

planned on doing any evaluation, Dexter was able to retrieve only the following data to help him with his evaluation:

Exhibit
Staffing Data for Filling the Job of Assembler

Recruitment Source	Applicants	Offer Receivers	Start as New Hires	Remaining at Six Months
Newspaper ads				
No. apps.	300	70	50	35
Avg. no. days	30	30	10	
Employee referral				
No. apps.	60	30	30	27
Avg. no. days	20	10	10	
Employment agency				
No. apps.	400	20	20	8
Avg. no. days	40	20	10	

1. Determine the yield ratios (offer receivers / applicants, new hires / applicants), time lapse or cycle times (days to offer, days to start), and retention rates associated with each recruitment source.
2. What is the relative effectiveness of the three sources in terms of yield ratios, cycle times, and retention rates?
3. What are some possible reasons for the fact that the three sources differ in their relative effectiveness?
4. What would you recommend Dexter do differently in the future to improve his evaluation of the staffing process?

ENDNOTES

1. T. H. Davenport, J. Harris, and J. Shapiro, "Competing on Talent Analytics," *Harvard Business Review*, Oct. 2010, pp. 52–58.
2. US Census Bureau, "Statistics About Business Size (Including Small Business) From the US Census Bureau" (www.census.gov/epcd/www/smallbus.html), accessed 1/28/11.
3. E. E. Lawler III and A. A. Mohrman, *Creating a Strategic Human Resources Organization* (Stanford, CA: Stanford University Press, 2003), pp. 15–20.
4. D. Ulrich, J. Younger, W. Brockbank, and M. Ulrich, *HR From the Outside In* (New York: McGraw-Hill, 2012).
5. S. T. Hunt, *Driving Business Execution Through Integrated Talent Management* (Brisbane, QLD, Australia: SuccessFactors, 2012); D. Zielinski, "Total Integration," *HR Magazine*, 2011, 56(11), pp. 69–72.