

HRDatenliebe | Der People Tech Blog

Long List of HR Metrics

| # | HR Area (Main) | HR Area (Alternative) | Metric | Calculation |
|----|----------------|-------------------------------|-----------------------------------|---|
| 1 | Find | HR Value Add | Average time to fill | Sum of days between publishing a job requisition and the candidates' offer acceptance / number of published job requisitions |
| 2 | Find | HR Value Add | Average time to hire | Sum of days between candidates' applications and the candidates' offer acceptance / number of job requisitions |
| 3 | Find | HR Value Add | Cost per hire | Total cost of hiring / number of hires |
| 4 | Find | HR Value Add | Recruitment channel effectiveness | Number of hires per recruitment channel |
| 5 | Find | HR Value Add | First-year resignation rate | Number of first-year voluntary terminations / average number of headcount |
| 6 | Find | HR Value Add | First-year turnover rate | Number of first-year voluntary terminations / total number of hires |
| 7 | Find | HR Value Add | First-month turnover rate | Number of first-month voluntary terminations / total number of hires |
| 8 | Find | HR Value Add | Hiring manager satisfaction | Number of hiring manager promoters - number of hiring manager detractors |
| 9 | Find | HR Value Add | Candidate job satisfaction | Number of highly-satisfied candidates / total number of hires |
| 10 | Find | HR Value Add | Applicants per opening | Number of applications / number of job requisitions |
| 11 | Find | HR Value Add | Selection ratio | Number of hires / total number of (qualified) applications |
| 12 | Find | HR Value Add | Offer acceptance rate | Number of candidates who accepted a job offer / number of applicants who received a job offer |
| 13 | Find | HR Value Add | Vacancy rate | Total number of open positions / total number of positions |
| 14 | Find | HR Value Add | Application completion rate | Number of completed application processes / number of started application processes |
| 15 | Find | HR Value Add | Yield ratio | Number of applicants who successfully completed the stage / total number of applicants who entered the stage |
| 16 | Find | HR Value Add | Sourcing channel effectiveness | Number of impressions per channel / number of (qualified) applications per channel |
| 17 | Find | HR Value Add | Sourcing channel cost | Total advertisement costs per channel / number of hires per channel |
| 18 | Find | HR Value Add | Time to productivity | Total time between first day until reaching the performance level of reference |
| 19 | Find | HR Value Add | Cost to productivity | Total cost to reach performance level of reference = onboarding cost + training cost + cost of supervision + labor cost until performance level of reference is reached |
| 20 | Find | HR Value Add | Candidate NPS | Number of candidate promoters - number of candidate detractors |
| 21 | Find | HR Value Add | NPS among rejected candidates | Number of rejected promoters - number of rejected detractors |
| 22 | Find | Diversity, Equity & Inclusion | Hiring Diversity Index | Number of diverse hires / total number of hires |
| 23 | Find | Employee Experience | Average Referrals per Employee | Sum of referrals / number of employees |
| 24 | Find | Employee Experience | Top-Referral Ratio | Number of Top-Referrals / total number of referrals |

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| 25 | Find | Grow | Internal Referral Rate | Number of internal referrals / total number of referrals |
| 26 | Find | Grow | Internal-External Referral Ratio | Number of internal referrals / number of external referrals |
| 27 | Find | HR Value Add | Referral Yield Ratio | Number of referrals who successfully completed the stage / total number of referrals who entered the stage |
| 28 | Find | Grow | Internal-External Hiring Ratio | Number of internal hires / number of external hires |
| 29 | Find | HR Value Add | No-Show-Rate per Funnel Stage | Number of No-Shows at funnel-stage / number of invitations to funnel-stage |
| 30 | Grow | Leadership Effectiveness | Training expenses per employee | Training expenses / number of employees |
| 31 | Grow | HR Value Add | Training efficiency | Training expenses per employee / training effectiveness |
| 32 | Grow | : | Time until promotion | Average time (in months or years) until promotion |
| 33 | Grow | : | Promotion rate | Number of employees promoted / headcount |
| 34 | Grow | Employee Experience | Salary development rate | $((\text{Current salary} - \text{salary previous year}) / \text{salary previous year}) * 100$ |
| 35 | Grow | Employee Experience | Employee NPS | Number of employee promoters - number of employee detractors |
| 36 | Grow | Employee Experience | Internal Hiring Ratio | Number of internal hires / total number of hires |
| 37 | Grow | Employee Experience | Executive to Employee Pay Ratio | Average C-Level yearly compensation / Average individual contributor yearly compensation |
| 38 | Grow | Employee Experience | Career Path Ratio | Number of promotions / (number of promotions + number of transfers) |
| 39 | Grow | Employee Experience | Benefits Satisfaction Ratio | Number of benefit promoters - number of benefit detractors |
| 40 | HR Value Add | : | Revenue per headcount | Total revenue / total number of headcounts |
| 41 | HR Value Add | : | Revenue per employee | Total revenue / total number of employees |
| 42 | HR Value Add | : | Revenue per FTE | Total revenue / total number of FTE |
| 43 | HR Value Add | : | Profit per headcount | Total profit / total number of headcounts |
| 44 | HR Value Add | : | Profit per employee | Total profit / total number of employees |
| 45 | HR Value Add | : | Profit per FTE | Total profit / total number of FTE |
| 46 | HR Value Add | : | Labor cost per headcount | Total labor cost / total number of headcounts |
| 47 | HR Value Add | : | Labor cost per employee | Total labor cost / total number of employees |
| 48 | HR Value Add | : | Labor cost per FTE | Total labor cost / FTE |
| 49 | HR Value Add | : | Labor cost to sales ratio | Total labor cost / organizational sales revenue |
| 50 | HR Value Add | : | Labor cost percentage of total expenses | Total labor cost / total organizational expenses |
| 51 | HR Value Add | Leadership Effectiveness | Overtime expense per period | Overtime pay / total pay per period |
| 52 | HR Value Add | Employee Experience | HR to employee ratio | FTE working in HR / total number of FTE |
| 53 | HR Value Add | : | HR cost per FTE | Total HR cost / total number of FTE |
| 54 | HR Value Add | : | HR Ticket Cycle Times | Sum of hours to resolve all HR ticket / total number of HR tickets |
| 55 | HR Value Add | : | HR Ticket Resolution Ratio | Number of resolved tickets / total number of HR tickets |

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| 56 | HR Value Add | : | HR Ticket-Resolutions-on-Time Ratio | Number of HR tickets resolved on time / total number of HR tickets |
| 57 | HR Value Add | Employee Experience | Number of Payroll errors | Total number of payroll errors |
| 58 | HR Value Add | Employee Experience | Payroll error rate | Total number of payroll errors / total number of payroll runs |
| 59 | HR Value Add | Grow | Training ROI (for Sales) | (Revenue surplus after training / training costs)/training Costs * 100 |
| 88 | HR Value Add | : | Human Capital Value Add (HCVA) | (Revenue - (Total Costs - Employment Cost))/ FTE |
| 60 | Keep | Wellbeing | Absence rate | Number of absence days / total number of working days |
| 61 | Keep | Wellbeing | Absence rate per manager/department | Number of absence days per manager or department / total number of working days per respective team or department |
| 62 | Keep | : | Voluntary turnover rate | Number of voluntary terminations / average number of employees |
| 63 | Keep | : | Involuntary turnover rate | Number of involuntary terminations / average number of employees |
| 64 | Keep | : | Turnover rate of talent | Number of terminations of top-talents / average number of employees |
| 65 | Keep | : | Turnover rate | Number of terminations / average number of employees |
| 66 | Keep | Leadership Effectiveness | Turnover rate per manager/department | Number of terminations per department / average number of Employees per department |
| 67 | Keep | HR Value Add | Cost of absenteeism | Total cost of absenteeism = Total number of absenteeism hours * hourly wages (including bonus) + Supervisor hours spent on absenteeism * hourly supervisor wage (including bonus) + other costs (incl. temporary staff, overtime, etc.) |
| 68 | Keep | HR Value Add | Cost of turnover | Total cost of turnover = Total hours lost to vacancies * hourly wages (including bonus) + total cost of replacement (incl. hiring team hours spent * hiring team hourly pay) + other costs (incl. overtime, training, onboarding, customer loss, temps) |
| 69 | Keep | Employee Experience | Engagement rate | Number Employees above the engagement norm in period / headcount at beginning of period |
| 70 | Keep | Employee Experience | Satisfaction rate | Number of people who report being satisfied in their job / total number of people |
| 71 | Keep | Employee Experience | Exit NPS | Number of exit promoters - number of exit detractors |
| 72 | Keep | Employee Experience | Salary Competitiveness Ratio (SCR) - Competitor | Salary offered by your company / Salary offered by your competitor |
| 73 | Keep | Employee Experience | Salary Competitiveness Ratio (SCR) - Industry | Salary offered by your company / Average Salary offered in the industry or sector |
| 74 | Keep | Employee Experience | Average Leaver Satisfaction | Sum of all leaver satisfaction levels / total number of leavers |
| 75 | Wellbeing | Leadership Effectiveness | Overtime per employee | Hours of overtime / total number of hours |
| 76 | Wellbeing | HR Value Add | Unused vacation Day Ratio | Number of unused vacation days / total number of possible vacation days |
| 77 | Workforce Characteristics | : | Average age | Sum of age of all headcount / headcount |
| 78 | Workforce Characteristics | : | Average length of service | Length of service of all headcount / headcount |
| 79 | Workforce Characteristics | : | Retirement rate | Number Employees retired in period / headcount at beginning of period |
| 80 | Workforce Characteristics | : | Average distance from home | Average distance in miles (or km) from home |

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| 81 | Workforce Characteristics | Diversity, Equity & Inclusion | Diversity Index per Management Level | Number of headcount on level X per diversity category / total number of headcount on level X |
| 82 | Workforce Characteristics | Diversity, Equity & Inclusion | Diversity Index per Job Group | Number of headcount in job group X per diversity category / total number of headcount in job group X |
| 83 | Workforce Characteristics | Diversity, Equity & Inclusion | Gender Ratio | Number of headcount per non-male gender group X / number of male headcount |
| 84 | Workforce Characteristics | Employee Experience | Part-Time Ratio | Number of part-time headcount / number of full-time headcount |
| 85 | Workforce Characteristics | Employee Experience | Hybrid-Work Ratio | Number of hybrid-work headcount / number of non-hybrid-work headcount |
| 86 | Workforce Characteristics | : | # of temporary workers | Number of temporary headcount |
| 87 | Workforce Characteristics | : | Temporary Worker Ratio | Number of temporary headcount / number of non-temporary headcount |