Gem

2022 Recruiting Trends:

Data-Driven Recruiting

Table of Contents

Introduction

Gem recently ran a survey of more than 500 talent acquisition professionals to better understand priorities, pain points, and goals as recruiting teams head into 2022. One consistent theme in responses concerned the importance of data to the recruiting function—perhaps now more than ever in the face of "The Great Resignation," talent's shifting priorities in recent years, and the number of competing offers that top candidates now have at their disposal. Over and over again, respondents stressed a renewed need for speed in their hiring processes, thoughtfulness around diversity hiring, particular attention to the top of the funnel, and an emphasis on employer brand and candidate experience to keep talent in process—and ultimately, accepting their offers. All of these demand data to optimize, and to get right.

"More data-driven recruitment practices" was ranked as the fourth-most-important trend for our respondents in aggregate. 62% of talent acquisition professionals see it as a critical trend, falling only behind diversity, passive talent sourcing, and embracing remote work. When we broke out the data by demographic, talent leaders at enterprise organizations in particular stressed the importance of data for their teams this year. 73% of enterprise talent leaders said data would be critical to staying competitive as the consequences of COVID continue to unfold.

Lucky for us, respondents were willing to do *more* than check boxes. They were also willing to tell us, *in their own words*, what metrics and KPIs they're tracking, what data they share with leadership, and how they plan on using data this year. Here's what your peers have to say about data-driven recruiting in 2022.

> 73% of enterprise talent leaders say data will be critical to staying competitive as the consequences of COVID continue to unfold.

2022 Data-Driven Recruiting: Key Takeaways

87% of talent professionals say they track data on candidate outreach. How they collect that data is split: 44% of teams have ICs track their own activity, while 43% use automated solutions that track open/click/reply rates for them.

Just over ¾ of talent teams use data to track sourcer/recruiter activity at the top of the funnel. 82% of ICs say they track sourcer/recruiter activity, while only 72% of talent leaders say their teams track this data. This suggests either that some talent leaders don't know exactly what their teams are tracking on the ground, or that they don't think that data is being tracked well enough.

¾ of talent teams use data to track funnel activity, so as to identify bottlenecks in the hiring process and optimize for speed and candidate experience.

54% of smaller organizations (999 FTEs or fewer) say they track diversity through the funnel to ensure they're trending equitably. 68% of enterprise talent organizations track diversity.
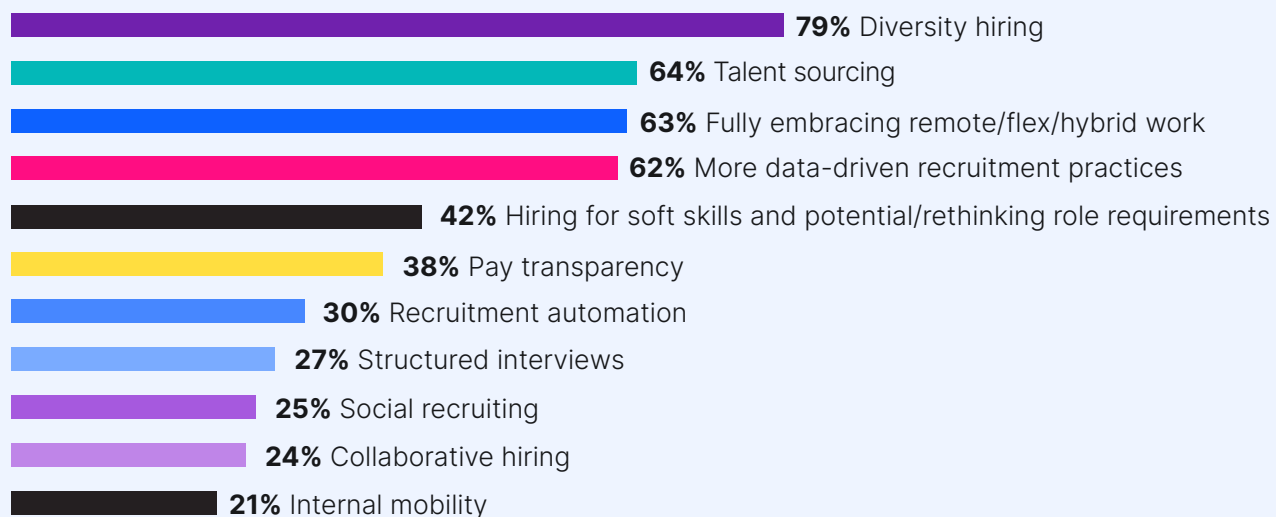
80% of ICs and 69% of talent leaders say they use historical data for future-looking activities such as forecasting hires, capacity planning, and resource allocation. We asked talent leaders if they know what their productivity-per-resource (PPR) is—a number that's critical for any capacity plan. More than half (52%) said they don't know what their PPR is.

Regardless of company size, talent leaders are tracking the same top-three KPIs: time-to-hire, source-of-hire, and funnel passthrough rates.

In general, enterprise companies are more likely to track KPIs than smaller organizations are; but the biggest discrepancy is in diversity: 59% of enterprise organizations track diversity, while only 44% of smaller organizations do.

77% of talent leaders say they bring data to executives and leadership regularly.

Q. **What are the most important trends in the recruiting industry that you anticipate for 2022?**

79% Diversity hiring

64% Talent sourcing

63% Fully embracing remote/flex/hybrid work

62% More data-driven recruitment practices

42% Hiring for soft skills and potential/rethinking role requirements

38% Pay transparency

30% Recruitment automation

27% Structured interviews

25% Social recruiting

24% Collaborative hiring

21% Internal mobility

Would you be willing to elaborate on your answer?

"All about the data in 2022."

"Hitting hiring targets is becoming increasingly difficult in the war for qualified talent. Therefore, TA teams have to present data to back up both their performance and requests for additional budget for innovative solutions."

"Our recruiting team needs data to advise our hiring partners on the market. Our RMs need hiring data to capacity plan to inform our 2022 headcount planning. Our exec team needs data to clearly see progress-to-goal."

"Data is king now. All talent teams are moving towards leveraging the data they have in order to properly optimize their practices."

"Anyone *not* doing data-driven hiring at this point is going to get smoked in this super-competitive hiring market."

"The number one thing I would want is to be more data-driven."

"Recruiting doesn't use data nearly as much as they should."

"Data is critical to knowing which email/job title/description gets the best responses, ensuring you can set goals and forecast success, and knowing when a role opens that you need x candidates to get y interviews and z amount of hires. These are all reliant on historical data."

"Continued emphasis on a data-driven approach will be top-of-mind as recruiters become more comfortable with their data solutions and the market continues to be a bit wild."
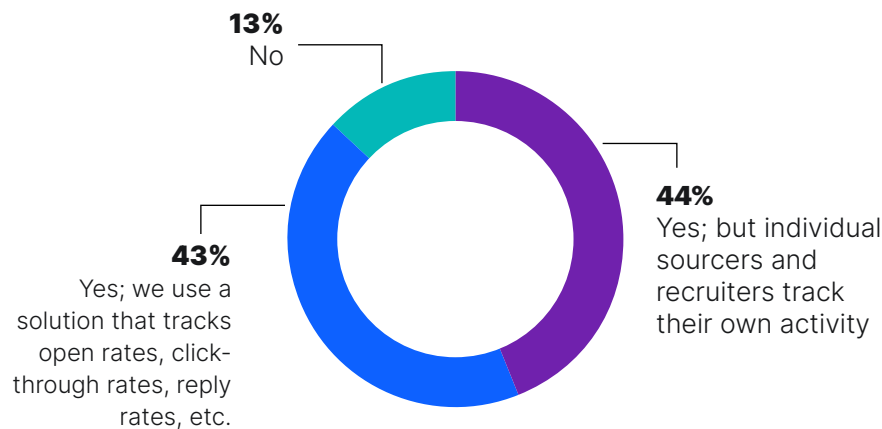
"We're moving in a very data-driven direction."

Top-of-Funnel Data

87% of talent professionals say they track data on candidate outreach. *How* they collect that data is split: 44% of teams have ICs track their own activity, while 43% use automated solutions that track open/click/reply rates (and if they use a solution like Gem, content stats) *for* them. One advantage to automated solutions, of course, is team-wide visibility: sourcers and recruiters can see what messaging from their peers resonates most with passive talent, and develop and share best practices from there. They can also A/B test and track the efficacy of specific strategies, such as sending-on-behalf-of hiring managers or executives.

Fewer talent teams—just over ¾—use data to track sourcer/recruiter activity at the top of the funnel: number of prospective candidate profiles viewed, number of candidates sourced, number of first messages and follow-ups sent, number of prospects converted to candidates, and so on. 82% of ICs say they track ToF sourcer/recruiter activity, while only 72% of talent leaders say their teams track this data. This suggests either that some talent leaders don't know exactly what their teams are tracking on the ground, or that they don't think that data is being tracked well enough.

Q. **Does your team track data/metrics on candidate outreach?**

13%
No

44%
Yes; but individual sourcers and recruiters track their own activity

43%
Yes; we use a solution that tracks open rates, click-through rates, reply rates, etc.

Q. **Does your team currently use data to track sourcer/ recruiter activity at the top of the funnel?**

20%
No

3%
Other

77%
Yes
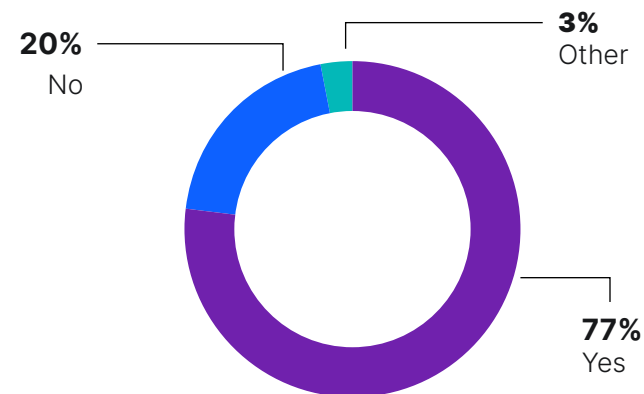
* Respondents who selected "Other" added comments such as: "Not yet but we will"; "We plan to do so in 2022"; "Yes but it's dependent on self-reporting and so highly inaccurate"; "Somewhat but not thoroughly; "We're going to keep track of analytics more next year"; and "We know Gem has reports to track this. We're still in the process of building out our dashboards, and activity is a data point we will leverage."

Middle-of-Funnel Data and Diversity

¾ of talent teams use data to track funnel activity, so as to identify bottlenecks in the hiring process and optimize for speed and candidate experience: where is talent dropping out of process or sitting in a stage for too long? Once again, ICs are more likely to say they track this (78%) than talent leaders are (72%), suggesting there may be a disconnect between the data that's being *tracked* and the data that talent leaders are *aware* of (or how clean they think it is).

The majority of talent teams track specific demographics through the hiring funnel to ensure they're either tracking toward meeting diversity goals, or—if they don't have goals in place—that they're trending equitably. However, there's a gap between smaller orgs (999 FTEs or fewer) and enterprise orgs: 54% of smaller organizations say they track diversity through the funnel, while 68% of enterprise talent organizations track it.
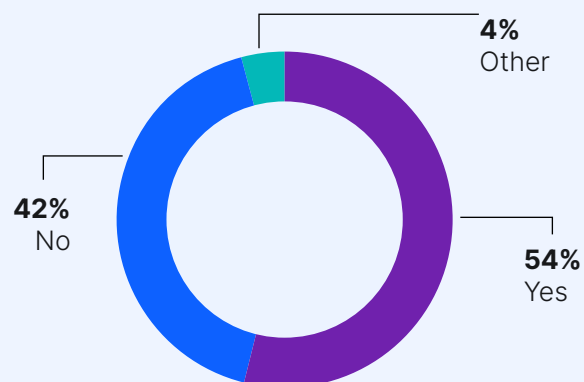
Q. **Does your team currently use data to track funnel activity (i.e. passthrough rates) to identify bottlenecks?**

1% Other

24% No

74% Yes
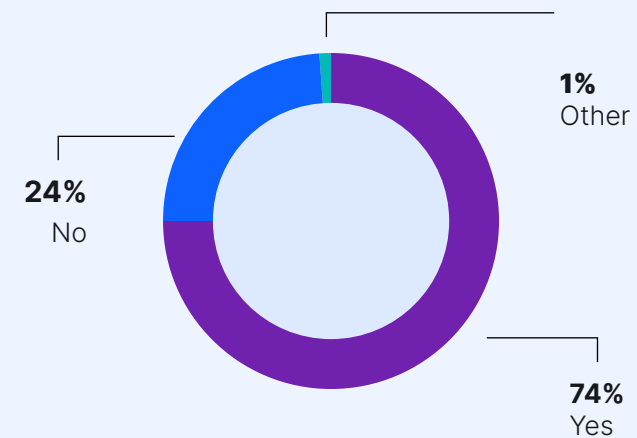
* Respondents who selected "Other" added comments such as: "Inconsistently"; "Some do and some don't"; "Depends on the team/recruiter"; "We plan to in 2022"; and "I don't know."
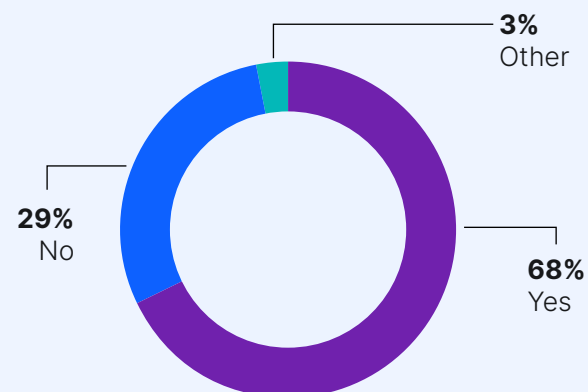
ICS AT SMALLER ORGS

Q. **Does your team currently use data to track diversity through the hiring funnel?**

ICS AT ENTERPRISE ORGS

Q. **Does your team currently use data to track diversity through the hiring funnel?**

4%
Other

42%
No

54%
Yes

3%
Other

29%
No

68%
Yes

* Respondents who selected "Other" added comments such as: "Not yet, it's a work in progress"; "Depends on the role"; "Varies individually"; "No, but this is something we would like to start tracking"; "I'm looking at resumes, nothing else"; and "The game changer has been tracking diversity in sourcing (thanks to Gem!). It's enlarged our pool and resulted in better hiring rates as well."

Forecasting and Capacity Planning

80% of ICs and 69% of talent leaders say they use historical data for future-looking activities such as forecasting hires, capacity planning, and resource allocation. We asked talent leaders in particular if they happen to know what their productivity-per-resource (PPR) is—a number that's critical for any capacity plan. More than half (52%) of talent leaders said they don't know what their PPR is.

We asked about PPR because knowing your team's PPR is one measure of data maturity. Capacity planning ensures you have enough resources on your team to meet the hiring needs of the business. It ensures you don't say 'yes' to every new headcount request that comes your way without knowing (thanks to data!) that you have the resources to take it on.
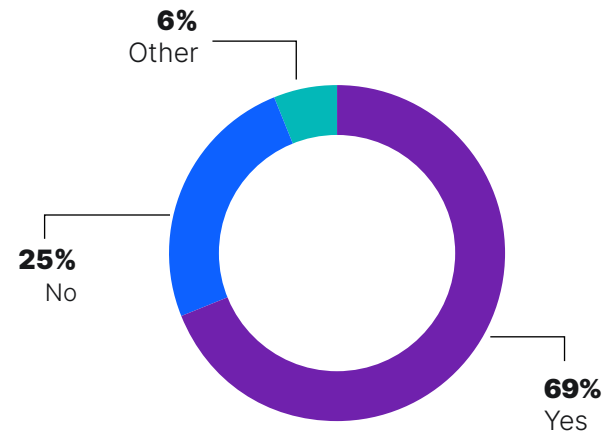
ICS

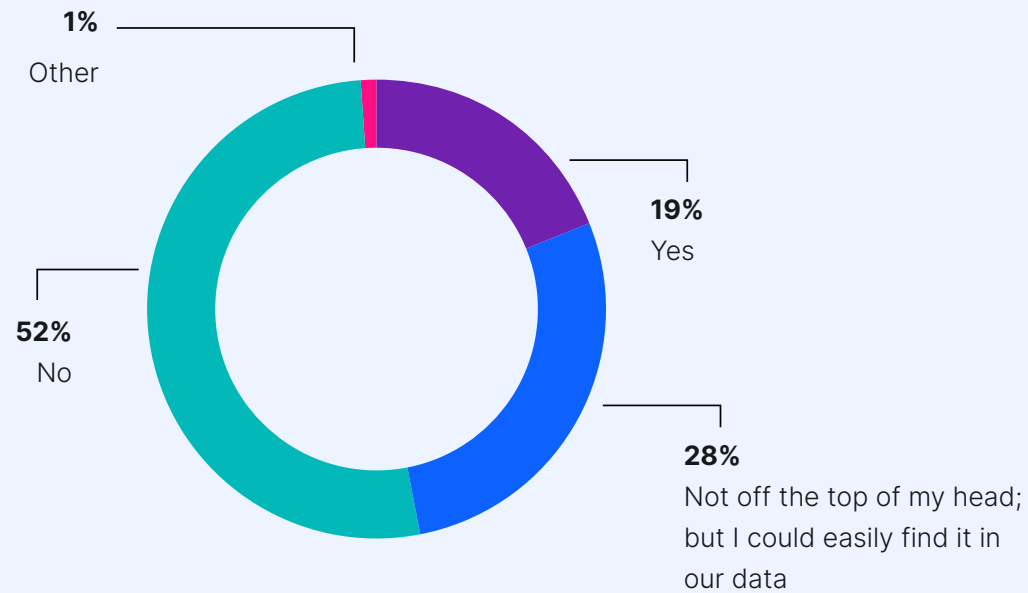**Q.** **Does your team currently use data to forecast hires, capacity plan, and plan for resource allocation?**
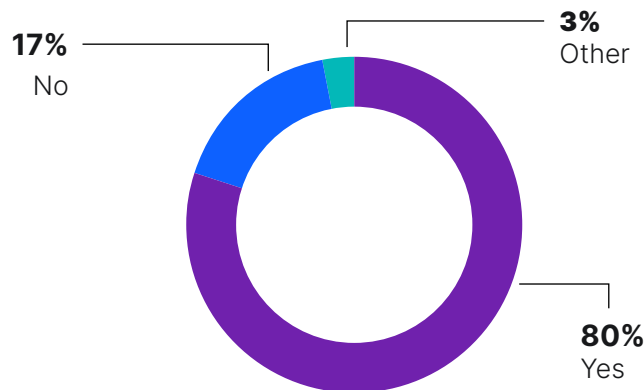
TALENT LEADERS

Q. **Does your team currently use data to forecast hires, capacity plan, and plan for resource allocation?**

17%
No

3%
Other

80%
Yes

6%
Other

25%
No

69%
Yes

* Respondents who selected "Other" added comments such as: "Somewhat, but it isn't clean data"; "We are just starting to think about this"; "Being put into place for 2022"; "We do when we are able to get the data and predictions from the business on time"; "Working on it, but it's unclear who's doing what and with what data"; and "We have initial forecasts each financial year, but since we're working agile they change."

TALENT LEADERS

Q. **Do you know what your productivity-per-resource (PPR) is?**

1%
Other

19%
Yes

28%
Not off the top of my head;
but I could easily find it in
our data

52%
No

* Respondents who selected "Other" spoke either to their limited data, or to the fact that they're
developing this metric in 2022.
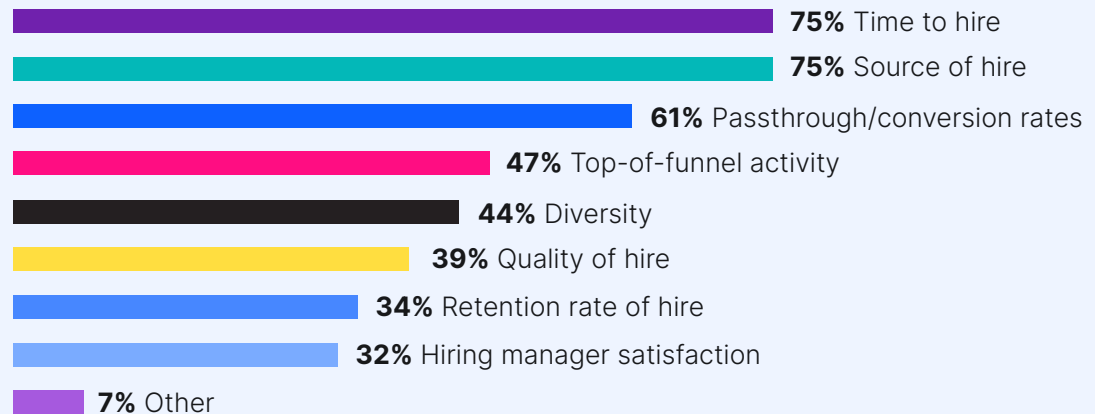
Gem

Most Important Recruiting KPIs

Regardless of company size, talent leaders say they're tracking the same top-three KPIs: time-to-hire, source-of-hire, and funnel passthrough rates. Across the board, enterprise companies are *more* likely to track each of the below KPIs than smaller organizations are; but the biggest discrepancy is in diversity: 59% of enterprise organizations track diversity through the hiring funnel, while only 44% of smaller organizations do.

We asked talent leaders in particular if they happen to know what their average time-to-hire is. Talent leaders at smaller companies are more (and less!) likely to know their average time-to-hire off the top of their heads, while talent leaders at enterprise companies are more likely to say that's a number they could easily find in their data (36% v. 24%).
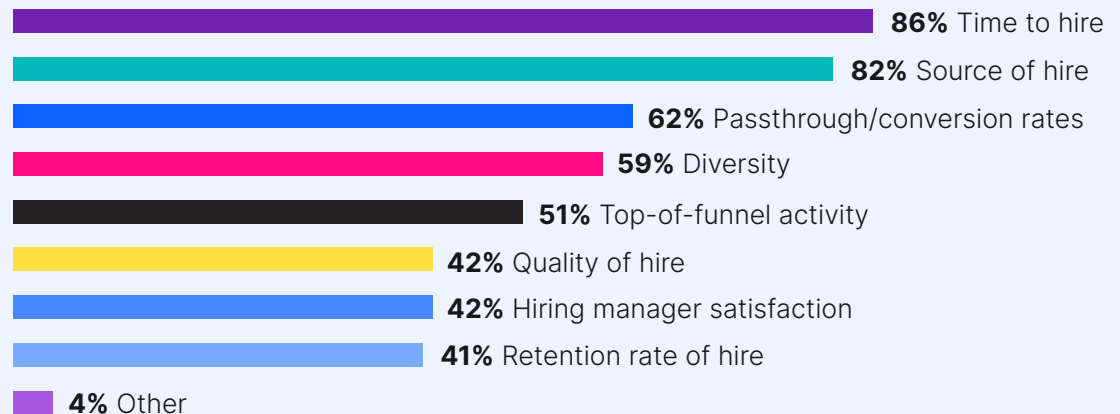
Q. **TALENT LEADERS AT SMALLER ORGS**
What recruiting KPIs do you currently track?

- **75%** Time to hire
- **75%** Source of hire
- **61%** Passthrough/conversion rates
- **47%** Top-of-funnel activity
- **44%** Diversity
- **39%** Quality of hire
- **34%** Retention rate of hire
- **32%** Hiring manager satisfaction
- **7%** Other

Q. **TALENT LEADERS AT ENTERPRISE ORGS**
What recruiting KPIs do you currently track?

- **86%** Time to hire
- **82%** Source of hire
- **62%** Passthrough/conversion rates
- **59%** Diversity
- **51%** Top-of-funnel activity
- **42%** Quality of hire
- **42%** Hiring manager satisfaction
- **41%** Retention rate of hire
- **4%** Other

* Respondents who selected "Other" included time-to-fill, rejection reasons, candidate experience, candidate engagement, offer-acceptance rates, and onboarding. Others said they were still in the process of identifying and implementing KPIs.
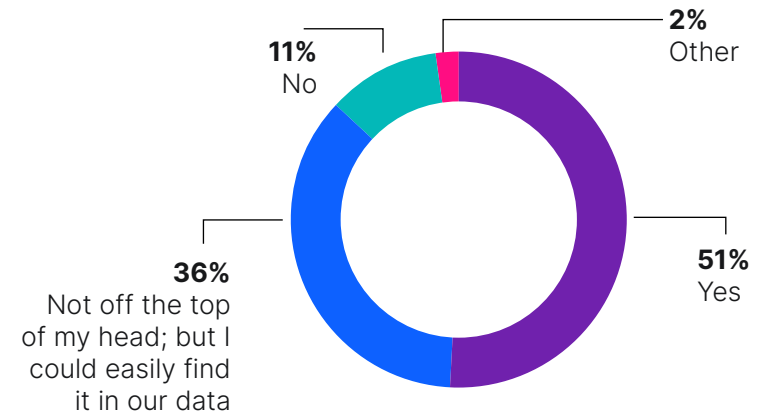
TALENT LEADERS AT SMALLER ORGS

Q. **Do you know your average time-to-hire?**

2%
Other

15%
No

24%
Not off the top
of my head; but I
could easily find
it in our data

59%
Yes
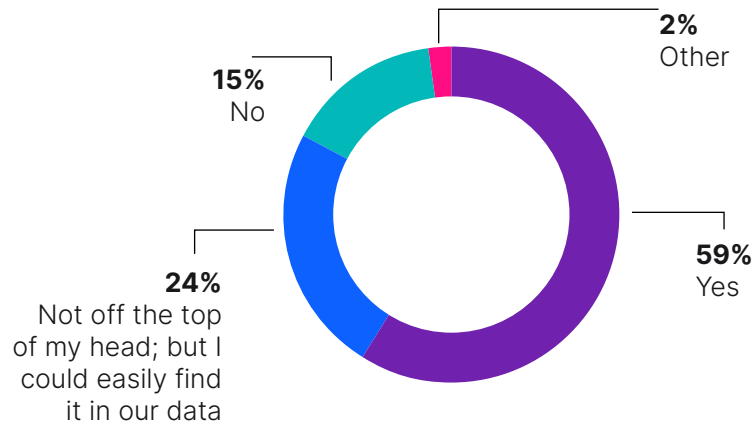
TALENT LEADERS AT ENTERPRISE ORGS

Q. **Do you know your average time-to-hire?**

11%
No

2%
Other

36%
Not off the top
of my head; but I
could easily find
it in our data

51%
Yes

* Respondents who selected "Other" spoke either to their limited data or their newness to the
  organization, or said some version of: it depends on the role, the hiring manager, and what they
  want out of the interview process.

Sharing Recruiting Data with Leadership

More than ¾ of talent leaders (77%) say they bring data to executives and leadership regularly. When asked to elaborate, many said they're still trying to figure out which data to share and to determine best practices for sharing it ("We are immature in our talent data practices," one enterprise talent leader put it). But the vast majority of respondents spoke to the importance of sharing data in partnership with the broader business:

"These metrics are essential. It becomes easy to come up with new strategies or tweaks in process when you have solid data handy."

"Without the metrics mentioned here (plus others), it would be hard for me to demonstrate to our execs/board/investors why hiring isn't happening as fast as it could be, or why we need to invest in certain resources, or whatever other critical questions need to be answered."

"Data drives decisions, and we need even more real-time data to support the business."

TALENT LEADERS

Q. **Do you bring data to your leaders or executives regularly?**

4%
N/A (I *am* the leader/exec):

3%
Other

16%
No

77%
Yes
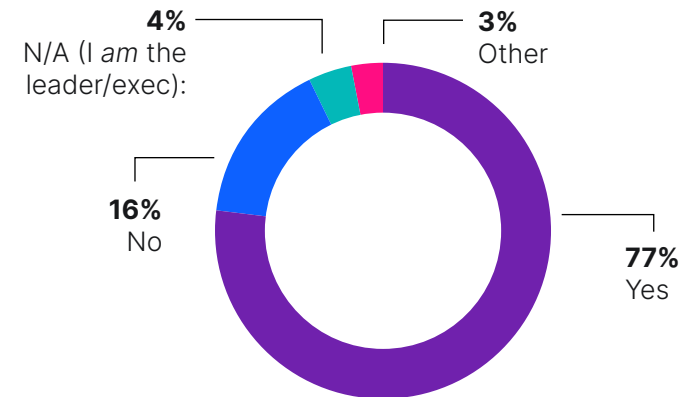
* Respondents who selected "Other" added comments such as: "Not yet but we will"; "Not at the moment but we need to"; "This is in the works"; and "We have had a lack of data in the past so pulling any of this info has been super manual. We are investing in some tools in 2022 that should make this easier for us to do."

What data talent leaders are sharing, and how often:

"We offer weekly recaps to leadership on progress-to-headcount-goal, starts per quarter, roles filled in the previous week, engineering highlights (priority reqs by program and furthest stage in pipeline), open reqs and starts per division, % of backfill roles, and ad hoc requests to drill down into data sets."

"We share offer-accept rates and 'on-time to the business' hires with our board. We keep an eye on passthrough rates individually to help us identify bottlenecks."

"We do a quarterly recruiting metrics look-back for executives in the company, along with action planning for the next quarter. We also do a recruiting snapshot at the end of every month that's presented at the company-wide all hands."

"We send a monthly report to our executives on successes and challenges, along with reports on all our KPIs. We send a more robust quarterly report to the executive team as well."

"We meet weekly to discuss open roles and talent pipeline."

"I do a weekly report to execs with recruiter activity and we regularly go through all the metrics listed above."

"I present a 30-minute recruiting update to the Executive Committee every Friday morning."

"We create dashboards weekly to present to execs about our DEI initiatives by showcasing how many DEI candidates we've interviewed across our slate."

"Hires-to-goal and passthrough rates."

"# of hires, % of internal/external, and forecasted hiring numbers."

"Time-to-hire, number of interviews, source of hires."

"We use pipeline data and response/interested rate data to provide updates and consult with hiring managers on how to pivot searches if needed."

"Weekly recruiting data for execs and quarterly KPI reviews for the team. We're moving into real-time dashboards for more ongoing reporting."

"Moving to 2022 I am looking to incorporate more data in leadership/exec presentations to give them a stronger and more accurate understanding of 1) the strength of our funnel/pipeline activity; 2) upcoming onsites; 3) how to inform decisions on time to hire."

Pain points to sharing data with execs and other stakeholders:

"Our ATS has a reporting function but it's filled with bad data, so we don't have an automated reporting system. We use disparate systems to track, which creates inconsistencies and a bit of a mess."

"Lack of forward planning (forecasts, SWP) is a major pain point at the moment. Data is regularly shared with leaders but we're still early in the maturity journey to a data driven-culture: leaders are still likely to react to noise/feel more than hard data."

"Our ATS is very limited in terms of tracking data so we are using manual tracking as well, meaning there's no source of truth and it's a challenge to pull together reliable data."

"We have had a poorly-implemented ATS and poor data practices prior to my arrival. We are now implementing a new ATS and will be tightening up all of the above in 2022."

"We've had trouble tying all of our resources together to create accurate and cohesive reporting for execs."

"We have to manually collect data from different sources because getting data out of our system is so cumbersome."

On using Gem for data and metrics:

"I use Gem data on our conversions to help HMs better understand process/pipeline/forecasting."

"We just adopted Gem and it has brought us into the future by eons."

"I utilize Gem to present which roles we have top-of-funnel health on and to show response and accept rates."

"We use dashboards in Gem frequently. I created a workload report to show our VP of Talent Strategy what each recruiter is working on and to determine where recruiters have reached capacity."

"We use Gem data to give managers an idea of where the problem areas are, and for general check-ins around how things are going."
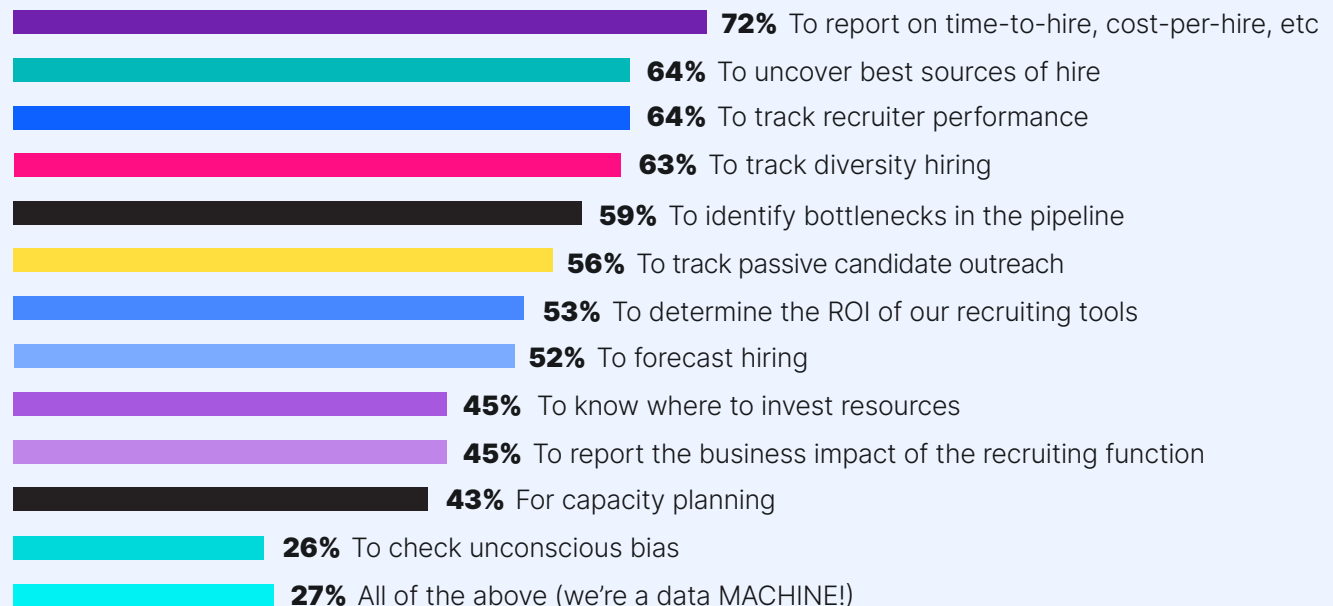
Uses for Data in 2022

Regardless of company size, talent leaders say that time-to-hire, cost-per-hire, and best source of hire are their top three uses for data in 2022. Surprisingly, talent leaders at *smaller* orgs are more likely to say they use data to track any number of recruiting metrics—from recruiter performance, to diversity hiring, to source of hire, to pipeline bottlenecks, to forecasting.

Our suggestion to talent teams at enterprise orgs? Don't rest on your brand-and-company-longevity laurels here. As one recruiter put it, "Anyone *not* doing data-driven hiring at this point is going to get smoked in this super-competitive hiring market." That includes your smaller competitors.
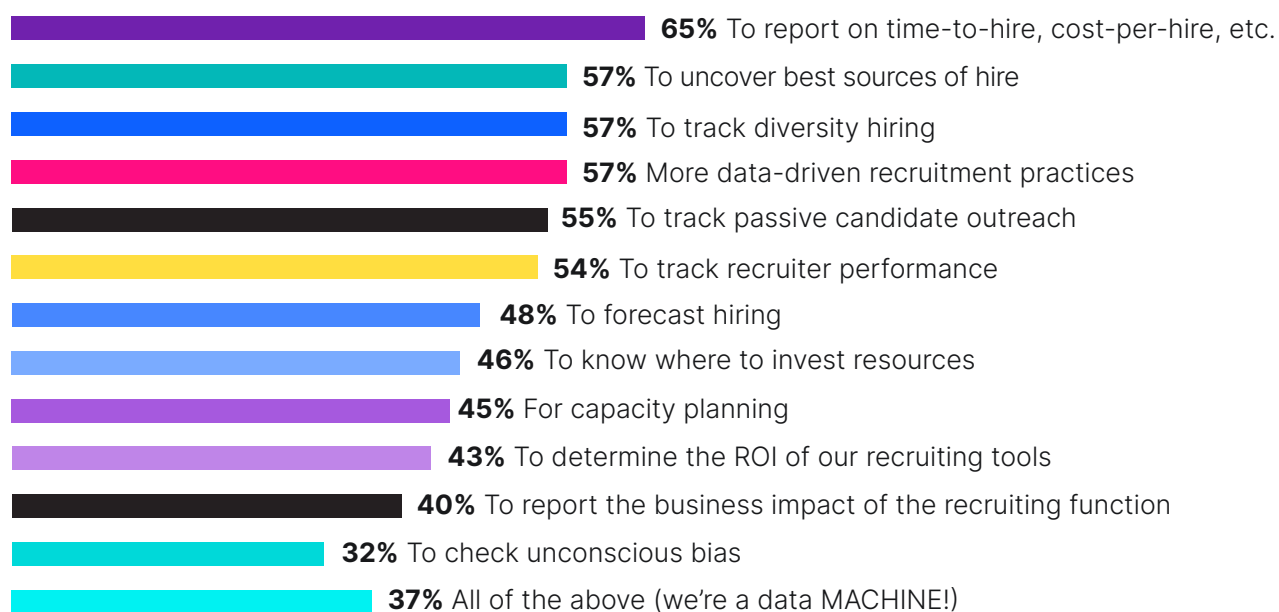
Q.

TALENT LEADERS AT SMALLER ORGS

How do you plan to use data in 2022?

72%	To report on time-to-hire, cost-per-hire, etc
64%	To uncover best sources of hire
64%	To track recruiter performance
63%	To track diversity hiring
59%	To identify bottlenecks in the pipeline
56%	To track passive candidate outreach
53%	To determine the ROI of our recruiting tools
52%	To forecast hiring
45%	To know where to invest resources
45%	To report the business impact of the recruiting function
43%	For capacity planning
26%	To check unconscious bias
27%	All of the above (we're a data MACHINE!)

TALENT LEADERS AT ENTERPRISE ORGS

Q. **How do you plan to use data in 2022?**

- **65%** To report on time-to-hire, cost-per-hire, etc.
- **57%** To uncover best sources of hire
- **57%** To track diversity hiring
- **57%** More data-driven recruitment practices
- **55%** To track passive candidate outreach
- **54%** To track recruiter performance
- **48%** To forecast hiring
- **46%** To know where to invest resources
- **45%** For capacity planning
- **43%** To determine the ROI of our recruiting tools
- **40%** To report the business impact of the recruiting function
- **32%** To check unconscious bias
- **37%** All of the above (we're a data MACHINE!)

On a scale of 1-10, how important will data be for recruiting in 2022?

8.7

Would you be willing to elaborate on the number you chose above?

"Being able to showcase PTRs, recruiter spend, cost per hire, bottlenecks, time to hire, etc. to executives is the best way for us to gain the resources we lack and consistently raise the bar for the TA org. It also gives each employee a way to benchmark against themselves and other ICs to measure their own success and growth."

"With the last two years of recruiting being completely unprecedented, there is no way to predict 2022. Data will be extremely important to show trends and better understand the future."

"It is often hard to showcase the productivity of a Talent function to those who don't understand the time and energy it takes to make a hire. Data is a window into that world and is key for getting approval to make changes and get additional resources."

"Data drives informed decisions and removes bias from decision-making. It helps identify patterns and trends which otherwise may not be surfaced, and can be particularly powerful when coupled with quantitative feedback, e.g. from candidates."

"Data drives decisions. Everything we will be doing in 2022, I will be asking 'what does the data show us?'"

"Data is the best way to share what is AND is not happening in recruiting. The more data we have, the better equipped we are to pinpoint any challenges."

"There isn't anything data can't uncover, predict, or at least help with."

"We're using it to set goals, SLAs, and expectations with cross-functional partners."

"We are building out Talent Ops and investing heavily in data to increase productivity and to better forecast."
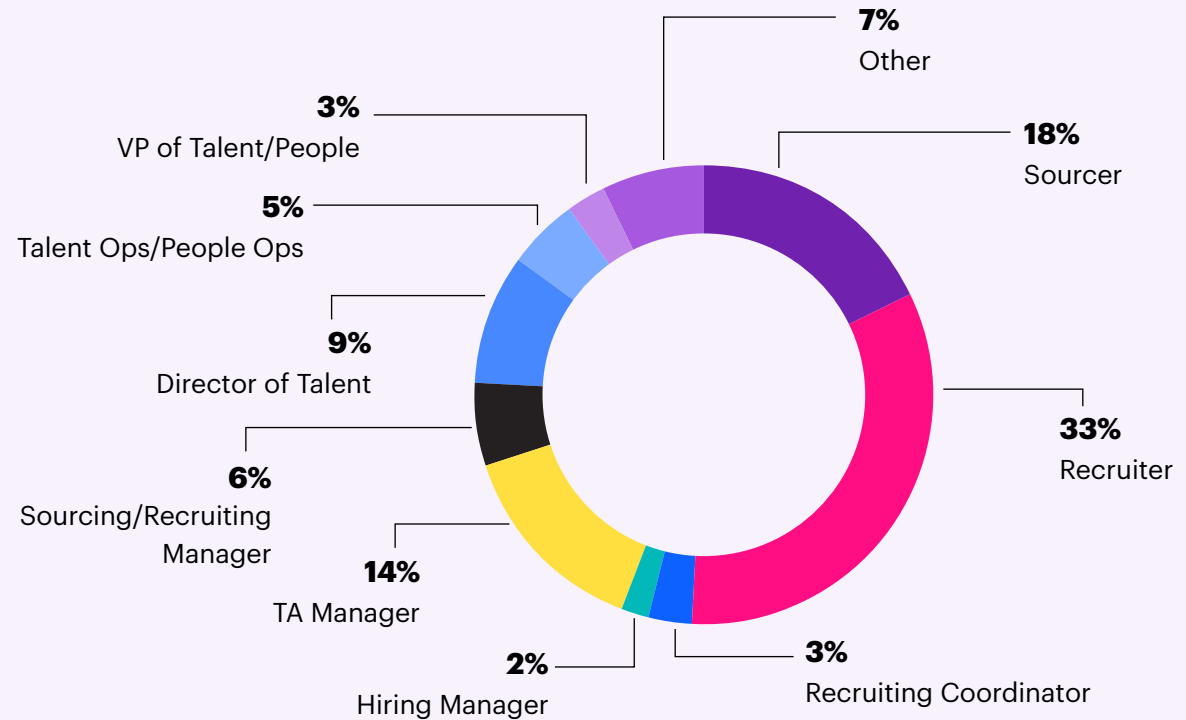
"We need data to predict the future but also to showcase how important and beneficial a well-oiled TA department can be."

"We just implemented Gem and previously had no data-driven approach. Becoming a world-class TA team by using data is key to growing our business."
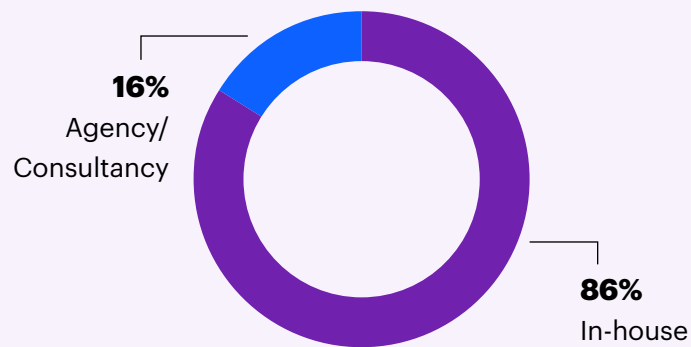
About Our Respondents
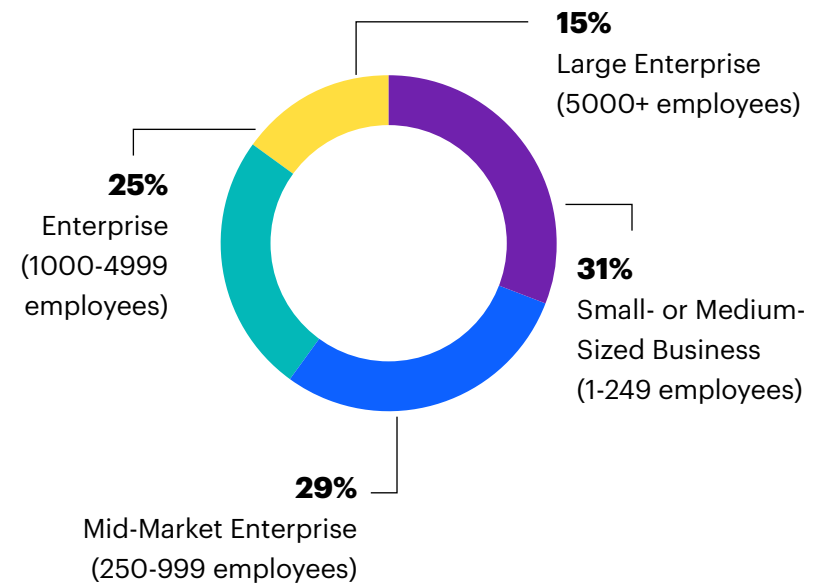
Q.

Which job title best matches your role?

- **7%** Other
- **18%** Sourcer
- **3%** VP of Talent/People
- **5%** Talent Ops/People Ops
- **9%** Director of Talent
- **6%** Sourcing/Recruiting Manager
- **14%** TA Manager
- **2%** Hiring Manager
- **33%** Recruiter
- **3%** Recruiting Coordinator

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Q. **Do you work in-house or for an agency?**

Q. **How big is your organization?**

16%
Agency/
Consultancy

86%
In-house

15%
Large Enterprise
(5000+ employees)

25%
Enterprise
(1000-4999
employees)

31%
Small- or Medium-
Sized Business
(1-249 employees)

29%
Mid-Market Enterprise
(250-999 employees)

* Respondents who chose "other" are Sourcing Team Leads, Heads of TA, TA Program
Managers, Talent Ops Managers, Recruiting Ops Leads, VPs of Ops, Directors of Talent
Intelligence, Directors of HR, HR Managers and Specialists, Recruitment Marketing
Specialists, D&I Recruiting Leads, and more.

9 Recruiting Metrics to Report to Your CEO and C-Levels

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 sales and marketing for years. And those analytics have meant invaluable results for recruitment. 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.

But with great data comes great responsibility. 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. As a talent leader, you're swimming in your data and what it represents to you. But the people you report to care about very specific elements of that story.

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.

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. And 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—there *are* some data points that should consistently be included in reports to your CEO and C-Levels. Here's what your executives are likely to want to see:

1. Talent acquisition team makeup

This is an easy metric to kick off your meeting with executives. 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 they be able to hit their targets for the next two quarters at this capacity?

2. 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 onsites 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.

3. 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.

4. 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. 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?

5. 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 tediously lengthy 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.)

6. 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.

7. 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?

8. The 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.

9. 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.

There are metrics that other business units (finance, HR) 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 like the failure rate of new hires and performance turnover, which may be a reflection of the predictive capacities of your hiring teams.
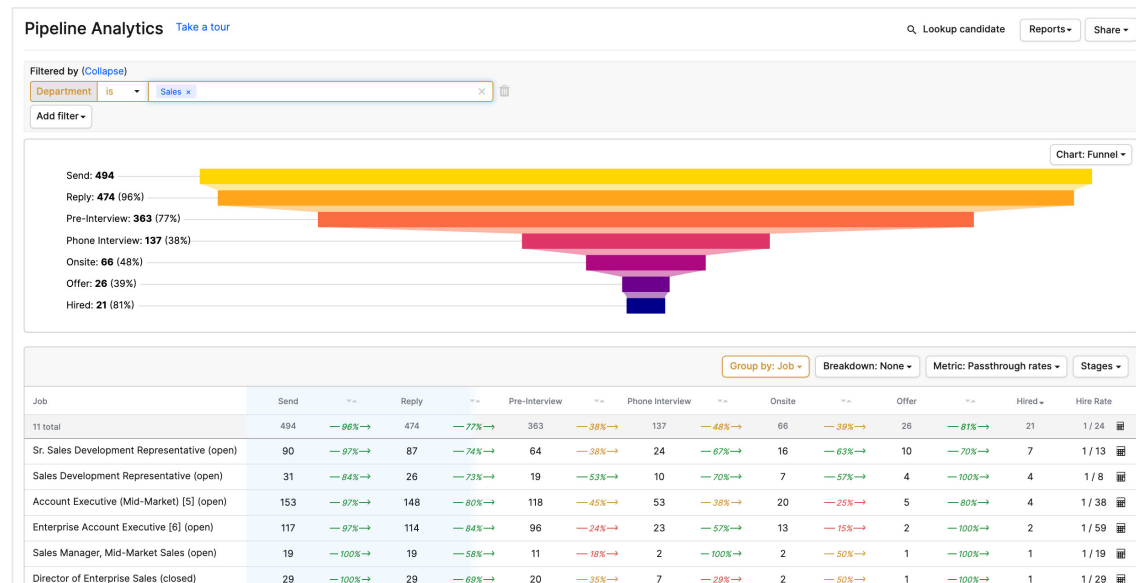
How Gem Can Help

Data-Driven Recruiting with Gem, from Outreach to Hire

For talent acquisition teams looking for insights that offer strategic recruiting guidance, Gem offers Talent Compass. Talent Compass is equipped with full-funnel visibility, hiring forecasts, performance metrics, and executive reporting that TA teams use to plan ahead and guide their recruiting strategy.

End-to-End Visibility

Tap into every dimension of the recruiting funnel. With access to all recruiting data from Gem and the ATS from one source of truth (without raising a support ticket), TA teams can track everything outreach to hire and identify key trends across the process. They can then slice and dice metrics the way their business thinks: by role, department, geo, demographics, and more. For example, recruiting teams can uncover outreach strategies that lead to more replies for specific roles and industries. They can also track how these candidates passthrough the funnel and spot any troubling dropoffs or bottlenecks.

Performance Optimization

Within the Pipeline Analytics module, recruiting managers and leaders can monitor individuals and roles to better understand how their teams are faring. Reviewing specific job breakdowns allows managers to observe pipeline risks across roles or even spot any troubling candidate bottlenecks and/or drop-offs. Within dashboards, managers can even create widgets with specific metrics for their individual recruiters (e.g., phone screen to interview ratio, offer acceptance rate, etc.), serving as a performance scorecard.

> "[Our] talent acquisition [team] has even more credibility now because they are no longer speaking anecdotally; they're speaking with data."
>
> **Candice Tang**
> Director of Talent Acquisition
>
> Unity®

Diversity Recruiting Insights

Talent Compass also offers visibility and insight into how an organization recruits diverse talent, from initial outreach to eventual hire. At the top of the funnel, teams can review the progress they are making in reaching out to diverse talent. By pinpointing specific content and strategies that drive greater engagement, teams adjust their sourcing strategy towards building diverse applicant pools. With visibility into how candidates from underrepresented groups pass-through the recruiting funnel, hiring teams can uncover any disproportionate drop-offs and adjust their process accordingly.

Forecasting & Planning

Talent Compass includes a forecasting calculator that projects not only how many hires you can expect to make, but also by when. This can be forecast at the individual job req or at an aggregate level, like department.

Passthrough rates and time-in-stage are based on historical data, but can be adjusted. This is particularly useful when teams want to understand the impact of potential process improvements. The calculator also works backwards: users can input the final number of hires they would like to make and the calculator will output the number of candidates and applicants required at each stage in order to meet final goals. This feature is particularly useful for teams looking to capacity plan in the face of ever-growing hiring goals.

Executive Reporting

TA teams often need to report and collaborate with their functional counterparts. Within Talent Compass, users can launch configurable, presentation-ready reports to visualize KPIs. With easily digestible metrics on hand, talent acquisition teams can come prepared to discuss how they are progressing and where there are opportunities to improve. Reports can be customized with built-in widgets and filters, thereby surface tailored, actionable insights.
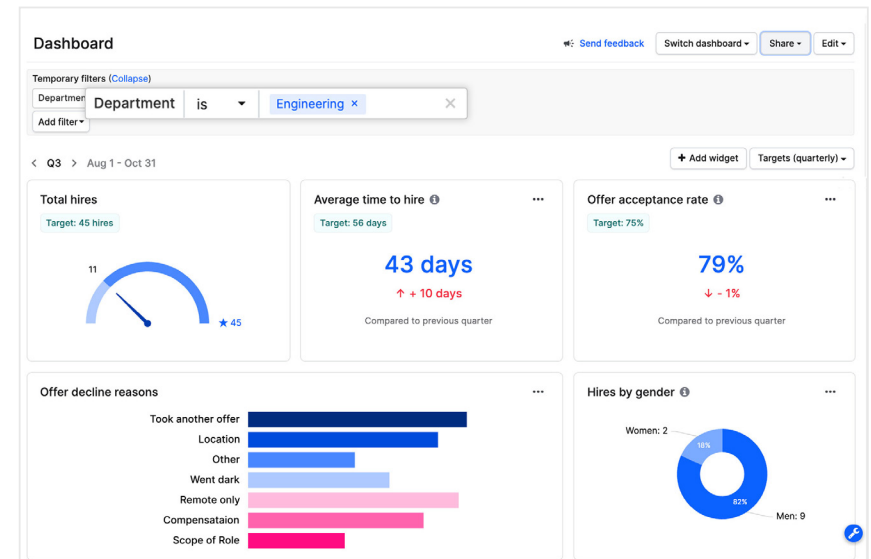
Lauren Shufran, Author

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