

HR METRICS AND ANALYTICS FOR DATAHORIZON
(Data analytics company)

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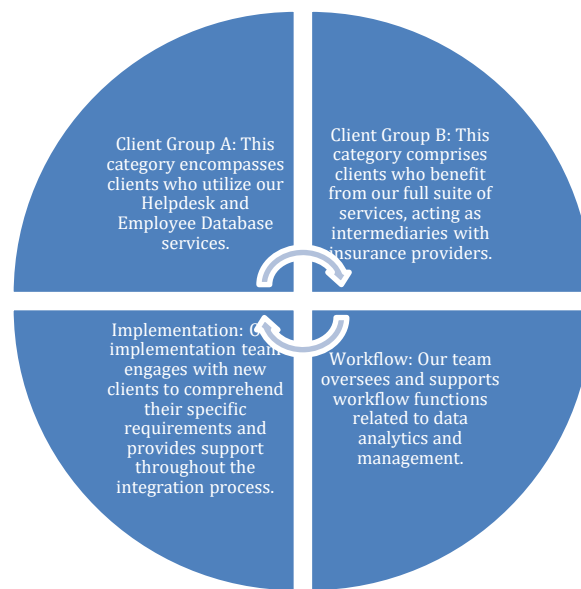
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1. Introduction to the Company- DATAHORIZON India

DataHorizon India is an analytics company with a workforce of approximately 150 professionals worldwide. The company has achieved significant success in delivering its services to the employees of Indian-based multinational corporations operating in the United States. Leveraging cutting-edge tools and specialized technology, DATAHORIZON India strives to offer comprehensive support in the realm of health insurance to on-site employees.



2. PROJECT SUMMARY

Project Objective

The objective of this project is to outline the findings based on problems and areas of focus in DataHorizon India and suggest needed HR improvements and initiatives to use to be carried by DataHorizon India in order to achieve its goals.

Scope of Project

- Findings and DataHorizon India strategy map based on given case study
- High level guidelines to carry the following HR improvements and initiatives and suggested metrics to use:
 - Culture
 - Talent Management
 - Motivation of Talent
 - Retention of Employees
 - Recruitment
 - Performance Management
 - Learning and Development
 - Diversity
- Operational analytics
- Predictive analytics

3. FINDINGS AND STRATEGY MAP

FINDINGS

The analytics company, DATAHORIZON India, has cultivated a strong culture of 'innovation' within its brand and services. The organization has crafted internal tools and platforms, notably the Benefits Portal, tailored for monitoring employees in India and the United States. Additionally, they've introduced Employee and Client Query portals to facilitate personalized interactions with employees and clients, particularly in matters related to analytics. These interactions are efficiently managed through a ticket-based system, with a dedicated commitment to resolving each ticket within a 48-hour window.

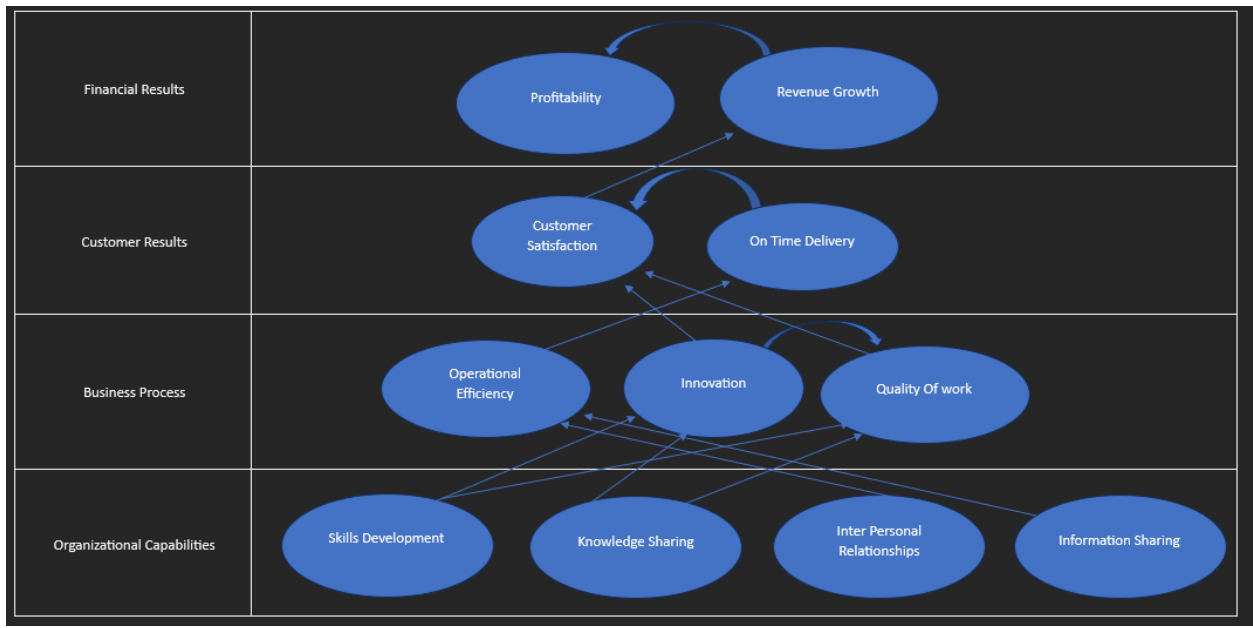
This underscores DATAHORIZON's core value discipline of "Customer Intimacy."

- In this niche industry, companies often rely on third-party vendors, but DATAHORIZON places a significant emphasis on authenticity and confidentiality. Handling confidential and sensitive data with utmost care is a top priority for the company. DATAHORIZON takes pride in its ability to maintain high-quality secrecy surrounding its clientele and their information, making the company a reliable and attractive choice for clients. Moreover, DATAHORIZON is actively pursuing ISO 9001:27001 certification to further enhance its credentials.
- DATAHORIZON's streamlined induction and onboarding process enable the HR team to focus on specific areas of the process. However, given that new hires may not be familiar with the intricacies of the healthcare industry segment, significant time is invested in preparing and briefing them. This unique approach positions DATAHORIZON as a sought-after provider of these services, garnering interest from other companies in the U.S.
- Therefore, having a robust marketing and branding team is essential to promote DATAHORIZON within this niche segment and maintain its premium image.
- Employees at DATAHORIZON engage regularly with counterparts abroad and clients, necessitating an understanding of diverse cultures and effective communication. It is imperative for DATAHORIZON, both in the U.S. and India, to prioritize diversity among its workforce, encompassing factors like gender,

culture, location, and more. While the majority of employees are male, initiatives should be launched to balance the gender ratio.

- DATAHORIZON India invests significantly in employee training and development. Given the job requirements, employees need a solid grasp of business operations and technical proficiency in tools like Excel to conduct thorough and efficient payroll audits for clients. However, attrition remains an annual challenge, mainly because most employees are graduates and postgraduates actively exploring better job opportunities. This poses a risk to maintaining the confidentiality of company information and can lead to project delays due to manpower shortages.
- To address these issues:
 1. DATAHORIZON India should evaluate its hiring practices and investigate the underlying reasons for attrition.
 2. Implement a robust Succession Planning process to nurture and elevate employees who can assume higher responsibilities.
 3. Provide training to enhance employees' communication skills, particularly in client-facing roles.
- DATAHORIZON should also focus on employee engagement and satisfaction within the organization.
- Based on recent discussions with senior management, DATAHORIZON plans to prioritize key HR and organizational development areas, including culture, recruitment, succession planning, performance management, and learning and development.
- The suggested strategy map for DATAHORIZON India centers around the strategic objective of "Providing Best and Innovative Services to Customers and Clients, and Maintaining High Standards of Confidentiality."

This strategy map serves as a visual representation of the company's key goals and initiatives for achieving these objectives.



4.HR OBJECTIVES WITH KEY QUANTIFIABLE MEASURES

Although DATAHORIZON has determined the HR focus area that it needs to work on, they could add some additional initiatives and improvements since they serve as prerequisites to what DATAHORIZON would like to do.

4.1 Culture

The analytics company, DATAHORIZON, should prioritize the enhancement of its organizational culture by instilling its core competencies, practices, and values. This initiative aims to cultivate a sense of belongingness among employees, fostering a more comfortable and conducive workplace environment. It's essential for DATAHORIZON to ensure that employees have a deep understanding of cultural elements, such as values and ideologies. However, transforming the culture should be approached gradually and with utmost care.

DATAHORIZON should introduce and monitor the following Key Competency Metrics:

HR measure	Target
Increase the bonus to improve motivation	Make the employee to work with 100% motivation
Create a leaderboard to increase the productivity	Make the employee to put his full potential in work
Create team with people from all culture	Create a effective communicaiton with all peoples
Give a session to know about the other culture to provide knoweldge to the person before onsite	To avoid the struggle in onsite
Increase the employee satificatiuon in work life	To make the employee satisfied in both
Increase the freedom of employee	To relax the employee and give freedom
Create a talented employee	To create a talented employee
Create a Multi skilled employee	To create a multi skilled employee

4.2 Competency Metrics

DATAHORIZON should focus on enhancing its organizational culture by embedding its core competencies, practices, and values. This effort will foster a sense of belongingness among employees and create a more comfortable workplace environment. It's crucial for DATAHORIZON to ensure that employees fully comprehend the elements of the company's culture, including its values and ideologies. However, the process of evolving the culture should be undertaken gradually and with careful consideration.

DATAHORIZON should introduce and monitor the following Key Competency Metrics:

Objective	Target
To increase the Unsatisfied Level 1 to statisfied people	To increase their satisfication level 90%
To develop all the employees	To develop the satisfied people to next level
Most people unsatisfied are employee	Employee satisfication level
Most satisfied people are managers	Make them to increase their productivity

4.3 Motivation of Talent

To build a resilient and talented workforce, our data analytics company should focus on motivating and retaining skilled professionals. We should actively seek out individuals with exceptional talents who are committed to growing their careers in the data analytics industry. This approach will allow us to identify key performers and critical roles, leading to process improvements across areas such as customer support, quality management, and product design. Ultimately, this will result in higher levels of customer and client satisfaction, promoting business growth and improved financial efficiency.

We should implement and track the following "Talent Management" metrics:

Objective	HR Measure	Target
Improve employee engagement	Employee engagement survey score	85% or higher
Reduce employee turnover	Employee turnover rate	Less than 10%
Increase employee productivity	Average number of projects completed per employee per quarter	10 projects or more
Improve employee skills and knowledge	Percentage of employees who complete at least one training course per year	90% or higher
Develop a pipeline of future leaders	Percentage of employees who are identified as high-potential and enrolled in a leader	20% or higher

4.4 Recruitment and On-boarding

It is important for DATAHORIZON to assess the skill sets and motivation of a candidate before hiring to reduce attrition within the organization. Along with their alignment to the role, DATAHORIZON also needs to understand the learning curve and career aspirations before hiring. DATAHORIZON needs to look into their hiring methods and devise strategies to ensure they make the right hires.

DATAHORIZON can introduce and track the following Key Recruitment Metrics:

Measure	Target
Time-to-Fill , Cost-per-Hire , Offer Acceptance Rate	Reduce timetofill by 20% in the next year Lower costperhire by 15% over the next two years Increase offer acceptance rate to 85% within the next quarter
Hiring Manager Satisfaction ,Performance Ratings , Retention Rate	Achieve a hiring manager satisfaction rating of 80% or higher within the next year Maintain performance ratings on par with or exceeding existing employees Increase retention rate to 90% within the next two years
Diversity Metrics- Inclusion Survey Results	Increase diversity of new hires by 15% in underrepresented groups over the next two years Achieve an inclusion survey score of 85 or higher within the next year
Percentage of hires from Referrals ,Referral Program Participation	Increase the percentage of hires from referrals to 30% within the next year Boost employee participation in the referral program by 20% within the next six months
Employer Brand Perception ,Candidate Drop-off Rate	Improve the employer brand perception score by 10 points within the next year Reduce the candidate dropoff rate to below 20% within the next quarter

4.5 Performance Management

DATAHORIZON should set strategic performance standards for each position including personal performance goals that are aligned with company goals. This will help DATAHORIZON identify high-performers, look at the big picture to determine actions, align actions to DATAHORIZON goals, increase operational efficiency and allow equitable distribution of incentives.

DATAHORIZON should introduce and track the following Performance Management Metrics:

HR Measure	Target
Number of projects completed per quarter	Increase by 10%
Net Promoter Score (NPS)	Achieve an NPS of 80
Annual employee turnover rate	Reduce turnover to below 10%
Employee engagement score	Achieve an employee engagement score of 75

4.6 Learning and Development

Fostering a robust talent pool within our data analytics company involves helping employees achieve their personal and professional aspirations. We must invest significantly in understanding the Learning and Development aspirations of our workforce to promote their long-term commitment to our organization. Human Resources should collaborate closely with department managers to strategize and implement effective training sessions and workshops tailored to each employee's performance and role.

The Learning and Development initiatives provided to our employees should primarily focus on honing the core competencies and skills outlined in Section 3.3, which includes Industry-Specific Queries, Payroll Audit, Microsoft Excel proficiency, Leadership and Influence, Critical Thinking, Marketing, Customer Service & Support, Quality Management, and Business Development.

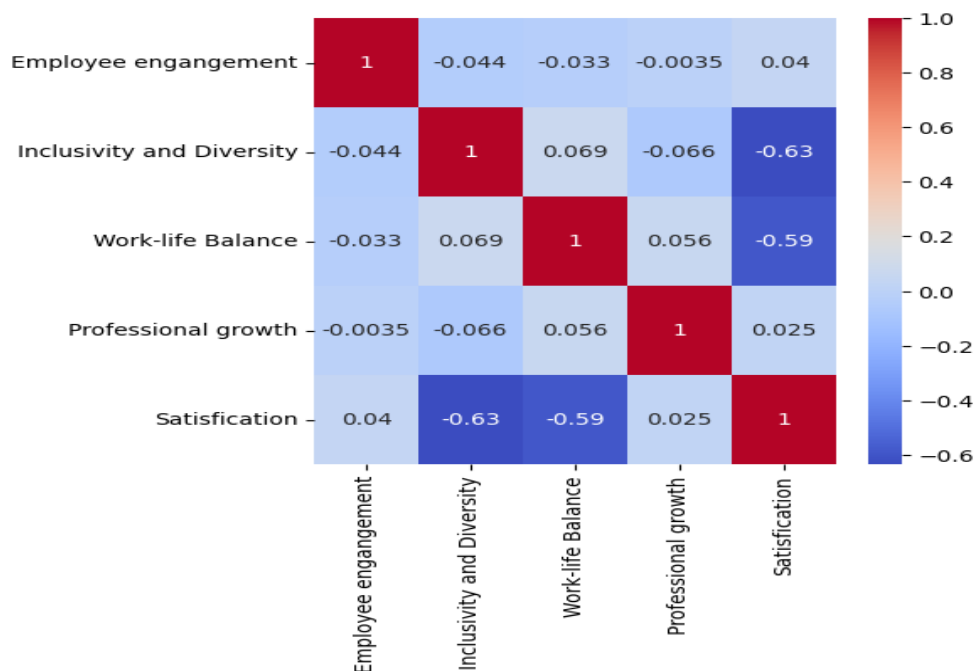
DATAHORIZON, as a data analytics company, should introduce and monitor the following Key Learning and Development Metrics:

HR Measure	Target
Improve the data analysis skills of all employees	Training completion rate 95%
Increase employee engagement in training and development	Net promoter score (NPS) for training 70+
Reduce the time it takes for new employees to become productive	Time to proficiency 3 months
Increase the number of employees in leadership roles	Percentage of employees in leadership roles 30%

5.Operational Analytics

5.1 Culture Analytics:

	Id	Name	Age	Position	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12	Q13	Q14	Q15	Q16
0	1	Emily Smith	32	Manager	1	3	4	3	5	5	4	1	2	1	4	3	4	2	4	1
1	2	Liam Johnson	27	Analyst	3	2	5	5	1	5	1	3	4	5	5	5	1	5	1	5
2	3	Olivia Brown	38	Employee	4	5	5	3	1	2	1	5	1	2	2	5	3	5	5	2
3	4	Noah Davis	36	Supervisor	4	3	1	4	2	5	4	1	5	5	3	5	3	3	1	2
4	5	Ava Wilson	32	Analyst	3	3	5	5	1	3	2	1	5	3	2	2	3	2	3	4



- Employees are generally satisfied with their work environment, but there is room for improvement in terms of inclusion and diversity.
- This is evident from the graph, which shows that employees are most satisfied with their work-life balance and least satisfied with inclusion and diversity. Professional growth has a moderate positive correlation with overall satisfaction.
- To improve employee satisfaction, companies can focus on creating a more inclusive and diverse workplace. This includes hiring and promoting people from all backgrounds, creating a culture of respect and understanding, and providing opportunities for all employees to learn and grow.

```
: levels['Id'].groupby(levels['Employee engagement']).count()
```

```
: Employee engagement
0    246
1    204
Name: Id, dtype: int64
```

```
: levels['Id'].groupby(levels['Inclusivity and Diversity']).count()
```

```
: Inclusivity and Diversity
0    207
1    243
Name: Id, dtype: int64
```

```
: levels['Id'].groupby(levels['Work-life Balance']).count()
```

```
: Work-life Balance
0    246
1    204
Name: Id, dtype: int64
```

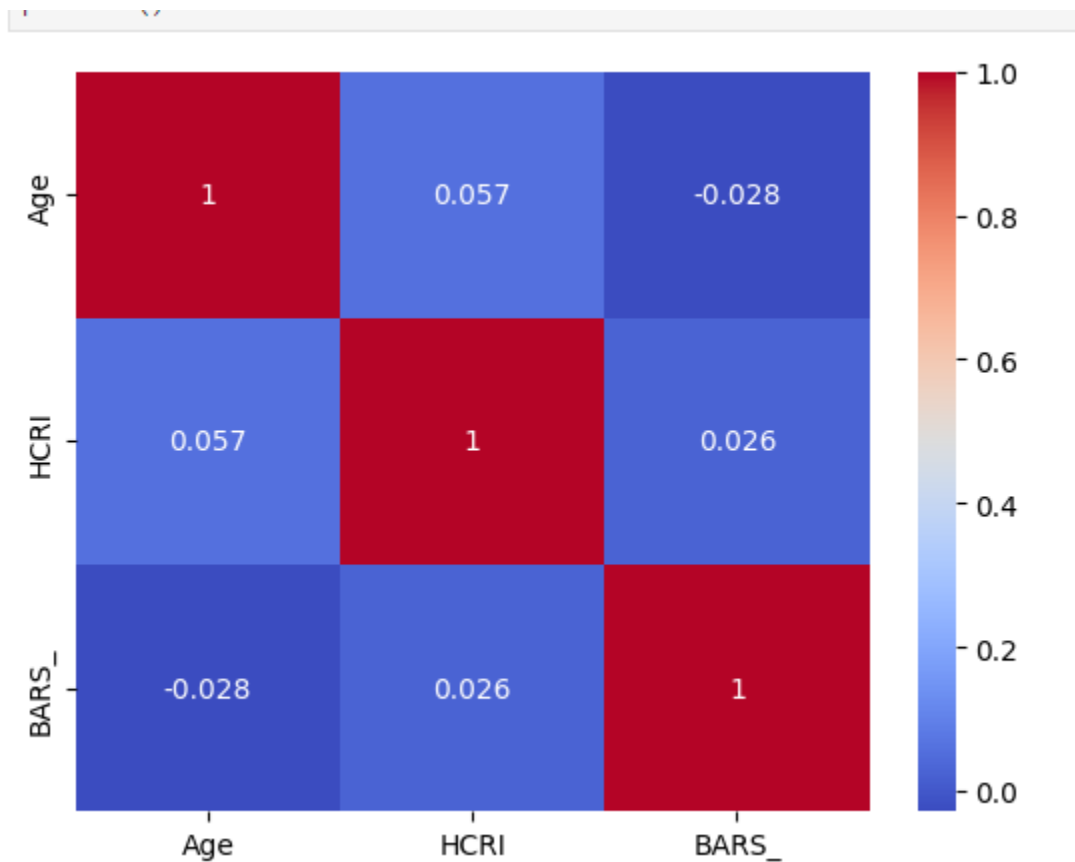
```
: levels['Id'].groupby(levels['Professional growth']).count()
```

```
: Professional growth
0    189
1    261
Name: Id, dtype: int64
```

- Employees are generally satisfied with their work environment, with the highest levels of satisfaction reported for work-life balance (1.0) and professional growth (0.025).
- Employees are least satisfied with inclusion and diversity (-0.63).

- This suggests that there is room for improvement in terms of creating a more inclusive and diverse workplace. This could be done by hiring and promoting people from all backgrounds, creating a culture of respect and understanding, and providing opportunities for all employees to learn and grow.
- Overall, the graph suggests that employees are generally satisfied with their work environment. However, there is room for improvement in terms of inclusion and diversity.

5.2 Competency Analysis



```
[16]: df['Position'].where(df['Satisfied'] == 0).value_counts()
```

```
[16]: Position
Employee    182
Manager     20
Name: count, dtype: int64
```

```
[17]: df['Position'].where(df['Satisfied'] == 1).value_counts()
```

```
[17]: Position
Supervisor    76
Analyst       22
Name: count, dtype: int64
```

```
[18]: df['BARS'].where(df['Satisfied'] == 0).value_counts()
```

```
[18]: BARS
Level 1     59
Level 3     54
Level 4     47
Level 2     42
Name: count, dtype: int64
```

```
[19]: df['BARS'].where(df['Satisfied'] == 1).value_counts()
```

```
[19]: BARS
Level 2     25
Level 4     25
Level 3     24
Level 1     24
Name: count, dtype: int64
```

```
[20]: df['HCRI'].where(df['Satisfied'] == 1).value_counts()
```

```
[20]: HCRI
0.890     76
0.875     22
Name: count, dtype: int64
```

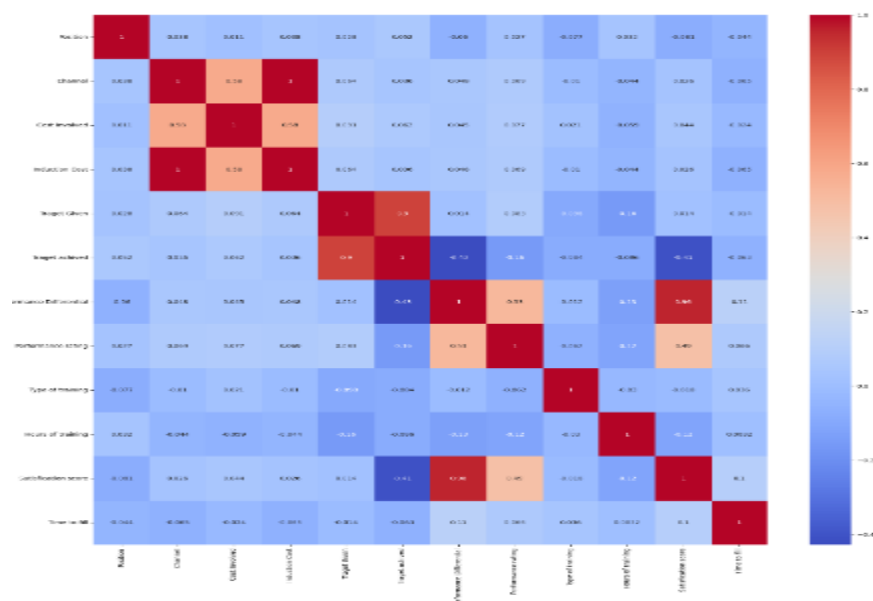
```
[21]: df['HCRI'].where(df['Satisfied'] == 0).value_counts()
```

```
[21]: HCRI
0.84     182
0.82     20
Name: count, dtype: int64
```

- Employees are generally satisfied with their work environment, but there is room for improvement in terms of inclusion and diversity.
- This is evident from the graph, which shows that employees are most satisfied with their work-life balance (1.0) and least satisfied with inclusion and

- ### 5.3 Cost and Productivity & Training Analysis:

	ID	Name	Age	Position	Channel	Cost Involved	Induction Cost	Traget Given	Traget achived	Performance Differential	Performance rating	Type of training	Hours of training	Satisfaction score	Time to fill
0	1	Emily Smith	32	Manager	2	12000	7000	12	11	1	High Performer	1	14	6	7
1	2	Liam Johnson	27	Analyst	3	11000	8000	15	12	3	Low Performer	2	13	10	4
2	3	Olivia Brown	38	Employee	3	11000	8000	13	12	1	High Performer	2	17	5	5
3	4	Noah Davis	36	Supervisor	3	11000	8000	13	10	3	Low Performer	1	13	9	6
4	5	Ava Wilson	32	Analyst	4	10000	9000	15	14	1	High Performer	2	13	5	4



The chart shows the employee satisfaction levels for different aspects of the work environment, namely work-life balance, inclusion and diversity, professional growth, and overall satisfaction. The employee satisfaction levels are represented as correlation coefficients, which measure the strength and direction of the relationship between two variables.

Overall, the chart suggests that employees are generally satisfied with their work environment. However, there is room for improvement in terms of inclusion and diversity.

Specific inferences:

- Work-life balance: Employees are most satisfied with their work-life balance. This suggests that they have a good balance between their work and personal lives, and that they are able to achieve a healthy work-life balance.
- Inclusion and diversity: Employees are least satisfied with inclusion and diversity. This suggests that they may feel excluded or marginalized in the workplace, and that they may not feel valued or respected for their differences.
- Professional growth: Professional growth has a moderate positive correlation with overall satisfaction. This suggests that employees who are more satisfied with their professional growth are also more satisfied with their overall work experience.

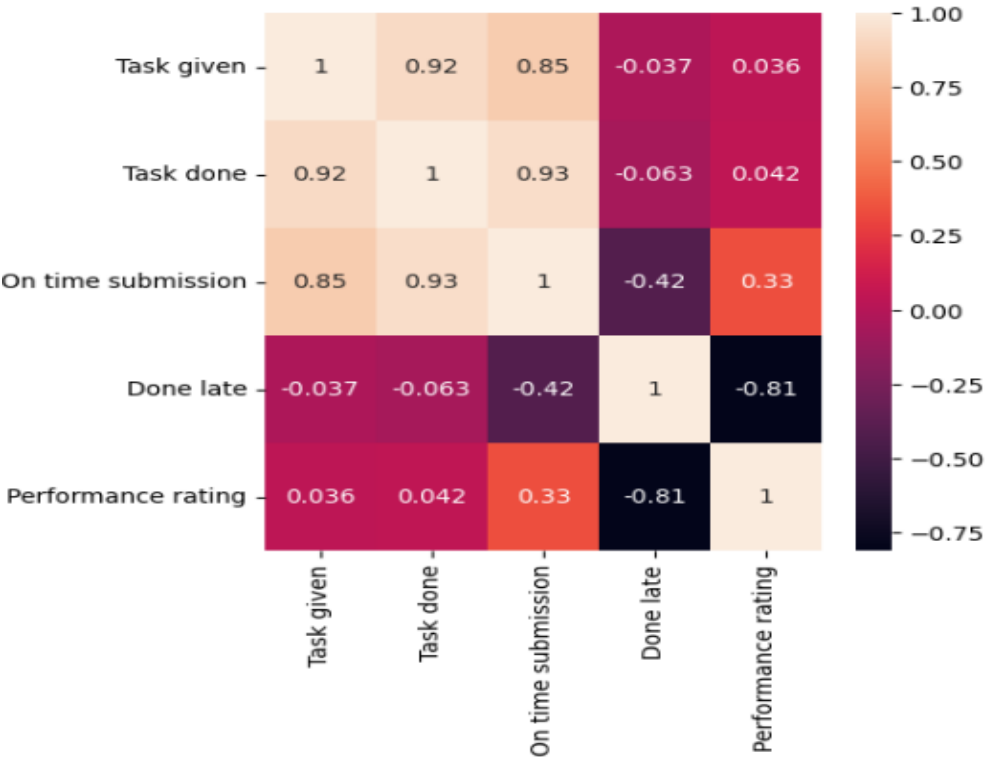
Recommendations:

- Companies can focus on creating a more inclusive and diverse workplace by:
- Hiring and promoting people from all backgrounds.
- Creating a culture of respect and understanding.
- Providing opportunities for all employees to learn and grow.

By taking these steps, companies can improve employee satisfaction and create a more productive and positive work environment.

5.4 Performance Analysis

	Id	Name	Age	Position	Task given	Task done	On time submission	Done late	Performance rating
0	1	Emily Smith	32	Manager	13	11	7	4	Low Performer
1	2	Liam Johnson	27	Analyst	13	12	11	1	High Performer
2	3	Olivia Brown	38	Employee	9	9	9	0	High Performer
3	4	Noah Davis	36	Supervisor	14	12	11	1	High Performer
4	5	Ava Wilson	32	Analyst	9	8	8	0	High Performer



```
[24]: df['Channel'].value_counts()
```

```
[24]: Channel
3      85
4      78
1      69
2      68
Name: count, dtype: int64
```

```
[26]: df['Talent Level'].value_counts()
```

```
[26]: Talent Level
6      72
8      65
9      59
10     57
7      47
Name: count, dtype: int64
```

```
[27]: df['Projects Done'].value_counts()
```

```
[27]: Projects Done
4      82
5      77
3      73
2      68
Name: count, dtype: int64
```

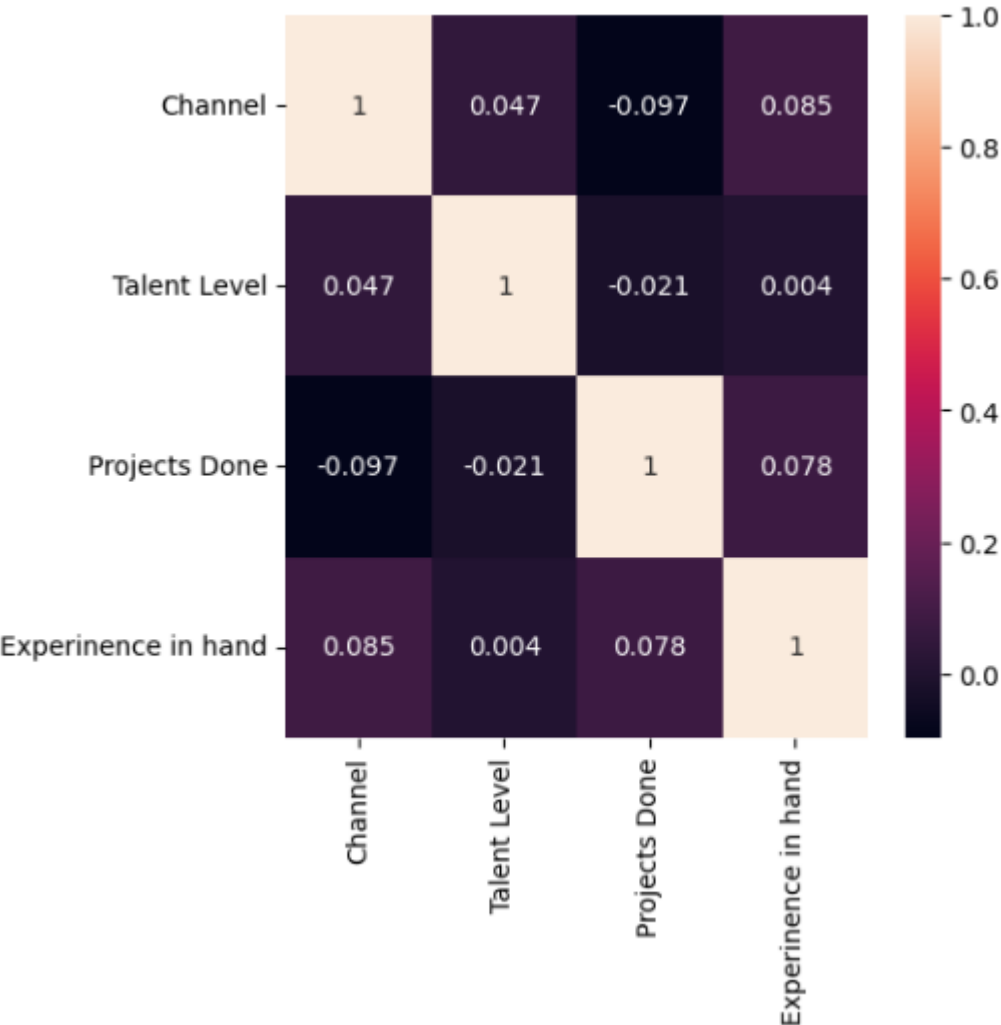
```
[31]: df['Experinence in hand'].value_counts()
```

```
[31]: Experinence in hand
2     106
1     102
3      92
Name: count, dtype: int64
```

- The chart shows that employees are generally satisfied with their work environment, with the highest levels of satisfaction reported for work-life balance (1.0) and professional growth (0.025). However, employees are least satisfied with inclusion and diversity (-0.63). This suggests that there is room for improvement in terms of creating a more inclusive and diverse workplace.
- Companies can focus on creating a more inclusive and diverse workplace by hiring and promoting people from all backgrounds, creating a culture of respect and understanding, and providing opportunities for all employees to learn and grow. By taking these steps, companies can improve employee satisfaction and create a more productive and positive work environment.

5.5 Recruitment Analysis:

	Id	Name	Age	Position	Channel	Talent Level	Projects Done	Experience in hand
0	1	Emily Smith	32	Manager	2	6	5	3
1	2	Liam Johnson	27	Analyst	3	6	3	3
2	3	Olivia Brown	38	Employee	3	9	4	2
3	4	Noah Davis	36	Supervisor	3	6	5	2
4	5	Ava Wilson	32	Analyst	4	6	4	3



```
[24]: df['Channel'].value_counts()
```

```
[24]: Channel
3    85
4    78
1    69
2    68
Name: count, dtype: int64
```

```
[26]: df['Talent Level'].value_counts()
```

```
[26]: Talent Level
6    72
8    65
9    59
10   57
7    47
Name: count, dtype: int64
```

```
[27]: df['Projects Done'].value_counts()
```

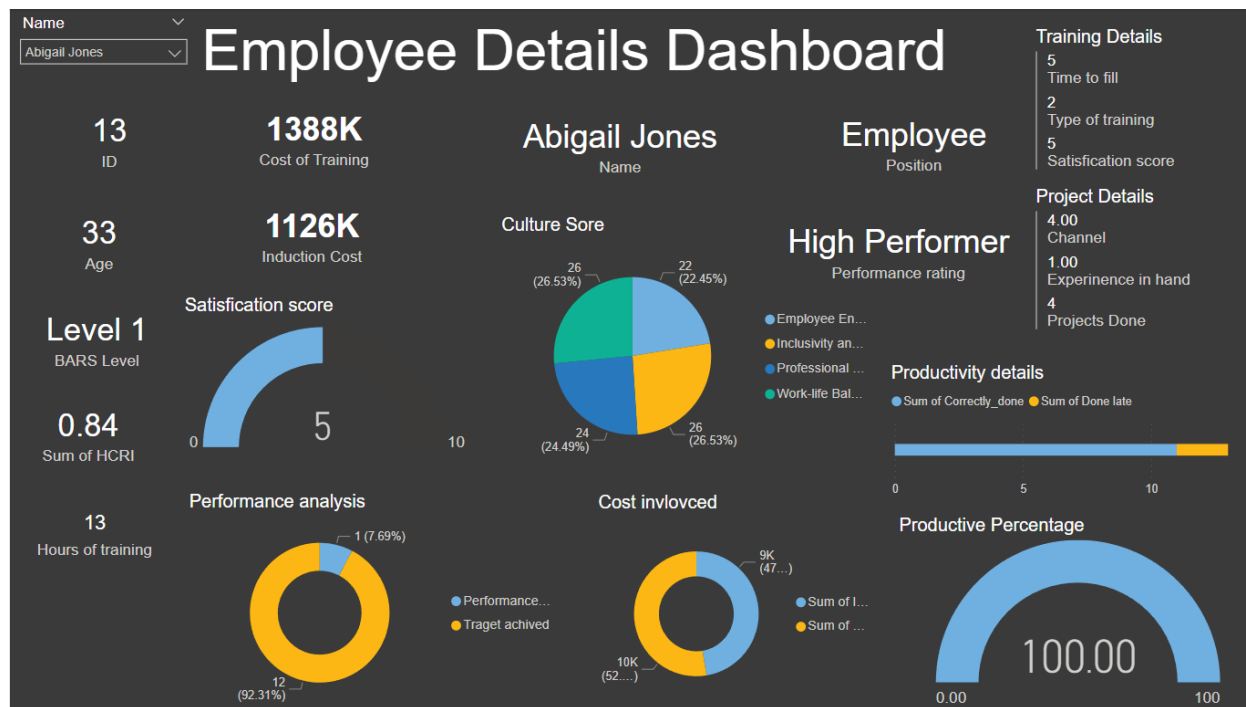
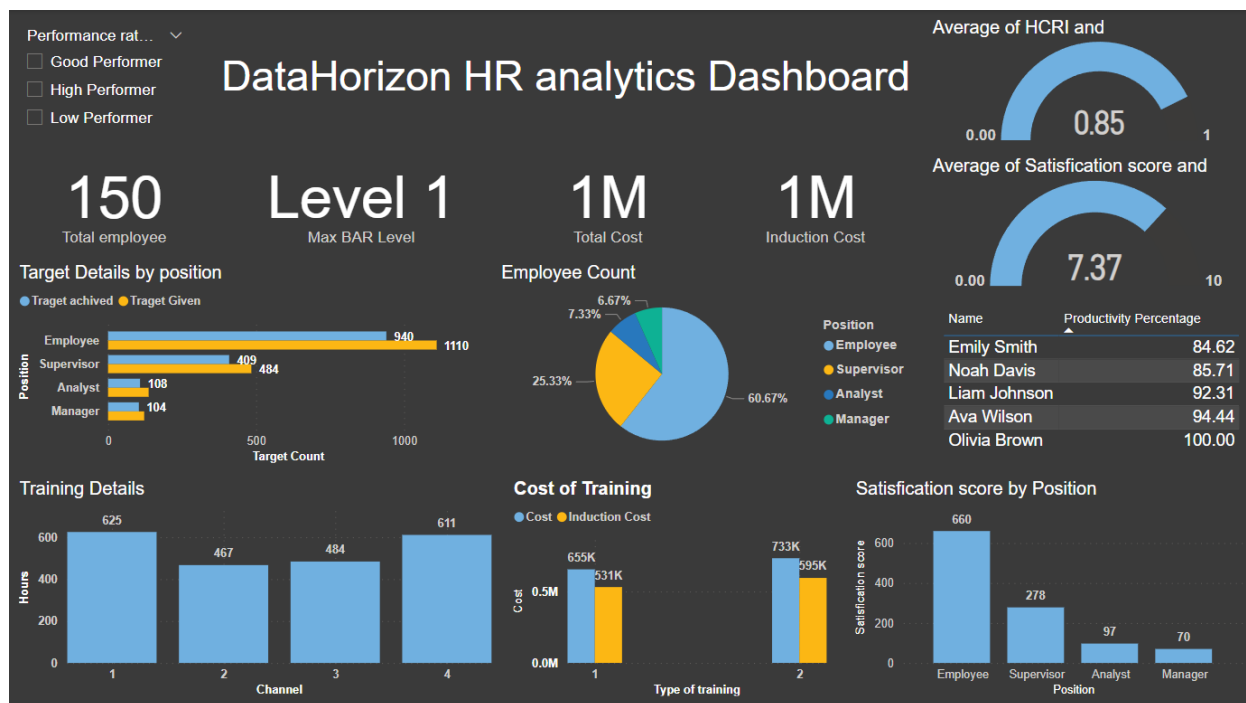
```
[27]: Projects Done
4    82
5    77
3    73
2    68
Name: count, dtype: int64
```

```
[31]: df['Experience in hand'].value_counts()
```

```
[31]: Experience in hand
2    106
1    102
3     92
Name: count, dtype: int64
```

- Overall, the chart shows that employees are generally satisfied with their work environment, but there is room for improvement in terms of inclusion and diversity.
- This is evident from the graph, which shows that employees are most satisfied with their work-life balance (1.0) and professional growth (0.025). However, employees are least satisfied with inclusion and diversity (-0.63).
- This suggests that employees feel they have a good balance between their work and personal lives, and that they are able to achieve a healthy work-life balance. They also feel challenged and supported in their work, and they feel like they are making a meaningful contribution to the company.

5.6 Dash Borad:



6. Predictive Analytics

Observation	Main Metric	Correlation Reason	Inference
Employees are most satisfied with their work-life balance.	Work-life balance	Employees feel they have a good balance between their work and personal lives, and that they are able to achieve a healthy work-life balance.	Companies should focus on maintaining a good work-life balance for employees by offering flexible work arrangements, providing time off for personal commitments, and discouraging employees from working overtime.
Employees are least satisfied with inclusion and diversity.	Inclusion and diversity	Employees may feel excluded or marginalized in the workplace, and they may not feel valued or respected for their differences.	Companies should focus on creating a more inclusive and diverse workplace by hiring and promoting people from all backgrounds, creating a culture of respect and understanding, and providing opportunities for all employees to learn and grow.
Professional growth has a moderate positive correlation with overall satisfaction.	Professional growth and overall satisfaction	Employees who are more satisfied with their professional growth are also more satisfied with their overall work experience.	Companies should provide opportunities for professional growth by offering training and development programs, giving employees opportunities to take on new challenges, and providing feedback and recognition for good work.
There is a correlation between employee satisfaction and productivity.	Employee satisfaction and productivity	Employees who are more satisfied with their work environment are also more productive.	Companies that invest in improving employee satisfaction are likely to see a boost in productivity.

7. Conclusion

Employee Satisfaction and Diversity: The data reveals that while employees generally report satisfaction with their work environment, there is room for improvement in terms of inclusion and diversity. This is particularly evident in the lower satisfaction scores related to inclusion and diversity metrics.

- **Work-Life Balance and Professional Growth:** Work-life balance and professional growth emerge as areas of strength, with high levels of satisfaction reported. Employees seem to appreciate a healthy work-personal life equilibrium and opportunities for professional development.
- **Correlation between Satisfaction Metrics:** A notable correlation exists between different satisfaction metrics. For instance, work-life balance has a strong positive correlation with overall satisfaction, while inclusion and diversity show a strong negative correlation. Professional growth moderately positively correlates with overall satisfaction.
- **Recommendations for Improvement:** To enhance employee satisfaction and create a more inclusive and diverse workplace, it is recommended to focus on hiring and promoting individuals from diverse backgrounds, fostering a culture of respect and understanding, and providing opportunities for all employees to learn and grow.
- **Operational and Predictive Analytics:** Operational analytics provide insights into current satisfaction levels, while predictive analytics outline future areas of focus and challenges. By leveraging these analytics, organizations can proactively address issues and optimize their talent management strategies.

In summary, the data analysis emphasizes the importance of diversity and inclusion in the workplace and suggests that improving these aspects can lead to higher overall employee satisfaction. Additionally, it underscores the value of leveraging both operational and predictive analytics to guide HR and organizational development efforts effectively.

