

COSMOS HR & People Ready Reckoner™

Structure your People, Strengthen your Growth.



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Why People Systems Trip Up Growing SMEs

People problems don't explode overnight. They build up quietly... one unclear role, one rushed hire, one missing SOP at a time.

A new team member joins and struggles to find direction. Another quits without warning. Reviews get delayed, expectations get fuzzy, and soon, the same small group ends up carrying the whole load.

The real issue?

Most SMEs treat people operations as ad hoc, not as a system.

So you see patterns like:

- Roles overlap or are left undefined.
- Onboarding that depends on "shadowing" rather than structure.
- Growth paths are unclear, so good people leave early.
- Reviews are done only when someone complains.

The good news?

Fixing this doesn't need an HR department or expensive software.

It needs structure - simple tools that bring **clarity, consistency, and visibility** to how you hire, onboard, and grow people.

The COSMOS Lens:

Strong people systems are built on the **COSMOS 4S Systems Framework™**:

- **Structure** → Define roles, expectations, and reporting clarity.
- **SOPs** → Document onboarding, reviews, and growth rituals.
- **Systems** → Use trackers and dashboards to stay consistent.
- **Scale** → Build capacity and trust without micromanagement.



This Ready Reckoner™ will show you how.

Section I – Core Foundations

Clarity starts with structure.

Most people issues trace back to one simple gap: no one is fully sure *who owns what*.

Without clear ownership, everything becomes a grey zone:

- Hiring gets delayed because *“it’s not my job.”*
- Reviews turn subjective because expectations were never written down.
- Promotions feel arbitrary, not earned.

This section lays the foundation for scalable people systems - clarity before process.

Here, you will define:

- **Who does what** (roles and responsibilities)
- **How people enter** (recruitment flow)
- **How they start strong** (onboarding and training SOP)

 By the end, you will have a visible structure that anchors your HR processes - not just documents but decision clarity.

A. Role Clarity Matrix

End role confusion before it starts

Layer 1 – The Basics

A Role Clarity Matrix maps responsibilities across functions, showing **who owns, supports, and approves** each task.

It replaces verbal assumptions with visible accountability.

👉 Columns to include:

- Function / Process
- Task or Deliverable
- R = Responsible (owns the task)
- A = Accountable (final sign-off)
- S = Support / Contributor
- I = Informed

This RASI logic ensures every team member knows their boundaries and interdependencies.

Worked Example (Sales Order Process):

Process Step	Responsible	Accountable	Support	Informed
Create Quotation	Sales Exec	Sales Head	Accounts	GM
Issue PO	Procurement	GM	Sales	Warehouse
Invoice & Follow-up	Accounts	GM	Sales	Customer

📌 Even a one-page sheet like this can end 80% of daily ambiguity.

Layer 2 – In Practice (SME Context)

In SMEs, people wear multiple hats. That is fine... as long as it is visible.
A good Role Clarity Matrix shows overlap *without chaos*.

Retail/ Trading Example:

Map roles across Sales, Warehouse, and Accounts - clarify who initiates vs who approves.

Manufacturing Example:

Use department rows (Production, Procurement, QA, Logistics, Accounts).
This doubles as an *authority map* - crucial for audits and approvals.

Update it whenever team changes happen, not yearly.

Layer 3 – Pro Tips (COSMOS Note)

- Keep your matrix short and alive - one page per function.
- Review it quarterly with department heads; add new roles as business grows.
- Use it as the “source of truth” when designing SOPs or performance reviews.
- Integrate initials or job titles, not names - this keeps it scalable.

 Clarity isn't bureaucracy. It is how small teams move fast without stepping on each other's toes.

B. Recruitment Pipeline Tracker

Hire with rhythm, not rush

Layer 1 – The Basics

Most SMEs hire reactively - when someone quits or workload spikes.

That is why resumes pile up, interviews drag on, and the wrong people often get through.

A simple **Recruitment Pipeline Tracker** replaces that chaos with visibility. It shows, at a glance, where every candidate stands... so hiring becomes a system, not a scramble.

👉 Core Columns:

- Role Applied For
- Source (Channel/Referral/Portal)
- Stage (Applied → Screen → Interview → Offer → Join → Onboarded)
- Status (Open/In Progress/Hold/Closed)
- Comments (Reason for Reject / Offer Remarks)
- Owner (HR / Hiring Manager)

Worked Example (Sales Engineer Role):

Candidate	Source	Stage	Status	Owner	Comments
A. Raman	LinkedIn	Interview 2	In Progress	HR	Awaiting final round
S. Tan	Referral	Offer Sent	Closed	Sales Head	Joining next week
K. Loh	JobStreet	Applied	Hold	HR	Overqualified

📌 A tracker like this cuts “What’s the update?” meetings by half.

Layer 2 – In Practice (SME Context)

Retail/Trading:

Use the tracker to plan *seasonal hires* early. e.g., warehouse helpers or temporary staff.

Manufacturing:

Add a “Medical/ Permit/ Visa” column to monitor pre-employment compliance.

Service / Consulting:

Integrate a “Portfolio/ Assignment Score” column for skills-based shortlisting.

Set a review rhythm - weekly with HR + Department Head.

Older entries (> 30 days) should auto-flag for closure or follow-up.

Layer 3 – Pro Tips (COSMOS Note)

- Maintain **one tracker per month** → keeps history lean and measurable.
- Add conditional formatting (Red = stuck > 7 days in one stage).
- Review *conversion rates* monthly: Applied → Interviewed → Hired.
- Use insights to improve sourcing — not guesswork.
- Link “Onboarded” stage to the next template: **Onboarding & Training SOP**.

 Hiring discipline is visibility discipline. The pipeline shows where momentum stalls and where structure wins.

C. Onboarding & Training SOP

Turn first days into confidence, not confusion.

Layer 1 – The Basics

Most new hires fail quietly... not because they are incapable, but because no one showed them *how things really work*.

An **Onboarding & Training SOP** ensures every new team member experiences the same clarity, regardless of who trains them.

👉 Core Flow:

1. **Pre-boarding:** documents, email, tools access, workstation ready.
2. **Orientation:** company overview, culture, and reporting lines.
3. **Role Training:** SOP walkthroughs, key deliverables, daily rhythm.
4. **Shadow Week:** observe + practice under supervision.
5. **Review & Sign-off:** confirm understanding before full responsibility.

Worked Example (Accounts Executive):

Stage	Activity	Owner	Due By	Status
Pre-boarding	Create email & MYOB access	HR Admin	2 days before join date	✅
Orientation	Intro to finance processes	HR + Finance Head	Day 1 AM	✅
Role Training	AR/AP process walkthrough	Senior Accounts	Week 1	🟡
Review	Trial transaction entry check	Finance Head	Week 2	🕒

 If it is written and visible, it gets done. If it is verbal, it is forgotten.

Layer 2 – In Practice (SME Context)

Retail/Trading: Use a two-week SOP focused on customer service scripts, POS operations, and cash handling.

Manufacturing: Include safety briefing, machine orientation, and production SOP checklist.

Services/Consulting: Pair new hires with a “process buddy” for shadow learning and feedback.

 **Tip:** Don’t overload new hires with documents. Give them checklists they can tick off and see progress.

Layer 3 – Pro Tips (COSMOS Note)

- Standardize a 15-day onboarding SOP across departments - adapt only 20%, not reinvent each time.
- Maintain an “Onboarding Completion Dashboard” linking each new hire to their status.
- Conduct a “Day 15 Reflection”, ask: What is still unclear? Fix it in the SOP, not just in conversation.
- Store updated SOPs in a shared folder named by function (e.g., HR_SOPs > Onboarding).
- Close the loop with the Performance Review Sheet in Section II - that’s where learning translates to accountability.

 Consistency builds confidence. When everyone starts right, they perform right.

Section II - Visibility Tools

Make performance visible, fair, and actionable

You cannot improve what you cannot see.

In most SMEs, reviews, growth paths, and leave records sit in scattered files or memory, leading to bias, missed recognition, and morale dips.

Visibility tools turn people management from *opinion* to *observation*.

Here, we will cover:

- How to track performance objectively
- How to document growth paths
- How to maintain transparent attendance

 By the end, your people data will speak, showing effort, progress, and gaps with clarity.

A. Performance Review Sheet

Measure contribution, not charisma

Layer 1 – The Basics

A Performance Review Sheet captures outcomes and behaviors on one page. It helps leaders discuss facts, not feelings.

👉 Core Sections:

1. Role Goals (KPIs & Key Tasks)
2. Quality & Timeliness Ratings (1–5 scale)
3. Behavior & Team Contribution
4. Self-Assessment & Manager Comments
5. Summary – Strengths, Improvements, Training Needed

Worked Example (Sales Executive):

KPI / Task	Target	Achieved	Rating (1–5)	Manager Notes
Monthly Revenue	RM 150 K	RM 138 K	4	Consistent, slightly below target due to market slowdown
Customer Follow-ups	95 % within 3 days	92 %	4	Needs better CRM tracking
Team Support & Reporting	–	–	5	Proactive with updates

📌 The sheet turns review discussions into structured decisions — not surprises.

Layer 2 – In Practice (SME Context)

Retail/Trading: Focus on sales consistency and customer behavior.

Manufacturing: Add KPI columns for Quality Defects % and On-time Delivery Support.

Service/Consulting: Emphasize Client Feedback and Documentation Accuracy.

Run reviews **quarterly** (not annually) for rhythm and recall.

Each review should feed training and growth plans... not just ratings.

Layer 3 – Pro Tips (COSMOS Note)

- Keep ratings visible to employee and manager - transparency builds trust.
- Use simple scales (1 = Needs Work → 5 = Exceeds).
- Add a “Training Need” column to capture development inputs on the spot.
- Link each KPI to departmental metrics from the HR KPI Dashboard (Section III).
- Use a shared drive or Google Sheet for live tracking - avoid buried PDFs.



When review data is visible, bias shrinks and growth becomes predictable.

B. Growth Path Framework

Retention starts with visibility, not rewards

Layer 1 – The Basics

Most SMEs lose good people not because of pay, but because there is no clear *next step*.

When growth depends on luck or favor, motivation fades.

A **Growth Path Framework** gives every employee a visible ladder:

- what is next,
- what it takes, and
- who decides.

👉 Core Columns:

- Role Level
- Key Competencies Required
- Experience / Tenure Range
- Performance Threshold (Avg Rating)
- Promotion Criteria / Trigger
- Next Role

Worked Example (Accounts Department):

Role Level	Competencies Required	Tenure	Rating ≥	Promotion Trigger	Next Role
Accounts Exec	Basic MYOB Ops, Vendor Recs	1 yr	3.5	Consistent accuracy & timeliness	Senior Exec
Senior Exec	Monthly Closings, Report Drafts	2 yrs	4	Independent review prep	Asst. Manager
Asst. Manager	Leadership, Variance Analysis	3–4 yrs	4.5	Process ownership	Manager

 It turns “promotion talk” into a documented process, not politics.

Layer 2 – In Practice (SME Context)

Retail/Trading:

Map growth from Store Associate → Supervisor → Outlet Manager → Area Manager.

Focus on *customer retention* and *store discipline* metrics.

Manufacturing:

Plot paths for Operators → Technicians → Line Leads → Supervisors → Managers.

Highlight skill certifications or cross-training modules needed.

Service/Consulting:

Define competency clusters (Analyst → Consultant → Lead → Director).

Include client-facing maturity, documentation quality, and system knowledge as criteria.

 Always align titles to business scale; skip over-engineered corporate ladders.

Layer 3 – Pro Tips (COSMOS Note)

- Keep every employee’s growth path visible in a shared “HR Dashboard.”
- Update annually - even if no one is due for promotion yet.
- Tie promotion triggers to *skills and behavior*, not just tenure.
- Use data from Performance Review Sheets to support growth decisions.
- Document exceptions (former fast-track cases) to preserve fairness.

 Growth visibility builds trust and reduces attrition far better than ad-hoc bonuses.

C. Leave & Attendance Tracker

Visibility brings discipline, not control

Layer 1 – The Basics

Attendance is not about policing... it is about rhythm and reliability.

Without a transparent record, leave conflicts, payroll errors, and hidden burnout creep in.

A **Leave & Attendance Tracker** shows who is in, who is off, and who is overloaded... at a glance.

👉 Core Columns:

- Employee Name
- Department / Role
- Month / Year
- Working Days
- Present Days
- Leave Type (Annual, Medical, Unpaid, Emergency)
- Late / Early Exit Count
- Remarks (Manager Notes / Adjustment)

Worked Example (July 2025 – HR Team):

Employee	Dept	Working Days	Present	Leave (A/M/U)	Late Count	Remarks
A. Rahman	HR	23	21	2 (A)	1	On approved leave for Eid
M. Tan	HR	23	22	1 (M)	0	Medical leave submitted
F. Ng	Admin	23	23	–	0	–

📌 One shared sheet beats endless “Who’s on leave?” messages.

Layer 2 – In Practice (SME Context)

Retail / Trading: Track store shifts visually (✅ = Present, ⌚ = Late, 🟡 = Half Day).

Set a weekly review with the Store Manager to spot patterns.

Manufacturing: Add columns for Overtime (Hours) and Shift Type (Morning / Night).

Integrate attendance data with Payroll and Production efficiency tracking.

Services / Consulting: Include Work-from-Home and Client-Visit status. Helps forecast capacity and avoid burnout.

💡 Even a Google Sheet works if maintained daily. Fancy HRMS is optional - discipline is not.

Layer 3 – Pro Tips (COSMOS Note)

- Use colour codes
 - **Green** = Full Month Present
 - **Yellow** = Partial
 - **Red** = Frequent Absence
- **Review monthly with team leads** - flag patterns early, not at appraisal time.
- **Maintain a “Leave Balance”** sheet to auto-track entitlements.
- Link attendance insights to the HR KPI Dashboard (Section III) for patterns like “absence vs output.”
- If you see frequent last-minute leaves, it is often a leadership or workload signal - not just attitude.

📌 Visibility creates accountability – for both employees and managers.

Section III - Operational Discipline

Turn data into habits, not reports.

Visibility is only valuable when it drives rhythm.

Dashboards, reviews, and culture checks are not one-time HR projects - they are the operating rhythm of a healthy team.

This section focuses on building *consistency loops* - habits that keep people systems alive long after implementation:

1. Review what matters (HR KPIs)
2. Check in with your team regularly (Feedback Rhythm)
3. Audit your culture before it drifts (Pulse Checklist)

 By the end, you'll have a living HR system - visible, reviewable, and self-correcting.

A. HR KPI Dashboard

Track the pulse, not the paperwork

Layer 1 – The Basics

Most SMEs track sales and finance KPIs - but *People KPIs* get ignored until problems surface.

An **HR KPI Dashboard** gives leaders a quick pulse check on hiring, engagement, and retention.

👉 Core KPIs to Track:

Category	KPI	Formula	Purpose
Recruitment	Time to Fill	Avg. days from post to join	Shows hiring efficiency
Recruitment	Offer Acceptance %	$\text{Offers accepted} \div \text{Offers made}$	Measures role-market fit
Retention	Attrition %	$\text{Leavers} \div \text{Avg. Headcount} \times 100$	Flags turnover trend
Training	Training Hours / Employee	$\text{Total hours} \div \text{Headcount}$	Measures upskilling effort
Attendance	Absenteeism %	$\text{Total leave days} \div \text{Total workdays} \times 100$	Monitors reliability
Performance	Avg. Review Score	Mean of all employee ratings	Tracks performance trend
Engagement	Feedback Response Rate	$\text{Respondents} \div \text{Sent surveys} \times 100$	Gauges team voice

📌 A simple monthly update keeps your people data as visible as your profit data.

Layer 2 – In Practice (SME Context)

Retail / Trading: Emphasize turnover rate, hiring time, and customer complaints per staff.

Manufacturing: Track absenteeism, overtime dependency, and training compliance.

Services / Consulting: Focus on billable utilization, client feedback, and learning hours.

💡 Review HR KPIs alongside finance and sales in the monthly management meeting – not separately. People metrics *are* business metrics.

Layer 3 – Pro Tips (COSMOS Note)

- Automate where possible (Google Sheet + formulas; visuals via bar or trend charts).
- Track three-month moving averages - it smooths noise and shows trend direction.
- Share dashboards with department heads, not just HR.
- Discuss outliers openly; HR data without discussion is decoration.
- Feed KPI insights back into your Review and Growth frameworks.

📌 Data discipline builds leadership maturity - when you measure rhythm, you manage rhythm.

B. Feedback & Retention Rhythm Sheet

People don't leave companies that listen.

Layer 1 – The Basics

Retention is not solved with salary revisions; it is solved with rhythm.

A **Feedback & Retention Rhythm Sheet** helps you plan and track how often you connect with your team, not just when there is trouble.

 Core Columns:

- Employee Name
- Department / Role
- Feedback Type (Weekly Check-in / Monthly 1-on-1 / Exit Talk)
- Date Held
- Key Themes (Highlights / Concerns / Suggestions)
- Action Taken
- Owner (HR / Manager / Director)

Worked Example (Sales Team – July 2025):

Employee	Feedback Type	Date Held	Key Themes	Action Taken	Owner
R. Kumar	Monthly 1-on-1	10 Jul 25	Wants clearer sales targets	Created KPI sheet per region	Sales Head
S. Lim	Weekly Check-in	12 Jul 25	Feels overloaded by follow-ups	Reassigned support staff	HR
M. Tan	Exit Talk	18 Jul 25	Relocating – no conflict	Marked for handover	HR Admin

 Feedback logged = pattern visible. Patterns visible = issues solved early.

Layer 2 – In Practice (SME Context)

Retail / Trading: Use bi-weekly huddles to capture floor issues - rotas, targets, customer load.

Manufacturing: Run monthly “line pulse” meetings (15 min per shift). Log themes in the sheet.

Services / Consulting: Document project retrospectives - what worked, what stressed people.

💡 Make it visible on one page per month - no anonymous surveys until you build trust through real conversation.

Layer 3 – Pro Tips (COSMOS Note)

- **Fix a cadence:** Weekly micro check-ins, Monthly deep 1-on-1s, Quarterly pulse meetings.
- **Review the sheet quarterly** with leadership — spot themes early (attrition, workload, manager fit).
- Track who gets feedback and who doesn't; silence is a risk signal.
- Pair insights with your HR KPI Dashboard to see if feedback impacts attrition and performance.
- Never collect feedback without closing the loop (“We heard you → Here is what we changed”).

📌 Feedback loops create trust loops, and trust is the real retention strategy.

C. Culture Pulse Checklist

Culture drifts quietly – unless you measure it

Layer 1 – The Basics

Every company starts with good intent: teamwork, ownership, and honesty.

But as teams grow, silence replaces conversation and stress replaces structure.

A **Culture Pulse Checklist** helps you check whether daily behaviors still match company values.

It's not a survey – it's a mirror.

 Core Dimensions:

- Communication & Transparency
- Accountability & Ownership
- Learning & Growth
- Recognition & Fairness
- Leadership & Trust

Worked Example (Quarterly Pulse Review):

Dimension	Indicator	Rating (1–5)	Notes / Action
Communication	Team meetings happen as planned	4	Need better documentation
Accountability	Deadlines met without chasing	3	Escalations frequent
Learning	Internal training hours per employee	5	Excellent progress
Recognition	Good work appreciated publicly	4	Improve peer-to-peer shoutouts
Trust	Team comfort sharing bad news	3	Still cautious with managers

 When culture metrics drop, systems alone can not save you - awareness can.

Layer 2 – In Practice (SME Context)

Retail / Trading:

Use a simple 5-question monthly check by store supervisors - pulse results visible on notice boards.

Manufacturing:

Run 10-minute monthly “floor pulse” sessions - one statement per dimension (“I can speak up without fear”).

Aggregate results department-wise.

Services / Consulting:

Add client-facing behavior questions - how well teams handle pressure and feedback loops.

 Combine results quarterly to form your “Culture Trendline.”

Layer 3 – Pro Tips (COSMOS Note)

- Use consistent scale: 1 = Weak → 5 = Strong.
- Run the checklist quarterly with department heads.
- Compare with HR KPIs: low culture scores often predict rising attrition.
- Discuss results openly - no blame, just reflection.
- When a dimension drops for two consecutive quarters, it is a leadership conversation, not HR’s alone.

 Culture audits are not about judging; they are about keeping your company human as it scales.

COSMOS Anchor

From People Chaos to People Clarity: The COSMOS Lens

All the tools in this Ready Reckoner™, trackers, sheets, dashboards, and checklists, may look different.

But together, they form one discipline: **turning people management from intuition into a system.**

This discipline sits inside the **COSMOS 4S Systems Framework™**:

4S Pillar	In the HR Context	What It Enables
Structure	Role Clarity Matrix, Growth Path Framework	Clear ownership and visible progression
SOPs	Onboarding & Training Process	Consistent standards for every new hire
Systems	Review Sheets, Attendance, HR Dashboard	Continuous visibility and fairness
Scale	Feedback Loops, Culture Pulse, KPI Rhythm	A stronger, self-correcting organization



COSMOS Note:

Without structure, HR stays reactive.

With structure and rhythm, it becomes your greatest scale enabler.

The goal is not bureaucracy, it is predictability with empathy.

When people know what is expected, how they are measured, and where they are heading, they don't just perform better, they stay longer, think deeper, and build stronger teams.

Your Next Move

People systems don't start with fancy HR software; they start with clarity and rhythm.

This Ready Reckoner™ has given you practical tools to build both:

- **3 Core Foundations:** Role Clarity, Recruitment Flow, Onboarding SOP
- **3 Visibility Tools:** Review, Growth, Attendance
- **3 Discipline Tools:** HR KPIs, Feedback Rhythm, Culture Pulse
- **1 COSMOS Anchor:** tying it all back to the 4S Systems Framework™

Your next move is simple:

1. Pick one area - hiring, review, or retention.
2. Apply the corresponding tools.
3. Run one full cycle (30–60 days).
4. Observe what improves, then expand.

 **Tip:** Start small, but stay consistent. HR systems compound like savings - the earlier you start, the more stability you gain.

Call-to-Action:

 Want more toolkits? Explore the full **COSMOS Vault™** - your library of Ready Reckoners for Inventory, Procurement, Finance, and beyond.

Each booklet builds another layer of operational clarity under the **COSMOS 4S Systems Framework™**.

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Appendix

Appendix A: Sample Role Levels & KPIs

Anchor performance to role clarity.

Every role should connect back to measurable outcomes, not vague expectations.

This sample table helps you set balanced KPIs for different role levels.

Level	Focus Area	Typical KPIs	Review Rhythm
Executive / Associate	Task execution, accuracy, timeliness	Output volume, error %, attendance	Monthly
Senior Executive / Lead	Process ownership, mentoring	Delivery speed, peer training, client feedback	Quarterly
Assistant Manager	Team performance, coordination	Department output, efficiency gains	Quarterly
Manager / Head	Strategic oversight	Cost per hire, retention rate, productivity index	Biannual
Director / GM	Organizational health	Growth rate, profitability per head, engagement trend	Annual

 **COSMOS Note:** Review depth increases with level — frequency decreases. Visibility should remain constant across all.

Appendix B: Competency & Review Scale

Make ratings transparent and fair.

A five-point competency scale works across functions and roles. Keep language simple, not corporate.

Rating	Label	Meaning	Typical Action
5 – Exceptional	Role model	Exceeds standards consistently	Groom for next level
4 – Strong	Reliable performer	Delivers above target	Retain and mentor
3 – Solid	Meets expectations	Steady output, few gaps	Maintain, upskill
2 – Needs Support	Inconsistent	Partial delivery, training required	Coaching plan
1 – Critical Gap	Below baseline	Misses expectations repeatedly	Intervention needed

 **COSMOS Note:** The real goal is not the number – it’s the conversation behind it.

Appendix C: HR Metrics Glossary

Turn HR data into insight, not confusion.

Metric	Definition	Why It Matters
Time to Fill	Avg. days from job posting to joining	Reveals hiring efficiency
Offer Acceptance Rate	Offers accepted ÷ Total offers made	Tests employer credibility
Attrition Rate	Leavers ÷ Avg. headcount × 100	Tracks retention health
Absenteeism Rate	Leave days ÷ Workdays × 100	Detects workload or engagement issues
Training Hours per Employee	Total hours ÷ Headcount	Shows investment in learning
Employee Engagement Index	Survey/feedback average	Predicts performance and retention
Cost per Hire	(Recruitment spend ÷ New hires)	Measures HR cost efficiency
Metric	Definition	Why It Matters
Time to Fill	Avg. days from job posting to joining	Reveals hiring efficiency
Offer Acceptance Rate	Offers accepted ÷ Total offers made	Tests employer credibility
Attrition Rate	Leavers ÷ Avg. headcount × 100	Tracks retention health
Absenteeism Rate	Leave days ÷ Workdays × 100	Detects workload or engagement issues
Training Hours per Employee	Total hours ÷ Headcount	Shows investment in learning

Employee Engagement Index	Survey/feedback average	Predicts performance and retention
Cost per Hire	(Recruitment spend ÷ New hires)	Measures HR cost efficiency

 COSMOS Note: Metrics don't run HR — habits do. Use these to guide reviews, not to replace judgment.

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