

# OFFER RELEASE TRENDS

2023

## SURVEY AND ANALYSIS

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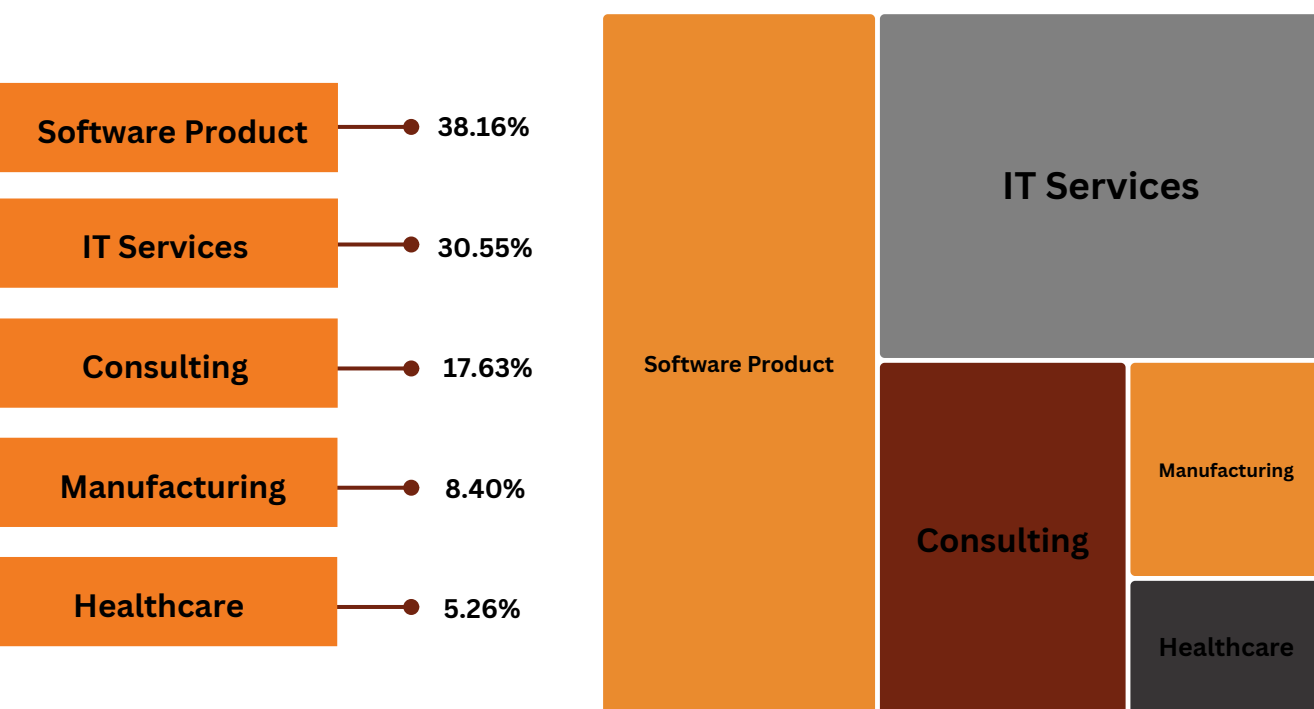
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# KNOWING THE DATA SET

## Industry-wise breakdown of the participants

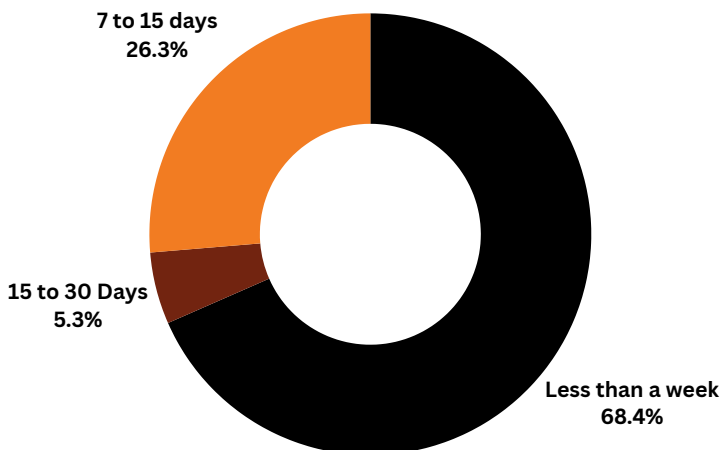


The strategies a Talent Acquisition Team implements often determines the caliber of talent an organization can secure. With this in mind, we conducted a comprehensive survey of TA Leaders from major organizations across various industries in India. The primary objective of this survey is to empower talent acquisition heads and professionals with valuable insights into post-selection Offer Trends within your industry peers, equipping you with a deeper understanding of the strategies employed by your competitors.

By offering a glimpse into the dynamics at play, we aim to assist TA professionals in advocating for improved talent acquisition strategies within their organizations. This report not only illuminates what is happening in similar companies but also serves as a valuable resource for presenting market insights to your respective management. The survey respondents are TA leaders from various organizations, with 70% GCCs in India.

# OFFER RELEASE PERIOD

How much time does your organization take to release an offer after the selection process?



**58%**

of respondents agreed that it only takes Less than a week to release Offer letters

The majority of organizations, comprising nearly 58% of respondents, reported a quick turnaround, releasing job offers in less than a week. This indicates a high level of efficiency in these organizations' talent acquisition processes, enabling them to swiftly move from candidate selection to extending offers.

A significant but smaller portion of organizations, around 26%, reported a slightly longer offer release timeline, ranging from 7 to 15 days. While not as rapid as the less-than-a-week category, this timeframe is still relatively efficient, suggesting that a considerable proportion of organizations prioritize a timely offer release to maintain competitiveness in the talent market. The remaining 16% of respondents mentioned that their organizations take between 15 to 30 days to release job offers. This group represents organizations with a somewhat extended offer release process. The reasons for this longer duration can vary, and further exploration into the survey findings could provide insights into specific challenges or complexities contributing to this timeframe.

The observation that organizations, particularly in the IT products industry, have streamlined their processes to release offers quickly is noteworthy. The IT industry, known for its fast-paced and competitive nature, seems to prioritize agility in securing top talent.

Organizations that can release job offers quickly gain a competitive advantage in the talent market. In-demand candidates often receive multiple job offers, and a prompt offer release can significantly increase the likelihood of attracting and securing top-tier talent. A streamlined offer release process contributes to an overall positive candidate experience. Candidates appreciate efficiency in the hiring process, and a quick offer turnaround reflects positively on the organization's professionalism and commitment to a smooth recruitment experience.

### **Factors Contributing to Longer Offer Release Times:**



#### **BACKGROUND CHECKS**

Organizations that reported a longer offer release timeframe may be conducting more extensive background checks. While thorough background checks are crucial, they can contribute to a longer overall hiring process.



#### **NEGOTIATIONS**

Negotiations between the organization and the candidate, especially in terms of compensation and benefits, can sometimes extend the offer release timeline.



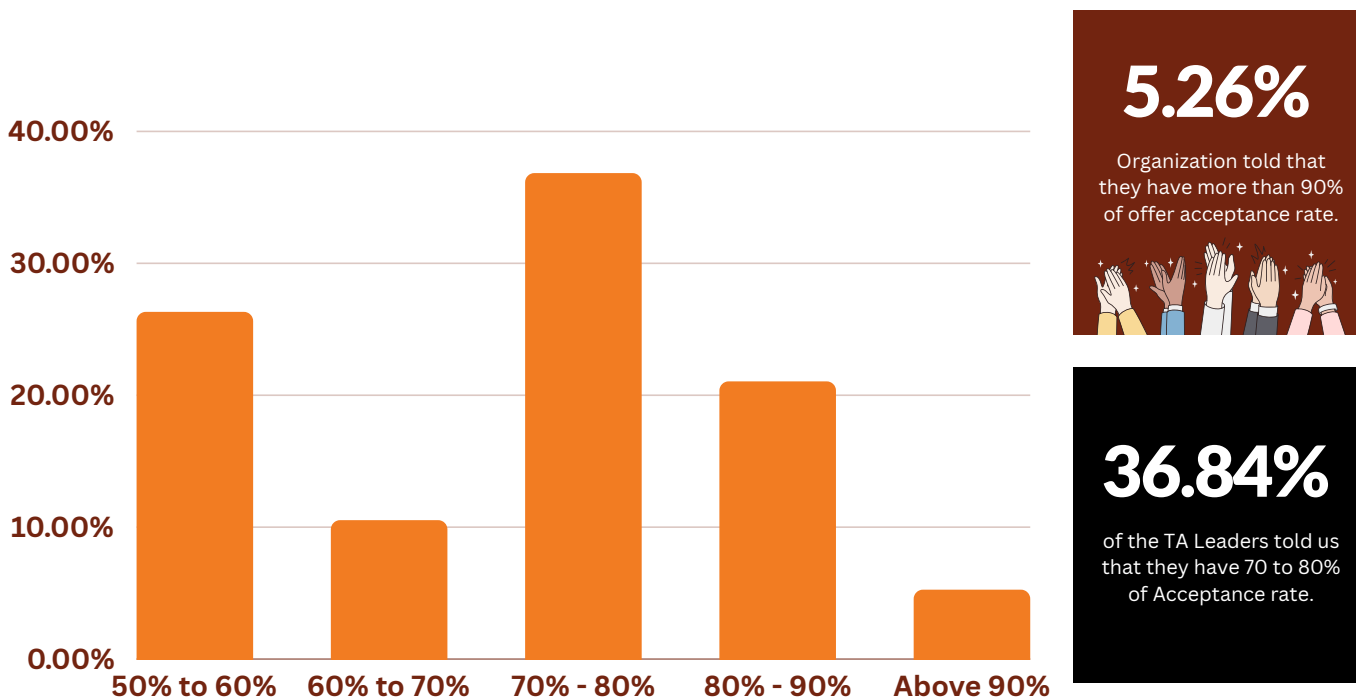
#### **INTERNAL APPROVAL**

Some organizations may have more complex internal approval processes, involving multiple stakeholders, which can contribute to a longer duration before a job offer is officially released.

In the subsequent findings of the survey, exploring the specific factors contributing to longer offer release times and potential strategies to address them could provide actionable insights for organizations looking to further optimize their talent acquisition processes.

The Offer to Acceptance ratio is a crucial metric that reflects the effectiveness of an organization's talent acquisition efforts. A higher ratio typically indicates that a significant portion of candidates who receive job offers choose to accept them, showcasing the appeal of the organization as an employer. Let's delve deeper into the findings regarding Offer Acceptance rates:

# WHAT'S YOUR AVERAGE ACCEPTANCE RATE?



**21.05%** of respondents reported an Offer Acceptance rate falling within the range of 80 - 90%. This suggests that a substantial portion of organizations represented in the survey have a relatively high success rate in converting job offers into actual hires. An Offer Acceptance rate in this range is generally considered healthy and indicative of effective talent attraction and engagement strategies.

And the majority of the respondents reported 36.84% Offer Acceptance rates between 70 - 80%. While slightly lower than the 80 - 90% range, this is still a robust acceptance rate, indicating that a considerable number of candidates are positively responding to job offers from most of the organizations.

# NOW LET'S BREAK IT DOWN ACCORDING TO INDUSTRIES

## CONSULTING

**70% to 80%**

Average  
Acceptance Rate

## SOFTWARE PRODUCT

**80% to 90%**

Average  
Acceptance Rate

## IT SERVICES

**50% to 60%**

Average  
Acceptance Rate

## MANUFACTURING

**70% to 80%**

Average  
Acceptance Rate

## HEALTHCARE

**50% to 60%**

Average  
Acceptance Rate

According to the TA community, the Software product based organizations have relatively high offer acceptance rate, and this could be attributed to their better salary packages and employee benefits as well as high valued employee culture. The industry is also reputed to have innovation, a dynamic work environment, and the demand for skilled professionals in this sector.

While, Consulting and Manufacturing industries have shows a moderate to high offer acceptance rate, factors such as attractive compensation packages, diverse project opportunities, and career advancement prospects commonly associated with consulting firms and the stability and longevity often associated with manufacturing jobs, as well as the potential for career growth within this industry could be contributing to the average of 70% - 80% acceptance rate.

IT Services has an average of 50% - 60% offer acceptance rate. This might be influenced by factors such as the variability in project types, competition, and potentially lower job satisfaction compared to more innovative sectors like software product development.

And the Healthcare industry's rate may be influenced by factors such as the demanding nature of healthcare jobs, varying work conditions, and the specialized skills required.

A smaller percentage of respondents (5.26%) mentioned that their organizations have an Offer Acceptance rate **exceeding 90%**. This is a noteworthy achievement, showcasing exceptionally **effective talent acquisition practices** and **strong employer branding**. A high Offer Acceptance rate can be a competitive advantage, signaling to the market that the organization is not only attracting top talent but successfully converting offers into hires.

### Factors affecting Offer Acceptance Rates:

**Employer Branding:** Organizations with a strong employer brand are likely to attract candidates who are not only qualified but also aligned with the company's values and culture. A positive employer brand contributes to higher Offer Acceptance rates.

**Competitive Compensation and Benefits:** Competitive salary and benefits packages play a crucial role in candidates' decisions to accept job offers. Organizations offering attractive and competitive compensation are more likely to secure acceptances.

**Effective Communication:** Clear and timely communication throughout the recruitment process, from initial contact to the offer stage, can positively influence candidates' perceptions and decisions.

### Steps towards achieving higher acceptance rate

For organizations with lower Offer Acceptance rates, further exploration is needed to identify potential challenges. These could include issues related to workplace culture, communication gaps, or misalignment of candidate expectations with the actual work environment. Understanding candidates' individual preferences and tailoring offers to align with their career goals and expectations can contribute to higher acceptance rates. Improving the overall candidate experience, from the initial recruitment stages to the offer process, can positively impact Offer Acceptance rates.

Organizations with high Offer Acceptance rates can leverage this success to enhance their recruitment strategy. This includes showcasing positive testimonials from current employees, emphasizing the organization's strengths, and continuously refining talent attraction strategies.



## OFFER DELAYS

The survey findings challenging common misconceptions shed light on the actual factors contributing to offer release delays, with a focus on the two primary causes identified: pending approval from hiring managers and late document submissions from candidates.



### Pending Approval from Hiring Managers:

The delayed approval from hiring managers is a common bottleneck in the offer release process. This may be attributed to various factors such as heavy workloads, complex decision-making processes, or the need for alignment with organizational goals. It can significantly impact the overall speed of the hiring process. It introduces uncertainty and may lead to a prolonged period between candidate selection and the formal release of the job offer.

To mitigate this challenge, organizations may consider streamlining approval workflows, providing additional training or support for hiring managers, and establishing clear communication channels to keep all stakeholders informed about the importance of timely approvals.

## Document Submission from Candidates

The second significant factor identified is late document submissions from candidates. This refers to the delay caused by candidates in providing the necessary documents or information required for the completion of the offer process. Candidates may experience delays for various reasons, such as awaiting references, completing background checks, or addressing personal considerations before committing to a new role. Organizations can take proactive measures to minimize delays by clearly communicating document requirements early in the process, providing guidance and support to candidates, and implementing streamlined processes.



## IMPROVING ON INTERNAL PROCESS FLOW

The survey results also challenge common misconceptions about the causes of offer release delays. While there might be assumptions about lengthy background checks or negotiation processes being the primary culprits, the findings emphasize the significance of internal approval processes and candidate-related factors.

Leveraging technology solutions for offer management and approval workflows can streamline processes, reduce manual bottlenecks, and facilitate faster approvals.

01

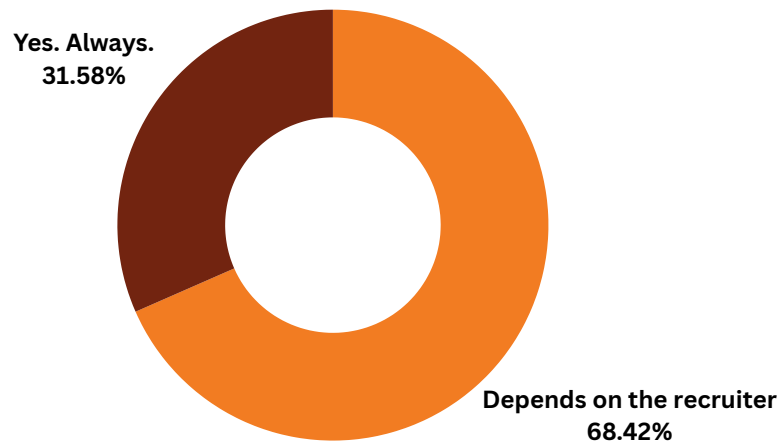
Establishing clear communication channels with candidates throughout the process is crucial. Educating candidates about the importance of timely document submissions and providing support can contribute to a smoother and more efficient experience.

02

Organizations should regularly evaluate and refine their offer release processes. Continuous improvement involves identifying bottlenecks, analyzing feedback, and implementing changes to enhance overall efficiency.

By recognizing and addressing the specific causes of offer release delays, organizations can implement targeted strategies to optimize their talent acquisition processes, reducing time-to-hire and enhancing the overall candidate experience.

## DO YOU SEND FEEDBACK TO REJECTED CANDIDATES?

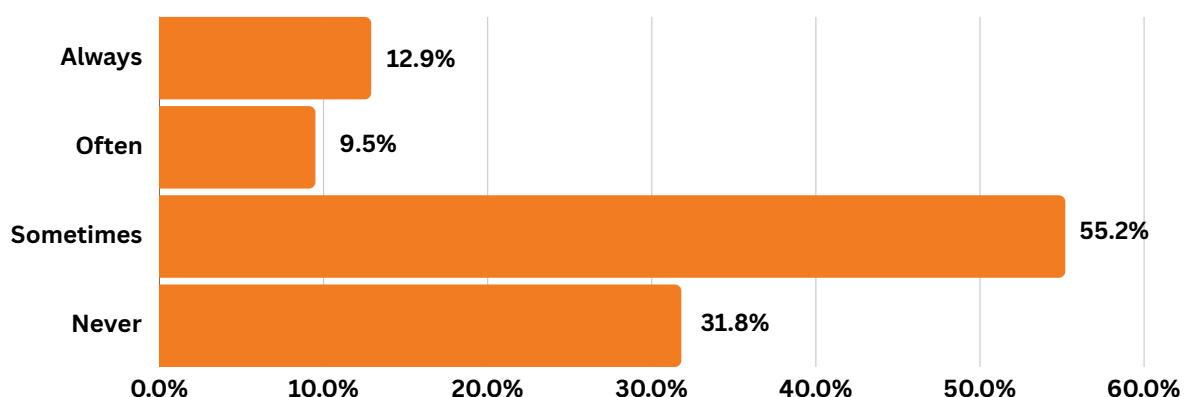


**A substantial 68.4% majority of Talent Acquisition Leaders conveyed a commitment to sending feedback to candidates following an interview process.**

This inclination towards providing feedback reflects a conscientious approach to candidate experience, acknowledging the effort and time candidates invest in the application and interview process.

However, **a notable 31.6% of organizations revealed that the decision to offer feedback depends on the individual recruiter handling a specific requirement.** This variance in approach implies a certain degree of flexibility within organizations, suggesting that some recruiters may have the autonomy to determine whether and how feedback is communicated to rejected candidates. This decentralized decision-making process could be attributed to the recognition that each candidate interaction is unique, and tailoring feedback accordingly requires a nuanced understanding of the specific circumstances.

### Do you send feedback to the rejected candidates?



Interestingly, when we sought **the perspective of candidates on this matter, a parallel figure of 31.6%** emerged, with respondents expressing that they never receive feedback from recruiters after being rejected. This alignment in percentages between organizational practices and candidate experiences underscores a potential gap in communication and expectation management.

The discrepancy in feedback provision could be attributed to various factors, such as organizational size, industry norms, or the perceived value of providing feedback. Larger organizations with more structured processes might lean towards consistent feedback practices, while smaller entities or those in fast-paced industries may rely more on individual recruiter discretion.

This divergence in feedback provision practices signifies an opportunity for organizations to reassess and potentially standardize their approach. Offering constructive feedback, even in the context of rejection, not only contributes to a positive candidate experience but also fosters transparency, enhances employer branding, and assists candidates in their professional development.



***Bridging the gap between organizational intent and candidate perception regarding feedback could prove instrumental in refining the overall recruitment process and maintaining a positive employer-candidate relationship.***



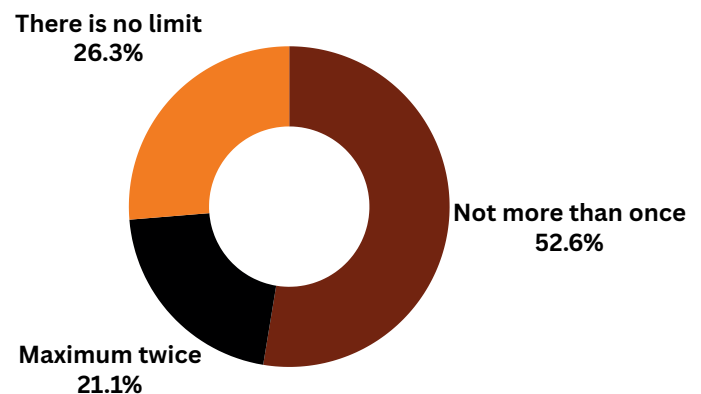
# OFFER REVISION

## What is the maximum number of times an offer can be revised?

Post-offer negotiations often present an unavoidable challenge for recruiters, serving as a final hurdle before the candidate officially joins the organization. Despite its less-than-ideal nature, this step holds significant implications for both parties involved.

### Findings

Surprisingly, insights from our Talent Acquisition (TA) Leaders indicate that more than 52% of them find themselves constrained by organizational policies that limit the number of times they can revise an offer letter.



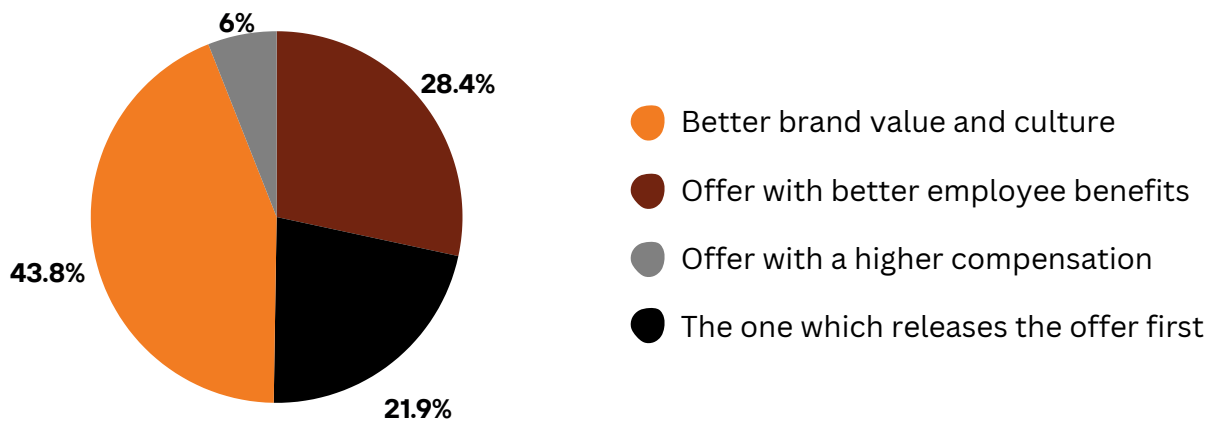
This limitation adds an extra layer of complexity to the negotiation process, as recruiters must navigate within set boundaries to accommodate the candidate's expectations and align them with the company's policies. Striking a balance between meeting the candidate's needs and adhering to internal guidelines requires finesse and strategic thinking.

Interestingly, the perspectives of candidates contribute a nuanced dimension to this scenario. A noteworthy 6% of candidates expressed a preference for organizations that are flexible in their compensation negotiations, particularly when faced with multiple job offers. This insight underscores the competitive nature of the talent market and the strategic advantage that companies may gain by demonstrating flexibility in tailoring their offers to meet the diverse expectations of top-tier candidates.

As the demand for skilled professionals intensifies, the ability to adapt and respond to individual candidate needs becomes a crucial differentiator for companies aiming to attract and retain the best talent in a competitive landscape. Therefore, a more nuanced and dynamic approach to post-offer negotiations may be necessary for organizations to stay agile and meet the evolving expectations of both TA Leaders and prospective employees.

# CANDIDATE PERSPECTIVE

IF YOU HAVE GIVEN FINAL ROUND OF INTERVIEW WITH TWO DIFFERENT COMPANIES AND THE OUTCOME IS PRESSUMABLY POSITIVE, WHICH ONE WILL YOU CHOSE TO WORK WITH?



**43.8%** of the candidates give utmost importance to the brand value and the employee culture of the organizations. This underscores the critical role that employer branding plays in attracting top talent and fostering a thriving workforce. The implications for organizations are significant, highlighting the need for a strategic approach to employer branding that aligns with overall business objectives.

However, as the table for discussion is process excellence here, **21.9%** of the candidates agreed that they would be interested to join the organization that completes the onboarding process earlier and releases the offer letter first. And the reasons being so that majority of the employers in the market come with similar Employee benefits and packages, especially when it comes to technical and IT roles, the candidates tend to apply for similar organizations and almost always are approached by organizations in the same league as their current one. Hence, there is nothing objective here to compare except for readiness and the interest employers are showing in them. That leaves them with early offer releases as a deciding factor for offer acceptance.