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.

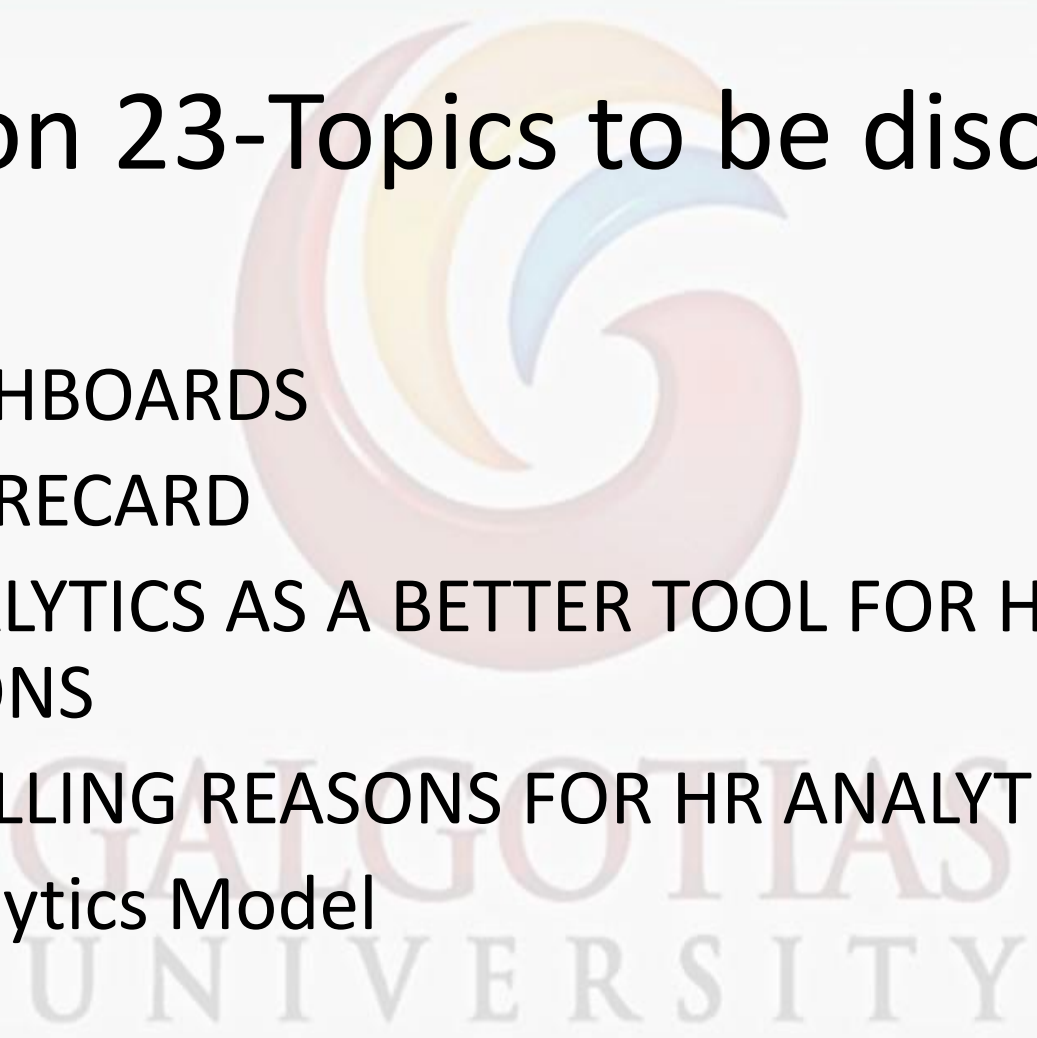
HR Metrics & Analytics

MSB21T2001

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Session 23-Topics to be discussed

- HR DASHBOARDS
- HR SCORECARD
- HR ANALYTICS AS A BETTER TOOL FOR HR DECISIONS
- COMPELLING REASONS FOR HR ANALYTICS
- HR Analytics Model



RECAP: SESSION 22

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

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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 within 6 months				103	
2	Training and Development	Training Hours per Employee			37 hours	93	
		% difference in the rate before and after training			67%	134	
3	Performance and Career Management	% of employees that full Individual Development			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	

Formula to calculate score : $\text{Actual} / \text{Target} \times 100$ (for KPI Maximize, the higher the better) or $\text{Target} / \text{Actual} \times 100$ (KPI Minimize; the lower the better).



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 to recruit employees	15	60 calender days	70 days	86	13
		Performance score of new employees within 6 months	15	80	82	103	15
2	Training and Development	Training Hours per Employee / Year	10	40 hours /year	37 hours	93	9
		% difference in the rate of productivity before and after training (for selected training programs)	10	50%	67%	134	13
3	Performance and Career Management	% of employees that fully execute their Individual Development Plan	10	90%	80%	89	9
		% of employees that participate in career coaching program	15	90%	74%	82	12
4	Employee Retention and Productivity	% of employees that leave the organization in a given time period	15	2%	2,30%	87	13
		Profit per employee	10	USD 2 Mio	USD 1,9 Mio	95	10
							95

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 calendar days	70 days	86	13
		Performance score of new hires within 6 months			83	13	15
2	Training and Development	Training Hours per Employee			37 hours	93	9
		% difference in the rate before and after training (training programs)	10	50%	67%	134	13
3	Performance and Career Management	% of employees that fully execute their Individual Development Plan	10	90%	80%	89	9
		% of employees that participate in career coaching program	15	90%	74%	82	12
4	Employee Retention and Productivity	% of employees that leave the organization in a given time period	15	2%	2,30%	87	13
		Profit per employee	10	USD 2 Mio	USD 1,9 Mio	95	10
							95

Formula to obtain Final Score = Score x Weight / 100

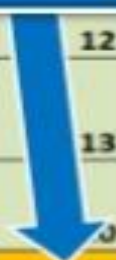


Template : KPI Table for HR Manager

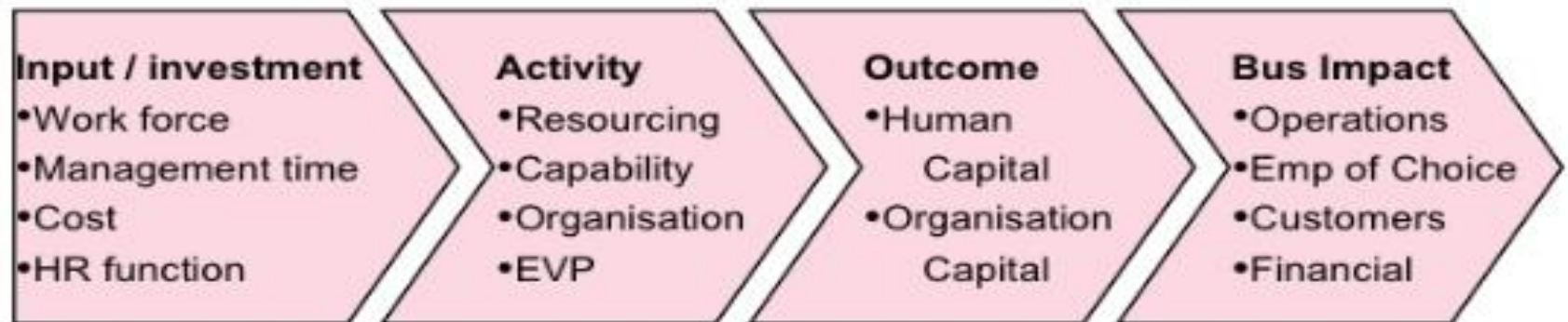
Clip slide

No.	Key Result Areas	Key Performance Indicators	Weight of KPIs	Target	Actual	Score	Final Score
1	Recruitment	Average lead time to recruit employees	15	60 calendar days	70 days	86	13
		Performance score of new employees within 6 months	15	80	82	103	15
2	Training and Development	Training Hours per Employee / Year	10	40 hours /year	37 hours	93	9
		% difference in the rate of productivity before and after training (for selected training programs)					
3	Performance and Career Management	% of employees that fully execute their Individual Development Plan					
		% of employees that participate in career coaching program	15	90%	74%	82	12
4	Employee Retention and Productivity	% of employees that leave the organization in a given time period	15	2%	2,30%	87	13
		Profit per employee	10	USD 2 Mio	USD 1,9 Mio	95	10
							95

Final Score is used to determine bonus allocation, salary increase, and promotion.



Or more simply



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HR SCORECARD

- All the earlier listed actions can help us in developing a suitable HR scorecard that can benefit organizations in multiple ways. Some of these benefits are presented as follows:
 - Helps in framing an HR strategy in alignment with the organizational strategy
 - Helps in getting clarity on the vision and mission of the organization
 - Creates a sense of ownership of the strategy
 - Improves communication of strategy
 - Prioritizes HR initiatives aligning activities to business goals
 - Supports functions to identify and communicate unique strategies
 - Creates a framework for prioritization of initiatives
 - Aligns measurement with business goals
 - Measures human resources' strategic contribution in candid terms
 - Provides real-time graphical display of KPIs

HR DASHBOARDS

- From an HR scorecard, we can deduce HR dashboards primarily for monitoring and measurement of HR activities based on various operating metrics. Hence, dashboard per se is not an HR scorecard, nor is it aligned with the business and strategies of organizations. It primarily focuses on short-term or operational goals, helps in visualization of the performance and reports immediately the deviation for interventions. With charts and diagrams, HR managers can track and monitor the performance. Dashboard development requires metrics in KPIs format.
- HR dashboards: These are developed after an HR scorecard to monitor and measure HR activities based on various operating metrics.

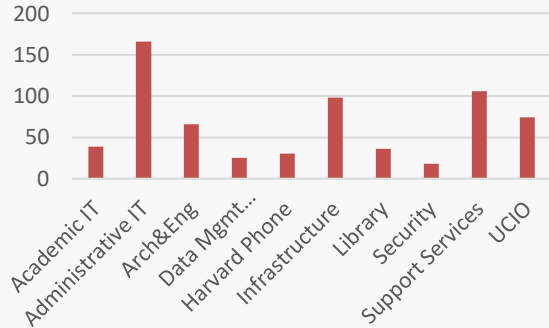
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Course Name: HR Metrics & Analytics

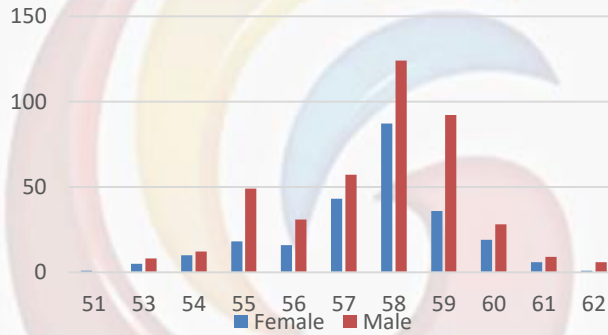
Employee Count by Service

Overall Employee Count: 658

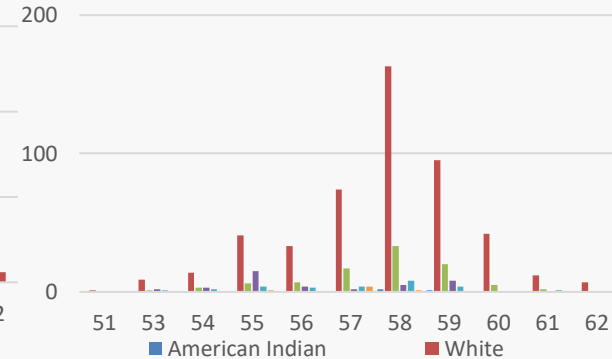


Employee Count by Grade & Gender

Workforce Demographics



Employee Count by Grade & Ethnicity



Recruitment

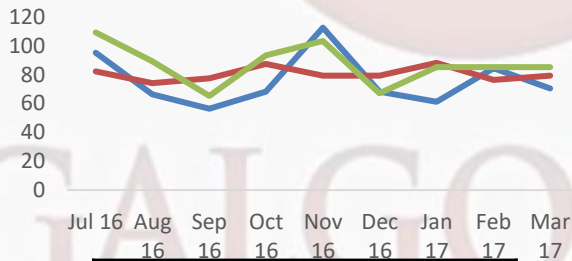
Hiring & Promotions

FY17 Jobs Filled: 59
FYTD Hire/Rehires/Transfers: 43
FYTD Promotions: 19

Contractors: 96

Average Bill Rate: \$76
Operational Support: 50
Project Support: 46

Time to Fill



Avg TTF (Grade <57)	65days
Avg TTF (Grades 57-58)	80 days
Avg TTF (Grades 59+)	73 days
% of Jobs w/TTF > 90 days	32%
% of Jobs w/TTF < 30 days	24%

Unit	Position	Posted	Manager
Academic	Humanities & Research Comp	4/25/17	Singhal, Rashmi
ATS	Application Developer (P3)	2/7/17	Ramakrishnan, P
ATS	Technical Project Manager	4/28/17	Pfeifer, Jean
ATS	Sr Software Engineer	5/5/17	Sonnenschein, A
Admin	HR Coordinator	5/25/17	Breen, Nicole
CTO	Sr. Technical Project Manager	3/23/17	Bradshaw, Erica
CTO	DevOps Engineer	5/3/17	Covelle, Greg
CTO	QA Engineer	5/18/17	Hardin, Joe
Infra	DevOps Engineer	4/4/17	McCarty, Sean
Infra	DevOps Engineer	4/4/17	Mundanchery, G
Infra	DevOps Engineer	4/4/17	Fanton, Joel
Infra	Cost Engineering Lead	3/23/17	Zeller, Matthew
Infra	PeopleSoft DevOps Engineer	12/20/16	Fanton, Joel
SS	IT Support Assistant II	3/24/17	Alix-Garth, Louis

Open Positions as of May 26, 2017

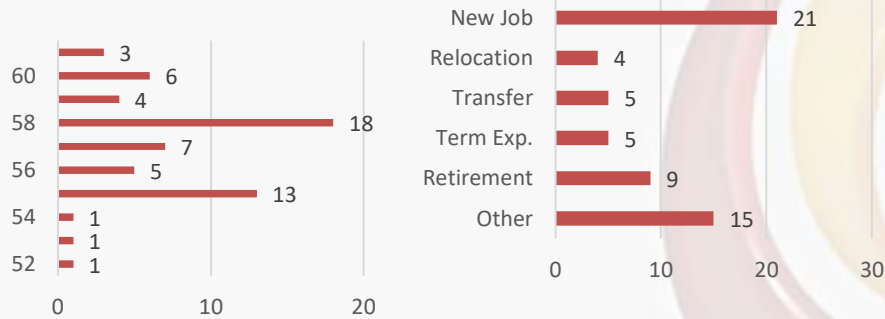
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Retention

Departures by Grade



HUIT FY17 Total Departures: 59	Harvard FY16 Voluntary Turnover: 9.6%
HUIT FY17 Total Turnover: 8.9%	HUIT FY16 Voluntary IT Turnover: 8.5%
HUIT FY17 Voluntary Turnover: 5.9%	Harvard FY16 Voluntary IT Turnover: 8.9%

Performance Management

FY16 Performance Management

Unit	Goals	Mid Year	Annual
Academic Technology	100%	94%	60%
Administrative Technology	100%	96%	97%
Architecture & Engineering	100%	95%	97%
Infrastructure	100%	100%	98%
Library Technology	100%	100%	100%
Security	100%	100%	100%
Support Services	100%	100%	100%
UCIO	100%	100%	100%

FY17 Performance Management

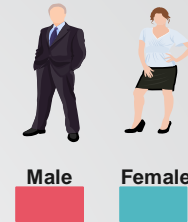
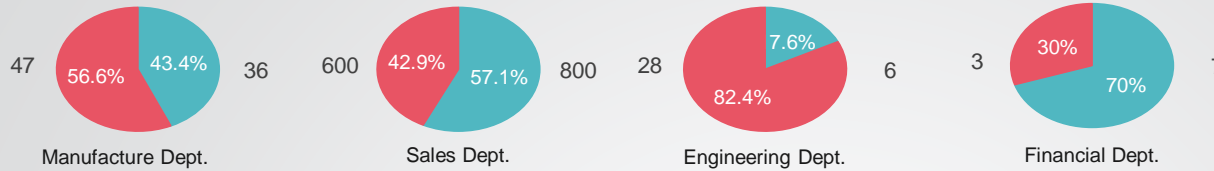
Unit	Goals	Mid Year	Annual
Academic Technology	97%	81%	0%
Administrative Technology	100%	92%	1%
CTO	97%	88%	3%
Data Management Services	100%	96%	0%
Harvard Phone	100%	100%	0%
Infrastructure	89%	81%	4%
Library Technology	100%	100%	11%
Security	100%	100%	0%
Support Services	99%	90%	23%
UCIO	96%	96%	0%

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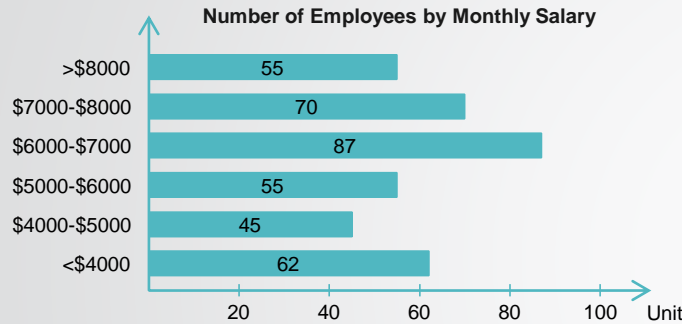
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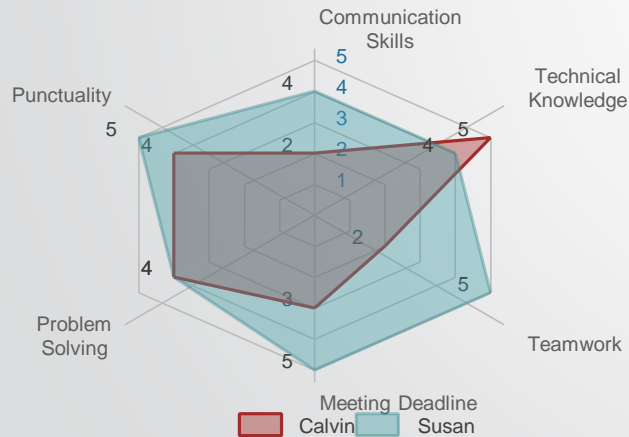
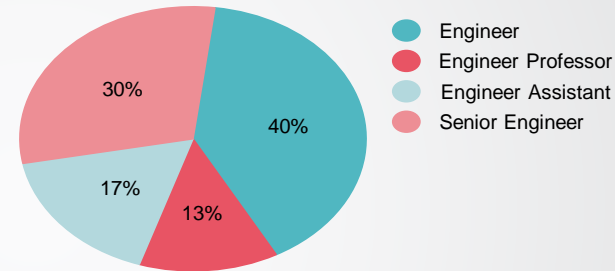
Course Name: HR Metrics & Analytics



Male/Female Ratio



Engineering Department Staff Composition



HR Dashboard



HR ANALYTICS AS A BETTER TOOL FOR HR DECISIONS

- Two prominent examples of an HR decision-making process using HR analytics have been explained as follows:
- Talent retention: This is one of the critical areas where HR analytics is now used for better decision-making. Often organizations feel that with hike in compensation and benefits, they would be able to retain talent. But this is an absolute misnomer. With HR metrics, HR scorecards and HR dashboards can assist here only by indicating the turnover rate, voluntary resignation rate or involuntary separation rate and so on.
- But we cannot understand these trends over time: across various departments or divisions or units in the organization, and between various group and levels of employees. Such insights cannot be obtained only through metrics; this requires HR analytics, usage of various predictive models and so on. With metrics, we can develop algorithms to determine what can help organization to improve talent retention.

HR ANALYTICS AS A BETTER TOOL FOR HR DECISIONS

- Performance-related pay (PRP): This important area also requires help of HR analytics. PRP-related decisions rationalize distribution between fixed and variable pay, decide on important KPIs for performance measurement, allocate weights between individual and group performances, rationalize the total cost of compensation and so on. All these decisions on performance alignment with pay cannot be taken based on HR metrics alone. HR metrics in this case can only help us to document the pay differentials, i.e., the differences in pay between employees. But for aligning the business value with the pay, we require HR analytics. Also, with HR analytics, it is possible to optimize the pay at risk, balancing between fixed and variable pay.
- In fact, for any HR-related decisions, wherever prediction is necessary, we see the importance of HR analytics. In other words, while HR metrics report transactional outcomes, HR analytics rationalizes HR decisions with fewer consequences of decisional error.

COMPELLING REASONS FOR HR ANALYTICS

- Some of the compelling reasons for HR analytics can be elaborated as follows:
- Recognition of human resources' strategic and business roles: For playing effective strategic and business roles, human resources has to make use of HR analytics, so that HR decisions do not just get rationalized with past data but can even become predictive. HR analysis today is predictive in nature, and this facilitates a more futuristic decision-making process, taking into account the decisional implications and its adjustment time to time.
- With past data, human resources can extrapolate using various models, and can predict implications of decisions, and thus can minimize the risk of wrong decisions that are not aligned with the strategic and business roles of organizations.
- Achieving team effectiveness: With HR analytics, as we can connect HR activities with HR outcomes, we can make our teams more focused on the right things, which can make visible improvement in business results.
- Gaining better relationships: Capabilities of HR analytics for assessing business impact helps in aligning human resources with other activities of organizations, and in the process, it can improve the quality of HR decisions.
- Efficient executive reporting: HR analytics being helpful in reporting HR activities in terms of business outcomes can make executive reporting systems and so also communication more efficient.

HR Analytics Model

- **Objectives and Business Goals**
- Articulate and prioritize business objectives, goals and desired outcomes.
- **Metrics**
- Identify metrics that align to objectives.
- **Segmentation**
- Segment metrics by key demographics (job, location, performance, tenure and so on).
- **Insight**
- Identify meaningful patterns, areas of opportunity, hotspots and anomalies that are out of alignment with objectives.
- **Action**
- Take action to drive improvement and achieve business outcomes

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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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