

APPLICANT INTERVIEW RATE

Application This measure will be most useful for organizations focused on the balance between interviewing “enough” candidates to provide a sufficient sampling of the qualified candidate pool and straining the recruiting process by interviewing an excessive number of candidates.

Description Percentage of applicants that are interviewed during a period.

Formula $\text{Applicants.Interviewed} / \text{Applicants} * 100$

Interpretation Applicant Interview Rate measures the total number of distinct interviewed applicants as a percentage of all applicants. A result of 20% means that 20% of all applicants are interviewed.

Once candidates apply for a position and successfully advance through the screening process, the employer may interview them by phone or in person. The number of interviewees for each position drives the resource level required for interviewing by recruiting personnel, hiring managers, and other interviewers. However, this measure deals only with the distinct number of applicants interviewed and does not indicate the number of times each one is interviewed.

A high Applicant Interview Rate might mean that the applicant pool is quite limited, or it may mean that the applicant pool is highly qualified and well-targeted for open positions. Alternatively, a high result might indicate that the employer is not sufficiently selective in its screening from the applicant pool. Organizations likely want to interview a sufficient sample of the applicant pool to have a solid overall sense of candidate abilities. Thus, when interviewers make an offer, they are confident in their assessment of the successful applicant relative to unsuccessful applicants. However, time spent interviewing represents an opportunity cost. Interviewing an excessive number of candidates also can strain interviewers’ abilities to distinguish applicants from one another and can extend Time to Fill.

Employers, therefore, try to strike a balance, admitting enough applicants through this process gate to provide a sufficient sampling of the qualified candidate pool without straining the process. One tactic for helping to strike this balance is staged interviewing where recruiters interview a broad number of candidates, the most qualified among that pool are interviewed by low-level managers, and so on. This tiering process can sometimes add time to the recruiting process, but it may reduce costs by reducing interviewing demands on high-level managers.

Data Sourcing Organizations typically source applicant and interviewee data from a recruiting system or recruiting table of an HRIS. Increasingly, however, applicant data is becoming more complex due to résumé bank technologies, as résumés can be submitted once into a bank and then screened any number of times in the future for open requisitions. Organizations facing this issue must decide how to identify distinct applicants to make this measure most appropriate for their processes.



Volume



Quality



Rate



Bench-M



Data-M

Considerations

Analysis	Limitations
<p>This measure is useful when analyzed by organizational unit, geography, job function, employment level, or job family to determine applicant success rates of the labor pools for various jobs. Additionally, to monitor the personal characteristics of those successful applicants, organizations may analyze by dimensions such as gender, age, ethnic background, and education level. This measure may also be analyzed by application method to assess applicant success as a proxy for applicant pool quality, from the organization Web site, agencies, advertisements, and other sources.</p>	<p>Applicant Interview Rate does not provide any indication of the ability of applicant screening processes to select the most appropriate applicants for interview. It does not measure the number of times each interviewee is interviewed. Lastly, it does not indicate the cost of the interviewing process to recruiters and other staff.</p>

Targets Organizations typically set targets for Applicant Interview Rate on an absolute rather than a relative basis, though benchmarks can be informative in comparing recruiting process structures across organizations. Targets are informed largely by the volume of applications as compared to the processing and interviewing capacity of recruiters and hiring managers. Employers advertising widely for positions, such as through an Internet job site, are likely to have lower Applicant Interview Rates than others due to the massive volume of applications such methods produce.

Targets are also informed by the manner in which interviews are tiered within the organization’s process (e.g., interviews start with a recruiter, a subset is passed on to a low-level manager, a further subset is passed on to middle managers). Employers using such a tiered process, all else equal, are likely to target a higher Applicant Interview Rate than organizations that do not.

Variations
<ul style="list-style-type: none"> • Applicant Interview Rate—Agency • Applicant Interview Rate—Exempt • Applicant Interview Rate—External • Applicant Interview Rate—Female • Applicant Interview Rate—Internal • Applicant Interview Rate—Internet • Applicant Interview Rate—Managers • Applicant Interview Rate—Minority • Applicant Interview Rate—Newspaper • Applicant Interview Rate—Non-Exempt • Applicant Interview Rate—Referral • Applicant Interview Rate—University

Related Measures
<ul style="list-style-type: none"> • Applicant Ratio • Average Interviews per Hire • Average Time to Fill • External Hire Rate • Interviewee Offer Rate • New Hire Failure Factor • New Hire Performance Satisfaction • New Hire Satisfaction with Recruiting • On-Time Talent Delivery Factor • Recruitment Cost per Hire • Referral Rate • Termination Rate—< 1-Year Tenure (variation)