



The HR People Analytics, Reporting & Insights DIY Resource Manual



Creating meaningful Workforce Reporting, Analysis & Insights that gain traction & support from key internal stake - holders

Measuring, evaluating & continuously improving workforce management & performance in your organisation

1.0 Introduction

Welcome to the HR Department People Analytics Reporting & Insights DIY Resource Manual Sneak Peek.

It contains more than 200 pages of template key performance indicators, people analytics, reporting formats, definitions and costing models that enable you to successfully create and execute integrated workforce reporting throughout your organisation.

To assist you in achieving the best possible outcome, we have provided our content to you in two separate formats, being Adobe PDF and Microsoft Word. The first provides you with a master – copy of the original template you purchased, while the second provides you with a version that can be progressively updated/amended in accordance with changing circumstances within your organisation or the external market - place.

At Moore HR, we provide a diverse range of Strategic HR Management programs, services and DIY tools that will (firstly) optimise workforce management and performance in your organisation and (secondly) elevate the Human Resources Department's role, contribution and recognition throughout the business.

Our services are all centrally focussed around the following five Advanced HR Management Capabilities and Competencies that we have researched, tested and successfully applied across a diverse range of organisations over the past 25 years: -

Our Four Advanced Core Capabilities for Every HR Department

- Optimising Workforce Governance & Environment
- Optimising Workforce Efficiency & Expenditure
- Optimising Workforce Performance & Effectiveness
- Optimising Workforce Planning & Sustainability

Our New-Age Core Competencies for Every HR Professional

- Optimising Human Resources Advocacy & Persuasiveness

If you are interested in learning more about our services and how they can benefit your organisation, please feel free to email me at enquiries@moore-hr.com.au or call me on **03) 9994 5193**.

We trust that your HR Department Strategic Capability, Efficiency & Effectiveness DIY Resource Manual will be a worthwhile addition to your HR Department resource centre.

Kind Regards,



Stephen Moore
Founder & Director
Moore HR



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The HR People Analytics, Reporting & Insights DIY Resource Manual Template Workforce Turnover KPI Report



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WORKFORCE REPORTING KEY PERFORMANCE INDICATOR TEMPLATE – TURNOVER

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Defining Your Content				Defining Your Reporting Objectives	
26.0	Recommended Performance Measures				
26.1	% of Involuntary staff turnovers			To inform and enable the CEO/SMT/Key Line Managers to objectively evaluate & review the organisation's turnover performance in order to ensure that: - <ul style="list-style-type: none"> Unplanned turnover is maintained at an acceptable level. Staff replacement costs are effectively managed. Inherent morale or staff satisfaction issues are detected and pro-actively addressed. 	
26.2	% Involuntary staff turnovers – poor performers				
26.3	% of Voluntary staff turnovers				
26.4	% Voluntary staff turnovers – high performers				
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
Casual Employees:		Include		Exclude	X
				Recommended Reporting Frequency:	Monthly

WORKFORCE REPORTING KEY PERFORMANCE INDICATOR TEMPLATE – TURNOVER

Defining Your Content		Defining Your Reporting Objectives				
26.0	Recommended Performance Measures					
26.12	% Voluntary staff turnovers satisfied with manager/leadership	To inform and enable the CEO/SMT/Key Line Managers to objectively evaluate & review the organisation's turnover performance in order to ensure that: - <ul style="list-style-type: none"> Unplanned turnover is maintained at an acceptable level. Staff replacement costs are effectively managed. Inherent morale or staff satisfaction issues are detected and pro-actively addressed. 				
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	% of 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 total number of involuntary staff turnovers, multiplied by 100.
26.3	% of 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 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 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 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 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 total number of voluntary staff turnovers, multiplied by 100.
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 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
26.10	Staff turnovers – Total \$ cost of replacement	The total \$ replacement cost incurred for all separations during the period being reported calculated utilising 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 total number of voluntary staff separations, multiplied by 100.
26.12	% Voluntary staff turnovers 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 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 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 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 organisation divided 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 organisation to a colleague divided by the total number of voluntary turnovers, multiplied by 100.

Turnover Replacement \$ Costing Template - Staff (I.e., Weekly 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, pre-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? (Calculated for employee terminations of two years' service or less)	\$	
	Average competence level on commencement (max. = 100%)		%
	Number of months required until fully competent		
	Total hours lost per month until fully competent		
	Average hourly rate of pay		\$
	Total Cost of Lost Productivity		\$
9.	Any Other Incidental Costs	\$	
Total Cost of Replacement		\$	

Turnover Replacement \$ Costing Template - Management (I.e., Monthly 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 insubordinate 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)	\$	
	Postgraduate/MBA Course		\$
	Bench-marking tours		\$
	Executive development programs		\$
	Total Cost of Employee Development Expenditure Foregone		\$
8.	What is the Cost of Lost Productivity? (Calculated for employee terminations of two years' service or less)	\$	
	Average competence level on commencement (max. = 100%)		%
	Number of months required until fully competent		
	Total hours lost per month until fully competent		
	Average hourly rate of pay		\$
	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 (X) 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	E	G	F	U	Comments
Hours, rosters					
Lockers, restrooms					
Working environment					
Equipment, resources provided					
Workplace Safety					
Cafeteria/Rec Facilities					
Policies & Procedures					

4. Job Satisfaction	E	G	F	U	Comments
Sufficient training provided					
Jobs expectations clear					
Work interesting and varied					
Work pressure					

5. Personal Relations	E	G	F	U	Comments
Supervisors/superiors					
Workmates					

6. Participation & Recognition	E	G	F	U	Comments
Involvement in decision making					
Opportunity to contribute ideas					
Appreciation for extra effort					
Company communication					

7. Opportunities for Development	E	G	F	U	Comments
Clear career path provided					
Support for further development					
Regular performance feedback					
Career prospects/advancement					

8. Overall	E	G	F	U	Comments
9. Would you recommend (<i>insert company</i>) as a place to work?					Yes / No
10. Would you seek re-employment at (<i>insert company</i>)?					Yes / No

Manager Line Employee Location: _____

Date: / / _____



MOORE HR

Stephen Moore
Founder & Managing Director

Stephen Moore spent the first twenty years of his professional career occupying a diverse range of Employee Relations roles within leading organizations including Trans Australia Airlines, Ford Motor Company & Coles-Myer.

In late 1995 Stephen formed Optimum Performance HR Consultants, where he spent the next two decades primarily 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, in early 2018, Stephen established a new consulting practice (MOORE HR), which provides a range of virtual and in-house services that support HR Departments in designing, executing, and sustaining Strategic Workforce Planning & People Analytics programs in their organizations.

Along this long and often unpredictable journey, Stephen has collaborated with the Australian Human Resources Institute, the Human Resources Institute of New Zealand, the Hong Kong Human Resources Institute, the Public Service Commission WA and Latrobe/Deakin University Graduate Schools of Management in designing & delivering a diverse range of public training workshops, conferences, tertiary level distance learning courses, and MBA master-classes to more than 3,000 HR professionals located across nine separate countries.

Stephen also developed and managed his own USA HR Best - Practice Study Tour, where for more than a decade, senior Australian Human Resources executives were provided with the opportunity to benchmark pre-eminent organizations, who amongst others included Harley - Davidson, FedEx, NASA, Cisco Systems, Hewlett-Packard, and Marriott Hotels.

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MOORE HR

What 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 organisations. 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 of 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 an 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 get the importance of people strategies & metrics to the business."

People and Culture Partner, Deloitte Australia