

KPIs of the Future

New Metrics for Leaders of People, Culture, Inclusion



Overview

83% of HR leaders agree all people decisions should be based on data and analytics. But despite this, more than 66% of leaders do not use data to support HR decision-making or to inform strategic planning. The Early Adopters are setting the pace, using data to:

- Validate the cultural, performance, and financial impact of initiatives and programs
- Identify trends in employee behavior, from engagement to turnover to absenteeism
- Pinpoint what truly impacts career advancement, belonging, and employee thriving
- Position HR/People departments as revenue and impact drivers

SQA Group partners with leaders to introduce new, futures-oriented KPIs so they can peer into their employee landscape through a fresh, multi-dimensioned lens. Powered by SQA Group's **Metrics Finder**, these KPIs allow People leaders to validate their work, tell the story of impact through the lens of data, measure the immeasurable, and build data-informed employee strategies that establish cultures of belonging and impact.

Dive into a few of our leading KPIs that you can customize specifically for your organization. Each KPI includes a description, why it matters, how to get started, sample goals, and mock visualizations for what it could look like to report on these KPIs in your company...

Metrics at a Glance

**Flight Risk
Predictor Score**



Page 4

**Communication
Flow Rate**



Page 7

**Career Pathway
Optionality**



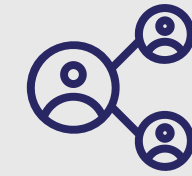
Page 10

**X-RAI: X-Factor,
Reach, Align, Impact**



Page 13

**'Understudy'
Awareness Rate**



Page 16

**Division of
Labor Equity**



Page 19

**Self-Investment
Score**



Page 22

**Opportunities to
Learn and Lead**



Page 25

**Long-Distance
Relationship Score**



Page 28

**Intrapreneurship
Rate**



Page 31



Flight Risk Predictor Score

Assesses most “at risk” roles — e.g. roles most likely to cause employees to quit. Reveals, weighs, and aggregates variables that may contribute to high flight risk for a particular career pathway. The Flight Risk Predictor Score is on a scale of 1-10, where 1 is minimal risk and 10 is maximum risk of attrition.

Why It Matters

We’re still in the era of the "Great Resignation" and "quiet quitting," with employees leaving at a rapid clip, morale hard to maintain, and continued team departures deeply impacting momentum. And the financial impact is steep; the cost of losing an employee is 1.5-2 times the employee's salary.

The focus is no longer just on retention. But rather, on pinpointing at-risk employees, and the factors that contribute to their at-risk status, to stop the exodus before it happens. The Flight Risk Predictor score allows organizations to pinpoint roles and career pathways that most cause burnout and immediately improve the environment to get ahead of costly churn.



Get Started

Define, measure, and weigh company-specific variables that impact flight risk, e.g. communication outside of business hours, vacation utilization, career progression rate, performance metrics, etc.

- Calculate Flight Risk Predictor Scores bi-annually
- Evaluate variables that lead to any scores that rise above 6, indicating high flight risk
- Apply the Flight Risk Predictor Score to roles and/or career pathways
- Leverage scores to revise job descriptions and responsibilities to lower flight risk
- Weigh variables based on their perceived importance by employees

Sample Goals

Flight Risk reviewed and improved:

- Each year, 15% of high flight risk career pathways (above 6) are revised
- Average Flight Risk Predictor Score of 2 or lower for all roles/pathways

Employees evaluate Flight Risk Predictor Score variables annually:

- Variables updated annually, with at least 30% of variables changed based on employee feedback

Number of variables associated with high flight risk:

- Year Over Year, the number of variables associated with flight risk decreases by 20%

Data at Work

Example Flight Risk Predictor Score leveraging 4 variables across 5 job titles. The score is calculated by summing the weighted, normalized variable value contribution to the flight risk. Values highlighted in red contribute most to the flight risk predictor score observed.

Variable	Negotiation Power	Lateral Mobility	% of Communication Outside Business Hours	Time-Off Penalty	
Weight	4	2	1	3	Total = 10

Flight Risk Predictor Score	Job Title	Negotiation Power	Lateral Mobility	% of Communication Outside Business Hours	Time-Off Penalty
6.8	Project Manager	5	7	10	8
2.2	Lead Designer	2	1	3	3
4.8	Technical Lead	10	2	1	1
5.9	Program Manager	10	9	1	0
4.4	Office Manager	5	5	8	2



Communication Flow Rate

Map how information and communication flows throughout the organization. Ensure employees are equitably positioned as core communication hubs. Find high potentials and high performers who may be on the periphery in terms of communication so that you can take steps to better loop them in.

Why It Matters

Workplaces that are characterized by information silos and bottle-necked communication often experience diminished productivity, challenged operational excellence, and clunky change management. In fact, companies lose about \$12,506 per employee every year due to poor communication.

By focusing on how communication flows in an organization, companies can quickly identify where knowledge gaps exist, how to improve the flow of access to pertinent information, and pinpoint at-risk relationships that might otherwise go unnoticed.



Get Started

Conduct an Organizational Network Analysis (ONA) to map how communication flows and pinpoint:

- Hubs, those with the highest amounts of close relationships and critical to the flow of communication
- Knowledge Brokers, those who sit close to Hubs
- Peripherals, those who do not have many regular communication connections
- Ties, the relationships between individuals

Pay attention to disparities along gender, race, age, etc., to ensure more equitable flows of communication.

Sample Goals

Reduce peripheral nodes, particularly among women and people of color

- Org-wide peripherals are around 5% of the total number of full-time employees
- 1% or less of women and people of color identified as peripherals

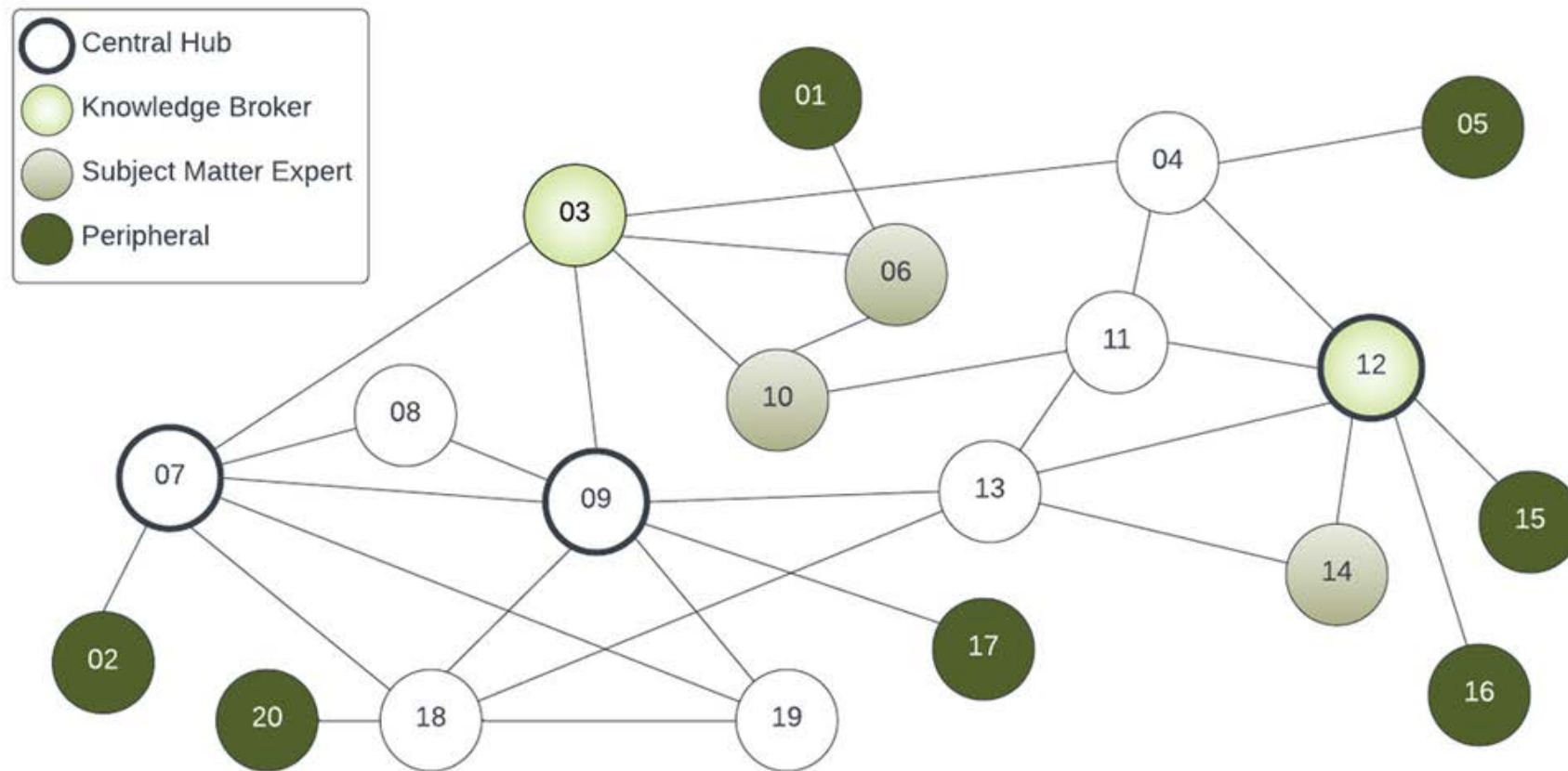
Organizational map shows a healthy shape with many ties of communication

- 85% of employees at fewer than 2 points removed from either a Hub or Knowledge Broker
- All employees fewer than 3 ties removed from any Knowledge Broker critical to their role

Organizational map is updated at regular intervals

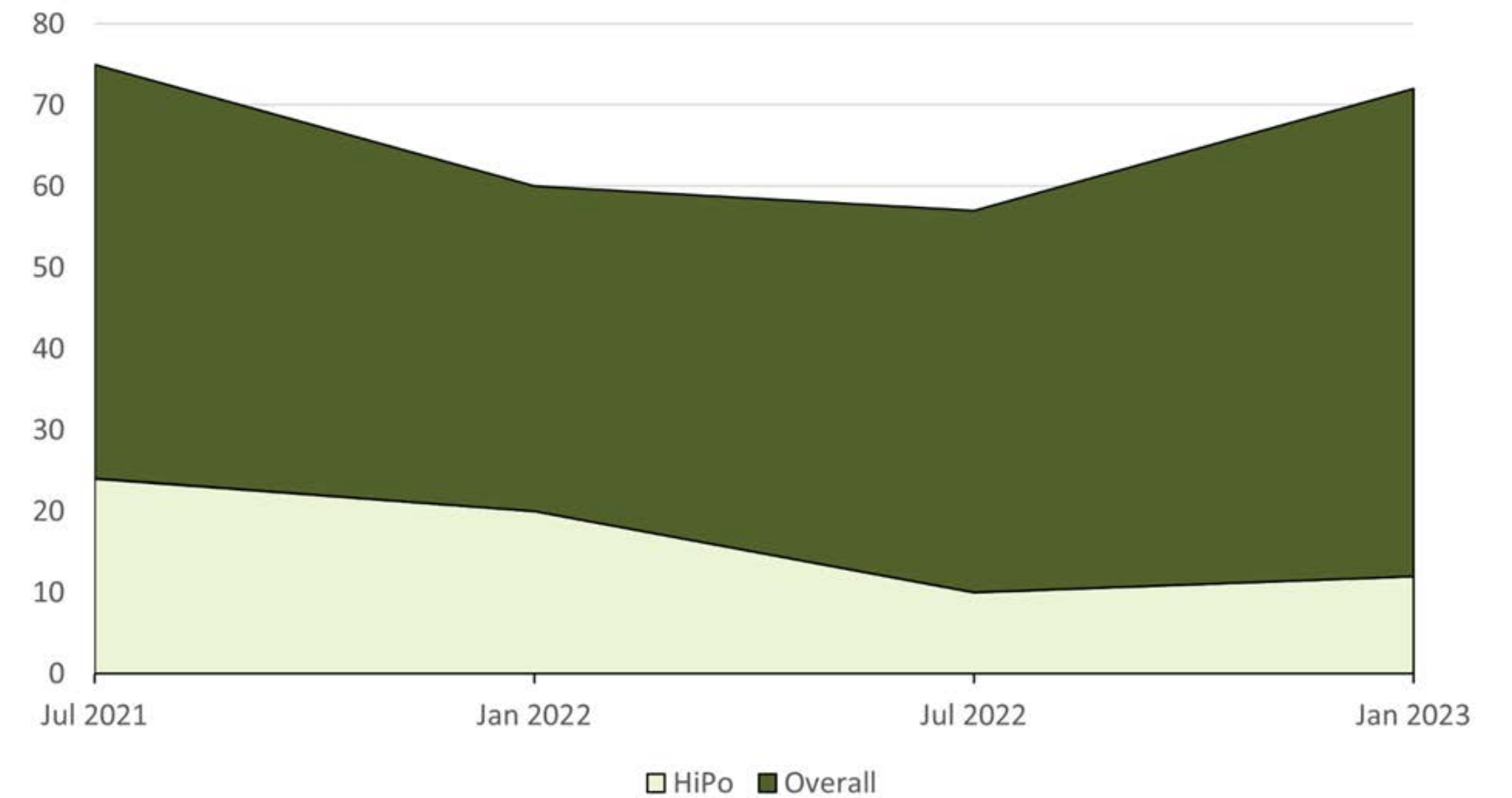
- Semi-annually or annually as a best practice

Communication Network Analysis



Communication flow depicted as Organizational Network Analysis Map. Numbers would correspond to individual employees in a separate legend. Peripherals (e.g. 02, 17, 20, etc.) may be flight risks, and hubs can be bottlenecks if knowledge brokers aren't also well-connected.

Periphery Analysis



Total count of employees sitting on the periphery of a larger organization, with high potentials (HiPo) called out.



Career Pathway Optionality

Measure a company's ability to establish and support multiple pathways for career advancement — e.g. leadership, individual contributor, multipotentialite tracks, etc. Create pathways that allow flexibility to redefine growth for different concepts of balance and desire.

Why It Matters

Retain and develop your top performers by ensuring you're continually creating multiple pathways for advancement, self-development, and career equity. Instead of creating singular career pathways — e.g. the leadership track — organizations to focus on creating multiple advancement pathways for employees to grow their careers and impact the organization, while directly strengthening retention.

Against this methodology, singular ascension pathways become de-prioritized. Career optionality and multiple advancement pathways become the norm.



Get Started

Create "career pathway personas" by analyzing career data, employee surveys, and focus groups. Examine employee performance, participation, and interests to uncover new options. Tap market research to stay ahead of global trends. Survey employees at various career stages to uncover attributes of career pathways.

Additional Tips

- Use surveys, focus groups, and cluster analysis to identify new data-driven career pathways
- Select target pathways that comfortably fit current employees (number may vary by org size, culture, etc.)
- Encourage employees to select paths, while normalizing that they can later be changed
- Identify motivators that drive employees to be top performers within each advancement path
- Create support structures for each path, e.g. training, cross-functional relationships, workshops, etc.

Sample Goals

Expansion of pathways:

- 50% of target pathways are fully implemented within six months; 100% within 12 months

Percentage of employees advancing:

- At least 50% of roles for a given quarter filled by promotion from within, rather than hiring outside

Promotability of career path:

- Each year 20% of paths with "glass ceilings" have a promotion plan added for the next 2 years

Data at Work

In this example, additional career pathways are created through survey analysis and advanced analytical models that allow employees to tap into multiple passions.

While a traditional leadership track still exists (Figure 1), data revealed a need for two additional pathways:

- *Interest-based, non-functional paths, such as a path for those interested in revenue (Figure 2)*
- *Multi-potentialite, where someone can take on several roles based on many interests (Figure 3)*

The paths are abstract, meaning that anyone from across the organization can participate in any path.

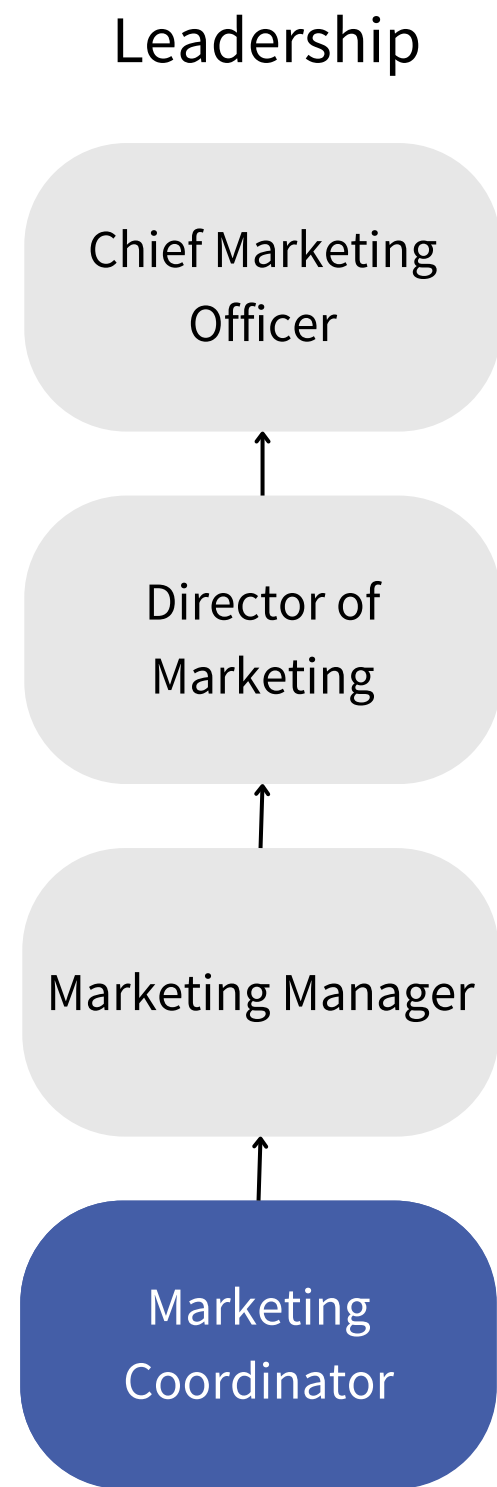


Figure 1

Expansion of Pathways

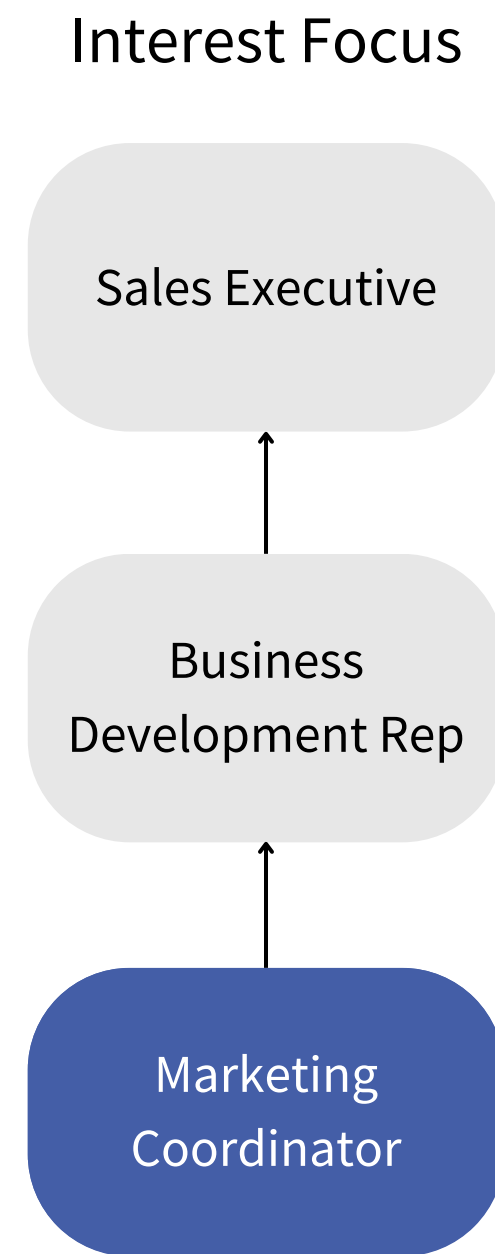


Figure 2

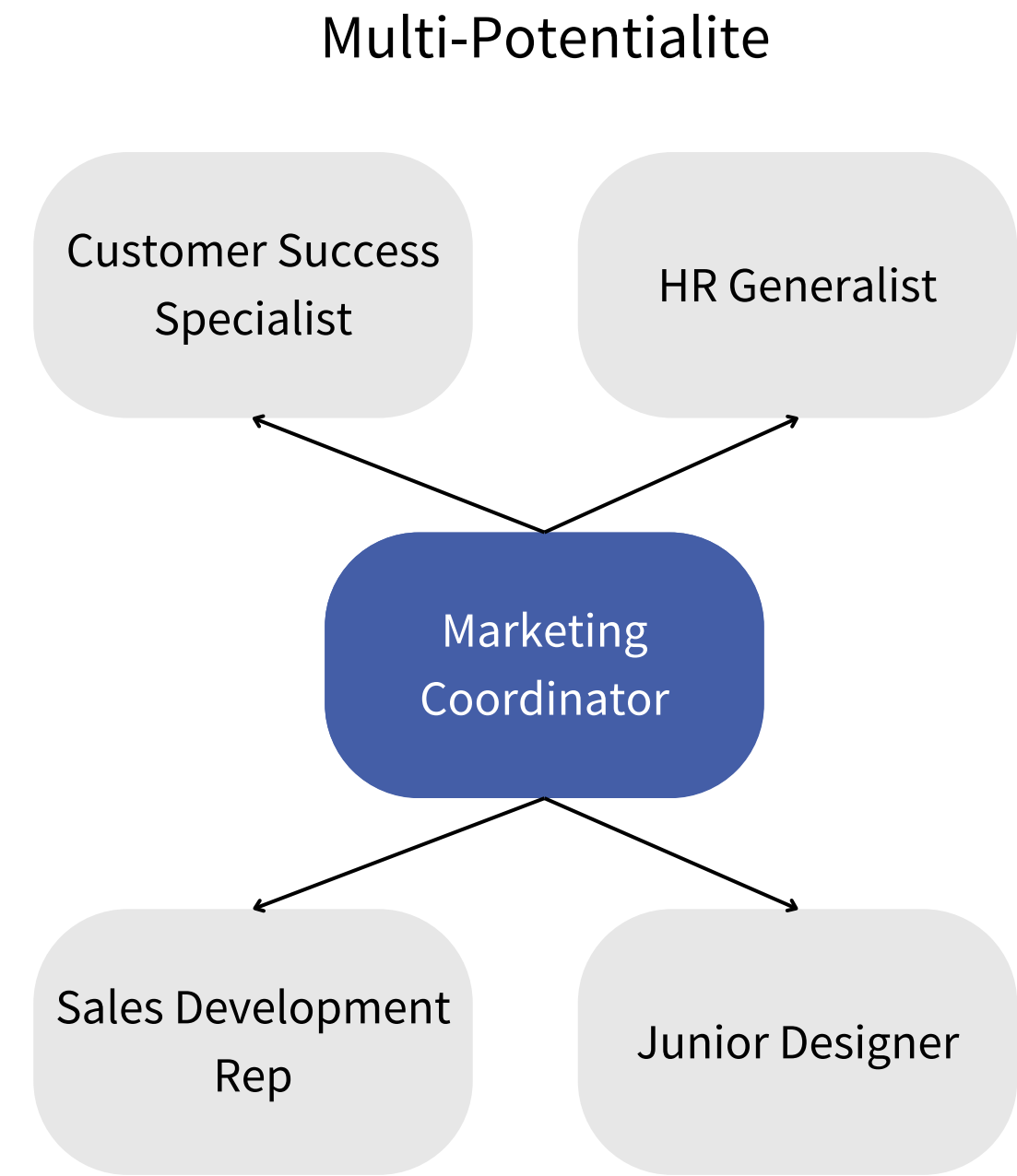


Figure 3



X-RAI: X-Factor, Reach, Align, Impact

Measures practices that enable an employee to be recognized as their whole self through implementation of the X-RAI (pronounced: x-ray) holistic evaluation standard. Ensure employees and candidates are evaluated in their aptitude to align with indicators of long-term success at the company.

Why It Matters

Evaluating candidates/employees — from hiring to performance reviews to promotion discussions — based on years of experience, pedigree, academia, etc. further entrenches systemic disparities. Incorporating “opportunity potential” as a larger evaluation component can promote greater, more whole-self career advancement. X-RAI looks at:

- **X-Factor:** Unique and diverse attributes the individual brings to the table
- **Reach:** What achieving full potential looks like
- **Align:** How an individual’s personal goals and beliefs dovetail with those of the organization
- **Impact:** Difference the individual hopes to make



Get Started

Create a questionnaire for candidates/employees that leverages X-RAI evaluation approaches, e.g.:

- X-Factor: What's are you involved in outside of work that lights you up?
- Reach: Describe a career milestone you're dreaming of achieving next.
- Align: How do your personal values align to those at our organization?
- Impact: When you think about your life, what do you want to be remembered by?

Additional Tips

- Weave X-RAI criteria into employee performance reviews, one-on-ones, team meetings, etc.
- Coach hiring managers and recruiters to incorporate X-RAI into interview processes
- Leverage the X-RAI to develop career pathways that do not exist

Sample Goals

Candidate interview questions:

- 40% of interview/evaluation questions asked are X-RAI based questions

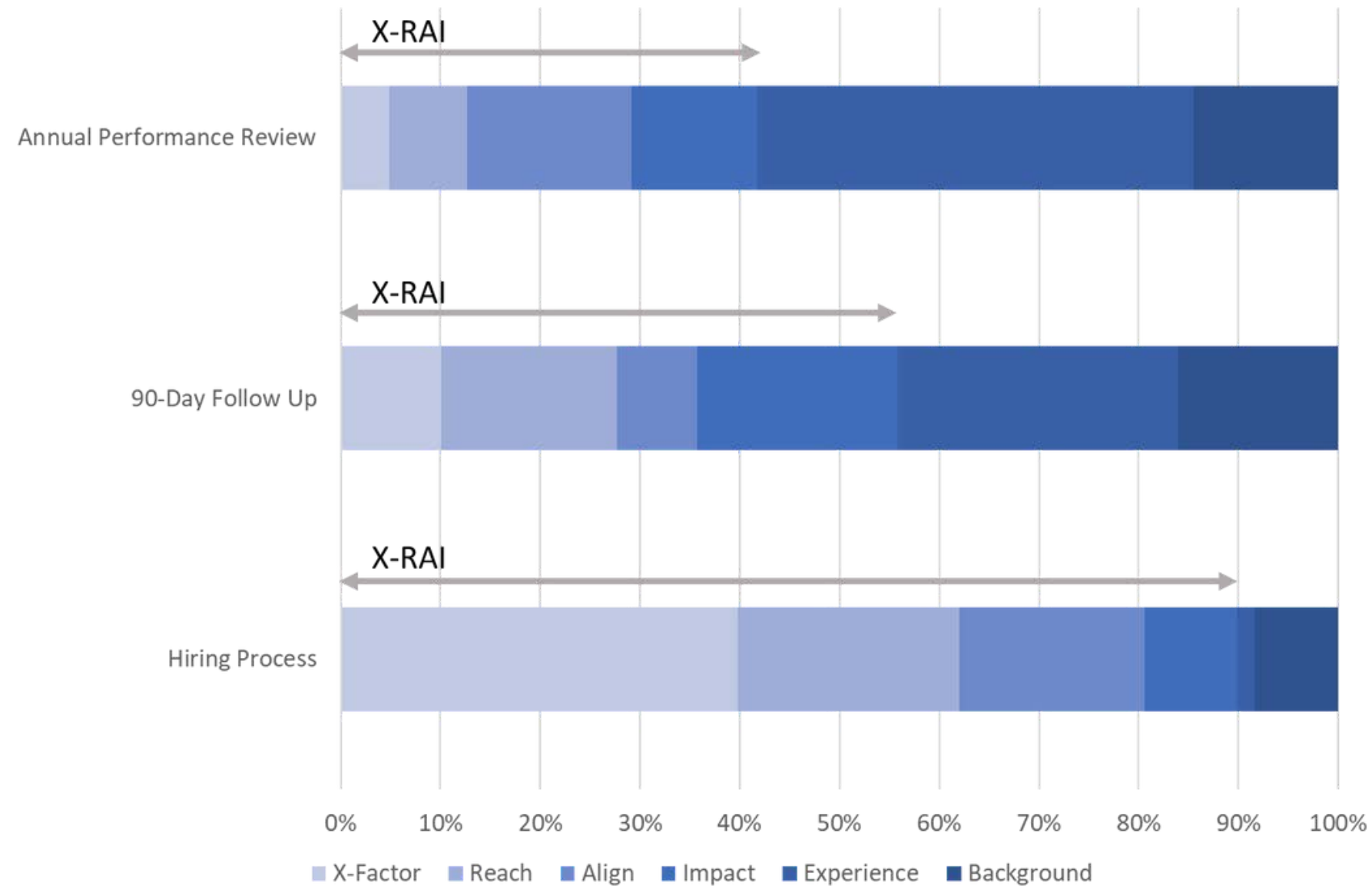
X-RAIs for existing employees:

- For 90-day, annual reviews, etc., X-RAI implemented equally. Standard deviation less than +/- 5%

X-RAIs are validated and accounted for:

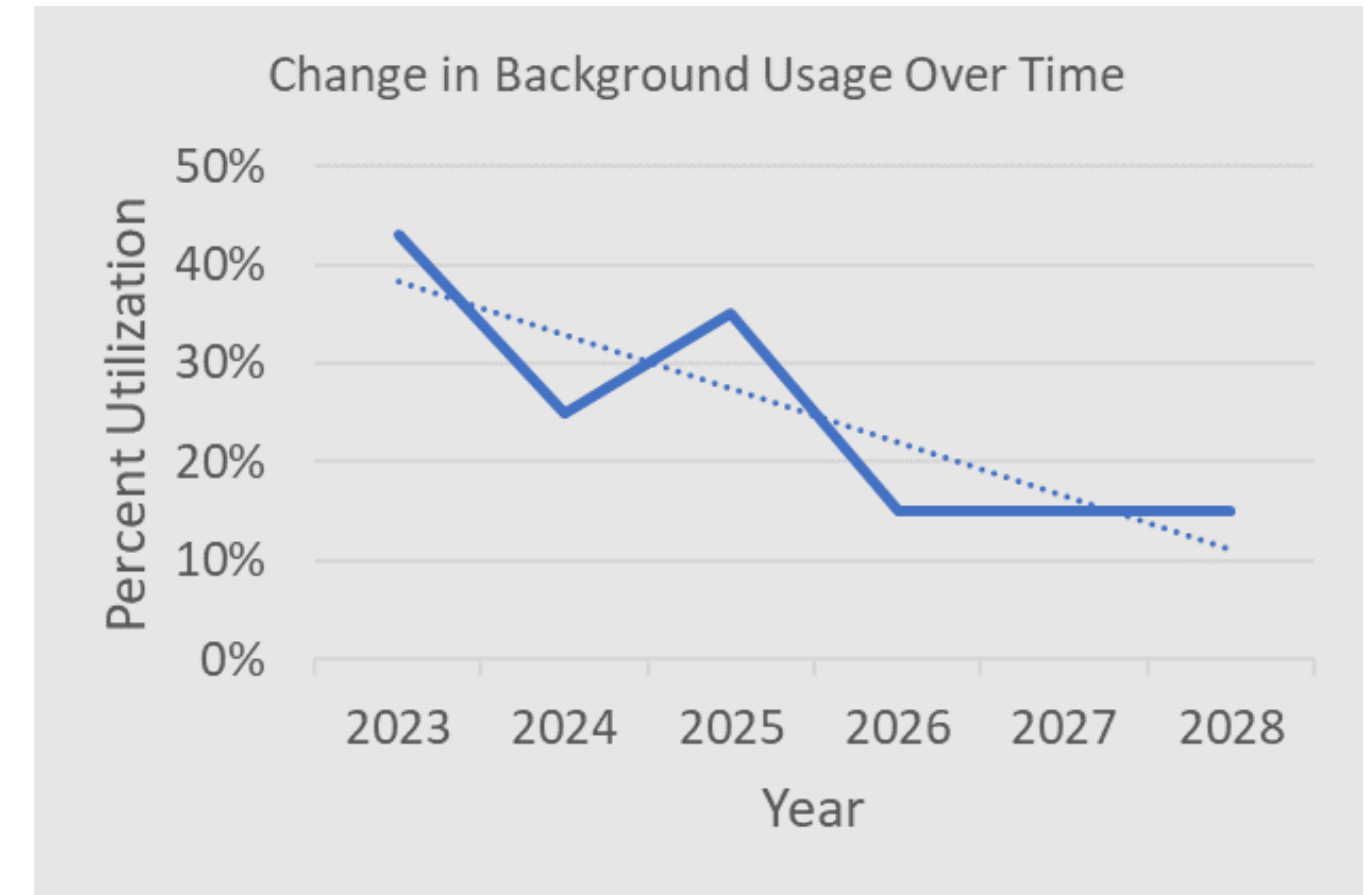
- For new hires evaluated 90 days post-hire, 75% of X-RAI responses are validated based on desired impacts on new hire opportunity potential

X-RAI Usage



In this company, X-RAI is prevalent during the hiring process, but continually diminishes as employees stay with the company. However, during the annual performance review, employees are not limited by their background as much.

X-RAI Adoption



Over time, percentage of usage in each category should get closer to the desired company outcome that most aligns with their values and mission.

After implementing training, and integrating X-RAI into company culture, hiring and evaluation practices will transform and adapt to support whole self at work.



Understudy Awareness Rate

Bake in every-day succession planning to your organization, leveraging an Understudy Talent Matrix to cross-train employees for greater organizational resiliency. In doing so, increase employee confidence in on- and off-ramping from work, from taking family leave to paid time off to sick days, and strengthen employee trust in your org.

Why It Matters

An organization's ability to perform optimally is largely dependent on strong collaboration, cross-training programs, and self- and team accountability.

Companies can embed succession planning into their day-to-day, ensuring there are "back-ups" for all roles and functions.

In so doing, organizations will not only drive continual performance, but also craft a culture of acceptance and normalization for coming and going from the workplace, mitigate against burnout, and encourage employees to strike work-life-balance.

Get Started

Develop a network of “understudies,” “alternates,” and “swings” that can cover an absence. For leadership and contributor roles, understudies are employees who also have another, less demanding role in the organization. Alternates fill in 2-3x per week — used for very demanding roles. For supporting roles, swings may cover less demanding roles or a part of a more demanding role.

- Understudy Awareness Rate calculated 6 months after employees review their Understudy Talent Matrix at their performance review, training, or manager meeting
- Use understudies to foster multipotentiality / diversity across departments
- Use alternates to grow successors for leadership positions

Sample Goals

Understudy Talent Matrix reviewed annually

- Each year, role coverage increases by 20% across organization
- Role coverage within teams is > 50%

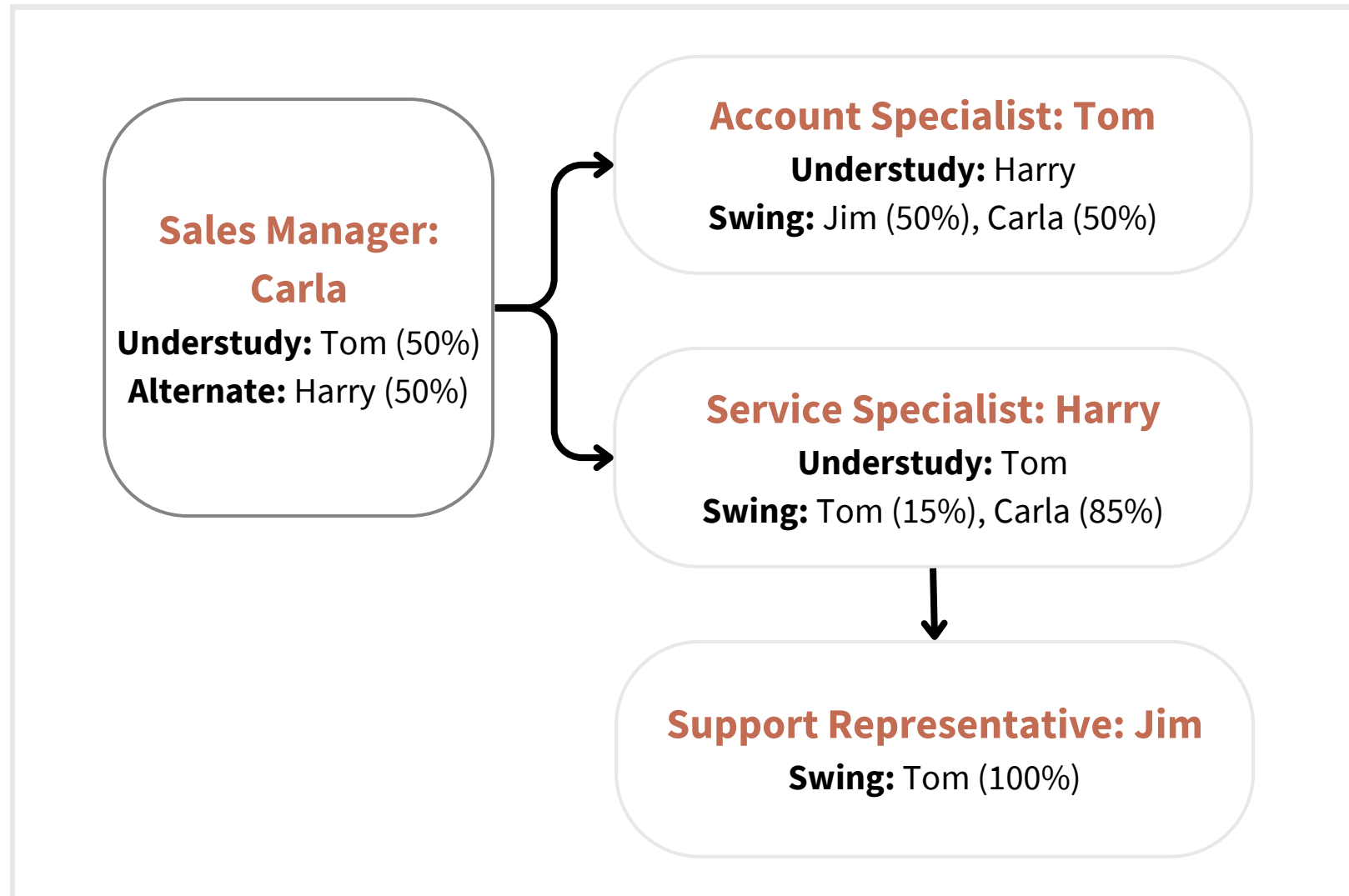
Employees know their “understudies,” “alternates,” and “swings”

- 80% Understudy Awareness Rate 6 months into rollout; target 100% by end of year 1

Employees use the Understudy Talent Matrix

- PTO/PTO Allocated improves (e.g. 15 : 30 transforms to 27: 30)

Understudy Talent Matrix



Example of a 4-person team with one manager, two mid-level employees, and one support staff. Notice how the manager is supporting subordinates, just as much as the other way around. This removes hierarchy and promotes teamwork instead – while supporting work-life balance.

Understudy Awareness Rate

Sample Mid-Year ‘Understudy’ Awareness Rate Questions:

1. Who are your "understudies," "alternates," and "swings?"
2. How do you work as an "understudy," "alternate," or "swing?"
3. How many PTO days did you take in the past 6 months?

Mid-Year UAR	
Name	Awareness
Carla	100%
Tom	70%
Harry	40%
Jim	90%
Average Awareness Rate	75%



Division of Labor Equity (DOLE)

Examines how non-promotable tasks (NPTs) — e.g. taking meeting notes, ordering food, organizing office parties, etc. — are DOLEd out. Inventory non-promotable work, reallocate it so that the share is more equitable, and track individual time spend on NPTs.

Why It Matters

Research indicates that on average, women perform 200 more hours of non-promotable work every year compared to their male counterparts.

In mixed-gender groups, women also tend to volunteer for NPTs 50% more than men do. There is often a gap in how labor is divided in many companies, and it stretches across the lines of gender, race, and age. DOLE focuses on ensuring that non-promotable work is not only called out but measured so as to ensure shared and balanced load of NPT work.

Get Started

Identify organizational NPTs, reassign work so that participation is more evenly distributed, and ensure work isn't disproportionately affecting certain populations within an organization.

- Conduct a current and robust job analysis if one does not already exist
- Calculate overall share of non-promotable work — e.g. percentage of total hours spent on NPTs
- Regularly gauge employee perception of their own time spent performing NPTs. This can be done by snap survey or during 1:1s.
- Monitor for disparities, particularly along the lines of race, gender, age, etc.

Sample Goals

Keep job analysis current with all non-promotable work

- Confirm quarterly that employee NPT assignments are current and 90% accurate

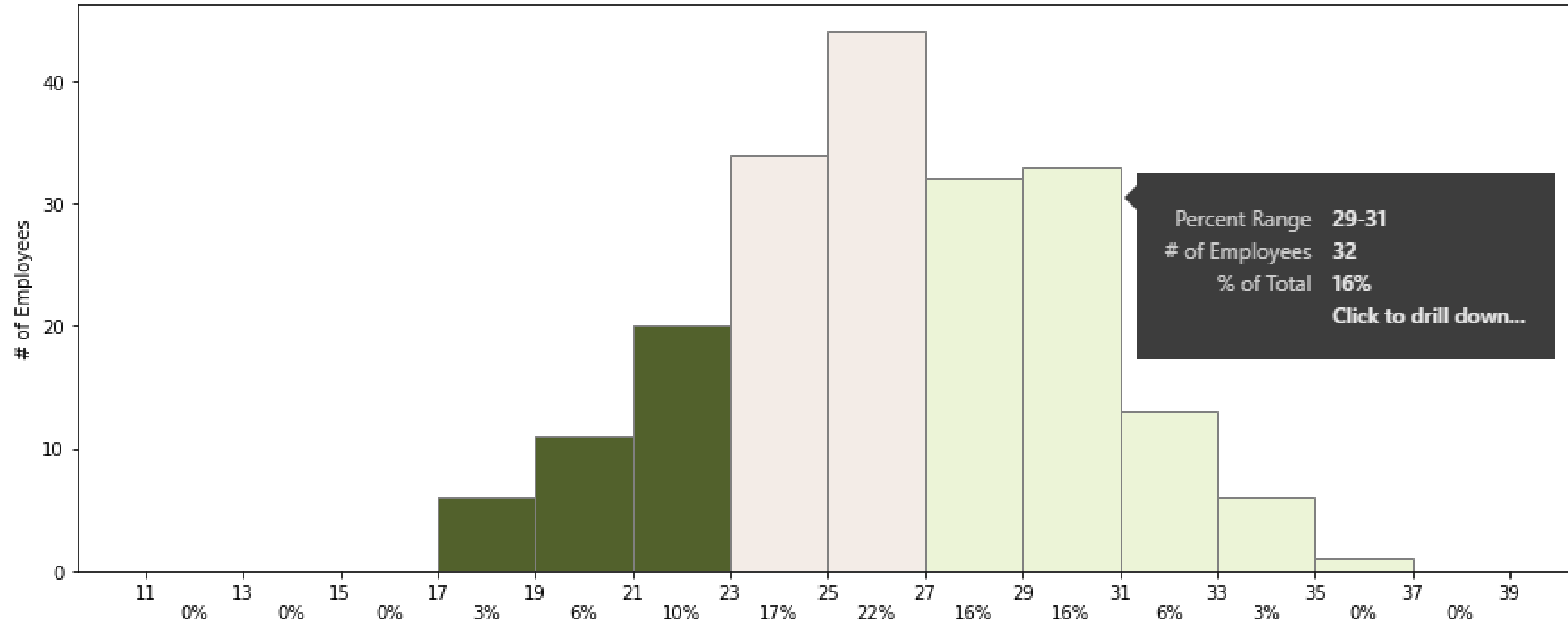
Regularly recalculate non-promotable work share

- 25% baseline, but may vary significantly by industry and company

Non-promotable work shows no disparity across pre-defined cohorts

- Aim for a deviation less than 2% from the baseline for all cohorts. With a baseline of 25%, this means the non-promotable work share for all groups should fall between 23-27%

DOLE – Women



In this scenario, DOLE is presented as a histogram. Each bar represents a “bin” of employees falling within the respective percent range. The middle pale pink color bars are the target of 25% +/- 2%. Percentages at the bottom show the percent total of each bin. In this case, 39% of women fall between the ideal range, however a greater share (41%) are doing more non-promotable work, while only 19% are doing less.



Self Investment Score (SIS)

Create ample opportunity and normalization for employees to enjoy “invest in me” time while at work — versus after hours. Measures the ability for employees across all titles, departments, and seniority levels to use self-investment time, and to choose the ways they wish to invest rather than corporate-mandated, one-size-fits-all training.

Why It Matters

Self investment looks different for everyone. Some people want to attend trainings/seminars. Others prefer grabbing a cup of coffee to network with someone new. Some wish to listen to podcasts, and so on.

SIS focuses on expanding the definition around "investment," encourages companies to support investment taking place during "office hours," and focuses on crafting cultures that promote time taken to learn, get curious, and invest in self-development.

Get Started

Organizations can adopt monthly or weekly time to invest and ensure all employees are taking advantage, while monitoring for cohorts/teams in which time is underutilized or de-prioritized.

1. Create a culture that not only supports self-investment time but requires it
2. Ensure managers prioritize their team's ability to self invest and lead by example
3. Encourage “whole self” investment time, e.g. self-investment defined by the individual, not according to corporate needs
4. Track how frequently employees are using self-investment time
5. Put in place mechanisms for people to track and recognize peers for using self-investment

Sample Goals

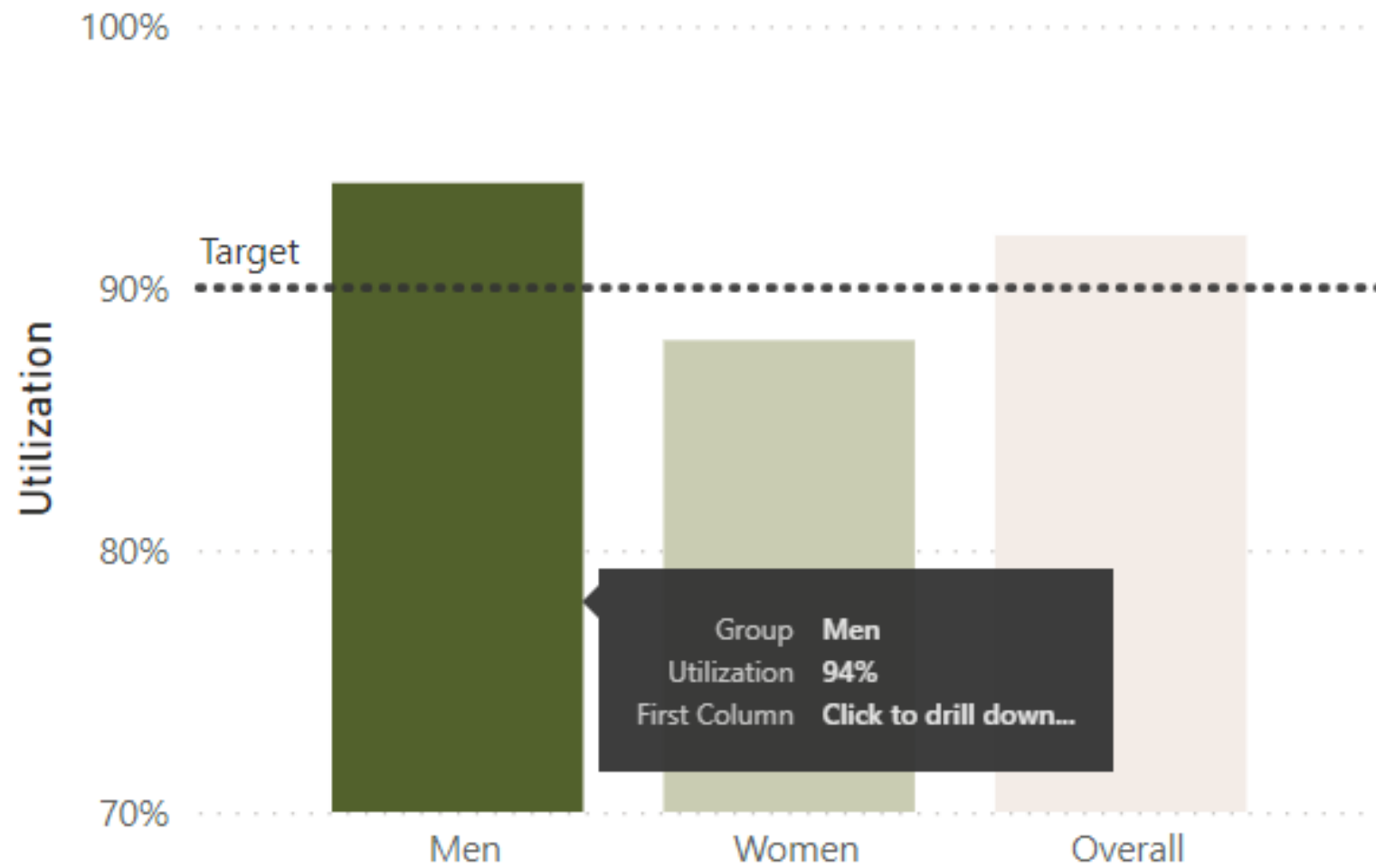
Self-investment utilization is high

- Set baseline of 90% org-wide; employees use more than 80% of their self investment time

Recognition programs to celebrate and call out investment

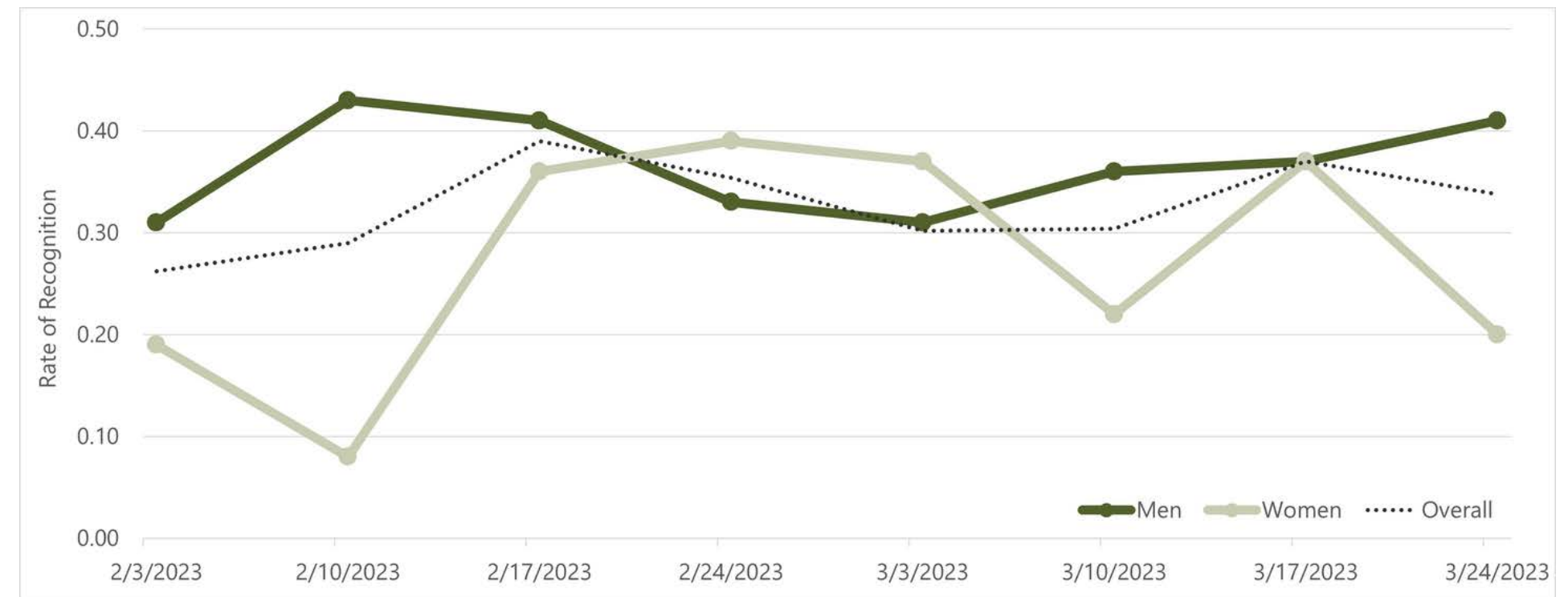
- # of weekly recognitions divided by the number of people in a cohort is that cohort's Recognition Rate
- No cohort should be more than 5% from the overall average Recognition Rate

Self Investment Utilization



Visual compares self-investment utilization for men, women, and overall. In this case, women lag men in self-investment utilization by 6%.

Weekly Recognition Rate



Line graph compares relative recognition by gender as well as the overall recognition rate. This is the number of recognitions received per employee.



Personal Opportunities to Learn and Lead (POLL)

Measures expansiveness and growth of subject matter experts within an organization by tracking personal opportunities to learn and lead (POLLs), or specific responsibilities given to people regardless of seniority or role.

Why It Matters

Company subject matter experts are traditionally identified by seniority and title, rather than potential. This can often generate hierarchical mentorship constructs, the gatekeeping effect, limited knowledge transfer, and disadvantages for newer employees and re-entry workers to cultivate skill sets and lean into interests.

POLL focuses on expanding traditional definitions of leadership by creating more opportunities for employees to lead, learn, inspire, connect, and reach potential — regardless of one's title, seniority, tenure, etc.



Get Started

Develop a node map of POLL opportunities and subject matter experts to identify underutilized talent. POLLS could include tasks/initiatives like: lead projects, receive leadership development, present to executive management, manage and prioritize workflows, budget/schedule management, etc.

- Normalize POLL subject matter experts by their hire date to remove seniority bias
- Use POLL to foster a respectful, assumption-free work environment
- Break hierarchical mentorship constructs by promoting regular team-wide leadership
- Allow continued education opportunities for subject matter experts interested in advancement

Sample Goals

Number of presentations provided:

- Teams institute rotational presentation schedule to stakeholders, reviewed quarterly to address attrition or lateral movement

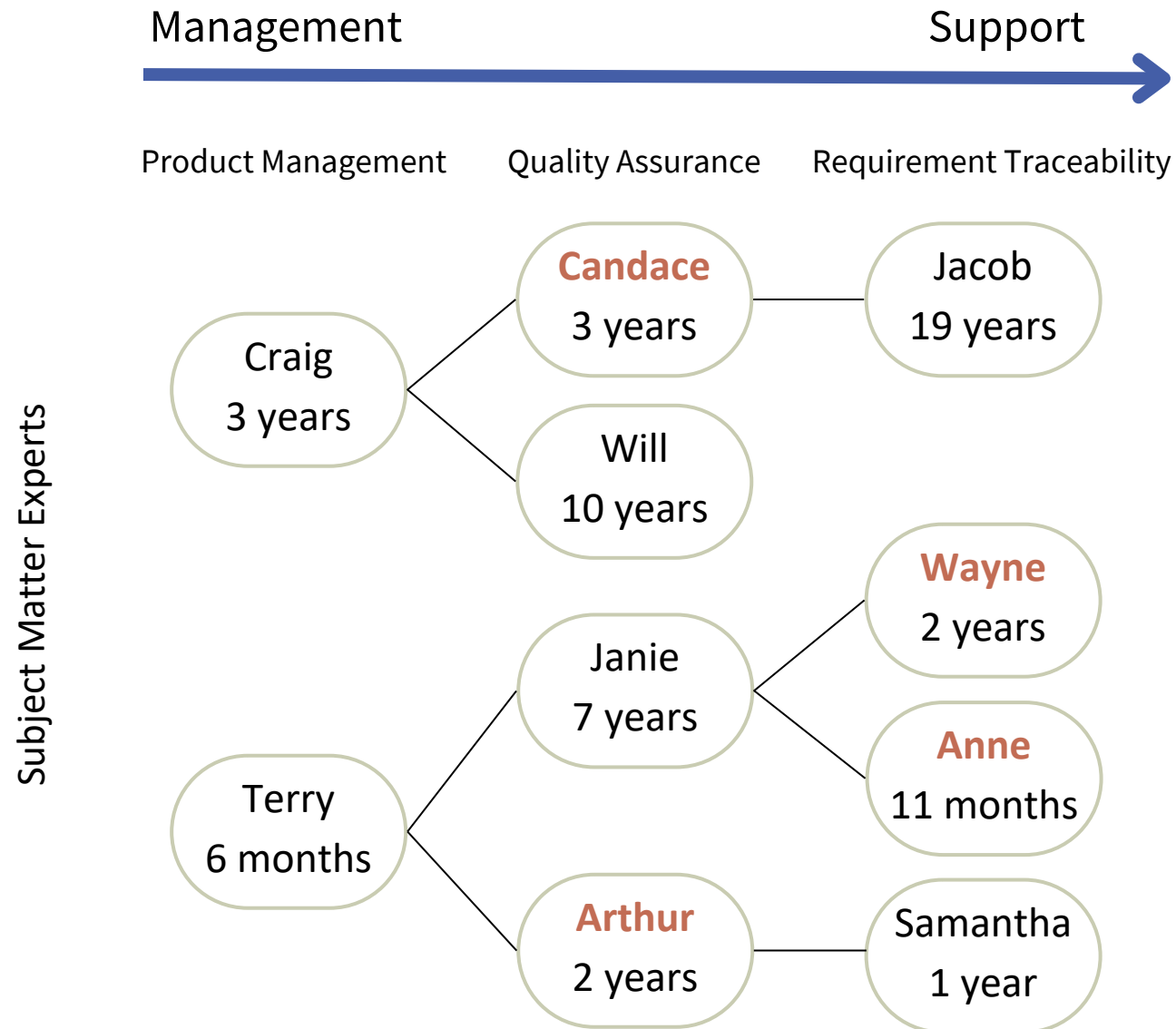
Development opportunities attended:

- Personnel and Process management POLLS are equally distributed across interested team members

POLL Variation:

- Within a team, all members are within +/- 2 POLLS completed

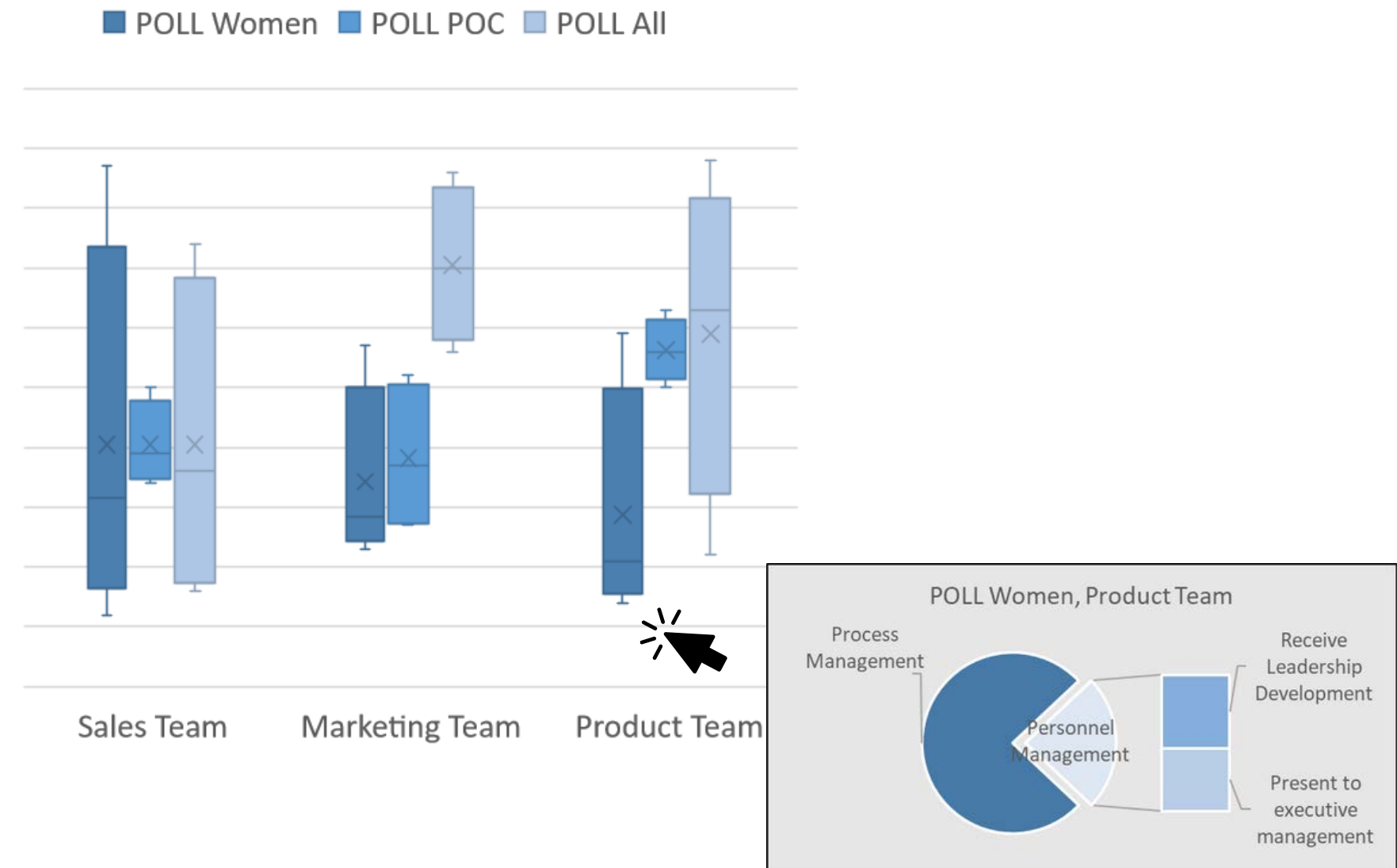
Product Team Expertise Map



*Names in red are underutilized

A node map shows the distribution of Subject Matter Experts within the product team's areas of expertise. Discrepancies in POLLS are summarized here with the names in red.

POLL Adoption



A box-whisker chart shows distribution of POLLS to women, people of color (POC), and all individuals. In this example, Marketing has more POLLS on average than Sales and Product, which presents an opportunity for the other teams to create more POLLS. Sales has the most equal distribution of POLLS within their team.

The pie chart shows the drill down into the POLLS for women on the Product team. In this example, the few POLL opportunities women receive are "process" related, meaning women are not being given enough opportunities to lead others.



Long Distance Relationship Score

Examines the occurrence of collaboration between departments, teams, and project lanes, with the goal of creating greater opportunity for employees to build relationships both within their immediate team and the greater organization.

Why It Matters

Companies that build best-in-class, cross-functional collaboration have a direct impact on their growth, with research indicating that strong collaboration can increase sales by 27%, improve customer satisfaction by 41%, product quality by 34% and product development by 30%.

By focusing on building strong cross-functional relationships and cultures of collaboration, organizations can not only directly spur growth, productivity, and innovation cycles, but also strengthen employee belonging by increasing the number of strong partnerships that exists within a company, far beyond one's immediate team.

Get Started

Map the collaboration occurring between departments, teams, and project lanes. During that time together focus on fostering forums that create space to: discuss accomplishments, ask questions, share goals, learn together, kick-off new initiatives, brainstorm and ideate, celebrate team milestones, etc.

Additional Tips

- Collaboration can be defined as meetings, work produced, communication via email, etc.
- Use rotational programs to improve collaboration
- Leverage communication networks to identify isolated groups
- Use collaboration tools to build community within in-person, and remote work environments

Sample Goals

Individual collaboration rate of change:

- Year Over Year, the number of collaborations for an individual increases by 20%

Percent Attendance:

- 75% attendance to start, increase 5% attendance per quarter to collaboration meetings
- 20% of employees present participate in collaboration meetings

Average collaboration:

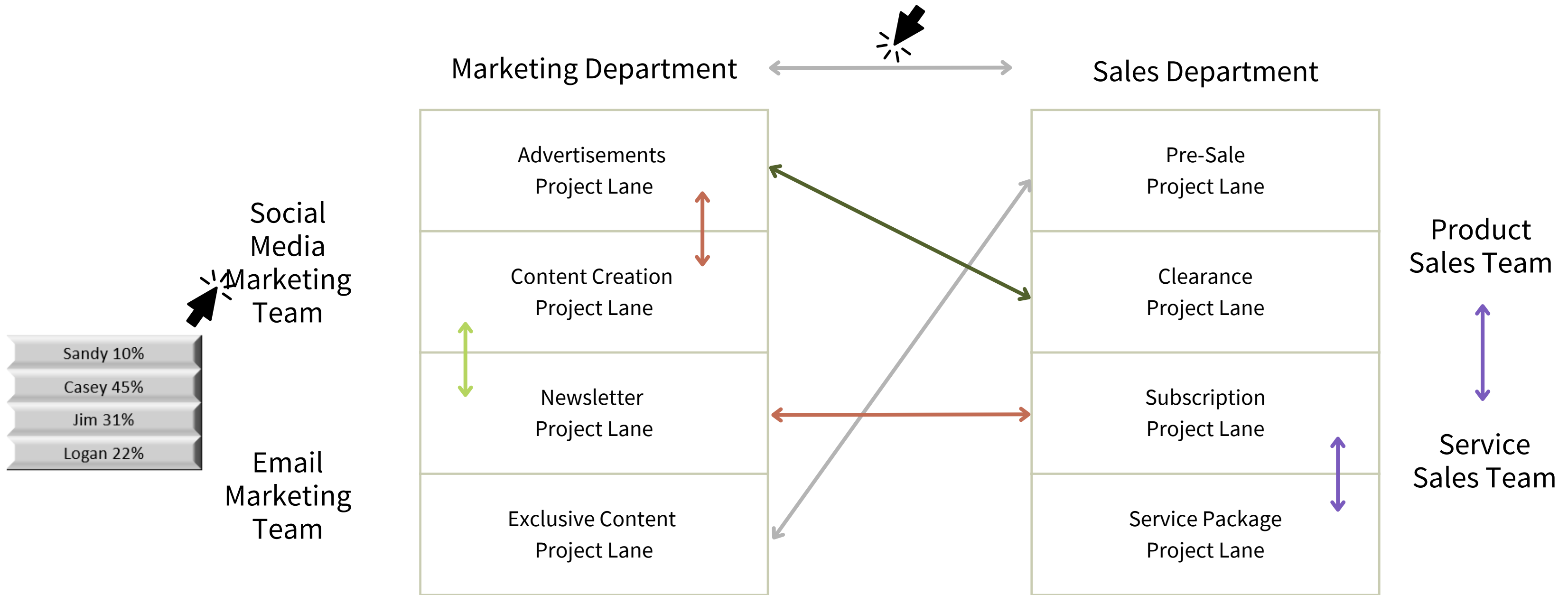
- Individuals have an average of 20% cross-collaboration with other teams

Data at Work

Total Collaborations = 7
 Average Collaboration = 13%
 Attendance = 53%

Collaboration Frequency

- 0-19%
- 20-49%
- 50-74%
- 75-90%
- 91% +



Relationships at the department, team, and project level are shown. Drill downs on the connectors show the data between entities. Drill downs on the entity shows individual information.



Intrapreneurship Rate

Foster a workplace environment where it is safe to incubate and ideate, without pressure to succeed. Build a “fail-safe” culture. Support innovation and self-organization of teams, and allow people to work on projects they are passionate about.

Why It Matters

Intrapreneurship encourages entrepreneurial behaviors and thinking that enable employees to spark their creative genius, experiment, and lean into passions beyond standard job descriptions.

Environments that encourage innovation, regardless of results, are especially beneficial to women who are often disproportionately disadvantaged by perceptions of failure. The Intrapreneurship Rate honors attempts – not just successes – with the understanding that even failures contribute to development for the individual and lessons learned for the organization.



Get Started

Encourage time for intrapreneurial projects. Track and set a goal for regular rates of intrapreneurial attempts.

1. Ensure culture is primed for intrapreneurial activity. Set aside time and shift workload if necessary so that all can participate.
2. Consider connecting this metric to as part of the Self-Investment Score initiative, as intrapreneurship is a form of self-investment.
3. Allow teams to self-organize. This will encourage new teams to work together and enable employees — particularly women — to build champion relationships beyond their immediate team.
4. On a quarterly basis, track a simple count of the number of projects each individual works on

Sample Goals

Individuals are regularly participating in intrapreneurial activity

- Each employee to work with a team on 1 project per quarter

There is high organization-wide participation

- At least 90% of all employees complete their 1 quarterly project

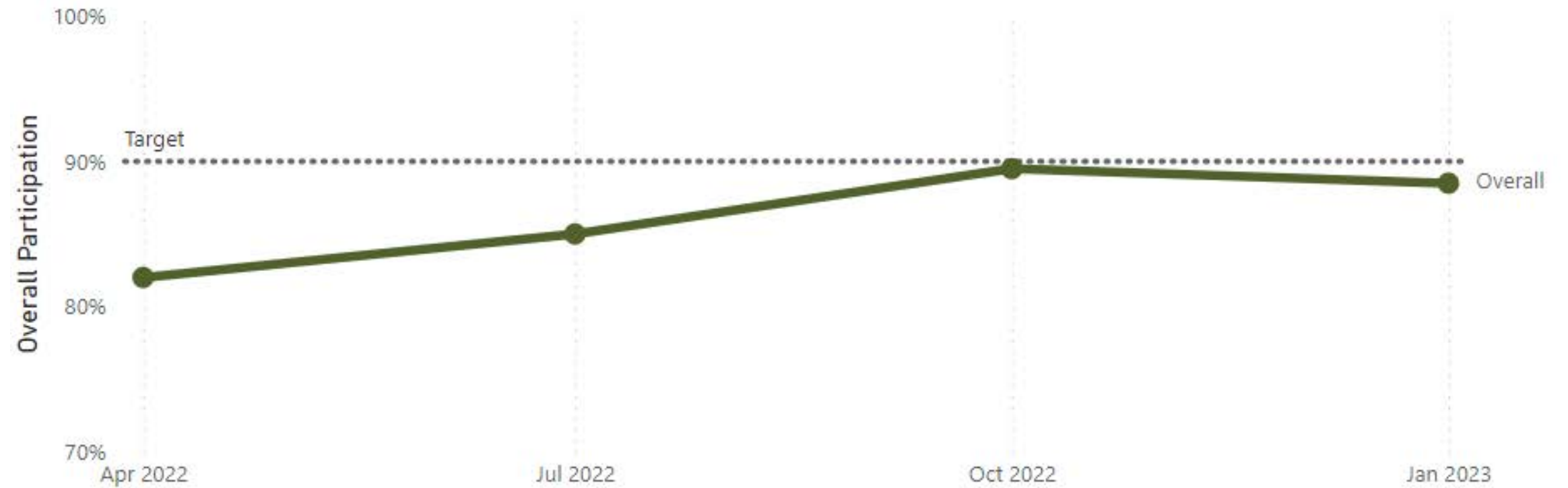
Participation shows minimal disparity across gender / race / age cohorts

- Counts can be aggregated by each cohort to ensure relative parity

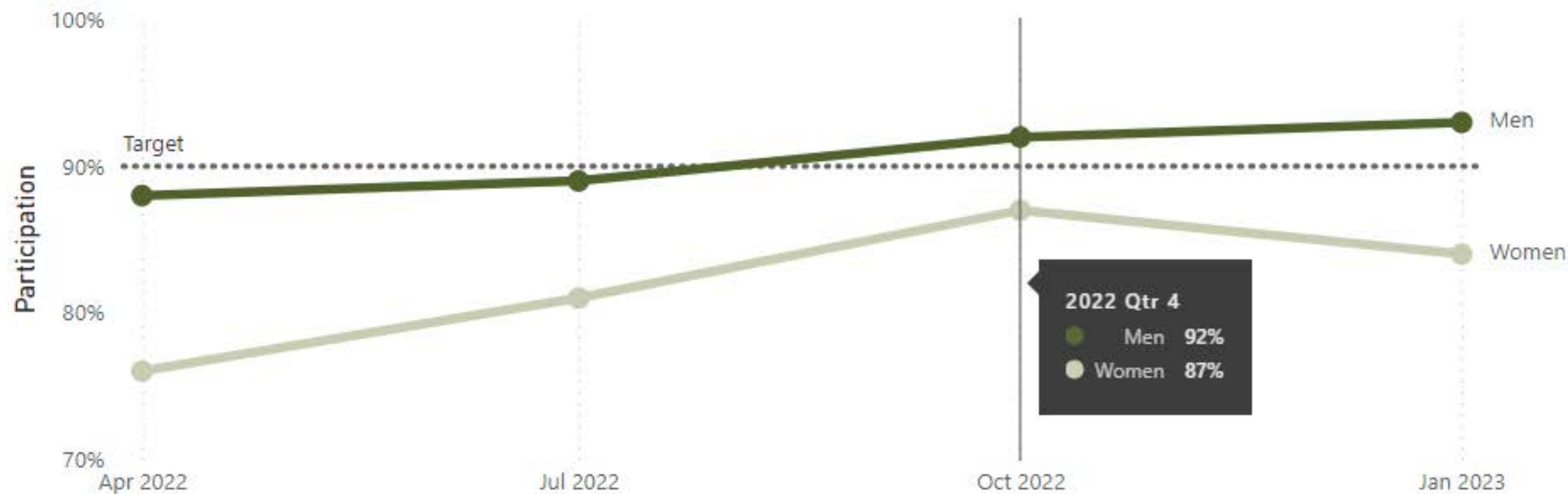
Data at Work

Intrapreneurship Rate across four quarters, defined as the percentage of employees participating in at least one intrapreneurial project during the time period.

Intrapreneurship Rate over Time



Intrapreneurship Rate by Gender



In this hypothetical example, the company's steadily rising intrapreneurship rate is driven more by increases in men participating, signifying the need for greater deep dive into the gender disparity.

Measure the Immeasurable

Dive deeper into the Metrics Finder Methodology

[Click Here](#)