Talent Management Metrics:
A Survey Of Current Practices

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In June 2005, HR.com surveyed its members regarding current practices with respect to talent management metrics. Five hundred senior managers and executives responsible for the recruitment function in their organizations responded to our survey. Here are some of the key findings. The full report is available by visiting **www.hr.com/whitepaper/metricsandanalyticssurvey.**

Not surprisingly, all organizations surveyed collect and report some kind of data on their recruitment processes—that is, no organization indicated that they did not capture and display information about their recruitment processes. As shown in **Figure 1**, three out of four (75%) organizations surveyed do so using a manual process involving spreadsheets and static reports. One out of four (25%) organizations surveyed use some kind of online access and display of recruitment information. (It should be noted that many significant differences can exist within these categories. Two organizations indicated that they "are able to get online reports from their applicant tracking system" and yet have two different systems with different levels of functionality.)

Our survey showed that the use of some kind of online system to access and display recruitment information increases with size. In smaller organizations (number of employees < 500) about 15% indicated the use of an online system, while in the largest organizations (number of employees > 20,000), 60% indicated this. This means that, even among organizations with 20,000 employees or more, 40% use a manual process based on spreadsheets to collect, analyze, and report on their recruitment data.

We asked about the specific recruitment metrics that are collected and reported on. **Figure 2** gives the relative frequency with

Figure 1: **What kind of system or process does your organization use to capture and display or report information about your recruitment processes?**
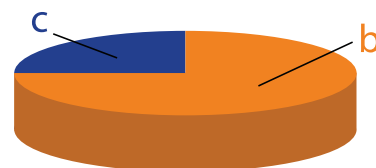

No respondents chose **a.** We don't capture and display information about our recruitment processes

b. We use a manual system where data are captured on spreadsheets and presented in the form of written reports

c. We are able to get online reports from our applicant tracking system

Figure 2: **What information does your organization currently capture about the recruitment process?**

Legend: Manual Process, Online System
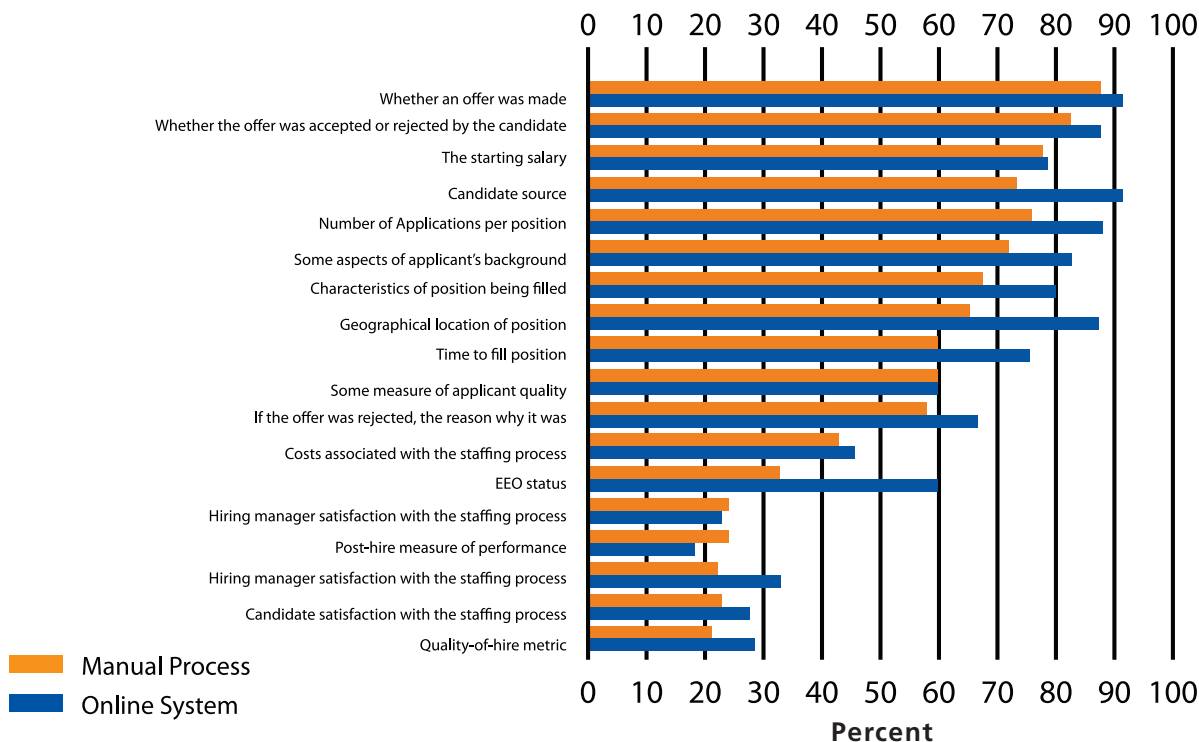
which a specific metric is reported. Although there are exceptions here and there, the following pattern seems to emerge. The most frequently collected and reported recruitment metrics are operational metrics such as whether an offer was made, whether the offer was accepted, and starting salary. The next most frequently collected and reported recruitment metrics are efficiency metrics such as time to fill and cost of staffing. The least frequently collected and reported recruitment metrics are effectiveness metrics such as post-hire performance measures, hiring manager satisfaction with the staffing process, and quality-of-hire metrics.
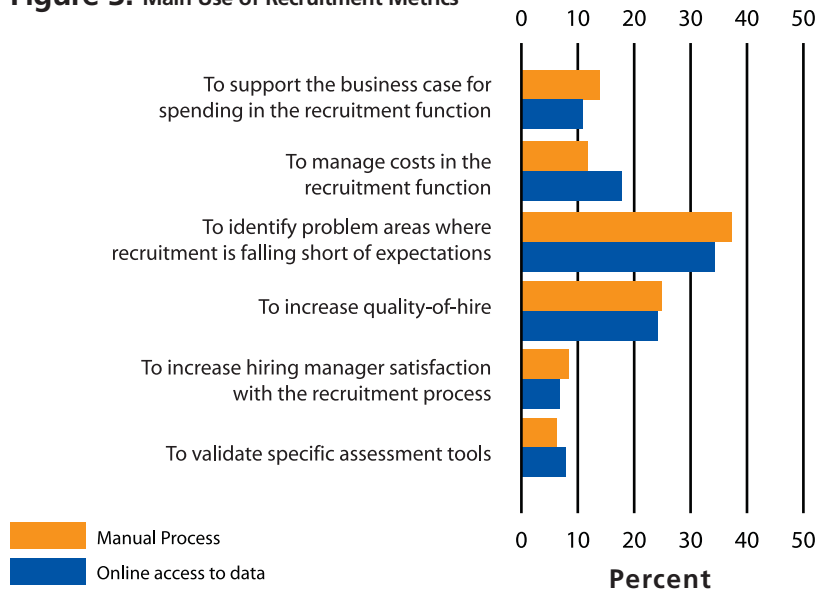
On average, organizations that have a manual process collect and display 9.6 metrics whereas organizations that have an online process collect and display 10.9 metrics. The difference is small but statistically significant. As shown in **Figure 3**, organizations collect HR metrics mainly to identify problem areas where recruitment is falling short of expectations (35%) and to increase quality-of-hire (25%). (Note that the latter finding is interesting in light of the fact that quality-of-hire is the least frequently collected and reported recruitment metric.)

Regarding frequency of reporting, as shown in **Figure 4**, the most common frequency with
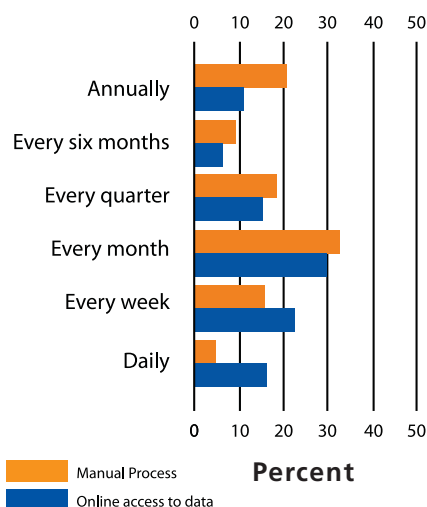
Figure 3: Main Use of Recruitment Metrics

Manual Process
Online access to data

which reports are generated is monthly; and this is true for both organizations that use a manual process (32.4%) and for those organizations using an online process (29.8%). Organizations using an online process, however, are more likely to turn around their data more quickly (either weekly or daily).

With respect to benchmarking, organizations that use an online process are more likely than organizations that use a manual process to benchmark at least some of their recruitment metrics against other organizations (43.2% vs. 33%). As shown in **Table 1**, when organizations do benchmark their recruitment metrics against other organizations, they do so mainly compared to other organizations within their industry, and this is true whether organizations are using a manual or an online process to collect and display recruitment metrics (87.7%

for organizations using a manual process, and 75.6% for those organizations using an online process).

As shown in **Figure 5**, organizations that use a manual process are less likely to benchmark at least some of their recruitment metrics (33.0% vs. 43.2%), less likely to use their recruitment metrics to feed an HR Scorecard or workforce scorecard (25.2% vs. 41.2%), less likely to be able to look at trends over time (46.9% vs. 56.3%), and less likely to pull information from other non-recruitment databases (16.4% vs. 20.7%). Interestingly, organizations that use a manual process are also less likely to upgrade their recruitment metrics interface in the next year as compared to organizations that use an online process (46.9% vs. 51.5%).

The above shows that manual processes for collecting and displaying recruitment metrics are less effective than online processes on a number of dimensions. Organizations that use an online process to collect and display recruitment metrics are doing more with their metrics.

Figure 6, gives the distribution of satisfaction ratings for both organizations with a manual

Figure 4: Frequency of Reports

Manual Process
Online access to data

Table 1: Types of Companies Benchmarked Against

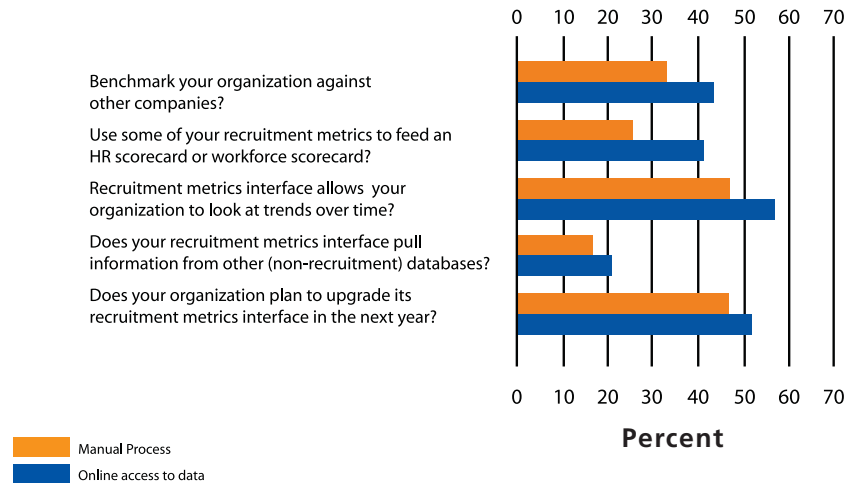|	Manual Process	Online Process
By industry	87.7%	75.6%
By geography	26.4%	31.1%
By revenue	18.9%	24.4%
By number of employees	29.2%	37.8%

process and those organizations with an online process for collecting and displaying recruitment metrics. Of organizations that use manual processes to collect and report recruitment metrics, 34.3% are satisfied with their current recruitment metrics interface (either somewhat satisfied or very satisfied). Of organizations that have online access to their recruitment data, 77.8% are satisfied with their current recruitment metrics interface.

Figure 7 gives the percentage of organizations giving a rating of "good" to different aspects of their recruitment metrics interface. In each case, the ratings for those organizations that have online access to their recruitment data are significantly better than the ratings for those organizations that use a manual process to collect and report on their recruitment data. Organizations that use an online interface to collect and display recruitment metrics find their interface to be easier to use, more intuitive, more flexible, more powerful, and more strategic.
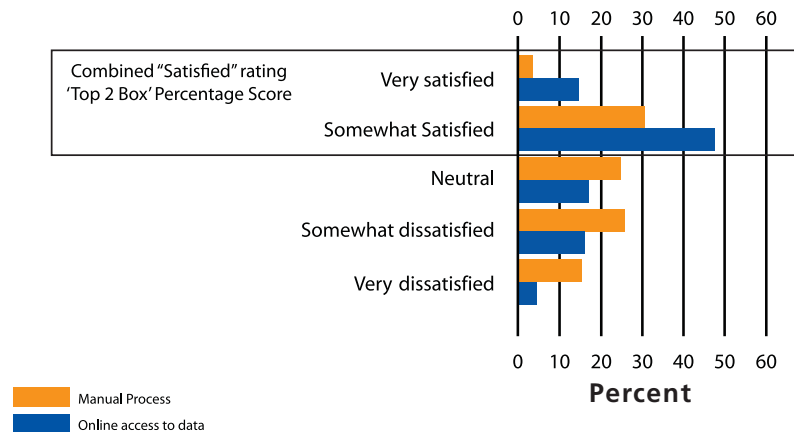
Interestingly, the ratings on the different aspects of recruitment metrics interfaces seem lower than the overall satisfaction ratings. This may reflect the fact that the 'good' rating for this question represented a higher standard than the 'somewhat satisfied' rating on the satisfaction question.

Overall, practices with respect to the collecting and reporting of recruitment metrics seem to be evolving. Most organizations are still using manual processes to aggregate and report on recruitment data. And yet, those organizations that have implemented online processes to collect and display recruitment metrics (1) have been able to make more use of their recruitment metrics, (2) find that their online processes are easier to use, more intuitive, more flexible, more powerful, and more strategic, and (3) are more than twice as likely to be satisfied with their recruitment metrics interface. CB

Figure 5: About your recruitment metrics interface...

- Benchmark your organization against other companies?
- Use some of your recruitment metrics to feed an HR scorecard or workforce scorecard?
- Recruitment metrics interface allows your organization to look at trends over time?
- Does your recruitment metrics interface pull information from other (non-recruitment) databases?
- Does your organization plan to upgrade its recruitment metrics interface in the next year?

Percent

Manual Process
Online access to data

Figure 6: How satisfied are you with your current recruitment metrics interface?

Combined "Satisfied" rating 'Top 2 Box' Percentage Score

- Very satisfied
- Somewhat Satisfied
- Neutral
- Somewhat dissatisfied
- Very dissatisfied

Percent

Manual Process
Online access to data

Figure 7: Ratings of Different Aspects of the Recruitment Metrics Interface
(Per cent of Respondents Giving a Rating of 'Good')

- Ease of use
- Intuitiveness
- Flexibility
- Power
- Strategic

Percent

Manual Process
Online access to data