

## Talent Acquisition

### Sample Lists, Statements and Reports

Type	Statement, List, Report, or Graph	Plans Included	Sector	Type of Impacts
<a href="#">Business Outcome</a>	List	Yes	Private	Quantitative
<a href="#">Business Outcome</a>	List	Yes	Private	Qualitative
<a href="#">Business Outcome</a>	Statement (contains only actual results)	No	Private	Mixed
<a href="#">Effectiveness</a>	List	Yes	Private	Quantitative
<a href="#">Effectiveness</a>	Statement (contains only actual results)	No	Private	Quantitative
<a href="#">Efficiency</a>	List	Yes	Private	Quantitative
<a href="#">Efficiency</a>	Statement (contains only actual results)	No	Private	Quantitative
<a href="#">Summary</a>	Report	Yes	Private	Qualitative
<a href="#">Program</a>	Report	Yes	Private	Mixed
<a href="#">Operations</a>	Report	Yes	Private	Quantitative

Version 4.0

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## Talent Acquisition

### Sample List of Outcome Measures and Programs with Quantitative Impacts

Priority	Business Outcomes and Impact of Talent Acquisition Initiatives		2018 Actual	2019 Plan
1	Revenue: Increase Sales by 20%			
	Corporate Goal or Actual	%	10%	20%
	Impact of Talent Acquisition Initiatives	%	NA	4%
	Talent Acquisition Initiatives			
	Hire 3 high-performing sales managers	Number	NA	3
	Hire 10 high-performing sales representatives	Number	NA	10
	Total hires in support of goal	Number	NA	13
2	Leadership: Increase Leadership Score by 5 Points to 73.5% (1)			
	Corporate Goal or Actual	Points	0 pts	5 pts
	Impact of Talent Acquisition Initiatives	Points	0 pts	1 pt
	Talent Acquisition Initiatives			
	Hire 2 new VPs who are proven leaders	Number	0	2
	Hire 5 new department heads who are proven leaders	Number	2	5
	Hire 25 new high-potential managers	Number	4	25
	Total hires in support of goal	Number	6	32
3	Engagement: Increase Engagement Score by 3 Points to 69.4% (1)			
	Corporate Goal or Actual	Points	1 pt	3 pts
	Impact of Talent Acquisition Initiatives	Points	0 pts	.5 pt
	Talent Acquisition Initiatives			
	Hire 2 new VPs who are proven leaders	Number	0	2
	Hire 5 new department heads who are proven leaders	Number	2	5
	Hire 25 new high-potential managers	Number	4	25
	Total hires in support of goal	Number	6	32
4	Safety: Reduce Injuries by 20%			
	Corporate Goal or Actual	%	10%	20%
	Impact of Talent Acquisition Initiatives	None planned		
5	Costs: Reduce Operating Expenses by 15%			
	Corporate Goal or Actual	%	5%	15%
	Impact of Talent Acquisition Initiatives	None planned		
6	Call Center Satisfaction: Improve Satisfaction Score by 4 Points to 80%			
	Corporate Goal or Actual	Points	1.6	4 pts
	Impact of Talent Acquisition Initiatives	None planned		
7	Comply with New Regulations			
	Corporate Goal or Actual	% in compliance	100%	100%
	Impact of Talent Acquisition Initiatives	None planned		
8	Innovation: Generate 10 New Patentable Ideas			
	Corporate Goal or Actual	Number	4	10
	Impact of Talent Acquisition Initiatives	Number	NA	0
	Talent Acquisition Initiatives			
	Hire 1 new research engineer	Number	0	0
9	Retention: Improve Retention of Top Performers by 5 Points to 90%			
	Corporate Goal or Actual	Points	-3 pts	5 pts
	Impact of Talent Acquisition Initiatives	None planned		
10	Diversity: Increase Diversity Index by 4 Points to 50%			
	Corporate Goal or Actual	Points	1.1 pts	4 pts
	Impact of Talent Acquisition Initiatives	Points	NA	3 pts
	Talent Acquisition Initiatives			
	Hire 2 new VPs	Number	0	2
	Hire 5 new department heads	Number	2	5
	Hire 25 new managers	Number	4	25
	Hire 1 new research engineer	Number	0	0
	Hire 250 new associates	Number	147	250
	Total hires in support of goal	Number	153	282

NOTES: (1) Leadership and engagement scores from the semi-annual employee engagement survey

Preparer Notes: The list could contain a mix of quantitative and qualitative impact measures for the initiatives. For example, a more easily quantifiable goal like increasing sales might have a quantitative impact for the initiatives (like the 4% increase in sales due to the initiative) while a goal like increasing leadership or engagement scores might have a qualitative impact for the initiative like high, medium, or low. For some goals, the initiative may simply be "Essential" to achieving the goal. The two columns are required. Additional columns could be added for prior year plan and additional prior years to show trend.

## Talent Acquisition

### Sample List of Outcome Measures and Programs with Qualitative Impacts

Priority	Business Outcomes and Impact of Talent Acquisition Initiatives		2018 Actual	2019 Plan
1	Revenue: Increase Sales by 20%			
	Corporate Goal or Actual	%	10%	20%
	Impact of Talent Acquisition Initiatives	High/Med/Low	NA	Med
	Talent Acquisition Initiatives			
	Hire 3 high-performing sales managers	Number	NA	3
	Hire 10 high-performing sales representatives	Number	NA	10
	Total hires in support of goal	Number	NA	13
2	Leadership: Increase Leadership Score by 5 Points to 70% (1)			
	Corporate Goal or Actual	Points	0 pts	5 pts
	Impact of Talent Acquisition Initiatives	High/Med/Low	None	Med
	Talent Acquisition Initiatives			
	Hire 2 new VPs who are proven leaders	Number	0	2
	Hire 5 new department heads who are proven leaders	Number	2	5
	Hire 25 new high-potential managers	Number	4	25
	Total hires in support of goal	Number	6	32
3	Engagement: Increase Engagement Score by 3 Points to 75% (1)			
	Corporate Goal or Actual	Points	1 pt	3 pts
	Impact of Talent Acquisition Initiatives	High/Med/Low	None	Low
	Talent Acquisition Initiatives			
	Hire 2 new VPs who are proven leaders	Number	0	2
	Hire 5 new department heads who are proven leaders	Number	2	5
	Hire 25 new high-potential managers	Number	4	25
	Total hires in support of goal	Number	6	32
4	Safety: Reduce Injuries by 20%			
	Corporate Goal or Actual	%	10%	20%
	Impact of Talent Acquisition Initiatives	None planned		
5	Costs: Reduce Operating Expenses by 15%			
	Corporate Goal or Actual	%	5%	15%
	Impact of Talent Acquisition Initiatives	None planned		
6	Call Center Satisfaction: Improve Satisfaction Score by 4 Points to 80%			
	Corporate Goal or Actual	Points	1.6 pts	4 pts
	Impact of Talent Acquisition Initiatives	None planned		
7	Comply with New Regulations			
	Corporate Goal or Actual	in compliance	100%	100%
	Impact of Talent Acquisition Initiatives	None planned		
8	Innovation: Generate 10 New Patentable Ideas			
	Corporate Goal or Actual	Number	4	10
	Impact of Talent Acquisition Initiatives	High/Med/Low	NA	Low
	Talent Acquisition Initiatives			
	Hire 1 new research engineer	Number	0	0
9	Retention: Improve Retention of Top Performers by 5 Points to 90%			
	Corporate Goal or Actual	Points	-3 pts	5 pts
	Impact of Talent Acquisition Initiatives	None planned		
10	Diversity: Increase Diversity Index by 4 Points to 50%			
	Corporate Goal or Actual	Points	1.1 pts	4 pts
	Impact of Talent Acquisition Initiatives	High/Med/Low	NA	High
	Talent Acquisition Initiatives			
	Hire 2 new VPs	Number	0	2
	Hire 5 new department heads	Number	2	5
	Hire 25 new managers	Number	4	25
	Hire 1 new research engineer	Number	0	1
	Hire 250 new associates	Number	147	250
	Total hires in support of goal	Number	153	283

NOTES: (1) Leadership and engagement scores from the semi-annual employee engagement survey

Preparer Notes: The list could contain a mix of quantitative and qualitative impact measures for the initiatives. For example, a more easily quantifiable goal like increasing sales might have a quantitative impact for the initiatives (like a 4% increase in sales due to the initiative) while a goal like increasing leadership or engagement scores might have a qualitative impact for the initiative like those shown above. For some goals, the initiative may simply be "Essential" to achieving the goal. The two columns are required. Additional columns could be added for prior year plan and additional prior years to show trend.

# Talent Acquisition

## Sample Business Outcome Statement for the Private Sector

### Results through June

Priority	Business Outcomes and Impact of Talent Acquisition Initiatives		2018 Q1	Q2	Q3	Q4	Total or End of year	2019 Q1	Q2
1	Revenue: Increase Sales by 20%								
	Change in Sales	Millions of \$	\$774	\$689	\$764	\$825	\$3,052	\$890	\$821
	Percent change over year earlier	%	7.2%	8.8%	10.7%	13.3%	10.0%	15.0%	19.2%
	Impact of Talent Acquisition Initiatives								
	Talent Acquisition Initiatives								
	Hire 3 high-performing sales managers	Number						1	2
	Hire 10 high-performing sales representatives	Number						3	5
	Total hires in support of goal	Number						4	7
2	Leadership: Increase Leadership Score by 5 Points to 73.5% (1)								
	Increase in Leadership Score	Points	68.1	67.3	68	68.5	68.5	69.5	71.5
	Point change over previous quarter	Points	-0.4	-0.8	0.7	0.5		1.0	2.0
	Impact of Talent Acquisition Initiatives	Points	0	0	0	0	0	0.2	0.4
	Talent Acquisition Initiatives								
	Hire 2 new VPs who are proven leaders	Number	0	0	0	0	0	1	1
	Hire 5 new department heads who are proven leaders	Number	0	0	0	2	2	2	3
	Hire 25 new high-potential managers	Number	0	0	1	3	4	10	12
	Total hires in support of goal	Number	0	0	1	5	6	13	16
3	Engagement: Increase Engagement Score by 3 Points to 69.4% (1)								
	Increase in Engagement Score	Points	65.1	64.9	65.3	66.4	66.4	67.1	68.3
	Point change over previous quarter	Points	-0.3	-0.2	0.4	1.1		0.7	1.2
	Impact of Talent Acquisition Initiatives	Points						0.1	0.2
	Talent Acquisition Initiatives								
	Hire 2 new VPs who are proven leaders	Number	0	0	0	0	0	1	1
	Hire 5 new department heads who are proven leaders	Number	0	0	0	2	2	2	3
	Hire 25 new high-potential managers	Number	0	0	1	3	4	10	12
	Total hires in support of goal	Number	0	0	1	5	6	13	16
4	Safety: Reduce Injuries by 20%								
	Reduction in Injuries	Number	143	157	174	165	639	125	130
	Percent change over year earlier	%	-8.5%	-10.5%	-9.4%	-11.6%	-10.0%	-12.6%	-17.2%
	Impact of Talent Acquisition Initiatives	None planned							
5	Costs: Reduce Operating Expenses by 15%								
	Reduction in Operating Expenses	%	\$651	\$623	\$663	\$674	\$2,611	\$601	\$541
	Percent change over year earlier	%	-5.7%	-4.8%	-4.9%	-4.6%	-5.0%	-7.7%	-13.2%
	Impact of Talent Acquisition Initiatives	None planned							
6	Call Center Satisfaction: Improve Satisfaction Score by 4 Points to 84.5%								
	Improvement in Satisfaction Score	Points	79.1	78.4	80.1	80.5	80.5	81.5	83.4
	Point change over previous quarter	Points	0.2	-0.7	1.7	0.4		1.0	1.9
	Impact of Talent Acquisition Initiatives	None planned							
7	Regulatory: Comply with New Regulations								
	Compliance with New Regulations	% in compliance	100%	100%	100%	100%	100%	100%	100%
	Impact of Talent Acquisition Initiatives	None planned							
8	Innovation: Generate 10 New Patentable Ideas for a Total of 48								
	Number of New Patentable Ideas	Number	9	7	10	12	38	11	12
	Change over year earlier	Number	1	-2	2	3	4	2	5
	Impact of Talent Acquisition Initiatives								None
	Talent Acquisition Initiatives								
	Hire 1 new research engineer	Number						0	0
9	Retention: Improve Retention of Top Performers by 5 Points to 90.1%								
	Improvement in retention of top performers	Points	87.8	87.0	86.3	85.1	85.1	85.8	87.1
	Point change over previous quarter	Points	-0.3	-0.8	-0.7	-1.2	-2.7	0.7	1.3
	Impact of Talent Acquisition Initiatives	None planned							
10	Diversity: Increase Diversity Index by 4 Points to 50%								
	Change in Diversity Index	Points	44.6	44.9	45.8	46.0	46.0	46.7	48.0
	Point change over previous quarter	Points	-0.3	0.3	0.9	0.2		0.7	1.3
	Impact of Talent Acquisition Initiatives	Points	Hiring not focused on diversity				NA	0.5	1
	Talent Acquisition Initiatives								
	Hire 2 new VPs	Number	0	0	0	0	0	1	1
	Hire 5 new department heads	Number	0	0	0	2	2	2	3
	Hire 25 new managers	Number	0	0	1	3	4	10	12
	Hire 1 new research engineer	Number	0	0	0	0	0	0	0
	Hire 250 new associates	Number	27	32	39	49	147	103	133
	Total hires in support of goal	Number	27	32	40	54	153	116	149

NOTES: (1) Leadership and engagement scores from the semi-annual employee engagement survey

Preparer Notes: This statement shows results by quarter. Alternatively, a detailed statement could show results by month and/or at a greater level of granularity. For example, results could be shown at the region, business unit, or district level.

The statement could contain a mix of quantitative and qualitative impact measures for the initiatives. For example, a more easily quantifiable goal like increasing sales might have a quantitative impact for the initiatives (like the 4% increase in sales due to the initiative) while a goal like increasing leadership or engagement scores might have a qualitative impact for the initiative like high, medium, or low.

For some goals, the initiative may simply be "Essential" to achieving the goal.

YTD

\$1,711  
17.1%

3  
8  
11

71.5  
3.0  
0.6

2  
5  
22  
29

68.3  
1.9  
0.3

2  
5  
22  
29

255  
-14.9%

\$1,142  
-10.4%

83.4  
2.9

100%

23  
7  
None

0

87.1  
2.0

48.0  
2.0  
1.5

2  
5  
22  
0  
236  
265

## Talent Acquisition

### Sample List of Effectiveness Measures

	<u>Unit of Measurement</u>	<u>Historical Data Available</u>	<u>Manage or Monitor</u>
Quality of Hire Index	% Top two boxes	Yes	Monitor
Supervisor New Hire Satisfaction Rating	% Top two boxes	Yes	Monitor
Average Performance Ratings of New Hires	% Top two boxes	Yes	Monitor
Percentage of New Hires Promoted within 1 year	% Top two boxes	Yes	Monitor
New Hire Employee Engagement	% Top two boxes	Yes	Monitor
Hiring Process Effectiveness Index	% Top two boxes	Yes	Monitor
New Hire Recruiting Satisfaction Rating	% Top two boxes	Yes	Monitor
Hiring Manager Hiring Process Satisfaction	% Top two boxes	Yes	Monitor
Applicant Percent of Job Requirements Met	% Top two boxes	Yes	Monitor
Hires Percent of Job Requirements Met	% Top two boxes	Yes	Manage
Percentage of New Hires Retained after 1 Year	% Top two boxes	Yes	Monitor
Percentage of Planned Positions Filled	% Top two boxes	Yes	Monitor
Percentage of Planned Positions Filled On Time	% Top two boxes	Yes	Monitor

Preparer's Notes: This list should contain the most important effectiveness measures. In this example, the measures are used to calculate two indexes but this is not required.  
The two columns are required. Additional columns may be added.

## Talent Acquisition

### Sample Effectiveness Statement

Results through June

		2018					2019		
		<u>Qtr 1</u>	<u>Qtr 2</u>	<u>Qtr 3</u>	<u>Qtr 4</u>	<u>Average</u>	<u>Qtr 1</u>	<u>Qtr 2</u>	<u>YTD</u>
Quality of Hire Index	% Top two boxes	51%	55%	55%	61%	56%	65%	69%	67%
Supervisor New Hire Satisfaction Rating	% Top two boxes	62%	69%	67%	73%	68%	76%	80%	78%
Average Performance Ratings of New Hires	% Top two boxes	47%	48%	51%	59%	51%	72%	72%	72%
Percentage of New Hires Promoted within 1 year	% Top two boxes	31%	34%	36%	40%	35%	40%	44%	42%
New Hire Employee Engagement	% Top two boxes	65%	68%	67%	71%	68%	71%	77%	74%
Hiring Process Effectiveness Index	% Top two boxes	75%	76%	76%	78%	77%	80%	85%	83%
New Hire Recruiting Satisfaction Rating	% Top two boxes	76%	75%	77%	79%	77%	80%	82%	81%
Hiring Manager Hiring Process Satisfaction	% Top two boxes	68%	72%	70%	73%	71%	71%	75%	73%
Applicant Percent of Job Requirements Met	% Top two boxes	79%	80%	81%	83%	81%	86%	90%	88%
Hires Percent of Job Requirements Met	% Top two boxes	85%	84%	85%	87%	85%	88%	91%	90%
Percentage of New Hires Retained after 1 Year	% Top two boxes	81%	83%	82%	84%	83%	84%	88%	86%
Percentage of Planned Positions Filled	% Top two boxes	90%	89%	92%	91%	91%	92%	96%	94%
Percentage of Planned Positions Filled On Time	% Top two boxes	45%	52%	48%	51%	49%	62%	74%	68%

Preparer Notes: Monthly data could also have been used instead of quarterly. The statement could also contain measures which are not included in the high-level statement.  
The statement could also show data at a more granular level. For example, measures could be shown for each initiative or by country, region, or business

## Talent Acquisition

### Sample List of Efficiency Measures

	<u>Unit of Measurement</u>	<u>Historical Data Available</u>	<u>Manage or Monitor</u>
<b>Cost Measures</b>			
Total Hiring Cost	Million \$	Yes	Monitor
Internal Hiring Cost	Million \$	Yes	Monitor
External Hiring Cost	Million \$	Yes	Monitor
Cost per Hire	Thousand \$	Yes	Monitor
Internal Cost per Hire	Thousand \$	Yes	Monitor
External Cost per Hire	Thousand \$	Yes	Monitor
Comparable Internal Cost per Hire	Thousand \$	Yes	Monitor
Comparable External Cost per Hire	Thousand \$	Yes	Monitor
Internal Cost Reduction	Thousand \$	Yes	Monitor
<b>Hiring Activity</b>			
Total Hires	Number	Yes	Monitor
Internal Hires	Number	Yes	Monitor
External Hires	Number	Yes	Monitor
External Offer Acceptance Rate	%	Yes	Monitor
Percent of Hires Referred	%	Yes	Monitor
<b>Cycle Time</b>			
Time to Fill	Days	Yes	
Internal Time to Fill	Days	Yes	Monitor
External Time to Fill	Days	Yes	Monitor
Time to Start	Days	Yes	
Internal Time to Start	Days	Yes	Manage
External Time to Start	Days	Yes	Monitor

Preparer's Notes: This list should contain the most important efficiency measures.

The two columns are required. Additional columns may be added.



## Talent Acquisition

### Sample Efficiency Statement

Results through June

		<u>2018</u>	<u>2019</u>						
		<u>Actual</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>YTD</u>
<b>Cost Measures</b>									
Total Hiring Cost	Thousand \$	\$6,874,303	\$976,457	\$1,051,086	\$1,048,562	\$1,052,020	\$1,056,131	\$1,065,110	\$6,249,366
Internal Hiring Cost	Thousand \$	\$349,589	\$49,562	\$51,230	\$54,001	\$53,264	\$55,897	\$53,854	\$317,808
External Hiring Cost	Thousand \$	\$6,524,714	\$926,895	\$999,856	\$994,561	\$998,756	\$1,000,234	\$1,011,256	\$5,931,558
<b>Cost per Hire</b>									
Internal Cost per Hire	Thousand \$	\$21,963	\$21,699	\$20,610	\$20,560	\$20,628	\$18,529	\$18,364	\$19,966
External Cost per Hire	Thousand \$	\$10,925	\$12,391	\$12,808	\$9,000	\$10,653	\$7,985	\$8,976	\$9,932
Comparable Internal Cost per Hire	Thousand \$	\$23,220	\$22,607	\$21,274	\$22,101	\$21,712	\$20,005	\$19,447	\$21,109
Comparable External Cost per Hire	Thousand \$	\$10,199	\$11,151	\$11,527	\$8,100	\$9,588	\$7,187	\$8,078	\$9,272
Internal Cost Reduction	Thousand \$	\$16,317	\$15,825	\$14,891	\$15,471	\$15,198	\$14,003	\$13,613	\$14,834
<b>Hiring Activity</b>									
Total Hires	Number	301	45	51	51	51	57	58	313
Internal Hires	Number	31	4	4	6	5	7	6	32
External Hires	Number	309	41	47	45	46	50	52	281
External Offer Acceptance Rate	%	59%	60%	61%	63%	62%	64%	65%	63%
Percent of Hires Referred	%	18%	19%	19%	19%	21%	23%	24%	21%
<b>Cycle Time</b>									
Time to Fill	Days	92	91	90	86	84	81	79	85
Internal Time to Fill	Days	52	51	50	48	48	47	46	48
External Time to Fill	Days	96	95	93	91	88	86	83	89
Time to Start	Days	142	145	143	139	138	133	131	138
Internal Time to Start	Days	91	81	82	79	80	78	76	79
External Time to Start	Days	152	151	148	147	144	141	137	145

Preparer Notes: Quarterly data could also have been used instead of monthly. The statement could also contain measures which are not included in the high-level statement.

The statement could also show data at a more granular level. For example, measures could be shown for each initiative or by country, region, or business unit.



# Talent Acquisition

## Sample Summary Report for the Private Sector with Mixed Outcomes

### Results Through June

	Unit of Measurement	2018 Actual	Plan	Jun YTD	2019		Comparison to Plan
					Comparison to Plan	Forecast	
Impact of Talent Acquisition Initiatives							
Increase Sales by 20%							
Corporate Goal or Actual	%	10%	20%	17%	3% below	20%	on plan
Impact of Talent Acquisition Initiatives	High/Med/Low	NA	Med	Med	on plan	Med	on plan
Total hires: 3 managers and 10 reps	Number	0	13	11	85%	13	100%
Increase Leadership Score by 5 points to 73.5%							
Corporate Goal or Actual	Points	0 pts	5 pts	3 pts	2 pts below	4 pts	1 pt below plan
Impact of Talent Acquisition Initiatives	High/Med/Low	None	Med	Med	on plan	Med	on plan
Total hires: 2 VPs, 5 DHs, 25 Managers	Number	6	32	29	91%	32	100%
Increase Engagement Score by 3 Points to 69.4%							
Corporate Goal or Actual	Points	1 pt	3 pts	1.9 pts	1.1 pts below	3 pts	on plan
Impact of Talent Acquisition Initiatives	High/Med/Low	None	Low	Low	on plan	Low	on plan
Total hires: 2 VPs, 5 DHs, 25 Managers	Number	6	32	29	91%	32	100%
Increase Diversity Index by 4 Points to 50%							
Corporate Goal or Actual	Points	1.1 pts	4 pts	2 pts	2 pts below	4 pts	on plan
Impact of Talent Acquisition Initiatives	High/Med/Low	NA	High	High	on plan	High	on plan
Total hires: 2 VPs, 5 DHs, 25 Managers, 1 RE, 250 Associates	Number	153	283	266	94%	280	99%
Effectiveness							
Quality of Hire Index	%	56%	70%	67%	3% below	70%	on plan
Supervisor New Hire Satisfaction Rating	%	68%	80%	78%	2% below	80%	on plan
Average Performance Ratings of New Hires	%	51%	70%	72%	2% above	75%	5% above
Percentage of New Hires Promoted within 1 year	%	35%	50%	42%	8% below	46%	4% below
New Hire Employee Engagement	%	68%	80%	74%	6% below	78%	2% below
Hiring Process Effectiveness Index	%	70%	83%	77%	6% below	80%	3% below
New Hire Recruiting Satisfaction Rating	%	77%	85%	81%	4% below	83%	2% below
Hiring Manager Hiring Process Satisfaction	%	71%	80%	73%	7% below	76%	4% below
Percentage of New Hires Retained after 1 Year	%	83%	90%	86%	4% below	88%	2% below
Percentage of Planned Positions Filled On Time	%	49%	75%	68%	7% below	72%	3% below
Efficiency							
Total Hires	Number	195	370	313	85%	390	105%
Internal Hires	Number	34	50	32	64%	55	110%
External Hires	Number	161	320	281	88%	335	105%
External Offer Acceptance Rate	%	60%	70%	63%	90%	67%	96%
Total Hiring Cost	Million \$	\$5.6	\$7.3	\$6.1	83%	\$7.0	96%
Internal Hiring Cost	Million \$	\$0.4	\$0.3	\$0.3	87%	\$0.3	100%
External Hiring Cost	Million \$	\$5.2	\$7.0	\$5.8	83%	\$6.7	96%
Cost per Hire	Thousand \$	\$28.7	\$19.7	\$19.4	98%	\$17.9	91%
Internal Cost per Hire	Thousand \$	\$11.8	\$6.0	\$8.1	135%	\$5.5	91%
External Cost per Hire	Thousand \$	\$32.3	\$21.9	\$20.6	94%	\$20.0	91%
Time to Start	Days	146	123	138	113%	131	107%
Internal Time to Start	Days	85	75	79	105%	77	103%
External Time to Start	Days	159	130	145	112%	140	108%
Cost Reduction (internal to Talent Acquisition)	Thousand \$	\$63	\$295	\$168	57%	\$325	110%

Preparer's Notes: This management report should contain the most important outcome, effectiveness and efficiency measures

The choice of measures is up to each organization.

This example contains qualitative measures (high, medium, low) for the impact of initiatives on goals instead of quantitative measures like a 4% increase in sales or a 1 point increase in engagement.

The headings like Impact of Talent Acquisition Initiatives are customizable.

Choose a heading name that makes sense for your organization.

Likewise, group the measures together in a way that makes sense for your organization.

The five columns are required. Additional columns may be added such as Forecast as % of Plan

The report could contain a mix of qualitative and quantitative measures for the impact of talent acquisition on the goals.



# Talent Acquisition

## Sample Program Report

### Sales Manager and Sales Representative Hiring Program

	Unit of Measurement	2018	2019				
		Actual	Plan	YTD	Comparison to Plan	Forecast	Comparison to Plan
Enterprise Goal: Increase Sales by 20%	%	8%	20%	17%	On plan	20%	On plan
Planned Impact of Talent Acquisition	H/M/L	Medium	Medium	Medium	On plan	Medium	On plan
Goal Owner: Joan Robinson, Head of Sales Operations							

#### Program: Hire 3 Sales Managers and 10 Sales Representatives by end of Q2

##### Effectiveness - Sales Operations Specific

Quality of Hire Index - Sales Operations Specific	%	50%	75%	72%	96%	74%	99%
Supervisor New Hire Satisfaction Rating	%	60%	75%	78%	104%	78%	104%
Average Performance Ratings of New Hires	%	55%	70%	72%	103%	73%	104%
Percentage of New Hires Promoted within 1 year	%	42%	52%	47%	90%	50%	96%
New Hire Employee Engagement	%	75%	80%	78%	98%	80%	100%
Hiring Process Effectiveness Index - Sales Operations Specific	%	60%	80%	77%	96%	82%	103%
New Hire Recruiting Satisfaction Rating	%	70%	78%	80%	103%	80%	103%
Hiring Manager Hiring Process Satisfaction	%	65%	75%	73%	97%	77%	103%
Percentage of New Hires Retained after 1 Year	%	65%	85%	90%	106%	90%	106%
Percentage of Planned Positions Filled On Time	%	98%	90%	93%	103%	92%	102%

##### Efficiency - Sales Operations Specific

Net Total Sales Manager & Representative Hires	Number	3	13	14	108%	15	115%
Internal Hires	Number	1	4	4	100%	6	150%
External Hires	Number	2	9	10	111%	9	100%
External Offer Acceptance Rate	%	60%	70%	82%	117%	75%	107%
Hire of Sales Managers							
Hire of Sales Managers	Number	2	6	7	117%	10	167%
Voluntary Turnover of Sales Managers	Number	-1	-1	-1	100%	-2	200%
Involuntary Turnover of Sales Managers	Number	-2	-2	-2	100%	-4	200%
Net Change in number of Sales Managers	Number	-1	3	4	133%	4	133%
Hire of Sales Representatives							
Hire of Sales Representatives	Number	10	22	18	82%	23	105%
Voluntary Turnover of Sales Representatives	Number	-4	-6	-4	67%	-6	100%
Involuntary Turnover of Sales Representatives	Number	-2	-6	-4	67%	-6	100%
Net Change in number of Sales Managers	Number	4	10	10	100%	11	110%
Cost per Hire							
Internal Cost per Hire	Thousand \$	\$5.0	\$5.0	\$5.0	100%	\$5.0	100%
External Cost per Hire	Thousand \$	\$15.0	\$18.0	\$16.0	89%	\$17.0	94%
Time to Start							
Internal Time to Start	Days	85	60	50	83%	55	92%
External Time to Start	Days	120	90	96	107%	95	106%



# Talent Acquisition

## Sample Operations Report

Results through June

		2018			2019		
	<u>Unit of Measurement</u>	<u>Actual</u>	<u>Plan</u>	<u>YTD</u>	<u>Comparison to Plan</u>	<u>Forecast</u>	<u>Comparison to Forecast</u>
<u>Effectiveness Measures</u>							
<b>Quality of Hire Index</b>							
	%	56%	70%	67%	3% below plan	70%	on plan
Supervisor New Hire Satisfaction Rating	%	68%	80%	78%	2% below plan	80%	on plan
Average Performance Ratings of New Hires	%	51%	70%	72%	2% above plan	75%	5% above plan
Percentage of New Hires Promoted within 1 year	%	35%	50%	42%	8% below plan	46%	4% above plan
New Hire Employee Engagement	%	68%	80%	74%	6% below plan	78%	2% below plan
<b>Hiring Process Effectiveness Index</b>							
	%	70%	83%	77%	6% below plan	80%	3% below plan
New Hire Recruiting Satisfaction Rating	%	77%	85%	81%	4% below plan	83%	2% below plan
Hiring Manager Hiring Process Satisfaction	%	71%	80%	73%	7% below plan	76%	4% below plan
Percentage of New Hires Retained after 1 Year	%	83%	90%	86%	4% below plan	88%	2% below plan
Percentage of Planned Positions Filled On Time	%	49%	75%	68%	7% below plan	72%	3% below plan
<u>Efficiency Measures</u>							
<b>Cost Measures</b>							
Total Hiring Cost	Million \$	\$5.6	\$7.3	\$6.1	83%	\$7.7	105%
Internal Hiring Cost	Million \$	\$0.4	\$0.3	\$0.3	87%	\$0.3	100%
External Hiring Cost	Million \$	\$5.2	\$7.0	\$5.8	83%	\$7.4	106%
Cost per Hire	Thousand \$	\$28.7	\$19.7	\$19.4	98%	\$19.3	98%
Internal Cost per Hire	Thousand \$	\$11.8	\$6.0	\$8.1	135%	\$5.0	83%
External Cost per Hire	Thousand \$	\$32.3	\$21.9	\$20.6	94%	\$21.8	99%
Comparable Internal Cost per Hire	Thousand \$	\$10.6	\$5.4	\$7.1	131%	\$4.5	83%
Comparable External Cost per Hire	Thousand \$	\$22.6	\$15.3	\$13.5	88%	\$15.2	99%
Internal Cost Reduction	Thousand \$	\$163.0	\$200.0	\$97.5	49%	\$225.0	113%
<b>Hiring Activity</b>							
Total Hires	Number	195	370	313	85%	400	108%
Internal Hires	Number	34	50	32	64%	60	120%
External Hires	Number	161	320	281	88%	340	106%
External Offer Acceptance Rate	%	60%	70%	63%	7% below plan	66%	4% below plan
Percent of Hires Referred	%	18%	25%	21%	4% below plan	25%	on plan
<b>Cycle Times</b>							
Time to Fill	Days	93	80	85	107%	80	101%
Internal Time to Fill	Days	52	45	48	107%	46	102%
External Time to Fill	Days	102	85	89	105%	86	101%
Time to Start	Days	146	123	138	113%	126	103%
Internal Time to Start	Days	85	75	79	105%	75	100%
External Time to Start	Days	159	130	145	112%	135	104%

Preparer Notes: Measures for this management report are selected from the Efficiency Statement. The Operations Report may include all the measures from the Efficiency Statement or a subset. The selected measures should be those that will be actively managed on a monthly basis and thus will have a forecast which can be updated monthly.

The five columns are required. Additional columns may be added including Forecast as a % of Plan.

Headings such as Cost Measures and Hiring Activity and the measures included for each are customizable and may be selected to meet the needs of the organization.

Current Year	Next Year
2018	2019

**Note: Change the current year to also alter the "Next Year" field**