

Key Performance Indicators Catalogue for HR Function

Employee Productivity

- average sales turnover per employee
- average profit per employee
- value added per employee

Employee Cost

- employment costs as % of sales turnover / profit
- employment costs per employee
- employment costs as % of operating costs

Employee Turnover/Loyalty

- % of employees that leave the organization in a given time period
- average length of service

Remuneration and Benefit Benchmark

- average salary paid vs. competition / industry and geographical norms
- benefits provided vs. competition / industry and geographical norms

Willingness of Employees to Recommend the Company as an Employer

- % of employees who are willing to recommend the organization as an employer to a friend
- % of applicants / appointees that have received recommendations from current employees

Recruitment Process

- average lead time to recruit employees
- average cost of recruiting off employees
- average number of applications received per vacancy

Skills/Competencies Availability

- average lead time to develop skills/competencies that are required
- average lead time to close skills/competencies gaps
- % of required skills/competencies available within the organization

Employee Satisfaction with Training Program

- % of training course participants that are satisfied / highly satisfied with the course or program

- % of training course participants that are dissatisfied / highly dissatisfied with the course or program

Training Budget

- expenditure on training and staff development per employee in a given period

Availability of Training Courses

- % of training courses that match organizational requirements
- % of training courses that match employee's personal requirements
- average number of courses requested but not offered

Impact of Training

- % difference in the rate of productivity before and after training
- % difference in the defects rate before and after training
- proportion of training programmers resulting in productivity improvements
- proportion of training programmers resulting in quality improvements (reduction in defects)

Employee Development

- % of employees that develop Individual Development Plan
- % of employees that fully execute their Individual Development Plan

Employee Career Coaching

- % of employees that participate in career coaching program
- % of employees that have been assessed in Assessment Center

Internal Promotion Opportunities

- average lead time to promotion
- average lead time for promotion from bottom grade to senior management
- % of managers / senior managers who have been promoted internally

Employee Motivation

- % of employees that are committed to the organizational goals and objectives
- % of employees that are considered to be 'highly motivated'

Employee Satisfaction

Employee Satisfaction Survey Index