Attachment A

Possible KPI’s for consideration (snapshot)

**Culture KPIs**

**Employee Satisfaction Index:** This is a key metric underlying talent retention. Using a company-wide survey can be helpful in gauging employee happiness.

**Number of Employee Satisfaction Surveys:** Helps understand how much effort is being put into maintaining and improving employee happiness.

**Percentage of Employees Trained in Company Culture**: Evaluates the importance and understanding of company-wide organizational culture.

**Percentage of Vacation Days Used:** Helps show the company attitude toward a healthy work-life balance. Determined by observing the number of vacation days used as compared to those unused.

**Employment KPIs**

**Absenteeism Rate:** Gives perspective on the amount of labor and productivity lost due to sickness and otherwise unpredicted leave. Formula: (Total number of lost workdays due to absence) / (Number of available workdays in an organization) = (Absenteeism rate)

**Number of Full-Time Employees:** Keeps tabs on the growth of the company workforce over time.

**Number of Contractors:** Examines the growth in associated workers over time. Can be compared to the number of full-time workers to better understand workforce trends.

**Average Tenure:** The average length of time that an employee spends with the company helps determine employee satisfaction and talent retention.

**Voluntary Termination Rate:** Determined by taking the number of employee-led resignations from the company over the total number of terminations in a given time period.

**Involuntary Termination Rate:** Determined by taking the number of employer-led resignations from the company over the total number of terminations in a given time period.

**New Hire 90-Day Failure Rate:** Helps determine how successful the talent acquisition process is at finding the right fit for jobs. (TURNOVER RATE)…. (ACCEPTANCE RATE)

**First Year Voluntary Termination Rate:** Reflects on how welcoming the company is to new hires. A high percentage suggests that the right people are being hired, but not embraced.

**Average Time to Fill a Job Vacancy:** Tracks how efficient the hiring process is in terms of time resources used to fill a vacant spot.

**Hiring Process Satisfaction Rate:** Provides perspective on how well the process works from the employee’s perspective.

**Cost per Hire:** Acknowledges the amount of resources invested into acquiring the best talent. Can be determined by averaging the total marketing, hiring process, and referral (if necessary) costs per hire.

**Effectiveness of Training:** Helps the company understand how comfortable new hires feel after their training vs. before. Typically determined through a post-training survey.

**Training Cost per Employee:** Helps to measure the amount invested in onboarding new hires.

**Percentage of Employees Trained:** Helps a company see how quickly new hires are being onboarded.

**Diversity Rate**: Keeps track of how successfully the organization is creating an environment that fosters an open and accepting community.

**Attrition Rate:** Helps a company figure out how successful they are at retaining talent. Determined by dividing the number of employees who left the company in a given period by the average number of employees in that time period.

**Average Time to Find a Hire:** Helps track the efficiency of the hiring process.

**Candidates Interviewed per Hire:** Determined by calculating the total number of candidates interviewed by the total number of hires in a particular hiring period.

**Performance KPIs**

**Percentage of Job Candidates Who Meet Job Criteria:** Helps in evaluating the effectiveness of job postings in reaching top candidates.

**Rate of Internal Job Hires:** Shows the effectiveness of organizational talent development.

**Rate of Internal Referral Hires:** Allows managers to see the value added when current employees help to identify and acquire talent.

**Performance of New Hires:** The performance of new hires can be compared to that of other employees. Typically done by evaluating performance reports.

**Employee Productivity Rate:** Helps to measure workforce efficiency over time. Can be determined by taking the total company revenue and dividing it by the total number of employees.

**Suggestions per Employee:** Evaluates employee engagement in improving business processes, and reflects on the openness of a company to employee input.

**Percentage of Workforce Below Performance Standards:** This measure keeps tab on the amount of low-performing employees in an organization.