

Workforce Reporting module overview

The human capital management practices of leading companies clearly underscore that HR strategy should be derived from business strategy. And every HR policy, program, initiative and tool should align with and support the achievement of business success. But how can organizations be certain which activities drive the business and to what extent?

To determine the impact of human capital management practices on business results, performance outcomes must be measured, analyzed, and monitored for progress. Using an interactive workforce analytics solution, organizations can gain insight that guides decisions, directs planning, and ultimately drives the optimization of human capital.

Workforce Insight™ is the first solution to completely address the measurement challenges of HR. Using a “three-tier workforce intelligence” model, Workforce Insight delivers integrated operational reporting, HR metrics, and business insight using a single data platform.

The Workforce Insight solution is organized into five modules which consolidate, organize and deliver interactive information about key areas of HR including:

1. Workforce
2. Staffing
3. Compensation
4. Talent & Development
5. Enterprise Performance

Individual users and groups access Workforce Insight using role-based interfaces that incorporate the security requirements necessary for HR data, while supporting ad-hoc queries and dynamic drill-down for on-demand research needs.

Each module is organized to deliver best-practice information in an interactive reporting environment and requires primary data sources and sometimes, optional sources. Generally all data from the primary sources will be integrated to support the module. Only data necessary to deliver the needed analytics is extracted from optional data sources.

A partial listing of the interactive information delivered with the Workforce Module is included on the reverse.

■ Definition

The Workforce Module integrates all information related to employee characteristics and the demographics of the workforce. The module can also accommodate aggregated data and some person-related information about non-employee members of the workforce, if available.

■ Sources

The Primary Source for this Module is the core HRMS. Optional sources may include: legacy HRMS, Payroll, Compensation, Performance Management, Recruitment, Corporate Budget and/or Planning, and Contractor Management.

■ Module Overview

Our Workforce Module provides HR practitioners with the ability to report on any captured workforce fact in a timely and efficient manner. As the single “gold standard” source of workforce data, the module increases the credibility and integrity of the information provided by HR to the enterprise.

The module is highly interactive, and can easily show various data totals, configurations and relationships. This reduces the resources needed to produce regular and ad-hoc reports in order to report progress.

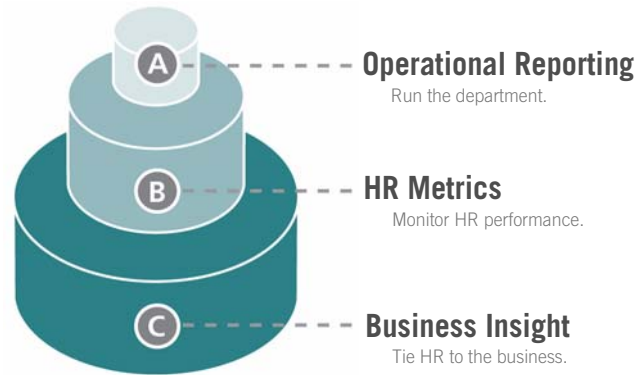
The module is also a valuable tool for budgeting, facilities, space, and workforce planning. Using new information, the valuable time of HR executives and analysts can be focused on analyzing data, identifying threats and opportunities, and formulating interventions.

Workforce Insight

Three-tier Workforce Intelligence

Fully-integrated human capital measurement — including operational reporting, HR metrics, and business insight — enabling organizations to leverage human capital as a strategic asset.

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Operational Reporting

All captured facts can be queried and reports can be sorted by any captured fact.

Headcount

- Current and historical trend data

Hires

- Current and historical trend data
- Sorted by source, recruiter, hiring manager, title, grade/band, FLSA status, strategic job families, organization unit, geographic boundary, gender, ethnicity

Terminations

- Current and historical trend data
- Sorted by source, recruiter, hiring manager, title, grade/band, FLSA status, strategic job families, organization unit, geographic boundary, gender, voluntary vs. involuntary, reason, organization unit, geographic boundary, length of service

Promotions/Demotions/Transfers

- Current and historical trend data
- New and former job title, job grade/range, organization unit, action, reason
- Sort by organization unit, job/position, job grade/range, strategic positions, action, reason

High-performers

- Current and historical trend data
- Show and sort by organization unit, hire source, geographic boundary, gender, ethnicity, age, job/position title, job/position grade/band, FLSA status, strategic job families, length of service, action, reason, current and prior performance rating

High-potentials

- Current and historical trend data
- Show and sort by organization unit, hire source, geographic boundary, gender, ethnicity, age, job/position title, job/position grade/band, FLSA status, strategic job families, length of service, current and prior potential rating

Diversity (race, gender, age)

- Current and historical trend data
- Track: active, hires, terminations, promotions, postings, percentage increase %, personal bonus %
- Sort by organization unit, hire source, geographic boundary, gender, ethnicity, age, job/position title, job/position grade/band, FLSA status, strategic job families, length of service, turnover rate, performance rating, potential rating, age/DOB

Contractor Usage

- Current and historical trend data
- Sort by category, length of assignment, start date, end date, organization unit, geographic boundary, work definition, 3rd Party

Length of Service

- Current and historical trend data by job ranges
- Sort by organization unit, hiring source, job/position title, strategic job families

Pay

- Current and historical trend data
- Show by employee and sums: total target pay, total actual pay, base salary, percent in pay range, incentive target, incentive actual, overtime pay, base salary increase/s (show reason and date)
- Average base salary
- Sort by organization unit, job/position title, job grade/range, strategic job families, FLSA status, length of service

Operational Reporting

Run the department.

HR Metrics

Monitor HR performance.

Business Insight

Tie HR to the business.

HR Metrics

Terminations

- Voluntary Turnover
- Early Voluntary Turnover
- Current and historical trend data
- High Performers & High-potentials
- Involuntary turnover analysis
- Mis-selection

Performance and Depth

- High Performance percentages
- High-potentials percentages

Diversity (race, gender, age)

- Representation in hires, current employees, terminations, mis-selection, promotions, high-performers, high-potentials

Contractors (if data available)

- Contractor to Employee ratio

Business Insight

Headcount

- Headcount to plan/budget

Hires

- Hires to plan/budget
- Adds to plan/budget

Diversity

- Current and historical trend data
- Correlate level of representation with Key Performance Indicators (KPI's)

Compensation Analytics module overview

The human capital management practices of leading companies clearly underscore that HR strategy should be derived from business strategy. And every HR policy, program, initiative and tool should align with and support the achievement of business success. But how can organizations be certain which activities drive the business and to what extent?

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A partial listing of the interactive information delivered with the Compensation Analytics module is included on the reverse.

■ Definition

The Compensation Module integrates all areas of total employee compensation to enable impact analysis of pay, benefits, and reward/recognition in terms of internal and external benchmarks and organizational objectives. It simplifies total pay decisions by capturing and quantifying the elements of an employee's pay in absolute and relative terms.

■ Sources

The Primary Sources for this Module are the core HRMS and payroll applications. Optional Sources include: legacy HRMS, compensation management, spreadsheets, and corporate expense, planning, and/or market data if available electronically.

■ Module Overview

HR executives must ensure that organizational compensation strategy is aligned with enterprise and HR strategies, executed consistently across the organization, and that all pay decisions are legally sound and comply with any regulatory requirements.

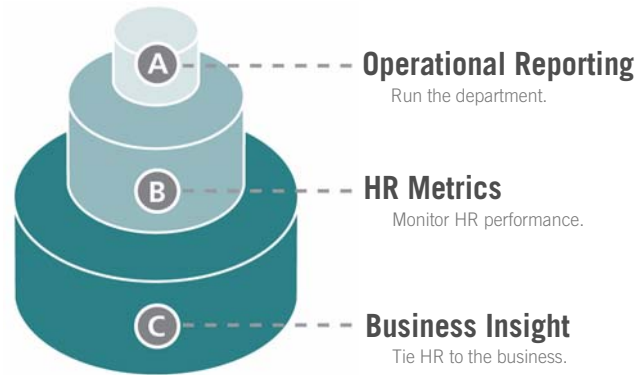
Organizations often focus analysis on the business impact compensation investments because compensation is generally the single largest recurring investment as a percentage of revenue. Decisions relative to pay and benefits must be made and executed with insight as to how total compensation can be leveraged to positively impact business results by improving employee performance, retention, learning and hiring.

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Operational Reporting

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Individual Base Pay Compa-Ratios

- Current and historical trend data
- Sort by organization unit, gender, race, job title, high-performers, high potential, leaders, strategic positions, LOS, time in position

Individual and Total Pay

- Base and incentive pay
- Current and historical trend data
- Sort by organization unit, gender, race, job title, high-performers, high-potentials, leaders, strategic positions, LOS, time in position

Average starting salaries

- Total starting base salaries by hires and fills
- Current and historical trend data
- Sort by job grade/range, strategic vs. non-strategic positions, organization unit, job location, FLSA status, gender, race

HR Metrics

Average Base Pay Compa-ratios

- Average group compa-ratios

Performance

- Compare to compa-ratios

Retention

- Starting salary compa-ratios, retention, and attrition rates of high-performers, high-potentials, leaders, and employees in strategic positions

Talent Acquisition

- Compa-ratios and market comparability percentile; acceptance/decline of first offers

Pay Review Process Metrics

- Base pay increases and business performance and targets

Incentives

- Current and historical trend data

Total pay, total benefits and total compensation

- Compared to market and internal benchmarks

Salary Competitiveness Index

- Incumbent compa-ratios, benchmark information
- Sort by organization unit, strategic positions

Variable Pay Competitiveness

- Benchmark comparators per position
- Sort by strategic positions

Recognition Ratio

- Sort by organization unit

Safety

- Show accident rates, accident severity rates, OSHA actions

Business Insight

Total Pay Actual Spend

- Current and historical trend data
- Actual vs. Plan
- Sort by organization unit, position, strategic positions

Base Pay Changes

- Current and historical trend data
- Actual vs. Plan (pools, budgets)
- Sort by organization unit, job/position, grade/range, strategic position, equity vs. performance, race/ethnicity, gender, performance rating

Incentive payouts

- Current and historical trend data
- Compare with targets, pools and budgets
- Sort by organization unit, job grade/range, race/ethnicity, gender, performance rating

Total Benefits Spend and Spend / Employee

- Current and historical trend data
- Actual vs. Plan

Total Compensation Spend

- Current and historical trend data sorted by organization unit, benefits unit

Base Pay Spend Drivers

- Sorted by category: attrition, unpaid leaves, job upgrades, replacement increases

Expense Ratios

- Percentage organization operating expenses
- Current and historical trend data for pay, benefits, and total compensation

Revenue Ratios

- Percentage of total revenue
- Current and historical trend data shown for pay, benefits, total compensation

Trend Reports

- Correlate key financial, customer, people, and operations performance

Staffing Module overview

The human capital management practices of leading companies clearly underscore that HR strategy should be derived from business strategy. And every HR policy, program, initiative and tool should align with and support the achievement of business success. But how can organizations be certain which activities drive the business and to what extent?

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A partial listing of the interactive information delivered with the Staffing Module is included on the reverse.

■ Definition

The Staffing Module integrates data related to all areas of talent acquisition and retention to enable the analysis of all sourcing, assessment, selection, orientation, and attrition/retention impacts.

■ Sources

The Primary Sources for this module are the core HRMS and applicant tracking or recruitment applications. Optional Sources may include: legacy HRMS applications, spreadsheets, and corporate expense, planning, or EEOC SMSA data if available electronically.

■ Module Overview

HR Executives must ensure that staffing strategy is aligned with HR and enterprise strategies, executed consistently organization-wide, supportive of diversity objectives, and that all hiring decisions are legally sound and comply with regulatory standards

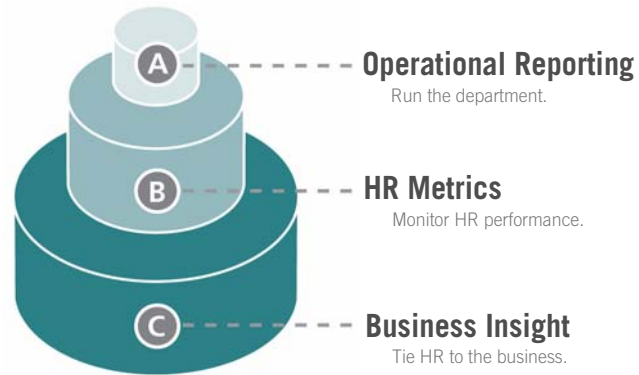
Staffing strategy insight is critical to determining if a particular strategy is adding or detracting from company value. Weak strategy or poor execution can result in tremendous losses — reduced productivity and lost revenue, customer turnover, additional recruitment expense, added orientation and training costs, and wasted manager time and focus. Executives can use insight from Staffing Module to ensure that their staffing actions are resulting in strong performance, retention — particularly of high-performers/high-potentials — bench strength, and continuous learning and development.

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Operational Reporting

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Hires/Fills

- Current and historical trend data
- Show name, job title, job grade/range, start date, reports to, base salary, incentive category, incentive targets, strategic job families, source
- Sort by organization unit, gender, race, job title, strategic positions, hiring manager, source, internal vs. external source, replacement vs. addition, base salary, sign-on bonus

Active Vacancies

- Current and historical trend data
- Show date open, job title, job grade/range, strategic position, action, hiring manager, status
- Sort by organization unit, gender, race, job title, strategic positions, hiring manager, replacement vs. addition

Sign on bonuses

- Current and historical trend data
- Show name, job title, job grade/range, hiring manager, gender, race, strategic position
- Sort by organization, job grade/range, strategic vs. non strategic, hiring manager

Diversity

- Current and historical trend data
- Show name, job title, job grade/range, hiring manager, gender, race, strategic position
- Sort by organization unit, gender, race, job title, strategic positions, hiring manager, source, internal vs. external source, replacement vs. addition, base salary, sign-on bonus

HR Metrics

Recruiting Process Performance

- Recruiting funnel yield, current vacancies, current fills
- Sort by hiring manager, recruiter, and/or source

Time-to-fill

- Actual fills
- Show by grade/range, strategic vs. non-strategic, hiring manager, organization unit, gender, race

Offer Metrics

- First offers declined, all offers declined, time to first offer, time to acceptance
- Primary Acceptance Rate

Reason For Leaving (RFL)

- Current and historical trend data
- Show reason, organization unit, gender, ethnicity/race, job title, strategic positions, reports to information

Cost-per-hire

- Show by organization unit, gender, ethnicity/race, job title, strategic positions, hiring manager, replacement vs. addition

Cost Per Fill

- Current and historical trend data

Average starting salaries

- Current and historical trend data
- Show job grade/range, strategic vs. non-strategic positions, organization unit, job location, FLSA status, gender, race

Retention

- Overall population, high-performers, low-performers, high-potentials, leaders, strategic positions
- Hiring source, recruiter, and assessment tools, retention and attrition rates, high-performers, low performers, high-potentials, leaders, strategic jobs.

Performance

- Time to productivity in new role
- Time to productivity of new hires

Employee referrals

- Percentage of new hires that were referred by employees

Absenteeism

- Number of days of 'unexcused' absence
- Current and historical trend data

Business Insight

Staffing Spend

- Base pay, incentives, benefits spend
- Current and historical trend

Quality of Hire

- Time to productivity, performance ratings over time, productivity metrics, length of service, potential rating
- Sort by source, recruiter, time-to-fill, hiring manager, cost-per-hire

Quality of Source

- Cost-per-hire, time-to-fill, time to productivity, performance ratings over time, productivity metrics, employee replaced, length of service, potential rating
- Sort by source, recruiter

Interview Ratings and Test Scores

- Time to productivity, performance ratings over time, productivity metrics, length of service, potential rating

Impact of Retention/Attrition

- Current and historical trends
- Attrition rate correlations
- Vacancy rate correlations
- Sort by organization unit, high-performers, high-potentials

Talent & Development Analytics module overview

The human capital management practices of leading companies clearly underscore that HR strategy should be derived from business strategy. And every HR policy, program, initiative and tool should align with and support the achievement of business success. But how can organizations be certain which activities drive the business and to what extent?

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A partial listing of the interactive information delivered with the Talent & Development Module is included on the reverse.

■ Definition

The Talent & Development Module integrates all data related to the development and deployment of talent. The resulting information, drives the analysis of training, learning, succession management, performance management, and leadership development in relation to business performance.

■ Sources

The Primary Sources for the Talent Module are the core HRMS and the talent management application/s. Optional Sources may include legacy HRMS, Payroll, Health & Safety, CRM, GL, Sales, and operations management system.

■ Module Overview

An organization's talent management strategy must be aligned with enterprise and HR strategies, executed consistently across the organization, supportive of succession and leadership objectives, and fundamental to the acquisition and retention of top talent — particularly in strategic job functions. The talent management strategy must provide the organization with the capability to better identify, develop, and apply the skills, competencies, leadership abilities, and potential of individual workforce members.

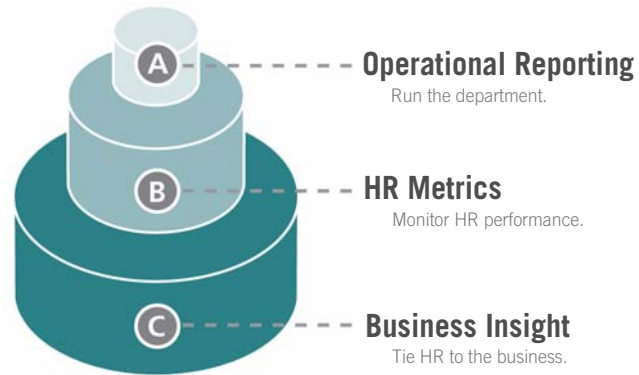
Insight into the impacts of talent management execution is critical to determining if a particular element of the strategy is adding or detracting from company value.

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Operational Reporting

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Performance ratings

- Overall ratings, total employee results
- Performance ratings, distribution of ratings
- Current and historical trend data
- Show name, job title, job grade/range, job date, hire date, reports to, strategic position, prior rating
- Sort by organization unit, gender, race, job title, strategic positions, reviewing manager

High-performers

- Number of employees ranked as high performer
- Promotions and service date range

High-potentials

- Number of employees ranked as high potential rating
- Potential Performance Ratio (PPR)
- Promotions and length of service

Leadership Development Participation

- Current and historical trend data
- Number of Attendees, Invitees
- Number of Invitees, Eligible employees

HR Metrics

Readiness

- Occupancy, competency, fully competent employees, planned positions — for strategic job functions and leaders.

Performance review compliance

- Performance goals established
- Interim performance reviews submitted
- Final performance reviews submitted

Attrition

- Voluntary turnover due to lack of development support/opportunities, performance management, lack of growth, poor fit to job
- Current and historical trend data

Performance program engagement

- Percentage of positive answers on applicable item/s on employee survey

Key Performance Correlations

- Low performers, average performance ratings, hiring source, performance program engagement metrics and correlations

Time to Productivity

- Show hiring source, cost-per-hire, and time-to-productivity

Development plan compliance

- Development plans executed as percentage of total development plans created
- Development plans completed as percentage of total number of employees

Program Development Cycle

Succession Depth

- Unique successors
- Potential categories dimensions

Business Insight

Development Investment Ratio (DIR)

DIR per Employee (DIRE)

Development / Revenue Ratio (DRR)

Development / Profit Ratio (DPR)

Key Development Correlations

- Correlate total development dollars to:
 - Total Voluntary Attrition Rate
 - Top Performer Attrition Rate
 - Top Potential Attrition Rate
 - Average Employee Performance
 - Employee Engagement Index
 - Cost-per-hire
 - Financial, customer, and operations KPI's

Key Performance Correlations

- High-performers, low performers, average performance rating
- Show financial, customer, and operations KPI's

Enterprise Performance module overview

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■ Definition

The Enterprise Performance Module integrates data about the organization’s “key performance indicators” (KPI’s) and correlates this information to human capital analytics. This information helps to finally quantify the impact of human capital on business results and identify the most relevant opportunities for long-term business success.

■ Sources

The Primary Sources for the Enterprise Performance Module are the core HRMS and key financial, operations, and CRM applications that house information key performance indicator metrics. Optional sources may include legacy HRMS, Payroll, and best of breed HR applications.

■ Module Overview

HR Executives must ensure that their human capital management strategy is aligned with enterprise strategy and supports business plans and objectives.

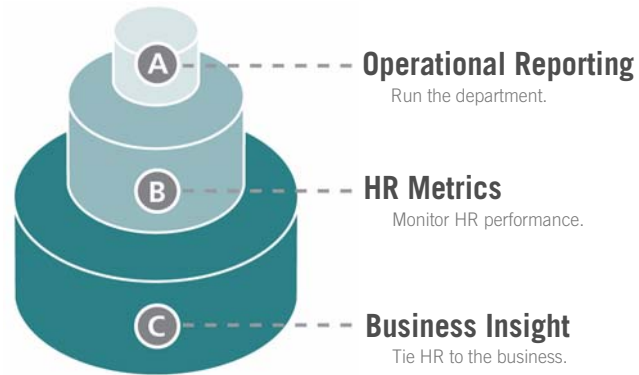
To ensure the readiness of the workforce to deliver on company strategy, HR must quantify the top human capital factors that drive company success. Once these factors have been identified, the optimum human capital investment level can be determined and allocated. And talent development efforts can focus on the individuals that the are needed to drive organizational performance.

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HR Metrics

Employee Engagement /Satisfaction

- Sort by organization unit, work location
- Sort by Employee composition facts if available; age group, job family, position, salary grade, job type, gender, ethnicity, performance rating, potential rating, service date group

Performance ratings curve

- Current and historical trend data

Business Insight

Human Capital ROI

- Revenue, expenses, total pay and benefits criteria
- Current and historical trend data

Revenue, Profit, Productivity per FTE

- Current and historical trend data

Total HC Spend / Revenue

- Current and historical trend data

ROI Correlations

- Key people metrics correlated to other enterprise-wide KPIs for finance, operations, and customer service:
 - Human capital investment
 - Total development spend
 - Total compensation, total pay, and total Benefits
 - Time-to-productivity
 - Employee satisfaction and/or engagement
 - Diversity
 - Retention

Human Economic Value Added