

## ORGANIZATIONAL metrics

### OPERATIONAL metrics

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The following list of metrics can provide indications of the organization's condition and performance. To the extent possible, metrics should be gleaned from other available reports with the balance being generated from primary data sources or methods and aggregated into one overall report.

1. Change in employee productivity (output less costs)
2. HR customer satisfaction data (service quality)
3. Voluntary and involuntary terminations by reason code
4. Key position vacancy list
5. Customer response times
6. New hire quality (supervisor survey, performance information)
7. The Cost per unit of HR service (this year compared to last)
8. Percent of employees who feel challenged, growing, recognized by manager (for retention purposes)
9. Employee engagement (survey)
10. HRIS related performance and customer service metrics
11. Key positions with replacement(s) available.
12. Problem manager identification metrics (survey, retention, engagement)
13. List of high potential candidates at risk of leaving
14. Success of employment value proposition in attracting and retaining employees (survey)
15. Competency gaps between needed and actual capabilities

## HR program metrics

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1. Change in the percent of total operational expenses that are people costs.
2. Training metrics (other than training attendance) are needed. Suggestions include Satisfaction, they learned something, they actually used it in the job, and there was an improvement in performance as a result of training.
3. How has HR increased organizational capability and learning
4. Metrics showing which recruiting sources provide the highest performing employees.
5. The percent of employees whose performance improves as a result of HR's ER efforts.
6. Forced ranking of our managers satisfaction with HR as compared to other overhead functions (budget, facility services)
7. Activity/ effectiveness of our Generalists (satisfaction, problems solved, people productivity)
8. Orientation program effectiveness (time to productivity) and satisfaction
9. HR service usage (by department and HR program)
10. Percent of HR services shifted to self-service or to managers
11. Percent of HR services and information (by program area) available on the Intranet/Internet
12. Direct and indirect costs associated with bad hires
13. Satisfaction of applicants and new hires
14. Percent of employees certified in their field (software or profession)
15. HR to employee ratio
16. Ease of access to HR services (seamless service and customer satisfaction)
17. "Mystery shopper" or random sampling with "testers" to assess the quality and accuracy of HR advice
18. Percent of diversity goals met (by division, workgroup).
19. New HR services and products
20. Eliminated or consolidated HR services

-Adapted from Dr. John Sullivan

[www.performanceSolutions.nc.gov/metrics/DevelopingInsightsFromMetrics/OrganizationwideHRMetrics1.pdf](http://www.performanceSolutions.nc.gov/metrics/DevelopingInsightsFromMetrics/OrganizationwideHRMetrics1.pdf)