



# 2018 IPMA-HR Benchmarking Report

Beyond HR Metrics:  
HR Analytics



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The goal is to turn data  
into information, and  
information into insight.

– Carly Fiorina

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## Executive Summary

Data from the Annual Benchmarking Survey, developed by the International Public Management Association for Human Resources (IPMA-HR) in collaboration with its Research Committee, inform this **2018 IPMA-HR Benchmarking Report — Beyond HR Metrics: HR Analytics**. A total of 386 responses were received from 6,701 IPMA-HR members. Key findings from the Benchmarking Survey include the following:

- The rate of organizations collecting HR metrics is relatively unchanged from 2010 at 70 percent. However, there is a 12 percent increase in public sector human resources professionals reporting the use of a Human Resource Information System (HRIS) since 2010. Medium and large organizations reported higher use of HRIS than small organizations.
- Over half of public sector HR professionals report using data analysis with the purpose of improving HR strategy and support. About 64 percent report having implemented HR analytics for over two years, with 63 percent of our members feeling “somewhat” to “a great deal” of value and support given to their HR analytics projects.
- Although IPMA-HR members feel their agencies value and support their data-related projects, only one-fifth of our members reported having their agency provide training for data collection, analysis, and software and programs used. HR practitioners mostly reported a need for software and basic data collection to develop their agency’s capacity for HR analytics, followed by higher-level analysis and best practices training.
- The most common improvement from implementing HR analytics in their agency noted by our members was better communication with senior leadership, with over 80 percent of survey respondents communicating HR analytics findings with senior leadership. About 68 percent of members also felt that implementing and reporting on an HR analytics project affected HR’s strategic influence “somewhat” to “a great deal.”
- Most public sector HR professionals collect and analyze data for the purpose of impacting both internal and external processes. The findings are mainly used for reporting to HR and the organization, and for predicting trends and influencing decision-making processes.

## Objectives

Responses to the 2018 Benchmarking Survey were analyzed to provide an understanding of the current state of analytics in the public sector human resources profession and to offer HR professionals suggestions for developing their own analytics at their agency.

The focus areas and objectives for the project were as follows.

- Current state of public sector HR analytics**  
 Understand the current state of HR analytics in public sector human resources. Determine the main purpose of performing data analysis and reporting. Assess the cultural support around HR analytics. Identify main improvements and obstacles in the practice of implementing HR analytics.
- Changes since the 2010 report**  
 Examine similarities and differences from the HR Metrics Report in 2010. Delve into areas of growth in data collection rates, length of an established data collection practice in agencies, and the types of metrics collected.
- Common practices**  
 Identify common HR analytics processes, tools and programs used in public sector HR. Establish what HR analytics processes are implemented in the functional areas of human resources. Highlight unique analytical projects implemented in public sector HR departments.
- Training**  
 Determine current HR analytics training opportunities for HR professionals. Identify the rate of training provided for data analysis and software. Assess the type of training public sector HR professionals need to support them in developing their agencies' capacity for HR analytics.

The survey received 238 completed responses and 148 partial responses for a total of 386 participants. The response rate is approximately 5.7 percent. The results of the survey have a 35 percent confidence interval at a 95 percent confidence level.

## Demographics

The mix of respondents was highly representative of IPMA-HR's membership. Thus, no weighting of responses by demographic characteristics was required. Most of the survey respondents hold senior-level positions, with 61 percent of respondents being managers or directors of human resources. The chart below depicts the composition of survey participants by type of government organization, organization size and job title.

LEVEL OF GOVERNMENT WHERE EMPLOYED	n=237
Local/County/Town	71%
State	14%
Federal	3%
Special District	9%
Educational Organization	4%

ORGANIZATION SIZE BY EMPLOYEE COUNTY			n=237	JOB TITLE	n=238
Small	1 - 200		19%	Director	32%
	200 - 500		22%	Deputy Director	6%
Medium	500 - 1,000		18%	Manager	24%
	1,000 - 5,000		23%	Consultant/ Partner	4%
Large	5,000 - 10,000		11%	Analyst	15%
	10,000 - 20,000		3%	Coordinator	3%
	20,000 +		5%	Assistant	2%
				Other	14%

Note: Throughout this report, organizations with <500 employees are described as small. Those with 500-5,000 employees are described as medium or medium-sized, and those with >5,000 employees are described as large. Percentages do not always total 100 due to rounding and because some survey questions permitted more than one response.

## Methodology

IPMA-HR emailed the Benchmarking Survey to 6,701 public sector human resources members of the association on June 27, 2018. Two additional reminder emails were sent to members. For their participation, respondents were given the option to register to win a drawing for one of three \$50 Amazon gift cards.





## 2010 and Now: HR Metrics

In the 2010 Benchmarking Report, IPMA-HR focused on HR metrics. Now we take a look back and compare how the practice of collecting HR metrics has changed over the last eight years.

Throughout the report, “HR metrics” refers to HR-specific data, while “HR analytics” refers to the application of analytic processes to that data for the purpose of improving HR strategy and performance.

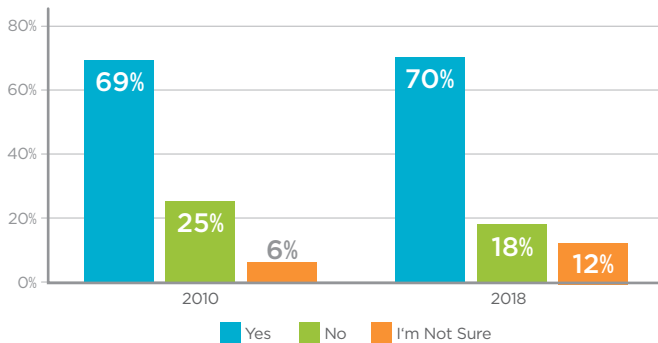
## 2010 and Now: HR Metrics

### Data Collection and HRIS

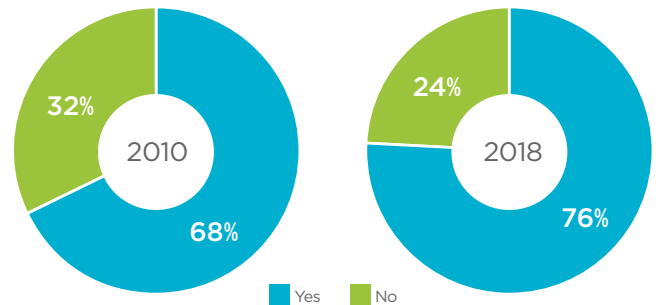
Public sector human resources departments are collecting HR metrics at nearly the same rate they did eight years ago (2010, 69 percent; 2018, 70 percent). Currently, medium and large organizations collect HR metrics at a higher rate (82 percent) than small organizations (69 percent).

The rate of HR professionals in departments with Human Resources Information Systems (HRIS) increased from 68 percent in 2010 to just under 76 percent in 2018: a 12 percent increase. Medium and large organizations reported higher rates of employing an HRIS (80 percent and 91 percent, respectively) than small organizations (67 percent).

DOES YOUR AGENCY COLLECT HR METRICS?



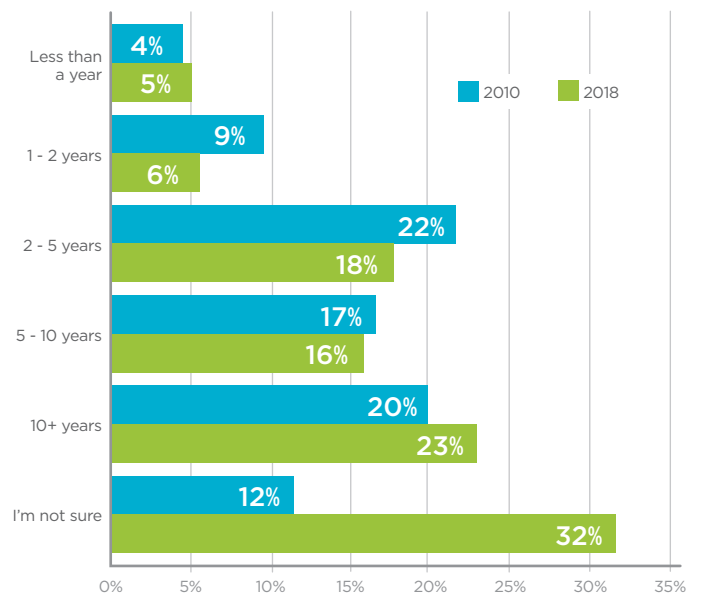
DOES YOUR AGENCY HAVE A HUMAN RESOURCES INFORMATION SYSTEM (HRIS)?



### Length of Data Collection

The practice of public sector HR departments collecting data has been steadily increasing. In 2010, the majority of organizations had been collecting HR data for 2-5 years (22 percent), while in 2018, the majority of organizations have been collecting HR data for more than 10 years (23 percent). In 2018, a large percentage (32 percent — a 166 percent increase from 2010) cited “not sure” as a response, potentially implying that data collection is now a long-established practice.

HOW LONG HAS YOUR AGENCY BEEN COLLECTING HR METRICS?

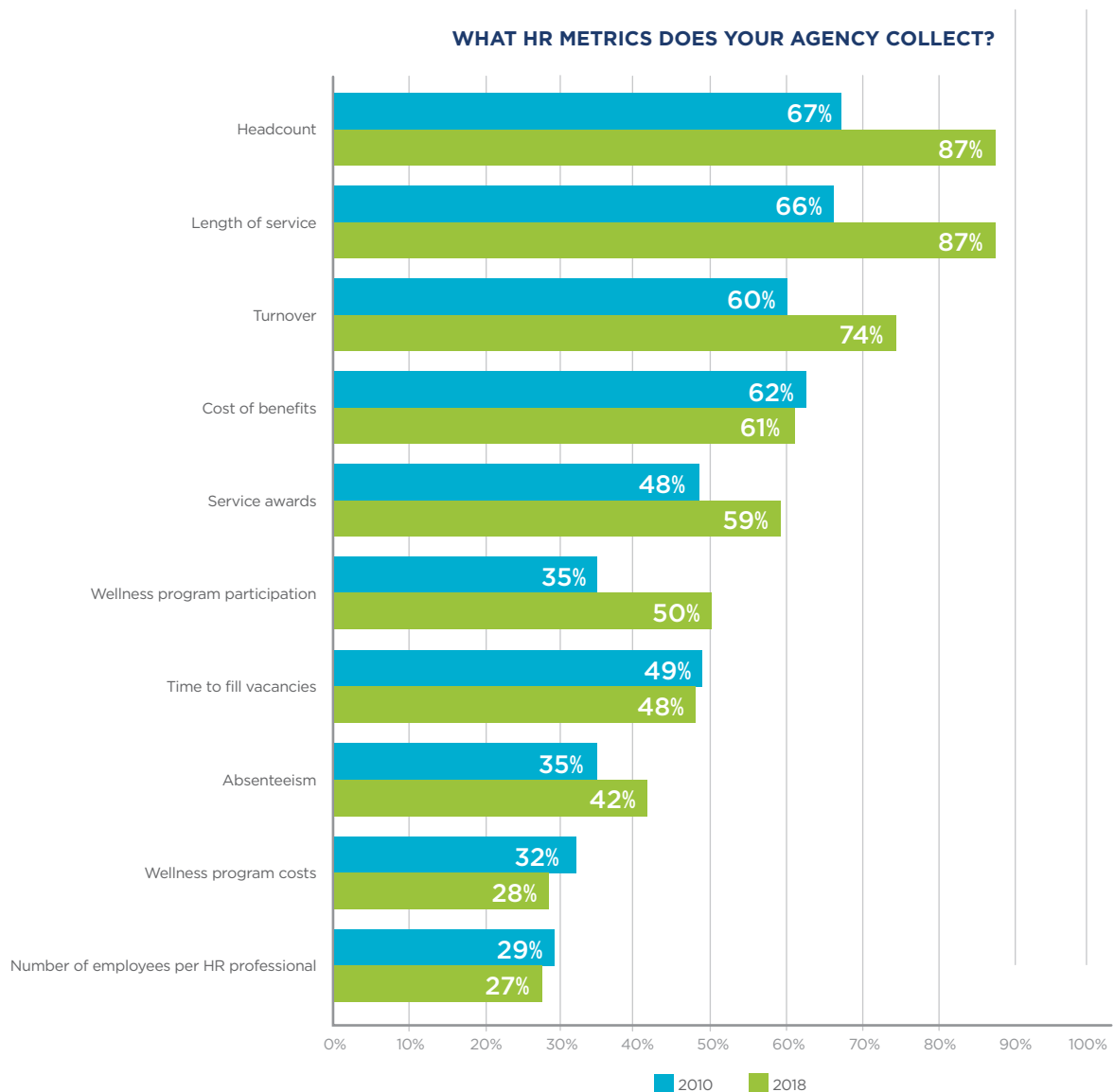


## 2010 and Now: HR Metrics

### HR Metrics

Headcount and Length of Service were the most commonly collected HR metrics in both 2010 and 2018. In 2010, length of service (66 percent), cost of benefits (62 percent), and turnover (60 percent) followed headcount as the most commonly collected items.

In 2018, length of service (87 percent), turnover (74 percent), and cost benefits (61 percent) were the most commonly collected metrics after headcount. Data collection for the top two most common metrics — headcount and length of service — increased by 20 percentage points from 2010 to 2018, which is a 30 percent increase in IPMA-HR members collecting these metrics over the past eight years.





## **Beyond Metrics: HR Analytics**

Moving beyond the practice of collecting HR metrics and into the practice of analyzing data allows HR departments move from a transactional role to a dynamic, transformational role in their organization. In this section, we strive to understand the current state of HR analytics in the public sector field.



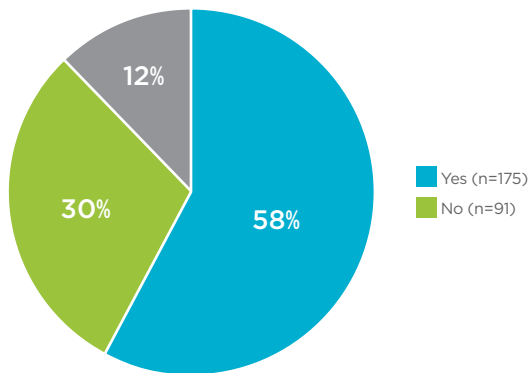
## Beyond Metrics: HR Analytics

### HR Analytics to Improve HR Strategy and Performance

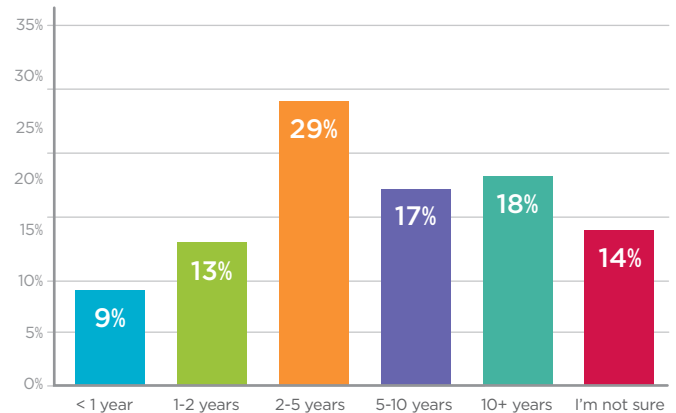
58 percent of survey respondents reported their agency implemented HR analytic practices for the purpose of improving HR strategy and performance, with small organizations (49 percent) reporting less than medium ones (60 percent), and even less than large ones (73 percent).

From those 175 respondents who are implementing HR analytic processes to improve HR strategy and performance, the most common time frame is from 2-5 years (29 percent). However, for large organizations, the most common time frame is over 10 years (24 percent).

**DOES YOUR AGENCY IMPLEMENT HR ANALYTICS FOR THE PURPOSE OF IMPROVING HR STRATEGY AND PERFORMANCE? (N=302)**



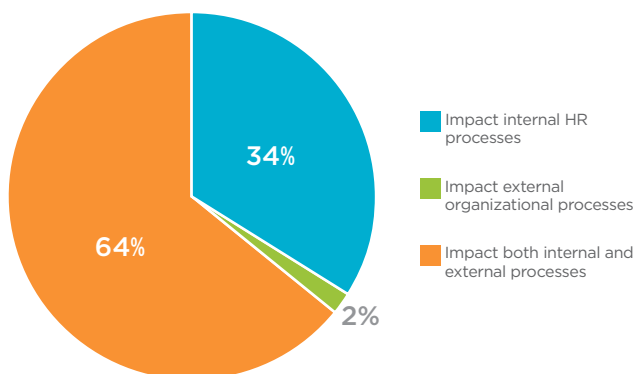
**HOW LONG HAS YOUR AGENCY BEEN IMPLEMENTING HR ANALYTICS PROCESSES? (N=175)**



### Main Purpose of Data Collection

Sixty-four percent of respondents collect and analyze data to impact both internal and external processes. One-third of those only collect data that impacts internal HR processes. A small minority (2 percent), collect and analyze data for the purpose of only impacting external organizational processes.

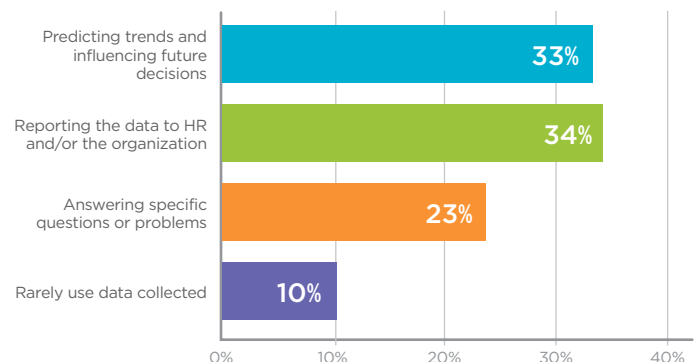
**WHAT IS THE MAIN PURPOSE OF THE DATA COLLECTION/ANALYSIS CONDUCTED BY YOUR AGENCY? (N=251)**



### Usage of Data Collected

A small percentage (10 percent) of HR professionals are part of an organization that rarely uses the data collected. For the rest, it is nearly evenly distributed and used to answer specific questions the agency has, for reporting purposes or for predicting trends and influencing future decisions.

**IN WHAT WAY DOES YOUR AGENCY MAINLY USE THE DATA COLLECTED? (N=257)**



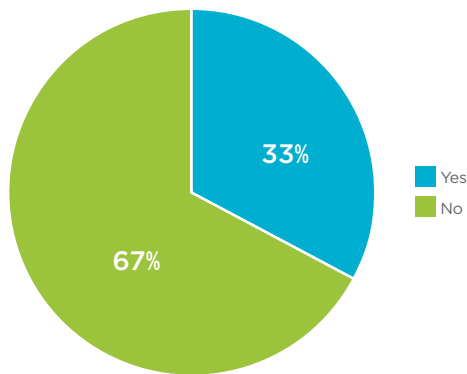
## Beyond Metrics: HR Analytics

### HR Analytics Workgroup

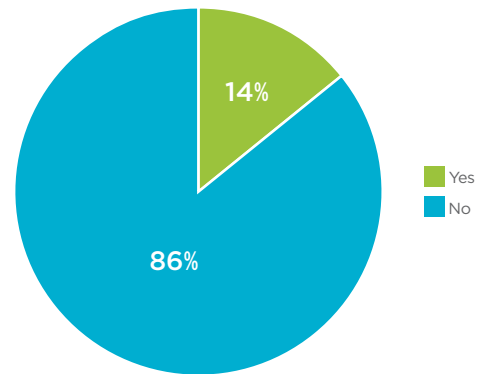
One-third (33 percent) of HR professionals are part of an agency that has a person or team dedicated to HR data analysis. Of the 67 percent that don't have a dedicated person or team, 14 percent plan on adding one in the near future.

Organizational size was a predictor of whether an organization currently has a person or team dedicated to HR data analysis, with 62 percent of large organizations reporting "yes," and only 27 percent of medium-sized agencies and 21 percent of small agencies reporting in the affirmative.

**DOES YOUR AGENCY HAVE A PERSON OR A TEAM DEDICATED TO HR DATA ANALYSIS? (N=294)**



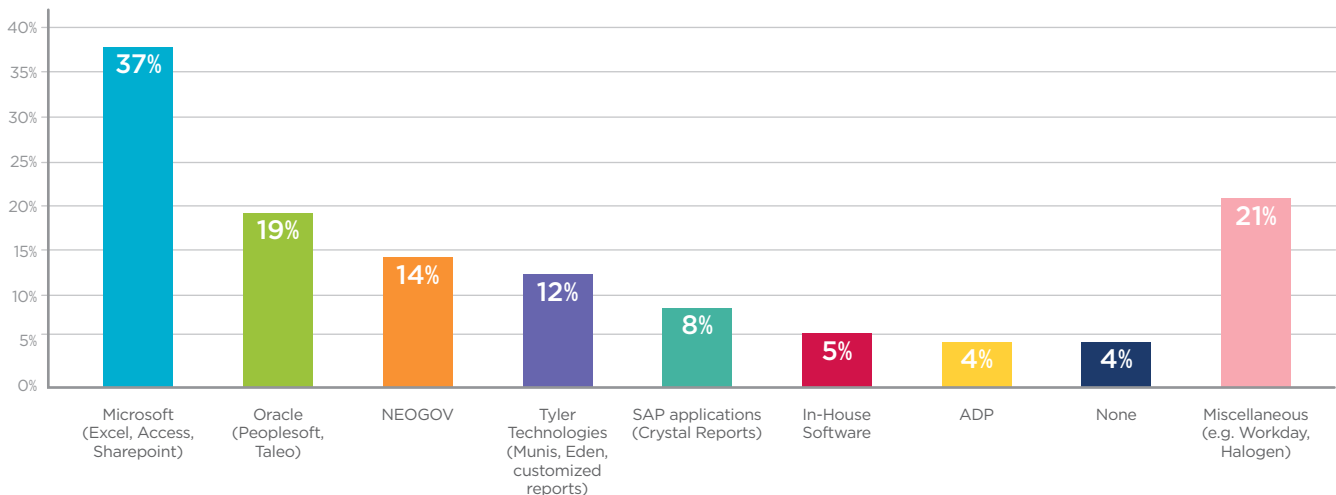
**ARE THERE PLANS TO ADD A PERSON OR TEAM DEDICATED TO HR DATA ANALYSIS IN THE FUTURE? (N=196)**



### Software, Tools and Programs in HR Analytics

Microsoft tools were most commonly reported software used, with 37 percent of respondents mentioning its applications, particularly Excel, Access and SharePoint. Oracle tools were the second most popular at 19 percent, with PeopleSoft being the most popular application. NEOGOV (14 percent), Tyler Technologies (12 percent), in-house programs (5 percent), and ADP (4 percent) were also mentioned. Only 4 percent of respondents reported having no program in place to collect and analyze data, and 21 percent reported using miscellaneous programs, such as Workday or Halogen.

**WHAT SOFTWARE OR PROGRAMS DOES YOUR AGENCY USE TO COLLECT DATA AND IMPLEMENT HR ANALYTICS?**





## Culture Surrounding HR Analytics

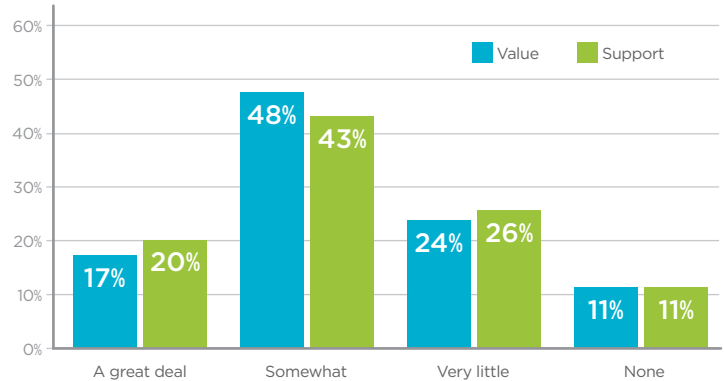
The values, beliefs and attitudes of an agency are important influencers of how a particular culture develops in the workplace. In this section we report on the organizational support surrounding a data-driven culture in public sector human resource agencies.

## Culture Surrounding HR Analytics

### Value and Support for Analytical Findings

Nearly half of those surveyed felt their agency provides some support for their HR analytics-related projects and places some value on their findings during the decision-making process. About one-fifth of respondents felt their organization provided a great deal of value and support to data-related projects, and over a third feel very little to no value or support. No significant differences were found according to agency size.

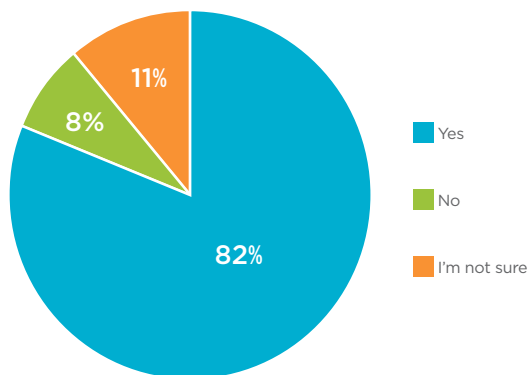
VALUE AND SUPPORT FOR HR ANALYTICS (N=254)



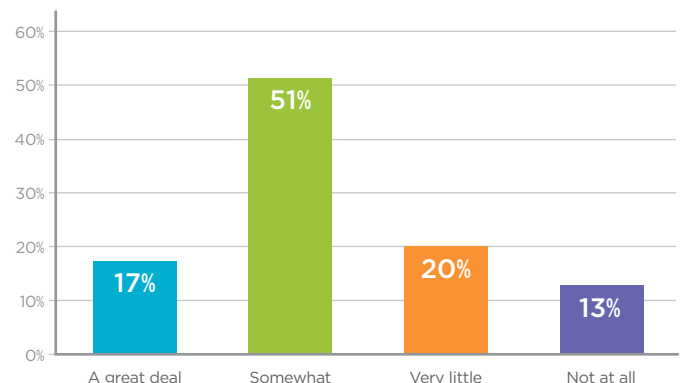
### Strategic Influence

The majority of respondents (82 percent) share analytics findings with senior leadership, and about half said it has “somewhat affected” HR’s strategic influence. Seventeen percent reported HR analytics affected their strategic influence a great deal, whereas just over one-third of respondents reported very little to no increase in their agency’s strategic influence.

DOES YOUR AGENCY SHARE HR ANALYTIC FINDINGS WITH SENIOR LEADERSHIP? (N=254)

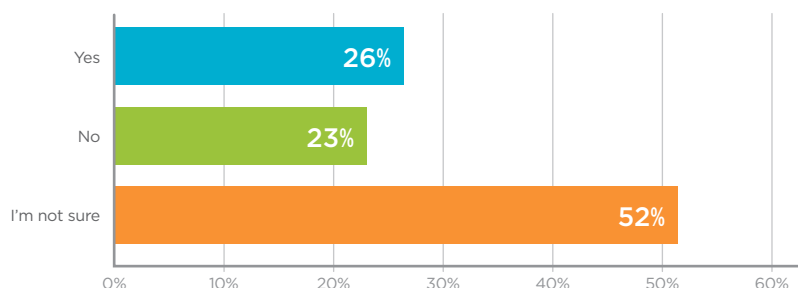


HOW HAS IMPLEMENTING HR ANALYTICS INCREASED HR'S STRATEGIC INFLUENCE? (N=248)



Over a quarter of public sector HR professionals responded that the use of HR analytics has affected the bottom line for their organization, while 23 percent reported that it had no effect, and more than half weren't sure.

HAS THE USE OF HR ANALYTICS BEEN ABLE TO AFFECT THE BOTTOM LINE OF THE ORGANIZATION?





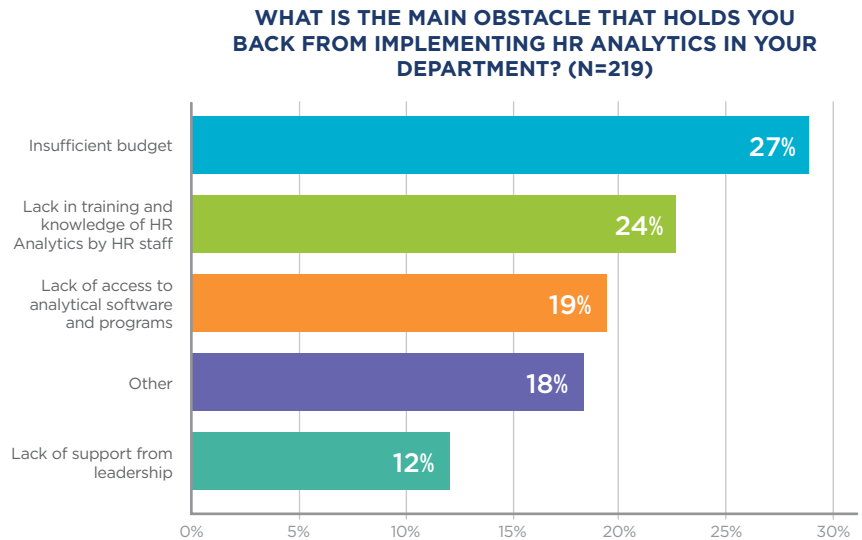
## Culture Surrounding HR Analytics

### Main Obstacle

The most common obstacle holding public sector HR departments back from implementing HR analytics is insufficient funding (27 percent), followed by lack of training (24 percent), and lack of access to analytics software (19 percent). Lowest on the list is support from leadership (12 percent), confirming earlier findings whereas the majority of respondents felt their agency placed “somewhat” to a “great deal” of value on and support for HR analytics.

Just under one-fifth of respondents chose “other,” with typical comments regarding obstacles not listed as survey responses:

- “Lack of staff to track the analytics”
- “Staffing and time”

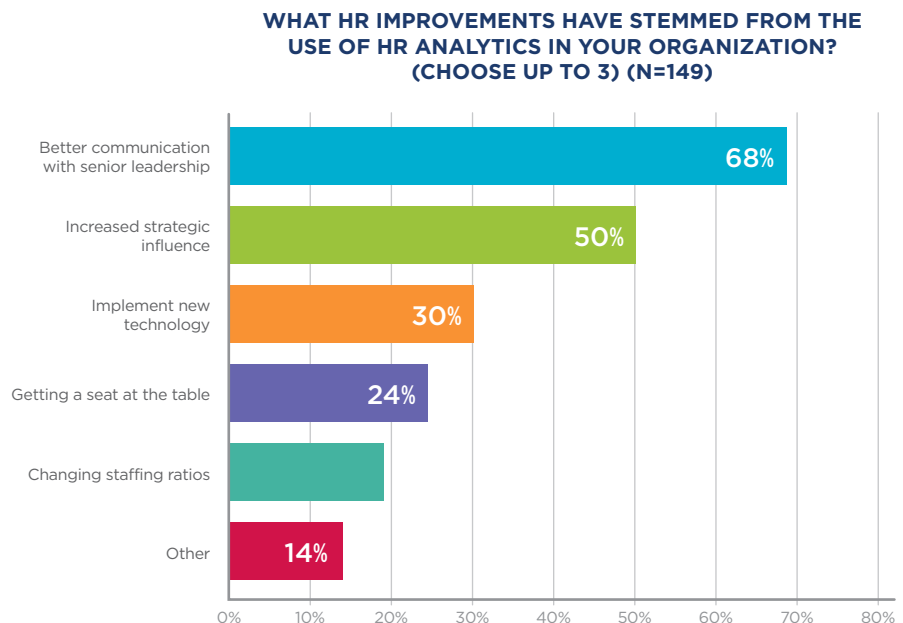


### Improvements

When asked to choose the top three improvements stemming from the use of HR analytics, the majority of respondents chose better communication with senior leadership (68 percent), followed by increased strategic influence (50 percent), and implementing new technology (30 percent).

Some of the comments offered regarding improvements made as a result of the use of HR analytics that were not listed as survey responses include:

- “Improve engagement”
- “Provided focus/priorities for future goals”



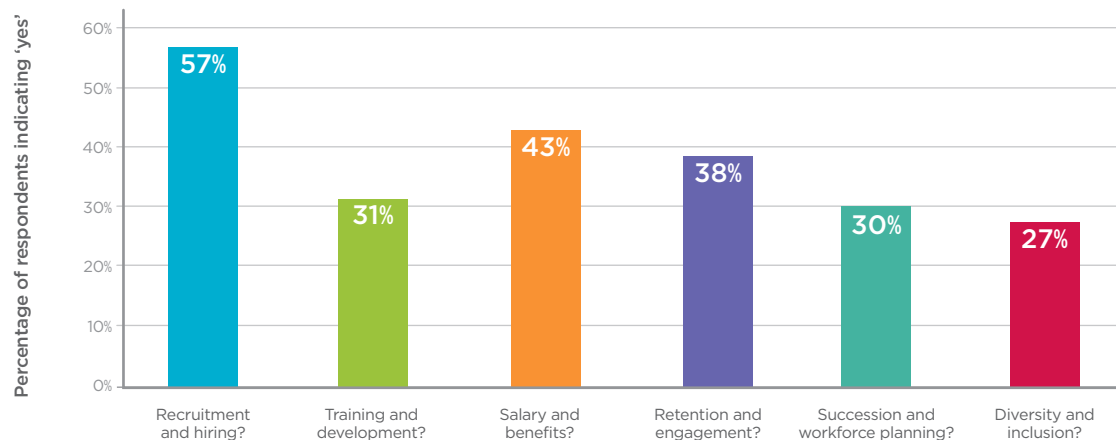


## **Analytics in the Functional Areas of HR**

In this section, IPMA-HR members were asked to describe improvements in the functional areas of human resources that stemmed from the use of HR analytics, including recruitment and hiring, training and development, salary and benefits, succession and workforce planning, performance management, and diversity and inclusion. Below are the percentage of respondents who work for an agency that has implemented HR analytics to improve each of the functional areas of HR. Answers for each category were coded and evaluated for emerging themes.

## Analytics in the Functional Areas of HR

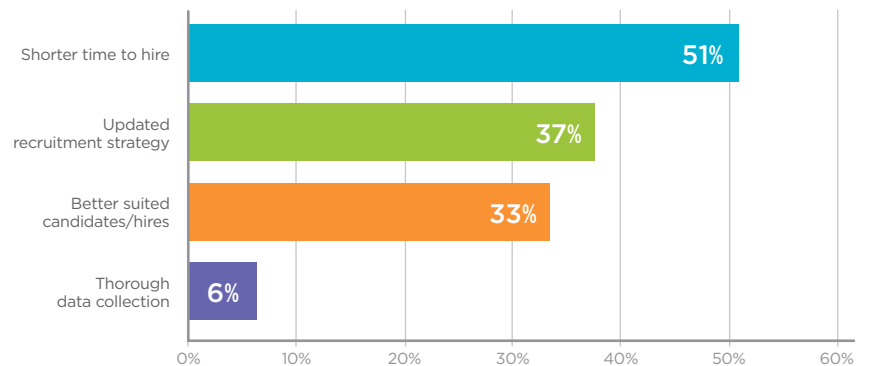
### HAS YOUR AGENCY IMPLEMENTED HR ANALYTICS TO IMPROVE...



### Recruitment and Hiring

The most common improvement mentioned for recruitment and hiring was shorter time to hire (51 percent). The use of HR analytics has also helped HR departments update their recruitment strategy, find better suited candidates/hires, and provide more thorough data.

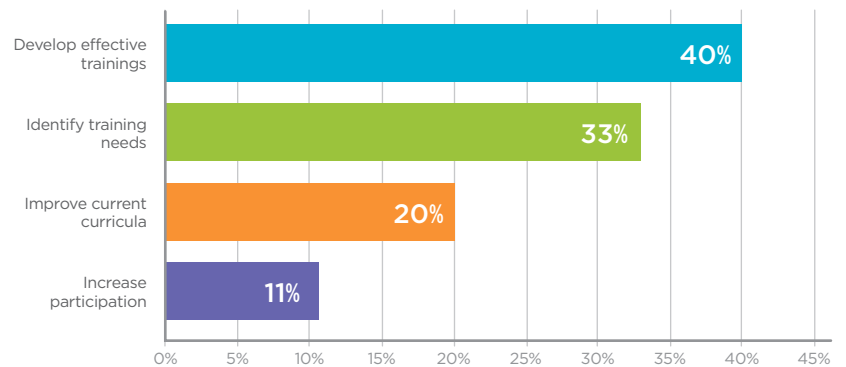
#### RECRUITMENT AND HIRING (N=119)



### Training and Development

The practice of collecting and analyzing data has helped HR departments improve by being able to develop more effective trainings (40 percent) with the information collected. One-third of respondents stated that being able to identify training needs was one of the improvements that stemmed from their collection of analysis of HR analytics. Improving curricula and increasing participation are also common improvements in the public sector HR field.

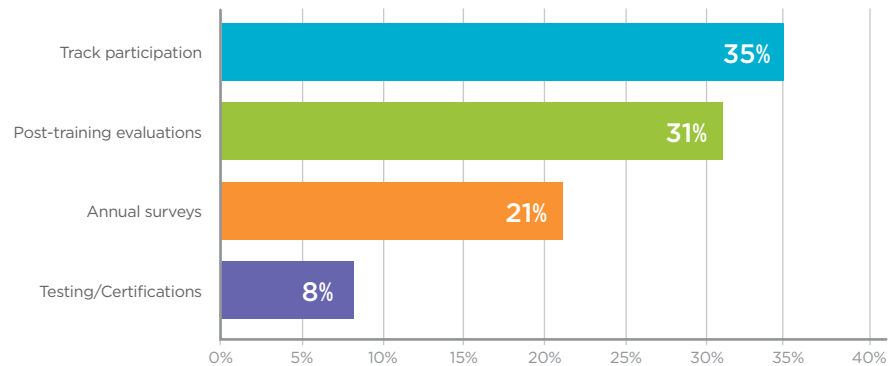
#### TRAINING AND DEVELOPMENT (N=69)



## Analytics in the Functional Areas of HR

Survey results show that improvements in training and development are primarily measured by tracking participation and conducting post-training evaluations. Conducting annual surveys and testing/certifications are the other ways departments measure improvements in the area of training and development.

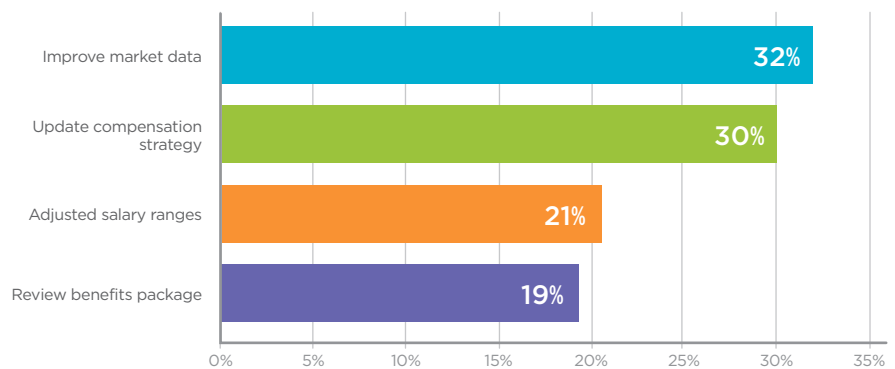
**HOW DOES YOUR AGENCY MEASURE IMPROVEMENTS IN TRAINING AND DEVELOPMENT? (N=58)**



## Salary and benefits

The most common improvement named from the use of HR analytics at public sector agencies is the ability to provide more accurate and thorough data for market studies. One-third of respondents have updated their compensation strategy as a result, 21 percent have adjusted their salary ranges, and 19 percent have reviewed and updated their benefits package.

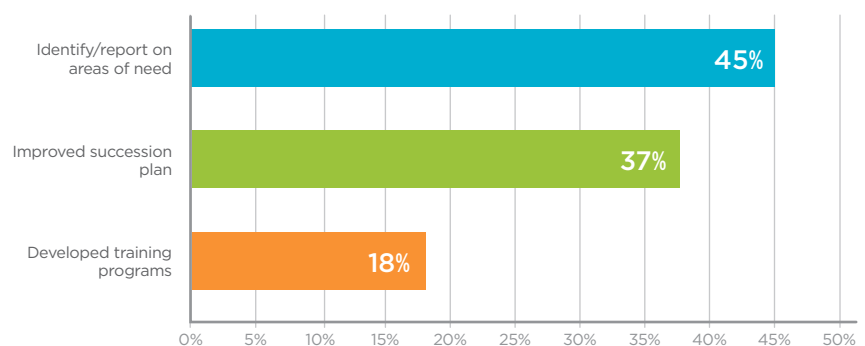
**SALARY AND BENEFITS (N=93)**



## Succession and Workforce Planning

The main improvement brought on by the practice of collecting and analyzing data has been the ability to identify and report on areas of need for succession planning. Over one-third of respondents stated that they have already improved the succession plan at their organization due to HR analytics, while 18 percent have responded with the development of training programs.

**SUCCESSION AND WORKFORCE PLANNING (N=62)**

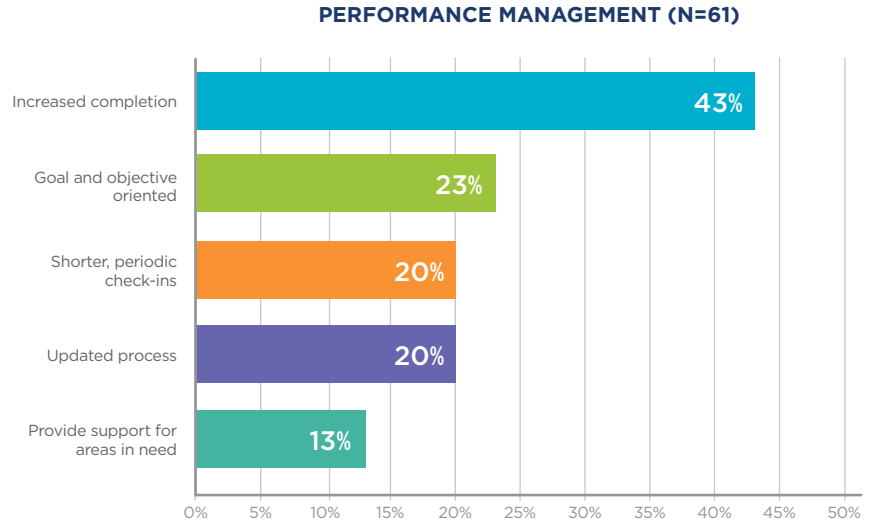




## Analytics in the Functional Areas of HR

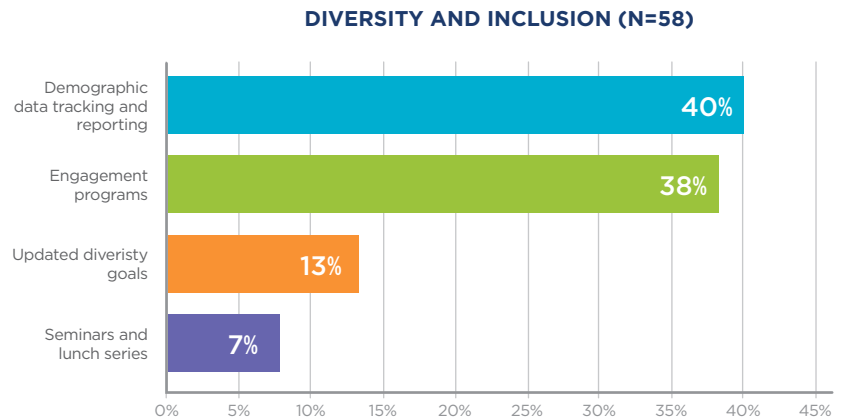
### Performance Management

The most common improvement mentioned for performance management was increased completion rate (43 percent). The use of HR analytics has also helped HR departments switch to a goal-oriented evaluation approach, establish shorter, periodic check-ins, update their overall performance management process, and identify and support areas in need.



### Diversity and Inclusion

The main improvement brought on by the practice of collecting and analyzing data in the area of diversity and inclusion has been able to report on demographic data (40 percent). Over a third (38 percent) have developed engagement programs, while 13 percent have updated their diversity goals. A small percentage (7%) have ongoing seminars and lunch series as a response to the tracking of demographic data.





## HR Analytics Training

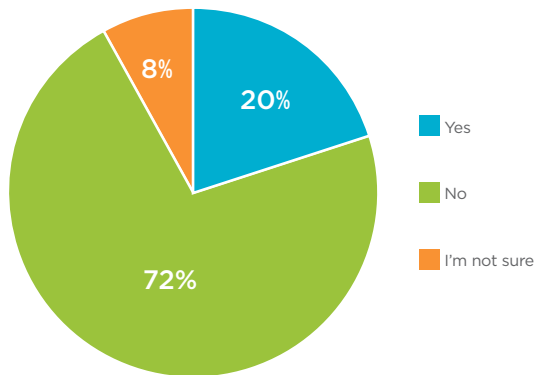
Twenty percent of public sector HR professionals cited a lack of training as the main obstacle for implementing HR analytics in their organization. In this section we look further into what training opportunities are available for public sector HR professionals to help them develop their agencies' HR analytics.

## HR Analytics Training

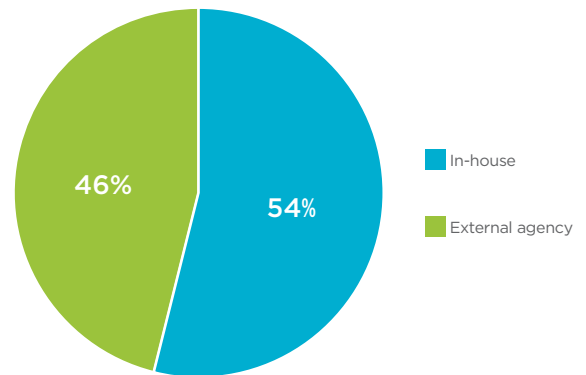
### Training for Data Collection and Analysis

The majority of HR professionals surveyed said their agency does not provide training in data collection and analysis. From the 20 percent who have access to training, over half receive training in-house versus through an external agency.

**DOES YOUR AGENCY PROVIDE TRAINING TO HR PROFESSIONALS ON HR DATA COLLECTION AND ANALYSIS? (N=239)**



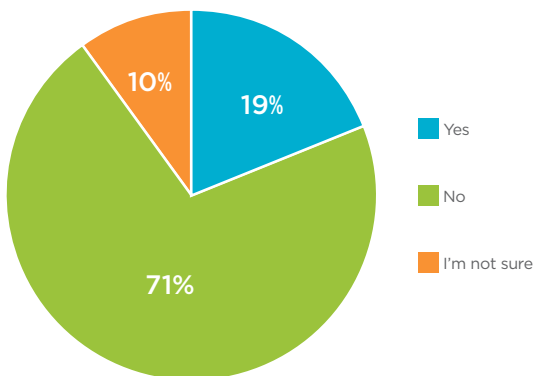
**IS THE TRAINING PROVIDED IN-HOUSE OR THROUGH AN EXTERNAL AGENCY? (N=48)**



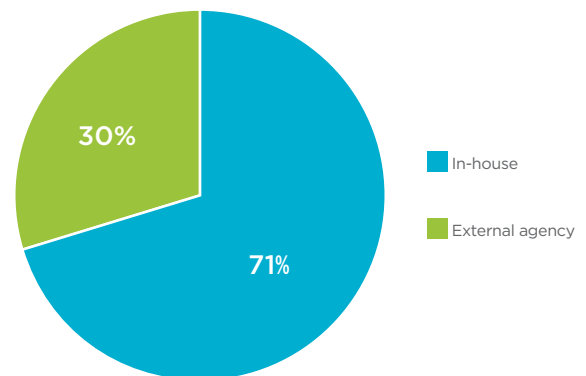
### Training for Software, Programs and Tools

Training for software, programs and tools to perform HR analytics is also uncommon for our members, with 71 percent not receiving training. For the 19 percent of members whose agency does provide software or program training, the majority receive the training in-house.

**DOES YOUR AGENCY PROVIDE TRAINING FOR THE ANALYTICAL TOOLS OR PROGRAMS USED TO IMPLEMENT HR ANALYTICS? (N=238)**



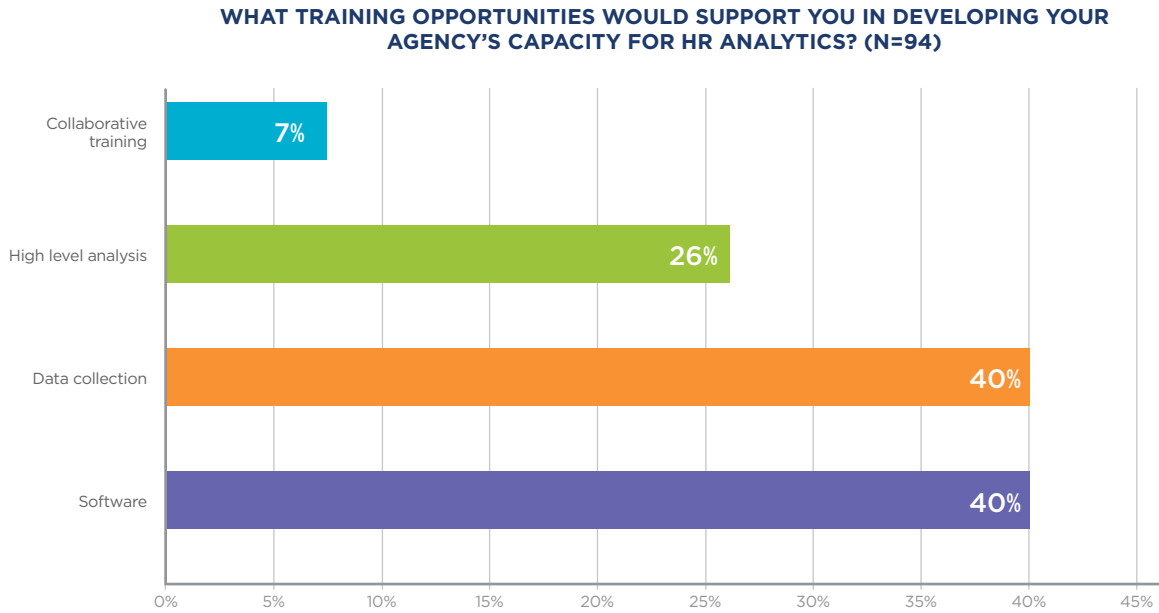
**IS THE TRAINING PROVIDED IN-HOUSE OR THROUGH AN EXTERNAL AGENCY? (N=44)**



## HR Analytics Training

### Training Opportunities

When asked what training opportunities would support them in developing their agency's capacity for HR analytics, the majority of respondents mentioned basic software and data collection. Over a quarter focused on higher-level analysis, and a mere 7 percent mentioned providing a collaborative training environment focusing on best practices across the public sector human resources field.







## Case Study 1

### Performance Management Program Update Through Satisfaction Survey Results

#### Organization

City of Mooresville, NC

#### Contact

Keli Greer

HR Director

City of Mooresville, NC

#### Organization Profile

The Human Resources department staff oversees and coordinates several programs and services for the town's employees. The services provided include compensation and benefits, employee relations, organizational development and learning, and performance management.

#### Initiative

The organization conducted an employee satisfaction survey and focus groups. At the time the organization used a competency based performance evaluation system and the employee feedback was that it was too long and it was awful. They revamped their appraisal to be 6 questions. Both the employee and manager answer the questions. There is no scoring system just an overall score of Below Expectations, Meets Expectations or Exceed Expectations. In essence, it is a focused performance conversation focused on their goals, value they bring to the organization, development needs and what is needed from the employee or from the supervisor. The employee completes the evaluation first, then the manager does it, then the employee can add comments. There is also a 6 month informal check-in. The annual evaluation is tied to a merit increase based on the overall score. Below expectations they receive no merit or longevity pay. Meets expectations and Exceeds Expectations are based on the budgeted increase percentage.

#### Measurement/Outcome

They feel they have buy in from employees and management and the quality of feedback from the employees is better. From an HR perspective they are seeing a higher percentage coming in on time with this new formal. They are planning to do another employee satisfaction survey in the next year or two and will get additional data from that. They have also seen an increase in employees being promoted and being successful in the positions. This is based off of the development needs question. The employee can request a career path plan be set up for them.

#### Lessons Learned

Long term employees questioned how it is measuring anything. They had an honest conversation with the employees about the questions and how it would be utilized.



## Case Study 2

### Total Compensation; Projected Payroll; Training Needs

#### Organization

Gallatin City Government

#### Contact

Debbie G. Johnson  
Director of Human Resources  
Gallatin City Government, TN

#### Organization Profile

The Department of Human Resources (HR) advocates for and provides superior, innovative, ethical, and responsive services and benefits to attract, motivate, and retain a talented, diverse, and committed workforce. HR provides management and oversight of employee services, benefits, and personnel policies and programs.

#### Initiative

Total Compensation Comparisons

#### Measurement/Outcome

We gathered data from the Salary and Benefit Study. We did a one to one comparison on salary and programs. The outcome is seeing our positioning with other municipalities and programs.

#### Lessons Learned

It's best to compare apples to apples. Sometimes departments will want to compare with much larger municipalities, which is ok, but may not be realistic. It's still important to consider it though, as job markets remaining so competitive.

#### Initiative

Current Payroll Total and Projected Payroll Total and Total Cost of each individual benefit program for past 5 years

#### Measurement/Outcome

We looked at salaries in payroll. Using this data, we calculated the percent growth. Payroll is reviewed for benefit programs additions and balancing personnel needs vs. capital needs. The outcome is more attention to personnel costs overall.

#### Lessons Learned

Retirements and Retention affect the overall payroll as more senior positions retire, minimum hiring reflected in numbers

#### Initiative

Training Programs, Estimated Costs and Types of Training

#### Measurement/Outcomes

Gather data from attendance records and employee surveys. We look for what programs are requested by department and employees, attendance concerns, costs kept at minimum. The outcome was having a more prepared workforce, more development, expanded to include educational incentives, like getting a two-year degree TN for free.



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