HR ANALYTICS

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CONTENT

Organization's view to Human Resource Management

Organizations have multiple functions and departments that are consistently working together so that better products and services can be delivered. From a business perspective Human Resource department is often seen as a cost.

If we see the various functions within an organization there are two types based on how they impact the business:

Types of functions

1. Core function
2. Support function

1. Core: Any function that is directly in line with the nature of business of the organization can be termed as the core function. These are usually the revenue generating functions for any company. Example: Sales, Operations can be Core functions.

2. Support: On the other side are the support functions that do not generate revenue but provide support to the core functions such that they can seamlessly perform to their peak levels. Example: HR, Accounting can be support functions.

Both core and support functions are equally important for a business as the core function cannot run for long if support is not there.

HR is a support function, playing the supporting role for the other functions in an organization!

Evolution of HR

Human resources has evolved throughout from being the age-old Task-based function to the current Competency-based function.

➔ Task-based: All recruitment, training activities were only based on the tasks to be performed.
➔ Skill-based: In skill based HR, the activities are not only based on tasks but skills of the employees as well.
➔ Competency-based: The recent way of doing HR, where the activities are based on superior and successful performance on the job.

The HR Journey

Leads to

Good analysis → Good analvtics
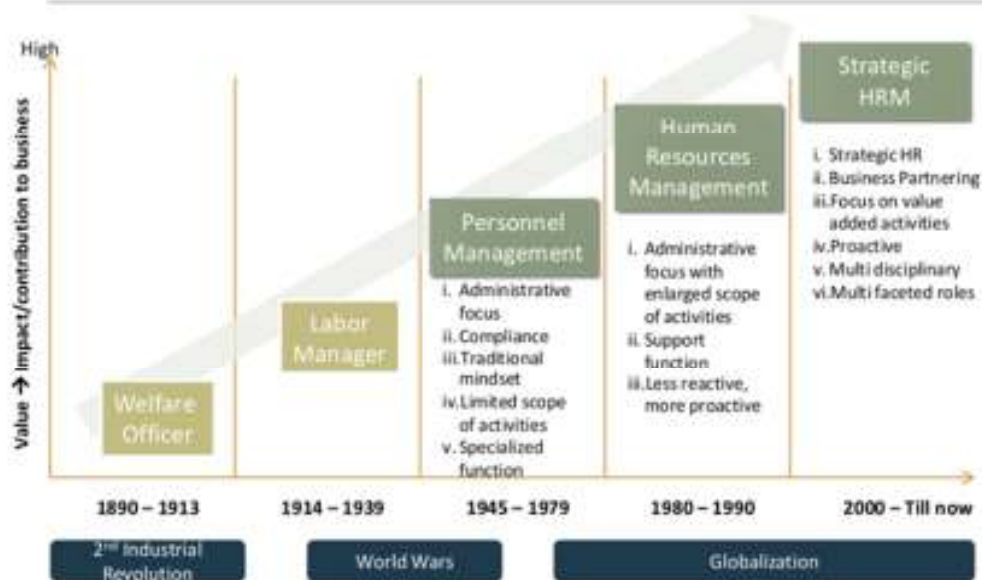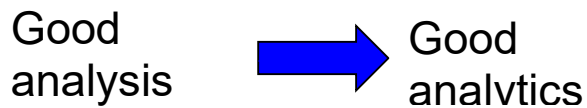
Traditional HR approach

The traditional approach defines the different functions the HR has to perform. These are 6 core roles the HR must do: Recruitment and Selection, Training & Development, Compensation Benefits & Payroll, Performance Management, Industrial relations and Administrative HR.

This is also called Personnel Management approach.

Organizational HR Models

There are the following primary HR models based on which organizations tend to structure their HR departments.

- Centralized HR model

- HR Business Partner model

Centralized model

The centralized HR model signifies a model where the organizationation is spread over multiple locations and the HR [stationed in any one of the locations] manages the employees of the whole organization. So, the department takes care of all recruitment, training, etc initiatives for all centres from the one centralised location.

The centralised model may be profitable for many organizations as there is one centre from where all human resource interactions are initiated. Thus, any employee wanting a payment reviewed or wanting to participate in a training initiative must get in touch with the HR department in another location. However, since only one person is looking after all other centres it proves to be more cost-effective.

HR Business Partner Model

This is the structure where the HR partners with the business units to enable them achieve their goals. This means that if an enterprise has offices in multiple locations each location has an HR department taking care of the HR initiatives in those specific branches. Thus the HR department gets more proactive in this case interacting with the overall business and putting forward their contributions that can impact the business.

The David Ulrich's Model of Human Resource Business Partner

David Ulrich's HR model defined the four roles listed below as the key components of an HR department.

Administrative Expert: This role of HR is concerned with creating and delivering efficient HR processes and services that are specific to the unique business needs of the function/organization that the HRBP is

engaged with. essentially, the administrative expert is all about the execution of the HR initiatives. It is about delivering maximum quality of services.

Usually, they are involved with staying up to date with the various legal affairs while also helping the organization adapt to those external changes.

Further, under this role, the HR is also responsible to look after the documents and other employee data are up to date. In fact, they are "document management" specialists who use technology [HRIS] to keep all data accurate and updated.

Employee Champion: Under this role, the HR is expected to be aware of the needs and interests of the employees, while also protecting them. They are responsible, as employee champions, for gauging employee's morale and establishing a culture where employees want to work. So they have to put forward practices and initiatives impacting the organization in such a way that people want to come and work there.

Change Agent: Whenever the organization goes through any major change in the form restructuring or expansion, or something similar, the HR is responsible to smoothen the process. This is the role of the HR under which they are responsible to communicate those organizational changes internally. They are supposed to train the workforce and consult with all to keep them abreast of new skills and necessary for achieving business goals.

Or, in other words, they aid the organization and keep it ready for the next level of growth.

Strategic Partner: As strategic partners the HRs are supposed to ensure strategies set by line managers are in line with the organization's overall growth strategy. HRs stand by these managers' side to help them solve people, organization and change related issues. This is where the HR is supposed to impact strategies through better decision making that is more strategic in nature. It becomes the face of the HR department and the HR point-of-contact for the employees and is, therefore, the channel that most internal members of an organization will use to communicate with a Human Resources department.

Center of Excellence:

Along with the various roles of Human Resource also appears the following Center of Excellence role of HR department:

- Talent Development
- Compensation planning
- Talent acquisition
- **HR Analytics**

Analytics in HRM

1. HR Analytics
2. People Analytics
3. Workforce Analytics

HR Analytics

HR Analytics captures and measures the functioning of the HR team itself – for example, analyzing KPIs (Key Performance Indicators) such as employee turnover, time to hire, etc.

It is only useful for the HR team and what they can be held accountable for.

People Analytics

People analytics goes beyond HR to encompass HR and more, the entire workforce data and customer insights.

It inculcates the approach of measuring and analyzing all this information and knitting it together to improve decision making & business performance.

Workforce analytics

Workforce analytics is an all-encompassing term referring specifically to employees of an organization. However, it might not cover data related to customers or vendors here.
So, to conclude, it includes on-site employees, remote employees, gig workers, freelancers, consultants, and any other individuals working in various capacities in an organization.

Requirement to be a good HR Analyst

To be successful in the role of an HR Analyst, there are a few expectations that an individual should deliver to:

- **Knowledge of Human Resource**: Since it is about Human Resource Management, good knowledge on the domain would help become better analytics professionals. Definitely, someone with more knowledge of HR would analyze better compared to one with less knowledge.
- **Awareness of Behavioural Science**: It would be good to be aware of how the people respond to various aspects within and outside the organization so that the analyst might be able to use the data in a better way.
- **Ability to decipher numbers**: How well is an individual able to read numbers, understand the relation between those numbers and solutions based on those relations.
- **Keenness to technology**: Staying updated on analytics technologies such as Excel, Power BI, Tableau would help better HR analyst
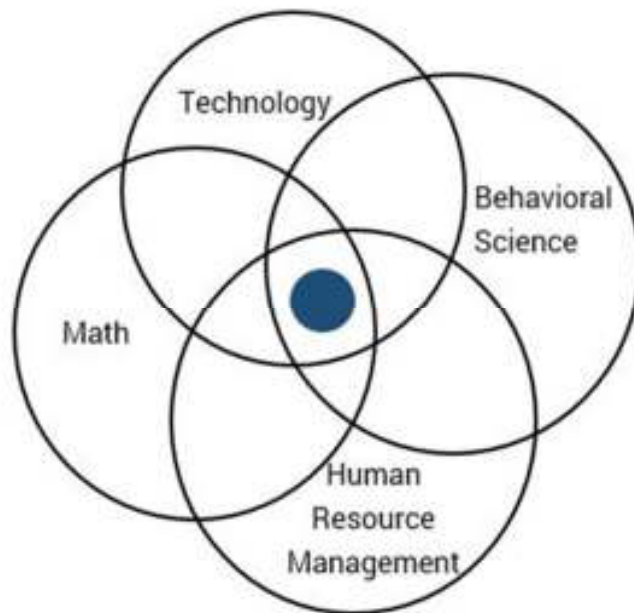
Where to look for data

Analysts read through multiple forms of data that are available from various sources. These may be classified into:

- Internal data
- External data

Internal data refers to data obtained from the HR department of the organization.

Few examples of internal data:

1. Employee tenure
2. Employee compensation
3. Employee training records
4. Performance appraisal data
5. Reporting structure
6. Details on high-value, high-potential employees
7. Details on any disciplinary action taken against an employee

External data:

Similarly, the External data includes data collected from outside the HR department. This might be from outside the organization as well.

1. **Financial data**: Organization-wide financial data is key in any HR analysis to calculate, for instance, the revenue per employee or the cost of hire.
2. **Organization-specific data**: Depending on the type of organization and its core offering (product or service), the type of data that HR collects from different departments & functions.
3. **Passive data from employees:** Employees continually provide data that is stored in the HRIS from the moment they are approached for a job, data of ex - employees, referral data, offer made but not joined data etc
4. **Historical data:** Several global economic, political, or environmental events determine patterns in employee behavior. Such data can offer insights that limited internal data cannot.
5. **Industry data:** Data from other businesses and from the competition in form of surveys etc.

Some Metrics to track

Different HR metrics could be tracked into the following domains for analytics so that better decisions can follow. However, these could further extend to more metrics, domains and departments as well.

- Recruitment
- Retention
- Performance management
- Career management
- Training
- Compensation and Benefits
- Workforce Planning
- Organizational Effectiveness

Objectives of HR analytics

- Make better hiring decisions by predicting candidate success
- Prevent talent from quitting their job by predicting employee turnover
- Test which employee policies are effective – and which ones are not
- Identify and quantify work accident risk
- Analyze future workforce need
- Improve & Optimize the employee experience
- ROI calculations on Talent development initiatives
- Tackling Talent scarcity
- Better talent development strategy
- Process Improvement
- Improved Employee Productivity
- Optimize Organization structure
- Improve company profitability per employee
- Better compensation & rewards decisions
- Link HR actions to business outcomes

The real measures of HR Analytics success is to what extent Talent Investments are leading to business objectives being met.

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