

HR Analytics

Here's a comprehensive breakdown of **main HR journeys**, the **key metrics** used to measure each, categorized by **univariate, bivariate, or multivariate analysis**, along with the **insights** each metric offers.

◆ HR Journey 1: Attract

Focus: Employer brand, candidate pipeline, and hiring efficiency.

Metric	Type	Insights
Time to Hire	Univariate	Hiring process efficiency and bottlenecks.
Cost per Hire	Univariate	Financial effectiveness of recruitment strategies.
Offer Acceptance Rate	Bivariate (Offer vs. Acceptance)	Attractiveness of role, brand, or compensation.
Source of Hire	Bivariate (Source vs. Hire Quality)	Effectiveness of different recruitment channels.
Candidate Conversion Rate	Multivariate (Source + Role + Stage)	Funnel efficiency from applicants to hires.
Employer Brand Perception	Univariate	Candidate view of company (from surveys or Glassdoor).

◆ HR Journey 2: Hire

Focus: Quality, efficiency, and fairness of selection.

Metric	Type	Insights
Quality of Hire	Multivariate (Performance + Tenure + Feedback)	Predictive accuracy and success of hiring decisions.
Diversity of Hires	Univariate or Bivariate (Gender/Ethnicity vs. Role)	Inclusion in hiring outcomes.
Interview-to-Offer Ratio	Univariate	Effectiveness of screening and interviewing.
Hiring Manager Satisfaction	Univariate	Post-hiring process and quality feedback.

◆ HR Journey 3: Onboard

Focus: Time to productivity and early engagement.

Metric	Type	Insights
New Hire Turnover (30/90/180 days)	Univariate	Effectiveness of onboarding and cultural fit.
Time to Productivity	Bivariate (Time vs. Performance)	How quickly new hires contribute meaningfully.
Onboarding Satisfaction Score	Univariate	Employee feedback on onboarding experience.
Completion of Onboarding Tasks	Univariate	Compliance and process discipline.

◆ HR Journey 4: Engage

Focus: Experience, inclusion, wellbeing, motivation.

Metric	Type	Insights
Employee Engagement Score	Univariate	Overall morale and emotional connection to organization.
eNPS (Employee Net Promoter Score)	Univariate	Willingness to recommend organization.
Absenteeism Rate	Bivariate (Absence vs. Dept/Role)	Indication of dissatisfaction, burnout, or poor morale.
Internal Mobility Rate	Bivariate (Mobility vs. Role/Level)	Career growth opportunities and talent retention.
Psychological Safety Index	Univariate	Perception of being able to express self without fear.

◆ HR Journey 5: Develop

Focus: Learning, growth, capability building.

Metric	Type	Insights
Training Hours per Employee	Univariate	Investment in learning and development.
Training Effectiveness Score	Bivariate (Training vs. Performance/Feedback)	Real impact of training interventions.
Learning Path Completion Rate	Univariate	Engagement in self-development.
Promotion Rate	Bivariate (Promotion vs. Training/Performance)	Career growth enabled by development.
Leadership Readiness Index	Multivariate (Performance + Potential + Feedback)	Succession pipeline quality.

◆ HR Journey 6: Perform

Focus: Goal alignment, productivity, high performance.

Metric	Type	Insights
Performance Ratings Distribution	Univariate	Performance management fairness and calibration.
Goal Achievement Rate	Bivariate (Goals vs. Actual)	Alignment between employee objectives and outcomes.
High Performer Retention Rate	Bivariate (Performance vs. Retention)	Ability to retain top talent.
Manager Effectiveness Score	Bivariate (Manager vs. Team Performance/Engagement)	Impact of leadership on outcomes.

◆ HR Journey 7: Retain

Focus: Attrition management, culture, employee loyalty.

Metric	Type	Insights
Voluntary Turnover Rate	Univariate	Employee satisfaction and external opportunities.
Involuntary Turnover Rate	Univariate	Disciplinary actions, layoffs, or performance issues.
Flight Risk Prediction	Multivariate (Engagement + Tenure + Performance + Pay)	Early warning system for attrition.
Exit Reasons (from Interviews)	Bivariate (Reasons vs. Dept/Level)	Systemic issues driving turnover.
Retention by Manager	Bivariate	Cultural or leadership-related attrition patterns.

◆ HR Journey 8: Reward

Focus: Compensation, equity, and benefits satisfaction.

Metric	Type	Insights
Compa-Ratio	Univariate or Bivariate (Role vs. Market)	Market competitiveness of pay.
Pay Equity Index	Multivariate (Gender + Role + Tenure + Pay)	Identify and close pay gaps.
Benefits Utilization Rate	Univariate	Perceived usefulness of benefits offered.
Total Compensation Cost per Employee	Univariate	Compensation strategy affordability and alignment.

◆ HR Journey 9: Exit & Alumni

Focus: Understanding reasons for leaving and maintaining relationships.

Metric	Type	Insights
Exit Interview Themes	Bivariate (Theme vs. Dept/Level)	Recurrent problems in specific areas.
Boomerang Employee Rate	Univariate	Attractiveness of organization post-exit.
Time to Backfill	Univariate	Efficiency in replacing departing employees.

✓ HR Journeys Summary Table (with Analysis Types, Recommendations, and Dimensions)

HR Journey	Key Metrics	Analysis Type(s)	Primary Insight	Recommendations	Dimensions to Analyze
1. Attract	Time to Hire, Offer Acceptance Rate, Source of Hire, Cost per Hire	Uni, Bi	Hiring speed, sourcing quality, brand pull	Streamline hiring stages, double down on top sources, improve offer competitiveness	Department, Job Role, Location, Recruitment Channel
2. Hire	Quality of Hire, Diversity of Hire, Interview-to-Offer Ratio, Hiring Manager Satisfaction	Bi, Multi	Selection accuracy, fairness, and quality	Use structured interviews, track hire success, enable diverse shortlists	Department, Function, Grade, Gender, Ethnicity
3. Onboard	New Hire Turnover (30/90 days), Time to Productivity, Onboarding Satisfaction	Uni, Bi	Cultural fit, onboarding effectiveness	Assign buddies, personalize onboarding, monitor early attrition	Tenure, Department, Hiring Cohort, Location
4. Engage	Engagement Score, eNPS, Absenteeism Rate, Internal Mobility Rate	Uni, Bi	Sentiment, belonging, growth motivation	Targeted engagement plans, build internal career platforms, address wellbeing	Manager, Department, Location, Age Group, Tenure

5. Develop	Training Hours per Employee, Training Effectiveness, Promotion Rate, Leadership Readiness	Uni, Bi, Multi	Growth opportunities, future pipeline	Link learning to goals, expand hi-potential programs, invest in leadership readiness	Job Level, Role Type, Business Unit, Performance Tier
6. Perform	Performance Ratings, Goal Achievement Rate, High Performer Retention, Manager Effectiveness	Uni, Bi	Productivity, alignment, manager influence	Calibrate ratings, tie goals to KPIs, build manager capability	Team, Level, Manager, Tenure, Gender
7. Retain	Voluntary Turnover, Exit Reasons, Flight Risk Prediction	Uni, Bi, Multi	Drivers of attrition, exit themes	Deep dive into exit data, coach leaders, launch stay interviews	Department, Age Group, Pay Band, Tenure, Performance
8. Reward	Compa-Ratio, Pay Equity Index, Benefits Utilization Rate, Total Compensation Cost	Uni, Bi, Multi	Fairness, market alignment, package value	Conduct equity reviews, adjust rewards mix, promote usage	Gender, Grade, Function, Geography, Years of Experience
9. Exit & Alumni	Exit Interview Themes, Boomerang Rate, Time to Backfill	Uni, Bi	Learnings from attrition, rehire potential	Theme tagging of exits, alumni networking, succession planning	Department, Exit Reason, Rehire Eligibility, Performance at Exit

HR Journeys Summary Table (with Formulas for Each Metric)

HR Journey	Metric	Formula
1. Attract	Time to Hire	$\text{Date of Offer Acceptance} - \text{Date of Requisition Opening}$
	Offer Acceptance Rate	$(\text{Number of Offers Accepted} \div \text{Number of Offers Extended}) \times 100$
	Source of Hire	$\text{Number of Hires from Source} \div \text{Total Hires} \times 100$
	Cost per Hire	$(\text{Total Recruiting Costs} \div \text{Number of Hires})$
2. Hire Quality of Hire $\text{Average (New Hire Performance Score} + \text{Manager Satisfaction Score} + \text{Retention Indicator})$ Diversity of Hire $(\text{Number of Diverse Hires} \div \text{Total Hires}) \times 100$ Interview-to-Offer Ratio $\text{Number of Interviews} \div \text{Number of Offers Made}$ Hiring Manager Satisfaction $\text{Average Satisfaction Score from Hiring Manager Survey}$		
3. Onboard New Hire Turnover (30/90 days) $(\text{New Hires Leaving Within Period} \div \text{Total New Hires}) \times 100$ Time to Productivity $\text{Date of Full Productivity} - \text{Start Date}$ (as defined by KPIs or manager assessment) Onboarding Satisfaction $\text{Average Score from New Hire Onboarding Survey}$		
4. Engage Engagement Score $\text{Average of All Responses to Engagement Survey Items}$ eNPS $\% \text{ Promoters} - \% \text{ Detractors}$ (from “Would you recommend this company?” rating) Absenteeism Rate $(\text{Total Days Absent} \div \text{Total Available Work Days}) \times 100$ Internal Mobility Rate $(\text{Internal Moves} \div \text{Total Employees}) \times 100$		
5. Develop Training Hours per Employee $\text{Total Training Hours} \div \text{Number of Employees}$		

|| Training Effectiveness | $\text{Average Post-Training Assessment Score or Survey Rating}$ |

|| Promotion Rate | $(\text{Number of Promotions} \div \text{Total Employees}) \times 100$ |

|| Leadership Readiness Index | $\% \text{ of Successor-Ready Employees} \div \text{Total Critical Roles}$ |

| 6. Perform | Performance Ratings Distribution | $\text{Number of Employees per Rating} \div \text{Total Rated Employees} \times 100$ |

|| Goal Achievement Rate | $(\text{Number of Goals Met} \div \text{Total Goals Set}) \times 100$ |

|| High Performer Retention | $(\text{Number of High Performers Retained} \div \text{Total High Performers}) \times 100$ |

|| Manager Effectiveness Score | $\text{Average Team Engagement, Retention, and Performance Scores Attributed to Manager}$ |

| 7. Retain | Voluntary Turnover Rate | $(\text{Voluntary Leavers} \div \text{Average Headcount}) \times 100$ |

|| Exit Reasons | $\text{Frequency of Each Reason} \div \text{Total Exits} \times 100$ |

|| Flight Risk Prediction | $\text{Model using (Engagement, Performance, Tenure, Pay Gap, Manager Changes)}$ – often logistic regression or ML-based |

| 8. Reward | Compa-Ratio | $\text{Employee Salary} \div \text{Market Reference Salary}$ |

|| Pay Equity Index | $\text{Average Pay of Group A} \div \text{Average Pay of Group B} \times 100$ (e.g., Women vs. Men in same role/grade) |

|| Benefits Utilization Rate | $(\text{Number of Employees Using Benefit} \div \text{Eligible Employees}) \times 100$ |

|| Total Compensation Cost per Employee | $(\text{Total Comp Spend} \div \text{Total Headcount})$ |

| 9. Exit & Alumni | Exit Interview Themes | $\text{Frequency Count of Coded Themes} \div \text{Total Exit Interviews} \times 100$ |

|| Boomerang Rate | $(\text{Rehired Former Employees} \div \text{Total New Hires}) \times 100$ |

|| Time to Backfill | $\text{Date Replacement Starts} - \text{Date Vacancy Occurred}$ |

Great question — let's break down the “**Quality of Hire**” metric and what the formula means:

- ◆ **HR Journey: Hire**
- ◆ **Metric: Quality of Hire**
- ◆ **Formula (as given):**

Average(New Hire Performance Score + Manager Satisfaction Score + Retention Indicator)

✓ **What it Measures:**

Quality of Hire is a **composite metric** used to assess how successful your hiring decisions are — beyond just filling a role.

It typically includes **3 core factors**:

1. **New Hire Performance Score**

- A rating (e.g., 1–5) of the new hire's performance in the first 6–12 months, based on KPIs or reviews.
- Example: 4.2

2. **Manager Satisfaction Score**

- A subjective score (e.g., 1–5) given by the hiring manager about how well the hire meets expectations.
- Example: 4.0

3. **Retention Indicator**

- A binary value: **1** if the employee stayed past a key threshold (e.g., 12 months), or **0** if they left early.

- Example: 1 (stayed)

♦ How the Formula Works:

Let's say for one new hire:

- Performance Score = **4.2**
- Manager Satisfaction = **4.0**
- Retention Indicator = **1**

Quality of Hire = $(4.2 + 4.0 + 1) / 3 = 3.73$

You can **average this score** across all new hires in a time period to track overall hiring effectiveness.

Why It's Useful:

- Ties recruitment to **business value** (performance, satisfaction, retention)
- Helps **compare recruiters or sources** (e.g., referrals vs. LinkedIn)
- Guides **improvement in selection, interviews, onboarding**

Tips:

- Standardize your performance and satisfaction ratings (e.g., always out of 5).
- Define a clear retention threshold (commonly 12 months).
- Consider weighting these components (e.g., performance = 50%, satisfaction = 30%, retention = 20%) for more nuanced insights.

