

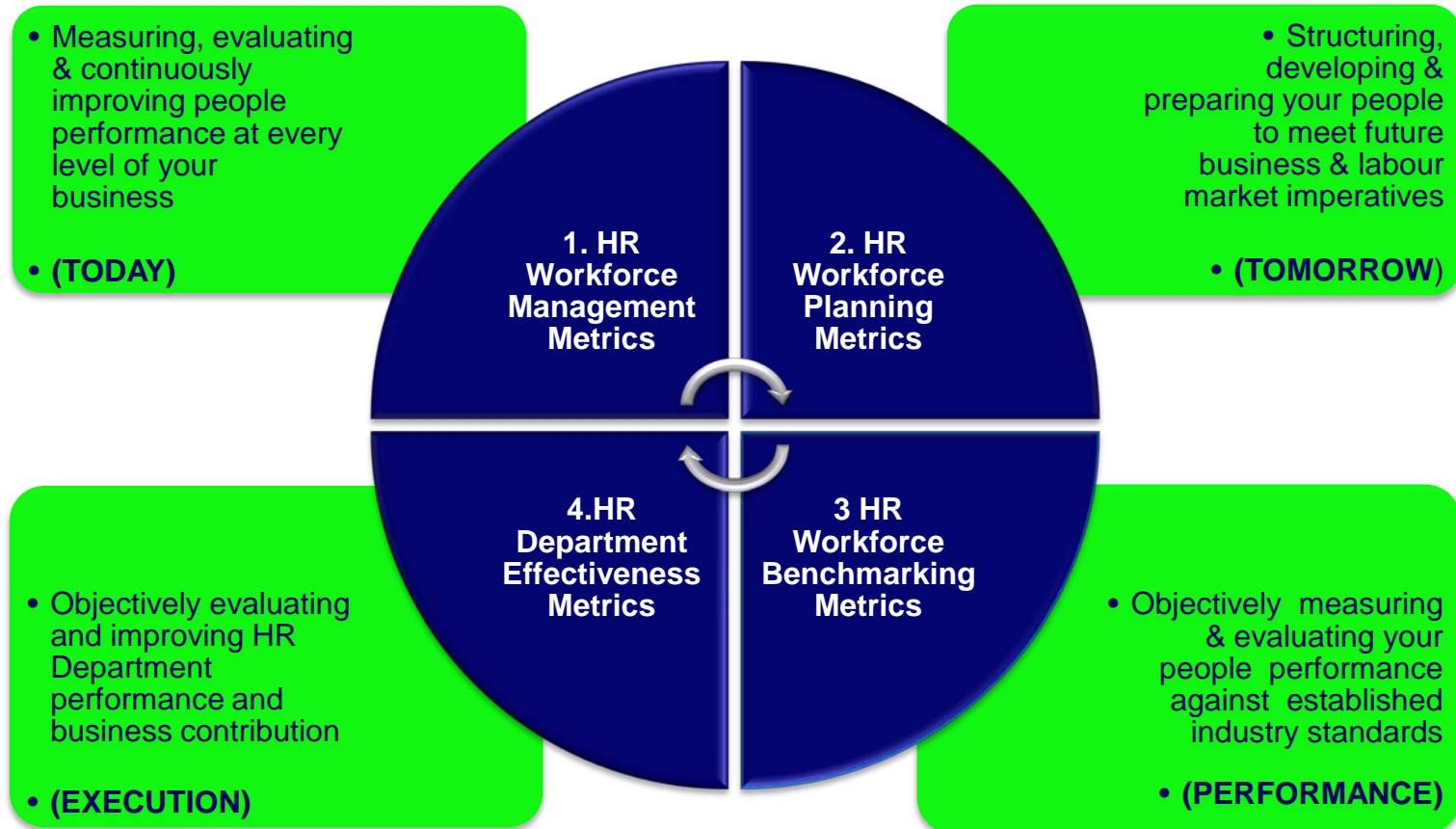


# The HR Workforce Management Metrics Toolkit

## Sample Content

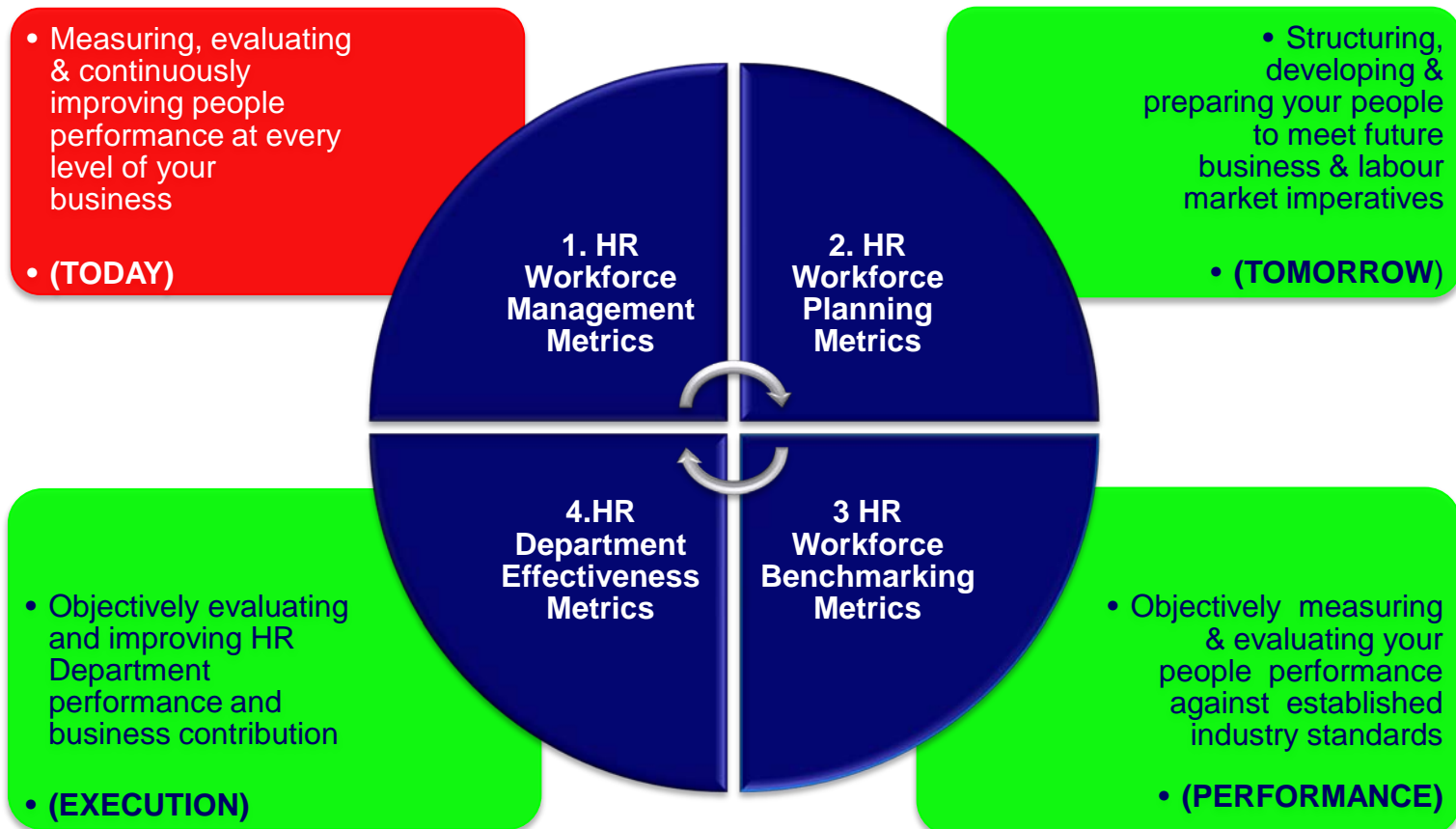
***“Measuring, Evaluating &  
Continuously Improving  
People Management at  
Every Level of Your  
Business”***

# Our Total HR Metrics Model



*Creating a Capable, Productive, Available & Sustainable Workforce for Your Organisation*

# HR Workforce Management Metrics

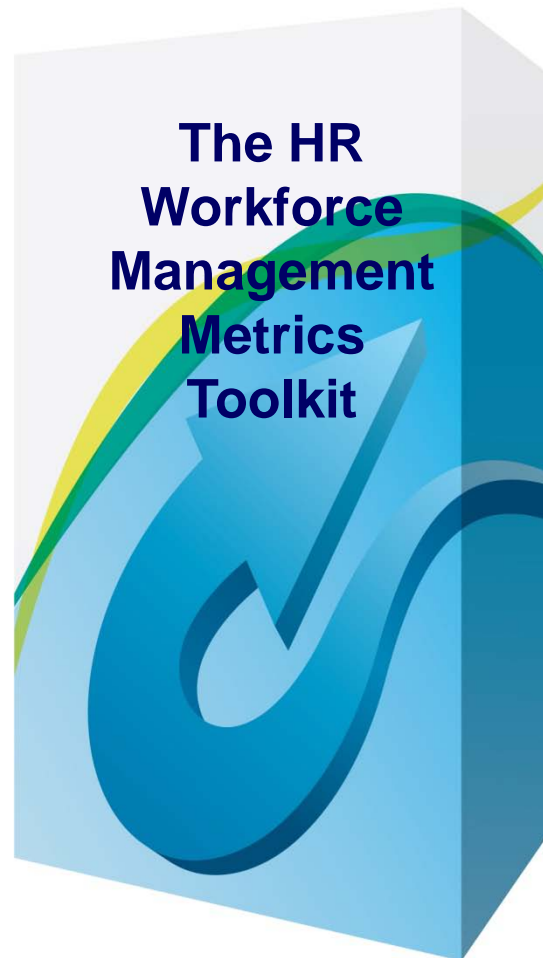


*Creating a Capable, Productive, Available & Sustainable Workforce for Your Organisation*

# The HR Workforce Management Metrics Toolkit

## Key Purpose

To provide users with the knowledge, understanding & practical reporting tools necessary to design, formulate, format and produce quality workforce reporting that enables effective workforce management at every level of your business



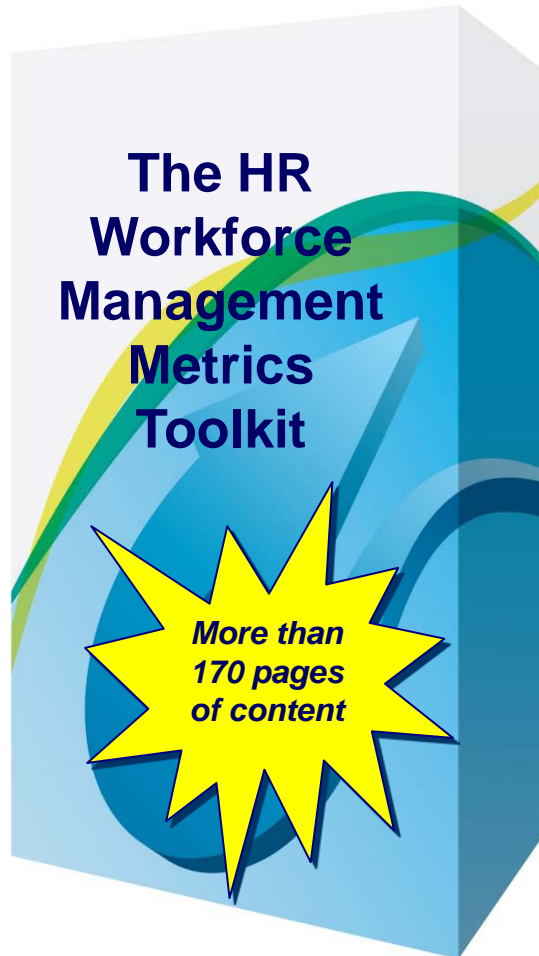
# The HR Workforce Management Metrics Toolkit

## What You Will Receive

- Our HR Metrics Model & Methodology
- Our **ten** Essential Pre-Requisites for Success
- More than **20 separate Key Performance Indicators** incorporating in excess of specific **250 HR metrics**
- Detailed Reporting **Objectives, Formulas, Calculations & Costing Models**
- Template **Excel Spreadsheets (10)** for our ten most popular Key Performance Indicators



# The HR Workforce Management Metrics Toolkit



## Our HR Workforce Management Metrics Key Performance Indicator Menu

- Workforce Headcount
- Workforce Performance
- Workforce Health & Safety
- Workforce Gender
- Workforce Involvement
- Workforce Talent Management
- Workforce Productivity
- Workforce Recruitment
- Workforce Knowledge Management
- Workforce Satisfaction
- Workforce Demographics
- Workforce Diversity
- Workforce Sourcing
- Workforce Risk Management
- Workforce Flexibility
- Workforce Absenteeism
- Workforce Turnover
- Workforce Training
- Workforce Succession Planning
- Workforce Remuneration
- Workforce Development



# Sample KPI Reporting Criteria & Objectives

## OUR WORKFORCE KEY PERFORMANCE INDICATOR - ABSENTEEISM

### Our Recommended Specific Measurement Criteria

### Our Reporting Objectives

#### 3.0 Workforce Absenteeism

3.1	% Total hours taken (unplanned leave)
3.2	% Total hours taken (planned leave)
3.3	% Total hours taken combined
3.4	Average (unplanned leave) hours taken per FTE
3.5	FTE equivalent (unplanned leave) replacement
3.6	Total \$ cost (unplanned leave) to the organization

To enable the CEO/SMT/Line Managers to analyse and evaluate the organisation's absenteeism performance in order to identify those divisions/departments whose performance is satisfactory and those where intervention and improvement may be required

# Sample KPI Reporting Formulas & Logic

OUR WORKFORCE KEY PERFORMANCE INDICATOR - ABSENTEEISM		
Our Recommended Specific Measurement Criteria		Our Reporting Definitions
<b>3.0 Workforce Absenteeism</b>		
<b>3.1</b>	% Total hours taken (Unplanned leave)	Total absenteeism hours taken for the period that the organization does not plan for (I.e. Sick/Compassionate/Family/Carers Leave, Short-Term Leave Without Pay) divided by the total labour hours (excluding overtime) that were worked by all employees (excluding casuals) for the reporting period x 100. Note: We recommend that Workers Compensation be separately incorporated into Occupational Health & Safety reporting)
<b>3.2</b>	% Total hours taken (Planned leave)	Total absenteeism hours taken for the period that the organization does plan for (I.e. Annual Leave, Long Service Leave, Parental Leave, Long Term Leave of Absence) divided by the total labour hours (excluding overtime) that were worked by all employees (excluding casuals) for the reporting period x100
<b>3.3</b>	% Total hours taken combined	Total hours taken for the period as unplanned and planned absenteeism divided by the total labour hours worked (excluding overtime and casual hours) x 100
<b>3.4</b>	Average (Unplanned leave) hours taken per FTE	The total number of hours taken as unplanned leave divided by the full time equivalent headcount for the period. (Note: The year to date figure is derived by taking the total number of hours taken as unplanned leave YTD divided by the average full time equivalent headcount YTD).
<b>3.5</b>	FTE equivalent (Unplanned leave) replacement	The total number of hours taken as unplanned leave divided by the standard hours worked by an employee for the same period. (I.e. Employees categorized as “staff” worked 20 days @ 7.6 hours per day for the period = 152 hours. The total unplanned leave hours for the period were 2,000. The Full Time Equivalent Replacement rate = 2,000 hrs lost divided by 152 standard hours worked = 13.15 employees for the period). (Note 1: This assumes a 100% replacement rate. You may wish to vary this figure). (Note 2: The year to date figure is derived by adding together the Full Time Equivalent Replacement rate for each month divided by the total number of reporting periods to date = the average result).
<b>3.6</b>	Total \$ cost (Unplanned leave) to the organization	The total number of hours taken as unplanned leave divided by the standard work hours per day multiplied by the daily cost calculated via use of the designated template. (I.e. Employees categorized as “staff” work 7.6 hours per day. The total unplanned leave hours for the period were 2,000. The average daily absenteeism cost = \$500. Therefore total unplanned leave expenditure for the period = 2,000 divided by 7.6 x \$500 = \$131,578.94)

# Sample KPI Costing Model

<b>STAFF (Non Executive Employees)</b>	<b>\$ per day</b>	<b>MANAGEMENT (Executive Employees)</b>	<b>\$ per day</b>
Cost of wages without productivity return:		Cost of salary without productivity return:	
Cost of re-arranging labour & work flow:		Cost of re-allocation of tasks and responsibilities and lost time:	
Cost of replacement (i.e. o/time, casual):		Cost of senior manager's additional time:	
Cost of errors/inefficiencies in replacement employee		Cost of errors/inefficiencies in replacement employee	
Cost of counselling (I.e. cost of manager's time at the employee's return, plus employee's time):		Cost of administration (I.e. filling in forms and clerical administration):	
Cost of administration (i.e., filling in forms and clerical administration):			
Other Costs:-		Other Costs: -	
<b>Total Cost Per Day</b>	<b>\$</b>	<b>Total Cost Per Day</b>	<b>\$</b>
Standard Working Hours per day:		Standard Working Hours per day:	

# Sample Excel Spreadsheet - Department

WORKFORCE ABSENTEEISM REPORT DESIGNATED DEPARTMENTS									
Period ended:		31st December 2009							
Key Performance Indicator	Measurement Criteria								
	Period 1	Period 2	Year To Date	This Time Last Year	Projected Year End	Projected Seasonal/ Operating Variations (Plus or Minus)	Projected Year End (Including Variations)	Target/ Budget	Variation Against Target/ Budget
<b>Workforce Absenteeism</b>									
<b>Department 1</b>									
% total hours taken (unplanned leave)	1.80%	2.30%	2.05%	2.20%	2.05%		2.05%	2.20%	-0.15%
% total hours taken (planned leave)	0.80%	0.60%	0.70%	0.75%	0.70%		0.70%	0.70%	0.00%
% total hours taken combined	2.60%	2.90%	2.75%	2.95%	2.75%	0.00%	2.75%	2.90%	-0.15%
Average (unplanned leave) hours taken per FTE	2.75	3.50	6.25	9.00	37.50		37.50	38.00	-0.50
FTE equivalent (unplanned leave) replacement	7.20	9.30	8.25	8.80	8.25		8.25	8.80	-0.55
Total \$ cost (unplanned leave) to the organisation	\$94,500	\$120,750	\$215,250	\$252,000	\$1,291,500		\$1,291,500	\$1,512,000	-\$220,500

# Sample Excel Spreadsheet - Corporate

WORKFORCE ABSENTEEISM REPORT CONSOLIDATED ORGANISATION									
Period ended:		31st December 2009							
Key Performance Indicator	Measurement Criteria								
	Period 1	Period 2	Year To Date	This Time Last Year	Projected Year End	Projected Seasonal/ Operating Variations (Plus or Minus)	Projected Year End (Including Variations)	Target/ Budget	Variation Against Target/ Budget
<b>Workforce Absenteeism</b>									
% total hours taken (unplanned leave)	2.20%	2.80%	2.50%	2.00%	2.50%	0.00%	2.50%	2.20%	0.30%
% total hours taken (planned leave)	1.00%	0.80%	0.90%	0.80%	0.90%	0.00%	0.90%	0.80%	0.10%
% total hours taken combined	3.20%	3.60%	3.40%	2.80%	3.40%	0.00%	3.40%	3.00%	0.40%
Average (unplanned leave) hours taken per FTE	3.20	3.60	6.80	6.00	40.80	0.00	40.80	36.00	4.80
FTE equivalent (unplanned leave) replacement	8.00	8.50	8.25	8.00	8.25	0.00	8.25	8.00	0.25
Total \$ cost (unplanned leave) to the organisation	\$194,500	\$220,750	\$415,250	\$352,000	\$2,491,500	\$0	\$2,491,500	\$2,200,000	\$291,500

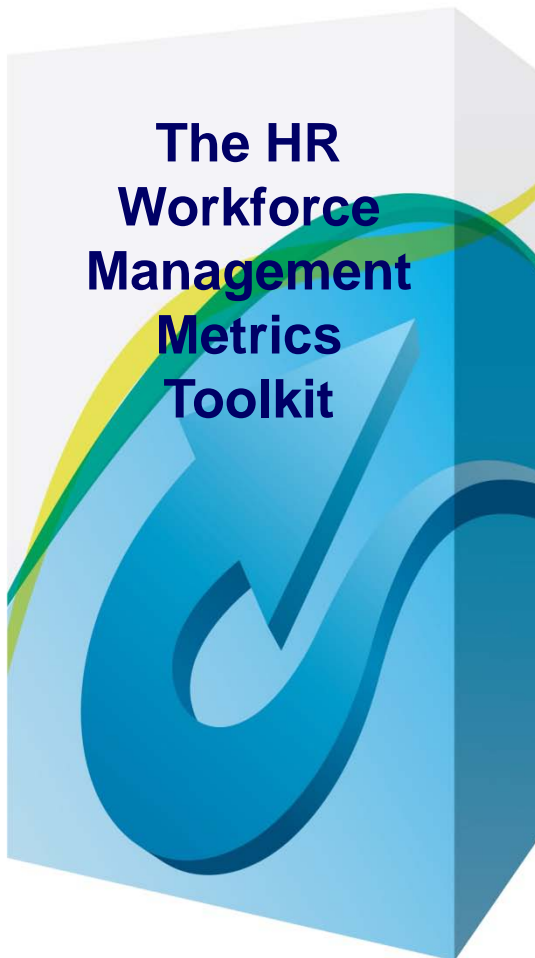
# Your Investment



You can purchase the HR Workforce Management Metrics Toolkit as a stand-alone product for just AU\$699

Alternatively you can purchase the annual subscription/update service for just AU\$849

## Placing Your Order



Please visit the HR DIY Shop on our website where you can order and pay on-line using PayPal, or request an invoice be sent to you.

For more information please email: -  
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Bridgestone	Kalari Australia	Ripcurl	VIP-163 China
Caltex Australia	Kogarah City Council	Robert Bosch	Wesfarmers Curragh
Careways Community Group	Ku-ring-gai City Council	Sea Link Travel Group	Western Downs Regional Council
City of Banyule	Mainzeal	Shire of Gunnedah	Western Union
City of Gunnedah	Deakin University	Shire of Yarra Ranges	Wodonga City Council
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Coffs Harbour City Council	Municipal Association Victoria	Smollan Group	Heineken
Cricket Australia	Nelson City Council	Solid Energy	Koforidua University

# Authored by Stephen Moore - Founder & Managing Director, Optimum Performance



Stephen Moore is a senior Human Resources professional who has spent more than 30 years in HR Management, initially as a corporate executive in a range of blue-chip organizations and since 1995 as the Founder & Managing Director of his own consulting practice.

Stephen is passionate about Analytical HR Management and in his current role has built an extensive client base that incorporates private and public sector organizations throughout Australia, New Zealand, Fiji, Hong Kong, Singapore and more recently South Africa and Malaysia.

He is a regular speaker at major Human Resources conferences and events and has written and published an extensive range of HR Metrics Manuals and Toolkits that have been utilized by a diverse range of organizations in all parts of the world.

Complimenting his extensive consulting work, Stephen has partnered with leading Human Resources institutes, employer associations, universities and public sector authorities in delivering a wide range of HR conferences, development programs & public training workshops to in excess of 5,000 Human Resource professionals

Stephen is a regular visitor to the USA where he has previously bench-marked with pre-eminent organizations including Harley-Davidson, FedEx, NASA, Cisco, Aon Corporation and Marriott Hotels

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