

# RECRUITMENT SOURCE BREAKDOWN

<b>Application</b>	This measure will be most useful for organizations that use multiple channels to publicize employment opportunities and attract candidates.
<b>Description</b>	Distribution of external hires by recruitment source, including referral, rehire, agency, etc.
<b>Formula</b>	$\text{External Hires.[Source Group]} / \text{External Hires} * 100$

**Interpretation** Recruitment Source Breakdown presents the composition of external hires by the recruitment channel through which those hires first learned of the job opportunity. Note that the channel through which an employee first learned of the opportunity is not necessarily the same channel through which that employee submitted his or her application. Graphically, the data is presented as a percentage of total external hires, i.e., a stacked bar graph.

Candidates may hear about job opportunities from a variety of sources, including:

- Current or Former Employee
- Contacted by Someone at the Organization
- Employment Web Site
- Recruiting Agency or Headhunter
- Third-Party Employment Web Site
- College Career Center
- Recruiting Event
- Newspaper Ad
- Informational Interview
- Help Wanted Sign

While sourcing channel may not have a significant impact on the performance of external hires, certain channels may be leveraged to increase retention. The channels most likely to impact an employee's intent to stay with the organization are current or former employees, informational interviews, contact from someone at the organization, the organization's Web site, and a recruiting agency or headhunter.

Therefore, organizations may wish to monitor Recruitment Source Breakdown to ensure leverage of sources that can impact retention. Organizations can also track this measure to help monitor vendor relationships and technology investments. For example, if an organization sees a growing proportion of hires sourced from its own Web site, it may wish to invest more resources in posting timely and accurate information to the site and investigate whether its Web site technology is sufficient to handle increasing traffic. Additionally, Recruitment Source Breakdown can help organizations monitor recruitment costs, as costs can vary widely across channels.

**Data Sourcing** Organizations typically source data related to recruitment sources (source from which an external hire first heard about the job opportunity) from a recruiting system. The information might be gathered from the employment application or from orientation or onboarding surveys of external hires. If an organization does not capture the source from which the employee first learned of the job opportunity, it may instead track the channel of application to implement the variation measure Recruitment Source Breakdown—Applications.



Volume



Composition



Bench-M



Data-M

### Considerations

Analysis	Limitations
<p>Organizations may analyze Recruitment Source Breakdown by various job characteristics to assess how channel sourcing varies among job type. Dimensions for such analysis includes employment level, job function, job family, job title, and pay grade. Additionally, organizations may analyze the measure by organizational unit or geography to determine how sourcing differs across talent pools or across decentralized recruitment functions.</p>	<p>Recruitment Source Breakdown only indicates the sourcing of hired applicants; it does not indicate the applicant volumes from any channel. It also does not indicate the yield of hires or the quality of hires from any channel. While various sources will tend to incur higher operational expenses than others, this measure does not provide actual recruitment cost data. Additionally, Recruitment Source Breakdown does not indicate the recruitment cycle time of any channel or the satisfaction of hires with the recruitment process.</p>

**Targets** As this is a breakdown measure, targets for Recruitment Source Breakdown would be necessary for the individual channel components. In setting targets for those components, organizations are likely to consider the relative costs of operating through various channels, including vendor fees, commissions, technology expenses, and the productivity costs of internal support of the channels. Organizations should also consider the historical yield of hires from each channel, as well as the performance and retention experience of hires from those channels.

Variations
<ul style="list-style-type: none"> <li>• Recruitment Source Breakdown—Applications</li> <li>• Recruitment Source Breakdown—Executives</li> <li>• Recruitment Source Breakdown—Exempt</li> <li>• Recruitment Source Breakdown—Graduate Degree</li> <li>• Recruitment Source Breakdown—Managers</li> <li>• Recruitment Source Breakdown—Minority</li> <li>• Recruitment Source Breakdown—Multilingual</li> <li>• Recruitment Source Breakdown—Non-Exempt</li> </ul>

Related Measures
<ul style="list-style-type: none"> <li>• Average Annual Salary per FTE</li> <li>• External Hire Rate</li> <li>• New Hire Failure Factor</li> <li>• New Hire Performance Satisfaction</li> <li>• New Hire Satisfaction with Recruiting</li> <li>• New Hire Turnover Contribution</li> <li>• Offer Acceptance Rate</li> <li>• On-Time Delivery Factor</li> <li>• Recruitment Cost per Hire</li> <li>• Recruitment Expense Breakdown</li> </ul>