

HR METRIC LIBRARY

METRIC	FORMULA	DESCRIPTION
ORGANIZATION AND OPERATIONS		
Revenue per FTE	Revenue / Regular FTE	Revenue generated for each FTE.
Workforce EEs Revenue per FTE	Revenue / Workforce On Payroll FTE	Revenue generated for each FTE (including all regular EEs and contractors on payroll).
Operating Cost per FTE	Operating Cost / Regular FTE	Operating costs generated for each FTE.
Workforce EEs Operating Cost per FTE	Operating Cost / Workforce On Payroll FTE	Operating costs generated for each FTE (including all regular EEs and contractors on payroll).
Profit per FTE	(Revenue - Operating Cost) / Regular FTE	The pre-tax profit generated for each FTE.
Workforce EEs Profit per FTE	(Revenue - Operating Cost) / Workforce On Payroll FTE	The pre-tax profit generated for each FTE (including all regular EEs and contractors on payroll).
Human Capital ROI	(Revenue - (Operating Cost - (Regular Compensation Cost + Total Benefit Costs))) / (Regular Compensation Cost + Total Benefit Costs)	The pre-tax profit for each dollar invested in EE pay and benefits.
Workforce EEs Human Capital ROI	(Revenue - (Operating Cost - (Workforce On Payroll Compensation Cost + Total Benefit Costs))) / (Workforce On Payroll Compensation Cost + Total Benefit Costs)	The pre-tax profit for each dollar invested in EE pay and benefits (including all regular EEs and contractors on payroll.)
Manager Span of Control	Regular Headcount / Manager Headcount	The number of EEs each manager supports.
Workforce EEs Manager Span of Control	Workforce On Payroll Headcount / Manager Headcount	The number of EEs (including all regular EEs and contractors on payroll) each manager supports.
Executive Span of Control	Regular Headcount / Executive Headcount	The number of headcount EEs supported by each executive.
Workforce EEs Executive Span of Control	Workforce On Payroll Headcount / Executive Headcount	The number of EEs (including all regular EEs and contractors on payroll) supported by each executive.
Management Span of Control	Regular Headcount / Management Headcount	The number of EEs each manager, director and executive supports.
Workforce EEs Management Span of Control	Workforce On Payroll Headcount / Management Headcount	Number of EEs (including all regular EEs and contractors on payroll) each manager and executive supports.
Executive Stability Ratio	Executive Headcount with Greater than 3 Years of Service / Executive Headcount	Percent of executives with three or more years of service.

EE = Employee
ER = Employer
FTE = Full time equivalent

HR METRIC LIBRARY

METRIC	FORMULA	DESCRIPTION
ORGANIZATION AND OPERATIONS		
Average Tenure in Current Management Position	Total Tenure in Current Management Position / Management Headcount	The average amount of time managers, directors and executives have been in their current positions.
Bench Strength	Management Headcount Ready for Promotion / Management Headcount	Percent of management that has been identified as ready for promotion by the organization.
Succession Pipeline Depth	Number of Succession Planning Candidates / Number of Key Roles	Average number of succession planning candidates for each key role.
Average Tenure	Total Tenure / Regular Headcount	The average length of service for all active EEs.
Promotion Rate	Total Promotions / Regular Headcount	Percent of headcount that was promoted during the survey period.
First Year Transfer Rate	Number of First Year Transfers / Regular Headcount with 0 to 1 Year of Service	Percent of EEs transferred to a new position during their first year of service.
Rookie Ratio	(Regular Headcount with 0 to 1 Year of Service + Regular Headcount with 1+ to 2 Years of Service) / Regular Headcount	Percent of EEs with less than two years of service.
Percent of EEs Eligible for Retirement Within Five Years	EEs Eligible for Retirement within Five Years / Regular Headcount	Percent of EEs that will be eligible for retirement in the next five years.
Women External Hiring Percent	Women External Hires / External Hires	Percent of external hires that joined the organization who were women.
Ethnically Diverse External Hiring Percent	Ethnically Diverse External Hires / External Hires	Percent of external hires that joined the organization who were of American Indian, Alaska Native, Asian, African American, Native Hawaiian, Pacific Islander, Hispanic, or Latino background
Women Promotion Rate	Total Women Promotions / Women Headcount	Percent of women that were promoted during the survey period.
Ethnically Diverse EE Promotion Rate	Total Ethnically Diverse Promotions / Ethnically Diverse Headcount	Percent of American Indian, Alaska Native, Asian, African American, Native Hawaiian, Pacific Islander, Hispanic, or Latino headcount that were promoted during the survey period.
Women Voluntary Separation Rate	Total Women Voluntary Separations / Women Headcount	Percent of women that voluntarily left the organization during the survey period.
Women Headcount Percent	Women Headcount / Regular Headcount	Percent of headcount that are women.

EE = Employee
ER = Employer
FTE = Full time equivalent

HR METRIC LIBRARY

METRIC	FORMULA	DESCRIPTION
ORGANIZATION AND OPERATIONS		
Women Management Headcount Percent	Women Management Headcount / Management Headcount	Percent of management headcount that are women.
Ethnically Diverse Management Headcount Percent	Total Ethnically Diverse Management Headcount / Management Headcount	Percent of management headcount that are of American Indian, Alaska Native, Asian, African American, Native Hawaiian, Pacific Islander, Hispanic, or Latino background.
Turnover Rate	Turnover / Headcount	Percent of EEs that voluntarily and involuntarily left the organization during the survey period.
Voluntary Separation Rate	Voluntary Separations / Headcount	Percent of EEs that voluntarily left the organization during the survey period.
Involuntary Separation Rate	Involuntary Separations / Headcount	Percent of EEs whose separations resulted from a dismissal, lay-off or death.
Percent of Managers Eligible for Retirement within Five Years	Managers Eligible for Retirement within Five Years / Manager Headcount	Percent of managers and directors that will be eligible for retirement in the next five years.
Percent of Executives Eligible for Retirement within Five Years	Executives Eligible for Retirement within Five Years / Executive Headcount	Percent of executives that will be eligible for retirement in the next five years.
Baby Boomer Headcount Percent	Regular Headcount Born Between 1943 - 1960 / Regular Headcount	Percent of headcount born between 1943 and 1960.
Generation X Headcount Percent	Regular Headcount Born Between 1961 - 1981 / Regular Headcount	Percent of headcount born between 1961 and 1981.
Generation Y Headcount Percent	Regular Headcount Born in 1982 or Later / Regular Headcount	Percent of headcount born in 1982 or later.
COMPENSATION AND BENEFITS		
Compensation Revenue Percent	Regular Compensation Cost / Revenue	EE compensation costs as a percent of revenue.
Workforce EEs Compensation Revenue Percent	Workforce On Payroll Compensation Cost / Revenue	EE compensation costs as a percent of revenue (including all regular EEs and contractors on payroll).
Labor Cost Revenue Percent	(Regular Compensation Cost + Total Benefit Costs) / Revenue	EE compensation and benefit costs as a percent of revenue.
Workforce EEs Labor Cost Revenue Percent	(Workforce On Payroll Compensation Cost + Total Benefit Costs) / Revenue	EE compensation and benefit costs (including all regular EEs and contractors on payroll) as a percent of revenue.
Compensation Expense Percent	Regular Compensation Cost / Operating Cost	Percent of operating costs devoted to EE compensation costs.

EE = Employee
ER = Employer
FTE = Full time equivalent

HR METRIC LIBRARY

METRIC	FORMULA	DESCRIPTION
COMPENSATION AND BENEFITS		
Workforce EEs Compensation Expense Percent	Workforce On Payroll Compensation Cost / Operating Cost	Percent of operating costs devoted to EE compensation costs (including all regular EEs and contractors on payroll).
Labor Cost Expense Percent	(Regular Compensation Cost + Total Benefit Costs) / Operating Cost	Percent of operating costs devoted to EE compensation and benefit costs.
Workforce EEs Labor Cost Expense Percent	(Workforce On Payroll Compensation Cost + Total Benefits Costs) / Operating Cost	Percent of operating costs devoted to EE compensation and benefit costs (including all regular EEs and contractors on payroll).
Compensation Cost per FTE	Regular Compensation Cost / Regular FTE	Average compensation per FTE.
Workforce Compensation Cost per FTE	Workforce On Payroll Compensation Cost / Workforce On Payroll FTE	Average compensation per FTE (including all regular EEs and contractors on payroll).
Executive Compensation Cost per FTE	Executive Compensation Cost / Executive FTE	Average compensation per executive FTE.
Manager Compensation Cost per FTE	Manager Compensation Cost / Manager FTE	Average compensation per manager FTE.
Professional Compensation Cost per FTE	Professional Compensation Cost / Professional FTE	Average compensation per professional FTE.
Workers' Compensation Cost per EE	Workers' Compensation Cost / Regular Headcount	The amount spent on workers' compensation costs per EE.
Labor Cost per FTE	(Regular Compensation Cost (1 + (Total Benefit Costs / Regular Compensation Cost))) / Regular FTE	Average compensation and benefits per FTE.
Workforce EEs Labor Cost per FTE	(Workforce On Payroll Compensation Cost (1 + (Total Benefit Costs / Regular Compensation Cost))) / Workforce On Payroll FTE	Average compensation and benefits per FTE (including all regular EEs and contractors on payroll).
Executive Labor Cost per FTE	(Executive Compensation Cost (1 + (Total Benefit Costs / Regular Compensation Cost))) / Executive FTE	Average compensation and benefits paid to each executive FTE.
Manager Labor Cost per FTE	(Manager Compensation Cost (1 + Total Benefit Costs / Regular Compensation Cost))) / Manager FTE	Average compensation and benefits paid to each manager FTE.
Variable Compensation Percent	Variable Compensation / Regular Compensation Cost	Percent of compensation costs dedicated to variable compensation.
Overtime Pay Percent	Overtime Pay / Regular Compensation Cost	Percent of compensation costs devoted to overtime pay.

EE = Employee
ER = Employer
FTE = Full time equivalent

HR METRIC LIBRARY

METRIC	FORMULA	DESCRIPTION
COMPENSATION AND BENEFITS		
Benefit Revenue Percent	Total Benefit Costs / Revenue	Percent of revenue devoted to benefit costs.
Benefit Expense Percent	Total Benefit Costs / Operating Cost	Percent of operating costs devoted to benefit costs.
Benefit Compensation Percent	Total Benefit Costs / Regular Compensation Cost	Benefit costs as a percentage of compensation cost.
Healthcare Costs per Active EE	Employer Contribution Towards Healthcare Coverage for Active EEs / EEs Participating in Healthcare Plan	Average amount spent on healthcare payments per EEs participating in an organizations healthcare plan.
Average Benefits per EE	Total Benefit Costs / Regular Headcount	Average cost of benefits per EE.
ER Contribution to Healthcare Coverage for Active EEs	Employer Contribution Towards Healthcare Coverage for Active EEs / (EE Contribution Towards Healthcare Coverage + ER Contribution Towards Healthcare Coverage for Active EEs)	Percent of active EE healthcare costs paid for by the organization.
Pharmacy Costs per Active EE	ER Share of Prescription Costs for Active EEs / EEs participating in Healthcare Plan	Average pharmacy costs per active EE.
Retirement & Savings Plan Payments per EE	Retirement & Savings Plan Payments / Regular Headcount	Average amount invested in retirement and savings plans per EE.
401(k) Plan Utilization	EEs Participating in 401(k) Plan / EEs Eligible for 401(k) Plan	Percent of EEs eligible for an ER sponsored 401(k) plan who are participating in the plan.
401(k) Costs per Participating EE	ER Matching Contributions to 401(k) Plan / EEs Participating in 401(k) Plan	Average amount spent on ER sponsored 401(k) programs (including matching funds) for all participating EEs during the survey period.
401(k) Percentage Match	ER Matching Contributions to 401(k) Plan / Total Contribution for 401(k) Plan	Average ER match to EE 401(k) plans.
Sick Days per FTE	Sick Days / Regular FTE	Average number of workdays EEs missed due to illness.
Paid Time Off Days per EE	Paid Time Off Days / Regular Headcount	Average number of workdays EEs used for paid time off.
Percent of Employees with Compensation Outside of Pay band	Employees with Compensation Outside of Pay band / Regular Headcount	Percent of employee headcount with compensation either above or below the pay band.

EE = Employee
ER = Employer
FTE = Full time equivalent

HR METRIC LIBRARY

METRIC	FORMULA	DESCRIPTION
RETENTION AND SEPARATIONS		
Exempt Turnover Rate	Total Exempt Turnover / Regular Exempt Headcount	Percent of exempt EEs that voluntarily and involuntarily left the organization during the survey period.
Nonexempt Turnover Rate	Total Nonexempt Turnover / Regular Nonexempt Headcount	Percent of nonexempt EEs that voluntarily and involuntarily left the organization during the survey period.
Voluntary Separation Rate	Total Voluntary Separations / Regular Headcount	Percent of EEs that voluntarily left the organization during the survey period.
Exempt Voluntary Separation Rate	Exempt Voluntary Separations / Regular Exempt Headcount	Percent of exempt EEs that voluntarily left the organization during the survey period.
Nonexempt Voluntary Separation Rate	Nonexempt Voluntary Separations / Regular Nonexempt Headcount	Percent of nonexempt EEs that voluntarily left the organization during the survey period.
First Year of Service Voluntary Separation Rate	Total Voluntary Separations with 0 to 1 Year of Service / Regular Headcount with 0 to 1 Year of Service	Percent of headcount with less than a year of service that voluntarily left the organization during the survey period.
Resignation Rate	Resignations / Regular Headcount	Percent of EEs who resigned from the organization during the survey period.
Cost of Voluntary Turnover	Total Cost of Voluntary Turnover / Total Voluntary Separations	Average cost to the organization to replace each EE who voluntarily separates.
Exempt Cost of Voluntary Turnover	Exempt Cost of Voluntary Turnover / Exempt Voluntary Separations	Average cost to the organization to replace each exempt EE who voluntarily separates.
Nonexempt Cost of Voluntary Turnover	Nonexempt Cost of Voluntary Turnover / Nonexempt Voluntary Separations	Average cost to the organization to replace each nonexempt EE who voluntarily separates.
Voluntary Turnover Cost as a Percent of Profit	Total Cost of Voluntary Turnover / (Revenue - Operating Cost)	Analyzes the relationship between turnover and pre-tax income.
Involuntary Separation Rate	Total Involuntary Separations / Regular Headcount	Percent of EEs that involuntarily left the organization during the survey period.
Exempt Involuntary Separation Rate	Exempt Involuntary Separations / Regular Exempt Headcount	Percent of exempt EEs that involuntarily left the organization during the survey period.
Nonexempt Involuntary Separation Rate	Nonexempt Involuntary Separations / Regular Nonexempt Headcount	Percent of nonexempt EEs that involuntarily left the organization during the survey period.

EE = Employee
 ER = Employer
 FTE = Full time equivalent

HR METRIC LIBRARY

METRIC	FORMULA	DESCRIPTION
HR STAFF AND STRUCTURE		
HR FTE Ratio	Regular FTE / Direct HR FTE	Number of FTE EEs that each HR FTE EE supports in the organization.
HR Leadership & Strategy FTE Ratio	Regular FTE / HR Leadership & Strategy FTE	Number of FTE EEs supported by each HR Leadership & Strategy FTE.
Benefits FTE Ratio	Regular FTE / Benefits FTE	Number of FTE EEs supported by each HR Benefits FTE.
HR Revenue Percent	Direct HR Costs / Revenue	Direct HR costs as a percent of revenue.
HR Expense Percent	Direct HR Costs / Operating Cost	Percent of total operating costs devoted to direct HR costs.
HR Costs per FTE	Direct HR Costs / Regular FTE	Amount directly invested in the HR department for each FTE.
HR Costs per EE	Direct HR Costs / Regular Headcount	Amount directly invested in the HR department for each headcount EE.
Total HR Costs per EE	(Direct HR Costs + Indirect HR Costs) / Regular Headcount	Amount charged directly to the HR budget and indirectly invested (HR shadow spending occurring in the business line such as staffing) in HR activities for each EE.
HR Labor Costs per EE Served	Direct HR Labor Costs / Regular Headcount	The per EE investment in direct HR compensation and benefits.
HR Leadership & Strategy Labor Costs per EE Served	HR Leadership & Strategy Labor Costs / Regular Headcount	The per EE investment in HR Leadership & Strategy compensation and benefits.
Recruiting & Staffing Labor Costs per EE Served	Recruiting & Staffing Labor Costs / Regular Headcount	The per EE investment in HR Recruiting and Staffing compensation and benefits.
Payroll Labor Costs per EE Served	Payroll Labor Costs / Regular Headcount	The per EE investment in HR payroll compensation and benefits.
Benefits System Costs per EE Served	Benefits Systems Costs / Regular Headcount	Per EE amount invested directly in systems focused on the design and administration of benefit programs.
HR Outsourcing Costs As a Percent of Direct HR Costs	Direct HR Outsourcing Costs / Direct HR Costs	Percent of direct HR costs devoted to outsourcing all or a portion of the HR function.
HR Outsourcing Costs per EE Served	Direct HR Outsourcing Costs / Regular Headcount	The per EE investment in outsourcing all or a portion of HR service.
Recruiting & Staffing Systems Costs per Employee Served	Recruiting & Staffing Systems Costs / Regular Headcount	Per EE amount invested directly in systems focused on recruitment strategy, design and administration.

EE = Employee
ER = Employer
FTE = Full time equivalent

HR METRIC LIBRARY

METRIC	FORMULA	DESCRIPTION
HR STAFF AND STRUCTURE		
Percent of Workforce on Direct Deposit	Number of EEs On Direct Deposit / Regular Headcount	Percent of EE headcount on direct deposit.
External Learning & Development Investment per FTE	External Learning & Development Cost / Regular FTE	Amount invested in externally developed and/or delivered EE learning & development for each FTE EE.
HR Headcount Ratio	Regular Headcount / Direct HR Headcount	Number of headcount employees supported by each HR EE who has costs charged to the HR budget.
STAFFING AND HIRING		
Recruitment Rate	Total Hires / Regular Headcount	All hires (external and internal) as a percent of EE headcount.
External Recruitment Rate	External Hires / Regular Headcount	External hires as a percent of EE headcount.
Internal Recruitment Rate	Internal Hires / Regular Headcount	Internal hires as a percent of EE headcount.
Internal Hires Percent	Internal Hires / Total Hires	Percent of total hires that came from inside the organization.
Advertising Hiring Percent	Advertising Hires / Total Hires	Percent of total hires that joined the organization via an advertising source.
Time to Accept	Total Days to Accept / Total Hires	Average number of calendar days from the date a job requisition is approved to the date an offer is accepted by a hire.
Agency Hiring Percent	Agency Hires / Total Hires	Percent of total hires that joined the organization via an external agency.
Referral Hiring Percent	Referral Hires / Total Hires	Percent of total hires that joined the organization via an internal EE referral.
Cost per Hire	Total Hiring Costs / Total Hires	Average amount spent on hiring costs for each EE hired.
Cost per Hire (excluding relocation)	Total Hiring Costs (excluding relocation) / Total Hires	Average amount spent on hiring new EEs excluding the cost of relocation.
Time to Start	Total Days to Start / Total Hires	Average number of calendar days from the date a job requisition is approved to the date a new hire begins work.
Internal Cost per Hire	Internal Hiring Cost / Internal Hires	Average amount spent on hiring costs for each internal hire.
External Cost per Hire	External Hiring Cost / External Hires	Average amount spend to hire EEs form outside of the organization.

EE = Employee
ER = Employer
FTE = Full time equivalent