

11/23/2018



SPHM
HOSPITALITY

SPHM – HUMAN RESOURCES JOB DESCRIPTIONS



By: | **Agustinus Agus Purwanto, SE MM**



Human Resources Job Descriptions



Human Resources Job Descriptions

HUMAN RESOURCES DIRECTOR

HUMAN RESOURCES MANAGER

HUMAN RESOURCES OFFICER

HUMAN RESOURCES EXECUTIVE

HUMAN RESOURCES ASSISTANT

RECRUITER COORDINATOR

TRAINING MANAGER

COMPENSATION & BENEFIT COORDINATOR

PAYROLL COORDINATOR

KEY PERFORMANCE INDICATORS (KPI's)

1. **RECRUITMENT KPI'S**
2. **TRAINING KPI'S**
3. **EMPLOYEE LOYALTY KPI'S**
4. **HR EFFICIENCY KPI'S**
5. **COMPENSATION KPI'S**
6. **HR BUDGET KPI'S**
7. **JOB LEAVING KPI'S**
8. **WORKFORCE INFORMATION KPI'S**
9. **LABOR RELATION KPI'S**
10. **EMPLOYEE PERFORMANCE KPI'S**



JOB DESCRIPTION

JOB TITLE: HUMAN RESOURCES DIRECTOR

REPORTS TO: GENERAL MANAGER

JOB SUMMARY:

To concept all Human Resources in a hotel to the required standards, within agreed budgetary limits and parameters of the law, particularly labor law and regulation.

RESPONSIBILITIES AND DUTIES:

HR Department:

Oversees the implementation and administration of Human Resources policies, programs and practices.

Leads the development of department goals, objectives and systems.

Develops and monitors Human Resources annual budget.

Staffing:

Establishes and leads staffing practices and procedures necessary to recruit and retain an effective workforce.

Training and Development:

Develops and implements training and development initiatives to address current capabilities and future training needs, including on-the-job operational training, department special training, management development, new hire orientation and on boarding.

Performance Management:

Plans, develops, implements and administers programs, procedures, and guidelines to help align staff with the strategic goals of the company.

Leads the implementation of a performance management system.



Compensation and Benefits:

Develops and implements compensation strategies and structures that align with company goals.

Ensures the provisions of cost effective benefits plan; monitor benefits environment for cost savings.

Occupational Health & Safety:

Develops, implements, and ensures the application of policies, regulations, and standards relating to occupational health and safety.

Ensures compliance with legislated reporting requirements and due diligence/liability requirements are met.

Organizational Planning and Development:

Directs a process of organizational planning that evaluates structure, job design, and personnel resources for the company. Ensure optimal staffing levels.

Directs a process of organizational development that addresses issues such as succession planning, workforce development, key employee retention, organization design, workflow efficiency and change management.

Employee Relations:

Formulates and recommends Human Resources policies and objectives for the firm that will establish a positive employer-employee relationship and promote a high level of employee morale and motivation, and that comply with policies, procedures, programs and laws.

Develops strong working relationships with other Executives, management and staff, providing advice, guidance, and coaching as needed.

Job specification of HR director

Education

An undergraduate degree in Business with a focus on Human Resources or equivalent.

Required Experience

Minimum of 15 years of progressive experience at senior management level in retail industry preferred.



Skills

Generalist background with broad knowledge of employment, compensation, organizational planning, employee relations, and training and development.

Able to work successfully and productively in a team environment or independently and deal with multi-tasks effectively.

Strong ability to perform well and be unfailingly diplomatic in a high pressure and complex environment.

Excellent problem-solving skills with the ability to envision and deliver innovative solutions.

Proven analytical, planning, and organizing skills.

Excellent communication and interpersonal skills with ability to listen effectively, respond appropriately, and maintain mutual comfort level while relating to a diverse workforce.

Excellent in written and spoken English.

Abilities:

Results and people oriented, but have sound judgment and the ability to balance other business considerations,

High energy level, ability to multitask, establish priorities, work independently.

Ability to establish credibility and be decisive.

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Personnel Manager: Signed: Date:



JOB DESCRIPTION

JOB TITLE: HUMAN RESOURCES MANAGER

REPORTS TO: GENERAL MANAGER

JOB SUMMARY:

To supervise and control all employee relation and development in a hotel to the required standards, within agreed budgetary limits and parameters of the law, particularly labor law and regulation.

RESPONSIBILITIES AND DUTIES:

Recruitment and Selection

Maintain up-to-date recruitment progress report, talent database and all related staffing communication.

Process all local recruitment requests in an effective and efficient manner.

Managing orientation program for employee to the business and culture.

Training and Development

Interface with Group HR and external vendors and suppliers for the implementation of corporate training or training programs to meet the business needs where appropriate.

Identify key skills, specialty skills and propose training needs accordingly.

Managing, communicating and delivering important projects that impact other parts of the organization.

Compensation and Benefits

Monitor and alert the regional human resources director to any variance between the budgeted and actual salaries and headcount.

Occasionally, produce and submit information to for “knowledge sharing” with Group HR.

1.



To be in charge of payroll administration and to make all necessary co-ordination to make a smooth and efficient operation (variable compensation, overtime, expatriates compensation, special payments).

Gather all necessary data to benchmark salaries and benefits.

Compile all data needed for the annual salary review, and the annual performance appraisal analysis.

Provide recommendations and support to HR representatives (mainly Finance Directors) across the region.

Provide information to Expatriate staffs regarding C&B (Tax; Social Benefits).

Employee Relations

To detect and handle complaints, disputes and grievances of all staffs and to report them to the Regional Human Resources Director

To foster a conducive working environment through employee relations activities and communication

To conduct exit and grievance interviews with all departments/staffs

To assist in handling all local labor tribunal cases

1.

Rules and Regulations

To review the staffs rules and regulations (or employee handbook) on a regular basis

To create and implement the employee staff rules and regulations for newly created subsidiaries in the region

Budget, financial management

Submit the Personnel Budget for all personnel costs and Headcount to Finance Department. Produce and submit the yearly tax returns for all staffs on a yearly basis.

Produce and submit the payroll journal and the Headcount report to Finance Department on a monthly basis.

2.



To submit the Personnel latest estimates for all personnel costs and headcount to Finance Department on a quarterly basis.

Human resource information system

Maintain smooth running of the Human Resources Information System.

Monitor timely update of personnel records (personal details, position, salary, appraisal outcomes, leave records, training and awards).

Organize locally and produce Group HR reporting.

Job specification of HR manager

Knowledge

University diploma

Professional certificates as requirements

HR knowledge

Having knowledge of business sector of company

Skills

Strategic planning, complex problem resolution and general management expertise.

Outstanding communication and presentation skills.

High level of interpersonal skills and integrity; solid team player.

Creative, forward thinker.

coaching and leadership skills

Strong presentation and facilitation skills.



Experiences

Minimum of 6 years human resources experience.

Minimum of 2 years HR manager experience.

Preferable to have experience in FCMG.

ISO experience would be an advantage.

Abilities

Ability to influence senior management, establish and maintain collaborative partnerships and provide thought leadership.

Ability to architect and drive change

Ability to lead in a global, matrixed environment

A flexible team player with a proven ability to work successfully in a matrix reporting environment.

Proven ability to build strong working relationships, internal and external to the organization.

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JOB DESCRIPTION

JOB TITLE: HUMAN RESOURCES OFFICER

REPORTS TO: HUMAN RESOURCES MANAGER

JOB SUMMARY:

Job purpose of Human Resources Officer is to administrate and coordinate the work performed directly related to HR Process and other employee relation.

RESPONSIBILITIES AND DUTIES:

Recruitment and selection

Analyze, plan, manage recruitment programs and the hiring process to ensure that HR service provided meets the needs of company's business.

Compensation and Benefit:

Ensure compensation and benefits are in line with Company policies and updated Government Regulations.

Control Payroll Calculation, compulsory Insurances and other HR reports as required by authorities.

Performance appraisal

Coordinate with HR in Head Office to conduct annual employee performance appraisal.

Administrations:

Follow procedures related to Expatriates working of company: visa, passport, work permits, medical expenses,...

Employee Relations:

Maintain discipline for the southern factory as well as create motivation for all employees.

Supervise HR team, solve employee conflicts and improve HR administration; develop strong relationships with HO and effective communication between Company &



employees.

Other assignments:

Understand the local employment laws.

Maintain, update and expand the company policies,

Job specification of HR officer

1. Degree/Diploma in human resources management, business administration.
2. At least 3 to 5 years' relevant experience.
3. Proficient in HR matter.
4. Able to communicate well with all levels of people.
5. Good writing skills.
6. Meticulous, detailed, well-organized and able to work independently to meet datelines.
7. Expert user of MS Excel and numerically inclined.
8. Excellent communication and interpersonal skills.
9. Ability to start in short notice a strong advantage.
10. Strong IT and skill.

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JOB DESCRIPTION

JOB TITLE: HUMAN RESOURCES EXECUTIVE

REPORTS TO: HUMAN RESOURCES MANAGER

JOB SUMMARY:

Job purpose of Human Resources (HR) Executive is to administrate and to supervise and coordinate the HR Process; Employee Training & Development and other employee relation.

RESPONSIBILITIES AND DUTIES:

Recruitment and selection

Coordinates, negotiates and liaises with employment and advertising agents on service fee, advertisement recruitment and interview schedules.

Conducts interviews up to senior executive levels.

Arranges interviews for management levels.

Prepares letter of offer to selected candidates and letter of rejection to unsuccessful candidates.

Occasionally sources for free lance designers within short notice and places them appropriately.

Conducts exit interview.

Training and development

Conducts orientation program to new employees.

Coordinates and liaises with external consultants on employees' training needs and arranges training schedules for employees.

Evaluates the effectiveness of the respective training programs by obtaining feedback from employees.



Compensation and benefits

Attends to employees' grievances and complaints; provides guidance if necessary. Provides feedback to the management to enhance a better and cordial working environment.

Organizes corporate events such as company's dinner, corporate trip, family day etc.

HR Administration

Reviews, updates and maintains proper filing of insurance policy, HR handbook, company doctors' list, performance appraisal form and training schedules.

Assists Accountant in planning and preparing annual headcount report and updating the organization chart.

Reviews compensation and benefits up to junior designer level.

May need to draft agreement/contract to overseas and local freelancers.

HR Management

Involves in yearly manpower planning and expansion.

Takes charge of HR consultancy projects by appointing HR consultants for specific HR projects and coordinates with department heads and HR consultants on respective projects.

Conducts interview for management level.

Assists in drafting out annual letter and promotion letter.

Administers the HR procedures are adhered to.

Handles monthly payroll and yearly forms for employees

Manages and appraises subordinates' performance and their career advancement



Job specification of HR executive

1. Degree/Diploma in human resources management, business administration.
2. At least 3 to 5 years' relevant experience.
3. Proficient in HR matter.
4. Able to communicate well with all levels of people.
5. Good writing skills.
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7. Expert user of MS Excel and numerically inclined.
8. Excellent communication and interpersonal skills.
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JOB DESCRIPTION

JOB TITLE: HUMAN RESOURCES ASSISTANT

REPORTS TO: HUMAN RESOURCES MANAGER

JOB SUMMARY:

Job purpose of Human Resources Assistant is to assist Human Resources Manager within special project in relation with HR Process, Employee Training and Development.

RESPONSIBILITIES AND DUTIES:

Recruitment & selection

Prepare and place all internal and external advertisements for recruitment.

Receive applications, record in HR Database and send acknowledgement letters to candidates who have applied for positions.

Arrange interviews in accordance with panel member's availability.

Where HR is participating in interviews, organise interview space and set up the room for interviews.

Prepare and send out successful and unsuccessful letters to candidates.

Prepare all new contracts and employment package, follow up with interviewers on commencement formalities eg police checks, drivers' licence...

Training & development

Assist with the arrangements for organisational training.

Collect incoming publications for training courses and investigate other training opportunities for staff.

Book all training courses for employees.

Record all training completed by employees in the HR Database.

Human resources database and personnel files

Maintain the HR Data Base and regularly update the personnel information.

Maintain personnel filing system.



Provide Reports as required, and prepare reminder letters in relation to overdue Certificates eg First Aid, Police clearance, drivers' license.

Workers' compensation & safety

Ensure all Workers' Compensation claims documentation is completed and provided to insurer.

Liaise with Insurer and Payroll about Workers Compensation Claims as required.

Assist the HR Manager with the administration of the OSH Committee/Forum.

Appraisal management

To assist with the administrative duties of the appraisal and salary review process

Administration

Maintain and update personnel records for staff (paper and electronic)

Record leave and staff changes

Update the Staff Handbook as and when requested by the HR Manager

Update the Managers' Handbook as and when requested by the HR Manager

Update the Matrix and any web pages

Arranging meetings

Arrange travel for the HR team

Keep filing up to date

Scan paperwork for electronic filing

Produce reports from the personnel database

Others

Maintain routine correspondence and draft appropriate responses.

Provide response to general HR enquiries verbal or written.

Assist the HR Manager with research and other special projects.

Take an active role in creating a safe and healthy work environment.



Job specification of HR assistant

Job specification (KSAs) of HR assistant include: knowledge, skills, abilities conditions.

Education:

Education on University Diploma level, preferably graduate from law faculty.

Good knowledge of local Labour and Social Security Laws.

Knowledge of HR disciplines.

Work experience:

Preferably 1-2 years of experience in HR-administration.

Knowledge of and experience in hotel industry (preferably).

Professional skills:

Excellent command of English language in both oral and writing.

Knowledge of Personnel Information Systems.

Personal skills:

Management skills.

Excellent social skills.

Flexible, straightforward and independent.

Ambitious.

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JOB DESCRIPTION

JOB TITLE: RECRUITER COORDINATOR

REPORTS TO: HUMAN RESOURCES MANAGER

JOB SUMMARY:

Job purpose of Recruiter Coordinator is to assist human resources manager to coordinate the process of employee recruitment and implement the hotel human resources standard operating manual.

RESPONSIBILITIES AND DUTIES:

Support the recruitment officer in the implementation of recruitment objectives, policies.

Assist and coordinate with recruitment officer in preparation of manpower plan & accordingly prepare monitor and control, an efficient recruitment plan.

Receive all the job applications, sort and classify based on each profession and store in database for retrieval as and when required.

Specific recruitment processing tasks include: short listing candidate CV's against job descriptions, updating vacancy and applicant status within the recruitment procedure, organizing interviews and producing interview schedules, liaising with applicants to provide updates on their progress etc.

Proactively plan and manage recruitment for all positions within the relevant departments; including managing attraction campaigns and candidate sourcing, short listing candidates, skills & personality testing, behavioral interview assessment with line manager and offer negotiation.

Arrange for test & interview appointments with the short listed candidates for testing and administer test...

Promote best recruitment practice, share ideas and information to ensure consistency through a value added services.

Seek out and manage recruitment suppliers; and ensure they deliver a consistent quality & cost efficient service to the business.

Manage vacancy and candidate records on software and, ensuring that all data and information is accurate and up to date.



Utilize online recruitment services to attract and source applicants.

To generate monthly section reports.

Job specification of recruitment coordinator

Experience working with recruitment tools and case management technologies.

Ability to manage a large and variable work load, ensuring timely and accurate completion of assigned work.

End to end recruitment knowledge and experience.

Strong oral and communication skills and English language fluency.

Proficient organization and time management skills.

Capability to learn local and legal requirements.

Requires excellent skills in databases, word processing, spreadsheet, desktop publishing, and presentation applications.

Excellent organizational skills are required.

Must be fully aware of the sensitivity and confidentiality of the function and act upon it.

Excellent team working ability to ensure smooth operation in HR organization as a whole. Interview skills.

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JOB DESCRIPTION

JOB TITLE: TRAINING MANAGER

REPORTS TO: HUMAN RESOURCES MANAGER

JOB SUMMARY:

Job purpose of Training manager is responsibility for planning, organizing, leading and supervising training department.

Responsible to handle and to implement Employee Training & Development, professional manner according to proper service standards to all employees

RESPONSIBILITIES AND DUTIES:

Identify “core competencies” of workforce.

Identify “core competencies” of workforce with training director of Head Office. Deploy competency mapping in the company.

Knowledge management

Keeping training materials up to date.

Using IT to produce training materials and manuals.

Management of all training materials of company.

Organizing the using of training materials in company (also include e-learning).

Training needs

Identifying training and development needs within an organization.

Design and develop training programs

Designing and developing training and development programs based on both the organization's and the individual's needs.

Working in a team to produce programs that are satisfactory to all relevant parties in an organization.

Implement training programs

Ensuring that statutory training requirements are met;

Planning the training title.



Make training plan monthly, quarterly.

Amending and revising programs as necessary, in order to adapt to the changes that occur in the work environment.

Organize training plan approved.

Helping line managers and trainers to solve specific training problems, either on a one-to-one basis or in groups.

Supervising the work of trainers.

Management of training center.

Train instructors and supervisors in techniques and skills for training and dealing with employees.

Appraisal of training effectiveness

Evaluating training and development programs.

Design career development for all positions.

Design "development way" for each position.

Communicate career development to all employees.

Identify and implement career development for each employee.

Check competency of each employee as requirements

Identify development plan for each employee.

Workforce competency appraisal.

Appraisal competency of employee periodically.

Identify quality of workforce as requirements

Develop testing and evaluation procedures.

Training Budget

Considering the costs of planned programs and keeping within budgets.

Assessing the return on investment (ROI) of any training or development program is becoming increasingly important;

Reports to top board of directors

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JOB DESCRIPTION

JOB TITLE: COMPENSATION & BENEFITS COORDINATOR

REPORTS TO: HUMAN RESOURCES MANAGER

JOB SUMMARY:

As a compensation and benefits coordinator, have responsibility for developing, implementing and administering your organisation's rewards and benefit policies. This includes salaries and bonuses, together with employee benefits such as pensions. Also be responsible for life assurance, profit-sharing, company cars and medical insurance, relocation and expatriate packages..

RESPONSIBILITIES AND DUTIES:

Manage efficiently (implement, maintain & improve) reporting, database and the payroll service provider.

Co-ordinate the timely gathering of payroll required information and process this efficiently.

Recommend compensation policies and procedures that are aligned with and that support the business in achieving its objectives.

Monitor labor and income tax legislation and recommend ways to maintain compliance of the compensation policy and procedures with this.

Manage efficiently the monthly reporting needs of the company in a timely and efficient manner (headcount, over hours, turnover, absenteeism, salary cost, and salary structure).

Co-ordinate the gathering of necessary information for the headcount and salary yearly budgeting exercise and process this efficiently and accurately.

Implement and maintain the job evaluation process in the company.

Supervise and maintain the salary grading structure within the company.

Implement human resources policies and procedures.

Monitor labor legislation and ensure compliance with this and all labor administrative activities.

Coordinate the update for labor books, personnel files, employees' register.



Implement the exiting procedure when an employee is hired or leaves the company in order to meet legislation and internal rules.

Provide monthly, quarterly and requested reports on personnel turnover, evolution, cost, budgets, etc.

Provide support for employee on benefits granted by the company.

Recommend actions and procedures that improve the competitiveness of the company employment offer, the motivation and the energy of employees as well as the communication within the company.

Job specification of compensation and benefits coordinator

Bachelor degree (preferred from Finance or Business Management Faculty).
Good written and oral English.

2 –3 year experience in C&B management with a positive attitude and good interpersonal skills.

HR and local Law knowledge.

Tax knowledge.

Strong knowledge in salary structure and development, benefits and compensation, surveys/benchmarking and job evaluation systems.

Possess good analytical skills.

Good Interpersonal Skills.

Good knowledge of C&B market/industry information.

Good time management and organizational skills.

Possess good judgement and decision making capability.

Able to handle confidential information appropriately.

Able to work under stress to meet tight deadlines and handling multiple tasks.

Self-motivated, independent and proactive



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JOB DESCRIPTION

JOB TITLE: PAYROLL COORDINATOR

REPORTS TO: HUMAN RESOURCES MANAGER

JOB SUMMARY:

Responsible for the preparation and disbursement of monthly payroll in an environment using Payroll System and attendance systems. The Coordinator will also administer and enroll partners, associates and staff in the PPH Article 21 plan, as well as updating PPH Article 21 data into e-SPT Tax Office website, maintaining forms, presentations and summary plan descriptions. Supports the C Director of Finance, and the Director of Human Resources in administering base pay and bonus programs.

RESPONSIBILITIES AND DUTIES:

1. Reviews and imports employee time cards into the Peoplesoft payroll system via spreadsheets completed and approved.
2. Checks figures for accuracy and necessary approvals.
3. Reviews payroll documentation for accuracy through audit reports and makes any necessary adjustments. Obtains necessary approvals.
4. Prints, sorts, and distributes payroll checks to clinic offices for on-cycle and off-cycle check runs.
5. Works closely with Human Resources and Accounting on all payroll related issues.
6. Ensure semi-monthly payrolls are processed in a timely and accurate manner.
7. Check non-exempt personnel time sheets utilizing an electronic time and attendance software product for compliance with policy, state and regulatory requirements.
8. Reviews computed wages and corrects errors to ensure the accuracy of earnings. Ensure
9. that all changes to payroll are processed correctly.
10. Taxable fringe benefits administration i.e., group term life insurance, monthly service charge distribution.



- 16. Maintain accurate payroll records and employee files, including manual check log and reconciliation of payroll account.
- 17. Works closely with Benefits Manager to ensure accurate benefit deductions and record keeping.
- 18. Review and audit master file and pay data entries, YTD totals, and file amendments.
- 19. Prepare various payroll and management reports, journal entries, workers compensation and reconcile quarterly payroll taxes.
- 20. Will handle all garnishments, deductions, and vacation/sick accruals.
- 21. Answers inquiries regarding employment verification. Reconciles payroll bank statements and reviews the accuracy of payroll deductions to payroll output documents.
- 22. Respond to employee inquiries and requests regarding payroll matters.
- 23. Process manual checks as requested by Human Resources or Accounting.
- 24. Maintains client confidence and protects operations by keeping information confidential.
- 25. Cross-trained in benefits administration and back-up to Benefits Manager.
- 26. Perform other duties and special projects as requested by management.
- 27. Assist in special projects as assigned by management.
- 28. Other duties as assigned.

Job specification of Payroll coordinator

- 1. Bachelor's Degree in Business, Accounting or equivalent work experience.
- 2. 3-5 years of experience in a law firm or professional services environment; experience in payroll operations.
- 3. Advanced computer skills; proficient MS Office.
- 4. Typing and accuracy of 40-50 wpm.
- 5. Excellent time management skills.



- 7. Ability to listen, communicate (written and verbal), excellent grammar, spelling and proofreading skills and follow-up effectively with all staffing levels and clients/customers.
- 8. Ability to work independently, self-starter, energetic.
- 9. Able to handle with highly confidential information.
- 10. Must be detail oriented.
- 11. Able to adhere to tight deadlines

BUSINESS ETHICS

The Sun Paradise Hotels team always believes and behaves in the following:

We have pride in the work we do, how we present ourselves, and how we communicate with our guests and our colleagues.

We always find the best way to solve a problem for a guest or a colleague.

We work closely with our colleagues in all departments to deliver the highest quality of service on all occasions.

We always think of new ways to surprise and delight our guests.

We treat guests and colleagues fairly – everyone is important.

We are proud to represent our hotel and our country to guests from all over the world.

We are happy to talk to our guests when they ask us questions about our hotel and about Indonesia.

CONFIDENTIALITY

The hotel requires that you will not (either during or after your employment), divulge any Information acquired by you about the company, its customers and associated business to any Third party without express authorization from Senior Management of the hotel



Since the tasks and SOP's are increasing, and will be revised at a later stage, it is understood That there will be some additional and new attachments in the future as the business will be Increasing and customer's expectations will be even higher, therefore new tasks will Added, as it shall be required.

I have read, understood and agree to this job description, all my duties and responsibilities.

Employee: Signed: Date:

Department Head: Signed: Date:

Personnel Manager: Signed: Date:



1. **Recruitment KPI**

Recruitment key performance indicators (KPIs) is a part of Human resources KPI include KPI as follows:

1. **Recruitment costing KPI**

Recruitment costing per position.

Recruitment costing per position per channel

Average sourcing cost per hire Average sourcing cost per hire. Sourcing costs include advertising, referral and agency

2. **Recruitment time KPI**

Average time to recruit. Calculating from date of recruitment require to date of employee hired.

Average time to recruit per position.

3. **Recruitment source KPI**

Number of CVs / per channel

Recruitment source ratio. Ratio between internal versus external recruits.

4. **Selection KPI**

Average number of interviews from submitted resumes. Track the number of converted submitted resumes to interviews.

Number of qualified candidate compared to resumes.

5. **Recruitment efficiency KPI**

% recruitment achievement meet hiring plan

% new hires achieving 6 months service

% new hires achieving 12 months service

% new hires achieving satisfactory appraisal at first assessment



2. **Training KPI**

Training KPIs include key performance indicators as follows:

1. **Training costing**

Company training expenditure (% of salaries and wages)

2. **Training hours**

Average number of training hours per employee

3. **Training certificates**

Number of employees completing sponsored MBA programs

4. **Training courses**

Number of courses offered

Number of courses implemented.

5. **Training satisfaction**

Employee satisfaction with training.

6. **Training budget**

% of HR budget spent on training

Average training costs per employee

7. **Training results**

% of employees gone through training

Average time to competence. That is average time it takes until expected competence level is reached.

% & employee reach competence after training.



8. Training penetration rate

It measures the percentage of employees completing a course compared to total number of employees employed.

9. E-learning training

e-learning courses utilized
% of e-learning pass rate



Employee loyalty KPI

Employee loyalty KPIs include **key performance indicators** as follows:

Employee turnover KPI

Employee turnover = total staff has recruited / total staff as planned.

The rate of this measure can rate the company's rate, one division or the rate at each position.

Average tenure per employee KPI

The rate of life cycles of employees = total time served in enterprises of all staff / total staff recruited.

You can do this rate by company or department.

Average time employees are in same job/function KPI

The rate of life cycles of employees = total time served in enterprises of each position / total staff recruited.

3. HR efficiency KPI

HR efficiency KPIs include **key performance indicators** as follows:

1. Revenue turnover per employee.

This rate should compare to competitor in same business sector.

2. Profits per employee.

This rate also should compare to competitor in same business sector.

3. Administration cost per employee.

4. Labor cost as % of sales.

This rate also should compare to competitor in same business sector.



5. Revenue generated per Full Time Equivalents (FTEs)

4. Compensation KPI

Compensation KPIs include **key performance indicators** as follows:

1. Salary rate / sales turnover.
2. Cost rate of workers compensation.
3. Cost rate of social insurance.
4. Cost rate of medical insurance.
5. Cost rate of benefits.
6. Average income per employee by month

When you consider how average income of the company, help you consider how average income of the company you have or have not matched the average income of the sector or to other competitors.

7. Average income per employee by hour.
8. Average income per employee by position.

When considering the level of income by the average position, help you consider how average income of the company you have or have not matched the market.

The average income does not reflect accurately the income of the titles in your company.

5. HR budget KPI

HR budget KPIs include **key performance indicators** as follows:

1. Average cost of recruitment per year.
2. Average cost of recruitment per staff.
3. Average cost of training per year.
4. % training cost / sales turnover.
5. Training cost per employee.
6. Salary budget ratio / sales turnover.
7. Health safety cost per year.
8. Human resources cost per sales turnover.
9. Compensation and benefit cost / sales turnover per year.



6. Job leaving KPI

Job leaving KPIs (key performance indicators) include KPI as follows:

- 1. Job leaving ratio per year.**
- 2. Job leaving ratio per department.**
- 3. Average age of employees that retire.**
- 4. Percentage of early retirements.**
- 5. Attitude of employee who leave job:**
 - Satisfaction ratio with wages/salary/benefits
 - Satisfaction ratio with conditions/physical work environment
 - Satisfaction ratio with job
 - Satisfaction ratio with personal relations
 - Satisfaction ratio with participation and recognition
 - Satisfaction ratio with opportunities for development
 - Number of employees who would seek re-employment with company

Workforce information KPI

Workforce information KPIs (key performance indicators) include KPI as follows:

- Number of FTEs in HR
- HR FTEs as % of total workforce (FTEs)
- Percentage of outstanding employee probation reports.
- Number of Full Time Employees
- Number of Part Time Employees
- Number of employees aged under 25
- Number of employees aged 25–35
- Number of employees aged 35–45
- Number of employees aged 45–55
- Number of employees aged over 55
- Average length of service (current employees)
- Average length of service (terminating employees)
- % ratio of salaried staff to waged staff
- % ratio of surplus



7. Labor relation KPI

Employee relations KPIs include **key performance indicators** as follows:

1. Internal communications KPI

- Number of emails issued
- Number of bulletins issued
- Number of staff briefing sessions conducted

2. Number of unfair dismissal claims KPI

3. Work/life balance KPI

- Number of active flexible work agreements
- Number of active working from home agreements
- Number of active job sharing agreements

4. Number of formal union grievances KPI

5. % workforce on individual contracts KPI

6. Workforce teams KPI

- Number of active teams
- Number of team meetings

7. % of employees covered by collective bargaining agreements KPI



8. Performance KPI

Performance KPIs include **key performance indicators** as follows:

What is difference between competence appraisal and performance appraisal?

Competence focus on capability that include knowledge, abilities, skills to perform tasks.

Performance focus on result of tasks.

Performance KPI include indicators as follows. If you find search for all information about KPI, you can click link : “sample KPI” at the end of this post.

Performance KPI

1. % of appraisals completed on time
2. % of employees above competence
3. % of employees below competence
4. % of low performing employees
5. % of high performing employees
6. % of employee with their performance decreased compared to last month
7. % of employee with their performance increased compared to last month