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*!
DOGBERT CONSULTS

YOU NEED A DASHBOARD APPLICATION TO TRACK YOUR KEY METRICS.

THAT WAY YOU’LL HAVE MORE DATA TO IGNORE WHEN YOU MAKE YOUR DECISIONS BASED ON COMPANY POLITICS.

WILL THE DATA BE ACCURATE?

OKAY, LET’S PRETEND THAT MATTERS.

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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
Why? Why? Why?

• 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
Typical Metrics

- 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®

Level 1: Reactive – Operational Reporting
- Ad-Hoc Operational Reporting
- Reactive to business demands, data in isolation and difficult to analyze

Level 2: Proactive – Advanced Reporting
- Operational reporting for benchmarking and decision making
- Multi-dimensional analysis and dashboards

Level 3: Advanced Analytics
- Segmentation, statistical analysis, development of “people models”
- Analysis of dimensions to understand cause and delivery of actionable solutions

Level 4: Predictive Analytics
- Development of predictive models, scenario planning
- Risk analysis and mitigation, integration with strategic planning

56% 30% 10% 4%
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
<table>
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<tr>
<th>Tie Talent Management Initiatives</th>
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<tbody>
<tr>
<td><strong>Drive Revenue</strong></td>
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<td>Succession Planning</td>
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<td>Defined Commission Program</td>
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<td><strong>Be a Great Place To Work</strong></td>
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<td>Culture audit</td>
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<tr>
<td>Feedback program</td>
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<td><strong>Diversify Products</strong></td>
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<td>Cross Training Program</td>
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<td>Employment Branding</td>
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Determine How To Execute
Goal Title

Success Statement:

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

Current State - No Values

Future State - Values Defined

Key Stakeholders: Exec team, employees

Metrics to measure success: Engagement, Glassdoor score, Turnover
Measure
Measurements for Success

• Engagement
  – Conduct annual/semi-annual engagement surveys
  – Long term initiative
  – GPTW surveys
• Turnover
  – Reduction in previous turnover initiatives
• Glassdoor score
  – Increase in score or positive responses
• Overall performance
  – Annual performance review scores
  – 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
Evaluating 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 measurements
• Communicate these results
Workshop

• 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?
Predictive Metrics

• **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
In Closing

• 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
Metrics References/Tools

• YouTube
  – Panel on HR metrics
  – https://youtu.be/1MyfNpoX8Zw

• SHRM
  – Metrics formulas and calculators

• Your colleagues
  – Finance
  – Your CEO
  – Your HR team
Questions?