

# Measuring HRM: 25 HR Metrics

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### Why to measure?

- Control
- Communication
- Improvement

### 1. Recruitment Metrics

Metric	Formula	Increase/ Decrease
1. Time to Fill	Date when applicant accepts the job offer — Date of delivery of an approved requistion to staffing	decrease
2. Time to Hire	Day candidate accepted offer — Day candidate entered the pipeline	decrease
3. Cost of Hire	Total recruitment cost  Total # of hires	decrease
4. Recruitment Funnel Effectiveness	# of applicants who successfully completed the stage  Total # of applicants who entered the stage	increase
5. Percentage of Open Positions	Total # of open positions  Total # of position in the organization	increase/ decrease

2. Maintaining a Safe Environment Metrics

Metric	Formula	Increase/ Decrease
1. Reported Accidents per Employee	# Accidents # employees	decrease
2. Lost Time Injury Frequency Rate (LTIFR)	# Lost Time Injuries 1,000,000 hrs worked	decrease
3. Lost Time Injury Incidence Rate (LTIIR)	# Incidents # employees * 100 (%)	decrease
4. Average Overtime Hours Per Employee	Total Overtime Hours  # employees	decrease
5. Productive Days Ratio	$\frac{\text{Available days} - \frac{\text{Days lost due to health}}{\text{and safety reasons}}}{\text{Available days}} * 100 \%$	increase

3. Employee Relations Metrics

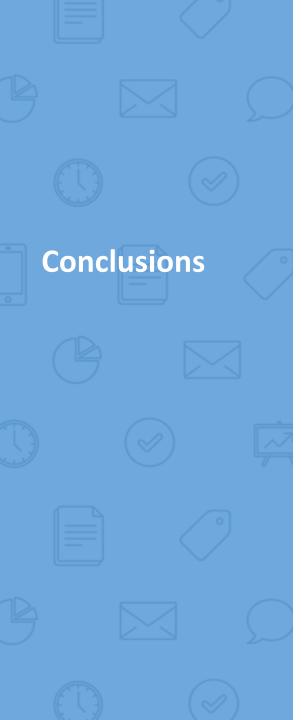
Metric	Formula	Increase/ Decrease
1. Employee Satisfaction Index (ESI)	Question mean value * 100%	increase
<ol><li>Percentage of Employees' Complaints</li></ol>	# Complaints # Employees * 100 (%)	decrease
3. Percentage of Low-performing Employees on a Performance Management Program	# Low performing employees # Employees on program * 100 (%)	decrease
4. Low-Performing Managers Turnover	New employees – Low–performing employees who left  Average # employees	% increase
5. Percentage of Employees Who Improved level of Performance	# Emoloyees who improved on performance level # Employees * 100 (%)	increase

4. Compensation and Benefits Metrics

Metric	Formula	Increase/ Decrease
1. Market Index	Internal average pay — Survey rate Survey rate	decrease
2. Bonus Pay Percent	Bonus Pay Compensation	increase
3. Marginal Benefit	Change in Total Benefit Change in Quantity	increase
4. Salary Range Penetration	Salary — Minimum Salary  Maximum Salary — Minimum Salary	decrease
5. Health Care Expense per Current Employee	Total HI paid by Company — Employee contribution to HI  Total # of Employees	increase

## 5. Learning and Development Metrics

Metric	Formula	Increase/ Decrease
1. Training Spen per Employee	Total training costs  # of employees	decrease
2. Innovation Success Rate	# (or value)of successful products or process ideas total # of suggestions	increase
3. Training Participation Rat	e # of employees trained * 100%	increase
4. Training Efficiency	traning effectiveness training expensess per employee	increase
5. Readiness	Vacant Positions       *       Employees with Desired Competency Rating       * 100         Total Positions       *       Total Assessed	) increase



- Most metrics are ratios (per employee, per time interval);
- 'Positive' & 'negative' metrics.

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