

# HR Metrics, Discovering Insights and Providing Value

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# Session Objectives

01

Understand types  
and sources of HR  
Metrics

02

Discuss ideas for  
new/different  
metrics you may  
want to consider

03

Provide ideas on  
how to utilize  
metrics for your  
organization

# Agenda

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Definition

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Data Sources

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Categories of HR Metrics

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Approaches to Analyzing Data

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Telling the Story with Data

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Translating Insights into Action

- HR Metrics – quantitative measures used to evaluate the effectiveness, efficiency and impact of HR practices



# Data Sources

Dayforce

Data Depot

Internal HR Systems

Internal Surveys

- Employee Engagement Surveys
- Exit Interviews
- Training Assessments

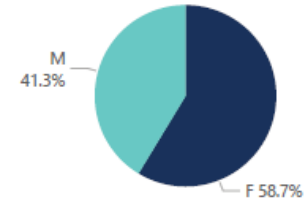
External benchmarks

- SHRM
- WorldatWork

Pay Class	Employee Population
Full Time (30+ hrs/wk)	99.2%
Part Time (20 - 29 hrs/wk)	0.5%
PT no benefits (<20 hrs)	0.3%

Generation	Employee Breakout
Baby Boomer	11.7%
Generation X	37.0%
Generation Y	43.2%
Generation Z	8.0%
Traditionalist	0.0%

### Employee Gender Breakout



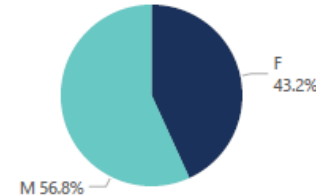
### Ethnicity by EEO Category

EEO Name	Declined to Answer	Hispanic/Latino	Other	White
Administrative Support Workers	1.8%	3.8%	9.7%	84.6%
Executive/Senior Level Officials and Managers	1.2%	1.6%	5.3%	91.8%
First/Mid Level Officials and Managers	2.5%	2.4%	5.1%	90.0%
Professionals	2.2%	2.8%	9.9%	85.1%
Sales	2.6%	0.8%	7.9%	88.7%

Generation	Manager Breakout
Baby Boomer	12.3%
Generation X	54.5%
Generation Y	32.7%
Generation Z	0.4%
Traditionalist	0.1%

Pay Type	Employee Population
Hourly	2.1%
Hourly - No Entitlements	0.2%
Salaried - Exempt	66.1%
Salaried Non-Exempt	31.6%

### Manager Gender Breakout



### Gender by EEO Category

EEO Name	F	M
Administrative Support Workers	89.5%	10.5%
Executive/Senior Level Officials and Managers	23.0%	77.0%
First/Mid Level Officials and Managers	46.3%	53.7%
Professionals	48.2%	51.8%
Sales	29.0%	71.0%

1.6%

QTD Turnover

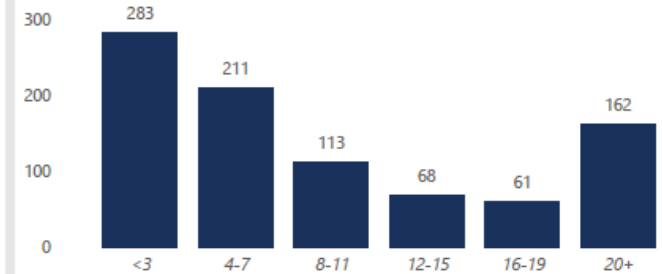
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Average Direct Reports

### YTD Top 5 Termination Reasons

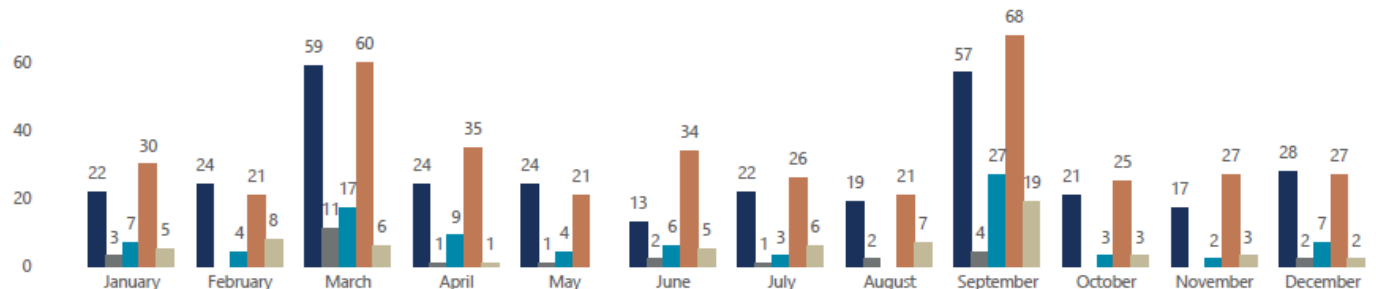


### Termination by Length of Service



### Terminations by EEO Category

- Administrative Support Workers
- Executive/Senior Level Officials and Managers
- First/Mid Level Officials and Managers
- Professionals
- Sales



**10,612**  
Headcount

**1112**  
YTD Hires

**1.00**  
Avg CompaRatio

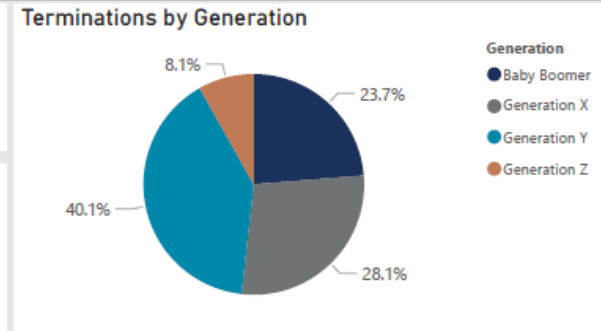
**907**  
YTD Terms

**10.7**  
Avg. Length of Service

**320**  
QTD Hires

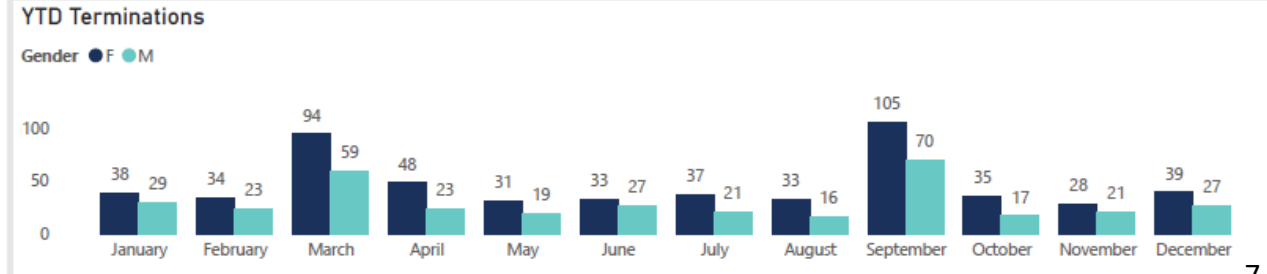
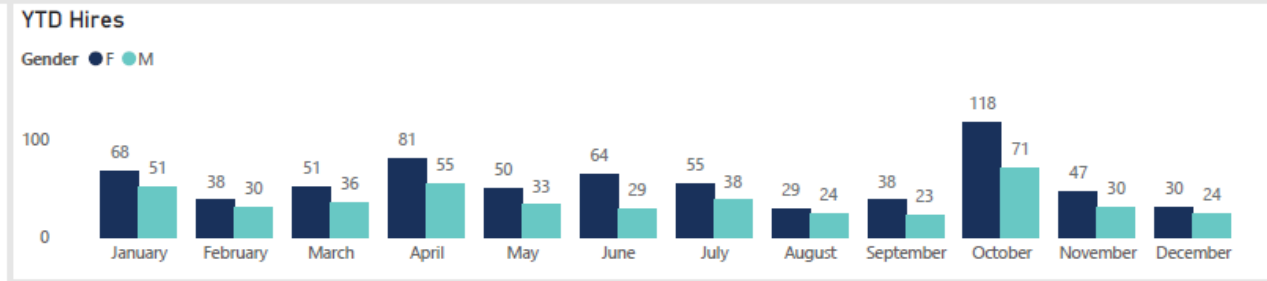
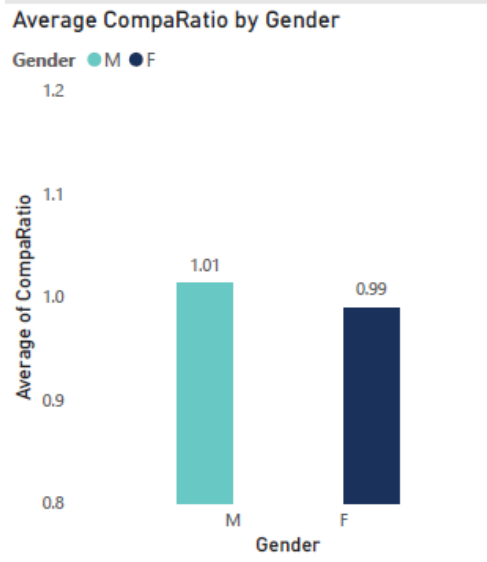
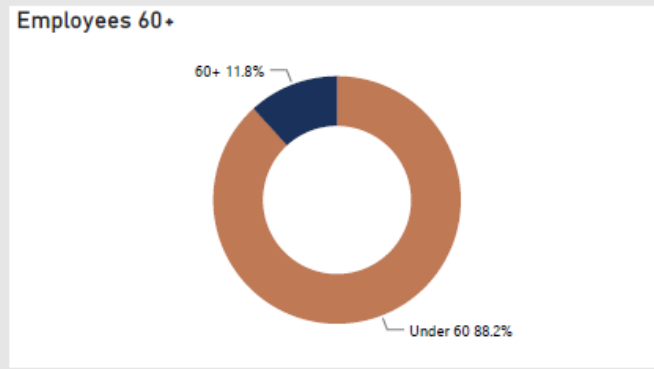
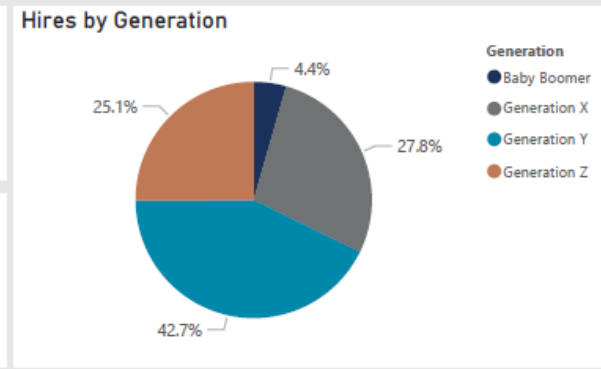
**8.7%**  
YTD Turnover

**167**  
QTD Terms



### Average Compa-Ratio by EEO Category

EEO Category	F	M
Administrative Support Workers	0.99	0.97
Executive/Senior Level Officials and Managers	1.02	1.03
First/Mid Level Officials and Managers	1.01	1.03
Professionals	0.98	1.01
Sales	1.03	1.11
Technicians		1.11



# HR Metrics Report – Available Q1 2025

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Year-End Assets per FTE

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Revenue per FTE

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Net Income per FTE

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Total Operating Expenses per FTE

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Salaries & Benefits per FTE

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Other Operating Expenses per FTE

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Salaries & Benefits as a percent of Year-End Assets

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Salaries & Benefits as a percent of Operating Expenses

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Salaries & Benefits as a percent of Pre-Tax Income

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Human Capital ROI – Revenue as a percent of Salaries and Benefits

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# Categories of Metrics

## Traditional Metrics

Employee Engagement Score

Time to Hire  
Cost to Hire

Days in Office

## Emerging Metrics

Employee Experience Score – combines feedback from onboarding, engagement surveys, performance reviews and exit interviews

Talent Acquisition Quality Index – evaluates the quality of hires based on performance and retention rates over time

Time to Productivity – measures the time it takes for a new employee to become fully productive in their role; measures the effectiveness of onboarding and training programs

Remote Work Productivity Score – evaluates the productivity of remote employees compared to in-office employees

# Categories of Metrics

## **Operational Metrics** - Focus is on efficiency

- Time to Fill
- Cost per hire

## **Employee Engagement Metrics** - Focus is on employee satisfaction and commitment to the organization

- Net Promoter Score
- Employee Engagement Metric

## **Performance Metrics** - Focus is on employee performance

- Performance Rating Distribution
- Goal Achievement Rate
- Time to Close

## **Talent Management Metrics** - Focus in on development and retention of employees

- Training Effectiveness
- Promotion Rate
- Succession Implementation Rate

## **Strategic Metrics** - Focus is on alignment of HR resources with business goals

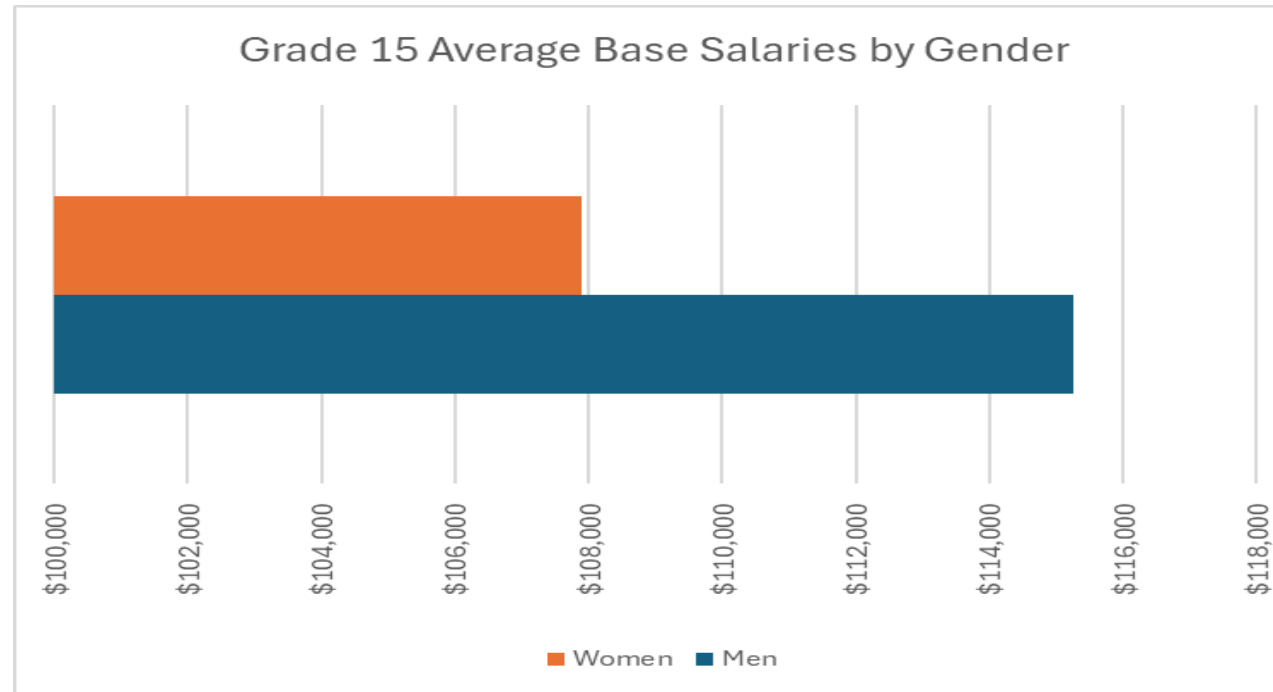
- Human Capital ROI – Revenue as a percent of Salaries and Benefits
- Salaries & Benefits as a percent of Operating Expenses

# Approaches to Analyzing Data

- Comparison
  - Salary Grades of Males vs. Females

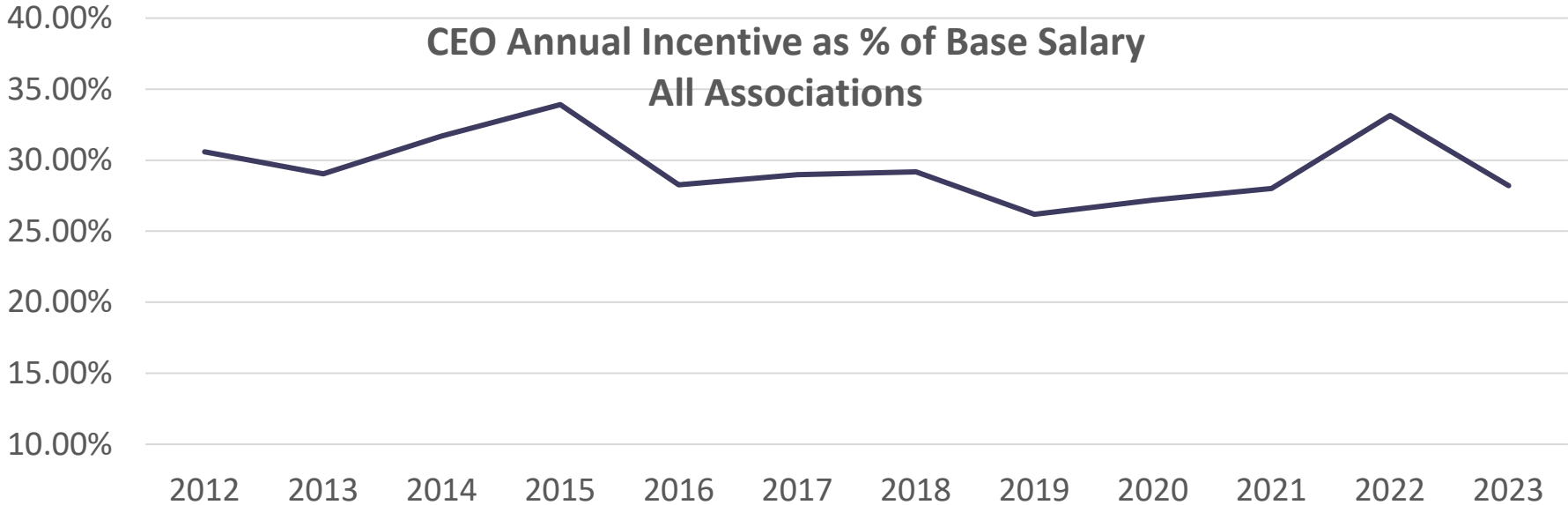
	Men	Women
Average Grade	9	8
Median Grade	11	9

- Internal Pay Equity



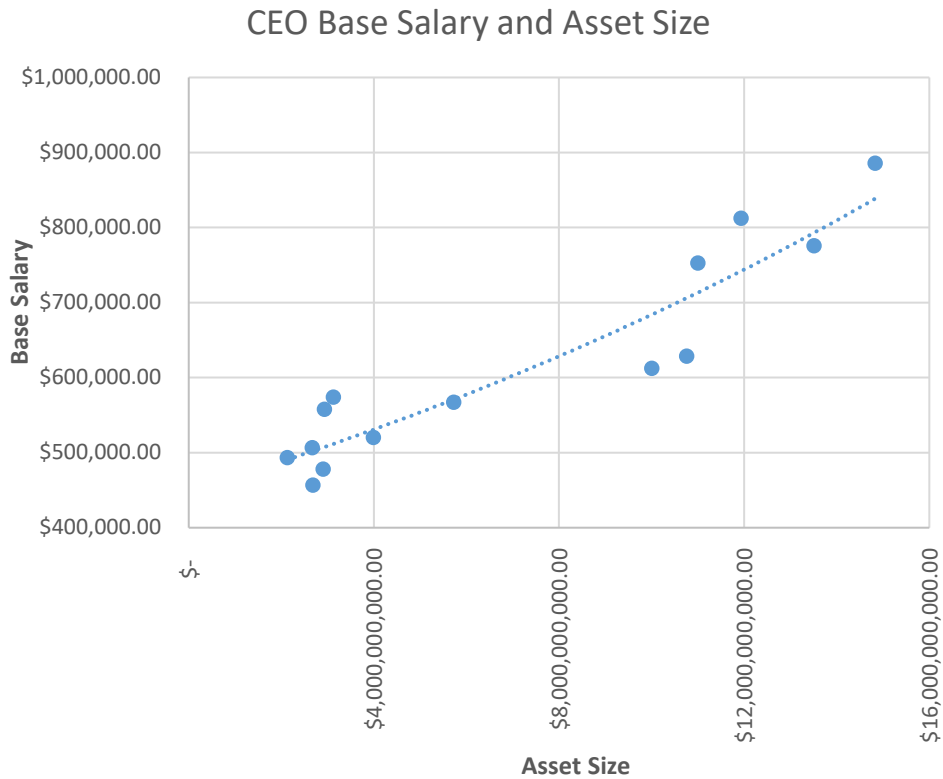
# Approaches to Analyzing Data

- Trend analysis
  - Employee Engagement Scores
  - Average percent increase in base salaries over the last 5 years
  - CEO Annual Incentive as % of base salary over last 12 years



# Approaches to Analyzing Data

- Regression analysis to identify correlation
  - Relationship between asset size and CEO compensation



SUMMARY OUTPUT								
<i>Regression Statistics</i>								
Multiple R	0.866902605	<u>Asset Size</u>						
R Square	0.751520126	\$5.1B						
Adjusted R Square	0.73081347	<u>Predicted Base Salary</u>						
Standard Error	79893.29649	\$574,822.84						
Observations	14							
<i>ANOVA</i>								
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>			
Regression	1	2.3166E+11	2.3166E+11	36.29365	5.99E-05			
Residual	12	76595265885	6382938824					
Total	13	3.08255E+11						
	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	428982.8856	39337.82798	10.90509842	1.39E-07	343273.1	514692.6	343273.1	514692.6
X Variable 1	2.83947E-05	4.71327E-06	6.024421113	5.99E-05	1.81E-05	3.87E-05	1.81E-05	3.87E-05

# Approaches to Analyzing Data

- Predictive analytics
  - Answers the question “what will happen if...”
  - Given the age, tenure and engagement level of our current workforce, what is the predicted turnover rate for the next year?

## **Xerox Corp. Reduces Employee Attrition**

According to the [Wall Street Journal](#), Xerox Corp. used predictive analytics to enhance the hiring process for 48,700+ jobs in its call center. It was struggling with high attrition. Many call center workers quit soon after being trained.

Xerox could not recoup its training costs of \$5000 per employee often. Personality test data revealed that work experience did not have much of an impact on churn. However, personality traits such as curiosity and inquisitiveness significantly increased the chances of employees quitting early.

Xerox Corp. modified its hiring process to ignore work experience and focus on personality tests for choosing among candidates. They implemented this process permanently after a half-year trial that reduced attrition by 20%.

# Table Discussion

- How is your organization currently using HR Metrics?
- What are some ways you'd like to be able to use HR Metrics in the future?

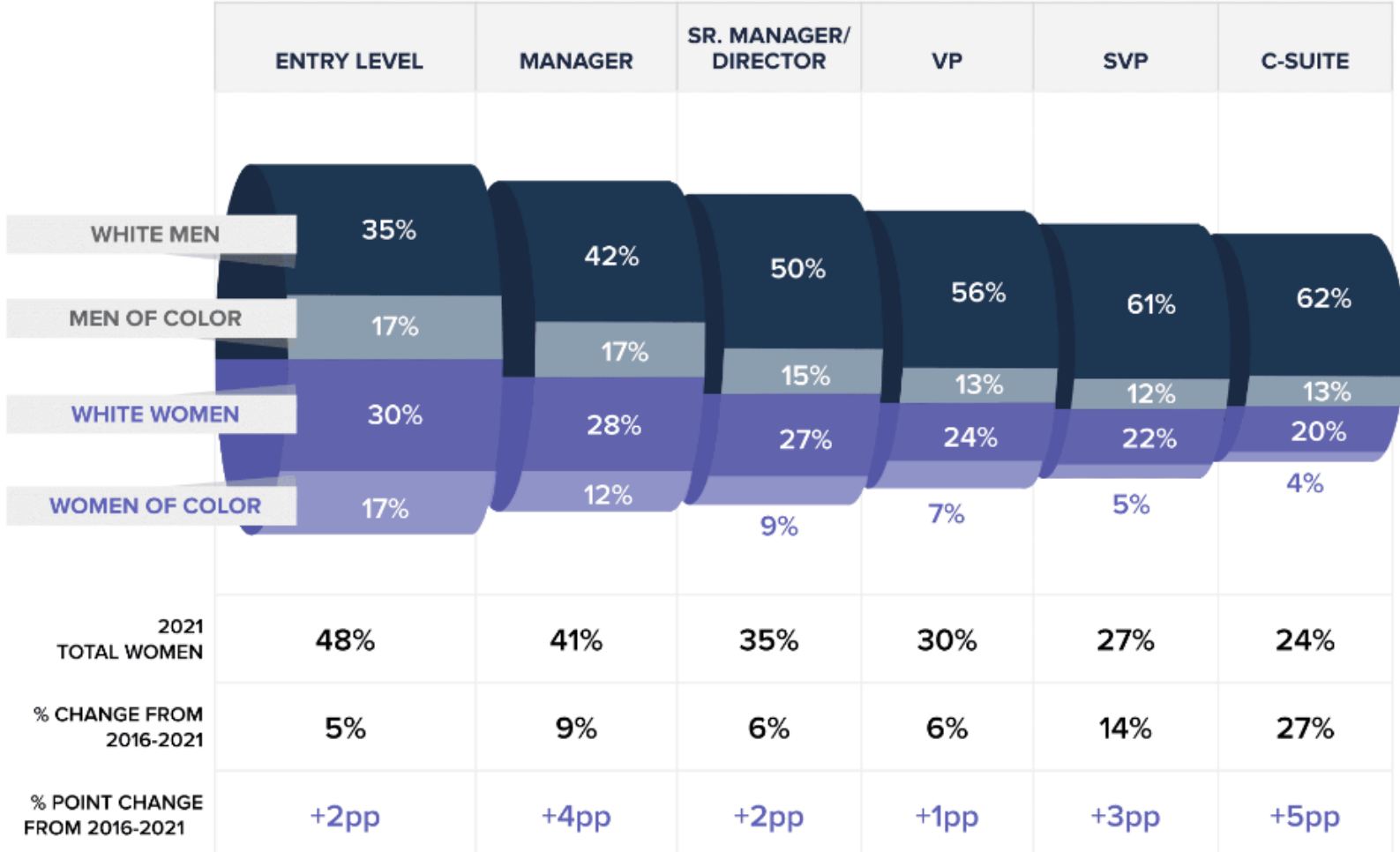


# Telling the Story with Data

**REPRESENTATION IN THE CORPORATE PIPELINE BY GENDER AND RACE\***

■ MEN ■ WOMEN

% of employees by level at the start of 2021





# Telling the Story with Data

- Data visualization process
  - 1) Identify data sources and verify accuracy and reliability
  - 2) Based on the data, identify 3-5 key points
  - 3) Arrange the 3-5 key points into a logical order
    - a) Ensure the key points are aligned and build on each other
  - 4) Tailor the key points to your audience and purpose
    - a) Think about language, familiarity with the subject and audience priorities
  - 5) Create materials
    - a) PowerPoint, Dashboard, 2-page summary
    - b) End with concrete recommended actions or next steps
  - 6) Review graphs, charts and other visuals
    - a) Ensure they support your key points
    - b) Ensure they are not misleading

# Translating Insights into Action – Table Discussion

- How have you used HR Metrics to drive change?
- If you haven't used HR Metrics to drive change, what are the barriers and what are some ideas to overcome the barriers?



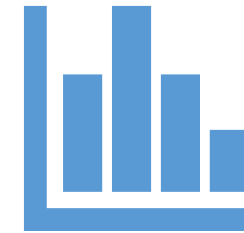
# Why Use HR Metrics?



Improves decision-making



Aligns HR activities with  
business objectives



Measures HR's  
contributions