Laurie Ruettimann

SPHR
SHRM-SCP
HR Expert
Advisor, Board Member, Entrepreneur, Investor
Fistful of Talent Contributor
Married for my Math Skills
STOP measuring these 5 things:

- Days to Fill
- HR Satisfaction
- Absenteeism
- Quality of Hire
- Employee Engagement
DAYS TO FILL  Why is 45 days to fill better than 90 days to fill?
Faster doesn’t mean better.
The mean (average) is meaningless.
Speed without quality costs the organization more in the long run.
Give the metric some business context.
If and when you discuss “days to fill,” look at the distribution. Tell a story.
HR & RECRUITING PROCESS SATISFACTION

It’s based around the concept of a net promoter score (NPS).

It sets the bar too low.

Gallup research shows that emotion drives satisfaction results more than actual rational considerations.
ABSENTEEISM  Absenteeism is a red herring for other issues and has nothing to do with HR efficacy.

Absenteeism is both a leading and lagging indicator for a whole host of other issues.

Rethink PTO and leave policies, research what’s happening in your industry, and see what happens when you beta-test different attendance policies.
QUALITY OF HIRE

Subjective and tough to prove

Difficult to benchmark

Takes too long to discover

Is this truly a measure of HR and Talent Acquisition?

59%

Of companies believe 'Quality of Hire' is the best measure for recruiting success!

27%

Of companies that actually measure Quality of Hire.
EMPLOYEE ENGAGEMENT

Engagement varies.

Best places to work examples are leading you down the wrong path.

Engagement does not equal productivity or output.

Are you measuring emotion, behaviors or results?
START measuring these 5 things:

- MVE
- Leadership Birth Rate
- Organizational Fit
- Internal Mobility
- SIC
MOST VALUABLE EMPLOYEE (MVE)

What it is:
An ROI metric on which employees bring the most value to your organization

What you need:
Friends in the Finance Department
Revenue per employee by position

Why it will make a difference:
Who fills seats?
Who moves merchandise?
Who is your most connected worker?
LEADERSHIP BIRTH RATE (LBR)

What it is: A metric that shows which leaders are growing new leaders

What you need: Leader pipeline and succession data

Why it will make a difference: The most important thing a leader can do is develop new leaders for the organization
ORGANIZATIONAL FIT

What it is: How well will a potential new hire fit into our culture and organization?

What you need: Pre-hire data: personality, likes/dislikes, tendencies, etc.

Why it will make a difference: “You don’t need a college degree to be talented”
- Laszlo Bock
INTERNAL MOBILITY

What it is: A metric that shows who your best employees are going to work for in your organization

What you need: Employee performance data, internal mobility data

Why it will make a difference: Your employees will tell you a lot – who your best leaders are, who your worst leaders are, etc.
HEALTH CARE CLAIMS PER CAPITA (SIC)

What is it:
It’s a touchy subject, but after fixed employee costs, health care costs are one of the biggest line items HR departments manage and present the most downside risk.

What you need:
Reporting Health Care Claims Per Capita (HCCPC) is easy – simply take the total $$$ in health care claims vs. your plan and divide by the number of employees.

Why it will make a difference:
The resulting awareness helps in two ways:
1) It gives you leverage so there are no surprises if you have to reduce the quality of the medical coverage to stay even.

2) It helps fund (with no budget) remedial, mid-stream solutions within the plan year designed to reduce total claim $$. 
Lean in when it comes to using data ...
MID CAREER, LOW CHANGE: THE COP
CHANGE AND INNOVATION JUNKIE: THE ASSASSIN
Stop Reporting & Start Predicting

The HR standard for reporting has traditionally been about what has happened in the past.

Too little focus has been placed on predictive use of data.

You might not have true predictive analytics, but how comfortable are you and your team at using data to directionally predict the future and identify gaps?
• What-If Questions
• Correlations
• Root Cause Analysis
BEGIN ASKING “WHAT-IF” QUESTIONS

Old Math: What’s our turnover?

New Math: What if we added a popular, but costly, benefit?

What if we don’t?

What’s our turnover if we have to eliminate a popular benefit?
EXAMINE CORRELATIONS & CONNECTIONS

Old Math:
Let’s see who might be retiring in the next three years. (Ageist.)

New Math:
Let’s analyze expected leader turnover and leader pipeline data. Do we have a problem or not?
try a
ROOT CAUSE ANALYSIS (RCA)

Old Math:
Let’s analyze our resignation rate (those leaving on their own).

Report on findings.

New Math:
Let’s look at the resignation rate of our highest performers and compare it to the resignation rate of mid-level performers.

Then ask — Do we have a problem? Are we retaining our best and brightest? How can we find out more?
What’s Next?
What do I do with this data?
PUT THE DATA ON A SCOREBOARD

The data isn’t about HR, it’s about the business.

You don’t win unless you are willing to keep score and tell the world who’s winning.

The business will respect you more in the morning if you are radically candid.

Report on winners and losers, but be quick to offer help to those who aren’t winning.
**EXPERIMENT LIKE CRAZY**

Your reporting on data sets the baseline.

Data provides a perfect opportunity to experiment.

Do experiments, measure the outcomes.

Experiment on the easy stuff, get some early wins.
BE A TRUE BUSINESS PARTNER

The reporting you do in public doesn’t have to include individual manager level.

The reporting you do in private MUST include and focus on individual manager level.

You can’t play with the big dogs until they trust you.

Consulting 101 – be data-driven first, then make recommendations.
There are managers out there who don’t care about people.

Those managers cause a lot of harm to the business and create employee relations issues everywhere they go.

Even if they get decent business results, they suck the life out of people.

Sometimes you have to play Hardball instead of Moneyball – develop your scoreboard and have a relationship with the senior-most leaders to make the case for change.
fistful of talent

Laurie Ruettimann
WorkLifeCats.com
Laurie.Ruettimann@gmail.com
Twitter: @lruettimann

Tim Sackett
tim@hru-tech.com
timsackett.com
Twitter: @timsackett
LinkedIn: @timsackett