

An abstract graphic consisting of a complex network of white lines and dots, resembling a molecular structure or a data network, is centered in the background of the slide.

USING ANALYTICS TO MAKE **SMART HR DECISIONS**

 bambooHR™

 PayScale



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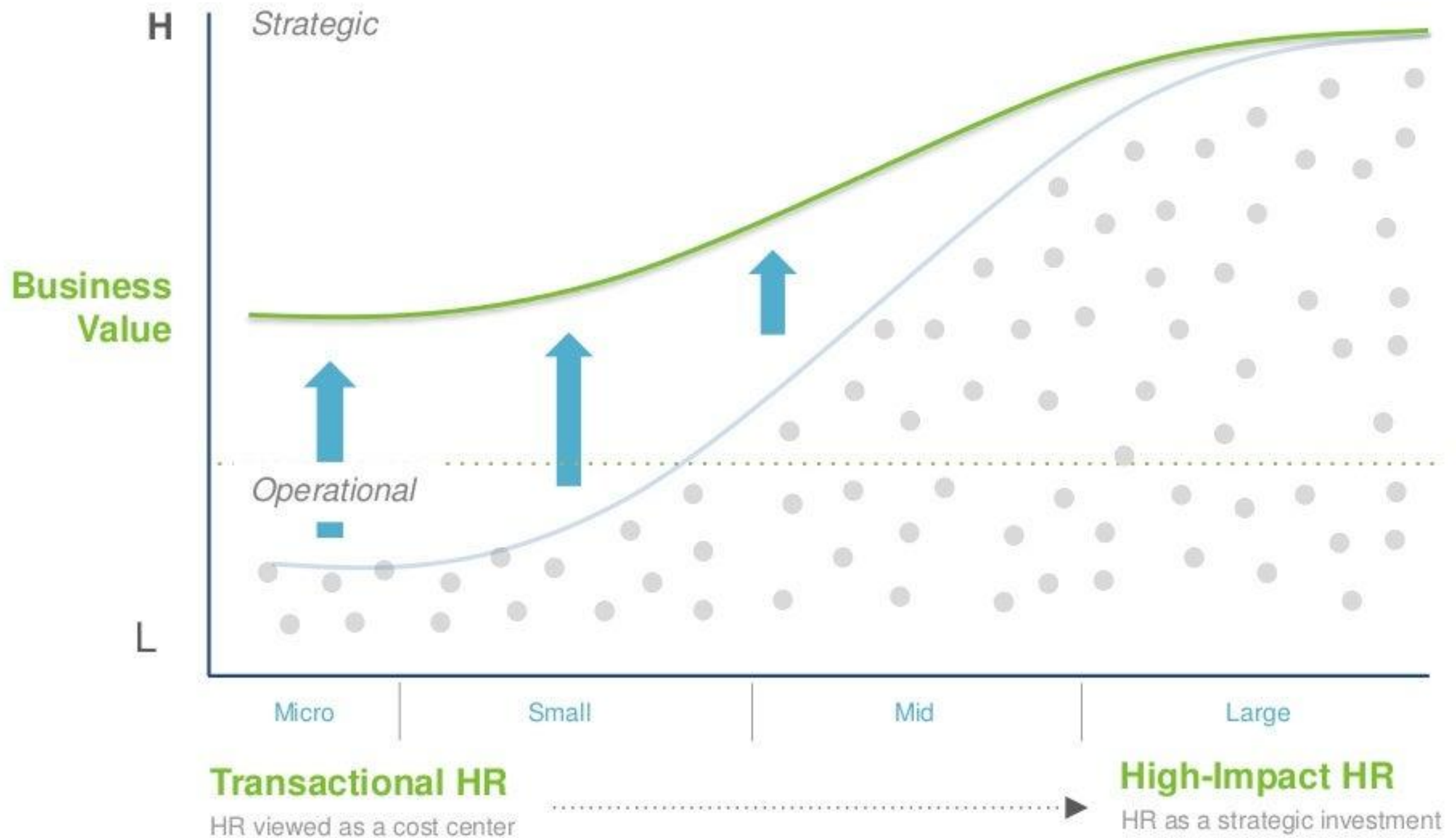
Head of Professional Services

PayScale

Of the 6 emerging capabilities of today's HR leaders, the first is “data- and analytics-based decision making.

—Jon Hewitt

Evolution of HR



People Analytics

Companies that build capabilities in people analytics outperform their peers in quality of hire, retention, and leadership capabilities, and are generally higher ranked in their employment brand.

-Bersin, by Deloitte
Human Capital Trends, 2015

Competency Gap

Three in four surveyed companies (75 percent) believe that using people analytics is “important,” but just 8 percent believe their organization is “strong” in this area.

-Bersin, by Deloitte
Human Capital Trends, 2015

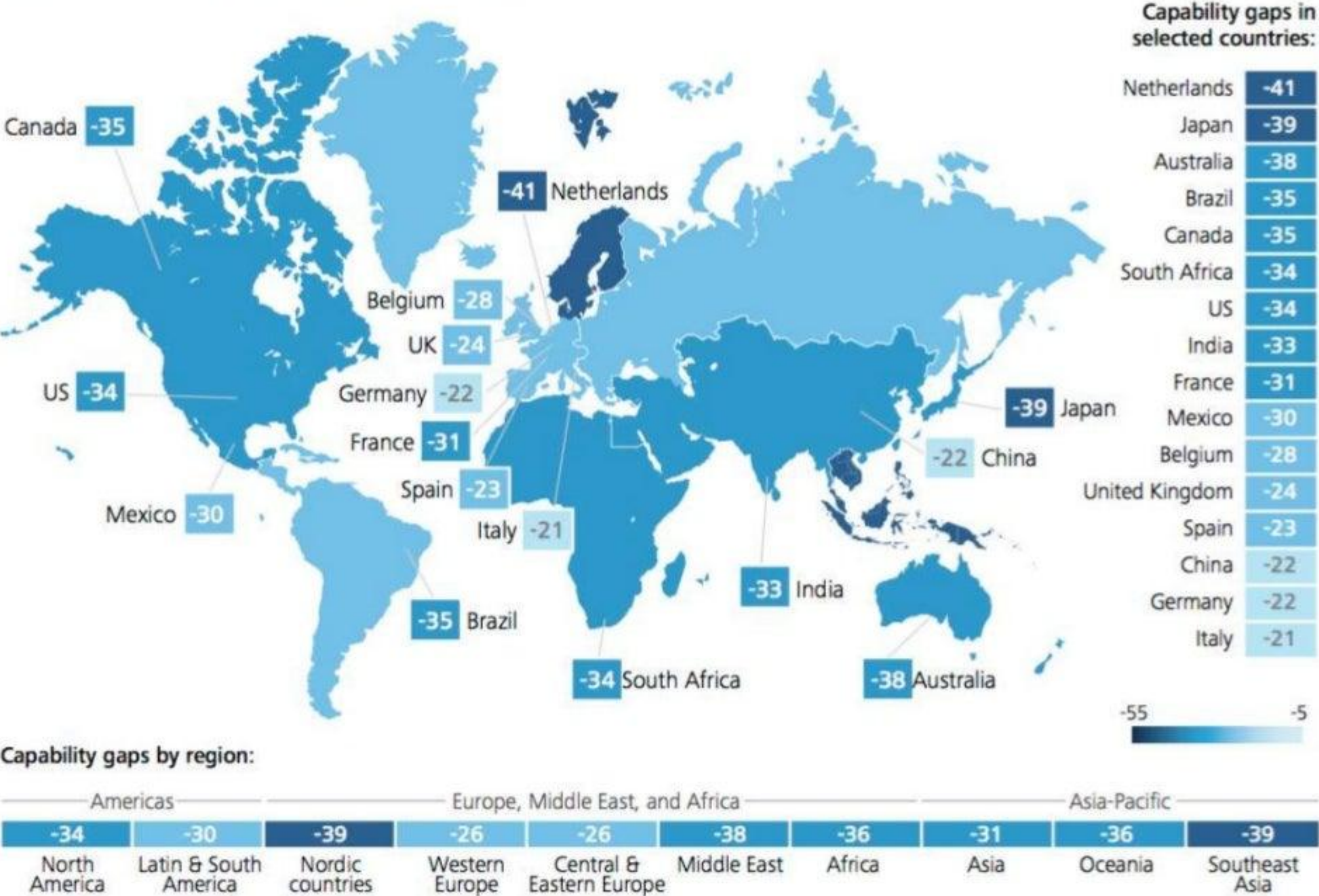
Competency Gap

Too few organizations are actively implementing people analytics capabilities to address complex business and talent needs.

Among all the challenges we studied this year, people analytics presented the second-biggest overall capability gap for organizations.

-Bersin, by Deloitte
Human Capital Trends, 2015

Figure 1. HR and people analytics: Capability gap by region



80%

of HR professionals score themselves low in
their ability to analyze.

-Bersin

Value **Perception** Crisis



It's time to blow up HR and build something new

Rethinking HR

Why we love to hate HR

What will it take to fix HR

It's time to split HR

HR faces a crisis of credibility in the boardroom

HR is our "favorite corporate punching bag"

It's more than just Competency

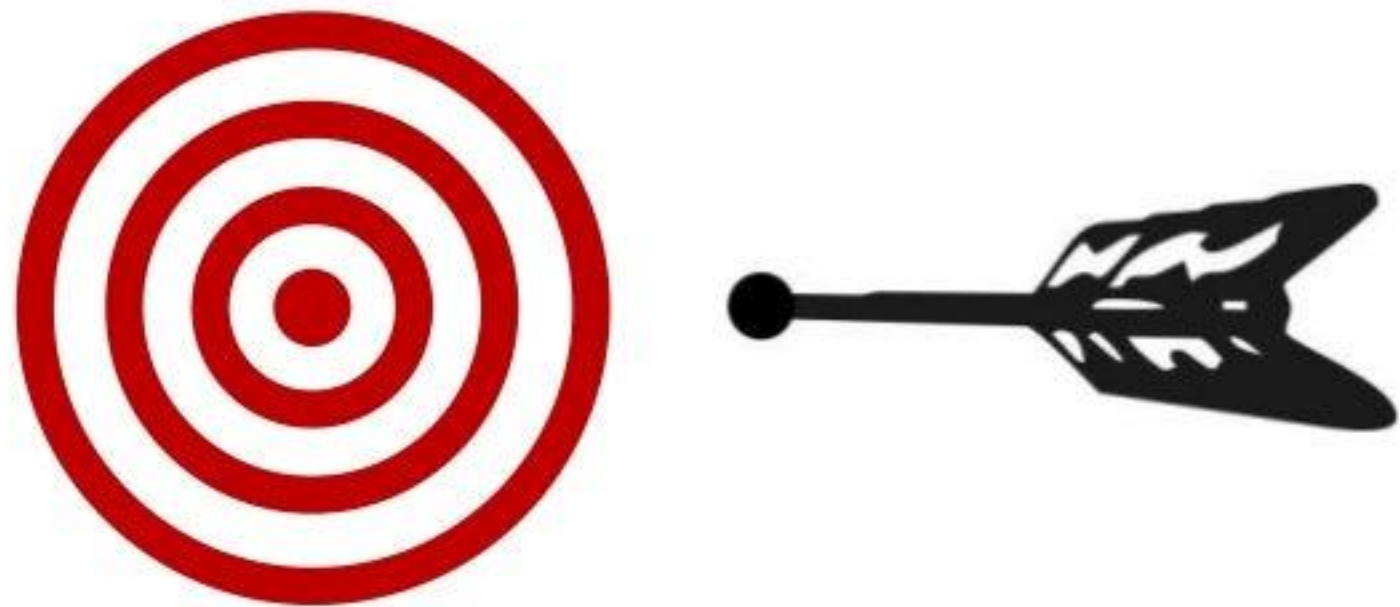
- Outdated Technologies (like spreadsheets)
- Need for data consolidation (like HRIS)
- Need to look externally
- Waiting too long to start measuring
- Don't know what to measure and how

How do we fix it?

**Increase exposure to the
data you do use**

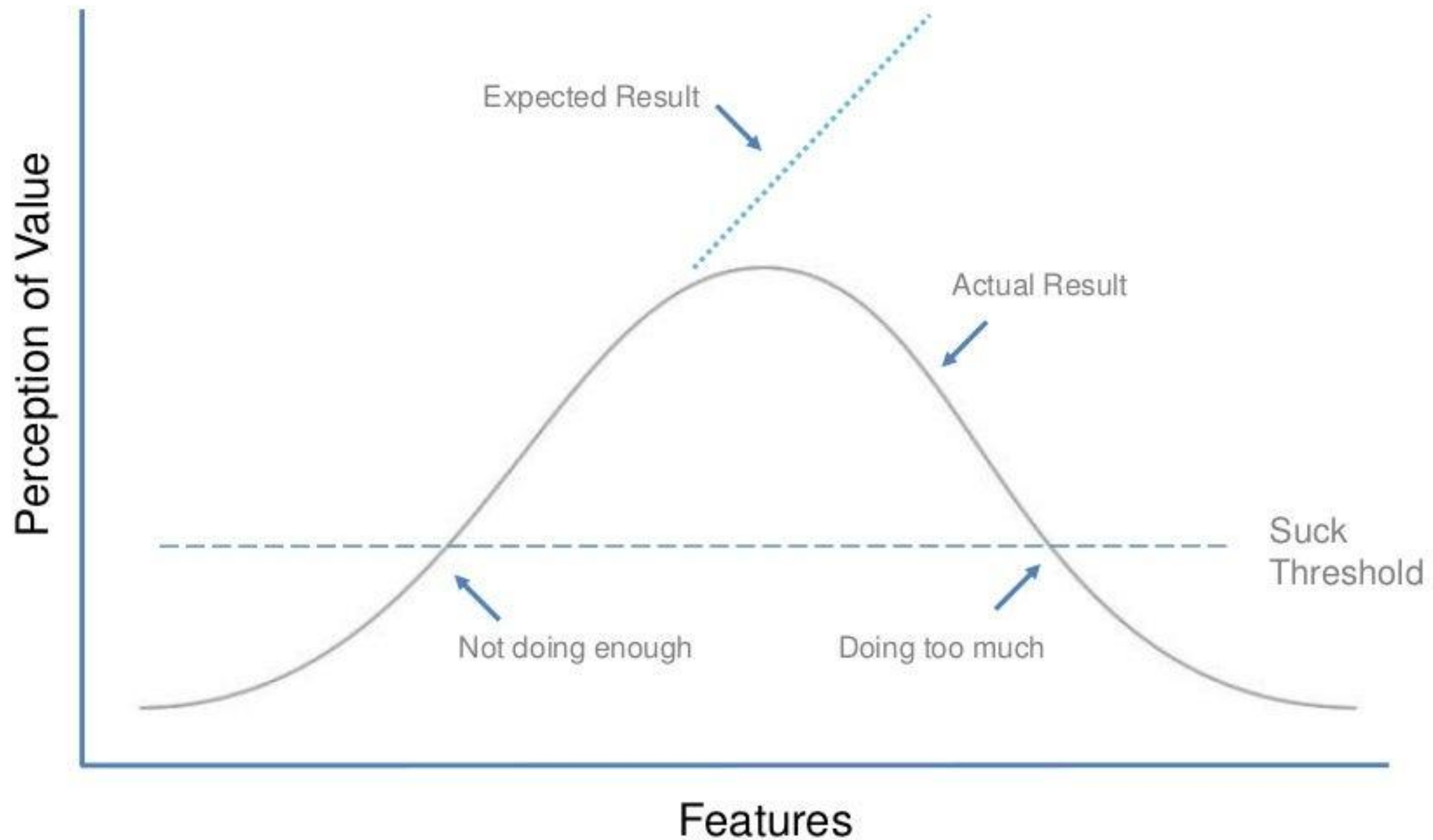
Identify the data you need

Data is not the point



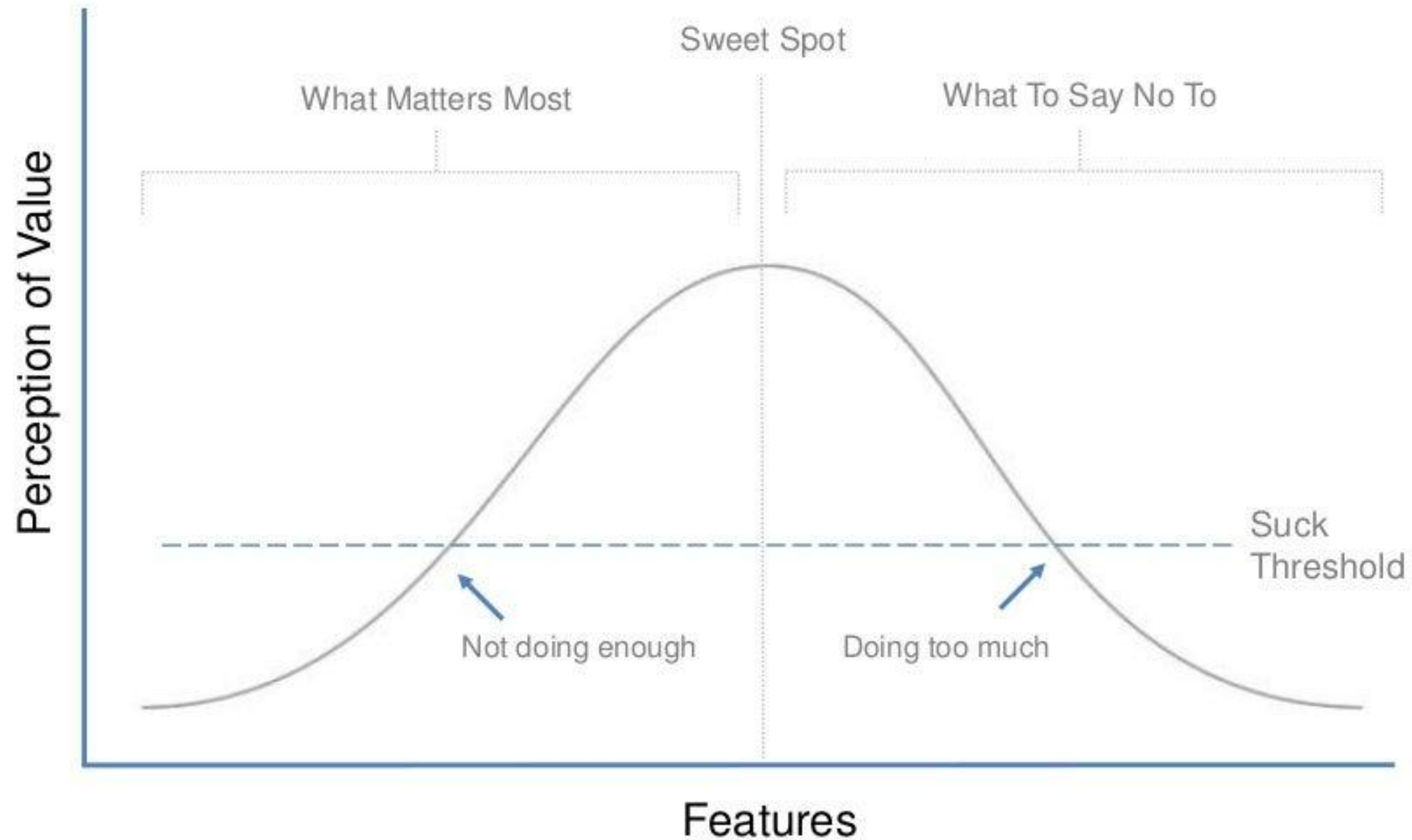
Suck Threshold

Not all growth is good growth



Suck Threshold

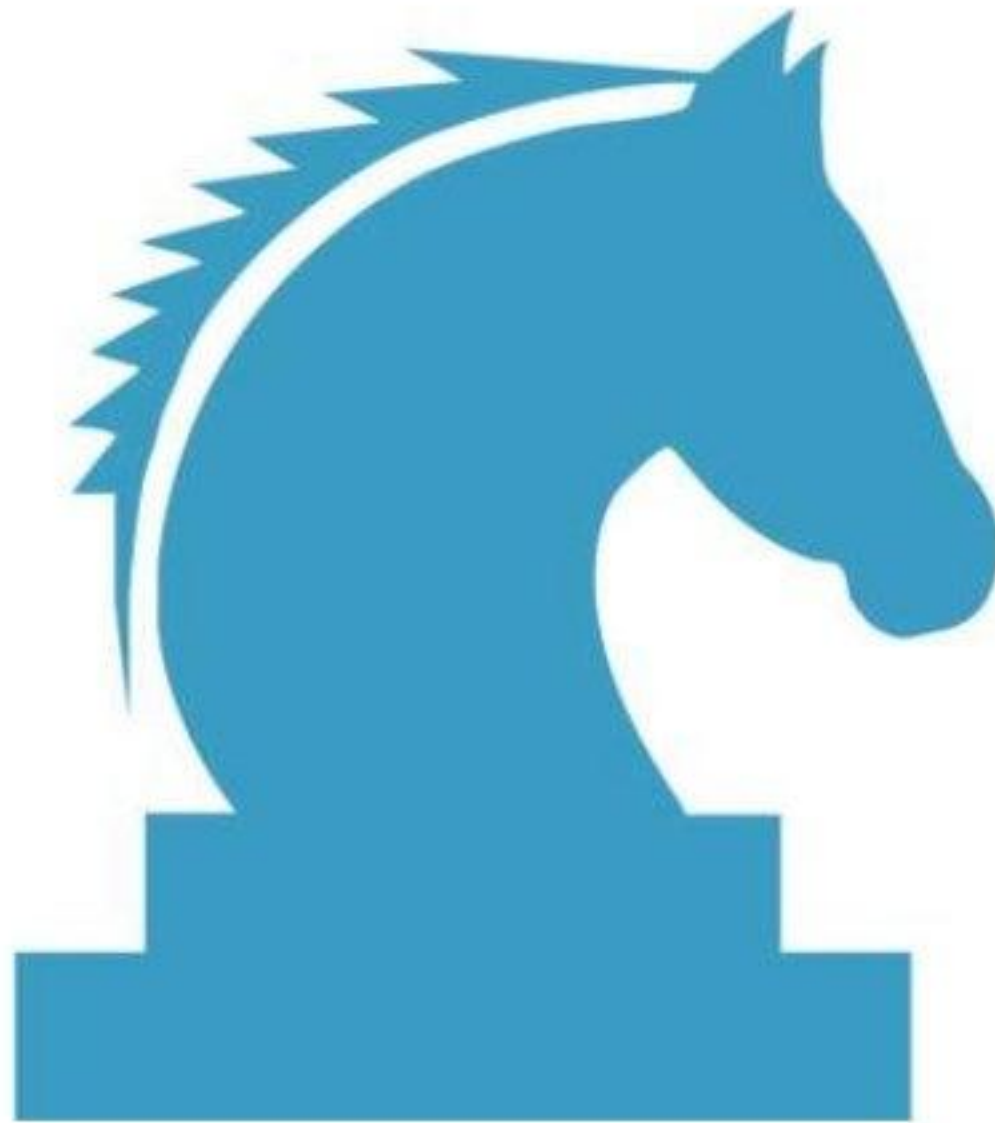
Not all growth is good growth



Signal to noise ratio



Align With **Strategy**



Focus on Outcomes

