

Key Performance Indicators – Recruit, source and select employees

Nos.	Key Performance Indicators	Definition	Formula
1.	Time to Fill an Open Position	The activities to fulfill the whole exercise activated from the date when headcount requisition have been approved by management and received by HRD Department to the physical reporting date. Excluding freezing mode of hiring.	Total working days to fill position / Total headcount hired
2.	Recruitment Headcount Factor	Total recruits (internal) is total number of internal recruits whether by transfer, promotions within the organisation. External recruits relate to the new or replacement vacancies which have been filled. The word 'recruits' refer to people who report to work.	$(\text{Total number of recruitments} / \text{Total number of headcounts}) \times 100\%$
3.	Cost Per Hire	All variable recruitment costs incurred from headcount requisition approval to candidate's physical reporting. Eg. : Variable cost: advertisement, referral, interview booth, employment screening, banner, etc. Excluding hiring incentive such as sign-on bonus, ex-gratia payment or head hunter fees and salary in lieu of notice and any or the monetary fringe-benefits.	Total recruitment costs / Total headcount hired
4.	Management Ratio	This indicates the ratio between total number of headcount as compared to the total number of Executive and above level.	Total Number of Headcount / Total number of Executive & Above
5.	FTE Employees per FTE Full Time Manager	This indicates the number of employees to each manager. It enables organisations to consider the appropriateness of their level of management and supervision.	Total Number of Headcount / Total Full Time Manager