Measurements / Analytics

Organizations need to measure and monitor the positive or negative contributions of their Human Capital (workforce) on business performance. The ability to measure the effectiveness (positive or negative) of HR Programs on human capital and show the relationship between HR programs and business results is critical.

HR Organizations need to measure and monitor how effective is the operational management of human resources through the design, delivery and support of HR and Employee Services.

Collective HR Solutions applies a **"Balanced Scorecard"** approach to working with you in developing meaningful metrics around Human Capital. The "workforce" perspectives include:

- **Financial** - measures such as revenue, sales, and costs as they relate to your workforce.
- **Customer** - things like impact to sales and customer satisfaction as a result of employee training programs.
- **Internal** - measures of internal activity such as turnover, delivered training, leadership development programs completed.
- **Growth and Learning** - gap analysis of competencies/skills, movement of people around the organization, etc.

Our roadmap for working with you to develop *measures that matter* includes:

- Phase 1 - "Identification" - identifying themes of information to be tracked, consistent with organizational goals, choosing with measures are important, and developing specifications for their development.
- Phase 2 - "Build" - developing the tracking system and disciplines for capturing metric data, building the appropriate scorecard, and shepherding a review process to vet them.
- Phase 3 - "Use" - presenting the measures to senior management and driving adoption.

Following is a graphics identifying some core baseline metrics for consideration across the several domains of Talent Management. We work with our clients to assess the appropriateness of these metrics in support of their business, and facilitate the discovery and development of those required.

COLLECTIVE HR SOLUTIONS
TECHNOLOGY + COLLECTIVE MINDS = INNOVATION

Work Force Planning

- Counts of ee's in each job
- Tenure by job
- Attrition of pivotal jobs
- Gap of existing jobs vs. pivotal required jobs

Social Media & Collaboration

- Personal profiles created
- Traffic – wikis, blogs
- Communities created
- Data mining – what is being talked about – privacy is paramount

Recruiting / Sourcing

- Hiring source
- Hires still on board 6 mths, 1 year later
- EE referral rates
- "Time to productivity"

Skills

- ID Core, Business, Technical
- ID Behavior levels
- Counts of ee's with each & proficiency level

Succession Management

- Bench strength of pivotal jobs
- Tenure in position
- "9 box"

Rewards / Compensation

- Compa ratio of jobs
- Merit changes over time

Performance Management

- % of improved performance
- % of declined performance
- Successive imp/dec performance
- Assessment of goals being met

Leadership Development

- Proficiency against core comps, skills
- Promotions, moves in pivotal jobs

Learning & Development

- # ee's through a learning curriculum
- Post learning assessments
- Changes in performance ratings