

Resulting Metrics, One Step Further

Metric	...by	Additional data points required
Turnover		Job title/band
Resignation Rate	–Job level	Hire date
Retirement Rate	–Length of service	Gender
Involuntary Turnover Rate	–Gender	Diversity data
External Hire Rate	–Diversity group	Birth date
Average Age	–Age	Department
Average Length of Service	–Work location	Performance rating
Promotion Rate	–Performance level	
Absenteeism Rate	–Union status	
Cost of Voluntary Turnover		

Excerpt from BC HRMA Conference 2009 Presentation
 “From Payroll to HR Strategy – Data Mining & HR Analytics”
 By Ashley Bennington & Helen Luketic