2025 Talent Acquisition

Recruitment Scorecard

Advanced RPO

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8-Step Recruiting Program Audit

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1 **ATS Configuration:** An applicant tracking system (ATS) is the backbone of talent acquisition. As the talent acquisition command center, care must be taken to ensure appropriate steps and statuses are built in from the start to support efficient recruiting, compliance, and reporting needs.

	No	Somewhat	Yes
☑ Do your recruiters or HR have to complete manual tasks outside of the ATS? *This could be tracking candidates in spreadsheets, or saving resumes to shared drives.*	☐	☐	☐
☑ Does your ATS provide the reporting needed to make strategic decisions and improvements?	☐	☐	☐
☑ Are you confident that your ATS is configured and used to promote compliance?	☐	☐	☐
☑ Does your ATS have the appropriate steps and statuses to ensure candidates are moved along efficiently and dispositioned appropriately? *See **ATS Steps and Statuses** page located in the folder for a sample list of steps and statuses.*	☐	☐	☐

Get Started: *If you are unsure about any of the items above, talk to your recruiters or your ATS administrator to get a better understanding. If problems are found, talk to your administrator to see if it can be changed or contact your ATS representative. You may be surprised what functionality is available that you aren't currently utilizing. Making changes to your ATS can take some effort and investment, but it really is the backbone of recruiting and should not be overlooked! Take a look at the **Additional Resources** page located in the folder for an article on Common ATS Pitfalls.*

2 **Job Postings:** For an organization, a job post is the equivalent of a candidate's resume, in reverse. Employers have about 15-30 seconds to grab a job seeker's attention. A good job posting will inform job seekers and convert them into applicants.

	No	Somewhat	Yes
☑ Are your job postings concise and to the point?	☐	☐	☐
☑ Do you clearly tell candidates why they should want to work for you?	☐	☐	☐
☑ When you look at your talent competitors' postings, do yours compare favorably?	☐	☐	☐
☑ Do you know where your best candidates are searching for jobs?	☐	☐	☐
☑ Do you know what is most important to your target candidates in terms of what motivates them?	☐	☐	☐

Get Started: *Study your current job postings and look at them through the lens of the candidate. Next, compare them with other postings from your talent competitors and look for areas of improvement. For some tips and tricks on optimizing your job postings, take a look at the **Job Posting Tips** page located in the folder.*

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3 **Sourcing Capabilities:** While advertising and job postings are important pieces of the recruiting puzzle, many jobs require passive recruiting. Whether you're looking for a niche engineering role, or trying to fill a critical software developer position that has been open for months, it's important to ensure your team has the tools and skills to build and execute a sourcing strategy that is positioned to deliver.

	No	Somewhat	Yes
☑ Are you confident in your team's ability to source outside of advertising and resume banks?	☐	☐	☐
☑ Are your recruiters able to source for exempt and non-exempt roles? *Do you have clear and unique sourcing strategies for each?*	☐	☐	☐
☑ Do your recruiters have access to AND use the tools needed to be successful? *Would your recruiters say the same?*	☐	☐	☐
☑ Is data used by your recruiters to guide their sourcing activities? *This can be data on talent competitors, candidate availability, local salary ranges, etc.*	☐	☐	☐

Get Started: *If areas of weakness are identified within your team's sourcing capabilities, consider training programs, or providing access to sourcing tools. If there is a serious skills gap, adding recruiters with the needed skills may be necessary.* **PRO TIP:** *Look at your existing team; do you have standouts when it comes to recruiters, if so, what do they do differently and how can they be used to elevate the rest of your team?*

4 **Hiring Process:** The hiring process involves more than just a job application. An organization has a lot of options for structuring their hiring process and what steps to include in it. However, not all steps are created equal or are necessary. Any step that is not mandated by law, does not provide a useful decision point, or disproportionately causes fallout of qualified candidates from the process should be removed.

	No	Somewhat	Yes
☑ Do you have a standard process for all roles that you hire for, and is it documented?	☐	☐	☐
☑ Do all steps in your process have a purpose that can be tied to a decision point or compliance?	☐	☐	☐
☑ Of the steps that exist to provide a decision point, do any of them typically not yield a significant narrowing of the candidate pool?	☐	☐	☐
☑ Do you have any areas that create a bottleneck by either slowing down the overall process or by causing regrettable candidate fallout?	☐	☐	☐

Get Started: *Documenting your process is the first step in optimizing it. As you examine your process, remember to look at it through the lens of both your hiring managers and your candidates. An optimized process focuses on the following: providing actionable decision points, maintaining compliance, promoting speed, and optimizing candidate experience. When you find areas that do not promote these things, consider removing or changing that step.* **PRO TIP:** *A properly set up ATS will allow you to look at sub cycles to identify bottlenecks. Check out the* ***Additional Resources*** *page for an article on assessing your hiring process.*

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5 **Compensation:** The reality is, only one company can pay the highest and only one company can pay the lowest. Our advice—don't be either. In our experience, if you pay appropriately without overpaying while providing a solid EVP, candidates will be interested. This typically means aiming to be above the median for the roles and geographies you are hiring in.

	No	Somewhat	Yes
☑ Have you assessed your compensation structure within the last 12 months?	☐	☐	☐
☑ Are you above the median pay rate for the roles you are hiring?	☐	☐	☐
☑ Aside from wages, do you offer similar benefits to your competitors? *Remember that benefits can be non-monetary things like: desirable shifts, flexible schedules, homeshoring, etc.*	☐	☐	☐
☑ Are you losing current employees to competitors because of pay?	☐	☐	☐

Get Started: *Compensation has never been as transparent as it is today, and it is often the number one thing that candidates are concerned about when looking at new jobs. It is also typically one of the most sensitive issues for a business to address. As you go through an assessment of your compensations, consider building out a business case should you need to look at increasing your rates.* **PRO TIP:** *Critical roles and skills in your organization should be prioritized when it comes to compensation.*

6 **Hiring Manager Training & Experience:** Hiring managers must be equipped to successfully fulfill their role in the recruiting process. This means offering ongoing training and education to ensure they can excel in their responsibilities. It also means designing a hiring process that keeps their needs and challenges in mind.

	No	Somewhat	Yes
☑ Are your hiring managers trained on how to interview candidates?	☐	☐	☐
☑ Can your hiring managers effectively sell the role and your organization?	☐	☐	☐
☑ Do your hiring managers view your recruitment team and hiring process as assets or obstacles?	☐	☐	☐
☑ Do you feel your hiring managers trust the recruiters to source and screen candidates? *Hiring managers who don't trust recruiters tend to be more involved in the process than they should be.*	☐	☐	☐

Get Started: *Hiring managers are the main customers of the recruiting program, as well as important participants. Most of them are not recruiting experts and will need to be trained and/or coached on how to interview and sell candidates. It is also important that the recruiting process is one that supports their needs by bringing them qualified candidates in a timely fashion. Start by talking to your hiring managers and recruiters to see what they say. To learn more about the importance of hiring manager and recruiter relationships, please see the* ***Additional Resources*** *page, located in the folder, for an article on hiring manager relationships.*

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7 **Job Application Design:** When it comes to the way your job application looks, how it functions, and what's asked of a candidate, simple and streamlined reigns supreme. The application should be structured in a way that encourages candidates to complete it, but it also must gather the data your organization needs to properly screen candidates and maintain compliance.

	No	Somewhat	Yes
☑ Do you know how long it takes to complete an application for your roles from start to finish? *Look at some of your competitors and compare the length of theirs to yours.*	☐	☐	☐
☑ Is your application mobile friendly? *You don't necessarily need all the bells and whistles but it needs to be easy to complete via mobile.*	☐	☐	☐
☑ Do you require applicants to create a profile to apply?	☐	☐	☐
☑ Are you gathering only what is needed during the application stage? *Good candidates have options and will walk away from an application that is too demanding.*	☐	☐	☐

Get Started: *Take some time to apply to some of your own roles, both on mobile and on a computer. Take note of any frustrations you may have and then do the same thing for some talent competitors. If your application is less intuitive, longer, or more complex, you may be losing candidates. Analyze the steps in your application and ensure all are absolutely necessary at this stage, if not, consider removing, or moving them later in the process.*

8 **Employer Value Proposition (EVP) and Branding:** EVP is what you offer to employees as an employer, think of it as why someone would want to work for you, rather than a competitor. Branding is how you promote your organization and your EVP to the talent market.

	No	Somewhat	Yes
☑ Can you clearly articulate your organization's EVP?	☐	☐	☐
☑ If you showed your current employees the EVP, are they likely to agree with it?	☐	☐	☐
☑ When you read your job advertisements, is your EVP represented clearly?	☐	☐	☐
☑ Do you know what your rating is on websites like *Indeed* and *Glassdoor*?	☐	☐	☐

Get Started: *The key focus here is establishing an employer value proposition. It must be more than just a repurposed mission statement; it needs to actually speak to why candidates would want to work for you and why a current employee would want to stay. Remember that it isn't always about compensation and traditional benefits; maybe you have a culture that promotes growth, or your facilities are state of the art and you have a perfect safety record.*

Questions?

Let's Connect!

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