

***Targeted Benchmarking on
Employee Relations Metrics & Insights***



CAHRS Partners have the opportunity to benchmark with other partner companies on HR topics of interest. The benchmarking is typically conducted with 5-7 other CAHRS Partners selected by the company that initiated the request. The CAHRS office identifies the appropriate connections at selected companies and the benchmarking company then schedules 1:1 phone calls to explore their questions.

Examples of recent requests include: Sponsorship Initiatives, Organization Designs and Structures, Diversity Metrics, Talent Management Practices, Competency Models and a variety of HR Policy Questions (i.e. Relocation, Cost of Living, Airline Mile Usage, etc.).

CAHRS partners find this more qualitative approach to benchmarking very valuable for revealing novel insights and practices, as well as for building their network. At the conclusion of the process, the benchmarking company shares an anonymized summary of their findings with the participating companies and CAHRS, who then makes them available so all partners can benefit from the learning.



8 Company Participants

- Industries Represented: Auto, Insurance, Telecommunications, Computer Hardware/Software, Financial Technology, Banking Financial
- Organizational Size Ranges: 6k – 345k (3 Global)
- Employee Relations Function: 2 Centralized, 2 Decentralized, 4 Hybrid



Metrics & Insights Surveyed

Participants were asked to provide how ER metrics were being utilized to support business strategies:

Method of case tracking | metrics & trends tracked | reporting out | other tools utilized to augment trends | future state | stakeholder feedback

ER Metrics External Benchmark - Summary

- HR Acuity
- Navex
- Oracle
- Tableau – to standardize data outputs
- Internal Platforms

**Tracking
Tools**

- Basic: volume, case type, discipline, performance, coaching , by business, by location, by career level, attendance, quality
- Substantiated rates by geography
- “Early Warning”: discrimination, sexual harassment, facility graffiti
- Specific Tracking: code of conduct, business ethics, fraudulent activity
- Resolution tracking
- Tracked by segment / business, function and region
- YOY

**Metrics
Tracked**

- Report out to business segments on workplace culture by examining code of conduct and related violations
- Review consistency of discipline cases across organizations
- Examine & summarize behaviors that could impact business
- Safety & security cases tracked for the respective departments to alert company on potential threats
- Utilize metrics for management capabilities patterns
- Review metrics for potential union hotspots

**Trend
Assessments**

ER Metrics External Benchmark – Summary, Continued

- Internal platform that tracks early warning metrics at manufacturing sites
- Security & Compliance metrics
- Retention & turnover trends
- Comparisons of performance cases and grievance against related management
- Comparisons of implementation of new business systems or processes with related grievances
- Engagement and annual employee surveys
- Exit surveys
- Expense & travel violations
- Fraudulent gift & entertainment with vendors
- Diversity & inclusion data
- Comparisons of RIFs & ER cases
- Climate assessments conducted by HRBP
- Safety & Security departments use data to report out on threats against Company

**Integration
With Other
Resources**

- Most report metrics out quarterly to senior leadership
- 1 offers ad-hoc reports
- Annually to CEO & Board
- Weekly to ER team
- Biweekly to HRBP on cases applicable to businesses supported
- Many report out metrics relevant to the function, i.e. Internal Compliance, Risk Committee,
Code of Conduct Committee, Audit Committee
- Law Department

**Audience &
Frequency of
Reporting**

Notable Takeaways

Future State: considering publishing externally to reveal stability of organization.

ER owns turnover data and engagement surveys which are combined with ER metrics to support and guide HRBP.

Implementation of a *Culture Playbook* for site leadership teams that outlines themes.

Stakeholder mindset: 'how do I fix this?'

No sharing of metrics between countries.

Future State: linkage with other HR metrics for data integration

Stakeholders interested in repeat offenders.

HR is target stakeholder and ER metrics intended to be utilized with employee surveys and exit interviews to provide context for their action planning.

LR & ER Metrics combined for reporting with the exception of CBA metrics

Future State: working on predictive analytics – correlation between ER metrics and other internal programs.

Use metrics to identify areas of opportunities from a cultural POV.

Future State: striving to have business leaders reporting their own metrics to business units.