



The HR Workforce Performance Reporting & Insights DIY Digital Resource Manual Snap - Shot

On the following pages we have provided you with the full Table of Contents for this manual, including a replication of our “intact” Measuring & Reporting Workforce Turnover module. This is one of 28 separate reporting modules contained within this manual, accompanied by a series of 8 Essential Pre - Requisites for Success, which provides guidelines and advice on important areas including reporting formatting and presentation, analysis, interpretation and communication. In total, the manual comprises more than 180 pages in length.

(The format and content we have demonstrated here underpins your actual reporting output and is consistently applied in every module).

This manual incorporates an annual update service valid for a period of twelve months from your date of purchase. An optional subscription is available thereafter at AU\$200 (+ Gst) per annum.

To provide maximum value to our customers, all of our Manuals and Booklets are delivered in both PDF and Microsoft versions, the first providing 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.



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WORKFORCE REPORTING KEY PERFORMANCE INDICATOR TEMPLATE – TURNOVER

Defining Your Content				Defining Your Reporting Objectives	
26.0	Recommended People Analytics				
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: - <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	% 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 People Analytics					
26.12	% Voluntary staff turnovers satisfied with satisfied with manager/leadership	To inform and enable the CEO/SMT/Key Line Managers to objectively evaluate & review the organization’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 TEMPLATE – TURNOVER

Defining Your Content		Defining Your Reporting Methodology
26.0	Recommended People Analytics	Recommended Periodic Reporting Definitions
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.
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.

WORKFORCE REPORTING KEY PERFORMANCE INDICATOR TEMPLATE – TURNOVER

Defining Your Content		Defining Your Reporting Methodology
26.0	Recommended People Analytics	Recommended Periodic Reporting Definitions
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. 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, 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? (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 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		\$
	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		\$	

On pages 4 & 5 we have provided you with an example of how we record exactly what you have decided to report and measure against a selected Key Performance Indicator. On pages 6 & 7 we have then illustrated how we establish accompanying reporting definitions. On pages 8 & 9 we have provided you with sample costing templates that we utilize in determining workforce turnover replacement costs. Finally, on this page we have illustrated how all of the previous data is consolidated into an actual periodic report for distribution to designated executives and line managers throughout the organization.

Please note that this report: -

- Has been condensed down to demonstrate the concept rather than providing every specific performance measure available.
- Incorporates the use of a traffic light process to interpret actual results for executives and line manager evaluation (I.e. Green = A result within or below the projected forecast range; Yellow = A result within close proximity to the projected forecast range; Red = A result outside the projected forecast range).
- Should be complimented by suitable graphics that illustrate performance against specific/high priority performance measures using a visual format.

WORKFORCE REPORTING SAMPLE PERIODIC REPORT – WORKFORCE TURNOVER (Condensed)										
Division: Production Reporting Period: 30/09/2020 Reporting Frequency: Monthly		Reporting Menu								
		This Period	Year to Date	Same Time Last Year	Projected Year End	Adjusted Year End	Annual Target/ Budget	Year End Variation Against Annual Target/ Budget		Industry Bench Mark
Item	People Analytics	Actual Result	Actual Result	+/- Variation	Projected Result	Adjusted Result	Forecast	+/- Result (Nbr)	+/- Result (%)	Standard
8.1	Voluntary Staff Turnovers	-12	-36	+6	-144	-	-120	+24		
8.2	Involuntary Staff Turnovers	-3	-9	+3	-36	-136	36	+100		
8.3	% Total Staff Turnovers	1.5%	4.5%	+1.1%	18%	28%	15%		+13%	15%
8.4	High Performer Turnovers	-2	-6	-2	-24	-	-30	-6		
8.5	Talent Program Turnovers	-1	-3	-3	-12		-10	+2		
8.6	\$ Total Turnover Replacement Cost	\$600,000	\$1,800,000	\$300,000	\$7,200,000		\$6,000,000	\$1,200,000		

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1. Cisco Systems	30. Cabrini Hospital Group*	59. TAL*	88. Sydney Water*
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3. House of Reps Canberra	32. Ticketek	61. Hawthorn Football Club*	90. Vemco Pty Ltd
4. NHP Electrical Engineering*	33. Australian HR Institute*	62. Cricket Australia	91. Deakin University*
5. EMI Music Australia	34. Orix Australia	63. Haymes Paint*	92. McLarens Young*
6. Jeans West	35. Caterpillar Australia	64. Rayson Industries	93. Primelife Corporation*
7. ESANDA Fleet Partners	36. Baytech Institute	65. Cap XXX	94. Capital Finance
8. Local Government QLD*	37. Swimming Australia*	66. Hume City Council	95. Dept of Education WA
9. Victorian Cricket Association	38. Simplot Australia	67. Rural Ambulance Victoria	96. Mellons*
10. Sims Lockwood	39. Fawkner Cemetery	68. Integrated Design Services	97. Aus Chamber Orchestra
11. Woollahra Council	40. Victorian Public Sector Commission*	69. Biolab Australia	98. Aust Admin Services
12. Suncor Energy	41. Armstrong Industries	70. Integrated Vision*	99. Co-Invest Limited
13. Telefix	42. Financial Planning Association	71. Yallourn Energy	100. McManus & Associates
14. Trader Systems International*	43. Mainland Dairies	72. Filcon Precision Engineering	101. Millennium Chemicals
15. South East Water*	44. Melbourne Victory Football Club*	73. Beltreco Ltd Victoria	102. Govt Superannuation Board
16. DC Australia	45. City of Wyndham	74. URS Corporation*	103. Telefix
17. City West Water*	46. Southcorp Packaging	75. Wide Bay Water	104. WIN Support Services
18. APA	47. Aust Care Australia	76. Adidas	105. Bond University
19. ABB Industries	48. Mercy Hospital	77. Brimbank City Council*	106. City of Belmont
20. Vic Roads	49. Astra Pharmaceuticals	78. BTR Nylex	107. RWAV*
21. City West Water*	50. Moet Chandon*	79. Essendon Football Club*	108. Totalcare Health Industries*
22. Bankstown Health Service	51. Macquarie Health Service	80. St Kilda Football Club*	109. Football Federation Australia*
23. AFL	52. Greening Australia*	81. Maxxium Australia	110. Catholic Insurance
24. Utilux	53. PowerWater NT	82. Houstons Farm	111. KBR Corporation*
25. Aust Pacific Paper	54. Butterworths	83. Melbourne & Olympic Park*	112. Victorian Auditor General
26. Data Connection	55. Cablex Australia*	84. Bridgestone NZ	113. Kalari Transport*
27. TPG Consulting*	56. Melbourne Sports & Aquatic Centre	85. Melbourne Business School	114. AHIMA USA
28. Shire of Yarra Ranges	57. Marchetti Smallgoods	86. Essendon Football Club*	115. Totalcare Health Industries*
29. City West Water*	58. Moet Chandon*	87. Ticketmaster	116. Freehills



MOORE HR

Stephen Moore
Founder & Managing Director

Stephen Moore spent the first 20 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 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), that supports HR Departments in creating & implementing contemporary workforce policies, practices and processes via the provision of template DIY HR Resource Manuals, Starter – Packs, E-Learning Classes, Executive Coaching and full Strategy Design in the following key areas: -

- Workforce Governance, Compliance & Well-Being (Policies & Practices)
- Workforce Accountability, Performance & Development (Policies & Processes)
- Workforce Planning, Resourcing & Sustainability (Policies & Processes)
- Workforce Performance Reporting & Insights (Policies & Processes)

Along this long & 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 Commissions of WA & VIC plus Latrobe/Deakin University Graduate Schools of Management in designing & delivering a diverse range of public training workshops, conferences, tertiary level blended learning courses & MBA master-classes to more than 4,000 HR professionals located across nine separate countries.

Stephen also developed & managed his own USA HR Best-Practice Study Tour for more than a decade, whereby senior Australian Human Resources executives were provided the opportunity to bench-mark pre-eminent organizations including Harley-Davidson, FedEx, NASA, Cisco Systems, Hewlett-Packard and Marriott Hotels.

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Every organization could use a little Moore HR!