

# HR Scorecard for Pharma

	Objective	Measure	Target	Initiative
	<p><b>Workforce Success</b></p> <p>Has the workforce accomplished our key strategic objectives?</p>	<ul style="list-style-type: none"> <li>• Workforce Deliverables Index</li> <li>• Strategic Behavior Index</li> <li>• Capability Index</li> <li>• Mindset Index</li> </ul>	<ul style="list-style-type: none"> <li>• Average of indices at the 80<sup>th</sup>ile or better</li> <li>• No index below the 50<sup>th</sup>ile</li> </ul>	
	<p><b>Right HR Costs</b></p> <p>Is our total investment in work force (not just HR) appropriate (not just minimized)?</p>	<ul style="list-style-type: none"> <li>• % T&amp;D for “A” vs. “C” players</li> <li>• Cost per “A” player hire</li> <li>• Total cost competence for new hires</li> <li>• Index of HR service quality</li> <li>• % transactions shifted to self-service</li> </ul>	<ul style="list-style-type: none"> <li>• Average of indices at the 80<sup>th</sup>ile or better</li> <li>• No index below the 50<sup>th</sup>ile</li> </ul>	
	<p><b>Right Types of Alignment</b></p> <p>Are our HR practices aligned with business strategy and differentiated across employee groups, as appropriate?</p>	<ul style="list-style-type: none"> <li>• Alignment Index</li> </ul>	<ul style="list-style-type: none"> <li>• No negative ratings</li> <li>• Average rating of at least 80%</li> </ul>	<ul style="list-style-type: none"> <li>• Develop HR/Line Mgr partnerships</li> <li>• Track progress of implementation</li> </ul>
	<p><b>Right HR Practices</b></p> <p>Have we designed &amp; implemented world-class HR management policies &amp; practices throughout the business?</p>	<ul style="list-style-type: none"> <li>• % selected with validated tools</li> <li>• % managers with PDPs</li> <li>• % rollout competency-based training</li> <li>• Leadership capability evaluation</li> <li>• % pay differential between “A” &amp; “C” players</li> </ul>	<ul style="list-style-type: none"> <li>• % above 90</li> <li>• Avg differential of 12%</li> <li>• Number trained by deadline</li> <li>• 100 participation</li> </ul>	<ul style="list-style-type: none"> <li>• Competency model training</li> <li>• Design and roll out equity and bonus program.</li> <li>• Develop and impl 360.</li> </ul>
	<p><b>Right HR Professionals</b></p> <p>Do our HR professionals have the skills they need to design and implement a world-class HR management system?</p>	<ul style="list-style-type: none"> <li>• Rating on validated competency assessment tool (360)</li> <li>• HR Leadership bench strength</li> </ul>	<ul style="list-style-type: none"> <li>• At least half of all criteria are rated at “A” player level.</li> </ul>	<ul style="list-style-type: none"> <li>• Targeted in-house and external development programs.</li> <li>• Special developmental projects.</li> </ul>