



Workforce Analytics

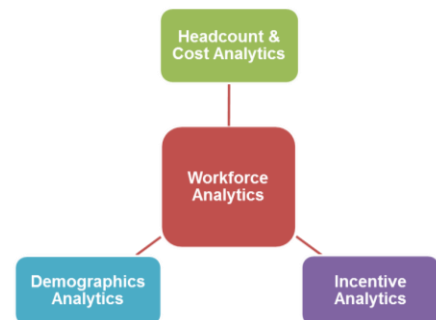
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"Workforce Analytics" is a study, designed to help today's business leaders make data-based decisions by investigating their current manpower through the lens of cost optimization.

Key Takeaways:

Workforce analytics enables organizations to:

- Help HR leaders improve workforce planning & their internal forecasting abilities
- Enables fact based decisions while finalizing compensation budgets
- Give leaders clear visibility of trends around one of the largest line items in any P&L budget
- Enables easy comparison of trends vis-a-vis immediate business & talent competitors



Workforce Analytics enables you to answer critical Questions around Headcount & Payroll Cost, Employee Demographics and Incentive Spends and Payouts by providing a comparison with Comparators Organization.

Headcount & Payroll Cost Analytics:

- Are similar sized organizations spending less or more than you on payroll cost?
- Is per employee productivity for you higher now than in previous years? How are your competitors faring on this?
- What does your organization pyramid look like compared to the market?
- In which functions have you invested most of your work-force? Is this aligned with the market?
- With a significant investment in payroll cost, is your ability to pay getting limited by relatively higher headcount?

Demographics Analytics:

- What is the gender ratio across different levels of management in your organization?
- Do you have a younger/ older workforce relative to the peer group?
- How well have you been able to retain employees for longer than the competition?
- Has the market hired a larger share of their workforce in the last year compared to you? Does this new talent come to the organization at a cost premium or discount?

Incentive Analytics:

- What proportion of your payroll cost is being delivered contingent on business performance?
- Across levels what portion of total rewards is getting delivered through fixed compensation, short-term incentives and long term incentives?
- What percentage of eligible employees actually received a variable or an incentive pay-out in 2013?
- In what proportion do you distribute your target pay-at-risk across functions? Are there functions which saw a higher share of pay-out basis actual performance?