



HR Department Measurement & Reporting Manual



“How to Measure, Report & Evaluate HR Department Strategic Capability & Effectiveness”

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 HR Department Measurement & Reporting Manual is filled within important tips, ideas, tools and templates to assist HR functions in measuring, reporting, evaluating & continuously improving their overall performance and business contribution. Comprising more than 40 pages of content, it contains: -

- Our workforce reporting model & methodology;
- **12** separate key performance indicator template reports, incorporating in excess of **130** specially targeted people analytics measures;
- Detailed reporting objectives, formulas & costing models;

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 download 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**.



**HR Department Measurement & Reporting Manual –
“How to Measure, Report & Evaluate HR Department Strategic Capability & Effectiveness”**

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Measuring, Reporting & Evaluating HR Department Efficiency & Effectiveness



*“How to
Measure, Report
& Evaluate HR
Department
Strategic
Capability &
Effectiveness”*

3. Measuring and Evaluating HR Department Efficiency & Effectiveness

WORKFORCE REPORTING KEY PERFORMANCE INDICATOR METHODOLOGY TEMPLATE – HR DEPARTMENT EFFICIENCY				
Defining Your Content			Defining Your Reporting Objectives	
30.0	Recommended Performance Measures			
30.1	Total \$ HR Department expenditure per FTE employee		To inform and enable the CEO/SMT/CHRO to objectively evaluate & review the HR Department 's efficiency in order to ensure: - <ul style="list-style-type: none"> Effective management of all departmental operating costs on an ongoing basis; Optimum utilization and effectiveness of HR department staff on an ongoing basis; 	
30.2	Total HR Department expenditure as % of annual operating expenditure			
30.3	Total HR Department expenditure as % of allocated budget			
30.4	HR Department FTE Headcount Vs Workforce FTE Headcount ratio			
30.5	HR Department labour hours % allocation - strategic services			
30.6	HR Department labour hours % allocation - entrepreneurial services			
30.7	HR Department labour hours % allocation -analytical services			
30.8	HR Department labour hours % allocation -operational services			
30.9	HR Department labour hours % allocation -transactional services			
30.10	HR Department Strategic Business Objectives successfully completed			
Recommended Reporting Segmentation:		Salaried Staff	Wages Staff	Combined All Staff
Casual Employees:		Include	Exclude	X
Recommended Reporting Frequency:			Quarterly	

3. Measuring and Evaluating HR Department Efficiency & Effectiveness

Defining Your Content		Defining Your Reporting Definitions
30.0	Recommended Performance Measures	Recommended Periodic Reporting
30.1	Total \$ HR Department expenditure per FTE employee	The total cost of the HR Department YTD (including premises, equipment, furniture, systems, technology, salaries, wages, on-costs etc divided by the FTE workforce YTD;
30.2	Total HR Department expenditure as % of annual operating expenditure	The total cost of the HR Department YTD (as previously defined) divided by the total operating cost incurred in running the business YTD multiplied by 100;
30.3	Total HR Department expenditure as % of allocated budget	Total HR Department expenditure YTD (as previously defined) divided by the allocated expenditure budget YTD, multiplied by 100;
30.4	HR Department FTE Headcount Vs Workforce FTE Headcount ratio	The total number of FTE HR Department staff YTD divided by the FTE Workforce staff headcount YTD;
30.5	HR Department labour hours % allocation -strategic services	The number of HR Department labour hours utilised in providing strategic business services (excluding designated administrative roles) divided by the total number of HR Department labour hours worked, multiplied by 100 (Refer to following page)
30.6	HR Department labour hours % allocation - entrepreneurial services	The number of HR Department labour hours utilised in providing entrepreneurial business services (excluding designated administrative roles) divided by the total number of HR Department labour hours worked, multiplied by 100 (Refer to following page)
30.7	HR Department labour hours % allocation -analytical services	The number of HR Department labour hours utilised in providing analytical business services (excluding designated administrative roles) divided by the total number of HR Department labour hours worked, multiplied by 100 (Refer to the following page)

3. Measuring and Evaluating HR Department Efficiency & Effectiveness

WORKFORCE REPORTING KEY PERFORMANCE INDICATOR METHODOLOGY TEMPLATE – HR DEPARTMENT EFFICIENCY		
Defining Your Content		Defining Your Reporting Definitions
30.0	Recommended Performance Measures	Recommended Periodic Reporting
30.8	HR Department labour hours % allocation -operational services	The number of HR Department labour hours utilised in providing operational business services (excluding designated administrative roles) divided by the total number of HR Department labour hours worked, multiplied by 100 (Refer to the following page)
30.9	HR Department labour hours % allocation -transactional services	The number of HR Department labour hours utilised in providing transactional business services (excluding designated administrative roles) divided by the total number of HR Department labour hours worked, multiplied by 100 (Refer to the following page)
30.10	HR Department Strategic Business Objectives successfully completed	The total number of HR Department strategic objectives completed YTD versus the total number of HR Department strategic objectives assigned;

3. Measuring and Evaluating HR Department Efficiency & Effectiveness

WORKFORCE REPORTING KEY PERFORMANCE INDICATOR METHODOLOGY TEMPLATE – HR DEPARTMENT EFFECTIVENESS						
Defining Your Content			Defining Your Reporting Objectives			
30.0	Recommended Performance Measures					
30.11	Average vacancy duration rate (days)			To inform and enable the CEO/SMT/CHRO to objectively evaluate & review the HR Department 's effectiveness in order to ensure: - <ul style="list-style-type: none"> • Effective management of all departmental operating costs on an ongoing basis; • Optimum utilization and effectiveness of HR department staff on an ongoing basis; • Optimum customer satisfaction and engagement on an ongoing basis; 		
30.12	\$ Average staff replacement cost					
30.13	% External staff hires					
30.14	\$ Average FTE staff development expenditure					
30.15	% Succession planning pool coverage					
30.16	% Critical risk job family coverage					
30.17	% Voluntary staff turnover rate					
30.18	Average staff tenure rate					
30.19	\$ Staff leave liability provision					
Recommended Reporting Segmentation:		Salaried Staff			Wages Staff	Combined All Staff
Casual Employees:		Include	Exclude	X	Recommended Reporting Frequency:	Quarterly

3. Measuring and Evaluating HR Department Efficiency & Effectiveness

WORKFORCE REPORTING KEY PERFORMANCE INDICATOR METHODOLOGY TEMPLATE – HR DEPARTMENT EFFECTIVENESS		
Defining Your Content		Defining Your Reporting Definitions
30.0	Recommended Performance Measures	Recommended Periodic Reporting
30.11	Average vacancy duration rate (days)	The aggregate number of working days from date of receipt of an approved requisition to hire in Human Resources to the date of candidate acceptance divided by the total number of positions filled during the period being reported;
30.12	\$ Average staff replacement cost	The total \$ expenditure incurred in relation to all positions filled during the period being reported divided by the total number of positions filled for the period;
30.13	% External staff hires	The total number of positions filled externally during the period being reported divided by the total number of positions filled, multiplied by 100;
30.14	\$ Average FTE staff development expenditure	The total \$ expenditure on staff training and development for the period being reported divided by the total FTE headcount for the organization;
30.15	% Succession planning pool coverage	The total number of designated succession planning pool positions where at least one “Ready Now” candidate has been identified from either current incumbents, talent management program participants or other nominated employees during the period being reported, divided by the total number of designated succession planning pool positions, multiplied by 100
30.16	% Critical risk job family coverage	The total number of talent management pool participants or other nominated employees who have been identified as “Ready Now” candidates for critical risk job family appointments, divided by the total number of critical risk job family positions required, multiplied by 100

3. Measuring and Evaluating HR Department Efficiency & Effectiveness

WORKFORCE REPORTING KEY PERFORMANCE INDICATOR METHODOLOGY TEMPLATE – HR DEPARTMENT EFFECTIVENESS		
Defining Your Content		Defining Your Reporting Definitions
30.0	Recommended Performance Measures	Recommended Periodic Reporting
30.17	% Voluntary staff turnover rate	The total number of voluntary staff turnovers during the period being reported divided by the total workforce (excluding casuals), multiplied by 100. (I.e. Resignations, Retirements);
30.18	Average staff tenure rate	The aggregation of all employees by years of service (Excluding casuals), divided by the total number of employees within the organization (Excluding casuals) for the period being reported;
30.19	\$ Staff leave liability provision	The total \$ cost of leave accruals maintained in excess of stipulated industrial award or company policies and procedure standards during the period being reported;



Ordering Your HR Department Measurement & Reporting Manual



“How to Measure, Report & Evaluate HR Department Strategic Capability & Effectiveness”

Ordering Your HR Department Measurement & Reporting Manual

Our HR Department Measurement & Reporting 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	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	<p>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. Comprising more than 40 pages of content, it contains: -</p> <ul style="list-style-type: none"> • Our workforce reporting model & methodology; • 12 separate key performance indicator template reports, incorporating in excess of 130 specially targeted people analytics measures; • Detailed reporting objectives, formulas & costing models; 	AU\$125

Ordering Your HR Department Measurement & 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