

Strategic Workforce Planning

Case: Recruitment Funnel

Assuming you need to make 50 engineers with a special set of skills available at a certain point in time, your recruitment activities need to start many months in advance. If your HR analytics driven experience tells you that for engineers with the necessary profile the rate of drop-outs before show (q4) up is 15%, the rate of security clearance rejects (q3) is 2%, the rate of interview rejects (q2) is 65%, the rate of CV rejects (q1) is 90%, you need to get more than 950 CVs to start with.

Your HR analytics further tells you that your recruitment cycle ($t_1 + t_2 + t_3 + t_4$) for this kind of special skills can easily take nine months from request until start of work. These engineers might not be available locally so that sourcing might need to be done overseas which means permissions in home country and destination country might need to be obtained.

Overall, this task would require to start screening about 1000 CVs much more than nine months in advance of start of work.

