



Bobbie Stone International, LLC

BSI Recruiting News & Views

FROM THE DESK OF
BOBBIE STONE...

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To Our Friends and Colleagues,

Welcome to our fourth quarter, 2010 edition of BSI Recruiting News and Views.

As Fall is upon us, we are “back on track” with budgets and financial plans and certainly a time for HR professionals to be working with “Meaningful Metrics”, our topic for this edition by HR Strategist and Consultant, Gerry Falchick. The article covers information and data involved with the metrics process.

We hope that you continue to find our newsletter of interest. As we plan our 2011 Newsletter calendar if there are any particular HR areas of interest or concern that you would like addressed or if you would be interested in writing an article so that other HR professionals can have the benefit of your knowledge and expertise, please feel free to contact me at bstone@optonline.net.

Best wishes,

Bobbie Stone

Bobbie Stone
President

Meaningful Metrics

By Gerry Falchick

We live in a “show me” world where results of our efforts have to be quantified. The presentation of the right objective data will enhance HR credibility, create more effective partnering and broadcast to the rest of our organization how significant and impactful our operational role really is.

Rather than inundate our constituents with an over abundance of data, trending and analysis, the first step of thoughtful measurement is always to ask why. What is it that we are measuring, why and how will our operations change as a result? In order to take HR to a new level of usefulness in the organization, here is a scorecard that will provide an overview for the executive summary. In order to support the information contained herein a comprehensive analysis must occur to understand the variables and plan for the future.

Recruitment –monthly-vacancy, number of hires, time- to –fill, quarterly-source of hire.

Engagement-annually-number of grievances, employee satisfaction scores from surveys, biannually-number of referrals

Retention-monthly-total and voluntary turnover, annually-% eligible for retirement in 5 or fewer

years, by position and department, bi-annually, top voluntary turnover reasons, retention rate for top performers by dept, position.

Workforce Demographics-monthly-headcount vs. budget, active FTEs, biannually- staff count by gender and diversity

Operations – annually-% salary, wages and benefits as a percentage of budget, monthly-contract/agency employee use as % of budget, by job code and department.

Training and Development - biannually-training type, promotions, annually-training spend, correlation to top performers

Performance Management - annually-% of rankings by total, department.

Here a couple of examples of metric drill downs:

Recruitment-Time –to- fill - Should be measured from the date a requisition becomes active to the date an offer is accepted (too many uncontrollable variables can impact start date). Measurement intervals throughout this process can identify roadblocks and provide process improvement opportunities. Consider measuring time between resume sent and

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interview scheduled; in-house processes prior to offer i.e.: references, experience, license, education verification, etc.

Recruitment-Aging Reports - Can be a great tool for management to understand outliers in relation to the average time to fill and encourage greater collaboration with recruiters and hiring managers to explore and change the causative variables and how the vacancy gap is currently being addressed.

Employee/Labor relations-Annual Performance Evaluations - Measure comparative classifications (i.e.: customer service, technical skills etc.) and trend the individual criteria, work with operational leaders to set measureable and motivational

goals and develop a more informal review process at a 180 days.

Organizational Development-training impact - Identify and analyze the results of training programs by connecting to performance. Measure the quality and productivity of staff performance in terms of hours of training.

Analytics is a powerful tool that enables HR champions to develop into strategic thought leaders and partners, maximizing the return on investment for the single biggest spend in any organization, people.

Some source material is provided by The ROI of Human Capital, Jac Fitz-Enz and Understanding Statistical Process Control, D. Wheeler and S. Chambers.

Gerry Falchick is currently a Human Resources Strategist specializing in Employee Relations, Talent Acquisition and Training/Development. She is a sought after HR Consultant and Career Transition Coach providing practical HR solutions to achieving business objectives. With 20 years of distinguished HR management practice in healthcare profit and non-profit healthcare systems, Gerry now leverages this experience and perspective to provide success roadmaps to organizations and managers. Questions to Gerry can be directed to her through this publication.



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Season's Greetings



As the last quarter of 2010 marches along, please allow my team and I to wish you, staffs, and your families a bountiful, safe Holiday season and a prosperous New Year!

As always please feel free to contact us

Call us toll free at # 866-750-1500

Or, go to the
"Contact Us" page
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