Guidelines for measuring a joint success profile for Chief Human Resource Officers

The role of Chief Human Resource Officer (CHRO), or its equivalent, is a key enabler of business outcomes and is critical to agency performance. The joint success profile for Chief Human Resource Officers identifies the expectations an organisation has of its CHRO. Whether these expectations are met can be measured by assessing the CHRO’s impact in the following ways:

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| HR process enablers |  | Does the agency’s HR function perform in the way the CHRO success profile suggests it should? |
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| Agency business outcomes |  | Does the agency achieve the impact the CHRO success profile suggests it should? |

To answer the above questions, the most suitable measures of the success of the CHRO role will depend on the business activities and objectives of the agency and of its jurisdiction.

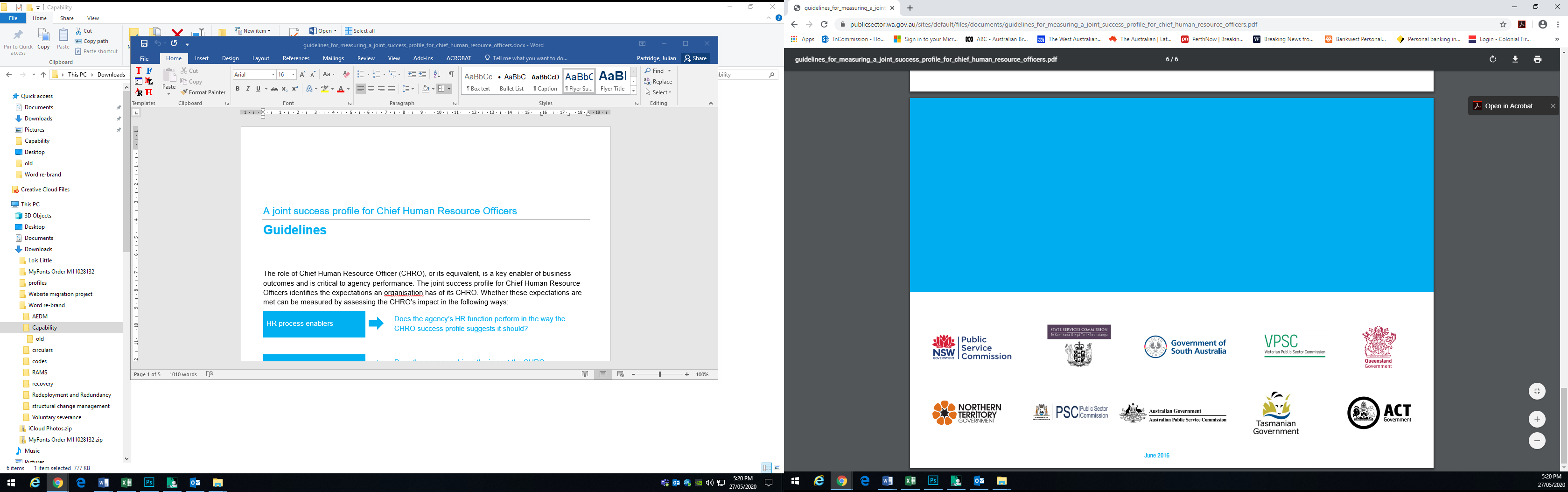
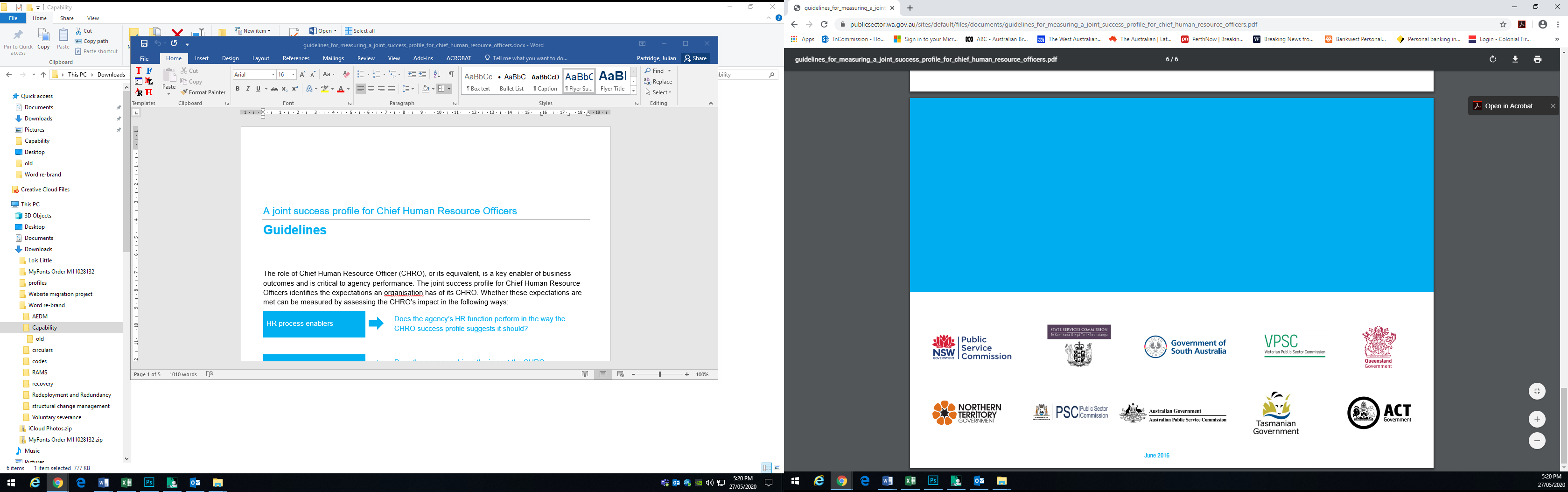
To assist with this measurement the following document identifies areas where success of the CHRO could be measured through key indicators. In using this document, agencies may wish to:

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|  |  | Tailor the areas of success and key indicators to the agency’s business area, objectives and requirements from the CHRO role |
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|  |  | Identify the kinds of evidence that would be most relevant in evaluating the success of the CHRO |
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|  |  | Include these key indicators in the role specification or performance agreement for the CHRO |
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|  |  | Utilise existing evidence-gathering methods and/or develop tailored methods to evaluate the CHRO’s performance and impact |
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| **Expectations** | |  | **HR process enablers** | |  | **Agency business outcomes** | |
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| Understand the organisation’s business and its role in public value creation | |  | Organisational culture | |  | Customer satisfaction | |
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| Act as a steward of organisational culture and capability | | Workforce capability | |
|  |  |  |  | Business sustainability | |
| Enable leaders to engage and manage the workforce as a key driver to achieve business outcomes | | Leadership enablement | |  |  |
|  |  |  |  | Value for money | |
| Empower the organisation to make workforce decisions based on evidence and insights | | Workforce decisions | |  | |
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| Partner with leaders to develop key workforce interventions to meet changing demands and rising customer expectations | |  | |  | |
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| Build functional excellence within the HR area to improve credibility and promote customer focus | |  | |  | |
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| EXPECTATIONS | HR SUCCESS MEASURES | | BUSINESS SUCCESS MEASURES | |
| --- | --- | --- | --- | --- |
| HR PROCESS  ENABLERS | EXAMPLE HR PROCESS INDICATORS | AGENCY BUSINESS  OUTCOMES | EXAMPLE BUSINESS  INDICATORS |
| **Understand the organisation’s business and its role in public value creation** | * Leadership development * Performance management * Talent sourcing and acquisition | * Senior leadership quality index * Breadth and depth of leadership pipeline (maturity rating) * Performance management maturity rating * Quality of hire (rating) * Ratio of positions filled by external candidates * v. internal candidates | Operational efficiency improvements:   * Productivity * Process improvements * Workflow   Operational effectiveness improvements:   * Risk management * Business flexibility/agility * Business creativity/innovation | * Costs/Budget * Customer satisfaction rate (customer survey) * Achievement of objectives in strategic/business plans (%) |
| **Act as a steward of organisational culture and capability** | * Employee engagement * Rewards and recognition * Communication * Leadership development * Values and ethics * Diversity & inclusion * Employee Value Proposition | * Employee engagement score * Annual absentee rate (%) * Mobility rates (%) * Annual WHS claims (quantity and/or $) * Annual grievances (%) * Employees satisfied with direct manager (%) * Bullying incidents (# and/or %) * Workforce diversity (% improvement on key targets) * Recognised by employees as employer of choice (% or employee net promotor score)   N.B. Other measures of HR process enablers may be found in an agency or jurisdiction’s employee engagement survey | * Ability to attract staff with the desired skills, knowledge and attributes * Employee mobility (within the agency or sector) * Diverse and inclusive workforce * WHS outcomes (fewer injuries and better well-being) | * Recognised as a “best practice” organisation (%) * Recognised as an employer of choice by external jobseekers (%) * Customer satisfaction rate (customer survey) |
| **Enable leaders to engage and manage the workforce as a key driver to achieve business outcomes** | * Employee engagement * Line manager effectiveness * Leadership development * Human Capital Management Systems * Performance management | * Employee engagement scores (especially ‘satisfaction with direct manager’) * Staff retention rates (%) * Turnover in key jobs (% per annum) * HR process costs (as % of total organisational costs) * Employees retained after probation period (%) * Employees with performance improvement plans (%) * Successful completion of performance plans (%) * Employees with performance objectives linked with organisation goals/priorities (% or #) | * Business sustainability * Customer satisfaction * Value for money * Productivity * Employee Value Proposition | * Costs/Budget * Productivity improvements (%) * Improvements in capability review findings (# or %) * Customer rating of service quality (as % of maximum score) |

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| **EXPECTATIONS** | **HR SUCCESS MEASURES** | | **BUSINESS SUCCESS MEASURES** | |
| **HR PROCESS  ENABLERS** | **EXAMPLE HR PROCESS  INDICATORS** | **AGENCY BUSINESS  OUTCOMES** | **EXAMPLE BUSINESS  INDICATORS** |
| **Empower the organisation to make workforce decisions based on evidence and insights** | * Workforce strategy * Workforce planning * Talent Acquisition * Mobility * Diversity and equity * Learning and Development | * Identified short and long term capability gaps (# of roles) * Risk level for key roles * Quality of hire (rating) * Internal promotion rates (%) * Mobility rates (%) | * Achievement of objectives in strategic/ business plans * Responsiveness to changing environments and circumstances | * Total hiring and termination costs (%) * Objectives met (%) * Customer satisfaction rating (as % of maximum score) |
| **Partner with leaders to develop key workforce interventions to meet changing demands and rising customer expectations** | * Talent sourcing and acquisition * Culture * Learning and Development * Career management * Succession planning | * Time to fill roles (# of days) * Employees with development plans (%) * Employees satisfied with learning and growth opportunities (%) * Employees satisfied with their development plans/prospects (%) * Key roles with suitable internal candidate pipeline (%) * Priority capability areas assessed as meeting future requirements (%) * Achievement of learning objectives (%) | * Delivery of business outcomes * Business capability * Customer satisfaction * Productivity * Innovation * Adoption of modern tools and methods | * On-time delivery of major projects (%) * Productivity improvements (%) * Error rate (%) * Improvements in capability review findings * Customer rating of service quality (as % of maximum score) |
| **Build functional excellence within the HR area to improve credibility and promote customer focus** | * HR efficiency & effectiveness * Client satisfaction with HR department * Human Capital Management Systems * Policies & Procedures * HR function engagement | * Productivity improvements in HR department (e.g. average cost to serve) * Average time-to-serve (by HR department) * Increase in automation of basic HR services (%) * HR costs allocated to high value activities (%) * Manager/employee satisfaction with HR (survey) | * Financial performance * Business sustainability | * Operating costs (%) * HR cost per employee ($) * Effective agency employment “brand” (%) * External awards nominated and/or won (e.g. best employer, best HR practices) |



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