ABOUT THE FACILITATOR

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- Marketing and Enterprise Development Expert, Strategist, Seasoned Trainer & Mentor, Consultant, Event Planner and HR Expert.

- CEO & Lead Consultant, MGA Consulting – Ghana (Fastest Growing Company – AGI – 2025), MGA Consulting – Nigeria, Supreme Trust Insurance Brokers Ltd., JKA Logistics Ltd., CorEvents Solutions Ltd., Chipper Farms Ltd., and Innosol Ltd.

- President & Chairman of the Governing Council – Chartered Institute of Marketing, Ghana, Chairman - SIB Limited, Member – eCrime Bureau, Built Technologies.

- Most Influential Corporate Leader of the Decade – 2025.

SCAN TO REGISTER FOR SESSION

ABOUT MGA CONSULTING GHANA LIMITED

MGA Consulting Ghana Limited (MGA Consulting) is a Management Consultancy and Capacity Building firm that provides services to organizations from SMEs to Multinationals using a team of experienced consultants focused on delivering value to our clients. MGA Consulting has expertise in Sales and Marketing, Business Development, Entrepreneurial Support, Digital Transformation, Customer Service, Finance, and Human Resource Management.

OUR SERVICES:

- ENTREPRENEURIAL SUPPORT & MSME DEVELOPMENT
- STRATEGY & DOCUMENT DEVELOPMENT SERVICES
- CAPACITY BUILDING SERVICES
- MGA HR SOLUTION SERVICES
- MGA PRIME PROPERTIES
- MGA OUTSOURCING

OUR SUBSIDIARIES:

- SUPREME TRUST INSURANCE BROKERS (STIB) LIMITED
- JKA LOGISTICS LIMITED
- COREVENTS SOLUTIONS LIMITED
- INNOSOL LIMITED

LEARNING AGREEMENTS:
GROUND RULES

Expectations

What is **your expectation**, or what do **you seek to learn** from this training?

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"*HR will not be replaced by data analytics, but HR who do not use data and analytics will be replaced by those who do.*"

- Nadeem Khan -
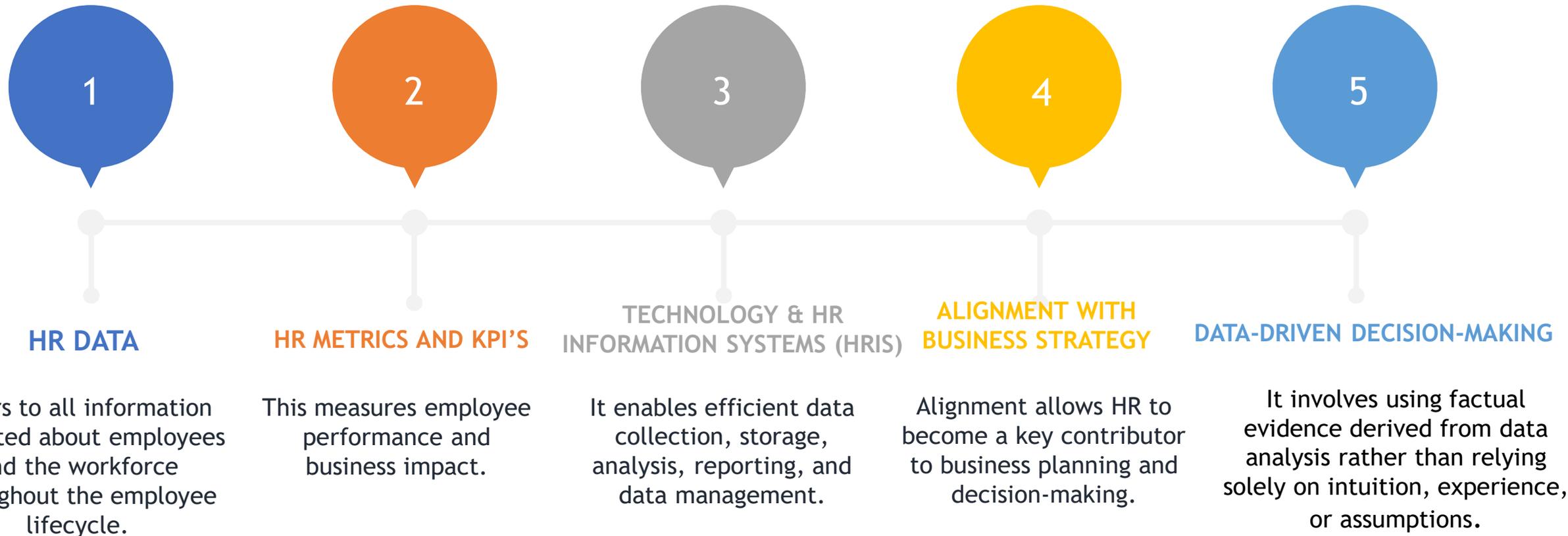
FOUNDATIONS OF HR ANALYTICS

UNDERSTANDING HR ANALYTICS

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- The HR department **used to rely on manual data entry, record-keeping, and physical verification**, which were time-consuming, costly, and burdensome.

- With changing business dynamics, HR Analytics seems to be the ideal factor that the future corporate world is adopting.

UNDERSTANDING HR ANALYTICS

- **Human Resource Analytics (HRA)** refers to the technology-enabled organizational practice of using **statistical analysis of numerical data to establish business impact and support data-driven decision-making in human resources** (HR) (Marler & Boudreau, 2017).

CORE CONCEPTS OF HR ANALYTICS

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5

HR DATA

HR METRICS AND KPI'S

TECHNOLOGY & HR INFORMATION SYSTEMS (HRIS)

ALIGNMENT WITH BUSINESS STRATEGY

DATA-DRIVEN DECISION-MAKING

Refers to all information collected about employees and the workforce throughout the employee lifecycle.

This measures employee performance and business impact.

It enables efficient data collection, storage, analysis, reporting, and data management.

Alignment allows HR to become a key contributor to business planning and decision-making.

It involves using factual evidence derived from data analysis rather than relying solely on intuition, experience, or assumptions.

IMPORTANCE OF HR ANALYTICS

IMPROVES RECRUITMENT PROCESSES

This allows companies to screen candidates more effectively and make better recruitment decisions.

PROVIDES VALUABLE RETENTION INSIGHT

It provides valuable insights into the factors that affect employee satisfaction and commitment to the organization.

STRATEGIC DECISION MAKING

Companies can make more informed and strategic decisions related to human resource management.

MANAGEMENT OF EMPLOYEE PERFORMANCE

Performance data analysis enables organizations to identify employees who require additional training or support to reach their full potential.

AID IN SUCCESSION PLANNING AND LEADERSHIP DEVELOPMENT

It's used to assess the effectiveness of a leadership development program and make necessary adjustments to ensure that the program delivers the expected results.

THREE DOMAINS OF HR ANALYTICS

PEOPLE

Understanding the fundamentals of psychology, such as how to motivate employees and teams, is particularly helpful in this context.

BUSINESS

You need to have a thorough understanding of the business process and where the organization generates its competitive advantage.

DATA

Much of what is needed are things you're already good at, consulting, business acumen, and a deep understanding of the people and people processes in your organization.

LINKING HR ANALYTICS TO ORGANIZATIONAL STRATEGY

UNDERSTAND THE ORGANIZATIONAL STRATEGY

HR must clearly understand the organization's vision, mission, strategic objectives, and key success factors.

IDENTIFY STRATEGIC WORKFORCE PRIORITIES

HR should determine the workforce capabilities required to achieve it. This involves identifying critical roles, essential skills, leadership requirements, and talent gaps.

SELECT RELEVANT HR METRICS AND KPIS

HR should choose metrics that directly link workforce performance to business outcomes.

INTEGRATE HR DATA WITH BUSINESS DATA

HR data should be examined in conjunction with business data, including revenue, customer satisfaction, project delivery schedules, and operating expenses, to improve strategic alignment.

LINKING HR ANALYTICS TO ORGANIZATIONAL STRATEGY

USE HRA TO SUPPORT STRATEGIC DECISION-MAKING

HR analytics should be applied to forecast workforce needs, assess risks, and evaluate alternative strategies.

COMMUNICATE INSIGHTS TO LEADERSHIP

Data insights must be translated into clear, actionable recommendations for management.

MONITOR, EVALUATE, AND ADJUST STRATEGY

Monitoring, evaluating, and adjusting strategies through HR analytics is essential for aligning HR initiatives with organizational objectives.

KEY HR METRICS AND PERFORMANCE INDICATORS

TYPES OF HR METRICS

01 ATTRACTION, RECRUITMENT & HIRING METRICS
Recruitment metrics measure the effectiveness and efficiency of attracting, hiring, and onboarding talent.

02 ATTRITION & RETENTION METRICS
This measures workforce stability and employee loyalty.

03 EMPLOYEE ENGAGEMENT METRICS
Employee engagement metrics assess commitment, satisfaction, and workplace morale.

04 EMPLOYEE EXPERIENCE METRICS
Assess how employees perceive and interact with their work environment, organizational culture, and working conditions.

05 PERFORMANCE METRICS
Performance metrics link employee output to organizational results.

06 LEARNING & DEVELOPMENT METRICS
This measures the effectiveness and financial impact of training programs.

07 DIVERSITY, EQUITY & INCLUSION (DEI) METRICS
DEI metrics measure fairness, inclusion, and equitable treatment in the workplace.

RECRUITMENT & HIRING METRICS

Metric	Definition	Purpose	Calculation	Usage
Headcount	Number of active employees	Monitor workforce size	Count of active employees	Plan recruitment, track growth
New Hires	Number of employees joining	Track talent inflow	Count new hires in period	Forecast staffing needs
Offer Acceptance Rate	% of offers accepted	Measure candidate experience & offer attractiveness	$= \dfrac{\text{Offers Accepted}}{\text{Offers Made}} \times 100$	Improve offers and employer branding
Time to Fill	Avg. time to fill vacancies	Track recruitment efficiency	$= \text{Time to Fill} = \dfrac{\text{Total days}}{\text{Positions filled}}$	Identify process bottlenecks
Cost per Hire	Avg. recruitment cost per hire	Monitor recruitment budget	$\text{Cost per Hire} = \dfrac{\text{Total recruitment cost}}{\text{Number of hires}}$	Benchmark recruitment efficiency
Employee Growth Rate	Workforce growth %	Track expansion	$= \dfrac{Current\ Headcount - Previous\ Headcount}{Previous\ Headcount} \times 100$	Support workforce planning

USAGE OF RECRUITMENT AND HIRING METRICS

01

Assess the efficiency of the hiring process.

02

Evaluate the attractiveness of the organization to candidates.

03

Improve the quality of hiring decisions.

04

Support workforce planning and growth decisions.

05

Control recruitment cost and optimize budgets

06

Identify risks in onboarding and retention.

CASE STUDY 1

RECRUITMENT AND HIRING METRICS

Sunrise Savings & Loans began the year with **180 employees**. During the year, the company approved **40 new positions** to support branch expansion and replace staff who left.

The HR department advertised and interviewed candidates for all 40 roles. By the end of the year:

- **36 job offers** were made.
- **30 candidates accepted** the offers and joined the organisation.

The recruitment team spent a total of **GHS 180,000** on recruitment activities, including advertising, interview logistics, medicals, background checks, and onboarding.

The **total number of days** from posting vacancies to filling all positions was **1,200 days**.

At the end of the year, Sunrise Savings & Loans had **210 employees**.

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CASE STUDY 1

RECRUITMENT AND HIRING METRICS

TASKS FOR PARTICIPANTS

Using the information above, calculate:

1. Headcount at the Start of the Year
2. Number of New Hires
3. Offer Acceptance Rate
4. Time to Fill
5. Cost per Hire
6. Employee Growth Rate

ATTRITION & RETENTION METRICS

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Metric	Definition	Purpose	Calculation	Usage
Average Headcount	Average number of employees over a given period	Measure workforce size trends	$= \dfrac{\text{Beginning Headcount} + \text{Ending Headcount}}{2}$	Used as a baseline for calculating attrition, retention, and productivity metrics
Attrition Rate	Percentage of employees who leave during a period	Measure workforce exits	$= \dfrac{\text{Employees who left}}{\text{Average Headcount}} \times 100$	Identify turnover trends and guide retention strategies
Early Turnover	Employees leaving in less than a year	Monitor onboarding & engagement	$= \dfrac{\text{Early leavers}}{\text{Total leavers}} \times 100$	Improve onboarding & mentoring
Turnover per Department	Dept-level attrition	Identify problem areas	$= \dfrac{\text{Turnover of Department}}{\text{Headcount of Department}} \times 100$	Correct leadership/workload issues
Internal Promotion Rate	Percentage of promotions filled internally	Track internal career growth	$= \dfrac{\text{Internal Promotions}}{\text{Vacancies Filled}} \times 100$	Guide talent development
Salary Change Rate	Changes in pay over time	Track fairness & competitiveness	$= \dfrac{\text{Ending Payroll} - \text{Starting Payroll}}{\text{Starting Payroll}} \times 100$	Adjust compensation strategies
Retention Rate	Percentage of employees retained	Measure workforce stability	$= \dfrac{\text{Employees who stayed}}{\text{Starting Headcount}} \times 100$	Monitor HR effectiveness

USAGE OF ATTRITION & RETENTION METRICS

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01
Monitor workforce stability and organizational health.

02
Identify problem areas within departments or roles.

03
Diagnose early warning signs in hiring and onboarding.

04
Support succession planning and talent continuity.

05
Evaluate the effectiveness of engagement and reward strategies.

06
Control the hidden cost of employee exits.

CASE STUDY 2

ATTRITION AND RETENTION METRICS

At the start of the year, Sunrise Savings & Loans operated with a workforce of **180 employees**. Over the course of the year, the organisation expanded its operations, recruited new staff, and promoted several employees internally. By year-end, headcount had increased to **210 employees**, reflecting a period of growth and internal movement across branches and departments.

During the year, management recorded the following:
- **24 employees left** the organisation.
- Out of the 24 who left, **8 left within their first 12 months** of employment.

Staff exits by department were:
- **Sales & Marketing:** 10
- **Operations:** 7
- **Finance & Admin:** 4
- **IT & Support:** 3

During the same year:
- **15 staff were promoted internally** into higher roles.
- Total number of vacancies filled during the year was **30**.

The company's total payroll at the start of the year was **GHS 9,000,000**. By the end of the year, payroll had increased to **GHS 10,350,000** due to salary reviews, promotions, and new hires.

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CASE STUDY 2

ATTRITION AND RETENTION METRICS

TASKS FOR PARTICIPANTS

Using the information above, calculate:

1. Average Headcount
2. Attrition Rate
3. Early Turnover Rate
4. Turnover per Department
5. Internal Promotion Rate
6. Salary Change Rate
7. Retention Rate

EMPLOYEE ENGAGEMENT METRICS

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Metric	Definition	Purpose	Calculation	Usage
Employee Engagement Index	Composite score from surveys measuring commitment, motivation, and satisfaction	Monitor overall engagement levels	$= \dfrac{\text{Average Engagement Score}}{\text{Maximum Score}} \times 100$	Identify engagement gaps and target improvement programs
Pulse Survey Participation Rate	Percentage of employees completing short engagement surveys	Measure responsiveness and willingness to provide feedback	$= \dfrac{\text{Survey Respones}}{\text{Total Employees}} \times 100$	Track engagement trends and improve communication
Employee Net Promoter Score (eNPS)	Measures likelihood employees would recommend the organization as a place to work	Gauge loyalty and advocacy	$= \text{Promoters \%} - \text{Detractors \%}$ (measured in percentages)	Identify cultural strengths and weaknesses
Recognition & Reward Participation	Percentage of employees receiving or giving recognition in a period	Measure effectiveness of recognition programs	$= \dfrac{\text{Employees Recognized}}{\text{Total Employees}} \times 100$	Adjust recognition programs to increase motivation
Manager Feedback Score	Employee satisfaction rating of immediate manager	Measure quality of leadership impact on engagement	Total Manager Rating Scores from Employee Surveys ÷ Number of Survey Responses	Coach managers and improve leadership practices

USAGE OF EMPLOYEE ENGAGEMENT METRICS

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01
Assess employee commitment and emotional connection to the organization.

02
Predict retention and turnover risks.

03
Evaluate leadership and management effectiveness.

04
Measure the impact of recognition and communication efforts.

05
Strengthen employer brand and employee advocacy.

06
Support data-driven people decisions.

CASE STUDY 3

EMPLOYEE ENGAGEMENT METRICS

Following a year of rapid expansion, internal promotions, and increased payroll costs, management at **Sunrise Savings & Loans** became concerned about how these changes were affecting staff morale, commitment, and overall engagement.

With headcount rising to **210 employees** and early turnover flagged as a concern in the previous HR review, leadership decided to conduct a **company-wide employee engagement and pulse survey** to better understand how employees were experiencing the organisation and to identify areas requiring management attention.

The survey was rolled out across all branches and departments, focusing on leadership, communication, growth opportunities, recognition, and managerial support.

At the time of the survey:
- Sunrise Savings & Loans had **210 employees**.
- **168 employees** completed the engagement survey.
- Engagement scores across five dimensions averaged **4.0 out of 5**.

Among respondents:
- **90 employees** were Promoters (scores of 9–10).
- **50 employees** were Passives (scores of 7–8).
- **28 employees** were Detractors (scores of 0–6).

During the quarter, **120 employees** participated in a recognition and rewards programme. The average **manager feedback score** recorded was **3.8 out of 5**.

CASE STUDY 3

EMPLOYEE ENGAGEMENT METRICS

TASKS FOR PARTICIPANTS

Using the information above, calculate:

1. Employee Engagement Index
2. Pulse Survey Participation Rate
3. Employee Net Promoter Score (eNPS)
4. Recognition & Reward Participation Rate
5. Manager Feedback Score

EMPLOYEE EXPERIENCE METRICS

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Metric	Definition	Purpose	Calculation	Usage
Absenteeism Rate	% of workdays lost due to absence	Identify disengagement, burnout, or health issues	$= \dfrac{Total \text{ Absent Days}}{\text{Total Available Work Days}} \times 100$	Implement wellness programs, adjust workloads, improve work-life balance
Average Absence Days per Employee	Avg. number of days each employee is absent	Track individual and team attendance patterns	$= \dfrac{\text{Total Absence Days}}{\text{Total Number of Employees}}$	Target interventions for teams with higher absenteeism
Employee Feedback Score	Average rating of workplace satisfaction from surveys	Gauge perception of work environment	$= \dfrac{\text{Number of Positive Response}}{\text{Total Number of Response}} \times 100$	Guide HR policies and workplace improvements
Workload Satisfaction	Percentage of employees satisfied with workload	Assess perceived fairness and stress levels	(Number of Employees Reporting Satisfaction ÷ Total Employees Surveyed) × 100	Adjust resource allocation and task distribution
Workplace Well-being Index	Composite score of health, safety, and psychological support	Track holistic employee experience	Aggregate survey and HR data	Inform wellness programs and benefit initiatives
Attendance Rate	Measures the percentage of scheduled workdays actually worked	Monitor employee presence and reliability	$= 100\% - \text{Absenteeism Rate}$	Identify attendance trends and evaluate effectiveness of engagement and well-being initiatives
Average Hourly Cost	Average cost to the organization for one hour of employee work	Assess true cost of labor	$= \dfrac{\text{Total Employment Cost}}{\text{Total Paid Work Hours}}$	Support workforce costing, budgeting, and productivity analysis
Cost of Absenteeism	Quantifies the financial impact of absenteeism	Measure productivity and cost loss due to absences	$= \text{Total Absence Hours} \times \text{Average Hourly Cost}$	Justify wellness programs, staffing adjustments, or attendance policy change

USAGE OF EMPLOYEE EXPERIENCE METRICS

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01

Understand how daily work conditions affect productivity.

02

Identify health, well-being, and burnout risks.

03

Quantify the financial impact of people-related issues.

04

Improve workplace policies and operational practices.

05

Support compliance and duty-of-care obligations.

06

Strengthen the link between experience and retention.

CASE STUDY 4

EMPLOYEE EXPERIENCE METRICS

Following the employee engagement survey, management at **Sunrise Savings & Loans** decided to look more closely at the **day-to-day experience of employees at work**. While engagement scores were generally positive, branch managers reported increasing concerns around staff fatigue, absenteeism, and workload pressures, especially in high-growth branches.

To better understand these issues, HR conducted a **workplace experience review** covering attendance, well-being, workload, and employee feedback over a **12-month period**.

The review revealed the following data:
- Sunrise Savings & Loans had an **average workforce of 195 employees** during the year.
- Total **working days per employee** in the year were **240 days**.
- A total of **2,340 workdays were lost** due to absenteeism across the organisation.
- Employees worked an average of **8 hours per day**.
- The **average hourly cost per employee** was **GHS 35**.
- The average **employee feedback score** on workplace experience was **3.9 out of 5**.
- **Workload satisfaction** scored **3.6 out of 5**.
- The **workplace well-being index**, combining stress, health, and work–life balance indicators, was **4.0 out of 5**.

CASE STUDY 4

EMPLOYEE EXPERIENCE METRICS

TASKS FOR PARTICIPANTS

Using the information above, calculate:

1. Absenteeism Rate
2. Average Absence Days per Employee
3. Employee Feedback Score
4. Workload Satisfaction Score
5. Workplace Well-being Index
6. Attendance Rate
7. Average Hourly Cost
8. Cost of Absenteeism

PERFORMANCE METRICS

Metric	Definition	Purpose	Calculation	Usage
Revenue per Employee	Revenue generated per employee	Measure productivity	$= \dfrac{\text{Total Revenue}}{\text{Total Employees}}$	Evaluate staffing efficiency
Profit per FTE	Profit contribution per employee	Measure financial contribution	$= \dfrac{\text{Net Profit}}{\text{Number of FTEs}}$	Guide workforce investment
Human Capital ROI	Return On Investment (ROI) on employee compensation	Link costs to results	$= \dfrac{\text{Revenue} - Employee\ Cost}{\text{Employee Cost}}$	Optimize HR investment decisions
Average Performance Rating	Mean score of employee performance evaluations	Track overall performance	$= \dfrac{\sum \text{Individual Ratings}}{\text{Total Employees Rated}}$	Guide promotions, development, and performance improvement plans
High Performer Rate	Percentage of employees classified as top performers	Measure talent quality	$= \dfrac{\text{High Performers}}{\text{Average Headcount}} \times 100$	Recognize, retain, and reward top talent
Performance Improvement Plan (PIP) Success Rate	Percentage of employees on PIP who meet improvement targets	Track effectiveness of interventions	$= \dfrac{\text{Successful PIP Exits}}{\text{Employees on PIP}} \times 100$	Evaluate training/coaching and refine performance management processes
Goal Achievement Rate	Percentage of individual or team goals met	Measure alignment with organizational objectives	$= \dfrac{\text{Employees Who Achieved Goals}}{\text{Average Headcount}} \times 100$	Assess performance against targets and adjust objectives
Billable Utilization Rate (for service industries)	Percentage of working hours spent on billable tasks	Track productivity and revenue contribution	$= \dfrac{\text{Billable Hours}}{\text{Available Hours}} \times 100$	Allocate resources efficiently and improve client delivery
Quality of Work / Error Rate	Percentage of work completed accurately or errors made	Measure efficiency and output quality	$= \dfrac{\text{Transactions with Errors}}{\text{Total Transactions}} \times 100$	Identify training needs and process improvements
Customer Satisfaction Linked to Employee Performance	Average satisfaction rating for employee-related outputs	Link employee output to client impact	Total Customer Satisfaction Ratings ÷ Number of Customer Responses	Drive employee development based on impact to clients

USAGE OF PERFORMANCE METRICS

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01
Link employee output directly to business results.

02
Identify high performers and critical talent.

03
Diagnose performance gaps and capability issues.

04
Support fair and evidence-based performance management.

05
Improve productivity and operational efficiency.

06
Demonstrate the impact of HR interventions.

CASE STUDY 5

EMPLOYEE PERFORMANCE METRICS

After reviewing employee engagement and workplace experience, management at **Sunrise Savings & Loans** turned its attention to a critical question:

- *Are people's performance and business performance aligned?*

With continued growth in headcount and payroll investment, leadership wanted to assess whether productivity, quality of work, and customer outcomes were improving alongside staff numbers. HR and Finance, therefore, conducted a **performance and productivity review** covering the last financial year.

The review revealed the following information:
1. Sunrise Savings & Loans recorded **total revenue of GHS 42,000,000** for the year.
2. Net **profit for the year was GHS 8,400,000.**
3. The organisation operated with an **average headcount of 195 employees**, equivalent to **185 Full-Time Equivalents (FTEs).**
4. Total employee-related costs (salaries, benefits, training) amounted to **GHS 10,500,000.**

CASE STUDY 5

EMPLOYEE PERFORMANCE METRICS

Performance management data showed:

1. The **average performance rating** across all staff was **3.8 out of 5**.
2. **52 employees** were rated as high performers.
3. **18 employees** were placed on a Performance Improvement Plan (PIP).
4. Out of those on PIP, **12 successfully exited** the programme within the agreed period.
5. At year-end, **156 employees** fully achieved their performance goals.

Operational quality data indicated:
- **1,950 transactions** were processed during the year.
- **78 transactions** were returned or corrected due to errors.

Customer experience analysis showed:
- Branches with high-performing employees recorded an average **customer satisfaction score of 4.4 out of 5**,
- While branches with lower performance ratings averaged **3.7 out of 5**.

For service delivery roles:
- Staff had a total of **160,000 available working hours** during the year.
- **124,800 hours** were recorded as billable or revenue-generating.

CASE STUDY 5

EMPLOYEE PERFORMANCE METRICS

TASKS FOR PARTICIPANTS

Using the information above, calculate:

- Revenue per Employee
- Profit per FTE
- Human Capital ROI
- Average Performance Rating
- High Performer Rate
- PIP Success Rate
- Goal Achievement Rate
- Billable Utilization Rate
- Quality of Work / Error Rate
- Customer Satisfaction Linked to Employee Performance

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LEARNING & DEVELOPMENT METRICS

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Metric	Definition	Purpose	Calculation	Usage
Average Training Hours per Employee	Average number of hours each employee spends in training over a period	Track training exposure and participation	$= \dfrac{\text{Total Training Hours}}{\text{Average Workforce}}$	Monitor training load and plan development schedules
Training Cost per Employee	Average cost incurred on training per employee	Track investment in employee development	$= \dfrac{\text{Total Training Costs}}{Average\ Workforce}$	Budget planning and resource allocation for L&D
Performance Gain Value	Improvement in performance attributable to training, expressed monetarily	Measure tangible benefits of training	$= (\text{Post-Intervention Performance} - \text{Pre-Intervention Performance}) \times \text{Value per Unit of Performance}$	Identify high-impact programs and justify training spend
Training ROI (%)	Percentage return on investment from training initiatives	Evaluate financial impact of training	$= \dfrac{\text{Performance Gain Value} - \text{Training Cost}}{Training\ Cost} \times 100$	Prioritize high-ROI programs and optimize training strategy
Training & Development Access	Percentage of employees accessing L&D by demographic	Track equity in skill development	$= \dfrac{\text{Employees Trained}}{\text{Average Workforce}} \times 100$	Promote equitable access to career development programs

USAGE OF LEARNING & DEVELOPMENT METRICS

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01

Measure whether training investments deliver business value.

02

Ensure fair access to development opportunities.

03

Identify skills gaps and capability needs.

04

Improve the effectiveness of training programs.

05

Support workforce planning and succession.

06

Justify training budgets and resource allocation.

CASE STUDY 6

LEARNING AND DEVELOPMENT METRICS

Following the performance review, management at **Sunrise Savings & Loans** observed that while overall productivity and customer satisfaction were improving, performance gaps still existed across some roles and branches. To address these gaps and strengthen future capability, the organisation invested deliberately in **learning and development interventions** over the year.

HR tracked training participation, costs, and post-training performance outcomes to assess whether learning investments were delivering measurable value.

The Learning & Development review showed the following:
- Sunrise Savings & Loans had an **average workforce of 195 employees** during the year.
- A total of **4,875 training hours** were delivered across technical, leadership, compliance, and customer service programmes.
- Total **training and development cost** for the year was **GHS 780,000**, covering facilitators, materials, logistics, and external courses.
- **150 employees** participated in at least one formal training programme during the year.

Post-training performance analysis revealed:
- Average productivity per trained employee increased from **GHS 210,000** to **GHS 235,000** annually.
- This represents a **performance gain of GHS 25,000 per trained employee**.

CASE STUDY 6

LEARNING AND DEVELOPMENT METRICS

TASKS FOR PARTICIPANTS

Using the information above, calculate:

- Average Training Hours per Employee
- Training Cost per Employee
- Performance Gain Value
- Training ROI (%)
- Training & Development Access Rate

DIVERSITY, EQUITY & INCLUSION METRICS

Metric	Definition	Purpose	Calculation	Usage
Workforce Diversity	Representation across demographics (gender, ethnicity, age, etc.)	Promote inclusivity	= (Number of employees in a demographic group ÷ Total employees) × 100	Set DEI targets, monitor progress, and benchmark against industry
Equal Pay / Gender Pay Gap	Pay equity across gender or role	Detect disparities	$= \frac{\text{Male Avg Salary} - \text{Female Avg Salary}}{\text{Male Avg Salary}} \times 100$	Adjust compensation policies and promote equity
Salary Averages by Group	Mean salary by gender, role, or department	Identify pay imbalances	$= \frac{Total\ Salary}{Number\ of\ Employees\ in\ Group}$	Monitor fairness and make informed pay adjustments
Representation in Leadership Roles	Percentage of leadership positions held by underrepresented groups	Promote inclusive leadership	$= \frac{\text{Number of Diverse Leaders}}{Total\ Leaders} \times 100$	Track progress in leadership diversity and succession planning
Promotion Rate by Demographic	Percentage of promotions awarded to specific groups	Measure equity in career advancement	$= \frac{Number\ of\ People\ Promoted}{Total\ Promotions} \times 100$	Ensure fair promotion practices and support retention
Overtime Costs	Financial cost of extra hours worked	Monitor workload distribution	= Overtime Hours × Average Hourly Cost = (Total Overtime Pay / Total Labor Costs) × 100%.	Decide on hiring vs. overtime and adjust workloads

USAGE OF DIVERSITY, EQUITY & INCLUSION METRICS

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01
Assess fairness and equity across the workforce.

02
Ensure fair access to development opportunities.

03
Support inclusive talent and succession planning.

04
Identify systemic barriers and bias risks.

05
Strengthen governance and regulatory compliance.

06
Enhance organizational reputation and sustainability.

CASE STUDY 7

DIVERSITY, EQUITY AND INCLUSION METRICS

As Sunrise Savings & Loans strengthened performance management and invested in staff development, the Board requested a deeper review of **fairness, inclusion, and representation** across the organisation. Leadership wanted to ensure that growth, promotions, and rewards were being distributed equitably across different employee groups.

HR therefore conducted a **Diversity, Equity, and Inclusion (DEI) review** using workforce, pay, promotion, and overtime data from the past year.

The DEI review revealed the following:
Sunrise Savings & Loans had a total workforce of **210 employees**, made up of:
- **120 male employees**
- **90 female employees**

Average annual salaries were:
- **Male employees:** GHS **58,000**
- **Female employees:** GHS 52,000

CONTINUED ON NEXT PAGE...

CASE STUDY 7

DIVERSITY, EQUITY AND INCLUSION METRICS

Leadership roles (branch managers, department heads, senior officers) totalled **40 positions**, made up of:
- **28 men**
- **12 women**

- During the year, **30 employees were promoted**, of which:
  - **18 were men**
  - **12 were women**

- Total overtime cost for the year was **GHS 420,000**, distributed as follows:
  - **Male employees:** GHS **270,000**
  - **Female employees:** GHS **150,000**

CASE STUDY 6

DIVERSITY, EQUITY AND INCLUSION METRICS

TASKS FOR PARTICIPANTS

Using the information above, calculate:

- Workforce Diversity Ratio
- Gender Pay Gap (%)
- Average Salary by Gender
- Representation in Leadership Roles (%)
- Promotion Rate by Gender
- Overtime Cost Distribution (%)

HR DATA COLLECTION, MANAGEMENT AND ETHICS

SOURCES OF HR DATA

INTERNAL DATA (PRIMARY)

- It is compiled from company training records, performance data, pay rates, employee records, reporting structures, disciplinary data, benefits data, payroll/cost information, sales data, customer data, and more.

EXTERNAL DATA (SECONDARY)

- External data sets can be built by collecting historical industry data, financial data, political outcomes, weather reports, economic analyses, environmental impact studies, health data, and more.

DATA COLLECTION METHODS AND TOOLS

2. Employee Surveys
Used to collect information directly from employees about their satisfaction, engagement, and perceptions of the workplace.

4. Attendance Tracking Systems
Attendance tracking systems are used to record employees' working hours, lateness, overtime, and absences.
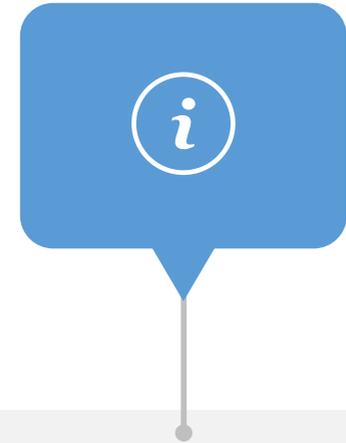
1. Application and Onboarding Forms
Application and onboarding forms are primary tools used to collect employee information at the start of employment. Eg. Qualifications, Experiences

3. Interviews and Exit Interviews
This data helps HR identify patterns related to leadership issues, working conditions, or career development gaps.

5. HR Software and Digital Tools
These tools integrate multiple HR functions such as recruitment, payroll, performance management, and training.

TOOLS USED FOR HR DATA COLLECTION

Spreadsheets

They allow HR officers to enter data, perform basic calculations, generate summaries, and create simple charts.

HR Information Systems

HRIS platforms automate the capture of employee data across recruitment, payroll, attendance, performance management, and training.

Online survey

These tools allow HR departments to design questionnaires, distribute them electronically, and automatically compile responses for analysis.
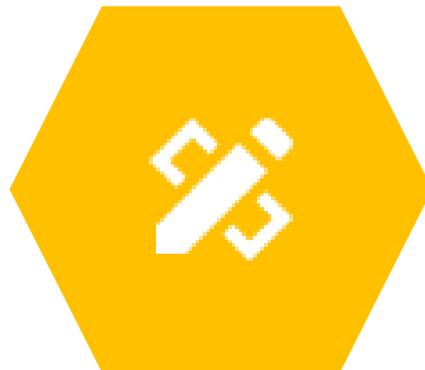
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HR DATA MANAGEMENT SYSTEMS

HR DATA MANAGEMENT SYSTEMS

Centralization of HR data refers to storing all employee and HR information in one system.
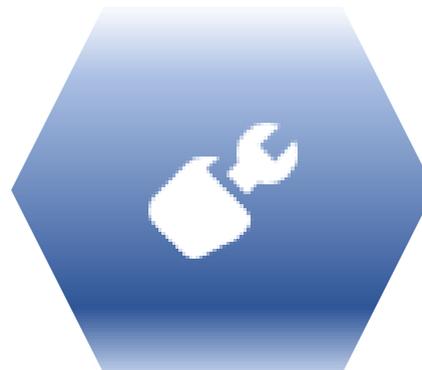
AUTOMATION OF HR PROCESSES

Automation of HR processes involves using digital systems to perform routine HR tasks.
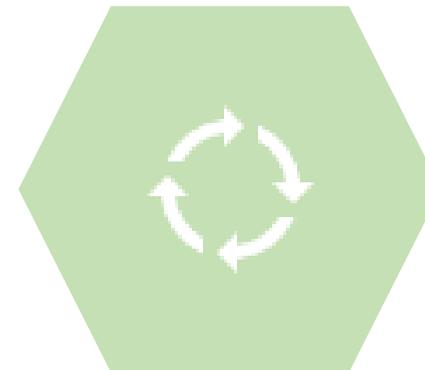
DATA SECURITY AND ACCESS CONTROL

HR data contains sensitive employee information that must be protected.
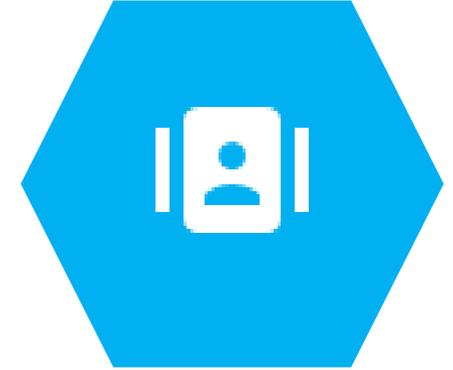
REPORTING AND ANALYTICS SUPPORT

HRIS supports reporting and analytics by making HR data easy to retrieve and analyze.

INTEGRATION WITH OTHER SYSTEMS

An HRIS can integrate with other organizational systems such as payroll, finance, and learning management systems.

ETHICAL USE OF HR DATA

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Confidentiality of HR Information

HR professionals must ensure that employee information is not shared inappropriately or discussed openly.

Fair and Responsible Use of HR Data

HR data should be used fairly and responsibly to support positive workforce outcomes. Ethical HR analytics avoid discrimination, bias, or unfair treatment of employees.

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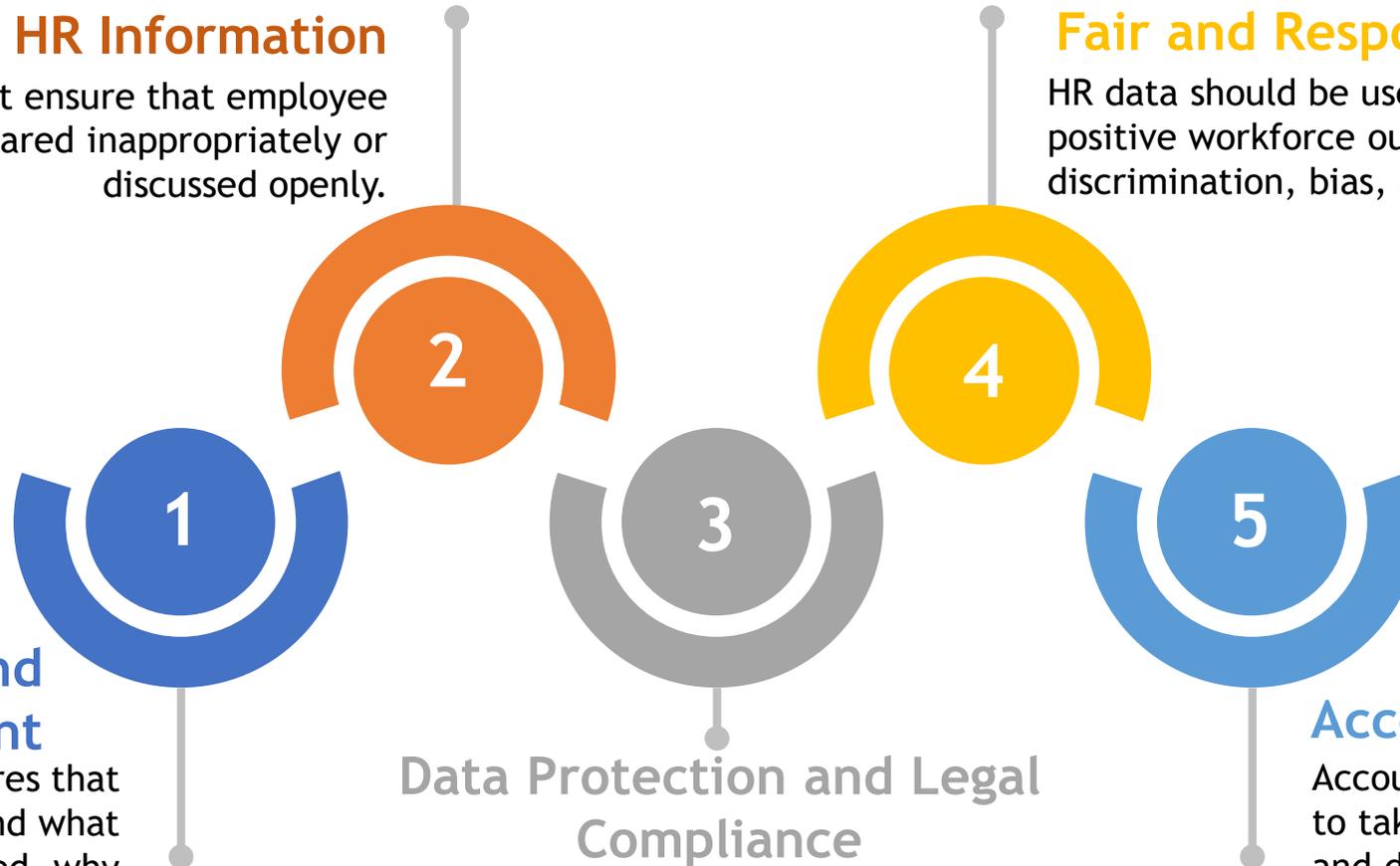
Transparency and Informed Consent

Transparency requires that employees clearly understand what information is being collected, why it is needed, how it will be used, and who will have access to it.
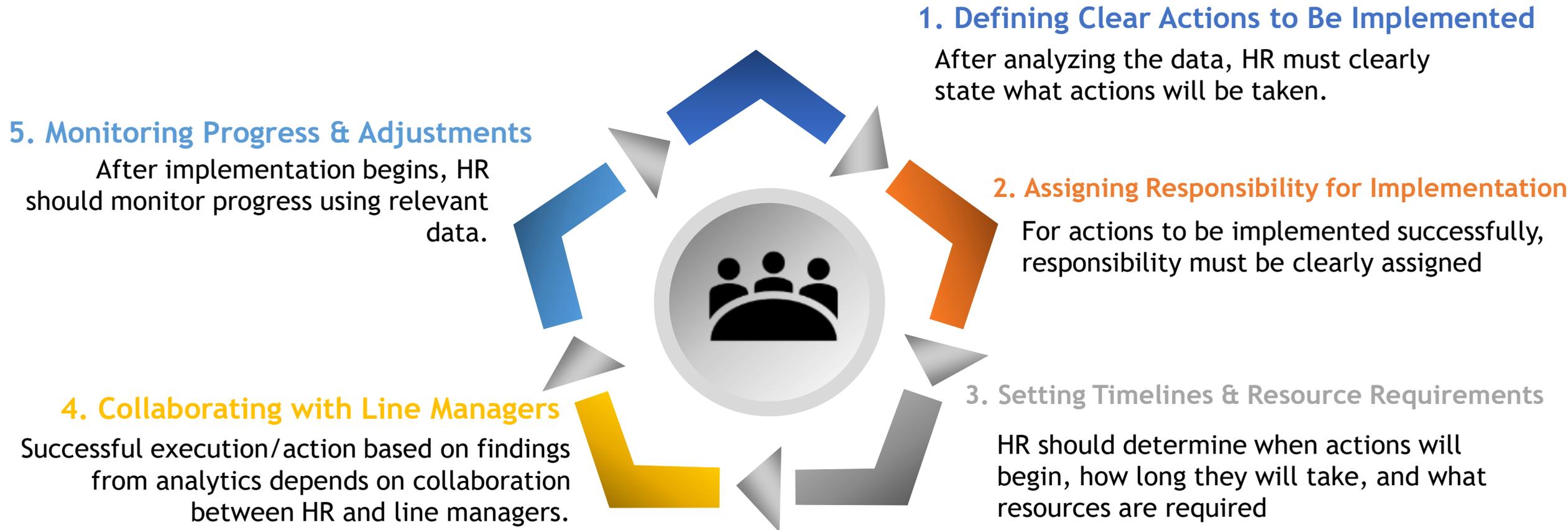
Data Protection and Legal Compliance

Organizations are required to follow data protection laws and regulations when handling HR data.

Accountability of Data

Accountability requires HR professionals to take responsibility for data handling and decision-making.

TURNING ANALYTICS INTO ACTIONS

1. Defining Clear Actions to Be Implemented

After analyzing the data, HR must clearly state what actions will be taken.

2. Assigning Responsibility for Implementation

For actions to be implemented successfully, responsibility must be clearly assigned

3. Setting Timelines & Resource Requirements

HR should determine when actions will begin, how long they will take, and what resources are required

4. Collaborating with Line Managers

Successful execution/action based on findings from analytics depends on collaboration between HR and line managers.

5. Monitoring Progress & Adjustments

After implementation begins, HR should monitor progress using relevant data.

IN CONCLUSION...

- HR analytics is a **practical, people-focused approach** that helps organizations **understand their workforce and make better decisions**.

- HR analytics **goes beyond collecting numbers and reports**; it involves **using data to identify trends, solve workforce challenges, and support both employees and management.**

- Through **continuous learning and regular use of data**, HR professionals can turn analytics into a **valuable everyday tool**. This helps **HR move from intuition-based decisions to evidence-based actions** that create real impact.

"Wisdom comes from data. Keep metrics simple and actionable. HR Metrics are the smartest way to make your HR practices effective and efficient."

- Hendrith Vanlon Smith Jr -

SCAN CODE TO EVALUATE SESSION

THANK YOU

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