

The Human-AI Partnership Framework

Where human judgment belongs

Recruit-to-Hire — Value Stream Profile

PCF 7.2 · Acquire Talent

5 PCF processes · 8 roles involved · 3 governed decision points.

Description

This value stream comprises one APQC PCF process group: 7.2 Recruit, Source, and Select Employees — spanning 5 Level 3 processes and 24 Level 4 activities.

At the activity level, this value stream's work breaks down as 15 Transaction activities (rules-based processing suited to automation), 5 Knowledge activities (judgment, synthesis, and interpretation-driven work), 3 Decision activities (judgment-and-authority gates that stay human by design), and 1 Document activity (content generation). No Exception-pattern activity exists within this value stream.

At M3 (HITL Design Intent), the value stream's aggregate human-involvement ratio is 47%, down from a 70% undesigned baseline — a 23-point AI convergence opportunity.

KPIs

Business Impact Metric & Formula (where confirmed)	Source
Time-to-hire <i>Sum of 3 cycle-time stages: need-to-hire → requisition approval, approval → offer acceptance, acceptance → start date</i>	APQC OSB
Cost-per-hire <i>Total cost to perform “recruit, source, and select employees” ÷ Total number of new hires</i>	APQC OSB
Offer-acceptance rate	—
Quality-of-hire / early attrition <i>100% – new hire retention rate at 12 months (tracked by tier)</i>	APQC OSB

Roles Involved

Role	Tier
Director of Talent Acquisition	Managerial
HRBP Manager	Managerial
Compensation & Benefits Manager	Managerial
Director of HR Operations	Managerial
Recruiter	Operational
HR Generalist	Operational
HRIS Analyst	Operational
Hiring Managers*	External Participant

Governed Decision Points

PCF	Decision	Authority	Escalates To
7.2.1.3	Authorize a job requisition against budget and approved headcount plan	HRBP Manager, Finance	CHRO (Executive)
7.2.3.4	Select and reject candidates; commit to a hire	Recruiter, Hiring Managers*	CHRO (Executive)
7.2.4.2	Negotiate final offer terms with candidate	Recruiter, Compensation & Benefits Manager	Director of Talent Acquisition (Managerial)