

# Using Data for HR Success

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## Why get started with HR data?

- Primary **cost area** → efficiency
- Parallel with (sales and) **marketing analytics**?
- **Human experiences**

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## Mislukte externe aanwerving bediende in België: dat kost bedrijven minstens 35.000 euro

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### Who's looking for the **Officient superhero** with the following characteristics:

- Your persona is to drive customer success in a collaborative way
- You are a strong player with a strong mentality
- You can make a great contribution
- You speak multiple languages
- You generate/identify a customer's problem

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### Hallo Arthur!

Het is maandag, tijd om je week te plannen! Maar eerst een kijkje naar de komende dagen bij Officent chat te gebruiken.

#### Gebeurtenissen deze week

- Je boeking voor Kine Willemsoord verpakt op woensdag
- Mythe Waterschoot start als Digital Marketing op dinsdag

Na een de off service en je persoonlijke informatie aan te passen, je verblijft als te wijzen of te weten om te wijzen.

[Open de off service](#)

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### A framework for getting started with HR data

1. Map existing HR challenges
2. Make your HR data ready for analysis
3. How to visualize the right KPIs
4. From insights to predictions

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### 1. Which business challenges?

- Turnover
- Recruitment
- Onboarding
- Wage cost optimization
- Learning & development
- Absences / Bradford factor
- Diversity
- Engagement
- Mobility
- ...

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### 2. Make HR data ready for analysis

- HR data is scattered
- Integrate HR data from different sources:
  - Payroll integrations
  - HR tools & platforms
- Avoid silo thinking and use enriched data



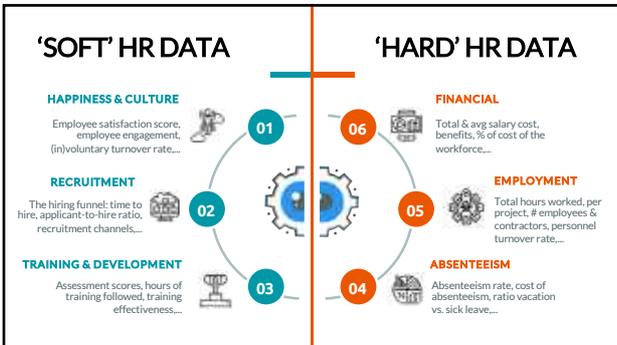
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### 3. How to visualize the right KPIs

- Which types of HR data exist?
- How to select the right metrics & KPIs for your business?



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**KPI ≠ metric**

- ⇒ Limit to **2 or 3 main KPIs** to monitor your progress towards business goals
- ⇒ Define multiple low-level '**metrics**' to dig deeper on your KPIs

Business goal	KPI	Metrics
Recruit 25 new employees in 2019	# candidates hired	<ul style="list-style-type: none"> <li>- Conversion rate per funnel stage</li> <li>- # candidates per position</li> <li>- Recruitment channel performance</li> <li>- Average time to hire</li> </ul>

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### Visualizing your HR data

Why?

- Visual storytelling
- Interactive
- Automated
- Real-time



How to visualize efficiently?

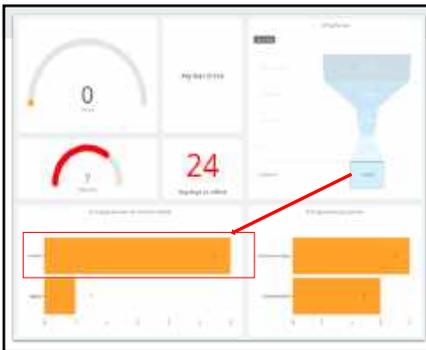
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### Client example: recruitment



⇒ Why do good candidates refuse?

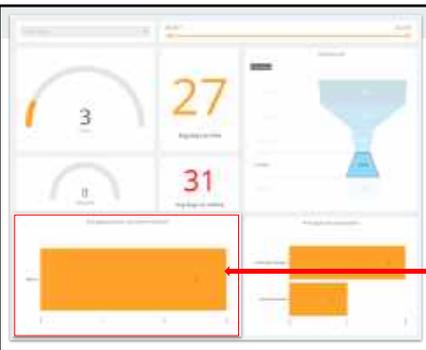
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Drilldown on refusals

⇒ high refusal rate for LinkedIn

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Drilldown on hires

⇒ what does the agency do different?

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### Taking action on the insights

- Analyze feedback from refused job offers

⇒ Optimize recruitment channels

⇒ Increase transparency on salary in job ads



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### Example - trainings



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4. From insights to predictions?

- >> It's there for the taking!
- >> But do we want it?
- >> Do we REALLY want it?

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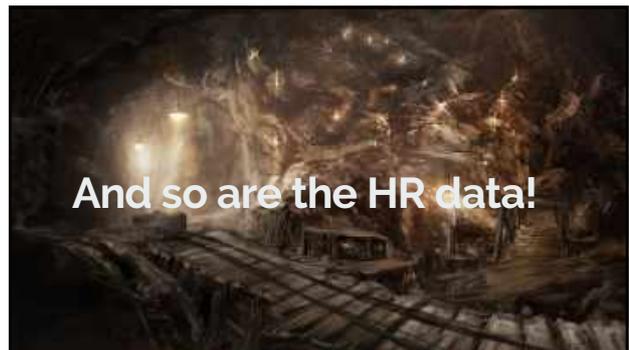
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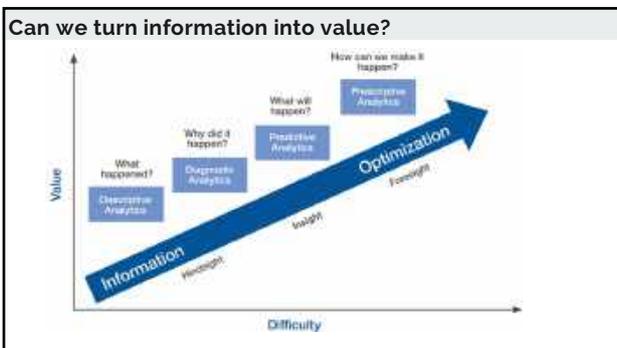
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The technology is available

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TOUGH HR QUESTIONS	PREDICTIVE ANALYTICS
<ul style="list-style-type: none"> <li>• How do we attract the right talent for the job? More recruiters? Better campaigns?</li> <li>• How do we manage performance and productivity? A new performance app? The next hyped training?</li> <li>• How do we retain our (best) people? Increase salaries? More fringe benefits?</li> </ul> <p>Bottom line impact? Uncertain. Negative?</p>	<ul style="list-style-type: none"> <li>• Predict success of hire</li> <li>• Understand the real drivers of performance and take appropriate measure</li> <li>• Data-driven operational and strategic workforce planning</li> <li>• Predict voluntary leavers and keep key talents on board</li> </ul> <p>Bottom line impact? Measurable and monetizable.</p>

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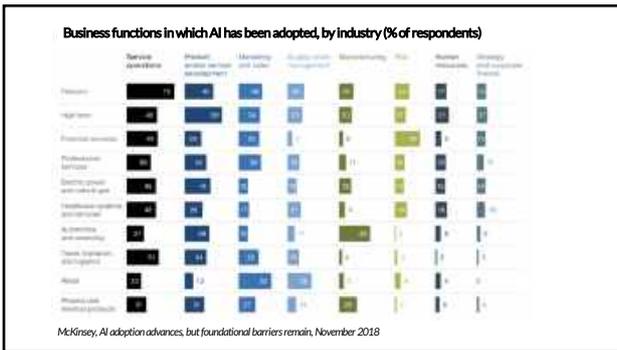
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Use case: employee churn

 A screenshot of a JIGSO dashboard. The dashboard displays a list of employees with columns for name, email, and status. A sidebar on the left shows navigation options. The main content area shows a list of employees, with some highlighted in red, indicating churn.

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5. From insights to predictions?

>> It's there for the taking!  
 >> But do we want it?  
 >> Do we REALLY want it?

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Looking for the ones who deserve your attention!



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Can we accept a black box?



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Full transparency about

- which data are used
- how the data are used
- what will be done with the outcomes

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**Every HR problem has its algorithm!**

Let's **open the black box** of people strategy and business performance.

Let's move to **data-driven decision making**, using artificial intelligence and machine learning.

For the sake of the decision?

No, to **impact the bottom line and the well-being of the employee!**

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