

## **HR Measures and Metrics -- What Really Counts**

### HR Function Capabilities Required to Effectively Measure

- Understand the business
- Relationship management Skills
- Information gathering and ability to identify strategic drivers
- Functional agility
- Confidence with quantitative and qualitative assessments

### Using HR Metrics for Maximum Impact

- Align measures with organizational goals
- Take a business partner perspective
- Add value by focusing on building capacity

### What to Measure

- Identify where HR can make a strategic impact
- Selecting appropriate measures and metrics that provide organizational insight
  - HR Effectiveness – identify the 3 most relevant measures for the organization
  - HR Efficiency – identify the 3 most relevant measures for the organization
  - HR Impact – what 3 measures are priority for the HR function
- Effective communicating impact of measures on organization
  - HR Dashboard
  - Strategic Alignment
  - Involve leaders in dialogue

### Benchmarking

- How does your organization rank
- Identify areas of focus
- Develop action plans
- Measure impact of action plan
- Review measures, determine if still appropriate or does focus need to shift