

SAP SuccessFactors Metric Packs Overview

Document History

Version	Date	Change
1.0	2017-03-10	First Release (SAP SuccessFactors Branding).

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1 Metric Pack Overview

SAP SuccessFactors Data Transformation employs a modular design to enable customers to focus on those areas of human capital metrics reporting that are most relevant to their organization. Each metrics pack focuses on a logical group of data items that support the generation of a related set of measures and reporting breakdowns. Each metrics pack is based on a highly structured framework that:

- Defines a standard set of core metrics which includes a high percentage of commonly selected key performance indicators (KPIs).

- Defines a standard set of core business dimensions/hierarchies to support further analysis/breakdown of measure values.

- Maps requirements to a source set of core data items.

- Includes templated extract programs and scripts for common computer systems.

- Includes common business logic which can be customized for customer's specific business rules.

- Includes a default gallery of reporting templates.

This modular approach facilitates the sourcing of data and the calculation of measure values by significantly reducing both the time to implement and the cost of providing a comprehensive reporting solution. The primary output is a data warehouse ready to support the human capital management (HCM) reporting and analysis agenda of the SAP SuccessFactors customer's organization.

SAP SuccessFactors' extensive knowledge of human resource (HR) measurement means that each metric pack is specifically targeted to provide insights into the chosen area of HR practice. The measures and metrics delivered with Workforce Analytics Metrics Packs come with a formula for how they are calculated and its definition to help ensure a standard and mutual understanding across all users.

You can find the information on different metric packs delivered with SAP SuccessFactors Workforce Analytics product on the [SAP Help Portal](#) under Reference section.

1.1.1 Foundation Metric Pack

The Core Workforce and Mobility Metric Pack is the foundation Metric Pack and supports the necessary data items required to enable the generation of measures and reporting structures for an essential HCM reporting solution.

Foundation Metric Pack	SAP SuccessFactors Module	Other Data Source	Support for WFA on HANA
Core Workforce and Mobility		✓	✓
	✓ Employee Central		✓
	✓ Workforce Planning	✓ Workforce Planning	

Note

The Core Workforce and Mobility Metric Pack is the foundation Metric Pack for SAP SuccessFactors Employee Central and Workforce Planning customers.

1.1.2 Optional Additional Metric Packs

Additional metric packs can be easily added to support expansion into other functional areas. At any time, a SAP SuccessFactors Member can move beyond the structured frameworks provided by the metric packs into a partially or fully customized solution.

Metric Packs	SAP SuccessFactors Module	Other Data Source	Support for WFA on HANA
Absence Management	✓ available with Employee Central	✓	
Career and Development Planning	✓	✓	
Compensation Planning	✓	✓	✓
Employee Central and ADP GlobalView HCM	✓ Employee Central extension		
Fieldglass Contingent Workforce	✓ available with Employee Central	✓	
Finance Management		✓	
Goals Management	✓	✓	✓
Health and Safety (OH&S)		✓	
Learning Management	✓	✓	
Leave Accrual	✓ available with Employee Central	✓	
Payroll and Benefits	✓ Employee Central extension	✓	
Performance Management	✓	✓	✓
Recruiting Management	✓	✓	✓
Recruiting Marketing	✓		
Span of Control	✓ available with Employee Central	✓ Core Workforce extension	
Succession Management	✓	✓	✓
Talent Flow Analytics	✓ available with Employee Central	✓ Core Workforce extension	

Note

Internationalization is not supported for Custom Metric Packs

Metric Packs	SAP SuccessFactors Module	Other Data Source	Support for WFA on HANA
Employee Relations		Custom (template available)	
HR Service Delivery		Custom (template available)	
Survey		Custom (template available)	
Other		Custom	
Learning Analytics	Standalone (no foundation Metric Pack required)		

2 Core Workforce and Mobility

The Core Workforce and Mobility Metric Pack makes up the foundation of SAP SuccessFactors Workforce Analytic Solution. The workforce and mobility metrics can help organizations pinpoint where human capital issues exist. Organizations can leverage trends in data and forecast values to drive strategic conversation.

Key business questions organizations will be able to answer through this metric pack include:

What is the age profile across the organization? In the last four years has the magnitude of difference increased, decreased, or remained the same?

What is the tenure profile across the organization? In the last four years has the magnitude of difference increased, decreased, or remained the same?

Do we have knowledge management risks due to high age/ tenured employees or areas of high turnover?

What is our ratio of managerial to non-managerial staff? What is the distribution of the different management levels across the organization?

What percentage of manager-level employees has no direct reports?

What is the diversity profile within our organization? How does it vary across our lines of business?

How many part-time, temporary or contract employees exist across our organization? What business units rely on them most heavily?

What percentage of our workforce moves internally each year between lines of business or functional areas?

What percentage of our workforce is promoted annually? How does this compare across demographic segments (e.g. gender, minority, age, etc.) and lines of business?

Which lines of business or managers have the highest voluntary turnover rates? Is this a persistent or recent phenomenon?

Which lines of business experience the greatest annual 'knowledge loss' from terminations, transfers and / or promotions?

Which lines of business or managers are the best developers of talent as measured by the promotions out of their department? Which lines of business or managers are magnets for high potential employees as evidenced by their transfer rate into various departments?

What is our voluntary turnover rate among key executives, critical roles, hard to hire positions and top performers?

Do we retain our key/ most productive employees at a higher rate than our competitors?

What is our involuntary termination rate? What percentage of these actions are due to poor performance? Due to layoffs? Due to restructuring?

3 Absence Management

The management of workplace absence is an important aspect of supervision in the workplace. Maintaining higher levels of worker availability (i.e. low absence and turnover) will increase organization's productivity and profitability.

Absence measures relate to absences of employees, the reasons and duration of these absences. This enables analysis of lost time due to sick and other unscheduled or scheduled leave and when analyzed together with turnover, this data provides reliable indicators of the organization's stability, and employee attitudes and morale.

Key business questions organizations will be able to answer through this metrics pack includes:

- How does our unscheduled absence compare to competitors? How does this compare across internal demographic segments and lines of business?
- What percentage of our absence days is unscheduled versus scheduled?
- How do our sick leave occurrences differ according to employee generations?
- Are there any concerning patterns of absence that would prompt further investigation?
- What is the remuneration value of unscheduled absence per employee? How does it vary across lines of business or geographies?
- What percentage of our sick leave occurrences adjoin a public holiday or weekend?

When combined with other specific SAP SuccessFactors' metric packs even more insights into the absence function can be gained:

- What is the remuneration cost of unscheduled absences per full-time equivalent employee? (Payroll and Benefits)

4 Career and Development Planning

Organizations that are able to manage Career and Development Planning within their organization are able to enhance their understanding of their own environment as well as plan for future expected workforce trends, such as; the ageing workforce, tenure profiles that are at high risk of turning over, demographics/diversity of different business units and the percent of disposable workforce across different business units. These organizations are better equipped to navigate such transitions.

It is also critical for organizations to understand their workforce profile and how the external market may influence future availability of critical capabilities.

Key business questions organizations will be able to answer through this metrics pack includes:

What proportions of employees have a development plan, and is this related to improved performance?

What percentages of employees complete the recommended steps on their development plan?

How well are our employees being prepared for open positions within our organization?

Are our developmental objectives aligned to future positions?

What is the optimum number of learning objectives for an individual to undertake?

5 Compensation Planning

Monitoring compensation efficiently and effectively is a key issue for organizations wanting to maintain the balance between costs and providing competitive compensation packages to employees.

Compensation measures relate to the volume of wages, bonuses and other amounts paid to employees for their efforts. Equity measures relate to stock options and other incentives granted to and exercised by employees as part of their overall compensation.

Key business questions organizations will be able to answer through this metrics pack include:

- How does average annual salary compare across organizational segments?

- What is the relative amount and frequency of employee pay adjustments across our organization?

- How much extra compensation do we pay by promoting internally?

- How well is compensation tied to performance within our organization?

- What percentage of total compensation is direct compensation versus benefits?

When combined with other metrics packs, organizations will gain additional insights into Compensation Planning and its impact on the business:

- Do we pay for performance against goals? (Performance Management)

- What is the percent increase in employee performance as the result of every one percent increase in pay? (Performance Management)

6 Employee Central and ADP GlobalView HCM

The Employee Central and ADP GlobalView HCM Metric Pack is a modular design to enable customers to focus on core workforce and mobility data and global payroll data to support the generation of relevant measures and reporting breakdowns and is based on a highly structured framework,

The Employee Central and ADP Global View HCM Metric Pack requires the customer to have Employee Central and the supporting foundational Metric Pack "Core Workforce and Mobility Metric Pack".

Key business questions organizations will be able to answer through the Employee Central and ADP GlobalView HCM Metric Pack includes:

How does our average annual salary compare to competitors? How does this compare across internal demographic segments and lines of business?

How much higher or lower are our new hire salaries compared to current employee salaries? To others in our industry?

What is the correlation between an employees' bonus payout and retention rate? Is there a regional difference?

What is the age profile across the organization? In the last four years has the magnitude of difference increased, decreased, or remained the same?

What is the tenure profile across the organization? In the last four years has the magnitude of difference increased, decreased, or remained the same?

Do we have knowledge management risks due to high age/ tenured employees or areas of high turnover?

What is our ratio of managerial to non-managerial staff? What is the distribution of the different management levels (SVP, VP, Director...) across the organization?

What is the diversity profile within our organization? How does it vary across our lines of business?

What percentage of our workforce moves internally each year between lines of business or functional areas?

What percentage of our workforce is promoted annually? How does this compare across demographic segments (e.g. gender, minority, age, etc.) and lines of business?

Which lines of business or managers have the highest voluntary turnover rates? Is this a persistent or recent phenomenon?

Which lines of business experience the greatest annual 'knowledge loss' from terminations, transfers and promotions combined? Separately?

What is our voluntary turnover rate among key executives, critical roles, hard to hire positions and top performers?

7 Fieldglass Contingent Workforce

Using external, contingent workers is one way for organizations to be agile in responding to changes in business and economy. The effective management of an organization's non-employee workforces, including temporary staff, independent contractors and services can reduce the company's costs and mitigate the company's risk in employing them. As such, achieving total workforce visibility is imperative to reaching your program cost, compliance, worker quality and efficiency goals.

Key business questions organizations will be able to answer through this metrics pack include:

What is our total workforce headcount? What is the distribution across different employment types (regular, temporary and contingent) across the organization?

What business units or jobs rely most heavily on the contingent workforce?

What is the average tenure profile of contingent workers across the organization? In the last four years has the magnitude of difference increased, decreased, or remained the same?

8 Finance Management

The finance management metrics pack allows organizations to report, analyze and monitor financial information. Organizations can identify potential opportunities to enhance the overall financial strength of their organization by monitoring key measures and focusing on critical areas of concern.

Financial metrics, including transactional details, can be viewed at the organizational level with a focus on corporate performance, or by drilling down to cost center or business unit level to easily view trends and relationships, profit drivers and other information not otherwise evident.

Key business questions organizations will be able to answer through this metrics pack include:

What is our revenue per employee? Is it higher than our competitors? How does it vary across lines of business or geographies?

What is the average operating profit per full-time equivalent employee? How does it vary across lines of business or geographies?

What percentage of total operating expenses are paid to "other labor"?

When combined with other specific SAP SuccessFactors' metric packs even more insights into the finance function can be gained:

How does our direct compensation compare to total operating expense? Are we experiencing expense creep where compensation costs are slowly but consistently increasing over time relative to other operating expenses? (Payroll and Benefits)

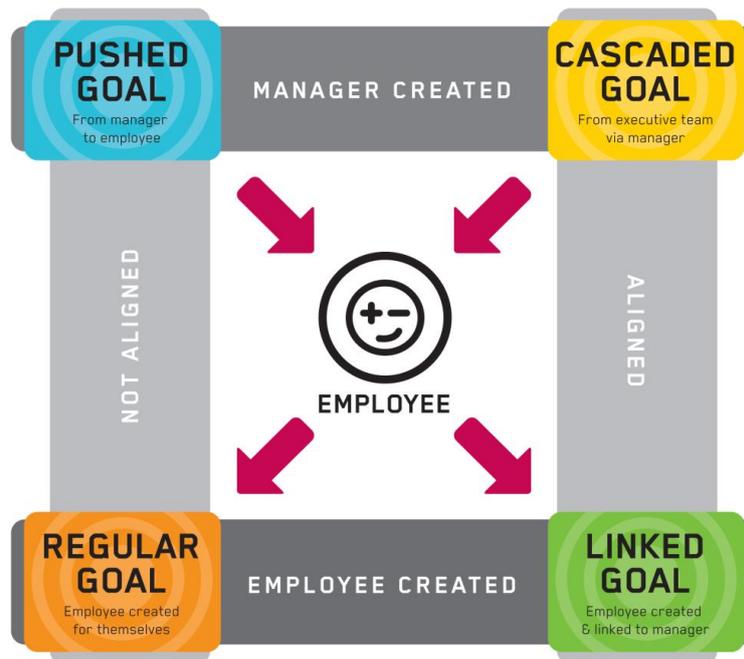
9 Goals Management

To succeed, organizations need a workforce that clearly understands its strategy and can quickly adjust course as business needs evolve. Doing this requires translating broad objectives into actionable goals across the organization. Goals Management measures how tightly you have aligned the efforts of your entire workforce to drive business success.

Cascading goals from organizational strategy to employee activities leads to a more accountable, motivated, and focused workforce. Additionally, managers can track progress to completion and adapt goals as needed in today's fast-changing world. These measures are helpful to organizations in assessing performance against objectives and ensuring your workforce is focused on strategic business priorities.

Key business questions organizations will be able to answer through this metrics pack include:

- What proportion of our workforce is aligned to our strategic business priorities?
- Which managers best align their employees to the organizational strategy?
- How current are individual goals and when were they last updated?
- How much of my workforce is working together on particular goals?
- What is the optimum number of goals for an individual to manage?
- How long does it take to cascade goals throughout our business?
- Are we able to execute on changes to business strategy in an agile manner?
- How long does it take to establish goals plans for our employees?



10 Health and Safety (OH&S)

Health and safety risk management and expense reduction should be a primary organizational objective. The effective management of workplace health and safety is not only about legislation; it contributes to corporate social responsibility and can save significant organizational costs, including:

- Compensation of employees who are ill or injured, plus costs of covering their jobs
- Lost productivity caused by disruption to business and inexperienced replacements
- Damage to products, equipment or premises
- Costs of investigating and correcting problems
- Fines and legal costs if prosecuted

The measures contained in the Health and Safety Metrics Pack provides an overview of the resource levels, profile and effectiveness of the health and safety function.

Key business questions organizations will be able to answer through this metrics pack include:

- How many workplace injuries per 100 employees occur on an annual basis? How does this compare across our locations and within our industry?
- How many health and safety incidents occur per one million hours worked? How does this compare across our locations and within our industry?

11 Learning Management

Learning measures relate to the volume, type, cost and effectiveness of the training courses provided by the organization.

These measures can help organizations understand how training courses are being delivered and through this understanding can offer insight into the relative resource-intensiveness of internal and external training sources and the overall training experiences of employees. Learning measures can also help organizations better understand where training resources are focused and what types of course are emphasized, providing insight into the connection between training curricula and human capital strategies.

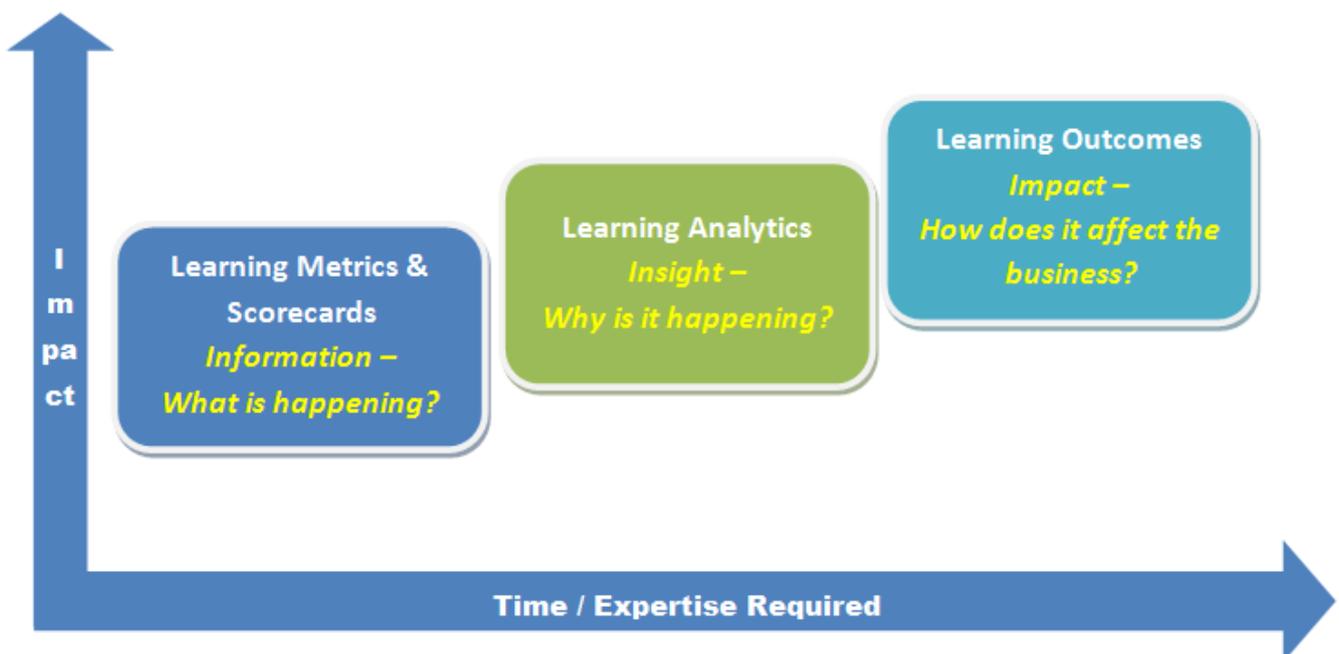
Key business questions organizations will be able to answer through this metrics pack include:

Do training opportunities exist and evolve to allow longer tenured employees to continue to grow? Or is training disproportionately offered to, or attended by, newer employees?

Which courses are recommended by managers or have high participation rates?

Learning analytics is a methodology for creating insights on how investments in training and development impact business outcomes.

Information often represented as Metrics it is where we want to become more sophisticated, taking the Information and transforming this into Insight into your business and then being able to make an Impact by instituting change that we are truly talking about analytics.



12 Leave Accrual

The effective management of leave and clearance of leave accrued is an important aspect of supervision in the workplace. The associated cash cost of outstanding leave owing to employees, especially nearing retirement, should be closely monitored, not merely for financial reasons, but also in relation to productivity and service costs.

The Leave Accrual metrics pack allows organizations to report, analyze and monitor leave accrual and leave liability information. The data enables analysis of Annual Leave, Long Service Leave and other accruable leave and can be viewed at the organizational level, by drilling down to business unit level and/or analyzed by organizational or personal characteristics (e.g. age, employment status, occupational group, tenure, gender etc.). This allows organizations to focus on critical areas of concern and where appropriate develop clearance strategies designed to suit their workforce.

Key business questions organizations will be able to answer through this metrics pack include:

What is our leave liability per FTE? How does this compare across internal demographic segments and lines of business?

At what rate is our Annual Leave taken compared to Annual Leave Accrued? How does this vary across functions and lines of business?

What percentage of our accrued leave is Annual Leave versus Long Service Leave?

13 Payroll and Benefits

Monitoring payroll and benefits efficiently and effectively is a key issue for organizations wanting to maintain the balance between costs and providing competitive compensation packages to employees.

Payroll measures relate to the volume of wages, bonuses and other amounts paid to employees for their efforts. Benefits measures relate to the organization costs for health, welfare and other benefits, as well as employees' satisfaction with those benefits. Equity measures relate to stock options and other incentives granted to and exercised by employees as part of their overall compensation.

Key business questions organizations will be able to answer through this metric pack includes:

How does our average annual salary compare to competitors? How does this compare across internal demographic segments and lines of business? How do those who were hired externally compare to those who were promoted from within?

Do we offer reward and recognition programs to our employees? What is the level of participation in these programs?

How much higher or lower are our new hire salaries compared to current employee salaries? To others in our industry? How does our overall Payroll and Benefits Metrics Pack compare?

Based on our workforce demographic, could we be offering a benefits package that is both more attractive and less expensive than the current offerings?

How do our benefits expenses differ according to employee generations (Baby Boomers, Gen X, etc)?

When combined with other specific SAP SuccessFactors' metric packs even more insights into the payroll and benefits function can be gained:

What is the percent increase in employee performance as the result of every one percent increase in pay? (Performance Management)

What is the pay differential between low and high performing employees occupying similar positions? Is this in proportion to their contribution? (Performance Management)

What is the remuneration cost of unscheduled absences per full-time equivalent employee? (Absence Management)

How does our direct compensation compare to total operating expense? Are we experiencing expense creep where compensation costs are slowly but consistently increasing over time relative to other operating expenses? (Finance Management)

14 Performance Management

Performance management measures relate to the performance appraisal process, the rating assigned through appraisals and the connection between performance ratings and wages.

These measures are helpful to organizations in assessing performance against expectations and ensuring employee behaviors are furthering organizational goals. Effective performance management should help expose training and development needs and drive development opportunities within the organization, as well as provide informative support for promotion and remuneration decisions.

Key business questions organizations will be able to answer through this metrics pack includes:

- What percentage of our involuntary termination rate is due to poor performance?
- What is the retention rate for high performing employees?
- What rate of employees improve their performance from one assessment period to the next?
- What rate of employees' performance decreases from one period to the next?
- What is the distribution of performance across the organization broken down across key employment segments?
- What is the percent increase in employee performance as the result of every one percent increase in pay?
- What is the pay differential between low and high performing employees occupying similar positions? Is this in proportion to their contribution?

When combined with other specific SAP SuccessFactors' metrics packs even more insights into the Performance Management function can be gained.

- What is the percent increase in employee performance as the result of every one percent increase in pay? (Payroll and Benefits)
- What is the pay differential between low and high performing employees occupying similar positions? Is this in proportion to their contribution? (Payroll and Benefits)

15 Recruiting Management and Recruiting Marketing

The recruiting function provides a comprehensive suite of measures relating to the marketing and movement of people into job roles; covering pre-hire measures, external recruitment measures and effectiveness measures.

The Recruiting Marketing Metric Pack includes pre-hire measures relating to marketing activities in terms of visits, subscriptions and apply starts. This metric pack can be used in conjunction with the Recruiting Management Metric Pack.

The Recruiting Management Metric Pack is the foundational recruiting metric pack and includes recruitment measures relating to hiring activity in terms of the volume of new recruits from internal and external sources, as well as the relative growth or shrinkage of the workforce. This metric pack also includes effectiveness measures relating to the mechanics of the recruitment process, such as screening, interviewing and making employment offers, as well as the delivery of quality candidates to hiring managers.

Recruiting metrics provides a wealth of important information including: Assisting the ability to demonstrate the actual value of the whole recruitment process and function that is currently being employed; Assisting the HR department to department supply a vivid picture of the costs that the recruitment process is incurring, as well as the expected and actual outcomes from these costs; Providing a picture of how the organization has changed over time; Potential risks can be identified, evaluated, and dealt with accordingly.

Key business questions organizations will be able to answer through this metrics pack include:

- Is our organization able to attract a suitable range and number of candidates for open positions?
- What percentage of our employment offers are accepted? How does this vary by gender, ethnicity, or salary band?
- How many total applications do we receive per open position?
- What percentage of referred applicants are hired?
- What is our time-to-fill by job grade and geographic location?

If applicant id is linked with employee id:

- What percentage of new hires leave in the first six months? Year? From what sources were the employees hired?

When Recruitment Management is analyzed with SAP SuccessFactors' Recruiting Marketing metrics pack organizations will be able to answer the following questions:

- What percentage of my hires match back to my talent community?
- How many candidates that visit the recruiting marketing platform complete the talent community application process?
- How many talent community applications do we receive per hire?

16 Span of Control

Monitoring and managing an appropriate span of control is critical for organizations to ensure that employees are receiving sufficient supervision, coaching and communication and that managers are not overwhelmed with a higher number of direct reports than they can effectively handle.

Span of control measures relate to the different forms of reporting positions within an organization's hierarchy and allow for the comparative ratio of employees to people managers.

Key business questions organizations will be able to answer through this metrics pack include:

On average, how many employees directly report to each manager?

How does our span of control compare to competitors? How does this compare across internal lines of business and functional groups?

Has our span of control changed over time?

Is the width of our span of control appropriate given the type of products and services we deliver, the skills of managers and workers, the chain of command and geographical location of our business divisions?

17 Succession Management

Succession Management is a structured process of identifying, developing and retaining talent for the future. The Succession Management Metrics Pack enables organizations to know who is ready for various positions within the organization and where organizations lack sufficient skills and experience to fill leadership positions.

Growth Rate measures can provide organizations with an indication of its success at developing future leaders and can also reports on turnover from the successor or high potential pool.

When these measures are analyzed together with mobility, this data can provide comparative promotion speed rates of successor or high potential candidates with those not identified. Salary comparisons can also be analyzed using remuneration data.

Key business questions organizations will be able to answer through this metrics pack include:

- What is the comparative rate of promotion for employees in the succession pool compared to others?

- What level of successor pool coverage is in place for critical roles?

- What percentages of our employees are considered 'high potential'? How does this vary across functions and lines of business?

18 Talent Flow Analytics

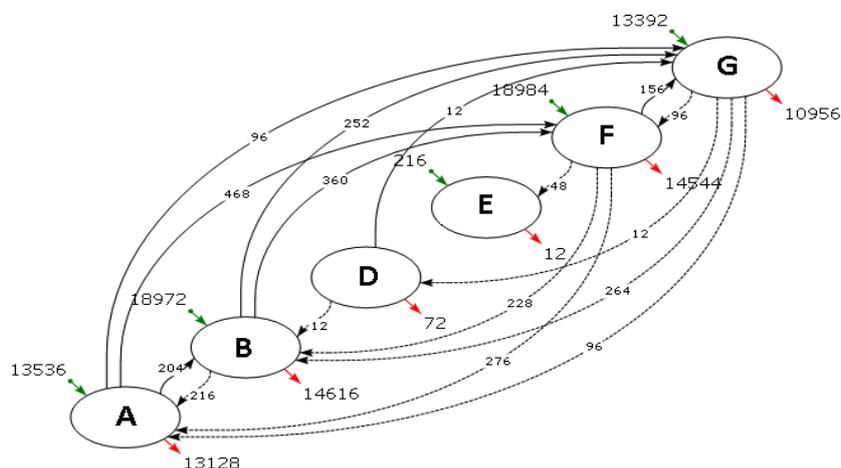
Talent Flow Analytics is a way to visualize talent moving into, out of, and within an organization. It enables immediate insights on career path effectiveness and costs, provides a context for understanding critical job roles within an organization, and is an effective tool for supporting and monitoring workforce plans.

Tracking internal movements (particularly transfers and promotions) through the Human Resource Information System (HRIS) is complex. Most HRIS' are set up to perform transactional processes, but not with a view to reporting or analysis of that information. SAP SuccessFactors has developed a process for transforming the raw data relating to an employee's position history from the HRIS into a format ready for strategic analysis; in particular, the ability to analyze movements within the organization segmented by whether the movement occurred within an organizational unit or between organizational units.

Talent Flow Analytics combines these data elements to provide organizations with a visual method of tracking movements. Talent Flow Analytics will allow managers to determine:

- Are we successful in delivering talent into critical roles?
- What is the health of our talent pipeline? Where are the leaks?
- How is our key talent moving within the organization?
- What is the impact of turnover on my critical role pipeline?
- What is the optimal talent flow that will deliver the workforce plan at the optimal cost?
- How does our internal mobility affect our employee and organizational performance?
- Which lines of business or managers are the best developers of talent as measured by the promotions out of their department?
- Which lines of business or managers are magnets for high potential employees as evidenced by their transfer rate into various departments?

Talent Flow Analytics uses data already in the SAP SuccessFactors metrics/analytics platform; no additional data extraction is required. As it operates within the powerful SAP SuccessFactors analytical environment, organizations will be able to analyze movements across a range of important variables, including age, tenure, employment status, location etc., with all data refreshed at monthly intervals.



19 Employee Relations (template)

Employee relations measures relate to grievance procedures and labor relations within the workforce. These measures typically provide organizations with indications of the quality of the workplace environment and the severity of any pockets of dissatisfaction among the workforce. These measures can also serve as a potential indicator of future lawsuits or workplace incidents. Reducing the number of grievances can help to diffuse potentially harmful situations, reduce turnover, reduce the risk of lawsuits and improve the employment brand.

Additionally, employee relation measures can alert the organization about interventions needed such as training, employee communication, grievance process redesign (or the creation of the grievance process) and the retaining of legal counsel.

Key business questions organizations will be able to answer through this metrics pack includes:

How many EEO complaints or lawsuits are filed annually? What do we incur in legal costs to arbitrate, defend or otherwise resolve complaints and lawsuits?

What is the average time, in days, required to resolve an internal grievance?

What is the percentage of internal grievances filed relative to the size of the workforce?

20 HR Service Delivery (template)

HR delivery is the transactional business of HR that directly touches employees and enables their ongoing employment. The HR delivery metrics pack (template) provides a comprehensive suite of measures relating to HR profile, HRIT, Contract Centre and Payroll.

Organizations should aim to strike a balance between investing sufficiently in the HR function to support strategic business goals and maintaining a lean HR function to support operational efficiency and financial success.

Key business questions organizations could answer through this metric pack include:

- What is the ratio of HR employees to other employees?

- What is the HR Turnover Rate?

21 Survey (template)

Survey results can often be difficult to interpret if they are presented as question-by-question detail without aggregated indices. The survey metrics pack (template) allows organizations to report a number of questions or indices together to grasp a holistic perspective of opinions and identify weak areas of the organization.

Employee survey data is incredibly rich in information as it can provide insight into what people are thinking and potentially planning to do (e.g. intention to stay). The value of adding this to workforce data is that it allows organizations to validate survey findings and test if, for example, people who indicated intention to leave actually did leave the organization.

Another example of such analysis may be to track employee opinion/engagement and investigate the correlation of this to employee turnover and absence, to highlight areas of the organization requiring the most attention. A further piece of work leading from this linkage data could be to investigate potential cost savings by reducing turnover / absence in those high priority areas.

Some of the more popular business questions you could answer through this metrics pack include:

What percentage of our employees are fully engaged and are “doing their best work” at all times? How does this vary across functions and lines of business? How does this compare to our competitors? How does this correlate to actual productivity within our company?

What percentage of our employees would say they are committed to the organization? Why are they committed? How does this vary across our organization? How does this correlate to average tenure? How does this compare to our competitors?

Do we know/understand our employee's perceptions of their marketability? Are we paying at or above market rate and if so are we communicating this to our employees? If we are paying below market rate are we actively communicating the other benefits of working at our company?

Do we have a leading indicator of turnover intentions for our employees? What percentage of our employees are actively looking for jobs (i.e. applied for positions in the last 6 months)? What percentage are passively looking (i.e. searching job posting sites in the last 6 months)? How does this correlate to actual retention rates?

What do employees value most in the employee value proposition? Are we focusing on the areas that our employees value most (i.e. manager effectiveness, benefits, training, flexibility, etc.), are least satisfied with and are the easiest for us to change?

What is the average number of hours employees are working per week? What is the average commute time for our employees? Are employees reporting high-levels of stress in their jobs?

What are our employee perceptions of manager effectiveness in our organization? Is there a high correlation between the effectiveness of our managers and workforce satisfaction in our organization?

22 Other (custom)

For custom metrics packs, SuccessFactors would need to undertake a short business requirements analysis and complete a technical questionnaire to determine the metrics pack scope.

23 Learning Analytics (standalone)

Learning measures relate to the volume, type, cost and effectiveness of the training courses provided by the organization.

These measures can help organizations understand how training courses are being delivered and through this understanding can offer insight into the relative resource-intensiveness of internal and external training sources and the overall training experiences of employees. Learning measures can also help organizations better understand where training resources are focused and what types of course are emphasized, providing insight into the connection between training curricula and human capital strategies.

Key business questions organizations will be able to answer through this solution include:

Do training opportunities exist and evolve to allow longer tenured employees to continue to grow? Or is training disproportionately offered to, or attended by, newer employees?

Which courses are recommended by managers or have high participation rates?



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