

# HR Metrics Resources

## Metrics in Federal Agencies (How are Federal agencies using metrics?)

- [FAA's Office of Human Resources Management: Using a Balanced Scorecard to Translate HR Vision into Action](#) 5/02
- FAA presentation to the Balanced Scorecard Interest Group.
- [Naval Undersea Warfare Center Balanced Performance Measures](#) 6/02  
"An important feature of our Strategic Plan is the establishment of a set of balanced performance measurements that allow us to assess our progress towards achieving our strategic goals."
- [U.S. Department of Commerce Acquisition Community – Balanced Scorecard](#) 4/02 (Contains information and links related to acquisition performance measures.)
- [NASA's Marshall Space Flight Center \(MSFC\)--Balanced Scorecard Web Site](#) (FY2002 Implementation Plan) 11/02  
Describes several initiatives at MSFC, such as continual improvement and customer satisfaction.

## Metrics in Other Countries (How are other countries using metrics?)

- [Study of Human Resource Benchmarking and Best Practices](#) (Treasury Board of Canada) 8/02  
"The objective of this study was to review a selection of the numerous existing sources of published information on best practices related to Human Resource activities, specifically those relevant to Classification, Staffing and Compensation. Our intent was to draw a common relationship, if one could be established, between the methods used to report on these three specific functions in both the public and private sectors. We used these findings to determine how they were applied in practice within the federal public service."
- [What It Takes to Know Your Workforce: A Case Study on the Use of HR Performance Measurement in Strategic Business Planning \(Government of Western Australia\)](#) 8/02  
"The purpose of this paper is to provide a practical example of how to undertake human resource benchmarking and effective HR performance measurement."

## Metrics in Use (How are organizations using metrics?)

- [Our Balanced Scorecard](#) (University of California—Berkeley; Business and Administrative Services) 12/01  
(Overview of BSC used by USC-Berkeley's Business and Administrative Services.)
- [Balanced Scorecard—Overall Priorities FY 2002](#) (Washington State, Department of Personnel) 12/01  
(Department of Personnel's overall balanced scorecard priorities for FY 2002.)

## **Success Stories** (How have metrics helped organizations succeed?)

- [Deakin University – Using Data to Improve People Management](#) 3/02  
("Deakin's HRS Division uses a range of data to improve the quality of people management throughout the University.")
- [Measuring the Impact of Career Development on an Organization](#) by Ron Elsdon and Seema Iyer (Sun Microsystems, Inc.) 3/02  
("This case looks at measuring how the organization benefits from investing in employee career development, and the paradox of how equipping employees with greater self determination enhances retention.")
- [U.S. Mint Balanced Scorecard](#) 3/02  
("By surveying its customers and using the data to set goals and improve its performance, the Mint dramatically improved its customer service.")

## **Work/Life Initiatives** (How can organizations measure work/life initiatives?)

- [Quantifying the Impact of Work/Life Programs](#) by Richard Federico 10/02  
"Anecdotal evidence indicates that work/life initiatives are wise investments, but employers are increasingly interested in quantifying the impact of those initiatives."
- [The Last Word On Productivity and Telecommuting](#) by Gil E. Gordon 10/02  
A discussion of the problems in measuring the effectiveness of telecommuting.
- [2001 Career Survey of Work/Life Professionals: Summary of Results](#) prepared by Heidi Ames Guglielmino 10/02  
This survey includes a section on the organizational impact of work/life programs.
- [Measurement Breathes Life Into Work/Life Initiatives](#) by Ann Vincola 10/02  
"As companies strive to achieve a balanced and productive workplace, offering work/life benefits is only half of the solution. Companies need to evaluate the impact of these initiatives in order to substantiate their existence."
- [Linking Competencies and Work/Life Programs is the Key to Gaining a Competitive Edge](#) by Ann Vincola and Nancy Mobley 10/02  
"Studies show that work/life initiatives are a powerful tool to motivate people and encourage commitment to achieving business objectives."
- [Work/Life's ROI](#) (from Industry Week) 10/02  
"One of the greatest ironies in the work/life arena is that most companies considering such initiatives want data to substantiate the potential return on investment, but many companies that have implemented such initiatives do not evaluate them."

## **Articles on Metrics** (What are the experts saying?)

- [Competency Metrics for Recruiters](#) by Kimberly Bedore 8/02  
"It became evident that while recruiters of all types strongly agree as to the soft skills that contribute to a recruiter's success, there was far less agreement on the "hard" skills — the measurable skills that are used on a daily basis. In this article, we will look at some of these skills and how to leverage this information for recruitment team credibility and success."
- [Beyond Cost-per-Hire and Time to Fill: Supply-Chain Measurement for Staffing](#) by John W. Boudreau and Peter M. Ramstad 8/02

“In this article, we propose a framework for a staffing measurement system that truly supports professional excellence, partnership and optimal investment decisions.”

- [Human Resource Metrics: Can Measures Be Strategic](#) by John W. Boudreau and Peter M. Ramstad 5/02  
“For metrics to advance beyond simply a large inventory of potentially-useful indices with no integrating logic or theory, they must be driven by a strategic perspective that can identify key measures, their necessary characteristics, and the linkages necessary to test and enhance their quality.”
- [Measuring Intellectual Capital: Learning From Financial History](#) by John W. Boudreau and Peter M. Ramstad 6/02  
“In this article, we suggest that designers of HR measurement systems can learn from the success of well-accepted measurement models in the financial and marketing arenas. We show that the historical development of these measurement systems suggests several lessons for the HR measures of the future.”
- [Strategic Human Resources Management Measures: Key Linkages and the PeopleVantage Model](#) by John W. Boudreau 4/02  
 (“This article proposes that the key to creating meaningful HR metrics is to embed them within a model that shows the links between HR investments and organizational success.”)
- [How to Get Your Head Around Measuring Minds](#) by Geoffrey Colvin 5/02  
“Optimizing use of the scarce resources is what managers get paid to do, so the smart ones are clamoring for measures—metrics, as they like to say—that will help.”
- [The Dark Side of Metrics](#) by Gerry Crispin 3/02  
 (“It was many years ago while participating on process improvement task force that I first observed the dark side of metrics.”)
- [HR Concepts -- Numbers? Yuck!](#) by Mike Deblieux 12/01  
 (“The days of getting through an HR career without using at least basic statistics to answer business questions are numbered.”)
- [Rethinking Metrics in a Recession](#) by Ken Gaffey 10/02  
 “The metrics developed to measure you in the “good times” may not serve you fairly in the “bad times.”
- [Why Leaders Should Reconsider Their Measurement Systems](#) by Michael Hammer 8/02  
 “The measurement system did not connect the numbers to each other in a meaningful way or provide executives with any guidance as to how to improve them.”
- [Measure the Metrics](#) by Karen Hildebrand 12/01  
 (“Metrics is a tool for a larger analysis of your recruiting effectiveness.”)
- [What’s the ROI for Your Benefits?](#) by David M. Katz 10/02  
 “With senior financial executives seeking tighter budgets, consultants look to quantify the costs and rewards of offering employee benefits.”
- [Using Measures To Connect Strategy With Customers](#) by Robin Lawton 6/02  
 “Whether we’re talking about the mass of a star, academic aptitude, pollution, organizational success or customer satisfaction, our evolution in understanding a topic is marked by our ability to measure it.”

- [Metrics](#) by Katherine Lee 4/02  
("Although companies have been developing a stronger backbone for using quantitative measurements, or metrics, only about 1% of HR budgets are being allocated to this venture. Why is there aversion to numbers?")
- [Staffing's Impact on Shareholder Value](#) by Yves Lermusiaux 10/02  
"Fiscally responsible CEOs insist that every business decision their companies take must create value."
- [Performance Measurement in Not-For-Profit and Public-Sector Organisations](#) by Malcolm Macpherson 12/01  
("Measuring performance is increasingly important in not-for-profit and public sector organizations—from those as large as the US federal government to the smallest volunteer group. Human resources metrics are the most relevant—spanning function, operations and strategy.")
- [Don't Just Get Them Coffee: A Study in Recruiter ROI](#) by Beth Minter 6/02  
"That's right, we're going to have to measure recruiter's ROI. Just like our counterparts in manufacturing, IT, sales, consulting, or customer service, we will be required to document the quality of our work. And that's going to involve accountability. In particular, we'll have to take responsibility for the performance of our hires. It is the only clear path to illustrating our profitability to our companies rather than our cost."
- [Mining the Data All Around You](#) by Angela D. Sinickas 10/02  
"Communication measurements can be even more powerful when compared against measures of operational outcomes communications is affecting."
- [Put Your Money Where Your Results Are](#) by Audra Slinkey 3/02  
("The Recruiting and Staffing function in any organization is one of the hardest departments to measure but also the most crucial.")
- [The Cost of Delay](#) by Alice Snell 5/02  
"Assessment of ROI on a system implementation reflects favorably on the HR staff. It shows that the recruiters and other key HR stakeholders who comprise the selection committee realize the importance of carefully evaluating each strategic business decision."
- [Checklist of Possible Employment "Metrics"](#) by Dr. John Sullivan 3/02  
("This checklist can be used as an audit tool or as a mechanism for identifying and continuously improving the employment function.")
- [Develop an Employment Dashboard and Index](#) by Dr. John Sullivan ([Article #149](#)) 4/02 149-6/02  
("You can't improve what you don't measure, so metrics are a crucial element of great recruiting. ")
- [Instead Of The Cost Of Hire...Measure The Cost Of A Bad Hire](#) by Dr. John Sullivan 10/02  
"If your company has a turnover of 20% per year and all of your new hires are mediocre, it will only take 5 years for all of your entire workforce to be mediocre."

- [HR Effectiveness Metrics](#) by Dr. John Sullivan 12/01  
(Measures that can be used to evaluate the effectiveness of an HR function.)
- [Measuring Training Effectiveness / Impact](#) by Dr. John Sullivan 5/02  
“Training can be measured in a variety of ways.”
- Quality of Hire: Why You Should Measure It ([Part 1](#)) and Quality of Hire: What to Measure and When to Measure It ([Part 2](#)) by Dr. John Sullivan 8/02  
“I consider the single biggest fault with corporate and external recruiting functions to be their almost universal failure to measure the quality (or performance) of the people they hire. Nearly every other "overhead" function, from supply chain to package delivery, has jumped on the ISO or six-sigma bandwagon, but recruiting has continued to resist.”
- [The Fallacy of ROI Calculations](#) by Daniel R. Tobin, Ph.D. 10/02  
“This entire article can be summarized by what I immodestly call "Tobin's Law" -- *If you start and end all of your learning efforts by focusing on your organization's goals, you will never be asked to do an ROI analysis to justify your budget.*”
- [How CEOs Find Often-Elusive Answers to the Measurements that Matter](#) by Candace Walters 4/02 (link broken 9/02)  
 (“Where do CEOs go to learn the most vital insights about running their companies?”)
- [Let the Number Help You: Meaningful Metrics for Today](#) by Kevin Wheeler 4/02  
 (“Recruiters, like so many others on the support side of business, generally don't have good statistics about what they do, nor do they have a plan to communicate to management just what they have contributed. It doesn't have to be that way.”)
- [What the CEO Thinks You Know](#) by Kevin Wheeler 5/02  
 “There is a common language used by top-level managers in every company, and these managers assume you can speak that language. It is a language centered on business concepts and a handful of assumptions they make daily.”
- [The Incredible Cost of a Bad Hire—Part 1 & Part 2](#) by Dr. Wendell Williams 6/02  
 “Most people don't realize recruiting costs are more than the cost of acquisition or cost of turnover; they are also deeply hidden in the cost of variable productivity. From the largest organization to the smallest, bad hiring practices tend to secretly cripple organizations.”
- [Six-Sigma Hiring](#) by Dr. Wendell Williams 8/02  
 “A Six-Sigma program will take a heavy investment in human effort and considerable support from senior management. Alignment of hiring, placement, management, training, performance appraisal, performance management, and environmental systems should be the ultimate HR goal. If unable to implement an entire Six-Sigma quality system, then concentrate where the best return can be obtained — hiring and internal promotion systems.”
- [Measuring the ROI of Training](#) by Ben Worthen 3/02  
 (“You know your employees want more training, but how can you tell if you are getting your money’s worth?”)

- [A Seven-Step Process for Measuring the Results of Work Teams](#) by Jack Zigon 10/02  
“This article will present the common problems associated with team measurement, as well as a practical, seven step process for creating team result measures.”
- [How to Measure White Collar Employee Performance](#) by Jack Zigon 6/02  
“This article will give you several tools for defining performance standards for the hard-to-measure jobs in your organization.”

### **Metrics Archives** (Where can I find metrics’ archives containing papers, articles, and guidance?)

- [Management Assistance Program for Nonprofits](#) 8/02  
Performance Measurement: Guidelines, Myths and Examples.
- [U.S. Foundation for Performance Management](#) 8/02  
Papers, presentations, and briefings.
- Zigon Performance Group [Links](#) | [Articles](#) 8/02  
Website links and articles.

### **Resources on Metrics** (What resources are available?)

- [Balanced Scorecard Interest Group](#) 12/01  
(This group of federal agency participants convenes monthly to learn from each other what is going on in the arena of managing agency operations through the use of a Balanced Scorecard approach. It creates an opportunity for those who have not made up their minds as to whether this is a useful approach to come and learn, and for those that have begun using a balanced scorecard approach to exchange experiences and lessons learned.)
- [The Balanced Scorecard Institute](#) 12/01  
(The Balanced Scorecard Institute is an independent, nonprofit source of information about applications of the balanced scorecard approach to management in government and other nonprofit organizations.)
- [FedScope](#) 12/01  
(FedScope is an On Line Analytic Processing tool which provides a free and easy way to access and analyze a large array of Federal employment data on your own.)

### **Formulas for Change** (Where can I find formulas that might be useful in studying organizational change?)

- [A Formula for Change \(NASA\)](#) 5/02  
Change =  $P \times V \times C \times AS / R1/R2$  where P = Pressure; V = Vision; C = Current State; AS = Achievable Steps; R1 & R2 = Resistance to change divided by the readiness for change.
- [Modified Tyson-Dannemiller Formula for Change](#) 5/02  
 $C = V \times D > R$  where C = Change; V = Vision for the Future; D = Dissatisfaction with the Status Quo; R = Resistance to Change.
- [The Change Formula](#) 5/02

Ch = D x M x P > C where CH = Change; D = Dissatisfaction with the status quo; M = A new model for managing or organizing; P = A planned process for managing Change; C = Cost of change to individuals and groups.

## CONFERENCE AGENDAS FOR 2003

- [2003 Performance Measurement Conference](#) (Presented by The Conference Board) 6/02, 8/02, 10/02  
(March 26-28, 2003; San Diego, CA; \$1875)  
“Integrating measurement and management for maximum performance.”
- [2003 Performance Measurement Conference](#) (Presented by The Conference Board) 6/02, 8/02, 10/02  
(April 30-May 2, 2003; New York, NY; \$1875)  
“Integrating measurement and management for maximum performance.”

**Conference Calendars** (Where can I find lists of conferences and seminars about HR metrics and other related topics?)

- [GovExec.Com’s Calendar of Events in the Federal Arena](#) 4/02  
(Government Executive magazine’s online calendar of events.)
- [International Quality & Productivity Center’s Conference Topics](#) 4/02  
(IQPC’s conference information and links.)

**Books** (What books provide useful information about HR metrics?)

- [The ROI of Human Capital: Measuring the Economic Value of Employee Performance](#) by Jac Fitz-Enz 6/02  
“We all know that people--not cash, buildings, or equipment--are the lifeblood of any business enterprise. Yet, astonishingly, there has never been a reliable way to quantify the contribution of human capital to corporate profit...until now.”
- [The Balanced Scorecard: Translating Strategy into Action](#) by Robert S. Kaplan & David P. Norton 8/02  
“More than just a measurement system, the Balanced Scorecard is a *management* system that can channel the energies, abilities, and specific knowledge held by people throughout the organization toward achieving long-term strategic goals.”
- [Balanced Scorecard in the Federal Government](#) by James B. Whittaker 6/02  
“One of the most successful of these approaches has been the “Balanced Scorecard” – a new corporate favorite – adapted specifically for implementation in the federal government. Now you can discover how your federal colleagues are achieving operational excellence and enhancing organizational performance using this successful approach in the pages of this all-new book by Jim Whittaker.”
- [How To Measure Team Performance](#) by Jack Zigon 8/02  
“Concrete step-by-step instructions, examples from six different industries and 40 positions, worksheets, job aids and exercises are all included.”

## **Metrics Initiatives** (What is happening in metrics?)

- [The President's Management Agenda—The Scorecard](#) 11/02  
“The Executive Branch Management Scorecard tracks how well the departments and major agencies are executing the five government-wide management initiatives.”

## **Diversity Initiatives** (How can organizations measure diversity initiatives?)

- [Creating a New Balance Sheet: The Need for Better Diversity Metrics](#) by Patricia Digh 11/02  
“It is no secret—businesses measure return on investment. And, while in many cases, diversity programs have been considered "soft" programs whose returns have also been "soft" and difficult to gauge, successful HR professionals are learning to demonstrate the contribution of diversity (and not just diversity programs) to the business (and not just to the people in the business).”
- [Law Firm Diversity](#) by Scott Mitchell 11/02  
“Without an understanding of how diversity impacts the bottom line, diversity programs are short-lived, inadequately funded, and not taken seriously by either the firm management or those responsible for implementing its initiatives.”

## **Knowledge Management Initiatives** (How can organizations measure knowledge management initiatives?)

- [Knowledge Management Metrics – A Learning Process](#) by Laurence Smith 11/02  
“Many existing efforts to quantify the impact and value of organizations huge investments in Knowledge Management fall afoul of an over focus on measuring technology metrics rather than business improvements; web site hits rather than business performance.”
- [Metrics Guide for Knowledge Management Initiatives](#) 11/02  
“This guide presents a practical framework for measuring the value of investments in KM initiatives.”

## **Articles on Metrics** (What are the experts saying?)

- [Metrics in the Real World: Interview With Barbara Davison](#)  
by David Creelman 11/02  
An interview on HR metrics with Barbara Davison of the Saratoga Institute.
- [The Metrics of a Non-Event](#) by Ken Gaffey 11/02  
How do you measure a non-event?
- [Measuring Your Employer Brand](#) by Dr. John Sullivan and Master Burnett 11/02  
“For most in HR, the idea of measuring something that isn't tangible is difficult to grasp. But measuring your brand isn't as hard as it may seem.”
- [Calculating the Cost of Hiring Poor Salespeople](#) by Wendell Williams 11/02  
What is the cost of a poor salesperson?