Every TA metric you need to measure

The ultimate guide to the metrics you need to report on in TA to be able to demonstrate the performance of your function.

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ELEVATING PEOPLE LEADERS

What’s inside

The reasons why these metrics are so important is that they help you to have informed conversations with your Leaders and your hiring managers.

Throughout this guide we’ve called out the key metrics you need to track to be able to set expectations and demonstrate TA performance.

- **Important for conversations with your Leaders**
- **Important for conversations with your HMs**

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Why these metrics are important

Talent Acquisition is a relay race that relies on Recruiters, Hiring Managers, Business Leaders and the wider people team to all work together in one process.

But if talent acquisition is too slow, then it’s always the talent acquisition team that get blamed.

So, the reason it’s so important that we measure the metrics in this document is to have better conversations with our Leaders and Hiring Managers, and set better expectations.

If we can understand exactly what’s happening at each stage, then we can highlight exactly where the process blockages are.

We’ve all been in a meeting when a senior manager is kicking off about TA, but we know that the slow process is due to a lack of feedback and hiring manager availability for interview. You can’t fight defend TA’s performance in situations like this without accurate data.

These metrics are about helping you demonstrate performance. Helping you identify the problems that are driving up time and cost creating more accountability from everyone in the process.

The metrics you need in your **hiring report**

Pace metrics

Time to approve	
What does it mean?	Time from the role going on the system to the time it was approved and recruitment can begin.
How do you find it?	‘Date approved’ minus ‘date role entered into system’
Why do we look for it?	This defines clearly when recruitment starts. Recruitment cannot begin until a role is fully authorised.
What insights can it give us?	If we find this number to be very high then this is usually not a TA issue, but a hiring manager issue. Managers often believe that recruitment starts immediately after a coffee shop chat where they thought they maybe might need “another Jim.” We know this is not the case. Unless “time to approve” is measured, the start date off the recruitment process is in doubt and the recruitment service can be unfairly blamed for being slow.
Whose job is it to get roles approved?	Hiring Manager

Time to source	
What does it mean?	Time from the role going on the system to the time the successful candidate first applied for the job or was allocated to the vacancy.
How do you find it?	‘Date successful candidate applied’ minus ‘date role was approved’
Why do we look for it?	TA can’t be held solely responsible for time to hire, hiring managers need to give feedback quickly, availability for interview and make decisions. However, the pace at which TA source successful candidates IS the responsibility of the recruitment service, therefore this metric provides an indication on the pace of recruitment.
What insights can it give us?	This metric is a clear indication as to how effective the sourcing tools, channels and techniques are within an organisation. Time to source gives us a view of how quickly we can access the right level of talent.

Time to submit	
What does it mean?	Time from the role being approved to the time that the candidate is first submitted to the hiring manager by the TA team.
How do you find it?	‘Date successful candidate submitted to hiring manager’ minus ‘Date role approved.’
Why do we look for it?	This metric gives us a clear view of how quickly the TA service can attract and qualify/screen candidates. Like time to source, time to submit is clearly the responsibility of TA.
What insights can it give us?	Time to submit gives us a clear view of the effectiveness and pace of the attraction and screening tools, channels and techniques we’re using. When combined with time to source, we can see how quickly we screen successful candidates after we’ve attracted them. If we’re slow in submitting candidate to a HM, through this metric and time to source we can see whether we struggle to attract, or if we attract loads of talent, perhaps it’s the screening process that takes some time.

Time to interview	
What does it mean?	Time from the role bring approved to the first interview.
How do you find it?	‘Date successful candidate was first interviewed’ minus ‘Date role was approved.’
Why do we look for it?	This metric shows us how quick your hiring managers are at getting talent in for interviews.
What insights can it give us?	If your team is under fire for a particularly high ‘time to hire’ then this metric is crucial. Often we find that hold ups in the process happen with hiring managers not TA. You need to track this metric to help you identify hold ups at this stage that aren’t caused by your team.

Time to offer	
What does it mean?	Time from the role bring approved to an offer being made to the successful candidate.
How do you find it?	‘Date successful candidate received offer’ minus ‘Date role approved.’
Why do we look for it?	This metric shows how well your selection process is performing.
What insights can it give us?	If time to offer is much higher than time to interview then you may need to review your interview stages, or manager response times. However, if your time to offer looks long but your metrics that demonstrate TA accuracy and impact are performing well, you can see that a lengthier process is helping you select the right talent more often.

Time to offer accepted	
What does it mean?	Time from the role bring approved to the time the successful candidate accepted an offer.
How do you find it?	‘Date successful candidate accepted offer’ minus ‘Date role approved.’
Why do we look for it?	This metric shows how confident talent feels about joining us when they’ve been through the recruitment process.
What insights can it give us?	If candidates take a long time to accept your offers of employment, it’s a good indicator that the experience that you offer candidates during your recruitment process may be making them reconsider joining your organisation. This may mean you have to revisit your proposition, or give further training to the Recruiters and Hiring Managers that have engaged in the process where this metric feels particularly high.

Time to start	
What does it mean?	Time from the role bring approved to the time the successful candidate starts their first working day.
How do you find it?	Start date’ minus ‘Date role approved.’
Why do we look for it?	This metric is key to helping us set the right expectations with our hiring managers.
What insights can it give us?	How long will the business without a head? If a hiring manager has lost a team member or is experiencing a surge project this will be their first question. Being able to provide them with accurate expectations will help you manage conversations where you’re expected to fill a niche role quickly. This metric also provides insights into notice period trends for different skillsets which is again an important considering for conversations about the pace of TA.

Accuracy metrics

Application to CV submission rate	
What does it mean?	This tracks the percentage of applications that you receive for a role that are submitted to a hiring manager.
How do you find it?	(Number of CVs submitted) / (Number of applications).
Why do we look for it?	Helps us to understand if our attraction strategies, channels and content are bringing in the right talent.
What insights can it give us?	If we're receiving lots of applications for a role – that's great right? Well, it's only good news if they're good quality applicants. This metric can help you understand if your advertising and sourcing strategies are attracting talent with the right skills and experience, as well as attracting those that are the right cultural fit.
What does good look like?	20%

CV Submission to interview rate	
What does it mean?	This tracks the percentage of CVs that you submit which are then put forward for interview.
How do you find it?	(Number of interviews) / (Number of CVs submitted).
Why do we look for it?	Helps us to understand if our screening and qualification strategies are submitting quality candidates.
What insights can it give us?	If your candidate submissions are not often put forward for interview then you'll have to review your role briefing process. Ensuring your team are getting accurate descriptions of the skills that your hiring managers require is crucial to streamlining the recruitment process.
What does good look like	50%

Interview to offer rate	
What does it mean?	This tracks the percentage of candidates that are interviewed, that go on to receive offers of employment.
How do you find it?	(Number of offers) / (Number of interviews).
Why do we look for it?	Helps us to understand if our screening and qualification strategies are submitting quality candidates.
What insights can it give us?	Hiring managers are spending time interviewing talent that aren't the right people for the role than it's likely you'll find that Hiring Manager sentiment towards TA will be affected. This may be because our screening strategies aren't working well enough, or perhaps the hiring manager needs to be more specific about the required skills.
What does good look like	30%

Offer to acceptance rate	
What does it mean?	This tracks the percentage of candidates that accept your offers of employment.
How do you find it?	(Number of accepted offers) / (Number of offers).
Why do we look for it?	Helps us understand if we're providing a great candidate experience.
What insights can it give us?	If talent isn't accepting your offers of employment, it's likely that the experience you offered during the recruitment process deterred them from joining you. By combining this metric with feedback from candidate interviews, we can highlight issues that are often attributed to TA, but may sit in other areas of the recruitment process.
What does good look like?	98%

Accept to start rate	
What does it mean?	This tracks the percentage of candidates that start once they have accepted an offer.
How do you find it?	(Number of candidate starts) / (Number of offers accepted).
Why do we look for it?	Helps us understand how well our pre-boarding strategy is performing.
What insights can it give us?	If talent is accepting offers of employment but then not starting in your business, it’s evident that the pre-boarding processes and communications need to be revised.

The metrics you need in your **vacancy reports**

Pending Requisitions	
What does it mean?	Roles that are in the system but are not yet approved.
How do you find it?	Getting a report of all the roles that are in the system that have not reached approval or beyond as their state.
Why do we look for it?	So that we can assess imminent demand, this gives us indication of what is coming down the line.
What insights can it give us?	**Bandwidth** – By segmenting this data by business unit, location, recruiter and job families, we can understand if we have the right capacities in the team to fill these roles.

Live requisitions	
What does it mean?	Roles that have been approved, but an offer has not been accepted yet.
How do you find it?	Get a report of all the roles that in the system that are approved, but an offer has not yet been made.
Why do we look for it?	So that we can understand how TA is performing against live vacancies as of today.
What insights can it give us?	This metric helps us to track trends in roles that are taking extensive periods to fill. We can then gain further insights as to whether these roles are based in particular teams, skill sets or with a particular TA team member.

Reason for requisition	
What does it mean?	Definition of whether the role is a new vacancy or a replacement hire.
How do you find it?	This should be recorded when a requisition is raised.
Why do we look for it?	Indicates whether we are growing the business or replacing people who have left.
What insights can it give us?	This metric helps us track spikes in attrition, spot trends and business issues. For example, if we spot that we get multiple repeated vacancies from one Manager we can discuss with HR as this is potentially not a TA issue.

Days open	
What does it mean?	Number of days that an approved role is live before an offer is accepted.
How do you find it?	Get a report of the days open statistic for all roles.
Why do we look for it?	Indicates how old a role is and how effective we are at recruiting live vacancies.
What insights can it give us?	This enables you to understand issues with roles and proactively manage this with the business. For example, you may have a role that you cannot fill, that an agency cannot fill – we need to take such roles back to the business and assess whether there's a problem with the role.

Job Title	
What does it mean?	Title field associated with every vacancy.
How do you find it?	This must be a mandatory field recorded when a vacancy is raised.
Why do we look for it?	This allows you to track trends by job title and is a critical metric in this report.
What insights can it give us?	This metric enables you to track the trends associated with particular job titles (such as time to hire etc.)

Department / Country / Business Unit	
What does it mean?	Location fields associated with every vacancy.
How do you find it?	This must be a mandatory field recorded when a vacancy is raised.
Why do we look for it?	This enables us to align TA data to organisation architecture.
What insights can it give us?	This metric enables you to attribute tends to locations, business units etc so you can manage any issues in these areas.

Skill sets	
What does it mean?	Core skills involved in each role (e.g. data analysis or software development).
How do you find it?	This must be a mandatory field recorded when a vacancy is raised.
Why do we look for it?	This enables you to analyse which skills you find it difficult to hire.
What insights can it give us?	This is will help you identify the future skillsets your organisation will need, and help you identify the skillsets you struggle to hire which can inform your sourcing strategy.

Agency engagement	
What does it mean?	Tracks which roles have gone out to agencies, and which agencies that have been engaged.
How do you find it?	Get a report of all the roles that in the system that have been passed to an external agency.
Why do we look for it?	To manage our agency engagement effectively.
What insights can it give us?	This will enable you to track and monitor your agency engagement, gaining insights as to which roles go out to agency and the timescales associated with these roles.

Hiring manager	
What does it mean?	Track roles per hiring manager.
How do you find it?	This must be a mandatory field recorded when a vacancy is raised.
Why do we look for it?	Trends that can tell us how each hiring manager affects the recruitment process.
What insights can it give us?	This metric enables us to track the activity of each hiring manager and therefore the gain insights into any trends in relation the frequency of their recruitment.

Recruiter	
What does it mean?	Track roles per hiring recruiter.
How do you find it?	This must be a mandatory field recorded when a vacancy is raised.
Why do we look for it?	Trends that can tell us how each recruiter is performing.
What insights can it give us?	This metric enables us to track the activity of each recruiter and therefore the gain insights into any trends in relation to their workloads and speed of recruitment.

The metrics you need in your **impact report**

Tenure > 1 year (0-3, 3-6, 6-12)	
What does it mean?	How many people you have hired that leave within 3,6, or 12 months.
How do you find it?	Request a report to be generated from your HRIS, if you do not have a HRIS you would need to request this from your HR Director .
Why do we look for it?	To help us build a profile of people who are likely to stay.
What insights can it give us?	To help us understand the impact our hires have on the business.

Promotions within 2 years	
What does it mean?	How many people have you hired within the last two years that have been promoted?
How do you find it?	Request a report to be generated from your HRIS, if you do not have a HRIS you would need to request this from your HR Director .
Why do we look for it?	To help us build a profile of people who are likely to be promoted.
What insights can it give us?	To help us understand the impact our hires have on the business.

Salary increases within 2 years	
What does it mean?	How many people have you hired within the last two years that have had salary increases.
How do you find it?	Request a report to be generated from your HRIS, if you do not have a HRIS you would need to request this from your HR Director.
Why do we look for it?	To help us build a profile of people who are likely to progress.
What insights can it give us?	To help us understand the impact our hires have on the business.

Employee engagement within 2 years	
What does it mean?	What are the average engagement scores for people we've hired in the last two years.
How do you find it?	Request a report to be generated from your HRIS, if you do not have a HRIS you would need to request this from your HR Director.
Why do we look for it?	To help us build a profile of people who are engaged.
What insights can it give us?	To help us understand the impact our hires have on the business.

Employee performance scores within 2 years	
What does it mean?	What are the average performance scores for people we've hired in the last two years.
How do you find it?	Request a report to be generated from your HRIS, if you do not have a HRIS you would need to request this from your HR Director.
Why do we look for it?	To help us build a profile of people who perform.
What insights can it give us?	To help us understand the impact our hires have on the business.

Pass induction %	
What does it mean?	What percentage of the people we've hired over the last two years have passed their induction.
How do you find it?	Request a report to be generated from your HRIS, if you do not have a HRIS you would need to request this from your HR Director.
Why do we look for it?	To help us build a profile of people who are likely to pass their induction.
What insights can it give us?	To help us understand the impact our hires have on the business.

Sales performance – 1 years	
What does it mean?	What are the average sales performance scores for people we've hired in the last two years.
How do you find it?	Request a report to be generated from your HRIS, if you do not have a HRIS you would need to request this from your HR Director.
Why do we look for it?	To help us build a profile of people who achieve targets.
What insights can it give us?	To help us understand the impact our hires have on the business.

The metrics you need in your **attraction report**

Volume of started applications	
What does it mean?	Number of started applications.
How do you find it?	Data from the ATS.
Why do we look for it?	Shows us how many people have moved from 'Desire' to 'Action' stage of the attraction AIDA model.
What insights can it give us?	High numbers suggest our attraction strategy is working, and that our EVP and brand messaging is resonating with talent.

Volume of completed applications	
What does it mean?	Number of applications completed.
How do you find it?	Data from the ATS.
Why do we look for it?	So we can see if our application process is deterring talent.
What insights can it give us?	If we see a high number of started applications, but a low number of completed applications it's likely that you need to review your application process as it's not providing a great experience for talent.

% of social posts that are focused on talent	
What does it mean?	We want to track what percentage of our organisation's comms speak about the talent experience.
How do you find it?	Exporting data from your social channels. You could automate this by including a specific hashtag on all talent related posts.
Why do we look for it?	To make sure we're harnessing our owned channels, and that talent has a share of voice on these channels.
What insights can it give us?	This number should sit at around 30%. If it's less, you may need to review your content strategy.

Views / impressions	
What does it mean?	How many times your content is shown to your audience.
How do you find it?	Recorded by most attraction channels.
Why do we look for it?	We want to ensure our content is seen, and is increasingly seen by more people.
What insights can it give us?	Low views and impressions will mean that you're not posting content onto the right channels, or that your messaging isn't resonating with your audience.

Engagement	
What does it mean?	How many likes / comments / shares / video views / clicks your content receives.
How do you find it?	Recorded by most attraction channels.
Why do we look for it?	Shows that your audience is interested in your organisation.
What insights can it give us?	High levels of engagement is a great indicator that you're on the right channels and you're using the right messages.

Advocacy	
What does it mean?	This is how many individuals are 'advocates' of a business - i.e. how likely they are to refer the company as a great place to work and talent into the business or share the 'word and content' on the businesses behalf.
How do you find it?	There are tools you can buy to help you measure this, but LinkedIn has some advocacy metrics built into the platform.
Why do we look for it?	Talent is 10x more likely to listen to what a person has to say, than a business profile.
What insights can it give us?	Low advocacy may point to low engagement within your business. Utilising high performers in your channel strategy can help you bring in similar talent who you know is likely to perform. But, a word of caution, this can breed diversity challenges.

Glassdoor score	
What does it mean?	The average rating that talent has given you on Glassdoor.com
How do you find it?	It will be displayed on your Glassdoor profile.
Why do we look for it?	Negative reviews can give us areas to focus on and it also provides us insights into what we're doing well.
What insights can it give us?	Glassdoor plays a really influential part in influencing individuals to apply for a role with a company. We know candidates spend 2 hours plus researching their considered company so if we harness Glassdoor and encourage positive reviews, community management and sharing of our EVP we can make sure companies put their best foot forward. 55% of individuals have chosen not to apply for a role after reading poor company reviews.

Events – volume of interest and engagement	
What does it mean?	How many people engaged with us at an event that will likely move down the attraction funnel.
How do you find it?	Data capture forms at events.
Why do we look for it?	Enables us to see a return on investment.
What insights can it give us?	Helps us to understand if we're at the right events and using the right attraction messaging.

CRM engagement	
What does it mean?	The average engagement rate for our CRM communications.
How do you find it?	CRM tools.
Why do we look for it?	To measure how engaged and likely to apply our CRM audience is.
What insights can it give us?	Helps us understand if our EVP and brand is resonating with our audience, and will also indicate if we're likely to get applications, or if the team will need to put more effort into sourcing active candidates.

Source of hire	
What does it mean?	Where your hires come from into the ATS.
How do you find it?	ATS data – this should be tracked automatically and not via a drop down list that your applicants fill out.
Why do we look for it?	To show which channels are generating the most ROI.
What insights can it give us?	Will help us adapt our channel strategy to ensure we're talking to talent in the right places.

The metrics you need in your **DE&I report**

Volume of applications / under-represented group	
What does it mean?	Number of applications split out by the under-represented groups you want to track.
How do you find it?	Asking for this information during the application process.
Why do we look for it?	Helps us to identify how many individuals we have from the under-represented groups we want to track at the top of our recruitment funnel.
What insights can it give us?	As with all the metrics in this DE&I report, we want to track the volume of candidates we have from the under-represented groups, we want to track all the way through the recruitment process to ensure we're not systematically screening out talent at any stage.

Please note: These metrics should be tailored to your specific recruitment process and the under-represented groups that you are currently focusing on in your DE&I strategy.

Volume of CVs submitted / under-represented group	
What does it mean?	Number of CVs submitted split out by the under-represented groups you want to track.
How do you find it?	Asking for this information during the application process.
Why do we look for it?	Helps us to identify how many individuals we have from the under-represented groups we want to track at this stage of the recruitment process.
What insights can it give us?	As with all the metrics in this DE&I report, we want to track the volume of candidates we have from the under-represented groups, we want to track all the way through the recruitment process to ensure we're not systematically screening out talent at any stage.

Volume of 1st interviews / under-represented group	
What does it mean?	Number of 1st interviews attended by the under-represented groups you want to track.
How do you find it?	Asking for this information during the application process.
Why do we look for it?	Helps us to identify how many individuals we have from the under-represented groups we want to track at this stage of the recruitment process.
What insights can it give us?	As with all the metrics in this DE&I report, we want to track the volume of candidates we have from the under-represented groups, we want to track all the way through the recruitment process to ensure we're not systematically screening out talent at any stage.

Volume of 2^{nd} interviews / under-represented group	
What does it mean?	Number of 2^{nd} interview attended by the under-represented groups you want to track.
How do you find it?	Asking for this information during the application process.
Why do we look for it?	Helps us to identify how many individuals we have from the under-represented groups we want to track at this stage of the recruitment process.
What insights can it give us?	As with all the metrics in this DE&I report, we want to track the volume of candidates we have from the under-represented groups, we want to track all the way through the recruitment process to ensure we're not systematically screening out talent at any stage.

Volume of offers / under-represented group	
What does it mean?	Number of offers made split out by the under-represented groups you want to track.
How do you find it?	Asking for this information during the application process.
Why do we look for it?	Helps us to identify how many individuals we have from the under-represented groups we want to track at this stage of the recruitment process.
What insights can it give us?	As with all the metrics in this DE&I report, we want to track the volume of candidates we have from the under-represented groups, we want to track all the way through the recruitment process to ensure we're not systematically screening out talent at any stage.

Volume of offers accepted / under-represented group	
What does it mean?	Number of offers accepted split out by the under-represented groups you want to track.
How do you find it?	Asking for this information during the application process.
Why do we look for it?	Helps us to identify how many individuals we have from the under-represented groups we want to track at this stage of the recruitment process.
What insights can it give us?	As with all the metrics in this DE&I report, we want to track the volume of candidates we have from the under-represented groups, we want to track all the way through the recruitment process to ensure we're not systematically screening out talent at any stage.

Volume of hires starting / under-represented group	
What does it mean?	Number of new hires starting split out by the under-represented groups you want to track.
How do you find it?	Asking for this information during the application process.
Why do we look for it?	Helps us to identify how many individuals we have from the under-represented groups we want to track at this stage of the recruitment process.
What insights can it give us?	As with all the metrics in this DE&I report, we want to track the volume of candidates we have from the under-represented groups, we want to track all the way through the recruitment process to ensure we're not systematically screening out talent at any stage.

We can help you configure your TA technology to provide the metrics you need to continually improve.

Want to build a live dashboard of these metrics backed up by TA data you can trust?

Our TA tech teams can help.

We're technology agnostic in our approach – meaning we can work with the systems you already have in place, and configure them to provide accurate data that gives you all the information you need to continually improve.

If you're ready to transform your TA technology, book an advisory session with our expert team to get the ball rolling.

It'll take 30 minutes, and its completely free. Feel free to invite any relevant colleagues along too.

caraffi.co.uk/talent-tech

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