

Measuring HR: Moving beyond number crunching

A diverse group of smiling people, including men and women of various ethnicities, are huddled together in a circle. They are all looking towards the camera and giving thumbs up. The image is cropped to show their heads and shoulders, creating a sense of unity and positivity.

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Ceridian is a global human capital management technology company
serving over 25 million users in more than 50 countries



Agenda

SURVEY RESULTS

DIGGING DEEPER INTO DATA

WHAT FINANCE WANTS

SCORECARD TOOL

TAKEAWAYS + Q&A

HR DATA MATTERS

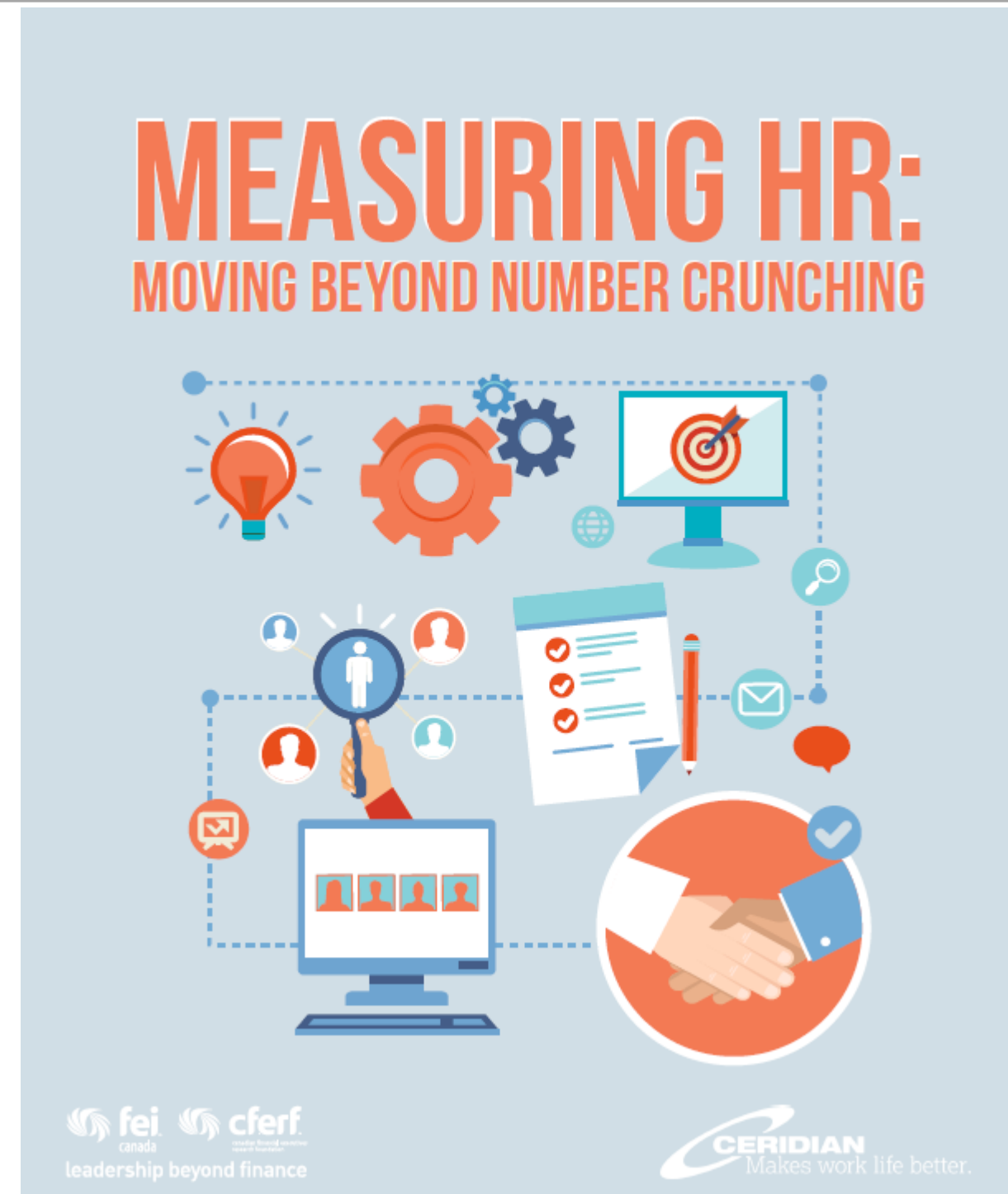


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ABOUT THE SURVEY

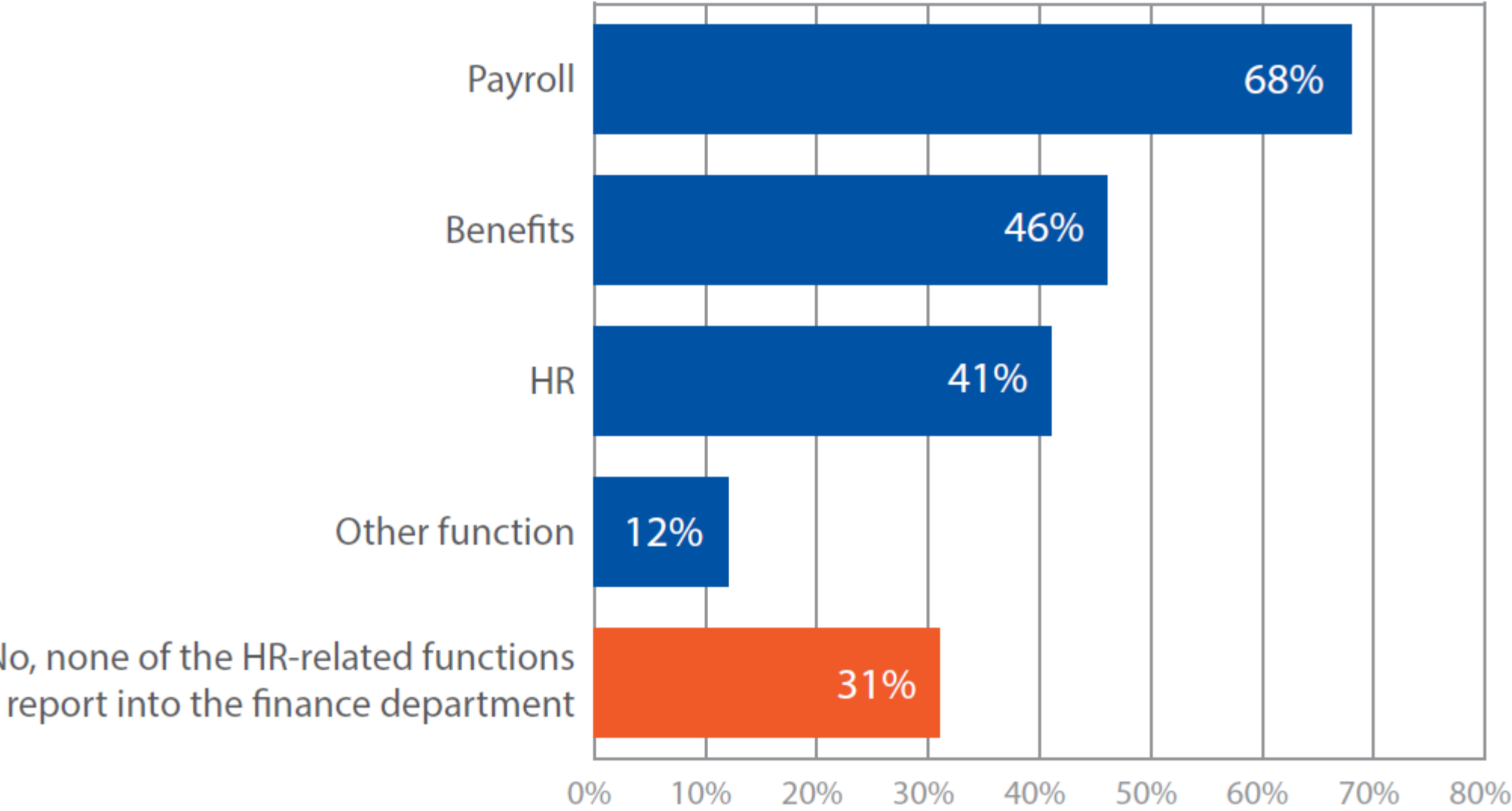
- *Measuring HR: Moving beyond number crunching* was prepared by CFERF, the research arm of FEI Canada, and was sponsored by Ceridian.
- Online survey of Canadian financial executives took place in the spring.
- An executive research roundtable was attended by senior finance executives



SURVEY HIGHLIGHTS

HR REPORTING TO FINANCE IS COMMON

CHART 1.1: Do any of the following areas currently report into the finance department at your organization?

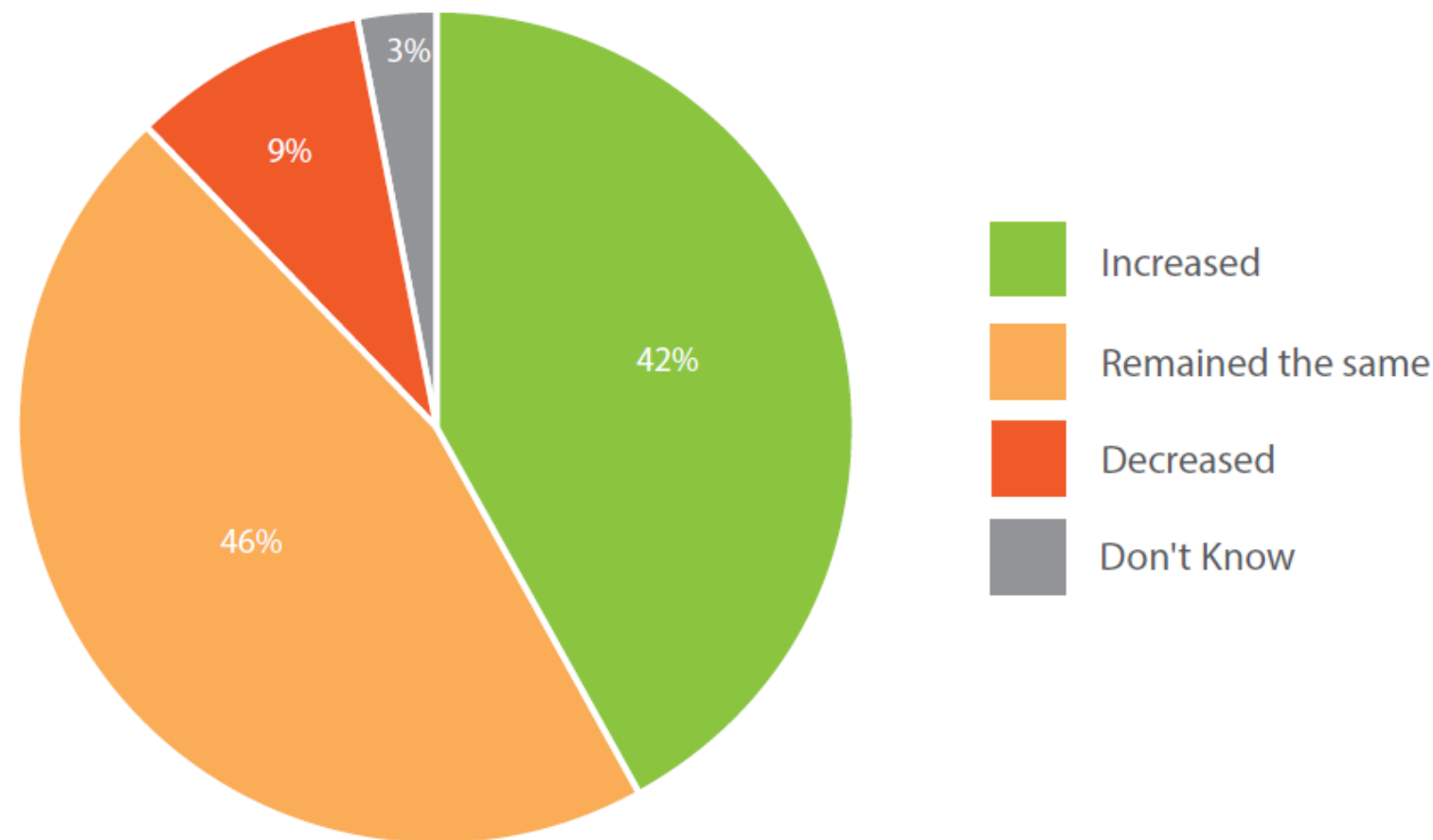


- Other HR-related functions mentioned include:
- Workers' compensation
 - Stock option plan administration
 - Pension fund
 - Code of ethics
 - Succession planning
 - Employee engagement initiatives

HR AND FINANCE ARE BECOMING MORE CONNECTED

CHART 2: In the last 5 years, with regards to HR functional areas, has the finance department's level of oversight and responsibility changed?

ALL RESPONDENTS



THE PICTURE PAINTED INITIALLY LOOKS ROSY...



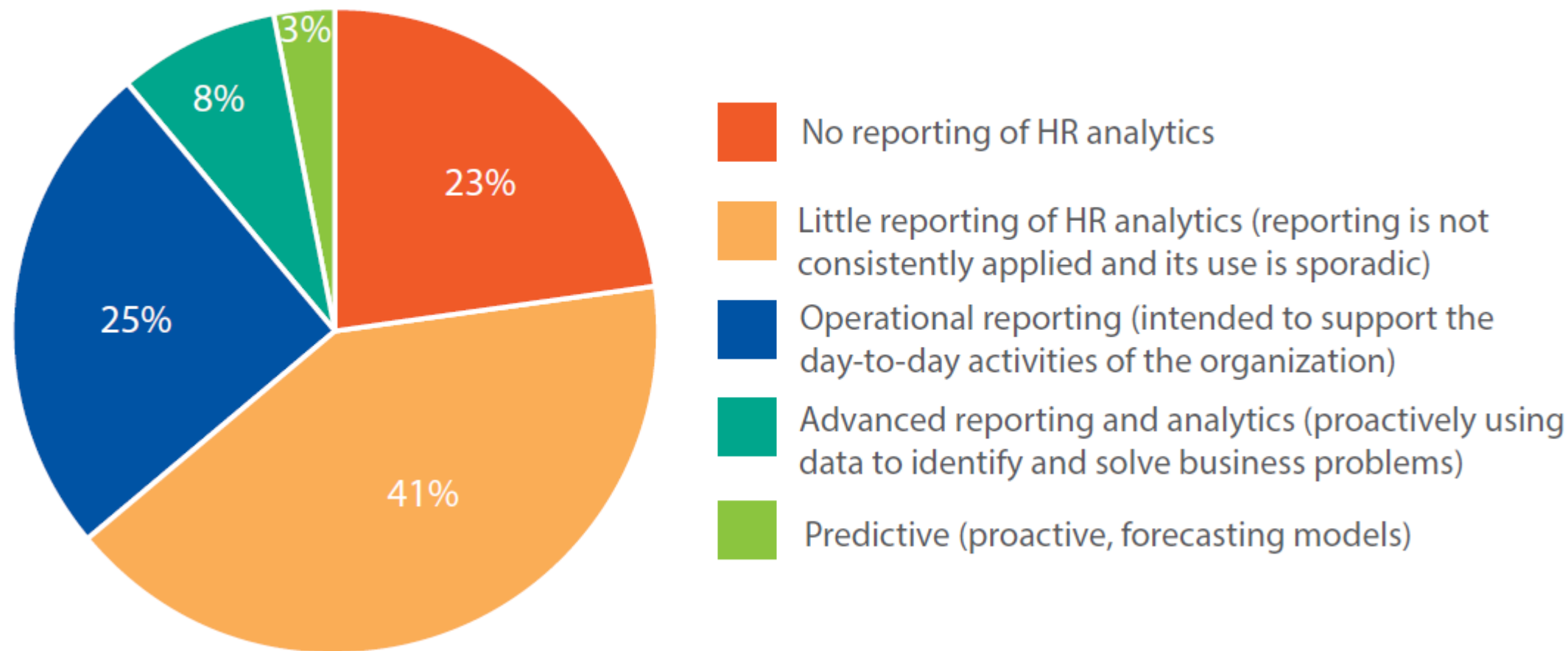
...until participants were asked questions about the accuracy of HR analytics and metrics.

DIGGING DEEPER INTO DATA

MEASURING HR?

64% of respondents either did not use HR analytics, or its use was sporadic.

CHART 5.1: Organization's use of HR analytics



HR ANALYTICS USE IS SPORADIC AT BEST

For those respondents that did not have HR reporting to them:

- **55%** of them stated that they wanted to evaluate and refine the current HR metrics and tools.

For those that did have HR reporting to them:

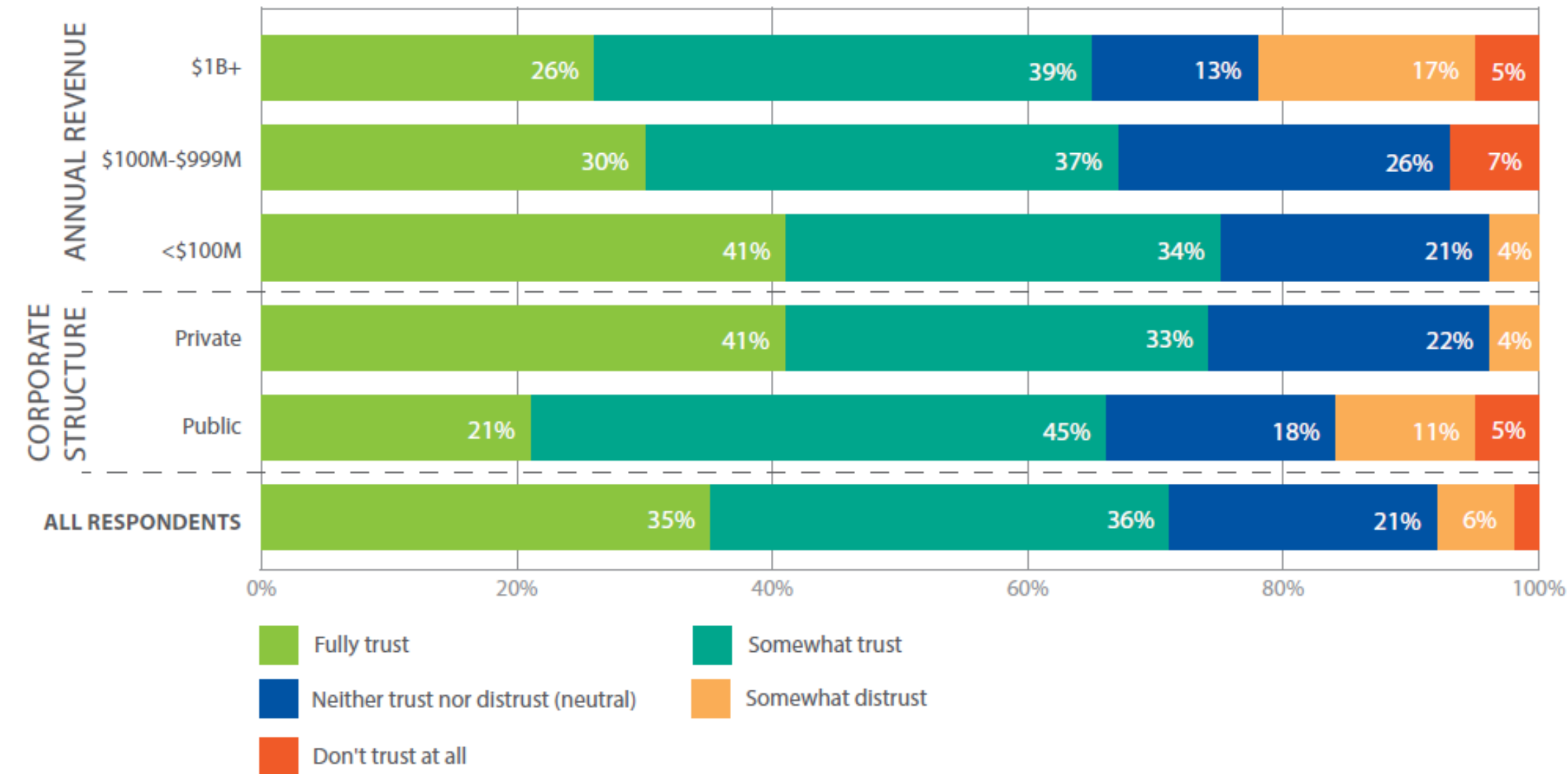
- **40%** were interested in consulting on initial definitions and measurements (what to measure and how frequently)
- **30%** were interested in evaluating and refining current HR metrics and tools.

“The use of HR analytics has been increasing over the past years, exhibiting a lot of interest, but perceived as costly, due to the many metrics available. With no standardized definition for all indicators available...the benefit was doubted.”

**Markus Weiss – Director, Financial Control & Shared Services
North America, Rheinmetall Group**

FOR FINANCE, THE TRUST FACTOR ISN'T THERE

CHART 12: To what extent do you trust the data you receive from your HR team in making business decisions?

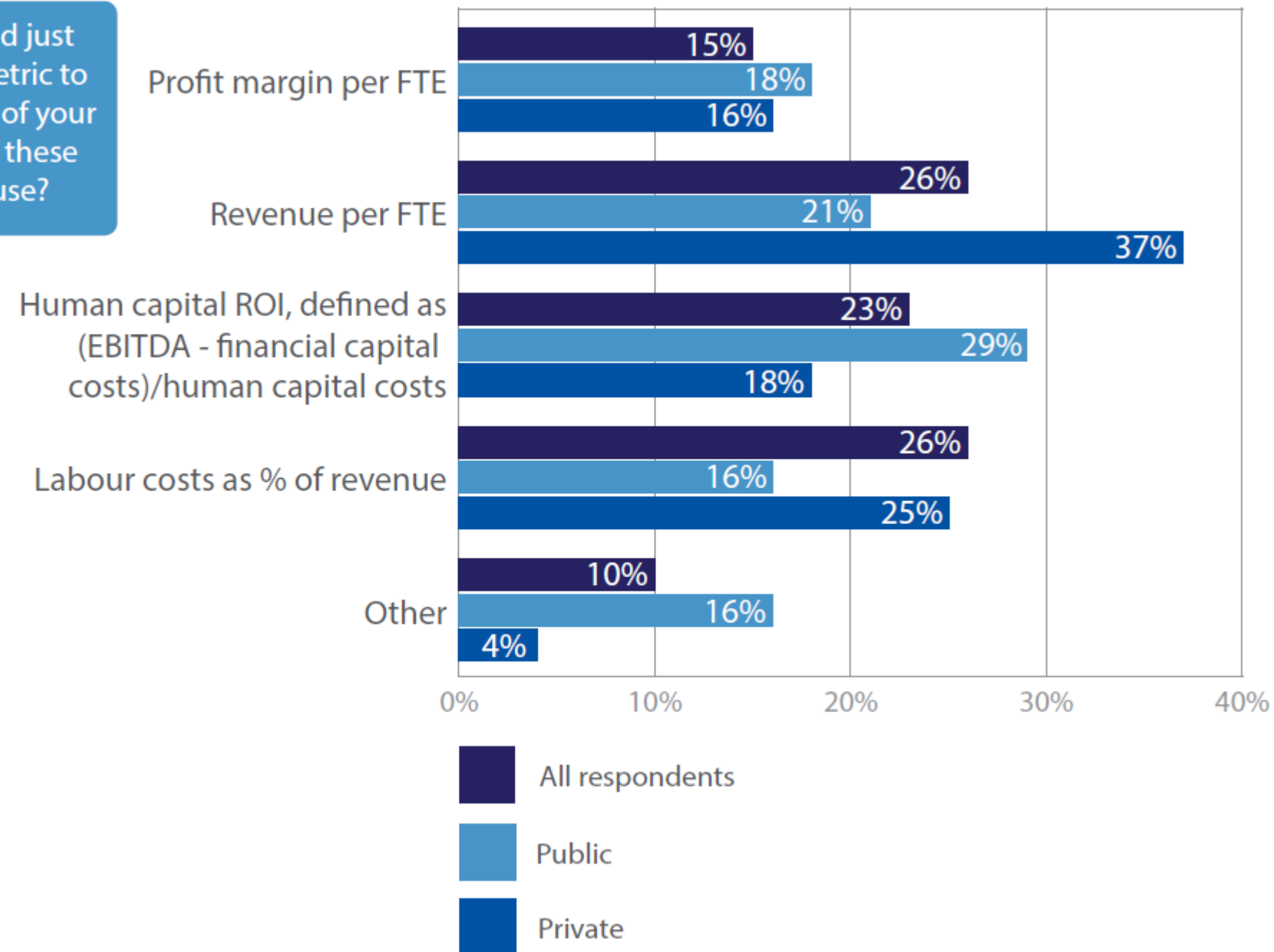


FAST FACT: 1/3 of survey respondents do not fully trust the data they receive from their HR team to help them make business decisions

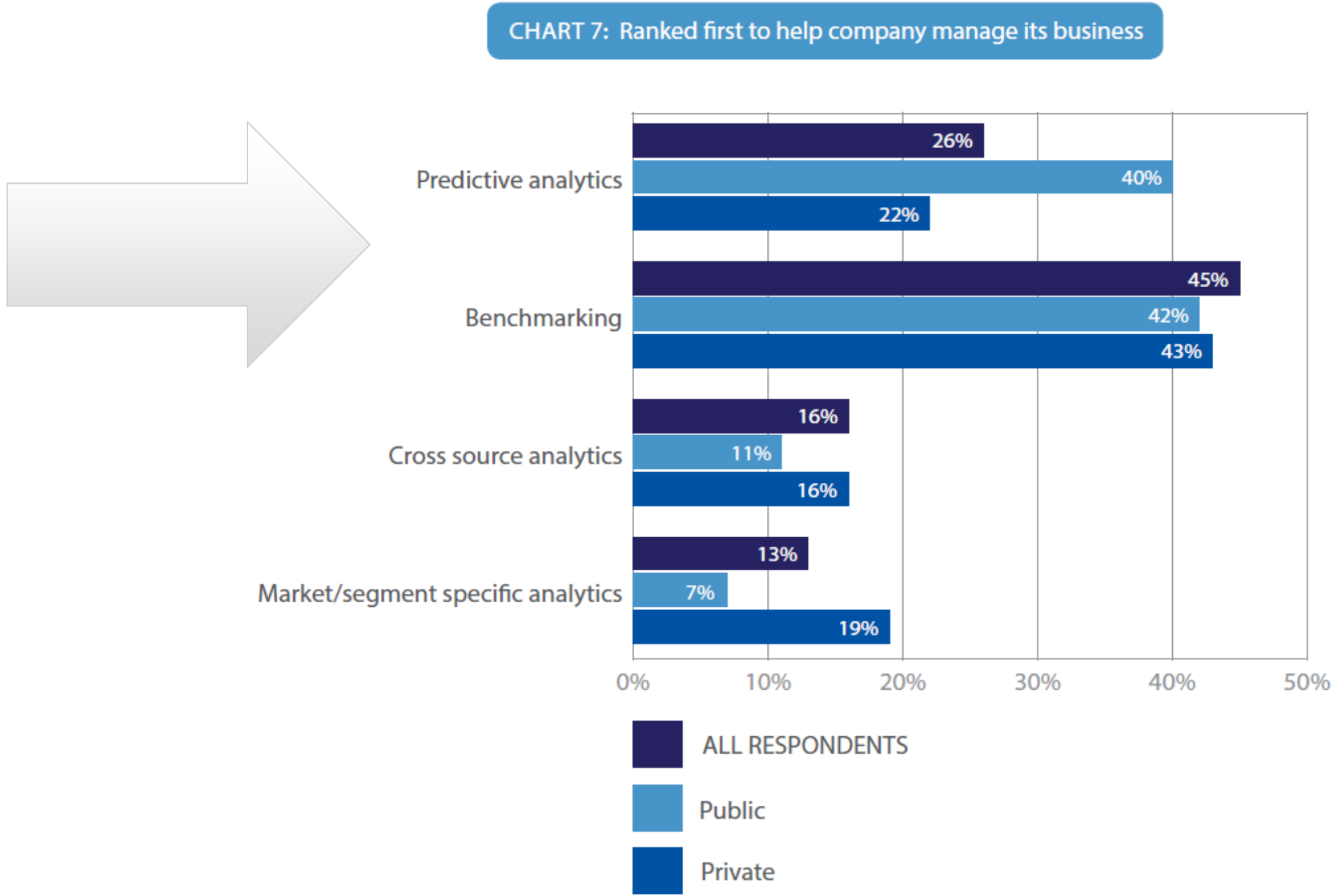
FINANCE NEEDS & HR CHALLENGES

FINANCE WANTS: ANALYTICS THEY CAN USE

CHART 11: If you had just one finance type metric to measure the health of your workforce, which of these metrics would you use?



FINANCE WANTS: PREDICTIVE ANALYTICS



BUT HR HAS CHALLENGES...



**Burden of
everyday
administration**

**Lack of buy-in from
executives**



**Lack of follow
through from
managers**

ANALYTICS RULES TO LIVE BY...

- If you don't measure it, you can't manage it
- If you can't take action on it, why measure it?
- People will behave according to the metrics and targets, so choose wisely!

SAMPLE SCORECARD

NEXT STEPS: HELP HR TAKE ACTION

01

ENGAGE LEADERSHIP.



Help identify a problem, anticipate what's next, and lay the groundwork for action.

02

DATA INVENTORY.



Identify valuable data. Flawless data isn't required - but the better the quality, the better the insights.

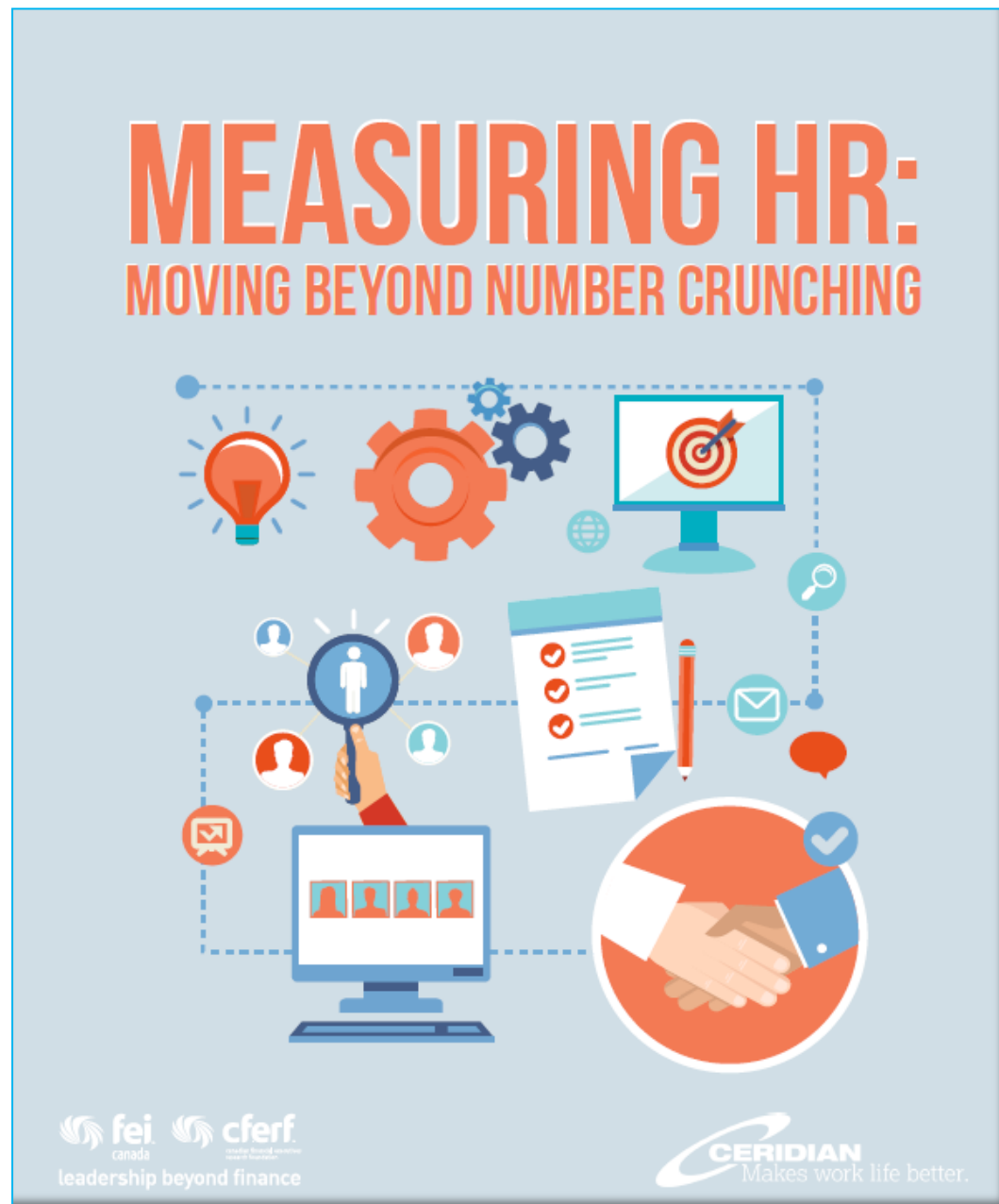
03

FOCUS.



Identify quick wins and pressing workforce-related business problems.

THANK YOU!



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Q & A

