



CRACKING THE CODE ON SOURCING METRICS

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REVEALING THE SOURCING SECRET MYSTERY

While recruiting metrics provide a panoramic view of the end-to-end recruitment process (often, seen everything from the hiring making standpoint), sourcing metrics solely zoom in on the art (and science) of identification, engagement, and attraction of potential candidates. Having metrics tailored to sourcing is critical—it helps us understand how we're doing and where we can improve in the first half of the recruiting process.

METRICS WE NEVER TALK ABOUT

But there's a challenge. Even though many companies are curious about these metrics, there's not much shared information out there. It's like a missing puzzle piece. The biggest mystery after the Da Vinci Code. Companies tend to keep their sourcing practices a bit of a secret, which makes it hard for everyone to learn and grow together.

Based on our experience spanning over more than twenty years, we've noticed something interesting: no matter the company's size, industry, or the geo footprint, they all seem to wonder about very similar sourcing metrics. This shared curiosity has inspired us to put together a white paper that dives deep into these universal metrics. Our goal is to shed light on this important aspect of talent acquisition, helping businesses everywhere refine their sourcing strategies.



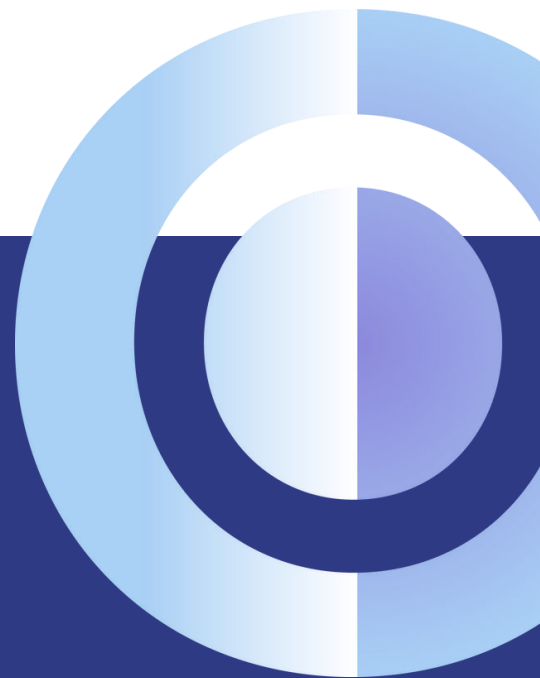
Measuring sourcing efforts is a strategic move that brings ultimate transparency and efficiency to your entire talent acquisition strategy.

By delving into this data-driven approach, you unlock insights that guide your recruitment decisions. Here are some reasons why it's essential to start measuring sourcing.

If done well, you'll better...

- Understand which roles require direct sourcing or can rely on candidate attraction and recruitment marketing efforts
- Allocate your candidate generation budget effectively for the coming year
- Determine the right number of sourcer employees for your organization
- Predict the productivity of your sourcing team
- Identify hard-to-source positions
- Estimate the time and other resources needed to close hard-to-source roles
- Evaluate sourcing's impact on end-to-end recruiting metrics like Cost per Hire or Time to Fill

ONCE WE START MEASURING SOURCING...



BEFORE YOU JUMP IN

Before establishing any sourcing metrics, it's essential to align on a universal definition that works for your company.

As we've learned from Peter Drucker, 'you get what you measure'; **it's crucial to be clear about your way of working.**

WHAT IS SOURCING?

AND WHY DOES IT MATTER?

There are **three main definitions** recruiting professionals use nowadays when talking about sourcing. Understanding the different sourcing definitions is crucial, as our core understanding shapes the metrics we aim to follow.

At most companies, **sourcing isn't limited to the daily job of sourcers.** Everyone has some stake in candidate generation: employees that make referrals, Hiring Managers that sell the company, recruiters that process applicants and so on.

The real question, therefore, is this: are you aiming to measure the sourcing team's individual performance or are you targeting to better understand the company's overall candidate generation effectiveness?

SOURCING AS SEARCHING: The Finding Angle

For some, sourcing is like a search mission. It's all about looking around and digging deep to find that purple squirrel potential candidate. This definition covers the initial step in the recruiting process, ultimately focusing on finding the right candidates. Often, when professionals say 'I source on LinkedIn,' they refer to this definition and are meant to say: they are searching for candidates on the platform.

SOURCING AS TYPE'N'TALK: Direct Sourcing

Direct sourcing takes the search a step further. It's not just about finding people; it's also about reaching out and talking to them directly. This approach combines 'type' (search) and 'talk' (engage), primarily focusing on recruiting passive candidates—those who aren't actively applying for jobs but could be interested in the right opportunity.

HOLISTIC SOURCING: Full-Scope Candidate Generation

Here, every road that leads to a potential candidate is considered part of the sourcing process. Whether it's an advertisement, direct sourcing, referrals from employees, considering alumni candidates, internal hiring practices, or any other channel, all fall within this extensive sourcing framework. This super-inclusive way of looking at sourcing we call 'Holistic Candidate Generation.' It's like casting a wide net to catch all the potential candidates out there and finding the perfect fit.

DIRECT SOURCING METRICS

When having a sourcing team, our focus is on measuring three fundamental aspects: sourcing productivity (quantity), sourcing efficiency (quality), and sourcing value (customer satisfaction).



SOURCING PRODUCTIVITY

These metrics start with 'how many'? This involves tracking the number of deliverables and their impact on the entire recruiting process. It also considers the frequency of actions taken during search, outreach, or engagement, along with the time spent on these activities.



SOURCING EFFICIENCY

It revolves around the 'how.' How do we run the sourcing machine? What do the sourcing funnel numbers tell us? Consistently measuring sourcing efficiency encourages continuous improvement, as we strive to enhance our sourcing methods each day.



SOURCING VALUE

...and customer satisfaction in this context doesn't solely mean happiness surveys. It's about a value-driven approach. Ultimately, the goal of recruiting is making successful hires, and these metrics help us place the various sourcing activities within the broader context of talent acquisition.

LET'S SEE THE SOURCING METRIC LIBRARY NOW!



SOURCING PRODUCTIVITY METRICS

THE 'HOW MANY'?

SOURCING PRODUCTIVITY METRICS

METRIC	DESCRIPTION	AVERAGE <i>(Direct Sourcing)</i>
# OF ACTIVE SOURCING REQS	How many requisitions out of the total assigned volume require active sourcing this week?	Around 5-10 active requisitions per sourcer per week.
# OF QIA CVS/WEEK	What is the number of Qualified, Interested, and Available (QIA) candidate submissions per week?	Around 6-12 QIA CVs per sourcer per week.
# OF QIA CVS/REQ (INITIAL SLATE)	What is the minimum number of QIA CVs that the sourcer needs to submit as the initial slate for a requisition?	Around 2-3 CVs per requisition.
TIME TO SUBMIT	How many days does a sourcer have to submit the initial slate of 3 QIA CVs for a requisition?	Around 5-10 working days.
TIME TO REFILL THE SLATE	How many days does a sourcer have to submit a new QIA CV once the initial slate has been rejected?	Around 3-5 working days.

Many companies like to count the number of identified and messaged candidates or just the emails sent or calls made by a sourcer each week. While this is good for vetting average numbers across teams,

it doesn't show us the real differences in productivity.

That's why we suggest using
SOURCING EFFICIENCY METRICS
to get a clearer picture.



SOURCING EFFICIENCY METRICS

Efficiency Metrics are founded on conversions – the ratios between two measures. Instead of focusing solely on individual counts, the story emerges through the conversion – the ratio – between them.

For instance, sending 7 candidates with 3 accepted gives cca. 43% Recruiter Acceptance Rate. In contrast, sending only 5 candidates with 3 accepted gives 60%. While the end result remains the same, this ratio is higher (and thus, better) than the previous one.

These conversion ratios illuminate the flow between steps, serving as the cornerstone of Sourcing Efficiency.

SOURCING EFFICIENCY METRICS

METRIC	DESCRIPTION	AVERAGE <i>(Direct Sourcing)</i>
RECRUITER ACCEPTANCE RATE (%)	What percentage of submissions progress to a recruiter interview versus being rejected on paper?	Should not be less than 90%.
SOURCING CANDIDATE FUNNEL CONVERSION	What is the ratio between the number of identified candidates and the number of QIA submissions?	See the detailed ratios below.
CONTACTED / IDENTIFIED RATE	What is the ratio between contacted and identified candidates?	Should not be less than 90%.
ENGAGED / CONTACTED RATE	What is the ratio between engaged and contacted candidates?	Should not be less than 55%.
SUBMITTED / ENGAGED RATE	What is the ratio between submitted and engaged candidates?	Should not be less than 15%.



SOURCING VALUE METRICS

Sourcing **contributes numerous value points** to a company, as we previously elaborated in The Value of Sourcing post. In this section, our attention is directed solely towards the **operational value metrics of sourcing.**

SOURCING VALUE METRICS

METRIC	DESCRIPTION	AVERAGE <i>(Direct Sourcing)</i>
FULFILLMENT RATE	What is the minimum percentage of total requisitions that we expect a sourcer to fill?	May range from 10% to 33%.
NUMBER OF HIRES	What is the minimum hiring expectation per sourcer?*	May range from 1 to 2 hires per sourcer per month.

* Please note that even if a sourcer provides an excellent shortlist (QIA CVs), a requisition can still be filled by a candidate from referrals, internal sources, advertisements, etc.

GO BEYOND THE SURFACE

TO REVEAL MORE VALUES OF SOURCING

Beyond operational aspects, there are additional sourcing values that contribute to your talent acquisition strategy when measured. These values go beyond just filling positions; they encompass a broader spectrum that can significantly impact your organization's growth and sustainability.

The value of sourcing lies in a variety of categories, such as providing a steady and diverse slate of candidates, gaining access to rare talents, and contributing to market intelligence. These are the aspects that often go unnoticed but have a long-term impact on the organization. It's crucial to understand that **sourcing is not just a function but a strategic component** that can offer a multitude of benefits, from reducing agency spend to enhancing brand perception. Therefore, it's essential to look beyond the surface and recognize the multifaceted value that sourcing can bring to the table.

[!\[\]\(c3d993ca47bfe2a953c700506ce31fa0_img.jpg\) Read the Value of Sourcing article here](#)

GO BEYOND THE SURFACE #1

VALUE	WHAT DO YOU GET?	MEASUREMENT
A STEADY AND MORE DIVERSE SLATE <i>When you struggle to have a slate on a req or certain job family</i>	Your sourcing function focuses on these jobs, expanding the slate to the desired size (x number of QIAs)	# of slate (e.g. min. 3 QIAs on every in-scope req)
ACCESS TO RARE, CRITICAL TALENTS <i>When specific candidates are not applying</i>	Sourcing finds VIP candidates and initiates conversations. No guaranteed hires, but valuable information exchanged.	# of completed assignments (completion means candidate interaction and feedback)
ACCELERATED HIRING PROCEDURES <i>When time-to-shortlist is lengthy</i>	You receive a slate within the right time frame	Time-to-shortlist (days)
REDUCED AGENCY SPEND <i>When the dependency and spend on 3rd party recruiting agencies is high</i>	Decreased agency dependency, leading to cost savings	Cost saving (\$\$\$) and/or Source of Hire data: usage of 3rd parties (%)

GO BEYOND THE SURFACE #2

VALUE	WHAT DO YOU GET?	MEASUREMENT
BOOSTED BRAND AWARENESS <i>When brand recognition is lacking among your top tier candidates</i>	More interested candidates from the underappreciated talent group	# of new, interested candidates (or % of conversation between identified and interested candidates)
MARKET, TALENT AND COMPETITIVE INTELLIGENCE <i>When you need extra intelligence</i>	Wide-ranging intelligence: competitors, products, trends, locations, expansions, org charts, talent mapping, benchmarks, future skills distribution, etc.	# of completed assignments
BETTER EXPERIENCE, HIGHER SATISFACTION <i>When hiring managers aren't fully satisfied</i>	Enhanced appreciation and trust in Talent Acquisition	Satisfaction surveys



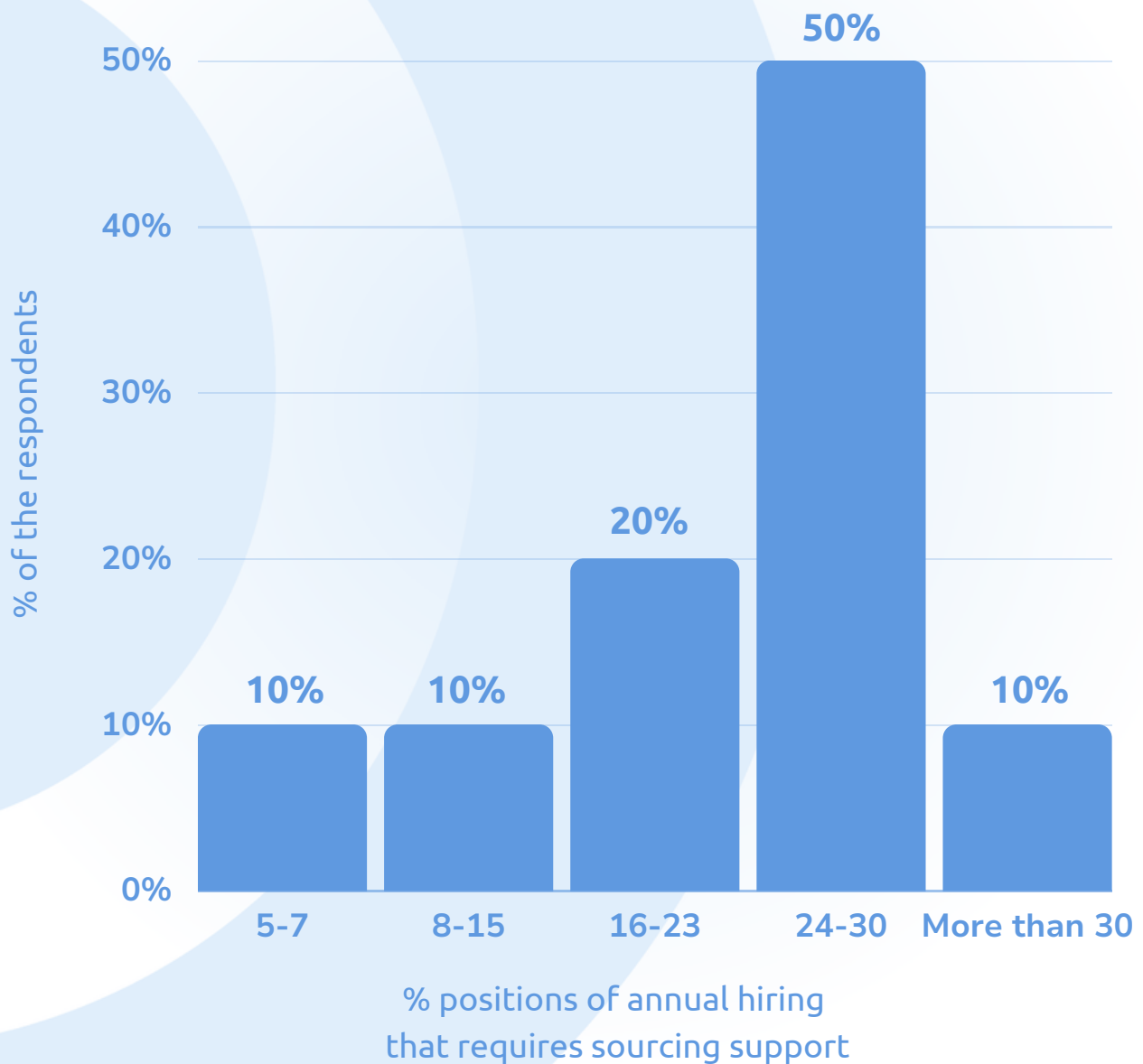
REAL LIFE EXAMPLES

During his talks at international conferences on this topic, **Balazs Paroczay**, the Founder and CEO of CODE, frequently posed questions about sourcing performance to the audience. Below are examples from those conference presentations, which interestingly enough, align with our aforementioned Sourcing Metrics.

RESOURCE ALLOCATION

What % of your annual hiring does require active sourcing support?

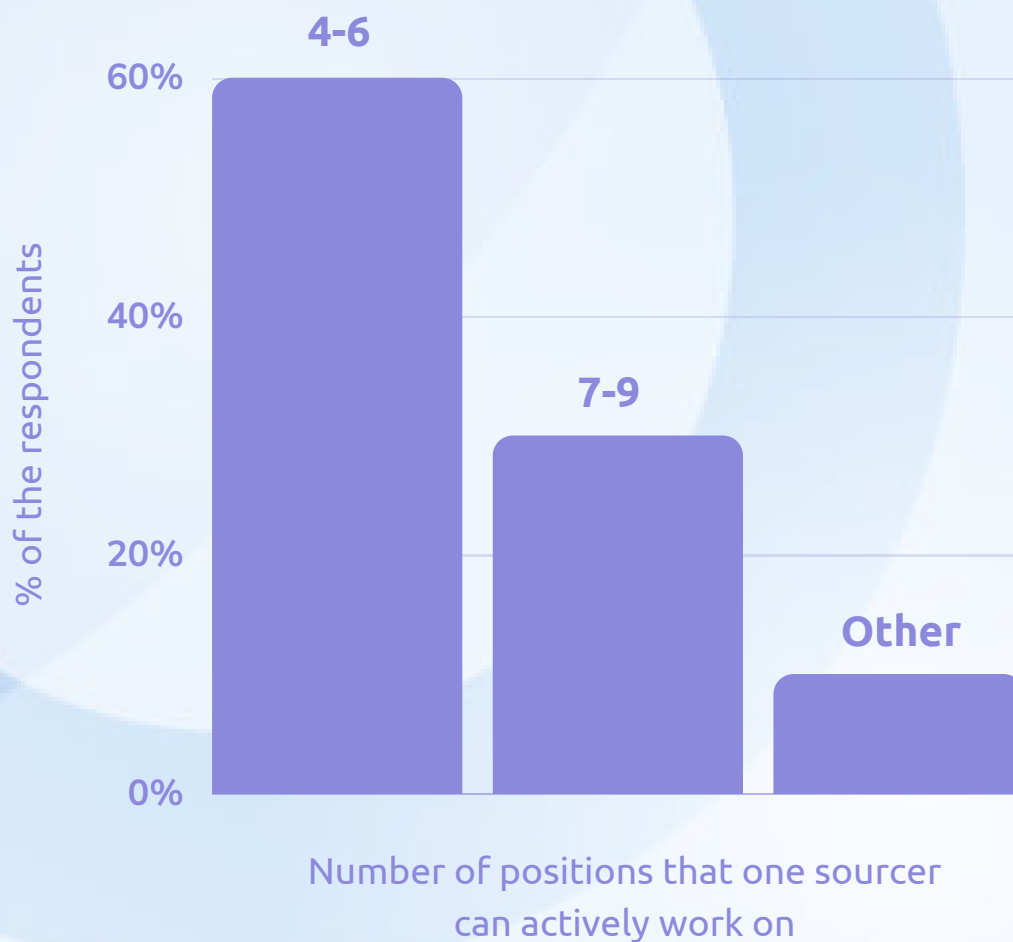
Sourcing Leadership Seminar, 2022



WORKLOAD

How many positions can one sourcer actively work on in the same time?

Sourcing Leadership Seminar, 2022



WORKLOAD

How many positions can one sourcer actively work on in the same time?

Sourcing Leadership Seminar, 2021

10 (if quality
is important)

Sourcer works on
5 positions
simultaneously
(can range from 3 to 7)

I would say
on average
7(ish)

7-10

7-10 roles

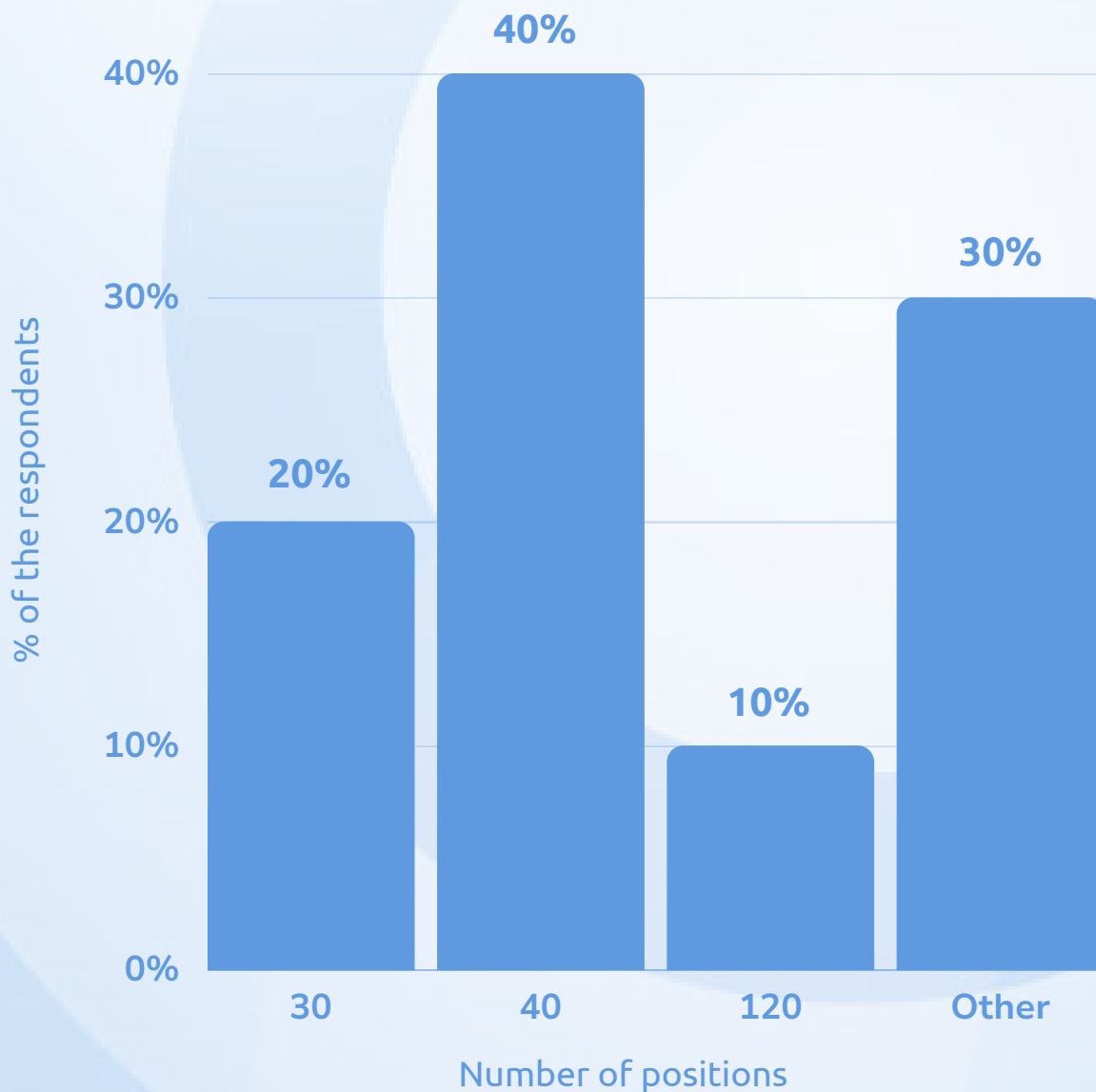
10-12

We think between
4-6 with depending
on various conditions

WORKLOAD

How many positions can one sourcer support in a year?

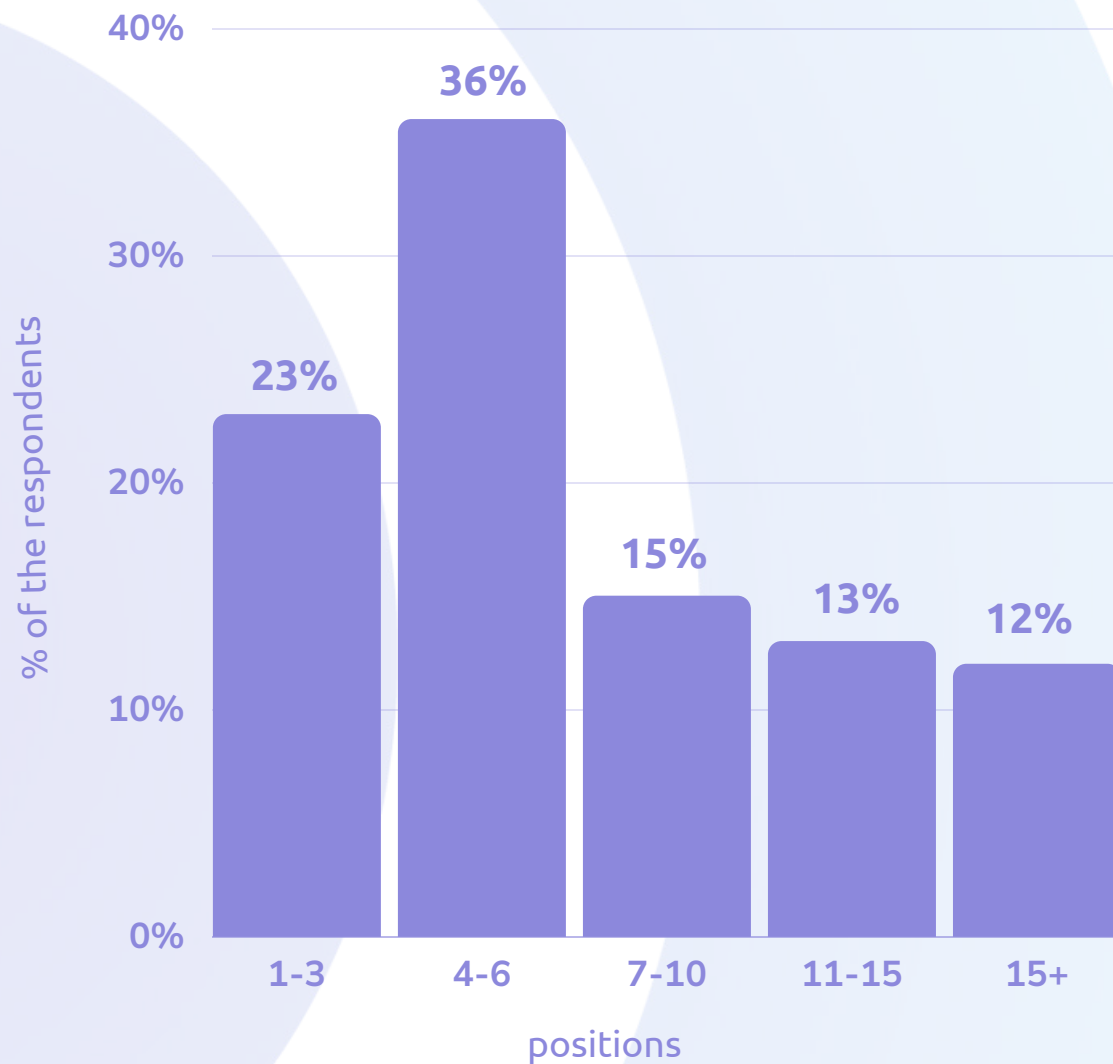
Sourcing Leadership Seminar, 2022



WORKLOAD

How many positions do you actively source on in a month?

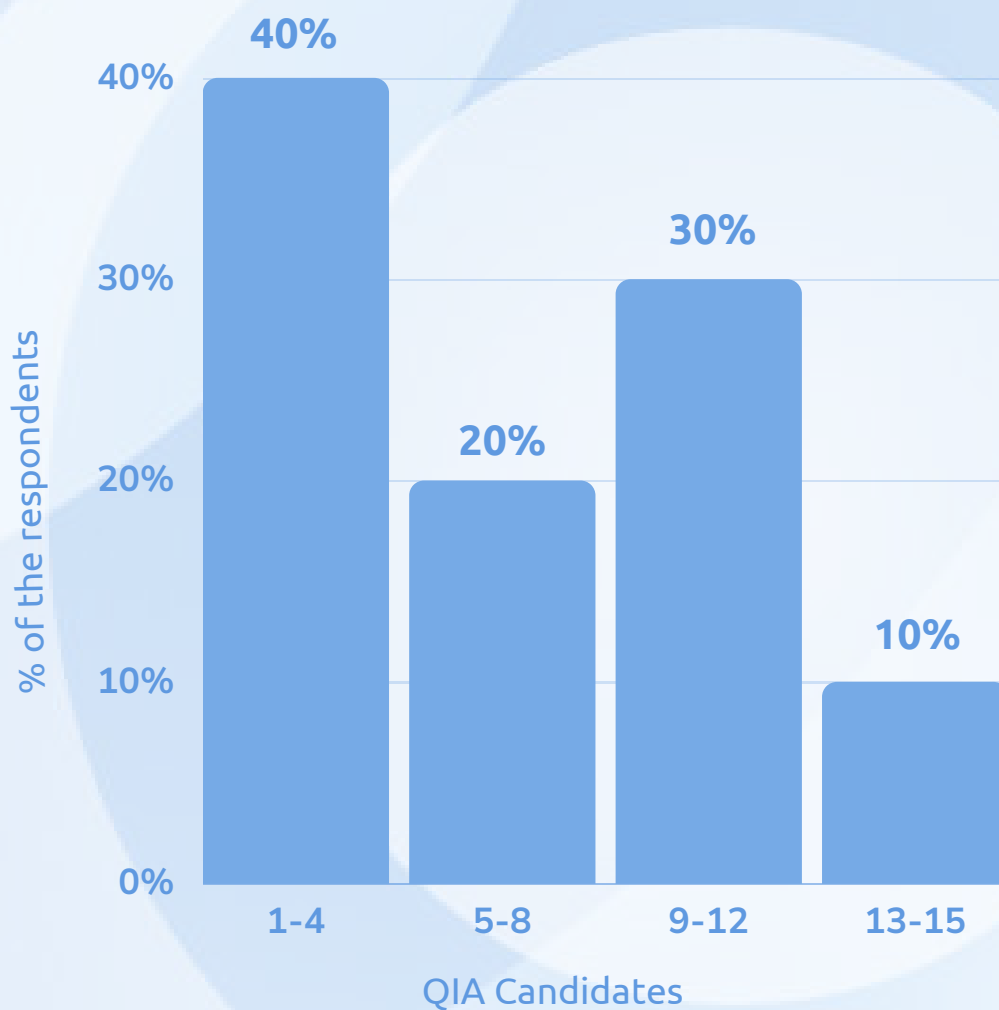
European Sourcing Summit, 2019



SUBMISSION

How many QIA candidates can one sourcer generate in a week?

Sourcing Leadership Seminar, 2022



SUBMISSION

How many QIA candidates can one sourcer generate in a week?

Sourcing Leadership Seminar, 2021

No hard figures,
our sourcing cycle is
2 business weeks usually
and 3-5 candidates per role
during 2 business week

We expect min. 2-3
submissions per
role every week

7-8

3-4

We don't really
measure this to be
honest, but would
anticipate that it could
be 5-6 on average

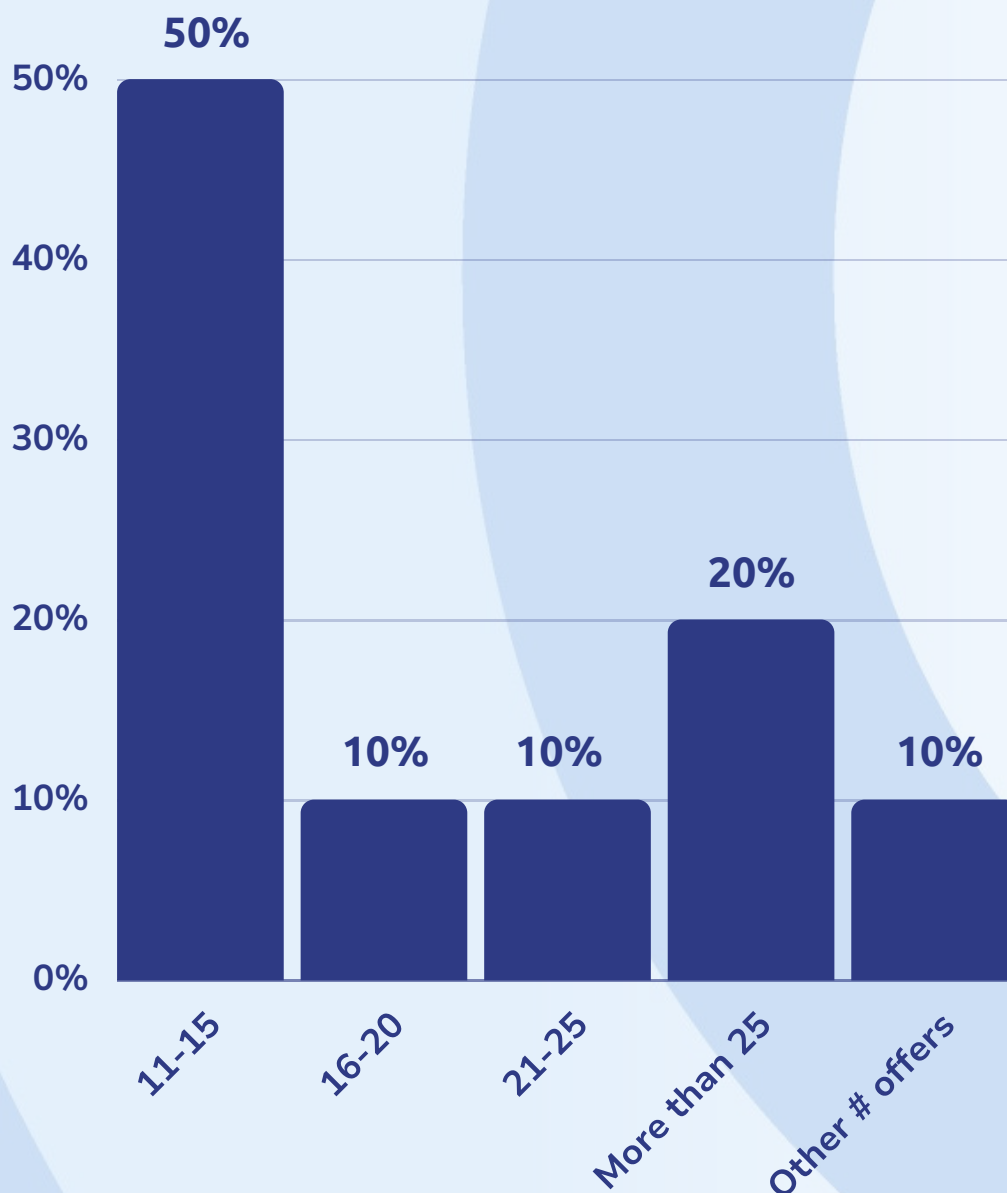
Overall:
maybe 10?

If we are talking about
niche skills, it is
already a win, if we
find up to 5 (all in all
not in a week)

SUBMISSION

How many offers can one sourcer make in a year?

Sourcing Leadership Seminar, 2022



How many hires can one sourcer make a month?

Sourcing Leadership Seminar, 2021

If you source for constantly changing roles and only for super hard to fill roles, than I'd say only 1-2 per month

2 (external placements)

0,6-0,8
(8-10 per year)

Hires are not a criteria / KPI, we focus more on quality of the profiles

In a dreamworld,
1 per month :)

We target sourcers to make circa 20-25 hires across the financial year

No goals on amount of hires

OFFER & HIRES

What % of your positions do you fill with a sourced candidate?

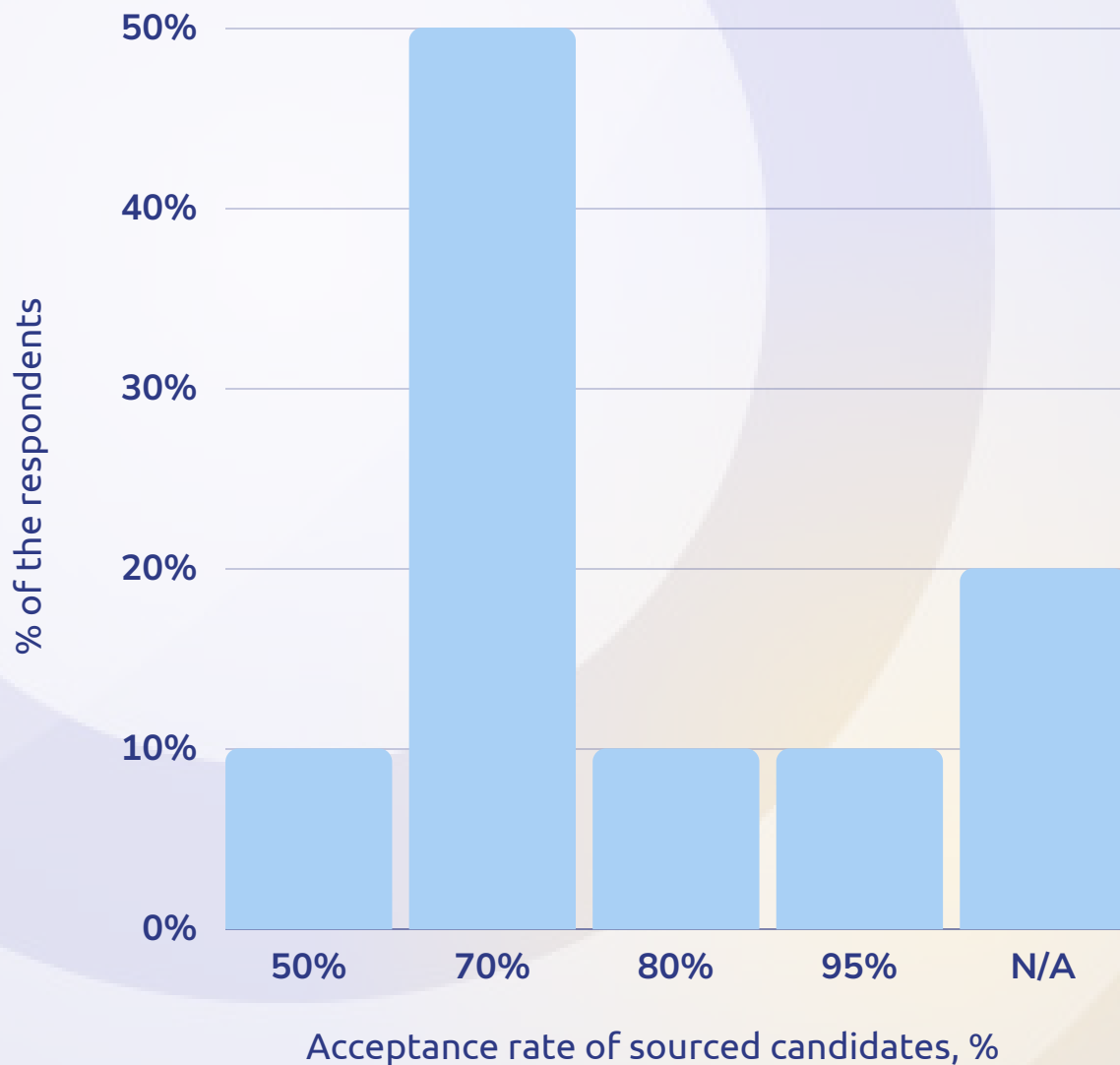
AmazingHiring conference, 2020



% of positions - filled with a sourced candidate

What is the offer acceptance rate for the sourcing positions?

Sourcing Leadership Seminar, 2022



WHAT ABOUT YOUR METRICS?

As you get to grips with choosing the right metrics for your case, you'll gain invaluable insights into how your organization is performing. If you need support in selecting the right metrics for your company or want us to assess how your team is performing, let's have a chat!

CHECK IT OUT!

ARE YOU A LEADER?

Then immerse yourself in a realm of excellence with our upcoming **SOURCING LEADERSHIP SEMINAR!** Specifically crafted for both seasoned and aspiring Sourcing and Talent Acquisition Leaders, this workshop is your gateway to honing your strategy and gearing up for what the future holds. With limited seats available, this month-long, immersive journey promises to propel you towards sourcing leadership mastery. **LAUNCH ON 31 OCTOBER 2023!**

 **SOURCING LEADERSHIP SEMINAR**



THE SOURCE CODE AGENCY



THE SOURCE CODE AGENCY