

Candice Thompson

THE ATTRIBUTION BUILD

Connecting media spend to hire across a Fortune 50 enterprise talent technology stack

ROLE	Senior Client Consultant — agency-side owner of the client's recruitment marketing program; made the case for the build, defined the measurement requirements, sequenced delivery, and ran the reporting cadence that followed.
AUTHORITY	Led a seven-person direct team . The five owner groups below sat outside that reporting line — across the agency and two client organizations — so delivery ran on influence, sequencing, and earned prioritization rather than authority.
DELIVERY	Client teams implemented within their own systems and security requirements; the architecture, definitions, validation standard, and governance were directed from the agency side. Full-funnel visibility live spring 2023 .

STARTING POINT

Four core systems — and the seams between them

Requisitions originated in **Kenexa BrassRing** (later migrated to **Workday**) and published to a **Phenom** career site and CMS, with hourly roles routed to **Paradox** for conversational apply. Media ran across a dozen partners. Performance reporting arrived as roughly **70,000 rows** of requisition-level data in an Excel workbook — trackable to the click, and no further.

The gap Each system did its job. Attribution lived between them: media owned the click, the career site owned the visit, the ATS owned the hire — and no single record connected the three. Source of hire could not be traced back to spend.	The case for prioritization Argued as budget defensibility, not better reporting. Channel investment was being decided on clicks and applications — proxies that say nothing about whether a hire resulted. The ask was tied to annual planning, where budget moves across channels, regions, and job families.
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DATA FLOW

Requisition to hire, and who had to move

Six layers, five owner groups, none reporting to the same person. Sequencing meant earning prioritization inside each team's existing roadmap.

01 System of Record	Kenexa BrassRing → Workday migration Requisitions originate; the hire record ultimately closes here.	OWNER Client HRIS & talent technology
02 Requisition Distribution	Master XML feed Req-level UTM parameters Per media partner Tagging travels with the individual role rather than the campaign — the decision that made req-level attribution possible downstream.	OWNER Agency — media & development
03 Activation	Search Sponsored jobs Programmatic Paid social Streaming / OOH Tagged traffic delivered against live requisitions.	OWNER Agency media · platform partners

04 Candidate Surface	Phenom career site & CMS Paradox — hourly conversational apply Two apply paths with different mechanics; source had to survive both.	OWNER Client talent technology
05 Capture	GTM container & tag governance ATS conversion pixel Google conversion pixel Apply-start / apply-complete events UTM session persistence Deploying tags on the client's own web property required alignment with their web, IT, and security teams — the longest lead time in the build.	OWNER Joint — agency dev · client talent tech · client web/IT
06 Data & Reporting	API integrations Snowflake Join logic to requisition Tableau — agency media model Power BI — client internal dashboard Two surfaces on one logic: a client-facing media performance model explorable in Tableau, and the client's internal dashboard in Power BI — and the client's ATS and BI teams configuring source capture and attribution inside their own stack to the same definitions.	OWNER Agency analytics · client analytics & BI

WHAT THE SYSTEM PRODUCED

Media spend → Requisition → Career-site visit → Application (*pixel-defined*) → Hire · source-attributed

DEFINITIONS Agreed before anything was published

Attribution fails on undefined denominators. Each stage was specified — and applications were counted by **conversion pixel rather than platform report**, so figures reconciled to the ATS instead of to vendor-reported estimates.

Apply start Application initiated on the career site or through conversational apply.	Application Completed submission, pixel-confirmed — ATS and Google conversion pixels.	Qualified applicant Meets the client's stated qualification criteria for the requisition.	Hire Closed in the ATS, traced to source via persisted requisition-level parameters.
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VALIDATION Tested before trusted

- **Reconciliation.** Pixel-defined applications checked against ATS records, so reported volume matched the system of record rather than partner dashboards.
- **Parameter persistence.** Requisition-level UTM values traced end to end — ad click through career-site session into the ATS record.
- **Conversational apply path.** Hourly applications routed through Paradox verified separately, confirming source survived a flow that behaves differently from a standard form submission.

ADOPTION Governance, so it held after launch

- **Tagging convention.** A documented UTM standard kept parameters consistent as partners, campaigns, and requisition volume changed.
- **Automated delivery.** Manually assembled reporting was replaced by dashboards refreshing against the same logic on both surfaces.
- **Decision cadence.** Outputs ran through weekly working sessions, monthly summaries, and quarterly business reviews — so the system informed budget and planning decisions rather than being archived.