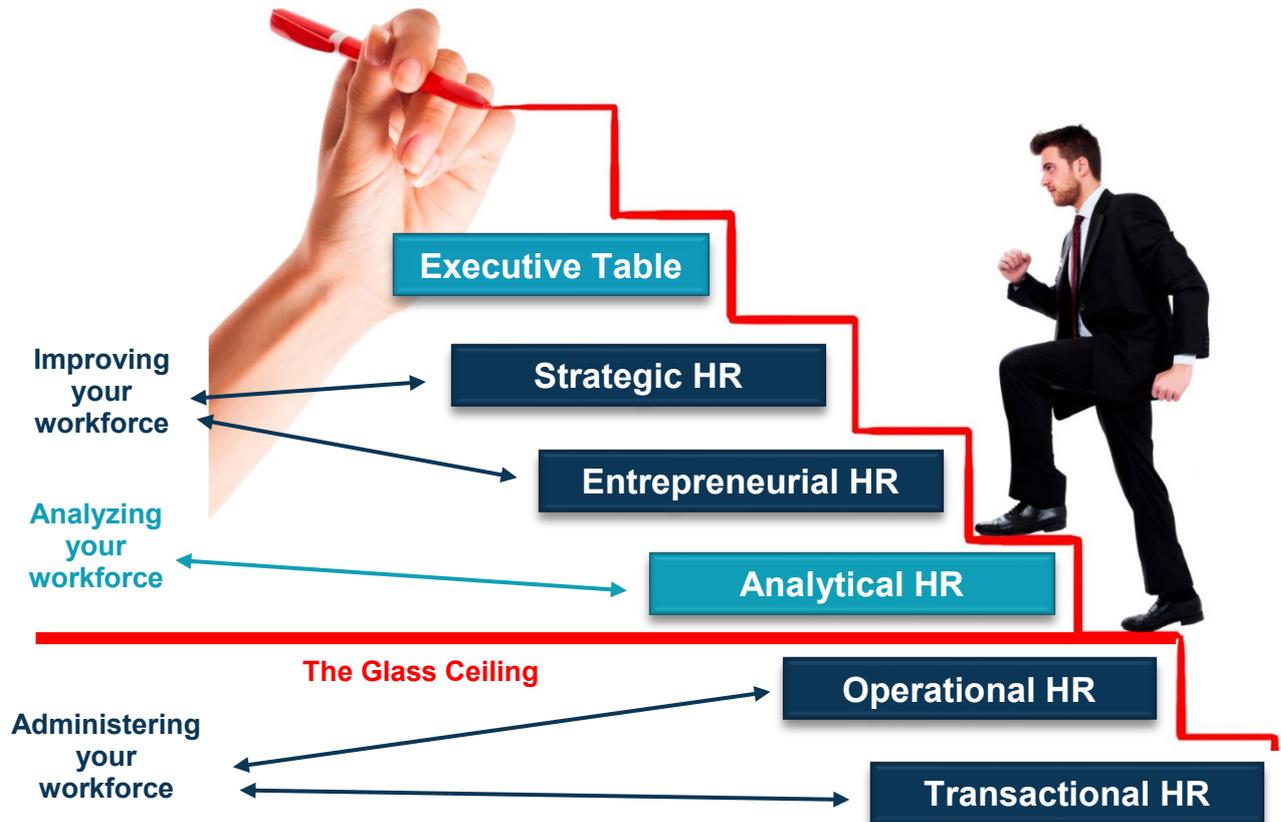


Introduction

Human Capital Management Analytics provide the panacea for Human Resources teams seeking to escape the drudgery of HR administration and compliance, enabling them to work “on” the business instead of “in” the business moving forward. To continuously seek-out and justify opportunities that improve workforce management, performance and contribution. To transform from business administrators into business entrepreneurs!



This Human Capital Management Analytics HR Department Starters Manual is filled within important tips, ideas, guidelines and templates that assist Human Resources professionals in creating a comprehensive framework upon which effective people analytics reporting & evaluation can be developed and successfully instigated thereafter. More than 55 pages in length, it contains our: -

- Workforce reporting model & methodology;
- Governance and execution framework;
- Extensive key performance indicator reporting menu;
- Ten essential prerequisites that underpin the design and execution of a successful workforce reporting program in any organization;
- Template scorecards that benchmark performance from one year to the next;

We trust that you will find this booklet to be a valuable and worthwhile addition to your Human Resources Department. “What gets measured gets managed”.

Stephen Moore
Founder & Managing Director

Online Support Services

In purchasing this manual it is important to note that should you require additional support, we provide E-Advisory and E-Learning services via our website, where you can schedule and pay for on-line **coaching, mentoring or training sessions** at your convenience.

We also provide a range of manuals and other tools that you can purchase and down - load from our on-line shopping cart facility, also available on our website.

For more information, please visit <https://moore-hr.com.au>, email me at enquiries@moore-hr.com.au, or call me on **(03) 9994 5193**.



Examining the Ten Essential Prerequisites for Success



“Exploring the Essential Pre-Requisites that Underpin Meaningful Workforce Reporting in Your Organisation”

Step Two: Designing Your Key Performance Indicator Reporting Menu (Overview)

In executing the first step in our Human Capital Management Analytics model, our preferred reporting menu comprises six reporting modules that all combine to provide executives, line managers and HR business partners with meaningful insights in relation to current workforce management, and thereby opportunities to drive continuous improvement that benefits the organization into the future: -

Item	Primary Reporting Modules	How Many Questions Can Your HR Department Effectively Answer?
1.	Workforce Governance <i>Measuring & evaluating workplace environment & well-being</i>	<i>Is your workplace welcoming, tolerant & accommodating? Is it safe and free from abuse, bullying, harassment or discrimination? Does it provide flexible & adaptable working arrangements? Is your working environment inviting, well-equipped & maintained?</i>
2.	Workforce Efficiency <i>Measuring & evaluating workforce productivity & utilization</i>	<i>Are you utilizing the right blend of fixed and discretionary working hours? To what extent are casual & overtime hours embedded within your business? How about third-party contractors? To what extent are your employee rosters synchronized with consumer demand?</i>
3.	Workforce Capability <i>Measuring & evaluating workforce development, progression & bench-strength</i>	<i>To what extent do you invest in developing employee competency & capability? How about investment that enables future development & progression? How effective are your prevailing talent management & succession planning programs? How do you transfer vital knowledge from one generation to the next?</i>
4.	Workforce Availability <i>Measuring & evaluating workforce recruitment & resourcing</i>	<i>How long does it take you on average to fill a vacant position? How much does it cost? To what extent are you hiring from interstate or overseas? What does this cost? How many new hires make it through probation? How many make 12 months service? How many are glad they joined your organization post-hire?</i>
5.	Workforce Engagement <i>Measuring & evaluating workforce satisfaction & retention</i>	<i>To what extent are your employees satisfied with their employment? To what extent do you communicate with them to find out? How competitive is your employee value proposition? What is happening to your annual retention rates? What is happening to average employee length of service?</i>
6.	HR Department Capability <i>Measuring & evaluating HR Department effectiveness & contribution</i>	<i>To what extent does your HR Department contribute to business plan delivery? To what extent does it focus upon optimising workforce performance? How satisfied is your workforce with the prevailing working environment? How satisfied are your senior executives and line managers with HR Department programs and services?</i>

Step Two: Designing Your Key Performance Indicator Reporting Menu (Detail)

This illustration expands upon the model outlined on the previous page, by providing more specific examples of the many Key Performance Indicators and complimentary People Analytics that can be selected and utilised in your organisation: -

Key Reporting Module	Sample KPI's & People Analytics Measures	Key Reporting Module	Sample KPI's & People Analytics Measures
1. Workforce Governance Measuring & evaluating workplace environment & well-being	Nbr of Harassment, Discrimination or Bullying Claims Upheld; Nbr of Unfair Dismissal Claims Upheld; Nbr of Employee Workplace Incidents; Nbr Whistle-Blower Claims Upheld; Annual Leave Liability Accruals; Annual Payroll Errors/Manual Adjustments;	2. Workforce Efficiency Measuring & evaluating workforce productivity & utilisation	FTE Workforce Headcount Variations; Casual/Overtime/Contractor Costs as % of Total Labour Expenditure; Average Part-Time/Casual Labour Hours scheduling; Leave Management /Replacement Practices; Wages Growth vs Inflation/Pricing Variations;
3. Workforce Capability Measuring & evaluating workforce development, progression & bench-strength	% Annual Training & Development Expenditure; Avge Traing Hours Per FTE; Vacant Positions Filled Internally; % Talent Program Appointments; % Succession Planning Pool Coverage;	4. Workforce Availability Measuring & evaluating workforce recruitment & resourcing	Average Vacancy Duration Rate; Average \$ Cost Per Position Filled; % Post- Hire Satisfaction Rate; % Probation Pass Rate; % Completion 12 Months Service; Contingent Job Candidate/Contractor Pools; % Vacant Positions Filled On-Shore & Off - Shore
5. Workforce Engagement Measuring & evaluating workforce satisfaction & retention	Voluntary Turnover Rates; Unplanned Absenteeism Rates; Workforce Disputation Rates; Workforce Diversity & Integration Rates; Workforce Equality & Parity; % Workforce Generational Change; % First Time Offers Accepted; Average Length of Service;	6. HR Department Measuring & evaluating HR strategic capability & effectiveness	HR Strategic Capability; HR Development & Progression; HR Workforce Management & Contribution; HR Efficiency & Effectiveness; HR Resource Utilization; HR Staff Satisfaction; HR Key Stake-Holder Satisfaction & Engagement;

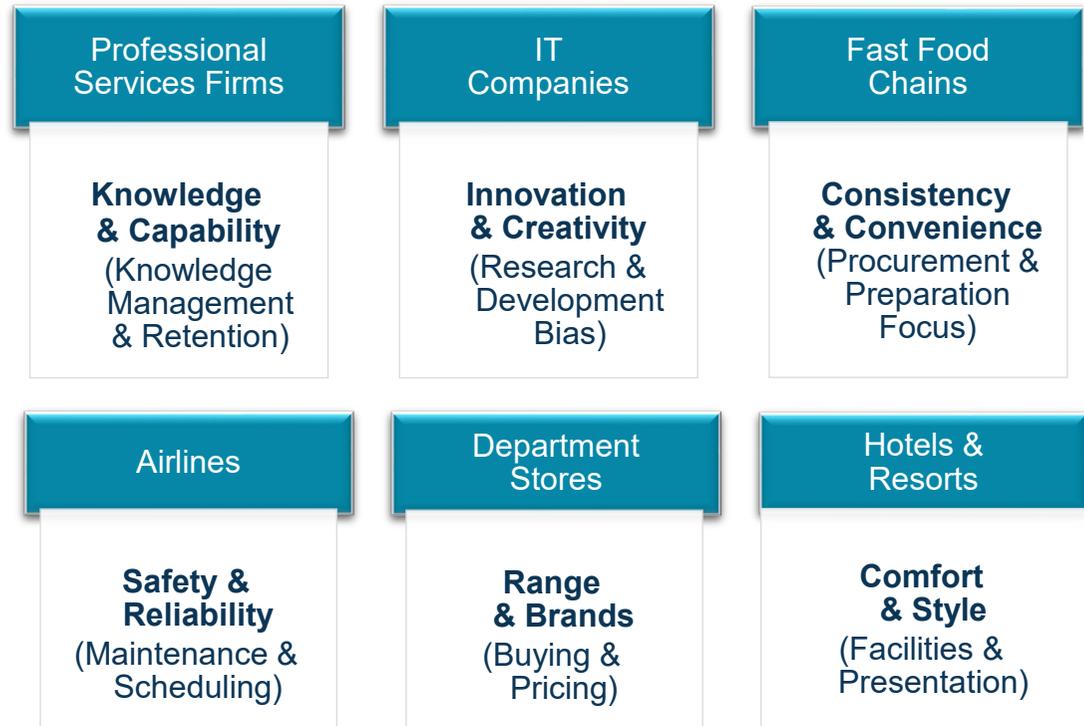
Step Two: Designing Your Key Performance Indicator Reporting Menu (Ancillary)

In considering what constitutes the right blend of key performance indicators and associated people analytics for your organization, it is important to consider those critical success factors that underpin your organizations ongoing sustainability. I.e. What really makes your business tick? What is most important to your ongoing viability? How can these critical success factors be incorporated into the KPI's you select for your workforce? What are the connections? How can they best be illustrated?

Strategic Planning Model



Example Critical Success Factors by Industry Sectors



If for example knowledge & capability are critical to your organisations ongoing sustainability, how can you incorporate a KPI in this space within your overall chosen reporting menu?

Step Two: Designing Your Key Performance Indicator Reporting Menu (Timing)

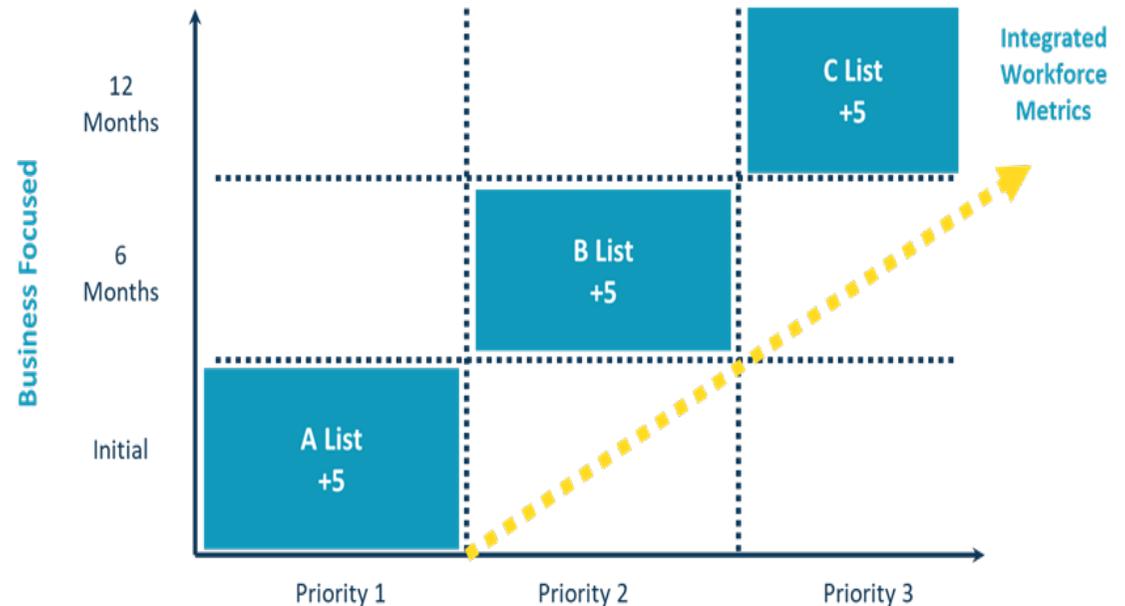
While it is always tempting to introduce a swag of HR workforce management reports at the one time, it is also a risky business! Your CEO/Senior Management Team may struggle to grasp and fully understand the volume of reporting being presented to them for the first time, while you may struggle over time to maintain the quality and accuracy of your reporting.

We recommend that you introduce your workforce management reports on a progressive basis over a period of approximately 12 to 18 months.

Initially we suggest that your cross functional steering committee selects three to five Workforce Management Reports in those areas that are determined to be of immediate importance to the organization; where the potential impact is greatest and where suitable/quality data can be obtained on an ongoing basis.

Once these reports have been effectively ‘bedded-down’ the steering committee can then add-in an additional three to five reports in those areas considered to be of secondary importance. Thereafter at an appropriate time your final three to five reports can also be added.

(I.e. Approximately 12 to 15 reports in total).





Ordering Your Human Capital Management Analytics - HR Department Starters Manual



“Exploring the Essential Pre-Requisites that Underpin Meaningful Workforce Reporting in Your Organisation”

Ordering Your Human Capital Management Analytics - HR Department Starters Manual

Our Human Capital Management Analytics - HR Department Starters Manual is priced at just **AU\$125 per copy** (Bulk orders can also be arranged)

Option	Description	Price
Human Capital Management Analytics - Master Reporting Manual	Our Human Capital Management Analytics - Master Reporting Manual is the ultimate reference point to assist you in creating an integrated measurement, reporting and evaluation program suitable to your organisation's specific needs.	AU\$295
Human Capital Management Analytics - HR Department Starters Manual	<p>This manual is filled with important tips, ideas, tools and templates that enable HR Departments to create a comprehensive workforce reporting & evaluation strategy for their organisations. (It is the perfect companion to our Human Capital Management Analytics - Master Reporting Manual). More than 55 pages in length, it contains our: -</p> <ul style="list-style-type: none"> • Workforce reporting model & methodology; • Governance and execution framework; • Extensive key performance indicator reporting menu; • Ten essential prerequisites that underpin the design and execution of a successful workforce reporting program in any organization; • Template scorecards that benchmark performance from one year to the next; 	AU\$125
Workforce Forecasting & Planning - HR Department Starters Manual	This manual is filled with important tips, ideas, tools and templates that enable HR Departments to create a comprehensive workforce forecasting & planning strategy for their organisations	AU\$125
HR Department Measurement & Reporting Manual	This manual is filled with important tips, ideas, tools and templates that enable HR Departments to create and implement comprehensive reporting & evaluation within their very own HR functions	AU\$125

Ordering Your Human Capital Management Analytics - HR Department Starters Manual

Option	Description	Price
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Product Copyright	Please note that our products are copyright. They cannot be replicated, reproduced or transmitted to any person other than the purchaser without additional payment being agreed and paid to us	
E - Advisory Services	If would like additional coaching or mentoring in relation to any key aspect of our workforce forecasting, planning or risk mitigation services we offer an on-line advisory service that you can book at any time. (Please refer to our website)	AU\$75 per 30 minutes or AU\$150 per 60 minutes
E - Learning Classes	If you would prefer a more in-depth approach, we offer structured E Learning classes comprising one two-hour online class incorporating a pre-session questionnaire and comprehensive soft-copy participants work-book. (Please refer to our website)	AU\$750 per class (Group participation available)

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Stephen Moore
Founder & Managing Director

Stephen Moore spent the first half of his professional career occupying senior Employee Relations roles with leading organizations including Qantas, Ford Motor Company & Coles-Myer. It was here that his interest in workforce productivity & efficiency improvement was first ignited.

In 1995 Stephen formed Optimum Performance HR Consultants, where he spent the next two decades designing & delivering People Metrics, Analytics & Planning solutions to a diverse client base located throughout Australia, New Zealand, Asia & South Africa.

After a short stint in the HR software development industry, Stephen recently established a new consulting practice dedicated to Human Capital Management Analytics, a natural progression upon the work he has previously undertaken.

In his current role Stephen assists HR professionals, executives & line managers in utilizing data-driven methodologies & processes that enable them to effectively forecast & plan: -

- Workforce efficiency & base - line labour strength;
- Workforce staffing demand & resourcing priorities;
- Workforce supply-chain & continuity;
- Workforce viability & sustainability;

Complementing his workforce planning services, Stephen also assists HR teams in creating & implementing integrated workforce reporting & optimisation analytics, as well as HR Department strategic capability & effectiveness analytics.

Along the journey Stephen has collaborated with the Australian Human Resources Institute (6 years), the Human Resources Institute of New Zealand (7 years) & the Hong Kong Institute of Human Resources Management (6 Years) in designing & delivering a diverse range of people analytics training workshops to more than 3,000 HR professionals.

In 2018 Stephen collaborated with Deakin University in designing and authoring a four-week MBA People Analytics Master – Class, as well a post graduate unit in People Analytics comprising 10 separate classes completed in an on-line, blended learning format.

Most recently Stephen has been appointed by the Human Capital Institute of America as their exclusive faculty member and trainer for the Australia & New Zealand Region.

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What Some of Our Clients Say About Us

"Stephen is an entertaining, straight to the point and experienced professional with great public speaking skills and the ability to apply theory into practical examples in many different structures and organizations. We are happy we were able to join the course and will definitely stay in touch with Stephen for more learning moments and insights"

Vice President Strategic Analysis Venetian Macau Limited

"Stephen is a guru who coached the SEEK team to make significant improvements in our approach to HR metrics. Stephen is a pleasure to work with and a great trainer. He can adapt to any level of experience and gives amazing insights no matter where the conversation goes"

Group HR Director, SEEK Limited

"Stephen's in-depth knowledge and experience with HR metrics is integral to any organisation trying to establish an HR Metrics Dashboard within their business. Stephen is a strategic thinker who can influence HR personnel to deliver the right metrics for their operations which has assisted Caltex to transform the way HR metrics are reported throughout our organisation"

HRSC Manager, Caltex Australia Petroleum

"The Workforce Planning model developed and presented by Stephen has been very useful in allowing us to plan for changes in our workforce and the wider recruitment market and develop strategies to adapt to any global or local changes. Highly recommended process and facilitator"

Manager Organisation Development, City of Whitehorse

"Stephen presents an excellent model for human resource management metrics. This model is practical, easy to implement and he explains how to use the metrics exceptionally well. Very engaging facilitator and consultant"

General Manager Learning & Development AHRI

"The success of our HR Metrics training program was beyond expectations, exciting all who attended, with agreement reached on key areas that will enable us to move forward and establish consistent, value-adding HR Metrics that will support decision making for our managers in managing their business"

Group Human Resources Manager, Hills Holdings

"Stephen helped to develop our understanding of strategic workforce planning, providing a relevant framework, advice and practical forecasting tools. It enabled us to develop a strategic workforce plan that led to our Board approving what became an award - winning workforce development program for a critical workforce segment of our business"

Manager People Strategy and Change, City West Water

"Stephen is an astute, strategic, business thinker with a wealth of knowledge around HR and Metrics. He is able to deal with diverse clients, builds excellent relationships and is one of the few people who gets the importance of people strategies & metrics to the business"

People and Culture Partner, Deloitte Australia