



ATAP<sup>^</sup>

# Sourcing Metrics Standard

Version I, 2018

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# Introduction

“What gets measured gets done.” – This is true, especially in a time when data-driven insights are becoming an integral part of demonstrating ROI of talent programs and processes. Sourcing is no exception. As one of the fastest growing fields within Talent Acquisition, there exists little consensus to date around standard definitions, frameworks, roles, processes, and fair measurements of the function. There was consensus that this would be a perfect space for ATAP to take the lead in defining standards!

A sourcing metrics working committee was launched in January 2018 consisting of a diverse group of fifteen Talent Acquisition veterans with the goal to draft a first iteration of a sourcing metrics standard.

For eight months, the committee deliberated, drafted, discarded, validated and re-designed to create an initial version of sourcing metrics that would become a future standard. Our hope is that practitioners will take what’s outlined in this document, test it inside their organizations and provide feedback along the way so we can collectively continue to evolve this into something impactful for the Talent Acquisition community. We are currently evaluating how we might capture your insights in an interactive way. In the meantime, please direct any feedback to [contact@atapglobal.org](mailto:contact@atapglobal.org).

Happy sourcing!

Nicole Dessain  
Committee Lead

Thanks to all Sourcing Metrics Working Committee Members:

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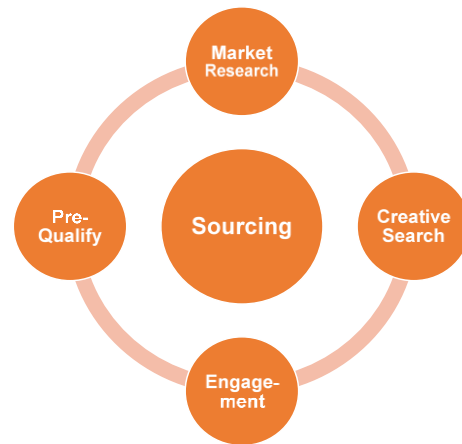
Table 1: ATAP Sourcing Metrics Committee Members

# Sourcing "Function" Definition

The following definition was created by the ATAP Sourcing Metrics Committee with the purpose to identify the scope for developing sourcing standards. This does not mean that Talent Acquisition (or a full-cycle recruiter) might not perform additional tasks.

**Sourcing is a multi-stage process that may include any or all of the following tasks: Research as well as identification, engagement and screening of individuals with the end goal of producing qualified, interested and available people.**

The sourcing lifecycle includes: **research** (collecting relevant data about individuals, companies, and markets); **applying creative search techniques** (internet research, referrals/networking, searching resume databases, mining social networks, etc.); **engagement techniques** (e.g. via phone, web, email, social/text, AI/chat bots); and **assessment/pre-qualification techniques** (mandatory/minimum requirements, MOATS), with the goal to present quality profiles to the Hiring Manager or Recruiter to process further. This is where the sourcing process ends.



*Figure 1: Sourcing Lifecycle*

Sourcing is the essential first phase of proactive talent generation. Sourcing is not the reactive function of reviewing resumes and applications sent to the company in response to a job posting.

Based on our audience validation (p. 7), 86% of respondents agree with the above definition of sourcing and thus it forms the basis for our sourcing metrics recommendations.

# Sourcing Workflow

Sourcing is an integral part of the end-to-end Talent Acquisition process. It is important to understand each step in the process to clearly delineate metrics that might measure the entire process versus those that only measure sourcing activities.

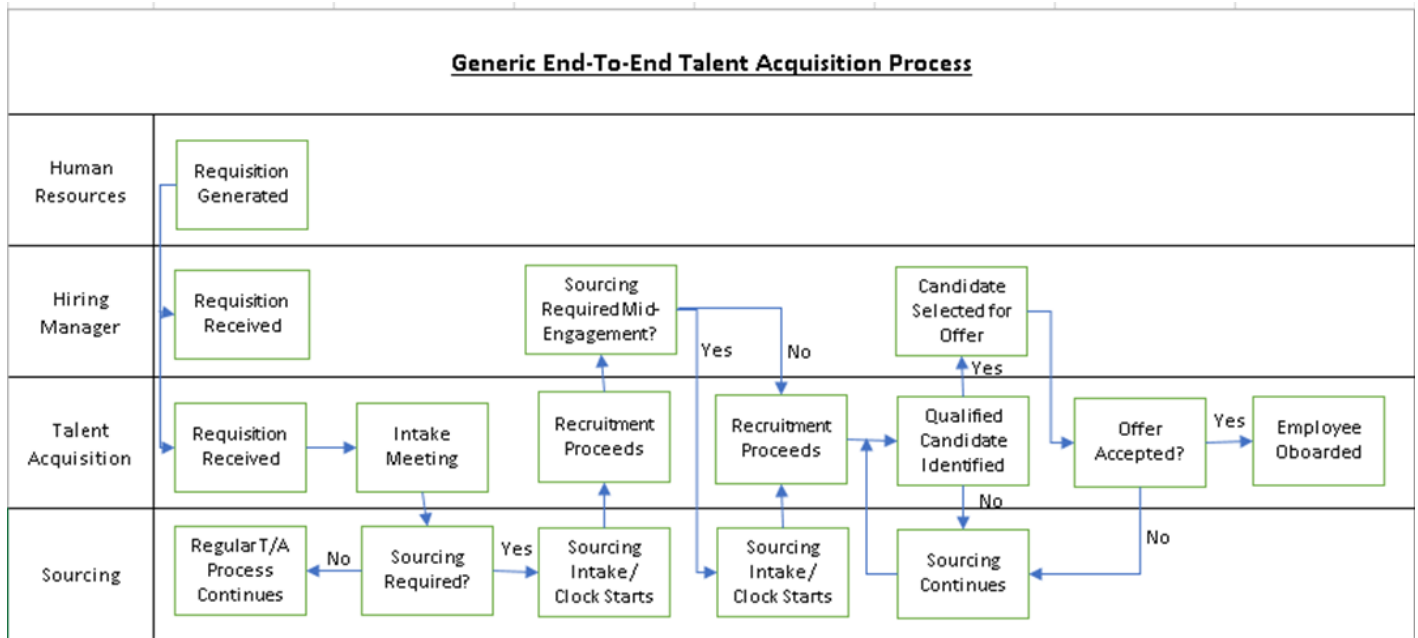


Figure 2: Generic End-To-End Talent Acquisition Process

- 1) Req Received (Who: Hiring Manager)
- 2) Recruiter receives, conducts Intake Meeting with Hiring Manager (Who: Recruiter, Sourcer, Hiring Manager); example resumes are sent for calibration to Hiring Manager
- 3) Sourcing Required? (Who: Recruiter/Sourcer)**
  - a. Yes = Sourcing engaged/ clock starts
  - b. No = Regular Talent Acquisition process continues
- 4) Regular Talent Acquisition process continues (Who: Recruiter)
  - a. If sourcing requested after initial recruitment begins (Who: Sourcer)**
    - i. Sourcing engaged/ clock starts
- 5) Sourcing proceeds in tandem with standard Talent Acquisition process (Who: Sourcer)**
- 6) Candidate(s) identified / final interviews (Who: Recruiter, Hiring Manager)
  - a. Sourced candidate selected?
- 7) Process complete

# Metrics Selection Criteria

As part of developing a global standard for sourcing metrics the Sourcing Metrics Committee wanted to have a way to objectively and consistently select relevant metrics based on a set of criteria.

In doing so, the first step was to define criteria to narrow down an initial long list of 20 metrics that was created in early 2017 and underwent an initial peer validation at SourceCon Fall 2017.

These are the five criteria the committee used to assess each metric:

- 1. Is focused on sourcing-related activities only.** Sourcing metrics selection will focus only on the steps performed as part of the sourcing process (see section *Sourcing "Function" Definition*). Metrics that measure the end-to-end recruiting process are out of scope for the purposes of this sourcing standard but should be part of assessing the overall Talent Acquisition function.
- 2. Has a clearly articulated purpose.** Each metric considered has to have a clearly defined answer to the questions *"Why do we care?"*, *"What business problem does this metric provide insight for?"*, and *"Who is the intended target audience for this metric?"*
- 3. Is SMART (Specific, Measurable, Action-oriented, Relevant, Timely).** The anatomy of each metric should pass the SMART test.
- 4. Can be considered a "standard" and be benchmarked in the future.** A long-term goal for ATAP is to provide sourcing benchmarking insights. Any metrics selected today need to have the potential to be able to be benchmarked in the future.
- 5. Functional metrics** result in insights for operational improvement of the sourcing function; **individual ones** inform coaching and performance review and are in the control of the Sourcer.

Next, it was validated whether this narrowed set of metrics provided a balanced measurement of the sourcing function. In order to decide on the initial metrics set that would be proposed as a global standard, the following set of criteria was applied:

- **Metrics that are few and focused.** A best practice for any measurement context is to focus on a few key metrics. A risk in starting off with too many metrics is that it might result in analysis paralysis. Focusing on a few metrics is more likely to inspire action and can be managed more sustainably.
- **Span across the entire sourcing lifecycle and serve continuous improvement.** A comprehensive set of metrics should ensure that each step of the sourcing process is measured.
- **Balance key sourcing metrics categories.** The final metrics set should not over-index on just one metrics category, but balance relevant categories (quality, time, productivity, customer experience, diversity, and cost).
- **Can be applied across various sourcing contexts (e.g. in-house, 3rd party, global).** The final metrics set needs to be agnostic to how the sourcing function is structured.

# Validation Process

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Initially, the committee circulated thoughts regarding a definition for Sourcing which were peer-validated at the SourceCon conference in February 2018. In addition to work at the committee level, further validation around the scope of the definition of Sourcing, as well as the role of diversity in Sourcing, were discussed in an ATAP webinar (June 13, 2018) as well as a Sourcing metrics discussion as part of Lever's Summer Sourcing Summit (June 20, 2018).

Concurrently, the committee developed a survey regarding the definitions, metrics and other items discussed elsewhere in this report. We reached out to the general sourcing and talent acquisition community with a solicitation to complete the short survey (incl. ATAP's full membership, and abbreviated promotions linking to the survey were sent through other relevant channels, such as SourceCon's Facebook group).

Over 100 respondents representing over 67 organizations in 33 industries completed the survey. The plurality of responses were from "manufacturing/utility" firms (36%) and tech firms (25%), with a mix of company/organization sizes (36% of firms with 10,000+ employees, 21% of firms with 1000-5000 employees, and 13% of firms with less than 50 employees). 82% of responses were from North America.

Key findings include:

- 60% of respondents have a talent sourcing role/department. Of those with a talent sourcing function, 52% have a centralized model that reports up through Talent Acquisition.
- Of those with talent sourcing departments, 43% have less than 10% of their Talent Acquisition FTEs dedicated to sourcing.
- 86% of respondents agree with the definition of sourcing the committee outlined on page 4 of this paper.
- Each of the four metrics validated received a 54% or higher approval rating which will be detailed in the following section of this paper.
- Based on the audience validation survey, the committee revised calculations and definitions for each metric for greater clarity.
- Top barriers to sourcing metric success are the inability to track work of sourcing function and data integrity/cleanliness. The committee added guidance around these barriers on page 18 of this paper.

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## Sourcing Metrics Standard

As a result of the aforementioned committee work and validation, these are the four metrics that are being recommended as an initial set of a sourcing metrics standard:

#	Metric	Category	Sourcing Activity
1	Submittal to Business Acceptance (SBA) %	Quality	Pre-Qualify
2	Time to Submit	Time	Creative Search, Engagement, Pre-Qualify
3	Pipeline Conversion	Productivity	Market Research, Creative Search
4	Sourcing Satisfaction Score (S3)	Customer Experience	Pre-Qualify

*Table 2: Recommended Sourcing Metrics*



# Metric: Submittal to Business Acceptance (SBA) Percentage

According to the audience validation survey, Submittal to Business Acceptance (SBA) % was rated as moderate/high importance by 73% of respondents.

<p><b>Definition:</b> Number of candidates that are submitted to the business (or recruiter) by the sourcing function against the requirements of the position that are accepted (move to the next step in the process) for the role they were sourcing for* by the business (or recruiter) as a percentage.</p>	<p><b>Calculation:</b> # of candidates accepted (for that req)/ total # of QIA (Qualified/Interested/Available) candidates submitted  Example: 10 QIA candidates submitted with 8 accepted = 80% SBA</p>
<p><b>Purpose:</b> Most Talent Acquisition functions' struggle is related to the hand-off of candidates to the business. SBA is the best quality measure of candidates that has direct accountability back to a Sourcer against requirements for the role.</p>	<p><b>Audience:</b> CHRO / Business / Talent Acquisition Function / Sourcer and Recruiter partnership performance</p>
<p><b>Guidance:</b> SBA is recommended to be measured weekly/monthly/annually at the individual and functional level; best results if data is collected from your <a href="#">Applicant Tracking System (ATS) or Candidate Relationship Management (CRM) solution</a>. 80% SBA is recommended as the benchmark. *If candidate is accepted, but for a different role that becomes a pipeline candidate and is not considered as part of this metric calculation.</p>	
<p><b>Further Reading:</b> McIntosh, Rob (2018): <a href="#">"One Recruiting Metric to Rule them All"</a></p>	

Table 3: Submittal to Business Acceptance Metric

# Metric: Time to Submit

Time to Submit was rated as part of the audience validation survey as moderate/high importance by 71% of respondents.

<p><b>Definition:</b> Time it takes to submit one QIA (Qualified, Interested and Available) candidate to the recruiter/business once the requisition is approved.</p>	<p><b>Calculation:</b> Clock starts once the req is approved* (not created), and the clock stops once the candidate (information) is submitted to the recruiter/business (in calendar days).</p> <p>Example #1: On July 5th the requisition is approved. On July 14th the sourcer submits a QIA candidate to the recruiter. Time to Submit = 9 calendar days.</p> <p>Example #2: On July 5th the requisition is approved. On July 14th the sourcer submits a QIA candidates to the recruiter (9 days), a second candidate on the 11th day and a third on the 15th day. Time to Submit for this req = 11.6 calendar days (average time of all candidates submitted)</p>
<p><b>Purpose:</b> Time to Submit highlights lost opportunity cost of reqs remaining open. Measurement against different req types which have different market supply and demand differentiators, helps with planning and budgets.</p>	<p><b>Audience:</b> CHRO / Business / Talent Acquisition function / Sourcer &amp; Recruiter partnership performance</p>
<p><b>Guidance:</b> Time to Submit is recommended to be measured weekly/monthly/annually at the functional level ensuring variance between easy to fill and hard to fill roles is taken into account. Best results are achieved if data is collected from <a href="#">ATS/CRM</a> and actions are time stamped accurately; benchmarking would have to be done by industry, job family and geography given the wide variations related to these realities. *If your organization uses intake meetings, the clock might start after the meeting but is only recommended if you have a well-defined step in your ATS else you cannot measure it.</p> <p><b>Note:</b> We do not recommend the metric to be Time To Acceptance, given the Sourcer cannot control how quickly a recruiter or hiring manager will accept or reject the candidates they submit (see SBA Metric).</p>	

Table 4: Time to Submit Metric

# Metric: Pipeline Conversion

Pipeline Conversion was rated as part of the audience validation survey as moderate/high importance by 60% of respondents.

<p><b>Definition:</b> Percentage of pipeline candidates converted to active candidates on active open reqs.</p> <p>Pipelining is the pro-active identification and engagement of potential talent that meets the business demand ahead of an open requisition, it is not the pipelining of talent against an open requisition.</p> <p>A pipeline could be name/title/company...It is when the candidate is converted and matched to an open req, that they are QIA'd.</p> <p>Example: Building talent communities, networking events, etc.</p>	<p><b>Calculation:</b> # of candidates added to a pipeline / # of candidates that are accepted against an open req</p> <p>Example: A sourcer creates a 'Pipeline Req' to identify all the Sharepoint Architects in Chicago. 100 people (Sharepoint Architects) are identified and added. In the next 12 months, 40 of those initially identified names are converted into QIA candidates and are accepted by the business against an requisition that need to be filled (See SBA metric). Pipeline conversion for the Sharepoint project = 40%</p>
<p><b>Purpose:</b> Shows efficiency of quality candidates being identified and then ultimately converted to an open req. Helps measure, refine and improve your sourcing strategies effectiveness of engaging and converting people to QIA'd candidates.</p>	<p><b>Audience:</b> CHRO / Business / Talent Acquisition function / Sourcer &amp; Recruiter partnership performance</p>
<p><b>Guidance:</b> Pipeline Conversion is recommended to be measured monthly/annually at the individual and functional level; best results if data is collected from <a href="#">ATS/CRM</a>; benchmarking would have to be done by industry, job family and geography given the wide variations related to these realities.</p> <p>Recommendation is to create Pipeline Requisitions on the following approaches that might best suit your companies need:</p> <ul style="list-style-type: none"> <li>• Functional job family (Example: SharePoint Architects)</li> <li>• Job Family by location (Example: HR Generalists in Atlanta)</li> <li>• Aligned Sourcers (Example: Sourcers supporting the filling of hi-tech roles in a company)</li> </ul>	
<p><b>Further Reading:</b> Craven, Matt in ERE Media (2018): <a href="#">"The Vision of Pipeline Sourcing - Part 2"</a> Sullivan, John in ERE Media (2018): <a href="#">"Talent Pipeline Case Study - Nestle Purina Reaches an Amazing 43 Percent of Hires"</a></p>	

Table 5: Pipeline Conversion Metric

# Metric: Sourcing Satisfaction Score (S3)

Initially, the committee proposed a Net Promoter Score for the business partner experience metric. However, during validation it became clear this metric needed to be re-considered. Only 54% of respondents rated this metric as moderate/high importance. The feedback revealed that while a customer experience metric was desirable, Net Promoter Score was not considered as an adequate way to assess business partner experience and satisfaction of a Sourcer's activity. So, the committee revised this metric as follows:

<p><b>Definition:</b> A survey that captures the satisfaction of everyone that worked with the Sourcer and the sourced candidates across four components:</p> <ul style="list-style-type: none"> <li>• Speed</li> <li>• Communication</li> <li>• Quantity</li> <li>• Quality</li> </ul>	<p><b>Calculation:</b> Q: "How satisfied are you with agreed upon Speed, Communication, Quantity, and Quality of the sourcing conducted by [Insert Sourcer Name]?"</p> <p><b>Speed:</b> 0 1 2 3 4 5 6 7 8 9 10  <b>Communication:</b> 0 1 2 3 4 5 6 7 8 9 10  <b>Quantity:</b> 0 1 2 3 4 5 6 7 8 9 10  <b>Quality:</b> 0 1 2 3 4 5 6 7 8 9 10</p> <p>0 = Not At All ; 5 = Somewhat; 10 = Extremely</p> <p>Average the four scores to get the S3 from each stakeholder.</p>
<p><b>Purpose:</b> This metric is meant to take the pulse of the business partners (e.g. Recruiter, Hiring Manager) interacting with the Sourcer for their sourced candidates.</p>	<p><b>Audience:</b> CHRO / Business / Hiring Managers / Interviewers / Talent Acquisition function / Sourcer &amp; Recruiter partnership performance</p>
<p><b>Guidance:</b> Sourcing Satisfaction Score (S3) is recommended to be measured at the individual level. The S3 questions should be asked of all of the business partners who were involved with and/or received the Sourcer's work. Our recommendation is to conduct the survey after each req is filled. Some ATS' can be configured to generate an email template to launch the survey when a req is closed. Best results if data is collected with a survey tool (e.g. Survey Monkey) and clear definitions of each of the points on the scale are provided. 8+ S3 is recommended as the benchmark. If a business partner consistently gives 5s or 6s, but still hires sourced candidates, the Sourcer's supervisor can use this to dig deeper. If someone consistently gets 8+, but no hires, this is an opportunity to discover that the Sourcer is liked by the business partner but not really getting the guidance to be successful.</p>	
<p><b>Further Reading:</b> Dessain, Nicole in ERE Media, Inc. (2015): <a href="#">"Why The Hiring Manager Experience Is More Important Than the Candidate Experience"</a></p>	

Table 6: Sourcing Satisfaction Score (S3)

# Sourcing Metrics for Future Consideration

There are nine additional metrics the committee reviewed but decided not to include in the initial sourcing metrics standard set because they currently do not meet several standard selection criteria. However, the committee recommends for Talent Acquisition and Sourcing leaders to review the below and determine whether there are some that they might want to experiment with as part of their overall metrics mix. If several of these metrics are being used, further refined and standardized they may be reviewed to be included in future iterations of the sourcing metrics standard.

Metric	Definition	Guidance
Sourcing Funnel	Ratio of candidates screened to candidates accepted	Create a consistent definition for “screening”; overall, “sourcing efficiency” might be a better metric instead.
Net Promoter Score (NPS) – Candidate	Rating of scale of 0-10 by candidate regarding satisfaction with Sourcer’s output and performance	Net Promoter Score is recommended to be measured at the individual and functional level. Weekly/monthly/annual cadence. Best results if data is collected with a survey tool (e.g. Survey Monkey) and clear definitions of each of the points on the scale are provided; 9+ NPS is recommended as the benchmark. Experimentation whether to use as overall TA NPS or parsing out sourcing part with candidates.
Cost Per Sourced Hire	In comparison to other sources; only sourcing costs (source per hire; spent per Sourcer; labor and tools) divided by sourced candidates	Any metric past SBA is a recruiting metric and should be tracked as a recruiting metric; this might be measured as part of your overall TA metrics mix; recommended use of a consistent Cost Per Hire metric (ideally the <a href="#">ANSI CPH Metric Standard</a> ). Some Sourcers also process applicants which needs to be accounted for.
Cost Per Candidate	The cost of candidate by source	Any Metric past SBA is a recruiting metric and should be tracked as a recruiting metric. This might be a metric you want to measure as part of your overall TA metric to measure overall ROI.

# Sourcing Metrics for Future Consideration

Metric	Definition	Guidance
Time To Find	Average time from start of sourcing engagement to point quality candidates are identified (quality = resume or profile matches requirements)	Define when the clock starts on this metric. Given Sourcers can proactively pipeline talent ahead of demand, it might skew the results.
Diverse Slate	Every company needs to define what “diverse” means to them. The term ‘slate’ relates to a group of people being interviewed/assessed that fall into that definition.  [Example: Increasing gender/race at a certain level in the organization]	While a diversity metric is important, this is past SBA (hand off to recruiting/business)  If a Diversity Sourcing Metric is desired, the SBA Metric could be used with a % of candidates that are diverse that are submitted/accepted. Expectation needs to be set that diversity sourcing might need more time (and possibly cost).
Candidate Response Rate	Overall candidate response rates to Sourcer outreach	Given there are so many ways candidates can be contacted (email, text, sourcing tools/platforms, etc.), trying to normalize all the data into a central repository to analyze is a) very labor intensive b) open to lots of data integrity issues.
Source Cost Ratio	Direct and indirect cost of sourcing divided by overall sourced compensation handed off to recruiter/hiring manager.	Any metric past SBA is a recruiting metric and should be tracked as a recruiting metric.
Source Efficiency	Sourced candidates in process divided by total candidates identified and contacted	At the end of the search, look at number of people that are moved through process beyond SBA (post mortem metric). It’s a way for management to see whether team is efficient which may lead to process and performance improvement.

Table 7: Additional Sourcing Metrics

# Metrics Not Recommended for Assessment of the Sourcing Function

The seven remaining metrics were deemed by the committee as metrics that would not fairly assess the sourcing function or as redundant to another metric that was selected as a standard.

Metric	Definition	Guidance
Source Utilization	Number of hires per source	Any metric past SBA is a recruiting metric and should be tracked as a recruiting metric.
Diversity Leads	Percentage of diverse candidates identified / engaged and submitted	Visual identification is not legal in certain states / countries.
Diversity Hire Rate	Performance against diversity target goal	Any metric past SBA is a recruiting metric and should be tracked as a recruiting metric; lack of standard definition of diversity (e.g. gender, race, ethnicity, age, background/thought)
Pipeline Efficiency	Average time from point pipeline candidate is identified to point candidate is... (What is the fair hand-over for sourcing?)	Redundant metric to "Time to Submit"
Pipeline Activity	Percent growth of pipeline (quarterly/annually). Number and variety of candidates in the pipeline. Percent of candidates removed from the pipeline.	Redundant metric to "Pipeline Conversion". Additionally, the focus should be on quality outputs not a metric based on volume.
Sourcer Productivity	Comparison of production vs target (target being expected volume of candidates presented and accepted to actual)	Given targets vary on so many factors for each company/industry/job family/geography, etc., and the focus should be on quality of service, not quantity, this metric drives the wrong behaviors and sets the wrong expectations with recruiters/business.
Sourcing Cycle Time	Average time from candidate identification to engagement to submittal	Redundant metric to "Time to Submit"

Table 8: Metrics Not Recommended

# Point of View: Diversity

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According to LinkedIn's [Global Recruiting Trends 2018](#) survey conducted with 9,000 Talent Acquisition professionals, 78% of respondents indicated that they believe diversity is one of the top trends that will shape the future of the function.

The committee believes the sourcing function has an obligation and responsibility to impact diversity inside organizations, especially due to its position at the top of the recruiting funnel where it can influence which candidates are being presented to the business.

This top-end position in the funnel presents a great opportunity but paradoxically poses measurement challenges.

The committee strove to include diversity metrics, but found that to be difficult at this time due to a variety of reasons including:

- No consistent global measurement standard for “diversity”
- Legal limits to visual identification of candidates at the top end of the funnel
- General lack of insight at the sourcing stage as to a prospect’s gender, ethnicity, etc.

Despite these current barriers to creating standard diversity sourcing metrics, the committee’s position is to continue to push the envelope in this vital area and encourage organizations to embrace diversity metrics such as “Diversity Hire Rate” or “Diverse Slate” as part of their overall Talent Acquisition metrics mix.

While not being able to measure effectively, Sourcing needs to be aware of the diversity definition and focus on areas for the particular organization they are serving and do their best to support this in their sourcing efforts.

The committee welcomes any and all feedback of how we collectively might collaborate on developing diversity sourcing metrics. If anyone is aware of a viable metric to be considered, please submit it for consideration.

Tracking sourcing channels for their diversity yield was discussed as a possible measurement at a Director-level ATAP member validation webinar on June 13, 2018.

The committee also compiled recommended reading on the topic of diversity in Talent Acquisition in the “Resource” section of this document.



# Point of View: Cost

Readers might be surprised to find that no cost-related metrics made it to the list of recommended sourcing standards. After all, the “holy grail” of any people-related metric is to be able to show the monetary impact to the business.

While the committee agrees that this is critical, the cost metrics that were reviewed all span beyond the immediate control of the sourcing function and thus become Talent Acquisition metrics.

However, there are scenarios where it might be critical for sourcing to quantify its monetary impact, such as:

- assessing whether to outsource all or parts of the sourcing function,
- calculating the business case to establish an internal sourcing function, and
- measuring the value once an internal sourcing function is established.

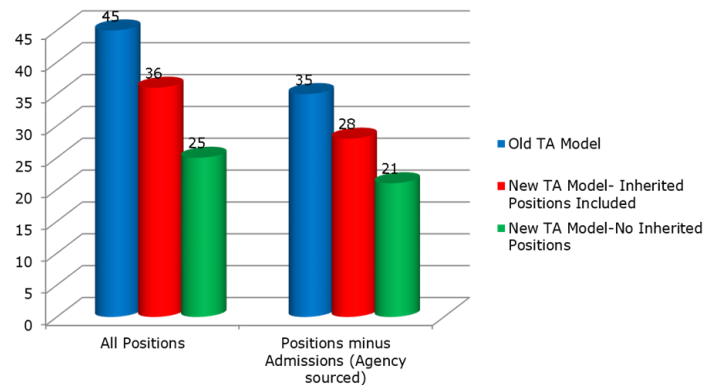


Figure 3: Example of Time to Fill Decrease Pre- vs Post Sourcing Function (Source: Nicole Dessain, [talent.imperative inc](#))

Value measures after having implemented an internal sourcing function might include:

- Reduction in staffing and search vendor spend
- Optimization of job board spend
- Comparison of cost per hire before and after sourcing function implementation
- Comparison time to fill before and after sourcing function implementation (see example above)

# Barriers to Sourcing Metrics Success

Q11 What do you view as the top barriers to sourcing metrics success?  
Please rank #1 as highest barrier and #8 lowest barrier.

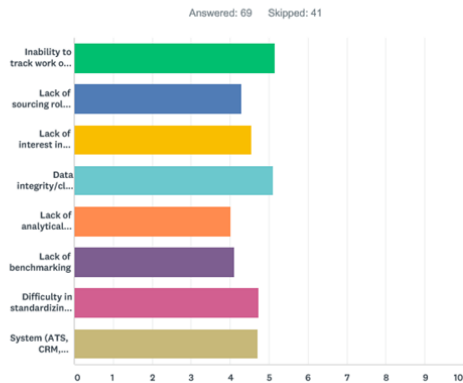


Figure 4: Top Barriers to Sourcing Metrics Success  
(Source: ATAP Sourcing Metrics Audience Validation Survey, n= 69)

Talent Acquisition and Sourcing leaders often encounter key challenges when defining sourcing metrics, creating reports, and setting fair targets.

As part of the committee's validation approach we asked the community what the top barriers to sourcing metrics success are.

For the top two barriers, the committee attempted to provide guidance on how to address:

## Barrier #1: Inability to track work of sourcing function

- Hold status meetings with all stakeholders in the process to provide an update on search projects and how the process is flowing. Provide the opportunity to discuss any questions.
- Assign "agent code" in ATS/CRM for each Sourcer which follows candidate and provides transparent reporting
- ATS/CRM "tags" that might have been used for candidate skills can also be assigned to Sourcers' names and become searchable per candidate

## Barrier #2: Data integrity cleanliness

- Involve analytics/data scientist to help with initial clean up (e.g. tap into HR analytics team inside your organization)
- Audit Sourcer's files (random sampling of dates and source codes to check if all reportable fields are accurately completed)
- Standardize tagging and categorizing candidates status in ATS/CRM
- Set expectation of why data integrity is key and ensure accountability checks and balances are in place

# Glossary of Terms

Term	Definition
<b>A</b>	
Active Candidate	A prospective candidate that is actively looking for a new opportunity, who may have also applied to company's reqs.
Active Req	A funded position that has leadership approval and is ready to work on by sourcer/recruiter
Artificial Intelligence (AI)	Development and use of data analytics as a tool to assist in strategic sourcing and research.
Applicant Tracking System (ATS)	Corporate wide enterprise system that Talent and HR organizations use to identify, account, and manage those who have been recruited and employees.
<b>C</b>	
Calibration	A term within the sourcing activity that helps both sourcer and business (recruiter/hiring manager) to obtain accuracy. This is done early in the sourcing activity (usually soon after "kickoff" meeting). The research and candidate development could be adjusted if needed to improve quality of candidate.
Candidate	Any person who says they are interested regardless of source.
Chat Bot	A device and tool used for instant communication. Could be used within the sourcing and recruiting team, as well as between candidate and employer website, mobile device, etc.
Cost Per Hire (CPH)	This is an overall Talent Acquisition metric. It is recommended to use a consistent Cost Per Hire metric (ideally the <a href="#">ANSI CPH Metric Standard</a> ).
CRM	Candidate Relationship Management Software. A tool that allows Talent Acquisition to track and evaluate the sourcing and recruiting processes.
<b>E</b>	
End-to-End Recruiting Process	Qualifying requirements, sourcing, screening and submitting resumes, interview process, and selection.
<b>F</b>	
Full-Cycle Recruiter	Also known as "Life cycle recruiter", the recruiter is responsible for every stage of the hiring process, from the initial job requisition and hiring manager intake, sourcing, interviewing, presenting to hiring manager, offer negotiation, all the way through to onboarding.

# Glossary of Terms

Term	Definition
<b>H</b>	
Hiring Manager (HM)	The ONE who initiates the requisition. The HM identifies the need, the requirements, and works with Talent Acquisition to identify, interview, and help close candidates.
<b>I</b>	
Intake Meeting/Engagement Meeting	Kick off or engagement meetings with the hiring manager conducted at the beginning of a search. The sourcer/recruiter and HM develop a plan to fill his/her position. That requires communication, expectations, follow up, and calibration when need be.
<b>J</b>	
Job Family	A group of jobs involving similar types of work and requiring similar training, skills, knowledge, and expertise. The job family concept helps organize related jobs and is particularly useful when job titles vary across the company.
<b>M</b>	
Mandatory Requirements	Hiring Manager's absolute mandatory requirements (e.g. years of experience, degree, technology, and certification)
Metric	Is a standard of measurement by which efficiency, performance, progress, or quality of a plan, and a process can be assessed. In Talent Acquisition it allows the measurement of effectiveness of sourcing and recruiting.
Minimum Requirements	Hiring Manager's absolute minimum requirements the candidate needs to succeed in the job
MOATS	<b>M</b> oney, <b>O</b> ppportunity, <b>A</b> vailability, <b>T</b> ime, <b>S</b> tart Date; how much money they expect to make, what opportunity is the candidate seeking, availability to move within the process, time to work through process, start date (how much notice to give)
<b>N</b>	
Nice To Have Requirements	Skills or background backgrounds beyond mandatory requirements that make a candidate extremely desirable for the role

# Glossary of Terms

Term	Definition
<b>P</b>	
Pipeline	To pipeline (or pipelining) candidates is to proactively identify people ahead of the actual business demand. It is a tool used for all levels of sourcing to provide a real time picture of the sourcing process. What candidates identified, who is qualified, who is handed off. All dated and A/R (action required) noted.
Pipeline Candidate	A pipelined candidate is someone who potentially matches the requirements of a future business need.
Pipeline Requisition	A Pipeline Requisition is created in either an ATS or CRM with specific requirements for candidates that would be proactively matched to Pipeline Req ahead of the business demand. Pipeline Requisitions are usually created and aligned to either 'job family' roles (Example: Sales vs Engineering vs Finance) and/or by business unit and/or Geography. Once the business has an opening, QIA'd candidates are moved from the Pipelined Requisition to an Open business demand requisition.
Prospect	A person that is identified via sourcing and/or research, and is not yet contacted.
<b>R</b>	
Recruiter	A member of the Talent Acquisition team is responsible for recruiting and hiring candidates for their company's or client's openings.
Requisition [req]	Hiring need that has been officially approved by the organization. Once approved sourcing and recruiting activities begin.
ROI	<b>R</b> eturn <b>O</b> n <b>I</b> vestment
RPO	<b>R</b> ecruitment <b>P</b> rocess <b>O</b> utourcing, typically done by a 3rd party vendor
<b>S</b>	
Sourcer	A skilled person who works alongside with recruiters and Hiring Managers to identify, screen, and submit qualified candidates. Skills needed; sourcing, recruiting, phone interviewing, ability to qualify candidates.
Sourcing Metric	Sourcing metric is a measurement of the effectiveness of a sourcer specifically and sourcing as a function.
<b>T</b>	
Time To Fill	The clock starts at job requirement hand off and terminates when the candidate accepts offer and gives a start date.

Table 8: Glossary of Terms

# Resources

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Disclaimer: The committee attempted to select resources that provide the most insightful additional reading; some of the recommend articles were published by ATAP members.

# ATAP<sup>^</sup>

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LEARN MORE

Founded in 2016, the Association of Talent Acquisition Professionals (ATAP) is the only global, member-driven non-profit representing all of talent acquisition. ATAP established the Professional Code of Recruiting Integrity, builds a common body of knowledge for and advocates on behalf of the profession, and fosters an inclusive community of all professionals who have talent acquisition responsibilities

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