

APS HR Metrics Catalogue

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Employment type	Employment type profile	APS Employment Data Tables - except for contractors	The breakdown of the organisation's total workforce by employment types within the workforce. <u>Employment types include:</u> Ongoing—Permanent employees. Non-ongoing—Non-ongoing employees engaged for a specified term or task. Casual—Non-ongoing staff engaged for duties that are irregular or intermittent. Contractor—Workers paid through a third party. Can also be presented as the <i>percentage</i> of the total workforce by employment type. Note: The total workforce includes employment types not included in total headcount.	For each employment type: <i>Headcount (Employment type)</i> <u>Percentage breakdown</u> For each employment type: <i>Headcount (Employment type) / Headcount (Total workforce) * 100 (%)</i>	Useful for understanding the mix of your workforce in relation to types of employment arrangements. Useful for organisations that frequently utilise or have large proportions of non-ongoing employees (or contractors or casuals). Can be useful for examining seasonal or cyclical workload and ability to respond to surges in workforce demand.
Employment status	Employment status profile		The breakdown of total headcount by number of full-time employees and part-time employees. Can also be presented as the <i>percentage</i> of total headcount by employment status. Note: Casuals and contractors should be recorded separately to other full-time and part-time employees as they reflect a contractual situation as opposed to workplace flexibility.	For each employment status: <i>Headcount (Employment status category)</i> <u>Percentage breakdown:</u> For each employment status: <i>Headcount (Employment status category) / Total headcount*100 (%)</i>	Useful for better understanding the organisation's workforce profile and workforce availability, and for monitoring and measuring access to and utilisation of flexible working arrangements.
Headcount	Total headcount	APS Employment Data Tables	The number of employees directly employed by the organisation at a point in time. <u>Includes:</u> - All full-time and part-time, ongoing and non- ongoing employees engaged for a specified term or task, including those on leave, such as maternity leave, long service leave, etc.	<i>Number of ongoing employees + Number of non-ongoing employees (specified term/task)</i>	Indicates the number of employees working for the organisation, regardless of hours worked, other working arrangements or leave. Useful for workforce profiling as other workforce metrics are also provided in terms of headcount (recruitment and exit rates, for example). Headcount is useful when measuring data that relates to individuals (such as age, gender, diversity, etc.).

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Headcount (Continued)	Total headcount (Continued)		<u>Excludes:</u> -*Non-ongoing staff engaged for duties that are irregular or intermittent (casuals). -*Workers paid through a third party (contractors). *If you opt to include casuals and contractors in your total headcount, this should be specified clearly.		
	Total headcount (Ongoing)	Adapted from 'Total headcount'.	The number of <i>ongoing</i> employees directly employed by the organisation at a point in time.	<i>Number of ongoing employees</i>	Indicates the size of the core workforce for the organisation, regardless of hours worked and other working arrangements or leave.
	Average headcount	Adapted from 'Total headcount'.	The average number of employees directly employed by the organisation over a specified period.	<i>Sum of end-of-month (EOM) headcount for 12 consecutive months / 12</i>	Removes unusual variances that can be associated with data at a point in time and therefore gives a more accurate reflection of the level of staffing over the period.
	Average headcount (Ongoing)	Adapted from 'Total headcount (Ongoing)' and 'Average headcount'.	The average number of <i>ongoing</i> employees directly employed by the organisation over a specified period.	<i>Sum of end-of-month (EOM) headcount (Ongoing) for 12 consecutive months / 12</i>	Removes unusual variances that can be associated with data at a point in time and therefore gives a more accurate reflection of the level of ongoing staffing over the period.
Full time equivalent (FTE)	Total FTE	APS Agency Survey	The number of full-time equivalent employees directly employed by the organisation at a point in time. Part-time employees are converted to full-time equivalent. <u>Includes:</u> - all active full-time and part-time, ongoing and non-ongoing employees engaged for a specified term or task paid through payroll (part-time employees are converted to full-time equivalent based on the hours they work).	$\frac{\text{Number of full-time equivalent employees} + \text{Total part-time hours}}{\text{Standard full-time hours}}$ <u>Example:</u> If standard (full-time) hours per fortnight = 75 and there are 200 employees, including 20 part-time employees: 180 are full-time and -10 work 40 hrs/fortnight: $[= 10 * (40 / 75) = 5.33 \text{ FTE}]$ -6 work 30 hrs/fortnight: $[= 6 * (30 / 75) = 2.40 \text{ FTE}]$ -4 work 25 hrs/fortnight:	Indicates the number of active full-time equivalent employees (based on aggregated hours worked by all full-time and part-time employees) at a point in time and is generally used to manage employee budget allocation and ensure adequate staffing. Full-time equivalent (versus headcount) is useful when measuring workforce capacity and workforce cost.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Full time equivalent (FTE) (Continued)	Total FTE (Continued)		<u>Excludes:</u> - Overtime. - Employees on unpaid leave—see ‘Note’ below. -*Non-ongoing staff engaged for duties that are irregular or intermittent (casuals). -*Workers paid through a third party (contractors). *If you opt to include casuals and contractors in your total FTE, this should be specified clearly. <u>Note:</u> There may be variations in the way systems calculate full-time equivalent. For example, Human Resources systems will generally include employees on leave without pay, whereas financial systems won’t generally include employees on leave without pay.	$[= 4*(25 / 75) = 1.33 \text{ FTE}]$ Therefore, Total FTE = 180 (full-time employees) + [5.33+2.40+1.33] = 189.06	
	Paid FTE	Adapted from ‘Total FTE’.	The number of full-time equivalent employees receiving salary or wages by the organisation at the end of a pay period. Part-time employees are converted to full-time equivalent. <u>Includes:</u> - all active full-time and part-time, ongoing and non-ongoing employees engaged for a specified term or task paid through payroll (part-time employees are converted to full-time equivalent based on the hours they work) <u>Excludes:</u> -Overtime. -*Non-ongoing staff engaged for duties that are irregular or intermittent (casuals). -*Workers paid through a third party (contractors). *If you opt to include casuals and contractors in your total FTE, this should be specified clearly. -Employees on unpaid leave.	$\text{Number of paid full-time equivalent employees} + \text{Total part-time hours} / \text{Standard full-time hours.}$ <u>Example:</u> If standard (full-time) hours per fortnight = 75 and there are 200 employees, including 20 part-time employees: 180 are full-time -10 work 40 hrs/fortnight $[= 10*(40 / 75) = 5.33 \text{ FTE}]$ -6 work 30 hrs/fortnight $[= 6*(30 / 75) = 2.40 \text{ FTE}]$ -4 work 25 hrs/fortnight $[= 4*(25 / 75) = 1.33 \text{ FTE}]$ Therefore, Total FTE = 180 (full-time employees) + [5.33+2.40+1.33] = 189.06	This metric is used as the basis to calculate the Average Staffing Level for the financial year.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Full time equivalent (FTE) (Continued)	Total FTE (Ongoing)	Adapted from 'Total FTE'.	The number of full-time equivalent <i>ongoing</i> employees directly employed by the organisation at a point in time.	<i>Number of full-time equivalent employees (Ongoing) + Total part-time hours (Ongoing) / Standard full-time hours</i>	Indicates the size of the core workforce for the organisation at a point in time, in terms of full-time equivalent employees, regardless of hours worked and other working arrangements.
	Average FTE	Adapted from 'Total FTE'.	The average number of full-time equivalent employees employed by the organisation over a specified period.	<i>Sum of end-of-month (EOM) FTE for 12 consecutive months / 12</i>	Useful for monitoring average workforce capacity and average workforce cost (salary).
	Average FTE (Ongoing)	Adapted from 'Total FTE (Ongoing)' and 'Average FTE'.	The average number of full-time equivalent <i>ongoing</i> employees employed by the organisation over a specified period.	<i>Sum of end-of-month (EOM) FTE (Ongoing) for 12 consecutive months / 12</i>	Useful for monitoring average workforce capacity and average workforce cost (salary) associated with the ongoing workforce.
	Average staffing level (ASL)	Federal Budget website (Budget Paper 4)	The number of full-time equivalent employees receiving salary or wages (Paid FTE) by the organisation averaged over the financial year. ASL can be measured at various time points over a financial year to enable tracking against the estimated ASL prescribed in the Portfolio Budget Statement for the organisation for that financial year.	<i>Sum of Paid FTE (for each pay period from the beginning of the financial year up to and including the current pay period) / Number of pay periods (from the beginning of the financial year up to and including the current pay period)</i> <i>*For information on the Average Staffing Level (ASL), including calculation and inclusions/exclusions, refer to the latest Estimates Memorandum from the Department of Finance, or contact the relevant area in the Department at asl@finance.gov.au.*</i>	Measures workforce expenditure against the estimated ASL prescribed in the Portfolio Budget Statement for the organisation for that financial year. The organisation's estimated ASL is usually allocated across individual business units by the organisation's finance area to enable business units to manage their individual allocations.
Absence	Unscheduled absence rate (alternatively called 'Personal and Miscellaneous(P&M) Leave')	CLC Metrics ('Unscheduled absence rate', pp. 314 – 315). SOSR.	The full-time equivalent number of unscheduled leave days as a percentage of the total full-time equivalent working days during the reporting period. Unscheduled leave is defined as leave taken in recognition of circumstances that can generally arise irregularly or unexpectedly, making it difficult to plan, approve or budget for in advance, and which is inclusive of planned medical procedures. Note: Total unscheduled leave days excludes leave taken by non-ongoing staff engaged for duties that are irregular or intermittent (casuals) or workers paid through a third party (contractors). Note: By default, all other metrics based on total unscheduled leave days also exclude casuals and contractors.	<i>Total FTE unscheduled leave days/Total FTE working days*100 (%)</i>	Provides an indication of the prevalence of unscheduled leave in an organisation and may be particularly useful for organisations that are significantly impacted by employee absences. Can be useful for understanding the timing of absences and anticipate staffing needs and can be indicative of costs and productivity losses. Can also be indicative of workforce morale, or potential impact on workforce morale. Care should be taken to note that a small number of employees taking an extended period of sick leave (such as for cancer treatment or other serious illness) can influence average rates significantly, particularly in a small organisation.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Absence (Continued)	Unscheduled absence rate per employee (alternatively called 'Personal and Miscellaneous(P&M) Leave')	SOSR.	The average number of full-time equivalent unscheduled leave days per full-time equivalent employee.	$Total\ FTE\ unscheduled\ leave\ days / Total\ FTE$	
	Unscheduled absence type profile	Agency Survey.	The breakdown of total full-time equivalent unscheduled leave days by leave type (leave types outlined below). Can also be presented as the <i>percentage</i> of total full-time equivalent unscheduled leave days by leave type. <u>Unscheduled leave types include:</u> Sick—A workplace absence, <u>regardless of duration</u>, whether paid or unpaid, due to personal illness or injury or to undergo a planned medical procedure. Carer's—A workplace absence, <u>regardless of duration</u>, whether paid or unpaid, to provide care or support for a member of the employee's immediate family or household who requires care or support. Compensation—A workplace absence resulting from personal injury or disease sustained out of, or in the course of, employment (i.e. work related) and accepted by Comcare. Specific types of miscellaneous/other—A workplace absence, <u>regardless of duration</u>, whether paid or unpaid. This category is intended to capture all leave that is not annual, flex, long service, sick, or carer's leave. It is intended to cover unplanned absences such as bereavement, compassionate, cultural, defence reservist, court related, or emergency or natural disaster leave. Unauthorised—A workplace absence, <u>regardless of duration</u>, whether paid or unpaid, that given the circumstances is not supported or approved by management. For example, an absence due to participation in workplace disputes.	<i>For each unscheduled absence type:</i> $Total\ FTE\ leave\ days\ (Unscheduled\ absence\ type)$	Particularly useful for organisations that have identified an issue with unscheduled leave and wish to understand it further so they can implement targeted strategies or initiatives to address it.

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Absence (Continued)	Excess recreation leave		The proportion (%) of employees with annual leave greater than 40 days or other defined amount as outlined in the Enterprise Agreement.	<i>(Number of employees with excess annual leave/total employee headcount) x 100 (%)</i>	Excess recreation leave (also known as annual leave) is an important indicator of leave liabilities for management of workforce costs but also contributes to gaining a better understanding of health and wellbeing across the workforce when considered in conjunction with other leave types (such as Long Service Leave (LSL) and flexi-time/Time off in lieu (TOIL)). Workforce policies will often mandate that annual leave balances should not exceed 8 weeks (or pro-rata), and so measuring the number hours and headcount above that threshold is essential to determining if there is effective access and opportunity to taking regular annual leave. This can reveal jobs in which there is a succession gap/risk, as the occupant will often not take leave due to the belief (whether perceived or real) that the job cannot be relieved.
	Absence rate		The average proportion of total expected workdays that employees are absent.	<i>(total days of employee absences/total expected workdays) x 100 (%)</i>	Often referred to as the utilisation rate, this metric determines what proportion of the available time an employee is able to be productive. This headline statistic is easy to understand and provides a useful indication of total non-productive hours an organisation actually incurs in any given timeframe. Generally, there are expected to be approx. 249 available workdays in a year once weekends and public holidays are deducted. From this number, it is possible to predict the anticipated availability rate of the workforce taking into account absence trends. Aggregating and then converting this loss into an equivalent FTE is a compelling way to depict the impact the absence will have on the overall workforce.

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Absence (Continued)	Unscheduled absence duration		FTE days of unscheduled absence broken down by duration of absence (1 day or less, 1-5 days, >5 days, long-term absence 40+ days).	<i>Sum of FTE days per duration (e.g. if PTW 4 hr day and absence 4 hrs = 1 FTE day)</i> <i>=<1 day</i> <i>1-5 days</i> <i>>5 days</i> <i>>40 days</i>	Not all unplanned absence is equal, and organisations will often segment their analysis by duration to determine the best strategies to address problem absence. In a strictly linear sense, absence (which is essentially unavailability) diminishes productivity because there are fewer productive hours, so it is important that organisations understand the length of unplanned absences occurring, so they can more accurately address the root cause issues. Policy strategies which treat persistent 1-day absences will be different than those applied to address long-term absences (which tend to be more nuanced), and so measuring these segments and reporting their trends becomes an important evaluation tool of the effectiveness of those solutions.
Location	Location profile		The breakdown of total headcount by geographic location. Can also be presented as the percentage of total headcount by location. Common ways of reporting location include by: • State • Statistical Area • Statistical Area • Capital Cities / regions • Remoteness	<i>For each location: Headcount (Location)</i> <u><i>Percentage breakdown:</i></u> <i>For each location:</i> <i>Headcount (Location) / Total headcount*100 (%)</i>	Particularly useful for organisations with a widespread workforce. Also useful in linking to the external labour market (particularly regional and local labour markets). Useful to understand the trends presenting within the data for different locations, across various workforce themes.
Remuneration	Average salary		The average base pay received by APS employees. This may be broken down by: - classification level - demographic group - job families	<i>Sum of all base salaries of APS employees within group / Total headcount of APS employees in group * 100 (%)</i>	Measuring compensation levels across agencies, job families, and demographic groups can provide insights into equity, competitiveness, and alignment with workforce strategy.
Occupational grouping/Job family	Occupational group/Job family profile	APS Job Family Framework	The breakdown of total full-time equivalent employees by occupational group (or job family). Can also be presented as the percentage of total full-time equivalent employees by occupational group (or job family). Job families can be further broken down into job functions and job roles for deeper analysis (see APS Job Family Framework).	<i>For each occupational group: FTE (Occupational group) <u>Percentage breakdown:</u> For each occupational group: FTE (Occupational group) / Total FTE*100 (%)</i>	Useful for better understanding the composition of the organisation's workforce, to monitor occupational groupings or job families that are critical to business delivery, or of particular risk due to labour market shortages. Also useful for monitoring over- or under- resourcing and workforce allocations, etc. Useful to understand the trends presenting within the data for different occupational groupings or job families, across various workforce themes.

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Work function	Work function profile	APSC input.	The breakdown of total full-time equivalent employees by work function (ongoing functions versus temporary projects). Can also be presented as the percentage of total full-time equivalent employees by work function. Note: Consideration might also be given to reporting on the number/percentage of total full-time equivalent employees on long term temporary transfer (e.g. greater than 90 days) to projects (temporary work functions)—by project—and the number/percentage of temporary vacancies (resulting from the temporary transfers) that are being back-filled.	<i>For each work function type: FTE (work function type) <u>Percentage breakdown:</u> For each work function type: FTE (work function type) / Total FTE*100 (%)</i>	Useful for considering the impact on the workforce of temporary projects and analysing real staffing levels over time.
Classification level	Classification profile	APS Employment Data Tables	The breakdown of total headcount by classification level. Can also be presented as the percentage of total headcount by classification level. <u>Note:</u> Consideration needs to be given to whether this metric is measured on the basis of substantive classification (which excludes temporary assignment at another classification level) or actual classification (which includes temporary assignment at another classification level), or both. While substantive classification reflects the underlying composition of the workforce itself, it does not accurately reflect the workforce currently required. Reporting on both substantive and actual classification provides a clearer picture in relation to workforce supply, workforce demand, and workforce cost. It also provides information about the development opportunities available to staff.	<i>For each classification level: Headcount (Classification level) <u>Percentage breakdown:</u> For each classification level: Headcount (Classification level) / Total headcount*100 (%)</i>	Useful for monitoring the composition of the workforce. May also be indicative of changing levels of work complexity, workforce cost, labour market shortages, and attraction issues, etc. Useful to understand the trends presenting within the data for different classification levels, across various workforce themes.
	APS to EL Classification Ratio	APS agency input. Human Capital Measurements Standards ('Staffing rate— managerial', pp. 458 – 459).	The number of APS employees per EL employee. Note: You may also consider reporting on: -number of APS/EL employees per SES employee, or -number of employees at EL1 or below classifications per EL 2 employee.	<i>Total headcount (APS classification levels) / Total headcount (EL classification levels)</i>	Useful in understanding the proportion of managers to line staff, and for monitoring changing leadership patterns over time.

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Age	Age profile	Human Capital Measurements Standards ('Age staffing breakdown', pp. 422 – 423).	The breakdown of total headcount (ongoing) by age group. Age groups include: 15-24 years 25-34 years 35-44 years 45-54 years 55-64 years 65 years and over Can also be presented as the percentage of total headcount (ongoing) by age group.	<i>For each age group: Headcount (Ongoing)/(Age group)</i> <u>Percentage breakdown:</u> <i>For each age group: Headcount (Ongoing) (Age group) / Total headcount (Ongoing)*100 (%)</i>	Useful for assessing the potential risk posed by likely age retirements and associated loss of corporate knowledge, skills and experience. Also useful in understanding employee preferences and behaviours, to inform employment value propositions, for example.
	Approaching retirement age rate (50+)	Human Capital Measurements Standards ('Staffing rate— 50+ years old', pp. 430 – 431).	The number of ongoing employees in the age range considered to be approaching retirement (50 years or older) as a percentage of total headcount (ongoing).	<i>Headcount (Ongoing) (50 years or older) / Total headcount (Ongoing)*100 (%)</i>	Useful for assessing the potential risk posed by likely age retirements and associated loss of corporate knowledge, skills and experience.
	Average workforce age	Human Capital Measurements Standards ('Average workforce age', pp. 424 – 425).	The average age of all employees.	<i>Sum of all ongoing employees' ages / Total headcount (Ongoing)</i>	As a single metric, provides a quick and simple indication of workforce age, but does not provide any indication of the dispersion of ages around the average.
Gender	Gender profile	Australian guidelines on the recognition of sex and gender.	The breakdown of total headcount by number of men, women and gender X (Indeterminate/intersex/unspecified) employees. The X category refers to anyone who does not exclusively identify as either male or female. Can also be presented as the percentage of total headcount by gender. Gender is part of a person's personal and social identity. It refers to the way a person feels, presents and is recognised within the community. A person's gender may be reflected in outward social markers, including their name, outward appearance, mannerisms and dress (AGD guidelines).	<i>For each gender: Headcount (Gender)</i> <u>Percentage breakdown:</u> <i>For each gender: Headcount (Gender) / Total headcount*100 (%)</i>	Useful for monitoring the composition of the organisation's workforce, and to assist with promotion of workforce diversity. The AGD Guidelines recommend that the preferred Australian Government approach is to collect and report data on gender.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Sex	Sex profile	Australian guidelines on the recognition of sex and gender.	The breakdown of total headcount by number of men, women and sex X (Indeterminate/intersex/unspecified) employees. The X category refers to anyone who does not exclusively identify as either male or female. Can also be presented as the percentage of total headcount by sex. Sex represents the sex of the employee at birth. (AGD guidelines).	<i>For each sex: Headcount (sex)</i> <i>Percentage breakdown: For each sex:</i> <i>Headcount (Sex) / Total headcount*100 (%)</i>	Useful for monitoring the composition of the organisation's workforce, and to assist with promotion of workforce diversity. The AGD Guidelines recommend that the preferred Australian Government approach is to collect and report data on gender. Collecting and reporting data on sex should only occur where there is a legitimate need and this is consistent with Australian Privacy Principle 3.
Diversity	First Nations (Indigenous)	Profile of First Nations people Australian Institute of Health and Welfare (aihw.gov.au)	The breakdown of total headcount (ongoing) by First Nations status. Can also be presented as the percentage of total headcount (ongoing) by First Nations status. Aboriginal and Torres Strait Islander (First Nations) people are the first peoples of Australia. They are not one group but rather comprise hundreds of groups that have their own distinct set of languages, histories and cultural traditions.	<i>For each diversity group: Headcount (Ongoing) (Diversity group)</i> <i>Percentage breakdown: For each diversity group:</i> <i>Headcount (Ongoing) (Diversity group) / Total headcount (Ongoing)*100 (%)</i>	Useful for monitoring the composition of the organisation's workforce, and to assist with promotion of workforce diversity.
	Disability	APS Employment Data Tables	The breakdown of total headcount (ongoing) by disability status. Can also be presented as the percentage of total headcount (ongoing) by disability status. 'For data collection purposes, APS agencies use the Australian Bureau of Statistics Disability, Ageing and Carers: Summary of Findings 2003 definition, according to which '... a person has a disability if they report that they have a limitation, restriction or impairment, which has lasted, or is likely to last, for at least 6 months and restricts everyday activities.	<i>For each diversity group: Headcount (Ongoing) (Diversity group)</i> <i>Percentage breakdown: For each diversity group:</i> <i>Headcount (Ongoing) (Diversity group) / Total headcount (Ongoing)*100 (%)</i>	Useful for monitoring the composition of the organisation's workforce, and to assist with promotion of workforce diversity.

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Diversity (Continued)	Disability (Continued)		This includes: •loss of sight (not corrected by glasses or contact lenses •loss of hearing where communication is restricted, or an aid to assist with, or substitute for, hearing is used •speech difficulties •shortness of breath or breathing difficulties causing restriction •chronic or recurrent pain or discomfort causing restriction •blackouts, fits, or loss of consciousness •difficulty learning or understanding •incomplete use of arms or fingers •difficulty gripping or holding things •incomplete use of feet or legs •nervous or emotional condition causing restriction •restriction in physical activities or in doing physical work •disfigurement or deformity •mental illness or condition requiring help or supervision •long-term effects of head injury, stroke or other brain damage causing restriction •receiving treatment or medication for any other long-term conditions or ailments and still restricted •any other long-term conditions resulting in a restriction'		
	Born in a Non-English-speaking country	Standard Australian Classification of Countries (SACC), 2016 Australian Bureau of Statistics (abs.gov.au)	Born in a country other than Australia, New Zealand, United States, Canada, South Africa, England, Scotland, Wales, Ireland, Northern Ireland, Channel Islands, Jersey and Guernsey.	For each diversity group: <i>Headcount Percentage breakdown: For each diversity group: $\frac{\text{Headcount Non-English-speaking country}}{\text{Total headcount}} \times 100$ (%)</i>	Useful for monitoring the composition of the organisation's workforce, and to assist with promotion of workforce cultural diversity.
	APS new hire diversity ratio		Proportion of all new APS hires who identify with a Diversity group.	<i>(Number of new APS hires who identify with a diversity group/ total of all new commencements in the same time period) x 100 (%)</i> Note: consider data privacy and anonymity when reporting	Commitment to a Diversity & Inclusion (D&I) strategy will usually require augmentation of talent strategies to stimulate intake of specific cohorts. Measuring the proportion of new commencements who identify with a targeted Diversity group is therefore paramount to test the efficacy of those talent strategies, and the overall effectiveness of the D&I strategy.

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Diversity (Continued)	APS candidate diversity		Proportion of APS candidates who identify with a diversity group.	<i>(Number of candidates who disclose diversity identifier for APS roles / total number of candidates per vacancy) x 100 (%)</i>	Unconscious bias and structural impediments which may unintentionally inhibit Diversity cohorts from applying for vacancies need to be recognised and addressed. Issues can range from the terminology used in position descriptions which may sub-consciously discourage specific diversity groups, or arbitrary role/ application requirements and processes which preclude someone with a disability, are examples of inhibitors which can be identified and rectified if their impact is first understood. Measuring the proportion of diverse candidates applying for vacancies is potentially the first indicator if there are such inhibitors in the application process.
	Diverse Leadership Turnover Rate		Proportion of diversity cohorts within leadership positions who have voluntarily and involuntarily left the organisation. Note: Leadership is defined as EL1 equivalent and above to remain consistent with the APS work level standards.	<i>(Number of identified employees within leadership positions who have voluntarily or involuntarily left the organisation / total employees in leadership roles who have voluntary or involuntarily left the agency in the same time period) *100 (%)</i>	Measuring the separation rates of employees of diversity groups will provide an indication of how well the organisation retains diversity relative to overall turnover. A higher rate of turnover of diversity groups may indicate systematic, structural or cultural issues which need to be better understood and managed. Furthermore, high turnover in these cohorts can be a reputational risk for the organisation's brand which may compromise recruitment supply in general.

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Diversity (Continued)	Culturally and Linguistically Diverse (CALD)	1289.0 Standards for Statistics on Cultural and Language Diversity (1999) (abs.gov.au) 2024 APS Culturally and Linguistically Diverse Employment Strategy and Action Plan	The standard set of indicators include: Country of Birth of Person Main Language Other Than English Spoken at Home Proficiency in Spoken English Indigenous Status Ancestry Country of Birth of Father Country of Birth of Mother First Language Spoken Languages Spoken at Home Main Language Spoken at Home Religious Affiliation Year of Arrival in Australia For reporting purposes, the CALD Employment Strategy and Action Plan identified CALD employees as those whose first language was not exclusively English.	<i>(Number of employees identified as CALD/ total employee headcount) x 100 (%)</i> Note: <i>Consider data privacy /anonymity when reporting diversity attributes</i>	As outlined in the standards published by the ABS, the purpose is to provide standards to identify, define, classify and disseminate particular attributes of a person or group of people that relate to their origins and cultural and language background. Variables relating to the cultural and language attributes which are considered important and relevant, and the reasons for choosing them, are described as a way to identify, measure and monitor service needs associated with advantage or disadvantage related to cultural and language background. For instance, to provide cultural and language data which facilitate access and equity initiatives; to provide information that supports a measure of cultural and language diversity in its broader sense. That is, a measure of the cultural and language communities and groups that make up Australian society; to provide information to replace non-English speaking background (NESB) which is widely considered to be no longer appropriate as a general-purpose indicator. Similar to NESB, CALD aims to elaborate on the diversity attributes experienced by the employee as an indicator or potential for disadvantage.
	Culturally and Linguistically Diverse (CALD) SES	2024 APS Culturally and Linguistically Diverse Employment Strategy and Action Plan	The standard set of indicators for SES staff include: Country of Birth of Person Main Language Other Than English Spoken at Home Proficiency in Spoken English Indigenous Status Ancestry Country of Birth of Father Country of Birth of Mother First Language Spoken Languages Spoken at Home Main Language Spoken at Home Religious Affiliation Year of Arrival in Australia	<i>(Number of SES employees identified as CALD/ total number of SES employees who chose to respond) x 100 (%)</i> <i>Consider data privacy /anonymity when reporting diversity attributes</i>	This measure is useful for tracking CALD representation in the Senior Executive Service (SES) as it will lead to an Australian Public Service leadership cohort that reflects the Australian population and wider APS.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Diversity (Continued)	Culturally and Linguistically Diverse (CALD) SES (Continued)		For reporting purposes, the CALD Employment Strategy and Action Plan identified CALD employees as those whose first language was not exclusively English.		
	Neurodivergence	APS Employee Census	Percentage of employees who considered themselves to be neurodivergent in the APS Employee Census.	<i>Number of respondents identifying as neurodivergent / Total number of respondents * 100 (%)</i>	Useful for monitoring the composition of the organisation's workforce, and to assist with promotion of workforce diversity.
	LGBTIQA+	APS Employee Census	Self-identifying as Lesbian, Gay, Bisexual, Transgender and/or gender diverse, Intersex, Queer, Questioning and/or Asexual).	<i>For each diversity group: Headcount (Ongoing) (Diversity group)</i> <i>Percentage breakdown: For each diversity group: Headcount (Ongoing) (Diversity group) / Total headcount (Ongoing)*100 (%)</i>	Useful for monitoring the composition of the organisation's workforce, and to assist with promotion of workforce diversity.
	Proportion of Carers	APS Employee Census	Percentage of employees who considered themselves to be a carer in the APS Employee Census.	<i>Number of respondents identifying as carers / Total number of respondents * 100 (%)</i>	Useful for monitoring the composition of the organisation's workforce, and to assist with promotion of workforce diversity.
	Proportion of Mature Age	APS Employee Census/APS Employment Data Tables/DEWR Mature Age Hub	Percentage of employees who are 45+ in the APS Employee Census.	<i>Number of respondents 45+ / Total number of respondents * 100 (%)</i>	Useful for monitoring the composition of the organisation's workforce, and to assist with promotion of workforce diversity.
Recruitment	Recruitment rate	Human Capital Measurements Standards ('External hire rate', pp. 34 – 35).	The number of ongoing employees recruited during the period as a percentage of average headcount (ongoing) for the period.	<i>Recruitment headcount (Ongoing) / Average headcount (Ongoing)*100 (%)</i>	Useful for monitoring the volume of recruitment activity, and the rate at which new employees are entering the organisation. Provides an indication of the relative 'newness' of the workforce and can also be indicative of the rate of turnover.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Recruitment (Continued)	Internal and External recruitment rate		The percentage of competitive selection exercises (for ongoing positions) filled by internal applicants, and the percentage filled by external applicants.	<i>Number of competitive selection exercises (Ongoing positions) filled by internal/external applicants / Total competitive selection exercises (Ongoing positions) filled*100 (%)</i>	Provides an indication of the extent to which the organisation's employees are capable of taking up new positions in the organisation. Is indicative of how appropriately employees have been developed and the availability of a broad internal succession pool. Can also be indicative of the level of insularity of the organisation, and its capacity to compete effectively as a preferred employer.
	Net recruitment rate	Human Capital Measurements Standards ('Net hire ratio', pp. 36 – 37).	The number of ongoing employees recruited during the period for every ongoing employee separated during the period.	<i>Recruitment headcount (Ongoing) / Termination headcount (Ongoing)*100 (%)</i>	Indicates whether the organisation's workforce is growing (net recruitment rate greater than 1) or contracting (net recruitment rate less than 1).
	Promotion rate	Human Capital Measurements Standards ('Promotion rate', pp. 60 – 61).	The number of ongoing employees promoted during the period as a percentage of average headcount (ongoing) for the period.	<i>Internal promotions (Ongoing) / Average headcount (Ongoing)*100 (%)</i>	May be indicative of the level of employee performance and management and leadership skills and capabilities, or issues associated with the organisation's performance management process, or its capacity to compete effectively as a preferred employer.
	Average time to finalise selection exercises		The average number of working days to finalise competitive selection exercises (for ongoing positions), from the date of advertising to when a formal offer of employment is made. Note: - A selection exercise does not necessarily equate to one position. For example, a bulk selection round is counted as one selection exercise, even if more than position is filled through this process. - This metric only includes selection exercises where offers are made.	<i>Sum of total working days to finalise all competitive selection exercises (Ongoing positions) / Number of selection exercises</i> Note: <i>The denominator excludes selection exercises with no offers made.</i>	Useful for measuring the efficiency of selection processes where positions are filled. However, this does not account for the delay factor between an offer being made and the successful candidate commencing in the position.
	Average time to fill selection exercises		The average number of working days to fill competitive selection exercises (for ongoing positions), from the date of advertising to the date the successful candidate commences in the position.	<i>Sum of total working days to fill all competitive selection exercises (Ongoing positions) / Total number of selection exercises where positions were filled</i>	Useful for measuring the time it takes to have new employees on board for positions that are vacant, and accounts for the delay factor between an offer being accepted and the successful candidate commencing in the position.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Recruitment (Continued)	Average time to fill selection exercises (Continued)		Note: Selection exercises do not necessarily equate to one position. For example, a bulk selection round is counted as one selection exercise, even if more than position is filled through this process		
	Applicant ratio (internal and external recruitment processes)	Human Capital Measurements Standards ('Applicant ratio', pp. 72 – 73).	The average number of applicants for internal and external recruitment processes.	<i>Total applicants (Internal/external recruitment process) / Total offers accepted</i>	Useful for gauging the resource requirement for conducting recruitment processes and can also be indicative of the level of demand for various positions and the organisation's capacity to compete effectively as a preferred employer.
	Merit pool/ reserve talent pool		Number of candidates contained on active merit lists.	<i>Total number of candidates on active merit lists (reported by interval, e.g. month and segmented by choice (classification, job family/function/role, location etc.))</i> <i>Age of merit lists can also be measured to prompt review/use or renewal as needed.</i>	The number of latent talent who may be selected/ deployed without the need for an open selection process, based on their inclusion in an existing merit listing. Whilst there are still valid checks to be performed before appointment offers can be made, merit lists offer recruiters fast and often effective talent solutions drawing on previously undertaken suitability assessments.
	Merit pool utilisation rate		The rate of candidates offered positions from merit pools at a given agency.	<i>(Total number of candidates offered positions from merit pools/total number of candidates in merit pools) * 100 (%)</i>	Tracking the utilisation of reserve talent pools can be an effective way to assess the efficacy of recruitment exercises. This is particularly important in roles with a high turnover.
	Offer acceptance rate		Percentage of offers extended that are accepted.	<i>Number of offers accepted/total number of offers made) *100 (%)</i>	The strength of the offer and the likelihood of it being accepted by the preferred candidate is dependent upon a number of factors not all of which are related to the total remuneration package (TRP). It is important to consider the candidate experience in determining how well the employment offer is received. We know that workplace culture (or perception of culture) plays a significant factor in a candidate's decision to accept an offer and join an organisation, and this is often previewed through the recruitment & selection process. It is not necessarily enough to have a competitive TRP, but it is also essential that a candidate has a positive experience and forms a favourable view of the organisation.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Recruitment (Continued)	External Recruitment Rate	APS Data Release and Statistical Bulletins Australian Public Service Commission (apsc.gov.au)	Distribution of new hires who come from within the organisation versus outside the organisation.	<i>New external hire headcount/ Total new hire headcount *100 (%) - can be measured as either by ongoing or non-ongoing, or both employment types however care must be taken to distinguish.</i>	Finding a balance between promotion of internal talent, and acquisition of external talent is essential to manage innovation and diversity and ensure an organisation remains progressive. Recruitment patterns which are too internalised may deprive the organisation the opportunity to explore new ways of thinking and working, which in turn could deny improvement. By contrast, a high external recruitment rate can indicate that not enough is being done to develop succession and career pathways.
	Hiring manager experience		Feedback of hiring managers on the quality of the recruitment process.	<i>Satisfaction surveys of recent hiring manager experience:</i> - <i>timeliness of process</i> - <i>quality and responsiveness of HR service</i> - <i>perception of candidate pool quality</i> - <i>perception of system navigation ease</i> - <i>suggestions for improvement.</i>	Seeking regular feedback from hiring managers can inform how efficient the recruitment process is from the consumer's perspective. Rating satisfaction with the process and measuring this trend over time will identify if the internal Recruitment team/offer is meeting the needs of its internal stakeholders, providing a baseline for improvement.
	Rehire rate		Percentage of external hires who are rehires (with former periods of service).	<i>(number of external hires who are rehires / total number of external hires in the same time period) *100 (%)</i>	Measuring re-hires from the external labour market is a useful indicator of the organisation's competitiveness in the market. Alumni programmes provide a system of contact with former employees, seeking to capitalise upon the skills and experience they develop from working in outside businesses. Some organisations take this concept further by structuring industry placements for existing employees to gain experience in new technology and systems, sometimes via employee exchange programmes and this is viewed as a more flexible method of acquiring new skills without losing an employee to outside employment.
	Utilisation rates		Rate at which managers choose the services of the internal recruiting department as opposed to those of outside agencies or vendors.	<i>Number of internal recruitment exercises / Total number of recruitment exercises undertaken in a defined period *100 (%)</i>	Measuring the proportion of internal recruitment processes versus external talent partnering may inform hiring manager attitudes toward internal recruitment function, and their confidence in delivering the required talent. Periodically seeking hiring manager evaluation of service can lead to improvements in the process and encourage internalisation of recruitment processes.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Recruitment (Continued)	Candidate experience		Feedback of candidates on the quality of the recruitment & selection process.	<i>Satisfaction surveys of recent candidate experience:</i> - <i>timeliness of process</i> - <i>quality and responsiveness of HR service</i> - <i>perception of communication received</i> - <i>perception of system navigation ease</i> - <i>suggestions for improvement.</i>	Seeking regular feedback from candidates on their experience can inform how efficient the recruitment process is from the candidate's perspective. Because ratings and responses can be impacted by the candidate's overall outcome, it is often preferable to gain these ratings/insights before the final outcome is announced (between the interview and decision milestones). Rating satisfaction with the process and measuring this trend over time will identify if the internal Recruitment team/offer is meeting the demands of the market relative to competitors and provide a baseline for improvement.
	Applicant interview rate		Proportion (%) of active applicants who are interviewed during a period.	$[Number\ of\ applicants\ interviewed / (Total\ number\ of\ applicants - Withdrawals)] \times 100\ (\%)$	Quality of the applicant pool will reveal if the attraction method has reached the desired market. The position description, advertisement, channel, brand and offer can all contribute to lower than desirable interview rates, although labour market capacity is also a factor to consider.
	Recruitment source breakdown		Distribution of external hires by recruitment source, including referral, rehire, agency, etc. Note: External hire refers to all APS staff recruited externally that receive a salary or wage directly from their current agency.	$(Number\ of\ external\ hires\ per\ channel / Total\ external\ hires) \times 100\ (\%)$	Evaluate effectiveness of sourcing channels to understand their impact on retention and monitor recruitment costs
	Suitable Applicant rate		Proportion (%) of active applicants who are deemed suitable as part of an external recruitment process. 'Suitable' refers to anyone receiving an offer or placed on the merit pool.	$[Number\ of\ applicants\ deemed\ suitable / (total\ number\ of\ applicants - Withdrawals)] \times 100\ (\%)$	Quality and effectiveness of attraction method.
	Withdrawal rate		Proportion (%) of candidates who have withdrawn from an advertised process.	$[Total\ number\ of\ candidates\ who\ have\ withdrawn\ from\ a\ process / (total\ number\ of\ applicants - Withdrawals)] \times 100\ (\%)$	Used to measure candidate engagement with a process and effectiveness of assessment method
Secondments	Secondment rate (in to and out of the organisation)	Developed in consultation with APS agencies.	The number of secondments of ongoing employees (in to/out of the organisation) as a percentage of total movements of ongoing employees.	$Secondments\ (In/out) / Total\ movements * 100\ (\%)$	Useful for examining the availability of skills development opportunities for employees through secondments out of the organisation. Also useful for measuring the level of secondments to the organisation, which provide an alternative source for filling temporary skills demands and a source of new ideas, creativity and innovation.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Transfers	Internal transfer rate	Human Capital Measurements Standards ('Lateral mobility', pp. 58 – 59).	The number of permanent lateral movements of ongoing employees as a percentage of total movements of ongoing employees, WHERE 'Lateral Movement' is a job movement from one department or field to another <u>without a significant change in the level of responsibility</u> between the prior role and the new one. <u>Any movements that effect a change in the position number</u> including promotions, acting arrangements and lateral movements are all counted as <u>total movements</u>.	$Lateral\ movements / Total\ movements * 100\ (\%)$	Useful for examining the availability of skills development opportunities for employees through lateral moves across the organisation.
	External transfer rate (in to and out of the organisation)		The number of permanent external movements of ongoing employees (in to/out of the organisation) as a percentage of the total movements of ongoing employees.	$External\ movements\ (In/out) / Total\ movements * 100\ (\%)$	Useful for tracking the level of mobility in to and out of the organisation.
Mobility	Number of critical positions in the business		The number of roles that are essential to the ongoing delivery of mission-critical business functions.	<i>Number of critical positions</i> <u>Percentage breakdown:</u> $Number\ of\ critical\ (ongoing)\ positions / Total\ ongoing\ positions * 100\ (\%)$	Identifying critical roles allows organisations to mitigate attrition risks and undertake succession planning to ensure effective business continuity. Knowing the overall number of critical positions in the organisation is a useful way to measure the headline succession risk, which can then inform potentially better job design and business process design which aim to reduce that number of critical positions. Mitigating or reducing the numbers of mission-critical roles which are single-point sensitive by distributing the critical tasks amongst more employees will enable more effective continuity when there is unexpected loss or temporary unforeseen absence.
	Higher duties rate		Proportion of workforce who have relieved via higher duties in a given period. Note: This does not include acting periods where no higher duties allowances (HDA) were paid (e.g., acting duties for delegation purposes only).	$Headcount\ (HC)\ who\ accessed\ higher\ duties\ in\ the\ period / Total\ HC * 100\ (\%)$	Higher duties allowance (HDA) can indicate the degree of stretch opportunity to which the workforce has access (number of events), and the organisation's efficiency at filling ongoing positions (number of days). Measuring the number of employees who have accessed HDA in a period, will also provide insight into HDA practices across the organisation, which can lead to EOI campaigns creating latent talent pools for future temporary relieving opportunities.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Mobility (Continued)	Number of vacant critical positions		The number of vacant roles that are essential to the ongoing delivery of essential business functions.	<i>Number of vacant critical positions</i> <u>Percentage breakdown:</u> <i>Number of vacant critical positions / Total number of vacant positions *100 (%)</i> <u>Job family breakdown:</u> <i>Count of vacant critical positions by job family / Total headcount (HC) by job family *100 (%)</i>	Critical positions by their definition cannot be left vacant as the tasks they perform are essential for efficient business operation. Therefore, additional focus is required on critical positions which are vacant to determine the mitigations needed to ensure effective business continuity. Measuring the average length of time a critical position is vacant and comparing this with general time to fill may also be an indicator of how effective the organisation's succession strategies are in addressing the replacement risk.
	Internal placement ratio		Percentage of all hires who are internal hires.	<i>(Number of hires who are internal / total number of new hires in the same time period) *100 (%)</i>	Tracks internal movement as an indicator of employee development and assesses the extent to which an organisation can reduce employee turnover and costs by seeking internal talent.
	Cross-business unit mobility		Movements between business units as a percentage of total internal movements. This includes temporary and permanent transfers.	<i>(Number of movements between business units / total number of internal movements in the same time period) * 100 (%)</i> <i>A regression model (e.g. Markov analysis) can also be applied to annual classes of employees with a constant baseline (e.g. graduates) to predict their future mobility (by tracking the movements of occupants in the 'class' over years to predict the pathway of future classes of similar cohorts)</i>	Track internal movement as an indicator of employee development and identify trends common to cohorts in movement pathways. Understanding these trends can lead to the development of personas for cohorts, which can then be used for EVP as career pathways opportunities.
	Internal competition		Number of internal candidates per position.	<i>(Sum of candidates currently employed by the agency / vacancies open to external candidates) *100 (%)</i> <u>Note:</u> <i>If multiple roles are advertised within one vacancy, then each role should be considered separately for the purpose of this metric.</i>	Creating positive internal competition for vacancies can inform the relative depth of the replacement bench which could be used to fill short-term relieving opportunities, and to cultivate longer-term succession planning via training interventions (e.g. leadership development courses to build the organisation's future leadership cohort). Lower rates of internal candidacy for certain vacancies may indicate the need to re-structure jobs or supplement with external labour solutions.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Mobility (Continued)	Internal labour market utilisation		Percentage of applicants for internally advertised roles who are current employees of the agency.	<i>(number of internal applicants for position/ total number of applicants for position) *100 (%)</i>	The ability to measure internal competition will indicate how well internal opportunities are promoted so they are visible to prospective internal candidates, and how desirable these positions are to the workforce. The ensuing business intelligence can then be used to inform and promote internal career pathways.
	Critical roles with no mitigation strategy or successor identified		The proportion of critical roles that lack either a documented mitigation strategy or an identified successor.	<i>Number of critical roles without mitigation or successor/ Total number of critical roles * 100 (%)</i>	Highlights succession risk and helps agencies prioritize planning for vulnerable roles.
	Critical roles that are leadership positions		The proportion of critical roles that are classified as leadership positions (EL1 equivalent and above).	<i>Number of critical EL1 and above roles / Total number of critical roles * 100 (%)</i>	Provides insight into how leadership roles are prioritized in succession planning.
Exits	Agency exit rate	Human Capital Measurements Standards ('Termination rate', pp. 120 – 121).	The number of ongoing employees who left the organisation during the period (voluntarily and non- voluntarily) as a percentage of the average headcount (ongoing) for the period. <u>Includes:</u> -Age retirements (s.30 of the PS Act) -Retrenchments (s. 29(3)(a)) -Invalidity retirements (s.29(3)(d)) -Other terminations of employment (ss 29(3)(b), (c) ,(e) ,(f), (g) and (h)) -Resignations -Deaths -Promotions and permanent transfers to other organisations	<i>Exits (Ongoing) / Average headcount (Ongoing)*100 (%)</i>	Useful for monitoring likely impact on departure, vacancy and replacement costs, including loss of corporate knowledge, skills and experience, and potential impact on workforce morale and workload. Can also be indicative of organisational insularity, and ineffective performance management processes.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Exits (Continued)	APS Separation rate	Human Capital Measurements Standards ('Termination rate', pp. 120 – 121).	The number of ongoing employees who left the APS during the period (voluntarily and non-voluntarily) as a percentage of the total average headcount (ongoing) for the period. Includes: -Age retirements (s.30 of the PS Act) -Retrenchments (s. 29(3)(a)) -Invalidity retirements (s.29(3)(d)) -Other terminations of employment (ss 29(3)(b),(c),(e),(f),(g) and (h)) -Compulsory moves to a non-APS agency (s.72(1)(b)) -Resignations -Deaths <u>Excludes:</u> -Promotions and permanent transfers to other organisations	<i>Separations (Ongoing) / Average APS headcount (Ongoing)*100 (%)</i>	Useful for monitoring likely impact on departure, vacancy and replacement costs, including loss of corporate knowledge, skills and experience, and potential impact on workforce morale and workload. Can also be indicative of organisational insularity, and ineffective performance management processes.
	Exit profile		The breakdown of total exits of ongoing employees during the period by exit type. Exit types include: - Resignations - Age retirements - Promotions and permanent transfers (to other organisations) - Terminations - Retrenchments - Invalidity retirements - Compulsory moves to a non-APS agency - Deaths Can also be presented as the percentage of total exits of ongoing employees by exit type.	<i>For each exit type: Headcount (Ongoing) (Exit type) <u>Percentage breakdown:</u> For each exit type: Headcount (Ongoing) (Exit type) / Total exits (Ongoing)*100 (%)</i>	Useful for examining the reason why staff are exiting to ensure workforce strategies effectively target potential workforce risks.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Exits (Continued)	Voluntary exit rate	Human Capital Measurements Standards ('Voluntary termination rate', pp.124 – 125).	The number of ongoing employees who left the organisation voluntarily during the period as a percentage of the average headcount (ongoing) for the period. Includes: -age retirements -resignations -promotions -ongoing transfers Excludes: -voluntary and involuntary redundancies -invalidity retirements -terminations -Machinery of Government changes	<i>Voluntary exits (Ongoing) / Average headcount (Ongoing)*100 (%)</i>	Useful for monitoring employee-initiated exits, to help identify gaps in the organisation's employment offer, or to identify emerging trends and issues that need to be addressed in particular business units or occupational groups or job families.
	Voluntary exit profile	Human Capital Measurements Standards ('Termination reason breakdown', pp. 122 – 123).	The breakdown of total voluntary exits of ongoing employees during the period by reason for exiting. Can also be presented as the percentage of total voluntary exits of ongoing employees by exit type. Reasons may include: -Desire to gain further experience -Lack of future career opportunities in current agency -Desire to try a different type of work/career change -Lack of recognition in current agency for doing a good job -Lack of opportunity to work on innovative projects in current job -Current remuneration package -Interests do not match responsibilities of current job -Senior leadership in current agency is of a poor quality -Promotions in current agency not based on fair and transparent recruitment processes -Desire to relocate	<i>For each exit reason: Voluntary exits (Ongoing)(Exit reason)</i> <u>Percentage breakdown:</u> <i>For each exit reason: Voluntary exits (Ongoing)(Exit reason) / Total voluntary exits (Ongoing)*100 (%)</i>	Useful for examining voluntary exit drivers to ensure workforce strategies effectively target potential workforce risks.
	New starter exit rate	APS agency input.	The number of exits of new ongoing employees with short tenure (<1 year) as a percentage of the total number of new ongoing employees with short tenure (<1 year).	<i>Exits (Ongoing)(Tenure < 1 year) / Headcount (Ongoing)(Tenure < 1 year) *100 (%)</i>	Useful in comparing the number of exits of new starters to the total number of new starters who could have possibly exited during the period.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Exits (Continued)	Retention rate	Human Capital Measurements Standards ('Retention rate', pp. 116 – 117).	The percentage of all ongoing employees present at the beginning of the period still with the organisation at the end of the period. Note: To obtain an accurate retention rate it is necessary to exclude employees who have both started and ceased during the period. You may also consider reporting retention rates for high performers, high potential employees and employees in critical job roles, if these are identified by your organisation. Employees who have left the organisation through a compulsory movement to a non-APS agency should be excluded from the starting population.	$\frac{[Headcount\ (Ongoing)(Start\ of\ period) - Terminations\ (Ongoing)]}{[Headcount\ (Ongoing)(Start\ of\ period)]} * 100\ (\%)$	Useful for monitoring the extent of departure, vacancy and replacement costs being incurred, and ensuring adequate resourcing, retention of corporate knowledge, and monitoring of existing retention strategies. Can also be indicative of the organisation's level of insularity, and ineffective performance management systems. Retention rate is sometimes preferred by organisations as a more positive way of measuring turnover than the Separation rate.
	Employer-Initiated Separation Rate (aka Organisational Initiated Separation or Turnover Rate)		Involuntary separations during the reporting period as a proportion (%) of average total employee headcount across the same period.	$(Number\ of\ involuntary\ separations\ over\ the\ period / average\ total\ employee\ headcount\ over\ the\ period) \times 100\ (\%)$	Organisation-initiated separation is an important indicator of the general health of workplace relations in the organisation, as it relates to redundancy, dismissal and early-termination of fixed-term contracts. Taking a decision to end an individual's employment is a significant action which sometimes arises in or out of workplace conflict. Higher rates of workplace conflict can create reputational and legal risks which the organisation may need to manage. Ending employment arrangements by way of genuine redundancy, can also be an expensive decision. Watching the trend in involuntary employment separation rates provides senior executives with cues as to the overall amount of industrial activity potentially happening in their organisation.
Tenure	Median workforce tenure	Human Capital Measurements Standards ('Average workforce tenure', pp. 470 – 471).	The median tenure for the total number of ongoing employees at the end of the period. As the distribution of tenure tends to be skewed, this metric is best calculated as a median.	$Median\ tenure\ of\ workforce\ at\ end\ of\ period$	Useful for monitoring loss or potential loss of experience and corporate knowledge. Can also be indicative of organisational insularity and turnover, or organisational growth.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Tenure (Continued)	Average agency tenure		The average tenure for the total number of ongoing employees at the end of the period at their current agency.	<i>Sum of agency tenure in years (Ongoing) (End of period)/Total Headcount (Ongoing)</i>	Tenure is an indicator of employee satisfaction, and can help inform analysis of critical people in the organisation. Longer tenure correlates positively with higher job satisfaction, and whilst cross-referencing tenure data with generational profiling may be tempting (based on the perception that later generations have less organisational loyalty), this dimension has not been shown to correlate with intention to resign. Understanding the needs of individual employees and their motivators is a more compelling indicator of intention to resign, and job satisfaction impacting on the quality of the performance output. Tenure can be a useful indicator of likely severance costs, where organisational change and redundancy is being considered.
	Proportion of New Starters	Human Capital Measurements Standards ('Staffing rate— < - year tenure', pp. 474 – 475).	The number of ongoing employees who have been employed by the organisation for less than 1 year as a percentage of total headcount of ongoing employees.	<i>Headcount (Ongoing)(Tenure <1 year) / Total headcount (Ongoing)*100 (%)</i>	Useful for monitoring the percentage of the workforce with less than one year of tenure (and associated workforce challenges).
Performance management	Performance appraisal participation rate	Human Capital Measurements Standards ('Performance appraisal participation rate', pp. 164 – 165).	The number of ongoing employees who received a performance rating during the period as a percentage of the number of ongoing employees eligible to receive a performance rating.	<i>Number of performance ratings (Ongoing) (End of period) / Headcount (Ongoing) (Eligible for appraisal at end of period) *100 (%)</i>	Provides an indication of the extent to which individual performance is being managed, to ensure it aligns with organisational expectations. Can also be indicative of the effectiveness of the performance management process and the level of employee engagement.
	Performance rating profile	Human Capital Measurements Standards ('Performance rating distribution', pp. 166 – 167).	The breakdown of total performance appraisal ratings for ongoing employees by rating category.	<i>For each performance rating: Headcount (Ongoing)(Performance rating) / Total performance ratings (Ongoing)*100 (%)</i>	Provides an indication of the extent to which individual performance aligns to organisational expectations. Can be useful in identifying training and development needs and opportunities. Can also be indicative of the effectiveness of the performance management process and the abilities of managers to deal with underperformance.
	Performance rating improvement rate	Human Capital Measurements Standards ('Employee upgrade rate', pp.158 – 159).	The number of ongoing employees whose current performance rating is higher than the previous cycle, as a percentage of the total number of ongoing employees who participated in the process.	<i>Headcount (Ongoing)(Improved performance rating) / Total performance ratings (Ongoing)*100 (%)</i>	Can be useful in monitoring the success of learning and development strategies. However, can be affected by changes in employees' positions. For example, a recently promoted employee might receive a lower performance rating than they did in the last cycle when they were in a position at a lower classification level.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Performance management (Continued)	Underperformance management		Number of performance improvement plans (PIP) which have been undertaken in a given period.	$\text{Total number of formal PIPs} / \text{Total headcount} * 100 (\%)$ $\text{Average duration of completed PIPs, and avg duration of PIPs in process (days)}$	PIPs are designed as formal, intensive support to help an employee attain and sustain the desired standard of performance, when there has been a prolonged deterioration which has not recovered with informal coaching and support. Keeping track of the number of PIPs being undertaken at any given time (and their outcome) can inform training offers and help to ensure position descriptions (PDs) accurately reflect the skills and abilities needed to perform roles.
	Disciplinary outcomes		The number of disciplinary outcomes by type.	$\text{Number of disciplinary outcomes by type} / \text{total disciplinary outcomes} * 100 (\%)$ $\text{Number of disciplinary outcomes by type} / \text{total headcount} * 100 (\%)$	Discipline is an outcome of a conduct or performance matter and can take the form of a written warning, demotion, reduction in salary, involuntary transfer, or in the most severe cases, dismissal. Given the nature of discipline and its impact on not only the subject officer but peers and managers connected with the process, measurement of these outcomes can improve organisational consistency and compliance with legislated requirements. These measurements may also reveal patterns when compared with specific jobs, locations or other attributes which can then lead to more effective risk mitigations being developed and applied.
Qualifications	Highest educational qualification profile	Human Capital Measurements Standards ('Educational attainment breakdown', pp. 180 – 181).	The breakdown of total headcount (ongoing) by highest educational qualification received. Can also be presented as the percentage of total headcount (ongoing) by highest educational qualification received. Qualifications may include: - Less than year 10 - Year 10 - Year 11 - Year 12 - Basic vocational qualification - Skilled vocational qualification - Associate diploma - Undergraduate diploma - Bachelor's degree - Postgraduate diploma - Masters - Doctorate	$\text{For each qualification type: Headcount (Ongoing) for which qualification type is the highest qualification received}$ $\text{Percentage breakdown: For each qualification type: Headcount (Ongoing) for which qualification type is the highest qualification received} / \text{Total headcount (Ongoing)} * 100 (\%)$	Provides an indication of the level of educational attainment of the workforce. Can assist in understanding the academic training or certification level requirements of key functions.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Qualifications (Continued)	Field of Study profile	Human Capital Measurements Standards ('Educational attainment breakdown', pp. 180 – 181).	The breakdown of total headcount (ongoing) by educational fields studied. Fields include: - Administration (e.g. management, marketing, communication, tourism) - Accountancy - Economics - Finance/Banking - Human Resource Management/Industrial Relations - Education - Information Technology - Legal - Medical (e.g. doctors, nurses and physiotherapy) - Social Sciences (e.g. social work, behavioural sciences, psychology, sociology) - Science (e.g. mathematics, veterinary, geography, biochemistry) - Engineering, Architecture, and/or Surveying Arts (e.g. history, archaeology, anthropology, English, languages, music, fine arts, philosophy, political science) - Business (e.g. business management, bookkeeping, secretarial studies, office management) - Agriculture/Forestry Trades, Labour and/or Hospitality (e.g. butchers, hairdressers and labourers) - Other - Chose not to give this information.	<i>For each field of study type: Headcount for the field of study</i> <u>Percentage breakdown:</u> <i>For each field of study:</i> <i>Headcount for field of study / Total headcount*100 (%)</i>	Provides an indication of the diversity of educational attainment of the workforce. Can assist in understanding the academic training or certification level requirements of key functions. Can also assist in understanding workforce talent pools and career pathways.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Learning and development	Time spent on learning and development type profile		The breakdown of time spent on learning and development by ongoing employees, by type of learning and development. Can also be presented as the percentage of total time spent on learning and development by ongoing employees, by type of learning and development. Types of learning and development might include: - coaching and mentoring - e-learning - formal training and education courses - on-the-job training - academic study - conferences and seminars - workshops - engaging with resources such as articles, videos, or other documents (in line with the APS L&D Strategy).	<i>For each learning and development type: FTE working days spent on learning and development type by ongoing employees</i> <u>Percentage breakdown:</u> <i>For each learning and development type:</i> <i>FTE working days spent on learning and development type by ongoing employees / Total FTE working days spent on all learning and development types by ongoing employees*100 (%)</i>	Useful in examining preferences, and level of demand for different methods of providing learning and development, to assist with development and implementation of future learning and development strategies.
	Participation rate in learning and development programs	Human Capital Measurements Standards ('Development program penetration rate', pp. 145 - 147).	The number of ongoing employees who participated in learning and development programs as a percentage of the total number of ongoing employees who were eligible to participate in learning and development programs.	<i>Headcount (Ongoing) who participated in learning and development programs / Average headcount (Ongoing)*100 (%)</i>	Provides an indication of the extent to which eligible employees have the opportunity to participate in learning and development programs and the extent to which they utilise these opportunities.
	Mandatory training compliance		Proportion of employees who have completed mandatory compliance, integrity and ethics training.	<i>(Number of employees who have completed compliance and ethics training/headcount total of employees required to complete mandatory training) x 100 (%)</i>	Ensuring employees are aware of their obligations for ethical and lawful decision-making is an aggregate indicator of the organisation's vulnerability to risk of fraud and other practices which may present legal risks to the employer. There is also a strong correlation between higher incidence of ethics and integrity training, and increased wellbeing.
	Employee satisfaction with learning and development (by learning and development type)	Human Capital Measurements Standards ('Employee satisfaction with training', pp. 212 -213).	Feedback from staff survey results emails, forums, consultations and focus groups provide insight into the level of satisfaction of employees with access to and quality of different types of learning and development activities.	<i>Consolidation of staff survey responses.</i>	Provides an indication of the effectiveness of different types of learning and development, and the level of access. Useful in informing development and implementation of learning and development strategies.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Learning and development (Continued)	Training participation rate		Proportion of employees who participate in voluntary training during a particular time period.	<i>(Number of employees who participate in voluntary training and development/Total number of employees eligible to participate) *100 (%)</i>	Voluntary or extension training are courses offered by the organisation, beyond the mandatory training and position-specific courses in which employees participate. These can be used to build capability or enhance existing knowledge. Given training inherently carries a direct cost to provide, it is important to measure their efficacy both in a direct cost and ROI.
	Training and development costs	APS Craft www.apsacademy.gov.au	Total cost of training and development during a particular time period and/or per category of learning. Learning categories are defined in the APS Academy's APS Craft.	<i>(Total training expenditure \$ / Headcount (HC) (to calculate \$ per HC) segmented by APS Craft training categories</i>	Costs of training are a useful metric to quantify an investment in an employee's formal learning and development. Although this can provide a useful benchmark from which to compare the experience of the workforce, it is recommended to segment by occupation and tenure to more accurately understand the training requirements for each job role e.g. occupations susceptible to digital transformation or emerging research/policy may require more learning and development (L&D) to maintain currency than others.
	Study support access rate		Proportion of Australian Public Service (APS) employees who receive study support/assistance. <u>NOTE:</u> Study support or assistance refers to formal education courses undertaken by employees at higher education institutions and other vocational courses as agreed by agencies. Refer to relevant enterprise agreement or other workplace instruments.	<i>(Number of APS employees receiving agency support for formal education/total APS headcount at agency) x 100 (%)</i>	Investing in APS capability by supporting uptake of formal education courses is important to help keep APS agencies modern, enabling them to remain model employers.
	Cost of study support		Total cost of study support/assistance provided to Australian Public Service (APS) employees at a given agency. Total cost can be broken down by field of study. <u>NOTE:</u> Study support or assistance refers to formal education courses undertaken by employees at higher education institutions and other vocational courses as agreed by agencies. Refer to relevant enterprise agreements or other workplace instruments.	<i>Cost of APS employees receiving agency support for formal education by broader fields of study (\$)</i>	Tracking cost of study support aids in quantifying investment into an employee's formal education. While total expenditure in study support is useful, mapping costs to broader fields of study can help identify underfunded fields.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Employee satisfaction	Employee engagement	APS Employee Census	Employee engagement is a measure of the emotional connection and commitment employees have to working for their organisation. The employee engagement index is calculated by combining the following APS Employee Census questions: 1. I am happy to go the 'extra mile' at work when required. 2. I suggest ideas to improve our way of doing things. 3. I believe strongly in the purpose and objectives of my agency. 4. I feel committed to my agency's goals. 5. I work beyond what is required in my job to help my agency achieve its objectives. 6. I am proud to work in my agency. 7. Overall, I am satisfied with my job. 8. I would recommend my agency as a good place to work. 9. I feel a strong personal attachment to my agency. 10. My agency really inspires me to do my best work every day.	<i>Each measure is made up of questions asked on a five-point agreement scale. To calculate the index score, each respondent's answers to the set of questions are recoded to fall on a scale between 0 and 100 percent. The recoded responses are then averaged across all index questions to provide the index score for that respondent. An individual only receives an index score if they have responded to all questions which comprise that index.</i>	Staff survey results provide insight into employee attitudes and intentions and can assist with assessing levels of motivation, interest and enthusiasm for work, career aspirations etc. Employee engagement has been thoroughly researched over a number of decades. High levels of employee engagement is strongly associated with positive benefits such as increased performance and productivity. Employee engagement is more than simply job satisfaction or commitment to an organisation. It is the extent to which employees are motivated, inspired and enabled to improve an organisation's outcomes. Engagement requires a two-way relationship between an employee and their organisation.
	Immediate supervisor (leadership)	APS Employee Census	The immediate supervisor score assesses how employees view the leadership behaviours of their immediate supervisor. The APS Employee Census questions that form the immediate supervisor index are: 1. My supervisor engages with staff on how to respond to future challenges. 2. My supervisor can deliver difficult advice whilst maintaining relationships. 3. My supervisor invites a range of views, including those different to their own. 4. My supervisor encourages my team to regularly review and improve our work. 5. My supervisor is invested in my development. 6. My supervisor ensures that my workgroup delivers on what we are responsible for.	<i>Each measure is made up of questions asked on a five-point agreement scale. To calculate the index score, each respondent's answers to the set of questions are recoded to fall on a scale between 0 and 100 percent. The recoded responses are then averaged across all index questions to provide the index score for that respondent. An individual only receives an index score if they have responded to all questions which comprise that index.</i>	Strong leadership is vital to high performance in the workplace. High quality leadership has been shown to boost positive workplace outcomes such as productivity, engagement and innovation. Strong leadership also supports times of high demand and contributes to lower employee turnover.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Employee satisfaction (Continued)	SES manager (leadership)	APS Employee Census	The SES manager index assesses how employees view the leadership behaviours of their immediate SES manager. The questions that form the SES manager leadership index are: 1. My SES manager clearly articulates the direction and priorities for our area. 2. My SES manager presents convincing arguments and persuades others towards an outcome. 3. My SES manager promotes cooperation within and between agencies. 4. My SES manager encourages innovation and creativity. 5. My SES manager creates an environment that enables us to deliver our best. 6. My SES manager ensures that work effort contributes to the strategic direction of the agency and the APS.	<i>Each measure is made up of questions asked on a five-point agreement scale. To calculate the index score, each respondent's answers to the set of questions are recoded to fall on a scale between 0 and 100 percent. The recoded responses are then averaged across all index questions to provide the index score for that respondent. An individual only receives an index score if they have responded to all questions which comprise that index.</i>	Strong senior leadership is vital to high performance in the workplace. High quality senior leadership has been shown to boost positive workplace outcomes such as productivity, engagement and innovation. Strong senior leadership also supports times of high demand, contributes to lower employee turnover, and effectively steers organisations towards strategic goals.
	Communication	APS Employee Census	The communication index measures communication at the individual, group and agency level. The questions that form the communication index are: 1. My supervisor communicates effectively. 2. My SES manager communicates effectively. 3. Internal communication within my agency is effective.	<i>Each measure is made up of questions asked on a five-point agreement scale. To calculate the index score, each respondent's answers to the set of questions are recoded to fall on a scale between 0 and 100 percent. The recoded responses are then averaged across all index questions to provide the index score for that respondent. An individual only receives an index score if they have responded to all questions which comprise that index.</i>	Effective communication is vital for a positive workplace. A communicative workforce fosters collaboration, networking and diverse thinking while improving outcomes. It is also known that effective communication can prevent and buffer issues in the workplace.
	Enabling innovation	APS Employee Census	The questions that form the innovation index are: 1. I believe that one of my responsibilities is to continually look for new ways to improve the way we work. 2. My immediate supervisor encourages me to come up with new or better ways of doing things. 3. People are recognised for coming up with new and innovative ways of working. 4. My agency inspires me to come up with new or better ways of doing things. 5. My agency recognises and supports the notion that failure is a part of innovation.	<i>Each measure is made up of questions asked on a five-point agreement scale. To calculate the index score, each respondent's answers to the set of questions are recoded to fall on a scale between 0 and 100 percent. The recoded responses are then averaged across all index questions to provide the index score for that respondent. An individual only receives an index score if they have responded to all questions which comprise that index.</i>	Innovation is a particular focus for the APS as it can drive improved performance, productivity and work outcomes. Innovation and employee engagement are also linked, such that innovation can drive engagement, and innovation can flourish where employee engagement is high.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Employee satisfaction (Continued)	Wellbeing policies and support	APS Employee Census	The wellbeing policies and support index included in the APS Employee Census measures both the practical and cultural elements that allow for a sustainable and healthy working environment. The questions that form the wellbeing policies and support index are: 1. I am satisfied with the policies/practices in place to help me manage my health and wellbeing. 2. My agency does a good job of communicating what it can offer me in terms of health and wellbeing. 3. My agency does a good job of promoting health and wellbeing. 4. I think my agency cares about my health and wellbeing. 5. I believe my immediate supervisor cares about my health and wellbeing.	<i>Each measure is made up of questions asked on a five-point agreement scale. To calculate the index score, each respondent's answers to the set of questions are recoded to fall on a scale between 0 and 100 percent. The recoded responses are then averaged across all index questions to provide the index score for that respondent. An individual only receives an index score if they have responded to all questions which comprise that index.</i>	The APS has long been focused on the wellbeing of its employees. As employers, APS agencies have obligations under Work Health and Safety legislation. Together with these obligations is an acknowledgement that high performance of employees and organisations cannot be sustained without adequate levels of employee wellbeing.
	Harassment and bullying	APS Employee Census	The Australian Public Service Employee Census measures employee perceptions of harassment and bullying. Responses to the question 'During the last 12 months, have you been subjected to bullying or harassment in your current workplace?' are used to do so.	<i>Number of respondents who perceived harassment or bullying in their current workplace / Total number of respondents * 100 (%)</i>	High rates of harassment or bullying indicate cultural, ethical and legal issues which impact employee wellbeing, engagement and retention.
Employee intentions	Intention regarding position	APS Employee Census	Employee intentions regarding their position are measured in the APS Employee Census using the following item: Which of the following statements best reflects your current thoughts about working in your current position? [Please select one category only] - I want to leave my position as soon as possible. - I want to leave my position within the next 12 months. - I want to stay working in my position for the next one to two years. - I want to stay working in my position for at least the next three years.	<i>Collection of employee intention regarding position index from the APS Employee Census results</i>	The question is designed to capture the intention of staff regarding their mobility and likelihood of leaving their position.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Employee intentions (Continued)	Intention to leave position	APS Employee Census	Employee intentions regarding leaving their position are measured in the APS Employee Census using the following item: What best describes your plans involved with leaving your current position? [Please select one category only] - I am planning to retire. - I am pursuing another position within my agency. - I am pursuing a position in another agency. - I am pursuing work outside the APS. - It is the end of my non-ongoing, casual or contracted employment. - Other.	<i>Collection of employee intention to leave index from the APS Employee Census results</i>	The question is designed to capture reasons for people who are intending to leave their current position.
Demographics	Flexible work arrangements (FWA)	APS Employee Census	The number and type of flexible working agreements in place as a proportion of the total workforce.	<i>Count of flexible work agreements / total eligible headcount * 100 (%)</i> <i>Count of FWA types / Total FWAs *100 (%)</i>	Flexible work arrangements (FWA) are varied and becoming increasingly more prevalent amongst the workforce seeking greater work-life balance. Understanding the organisation's propensity for flexible work is therefore critical to employer reputation and understanding the needs of its employees.
	Working away from the office (WAFO) arrangements	APS Employee Census	The number of working away from the office agreements in place as a proportion of the total workforce.	<i>Count of working away from the office work agreements / total eligible headcount * 100(%)</i>	The Australian workforce is experiencing an uptick in working away from the office (WAFO) arrangements over the last 5 years. In 2024, the Australian Public Service Commission (APSC) included working away from the office as one of the options under the 'Do you currently access any of the following flexible working arrangements?' question of the Australian Public Service (APS) Employee Census. Hence, it is important for APS agencies to understand how many staff have WAFO arrangements in place.
	Compressed hours		The proportion of APS staff working compressed hours compared to the total number of full-time and part-time APS staff. Note: Regular working hours are taken from primary employment instruments as defined by the Australian Public Service (APS) Remuneration Survey.	<i>Count of staff working compressed hours / total eligible headcount * 100 (%)</i>	As compressed hours form part of flexible working arrangements, it is important for agencies to be conscious of how many staff work compressed hours.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Establishment	Budgeted vacancy rate		Total number of budgeted positions vacant during a period.	$\frac{\text{(Number of vacant budgeted positions / total occupied positions)} \times 100}{\%}$ $\frac{\text{(Number of days vacant / total vacant budgeted positions per period)} \times 100}{\%}$	Reviewing vacancies on a regular basis is a useful way to ensure the establishment is relevant and current. Positions which are budgeted but unfilled if identified, may be used to offset labour costs where surge capacity may be needed. Vacancy rates are also factored into operating budgets (e.g. 4% annual vacancy rate = 2 weeks vacancy) as a cost-saving strategy, and so their measurement both in terms of overall numbers and vacancy duration is necessary to ensure optimal workforce affordability.
HR Service Delivery	HR ratio		Ratio of (Human Resources) HR job family workforce relative to the general workforce population.	$\frac{\text{FTE of HR job family}}{\text{Total FTE expressed as a ratio}}$	Benchmarking the size of the HR function as automation impacts the traditional duties of the occupation. Organisations need to be mindful of optimal HR and workforce ratios to ensure there is sufficient HR expertise to deliver the people support functions expected in a contemporary workplace.
Leadership	Diversity of Leadership Team		Proportion (%) of identified diversity staff in leadership positions.	$\frac{\text{(Number of identified employees in leadership positions / Total employee headcount for leadership positions)} \times 100}{\%}$ Note: Consider data privacy/preserving anonymity when reporting.	Diverse leadership is the extension of a diverse workforce. Measuring the diversity cohorts amongst the leadership levels can reveal if there are apparent barriers to promotion for certain groups, which then leads to better informed strategies aimed at addressing those barriers.
	Span of Supervision	Optimal Management Structures Guidance 2023 apsc.gov.au	The number of subordinates or direct reports for which a supervisor is directly responsible. Note: This metric does not consider work types/job family framework.	$\frac{\text{Number of employees reporting to highest ranking individual in a discreet org unit structure}}{\text{(expressed as a ratio e.g. 1x manager with 2x direct reports and a total team of 15 is considered 1:2)}}$	Span of control is a hierarchical construct often associated with improved accountability and delivery of outcomes, because it posits there is an ideal number of employees a leader can manage effectively. Spans of control can be contentious, as they need to be calibrated for the types of work performed, where factors such as autonomy, complexity and risk might determine how dynamic the reporting relationships need to be to achieve optimal output. For this reason, it is recommended that benchmarking be applied to the types of occupations being measured, to ensure insights are contextualised with the nature of the work.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Leadership (Continued)	Optimal Management Structure	Optimal Management Structures Guidance 2023 apsc.gov.au	The optimal number of direct reports and organisational layers based on the agency's job family framework/work types.	<i>The number of employees (in the work category) / the number of managers (in the work category) using headcount figures and actual positions</i> <u>For organisational layers:</u> <i>The number or tiers in an organisation's structure which reflect levels of responsibility. Normally represented in the organisational chart</i>	The APS Framework for Optimal Management Structures (OMS) sets out design principles to guide agencies' management structures, including the optimal number of vertical layers and management spans of control. An agency should not have more organisational layers than is necessary to perform effectively, with five to seven vertical layers seen as optimal in most cases. OMS primarily relies on job family in its structure.
Safety	Work Health and Safety (WH&S) training compliance rate		Proportion of employees who have completed WH&S training within the organisation.	<i>(Number of employees who have completed WH&S training/total number of employees required to complete WH&S training) x 100 (%)</i>	Compliance with WH&S training is an important indicator of how well the workforce should understand safety principles to recognise potential hazards and avoid foreseeable accidents and subsequent injury. Allied with safety audits and a culture which promotes the value and importance of safety and wellbeing, WH&S training is considered an investment with a high degree of return, and therefore measuring compliance is a critical factor in the overall risk management of safety in any organisation.
	WH&S incident		Total accident and injuries over a given time period (e.g. month).	<i>Number of reported accidents per month</i>	Collecting data on the type of incident is critical to gaining a better understanding of how to minimise risks of workplace harm and injury and prevent them from occurring.
	Average lost time for injury (LTI)		Average amount of working time lost due to employee injury over a given time period.	<i>Amount of lost working time due to work accidents and occupational disease in the accounting period (in days or hours)/total number of recorded injury cases</i>	LTI is an indicator of how well the organisation pro-actively addresses injury risks (by reducing their occurrence) and how well they manage rehabilitation and return to work.
	Accident rate		Total number of workplace accidents over a given time period relative to total employee headcount.	<i>(Number of reported incidents per period/ total employee headcount) * 100 (%)</i>	A headline lag indicator of organisational safety is the number of accidents which occur in a defined reporting period. This can either be expressed as an overall number, or as a proportion of headcount (accidents per employee), and signals to an organisation whether their practices are safe and their workforce is compliant with policies aimed at reducing risks of harm and injury. The cost of injury can be both direct (absence, time lost, compensation) and indirect (increases to WorkCover premiums and reputational damage). These are consequently some of the most measured and reported aspects of the workforce for good reason.

Category	Metric	Sources referenced*	Definition	Formula	Purpose
Safety (Continued)	Rehabilitation cases		Total active rehabilitation cases over a given time period.	<i>Number of rehabilitation cases per period (e.g. month)</i>	Managing and supporting employees who were injured or became ill in their duties is an important aspect of facilitating a safe return to work. Hence, collecting data on active rehabilitation cases provides visibility on progress.
	EAP Access/Referral		Percentage of employees referred to or accessing Employee Assistance Program services during a given period.	<i>Number of employees referred to or accessing EAP / Total employee headcount * 100 (%)</i>	Indicates employee wellbeing trends and helps evaluate the visibility and effectiveness of support services.

*Sources referenced in the development of the workforce metrics include:

1. Human Capital Measures Standards ('*The Metrics Standard: Establishing Standards for 200 Core Human Capital Measures*', Corporate Leadership Council, 2005).

2. Budget website (Australian Government Budget 2022-23 website).

3. Job Family Model ('*Australian Public Service Job Family Model*', Australian Public Service Commission, December 2011).

4. State of the Service Report ('*State of the Service Report 2023-24*', Australian Public Service Commission, November 2024).

5. APS Agency Survey ('*APS Agency Survey*', Australian Public Service Commission, April 2025).

6. APS Employee Census ('*APS Employee Census 2025*', Australian Public Service Commission, March 2025).

7. Standards for Statistics on Cultural and Language Diversity ('*1289.0 - Standards for Statistics on Cultural and Language Diversity*', Australian Bureau of Statistics, November 1999).

8. Standard Australian Classification of Countries ('*Standard Australian Classification of Countries (SACC)*', Australian Bureau of Statistics, June 2016).

9. Optimal Management Structures Guidance ('*Optimal Management Structures Guidance 2023*', Australian Public Service Commission, October 2023).

10. APS Culturally and Linguistically Diverse Employment Strategy and Action Plan ('*2024 APS Culturally and Linguistically Diverse Employment Strategy and Action Plan*', Australian Public Service Commission, May 2024).

11. Australian Government Guidelines on the Recognition of Sex and Gender ('*Australian Government Guidelines on the Recognition of Sex and Gender*', Attorney-General's Department, November 2015).

12. Profile of First Nations people ('*Profile of First Nations people*', Australian Institute of Health and Welfare, July 2024).

13. APS Craft ('*APS Craft*', Australian Public Service Academy, October 2024).

Note: For a number of metrics, a measurement unit of either headcount or full-time-equivalent number of employees is specifically suggested. This is based on the nature of the aspect of the workforce being measured, and the general purpose for measuring it. However, organisations will ultimately choose the unit of measurement that best suits their own needs and circumstances for each of the metrics and, in some cases, may utilise both.