

Appendix B – City of Elliot Lake Key Performance Indicator (KPI) Pick List –10-2024

Key Performance Indicators (KPIs) for Human Resources (HR) services are crucial for measuring the effectiveness and efficiency of HR functions. The Contractor will identify what KPIs it will be using to track progress. Input and agreement will be sought from the Client. KPIs #1, 2, 3 & 6 will link to the initial Audit of services as the Contractor will need to understand staffing issues. KPI #7 & #12 are slated to be addressed during November and December in conjunction with work the Contractor is completing in its organization.

1. Time to Fill

- **Description:** Measures the average number of days it takes to fill a vacant position.
- **Why It's Important:** A shorter time to fill indicates efficient recruitment processes and can help reduce costs associated with vacant positions.

2. Employee Turnover Rate

- **Description:** The percentage of employees who leave the organization over a certain period.
- **Why It's Important:** High turnover can indicate issues with job satisfaction, work environment, or compensation.

3. Employee Retention Rate

- **Description:** The percentage of employees who remain with the company over a specific period.
- **Why It's Important:** A high retention rate often signifies good employee engagement and satisfaction.

4. Employee Engagement Score

- **Description:** Measures the level of employee engagement through surveys or other feedback tools.
- **Why It's Important:** Engaged employees are generally more productive, committed, and contribute to a positive work environment.

5. Training and Development Participation Rate

- **Description:** The percentage of employees participating in training and development programs.
- **Why It's Important:** Continuous learning is vital for employee growth and organizational success.

6. Cost Per Hire

- **Description:** The total cost involved in hiring a new employee, including advertising, recruitment, and training costs.
- **Why It's Important:** Helps in budgeting and controlling recruitment expenses.

7. Absenteeism Rate

- **Description:** The average number of days employees are absent from work over a period.
- **Why It's Important:** High absenteeism can be a sign of low morale, health issues, or job dissatisfaction.

8. HR-to-Employee Ratio

- **Description:** The number of HR staff relative to the total number of employees.
- **Why It's Important:** Ensures that the HR team is adequately staffed to support the workforce.

9. Diversity and Inclusion Metrics

- **Description:** Measures the representation of different demographic groups within the organization.
- **Why It's Important:** Promotes a diverse and inclusive work environment, which can enhance creativity and innovation.

10. Employee Satisfaction Score

- **Description:** Derived from surveys, this score reflects overall employee satisfaction.
- **Why It's Important:** High satisfaction usually correlates with better performance and lower turnover.

11. Compliance Rate

- **Description:** Measures adherence to HR-related legal and regulatory requirements.
- **Why It's Important:** Ensures the organization avoids legal penalties and maintains good standing.

12. Performance Management Completion Rate

- **Description:** The percentage of employees who have completed their performance reviews within the required time frame.
- **Why It's Important:** Ensures that employees receive timely feedback and development plans.

13. Employee Productivity Rate

- **Description:** The output per employee over a specific period.

- **Why It's Important:** High productivity indicates effective workforce management.

14. Offer Acceptance Rate

- **Description:** The percentage of job offers that are accepted by candidates.
- **Why It's Important:** A high acceptance rate indicates that the organization's job offers, including salary, benefits, and culture, are attractive to candidates.

15. Internal Promotion Rate

- **Description:** The percentage of open positions filled by existing employees through promotions.
- **Why It's Important:** Promoting from within can boost morale and shows that the company invests in employee development.

16. Succession Planning Rate

- **Description:** The percentage of key positions with a qualified successor identified and trained.
- **Why It's Important:** Ensures business continuity and prepares the organization for future leadership needs.

17. Employee Net Promoter Score (eNPS)

- **Description:** Measures the likelihood that employees would recommend their organization as a great place to work.
- **Why It's Important:** A high eNPS reflects employee satisfaction and loyalty, which can improve employer branding.

18. Employee Grievance Rate

- **Description:** The number of formal employee complaints or grievances per 100 employees.
- **Why It's Important:** Helps identify and address workplace issues before they escalate.

19. Average Tenure

- **Description:** The average length of time employees stay with the organization.
- **Why It's Important:** A longer average tenure can indicate a stable and satisfying work environment.

20. Employee Well-being Index

- **Description:** Measures the overall physical and mental health of employees, often through surveys or wellness program participation.

- **Why It's Important:** Employee well-being is linked to productivity, engagement, and reduced absenteeism.

21. Time to Productivity

- **Description:** The time it takes for a new hire to reach full productivity in their role.
- **Why It's Important:** Faster time to productivity means quicker integration and contribution to the organization.

22. Voluntary vs. Involuntary Turnover Rate

- **Description:** Compares the rate of employees leaving voluntarily to those who are terminated.
- **Why It's Important:** Helps distinguish between natural attrition and potential issues with employee satisfaction or performance.

23. HR Service Satisfaction Score

- **Description:** Measures employee satisfaction with HR services, such as payroll, benefits, and recruitment.
- **Why It's Important:** High satisfaction indicates effective HR support, which contributes to overall employee satisfaction.

These KPIs will be selected to assist the Contractor to monitor and improve various aspects of the Human Resources department's performance, ultimately supporting the organization's goals and objectives.