

HR Metrics:

Culture:



Objective	Business Measure	HR Measure	Target	Initiative
Employee Engagement and Satisfaction:	Create a workplace where employees are engaged, motivated, and satisfied.	Participation in employee engagement activities.	Percentage of Employees Participating in Engagement Activities.	Calculate the percentage of employees who actively participate in engagement activities such as workshops, team-building events, or recognition programs.
Safety Culture:	Establish a culture of safety that prioritizes the well-being of employees.	Number of safety training sessions conducted.	Total Number of Safety Training Sessions.	Count the total number of safety training sessions conducted throughout the year to ensure employees receive necessary safety training.
Continuous Learning and Development:	Promote continuous skill development and career growth opportunities.	Number of employees enrolled in training programs.	Total Number of Employees Enrolled in Training.	Count the total number of employees participating in training programs or courses to measure engagement in continuous learning.

Diversity and Inclusion:	Foster an inclusive culture that values diversity and ensures all employees feel respected and included.	Diversity training completion rate.	Percentage of Employees Completing Diversity Training.	Calculate the percentage of employees who successfully complete diversity and inclusion training programs.
Customer-Centric Culture:	Develop a culture that focuses on understanding and meeting customer needs.	Frequency of customer feedback collection.	Number of Customer Feedback Requests.	Track the number of times customer feedback is actively collected to ensure continuous customer engagement.
Innovation and Creativity:	Encourage innovation and creative problem-solving among employees.	Number of new employee-generated ideas	Total Number of New Ideas Submitted.	Count the total number of innovative ideas or suggestions submitted by employees.
Communication and Transparency:	Enhance communication channels and transparency to keep employees informed and engaged.	Frequency of communication channels used.	Number of Communication Channels Utilized.	Count the various communication channels actively used within the organization (e.g., email, intranet, meetings).
Leadership Development:	Identify and nurture leadership potential within the organization.	Leadership training participation rate.	Percentage of Potential Leaders Participating in Training.	Calculate the percentage of employees identified as potential leaders who have participated in leadership development training.

Competency:

SAMPLE BARS FOR THE IDENTIFIED COMPETENCIES				
Behavioural Traits	Level 1	Level 2	Level 3	Level 4
Technical skills	<p>Demonstrates basic knowledge of printing press operations.</p> <ul style="list-style-type: none"> • Can identify the different parts of a printing press. • Can explain the basic steps involved in printing. 	<p>Demonstrates proficiency in printing press operations.</p> <ul style="list-style-type: none"> • Can troubleshoot and repair minor problems with the printing press. • Can adjust the settings of the printing press to achieve the desired results. 	<p>Demonstrates advanced knowledge of printing press operations.</p> <ul style="list-style-type: none"> • Can troubleshoot and repair complex problems with the printing press. • Can make adjustments to the printing press to achieve complex results. 	<p>Demonstrates expert knowledge of printing press operations.</p> <ul style="list-style-type: none"> • Can develop new printing techniques and procedures. • Can troubleshoot and repair the most complex problems with the printing press.
Communication skills	<p>Is able to communicate effectively with co-workers.</p> <ul style="list-style-type: none"> • Can clearly explain their ideas and instructions. • Can listen to and understand the ideas of others. 	<p>Is able to communicate effectively with customers.</p> <ul style="list-style-type: none"> • Can build rapport with customers. • Can answer customer question 	<p>Is able to communicate effectively with a variety of people, including those from different cultures.</p> <ul style="list-style-type: none"> • Can adjust their communication style to meet the needs of the audience. 	<p>Is able to communicate effectively in both written and verbal form.</p> <ul style="list-style-type: none"> • Can write clear and concise reports. • Can give presentations that are engaging and informative.

		s in a clear and concise way.	<ul style="list-style-type: none"> Can be sensitive to cultural differences. 	
Quality Control	Does Not Meet Expectations <ul style="list-style-type: none"> Fails to perform quality checks consistently. Often overlooks defects or mistakes in printed materials. 	Basic Proficiency <ul style="list-style-type: none"> Performs quality checks as required but occasionally misses some issues. Seeks help when uncertain about quality standards. 	Meets Expectations <ul style="list-style-type: none"> Conducts thorough quality checks on printed materials. Identifies and rectifies most defects or issues independently. 	Exceeds Expectations <ul style="list-style-type: none"> Consistently achieves high-quality standards. Proactively identifies and prevents potential quality issues.
Problem-solving skills	Can identify and solve simple problems. <ul style="list-style-type: none"> Can identify the cause of a problem and take steps to fix it. Can ask for help when needed. 	Can identify and solve complex problems. <ul style="list-style-type: none"> Can gather information and analyze it to identify the cause of a problem. Can develop and implement solutions to complex 	Can identify and solve problems that are new or unusual. <ul style="list-style-type: none"> Can think creatively to find solutions to problems. Can take risks and experiment with new solutions 	Can identify and solve highly complex or challenging problems. <ul style="list-style-type: none"> Can see the big picture and understand the implications of their decisions. Can think strategically and develop long-term solutions to problems.

Cost & Productivity:

Objective	Business Measure	HR Measure	Target	Initiative
Increase revenue	Revenue growth	Employee engagement	Increase revenue by 10% year-over-year	Develop and implement a new sales strategy.
Reduce cost	Cost of goods sold (COGS) reduction	Employee productivity	Reduce COGS by 5% year-over-year	Invest in new equipment and training programs to improve employee productivity.
Compensation factor	Compensation satisfaction score	Employee compensation	Increase compensation satisfaction score to 80%	Conduct regular salary surveys and benchmark compensation rates against other companies in the industry.
Increase customer satisfaction	Net promoter score (NPS)	Customer satisfaction score	Increase NPS by 5 points year-over-year	Implement a customer feedback program and use the feedback to improve products and services.
Improve employee retention	Employee turnover rate	Employee satisfaction score	Reduce employee turnover rate by 2% year-over-year	Create a positive and supportive work environment and offer opportunities for professional development.

Recruitment:

Objective	HR Measure	Target	Initiative
Reduce time to fill	Days to fill	30 days	Improve sourcing strategies, streamline the interview process, and automate tasks.
Improve quality of hire	New hire performance satisfaction	90%	Provide better onboarding and training programs, and track new hire performance.
Increase employee retention	Employee turnover rate	10%	Create a positive work culture, offer competitive salaries and benefits, and provide opportunities for career growth.
Reduce cost per hire	Cost per hire	\$2,000	Negotiate better rates with vendors, reduce the number of interviews, and automate tasks.

Training Development:

Objective	HR Measure	Target	Initiative
Increase employee satisfaction with training and development	Employee satisfaction with training and development survey	80%	Implement regular employee surveys to collect feedback on training and development programs. Use the feedback to improve the quality and relevance of the programs.
Reduce the time it takes for new employees to become productive	Time to productivity	3 months	Implement a comprehensive onboarding program that includes training on all aspects of the job. Provide new employees with mentors or coaches to help them get up to speed quickly.
Increase the number of employees who are cross-trained in multiple areas	Percentage of employees who are cross-trained in multiple areas	50%	Offer cross-training opportunities to employees. This will help to create a more versatile workforce and reduce the risk of disruptions due to employee turnover.
Improve employee knowledge of the printing industry	Employee knowledge of the printing industry survey	80%	Provide employees with access to training and resources that can help them to improve their knowledge of the printing industry. This could include online courses, industry publications, and conferences.
Increase the number of employees who are certified in their field	Percentage of employees who are certified in their field	70%	Encourage employees to pursue certification in their field. This will help to demonstrate their skills and knowledge to potential employers.
Reduce the cost of training and development	Training and development budget per employee	\$1,000	Explore ways to reduce the cost of training and development, such as using online courses, developing in-house training programs, and negotiating discounts with vendors.

Talent Management:

Objective	Business Measure	HR Measure	Target	Initiative
Increase customer satisfaction	Net promoter score (NPS)	Employee engagement score	NPS score of 80 or higher	Implement a customer satisfaction survey program and use the results to identify and address areas for improvement.
Reduce costs	Cost per print job	Employee productivity	Reduce cost per print job by 10%	Implement a process improvement program to identify and eliminate waste.
Improve quality	Defect rate	Employee training	Reduce defect rate by 5%	Implement a training program for employees on quality control procedures.
Increase sales	Revenue from printing services	Employee sales performance	Increase revenue from printing services by 15%	Implement a sales training program for employees and provide incentives for meeting or exceeding sales goals.
Reduce employee turnover	Employee turnover rate	Employee satisfaction	Reduce employee turnover rate by 2%	Implement an employee satisfaction survey program and use the results to identify and address areas for improvement.