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Need a Better Recruiter Capacity Model? Here's How to Build One

In the fast-paced world of tech and sales recruitment, understanding and optimizing your recruiter capacity is crucial for hiring success. It's about striking the right balance, and ensuring your team is fully utilized without being overwhelmed.

A survey reveals that 87% of recruiters acknowledge that talent acquisition has become a more strategic function over the past year, yet only a few have a clear strategy in place. In addition, the 'Tech Winter' of late 2022 and early 2023 saw recruiting teams hit hard. The ramifications? Remaining recruiters were stretched thin, opportunities slipped through the cracks, and organizational growth was stunted.

As firms grapple with the twin pressures of speeding up hiring timelines and upholding hire quality, an alarming number of recruiters find themselves in the thick of it, feeling the burn (or burnout).

VP of People at Clari Laura McKinnon cautions companies from cutting recruiting teams to the bone during economic downturns. "If we would have brought our recruiting team down to the need we had at the moment, we wouldn't have had enough people to respond to the demand," she says.

She also counsels peers to get on board with finance, the head of engineering, and others to fund resources early. "With 20/20 hindsight, [I would] make sure we asked for the increased spending to spin up that machine because it was idle."

Hear more from Laura McKinnon in her episode of Hired's podcast, Talk Talent to Me.

To Laura's point, when crafting a recruitment headcount plan, leaders need to consider the sum of:

1. Additional headcount planned from various teams
2. Attrition
3. Internal churn

This pressing scenario begs the question: How can you craft a better recruiter capacity model that hits the sweet spot for your team? Enter Hired, your trusted guide ready to navigate this fog, unlocking the zenith of your recruitment team's potential.

In this eBook, we will dive deep into

- Navigating recruiter capacity in the tech recruitment scene
- Deciphering the nuts and bolts of your recruiter's capacity
- A step-by-step tutorial on building a recruiter capacity model
- Decoding and gauging the efficiency and impact of your recruiter's work

You are just steps away from transforming your recruiting process and driving unparalleled success. Let's take this journey together and reveal the secrets to optimal recruiter capacity.



Understanding recruiter capacity

A recruiter's capacity is a vital barometer of their ability to juggle diverse roles while delivering a seamless and top-tier **hiring experience**. This isn't just a numbers game. It's about weaving quality and efficiency into every step of the hiring journey.

In the high-stakes and fast-paced world of tech recruitment, a recruiter's capacity directly influences their ability to connect with top talent and fill roles quickly. A well-balanced workload ensures recruiters can give each role the attention it deserves, leading to better matches and a smoother hiring process.

The impact of recruiter capacity on hiring success

Managing recruiter capacity is a balancing act that directly affects your hiring outcomes. An overloaded recruiter can find themselves on a fast track to burnout, compromising their well-being and the caliber of their work. On the flip side, an underutilized recruiter may not be tapping into their full potential, leading to operational inefficiencies and potential delays in filling roles.

Finding the right balance is key. At Hired, we've seen how this balance can transform the recruitment process, resulting in faster hires with longer tenures, satisfied recruiters, and a smoother workflow.

In another episode of **Talk Talent to Me**, Lorraine Buhannic, SVP & Head of Talent for Juxtapose, commented on the consequences of layoffs forcing current teams to "do more with less" or to take on additional responsibilities, like onboarding.

"While it has its challenges and needs guidance and alignment on prioritizing the workload, it can rapidly expand a recruiter's skill set. It's a positive spin, for sure, but this professional development could position some recruiters for serious career advancement."

Identifying signs of overworked & underutilized recruiters

Catching the symptoms of an imbalanced workload early is pivotal. An overstressed recruiter may show signs of wear and tear, a dip in performance, and waning engagement with candidates. Conversely, a recruiter with time on their hands might exhibit signs of disengagement, potentially eroding their passion for their work.

Both extremes can wreak havoc on your recruitment endeavors but are preventable with proactive workload management. By keeping a vigilant eye on your team's workload and adjusting as necessary, you ensure a thriving and engaged recruitment squad.

Capacity planning transcends the mere numbers game. It's about ensuring each team member is firing on all cylinders, yet not pushed to the brink. It necessitates a thorough analysis of past hiring data, a clear-eyed view of your current team's capacity, and foresight planning for upcoming hiring demands.



How to determine your recruiter's capacity

Evaluating current workload and performance

Start by assessing your team's existing workload. Are they juggling too many requisitions? Or perhaps, not enough?

Delve into performance metrics like time-to-fill and quality of hire to gauge their efficacy. Remember, the endgame is not just to fill roles but to **fill them with the right talent**.

Identifying key metrics for measuring capacity

To measure recruiter capacity effectively, you need to establish clear and relevant metrics. Key performance indicators (KPIs), like time-to-fill, quality of hire, and candidate satisfaction can provide valuable insights into a recruiter's efficiency and effectiveness.

Additionally, tracking the number of interviews scheduled, offers extended, and hires made over a specific period can help determine if a recruiter is over or under capacity.

Stuck when it comes to identifying or analyzing specific data or metrics? You're not alone. While Director of TA at Dutchie, Ches Courtney shared his experience on **Talk Talent to Me**.

"First, I went to my mentor. He was able to provide a lot of data and introduce me to more people in his network. They were across industries, so some metrics were pretty different, but it gave me a baseline. I was able to take it and say, 'Here's what we can expect on the business side, the tech side, for director roles, ICs, etc.'"

Creating a capacity model that works

This step-by-step guide is crafted to assist recruitment leaders in building an efficient recruiting capacity planning model for their organization.

First, get involved in talent planning

Jump into early talent discussions with leaders from Sales, Product, Finance, Tech, Marketing, and Customer Support. Grasp the unique hiring needs of each department and adjust your team's focus accordingly, setting clear expectations on what the recruitment team can deliver. If demands are too high for your current resources, communicate this transparently.

Categorize & prioritize roles

With a solid understanding of hiring needs, categorize roles and decide which ones need immediate attention. Remember, roles differ in complexity, and a one-size-fits-all approach won't work. Consider role complexity, seniority, and required recruiter experience to ensure balanced work distribution.

Analyze past performance

Take a close look at historical recruitment metrics or industry benchmarks. Focus on metrics such as total hires, average time-to-hire, and cost per hire to understand past performance and identify areas for improvement.

When looking at traditional recruiting KPIs, be sure to prioritize what's best for your unique industry and organization. In tech recruiting, the hiring process typically involves a technical interview round. This could add time to specific roles' time-to-fill or speed-to-hire.

Related: *Save time with* **Hired Talent Sourcing** *and* **Hired Technical Assessments**.

Project future capacity

Use past data (PPR data) to estimate future recruiter capacity, keeping in mind that individual performance may vary. Include a buffer for unexpected scenarios to ensure your capacity plan is robust.

Validate & adjust with stakeholders

Talk with other recruitment leaders and stakeholders to validate your capacity model. Consider various factors, including market conditions, hiring locations, and recruiter experience. Use their feedback to align the capacity model with the organization's hiring goals.

Bridge capacity gaps

Identify and address any gaps between your recruitment team's capacity and the organization's hiring goals. Strategies may include expanding your team, outsourcing parts of the hiring process, or leveraging AI tools to enhance efficiency.

Related: How to Use AI in Recruitment: Insights from Activision Blizzard's Talent Sourcing Director

Recruitment capacity model checklist

Once you're ready to begin, use this checklist to ensure you hit every step. You can make adjustments to tailor to the specific needs and circumstances of your organization.

01 Define Key Recruitment Metrics

- Establish clear definitions for any key metrics like time-to-fill, time-to-hire, and offer acceptance rate.
- Identify the average number of requisitions per recruiter.

02 Analyze Historical Data

- Gather and analyze data on past recruitment activities, focusing on peak times and slower periods.
- Determine the average time spent on each stage of the recruitment process.

03 Assess Current Recruiter Workloads

- Evaluate the current requisition load per recruiter.
- Identify any recruiters who are over or under capacity.

04 Calculate Recruiter Capacity

- Use historical data and current workload assessments to calculate the optimal capacity for each recruiter.
- Consider variables such as industry, role complexity, and geographic location.

05 Balance Workloads

- Implement strategies to balance workloads across the team, ensuring every recruiter is adequately utilized.
- Consider redistributing requisitions or hiring additional recruiters if necessary.

06 Integrate Technology and Tools

- Utilize recruitment tools and software to automate and streamline parts of the recruitment process.
- Ensure all recruiters are trained and comfortable using these tools to maximize efficiency.

07 Monitor and Adjust Regularly

- Establish a routine for regularly monitoring recruiter workloads and capacity.
- Be prepared to adjust based on changes in recruitment demand, team size, or other factors.

08 Foster Continuous Improvement

- Encourage a culture of continuous improvement within the recruitment team.
- Regularly seek feedback from recruiters on their workloads and be proactive in adjusting to maintain balance.

09 Document and Communicate the Model

- Create clear documentation outlining the recruiter capacity model.
- Communicate the model and any changes to it clearly to all members of the recruitment team.

10 Train and Support Your Team

- Provide ongoing training and support to ensure all recruiters understand and can effectively work within the capacity model.
- Encourage open communication and provide channels for recruiters to voice their concerns or suggestions.

Download this checklist as a template and customize away!

Managing requisition load effectively

Efficiently balancing the recruiter workload is crucial for a productive hiring process and job satisfaction. Let's dive into how to manage the requisition load effectively.

Understanding the average requisition load for a recruiter

Requisition load is the number of job openings a recruiter manages at any given time. But Industry standards suggest a balanced load is around 15-20 requisitions, while the actual average tends to be closer to between 30 and 40, according to the **Society for Human Resources**.

However, this varies based on the role's complexity, industry, and other factors. Certain roles are harder to fill than others. As a recruitment leader, closely monitor this to prevent overload or underuse of your team.

By honing efficiency, particularly in preliminary recruitment stages, teams can significantly boost their close rates.

Jeff Schlosser, former Director of TA at Tanium, now a Talent Leader at StartupExperts, highlighted Tanium's impressive 88-92% close rate, showcasing the impact of a well-optimized recruitment strategy in **this podcast**. In it, Schlosser describes how his team used scorecards to stay focused on the goals at hand.

By adopting recruiter scorecards his team gained valuable insights, helping to identify key candidate motivations early on and ensuring regular engagement throughout the hiring process. This built strong recruiter-candidate relationships and contributed to a more effective hiring journey.

Leveraging data & metrics in recruitment

Ongoing capacity planning and understanding candidate progression are vital for effective recruitment. It's important to consistently analyze data at every stage to enhance processes and manage requisition loads.

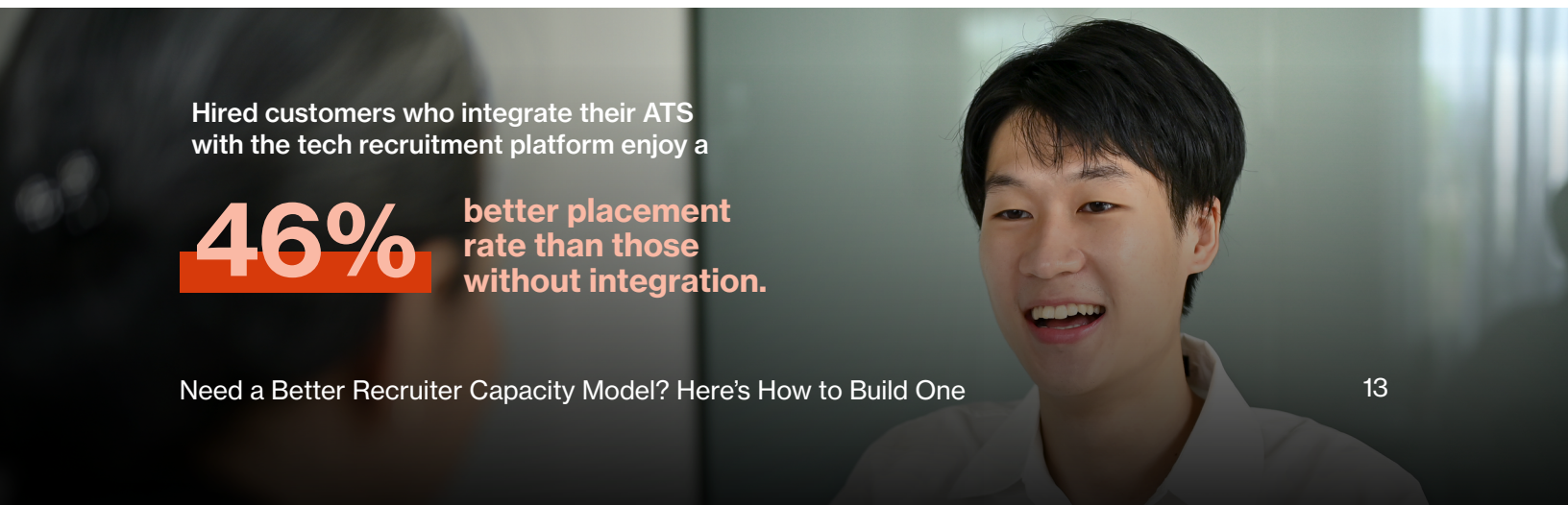
Strategies for balancing load & maximizing efficiency

Here's how you can optimize your team's requisition load:

Tailor the load: Recognize that not all roles are created equal. High-level positions may require more attention and effort. Similarly, there are Individual Contributor roles that are tricky to fill with niche technical skills. Balance your team's load by assigning a mix of complex roles and more straightforward positions.

Specialize or generalize: Talk to your team. Some recruiters are more technical and comfortable with specific terminology or skills for open roles while others consider themselves generalists. Determine when it makes sense to lean into someone's specialty and when to help a generalist grow.

Leverage technology: Adopt tools for screening, scheduling, and communication to free up recruiter time for relationship-building and talent searching.



Foster collaboration: Share workload during busy hiring periods and promote knowledge sharing.

Regular check-ins: Hold frequent one-on-one meetings with your recruiters to understand their challenges and adjust loads as needed. Take a page from the Sales team and have a Req review instead of a Deal review. Brainstorming and troubleshooting together can break through obstacles.

Training and development: Invest in continuous learning to keep your team efficient and effective.

Adopting a culture of continuous improvement

In the fast-evolving world of recruitment, stagnation is not an option. Foster a culture of continuous improvement within your team. Encourage feedback, promote learning, and embrace change. Regular training sessions, workshops, and conferences can keep your team updated and ahead of the curve.

At **Hired**, we're here to support your continuous improvement journey. Our comprehensive solutions and dedicated Customer Success Managers are ready to help you optimize your hiring process, offering insights, best practices, and tailored support to ensure your team's peak performance.

Conclusion

Balancing requisition loads and fostering a culture of continuous improvement are crucial components of successful recruitment leadership. By implementing the strategies outlined and leveraging Hired's suite of **products** and **solutions**, you set your team up for success, ensuring efficiency, satisfaction, and optimal performance. Embrace the journey, and watch your team transform, reaching new heights in recruitment excellence.

Request a customized demo to see Hired in action.



Additional Resources

eBook:**Too Many Inbound Job Applicants But Not Enough Qualified Ones? 8 Tactics to Solve It**

eBook: **3 Ways You Should Use C-Suite to Recruit Tech Talent (+ Free Templates)**

eBook: **Cost of Vacancy: Making the Case for Hiring in a Downturn**

Blog: **Want to Run Better Interviews? You Need a Pre-Interview Meeting (Free Template)**

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