

Twenty-sixth meeting of the Council
Abu Dhabi, 19-20 October 2023

Information Note

KPMG Current State Assessment Report: Findings, Recommendations & Initiatives on Staff Retention & Turnover

At the twenty-fourth meeting of the IRENA Council on 27-28 October 2022, the importance of staff retention and decreasing staff turnover rate was underlined, and the IRENA Secretariat was requested to provide Human Resources trends related to retention, turnover rates, and years of service as standard reporting to the Council. In this regard, a request was made for an independent Human Resources audit to review and understand the reasons for the current staff turnover rate.

In April 2023, IRENA contracted a consulting firm, KPMG International Limited (KPMG) to conduct a comprehensive assessment of staff retention, turnover and related issues in the Agency. To address IRENA's workforce issues, KPMG adopted a two-phased approach. In Phase 1, KPMG conducted an analysis using four methods of data collection (Workforce and HR document review; stakeholder interviews; interactive workshops with HR team and Agency staff to assess the current state of IRENA's HR practices). The assessment focused on gaining an in-depth understanding of the organization's strengths and areas for improvement. In Phase 2, six key initiatives were identified based on the findings and recommendations from Phase 1. A transformation work plan was proposed to guide the implementation of these initiatives, aimed at addressing IRENA's workforce challenges.

The KPMG Current State Assessment Report outlining findings, recommendations and initiatives on staff retention and turnover is attached herewith for consideration by the Council.



IRENA

**Current State Assessment Report:
Findings, Recommendations
& Initiatives on Staff Retention & Turnover**

2 August 2023

Table of Contents

Disclaimer	3
Foreword.....	4
Introduction	6
IRENA Overview	8
Methodology and Approach	22
Findings & Recommendations	27
Transformation Initiatives and Workplan	33
Appendix.....	40

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Foreword

IRENA, the International Renewable Energy Agency, is an intergovernmental organization committed to facilitating the global transition towards a sustainable energy future. With a primary focus on renewable energy, IRENA plays a crucial role in fostering international cooperation and serving as a hub of expertise in areas such as policy development, technological advancements, resource utilization, and financial aspects of renewable energy. By advocating for the widespread adoption and sustainable utilization of diverse renewable energy sources, IRENA strives to achieve sustainable development, enhance energy access, ensure energy security, and promote low-carbon economic growth. Joining IRENA offers a unique opportunity to work in a vibrant, multicultural setting and contribute to the advancement of renewable energy solutions for a sustainable future. The organization recognizes the immense value of a diverse workforce, embracing individuals from various nationalities, backgrounds, cultures, and professional experiences. This diversity enriches interactions and fosters collaboration, ultimately leading to enhanced outcomes and impact.

KPMG implemented a two-phased approach to deliver this engagement. The first phase involved an in-depth analysis of IRENA's current workforce practices, revealing areas for improvement. The second phase focused on developing targeted initiatives and a transformation work plan that provides a roadmap for implementing the identified initiatives. This work plan offers actionable steps and timelines to guide IRENA in enhancing its workforce practices and achieving long-term growth and success.

Our analysis indicates that IRENA faces workforce challenges, amongst others attributed to the constraints imposed by the fixed term contract, limited funding, shortage of staff in the HR function, tenure policy, and challenges with employee engagement, recognition, career development and progression. These challenges encompass talent attraction and retention, capability building, and employee motivation. Based on these findings, five strategic initiatives were considered to enhance the workforce practices.

By implementing these initiatives, IRENA can foster a culture of innovation, collaboration, and a thriving work environment. It can better attract and retain talent, promote knowledge transfer, ensure project stability, and enhance team dynamics. Moreover, these initiatives enable IRENA to adapt to the evolving needs of the renewable energy sector, strengthen its workforce capabilities, and position itself as a leader in driving sustainable energy transformation globally.

Key Facts

- IRENA's membership comprises 168 members, 167 countries and the EU, as of 2022¹
- Current Staffing 223 Employees
- Offices:
 - Headquarters: Abu Dhabi, UAE
 - IRENA Innovation and Technology Centre: Bonn, Germany
 - UN Liaison Office: New York, USA
- 6 Divisions
- Founding Conference: 26 January 2009, Bonn
- Official Establishment: 4 April 2011, Abu Dhabi
- Director General: Francesco La Camera

¹ Source: IRENA website: <https://www.irena.org/About/Membership>

Introduction

In February 2023, IRENA published RFP “Review of Human Resource Reporting and Staff Turnover in International Renewable Energy Agency” calling for an independent Human Resources audit to review and understand the reasons for the current staff turnover rate.

In April 2023, KPMG was retained by IRENA to review the Human Resource (HR) Reporting and Staff Turnover. Furthermore, KPMG was to advise IRENA on conducting a comprehensive review of HR data/ analytics submitted by the Agency to the Governing Bodies (IRENA Council/ Assembly). Assessing the current staff turn-over rates and staff retention trends in IRENA; determine the root causes and ways to address them. Preparing a report with recommendations on specific improvements/ enhancements in HR reporting and HR policies for the IRENA management and membership.

Within the project scope, IRENA requested the following assignments:

1. A template of standard HR report to the Governing Bodies with a detailed guidance note on each specific data element/statistic and a sample HR report based on actual IRENA data; a technical paper with key findings on the current HR reporting and recommendations on specific actions to ensure the consistency and transparency of HR reporting to the Governing Bodies.
2. A comprehensive report providing full background ('as is' - current state), a detailed analysis of the issues identified and a clear presentation of the root causes underlying the current staff retention problems at IRENA, specific measures, and strategies for addressing the current situation in Abu Dhabi and Bonn Offices (this shall include an articulation of a gap analysis and target state), concrete action/implementation plans to achieve the target state. The latter shall outline specific actions in relation to HR policies (including, but not limited to, talent management such as staff retention, tenure policy, succession planning, career development, staff development and learning).
3. A presentation (PowerPoint) with a summary of key findings and recommendations relating to the project for revision based on final report.
4. On-site visits to the IRENA Office in Abu Dhabi: 2 days at the start of the project and 2 days at the conclusion of the project as a minimum.

KPMG analyzed Human Resource (HR) reporting and staff turnover and assessed the various needs of IRENA. This was done through the examination of data garnered from documentation, focus groups, surveys, stakeholder Interviews, and leading market practices.

Our analysis enabled us to produce the following deliverables:

- HR Reporting Template
- Current state assessment with findings and recommendations
- PowerPoint deck summary of key findings and recommendations
- Onsite visits throughout the project execution



IRENA Overview

IRENA's International Role

IRENA, the International Renewable Energy Agency, is an intergovernmental organization dedicated to promoting the widespread adoption and sustainable use of renewable energy worldwide. Some of its major achievements include:

1- Strengthening Global Membership Reach:

- IRENA's diverse membership of 167 countries and the EU demonstrates its global reach and recognition as a leader in renewable energy
- Member countries like Germany, the United States, India, and Small Island Developing States showcase IRENA's appeal and ability to collaborate with diverse energy contexts and solidifies IRENA's influential position.

2- Advancing Renewable Energy:

- IRENA supports the global transition to renewable energy through technical assistance, policy guidance, and knowledge-sharing and thus builds the ground for achievement of Paris Goals
- The "Renewable Capacity Statistics" report developed by IRENA provides comprehensive data, aiding decision-making and policy formulation
- Another significant report developed by IRENA is the "Renewable Energy and Jobs" report, highlighting the job creation potential of the sector and driving awareness and investment.

3- Providing Policy Support and Advisory Services:

- IRENA offers policy advice and assistance in developing renewable energy frameworks helping countries design effective strategies to accelerate the deployment of renewable energy technologies.
- Feed-in Tariffs and Renewable Portfolio Standards are examples of policy mechanisms influenced by IRENA's guidance.

4- Enhancing Member Countries Capability Building:

- IRENA conducts training programs and workshops to enhance knowledge and skills in renewable energy, which facilitate capacity building among professionals through project development training and knowledge-sharing workshops.

5- Collaborating through Strategic Initiatives and Partnerships:

- IRENA collaborates with international organizations like UNFCCC, United Nations, World Bank, and regional development banks and participates in initiatives like the Global Sustainable Energy Islands Initiative to promote renewable energy globally.

6- Targets and nationally determined contributions (NDCs):

- IRENA analyzes the climate pledges made by countries, known as NDCs, after the ratification of the Paris Agreement. It assesses the latest commitments and explores their implications for renewable energy adoption, which is essential for achieving a 1.5°C Scenario to limit global temperature rise.
- IRENA advocates for more ambitious NDCs and renewable energy targets by promoting increased international cooperation and financing to support renewable energy initiatives, especially in countries most affected by climate change, aiding their transition to renewable energy sources.

7- Renewable Readiness Assessment (RRA)

- IRENA has developed and refined the RRA since 2011, providing a comprehensive tool for assessing countries' suitability for renewable energy development and deployment. It is a country-initiated process that involves collaboration with stakeholders, focusing on key themes such as energy policy, institutions, markets, resources, technologies, and capacity for successful renewable energy implementation.
- The RRA, guided by IRENA's "Renewables Readiness Assessment: Design to Action," helps member states identify priority areas for promotion, define concrete actions, inspire new initiatives, and refine policies to foster an enabling environment for renewable energy scaling.

8- Project Facilitation:

- Project facilitation activities support the deployment of renewable energy projects by helping project developers secure financing more efficiently and supporting investors and lenders to build stronger project portfolios.
- IRENA Project Facilitation offers various forms of assistance, which include:
 - Energy Transition Accelerator Financing (ETAF) Platform is an inclusive, multi-stakeholder climate finance platform. It mobilizes capital to scale up renewable energy projects, driving the energy transition in developing markets.
 - Climate Investment Platform (CIP) is a joint initiative aiming to boost capital mobilization and renewable energy investment in developing countries. IRENA provides technical assistance for projects to achieve commercial feasibility and then connects them with financial institutions or partners for matchmaking.
 - Renewable potential assessment provides countries with data, online tools, and technical analysis to identify and explore renewable energy project opportunities.

9- Climate Action Paris Agreement

- IRENA collaborates closely with member countries and other stakeholders to support the global transition to renewable energy, aligning its efforts with the overarching goals of the Paris Agreement to combat climate change and limit global temperature rise.
- IRENA provided the 1.5°C pathway in its World Energy Transitions Outlook 2022 (WETO), advocating for a significant increase in renewable energy's share in the global energy supply from 14% in 2019 to around 40% by 2030, to achieve the 1.5°C temperature goal.

10- Avoided Emissions Calculator

- To better illustrate the potential impact of renewables, IRENA has developed the Avoided Emissions Calculator as a tool to estimate the greenhouse gas emissions avoided each year as a result of renewable energy deployment in a country.

Through its robust initiatives and comprehensive strategies, IRENA strives to accelerate the global energy transition, mitigate climate change, enhance energy security, and promote sustainable development by driving the widespread adoption of cutting-edge renewable energy technologies. However, amidst these notable achievements, IRENA encounters internal workforce challenges that demand careful attention and strategic management to ensure continued effectiveness in fulfilling its mission in the renewable energy landscape.

IRENA Key Demographics

IRENA is a dynamic and multicultural workplace that values diversity and is committed to advancing the adoption of renewable energy for a sustainable future. In the following section, we will highlight important demographic figures that reflect the diversity of IRENA's workforce. We will also examine how the organization's tenure policy impacts employee retention and stability, as well as the regulatory constraints that influence workforce dynamics at IRENA.

1. Number of member countries: 167 countries and the EU as of 2022²
2. Current Staffing- filled/under recruitment core and project posts by level as of 5 Jul 2023³:

Level	Total Core Posts (Filled, Under Recruitment and Vacant)	Total Non-Core/Project Posts (Filled, Under Recruitment)	Total
	Definition: Permanent staff who play essential roles in the regular operations and functions of the organization. Are hired under core budget	Definition: Project-based and non-permanent core funded experts. Engaged under voluntary contributions for a specific purpose. Their tenure depends on member countries' willingness to fund their involvement in the projects. Their employment is funded by the voluntary contribution of member states	
ASG	1	-	1
D-2	1	-	1
D-1	6	1	7
P-5	18	6	24
P-3/4	35	49	84
P-2/1	5	63	68
Sub-total Professional and above	66	119	185
General Services	27	18	45
Total	93	137	230

² Source: IRENA website: <https://www.irena.org/About/Membership>

³ Figures in this table as per the information received on 18 July 2023

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3. Percentage of male vs. female employees⁴: 52% Males vs. 48% Females.

4. The overall number of nationalities represented in IRENA⁵: 75 nationalities.

Country	Number of Staff	Country	Number of Staff	Country	Number of Staff
Afghanistan	1	Hungary	1	Peru	1
Argentina	1	India	15	Philippines	5
Australia	1	Indonesia	2	Poland	1
Austria	2	Iraq	1	Portugal	1
Bangladesh	1	Ireland	2	Republic of Korea	2
Belgium	2	Italy	4	Romania	2
Benin	1	Jamaica	1	Russia	1
Brazil	4	Japan	3	Senegal	1
Bulgaria	2	Jordan	5	Serbia	2
Cameroon	1	Kenya	5	Slovak	1
Canada	4	Kyrgyzstan	1	Slovenia	1
China	6	Lebanon	4	South Africa	1
Colombia	2	Lithuania	2	Spain	3
Costa Rica	1	Malaysia	2	Sri Lanka	1
Djibouti	2	Maldives	1	Sudan	4
Egypt	3	Mali	1	Tajikistan	2
El Salvador	1	Mauritius	1	Tanzania	1
Fiji	1	Mexico	3	Trinidad and Tobago	3
France	4	Nepal	2	Tunisia	3
Gabon	1	Netherlands	1	Turkey	4
Gambia	1	New Zealand	2	Ukraine	1
Germany	9	Nigeria	2	United Kingdom	7
Ghana	1	Pakistan	9	USA	3
Greece	1	Palestine	1	Yemen	2
Guatemala	2	Panama	1	Zimbabwe	1

⁴ Figures as per the information received on 20 July 2023

⁵ Figures as per the information received on 20 July 2023

5. Senior Management Team⁷:

Number of incumbents	Position Title	Grade Level
1	Director General	ASG
1	Deputy Director General	D-2
7	Directors	D-1
4	Deputy Directors	P-5

6. The total number of full-time employees and the number of vacant positions within the HR function⁸

Position Title	Position Status	Employee Category	Grade
Chief, Human Resources	Filled	Professional and Higher	P5
Human Resources Officer	Under Recruitment	Professional and Higher	P4
Human Resources Officer / ERP HCM Focal Point	Filled (incumbent to separate from service on 31.08.2023)	Professional and Higher	P4
Human Resources Officer	Under Recruitment	Professional and Higher	P3
Associate Human Resource Officer	Under recruitment (original incumbent on special leave)	Professional and Higher	P2
Human Resources Assistant	Filled	General Service	GS6
Human Resources Assistant	Filled	General Service	GS6
Human Resources Assistant	Filled	Service Contract	SC4
Human Resources Assistant	Filled	Service Contract	SC4

⁷ Figures in this table as per the information received on 10 July 2023

⁸ Figures in this table as per the information received on 10 July 2023

7. Number of Divisions: 6 Divisions⁹

8. Average Length of Service of Separated Staff¹⁰:

Year	Employee Category	Average Length of Service (Years)
2012 - 2023 (as of 31 Mar 2023)	Professional and above	2.7
	General Services	2.6
	P and GS	2.7

9. Average Length of Service of Existing Staff¹¹:

Year	Employee Category	Average Length of Service (Years)
2023 (as of 31 Mar 2023)	Professional and above	3.8
	General Services	6.6
	P and GS	4.4

10. Composition of the HR Department

HR Posts	Total	Vacant	Filled
Professional posts	5	3	2*
General Services posts	2	0	2
Total	7	3	4

* newly recruited P2 staff will join in mid-September 2023

9 Figures as per the staff list provided by the HR team

10 Figures in this table as per the HR Trends Report 31 March 2023

11 Figures in this table as per the HR Trends Report 31 March 2023

11. Professional Positions Impacted by Tenure through 2032¹²:

	2024		2025		2026		2027		2028		2029		2030		2031		2032		Incumbents Impacted	Total Posts
	13 years	9 years	13 years	9 years	13 years	9 years	13 years	9 years	13 years	9 years	13 years	9 years	13 years	9 years	13 years	9 years	13 years	9 years		
D1	2						1				1		1				1		6	7
P5			5			3		1		1	1	2		4		4			21	23
P4			2			2	2	1	1	3	2		1	2		4		1	21	34
P3	2				2	4	1	6		1	2	4		6		9			37	47
P2	1					1		5	1	4	1	9		5		21		5	53	61
P1												2				2		1	5	6
Total	5		7		2	10	4	13	2	9	6	18	1	18		40		8	143	178

As of 31 March 2023, the Agency has two groups of Professional staff with different tenure limits – 27 staff with the 13-year tenure limit who joined before 15 January 2017 and 116 staff with 9-year tenure limit who joined after 15 January 2017. The table illustrates the number of Professional staff from each group reaching tenure limits in the subsequent years through 2032.

12. Average Tenure per Employee Category¹³:

Staff (26) with tenure up to 13 years	Core Posts	Non-Core Posts	Professional and above	General Services
9.83 years	4.77 years (Excluding staff with tenure up to 13 years)	2.82 years (Excluding staff with tenure up to 13 years)	2.65 years (Excluding staff with tenure up to 13 years)	6.56 years

13. Average Tenure per Employee Category combining staff with 7 and 13-year tenure¹⁴:

Core Posts	Non-Core Posts	Professional and above	General Services
5.89 years	3.45 years	3.94 years	6.56 years

12 Figures in this table as per the HR Trends Report 31 March 2023

13 Figures in this table as per the email received on 20 July 2023

14 Figures in this table as per the email received on 20 July 2023

IRENA Key Workforce Challenges

IRENA, like many other international organizations, encounters certain challenges concerning its workforce and employees. These challenges can broadly be categorized under nine themes:

a. Recruiting and Retaining Diverse Experts:

IRENA faces challenges in attracting and retaining a pool of skilled professionals and the recruitment cycle is prolonged. These challenges are caused by several factors. Firstly, IRENA could benefit from more pro-active workforce planning and recruitment strategies. Secondly, the limited employment duration could discourage certain professionals seeking long-term career prospects, impacting IRENA's access to diverse expertise.

b. Driving Organizational Innovation:

The restrictive tenure policy and shortages of staffing have impacted willingness of employees to embrace novel ideas and projects. The constricted service duration imposes time constraints that discourage risk-taking, while the scarcity of resources further impedes progress. The combination of these factors stifles creativity and innovation within the workforce, discouraging potential breakthroughs. Addressing these challenges is vital to nurture a culture of exploration and provide employees with the support needed to bring innovative projects to fruition.

c. Building Capability:

IRENA is currently undergoing a Job Classification process, which is a significant step towards enhancing clarity in job requirements and aligning staff roles with organizational needs. Updating the job descriptions in conjunction with the job classification exercise will provide better insight into the skills and qualifications required for each role and will bring clarity into what each job requires. This information can in turn be leveraged to introduce targeted learning and development opportunities.

Currently, IRENA's training opportunities are primarily offered to core staff rather than project-based employees. This is due to the fact that project-based employees are hired for specific assignments and bring subject matter expertise in that particular area. Their tenure is also limited to the duration of their assignment. However, challenges remain in training and career development due to limited training budgets, absence of training policy and development plans. By considering additional initiatives in this area, IRENA can equip its workforce with the essential skills and knowledge for the global energy transition, enabling effective leadership in the renewable energy sector.

d. Communication and Collaboration:

IRENA faces challenges in fostering effective communication and collaboration among its staff members due to geographical dispersion and working in isolated groups. Focused groups and interviews with employees highlighted that IRENA could benefit from opening more channels for employee inputs, encouraging cross-divisional discussions and idea sharing. Clear and regular communication of policies, sponsored by HR, was also suggested. Facilitating regular staff meetings and feedback discussions, involving middle and junior managers in decision-making, and enhancing leadership updates and staff appreciation were other areas for improvement. Furthermore, enhancing managers' communication skills would contribute to fostering positive team relationships within the organization.

e. Facilitating Knowledge Retention:

The need for implementing a robust succession planning strategy, coupled with the constraints of a limited tenure policy, significantly heightens the risk of losing valuable institutional knowledge and expertise when experienced staff members depart. The mandated service duration under this policy prompts these skilled individuals to seek more stable, long-term opportunities elsewhere. Consequently, IRENA faces an elevated risk of parting ways with their invaluable knowledge base. The current limited implementation of a comprehensive succession planning program and the restricted time frame for employees to contribute and transfer their knowledge before tenure expiration make it challenging to effectively capture and retain their expertise within the organization. Addressing these concerns is crucial to ensure continuity and sustained growth for IRENA.

f. Ensuring Continuity and Stability of Projects:

High staff turnover has a significant impact on ongoing projects, collaboration, and work relationships, leading to disruptions and affecting the continuity and stability within the organization. The process of integrating new staff members into existing teams requires considerable time and effort, potentially causing delays in project timelines and impacting overall productivity. Moreover, staff turnover can have financial implications for the projects, as it involves costs associated with hiring and training new employees, along with productivity loss during the transition period. Additionally, there are additional efforts involved in knowledge transfer and documentation to ensure that the new team members have access to the necessary project information. These factors highlight the challenges, costs and efforts associated with staff turnover and emphasize the importance of effective talent management strategies to mitigate these impacts and maintain project budgets and productivity levels.

g. Managing Recruitment and Training Costs:

IRENA faces the challenge of a prolonged recruitment process compounded by the need for additional approvals and the existing seven-year tenure policy. These complexities result in significant costs for attracting, hiring, and onboarding new talent.

h. Enhancing Team Cohesion and Employee Engagement:

To foster a more engaged workforce, IRENA can focus on enhancing team cohesion and employee engagement. With dynamic growth and expanded responsibilities, employees face heavy workloads amid budget constraints, which impede increasing headcount. Amidst such high demand working environment, implementing recognition initiatives, providing more training and development opportunities, and finding ways to improve team dynamics will help strengthen employee engagement and cohesion. Despite the regular influx of new team members, these measures will create a supportive and thriving environment, enabling IRENA to retain its talent and achieve greater success in its mission.

i. Boosting Employee Performance and Motivation:

The current performance evaluation framework could benefit from improvements to encourage more open discussions. Incorporating clear Key Performance Indicators (KPIs) and linking it to staff development and career progression would be valuable. While regulatory limitations prevent performance-based incentives, IRENA can explore other forms of recognition and rewards to motivate and appreciate employees for their efforts and achievements. By offering more recognition and staff appreciation, IRENA can inspire team members to go beyond their basic responsibilities and enhance their motivation within the organization.



Methodology and Approach

Project Approach to Address IRENA Workforce Challenges

To address IRENA's workforce challenges, KPMG adopted a two-phased approach.

In Phase 1, KPMG conducted an analysis using four lenses to assess the current state of IRENA's workforce practices. This assessment provided a comprehensive understanding of the organization's strengths and areas for improvement.

In Phase 2, five key initiatives were identified based on the findings and recommendations from Phase 1. A transformation work plan was developed to guide the implementation of these initiatives, aimed at effectively addressing IRENA's workforce challenges.

To strengthen our understanding on the current state of workforce practices at IRENA, KPMG utilized its Human Capital (HC) model to analyze IRENA's workforce practice across five levels of maturity.

Based on our deep-dive analysis of the workforce practices at IRENA, KPMG recommended key initiatives to transform and improve staff retention along with an implementation work plan which included timelines for executing the recommended initiatives over short and long-term implementation duration.

Further, certain critical success factors were identified to ensure the successful implementation of the workforce initiatives across the transformation roadmap timeline.

Table 1: Approach for assessing IRENA’s current Workforce practices

Phase	Activities
<p>Phase 1: Assessment</p>	<ul style="list-style-type: none"> • KPMG performed a comprehensive diagnostic study of IRENA's existing workforce and HR policies, processes, initiatives, and data related to staff retention, and turnover. • KPMG reviewed existing policies and other documents, gathered stakeholder perspectives, and conducted workshops with leaders, employees, and HR to obtain a holistic understanding of the current workforce practice. • KPMG identified findings and recommendations for improvement.
<p>Phase 2: Transformation</p>	<ul style="list-style-type: none"> • KPMG developed a transformation work plan that outlines a series of initiatives to guide the organization toward addressing the workforce challenges. • KPMG categorized the initiatives into short-term or long-term duration based on importance and ease of implementation. • KPMG developed the transformation work plan that provides clear and actionable initiatives. • KPMG recommended the suitable initiatives' implementation approach considering the shortage of HR staff and the requirement for technically specialized know-how of outsourced Consulting expertise.

Phase 1: Assessment

During Phase 1, KPMG applied four lenses to analyze and assess the current state of IRENA’s workforce practices. This analysis also helped identify the areas of improvement & potential root causes for employee turnover at IRENA.

Table 2: Four lenses applied to conduct the analysis

Lens 1 Workforce and HR Document Review	Lens 2 Stakeholder Interviews	Lens 3 Interactive Workshops	Lens 4 Benchmarking
<p>Reviewed over 12 existing documentations on the workforce, HR policies, processes, IRENA values, initiatives, and other relevant information to understand the current workforce practice and challenges.</p> <p>Analyzed the documents and information received to form a preliminary understanding of the current position of staff retention & turnover at IRENA.</p>	<p>Conducted more than ten interviews with internal stakeholders such as the Deputy General Director, Chief of Staff, Department Directors & Deputy Directors to understand key challenges with workforce programs and policies that may contribute to employee turnover.</p>	<p>Delivered seven interactive workshops across different functions, including HR, business leaders, and executive leadership, to assess workforce practice and gather insights on challenges related to existing workforce programs.</p>	<p>Analyzed IRENA’s workforce programs and practices against leading practices & global benchmarks across Europe, the Middle East, Africa & US.</p>

Phase 2: Transformation

In Phase 2, KPMG developed a comprehensive transformation work plan encompassing workforce initiative based on findings and recommendations. Through carefully identifying key initiatives, KPMG formulated an actionable plan to implement these workforce initiatives within a specified timeline. By adopting this transformation work plan, IRENA is strategically positioned to effectively address its workforce challenges, attain its HR goals, and enhance overall organizational performance. The following provides a detailed overview of the steps taken:

Table 3: Workforce Initiatives & Transformation Work Plan Approach

HR Initiatives	Transformation Workplan
<ul style="list-style-type: none"> • KPMG identified key priority areas for Workforce transformation aimed at elevating the organization to a higher operational level of maturity and effectiveness. • KPMG developed actionable workforce initiatives based on the findings and recommendations from the current state assessment, ensuring practical and implementable solutions. • The workforce initiatives identified were prioritized based on their importance and ease of implementation, allowing for a strategic approach to improvement. • The workforce initiatives are designed to support IRENA in achieving its goals for improving turnover and retention in a more effective and targeted manner. 	<ul style="list-style-type: none"> • KPMG developed a strategic transformation work plan that outlines recommended timelines for executing the workforce initiatives, ensuring a structured and organized approach to implementation. • The work plan includes the selection of the most impactful initiatives based on short and long-term timelines, allowing for efficient allocation of resources, and focusing on initiatives that yield maximum benefits. • KPMG identified and evaluated critical success factors that significantly influence the achievement of desired outcomes to reduce workforce turnover and enhance retention, enabling IRENA to prioritize efforts and allocate resources effectively to ensure successful implementation.

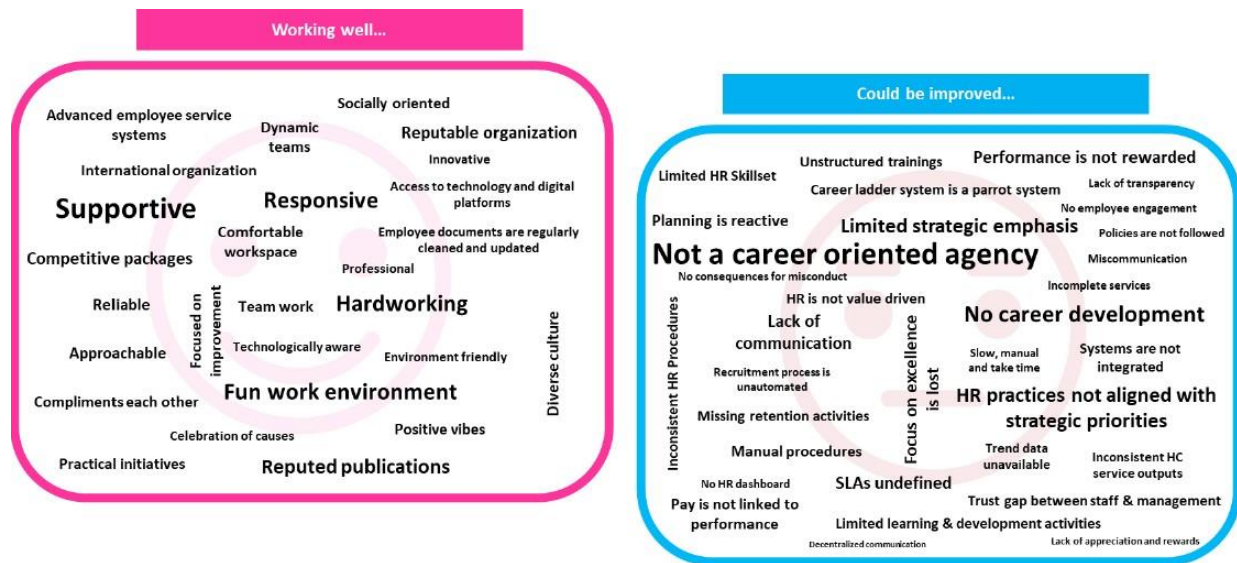


Findings and Recommendations

Workforce Assessment and Key Findings for Improvement

To support our document and data review, KPMG solicited input from leaders to identify strengths, challenges, and opportunities for improvement.

Picture 1: Snapshot of opinions & feedback from various department leads



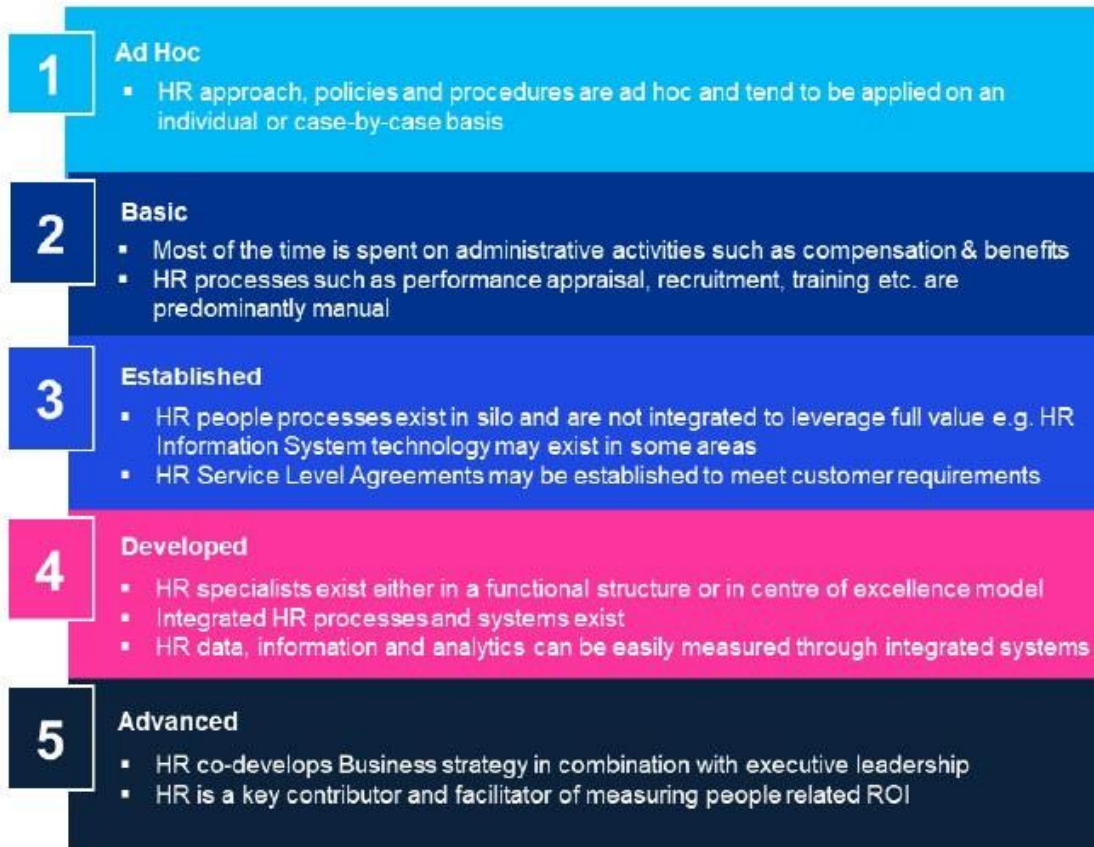
Additionally, KPMG utilized its Human Capital (HC) model to further analyze IRENA's Workforce practices across five maturity levels. This assessment helped provide an understanding of the current workforce practices and identified areas for improvement in programs and capabilities.

Picture 2: KPMG's Human Capital Model



12 Dimensions of Human Capital





5 Levels of Maturity

The model was shared with the HR team, and the team was requested to participate in an internal assessment workshop.

The insights from the workshop further allowed IRENA HR to recognize & assess its current workforce programs while identifying areas for improvement.

Based on the collective insights gained from document review, stakeholder interviews, benchmarking studies, and results of the Human Capital Maturity assessment workshop, KPMG identified the following key findings and made recommendations for improvement.

It is important to note that in order to implement KPMG's recommendations, it will be required for IRENA to strengthen its HR team capacity as well as changes in rules and regulations. Certain recommended initiatives might require project based resources with specific subject matter expertise.

The following table provides a high-level summary of our key findings and recommendations by workforce challenges:

Table 4: Findings and recommendations

#	Workforce Challenge	Key Findings	Recommendations	Examples
1	Recruiting and Retaining Diverse Experts	<ul style="list-style-type: none"> Extended recruitment and onboarding cycle Limited employment duration can be an obstacle to long-term career prospects 	<ul style="list-style-type: none"> Implement proactive workforce planning and recruitment strategies Streamline the recruitment process Have a pipeline of multiple candidates for a role as a back up in case security clearance is rejected 	<ul style="list-style-type: none"> Workforce Plan for next 3 years Talent pipeline Targeted recruitment campaigns Applicant tracking system
2	Driving Organizational Innovation	<ul style="list-style-type: none"> IRENA could benefit from more focus on innovation. The main obstacles are high level of workload and shortages of staff in certain areas of the organization 	<ul style="list-style-type: none"> Allocate more resources and headcount for innovation projects Set up an innovation scheme that would support employees submitting new and innovative ideas 	<ul style="list-style-type: none"> Innovation scheme
3	Building Capability	<ul style="list-style-type: none"> Challenges in training and career development due to limited training budgets, and tenure constraints 	<ul style="list-style-type: none"> Continue the Job Classification process for better job role alignment Review and update the job descriptions to cater to job requirements clarity Develop comprehensive career development plans to nurture talent Conduct internal knowledge transfer sessions Centralize and streamline L&D budgeting process and assign a dedicated role to manage employee training and development Increase budget for L&D 	<ul style="list-style-type: none"> Job classification Job descriptions Internal trainings and workshops Lunch and learn sessions

<p>4</p> <p>Communication and Collaboration</p>	<ul style="list-style-type: none"> Limited internal communication channels Room for improvement for communication and collaboration across divisions and geographies New or updated policies not sufficiently communicated Staff are not aware of the approval matrix 	<ul style="list-style-type: none"> Establish open channels for staff to voice their inputs and ideas Facilitate cross-divisional discussions to foster collaboration Improve internal communications sponsored by HR for consistent and clear messages Provide more opportunities for middle and junior managers to participate in decision-making processes 	<ul style="list-style-type: none"> Increased number of townhall meetings and staff retreats Suggestion box/ platform Regular newsletter/ emails Cross-functional task forces
<p>5</p> <p>Facilitating Knowledge Retention</p>	<ul style="list-style-type: none"> Absence of a robust succession planning framework Tenure policy limitation increases the risk of losing the niche expertise 	<ul style="list-style-type: none"> Implement robust succession planning to capture and retain institutional knowledge Offer coaching programs to transfer expertise from experienced staff Encourage knowledge sharing and documentation within the organization 	<ul style="list-style-type: none"> Succession planning Knowledge sharing
<p>6</p> <p>Ensuring Continuity and Stability of Projects</p>	<ul style="list-style-type: none"> High staff turnover impacting projects and stability Challenges in integrating new staff members 	<ul style="list-style-type: none"> Implement talent management strategies to mitigate disruptions from staff turnover Document project knowledge for easy access by new team members Review, update and implement a robust onboarding program for new hires to quickly integrate new staff members 	<ul style="list-style-type: none"> Talent pools Regular onboarding sessions every quarter Knowledge Management framework
<p>7</p> <p>Enhancing Team Cohesion and Employee Engagement</p>	<ul style="list-style-type: none"> High turnover affecting team dynamics and cohesion Limited staff engagement and recognition initiatives 	<ul style="list-style-type: none"> Address workload issues to reduce staff turnover Evaluate flexible work arrangements Recognize and reward employees to boost engagement and motivation 	<ul style="list-style-type: none"> Wellness program Employee of the Month and other recognition programs Team building activities

8

Boosting
Employee
Performance and
Motivation

- IRENA could benefit from performance-based incentives program
- Performance evaluation framework could be enhanced by incorporating SMART KPIs
- Culture of continuous feedback could be enhanced
- Introduce performance-based incentives to motivate employees
- Develop a culture of continuous feedback and recognition
- Invest in professional development programs to enhance skills and motivation
- Review and update the performance evaluation framework
- SMART KPIs library
- One-on-one feedback sessions
- 360-degree feedback
- Performance recognition such as thank you cards and recognition emails

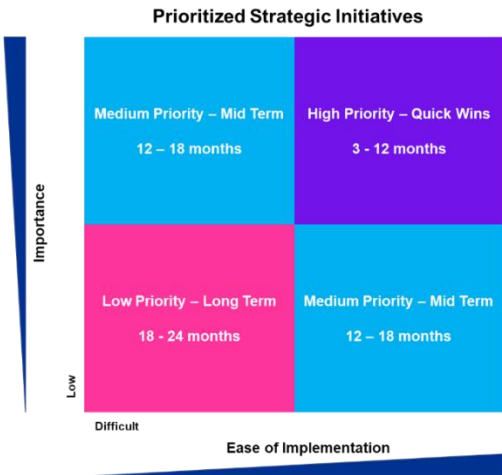


Transformation Initiatives and Workplan

KPMG Methodology to Formulate the Workforce Initiatives

KPMG formulated key workforce initiatives based on our assessment of the current state of staff turnover & retention, with a specific focus on addressing the needs of core employees. We developed a timeline for implementing these workforce initiatives by considering their importance and the ease of implementation. We also identified the implementation approach for the projects that can be done internally by the IRENA’s HR expert (Chief, Human Resources) with a strengthened HR team considering the currently limited resources in HR, and the projects that would require allocated budget and external support.

The following model was utilized to assess the importance & ease of implementation to determine a priority order for the initiatives, focusing on the most impactful and achievable activities to improve retention and reduce the turnover rate:



Importance	Ease of Implementation
<ul style="list-style-type: none"> An initiative is categorized as having "High" importance if it is deemed essential for addressing four or more key issues or gaps. Otherwise, it is classified as having "Low" importance. This determination considers factors such as the urgency of implementation and the expected timeline based on the nature of the initiative 	<ul style="list-style-type: none"> The criterion assesses the combined factors of complexity and dependency. It takes into consideration various elements, including the level of effort needed to implement the initiative, the availability of resources, technical requirements, and the extent of organizational change required

Workforce Initiatives and Transformation Workplan

KPMG developed five key initiatives to address IRENA's workforce challenges

Table 6: Workforce Initiatives & Transformation Workplan

#	INITIATIVE	DESCRIPTION	EXAMPLES	IMPORTANCE	EASE OF IMPLEMENTATION	TIMELINE
1	Review Tenure Policy	<ul style="list-style-type: none"> Conduct a comprehensive review of the tenure policy Consider flexible options like extended and/or renewable contracts Introduce break in service policy to reset the employee tenure Consider flexible tenure tracks that involve different tenure lengths based on job roles, levels of experience, and/or performance metrics 	<ul style="list-style-type: none"> Re-evaluate and/or redesign the Tenure Policy Increase the Performance-Based Employment Extensions Duration 	High	Difficult	12-18 months
2	Review and update the organization structure and job descriptions	<ul style="list-style-type: none"> Review and update the Job Descriptions to show the increased complexity of roles, and list roles, responsibilities, required skills, experience, education, and qualifications 	<ul style="list-style-type: none"> Review and update organization structure to clarify sector mandates, and eliminate duplications and overlaps Conduct Job Analysis to update the job descriptions 	High	Difficult	12-18 months
3	Develop Retention Framework and Policy	<ul style="list-style-type: none"> Develop a retention framework including approaches such as: Offer targeted learning opportunities to develop skills and expertise Design one-time retention bonuses to be paid at completing seven years of employment Review the rewards and performance management policies to provide a budget to link pay and career development to performance, providing tangible and non-tangible incentives for high performers Develop non-monetary schemes to reward high performers 	<ul style="list-style-type: none"> Paid Time Off (PTO) Special Recognition Events Flexible Work Arrangements to Reward High Performers Skill Development Programs for core employees 	Medium	Difficult	18-24 months

<p>4 Revise the Workforce Planning and</p>	<ul style="list-style-type: none"> Develop a comprehensive workforce plan to balance workload and staff capacity and forecast future staff numbers and skill needs 	<ul style="list-style-type: none"> Workforce Plan with required numbers of employees for next three years Identify skills required in the future 	<p>Medium</p>	<p>Medium</p>	<p>12-18 months</p>
<p>5 Develop Recruitment Strategy</p>	<ul style="list-style-type: none"> Develop targeted sourcing and recruitment strategies for diverse talent acquisition Optimize recruitment processes, leveraging online platforms and social media Establish partnerships with recruitment agencies and educational institutions for access to a talented pool of candidates 	<ul style="list-style-type: none"> Proactive recruitment and talent pipelining Internships and Graduate Programs Applicant tracking 	<p>High</p>	<p>Easy</p>	<p>3–12 months</p>
<p>6 Establish an Employee Engagement and Recognition Program</p>	<ul style="list-style-type: none"> Develop an employee engagement and recognition framework and policy Identify mechanisms to recognize outstanding performance and achievements on a regular basis Reward innovation, performance, and contributions to the organization 	<ul style="list-style-type: none"> Employee Appreciation: employee of the month and long service appreciation. Thank you cards/ emails Employee Spotlight Communications/ Newsletter Team-Building Activities such as off-site retreats Wellness Programs 	<p>Medium</p>	<p>Difficult</p>	<p>18-24 months</p>

Initiatives Implementation

Approach

Considering current resources and a number of unfilled vacancies in IRENA's HR team, we recommend adopting a balanced approach between using internal IRENA capabilities and project based resources to implement the recommended initiatives and projects.

Some initiatives necessitate budget allocation, external consulting expertise, and specialized technical skills that are not currently present in IRENA.

Other initiatives require the expertise of IRENA's internal HR team, once the capacity is strengthened, the organization can utilize their in-depth knowledge, access to employee data, and established relationships.

This approach optimizes resources and ensures effective implementation by capitalizing on both external and internal capabilities to drive positive change within the organization.

IMPLEMENTATION APPROACH

01

Initiatives recommended to be delivered internally by IRENA's HR team

a. Establish an Employee Engagement and Recognition Program

The HR team possesses an in-depth understanding of the organization's culture, values, and employee dynamics, enabling them to tailor the program to align with IRENA's unique needs. Internal implementation allows for direct communication with employees, encouraging their active involvement in designing recognition initiatives that resonate with them. Moreover, an internal program ensures continuous monitoring and improvement based on real-time feedback, leading to more meaningful and relevant recognition efforts. By taking ownership of the program, the HR team can ensure its seamless integration into existing HR processes, driving employee engagement and creating a culture of appreciation and recognition at IRENA.

b. Develop Recruitment Strategy

The existing HR team has in-depth knowledge of where potential candidates could be sourced from, the best method of recruitment, and the type and level of talent that needs to be attracted.

02

Initiatives that require staff augmentation or external consulting expertise

a. Tenure Policy Review

The objective perspective and independent review of an external consultant ensure an impartial assessment of the policy's effectiveness. External Consultants' insights, industry leading practices, and benchmarks, enhancing the policy's design and alignment with current standards. By bringing expertise and experience, the external consultant adds credibility to the process, resulting in a robust and effective policy that addresses IRENA's challenges and meets the needs of its workforce.

b. Retention Framework and Policy

The specialized knowledge and experience of external consultants in talent retention strategies provide fresh perspectives and innovative approaches. The consultant brings external benchmarks and industry insights, ensuring the retention framework is aligned with leading practices and tailored to IRENA's specific needs. Additionally, their objective viewpoint and independence help to identify blind spots and potential areas for improvement, leading to a more comprehensive and effective retention strategy. By leveraging the expertise of an external consultant, IRENA can enhance its retention efforts and increase the likelihood of retaining top talent in a competitive industry landscape.

c. Workforce Plan and Recruitment Strategy

Engaging an external consultant for the Workforce Plan and Recruitment Strategy offers valuable expertise and fresh insights. Their unbiased analysis and industry leading practices can identify critical skill gaps and forecast talent needs. The consultant's specialized knowledge in talent acquisition and strategic planning allows for the design of targeted recruitment strategies to attract diverse candidates providing relevant data for informed decision-making. Ultimately, this collaboration enhances IRENA's ability to build a competitive and agile workforce, meeting the demands of the renewable energy sector.

d. Review and Update Organization Structure and Job Descriptions

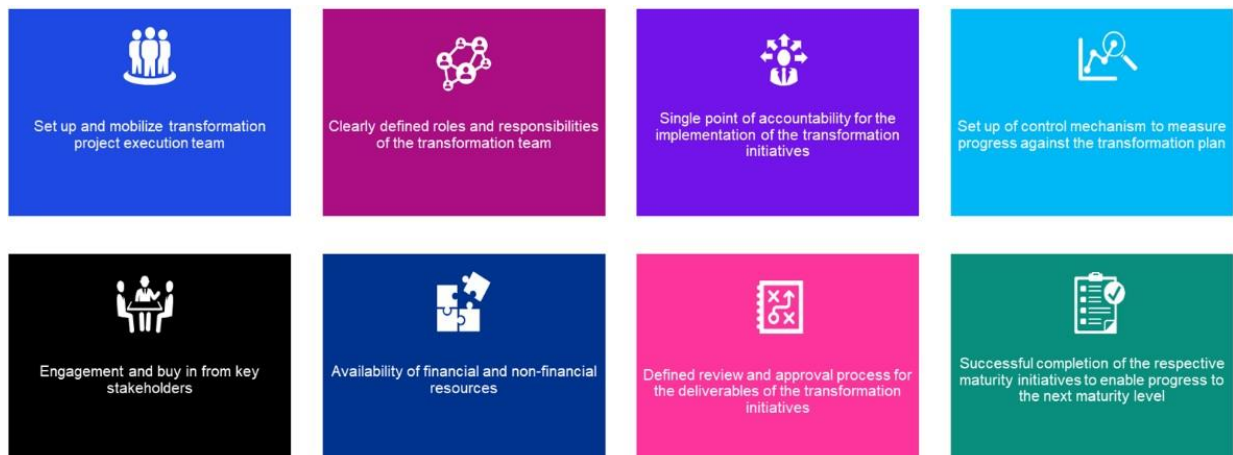
Engaging an external consultant for the review and update of organization structure offers valuable expertise and fresh insights. Their analysis and industry leading practices can offer an independent view of what optimal organization structure for IRENA should be, clarify the mandates of each sector and department. Ensure there are no duplications and overlaps. Conduct job analysis based on leading practices and ensure job descriptions are updated and reflect leading practices.

Critical Success Factors

KPMG also identified factors critical to ensuring successful implementation of the HR initiatives across the transformation roadmap timeline, such as:

- Set up and mobilize transformation project execution team
- Clearly define roles and responsibilities for the transformation team
- Create a single point of accountability for the implementation of the transformation initiatives
- Set up a control mechanism to measure progress against the transformation plan
- Engage and seek buy-in from key stakeholders
- Ensure availability of financial and non-financial resources
- Define the review and approval process for the deliverables of the transformation initiatives
- Successfully complete the respective maturity initiatives to enable progress to the next maturity level

Picture 3: Critical Success Factors





Appendix

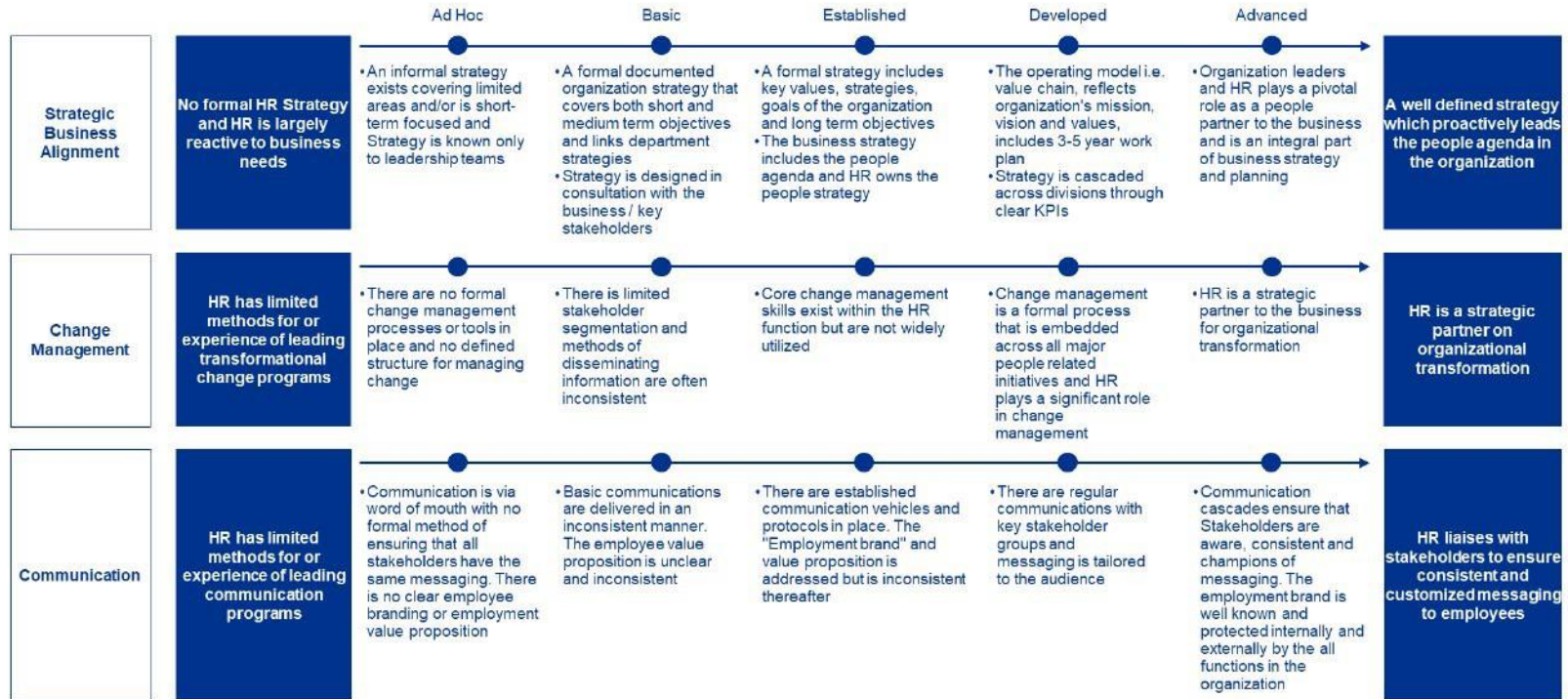
Human Capital (HC) Model

The Human Capital Model consists of 12 dimensions against which the HR function and related process are evaluated. The following are the 12 dimensions along with their definitions:

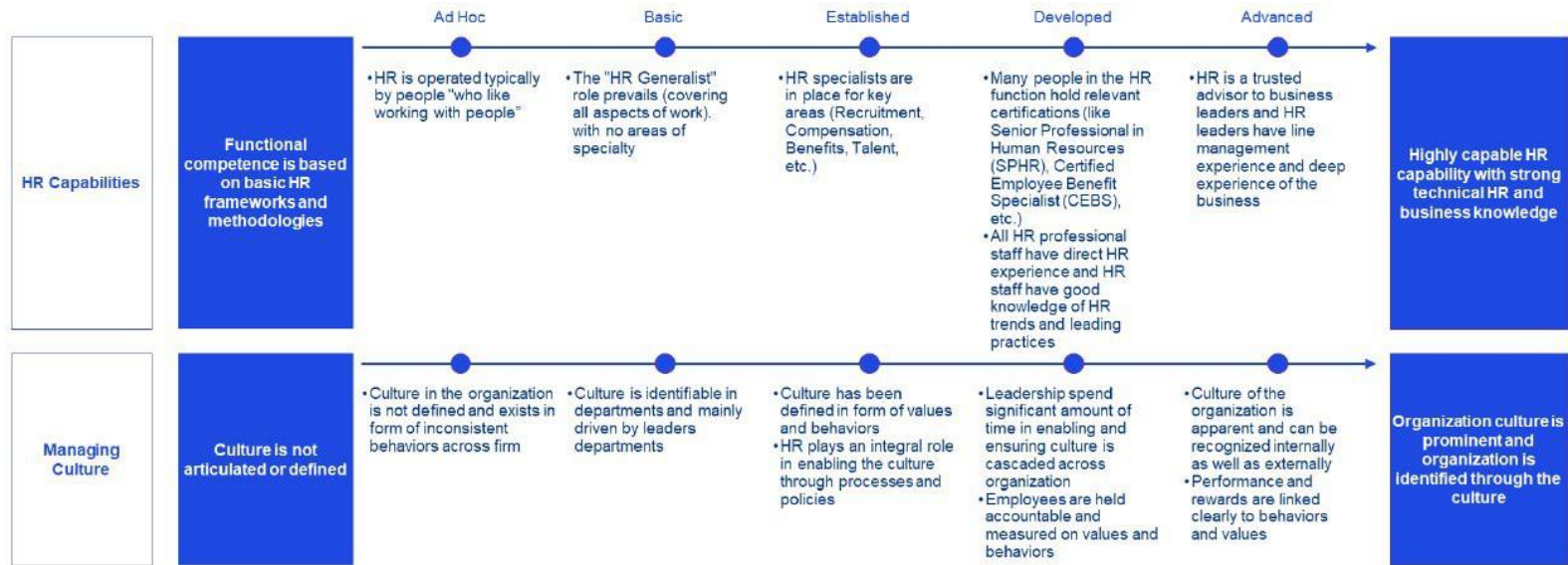
Dimension	Definition
Strategy & Change Management	Describes the level of HR involvement in developing or planning the agency's Organizational Strategy and the degree to which the People Strategy is aligned to the agency's Organizational Strategy.
People & Culture	Describes how those within the HR function are organized from both a geographic and business perspective. Outlines the role they play in the agency (e.g administrative/task-based role vs strategic business partner) and focuses on the people agenda and delivering an outstanding, personalized employee experience
OD & Workforce Planning	Involves studying and implementation of practices, systems, and techniques that affect organizational change. Also, outlines the process of analyzing existing employees and planning for future staffing requirements through talent gap assessment, developing employee management procedures, and setting recruitment strategies
Recruitment	Involves finding and hiring the best and most qualified candidate for a job opening, in a timely and cost-effective manner
Talent Management	Caters to the human capital requirements in an organization and the required planning & initiatives to maintain the human capital
Learning & Development	The systematic process & aligned efforts adopted by an organization to enhance an employee's skills, knowledge, and competencies
Compensation & Benefits	Identifies the ideal mix of compensation & benefits to attract high performing candidates, foster staff motivation & retain employees
Business Partnering	Applies functional expertise, such as finance, IT, HR, or L&D, to enhance decision making and value creation in business units throughout an organization
Employee Services	Services available to employees that enhance their experience in the organization. They are designed to attract new employees and instill loyalty in existing employees.
Governance	Identifies the specific controls that are in place and the degree to which technology is optimized to mitigate Strategic, Operational, Compliance, or financial risks and/or errors. Considers the concept of empowerment through strong governance structures that ensure utmost consistency and discipline.
Supporting Technology	Identifies technological applications that are used to enable various business processes
Data Analytics & Management	Includes basic operational reporting and management reporting needs, plus differentiated key performance indicators and analytics to drive real time business insights and allow for effective forecast reporting.

Each of the listed dimensions have also been assigned maturity levels such as Ad Hoc, Basic, Established, Developed and Advanced to track level of maturity and the progress made from time-to-time.

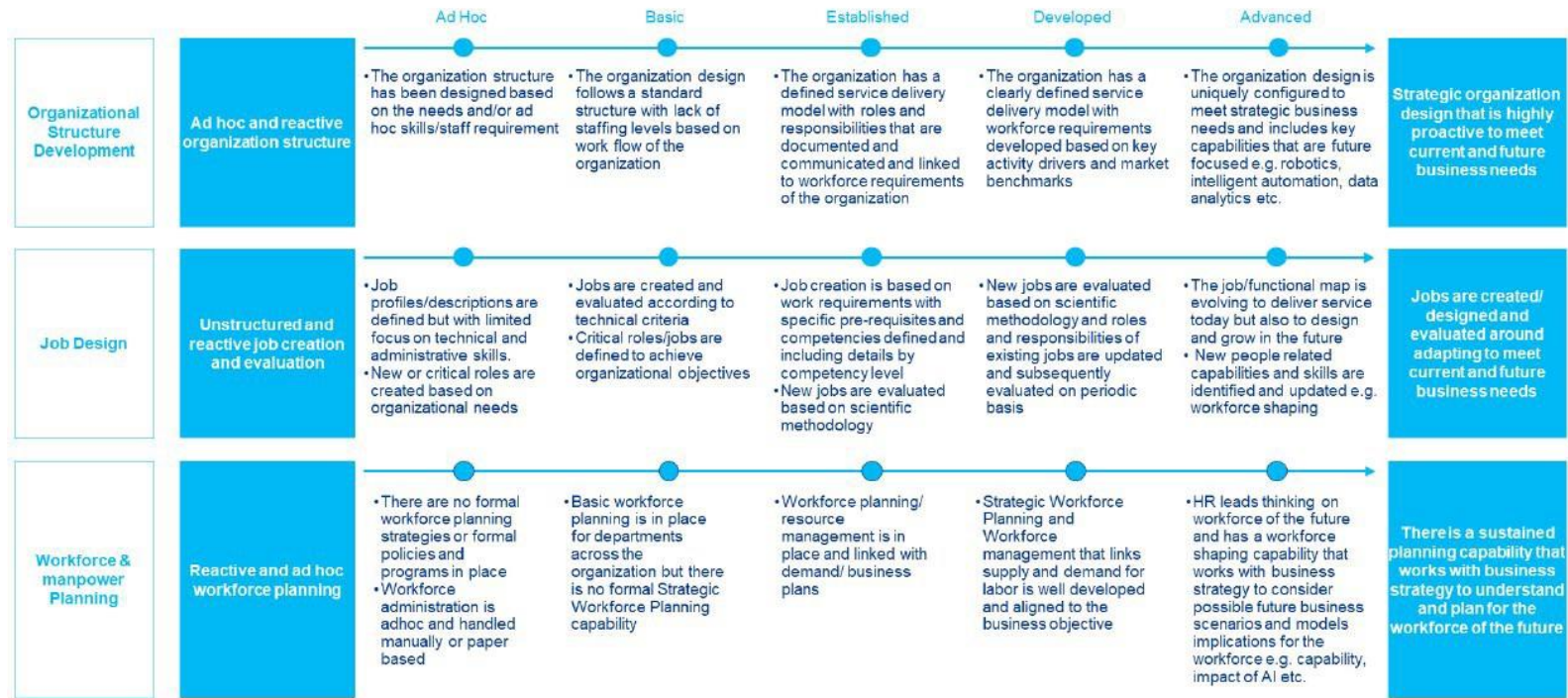
Strategy & Change Management



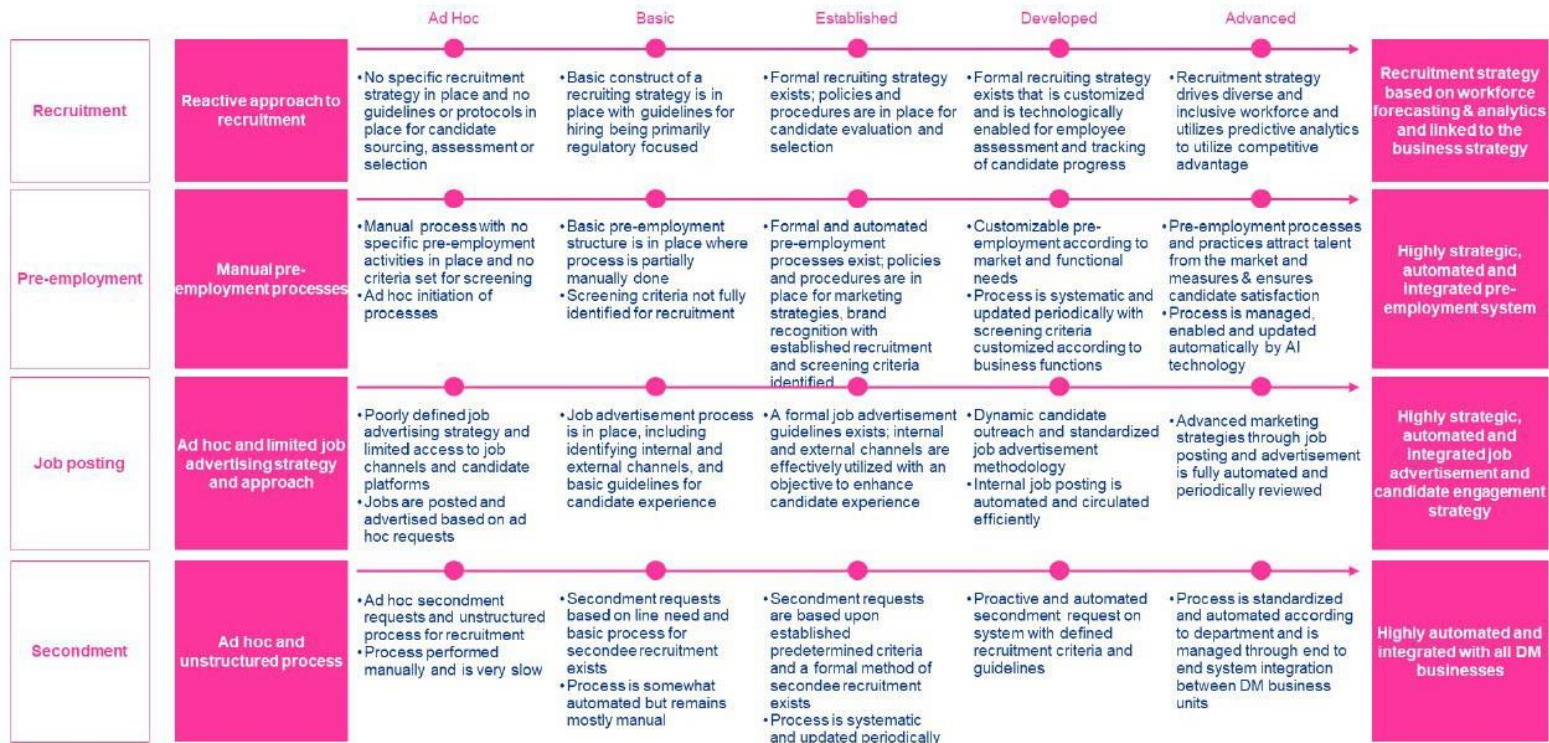
People & Culture



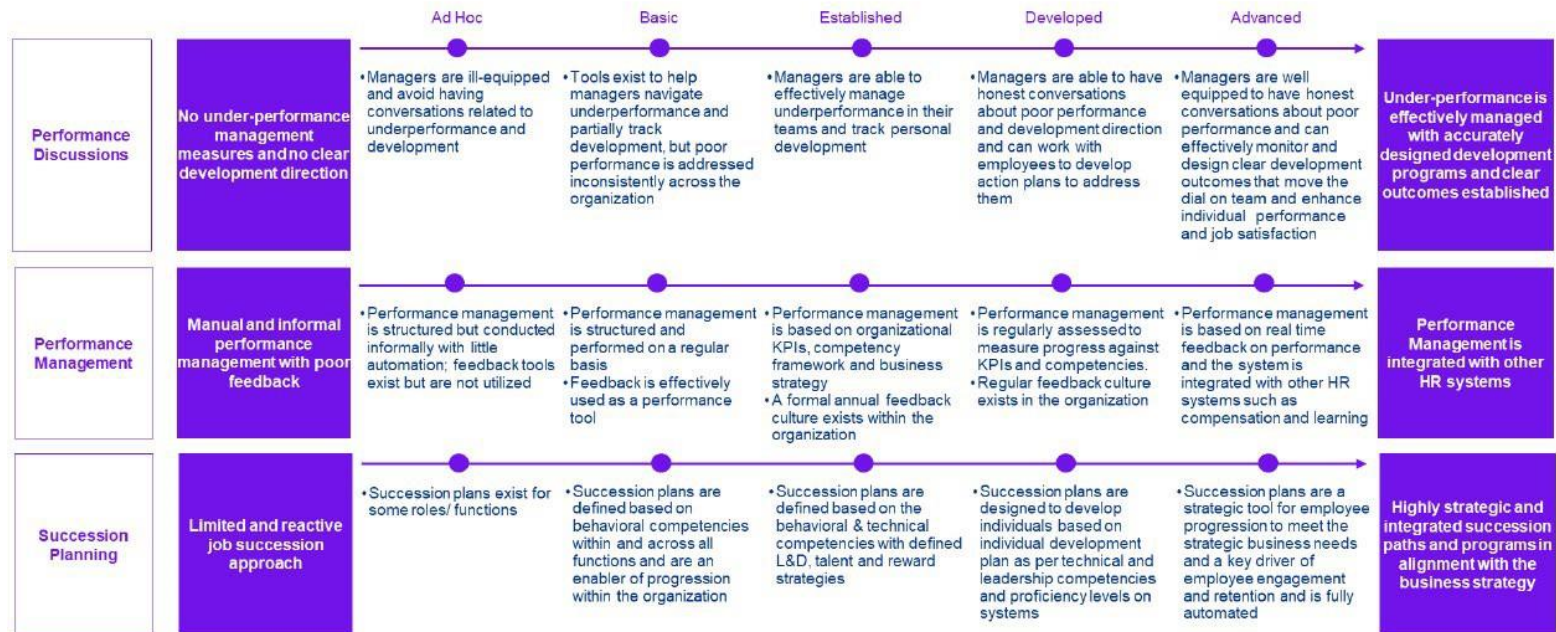
Organizational Development & Workforce Planning



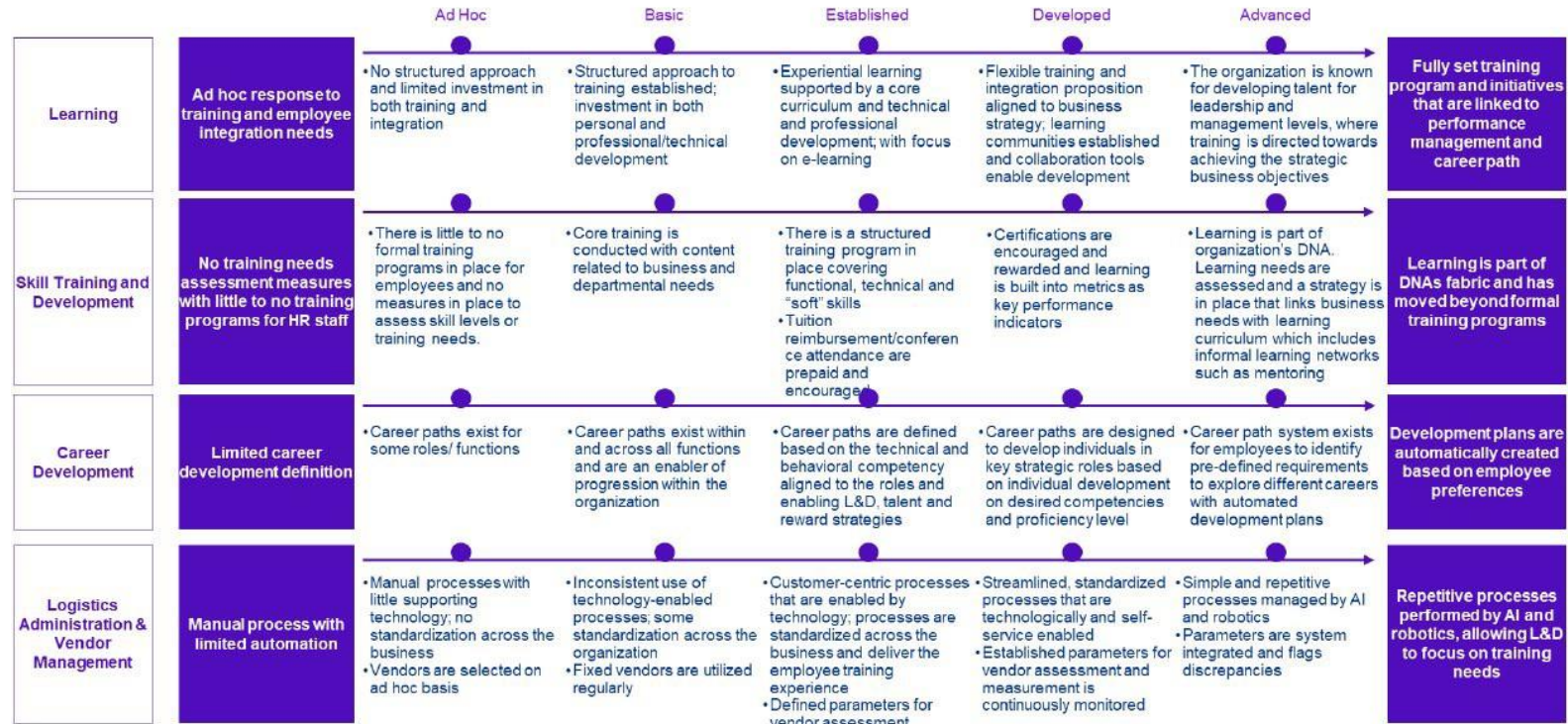
Recruitment



Talent Management



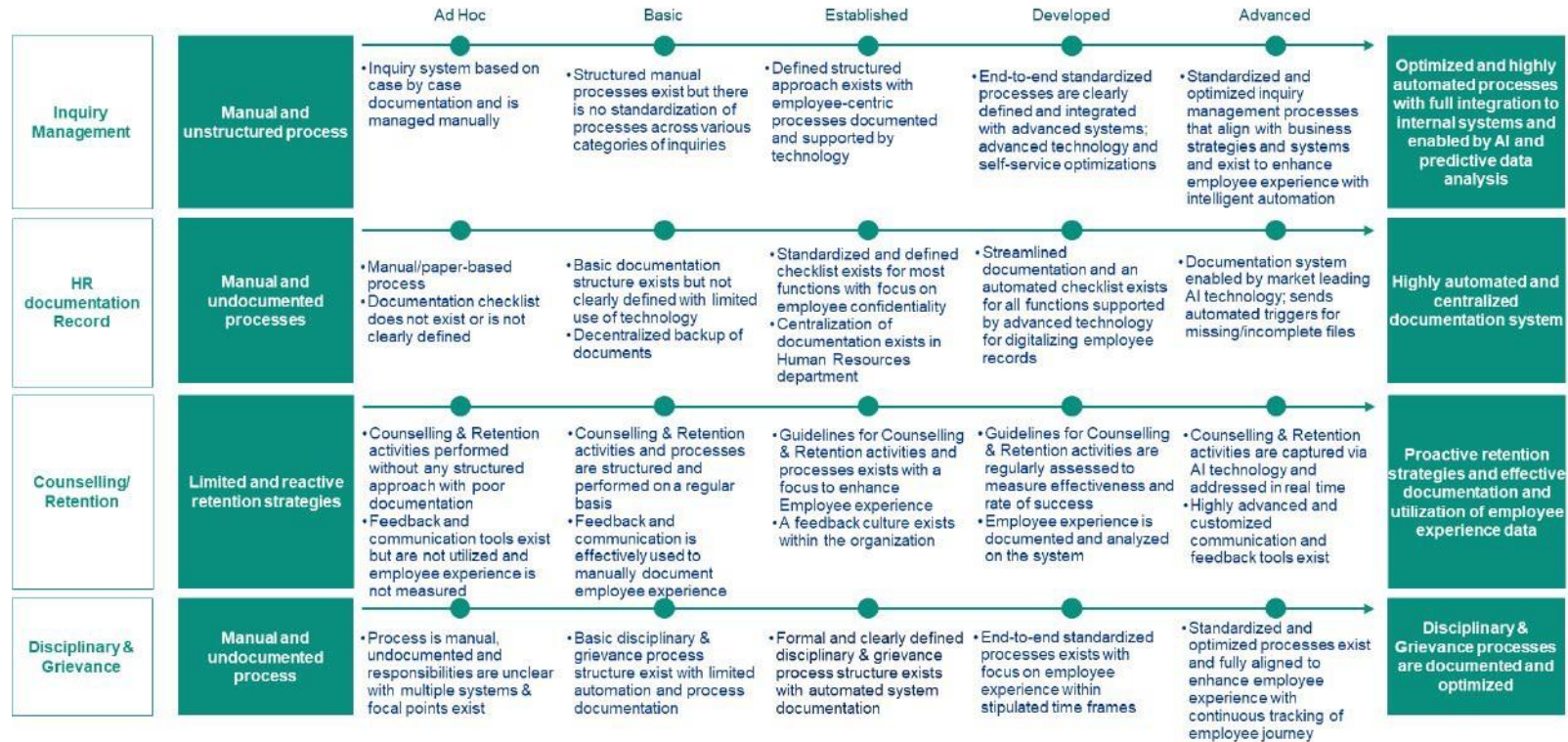
Learning & Development



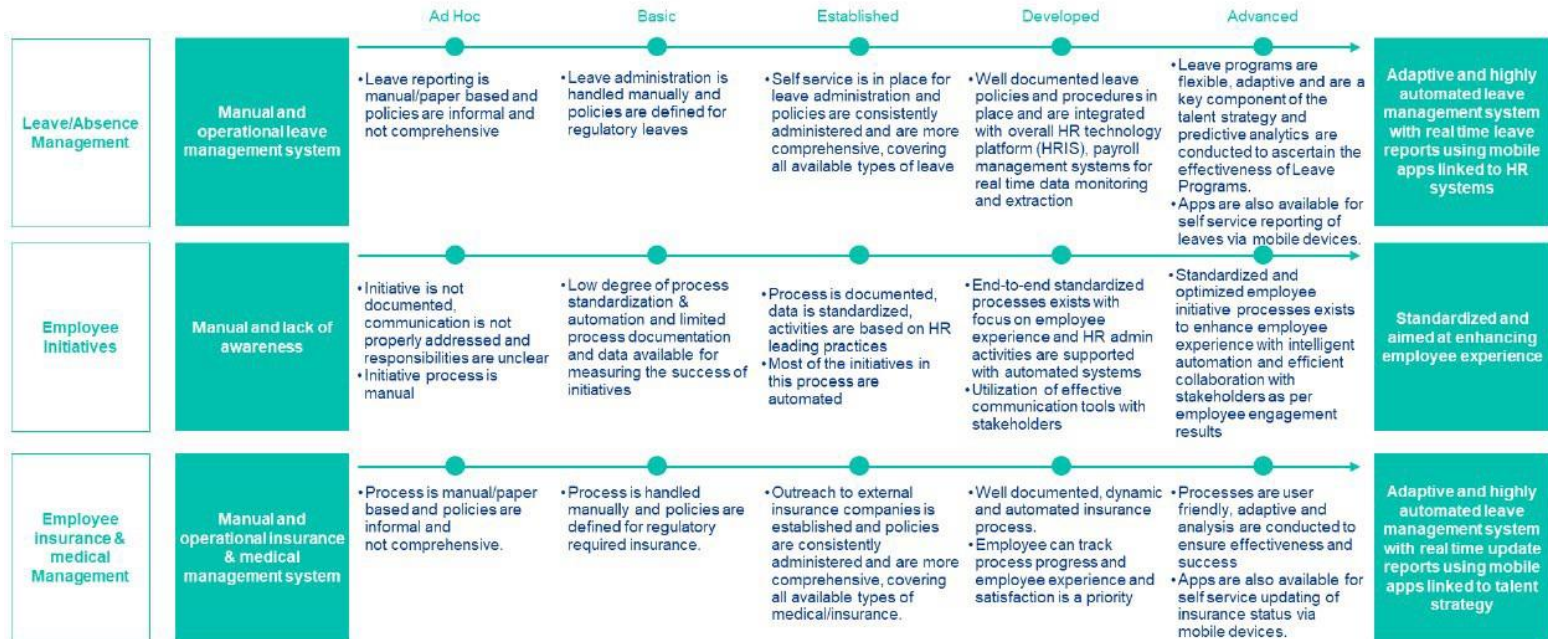
Compensation & Benefits



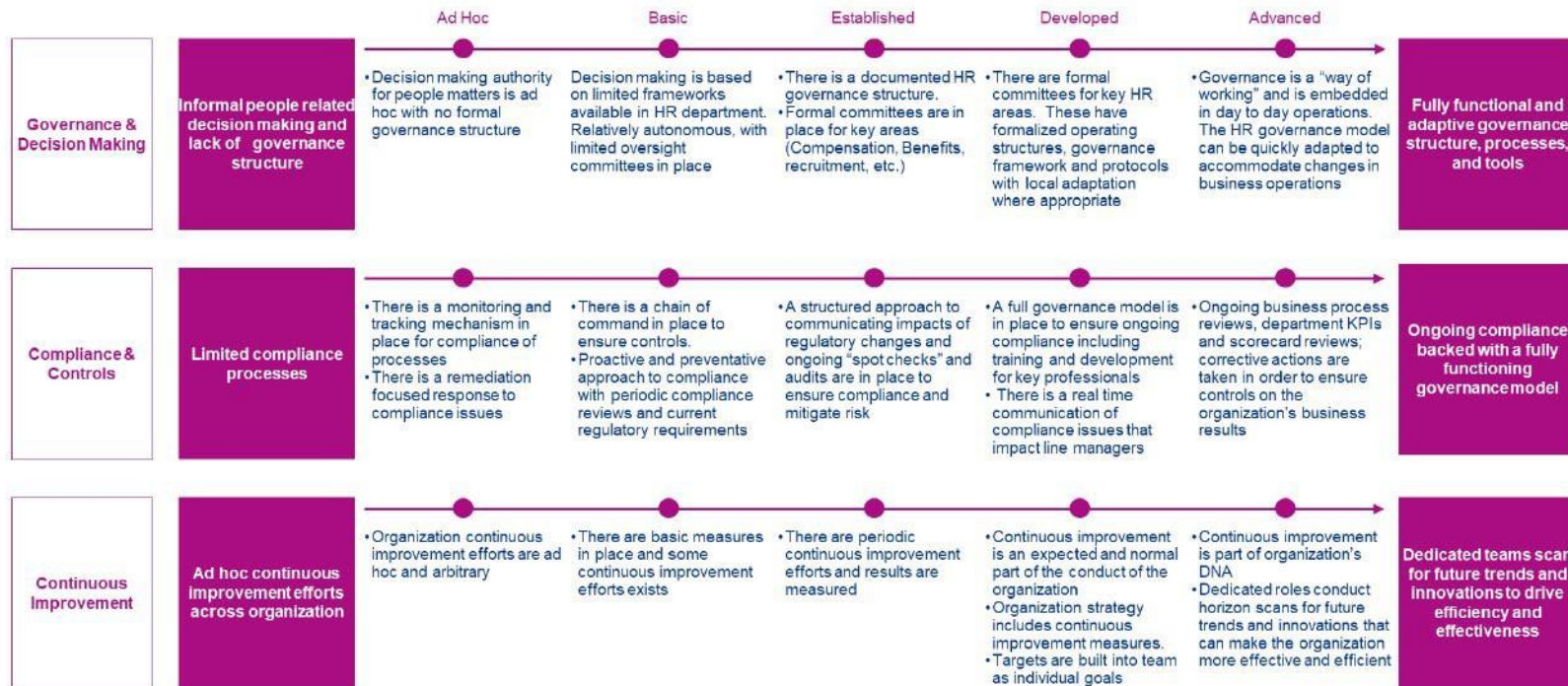
Business Partnering



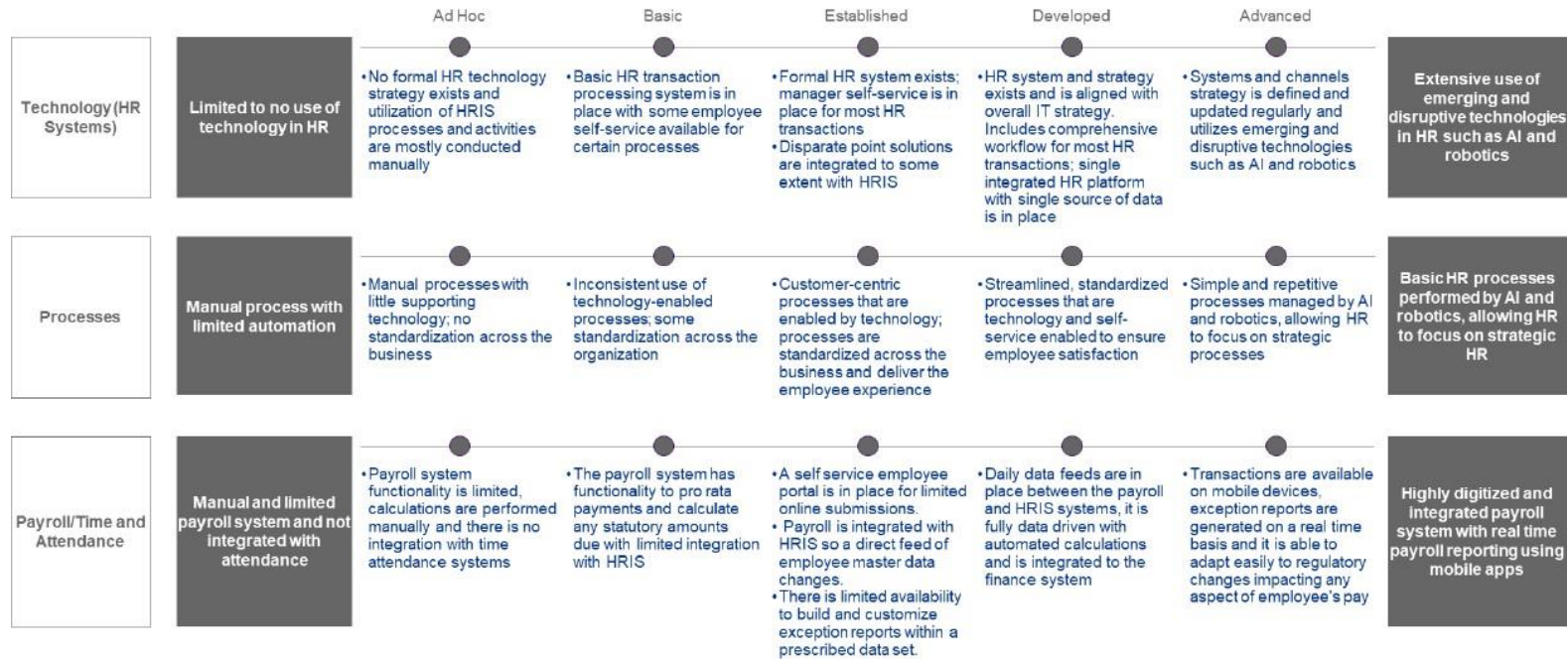
Employee Services



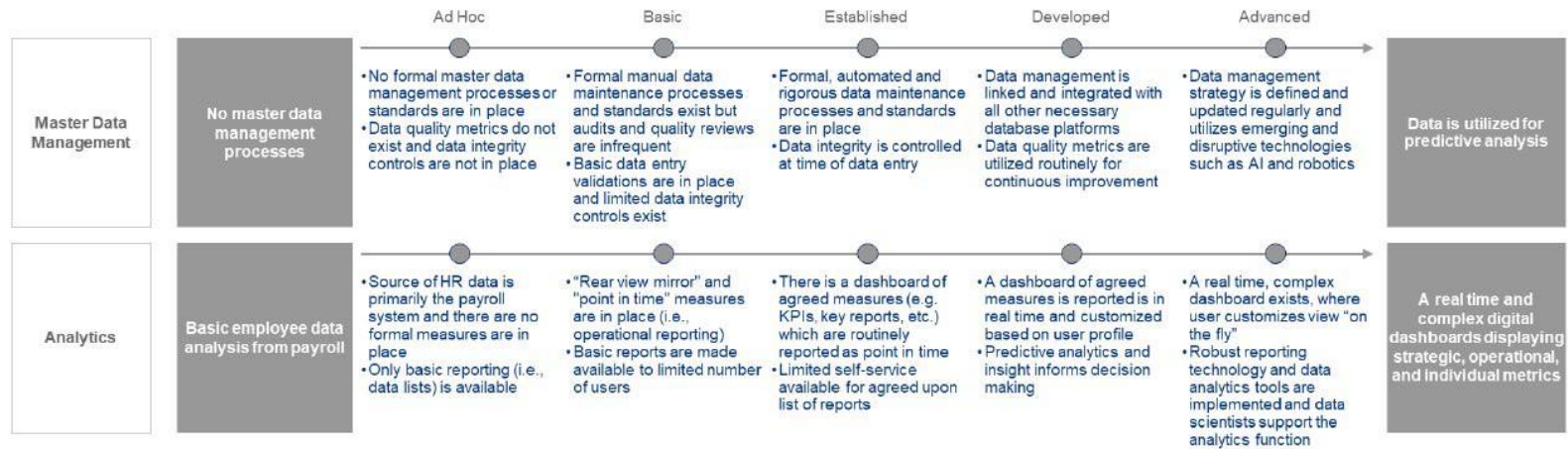
Governance



Supporting Technology



Data Analytics & Management



KPIs for the HR Reporting

The following are some of the key HR reporting metrics, their respective units of measurement, formula for measurement and measurement cycle for reference. These metrics can be chosen and measured for based on business requirements.

HR Reporting KPIs on Develop & Counsel Employees

Metric	Unit	Formula	Measure Category	Higher or Lower is Better
Average time in days to close an identified skill or capability gap through training for an employee	days	Number of calendar days per employee to close an identified skill or capability gap through training	Cycle Time	Lower is better
Cycle time in days for the formal performance review process from start to finish for Operational workers/office staff	days	Cycle time in days from start to finish for a formal performance review for an operational worker/office staff employee	Cycle Time	Lower is better
Internal cost to perform learning administration activities per business entity employee	dollars	Internal cost for learning administration / Number of business entity employees	Cost Effectiveness	Lower is better
Learning budget per business entity employee	dollars	Budget for learning/Number of business entity employees	Cost Effectiveness	Higher is better
Number of business entity employees per FTE in learning administration	employees	Number of business entity employees / Number of FTEs who perform learning administrative activities (exclude the activities for processing and distributing payments)	Staff Productivity	Higher is better
Number of business entity employees per FTE that performs the process group "develop and counsel employees"	employees	Number of business entity employees / (Number of FTEs who perform the process group piece "develop and counsel-performance and employee relations" + Number of FTEs who perform the process group piece "develop and counsel-learning only")	Staff Productivity	Higher is better

Number of business entity employees per FTE that performs the processes "manage employee development" and "develop and train business entity employees"	employees	Number of business entity employees / Number of FTEs who perform the process group piece "develop and counsel-learning only"	Staff Productivity	Higher is better
Number of learning days per employee	days	Number of days dedicated to formal learning per employee	Supplemental Information	Higher is better
Number of learning days per middle management/specialists employee	days	Number of days dedicated to formal learning per middle management/specialist employee	Supplemental Information	Higher is better
Number of learning days per operational workers/office staff employee	days	Number of days dedicated to formal learning per operational worker/office staff employee	Supplemental Information	Higher is better
Number of learning days per senior management/executive employee	days	Number of days dedicated to formal learning per senior management/executive employee	Supplemental Information	Higher is better
Outsourced cost of the process "Develop and train employees" as a percentage of the total cost to perform the process	percent	(Outsourced (i.e., external) cost to perform the process "develop and train employees" / Total cost to perform the process "Develop and train employees") * 100	Supplemental Information	Higher is better
Outsourced cost of the process group "Develop and counsel employees" as a percentage of the total cost to perform the process group	percent	Percentage of total cost to perform the process group "develop and counsel employees" allocated to external cost	Supplemental Information	Higher is better
Overhead cost to perform the processes "manage employee orientation and deployment manage employee performance and manage employee relations" as a percentage of total process cost	percent	(Percentage of internal cost to perform the process group piece "develop and counsel-performance and employee relations" allocated to overhead*Internal cost to perform the process group piece "develop and counsel-performance and employee relations")/Total cost to perform the process group piece "develop and counsel-performance and employee relations"	Supplemental Information	Higher is better

Percentage of CEO and senior leadership time spent on leadership development	percent	Percentage of CEO and senior leadership time put toward leadership development	Process Efficiency	Higher is better
Percentage of learning days delivered through the use of external partners such as vendors and universities	percent	Percentage of per-employee learning days for the business entity delivered by external partners (e.g., vendors universities etc.)	Supplemental Information	Higher is better
Percentage of learning days delivered using classroom instruction provided by your organization	percent	Percentage of learning days delivered through classroom instruction provided by your organization	Supplemental Information	Higher is better
Percentage of learning days delivered using correspondence courses	percent	Percentage of learning days delivered through correspondence courses	Supplemental Information	Higher is better
Percentage of learning days delivered using e-learning (interactive)	percent	Percentage of learning days delivered through e-learning (interactive)	Supplemental Information	Higher is better
Percentage of learning days delivered using external classroom instruction	percent	Percentage of learning days delivered through external classroom instruction	Supplemental Information	Higher is better
Percentage of learning days delivered using on-the-job training	percent	Percentage of learning days delivered through on-the-job training	Supplemental Information	Higher is better
Percentage of learning days delivered using other methods	percent	Percentage of learning days delivered through training methods other than computer-based training correspondence courses virtual instructor led courses internal and external classroom instruction and on-the-job training	Supplemental Information	Higher is better
Percentage of learning days delivered using virtual classroom-based training delivered online	percent	Percentage of learning days delivered through a virtual or classroom-based training online	Supplemental Information	Higher is better
Percentage of training programs developed internally	percent	Percentage of training programs developed internally	Supplemental Information	Higher is better
Systems cost to perform the process group "Develop and counsel employees" as a percentage of the total cost to perform the process group	percent	Percentage of internal cost to perform the process group "develop and counsel employees" allocated to systems cost * 0.01 * Percentage of total cost to perform the process group "develop and counsel employees" allocated to internal cost	Supplemental Information	Higher is better

Total cost for the learning management system as a percentage of the system cost to perform the processes "manage employee development" and "develop and train employees"	percent	((Hardware costs associated with ownership for your LMS + Software costs associated with ownership for your LMS + Upgrade and maintenance costs associated with ownership for your LMS + Consultancy/third-party costs associated with ownership for your LMS) / Systems cost to perform the process group piece "develop and counsel-learning only") * 100	Cost Effectiveness	Higher is better
Total cost to perform the process group "develop and counsel employees" per business entity employee	dollars	(Total cost to perform the process group piece "develop and counsel-learning only" + Total cost to perform the process group piece "develop and counsel-performance and employee relations") / Number of business entity employees	Cost Effectiveness	Lower is better

HR Reporting KPIs on Develop and manage human resources (HR) planning, policies and strategies

Metric	Unit	Formula	Measure Category	Higher or Lower is Better
Number of business entity employees per FTE that performs the process group "develop and manage human resources (HR) planning policies and strategies"	employees	Number of business entity employees / Number of FTEs who perform the process group "develop and manage human resources (HR) planning policies and strategies"	Staff Productivity	Higher is better

		manage human resources (HR) planning policies and strategies" who perform the process "develop and implement human resource plans" * 0.01) / (Total business entity revenue * 0.000000001)		
Outsourced cost of the process group "Develop and manage human resources (HR) planning policies and strategies" as a percentage of the total cost to perform the process group	percent	(Outsourced cost to perform the process group "develop and manage human resources (HR) planning policies and strategies" / Total cost to perform the process group "develop and manage human resources (HR) planning policies and strategies") * 100	Supplemental Information	Higher is better
Percentage of "develop and manage HR planning policies and strategies" inquiries received via digital communication channels	percent	Percentage of inquiries received for the process group "develop and manage human resources (HR) planning policies and strategies" via digital communication channels	Supplemental Information	Higher is better
Percentage of HR time spent on administrative/operational services	percent	Percentage of HR time spent on administrative/operational services	Supplemental Information	Higher is better
Percentage of HR time spent on strategic business input/decision making	percent	Percentage of HR time spent on strategic business input/decision making	Supplemental Information	Higher is better
Percentage of HR time spent on tactical services	percent	Percentage of HR time spent on tactical services	Supplemental Information	Higher is better
Percentage of middle management/specialists with formal succession planning processes in place	percent	Percentage of middle management/specialist employees with a formal succession planning process in place	Process Efficiency	Higher is better
Percentage of operational staff/office staff with formal	percent	Percentage of operational worker/office staff employees who	Process Efficiency	Higher is better

succession planning processes in place		have a formal succession planning process in place		
Percentage of overall HR staff time spent on work force planning	percent	Percentage of HR staff time spent on work force planning	Supplemental Information	Higher is better
Percentage of process group "develop and manage human resources (HR) planning policies and strategies" services delivered by a third-party provider	percent	Percentage of process group "develop and manage human resources (HR) planning policies and strategies" services delivered by a third-party provider	Supplemental Information	Higher is better
Percentage of process group "develop and manage human resources (HR) planning policies and strategies" services delivered to the business by line managers	percent	Percentage of process group "develop and manage human resources (HR) planning policies and strategies" services delivered to the business by line managers	Supplemental Information	Higher is better
Personnel cost to perform the process group "develop and manage human resources (HR) planning policies and strategies" per process group FTE	dollars	(Internal cost to perform the process group "develop and manage human resources (HR) planning policies and strategies" * Percentage of internal cost to perform the process group "develop and manage human resources (HR) planning policies and strategies" allocated to personnel * 0.01) / Number of FTEs who perform the process group "develop and manage human resources (HR) planning policies and strategies"	Cost Effectiveness	Lower is better
Response time in hours for non-routine "develop and manage HR planning policies and strategies" inquiries	hours	Response time in hours for a non-routine inquiry for the process group "develop and manage HR planning policy and strategies"	Cycle Time	Lower is better
Systems cost to perform the process group "Develop and manage human resources (HR) planning policies and strategies" as a percentage of the total cost to perform the process group	percent	(Internal cost to perform the process group "develop and manage human resources (HR) planning policies and strategies" * Percentage of internal cost to perform the process group "develop and manage human resources (HR) planning policies and strategies" allocated to systems) / Total cost to perform the process group "develop and manage human resources (HR) planning policies and strategies"	Supplemental Information	Higher is better

Total cost to perform the process group "develop and manage human resources (HR) planning policies and strategies" per business entity employee	dollars	Total cost to perform the process group "develop and manage human resources (HR) planning policies and strategies" / Number of business entity employees	Cost Effectiveness	Lower is better
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HR Reporting KPIs on HR Organization

Metric	Unit	Formula	Measure Category	Higher or Lower is Better
Average fully loaded salary for middle management or specialists	dollars	Personnel cost for all middle management/specialist employees / Number of middle management/specialist employees	Cost Effectiveness	Higher is better
Average fully loaded salary for operational workers or office staff	dollars	Personnel cost for all operational worker/office staff employees / Number of operational worker/office staff employees	Cost Effectiveness	Higher is better
Average fully loaded salary for senior management or executives	dollars	Personnel cost for all senior management/executive employees / Number of senior management/executive employees	Cost Effectiveness	Higher is better
Budget for the HR function per business entity employee	dollars	Budget to perform the function "develop and manage human capital" / Number of business entity employees	Cost Effectiveness	Lower is better
Internal cost to perform HR administration activities per business entity employee	dollars	Internal cost for HR administration / Number of business entity employees	Cost Effectiveness	Lower is better
Middle management/specialist satisfaction with overall HR services	percent	Most recent rating of HR satisfaction for middle management/specialist employees	Process Efficiency	Higher is better
Middle management/specialists as a percentage of total business entity employees	percent	(Number of middle management/specialist employees / Number of business entity employees) * 100	Supplemental Information	Higher is better
Number of business entity employees per HR function FTE	employees	Number of business entity employees / Number of FTEs who perform the function "develop and manage human capital"	Staff Productivity	Higher is better

		business entity revenue * 0.00000001)		
Number of middle management/specialists employees per HR function FTE	employees	Number of middle management/specialist employees / Number of FTEs who perform the function "develop and manage human capital"	Staff Productivity	Higher is better
Number of operational workers/office staff employees per HR function FTE	employees	Number of operational worker/office staff employees / Number of FTEs who perform the function "develop and manage human capital"	Staff Productivity	Higher is better
Number of senior management/executive employees per HR function FTE	employees	Number of senior management/executive employees / Number of FTEs who perform the function "develop and manage human capital"	Staff Productivity	Higher is better
Operational workers/office staff as a percentage of total business entity employees	percent	(Number of operational worker/office staff employees / Number of business entity employees) * 100	Supplemental Information	Higher is better
Operational workers/office staff satisfaction with overall HR services	percent	Most recent rating of HR satisfaction for operational worker/office staff employees	Process Efficiency	Higher is better
Other cost to perform the HR function as a percentage of the total cost to perform the function	percent	Costs other than personnel systems overhead and outsourced to perform the function "develop and manage human capital" / Total cost to perform the function "develop and manage human capital" * 100	Supplemental Information	Higher is better
Outsourced cost to perform the HR function as a percentage of total HR function cost	percent	(Outsourced cost to perform the function "develop and manage human capital" / Total cost to perform the function "develop and manage human capital") * 100	Supplemental Information	Higher is better
Outsourced cost to perform the HR function per business entity employee	dollars	Outsourced cost to perform the function "develop and manage human capital" / Number of business entity employees	Cost Effectiveness	Lower is better
Overhead cost to perform the HR function as a percentage of the total cost to perform the function	percent	Overhead cost to perform the function "develop and manage human capital"/Total cost to	Supplemental Information	Higher is better

		perform the function "develop and manage human capital"*100		
Percentage of business entity employees with 15 years of tenure or more	percent	$((\text{Number of employees employed between 15 and 20 years} + \text{Number of employees employed between 20 and 25 years} + \text{Number of employees employed greater than 25 years}) / \text{Number of business entity employees}) * 100.0$	Supplemental Information	Higher is better
Percentage of business entity employees with 20 years of tenure or more	percent	$((\text{Number of employees employed between 20 and 25 years} + \text{Number of employees employed greater than 25 years}) / \text{Number of business entity employees}) * 100.0$	Supplemental Information	Higher is better
Percentage of business entity employees with less than 1 year of tenure	percent	$(\text{Number of employees employed less than 1 year} / \text{Number of business entity employees}) * 100.0$	Supplemental Information	Higher is better
Percentage of business entity employees with less than 5 years of tenure	percent	$((\text{Number of employees employed less than 1 year} + \text{Number of employees employed between 1 and 5 years}) / \text{Number of business entity employees}) * 100.0$	Supplemental Information	Higher is better
Percentage of FTEs who perform the HR function that do not directly report to the HR organization	percent	Percentage of FTEs who perform the function "develop and manage human capital" that do not directly report to the HR organization	Supplemental Information	Higher is better
Personnel cost of temporary staff/contractor per temporary staff/contractor	dollars	Personnel cost of temporary staff/contractors / Number of temporary staff/contractors	Cost Effectiveness	Lower is better
Personnel cost to perform the HR function as a percentage of total HR function cost	percent	$(\text{Personnel cost to perform the function "develop and manage human capital"} / \text{Total cost to perform the function "develop and manage human capital"}) * 100$	Supplemental Information	Higher is better
Senior management/executive satisfaction with overall HR services	percent	Most recent rating of HR satisfaction for senior management/executive employees	Process Efficiency	Higher is better
Senior management/executives as a percentage of total business entity employees	percent	$(\text{Number of senior management/executive employees} / \text{Number of business entity employees}) * 100$	Supplemental Information	Higher is better
Systems cost to perform the HR function as a percentage of total HR function cost	percent	$(\text{Systems cost to perform the function "develop and manage human capital"} / \text{Total cost to perform the function "develop and manage human capital"}) * 100$	Supplemental Information	Higher is better

Systems cost to perform the HR function per business entity employee	dollars	Systems cost to perform the function "develop and manage human capital" / Number of business entity employees	Cost Effectiveness	Lower is better
Total organization employees served per HR shared services center tier 1 headcount	employees	if (Number of tier 1 service center employees=00Total employee headcount served by HR shared services organization / Number of tier 1 service center employees)	Staff Productivity	Higher is better
Total organization employees served per HR shared services center tier 2 headcount	employees	if (Number of tier 2 service center employees=00Total employee headcount served by HR shared services organization / Number of tier 2 service center employees)	Staff Productivity	Higher is better
Total cost to perform the HR function per business entity employee	dollars	Total cost to perform the function "develop and manage human capital" / Number of business entity employees	Cost Effectiveness	Lower is better
Total cost to perform the HR function per HR function FTE	dollars	Total cost to perform the function "develop and manage human capital" / Number of FTEs who perform the function "develop and manage human capital"	Cost Effectiveness	Lower is better

HR Reporting KPIs on Manage & deliver employee communications

Metric	Unit	Formula	Measure Category	Higher or Lower is Better
Number of business entity employees per FTE that performs the process groups "manage employee communications" and "deliver employee communications"	employees	Number of business entity employees / Total number of FTEs that perform the process groups "manage employee communications" and "deliver employee communications"	Staff Productivity	Higher is better

HR Reporting KPIs on Manage and process collections

Metric	Unit	Formula	Measure Category	Higher or Lower is Better
Overhead cost to perform the process group "develop and manage HR planning policies and strategies" as a percentage of the total cost to perform the process group	percent	(Internal cost to perform the process group "develop and manage human resources (HR) planning policies and strategies" * Percentage of internal cost to perform the process group "develop and manage human resources (HR) planning policies and strategies" allocated to overhead) / Total cost to perform the process group "develop and manage human resources (HR) planning policies and strategies"	Supplemental Information	Higher is better

HR Reporting KPIs on Manage employee information

Metric	Unit	Formula	Measure Category	Higher or Lower is Better
Cycle time in days required to resolve an employee grievance	days	Cycle time in days to resolve an employee grievance	Cycle Time	Lower is better
Number of business entity employees per FTE that performs the process group "manage employee information"	employees	Number of business entity employees / Number of FTEs who perform the process group "manage employee information"	Staff Productivity	Higher is better

		0.01) / (Total business entity revenue * 0.000000001)		
Number of monthly routines "manage employee information" inquiries per business entity employee	inquiries	Number of routine inquiries received monthly for the process group "manage employee information" / Number of business entity employees	Supplemental Information	Higher is better
Outsourced cost to perform the process group "manage employee information" as a percentage of total process group cost	percent	Outsourced cost to perform the process group "manage employee information"/Total cost to perform the process group "manage employee information"*100	Supplemental Information	Higher is better
Percentage of employee transactions completed using Employee Self-Service (ESS) system	percent	Percentage of employee transactions completed using ESS	Process Efficiency	Higher is better
Percentage of employees with access to Employee Self-Service (ESS) system	percent	Percentage of employees with ESS access	Process Efficiency	Higher is better
Percentage of FTEs that perform the process group "manage employee information" that perform the process "develop and manage time and attendance"	percent	Percentage of process group "manage employee information" FTEs who perform the process "develop and manage time and attendance"	Supplemental Information	Higher is better
Percentage of manager transactions completed using Manager Self-Service (MSS) system	percent	Percentage of manager transactions completed using MSS	Process Efficiency	Higher is better
Percentage of managers with access to Manager Self-Service (MSS) system	percent	Percentage of managers with MSS access	Process Efficiency	Higher is better
Percentage of total employees who are remote employees	percent	Percentage of total employees who are remote employees	Supplemental Information	Higher is better

		100) / (Total business entity revenue * .001)		
Personnel cost to perform the process group "manage employee information" per business entity employee	dollars	((Percentage of internal cost to perform the process group "manage employee information" allocated to personnel * Internal cost to perform the process group "manage employee information") / 100) / Number of business entity employees	Cost Effectiveness	Lower is better
Response time in hours for routine "manage employee information" inquiries	hours	Response time in hours for a routine inquiry for the process group "manage employee information"	Cycle Time	Lower is better
Systems cost to perform the process group "manage employee information" as a percentage of total process group cost	percent	(Percentage of internal cost to perform the process group "manage employee information" allocated to systems*Internal cost to perform the process group "manage employee information")/Total cost to perform the process group "manage employee information"	Supplemental Information	Higher is better
Systems cost to perform the process group "manage employee information" per business entity employee	dollars	((Percentage of internal cost to perform the process group "manage employee information" allocated to systems * Internal cost to perform the process group "manage employee information") / 100) / Number of business entity employees	Cost Effectiveness	Lower is better
Total cost to perform the HR function per FTE that performs the process group "manage employee information and analytics"	dollars	Total cost to perform the function "develop and manage human capital" / Number of FTEs who perform the process group "manage employee information and analytics"	Cost Effectiveness	Lower is better
Total cost to perform the process group "manage employee information" per business entity employee	dollars	Total cost to perform the process group "manage employee information" / Number of business entity employees	Cost Effectiveness	Lower is better

Total labor cost to maintain and support HRIS as a percentage of total business entity personnel cost	percent	(Labor cost for full or part-time employees to maintain and support HRIS+Labor cost for temporary or contract employees to maintain and support HRIS)/ (Personnel cost of business entity FTEs) * 100	Supplemental Information	Higher is better
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HR Reporting KPIs on Manage employee on-boarding development and training

Metric	Unit	Formula	Measure Category	Higher or Lower is Better
Systems cost to perform the process group "manage employee on-boarding development and training" as a percentage of total process group cost	percent	(Systems cost to perform process group "manage employee on-boarding development and training" / Total cost to perform the process group "manage employee on-boarding development and training") * 100.0	Supplemental Information	Higher is better
Total cost to perform the HR function per FTE that performs the process group "manage employee on-boarding development and training"	dollars	Total cost to perform the function "develop and manage human capital" / Number of FTEs that perform the process group "manage employee on-boarding development and training"	Cost Effectiveness	Lower is better

HR Reporting KPIs on Recruit, source and select employees

Metric	Unit	Formula	Measure Category	Higher or Lower is Better
Cycle time in days from approval of job requisition to acceptance of job offer	days	Cycle time in days from approval of job requisition to acceptance of job offer	Cycle Time	Lower is better
Cycle time in days from identifying the need to hire a new employee to approval of the job requisition	days	Cycle time in days from identifying the need to hire a new employee to approval of job requisition	Cycle Time	Lower is better

Cycle time in days from identifying the need to hire a new employee until new hire begins in the agreed position	days	Cycle time in days from identifying the need to hire a new employee to approval of job requisition + Cycle time in days from approval of job requisition to acceptance of job offer + Cycle time in days from job offer acceptance until new hire begins in the agreed position including time for orientation and initial set-up	Cycle Time	Lower is better
Cycle time in days from job acceptance until new hire begins in the agreed position	days	Cycle time in days from job offer acceptance until new hire begins in the agreed position including time for orientation and initial set-up	Cycle Time	Lower is better
Job offer acceptance rate for middle management/specialists	percent	Job offer acceptance rate for middle management/specialist employees	Process Efficiency	Higher is better
Job offer acceptance rate for operational workers/office staff	percent	Job offer acceptance rate for operational worker/office staff employees	Process Efficiency	Higher is better
Middle management/specialists new hires as a percentage of total new hires	percent	Middle management/specialist new hires percentage	Supplemental Information	Higher is better
New employees as a percentage of total business entity employees	percent	(Total number of new hires / Number of business entity employees) * 100	Supplemental Information	Higher is better
Percentage of new hires that originated from employee referrals	percent	Percentage of new hires from internal employee referrals	Supplemental Information	Higher is better
New hire satisfaction rate for the recruiting process	percent	Latest captured satisfaction rate of new hires with the recruiting experience	Process Efficiency	Higher is better
Number of business entity employees per FTE that performs the process group "recruit source and select employees"	employees	Number of business entity employees / Number of FTEs who perform the process group "recruit source and select employees"	Staff Productivity	Higher is better
Number of new hires as a percentage of approved job requisitions	percent	(Total number of new hires / Annual number of job requisitions) * 100	Process Efficiency	Higher is better
Number of new hires per FTE that performs the process group "recruit source and select employees"	new hires	Total number of new hires / Number of FTEs who perform the process group "recruit source and select employees"	Staff Productivity	Higher is better

Operational workers/office staff new hires as a percentage of total new hires	percent	Operational workers/office workers new hires percentage	Supplemental Information	Higher is better
Outsourced cost of the process group "recruit source and select employees" as a percentage of the total cost to perform the process group	percent	Outsourced cost to perform the process group "recruit source and select" / Total cost to perform the process group "recruit source and select employees" * 100	Supplemental Information	Higher is better
Percentage of middle management/specialist new hire retention after 12 months	percent	Percentage of middle management/specialist employees who joined in the past 12 months that are still within your business entity	Process Efficiency	Higher is better
Percentage of middle management/specialist positions filled by internal promotion for the past 3 years	percent	Percentage of management positions filled by internal promotion versus external recruitment for middle management/specialist employees for the past three years	Supplemental Information	Higher is better
Percentage of operational worker/office staff new hire retention after 12 months	percent	Percentage of operational worker/office staff employees who joined in the past 12 months who are still within your business entity	Process Efficiency	Higher is better
Percentage of new hire retention after 12 months	percent	(Percentage of middle management/specialist employees who joined in the past 12 months that are still within your business entity + Percentage of operational worker/office staff employees who joined in the past 12 months who are still within your business entity + Percentage of senior management/executive employees who joined in the past 12 months that are still within your business entity) / 3	Process Efficiency	Higher is better
Percentage of senior management/executive new hire retention after 12 months	percent	Percentage of senior management/executive employees who joined in the past 12 months that are still within your business entity	Process Efficiency	Higher is better
Percentage of senior management/executive positions filled by internal promotion for the past 3 years	percent	Percentage of management positions filled by internal promotion versus external recruitment for senior management/executive employees for the past three years	Process Efficiency	Higher is better
Permanent part-time new hires as a percentage of total new hires	percent	Permanent part-time positions as a percentage of total new hires	Supplemental Information	Higher is better
Personnel cost to perform the process group "recruit source and select employees" as a	percent	(Personnel cost to perform process group "recruit source and select employees" / Total cost to perform	Supplemental Information	Higher is better

percentage of the total cost to perform the process group		the process group "recruit source and select employees") * 100		
Senior management/executives new hires as a percentage of total new hires	percent	Senior management/executive new hires percentage	Supplemental Information	Higher is better
Systems cost to perform the process group "recruit source and select employees" as a percentage of the total cost to perform the process group	percent	(Systems cost to perform process group "recruit source and select employees" / Total cost to perform the process group "recruit source and select employees") * 100	Supplemental Information	Higher is better
Total cost to perform the process group "recruit source and select employees" per business entity employee	dollars	Total cost to perform the process group "recruit source and select employees" / Number of business entity employees	Cost Effectiveness	Lower is better
Total cost to perform the process group "recruit source and select employees" per new hire	dollars	Total cost to perform the process group "recruit source and select employees" / Total number of new hires	Cost Effectiveness	Lower is better

HR Reporting KPIs on Redeploy and retire employees

Metric	Unit	Formula	Measure Category	Higher or Lower is Better
Cycle time in days from request for internal transfer to completion of transfer	days	Cycle time in days for the internal transfer process	Cycle Time	Lower is better
Employee turnover rate	percent	((Number of voluntary employee terminations + Number of involuntary employee terminations)/Number of business entity employees) *100	Process Efficiency	Lower is better
Employees relocated within a country as a percentage of total business entity employees	percent	(Number of employees relocated within your country / Number of business entity employees) *100	Supplemental Information	Higher is better
Involuntary terminations as a percentage of total business entity employee turnover	percent	(Number of involuntary employee terminations / (Number of voluntary employee terminations + Number of involuntary employee terminations)) * 100	Supplemental Information	Higher is better

Involuntary terminations as a percentage of total business entity employees	percent	$(\text{Number of involuntary employee terminations} / \text{Number of business entity employees}) * 100$	Process Efficiency	Lower is better
Number of business entity employees per FTE that performs the process group "redeploy and retire employees"	employees	$\text{Number of business entity employees} / \text{Number of FTEs who perform the process group "redeploy and retire employees"}$	Staff Productivity	Higher is better
Number of internal hires per "redeploy and retire employees" FTE	internal hires	$\text{Number of vacancies filled by internal candidates} / \text{Number of FTEs who perform the process group "redeploy and retire employees"}$	Staff Productivity	Higher is better
Percentage of the work force that are expatriates	percent	Percentage of business entity's work force that are expatriates	Supplemental Information	Higher is better
Percentage of total involuntary terminations that are middle management/specialists	percent	$(\text{Number of involuntary employee terminations for middle management/specialist employees} / \text{Number of involuntary employee terminations}) * 100$	Supplemental Information	Higher is better
Percentage of total involuntary terminations that are operational workers/office staff	percent	$(\text{Number of involuntary employee terminations for operational worker/office staff employees} / \text{Number of involuntary employee terminations}) * 100$	Supplemental Information	Higher is better
Percentage of total involuntary terminations that are senior management/executives	percent	$(\text{Number of involuntary senior management/executive employee terminations} / \text{Number of involuntary employee terminations}) * 100$	Supplemental Information	Higher is better
Percentage of total vacancies filled by internal candidates	percent	Percentage of vacancies at your business entity that are filled by internal candidates	Supplemental Information	Higher is better
Percentage of total voluntary terminations that are middle management/specialists	percent	$(\text{Number of voluntary employee terminations for middle management/specialist employees} / \text{Number of voluntary employee terminations}) * 100$	Supplemental Information	Higher is better
Percentage of total voluntary terminations that are operational workers/office staff	percent	$(\text{Number of voluntary employee terminations for operational worker/office staff employees} / \text{Number of voluntary employee terminations}) * 100$	Supplemental Information	Higher is better
Percentage of total voluntary terminations that are senior management/executives	percent	$(\text{Number of voluntary senior management/executive employee terminations} / \text{Number of voluntary employee terminations}) * 100$	Supplemental Information	Higher is better

Percentage of vacancies filled by internal candidates for operational workers/office staff	percent	(Number of operational worker/office staff employee vacancies filled by internal candidates / Number of vacancies filled by internal candidates) *100	Supplemental Information	Higher is better
Percentage of vacancies filled by internal candidates for senior management/executives	percent	Percentage of senior management/executive vacancies at your business entity that are filled by internal candidates	Supplemental Information	Higher is better
Personnel cost to perform the process group "redeploy and retire employees" as a percentage of the total cost to perform the process group	percent	(Percentage of internal cost to perform the process group "redeploy and retire employees" allocated to personnel*Internal cost to perform the process group "redeploy and retire employees")/Total cost to perform the process group "redeploy and retire employees"	Supplemental Information	Higher is better
Personnel cost to perform the process group "redeploy and retire employees" per business entity employee	dollars	Personnel cost to perform the process group "redeploy and retire employees" / Number of business entity employees	Cost Effectiveness	Lower is better
Systems cost to perform the process group "redeploy and retire employees" as a percentage of the total cost to perform the process group	percent	(Percentage of internal cost to perform the process group "redeploy and retire employees" allocated to systems*Internal cost to perform the process group "redeploy and retire employees")/Total cost to perform the process group "redeploy and retire employees"	Supplemental Information	Higher is better
Total expatriation cost as a percentage of total cost of continuing operations	percent	(Total expenditure for expatriation / Total costs of continuing operations) *100	Cost Effectiveness	Higher is better
Total relocation expenses as a percentage of total cost of continuing operations	percent	(Total cost of relocation expenses paid to employees / Total costs of continuing operations) *100	Cost Effectiveness	Higher is better
Voluntary terminations as a percentage of total business entity employee turnover	percent	(Number of voluntary employee terminations / (Number of voluntary employee terminations + Number of involuntary employee terminations)) * 100	Supplemental Information	Higher is better

Voluntary terminations as a percentage of total business entity employees	percent	(Number of voluntary employee terminations/Number of business entity employees) *100	Process Efficiency	Lower is better
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HR Reporting KPIs on Reward and retain employees

Metric	Unit	Formula	Measure Category	Higher or Lower is Better
Base pay per middle management or specialist employee	dollars	Total base pay for middle management/specialist employees / Number of middle management/specialist employees	Supplemental Information	Higher is better
Base pay per operational worker or office staff employee	dollars	Total base pay for operational worker/office staff employees / Number of operational worker/office staff employees	Supplemental Information	Higher is better
Base pay per senior management or executive employee	dollars	Total base pay for senior management/executive employees / Number of senior management/executive employees	Supplemental Information	Higher is better
Number of business entity employees per FTE that performs payroll administration activities	employees	Number of business entity employees / Number of FTEs who perform payroll administrative activities (exclude the activities for processing and distributing payments)	Staff Productivity	Higher is better
Number of business entity employees per FTE that performs the process group "reward and retain employees"	employees	Number of business entity employees / Number of FTEs who perform the process group "reward and retain employees"	Staff Productivity	Higher is better
Number of days absent per employee excluding maternity and paternity leave	days	Number of days absent due to sickness excluding maternity and paternity leave per employee	Supplemental Information	Lower is better
Number of days absent per employee including maternity and paternity leave	days	Number of days absent due to sickness maternity and paternity leave per employee	Supplemental Information	Lower is better
Number of FTEs that perform the process group "reward and retain"	FTEs	Number of FTEs who perform the process group "reward and retain"	Process Efficiency	Lower is better

Number of monthly routine "reward and retain employees" inquiries per business entity employee	inquiries	Number of routine inquiries received monthly for the process group "reward and retain employees" / Number of business entity employees	Supplemental Information	Higher is better
Number of vacation days per year per employee	days	Number of vacation days per year per employee	Supplemental Information	Higher is better
Outsourced cost of the process group "reward and retain employees" as a percentage of the total cost to perform the process group	percent	Outsourced cost to perform the process group "reward and retain employees"/Total cost to perform the process group "reward and retain employees"*100	Supplemental Information	Higher is better
Percentage of "reward and retain employees" inquiries received that are non-routine	percent	Number of non-routine inquiries received monthly for the process group "reward and retain employees"/ (Number of routine inquiries received monthly for the process group "reward and retain employees"+Number of non-routine inquiries received monthly for the process group "reward and retain employees")*100	Supplemental Information	Higher is better
Percentage of operational workers/office staff salary that is performance-related pay	percent	Percentage of salaries for all operational worker/office staff employees that is performance-related pay	Process Efficiency	Higher is better
Percentage of senior management/executive salary that is performance-related pay	percent	Percentage of salaries for all senior management/executive employees that is performance-related pay	Process Efficiency	Higher is better
Personnel cost to perform the process group "reward and retain employees" as a percentage of the total cost to perform the process group	percent	(Personnel cost to perform the process group "reward and retain employees" / Total cost to perform the process group "reward and retain employees") * 100	Supplemental Information	Higher is better
Personnel cost to perform the process group "reward and retain employees" per business entity employee	dollars	Personnel cost to perform the process group "reward and retain employees" / Number of business entity employees	Cost Effectiveness	Lower is better
Systems cost to perform the process group "reward and retain employees" as a percentage of the total cost to perform the process group	percent	(Percentage of internal cost to perform the process group "reward and retain employees" allocated to systems*Internal cost to perform the process group "reward and retain employees")/Total cost to perform the process group "reward and retain employees"	Supplemental Information	Higher is better

		employees" / (Total business entity revenue * .001)		
Total cost to perform the process group "reward and retain employees" per business entity employee	dollars	Total cost to perform the process group "reward and retain employees" / Number of business entity employees	Cost Effectiveness	Lower is better