



Outcomes and Key Performance Indicators

Each organization develops its own key performance indicators to recognize its achievements and to manage its resources effectively. Consequently, numerous and specific KPIs are developed and used by organizations. Below we've provided a table to categorize a small sample of KPIs that could be used. The metric to be used, number or a percentage, has not been detailed as that depends on how a specific organization want to use the metric.

INDICATOR	Talent Acquisition	Talent Development	Talent Satisfaction/Engagement	Quality/Value of Offering	Sales and Marketing	Customer/Client satisfaction/Engagement	Social Responsibility	Transformation	Financial
Annual Recurring Revenue (ARR)						Y			Y
Applicant offer acceptance rate	Y								
Articles Published					Y				
Average Class Attendance (ACA)		Y							
Average Daily Attendance (ADA)		Y							
Average Page Views by Website Visitor					Y	Y			
Average Payment Period to Suppliers									Y
Average Support Ticket Resolution Time						Y			
Average Time for Conversion					Y				
Billing Accuracy from suppliers									Y
Call wait time	Y				Y	Y			
Candidate satisfaction	Y								

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Candidate selection ratio	Y								
Cash flow									Y
Cash to Cash Cycle Time									Y
Channel: Engaged Opportunities					Y				
Channel: External certifications held by employees		Y							
Channel: Hits on pages offering learning experiences		Y							
Channel: Hits on partner knowledge base explaining value proposition							Y		
Channel: Leads					Y				
Channel: Marketing Qualified Leads (MQL)					Y				
Channel: Marketing Qualified Opportunities (MQO)					Y				
Channel: New Contracts Signed					Y				
Channel: Opportunities Closing					Y				
Channel: Partner certification pass rate		Y							
Channel: Partner certifications		Y							
Channel: Partner employee attending course		Y				Y			
Channel: Partner employee completing courses									
Channel: Partner employee engagement by course									
Channel: Partner employee registration for courses									
Channel: Partner employee satisfaction with course									
Channel: Partner engagement									
Channel: Partner knowledge transfer in learning activities		Y							
Channel: Partner regretted turnover			Y						

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Channel: Partner turnover rate			Y						
Channel: Partner turnover rate by location			Y						
Channel: Proposal acceptance rate					Y				
Channel: Revenue projected from engaged opportunities					Y				
Channel: Revenue projected from opportunities closing					Y				
Channel: Sales Qualified Opportunities (SQO)					Y				
Channel: Satisfaction with new technologies								Y	
Channel: Satisfaction with proposed change to value proposition								Y	
Channel: Training expenses per partner		Y							
Channel: Users vs. licenses purchased					Y	Y			
Chatbot Success Rate						Y			
Client Retention Rate (CRR)						Y			
Client/customer Billing Accuracy						Y			
Client/customer Order Cycle Time						Y			
Client/customer Order Fill Rate (fill on first shipment)						Y			
Client/customer Retained/Lost						Y			
Client/customer Revenue Per Customer									
Client/customer Revenue Per Sale									
Client/customer Satisfaction Rate				Y		Y			
Client/customer Satisfaction with New Automaton						Y			
Client/customer Time to Purchase									
Conversions for Call-to-Action Content					Y				

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Cost of absenteeism			Y						
Cost of employee turnover			Y						
Cost of getting to basic productivity level	Y	Y							
Cost per full time employee (FTE)									Y
Cost per hire	Y								
Customer Acquisition Cost (CAC)					Y				
Customer Lifetime Value (CLV)					Y	Y			
Customer/client engagement by usage (app, product, etc.)						Y			
Customer/client engagement with events (live or online)						Y			
Customer/client engagement with social media (likes, comments, shares, etc.)						Y			
Customer/client engagement with web resources (blog, video, podcast, etc.)						Y			
Customer/client resolution time from opening to closing tickets						Y			
Customer/client reviews (positive or negative)						Y			
Customer/client satisfaction (CSAT)						Y			
Customer/client ticket escalation requests						Y			
Customer/client tickets closed						Y			
Customer/client tickets opened						Y			
Customer/client tickets outstanding						Y			
Customer/client time consumed to close tickets						Y			
Customer/client time to engage (response time)									

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Customer/client training efficiency				Y		Y			
Days Sales Invoices Outstanding									Y
Earnings Before Interest, Tax, Depreciation, and Amortization (EBITDA)									Y
E-Books Published					Y				
Employee absence rate			Y						
Employee absence rate per manager/department			Y						
Employee Churn Rate			Y						
Employee cost									Y
Employee cost as a percentage of revenue									Y
Employee cost as a percentage of total expenses									Y
Employee Health: Fatalities on the job		Y					Y		
Employee Health: Injuries on the job		Y					Y		
Employee Net Promotor Score			Y						
Employee satisfaction rate			Y						
Employee satisfaction with new automaton			Y						
Employee: Agreement that employees feel included			Y						
Employee: Agreement that organization favors diversity			Y						
Employee: Promotion rate		Y							
Employee: Retirement rate		Y							
Engagement rate			Y						
Errors attributed to automation				Y					
Errors attributed to humans				Y					

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Errors due to Warehousing									
Errors evident in procured goods				Y					
Errors evident post-production				Y					
Errors Evident to Client									
Errors evident whilst being transported				Y					
First-month turnover rate	Y								
First-year resignation rate	Y								
First-year turnover rate	Y								Y
Fix on first call						Y			
Gross Profit									
Hiring manager satisfaction	Y								
Internal Rate of Return (IRR)									Y
Inventory Days of Supply									Y
Inventory Turnover									Y
Investor Satisfaction									Y
Involuntary turnover rate									Y
Multiple on Invested Capital (MOIC)									Y
Net Profit Margin Percentage									Y
Net Profit/Loss									Y
Net Promoter Score (NPS)						Y			
Open position vacancy rate	Y								
Operating Expenses Ratio									Y
Operating Income									Y

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Overtime expense per period			Y						Y
Overtime per employee			Y						Y
Partner Led Sales Revenues					Y				
Percentage of Market Share					Y				
Price to Earnings Ratio									Y
Processes handled by automation								Y	
Processes handled by people								Y	
Product: Planned Value									Y
Product: Return on Investment (ROI)									Y
Product: Time to Market									Y
Profit per employee									Y
Profit per Full Time Equivalent (FTE)									Y
Project and Product: Actual Cost				Y					
Project and Product: Budget Iterations				Y					
Project and Product: Cost of Managing Processes				Y					
Project and Product: Cost Performance Index (CPI)				Y					
Project and Product: Cost Variance (Planned Budget Vs. Actual Budget)				Y					
Project and Product: Earned Value				Y					
Project and Product: Missed Milestones				Y					
Project and Product: Schedule Performance Index (SPI)				Y					
Project and Product: Schedule Variance				Y					
Project and Product: Tasks Completed				Y					

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Project: Cancelled Projects				Y					
Project: Overdue Project Tasks				Y					
Project: Overdue Project Tasks / Crossed Deadlines				Y					
Project: Planned Hours of Work Vs. Actual Situation				Y					
Project: Project Resource Utilization				Y					
Project: Projects Completed on Time				Y					
Project: Projects on Budget				Y					
Public webinar attendees at start					Y				
Public webinar attendees at x% of time into the event					Y				
Public webinar registrants					Y				
Public webinars run					Y				
Public website visitors					Y				
Return on Assets (RoA)									Y
Return on Equity (ROE)									Y
Return on Investment (RoI)									Y
Revenue					Y	Y			Y
Revenue by market sector					Y	Y			Y
Revenue by territory					Y	Y			Y
Revenue from new contracts signed					Y	Y			Y
Revenue growth									Y
Revenue per client/member (RPC)						Y			Y
Revenue per employee									Y
Revenue per full time equivalent employee (FTE)									Y

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Salary hike since last year		Y							
Sales Quota (by revenue or gross profit)					Y				Y
Sales Target (by revenue or gross profit)					Y				Y
Social: Charitable contributions							Y		
Social: Community activities							Y		
Social: Employees, supported by organization, to volunteer							Y		
Social: Energy usage							Y		
Social: Greenhouse gas emissions							Y		
Social: Partnerships with charities and NGOs							Y		
Social: Quantity of waste that is not recycled							Y		
Social: Social recognition awards							Y		
Social: Waste that is recycled							Y		
Speed to Market					Y			Y	
Supply Chain Cycle Time						Y			
Talent: Applicant source of hire	Y								
Talent: Applicant sourcing channel cost	Y								
Talent: Applicant sourcing channel effectiveness	Y								
Talent: Applicant stage yield ratio	Y								
Talent: Applicants per opening	Y								
Talent: Application completion rate	Y								
Talent: Average distance for commute			Y						
Talent: Average length of service			Y						
Talent: Course attendance		Y				Y			

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Talent: Course completion									
Talent: Course engagement									
Talent: Course registration									
Talent: Course satisfaction									
Talent: Employee engagement									
Talent: Employee satisfaction			Y						
Talent: Employee turnover rate			Y						
Talent: Employee turnover rate by location			Y						
Talent: Employee turnover rate by salary band			Y						
Talent: Employee turnover rate per manager/department			Y						
Talent: External certifications held by employees		Y							
Talent: Flight Risk Score			Y						
Talent: Hits on internal knowledge base explaining change								Y	
Talent: Hits on pages offering learning experiences		Y							
Talent: Internal certification held by employees		Y							
Talent: Internal certification pass rate		Y							
Talent: Involuntary turnover			Y						
Talent: Opportunities in progress:	Y								
Talent: Knowledge transfer in learning activities		Y							
Talent: Regretted turnover			Y						
Talent: Satisfaction with new technologies								Y	
Talent: Satisfaction with proposed change								Y	

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Talent: Interviews completed	Y								
Talent: Interview screen-to-interview conversion	Y								
Talent: Interview to offer conversion	Y								
Talent: Offer to acceptance conversion	Y								
Talent: Offer acceptance to start	Y								
Talent: Size of Talent Pipeline	Y								
Talent: Time to fill a job opening	Y								
Talent: Time to hire	Y								
Talent: Time until promotion		Y							
Talent: Training efficiency		Y							
Talent: Training expenses per employee		Y							
Talent: Voluntary turnover			Y						
Time to Deliver Order				Y					
Time to Fulfill Order				Y					
Total Addressable Market (TAM)					Y				Y
Total Addressable Market (TAM)									Y
Utilization of production machines									Y
Utilization of vehicles									Y
Working Capital									Y