

HR Metrics

Using Human Capital Analytics to Drive Sustainable Business Outcomes





Why HC Analytics?

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 and benchmarks have thus become a differentiator between top class and traditional HR department.





Baku Azerbaijan

Program Benefits

1. It diagnoses strategic human capital measures, helps understand the messages in data, with a view to become competitive, cost effective and yet responsive to business needs.
2. It quantifies human capital contribution to the overall bottom line, through solid, factual, and verifiable data for tough board decisions with easy-to-use mathematical formulas.
3. It disrupts the way companies think, value and report on their human capital, and delivers what investors look for; sustainable growth and returns.
4. By connecting the dots between the organization's brand, culture, and objectives, with the practices used to engage all stakeholders, leaders can not only improve performance through efficiencies but create better experiences for all stakeholders.



Program Contents

Module 1

BUSINESS AND FINANCIAL ACUMEN FOR HR PROFESSIONALS

1. Shareholder Wealth Creation Cycle
2. New concept of Stakeholder Capitalism
3. Shift in Organizations' Value Proposition from Tangibles to Intangible assets
4. How HR can Become Strategic by Creating Tangible Financial/ Non-Financial Value
5. Financial Management and Role of Accounting and Finance
6. Understanding Balance Sheet, Income Statement and Cash Flow statement
7. Budgeting Methods: Zero Based, Activity Based, Incremental and Formula Based
8. How to carryout Cost Benefits Analysis, Break even, Profit Margin, and ROI
9. How to calculate compounding and discounting for Investments in HR
10. Human Capital Measurement Framework



Module 2

TOOLS FOR DATA ANALYSIS AND PRESENTATION

1. Four levels in data analysis
2. Common errors in data analysis
3. Difference between data reliability and validity
4. Difference between activity metrics and impact metrics
5. How to convert draw intangible data tangible financial information
6. Difference between gap analysis and objectives setting
7. Common HR data sources and how to evaluate them
8. How to find central tendency in the data by using mean, medium and mode
9. Interpreting percentiles and quartiles in data frequency distribution
10. Data analysis: scenario analysis, variance analysis, ratio analysis, trend analysis
11. Data presentation: pie chart, histogram, trendline, scatter diagram, Pareto chart
12. The difference between dashboard and scorecard
13. Challenges and opportunities in human capital data measurement
14. Principles for aligning human capital analytics with business analytics
15. How to measure ROI



Module 3

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

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 4

HOW TO WRITE RESULT BASED PERFORMANCE OBJECTIVES

1. Analyzing business objective to determine critical success factors
2. Reviewing job description to understand critical success factors
3. Designing employee KPIs to measure results rather than activities
4. Factoring key behavioral and functional competencies in performance management
5. Aligning and calibrate employee KPIs with enterprise KPIs
6. Developing performance scorecard for real time monitoring
7. Ranking performance rating to distinguish between performers and deadwood
8. Aligning performance management system with reward management system



Module 5

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

LEADERSHIP DEVELOPMENT METRICS

1. Succession Effectiveness Rate
2. Successor Coverage Rate
3. Succession Readiness Rate (Ready Now)
4. Succession Readiness Rate (Ready in 1–3 years)
5. Succession Readiness Rate: (Ready in 4–5 years)
6. Leadership Quality Rate
7. Career Path Rate
8. Career Growth Rate
9. Employees Promotion Rate
10. Employees Rotation Rate



Module 7

PRODUCTIVE CULTURE METRICS

1. How to measure culture through engagement survey
2. How to measure turnover and retention rate
3. How to measure cost of turnover
4. How to Measure ROI of Engagement





Module 8

HIRING METRICS

1. Time to Hire
2. Unfilled Vacancies Ratio
3. Recruitment Yield
4. Quality of Hire
5. Time to Fill Critical Business Positions
6. Percentage of Positions Filled Internally
7. Percentage of Critical Business Positions Filled Internally
8. Percentage of Vacant Critical Business Positions
9. Internal Mobility Rate
10. Turnover Rate
11. Critical Turnover Rate
12. Turnover Reasons
13. Hiring Cost
14. Cost per Hire
15. New Hired Performance Index



Module 9

LEARNING & DEVELOPMENT METRICS

1. Training Participation Rate by category
2. Average Training Hours Per Employee
3. Workforce Competency Rate
4. Internally Trained Ratio
5. How to Measure Training Satisfaction
6. How to Measure Training Comprehension
7. How to Measure Training Transfer to Workplace
8. How to Measure Training Impact on Business
9. How to Measure Training ROI
10. T&D Budget and Spending Rate



Module 10

WORKFORCE COST & PRODUCTIVITY METRICS

WORKFORCE COST

1. Internal Workforce Costs
2. External Workforce Costs
3. Hiring cost to human capital Cost Ratio
4. Training cost to human capital cost ratio
5. Salary & Benefits Cost to HC Cost Ratio
6. Salary and Benefits Cost Ratio
7. Opportunity Cost of Unfilled Vacancies
8. Opportunity Cost of Voluntary Turnover

WORKFORCE PRODUCTIVITY

1. Revenue per employee
2. Cost per employee
3. EBIT per employee
4. Profit per Employee
5. Human Capital ROI
6. Human Capital Value Added



Module 11

DIVERSITY, EQUITY & INCLUSION METRICS

1. Gender Diversity Ratio
2. Generational Diversity Ratio
3. Disability Diversity Ratio
4. Geographic Diversity Ratio
5. Religion Diversity Ratio
6. Ethnic Diversity Ratio
7. New Hires Diversity Ratio
8. Diversity Retention Ratio
9. Pay Equity Ratio
10. Gender Pay Gap Ratio
11. Leadership Team Diversity Ratio



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Module 12

PSYCHOLOGICAL HEALTH AND SAFETY METRICS

1. Absenteeism Rate
2. Psychological Health & Safety Index
3. Lost Time for Injury (LTI)
4. Number of Occupational Accidents (Accident Rate)
5. Number of People Killed During Work (Fatality, Death or Mortality Rate)
6. Percentage of Employees Who Participated in HSE Training
7. Near Miss Incidents





Course Pack

- 01 Training manual in PDF.
- 02 Practical case studies and metrics calculation worksheets.
- 03 Insightful discussions led by expert instructor.
- 04 On completion of course, online test will be conducted.
- 05 Those getting 70% or above marks will get “Certified”.
- 06 Other participants will get “Certificate of Participation”.

Testimonials



Oliver Kathrode

HR Director
Panasonic Consumer Electronics Europe
Germany

“The program enhances understanding of HR analytical frameworks, ensuring a verifiable impact on the organization's bottom line. It equips participants with the skills to link HR metrics to financial performance effectively.”



Gohar Alam Siddiqui

Former Head HR
Bayer
Pakistan

“This course offers practical, actionable insights directly applicable to daily operations. Participants gain skills that drive immediate improvements in efficiency and effectiveness. It's a valuable investment, significantly enhancing organizational performance.”



Samiha Ali Zahid

Chief Human Resources Officer
Advans Pakistan Microfinance Bank Limited
Pakistan

“The course provides insights into global best practices, offering a unique tool to translate any HR metric into financial terms. Its customized application ensures practical and impactful implementation.”

Program Coach



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 of ISO Geneva Technical Committee 260 on human capital development, analytics, diversity and inclusion. He is the founding member 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, The National Standardization Agency of Indonesia (Bali) and UNI-Ente Nazionale Italiano di Unificazione (Milan). Zahid has the honor of being distinguished speaker in in-person international conferences and seminars on human capital analytics at Las Vegas, Beijing, Moscow, Baku, Hanoi, Dubai and Abu Dhabi. 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 700+ consultants/practitioners worldwide with a heavy concentration in Tokyo Japan. Zahid is SHRM USA Partner in Pakistan. SHRM is world largest HR association having 340,000+ 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 former member of Pakistan Stock Exchange and Pakistan Institute of Corporate Governance Task Force on ESG Disclosure. He has a knack in linking human capital metrics with business outcomes to transform organization on (S-Social) part of ESG. He is the Chief Editor of HR Magazine Workforce Tomorrow.



THANK YOU



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