

# 51 HR Metrics Cheat Sheet

51 of the most important metrics  
for data-driven HR professionals



## HR PERFORMANCE METRICS

<b>1</b>	<b>Revenue per employee</b>	Total revenue / total number of employees
<b>2</b>	<b>Revenue per FTE</b>	Total revenue / total number of FTE
<b>3</b>	<b>Profit per employee</b>	Total profit / total number of employees
<b>4</b>	<b>Profit per FTE</b>	Total profit / total number of FTE
<b>5</b>	<b>Overtime per employee</b>	Hours of overtime / total number of hours (contractual hours + overtime) per period
<b>6</b>	<b>Labor cost per employee</b>	Total labor cost / total number of employees
<b>7</b>	<b>Labor cost per FTE</b>	Total labor cost / FTE
<b>8</b>	<b>Labor cost percentage of revenue</b>	Total labor cost / organizational revenue
<b>9</b>	<b>Labor cost percentage of total expenses</b>	Total labor cost / total organizational expenses
<b>10</b>	<b>Absence rate</b>	Number of absence days / total number of working days
<b>11</b>	<b>Absence rate per manager/department</b>	Number of absence days per unit / total number of working days per unit
<b>12</b>	<b>Overtime expense per period</b>	Overtime pay / total pay per period
<b>13</b>	<b>Training expenses per employee</b>	Training expenses / number of employees
<b>14</b>	<b>Training efficiency</b>	Training expenses per employee / training effectiveness
<b>15</b>	<b>Voluntary turnover rate</b>	# Voluntary Terminates during period / # Employees at the beginning of period ( <a href="#">more information</a> )

<b>16</b>	<b>Involuntary turnover rate</b>	# Involuntary Terminates during period / # Employees at the beginning of the period ( <a href="#">more information</a> )
<b>17</b>	<b>Turnover rate of talent</b>	# Terminates who qualified as high potentials during period / # Employees at the beginning of the period ( <a href="#">more information</a> )
<b>18</b>	<b>Turnover rate</b>	# Terminates during period / # Employees at the beginning of period ( <a href="#">more information</a> )
<b>19</b>	<b>Turnover rate per manager/department</b>	# Terminates per unit during period / # Employees in the unit at the beginning of period ( <a href="#">more information</a> )
<b>20</b>	<b>Cost of absenteeism</b>	Total cost of absenteeism = Total employee hours lost to absenteeism * hourly pay (including benefits) + Supervisor hours lost in dealing with absenteeism * hourly pay supervisor (including benefits) + other costs (including temporary staff, training, loss of productivity, quality loss, overtime, etc.)
<b>21</b>	<b>Cost of turnover</b>	Total cost of turnover, see Excel (by SHRM)
<b>22</b>	<b>HR to employee ratio</b>	FTE working in HR / total number of FTE
<b>23</b>	<b>HR cost per FTE</b>	Total HR cost / total number of FTE
<b>24</b>	<b>Time until promotion</b>	Average time (in months or years) until promotion
<b>25</b>	<b>Promotion rate</b>	Number of employees promoted / headcount

## GENERAL WORKFORCE METRICS

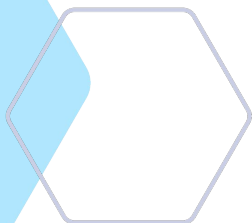
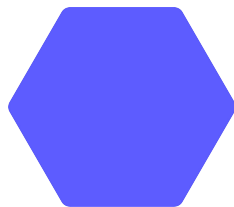
<b>26</b>	<b>Average age</b>	Average age   Sum of age of all headcount / headcount
<b>27</b>	<b>Average length of service</b>	Average length of service   Length of service of all headcount / headcount
<b>28</b>	<b>Retirement rate</b>	# Employees retired in period / headcount at beginning of period
<b>29</b>	<b>Average distance from home</b>	Average distance in miles (or km) from home
<b>30</b>	<b>Engagement rate</b>	# Employees above the engagement norm in period / headcount at beginning of period
<b>31</b>	<b>Satisfaction rate</b>	Number of people who report being satisfied in their job / total number of people
<b>32</b>	<b>Salary hike since last year</b>	(Current salary - salary previous year) / salary previous year

## RECRUITMENT METRICS | [Click here for the supporting articles](#)

<b>33</b>	<b>Time to fill</b>	Number of days between publishing a job opening and hiring the candidate
<b>34</b>	<b>Time to hire</b>	Number of days between the moment a candidate is approached and the moment the candidate accepts the job
<b>35</b>	<b>Cost per hire</b>	Total cost of hiring / the number of new hires
<b>36</b>	<b>Source of hire</b>	Sourcing channel used to attract the hire

<b>37</b>	<b>First-year resignation rate</b>	Employees who left the organization within 1 year / headcount Note: this number should be 0, just like metrics no. 38, 39 and 40. A percentage higher than zero will be very costly and indicates a bad fit with new recruits and the organization. Organizations should use better selection tools and procedures to prevent this.
<b>38</b>	<b>First-year turnover rate</b>	Employees who left the organization within 1 year / total number of recruits
<b>39</b>	<b>First-month turnover rate</b>	Employees who left the organization within 1 month / total number of recruits
<b>40</b>	<b>Hiring manager satisfaction</b>	Number of hires who perform well / total number of hires
<b>41</b>	<b>Candidate job satisfaction</b>	Number of hires who rate themselves as satisfied in their new job / total number of hires
<b>42</b>	<b>Applicants per opening</b>	Total number of applicants / number of job openings
<b>43</b>	<b>Selection ratio</b>	Number of hired candidates / total number of candidates
<b>44</b>	<b>Cost per hire</b>	(Total internal cost + total external cost) / total number of hires
<b>45</b>	<b>Offer acceptance rate</b>	Number of offers accepted / total number of offers made
<b>46</b>	<b>Vacancy rate</b>	Total number of open positions / total number of positions in organization
<b>47</b>	<b>Application completion rate</b>	Total number of people who completed the application / total number of people who started with the application

48	<b>Yield ratio</b>	<p>Number of applicants who successfully completed the stage / total number of applicants who entered the stage. For example:</p> <ul style="list-style-type: none"> <li>• 15:1 (750 applicants apply, 50 CVs are screened)</li> <li>• 5:1 (50 screened CVs lead to 10 candidates submitted to the hiring manager)</li> <li>• 2:1 (10 candidate submissions lead to 5 hiring manager acceptances)</li> <li>• 5:2 (5 first interviews lead to 2 final interviews)</li> <li>• 2:1 (2 final interviews lead to 1 offer)</li> <li>• 1:1 (1 offer to 1 hire)</li> </ul>
49	<b>Sourcing channel effectiveness</b>	Total number of impressions of the channel / number of applications of the channel
50	<b>Sourcing channel cost</b>	Advertisement spending per channel / number of successful applicants per platform
51	<b>Cost of getting to Optimum Productivity Level (OPL)</b>	Total cost involved in getting someone up to speed = onboarding cost + training cost + cost of supervision + cost of on-the-job training + (total labor cost * % OPL per month) until 100% OPL Is reached



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