

HRACUITY®

The Data CHROs Are Looking For and How Employee Relations Can *Deliver*

FEATURING:



Deb Muller
Founder & CEO,
HR Acuity



Fiona Jamison
VP Research & People
Analytics, **People Results**

HRACUITY[®]

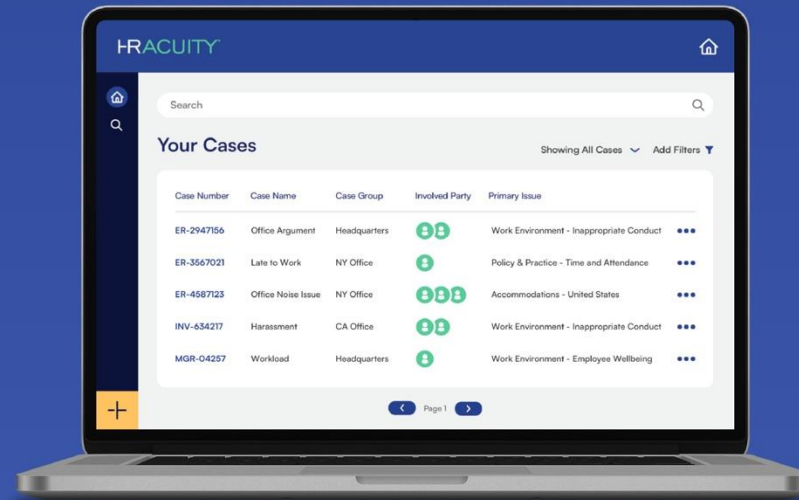


Built for Scale. Trusted to *Protect.*

One platform for all issues: Misconduct, performance, compliance, accommodations and more



Defensible, repeatable processes built to meet legal and regulatory standards



Configurable workflows with a secure audit trail for enterprise-grade privacy and control



Embedded expertise and responsible AI that supports, not replaces, human judgment



workday. servicenow. NAVEX. UKG. SAP SuccessFactors

30+ enterprise integrations and role-based access controls for scale and security



Redefining the Industry, Together.

Built by ER Experts. Backed by the Community.

empowER™

The go-to community for employee relations where **7,000+ peers** turn real-world challenges into next and best practices.



EMPLOYEE RELATIONS Benchmark Study

Pre-eminent research that sets **industry standards** with essential insights for strategic ER and the changing workplace.

EMPLOYEE RELATIONS QUOTIENT ER/Q

The industry's **first ever maturity model** for employee relations, designed to help organizations assess their ER function.

ERroundtable™

Where 300+ global employee relations leaders gather to **shape the future** of employee relations.

We Need Your Help. Take the Benchmark Survey Today



- An **essential resource** that identifies and defines employee relations standards and best practices
- Represents **over 8.7 million** employees globally
- Organizations with **1,000+ employees** are eligible to participate.
- **Anonymous** responses are reported in aggregate
- Interested in participating but don't have a link?
Email benchmark@hracuity.com



Donation



Technovation

- Technovation is a global nonprofit that helps young people in underserved communities access tech and AI education. For nearly 20 years, it has used learning data and a global mentor network to keep programs effective and relevant. Today, it has reached 300,000 students across 160+ countries and helped spark 21,000 startup ideas.



Introducing our *Analytics Partner*, Fiona Jamison

- **Dr. Fiona Jamison** is the Vice President of Research & Analytics at People Results.
- People Results is an experienced team of consultants with diverse professional backgrounds and broad industry knowledge, who collaborate, innovate and anticipate challenges side-by-side with their clients.
- They are dedicated to empowering leaders through better analytics, communication, positive labor relations and improved organizational effectiveness.

HRACUITY



What's Keeping CHROs *Up at Night*



Boards & CEOs want quantifiable impact of HR investments

1

The C-suite expects HR to **quantify its impact** with the same rigor as revenue producing functions.

2

CHROs are being asked **to link talent strategy directly** to business outcomes, risk mitigation & financial performance.

3

Stakeholders **want clear evidence of ROI** behind HR initiatives and investments.

4

HR decisions influence **enterprise-wide P&L drivers:** productivity, retention, DEI outcomes, risk exposure and brand reputation.

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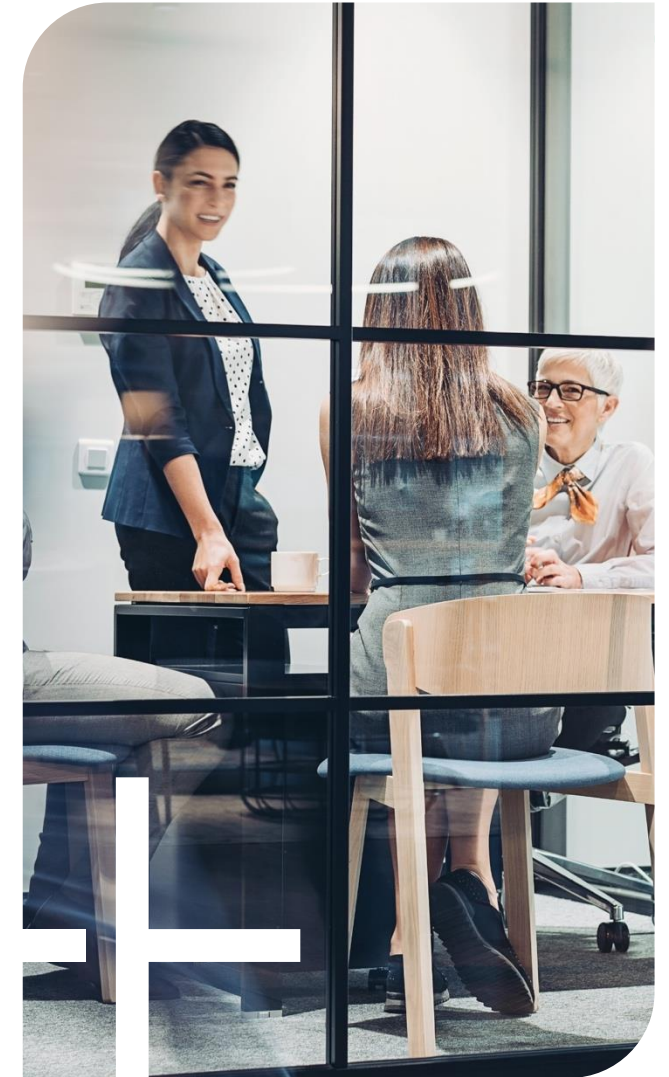
Data-driven HR practices are **becoming essential** for strategic credibility and resource prioritization.

6

Clear, financial-aligned storytelling is required to secure investment and maintain influence at the executive table.

ER's impact is significant, but its metrics are not yet *standardized*

- **Employee Relations shapes culture, trust, engagement and organizational risk exposure**, yet its value is rarely quantified.
- **ER has traditionally been managed through qualitative narratives** rather than standardized metrics.
- **Inconsistent data collection** and **limited benchmarking** make it difficult to demonstrate ER's financial impact.
- **ER activities influence key cost drivers** such as turnover, legal risk, productivity disruption and leadership effectiveness.
- Without a clear ROI framework, **ER is often under-resourced** relative to its organizational importance.
- **A standardized, data-driven model** enables ER to show measurable value and align with the business language of the C-suite.



Typical HR *Scorecard* (Including ER)



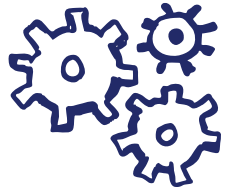
Category	Key Metrics (2 per category)
Talent Acquisition	Time to Fill Quality of Hire
Engagement & Employee Experience	Engagement Index eNPS (Employee Net Promoter Score)
Learning, Development & Leadership	Internal Mobility Rate Manager Effectiveness Score
Performance & Workforce Optimization	Revenue per FTE High-Performer Retention
Retention & Workforce Stability	Regrettable Attrition Rate First-Year Attrition
Diversity, Equity & Inclusion	Leadership Representation Adjusted Pay Equity Gap
Total Rewards & Wellbeing	Compensation Competitiveness Ratio Benefits Utilization
Compliance, Risk & Ethics	Policy Acknowledgment Completion Substantiation Rate
HR Operations & Service Delivery	First-Contact Resolution (FCR) Cost to Serve per Employee
Employee Relations	???????????



What is the
Trust & Risk
Statement™?



Framework: *Three Pillars* of KPIs



Operational Efficiency

How well are we running the function?



Trust and Experience

Are employees confident in processes?



Risk and Compliance

Where are we exposed, and are we closing gaps?

What it *Measures*



Average time to close (and the reasons behind case aging)



Net issue-to-case ratio to account for case complexity



Retaliation rate



Percentage of **substantiated** claims



Reporting mix (direct-to-ER vs. anonymous hotline)



Legal cost per 1,000 employees



Post-case **voluntary attrition rate**

How *ready* are you to measure Trust & Risk?



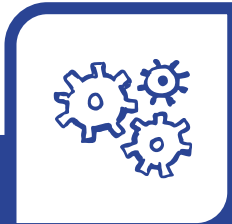
Take the short self-assessment now

Where Did You Land With Your Data Readiness Level?



Foundational

Establishing the Basics



Intermediate

Process Consistency



Advanced

Strategic Insight



Use Case *Overview*



Industry: Healthcare Services

Employees: Around 12,000

Footprint: Multi-state, frontline and corporate workforce

ER Model: Centralized ER team with regional HR partners

The Challenge

This organization's CHRO was seeing early signs of strain:

- Higher-than-expected turnover in specific locations
- Rising employee complaints, but no clear pattern
- Leadership asking whether issues were isolated or systemic
- Difficulty explaining ER impact beyond case volume
- The ER team had data, but it lived across systems and reports

What they lacked was a **standardized way to assess trust and risk across the organization and communicate it clearly to leadership.**

How This Organization *Measures* Trust & Risk



How They Measured Trust & Risk

Using the Trust & Risk Statement™ framework, Black Mesa's ER team focused on a consistent set of signals rather than individual cases.

They examined:

- Volume and type of employee relations issues by location and function
- Repeat issues tied to the same managers or teams
- Time to resolution and escalation trends
- Correlation between employee relations activity, turnover and engagement data

Instead of asking, "How many cases do we have?" they asked, **"Where is trust eroding and where is risk accumulating?"**

The *Impact*



black mesa
HEALTHCARE SERVICES

What the Data Revealed

The Trust & Risk view surfaced patterns leadership had not seen before:

- A small number of sites driving a disproportionate share of risk
- Manager-related issues appearing months before turnover spikes
- Faster resolution times in areas with lower repeat complaints
- Clear differences between isolated incidents and systemic concerns

This allowed the employee relations team to isolate **pockets of concern** rather than treating the organization as one risk profile.

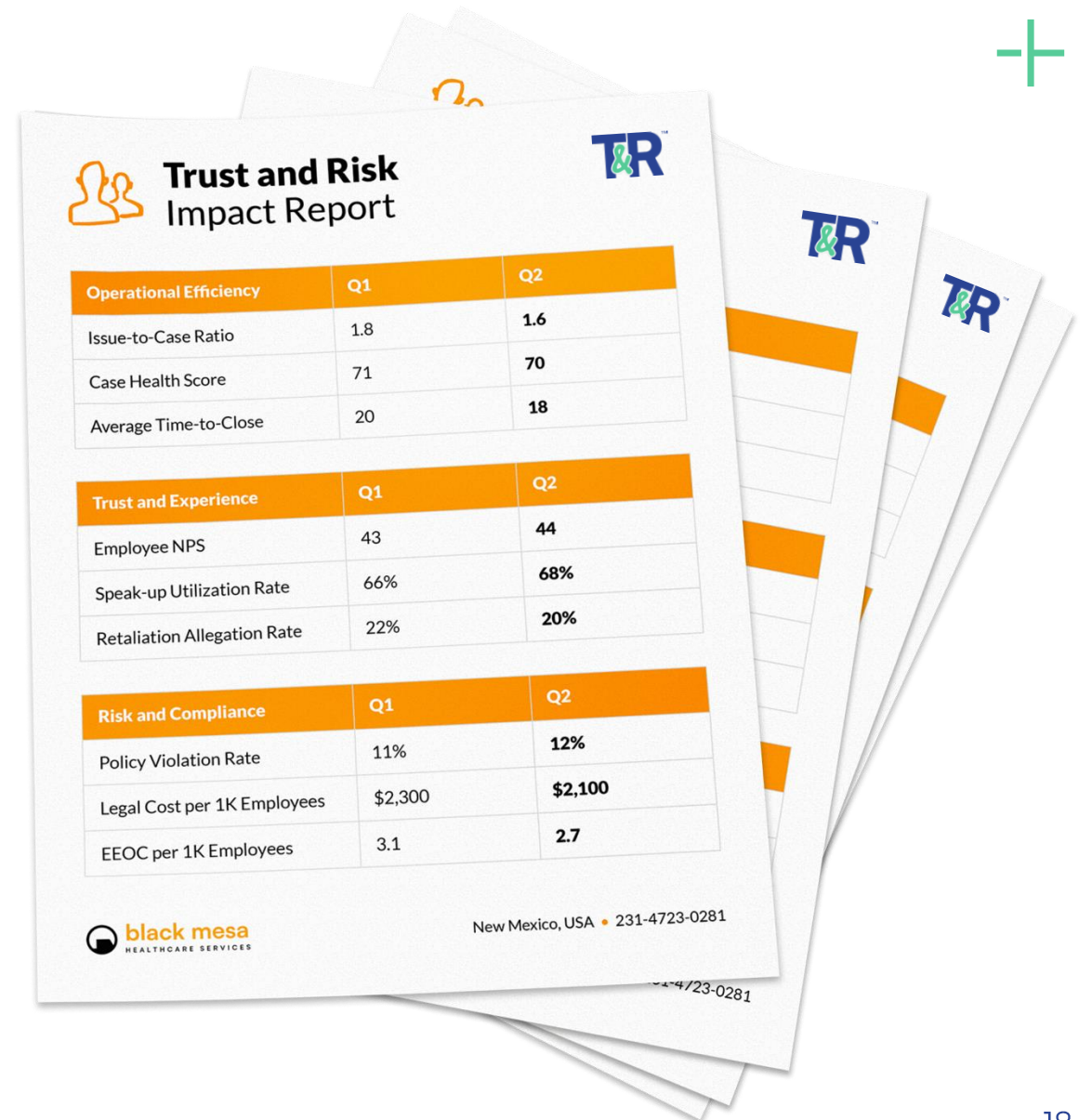
How Insights Were *Shared*

The ER team presented a simple Trust & Risk summary to the CHRO:

- Where risk was emerging
- Where trust appeared stable
- Where intervention was needed now vs later
- This shifted the conversation from reactive updates to **proactive decision-making**

The Impact

- Earlier intervention in high-risk areas
- More targeted use of ER and HR resources
- Stronger, more credible leadership conversations



Creating Your *Trust & Risk Roadmap*



Ask yourself:

- How can you **deliver more value** to your leadership?
- What kind of **support do you need** to get to the next level?
- What are the **barriers to collecting** this data?



Foundational

Establishing the Basics

Formalizing data collection to move beyond reactive, manual logs and establish a reliable baseline



Intermediate

Process Consistency

Standardizing data tracking within HR systems to drive consistency across varying team workflows



Advanced

Strategic Insight

Leveraging a centralized case management system to ensure consistent tracking and regularly validated data integrity

Continuing the Journey, *Together*

Getting Started Guide
Launching Next Week!



Join the empowER™
Working Group!



Dr. Fiona Jamison
fjamison@peoplereults.com



Thank you!

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