ClearCo.

Harnessing Data to Maximize Employee Talent and HR Impact

Table of Contents

What are HR Metrics and Analytics?

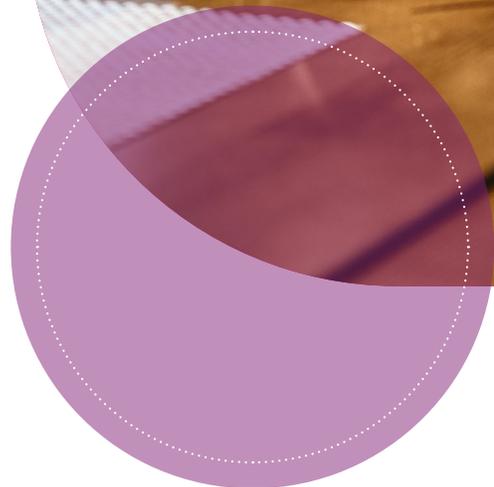HR metrics and analytics tell you how your workforce is doing and help you determine what's influencing those results.

Tracking metrics seems like it's the easy part. But today, we use software for almost everything, which means HR professionals have access to an unprecedented amount of valuable people data to analyze.

With so much data at your fingertips, how do you know which HR metrics you should be monitoring? What do they tell you about the efficacy of your HR processes? How should you incorporate what you learn into your processes?

In this guide, we're sharing over 80 HR metrics that matter. We'll look at some metrics you've seen before (there's a reason they're familiar) as well as some little-known HR metrics you may not have heard of.

Where to Find Your HR Metrics

Wherever you use software to manage HR functions, you can find metrics. That's why building a modern HR technology stack is the first step to becoming a data-informed HR department. Consolidating your HR software or integrating your systems makes it far easier to keep data accurate and compare your metrics.

BONUS

Optimize Your HR Tech Stack

Simplify HR tech to save time and money.

Get the Guide

Whether you've optimized your HR tech stack or you're using a variety of systems, you can pull data from:

- ✓ Recruiting and hiring tools and systems, including your ATS and CRM

- ✓ Interviewing and onboarding platforms

- ✓ Training, learning, and development platforms

- ✓ Compensation and benefits software, including your rewards and recognition software

- ✓ Employee engagement platforms and internal surveys

- ✓ Performance review and goals management software

- ✓ Workforce and succession planning maps and tools

Why are HR Metrics Important?

Today, it's widely understood that people are a company's most valuable asset.

Every day, you and your HR team make numerous decisions that impact those people. HR metrics matter because they allow you to make those decisions based on actual people data. But at many organizations, HR departments are short on resources, and data analysis can take a backseat.

Luckily, the powerful HR software available today makes it easy for even the smallest HR teams to compile and analyze their data.

Many HR teams have already taken up the data-informed mantle, turning to the latest software solutions to power talent management strategy.

67% — **67% of companies** have increased their investment in HR technology over the past few years.

62% — **62% of companies** say their HR tech stack improves HR's efficiency and productivity.

57% — **57% agree** it improves organizational efficiency and productivity.

54% — **54% of organizations surveyed by McKinsey & Company** said people analytics added the most value to their diversity, equity, and inclusion strategy.

90% — **90% of companies** say that their CHROs say people analytics is a core component of their HR strategy.

How to Analyze HR Data

Data analysis doesn't have to be complicated. The best HR software is equipped with intuitive, easy-to-use dashboards and reports that enable your team to interpret your data quickly — no data analyst required.

Here are the basic steps to getting started with data analysis:

1 **Consolidate the data** you're analyzing, or log into your optimized HR tech stack.

2 **Create dashboards that update automatically** and custom reports to stay on top of the most recent, relevant people data.

3 **Train HR employees to read the dashboards and reports** and continue developing their analytics skills over time.

4 **Start applying what you've learned from HR metrics** to inform decisions and strategies.

5 **Keep refining your data analysis process,** continuously monitoring your metrics and applying your findings.

6 **Develop a predictive HR analytics strategy,** using your data for forecasting and strategic evolution.

80+ Key HR Metrics to Track Now

More than 80 HR metrics may seem like a lot, but when you have access to HR analytics tools, you can track them effortlessly.

Depending on many factors, including the size of your business and your HR team, your industry, and your goals for HR analytics, all that data comes in handy in a variety of situations.

HR teams often use metrics to keep an eye on patterns and trends in the data to establish benchmarks and monitor the impact of their policies and decisions. Some HR teams use metrics to solve known issues or to help their leadership team make a tough call.

Others may use the data to learn where the company excels and look for ways to replicate that success across other business functions.

Use the checklist of 30+ HR metrics to determine where you're at in your journey to becoming a data-informed HR function.

30 Essential HR Metrics

- [ ] Time to Hire
- [ ] Cost per Hire
- [ ] Time to Productivity
- [ ] New Hire Turnover
- [ ] Headcount
- [ ] Demographics
- [ ] Offer Acceptance Rate
- [ ] Training Expenses per Employee
- [ ] Training Completion Rate
- [ ] Quality of Hire
- [ ] Quality of Onboarding
- [ ] Employee Net Promoter Score (eNPS)
- [ ] Employee Satisfaction
- [ ] Total Turnover Rate
- [ ] Voluntary Turnover Rate
- [ ] Top Talent Turnover Rate
- [ ] Total Retention Rate
- [ ] Retention Rate per Manager/Department
- [ ] Absence Rate (AR)
- [ ] AR per Manager/Department
- [ ] Revenue per Employee
- [ ] Overtime Hours
- [ ] Performance & Competencies
- [ ] Employee Performance Ratings
- [ ] Goal Progress and Completion
- [ ] Performance Scores Over Time
- [ ] Cost of HR per Employee
- [ ] Ratio of HR professionals to employee
- [ ] HR Tech Employee Participation Rate
- [ ] ROI of HR software

30 Essential HR Metrics to Track

Let's take a closer look at these 30 must-track metrics. Then, keep reading for an additional 60+ metrics you can monitor for even more insight.

Recruitment and Onboarding Metrics

Time to Hire: The average number of days between when the chosen candidate applies and when they accept your offer

Cost per Hire: The average cost of hiring a new employee

Time to Productivity: The average number of days between new hires' start date and the date they reach full productivity

New Hire Turnover: The number of new employees who quit within a defined time early on in their employment (e.g., within 60 days, six months, or one year)

Headcount: The total number of employees in your organization or each department

Demographics: Statistics that describe employees' traits and attributes, including age, gender, education level, nationality, ethnicity, department, role, and length of service

Offer Acceptance Rate: The number of job offers your company makes compared to the number of candidates who accept

Training Expenses per Employee: The total cost of your training initiatives, processes, courses, and programs divided by the number of employees

Training Completion Rate: The number of employees who completed training compared to the total number of employees in your organization or department

Quality of Hire: The number of employees managers would rehire compared to those they wouldn't, based on survey feedback

Quality of Onboarding: The number of employees who are satisfied with their onboarding process compared to those that aren't, based on survey feedback
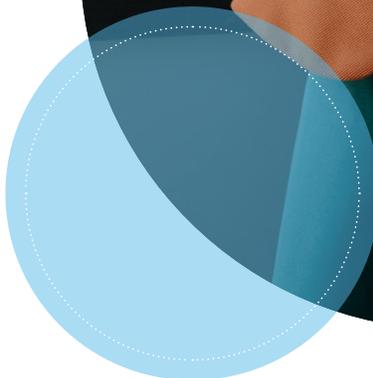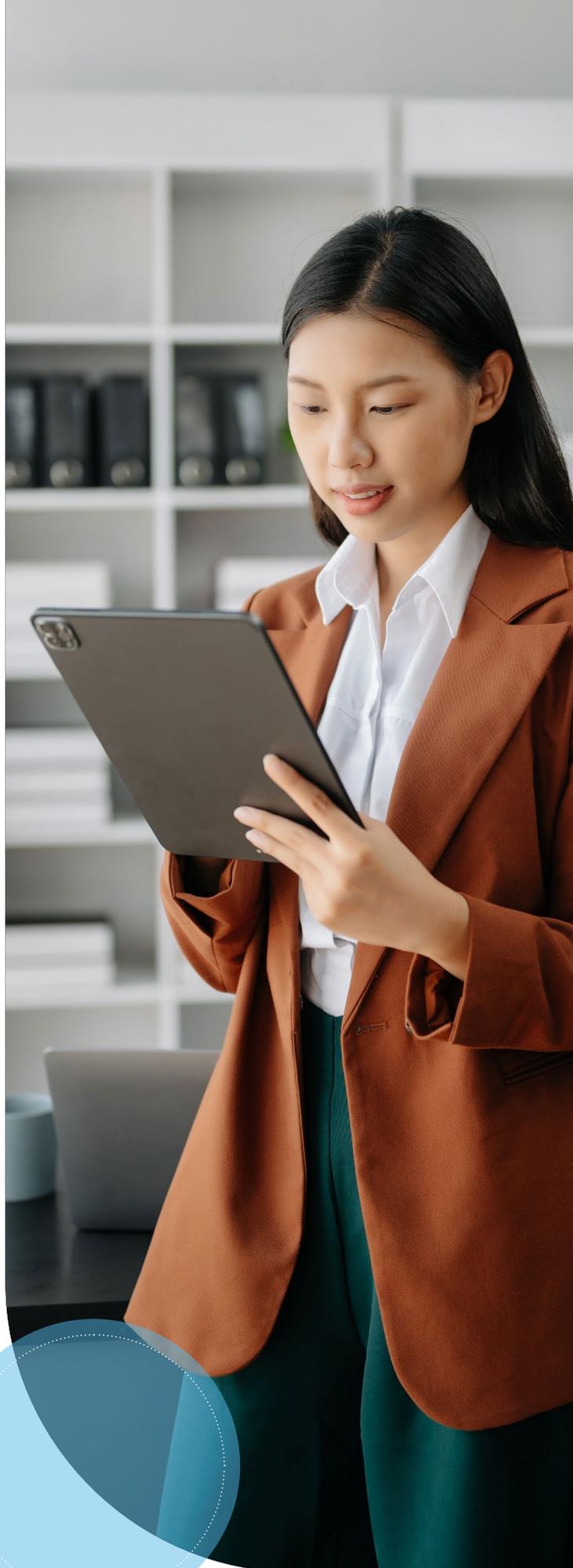
Employee Engagement and Retention Metrics

Employee Net Promoter Score (eNPS): A measure of the likelihood that employees would recommend your company to their friends and family, based on a 10-point rating scale, with 10 being "extremely likely"

Employee Satisfaction: The number of employees who are satisfied with their job as indicated by eNPS scores and detailed employee engagement surveys

Total Turnover Rate: The number of employees who leave your organization in a particular period, regardless of the reason, compared to your total headcount

Voluntary Turnover Rate: The turnover rate of employees who leave your company voluntarily

Top Talent Turnover Rate: The turnover rate among high-performing and/or highly specialized employees

Retention Rate: The number of employees your company retains in a particular period compared to your total headcount

Retention Rate per Manager or Department: The retention rate broken down by individual managers or departments

Absence Rate (AR): The average number of days employees are absent in a set time frame compared to expected attendance, not including approved PTO

AR per Manager or Department: The absence rate broken down by individual managers or departments

Employee Productivity and Performance Metrics

Revenue per Employee: The total business revenue divided by the total number of employees

Overtime Hours: The number of overtime hours worked by employees in a set time frame

Performance & Competencies: The number of employees who fall into each category in the 9-box grid, a matrix used to classify employees according to their performance and potential

Employee Performance Ratings: Average employee performance ratings based on self-assessments, peer reviews, goal achievement, and manager assessments

Goal Progress and Completion: The number of goals completed compared to the number of goals set on a company, departmental, or individual basis

Performance Scores Over Time: Changes in average performance ratings across the company or by department or individual over a defined period of time

HR Services and Software Metrics

HR Professionals to Employees: The ratio of employees in your organization per HR professional on your team

Cost of HR per Employee: The total amount your organization spends on HR functions divided by the total number of employees

HR Technology Employee Participation Rate: The number of employees actively using HR software compared to the total number of employees

ROI of HR Software: The cost of HR software vs. how much money it generates or saves

Beyond the Basics: 9 Metrics for Modern HR Teams

Modern HR teams use modern talent management strategies, from tapping into brand-new candidate sources to launching growth-driving performance reviews. That means there's a need to track even more advanced HR metrics, too.

If you're already tracking the metrics on our list of 30 or just want to dive even deeper into your people data, you're in the right place. We've got you covered with these nine metrics that go beyond the basics for today's agile, innovative HR teams.

Sourcing Channel Effectiveness: Determine which channels bring in the best candidates based on the number of candidates each source brings in compared to the number of hires made and the attrition rate by source.

Employer Brand Effectiveness: Learn if your employer branding sends the right message by looking at metrics like application completion rate, online interactions, and employee and candidate review scores.

Recruitment Diversity: Ensure your company maintains its commitment to diversity by monitoring the demographics of your candidate pools compared to those of your region or your company's specific diversity goals.

Employee Training Efficacy: Are your training programs preparing new hires for success? Benchmark their skill levels immediately upon training completion and measure their skills at intermittent periods of employment during year one.

Impact of Digital Transformation: Many companies are undergoing digital transformation. Measure productivity before and after switching to digital processes to see its impact and understand how long it takes your employees to adapt.

Employee Non-Productive Effort (NPE): An employee non-productive effort rating tells you how many hours employees spend completing basic tasks that don't add to productivity. Use this metric to discover where processes need streamlining.

Internal Mobility: Job seekers today are looking for a company where they can grow. Prove that your organization is developing employee talent by calculating internal mobility. Compare the number of internal hires to the total number of employees joining new roles to calculate your internal mobility rate.

Diving Deeper: 40+ Advanced HR Metrics

Already familiar with the metrics we've covered?

We're not done yet — we're digging into 40+ advanced HR metrics you can use to refine key HR processes

Candidate Sourcing Metrics

Break time to hire down into these metrics to discover your average pipeline speed and pinpoint where your process might be slowing down and hindering good hires.

- Ratio of Qualified to Unqualified Applicants per Candidate Source
- Number of Candidate Screenings and Interviews per Candidate Source
- Percentage of Hires per Candidate Source
- Percentage of Qualified Applicants per Candidate Source
- Interview to Offer Conversion Rate per Candidate Source
- Total Spend per Candidate Source
- Job Requirements Compared to Candidate Skills

WHY THEY MATTER

According to SHRM, companies have difficulty hiring the right people in any job market. Whether there's an abundance of applicants or just a small talent pool, recruiters need to find qualified candidates with the right mix of skills and experience.

Track candidate sourcing metrics to determine where your qualified applicants and new hires are coming from. Use what you learn to save team resources while more accurately targeting potential employees:

- ✅ Invest your budget in the most effective channels
- ✅ Fill open roles faster thanks to more reliable sources
- ✅ Measure the effectiveness of new candidate sources
- ✅ Build talent pools of qualified candidates

Candidate Quality Metrics

High-quality candidates are key to making successful hires. If your candidate quality is low, you may be seeing rising hiring costs, increased turnover, and declining employee productivity. Stop wasting valuable time and resources on candidates who aren't a good fit.

Track these metrics to ensure you're attracting high-quality candidates:

- **Candidate Ghosting:** The number of candidates who stop responding, or "ghost," at any stage before they sign a job offer, including after applying, interviewing, or receiving an offer
- **Yield Ratios:** The number of candidates that progress to the next hiring stage
- **Screened Candidates for Face-to-Face Interviews:** The number of candidates screened compared to the number who progress to face-to-face interviews
- **Face-to-Face Candidates Interviews to Offers Extended:** The number of candidates interviewed to offers extended gives insight into the quality of candidates your team finds
- **Offers Extended to Offers Accepted:** The ratio of job offers extended by your company to offers accepted
- **Reasons for Offer Acceptance or Rejection:** Ask for candidate feedback after they accept or turn down an offer
- **Interview Scorecard Ratings:** Average scores awarded to candidates based on Interview Scorecard responses that reveal more about the quality of your candidates and what makes a good hire

WHY THEY MATTER

Fair, effective candidate screenings and interviews make it possible to hire the best possible person for every role. Measuring the quality of your candidates tells you if you're using the right sources, asking good screening questions, and making competitive offers.

Time to Hire Metrics

Your hiring process is a competition against unseen opponents. You're vying for candidates' attention while they evaluate their options and imagine what it will be like to work for you. But you need to act fast — if your hiring process takes too long, you risk losing their interest.

The most commonly tracked metric in HR, time to hire, is the number of days from the selected candidate's application to the date the offer letter is signed. Here are more useful metrics to help keep the hiring process streamlined and effective:

- **Time to Advertise an Open Position in All Channels:** The length of time between role vacancy and posting the requisition
- **Time to Identify an Acceptable Candidate:** The number of days between role vacancy and the first candidate screening
- **Time to Complete All Interviews:** The number of days between the first candidate screening and the final round of interviews
- **Time to Create and Extend an Offer:** The length of time between choosing a candidate and sending an offer letter
- **Time to Offer Acceptance:** The number of days between sending a job offer and offer signing
- **Time to Fill:** The number of days between role vacancy and offer letter signing

WHY THEY MATTER

At an average of 44 days, time-to-hire is higher than ever, and these long hiring processes are frustrating your candidates and causing you to miss out on top talent. The best candidates spend just days on the market, and lengthy processes are one of the top reasons candidates drop out altogether. If your organization drags its feet, A-players will likely go elsewhere.

Hire Faster with ClearCompany

Find out how ClearCompany's average time-to-hire is just 21 days:

Read the Blog

Compliance Metrics

Compliance in employment refers to the rules and regulations provided by the government to ensure all people receive fair opportunity and treatment.

Track these compliance-related metrics to ensure your organization meets its obligations:

- Organizational Diversity vs. Target Diversity (Gender, Nationality, Disability, etc.)
- Average Compensation by Demographics (Salary, Bonuses, etc.)
- Compliance Training Hours and Development
- Compliance Violations or Fines Incurred

WHY THEY MATTER

Ensuring companies remain compliant with employment laws is one of the most important functions of human resources and the main reason the department exists. Noncompliance with business regulations has significant consequences, including formal violations, fines, and loss of license.

> 66
>
> **One of the biggest mistakes employers can make is underestimating the importance of employment law and compliance.**
>
> **Andre Lavoie**
> ClearCompany CEO and Co-Founder

Quality of Hire Metrics

How do you know if you're making good hiring decisions? Keep an eye on their progress and compare your predictions to the real results during the first year or so of employment.

Monitor and compare these metrics to prove that you're choosing the right candidates for every role:

- Pre-Hire Quality (Scorecard Results, Source of Hire, Candidate Conversion Rate)
- Post-Hire Quality (Time to Hire, Revenue per Employee)
- Efficiency Metrics (New Hire Performance and Time to Productivity)

- Retention Rates (Post-Hire, After 30-90 Days, First Year)
- Cultural Fit via 360-Reviews and Employee Surveys
- Performance Ratings Over Time

WHY THEY MATTER

Hiring quality candidates matters because a business is only as good as the people who work within it. Defining high-quality hires enables your HR team to notice patterns in the sourcing, recruiting, and management of those employees. Any flaws in the system become more apparent, and your team can more easily identify areas of improvement or success.

Quality of Onboarding Metrics

Analyze key metrics to understand the effectiveness of your onboarding programs. Benchmark new hire performance and get their feedback to ensure you're setting them up for success.

Track these metrics to help you create an excellent onboarding experience:

- **Onboarding Program Cost:** Calculate the cost of onboarding with this equation: (Time x Rate per Employee w/ Benefits x Number Employees) + (HR Department Cost / Number of Employees)
- **New Employee Retention:** Retention rates at critical points in the new hire journey
- **30-, 60-, or 90-Day Review Scores:** Performance review scores at early stages of onboarding
- **New Hire Survey Results:** New employees' firsthand opinions of how they feel about your onboarding process (which can also tell you whether or not you can expect the new hire to stick around)

WHY THEY MATTER

If you don't support your new hires during those critical first few weeks, you might lose them — around 20% of employees quit within their first 45 days on the job. On the other hand, a structured onboarding plan can lead to an 82% retention boost. By tapping into new hire feedback and performance, you can analyze your onboarding successes and failures and make strategic changes to the process.

Goal Alignment and Achievement Metrics

Track goal achievement to ensure you're setting SMART goals and achieving business objectives. Set individual goals that align with business goals to help ensure your organization allocates human capital toward the right projects.

- **Goal Alignment:** The number of goals that are tied to a department or business goal compared to the total number of goals set
- **Goals Achievement:** The number of goals completed on schedule compared to the number set
- **On-Target Goals:** The number of open goals on target for achievement by their deadline
- **Goals Ahead of Schedule:** The number of open goals that are progressing ahead of their projected schedule
- **Unmet Goals:** The number of open goals that are past due
- **Goal Accuracy:** The number of goals that adjusted compared to those that were no

WHY THEY MATTER

The ability to set and achieve goals is one of the top three indicators of employee success. Goals ensure employees understand their job expectations and make it easy for managers to check in about their progress and offer advice and resources along the way. Goals also motivate and engage your workforce, showing employees how their work is part of the bigger picture and increasing organizational transparency.

Predictive Performance Metrics

Think of a top performer currently employed within your organization. The thought of cloning that employee has probably entered your mind once or twice, right? Predictive performance is the next best thing.

Track these metrics to help your HR team predict how candidates and employees will perform in the future so you can make informed decisions about hiring, terminations, promotions, and more.

- Candidate's Ability to Follow Application and Interview Directions
- Preparedness for the Screening Process/Interview
- Quality of Referrals
- Pre-Hire Assessments and Assignments

- Certifications Earned or Courses Completed by Employees
- Performance Review Scores by Company, Department, and Individual
- Performance Review Scores Over Time
- Employee Engagement Levels

WHY THEY MATTER

Predictive performance metrics are the experiential findings that help your organization make better business decisions. They allow you to forecast what's most likely to happen based on the available data, like if candidates will be good employees and which employees are most likely to quit.

For instance, if a candidate is prepared for their interview, scores high on their assessment test, and is quick to respond to recruiters, you can predict they have a promising future at your organization. If you notice a decline in a star employee's engagement or performance, they could be at risk of quitting.

Predictive performance metrics also help you address issues before they cause bigger problems. For example, you might notice one team has fallen behind on their goals ever since a new manager was hired. You can devise a solution that helps keep goals on track, like retraining the new manager or hiring a replacement.

Harnessing the Right People Data with Software

When it comes to people data, it's not about having all the numbers — it's about having the right ones.

If your company is new to this analytical approach to HR, it is important to know that patterns may not emerge immediately. It takes patience, but you'll gain valuable knowledge that leads to better business practices.

Your ability to track and analyze these 80+ HR metrics depends on the technology you use to manage your people. With ClearCompany, you can monitor these essential metrics and analyze correlative data to guide everything from significant hiring decisions and small interview question details. The results help leaders make less risky hiring decisions, avoid common errors, and build the most beneficial HR strategies possible.

Where to Start Your HR Metrics Journey

Ready to be a data-informed HR practice but don't know where to start or what software is right for your team?

ClearCompany's Talent Management System enables you to track the HR metrics that matter to your company. Use your data to gain valuable workforce insight, execute smarter strategies, and maximize your employees' talent.

Get a demo of ClearCompany to see what's possible when you track your HR metrics and make them work for you.

Learn More