

HUMAN CAPITAL ANALYTICS TRAINING

ESG Focused, Outcome Oriented, Strategy Driven

What is in it for you?

- Top 15 Strategic HR Metrics for Board Directors and Annual Report
- 99 Metrics for Talent Acquisition, Development, Reward & Retention





Las Vegas-USA

Global research shows that companies which excel at people analytics are 3.1 times more likely to outperform their peers financially. Read this article: <https://www.insidehr.com.au/outperform-competitors-people-analytics/>

Why Human Capital Analytics Training and Benchmarks are Important for Enterprise Sustainability?

Businesses operate within a broader society and industry context. They are deeply intertwined with environmental, social, and governance concerns. ESG Risk Management has rapidly gained importance for boards' nowadays because strong ESG proposition creates tangible value for the enterprise, industry and economy. How ESG is framed within the board, which issues take priority and how they are integrated into the organization's strategy is still a challenge for business leaders across all industries.

Traditional boards spend considerable time on firefighting, looking backwards at compliance, financial reports, and their broader fiduciary duties. Forward looking boards are engaging in building ESG capability for sustainable outcomes.

In view of increasing investment in human capital, HR committees are now interested in high quality analytics, that can help in better understanding the MEASURABLE SOCIAL AND FINANCIAL IMPACT/ROI of human capital investment.

As the primary source of economy is shifting from physical to intellectual capital, shareholders realize that company's true competitive advantage lies in human capital capability. Thus, the role of human capital is increasingly becoming crucial to the organizational success. Consequently, organizations are investing huge sums in Human Capital.

A 2021 Global ESG Survey by BNP Paribas revealed that 51 percent of investors surveyed (covering 356 institutions) found the “S” to be the most difficult to analyze and embed in investment strategies. Investors are interested in the data that can help in assessing the social and financial performance of the enterprise in which they invest.” For most investors “S” still remains a “tick-the-box” exercise.



Moscow-Russia

Business leaders don't judge HR strategic contribution on the basis of emotional activities but by the IMPACT on the business, which is always measured in financial terms. HR traditional model of using subjective emotions and gut feelings for workforce decisions is woefully inadequate. Key responsibility of HR leaders is to relate workforce investment with respect to key performance indicators of the organization and demonstrate that relationship with data and ratios.

Numbers are the universal language of business. Organizational leaders prefer to take decisions on evidence-based data. Shareholders, board members, CEOs, CFOs all measure results. They are keen to see verifiable connections between human capital investments and leading indicators of organizational sustainability. Human capital analytics training and benchmarks have thus become a differentiator between top class and traditional HR department.

International Organization for Standardization has published first global standard ISO 30414 on Human Capital Disclosure. ISO 30414 is the first and most widely accepted global standard for voluntary, strategic and systematic processes, that improve organizational outcomes from sustainability perspective. It includes 58 metrics in 11 areas of human capital management including Compliance and Ethics, Workforce Costs, Workforce Productivity/ROI, Skills and Capabilities, Organizational Culture, Leadership, Succession Planning, Diversity, Workforce Health, Safety, Well Being, Workforce Availability and Recruitment/Mobility/Turnover.

Primary focus of the human capital disclosure is to determine the long-term health of a business, thus mitigating the risk for all stakeholders including shareholders, donors, regulators, employees, compliance agencies, customer, public and the community.

HR Metrics is recognized by SHRM to offer SHRM-CP or SHRM-SCP professional development credits (PDCs). This program is valid for 16 PDCs. For more information about certification or recertification, please visit www.shrmcertification.org



HR Measurement Model



DIMENSIONS	HIRING	COMPENSATION	RELATIONS	DEVELOPING	RETAINING	
VOLUME	Total hired	Total paid	Total grievances	Total trained	Total Voluntary turnover index	EFFICIENCY
COST	Cost per hire	Salary & Benefit per employee	Litigation cost per employee	Cost per trained	Cost of Turnover	
TIME	Time to hire	Time to process payment	Time to handle grievance	Training hour Per employee	Turnover by Service	
QUALITY	New Hire Retention index	Error free payments	Litigation Reduction index	Competency index	Turnover by service	EFFECTIVENESS
USER SATISFACTION	Performance Index	Salary & Benefits Satisfaction Index	Employees satisfaction Index	Succession readiness Index	Turnover reasons follow up Index	
FINANCIAL IMPACT	ROI	ROI	ROI	ROI	ROI	OUTCOME

Human Capital Analytics Training Maturity Curve





Beijing China

Program Goals

01

Identify human capital measurement opportunities; diagnose HR financial and operational measures, understand the messages in measured data, with a view to become competitive, cost effective and yet responsive to business needs.

02

Quantify HR department's contribution to the overall bottom line, through solid, factual, and verifiable data for tough decisions with easy-to-use mathematical formulas.



Program Benefits



1

Use of standardized and agreed data, describes organizational value in a broadly comparable sense.



2

The improvement of HRM processes that support good practice in establishing and maintaining positive employment relations.



3

Greater understanding of the financial and non-financial returns that are generated as a result of investments in human capital.



4

Accessible and transparent reporting of human capital data and insights that enhances internal and external understanding and assessment of an organization's human capital and its present and future performance.



Human Capital Analytics Training Program



Module 1

US \$ 50= PKR 15,000/-

ESSENTIALS OF BUSINESS AND FINANCIAL ACUMEN FOR HR PROFESSIONALS

1. Shareholder Wealth Creation Cycle and Stakeholder Capitalism
2. Shift in Organizations' Value Proposition from Tangibles to Intangibles
3. How HR can Become Strategic by Creating Tangible Financial/Non-Financial Value
4. Financial Management and Role of Accounting and Finance
5. Understanding Financial Statements: Balance Sheet, Income Statement, Cash Flow
6. Budgeting Methods: Zero Based, Activity Based, Incremental and Formula Based
7. How to Measure Cost Benefits Analysis, Breakeven, Profit Margin, ROI
8. Compounding and Discounting for Investments in HR
9. Human Capital Measurement Framework

Module 2

US \$ 50= PKR 15,000/-

KEY CONCEPTS FOR DATA ANALYSIS

1. Four Levels in Data Analysis
2. Differentiating Between Activity Metrics and Impact Metrics
3. Converting Raw Intangible People Data to Analytics, Analytics and Financial Outcomes
4. Gap Analysis, Benchmarking and Objective Setting
5. Ensuring Data Integrity through Reliability and Validity
6. Common HR Data Sources and How to Evaluate Them
7. Finding Data Central Tendency through Mean, Media, Mode
8. Using Percentiles and Quartiles for Data Frequency Distribution
9. Data Analysis Methods: Variance Analysis, Ratio Analysis, Trend Analysis, Scenario Analysis
10. Data Presentation Tools including Pie Chart, Histogram, Trend Line, Pareto chart, Scatter diagram
11. Common Errors in Data Analysis
12. Challenges and Opportunities in HR Measurement
13. Principles for Aligning HR Analytics With Organization Strategy

Module 3

US \$ 100 = PKR 30, 000/-

HOW TO WRITE RESULT BASED KEY PERFORMANCE INDICATORS

1. How to analyse business plan to determine critical success factors.
2. How to review job description to understand critical success factors
3. How to design employee KPIs to measure results rather than activities.
4. How to factor key behavioral and functional competencies in performance management
5. How to align and calibrate employee KPIs with enterprise KPIs
6. How to develop performance scorecard for real time monitoring
7. How to rank performance rating to distinguish between performers and deadwood
8. How to align performance management system with reward management system

Module 4

US \$ 100 = PKR 30,000/-

HOW TO WRITE HR BUSINESS CASE BY USING ROI, NPV AND IRR

1. How to write business problem statement.
2. How to list HR solutions and their SWOT analysis.
3. How to analysis inherent risks in each solution.
4. How to do cost benefit analysis for each solution to propose a solution
5. How to develop action plan for proposed solution.
6. How to do financial analysis by using NPV, IRR and ROI.
7. How to measure cash inflow and outflow for payback period
8. How to write recommendations and expected results.
9. How to write project description and implementation timeline.
10. How to write executive summary for approval.

Module 5

US \$ 200 = PKR 60,000/-

TOP 15 HR METRICS FOR BOARD DIRECTORS

1. Workforce Productivity Rate
2. Human Capital ROI
3. Workforce Turnover Rate
4. Critical Positions Turnover Rate
5. Succession Readiness Rate
6. Leadership Trust Rate
7. Workforce Competency Rate
8. Learning & Development Rate
9. Workforce Engagement Rate
10. Workforce Health & Safety Rate
11. Gender Diversity Rate
12. Gender Pay Gap Ratio
13. Executive to Worker Pay Ratio
14. Discrimination Incidents Rate
15. Number & nature of performance reviews

Module 6

US \$ 50 = PKR 15,000/-

WORKFORCE PRODUCTIVITY METRICS

1. EBIT /Revenue/Cost/Profit Per Employee
2. Human Capital ROI
3. Cost per Employee
4. HR to Operating Cost Ratio
5. Human Capital Value Added





Module 7

US \$ 100 = PKR 30,000/-

COST MANAGEMENT METRICS

6. Total Workforce Costs
7. External Workforce Costs
8. Total Costs of Employment
9. Ratio of the Average Salary and Remuneration
10. Cost Per Hire
11. Hiring Costs
12. Turnover Costs
13. Recruitment to HC Cost Ratio
14. Unfilled Vacancies Ratio
15. Opportunity Cost of Unfilled Vacancies
16. Opportunity Cost of Voluntary Turnover
17. Training to HC Cost Ratio
18. Compensation Cost to HC Cost Ratio
19. Salary Cost to Compensation Cost Ratio
20. Benefits Cost to Compensation Cost Ratio

Module 8

US \$ 50 = PKR 15,000/-

DIVERSITY & INCLUSION METRICS


21. Gender Diversity Ratio
22. Age Diversity Ratio
23. Disability Diversity Ratio
24. Other Diversity Ratio
25. Leadership Team Diversity Ratio
26. Employees Age Segment Ratio
27. Employees Service Segment Ratio

Module 9

US \$ 100 = PKR 30,000/-

RECRUITMENT METRICS

28. Number of Qualified Candidates Per Position Advertised
29. Quality of Hire
30. Average Length of Time to Fill Vacant Position
31. Average Length of Time to Fill Vacant Critical Business Position
32. Transition and Future Workforce Capabilities Assessment (Talent Pool)
33. Percentage of Positions Filled Internally
34. Percentage of Critical Business Positions Filled Internally
35. Percentage of Critical Business Positions (in relation to other positions)
36. Percentage of Vacant Critical Business Positions (in relation to all vacant positions)
37. Internal Mobility Rate
38. Employee Bench Strength

- 
- 39. Turnover Rate
 - 40. Voluntary Turnover Rate
 - 41. Voluntary Critical Turnover Rate
 - 42. Turnover Reasons
 - 43. Involuntary Turnover Rate
 - 44. Female Turnover Rate
 - 45. Female Turnover Rate in Leadership Positions
 - 46. Job Offer Acceptance Ratio
 - 47. Unfilled Job Ratio
 - 48. New Hire Retention Ratio
 - 49. New Hire Performance Ratio
 - 50. How to Make Business Case and Measure Impact and ROI of Hiring
 - 51. Recruitment Staff to Total Employees Ratio

Module 10

US \$ 100 = PKR 30,000/-

SKILLS AND CAPABILITIES METRICS

- 52. Total Training and Development Cost
- 53. Training Participation Rate
- 54. Average Formalized Training Hours Per Employee
- 55. Training Participation Rate by Category
- 56. Workforce Competency Rate
- 57. Training Staff to Total Employee Ratio
- 58. Internally Trained Ratio
- 59. Training & Development Framework (ADDIE: Assessment, Design, Development, Implementation, Evaluation)
- 60. How to Write Training Objectives for Measurable Outcomes
- 61. How to Measure Training Satisfaction Ratio
- 62. How to Measure Training Comprehension Ratio
- 63. How to Measure Training Transfer to Workplace Ratio
- 64. How to Measure Training Impact on Business Ratio
- 65. How to Measure Training ROI

Module 11

US \$ 50 = PKR 15,000/-

SUCCESSION MANAGEMENT METRICS

- 66. Succession Effectiveness Rate (Home Grown Leaders)
- 67. Successor Coverage Rate
- 68. Succession Readiness Rate (Ready Now)
- 69. Succession Readiness Rate (Ready in 1–3 years)
- 70. Succession Readiness Rate: (Ready in 4–5 years)
- 71. Career Growth Ratio
- 72. Career Path Ratio
- 73. Employees Promotion Ratio
- 74. Employees Rotation Ratio

Module 12

US \$ 50 = PKR 15,000/-

LEADERSHIP GROWTH METRICS

- 75. Leadership Trust Ratio
- 76. Span of Control Ratio
- 77. Leadership Development Ratio



Module 13 (19 Oct, 6:30–8:30 PM Pakistan)

US \$ 50 = PKR 15,000/-

ORGANIZATIONAL CULTURE METRICS

- 78.Engagement/ Satisfaction/ Commitment Ratio
- 79.Retention Rate (Stability Index)
- 80.How to Measure Business Impact and ROI of Engagement

Module 14 (20 Oct, 6:30–8:30 PM Pakistan)

US \$ 50 = PKR 15,000/-

COMPLIANCE & ETHICS METRICS

- 81.Number and Type of Grievance Filed
- 82.Number and Type of Concluded Disciplinary Action
- 83.Percentage of Employees Who have Completed Training on Compliance and Ethics
- 84.Disputes Referred to External Parties
- 85.Number, Type and Source of External Audit Findings and Actions arising from these
- 86.Grievance Resolution Ratio
- 87.Total time to Handle Grievance

Module 15

US \$ 50 = PKR 15,000/-

OCCUPATIONAL HEALTH, SAFETY AND WELLBEING METRICS

- 88.Lost Time for Injury (LTI)
- 89.Number of Occupational Accidents (Accident Rate)
- 90.Number of People Killed During Work (Fatality, Death or Mortality Rate)
- 91.Percentage of Employees Who Participated in Training
- 92.Near Miss Incidents

Module 16

US \$ 50 = PKR 15,000/-

WORKFORCE AVAILABILITY

- 93.Number of Employees
- 94.Number of Employees Directly Hired
- 95.Full Time Equivalents (FTE)
- 96.Contingent Workforce: Independent Contractor
- 97.Contingent Workforce: Temporary Workforce
- 98.Absenteeism (Unplanned Leave)
- 99.HR Employees to Total Employees Ratio

Note: 20% overall discount if you select more than 50% Metrics for HC Analytics Training.



Course Pack



- Training manual in pdf.
- Practice case studies to practice metrics calculation.
- Insightful discussions led by expert instructor.
- On completion of course, online test will be conducted.
- Those getting 70% or above marks will get "Certified".
- Other participants will get "Certificate of Participation".

Recommended for

- Organizations of all size, industry, geography, location
Metrics can participate.
- Highly recommended for CHRO, HR Analytics heads,
and functional managers.

Program Delivery Options

- Virtual and recorded public program
- Virtual in-house program for at least 10 people
- Face to face in-house (costing later)





VNPT Vietnam



A Glimpse of Our Corporate Clients



Engro Polymer & Chemicals Limited



Engro Fertilizers Limited

A Glimpse of Our Corporate Clients



Bayer Pharma



Byco Petroleum Limited



PTCL



wi-tribe



A Glimpse of Our Corporate Clients



Ali Akbar Group



Fatima Group



Pakistan Petroleum Limited



Pakistan Poverty Alleviation Fund



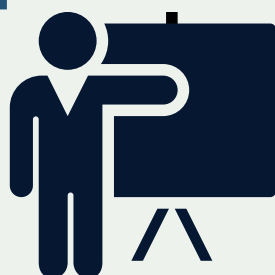
Our Services

1



Consulting

2



Training

3



Scorecard

What HR Leaders Say About HR Metrics



“

Very practical course adding real value to the organization

”

Gohar Alam Siddiqui

Head HR
Bayer Pakistan



**Mobilink
Microfinance Bank**

“

The course gives an understanding of global best practices & its customized application is an exceptional tool for translating any HR Metric into financial numbers

”

Samiha Ali Zahid

Head HR
Mobilink Microfinance Bank



“

It was an excellent session to transform HR to next level

”

Qaiser Jamil

Head HR Emirates
Supply Chain Services



“

The modules were created keeping in view the practical aspect of the Metrics. Overall it was indeed a good course

”

Sana Mesia

Manager HR
Mitsubishi Motors

What HR Leaders Say About HR Metrics



“After having attended this session, one can say that something has been learnt, which is useful for organization & personal growth”

Muhammad Imran Mansoor

Dept Head
SAP HCM & HR Reporting MCB



“Really a thought process opener. In my experience till now, this is first course that aligns HR with business outcomes”

Nausheen Amin Khan

HR Business
Consultant Abbott Laboratories



“It was very informative and interesting to understand”

Waheedullah Khan

Corporate HR Manager
Lotte Chemical Pakistan



بنك دبي الإسلامي
Dubai Islamic Bank

“It was a very good course which can be effectively used at our workplace”

Asila Khandwala

VP-HR
Dubai Islamic Bank

What HR Leaders Say About HR Metrics



“ Linking HR impact numbers with business numbers improves credibility of HR function ”

Muhammad Kamran Jamil

Director HR and Corporate Relations
ICMA Pakistan

B | BRAUN
SHARING EXPERTISE

“ This course helped in implementing the financial management tools in HR functions. It will help in writing a better business case with numbers ”

Anees Kaas Jeddahwala

Head HR
B.Braun Pakistan



“ It was a wonderful experience for me and my team. It fulfilled the purpose of training ”

Sadaf Fatima

Ernst & Young
Ford Rhodes Sidat Hyder

Panasonic

“ The program gives a better understanding of HR Analytical frameworks for verifiable impact on organization bottom line ”

Oliver Kathrode

HR Director
Panasonic Consumer
Marketing Europe

Consultant



Zahid Mubarik SHRM-SCP, SPHRi, GPHR

CEO HR Metrics

President SHRM Forum Pakistan

Member ISO HR Standards Technical Committee 260

Member Pakistan Stock Exchange Task Force on ESG

Zahid Mubarik is an internationally acclaimed visionary thinker, writer, speaker, thought leader and influencer on human capital development, analytics, diversity and inclusion. He is the founding member of ISO Geneva Technical Committee 260 for developing HR global Standards. He actively took part in ISO face to face meetings for global HR Standards development at American National Standards Institute (Washington DC), British Standards Institute (London), Standards Australia (Melbourne), The Royal Netherlands Standardization Institute (Rotterdam), Association Française de Normalisation (Paris), Singapore Standards Council (Singapore), The National Standardization Agency of Indonesia (Bali) and UNI-Ente Nazionale Italiano di Unificazione (Milan). Zahid has the honor of being distinguished speaker in international conferences and seminars on human capital analytics at Las Vegas, Beijing, Moscow, Baku, Hanoi, Dubai, Abu Dhabi, and Tokyo. His analytical papers and expert talks have been featured by national/international media including Microfinance Gateway World Bank Washington, CNBC, Dawn, Business Recorder, Business Plus TV and Gulf Economist.

Zahid served as Global Chair of ISO Working Group on HR Metrics Standards. During his leadership, ISO published two global HR standards including ISO 30410: Impact of Hire and ISO 30411: Quality of Hire. He also served as member of Working Group developing ISO 30414: Guidelines for Internal and External Human Capital Reporting. He groomed and facilitated certification of 500+ consultants/practitioners worldwide with a heavy concentration in Tokyo Japan. Zahid is SHRM USA Partner in Pakistan. SHRM is world largest HR association having 325,000+ members in 165 countries. He introduced SHRM competency based global HR certifications in Pakistan and developed more than 200 people. He served as Board Director The Centre for Global Inclusion USA. He introduced Global Diversity, Equity & Inclusion Benchmarks Standards in Pakistan and facilitated 65 large multinational and national corporations in implementing Global DEI Benchmarks Standards. Zahid is a member of Pakistan Stock Exchange and Pakistan Institute of Corporate Governance Task Force on ESG Disclosure. He has a knack in using human capital analytics to transform organization on (S-Social) part of ESG. He is the Chief Editor of HR Magazine Workforce Tomorrow.