



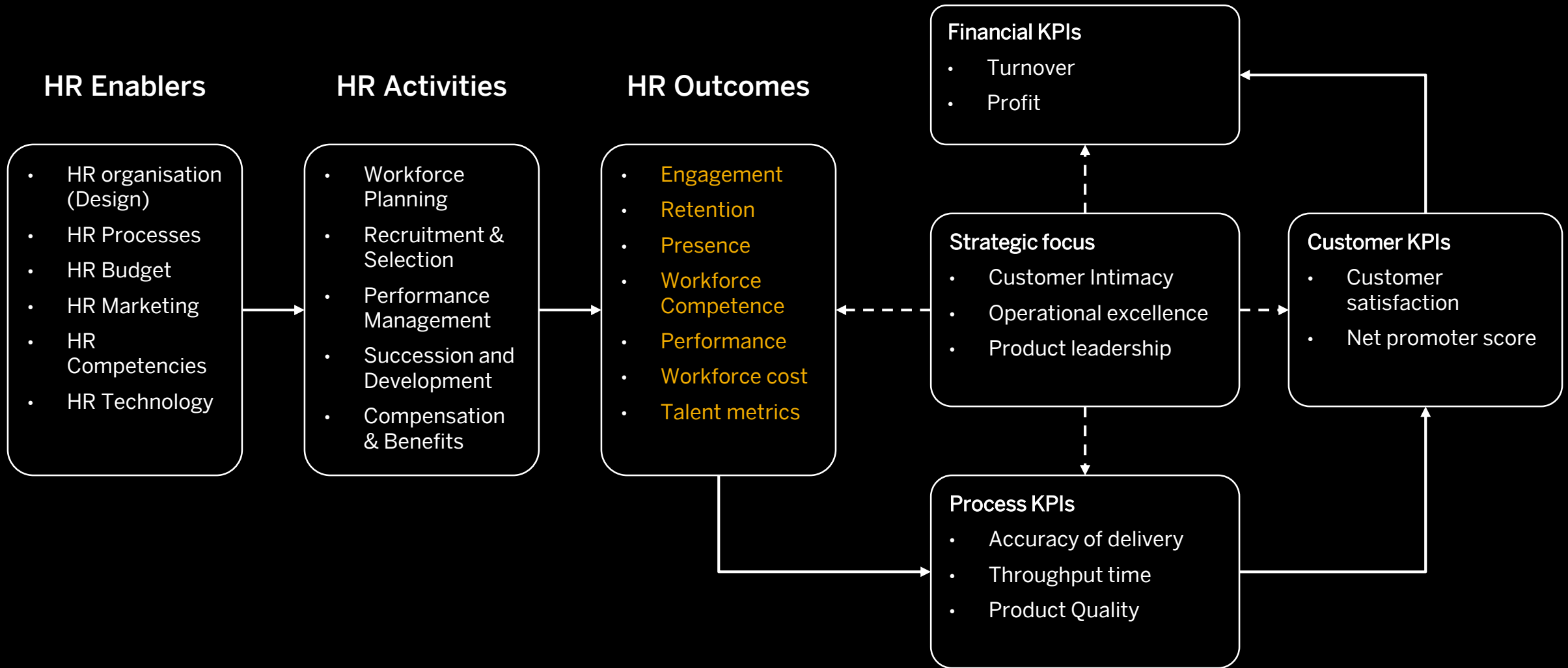
The People Value for Organisation:

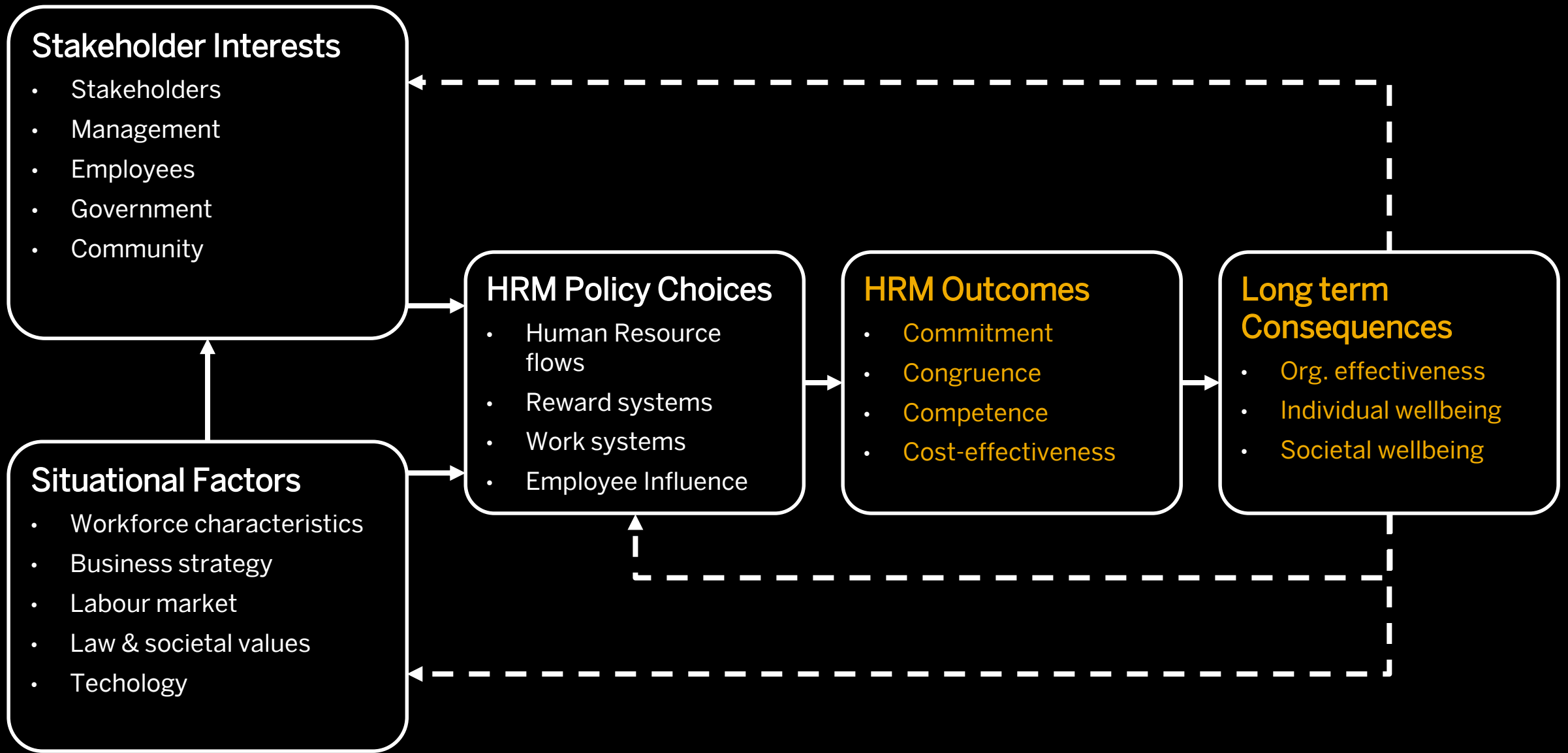
Building KPIs for Succession and Development

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HR Value Chain





Examples of Value Drivers

Value Drivers per HR Process (Succession & Development)



Recommended KPIs

KPIs for Succession & Development based on Leading Practice (1/2)

KPI

Voluntary turnover rate

% of positions with a succession plan

% vacancies filled with internal candidates (internal fill rate)

% positions with a succession plan on L3 or lower

% Positions (on levels xyz) that have successors defined

% of employees with a development plan

% updated succession plans in last X days

% of critical positions with identified successors

% vacant positions with succession plans maintained

Average time for HR to prepare talent review presentation

Average time for manager to prepare for talent review meetings

Number of active talent pools

% designated successors who are in talent pool

KPIs for Succession & Development based on Leading Practice (2/2)

KPI

% promoted successors originating from talent pools

% individuals with changes in performance or potential rating after calibration sessions

% calibration sessions completed in time

Number of mentoring relationships

% of job roles with competencies assigned

Other KPIs (based on SHRM and CIPD publications)

KPI

Promotion frequency

Average time to promotion

Separations within first three / six months of employment

Cost of voluntary turnover

Length of service

Average retirement age

Overall percentage of leavers by business area / departments

L&D hours per FTE

L&D costs as percentage of labour costs

Participant satisfaction levels with training activities

Supervisor evaluation of employee performance post-training

Effectiveness of training

Promotion speed ratio

Proportion of employees promoted that are female

Time to develop to lead role / high performance level

Career path ratio (employees moving upwards : all employee moves)

Percentage of personal development plans complying with business plan