



Strategic HR Metrics

LEARNING OBJECTIVE:

- Be able to define and implement HR metrics that are aligned with the overall business strategy
- Understand the impact and use of HR metrics and their connection with HR analytics.
- Know the different types of metrics that are out there and understand their respective impact and application.
- Learn to compose an HR scorecard.
- Learn to use the HR value chain to define strategically relevant HR metrics.
- Learn to benchmark your HR metrics.

WHAT YOU WILL LEARN:

MODULE 1: THE BIGGER PICTURE

► 1: Why We Measure in HR

- Understand the reasons for measurements
- Explain the strategy-focused organization
- Describe how you should measure for HR data

► 2: The Business Balanced Scorecard & KPIs

- Understand the HR Value Chain
- Explain the different scorecards
- Describe the business balanced scorecard

► 3: Defining Metrics

- Describe the components of metrics
- Understand the different measures in metrics
- Explain the HR measurement model



MODULE 2: THE HR SCORECARD

► 4: The HR Scorecard and Related Metrics

- Describe the HR Scoreboard
- Understand the HR value chain measurements
- Describe the key elements of the HR scoreboard

► 5: HR Metrics and KPIs

- Define metrics from strategy to KPI
- Explain the performance matrix in HR
- Understand several key metrics for your business

► 6: Linking HR Strategy to HR metrics: Philips Case

- Understand the Philips Talent Management Process
- Explain how Philips linked HR strategy to metrics
- Describe metrics for key areas in talent management

► Assignment: Creating an HR Strategy

MODULE 3: BUSINESS CASES

► 8: Building the Business Case for HR Metrics

- Explain how you can build a business case
- Describe why management needs business cases
- Understand that HR is driven by business needs

► 9: Implementation: Building Support

- Describe the rules of building support
- Explain how you can build support for your metrics
- Understand that involvement and commitment go hand in hand

► 10: Implementing HR Metrics

- Understand which metrics you will need
- Explain how you can fight through the data swamp
- Describe how data quality affects your metrics



Mildain Solutions

► 11: Case Study

- Understand performance management and discipline
- Explain whether high performers get high bonuses
- Describe which factors might affect turnover

MODULE 4: THE WORKFORCE SCORECARD

► 12: The Workforce Scorecard and Related HR Metrics

- Understand how you can measure HR effectiveness
- Describe the difference between HRM and HCM
- Relate the HR value chain to organizational strategy

► 13: Aligning Metrics to Support Organizational Decision Making

- Describe how you can become a trusted business partner
- Explain how you can select the right methodology
- Understand how to use the root cause analysis

► 14: Benchmarking HR Metrics

- Describe what benchmarking is
- Explain the different benchmarking types
- Understand the challenges in benchmarking

MODULE 5: HR METRICS AND ANALYTICS

► 15: Impact Metrics & Dashboards

- Explain how you can go from scorecards to dashboards
- Understand what is meant by an impact metric
- Describe the best practices for dashboard layouts

► 16: Case Study: Organizational Capability Metrics

- Describe how quality can be converted into HRM-activities and processes
- Understand how you can affect profit
- Explain which methods you can use to measure culture



Mildain Solutions

► **17: From Organizational Capability to Business Impact**

- Describe the analytics maturity model
- Understand which forces drive change
- Explain the fact gap and how you can create a competitive advantage