

I hate numbers!

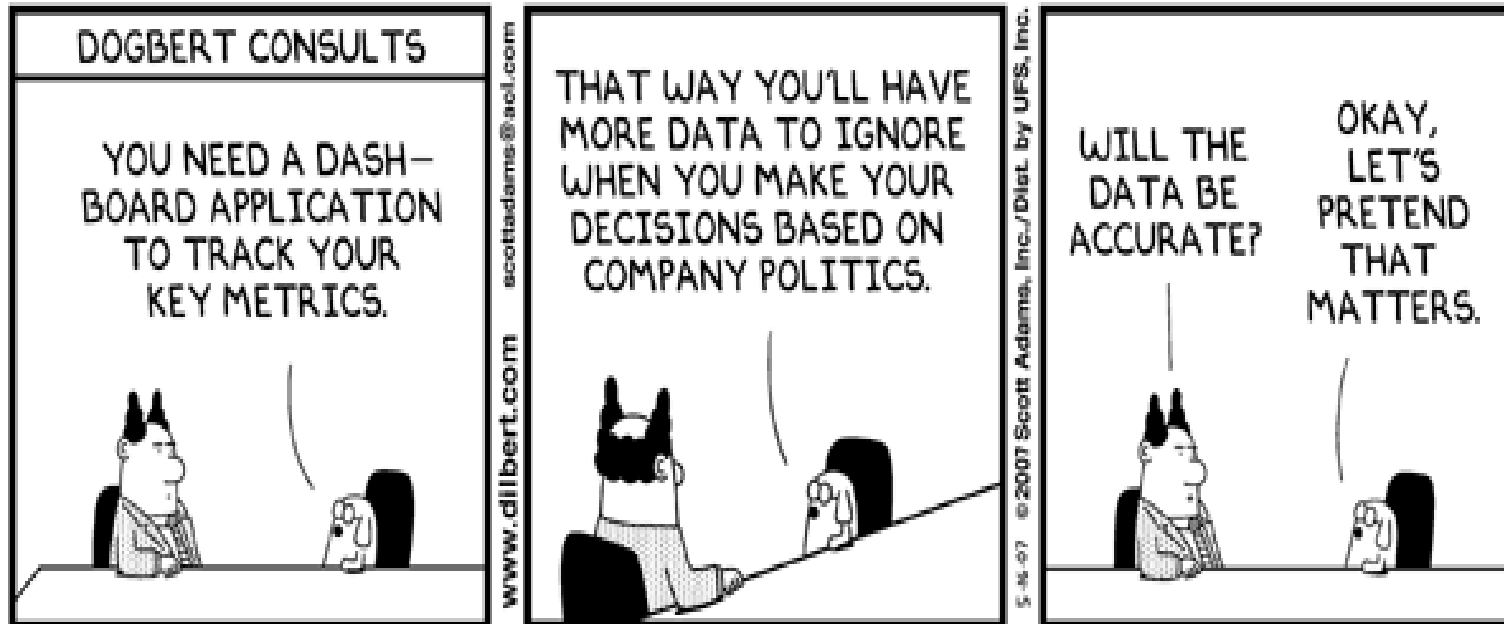
A session on Talent Management Metrics



What if....

“Metrics don’t need to be complicated, sophisticated or math laden. Instead they need to be simple, clear and connected to the organization’s priorities.”
-*Dr. Christopher Lee*

Metrics, if done correctly and tied to the things that matter in an organization can be a *Strategic Weapon!*



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Right now research shows only 17% of business leaders believe that HR analytics focuses on the right business questions.

-Corporate Executive Board

- Metrics help:
 - Quantify the value of HR
 - Measure effectiveness of initiatives
 - Spot positive or negative trends early
 - Decide where to focus money
 - Decide on strategy
 - Define goals and measure progress against goals
 - Position Talent Management/HR as Strategic Partner
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- Cost per hire
- Turnover
- Time to fill
- Revenue per employee
- Benefits cost per employee
- Headcount
- Average Age
- Male vs female
- Diversity
- Recruiting source
- Source cost per hire
- Internal movement

HR should play more than a
support role, it should be a
STRATEGIC WEAPON!

— *Cathy Missildine, Intellectual Capital Consulting*

HR Analytics Maturity Model

Stage 4: Predictive Analytics

Development of predictive models, scenario planning, risk analysis and mitigation, integration with strategic planning

Stage 3: Strategic Analytics

Segmentation, statistical analysis, development of "people models," analysis of dimensions to understand cause and delivery of actionable solutions

Stage 2: Proactive – Advanced Reporting

Operational reporting for benchmarking and decision-making, multi-dimensional analysis and dashboards

Stage 1: Reactive – Operational Reporting

Operational reporting for measurement of efficiency and compliance, data exploration and integration, development of data dictionary

What Our Research Discovered

Bersin by Deloitte Talent Analytics Maturity Model®



Sounds good, but how do I make sure I'm looking at analytics that tie to business strategy?

Start with the corporate
strategy/goals/vision

Start With Corporate Goals

Long Term Strategic Goals

Increase
Revenues by
50%

Be a Great
Place To Work

Diversify
Product
offering

Tie Talent Management Initiatives

Drive
Revenue

Succession
Planning

Defined
Commission
Program

Be a Great
Place To Work

Culture
audit

Feedback
program

Diversify
Products

Cross
Training
Program

Employment
Branding

Determine How To Execute

Goal Title

Success Statement:

Current State

Milestone/Action Item
& Due Date

Milestone/Action Item
& Due Date

Milestone/Action Item
& Due Date

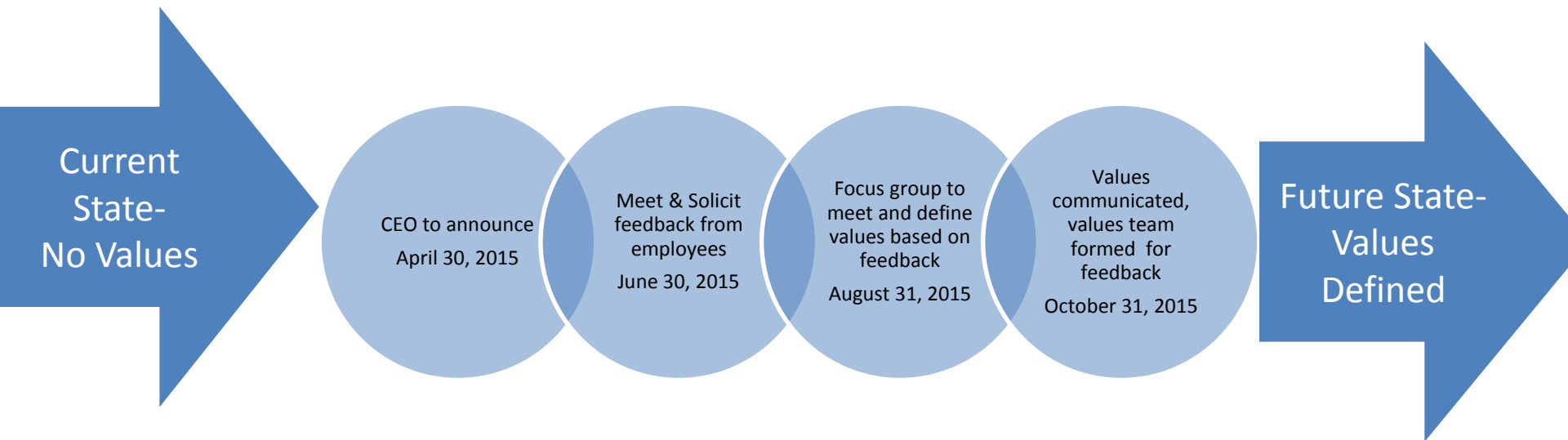
Milestone/Action Item
& Due Date

Future State

Key Stakeholders:
Metrics to measure success:

Culture Project

Success Statement: Communicate a set of core values that define how we behave, live and make decisions at the organization



Key Stakeholders: Exec team, employees
Metrics to measure success: Engagement, Glassdoor score, Turnover

Measure

- Engagement
 - Conduct annual/semi-annual engagement surveys
 - Long term initiative
 - GPTW surveys
- Turnover
 - Reduction in previous turnover in
- Glassdoor score
 - Increase in score or positive response
- Overall performance
 - Annual performance review score
 - Did we meet business goals?



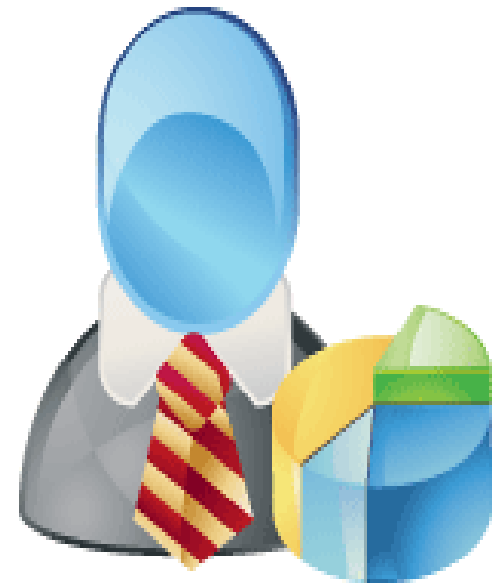
Other Ways To Measure Metrics

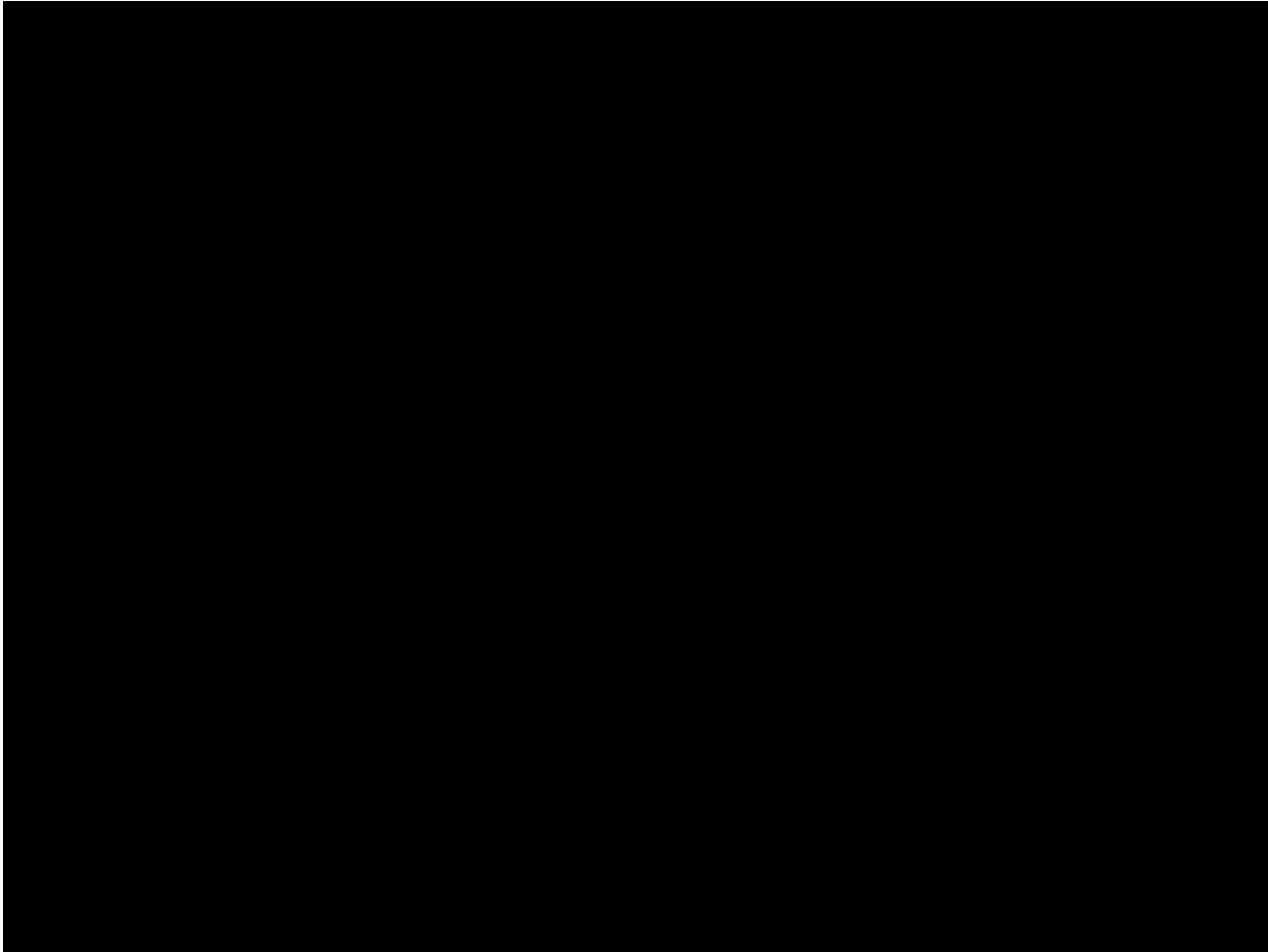
- Talk with CEO about what's important
- Surveys
 - Engagement Surveys
 - Quality of hire surveys
 - Satisfaction surveys
- Reviewing costs
 - Benefits costs per person
- Correlating results
 - Profitability
 - Costs/revenue per...
- Performance scores

Evaluate Results

- Review results
- Look for red flags
 - Were results different than expected
 - Do you notice any trends
 - Is there an unexpected increase
- Why?
- Changes?
- Set new targets and measure
- Communicate these results

results





- Think about:
 - Pick one of your strategic goals and share
 - Do your current metrics align with those goals?
 - What can you change about your current metrics that will align more with your organizational goals
 - Pair up with the person next to you
 - Introduce yourselves and what your business does
 - Share your thoughts on the “think about” questions above
 - Share: What did you learn?
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- Turnover
 - Last salary review
 - Last performance review
 - Last job change
- Future headcount needs
 - Sales (previous and forecasted)
 - Headcount (previous)
 - Sales/headcount = Revenue per head
 - Forecasted revenue/Revenue per head

- You don't necessarily need a lengthy dashboard
- Metrics need to be:
 - Organization specific
 - Tied to the company's vision and goals
 - Not just about the numbers
 - Aligned with department initiatives
- You're not in it alone
 - Talk with your team, your finance department, your HR team

- YouTube
 - Panel on HR metrics
 - <https://youtu.be/1MyfNpoX8Zw>
- SHRM
 - Metrics formulas and calculators
 - <http://shrm.org/templatestools/samples/metrics/pages/default.aspx>
- Your colleagues
 - Finance
 - Your CEO
 - Your HR team

Questions?