



HR Metrics

SHRM's Benchmarking Service

Are you looking for HR data that are customizable by

Industry ♦ Region ♦ Organization Staff Size ♦ and more?

SHRM's Benchmarking Service provides just that.

- The data in this report can be customized for your organization by industry, staff size, geographic or metropolitan region, profit status (for profit/nonprofit), sector (public/private), unionized environments, and more.
- The data in this report were collected from the 2017 SHRM Talent Acquisition Benchmarking Survey. Additional reports are available in:
 - Employee Benefits Prevalence
 - Health Care
 - Human Capital
 - Paid Leave

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reports or
place an
order, visit**

shrm.org/benchmarks

**or call
(703) 535-6366**

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About SHRM

Founded in 1948, the Society for Human Resource Management (SHRM) is the world's largest HR membership organization devoted to human resource management. Representing more than 275,000 members in over 160 countries, the Society is the leading provider of resources to serve the needs of HR professionals and advance the professional practice of human resource management. SHRM has more than 575 affiliated chapters within the United States and subsidiary offices in China, India and United Arab Emirates. Visit us at shrm.org.

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Key Findings

\$4,425

The average cost-per-hire in 2016

Recruitment Expenses: 15% of all HR-related expenses are due to recruitment costs, including third-party agency fees, background checks, advertising costs and more.

Recruiting: 22% of organizations used automated prescreening to review job applicants' resumes in 2016, down 15% from 2015.

Selection: The average time-to-fill a position was 36 days in 2016, down from 42 days in 2015.

Cost-per-hire: The average cost-per-hire was \$4,425 in 2016, up from \$4,129 in 2015.

Quality of Hire: The use of 360-degree feedback scores has risen from 18% in 2015 to 28% in 2016. The overall percentage of organizations measuring quality of hire has risen from 19% in 2015 to 23% in 2016.

Separations: In 2016, organizations reported 17% of their separations were from employees within their first six months of employment, down from 26% in 2015. Employees within their first year of employment accounted for 26% of all separations in 2016, down from 29% in 2015.

Statistical Definitions

“n”

The letter “n” in tables and figures indicates the number of respondents to each question. In other words, when it is noted that n = 25, it indicates that the number of respondents was 25.

Percentile

The percentile is the percentage of responses in a group that have values less than or equal to that particular value. For example, when data are arranged from lowest to highest, the 25th percentile is the point at which 75% of the data are above it and 25% are below it. Conversely, the 75th percentile is the point at which 25% of the data are above it and 75% are below it.

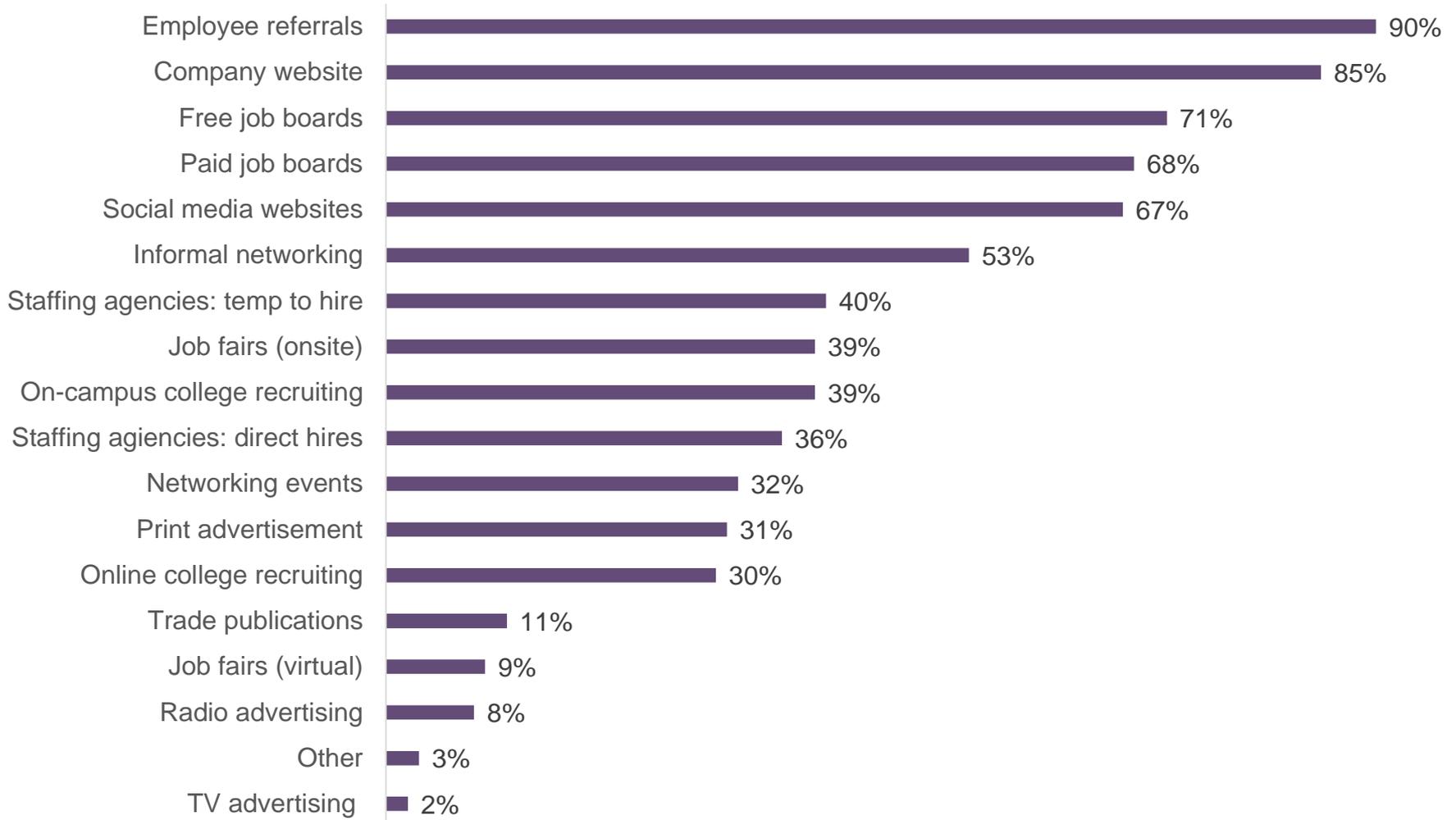
Median (50th percentile)

The median is the midpoint of the set of numbers or values arranged in ascending order. It is recommended that the median be used as a basis for all interpretations of the data when the average and median are discrepant.

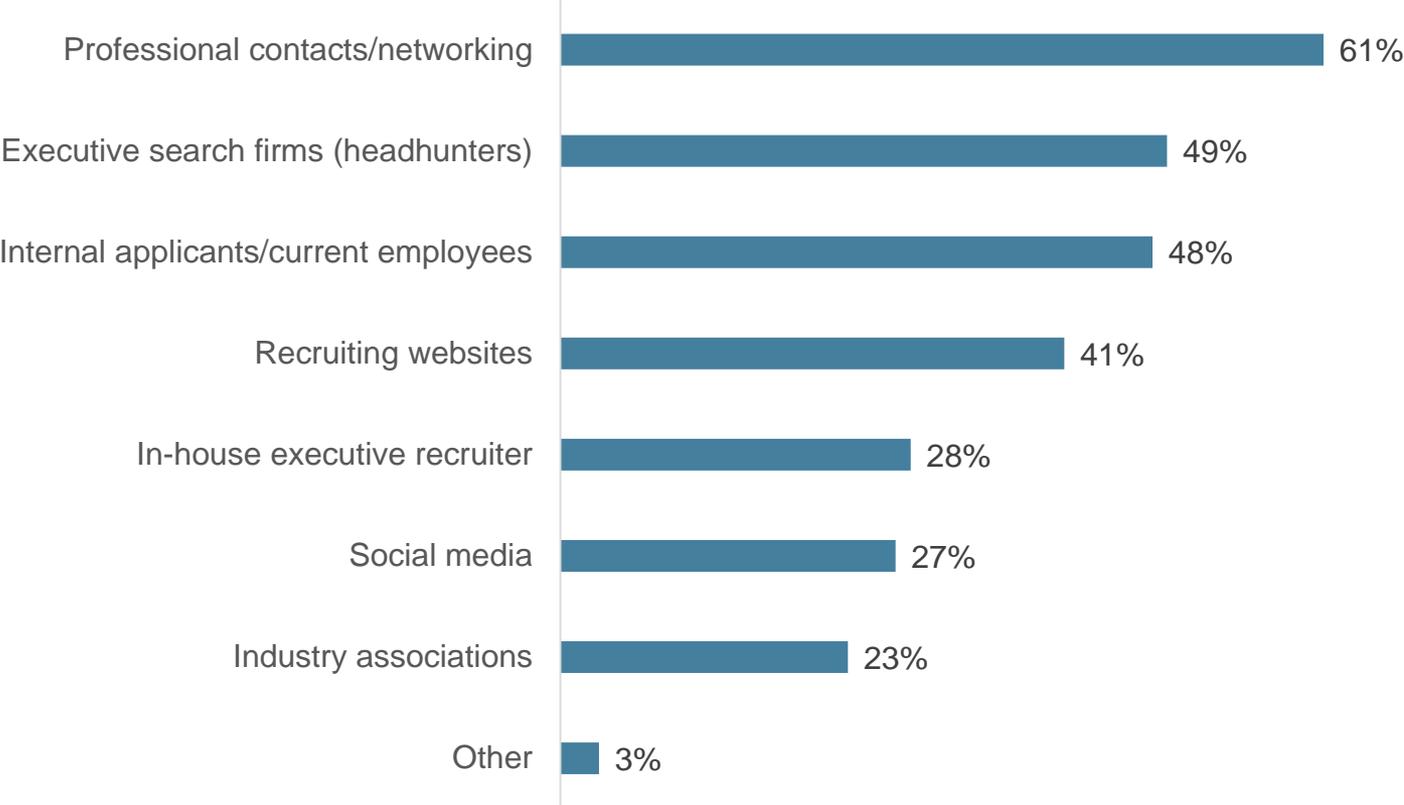
Average

The average is the sum of the responses divided by the total number of responses. It is also known as the mean. This measure is affected more than the median by the occurrence of outliers (extreme values). For this reason, the average reported may be greater than the 75th percentile or less than the 25th percentile.

Tools Used to Source Candidates

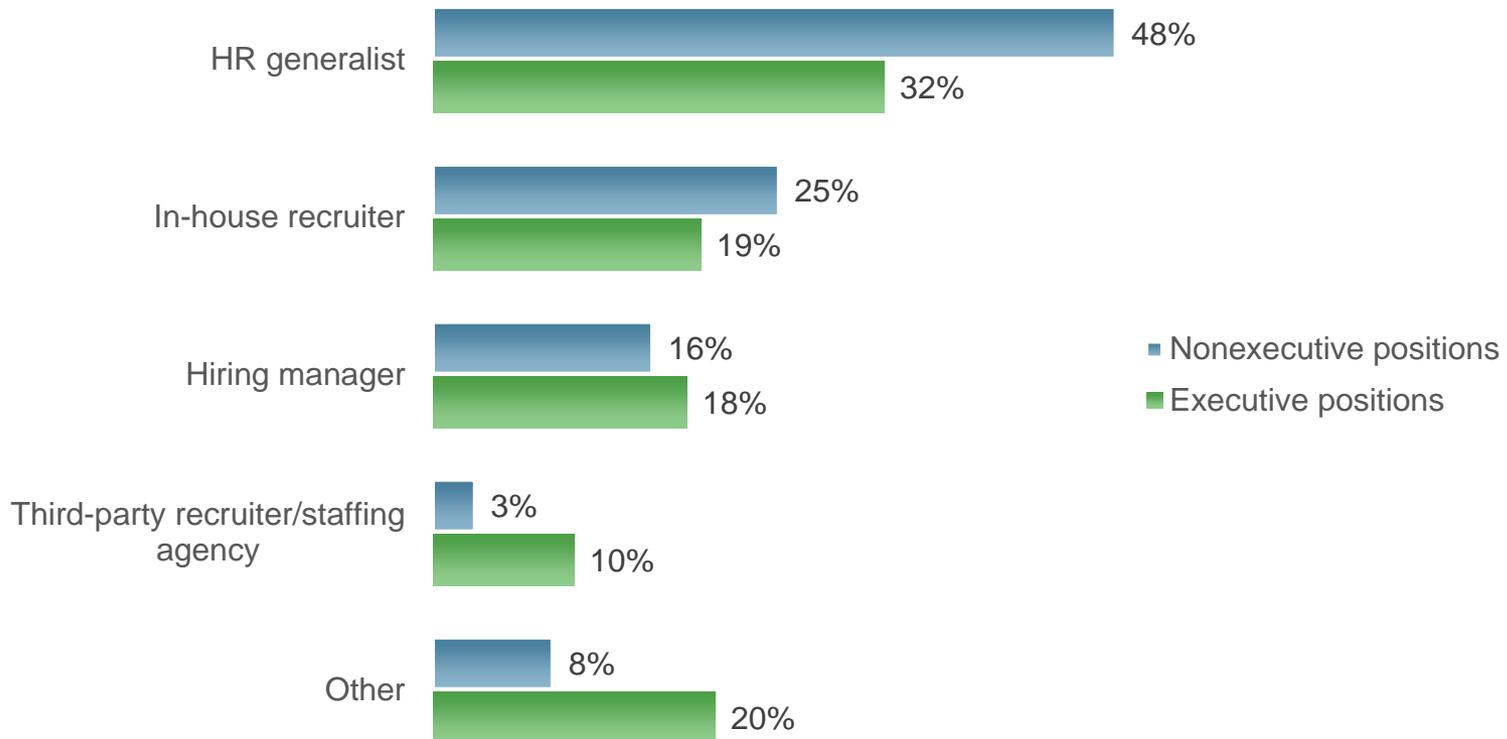


Tools Used to Source Executive Candidates



n = 1,641

Position Responsible for Recruiting Applicants for Nonexecutive and Executive Job Openings



Note: n = 1,708. Percentages do not total 100% due to rounding.

Recruitment

	n	25th Percentile	Median	75th Percentile	Average
Cost-per-hire	488	\$500	\$1,633	\$4,669	\$4,425
Executive cost-per-hire	247	\$1,300	\$5,000	\$18,000	\$14,936
Recruitment-expense-to- HR-expense ratio	198	0%	4%	19%	15%
Requisitions per recruiter (or HR FTE)	716	5	15	35	29
Requisitions per recruiter (organizations with dedicated recruiters)	349	10	25	54	54
Requisitions per recruiter (organizations without dedicated recruiters)	373	3	10	22	20

Selection Techniques Used to Assess Candidates

	Executive Level	Middle Management	Nonmanagement/ Individual Contributor	Nonexempt (Hourly) Nonmanagement
References	74%	74%	69%	65%
One-on-one interview	68%	68%	68%	68%
Phone screening	61%	68%	68%	65%
Group interview	57%	55%	45%	36%
Behavioral interview	56%	58%	54%	49%
In-person screening	50%	51%	49%	50%
Competency-based interview	43%	45%	43%	39%
Panel interview	40%	38%	29%	24%
Structured interview	33%	34%	33%	32%

Note: Executive Level n = 1,329; Middle Management n = 1,483; Nonmanagement/Individual Contributor n = 1,407; Nonexempt (Hourly) Nonmanagement n = 1,456

Selection Techniques Used to Assess Candidates (continued)

	Executive Level	Middle Management	Nonmanagement/ Individual Contributor	Nonexempt (Hourly) Nonmanagement
Behavioral or personality assessment	32%	28%	20%	17%
Skype/videoconference interview	29%	27%	21%	15%
Audition/work sample interview	22%	22%	20%	16%
Cognitive skills assessment	16%	17%	16%	18%
Unstructured interview	12%	12%	12%	14%
Technical skills assessment	10%	17%	27%	28%
Knowledge test	8%	13%	20%	22%
Stress interview	3%	3%	2%	2%
Other	1%	1%	1%	1%

Note: Executive Level n = 1,329; Middle Management n = 1,483; Nonmanagement/Individual Contributor n = 1,407; Nonexempt (Hourly) Nonmanagement n = 1,456

Selection

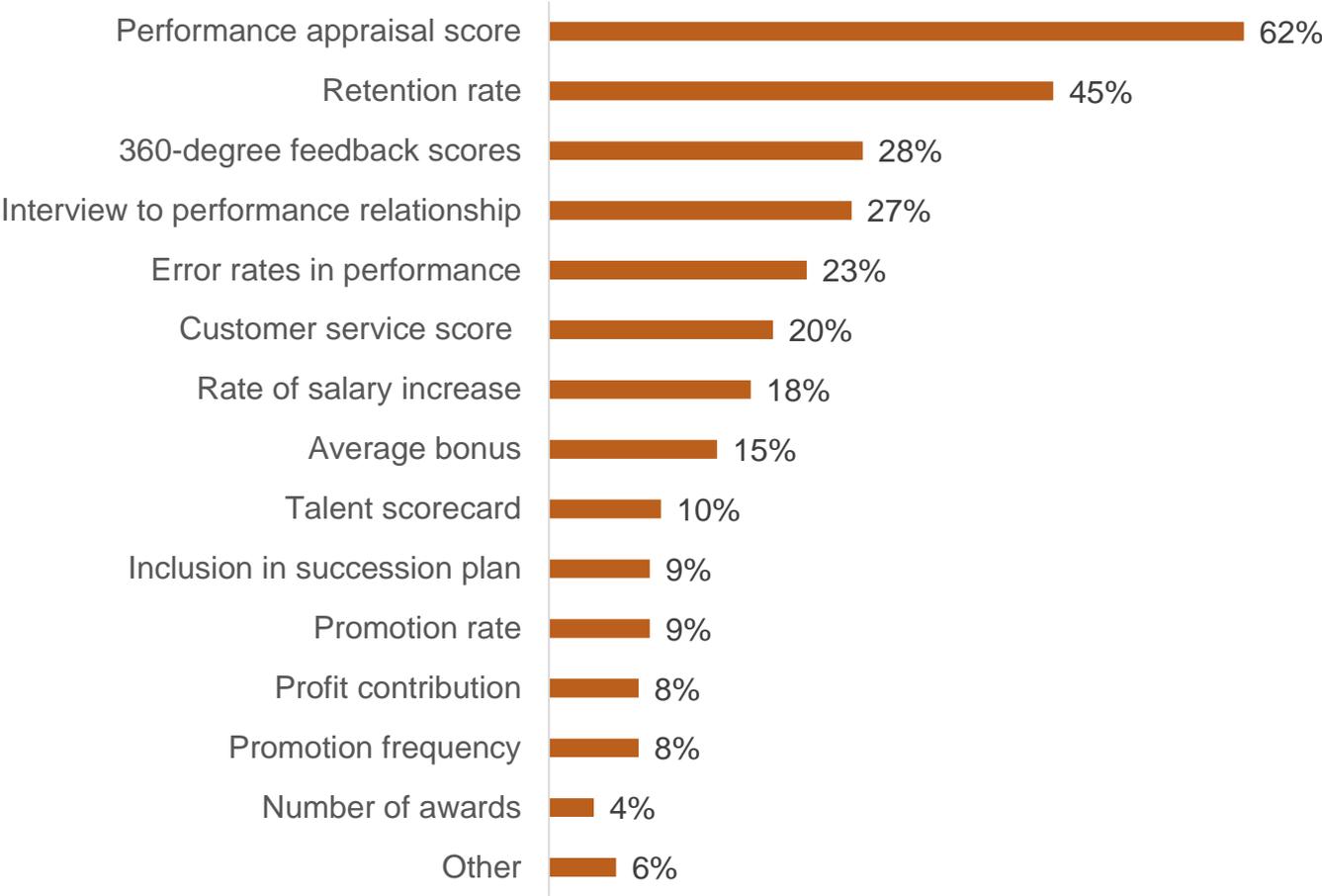
	n	Yes	No
Use of automated prescreening to review job applicant's resume	1,668	22%	78%

	n	25th Percentile	Median	75th Percentile	Average
Acceptance rate	839	86%	96%	100%	91%
Positions externally filled	747	66%	89%	100%	74%
Positions internally filled	747	0%	11%	33%	25%

Selection

	n	25th Percentile	Median	75th Percentile	Average
Time-to-fill	864	20 days	30 days	45 days	36 days
Open to approval	480	1 day	2 days	5 days	8 days
Approval to job posting	481	1 day	1 day	3 days	3 days
Job posting to start screening	488	3 days	5 days	10 days	9 days
Screen applicants	483	2 days	5 days	10 days	7 days
Conduct interviews	490	3 days	5 days	10 days	8 days
Make final decision	488	2 days	3 days	5 days	5 days
Offer to acceptance	509	1 day	2 days	4 days	4 days

Quality of Hire Measures Used by Organizations



n = 305

Quality of Hire

	n	Yes	No
Percentage of organizations measuring quality of hire	1,343	23%	77%

	n	25th Percentile	Median	75th Percentile	Average
Separations within first three months of employment	610	0%	6%	25%	16%
Separations within first six months of employment	599	0%	9%	25%	17%
Separations within first year of employment	602	0%	14%	38%	26%

Demographics: Organization Industry

	Percentage
Manufacturing	20%
Professional, scientific, and technical services	20%
Health care and social assistance	17%
Administrative and support and waste management and remediation services	15%
Educational services	10%
Finance and insurance	9%
Government agencies	9%
Construction	7%

Note: n = 2,005. Percentages do not total 100% due to multiple response options.

Demographics: Organization Industry (continued)

	Percentage
Transportation and warehousing	6%
Accommodation and food services	6%
Retail trade	6%
Information	5%
Religious, grantmaking, civic, professional, and similar organizations	4%
Wholesale trade	4%
Arts, entertainment, and recreation	3%

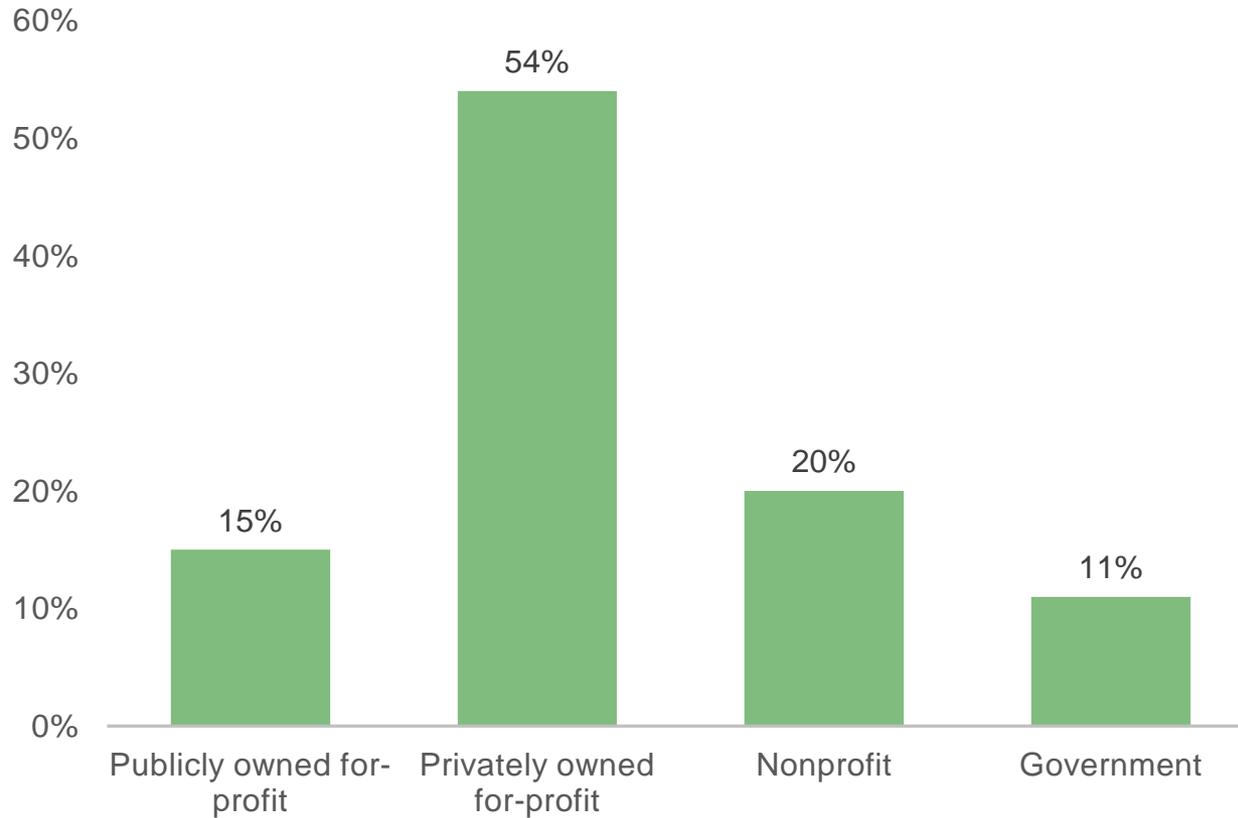
Note: n = 2,005. Percentages do not total 100% due to multiple response options.

Demographics: Organization Industry (continued)

	Percentage
Real estate and rental and leasing	3%
Utilities	3%
Repair and maintenance	3%
Agriculture, forestry, fishing and hunting	2%
Mining, quarrying, and oil and gas extraction	2%
Personal and laundry services	1%

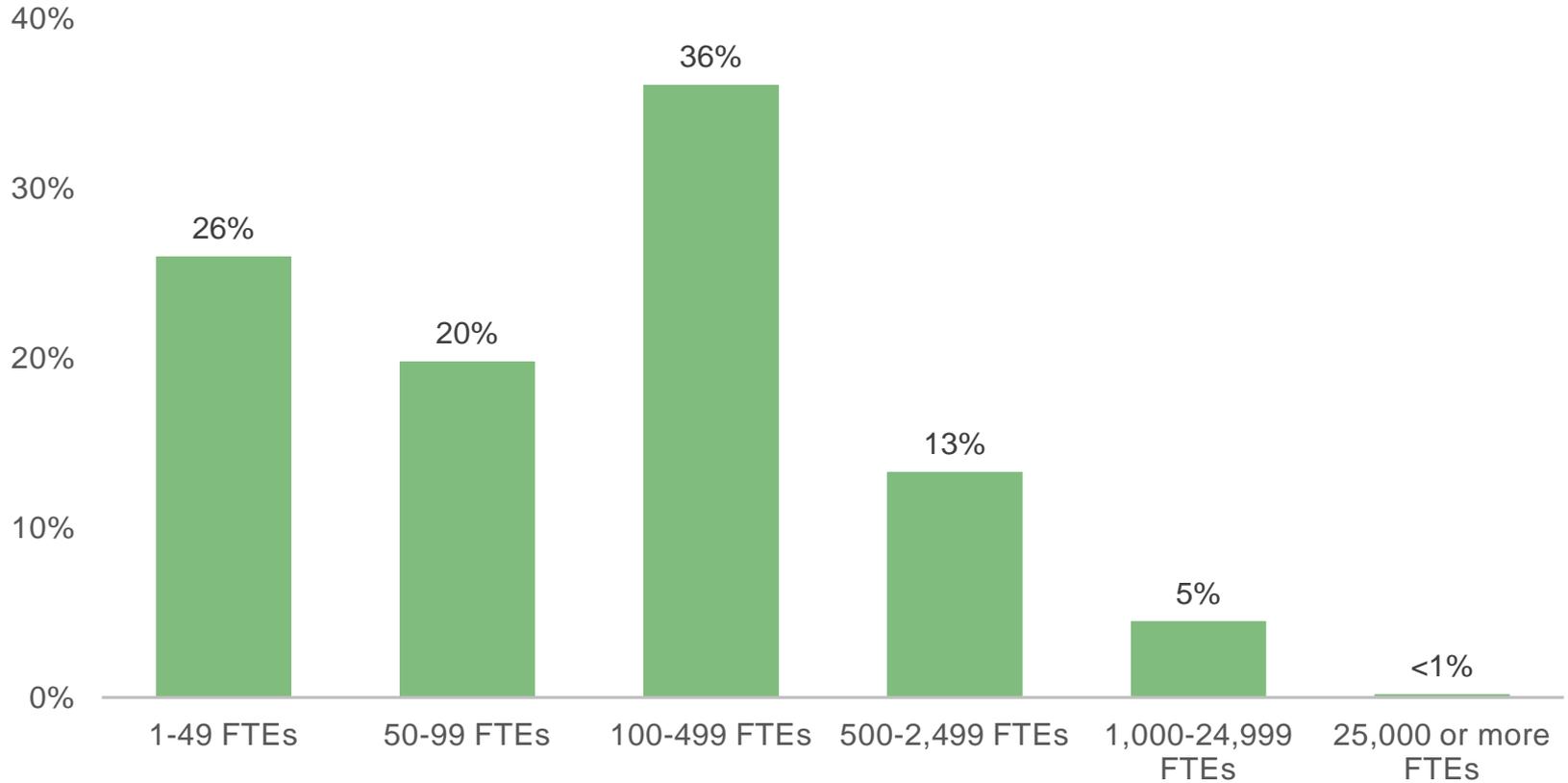
Note: n = 2,005. Percentages do not total 100% due to multiple response options.

Demographics: Organization Sector



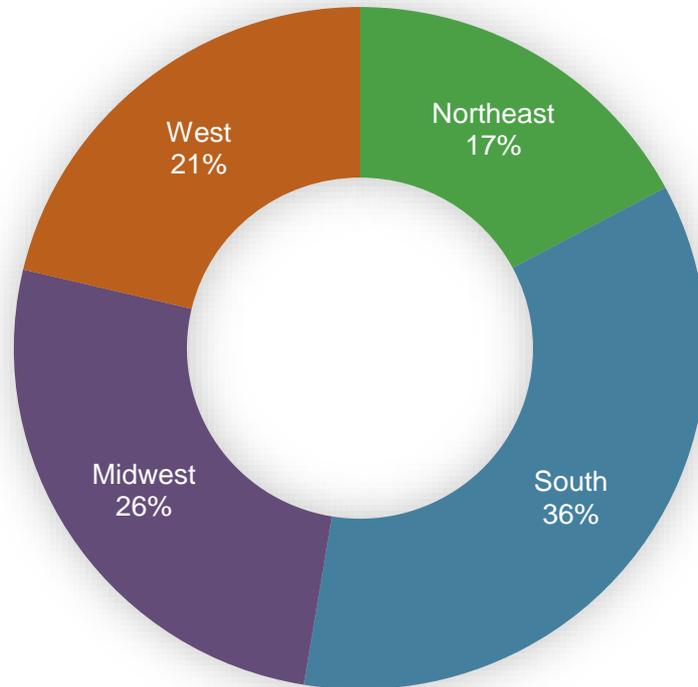
n = 1,985

Demographics: Organization Staff Size



n = 1,432

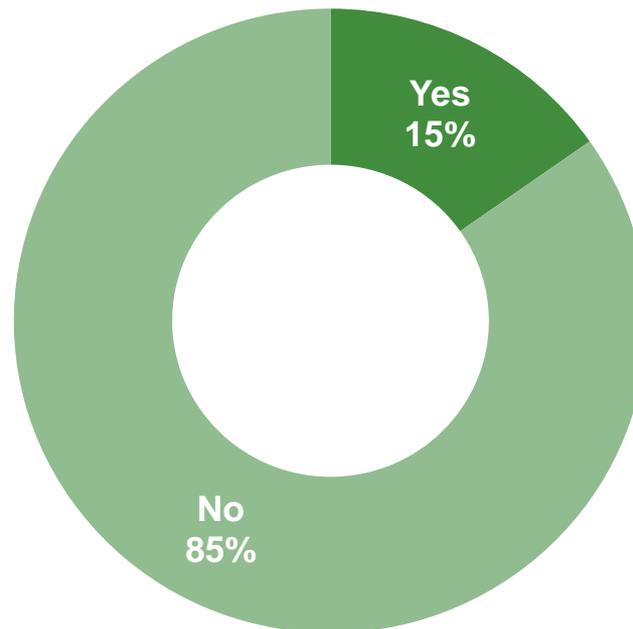
Demographics: Organization Region



n = 1,992

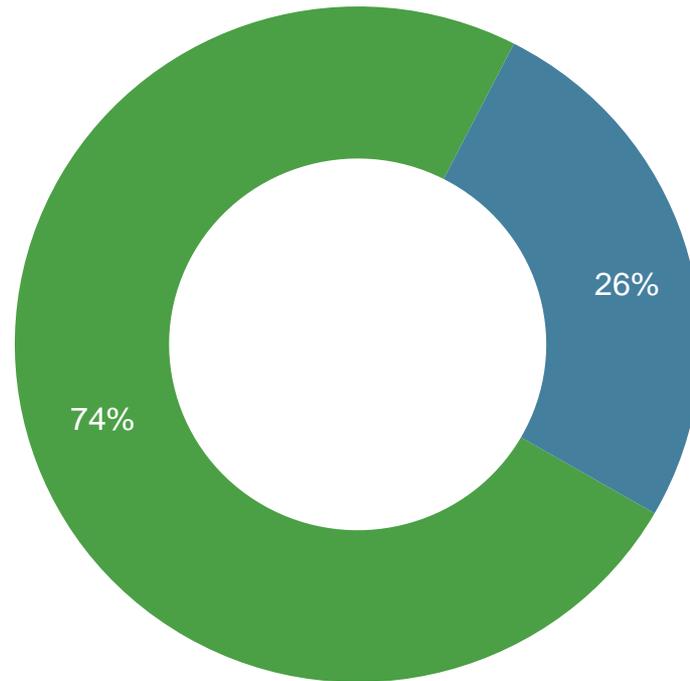
Demographics: International Workforce

ORGANIZATIONS HAVING WORKFORCE BASED OUTSIDE THE U.S.



n = 1,869. Responses that answered "Not sure" were not included.

Demographics: HR Department Level

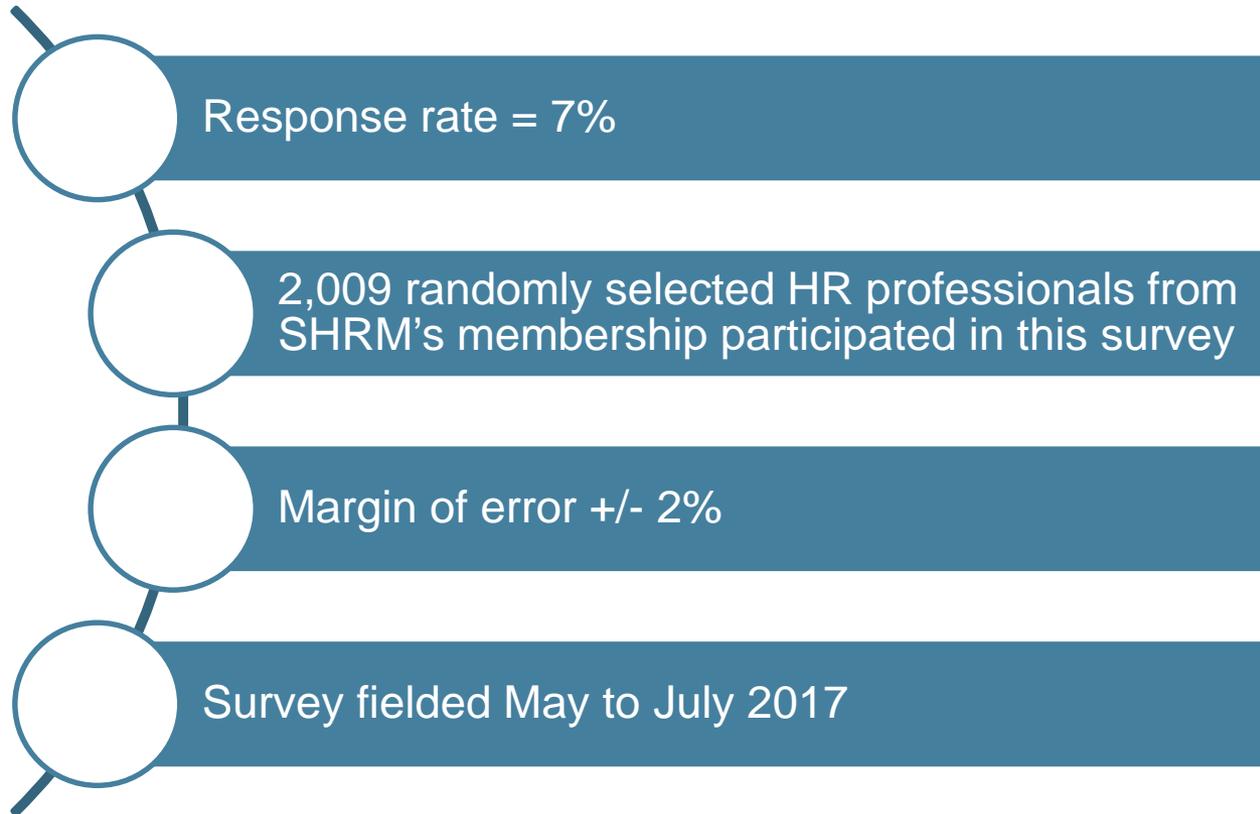


n = 1,997

■ Entire organization/corporate level

■ A specific business unit/work location(s)

Survey Methodology



Project Contributors

Project
Lead

Andrew Mariotti, Senior Researcher, SHRM Research

Project
Contributors

Sam Robinson, SHRM Research

Evren Esen, Director, Workforce Analytics, SHRM
Research
