

AVERAGE TIME TO START

Application	This measure will be most useful for organizations that wish to measure the efficiency and timeliness of their recruiting processes. It will be more useful for those that have a high proportion of hires that are needed to fill near-term as opposed to long-term requisitions.
Description	Average number of days elapsed between requisition date and start date for internal and external hires.
Formula	Total Days to Start / Hires

Interpretation Average Time to Start measures the average length of time that elapses from the date that a job requisition is opened to the start date of the hire filling the position. In many cases, organizations use this measure as an indicator of the efficiency of the recruiting process. Most requisitions, when opened, represent a current or impending vacancy or a newly created position. To minimize productivity losses and other organizational costs, employers aim to shorten the duration of these position gaps. When hires are needed as soon as possible (“asap” hires), Average Time to Start can be an appropriate measure of the timeliness and efficiency of the recruiting process.

However, employers may also have requisitions that are created many weeks or months in advance of when the hire is actually needed (long-term hires). Recruiters may have flexibility to either reprioritize these requisitions or simply take a greater amount of time and care in screening applicants and performing other pieces of the recruiting process, so long as that does not hamper the organization’s prospects for securing top candidates. For these situations, a more accurate measure of process efficiency and timeliness would be On-Time Talent Delivery Factor.

Time to Start may be greatly impacted by the effectiveness of processes that take place even before a requisition is opened, such as the planning and needs definition processes, as well as the requisition design process. Organizations with high results for Average Time to Start may wish to investigate these preparatory process steps in addition to those constituting the days to fill a requisition. Other recruitment activities that may impact cycle times include résumé collection, selection of whom to interview, and selection of whom to hire.

Average Time to Start is very similar to Average Time to Fill, which measures elapsed time from the date a job requisition is opened to the date a candidate accepts an offer to fill the position. Average Time to Start will be a more useful measure in assessing how quickly hires are in seat for positions that were vacant, while Average Time to Fill does not factor in the delay between offer acceptance and actual start date, which can vary from one day to several months.

Data Sourcing Organizations typically source requisition dates from a recruiting system or from the recruiting table in an HRIS. Start dates might also be captured within recruiting tables. If not, they can be sourced from an HRIS job table, provided this data can be linked to the recruitment system.



Time



Ratio



Bench-M



Data-M

Considerations

Analysis	Limitations
<p>This measure may be analyzed by organizational unit, geography job function, pay grade, employment level, job title, or job family to determine how process efficiency varies across job requisitions types and organizational areas. Also, organizations may wish to break down Average Time to Start into the component pieces of the recruiting process, such as advertising, screening, interviewing, etc.</p>	<p>Average Time to Start, as mentioned, does not account for the mix of requisitions that need to be filled short term versus long term. It does not speak to the quality of hires or the cost of the recruitment process. Also, it does not measure any aspect of the volume of candidates flowing through the recruiting process.</p>

Targets In setting targets, organizations may consider the typical composition of requisitions and the processes and challenges that accompany that composition. This composition can include requisitions at various employment levels and pay grades, various job skills sought, and the proportion of “asap” hires needed versus long-term hires.

Targets relative to a benchmark group for Average Time to Start will only be relevant to the extent that organizations have similar hiring needs (e.g., types of positions, advance notice of vacancies) and similar patterns for near- and long-term requisitioning. Within a relevant benchmark group, an organization would wish to target moving results toward the 25th percentile to achieve high efficiency, assuming quality of new hire fit and performance can be maintained at this level.

Variations
<ul style="list-style-type: none"> • Average Time to Start—Agency • Average Time to Start—Executives • Average Time to Start—Exempt • Average Time to Start—External • Average Time to Start—Internal • Average Time to Start—Internet • Average Time to Start—Managers • Average Time to Start—Newspaper • Average Time to Start—Non-Exempt • Average Time to Start—Referral • Average Time to Start—Rehire

Related Measures
<ul style="list-style-type: none"> • Applicant Interview Rate • Applicant Ratio • Average Interviews per Hire • Average Time to Fill • External Hire Rate • Internal Hire Rate • Interviewee Offer Rate • Interviewee Ratio • New Position Recruitment Rate • Offer Acceptance Rate • On-Time Talent Delivery Factor • Recruitment Expense Breakdown • Recruitment Cost per Hire • Recruitment Source Breakdown