HR Metrics & Analytics
MSB21T2001

GALGOTIAS
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Index-Session 24

session Objectives- Topics to be discussed

1. HR REPORTING

2. TYPES AND FORMS OF HR REPORTS

Recap of Session 26

1. PROCESS OF DATA COLLECTION FOR HR ANALYTICS

2. DATA COLLECTION FOR EFFECTIVE HR MEASUREMENT

HR REPORTING

With data collection, we complete the initial requirements of HR analytics, as these data help us to get insights that ease our decision-making process. Analysing data with HR analytics solutions, we generate various HR reports. Predominantly, HR reports focus on employee data more in the perspective of the cost issues; however, combining these reports with other databases, such as budgets, performance evaluation records, attendance records and so on, human resources can take better business-focused decisions. HR reports also benefit HR managers to showcase the business value of human resources. For example, with a HR report that connects employee satisfaction with customer satisfaction, it is possible to illustrate human resources' contribution to business. Likewise, small savings in HR costs can enhance organizational profitability. Similarly, talent retention can help in successful new product development and so on. Effective HR reports can benefit pulling all employee information into one single view, looking at which HR managers can understand on real-time basis the pulse of HR functions in the organization. A quick glance at HR reports also helps in integrated HR decision-making.

As HR reports are connected with the MIS of the organization, moving the cursor to the specific report contents, we can get detailed insights. For example, using a bar diagram, we can represent last five years' trend in headcounts. Here, we can get the specific number of headcounts for a particular year moving the cursor in the right position of the bar diagram.

Again HR reports may be conflicting with the reports from other functional areas. For example, HR reports may conflict with finance reports because of the difference in the nature of reports in these two functional areas. Such problems can be resolved when an organization standardizes its entire reporting systems. Having understood the importance of HR reports, it is now important to see different types and forms of HR reports. Each type and form has its individual merits and demerits

Types and Forms of HR Reports

Functions	Employee ID	Hiring Date	Number of Years in Same Job Position	Compa-ratio
HR manager	212	2 January 2005	5	1.55
HR manager	213	4 February 2007	3	1.08

Grade	Level 1	Level 2	Level 3	Level 4	Level 5
1	15,000	18,000	21,000	23,000	25,000
2	20,000	23,000	25,000	26,000	27,000
3	24,000	27,000	30,000	33,000	35,000
4	30,000	33,000	36,000	39,000	42,000
5	40,000	45,000	50,000	55,000	60,000

Following is a list describing the various types of reports prepared:

1. Detailed employees' reports: Such reports are mostly prepared for internal use, say finance department. Based on this report, the finance department takes necessary decisions, such as release of monthly compensation, preparing compensation budgets, according monetary sanctions, estimating the welfare expenses and so on. A sample employee report is presented as follows:

If you examine this employee report, you could see that the first HR manager who is in the same job position for five years with a comparatio of 1.55 needs to be promoted, or we can say that his/her promotion is overdue, while the other HR manager and the HR executive can still continue in the same job position for some more time. As this report only factored into the compa-ratio and not performance measures, we can interpret this likewise. However, higher compa-ratio is an indicator of good performance, else the employees could not have received raise in compensation to reach to the current level of compa-ratio. All these depend on company-specific policies and strategies.

1. Detailed payroll reports: Based on the detailed employees' reports, payrolls are prepared by the finance department, and again forwarded to the HRD for final vetting. Payroll reports are also important for statutory filing of HR information to the concerned bodies. A sample payroll report is presented further:

Compensation Reports of HRD, July, 2016Annual Compensation by Grade and Level

Notes: Grades 1–5 are assigned from HR executives (Grade 1) to HR director (Grade 5).

The levels indicate the years of service in the same job and the corresponding pay after annual increment. The company follows promotion from within and also goes for lateral recruitment, wherever necessary.

1. Detailed leave reports: Leave records are important and have direct linkage to the finance functions of the organization as employees get paid for the unavailed leaves. Also, employees get salary for the leave period, when such leaves are approved and the employees have sufficient leave. Employees' leaves are classified and credited to the respective leave account depending on the nature of the leave.

1. Detailed performance reports: These reports summarize employees' performances, breaking it into convenient slots, e.g., monthly, quarterly, six-monthly and annually. Such reports help in quick understanding of the performance trend, help in understanding which employees need training and development support, help in understanding who are eligible for future promotion and so on. In the following table the annual performance summary report of the sales department of a hypothetical company has been presented:

•Detailed training report: This report essentially focuses on documenting the training calendar, with supportive information like target participant days of training, expenses on training as the percentage of total revenue and costs and so on.

Dashboards: We have already explained dashboards in Chapter 4. Basically, it is a snapshot of organizational HRIS. Updating dashboards with HR data from time to time ensures real-time monitoring of employees' performances and other HR phenomena. This form of HR report can be prepared with HR analytics solutions and even using Excel. Better visualization of trend enables HR managers to initiate appropriate actions to drive organizational growth. For example, dashboards may have talent retention trend in the company, monitoring which HR managers can initiate the adoption of appropriate strategies for talent retention. A dashboard is also known as visual HR reporting. A sample dashboard is illustrated further:

Head Counts in HR Department as on July, 2016
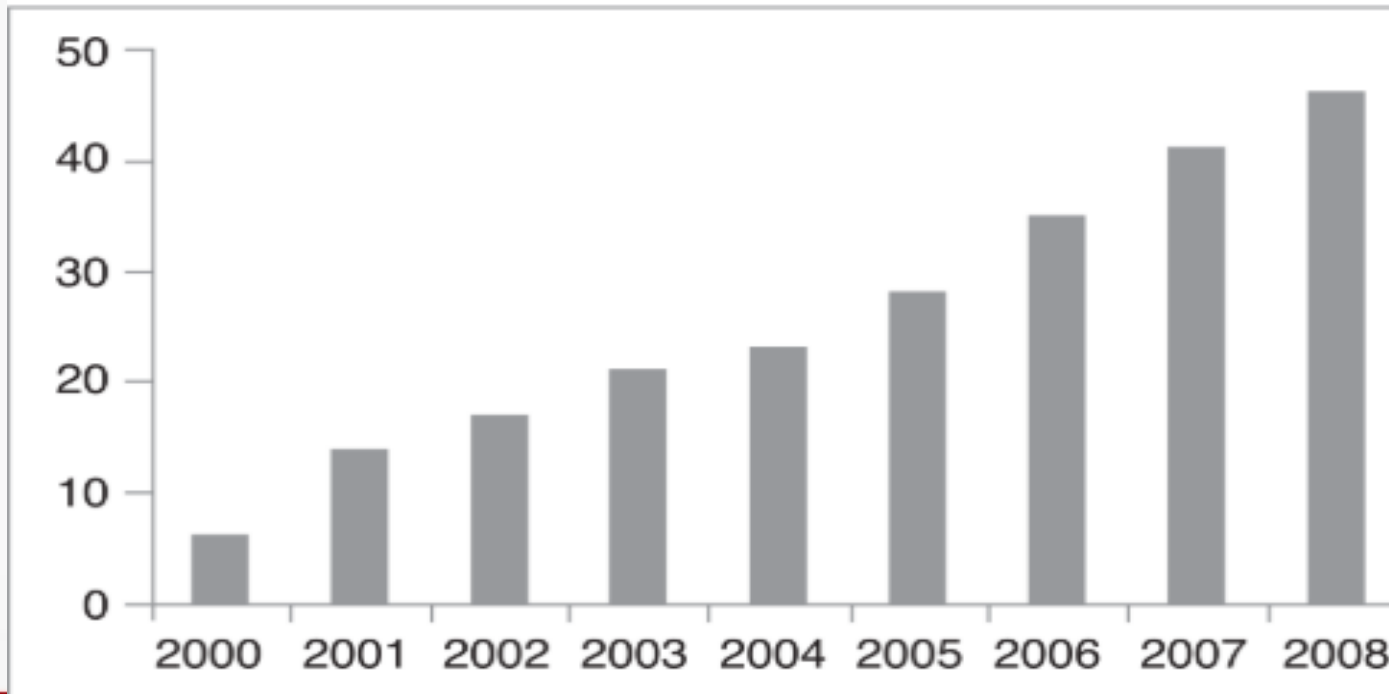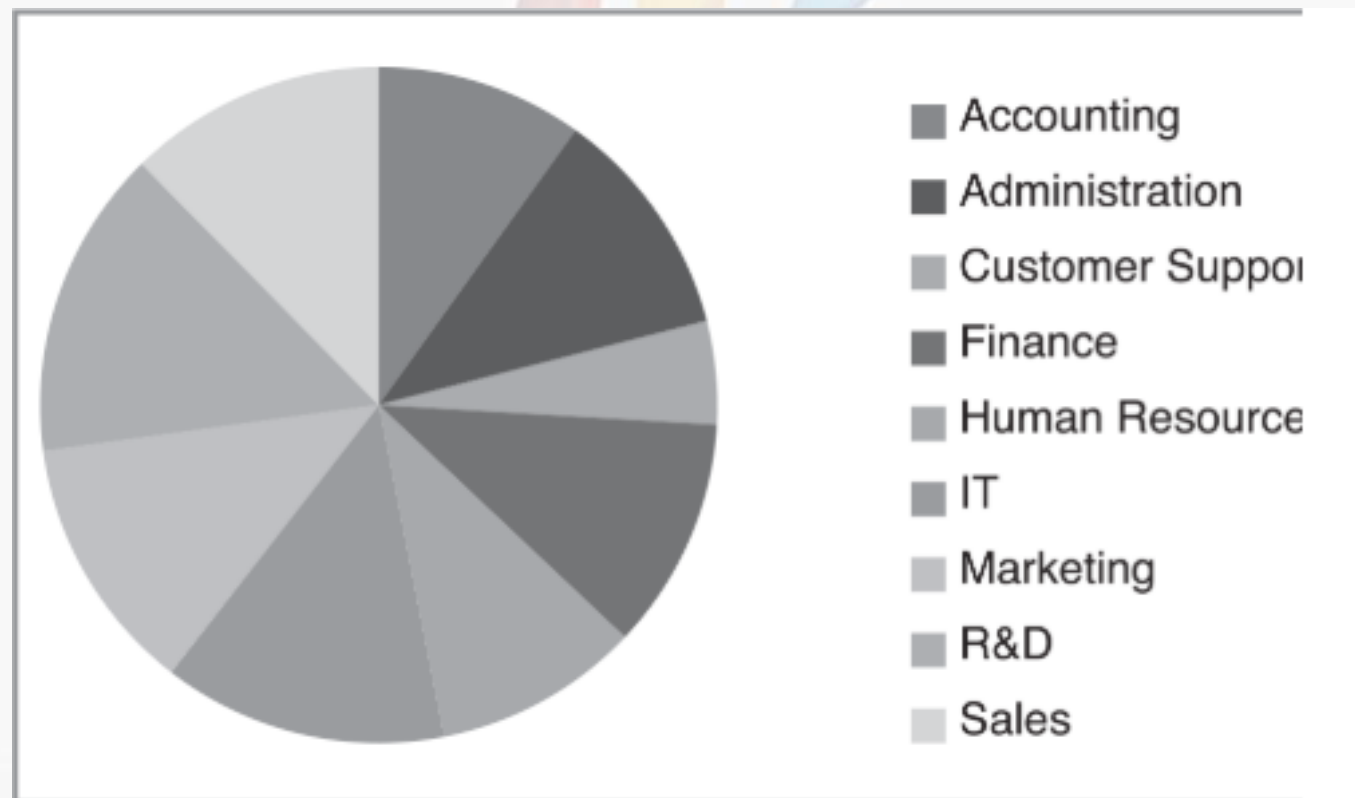
School of Business

Employee Code	Revenue Generated (in Million Rupees)	Target Assigned Current Year (in Million Rupees)	Target Achieved Last Year (in Million Rupees)	Achievement as Percentage to Last Year	Performance Rating
260	2.6	2.01	1.56	167	Outstanding
241	2.01	2.3	1.95	103	Good
171	2.05	2.3	1.87	91	Average
189	2.87	3.09	2.67	107	Very good

Employees by Functions

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In case, you find any difficulty in understanding the concepts of lecture, please feel free to contact.

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Thanks