

2019 Talent Benchmarks Report

Key Metrics to Transform Your Hiring



LEVER

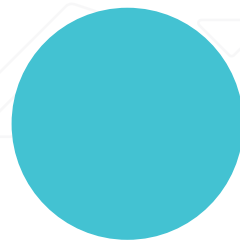


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Introduction

Data has never been more important to talent teams looking to make a strategic impact in today's highly competitive market. Yet wider context remains elusive for many recruiting and HR professionals who aren't confident what their metrics mean beyond their organizations.

In order to be a strategic partner to your business, you not only have to have clarity into your own metrics but the industry's as well.

That's where Lever's Talent Benchmarks Report comes in. Now in its fourth year, our annual report strives to provide that context for talent teams of all sizes — so you can have a deeper understanding of your recruiting programs' results and make key changes to stay competitive.

About the Report

To celebrate reaching the milestone of 2,500 customers, we've done something special this year. In addition to using the anonymized metadata of our customer base, we've also refreshed the stats for all metrics we've ever benchmarked.

This means updates for almost all of the KPIs presented in 2016's [Little Grey Book of Recruiting Benchmarks](#), 2017's report on conversion rates from [Inside the Recruiting Funnel](#), and 2018's [Science of Sourcing Report](#). But that's not all. To offer maximum value for our readers, the appendix also includes datasets that break down each metric by role and company size where applicable.

Before diving into the benchmarks themselves, you'll find a short summary of our market outlook and product philosophy — which we feel are important to highlight, since they act as guiding principles for how Lever continues to build out solutions for the modern recruiter.

HOW TO USE THIS REPORT

Many of our customers use this report to build their recruiting strategies and plans. We encourage you to use any portion of this report to help you in your own presentations as well.

METHODOLOGY

To create this report, we looked at our customers' anonymized metadata from January 1, 2018 to December 31, 2018. For the Lever Nurture before and after metrics, we included only the datasets of customers who purchased Lever Nurture in 2018 and used the Lever Hire platform for at least six months before implementing Lever Nurture. The report then compares only data from the six months leading up to the deployment of Lever Nurture to the six months after.

MARKET OUTLOOK

When you transform the way you hire, you transform your business. And the biggest threat to transformation success is the distance between a company's vision and their ability to find, hire, and retain the right talent to get them there.

Top talent is no longer applying to jobs on their own; they let recruiters come to them. If your company wants to find the right talent to execute upon a vision, you have to go outbound — by sourcing and nurturing passive candidates — to win.

This requires building relationships over time with the very best and not just treating them like candidates in a transactional hiring funnel. Engaging with the right talent is a conversation which starts long before a job posting gets created. Talent organizations achieve transformational hiring when they shift their mindsets from “transactions” to “relationships.”

Today's hiring landscape is much more competitive than in 2016. According to the Labor Department's March 2019 job report, the number of unfilled jobs reached just under 7.5 million — more than 1.28 million jobs than unemployed people, a ratio of 0.8 unfilled jobs per unemployed person.¹ This ratio is even lower than during the peak before the financial crisis of 2007 (1.9) and half the average monthly ratio for all of 2015 (1.6).²

PRODUCT PHILOSOPHY

Lever takes the complexity out of hiring so you can focus on relationships. The Lever Talent Suite allows organizations to easily manage talent relationships throughout the entire talent lifecycle and respond to engagement signals that lead to the right people getting hired at the right time.

With Lever, the entire talent team – from recruiter to hiring manager to executive – gets to collaborate seamlessly in one system across every phase of the talent relationship.

¹ 72 candidates-per-hire in 2016 compared to 43 candidates-per-hire in 2019

² Bureau of Labor Statistics, Job openings, hires, and separations return to prerecession levels in 2015, November 2015.

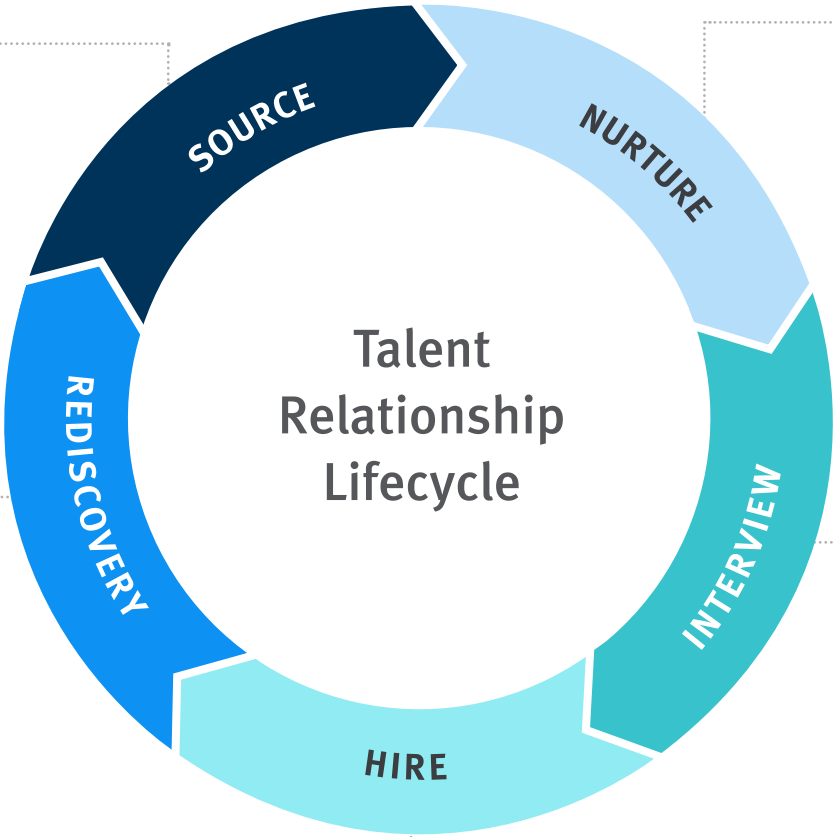
I. Key Metrics of the Talent Relationship Lifecycle

Sourced candidates are more than 2x as efficient to hire.

- It only takes an average of **43 sourced candidates** compared to 109 applicants to make a single hire.

Response rates jump 3x with a multi-touch email strategy.

- Average response rates increase to 46% when sending a 6-email nurture campaign.³



Internal hiring is the easiest, quickest, and most cost-effective way to hire.

- Hiring internally (14.7% hire rate) is **almost twice as efficient** as hiring referrals (8.5% hire rate).

Often, 30-40% of onsite interviews lead to an offer.

- Sourced candidates make it to a phone screen 70% more on average than applicants.

On average, 65% of candidates who receive offers accept.

- Business development candidates have the lowest offer acceptance rate at 55.6%, followed by engineering candidates at 58.5%.

³Versus a one-touch campaign.



II. Overall Hiring Metrics

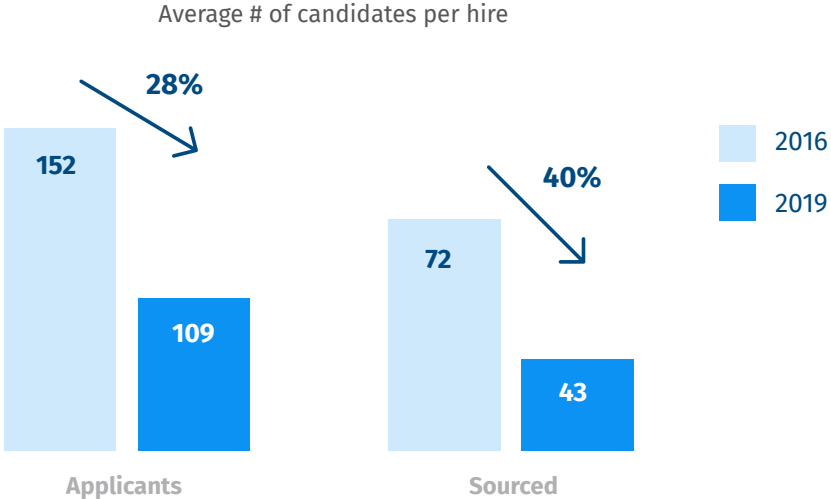
In this section, we'll explore updated data for all KPIs measured in our 2016 Benchmarks Report. Each metric can help strategically inform your headcount planning and, more importantly, what you will need to hit those goals.

NUMBER OF CANDIDATES TO MAKE A HIRE

Measuring how many candidates it takes to make a hire will give you more predictable forecasting capability and augment your ability to strategize for hitting headcount goals.

KEY INSIGHTS

- **Proactive sourcing continues to be the most effective way to hire externally.** While it now takes 28% fewer applicants on average to make a hire than in 2016 (152 vs. 109), it takes even fewer sourced candidates. Compared to 2016’s benchmarks, **it now takes 40% fewer sourced candidates to make a hire at just 43 (vs. 72).**



- **Internal candidates are the best.** The data proves what has long been held as an accepted industry belief – that internal candidates convert at the highest rate.



LEVER'S RECOMMENDATION

Actively sourcing passive candidates remains the most effective way to build relationships with top talent. Even if a prospect is not actively looking, they may be in a few months or even a year. The goal should be to establish a connection and build a relationship so that you and your company are top of mind when they do start looking.

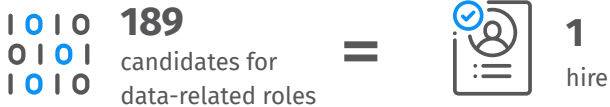
See page 33-34 in the appendix for full segment/role data.

NUMBER OF CANDIDATES TO MAKE A HIRE BY ROLE OR TEAM

Looking at the average number of candidates to make a hire by source is useful, but it's important to note that different teams tend to vary in the number of candidates it takes to make a hire. That's why it's also good to drill down deeper into this metric by role or team.

KEY INSIGHTS

- **Hiring for data-related roles requires more candidates per hire than any other role.** This year, we introduced data-related roles to our list (ex. data analyst, data scientist, data security etc.)



- **Sales roles take the fewest candidates per hire overall.** In comparison to data-related roles, sales roles are the most efficient to hire for across the board.



LEVER'S RECOMMENDATION

Know your own metrics for each role; it will prove crucial to predictive forecasting and hitting recruiting goals on time. It will also enable your talent teams to become a strategic force by setting proper expectations with hiring managers and executives, while also making any requests for more resources data-driven.

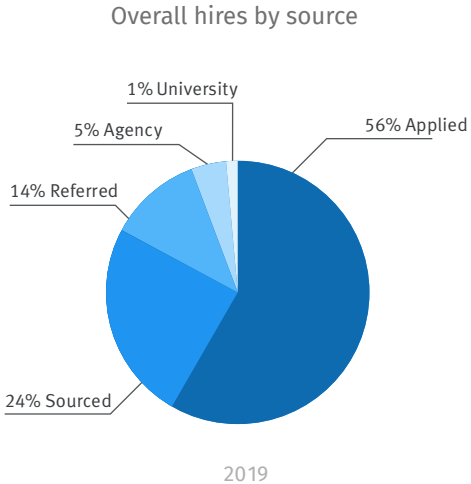
See pages 35-36 in the appendix for full segment/role data.

HIRES BY SOURCE

This metric lets you track which sourcing channel contributes most to your pool of potential candidates. You can then use that information to refine your sourcing tactics and better spend your recruiting budget on the channels that work best.

KEY INSIGHTS

- Overall, companies make 24% of their hires by actively sourcing candidates. Given the current shortage of job-seekers⁴, this number will likely increase significantly
- Mid-sized organizations rely on hiring applicants the most. Companies with 501-1500 employees rely on inbound applicants more than companies of any other size. This presents a huge opportunity for mid-sized companies to stand out to candidates with a top-tier sourcing strategy.



65% OF ALL HIRES
ARE MADE UP OF **APPLICANTS**
(for companies with 501-1500 employees)

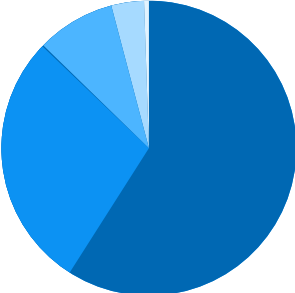
LEVER'S RECOMMENDATION

Know where your best candidates come from and optimize investment in those sources. Successful hires can come from anywhere, but to transform your hiring is to know where you are attracting top talent most efficiently and to spend your resources accordingly.

See pages 37-41 in the appendix for full segment/role data.

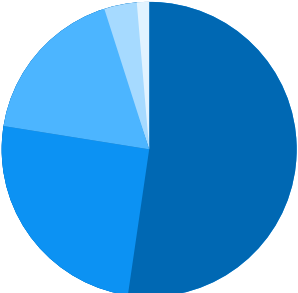
⁴ Bureau of Labor Statistics, *Job Openings and Labor Turnover Survey Highlights*, March 2019

HIRES BY SOURCE AND COMPANY SIZE



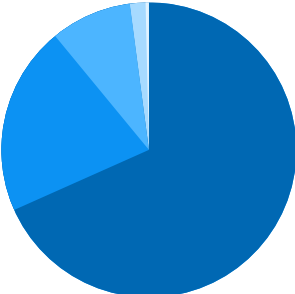
Company size: 1-100

- Applied 57.7%
- Sourced 25.9%
- Referred 11.1%
- Agency 4.9%
- University 0.4%



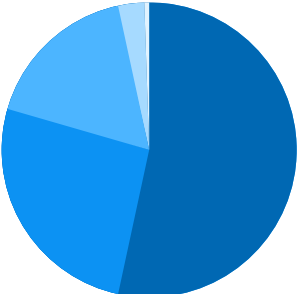
Company size: 101-500

- Applied 52.2%
- Sourced 25.3%
- Referred 16.1%
- Agency 5.3%
- University 1.1%



Company size: 501-1500

- Applied 65.3%
- Sourced 17.8%
- Referred 12.8%
- Agency 3.3%
- University 0.8%

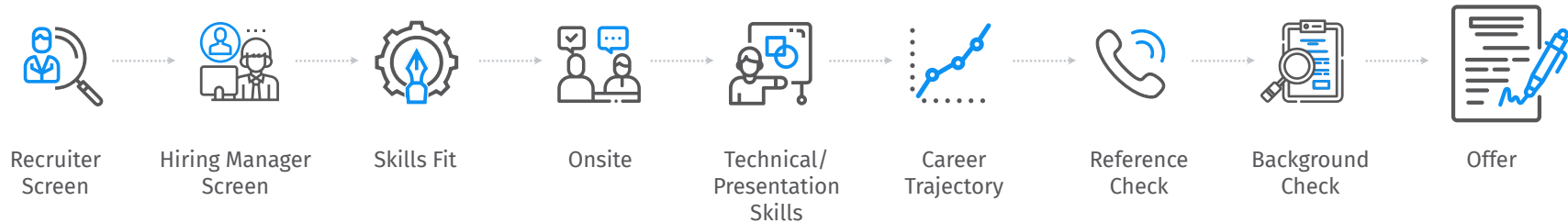


Company size: 1501+

- Applied 53.6%
- Sourced 24.2%
- Referred 18.7%
- Agency 3.1%
- University 0.4%

AVERAGE NUMBER OF INTERVIEW PIPELINE STAGES

The number of stages in your pipeline can indicate the level of unity and organization within recruiting culture. Too many stages may be a sign of runaway processes and will make accurate and fair reporting difficult later on.



KEY INSIGHTS

- **The average Lever customer uses nine interview stages.** On average, Lever customers add 5.37 custom stages to the standard four during implementation.

Average # of pipeline stages

Company Size	Average # of Stages
1-100	9
101-500	10
501-1500	10
1501+	10
Total	10

LEVER'S RECOMMENDATION

Only add as many interview stages as absolutely necessary. The evaluation process between different roles may be different, but if they vary too drastically, it may prove difficult to build and maintain a consistent candidate experience and recruitment brand. A best practice is to use stage names that apply to multiple or all roles. For example, recruiters can use a “Skills Assessment” stage for either a sales presentation or a technical assignment.

AVERAGE INTERVIEW TIME

This metric reveals how much time your candidates and hiring managers are spending in interviews. While every company is different, it's useful to know average interview times to gauge whether you're spending too much time, or too little, conducting your interviews.

KEY INSIGHTS

- **The average candidate spends 2.8 hours interviewing.** Customer service candidates spend the least amount of time interviewing (1.8 hours) vs. engineering candidates, who spend the most (4 hours).



AVERAGE CANDIDATE SPENDS
2.8 HOURS INTERVIEWING

Average # of onsite interview hours before hire

Role	Hours
Engineering	4.0
Product Management	3.8
Data	3.5
Marketing	3.5
Recruiting	3.1
Design	3.0
Business Development	2.8
Operations	2.7
Account Management	2.7
QA	2.3
Sales	2.1
Customer Service	1.8
Total	2.8

LEVER'S RECOMMENDATION

Make the most of the time you have with a candidate. This means ensuring every interviewer comes prepared with an interview kit, which should include the following: the candidate's work history and background, specific questions assigned to them designed to reveal the candidate's skill and culture fits, and role-specific feedback forms. This will not only optimize everyone's time, but also provide a great candidate experience.

AVERAGE NUMBER OF INTERVIEWS BY ROLE

This benchmark can help you determine whether your company is asking for too much or too little of a candidate’s time when interviewing.

Note: Our data counts phone screens by recruiters and hiring managers, as well as presentations and culture interviews. We also view panels or back-to-back interviews as one instance.

KEY INSIGHTS

The average number of interviews has dropped dramatically. In 2016, it took about four interviews to make a hire. In 2019, it’s down to two and a half.



Average # of interviews to hired by role

Role	Average # of interviews
Marketing	2.9
Data	2.9
Product Mangement	2.8
Engineering	2.8
Account Management	2.7
Business Development	2.7
Recruiting	2.6
Design	2.5
Operations	2.4
Sales	2.4
QA	2.3
Customer Service	2.2
Total	2.5

LEVER'S RECOMMENDATION

Fewer interviews means fewer chances to make the right impression. Your organization now has fewer chances to stand out. Hiring teams should measure out every interaction, from the scheduling email to the interviews to the thank you emails, to ensure that a candidate’s interviewing experience is representative of the treatment they will receive as an employee after the offer is signed.

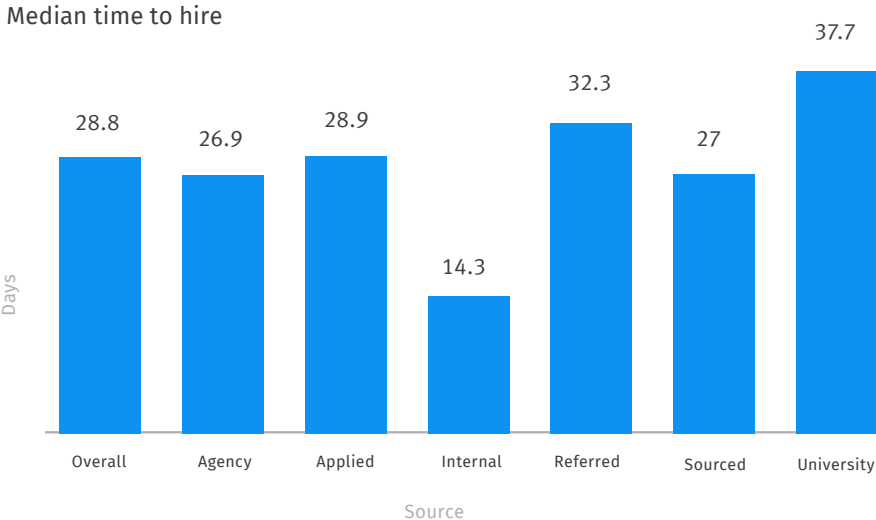
TIME TO HIRE

One of the most important metrics for driving strategy and fueling decision making is time to hire. For example, if you need to hire three sales reps each carrying a \$1M per year quota, the difference in revenue between a 30-day time to hire vs. a 40-day time to hire is \$27,000 per rep. Every day that a candidate is not hired translates into lost productivity or lost revenue.

Note: Lever defines time to hire as the number of days from when a candidate first enters the pipeline of a job to when they are archived as "Hire." Also note that we are using medians instead of averages here to mitigate the effect of outliers.

KEY INSIGHTS

- **Time to hire is faster for sourced candidates than applicants for almost any role in any company size.**
- **Internal hires have the fastest time to hire.** It takes half as long to hire an internal candidate than to hire an applicant.



LEVER'S RECOMMENDATION

Know where bottlenecks exist and open them up. For example, hiring teams and candidates often spend most of their active recruiting time communicating via email to schedule interviews. Each email sent comes attached with a day or more in response time, so reducing the number of emails necessary to schedule an interview will dramatically improve your time to interview. Remove the back and forth with self-scheduling tools like Lever Easy Book.

See pages 35-38 in the appendix for full segment/role data.

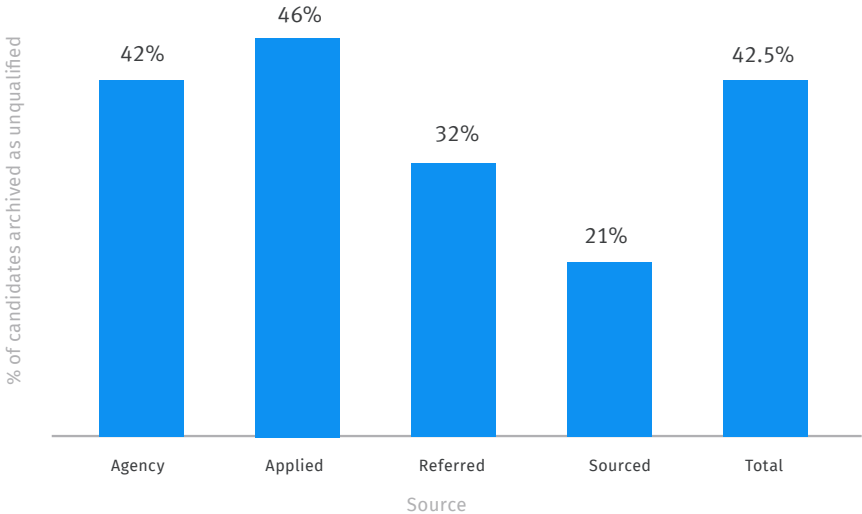
ARCHIVE REASONS

Tracking why a candidate doesn't make it forward to the next round in your interview process can inform you on the quality of candidates your company's open roles are attracting.

KEY INSIGHTS

- **Only 21% of sourced candidates get archived as "unqualified."** Compared to inbound applicants, who are archived as unqualified 46% of the time, sourced candidates are less than half as likely to be archived for not having the right skills.
- **The percentage of unqualified referred candidates has gone up to 32%.** In 2016, referred candidates were archived as unqualified 30% of the time. The spread of "referral reward programs," may be incentivizing employees to submit more candidates.

Archive reasons by origin

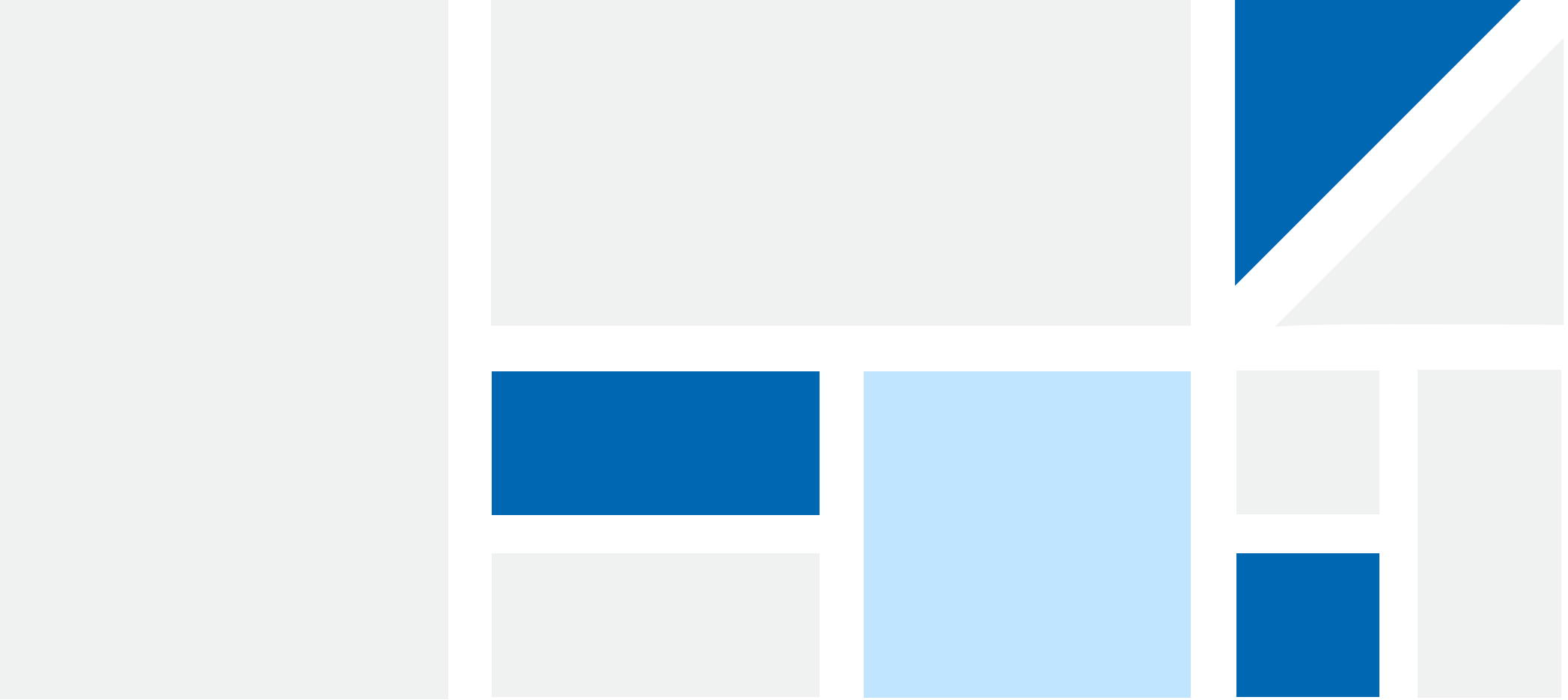


LEVER'S RECOMMENDATION

Hold interviewers accountable for what "unqualified" means. In order to discourage or reduce bias, make it mandatory that interviewers and hiring managers give a clear and concrete reason why a candidate would be unable to perform in the role. Additionally, be very specific about why a candidate has left the interview process. Don't just indicate that they "withdrew," but also for what reason.

Key Findings Summary

- It takes 60% fewer sourced candidates to make a hire in comparison to applicants.
- Prioritize your internal candidates – current employees are the most efficient source of hire.
- Data-related roles require the most candidates (189) to make a hire, while sales roles require the fewest (43).
- Overall, companies still only make 24% of their hires from sourcing, leaving room for improvement.
- Mid-market companies have the largest opportunity to get ahead of their competition, since only 18% of their hires come from proactive sourcing.
- Lever customers on average use nine interview stages.
- Candidates now only spend an average of 2.8 hours interviewing, so you need to make it count with strong interview kits and coordination across teams.
- Not only are candidates spending less time interviewing, they are also interviewing fewer times before receiving their offer: just 2.5 times.
- The median overall time to hire is 29 days. Sourced candidates get hired slightly faster at 27 days, but internal applicants only take about 15 days.
- Half of all applicants are archived due to being unqualified, while only 20% of sourced applicants get archived for being unqualified.



III. Conversion Rates from the Hiring Funnel

It's important to monitor your conversion rate across each stage of your recruiting funnel to pinpoint areas that aren't performing as strongly as they could be.

CONVERSION RATES BY SEGMENT

If you're unsure how successful your recruiting program is compared to other companies of similar size, looking at conversion rates by segment can help give you a good idea of average results. Use this benchmark to gauge the health of your funnel at each stage.

Note: KPIs in this section may differ from Section II because these data sets take into account all candidates added into the system, regardless of whether or not they were attached to a specific job.

KEY INSIGHTS

- **30-40% of your onsite interviews should lead to an offer.** Any lower may indicate too many onsite interviews. Any higher could indicate that your organization may not be conducting enough onsite interviews.
- **Enterprises have the highest conversion rate from onsite to offer.** Companies with more than 1501 employees have the second highest offer acceptance rate, but have the lowest overall hire percentage.



ENTERPRISES HAVE THE HIGHEST CONVERSION OF ONSITE TO OFFER

LEVER'S RECOMMENDATION

Ask for honest feedback from candidates who decline your offer or withdraw themselves from the hiring process. Similarly to how sales organizations conduct win/loss analyses, recruiters should also try to understand the complete truth behind candidate dropouts.

See page 42 in the appendix for full segment/role data.

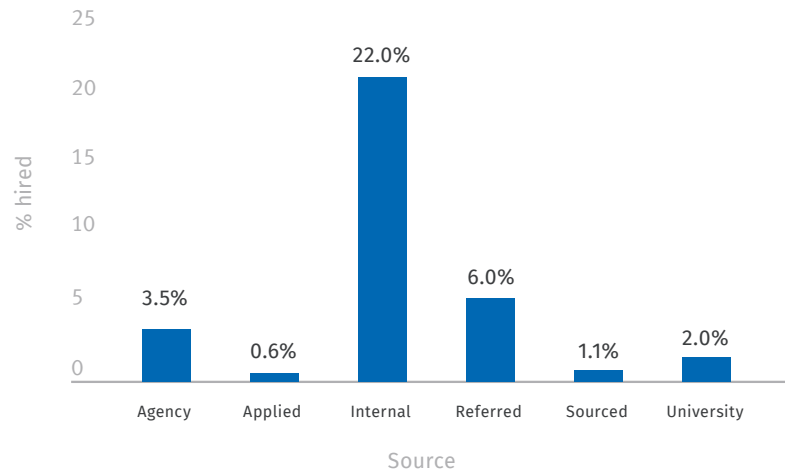
CONVERSION BY SOURCE OF HIRE

Looking at conversion by source can help provide context about which channels are most useful for hiring teams across the board. You can use this metric to check the health of your recruiting strategy and evaluate your mix of recruiting channels.

KEY INSIGHTS

- **Internal applicants convert the strongest across every stage of the hiring funnel.** Other research also shows that it usually takes a new hire **two years** of ramp time to achieve the same level of institutional knowledge and productivity that an internal hire exhibits on **day one**.⁵

Conversion by source



LEVER'S RECOMMENDATION

Hiring teams should treat internal candidates with white-glove service. Current employees tend to require drastically less onboarding time and perform significantly sooner. Furthermore, providing a poor candidate experience may lower your workforce's morale.

See page 43 in the appendix for full conversion rate by stage data.

⁵ *Paying More to Get Less: The Effects of External Hiring Versus Internal Mobility*, Matthew Bidwell, University of Pennsylvania Wharton Business School

CONVERSION BY ROLE

If you're struggling to move a specific role through a particular stage of your hiring funnel, it can help to look at benchmarks for that stage. Use this metric to see whether your conversion results are near the average.

KEY INSIGHTS

- **Engineering candidates have the lowest offer acceptance rate (58.5%),** while account management candidates have the highest (73.0%).
- **Data-related candidates have the lowest conversion rates** across the entire recruiting funnel (0.4%).

LEVER'S RECOMMENDATION

ABA: Always Be Analyzing. If conversion rates for a role are lower or higher than they should be, leverage your internal data to pinpoint the reason. Is a particular interviewer too strict or lenient? Are your technical take-home assignments too lengthy? Know why.

Conversion by role

Role	New to Screen	Screen to Onsite	Onsite to Offer	Offer Acceptance	% Hired
Account Management	14.45%	29.70%	34.31%	73.03%	1.01%
Business Development	11.62%	28.50%	41.60%	55.64%	0.77%
Customer Service	12.99%	32.92%	46.91%	69.43%	1.39%
Data	10.00%	20.72%	35.18%	61.01%	0.44%
Design	9.41%	28.19%	33.64%	66.15%	0.59%
Engineering	11.72%	23.57%	34.93%	58.46%	0.56%
Marketing	8.97%	23.64%	32.57%	66.02%	0.46%
Operations	11.20%	26.84%	40.01%	67.22%	0.81%
Product Management	10.45%	28.55%	33.19%	63.13%	0.63%
QA	12.98%	30.99%	34.93%	71.46%	1.00%
Recruiting	10.55%	28.50%	36.81%	70.77%	0.78%
Sales	13.85%	36.29%	38.32%	70.67%	1.36%
Overall	11.39%	29.13%	38.77%	64.42%	0.83%

Key Findings Summary

- 30-40% of onsite interviews lead to an offer.
- Companies with 1501+ employees have the highest onsite to offer rate and the second highest offer acceptance rate, trailing companies with 101-500 employees by only 0.09%.
- Internal hires convert the best of any source across the entire hiring funnel and can save you two years in ramp time.
- Marketing and data-related hires have the lowest conversion rates to hire.



IV. Sourcing Benchmarks

WHY SOURCING PASSIVE TALENT WORKS

With the pressure on hiring teams to attract the best talent in an increasingly tight labor market, more recruiters are turning to sourcing and nurturing passive candidates to meet their goals. The following benchmarks are vital as a reference point in measuring your success.

Note: All data in this section is from Lever Nurture customers who have had our sourcing automation product for at least six months.

BUILDING RELATIONSHIPS

When talent organizations gain the same level of reach into their prospects as marketing organizations have, they get closer to transforming their businesses. But sourcing passive candidates isn't simply sending a single email; it's an engagement strategy that starts long before the job posting is published. At its heart, sourcing is about building relationships, so when candidates are ready to move, recruiters are at the ready.

Lever has always contended that companies need to adopt sourcing as a strategic initiative if they hope to win over top talent. That's why we built Lever Nurture. to take the complexity and manual work out of attracting talent, so talent teams can focus on building relationships.

In the past, we've seen that sourced candidates are more efficient and faster to hire for almost all roles, compared to applicants. In fact, in 2016, it took 72 sourced candidates to make a hire vs. 152 applicants.

This still holds true (43 vs. 109). In this section, the report presents some vital metrics to emphasize the power in leveraging a robust and automated sourcing tool like Lever Nurture.

RESPONSE RATE BY NUMBER OF EMAILS IN A CAMPAIGN

It's no secret that the more emails you send, the more likely you are to garner a response, but at some point you hit diminishing returns. So what's the optimal number of emails to maximize your response rates?

KEY INSIGHTS

- **The biggest improvement is when recruiters increase their outreach from one email to three.** Many recruiters worry that sending more than one email will annoy candidates, but our analysis shows a huge improvement in response rates when three emails are sent — from 16% to 36%.
- **The point of diminishing returns occurs after six emails.** There's a drop-off in response rates after the fifth email in a sequence. In the 2018 Science of Sourcing benchmarks report, we saw that the drop-off occurred after the third email. This increase in optimal number of emails is indicative of a more competitive hiring landscape.

Response rate by # of emails in a campaign

# of emails	Cumulative Average Response Rate	% Improvement from One Email	Rounded Average Response Rate
1	15.9%	N/A	16%
2	27.5%	73%	28%
3	35.6%	124%	36%
4	40.8%	157%	41%
5	43.9%	177%	44%
6	45.7%	187%	46%
7	46.4%	192%	46%

LEVER'S RECOMMENDATION

Use creativity in combination with persistence to win candidates over. Don't be discouraged if you don't hear back after a single email. As long as you're making a genuine effort to connect with the candidate by tailoring your messages to them, it can't hurt to send more emails and increase your chances of responding. If the candidate still doesn't respond, keep tabs on them in your candidate database and put them in a long-term campaign.

RESPONSE RATE BY ROLE AND SEGMENT

Just like any good marketer, you need to do your research on your audience before you reach out. Here, we've also drilled down deeper into response rate by role and segment.

KEY INSIGHTS

- **Larger companies have the easiest time garnering a response (45.4%).** This makes sense, given that they often have more recognizable talent brands and more resources.
- **Even if certain roles have lower response rates, it doesn't mean that sourcing isn't effective.** It just means you need to prepare to source more. For example, engineers have the lowest response rate, yet are the second most likely to be hired as a result of sourcing.⁶



ENGINEERS HAVE THE LOWEST RESPONSE RATE, YET ARE THE **2ND MOST LIKELY TO BE HIRED FROM SOURCING.**

LEVER'S RECOMMENDATION

You can also use Lever Nurture's Send For feature to email as a hiring manager or even an executive. Boost your response rates while getting your foot in the door when building relationships. This is especially helpful when you need to stand out to gain the attention of candidates for hard-to-source roles like engineering.

See page 44-45 in the appendix for full segment/role data.

⁶See "Hires by source, role, and size" in section II.

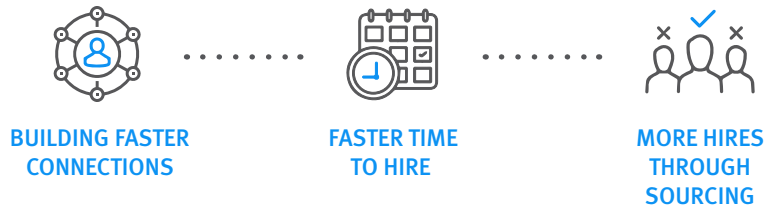
PRE- VS. POST-LEVER NURTURE IMPLEMENTATION KPIS

We've always believed that making sourcing a strategic priority is the key to winning the talent war, and it seems that the market is catching on. But once you've incorporated sourcing as a key component into your hiring practice, which KPIs should you pay attention to? And more importantly, how can you improve them? Below are some stats that confirm how Lever Nurture empowers recruiting teams to optimize their sourcing practices.

Note: For all datasets that compare before and after metrics, the report captures the six months before and six months after customers started using Lever Nurture.

KEY INSIGHTS

- **Nurturing candidates after sourcing them leads to nearly 20% less time to hire.** The ability to build connections faster early on leads to less ambiguity for the candidate on whether the role is a fit for them.
- **Lever Nurture users see a 40% boost in hiring sourced candidates.** Lever Nurture's automation and Send For features allow you to source more candidates in less time while increasing your response rates. This all leads to more qualified candidates in your pipeline and more successful hires.



LEVER'S RECOMMENDATION

In order to optimize sourcing and help it become a reliable, predictable, and central component to your organization's hiring practices, you need the best tools. This report proves that Lever Nurture boosts candidate response rates, giving you the opportunity to build more candidate relationships.

AVERAGE TIME TO HIRE SOURCED CANDIDATES

Pre-Nurture	Post-Nurture	Reduction
49 days	40 days	19%

Credit for the increase goes to Lever Nurture's optimization for making connections with candidates.

When recruiters combine the convenience of putting sourced candidates into a pipeline and starting them in an email cadence – with the power to email as a hiring manager or even an executive – candidates tend to respond much faster. Since the time from first outreach to first interview tends to make up the lengthiest period in a recruiting cycle, this leads to a faster overall time to hire.

AVERAGE INCREASE IN SOURCED HIRES

Pre-Nurture	Post-Nurture	Increase
22%	31%	40%

For Lever Nurture customers, sourced hires on average represented 22% of overall hires in the six months before implementing Lever Nurture.

In the six months after implementing Lever Nurture, the percentage of sourced hires jumped to an average of 31%, representing a 40% increase.

This all stems from the power of Lever Nurture's automated campaigns, Send For feature, and the massively increased efficiency of filling a role's pipeline with qualified candidates.

AVERAGE REDUCTION IN AGENCY HIRES

Pre-Nurture	Post-Nurture	Reduction
6%	5%	17%

Relying on agencies to source candidates can be an expensive alternative to in-house recruiters and sourcers.

Lever Nurture relieves or sometimes even removes the reliance on agencies by making it easy to manage your sourced candidates so that you can focus on creating and nurturing relationships.

Key Findings Summary

- It takes 43 sourced candidates compared with 109 applicants to make a hire.
- Email campaigns consisting of six emails are optimal when nurturing a sourced candidate, yielding an average response rate of 46%.
- Even if you experience low response rates, that doesn't mean sourcing will not yield results. For example, engineers have the lowest response rate, yet are the second most likely to be hired through sourcing.
- Lever Nurture reduces the average time to hire by 19% for sourced candidates, increases your sourced hires by 40%, and reduces reliance on agency hires by an average of 17%.

V. Key Insights in This Report

OVERALL HIRING METRICS FINDINGS

- It takes 60% fewer sourced candidates to make a hire in comparison to applicants.
- Prioritize your internal candidates — current employees are the most efficient source of hire.
- Data-related roles require the most candidates (189) to make a hire while sales roles require the fewest (43).
- Overall, companies still only make 24% of their hires from sourcing, leaving room for improvement.
- Mid-market companies have the largest opportunity to get ahead of their competition, since only 18% of their hires come from proactive sourcing.
- Lever customers on average use nine interview stages.
- Candidates now only spend an average of 2.8 hours interviewing, so you need to make it count with strong interview kits and coordination across teams.
- Not only are candidates spending less time interviewing, they are also interviewing fewer times before receiving their offer: just 2.5 times.
- The median overall time to hire is 29 days. Sourced candidates get hired slightly faster at 27 days, but internal applicants only take about 15 days.
- Half of all applicants are archived due to being unqualified, while only 20% of sourced applicants get archived for being unqualified.

CONVERSION RATES FINDINGS

- 30-40% of onsite interviews lead to an offer.
- Companies with 1501+ employees have the highest onsite to offer rate and the second highest offer acceptance rate, trailing companies with 101-500 employees by only 0.09%.
- Internal hires convert the best of any source across the entire recruiting funnel and can save you two years in ramp time.
- Marketing and data-related candidates have the lowest conversion rates to hire.

SOURCING BENCHMARKS FINDINGS

- It takes 43 sourced candidates compared with 109 applicants to make a hire.
- Campaigns with six touchpoints are optimal when nurturing a sourced candidate, yielding an average response rate of 46%.
- Even if you experience low response rates, that doesn't mean sourcing will not yield results. For example: engineers have the lowest response rate, yet are the second most likely to be hired through sourcing.
- Lever Nurture reduces average time to hire by 19% for sourced candidates, increases your sourced hires by 40%, and reduces reliance on agency hires by an average of 17%.

HOW TO USE YOUR INSIGHTS TO MAKE A STRATEGIC IMPACT

No doubt, internal metrics are important markers for any data-driven talent strategy. But the real magic happens when you can place those metrics within the wider context. And now that you have that context, the question is — how do I get my organization to where it needs to be?

To get there, talent leaders and their organizations need to shift their mentality from transactional hiring to cultivating relationships throughout the entire talent lifecycle. To borrow a sales idiom, recruiters should **Always Be Connecting**.

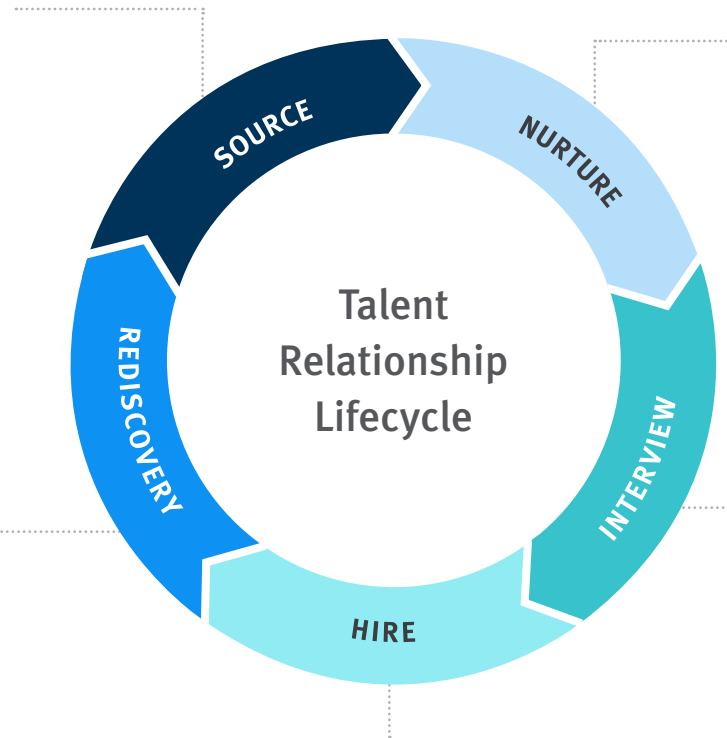
Recommendations to Transform Your Hiring

Source

- **Build, maintain, and expand your candidate database by sourcing passive talent.** Even if there aren't any openings at the moment for the qualified individuals you come across, keeping them on your radar will allow you to engage more easily when the time is right.
- **Prioritize your talent brand to help keep your organization top of mind when passive candidates become active job seekers.** Communicating your company's values and culture is a great way to passively reach top talent who may not have started looking yet and is one of the best ways to build future candidate relationships.

Rediscovery

- **The best fit is most likely already working with you.** Internal candidates already exhibit culture fit, are often outperforming in their current roles, and come locked-and-loaded to take on a new role on day one. But that doesn't mean they're easy hires. You have to provide white-glove service, otherwise you risk jeopardizing employee morale.
- **Reconnect with qualified candidates who just weren't looking at the time.** People remember how they were treated, even if nothing significant happened. Get ahead of the game by saving all of your correspondence, notes, and information on one candidate profile.



Nurture

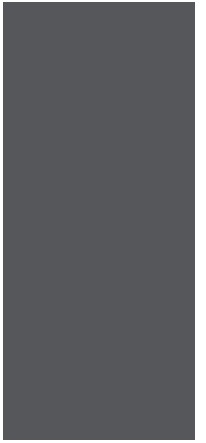
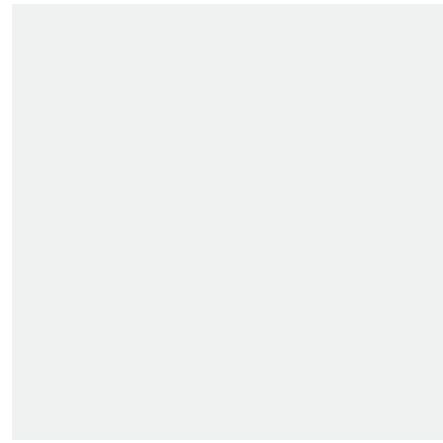
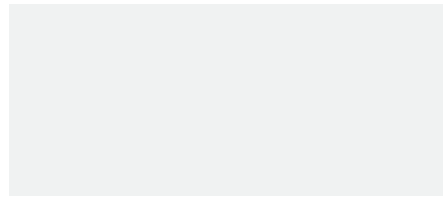
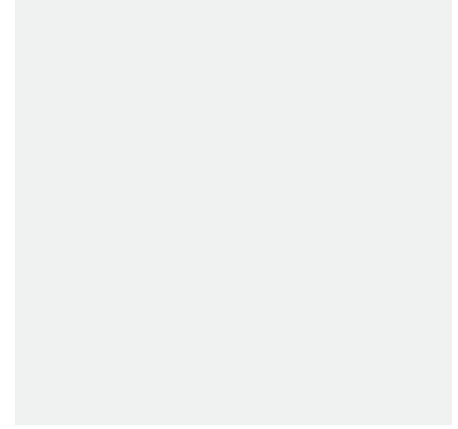
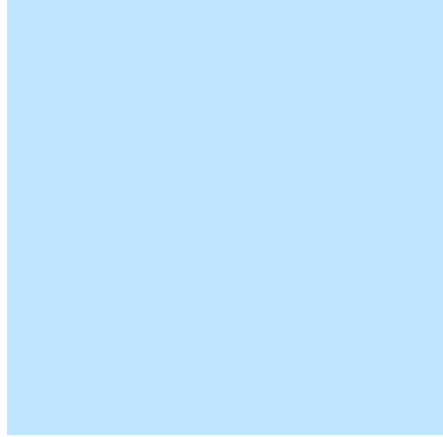
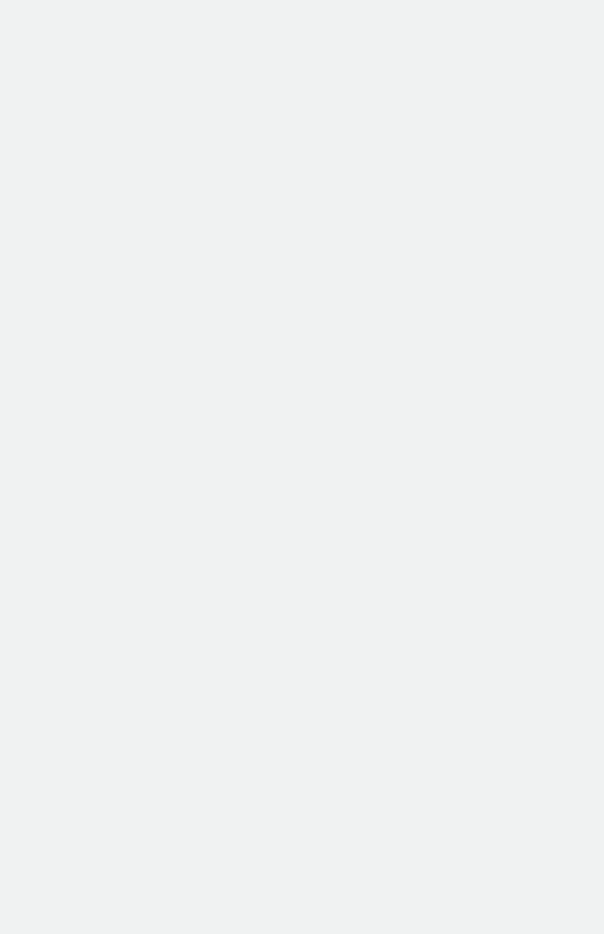
- **Combine research and creativity with pleasant persistence to maximize your chances of developing candidate relationships.** Talent relationships start long before a job posting is created. But when it's time to engage, make the effort to find or create a connection to the candidate. Don't hesitate to follow up! Remember, email campaigns only reach diminishing returns after six touchpoints, and if candidates won't respond to you, they may respond to your hiring manager or an executive.

Interview

- **A great interview experience benefits both you and your candidate.** Top talent rarely only evaluates a single opportunity, and given the decrease in average number of interviews, you'll have fewer chances to convince your candidate that your company is their best choice. It starts with clear, concise, and personalized communication, but it also means having every interviewer go into meetings prepared.

Hire

- **Make it as easy as possible for candidates to accept your offers.** Maintaining clear and consistent communication will encourage your candidates to do the same. A smooth offer process is still part of a seamless candidate experience.
- **Factor in reasons why candidates don't accept your offer into a holistic view of your recruiting practice.** Refine, revamp, or reform based on your findings.

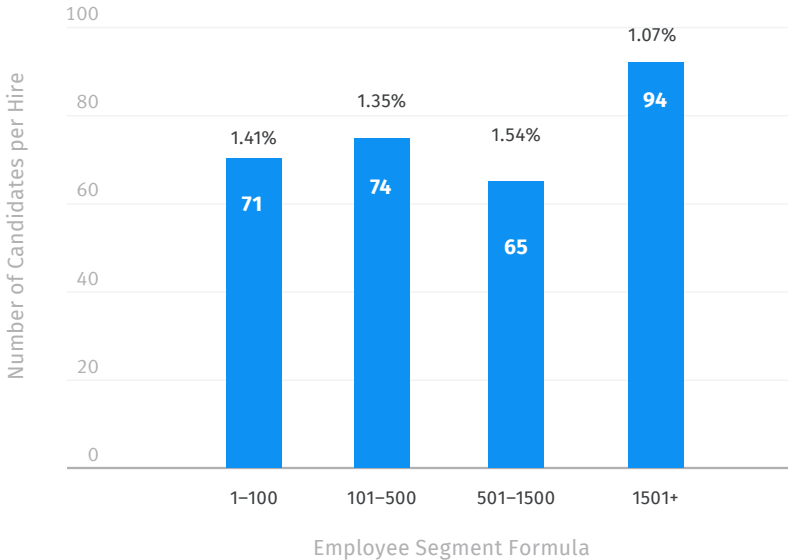


APPENDIX

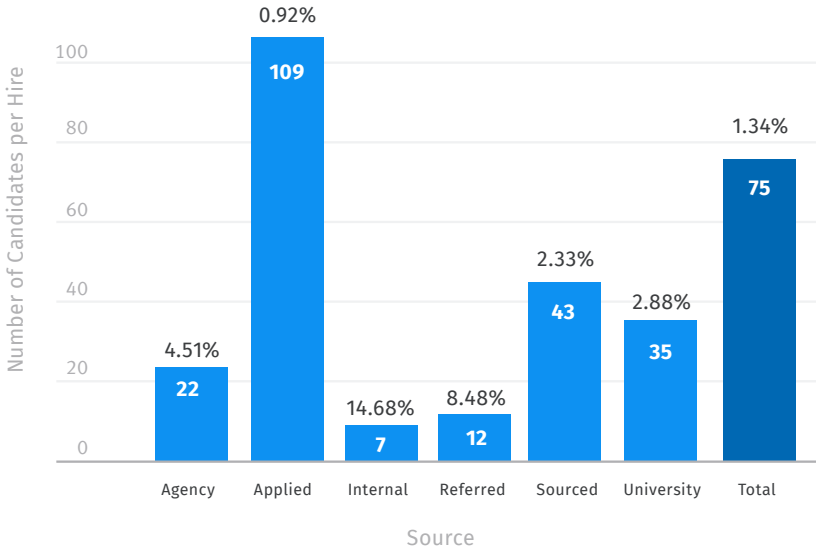


Rate of candidates per hire by source and company size

Number of candidates to hire by size



Number of candidates to hire by source



Number of candidates to hire by origin: Company size 1–100

Origin	Hire %	# of Candidates per hire
Agency	3.20%	31
Applied	1.07%	93
Internal	13.16%	8
Referred	11.97%	8
Sourced	1.78%	56
University	3.45%	29
Total	1.41%	71

Number of candidates to hire by origin: Company size 101–500

Origin	Hire %	# of Candidates per hire
Agency	5.96%	17
Applied	0.84%	119
Internal	35.87%	3
Referred	9.03%	11
Sourced	2.92%	34
University	4.33%	23
Total	1.35%	74

Number of candidates to hire by origin: Company size 501–1500

Origin	Hire %	# of Candidates per hire
Agency	5.77%	17
Applied	1.15%	87
Internal	39.01%	3
Referred	7.33%	14
Sourced	3.07%	33
University	2.74%	37
Total	1.54%	65

Number of candidates to hire by size and source: 1501+ employees

Origin	Hire %	# of Candidates per hire
Agency	4.19%	24
Applied	0.69%	144
Internal	1.68%	60
Referred	6.11%	16
Sourced	2.04%	49
University	0.59%	170
Total	1.07%	94

Number of candidates per role/department

Origin	Hire %	# of Candidates per hire
Data	0.53%	188.6
Marketing	0.72%	139.2
Engineering	0.88%	114.0
Product Management	0.97%	103.1
Operations	1.22%	81.8
QA	1.28%	78.1
Business Development	1.29%	77.5
Recruiting	1.31%	76.2
Account Management	1.39%	71.8
Customer Service	2.23%	44.8
Sales	2.37%	42.1
Total	1.34%	74.6

Number of candidates per role/department and company size: 1-100 employees

Origin	Hire %	# of Candidates per hire
Data	0.53%	187
QA	0.82%	122
Marketing	0.88%	113
Engineering	0.90%	111
Product Management	0.97%	103
Account Management	1.22%	82
Recruiting	1.26%	79
Operations	1.49%	67
Business Development	1.56%	64
Customer Service	1.87%	53
Sales	2.61%	38
Total	1.41%	71

Number of candidates per role/department and company size: 101-500 employees

Origin	Hire %	# of Candidates per hire
Data	0.58%	174
Marketing	0.81%	123
Engineering	0.88%	113
Product Management	0.91%	109
Operations	1.33%	75
Account Management	1.34%	75
Business Development	1.39%	72
QA	1.43%	70
Recruiting	1.68%	60
Sales	2.07%	48
Customer Service	2.97%	34
Total	1.37%	73

Number of candidates per role/department and company size: 501-1500 employees

Origin	Hire %	# of Candidates per hire
Data	0.41%	241
Marketing	0.73%	138
Engineering	1.04%	96
Business Development	1.28%	78
Operations	1.29%	78
Recruiting	1.33%	75
Account Management	1.44%	70
Customer Service	1.57%	64
Sales	1.80%	56
Product Management	1.88%	53
QA	2.46%	41
Total	1.56%	64

Number of candidates per role/department and company size: 501-1500 employees

Origin	Hire %	# of Candidates per hire
Data	0.45%	224
Marketing	0.47%	211
Product Management	0.63%	159
Business Development	0.63%	158
Recruiting	0.63%	158
Engineering	0.67%	149
Operations	0.69%	145
Customer Service	1.46%	68
QA	1.65%	60
Account Management	2.11%	47
Sales	3.90%	26
Total	1.05%	95

Average number of interviews to hired by role and company size

Average of count	Employee Segment Formula				
Role	0: 1-20	1: 21-100	2: 101-500	3: 501-1500	4: 1501+
Account Management	2.27	2.89	2.91	2.81	2.27
Business Development	2.69	2.57	2.79	3.14	2.93
Customer Service	2.26	2.28	2.15	2.48	2.09
Data	2.59	2.93	2.92	2.64	2.97
Design	2.28	2.53	2.45	2.57	2.61
Engineering	2.68	2.90	2.80	2.43	2.88
Marketing	2.18	2.77	2.92	2.94	3.54
Operations	2.23	2.29	2.43	2.34	2.81
Product Development	2.80	2.53	2.77	2.75	3.15
QA	2.07	2.74	2.20	2.13	2.54
Recruiting	2.53	2.77	2.56	2.45	3.00
Sales	1.39	2.24	2.63	2.90	2.58
Total	2.18	2.50	2.49	2.37	2.69

Median time to hire by source by company size: 1-100 employees

Role	Source of Hire	Applied	Internal	Referred	Sourced	University	Total
	Agency						
Account Management	22.9	31.6	NA	28.9	27.0	31.1	29.2
Business Development	24.6	29.3	10.7	21.2	20.6	39.4	25.1
Customer Service	23.0	25.0	12.4	25.7	15.8	NA	23.0
Data	38.7	40.8	NA	33.1	31.2	38.0	36.0
Design	35.6	34.9	NA	31.9	24.2	13.2	31.9
Engineering	31.9	38.8	0.0	34.9	34.1	47.9	36.0
Marketing	37.0	34.8	NA	27.0	29.6	25.7	31.9
Operations	15.7	29.0	16.0	24.1	23.8	62.4	27.2
Product Management	38.6	33.8	NA	35.0	32.0	46.9	33.8
QA	28.4	31.7	NA	31.7	20.4	5.9	27.6
Recruiting	20.6	22.1	NA	27.7	23.9	112.0	23.9
Sales	26.1	20.1	0.0	27.7	23.0	179.1	21.8
Total (in days)	29.0	28.0	13.6	30.0	26.9	42.5	28.0

Median time to hire by source by company size: 101-500 employees

Role	Source of Hire						
	Agency	Applied	Internal	Referred	Sourced	University	Total
Account Management	22.2	31.1	0.0	32.5	28.8	21.7	30.3
Business Development	20.4	33.8	NA	24.0	24.0	20.9	26.8
Customer Service	41.8	28.9	14.6	32.0	29.0	10.6	29.2
Data	37.0	35.3	8.3	34.4	36.0	34.7	35.2
Design	26.0	34.9	NA	36.4	28.1	22.3	33.2
Engineering	31.0	39.7	3.6	35.3	34.5	41.1	36.0
Marketing	37.2	33.0	9.9	33.2	27.9	22.0	31.9
Operations	15.2	30.0	18.9	28.5	24.3	26.6	27.7
Product Management	29.7	36.9	13.0	37.9	37.9	25.7	36.9
QA	26.4	25.1	NA	28.8	20.9	4.7	24.9
Recruiting	30.4	31.9	2.0	35.4	33.5	15.8	32.7
Sales	20.1	24.5	24.0	25.7	21.8	35.1	23.6
Total (in days)	25.2	30.0	12.4	30.6	27.1	35.1	29.0

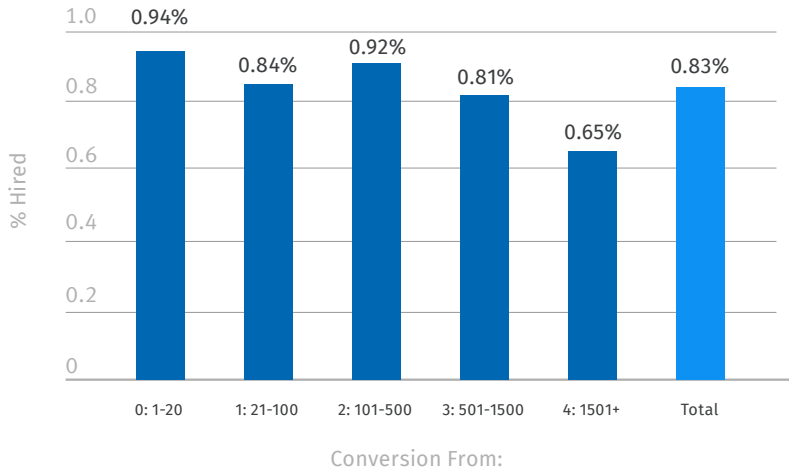
Median time to hire by source by company size: 501-1500 employees

Role	Source of Hire	Applied	Internal	Referred	Sourced	University	Total
	Agency						
Account Management	26.4	31.1	17.4	35.7	32.4	1.0	31.9
Business Development	47.8	39.3	NA	37.1	11.9	NA	37.1
Customer Service	13.0	29.9	6.7	34.0	27.1	35.1	29.0
Data	3.9	44.2	54.8	31.8	31.1	NA	35.7
Design	22.0	47.1	8.1	47.8	33.9	6.0	41.2
Engineering	34.0	38.1	4.0	36.2	34.0	60.3	36.4
Marketing	60.0	32.8	8.7	24.5	28.9	19.9	29.9
Operations	13.1	29.0	17.3	27.9	22.6	52.6	27.7
Product Management	22.2	38.1	48.3	38.5	14.1	28.9	35.6
QA	16.7	34.7	5.5	34.1	27.1	42.1	31.0
Recruiting	1.9	24.9	NA	32.1	23.0	NA	24.7
Sales	34.1	23.1	14.2	35.7	14.0	10.7	23.2
Total (in days)	25.5	24.0	14.7	33.0	23.8	52.6	25.3

Median time to hire by source by company size: 1501+ employees

Role	Source of Hire	Applied	Internal	Referred	Sourced	University	Total
	Agency						
Account Management	24.9	26.1	16.0	30.7	25.4	30.4	26.9
Business Development	19.6	18.3	14.0	39.1	19.4	NA	20.6
Customer Service	40.3	22.0	NA	32.0	18.2	NA	22.0
Data	30.0	44.4	NA	54.6	28.2	NA	42.9
Design	24.4	48.6	NA	39.4	28.2	17.7	40.9
Engineering	35.5	43.5	49.3	43.3	40.7	33.0	42.2
Marketing	44.1	46.2	NA	47.7	47.0	NA	46.9
Operations	16.9	34.0	30.4	34.5	28.1	69.6	32.0
Product Management	30.0	41.0	43.1	44.0	46.1	NA	42.8
QA	6.5	37.8	NA	14.0	20.3	NA	32.4
Recruiting	13.0	23.1	NA	27.1	31.5	NA	27.1
Sales	40.0	42.0	NA	42.1	32.9	67.3	41.2
Total (in days)	22.9	35.6	30.4	40.2	32.0	33.9	35.1

Conversion rates by segment



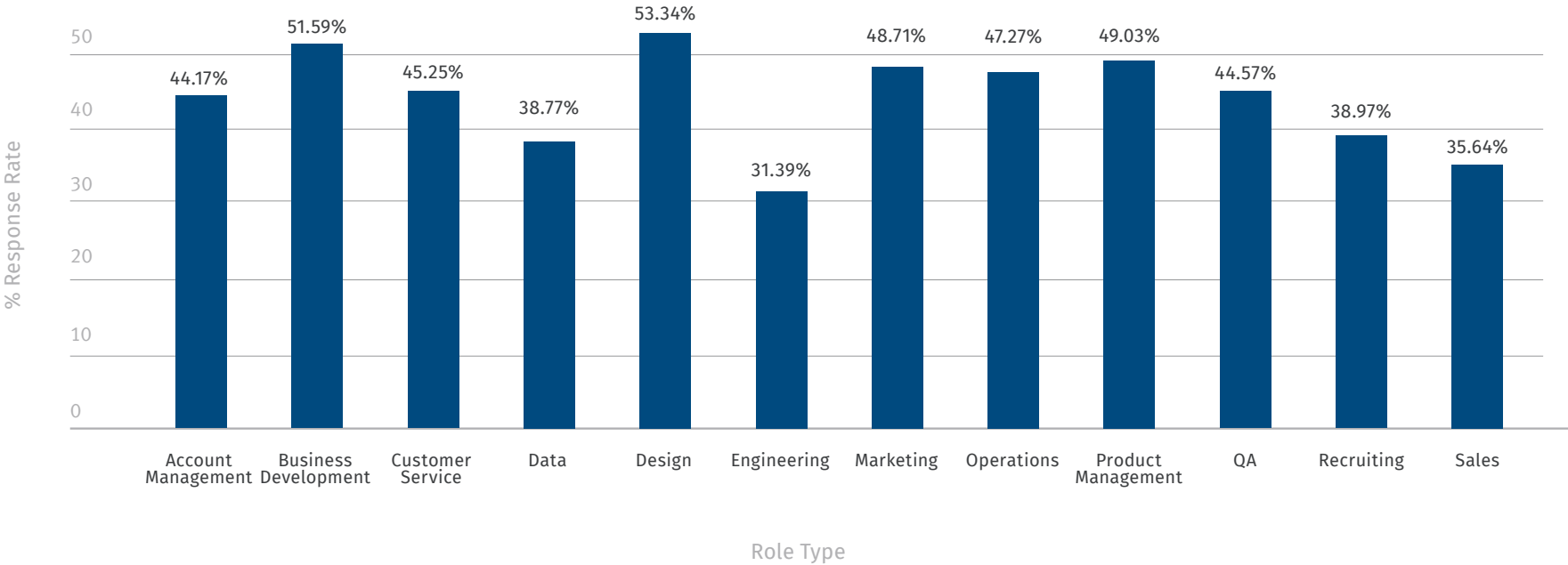
Conversion rates by segment

Conversion From:	New to Screen	Screen to Onsite	Onsite to Offer	Offer Acceptance	% Hired
0: 1-20	13.26%	30.36%	35.92%	64.88%	0.94%
1: 21-100	12.03%	28.73%	38.59%	63.24%	0.84%
2: 101-500	13.20%	29.07%	35.87%	66.90%	0.92%
3:501-1500	8.80%	35.98%	42.23%	60.35%	0.81%
4: 1500+	9.48%	23.36%	43.65%	66.81%	0.65%
Total	11.39%	29.13%	38.77%	64.42%	0.83%

Conversion by source

Conversion From:	New to Screen	Screen to Onsite	Onsite to Offer	Offer Acceptance	% Hired
Agency	44.74%	35.32%	33.91%	65.21%	3.49%
Applied	9.17%	26.74%	37.95%	63.51%	0.59%
Internal	61.92%	69.43%	66.74%	76.55%	21.96%
Referred	41.69%	42.92%	48.08%	70.64%	6.08%
Sourced	15.56%	29.92%	37.31%	63.32%	1.10%
University	22.94%	34.72%	46.25%	52.97%	1.95%

Overall response rate by role and segment



Response rate by role and segment, 1-100 employees

Role	
Account Management	46.49%
Business Development	47.68%
Customer Service	49.69%
Data	40.59%
Design	54.19%
Engineering	32.28%
Marketing	51.74%
Operations	46.42%
Product Management	46.12%
QA	36.82%
Recruiting	40.74%
Sales	36.83%
Total	36.19%

Response rate by role and segment, 101-500 employees

Role	
Account Management	39.02%
Business Development	63.90%
Customer Service	41.20%
Data	31.12%
Design	53.19%
Engineering	26.69%
Marketing	40.68%
Operations	50.98%
Product Management	51.58%
QA	76.03%
Recruiting	32.03%
Sales	31.66%
Total	29.55%

Response rate by role and segment, 501-1500 employees

Role	
Account Management	35.74%
Business Development	72.22%
Customer Service	66.10%
Data	47.37%
Design	47.55%
Engineering	36.35%
Marketing	46.97%
Operations	43.32%
Product Management	47.11%
QA	NA
Recruiting	48.73%
Sales	37.87%
Total	38.79%

Response rate by role and segment, 1501+ employees

Role	
Account Management	42.79%
Business Development	62.96%
Customer Service	53.85%
Data	52.89%
Design	53.73%
Engineering	41.94%
Marketing	67.70%
Operations	69.40%
Product Management	57.85%
QA	83.33%
Recruiting	36.80%
Sales	62.20%
Total	45.42%

Lever's mission is to help the world hire with predictability.

Recruiting today is more about numbers than ever before. Having the right numbers at your fingertips can help you optimize sources of talent, create greater efficiency in your processes, and align everyone on your team to your hiring plan. Lever offers the ability to streamline your processes and gain clarity into your data, so that you can have greater success in hiring the right people.

Lever is transforming the way companies hire through an approach that allows talent leaders to attract candidates like a marketing leader, forecast like a sales leader, and have the insights of a finance leader.

Lever was founded in 2012 and supports the hiring needs of over 2,500 leading companies around the globe, including the teams at Netflix, Shopify, Medallia, and Cirque du Soleil. With an overall gender ratio of 50:50, Lever is also fiercely committed to building a team culture that celebrates diversity and inclusion.

For more information, visit lever.co