

Human Resource Controlling 2013

PwC Saratoga

10th anniversary in Slovakia



pwc

**Strategic tool for efficient
management of human capital**

Contents

1	INTRODUCTION	4
2	HR CONTROLLING	5
2.1	THE ARCHITECTURE OF HR CONTROLLING	5
2.1.1	<i>Selecting relevant measures</i>	<i>5</i>
3	SURVEY METHODOLOGY	8
3.1	QUESTIONNAIRE.....	8
3.2	HR CONTROLLING 2013 REPORT	9
3.3	DATA PRESENTATION	10
3.3.1	<i>HR Scorecard – Individual benchmark of a company</i>	<i>11</i>
4	SAMPLE DESCRIPTION	12
4.1	TYPES OF COMPANIES	12
4.2	DIVISION OF COMPANIES BY SECTORS	15
5	IMPACT OF THE HR MANAGEMENT ON THE COMPANY'S PERFORMANCE.....	18
5.1.1	<i>Priorities in HR management for 2012 and for 2013</i>	<i>18</i>
6	ORGANISATIONAL IMPACTS	21
6.1	FINANCIAL IMPACTS	21
6.1.1	<i>Revenue per FTE</i>	<i>22</i>
6.1.2	<i>Costs per FTE</i>	<i>25</i>
6.1.3	<i>Profit per FTE.....</i>	<i>28</i>
6.2	PRODUCTIVITY & VALUE ADDED.....	31
6.2.1	<i>HC ROI – Human Capital Return on Investment</i>	<i>32</i>
6.2.2	<i>Remuneration/Revenue</i>	<i>35</i>
6.2.3	<i>Remuneration/Total Costs.....</i>	<i>38</i>
7	COMPENSATION & BENEFITS.....	41
7.1.1	<i>Average Remuneration</i>	<i>42</i>
7.1.2	<i>Average Compensation</i>	<i>44</i>
7.1.3	<i>Benefits per FTE.....</i>	<i>46</i>
7.1.4	<i>Benefits / Compensation</i>	<i>48</i>
7.1.5	<i>Variable Compensation.....</i>	<i>50</i>
7.1.6	<i>Performance Related Pay</i>	<i>52</i>
7.1.7	<i>Attendance Related Pay</i>	<i>54</i>
7.1.8	<i>Compensation / Remuneration</i>	<i>56</i>
7.1.9	<i>Salary Increase</i>	<i>58</i>
7.1.10	<i>Average Monthly Remuneration Costs.....</i>	<i>60</i>
8	ORGANISATIONAL BEHAVIOURS	62
8.1	ABSENCE	62
8.1.1	<i>Absence Rate (%)</i>	<i>63</i>
8.1.2	<i>Absence Rate (in Days).....</i>	<i>65</i>
8.1.3	<i>Sickness Absence Rate (%)</i>	<i>67</i>
8.1.4	<i>Sickness Absence Days</i>	<i>69</i>
8.1.5	<i>Lost Time Incident Rate</i>	<i>71</i>
8.1.6	<i>Absence Cost per FTE</i>	<i>73</i>
8.2	TURNOVER	75
8.2.1	<i>Termination Rate.....</i>	<i>76</i>
8.2.2	<i>Involuntary Termination Rate</i>	<i>78</i>
8.2.3	<i>Resignation Rate.....</i>	<i>80</i>
8.2.4	<i>Resignation Rate by Tenure</i>	<i>82</i>
8.2.5	<i>3-month Turnover Rate.....</i>	<i>84</i>
8.2.6	<i>Dismissals per 100 Employees.....</i>	<i>86</i>

9	RESOURCING.....	88
9.1.1	External Recruitment Rate	89
9.1.2	External Addition Rate	91
9.1.3	External Replacement Rate	93
9.1.4	Cost per Hire	95
9.1.5	Time to Accept	97
9.1.6	Time to Start	99
9.1.7	Acceptance Rate	101
9.1.8	Internal Appointment Rate	103
9.1.9	Internal Promotion Rate	105
9.1.10	Career Path Ratio	107
9.1.11	Graduate Recruitment Rate	109
10	TALENT MANAGEMENT	111
10.1.1	Talent Mobility Rate	112
10.1.2	Talent Resignation Rate	114
10.1.3	Talent Promotion Rate	116
10.1.4	Succession Pipeline Depth	118
10.1.5	Development Investment per Talent Group Head	120
11	LEARNING & DEVELOPMENT	122
11.1.1	FTEs per L&D Function FTE	123
11.1.2	L&D Investment per FTE.....	125
11.1.3	L&D Investment/Compensation	127
11.1.4	In-house Costs per FTE.....	129
11.1.5	External Costs per FTE	131
11.1.6	Technical Costs per FTE	133
11.1.7	Developmental Costs per FTE	135
11.1.8	L&D Hours per FTE	137
11.1.9	In – house Hours per FTE	139
11.1.10	External Hours per FTE	141
11.1.11	Technical Hours per FTE.....	143
11.1.12	Developmental Hours per FTE	145
11.1.13	Learning Coverage	147
11.1.14	Learning Events per Head	149
11.1.15	Language Course Index.....	151
11.1.16	Internal / External training rate	153
12	ORGANISATIONAL STRUCTURE.....	155
12.1	HR FUNCTION	155
12.1.1	FTEs per HR Department FTE.....	156
12.1.2	HR Department Costs per FTE	158
12.1.3	HR Department Costs/Total Costs	160
12.1.4	Average HR Remuneration.....	162
12.1.5	FTEs per HR specific process FTE	164
12.2	EMPLOYEE STATISTICS	165
12.2.1	Span of Control	166
12.2.2	Workforce Competence.....	168
12.2.3	Gender Diversity: Women.....	170
12.2.4	Age Index	172
12.3	OTHER SUPPORT FUNCTIONS	174
12.3.1	FTEs per Function FTE.....	175
12.3.2	Function Costs / FTEs.....	176
12.3.3	Function Costs / Total Costs.....	177
12.3.4	% Function Managers.....	178
12.3.5	% Function Professionals	179
12.3.6	Average Function Remuneration	180
13	TERMINOLOGY.....	181
13.1	DEFINITIONS	182

13.1.1	Workforce and Structure.....	182
13.1.2	Financial	183
13.1.3	Compensation & Benefits.....	184
13.1.4	Absence	185
13.1.5	Turnover	185
13.1.6	Resourcing	186
13.1.7	Talent management	188
13.1.8	Learning & Development	188
13.1.9	HR Function and Strategy	190
13.1.10	Support Functions.....	192
13.2	INDICATORS.....	194
14	WORKFORCE STATISTICS.....	197