

Sample Metrics

Customers

- Support Centers
 - Number of calls answered
 - Customers average time on hold
 - Number of escalations
- Numbers or percentage of repeat customers
- Number of customers referred to you by other customers
- Customer satisfaction survey

Employee Retention and Recruiting

- Turnover percentage
- Reasons for departure, by type
- Number of applicants for vacancies
- Number of open positions
- Readership of an advertisement

Operations and Manufacturing

- Overall production
- Number of new product/idea generation
- Overhead savings
 - Office support
 - Parking (available space, location, time to get to office)

Output Measures

- Number of units produced
- Number of items sold
- Dollar volume of sales / amount of commission
- Number of letters typed /documents written

Quality Measures

- Number of errors / number of errors detected
- Number of policy renewals
- Number of complaints
- Rate of scrap, reworks or breakage
- Cost of spoiled or rejected work

Real-Estate

- Reduced need for office space (leases, utilities, maintenance, security)
- Office space flexibility

Banks

- Cycle time, loan applications to approval
- Rejection rate, by type, personal loan

Healthcare, Hospital

- Patient care service levels
- Data entry productivity and error levels

Adapted, in part, from Cascio (1987).

Formulas for Metrics

These formulas are approximate and based on national averages and accepted practice (Hewitt Associates, Harris Roth berg International).

*****It is always better to use numbers specific to your organization.*****

Number of Work Days per Year: 250 (50 weeks X 5 days per week)
(This number assumes a 2-week vacation, and excludes holidays, personal time off.)

Overhead per Employee = 110% of salary

Value of Benefits per Employee = 25% to 35% of salary

Turnover per Employee = 100% (or more!)

Daily Loss if Employee Not Working = Salary + Benefits + Overhead / Work Days per Year
(This is also the cost of “presentism”.)

Absenteeism: # Absences x Daily Loss

Other Numbers You Might Need:

- Levels/grades of employees (e.g., administration, management, sales)
- Average salary for an employee or group of employees
- Current cost of telework program
- Current utilization of your telework program (how many people are teleworking)

Other Metrics Calculations

- Compare cost of telework program to related initiatives
- Compare utilization of telework program to related initiatives
- Benchmark or compare your program’s cost/utilization to that of other companies

Some Creative Metrics from Other Types of Work/Life Programs

- Spikes in intranet usage on the web page describing the program, after an education or communication campaign
- 88% of the women who participated in a lactation program at Wells Fargo returned to work after having a baby
- One company calculated how an employee weight loss program saved them money. (This is a stretch...but it does quantify the ROI.) They asked the Weight Watchers counselor to provide them with the amount of weight lost by a group of employees, and then calculated the average weight lost per person (weight lost by group/# of people in group). Next, they estimated about what percentage of body weight that was for an “average” person (they assumed about 5 to 10% because that amount significantly reduces the risk for diabetes, high blood pressure, and heart disease). Then multiplied the body weight lost percentage by the monetary value of their health benefit to arrive at the amount of money the company saved by that person losing weight.

Percentage of body weight lost x annual cost of health benefit = \$ saved
EX: 5% X \$17,500 (35% of \$50,000) = \$875 saved in health related costs.

Sources for National & Industry Data

- U.S. Bureau of Labor Statistics - Household Data, Annual Average and more
- CCH - Commercial Clearing House - Unscheduled Absence Survey
- Society of Human Resource Management Survey - Retention Practices Survey
- The MetLife Study of Employer Costs for Working Caregivers
- Nobscott Corporation: Retention Management and Metrics