

# Workforce Metrics for the Board

The six numbers every CHRO should know before walking into the boardroom.

## WHY SIX METRICS — NOT TWENTY

Boards do not want a dashboard. They want signal. These six metrics give them the picture of workforce health in a single page — organized around the questions they will ask anyway. Fill this in before every board cycle.

01	<b>Headcount vs. Plan</b> Are we staffed to execute the strategy?	<b>CURRENT</b> Actual FTE	<b>TARGET / BENCHMARK</b> Budgeted FTE	<b>TREND / DELTA</b> % Variance	<b>DRILL-DOWN</b> YoY Trend
	02	<b>Voluntary Turnover Rate</b> Are we keeping the people we want to keep?	<b>CURRENT</b> $\text{Voluntary exits} \div \text{avg headcount} \times 1$	<b>TARGET / BENCHMARK</b> Industry benchmark	<b>TREND / DELTA</b> YoY Delta
03		<b>Time to Fill (Critical Roles)</b> How long are our most important seats sitting empty?	<b>CURRENT</b> Median days (critical roles)	<b>TARGET / BENCHMARK</b> Target (days)	<b>TREND / DELTA</b> vs. Last cycle
	04	<b>Succession Coverage Ratio</b> If our top 20 leaders left tomorrow, what fraction are covered?	<b>CURRENT</b> $\text{Roles with successor} \div \text{total critic}$	<b>TARGET / BENCHMARK</b> Target %	<b>TREND / DELTA</b> Ready-now vs. 1-2yr
05		<b>Internal Mobility Rate</b> Are we growing careers or forcing people to leave to advance?	<b>CURRENT</b> $\text{Internal fills} \div \text{total fills} \times 100$	<b>TARGET / BENCHMARK</b> Industry benchmark	<b>TREND / DELTA</b> YoY trend
	06	<b>Workforce Cost as % Revenue</b> Is our people investment proportionate to business output?	<b>CURRENT</b> $\text{Total workforce cost} \div \text{revenue} \times 10$	<b>TARGET / BENCHMARK</b> Prior period	<b>TREND / DELTA</b> Sector benchmark

**Board presentation tip:**

Lead with the two metrics that moved most since last cycle. Frame the others as context.

Boards ask follow-up questions on surprises — know your story before you walk in.