



The Talent Leader's Guide to Reporting

In recent years, recruiting analytics—along with robust reporting capabilities—have finally become available to talent acquisition teams, though they’ve been available to their counterparts in marketing and sales for years. And those analytics have meant invaluable results for recruitment. After all, hiring involves repeatable processes and is brimming with data that can enhance and improve those processes. Teams who are leveraging technology to track metrics and letting data guide their decisions are discovering where they’re underperforming, implementing process improvements, refining their efforts, making better-informed talent decisions, and proving their ROI. They’re connecting more effectively with talent and offering better candidate and hiring manager experiences. The outcome is better, more efficient hires. In fact, a few years back, Google’s Chairman claimed that “all people decisions [at Google] are based on data and analytics... we apply the same level of rigor, analysis, and experimentation on people... as we do on the tech side.” It’s a company worth taking a tip from.

But with great data comes great responsibility. As a talent leader, you’re swimming in your data and what it represents to you. You’re a people scientist; and your data tells the story of how you acquire talent, how *quickly*, and what resources and costs that process entails. But the people you report to (your C-levels and executives) and the other stakeholders involved in the process (sourcers, recruiters, and hiring managers) all care about a different element of that story. So how do you transition from metrics to reporting, and tell each of those groups the parts of the story that matter most to them?

Traditionally, talent acquisition teams have focused on tactical or “efficiency” metrics such as time to hire, cost per hire, or number of hires made over a given period.

These metrics are useful insofar as they help you observe inefficiencies and opportunities to improve your hiring process; but they’re reactive rather than *proactive* or predictive—and they certainly don’t matter to your executives as much as they matter to the recruiters on your team.

The more important metrics now are strategic: they’re directly linked to business outcomes. When the analytics you report are couched in the context of business objectives, recruitment is no longer a tactical and reactive function; it becomes a strategic arm of the business that directly impacts its goals and its shape.

While there's no baseline consensus around which metrics should be tracked and reported—and while variables like the size of your business will impact what metrics matter most (enterprise TA teams might keep an eye on internal versus external hires to ensure their L&D programs are strong, for example; while quality-of-hire may be a more critical metric for a startup, which needs top talent that investors want to keep investing in)—there are some data points that should consistently be included in your reports. Each stakeholder should get the data they need to make informed decisions, iterate, adopt best practices, and improve *their* role in the talent acquisition process.

Your CEO will want to know the business impact—which often translates to an estimated dollar impact—of the data you report. Sourcers and recruiters will want data about the funnel itself to determine how they can improve the process. (Ideally, recruiters have visibility into that data; but recent surveys show that less than 25% of companies make recruiting data available to their entire team, and 58% of companies only share recruiting data with leadership. So it might be up to you to give recruitment their numbers.) Hiring managers will want to know where candidates are in the funnel, how much time they can expect their teams to put into hiring, and when they can expect a hire.

Before we dive into the data your reports should contain, here are four best practices to consider:

- Don't fixate on the past. This is a trap that's easy to fall into with reporting. Instead, use historical data to predict the future.
- Know your organizational goals *first*. Otherwise you'll have nothing tangible to align your metrics to. Taking a business-outcomes-first approach will likely reveal to your C-levels that recruiting has one of the highest business impacts in the organization, let alone in HR. And once executives are aware of that impact, you've got a louder voice in the room.
- Remember that the best comparisons are internal: regardless of whom you're reporting to, include the percentage of improvement over last quarter/year, comparison to the best quarter ever, or to performance in other business units where possible.
- Report on *why* something happened or is happening, rather than only on *what* happened. Your data is only as good as it is actionable.

As a talent leader, you're a people scientist.

You may be used to swimming in recruiting data and the story it tells you about hiring in your org. But the people you report to (your C-levels and executives) and the other stakeholders involved in the process (sourcers, recruiters, and hiring managers) all care about a different element of that story. So how do you transition from metrics to reporting, and tell each of those groups the parts of the story that matter most to them? In the following, we discuss the metrics that each of those personas will care most about—to set realistic expectations, to know when to offer solutions, and ultimately, to do their jobs better.

Metrics to Report to Your CEO and C-Levels

According to a recent survey, only 12 percent of CEOs have faith in the metrics talent acquisition brings to the table. Our best guess about this data point is not that TA leaders are bringing *unreliable* numbers; it's that they're bringing *uninteresting* numbers as far as executives are concerned. The essential thing to remember when reporting metrics to your C-levels is that what execs ultimately care about are the business impacts of recruiting.



Getting into executives' heads and adopting their strategic mindset means translating data into dollars and prioritizing predictive analytics over historical metrics, results and outputs over process efficiency metrics, strategic impacts over functional or operational ones, and revenue over cost-cutting. C-levels want to know about increasing revenue, productivity, and innovation. They want the big picture. If you're not clear exactly what this means for your business, sit down with your CFO, COO, and CEO to collectively determine the metrics that matter most.

Let's say, for instance, that your turnover rate on the sales team is 23%. (Turnover is often more of an HR metric; but it's a great example to work with.) This is a standalone metric that won't mean much to your CEO. But if you add data points for comparison (last year's turnover rate was 17% and the industry average is 11%), they'll observe a worrying trend and note that gap-to-benchmark. And when you translate that data point to its dollar impact (thanks to turnover, our sales revenue dropped by \$3.7 million this year), you officially have executives' attention. Add to *that* that the majority of that turnover was preventable (57% of those employees could've been retained through stay interviews), and that at the rate it's trending, salesforce turnover will be at 27% by this time next year, and your CEO is in action-mode. All that remains for you is to provide a shortlist of solutions to move forward with.

You see what happened there: we observed a trend and a predicted trajectory likely to worsen in the near future, provided a comparison, quantified the impact of the metric on revenue, and offered actionable advice for course-correcting. Focus on recruiting *failures* as well as on

successes: *any* metric that significantly impacts business results should be visible to your C-levels, whether it looks positive or negative for TA. Transparency is essential when it comes to communicating with leadership. Even if you're bringing bad news, they'll see the value in your data and the technology that provides it; and they'll trust that you're proactively at work to bring in better business results. With that, here's what your executives are likely to want to see:

Percentage of key jobs not filled (percentage to goal)

This is a metric your C-levels should be updated on regularly, alongside a time-to-fill metric for those still-open roles. (Use historical data to forecast time to hire.) Your team likely has quarterly hiring targets in place—*without* them, it's hard to know if TA is tracking to support the org's needs—and the longer a req stays open, the more likely you are to cripple business results in that area. In the report, show the total hires you made last month alongside how many open headcount there still are. Especially when it comes to high-level roles, give execs a summary of where in process those roles are (“we have three onsite for the Marketing Ops role next week, one of which was a referral from our Head of Demand Gen, and one of which came directly from our diversity initiatives”), and highlight roadblocks you're up against for that req.

Talent acquisition team makeup

How many recruiters are currently on the team? How many sourcers? How many are focusing on diversity sourcing, on executive search, and so on? Do those numbers align with the goals recruitment has right now? Will the team be able to hit their targets for the next two quarters at this capacity?

Diversity hiring

Maybe you've seen an emphasis elsewhere on reporting top diversity hires into customer-facing and product-impact roles; but we think diversity hiring *across the board* needs to be reported to your C-levels. There's no shortage of evidence out there that diverse teams are more productive, more innovative, more engaged, and drive more revenue. CEOs have taken note of the business case for diversifying. They recognize its importance to the company brand and to your ability to attract and retain more underrepresented talent over time. If nothing else, the diversity of your workforce should reflect the diversity of your customer base—or of the customer base you *want* to have. If necessary, remind your execs what your diversity strategy is, and hold yourself accountable to those numbers in every report. What does diversity look like at the top of the funnel? How might those top-of-funnel numbers impact the overall composition of your teams? Can you work with your CFO to calculate the value-add of increasing diversity in critical jobs?

Dollars of revenue lost due to vacancy days

C-levels will especially want to know this number when it comes to high-priority, revenue-generating roles. There's a measurable dollar loss for each excess day that revenue-generating or revenue-impacting roles are vacant; so work with your CFO to put a dollar amount on that lost revenue. (The most basic method of calculating cost-per-vacancy is to divide your company's revenue per employee—total revenue divided by number of employees—by the number of working days in the year. Revenue-generating roles such as sales and engineering will have higher costs per vacancy, as will executive roles.)

You might also focus on productivity loss here: what projects are delayed due to vacant roles? Can you put a price on that delay? Can you determine a lost productivity metric with your managers? Has there been a historical *improvement* in the number of excess vacancy days? Calculating these numbers helps demonstrate how recruiting impacts the bottom line. Arrive to your meeting with ideas for how to strengthen the hiring process for these roles.

Offer accept rates (percentage of offers accepted)

Offer acceptance rate (OAR) measures the ratio of job offers that are accepted to the total number of offers extended. It's the final metric in your recruiting funnel; and a low OAR can be indicative of anything from lackluster compensation or benefits, to poor company culture, to tedious recruitment processes, to recruiters' failure to "sell" the company. Executives want to know if you're finding roles difficult to fill, along with your sense of what might be keeping talent from saying "yes" to your offers. After all, offer acceptance rates also impact cost per hire, since declined offers mean going through the process again with the next-best candidate. Track the details of each extended offer to see where there may be patterns or trends in what declined offers entail. Track acceptance over time to see where you're improving. (Note: from a data-integrity perspective, make sure recruiters don't wait until *after* an accept to enter offers extended into your ATS. Otherwise your OAR will be artificially high.)

Trends for declines

Rejection reasons are the other side of the OAR coin. Your team should be tracking the reasons candidates give for declining your offer, and your CEO should hear them. Again, look for trends and patterns. While low OARs are hardly desirable, the qualitative data you gather from them should give you plenty of fodder for improving either your hiring process or other aspects of your company (culture, for example) that need attention.

Total estimated dollar impact of talent acquisition on the business

This is a number you can work with your CFO to arrive at. ROI is perhaps the most commonly-calculated metric for business functions, and recruiting should be no exception. For talent acquisition leaders, this means quantifying your positive business impact so you're not just reporting on expenditures. Use your cost-per-hire and new hire retention rate to show how you've reduced turnover costs. Show revenue growth by multiplying your org's revenue-per-employee by 4x for each top performer you've hired. (Research has found that top performers produce 4x more output than the average employee.) Show quality-of-hire improvement—along with the revenue impact of your performance-improvement metric—in roles that are either measured in dollars or quantified with numbers, such as sales and customer service.

Show executives your recruiting cost ratio—the total recruiting costs arrived at by adding external costs (third-party agencies, job advertising, etc.), internal costs (recruitment software, hiring team salaries, employee referral bonuses, etc.), and total compensation of hires. Compare that number to the industry average. Compare your overall ROI to *last* year's ROI, as well as to the ROI of other business functions. You might also offer an action plan to improve ROI in the near future.

Percentage of recruiting strategic goals that were met

As a strategic function, talent acquisition has to prove it's met its goals. *This* data point you don't need to report regularly; but twice a year, update your C-levels on the percentage of goals that were met—or in some cases, exceeded. Remind them specifically what your top 3-5 goals were. What conditions prevented you from meeting the targets you didn't meet? What do these percentages suggest about what's realistic for your next set of targets?

A metric that reports on the current highest-impact talent problem

Leave room in your executive report—and in your conversation—for something outside of these fixed metrics. The “hot” talent problems that are keeping your executives up at night may be different quarter-over-quarter; so pay attention to what's on their agenda. The metrics above cover hiring speed, revenue, diversity, and the ROI of recruitment; but C-levels are also likely to care about innovation, internal mobility, leadership development, and more at different points in time. This last metric should speak to what's top-of-mind for them in the moment.

External metrics to bring to the table

There are metrics that other business units will be keeping track of that relate to new hires; if you have access to that data, make use of it in your executive reports. For example, finance will have a revenue-per-employee ratio that, over time, can help you demonstrate the increasing revenue value your business is creating through strong hires. HR will have critical metrics that talent acquisition may need to respond to. What's the failure rate of new hires (the percentage of hires who are terminated within a year of their start date, or who severely underperform, or whatever you define as a “hiring failure” in your org)? What's the cost of those failures from your CFO's point of view? HR should conduct a failure analysis after each new-hire failure; talent acquisition should use that data to revise its interview, selection, or

onboarding processes as necessary. If you need to update executives on these numbers, do so.

HR should also be tracking performance turnover. Pay particular attention to turnover in critical roles and how it benchmarks against the average turnover for your industry. Executives care about turnover because it's a costly occurrence. You may find that turnover rates are a reflection of the predictive capacities of your hiring teams. Are there patterns in why people are quitting (HR should conduct exit interviews to uncover leading termination reasons) that suggest you're not hiring the right people to begin with?

Metrics to Report to Your Sourcers and Recruiters



In an optimal world, your team's recruiting tech gives sourcers and recruiters visibility into their own numbers—though as we mentioned above, less than 25% of companies make recruiting data available to their entire team. Whether you're reporting the data back to recruiters or sitting with them to discuss the story their numbers tell, you'll be looking at a different set of metrics with individual contributors (ICs) than you do with execs. Metrics for recruiters won't be as big-picture. They'll measure individual performance; and they'll examine the entire pipeline from reachout to offer-out to discover where ICs could be iterating and upping their games.

Make sure you distinguish between activities and goals in these conversations. Measurable activities include things like number of email (or InMail, or text) reachouts sent, number of phone screens conducted, and number of resumes entered into the ATS. *Goals*, on the other hand, include things like decreasing time-to-fill, or increasing offer-accept rates.

Goals should be decided in monthly or quarterly one-on-ones with your ICs, and the activities required to *meet* those goals based on historical data. Recruiters' goals—based on their req loads—should be tied to both business objectives and the recruiting team's overall goals. Last month's performance and progress can be reviewed, with a focus on top-of-funnel activity (what did their outreach stats look like?), as well as the funnel itself. How long are candidates sitting in each stage of the funnel? What do passthrough rates look like between stages? Where are candidates dropping out or getting stuck; and are there observable patterns in these bottlenecks (underrepresented candidates dropping out more often than their majority peers, candidates stuck at the same stage with the same hiring manager, etc.)? Given historical passthrough rates and time-to-fill for similar positions, how likely are recruiters to hit their goals this quarter? Do you have enough candidates at every stage of the funnel to ultimately fill the need?

The more pointed data you focus on with sourcers and recruiters, the better able they'll be to adjust their sourcing, screening, and hiring processes. Here are the metrics to track together that both support business objectives and make sourcers and recruiters stronger at their games:

Time to fill

Time to fill is the number of days between the approval of a job requisition and the day the offer is accepted by a candidate (not to be confused with time to *hire*, for which the clock begins the moment a given candidate is entered into the ATS). Time to fill has been labeled a “vanity” metric; and it's true that recruiters run the risk of making poor hires if they prioritize it as a performance indicator. Yet it remains the ultimate barometer of success for talent acquisition teams because it measures the efficiency of your entire recruiting process.

How good are your overall hiring efforts? How well are you managing the process from start to finish? A slow time-to-fill can negatively impact company productivity, revenue, candidate experience, and quality of hire, since your best candidates will accept other offers and drop out of process if they feel you're not respecting their time.

Importantly, historical time-to-fill data can be used to forecast how long it will take to fill new reqs; so track this metric for the sake of preparation and planning. Compare your hiring efficiency by benchmarking against industry averages. Once you've determined time to fill, segment your process and measure how much time it takes to move candidates between stages. Where are recruiters spending too much time and energy? Are parts of your process redundant? Are there places you can automate? And so on.

Recruitment funnel effectiveness

You may know this metric as “passthrough rates” or “conversion rates between stages” or “average number of days in stage.” It allows you to analyze the effectiveness of each stage in your funnel, giving both a bird’s-eye view of your pipeline health and a granular view of its phases. (With Gem, for example, talent teams can track number of outreaches, opens, replies, and interested rates, as well as passthrough rates between phone screens, onsite, offers extended, and offers accepted.) We recommend you or your ICs pull a pipeline report weekly throughout a search to uncover the pipeline-story that data is telling you.

Passthrough rates—the percentage of candidates that move from one stage to the next—are among the more useful insights you can access. Where are candidates dropping out of process? Where are there bottlenecks in your funnel? The answers to these questions alert you to inefficiencies so you can pivot in real-time. Remember that conversion rates that are too *high* can be as much of a red flag as those that are too low. If too many candidates are passing your take-home test, maybe you’re not filtering out enough unqualified talent, and your test needs to be more rigorous. Otherwise you’ll be straining recruiting resources at the onsite stage. Conversely, a *low*

passthrough rate may mean you’re filtering out talent too aggressively. Low email open-to-response ratio? Look at your messaging. Low offer-to-accept ratio? Look at your comp package or your company culture. Low phone screen-to-interview ratio? Consider whether your job description matches the true needs of the open role. As a best practice, survey candidates who drop out at any stage to identify what went wrong. Patterns in those responses will help you know where to improve.

Aside from ratios, recruitment funnel effectiveness will also alert you to the average number of days candidates sit in a given stage. This will allow you to observe and benchmark how efficiently your recruiting coordinators are working to schedule next steps, as well as whether your hiring managers are taking too long to make decisions. (Without tools that track time-in-stage, coordinator and hiring manager efficiency are notoriously difficult to track.) If your time-in-stage varies wildly between stages or your entire “source-to-close” metric is too slow, you may be offering a poorly-structured process. Dig in weekly with sourcers and recruiters. Observe the stages in which momentum is being lost, and discuss next-best-steps for unblocking those bottlenecks.

Offer accept rates

OAR is a component of recruitment funnel effectiveness, but it's worth mentioning on its own. OAR measures the ratio of offers that are accepted to the total number of offers extended, and it's a signal of both the ultimate desirability of your open roles and the candidate experience as a whole. Low OAR could be indicative of anything from low compensation bands to a poor benefits package to an unsavory company culture to a drawn-out recruiting process to talent acquisition's struggle to "sell" the company as a whole.

We don't have to tell you that hiring is a time-consuming process (and we don't have to tell you that a low OAR directly impacts your cost-per-hire); so the clearer you are about trends in decline reasons, the more likely you are to ensure that you don't waste the hiring team's and candidates' time going through the process just to have your offer rejected in the end. Where is there a disconnect in communication about the role, or the org, or the culture, or what your offer will entail? What surprises or realizations are candidates having in-process that can be preempted by acknowledging them earlier? Are there patterns in the details of the offers that are most often rejected? Are there patterns in offer-accepts across departments or locations? Again, make sure recruiters aren't waiting until *after* offers are accepted to enter offer-extends into your ATS. Otherwise your OAR will be artificially high.

Source of hire (sourcing channel effectiveness)

Source of hire assesses how many candidates—and how many *qualified* candidates—are entering your funnel from any given source, whether LinkedIn, social networks, job boards, referrals, internal candidates, agencies, or elsewhere. It also assesses where successful candidates first heard about your job opening—your careers website, your company's Facebook page, job search sites, social referrals, or elsewhere. (You can discover this with Google Analytics or candidate surveys.)

The point is to uncover which recruiting channels are most effective in attracting qualified candidates to your org, and which ultimately yield the best (and fastest) hires—because that's how you'll determine where to reallocate or amp up your recruiting expenditures, which channels to stop spreading yourself thin for, and which programs and tools to invest in. Recruiters recently identified sourcing channel effectiveness as their second-most-useful metric: 82% praised its value, though *only* 47% said they currently use it. In other words, this is a metric that could get you ahead. So determine how best to categorize your sources and start tracking with a system that will record candidate source. How did you find last quarter's or last year's top performers? How did they find *you*? This is how sourcers and recruiters will know where to direct their time and effort in the future.

Pipeline diversity and diversity and hiring rate

Increasing workforce diversity should be a critical KPI for every recruiting org by now. The strongest diversity hiring initiatives begin at the top of the funnel, before prospects even apply. Channels like inbound and referrals are inherently less diverse; so if teams aren't actively sourcing and nurturing diverse talent pools, they won't see a diverse pipeline or a diverse team. Use top-of-funnel metrics to help you understand the pipeline your team is building and analyze conversion rates of underrepresented talent all the way through the funnel, from first outreach through hire. (Gem allows you to pull reports on gender and race/ethnicity to learn how recruiters' efforts are impacting diversity. We also offer custom fields for tracking other underrepresented groups that TA teams can customize based on their diversity initiatives.)

This data can not only shed light on whether teams are reaching out to a diverse talent pool. It can also reveal where systemic biases might show up—by role, recruiter, or hiring manager—as some candidate segments get stuck at certain stages of the funnel. It can detect whether email outreach is inadvertently alienating underrepresented groups, so sourcers can rethink their messaging. It can tell you if certain groups are disproportionately dropping out of the funnel at certain stages. It can forecast how many reachouts you'll need to make one underrepresented hire. It can tell you if your diversity hiring rate is on par with industry benchmarks. And so on. Dig into what's happening from a diversity perspective with your ICs. Where do they need to change their language, or their screening process, or their source channels in order to better-diversify their pipelines?

Pipeline development

Pipeline development should be consistently top-of-mind for your sourcers and recruiters. Building and nurturing relationships with prospective candidates before roles are even *open* ultimately reduces time-to-hire and cost-per-hire, and increases quality-of-hire—after all, it cuts out the sourcing stage when recruiters are handed that req. How many prospects you have in your pipeline for a given role is an excellent indicator of how you'll track to hit the "hire-by" date when the role opens. As a talent leader, it'll be up to *you* to decide how far out from an open req your ICs should start building pipeline for: much will depend on your team's diversity goals, whether the imminent open req is for an executive hire or a hard-to-fill role, and so on. Always check in with sourcers and recruiters during your 1:1s to see how they're tracking in this area.

Historical data

Historical data is something you'll want to pull at the outset of each new open role. Looking at how the same (or similar) roles have performed in the past allows you to forecast the number of candidates you'll need in every stage of the funnel to make a single hire, and give you an indication of how long the hiring process is likely to take. This helps sourcers and recruiters know *when*, for example, they can dial down their efforts on downloading LinkedIn profiles and sending cold outreach (maybe they've hit the number of people the team has historically needed in the application-review stage to make a hire) and start focusing on the candidates who are already in the pipeline. In this sense, historical data makes your ICs more efficient.

Historical data will also help sourcers and recruiters manage their hiring managers' expectations. If you need to hire two new engineers and the data shows it has historically taken 45 phone screens to make a hire, hiring managers should know that it will take around 90 phone screens, and 45 hours of their team's time, to make those hires. HMs can use that data to determine their team's bandwidth, build a realistic strategy, and load-balance among team members.

External metrics to bring to the table

Again, there are metrics HR will be keeping track of that relate to new hires; both TA leaders and ICs should have a finger on the pulse of this data. One is quality of hire—probably the most valuable metric when it comes to demonstrating recruiting's effectiveness and its value as a strategic business function. Quality of hire only becomes measurable several months after a new hire steps into their role. HR will use some combination of data on time-to-productivity, *total* productivity, turnover and retention, cultural fit, employee engagement, and performance reviews and metrics to determine quality-of-hire. Pay attention to what they uncover. If your team is hiring talent that leaves within the first year, you may be screening for the wrong traits. If you're hiring talent who is underperforming in certain areas, use that data to adjust your interview questions. And so on.

Hiring manager satisfaction and new hire satisfaction are two other important metrics HR should focus on and TA should hear about. Does the new hire fit the culture, and are they producing the work and creating the impact the HM hoped they would? Are new employees happy in their role and with their teams? Does their experience match the expectations set by your job description and

conversations with your team? HR should wait several months after a hire to ask these questions. Transitions are always trying in some way; so new hires should be well on the other side of onboarding before either party can be said to offer a reliable opinion. Get these answers through surveys, direct inquiries, or—less ideally because it yields less qualitative data—a 1-10 satisfaction score similar to a net promoter score. If hiring managers or new hires aren't satisfied, it doesn't matter *how* good your other metrics are—because they won't hold up over the long-term.

Finally—whether HR or talent acquisition owns this—circulate candidate experience surveys often throughout your process (ideally after each major milestone, since this helps identify specific bottlenecks in the process). How was recruiter communication and responsiveness? Was there always clarity about next steps? Did candidates feel the interview allowed them to fully demonstrate their abilities? Was there anything they were disappointed by, or would have liked to see done differently? Aggregate the feedback and use it to iterate. While this isn't a "metric," per se, it's crucial to track and to discuss with your ICs.

Metrics to Report to Your Hiring Managers

Sourcers and recruiters should be having check-ins at regular cadences with their hiring managers—certainly when roles are open or *about* to be open; but ideally even when they're *not*. After all, studies show that the biggest driver of talent acquisition performance—*four times bigger* than the second-biggest driver—is strong relationships between recruiters and their hiring managers.



The strongest recruiter-HM relationships are those in which the recruiter acts as a strategic partner to the business rather than as a reactive support member. When recruiters are checking in regularly, hiring managers remember that talent acquisition is there to build a partnership with them, rather than to function as an order-taking service.

That said, 70% of hiring managers believe that their recruiting orgs need to become more data-driven in order to improve long-term business impact. They recognize the role data plays in strengthening, innovating, and refining their *own* processes—but what data is most valuable for them when it comes to building their teams? As a TA leader, it'll be up to you to either share this data with individual hiring managers or coach your ICs on what metrics to share. Here's the data that will promote transparency, set fair expectations in terms of likely time-to-hire and the hours they'll need to dedicate to the open role, and keep your HMs up to date on progress with specific hires:

Historical data

This metric (or rather, this *collection* of metrics) is as important for hiring managers as it is for sourcers and recruiters. Historical data about the same or similar roles will indicate how many candidates you'll likely need to have across your pipeline in order to see a hire. It will also indicate to HMs how long they can expect the hire will take, so they can make adjustments and plan where necessary.

Total hours expected of the team (capacity report)

Every hour that employees spend helping their team hire is an hour they're *not* spending on primary business responsibilities. Hiring managers will want to know how to balance their team's work (building product, for example) with the time they'll have to spend on phone screens and interview panels. So take a predictive approach. Hours-expected is calculated by taking the amount of time each stage in the hiring process has historically taken and the number of candidates your forecasting tool tells you you'll need in that stage to make a hire. If interviews for your engineering roles are 30 minutes long, 6 team members conduct separate interviews, and it's historically taken 12 interviews to make a single hire, that yields 36 hours of engineers' time spent in interviews alone.

Once managers know what the hiring workload will be, they can figure out how to distribute hiring hours across the team. If team capacity isn't there—or if your CFO's office is concerned about the dollar amount of excess hours used—recruiters and HMs may have to discuss how to make the process shorter.

Pipeline reports

Hiring managers should be updated weekly on what their pipelines look like for their open roles; so set a regular cadence in which you (or your recruiters) pull a report and give them a snapshot of the funnel as it stands. How many candidates are in each stage right now? How does that compare to what you forecasted? What's happening this week that's worth reporting (number of interviews scheduled, or highlighting a few candidates you're particularly excited about)? How quickly are candidates moving from one stage to the next; and if your days-in-stage metric is too high, what's your recommendation for debugging the inefficiencies there? Where are good candidates dropping out? Are there patterns there—for example, are you losing female-identified candidates at higher rates than male-identified candidates after the interview stage? If so, it's worth discussing what might be happening there so you can make your pipeline more equitable. Which brings us to...

Diversity hiring

Hopefully your hiring managers are as invested in diversifying their teams as your C-levels are. And presumably you've got diversity goals in place for both your org as a whole and for individual business units. But diversity and speed are often mutually exclusive when it comes to hiring. So use these weekly meetings to update HMs on how you're trending to meet those diversity goals. How much time can they let recruitment spend on a given req trying to find and source underrepresented candidates? Are there bottlenecks in the funnel? Does it appear there might be inadvertent bias in the process? And so on.

External metrics to bring to the table

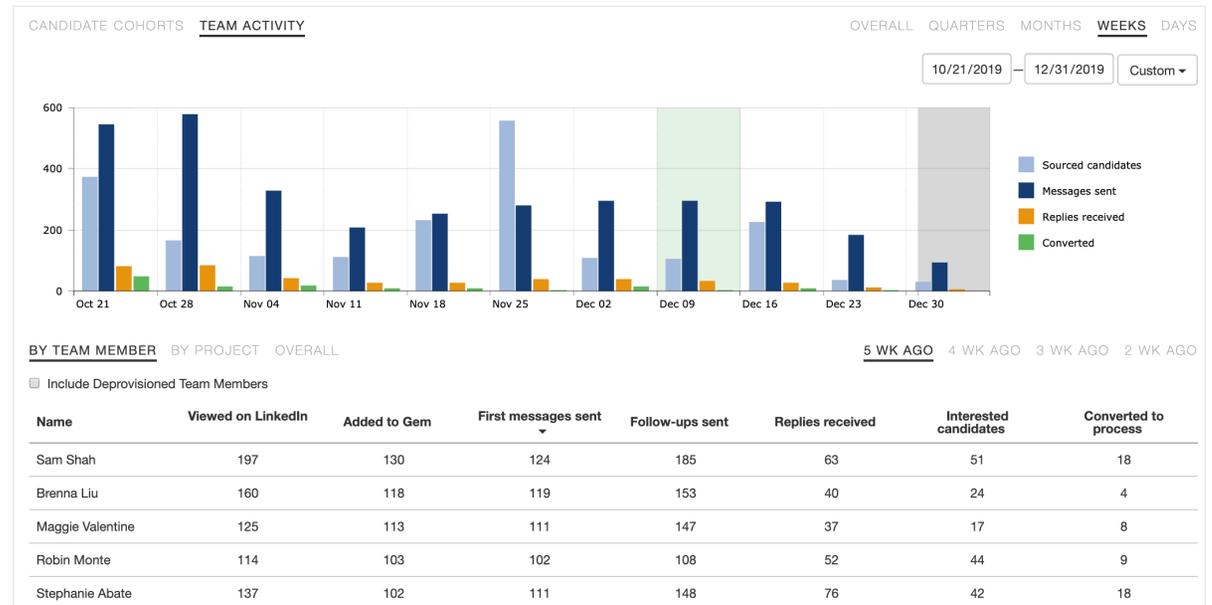
The two final matters worth updating hiring managers on are the results of your candidate experience surveys and your offer rejection reasons. Do candidate surveys suggest there are things the HM or their team members need to adjust to improve the hiring process from a candidate perspective? Did the tone with the team feel impersonal? Did candidates get the sense, based on team culture, that they wouldn't feel a sense of belonging there? Is there a pattern in candidates dropping out of process because the HM is taking too long to move forward? And so on. HR should also update hiring managers on new hire satisfaction, so recruiters and HMs can work together on any hiring process improvements that would ultimately make for happier hires.

How Gem Can Help

Tracking Outreach Metrics in Gem

At Gem, we know that the strongest recruiting teams run on data. Numbers give recruiting teams an objective view of their efforts, so they can figure out where their hiring pipeline is stuck or leaky, make quick mid-quarter pivots, and see those adjusted strategies pay off. You can't build strong recruiting strategies if you don't know where to move the needle—or which needles need to be moved. That's where Gem's metrics can help.

Gem's Outreach Stats let you track how your outreach communications are faring. Open rates, reply rates, and interested rates broken down by message content, talent pool, and even recipient's gender allow you see how your messaging is resonating with different populations over any given time period. Did your team kick off a targeted campaign two weeks ago? See how it's performing now. Is one recruiter's outreach converting candidates at higher rates than others? Dig into that person's messaging to share tips with the rest of the team. You can also use Outreach Stats to manage your team's full top-of-funnel output by tracking the number of LinkedIn profiles viewed, the number of prospects added to Gem, the number contacted, followed-up with, and more—for any given time period, per recruiter.

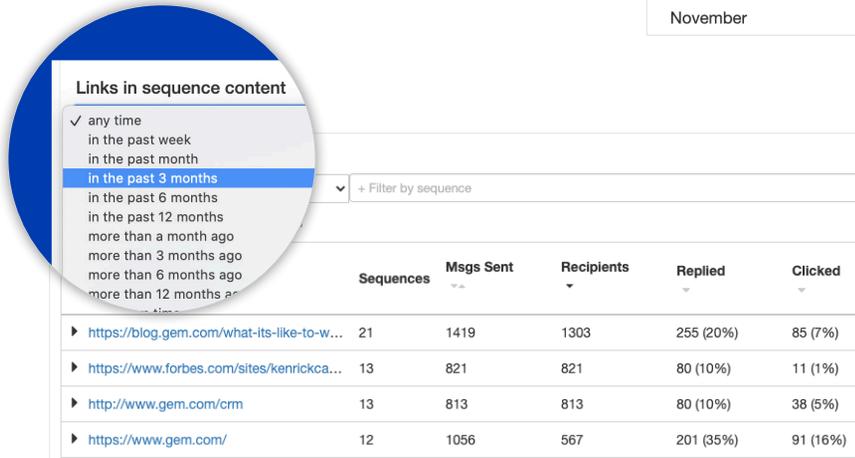
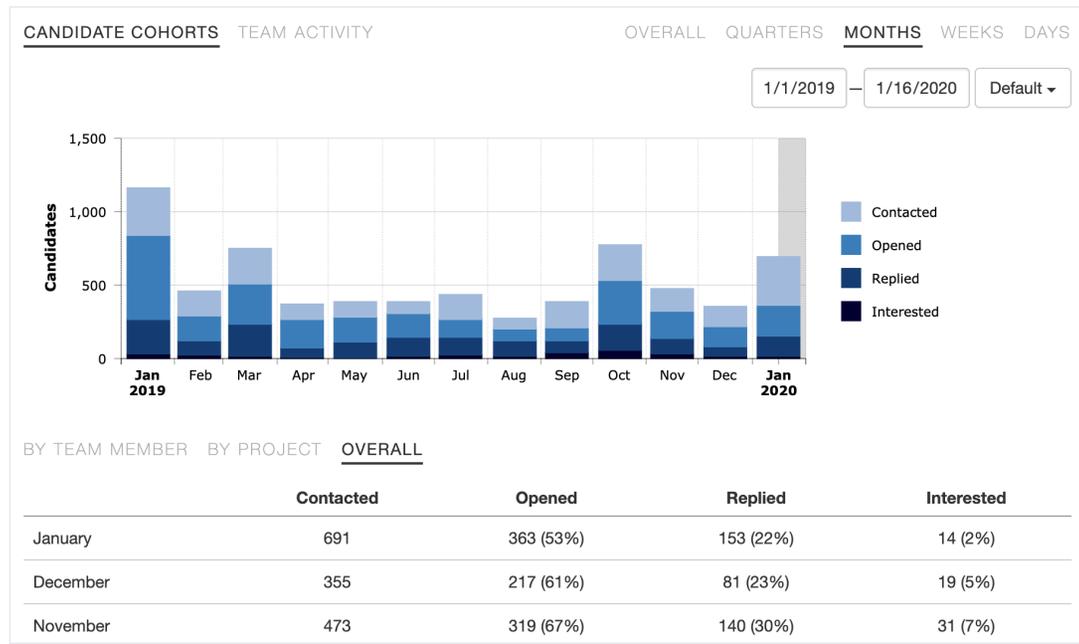


Team Activity shows how many activities—LinkedIn views, first messages, follow-ups, etc.—were performed in a given time period, helping recruiters understand where they're spending their time.

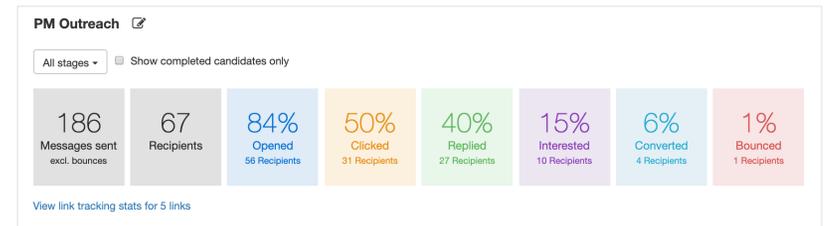
Candidate cohorts displays a cohort view, so you can understand the effectiveness of your outreach (open / replied / interested rates) for whatever time period you filter for.

Then dig in to identify the characteristics of your most successful sequences—the ones with the highest reply and interested rates—and replicate those efforts in your next outreach.

It's how Gem helps you uncover best practices for your team.



If you include links in your outreach messages through Gem, you can track how prospects engage with them. Discover what content compels prospects to click, and which clicks lead to replies. All this data will better inform your outreach strategy.



Sequence stats gives you the breakdown for individual sequences. You can track conversion rates in aggregate or per stage, to learn which of the four emails you sent in last month's sequence for that open AE role was most successful.

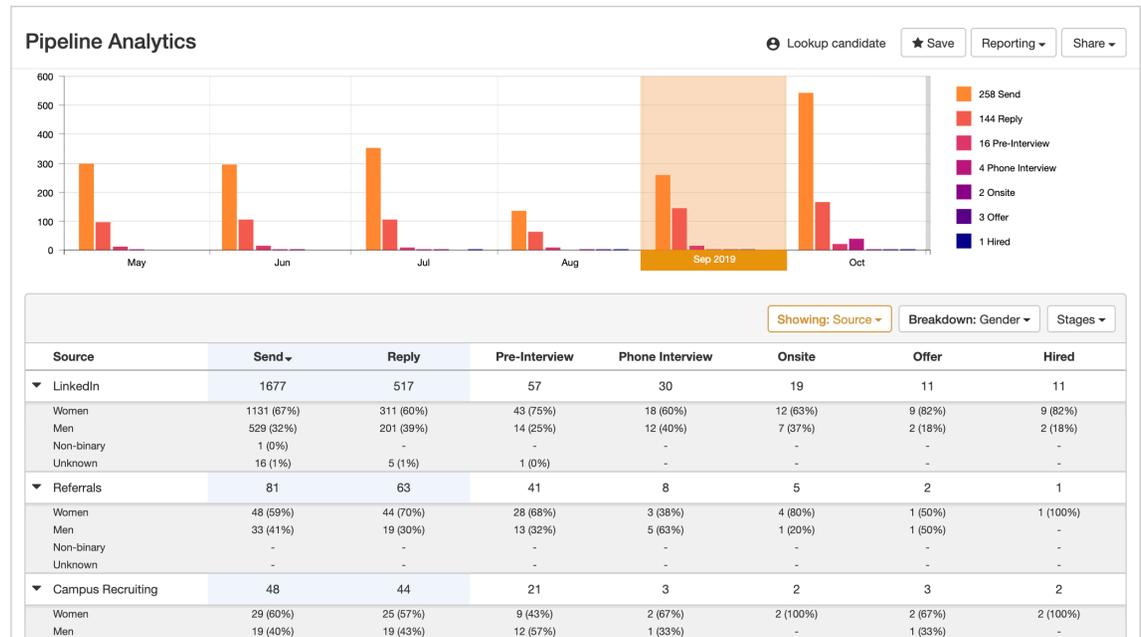
Gem's Pipeline Analytics

Pipeline Analytics is a Gem feature that allows sourcers, recruiters, and talent leaders to view their entire Talent Pipeline at a glance from reachout to offer-accept. We take your Gem stages and juxtapose them with your ATS stages to give you a full-funnel view—so your team can set realistic goals, pivot quickly to optimize your process, and allocate resources in the right places to fill your reqs.

Track Team Productivity & Performance

Activity Stats: Monitor volume of activity in any given time frame, from the number of phone screens happening weekly in each job to the number of offers extended and accepted. Share these reports with other stakeholders with one click to showcase your team's efforts.

Detailed Pipeline Views: Set your teams up for successful QBRs and metrics reviews by empowering them with all the data they need to answer “why.” Break down pipelines by candidate source and rejection reasons, and then zoom into each candidate's application history to evaluate what happened on a case-by-case basis.



Debug Hiring Funnels

Passthrough Rates: Analyze conversion rates from stage to stage to identify the weakest points of your funnels and understand how to fix them.

Advanced Segmentation: Slice and dice candidate segments by hiring manager, recruiter, job, gender, and more to spot biases and effect process change for a more equitable candidate experience.



Say we're looking at passthrough rates with Gem and we notice we're losing people at the technical review stage. Is it the way we're assessing people's technical aptitude; is it the test we're using; is it how we're delivering the news that they have to take a technical assessment? These are places we can coach our hiring managers; but they're also places we can partner to optimize that stage in the funnel.

Candice Tang

Director of Talent Acquisition



Plan for the Future

Time-to-Fill: Set realistic expectations with hiring managers based on data. Pull up time-to-fill stats for any given pipeline of candidates, and hold hiring teams accountable by showing where the slowest parts of the process are.

Forecasting: Input your target number of hires and Gem will calculate how many candidates you'll need at each stage of the funnel in order to reach your hiring goals, based on your team's historic hiring patterns. Allocate resources intelligently, and ensure that no single recruiter is set up for failure based on unrealistic hiring goals.

Show applications that had their first Pre-Interview within: Last Calendar Year 1/1/2019 - 12/31/2019

Group by: Hiring manager (from job)

Breakdown by: Job

Hide Closed Jobs

Hiring manager (from job)	Pre-Interview	Phone Interview	Onsite	Offer	Hired
Overall:	783	437	190	93	56 (7%)
Hermione Button	262	111	57	31	15 (6%)
Software Engineer	86	11	11	11	6 (7%)
Product Manager	41	18	11	5	3 (7%)
Engineering Internship	44	44	6	5	3 (7%)
Engineering mini internship	19	12	9	3	1 (5%)
Head of Business Ops & Finance	1				
Head of Customer Success	1				
Product Designer	41				
VP Engineering	6				
New Grad - Software Engineer	8				
Head of Product Design	15				
Sam Granger	80				
Sales Development Representative	80				

Pipeline Forecasting

Filters: AE Experienced Talent Pool

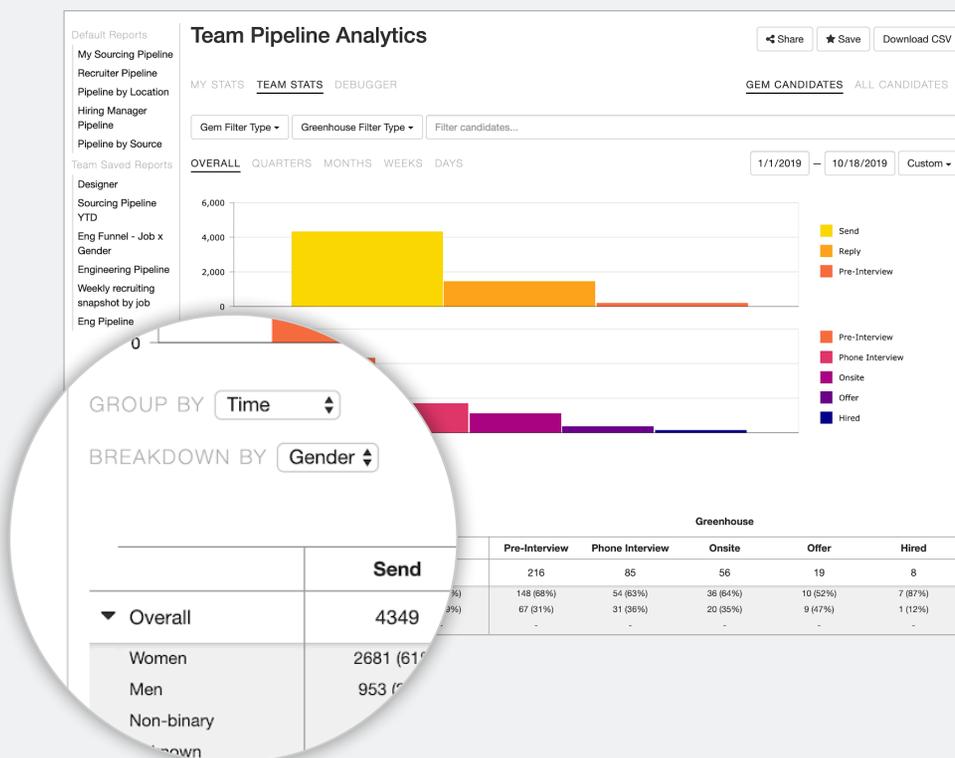
If you want to hire people...
based on passthrough rates for 2706 candidates who entered process, you would need:

Only 8 candidates matching these filters have been hired. Due to the small sample size, these passthrough rates may be inaccurate.

Stage	Candidates	Passthrough Rate
Send	1015	29.16 %
Reply	296	15.08 %
Pre-Interview	45	47.06 %
Phone Interview	21	35.71 %
Onsite	8	40.00 %
Offer	3	100.00 %
Hired	3	-

Diversify Your Team

Pipeline Analytics shows gender breakdowns by team and individual, from email outreach sends and replies all the way through offer-accepts. With this breakdown, you can catch whether certain groups are disproportionately dropping out of the funnel at certain stages, or forecast how many reachouts are needed to make one underrepresented hire.



Gem's metrics help us zero in on stages in the interview process where we're falling short on equitable gender hiring. For one division, we intuited that we were hiring more women than the average team—and we were! We were prepared to roll off our passive sourcing efforts for that division; however, we found that quarter over quarter we were increasing our male conversions at a higher rate between two key interview stages. If we hadn't had access to that data, we wouldn't have been able to properly strategize on how to allocate our resources properly to fix the trend for that division.

Joel Torres

Talent Acquisition Manager





Lauren Shufan, Author

Lauren is a content strategist with a penchant for 16th-century literature. When she's not trying to tap into talent teams' pain points, she's on her yoga mat or hiking the hills of Marin County. Come at her with your favorite Shakespeare quote.

Gem is an all-in-one recruiting platform that integrates with LinkedIn, email, and your Applicant Tracking System (ATS). We enable data-driven, world-class recruiting teams to find, engage, and nurture top talent. With Gem, recruiting teams can manage candidate pipeline with predictability.

To learn more and see a demo, visit

gem.com