The logo of Galgotias University is a circular emblem with a stylized 'G' shape in the center. The 'G' is composed of three curved segments in shades of yellow, blue, and red. The background of the emblem is a light pinkish-red color.

HR Metrics & Analytics

MSB21T2001

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Session 23-Topics to be discussed

- Creating HR Scorecard
- HR Architecture
- HR Strategy map
- KPI

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RECAP: SESSION 22

- PARAMETRIC AND NON-PARAMETRIC TESTS
- HRIS FOR HR DECISION-MAKING
- OBJECTIVES OF HRIS
HR METRICS
- BALANCED SCORECARD
- HR SCORECARD

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CREATING HR SCORECARD

The 10-Step HR Scorecard Process

- 1 → Define the business strategy
- 2 → Outline value chain activities
- 3 → Outline a strategy map
- 4 → Identify strategically required outcomes
- 5 → Identify required workforce competencies and behaviors
- 6 → Identify required HR policies and activities
- 7 → Create HR Scorecard
- 8 → Choose HR Scorecard measures
- 9 → Summarize Scorecard measures on digital dashboard
- 10 → Monitor, predict, evaluate

HR ARCHITECTURE

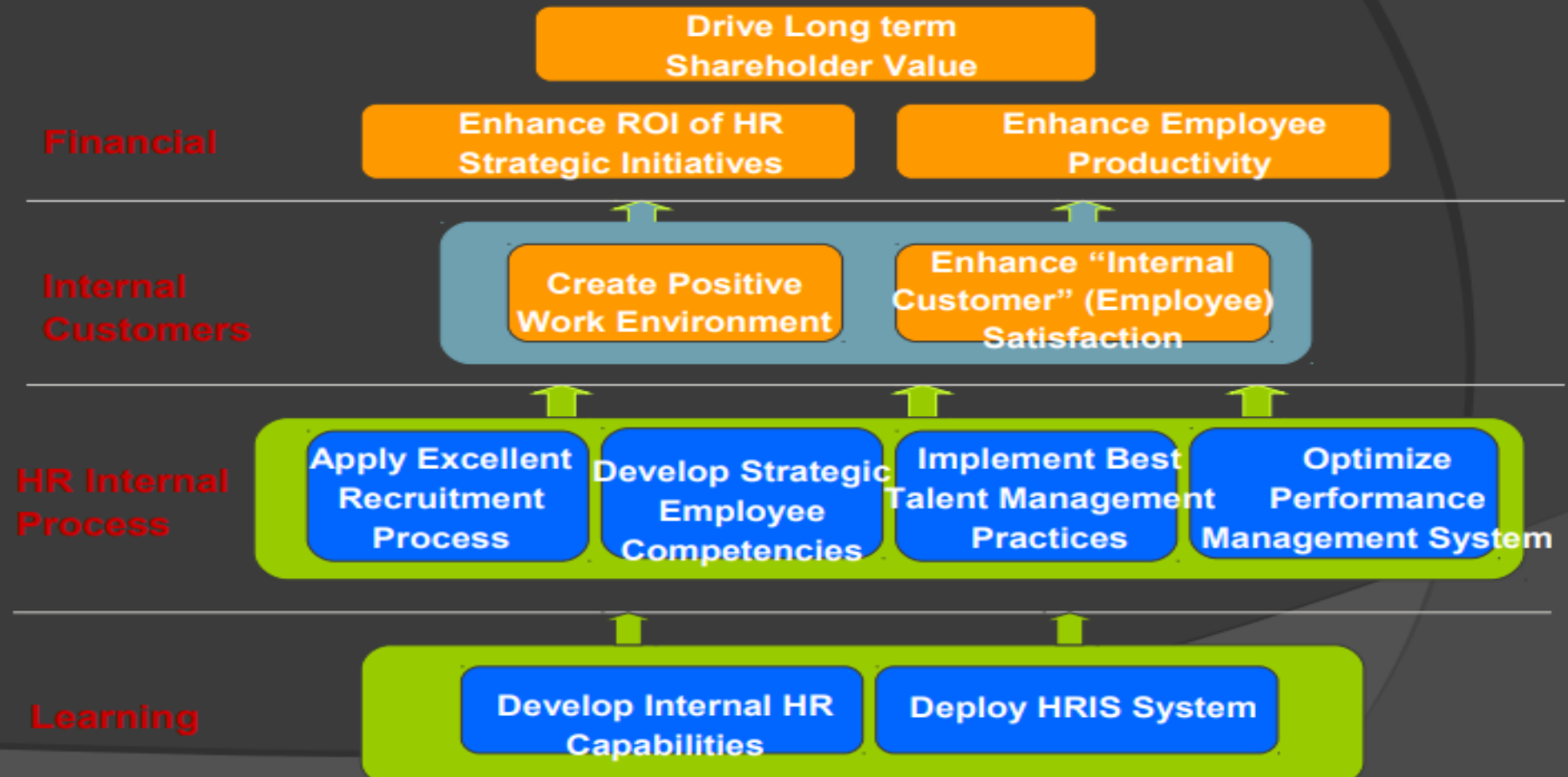
The HR function (services)

The HR management system

- Create links between promotions and competencies
- Provide skills training
- Attract and retain high performers

Strategic Employee Behaviors

HR STRATEGY MAP



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HR SCORECARD

Course Code : MSB21T2001

Course Name: HR Metrics & Analytics

HR Scorecard	
Strategic Objectives	Key Performance Indicators
Drive Long term Shareholder Value	<ul style="list-style-type: none">• Shareholder value• Shareholder value growth
Enhance ROI of HR Strategic Initiatives	<ul style="list-style-type: none">• ROI of HR Strategic Programs and Initiatives
Enhance Employee Productivity	<ul style="list-style-type: none">• Profit per Employee• Revenue per Employee

Strategic Objectives	Key Performance Indicators
Create Positive Work Environment	<ul style="list-style-type: none">• Ranking in “Best Place to Work Annual Survey” (conducted by <i>Fortune Magazine</i>)• % of Employee Turn Over
Enhance “Internal Customer” (Employee) Satisfaction	<ul style="list-style-type: none">• Employee Satisfaction Index• Employee stability• Improved Process cycle times
Strategic Objectives	Key Performance Indicators
Apply Excellent Recruitment Process	<ul style="list-style-type: none">• Average lead time to recruit employees• Recruiting cost per employee• Performance of New Recruits during the First Two Years of Employment
Develop Strategic Competencies	<ul style="list-style-type: none">• Average Lead Time to Develop Strategic Competencies• Average Lead Time to Close Strategic Competencies Gap• % of Strategic Competencies Available within the Organization

Strategic Objectives

Implement Best Talent Management Practices

Optimize Performance Management System

Develop Internal HR Capabilities

Deploy HRIS System






Key Performance Indicators

- Number of Qualified Talents per Strategic Positions
- Progress of Talent Development Plan (actual vs. plan)
- % of Senior Managers who Have Been Promoted Internally
- Average Competency Assessment Scores
- Number of Performance Feedback Session Conducted per Year
- % of HR Employees who Develop Individual Development Plan
- % of HR Employees who Fully Execute Their Individual Development Plan
- Progress of HR Portal Implementation (actual vs. plan)
- Accuracy Level of HR Database

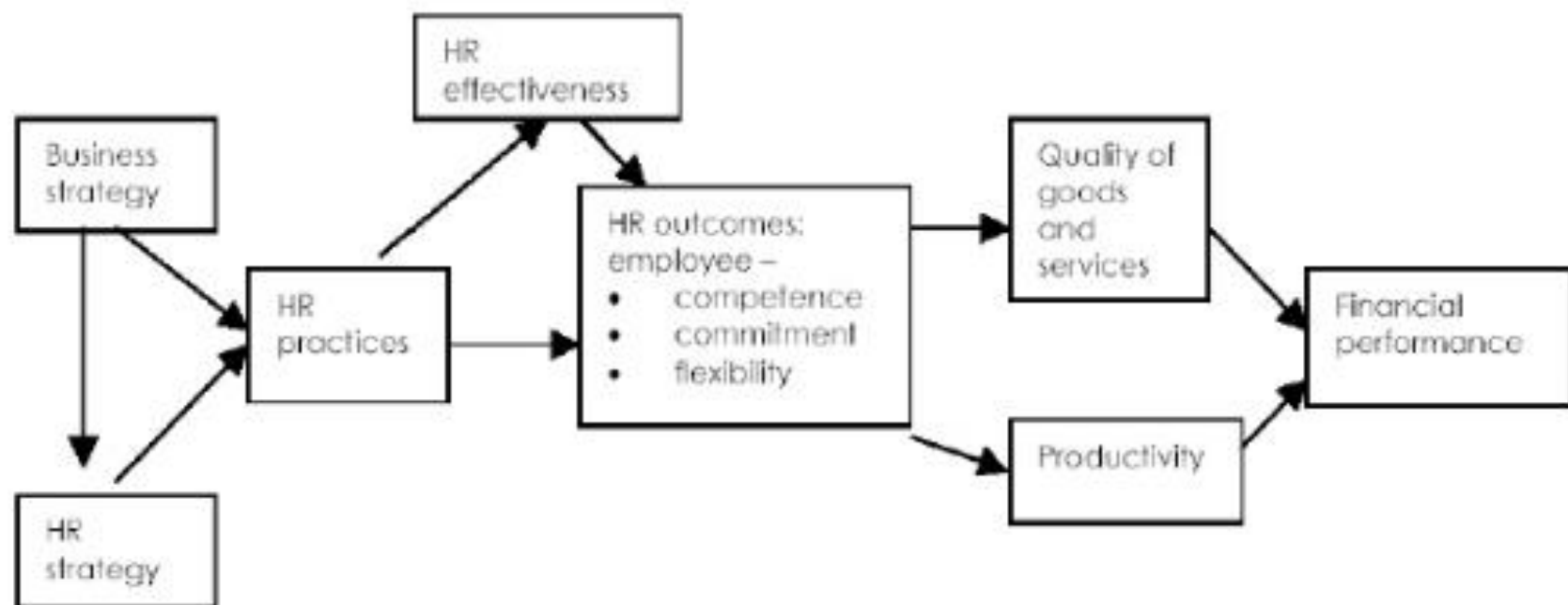
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Course Code : MSB21T2001

Course Name: HR Metrics & Analytics

HR Scorecard	Objective	Measure	Target	Initiative
 <p>HR Deliverables</p>	<ul style="list-style-type: none"> • Sales associates create exceptional buying experience 	<p>Mystery Shopper Ratings on:</p> <ul style="list-style-type: none"> • product knowledge • helpfulness • courtesy 	<ul style="list-style-type: none"> • average rating 90% • no rating below 70% 	<ul style="list-style-type: none"> • Sales Training • Strategic Focus Initiative (Learning Map)
 <p>HR Efficiency</p>	<ul style="list-style-type: none"> • Associate training by marketing deadline • Training costs at or below industry norm 	<ul style="list-style-type: none"> • % associates trained by deadline • actual/ industry norm 	<ul style="list-style-type: none"> • 100% trained • 90-100% of industry norm 	<ul style="list-style-type: none"> • Sales Training • Strategic Focus Initiative (Learning Map)
 <p>HR Alignment</p>	<ul style="list-style-type: none"> • Elements of HR system support strategic sales behaviors 	<ul style="list-style-type: none"> • Alignment Index 	<ul style="list-style-type: none"> • No negative ratings • average rating of +50 	<ul style="list-style-type: none"> • Develop partnerships with line managers • Track progress of implementation
 <p>High Performance Work System</p>	<ul style="list-style-type: none"> • HR practices are designed and implemented to support strategic objectives 	<ul style="list-style-type: none"> • % receiving performance appraisal • % pay at risk for specified behaviors 	<ul style="list-style-type: none"> • 100 % • 25% 	<ul style="list-style-type: none"> • Develop partnerships with line managers • Track progress of implementation
 <p>HR Manager Competencies</p>	<ul style="list-style-type: none"> • HR managers possess competencies that are linked to the needs of the business 	<ul style="list-style-type: none"> • Rating on validated competency assessment tool (360) 	<ul style="list-style-type: none"> • Average competency rating 85th percentile 	<ul style="list-style-type: none"> • Targeted in-house and external development programs • Special developmental projects

There is plenty of evidence in academic research about what HR performs



Template : KPI Table for HR Manager

No.	Key Result Areas	Key Performance Indicators	Weight of KPIs	Target	Actual	Score	Final Score
1	Recruitment	Average lead time to recruit employees					
		Performance score of new employees within 6 months					
2	Training and Development	Training Hours per Employee / Year					
		% difference in the rate of productivity before and after training					
3	Performance and Career Management	% of employees that fully execute their Individual Development Plan					
		% of employees that participate in career coaching program					
4	Employee Retention and Productivity	% of employees that leave the organization in a given time period					
		Profit per employee					

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Key result areas are the main goals that HR manager needs to accomplish. In this sample, we have four key result areas.

Template : KPI Table for HR Manager

No.	Key Result Areas	Key Performance Indicators	Weight of KPIs	Target	Actual	Score	Final Score
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		Profit per employee					

- Key performance indicators are measurable indicators used to evaluate your performance level
- Every Key Result Areas must have at least one KPI.
- Total number of KPIs should be 8 – 10 items.

Template : KPI Table for HR Manager

No.	Key Result Areas	Key Performance Indicators	Weight of KPIs	Target	Actual	Score	Final Score
1	Recruitment	Average lead time to recruit employees	15				
		Performance score of new employees within 6 months	15				
2	Training and Development	Training Hours per Employee / Year	10				
		% difference in the rate of productivity before and after training	10				
3	Performance and Career Management	% of employees that fully execute their Individual Development Plan	10				
		% of employees that participate in career coaching program	15				
4	Employee Retention and Productivity	% of employees that leave the organization in a given time period	15				
		Profit per employee	10				

Weight of each KPI should be defined. Weight of KPI is determined based on the scale of priority. Total weight should be 100.

Template : KPI Table for HR Manager

Clip slide

No.	Key Result Areas	Key Performance Indicators	Weight of KPIs	Target	Actual	Score	Final Score
1	Recruitment	Average lead time		60 calendar days	70 days		
		Performance score within 6 months		80	82		
2	Training and Development	Training Hours per		40 hours /year	37 hours		
		% difference in the rate of productivity before and after training	10	50%	67%		
3	Performance and Career Management	% of employees that fully execute their Individual Development Plan	10	90%	80%		
		% of employees that participate in career coaching program	15	90%	74%		
4	Employee Retention and Productivity	% of employees that leave the organization in a given time period	15	2%	2,30%		
		Profit per employee	10	USD 2 Mio	USD 1,9 Mio		

Actual is the actual results. Or target achievements. We should develop reporting system to capture these results.



Template : KPI Table for HR Manager

No.	Key Result Areas	Key Performance Indicators	Weight of KPIs	Target	Actual	Score	Final Score
1	Recruitment	Average lead time to recruit employees	15	60 calender days	70 days	86	
		Performance score of new employees within 6 months	15	80	82	103	
2	Training and Development	Training Hours per Employee / Year	10	40 hours /year	37 hours	93	
		% difference in the rate of productivity before and after training	10	50%	67%	134	
3	Performance and Career Management	% of employees that fully execute their Individual Development Plan	10	90%	80%	89	
		% of employees that participate in career coaching program	15	90%	74%	82	
4	Employee Retention and Productivity	% of employees that leave the organization in a given time period	15	2%	2,30%	87	
		Profit per employee	10	USD 2 Mio	USD 1,9 Mio	95	

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The logo of Galgotias University is a circular emblem composed of several overlapping, curved, ribbon-like shapes in shades of red, yellow, and blue, creating a sense of motion and depth.

Thank You

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