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Quality of Hire vs Impact of Hire

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Hosted by

FOUNDATION MEDICINE

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Keeping it simple!



Ben Rutter

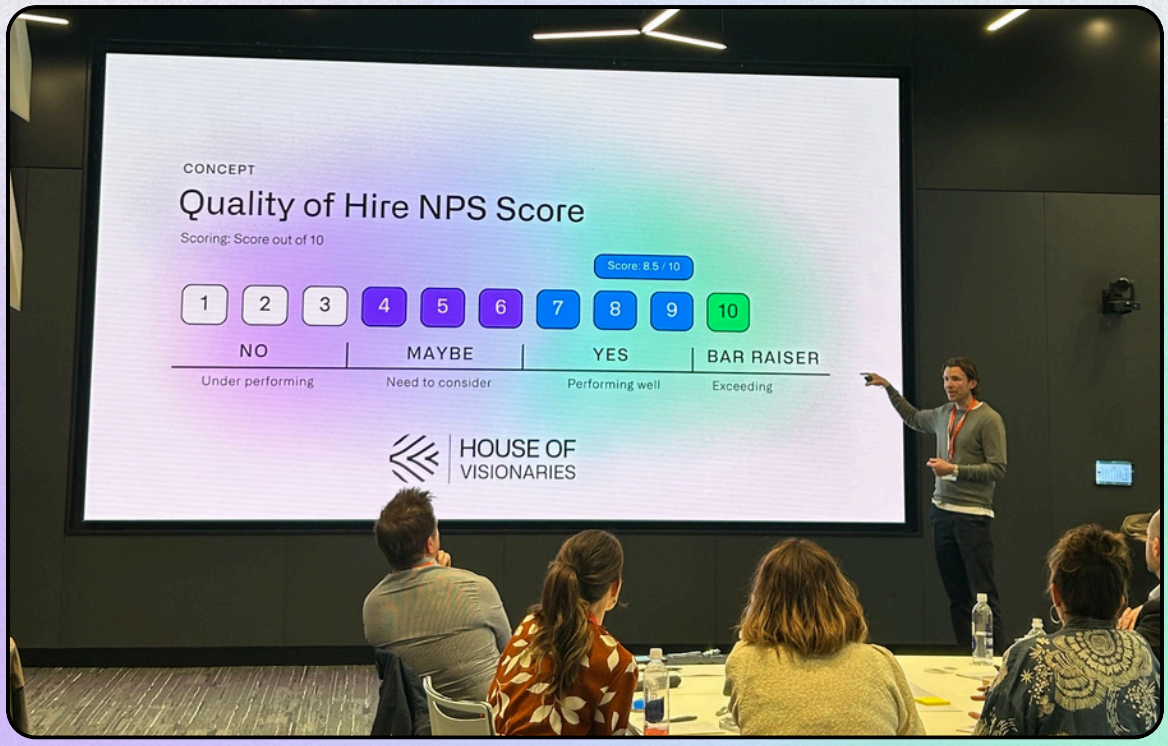
Founder of House of Visionaries
Managing Director @ Bond

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

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

We also need to think like a CEO. Would they care whether someone was hired in 28 days or 33? They want confidence that each hire moves the company forwards.

So I'm sharing the most basic versions of how to crack it.



Find out more about our Embedded model BOND

CONCEPT

Quality of Hire NPS Score

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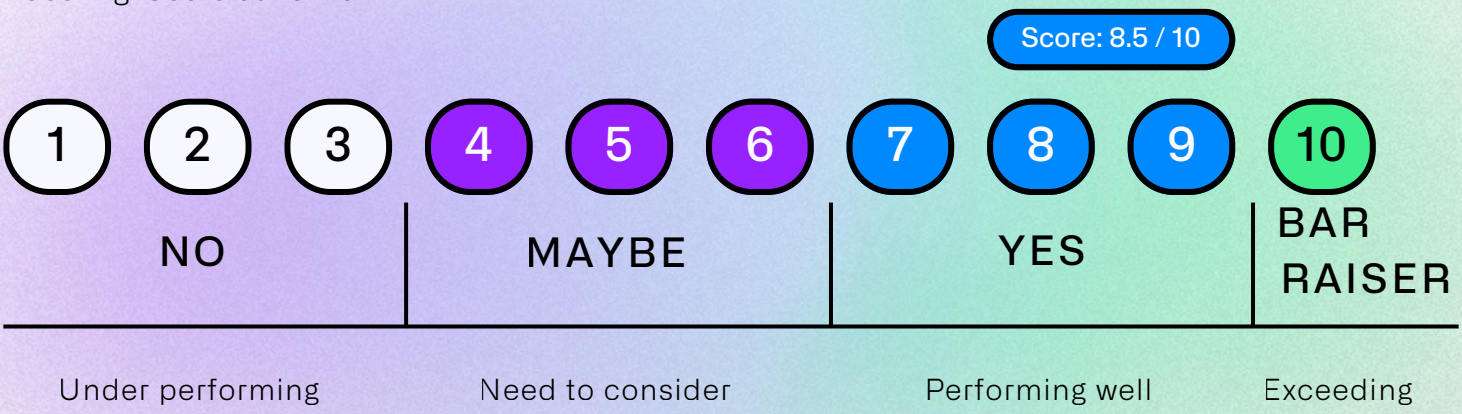
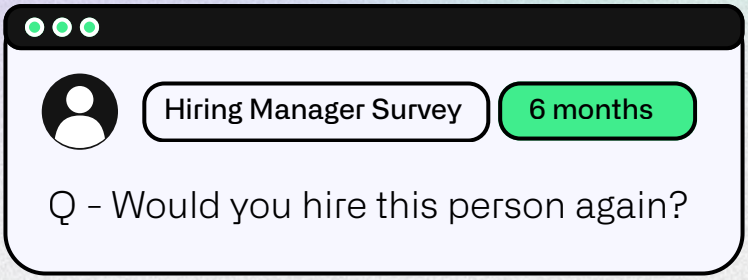
Scoring: Score out of 10





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.

CONCEPT

Impact of Hire

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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.

REFRAMING QUALITY OF HIRE

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How to think like a CEO would?

The morning CPO session focused in around where historically the people function may have been at odds with the CEO/board when it comes to measuring quality and impact of hire.

We were honest that we have been stuck in a place that is safe and what we have always done. For example. In TA we will track time to hire. Why. Because we have always done that and its easy.

But, if you asked the CEO what do they really care about when hiring, we'd bet that if it's 28 days or 33days, that would rank pretty low.

What do they really want to know?
What does their board want to know?
What does real impact look like?
Have you asked?
Do you know?

Most CEO's, whether they vocalise it or not, want exceptional new hires into the business and they want those people to have tangible incremental impact on the orgs goals and the bottom line. They want people who increase velocity, open up new markets and transform the status quo.

If your CEO asked you to demonstrate Quality & Impact tomorrow in data could you?

Not easy. But don't second-guess.

Interview the board and establish what really matters!

WORKSHOP

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Great British Metric Bake Off

In the afternoon the room was split into x 8 groups where senior leaders created their perfect 3-ingredient recipes. The challenge was to think like a CEO/the board would in it design.



What does your gut tell you?

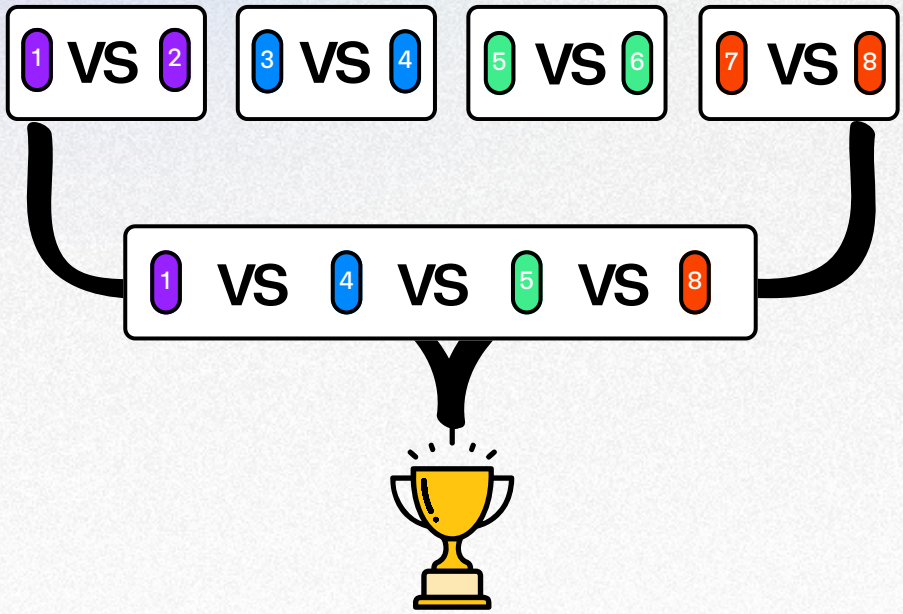
How would a CEO think about this?

How would you operationalise?
- How do you get the data?
- Who do you need to work with?
- Where would it show up?
- How would you use it?

Turn this into a framework / metric

Then 8 recipes became 4, as leaders co-built and decided what the perfect blend was.

Following a show of hands from the final 4, a winner was selected and received the all important “O’Hara handshake” and HOV spoon!



GET BAKING

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Quality / Impact of Hire

Did we make a good hiring decision?
Was that hire impactful?
How would a CEO think about this?

1. Skills mapping / capability
2. Adaptability / AI fluency
3. Manager Effectiveness

1. 30% NPS Score from Manager (individual new hire survey) @ 3 months
2. 30% Peers NPS @ 3 months
3. 40% ROI against role KPIs @ 6 months





1. Attrition tracking
2. Transformation / new ideas / values /culture
3. Agility level / experience / AI usage

1. AI Interview success score
2. Retention - 12 months
3. Hiring process adherence

TAKEAWAYS

TL;DR

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The key to success is to ground the metric in what the organisation is trying to achieve both today and in future (ask the CEO/board).

To canvass the perspectives of the individual, their manager, and the team also. Without over complicating it!

It takes a level of organisational maturity to get this right and for people leaders and managers to lean in with honesty, take learnings and act on the signals that are being created.

Otherwise, what the hell are we doing this for!

All of the 8 recipes contained some combination of the following:

- Are they smashing their current role?
- What AI fluency do they possess?
- Do their colleagues love working with them?
- Do they have potential elsewhere in our business?
- How quickly has their impact been felt by the team / business?
- Have they been setup for success?
- Have they stayed connected to the mission?



RESIDENT SPOTLIGHTS

Quality of Hire

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Boston Dynamics



Rachel Salamone

Chief People Officer

Download slides

Rachel shared how Boston Dynamics measure quality of hire.

Early, often and from multiple angles.

They define quality of hire as a combination of experience, integration, and early performance, not just hiring outcomes!

Starting with an NPS onboarding experience survey on Day 1 and following that up with 30, 60, 90 and 180 day touch points.

They treat early signals as leading indicators of retention and performance risk.

RAPID7



Katie Kulikoski

CPO



Stephanie Steele

TA Program Director

Download slides

Katie framed what quality of hire means at Rapid7 and shared the rigour behind the thinking.

It evaluates the effectiveness of their talent lifecycle!

Steph went on to share how they approached the project from engagement, through defining it and then launching it.

A balanced scorecard of manager insights is captured at 6 months and 1 year (aligned to company, craft and culture). This is pulled together with rehire surveys and retention metrics to produce their quality metric.

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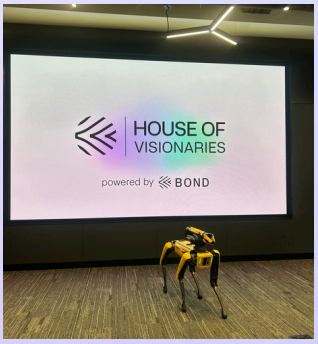


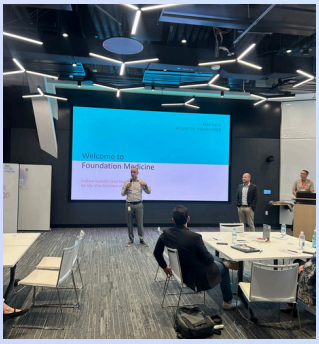


















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