



CAHRS Partners have the opportunity to benchmark with other partner companies on HR topics of interest. The benchmarking is typically conducted with 5-7 other CAHRS Partners selected by the company that initiated the request. The CAHRS office identifies the appropriate connections at selected companies and the benchmarking company then schedules 1:1 phone calls to explore their questions.

Examples of recent requests include: Sponsorship Initiatives, Organization Designs and Structures, Diversity Metrics, Talent Management Practices, Competency Models and a variety of HR Policy Questions (i.e. Relocation, Cost of Living, Airline Mile Usage, etc.).

CAHRS partners find this more qualitative approach to benchmarking very valuable for revealing novel insights and practices, as well as for building their network. At the conclusion of the process, the benchmarking company shares an anonymized summary of their findings with the participating companies and CAHRS, who then makes them available so all partners can benefit from the learning.



<b>TA Metrics</b>	<b>Pharma A</b>	<b>Pharma B</b>	<b>Pharma C</b>	<b>Pharma D</b>
Time to Fill	No SLA established (our YTD average TTF is 71 days)	We set a target of avg. 60 days for time to fill for our Hub business (Sweden, United Kingdom and North America).	SLA is <= 40 days; Company reviews monthly and quarterly	<p>We have established the following targets that are currently under review with our RPO provider.</p> <p>Non Field Sales - Positions Sr. Associate Director - Executive Level SLA is 90 days.</p> <p>Non exempt positions - Associate Director level SLA is 70 days.</p> <p>Field Sales - Field Sales leadership positions SLA is 60 days</p> <p>Field Sales Representatives SLA is 45 days.</p>
Time to Start	No SLA established (our YTD average TTS is 100 days)	On average we see 76 days (again Hub locations only).	Does not track as an SLA for the RPO; company does not feel they have control over that piece of the recruiting process.	<p>Currently do not have an SLA established with RPO provider for this metric.</p> <p>Our current TTS average across the United States is 31 days.</p>
Quality of Hire	No SLA established and not tracked	The best measure for us is actually 2nd year onwards and we see an average performance rating of 3.3 out of a total score available of 5.	They track Quality of Hire as New hire retention; the SLA is <3% as % of new starters leaving within the first 6 months for reasons other than redundancy or internal transfer; Company looks at quarterly and semi-annually.	<p>Currently SLAs are under review with RPO for Quality of hire.</p> <p>RPO is not held accountable to retention.</p> <p>Historically tracked Hiring Manager's satisfaction (97%) of new hire performance, contribution and onboarding effectiveness.</p> <p>Current retention for new hires across the United States is currently at 9%.</p>

**Definitions:**

- Time to fill (timing of when a requisition is approved for recruiting until a candidate accepts the offer)
- Time to start (timing of when a candidate accepts an offer to the initial start date)
- Quality of hire (performance data after one year of hire)

<b>Notes:</b>		
Pharma A uses ADP as their RPO		
Global details for Pharma A		
SLA	Europe (non-RPO)	US & LATAM (ADP RPO)
TTF	Target 80% within 100 days	No SLA established (our YTD average TTF is 71 days)
TTS	No SLA Established	No SLA established (our YTD average TTS is 100 days)
Quality of Hire	No SLA related to performance, however they have a goal of 92% one year staff retention	No SLA established and not tracked