

# The role of Analytics in influencing HR Strategy and Operational Performance

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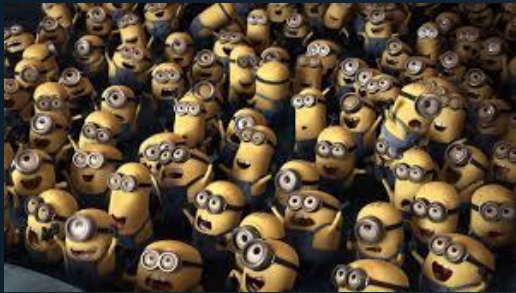
# The Value Proposition

Enhance the position of HR as a strategic business partner.

A well designed and deployed framework can be leveraged by many functional areas of the business, from Finance to Operations.



# What to measure ?



## *Identify Metrics that can drive change*

Look for Measures that are aligned to HR and Business improvement strategies

The use of targets for key Measures can improve visibility of performance and improvement.

Measures & Targets should be meaningful and achievable

Industry Benchmarks, whilst a useful comparison, carry the risk of striving for mediocrity

Engage the business as to what Analytics and Measures would support their function

Analytics don't need to be a 'one size fits all' solution





# The User Experience



## *Vary the Delivery*

Identify the Audience and adapt the delivery to suite

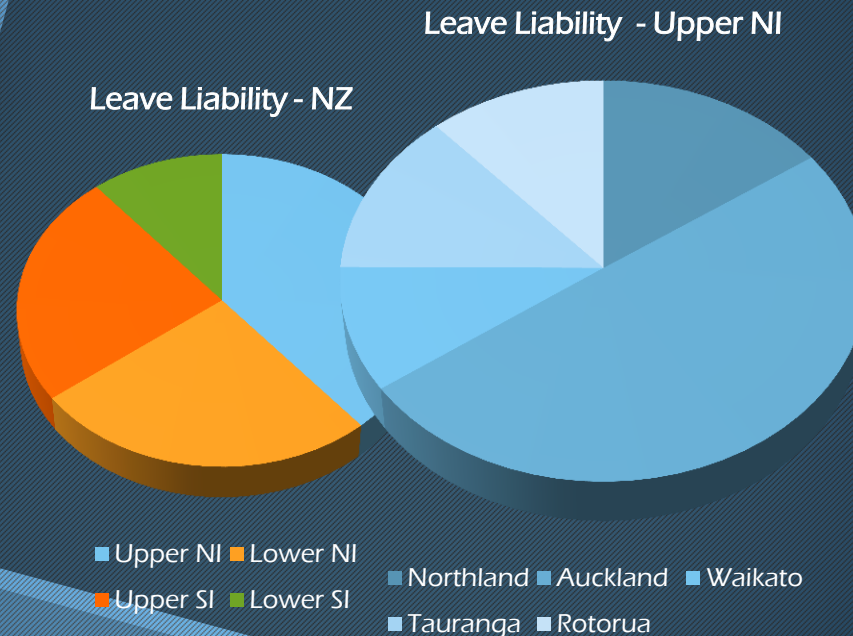
The message needs to be clear and easy to interpret

Avoid clutter and keep within context

Provide access to trend lines and supporting information

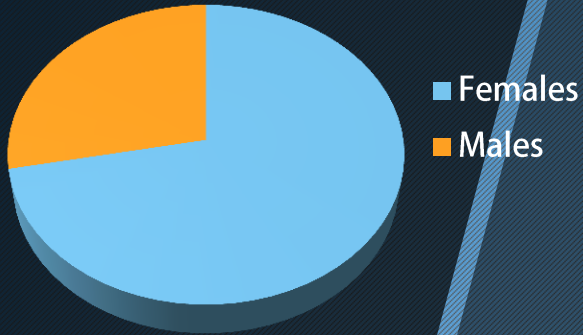
Interaction with data needs to be tactile and dynamic

Needs to be intuitive with minimal training required





# Beyond Statics



ATTRITION  
15%

## *Look beyond simple HR Metrics*

The real value is beyond the traditional HR Metrics that simply measure.

Workforce Analytics explore the who and why?

### Looking at Annual Attrition

- How long are leavers staying?
- Which areas are most impacted?
- What Demographic is most at risk
  - Is it Gender
  - Is it Age
  - Is it Ethnicity
- Is it Pay Related?
- Is it Management Style?



# How Improved Analytics made a difference

Contact Centre 12 Month Attrition running at 70%

Rate for females aged 20-25 over 80%  
Average tenure for Leavers under 1 year

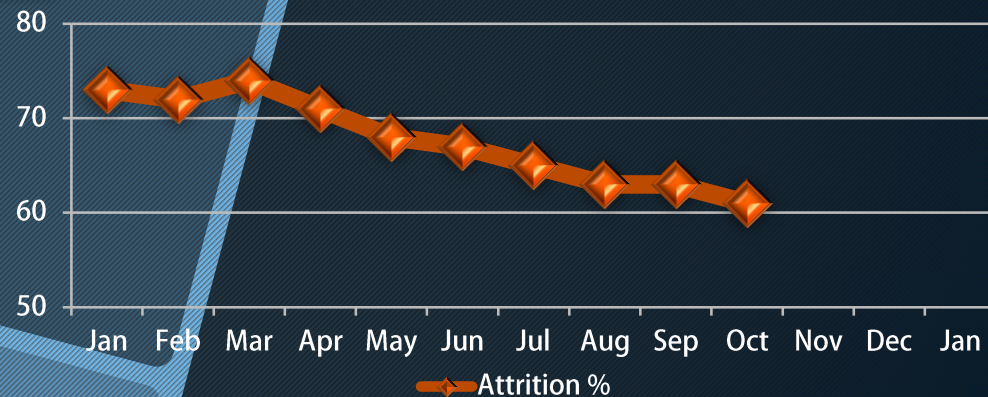
Rate for females aged 30-35 just over 50%  
Average tenure for Leavers close to 2 years

Change in target demographic  
After 1 year, 12 Month Attrition down to just over 60%

Age Band	Starters	Leavers	Attrition	Avg. Service
< 20	23	18	72%	1.20
20 - 25	34	35	83%	0.98
25 - 30	25	22	67%	1.40
30 - 35	27	19	53%	1.95

In Practice

Rolling 12 Month Attrition %





# How Improved Analytics made a difference

Services Industry barely breaking even

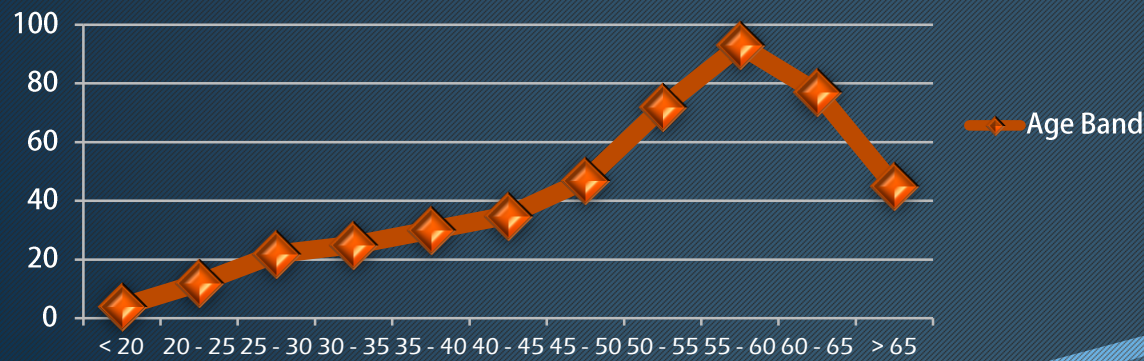
- Introduced Metric showing Direct/Indirect Ratio
- Instant visualisation highlighted issues
- Improved Management saw return to profitability

Excess Hours for Manufacturer in high risk Industry

- Study proved excess of 57 hpw increased Accident Rate
- Introduction of Analytics showed 80% working over 60 hpw
- Within the Month all staff below 57 hour threshold

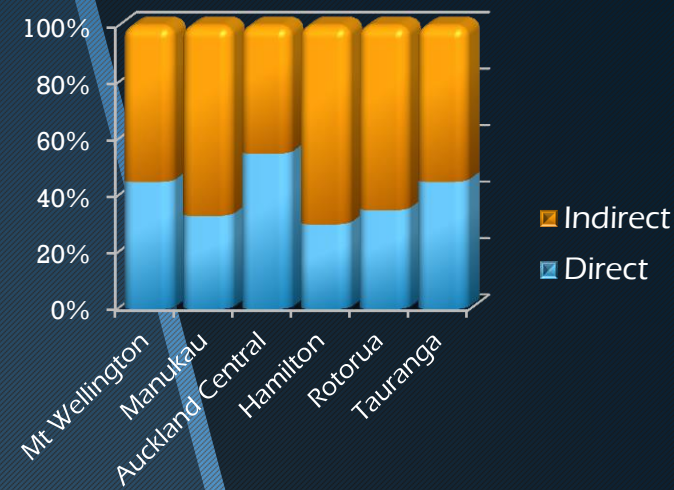
Recent Study highlighted the magnitude of the impending business risk associated with an Aging Workforce

Age Analysis

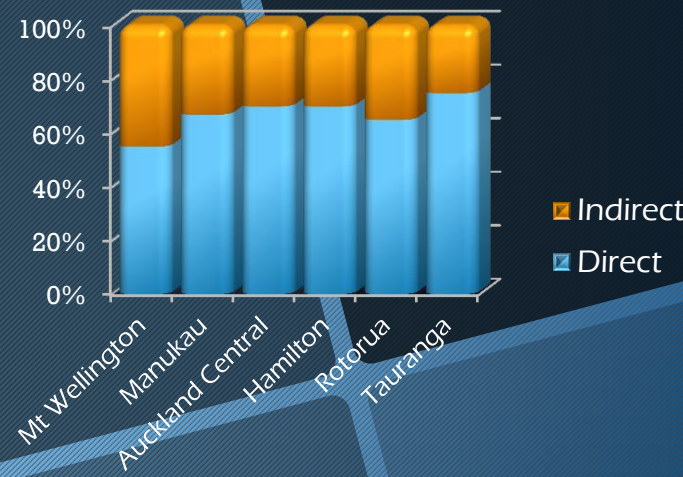


# Examples

On introducing Metric Measure



3 Months after Metric Measures





# Who is the Audience



## *Engaging a broader Audience*

There will be greater appeal to a broader Audience

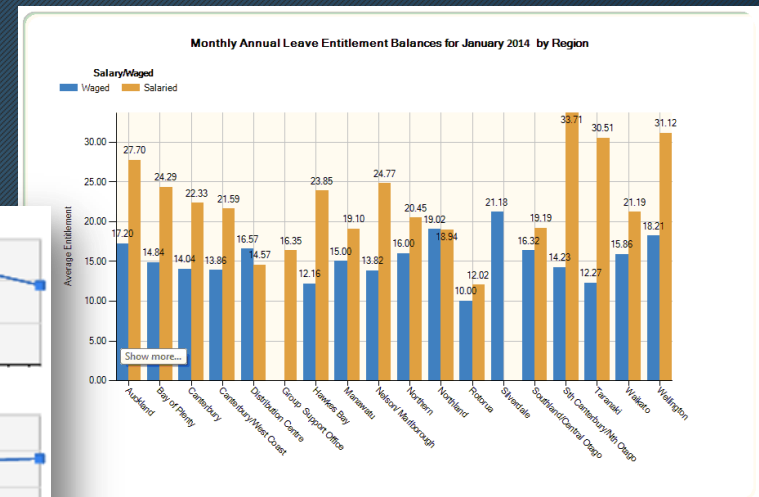
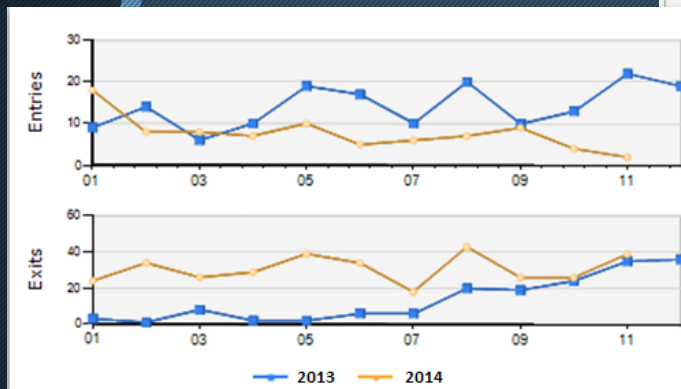
Will quickly be adopted as a 'business tool'

Information must be accurate and reconcilable

Analytics need to be relevant and obvious

Transparency of results an incentive to deliver

Cater for those with limited computer literacy





# *HR 's Role in Workforce Analytics*

The HR Analyst becoming more prominent

Workforce Analytics and 'Big Data' a key focus

Ownership needs to reside with HR

With Ownership comes responsibility

HR need to be the subject specialists and trainers

The business WILL need support for success

Workforce Analytics present an opportunity

## Is HR Ready?





# Beyond Statics

## The role of Analytics in influencing HR Strategy and Operational Performance

Workforce Analytics has the potential to revolutionise and transform HR. But in order to do so, it has to deliver measurable value and have the backing of the Senior Leadership Team. We open the conference by discussing the Workforce Analytics value proposition.

The value proposition: beyond HR Statistics to Workforce Analytics

Understanding what you want analytics to achieve in your organisation

Looking beyond your traditional HR audience

How does HR need to adapt to meet the benefits and challenges of an increasingly data-led environment?