Talent Intelligence: Key to U.S. Business Success
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Introduction

In today’s knowledge economy, up to 70 percent of an organization’s value is based upon the skills and experiences of its employees. Yet for most businesses, there is simply no visibility into how well the company’s biggest asset is being managed. In fact, LinkedIn and Facebook probably offer more information about a company’s talent assets than their human resources (HR) technology systems have today. Without a unified approach to talent data, real intelligence on a company’s most valuable asset—its workforce—is not immediately available to generate key insights for decisions that drive business performance.

In 2010, Taleo Research¹ and the Human Capital Institute (HCI) completed the Talent Intelligence Study, a U.S. survey on talent analytics. The study was designed to ascertain the value that senior-level HR and line-of-business managers place on talent information and to determine whether these executives have access to reliable talent data to understand the levers that help them drive business results. This white paper presents the results of that study and explains how key talent management analytics can benefit companies and executives considering talent management solutions.

¹ Taleo was acquired by Oracle in June 2012.
Talent Intelligence Study Key Findings

The key findings of this study\(^2\) include the following:

- There are significant gaps between the level of importance companies place on talent management data and their access to reliable information. HR and line-of-business executives are not receiving access to talent management data that ensures they have the right talent to meet ever-changing business challenges.

- Although HR leaders need additional information for regulatory and compliance purposes, HR and line-of-business leaders are aligned in ranking the level of importance they place on talent management information to drive the business.

- An analysis of the top 10 most important talent analytics can be broken down into four major categories:
  - **Business strategies.** Effective business strategies define business goals and align employees to achieve these goals.
  - **Retention.** Retention is achieved by identifying and keeping high-potential and high-performing employees.
  - **Leadership development.** Leaders are grown from within the organization by identifying and developing leadership bench strength.
  - **Workforce metrics.** These metrics help executives understand the existing skills gaps, enabling them to develop and execute the business plan.

- There is a significant opportunity to provide accurate, accessible data in the area of talent intelligence to generate insights to improve business results. That said, talent intelligence capabilities must be timely and intuitive, and must not require separate processes.

This paper compares and contrasts the study results and presents a prescriptive plan of action to implement the processes and technologies needed to gain key talent insights that help drive business results.

To begin, why is talent intelligence increasingly important to both business and HR leaders? A short history on business intelligence (BI) sets the stage for a discussion on why delivering business and talent intelligence capabilities has been so challenging.

\(^2\) Taleo Research and Human Capital Institute, “Talent Intelligence Study,” 2010.
Growing Interest in Talent Intelligence

There are four key factors driving the increased importance of having talent insights for business leaders:

1. There have been growing pressures for companies to move toward globalization. Most global companies have difficulty keeping track of their employees’ names and addresses, never mind employees’ talent data necessary to gain key insights into their talent across a global workforce.

2. A tight labor market in positions of leadership and with key professional skills requires a system with the ability to mine the talent database to find the right talent and skills.

3. The aging workforce is driving the need to measure the effects of a baby-boomer brain drain and the risk of not filling critical positions within the company using succession planning.

4. There is a persistent inability among organizations to formally identify, develop, and retain the leaders of tomorrow.

There are also four key factors driving the importance of talent intelligence to HR leaders:

1. They are the historical owners of issues related to hiring people and managing talent.

2. There is increased pressure from the business to justify investments in all projects and tools, including investment in talent management initiatives. They need the data to provide these justifications.

3. HR leaders want to add value to the business. For years HR departments wanted recognition at the board level that talent management is important, but they lacked the systems to show how comprehensive people strategies improved business performance.

4. HR leaders wanted a seat at the executive table, but they lacked the insights and metrics to get there.

Given that the level of importance within both groups has risen in the last decade, why has it taken so long for them to succeed in getting this data? The answer lies within the history of BI.

A McKinsey Quarterly article describes business intelligence this way: “The ability to transform data into insights to help manage a company, business intelligence consists of the processes, applications, and practices that support executive decision-making.”

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Business Intelligence—A Short History

Few companies have been able to transform their data into insights because this requires the data to be timely and intuitive to access. BI data has to be consolidated from multiple sources and then presented to those who need it in a format that helps them gain those insights.

The challenges of getting good data are outlined in the graphic below. All of these traditional challenges need to be overcome through improved processes, applications, and practices. Support at all levels of the company is required to address them. Overcoming these challenges is expensive and requires IT resources to constantly manage and deliver the information. IT support is also required to change the metrics as business needs change.

The following table lists some of the challenges to acquiring quality, reliable data.

<table>
<thead>
<tr>
<th>CHALLENGES IN GETTING GOOD DATA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LACK OF ACCESS TO DATA</strong></td>
</tr>
<tr>
<td>• Silos can prevent data collection across departments.</td>
</tr>
<tr>
<td>• Political infighting can present obstacles.</td>
</tr>
<tr>
<td>• Companies often don't know who owns a particular data set.</td>
</tr>
<tr>
<td><strong>NOT ENOUGH DATA</strong></td>
</tr>
<tr>
<td>• Sometimes there is no historical data archived.</td>
</tr>
<tr>
<td>• If the data you are requesting is not tracked, it is simply not available.</td>
</tr>
<tr>
<td><strong>BAD DATA</strong></td>
</tr>
<tr>
<td>• There can be errors in data entry.</td>
</tr>
<tr>
<td>• There can be inconsistencies among departments and divisions about data collection and storage.</td>
</tr>
<tr>
<td><strong>INCONSISTENT “KEYS” AS IDENTIFIERS AMONG SYSTEMS</strong></td>
</tr>
<tr>
<td>Such identifiers include</td>
</tr>
<tr>
<td>• Employee numbers</td>
</tr>
<tr>
<td>• Location codes</td>
</tr>
<tr>
<td><strong>DUPLICATE SIMILAR SYSTEMS</strong></td>
</tr>
<tr>
<td>• As a result of acquisitions or other circumstances, similar data is often tracked by multiple similar systems in different parts of the organization. Such systems include multiple logistics management systems (LMSs) and human resource management (HRM) systems.</td>
</tr>
<tr>
<td>• Data definitions vary between systems.</td>
</tr>
</tbody>
</table>
Even if a company invests in data warehouses, integrations, and change management processes to get it right, often there is still one key type of knowledge missing from traditional BI—information about the company’s greatest asset—people.

The State of Talent Intelligence

In the late 1970s and early 1980s, HR thought leaders such as Dr. Jac Fitzenz began researching and publishing HR metrics and benchmarks. In these early days, the focus was on compliance—analyzing how personnel policies affected risks and costs of litigation. Later the focus was on process efficiency, such as measuring the time to hire or determining the percentage of performance reviews complete. These metrics examined individual HR processes and did not look at talent management holistically.

By 1998, when McKinsey published the groundbreaking piece, “The War for Talent,”4 it was clear the old way of thinking about HR and HR metrics was about to change. This new view of talent coincided with the move toward a more service-oriented economic model. Talent issues started gaining the attention of HR departments, executives, and line-of-business managers.

If talent was their competitive advantage, executives and line-of-business managers would have to participate in these talent initiatives. Companies would have to move from measuring just the efficiency of their talent processes to gaining actionable information about the effectiveness of their talent strategies. They would need more intelligence and insights into how talent management initiatives were affecting the bottom line.

Talent Intelligence Study

To measure the readiness of companies to gather these talent analytics, Taleo Research and HCI designed a 2010 study. It investigated the value companies place on talent information and examined whether HR and line-of-business managers have access to reliable talent management data that enables them to understand the levers that drive business results. The study received responses from 352 senior-level HR and line-of-business managers in the U.S. Targeted titles were CEO, VP, C-Level, and Senior Director. There were almost equal numbers of HR and line-of-business respondents participating in the study. The study asked respondents to rate the importance of talent information as well as the accessibility and reliability of data for 29 talent management analytics in 7 categories.

The seven key categories of talent analytics that help drive business performance and on which the study focused are the following:

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1. **Business strategy.** To measure how well talent initiatives are supporting the business, HR and line-of-business managers need visibility into the alignment of people and goals with business strategy.

2. **Leadership bench strength.** The study measured how much visibility companies have into the development of leadership bench strength. This includes identifying leaders, developing succession plans, and providing internal mobility—particularly for top performers.

3. **Top performer retention.** To increasingly retain top performers, companies must start with the ability to identify them. Once identified, engaging them in challenging work, providing them with career and development opportunities, and compensating them boosts retention.

4. **Top talent attraction.** The study measured a company’s visibility into how well it attracts key talent, analyzes the best sources of hiring, measures the quality of the hire, and finally retains top talent once hired.

5. **Employee development.** HR and line-of-business managers need reliable measures of employee development plan quality and ways to track the development of high performers per division or department.

6. **Workforce metrics.** Having visibility into employee engagement levels, turnover rates, diversity, risk of loss of critical employees, productivity, and the alignment of goals with strategy are all key workforce metrics.

7. **Workforce costs.** Visibility into workforce costs is essential in measuring the balance between cost and productivity. These costs include total compensation costs, turnover cost, new-hire costs, and any tax credits that can be applied.

**Top Ten Lists from the Talent Intelligence Study**

The Talent Intelligence Study results highlight significant areas of focus in which talent data and intelligence could be improved. The following graphs and charts show the top 10 lists from the Talent Intelligence Study.

Figure 1 shows the data elements related to talent management that are considered to be in the top 10, and they are ranked in order:
Figure 1. HR and line-of-business managers rated these data elements as the top 10 most important talent management analytics.  

Figure 2 shows the data elements that are considered inaccessible and unreliable by senior-level executives.

Figure 2. HR and line-of-business managers rated these data elements as the top 10 least accessible to them and least reliably accurate.  

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5 Taleo Research and Human Capital Institute, “Talent Intelligence Study,” 2010.  
6 Taleo Research and Human Capital Institute, “Talent Intelligence Study,” 2010.
Is Company Size a Factor?

It is interesting to note that, with one exception, executives across all company sizes agree on their most important top ten talent management data choices. The table below shows how the top data elements were ranked in importance by executives sorted into groups based on company size.7

<table>
<thead>
<tr>
<th>DATA ELEMENT</th>
<th>MORE THAN 10,000 EMPLOYEES</th>
<th>3,000–10,000 EMPLOYEES</th>
<th>1,000–3,000 EMPLOYEES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Define business goals</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Goals aligned to business plans</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Risk of loss of critical employee</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Succession bench strength</td>
<td>4</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Percentage of business goals achieved</td>
<td>5</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>Performance plans aligned to business strategy</td>
<td>6</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>High potentials by division or department</td>
<td>7</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>Employee engagement levels</td>
<td>8</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td>Turnover cost</td>
<td>9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Top performers by division or department</td>
<td>10</td>
<td>7</td>
<td>9</td>
</tr>
<tr>
<td>Competency/skill gap analysis</td>
<td>10</td>
<td>8</td>
<td></td>
</tr>
</tbody>
</table>

Human Resources and Line-of-Business Alignment

Not having the right data to measure the effectiveness of talent management strategies on the business is not due to misalignment between HR and line-of-business executives. With few exceptions, HR and line-of-business leaders are in agreement on which talent analytics are important. However, as noted previously, neither group has consistent access to the data they need.

The next section covers some of the challenges and roadblocks companies confront in delivering talent intelligence to senior management.

7 Taleo Research and Human Capital Institute, “Talent Intelligence Study,” 2010.
Challenges in Delivering Talent Intelligence

HR consulting firm Knowledge Infusion defines talent intelligence as “managing workforce data in the context of other business information, and using it to drive decisions.” In the past, visibility into valuable talent data has been hampered by:

- Widespread use of spreadsheets to manage talent and data
- Companies measuring the wrong things
- Talent data being kept in silos
- Lack of timely data aggregation and intuitive access to the data

Use of Spreadsheets

Ventana Research has amassed a large body of research data indicating the use of spreadsheets for multiuser enterprise tasks is inefficient, costly, and likely to introduce errors and inconsistencies. Spreadsheet use is a major obstacle to improving performance management and talent management. It seems as if every individual and business starts out using Microsoft Excel or an equivalent tool. The spreadsheet is ubiquitous, and most people have at least some familiarity with using it. However, while this financial tool is useful for HR in the short-term and for one-time tasks undertaken by one person or a small group, our research shows that its use can significantly hinder performance for larger groups or repetitive tasks.

75 percent of organizations use spreadsheets for some aspect of talent management. More than half (61 percent) of participants find errors in spreadsheets, which lead 37 percent of organizations to incorrect performance reviews. The vast majority of organizations (72 percent) do not use spreadsheet auditing software but, among those that do, 83 percent find errors at least occasionally. Where spreadsheets are not used, errors are found least often (1 percent). Addressing this issue is essential for organizations to mature in managing the performance of talent management. Doing so requires using systems that are less error-prone and easier to audit. This is particularly true when companies are trying to measure the effectiveness of talent management strategies, which requires information from multiple sources.

Measuring the Factors that Matter

The Talent Intelligence Study shows companies are not measuring the factors that matter.

Efficiency Versus Effectiveness

HR organizations have usually measured the efficiency of their talent management strategies, represented by values such as time to hire, HR headcount ratios, and percentage of performance reviews submitted on time. However, they lack access to information that would allow them to measure effectiveness. Here are some examples, according to the Talent Intelligence Study:

- Although most companies measure time to hire, only 17 percent of participants have access to reliable data on the quality of hire (are they getting faster at mis-hiring?).
- 75 percent of participants have visibility into their company’s defined business goals, but only 21 percent know if they have the skills to execute their strategy (information that would be in a competency/skills gap analysis).
- 40 percent of companies have access to employee development submission rates, but only 23 percent have access to reliable data on their employee development plan progress.

Both efficiency and effectiveness are important, but companies need to focus more on the effectiveness of their talent strategies and their impact on the business strategy.

Importance Versus Accessible and Reliable

In most cases, companies are measuring less-important data and not providing the information that is considered very important by their executives. Figure 3 below shows the data ranked from most important to least important. When the “access and reliable” data point is below the “important” line, it means that executives do not have access to reliable metrics on factors that they consider to be very important.

Notably, access to reliable information falls below the importance line for all 10 of the most important analytic data elements. Conversely, when the access data point is above the lines, more executives have access to data they consider less important.

It is interesting to note that the top 10 most important data points are key to measuring the effectiveness of talent on business outcomes. However, the majority of executives—both HR and line-of-business—do not have access to reliable data to measure their impact on the business.
Figure 3. Executives do not have access to the data they feel is important for talent management.¹⁰

Data Silos Are Obstacles to Delivering Talent Intelligence

Much as with BI systems, siloed talent management systems are another major obstacle in gathering talent data for analysis. The best-of-breed talent management vendors started with one or two solutions. Customers tended to buy from multiple vendors, thereby implementing different systems. The cost of consolidating data without a unified talent management data model is high, particularly when a company is implementing a full data warehouse and analytics system to support this analysis. These siloed applications require a traditional BI approach, expensive IT resources, and technically complex analysis. IT resources are required to create, maintain, and change the way data is collected and viewed.

Once a company decides to implement an analytic framework, it is operationally hard to implement. Decisions have to be made about which metrics—and which metric definitions—to use to collect data and run analysis. For instance, a Society for Human Resource Management (SHRM) report showed that companies will use up to 12 different costs to calculate the cost of hire. Four were included typically at large companies—internet, relocation, agency, and travel expenses—and training costs were more likely to be used in smaller organizations.¹¹ In addition, companies with multiple learning

¹⁰ Taleo Research and Human Capital Institute, “Talent Intelligence Study,” 2010.
management systems (LMSs), applicant tracking systems (ATSs), or HR systems are challenged to have metric rollups that make sense.

An expensive data warehouse has to be used to bring together the talent data for analysis. This is very costly and requires IT resources. Talent analytics are in competition with other BI requirements and history has shown these priorities tend to be delivered last.

Figure 4. Data silos created by multiple talent management systems can make it difficult to deliver talent intelligence.

Data Must Be Timely and Intuitive to Use

The insights gained from talent data are only as good as the timeliness of and accessibility to the data. Talent data must be self-generating and self-refreshed. Employees move through the talent lifecycle from applying for a job, through the hiring and onboarding processes, to performance reviews and tracking development progress.

The rich data that is collected in the normal process should be captured once in each stage and then be made available and presented in a format to help managers make decisions.

Prescription for Talent Intelligence to Drive Business Performance

Success with talent intelligence requires a focus on accessing information with the right metrics, choosing the most important data elements, and defining reporting requirements.

Accessing Intelligence with the Right Metrics

The following steps will help you achieve success in accessing talent intelligence with the right metrics:

- Understand which important information helps the business. Ask what the strategy is and what skills and resources are required to execute the strategy.

- Choose an analytical framework for delivering information by analyzing who needs the data and how it will be represented.

- Eliminate silos and use a unified platform, a data model, or both to capture and display the data.

- Ensure that access to the data is timely and intuitive.
Selecting the right data for analysis and reporting is often tied to compliance and efficiency metrics and not executive decision-making. Determining what to report and analyze frequently becomes a politically charged debate. This is especially true if a company’s structure has autonomous business units. However, there are some best practices included in a recent report from PricewaterhouseCoopers (PwC).

In Figure 5 below, PwC shows the linkage between the business strategy and HR/talent strategies that result in HR initiatives with measured outcomes. Consider the “outcome measures” recommended and determine how they apply to your strategy.

### Selecting the Right Metrics: Linking Metrics to Strategies

<table>
<thead>
<tr>
<th>Business Strategies</th>
<th>HR/Talent Strategies</th>
<th>HR Initiatives/People Drivers</th>
<th>Outcome Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Best customer experience</td>
<td>Listen to consumer needs then hire &amp; deploy talent</td>
<td>Align workforce to goals</td>
<td>Labor cost as a percent of revenue</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase worker productivity</td>
<td>Pivotal employee separation rate</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Drive high quality hiring processes</td>
<td>First year separation rate</td>
</tr>
<tr>
<td>Product/service innovation</td>
<td>Empower employees and develop processes for innovation</td>
<td>Recognition and incentives for new ideas</td>
<td>Labor Cost per FTE</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Invest in employee training</td>
<td>Training hour per FTE</td>
</tr>
<tr>
<td>Strong competitive position</td>
<td>Understand and respond to marketplace</td>
<td>Develop leaders with pivotal experience</td>
<td>Succession pipeline</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Engage employees</td>
<td>Employee engagement index</td>
</tr>
<tr>
<td>Enhancing shareholder value</td>
<td>Develop a nimble, highly talented workforce</td>
<td>Total compensation plans</td>
<td>Voluntary separation rate</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop culture</td>
<td>Revenue per FTE</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop skills training</td>
<td>Profit per FTE</td>
</tr>
</tbody>
</table>

Figure 5. An alignment among business strategy, HR strategy, HR initiatives, and metrics is recommended.  

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12 Scott Pollak and Michael Tindall, PricewaterhouseCoopers, “Establishing a Workforce Intelligence Center of Excellence,” 2009.
Capturing the Right Employee Data

The key to aligning talent intelligence to drive business outcomes starts with access to the most important employee/talent data. For example, the following examples represent important employee data:

- Knowledge of an employee’s skills and competencies before and during current employment enables you to place the hire appropriately.
- An understanding of an employee’s career ambitions enables you to align your development plans and identify succession candidates.
- Employee performance ratings enable you to ensure that high performers are identified and retained.
- Access to succession plans enables you to understand the transferable skills of employees and to seek out high-potential employees.
- Employee performance information enables you to identify future leadership potential that will help you fill the leadership pipeline.
- Identification of critical skill sets that are at risk or the gaps where new skill sets are not yet available to the organization enable you to plan for future hiring.
- Information about business performance goals that have been established enables you to ensure that all employee goals are aligned to help execute the business strategy.

This data cannot be collected as an afterthought or as a separate process. It must be captured as part of the overall talent management process.

Implement the Right Talent Tools and Processes

Among the reasons that companies do not measure the impact of talent management initiatives on the business are that 22 percent of companies do not know where to start, 16 percent do not have enough staff to take on this measurement effort, and 18 percent do not have the financial resources to measure the business impact. These are some of the very same issues companies faced with acquiring BI. The cost and the resources to implement BI solutions could only be borne by large companies.
Companies can solve this problem by implementing a single, unified talent management system or data model. This will enable users to access and manage talent data as part of the normal process of hiring, onboarding, conducting performance reviews, and creating development plans for their employees. Unless all are part of the ongoing process, it will be difficult to capture all the data required. If an incomplete amount of data is collected, it will be extremely difficult to compile or analyze the data in any meaningful way. A unified talent management system, a unified talent data model, or both that can be used to mine data from all talent systems is not just desirable—it is required.

Conclusion

The Talent Intelligence Study results show there are significant improvements needed to provide accurate, accessible data in the area of talent intelligence.

The following steps can improve the collection and presentation of data:

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• Understand the types of data that are important to the business. Close the gaps between the level of
importance companies place on talent management data and their access to that information in a
timely, reliable form.

• Separate out which metrics are needed for compliance reporting and which data will help drive the
business. Ensure that management understands the category of information needed for the business.

• Remember that the most important talent analytics relate to business effectiveness—not efficiency.

Data related to measurement of the following helps improve business effectiveness:

**Top-Performer Retention**

• Risk of loss of critical employees/positions
• High potentials by division/department
• Top performers by division/department

**Workforce Metrics**

• Performance plans aligned to goals
• Employee engagement levels

**Business Strategies**

• Defining business goals
• Goals aligned with business plans
• Competency/skills gap analysis
• Percentage of business goals achieved

**Leadership Development**

• Succession bench strength

Companies can eliminate most of the traditional costs and technology challenges by selecting an on-
demand solution with built-in talent analytics. This new capability can deliver both the full suite of
talent management solutions and also a robust data model to compare strategies and outcomes. This
eliminates the high cost of a traditional BI platform with the required IT maintenance and data
warehousing.

With the intelligence that comes from a holistic process, talent management initiatives can be executed
and compared to business outcomes. HR can finally demonstrate the value investments in people and
related strategies have on the bottom line of the business.
Appendix: 2010 Talent Intelligence Study Questionnaire Categories

The 2010 Talent Intelligence Study questionnaire requested that participants identify the data elements or talent management metrics that best answered the questions. The metrics are listed by category in the table below.

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>TALENT MANAGEMENT METRICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Strategy</td>
<td>• Defined business goals&lt;br&gt;• Percentage of business goals achieved&lt;br&gt;• Goals aligned to business plans&lt;br&gt;• Competency/skills gap analysis</td>
</tr>
<tr>
<td>Workforce Metrics</td>
<td>• Employee engagement levels&lt;br&gt;• Total turnover&lt;br&gt;• Risk of loss for critical employees/positions&lt;br&gt;• Diversity&lt;br&gt;• Productivity measurement—revenue/output per full-time employee (FTE), customers handled, items assembled&lt;br&gt;• Performance plans aligned to goals</td>
</tr>
<tr>
<td>Workforce costs</td>
<td>• Turnover costs&lt;br&gt;• Total new hire cost (hiring, onboarding, training)&lt;br&gt;• Tax credit savings—U.S. only: work opportunity tax credit (WOTC)&lt;br&gt;• Compensation benchmarks by job classification</td>
</tr>
<tr>
<td>Leadership Bench Strength</td>
<td>• Succession bench strength&lt;br&gt;• Top performers not on succession plans&lt;br&gt;• Internally filled positions</td>
</tr>
<tr>
<td>Top Performer Retention</td>
<td>• Recruiting source analysis&lt;br&gt;• Pre-hire assessment to post-hire quality correlation&lt;br&gt;• First-year new hire voluntary turnover</td>
</tr>
</tbody>
</table>

14 Taleo Research and Human Capital Institute, “Talent Intelligence Study,” 2010.
- Number of applications per hire
- Offer acceptance rates

<table>
<thead>
<tr>
<th>Top Talent Attraction Data</th>
<th>Recruiting Source Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Pre-hire Assessment to Post-hire Quality Correlation</td>
</tr>
<tr>
<td></td>
<td>First-year New Hire Voluntary Turnover</td>
</tr>
<tr>
<td></td>
<td>Number of Applications per Hire</td>
</tr>
<tr>
<td></td>
<td>Offer Acceptance Rates</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employee Development</th>
<th>Employee development plan submission rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Employee development plan progress</td>
</tr>
<tr>
<td></td>
<td>High potentials by division/department</td>
</tr>
</tbody>
</table>