

HR OKR Playbook

Including template & detailed examples

Info

Term	Objectives	Key Results
Purpose	What I want to achieve	How I know that I achieved the objective
Characteristics	<ul style="list-style-type: none"> - Qualitative - Motivating - Ambitious / Big Haizy Audacious Goal - Less is more to create focus 	<ul style="list-style-type: none"> - Quantitative - Easy to understand - Achievable - Max 2-5 key results per objective

2023 - Annual HR OKRs

Objective name	Key Results	Owner	Current	Initial	Target	Progress
Become a place where people love to work	Improve eNPS from 31 to 45	Geraldine	42	31	45	79%
	Host four culture-building sessions	Geraldine	5	0	4	125%
	Reduce turnover from 104 to 75 people per quarter	Lucas	97	104	75	24%
	Increase internal promotion rate from 7% to 14%	Lucas	12%	7%	14%	71%
Increase the skills and knowledge of the HR team	Offer at least one new training opportunity per quarter for HR team members	Balsa	30%	0	1	30%
	Achieve an 80% attendance/completion rate for every HR Boot Camp	Joash	4.2%		4.5%	100%
	Obtain 50 certificates across the HR team	Alex	72%	0%	100%	72%
	Have a 12-month personal training plan for every HR team member	Mahmoud	53%	0%	80%	66%

*Create a clear overview of your
priorities and performance with this
ready-to-use HR OKR template!*

In this guide:

- What are HR OKRs?
- Why your team needs HR OKRs
- How to use the HR OKR template
- Good & bad examples of HR OKRs for different HR areas



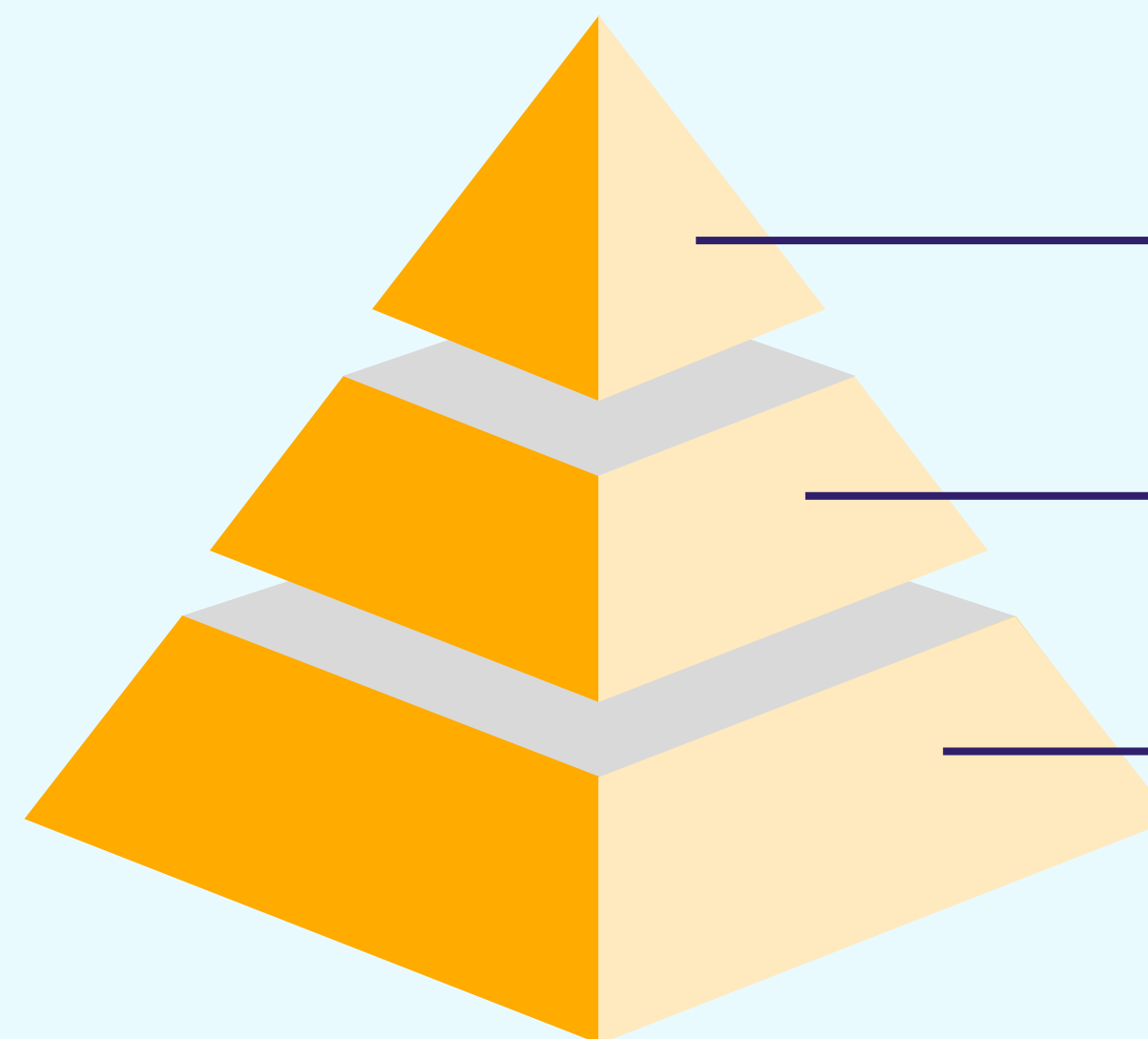
What are HR OKRs?

HR OKRs stand for Human Resources Objectives and Key Results. They help your HR team **identify priorities, align their activities with business goals, and focus on what matters.**

Objectives are usually set for the longer term compared to Key Results. As such, most organizations usually set annual Objectives and break them down into quarterly Key Results.

HR OKRs consist of three elements: **Objectives, Key Results, and Initiatives.**

The three elements of HR OKRs



- **Objectives:** inspirational goals that highlight what you want to achieve to help you focus your efforts.
- **Key results:** metrics to operationalize the Objectives and track your progress towards the goals you've set.
- **Initiatives:** all the activities and tasks to help your team get closer to the Key Results.

Why your team needs HR OKRs

Align HR strategy & business strategy

You will be able to use data to ensure your HR strategy is contributing to the overall success of your organization.

Divide resources accordingly

Using HR OKRs lets you set ambitious objectives, track how your department is doing, and quantify HR's impact on the business.

You will be better able to allocate resources to the most effective and value-adding activities.

Keep focus

HR OKRs help your people prioritize what is important and ensure everyone is on the same page.

This is particularly useful when your HR department is divided into sub-teams like Talent Acquisition, Organizational Development, or Employee Relations.

Maintain accountability

OKRs are measurable and transparent. This means they can help you create a clear overview of who is responsible for what, keeping individuals and teams accountable.

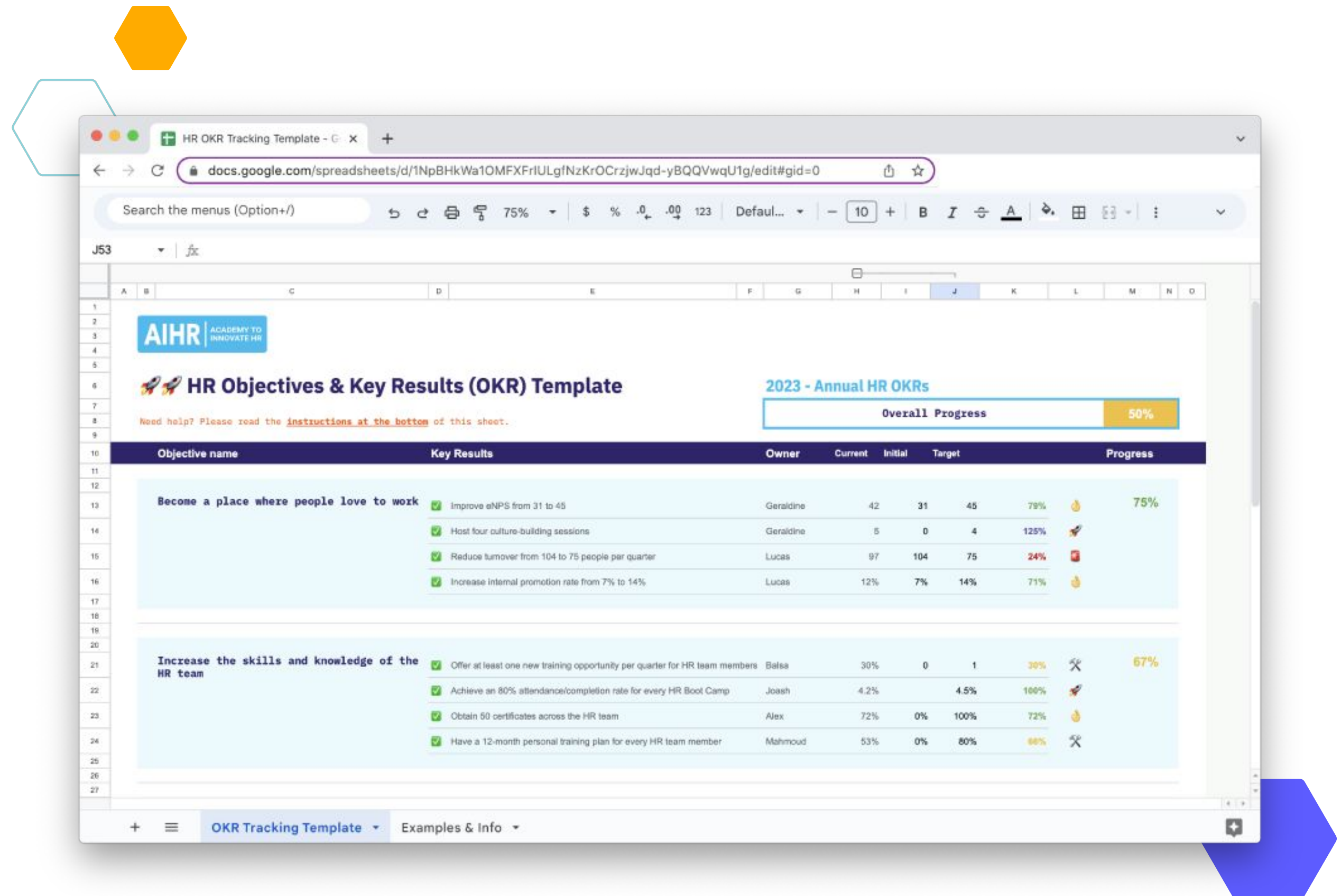
The HR OKR template

The HR OKR template is a tool designed to **help you communicate the strategic objectives of your HR department**. It also helps you track your progress towards set goals.

This spreadsheet contains:

- **An OKR tracking template** that you can update with your own OKRs.
- **11 HR OKR examples** to help you get started.

Turn to the next page to find out how you can use this HR OKR template!



Download your HR OKR template here!

Google Slides

Excel

1. Update your Objectives and Key Results

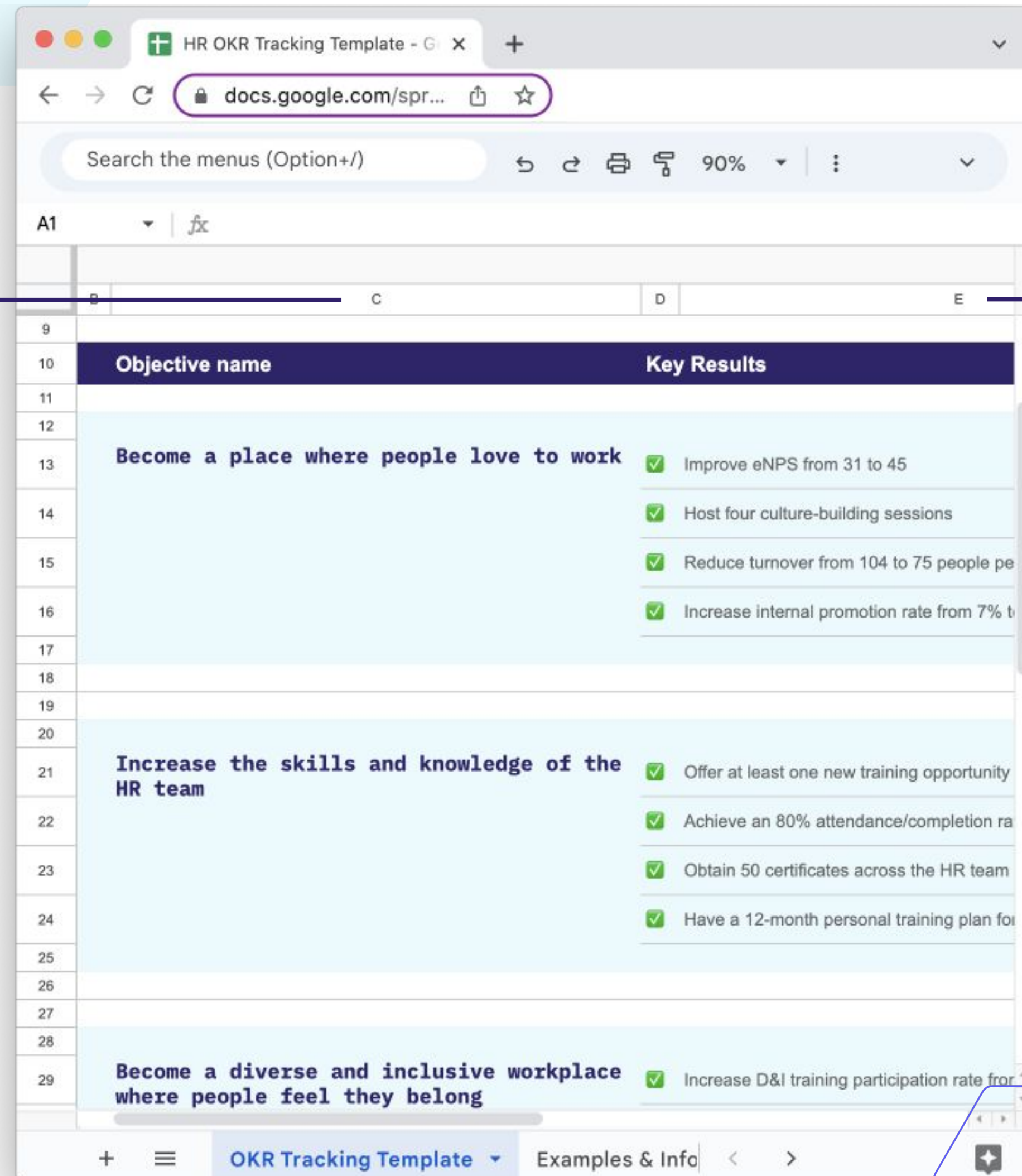
Under **column C**, you can enter your own **Objectives**. Then fill in **column E** with the corresponding **Key Results**. You can create or copy more rows if you need to insert more Objective or Key Results.

Setting Objectives and Key Results

Your Objectives should align with organizational goals. Ideally, you should aim for **one to five Objectives per quarter**.

For each Objective, you can create between **two to five Key Results**. You can **use the SMART framework** (Specific, Measurable, Achievable, Relevant, Time-bound) to set your Key Results.

Add your Objectives in this column.



Your Key Results go in this column.



2. Monitor your progress

To enter the initial and target numbers for each Key Results, click the **+** at the top of column H. Then enter the **initial numbers in column I** and your **target numbers in column J**.

Column H is where you keep tabs on your **current numbers**. Don't forget to update these numbers monthly or quarterly to track your progress!

As your numbers change, column K and M will automatically update.

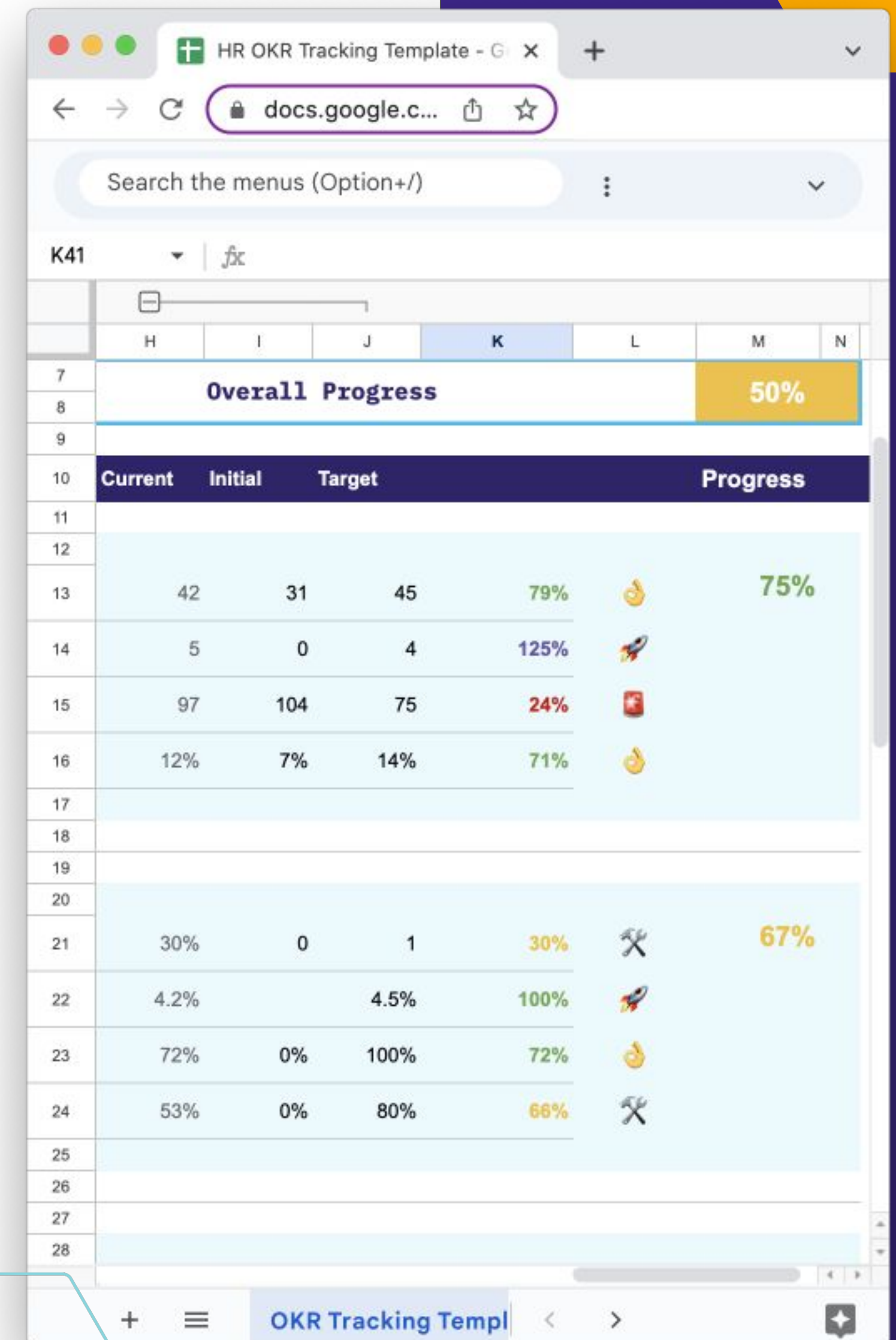
- **Column K:** the progression percentages of your Key Results.
- **Column M:** the progression percentages of your Objectives.









Column L visualizes the progress you've made with your Key Results using emojis. Here is what each of them means:

-  — Needs to be a high priority (progress < 30%)
-  — Work in progress (30% < progress < 69%)
-  — We delivered on this (70% < progress < 99%)
-  — We over-delivered on this (100% < progress)

Want a more detailed explanation on how to formulate HR OKRs? Check out our in-depth article on this topic.

[Read article](#)



	H	I	J	K	L	M	N	
7	Overall Progress						50%	
10	Current	Initial	Target				Progress	
13	42	31	45	79%			75%	
14	5	0	4	125%				
15	97	104	75	24%				
16	12%	7%	14%	71%				
21	30%	0	1	30%			67%	
22	4.2%		4.5%	100%				
23	72%	0%	100%	72%				
24	53%	0%	80%	66%				

Examples of good HR OKRs

HR area	Objective	Key Results
Talent Management	Become a sticky employer (improve employee retention)	Improve overall employee net promoter score (eNPS) from 12 to 20.
		Improve employee engagement from 30 to 45 points as measured in our survey.
		Increase employer brand recognition by 10 points to 45.
Talent Acquisition	Build an unstoppable recruiting machine	Reduce average vacancy lead time from 45 to 30 days.
		Increase offer acceptance rate from 80% to 90%.
		Decrease cost-per-hire from \$4000 to \$2500.
Employee Onboarding	Develop an onboarding program employees love	Increase 30-60-90 day onboarding plan completion rate from 60% to 80%.
		Reduce new hire 30-days failure rate from 10% to 5%.
		Increase onboarding satisfaction score from 75% to 95%.
Employee Wellness	Help employees become their best selves at work	Improve overall employee scores for the Wellbeing and Happiness survey from 5 to 7.
		Reduce absenteeism due to sick leave from 2500 days to 1500 days.
		Increase employee engagement in wellbeing initiatives by 15%.

Why these HR OKRs work

The Objectives satisfy John Doerr's three requirements for good objectives:

- **Meaningful:** these objectives have clear direction and they are priorities for the business.
- **Audacious:** these objectives take what you do to the next level.
- **Inspiring:** these objectives are memorable and they empower your people to become better.

The Key Results align to the **SMART** framework. This means they are specific, measurable, achievable, relevant, and time-bound.

Example of poor HR OKRs

The first table on the left shows an example of bad HR OKRs. Here's why:

- **Objective:** achievable and compelling, but it's not inspiring enough.
- **Key results:** vague, difficult to measure, and contain activities rather than outcomes.

In the second table, we've reformulated the Objective and Key Results to make them more ambitious, specific, and measurable.

HR area	Objective	Key Results
Employee Experience	Better employee experience	Make our employees feel good when they work for us.
		Organize three workshops to onboard employees onto our new digital system.
		Ensure employees enjoy using our digital tools.



HR area	Objective	Key Results
Employee Experience	Become an irresistible employer	Improve employee happiness pulse survey rating to 55% by Q3.
		Increase overall Net Promoter Score (eNPS) from 12 to 20.
		Raise employee engagement as measured in quarterly surveys from 30 to 45 points.



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