TAD PRIMARY INSIGHTS · QUALITY OF HIRE

Which Quality of Hire Metrics Can Transform Your Hiring?

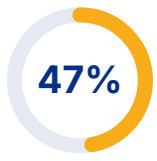
TA measures quality of hire constantly. Almost nobody has agreed what it means.

Ask a TA leader whether quality of hire matters and the answer comes quickly. Ask how they measure it and the room gets quieter. This report draws on conversations with **700+ TA leaders** about what they track, what they can't, and where they would spend next. The appetite for better measurement isn't in doubt. What's missing sits upstream of any tool.

AT A GLANCE



want to know which interview questions actually predict performance



have no agreed definition of what quality of hire means



need six to twelve months of data before acting on a problem



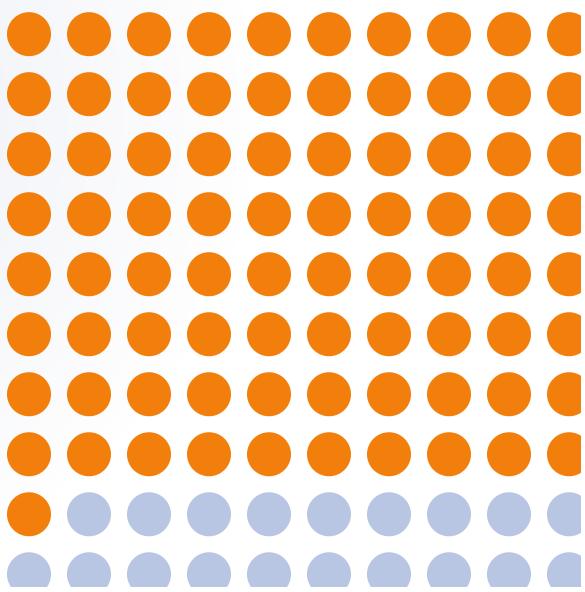
would rather validate their requirements than score candidates

02 The one data point
03 Hardest to measure
04 Review cadence vs. lag time
05 The capability leaders want
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THE ONE DATA POINT

Given one data point, four in five TA leaders asked for the same one.

"If you had to choose, which single data point would be most valuable for improving your future hiring decisions?"



Each dot represents 1% of leaders

81%

Which interview questions and assessments predict performance

19%

shared between the other four options:

- Time-to-productivity patterns by role or department
- Hiring manager track record and success rate
- Where false positives occur (good interview, poor performance)
- Where false negatives occur (rejected, but succeeded elsewhere)

Here's what surprised us. Leaders weren't asking for more data about candidates. Four in five wanted to know one thing: **are the interview questions we already ask actually working?**

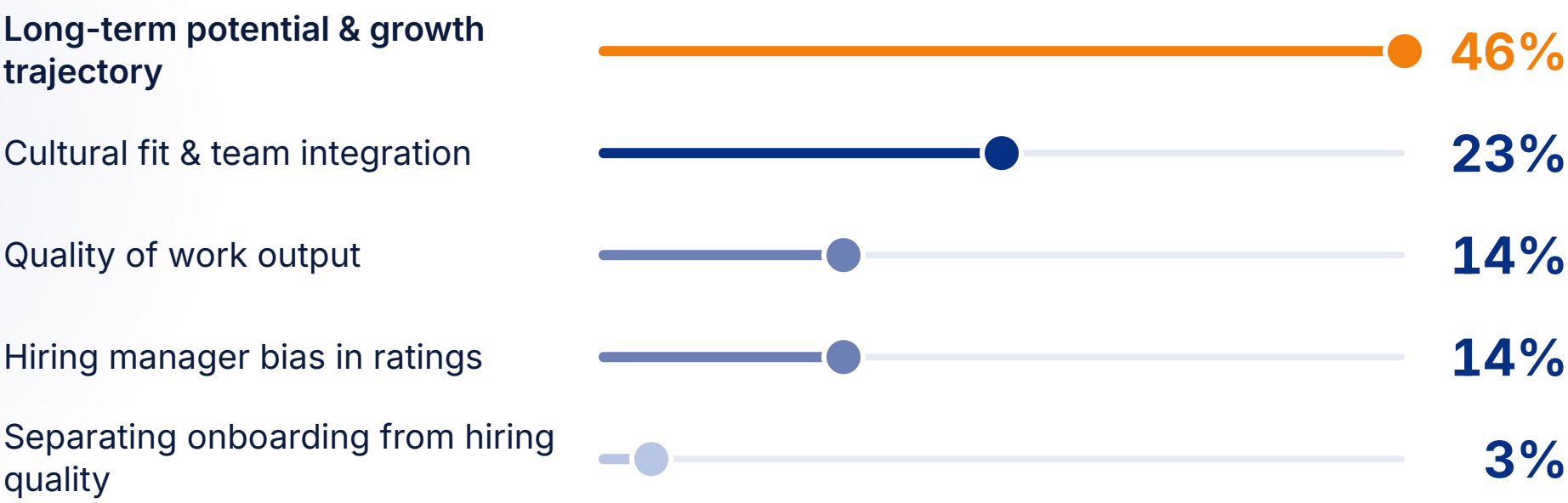
That says a lot. Most hiring processes keep adding steps: another round, another test, another panellist. Very few teams ever go back and check **which of those steps really spots a good hire**. The interview is where hiring decisions get made, and it may also be **the part that gets tested least**.

Before adding new assessments, test the ones you already use. Take the questions your interviewers lean on most and check them against how those hires actually performed.

HARDEST TO MEASURE

Measuring who is good today is manageable. Measuring who will be good later is not.

"Which aspect of "quality" is hardest for your organization to measure objectively?"



Measuring how someone performs today is fairly easy. **Predicting how they'll grow is not.** Nearly half of leaders say long-term potential is the hardest thing to measure, and cultural fit comes next.

Here's the catch: these are exactly the things interviewers tend to **judge on gut feel**. If you can't measure them after the hire, you never find out whether that gut feel was right. It's also where **bias quietly creeps in**, even though few leaders rank bias as their biggest problem.

If potential and fit shape the hiring decision, define what they look like before the interview, so the panel is judging against something it can check later.

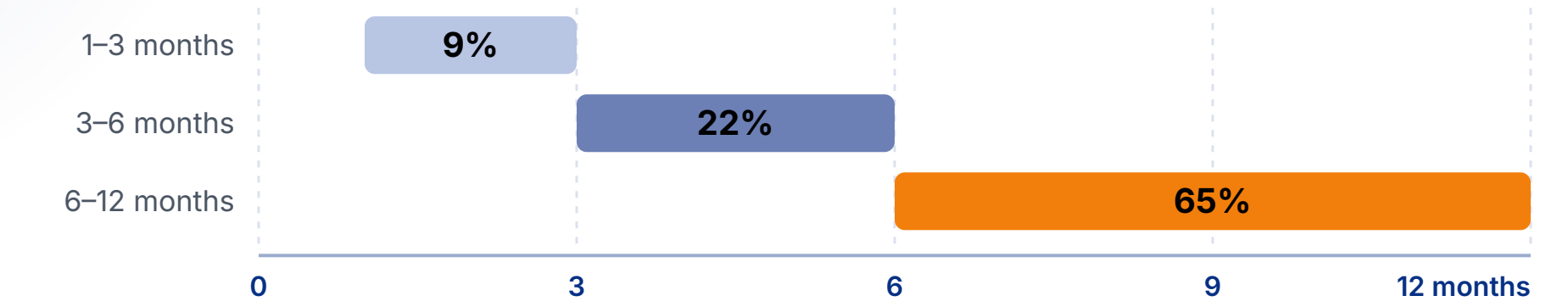
REVIEW CADENCE VS. LAG TIME

Reviewed every quarter. Confirmed six to twelve months later. The loop doesn't close.

"How frequently does your TA team review quality of hire data to adjust recruitment strategies in real time?"



"What is the typical lag time between identifying a QoH problem pattern and having enough data to confidently act on it?"



A further 4% run no longitudinal tracking at all (point-in-time assessments only)

Most teams check quality of hire every month or quarter. That sounds disciplined. **The problem is timing**: for 65% of leaders, it takes six months to a year before the data is solid enough to act on.

So every review looks at **hires who are still settling in**. By the time a pattern is clear, the roles are filled and the chance to fix things has passed. Checking more often won't solve it. **Tracking earlier signals will**, such as how a new hire is doing at 30, 60 and 90 days.

Add leading indicators to the quarterly review, such as 90-day manager feedback and early ramp-up signals, so problems surface while there's still time to change course.

THE CAPABILITY LEADERS WANT

Offered predictive models, 70% chose to check their requirements instead.

"Which predictive analytics capability would have the highest impact on your hiring quality if you had it today?"



Skills gap analysis: requirements vs. actual success factors

Interview question efficacy scores

Predictive models to identify top performers

Hiring manager "batting average" tracking

You might expect leaders to want AI that picks the best candidates. **They don't.** Predictive models finished joint last. Instead, 70% want to find out whether their job requirements actually match what makes people succeed.

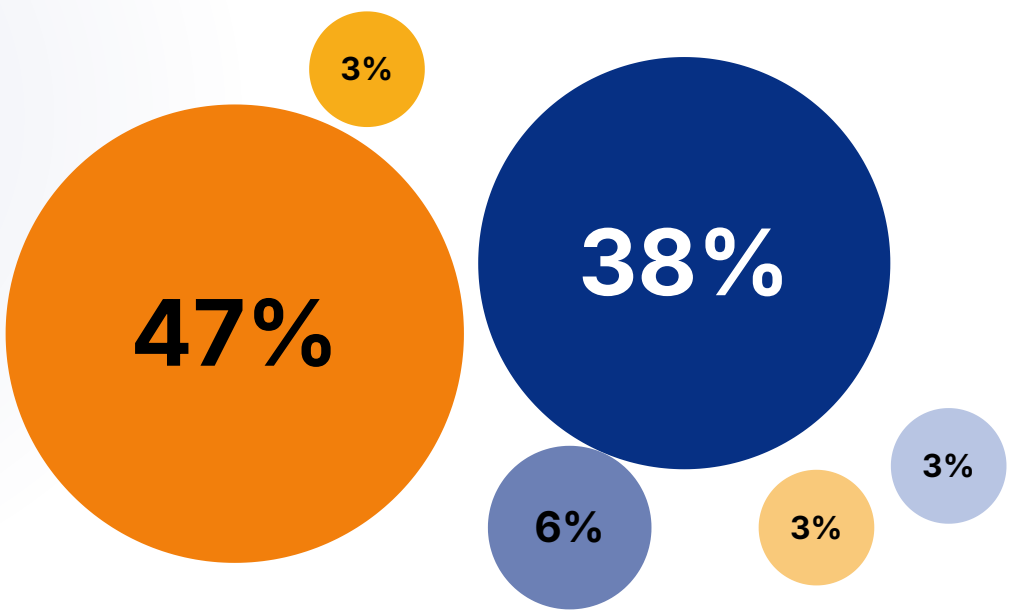
It's a smart instinct. If the requirements are wrong, a prediction tool just **finds the wrong people faster**. Put this next to page 2 and the message is consistent: leaders want **proof that their hiring works before they automate any of it**.

Audit a handful of job requirements against your strongest and weakest hires. If the must-haves don't separate them, they aren't must-haves, and no prediction model will fix that.

THE REAL BARRIER

Definition comes before technology. 47% have never agreed what quality means.

"What is the primary barrier preventing your organization from implementing more rigorous quality of hire measurement?"



- **47%** No agreement on which metrics define "quality"
- **38%** Lack of integrated systems to track post-hire performance
- **6%** Other reasons
- **3%** Hiring managers don't consistently give feedback or complete assessments
- **3%** Leadership doesn't prioritise QoH measurement
- **3%** HRIS and ATS don't talk; data lives in silos

Bubble size reflects how many leaders named each barrier

It's easy to blame the tools, and plenty do: 38% point to missing systems. But **a bigger problem comes first**. Nearly half say their organisation has **never agreed what 'quality' actually means**.

The two are linked. **You can't build a system to track something nobody has defined.** And notice who isn't getting blamed: hardly anyone pointed at hiring managers or leadership. People are willing. They just haven't sat down together and agreed what good looks like.

Agree a written definition of quality of hire, signed off by TA and hiring managers together, before choosing any system to measure it.

WHERE LEADERS WOULD INVEST FIRST

Given budget for measurement, 65% would invest in interviewers before tools.

"If your executive team allocated budget to improve QoH measurement, where would you invest first?"



Block size reflects how many leaders chose each option

Give leaders a budget and **most won't reach for software first**. Two in three would spend it on training hiring managers to interview consistently.

That might look odd next to the 38% who said systems are missing, but it makes sense. **A tool is only as good as the data going into it**, and untrained interviewers produce messy data. **Training also pays off quickly**: you see the difference in the very next round of interviews, not a year later.

Spend first on calibrating the people who interview. Shared rubrics and regular calibration make every later investment in tools easier to justify, and easier to read.

CONCLUSION

Define it, validate it, then instrument it.

Put the answers together and the story is simple. Teams aren't short of data or tools. **They're stuck at the first step**: they haven't agreed what a good hire looks like, so they can't check whether their interviews are finding one.

The **700+ TA leaders** we spoke to **aren't asking for more technology**. They want proof that their questions, their requirements and their interviewers actually work. **Get that right, and choosing the right tools becomes much easier.**

Four places to start

01

Write the definition

47% have no agreed definition. Agree one with hiring managers and put it in writing.

02

Test your questions

81% want to know what predicts performance. Check interview questions against how hires performed.

03

Check the requirements

70% would validate requirements first. Compare must-haves against your strongest and weakest hires.

04

Calibrate, then instrument

65% would train interviewers first. Align the panel before connecting the systems.

Quality of hire won't be fixed by a better dashboard. It will be fixed by teams that agree what good looks like, check whether their hiring predicts it, and only then decide what to measure.