

2011 HR Metrics Tool

Metric #	Metric	Formula	Description
1.	Average Tenure	Total Tenure / Regular Headcount	The average length of service for all active employees.
2.	Ethnically Diverse External Hiring Percent	Ethnically Diverse External Hires / External Hires	New metric for 2009. Percent of external hires that joined the organization who were of American Indian, Alaska Native, Asian, Black or African American, Native Hawaiian or other Pacific Islander, Hispanic, or Latino background.
3.	Ethnically Diverse Headcount Percent	Ethnically Diverse Headcount / Regular Headcount	New metric for 2009. Percent of headcount that are of American Indian, Alaska Native, Asian, Black or African American, Native Hawaiian or other Pacific Islander, Hispanic, or Latino background.
4.	Labor Cost per FTE	(Regular Compensation Cost + Total Benefit Costs) / Regular FTE	Average compensation and benefits per FTE.
5.	Workforce Employees Operating Cost per FTE	Operating Cost / Workforce On Payroll FTE	Operating costs generated for each FTE (including all regular employees and contractors on payroll).
6.	Labor Cost Expense Percent	(Regular Compensation Cost + Total Benefit Costs) / Operating Cost	Percent of operating costs devoted to employee compensation and benefit costs.
7.	Nurse Overtime Pay Percent	Nurse Overtime Pay / Nurse Compensation Cost	Percent of Nurse compensation costs devoted to overtime pay.
8.	Average Benefits per Employee	Total Benefit Costs / Regular Headcount	Average cost of benefits per employee.
9.	Healthcare Costs per Active Employee	Employer Contribution Towards Healthcare Coverage for Active Employees / Employees Participating in Healthcare Plan	Average amount spent on healthcare payments per employees participating in an organizations healthcare plan.
10.	Learning & Development Investment per Employee	Total Learning & Development Cost / Regular Headcount	Amount invested directly in employee Learning & Development for each headcount employee.

Metric #	Metric	Formula	Description
11.	Turnover Rate	Total Turnover / Regular Headcount	Percent of employees that voluntarily and involuntarily left the organization during the survey period.
12.	Voluntary Separation Rate	Total Voluntary Separations/Regular Headcount	Percent of employees that voluntarily left the organization during the survey period.
13.	First Year of Service Turnover Rate	Total Turnover with 0 to 1 Year of Service / Regular Headcount with 0 to 1 Year of Service	Percent of employees that voluntarily or involuntarily left the organization during their first year of service.
14.	Nurse First Year of Service Voluntary Separation Rate	Total Nurse Voluntary Separations with 0 to 1 year of service / Nurse Headcount with 0 to 1 Year of Service	Percent of Nurse headcount with less than a year of service that voluntarily left the organization during the survey period.
15.	HR Costs per Employee	Direct HR Costs / Regular Headcount	Amount directly invested in the HR department for each headcount employee.
16.	HR Headcount Ratio	Regular Headcount / Direct HR Headcount	Number of headcount employees supported by each HR employee who has costs charged to the HR budget.
17.	Internal Hires Percent	Internal Hires / Total Hires	Percent of total hires that came from inside the organization.
18.	Cost per Hire (Excluding Relocation)	Total Hiring Costs (Excluding Relocation) / Total Hires	Average amount spent on hiring new employees excluding the cost of relocation.
19.	Time to Accept	Total Days to Accept/Total Hires	Average number of calendar days from the date a job requisition is approved to the date an offer is accepted by a hire.
20.	Nurse Time to Accept	Total Nurse Days to Accept / Total Nurse Hires	Average number of calendar days from the date a job requisition is approved to the date an offer is accepted by a Nurse hire.