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Delivering People Analytics: How to Get Your People Data to People Managers for Operational Excellence

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CERTIFICATION PROGRAM

Strategic HR Leadership
CERTIFICATION PROGRAM

Strategic Talent Acquisition
CERTIFICATION PROGRAM

Strategic HR Business Partner
CERTIFICATION PROGRAM

Strategic Workforce Planning
CERTIFICATION PROGRAM

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THANK YOU!

Today's Presenters

Chris Moore
Founder & CEO

Keith Goode
Vice President
Client Success

Delivering People Analytics

How to Get Your People Data to People Managers for Operational Excellence

HCI **WEBCAST**

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In this webcast you will learn:

- Why operational excellence is more than a buzz phrase

- How people analytics drives operational excellence

- The top 9 people analytics insights that drive op ex

- What best practices to implement

- The results you'll get through a people analytics partnership

A 2021 McKinsey survey of Fortune 1000 businesses found:

- Only 29.2% achieve transformational business outcomes
- Just 30% have a well-articulated people data strategy

Operational Excellence is more than a buzz phrase.

"When each and every employee can see the flow of value to the customer, and fix that flow before it breaks down"

- *Kevin Duggan, Institute for Operational Excellence*

OPERATIONAL EXCELLENCE IN THE OFFICE:
LEVERAGING SELF-HEALING FLOW
FOR BUSINESS GROWTH

2:22

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Operational Excellence in the Office:

Leveraging Self-Healing Flow for Business Growth

Operational Excellence Enables Positive Outcomes

Companies on average realize:

- Double digit returns in market annualized growth (11.08%)
- Twice the average return of companies in the S&P 500 and Russell 3000

Common Op Ex Business Goals

Changing and improving the company culture

End-to-end business transformation

Need for skilled workers

Need for improved departmental relationships

Your people analytics can be key to helping you achieve your operational excellence goals.

Operational Excellence Guidelines & People Analytics

Workflow Cycles
Integration Events

OPERATIONAL EXCELLENCE IN THE OFFICE:
WORKFLOW CYCLES & INTEGRATION EVE 2:29

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People Analytics Drives Operational Excellence

Workflow Cycle

- Scheduled cadence of information (e.g. weekly, monthly, even on demand)
- Single portal or platform creates the physical pathway for distribution
- Reduces ad hoc report requests

Integration Events

- Robust handoff of information supported by a common lexicon and metric calculations
- Single point of evidence-based truth
- Enables decisions that fix the value flow

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9

Top

People Insights

That Enable

Op Ex

1. STAFFING AND RECRUITING

For more effective and informed staffing and recruiting, HR leaders need a data-driven view into:

Headcount by org hierarchy and position

Open requisitions

Candidate pools

Time to fill by position

Cost per hire by source

Quality of hire by source

People analytics insights help companies be better informed when tackling everyday staffing and hiring challenges.

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2. PRODUCTIVITY

Productivity is simply defined as what gets done. It's measured by how much gets accomplished, calculated against a company baseline such as number of units sold or a company target such as revenue. Productivity within a workforce can mean the difference between a company succeeding, failing, or just getting by. And it's increasingly important to analyze when things in your workforce start changing.

See the big picture

By combining business and HR data, ZeroedIn looks at all the factors of your workforce when analyzing productivity — from the macro company level to the micro worker level, and all levels in between. Other solutions limit access to non-HR data, which limits the picture you see.

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3. PERFORMANCE

Performance is more subjective than productivity. It can be described as how well someone does their job. Although it's hard to measure, it's tied to employee compensation, which is the biggest investment that companies make. That's why it's so important to consider.

You need data to better manage performance

HR owns employee performance. They provide governance to calibrate ratings among raters as well as manage the compensation process. Important performance-based decisions performed by HR can lead to employee promotions or new opportunities with greater responsibilities.

ZeroedIn on performance improvement

By transforming and analyzing your people data, ZeroedIn anticipates disruptions in your workforce by finding pertinent information and presenting insights on what it takes to increase overall performance.

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4. TURNOVER

Employee turnover is a huge concern for businesses, especially in today's mass resignation movement. Conventionally, turnover is the number of people who leave a company either voluntarily or involuntarily, resulting in positions that need to be filled. It's also the ratio between the number of separations and the average number of employees within any given time period.

Turnover can be very expensive
Reducing turnover just 1% for every 1,000 employees can save a company an average of $200,000 to $300,000 per year.

What gets measured gets funded
ZeroedIn identifies the root cause of why employees separate. With this information, you can fund and make the transformational changes to reduce turnover, drastically affecting your bottom line.

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5. MOBILITY

Mobility is the path that an employee takes within an organization, leading to different work experiences that can affect employee performance positively and negatively.

Examples of mobility

Moving up or down the corporate ladder

Lateral moves

Role or department changes

Rotational assignments

Status changes

Finding the right blend

ZeroedIn determines the cause and effect between mobility and employee performance. Identifying the right blend between tenure, experiences, and performance will help you maximize your investment in people and maximize retention.

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6. LABOR HOURS AND PAY

Labor hours and pay summarize the total paid hours by workers at various pay rates including regular time, overtime, double time, and more. It's measured as a unit of work carried out by one person in one hour at a given rate. In an ideal world, effort equals outcome. But how do you know if you don't measure and analyze appropriately?

People analytics exposes employer risks

Measuring labor hours and pay, ZeroedIn helps organizations identify potential areas of concern when it comes to expenditures, risk, and liability. Management can take action to reduce over-time, mitigate fraud, monitor annual leave balance and costs, and minimize unplanned leave.

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7. ENGAGEMENT

Employee engagement is defined by loyalty and obligation to a company's outcomes. Engaged employees are the biggest promoters of a business. They are more likely to stay with the company, perform well, recruit new talent, and be as committed to company goals as their own professional goals.

ZeroedIn expedites time to action

By combining people analytics and surveying, ZeroedIn quickly identifies trends and patterns among organizations that have lower engagement scores than others. Traditional root cause and action planning on employee engagement surveying alone is costly and can take months.

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8. DIVERSITY AND INCLUSION

DE&I efforts need to be more than buzzwords. Workforce diversity has been shown to improve performance, engagement, and productivity. For companies to thrive, diversity should actively be promoted, celebrated, and improved.

HR leaders can leverage the power of people analytics to manage a diverse workforce in lots of ways by:

Identifying diversity gaps

Ensuring equitable compensation structures

Focusing on diversity retention

Looking out for recruitment blind spots

By understanding where the organization is today, HR can create a better tomorrow — for every employee.

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9. LEARNING AND DEVELOPMENT

Learning and development programs are an important part of modern work life. They impact a number of workplace issues, such as:

Skill and knowledge gaps

Performance issues

Employee engagement

Employee loyalty

You can improve learning and development in your organization with people analytics insights to help you:

- Know what learning activities impact business outcomes most
- Identify where scrap training occurs

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The 3D Struggles

DISPARATE data – aggregate from multiple sources and unify

DIRTY data – cleaning and transforming efficiently, repeatedly

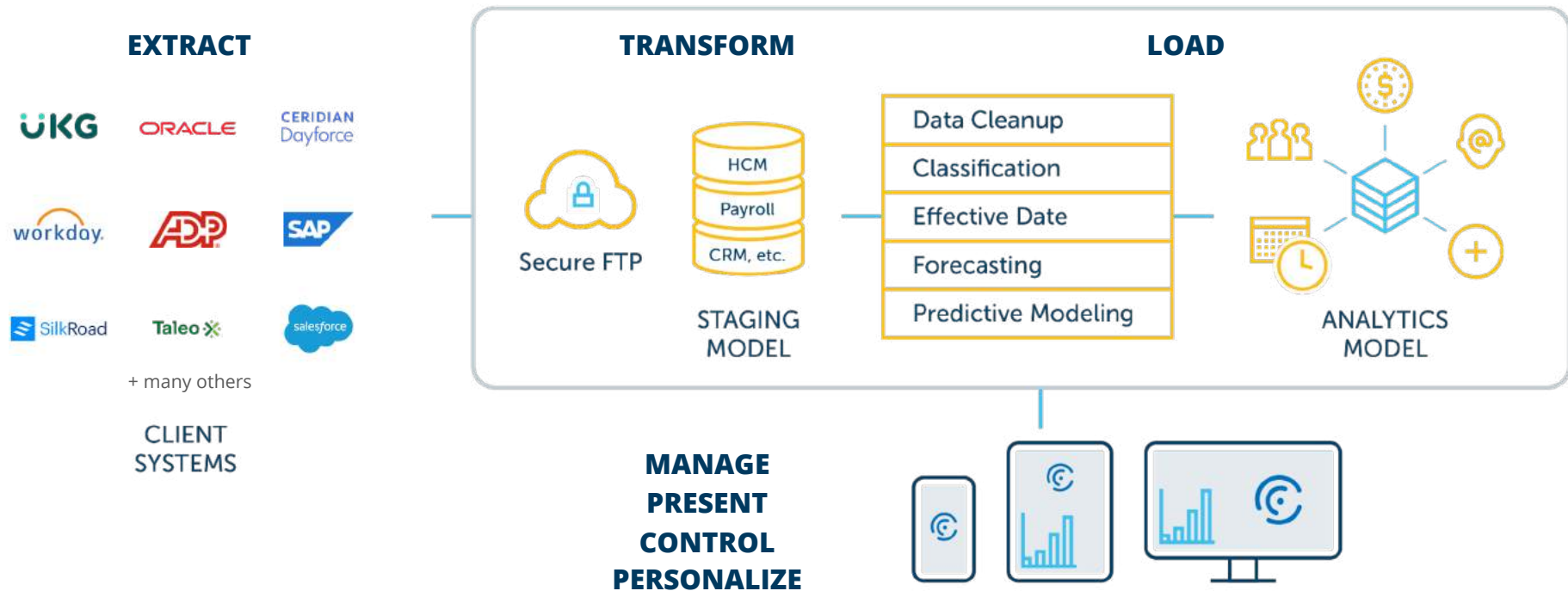**DELIVERY** of data – securely target the right insights to the right people

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POLL: Where are you struggling?

A. Data integrity

B. Aggregating disparate data

C. Building dashboards

D. Managing ad-hoc reporting

E. Getting the right insights to those who need it

F. Hiring resources for your people analytics team

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Create a Data Pipeline to Automate and Curate Insights

EXTRACT

UKG ORACLE CERIDIAN Dayforce

workday. ADP SAP

SilkRoad Taleo salesforce

+ many others

CLIENT SYSTEMS

TRANSFORM

Secure FTP

HCM
Payroll
CRM, etc.

STAGING MODEL

Data Cleanup
Classification
Effective Date
Forecasting
Predictive Modeling

LOAD

ANALYTICS MODEL

**MANAGE
PRESENT
CONTROL
PERSONALIZE**

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Create an Extensible People Analytics Model

- Consider a Star Schema comprised of dimensions and facts

- Dimensional date periods and workforce demographics

  - Organization hierarchies

  - Jobs and positions

  - Employment demographics

  - Employee demographics

- Aggregate facts by date periods and workforce demographics

  - Headcount, movement, compensation, payroll, labor, tenure, turnover, engagement, performance, leave, absenteeism, recognition, learning, talent, +++

- Allow for extensibility, change, and reconfiguration

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Delivering People Analytics is Changing

Old World of DIY

- Insights locked away in cloud and on premise HCM systems
- Struggles with DIY tools and limited skill sets
- Tedious to unify, clean, and transform data
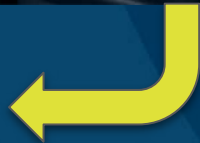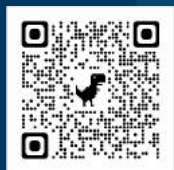- Difficult to scale delivery

New World of SaaS

- Automated data collection
- Curated metrics and insights, aggregated for quick access
- Secure, role-based access
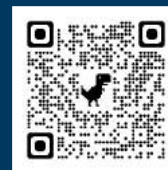- Painless data distribution via personalized viewpoints

Realizing Results

- Reduced time and effort to delivery
- Increased confidence in decision making
- Elimination of rework
- Understanding of levers related to hiring, retention, succession, and turnover
- Funded HR initiatives
- Positive impact on operational excellence

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Resources For You

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Top 9 People Analytics **Insights**

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Time for

Q&A

Contact Information

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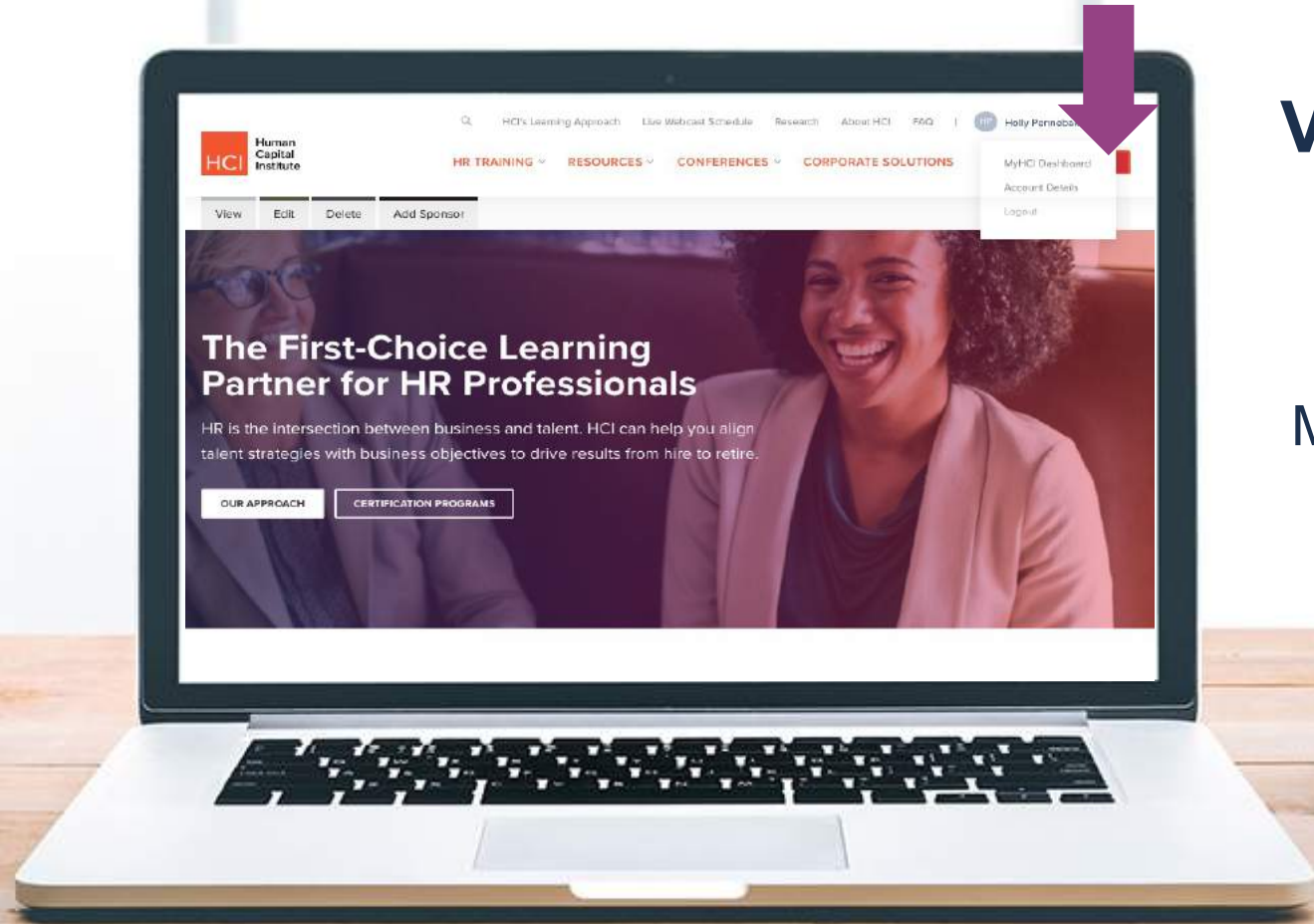Baltimore, MD 21090

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