



# The Recruitment Metrics Cookbook



## Welcome to The Recruitment Metrics Cookbook.

We hope you enjoy all of our recipes and find them a useful addition to your day to day recruitment strategy. This cookbook includes some hearty sums, dainty calculations and some delightful divisions to help you measure your recruitment more effectively.

### What are recruitment metrics?

Recruitment metrics are a standard set of measurements used to manage and improve the process of hiring candidates into an organisation. Many recruitment metrics are used by organisations to gain valuable insights on potential candidates during the recruitment process. They allow organisations to create benchmarks and report against them.

### Why should I use recruitment metrics?

Recruitment is tough, especially in a candidate-led jobs market, that's why more than ever, having full insight into all aspects of your recruitment process is vital in the quest for hiring perfection.

Recruitment metrics can help you maximise your return on marketing investment, track your performance toward diversity goals, optimise your process efficiency, and prove the value of your recruiting function to the leadership team.

### Four great menus for Cordon Bleu recruitment

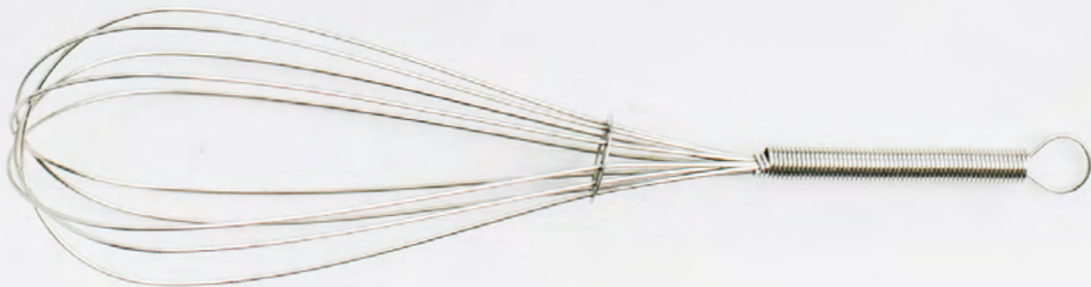
Throughout the Recruitment Metrics Cookbook, we're going to help you plan some excellent menus.

First, we'll look at creating a Candidate Sourcing Scorecard, by bringing together some ways to measure the performance of your recruitment advertisement and candidate sourcing channels.

Next, we'll look at ways to measure the efficiency of your hiring process, to help you spot bottlenecks that need removing.

We've also brought together some metrics that can be used as part of your Diversity & Inclusion programme to aid your hiring.

And finally, we'll bring together some of the Key Performance Indicators that you can use to communicate your hiring successes to your leadership & executives.



# Contents



# 1

Part One | A Menu for...

# Measuring Candidate Sourcing.

**We'll start by creating a balanced menu for measuring your candidate sourcing strategy.**

Over 23% of In-house recruitment teams struggle with a lack of recruitment marketing budget\* - meaning it is vital that they maximise their return on advertising investment.

But how best can you measure and compare each of your sourcing channels?

With this menu of metrics you'll discover those channels that produce the right number of ideal talent - so next time you're working on a similar role - you'll know where to direct your attention.

## Sourcing Menu



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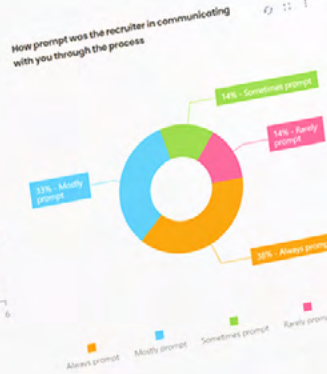
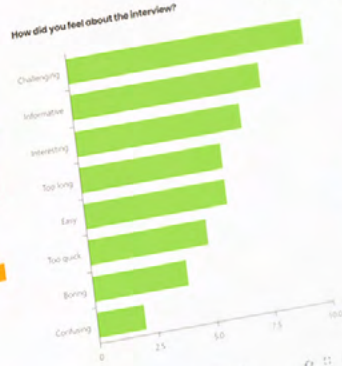


Application to Hire Ratio ..... 11

**Promoters**  
Preferred Function  
7

**Passives**  
Preferred Function  
8

**Detractors**  
Preferred Function  
6



# Candidate Source

**Candidate Source metrics are a family of recruiting KPIs that can help you identify the best places to advertise to find the right candidates for your jobs, so that you can maximise your return on recruitment marketing investment.**

At its simplest level, simply divide the number of candidates you acquired from a specific source by the total number of candidates sourced. Follow this procedure for each candidate sourcing channel and then display it as a pie-chart to get an overview of which channels are providing the greatest volume of candidates.

Unfortunately, this is a pie that is unlikely to satisfy your cravings for recruitment insight! Think, instead, of it as a 'Roux' - essential in the cooking of many great sauces....But not something you'd like to consume on its own.

Try source of hire, for example. This uses the same methodology but only looks at the data for the people you hired, this can give a better picture of where you are finding the most suitable candidates.

An alternative measure of the quality of your candidate sourcing channels can be achieved by looking at the Source of Quality Candidates - those candidates who progress through specific stages of your process, for example, those who progressed beyond a first interview. As with most recruitment metrics you will want to drill down into your data to analyse by criteria such as role, location and job type. Provided you have built up a decent amount of data - the more you drill down the more you are likely to get real insights - helping you to identify, for example, the best job boards to advertise a specific role.

## Ingredients

- Total number of candidates
- Source of candidates
- Source of hires

## Recipe

**Candidate Source (%) =**

$$\frac{\text{Number of candidates sourced via channel}}{\text{Total number of candidates}} \times 100$$

## Presentation Tips



### Pie chart

Compare proportion of candidates sourced from each channel



### Line chart

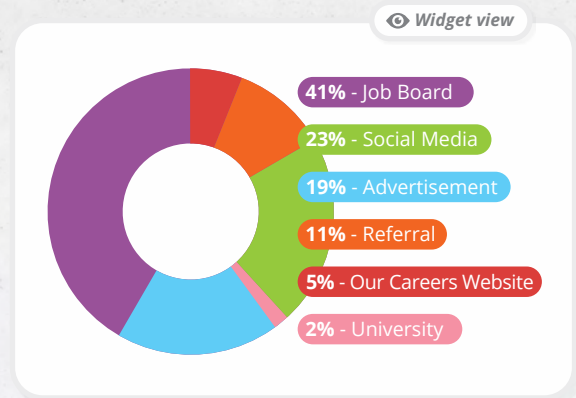
To visualise trends in candidate sourcing rates over time



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## Eploy & Candidate Source

Eploy automatically tracks the source of each candidate entering your recruitment process, then with Eploy Dashboards you can slice and dice the data to find your most effective channels. You can measure both the source of application and the source of candidate (since the same candidate may have applied for multiple roles).



### Metric

**Record Type:** Applications or Candidates

**Date Field:** Application / Candidate creation date

**Aggregate Type:** Total Applications / Candidates

**Filters:** Optional, e.g. Location, Vacancy, Vacancy Type etc.

### Dashboards Widget

**Widget Type:** Pie Chart / Doughnut Chart

**Group by:** Candidate Source (top-level or sub-level)

# Application Drop-Off Rate

**You can have the greatest recruitment process in the world - but it still needs candidates. And candidates are scarce, often time poor and used to modern, efficient web-based processes like ordering from Amazon, or buying tickets for an event.**

Equally, they expect your online application process to be clear, quick and accurate. To get a picture of how they rate your online candidate experience start by looking at your Application Drop-off Rate.

The Application Drop-off Rate is calculated by dividing the number of incomplete applications by the number of applications started. To efficiently measure it you will need to ensure that your [Applicant Tracking System](#) can actually do this - many can only tell you how many applications were completed. If you can't do it through your ATS you might be able to get an idea of the number of Applications started through your web analytics tool - such as Google Analytics.

If you're seeing a high number of incomplete applications, it's important to understand where candidates are dropping off in the process. Review how far applicants are progressing through your application forms - sometimes a single question can create unnecessary friction. For example, we've seen standard application forms that ask for details like a National Insurance number right at the start, which many candidates can't provide immediately.

## Ingredients

- Number of started applications
- Number of incomplete applications

## Recipe

Application Drop-off Rate (%) =

$$\frac{\text{No. of incomplete applications}}{\text{Total number of applications}}$$

x100

## Presentation Tips



### Bar chart

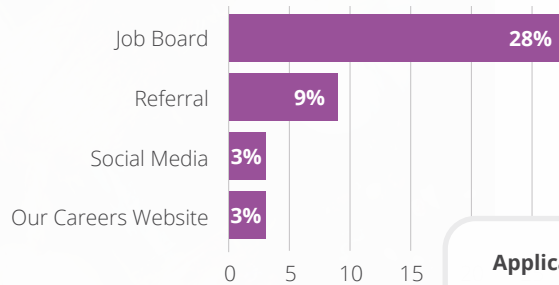
To compare Application Drop-off Rates based on your chosen criteria (e.g. year, role, candidate source etc.)

## Employ & Application Drop-Off Rate

Employ tracks every application from start to finish, saving incomplete applications so that candidates can continue at a later time.

Widget view

### Application Drop-off Rate



### Metric

**Record Type:** Applications

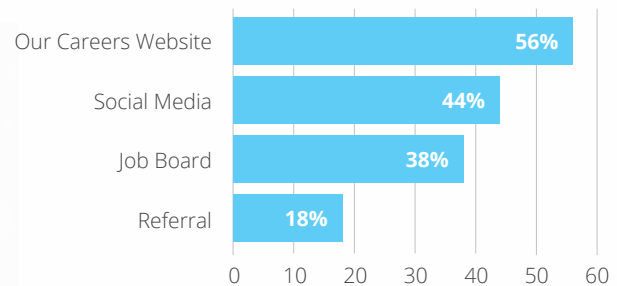
**Date Field:** Applications - Application Date

**Aggregate Type:** Count of Total Applications

**Filters:** Optional e.g. Candidate Type, Source Type, Vacancy Department/Function, etc.

Widget view

### Application Completion Rate



### Dashboards Widget

**Widget Type:** Ratio Chart

**Group by:** e.g Application Source

**Ratio by:** Other

**Field:** Application - Application Status

**Values:** Incomplete Application, Incomplete Job Board Application etc.

# Qualified Candidates per Job

**Qualified Candidates per Job** measures the average number of applicants who successfully move past your initial screening stage after applying.

Think of this as your candidate qualification process: similar to how sales teams qualify leads before passing them to a salesperson, you're assessing whether applicants meet the essential criteria to progress further in the hiring journey. This metric helps you understand the quality of candidates and the effectiveness of your screening process.

To calculate your Qualified Candidates per Job (average) simply divide the total number of candidates who have passed your initial screening stage by the total number of jobs.

**This will give you a benchmark, but there are some important criteria that you should consider:**

- Not all jobs are equal - so an overall average may not be too meaningful.
- You may have different recruitment stages for different role types.

It may be better to measure this KPI for different departments, role levels and so on.

Further, you can calculate your Qualified Candidate Rate by dividing your qualified candidates by the total number of candidates.

## Ingredients

- Number of candidates passing your first, post-application, recruitment process stage
- Total number of candidates
- Source of candidates

## Recipes

**Qualified Candidates per Job =**

$$\frac{\text{No. of candidates who passed initial screen}}{\text{Number of Jobs}}$$

**Qualified Candidate Rate (%) =**

$$\frac{\text{No. of candidates who passed initial screen}}{\text{Total no. of applications}} \times 100$$

## Presentation Tips



### Line chart

To visualise trends in Qualified Candidate Rate over time



### Bar chart

to compare average qualified candidates per job across locations, role types etc.

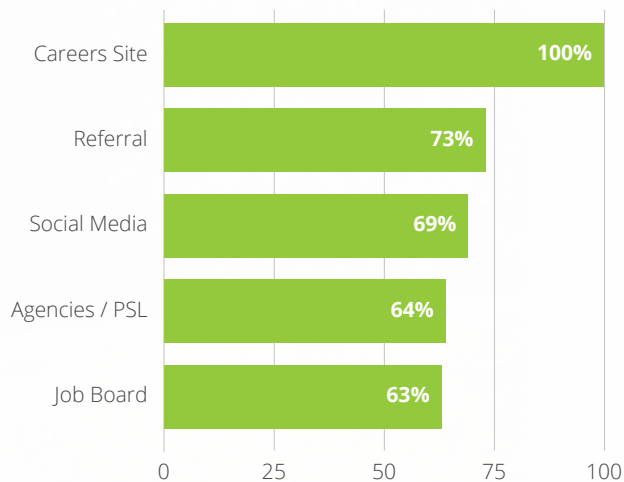
## Eploy & Qualified Candidate Rate

With Eploy, all you'll need is an Applications metric which gathers all hires made and then use the Ratio widget to display your results on an Eploy dashboard.

Your Qualified Candidate Rate is one of the key measures for comparing your candidate sources as it is qualitative - it indicates the quality of candidates as opposed to a quantitative metric such as Source of Candidates.

It is easy to focus on the volume of candidates generated by your various sources (job boards, aggregators, etc.) - but your qualification rate gives you an indicator of where your best candidates are coming from - measure this over time to see which sources are improving the most.

### Qualified Candidates per Job



Widget view

### Metric

**Record Type:** Applications

**Date Field:** Applications - Application Date

**Aggregate Type:** Total Applications

**Filters:** Optional

### Dashboards Widget

**Widget Type:** Ratio

**Group by:** e.g. Vacancy Title

**Ratio by:** Application - Workflow Stage

**Value:** Select all workflow stages beyond the initial screening stage

**Chart Type:** Bar chart, Line chart, Area chart or SnapStat

# Recruitment Funnel Throughput

The Recruitment Funnel Throughput looks at each stage in your recruitment workflow to determine the volume of candidates progressing.

This enables you to get a good idea of the approximate number of candidates you will need to source in order to progress a sufficient number through the process to make a hire.

As with most recruitment metrics, analysing your Funnel for your entire recruitment will only give you a very high-level view - where the funnel becomes increasingly important is when you start to assess it for specific positions, locations, seniority levels and so on.

To calculate your Funnel Throughput, start by dividing the number of candidates who progressed to the first (post-application) stage of your recruitment process. For example, if the first stage is 'telephone interview' then:

**# telephone interviews ÷ # applications**

Next, you move to your second stage, for example, 'First interview' so:

**# first interviews ÷ # telephone interviews**

Say, for example, you have 100 applicants of which you progress 50 to a telephone interview; your first ratio is 50/100 or 1 in 2. Then you may progress 10 to the first interview, so your next ratio is 10/50 or 1 in 5. Of the 10 who attend a first interview you may take 4 to a final interview, so your ratio is 4/10 or 1 in 2.5. And of the 4 final interviews, you may make 1 hire - 1 in 4.

Let's say you now need to recruit 10 people into the same role - from our funnel we now know we will probably need to source 1000 candidates, and we'll need the time to make 500 telephone interviews - we'll also need to prepare hiring managers and other stakeholders for the likely 100 first interviews and 40 finals.

## Ingredients

- A history of the dates when each candidate entered each stage of your recruitment process.
- Total number of candidates that reached each stage of your recruitment process.

## Recipe

**Stage-to-stage Conversion Ratio (%) =**

$$\frac{\text{No. of candidates progressed to next stage}}{\text{Number of candidates at stage}}$$

**x100**

## Presentation Tips



### Funnel

To visualise candidates who reached each stage

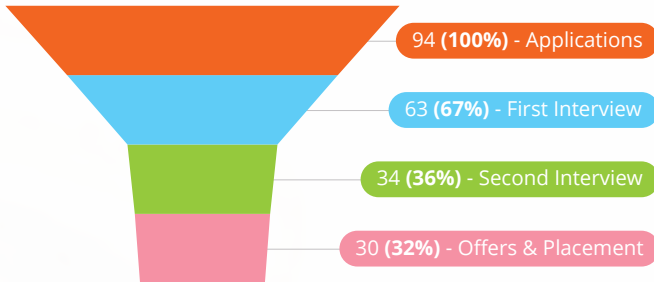


### SnapStat

To display stage-to-stage conversion rates (either percentage or ratio)

Widget view

### Recruitment Funnel



### Second Interviews to Offers by Department

1 in 2

Customer Service	1 in 2
Management	1 in 0
Marketing	1 in 1

Widget view

### First Interview to Second Interview by Department

1 in 3

Customer Service	1 in 2
Human Resources	1 in 0
Management	1 in 4
Marketing	1 in 3

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## Eploy & Recruitment Funnels

Creating a Recruitment Funnel with Eploy is super easy. Setting the Record Type to Applications will only show you where each Application is now.

### Metric

**Record Type:** Applications History

**Date Field:** Applications History Status Date

**Aggregate Type:** Total Application History

**Filters:** Select a Recruitment Workflow

### Dashboards Widget

**Widget Type:** Funnel Chart

**Group by:** Other - Application History - Workflow Stage

## Eploy & Stage Conversion Ratios

Use the Ratio widget to display your conversion rates - either as a percentages or ratios. By looking at the Application History we're able to track each stage the Application has been to, rather than its current workflow.

### Metric

**Record Type:** Applications History

**Date Field:** Applications History Status Date

**Aggregate Type:** Total Application History

**Filters:** Select a Recruitment Workflow and Application History Workflow stages (include the stage you want to measure up to and any preceding stages)

### Dashboards Widget

**Widget Type:** Ratio Chart

**Group by:** e.g. Application Source with details

**Ratio by:** Other

**Value:** Select the stage required to create the ratio

**Chart Type:** SnapStat, Line chart, Bar chart etc.

# Application to Hire Ratio

**Application to Hire ratio is a versatile metric that can give insight into your recruitment advertising effectiveness as well as indicate the amount of time you will need to spend recruiting for specific roles, job types, locations and so on.**

To calculate your application to hire ratio simply divide the total number of applications received (excluding applications for currently open roles) by the number of hires made.

By doing the same for each candidate sourcing channel you can quickly build up a picture of the channels where you are more likely to hire an applicant. For example, job aggregators are typically ranked as the number one source for the volume of candidates they generate\* - but are you more likely to hire one of them as opposed to a candidate from a niche job board?

Application to hire will vary, often considerably, based on the type of skills required, the salary range, even based on your attractiveness as an employer.

By looking at your application to hire ratios for specific jobs you can spot those where you typically get inundated with applications - though this may be a 'nice problem to have' remember that it is important that all candidates receive a great candidate experience - more applications require more time assessing candidates so there will be a knock-on effect through the later stages of your recruitment process. Look then toward implementing tools such as screening questions within the application stage to help candidates qualify themselves in for the roles they are most suited to.

## Ingredients

- Total number of applications for filled jobs
- Total number of hires
- Source of candidates

## Recipe

**Application to Hire Ratio (%) =**

$$\frac{\text{Number of hires}}{\text{Number of applications for filled vacancies}} \times 100$$

## Presentation Tips



### Line chart

To visualise trends in application to hire ratio over time



### Ranking

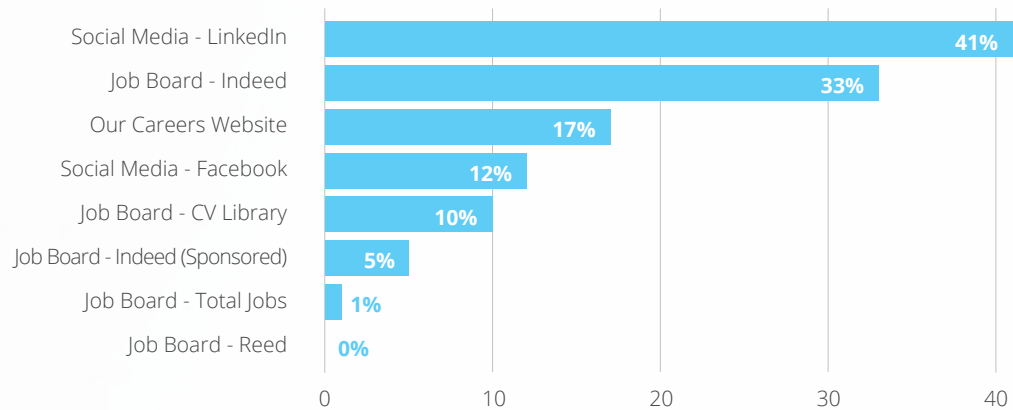
To compare sources of candidates based on their application to hire ratio

## Eploy & Application to Hire Ratio

Creating an Application to Hire ranking chart in Eploy is easy, just serve it up like so...

 Widget view

### Application to Hire Ratio by Source (detailed)



### Metric

**Record Type:** Applications

**Date Field:** Application / Candidate creation date

**Aggregate Type:** Total Applications / Candidates

**Filters:** Vacancy is not active, Vacancy Status  
- Live Requirement

### Dashboards Widget

**Widget Type:** Ratio Chart

**Group by:** Application - Source with Details

**Ratio by:** Application - Recruitment Milestones

**Ratio value:** Hired

# 2

Part Two | A Menu for...

# Measuring Process Efficiency.

**The modern recruiter wants to spend less time doing administrative tasks and more time talking with candidates.**

Efficiency metrics are designed to help you optimise your recruitment process and identify potential bottlenecks.

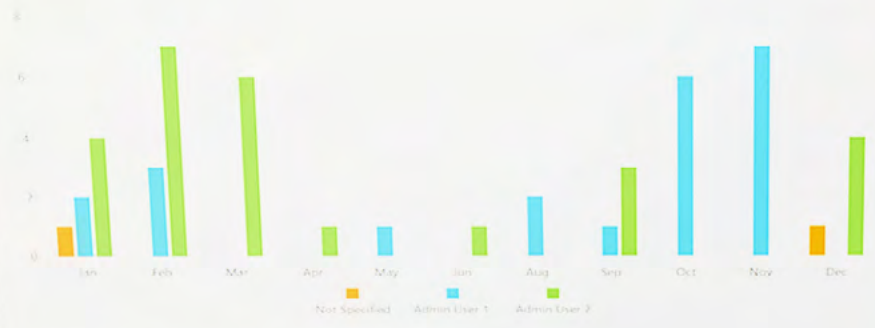
In this section, we'll show you how to calculate key areas of efficiency.

## Efficiency Menu

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EFFICIENCY & TIME TO HIRE ★ 1 | 
 Users: All | 
 Organisations: All | 
 Vacancies: All | 
 Date: Show All | 
 [Clear](#)

### Total Vacancies



### Increased Engagement, Decreased Costs

Lowering your Time to Fill will help lead to decreased cost of vacancies & advertising, whilst increased engagement & productivity from Hiring Managers.

#### Requisition Cancellation Rate by Business Unit



### Average Time to Fill by Role

**148.75** days

Training Coordinator	224.25 days
Project Manager	156.94 days
Junior Web Developer	24.13 days

### Average Time to Hire by Role

**108.58** days

General Manager	218.28 days
Assistant Store Manager	95.50 days
Project Manager	66.80 days

### Time to Offer Acceptance

**0** days

Junior Web Developer	0 days
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# Requisition Cancellation Rate

**The Requisition Cancellation Rate describes the proportion of vacancies raised that are then cancelled before they are filled.**

Requisition Cancellation Rate is calculated by dividing the number of cancelled requisitions by the total number of vacancies worked on during the period.

An alternative way to calculate Requisition Cancellation Rate is by dividing the cancelled requisition by only those jobs that were filled & those that were cancelled - however, this will not include those jobs that are still being actively worked on. The choice is yours, however, we prefer the former method - since it gives a truer picture of the time wasted working on requisitions that were cancelled.

A high requisition cancellation rate can indicate time is being wasted within the recruitment function - since talent acquisition may have started sourcing candidates, contacting talent pool members - or cost in advertising the role.

Having a good requisition authorisation process in place can help to reduce cancelled requisitions, ensuring every raised requisition is signed-off by the relevant managers before passing to the talent acquisition function for advertising and sourcing.

## Ingredients

- Number of cancelled requisitions
- Number of vacancies worked on

## Recipe

**Requisition Cancellation Rate (%) =**

$$\frac{\text{Number of cancelled requisitions}}{\text{Number of vacancies worked on}}$$

**x100**

## Presentation Tips



### Line chart

To visualise trends in Requisition Cancellation Rates over time



### Bar chart

To compare current Requisition Cancellation Rates between departments/locations/hiring manager etc.

## Employ & Requisition Cancellation Rate

Whipping up a Requisition Cancellation Rate chart in Eploy is easy, serving suggestion below...

### Metric

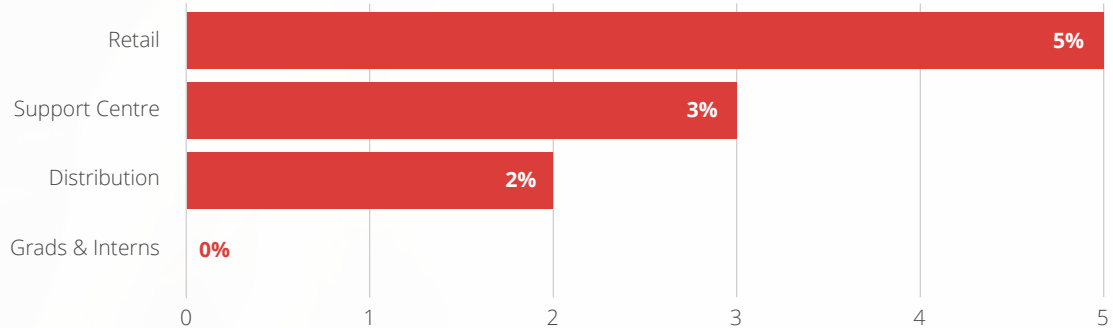
**Record Type:** Vacancies

**Date Field:** Vacancies - Creation Date

**Aggregate Type:** Total Vacancies

 Widget view

### Requisition Cancellation Rate by Business Unit



### Dashboards Widget

**Widget Type:** Ratio

**Group by:** e.g. date, department, location

**Ratio by:** Other > Vacancies - Status

**Value:** e.g. No Longer Required, Authorisation Rejected

**Chart Type:** Choose from Area, Bar & Line charts or display as a KPI in a SnapStat

# Time to Fill

**Time-based metrics are vital in the modern recruitment process since they provide valuable insights into the time you will likely need to fill vacant positions. They can also be used to spot issues and bottlenecks in your process.**

We'll start by looking at Time to Fill. Essentially, Time to Fill should cover the entire time between creating a new vacancy through to the selected candidate's first day on the job. It's important to be consistent in how you measure time-based metrics so your first task will be to standardise your start and end points for Time to Fill and then stick to it.

Ideally, you will be able to track when a Job Requisition (Request to Recruit) was first raised and use this as your starting point. If you have a manual or off-line requisitions process, this may not be practical in which case choose the next earliest date that you are confident you can consistently track - perhaps the date the job was entered into your ATS or first advertised. Similarly, for your endpoint, you may prefer to end your calculations at the date the successful candidate accepted the offer.

The beauty of Time to Fill is that, as it measures the length of time that your entire recruitment process takes to fill a role, you can use it as a benchmark for planning purposes.

Once you have tracked Time to Fill against a suitable number of jobs you can start calculating averages. To do this add up all your Time to Fills and divide by the number of positions filled.

As we have learnt, you'll achieve the best return on your metrics investment when you can 'slice and dice' your metrics by key criteria such as location, role, hiring manager and so on - you'll need to ensure you can track everything against your vacancies for maximum value.

## Ingredients

- Choose & track your Time to Fill start point (e.g. date each job raised)
- Choose & track your Time to Fill end point (e.g. date offer accepted)

## Recipes

### Time to Fill =

Time to Fill end point - Time to Fill start point  
(in days)

### Average Time to Fill (%) =

$$\frac{\text{Sum of all Times to Fill}}{\text{No. of jobs filled}} \times 100$$

## Presentation Tips



### Ranking

To compare Time to Fill across related job types, locations etc.



### Line chart

To visualise trends in Time to Fill over time



## Eploy & Time to Fill

Eploy enables you to choose precisely how to measure your Time to Fill by selecting your preferred start and end points using Vacancy Statuses and Recruitment Milestones.



### Metric

**Record Type:** Applications

**Date Field:** Vacancy - Start Time to Fill date

**Aggregate Type:** Average Days to Hired from Time to Fill

**Filters:** Application - Recruitment Milestones has Hired

### Dashboards Widget

**Widget Type:** SnapStat

**Group by:** Optional

**Order by:** Average Days to Hired from Time to Fill

# Time to Hire

Now that we've mastered Time to Fill, we'll drill a little further into our recruitment process by tracking and measuring our Time to Hire.

Whereas Time to Fill was concerned with the length of our entire recruitment process from identifying the need to create or backfill a position to the successful candidate starting on the job - time to hire looks at the length of time your candidates spend in the process.

Again, you may choose different start and end points for your calculations, but however you standardise, ensure you stick to it.

Ideally, your Time to Hire clock should start ticking once your first candidates enter your pipeline - this should be easy to do within your ATS if you have online applications. We will then end our Time to Hire calculation on the date at which the successful candidate accepts your offer.

So, whereas Time to Fill was a good *PLANNING* measure, Time to Hire is great for measuring your recruitment *EFFICIENCY*.

## Ingredients

- Choose & track your Time to Hire start point (e.g. date job advertised)
- Choose & track your Time to Hire end point (e.g. date offer accepted)

## Recipes

### Time to Hire =

Time to Hire end point - Time to Hire start point  
(in days)

### Average Time to Hire (%) =

$$\frac{\text{Sum of all Times to Hire}}{\text{No. of offers accepted}} \times 100$$

## Presentation Tips



### Ranking

To compare Time to Hire across related job types, locations etc.



### Line chart

To visualise trends in Time to Hire over time

Widget view

Average Time to Hire  
by Job Title, in Days

68

Junior Web Developer	98
Marketing Executive	54
Training Coordinator	47
Assistant Manager	121
Bookkeeper	67
Graphic Designer	58
Talent Acquisition Manager	31

## Eploy & Time to Hire

Eploy enables you to choose precisely how to measure your Time to Fill by selecting your preferred start and end points using Vacancy Statuses and Recruitment Milestones.

### Metric

**Record Type:** Applications

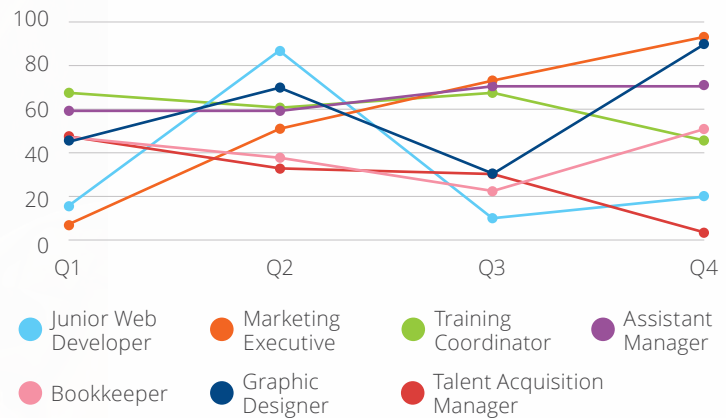
**Date Field:** Vacancy - Start Time to Hire date

**Aggregate Type:** Average Days to Offered

**Filters:** Application - Recruitment Milestones  
has Offered/Hired

Widget view

### Average Time to Hire (days)



### Dashboards Widget

**Widget Type:** SnapStat

**Group by:** Optional

**Order by:** Average Days to Hired Date

# Time to Authorise

**If you have a Job Requisition process, it's likely that new vacancies will need to be authorised before you can start attracting candidates. This can be a major bottleneck, causing delays in your time to fill.**

By measuring Time to Authorise, you can keep a check on the efficiency of your authorisation process, spotting any areas, role types or (more likely!) authorisers who are causing delays.

Ideally your Applicant Tracking System should make authorisations a breeze, automatically alerting and reminding authorisers of the vacancies that need their sign-off - and then make it simple for them to give the green light and let recruitment commence.

## Ingredients

- Choose & track your Time to Authorise start point (e.g. date jobs created)
- Choose & track your Time to Authorise end point (e.g. date job advertised)

## Recipes

### Time to Authorise =

Time to Authorise end point -  
Time to Authorise start point (in days)

### Average Time to Authorise (%) =

$$\frac{\text{Sum of all Times to Authorise}}{\text{No. of jobs advertised}}$$

## Presentation Tips



### Ranking

To compare Time to Authorise across related job types, locations etc.



### Line chart

To visualise trends in Time to Authorise over time

## Eploy & Time to Authorise

Eploy enables you to choose precisely how to measure your Time to Authorise by selecting your preferred start and end points, define your metric and display in your dashboards.

### Metric

**Record Type:** Vacancies

**Date Field:** e.g. Advertising start date

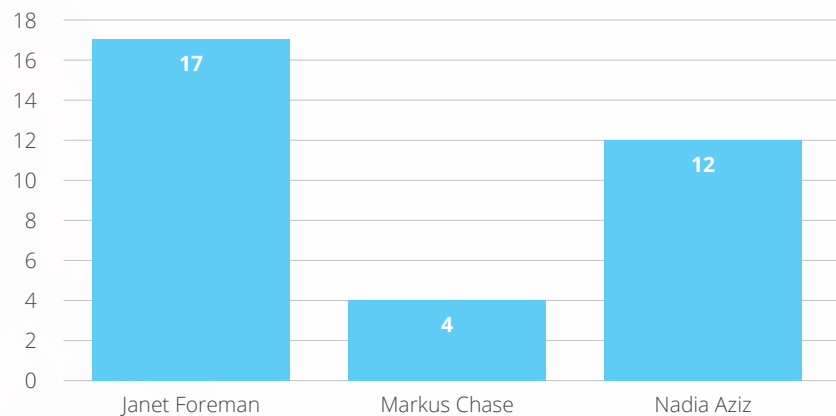
**Aggregate Type:** Average time to Authorise

**User Field:** e.g. Hiring Managers

**Filters:** Optionally choose filters as required  
e.g. Authorisation Workflow

 [Widget view](#)

Time taken to authorise job requisitions (days)



### Dashboards Widget

**Widget Type:** SnapStat, Bar chart

**Group by:** Optional

**Order by:** Average Time to Authorise

# Time to Offer Acceptance

**The last thing the modern talent acquisition team wants is to lose a great new hire once an offer has been extended.**

Time to Offer Acceptance is a good efficiency measure for your offers and onboarding process.

Hopefully, your Applicant Tracking System enables offers and contracts to be raised, authorised, sent to the selected candidate and then digitally signed online - thereby streamlining the entire process and ensuring your new hires don't slip through the net at the last moment.

## Ingredients

- Date the offer was made
- Date the offer was accepted

## Recipe

**Requisition Cancellation Rate (%) =**

$$\frac{\text{Number of cancelled requisitions}}{\text{Number of vacancies worked on}}$$

**x100**

## Presentation Tips



### Line chart

To visualise trends in Requisition Cancellation Rates over time



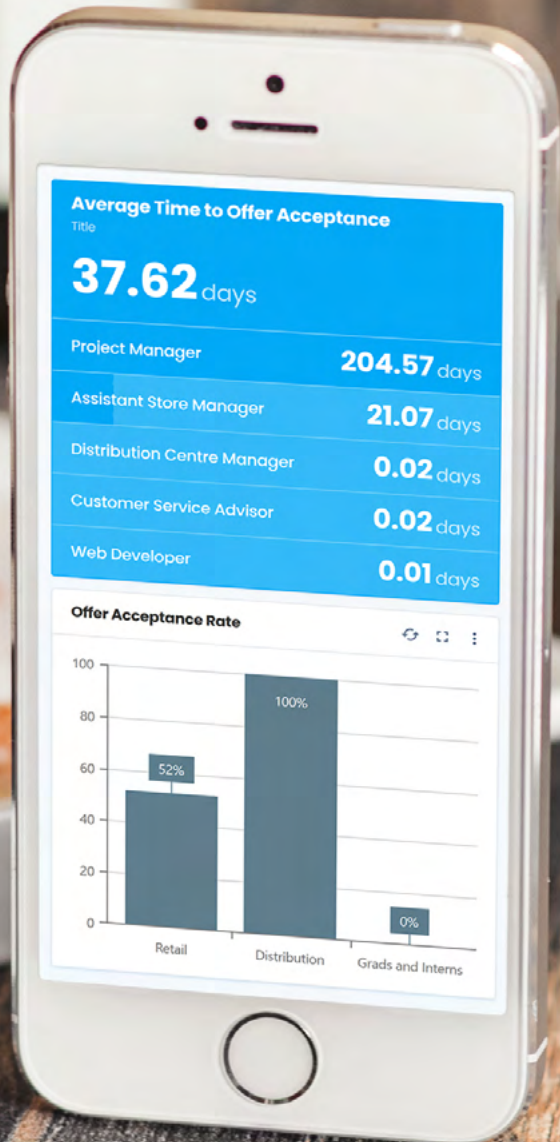
### Bar chart

To compare current Requisition Cancellation Rates between departments/locations/hiring manager etc.

Keep track of your Time to Offer Acceptance and use it as a benchmark for both future improvement initiatives and for troubleshooting particular vacancies where it seems to be taking too long to get the candidate to accept your offer.

## Eploy & Time to Offer Acceptance

With Eploy you can manage all of your offers online, including digital contracts, offer letters and signatures. Next, you can track your Time to Offer Acceptance in your Eploy Dashboards.



### Metric

**Record Type:** Hires

**Date Field:** Hire - Offer Accepted Date

**Aggregate Type:** Average Days to Hired from Offered

**User Field:** e.g. Vacancy - Users

**Filters:** Optionally choose filters as required

### Dashboards Widget

**Widget Type:** SnapStat / Bar chart

**Group by:** Optional

**Order by:** Average Days to Hired from Offered

# 3

Part Three | A Menu for...

# Measuring E, D & I.

**Equality, Diversity & Inclusion is one of the top priorities for the modern in-house recruiter. D&I based recruitment metrics can help raise the profile of your programme.**

Care must be taken not only in the gathering of data during your recruitment process but also in accessing the data. Ideally, diversity data should only be available to those users who really need it, better still if it is also abstracted from personally identifiable information when reported.

Interpreting D&I data also requires extreme care, consider the difference in population diversity in different locations - this could make comparing D&I performance from one region to another unfair. We can adapt many of the recipes within this cookbook to focus on Diversity and Inclusion. In this section we'll take a look at a few of these to identify areas that may need further investigation within your hiring process.

## E, D & I Menu



Diverse Candidates Ratio .....27



Submitted Diverse Candidates Ratio .....29



Diverse Candidates Conversion Ratios .....31



Diverse Candidates Interview to Offer Ratio ..33

### Registered Candidates

Gender identity

**2,098**

Male	953
Female	765
Prefer not to say	264
Prefer to self describe	47
Non-Binary	30
Not Specified	23
Intersex	16

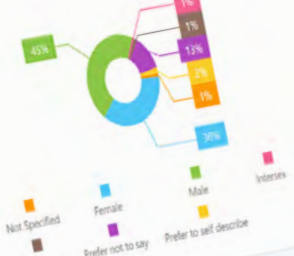
### All Applications

Gender identity

**382**

Male	152
Female	141
Not Specified	29
Prefer not to say	26
Intersex	18
Prefer to self describe	11
Non-Binary	5

### Registered Candidates



### All Applications



### Average Salary by Gender Identity

Gender identity

**37,027.78**

### Diverse Application Ratio by Department

Department

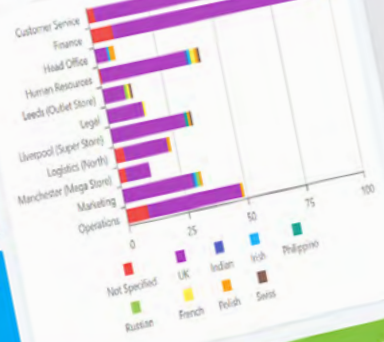
**38%**

### Diverse Application Ratio by Source

How did you hear about this vacancy

**38%**

### Nationality Breakdown of Applications by Business Unit



# Diverse Candidates Ratio

The Diverse Candidates Ratio simply looks at the numbers of candidates or applications for your vacancies based on Diversity & Inclusion information. So, if you are looking to increase the number of women in your engineering team for example, it's worth understanding what proportion of engineering applications were made by women in the first instance.

It's useful to have benchmarks to compare your results against. Taking our example of women engineers, Engineering UK's report\* found that:

- 12.37% of all engineers are women in the UK.
- 21.80% women work in the engineering sector (incl. engineers).
- 46.4% of girls 11-14 would consider a career in engineering, compared to 70.3% of boys.
- 42.0% of girls 14-16 would consider a career in engineering compared to 66.0% of boys.
- 25.4% of girls 16-18 would consider a career in engineering compared to 51.9% of boys.

We can then compare our women engineering candidates ratio against these findings to benchmark our candidate attraction performance. In other words, we would expect, as a minimum, around 13% of candidates to be women, but be mindful that this figure could grow significantly based on what appears to be changing attitudes toward working in engineering.

## Ingredients

- Total number of candidates
- For each candidate (where consented), securely captured and stored diversity data

## Recipe

Diverse Candidates Ratio (%) =

$$\frac{\text{Total number of Diverse Candidates}}{\text{Total number of Candidates}}$$

x100

## Presentation Tips



### Stacked bar chart

To compare Diverse Candidate Ratios as proportion of all, across jobs, job families etc.



### Line chart

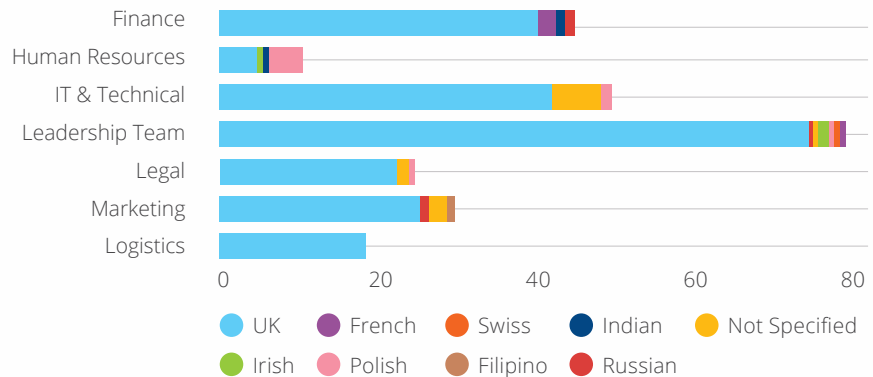
To visualise trends in Diverse Candidates & Applications over time

## Eploy & Diverse Candidates Ratio

With Eploy, all you'll need is an Applications metric which gathers all applications or hires made and then use the Ratio widget to display your results on an Eploy dashboard.

[Widget view](#)

### Breakdown of Applications by Nationality & Department



[Widget view](#)

### Diverse Application Ratio

by Department

# 1 in 3

Customer Service	1 in 3
Finance	1 in 4
Human Resources	1 in 2
IT	1 in 2
Logistics	1 in 3
Management	1 in 2

### Metric

**Record Type:** Applications

**Date Field:** Applications - Application Date

**Aggregate Type:** Total Applications

**Filters:** Optional, e.g. Current Workflow Stage

### Dashboards Widget

**Widget Type:** Ratio

**Group by:** e.g. Vacancy Title

**Ratio by:** Other - e.g. Ethnic Origin

**Value:** Select all diverse values

**Chart Type:** Bar chart, Line chart, Area chart or SnapStat

# Submitted Diverse Candidates Ratio

In a typical in-house recruitment workflow, the recruitment team will screen initial applications into a long or short-list that is submitted to the hiring manager for review. The Submitted Diverse Candidates Ratio simply measures the percentage of candidates that were submitted to the hiring manager that belong to a diversity grouping.

The Submitted Diverse Candidates Ratio can potentially be used to compare the effectiveness of individual recruiters, although as with all diversity metrics, care must be taken when comparing between individual recruiters if they are working on specific job families or within specific locations that are likely to have a shortage of diverse candidates.

Again, it is extremely useful to set benchmarks for expected levels, for example if your Diverse Candidate Ratio was 25% it would be reasonable to expect that 25% of all candidates that were submitted to the hiring manager would also be around 25%.

## Ingredients

- Total number of candidates submitted to hiring manager
- For each candidate (where consented), securely captured and stored diversity data

## Recipe

Submitted Diverse Candidates Ratio (%) =

$$\frac{\text{Number of Submitted Diverse Candidates}}{\text{Total number of Submitted Candidates}} \times 100$$

## Presentation Tips



### Stacked bar chart

To compare Submitted Diverse Candidate Ratios as proportion of all, across jobs, job families, recruiters etc.



### Line chart

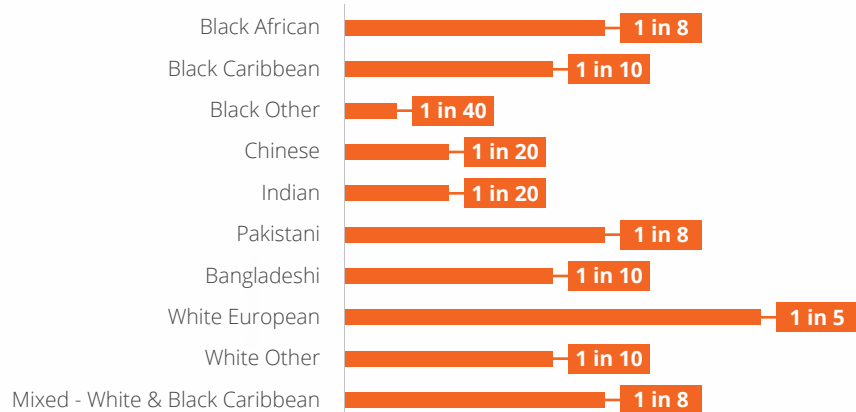
To visualise trends in Submitted Diverse Candidates over time

## Eploy & Submitted Diverse Candidates Ratio

Use the Ratio widget to display your diverse candidates metrics - either as percentages or ratios.

 Widget view

### Submitted Candidate Ratio by Ethnicity



### Metric

**Record Type:** Applications History

**Date Field:** Application History Status Date

**Aggregate Type:** Total Application History

**Filters:** Optional (e.g. Recruitment Workflow or other suitable filter)

### Dashboards Widget

**Widget Type:** Ratio Chart

**Group by:** Candidate - E, D & I - Select Category (e.g. Ethnicity)

**Ratio by:** Other - Application History - Workflow Stage

**Ratio Value:** Select the relevant stage in your workflow e.g. HM Shortlist or First Interview

# Diverse Candidates Conversion Ratios

Once your hiring manager has the shortlist of candidates they will typically review their applications and progress a number of them to the next stage in the process.

**A Submitted Diverse Candidates Conversion Ratio measures the number of diverse candidates who move to the next stage.**

Essentially, here we are looking at the Recruitment Funnel Throughput (see page 9) but using our diversity data to compare each of the stage-to-stage conversion rates.

We can then compare the diverse candidate conversion ratios against the conversion ratio for non-diverse candidates. Having calculated your conversion ratios between each stage-to-stage, you may find particular steps in your process where diverse candidates are more likely to convert - or not - which you can then analyse in greater detail so that you can build on your successes and spot areas for improvement.

## Ingredients

- A history of the dates when each candidate entered each stage of your recruitment process
- Total number of candidates that reached each stage of your recruitment process
- For each candidate (where consented), securely captured and stored diversity data

## Recipe

**Stage-to-stage Diverse Conversion Ratio (%) =**

Number of diverse candidates progressed to next stage

Number of diverse candidates at stage

x100

## Presentation Tips



### Funnel

To visualise diverse candidates who reached each stage



### SnapStat

To display stage-to-stage diverse conversion rates (either percentage or ratio)

## Employ & Diverse Candidate Conversion Ratio

Use the Ratio widget to display your conversion rates - either as a percentages or ratios.

### Metric

**Record Type:** Applications History

**Date Field:** Application History Status Date

**Aggregate Type:** Total Application History

**Filters:** Select a Recruitment Workflow and the relevant Application to History Stage (e.g. Hiring Manager Shortlist)

### Dashboards Widget

**Widget Type:** Ratio Chart

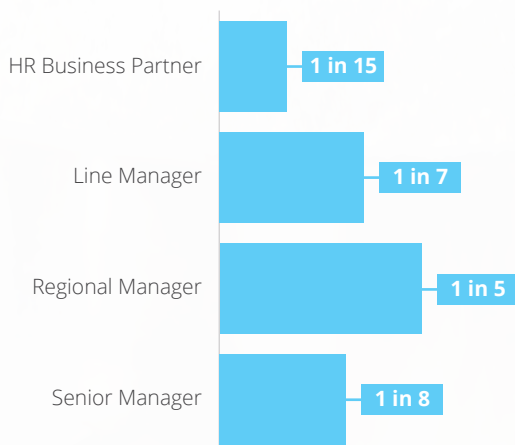
**Group by:** Candidate - E, D & I - Select Category (e.g. Ethnicity)

**Ratio by:** Other - Application History - Workflow Stage

**Ratio Value:** Select the relevant stage in your workflow e.g. HM Shortlist or First Interview

 Widget view

### Submitted Diverse Candidates to First Interview Ratio by Hiring Manager



# Diverse Candidates Interview to Offer Ratio

Building on the progress ratio, eventually you will want to measure the likelihood of a diverse candidate being offered the position.

You can then compare this against the likelihood of non-diverse candidates being successful.

Essentially this is calculated as per any of the stage-to-stage conversion ratios and measures the proportion of diverse candidates who are interviewed being offered the position.

We can adapt many of the metrics discussed previously in terms of diversity & inclusion, similarly many of the core Key Performance Indicators we'll look at in the next menu are ideally suited for monitoring your diversity programme.

## Ingredients

- Total number of diverse candidates that were interviewed
- Total number of diverse candidates that were offered a position
- For each candidate (where consented), securely captured and stored diversity data

## Recipe

Diverse Candidate Interview to Offer Ratio (%) =

$$\frac{\text{Number of diverse candidates offered}}{\text{Number of diverse candidates interviewed}} \times 100$$

## Presentation Tips



### Bar chart

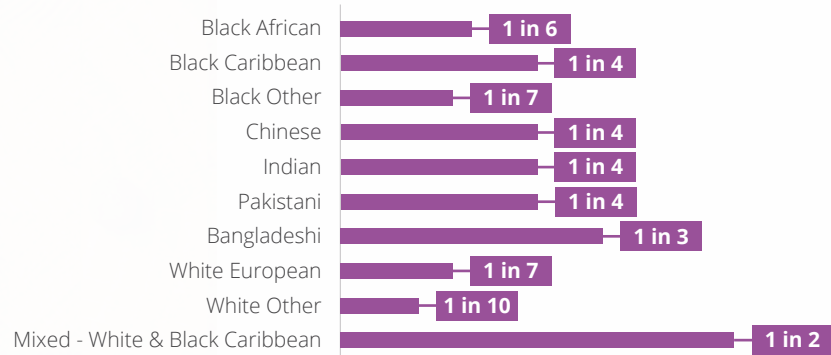
To compare diverse candidate ratios vs non diverse candidates, across specific job families etc.

## Eploy & Diverse Interview to Offer Ratio

Use the Ratio widget to display your conversion rates - either as a percentages or ratios.

 Widget view

### Interview to Offer Ratio by Ethnicity



### Metric

**Record Type:** Applications History

**Date Field:** Application History Status Date

**Aggregate Type:** Total Application History

**Filters:** Select a Recruitment Workflow and the relevant Application History Interview Stage

### Dashboards Widget

**Widget Type:** Ratio Chart

**Group by:** Candidate - E, D & I - Select Category (e.g. Ethnicity)

**Ratio by:** Other - Application History - Workflow Stage

**Ratio Value:** Select the relevant Offer stage in your workflow

# 4

Part Four | A Menu for...

# Measuring Recruitment KPIs.

**Proving the value of your hiring strategy and performance can often be a tricky thing to communicate.**

In this section we'll look at a few Key Performance Indicators that can be reported through your organisation in an easily digestible format.

With each of these KPIs, it's important that non-recruiters understand why they are important and what the data tells us, only then will they be able to fully appreciate their value.

Think of yourself as a Sommelier, carefully explaining the nuances of each fine wine that you serve to your guests, helping to educate them first, before pouring!

## Recruitment KPI Menu

	New vs Replacement Requisitions .....37
	Internal vs External Hires .....39
	Offer Acceptance Rate .....41
	Cost of Hire .....43
	Candidate Satisfaction .....45



# New versus Replacement Requisitions

The New versus Replacement Requisitions KPI measures the percentage of your vacancies that are for new employees (for example if your organisation is growing) and those that are replacement/hire for existing headcount - commonly known as 'backfill'.

To calculate your ratio simply divide the number of New Requisitions by the Number of Replacement Requisitions. So, for example if you have 4 requisitions for new headcount and 2 requisition to replace (backfill) leavers, your New v Replacement Ratio would be  $4/2 = 2:1$ .

Also, by dividing New Requisitions by Total Requisitions to get your New Requisition Rate - i.e. the proportion of your new hires that are for new roles.

Conversely you can get your Replacement Requisition Rate (Backfill Rate) by dividing your Replacement Requisitions by your Total Requisitions.

These metrics can give you a good sense of the proportion of your time that is spent working on vacancies that are growing the business (headcount) versus the time spent replacing an employee who has left the business (backfill).

## Ingredients

- Number of new requisitions
- Number of replacement requisitions
- Total number of requisitions

## Recipes

**New v Replacement Ratio =**

$$\frac{\text{Number of new requisitions}}{\text{Number of replacement requisitions}}$$

**New Requisition Rate (%) =**

$$\frac{\text{Number of new requisitions}}{\text{Total number of requisitions}} \times 100$$

**Replacement Requisition Rate (%) =**

$$\frac{\text{Number of replacement requisitions}}{\text{Total number of requisitions}} \times 100$$

## Presentation Tips



### Pie chart

To compare new versus replacement requisitions



### Line chart

To visualise trends in new versus replacement rates over time

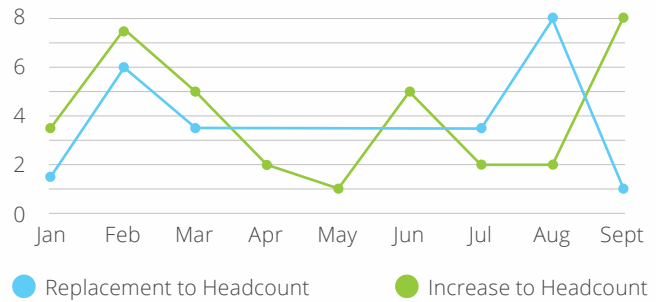


## Employ & New vs Replacement Requisitions

Monitor your requisition types in Eploy by charting your Reason for Hiring over time to see growth and replacement rates.

Widget view

New vs Replacement Requisitions over time

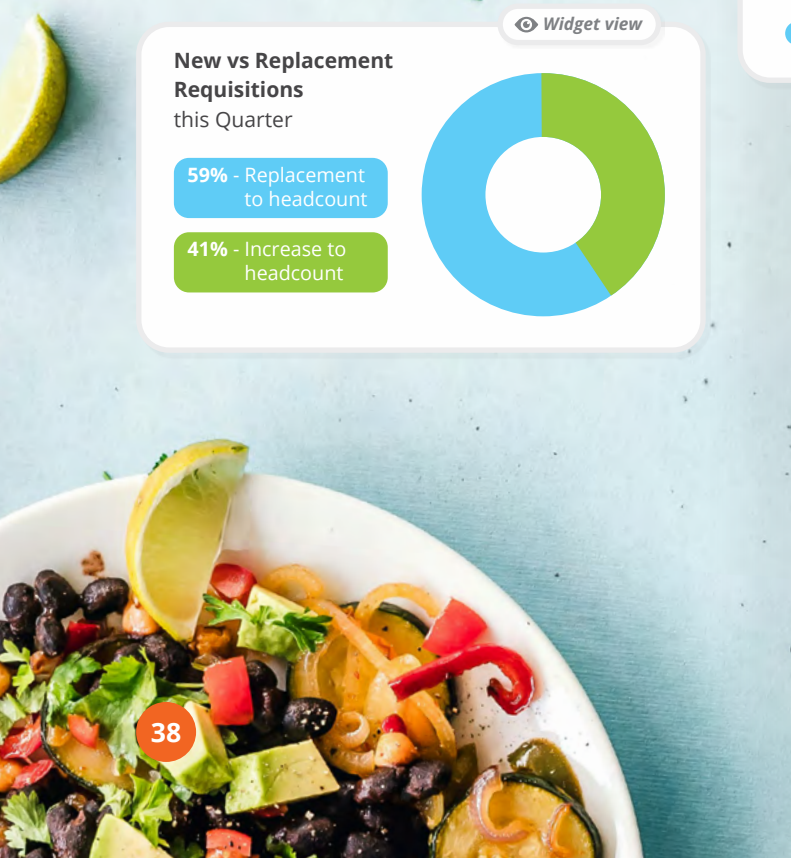


Widget view

### New vs Replacement Requisitions this Quarter

59% - Replacement to headcount

41% - Increase to headcount



38

### Metric

Record Type: Vacancies

Date Field: Vacancy creation date

Aggregate Type: Count of total Vacancies

Filters: Optional (e.g. Vacancy Status, Department, etc.)

### Dashboards Widget

Widget Type: Pie chart

Group by: Other: Reason for Hiring

Widget Type: Line chart

Group by: Vacancy Creation Date

Second Group by: Other: Reason for Hiring

Date Interval: e.g. Month / Year

# Internal versus External Hires

The **Internal versus External Hires Ratio** measures the proportion of vacancies you fill through internal promotions to those that you fill with new recruits.

To calculate it divide the total number of internal promotions by the total number of hires.

**External hires can be broken down further as required, for example:**

- Agency sourced candidates
- Previous employees (returning candidates)

This ratio can help paint a picture of the efficacy of your succession planning programme.

Like all good recipes, you can 'tweak it to your own taste' for example, by dividing your internal hires by your average headcount you'll get the proportion of employees that have had an internal promotion over your selected period. So, it's a good performance measure of your staff development programme is performing.

You'll need to set a target of your desired internal hire rate to track your performance against over time.

A low internal hire rate could indicate you are not currently providing enough opportunities for existing employees. Conversely, a high internal hire rate may result in the company not meeting growth targets of the vacated positions that cannot be backfilled with external hires.

## Ingredients

- Number of internal hires
- Number of external hires

## Recipes

**Internal Hire Ratio (%) =**

$$\frac{\text{Number of internal hires}}{\text{Number of hires}} \times 100$$

**External Hire Ratio (%) =**

$$\frac{\text{Number of external hires}}{\text{Number of hires}} \times 100$$

**Internal Hire Rate (%) =**

$$\frac{\text{Number of internal hires}}{\text{Average Total Headcount}} \times 100$$

## Presentation Tips



### Pie chart

To compare internal versus external hires over a period

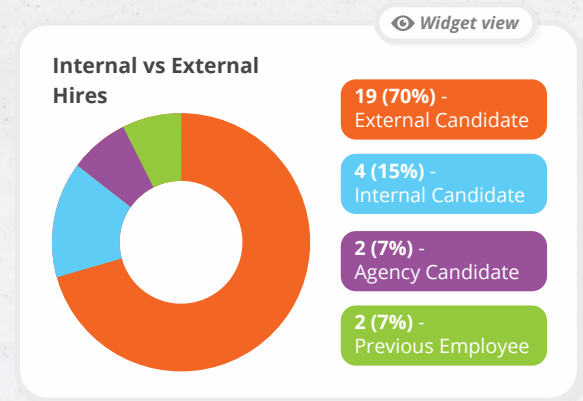


### Line chart

To visualise trends in hire ratios over time

## Eploy & Internal vs External Hire Ratios

With Eploy, all you'll need is a Hire metric which gathers all hires made and then use the Pie chart or Doughnut chart to display your results on an Eploy dashboard.



### Metric

**Record Type:** Hire

**Date Field:** Hires - Start Date

**Aggregate Type:** Total Hires

**Filters:** Optional  
(e.g. Department or Recruitment Workflow)

### Dashboards Widget

**Widget Type:** Pie chart

**Group by:** Candidate Type

# Offer Acceptance Rate

**The Offer Acceptance Rate describes the proportion of the job offers that you put to your successful candidates that are accepted.**

Offer Acceptance Rate is a good measure of both the attractiveness of your organisation as an employer and your salary & benefits package.

To calculate your Offer Acceptance Rate divide the number of accepted offers in a given period by the total number of offers made, multiply by 100 to get your percentage.

As with most recruitment metrics, you should measure Offer Acceptance Rate not only across your entire recruiting activity but also by department, location, role type and so on to spot areas that need your attention.

Although Offer Acceptance Rate can help identify problem areas, you will also need to track the reasons why candidates reject your offers.

**Typical rejection reasons may include:**

- Salary is below market average
- The candidate decides to stay with their current employer (counter offer received)
- Time taken to make the offer, or the general length of the recruitment process
- Lack of flexibility

Try to directly contact all candidates who reject offers and gain insight into their reasons for rejecting your offer, but make sure you capture their reasons so that you can spot trends (if your ATS can't do this then gather them in a spreadsheet).

## Ingredients

- Number of offers made
- Number of offers accepted

## Recipe

**Offer Acceptance Rate (%) =**

Number of accepted offers

Number of offers made

**x100**

## Presentation Tips



### Bar chart

To compare current Offer Acceptance Rates between departments/locations/roles etc.



### Line chart

To visualise trends in Offer Acceptance Rates over Time

## Eploy & Offer Acceptance Rate

Adding Offer Acceptance rate to an Eploy Dashboard is easy. All you'll need is a metric which gathers all offers made and then use the Ratio widget to display your results however you like!



### Metric

**Record Type:** Hires

**Date Field:** Hire - Creation Date

**Aggregate Type:** Total Hires

**Filters:** Hire - Status: Then select each of your Hire statuses that relate to an accepted offer

### Dashboards Widget

**Widget Type:** Ratio

**Group by:** For example by date, by department, by location etc.

**Ratio by:** Other - Hire Status

**Value:** Offer & Contract Accepted

**Chart Type:** Choose from Area, Bar & Line charts or display as a KPI in a SnapStat

# Cost of Hire

Whether you have an unlimited budget or an extremely limited budget you will want to measure cost per hire. It is an important return on investment (ROI) indicator for your sourcing channels and can be compared with other metrics such as quality of hire and employee life time value to deepen your ROI understanding.

Cost of Hire also needs to be broken down by internal and external hires. External hires are almost always more expensive.

Some of the costs to consider include:

## **Internal Costs**

- Internal recruitment staff costs
- System costs (e.g. ATS, Talent CRM, Video Interviewing etc.)
- Referral bounties

## **External Costs**

- Agency / RPO fees
- Assessment testing
- Background checks, right to work checks etc.
- Job Board advertising
- Expenses
- External marketing costs

## **Ingredients**

- Candidate Source
- Internal costs  
(recruiters time, HRD time etc.)
- External costs  
(job posting, social advertising, etc.)

## **Recipe**

**Cost Per Hire =**

$$\frac{(\text{External Costs}) + (\text{Internal Costs})}{\text{Total Number of Hires}}$$

## **Presentation Tips**



### **Bar chart**

To compare current cost per hire between departments/locations/roles etc.



### **Line chart**

To visualise trends in of hire over time

## Employ & Cost of Hire

Keep track of vacancy costs in Eploy and measure averages across vacancy families, locations and roles.

### Metric

**Record Type:** Vacancies

**Date Field:** Vacancy - Creation Date

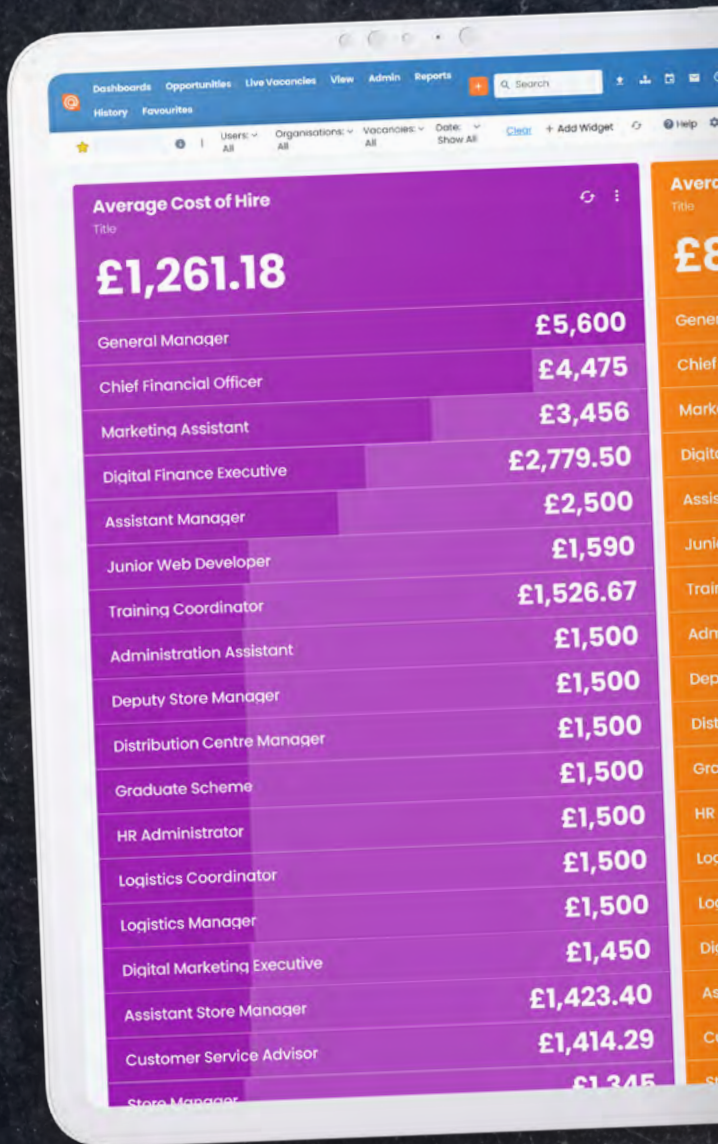
**Aggregate Type:** Average Cost of Hire

**Filters:** Optional

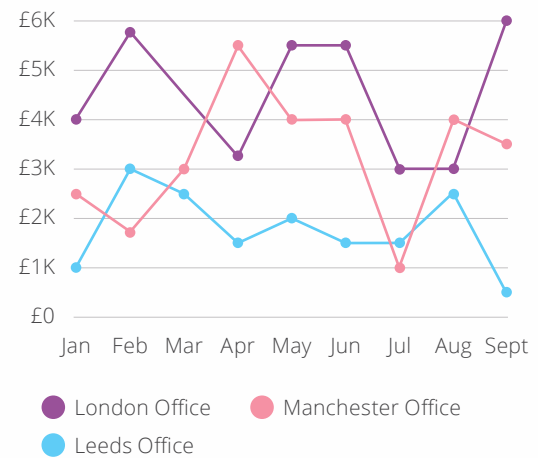
### Dashboards Widget

**Widget Type:** SnapStat

**Group by:** For example by date, by department, by location etc.



Cost of Hire Over Time by Location



# Candidate Satisfaction

**Getting feedback from your candidates is vital if you want to improve your candidate experience continually. But people generally don't enjoy filling out long surveys!**

For this, and other, reasons it might be worthwhile looking at introducing a Net Promoter Score for candidates. NPS has one key advantage; it's just one question!

NPS asks candidates to rate on a scale of 0-10 how likely they are to do something, for example:

On a scale of 0-10, how likely are you to recommend applying for a job with our company to a friend or colleague? (Where 0 is highly unlikely, and 10 is highly likely)

**NPS then splits respondents into three groups:**

- Detractors (rate from 0 to 6)
- Passives (rate from 7 to 8)
- Promoters (rate from 9 to 10)

Then, calculate the percentage of candidates within each group. For example 20% detractors, 30% passives, 50% promoters.

And finally, subtract the percentage of detractors from the percentage of promoters (In our example we would get  $50\% - 20\% = 30\%$ )

So, our NPS is 30.

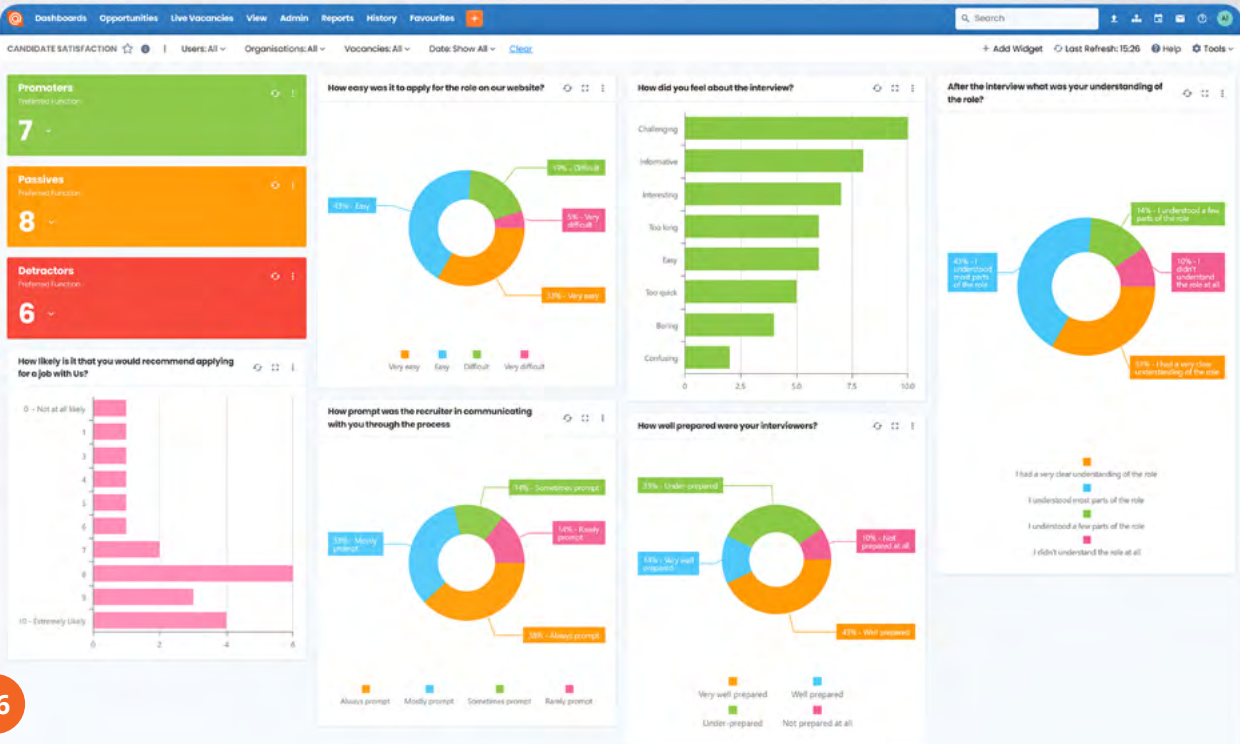
If you want to get more detail from candidates, consider an open-ended 'free text' question rather than lots of specific multiple choice questions, perhaps: "What changes could we make to our recruitment process for you to give it a higher rating?"

Then focus on the comments of your 'detractors' to spot areas in your process that could be improved to improve your NPS.

## Eploy & Candidate Satisfaction Surveys

With Eploy you can create Candidate Satisfaction Surveys using Eploy's Discover tool. Next, send surveys to candidates automatically at any stage of the process.

Your survey questions can then be used to power an Eploy Dashboard, giving you real-time insight into candidate perceptions, feelings and experience of your recruitment process.



# 5

Part Five | Dessert

## Recruitment Metrics: Driving Hiring Excellence.

**Recruitment metrics are essential for managing and improving your hiring process. They provide actionable insights into candidate quality, help set benchmarks, and enable recruiters to measure performance effectively.**

Having complete visibility into all aspects of your recruitment process is key to achieving hiring excellence. With Eploy's Recruitment Dashboards, you can plan your activities, monitor your KPIs, collaborate more effectively as a team, and clearly see the impact of your work.

### **Already an Eploy customer?**

Check you are getting the most out of Eploy's Recruitment Dashboards – just contact your Account Manager or Eploy's Customer Success team for details of training and support to elevate your recruitment performance.

**@eplay**  
an @advisium company

# DASHBOARDS & ANALYTICS

**PLAN, MEASURE AND MONITOR  
THE SOLUTION TO YOUR BUSY RECRUITMENT DAY**



With Eploy Dashboards you can plan your activities, monitor your KPIs, collaborate better as a team and really see the impact of your work. Why get stuck with standard reports that don't adapt to your changing priorities?

**Measure Your Recruitment Process**  
Eploy Dashboards monitor the pulse of your recruitment - alerting you to the things that need to get done, inspiring your teams to success and much, much more. Eploy's Unique Metrics Engine gives you the power to define precisely WHAT needs to be measured, while Eploy Dashboards control HOW they are displayed.

**Self-service Recruitment Analytics**  
Whatever you choose charts, gauges or SnapStats - your dashboards are fully interactive, just click to see the candidates, contacts, vacancies and activities behind the numbers... giving you actionable insights to make successful decisions. Eploy dashboards are much more than just charts and reports - they are also the best tool to navigate around the system, completely personalised to your way of working.

**Collaborate and Control**  
Create team dashboards to share with relevant people in your business. And Eploy's Enterprise data access controls ensure each user only ever sees the data they need.

**Visualise Success**  
Define your measures of success and chart your progress

**Enhance Productivity**  
Quick access to top queries, groups and communications

**Custom Reporting**  
Drag & drop dashboards, export & print securely

**Plan Your Day**  
Get a complete visualisation of your tasks and activities

**Monitor Compliance**  
Real-time reporting of policy objectives & compliance

**Stay Current**  
Monitor your sectors & industries with newfeeds

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# DASHBOARDS & ANALYTICS

**Measure What Matters**  
Static reports - Eploy dashboards are completely flexible with every metric tailored to your full recruitment processes.

**Make Better Decisions**  
With Eploy you can create and share as many dashboards as your business needs to fully measure and analyse your complete recruitment lifecycle.

**Assess your ED&I**  
with diversity focused dashboards that track candidate progress.

**Measure Candidate Satisfaction**  
Send surveys automatically at the right time in your process and identify areas for improvement.

**Monitor your KPIs**  
in real-time and instantly convert dashboards to PDF reports

**Plan your day**  
with dashboard drill-down you can get straight to your tasks and activities.

**Create metrics**  
that measure every aspect of your recruitment, your way.

To learn more about how our Dashboards & Analytics enable better recruitment decisions and help you measure what matters, [download the datasheet.](#)



**Eploy is the complete cloud-based recruitment platform for modern in-house recruitment teams.**

**Eploy combines Applicant Tracking, Recruitment CRM, Onboarding and Analytics into a unified web-based platform integrated seamlessly with your careers site to provide an excellent candidate experience.**

Finding and recruiting candidates who are the perfect fit for your roles is always challenging. Fortunately Eploy's world-class recruitment software makes it much easier.

Eploy is precision-engineered to work on every platform and add value to every stage of the recruitment journey. Eploy automates and simplifies recruitment processes to help you attract, engage, recruit and onboard candidates quickly. As Eploy is also your full talent engagement platform you can manage your relationships with candidates, departments and hiring managers better. With a high degree of measurability, you can track and analyse your recruitment performance, quality, costs and timescales accurately.

Our cloud-based recruitment device is reinforced with market-leading mentoring and cross-sector expertise so you get the training and support you need to achieve a powerful commercial advantage.

**The perfect**

**recruitment journey**

**for recruiters, resourcers,**

**talent acquisition,**

**hiring managers,**

**candidates,**

**your PSL, and HR.**

*"Our hiring managers never used an ATS as part of our process previously so quickly saw enhanced benefits with the new way of working and use of supporting systems.*

*They are much more engaged in the recruitment process and can now screen their own candidates, view their pipelines on mobile, desktop and remotely when traveling across the country."*



**Sally Bradbery,**  
Group Resourcing Manager,  
Barratt Developments PLC



**Welcome to faster,  
smarter recruitment  
software.**





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