

PAY AND BENEFITS\*

- What is the annual salary bill for your business? .....
- What is the revenue by employee? .....
- What is the average hourly rate? .....
- What is the cost of bonuses/incentive plans? .....
- How much is invested in employee development?.....
- When was employee pay last reviewed? If it was increased, how much was it increased by? .....
- How did the last increase compare to the average for your sector? .....
- What is the cost of benefits provided? When was this last reviewed? .....

ATTRITION AND ENGAGEMENT:

- What is the current attrition rate? .....
- What % of attrition is voluntary (resignations) vs involuntary (dismissals)? .....
- How does this attrition compare with national/industry averages? .....
- How does this attrition compare with your competitors? .....
- What does this level of attrition cost the business e.g. recruitment fees plus lost opportunity through lack of sales, or longer lead times due to vacancies? .....
- How has attrition affected others e.g. changes in line manager for team members? .....
- What is the average length of service? How many employees have less than one year of service, between one and two years, and so on? Are there gaps in experience in certain functions or levels? .....
- What is the average cost per hire (to find this, calculate £s spent on recruitment divided by number of hires)?  
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- Do you have an employee engagement measurement? .....
- What is the rating by team or department? .....
- What does the engagement survey show are the biggest strengths and opportunities for the business?  
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- What is the trajectory? Are the results improving or declining compared with previous years? .....
- What changes in the business have had a positive or negative effect on engagement or employee wellbeing?  
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# PEOPLE METRICS

- What aspects of the employee engagement results are being listened to by the business? Which ones aren't, and why is this? .....

ABSENCE:

- What are the current levels of sickness absence from work? .....
- How does the current average days absent from work compare to national averages and industry or sector averages? .....
- What is the cost of absence (to find this, you can multiply the number of days lost multiplied by day rate)? .....
- What is the percentage of psychological vs physical reasons for absence? .....
- How do absences fall across the week (for example, what percentage are on Mondays, Tuesdays...)?  
What might this be telling you? .....
- How seasonal is the absence (some businesses have seasonal absences linked to the timing of their busiest periods due to overload)? .....

PERFORMANCE:

- Do you have a rating scale for employee performance across the business? .....
- How engaged is the business in reviewing performance regularly and constructively? .....
- What are the percentages of each rating for the whole business and for the different departments? How do the percentages differ? .....
- Are there line managers that might be more generous with their ratings than others? .....
- How many people have been promoted over the last 12 months and how many have been hired externally? Are you missing out on internal talent? .....
- What percentage of employees pass their probationary period? .....
- How many people are currently on a performance improvement plan or have a performance issue? Are there any trends around where PIPs or issues are prevalent? .....
- Generally what type of performance or contribution is recognised or celebrated? .....
- Is employee recognition meaningful and driving discretionary effort? .....

CONDUCT:

- How many disciplinaries have there been in the last 12 months? .....

# PEOPLE METRICS

- What are the main reasons that employees are brought to disciplinary? Are there certain policies that tend to be an issue? .....
- How effective are the line managers in identifying and dealing with conduct and disciplinary issues appropriately? .....
- Are there any issues that get 'swept under the carpet'? Why is this? .....
- Are there any potential legal risks from a conduct perspective? .....
- Have there been many settlement agreements that could have been avoided if managed differently? What was the cost of those? .....

DEVELOPMENT:

- How much is invested, on average, per employee, per year? .....
- What percentage of the employees have received development investment (time or money) post onboarding? .....
- What is the feedback regarding the effectiveness of training courses? .....
- How many internal promotions have there been over the last 12 months? .....
- Are line managers trained to hold development conversations with their team? .....
- Do you have development tools and resources to help employees develop? .....

DIVERSITY:

- What are the current diversity ratios (e.g. men vs women, by age group, by ethnicity, by country of origin)? .....
- How do these ratios change by pay band, seniority or department? .....
- What are the diversity ratios when you consider promotions and investment in development? .....
- How might your attraction strategies be assisting your business in appealing to a diverse candidate pool, or preventing this? .....
- Has training in maintaining a positive workplace been implemented? .....