

ASML Transforms Talent Acquisition with Reporting and Analytics

ASML provides manufacturing equipment, software, and services to the semiconductor industry. Based in the Netherlands, the company employs 5,600 people in the United States and nearly 25,000 worldwide. Many of its employees are highly skilled in optics, lithography, and engineering.

Heather Flynn, head of U.S. talent acquisition for ASML, oversees more than 1,100 hires a year with blended model of an internal team and an RPO partnership with Cielo. The first step for ASML in building out the reporting function was to start collecting actionable data. Improper and inconsistent usage of the ATS across the organization left talent acquisition with little usable data. "We could get data out of the system," said Heather, "but it didn't tell us any valuable information."

STANDARDIZED REPORTING MEASURES

To give the business better insights into time-to-fill and other standard recruiting measures, ASML defined global metrics and started holding the recruiting team accountable for "hitting dates and gates." After the team began gathering usable information, it then set up a dashboard in an analytics tool that pulled data from the ATS.

Executive Summary

ASML EXECUTIVE SUMMARY EXAMPLE					
	Definition	Target	Q1 Results	QoQ Trending	YoY Trending
Time to Identify	For hired candidates, average time from recruitment strategy meeting to hiring manager review	30 days	X days	↑	+ %
Identify to Fill	For hired candidates, average time from hiring manager review to accepted offer	15 days	X days	↓	+ %
Hit Rate	% of submitted candidates accepted by hiring manager	70%	%	↔	+ %
Static Hire Date	% of time the requisition is filled on or before the agreed upon goal between recruiter and hiring manager	83%	%	↓	- %
Hiring Manager Satisfaction	Satisfaction score of 7 or above out of 10	75%	%	↑	+ %
Hired Candidate Satisfaction	Satisfaction score of 7 or above out of 10	80%	%	↑	+ %
Rejected Candidate Satisfaction	Satisfaction score of 7 or above out of 10	75%	%	↑	+ %
Agency Usage	% of requisitions being managed that are filled by 3rd party agency	<15%	%	↓	- %
		% + to Target	% < 10% of Target	% > 10% of Target	
Areas of Opportunity:			Actions to Improve:		
<ul style="list-style-type: none"> • Speed: Decrease Time to Identify • Satisfaction: Improve Candidate Experience • Process: Streamline TA Process for all US sites 			<ul style="list-style-type: none"> • Speed: Implement Weekly Submission Goals • Satisfaction: Focus on Candidate Engagement • Process: Launch Phase 2 of Consulting Project 		

"The dashboard has taken the recruiting team out of pulling reports," Heather said. "It's a huge win." With accurate data on the amount of time each recruiting stage takes, ASML can now identify and solve the issues that lengthened time-to-fill. "High-quality talent doesn't keep looking for very long," said Heather.

OPTIMIZED SOURCES OF HIRE

Another win for ASML has been more attention to data on the source of hire, which led to increasing investment in employment branding & sourcing and reducing agency spend from 25% of hires to less than 10%. Having senior level recruiters work with hiring managers who previously had preferred to work with agencies proved to be an effective way to save on agency fees. In addition, analytics proved the viability of creating a talent community for optics professionals, which now has over 300 potential candidates. Finally, analysis of data on applicant flow from job boards revealed which ones offered greater return on advertising spend.

ANALYTICS FOR INTERNAL MOBILITY

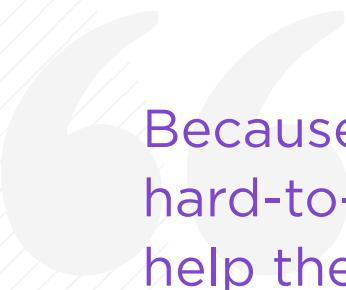
With less than 10% turnover in the U.S., the company has a focus on internal mobility. About 20% of positions are filled every year (outside of internal promotions). An analytics project using AI demonstrated how people move through the company and what skill sets were intertwined, with results displayed on heat maps and other visualizations. "Because we have so many hard-to-fill roles, this data can help the business make more strategic decisions about how to move our talent internally," Heather said.

SURVEY DATA FOR PROCESS IMPROVEMENT BENCHMARKS

Participation in the 2019 Candidate Experience Awards (CandE) gave ASML its own baseline of candidate satisfaction metrics by which to improve the hiring process going forward. The company had recently gone through a Kaizen (a method of continuous improvement) training that, when combined with the CandE data and a year's worth of accurate reporting data on recruitment metrics, offers a path for continuous improvement to the recruiting function.

LOOKING AHEAD

Several years of increased focus on reporting and analytics have been transformational for talent acquisition at ASML. Looking ahead, the team plans to roll out business leader dashboards, conduct a closer examination of recruitment spending by platform, and build the talent pipeline based on market analysis. Accurate reporting data proves the value of ASML's investment in marketing and attraction: "We'd like to get to the place where everyone who comes to us is qualified because we did such a good job of telling our story of who we are, what the job was, and why you'd want to work for us," Heather said.



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- Heather Flynn
U.S. Head of Talent Acquisition for ASML