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Quality of Hire vs Impact of Hire

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Keeping it simple!



Ben Rutter

Founder of House of Visionaries
Managing Director @ Bond

“Hire less, but hire better” has become a huge theme post-Covid. For me, though, this has been a live topic for years.

The truth is, most leaders feel like they’ve had multiple runs at this and still come away unclear. I’ve felt that too.

My view? We’ve overcomplicated this space for too long. Too much chasing perfection. Too much trying to be clever.

So I’m sharing the most basic version of how to crack it.



Find out more about our Embedded model



CONCEPT

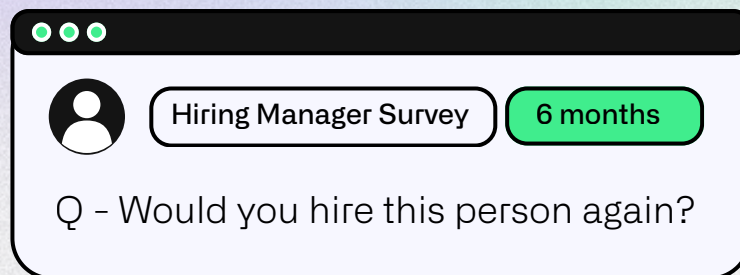
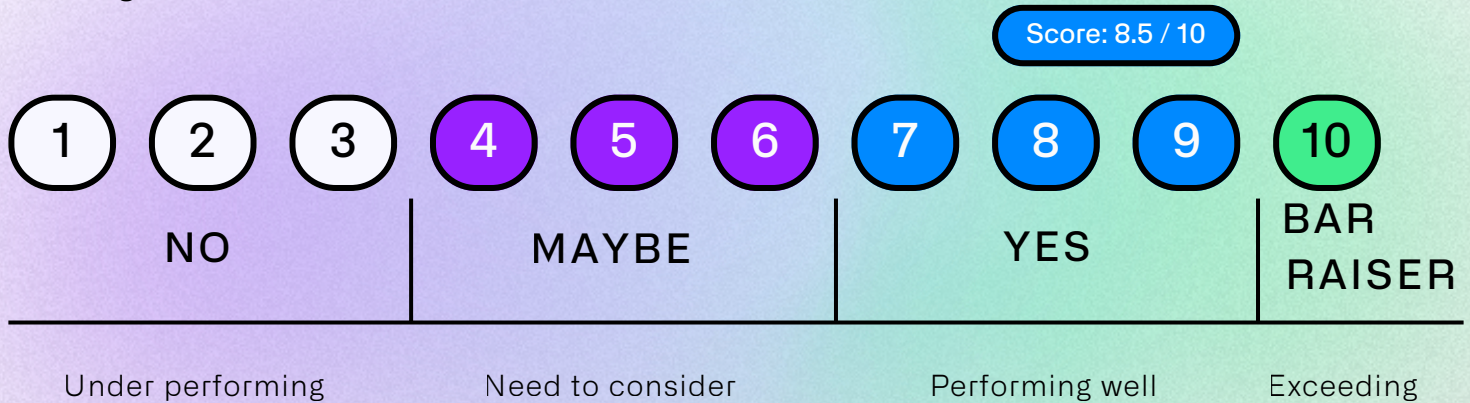


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Quality of Hire NPS Score

Scoring: Score out of 10



Why is this cool?

- 1) TA are in control of the data
- 2) This could be rolled out tomorrow
- 3) This could be an industry standard

By averaging the score across all hires, over a given time period we have a pulse on TA / onboarding effectiveness.

Imagine walking into an interview process or new job as a Head of TA and the conversation might go like this. So how many hires did we do last year, “400”, OK, got it. What’s our QoH NPS? “It’s 7 right now”, “we’re in the blue zone”.

We would instantly know how much work there was to be done.

Impact of Hire

Average performance NEW = 75

Average performance CURRENT = 65

= 15%
IMPACT SCORE



Are we hiring people that have impact and make us better than we are right now?

In this simple methodology you take the average performance review score of the new hires and divide that by the average of the current team.

This will give you an impact score i.e are we bringing in better talent than we did say a year ago, 2 years ago.

There are some potential pitfalls:

If you operate on a “partially met / met / exceed” or similar you might have 80% sit in the middle category. Making it hard to differentiate. However, if that’s the case you could run this as a % of exceeds in the new vs the current workforce as a similarly simple temperature check.

With all of this there is the potential for bias. Some managers scoring highly to make sure it doesn’t look bad on them. Effective training and the creation of psychological safety will mitigate this.

Quality of Hire



Gita Selli

Director of TA @ Loadsmart



[Download slides](#)

Gita and her team had been using a similar hiring manager survey design to the one Ben presented.

She shared a trademark story of how to influence business impact through the intelligent use of data. This enabled Loadsmart to pinpoint areas of concern and fix any “leaky boats”.

The story covered how the data was used to influence the COO and ultimately enable the business to course correct with leadership training and upskilling, targeted at the right audience at the right time.

James shared a brilliant story about how 75 is a magic number at Oviva. A secret sauce of 5 thoughtfully weighted ingredients + a metric that has become one of the 10 company KPIs.

This was all as a result of influencing and getting buy in from the CEO.

The formula:

- 40% weight = Performance rating
- 20% weight = HM satisfaction survey
- 20% weight = Candidate experience survey
- 10% weight = Probation outcome
- 10% weight = 12 month retention



James Herriotts

Snr. Director of TA @ Oviva



[Download slides](#)



Great British Metric Bake Off

The room was split into x 6 groups where senior leaders created their perfect 3-ingredient recipes against two briefs.

Quality of Hire ① _____ ② _____ ③ _____	
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BAKE 1:

Quality of Hire (0-6 months)

Did we make a good hiring decision?

Impact of Hire ① _____ ② _____ ③ _____	
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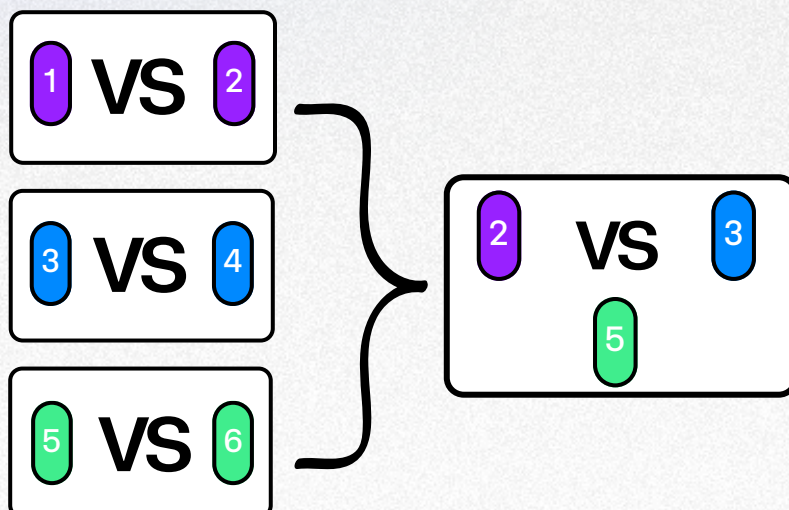
BAKE 2:

Impact of Hire (6-24 months)

Did this hire materially improve the business?

For each “bake” 6 recipes became 3, as leads pitched and decided whose was best.

Following a show of hands from the final 3, a winner was selected and received the all important “O’Hara handshake”



BAKE 1:

Quality of Hire (0-6 months)

Did we make a good hiring decision?



①

Time to impact -
Detailed manager
survey - score card

②

Onboarding Survey
- eNPS - 30 day, 3
months, 6 months

③

Impact on team -
feedback survey

①

50% = Probation
Pass - 50% What /
50% How

②

30% = HM survey +
commercial impact

③

20% = Employee
satisfaction score

①

40% = Probation
mechanism - score
110

②

40% = HM + 360
feedback Survey

③

20% = New hire
feedback Survey



TL;DR

All of the 6 recipes contained some combination of the following:

- How happy is the hiring manager?
- How happy are the team working directly with the hire?
- How happy is the individual?
- Probation or deliverables on track or off track?

BAKE 2:

Impact of Hire (6-24 months)

Did this hire materially improve the business?

① Performance reviews

② Speed and
productivity

③ Retention | Growth |
Promo

1 - 3 - 5 scale for all

① 50% = KPIs / Numbers

② 25% = Performance
reviews. What / How

③ 12.5% = Promotion

④ 12.5% = Talent
Review - 9 box



① 60% = Performance
+ potential

② 30% = 360 +
Employee
Engagement Score

③ 10% = Rehireability



TL;DR

All of the 6 recipes contained some combination of the following:

- Have they smashed their current role?
- Is there a consistent track record of this?
- Do their colleagues love working with them?
- Do they have potential elsewhere in our business?

Where next...

The community is co-created and we
will always design the value add
experiences you need.

Reach out to the team to kick around
your future focused ideas...

Tom Foreman

Community Director
House of Visionaries



Ryan O'Hara

Community Manager - House of Visionaries
Co-Founder @BondGlobal



Robert Hussey

Community Manager - House of Visionaries
Managing Partner @BondGlobal



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