# HR Scorecard for Pharma

<table>
<thead>
<tr>
<th>Objective</th>
<th>Measure</th>
<th>Target</th>
<th>Initiative</th>
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| **Workforce Success** | Has the workforce accomplished our key strategic objectives? | • Workforce Deliverables Index  
• Strategic Behavior Index  
• Capability Index  
• Mindset Index | • Average of indices at the 80thile or better  
• No index below the 50thile |  
| **Right HR Costs** | Is our total investment in workforce (not just HR) appropriate (not just minimized)? | • % T&D for “A” vs. “C” players  
• Cost per “A” player hire  
• Total cost competence for new hires  
• Index of HR service quality  
• % transactions shifted to self-service | • Average of indices at the 80thile or better  
• No index below the 50thile |  
| **Right Types of Alignment** | Are our HR practices aligned with business strategy and differentiated across employee groups, as appropriate? | • Alignment Index | • No negative ratings  
• Average rating of at least 80% | • Develop HR/Line Mgr partnerships  
• Track progress of implementation |
| **Right HR Practices** | Have we designed & implemented world-class HR management policies & practices throughout the business? | • % selected with validated tools  
• % managers with PDPs  
• % rollout competency-based training  
• Leadership capability evaluation  
• % pay differential between “A” & “C” players | • % above 90  
• Avg differential of 12%  
• Number trained by deadline  
• 100 participation | • Competency model training  
• Design and roll out equity and bonus program.  
• Develop and impl 360. |
| **Right HR Professionals** | Do our HR professionals have the skills they need to design and implement a world-class HR management system? | • Rating on validated competency assessment tool (360)  
• HR Leadership bench strength | At least half of all criteria are rated at “A” player level. | • Targeted in-house and external development programs.  
• Special developmental projects. |