AGENDA

Goal: Create a shared understanding of Core Value Drivers (CVDs) by highlighting key topics and resurfacing available resources.

HR CVD Overview

Decoding the CVD Bowler

Annualizing & Forecasting

HR CORE VALUE DRIVERS (CVDS)

HR Analytics SharePoint | CVD Metrics | CVD Guide & FAQ | CVD Bowlers Template

	Internal Fill Rate	Professional Voluntary Turnover	Manufacturing Voluntary Turnover
Definition	Percentage of M1+ level roles that are filled internally	Turnover rate for professional and above associates that leave the company voluntarily.	Turnover rate for direct and indirect labor associates that leave the company voluntarily
Population	Supervisor+ (by career level) Employees only (no contingent) HR is removed	All career levels, excluding DL/IDL Employees only (no contingent) HR is removed	DL/IDL Only Employees only (no contingent) HR is removed
Goal	50%	10% Improvement from 2024	Set by business
Audience	L1 (Segment/POR) L2 (Division/BUR) L3 (Plant/SOR)	L1 (Segment/POR) L2 (Division/BUR) L3 (Plant/SOR)	L3 (Plant/SOR)
Primary Metric	YTD	Annualized YTD	Annualized YTD
Forecasting Guidance	YTD	Annualized YTD / 12	Annualized YTD / 12

Still need help? Start here

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WHERE IS THE DATA COMING FROM?

- These metrics are based on an Active and Terminated data file from Workday (Talent Hub). That means that the calculations are based on the data that is in Workday today or at the time of termination.

- The data is pulled monthly, effective the first of the month.

- Each update, the data is re-run for the full year.

- This means:
  - Previous month data can change
  - Retroactive entries are captured
  - Data corrections are reflected

	Workday (Talent Hub)	HR Analytics SharePoint	Future State: Power BI
Purpose	Raw Data Source	Standard Reporting	Insights
Intent	Source of truth	Static metric reporting	Dive deeper into metrics to understand drivers
HR Accountability	Regularly review data for accuracy (e.g., segment assignment) and pull reports for ad-hoc needs	Be prepared to speak to CVD metrics at BURs	Utilize the tool to uncover drivers, hotspots, and trends

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DECODING THE BOWLER

DECODING THE CVD BOWLER

CVD	KPI	YTD	2025	Jan	Feb	Mar	Q1	Apr	...	FY
Professional Turnover	Voluntary Turnover Professional % .0		**PY ACTUAL**							
			AOP							
			COMMIT / FORECAST							
			AOP Var Bps							

What you're seeing	What they are talking about	What they mean	Where to find it
PY ACTUAL	Previous Year Performance	2024 data	2024 CVD Data
AOP	Annual Operating Plan	2025 goal	VT: 2024 – 10% IFR: 50%
COMMIT / FORECAST	Actual Performance then Forecasted Performance	2025 data then 2025 projected	2025 CVD Data VT: Annualized 2025 YTD / 12 IFR: 50%
AOP Var Bps	Actual Performance Variance from Operating Plan	2025 data vs. 2025 goal	$\frac{(2025\ Data - Goal)}{Goal} * 10000$

VT = Voluntary Turnover
IFR = Internal Fill Rate

WHAT IS A BASIS POINT?

- Finance often works with tiny numbers where even a one hundredth of a percent can make a big difference.

- A basis point (bps) is a unit of measure used in finance to describe the change in a percent.

- 1 basis point = 0.01% (1 hundredth of a percent)

- 100 basis points = 1%

$$\frac{(Actual - Goal)}{Goal} * 10000$$

- Example: If mortgage rates increase from 6.88% to 6.90%, it increased by 2 basis points (or 0.02%).

- Note: The bowler uses *relative* basis points change

Metric	1% → 2%	50% → 51%
Absolute change (%)	1%	1%
Absolute change (bps)	100 bps	100 bps
Relative change (%)	100%	2%
Relative change (bps)	10,000 bps	200 bps

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ANNUALIZING & FORECASTING

ANNUALIZING AND FORECASTING VOLUNTARY TURNOVER

- **YTD Annualized**: Projected year-end results based on current year-to-date performance

- **Monthly Forecast**: Prorated projected year-end results

- If I read 6 books in the first quarter, and I continue at my current pace, I am projected to read 24 books this year. This means an average of 2 books per month.
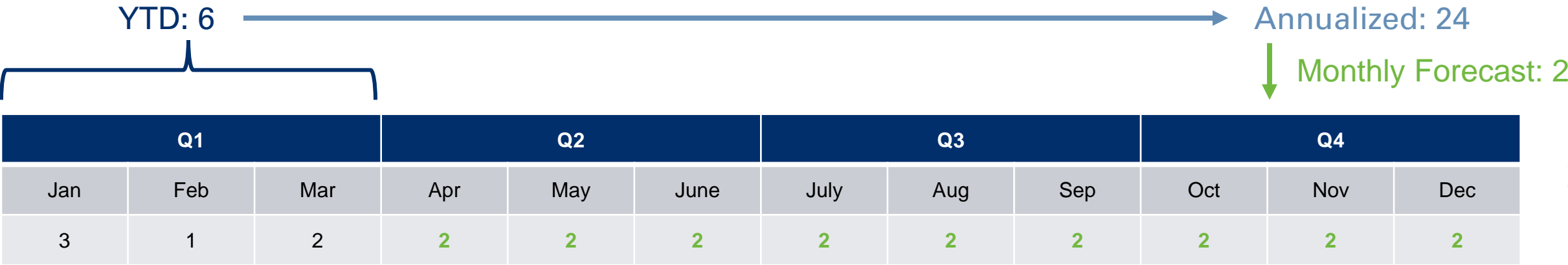
YTD: 6 —————————————————————→ Annualized: 24

Monthly Forecast: 2

Q1			Q2			Q3			Q4		
Jan	Feb	Mar	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec
3	1	2	2	2	2	2	2	2	2	2	2

$$\boxed{\text{YTD}} \quad * \left(\frac{12}{\textit{Current Month}} \right) = \text{YTD Annualized} \quad \div 12 = \text{Monthly Forecast}$$

This is only for voluntary turnover, not internal fill

WHY ANNUALIZE TURNOVER AND NOT INTERNAL FILL?

Turnover

Rainfall
If you know how much it rains in a month, you can estimate how much it will rain in a year

Internal Fill

Purple Umbrellas
If 1 out of 10 people use a purple umbrella, you can't estimate how many purple umbrellas you'll see.

Depends on the weather, how many total people there are, etc.

WHY ANNUALIZE TURNOVER AND NOT INTERNAL FILL?

	Turnover	Internal Fill
Calculation	$$\frac{\#\ Voluntary\ Terminations}{Average\ Monthly\ Headcount}$$ Rate overtime	$$\frac{\#\ Filled\ Internally}{\#\ Filled\ Internally + \#\ Filled\ Externally}$$ Ratio or composition
Analogy	**Rainfall** If you know how much it rains in a month, you can estimate how much it will rain in a year	**Purple Umbrellas** If 1 out of 10 people use a purple umbrella, you can't estimate how many purple umbrellas you'll see (depends how many people)
Example	$$\frac{10\ terms}{20\ average\ headcount} = 50\% * 4 = 200\%$$ ✓	$$\frac{10\ internal\ hires}{20\ filled\ roles} = 50\% * 4 = 200\%$$ ✗

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APPENDIX

CVD METRIC POPULATIONS

Career Level	Career Level Bucket	Internal Fill	Professional Turnover	Manufacturing Turnover
E2 to E5	VP	X	X	
M5 to E1	Director	X	X	
M2 to M4	Manager	X	X	
M1	Supervisor	X	X	
P1 to P6	Professional		X	
AT1 to AT4	Admin/ Technical		X	
None	DL/IDL			X

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BOWLER SUMMARY

CVD	KPI	YTD	2025	Jan	Feb	Mar	Q1	Apr	...	FY
Professional Turnover	**Voluntary Turnover Professional % .0**		PY ACTUAL							
			AOP							
			COMMIT / FORECAST							
			AOP Var %							

YTD $* \left(\dfrac{12}{Current\ Month} \right)$ = YTD Annualized ÷ 12 = Monthly Forecast

BOWLER SUMMARY

CVD	KPI	YTD	2025	Jan
Professional Turnover	**Voluntary Turnover Professional % .0**	**YTD**	PY ACTUAL	**2024 Actual**
			AOP	**2024 – 10%**
			COMMIT / Forecast	**2025 Actual / Annualized YTD / 12**
			AOP Var Bps	**(2025 Actual – AOP) / AOP * 1000**
Manufacturing Turnover	**DL / IDL Voluntary Turnover % .0**	**YTD**	PY ACTUAL	**2024 Actual**
			AOP	**Goal set by business**
			COMMIT / Forecast	**2025 Actual / Annualized YTD / 12**
			AOP Var Bps	**(2025 Actual – AOP) / AOP * 1000**
Leadership Roles Fill Rate	**Internal Fill Rate Supervisor+ % .0**	**YTD**	PY ACTUAL	**2024 Actual**
			AOP	**50%**
			COMMIT / Forecast	**2025 Actual / 50%**
			AOP Var Bps	**(2025 Actual – AOP) / AOP * 1000**

BOWLER GUIDE

	Levels	YTD	PY Actual	AOP	Commit	Forecast
Professional Voluntary Turnover	L1, L2, L3	YTD	2024 actual	2024 – 10%	2025 actual	Annualized YTD / 12
Manufacturing Voluntary Turnover	L3 only	YTD	2024 actual	Goal set by business	2025 actual	Annualized YTD / 12
Internal Fill Rate	L1, L2, L3	YTD	2024 actual	50%	2025 actual	50%

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