



HR

METRICS

Does your HR measure up?

“Walked away wanting more and feeling motivated.”

- Kathy Brydon,
HRIS Manager, Shopko

“All first class. All topics of interest. All new insight.”

- Gail August, HR Business Analyst,
VPD Police Dept.

“Excellent information - we needed this!!”

participating organizations

22c Partners Inc.
EDS Advanced Solutions Inc.
Fraser Health
Greater Vancouver Community Services Society
Quantum Inc.
TMP International
VanCity Savings Credit Union
The Wynford Group

who should attend

Vice Presidents, Directors, Managers of:
Human Resources
Performance Measurement/Management
Training & Development
Compensation & Benefits
Recruiting
Staffing & Retention

Employee Development
Workforce Planning
Strategic Planning
Organizational Development
Measurement & Evaluation

course highlights

Implementing and managing your HR scorecard
Justifying how dollars spent on HR initiatives translate to bottom-line benefits
Developing strategy, tactics and metrics for human resources planning
Leveraging human capital analytics and its role in measuring the impact of HR activities

Course Leader
Barbara Quinn,
Founding
Partner, 22c
Partners Inc.



Les Johnson,
Quantum Inc.



Helen Luketic,
VanCity
Savings Credit
Union

Ashley
Bennington,
Fraser Health

Laura
Zaplatynsky,
TMP
International

Robin Grant,
Greater
Vancouver
Community
Services
Society

Gail Evans,
The Wynford
Group

COURSE LEADER

BARBARA QUINN

Barbara Quinn is a founding partner of 22c Partners Inc., a consulting organization that specializes in shared services. She is an expert in assessing and evaluating the impact of the Human Resource Function as a strategic investment. Barb consults and works in strategic alliance with US partners to a wide range of high profile organizations in Canada and the US, including Best Buy, HSBC, Sunlife, KPMG, Royal Bank Financial Group, GE, Kraft, Lockheed Martin, Deere Hitachi, Bell, Suncor, Husky Oil to name a few. She also works with several boards of directors and chairs of the HR committee to ensure the right metrics are in place for good governance. She is co-author of the bestselling book "Shared Services: Mining For Corporate Gold" and has published several professional journals on building brand for internal staff groups. She also wrote "Snap, Crackle or Stop; Change Careers and Create Your Own Destiny," published by Prentice Hall UK. She was the career job expert feature columnist for Chatelaine Magazine and has written articles for Monster, the UK magazine Be Unlimited. Barb is a certified Board Director holding the ICD. D designation, has a Master's Degree in HR Management and an undergraduate degree in English.

LAURA ZAPLATYNSKY

Laura Zaplatynsky is the Interactive Recruitment Specialist with TMP Worldwide.

ROBIN GRANT

Robin Grant is currently a professor in the School of Business at Kwantlen University College. She teaches primarily in the areas of Human Resources and Labour Relations. In addition to teaching, she provides HR consulting services in both the private and public sector. She has 10 years experience practicing HR, and holds her CHRP designation and a Masters in Human Resources Management from York University.

GAIL EVANS

Gail Evans has worked in the field of HR management for over 20 years. Prior to founding The Wynford Group in 1991, she honed her compensation and performance strategies at major energy industry companies such as Gulf Canada and NOVA Corporation, where she led the compensation group, as well as with a major national consulting firm. From this base she has developed a solid reputation in providing innovative consulting services including, Strategic Human Capital Management, Compensation & Reward Strategies and Performance Effectiveness. Her interest in Human Capital ROI and effectiveness metrics led to her involvement in a number of HR Benchmarking surveys and studies. In 2005 she established the Canadian Human Capital Benchmarking Survey based on the surveys conducted by the Canadian Institute of Strategic Management

LES JOHNSON

Les Johnson is a principal with Quantum Inc. - Practitioners in Organizational Improvement -specializing in consulting and training services to public and private sector organizations. His background includes assignments in service, management and quality at Xerox Canada Ltd. from 1973 to 2000. As Organizational Effectiveness Manager, he was responsible for productivity and level of service improvement, facilitation and support of Customer Teams and implementation of the Business Excellence Process. He served on the Xerox Transition Design Team and was instrumental in creating and launching the Business Process Management Program. This program included documenting processes in actionable terms, creating a measurement system not only linked to process output but also aligned with organizational goals, and root cause analysis. He facilitated benchmarking studies for the North American Integration Quality Improvement Team and has served as assessor for the Quality Council of British Columbia Silver Award Program.

CO-LECTURERS

HELEN LUKETIC

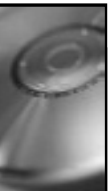
Helen Luketic is an HR Analyst with Canada's largest credit union and has worked in various roles within the Human Resources department for the past 8 years. She combines her HR certification, B.A in Economics and HR information systems knowledge to advance data quality and streamline processes. She champions HR metrics in the organization and is currently realigning the dashboard to the new corporate strategy.

ASHLEY BENNINGTON

Ashley Bennington is the Workforce Planning Consultant for the Fraser Health Authority, and has worked there since 2005 following completing of his MBA thesis at Ridge Meadows Hospital. In his role there, he authored BC's first health human resources plan, and has developed a unique predictive model to analyze present and future organizational staffing. This work has carried over into consulting with the Ministry of Health, where in 2007, Ashley led the work on labour projections for seven major occupational groups, and the results were subsequently used to shift post-secondary capacity and make changes to scopes of practice. Ashley also holds the position of Adjunct Professor of Business Administration at Simon Fraser University, where he teaches courses in HR Planning & Staffing, Organizational Behaviour, and Change Management & Organization Development. He obtained his Certified HR Professional (CHRP) designation in 2006, and won the BC Human Resource Management Association's Rising Star Award in 2007.

PROCEEDINGS CD - ROM

Audio/Video segments clickable slide by slide
Papers and overheads also included
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COURSE PROGRAM

ALIGNING HR WITH BUSINESS GOALS & MEASURES

Leading practices today state that HR needs to be aligned to the business strategy. As a result, HR typically has a planning process that starts with the business plan and then develops cascading goals with metrics to show how efficiently and effectively these goals are met. This session will look at how to develop metrics for HR planning.

- Leading practices for aligning your company's existing metrics with its business strategy
- How to truly drive business decisions using HR metrics
- Developing and validating new or current strategies, tactics and metrics
- Determining if your people measures support each of your key business strategies
- Communicating HR metrics throughout the organization to help employees understand their role in the success of the business

VALUE OF HR METRICS TO THE ORGANIZATION & BOTTOM-LINE

With today's relentless cost cutting in business, HR professionals increasingly need to justify how dollars spent on HR initiatives translate to bottom-line benefits. The problem is that many HR departments are simply not measuring the right things and therefore fail to accurately gauge HR's value. This session will give an overview of how workforce metrics can inform decision makers about the effectiveness with which a company is executing its strategy, addressing the company's alignment, diagnosis, planning, implementation and evaluation.

- How to assess your organization's HR role
- How to measure the effectiveness of the HR function
- Measuring how HR investments connect to organizational success
- Designing accountability metrics to facilitate leadership behaviour
- Devising performance metrics for attracting and retaining quality employees
- Aligning measurement systems with your corporate mission

FORMALIZING & AUDITING HR PROCESSES & PROCEDURES

Auditing your HR procedures will assist you in HR planning and forecasting for the success of your HR processes. It will also ensure that you utilize your HR processes efficiently because inefficiencies will lead to higher running costs in your organization. Give your HR function structure and direction to save time and money and increase the quality of service by learning how to:

- Draw a clear line from bottom to top through HR measures
- Use a scorecard to gauge the performance of the HR function
- Impact strategic business decision through the use of an HR scorecard

HUMAN CAPITAL ANALYTICS: MEASURING THE IMPACT OF HR STRATEGIES

In this session, participants will gain an understanding of how to use the key HR metrics associated with assessing and increasing Human Capital productivity and engagement to become industry leaders. Topics covered include:

- A diagnostic process using Human Capital Metrics to determine HR strategies that drive business value and performance in your organization.
- Key HR Metrics from the recent Canadian Human Capital Benchmarking Survey
- Benchmarking your organization against industry best practices
- Interpretation of results to determine the most critical HR

strategies to increase the Return on Investment of your Human Capital in your organization

- Case study: How companies have used this information to gain support for critical HR programs.
- Metric-based strategies that will increase productivity and engagement in your organization

HR DATA COLLECTION, ANALYSIS & DOCUMENTATION

While most organizations possess many sets of metrics coming from a variety of internal and external sources, a re-evaluation and re-examination of what you are measuring and tracking is critical. For HR data to be meaningful, it needs to be merged to create a common source of reference, so data is easily built to correlate across attributes. One of the biggest obstacles to implementing a metrics program is data integrity and validity. This presentation will discuss the importance of building an effective data pool.

- Tools and tips on how to identify, collect, analyze and document data
- Overcoming data collection obstacles
- Collecting data that is linked to the business objectives of your organization
- Collection and documentation methods
- Creating a standardized approach to collecting data

IMPLEMENTING & MANAGING YOUR HR SCORECARD

The use of a HR scorecard provides a tool that can demonstrate the link between the HR process to the organization's overall business strategy. A developed scorecard enables the organization to troubleshoot, identify areas for continuous improvement as well as clearly identify in what ways HR is contributing to the organization's business goals. Developing a HR scorecard becomes the primary way of managing the myriad of measures that need to be tracked and ultimately analyzed to produce outcomes.

- Creating a human capital analytics function
- Engaging key business partners in developing and implementing human capital analytics
- Exploring techniques in measuring, analyzing and improving human capital
- Communicating and integrating insight with the rest of the organization
- Developing key performance indicators and building metrics competency across the HR community

QUANTIFYING EMPLOYEE PERFORMANCE & PRODUCTIVITY

A culture of ownership, collaboration and commitment begins when everyone knows the metrics and how individual contributions impact the whole. To achieve this, an employee performance management system can be built from the ground up, with the intention of linking and measuring each employee's performance against the organization's goals and core attributes. Through the use of continual assessment, the system can determine the productiveness of each employee.

- Quantifying employee performance
- Assessing performance against the organization's expectations for growth and productivity
- Using process measures to gauge the performance of HR functions
- Measuring and linking performance and productivity to rewards, recognition and compensation
- Engaging employees in the measurement process
- Utilizing customized surveys to assess employee alignment with business strategies

DEMONSTRATE BOTTOM-LINE BENEFITS OF HR

USING MEASUREMENT TO GUIDE EMPLOYEE DEVELOPMENT & TRAINING

If employees are working well below their potential, how do you optimize employee development resources to close this gap? This session will explore this issue with a focus on measuring and analyzing individual career development to create stronger organizational value and performance. This session will explore how to tie various professional development resources to results and how to apply these measurement approaches to your organization. In addition, it will look at quantitative ways to link employee development to the bottom line.

- Reviewing your workplace skills plan and training report to evaluate actual vs. planned training
- Identifying your organizational skill needs and gaps by developing competency profiles for your staff
- Evaluating your skills transfer programs for effective succession planning and to equip candidates with the essential skills and competencies for future positions
- Understanding the common enablers and barriers for development of a learning measurement tool
- Utilizing metrics that communicate learning success and learning improvement

OBTAINING VALUE FROM RECRUITMENT METRICS

The bottom-line costs associated with a bad hire or promotion run deep. Conversely, the success an organization can enjoy by holding out for talent pays dividends well into the future. More and more, companies are looking to create a measurement process to improve the quality of hiring decisions. By implementing a metrics-supported hiring process, companies can gain insights into the market and translate the

metrics into winning strategies in combating shortage of talent. They can also save in operational losses due to employee ineffectiveness and turnover.

- Developing an integrated and comprehensive talent attraction strategy
- What to measure in order to better understand the ROI of your talent attraction strategy
- How much emphasis should you put into cost per hire?
- Utilizing both qualitative and quantitative measures

MEASURING HR BUSINESS PROCESS OUTSOURCING.

At present, more than 50% of Fortune 500 corporations outsource some HR functions. This session will examine some successful strategies to leverage business process outsourcing expertise to improve the entire recruitment and talent management process.

- Ways to determine your organization's readiness to undertake the complexity of outsourcing
- Selecting and measuring vendor performance
- Vendor management technology and the benefits of using a third-party MSP to manage contingent labour outsourcing
- Service level agreements and key performance indicators for outsourced HR
- Tying incentive/penalty clauses to metrics
- Automating metric data collection and review processes

Registration: To reserve your place, call Federated Press toll-free at 1-800-363-0722. In Toronto, call (416) 665-6868 or fax to (416) 665-7733. Then mail your payment along with the registration form. Places are limited. Your reservation will be confirmed before the course.

Location: Metropolitan Hotel Vancouver, 645 Howe Street, Vancouver, V6C 2Y9

Cost: The attendance fee for the course is \$1725 per person and covers attendance for one person and the lecturers' presentation material. The fee further includes lunch on the first day, morning coffee on both days and refreshments during all breaks. You may purchase a Proceedings CD-ROM containing edited actual proceedings and materials from the course.

Time: Course registration begins at 8:00 a.m. The morning sessions start promptly at 9:00. The second day ends at noon.

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Discounts: Federated Press has **special team discounts**. Groups of 3 or more from the same organization receive a **10%** discount. Groups of 7 or more from the same organization receive a **15%** discount.

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TO REGISTER FOR HR METRICS

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Approving Manager Title _____
Organization _____
Address _____
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Telephone _____ Fax _____ e-mail _____
Please bill my credit card: AMEX VISA Mastercard
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Signature: _____

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