

KPI/SLA Examples & Definitions

It is important to know what to measure when. This often changes based on what the organization, buyer and/or provider are trying to accomplish, at different times and for different parts of a business. Some metrics are tracked and measured YOY, others when circumstances require a closer look into a specific process/area. This may be to identify the root cause of an issue or simply because you want to focus on a specific metric over a set period.

This document is the result of a project completed by a team from the Standards & Practices Committee. This document and the terms listed and their definitions are a collaboration of the teams experience, preferences and/or research, and should be referenced and used with the understanding that; a) this is not a complete list of all business metrics, but rather a collection of those used most frequently in the industry and/or that the authors had experience with, b) definitions and measures may need to be modified based on your organization needs and/or the data collected and, c) your data collection process may prevent or limit you from using a specific metric as listed below – be sure to confirm you have the necessary inputs and capability to correctly apply and measure a new metric.

Staffing Services Related Metrics

Time to Offer/Hire

Key: Account definition should mirror the historical process already captured.

Definition: From date posted (people can apply) to date of verbal offer acceptance.

Cost per Hire/Fee per Hire (Additional Action Required: Itemization of Cost Components)

Definition: Measurements Cost against Hires/Offer Amounts to Assess Program's Financial Value.

Profitability Measure (Internal Confidential Measurement)

Definition: Total Program expenses divided by number of hires

Client Fee Per Hire

Definition: Total Amount Invoiced/Total Number of Hires

Return on Investment

The number of dollars returned on dollars spent

Total dollars expenses divided by the total amount invoices

Pipeline/Funnel Metrics

Definition: Percentage of Fallout at each step of the process

Funnel (Client Facing Roles):

1. Number of Applicants
2. Number of Resumes Reviewed
3. Number of Screens Completed
4. Number of Submittals
5. Number of Interviews
6. Number of Offers
7. Number of Hires (Offer Accepted)

Satisfaction Surveys

Definition: Individual Customer's Level of Satisfaction with HR and/or outsourced provider

Net Promoter Scores:

Hiring Manger Satisfaction Measurements: 1 per Req or per Hiring Class

1. Candidate Quality
2. Timeliness
3. Our Understanding of Their Needs/Business
4. Communication
5. Overall Recruiting Process

New Hire Satisfaction Measurements:

1. Information Received on the Company
2. Quality of Materials Received
3. Speed and Efficiency of Recruitment Process
4. Level of Communication
5. Post Start Satisfaction with Hiring Decision

HR Manager Satisfaction Measurement: 1 per Quarter

1. Candidate Quality
2. Timeliness
3. Our Understanding of The Business' Needs
4. Communication
5. Overall Recruiting Process

Applicant Diversity

Definition: Percentage of (Pre-Qualified) Qualified Diverse Applicants from Total Number of Applicants Interviewed

(Definition of "Interviewed" should follow OFCCP Guidelines)

Acceptance Rates – Target % before and after Covid-19

Offer declines - # or % - what are the root causes?

Quality of Candidates to Hiring Manager

Definition: % of candidates that are worth interviewing (Target 50% of candidates screened for HM Review)

Source of Qualified Applicant

Definition: Source Which Prompted an Applicant Apply for the Position.

Quality of Hire

Definition: Quality of hire is defined as **the value a new hire adds to your company**. Specifically, how much a new hire contributes to your company's long-term success. Some of the common metrics used to determine quality of hire include employee engagement, job performance, turnover rates, and feedback from colleagues.

Source of Hire

Definition: Source Which Prompted the Hire to Apply for the Position.

Defect Reduction (This KPI will be used when we engage a client with Lean Workout)

Definition: Identification of Defects in the Process and Reduce them by X%

Questions to Answer:

What are the reoccurring defects we encounter?

- Immediate Post Launch
- At 6 Months Post Launch
- At 1 Year Mark
- At 3 Year Mark

Open Requisition Aging

Definition: Average Age of All Open Requisitions (As defined in Time of Offer KPI)

USAGE NOTE: To be used relation of Client Specific Goals, and not program to program comparisons

- % of Open Reqs 0-30 days
- % of Open Reqs 31 – 60 days
- % of Open Reqs 61 – 90 days
- % of Open Reqs 90+ days

Agency Usage

Definition: Max % of approved requisitions sent to outside agencies

Definition: Max % of Hires filled by outside agencies

Agency Avoidance

Definition: Tracks Clients Cost Savings when recruiter or outsourced provider competes against an outside Agency

Client KPIs & SLAs

Consultancy Metrics that Measure the Client's Responsiveness, Quality and Commitment to Partnership and to the efficiency of their/our Talent Acquisition Process.

Provides HR and/or outsourced provider with program-to-program client comparisons on Program Effectiveness, Quality, Efficiency Gains, and Candidate Care Experiences in relation to Client Owned process steps, and overall program performance.

Ideally, all Data Capture should be directly pulled from the ATS.

Funnel Metrics

Intake Timeliness:

Definition: Time from Recruiter initiation of Intake Call to completion of call

Resume Review Timeliness:

Definition: Time from Candidate Submittal to Time Hiring Manager provides Feedback on candidate

Interview Availability:

Definition: Time from Hiring Manager's Interview Request to Date of Scheduled Interview

Interview Phase Efficiency:

Definition: Number of meetings between Hired Applicant and Interview Team (Phone interviews, each in person one-on-one interview or 1 panel interview)

Timeliness of Hiring Decision:

Definition: Time from Hiring Manager's First Applicant assessment (either Phone, or in person) to Time of Offer Decision)

Timeliness of Hiring Decision on Hired Applicant:

Definition: Time from Hired Applicant's First Face to Face interview with Hiring Manager to Time of Offer Decision

Timeliness of Offer Approval:

Definition: Time from Decision to extend offer to time offer terms are approved

Timeliness of Pre-Employment Screening/On-boarding:

Definition: Time from Offer Acceptance to Start Date

SLAs

Note: All measurables included in a contract should originate in an ATS or HR System that can be validated to confirm the integrity and accuracy of the data, thereby producing accurate and true outputs.

Intake Consultancy/Job Launch timeliness

Definition: Time from Final Client Req Approval to the Time Recruiter Initiates Contact w/Hiring Mgr.

Measures: Recruiter Responsiveness to Client Hiring Request.

Posting timeliness

Definition: Time from Job Launch Discussion to the Time Requisition is made available to Internal Applicants (or External, if no period of time exclusive from Internal applicants.)

Measures: Recruiter Timeliness in initiating candidate flow. Also measures Hiring Mgr's timeliness in being available for Job Launch Call.

Screening of Applicants timeliness (Typically used for High Volume Programs)

Definition: Time from Recruiter Req Ownership (as defined by Time to Fill) to the time of the first applicant phone screens for that position.

Measures: Recruiter/process timeliness in sourcing, screening candidates.

Shortlist timeliness

Definition: Time from Date Posted to the time of the first applicant Submitted for Hiring Mgr Review.

Measures: Recruiter's timeliness in sourcing, screening, presenting candidates to Hiring Mgr.

Offer packet timeliness

Definition: Time from recruiter Receiving Offer Details to the time Written Offer is sent.

Measures: Logistics efficiency is solidifying the offer.

	Yes	No	Not Sure
Cost per applicant			
Cost per hire			
Cost per qualified candidate			
Employee referral rate			
First year termination rate			
First year turnover			
6-month turnover			
Number of interviews			
Number of outstanding job vacancies			
Percentage of diverse hires			
Quality of new hire			
Time to fill outstanding job vacancies			
Time-to hire a candidate			