

Quick guide to metrics and reporting



Often organisations run on 'gut feel' rather than accurately measuring whether their program objectives are being realised. Or, even if they do identify some success measures, sometimes they use the wrong ones.

A Harvard Business Review article *The True Measures of Success* by [Michael J. Mauboussin](#) is a great summary of why data and statistics matter, but that we must use the right ones. The article rightly points out that '*to determine what data/statistics are useful, you must ask two basic questions. First, what is your objective? Second, what factors will help you to know you have achieved that objective?*'.

For example, if your program objective is to build technical skills in a particular specialisation, then metrics around number of hires, source of hires, performance ratings, progression and retention will be important to track to know whether you are meeting this business need or not.

As you can tell from the list below, there are several program **metrics** you could consider using.

Attraction

- Marketing spend per applicant
- Marketing spend per hire
- Marketing source: % of total applicants
- Marketing source: % of successful hires
- University: % of total applicants
- University: % of successful hires
- Diversity of applicants

Selection

- Diversity: % at each stage of process
- University: % at each stage of process
- Time to fill (in weeks/months)
- Fill rate (% of requested roles filled)
- Acceptance rate (% of offers accepted at first round)
- Candidate satisfaction rating (all applicants)
- Candidate Net Promoter Score (all applicants)
- Hiring Leader applicant quality rating
- Hiring Leader satisfaction rating

Onboarding

- Participant satisfaction rating
- Participant readiness self-assessment
- Manager readiness feedback (on participant)

Development/Learning

- Participant satisfaction rating
- Participant engagement rating
- Participant Net Promoter Score
- Manager satisfaction rating (learning outcomes)

- Manager performance rating (participant performance)

Program success

- Retention (program duration)
- Retention (post-program)
- Progression (post-program)
- Performance/Talent matrix mapping

This list is just a start, plus there could be metrics that you need to collect as part of your organisational reporting requirements.

Data sources

Data you collect can come from a variety of sources including:

- Applicant tracking system (or ATS)
- HR System
- Feedback Survey
- Pulse Check Survey
- Employee engagement survey
- Talent reviews
- Performance reviews
- Exit interviews/survey
- Focus groups (qualitative feedback)

From experience, it is often not simple to collect data from your existing systems unless you have an amazing data person in your organisation who knows how to set this up for you. You may also need to be a Microsoft Excel Rockstar so you can get the data in a format that makes sense for your program.

In relation to feedback and pulse check surveys, it is important you ask the right questions so that you receive responses in a format that is simple to interpret and report on.

See this GHH blog post for help on how to design feedback surveys:

<https://gradherohub.com/blog/graduate-program-feedback-how-to-ask-the-right-questions/>

Benchmarking

Benchmarks or targets help you to assess whether your program outcomes are performing as expected or anticipated.

Where can you get benchmark data from?

- Graduate Association's industry survey reports (e.g., AAGE, ISE, NACE etc.)
- Insight/Data specialists (e.g., Gartner)
- Industry organisations (e.g., AHRI)
- Peers and/or colleagues
- Historical data from your organisation.

Make sure your benchmarks are relevant to your program and your organisation. Not all programs are the same, so your benchmarks won't necessarily be the same either.

Reporting

When you have your data, it is important that your report tells your audience what is happening in a way that they can understand and gives them a level of confidence that it is being managed proactively.

Ask yourself these questions:

- What is the data telling me?
- What assumptions can I make from the data?
- What else is happening that could influence the data?
- What is working well?
- What opportunities for improvement are there?

Make sure your commentary matches the data, or if you are making assumptions then provide commentary around why you think something is happening.

If you think there is something happening, but you don't have the data to back it up, then go back to your data points and/or surveys to make sure you are capturing the right data.

If the data is telling you something, but you're not sure why, then consider running a short focus group with relevant stakeholders (e.g., graduates) to collect further qualitative feedback.

Creating a dashboard

A dashboard or a scorecard (as they are also known) is a good way to summarise the key metrics against results. Usually, you would update the dashboard monthly or quarterly, but this will depend on what makes the most sense for your reporting schedule. An example of a dashboard is provided below.

Program Scorecard (Quarter 2 FY21)					
Recruitment			Program Management		
Objective	Target	Last campaign	This campaign	Trend	Supporting detail
Hiring Leaders					
Roles requested filled	95%	96%	99%	↑	Performance remains on target, with improvements in the timeliness of manager approvals.
Candidate quality rating	>4.5	4.0	4.2	↑	Positive trend towards target continues. Grad Team continuing to better define selection criteria.
Candidates					
Offer acceptance rate	>90%	91%	98%	↑	Low employment market has positively impacted our offer rate. Also correlates with positive candidate experience during the recruitment process.
Gender diversity (female candidates at interview stage)	>45%	44.20%	39.10%	↓	Increase in technology roles had a direct impact on the available female talent pool.
Candidate satisfaction rating	>4	4.2	4.4	↑	Candidate driven approach continuing to achieve positive results.
Engagement & Performance					
Engagement score	>70	68	71	↑	Organisational change in the last 12 months has had an impact on engagement.
Performance rating (Exceeds)	>75%	85.0%	88.0%	↑	All graduates have been rated as satisfactory and above. No under-performers identified.
Progression & Retention					
Promotion rate on completion of program	>80%	90.0%	91.0%	↑	Regular workforce planning has positively impacted who we hire and therefore resulting in the talent pipeline we need.
Five year retention rate	>60%	60.0%	63.00%	↑	Improved reporting capability means we can better track past participants.

The aim of the dashboard is that you can easily scan and identify the areas where your program is performing well, is on track, or needs some intervention.

Targets should be reviewed annually to ensure they remain relevant to your overall strategy.

Final tips

- Don't try to cover too much information – focus on the important/relevant pieces of information
- Automate as much as you can to reduce errors and save time
- Ask for feedback on your reports – are they meeting your stakeholders needs?
- Get your data points right up front so you can build historical data trends
- Use visuals (see example below) in your reports to make the data more interesting and easier to identify trends.
- Share your reports/dashboard broadly within the organisation not just your key stakeholders – this helps to raise awareness of your program and its value to the business
- Document instructions on how to collect, analyse and present your data so that you are not the only one who knows how to do this.

Example page from a report:

