



THE QUALITY OF HIRE IMPERATIVE: ACCELERATING TALENT ACQUISITION'S IMPACT THROUGH ALIGNMENT & ACTION



In Partnership with Crosschq

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INTRODUCTION: THE RISING IMPORTANCE OF QUALITY OF HIRE

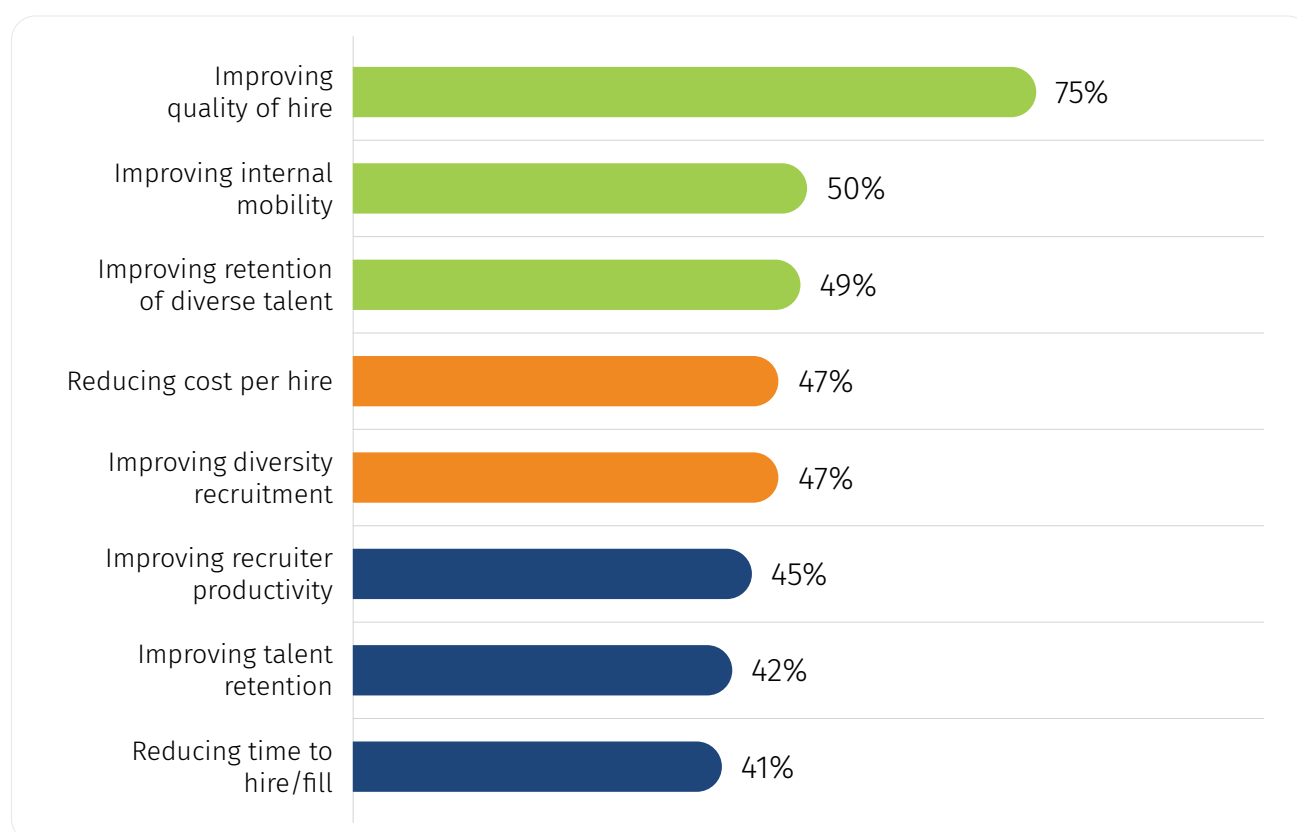
Organizations across industries have undergone a significant shift from “growth at all costs” to stability, sustainability, and resiliency—in business, in innovation, and in workforce strategy. For human resources (HR) and talent acquisition (TA) teams, this shift has resulted in two opposing pressures: reduced resources and increased pressure to deliver impact.

It’s a cycle we’ve experienced before, most recently in the late 2000s when companies big and small were navigating the last major recession. This time, however, things are much more challenging as TA leaders have three major trends to contend with:

1. **Expectations remain high in hiring.** From candidates to hiring managers, stakeholders want less thrash, more transparency, and faster decisions.
2. **Hiring processes are more extensive.** To mitigate mishires, talent acquisition has adopted more advanced assessment practices and more extensive interview processes.
3. **Recruiting is more complicated.** Recruiter burnout is rampant, questions abound regarding the ethical and effective use of AI, and compliance with data and privacy regulations is never-ending.

To better understand how companies are responding to these changes, Aptitude Research asked 256 leaders in HR and TA a series of questions regarding the priorities, plans, and problems they are tackling today. One of the starkest findings, shown in Figure 1 below, is that improving Quality of Hire (QoH) has become a pivotal focus for organizations in the year ahead.

Figure 1. Top Priorities for HR & Talent Acquisition Leaders

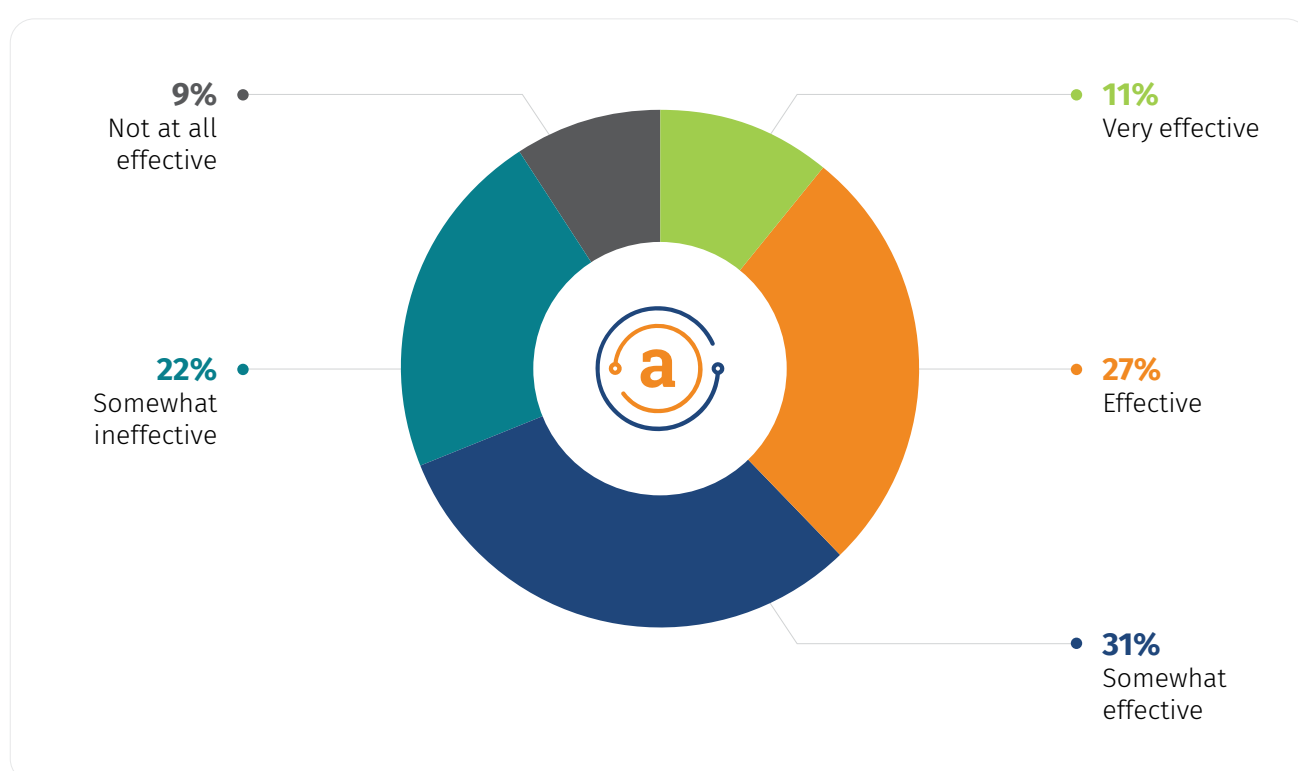


Three-quarters of those surveyed reported QoH as one of their leading priorities, substantially surpassing traditional key performance indicators (KPIs) like time to fill or cost per hire.

This focus is grounded in several things: High-quality hires reach proficiency faster, perform more consistently, advance further, and ultimately contribute more to organizational success. And it's because of this intersection of impacts—whether it's improving talent retention, supporting diversity hiring initiatives, or fostering internal mobility—that QoH is at the heart of HR's mission to drive tangible business value.

Put another way, every hire matters these days—and there's no such thing as “good enough” in talent acquisition right now. Though this is compelling, Figure 2 shows there is a lot of work to do.

Figure 2. Levels of Effectiveness in Delivering High-Quality Hires



In our survey, we asked a simple question: How would you rate your organization's ability to deliver quality hires? According to our findings, only 38% of companies are consistently delivering high-quality hires (a combination of 'Very effective' and 'Effective' ratings).

Improving QoH is a complicated endeavor. A company's hiring success rate depends on a complex array of factors reflecting how jobs are designed, how candidates are sourced and selected, and how new employees are onboarded and socialized into the company. Meaningful, sustainable impact takes more than intent and more than just a reprioritization of work.

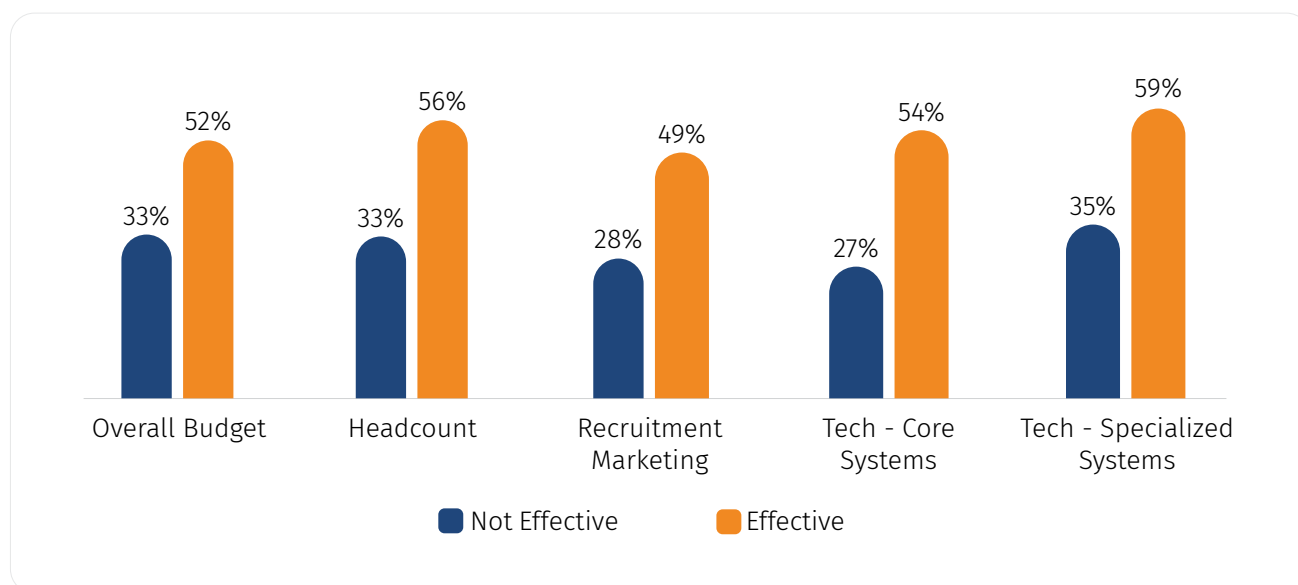
Our research found that companies making the most progress in managing QoH are driving greater alignment across HR, TA, and the business to define QoH, and leveraging data and technology more extensively to monitor, report on, and iterate on improving it.

These companies are also operating more efficiently, becoming more data-driven, and leveraging AI and automation more effectively. Adopting more modern, tech-enabled practices has resulted in better operational performance, Figure 3 also shows the impact this is having on their forecasted budgets for next year compared to their peers.

Factors Enhancing Quality of Hire



Figure 3. Anticipated Budget Increased for the Next 12 Months: Effective vs. Not Effective



In this chart, we compare the anticipated budget increases in key areas of TA from our survey of **Effective** companies and **Not Effective** companies. In every area, **Effective** companies are significantly more likely to anticipate increased budgets.

Considering the budgetary constraints many HR teams are experiencing, the difference in anticipated funding for companies delivering on QoH is encouraging. Business leaders don't just expect higher quality talent—they're willing to fund the teams that are meeting or exceeding expectations.

As organizations adapt to new challenges and market conditions, QoH will continue to be a key driver of business resilience and competitive advantage. But the road to excellence is long. By focusing on long-term talent strategy and investing in the right tools and practices, companies can ensure that their hiring efforts align with the future needs of their business.

To better understand what's working and what's not, this report examines the practices and performance of two different cohorts based on data from Figure 2 above:

- **Effective** companies including those rated '**Very Effective**' or '**Effective**' in Delivering High Quality Hires (38% of total sample) and,
- **Not Effective** companies including those rated '**Somewhat Effective**', '**Somewhat Ineffective**' or '**Not at all Effective**' in delivering high quality hires (62% of total sample).

Through analysis of primary research surveys, inputs from progressive talent leaders, this study found that **Effective** companies don't necessarily have perfect definitions for QoH or have completely overhauled their recruiting practices to hire only the best talent. Rather, it seems they have prioritized controlling what they can—taking ownership of QoH, getting alignment on QoH, and leveraging technology to track and report on QoH consistently.

This report details what can be learned and modeled from these better practices, and covers the following key areas:



How Effective companies are embracing the urgency for Quality of Hire and using it as an opportunity for talent acquisition: Exploring the role of TA in managing and driving QoH initiatives, including setting the strategy, overcoming objections, and aligning hiring with broader business goals.



How Effective companies are treating Quality of Hire as more than a metric: How QoH can serve as a strategic alignment tool, connecting pre-hire and post-hire data to inform future hiring decisions, and fostering cross-functional collaboration to drive business success.



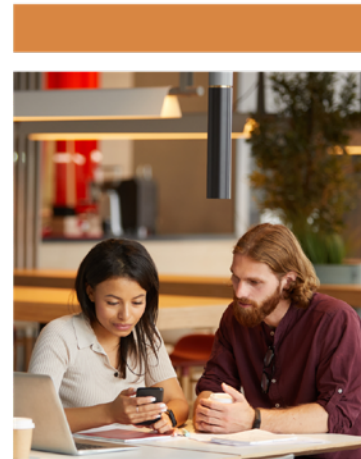
How Effective companies are approaching building and implementing Quality of Hire models: Insights into defining the QoH construct space, leveraging high-performer modeling, and using data-driven strategies to continuously refine and improve the quality of new hires.



How Effective companies are using purpose-built tools to support Quality of Hire: How these tools help define, measure, and scale QoH initiatives by providing real-time data, predictive analytics, and centralized reporting that enable organizations to consistently improve their hiring outcomes.

01 SECTION

Quality of Hire: Examining Importance, Understanding Urgency, & Establishing Ownership



QoH has been cited as a top priority by HR leaders and business executives for years. Touting its importance is easy. **Reporting on it and creating accountability has not historically been easy—but the ones who have stand out. In this study, they fall into the **Effective** company bucket.**

In one sense, the focus on QoH is connected to a need for more meaningful KPIs in TA. Traditional KPIs like time to hire and cost per hire remain essential for operational efficiency, but they don't tell the full story of how TA operations are performing.

The gap in actionable and strategic insight that baseline reporting leaves is a major driver of the prioritization of QoH, as this KPI connects TA outputs with business impact. It measures the long-term impact a new hire has on an organization, assessing not just whether a position was filled but whether the right person was placed in the right role. A high-quality hire doesn't just meet the job's basic requirements; they align with the company's culture, exceed performance expectations, and contribute more to the company in their immediate role and as they advance their career.

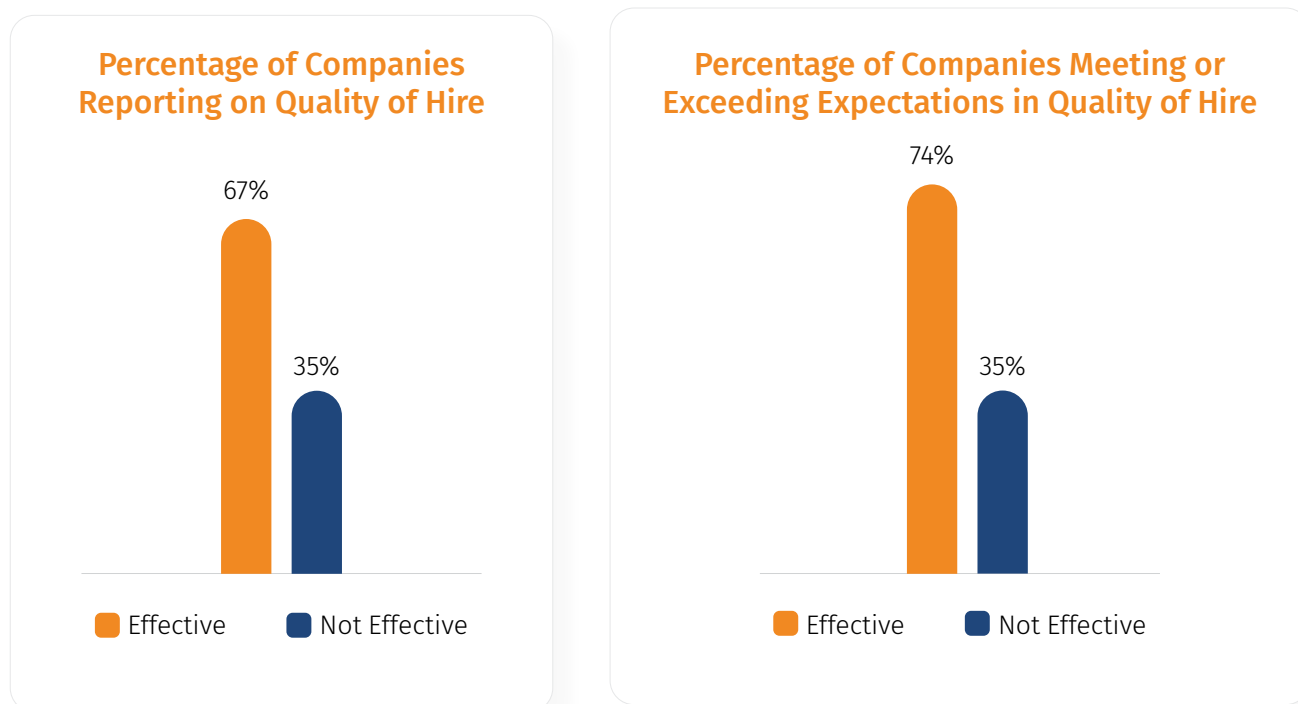
By focusing on QoH as a North Star KPI, TA leaders can not only improve accountability and alignment but also optimize their recruiting operations. As Mark Grimwood, Senior Vice President of Commercial Recruitment at Salesforce, explains:



By focusing on quality of hire, you can be way more outcome-oriented with your recruiting spend and allocate resources more effectively. It might not be where you think necessarily.

Though the value opportunity is apparent, however, gaps in reporting and communication around QoH are holding many companies back.

Figure 4 compares how **Effective** companies are reporting on QoH compared to **Not Effective** companies. Figure 5 compares the frequency at which these cohorts are delivering quality hires. Together, both paint an interesting picture of how these cohorts operate—and how consistently they meet expectations.



Not only are **Effective** companies tracking and reporting on QoH metrics more consistently than their peers (Figure 3), they are also more than twice as likely to meet or exceed expectations when it comes to delivering quality hires than **Not Effective** companies (Figure 4). This represents one of the first hurdles that many companies face: Teams lacking a clear definition of QoH are hesitant to report on it at all.

This hits on a central issue that many companies struggle with: The difficulty of consistently defining and measuring QoH across different roles, departments, and industries. Delivering quality is challenging enough, and after layering in these complexities as well as both subjective and objective inputs from stakeholders... it's not a surprise that many **Not Effective** companies aren't delivering.

As Steve Hunt, Chief Scientist in Residence at Crosschq, aptly notes, "People are more focused on what influences QoH and aren't confident in their ability to quantify it or measure it." In other words, they spend too much time wandering through the trees in search of the forest. "They feel lost, and aren't sure where to begin," he says.



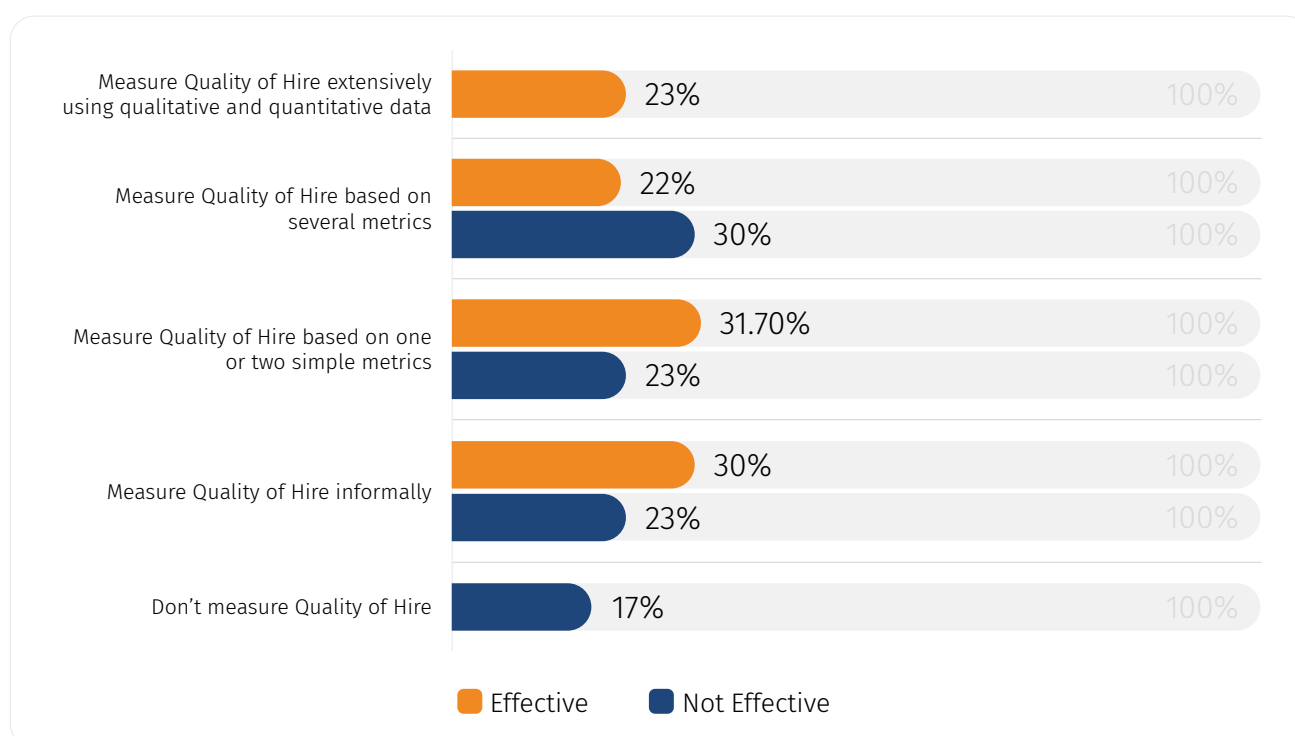
Clearing the First Hurdle: Embracing the Subjective Nature of QoH

What makes QoH so tricky to measure is its multidimensional nature. There is no one-size-fits-all metric. The factors influencing QoH vary greatly depending on the role, team dynamics, and department and organizational goals.

This variability can be daunting when determining what data to collect, which metrics to track, and how to interpret these things in a report. QoH is one of those initiatives where perfection gets in the way of progress due to its complex nature. But here's some food for thought: Only 23% of **Effective** organizations measure QoH comprehensively, using a blend of quantitative and qualitative data, while others are taking more simplified approaches.

Interestingly, as illustrated in Figure 6, the measurement practices of **Effective** and **Not Effective** organizations are almost mirror images of each other.

Figure 6: Scope of Quality of Hire Measurement Practices by Cohort



Based on this data, one could deduce there's no real wrong—or right—way to measure QoH. In fact, embracing the subjectivity of QoH may very well be the first step to getting started. As an example, for Becky McCullough, Head of Talent Acquisition at Hubspot: "Quality of hire is not an output; it's the North Star of our strategy."



Quality of hire is not an output; it's the North Star of our strategy.

- Becky McCullough, Head of Talent Acquisition at HubSpot

Her perspective underscores the need for organizations to view QoH as a guiding principle rather than a rigid number on a dashboard. What is important is having commitment to measuring and improving QoH, even if the metrics for tracking QoH are imperfect and will inevitably change over time.

Establishing Quality of Hire Ownership



A Shift in Mindset: TA Takes Charge of Quality of Hire

The second step when managing QoH is related to the first: You have to decide who's going to own it. In many organizations, the disconnect between business goals and talent strategy often stems from a lack of clear ownership of QoH. It's been the subject of some debate. Should it sit with TA, with HR, with People Analytics, or should it be shared across the business?

While it's tempting to delegate this responsibility across functions, though, a growing number of TA leaders make a strong case for TA taking primary ownership.

Though TA in some organizations may be relegated to administering hiring processes, companies like

DISH and HubSpot are empowering TA to serve as a critical quality control checkpoint in the hiring process.

On a tactical front, placing ownership of QoH with TA puts the onus on leaders like Karle to ensure candidates are being assessed fairly and objectively. For leaders like McCollough, they can also partner with HR and the business to establish quantifiable measures of success and clear performance expectations for new hires. For both, there is the opportunity to contribute to workforce strategies that identify the skills and competencies the business needs to achieve long-term objectives and not just immediate talent needs.



We are the ultimate gatekeeper of quality for the organization. I reject more offers than anyone else in the business. I will always sacrifice time to hire to get the right person."

- Kerry Karle, Vice President of Talent Acquisition at DISH Networks

Overcoming Common Objections: Ownership vs. Responsibility

When discussing ownership of QoH, it's worth noting that external factors—such as onboarding success, managerial effectiveness, job design and shifting business performance—can significantly influence the success of a hire. In other words, TA can't possibly control every variable that contributes to QoH.

While external factors undoubtedly play a role, there's some nuance that more TA leaders are leaning into: TA's ownership of QoH does not imply sole responsibility. Instead, it represents the centrality of TA's role in managing the processes that set new hires up for success and aligning all stakeholders around shared QoH objectives.

On this topic, Hunt tackled the issue by drawing a parallel to the healthcare industry: "Should we not try to measure quality of patient care in hospitals? It's a complicated metric—lots of people play a role in the care and experience of a patient," he pointed out. "But it's also incredibly important and deserving of the extra effort to measure and track."

In the same way that healthcare professionals are held accountable for outcomes beyond their immediate control, TA teams can—and should—own the QoH metric while collaborating with other departments to address external influences.

Taking Control of Quality: Reporting as a Baseline Best Practice

The cornerstone of effective ownership of QoH is built on three capabilities: Consistent measurement, regular reporting, and reliable feedback loops that provide actionable insights to inform and optimize hiring practices. As previously shown in Figures 4 and 5, ***the companies that are reporting on QoH consistently—regardless of how QoH is defined—are also the teams that are delivering quality hires consistently.*** Likewise, the teams reporting on other strategic metrics like Recruiting Diversity, Candidate or Hiring Manager Experience, and Hiring Plan Attainment are also meeting or exceeding expectations in these areas. Figures 7 & 8 break this down.

Figure 7: Key Metrics & Metrics Used Often by Cohort

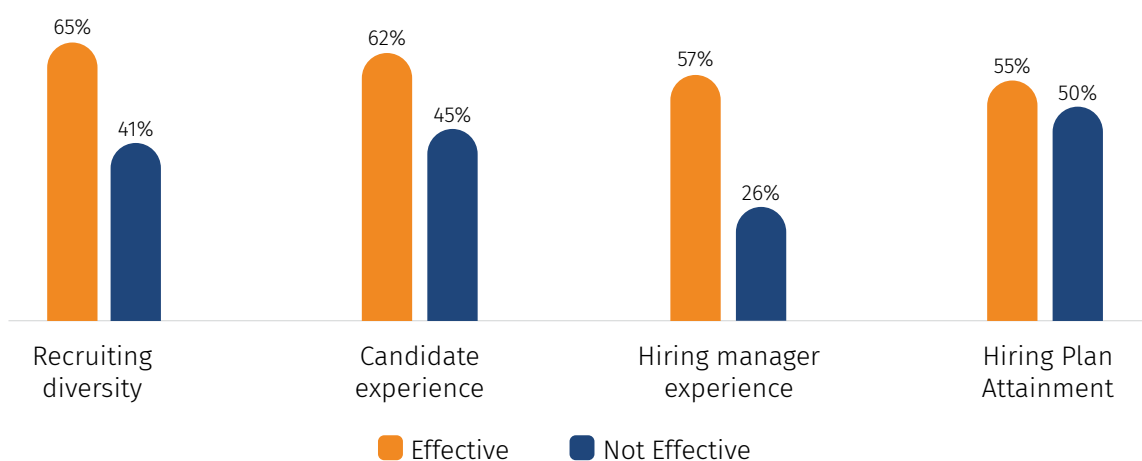


Figure 8: Meeting & Exceeding Expectations by Cohort



When QoH is treated as a key indicator of business performance and reported on accordingly, it encourages cross-functional collaboration between HR, TA, and business leaders and drives a collective effort to hire for both present needs and future potential. **Stakeholders want and expect consistent reporting as a core component of healthy partnership. Effective teams are delivering on this expectation, and they are realizing significant results across the board as a result.**

But reporting doesn't have to be one-directional. As owners of QoH, TA leaders can also establish feedback loops that incorporate post-hire data—such as performance reviews, promotion rates, and engagement scores—into pre-hire evaluation processes, ensuring a more holistic approach to hiring. As organizations expand or pivot to new markets, their hiring needs change, requiring constant refinement of what defines “quality” in a hire.

TA leaders should hold regular reviews with key stakeholders to assess the effectiveness of their QoH strategy, ensuring alignment with evolving business objectives and external factors influencing the talent market on an ongoing basis.

Key Takeaways:

- 01 TA as the natural owner of QoH:** Talent Acquisition is best positioned to take ownership of Quality of Hire because of its central role in aligning hires with company culture, strategic goals, and long-term success.
- 02 Addressing external factors:** While TA can't control every factor that influences QoH (such as onboarding and managerial effectiveness), it can collaborate across departments to mitigate these influences and help ensure hiring quality.
- 03 Data-driven strategy is critical:** A successful QoH strategy for TA must involve using data-driven insights and specialized recruitment tools to continuously refine hiring processes and align with broader business objectives.

SECTION 02

Quality of Hire as More Than a Metric: Achieving Organizational Alignment From Conceptualization to Execution & Iteration



Quality of Hire: A Strategic Alignment Tool

One of the most common mistakes TA leaders make when it comes to improving QoH is treating it as just another operational exercise. In reality, QoH has evolved into a strategic alignment tool for today's high-performing TA teams.

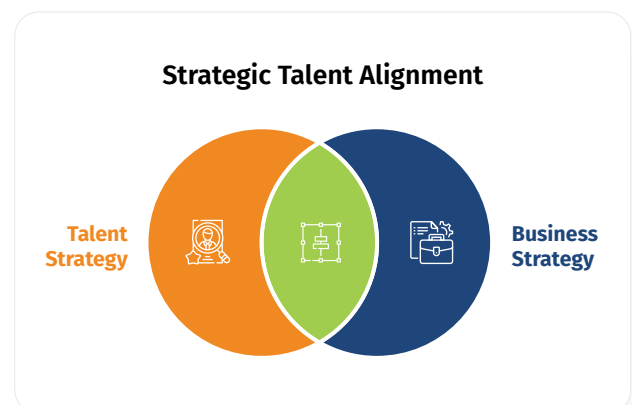
As Grimwood at Salesforce, emphasizes, "Our work in Quality of Hire has forced us to look beyond just filling roles quickly. We have to understand how each hire contributes to the business's long-term success." Grimwood's insight underscores the growing role of QoH as a tool for business alignment, helping organizations bridge the gap between short-term hiring needs and long-term strategic objectives.

This shift is especially important for companies with extensive onboarding cycles or longer pathways to productivity. Grimwood shares that focusing on high-quality hires has the potential to yield significant cost savings and operational efficiency:

"If we make more qualified hires, we could potentially reduce the time to productivity from 18 months down to 13 months. Those 5 months of savings can equate to millions of dollars in cost savings for the company."

This perspective highlights how improving QoH directly impacts both the bottom line and organizational productivity by accelerating the timeline for new hires to reach peak performance.

When leveraged effectively, QoH extends beyond tactical metrics to serve as a compass for the business. It can provide clear, data-driven direction for talent acquisition teams, business leaders, and HR to build and develop more resilient, impactful workforces one hire at a time. This big-picture approach—aligning talent strategy with business strategy—helps organizations navigate changing workforce needs without compromising on quality.



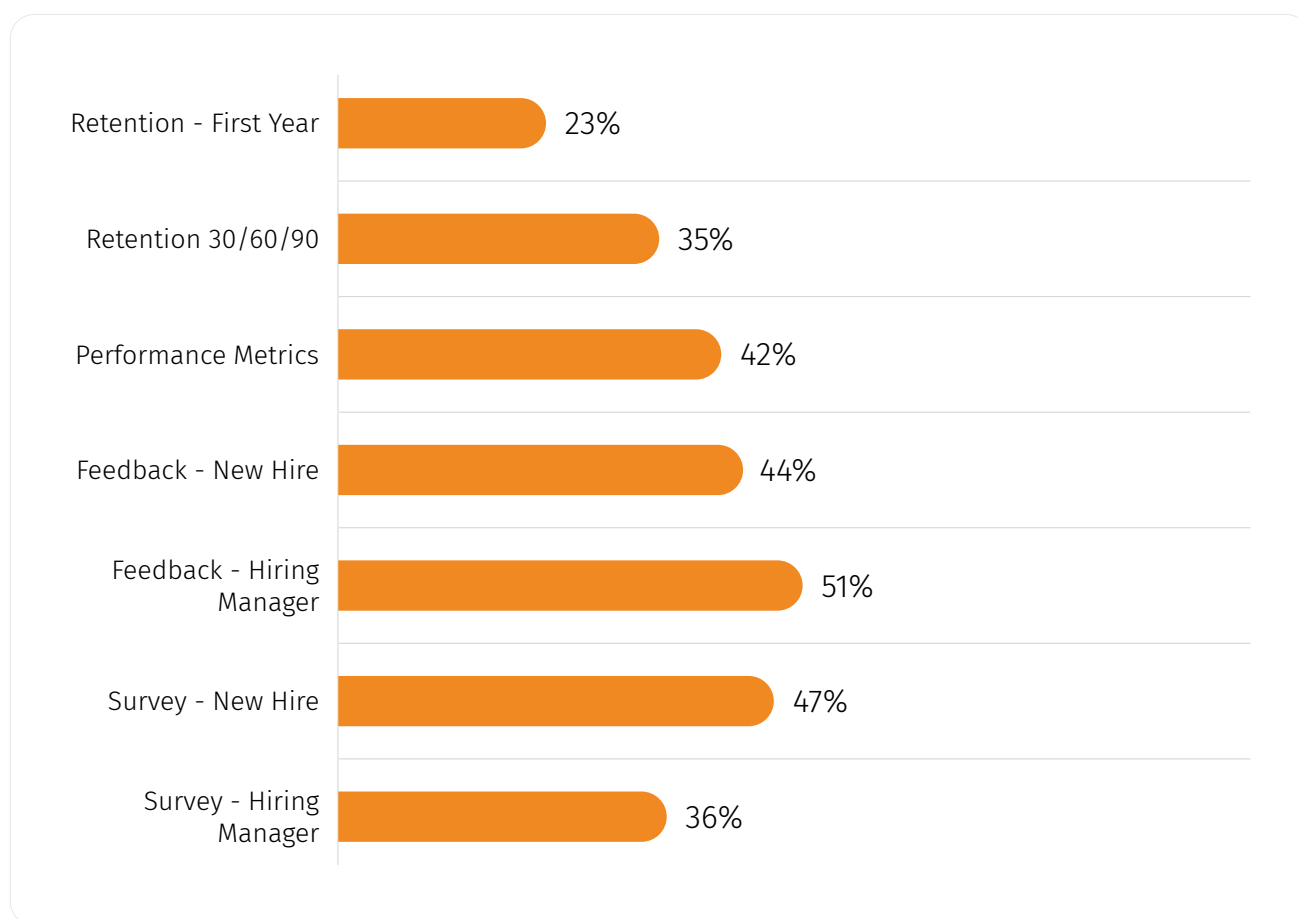
Dig into the Data: The Importance of Extended Analysis

A successful QoH strategy doesn't just focus on metrics but also emphasizes understanding the many factors that shape hiring success.

For the HubSpot team, where QoH is both a KPI and their North Star, they use post-hire data from HR and the business to fine-tune hiring practices and inform future hiring strategies. As McCullough explains, "We don't have just a metric for quality; we are looking at influencers and enablers—including our own business practices and external market considerations."

Our research shows that **Effective** organizations are also looking at broader datasets when it comes to QoH. Figure 9 shows that things like Hiring Manager and New Hire feedback are rich sources of insight.

Figure 9: Types of Data **Effective Organizations Use to Measure QoH**



Companies that consider a full spectrum of talent development often find that they can predict which hires will not only excel in their current roles but also grow into future leadership positions. This enables companies to identify high-potential talent early and provide them with development opportunities that enhance their contributions over time.

Key Takeaways:

01

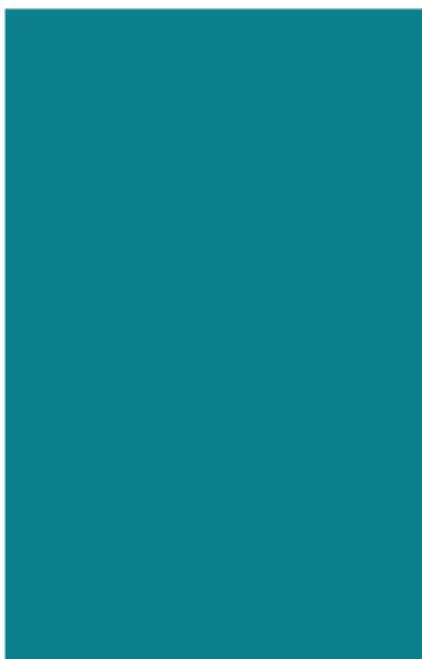
Strategic alignment over operational metrics: QoH should be seen as a strategic tool that connects pre-hire and post-hire data, fostering alignment between hiring practices and business outcomes.

02

Post-hire performance: Measuring and analyzing post-hire performance is essential for refining QoH strategies, allowing organizations to make data-driven improvements.

03

Cross-functional collaboration: A robust QoH strategy requires input from multiple stakeholders across the business, ensuring that the talent acquisition process aligns with broader organizational goals.



SECTION



Modeling Quality of Hire: Basic Steps for Building a Better Metric

Defining What's in Scope

Before diving into specific metrics, it's essential for organizations to define the construct space—the set of attributes that will shape their QoH model. This is a crucial first step, as it ensures that the organization measures what truly matters, not just what's easiest to quantify.

As Hunt points out, “With technology where it is today, we now have the ability to measure a lot of things. The work becomes determining what you should be measuring.”

Keep in mind that an effective QoH model balances complexity and clarity. While numerous factors influence a hire's success, tracking too many can muddy the waters.

And remember that clarity is critical when driving QoH initiatives—clarity on what metrics are tracked, how they are tracked, and how they are weighted are all huge success factors in both getting started and in maturing the program. Focus on the most impactful metrics for your organization's specific needs, big or small, and tailor these metrics to the specific role and business needs you hire for and develop.

Also consider the multi-dimensional nature of QoH. Successful hires are influenced by both role-specific skills and broader organizational factors like team dynamics and cultural alignment. By accounting for these variables—even anecdotally when reporting out on performance—the model becomes more comprehensive, offering a fuller picture of candidate potential.

Quality of Hire Model



Informed and Connected

An effective QoH model is shaped by input from business leaders and aligns with broader organizational goals. It integrates metrics beyond recruiting, such as performance and internal mobility, ensuring relevance and making QoH a strategic tool that connects hiring efforts with long-term success.



Data-Driven & Evidence-Based

Basing the QoH model on quantitative and qualitative data builds accuracy and consistency. Regularly analyzing data on new hires' performance and retention makes the model both reliable and adaptable, enabling TA to make informed, objective decisions and effectively communicate QoH impact.



Scalable & Adaptable

A strong QoH model is scalable across departments and adaptable to different roles, balancing consistency with flexibility. Purpose-built tools support seamless data collection and reporting as the organization grows, ensuring the model remains aligned with evolving business needs.



Benchmark & Validate: Leveraging High Performer Modeling

Once the construct space is clearly defined and relevant data has been collected, organizations can move on to validating and benchmarking QoH metrics. This often includes high performer modeling—a strategy that focuses on identifying the traits and behaviors that separate successful from unsuccessful hires.

By looking at the qualities of successful employees and challenges with recent hires, organizations can get insight on where hiring is going well and where things need work—and create a blueprint for future hiring efforts.

Successful hires often share specific competencies, personality traits, and experiences that correlate with shorter ramp-up periods, longer retention, and better performance in their roles. At Salesforce, for example, Grimwood's team discovered a not-so-obvious competency that was making a difference for their most successful new hires: **“Our data shows that high performers tend to demonstrate strong leadership potential even in entry-level roles. Once we realized this was consistent across many of our roles, we focused heavily on assessing leadership skills early in the hiring process and surveyed hiring managers to track this post-hire.”**

This kind of insight allows companies to build talent pipelines filled with individuals who not only excel in their current positions but are also poised to take on greater leadership responsibilities. High performer modeling, when done correctly, can serve as the foundation for both short-term hiring success and long-term organizational growth.

It can also be used to challenge assumptions about what drives performance. For example, Karle and her team at DISH found something surprising when they began tracking the leading sources of quality talent: “We believed that referrals drove the highest quality of hire, but in reality, they were our lowest source of quality.”



Practical Steps for Building a QoH Model

Building an effective QoH model is not a one-size-fits-all process. It requires thoughtful planning, collaboration, and a willingness to continuously refine the model as new data becomes available. Below are key steps to help organizations build a robust QoH framework:



01 Engage with Business Leaders

There's no better place to start than with your customers. By gathering input from hiring managers, executives, and even frontline employees, TA teams can gain a clearer picture of what the business truly needs from its hires. This cross-functional collaboration ensures that the QoH model is tailored to the company's specific needs and isn't just focused on filling roles quickly.

02 Audit Existing Data

Organizations often overlook the treasure trove of data they already possess. Grimwood stresses the importance of taking stock of the data that already exists, even if it's in different systems: "There's a lot of data that already exists that could be used to measure and quantify factors and influencers."

Whether it's performance reviews, employee engagement surveys, or interview feedback, existing data can provide valuable insights into what's working—and what's not. By auditing their current data sources and identifying any gaps, organizations can ensure that their QoH model, however simple or complex, is reliable.

03 Identify Key Metrics

Once you have a handle on the data you have to work with, the next step is to identify the key metrics that will define QoH for the organization. Ideally, these metrics include both pre-hire indicators (such as time to fill, assessment scores, and interview ratings) and post-hire outcomes (such as retention rates, performance evaluations, and team feedback). The goal is to track metrics that align to the needs of the business, metrics that are objective, and metrics that are relatively straightforward and can provide actionable insights to any audience.

04

Implement Purpose-Built Tools

There's an increasing number of purpose-built tools for data collection and analysis that can streamline the QoH process significantly. These tools allow organizations to capture real-time insights from various stages of the hiring lifecycle—from candidate assessments to post-hire performance reviews—and the most effective companies are increasing their investments in these tools.

The research shows that 56% of **Effective** organizations plan to increase their investment in recruitment technology. These tools not only automate data collection but also provide centralized platforms for analyzing trends, ensuring that the QoH model is both comprehensive and scalable.

05

Commit to Continuous Improvement

Building a QoH model is not a “set it and forget it” process. As Grimwood explains, “We’re constantly reevaluating our QoH model to ensure it reflects the needs of the business. As market conditions shift, so do the attributes we prioritize in new hires.”

Organizations must remain committed to continuous improvement, regularly updating their QoH models to reflect changes in business strategy, market conditions, and talent trends. This adaptability ensures that the model remains relevant and effective over time.

Key Takeaways:

01

Define the construct space: Establishing the right set of attributes ensures that organizations measure what matters most for Quality of Hire.

02

Data-driven high-performer modeling: Identifying the key traits of top performers helps in building a successful pipeline of future hires.

03

Continuous improvement: **Effective** QoH models are never static; they evolve with business needs and must be regularly reviewed and updated to stay relevant.

04 / SECTION

The Role of Technology in Supporting QoH



As organizations increasingly focus on QoH, purpose-built tools have become essential. These tools streamline the hiring process by capturing, analyzing, and interpreting real-time data from multiple stages. 56% of **Effective** organizations plan to increase investment in recruitment technology purpose-built to support QoH. These tools allow TA teams and their stakeholders to tap into predictive analytics, providing insights that go beyond traditional metrics and help shape hiring practices that continuously improve employee performance, engagement, and retention.

Purpose-built recruitment tools are critical in defining, measuring, and scaling QoH across an organization. They transform conceptual understanding into measurable strategies applicable company-wide in a couple of key ways:

- A. Defining Quality Clearly:** Defining what makes a “quality hire” can be challenging. Purpose-built tools help TA teams codify these definitions by tracking attributes like skills, cultural fit, and growth potential, ensuring alignment with business goals. These tools collect both pre-hire and post-hire data—such as performance reviews and retention—which helps organizations refine their definition of QoH over time. Darnell Hill, VP of Talent Acquisition at AAA noted, “We’ve been able to use the data from these tools to define what makes a successful hire in each department, which has completely changed how we approach hiring.”
- B. Measuring Quality Consistently:** Purpose-built tools enable TA teams to apply standardized metrics throughout the hiring process, promoting objectivity and reliability. These tools centralize data, allowing recruiters and managers to evaluate candidates with consistent criteria. Karle emphasized, “The ability to measure QoH with the same metrics across different teams has allowed us to scale these efforts without losing sight of what makes a quality hire.”
- C. Scaling Quality Company-Wide:** Purpose-built tools make it easier to scale QoH initiatives as organizations grow, ensuring consistency in data collection and reporting. These tools allow for flexible adjustments in QoH definitions across roles or regions while maintaining a centralized strategy. By providing real-time reporting, organizations can compare QoH metrics across regions and make data-driven refinements.

Streamlining Data Collection and Automating Continuous Feedback

There's another, practical value proposition driving investment in purpose-built tools: The ability to centralize and streamline data collection, providing real-time insights that improve QoH measurements.

Reflecting on the difference this is making at AAA, Hill shared that, "The tools we use today allow us to collect all of the information we need in one place, giving us a holistic view of how our hires are performing."

As organizations increasingly embrace the role of technology in improving QoH, the use of automated insights will become a standard practice for continuous feedback and ongoing improvement. This creates a feedback loop where every hire is evaluated in real-time, and key data points—such as performance scores, engagement levels, and retention rates—are fed back into the hiring process to improve future decision-making. The ability to automatically correlate pre-hire data with post-hire outcomes enables a deeper understanding of what makes a successful hire, allowing companies to further refine their QoH initiatives over time.

At DISH, Karle emphasizes the importance of real-time data in refining QoH strategies. "We are at the point where we want more real-time (or close to it) data," she notes.

Key Takeaways:

01

Technology enhances QoH: Purpose-built recruitment tools allow organizations to capture real-time data and provide more accurate QoH insights.

02

Defining, measuring, and scaling QoH: Purpose-built tools provide TA teams with the essential building blocks for defining, measuring, and scaling QoH initiatives across the organization.

03

Predictive analytics for smarter hiring: The integration of AI and machine learning in recruitment tools offers predictive insights, helping TA teams make better hiring decisions.

04

Scalable solutions: Purpose-built tools enable organizations to scale QoH initiatives across regions and departments, ensuring consistency without sacrificing customization.

CONCLUSION: THE FUTURE OF QUALITY OF HIRE

As organizations navigate an evolving landscape of economic pressures, talent acquisition teams are being asked to deliver measurable business impact with fewer resources. QoH has emerged as a pivotal focus for companies aiming to align hiring practices with long-term business success. With 75% of HR leaders prioritizing QoH, the demand for high-quality hires is at an all-time high.

From this report, it's clear that organizations delivering consistently high-quality hires are distinguished by their ability to embrace QoH as both a strategic priority and a measurable outcome. They've overcome the challenge of defining QoH, established ownership of the metric, and integrated data-driven tools that allow them to report on and refine their hiring processes in real time. These organizations are not only meeting the high expectations of their stakeholders, but are also securing the funding they need to sustain their efforts.

Key Takeaways and Recommendations for Advancing QoH

01

Embrace Ownership of QoH: TA is uniquely positioned to drive QoH by aligning talent strategies with business outcomes. Leaders should establish clear definitions and metrics for QoH, partnering with HR and People Analytics to ensure these metrics evolve with organizational needs.

02

Implement Consistent, Strategic Reporting: Regular, structured reporting—covering both quantitative and qualitative metrics—helps create accountability and provides valuable feedback loops. This ongoing measurement allows TA teams to adjust hiring practices and align more closely with organizational goals.

03

Leverage Purpose-Built Technology: **Effective** QoH initiatives rely on technology to capture, analyze, and report data across the hiring lifecycle. Purpose-built tools and predictive analytics offer real-time insights that drive smarter hiring decisions and improve QoH outcomes at scale.

04

Promote Cross-Functional Collaboration: Aligning QoH metrics with broader business objectives requires collaboration across TA, HR, and business units. This shared accountability helps ensure that the quality of new hires translates into measurable business impact, with feedback from post-hire performance informing the hiring process.

05

Commit to Continuous Improvement: QoH is a dynamic measure that should evolve alongside the business. Regularly review and refine the QoH model to reflect changes in market conditions and talent needs, using data-driven insights to make incremental improvements over time.



A Call to Action

For TA leaders, embracing Quality of Hire is both a strategic opportunity and a critical responsibility. As hiring demands shift, those who treat QoH as a tool for business alignment will be better equipped to deliver sustained value to their organizations. By building a comprehensive, adaptable approach to QoH, talent acquisition teams can play an instrumental role in driving organizational resilience and competitive advantage. The path forward requires commitment to ownership, collaboration, and continuous improvement—but the rewards will resonate across every layer of the business.



ABOUT CROSSCHQ



Crosschq is the AI Hiring Intelligence platform that empowers companies to improve their hiring processes, build high-performing teams, and lift Quality of Hire (QoH). By integrating a range of pre-hire and post-hire data points throughout the talent lifecycle and utilizing advanced machine learning and AI technologies, Crosschq offers recruiting automation, predictive screening, and advanced hiring analytics within a single solution.

Once activated, Crosschq provides actionable insights to Talent Acquisition, HR, and People teams, significantly boosting hiring efficiency, hiring predictability and elevating Quality of Candidate and Quality of Hire. The suite of applications supercharge core ATS, CRM, and HCM systems, seamlessly integrating with over 40 partners, including Workday, SAP, Oracle, iCIMS, Greenhouse and more. We proudly serve numerous global customers, such as Deloitte, Dish Networks, Pinterest, Allegis, and WPP, and have earned recognition from Inc. as a Best in Business for our commitment to 'Purpose over Profits.' Discover more about Crosschq at www.crosschq.com.

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Aptitude Research is a leading human capital management (HCM) research and advisory firm based in Boston. Our in-depth research and vendor assessments help HR leaders develop a deep understanding of the HCM technology landscape, including talent acquisition and engagement, to ultimately make better purchase decisions.