Corporate Recruiting Reports

Recruiter Workload

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Introduction

- What's the right requisition load for a recruiter?
- How do I respond to management when they ask me to defend my staffing levels?
- What's the most efficient way to handle seasonal staffing variations?

The good news is that all three questions have solid answers that will satisfy any CFO; the less good news is that the answers aren't simple. What kind of candidate are you looking for? What's the state of the labor market? What technology are you using? How aggressive is the competition? How experienced is your recruiter? And so on. There are dozens of relevant questions.

How your company calculates recruiter workload says a good deal about how it views recruiting overall. If it subscribes to the assembly line piecework model, then it will believe that a reasonably competent recruiting team, working within a reasonably functional recruiting environment, ought to own valid workload and output measurements against which both individuals and the department could be evaluated over time. In the world of standardized piecework, that expectation is perfectly reasonable.

The obvious question is whether requisitions represent standardized piecework or whether they represent another kind of work altogether, something more like custom tailoring: a set of skills applied to tasks that can vary widely depending on the situation and the customer.

Every experienced recruiter we know rejects the piecework model. Even in situations where they deal with large numbers of similar job requisitions, there are variations that make the job more difficult one day, less difficult

the next. These could be internal (hiring managers, timetables, compensation, communication, process) or external (labor supply, economic conditions, or competition).

Is it possible to take work that varies considerably from assignment to assignment, from job level to job level and from geography to geography, and create a logical framework for managing the people who have to do it?

With a bit of effort, yes.