

Using Metrics to Manage the Human Capital Function

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Defining Analytics

Metrics / reporting provide information. Analytics give insight into people issues that impact businesses and help them track and manage towards successful outcomes.

Reporting

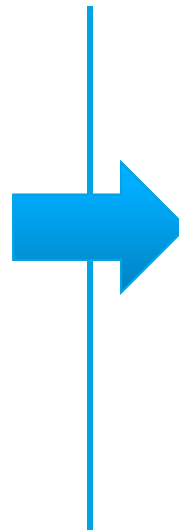
Text-heavy

Detailed data

Flat

Transactional efficiency

Employee	Location	Department	Reason	Term Date
Jon Stonis	Cincinnati, OH	Engineering	New Opportunity	10/17/15
Jason Clemens	Cincinnati, OH	Engineering	New Opportunity	10/21/15
Phil Lachman	Cincinnati, OH	Engineering	Family Reasons	11/12/15
Jane Schimane	Frisco, TX	Quality Assurance	Relocation	11/19/15
Joe Shinoo	Frisco, TX	Quality Assurance	Job not met expectations	11/23/15
Bugs Bunny	Hollywood, CA	Program Mgmt	Better pay	11/25/15
Daffy Duck	Hollywood, CA	Program Mgmt	Better pay	12/3/15
Yosemite Sam	Hollywood, CA	Program Mgmt	Work permit expired	12/5/15
Fog Leghorn	Hollywood, CA	Agile Coaching	Work permit expired	12/15/15
Speedy Gonzalez	Hollywood, CA	Agile Coaching	Change profession	12/17/15
Pepe Lelew	Hollywood, CA	Agile Coaching	Job not met expectations	12/27/15
Pete Puma	Hollywood, CA	Agile Coaching	Death	12/29/15



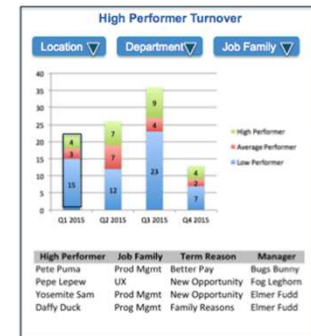
Analytics

Highly graphical

Aggregated data

Interactive

Business insight



The HRIS Experience – Workforce Analytics

Viewed in a Portal according to role. Discovery happens in individual dashboards. Users drill-down into detail (mobile).

The value delivered

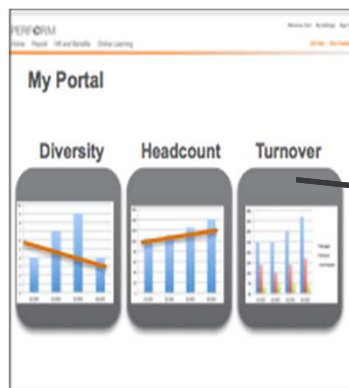
C-level visibility to progress on key People Metrics

Business Insights into trends, patterns, root cause of your People metrics

Drill-down into detail and take the appropriate action

The Experience

Manage
(Portal)



Discover
(Analytic Dashboards)



Act
(CWR, Link to actions)

Voluntary Terminations Report - Q1 2015

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Analytics on Fast Forward

“Companies are no longer ‘stuck in neutral’ in their deployment of people analytics. As analytics move into the corporate mainstream, organizations that are still in the early stages of adopting technology and building teams with data skills risk being left behind. In the not-too-distant future, it will become impossible to make any HR decisions without analytics.”

Growth in People Analytics Market – Bersin by Deloitte Research			
	2015	2016	% Growth
Percent of companies “ready” for people analytics	22%	32%	45%
Percent of companies with excellent operational reporting	36%	44%	22%
Percent of companies correlating business performance to HR data	5%	11%	120%
Percent of companies “good” or “excellent” at workforce planning	38%	48%	26%
Percent of companies predicting workforce performance with data	28%	44%	57%

7,096 respondents. 48% of respondents are 1-1,000 EE. 29% are 1,001-10,000. 24% are 10,000+



Paycor Client Survey

- Workforce Analytics is a need mainly for companies with > 75 EE. The more employees, the greater the need.
- 52% of companies produce analytics today, but mainly through Excel.
- 47% of companies said analytics are critical, very important, or important to their business. An additional 23% said somewhat important.
- 54% of companies said that they were not satisfied or only somewhat satisfied with what they have today.



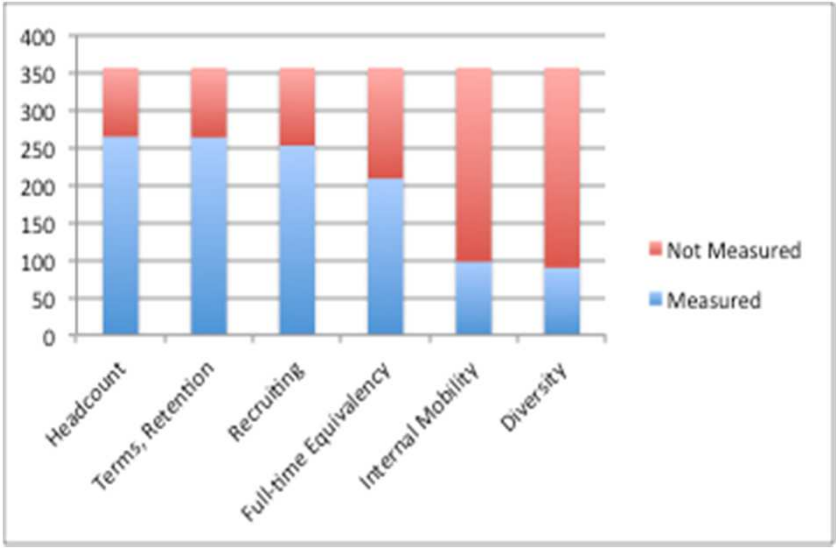
1,000 respondents

 Paycor®

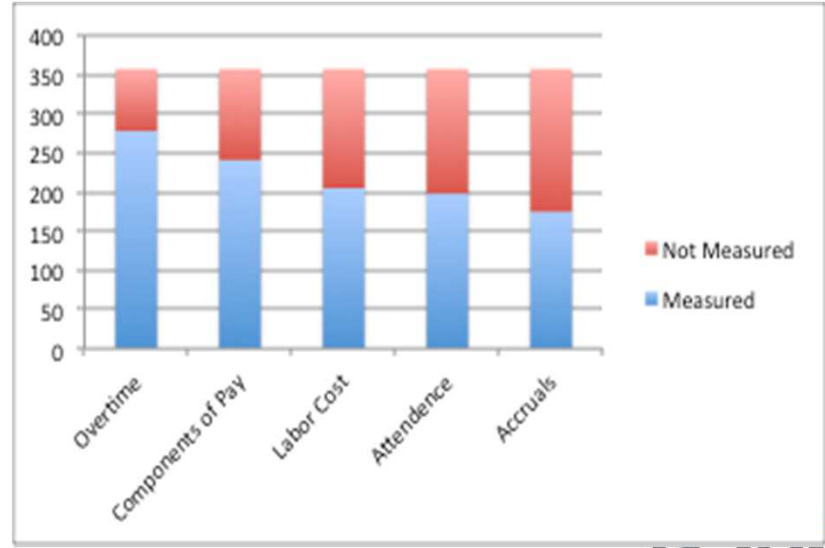
Metrics Used Today

Top metrics used by clients today (>75 EE) - Overtime is #1, followed by Headcount #2

HR Core Metrics



People Cost Metrics



Metrics HR Pros Geek Out About

Compensation	Benefits
Wages, Salaries and Market	Benefits Cost per EE
Overtime	Benefits as % of Salary
Compa-Ratio/Range Penetration	Participation Rates
Bonus Payouts	Experience / Exposures
Commission Payouts	Equity Eligibility / Granted
Compensation Changes	Option Exercise / Forfeiture
Compensation Satisfaction	Benefits Satisfaction

What Leaders Really Want to Know

How strong is our leadership / hiring pipeline? Aligned with strategy?

How do we increase workforce productivity?

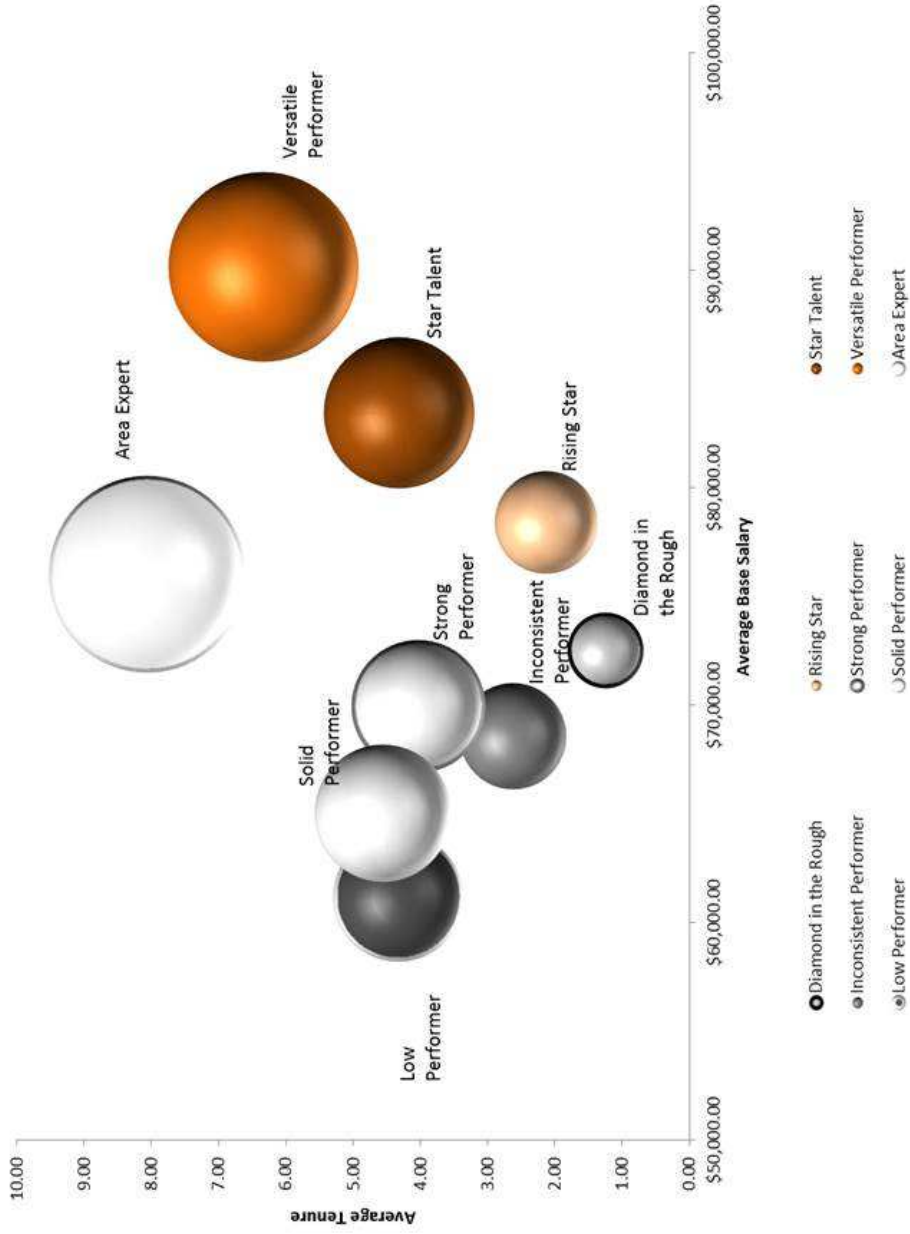
How must the org design / culture evolve for growth?

How do Comp & Ben align with strategy? How are they helping or hurting us?

How strong is the succession plan?

How do we address talent risks - engagement, retention, shortages?

Confidential



Thank you!

