



Downloadable Template

# QBR for CHROs

## HR Leadership Dashboards

### Skills Gap

**27,6%** Global 25%

+ 5,4% ↑ in one year

### Turnover trend



### Headcount distribution by gender





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# Introduction

As a Chief People Officer (CPO) or Chief Human Resources Officer (CHRO), having all your key metrics in one view is essential. Each organization faces unique challenges, so a 'one-size-fits-all report' doesn't exist. However, there are certain metrics that every senior HR leader needs to track, and we've compiled them into this dashboard.

Our CPO/CHRO dashboard is the first in a series. Follow Crunchr to stay updated on upcoming dashboards covering topics like Recruiting, Attrition, DEI, Internal Mobility, Skills, and more.

This dashboard is designed to serve as an inspiration for senior HR executives during Quarterly Business Reviews (QBRs) and other strategic meetings. It highlights the most crucial metrics to consider when presenting to stakeholders and aligning HR initiatives with business objectives. By focusing on these key areas, CPOs and CHROs can better demonstrate the impact of human resources on overall business performance, thus facilitating more informed discussions and decisions at the executive level.





## Headcount

### Highlights

Over the last year, our headcount has increased by 389 or 1.5%. This growth is in line with our projected expansion. Now, end of May 2024, we have 27.285 workers. 85% of our workforce works part-time.

Headcount  
May '24

**27.285**

+389 ↑ in one month

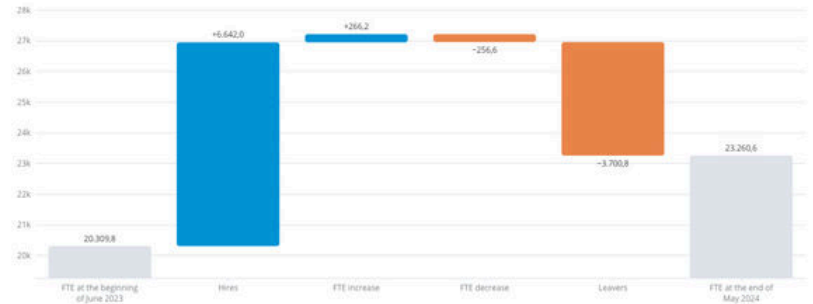
FTE  
May '24

**23.260**

+338 ↑ in one month

### How has the FTE changed?

Last 12 months



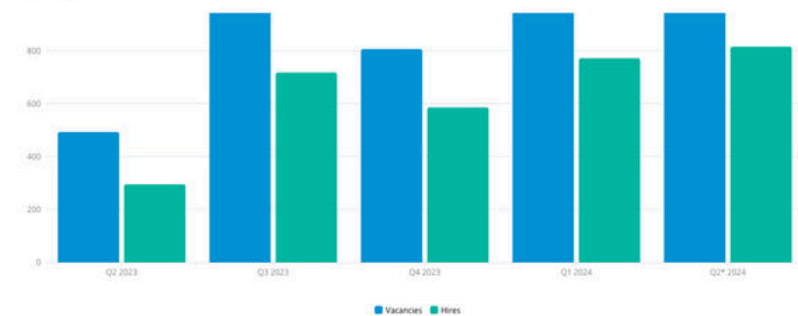
## Hiring

### Highlights

We have 1.210 open vacancies, which is 551 more than last year. This is due to our workforce expansion and high turnover. Our quality of hire is 83.3%, just below our global "quality of hire" objective of 84%.

### Number of vacancies and hires over time

Jun'23 - May'24



Quality of hire  
Q2 2024

**83,3%** Global  
+3,2% ↑ in one year

Open vacancies  
Q2 2024

**1210**  
+551 ↑ in one year

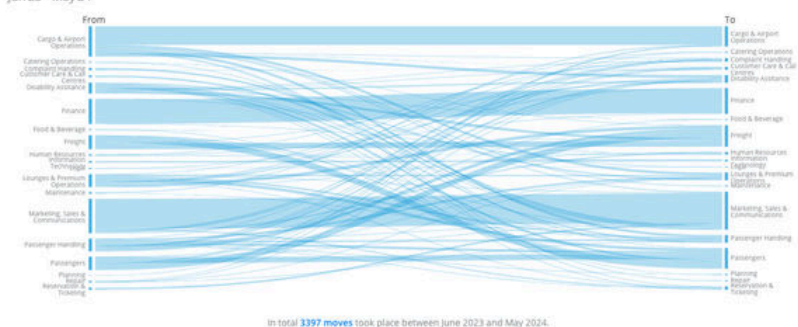
## Mobility

### Highlights

90% of moves occur within the same business unit. We see an increase in interdepartmental moves though. Our build rate of 25,1% seems low, but it's because we are hiring many new colleagues.

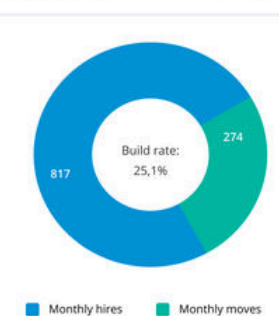
### How do we exchange talent between business units?

Jun'23 - May'24



### Build vs. Buy

12m - May '24



## Turnover

### Highlights

Voluntary and first-year turnover are increasing across the board, and even expected to further increase in the short term. Reducing turnover to our 12% goal is a top priority and we share plans to achieve this objective soon.

Voluntary Turnover  
12m - May '24

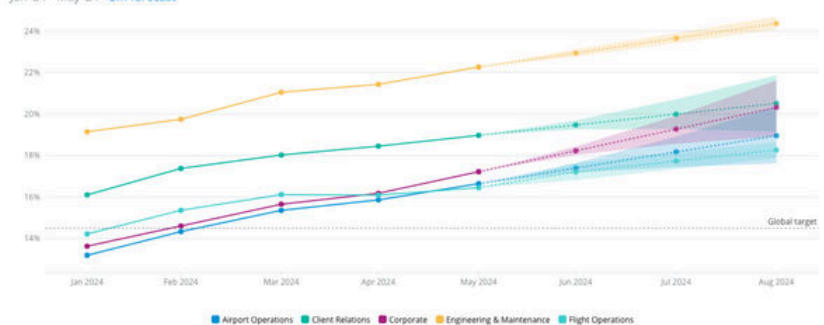
**17,1%** Global  
+7,3% ↑ in one year

First Year Turnover  
Monthly - May '24

**4,1%** Global  
+2,8% ↑ in one year

### 12 months rolling turnover rate

Jan '24 - May '24 +3m forecast





# CHRO's QBR Dashboard

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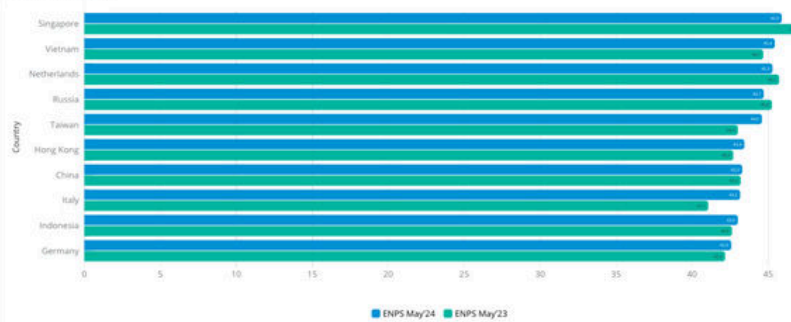
## Engagement

### Highlights

Our eNPS for Q2 2024 is 42, which is 1,2% less than last year and below our target of 45. Still, we consider the score acceptable considering our high turnover. The monthly absence rate is only 0,9%. It increased just slightly.

#### eNPS by country

May '23 vs. May '24



#### eNPS

Q2 2024

**42,3** Global  
🎯 45  
-1,2% ↓ in one year

#### Monthly Absence Rate

12m · May '24

**0,9%** Global  
🎯 1%  
+0,1% ↑ in one year

## Diversity

### Highlights

Female managers make up 45,6% of senior management now. This a 7,8% increase since last year, overachieving our target of 45%. Our gender pay gap is 17,6%. We are working on a large initiative to redress this soon.

#### Female Managers

12m · May '24

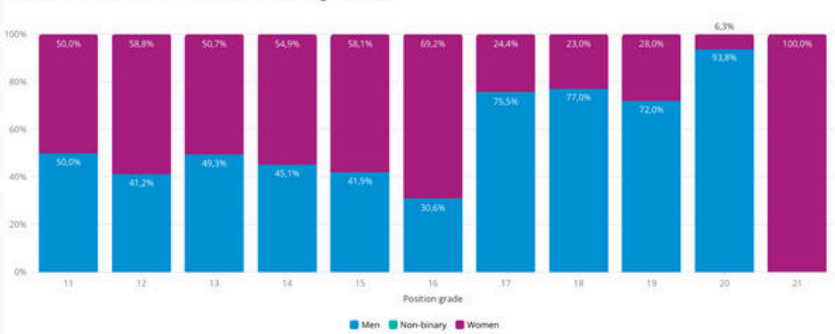
**45,6%** Global  
🎯 45%  
+7,8% ↑ in one year

#### Gender Pay Gap

12m · May '24

**17,6%** Global  
🎯 5%  
-0,1% ↓ in one year

#### Gender distribution in senior management



## Skills

### Highlights

Our focus this year is to decrease the skills gap among our high performers and high potentials.

The team is currently working on creating development programs for the top three missing skills. The programs will start in the next quarter.

#### Skills Gap

12m · May '24

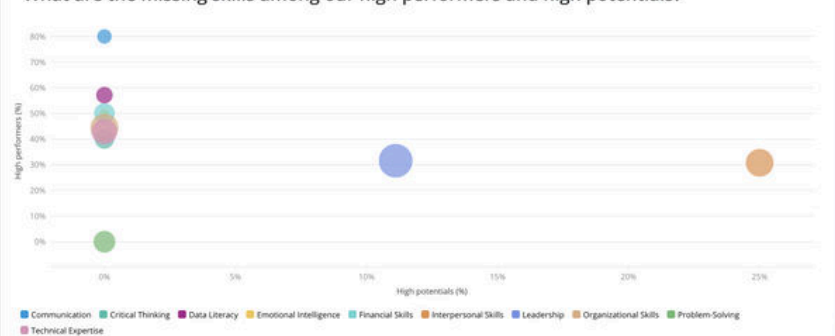
**27,6%** Global  
🎯 25%  
+5,4% ↑ in one year

#### Skills Gap · high perf&potentials

12m · May '24

**25,2%** Global  
🎯 23%  
-1,3% ↓ in one year

#### What are the missing skills among our high performers and high potentials?



## Labor cost

### Highlights

Total labor cost for Q2 is €1.38B, just below the budget, with a 0.9% increase from last year. Turnover cost is €156M, above our goal of €100M. Reducing turnover has our absolute attention.

#### Total Labor Cost

Q2 2024

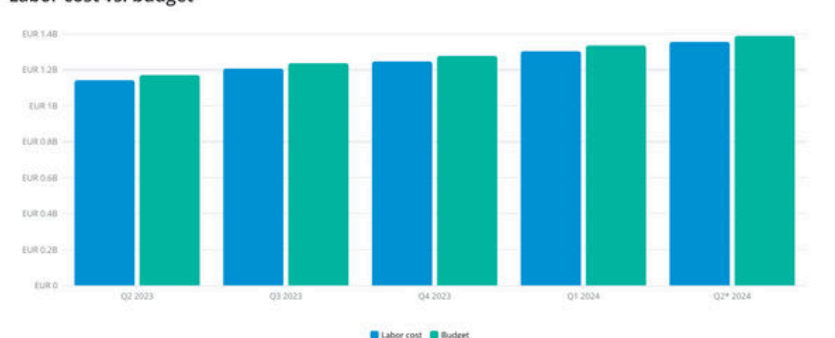
**1.38B** Global  
🎯 1.4B  
+0,9% ↑ in one year

#### Turnover Cost

Q2 2024

**156M** Global  
🎯 100M  
+40M ↑ in one year

#### Labor cost vs. budget





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# Conclusion

The dashboards presented above highlight the critical metrics that most organizations monitor across various HR domains. However, as noted, there is no universal solution to reporting. For instance, while some companies may prioritize gender diversity at the leadership level, others may focus on broader company-wide diversity metrics. Similarly, the need to analyze data by location versus by business unit or functional area varies by organization. This emphasizes the importance of dashboard customization to meet specific business needs. Additionally, showcasing benchmarks and goals alongside the metrics is crucial, as it helps interpret the numbers in a meaningful way and provides context for assessing performance and progress.

Please note that the dashboard above is not a mock-up. With Crunchr, you get instant access to this and other pre-built HR dashboards. You can fully customize them or easily create new ones from scratch by simply dragging and dropping your metrics and attributes. Additionally, you can click on any metric to drill down or use our built-in GenAI to ask questions.

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