

Measurement Quality Diagnostic

The Right Perspective

The CEO expects line managers and the HR leadership team to be able to explain the influence of workforce success on successful strategy execution.

The CEO expects to see measures of workforce success and holds senior line managers accountable for these performance measures.

Line managers understand the difference between workforce success that drives strategic performance and HR services.

Line managers and senior HR professionals have shared (though not necessarily equal) accountability for workforce success and strategic performance drivers.

The CEO and senior line managers understand why a differentiated workforce strategy is essential for effective strategy execution, how it is implemented, and how it is measured.

The role of HR professionals reflects their understanding of how workforce success drives strategic business outcomes.

Measurement Quality Diagnostic (Con't)

The Right Measures

Senior managers focus of a small number of workforce measures and everyone understands why they are important.

There is no gap between what is measured and what is managed.

The firm's strategic workforce measures are based its unique strategic requirements rather than available external benchmarks.

The workforce measures we focus on today are much different than the ones we focused on 5 years ago.

The measurement process recognizes that the relationship between workforce success and business outcomes is the key factor in determining the value of a workforce measure.

The organization collects measures that capture differential investments in “A” positions and “A” players.

HR routinely focuses on and measures the alignment or fit between the HR system and strategic business outcomes of importance to line managers.

The organization has HR professionals with the technical expertise necessary to develop appropriate measures and explain the analysis to business leaders.

Measurement Quality Diagnostic (Con't)

The Right Execution

HR professionals spend less time on employee performance problems than 5 years ago.

The relationship between workforce success and strategy implementation defines the ROI of new HR initiatives.

Creating a shared mindset is not taken for granted.

The HR function has a staffing structure that effectively balances the tension between being a strategic partner and delivering efficient and effective services.

Strategic workforce measures are “owned” and coordinated by a single individual or task force.

Line managers and HR professionals consider the results of the measurement system worth the implementation effort.