



PEOPLE PERFORMANCE POSSIBILITIES

Establishing People Analytics

MT|SHRM Talent Management Conference
August 30, 2018

Overview

- People Analytics, or Human Capital Analytics, supports decision making
- Learning Objectives
 - Identify ways that human capital strategy impacts business outcomes
 - Build a data foundation of familiar metrics
 - Develop a portfolio of reports, business intelligence tools, and analytics initiatives
 - Tailor deliverables to specific audiences
- Foundations
 - Good analytics start with a question
 - Separate what is useful from what is interesting
 - Be deliberate about what you want to know

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The HCA People Analytics Story

- Human Resources transformation 2014-2017
 - Moved from federated model to shared services
 - Consolidated Business Partner Organization
 - Created Centers of Expertise (COE)

Finance and Analytics	Leadership and Org Development	Operations and Strategy	Total Rewards
<ul style="list-style-type: none"> • CFO/Budget • Strategic Analytics 	<ul style="list-style-type: none"> • Talent Acquisition • Training • Executive Development 	<ul style="list-style-type: none"> • Project Mgmt. • HRIS • Communications • Shared Operations 	<ul style="list-style-type: none"> • Benefits • Compensation

- Reorganization upon completion
- Consolidated three teams responsible for data reporting and analytics
 - HRIS Reporting
 - Strategic Analytics
 - Talent Analytics
- Rebranded as People Analytics in 2018

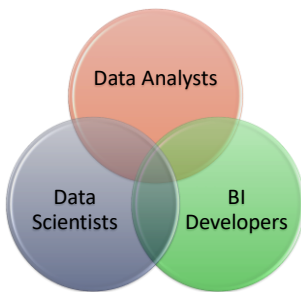
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Building a Team

- Reporting to VP HR Operations and Strategy initially, now CFO of Human Resources Group
- Leadership – AVP, Director, Manager
- Data Scientist
- Business Analyst
- Database Administration/Business Intelligence/Analytics Team
 - Database architecture and management
 - BI solutions development
 - BI product maintenance and data delivery
 - Data analysis projects
 - Longitudinal analytics
 - Complex data requests
- Reporting Team
 - Data requests
 - Non-complex BI development
 - Traffic reporting for key stakeholders
 - Pipeline for BI and Analytics

Talent Elements of People Analytics



Establish Partnerships

- Connect with IT early
 - Data protocols
 - Database architecture
 - Code review
- Identify HR stakeholders
 - Recruiting
 - Business partners
 - COE's
- Understand other analytics and BI functions
 - Business-based and IT
 - Examine metrics portfolio
 - Seek opportunities to integrate HR data
 - Identify places where HR data is already being used – (certify)

Connect to the Business

- The core purpose of people analytics is to support a support function
- Solid 'simple' reporting establishes credibility
- Consultative approach
 - Establish expertise
 - Learn client priorities
- Understand the questions facing leaders
- Match analytics capabilities with business needs and objectives
- Unify requests through common intake
- Minimize "order taking"

Don't assume you know the business just because you know the numbers.



A Holistic View of the Business



What Do We Measure?



Metrics

- Acknowledge the metrics that matter
- Attack on two fronts
 - Internal for human capital strategy
 - External for impact on the business
- Build a foundation of known metrics
- Establish consistency
- Determine cadence
 - Monthly
 - Weekly
 - Live

Reporting

Data reporting is the process of collecting and submitting data that gives rise to accurate analyses of the facts on the ground

Ad Hoc

- Rosters
- Tenure listing
- Requisition activity
- Candidate status summary
- Payroll information
- PTO
- Education and certification

Scheduled/Subsription

- Licenses
- Birthdays
- Open positions
- New hires
- Leadership listing
- Demographics

Business Intelligence



- BI is comprised of the strategies and technologies used by enterprises for the data analysis of business information
- Provides historical, current and predictive views of business operations
- Functions
 - Synthesize data from multiple sources for complex analysis
 - Visualize data and analytics
 - Create dashboards and other self service resources

Analytics

Analytics is the discovery, interpretation, and communication of meaningful patterns in data. Especially valuable in areas rich with recorded information, analytics relies on the simultaneous application of statistics, computer programming and operations research to quantify performance.

- Employee Engagement vs. Business Outcomes
- Leadership Vacancy vs. Productivity
- Generational Employment Trends
- Recruiter Workload
- Predictive Turnover Modeling
- Pre-hire Assessment Tools Evaluation
- Skill Mix Analysis
- Workforce Forecasting

Know Your Audience

"A little knowledge is a dangerous thing. So is a lot."

– Albert Einstein

- Understand the context of data requests
- Assess the data capabilities of HRBP
- Don't assume that your data is too complicated for experts to understand
- Don't assume that experts can understand your data

Data Governance

- Dangerous opportunity for variance
 - Methodology
 - Filters
 - Timing
- Optimal for HR to have a single voice
- HCA convened a Data Governance Committee

Charter

The HR Data Governance Committee (HRDGC) will serve to unify reporting and analytics across HRG. Primary functions will include metrics definition, approving and prioritizing projects, and change governance. The HR Analytics and Reporting team will provide regular updates on standing initiatives (e.g., MOR, EDW-HR).

Membership

HRDGC will consist of senior HR leaders and key stakeholders

Tasks

- Approve metrics glossary and standards (timing, population, sample, etc.)
- Provision access to HR data
- Review and approve new work requests, including enhancements to existing products
- Advise on project queue

Deliverables

- Tailor outputs to audience
 - E-mailed reports (Excel, PDF)
 - PowerPoint decks
- Reporting as foundation for dashboard

Project Management

- Implement a project charter
 - Authorization
 - Scope
 - Business Case
 - Budget (shown as man hours)
 - Change Definition
 - Sponsor acceptance
- Completed forms can be reviewed by the Data Governance Committee
- Once approved work will be placed in queue based on
 - Priority – time sensitivity and strategic impact
 - Capacity – available resources
- Project Initiation
 - Assemble team
 - Establish requirements
 - Build work plan
 - Communicate
 - Progress
 - Risks
 - Milestones

Client Management

- Assemble a team to support each key stakeholder
- Conduct intake meetings
 - Review current project portfolio
 - Confirm ongoing business need
 - Prioritize work
 - Discuss processes
 - Project approach
 - Technical requirements, specifications, and changes
 - Identify and prioritize new projects
- Ongoing activities
 - Weekly portfolio reports
 - Bi-weekly or monthly meetings
 - Craft proposals for new work
 - Advise People Analytics leadership team on project staffing
- Client Teams are separate from individual project teams

Portfolio Management

- Identify top projects
 - Deliverable dates
 - Primary client/stakeholder
 - Point person
 - Supporting resources
- List secondary projects
 - Annuity work
 - Enhancements
- Track ad hoc requests
 - Requestor
 - Assigned resource
 - Time to complete

The Case Against ROI Analysis

- Proving return on investment (ROI) is a standing challenge for HR
- Individual departments/disciplines/COE's pressured to demonstrate value
- Examining common business outcomes
- Nearly impossible to isolate impact of separate interventions
- Time consuming analytics rarely yield significant results
- Frustrating to clients

Lessons Learned

- Offer observations, not insights
- Reporting backlog can overwhelm
- Fight for modern solutions
- Pay attention to your database
- Do not introduce new metrics in an analytics project



Considerations

- Questions that organizations should consider when forming an HR Analytics function
 - Is the organization ready to quantify human resources?
 - Have you secured executive sponsorship?
 - Does HR need a separate analytics function?
 - In what ways can HR leverage existing analytics capabilities?
 - What resources are available to build the team?
 - Who are your key stakeholders?
 - How will you select and prioritize projects?
- Maximize value by connecting HR analytics to overall operating objectives
