TAD PRIMARY INSIGHTS · TA METRICS

The Data Says Quality Matters. The Systems Say Otherwise.

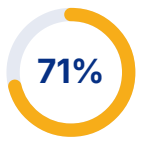
TA won the argument that quality matters. The measurement never caught up.

Ask TA leaders what matters most and the answer comes fast: quality of hire. Ask whether they can prove it, and things get complicated. This report draws on conversations with **700+ TA leaders** about what they measure, what they trust and what the business actually uses. The gap between those three is where the story lives.

AT A GLANCE



say quality of hire has become their most important metric



say disconnected systems stop them measuring what matters



would most value a true, validated measure of quality of hire



say leadership now uses TA metrics to plan ahead

02 What rose and what fell
03 Proof vs. trust
04 The newer metrics
05 What stakeholders use
06 The barrier and the wish
07 When metrics drive decisions

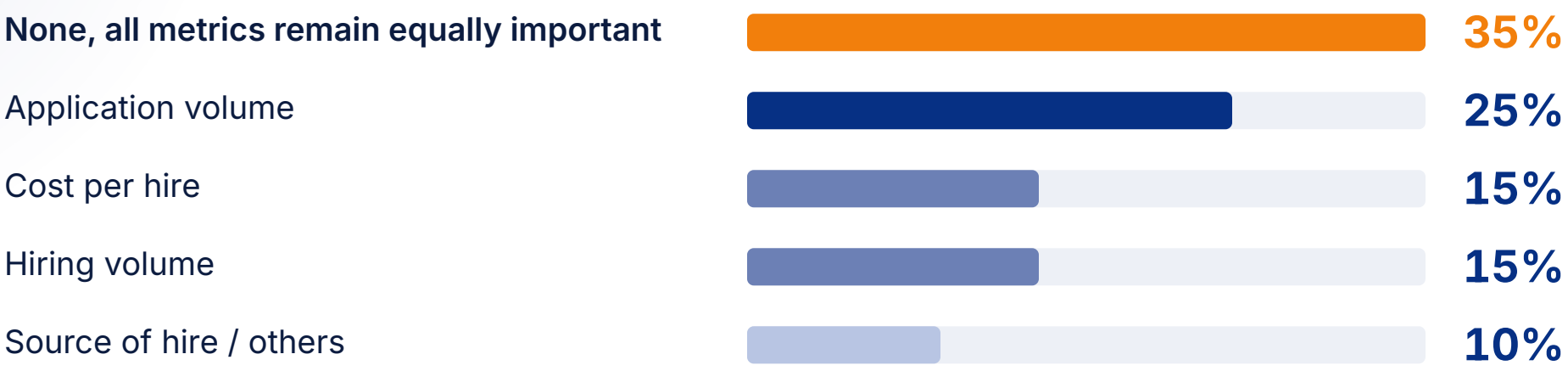
WHAT ROSE AND WHAT FELL

Quality of hire won by four to one. Almost nothing was dropped to make room.

"Which one metric has become most important to your organization over the past 2–3 years?"



"Which metric has become less important compared to 2–3 years ago?"



No contest here. Over the past few years, **quality of hire has become the metric that matters most**, and it isn't close. Everything else trails a long way behind.

But look at what leaders were willing to give up. The most common answer was **nothing at all**. Application volume is the one number people happily let go; most of the old metrics are still there. **New priorities have been stacked on top of old ones**, and that's how dashboards get crowded.

When a new metric earns its place, retire an old one. A short list that everyone uses beats a long one that nobody reads.

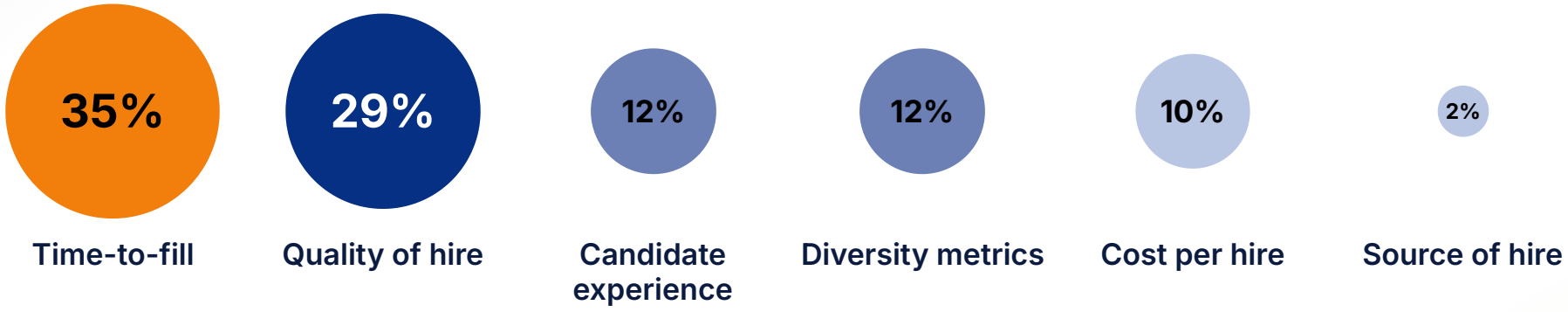
PROOF VS. TRUST

The two metrics leaders rely on most are the two they trust least.

"If you could keep only one metric to prove TA's business impact, which would it be?"



"Which metric do you track regularly but trust least in its accuracy or usefulness?"



Asked to keep just one metric to prove their worth, leaders split almost evenly between **quality of hire and time-to-fill**. Very few picked direct business impact, the measure that speaks most plainly to the business.

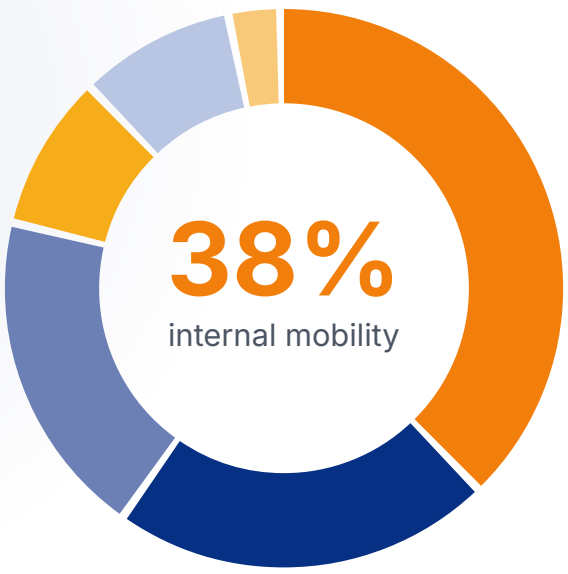
Then comes the twist. Ask which metric they **trust least**, and the same two names come top. Time-to-fill gets gamed with shifting start dates; quality of hire feels too subjective. **TA is making its case with numbers it doesn't fully believe.**

Before presenting a metric to the business, fix how it's counted. One agreed definition of time-to-fill and quality of hire does more for credibility than any new dashboard.

THE NEWER METRICS

The newest metric on the dashboard isn't about hiring from outside at all.

"Which newer metric (beyond traditional time/cost/quality) are you now tracking?"



Internal mobility rate	**38%**
Hiring manager enablement	**22%**
Candidate journey friction	**19%**
Skills-based hiring metrics	**9%**
None, core time/cost/quality only	**9%**
Workforce planning alignment	**3%**
Time-to-productivity	**0%**

Leaders could pick more than one option; figures show the share of all votes

Beyond time, cost and quality, the newer metric leaders track most is **internal mobility**: how often roles are filled from within. It's a quiet but real shift. TA is being judged not just on who walks in the door, but on **how talent moves inside the business**.

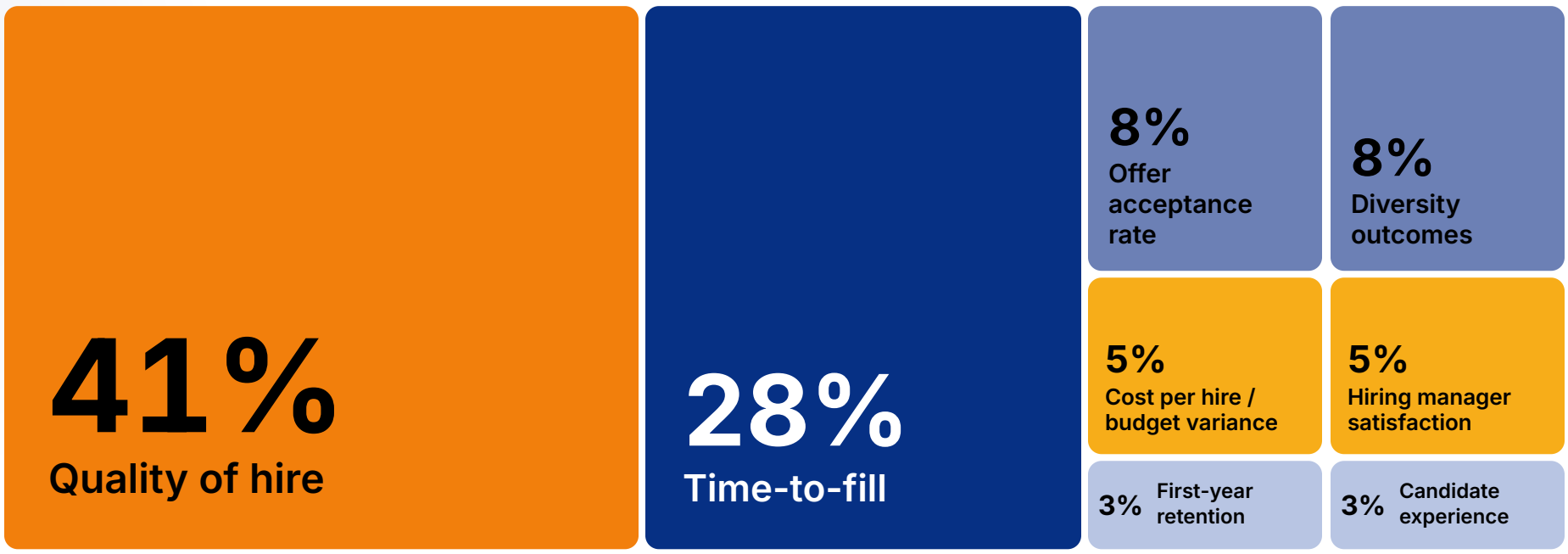
Hiring manager enablement comes next, and that's telling too. A slow or unclear hiring manager used to be treated as a fact of life. Now **teams are starting to measure it**, which is the first step to fixing it. Meanwhile, nobody here is tracking time-to-productivity yet.

If internal mobility is on the dashboard, make sure TA owns part of that story: internal candidates on every shortlist, and a clear view of who is ready to move.

WHAT STAKEHOLDERS ACTUALLY USE

Two metrics drive most hiring decisions. The rest are reported into silence.

"Which metrics do your business stakeholders (executives, hiring managers) actually use to make hiring decisions?"



Leaders could pick more than one option; block size shows the share of all votes. Figures are rounded.

When business leaders actually make hiring decisions, they lean on **just two numbers**: quality of hire and time-to-fill. Between them they take more than two-thirds of the votes. Retention and candidate experience barely make it into the room.

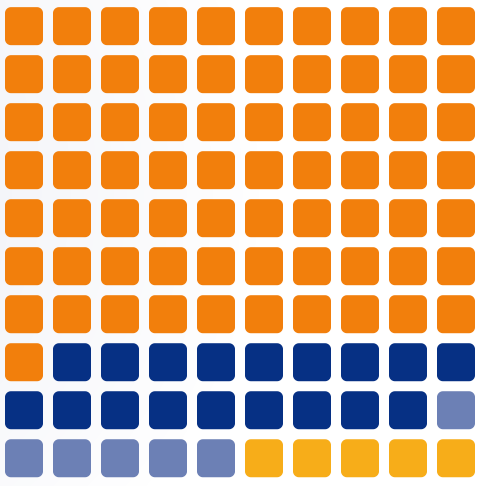
That doesn't make the other metrics useless. Many help TA run itself well. But it's worth being honest about **which numbers are for running the function and which are for persuading the business**. Mix the two and reports get longer while attention gets shorter.

Split your reporting in two: a short business view built on quality and speed, and a fuller operating view for the TA team. Each audience gets what it actually uses.

THE BARRIER AND THE WISH

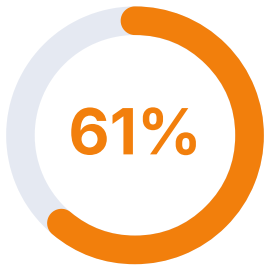
Leaders know what they want to measure. Their systems won't let them.

"What's the single biggest challenge preventing you from measuring the metrics that matter most?"

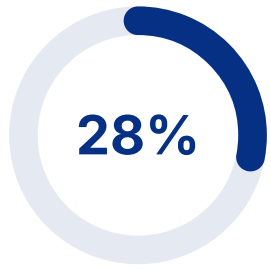


- **71%** **Data integration: ATS, HRIS and performance systems don't connect**
- **18%** Inconsistent definitions across teams
- **6%** Stakeholder apathy
- **5%** Resource constraints

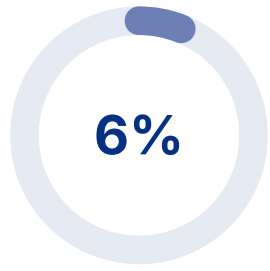
"Which metric would create the most value if you could measure it reliably, even if you can't today?"



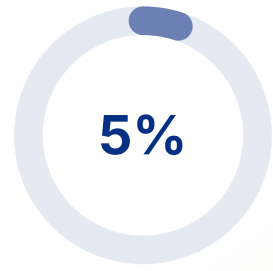
True quality of hire (validated performance)



Skills gap forecasting



Cost of vacancy



Time-to-full-productivity

The biggest obstacle isn't knowing what to measure, and it isn't a lack of interest from leadership. It's **plumbing**. The ATS, HRIS and performance systems don't talk to each other, so the answers sit in separate places.

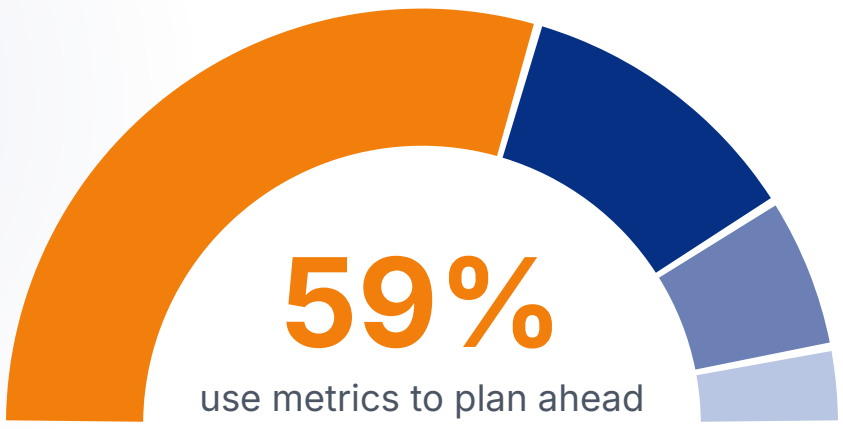
And what would leaders measure if they could? **A true, validated quality of hire**: real performance, not proxies. The thing they want most and the thing they can't build are **the same thing**, and what stands between them is technical, not a matter of opinion.

Start with one connection: link hiring data to performance data for a single role family. A small bridge that works makes the case for a bigger one.

WHEN METRICS DRIVE DECISIONS

Most leaders use metrics to plan ahead. For nearly one in four, it depends who's asking.

"When do TA metrics actually influence decisions or strategy in your organization?"



- **Proactively: leadership reviews monthly or quarterly to plan ahead** — **59%**
- Inconsistently: depends on the leader, urgency or business climate — **23%**
- During performance reviews of the TA team — **12%**
- Reactively: only when hiring isn't working — **6%**

Here's the good news. **Most organisations now look at TA metrics before decisions are made**, not after. For a function that spent years asking for a seat at the planning table, that is real progress.

The fragile part is the group where it **depends on the leader, the urgency or the mood of the business**. When metrics only get used because one person keeps pushing, the habit tends to leave when that person does. **A habit isn't a system.**

Give TA metrics a fixed place in the business calendar, such as a standing slot in the monthly review, so they get looked at whoever is in the room.

CONCLUSION

The fix isn't more metrics. It's fewer, connected and believed.

Across conversations with **700+ TA leaders**, one gap keeps showing up. Quality of hire is what leaders care about most, what they'd use to prove their value, and what they'd most like to measure properly. **It's also one of the numbers they trust least.**

That isn't a contradiction. It's a to-do list. The ambition is already there; what's missing is **the plumbing, the discipline to retire old metrics, and a rhythm** that keeps the numbers in front of the business.

Four places to start

01

Connect the data

71% are held back by systems that don't connect. Link hiring and performance data, one role family at a time.

02

Fix the definitions

The two most relied-on metrics are also the least trusted. Agree how each one is counted.

03

Retire what nobody uses

35% have dropped nothing. For every new metric you add, take one away.

04

Build a rhythm

Nearly one in four say usage depends on the leader. Give metrics a fixed slot in planning.

TA has already won the argument that quality matters. The next step is to make the numbers as strong as the conviction behind them.