

# The 2 Metrics of Effective Recruiting that You and Your Organization Should Really Care About

By Simon Parkin

How many of us in recruiting are getting too caught up in recruitment metrics these days? We seem to feel that having data on every move a recruiter makes will lead to a better recruitment function. Are we focused on too many metrics in recruitment and are we in fact slowing down the overall effectiveness of our function by creating a too heavily measured environment? And do our business leaders really care about all of these metrics?

We need to be concerned with the engagement levels of our Recruiters who are in my opinion the most important factor in an effective recruitment function. Recruiters are getting frustrated with the increased level of measures being used to evaluate their performance. They dislike the increased time it is taking them away from core recruiting to provide data inputs used for reporting. We can't forget about the importance of the engagement of our Recruiters and ensuring metrics aren't becoming a barrier or blockage to successful recruiting. We also don't want to build an environment for our Recruiters that make them feel and perform as if they are working in a call centre.

Don't get me wrong, metrics can be a great way to tell a story or use to analyze potential problems within a recruitment function but I continue to hear stories of recruitment functions getting too caught up with metrics and spending too much time generating fancy looking reports full of data that they think the business wants to see.

Let's think of what is important from the business perspective – which should be what is the true outcome of our work and our impact to the organization's bottom line? That's all they truly want to hear from us. They aren't interested in the thirty page presentation on how we decreased their cost per hire by 10% or improved the interview to hire ratio by 20%.

Our businesses all feel the pressure from their Shareholders, their Employees and their Customers.

So from a business perspective, my 2 most important measures of recruitment are:

Quality of Hire and Recruiter Service Delivery

## **Quality of Hire**

This should measure the true outcome of the new hire's performance and the direct impact to the organization's bottom line. This measure can be taken in the new hires first 6 months or 1 year. Simply pre-qualify the primary goals or targets of the new hire with the Hiring Leader prior to hiring for the role. Did the new hire meet, exceed, or fail-to-

meet these goals or targets. If the new hire exceeded their goals, what was the direct impact to the organization – this is the ultimate outcome and my recommended measure of recruitment success.

### **Recruiter Service Delivery**

This should measure how effective the Recruiter was in delivering the recruitment service to their client, the hiring leader. This measure should be taken following the new hires start with the organization and can be done using a simple survey asking if the Recruiter met, exceeded, or failed-to-meet their expectations in terms of process and outcome. Expectation setting with Hiring Leaders is a major component of this measure and only helps when measuring a Hiring Leader's satisfaction with the performance of the Recruiter and the Function.

So the next time you are looking through endless pages of recruitment data, ask yourself is this the data most important to me and the business.