**Effective Leadership and Performance Optimization**

**“Managing with Metrics – Part 2 The Important Quantity Metrics”**

By Jon Bartos

Intro:

Managing a recruiting team is not unlike that of managing a major league baseball team. The tenured manager understands how to get rookies off to a good start by developing the proper habits to achieve big league success. Once a rookie gets seasoned, then there are other skills that continued to be worked based on any specific flaws. How can you tell on one player is doing well and another is struggling and needs some attention? Its all in the numbers. The at bats, the averages, the on base percentages and many more. In other words, the metrics.

Leaders who learn to manage by the numbers have a better understanding of their teams strengths and weaknesses, individual skillset difficiencies and know where they must spend their time to improve team and individual performance. They also have the ability to see trend lines – both positive and negative which allow them to predict the future. That’s right…predict the future.

**Preseason Conditioning - Activity Metrics**

When a rookie comes to play in the big leagues of recruiting, any good manager knows their first focus has to be on getting his players at bats. The more at bats they will have, the better chances they will have of success. The tenured recruiting manager knows that his first job is to get his rookies at bats by getting them on the phone. If the new recruiter does not get enough “at bats”, they will fail. Contrary to popular belief - even with today’s social media, resume grabbers, aggregators, spider engines, job board alerts and much more at our finger tips today – recruiting is still a phone business. Developing the habit of being on the phone and not off the phone is a critical objective in the first 90 days for a manager and individual player. This conditioning must take place – to develop habits for success in recruiting. To insure his rookies don’t get sent down to the minors, managers institute minimum levels of expectations on the critical activity metrics that lead to recruiting success. These start with number of calls per day and Market Connect Time.

**Number of calls/Day and Market Connect Time**

Managers know that if they can focus their team on the Pareto principle things (the 20% of activities that get 80% of the results) these two are the most important things. A good manager knows that the top players in the recruiting world average between 3.5 hours and 5 hours of phone time each day – the average being closer to 4.0 hours. Managers have seen many players come and go in recruiting, the ones that can get to 4.0 hours of connect time on the phone time per day, are the ones that stay in the big leagues and have the ability to continue to improve their game. The ones that don’t, get lost in the abyss and end up a casualty of the game – most having to find a new career.

However being a new player in the recruiting big leagues and initially logging 4 hours of market connect time seems to be an insurmountable task. So the first goal a manager gives a rookie is to plan effectively to make a MINIMUM of 80 calls per day. The key being the effectively planning part of it. The other key word being minimum.

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I had a comment from a senior manager and recruiter while at a conference at the end of October and it was this

*“ There is no way you can make 80 calls per day. You have to source, do the research, find the numbers, then make the call and have quality conversations – all in about 8 hours? Impossible!”*

Many of you reading this may be thinking the same thing. The truth is, most of the recruiting industry struggles because of this concept and it’s one of the main reasons why 9 out of 10 people don’t make it their first year as a recruiter.

It would be difficult to do the sourcing, research and doing the calls at the same time. Every good manager insures that at the end of the day, his whole team spends the time needed to have an effective plan with a minimum of 80 calls to be made the next day. Trying to research, source, use the different databases, job boards and search engines while trying to focus on the practice of recruiting would make it an impossible task. At 4:00pm or 4:30pm, managers start focusing the team on planning for next days recruiting. This means everyone gets off the phone and works on making sure they have an effective plan for over 80 calls for the next day. Most successful Recruiters have 100-125 calls ready before they show up for work the next day. No recruiter I have met does a good job of researching while recruiting. When a recruiter trys to do the plan and research while recruiting, the day ends up completely unproductive.

Once the call numbers have reached over 80 days and the planning is effective, the next thing a manager trys to do is focus on Market Connect time. When a recruiter is new they will make lots of calls, have poor quality conversations and see very little results. The better the planning, the more calls that are made, the better quality conversations develop. These quality conversations are the key to increasing Market Connect time as well bottom line results. An inverse relationship happens with phone calls and market connect time. Once the phone call numbers are being achieved on a weekly basis, then the focus moves to increasing the quality of the conversations – which ends up in increasing the length of the average phone call – which eventually decreases the number dials needed to be make to hit the Market Connect Time goals.

After we developed the right habits to plan properly for the number of dials the next day and we start hitting some strong Market Connect Time – we can start to focus on the other activity or quantity metrics that will lead us to success:

**Conversations**

In the age of technology that we make our living in, its easy to make a lot of dials and not get anyone on the phone. So measuring the number of actual conversation is critical if we want to get something accomplished. A conversation simply means we are getting someone on the phone – a hiring manager or potential candidate or potential referral. During an average day, a manager wants to see 20 - 25 conversations each day. In having initial conversations there are two reasons for those depending if a recruiter is marketing or recruiting. So to break that down further – and it being tougher to get a hold of a hiring manager than it is a candidate. We look for our Recruiters doing both marketing and recruiting to have a minimum of 5 marketing presentations per day and 20 candidate presentations. A presentation being we are talking with a live person on the phone. So 20-25 conversations per day. Five being Marketing presentations and 15-20 being recruiting presentations. If a manager sees that number not being achieved, then steps can be taken to improve the quality of our presentation, the target people we are calling or our techniques involved with generating interest. Recruiting is still a selling game, sometimes we need more sizzle to generate interest.

**Quality Candidates**

From those recruiting presentations every day, we expect to see some candidates coming from the conversations. The manager focued on activity metrics sets the bar at 1-2 quality candidates coming from recruiting calls each day. A quality candidate is a candidate that matches a position and is interested in pursuing the new opportunity presented.

**Job Orders**

In making those Marketing Presentations, we expect to see some results in terms of job orders. Out of 5 marketing conversations each day, we set a minimum expectation getting 1 new job order. One per day. These job orders may not be a very good quality yet, and most probably should not be worked on, but measuring the quantity we are getting helps in seeing our effectiveness in our marketing presentations to hiring managers.

**Mapping (Epoejo) Calls**

One of the most important calls to measure in recruiting is the Mapping or Epoejo call. I call it a matching and presenting call made to the hiring manager. If you have been in this business for over 10 years, you may recognize it as the Employer Presentation on Existing Job Order call. This call is where you – don’t just send a resume and expect to get an interview. A Mapping call is when you call up the hiring manager – review the job specification again, then do a presentation on a candidate or group of candidates. The premise behind this – is resumes do not conver all aspects of a persons career. Therefore and effective presentation on the phone with a hiring manager is needed to insure your quality candidates get interviews. The number of mapping calls I look for is in direct proportion to the number of Quality candidates I am presenting. Again, not just sending an email with a resume attached and pray that interviews happen. Mapping calls directly correlate to sendouts. The more mapping calls made, the higher percentage of sendouts happen. I look for 5 mapping calls per week.

**Send outs**

A result of everything we have done thus far is sendouts. Sendouts can tell us many things. It lets us know if the job order we are working on is any good, it can tell us our quality of candidates we are submitting with our matching skills. Sendouts lead to placements so I want to have a minimum of 5 first time sendouts per week. The reason I look for five sendouts per week is that the average new recruiter Sendout out to placement ration is 10 to 1. If I can get 5 sendouts per week, The law of averages says - I will average about 2 placements per month. If my quality is great – I may do three, if my quality is worse than that of an average recruiter – it may just be one. The important Quantity or Ratio metrics will be outlined next month.

**Placements**

Without placements, recruiting firms and recruiters struggle to stay in business. By making 2 placements per month a recruiter at any firm remains profitable.

**Conclusion**

Recruiting is a tough business and there is a lot to learn and do. We need to start by conditioning the team on doing enough volume of business to actually stay in business. Most recruiters go out of business to early, due to not having the volume of business to sustain themselves. It starts with 80 calls per day and then quickly moves to 4 hours of market connect time per day. Once those numbers are mastered, then the focus moves to insuring there is enough conversations, quality candidates, job orders, sendouts to make the placements. Once the volume of business is being done, we can quickly work on quality. Next month we will talk about the Quality Metrics the ever important ratios in running a top performing recruiting desk and recruiting firm.

**Next Month: Effective Leadership and Performance Optimization**

**“Managing with Metrics – Part 2 The Important Quality Metrics or Ratios”**