

Gartner for HR Leaders

Overview of Quantitative Benchmarking Resources



Clients turn to our rich benchmarking resources to help them compare their functions against those of their peers. We collect data on over 230 HR and talent metrics, all easily accessible through the interactive analysis center on our client website — our Unified Benchmarking Platform (UBP).

Clients use our data to:

- Set targets for key talent outcomes, such as turnover rate
- Understand employee preferences to create a competitive and differentiated EVP
- Establish optimal staffing ratios for HR business partners, L&D professionals, recruiters and more

We maintain an ongoing global data collection effort to expand and refresh our benchmarking data. Our sources include:

- Our global, proprietary surveys of thousands of heads of HR, other HR professionals and employee populations
- Other publicly available data sources

Collectively, this data not only informs our best practice insights, it also creates one of the most robust talent data assets in the market.

Benchmarking quick facts

30+ years of experience

40+ countries represented

10+ diagnostic and benchmarking tools

100,000+ employees surveyed annually

Unified Benchmarking Platform

Compare your organization with those of your peers. Get and stay up-to-speed on HR trends with our interactive database of benchmark data that can be segmented by numerous demographics.

The Unified Benchmarking Platform (UBP) is a self-service benchmarking database that enables you to explore metrics spanning numerous topics such as:

- HR budgeting
- HR staffing ratios
- Employee engagement
- Span of control
- Employee turnover
- Employment value proposition
- Performance management
- Learning and development
- Recruiting
- Total rewards

These benchmarks help you:

- Attract and improve retention of critical talent segments.
- Increase the effectiveness of communications to different workforce segments.
- Plan for future HR budget and staffing levels.
- Refocus budget and time allocations to high-value activities.

All data can be exported to Microsoft Excel and downloaded as an image to incorporate directly into presentations.

Data Filters

Time Period

Select Frequency

Quarterly Annual

2016

Show data over time

Custom Segment 1

First Demographic

Demographic: Industry

Demographic Level: Manufacturing

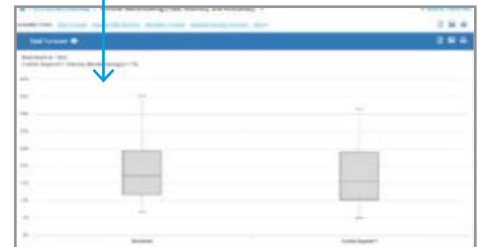
Show cross tab

Second Demographic

Demographic: All

Demographic Level: All

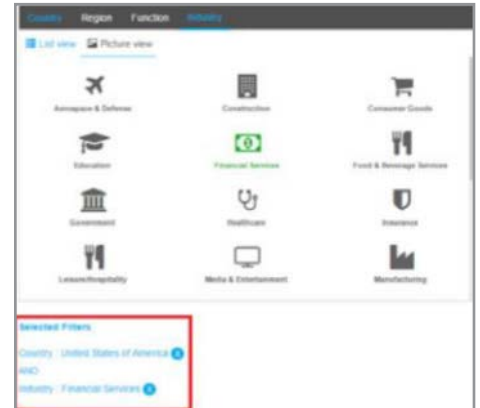
Look at data for specific periods and explore trends over time



UBP Features

Advanced filtering capabilities

Segment data by country, region, function, or industry. Apply two filters at once, across demographics or within the same demographic, to narrow down to a specific segment of interest.



Bookmark favorite metrics

Bookmark your go-to metrics by marking them as favorites. Your favorite metrics can be viewed at any time from the favorites icon on our website.



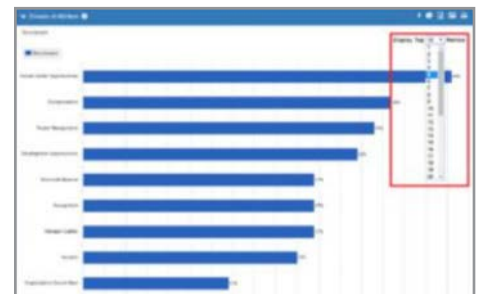
Options for reporting time intervals

View data for all metrics in different time periods, broadly categorized as Annual (A), Bi-annual (B), Quarterly (Q) and Monthly (M).



Customizable charts

Choose the metrics you'd like to view by customizing your chart.



Contact us to learn more

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Metrics Glossary in Unified Benchmarking Platform

General HR metrics

HR expense benchmarks

- Organizational HR Expense Metrics
- HR Staff Compensation and Benefits Metrics
- HR Function Vendor and Technology Expense
- HR Sub-Function Expense Per Employee
- HR Sub-Function Expense as a Percentage of Revenue
- HR Sub-Function Expense as a Percentage of HR Expense
- HR Sub-Function Expense as a Percentage of Operating Expense
- HR Sub Function Vendor Expense as a Percentage of HR Sub-Function Expense
- Benefits Expense
- Compensation Expense
- Compensation and Benefits Expense
- Employee Relations Expense
- HR Generalist Expense
- Learning and Development Expense
- Staffing/Recruiting Expense
- Payroll Expense
- HR Technology Expense
- HR Analytics Expense
- Diversity and Inclusion Expense

HR staffing benchmarks

- HR Staffing Ratios
- Benefits FTEs as a Percentage of HR Staff FTEs
- Compensation FTEs as a Percentage of HR Staff FTEs
- Compensation and Benefits FTEs as a Percentage of HR Staff FTEs
- HR Generalist/Business Partners as a Percentage of HR Staff FTEs
- Learning and Development FTEs as a Percentage of HR Staff FTEs

HR staffing benchmarks (continued)

- Staffing/Recruiting FTEs as a Percentage of HR Staff FTEs
- HR Technology (HRIT/HRIS) FTEs as a Percentage of HR Staff FTEs
- HR Analytics FTEs as a Percentage of HR Staff FTEs
- Diversity and Inclusion FTEs as a Percentage of HR Staff FTEs

Workforce benchmarks

- Workforce Staffing Ratios
- Revenue Per Employee Ratios
- Employee Compensation and Benefits Expense

Employee engagement database

- Employee Engagement

Span of control

- All Levels
- Manager/Supervisor
- Middle Manager
- Senior Manager/Executive

Turnover benchmarking

- Turnover Benchmarking (Total, Voluntary and Involuntary)
- Reduction in Force Turnover
- Turnover Due to Retirement

Employment value proposition

- Drivers of Attraction
- Drivers of Attrition
- External Channel Usage

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Metrics Glossary in Unified Benchmarking Platform

Learning and development metrics

L&D innovations

- Learning Channels
- Learning Methods
- LMS Features

Leadership development

- Percentage of Employees Who Participate in Leadership Development
- Leadership Development Program Duration by Leader Level
- Leadership Development Spend by Leader Level
- Spend Per Leadership Development Program
- Percentage of L&D Staff Involved in Leadership Development
- Learning Channels Used for Leadership Development

High-potential development

- Percentage of Employees Identified as HIPOs
- Percentage of HIPOs Participating in HIPO Development Programs
- HIPO Development Program Durations
- Percentage of L&D Staff Involved in HIPO Development
- HIPO Development Objectives
- HIPO Development Structures
- HIPO Development Methods

L&D activity indicators

- Number of Formal Training Hours per Employee
- Percentage of Employees Who Received Formal Training

L&D expenditure and head count

- L&D Spend as Percentage of HR Budget
- L&D Spend per FTE
- L&D Outsourcing as a Percentage of L&D Spend
- L&D FTEs as a Percentage of HR Staff
- Organizational FTEs per L&D FTE

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Metrics Glossary in Unified Benchmarking Platform

Recruiting metrics

Labor market IQ

- Active-Passive Categories
- Business Barometer
- Employee Business Confidence Index
- EVP Attraction Drivers
- Job Opportunity Barometer
- Job Search Channel Influence
- Job Search Channel Usage
- Job-Switching Premium
- Preferred Employers
- Offer Enticements

Recruiting function

- Recruiter Requisition Load
- Hires Per Year
- Recruiting Structure
- Recruiting Team Composition
- Recruiting Activities Structure
- Hiring Mix
- Time Allocation

Recruiting outcome

- Quality of Hire
- Time to Fill and Productivity
- Conversion Rates
- Internal Fill Rates

Sourcing

- Funnel Metrics
- Source of Hire
- Diversity Shortlist

Budget and expense

- Cost per Hire Calculator
- Budget Distribution
- Source of Funding — Specific Expenses
- Source of Funding — Recruitment Function
- Recruitment Expense

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Metrics Glossary in Unified Benchmarking Platform

Total rewards (compensation, benefits and well-being) metrics

Overview of total rewards categories

- Total Rewards Categories

Total rewards attributes and attribute levels

- Base Pay Equity
- Dental and Vision (U.S. Only)
- Education Benefits
- Event-Driven Medical (U.S. Only)
- Family Benefits
- Long-Term Incentives (LTIs)
- Promotion Benefits
- Reward and Recognition
- Short Term Incentive (STI)
- Wellness Benefits
- Work-Life Balance Benefits
- Core Medical (U.S. Only)
- Life Insurance and Disability (U.S. and EU Only)
- Retirement Benefits (U.S. Only)

Well-being monitor

- Well-Being Programs

Total rewards global workforce insight

- Discretionary Effort
- Intent to Stay
- Total Rewards Index of Perceptions (TRIP)
- Pay Perceptions Index (PPI)
- Merit Pay Expectations
- Bonus Pay Expectations
- Switching Premium
- Managerial Fairness
- Benefits Perceptions Index (BPI)

Total rewards strategy

- Total Rewards Strategy Prevalence
- Total Rewards Strategy Components
- Total Rewards Strategy Drivers
- Total Rewards Metrics

Total rewards strategy (continued)

- Regionally Varied Total Rewards Plan
- Total Rewards Plan Decision-Making Authority
- Total Rewards Play Design Inputs

Compensation and benefits budgets and efficiency

- Organizational Compensation and Benefits Metrics
- HR Staff Compensation and Benefits Metrics
- HR Subfunction Expense Per Employee
- HR Subfunction Expense as a Percentage of Revenue
- HR Subfunction Expense as a Percentage of Operating Expense
- HR Sub-Function Expense as a Percentage of HR Expense

Benefits plan design

- Prevalence of Healthcare Benefits
- Prevalence of Wellness Benefits
- Prevalence of Financial Benefits
- Prevalence of Family Benefits
- Prevalence of Work-Life Benefits
- Prevalence of Other Offerings
- Tuition Assistance Amounts
- Employee Stock Purchase Plan (ESPP) Discounts
- Maternity Leave
- Paternity Leave
- Adoption Subsidies
- Fertility Subsidies

Pay plan design

- Prevalence of Compensation Offerings
- Average Annual Merit Increase
- Changes to Compensation Offerings
- Recent Changes to Resource Allocation
- Recent Changes to Pay Implementation
- Long-Term Incentive Strategy

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Metrics Glossary in Unified Benchmarking Platform

Total rewards (compensation, benefits and well-being) metrics (continued)

Pay plan design (continued)

- Long-Term Incentive Plan Changes
- Long-Term Incentive Performance Criteria
- Long-Term Incentive Amount
- Long-Term Incentive Vehicles
- Long-Term Incentive Eligibility
- Long-Term Incentive Targets
- Long-Term Incentive Vesting Periods
- Short-Term Incentive Strategy
- Short-Term Incentive Plan Changes
- Short-Term Incentive Performance Criteria
- Short-Term Incentive Amount
- Short-Term Incentive Payout Frequency
- Short-Term Incentive Funding
- Short-Term Incentive Targets
- Short-Term Incentive Vehicles
- Retention Bonus Prevalence
- Retention Bonus Value
- Retention Bonus Effectiveness
- Spot Bonus Prevalence
- Spot Bonus Amounts
- Spot Bonus Types

Employee engagement

- Percentage of Employees Reporting High Levels of Discretionary Efforts and Intent to Stay
- EVP Drivers of attraction

Employee pay perceptions

- Employee Pay Perceptions Index
- Employee Perceptions of Internal and External Equity
- Employee Perceptions of Manager and Organizational Fairness
- Employee Perceptions of Financial Value

Employee pay expectations

- Employee Pay Change Expectations
- Switching-Premium Expectations

Compensation watch

- Average Merit Increase
- Employees Receiving a Salary/Merit Increase
- Expected Change in STI Payouts

Reward and recognition

- Reward and Recognition Strategy
- Reward and Recognition Amount
- Reward and Recognition Budget
- Reward and Recognition Distribution
- Reward and Recognition Types
- Reward and Recognition Program Administration

Pay communication strategy

- Overall Strategy
- Pay Communication Frequency
- Topics
- Recent Changes to Pay Communication Strategy
- Effectiveness of Pay Communication Strategy
- Budget and Time Allocations for Pay Communications

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Metrics Glossary in Unified Benchmarking Platform

Total rewards (compensation, benefits and well-being) metrics (continued)

Pay information communicated

- Pay Strategy and Administration
- Total Pay
- Base Pay
- Short-Term Incentives
- Long-Term Incentives

Pay communications segmentation

- Channels
- Sources
- Pay Themes
- Timing

Pay differentiation

- Pay Differentiation Strategy
- Base Pay Differentiation
- Short-Term Incentive Differentiation
- Long-Term Incentive Differentiation

Pay for performance challenges

- Emerging Organizational Challenges
- Barriers to Effectiveness of Pay of Performance

Pay for performance strategy

- Manager Discretion in Pay Decisions
- Strategies for Manager Effectiveness
- Strategies for Consistency and Fairness

Performance management

- Employee Goals
- Performance Distribution
- Performance Ratings
- Pay Without Performance Ratings
- Recent Changes to Performance Management

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Metrics Glossary in Unified Benchmarking Platform

Diversity and inclusion metrics

Employment value proposition

- Drivers of Attraction
- Drivers of Attrition

Job search behavior

- Active-Passive Categories
- Job Opportunity Barometer
- Job Search Channel Influence
- Job Search Channel Usage
- Preferred Employers

Pay expectations

- Job-Switching Premium
- Offer Enticements

Turnover benchmarking

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