



# Measuring Employee Success Inclusion Works 2009

RESEARCH **VOICE**  
knowledge that moves at the speed of people

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# About BC HRMA

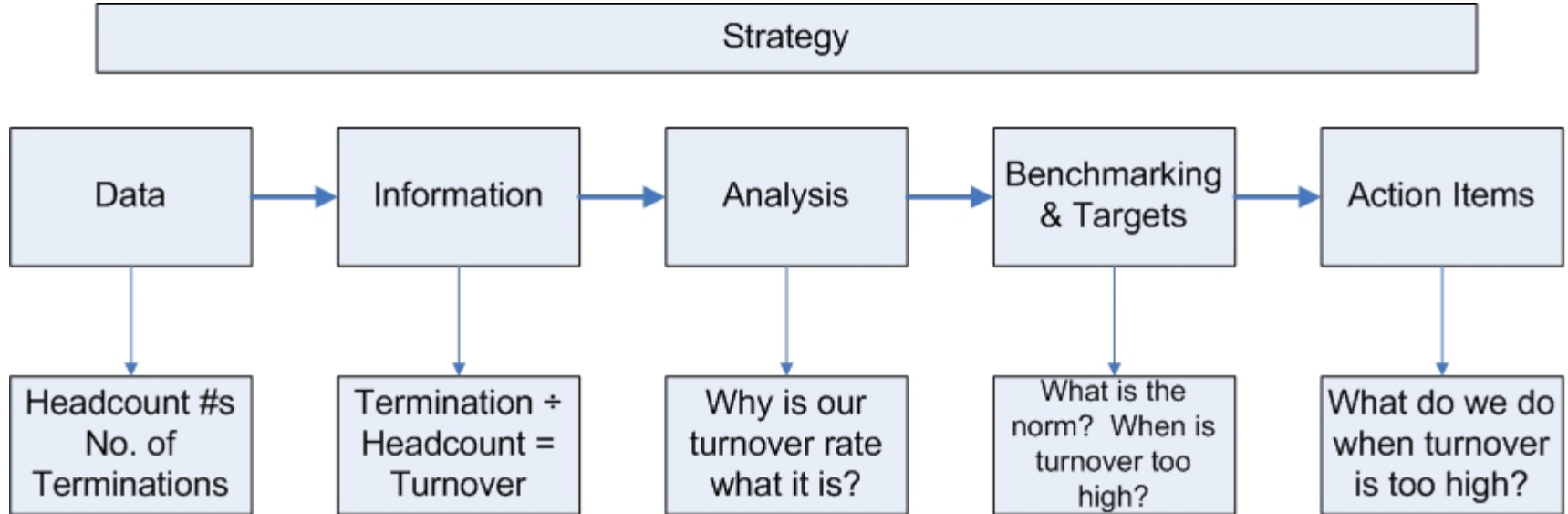
- The professional association for HR people in BC
- Committed to advancing professional people practices
- Offer workshops, symposiums, conferences, research paper and reports, HR metrics, networking and news
- 4,800 members – 3,000 affiliates



# The Case for Metrics

- What gets valued gets investment
- HR is in a cycle
  - *Lack of measurement impacts*
  - *Limited proof of organizational impact*
  - *Therefore impact is under-valued*
  - *Therefore investment is limited*
  - *Therefore impact is limited*
  - .....*and on and on*

# HR metrics in theory



# Diversity Metrics

- Diversity Percentage
- A count of all staff who “self Identify” as
  - *Belonging to a visible minority*
  - *An Aboriginal Person*
  - *A person with a disability*
- Divided by the total headcount of the organization
  - *Result is expressed as a percentage*

# Example Diversity Percentage

- Total Headcount = 500
- Total Self Identifying as
  - *Aboriginal person* = 33
  - *A person with a disability* = 12
  - *Belonging to a visible minority* = 17
- Total Diversity Group = 32
  - *Diversity Percentage* =  $32 / 500 = 6.4\%$

# Where is the data?

- Need to track Diversity data carefully
  - *“Self Identify” is the key*
- Make it a question on your application form
  - *Do you identify yourself as belonging to any of the following diversity groups?*
- Make it a field on your employee record
- Make sure that the person completing the form asks the person to indicate their preference.

# How to Track the Data

- Either enter it into your payroll record or your HRIS.
- Payroll is best – if it can be done – as this is a good source for many other metrics.
  - *Ensure you work with IT or your payroll provider to be able to get a report of this data when you need it*
  - *If your payroll is outsourced accessing your data can be expensive – write the data drops / reports you need into your outsourced agreement*

# Increasing Sophistication

- Diversity Percentage is a good start but..
- Diversity Percentage at Individual Contributor Level
- Diversity Percentage at Management Level
- Diversity Percentage at Executive Level
- Keeps you honest and keeps your diversity efforts progressing

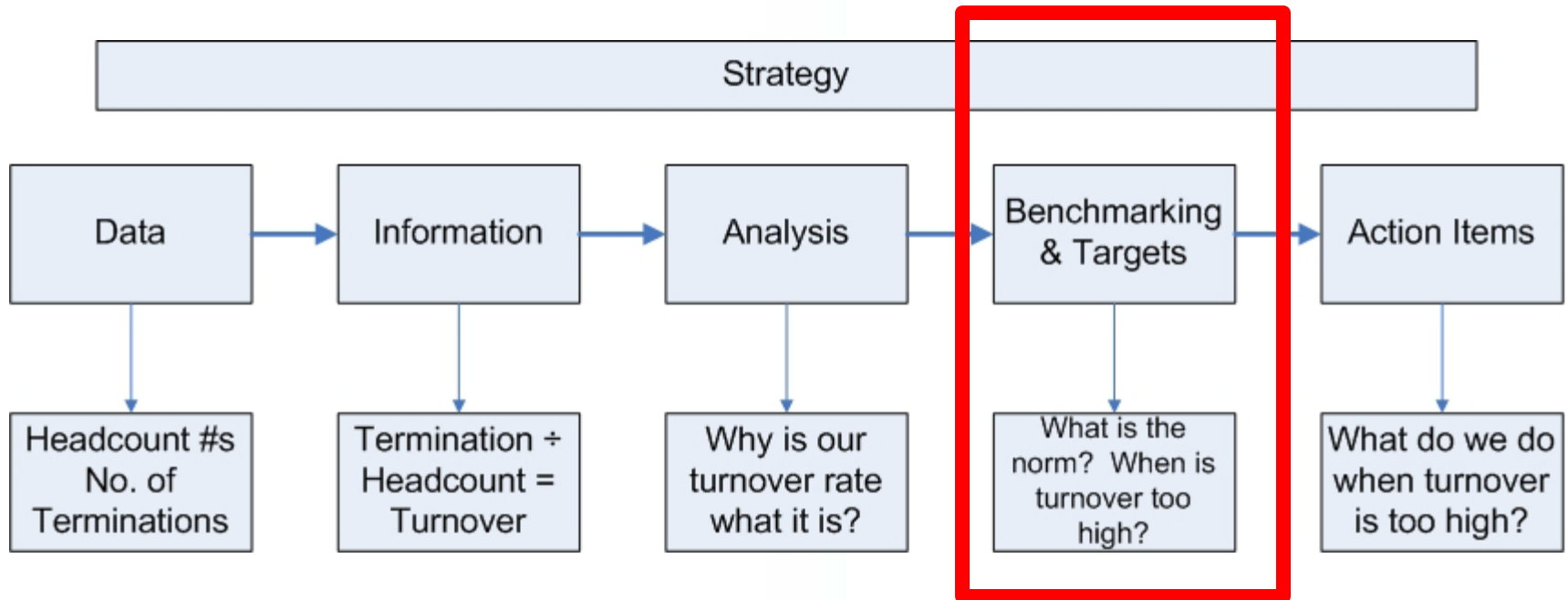
# Complementary Metrics

- Voluntary Turnover
  - *Best Segmented by Level, Length of Service, Talent group*
- Promotion Rate – Percentage of people promoted based on headcount
  - *Segmented by diversity groups*
- Average Length of Service – Average number of years of service per person
  - *Can be segmented by diversity groups*

# Developing the Full Picture

- Diversity Metrics are keeping score
  - *Don't always tell you what to do*
- Build in employee feedback cycle
  - *Onboarding Survey*
  - *Engagement / Satisfaction survey*
  - *Exit Survey*
- Track diversity data in these surveys and link feedback to your overall metrics

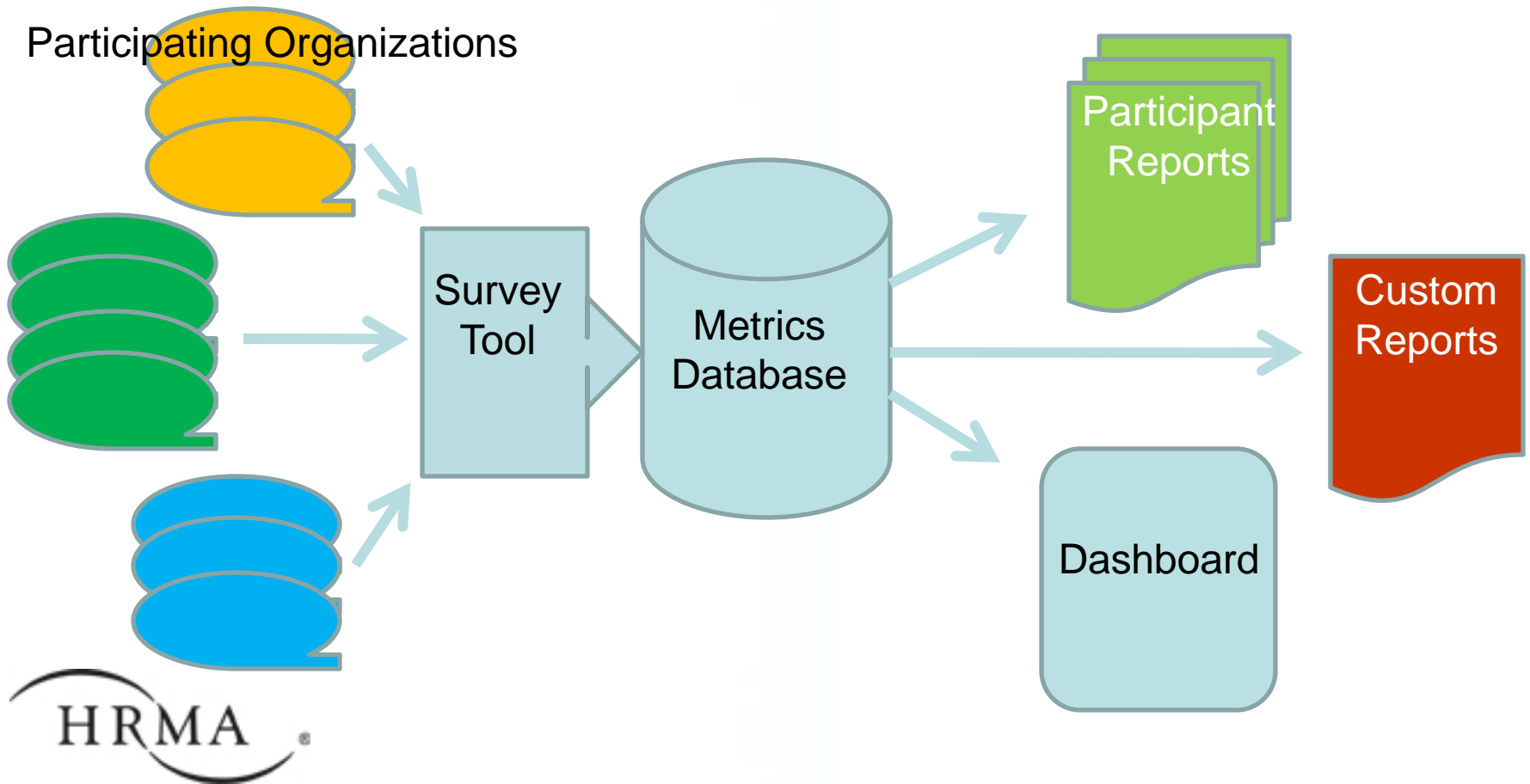
# Benchmarking Benefits



# BC HRMA Metrics Service

Inputs

Outputs



# Questions?

What else do you  
want to know?





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