

TRANSFORMING
**SURGE
CAPACITY**



Monitoring and Measuring the Impact of HR Support in Surge Responses

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on behalf of the CHS Alliance



INTRODUCTION

HR teams play a critical role during any surge response – supporting managers in programme delivery by leading processes on the recruitment and deployment of the right staff, ensuring that HR systems and policies are implemented effectively, supporting to develop and maintain motivation and employee performance, leading to minimising employee turnover, staff absence, the incidence of critical situations and employee relations issues.

In order for HR teams to perform to the best of their ability, it is essential to consider how their impact can be monitored and measured, as well as provide lessons for learning when supporting future surge responses and improved performance.

This guideline provides information and suggestions on developing key performance indicators so that HR teams can monitor their impact on programme delivery. Key performance indicators and reporting give an HR team a much clearer sense of what they are expected to deliver to support programme goals and a means by which success and contribution to a programme can be measured.

Any report should be designed for those who are reading it. Management teams may not be so interested in the detail that an HR team might need to measure its own performance. We have provided a long list of suggestions here, but are by no means suggesting that all of these are required and this guideline should be seen as the starting point for designing your own internal reporting mechanisms. The first section are suggestions for the HR team’s own impact monitoring and the 2nd section provides an illustration of what a more generic management team might look for.

To support this approach, the organisational responsibilities in commitment 8 of the CHS have been used as guidance under each area (although all commitments should be considered).

As a reminder, commitment 8 is ‘Communities and people affected by crisis receive the assistance they require from competent and well-manged staff and volunteers.’

The quality criterion is ‘staff are supported to do their job effectively, and are treated fairly and equitably.’

The overall key performance indicators are:

- Male and female staff feel supported by their organisation to do their work
- Staff satisfactorily meet their performance objectives
- Communities and people affected by crisis assess staff to be effective

SECTION 1: HR REPORTING WITHIN THE HR TEAM

Key Performance Indicators (KPIs) are performance metrics that are assessed and analysed in relation to organisation, team, project or activity. They are evaluated over a specified time period in relation to previously identified standards or targets and are linked to strategy and performance.

After consultation with senior managers, the HR team should decide what indicators they wish to set and how they will monitor. The purpose is to monitor performance, to identify gaps and resolve issues. This data will then be used to compile data for the management team report – see section 2.

Suggestions are listed below.

| Organisational Responsibilities | Suggestions for setting key performance indicators | Suggestions on how to measure |
|--|--|---|
| <p>The organisation has the management and staff capacity and capability to deliver its programmes.</p> | <p>Ensure teams are resourced:</p> <p>identify posts that are difficult to recruit to or where there are long delays in recruitment resulting in gaps in programme delivery</p> <p>Maintain programme continuity:</p> <p>identify how much disruption there may be in the programme because of staff changes and identify any underlying issues</p> <p>Looking after the welfare of teams:</p> <p>highlight the number of days lost per team due to sickness absence – identifies gaps and underlying issues around wellbeing, and health and security</p> <p>monitor leave balances – untaken leave can be an issue of welfare, where staff are not getting adequate rest, but also identifies financial liabilities when untaken balances may have to be paid out</p> | <p>% of vacancies filled against time taken to recruit - a spreadsheet can calculate gaps – e.g. number of days from advertisement to start date. Identify a benchmark on time taken to recruit.</p> <p>Verbal feedback from managers on quality of applicants and interviewees</p> <p>Data on probation reviews completed, extended or failed</p> <p>Contract dates start and end - monitored and action identified in advance and taken. This will ensure that legal obligations are fulfilled such as correct notice periods</p> <p>Turnover - monitor voluntary and forced turnover (voluntary is where employees have chosen to leave and forced/involuntary is due to redundancies or end of contract). The calculation is - leavers divided by total number of staff – expressed as a %. Identify a benchmark.</p> <p>Number of leavers can be recorded per team to identify underlying issues</p> |

| Organisational Responsibilities | Suggestions for setting key performance indicators | Suggestions on how to measure |
|--|--|--|
| | <p>Maintain levels of performance:</p> <p>identify where there maybe gaps in programme delivery because of performance</p> | <p>Feedback from exit processes should be gathered and correlated including reasons for leaving.</p> <p>Monthly statistics from timesheets collected, including number of days and reasons for absence. Identify benchmark on absence.</p> <p>Tracking mechanism on uptake of medical services/benefits can support absence monitoring and underlying issues.</p> <p>Performance ratings reported against organisational expectations e.g. % of those that are outstanding; % at proficient and % of those who are not performing.</p> |
| <p>Staff policies and procedures are fair, transparent, non-discriminatory, and compliant with local employment law</p> | <p>Promote diversity:</p> <p>identify the barriers or gaps towards having a diverse workforce</p> <p>Provide contractual information to staff:</p> <p>ensure there are processes in place so that all staff have access to information about their contracts and terms and conditions</p> <p>Ensure compliance:</p> <p>key employment documents are reviewed and monitored and are compliant</p> <p>aim to reduce time spent on employee relations and resolving disputes</p> | <p>Monitoring on equality of opportunity/diversity - collection of data by team numbers, by grade and by contract length and disaggregated by gender, disability, national/international position and what is agreed to be important by the organisation</p> <p>Number of staff who receive contracts before start date - spreadsheet/system can identify those who have not received and signed contracts in time</p> <p>% of staff who receive an induction on the Staff Handbook or HR policies and procedures within e.g. first two weeks of joining - spreadsheet/system can identify outstanding inductions. Identify a benchmark.</p> <p>Survey questionnaire can be sent to new starters every quarter to gather feedback and monitor effectiveness of inductions.</p> |

| Organisational Responsibilities | Suggestions for setting key performance indicators | Suggestions on how to measure |
|--|---|---|
| | | <p>Frequency of salary review and allowances identified, undertaken and issues logged between reviews. A record of salary/allowance surveys and key decisions taken should be maintained.</p> <p>Frequency of review of Staff Handbook identified and undertaken in conjunction with legal or employment advice in country. Plus a record of the review process and of when the next review is done should be maintained.</p> <p>Review of provision of support by external providers undertaken e.g. medical checks, medical provision as agreed with the provider.</p> <p>Report on number of disciplinary, grievance, poor performance cases dismissals and ongoing legal issues that can identify how much management and HR time is spent on resolving these issues.</p> |
| <p>Job descriptions, work objectives and feedback processes are in place so that staff have a clear understanding of what is required of them</p> | <p>Clarify expectations and performance standards:</p> <p>job descriptions are kept up to date and performance management systems followed. Clear indications and examples of required skills and behaviours are available to all staff by using a competency framework and competency based approaches.</p> | <p>% of job descriptions in place and up to date - job descriptions on file and monitored by spreadsheet</p> <p>% of objectives set within xx months of start of performance year and % of appraisals completed within xx months of end of performance year - objectives and appraisals gathered or managers' report on those completed.</p> |
| <p>A code of conduct is in place that establishes, at a minimum, the obligation of staff not to exploit, abuse or otherwise discriminate against people</p> | <p>Clarify standards of behaviours:</p> <p>the Code of Conduct should be a live document and be understood by everyone to avoid issues around unwanted behaviour</p> | <p>% of staff who have signed the Code of Conduct – by report and monitored. Benchmark should be 100%</p> <p>Induction survey mentioned above could include a question on whether staff have understood the policy, their responsibilities and reporting mechanisms</p> |

| Organisational Responsibilities | Suggestions for setting key performance indicators | Suggestions on how to measure |
|---|---|---|
| <p>Policies are in place to support staff to improve their skills and competencies</p> | <p>Provide support to allow for continuous and improved performance: opportunities are given so that staff are able to perform in their current roles</p> <p>Provide support for further development: staff are encouraged to gain new skills, in line with defined competencies, and retention is encouraged</p> <p>Support internal movement: to retain knowledge, experience and skills within the organisation</p> | <p>% of relevant training and coaching undertaken against plan</p> <p>Number of internal career moves are monitored</p> |
| <p>Policies are in place for the security and the well-being of staff</p> | <p>Fulfil obligations under duty of care: and so that the interests of the programme and the employee are maintained</p> <p>Monitor health and safety: reporting is conducted in order to avoid future incidents</p> <p>Identify support mechanisms that are fit for purpose: ensure staff can perform to the best of their abilities and that a good service is provided by external providers</p> | <p>Absence and leave tracking as mentioned above</p> <p>Feedback received from staff and managers through staff survey, induction, performance management and exit process</p> <p>Health, safety and security reporting on incidents and near misses. Monitored month by month and compared on an annual basis.</p> <p>Feedback received from external providers on trends they have identified</p> |

SECTION 2: HR REPORTING TO MANAGEMENT TEAMS

Before submitting a comprehensive report to the management team, they should be consulted about the type of reporting they would like to see from HR and how they wish to see it presented. This should help to engage them in a more detailed discussion. For further information on different ways to present the information - read through the HR Metrics Dashboard – referred to in the resources section.

Dashboard example - HR Metrics Dashboard Toolkit © CHS Alliance 2016

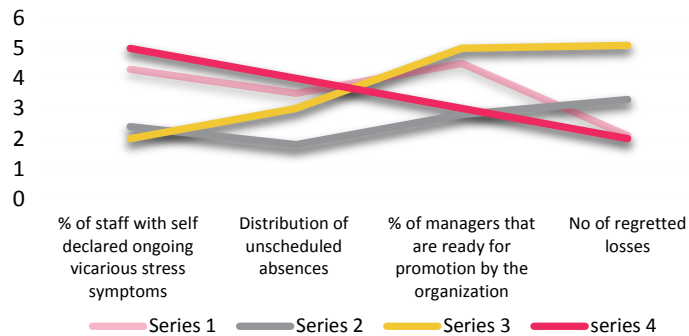
FIGURE 8: SAMPLE HR METRICS DASHBOARD

HR Metrics Dashboard Quarter 1 - 2016

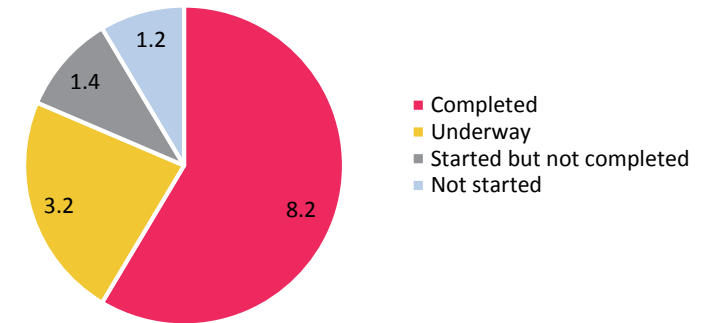
Insert name of organisation

Communities and people affected by crisis receive the assistance they require from competent and well-managed staff and volunteers

Employee satisfaction



Accountability to communities: staff who have undertaken CHS training

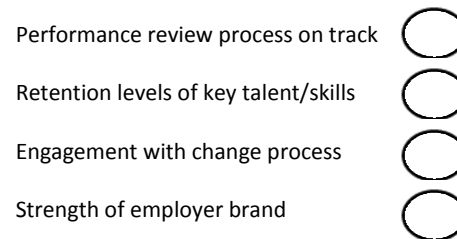
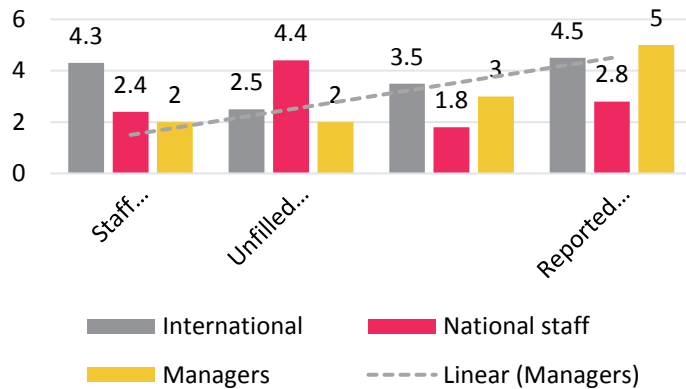


Risk areas

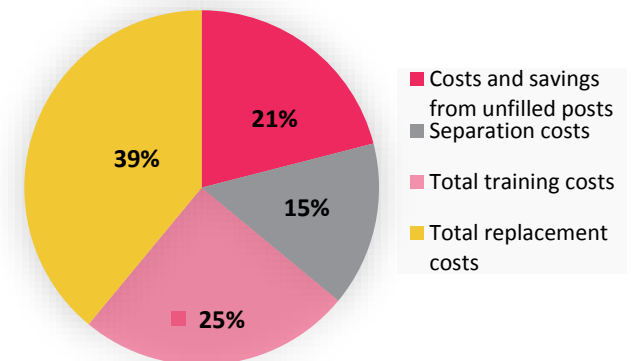
Key

- Red - poor
- Amber - average
- Green - good
- Brown - no data available

Capacity and capability



Annual % of direct cost of turnover



FIGURES 9 AND 10: MORE SAMPLE HR METRICS DASHBOARDS



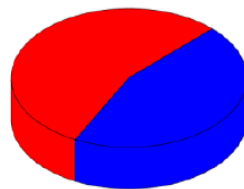
HR Dashboard

All key figures in one overview



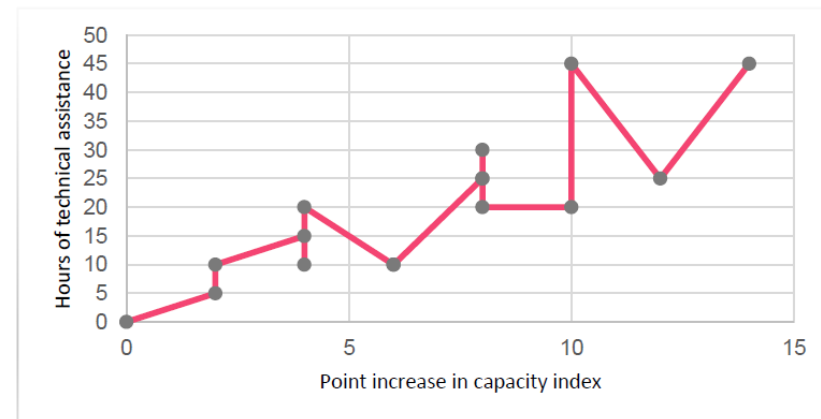
Dashboard display elements

FIGURE 11: THE DATA IS DISPLAYED IN A SIMPLE PIE CHART TO ILLUSTRATE A %. PIE CHARTS AS A PICTURE PROVIDE A COMPELLING DESCRIPTION



yes no

FIGURE 12: THE TWO-VARIABLE PLOT SHOWS TWO SETS OF DATA, EACH POINT REPRESENTS AN ORGANISATION. INCREASED CAPACITY AGAINST HOURS OF TECHNICAL ASSISTANCE IS TRACKED



RESOURCES

CHS Alliance: HR Metrics Dashboard: a toolkit, written by Ann Start – *this gives a thorough guide to the process of designing and collecting HR metrics* -

<http://www.chsalliance.org/files/files/Resources/Tools-and-guidance/CHS-Alliance-HR-metrics-dashboard-toolkit.pdf>

CHS self-assessment tool – all details can be found here -

<http://www.chsalliance.org/what-we-do/verification/self-assessment>

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