Workday People Analytics

Product Summary

December 10, 2025

This content is not part of the Workday Administrator Guide and is subject to further change.

Contents

People Analytics

Welcome to the People Analytics book, where you can learn how to:

- View workforce insights and KPIs to quickly identify the right priorities and opportunities for your business.
- Drive continuous progress by exploring how people data impacts business outcomes such as hiring, attrition, leadership, and skills.
- Export data to Workday Slides to use in conversations with your business leaders.
- Set, achieve, and renew goals that cultivate belonging and diversity in your workplace using the VIBE Index.

To learn more about how to use our documentation, click here or watch the video.

Set Up Languages in People Analytics

Context

You can use the People Analytics application in these languages:

- Chinese (Simplified)
- Chinese (Traditional)
- Dutch
- French (Canada)
- French (France)
- German
- Italian
- Japanese
- Korean
- Portuguese (Brazil)
- Spanish

This language support also applies to all the related tools including custom discovery boards and Slides.

Note: To use any newly supported languages with the Hiring pipeline, you must migrate to the newest version of Hiring. Contact your Workday administrator to update to the latest version.

Any tenanted fields (custom field names) are kept in your pre-defined chosen language.

Steps

1. Click on your User Profile picture.
2. Select My Account.
3. Select Change Preferences.
4. Select your Preferred Display Language.

VIBE Index in People Analytics

Concept: VIBE Index in People Analytics

VIBE™ stands for Value Inclusion, Belonging, and Equity. The VIBE Index topic in Workday People Analytics surfaces key outcome metrics showing where you can improve equity and parity across all people groups (intersections). These insights help you to set, achieve, and renew goals that cultivate belonging and diversity in your workplace.

VIBE Maturity Model

To help organizations assess their progress and move forward in cultivating belonging and diversity, Workday developed the VIBE Maturity Model. The model consists of 3 stages. Each stage represents a VIBE Score range.

Stage	Description	VIBE Score Range
Commit	Set strategy and define commitments.	0 - 1
Drive	Identify drivers and develop best practices.	2 - 3
Thrive	Achieve and renew goals.	4 - 5

Outcome Scores

To determine the VIBE Score for your organization, we calculate outcome scores and group scores. Outcome scores identify areas where you can improve parity across all intersections in each metric.

Metric	Description	Calculation Time Frame
Attrition	Number of terminations within rolling period.	Depending on your data history: • 12 months, or • 3 months.
Belonging	Number of workers with a positive belonging sentiment within period.	Last Peakon scores for the belonging questions up to 12 months back.
Hires	Number of new hires within rolling period.	Depending on your data history: • 12 months, or • 3 months.
Leadership	Number of workers in leadership roles at end of period.	Current snapshot period
Promotions	Number of promotions within rolling period.	Depending on your data history: • 12 months, or • 3 months.

An outcome score is the total number of successes for an outcome metric, scaled to align with the VIBE Score range.

Group Scores

Group scores identify opportunities to improve parity across all outcome metrics in each intersection. A group score is the total number of outcome metric successes for a given intersection, scaled to align with the VIBE Score range.

The intersection you include in your field-mapping configuration of People Analytics determines the intersections we include in the VIBE Index.

Successes

When you meet or exceed the parity benchmark for an outcome metric (excluding Attrition), we consider it a success. Successes determine the group and outcome scores.

High attrition can negatively affect an organization, so we flag attrition as below parity when the representation is above the comparison point.

Intersections

An intersection is a group that consists of workers with various demographics and characteristics. An intersection is a field or a group of fields that represent the dimensions you want to analyze in the VIBE Index.

We recommend that you use a minimum and maximum of 2 fields to define your intersections.

Examples of fields used to define an intersection: Ethnicity, Gender, Disability Status, Veteran Status, Sexuality.

Example of an intersection: Gender and Ethnicity.

The values of the fields you use to define the intersection determine the intersection values. Each intersection value is an individual intersection (people group).

Example: You define a Gender and Ethnicity intersection. The intersection includes these values [people groups]:

- Female - Asian
- Female - URM
- Female - White
- Male - Asian
- Male - URM
- Male - White

Parity

Parity means that different groups get equal, favorable outcomes while incorporating contributing factors. Demographic parity is a measure of fairness indicating that the difference in favorable outcomes between groups is zero.

Example: We reach pay parity between men and women when both groups achieve equal pay after accounting for contributing factors such as job title, industry, education, and experience.

Parity Matrix

The Parity Matrix displays each intersection as the comparison point against the proportional values of all outcome metrics. When an outcome metric is at or above parity, we consider the outcome metric a success. An outcome metric is considered below parity when it falls below the representation for an intersection, except for Attrition.

High attrition can negatively affect an organization, so we flag attrition as below parity when the attrition value for an intersection is above the comparison point.

Filters

This topic only includes the Organization Level Hierarchical filter type.

Related Information
Concepts
Concept: Refining in People Analytics on page 19

Concept: Belonging in the VIBE Index

Note: The Belonging metric is only available for Workday Peakon Employee Voice customers who have opted into the VIBE Index.

Belonging refers to an employee's sense that they're an accepted member of a group or team. Employees express their sense of belonging by completing Workday Peakon Employee Voice surveys. Their answers determine their individual Belonging score that is measured against a threshold. If an employee's score exceeds 8 on a scale of 0 - 10, we consider their sense of belonging to be above the threshold for positive sentiment. The Belonging outcome score contributes to the VIBE Score for your organization.

You can manage your Peakon data in People Analytics by using the Employee Sentiment topic in the Configure People Analytics report, where you can select questions for your belonging surveys. You can only use standard Peakon questions to measure Belonging. If you select only 1 question, the resulting Belonging score is the latest score per employee from the past 12 months. If you select more than 1 question, the resulting score is the average of the latest scores per employee from the past 12 months, for each question.

For each recurrent People Analytics update, Workday uses the latest employee scores available.

To prevent reporting on a nonrepresentative worker population, Workday measures Belonging outscore score for organizations where:

- At least 20% of workers have participated in Workday Peakon Employee Voice surveys over the past 12 months
- There are at least 10 such workers.

Example: this means that an organization of 100 employees would require at least 20 participants to measure the Belonging outcome score. In an organization of 40 active employees, 8 responders meet the 20% requirement, however, at least 10 responders would be necessary to measure the score.

If the conditions aren't met, the Belonging outcome score doesn't get calculated and the Belonging column doesn't appear on the VIBE parity matrix.

Related Information
Reference
2022R2 What's New Post: VIBE Index for Workday Peakon Employee Voice
Diversity and inclusion question library

Concept: Calculating the VIBE Score

The VIBE Score™ is the arithmetic average of the overall outcome score and the overall group score. The VIBE Score indicates which stage of the VIBE Maturity Model the organization is currently in.

To calculate individual and overall outcome scores and calculate individual and overall group scores, we first calculate the:

- Representation for each intersection.
- Parity View for each intersection and outcome metric.
- Parity Benchmark for each intersection.
- Parity Definition for each intersection and outcome metric.

Representation

Representation is the percentage of active headcount in each intersection at the end of the period. Representation is the parity benchmark that drives the scoring in the VIBE Index.

Formula: Representation of [Intersection] = (Active headcount for intersection at end of period / Total active headcount at end of period) * 100

Example: Representation of Female - White = (2000 / 8600) * 100 = 23.3%

Parity View

The Parity View is the proportional value of a given outcome metric for a given intersection.

Formula: Parity View for [Outcome Metric] in [Intersection] = (Metric Total for Intersection / Metric Total) * 100

Example: Parity View for Promotions in Female - White = (400 / 1593) * 100 = 25.1%

Parity Benchmark

The Parity Benchmark for a given intersection is the level of success in percent for all outcome metrics after incorporating the default threshold of 3%.

The threshold sets the acceptable range by which we can score an intersection as a success for a given outcome metric. The default threshold of 3% relaxes all success criteria by 3%.

Formula for most outcome metrics (Hires, Leadership, Promotions, Belonging): Parity Benchmark for [Intersection] = Representation * (100 - Threshold) / 100

Example: Parity Benchmark for Female - White = 23.3 * (100 - 3) / 100 = 22.6%

Formula for the outcome metric Attrition: Parity Benchmark for [Intersection] = Representation * (100 + Threshold) / 100

Example: Parity Benchmark for Female - White = 23.3 * (100 + 3) / 100 = 24.0%

Parity Definition

The Parity Definition states whether or not a given outcome metric is a success for a given intersection.

To determine the parity definition for most outcome metrics (Hires, Leadership, Promotions, and Belonging), we compare the parity view to the parity benchmark for the intersection. 1 is a success, zero is below parity.

Formula for most outcome metrics (Hires, Leadership, Promotions, Belonging): Parity Definition of [Outcome Metric] for [Intersection] = IF ((Parity View) >= (Parity Benchmark) , 1, 0)

Example: Parity Definition of Promotions for Female - White = IF (25.1 >= 22.6, 1, 0) = 1

For Attrition, we compare the attrition parity view to the parity benchmark for attrition. 1 is a success, zero is below parity.

Formula for the outcome metric Attrition: Parity Definition of Attrition for [Intersection] = IF ((Attrition Parity View) <= (Parity Benchmark for Attrition), 1, 0)

Example: Parity Definition of Attrition for Female - White = IF (18.8 <= 24.0, 1, 0) = 1

Outcome Scores

An outcome score is the total number of successes for a given outcome metric, scaled to align with the VIBE Score range.

The raw outcome score is the sum of the successes of all intersections minus 1.

We subtract 1 from the sum because the outcome metric parity view for at least 1 intersection must always be at or above the intersection representation (for attrition, at least 1 intersection must always be at or below the intersection representation). Subtracting 1 also resets the scale of the score to have a minimum of 0 to be consistent with the VIBE Score range.

If the parity view for a given outcome metric is unattainable, we don't calculate the outcome metric score and we exclude the metric from the VIBE Score calculation. As a result, the Outcome Scores card doesn't display the excluded outcome metric and the Parity Matrix displays a dash for all intersections in the corresponding outcome metric column. Example: If there were no terminations in the last 12 months, the outcome metric Attrition is unattainable. Therefore, we don't include the outcome metric Attrition in the VIBE calculation.

Formula: Raw Outcome Score for [Outcome Metric] = SUM ((Success Count Intersection 1), (Success Count Intersection 2), (Success Count Intersection 3), ...) - 1

Example (for 5 intersections): Raw Outcome Score for Hires = SUM (1 + 1 + 0 + 1 + 1) - 1 = 3

Scaling the raw outcome score ensures that each outcome score is on a scale of 0 - 5 to align with the VIBE Score range.

Formula: Scaled Outcome Score for [Outcome Metric] = (Raw Outcome Score) * (5 / ((Number of Groups) - 1))

Example (continued): Scaled Outcome Score for Hires = 3 * (5 / (5 - 1)) = 3.75

Group Scores

A group score is the total number of outcome metric successes for a given intersection, scaled to align with the VIBE Score range.

Formula: Raw Group Score for [Intersection] = SUM ((Attrition Parity Definition), (Hires Parity Definition), (Leadership Parity Definition), (Promotions Parity Definition), (Belonging Parity Definition))

Example: Raw Group Score for Female - White = SUM (0 + 1 + 1 + 0 + 1) = 3

Scaling the raw group score ensures that each group score is on a scale of 0 - 5 to align with the VIBE Score range.

Formula: Scaled Group Score for [Intersection] = Raw Group Score * (5 / (Number of Outcome Metrics))

Example: Scaled Group Score for Female - White = 2 * (5 / 5) = 2

VIBE Score

The VIBE Score ranges from 0 to 5 and is the arithmetic average of the overall outcome score and the overall group score.

The VIBE Score is sensitive to the magnitude of the group and outcome scores and the variance among these scores. This means that the VIBE Score is higher when intersections have higher group scores, outcome scores are higher, and there's less overall variance among group scores and among outcome scores (greater equity).

To get the overall outcome score or the overall group score, we add 1 to each individual score. This prevents multiplication by a value that is less than 1. We then multiply the individual scores and subtract 1 from the resulting value. This sets the score on a scale of 0 - 5 to align with the VIBE Score range.

Formula: Overall Outcome Score = (PRODUCT ((Each Scaled Outcome Score) + 1)) ^ (1 / (Number of Outcomes)) - 1

Example: Overall Outcome Score [Hires, Promotions, Leadership, Attrition, Belonging] = ((3 + 1) * (3 + 1) * (1 + 1) * (2 + 1) * (3 + 1)) ^ (1 / 4) - 1 = 2.29

Formula: Overall Group Score = (PRODUCT ((Each Scaled Group Score) + 1)) ^ (1 / (Number of Intersections)) - 1

Example: Overall Group Score [Female - Asian, Female - URM, Female - White, Male - Asian, Male - URM, Male - White] = ((3.75 + 1) * (2.5 + 1) * (2.5 + 1) * (2.5 + 1) * (1.25 + 1) * (5 + 1)) ^ (1 / 6) - 1 = 2.74

The arithmetic average of the overall outcome score and the overall group score is the VIBE Score for your organization.

Formula: VIBE Score = AVG ((Overall Outcome Score) , (Overall Group Score))

Example: VIBE Score = AVG (2.29, 2.74) = (2.29 + 2.74) / 2 = 2.52

Concept: Metrics in People Analytics

Metrics help you measure, organize, and make sense of your data. People Analytics offers out-of-the-box metrics for most topics and uses these metrics to provide:

- Key performance indicators (KPIs).
- Answers to key business questions in the form of focus insights.

Certain metrics serve as both KPIs and answers to business questions (focus insights).

Note: People Analytics uses a set of metrics to calculate VIBE Index insights. These metrics are unique to the VIBE Index topic and are not used as KPIs or answers to business questions (focus insights). For more information on metrics for VIBE Index insights, see Concept: VIBE Index in People Analytics.

Metric Process

The People Analytics Administrator determines which configuration inputs to apply to the application configuration. These inputs include:

- Topics. For example, the topic Diversity and Inclusion offers metrics on female representation.
- KPI metrics. People Analytics enables the administrator to select which metrics to display on the KPIs tab and to choose how to arrange their order of appearance. Which metrics are available for selection depends on the included topics.
- Fields. People Analytics requires specific fields in order to generate KPI metrics.
- Population Filters. The administrator chooses which worker populations to include or exclude from all content in the application.

The automated analytical engine, that we refer to as Storyteller, uses these configuration inputs against the metric formula that is assigned to a given metric in order to calculate the metric for a KPI or focus insight.

These configuration inputs, the methods Storyteller uses to generate content, as well as automatic filtering, determine which metrics are available for analysis in the People Analytics report.

Metric Calculation

Each metric in People Analytics uses a designated formula. Most formulas use a ratio structure, where the numerator represents a slice of the population and the denominator represents a whole population. This ratio structure enables you to view how specific areas of the organization are performing in relation to a given metric.

Example: The KPI metric Female Representation for the focus group Marketing shows the percentage of female workers out of the entire worker population for the organization Marketing.

Example: The metric Offer Decline Rate, which answers the business question [What areas do we need to focus on to stay competitive with offers?], for the focus group Marketing shows the percentage of candidates who declined an offer out of all candidates who were offered a position and replied to the offer.

Some metrics simply count the number of workers or events within a given population.

There are 5 different metric types for People Analytics metrics. These metric types determine the metric time frame that the metric formula uses when calculating the metric and the unit of measurement used for the metric value.

The values of the required fields Report Effective Date (Worker) and Status Month (Hiring) determine which worker records are included in the metric time frame. Note: The People Analytics Administrator configures these fields when configuring and installing the application.

When reviewing the metric type table below, note that the:

- Current snapshot period value is the fiscal period for which People Analytics displays data.
- ocus group is the area or areas of the organization for which the metric is calculated.

Metric Type	Metric Time Frame	Value	Details	Example
Average	Current snapshot period value	People Analytics expresses the value in one of these units, depending on the metric: • Days • Years • Ratio of Workers	Sums the numerical attributes of workers and divides the sum by the count of unique workers in the given focus group. Shows the result in the appropriate unit of measurement.	Average Tenure = Sum of length of service in years for active workers in the Marketing organization during the current snapshot period / All active workers in the Marketing organization during the current snapshot period
Ratio	Current snapshot period value	Expressed as a ratio, written as Number:1 Example: 9:1 Note: Ratio metrics are always displayed as an average. For example, Average Span of Control. See the row above in this table for details on the metric type Average.	Compares 2 different metric values.	Span of Control = Number of active direct reports in the Marketing organization during the current snapshot period / Number of active managers with direct reports in the Marketing organization during the current snapshot period
Events Over Time	Specific time frame period. The time frame of the period depends on the specific metric and the: • Amount of data history you have in People Analytics.	Expressed as a percentage	Divides the number of events in a given focus group by the count of unique workers in a given focus group. Multiplies this value by 100. Shows the result as a percentage.	Attrition Rate = Number of terminated workers in the Marketing organization for the 12 month period / Average active headcount in the Marketing organization for

Metric Type	Metric Time Frame	Value	Details	Example
	• Fiscal schedule applied to your People Analytics configuration. The specific time frame period includes the current snapshot period and can be: • Month over month • 3 months (for metrics that support business questions only) • Quarterly • 12 months • Fiscal year to date (annualized)		Note: Annualized metrics convert a fiscal year to date value into an annualized rate by multiplying it by the ratio of 12 to the number of months passed in the current fiscal year.	the 12 month period Annualized Attrition Rate = Number of workers terminated from the Marketing organization in the fiscal year to date / Average active headcount during the fiscal year to date (Count of active employees for each month in the fiscal year to date / Number of months in fiscal year to date) * (12 / Number of months in fiscal year to date) * 100
Rate	Current snapshot period value	Expressed as a percentage	Divides the subset of a population in a given focus group for the current snapshot period by a whole population in a given focus group for the current snapshot period. Multiplies this value by 100. Shows the result as a percentage.	Female Representation = Number of female active workers in the Marketing organization during the current snapshot period / All active workers in the Marketing organization during the current snapshot period
Count	The time frame can be: • Current snapshot period • Current fiscal quarter	Expressed as a numerical value	Shows the subset of a population for the specific time period.	Manager Active Headcount = Number of managers in the Marketing organization as of the current snapshot period

Metric Type	Metric Time Frame	Value	Details	Example
	• Current fiscal year to date			

Note: The metric Headcount Growth Rate uses a unique calculation formula and therefore does not use one of the metric types in the table above. We find the difference between the active headcount for the current snapshot period and the active headcount for the period 6 months ago (or 3 months ago, depending on your data history). We divide this value by the active headcount for the period 6 months ago (or 3 months ago) and multiply the value by 100. The value is expressed as a percentage.

Comparison Points for Metrics

People Analytics offers comparison points for metrics. Comparison points enable you to determine how the areas of the organization you support are performing, in comparison to a historical period, to another organization within the company, or to the entire company.

Comparison Point	Used For	Calculation
Historical snapshot period Depending on the metric and the data history currently in People Analytics, the historical snapshot can be either: • 12 months ago • 6 months ago • 3 months ago • 1 month ago • Fiscal year prior to the current one • Fiscal quarter prior to the current one	KPIs and Focus Insights	Metric formula applied to the historical snapshot period.
Current snapshot period for the comparison group	Focus Insights	Metric formula applied to the current snapshot period for the comparison group on a given focus insight.
Company KPI Comparison (Current snapshot period for the company)	KPIs Note: Unconstrained users see KPIs at the company level and therefore KPIs for these users do not include the company KPI comparison by default. Unconstrained users can apply filters to view KPIs for specific areas of the organization and see the difference to the company value.	Metric formula applied to data at the company level. Note: Workday rounds this value to the nearest tenth decimal point.

Related Information
Reference
Reference: Metrics in People Analytics on page 32

Concept: Key Performance Indicators (KPIs)

Key performance indicators (KPIs) act as individual progress reports that together help you understand, at high-level, the overall health and performance of your organization.

Example: The key performance indicator (KPI) High Potentials Voluntary Attrition Rate shows the percentage of high potential workers that have left the company voluntarily within the set rolling period. Understanding the population that is categorized as high potentials sheds light on potential promotion and growth within the company.

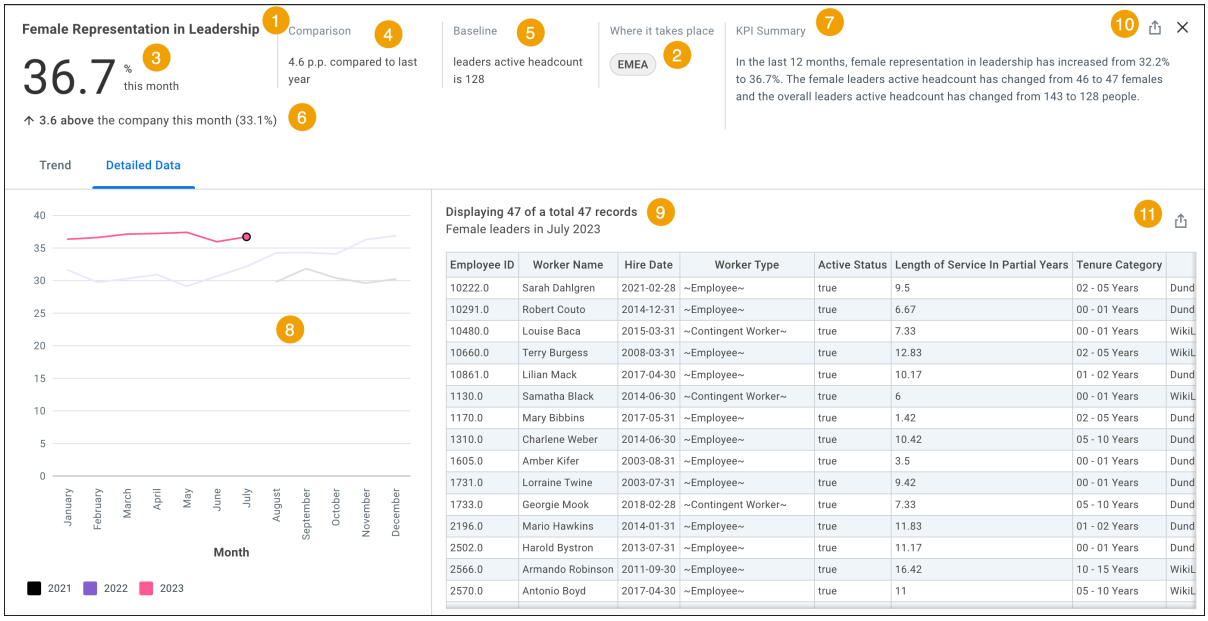
People Analytics provides an out-of-the-box set of KPIs for most topics. The People Analytics Administrator selects which KPI metrics to display in the application.

Each KPI uses a People Analytics metric which is calculated by the Storyteller engine. People Analytics displays the calculation results according to your view access:

- Unconstrained access. Users see KPIs at the company level. Users can apply filters to view KPIs for specific areas of the organization and see the difference to the company value.
- Constrained access. Users see KPIs for the areas of the organization they support and KPIs at the company level for comparison.

Note: Security settings for an individual user have an impact on which KPIs they see in the app, they also determine the minimum headcount requirements for KPIs. To learn more, see Concept: Security in People Analytics.

People Analytics displays the KPI metric and all included elements on a KPI card.



1. KPI Metric.
2. Focus Group. The areas of the organization for which the KPI is calculated. These are the areas of the organization that you support. The focus group can consist of 1 or more dimensions.

   Note: Unconstrained users do not see this element, as the KPI reflects data at the company level.
3. Current Snapshot Period Value. The value of the KPI metric for the current snapshot period (the fiscal period that People Analytics displays data for). Shows how the metric is currently performing.

4. Change Value. The difference in the current snapshot period value and the historical snapshot period value. Provides a point in time comparison.

   Note: If the metric uses the metric type Rate or Events Over Time, the change value is expressed in percentage points (p.p.). To learn about the difference between percentage points and percentages, see Is there a difference between percentages and percentage points? on page 100
5. Baseline. Population that helps provide additional context around the given KPI metric value.
6. Company KPI Comparison Value. The value of the KPI metric for the company, rounded to the nearest tenth decimal point. Helps you understand the difference in the metric performance for the focus group (see 1) and the metric performance for the overall company. The company KPI comparison value uses a sentiment arrow to indicate whether the current snapshot period value for the focus group is above, below, or the same as the current snapshot period value for the company. A sideways arrow indicates the two values are the same.

   Note: Because we round the company KPI comparison value to the nearest tenth decimal point, the difference between the current snapshot period value and the company KPI comparison value might not add up exactly. This is expected.

   Note: The company KPI comparison value does not display for unconstrained users who are viewing the app without filters applied. By default, unconstrained users already view data at the company level.
7. KPI Summary. A written summary of metric values and related population values for the focus group (or for the company, for unconstrained users). The KPI summary includes the:

   - Historical Snapshot Period Value. The value for the KPI metric calculation at a designated historical point in time. The given metric and the amount of data history you have in People Analytics determine the historical point in time.

     Note: When you view the KPI card at the top level (before clicking View more), you can hover over the Comparison column to see a tooltip with the historical snapshot period value.
8. Trend Chart. A graphic that demonstrates how the KPI metric changed over time. The amount of data history you have in People Analytics determines the number of months that display on the chart. The maximum number of months the chart can display is 36 months.

   Note: The trend chart displays on the Trend tab and the Detailed Data tab on a KPI card.
9. Detailed Data tab. The detailed data records for workers included in the focus group (or in the company, for unconstrained users). The records are available for the current snapshot period as well as historical periods that display in the trend chart. People Analytics configuration inputs set by the People Analytics Administrator determine which records are included in the detailed data.
10. Export to Workday Slides. This function enables you to export the content of the KPI card, with the exception of detailed data, to a new or existing Workday Slides presentation.
11. Export to Discovery Board. This function enables you to export the detailed data table on a KPI card to a new or existing discovery board.

Related Information

Concepts

Concept: Metrics in People Analytics on page 10

Reference

Reference: Metrics in People Analytics on page 32

Concept: Focus Insights

Most topic tabs in People Analytics have a set of out-of-the-box, key workforce business questions. Focus insights, generated by the Storyteller engine, answer these business questions using People Analytics metrics. Focus insights help you determine risks and action opportunities that display as trends and gaps in your people data. For more information on Storyteller, see Concept: Storyteller Engine.

Focus insights display how a metric is performing now in comparison to a historical point in time, or how a metric is performing in one area of the organization in comparison to another area of the organization, or the company. To learn more about People Analytics metrics, see Concept: Metrics in People Analytics. To learn more about metrics available in People Analytics, Reference: Metrics in People Analytics.

Each focus insight uses a People Analytics metric which is calculated by the Storyteller engine. People Analytics displays the calculation results according to your view access:

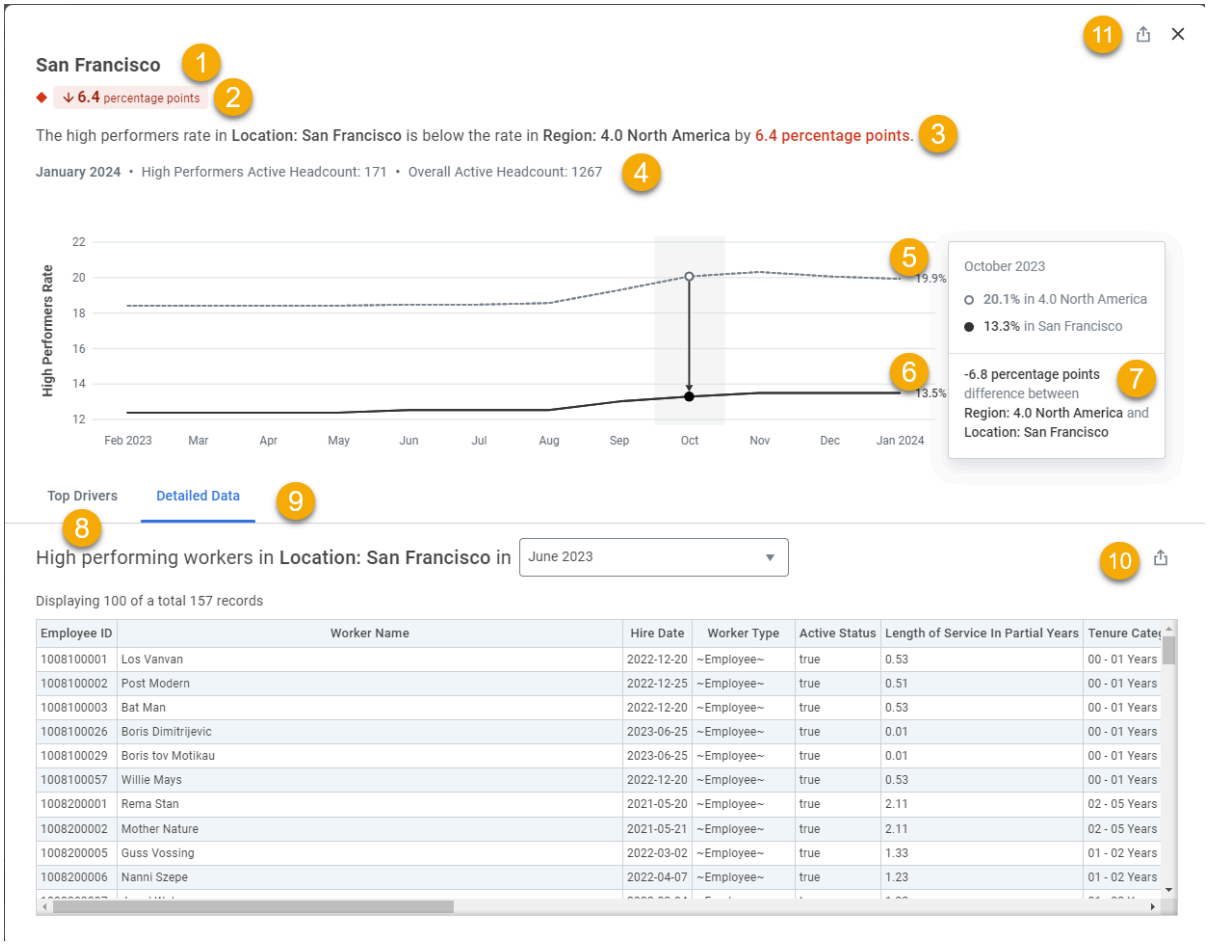
- Unconstrained access. Users see focus insights at the company level. Users can apply filters to view focus insights for specific areas of the organization.
- Constrained access. Users see focus insights for the areas of the organization they support.

Security settings can impact which focus insights display in the application for unconstrained and constrained users. To learn more about how Workday applies security to People Analytics data, see Concept: Security in People Analytics.

Focus Insight Card

People Analytics displays the focus insight and all included elements on a focus insight card.

This focus insight compares the metric performance in 2 areas of the organization with another, different area of the organization. You can access this expanded view of a focus insight card by clicking View More on a focus insight card.



1. Focus Group. The area or areas of the organization where the focus insight takes place and for which the focus insight metric is calculated. The focus group can consist of 1 or more dimensions.

2. (6.4 percentage points) Shows the:
    - Metric Difference Value. The value of the difference between either the:
        - Current snapshot period value and the historical snapshot period value, or the
        - Current snapshot period value for the location group and the current snapshot period value for the comparison group.

        Note: If the metric uses the calculation type Rate or Events Over Time, the metric difference value is expressed in percentage points (p.p.) (For difference between percentage points and percentages, see FAQ: People Analytics on page 96).
    - Sentiment. The shape and color of the Metric Difference Value. Indicates whether the metric has trended in a positive (green circle) or negative (red diamond) direction or if the trend has been neutral (black square) since the previous snapshot period.

      The expected result for select metrics can vary across organizations, as some metrics don't follow a universally accepted trend. To address differences in metric trends across organizations, we set a target range for these metrics:

        - Average Span of Control for values between 5-15.
        - Female Representation for values between 40-60%.

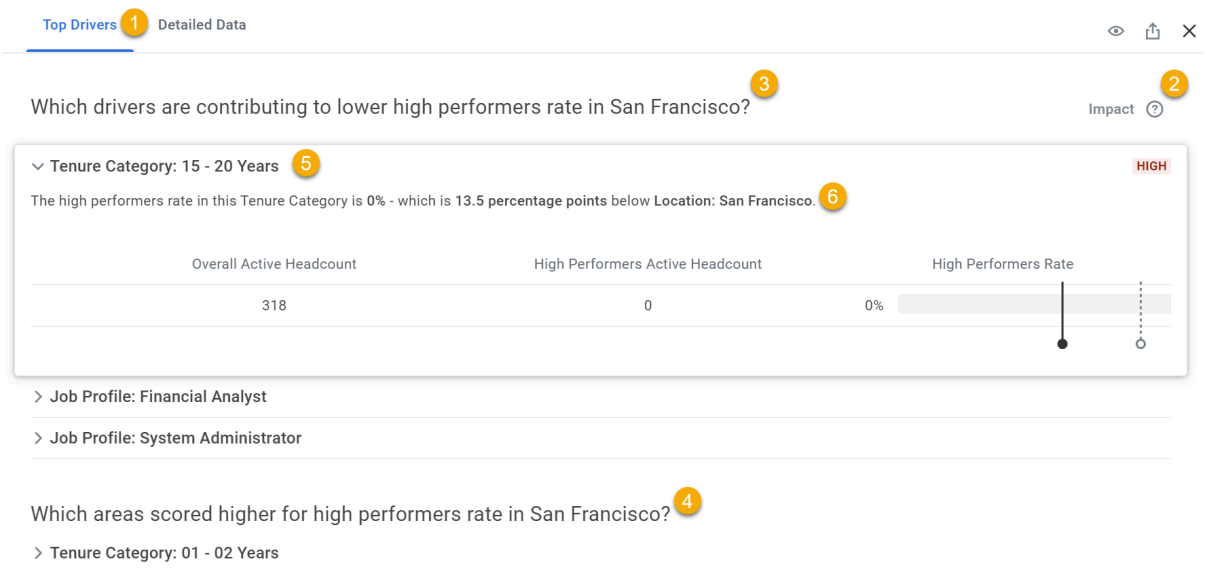
      We display movement within these ranges in a neutral color. Movement towards these ranges displays in green, while movement away from these ranges displays in red. All changes for the metric Average Target Compensation display in a neutral color, as individual cases can determine whether an increase or decrease is expected.
3. Focus Insight Summary. A written summary of the metric trend.
4. Focus Group Details. Display the current snapshot period and parameters used in the calculation of the metric.
5. Displays the:
    - Comparison Group. The group that is used as a comparison to the focus group for the focus insight. Comparison groups have only 1 dimension within a hierarchy. The associated business question determines whether the focus insight uses a comparison group.
    - Current Snapshot Period for the Comparison Group. The value of the metric for the current snapshot period (the fiscal period that People Analytics displays data for) for the comparison group.

    Note: Some focus insights don’t have a comparison group.
6. Trend Chart. A graphic that demonstrates how the metric changed over time. The amount of data history you have in People Analytics determines the number of fiscal months that display on the chart. The maximum number of fiscal months the chart can display are 36.
7. Historical Snapshot Comparison tooltip. Displays the difference between the metric value and the comparison group value at a historical point in time. By hovering over the graphic, you can review these for every available fiscal month.

    Note: Because we round all values to the nearest tenth decimal point, the difference between the focus and comparison group values might not add up exactly. This is expected.
8. Top Drivers tab. Displays the top drivers for the focus insight. For details, see the Top Driver tab section below.
9. Detailed Data tab. Displays the detailed data records for workers that are included in the metric calculation. The records are available for the current snapshot period as well as historical snapshot periods that display in the Trend Chart. People Analytics configuration inputs set by the People Analytics Administrator determine which records are included in the detailed data.
10. Export to Discovery Board. Enables you to export the detailed data table on a focus insight card to a new or existing discovery board.
11. Export to Workday Slides. Enables you to export the content of the focus insight card to a new or existing Workday Slides presentation. The exported content doesn’t include detailed data and details for top drivers.

Top Drivers Tab

This image shows the Top Drivers tab for the focus insight in the image above.



1. Top Drivers tab. Displays the top drivers for the focus insight. Top drivers are the dimensions that have an impact on the metric trend for the given focus insight. Top drivers can reflect dimensions that contribute to the metric performance or dimensions that drive the metric trend in the opposite direction.
2. Impact. People Analytics uses the High Impact label to indicate top drivers that Storyteller analyzed as having a high impact.
3. Contributing Top Drivers. Top drivers that reflect dimensions which contribute to the metric performance.
4. Divergent Top Drivers. Top drivers that reflect dimensions that drive the metric trend in the opposite direction.
5. Top Driver.
6. Top Driver Summary. The written summary of the metric impact that the given top driver (dimension) has on the focus insight.

Related Information

Concepts

Concept: Metrics in People Analytics on page 10
Concept: Storyteller Engine on page 22

Reference

Reference: Metrics in People Analytics on page 32

Concept: Skills in People Analytics

Note: You cannot use Skills in People Analytics in a Sandbox tenant. See Steps: Set Up Skills in People Analytics.

Skills Cloud is a machine-learning-powered remote collection of skills for workers and candidates to select from. You can use Skills Cloud to build qualification requirements and easily track worker capabilities.

Workday brings the power of Skills Cloud to People Analytics through a new Skills topic. With People Analytics and Skills Cloud, you can better understand what skills your workforce has with visualizations of top skill categories for management levels and job families. The Skills topic in People Analytics also helps

you identify your workforce’s largest skill gaps and helps you prioritize the best opportunities to upskill workers, with the introduction of a worker Gap Score and Match Score.

The Gap Score is 1 minus the Match Score for a worker. Match Score is a calculation that compares a worker's current portfolio of explicit and inferred skills to the skills (explicit and inferred) listed on their job profile. Workday calculates the skill gaps and subtracts the total from 1 to assign each worker a score on a scale of 0 - 1. Lower match scores indicate opportunities for workers to invest in achieving the expected skills of their role. High match scores indicate that the workers have the expected skills of their role. Match Score utilizes Skills Cloud skills and not tenanted skills.

Workday also assigns each worker a Match Score Signal to indicate where on the Match Score Scale a worker falls.

Match Score Signals

Match Score Signal	Definition
0 Score	Equal to 0.
Low	Greater than equal to 0 and less than or equal to 0.06.
Fair	Greater than 0.06 and less than or equal to 0.22.
Good	Greater than 0.22 and less than or equal to 0.45.
Strong	Greater than 0.45 and less than or equal to 1.

The Detailed Data tab shows the Match Score Signal for each worker.

Concept: Refining in People Analytics

When you view the People Analytics report, Workday automatically filters the periodical analysis by Storyteller and displays prioritized insights on each topic by default. However, you can use the Refine Data panel on the right side of the report to view additional focus insights and key metrics from the analysis, or to focus on insights related to specific dimensions. Example: You can view attrition for different geographical areas of your business by refining by region.

The Refine Data panel contains the populations and dimensions by which you can explore your data in depth. These represent two different ways by which you can refine your People Analytics content. When you refine it by population, People Analytics generates content only for the selected population and excludes the rest of your workforce from the analysis. When refining by dimension attributes such as levels in a hierarchy, Workday narrows down the KPIs, focus insights, and visualizations to the content related to what you’ve selected in the Refine Data panel.

Note: You can refine by only one population at a time.

Your People Analytics configuration determines what displays in the panel. Your People Analytics administrator determines:

- Which dimensions and attributes are available in the Refine Data panel.
- The field mapped to each dimension.
- The display name of each dimension.

Workday enables you to refine by population views (to learn more about this, see Configure Application Settings in People Analytics) and up to 6 dimensions total, from 2 different groups. The dimensions in a group come as part of separate hierarchies. Typically, during installation the dimensions in the top hierarchy are mapped to levels in your Supervisory Organization, while the dimensions in the bottom hierarchy are mapped to levels in a geographical hierarchy. Alternatively, you can map fields that represent

levels in Cost Center to either hierarchy. For more information about hierarchies, see Concept: Hierarchies and Organizations in People Analytics

You might select multiple dimensions from the same hierarchy and multiple attributes from the same dimension at the same time. Workday applies all dimensions attributes equally to all insight types.

Example: Your Refine Data panel might contain these dimensions:

Dimension Display Name	Notes
Org Level 2	By default, this is the second level in the configured organization, typically a level in Supervisory Organization.
Org Level 3	By default, this is the third level in the configured organization, typically a level in Supervisory Organization.
Org Level 4	By default, this is the fourth level in the configured organization, typically a level in Supervisory Organization.
Region	Region represents the top-most level of a geographical hierarchy.
Country	Country represents the middle level of a geographical hierarchy.
Location	Region represents the lowest level of a geographical hierarchy, usually associated with the worker.

The field mapped to each dimension might be associated with a worker or a job requisition, depending on which topic you're viewing in the application.

The values available in a dimension are based on:

- The field mapped to the dimension.
- Your security permissions on the values in the field.

Note: If your People Analytics administrator enforces constrained security on the application, then you might not have permission to view all prioritized insights that display on a topic by default. Workday prepopulates dimensions on the Refine data panel for constrained users to display prioritized insights based on their security permissions.

Using Multiple Dimensions

You can select more than 1 dimension to refine your People Analytics content. You can select multiple dimensions from the same hierarchy or from different hierarchies. Keep in mind, however, that refining by multiple hierarchies at the same time might lead to limited or no focus insights.

However, Workday applies your refining configuration differently to the content depending on:

- From which hierarchy the dimensions come.
- The type of content, such as viz or focus insight.

Multiple Dimensions	Vizzes	KPIs	Focus Insights
From different hierarchies	Workday applies all dimension attributes to the viz data.	Workday applies all dimension attributes values to the KPI data.	Workday applies only 1 dimension to the focus insights. To ensure top focus insight results when refining content, use dimensions from only one hierarchy at the same time.

Multiple Dimensions	Vizzes	KPIs	Focus Insights
From 1 hierarchy only	Workday applies all dimension attributes to the viz data.	Workday applies only 1 dimension to the data in the KPIs. Example: You select both San Francisco and Pleasanton for the Location dimension. Workday displays data in the KPIs for either San Francisco or Pleasanton, but not both locations.	Workday applies all dimension attributes to the focus insights.

Related Information
Concepts
Concept: Storyteller Engine

Concept: Export and Download Options in People Analytics

You can export and download content from the People Analytics report to use for presentations, discovery boards, and other resources for further analysis.

Note: The Export to Discovery Board and Export to Workday Slides options require access to these features. Contact your administrator for support.

Option	Content	Action
Download as PNG	Visualizations	On a visualization, select the related actions menu > Download as PNG. Workday generates the PNG file and saves it to the directory configured in your browser. The filename is the visualization name.
Export to Discovery Board	Detailed Data for a KPI or a focus insight	On a KPI card or focus insight card, select View more to access the Detailed Data tab. Select the Detailed Data tab > related actions menu > Export to Discovery Board.
Export to Workday Slides	KPI content or focus insight content and associated trend chart Visualizations	On a KPI card, focus insight card, or visualization, select the related actions menu > Export to Workday Slides. On a KPI card or focus insight card, select View more. Select

Option	Content	Action
		the related actions menu > Export to Workday Slides. The Export to Workday Slides option does not export content from the Detailed Data tab. Use the Export to Discovery Board option to export detailed data.

Concept: Storyteller Engine

People Analytics uses an automated analytical engine called Storyteller that:

- Searches millions of combinations of data.
- Makes connections between the combinations of data.
- Delivers the most significant results in the form of focus insights.

A focus insight is a finding in the data that addresses a business question.

Each focus insight describes an instance of significant under- or overperformance in a metric, along with a combination of dimensions, trends, and drivers that contribute to the finding.

Storyteller uses statistical and heuristic methods to determine the ranking of focus insights and which focus insights should surface after performing one of these comparisons:

- Comparison to historical performance - Storyteller surfaces these focus insights when the engine detects a significant variance between the current performance of a metric against historical performance. The look-back period is usually 12 months if you have at least 13 months of data history in People Analytics, or 3 months if you have less than 13 months of data history. However, the look-back period might vary depending on the metric.
- Internal comparison - Storyteller compares current performance in a given focus group against the performance of the comparison group and surfaces significant gaps as focus insights. Depending which level the focus insight is on, the comparison group changes. Storyteller might make the comparison at the company or region level, or at a different level in the hierarchy. By comparing performance to the closest groups in the same organization or region, Storyteller can identify focus insights that provide actionable and meaningful data in relation to the dimension where the focus insight takes place. Examples:
    - For a focus insight on FP&A suborganization in Finance at Level 3, the Storyteller engine compares performance of this dimension against the performance of the parent organization Level 2 (instead of comparing to the performance of Level 1).
    - For a focus insight in Canada, Storyteller compares performance in Canada against performance at the region level, such as North America or the Americas.

For more information about focus insight in People Analytics, see Concept: Focus Insights on page 15.

Automatic Filtering

To help ensure the highest quality of insights, Storyteller automatically filters out focus insights where:

- The population size is 5 or less people.

- There is no active headcount for 1 or more months that are included in the People Analytics analysis. This filtering only applies to focus insights in these topics:
    - Diversity and Inclusion
    - Organization Composition
    - Retention and Attrition
    - Talent and Performance

  Example: A focus insight on a Female Diversity Trend where there is no active headcount for 1 or more of the 12 months analyzed.

  Example: A focus insight on a Female Diversity Gap where there is no active headcount for the month analyzed.

Suggested Focus Insights

To spotlight data that you could have missed otherwise and allow you more time to explore focus insights on other tabs, on a monthly basis People Analytics selects insights to display on the Overview page. Your selection of insights depends on focus insight ranking in the Storyteller engine, People Analytics user interactions such as clicking on suggested business questions, and how often these business questions appear on the Overview tab.

Note: Top drivers don't have an impact on focus insight suggestions.

You can dismiss any focus insights you find irrelevant to help our algorithm uncover more actionable data over time. We only generate 7 focus insights for a fiscal month, so if you dismiss all of your suggested focus insights for the month, we won't display any new insights before the next recurrent data refresh. You can't undo an insight dismissal, but a previously dismissed insight can resurface after 4 months, if People Analytics deems it relevant again.

Related Information
Reference
FAQ: People Analytics
The Next Level: People Analytics: Storyteller Deep Dive
Workday Community: Generally Available Innovation Services – Descriptions and Exhibits

Concept: Trends, Gaps, Top Drivers, and Detailed Data

You can click View More on a KPI, visualization or focus insight card to view the data as it changed over time, its underlying drivers, or additional details about it.

Trends and Gaps

Focus insights show metric trends and gaps. A trend demonstrates how a metric changed over time. Example: In the last 12 months, female representation in Org Level 4: Marketing has increased by 18.8 percentage points.

A gap shows how a given metric is performing in a certain area or areas of the organization, in comparison to another area of the organization or to the entire company. Example: Female representation in Country: United States, Org Level 4: Marketing is below the rate in Org Level 2: Sales by 5.6 percentage points.

All focus insights show metric performance over time on the Trend Chart. The amount of data history you have in People Analytics determines how many months for which we can show a metric trend. The maximum number of months we display is 36.

Top Drivers

The storyteller engine surfaces top drivers of a metric by slicing the metric by different dimensions. Examples: Ethnicity, generation, location, or management level.

The Top Drivers tab on a focus insight card displays dimensions:

- Contributing to the performance gap for the focus insight.
- Driving the focus insight in the opposite direction.

Tables underneath the dimensions display personalized insights for each top driver, using conversational language to convey key information. Example: Female Representation in this Tenure Category is 64.3% — which is 18.7 percentage points above Cost Center 1. Top drivers display by the severity of their impact on the focus insight: from High to Low.

The change in metric, population size, and historic trend (for trend business questions) determine the impact level. High impact labels indicate areas of the organization where there might be an immediate need for focus.

Decision makers can focus on a few of the biggest drivers to improve performance of the metric as that can even influence other, not so impactful drivers.

Example: In the last 12 months, female representation in your organization’s Level 4 has increased by 18.8 percentage points.

Which drivers are contributing to higher Female Diversity Trend in Org Level 4?

Top drivers (Dimension: Value)	Impact level (High, Medium, Low)
Ethnicity: Hispanic	High impact
Location: Atlanta	Medium
Management level: 9 manager	Low
Location: New York City Campus	Low

Each top driver tab includes detailed information on the metric composition.

Which areas scored lower for Female Diversity Trend in Org Level 4?

Top drivers (Dimension: Value)	Impact level (High, Medium, Low)
Location: New York	Medium
Job Level: Team Players 2	Low

Each top driver tab includes detailed information on the metric composition.

Detailed Data

The Detailed Data tab is designed to be a preview and displays the first 100 rows of data with the possibility of restricting the list to an individual month. You can export the data to a discovery board to view all rows of data and perform further analysis.

On the Detailed Data tab for visualizations, you can refine the data by the dimensions used in the visualization. You can also export the data to your device as a PNG or to Workday Slides.

Reference: People Analytics Terminology

People Analytics uses these terms:

- People Analytics Analysis
- Fiscal Schedule
- Current Snapshot Period
- Hierarchies
- Dimensions
- Attributes
- People Analytics Metrics
- Storyteller
- Topics
- Content Cards
- Key Performance Indicators (KPIs)
- Insights
- VIBE Index Insights
- Business Questions
- Suggested Business Questions
- Focus Insights
- Suggested Focus Insights
- Visualizations
- Default Data View
- Refined Data View

People Analytics Analysis

Content available in the People Analytics application. Your People Analytics Administrator determines which configuration inputs to apply to the application configuration. These configuration inputs, the methods Storyteller uses to generate content, as well as automatic filtering determine which metrics and insights are available for analysis in the People Analytics report. The content refreshes on a monthly basis.

Fiscal Schedule

Calendar of financial periods that control accounting and reporting for your organization. It consists of fiscal periods, which are chronological intervals into which you divide the calendar. Fiscal schedules are distinct from calendar years, though the two might coincide. People Analytics enables users to analyze their data based on the fiscal schedule used by their organization. Your People Analytics Administrator configures the fiscal schedule during the configuration of the app.

Example: The 4-4-5 calendar that divides a year into 4 quarters of 13 weeks, each grouped into two 4-week periods and one 5-week period.

Current Snapshot Period

The fiscal period that People Analytics currently displays data for. Depending on the fiscal schedule configuration, the fiscal period may coincide with a calendar month or use custom start and end dates. When the recurrent data refresh runs following the end of a fiscal period, People Analytics loads any new data from the previous fiscal period and appends this data to the current data history, creating the data snapshot for the current period.

Example: The current snapshot period for a calendar fiscal schedule runs from April 1 to April 30. Data from April 2023 is available to view in the application in May 2023.

Example: The current snapshot period for a 4-4-5 fiscal schedule runs from March 26 to April 29. Data from this period is available to view in the application in May 2023.

Hierarchies

Hierarchies establish relationships between organizations in Workday. Your People Analytics Administrator chooses which hierarchies and organizations to include in the application configuration. These hierarchies and organizations determine:

- How Storyteller groups data into different combinations of dimensions for analysis.
- How Workday enforces contextual security in the application.
- Which dimensions are available to refine your Default App View.

Dimensions

Source fields that your People Analytics Administrator includes in the application configuration. Source fields consist of attributes and therefore dimensions consist of attributes. People Analytics uses dimensions to generate content that displays in the application and enables you to refine your default app view using the attributes of select dimensions.

Example: The source field Location is a dimension. This dimension consists of the attributes New York and Toronto.

Attributes

Values of a dimension (source field).

Example: New York is an attribute of the dimension Location.

People Analytics Metrics

Metrics help you measure, organize, and make sense of your data. People Analytics offers out-of-the-box metrics for most topics and uses these metrics to:

- Provide key performance indicators (KPIs).
- Answer key business questions in the form of focus insights.

Certain metrics serve as both KPIs and answers to business questions (focus insights).

Your People Analytics Administrator determines which configuration inputs to apply to the application configuration. These inputs determine which metrics are available in the People Analytics report. Storyteller uses these inputs on the metric formula assigned to a given metric to calculate the metric.

Storyteller

Name of the automated analytical engine that uses statistical and heuristic methods to detect patterns in your people data and surface prioritized focus insights. Storyteller also calculates KPIs using the configuration inputs your administrator includes when configuring People Analytics. Storyteller does not use statistical and heuristic methods to calculate KPIs.

Topics

Content areas that provide key insights on your organization about the specific topic. Most topics also include Key Performance Indicators (KPIs). People Analytics organizes content in the user interface by topics to help you quickly uncover what's happening in your organization related to specific subject matter.

Example: Retention and Attrition

Content Cards

Cards in the user interface that display the details for KPIs, VIBE Index insights, focus insights, and visualizations.

KPI cards and focus insight cards consist of a top level and view more level.

Key Performance Indicators (KPIs)

Key performance indicators (KPIs) act as individual progress reports that together help you understand, at high-level, the overall health and performance of your organization. People Analytics provides an out-of-the-box set of KPIs for most topics. Each KPI uses a People Analytics metric. Your People Analytics Administrator selects which KPI metrics to display in the People Analytics report.

Example: The key performance indicator (KPI) High Potentials Voluntary Attrition Rate shows the percentage of high potential workers that have left the company voluntarily within the set rolling period. Understanding the population that is categorized as high potentials sheds light on potential promotion and growth within the company.

People Analytics displays the KPI metric and all included elements on a KPI card.

Insights

Trends, opportunities, and risks in your organization that you can act on. People Analytics offers insights across all topics. Insights take the form of:

- VIBE Index Insights
- Focus Insights
- Visualizations

VIBE Index Insights

VIBE™ stands for Value Inclusion, Belonging, and Equity. The VIBE Index topic surfaces key outcome metrics to show where you can improve equity and parity across all people groups (intersections). These insights help you to set, achieve, and renew goals that cultivate belonging and diversity in your workplace. People Analytics uses a unique calculation schema to generate VIBE Index Insights and provides a maturity model to help organizations assess their progress in cultivating belonging and diversity.

Business Questions

Most topic tabs in People Analytics have a set of out-of-the-box, key workforce business questions. Focus insights answer these business questions using People Analytics metrics. The VIBE Index topic tab does not include business questions. For a complete list of business questions, see Reference: Business Questions by Topic.

Example: Business question for the topic Diversity and Inclusion: What are gaps in female representation in management?

Suggested Business Questions

Workday dynamically selects business questions based on usage frequency in your tenant (or the average usage of all People Analytics users if there isn't enough data in your tenant). Suggested business questions display on the Overview tab in the People Analytics report.

Focus Insights

Most topic tabs in People Analytics have a set of out-of-the-box, key workforce business questions. Focus insights answer these business questions using People Analytics metrics. These insights help you determine where to focus your attention to action opportunities and risks that show as trends in your people data. Focus insights show how a metric is performing now in comparison to a historical point in time, or how a metric is performing in one area of the organization in comparison to another area, or to the company. People Analytics displays the focus insight and all included elements on a focus insight card.

Example: A focus insight for the business question [What are key trends in female representation?] shows you that in the last 12 months, female representation in Marketing has increased by 3.3 percentage points.

Suggested Focus Insights

Collection of focus insights that People Analytics selects based on focus insight ranking in the Storyteller engine and People Analytics user interactions such as clicking on suggested business questions. Suggested focus insights display on the Overview tab in the People Analytics report.

Visualizations

Insights that provide additional context for a given business question within a topic. These graphics display data that you include in your People Analytics configuration. Visualizations do not display values calculated by Storyteller. People Analytics uses these visualization types:

- Bar Chart
- Heatmap
- Line Chart
- Waterfall

Default Data View

Default view of the People Analytics report for an individual user. People Analytics configuration determines which content comprises the default content view. For example, included topics, fields, and security settings. Additionally, People Analytics automatically filters the analysis Storyteller performs each month and displays prioritized Focus Insights in the app as part of the Default Data View. This automatic filtering excludes Focus insights with populations of 5 or less workers. You can refine the Default Data View to explore content for a particular area of your organization.

Refined Data View

Content that the app displays after an individual user refines their Default Data View. You can refine data by selecting attributes for the dimensions in one of the two available hierarchies. Example: You select Refine Data, then select the attribute New York for the dimension Location. This Refined Data View enables you to only leave focus insights trending in the New York office in your People Analytics view. Note: Your People Analytics configuration determines which dimensions comprise either of the hierarchies. Your configuration might only include 1 hierarchy.

Reference: Business Questions by Topic

Workday People Analytics surfaces analytics in the form of business questions and focus insights, organized by topic. The business questions for each topic help you gain insight into your organization and discover specific trends and patterns.

Diversity and Inclusion

This topic helps you understand the current demographic of an organization. It can also help you make improvements in the different segments of diversity within an organization.

Business Question	Guidance	Related Metric
What are key trends in female representation?	Surfaces different trends related to gender diversity within an organization. Trends can consist of positive or negative impacts to overall gender diversity for the organization.	Female Representation
Where can we improve female representation?	Surfaces areas in the organization that need	Female Representation

Business Question	Guidance	Related Metric
	improvement in gender equality. This question compares the female representation of the segment to the female representation in the overall company, organization, or region. Improvements in this dimension also drive improvement to the female representation of the overall company or organization.	
Where are gaps in female representation in management?	Surfaces areas in the organization that are lacking female representation in management level roles.	Female Representation Filtered on Is Manager = Yes
Where can we improve female retention in the workforce?	Identifies areas where there are low retention rates for female workers in the organization.	Retention Rate Filtered on Females
Where are gaps in promoting females?	Surfaces areas in the organization or key indicators that need improvement in gender diversity for the rate of promotions. This helps ensure equal opportunities in upward mobility within an organization.	Promotion Rate Filtered on Females

Organization Composition

This topic explores business questions related to the structure of an organization.

Business Question	Guidance	Related Metric
Where is the organization growing?	Surfaces areas in the organization that are trending in a positive direction for active headcount growth.	Headcount Growth Rate
What are the outliers in span of control?	Surfaces areas where there might be high or low span of control in the organization by comparing the metric in a particular dimension to the metric for the overall company, region, or organization.	Average Span of Control Excludes unfilled positions
Where are gaps in internal mobility to management?	Surfaces areas of your organization where, compared to other areas, fewer individual contributors, on average, move into management-level roles.	Individual Contributor to Manager Rate
What are outliers in tenure?	Identifies areas in the organization that are categorized as an outlier in	Average Tenure

Business Question	Guidance	Related Metric
	average tenure. This could surface areas of high or low tenure in the organization.	
Where are gaps in compa-ratio?	Identifies areas of the organization that are categorized as an outlier in average compa-ratio.	Average Compa-Ratio
Where are gaps in promotions?	Identifies the attributes of workers or the areas that aren't being promoted as much as the overall population of the organization.	Promotion Rate

Retention and Attrition

This topic explores business questions related to why workers are leaving and how to improve retention of workers in an organization.

Business Question	Guidance	Related Metric
What are the key turnover trends?	Reveals turnover trends in the workforce that are impacting the overall attrition rate in a negative way. Very low turnover could lead to stagnant innovation, while high turnover could lead to high financial impact. This question points to problem areas you can focus on and address proactively.	Attrition Rate
Who is leaving?	Surfaces areas in the company where workers are leaving and the possible reasons workers state for why they are leaving an organization. This business question focuses on the gap between the overall company, region, or organization attrition rate and the area that needs attention.	Attrition Rate
Where can we improve retention?	Surfaces areas of the organization that have a high churn rate, with employees leaving in the early years of their tenure.	Retention Rate
Where do we have the lowest tenure for voluntary terminations?	Sheds insight on when people voluntarily leave the organization. This reflects low tenure in the organization.	Average Voluntary Terminations Tenure
Where do we lose the most new hires?	Surfaces areas where new hires with an average tenure	New Hires Attrition Rate

Business Question	Guidance	Related Metric
	of less than 1 year exit the organization.	

Hiring

This topic explores business questions related to candidates and requisitions for hiring.

Business Question	Guidance	Related Metric
What are the key trends in hiring?	Surfaces areas within the organization that show anomalies in average time to fill from a historical point of view.	Average Time to Fill
Where does it take longer to hire?	Surfaces areas that deviate from the overall company average for time to hire, as well as drivers of stages that create bottlenecks in the hiring process.	Average Time to Hire
What areas do we need to focus on to stay competitive with offers?	Surfaces areas of the organization that could improve offer acceptance by candidates.	Offer Decline Rate

Talent and Performance

This topic explores business questions related to the talent and performance of workers.

Business Question	Guidance	Related Metric
What are key trends in talent?	Surfaces areas in the organization where workers are flagged as high potentials, providing insight into opportunities for performance growth.	High Potentials Representation
Where are we losing high performers?	Surfaces areas of the organization the business needs to focus on and provides insight on why high performers are leaving the company.	High Performers Voluntary Attrition Rate
Where can we focus to improve performance?	Surfaces areas within the organization that show variances of high performers deviating from the norm by comparing to the high performers rate for the company, region, or organization.	High Performers Rate

Skills

This topic explores the skills data of your workforce.

Business Question	Guidance	Related Metric
Where are opportunities to upskill workers?	Highlights areas of the organization to upskill workers and improve worker skill sets.	Average Gap Score

Related Information
Reference
The Next Level: People Analytics: Resources to Help Validate Your Organization's Data

Reference: Metrics in People Analytics

People Analytics uses these metrics:

- 12-Month Rolling Attrition Rate
- 50+ Age Rate
- Active Headcount
- Annualized Attrition Rate
- Annualized Involuntary Attrition Rate
- Annualized Regrettable Attrition Rate
- Annualized URM Attrition Rate
- Annualized Voluntary Attrition Rate
- Applicant to Hire Ratio
- Average Workforce Age
- Average Compa-Ratio
- Average Compa-Ratio of Terminations
- Average Gap Score
- Average Span of Control
- Average Tenure
- Average Time To Fill
- Average Time To Hire
- Average Time to Hire Alternative
- Average Voluntary Terminations Tenure
- Disability Rate
- Female Active Headcount
- Female Attrition Rate
- Female Monthly Termination Count
- Female Quarterly Termination Count
- Female Representation
- Female Representation in Leadership
- Female YTD Termination Count
- Headcount Growth Rate
- High Performers Active Headcount
- High Performers Rate
- High Performers Voluntary Attrition Rate
- High Potentials Active Headcount
- High Potentials Representation
- High Potentials Voluntary Attrition Rate
- Hispanic/Non-Hispanic Rate
- Individual Contributor Active Headcount

- Individual Contributor to Manager Rate
- Involuntary 12-Month Rolling Attrition Rate
- Involuntary Monthly Attrition Rate
- Involuntary Monthly Termination Count
- Involuntary Quarterly Attrition Rate
- Involuntary Termination YTD Count
- Leadership Active Headcount
- Leadership URM Rate
- Manager Active Headcount
- Monthly Attrition Rate
- Monthly New Hires
- Monthly Termination Count
- New Hires Attrition Rate
- New Hires Retention Rate 2
- New Hires YTD
- New Hires Retention Rate
- Offer Decline Rate
- Part-time rate
- Promotion Rate
- Promotion Speed Ratio
- Quarterly Attrition Rate
- Quarterly Involuntary Termination Count
- Quarterly New Hires
- Quarterly Termination Count
- Quarterly Voluntary Termination Count
- Referral Conversion Rate
- Referral Hire Rate
- Regrettable 12-Month Rolling Attrition Rate
- Regrettable Monthly Attrition Rate
- Regrettable Quarterly Attrition Rate
- Retention Rate
- Termination YTD Count
- URM 12-Month Rolling Attrition Rate
- URM Active Headcount
- URM Monthly Attrition Rate
- URM Monthly Termination Count
- URM Quarterly Attrition Rate
- URM Quarterly Termination Count
- URM Rate
- URM YTD Termination Count
- Veteran Status Rate
- Voluntary 12-Month Rolling Attrition Rate
- Voluntary Monthly Attrition Rate
- Voluntary Monthly Termination Count
- Voluntary Quarterly Attrition Rate
- Voluntary Termination YTD Count

12-Month Rolling Attrition Rate

What uses this metric?	KPI: 12-Month Rolling Attrition Rate Retention and Attrition Business Question: What are key turnover trends? Retention and Attrition Business Question: Who is leaving?
Metric Type	Rate
Metric Time Frame	Depending on your data history: • 12-month rolling period, or • 3-month rolling period (business questions only).

Metric Formula	`rollingSum(unique([Employee_ID]), 12) for ("Terminated_This_Period", "True") / {avg_active_headcount_rolling_12_months}, where avg_active_headcount_rolling_12_months = (rollingSum(unique([Employee_ID]), 12) for ("Active_Status", "True") / 12)`
	OR
	`rollingSum(unique([Employee_ID]), 3) for ("Terminated_This_Period", "True") / {avg_active_headcount_rolling_3_months}, where avg_active_headcount_rolling_3_months = (rollingSum(unique([Employee_ID]), 3) for ("Active_Status", "True") / 3)`

Translation	Number of terminated workers within period / Average active headcount for period (Sum of active headcounts for each month / Number of months in rolling period) * 100
Comparison Points for KPI	• Historical snapshot period 1 month ago • Company KPI Comparison
Comparison Point for Focus Insights	Either: • Historical snapshot period 1 month ago, or • Current snapshot period for the comparison group
Required Fields for KPI	• Active Status • Employee ID • Termination Date

50+ Age Rate

What uses this metric?	KPI: 50+ Age Rate
Metric Type	Rate
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Age_Over_50", "True") for`

	`("Active_Status", "True") / unique([Employee_ID]) for ("Active_Status", "True")`
Translation	Sum of ages of active workers over 50 at end of previous month / Active headcount at end of previous month
Comparison Point	12 months ago
Required Fields	• Active Status • Date of Birth • Report Effective Date • Employee ID

Active Headcount

What uses this metric?	KPI: Active Headcount
Metric Type	Count
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Active_Status", "True")`
Translation	Number of active workers in your organization as of previous period
Comparison Point	Month prior to the current snapshot period
Required Fields	• Active Status • Employee ID

Annualized Attrition Rate

What uses this metric?	KPI: Annualized Attrition Rate
Metric Type	Rate
Metric Time Frame	Current fiscal year to date
Metric Formula	`rollingSum(unique([Employee_ID]), fiscal year to date) for (\"Terminated_This_Period\", \"True\") / rollingSum(unique([Employee_ID]), fiscal year to date) * (12 / fiscal year to date months)`
Translation	Number of workers terminated in FY to-date / FY Average active headcount (Sum of active headcounts for each month in FY to-date / Number of months in FY to-date) * (12 / Number of months in FY to-date) * 100
Comparison Point	Fiscal year prior to the current one
Required Fields	• Active Status • Employee ID

	• Termination Date

Annualized Involuntary Attrition Rate

What uses this metric?	KPI: Annualized Involuntary Attrition Rate
Metric Type	Events Over Time
Metric Time Frame	Current fiscal year to date
Metric Formula	`rollingSum(unique([Employee_ID]), fiscal year to date) for (\"Terminated_This_Period\", \"True\") for ("Termination_Category", "Involuntary") / rollingSum(unique([Employee_ID]), fiscal year to date) for ("Active_Status", "True") * (12 / fiscal year to date months)`
Translation	Number of workers terminated involuntarily in FY to-date / FY Average active headcount (Sum of active headcounts for each month in FY to-date / Number of months in FY to-date) * (12 / Number of months in FY to-date) * 100
Comparison Point	Fiscal year prior to the current one
Required Fields	• Active Status • Employee ID • Termination Date • Term Category

Annualized Regrettable Attrition Rate

What uses this metric?	KPI: Annualized Regrettable Attrition Rate
Metric Type	Events Over Time
Metric Time Frame	Current fiscal year to date
Metric Formula	`rollingSum(unique([Employee_ID]), fiscal year to date) for (\"Terminated_This_Period\", \"True\") for (\"Regrettable_Termination\", \"True\") / rollingSum(unique([Employee_ID]), fiscal year to date) for ("Active_Status", "True") * (12 / fiscal year to date months)`
Translation	Number of workers terminated regrettably in FY to-date / FY Average active headcount (Sum of active headcounts for each month in FY to-date / Number of months in FY to-date) * (12 / Number of months in FY to-date) * 100
Comparison Point	Fiscal year prior to the current one
Required Fields	• Active Status

	• Employee ID • Regrettable Termination • Term Category

Annualized URM Attrition Rate

What uses this metric?	KPI: Annualized URM Attrition Rate
Metric Type	Events Over Time
Metric Time Frame	Current fiscal year to date
Metric Formula	`rollingSum(unique([Employee_ID]), fiscal year to date) for (\"Terminated_This_Period\", \"True\") for (\"Is_URM\", \"True\") / rollingSum(unique([Employee_ID]), fiscal year to date) for ("Active_Status", "True") for ("Is_URM", "True") * (12 / fiscal year to date months)`
Translation	URM terminations in FY to-date / FY URM average active headcount (Sum of active headcounts for each month in FY to-date / Number of months in FY to-date) * (12 / Number of months in FY to-date) * 100
Comparison Point	Fiscal year prior to the current one
Required Fields	• Active Status • Employee ID • Underrepresented Minority Worker • Termination Date

Annualized Voluntary Attrition Rate

What uses this metric?	KPI: Annualized Voluntary Attrition Rate
Metric Type	Events Over Time
Metric Time Frame	Current fiscal year to date
Metric Formula	`rollingSum(unique([Employee_ID]), fiscal year to date) for (\"Terminated_This_Period\", \"True\") for ("Termination_Category", "Voluntary") / rollingSum(unique([Employee_ID]), fiscal year to date) for ("Active_Status", "True") * (12 / fiscal year to date months)`
Translation	Number of workers terminated voluntarily in FY to-date / FY average active headcount (Sum of active headcounts for each month in FY to-date / Number of months in FY to-date) * (12 / Number of months in FY to-date) * 100

Comparison Point	Fiscal year prior to the current one
Required Fields	• Active Status • Employee ID • Termination Date • Term Category

Applicant to Hire Ratio

What uses this metric?	KPI: Applicant per Hire Ratio
Metric Type	Rate
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Candidate_JobRequisition]) / unique([Candidate_JobRequisition]) for (""Stage_Consolidated"", ""Hire"")`
Translation	Applicants / number of hires
Comparison Point for KPI	• Historical snapshot period 12 months ago. • Company KPI Comparison.
Required Fields	• Candidate ID • Recruiting Status Job Requisition • Recruiting Stage • Staffing Candidate ID • Staffing Job Requisition • Staffing Hire Date

Annualized Voluntary Attrition Rate

What uses this metric?	KPI: Annualized Voluntary Attrition Rate
Metric Type	Events Over Time
Metric Time Frame	Current fiscal year to date
Metric Formula	`rollingSum(unique([Employee_ID]), fiscal year to date) for (\"Terminated_This_Period\", \"True\") for ("Termination_Category", "Voluntary") / rollingSum(unique([Employee_ID]), fiscal year to date) for ("Active_Status", "True") * (12 / fiscal year to date months)`
Translation	Number of workers terminated voluntarily in FY to-date / FY average active headcount (Sum of active headcounts for each month in FY to-date / Number of months in FY to-date) * (12 / Number of months in FY to-date) * 100
Comparison Point	Fiscal year prior to the current one
Required Fields	• Active Status

	• Employee ID • Termination Date • Term Category

Average Workforce Age

What uses this metric?	KPI: Average Workforce Age
Metric Type	Average
Metric Time Frame	Current snapshot period
Metric Formula	`sum([Age]) for ("Active_Status", "True") / unique([Employee_ID]) for ("Active_Status", "True")`
Translation	Sum of ages for active headcount at end of previous month / Active headcount at end of previous month
Comparison Point	12 months ago
Required Fields	• Active Status • Date of Birth • Report Effective Date • Employee ID

Average Compa-Ratio

What uses this metric?	Organization Composition Business Question: Where are gaps in compa-ratio?
Metric Type	Average
Metric Time Frame	Current snapshot period
Metric Formula	`sum([Compa_Ratio]) for ("Active_Status", "True") / unique([Employee_ID]) for ("Active_Status", "True")`
Translation	Sum of compa-ratio of active headcount at end of previous month / Active headcount at end of previous month
Comparison Point	Current snapshot period for the comparison group

Average Compa-Ratio of Terminations

What uses this metric?	KPI: Average Compa-Ratio of Terminations
Metric Type	Average
Metric Time Frame	Current snapshot period
Metric Formula	`sum([Compa_Ratio]) for ("Terminated_This_Period", "True") / unique([Employee_ID]) for ("Terminated_This_Period", "True")`

Translation	Sum of compa-ratio of terminated workers in previous month / Terminated workers in previous month
Comparison Points	• Historical snapshot period 12 months ago. • Company KPI Comparison.
Required Fields for KPI	• Compa-Ratio • Employee ID • Termination Date

Average Gap Score

What uses this metric?	Skills Business Question: Where are opportunities to upskill workers?
Metric Type	Average
Metric Time Frame	Current snapshot period
Metric Formula	`sum([gap_score_pct]) / unique([Employee_ID])`
Translation	Sum of gap scores for workers at end of previous month / Active headcount at end of previous month Gap Score = 1 - Match Score
Comparison Point	Current snapshot period for the comparison group

Average Span of Control

What uses this metric?	KPI: Average Span of Control Organization Composition Business Question: What are outliers in span of control?
Metric Type	Average
Metric Time Frame	Current snapshot period
Metric Formula	`sum([Direct_Reports]) for ("Manager_With_Direct_Reports", "True") for ("Active_Status", "True") / unique([Employee_ID]) for ("Manager_With_Direct_Reports", "True") for ("Active_Status", "True")`
Translation	Number of active direct reports at end of previous month / Number of active managers with direct reports at end of previous month Excludes unfilled positions
Comparison Points for KPI	• Historical snapshot period 12 months ago. • Company KPI Comparison.
Comparison Point for Focus Insights	Current snapshot period for the comparison group

Example:

Supervisory Org	Managers	Direct Reports
Vice President	1	2
Director A	1	3
Manager A1	1	4
Manager A2	1	7
Manager A3	1	3
Director B	1	4
Manager B1	1	2
Manager B2	1	5
Manager B3	1	8
Manager B4	1	3
Total	10	41

Average Tenure

What uses this metric?	KPI: Average Tenure Organization Composition Business Question: What are outliers in tenure?
Metric Type	Average
Metric Time Frame	Current snapshot period
Metric Formula	`sum([Length_Of_Service_In_Partial_Years]) for ("Active_Status", "True") / unique([Employee_ID]) for ("Active_Status", "True")`
Translation	Sum of length of service of active headcount at end of previous month / Active headcount at end of previous month
Comparison Points for KPI	• Historical snapshot period 12 months ago. • Company KPI Comparison.
Comparison Point for Focus Insights	Current snapshot period for the comparison group
Required Fields for KPI	• Active Status • Employee ID • Length of Service In Partial Years

Average Time To Fill

What uses this metric?	Hiring Business Question: What are key trends in hiring?
Metric Type	Average
Metric Time Frame	Current snapshot period

Metric Formula	`(total_reqs_hired_filled_time) / (reqs_filled_hired)`

Variables for Calculation	• `total_reqs_hired_filled_time = sum([Requisition_Time_To_Fill]) for ("Can_Job_Requisition_Status_Instance_Evalu "filled") for ("Stage_Consolidated", "hire")`
	  • `Requisition_Time_To_Fill = DAYS_BETWEEN([Req_Job_Requisition_Fille [Req_Recruiting_Start_Date])`
	• `reqs_filled_hired = {candidates_hired} for ("Can_Job_Requisition_Status_Instance_Evalu`
	  • `Candidates_hired = unique([Candidate_JobRequisiton]) for ("Stage_Consolidated","hire")`
	  • `Candidate_JobRequisiton = CONCAT([Candidate_ID], "-", [Job_Requisition])`

Translation	Sum of time to fill for hires in filled requisitions in previous month (Number of days from requisition start date to requisition filled date) / Number of hires in filled requisitions in previous month
Comparison Point	Depending on your data history, historical snapshot period 12 months ago, or 3 months ago.

Average Time To Hire

What uses this metric?	KPI: Average Time to Hire Hiring Business Question: Where does it take longer to hire?
Metric Type	Average
Metric Time Frame	Current snapshot period
Metric Formula	`(total_time_to_hire) / (candidates_hired)`
Variables for Calculation	• `total_time_to_hire = sum([Time_To_Hire]) for ("Stage_Consolidated", "hire")` • `Time_To_Hire = DAYS_BETWEEN([Recruiting_Start_Date], [Worker_Hire_Date])` • `candidates_hired = unique([Candidate_JobRequisiton])`

	for ("Stage_Consolidated","hire") • Candidate_JobRequisiton = CONCAT([Candidate_ID], "-", [Job_Requisition])
Translation for KPI	Sum of time to hire for hires in previous month (Number of days from requisition start date to hire date) / Number of hires in previous month * 100
Translation for Hiring Business Question	Sum of time to hire for hires in previous month (Number of days from requisition start date to hire date) / Number of hires in previous month
Comparison Points for KPI	• Historical snapshot period 12 months ago. • Company KPI Comparison.
Comparison Point for Focus Insights	Current snapshot period for the comparison group
Required Fields for KPI	• Candidate ID • Job Requisition • Stage • Candidate Worker Hire Date • Worker Job Requisition • Created Moment • Hire Stage • Recruiting Start Date • Status Start Date

Average Time To Hire Alternative

What uses this metric?	KPI: Average Time to Hire
Metric Type	Average
Metric Time Frame	Current snapshot period
Metric Formula	`sum([Time_To_Hire_Alternative]) for (""Stage_Consolidated"", ""hire"") / unique([Candidate_JobRequisition]) for (""Stage_Consolidated"", ""Hire"")`
Variables for Calculation	• `total_time_to_hire = sum([Time_To_Hire_Alternative]) for ("Stage_Consolidated", "hire")` • `Time_To_Hire_Alternative = DAYS_BETWEEN([Stage_Date], [Candidate_First_Stage_Date]) when Stage_Date = "hire"` • `candidates_hired = unique([Candidate_JobRequisiton]) for ("Stage_Consolidated","hire")`

	• `Candidate_JobRequisiton = CONCAT([Candidate_ID], "-", [Job_Requisition])`
Translation for KPI	sum(hire date - candidate applies date)/ number of hires
Translation for Hiring Business Question	Sum of time to hire for hires in previous month (Number of days from requisition start date to hire date) / Number of hires in previous month
Comparison Points for KPI	• Historical snapshot period 12 months ago. • Company KPI Comparison.
Required Fields	• Candidate ID • Created Moment • Recruiting Status Job Requisition • Recruiting Stage • Staffing Candidate ID • Staffing Job Requisition • Staffing Hire Date • Status Start Date

Average Voluntary Terminations Tenure

What uses this metric?	Retention and Attrition Business Question: Where do we have the lowest tenure for voluntary terminations?
Metric Type	Average
Metric Time Frame	Current snapshot period
Metric Formula	`sum([Length_Of_Service_In_Partial_Years]) for ("Terminated_This_Period", "True") for ("Termination_Category", "Voluntary") / unique([Employee_ID]) for ("Terminated_This_Period", "True") for ("Termination_Category", "Voluntary")`
Translation	Sum of length of service of voluntary terminations in previous month / Voluntary terminations in previous month
Comparison Point	Current snapshot period for the comparison group

Disability Rate

What uses this metric?	KPI: Disability Rate
Metric Type	Average
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Active_Status", "True") for ("Is_Disabled", "True") /`

	`unique([Employee_ID]) for ("Active_Status", "True")`
Translation	Workers with disability active headcount at end of previous month / Active headcount at end of previous month * 100
Comparison Point	12 months ago
Required Fields	• Active Status • Employee ID • Is Disabled

Female Active Headcount

What uses this metric?	KPI: Female Active Headcount
Metric Type	Count
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Active_Status", "True") for ("Gender", "Female")`
Translation	Number of female workers in your organization as of current period
Comparison Point	Month prior to the current snapshot period.
Required Fields	• Active Status • Employee ID • Gender

Female Attrition Rate

What uses this metric?	KPI: Female Attrition Rate
Metric Type	Events Over Time
Metric Time Frame	12-month rolling period
Metric Formula	`rollingSum(unique([Employee_ID]), 12) for ("Terminated_This_Period", "True") for ("Gender", "Female") / {avg_female_headcount_rolling_12_months}, where avg_female_headcount_rolling_12_months = (rollingSum(unique([Employee_ID]), 12) for ("Gender", "Female") for ("Active_Status", "True") / 12)`
Translation	Number of female terminations within period / Average female headcount for period (Sum of female headcounts for each month / Number of months in rolling period) * 100
Comparison Points	• Historical snapshot period 1 month ago. • Company KPI Comparison.
Required Fields for KPI	• Active Status

	• Employee ID • Gender • Termination Date

Female Monthly Termination Count

What uses this metric?	KPI: Female Monthly Termination Count
Metric Type	Count
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Terminated_This_Period", "True") for ("Gender", "Female")`
Translation	Number of female workers terminated in current month
Comparison Point	Month prior to the current one
Required Fields	• Active Status • Gender • Termination Date

Female Quarterly Termination Count

What uses this metric?	KPI: Female Quarterly Termination Count
Metric Type	Count
Metric Time Frame	Current fiscal quarter
Metric Formula	`unique([Employee_ID], fiscal quarter to date) for ("Terminated_This_Period", "True") for ("Gender", "Female")`
Translation	Number of female workers terminated in last completed FQ
Comparison Point	Fiscal quarter prior to the current one
Required Fields	• Employee ID • Gender • Termination Date

Female Representation

What uses this metric?	KPI: Female Representation Diversity and Inclusion Business Question: What are key trends in female representation? Diversity and Inclusion Business Question: Where can we improve female representation?
Metric Type	Rate
Metric Time Frame	Current snapshot period

Metric Formula	`unique([Employee_ID]) for ("Active_Status", "True") for ("Gender", "Female") / unique([Employee_ID]) for ("Active_Status", "True")`
Translation	Number of female active workers at end of previous month / Active headcount at end of previous month * 100
Comparison Points for KPI	• Historical snapshot period 12 months ago. • Company KPI Comparison.
Comparison Point for Focus Insights	Current snapshot period for the comparison group
Required Fields for KPI	• Active Status • Employee ID • Gender
What uses this metric?	Diversity and Inclusion Business Question: Where are gaps in female representation in management?
Metric Type	Rate
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Active_Status", "True") for ("Is_Manager", "True") for ("Gender", "Female") / unique([Employee_ID]) for ("Active_Status", "True") for ("Is_Manager", "True")`
Translation	Number of female active workers at end of previous month / Active headcount at end of previous month * 100 Filtered on Is Manager = Yes
Comparison Point	Current snapshot period for the comparison group

Female Representation in Leadership

What uses this metric?	KPI: Female Representation in Leadership
Metric Type	Rate
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Is_Leader", "True") for ("Gender", "Female") for ("Active_Status", "True") / unique([Employee_ID]) for ("Is_Leader", "True") for ("Active_Status", "True")`
Translation	Number of female active leaders at end of previous month / Active leaders at end of previous month * 100
Comparison Point	• Historical snapshot period 12 months ago.

	• Company KPI Comparison.
Required Fields for KPI	• Active Status • Employee ID • Gender • Is Leader

Female YTD Termination Count

What uses this metric?	KPI: Female YTD Termination Count
Metric Type	Count
Metric Time Frame	Current fiscal year to date
Metric Formula	`rollingSum(unique([Employee_ID]), fiscal year to date) for ("Terminated_This_Period", "True") for ("Gender", "Female")`
Translation	Number of female workers terminated in FY to-date
Comparison Point	Fiscal year prior to the current one
Required Fields	• Active Status • Gender • Termination Date

Headcount Growth Rate

What uses this metric?	Organization Composition Business Question: Where is the organization growing?
Metric Type	Rate
Metric Time Frame	Current snapshot period

Metric Formula	`(unique([Employee_ID]) - previous(unique([Employee_ID]), 6) for ("Active_Status", "True")) / previous(unique([Employee_ID]), 6) for ("Active_Status", "True")`
	OR
	`(unique([Employee_ID]) - previous(unique([Employee_ID]), 3) for ("Active_Status", "True")) / previous(unique([Employee_ID]), 3) for ("Active_Status", "True")`

Translation	(Active headcount at end of previous month - Active headcount at beginning of period) / Active headcount at beginning of period
Comparison Point	Depending on your data history, historical snapshot period 6 months ago, or 3 months ago.

High Performers Active Headcount

What uses this metric?	KPI: High Performer Active Headcount
Metric Type	Count
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Active_Status", "True") for ("High_Performer", "True")`
Translation	Number of high performing workers as of previous period
Comparison Point	Month prior to the current snapshot period
Required Fields	• Active Status • Employee ID • High Performer

High Performers Rate

What uses this metric?	Talent and Performance Business Question: Where can we focus to improve performance?
Metric Type	Rate
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("High_Performer", "True") for ("Active_Status", "True") / unique([Employee_ID]) for ("Active_Status", "True")`
Translation	Number of high performer active workers at end of previous month / Active headcount at end of previous month * 100
Comparison Point	Current snapshot period for the comparison group

High Performers Voluntary Attrition Rate

What uses this metric?	KPI: High Performers Voluntary Attrition Rate Gap Business Question: Where are we losing high performers?
Metric Type	Events Over Time
Metric Time Frame	Depending on your data history: • 12-month rolling period, or • 3-month rolling period (business question only).

Metric Formula	`rollingSum(unique([Employee_ID]), 12) for ("Terminated_This_Period", "True") for ("Termination_Category", "Voluntary") for ("High_Performer", "True") / {avg_high_performer_headcount_rolling_12_months}, where avg_high_performer_headcount_rolling_12_months = (rollingSum(unique([Employee_ID]), 12) for ("High_Performer", "True") for ("Active_Status", "True") / 12)` OR `rollingSum(unique([Employee_ID]), 3) for ("Terminated_This_Period", "True") for ("Termination_Category", "Voluntary") for ("High_Performer", "True") / {avg_high_performer_headcount_rolling_3_months}, where avg_high_performer_rolling_3_months = (rollingSum(unique([Employee_ID]), 3) for ("High_Performer", "True") for ("Active_Status", "True")/ 3)`
Translation	Number of voluntary high performers terminations within period / High performers average active headcount for period (Sum of active headcounts for each month / Number of months in rolling period) * 100
Comparison Points for KPI	• Historical snapshot period 1 month ago. • Company KPI Comparison
Comparison Point for Focus Insights	Current snapshot period for the comparison group
Required Fields for KPI	• Active Status • Employee ID • High Performer • Termination Date • Term Category

High Potentials Active Headcount

What uses this metric?	KPI: High Potential Active Headcount
Metric Type	Count
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Active_Status", "True") for ("Is_High_Potential", "True")`
Translation	Number of high potential workers as of previous period
Comparison Point	Month prior to the current snapshot period
Required Fields	• Active Status • Employee ID • High Potential

High Potentials Representation

What uses this metric?	KPI: High Potentials Representation Talent and Performance Business Question: What are key trends in talent?
Metric Type	Rate
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Is_High_Potential", "True") for ("Active_Status", "True") / unique([Employee_ID]) for ("Active_Status", "True")`
Translation	Number of high potential active workers at end of previous month / Active headcount at end of previous month * 100
Comparison Points for KPI	• Historical snapshot period 12 months ago. • Company KPI Comparison.
Comparison Points for Focus Insights	Depending on your data history, historical snapshot period 12 months ago, or 3 months ago.
Required Fields for KPI	• Active Status • Employee ID • High Potential

High Potentials Voluntary Attrition Rate

What uses this metric?	KPI: High Potentials Voluntary Attrition Rate
Metric Type	Events Over Time
Metric Time Frame	12-month rolling period
Metric Formula	`rollingSum(unique([Employee_ID]), 12) for ("Terminated_This_Period", "True") for ("Termination_Category", "Voluntary") for ("Is_High_Potential", "True") / {avg_high_potentials_headcount_rolling_12_months where avg_high_potentials_headcount_rolling_12_months = (rollingSum(unique([Employee_ID]), 12) for ("Is_High_Potential", "True") for ("Active_Status", "True") / 12)`
Translation	Number of voluntary high potentials terminations within period / High potentials average active headcount for period (Sum of high potentials headcounts for each month / Number of months in rolling period) * 100
Comparison Points	• Historical snapshot period 12 months ago. • Company KPI Comparison.
Required Fields for KPI	• Active Status

	• Employee ID • High Potential • Termination Date • Term Category

Hispanic/Non-Hispanic Rate

What uses this metric?	KPI: Hispanic/Non-Hispanic Rate
Metric Type	Rate
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Active_Status", "True") for ("Is_Hispanic_or_Latino", "True") / unique([Employee_ID]) for ("Active_Status", "True")`
Translation	Hispanic workers headcount at end of previous month / Active headcount at end of previous month * 100
Comparison Point	12 months ago
Required Fields	• Active Status • Employee ID • Hispanic or Latino

Individual Contributor Active Headcount

What uses this metric?	KPI: Individual Contributor Active Headcount
Metric Type	Count
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Active_Status", "True") for ("Is_Individual_Contributor","True")`
Translation	Number of individual contributors in your organization as of previous period
Comparison Point	Month prior to the current snapshot period
Required Fields	• Active Status • Employee ID • Is Manager

Individual Contributor to Manager Rate

What uses this metric?	Organization Composition Business Question: Where are gaps in internal mobility to management?
Metric Type	Events Over Time
Metric Time Frame	Depending on your data history: • 12-month rolling period, or • 3-month rolling period.

Metric Formula	`rollingSum(unique([Employee_ID]), 12) for ("Active_Status", "True") for ("IC_To_MGR_This_Period", "True") / {avg_active_headcount_rolling_12_months}, where avg_active_headcount_rolling_12_months = (rollingSum(unique([Employee_ID]), 12) for ("Active_Status", "True") / 12)`
	OR
	`rollingSum(unique([Employee_ID]), 3) for ("Active_Status", "True") for ("IC_To_MGR_This_Period", "True") / {avg_active_headcount_rolling_3_months}, where avg_active_headcount_rolling_3_months = (rollingSum(unique([Employee_ID]), 3) for ("Active_Status", "True") / 3)`

Translation	Number of active individual contributors to management within period / Average active headcount for period (Sum of active headcounts for each month / Number of months in rolling period) * 100
Comparison Point	Historical snapshot period 1 month ago

Involuntary 12-Month Rolling Attrition Rate

What uses this metric?	KPI: Involuntary Rolling 12-Month Attrition Rate
Metric Type	Events Over Time
Metric Time Frame	12-month rolling period
Metric Formula	`rollingSum(unique([Employee_ID]), 12) for ("Terminated_This_Period", "True") for ("Termination_Category", "Involuntary") / rollingSum(unique([Employee_ID]), 12) for ("Active_Status", "True") / 12`
Translation	Number of involuntarily terminated workers within period / Average active headcount for period (Sum of active headcounts for each month / Number of months in rolling period) * 100
Comparison Point	12 months ago
Required Fields	• Active Status • Employee ID • Termination Date • Term Category

Involuntary Monthly Attrition Rate

What uses this metric?	KPI: Involuntary Monthly Attrition Rate
Metric Type	Events Over Time

Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Terminated_This_Period", "True") for ("Termination_Category", "Involuntary") / rollingSum(unique([Employee_ID]), 2) for ("Active_Status", "True") / 2`
Translation	Number of involuntarily terminated workers within period / Average active headcount for period (Active headcount at beginning of month + Active headcount at end of month) / 2) * 100
Comparison Point	Month prior to the current snapshot period
Required Fields	• Active Status • Employee ID • Termination Date • Term Category

Involuntary Monthly Termination Count

What uses this metric?	KPI: Involuntary Monthly Termination Count
Metric Type	Events Over Time
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Terminated_This_Period", "True") for ("Termination_Category", "Involuntary")`
Translation	Number of workers terminated involuntarily in previous month
Comparison Point	Month prior to the current one
Required Fields	• Employee ID • Termination Date • Term Category

Involuntary Quarterly Attrition Rate

What uses this metric?	KPI: Involuntary Quarterly Attrition Rate
Metric Type	Events Over Time
Metric Time Frame	Current fiscal quarter
Metric Formula	`unique([Employee_ID], fiscal quarter to date) for (\"Terminated_This_Period \", \"True\") for ("Termination_Category","Involuntary") / (rollingSum(unique([Employee_ID]), fiscal quarter to date) for`

	`("Active_Status", "True") / number of months fiscal quarter to date)`
Translation	Number of workers terminated involuntarily in FQ to-date / FQ Average active headcount (Sum of active headcounts for each month in FQ to-date / Number of months in FQ to-date) * 100
Comparison Point	Fiscal quarter prior to the current one
Required Fields	• Active Status • Employee ID • Termination Date • Term Category

Involuntary Termination YTD Count

What uses this metric?	KPI: Involuntary Termination YTD Count
Metric Type	Count
Metric Time Frame	Current fiscal year to date
Metric Formula	`rollingSum(unique([Employee_ID]), fiscal year to date) for ("Terminated_This_Period", "True") for ("Termination_Category", "Involuntary")`
Translation	Number of workers terminated involuntarily in FY to-date
Comparison Point	Fiscal year prior to the current one
Required Fields	• Employee ID • Termination Date • Term Category

Leadership Active Headcount

What uses this metric?	KPI: Leadership Active Headcount
Metric Type	Count
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Active_Status", "True") for ("Is_Leader", "True")`
Translation	Number of leaders in your organization as of previous period
Comparison Point	Month prior to the current snapshot period
Required Fields	• Active Status • Employee ID • Is Leader

Leadership URM Rate

What uses this metric?	KPI: Leadership URM Rate
Metric Type	Rate
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Is_Leader", "True") for ("Is_URM", "True") for ("Active_Status", "True") / unique([Employee_ID]) for ("Active_Status", "True") for ("Is_Leader", "True")`
Translation	URM active headcount at end of previous month / Leadership active headcount at end of previous month * 100
Comparison Point	12 months ago
Required Fields	• Active Status • Employee ID • Is Leader • Underrepresented Minority Worker

Manager Active Headcount

What uses this metric?	KPI: Manager Active Headcount
Metric Type	Count
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Active_Status", "True") for ("Is_Manager", "True")`
Translation	Number of managers in your organization as of previous period
Comparison Point	Month prior to the current snapshot period
Required Fields	• Active Status • Employee ID • Is Manager

Monthly Attrition Rate

What uses this metric?	KPI: Monthly Attrition Rate
Metric Type	Rate
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Terminated_This_Period", "True") / rollingSum(unique([Employee_ID]), 2) for ("Active_Status", "True") / 2`

Translation	Number of terminated workers within period / Average active headcount for period (Active headcount at beginning of period + Active headcount at end of period) / 2) * 100
Comparison Point	Month prior to the current snapshot period
Required Fields	• Active Status • Employee ID • Termination Date

Monthly New Hires

What uses this metric?	KPI: Monthly New Hires
Metric Type	Count
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Hired_This_Period", "True")`
Translation	Number of new hires acquired by your organization in previous month
Comparison Point	Month prior to the current snapshot period
Required Fields	• Active Status • Employee ID • Hire Date

Monthly Termination Count

What uses this metric?	KPI: Monthly Termination Count
Metric Type	Count
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Terminated_This_Period","True")`
Translation	Number of workers terminated in previous month
Comparison Point	Month prior to the current one
Required Fields	• Employee ID • Termination Date

New Hires Attrition Rate

What uses this metric?	Retention and Attrition Business Question: Where do we lose the most new hires?
Metric Type	Events Over Time
Metric Time Frame	Depending on your data history: • 12-month rolling period, or • 3-month rolling period.

Metric Formula	`rollingSum(unique([Employee_ID]), 12) for ("Terminated_This_Period", "True") for ("Is_New_Hire", "True") / {avg_new_hires_headcount_rolling_12_months}, where avg_new_hires_headcount_rolling_12_months = (rollingSum(unique([Employee_ID]), 12) for ("Is_New_Hire", "True") for ("Active_Status", "True")/ 12)` OR `rollingSum(unique([Employee_ID]), 3) for ("Terminated_This_Period", "True") for ("Is_New_Hire", "True") / {avg_new_hires_headcount_rolling_3_months}, where avg_new_hires_headcount_rolling_3_months = (rollingSum(unique([Employee_ID]), 3) for ("Is_New_Hire", "True") for ("Active_Status", "True")/ 3)`
Translation	Number of terminated new hires within period / New hires average active headcount for period (Sum of new hires active headcounts for each month / Number of months in rolling period) * 100
Comparison Point	Current snapshot period for the comparison group

New Hires Retention Rate 2

What uses this metric?	KPI: New Hires Retention Rate 2
Metric Type	Events Over Time
Metric Time Frame	12-month rolling period
Metric Formula	`previous(unique([Employee_ID]), 12) for ("Is_New_Hire", "True") for ("Active_Status", "True") for ("Is_Rehire", "False") - rollingSum(unique([Employee_ID]), 12) for ("Terminated_This_Period", "True") for ("Is_New_Hire", "True") for ("Is_Rehire", "False") + rollingSum(unique([Employee_ID]), 12) for ("Hired_This_Period", "True") for ("Is_Rehire", "False")) / previous(unique([Employee_ID]), 12) for ("Is_New_Hire", "True") for ("Active_Status", "True") for ("Is_Not_Rehire", "True") + rollingSum(unique([Employee_ID]), 12) for ("Hired_This_Period", "True") for ("Is_Not_Rehire", "True")`
Translation	(Active new hires at beginning of period - Terminated new hires within period + Hired workers within period) / (Active new hires at beginning of period + Hired workers within period) * 100

	Note: This metric excludes rehires.
Comparison Point	12 months ago
Required Fields	• Active Status • Employee ID • Hire Date • Length of Service In Partial Years • Rehired Worker • Termination Date

New Hires YTD

What uses this metric?	KPI: New Hires YTD
Metric Type	Count
Metric Time Frame	Current fiscal year to date
Metric Formula	`rollingSum(unique([Employee_ID]), fiscal year to date) for ("Hired_This_Period", "True")`
Translation	Number of new hires in FY to-date
Comparison Point	Fiscal year prior to the current one
Required Fields	• Active Status • Employee ID • Is Manager

New Hires Retention Rate

What uses this metric?	KPI: New Hires Retention Rate
Metric Type	Events Over Time
Metric Time Frame	12-month rolling period
Metric Formula	`(previous(unique([Employee_ID]), 12) for ("Is_New_Hire", "True") for ("Active_Status", "True") - rollingSum(unique([Employee_ID]), 12) for ("Terminated_This_Period", "True") for ("Is_New_Hire", "True") + rollingSum(unique([Employee_ID]), 12) for ("Hired_This_Period", "True")) / (previous(unique([Employee_ID]), 12) for ("Is_New_Hire", "True") for ("Active_Status", "True") + rollingSum(unique([Employee_ID]), 12) for ("Hired_This_Period", "True"))`
Translation	(Active new hires at beginning of period + Hired workers within period - Terminated new hires within period) / (Active new hires at beginning of period + Hired workers within period) * 100
Comparison Points	• Historical snapshot period 12 month ago

	• Company KPI Comparison
Required Fields for KPI	• Active Status • Employee ID • Hire Date • Length of Service in Partial Years • Termination Date

Offer Declined Rate

What uses this metric?	Hiring Business Question: What areas do we need to focus on to stay competitive with offers? KPI: Offer Declined Rate
Metric Type	Rate
Metric Time Frame	Current snapshot period
Metric Formula	`(candidates_offer_declined) / ( (candidates_offered) - (candidates_offer_pending) )`
Variables for Calculation	• `candidates_offer_declined = unique([Candidate_JobRequisiton]) for ("Stage_Consolidated","offer") for ("Candidate_Stage_Instance_Evaluated","decl by candidate")` • `candidates_offered = unique([Candidate_JobRequisiton]) for ("Stage_Consolidated","offer")` • `candidates_offer_pending = unique([Candidate_JobRequisiton]) for ("Stage_Consolidated","offer") for ("Candidate_Stage_Instance_Evaluated","offe` • `Candidate_JobRequisiton = CONCAT([Candidate_ID],"-", [Job_Requisition])`
Translation	Offers declined / Offers extended (excluding pending) * 100
Comparison Point	Current snapshot period for the comparison group

Part-time Rate

What uses this metric?	KPI: Part-time Rate
Metric Type	Rate
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Active_Status", "True") for`

	`("Is_Part_Time_Worker", "True") / unique([Employee_ID]) for ("Active_Status", "True")`
Translation	Part-time workers active headcount at end of previous month / Active headcount at end of previous month * 100
Comparison Point	12 months ago
Required Fields	• Active Status • Employee ID • Part-time Worker

Promotion Rate

What uses this metric?	KPI: Promotion Rate Organization Composition Business Question: Where are gaps in promoting females?
Metric Type	Events Over Time
Metric Time Frame	Depending on your data history: • 12-month rolling period, or • 3-month rolling period (business question only).

Metric Formula	`rollingSum(unique([Employee_ID]), 12) for ("Promoted_This_Period", "True") for ("Active_Status", "True") / {avg_active_headcount_rolling_12_months}, where avg_active_headcount_rolling_12_months = (rollingSum(unique([Employee_ID]), 12) for ("Active_Status", "True") / 12)`
	
	OR
	`rollingSum(unique([Employee_ID]), 3) for ("Promoted_This_Period", "True") for ("Active_Status", "True") / {avg_active_headcount_rolling_3_months}, where avg_active_headcount_rolling_3_months = (rollingSum(unique([Employee_ID]), 3) for ("Active_Status", "True") / 3)`

Translation	Number of promoted active workers within period / Average active headcount for period (Sum of active headcounts for each month / Number of months in rolling period) * 100
Comparison Points	For KPI: • Historical snapshot period 1 month ago • Company KPI Comparison For the business question and focus insights: • Current snapshot period for the comparison group

Required Fields for KPI	• Active Status • Employee ID • Last Promotion Date • Report Effective Date

Promotion Speed Ratio

What uses this metric?	KPI: Promotion Speed Ratio
Metric Type	Rate
Metric Time Frame	Current snapshot period
Metric Formula	`sum([Position_Tenure_Prior_to_Promotion_in_Years for ("Active_Status", "True") for ("Promoted_This_Period", "True") / unique([Employee_ID]) for ("Active_Status", "True") for ("Promoted_This_Period", "True")`
Translation	Sum of length of tenure prior to promotion of active headcount at end of previous month / Active headcount at end of previous month
Comparison Point	12 months ago
Required Fields	• Active Status • Employee ID • Position Tenure Prior to Promotion in Days • Last Promotion Date • Report Effective Date

Quarterly Attrition Rate

What uses this metric?	KPI: Quarterly Attrition Rate
Metric Type	Rate
Metric Time Frame	Current fiscal quarter
Metric Formula	`unique([Employee_ID], fiscal quarter to date) for (\"Terminated_This_Period \", \"True\") / (rollingSum(unique([Employee_ID]), fiscal quarter to date) for ("Active_Status", "True") / Number of months fiscal quarter to date)`
Translation	Number of workers terminated in FQ to-date / FQ average active headcount (Sum of active headcounts for each month in FQ to-date / Number of months in FY to-date passed in FQ to-date) * 100
Comparison Point	Fiscal quarter prior to the current one
Required Fields	• Active Status • Employee ID

	• Termination Date

Quarterly Involuntary Termination Count

What uses this metric?	KPI: Quarterly Involuntary Termination Count
Metric Type	Count
Metric Time Frame	Current fiscal quarter
Metric Formula	`unique([Employee_ID], fiscal quarter to date) for ("Terminated_This_Period","True") for ("Termination_Category","Involuntary")`
Translation	Number of workers terminated involuntarily in last completed FQ
Comparison Point	Fiscal quarter prior to the current one
Required Fields	• Employee ID • Termination Date • Term Category

Quarterly New Hires

What uses this metric?	KPI: Quarterly New Hires
Metric Type	Count
Metric Time Frame	Current fiscal quarter
Metric Formula	`unique([Employee_ID], fiscal quarter to date) for ("Hired_This_Period", "True")`
Translation	Number of workers hired in last completed FQ
Comparison Point	Fiscal quarter prior to the current one
Required Fields	• Active Status • Employee ID • Hire Date

Quarterly Termination Count

What uses this metric?	KPI: Quarterly Termination Count
Metric Type	Count
Metric Time Frame	Current fiscal quarter
Metric Formula	`unique([Employee_ID], fiscal quarter to date) for ("Terminated_This_Period","True")`
Translation	Number of workers terminated in last completed FQ
Comparison Point	Fiscal quarter prior to the current snapshot period
Required Fields	• Employee ID

	• Termination Date

Quarterly Voluntary Termination Count

What uses this metric?	KPI: Quarterly Voluntary Termination Count
Metric Type	Count
Metric Time Frame	Current fiscal quarter
Metric Formula	`unique([Employee_ID], fiscal quarter to date) for ("Terminated_This_Period","True") for ("Termination_Category","Voluntary")`
Translation	Number of workers terminated voluntarily in last completed FQ
Comparison Point	Fiscal quarter prior to the current one
Required Fields	• Employee ID • Termination Date • Term Category

Referral Conversion Rate

What uses this metric?	KPI: Referral Conversion Rate
Metric Type	Rate
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Candidate_JobRequisition]) for (""Stage_Consolidated"", ""Hire"") for (""Can_Is_Referral"", ""True"") / unique([Candidate_JobRequisition]) for (""Can_Is_Referral"", ""True"")`
Variables for Calculation	
Translation for KPI	Hires.Referrals / Referrals * 100
Comparison Points	• Historical snapshot period 12 months ago. • Company KPI Comparison.
Required Fields for KPI	• Candidate ID • Job Requisition • Job Application Source • Candidate Source • Stage
Required Fields	• Candidate ID • Is Referral • Recruiting Stage • Recruiting Status Job Requisition • Staffing Candidate ID • Staffing Hire Date • Staffing Job Requisition

Referral Hire Rate

What uses this metric?	KPI: Referral Hire Rate
Metric Type	Rate
Metric Time Frame	Current snapshot period
Metric Formula	`(candidates_hired_referred) / (candidates_hired)`
Variables for Calculation	• `candidates_hired_referred = {candidates_hired} for ("Source_Instance_Evaluated", "referral")` • `candidates_hired = unique([Candidate_JobRequisiton]) for ("Stage_Consolidated","hire")` • `Candidate_JobRequisiton = CONCAT([Candidate_ID],"-",[Job_Requisition])`
Translation	Number of referral hires in previous month / Number of hires in previous month * 100
Comparison Points	• Historical snapshot period 12 months ago. • Company KPI Comparison.
Required Fields for KPI	• Candidate ID • Job Requisition • Job Application Source • Candidate Source • Stage

Regrettable 12-Month Rolling Attrition Rate

What uses this metric?	KPI: Regrettable 12-Month Rolling Attrition Rate
Metric Type	Events Over Time
Metric Time Frame	12-month rolling period
Metric Formula	`rollingSum(unique([Employee_ID]), 12) for ("Terminated_This_Period", "True") for ("Is_Regrettable_Termination", "True") / rollingSum(unique([Employee_ID]), 12) for ("Active_Status", "True") / 12`
Translation	Number of regrettably terminated workers within period / Average active headcount for period (Sum of active headcounts for each month / Number of months in rolling period) * 100
Comparison Point	12 months ago
Required Fields	• Active Status • Employee ID

	• Regrettable Termination • Termination Date

Regrettable Monthly Attrition Rate

What uses this metric?	KPI: Regrettable Monthly Attrition Rate
Metric Type	Events Over Time
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Terminated_This_Period", "True") for ("Is_Regrettable_Termination", "True") / rollingSum(unique([Employee_ID]), 2) for ("Active_Status", "True") / 2`
Translation	Number of regrettably terminated workers within period / Average active headcount for period (Active headcount at beginning of month + Active headcount at end of month) / 2) * 100
Comparison Point	Month prior to the current snapshot period
Required Fields	• Active Status • Employee ID • Regrettable Termination • Termination Date

Regrettable Quarterly Attrition Rate

What uses this metric?	Current fiscal quarter
Metric Type	Events Over Time
Metric Time Frame	unique([Employee_ID], fiscal quarter to date) for (\"Terminated_This_Period\", \"True\") for ("Is_Regrettable_Termination","True") / (rollingSum(unique([Employee_ID]), fiscal quarter to date) for ("Active_Status", "True") / number of months fiscal quarter to date)
Metric Formula	`Number of workers terminated regrettably in FQ to-date / FQ Average active headcount (Sum of active headcounts for each month in FQ to-date / Number of months in FQ to-date) * 100`
Translation	Number of workers terminated regrettably in FQ to-date / FQ Average active headcount (Sum of active headcounts for each month in FQ to-date / Number of months in FQ to-date) * 100
Comparison Point	Fiscal quarter prior to the latest one
Required Fields	• Active Status • Employee ID

	• Regrettable Termination • Term Category

Retention Rate

What uses this metric?	Retention and Attrition Business Question: Where can we improve female retention in the workforce? Retention and Attrition Business Question: Where can we improve retention?
Metric Type	Events Over Time
Metric Time Frame	Depending on your data history: • 12-month rolling period, or • 3-month rolling period.
Metric Formula for 'Where can we improve female retention in the workforce?'	`(previous(unique([Employee_ID]), 12) for ("Gender", "Female") for ("Active_Status", "True") - rollingSum(unique([Employee_ID]), 12) for ("Terminated_This_Period", "True") for ("Gender", "Female") + rollingSum(unique([Employee_ID]), 12) for ("Hired_This_Period", "True") for ("Gender", "Female")) / (previous(unique([Employee_ID]), 12) for ("Gender", "Female") for ("Active_Status", "True") + rollingSum(unique([Employee_ID]), 12) for ("Hired_This_Period", "True") for ("Gender", "Female"))`  OR `(previous(unique([Employee_ID]), 3) for ("Gender", "Female") for ("Active_Status", "True") - rollingSum(unique([Employee_ID]), 3) for ("Terminated_This_Period", "True") for ("Gender", "Female") + rollingSum(unique([Employee_ID]), 3) for ("Hired_This_Period", "True") for ("Gender", "Female")) / (previous(unique([Employee_ID]), 3) for ("Gender", "Female") for ("Active_Status", "True") + rollingSum(unique([Employee_ID]), 3) for ("Hired_This_Period", "True") for ("Gender", "Female"))`
Translation	(Active female headcount at beginning of period + Female hires within period - Terminations within period) / (Active female headcount at beginning of period + Female hires within period) * 100

Metric Formula for 'Where can we improve retention?'	`(previous(unique([Employee_ID]), 12) for ("Active_Status", "True") - rollingSum(unique([Employee_ID]), 12) for ("Terminated_This_Period", "True") + rollingSum(unique([Employee_ID]), 12) for ("Hired_This_Period", "True")) / (previous(unique([Employee_ID]), 12) for ("Active_Status", "True") + rollingSum(unique([Employee_ID]), 12) for ("Hired_This_Period", "True"))` OR `(previous(unique([Employee_ID]), 3) for ("Active_Status", "True") - rollingSum(unique([Employee_ID]), 3) for ("Terminated_This_Period", "True") + rollingSum(unique([Employee_ID]), 3) for ("Hired_This_Period", "True")) / (previous(unique([Employee_ID]), 3) for ("Active_Status", "True") + rollingSum(unique([Employee_ID]), 3) for ("Hired_This_Period", "True"))`
Translation	(Active headcount at beginning of period + Hires within period - Terminations within period) / (Active headcount at beginning of period + Hires within period) * 100
Comparison Point for Both BQs	Current snapshot period for the comparison group

Termination YTD Count

What uses this metric?	KPI: Termination YTD Count
Metric Type	Count
Metric Time Frame	Current fiscal year to date
Metric Formula	`rollingSum(unique([Employee_ID]), fiscal year to date) for ("Terminated_This_Period", "True")`
Translation	Number of workers terminated in FY to-date
Comparison Point	Fiscal year prior to the current one
Required Fields	• Employee ID • Termination Date

URM 12-Month Rolling Attrition Rate

What uses this metric?	KPI: URM 12-Month Rolling Attrition Rate
Metric Type	Events Over Time
Metric Time Frame	12-month rolling period
Metric Formula	`rollingSum(unique([Employee_ID]), 12) for ("Terminated_This_Period", "True") for ("Is_URM", "True") /`

	`rollingSum(unique([Employee_ID]), 12) for ("Active_Status", "True") / 12`
Translation	Number of URM workers terminated within period / Average active headcount for period (Sum of active headcounts for each month / Number of months in rolling period) * 100
Comparison Point	12 months ago
Required Fields	• Active Status • Employee ID • Underrepresented Minority Worker • Termination Date

URM Active Headcount

What uses this metric?	KPI: URM Active Headcount
Metric Type	Count
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Active_Status", "True") for ("Is_URM", "True")`
Translation	Number of URM workers in your organization as of previous period
Comparison Point	Snapshot period prior to the current one
Required Fields	• Active Status • Employee ID • Underrepresented Minority Worker

URM Monthly Attrition Rate

What uses this metric?	KPI: URM Monthly Attrition Rate
Metric Type	Events Over Time
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Terminated_This_Period", "True") for ("Is_URM", "True") / rollingSum(unique([Employee_ID]), 2) for ("Active_Status", "True") / 2`
Translation	URM terminations at end of previous month / URM average active headcount for previous month (Active headcount at beginning of previous month + Active headcount at end of previous month) / 2) * 100
Comparison Point	Month prior to the current snapshot period
Required Fields	• Active Status • Employee ID

	• Underrepresented Minority Worker • Termination Date

URM Monthly Termination Count

What uses this metric?	KPI: URM Monthly Termination Count
Metric Type	Events Over Time
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Terminated_This_Period", "True") for ("Is_URM", "True")`
Translation	Number of URM workers terminated in previous month
Comparison Point	Month prior to the current snapshot period
Required Fields	• Employee ID • Underrepresented Minority Worker • Termination Date

URM Quarterly Attrition Rate

What uses this metric?	KPI: URM Quarterly Attrition Rate
Metric Type	Events Over Time
Metric Time Frame	Current fiscal quarter
Metric Formula	`unique([Employee_ID], fiscal quarter to date)) for (\"Terminated_This_Period\", \"True\") for ("Is_URM","True") / (rollingSum(unique([Employee_ID]), fiscal quarter to date) for ("Active_Status", "True") for ("Is_URM", "True") / number of months fiscal quarter to date)`
Translation	Number of URM workers terminated in last completed FQ / FQ URM average active headcount (Sum of active headcounts for each month in FQ to-date / Number of months in FQ to-date) * 100
Comparison Point	Fiscal quarter prior to the current one
Required Fields	• Active Status • Employee ID • Underrepresented Minority Worker • Termination Date

URM Quarterly Termination Count

What uses this metric?	KPI: URM Quarterly Termination Count

Metric Type	Events Over Time
Metric Time Frame	Current fiscal quarter
Metric Formula	`unique([Employee_ID], fiscal quarter to date) for ("Terminated_This_Period", "True") for ("Is_URM", "True")`
Translation	Number of URM workers terminated in last completed FQ
Comparison Point	Fiscal quarter prior to the current one
Required Fields	• Employee ID • Underrepresented Minority Worker • Termination Date

URM Rate

What uses this metric?	KPI: URM Rate
Metric Type	Rate
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Active_Status", "True") for ("Is_URM", "True") / unique([Employee_ID]) for ("Active_Status", "True")`
Translation	URM active headcount at end of previous month / Active headcount at end of previous month * 100
Comparison Point	12 months ago
Required Fields	• Active Status • Employee ID • Underrepresented Minority Worker

URM YTD Termination Count

What uses this metric?	KPI: URM YTD Termination Count
Metric Type	Count
Metric Time Frame	Current fiscal year to date
Metric Formula	`rollingSum(unique([Employee_ID]), fiscal year to date) for ("Terminated_This_Period", "True") for ("Is_URM", "True")`
Translation	Number of URM workers terminated in FY to-date
Comparison Point	Fiscal year prior to the current one
Required Fields	• Employee ID • Underrepresented Minority Worker • Termination Date

Veteran Status Rate

What uses this metric?	KPI: Veteran Status Rate
Metric Type	Rate
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Active_Status", "True") for ("Is_Veteran", "True") / unique([Employee_ID]) for ("Active_Status", "True")`
Translation	Veteran headcount at end of previous month / Active headcount at end of previous month * 100
Comparison Point	12 months ago
Required Fields	• Active Status • Employee ID • Is Veteran

Voluntary 12-Month Rolling Attrition Rate

What uses this metric?	KPI: Voluntary 12-Month Rolling Attrition Rate
Metric Type	Events Over Time
Metric Time Frame	12-month rolling period
Metric Formula	`rollingSum(unique([Employee_ID]), 12) for ("Terminated_This_Period", "True") for ("Termination_Category", "Voluntary") / rollingSum(unique([Employee_ID]), 12) for ("Active_Status", "True") / 12`
Translation	Number of voluntarily terminated workers within period / Average active headcount for period (Sum of active headcounts for each month / Number of months in rolling period) * 100
Comparison Point	12 months ago
Required Fields	• Active Status • Employee ID • Termination Date • Term Category

Voluntary Monthly Attrition Rate

What uses this metric?	KPI: Voluntary Monthly Attrition Rate
Metric Type	Events Over Time
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Terminated_This_Period", "True") for ("Termination_Category",`

	`"Voluntary") / rollingSum(unique([Employee_ID]), 2) for ("Active_Status", "True") / 2`
Translation	Number of voluntarily terminated workers within period / Average active headcount for period (Active headcount at beginning of month + Active headcount at end of month) / 2) * 100
Comparison Point	Month prior to the current snapshot period
Required Fields	• Active Status • Employee ID • Termination Date • Term Category

Voluntary Monthly Termination Count

What uses this metric?	KPI: Voluntary Monthly Termination Count
Metric Type	Events Over Time
Metric Time Frame	Current snapshot period
Metric Formula	`unique([Employee_ID]) for ("Terminated_This_Period","True") for ("Termination_Category", "Voluntary")`
Translation	Number of workers terminated voluntarily in previous month
Comparison Point	Month prior to the current snapshot period
Required Fields	• Employee ID • Termination Date • Term Category

Voluntary Quarterly Attrition Rate

What uses this metric?	KPI: Voluntary Quarterly Attrition Rate
Metric Type	Events Over Time
Metric Time Frame	Current fiscal quarter
Metric Formula	`unique([Employee_ID], fiscal quarter to date) for (\"Terminated_This_Period \", \"True\") for ("Termination_Category","Voluntary") / (rollingSum(unique([Employee_ID]), fiscal quarter to date) for ("Active_Status", "True") / number of months fiscal quarter to date)`
Translation	Number of workers terminated voluntarily in FQ to-date / FQ Average active headcount (Sum of active headcounts for each month in FQ to-date / Number of months in FQ to-date) * 100

Comparison Point	Fiscal quarter prior to the current one
Required Fields	• Active Status • Employee ID • Termination Date • Term Category regrettable quarter

Voluntary Termination YTD Count

What uses this metric?	KPI: Voluntary Termination YTD Count
Metric Type	Events Over Time
Metric Time Frame	Current fiscal year to date
Metric Formula	`rollingSum(unique([Employee_ID]), fiscal year to date) for ("Terminated_This_Period", "True") for ("Termination_Category", "Voluntary")`
Translation	Number of workers terminated voluntarily in FY to-date
Comparison Point	Fiscal year prior to the current one
Required Fields	• Employee ID • Termination Date • Term Category

Related Information
Reference
The Next Level: People Analytics: Resources to Help Validate Your Organization's Data

Reference: Visualizations by Topic

Use the configuration details in the tables to recreate People Analytics visualizations across topics. You can then add additional fields and specifications to customize your analysis according to the needs of your business.

Note: Because we round all values to the nearest tenth decimal point, percent values in visualizations might not add up to 100% exactly. This is expected.

Diversity and Inclusion

Visualization	Time Frame	Graph Type	Fields	Filters

Ethnicity Trend	Rolling 12 months	Type: Line Chart	X-Axis: Month
			Override Y-Axis Display Name: Active Headcount
			Color: Ethnicity
				`'Active Status', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 13]`

Gender by Tenure Category	Current snapshot period	Type: Bar Chart
		Orientation: Vertical
		Grouping: Stack to 100
			X-Axis: Tenure Category
			Override Y-Axis Display Name: Active Headcount
			Color: Gender
				`'Active Status', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 1]`

Gender Trend	Rolling 12 months	Type: Line Chart	X-Axis: Month
			Override Y-Axis Display Name: Active Headcount
			Color: Gender
				`'Active Status', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 13]`

Generation Trend	Rolling 12 months	Type: Line Chart	X-Axis: Month
			Override Y-Axis Display Name: Active Headcount
			Color: Generation
				`'Active Status', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 13]`

Management Level by Gender	Current snapshot period	Type: Bar Chart
		Orientation: Vertical
		Grouping: Stack to 100
			X-Axis: Management Level
			X-Axis Sort Order: Management Level Seniority - Ascending
			Override Y-Axis Display Name: Active Headcount
			Color: Gender
				`'Active Status', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 1]`

Visualization	Time Frame	Graph Type	Fields	Filters

Termination Count by Ethnicity	Rolling 12 months	Type: Heatmap	X-Axis: Month
			Y-Axis: Ethnicity
				`'Terminated This Period', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 13]`

Termination Count by Generation	Rolling 12 months	Type: Heatmap	X-Axis: Month
			Y-Axis: Generation
				`'Terminated This Period', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 13]`

Top 5 - Termination Reasons by Gender - Previous Quarter	Previous fiscal quarter.
	This graph might adjust each snapshot period due to the volume of terminations per category.
		Type: Bar Chart
		Orientation: Vertical
		Grouping: Stack
			X-Axis: Termination Reason
			X-Axis Sort Order: Value Total - Descending
			X-Axis Limit: 5 groupings
			Sum Remaining Values for X-Axis: False
			Override Y-Axis Display Name: Terminated Headcount
			Color: Gender
			Color Sort Order: Value Total - Descending
				`'Terminated This Period', 'is true'`
				AND
				`'Complete_snapshot_index 'is between', value: [1, 3]`

Organization Composition

Visualization	Time Frame	Graph Type	Fields	Filters	Notes

Average Compa-Ratio by Job Family Group	Current snapshot period	Type: Bar Chart
		Orientation: Vertical
		Grouping: Cluster
			X-Axis: Job Family Group
			X-Axis Sort Order: Value Total - Descending
				`'Active Status', 'is true'`
				AND
				`'Snapshot_Index', 'is between',`	

Visualization	Time Frame	Graph Type	Fields	Filters	Notes
			Y-Axis: AVG(Compa-Ratio) Override Y-Axis Display Name: Average Compa-Ratio	`value: [1, 1]`	

Average Compa-Ratio by Top 10 - Location	Current snapshot period	Type: Bar Chart
		Orientation: Vertical
		Grouping: Cluster
			X-Axis: Location
			X-Axis Sort Order: Value Total - Descending
			X-Axis Limit: 10 groupings
			Sum Remaining Values for X-Axis: False
			Y-Axis: AVG(Compa-Ratio)
			Override Y-Axis Display Name: Average Compa-Ratio
				`'Active Status', 'is true'`
				AND
				`'Snapshot_Index' = 'is between', value: [1, 1]`	

Average Tenure at Promotion by Management Level - Rolling 12 Months	Rolling 12 months	Type: Bar Chart
		Orientation: Vertical
		Grouping: Cluster
			X-Axis: Management Level
			X-Axis Sort Order: Management Level Seniority - Ascending
			Y-Axis: AVG(Length of Service In Partial Years)
			Override Y-Axis Display Name: Average Tenure in Partial Years
				`'Active Status', 'is true'`
				AND
				`'Promoted this Period', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 12]`	

Visualization	Time Frame	Graph Type	Fields	Filters	Notes

Average Tenure by Job Family Group	Current snapshot period	Type: Bar Chart
		Orientation: Vertical
		Grouping: Cluster
			X-Axis: Job Family Group
			X-Axis Sort Order: Value Total - Descending
			Y-Axis: AVG(Length of Service In Partial Years)
			Override Y-Axis Display Name: Average Tenure in Partial Years
				`'Active Status', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 1]`	

Average Tenure by Top 10 - Location	Current snapshot period	Type: Bar Chart
		Orientation: Vertical
		Grouping: Cluster
			X-Axis: Location
			X-Axis Sort Order: Value Total - Descending
			X-Axis Limit: 10 groupings
			Sum Remaining Values for X-Axis: False
			Y-Axis: AVG(Length of Service In Partial Years)
			Override Y-Axis Display Name: Average Tenure in Partial Years
				`'Active Status', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 1]`	

Quarterly Headcount Movement	Previous fiscal quarter	Type: Waterfall
		Orientation: Vertical
			Measures:
			• SUM(Active, Beginning of Quarter)
			• SUM(Hired This Quarter)
				`'Headcount Movement', 'is in list', value: [Headcount Movement]`
				AND
				`'Complete_snapshot_index', 'is`
					The headcount movement graph starts with a beginning active headcount and after aggregates hires,

Visualization	Time Frame	Graph Type	Fields	Filters	Notes
			• SUM(Terminated This Quarter) • SUM(Transfers in This Quarter) • SUM(Transfers Out This Quarter) Viz Options: Show data labels: True Hide total: False Override X-Axis Display Name: " " Override Y-Axis Displaye Name: Worker Count Override Measure Display Names: • Active Beginning of Period • Hired • Terminated • Transfers In • Transfers Out • Active End of Period	`between', value: [1, 3]`	terminations, and transfers for the next 3 months. The last bar displays the active headcount with those changes at the end of the 3 month period. Transfers include both true transfers and reorganizations.

Managers vs Individual Contributors by Job Family Group	Current snapshot period	Type: Bar Chart
		Orientation: Vertical
		Grouping: Stack to 100
			X-Axis: Job Family Group
			X-Axis Sort Order: Value Total - Descending
			Override Y-Axis Display
				`'Active Status', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 1]`	

Visualization	Time Frame	Graph Type	Fields	Filters	Notes
			Name: Active Headcount Color: Manager vs Individual Contributor		

Managers vs Individual Contributors by Tenure Category	Current snapshot period	Type: Bar Chart
		Orientation: Vertical
		Grouping: Stack to 100
			X-Axis: Tenure Category
			Color: Manager vs Individual Contributor
			X-Axis Sort Order: Tenure Length - Ascending
			Override Y-Axis Display Name: Active Headcount
				`'Active Status', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 1]`	

Monthly Active Headcount	Rolling 12 months	Type: Line Chart	X-Axis: Month
			Override Y-Axis Display Name: Active Headcount
				`'Active Status', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 13]`	

Monthly Average Number of Directs by Organization Level	Rolling 12 months	Type: Heatmap	X-Axis: Report Month
			X-Axis Sort Order: Alphabetical - Ascending
			Y-Axis: Organization Level, Color: "Org_Level"
			Y-Axis Sort Order: Organizational level - Ascending
			Color: AVG(Direct Reports)
				`'Active Status', 'is true'`
				AND
				`'Manager With Direct Reports', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 13]`	

Visualization	Time Frame	Graph Type	Fields	Filters	Notes
			Override Color Display Name: Average Number of Directs		

Organizational Depth in Layers	Current snapshot period	Type: Bar Chart
		Orientation: Vertical
		Grouping: Cluster
			X-Axis: Organization Level
			X-Axis Sort Order: Organization Level - Ascending
			Override Y-Axis Display Name: Active Headcount
				`'Active Status', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 1]`
					Each layer represents an aggregated group of employees based on their level in the organization. This visualization helps you understand the shape of the workforce and gives a visual representation of where your organization might be top or bottom heavy.

Organization Levels by Management Level	Current snapshot period	Type: Heatmap	X-Axis: Organization Level
			Y-Axis: Management Level
				`'Active Status', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 1]`
					This visualization might reveal whether employees at higher management levels are far from the top levels of the organization.

Retention and Attrition

Visualization	Time Frame	Graph Type	Fields	Filters	Notes

New Hire Terminations by Job Family Group - Previous Quarter	Previous fiscal quarter	Type: Bar Chart
		Orientation: Vertical
		Grouping: Cluster
			X-Axis: Job Family Group
			X-Axis Sort Order: Value Total - Descending
			Override Y-Axis Display Name:
				`'New Hire', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 3]`
					New Hires are defined as workers with less than 1 year of tenure.

Visualization	Time Frame	Graph Type	Fields	Filters	Notes
			Terminated Headcount	AND 'Terminated This Period', 'is true' AND 'Complete_Snapshot_Index', 'is between', value: [1, 3]	
Quarterly Terminations by Compa-Ratio Range	Previous fiscal quarter	Type: Bar Chart Orientation: Vertical Grouping: Stack to 100	X-Axis: Compa-Ratio Range X-Axis Sort Order: Alphabetical - Descending Override Y-Axis Display Name: Terminated Headcount Color: Termination Category Color Sort Order: Alphabetical - Descending	'Complete_Snapshot_Index', 'is between', value: [1, 3] AND 'Terminated This Period', 'is true'	This Compa-ratio ranges are defined at the tenant level.
Quarterly Termination Count by Job Family Group	Previous fiscal quarter	Type: Bar Chart Orientation: Vertical Grouping: Stack	X-Axis: Job Family Group X-Axis Sort Order: Value Total - Descending Override Y-Axis Display Name: Terminated Headcount Color: Termination Category Color Sort Order:	'Complete_Snapshot_Index', 'is between', value: [1, 3] AND 'Terminated This Period', 'is true'	

Visualization	Time Frame	Graph Type	Fields	Filters	Notes
			Value Total - Descending		

Quarterly Termination Count by Management Level	Previous fiscal quarter	Type: Bar Chart
		Orientation: Vertical
		Grouping: Cluster
			X-Axis: Management Level
			X-Axis Sort Order: Management seniority level - Ascending
			Override Y-Axis Display Name: Terminated Headcount
				`'Complete_Snapshot_Index', 'is between', value: [1, 3]`
				AND
				`'Terminated This Period', 'is true'`	

Quarterly Termination Count by Tenure Category	Previous fiscal quarter	Type: Bar Chart
		Orientation: Vertical
		Grouping: Cluster
			X-Axis: Tenure Category
			X-Axis Sort Order: Management Seniority Level - Ascending
			Override Y-Axis Display Name: Terminated Headcount
				`'Complete_Snapshot_Index', 'is between', value: [1, 3]`
				AND
				`'Terminated This Period', 'is true'`
					This tenure categories are defined at the tenant level.

Top 10 Locations for New Hire Terminations - Previous Quarter	Previous fiscal quarter	Type: Bar Chart
		Orientation: Vertical
		Grouping: Cluster
			X-Axis: Location
			X-Axis Sort Order: Value Total - Descending
			X-Axis Limit: 10 groupings
			Override Y-Axis Display Name: Terminated Headcount
				`'New Hire', 'is true'`
				AND
				`'Complete_Snapshot_Index', 'is between', value: [1, 3]`
				AND
				`'Terminated This Period', 'is true'`
					New Hires are defined as workers with less than 1 year of tenure.

Top 10 Voluntary - Termination Reason by Gender - Previous Quarter	Previous fiscal quarter	Type: Bar Chart Orientation: Horizontal Grouping: Stack	Y-Axis: Termination Reason Y-Axis Sort Order: Value Total - Descending	`'Complete_Snapshot_Index', 'is between', value: [1, 3]` AND	Top 10 termination reasons are subject to change each month.

Visualization	Time Frame	Graph Type	Fields	Filters	Notes
			Y-Axis Limit: 10 groupings Sum Remaining Values for Y-Axis: False Color: Gender Override X-Axis Display Name: Terminated Headcount	'Termination Category', 'is in list', value: [Voluntary] AND 'Terminated This Period', 'is true'	
Voluntary Termination Count by Month	Rolling 12 months	Type: Bar Chart Orientation: Vertical Grouping: Cluster	X-Axis: Month Override Y-Axis Display Name: Terminated Headcount	'Snapshot_Index', 'is between', value: [1, 13] AND 'Termination Category', 'is in list', value: ['Voluntary'] AND 'Terminated This Period', 'is true' AND 'fiscal_quarter_index', value: [1]	

Hiring

Visualization	Time Frame	Graph Type	Fields	Filters	Notes
Average Time to Fill by Management Level - Rolling 12 Months	Rolling 12 months	Type: Bar Chart Orientation: Vertical Grouping: Cluster	X-Axis: Job Requisition Management Level X-Axis Sort Order: Logical sort - Descending Override X-Axis Display Name:	'Req_Management_Level_Job_Requisiti 'is not empty' AND 'Last Requisition Entry', 'is in list', value: [1] AND	

Visualization	Time Frame	Graph Type	Fields	Filters	Notes
			Management Level Requisition X-Axis Sort Order: Management Level Seniority - Ascending Y-Axis: Requisition_Average_Time_To_Fill Override Y-Axis Display Name: Average Time to Fill in Days	'Snapshot_Index', 'between', value: [1, 12] AND 'Requisition_Average_Time_To_Fill', 'not equals', ["0"]	
Hires per Month	Rolling 12 months	Type: Bar Chart Orientation: Vertical Grouping: Cluster	X-Axis: Month Override Y-Axis Display Name: Number of Hires	'Snapshot_Index', 'between', value: [1, 12] AND 'Stage_Consolidated', 'in list', ["Hire"]	A hire is recognized by the start date of the new hire.
Job Application Sources - Rolling 12 Months	Rolling 12 months	Type: Bar Chart Orientation: Vertical Grouping: Cluster	X-Axis: Job Application Source X-Axis Sort Order: Value Total - Descending X-Axis Limit: 20 groupings Override X-Axis Display Name: Source Override Y-Axis Display Name: Number of Hires	: 'Snapshot_Index', 'between', value: [1, 12] AND 'Stage_Consolidated', 'in list', ["Hire"]	
Number of Open Requisitions by Aging	Current snapshot period	Type: Heatmap	X-Axis: Job Requisition Age Category Y-Axis: Req_Management_Level_Job_Requisition Override Y-Axis Display	'Req_Job_Requisition_Status_Instanc 'is in list', ["Open"] AND 'Req_Management_Level_Job_Requisiti 'is not empty' AND	The data source only includes requisitions that have at

Visualization	Time Frame	Graph Type	Fields	Filters	Notes
			Name: Management Level	'Last_Requisition_Event', 'is true' AND 'Req_Age_Category', is not empty	least 1 candidate attached to the requisition. This visualization helps you: • Manage requisitions that have not been filled for a long time. • Understand how many requisitions are in the queue and for how long.
Requisitions Opened each Month	Rolling 12 months	Type: Bar Chart Orientation: Vertical Grouping: Cluster	X-Axis: Month Override Y-Axis Display Name: Number of Requisitions	'Snapshot_Index', 'between', value: [1, 12] AND 'Req_Opened_This_Month', 'is true'	The data source only includes requisitions that have at least 1 candidate attached to the requisition.
Top 10 - Decline Reason - Rolling 12 Months	Rolling 12 months	Type: Bar Chart Orientation: Vertical Grouping: Cluster	X-Axis: Decline Reason X-Axis Sort Order: Value Total - Descending	'Latest_Candidate_Stage', 'is in list', ["Declined by candidate", "Rejected"] AND	Top 10 decline reasons are subject to change each

Visualization	Time Frame	Graph Type	Fields	Filters	Notes
			Number of X-Axis groupings: 10 Override X-Axis Display Name: Decline Reason Override Y-Axis Display Name: Number of Candidates	'Stage_Consolidated', 'is in list', ["Offer"] AND 'Snapshot_Index', 'between', value: [1, 12]	Snapshot period.

Talent and Performance

Visualization	Time Frame	Graph Type	Fields	Filters	Notes
Current Rating by Job Family Group	Current snapshot period	Type: Heatmap	X-Axis: Job Family Group Y-Axis: Current Rating Y-Axis Sort Order: Worker Rating - Ascending	'Active Status', 'is true' AND 'Snapshot_Index', 'is between', value: [1, 1]	Performance rating is defined at the tenant level.
Current Rating by Management Level	Current snapshot period	Type: Heatmap	X-Axis: Management Level X-Axis Sort Order: Management Level Seniority - Ascending Y-Axis: Current Rating Y-Axis Sort Order: Worker rating - Ascending	'Active Status', 'is true' AND 'Snapshot_Index', 'is between', value: [1, 1]	
Current Rating Overview	Current snapshot period	Type: Bar Chart Orientation: Vertical Grouping: Cluster	X-Axis: Current Rating X-Axis Sort Order: Worker rating - Ascending Override Y-Axis Display	'Active Status', 'is true' AND 'Snapshot_Index', 'is between', value: [1, 1]	Performance rating is defined at the tenant level.

Visualization	Time Frame	Graph Type	Fields	Filters	Notes
			Name: Active Headcount		

Termination Count by Current Rating	Current snapshot period	Type: Bar Chart
		Orientation: Vertical
		Grouping: Stack
			X-Axis: Current Rating
			X-Axis Sort Order: Worker Rating - Ascending
			Override Y-Axis Display Name: Terminated Headcount
			Color: Termination Category
				`'Terminated This Period', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 1]`	

Termination Type of High Potentials by Month	Rolling 12 months	Type: Bar Chart
		Orientation: Vertical
		Grouping: Stack
			X-Axis: Month
			Color: Termination Category
			Override Y-Axis Display Name: Terminated Headcount
				`'High Potential', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 13]`
				AND
				`'Terminated This Period', 'is true'`
					High potentials are defined at the tenant level.

Top 5 Voluntary - Termination Reason for High Performers - Rolling 12 Months	Rolling 12 months	Type: Bar Chart
		Orientation: Vertical
		Grouping: Cluster
			X-Axis: Termination Reason
			X-Axis Sort Order: Value Total - Descending
			X-Axis Limit: 5 groupings
			Sum Remaining Values for X-Axis: False
			Override Y-Axis Display Name:
				`'High Performer', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 12]`
				AND
				`'Terminated This Period', 'is true'`
				AND
					The top 5 reasons might change every snapshot period.

Visualization	Time Frame	Graph Type	Fields	Filters	Notes
			Terminated Headcount	`'Termination Category', 'is in list', value: [Voluntary]`	

Skills

Visualization	Time Frame	Graph Type	Fields	Filters

Match Score Signal by Top 10 Job Family Groups	Current snapshot period	Type: Bar Chart
		Orientation: Vertical
		Grouping: Stack to 100
			X-Axis: Job Family Group
			X-Axis Sort Order: Alphabetical - Ascending
			Override Y-Axis Display Name: Match Score Signal Percentage
			Color: Worker Match Score Signal
				`'Active Status', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 1]`

Match Score Signal Distribution	Current snapshot period	Type: Bar Chart
		Orientation: Vertical
		Grouping: Cluster
			X-Axis: Worker Match Score Signal
			X-Axis Sort Order: Worker Rating - Ascending
			Override Y-Axis Display Name: Active Headcount
				`'Active Status', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 1]`

Top 10 Skill Categories by Job Family Group	Current snapshot period	Type: Heatmap	X-Axis: Skill Categories
			X-Axis Sort Order: Value Total - Descending
			X-Axis Limit: 10 groupings
			Color: Job Family Group
				`'Active Status', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 1]`

Top 10 Skill Categories by Management Level	Current snapshot period	Type: Heatmap	X-Axis: Skill Categories
			X-Axis Sort Order: Value Total - Descending
			X-Axis Limit: 10 groupings
				`'Active Status', 'is true'`
				AND
				`'Snapshot_Index', 'is between', value: [1, 1]`

Visualization	Time Frame	Graph Type	Fields	Filters
			Y-Axis: Management Level Y-Axis Sort Order: Management Level Seniority - Ascending	

Related Information

Tasks

Steps: Create Visualizations

Reference

The Next Level: People Analytics: Resources to Help Validate Your Organization's Data

Reference: Empty States in People Analytics

Empty states can appear in the People Analytics report if:

- There is a misconfiguration of the application.
- There are no KPIs or focus insights to display after you apply filters.
- Storyteller did not find any statistically significant data to report on for specific content.
- A technical error occurs, such as an error while trying to load your data.
- Security settings restrict your view access to specific content.

The table lists scenarios when empty states can appear.

Category	Scenarios	Image and Message	Details
People Analytics report - Misconfiguration and Technical Errors	• People Analytics report displays an empty state. • After the People Analytics report loads, empty states display for select content.	Power Plug Image We had trouble loading your data. Try again later or contact Workday Support to resolve the issue.	Contact your People Analytics Administrator for support.
KPIs - Misconfiguration, Security, Calculation, and Filtering	• KPI card displays an empty state. • KPI card displays an empty state after filters are applied.	File Folder Image We can't calculate this KPI, because this area of your organization doesn't have the eligible headcount.	• Empty states might display due to misconfiguration. Contact your People Analytics Administrator for support. • Empty states might display as a result of security settings applied to your configuration.

Category	Scenarios	Image and Message	Details
			• Empty states might display if there is no data to show in the filtered view. For example, if there are no managers included in the filtered view, an empty state will display for the KPI Span of Control.
KPIs - Detailed Data - No Data	• Detailed Data tab on a KPI card displays an empty state.	File Folder Image We didn't detect any statistically significant data to report.	An empty state might display on the Detailed Data tab if there is no relevant data to display. Example: People Analytics displays a KPI on Female Representation for the card's Focus Group (dimensions Vancouver and Montreal). However, there is no detailed data to show for this KPI because 100 percent of the workers in Vancouver and Montreal are Gender = Male and the metric calculation uses Gender = Female. Example: When you are on the Detailed Data tab on a KPI card, you can click on a specific month in the Trend Chart. This refreshes the detailed data records to match the selected month. If there is no data for the selected month, People Analytics displays an empty state on the Detailed Data tab.
KPIs - Detailed Data - Security	• Detailed Data tab on a KPI card displays an empty state.	Lock Image Data is hidden to protect employee identities.	Empty states might display as a result of security settings set by

Category	Scenarios	Image and Message	Details
			your People Analytics Administrator.
Focus Insights - Misconfiguration, Security, Calculation, and Filtering	• An empty state displays under a given business question. Focus insights do not display. • After applying filters on a topic tab, an empty state displays under a given business question. Focus insights do not display.	File Folder Image We didn't detect any statistically significant data to report.	• Empty states might display due to misconfiguration. Contact your People Analytics Administrator for support. • Empty states might display as a result of security settings applied to your configuration. • Empty states might display if Storyteller did not find anything statistically significant to report on. For example, there were no significant gaps in female representation at the time Storyteller processed the data and therefore an empty state displays for the business question [What are key trends in female representation?]. • Empty states might display if there is no data to show in the filtered view. For example, if there are no managers included in the filtered view, an empty state displays for the business question [What

Category	Scenarios	Image and Message	Details
			are outliers in span of control?].
Focus Insights - Detailed Data - No Data	• Detailed Data tab on a focus insight card displays an empty state.	File Folder Image We didn't detect any statistically significant data to report.	Empty states might display on the Detailed Data tab if there is no relevant data to display. Example: People Analytics displays a focus insight for the business question [What are key trends in female representation?] for the card's Focus Group (dimensions Vancouver and Montreal). However, there is no detailed data to show for this focus insight because 100 percent of the workers in Vancouver and Montreal are Gender = Male and the metric calculation uses Gender = Female. Example: When you are on the Detailed Data tab on a focus insight card, you can select a specific month using the drop-down select. This refreshes the detailed data records to match the selected month. If there is no data for the selected month, People Analytics displays an empty state on the Detailed Data tab.
Focus Insights - Detailed Data - Security	• Detailed Data tab on a focus insight card displays an empty state.	Lock Image Data is hidden to protect employee identities.	Empty states might display as a result of security settings set by your People Analytics Administrator.
Focus Insights - Top Drivers - No Data	• Top Drivers tab on a focus insight displays an empty state. • After the Top Drivers tab on	File Folder Image We didn't detect any statistically significant data to report.	An empty state might display on part of the Top Drivers tab if there is no relevant data to display.

Category	Scenarios	Image and Message	Details
	a focus insight loads, empty states display for select content.		Example: For a focus insight on Female Representation, there are no dimensions that contribute to higher female representation in the card's Focus Group. An empty state might display on the entire Top Drivers tab if there is no relevant data to display. Example: For a focus insight on Female Representation, there are no dimensions that contribute to higher female representation in the card's Focus Group. There are also no dimensions that scored lower for female representation in the card's Focus Group.
Visualizations - Misconfiguration, Calculation, and Filtering	• Visualizations display an empty state. • Visualizations display an empty state after filters are applied.	File Folder Image We didn't detect any statistically significant data to report.	• Empty states might display due to misconfiguration. Contact your People Analytics Administrator for support. • Empty states might display as a result of security settings applied to your configuration. • Empty states might display if there is no data to show in the filtered view. For example, if there are no managers included in the filtered view, an empty state will display for the visualization Managers vs Individual

Category	Scenarios	Image and Message	Details
			Contributors by Job Family Group.
Visualizations - Security	• Visualizations display an empty state. • Visualizations display an empty state after filters are applied.	Power Plug Image This viz has a field that the data source cannot support.	Empty states might display as a result of security settings set by your People Analytics Administrator.
VIBE Index tab - Filtering, Security	• VIBE Index cards display empty states. • After applying filters on the VIBE Index tab, the VIBE Index cards display empty states.	File Folder Image We had trouble retrieving your data. If the issue occurs without filters applied, contact your Workday administrator to verify your security settings.	• Empty states might display if there is no data to show in the filtered view. For example, after applying filters, a given intersection does not contain the minimum number of workers required to calculate VIBE metrics. • Empty states might display as a result of security settings applied to your configuration.
VIBE Index tab - Misconfiguration of Required Fields	• VIBE Index cards display empty states.	File Folder Image Some of the required fields for the VIBE index aren't mapped. Contact your Workday administrator to resolve this issue.	Contact your People Analytics Administrator for support.
VIBE Index tab - Misconfiguration of Intersections	• VIBE Index cards display empty states.	File Folder Image We found an inconsistency in the minimum number of intersections/groups. If the issue occurs without filters applied, contact your Workday administrator.	Contact your People Analytics Administrator for support.
VIBE Index tab - Misconfiguration	• VIBE Index cards display empty states.	File Folder Image We had trouble calculating the VIBE	If the issue occurs without filters applied, contact your People

Category	Scenarios	Image and Message	Details
		Index. If the issue occurs without filters applied, contact your Workday administrator to verify configuration settings.	Analytics Administrator for support.
VIBE Index tab - Misconfiguration	• VIBE Index cards display empty states.	File Folder Image Your data doesn't meet the data history requirement for People Analytics. If the issue occurs without filters applied, contact your Workday administrator to verify configuration settings.	If the issue occurs without filters applied, contact your People Analytics Administrator for support.
VIBE Index tab - Misconfiguration and Technical Errors	• VIBE Index cards display empty states.	File Folder Image We had trouble retrieving your configuration details. If the issue doesn't resolve immediately, contact your Workday administrator.	Contact your People Analytics Administrator for support.

FAQ: People Analytics

What is Storyteller?

Storyteller is an automated analytical engine that:

- Searches millions of combinations of data.
- Makes connections between the combinations of data.

	• Surfaces the most significant results in the form of focus insights.
What is augmented analytics?	Augmented analytics is an approach that uses statistical techniques and advanced analytics to automate findings in the data that aren't easily attainable by doing manual analytical work. Storyteller brings the principles of augmented analytics into practice.
What is a focus insight?	Focus insights show how a metric is performing now in comparison to a historical point in time, or how a metric is performing in one area of the organization in comparison to another area of the organization, or the company. Each focus insight uses a People Analytics metric which is calculated by the Storyteller engine.
How are focus insights generated?	Storyteller: 1. Groups the input data into different views by aggregating metrics for each dimension and different combinations of dimensions. 2. Filters out any views that have no data or are statistically insignificant. 3. Makes connections between the views to create a network that defines the relationships between views. This network of relationships provides context when evaluating 1 view compared to another. Example: The view of `Location = Chicago` has these relationships: • The parent of `Location = Chicago; Cost Center = Sales`. • The child of the whole organization. • The sibling of `Location = New York`. • A proxy to `Cost Center = Sales` because the entire Sales department is in Chicago and 90% of the workforce in Chicago are salespeople. 4. Analyzes the views in the network of relationships to determine their significance. 5. Returns the most significant views in the form of focus insights.
How does Storyteller determine the most relevant information?	Storyteller analyzes and evaluates the statistical significance of each view of the data. It clusters views together based on several factors, including: • Commonality of the underlying data. • Hierarchical relationship. • Similarity of problem. It then ranks each view based on the greatest impact to the related business question and

	displays the most significant views as focus insights.
What happens if I change a source field in a hierarchy, e.g. due to a reorganization ("reorg")?	People Analytics uses the data in the Assigned Organization target field to determine to which organization the worker is currently assigned to automatically capture the most recent ("as-is") hierarchy. It ignores focus insights that result from workers being reassigned to different organizations, presenting only significant focus insights in the application.
What kinds of analysis do the focus insights use?	Each focus insight is the result of either: • Trend analysis: Storyteller compares the current month metric performance in a dimension or combination of dimensions to the historical performance. • Gap analysis: Storyteller compares the current month metric performance for a dimension or combination of dimensions to the another area of the organization, or the company. Example: If the dimension is supervisory organization, performance is compared to Company or Level 1. Depending on the focus insight, the population might be: • All active workers. • All terminated workers. • All active and terminated workers. • A subset of those populations filtered by Level 1 in either the Primary Hierarchy or Secondary Hierarchy.
How can we compare metric performance across dimensions in focus insights?	In order to normalize the metric performance of any organization or region and make them comparable, Storyteller weights performance by the underlying employee population. This helps reduce the outsize impact of large percentage changes in a small population. To do this normalization, Storyteller: • Calculates the average of the metric for the combination of dimensions in the focus insight. • Calculates the average of the metric for the relevant population. Example: Company or subset containing peers. • Calculates the difference or delta between these 2 averages. • Weighs the delta by multiplying it by the size of the population of the combination of dimensions.

	Storyteller tells you how much the metric for that combination of dimensions needs to change to be consistent with the metric for the total population.
How do the focus insights change as time progresses?	All focus insights are recalculated each time Storyteller runs. After each snapshot update, there's a new set of focus insights displayed on the dashboard based on the current data. In all these cases, what drives the display of focus insights is a statistical ranking of the over or underperformance detected. In some cases, changes to the configuration or the underlying algorithms might also affect what focus insights are displayed. It's possible that a focus insight in a given dimension, such as Org, Mgt Level, or Region, appear again after the recurrent data refresh. The repetition implies that the performance gap or trend identified in the previous month remains statistically significant and ranks among the top focus insights for the business question in the current month. Users can still view performance numbers that include the most recent data refresh.
How does the scoring method for focus insights work?	The scoring algorithm takes these factors into account: • Statistical significance of each focus insight. Is the detected change of the trend or deviation from population average important enough? • Value of a focus insight. What is the calculated impact on the business question? • Relationship to the other focus insight. Is this focus insight a driver of another focus insight, the effect of another focus insight, or part of other similar focus insights?
Why do some focus insights have only 2 top drivers and others 5?	Workday curates the list of dimensions for analysis depending on the business question to ensure that Storyteller provides the most relevant analytical slices. Within those dimensions, Storyteller displays up to 5 top drivers that significantly increase or decrease the metric performance in a focus insight.
How does cardinality impact People Analytics?	Cardinality defines the size of the population in the dimension, directly impacting what focus insights are surfaced as well as focus insight quality and actionability. Smaller populations don’t provide interesting and meaningful insights, which can result in unnecessary iterations of the mapping process. A high cardinality can result in long computation time of the focus insights.
How can I view more information about a particular business question or metric?	You can click the information icon next to each business question or metric to view more information, such as:

- Why a business question is important.
- The metric that drives the business question.
- The calculation behind a metric.

Why do some metric trends display in a neutral color?	The expected result for select metrics can vary across organizations, as some metrics don't follow a universally accepted trend. Example: To establish parity in gender equality, an increase in female representation might be the expected direction for organizations that have a low percentage of females, while a decrease might be the focus for organizations where female representation is already at 70%. To address differences in metric trends across organizations, we set a target range for these metrics: • Average Span of Control for values between 5-15. • Female Representation for values between 40-60%. We display movement within these ranges in a neutral color. Movement towards these ranges displays in green, while movement away from these ranges displays in red. All changes for the metric Average Target Compensation display in a neutral color, as individual cases can determine whether an increase or decrease is expected.
Is there a difference between percentages and percentage points?	Yes. A percentage is a number or a ratio expressed as a fraction of 100, while a percentage point is a numerical difference between percentages. For example, an increase from 40 per cent to 50 percent is a 10 percentage point increase and a 25 percent increase, because the actual value expressed by the percentage increases by a quarter (10 is 25% of 40).

Related Information

Concepts

Concept: Storyteller Engine