Gem

Mastering recruitment metrics

An in-depth guide

In recent years, recruiting analytics—along with robust reporting capabilities—have finally become available to talent acquisition teams. And those analytics have meant invaluable results for leading recruiting teams who know how to leverage them. 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—*every time*—is better, more efficient hires.

As a talent professional, your data tells the story of *how* you acquire talent, how *quickly*, and what resources and costs that process entails. But you might not always know how to access those metrics, or what to do with them once you've got them. So how can you unlock data to elevate each individual recruiter on your team, improve operational efficiency, and ultimately position the entire TA department as a strategic partner to the business?

Below, we cover how best-in-class talent acquisition teams are wielding data to:

- Transform recruiters into talent acquisition authorities
- Debug hiring funnels and improve process efficiencies
- Forecast progress and capacity plan for hiring goals
- Report all of this to their C-suite while demonstrating recruiting's decisive impact on the organization

Talent Acquisition is sitting on a wealth of data; they just don't always know how to leverage it. This guide explains how individuals and leaders from the recruiting org can unlock value from data in their funnel to elevate their recruiters, improve operational efficiency, and position TA as a strategic partner to the business.

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Transforming recruiters into talent acquisition authorities

Recruiters in less-mature talent organizations are typically positioned as order-takers at the mercy of hiring managers. But when they can bring the right data and intelligence to tell the company's hiring story, they can confidently push back when necessary, hold hiring teams accountable, earn hiring managers' trust—and become a legitimate business partner.

In order to do so, some questions recruiters should be able to answer at all times include:

- How long are candidates sitting in each stage of the funnel?

- What do passthrough rates look like between those stages?

- Where are candidates dropping out or getting stuck; and are there observable patterns in these bottlenecks (e.g. underrepresented candidates dropping out more often than their majority peers, or candidates stuck at the same stage with the same hiring manager)?

- Given historical passthrough rates and time-to-fill for similar positions, how likely are recruiters to hit their goals this quarter?

- Are there enough candidates at every stage of the funnel to ultimately fill the organization's hiring needs?

Here are the metrics and reports that will turn recruiters into trustworthy, masterful business partners, and get them a seat at the table:

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Pipeline reports

With any number of candidates across multiple roles, it can be difficult for recruiting and hiring teams to keep track of their pipelines. Juggling numerous open reqs—with no time to regularly review candidate pipelines with hiring managers—can lead to delays in follow-ups, leaving candidates with an overall negative impression and taking competing offers elsewhere. Pipeline reports by stage allow talent teams to give stakeholders a pulse on the pipeline—*without* additional effort.

With Gem, recruiters can automate sharing of the latest Talent Pipeline reports. Those reports can be customized across several filters—SLA status and recruiting stage, for example—surfacing only the candidates that matter to your audience. When recruiters and hiring managers can easily see which candidates are in a particular stage of the funnel—and how long they've been there—they can prioritize their work accordingly, based on which communications with which candidates are most urgent.

The result? No candidate falls through the cracks, and time-to-hire speeds up exponentially.

Pipeline diversity and diverse 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. So use *top*-of-funnel metrics to help you understand the pipeline your team is building—then analyze conversion rates of underrepresented talent *all the way through* to 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.)
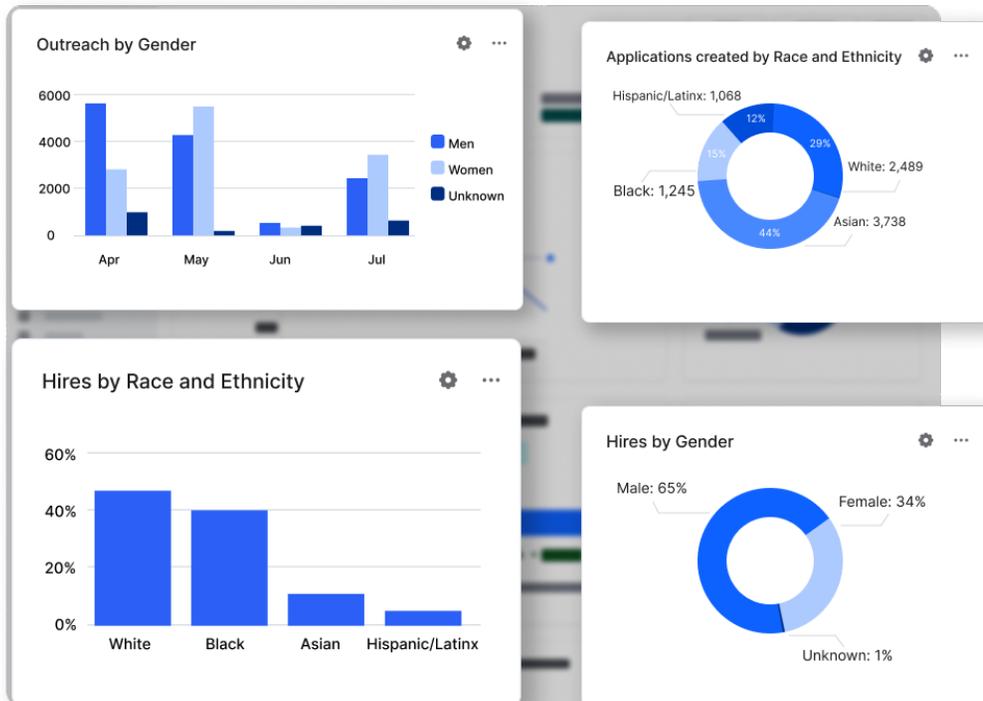
This data can not only shed light on whether teams are reaching out to a diverse talent pool. It can also:

- Reveal where systemic biases might show up—by role, department, recruiter, hiring manager, and more—as some candidate segments get stuck at certain stages of the funnel

- Detect whether email outreach is inadvertently alienating underrepresented groups, so sourcers can rethink their messaging

- Tell you if certain groups are disproportionately dropping out of the funnel at certain stages

- Forecast how many reachouts you'll need to make one underrepresented hire

- Tell you if your diversity hiring rate is on par with industry benchmarks

Regularly dig into your funnel composition from a diversity perspective. Where do sourcers/recruiters need to change their language, or their screening process, or their source channels, or their assessment strategies, in order to better diversify their pipelines?
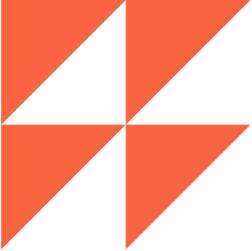
Hiring forecast and time-to-fill

One of the most important questions recruiters should be able to answer at all times is whether they're on-pace or behind to hit hiring goals (and *why*).

Ultimately, your hiring forecast ends in time-to-fill: the number of days between the approval of a job requisition and the day the offer is accepted by a candidate. 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 this metric 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 planning. Compare your hiring efficiency by benchmarking against industry averages, and internally between departments. 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.

Average time to fill	☰ 3 ⋯
48 days	
Over last 90 days	

Time to fill by department	☰ 3 ⋯
Engineering	65 days
Finance & Bizops	63 days
Customer Success	50 days
Design	46 days
Sales	38 days
Marketing	35 days
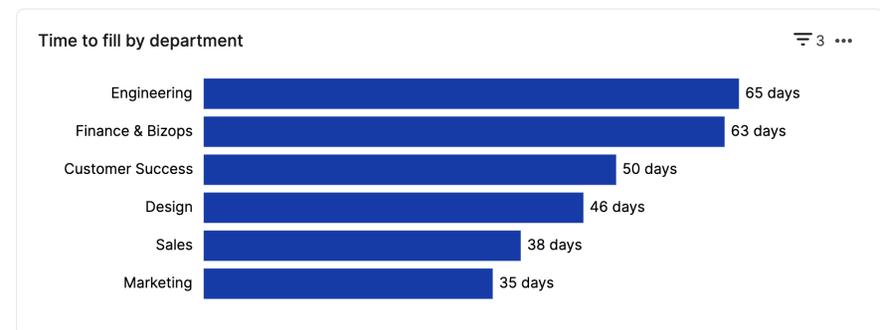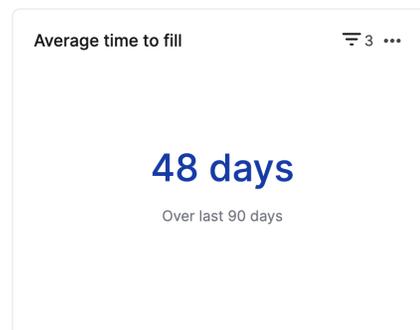
Passthrough rates—the percentage of candidates that move from one interview stage to the next—are among the more useful insights you can access when it comes to forecasting hiring. Where are candidates dropping out of process? Where are there bottlenecks in your funnel? The answers to these questions alert you to inefficiencies so you can pivot in real-time. We recommend that recruiters pull pipeline reports regularly throughout a search to uncover the pipeline story that data is telling them. (With Gem, recruiters can filter conversion rates by job, department, recruiter, hiring manager, source, gender, race/ethnicity, and more to discover nuances or best practices between funnels.)

- Low email open-to-response ratio? Look at your messaging.
- Low phone screen-to-interview ratio? Consider whether your job description matches the true needs of the open role.
- Low offer-to-accept ratio? Look at your comp package or your company culture.

… and so on.

The *average number of days* candidates sit in a given stage will also help you determine time-to-fill. This will allow you to observe and benchmark how efficiently recruiting coordinators are working to schedule next steps, as well as whether 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.)
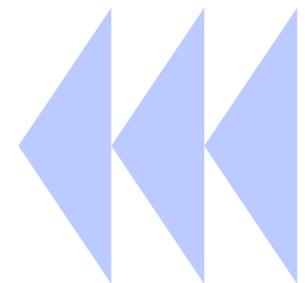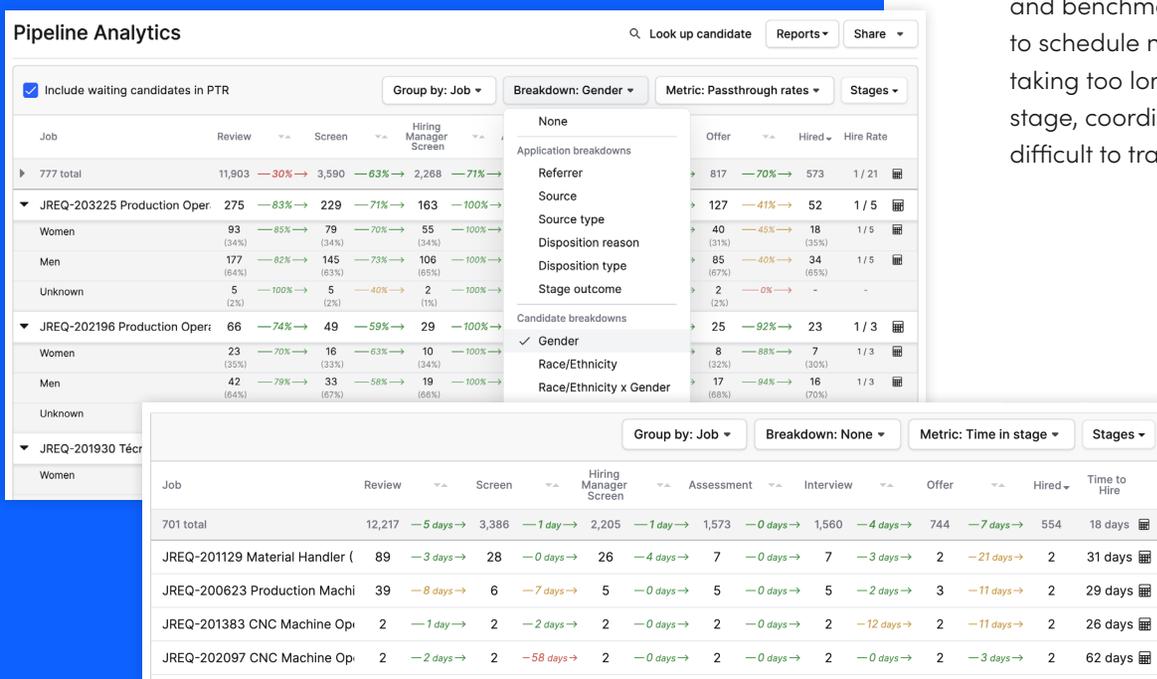
Average passthrough rate from recruiter phone screen to onsite

Passthrough rates across the funnel are critical to track, but this one is worth paying special attention to. The question it answers is: *are recruiters passing on candidates that hiring managers approve of*? A low passthrough rate from recruiter phone screen to onsite means hiring managers aren't impressed with the candidate slate they've been given. It means you either need to recalibrate with your HM around their definition of a "qualified candidate," or you need to be more selective in your screening process (because you're taking up precious interviewer time).

Is your screening process asking questions that are getting you true insights into talent's ability to take on this role? Is your hiring manager's list of qualifications too rigorous?

Gem's Pipeline Analytics lets recruiters choose which funnel stages they want to view, auto-calculating passthrough rates (like recruiter screen to onsite) between non-consecutive stages.

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 engineering hire, that yields 36 hours of engineers' time spent in interviews alone.

Once hiring 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 hiring managers may have to discuss how to make the process shorter.
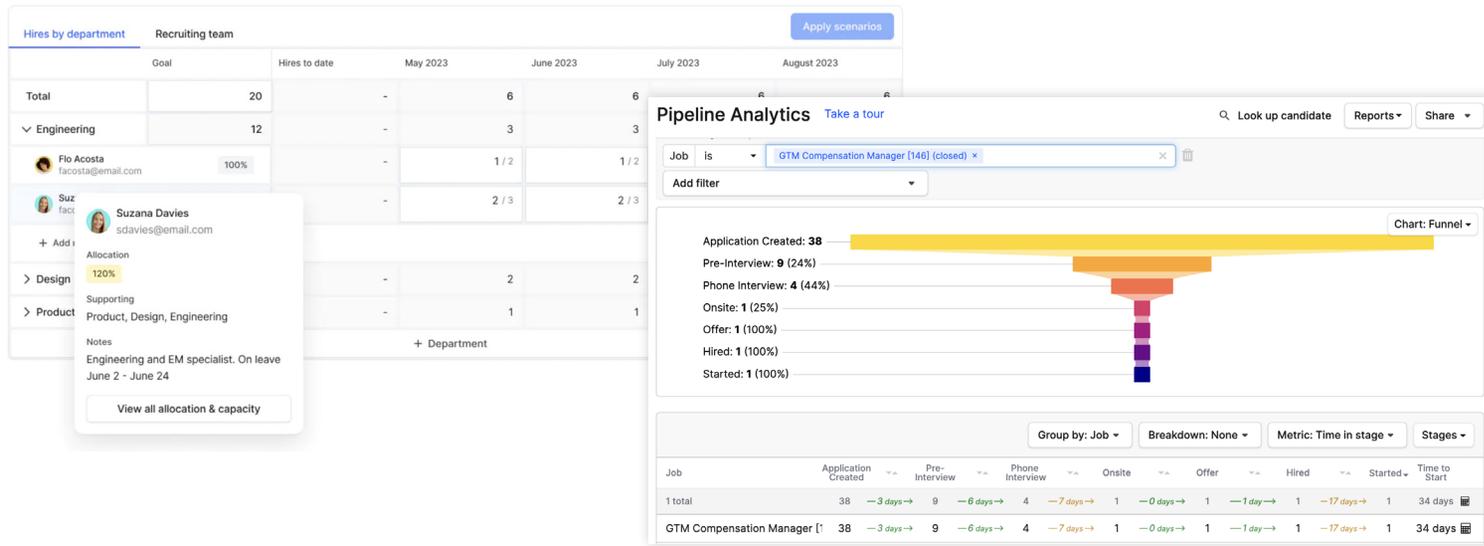
Debugging the hiring funnel and improving process efficiencies

The key to improving recruiting and hiring performance is having data on the entirety of your recruiting operations in one place (just like sales and marketing teams have done for years). You can't improve performance if you can't figure out what's working and what's not—and it's certainly more difficult to track metrics without a single source of truth for all your hiring efforts.

Here are the metrics recruiters should be tracking in order to optimize their processes, and their funnels:
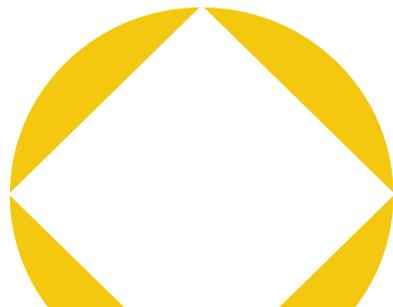
Pipeline development

Pipeline development should be perpetually top-of-mind for sourcers and recruiters. Building and nurturing relationships with prospective candidates *before roles are even open* ultimately reduces time-to-hire and cost-per-hire—after all, it cuts out the entire sourcing stage when recruiters are handed that next req. How many warm prospective candidates you have in your pipeline is an excellent indicator of how you'll track to hit the "hire-by" date when the next role opens. It's the most valuable way to optimize your very top-of-funnel.
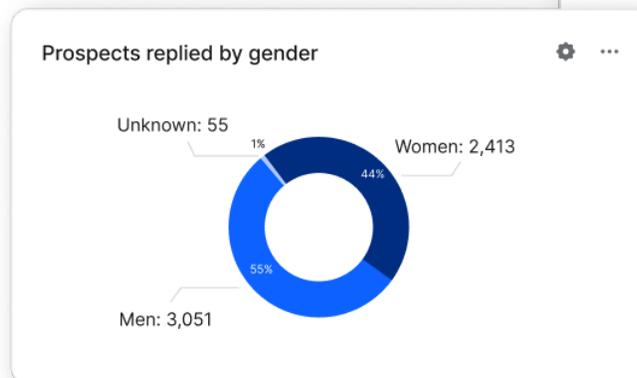
Recruitment funnel effectiveness

You may know this metric as "passthrough rates" or "conversion rates between stages" or "average number of days in stage." (We discussed passthrough rates and time-in-stage in the previous section.) Recruitment funnel effectiveness allows you to analyze the efficiency of your entire hiring funnel, giving both a bird's-eye view of your pipeline health and a granular view of each stage. We recommend recruiters pull pipeline reports regularly throughout a search to uncover the pipeline story that data is telling them.
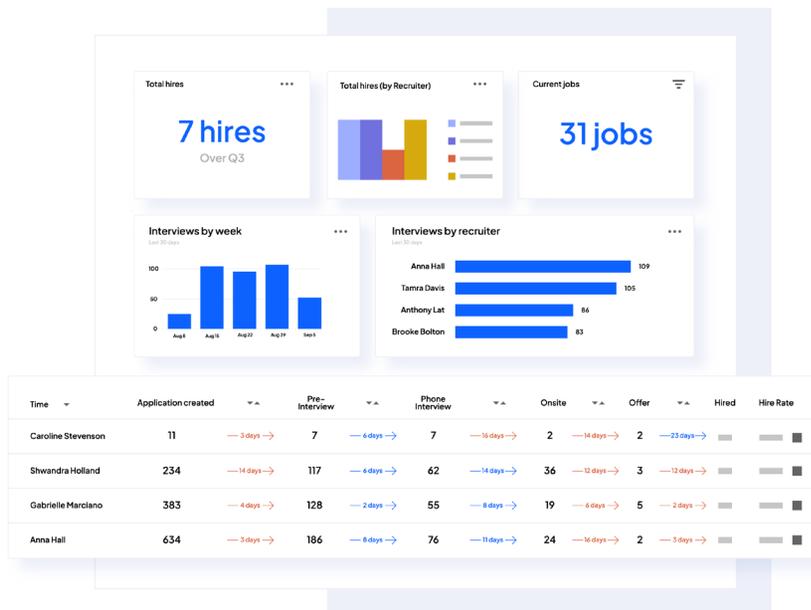
Passthrough rates—especially when segmented by job, recruiter, hiring manager, source, candidate demographics, and more—alert the hiring team to inefficiencies so they can pivot in real time. Remember that conversion rates that are too *high* can be as much of a red flag as those that are too low. If too many candidates are passing your assessment, 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.

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.
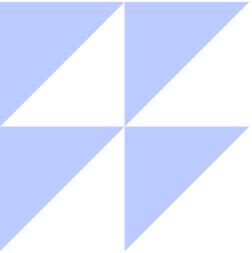
Alongside passthrough rates (which show as a percentage), *time in stage* (the average number of days candidates sit in a stage of your funnel) allows teams to observe and understand the speed with which candidates move through process. Gem's color-coding displays three different passthrough rate and time-in-stage segments, so hiring teams can drill down quickly into the stages that most need to be optimized.

If 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. Observe the stages in which momentum is being lost, and discuss next-best steps for unblocking those bottlenecks.

						Group by: Job ▾		Breakdown: None ▾		Metric: Time in stage ▾		Stages ▾
Job	Review	▾▴	Screen	▾▴	Hiring Manager Screen	▾▴	Assessment	▾▴	Interview	▾▴	Offer	▾▴	Hired ▾	Time to Hire
701 total	12,217	—5 days→	3,386	—1 day→	2,205	—1 day→	1,573	—0 days→	1,560	—4 days→	744	—7 days→	554	18 days 🗓
JREQ-201129 Material Handler (	89	—3 days→	28	—0 days→	26	—4 days→	7	—0 days→	7	—3 days→	2	—21 days→	2	31 days 🗓
JREQ-200623 Production Machi	39	—8 days→	6	—7 days→	5	—0 days→	5	—0 days→	5	—2 days→	3	—11 days→	2	29 days 🗓
JREQ-201383 CNC Machine Op	2	—1 day→	2	—2 days→	2	—0 days→	2	—0 days→	2	—12 days→	2	—11 days→	2	26 days 🗓
JREQ-202097 CNC Machine Op	2	—2 days→	2	—58 days→	2	—0 days→	2	—0 days→	2	—0 days→	2	—3 days→	2	62 days 🗓

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: 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, and so on. (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**. (Indeed, a recent survey of nearly 700 talent acquisition professionals showed that best source of hire is the *#1 data point* teams are tracking.)

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.

Forecasting progress and capacity planning for hiring goals

Recruiting often flies under Finance's radar because Finance isn't thinking about Talent Acquisition in terms of productivity or efficiency in the first place—something that, at Gem, we'd like to change. Building a strong, trusted relationship with Finance is critical to getting the resources you need to fill the reqs you've been handed. Your CFO wants to set reasonable goals, but they need your help in getting data that justifies why you need more budget or more recruiters. They want confidence that if they say "yes," you'll deliver.

And you can deliver by using the same data-driven narrative Sales and Marketing use to justify the resources they need to hit new goals. Here's the data to bring them:

Hiring forecast based on historical data / gap-to-goal

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. Of course, CFOs care deeply about business results; and they'll want to know how many open headcount there still are so they know which departments are in danger of missing goals, and so they can support you with resources to hire for those departments.

Gem's Forecasting Calculator allows teams to easily calculate how many candidates they'll need throughout the funnel to get the hires they need, based on their own historical data. This forecast helps both Recruiting and Finance better plan and allocate resources. Gem also provides an Expected Hires calculator that allows teams to see, based on their *currently* active pipeline, how many hires they can expect to yield based on historical passthrough rates. (You can edit your historical passthrough rates to see how optimizing certain parts of the funnel would revise your expected number of hires.)

The Forecasting Calculator can also be enabled in dashboards, along with a straightforward gap-to-goal number that Finance will be responsive to.
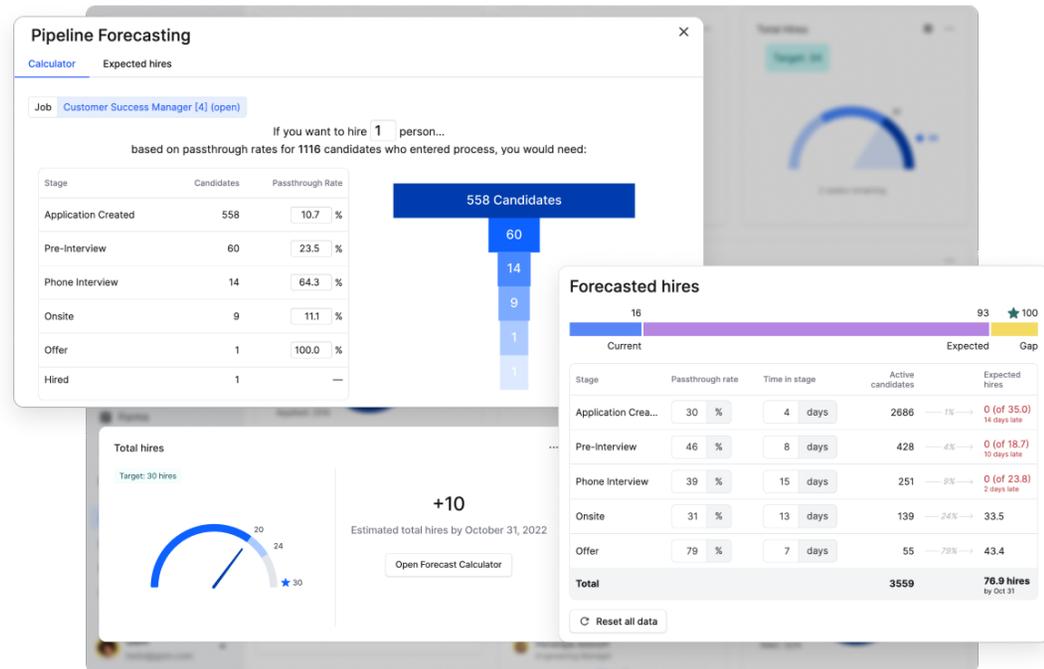
Capacity plan

If there's an ongoing, mission-critical question being asked on every TA team, it's: Are we on track to hit our hiring goals this quarter? Yet it's one thing to ask if you're *meeting* your goals; it's another to ask if you're even *equipped* to meet them. That's where capacity planning comes in.

Capacity planning is the means through which Talent Acquisition ensures it has enough resources on its team to meet the hiring needs of the business. And whether your organization is in a hiring frenzy or simply recruiting for backfills, having clarity into what your team can handle is essential to running an efficient and strategic recruiting department.

Finance has revenue in mind and requires TA to explain how it plans to deliver the headcount to hit it. Unfortunately, many TA teams struggle to bring data to the table that supports these conversations. With a capacity plan, talent teams can justify the resources they need and establish realistic hiring targets in a language that Finance can understand.

20 actual hires during this time frame

■ Hires to date   ■ Hiring goal

--- Hiring goal   — Capacity ceiling   ---- Allocated capacity

Hiring goal   Show details

28 hires

On track at ~ 5 hires/month

Capacity Gap   Show details

-2 hires

1 recruiter is **over capacity** by 2 hires.

Recruiter allocation   Show details

80%

1 recruiter has **additional capacity available**.

	Goal	Hires to date	May 2023	June 2023	July 2023	August 2023
Total	20	-	6	6	6	6
∨ Engineering	12	-	3	3	4	5
Flo Acosta facosta@email.com	100%	-	1 / 2	1 / 2	2 / 2	2 / 2
Suz fac		-	2 / 3	2 / 3	2 / 2	3 / 2
+ Add						
› Design		-	2	2	1	0
› Product		-	1	1	1	1
			+ Department			

Hires by department · Recruiting team · Apply scenarios

Suzana Davies
sdavies@email.com

Allocation
120%

Supporting
Product, Design, Engineering

Notes
Engineering and EM specialist. On leave
June 2 - June 24

View all allocation & capacity

At a high level, the formula is this: **historic passthrough rates by recruiting resource by talent vertical gives you an average output of hiring by resource.** *Without* Gem, it might be unreasonable to do output models by something as granular as role; but you can group roles into talent verticals that give you more accurate predictability: engineering, design, marketing, accounting, and so on.

With Gem's Capacity Planner, you can also scenario-plan—and level-set with Finance—for potential changes before they happen. After all, everything from a turnover to hiring a new recruiter will impact your plan. Proactive visibility into what capacity will look like when a change happens helps you anticipate where to reallocate resources.

And from a recruiter perspective, Gem can help make workload distribution more even: Capacity Planner tracks which recruiters are working on specific roles, identifies who can take on additional responsibilities, and rearranges the team to ensure equitable workload allocation.

Dollars of revenue lost due to vacancy days

Finance—and your C-suite on the whole—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. Offer ideas for how to strengthen the hiring process for these roles.

Reporting to your C-suite and demonstrating TA's impact

What executives ultimately care about are the business impacts of Recruiting: is Talent Acquisition hitting its goals; and if not, how can you solve that problem together? 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.

So come prepared to C-suite meetings to share what's working, what isn't, and where you need help. Tell a story with data by your side. Observe trends, predict trajectories, provide internal and external benchmark comparisons, quantify the impact of your metrics on revenue, and offer actionable advice for course-correcting. Even if you're bringing bad news, leadership will 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:
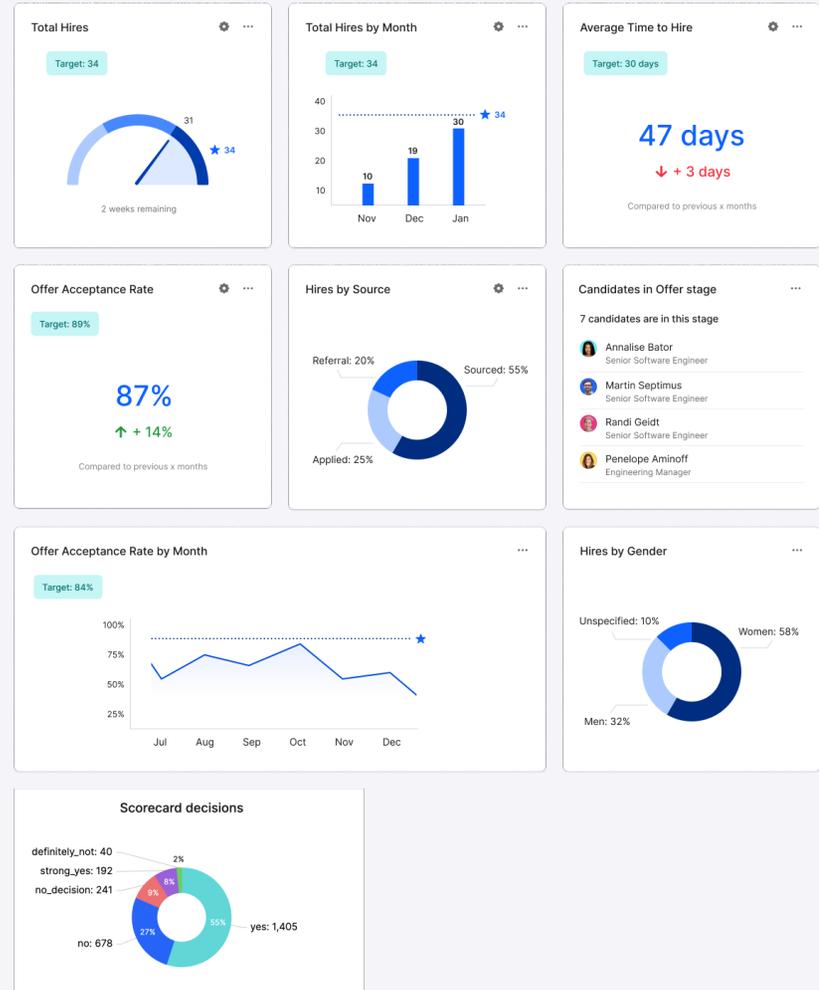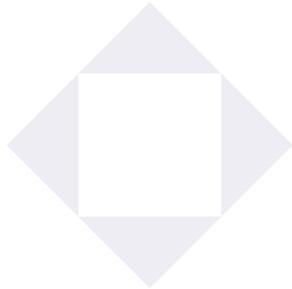
Percentage of key jobs not filled (percentage to goal)

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 has quarterly hiring targets in place; 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.

Current open jobs ≡ 3 ⋯

6 jobs

Current open jobs by department ≡ 3 ⋯

Department	
Sales	2
Engineering	1
Finance & Bizops	1
Customer Success	1
Legal	1

Forecasted Hires

| 4	8	Gap to goal: 7	★ 15
Current	Expected		Gap

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Current open roles

The number of open roles shows you precisely how much ground you have left to cover to meet your hiring goals. Looking at the number of open reqs in relation to your team's hiring capacity will allow you to forecast more accurately whether or not Recruiting will be able to meet those goals. Building this metric into your dashboard can also help with resource conversations with leadership (see the previous section)—if the number of open reqs has grown quarter-over-quarter but no new TA headcount has been brought on, you can use this data to make a case for why more resources are needed to meet your organization's hiring goals.

Consider showing leadership the current pipeline for critical and high-level roles. This will allow you to present your team's efforts to internal stakeholders and answer tactical questions like: How many candidates are currently in process? Where are the sticking points in your hiring process? How many offers has your team extended for these roles? And so on.

Current job openings ···

63 openings

Candidate count by stage ···
Today

Stage	Count
Pre-Interview	226
Phone Interview	289
Onsite	114
Offer	33
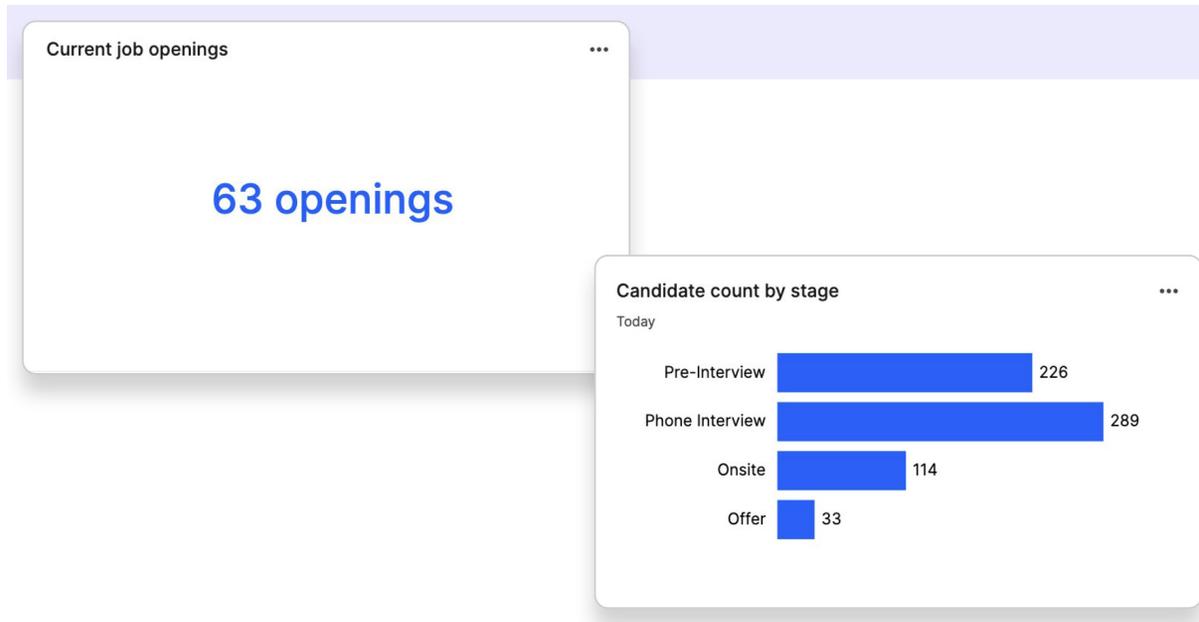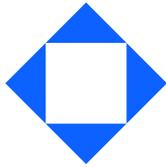
Time-to-hire

While time-to-fill is the number of days between the approval of a job requisition and when a candidate accepts an offer, time-to-*hire* takes away the pre-funnel logistics (job posting, sourcing, etc.) and asks how long it takes for one candidate to pass through your hiring funnel. Time-to-hire starts the moment a candidate is entered into your applicant tracking system (ATS) and ends when they accept an offer. This illustrates the velocity and health of your hiring process aside from all external variables that may impact time-to-fill.

Naturally, you'll want your time-to-hire to be as short as possible (for suitable candidates, of course). A faster time to hire means a smaller likelihood that a good candidate will get a competing offer before you can bring them on, and it improves candidate experience overall.

You can measure time-to-hire by average or median, but we've found that median time-to-hire provides a more accurate metric in data sets with significant outliers (i.e., if a recruiter forgot to close a req) that may skew your data one way or another.

Median time to hire

Target: 31 days

28 days

Over last 90 days
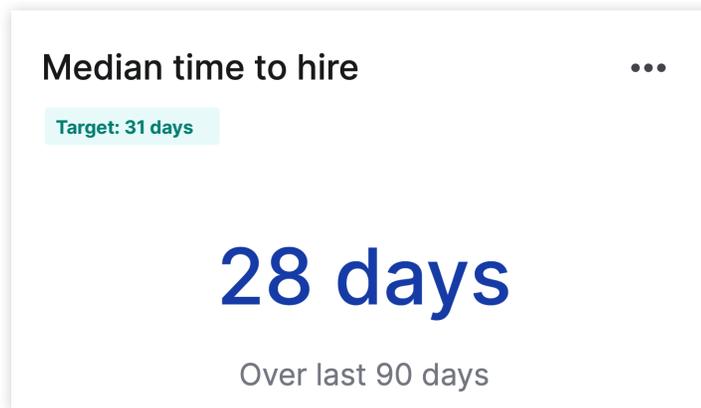
Offer-acceptance rate (percentage of offers accepted)

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. A *good* OAR, on the other hand, indicates that your TA team has brought high-quality candidates into your funnel, moved them through the process smoothly, and worked with cross-functional stakeholders to extend enticing offers to those candidates.

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.) Get granular where you can, filtering acceptance rates by things like role or department, and track them over time to see where you're improving. And remember: 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.

(P.S. In Gem, you can look at industry benchmarks for metrics like offer-acceptance rate to see how similar companies' metrics compare to yours.)

Offer acceptance rate ▽ 1 •••

Target: 75%

76%

↑ **17%** from FY 2022

◆ Median across benchmark companies: 81%

Offer acceptance rate (MoM) •••

— Actual value
···· Target
— Industry median
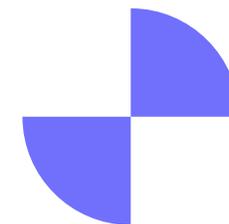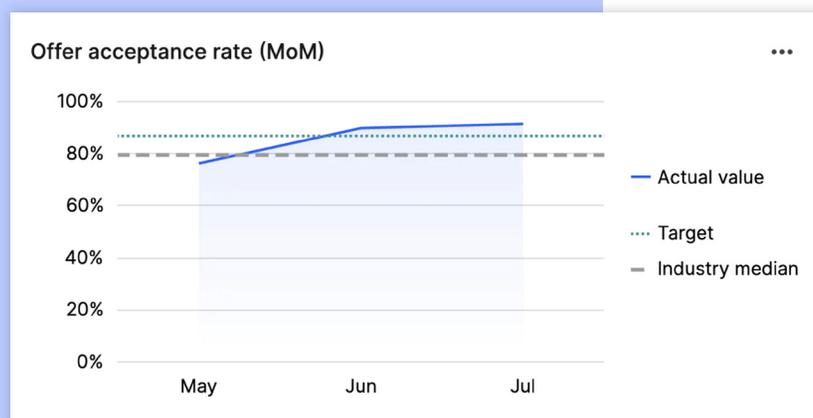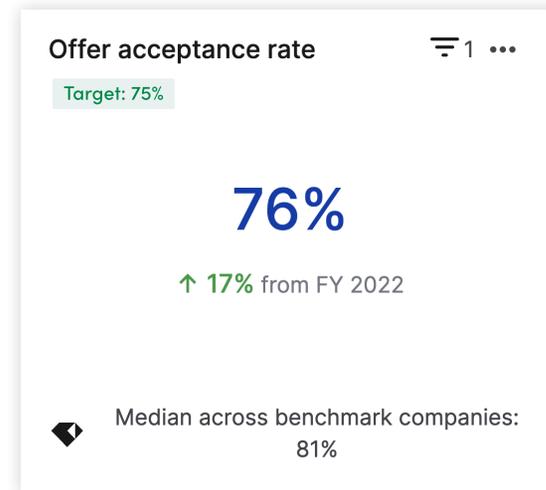
Trends for offer-declines

Rejection reasons are the other side of the OAR coin. Your team should be tracking the reasons candidates give for declining your offers, and your CEO should hear them. 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.

We don't have to tell you that hiring is a time-consuming process (and we don't have to tell you that 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?

Offer rejection reasons   •••

|	
Dropped Out: Took another offer	6
Dropped Out: Location	2
Dropped Out: Other	2
Dropped Out: Went Dark	1
Dropped Out: Remote only	1
Dropped Out: Compensation	1
Dropped Out: Scope of Role	1
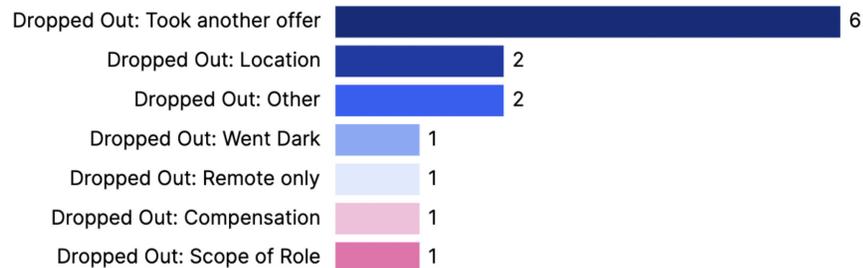
Hires by month

Looking at your hires by month allows you to see how hiring is trending at your organization and show how your company is growing over time. This metric is also incredibly valuable for showing leadership how the efforts of your TA team are paying off.
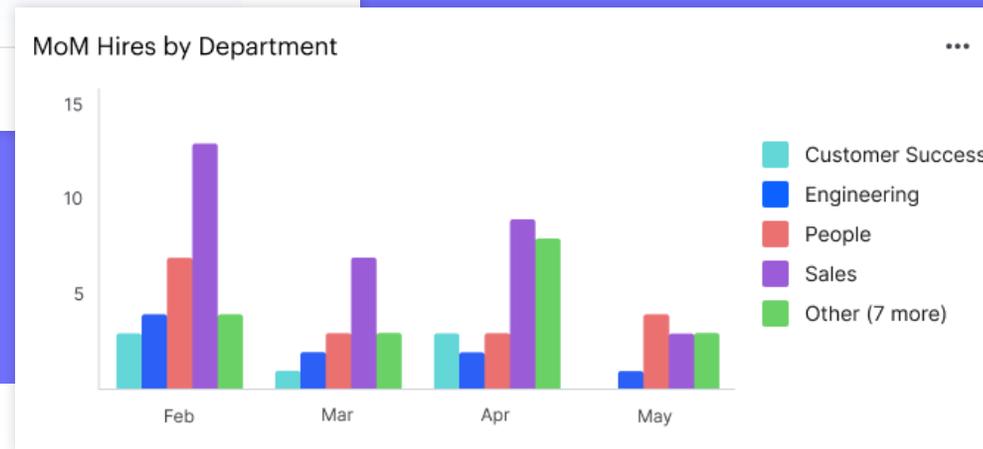

Job openings by department

Breaking down job openings by department enables you to narrow the focus of your dashboard when presenting to different departments. It also allows you to have more open discussions with leadership about whether or not certain teams will have the headcount to meet their strategic goals for the year, or where your TA team should be shifting their focus to best support the overall company vision.
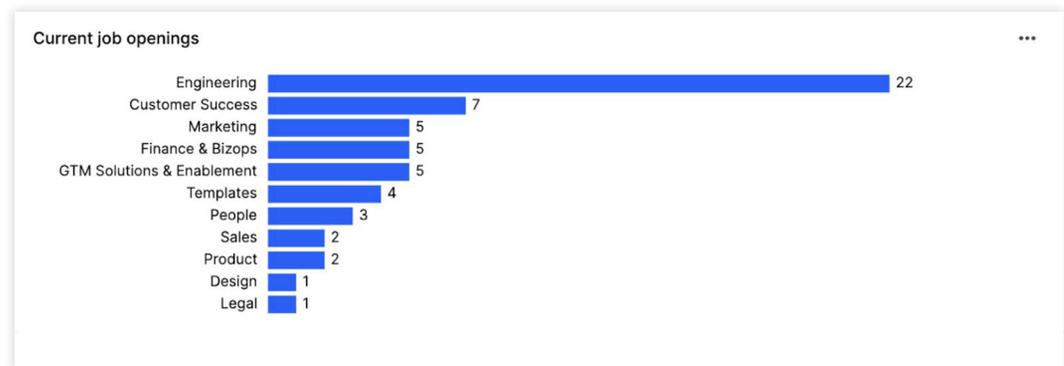
Hires by demographic

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. They recognize diversity's importance to 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.

Diversity, equity, inclusion, and belonging (DEI&B) goals most likely already are (or should be) built into your overall talent acquisition strategy from day one. But how can you tell whether your efforts are paying off? Looking at offer acceptance rate by demographics (race, gender, etc.) will indicate how well your TA org is trending towards your DEI goals, or where you may need to improve.
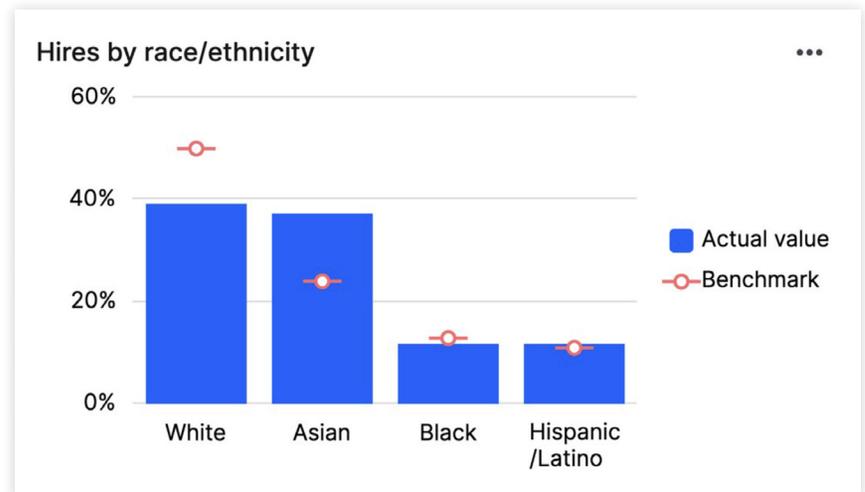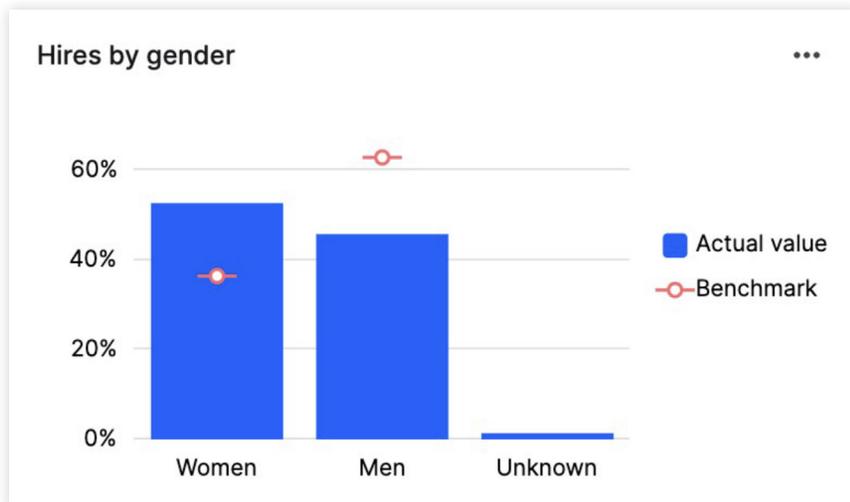
If necessary, remind your execs what your diversity strategy is, and hold yourself accountable to those numbers in every report:

- What does diversity look like at the top of the funnel?

- How will those top-of-funnel numbers impact the overall composition of your teams?

- What's the demographic makeup of the hires you made last month or last quarter?

- Can you work with your CFO to calculate the value-add of increasing diversity in critical jobs?

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, 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)
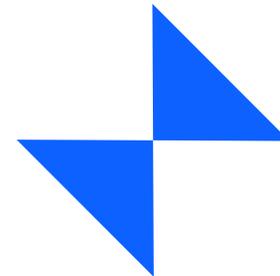
How Gem can help

**Run talent acquisition like a data-driven business**

Talent Acquisition teams are sitting on ATS data that they can't make any sense out of – to no fault of their own; ATSes just aren't built in this way. Except *without* that data, they miss out on actionable insights needed to run a strategic department.

Gem's Talent Compass equips TA teams with full-funnel visibility, hiring forecasts, capacity planning, performance metrics, and executive reporting to proactively plan and guide recruiting strategy. Gem makes sense of your ATS data so that TA can act on the right insights and become a strategic partner to the business.
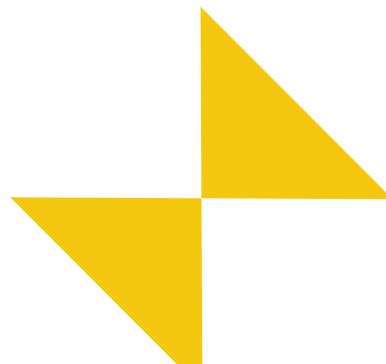
Deliver on diversity initiatives

Play a crucial role in driving diversity initiatives forward with full-funnel analytics and easy-to-use dashboards. With visibility into how historically marginalized groups pass through the recruiting funnel, hiring teams can uncover any disproportionate drop-offs and adjust their process accordingly.
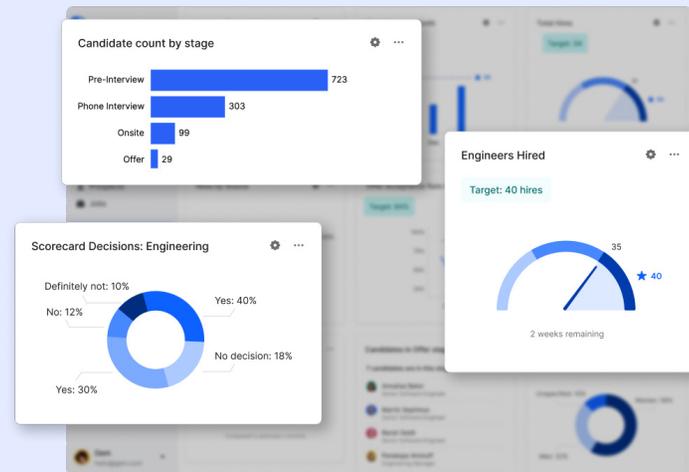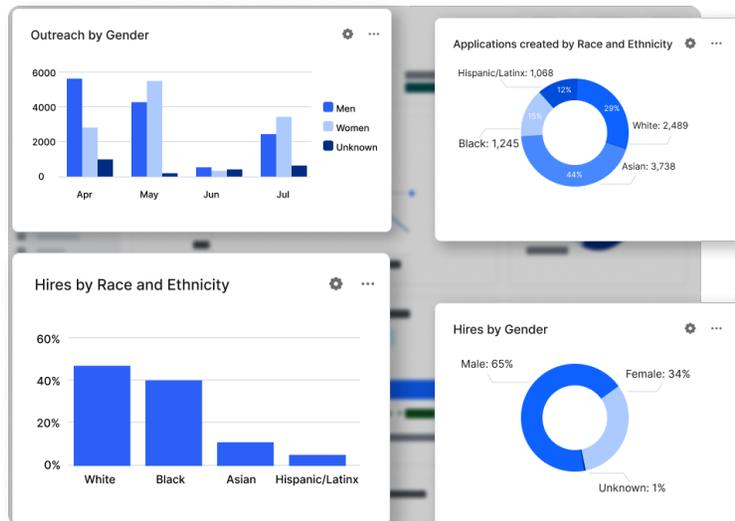

Unlock operations efficiency

TA teams can't improve what they don't measure. With Pipeline Analytics and dashboards, recruiting managers and leaders can review specific job breakdowns to observe pipeline risks across roles, or even spot any troubling candidate bottlenecks and/or drop-offs. Dashboard templates give managers and individual contributors ownership of their data and allow them to track the metrics that impact their individual or team performance.

Hit your hiring targets, every time

Plan for the unexpected, proactively. Quickly project how many hires are expected to be made based on candidate volumes (and by when), or work backward to get the number of candidates required for each stage to hit your targets with Gem's forecast calculator. Take your planning one step further, and build a capacity model in Gem using historical data and real-time ATS sync to balance recruiter workloads and track how you're pacing towards headcount.

Optimize and reduce source channel spend

Stop spending time and money on processes that slow your team down. Understand the success of sourcing investments to reduce costs and justify investments based on the channels that are driving the most ROI. Focus on high-converting outreach and workflows to reduce time-to-hire and increase efficiency.

Elevate your performance with industry benchmarks

Deliver a best-in-class TA org with benchmarking to compare metrics, report to business leaders, and set realistic goals that can improve your ability to deliver a great experience (time to hire), close candidates (offer accept rate), and recruit diverse talent (pipeline diversity ratios).
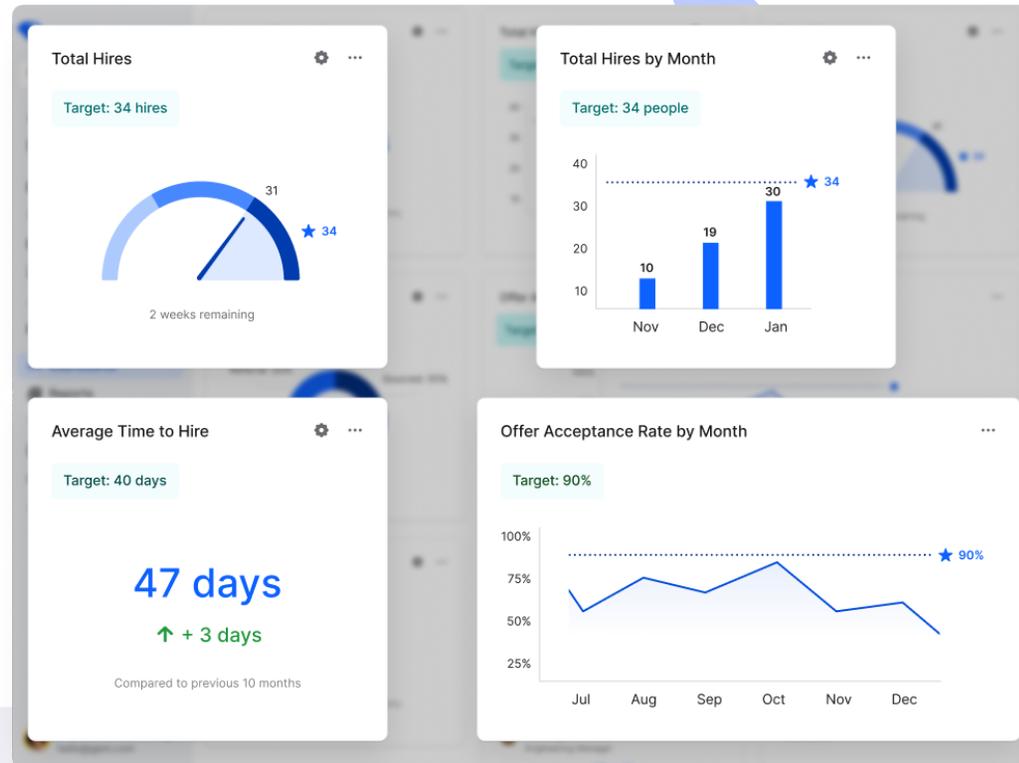
Democratize and standardize data for your entire team

Tap into every dimension of the recruiting funnel from outreach to hire and identify key trends across the process. Gem's customizable preset templates take the guesswork out of tracking and measuring the right metrics, making reporting easy for everyone on the team to own.
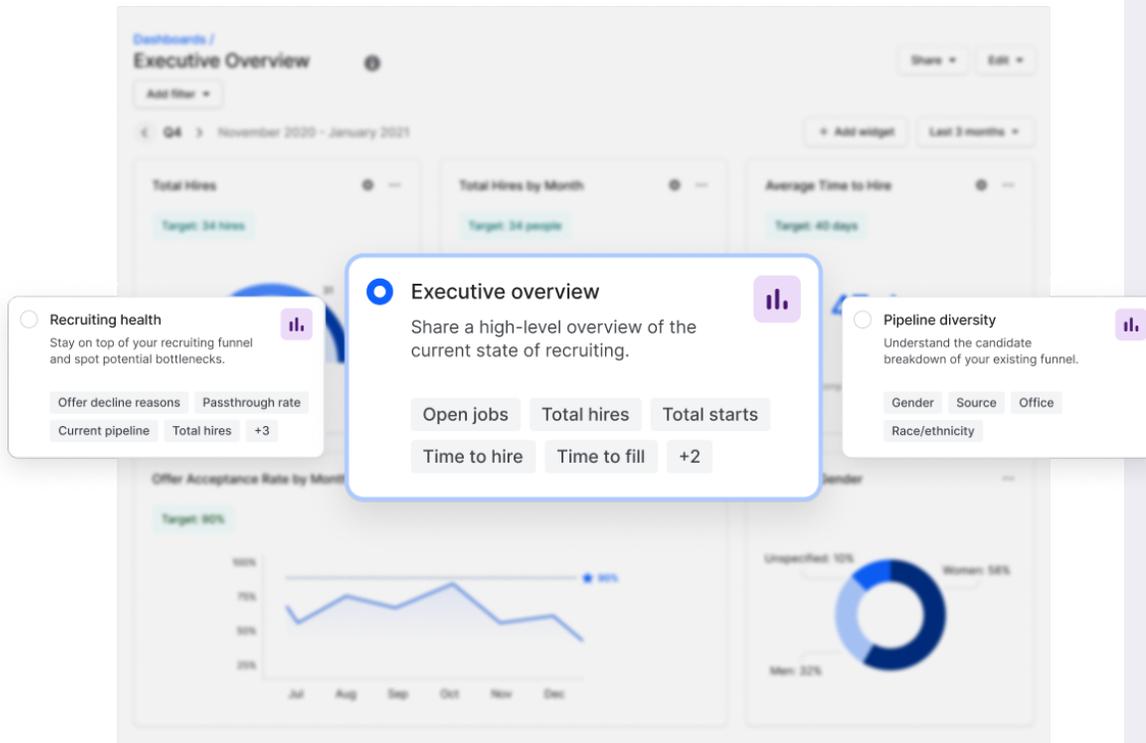
Capabilities

- Gather insight into how an organization recruits talent with out-of-the-box dashboards

- Make critical budget decisions toward agency or job board spend by uncovering the sources that convert

- Track how these candidates pass through the funnel and spot any troubling drop-offs or bottlenecks

- Capture historical trends and set custom targets for advanced forecasting and planning

Gem

Lauren Shufran, Author

Lauren is a content strategist with a penchant for 16th-century literature. When they're not trying to solve talent teams' pain points, they're on their yoga mat or hiking Mount Tam. Come at them with your favorite Shakespeare quote.

Gem's end-to-end modern recruiting solution empowers talent acquisition teams to engage their entire talent network, optimize sourcing efforts, and uncover actionable insights that guide smarter, forward looking decisions. Gem works alongside LinkedIn and other places that you source, while integrating with Gmail, Outlook, and your ATS. Find the talent you need to meet hiring targets and scale your teams with Gem.

To learn more and see a demo, visit gem.com

gem.com