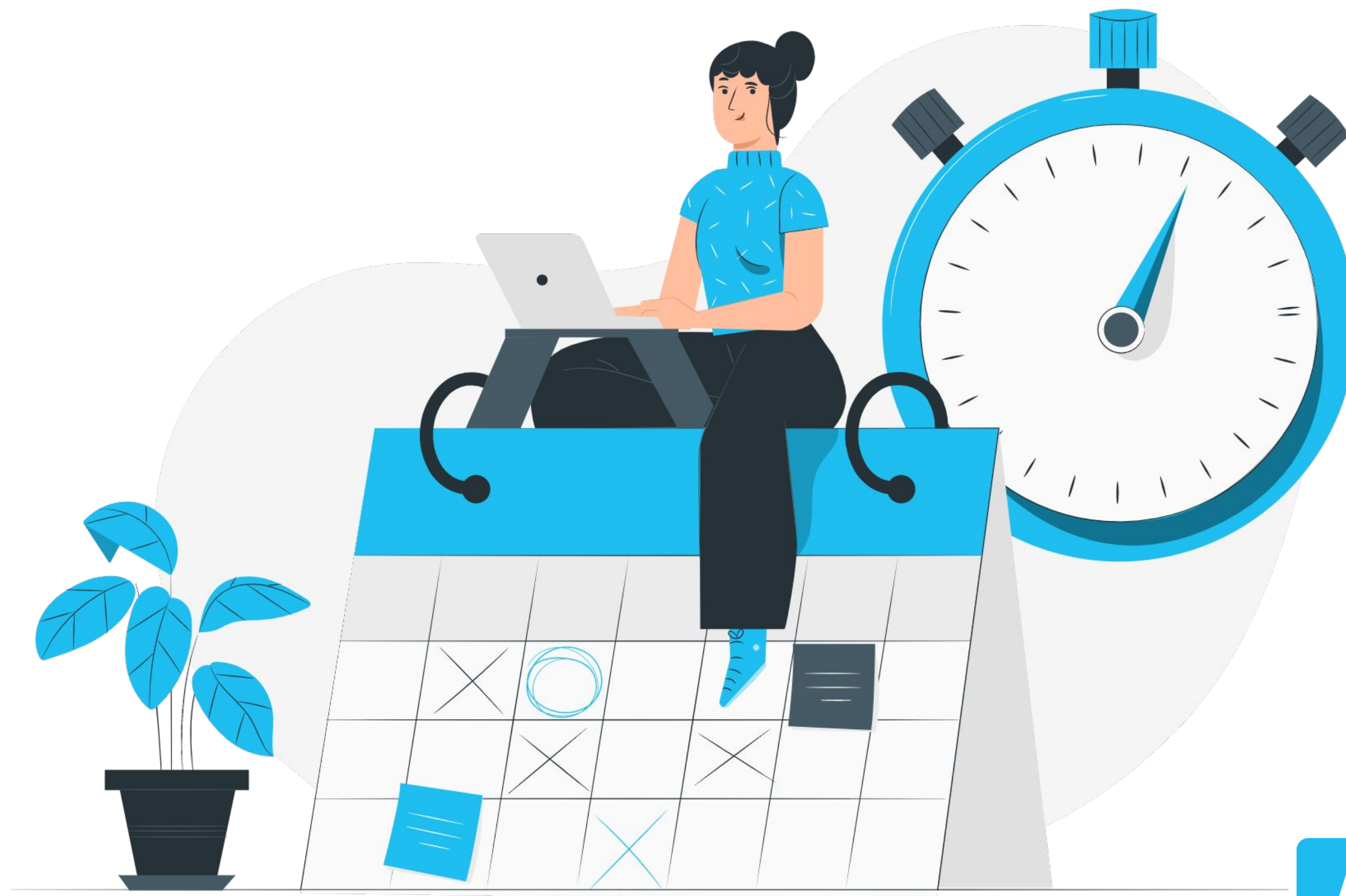# 8 HR Metrics
for **Organizational Development**

Introduction

Why organizational development metrics matter

In today's volatile, uncertain, complex and ambiguous (VUCA) world where disruption is a constant threat, the ability to change is crucial to survival.

**This means organizational development should be a top priority.**

Organizational development is a critical and science-based process that helps organizations adapt to new opportunities and challenges. In other words, it is a powerful tool that can help your organization thrive in what used to be the future of work but is fast becoming the new normal.

As with other critical processes, organizational development should be monitored with the right HR metrics.

But that's easier said than done.

Financial data isn't enough to describe organizational capabilities for adding value. And traditional HR KPIs aren't enough either, even though organizational adaptation depends in part on employee behavior and a culture of innovation and intrapreneurship.

That's why we have created this guide. The strategic HR metrics listed here will give you a strong starting point to **develop a mix of key metrics that will help you make your organization future-proof and ready to thrive**.
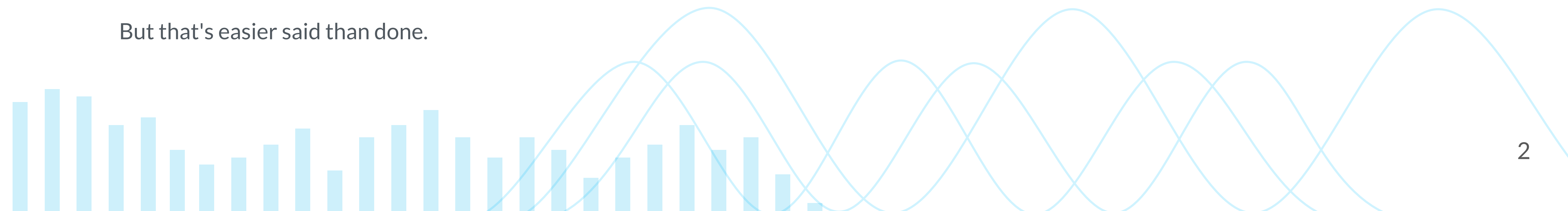
HR Metrics overview

Employee characteristics - page 4	
Employees with high performance	% of employees who are high performing

Leadership - page 5	
Scope of leadership programs	% of leaders taking part in leadership skills development programs
Leadership excellence developed	% of managers rated highly in performance evaluation

HR processes - page 6	
High-performance systems	# of critical HR processed designed using the High-Performance System perspective

Innovation culture - page 7	
Use of tech platforms as innovation source	% of employees actively using tech platforms
Innovation training hours per employee	Hours of intrapreneurship training completed / total employees

Wellness at work - page 8	
Positive assessment of work characteristics	% of employees who rate work characteristics highly
Positive assessment of methodologies, tech and procedures	% of employees who rate items related to methodologies, tech and procedures highly

Employees with high performance

The percentage of high performers compared to the total number of employees (or FTE).

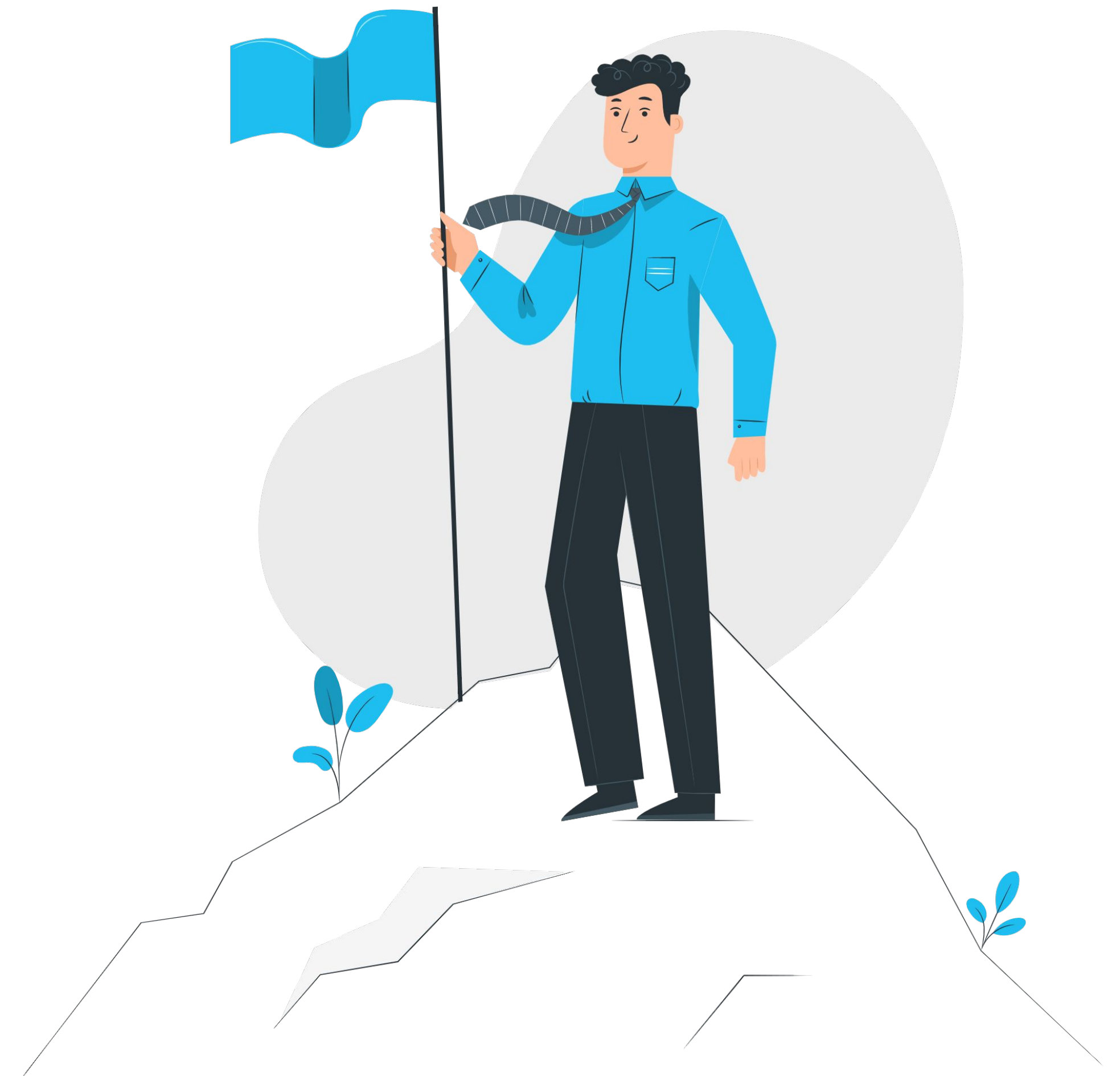This should give you a good idea of how much of your workforce can (help) drive innovation and change.

Example

Employees: 22,954

High performers: 1975

Metric: 8.6%

Please note: the calculations in this guide are examples, not benchmarks.

Scope of leadership programs

The percentage of managers taking part in leadership skills development programs.

Managers are leaders within your organization, so it is important that they actively develop their skill sets so that they can identify and effectively capitalize on opportunities.

Example

Managers: 1,723

Managers in programs: 598

Metric: 34%

Leadership excellence developed

Percentage of managers who are rated in the higher categories of the performance evaluation measurement scale.

This will help you understand how effective your leaders are, and grant insight into the success of your leadership programs.

Example

Managers: 1,723

Managers rated as 'excellent': 261

Metric: 15.1%

High-performance systems

The number of critical HR processes designed using the High-Performance System perspective.

High-performance work systems (HPWS) are interconnected HR practices (such as training and performance appraisal) designed to enhance employee effectiveness.[1] This metric reveals how much your company is currently benefiting from this approach.

Example

Critical HR processes: 32

Processes informed by HPWS: 8

Metric: 25%

Use of tech platforms as an innovation source

Percentage of employees who actively use technology platforms.

Implementing a tool does not guarantee its use within the organization. This metric can reveal if you need to promote adoption to get more value out of your platform.

Example

Employees: 31,844

Employees actively using platforms: 19,249

Metric: 60.4%

Innovation training hours per employee

The number of training hours for courses focusing on intrapreneurship (creativity, innovation, new methodologies and technologies, etc.) per employee.

Providing learning and development programs focused on enabling innovation will empower your workforce to help the organization adapt to and overcome challenges.

Example

Hours of intrapreneurship training completed: 14,920

Employees: 9,360

Metric: 1.59

Positive assessment of work characteristics

Percentage of employees who, in the climate survey, rate items related to the characteristics of their work positively.

These characteristics include:

- Meaning
- Responsibility
- Complexity

By matching skilled and talented individuals to roles that are a good fit with their personalities and capabilities, you are creating a-players who can add incredible value.

Example

Employees: 19,711

Employees who rate related items positively: 4,609

Metric: 23.3%

Positive assessment of methodologies, tech and procedures

Percentage of employees who, in the climate survey, rate items related to the methodologies, technologies and procedures positively.

What works for your competitor might be a poor fit for your own workforce. This metric can reveal if further research or improvement of your tech, methodologies and procedures is necessary.

Example

Employees: 29,239

Employees who rate the methodologies, tech and procedures positively: 22,609

Metric: 77.3%

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Sources:

Adapted from Beyond HR KPIs by David Aguado

1: High-Performance Work Systems Affect Employee Attitudes And Group Performance

Illustrations by Stories by Freepik