MOORE HR
Specialists in Analytical HR Management

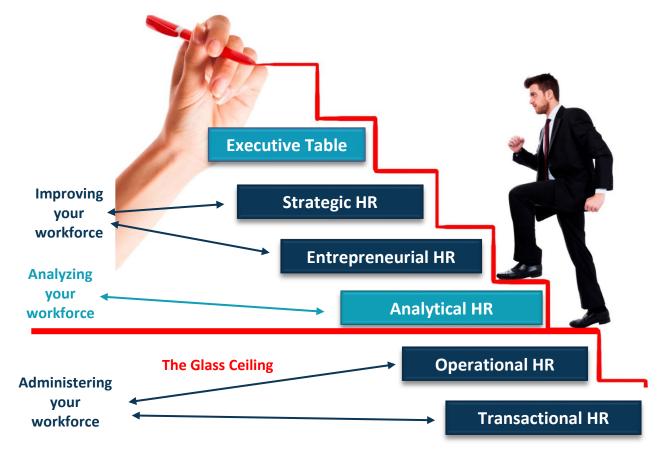# Human Capital Management Analytics - Master Reporting Manual

"Designing & Implementing Your Workforce Reporting Menu, Content, Formats & Presentation"

August 2019 Version

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 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. In excess of **200 pages** it contains: -

- Our Workforce Reporting model & methodology;

- **30** separate Key Performance Indicator Template Reports, incorporating in excess of

  500 specific people analytics;

- Detailed reporting objectives, formulas & costing models;

- A module on measuring & evaluating HR Department effectiveness;

We trust that this manual to be a valuable addition to your Human Resources Department.

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**.

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Item	Key Performance Indicator	Page Number
9.0	**Measuring, Reporting & Evaluating Workforce Gender Equality**	**50**
Module	**Title**	
9.1	• Recommended Performance Measures & Reporting Objectives	
9.2	• Recommended Reporting Definitions – Periodic Reporting	
10.0	**Measuring, Reporting & Evaluating Workforce Governance**	**54**
Module	**Title**	
10.1	• Recommended Performance Measures & Reporting Objectives	
10.2	• Recommended Reporting Definitions – Periodic Reporting	
11.0	**Measuring, Reporting & Evaluating Workforce Headcount**	**59**
Module	**Title**	
11.1	• Recommended Performance Measures & Reporting Objectives	
11.2	• Recommended Reporting Definitions – Periodic Reporting	
12.0	**Measuring, Reporting & Evaluating Workforce Health & Safety**	**64**
Module	**Title**	
12.1	• Recommended Performance Measures & Reporting Objectives	
12.2	• Recommended Reporting Definitions – Periodic Reporting	
13.0	**Measuring, Reporting & Evaluating Workforce Involvement**	**68**
Module	**Title**	
13.1	• Recommended Performance Measures & Reporting Objectives	
13.2	• Recommended Reporting Definitions – Periodic Reporting	
14.0	**Measuring, Reporting & Evaluating Workforce Knowledge Retention**	**72**
Module	**Title**	
14.1	• Recommended Performance Measures & Reporting Objectives	
14.2	• Recommended Reporting Definitions – Periodic Reporting	
15.0	**Measuring, Reporting & Evaluating Workforce Leave Accruals**	**75**
Module	**Title**	
15.1	• Recommended Performance Measures & Reporting Objectives	
15.2	• Recommended Reporting Definitions – Periodic Reporting	
16.0	**Measuring, Reporting & Evaluating Workforce Long – Term Leave**	**79**
Module	**Title**	
16.1	• Recommended Performance Measures & Reporting Objectives	
16.2	• Recommended Reporting Definitions – Periodic Reporting	
17.0	**Measuring, Reporting & Evaluating Workforce Productivity**	**85**
Module	**Title**	
17.1	• Recommended Performance Measures & Reporting Objectives	
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Item	Key Performance Indicator	Page Number
18.0	**Measuring, Reporting & Evaluating Workforce Recruitment**	**89**
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18.1	• Recommended Performance Measures & Reporting Objectives	
18.2	• Recommended Reporting Definitions – Periodic Reporting	
18.3	• Post – Hire Workforce Satisfaction Interview Questionnaire	
19.0	**Measuring, Reporting & Evaluating Workforce Remuneration**	**97**
Module	**Title**	
19.1	• Recommended Performance Measures & Reporting Objectives	
19.2	• Recommended Reporting Definitions – Periodic Reporting	
20.0	**Measuring, Reporting & Evaluating Workforce Resourcing**	**102**
Module	**Title**	
20.1	• Recommended Performance Measures & Reporting Objectives	
20.2	• Recommended Reporting Definitions – Periodic Reporting	
21.0	**Measuring, Reporting & Evaluating Workforce Succession Planning**	**108**
Module	**Title**	
21.1	• Recommended Performance Measures & Reporting Objectives	
21.2	• Recommended Reporting Definitions – Periodic Reporting	
22.0	**Measuring, Reporting & Evaluating Workforce Sustainability**	**112**
Module	**Title**	
22.1	• Recommended Performance Measures & Reporting Objectives	
22.2	• Recommended Reporting Definitions – Periodic Reporting	
23.0	**Measuring, Reporting & Evaluating Workforce Talent Management**	**123**
Module	**Title**	
23.1	• Recommended Performance Measures & Reporting Objectives	
23.2	• Recommended Reporting Definitions – Periodic Reporting	
24.0	**Measuring, Reporting & Evaluating Workforce Training (Technical Skills & Competencies)**	**129**
Module	**Title**	
24.1	• Recommended Performance Measures & Reporting Objectives	
24.2	• Recommended Reporting Definitions – Periodic Reporting	
24.3	• Internal Training Course Reporting Template	
24.4	• External Training Course Reporting Template	
25.0	**Measuring, Reporting & Evaluating Workforce Training (Leadership Development)**	**135**
Module	**Title**	
25.1	• Recommended Performance Measures & Reporting Objectives	
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Item	Key Performance Indicator	Page Number
26.0	**Measuring Turnover**	**139**
Module	**Title**	
26.1	• Recommended Performance Measures & Reporting Objectives	
26.2	• Recommended Reporting Definitions – Periodic Reporting	
26.3	• Turnover Replacement Costing Template – Weekly/Wages Staff	
26.4	• Turnover Replacement Costing Template – Monthly/Salaried Staff	
26.5	• Template Exit Interview form	
27.0	**Measuring Utilization**	**147**
Module	**Title**	
27.1	• Recommended Performance Measures & Reporting Objectives	
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28.0	**Measuring Welfare & Well Being**	**152**
Module	**Title**	
28.1	• Recommended Performance Measures & Reporting Objectives	
28.2	• Our Reporting Definitions – Periodic Reporting	
29.0	**Measuring Working Arrangements**	**157**
Module	**Title**	
29.1	• Recommended Performance Measures & Reporting Objectives	
29.2	• Our Reporting Definitions – Periodic Reporting	
30.0	**Measuring HR Department Capability & Effectiveness**	**161**
Module	**Title**	
30.1	• HR Department Customer Satisfaction Survey Template	
30.2	• HR Department Staff Satisfaction Survey Template	
30.3	• HR Department Recommended KPI's and Reporting Objectives	
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31.0	**Ordering Your Master Reporting Manual**	**199**
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Measuring, Reporting & Evaluating Workforce Turnover

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WORKFORCE REPORTING KEY PERFORMANCE INDICATOR METHODOLOGY TEMPLATE – TURNOVER

Defining Your Content	Defining Your Reporting Objectives
26.0 Recommended Performance Measures	
26.1 % Involuntary staff turnovers	To inform and enable the CEO/SMT/Key Line Managers to objectively evaluate & review the organization's turnover performance in order to ensure that: -
26.2 % Involuntary staff turnovers – poor performers	• Unplanned turnover is maintained at an acceptable level;
26.3 % Voluntary staff turnovers	• Staff replacement costs are effectively managed;
26.4 % Voluntary staff turnovers – high performers	• Inherent morale or staff satisfaction issues are detected and pro-actively addressed;
26.5 % Voluntary staff turnovers – talent pool participants	
26.6 % Voluntary staff turnover rate – Baby – Boomer employees	
26.7 % Voluntary staff turnover rate – Generation X employees	
26.8 % Voluntary staff turnover rate – Generation Y/Millennial employees	
26.9 % Voluntary staff turnover rate – Generation Z employees	
26.10 Staff turnovers – Total $ cost of replacement	
26.11 % Voluntary staff turnovers satisfied with working conditions/remuneration	

Recommended Reporting Segmentation:	Salaried Staff		X	Wages Staff	X	Combined All Staff	
Casual Employees:	Include		Exclude	X	Recommended Reporting Frequency:	Monthly	

WORKFORCE REPORTING KEY PERFORMANCE INDICATOR METHODOLOGY TEMPLATE – TURNOVER

Defining Your Content		Defining Your Reporting Objectives		
26.0	**Recommended Performance Measures**			
26.12	% Voluntary staff turnovers satisfied with satisfied with manager/leadership			
26.13	% Voluntary staff turnovers satisfied with involvement & recognition			
26.14	% Voluntary staff turnovers satisfied with working relationships & inclusion			
26.15	% Voluntary turnovers who would seek re-employment			
26.16	% Voluntary turnovers who would recommend the company to a colleague			

Recommended Reporting Segmentation:	Salaried Staff		X	Wages Staff	X	Combined All Staff	
Casual Employees:	Include		Exclude	X	Recommended Reporting Frequency:	Monthly	

WORKFORCE REPORTING KEY PERFORMANCE INDICATOR METHODOLOGY TEMPLATE – TURNOVER

Defining Your Content		Defining Your Reporting Definitions
26.0	**Recommended Performance Measures**	**Recommended Periodic Reporting**
26.1	% Involuntary staff turnovers	The total number of involuntary staff turnovers during the period being reported divided by the total workforce, multiplied by 100. (I.e. Dismissals, Redundancies);
26.2	% Involuntary staff turnovers – poor performers	The total number of involuntary staff turnovers during the period being reported that were designated poor performers divided by the by the total number of involuntary staff turnovers, multiplied by 100;
26.3	% Voluntary staff turnovers	The total number of voluntary staff turnovers during the period being reported divided by the total workforce multiplied by 100. (I.e. Resignations, Retirements);
26.4	% Voluntary staff turnovers – high performers	The total number of voluntary staff turnovers during the period being reported that were designated high performers divided by the by the total number of voluntary staff turnovers, multiplied by 100;
26.5	% Voluntary staff turnovers – talent pool participants	The total number of voluntary staff turnovers during the period being reported that were designated talent pool participants divided by the by the total number of voluntary staff turnovers, multiplied by 100;
26.6	% Voluntary staff turnover rate – Baby – Boomer employees	The total number of voluntary staff turnovers during the period being reported that were designated baby-boomer employees divided by the by the total number of voluntary staff turnovers, multiplied by 100;
26.7	% Voluntary staff turnover rate – Generation X employees	The total number of voluntary staff turnovers during the period being reported that were designated generation x employees divided by the by the total number of voluntary staff turnovers, multiplied by 100;
26.8	% Voluntary staff turnover rate – Generation Y/Millennial employees	The total number of voluntary staff turnovers during the period being reported that were designated generation y/millennial employees divided by the by the total number of voluntary staff turnovers, multiplied by 100;

WORKFORCE REPORTING KEY PERFORMANCE INDICATOR METHODOLOGY TEMPLATE – TURNOVER

Defining Your Content		Defining Your Reporting Definitions
26.0	**Recommended Performance Measures**	**Recommended Periodic Reporting**
26.9	% Voluntary staff turnover rate – Generation Z employees	The total number of voluntary staff turnovers during the period being reported that were designated generation z employees divided by the by the total number of voluntary staff turnovers, multiplied by 100;
26.10	Staff turnovers – Total $ cost of replacement	The total $ replacement cost incurred for all separations during the period being reported calculated utilizing the template costing models as illustrated on the following two pages;
26.11	% Voluntary staff turnovers satisfied with working conditions/remuneration	The total number of voluntary staff turnovers during the period being reported that were satisfied with their working conditions/remuneration divided by the by the total number of voluntary staff separations, multiplied by 100;
26.12	% Voluntary staff turnovers satisfied with satisfied with manager/leadership	The total number of voluntary staff turnovers during the period being reported that were satisfied with their manager/leadership divided by the by the total number of voluntary staff separations, multiplied by 100;
26.13	% Voluntary staff turnovers satisfied with involvement & recognition	The total number of voluntary staff turnovers during the period being reported that were satisfied with their involvement/recognition divided by the by the total number of voluntary staff separations, multiplied by 100;
26.14	% Voluntary turnovers satisfied with working relationships & inclusion	The total number of voluntary staff turnovers during the period being reported that were satisfied with their working relationships & inclusion divided by the by the total number of voluntary staff separations, multiplied by 100;
26.15	% Voluntary turnovers who would seek re-employment	The total number of voluntary staff turnovers during the period being reported who would seek re-employment with organization divided by the by the total number of voluntary turnovers, multiplied by 100;
26.16	% Voluntary turnovers who would recommend the company to a colleague	The total number of voluntary staff turnovers during the period being reported who would recommend the organization to a colleague divided by the by the total number of voluntary turnovers, multiplied by 100;

	Turnover Replacement $ Costing Template - Staff (I.e. Wages Employees)		
1.	**What is the Cost of Advertising?** (In-house, on-line, newspapers)		$
2.	**What is the Cost of Recruitment?** (Position description, advertisement, applicant response, Interview process/managers time, reference/security checks, pe-employment medical)		$
3.	**What is the Cost of the Terminating Employee?** (Exit interview, administration, functions, lost productivity, increased absenteeism, payment in lieu of notice)		$
4.	**What is the Cost of Temporary or Non - Replacement?** (Casual rates Vs permanent rate, overtime rate Vs permanent rate, built in headcount, contract/agency staff) NOTE: Possible saving if no replacement required		$
5.	**What is the Cost of Outfitting the New Employee?** (Uniforms, protective clothing, footwear, tools & equipment, security badges/passes, internet/systems access)		$

6.	**What is the Cost of Training & Development of the New Employee?** (To achieve competent performance)		
		$	
	Induction/On – Boarding program		
	Capability Training (Operations/systems/technical/OH&S, quality, teamwork)		
	External Courses (First Aid, Forklift)		
	Total Cost of Training and Development		$
7.	**What is the Cost of Employee Development Expenditure Foregone?** (Calculated for the past two years only)		
	TAFE Course/structured technical training	$	
	External course (Technical/operational)	$	
	Total Cost of Employee Development Expenditure Foregone		$

8.	**What is the Cost of Lost Productivity?** (Until the employee can perform at 100% competence)		
	Competence level on commencement (max. = 100%)	%	
	Time required until fully competent (Number of weeks)		
	Total hours lost until fully competent		
	Annual Remuneration Package (Total Cost) divided by 220 working days divided by 7.6 hours	$ per day	
	Total Cost of Lost Productivity		$
9.	**Any Other Incidental Costs**		$
Total Cost of Replacement			$

	Turnover Replacement $ Costing Template - Management (I.e. Salaried Employees)		
1.	**What is the Cost of Advertising?** (In-house, on-line, local/national, international newspapers)		$
2.	**What is the Cost of Recruitment?** (Recruitment agency/headhunter fees, interstate/international travel & accommodation, interview process/managers time, psych testing, pre-employment assessment centres, medical, national/international relocation costs, sign-on fees/bonuses)		$
3.	**What is the Cost of the Terminating Employee?** (Exit interview, administration, motor vehicle, company property, subscriptions/memberships, functions, lost productivity, increased absenteeism, payment in lieu of notice)		$
4.	**What is the Cost of Temporary or Non-Replacement?** (Higher duties, external contractor, productivity loss in subordinate staff). NOTE: Possible saving if no replacement required		$
5.	**What is the Cost of Outfitting the New Employee?** (Laptop computer, mobile phone, I - pad, security badges/passes, internet/systems access, business cards, protective equipment/clothing, uniforms, casual dress)		$
6.	**What is the Cost of Training & Development of the New Employee?** (To achieve competent performance)	$	
	Induction (Total exec time/interstate travel)		
	Skills/Operations Training (IT, systems, finance)		
	Development Training (Leadership, perf management)		
	External Courses (Technical, operational)		
	Total Cost of Training and Development		$
7.	**What is the Cost of Lost Investment in Employee Development Training?** (Calculated for the past two years only)		
	Post - graduate/MBA Course	$	
	Benchmarking tours	$	
	Executive development programs	$	
			$
8.	**What is the Cost of Lost Productivity?** (Until the employee can perform at 100% competence)		
	Competence level on commencement (max. = 100%)	%	
	Time required until fully competent (Number of weeks)		
	Total hours lost until fully competent		
	Annual Remuneration Package (Total Cost) divided by 220 working days, divided by 8.0 hours	$ per day	
	Total Cost of Lost Productivity		$
9.	**Any Other Incidental Costs** (I.e. Personal coach, mentor)		$
Total Cost of Replacement			$

EMPLOYEE EXIT INTERVIEW QUESTIONNAIRE

1. **Principal Reason for Leaving:**

In Sections 2-7, please tick the box that best reflects your opinion and make any comments you feel are relevant: - E = Excellent; G = Good; F = Fair; U = Unsatisfactory

2. Wages/Salary/Benefits	E	G	F	U	COMMENTS
- In general					
- Internal fairness					
- External competitiveness					
3. Conditions					
- Hours, rosters					
- Lockers, rest rooms					
- Working environment					
- Equipment, resources provided					
- Workplace Safety					
- Cafeteria/Rec Facilities					
- Policies & Procedures					
4. Job Satisfaction					
- Sufficient training provided					
- Jobs expectations clear					
- Work interesting and varied					
- Work pressure					
5. Personal Relations					
- Supervisors/superiors					
- Workmates					
6. Participation & Recognition					
- Involvement in decision making					
- Opportunity to contribute ideas					
- Appreciation for extra effort					
- Company communication					
7. Opportunities for Development					
- Clear career path provided					
- Support for further development					
- Regular performance feedback					
- Career prospects/advancement					
8. Overall					
9. Would you recommend *(insert company)* as a place to work?					Yes / No
10. Would you seek re-employment at *(insert company)*?					Yes / No

Manager ❑	Line Employee ❑	Location:
Date: / /		

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Ordering Your Human Capital Management Analytics - Master Reporting Manual

Our Human Capital Management Analytics - Master Reporting Manual is priced at just **AU$295 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. In excess of **200 pages** it contains: - • Our Workforce Reporting model & methodology; • **30** separate Key Performance Indicator Template Reports, incorporating in excess of **500** specific people analytics; • Detailed reporting objectives, formulas & costing models; • A module on measuring & evaluating HR Department effectiveness;	**AU$295**
Human Capital Management Analytics - HR Department Starters Manual	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).	**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 - Master Reporting Manual

Option	Description	Price
Placing Your Order	You can visit the Shopping Cart facility on our website to make payment and receive your order by automatic download	
	If you would prefer to make payment via invoice, or you are interested in ordering additional copies, you can click on the Contact Us page on our website and send us your specific requirements	
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