



Tool 8-2. Checklist of Common Talent Management and Financial Measurements

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Based on Chapter 8, “Managing Talent,” in *The ASTD Leadership Handbook*, edited by Elaine Biech, © 2010 ASTD

Purpose: Use this table to identify the most commonly used talent management and financial measures.

What do companies measure?

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|--------------------------|---|-------|
| Termination or attrition | Turnover rates | 81.3% |
| | Voluntary termination rate | 81.0% |
| | Involuntary termination rate | 78.5% |
| Revenue or income | Planned operating profit growth | 76.2% |
| | Planned revenue growth | 77.5% |
| | Sales or revenue | 73.4% |
| Human resources | Payroll or labor expense as a percentage of total operating cost | 72.6% |
| | Ratio of HR to total staff or ratio of employees to HR staff | 66.9% |
| | HR expense, percent of company’s operating costs | 59.1% |
| Training and development | Amount of dollars dedicated to employee training and development | 73.0% |
| | Reactions of participants to training programs | 70.8% |
| | Average training hours per employee | 55.0% |
| Compensation | Total compensation as a percentage of revenue | 71.7% |
| | Pay for performance or variable compensation (incentive awards, profit sharing) as a percentage of total compensation | 61.9% |
| | Total cash compensation of high performers vs. market | 43.3% |

Source: *Taking the Pulse: HR Metrics Survey* by the Institute for Corporate Productivity (i4cp), © 2009. Permission granted to use with *The ASTD Leadership Handbook*, edited by Elaine Biech, © 2010 ASTD

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|---|---|-------|
| Diversity | People metrics such as hiring, promoting, and terminating | 64.1% |
| | Employee opinions or culture metrics | 61.6% |
| | Compliance or completion rate of business diversity action plans | 33.4% |
| Hiring/acceptance | Hiring cycle time (average days of open position) or time to fill positions | 59.9% |
| | Planned headcount growth | 59.6% |
| | Cost to fill | 51.2% |
| Effectiveness | Satisfaction surveys | 68.5% |
| | Employee engagement index or surveys | 64.9% |
| | Audits | 63.4% |
| Age | Average age of full-time employees | 75.1% |
| | Percentage of employees eligible for retirement | 65.1% |
| | Average age of part-time employees | 51.0% |
| Output/cost measures | Total labor to cost revenue percent | 55.1% |
| | Employee to productivity output ratio | 27.7% |
| Promotions | Promotions from level to level | 38.3% |
| | Promotions by demographics variables | 27.7% |
| | Cycle time to full productivity | 18.1% |
| Employee movement (lateral, upward, and downward) | Employee movement from job level, classification or rank | 34.2% |
| | Measure by types of employee moves, including lateral, upward, downward, short-term, etc. | 28.7% |
| | Employee movement by demographic variables | 23.1% |

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