In November 2022 survey, 47% of businesses reported they had job openings they could not fill. The struggle to find top talent continues for many industries, however macroeconomic factors are not the only problematic hiring barriers. A company's hiring processes and procedures can significantly influence its ability to attract and engage talent. Organizations can assess their recruiting pain points by developing an internal recruitment scorecard to identify improvement opportunities.

A talent scorecard is a business tool that can help you track your recruiting efforts, determine whether your strategies are practical, and measure the factors that impact your costs. It also enables you to track individual positions and identify where you may need to save money or where you need to invest more effectively to meet your goals. The following five are great places to start when creating your scorecard.

Applicant Tracking System Configuration

A robust applicant tracking system (ATS) can impact future success, so it's essential to ensure appropriate steps built in from the onset. For example, an easy way to track candidates' work histories should be integrated with your internal HR software. This information can then be used to create reports showing the period between jobs for specific candidates, giving you an edge when considering applicants with long periods of unemployment or frequent job hopping.

A company can provide its recruiters with the proper tools to engage candidates effectively. For example, by giving a recruiter access to an applicant tracking system (ATS), they can easily track and manage their candidate pool and identify potential applicants. To build a solid foundation for your recruitment efforts, establish policies and procedures for your company that allow for actionable reports. Also, ensure you enable your recruiters by providing them with the tools they need to engage candidates, such as documentation meeting the requirements with regulations and an ATS that integrates with other systems.

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Job Post Visibility

When building a recruitment scorecard, job post visibility must be a consideration. The most well-crafted job posts mean nothing if candidates don't see them. Your organization must have a strategically documented job posting strategy beyond simply posting to application sites or the company's career page on your website. For example, post in relevant niche communities and industry association websites, LinkedIn groups, and your company's network of social media accounts. That lets you see the medium and audience most effectively for your jobs. By keeping track of all these metrics, you can make informed decisions about where your jobs will reach the most relevant candidates.

When you post a job, ensure a relevant role or title is associated with the position. Also, ensure that your company's career page allows job seekers to find open positions easily by having a tab highlighting current open positions. This can help build your recruitment scorecard by instead of focusing solely on resumes and candidate profiles, recruiters will have insight into which candidates truly see jobs in real-time.

Sourcing Capabilities

A business's recruiting capabilities are only as good as the candidate pool it has access. Sourcing channels will affect the type of candidates you attract and how easily they can be found. The more effectively you recruit, the easier it will be to keep your business moving forward. When considering your talent scorecard's sourcing capabilities, ask yourself if the sourcing channels are bringing candidates that fit your needs. Can you access the best candidates for the roles you have available? And are you tapping into available networks and relationships with people who could help you find great candidates?

Adding a sourcing section to your scorecard will help determine which candidates fit your company culture. This will allow you to track how much time recruiters spend on sourcing versus other activities and demonstrate its value to those who doubt its efficiency. For example, suppose one recruiter spends 30% of their time on sourcing efforts and lands 10% of their job placements from that effort, while another dedicates 40% of their time and gets 20%. In that case, which approach is more effective for your organization becomes apparent.

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Hiring Manager Training and Experience

Hiring managers play a vital role in successful recruitment, and they need ongoing development and education to fulfill their roles well. This means providing tools and training for them to excel at their jobs. Hiring managers require ongoing training because the company needs to change frequently, and new employees will always join your organization whose needs may differ from those currently employed. You should provide opportunities for hiring managers to develop their skills through workshops or online resources that offer tips on improving performance.

As hiring managers gain experience and training, they can use the tools you provide more effectively, develop new ways of recruiting talent, and have a broader understanding of how your industry fits into the bigger picture of the business. To build a recruitment scorecard that works, it's essential to consider whether hiring managers are trained and experienced in interviewing candidates and assessing their suitability for the role. It's also vital that they understand that candidates are also interviewing them and evaluating their working environment. Other factors include hiring managers feeling supported and confident through the recruitment process; you should also ensure you have built relationships with them so that they feel valued by your organization.

Your Brand and Value Proposition

When recruiting and retaining top talent, a company's reputation is everything. Employer branding is shaping that reputation by promoting your organization's unique cultural differentiators and amplifying them so you can position yourself as a top workplace. To do this, you must ensure your recruiting efforts are on point. You can check ratings on sites like Glassdoor and Indeed to learn what people say about the company. You can also look for comments online or reach out directly to current employees to understand their feelings about working there and where they think the company can improve.

A value proposition simply communicates the product or service benefit you promise to deliver to your customers. It's ultimately what makes your product attractive to your ideal customer. When you define your value proposition, start by identifying what that is. If you already know your value proposition, determine if it still fits your mission--if not, it might be time to reconsider it. Next, focus on the aspects of your organization that can be bragged about. Ensure your recruiters and hiring managers have the right messaging to deliver these points effectively. For example, if your company prides itself on its culture, emphasize that during interviews and job descriptions, so employees feel excited about their work environment and the company from day one.

A recruitment scorecard helps you track and improve your hiring process's efficiency. Assessing the job posting process, how hiring managers interact with candidates, and even how you communicate internally about candidates can help you identify areas for improvement in a successful start to building a recruitment scorecard.

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