

ABOUT APQC's OPEN STANDARDS BENCHMARKING MEASURE LIST

The APQC Open Standards Benchmarking measure list concisely lists all of the measures currently available for a specific survey. These measures are organized by research area (A), the survey name (B), and finally by category of measure (C). The list identifies each measure's "metric group ID" number (D), the measure name (E), the formula in English as APQC computes it (F), the formula in question numbers specific to this survey (G), and whether or not the measure is a key performance indicator for its associated process (H).

ID #	NAME	FORMULA	KPI
FINANCIAL MANAGEMENT (FM) (A)			
FINANCE ORGANIZATION (93 MEASURES) (B)			
COST EFFECTIVENESS (7 MEASURES) (C)			
102860 (D)	Personnel cost to perform finance function per finance function FTE (E)	Personnel cost perform the function "manage financial resources" / Number of FTEs who perform the function "manage financial resources" (F) 208.0330a / 208.0310aa (G)	✓ (H)
103538	Total cost to perform the finance function as a percentage of revenue	(Total finance function cost / Total business entity revenue) * 100 (208.0330f / 208.0190) * 100	✓
101666	Overhead cost of the finance function per \$100,000 revenue	Overhead cost to perform the function "manage financial resources" / (Total business entity revenue * .00001) 208.0330c / (208.0190 * .00001)	
102857	Personnel cost to perform the finance function per \$1,000	Personnel cost perform the function "manage financial resources" / (Total business entity revenue * .00001)	

For more information about APQC's Open Standards Benchmarking, please contact us directly on +1-713-681-4020 or visit the APQC Open Standards Benchmarking website on www.apqc.org/osb.

ID #	NAME	FORMULA	KPI
HUMAN CAPITAL MANAGEMENT			
TALENT ACQUISITION & OPTIMIZATION (54 MEASURES)			
COST EFFECTIVENESS (13 MEASURES)			
103877	Total cost to perform the process group "recruit, source, and select employees" per \$1,000 revenue	Total cost to perform the process group "recruit, source, and select" / (Total business entity revenue * 0.001) 277.0320 / (277.0060 * 0.001)	✓
103956	Total cost to perform the process group "recruit, source, and select employees" per business entity employee	Total cost to perform the process group "recruit, source, and select" / Number of business entity employees 277.0320 / 277.0070	✓
103958	Total cost to perform the process group "recruit, source, and select employees" per new hire	Total cost to perform the process group "recruit, source, and select" / Total number of new hires 277.0320 / 277.0450	✓
100433	Cost of goods sold as a percentage of revenue	(Cost of goods sold (COGS) / Total business entity revenue) * 100 (277.0100 / 277.0060) * 100	
104060	Personnel cost to perform the process group "recruit, source, and select employees" per \$1,000 revenue	Personnel cost to perform process group "recruit, source, and select employees" / (Total business entity revenue * 0.001) 277.0330 / (277.0060 * 0.001)	
104071	Personnel cost to perform the process group "recruit, source, and select employees" per business entity employee	Personnel cost to perform process group "recruit, source, and select employees" / Number of business entity employees 277.0330 / 277.0070	
104067	Personnel cost to perform the process group "recruit, source, and select employees" per new hire	Personnel cost to perform process group "recruit, source, and select employees" / Total number of new hires 277.0330 / 277.0450	
104464	Selling, general, and administrative (SGA) costs as a percentage of business entity revenue	(Total SG&A costs / Total business entity revenue) * 100 (277.0110 / 277.0060) * 100	
104093	Systems cost to perform the process group "recruit, source, and select employees" per \$1,000 revenue	Systems cost to perform process group "recruit, source, and select employees" / (Total business entity revenue * 0.001) 277.0340 / (277.0060 * 0.001)	
106239	Total cost to perform the process group "recruit, source, and select employees" as a percentage of selling, general, and administrative (SGA) costs	Total cost to perform the process group "recruit, source, and select" / Total SG&A costs * 100 277.0320 / 277.0110 * 100	

HUMAN CAPITAL MANAGEMENT TALENT ACQUISITION & OPTIMIZATION (54 MEASURES)

COST EFFECTIVENESS (13 MEASURES)

106242	Total cost to perform the process group "recruit, source, and select employees" per middle management/specialist new hire	Total cost to perform the process group "recruit, source, and select" / (Total number of new hires * Middle management/specialist new hires percentage * 0.01) 277.0320 / (277.0450 * 277.0470 * 0.01)	
106243	Total cost to perform the process group "recruit, source, and select employees" per operational workers/office staff new hire	Total cost to perform the process group "recruit, source, and select" / (Total number of new hires * Operational workers/office workers new hires percentage * 0.01) 277.0320 / (277.0450 * 277.0480 * 0.01)	
106241	Total cost to perform the process group "recruit, source, and select employees" per senior management/executive new hire	Total cost to perform the process group "recruit, source, and select" / (Total number of new hires * Senior management/executive new hires percentage * 0.01) 277.0320 / (277.0450 * 277.0460 * 0.01)	

CYCLE TIME (4 MEASURES)

100565	Cycle time in days from approval of job requisition to acceptance of job offer	Cycle time in days from approval of job requisition to acceptance of job offer 277.0520	✓
100569	Cycle time in days from identifying the need to hire a new employee to approval of the job requisition	Cycle time in days from identifying the need to hire a new employee to approval of job requisition 277.0510	✓
100571	Cycle time in days from job acceptance until new hire begins in the agreed position	Cycle time in days from job offer acceptance until new hire begins in the agreed position, including time for orientation and initial set-up 277.0530	✓
104723	Cycle time in days from identifying the need to hire a new employee until new hire begins in the agreed position	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 277.0510 + 277.0520 + 277.0530	

PROCESS EFFICIENCY (16 MEASURES)

103116	Employee turnover rate	((Number of voluntary employee terminations + Number of involuntary employee terminations) / Number of business entity employees) * 100 ((277.0230 + 277.0240) / 277.0070) * 100	✓
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HUMAN CAPITAL MANAGEMENT TALENT ACQUISITION & OPTIMIZATION (54 MEASURES)

PROCESS EFFICIENCY (16 MEASURES)

106245	Involuntary terminations as a percentage of total business entity employee turnover	(Number of involuntary employee terminations / (Number of voluntary employee terminations + Number of involuntary employee terminations)) * 100 (277.0240 / (277.0230 + 277.0240)) * 100	✓
101293	Involuntary terminations as a percentage of total business entity employees	(Number of involuntary employee terminations / Number of business entity employees) * 100 (277.0240 / 277.0070) * 100	✓
101123	Number of FTEs that perform the process group "recruit, source, and select employees" per \$1 billion revenue	Number of FTEs who perform the process group "recruit, source, and select employees" / (Total business entity revenue * 0.000000001) 277.0310 / (277.0060 * 0.000000001)	✓
104770	Percentage of new hire retention after 12 months	(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 (277.0550 + 277.0560 + 277.0540) / 3	✓
106244	Voluntary terminations as a percentage of total business entity employee turnover	(Number of voluntary employee terminations / (Number of voluntary employee terminations + Number of involuntary employee terminations)) * 100 (277.0230 / (277.0230 + 277.0240)) * 100	✓
101431	Voluntary terminations as a percentage of total business entity employees	(Number of voluntary employee terminations / Number of business entity employees) * 100 (277.0230 / 277.0070) * 100	✓
104563	Number of approved job requisitions per "recruit, source, and select employees" FTE	Annual number of job requisitions / Number of FTEs who perform the process group "recruit, source, and select employees" 277.0370 / 277.0310	
106237	Number of interviews conducted for each middle management/specialist filled vacancy per FTE that performs the process group "Recruit, source, and select employees"	Number of interviews conducted for each middle management/specialist vacancy filled / Number of FTEs who perform the process group "recruit, source, and select employees" 277.0400 / 277.0310	

HUMAN CAPITAL MANAGEMENT TALENT ACQUISITION & OPTIMIZATION (54 MEASURES)

PROCESS EFFICIENCY (16 MEASURES)

106238	Number of interviews conducted for each operational worker/office staff filled vacancy per FTE that performs the process group "Recruit, source, and select employees"	Number of interviews conducted for each operational worker/office staff vacancy filled / Number of FTEs who perform the process group "recruit, source, and select employees" 277.0410 / 277.0310	
106236	Number of interviews conducted for each senior management/executive filled vacancy per FTE that performs the process group "Recruit, source, and select employees"	Number of interviews conducted for each senior management/executive vacancy filled / Number of FTEs who perform the process group "recruit, source, and select employees" 277.0390 / 277.0310	
104564	Number of new hires as a percentage of approved job requisitions	(Total number of new hires / Annual number of job requisitions) * 100 (277.0450 / 277.0370) * 100	
102290	Percentage of middle management/specialist new hire retention after 12 months	Percentage of middle management/specialist employees who joined in the past 12 months that are still within your business entity 277.0550	
102319	Percentage of operational worker/office staff new hire retention after 12 months	Percentage of operational worker/office staff employees who joined in the past 12 months who are still within your business entity 277.0560	
102606	Percentage of senior management/executive new hire retention after 12 months	Percentage of senior management/executive employees who joined in the past 12 months that are still within your business entity 277.0540	
102613	Percentage of senior management/executive positions filled by internal promotion for the past 3 years	Percentage of management positions filled by internal promotion versus external recruitment for senior management/executive employees for the past three years 277.0490	

STAFF PRODUCTIVITY (6 MEASURES)

100493	Number of business entity employees per FTE that performs the process group "recruit, source, and select employees"	Number of business entity employees / Number of FTEs who perform the process group "recruit, source, and select employees" 277.0070 / 277.0310	✓
101348	Number of new hires per FTE that performs the process group "recruit, source, and select employees"	Total number of new hires / Number of FTEs who perform the process group "recruit, source, and select employees" 277.0450 / 277.0310	✓

HUMAN CAPITAL MANAGEMENT TALENT ACQUISITION & OPTIMIZATION (54 MEASURES)

STAFF PRODUCTIVITY (6 MEASURES)

105459	Number of hours invested by hiring decision makers per middle management/specialist new hire	Number of hours invested by hiring decision makers per middle management/specialist new hire 277.0430	
105460	Number of hours invested by hiring decision makers per operational worker/office staff new hire	Number of hours invested by hiring decision makers per operational worker/office staff new hire 277.0440	
105458	Number of hours invested by hiring decision makers per senior management/executive new hire	Number of hours invested by hiring decision makers per senior management/executive new hire 277.0420	
106235	Total number of job applications received by the business entity per FTE that performs the process group "Recruit, source, and select employees"	Number of job applications received / Number of FTEs who perform the process group "recruit, source, and select employees" 277.0380 / 277.0310	

SUPPLEMENTAL INFORMATION (15 MEASURES)

100861	Middle management/specialists as a percentage of total business entity employees	(Number of middle management/specialist employees / Number of business entity employees) * 100 (277.0200 / 277.0070) * 100	
101342	Middle management/specialists new hires as a percentage of total new hires	Middle management/specialist new hires percentage 277.0470	
101340	New employees as a percentage of total business entity employees	(Total number of new hires / Number of business entity employees) * 100 (277.0450 / 277.0070) * 100	
106240	Number of FTEs that perform the process group "recruit, source, and select employees" as a percentage of business entity FTEs	Number of FTEs who perform the process group "recruit, source, and select employees" / Number of business entity FTEs * 100 277.0310 / 277.0080 * 100	
106343	Number of job applications per approved job requisition	Number of job applications received / Annual number of job requisitions 277.0380 / 277.0370	
101441	Operational workers/office staff as a percentage of total business entity employees	(Number of operational worker/office staff employees / Number of business entity employees) * 100 (277.0210 / 277.0070) * 100	
101344	Operational workers/office staff new hires as a percentage of total new hires	Operational workers/office workers new hires percentage 277.0480	

HUMAN CAPITAL MANAGEMENT TALENT ACQUISITION & OPTIMIZATION (54 MEASURES)

SUPPLEMENTAL INFORMATION (15 MEASURES)

101637	Outsourced cost of the process group "recruit, source, and select employees" as a percentage of the total cost to perform the process group	Outsourced cost to perform the process group "recruit, source, and select" / Total cost to perform the process group "recruit, source, and select" * 100 277.0360 / 277.0320 * 100	
104565	Overhead and other costs of the process group "Recruit, source, and select employees" as a percentage of the total cost to perform the process group	(Overhead and other cost for the process group "recruit, source, and select employees" / Total cost to perform the process group "recruit, source, and select") * 100 (277.0350 / 277.0320) * 100	
102297	Percentage of middle management/specialist positions filled by internal promotion for the past 3 years	Percentage of management positions filled by internal promotion versus external recruitment for middle management/specialist employees for the past three years 277.0500	
104562	Percentage of total employees who are remote employees	Percentage of total employees who are remote employees 277.0220	
100062	Personnel cost to perform the process group "recruit, source, and select employees" as a percentage of the total cost to perform the process group	(Personnel cost to perform process group "recruit, source, and select employees" / Total cost to perform the process group "recruit, source, and select") * 100 (277.0330 / 277.0320) * 100	
103176	Senior management/executives as a percentage of total business entity employees	(Number of senior management/executive employees / Number of business entity employees) * 100 (277.0190 / 277.0070) * 100	
101346	Senior management/executives new hires as a percentage of total new hires	Senior management/executive new hires percentage 277.0460	
100083	Systems cost to perform the process group "recruit, source, and select employees" as a percentage of the total cost to perform the process group	(Systems cost to perform process group "recruit, source, and select employees" / Total cost to perform the process group "recruit, source, and select") * 100 (277.0340 / 277.0320) * 100	

About APQC's Open Standards Benchmarking

- APQC is the steward of the open standard benchmarking content. Content is developed and reviewed by various subject matter experts.
- Participation in APQC's Open Standards Benchmarking is complimentary for APQC Enterprise Members. APQC Functional Members can benchmark in their functional membership at no cost.
- By participating, you will receive a detailed table comparing your responses with those of your peers. In essence, you'll get a row-by-row comparison of your responses versus those of your peers. The data tables will feature your answers as well as indicate the high, median and low performance ranges.
- Past participants have used open standards benchmarking research reports to set baselines for process improvement projects, to build a business case for new initiatives, to prioritize high-impact opportunities, and even to validate success or return on investment from efforts.

For more information, call +1-713-681-4020 or visit www.apqc.org/osb.