HR Scorecard for Pharma

	Objective	Measure	Target	Initiative
Workforce Success	Workforce accomplished key strategic objectives?	• Workforce Deliverables Index • Strategic Behavior Index • Capability Index • Mindset Index	• Average of indices at the 80^{th}ile or better • No index below the 50^{th}ile	
Right HR Costs	Total investment in work force (not just HR) appropriate (not just minimized)?	% T&D for "A" vs. "C" players Cost per "A" player hire Total cost competence for new hires Index of HR service quality % transactions shifted to self-service	• Average of indices at the 80^{th}ile or better • No index below the 50^{th}ile	
Right Types of Alignment	HR practices aligned with business strategy and differentiated across employee groups, as appropriate?	• Alignment Index	• No negative ratings • Average rating of at least 80%	• Develop HR/Line Mgr partnerships • Track progress of implementation
Right HR Practices	Designed & implemented world-class HR management policies & practices in business?	% selected with validated tools % managers with PDPs % rollout competency-based training Leadership capability evaluation % pay differential between "A" & "C" players	• % above 90 • Avg differential of 12% • Number trained by deadline • 100 participation	• Competency model training • Design and roll out equity and bonus program. • Develop and impl 360.
Right HR Professionals	Do our HR professionals have the skills they need to design and implement a world-class HR management system?	• Rating on validated competency assessment tool (360) • HR Leadership bench strength	At least half of all criteria are rated at "A" player level.	• Targeted in-house and external development programs. • Special developmental projects.