The Hiring Analytics Playbook

A comprehensive guide to data-driven recruitment

recruitee

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The dawn of data-driven recruitment

Human Resources isn’t a thing we do.
It’s the thing that runs our business.
— Steve Wynn

HR and recruiting forms the foundation of a company: it’s people. This function is tasked with attracting, hiring, and retaining the teams responsible for driving a company’s success. Yet despite the importance of recruitment and HR functions, performance remains remarkably under-measured and untracked. These days everything is about data and harnessing that data to improve processes and understanding your customers better.

Why have HR and recruitment lagged behind on this trend?

Well, it’s not necessarily that they are so far removed. In fact, the lines between HR and recruitment and technology is constantly changing and teeming with new tools. Sourcing platforms, job boards, and ATS struggle to keep up with the pace of innovation in tech.

How can you incorporate AI into your sourcing? How can you best use chatbots to engage your candidates throughout the hiring process? There are answers for all of these things, however, often the solutions are still half-baked.

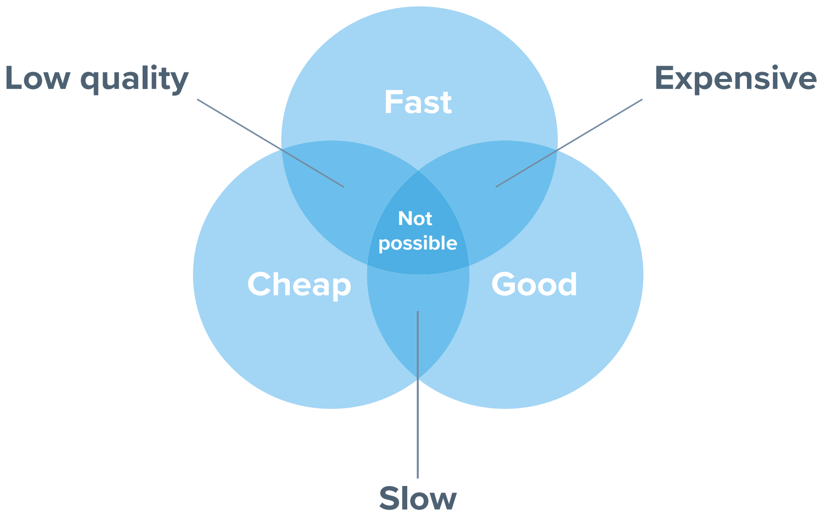
What we do know is that the foundations for innovation in HR and recruitment are easily within everyone’s grasp: hiring analytics. Continuous improvement can only be fully achieved with the help of tangible metrics and dedicated professionals. With one side of the equation present, recruitment and HR only needs the push of a data-driven approach to be able to optimize their hiring processes.

This playbook is about measuring, reporting, and optimizing your hiring process. It’s also about empowering recruiters and HR professionals to become part of an increasingly data-driven and tech-oriented professional sphere. The world of HR and recruitment is constantly changing. Those working in this space will need to be more adaptable than ever in order to achieve hiring results. The aim of this playbook is to bring successful tactics used in sales and marketing competencies to drive the success in a business’ most important feature: it’s people.

Becoming obsessed with your metrics

> *If you can't measure it, you can't improve it.*
> — Peter Drucker

You will have probably seen the good, fast, cheap triangle. The dilemma is that you can only choose two. You're forced to choose speed, quality or cost. Something that is good and cheap will not be fast. Cheap and fast, not good. Good and fast, not cheap.



This is why we have divided your most common recruitment metrics into three categories: speed, quality, and cost.

It is possible to have a recruitment process that is quality-oriented, quick, and cost-effective. But achieving this requires balance and it requires an assessment of your current situation. And this includes monitoring key metrics in your hiring.

If you're passionate about constant improvement- whether that's process, candidate experience, or employer brand- become obsessed with your metrics.

Here we'll share the most common recruitment metrics used across hiring teams.

Speed

Lack of time is often one of recruiters' and hiring managers' biggest complaints. The longer candidates spend in each stage of the recruitment process, the more time recruiters need to spend on communication, coordination and balancing workloads between multiple processes. Time is also one of the largest sources of poor candidate experience: "the hiring process took too long" or "the recruiter didn't get back to me for weeks" are often heard in candidate reviews.

Optimizing the time spent on various stages of the hiring process is a prerequisite for improving your team's efficiency and improving the candidate experience

Time to hire

Time to hire is one of the most standard measurements within the recruitment process. It's intended to give your team a good indication of how long it takes between the start of the recruitment process and when a candidate is cleared to start work.

The clock starts when one of the following applies:

A. a candidate applies to an open role;
B. a candidate is approached for a role and agrees to be considered;
C. an existing employee is recommended/applies to the role;
D. an employee referral is received.

The clock only stops when a candidate has accepted the offer and cleared any reference or background checks.

Time to hire is a fundamental hiring metric that can be used to improve the efficiency of your team. However, as a macro metric, looking at the entire process, it has limited capacity to tell you exactly which parts of your hiring process need improvement. Time to hire can also be segmented to compare time to hires of existing employees, employee referrals, candidates who applied online, and headhunted candidates. Differences can highlight any discrepancies between your team's approach to different kinds of candidates.

Time to accept

Time to accept is the measurement of how long it takes a candidate to consider your offer and formally accept the position. The clock begins when the business has approved the offer and stops only when the candidate has formally accepted the offer. For different companies, formal offer acceptance can be either verbal or written.

What should be noted about this hiring metric is that it does not include candidates who have rejected the offer. Time to accept is a great metric to use to gauge the effectiveness of your recruitment team's pre-closing techniques and control over the hiring process. It can help indicate whether you need to spend more time addressing candidate concerns regarding the position, salary, benefits or other vital details prior to the offer. Addressing candidate concerns ahead of the offer (and sometimes coming to an informal agreement) can help cut the time to accept and increase the likelihood of acceptance.

Time to start

Time to start tracks the length of time between a candidate's formal acceptance and their first workday at your company. This is measured to supplement time to hire. When looking at a lengthy or an unsatisfactory time to hire, time to start can indicate issues with candidates' notice periods rather than the speed of the recruitment process..

Time to inform

Time to inform is a good metric to use if you are looking to improve your candidate experience. It is also a more complex metric that should be divided out into **time to disqualify** and **time to approve.**

Time to inform is measured by the average length of time from completion of the most recent step in the hiring process to the informing of a candidate- whether they have been rejected or approved for the next step.

Most recent steps could include:

A. application;
B. phone screening;
C. interview;
D. assessment;
E. trial day.

Time to inform should be split by recruitment stages (first interview, second interview, reference check, etc.) to help your team optimize the candidate experience. Used generally it will indicate how fast your internal decision making is regarding candidates' progress in the hiring process and how prompt your communication is. If split into the outcome of the candidate, it can shed further light on the candidate experience.

Time to disqualify

The average **time to disqualify,** or give a candidate a negative response, is important. Short times to disqualify can indicate a poor candidate experience; no one likes being told directly after an interview that they've been unsuccessful or receive an automated rejection email only hours after applying). Similarly, long times to disqualify, especially for the stages after application, can generate a poor candidate experience; no one wants to wait a month with no news after completing an interview.

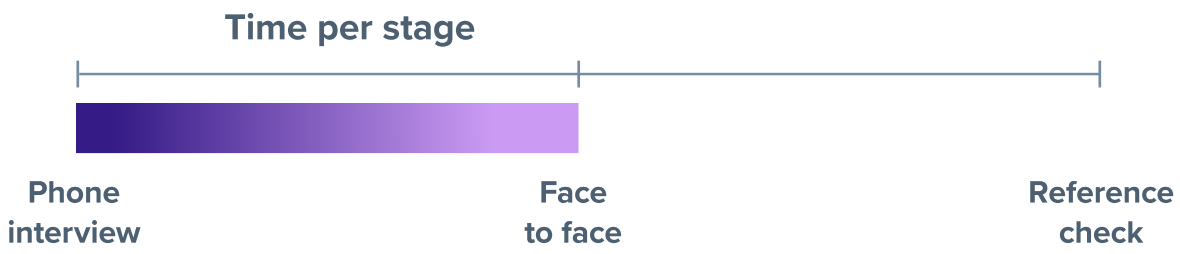
Time to disqualify is not commonly used but can be a very powerful tool in demonstrating where you may be failing to inform candidates or informing them with little sensitivity.

Time to approve

The average **time to approve** should also be monitored for times that become too long. Long times to approve at various stages of the hiring process can indicate a poor candidate experience; no candidate wants to be left wondering if they are going to come in for a second interview. Additionally, this metric may be able to indicate bottlenecks in your internal decision making process or potential risk areas where candidates may drop out as they're offered other positions or lose interest.

Time per stage

Another variation on time to inform is the tracked **time per stage.** Time per stage is calculated by counting from the date that a candidate enters or is moved to a certain stage, to the date that they are either rejected or moved to the next stage.



For example, if you would like to measure the average time spent in the first interview you would start counting from the date that the invitation is extended to the time that candidate is moved to the next stage or rejected.

Time per stage can be used to identify inefficient processes or decisionmaking stalemates at various stages of your hiring process. Furthermore, like time to inform, it can help shed light on areas where you may be losing candidates

Other time metrics

Traditionally, some companies have measured HR to business time allotment. This is an old metric that was used to gain visibility over the time spent by hiring managers and HR on the hiring process. HR's time would start when the job was registered with the HR department and would end with passing the process on to a hiring manager at the interview phase. Businesses' time allotment would begin with the interview process and end with a decision made.

This is no longer a metric that should be used, as collaborative hiring increases within organizations and lines between involvement within the hiring process are blurred. Furthermore highlighting the division between HR and the business could reinforce outdated perceptions of the relationship between HR and the rest of the business.

Quality

The quality of your candidates, onboarding, job offers and advertisement is important to monitor for sustainability.

If the quality of your hiring process is low, then your team will:

- Waste more time sourcing candidates than hiring.
- Spend more time interviewing poorly-suited candidates.
- Struggle to actively attract the right candidates to your business.

Quality metrics can help you identify areas that require optimization in order to save your recruitment team valuable time spent in the hiring process. With less time spent on unsuccessful candidates, underperforming talent acquisition channels and poor communication, your team will be freed up to connect with the talent that can drive your business.

Submission to acceptance rate

The **submission to acceptance rate** is a recruiting metric that is commonly used in agency recruitment models that could be replicated to an in-house context.

Submission to acceptance measures how many candidate profiles are presented to the hiring manager compared to how many of those profiles are found suitable for interview. A simple metric, submission to acceptance rate has the power to indicate the accuracy of the recruiter in attracting and screening the correct candidate profiles.

Submission to acceptance rate can help businesses appraise hiring manager selectivity and recruiter accuracy. Using this metric to inform dialogue between hiring managers and recruiters can help build a collaborative hiring process. Submission to acceptance rates can show the need for:

A. a more accurate job spec;
B. more advertisement budget for improved candidate profiles;
C. maximized or paired down outreach on social channels for better responses;
D. or improved job descriptions.

Source of hire

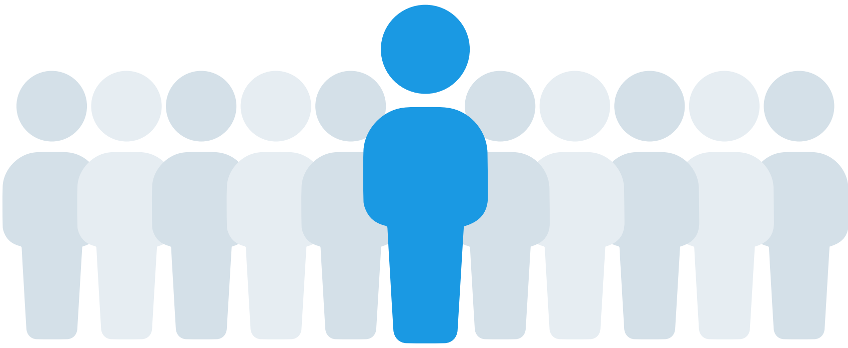
Source of hire can be a helpful data point to collect in order to begin predicting your best talent acquisition channels. Source of hire can be tracked by tagging each candidate who is submitted to your hiring process with a tag detailing the acquisition source, or where the recruiter found the profile (LinkedIn, Employee referral, Internal, Facebook, Indeed etc). By tracking this data, you can then look at successful hires and assess which acquisition channels have resulted in the best quality hires.

Applications per job

Applications per job is probably one of the most basic quality metrics used by most recruiters, however, it can be a good indicator for the quality of advertising efforts. Applications per job measure the number of applications received per individual job posting throughout the time that the position is live and advertised openly. In the case of a low number of applications per job, this metric can help teams identify issues with the job description. Poor quality job descriptions will consistently fail to attract candidates. Alternatively, a low number of applications per job could show that you may not be using the appropriate job boards or social channels to attract the necessary talent. Experimenting with either of these areas while monitoring applications per job can help you optimize your talent acquisition strategy to attract relevant talent.

Candidates per hire

Candidates per hire is a quality metric that extends across multiple roles and can lend insight into the general quality of your recruiting efforts. Candidates per hire is measured by comparing the total number of candidates that are processed across your open roles in a set period (phone screening / first stage onwards) versus the number of successful hires that were made in that same period.



By measuring candidates per hire, you can get a good sense of how many candidates your business must process in order to produce one hire. This is a metric that should be monitored and optimized. The number of candidates per hire will give you an indication of how much money is required to recruit, as each candidate represents time spent by a recruiter or an HR team member. Additionally, this metric can be segmented according to role or department to assist in pinpointing the source of the issue.

Inevitably, there will be some businesses where candidates per hire remain high due to the nature of the positions or candidate markets.

Retention

Retention rates are a great metric to indicate the quality of hires. Retention is measured in time blocks and will track the number of hires (that start work at your company) and record how many of these new starters are still working with you six months later, a year later, and so on. High retention rates suggest that the candidate attraction strategy, selection process, and onboarding is generally healthy.

Poor retention rates can indicate a number of issues including:

A. poor candidate selection;
B. insufficient onboarding;
C. unsatisfactory working conditions.

If retention rates are segmented according to the reason for the employee leaving- the employee decided to leave themselves or the company terminated the contract- they can shed better light on the issue in the hiring process. If numbers indicate that employees are terminated due to poor skills or poor cultural fit, you will be able to take action in the candidate selection process. If the candidate leaves by their own choice, your onboarding process may be lacking or the work conditions may not be suitable.

Retention rates are important to monitor and evaluate as they raise red flags as hard-earned candidates leave the company, thus revealing sunken costs within the recruitment process

Offer to acceptance

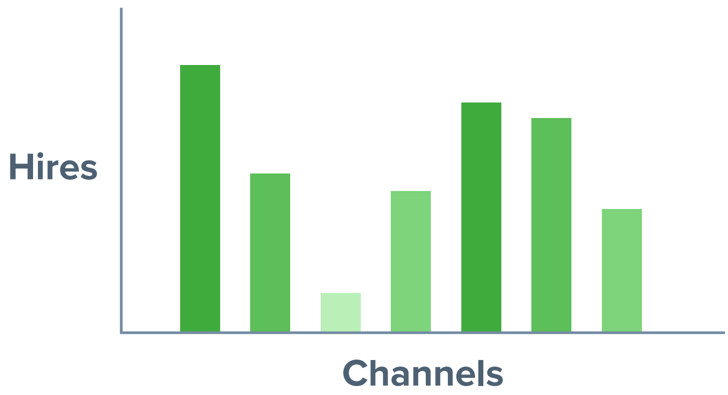
Offer to acceptance is a good quality metric to judge the quality of your hiring process and offer. It compares the number of candidates that are offered a position to the number of candidates that accept the offer. An offer can be verbal or written. Low offer to acceptance rates may reveal problems lurking in your hiring process that may have discouraged the candidate from accepting. It could also indicate poor quality offers or poorly matched candidates - salary expectations not met, role not suitable to skills or company not matched to profile. Alternatively, high offer to acceptance rates indicate a healthy recruitment process and high success rates.

Application completion

Application completion helps assess the candidate experience during the application phase. It measures the number of candidates who start the application process and either drop off or submit a full application. A high number of drop offs will result in a low application completion rate. This can help flag issues regarding the length, quality, and general experience of the application process

Hires per channel

Managers often want to know where the best hires come from in order to find their next great hire. Accurately tracking hires per channel will help reveal the sources of some of your best hires and help you assess which channels are producing the best results.



Map out your active channels that are currently generating candidate applications such as:

- internal candidates;
- employee referrals;
- careers site;
- your talent pool;
- social (divide out by platform like Xing, LinkedIn, Facebook or Instagram);
- or job boards (divide out by board like Monster, Indeed, AngelList).

As applications come in through your ATS, make sure to tag them with the source they came from. When it comes to the candidates you have successfully hired, if you have tagged all applications with the channels they originated from then you will be able to determine hires per channel. This will give you the number of successful hires from all of your active channels.

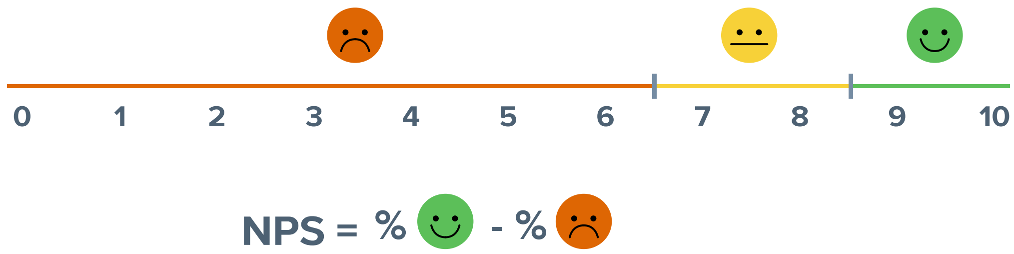
Comparing each channel will help you make more informed decisions on where you would like to invest more effort to sourcing your best quality candidates.

Contact rate

Communication is a cornerstone of the recruitment process and there are so many points where is can be measured. Contact rate can be a helpful way of monitoring the quality of candidate experience that you offer. When candidate applications come in, you can monitor how many candidates out of the total number of applicants have already been contacted at any given time. This is an important metric to monitor the quality of candidate experience, as low contact rates will unveil large number of candidates who never received responses to their applications.

Candidate experience

Until recently, the candidate experience was difficult to measure. But with the introduction of NPS (Net Promoter Scores) and questionnaires, it's now easy to capture candidate impressions of your hiring process.



When you approach candidates - both successful hires and unsuccessful candidates - make sure you ask them questions around:

1. Quality
2. Speed
3. Communication

You might adapt typical NPS questions (using a 1-10 rating) to your hiring process, like:

- How likely are you to apply again to another similarly suitable role with our company?
- How likely are you to recommend us to a friend?
- How would you rate the quality of your [phone screening, interview, assessment]?
- How would you rate the communication of our hiring team?

Approaching successful hires for feedback on the recruitment process is relatively straightforward as they work for your company. But gathering feedback from unsuccessful candidates is equally if not more important yet requires tact. Because unsuccessful candidates may be unhappy about the result of the hiring decision, make sure to leave some time between rejection and sending an NPS questionnaire.

The candidate experience is an important value to monitor and candidate NPS can be a great quality metric to shed light on the hiring experience you offer

Cost

Optimization when it comes to cost is getting the best value and quality for the least amount of money. But without the right numbers in one central (accessible) place, it is difficult to drive results.

Additionally, monitoring cost metrics will help your team assert their value in the company and Here we'll share some of the most popular cost metrics you can track.

Cost per hire

Cost per hire is a standard metric to track in order to report on the cost of recruiting new team members. However, collecting all of the necessary information can be difficult to do on a monthly basis. Traditionally, cost per hire is calculated on yearly or bi-yearly basis and adds up the following costs within that set timeframe:

- Salaries and bonuses of recruiters/HR personnel working on the requirements.
- Advertisement spend for sourcing and employer branding.
- Job board payments.
- Cost of your ATS.
- Costs of any sourcing tools used by your team.
- Candidate assessment costs (if external).
- LinkedIn premium accounts.
- Costs of an employee referral program.
- Payments for any external agency recruitment support

The total cost is then divided between the number of successful hires made that year. This will give you the cost per hire.

Applications per channel

Monitoring the quality of applications generated by each of your channels with hires per channel is important to determine which channels deserve more or less attention. But more importantly tracking the cost per application will help inform your decisions financially.

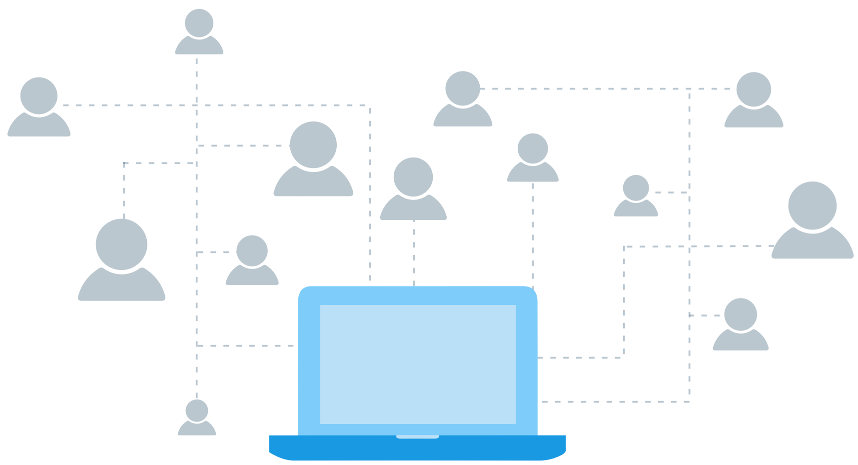
Use the same list of channels as your hires per channel metric, including:

- internal candidates;
- employee referrals;
- careers site;
- your talent pool;
- social (divide out by platform like Xing, LinkedIn, Facebook or Instagram);
- or job boards (divide out by board like Monster, Indeed, AngelList).

Application per channel only measures volume of applications per channel. However, if you know how much you are spending on advertising on that particular channel you can easily calculate the cost per application.

Talent pool growth

Sourcing qualified candidates costs time and money. Which is why building your own talent pools can be a great way of reducing those costs.



But growing a talent pool rarely happens on its own, make sure your team is sorting candidates by role, skill set or location to make the most of your talent pools. Monitor and track the talent pool growth in order to show your sourcing cost savings in the creation of an internal talent base

Social Metrics

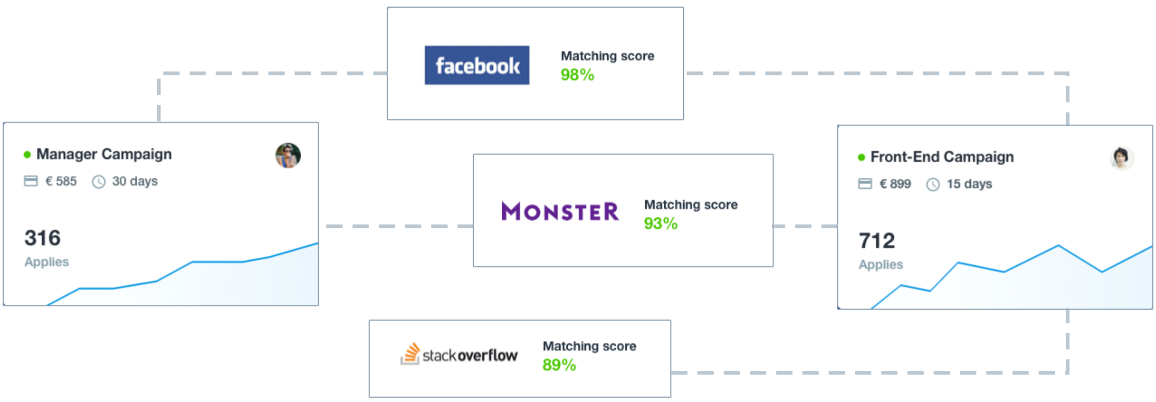
When you use your social channels well, they can be an effective and free source of candidates. Social engagement is a good indication of how well your channels are performing, success of outreach, and overall reach. Social engagement can be collected from various channels in different ways, below are the recommended metrics for the three main social channels:

- LinkedIn: social engagement and impressions.
- Facebook: post engagement and reach.
- Twitter: Tweet impressions and profile visits.

Remember to collect and compare social metrics in the same time frame (i.e. month, quarter or year). By monitoring your social metrics, you will be able to more accurately gage and optimize your potential reach to candidates, thus cutting down on paid acquisition channels.

Advertisement performance

Many recruiters are now running paid ads on major social channels to attract talent to apply for open vacancies. Additionally there may be long-term ads running on employer branding highlights in order to promote your company brand. It's important to ensure a healthy ROI on any additional recruitment expense.



Make sure you're tracking the performance of any ads you may be running so that you can build up data to compare ads against one another. Also compare how many applications were generated as a result of ads and calculate your acquisition cost- how much was spent on the advertisement divided by the number of applications that were produced by this ad.

Tracking metrics

There are countless metrics that can be tracked in your hiring process. From time to hire to retention rates, you could spend a good deal of your work week processing all the details. The key here is not to track all of these metrics, but rather select a few and focus on these.

If you're new to hiring metrics, choose metrics that you have the capacity to start measuring consistently- and perhaps even begin to impact. For those familiar with collecting data points across your hiring, consistency is key. Building more qualitative assessments into why your metrics look the way they do can take your reporting- and ultimately results- to the next level.

Driving results with reports

> *If you don’t collect any metrics, you’re flying blind. If you collect and focus on too many, they may be obstructing your field of view.*
>
> **— Scott M. Graffius**

The previous chapter is full of options when it comes to tracking metrics. The sheer volume of options can be overwhelming. Where to start?

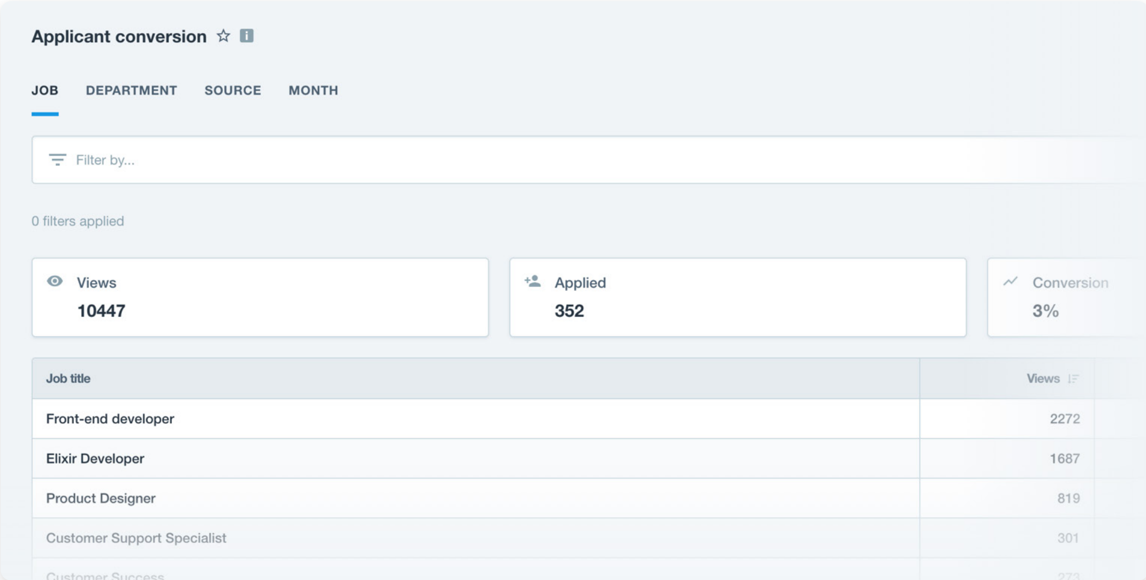
There are a couple of best practices when it comes to selecting the metrics that matter for your company and then monitoring them:

- Select metrics that you are currently able to measure. The key to getting started is first setting realistic goals. If you are unable to measure metrics like ad performance because you don’t have access to those reports quite yet, don’t make it a metric you’d like to impact immediately.
- Reporting changes (or at least should) across every business. Pick and choose those most valuable to your hiring experience.
- Once you decide on the metrics you would like to focus on impacting, it’s important to stay consistent in reporting on them.
- Set aside time every month to compile your reports and dedicate time to analyze the results. You may want to tie in core hiring stakeholders or your hiring team to help. Reporting without making qualitative assessments of the results based on what you see happening in your recruitment process will do little to drive improvements. Match the results of your reports with real experiences in hiring.
- A tool like an ATS or talent acquisition platform, like Recruitee, will facilitate your reporting by keeping all your data points in one centralized place. Reporting without the right tooling can be time consuming and manual. Streamline your reporting and ensure accuracy by setting up the right reports in your ATS.

To get you started, we’ll share a couple of our favorite reports here.

Applicant conversion

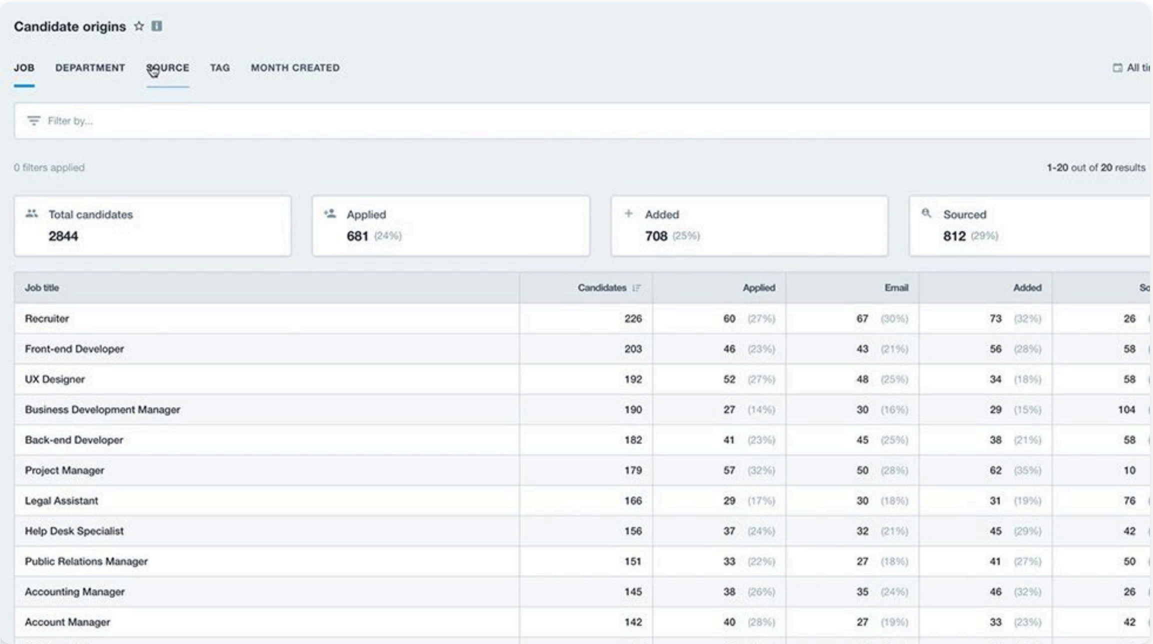
If you want to start getting granular about your hiring, applicant conversion rates is a great place to start. Conversion rates are the some of the best foundations for marketing and sales reporting- there's no reason why it can't be applied to recruitment.



Applicant conversion is a great indication of how your job descriptions and advertising is doing. It's a good litmus test for your first impressions: do you encourage viewers, visitors, and prospective candidates to apply? If you have a lot of views of your position, but few applying you may either have a problem with the job description (including offering) or the channels on which you're advertising. Additionally, by breaking down your applicant conversion by open roles and comparing results, you can see the difference between positions, skillsets or departments.

Candidate origins

One of our favorite reports here at Recruitee is the candidate origins report. This report gives you a break down by job of which channels your applications are coming from. It's a quick and easy overview that has the power to reveal your best performing channels.



Candidate origins

JOB DEPARTMENT SOURCE TAG MONTH CREATED

Filter by...

0 filters applied

1-20 out of 20 results

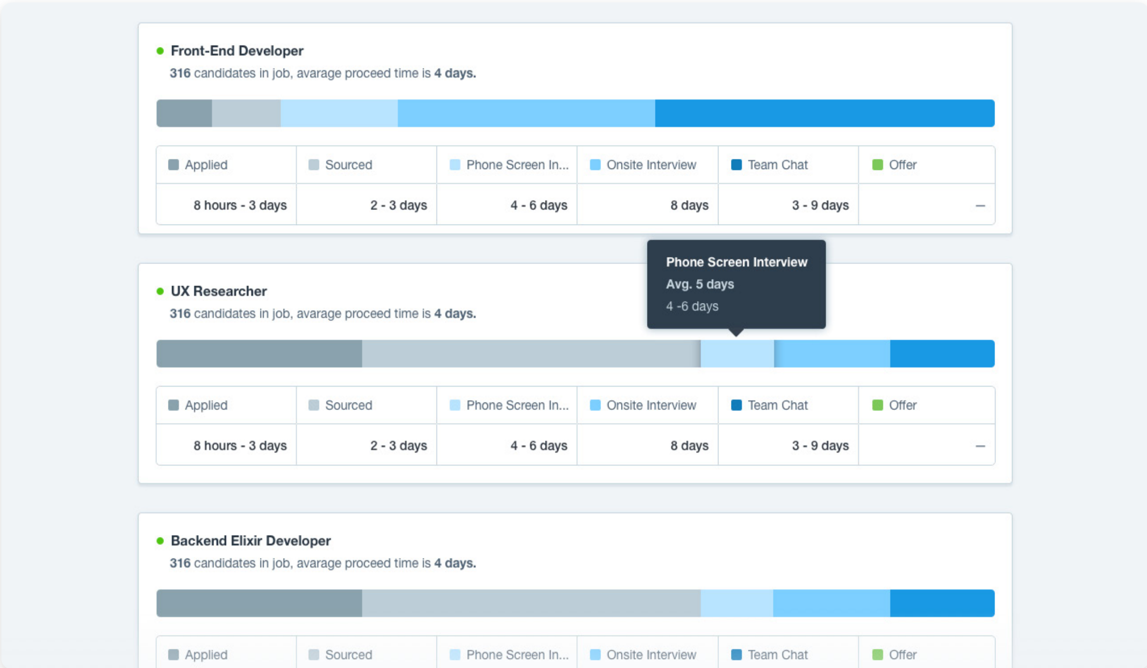
Total candidates 2844 | Applied 681 (24%) | Added 708 (25%) | Sourced 812 (29%)

Job title	Candidates	Applied	Email	Added	So
Recruiter	226	60 (27%)	67 (30%)	73 (32%)	26
Front-end Developer	203	46 (23%)	43 (21%)	56 (28%)	58
UX Designer	192	52 (27%)	48 (25%)	34 (18%)	58
Business Development Manager	190	27 (14%)	30 (16%)	29 (15%)	104
Back-end Developer	182	41 (23%)	45 (25%)	38 (21%)	58
Project Manager	179	57 (32%)	50 (28%)	62 (35%)	10
Legal Assistant	166	29 (17%)	30 (18%)	31 (19%)	76
Help Desk Specialist	156	37 (24%)	32 (21%)	45 (29%)	42
Public Relations Manager	151	33 (22%)	27 (18%)	41 (27%)	50
Accounting Manager	145	38 (26%)	35 (24%)	46 (32%)	26
Account Manager	142	40 (28%)	27 (19%)	33 (23%)	42

Candidate origins can help shape your future job advertisement efforts. Use previous reports for similar roles as a reference point to help you determine where your money is best spent for advertising. These reports may mean you double down on some channels and abandon others that are not performing well.

Pipeline speed

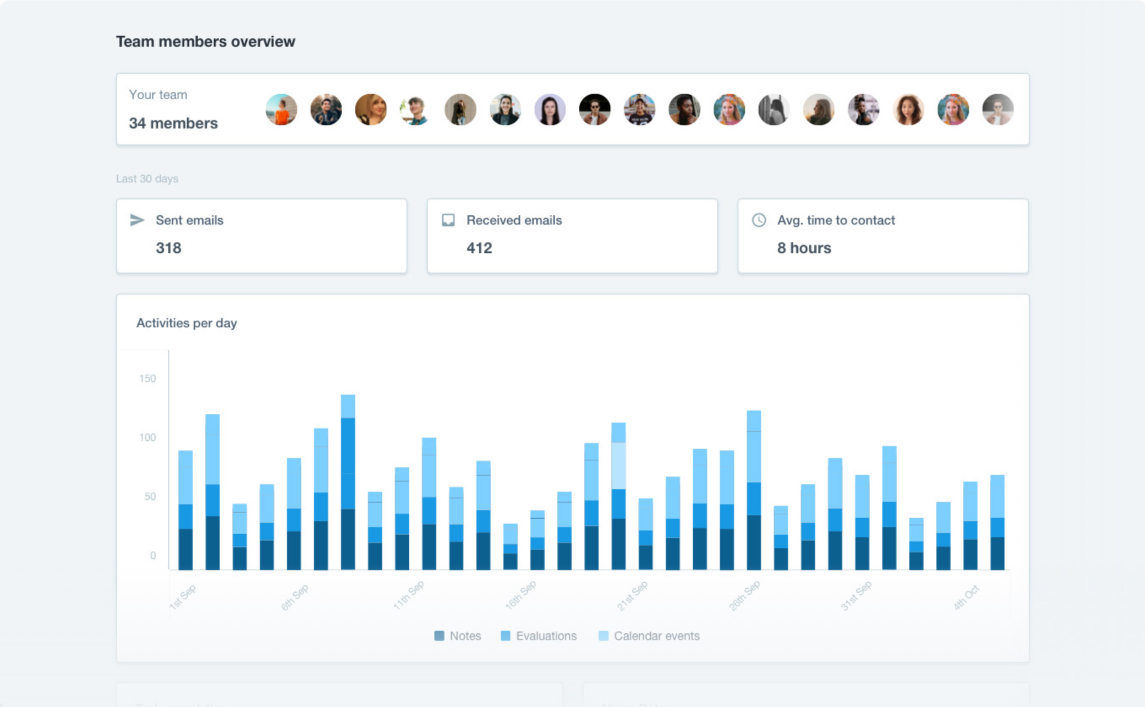
The pipeline speed report is a good overview to use if you're looking for weak points in your hiring process. This particular report will show you (per job) how long candidates sit in each stage of the process (prescreening, interview, assessment) on average.



Consistently checking this report can help you identify gaps and weak points in your hiring process. You'll have a clear overview of the stages in your process that take the longest and therefore may pose a risk towards candidate retention. Or you might be able to identify the stages that are negatively impacting your time to hire the most.

Team activity overview

If you're managing a big or small team, team activity overview is a helpful report to have on hand to bring to team meetings. With so many open positions it can be tough to stay on top of progress and who has been doing what. This report will show you your team's activity breakdown, average time to contact candidates, and email activity. Team activity reports can help you stay on top of your progress and celebrate your successes.



Making sense of the data

It’s a huge competitive advantage to see in real time what’s happening with your data.

— Hilary Mason

Tracking data and generating reports might give you some nice insights, but knowing how to turn these insights into improvements is where you actually gain value from your hiring data.

Data-driven recruitment is all about knowing what to track, how to track it, and what to do with all of the insights. Recruitment data can help you find new opportunities to make your recruitment more effective, efficient, and cost-effective.

What does the data tell you?

Understanding the data you track is key when you’re looking to optimize your recruitment. The first step is to see what you’re tracking and make sense of the numbers you have.

Since every department within the company is unique, it is important to keep in mind that analyzing your data by department/team might be more useful than looking at the company as a whole. This does mean that you will have to set your KPIs by team as well.

So how does it work? First, you have to assess the current situation per department in your company. The main reports to look at are:

- **Applicant conversion:** The applicant conversion report tells you everything you need to know about your careers page. How many people visit your career page? How many of them actually click on your job openings? How many of them convert into applicants?
- **Pipeline speed:** Pipeline speed is an extensive report that contains the most important metrics in recruitment; the time to hire, time at each stage of the recruitment process etc. These metrics help you to get a great overview of the bottlenecks in your hiring process and how long it takes per job and per department to hire someone.
- **Team member overview:** This report is all about collaborative hiring. Here you can see what you and your team members have been up to when it comes to hiring.

Giving meaning to each of these metrics can be quite challenging. What does it mean if your applicant conversion is 0.74%? Is that good or bad? What are the average conversion rates in general? These are all questions that you might ask yourself when looking at all the data you've tracked.

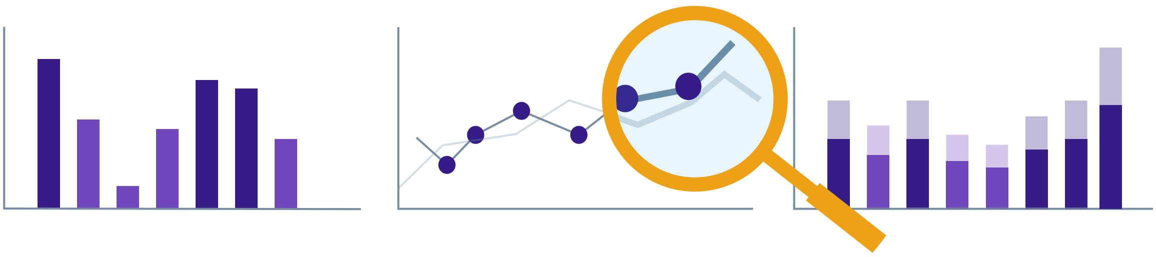
There are no universally applicable benchmarks for these metrics. Every company, industry, and job type is completely different and even the economic situation of the country you are based in has an impact on these numbers.

To get a general idea of the statistics of other companies within your industry, you can have a look at organizations like DH Hiring Indicators. While looking at the numbers of your competitors can give you a general idea of how you are doing, keep in mind that they do not provide you with solid benchmarks.

Your best benchmark will be yourself. This means that you should produce the same reports consistently. Note the differences. Set KPIs based on business and recruitment goals.

The human factor in recruitment: hard data vs soft data

While the numbers give you a lot of value, they do not explain why some things are the way they are.



Let's say, for a specific department, you keep track of the time that it takes for applicants to go from phone screening to first interview one stage to another and the average time happens to be 30 working days (which is a lot by the way). While this data gives you a decent insight into your recruitment process, it does not tell you why it takes 30 working days on average for applicants to move from one stage to the other.

[1] http://dhihiringindicators.com/

The why is often referred to as soft data. Soft data is needed to explain the what or the hard data. In order to understand your hard data and find ways to improve it, you will need to collect some soft data to find ways to improve your recruitment processes. Soft data can be collected by conducting interviews, handing out questionnaires or doing field observations.

So let's go back to the scenario where you just found out that on average it takes 30 working days for your IT department to move a candidate from one stage in the process to another. Both you and the head of the department agree that 30 working days is just unacceptable as it plays a big role in the fact that the time-to-hire is over 150 working days. Knowing why it takes 30 days for your candidates to move further down the line is key to optimizing it.

Map out your recruitment processes and speak to those responsible for hiring- you'll be able to get a clear understanding as to why it takes so long to fill the vacancies. It could be that the department hasn't automated their recruitment emails and the person responsible for recruitment only does the emailing on Fridays. This could lead to long waiting times for the candidates in the process. With this in mind, you will see the hard data in a completely different way. Instead of it being a pain it now becomes an optimizable metric.

Soft data brings back the human factor in your recruitment reports. Instead of just looking at cold, hard numbers, soft data helps you to keep the human aspect of recruitment in mind. After all, recruitment and HR, in general, is all about people.

Collaborative hiring

Hiring is a team sport and such be treated as such. That's why tracking the effort of your team members is crucial for effective and efficient recruitment. Some common metrics to track with regard to collaborative hiring are:

- Emails sent per team member
- Candidates followed per team member
- Tasks completed

With these metrics, you can assess the contributions of each individual team member and see whether hiring is actually being done by the entire team rather than just a few individuals taking responsibility for all the hiring tasks.

These metrics are important to ensure that all of your team members are on board. More engagement in the process creates an environment where everybody feels a sense of responsibility for acquiring new team members. After all, shared ownership of the recruitment process and streamlined cooperation will help you improve and optimize your hiring as a team.

Getting started with data-driven recruitment

By now you should have a decent understanding on the core concepts in recruitment data. So, let's start putting these learnings into practice.

Start by going through your talent acquisition platform or ATS to see what data you're tracking and what other data you can track. Once you know what metrics you are able to track, you can easily think about what parts of your recruitment you want to optimize. Also, getting your team on board in your hiring processes is important. So make sure to track the hiring activities of the team as well.

The human factor is extremely influential in recruitment. Hard data alone won't do the job when it comes to understanding your hiring trends. Knowing the why is also important. To fully optimize your recruitment you will need to go beyond the numbers and find out why certain numbers are the way they are. This is usually done by asking questions to those people involved in each step of the process. This could be your recruiters but also your candidates.

In the next section, we'll cover the last missing part of embracing a data-driven approach to recruiting: choosing the right tool.

Data-driven hiring with Recruitee

> *I think you can have a ridiculously enormous and complex data set, but if you have the right tools and methodology then it's not a problem.*
>
> — Aaron Koblin

In order to properly measure your hiring results, you need a basic understanding of which data points are meaningful to your business, the commitment in your team to regularly report and assess, and the right tools to facilitate this process. So far we have covered the first two elements of embracing a data-driven approach to recruiting.

Selecting the right toolset for your hiring is critical for your success. While you can collect this information manually- potentially using spreadsheets- there are a few dangers in managing your data this way, such as:

- Time wasted through manual data input.
- Human errors.
- Creation of recruitment data silos[2].

Ultimately, your time is better spent connecting with candidates and determining cultural fit, rather than calculating performance of your recruiting.

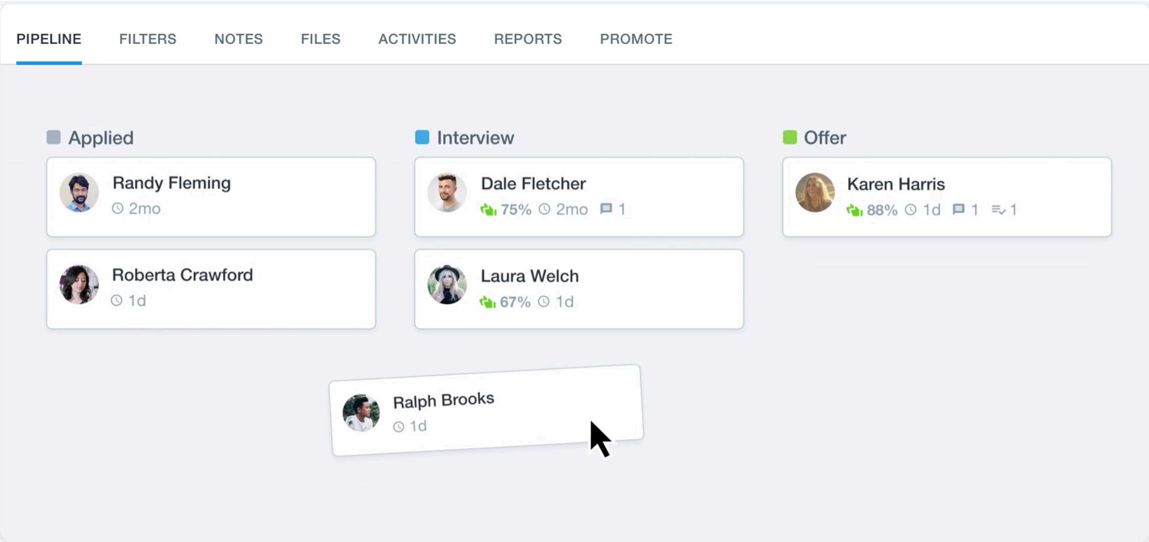
When it comes to selecting your best tool to facilitate hiring analytics, there is an obvious choice: your applicant tracking system (ATS) or talent acquisition platform. These are both diverse tools that help you gather and consolidate your hiring data all in one place wherever you are already gathering hiring data.

Hiring analytics are the core of the Recruitee platform. Here you'll find a brief overview of the main features designed to help you optimize your process and enable data-driven hiring in the easiest way possible.

[2] Recruitee, 2018

Simplified talent pipeline overview

Bottlenecks are easier to prevent than to solve. That's why we've made talent pipelines easy to view from both a logistics and candidate conversions perspective. With easy access to any of your jobs' talent pipelines, you'll be able to spot bottlenecks impacting your team's workflow and time to hire, before they happen.



Essential dashboards

Reporting forms the foundation of your hiring analytics, and with the right data and reporting tools at your disposal, you can truly drive recruiting strategies forward.

Recruitee has a dedicated Reports tab that offers a full range of reports designed to help you monitor your hiring analytics, individually, as a team, and department performance.

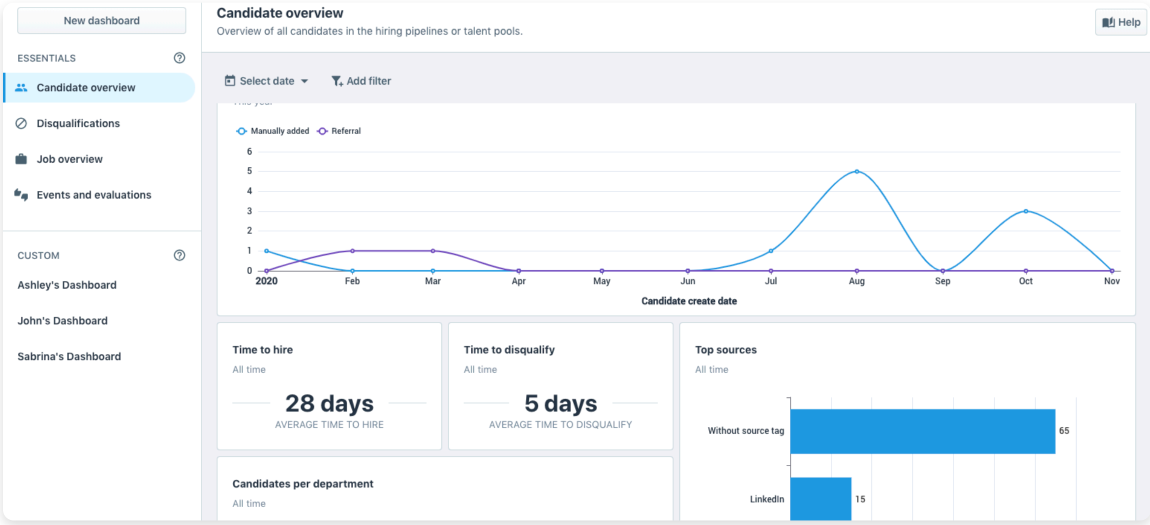
The Reports tab works in the background gathering industry-standard recruitment data points and produces the reports while you focus on connecting with top talent.

Our essential dashboards, which are available for all Recruitee plans, help you track the most common metrics, including:

- **Candidate overview.** Get a bird's eye view of all of your candidates and essential metrics such as time-to-hire and top sources.
- **Disqualifications.** Track time-to-disqualify, top reasons for disqualification, and more.
- **Job overview.** Get an overview of which departments are currently hiring and job

activity over time.

- **Events and evaluations.** See which team members are conducting interviews and evaluation results.



Build customized dashboards

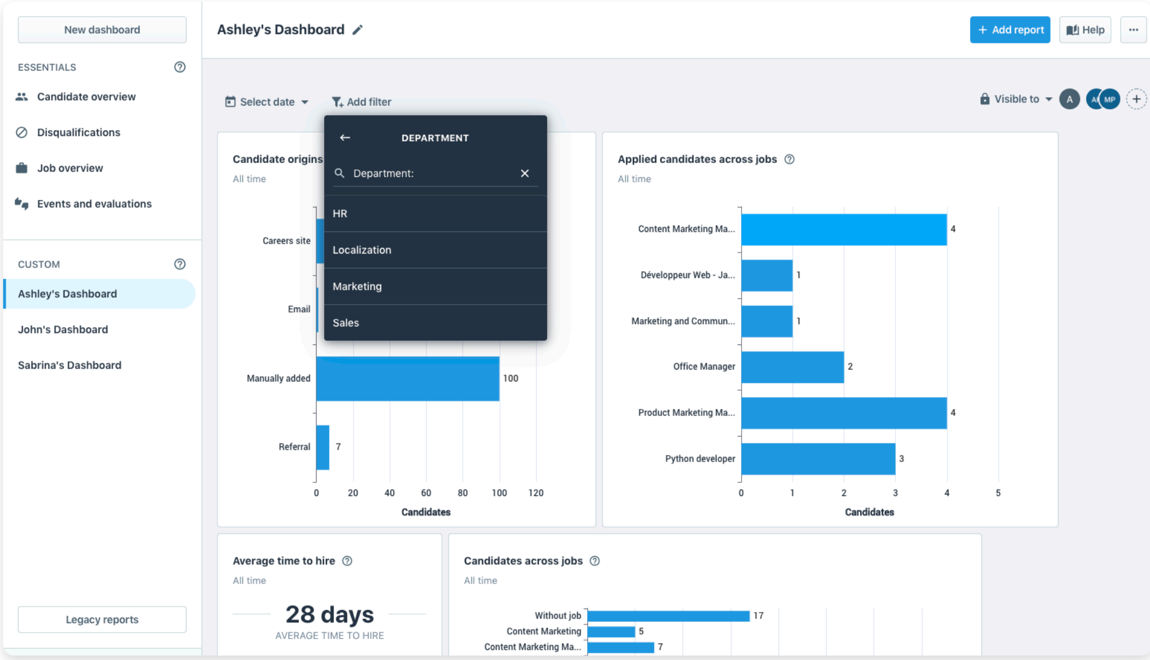
Customizing your dashboard gives you just the recruitment intel you need and not the ten thousand other distracting data points that surround it. Recruitee's new report builder tool is designed to help you do just that!

Each dashboard can be completely customized so you can:

- Add reports from our report library, or create reports from scratch.
- Filter on date range, department, and team members
- Limit visibility to only yourself, certain team members or roles, or everyone

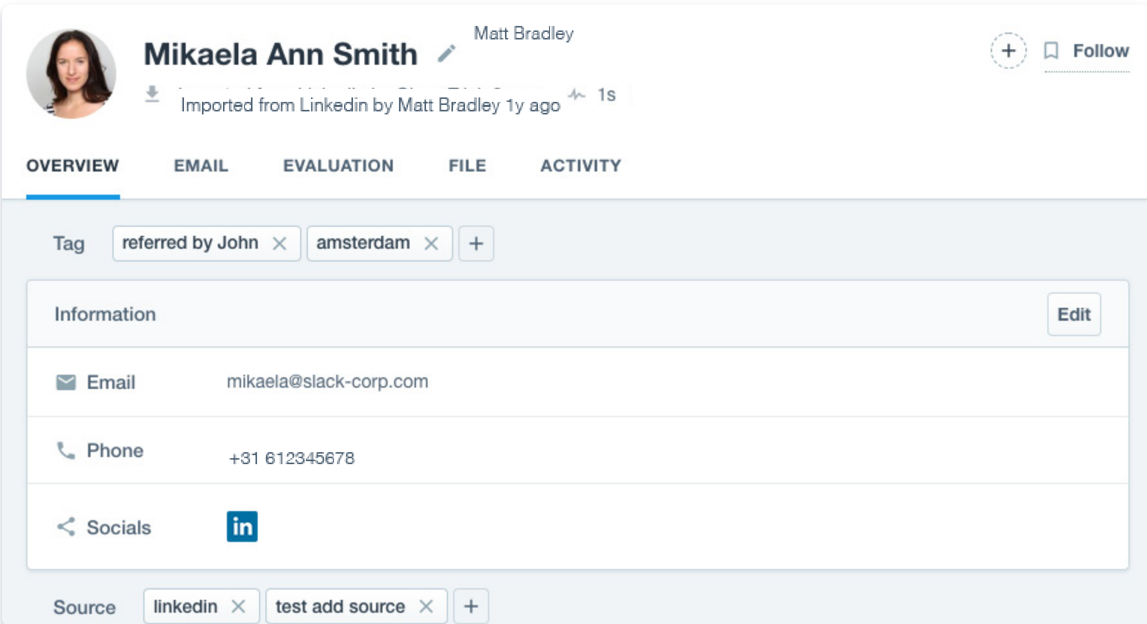
Each report can be completely tailored for you to:

- Choose how you see your data; as a chart, table, or summary
- Edit the title, description, and other display options
- Filter for a more detailed view



Tagging

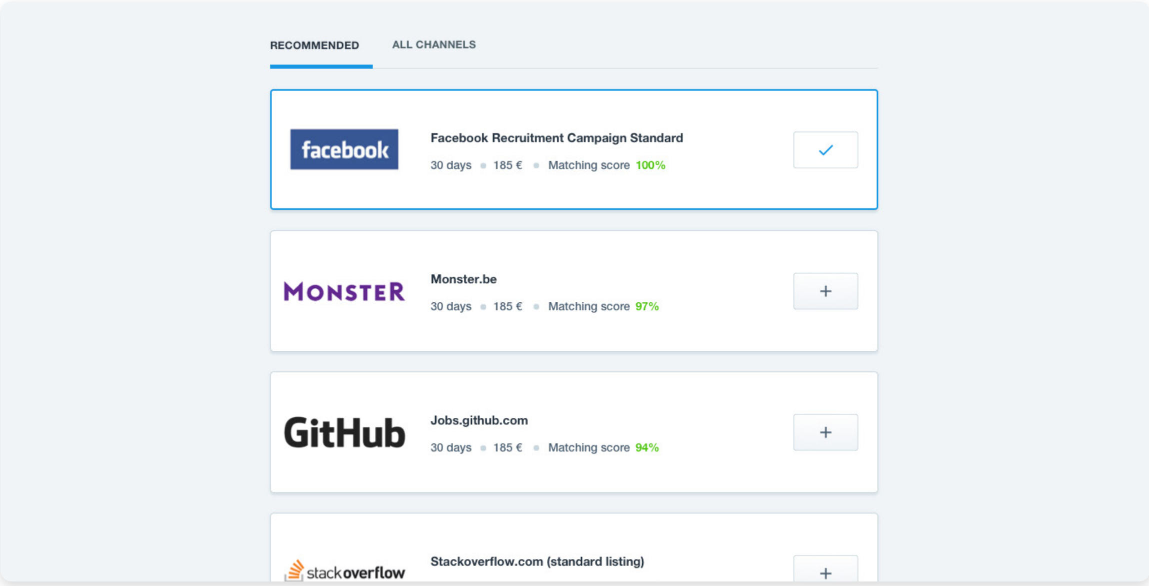
Sometimes you may have more specific reports you'd like to use for your business. They might fall outside of a job, department, source, or month. That's why in Recruitee you can use Tags to organize jobs or candidates based on skill, job level, location, seasonal work, or favorite status. We want your data to work for you and to enable the insights you need.



AI-powered job promotion engine

For many recruiters, the success of job promotion is measured only sporadically (if at all), despite being a crucial activity to attracting the right talent. This is why we have built our every own AI-powered job promotion engine. Using this feature, Recruitee users can select the best performing channels for their vacancies. Recruiters can now set up paid campaigns on virtually all of the major job boards such as LinkedIn, Monster, CareerBuilder, Facebook, and over 300 other channels in 47 countries.

Under the 'Acquisition tab' you'll be able to get your vacancy matched with the best performing channels and receive estimates on the number of clicks you can expect to receive on any campaign you create. We want to help take guessing out of the equation when it comes to promoting your jobs.



In the last section, you will learn how you can get more control over your recruitment with hiring analytics. After all, you want to use your recruitment analytics to be able to control your hiring spend and quality of hires.

Controlling trends with hiring analytics

The stakes of good versus bad recruitment have never been so high. You've probably seen some the statistics like:

- losing a great employee can cost the company 1.5 to 2 times the employee's annual salary;[3]
- for competitive markets like IT in Europe, over 500,000 jobs are currently unfilled;[4]
- and there's an increasing trend in people leaving jobs voluntarily without a job lined up after.[5]

The candidate market is constantly shifting. This has required recruiters, talent acquisition and HR to be more flexible and adaptable than ever.

Recruiters by nature are resourceful. Depending on the organization, they can be responsible for all things recruitment including, coordinating, sourcing, admin and paperwork, advertisement and promotion, employer branding, and everything in between. With so many responsibilities, recruiters need to use every tool available to them.

Sourcing tools are great and email automations even better. But hiring analytics are one of the most powerful and diverse tools in a recruiter's belt when it comes to improving and streamlining your process.

Improving your hiring process can take many forms. You can look at speed, quality, cost, and any combination of those factors. In this playbook, we offered over 23 hiring metrics that you can potentially standardize in your business to start tracking your success.

However, simply tracking metrics is not enough. We also covered core reports to implement and best practices when it comes to working as a team to analyse and impact your results.

Hiring analytics in practice is a balancing act. On one side you have metrics, KPIs, measurable outcomes, and hard data. On the other, human decisions, behaviour, and explanations. Carefully mastering this balancing act will allow you not only to see trends, but to do something about them. Ultimately, well-implemented hiring analytics can help teams take back control over part of their business that has traditionally been led by gut-feel and unpredictable candidate decisions.

The stakes are high, make sure you're not gambling with your hiring.

[3] Huffington Post, 2017.

[4] European Commission, 2018.

[5] Inc, 2018.

Discover your hiring potential today with Recruitee

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