8 ESSENTIAL HR METRICS TO TRACK

A Cheat Sheet for Business Leaders

ELMO

Introduction

People analytics is a relatively new concept, especially compared to other well-known metrics used to calculate a business's success. Unlike profit and loss, capturing meaningful data on employees has historically been a more difficult task. Collecting and analysing employee data can be extremely time-consuming when done manually across multiple sources, causing a headache for HR. But with the increasing adoption of HR technology, and HR Information Systems (HRIS) in particular, collecting and analysing data in one place has become easier than ever.

Analytics is fast becoming an essential skill for all HR professionals, enabling their organisations to take more insightful, data-led decisions. The world's leading businesses are already utilising people analytics to guide their HR strategy. Indeed, that insight has helped them to become more resilient in the face of the global pandemic and the resulting talent shortage. But people analytics is not only reserved for the major players. It's accessible to any organisation that captures relevant employee data and is prepared to understand it.

By delving into the numbers and the narrative behind them, HR will have a far more accurate picture of what's going right (and wrong) within their organisation and most importantly, how to course correct in real-time.

With an HRIS, many metrics can be calculated at the click of a button or visualised in a dashboard for quick and easy reporting. But regardless of the technology in place, every HR professional should strive to understand these essential HR metrics and how to calculate them. However, this cheat sheet is by no means an exhaustive list. It is designed to educate readers on some of the most commonly-used HR metrics, complete with example calculations and explanations as to why they're important.

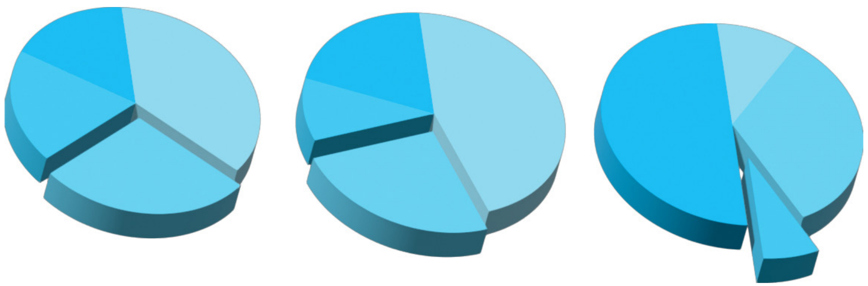


Table of contents

The evolution of HR metrics

HR analytics has come a long way over the last few decades thanks to technology and the ability to capture, analyse, and interpret data at scale. From basic workforce planning to predictive people analytics, data analysis provides the ability to run a business more efficiently, trimming labour costs and maximising profit.

Of course, it's not a new phenomenon. Even during the early era of mass production there was a need to weigh staff costs against revenue, calculating the ideal number of employees required on the factory floor each day. As machines replaced manual labour, calculating costs became simpler and more accurate.

But now in 2022, there's so much more that can be measured. Beyond workforce data alone – aka salaries and output – organisations can capture data throughout the entire employee lifecycle. From onboarding to performance management, talent acquisition to learning and development, there's no facet of HR that cannot be tracked and analysed. Because of this, HR leaders are now expected to be as data-obsessed as their counterparts in other areas of the business. For many, it's presented a new area of learning and one that still requires more understanding to fully unleash the power of people data.

ELMO's 2022 HR Industry Benchmark Report found that while the number of organisations using metrics to track HR performance rose by 6% on the previous year, a quarter of respondents still don't measure performance at all. Why? According to respondents, the biggest challenge in implementing HR metrics is identifying quantifiable links between HR and business goals (51%), followed by a lack of technology infrastructure (50%) and a lack of resources (50%). These are all hurdles HR leaders must strive to overcome if they're going to demonstrate value in the activities of their team to the C-suite.

It's positive to see an increase in the number of organisations now using metrics to measure HR performance, but the sophistication with which they're being used must also improve. Asked about their organisation's level of skill in using HR metrics, most respondents said basic – e.g. They track some basic HR metrics but they don't factor heavily into business decisions (35% in Australia, 40% in New Zealand). This figure is concerning. Taking data-led decisions is key to operating effectively, and if the insights garnered from metrics aren't going to influence outcomes, why bother measuring at all?

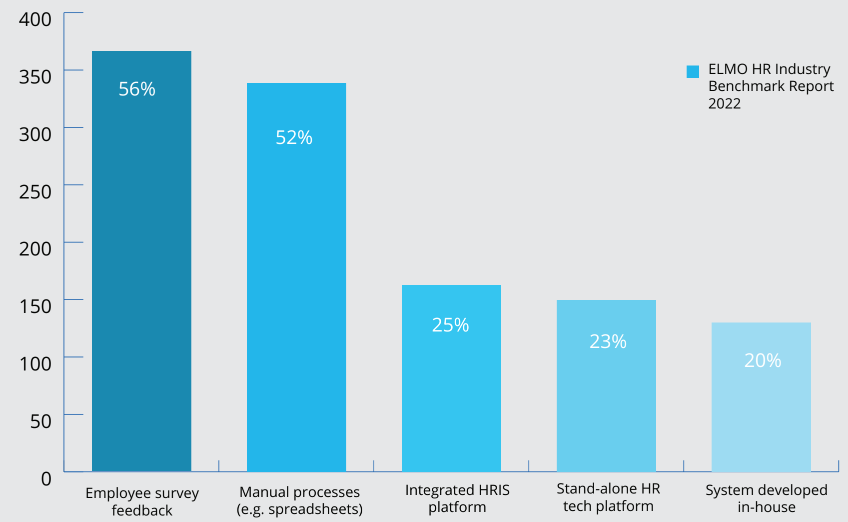
Only 11% of respondents in ANZ said they track HR metrics and apply descriptive analytics, pulling insights out of historical data to facilitate decision-making. An even smaller proportion (3%) rated their organisation's skill level as advanced, meaning they apply predictive or prescriptive analytics to forecast future possibilities and inform decision making.

The survey demonstrates there's still a long way to go before the majority of organisations embrace predictive people analytics. However, the reliance on data and analysis shows no sign of slowing down, and most HR professionals know it's a valuable skill to hold.

In fact, when respondents were asked which skills they aim to develop in the next 12 months, HR reporting and analytics was the top answer (36%). Clearly the appetite for learning is there, and forward-thinking HR leaders should consider investing in training to equip their team with the skills needed to take their data analysis to the next level.

HR technology has transformed the use of HR metrics by making real-time data more visible and easy to access. ELMO's Custom Reporting Tool provides insightful data in a centralised location, offering users a single platform to generate and display findings from across a range of ELMO modules. Users can choose from the library of pre-prepared reports or create their own custom reports, which can be saved and reused to track progress over time. Removing the slow, manual elements from reporting gives HR professionals more time in their schedules to turn insight into action.

The top five methods used to gather and report on HR metrics



01 Voluntary turnover rate

The number of employees choosing to quit the business is something every HR leader will want to know. Keeping a close eye on turnover and aiming to operate within a healthy margin is critical for labour costs, especially at a time when recruitment is expensive.

The voluntary turnover rate is a metric that should be continually measured, whether quarterly or annually, to spot trends and patterns. There may be a time of year when the number of employees choosing to jump ship goes up – such as after the Christmas break or once bonuses have been paid. Similarly, trends within certain teams or locations may emerge.

It's important to remember that a certain amount of turnover is not a bad thing. New employees bring fresh ideas and perspectives. They can often end up challenging the status quo, leading to a new way of doing things. Instead of aiming to continually reduce the turnover rate, a better approach is to understand what a healthy turnover rate looks like for your organisation and aim for consistency across the organisation.

HOW TO CALCULATE IT

$$\text{Voluntary turnover rate} = \frac{\text{Number of departed employees* over X period}}{\text{Average number of employees over X period}} \times 100$$

*Note: This figure only includes employees who left the businesses voluntarily

As an example:

17 employees left the business voluntarily in the month of June. The average number of employees in June was 200.

$$\frac{17}{200} \times 100 = 8.5\%$$

The voluntary turnover rate in June was 8.5%. Compare with previous months to ascertain whether that figure is on par with expectations or trending up or down.

Why is this important?

A spike in the turnover rate indicates a problem. Perhaps there has been an abundance of tempting job opportunities elsewhere due to the skills shortage. There could be a persistent problem within the organisation, such as a toxic culture or unrealistic workloads. Whatever the cause, it should be a red flag for business leaders.

Of course, measuring the turnover rate is only the first step in finding a solution. HR professionals should conduct further analysis to dig deeper and answer the 3 Ws: Who, when, and why. Beyond identifying trends in the data, exit surveys provide a great opportunity to gather both quantitative and qualitative insight on the causes of turnover.

What is 'healthy' turnover?

There's no definitive answer to this question, it'll vary depending on the size of the business, the industry and the type of work on offer. Industries with a higher number of casual workers such as retail and hospitality will typically have a higher turnover rate due to the transitory nature of the roles. On the other end of the scale, the public sector tends to see longer tenure rates and lower turnover.

Macroeconomic factors impact turnover rates too. Before the pandemic, below 10% was considered a healthy turnover rate for many private-sector businesses. Now, turnover has ballooned to as high as 25% for some organisations, meaning the notion of 'healthy' has changed (or been abandoned altogether).

Job mobility rates are a useful indicator of the bigger picture. In the 12 months between February 2021 and 2022, 1.3 million Australian workers had switched jobs - around 220,000 *more* than pre-pandemic levels according to job mobility data from the ABS[1]. Going off the anecdotal evidence of continued above-average turnover in Australia, it's reasonable to expect the job mobility rate to rise again next year.

1. Participation, Job Search and Mobility, Australia, ABS, 2022

02 New hire turnover rate

The new hire turnover rate is another important metric for organisations of all sizes. Hiring, on-boarding, and training new employees costs a considerable amount of time and money.

If new hires become valuable members of staff, who are both engaged and productive in their role, then it's money well spent. But if they're leaving their role early, either within their probation period or during their first year, then a large portion of budget and effort is being wasted. What's more, churning through new hires can have a negative impact on the rest of the staff, creating uncertainty and damaging morale.

It's a sign the organisation is stuck in a negative cycle. The most likely cause is that the experience of working in the organisation or a particular team isn't living up to what was promised during the hiring process. Like turnover rate, sometimes this attrition is necessary. Not all new hires are going to be a perfect fit. But if new hire turnover is particularly high, either in one team or organisation-wide, it's worth finding out the cause.

HOW TO CALCULATE IT

$$\text{New hire turnover rate} = \frac{\text{Number of employees who left the business during X time period}}{\text{Number of employees hired during the same time period}} \times 100$$

As an example:

An organisation wants to calculate new hire turnover during a typical probation period of 90 days. 4 employees left in the past 90 days. 15 employees were hired during the same period.

$$\frac{4}{15} \times 100 = 27$$

The new hire turnover rate was 27%.

Why is this important?

A high new hire turnover rate could indicate problems with the onboarding process. Organisations should ensure onboarding is well-executed and that the employee experience lives up to what was advertised during the recruitment process. New hires should feel supported, valued, and welcomed by their manager and the wider network of staff.

Taking care of the time-consuming, yet necessary, paperwork before day one means new employees can spend their first week learning about the business and settling into their team. Ensure new hires have the technology and IT set-up they require, know what their first week will entail, and who to ask for help.

Tip #1: Source feedback

Onboarding surveys are a great way to source valuable feedback and track how new employees are settling into the business. Consider implementing a series of quick onboarding surveys at the 30-, 60- and 90-day mark, tracking the results in a dashboard.

Numerical scale or a Likert scale are best used for analysis, while open-ended questions offer qualitative feedback. Use one methodology for all onboarding surveys to allow for accurate comparisons. E.g:

- I am satisfied with the onboarding process
- I feel welcomed by my team
- I understand what is expected of me in this role
- I have a clear understanding of my career path and progression
- My goals are clearly defined
- The job is what I expected it to be

03 High performer turnover rate

A high level of turnover is costly, but some losses impact a business more heavily than others. High performing employees are worth their weight in gold and if they're jumping ship, an organisation must find out why. High performing employees deliver superior levels of productivity, whether through their work ethic, their skills or their innovation.

Before HR professionals can calculate the turnover rate of their high performers, the business must have a process of conducting performance reviews and a standardised scoring system. This data must be accurate and stored centrally for HR to access. The organisation must also determine what is considered high performance within its rating scale. Only then can HR analyse turnover from the perspective of high performance.

In a similar vein, some organisations calculate a high potential turnover rate by flagging employees in their performance management system who have the right traits to progress into management or leadership positions. It follows a similar calculation to the equation below.

HOW TO CALCULATE IT

$$\text{High performer turnover rate} = \frac{\text{Number of high performing employees who left the business over X period}}{\text{Total number of high performing employees at start of same period}} \times 100$$

As an example:

At the start of FY22, a business had 30 employees marked as high performers. Over the year, 12 of them left the business.

$$\frac{12}{30} \times 100 = 40$$

The high performer turnover rate in FY22 was 40%.

Why is this important?

This variation on the turnover rate is important because this particular cohort of employees can deliver higher value than others. If a business has a high level of turnover among high performers, it suggests not enough is being done to nurture, develop and retain these worthwhile employees. Considering the impact they make on a business, it's important to pinpoint the cause and take action.

Perhaps they feel as if their career has plateaued and they're struggling to visualise their next move. Or they don't feel valued by the organisation, despite their high performance. Conduct interviews or surveys to find out why they're leaving and identify the exit drivers. Track and compare these exit drivers to identify trends and plan a strategic course of action.

Tip #2: Succession planning

High performing or high potential employees must know they're valued otherwise they'll soon begin looking elsewhere. Conducting succession planning for these high performers is a great way to build loyalty and demonstrate commitment to an employee's long-term career path, but it's often overlooked. On the list of priorities for HR leaders, succession planning tends to sit at the bottom in the 'nice to have' pile.

Rather than relying on manual processes, technology helps to visualise employee skill sets and potential career moves. ELMO Succession Management can predict flight risks, determine skills gaps of high potential employees and accelerate the development of skills – ensuring a strong bench strength so that future roles can always be filled. ELMO Succession Management software fully integrates with the entire ELMO cloud HR & payroll suite.

04 Cost and time to hire / fill

The cost and time involved in the hiring process are metrics that should be on every recruitment team's radar. Recruiting is costly, especially during a skills shortage.

Time to hire is a useful metric for tracking the efficiency of your recruitment process, because it measures from the moment a person enters the pipeline (whether through an application or passive sourcing) to the moment they sign their contract. Time to fill on the other hand is a better number for workforce planning, calculating the period between the requisition being raised and the candidate signing their contract. Meanwhile cost to hire calculates both the internal and external spend involved in recruiting.

Research from ELMO's [2022 HR Industry Benchmark Report] indicates both the time and cost of hiring have increased significantly compared to the previous year. The average cost to hire in Australia and New Zealand is now $23,860. It takes an average of 38 days to fill a vacant position in Australia and 50 days in New Zealand.

HOW TO CALCULATE IT

Time to hire = Day candidate accepted the offer — Day candidate entered pipeline

$$\text{Average time to fill} = \frac{\text{All time to fill measurements combined over X time period}}{\text{Total positions filled in same period}}$$

As an example:

An HR leader wants to compare average time to fill for each department. In sales, they recruited 4 positions in May and the total time to fill was 134 days. They also want to calculate the time to hire for their most recent recruit. The candidate applied for the job six days after the advert was posted online (day six) and signed their contract 10 days later (day 16).

$$16 - 6 = 10$$

$$\frac{134}{4} = 33.5$$

The average time to fill for sales positions in May was 33.5 days. The time to hire for the most recent recruit was 10 days.

Why is this important?

Efficiency is an important consideration when it comes to recruitment. A slow recruitment process not only costs the business more money, but it is likely to discourage a candidate or lead to them being snapped up by another employer. In a talent-tight market, speed is key.

Technology is here to help. An applicant tracking system helps businesses to streamline their recruitment process, reducing their time to hire and creating a better experience for candidates. Find out how much time and money you could save by using the [ELMO Recruitment ROI Calculator].

Tip #3: Calculating costs

Keeping track of recruiting costs is vital for accurate financial planning. To get a comprehensive overview, be sure to include both external and internal costs.

Internal costs could include:

- Time involved in recruiter activities, e.g. writing and uploading job advert, filtering applications, scheduling interviews (avg hourly salary x total hours)
- Time spent interviewing by hiring manager / panel
- Time spent creating / distributing contracts
- Lost productivity hours while job was vacant
- Time spent on pre-boarding / onboarding tasks
- Time spent on training new hire

External costs could include:

- Agency or job board fees
- External training (if required)
- Swag or uniform / technology (if required)

To calculate cost-per-hire, add all recruiting costs over a certain period (e.g. one year) then divide by the total number of hires during same period.

05 Time to productivity

Like anything to do with productivity, calculating this metric is open to variation. Productivity measures - and specifically what it means to be fully productive in a job - will vary from business to business.

First, HR professionals must determine how they're going to measure full productivity. Typically, it's calculated at the point a new employee can perform all of the tasks within the job description for which they were hired. Next, HR must determine how to capture the data. For example, managers could be tasked with conducting monthly performance check-ins with each hire and flagging to HR when an employee reaches full productivity.

Of course, managers may be tempted to overestimate the readiness of new hires. Employers could take a 360-degree approach instead, asking feedback from colleagues or other stakeholders. Regardless, creating this feedback loop between HR and managers is key.

HOW TO CALCULATE IT

$$\text{Average time to productivity per role} = \frac{\text{Total number of time to productivity for all employees in same role}}{\text{Total number of employees in same role}}$$

As an example:

HR wants to calculate the average time to productivity for the role of sales development representatives in FY22. They have defined when an SDR becomes fully productive and instructed managers to feedback to HR. In FY22, 10 SDRs were hired. One is still in their probation and therefore removed from the equation. HR adds up the time to productivity data for the nine remaining SDRs and gets a total of 960 days.

$$\frac{960}{9} = 107$$

The average time to productivity for an SDR in FY22 was 107 days.

Why is this important?

Calculating time to productivity across various roles helps an organisation to be more accurate in its workforce planning and maximise the success of their onboarding process and training for new hires.

Time to productivity will vary wildly depending on how much role-specific knowledge is required and so it's important to calculate this metric on a role-by-role basis.

For example, an implementation consultant will typically take longer to reach full productivity than a marketing executive because they have to build up specific knowledge about the product they're implementing, understand the functionality at a deep level, and be able to work through potential problems. Therefore it may take longer before they're ready to engage with customers and be fully productive.

Tip #4: Compare and contrast

The power of data really depends on what you do with it. Calculating metrics is one thing, but it becomes more useful when organisations look deeper and compare data across departments, seniority levels, locations etc. Consider the following examples:

- Average time to productivity by role level and manager. Is one manager more effective at training new recruits. Why? What are they doing well?
- Average time to productivity by role and age. Are certain generations quicker at adapting to a new job that others? How can managers help everyone get up to speed at the same rate?
- Average time to productivity by role and location. Is one office lagging behind the rest?

06 Hiring success rate

Besides efficiency, quality is another mark of a successful recruitment team. In an ideal world, candidates put forward to the hiring manager have the traits and skills required to become successful and even high-performing employees. In reality, that's not always the case.

However, monitoring hiring success offers a benchmark on the quality of candidates hired. Calculating these metrics requires collecting performance feedback that is standardised across the business, most commonly through performance ratings or by surveying managers. When analysed further, this metric can also shed light on which sources led to the most quality candidates, helping recruiters take a more strategic approach to talent acquisition.

To calculate hiring success, an organisation must first decide what success looks like in terms of their performance data, as well as the point at which an employee is deemed to be at full productivity. For example, a business might decide a successful hire is someone who recieves a performance rating of satisfactory and above. This calculation only works if the rating system is standardised across the business.

HOW TO CALCULATE IT

$$\text{Hiring success rate} = \frac{\text{Number of hires who performed well over set period (as determined by performance score)*}}{\text{Total number of hires* during same period}} \times 100$$

*Remove new hires still in probation period / not ready to be included in calculation

As an example:

During FY22, a business hired 80 people. Of those people, 30 were still in their probation period at the time of calculation and therefore removed from the equation. Of the 50 remaining new hires, 35 were given a performance score of satisfactory or above at the end of the year.

$$\frac{35}{50} \times 100 = 70\%$$

The hiring success rate in FY22 was 70%.

Why is this important?

Hiring success is a valuable metric because it demonstrates a talent acquisition team that can not only deliver ample candidates with speed and efficiency, but can source employees who go on to perform well in their roles and add value to a business.

The ultimate sign of hiring success is being able to demonstrate how the new employee is performing better than the person they replaced. Of course, performance goes beyond simply the person hired. Their onboarding experience, their manager, what's going on in their personal lives - these all impact whether someone flourishes in their new role.

But by beginning to look at this data, trends may emerge. Perhaps the source of the hire impacts their likelihood for performance success. For example, employee referral schemes typically tend to lead to higher quality hires because the existing staff member believes they'll be a good fit for the business.

You may also discover recruiters who have a higher hiring success ratio than others. Find out what they're doing well, whether it's where they are sourcing candidates or the screening questions they ask. There may also be recruiters who are struggling to consistently bring in quality candidates.

The aim here is not to get too caught up on the percentage, but to look for patterns behind hiring success.

Did you know...

HR or talent acquisition teams are increasingly turning to technology to improve their recruitment process. According to ELMO's 2022 HR Industry Benchmark Report, the number of organisations not using any tools in the recruitment process has dropped by 10% over the past three years.

07 Hiring failure rate

Some level of hiring failure is inevitable in every business - after all, recruiting is not a perfect science. But business leaders are often shocked to discover just how many new hires are not successful in their role during the first year or 18 months, either because they leave, are terminated, or demonstrate poor performance. A three-year study of over 20,000 employees and over 5,000 hiring managers conducted in the US[2] found that as many as 46% of all new hires will fail within their first 18 months. Only 19% will achieve unequivocal success.

Failure rate goes beyond new hire turnover because it also includes indicators such as poor performance or disciplinary action. Not only can these factors cause a business to lose money and face more risk, it can also have a knock on effect by negatively impacting other employees.

This metric is about establishing a necessary level of hiring failure, comparing failure rates across the business and conducting root analysis to understand the causes. With this information at hand, HR and recruiters can take a more targeted approach at achieving hiring success.

HOW TO CALCULATE IT

$$\text{Hiring failure rate} = \frac{\text{Number of hires who failed* during time period}}{\text{Total number of hires* during same period}} \times 100$$

*Decide what constitutes a hiring failure. Remove new hires still in probation period / not ready to be included in calculation

As an example:

In FY22, a business hired 100 people. At the time of calculating the metric, 30 were still in their probation period. Of the remaining 70, 15 had left, 4 had been terminated, and 10 had received a poor performance rating (all considered hiring failures by the business).

$$\frac{29}{70} \text{ X } 100 = 41$$

The hiring failure rate in FY22 was 41%.

Why is this important?

Understanding the hiring failure rate is crucial, yet it's often overlooked. Successful recruitment is not just about the hiring period, it's also important to demonstrate the value of recruitment through the skill, attitude, and aptitude new hires bring into the business.

A high failure rate should act as an alarm bell for HR and business leaders. It indicates that new hires are the wrong fit for the business or they're experiencing significant problems within their first year. For example, perhaps a haphazard onboarding process is resulting in employees feeling unprepared and unsupported in their new job, leading to poor performance. As a result, the organisation is stuck in a costly 'recruit and replace' cycle.

The cost of a bad hire

Poor hiring can result in an organisation quickly burning through its recruitment budget with very little gained. According to research by Robert Half[3], the average cost of a bad hire can be between 15-21% of that employee's salary. If that wasn't bad enough, thanks to over-inflated wages in certain industries, that figure has become even higher. In fact, 86% of the Australian business leaders surveyed by Robert Half said the negative impact of a bad hire is more severe today than it was in 2020.

Beyond the hard cost of lost productivity caused by poor performance or having to re-hire for the position, bad hiring choices often has a wider impact. Churning through staff can cause uncertainty within a team, as well as result in added pressure on the surviving members of staff. Similarly, poor performance, especially that which goes unchecked, can seriously damage morale. Then there's the added costs of additional training or conducting and monitoring a Performance Improvement Plan.

2. Why New Hires Fail, Leadership IQ Study, 2005 3. The Cost of a Bad Hire, Robert Half, 2021

08 Absence rate

Tracking and analysing absenteeism is a useful exercise to understand what's happening within your employee ecosystem. Unplanned absenteeism (which typically does not include annual leave) can indicate external factors, such as a new wave of COVID-19 or the flu, or problems somewhere within the organisation. Perhaps absence is linked to burnout and unmanageable workloads, or perhaps it's due to harassment in the workplace or tensions within a team. Illness caused by stress is a particularly important risk to consider because it can lead to long-term absence.

Whatever the cause, it's important for HR professionals to determine what a healthy absence rate is and monitor for trends within the data. It can also be valuable to compare absence rates by team or department, and per manager.

Similarly, analysis might show absence as an indicator that employees are more likely to leave or coincide with low levels of engagement. With enough historical data, organisations can begin to predict trends and take preventative action.

HOW TO CALCULATE IT

$$\text{Absence rate} = \frac{\text{Total number of absence days during X period}}{\text{Total number of work days during same period*}} \times 100$$

*Removing annual leave from the number of work days over a given period will give a more accurate absence rate

As an example:

An organisation wants to calculate the average annual absence rate for each department in FY22. There are 50 employees in the sales department. The total absence days taken by sales staff was 200. The total number of annual leave days taken by sales over the same period was 975. The total number of work days in New South Wales (where the employees are based) in FY22 was 251.

$$\frac{200}{(251 \times 50) - 975} \times 100 = 1.7\%$$

The average annual absence rate for the sales staff in FY22 was 1.7%.

Why is this important?

Simply put, absenteeism is expensive. While most employees will become unwell throughout the year, whether from a cold or COVID-19, excessive absence can become a drain on productivity and a financial risk. It also puts added pressure on other team members.

Generally speaking, an annual absence rate of 1.5% and below is considered 'healthy' and equates to just under four days of absence each year. Of course, the prevalence of COVID-19 has had a big impact on absence rates. Employers should therefore consider implementing strategies to reduce illness in the workplace. For example, remote or hybrid working allows employees to limit the amount of time spent on public transport or busy office buildings. Also consider increasing hygiene measures and space within the office to allow for better physical distancing.

Tip #5: Quantify absence costs

To build a business case for intervention, HR professionals should frame absence in terms of cost, demonstrating the commercial impact and the return on investment of their strategy. To calculate the cost of absence, you must first determine salary cost per day (using average hourly rate) and lost revenue per day.

Average hourly rate = Annual wages / number of staff / working days per year / 8*

Salary cost per day = Avg hourly rate x working days per year x 8

Lost revenue = Total annual revenue / total number of staff / working days per year

Cost of absence = Salary cost per day + lost revenue per day x number of staff x average annual absences

*Assuming 52 weeks per year and 8 hours per day

How ELMO can help

Technology enables HR professionals to extract and analyse data relating to every aspect of the employee lifecycle.

ELMO Software (ASX:ELO) is a cloud-based solution that helps thousands of organisations across Australia, New Zealand and the United Kingdom to effectively manage their people, process and pay.

ELMO solutions span the entire employee lifecycle from 'hire to retire'. They can be used together or stand-alone, and are configurable according to an organisation's unique processes and workflows. Automate and streamline your operations to reduce costs, increase efficiency and bolster productivity.

For further information:

Contact us