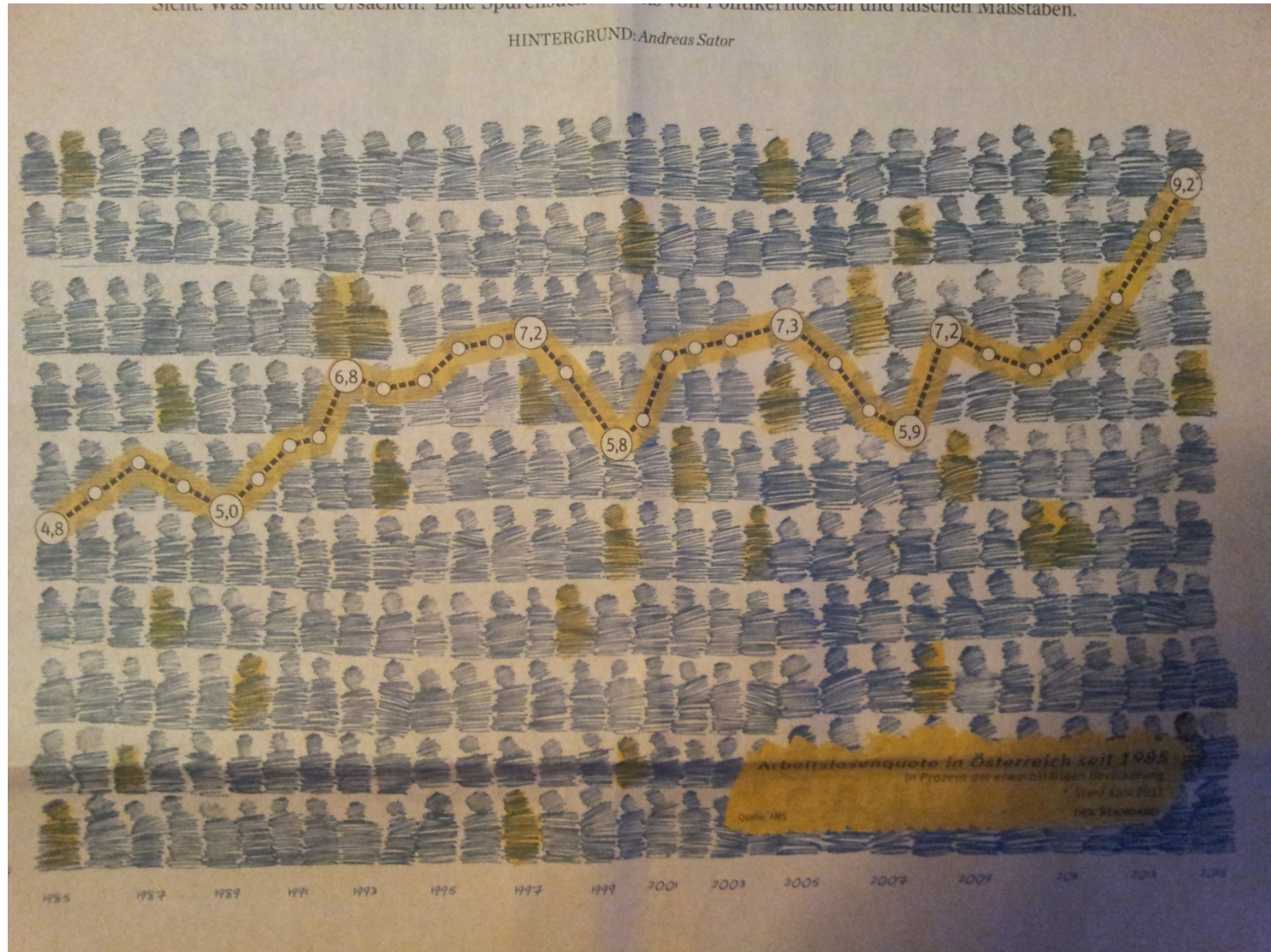


# “HRM & Key Indicator System”

**Dipl.-Ing. Johannes GÖLLNER, MSc**  
Masaryk University, Brno, CZ  
March, 01<sup>st</sup>, 2019, 10:00–15:30  
following  
**Lecture 4**

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# unemployment statistics: (AT: 1985-2015)



# unemployment statistics: EU-Space

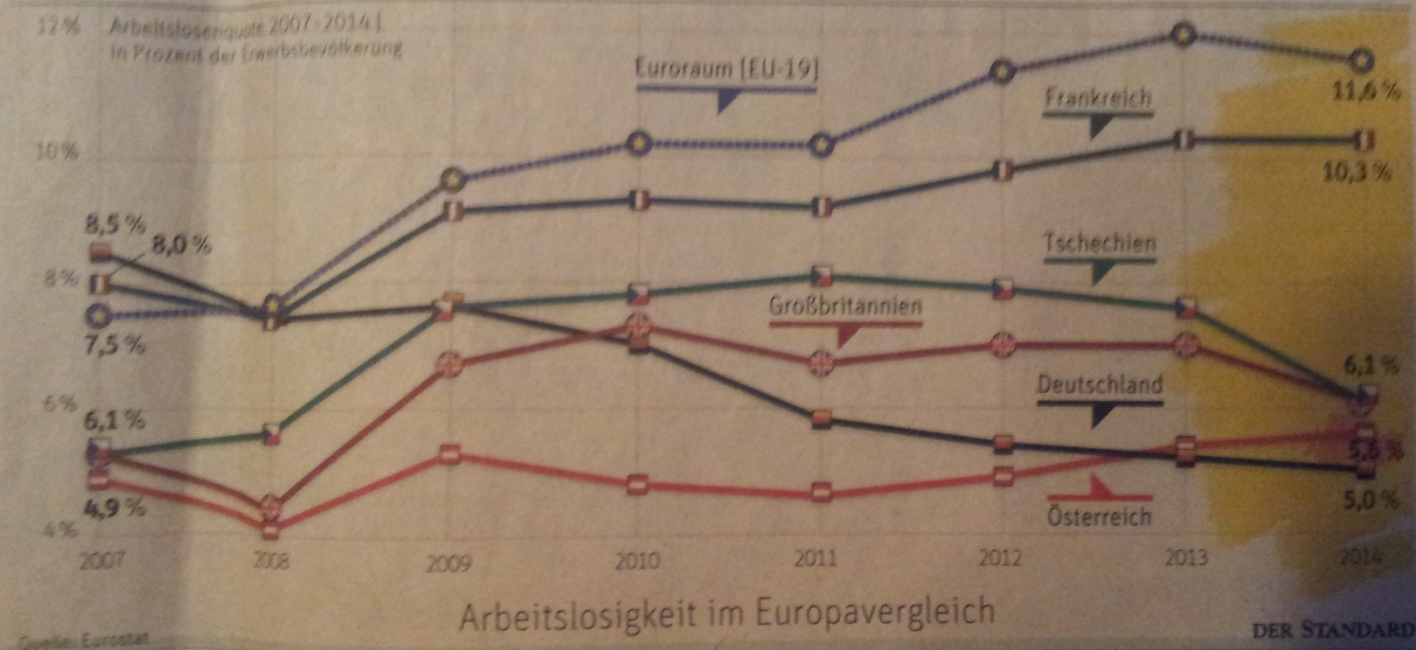
men nur in Deutschland, sondern auch in vielen anderen Ländern Europas, während es in Österreich bergab geht. Aber der Reihe nach.

Mit keinem anderen Land vergleicht sich Österreich so gerne wie mit Deutschland. Die niedrigere Arbeitslosenrate war für die

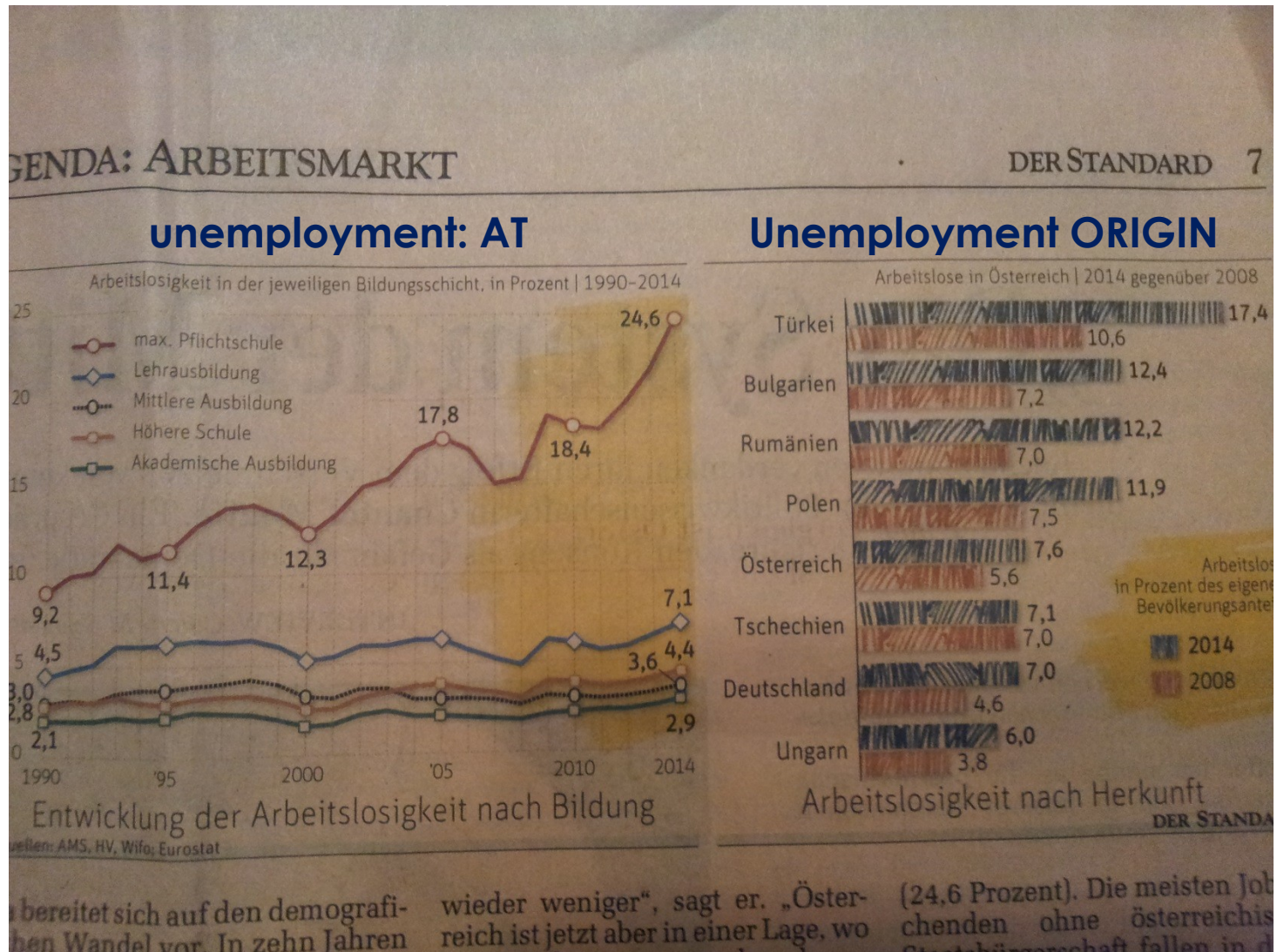
staunliche: Das deutsche Wirtschaftswachstum war bis zum Vorjahr niedriger als das österreichische. In Österreich gab es im selben Zeitraum auch mehr neue Jobs. Wie ist das deutsche Arbeitsmarktwunder dann also möglich? Was macht das Land anders?

land ist mit Japan das älteste Land der Welt", sagt der Demograf Ramon Bauer von der Universität Wien. „In Deutschland sterben mehr Menschen, als Babys geboren werden. In Österreich nicht.“

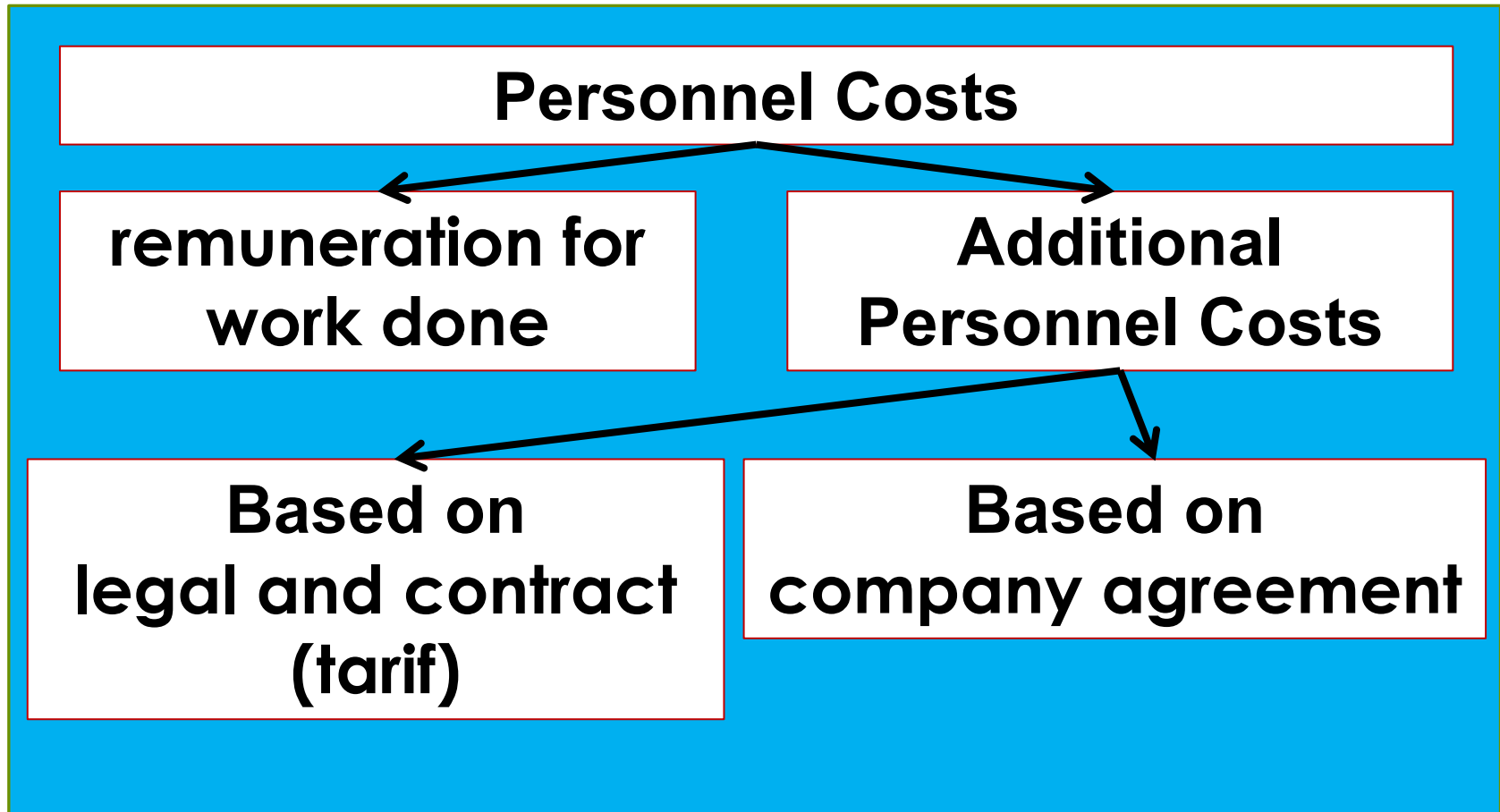
Beim Nachbarn gibt es immer weniger Menschen im erwerbsfähigen



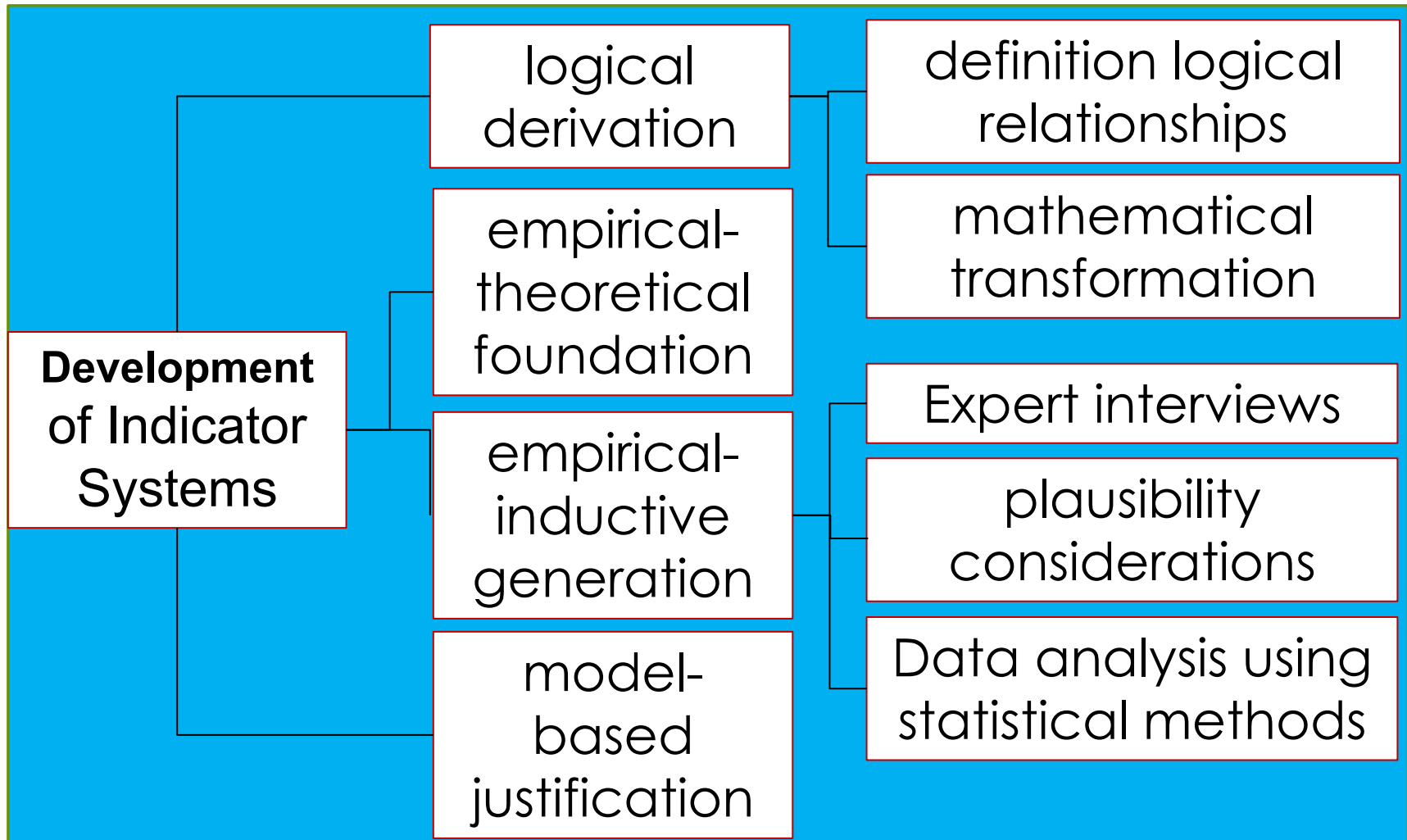
# unemployment statistics:



## Structure of Personnel Costs:



# Logic of Indicator Development:



## **Selected Indicators relating to Personnel Statistics:**

- 1. "Personnel Structure" Indicators**
- 2. "Personnel Movement" Indicators**
- 3. "Personnel Performance" Indicators**
- 4. "Working Time" Indicators**
- 5. "Personnel Development" Indicators**
- 6. "Job Satisfaction" Indicators**
- 7. "Personnel Costs" Indicators**
- 8. "Social Performance" Indicators**

# “Personnel Structure” Indicators:

## 1. under demographic and operational aspects

- Average age of the workforce
- Rate of more than 50 years old persons
- percentage of women
- proportion of skilled workers
- Proportion/share handicapped persons
- average length of service
- average number of employees



# “Personnel Structure” Indicators:

## 2. under workplace-related aspects

- income groups structure
- span of control
- number of IT-workstations
- number of accidents
- numbers of near misses

# “Personnel Movement” Indicators:

## “fluctuation” Indicators (4):

- **BDA-Formula**  
(*BDA: = Confederation of German Employers' Associations*)
- **SCHLÜTER-Formular**
- **Fluctuation (average target headcount)**
- **ZVEI-Formular (average target headcount)**  
(*Association of german electrical and electronic industry*)

## **“Personnel Performance” Indicators:**

- **“performance labor productivity”**
- **“performance (increasing productivity)”**

## **“Working Time” Indicators:**

- effective working time
- Share effective working time
- Downtime entire company (per period)
  
- sickness rate (per period or at the time)
- Determining the labor reserve (per period)
- Overtime rate

# “Personnel Development” Indicators:

## 1. Education Indicators:

- annual training time per employee
- Training costs per day and participant
- Share employee development costs to total staff costs
- Returns to education
- Advanced training rate
- Structure of training activities

# “Personnel Development” Indicators:

## 2. Education Promotion Indicators:

- applicants per training place
- applicants ratio (excluding speculative application)
- Productivity recruitment in quantity per employee
- Efficiency of HR-procurement channels
- Number of structured employee interviews
- posting quote
- rate of return

## **“Personnel Development” Indicators:**

### **3. Organizational Development Indicators:**

- suggestions for improvement rate
- Proportion of employees involved in CIP (Continuous Improvement Process) projects

## “Job Satisfaction” Indicators:

- “fluctuation” Indicators: BDA-Formula  
(*BDA: = Confederation of German Employers' Associations*)
- sickness rate (per period or at the time)
- Satisfaction level with working atmosphere in the group



# “Personnel Costs” Indicators:

## 1. Structure of total labour costs:

- Share of salaries
- Share of additional labor costs
- Share of legal and contract additional labor costs
- Proportion of employee development costs
- Share of personnel management costs
- Proportion of employee costs to total costs

## **“Personnel Costs” Indicators:**

### **2. Structure of labor costs for different groups of people:** *(worker, employee, staff, etc.)*

- Share of personnel expense of workers
- Share of remunerations of workers
- Share of additional labor costs of workers
- Share of legal and contract additional labor costs of workers
- Share of corporate labor costs of workers

## **“Personnel Costs” Indicators:**

### **3. relationship of personnel costs different groups of people:**

- Share of personnel costs employee to workers
- Share of additional labor costs employee to workers

## **“Personnel Costs” Indicators:**

### **4. relationship of personnel costs to performance data:**

- share of personnel expenses to corporate turnover
- share of personnel costs to production volume
- share of personnel expenses to total operating revenue, profit & loss calculation
- Personnel costs per employee rendered production hour

# “Personnel Costs” Indicators:

## 5. Key figures per employee:

- Personnel costs per company employees
- Additional personnel costs per company employees
- legal and contract additional labor costs of company employees
- operational labor costs per company employees

## “Social Performance” Indicators:

- Percentage of employees at the site meals
- Percentage of employees in company-owned apartments
- Proportion of users of company-owned sports facilities
- Proportion of users of company-owned **kindergarten’s**
- Proportion of users of voluntary occupational pensions



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**Thank you for your attention.**

**Questions ?**