

THE ULTIMATE LIST

100 HR Metrics Every Manager Needs to Know

HR Metrics and Key Performance Indicators (KPIs) are measurable values used by data-driven HR departments to demonstrate the effectiveness of their workforce planning and strategies across various dimensions. Whether you are looking to track productivity, recruitment effectiveness, performance or engagement, this list of the top 100 HR KPIs and metrics can help your business reach targets month-over-month.

Which KPIs and Metrics Should I Be Tracking?

While managers will want to dive into the metrics to gain a deeper understanding of day to day performance, executives will be looking for an overview of the performance of each HR area. That's why we have broken down these metrics into several key strategic areas:

- | | | |
|---------------------------|---------------------------|------------------|
| 1. Demographic | 6. Training & Development | 10. Remuneration |
| 2. Organisational Culture | 7. Performance | 11. Engagement |
| 3. Productivity | 8. Succession | 12. Finance |
| 4. Recruitment | 9. Leadership | 13. HR |
| 5. Internal Movements | | |

#1 - Demographic Indicators

- | | |
|--|--|
| <input type="checkbox"/> Number of employees | <input type="checkbox"/> Gender diversity (i.e. # of women vs. # of men ratio) |
| <input type="checkbox"/> Median age | <input type="checkbox"/> Diversity (i.e. women, minorities, handicapped, etc.) |
| <input type="checkbox"/> Median length of employment | |
| <input type="checkbox"/> Median Salary | |

#2 - Organisational Structure Indicators

Organisational Structure

- . % of permanent employees
- % of full-time employees
- % of part-time employees
- % of temporary employees
- % per hierarchic level

Other major indicators:

- Turnover Rate** (including overall, voluntary and involuntary)

This ratio represents the number of employees who leave the organisation for a given time period compared to the average number of employees during the same time period.
- Retention rate:** measures the percentage of employees that is still employed at the end of a given period.
- Supervision rate:** the number of employees that a manager has to supervise. It provides an idea of the breadth of responsibility of a manager.

#3 - Productivity Indicators

Absenteeism:

- Absence Rate:** the total number of work hours lost to absenteeism compared to the total number of available work hours.
- Number of lost work days per employee:** this indicator measures the number of absent days per employee.
- Bradford factor:** this indicator creates a relation between the frequency of absences with their duration. It allows to attribute an individual score to each employee, which in turn allow to identifying disrupting individuals.

Other Absenteeism Metrics:

- Average absence duration
- Absence Frequency Rate

Overtime:

- Overtime Rate:** represents the number of overtime hours compared to the total number of regular worked hours for a given time period.
- Overtime Frequency Rate:** the total number of employees who worked

overtime compared to the average number of employees in the organisation.

- Overtime expressed as percentage of labour cost:** it represents the cost of overtime compared to the total labour cost of an organisation.

#4 - Recruitment Indicators

- Average cost per hire:** measures the average amount spent to recruit a new employee.
- Average number of days to hire:** the average amount of time required (number of calendar days) to fill an open vacancy.
- Recruitment Quality Index:** this indicator measures the efficiency of the recruitment function in addition to measuring the quality of the new recruits themselves. Usually, this index is personalised for each organisation (including notably: the retention rate of new hires, their performance, and satisfaction, as well as the satisfaction of their manager).

Other Recruitment Metrics:

- Average number of days to fill key positions
- Turnover rate of new recruit (after one or two years)
- Quit rate of new hires (after one or two years)
- Diversity of new recruit (in managerial position).
- Offer acceptance rate
- Referral hire rate
- Re-hire rate
- Interviewee satisfaction rate (in relation to the recruitment process)

#5 - Internal Movement Indicators

- Promotion Rate:** the number of employees that

have been promoted in comparison to the total number of employees.

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- Internal Mobility Rate:** the total number of employees that were promoted, transferred, or demoted, compared to the total number of employees.
- Career Path Ratio:** this ratio encompasses the total number of

promotions versus the total number of internal movements (promotions + demotions + transfers).

#6 - Training & Development Indicators

- Average number of training hours per employee**

- Training Investment per Employee:** how much is spent on employee development per employee.

Other Training & Development Metrics:

Volume:

- Number of courses offered
- Number of trained employees
- % of trained employees
- Number of hours of training hours provided
- Average training duration
- Number of individual development plan
- Completion rate of individual development plan

Quality:

- Training satisfaction rate
- Abandonment rate
- Training success rate
- Number of successful employees

Cost:

- Total training cost
- Training cost per hour
- Training cost expressed as a % of total costs

#7 - Performance Management Indicators

- Performance Management Index:** average performance of total employees

(reporting to a manager), expressed as a percentage of a target score.

- Pay Rate Differential between high performers and others:** compares how much more high performers are paid in comparison to other groups (satisfactory employees and under-performers).
- High Performers Turnover**
Rate: percentage that represents the number of high performers who leave the organisation for a given time diver, in comparison the total number of high performers during the same time period.

Other Performance Management Indicators:

- Number of performance appraisals
- % of appraised employees
- Average performance
- Number or % of high performers
- Number or % of low performers
- Number or % of satisfactory employees
- Number or % of high potentials

#8 - Succession Indicators

- Pipeline Utilisation** or % of key positions filled internally: the percentage of key roles that are filled through succession planning, in other words internally.
- Succession Pipeline Depth** or % of key roles with at least one identified successor: the percentage of key positions with
- Bench Strength** or % of key positions with a “ready-to-go” successor: it’s the percentage of key roles which have a replacement ready to step in.
- Number of Days to Fill Key Positions:** the time lapse between the departure of a manager and the arrival of a replacement.
- Successor Performance:** the average performance of the internally promoted replacements.
- High Potential Turnover:** percentage representing the number of high potentials who leave the organisation during a given time period, in comparison to the total number of high potentials at the same time.

Other Succession Metrics:

- Number and % of key positions identified
- Number and % of vacant key positions
- Number and % of high potential employees identified

- Number of candidates identified during the succession planning process
- Number of ready successors
- Number of successor per key position
- % of key positions without suitable replacement

#9 - Leadership Development Indicators

- Leadership Quality Index:** measures employee satisfaction when it comes to management and leadership. It is based on employee satisfaction survey.
- Management Performance Index:** the average performance of a manager based on his or her subordinates' performance
- Management Quality Index:** this indicator measures managers quality based on a range of factors. They can notably include: individual managers' average performance rating, employees satisfaction of their own manager, the percentage of high performers in the manager's team, the promotion and retention rate of their own team.

Other Leadership Development Indicator:

- Management staff ratio
- % of managers without subordinates
- Management average length of service
- Management stability rate
- Number and % of identified leaders
- Number and % of potential leaders identified
- Training investment cost per leader
- Leader promotion rate

#10 - Remuneration Indicators

- Average Pay Per Employee:** measures the average annual investment of an organisation in its human capital.
- Total Remuneration Evolution:** This indicator measures, as a percentage, the differences of salary from one year to another.

- **Labour cost as a % of total revenues:** this represents the total labour cost in comparison to the total amount of operating income of an organisation, expressed as a percentage.
- **Compa-ratio:** the comparison of an employee's wage in relation to the median value on an organisation's pay scale.

#11 - Engagement Indicators

- **Employee Engagement Score:** this indicators measures the engagement of a workforce based on a range of factors, including notably: retention rate, employee surveys, average performance, promotion rate, absenteeism
- **Net Promoter Score:** a legacy from marketing practises, the net promoter score or NPS measures the difference between the number of promoters and detractors of an organisation with one question - *Would you recommend our organisation to your friends and colleagues?*

#12 - Financial Indicators

- **Revenues Per Employee:** revenues generated for each employee, or full-time equivalent
- **Profits Before Tax Per Employee:** the amount of profit before tax for each employee, or full-time equivalent.
- **Human Capital ROI:** the profit before tax for every dollar invested in wages and social compensations.
- **Human Capital Added Value:** this indicator measure the value added per employee. It adjusts the profit value by neglecting the expenses related to human capital

#13 - HR Indicators

- **HR Expenses Per Employee:** this indicates the total amount invested in the HR function per employee. Direct HR costs include internal costs such as salaries & benefits, consulting and external providers, and technology-related costs).
- **HR Ratio Per Employee:** the total number of HR workers over the total number of employees.

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- **Level of Satisfaction in Relation to HR:** the employee satisfaction rate with regards to the work of the HR function.
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