

FICTIONAL DEMONSTRATION

An operations audit with a prioritized finding

Fictional snapshot for one role over a 30-day cohort: 60 applications, 24 recruiter screens, 12 technical interviews, 6 final interviews, 3 offers and 2 acceptances. These are synthetic counts for explaining the analysis. Stage definitions and cohort consistency need checking in an actual audit.

Transition	Calculation	Observed conversion
Application to screen	24 / 60	40%
Screen to technical	12 / 24	50%
Technical to final	6 / 12	50%
Final to offer	3 / 6	50%
Offer to accepted	2 / 3	67% rounded

The counts do not tell us whether the process is good or bad. In this fictional example, median waiting time between technical interview and final decision is eight days, and five candidates have no named decision owner. That evidence points to a decision handoff worth investigating; it does not prove assessment quality is poor.

Recommendation and owner

First action: the hiring manager names a decision owner and records the next action after every technical interview. The coordinator checks unresolved decisions twice a week. Agree a response expectation the team can meet before promising it to candidates.

Second action: define what evidence is required for a final interview. Review two recent cases where feedback conflicted, using the role scorecard.

Third action: establish a short weekly review of candidates waiting for decisions and the reason for delay.

How to check whether the change helped

Compare the next consistent cohort with the baseline: median stage waiting time, candidates without an owner and candidate withdrawals. Keep offer acceptance and assessment quality in view. A target might be an agreed reduction in waiting time; no achieved improvement is claimed in this demonstration.