

Recruiting 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 isn't that TA leaders are bringing *unreliable* numbers; it's that they're bringing *irrelevant* numbers as far as executives are concerned.

Traditionally, TA teams have focused on tactical or “efficiency” metrics such as time-to-hire or cost-per-hire—metrics that simply don't matter to your executives as much as they matter to your recruiters. The more important metrics for C-levels are strategic; they're directly linked to business outcomes. Here's what your executives likely want to see:

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?

Percentage of key jobs not filled (percentage to goal)

Show the total hires you made last month alongside how many open headcount there still are, with a time-to-fill metric for those still-open roles. (Use historical data to forecast time to hire.) Especially when it comes to high-level roles, give execs a summary of where in process those roles *are*, and highlight roadblocks you're up against for that req.

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. 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 eng will have higher costs per vacancy, as will executive roles.

□ **Diversity hiring**

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?

□ **Offer accept rates and trends for declines**

Executives want to know if you're finding roles difficult to fill, and what's keeping talent from saying "yes" to your offers. Track the details of each extended offer to see where there may be 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.)

□ **Percentage of recruiting strategic goals that were met**

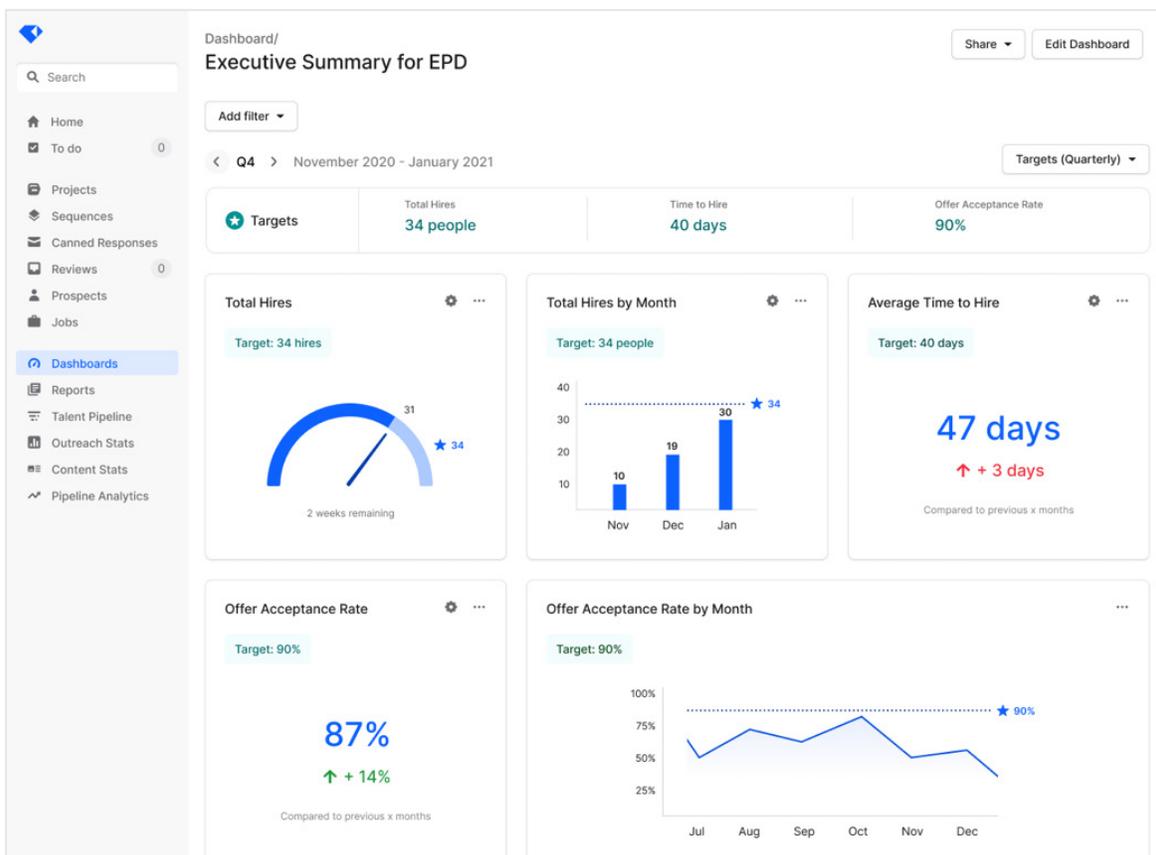
As a strategic function, talent acquisition has to prove it's met its goals. *This* data point you don't need to report regularly; but twice a year, update your C-levels on the percentage of goals that were met—or exceeded. Remind them specifically what your top 3-5 goals were. What prevented you from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

□ **The total estimated dollar impact of talent acquisition on the business**

This is a number you can work with your CFO to arrive at. 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.

Executive Dashboards

Executive Dashboards are Gem’s newest feature, built with your C-levels in mind for an at-a-glance overview of everything they need to know about where recruiting stands right now. Keep your executive suite fully engaged and involved with business-critical data such as time-to-hire, hiring channel effectiveness, hires by gender and other diversity demographics, offer acceptance rate, and rejection reasons. Executive Dashboards uplevel your talent acquisition team by offering transparency and actionable insights on hiring data to those who care most about it—intel that no longer requires headcount for a data analyst to create dashboards *for* you. Your executive team can now make informed hiring decisions—setting DEI goals, for example—and TA becomes a more valued business partner, because it’s bringing pertinent insights to the table.



To learn more about how Gem can automate your outreach, help build and diversify your talent pipeline, and offer your team data-driven insights, visit gem.com

