

HRM 591 WEEK 1 DISCUSSION

Targeted Analytics and Talent Decisions Discussion

Week 1 Topic: Strategic Human Resources: A Changing Perspective

Textbook: Strategic Human Resource Management. Sixth Edition. By Jeffrey A. Mello.

Readings: Chapter 1: An Investment Perspective of Human Resource Management

Discussion Post Instructions: Review Exhibit 1.4, "Common HR Metrics," in the text. Select an organization that you have some familiarity with. Choose two to three metrics from the exhibit, and discuss how your selected organization conducts talent decisions. You may have to research your selected organization via the organization's website.

The company I want to use is Amazon, specifically Amazon AWS. Please see the attached image for Exhibit 1.4 and select 3 metrics.

The organization I chose is Amazon Web Services (AWS), where the HR team takes a data-driven approach to managing large-scale hiring and supporting workforce stability. One important metric they focus on is **time to fill**, which measures how efficiently HR can recruit for key positions across HR, technical, and support functions. Tracking this metric helps identify delays in the hiring process, assess recruiter capacity, and determine when additional sourcing strategies are necessary. This allows HR to maintain hiring quality while ensuring roles are filled quickly to keep business operations running smoothly.

AWS also monitors two other key metrics: **selection ratio** and first-year **turnover rate**. The selection ratio reflects how selective the hiring process is, which helps HR maintain high standards for candidate quality and cultural alignment, even during periods of rapid expansion. Meanwhile, the first-year turnover rate highlights how well new employees are adjusting to their roles and whether onboarding and manager support are effective. High early turnover can raise awareness to areas where the hiring process or training programs need to be refined. Together, these metrics help AWS's HR team make informed, forward-looking decisions that strengthen talent quality and support long-term organizational success.

References