## 2020 HR Metrics Tool

### Retention and Separations
- Turnover Rate
- Bedside Nurse Voluntary Separation Rate
- First Year of Service Turnover Rate
- Bedside Nurse First Year of Service Voluntary Separation Rate
- Average Tenure

### Workforce Productivity and Profitability
- Workforce Employees Operating Cost per FTE
- Labor Cost per FTE
- Labor Cost Expense Percent
- Bedside Nurse Overtime Pay Percent

### Staffing and Hiring
- Internal Hires Percent
- Cost per Hire
- Time to Accept
- Bedside Nurse Time to Accept
- Vacancy Rate
- Bedside Nurse Manager Span of Control

### Workforce Diversity
- Ethnically Diverse External Hiring Percent
- Ethnically Diverse Headcount Percent

### HR Cost and Structure
- HR Costs per Employee
- HR Headcount Ratio
- Learning & Development Investment per Employee

### Compensation & Benefits
- Average Benefits per Employee
- Health Care Costs per Active Employee
- Learning & Development Investment per Employee

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