

Questions	Rating	Questions	Rating
Customer/Client Focus: Maintains unwavering focus on delighting the customer/client	3.35	Self Direction: Establishes goals, deliverables, timelines, and budgets with little or no motivation from superiors. Assembles and leads teams to achieve established goals within deadlines set.	4.09
Drives for Results: Exhibits strong drive for results and success.	4.13	Flexibility: Willingness to change to meet organizational needs. Adapts to stressful situations	4.17
Judgment: Makes sound decisions tempered by practicality and common sense.	3.96	Urgency: Consistently responds promptly and efficiently to problems and tasks. Rarely late for meeting project deadlines and is punctual.	4.13
Communicating: Expresses oneself effectively both orally and in written form. Actively listens to others.	4.11	Influence: Convinces others to embrace a position or take a specific course of action.	3.78
Creative Problem Solving: Identifies and collects information relevant to the problem. Uses brainstorming techniques to create a variety of choices. Selects the best course of action.	3.87	Leveraging Networks: Draws upon a wide range of professional and/or business relationships for help and support in achieving individual and organizational goals.	3.78
Interpersonal Skills: Treats others with respect and dignity. Promotes a productive culture by valuing individuals and their contributions.	4.37	Negotiation: Skillfully uses argument and persuasion to reach a favorable position without causing hostility or hard feelings	3.59
Organization/Time Management: Is organized and plans ahead in completing work tasks. Productive, efficient and able to simultaneously juggle multiple demands and get things accomplished.	4.07	Financial: Does not waste resources. Looks for methods to improve processes that have a positive impact on the bottom line.	3.87
Business Acumen: Understands how the line(s)-of-business supported, develops strategy, serves customers, succeeds and generates profits	3.76	Attitude: Positive about work; is cooperative and follows through on commitments. Manages stress well.	4.15
Evaluating Candidates: Evaluates, selects and hires top talent by objectively comparing a candidate's qualifications to identified business needs, job specifications, and competencies.	4.11	Professionalism: Sets example. Stays current in terms of professional development.	4.02
Staffing Lifecycle Management: Plans and successfully executes a recruiting, selection and hiring process that results in top talent for the organization.	3.74	Idea Generation/Innovation: Requiring Creativity and innovation in identifying talent through multiple sources; networking, on-line, in person, job fairs, advertisements, etc.	3.91
Builds Appropriate Relationships: Develops strong interpersonal alliances at appropriate levels, both within and outside the organization; builds solid relationships characterized by mutual respect.	4.13	Sales Orientation: Ability to be the face of your organization for recruitment-Providing candidates with information highlighting your organization as an employer service.	4.22
Teamwork: Uses appropriate interpersonal style to steer members towards the goal. Organizes resources to accomplish tasks with maximum efficiency.	4.09		
		<b>Overall Rating</b>	<b>3.97</b>

Lean Human Capital Benchmark Study - Results Updated

Recruiter Skills Assessment

Questions	Rating		
Strong knowledge of the line of business you support	3.80	Assess candidates using behavioral based interview techniques to efficiently assess candidate competency and eliminate unqualified candidates as early as possible within the hiring process.	3.94
Work well with hiring managers to understand workforce needs, helps with succession planning, etc	3.91	Acts as a trusted advisor to a candidate and articulates the career opportunity with your organization when negotiating salary offers.	4.13
Thoroughly defines each requisition with the hiring manager to understand real job needs and set realistic expectations.	3.64	Build relationships with peers, hiring managers and executives	4.20
Sets Service Level Agreements with Hiring Managers to define roles/responsibilities and control the hiring process	3.22	Organize and manage your time well. Can multi-task efficiently. Prioritize critical, important tasks and gets them done by the stated service level agreement.	4.00
Posses the ability to create a compelling value proposition statement(s) to engage and recruit passive, top talent for critical-to-fill positions	3.46	Use technology to manage data, candidate relationships, etc	3.66
Selling the company. Possess a strong knowledge of company history, financials, position in the market, etc.	3.91	Manage and control the staffing lifecycle efficiently	3.39
Leverage the knowledge of your hiring manager when creating an effective sourcing strategy to identify and recruit top talent.	3.68	Invests time learning and investigating ways to become a better at recruiting	3.58
Use social networking tools to source qualified, passive candidates.	2.94	Respected as a staffing expert within the organization	3.69
Engage and recruit passively-looking candidates (recruiting top talent in the industry).	3.20	<b>Overall Ratings</b>	<b>3.66</b>
Building relationships and creating candidate pipelines for future needs within line(s) of business you support	3.58		
<b>Customer Service Skills</b>			
Communicate the hiring process to candidates. Set Service Level Agreements for status updates/next steps and proactively meet these objectives.	3.71	Provide timely constructive feedback to candidates not selected for hire after interview.	3.45
Provide detailed overview of the opportunity, the center/region, the department, etc.	3.94	Remain upbeat, positive and energetic about opportunities with your organization.	4.07
		<b>Overall Ratings</b>	<b>3.79</b>

## Lean Human Capital Benchmark Study - Results Updated

Strategic Partner

Questions	Rating
You have strong, personal relationships with your hiring managers	3.98
Clearly understand your customers top 3-5 business objectives	3.83
Have a strong 'functional' knowledge of what your customer does.	4.00
You are visible. You communicate with your customers on a regular basis	4.15
You keep up with your customers 'industry' by reading articles, attending events, etc.	3.74
	<b>3.94</b>
<b>Do you conduct quarterly meetings to discuss your performance/ROI with your customers?</b>	
Yes	38.9%
No	54.0%
NA	7.07%
<b>Do you attend your customer's staff meetings? Do they have an agenda item on the staff meeting to discuss recruiting/staffing?</b>	
Yes	54.6%
No	41.7%
NA	3.7%
<b>Are you involved in workforce planning efforts with your customers?</b>	
Yes	54.0%
No	40.3%
NA	5.7%