

# HR Analytics: Questions Analysis & Data-Driven Decisions

Unlocking Business Value through Strategic Data Storytelling

## Program:

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# From Data to Decisions: Our Approach

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## The Problem

Raw data alone provides information, not insights. Without a structured approach, data can overwhelm and obscure the critical trends and patterns needed for effective decision-making.

## Our Solution

Applying a "Question-Driven Analysis" framework. This methodology ensures that every data point and analysis serves to answer specific, strategic business questions, translating raw information into actionable intelligence.

## The Process: A Journey from Data to Action

### Clean Data

Ensuring accuracy and reliability is the foundational step. We meticulously clean and validate data to remove inconsistencies, errors, and redundancies, making it fit for analysis.

### Hero Question

Identifying the strategic problem for each dashboard. This central question guides our entire analytical process, focusing our efforts on delivering relevant and impactful insights.

### Deep Dive

Granular analysis of trends, patterns, and anomalies. We use advanced analytical techniques to uncover the underlying dynamics and relationships within the data, moving beyond surface-level observations.

### Action

Formulating data-driven decisions. The ultimate goal is to translate insights into concrete, measurable actions that address the hero question and generate tangible business value.

# Organizational Health: The Executive Overview

## Dashboard Focus: Operational Pulse & Health Check 🧠

This dashboard provides a high-level overview of the organization's current state, offering critical insights into efficiency, employee satisfaction, and workforce stability. It acts as a comprehensive health check, allowing executives to quickly grasp key performance indicators and identify areas requiring attention.

### The Hero Question:

"What is the current holistic health of the organization regarding operational efficiency, employee satisfaction, and workforce stability?"

### 🔍 Analytical Questions:

- **Metric Alignment:** Are Satisfaction scores and Performance ratings aligned, or is there a disconnect between how employees feel and how they perform?
- **Turnover Benchmark:** Is the current Turnover Rate (16%) within the acceptable industry threshold, and how does it compare to our competitors or historical averages?
- **Attrition Trend:** Is the historical attrition trend stabilizing, or did specific years (e.g., 2020) show critical spikes requiring further investigation into their root causes?
- **Work-Life Balance:** Are employees achieving a healthy Work-Life Balance score according to current metrics, and what factors might be influencing this?
- **Cost vs. Sentiment:** Which departments have the lowest Satisfaction despite having high Average Salaries, indicating potential retention risks or cultural issues?
- **Gender Sentiment:** Is there a variance in Satisfaction or Performance levels based on Gender, suggesting potential biases or unequal experiences within the workplace?
- **Impact of Leavers:** What is the operational impact of the total number of leavers on current projects, team cohesion, and overall productivity?

### 🚀 Data-Driven Decisions:

#### Targeted Intervention

Focus retention efforts on "Low Satisfaction / High Cost" departments to protect ROI. By identifying these critical areas, we can implement tailored strategies to improve employee experience and reduce financial leakage.

#### Root Cause Workshop

Investigate the specific years with high attrition (e.g., 2020) to prevent recurring systemic issues. This will involve deep dives into exit interview data, policy changes, and market conditions during those periods.

# Payroll & Equity: Ensuring Financial Fairness

## Dashboard Focus: Compensation Strategy & Financial Fairness 🧠

This dashboard focuses on ensuring that our compensation structure is not only competitive but also equitable across the organization. It helps us understand the financial pulse of our workforce, identify potential disparities, and optimize our payroll budget.

### The Hero Question:

"How can we optimize our compensation strategy to ensure internal equity and external competitiveness, while maintaining budget efficiency?"

### 🔍 Analytical Questions:

- **Total Spend Trend:** What is the total salary expenditure, and does the Year-Over-Year (YoY) change align with our growth strategy and financial forecasts?
- **Statistical Gap:** Is there a significant disparity between the Average and Median salary, indicating potential outliers or skewness in the wage structure that needs addressing?
- **Performance Reward:** Are "High Performers" being compensated distinctly above the average to ensure their retention and to incentivize continued high output?
- **Gender Pay Gap:** Is there a noticeable wage gap between male and female employees across similar roles, and if so, what are the underlying reasons?
- **DE&I in Pay:** Does the salary structure reflect fair distribution across different ethnicities and diverse groups, supporting our broader Diversity, Equity, and Inclusion initiatives?
- **Growth Correlation:** Does the historical trend of total salary spend correlate positively with headcount growth, indicating efficient scaling of our workforce?
- **Meritocracy Check:** Is there a direct positive correlation between Manager Ratings and Salary levels, ensuring that performance is appropriately rewarded?

### 🚀 Data-Driven Decisions:

#### Conduct an Equal Pay Audit

If the Gender or Ethnicity charts reveal unexplained gaps, initiate an immediate pay equity adjustment. This proactive step ensures compliance and fosters a sense of fairness among employees.

#### Reinforce Pay-for-Performance

Ensure the salary trajectory strictly aligns with Manager Ratings to incentivize high output. This strengthens the meritocratic culture and motivates employees to strive for excellence.

# Performance Analysis: Reality vs. Perception

## Dashboard Focus: Talent Management & Development 🧠

This dashboard delves into employee performance, aiming to understand the effectiveness of our talent management strategies. It highlights discrepancies between self-assessment and managerial evaluation, offering crucial insights for targeted development and feedback initiatives.

### The Hero Question:

"How do we bridge the perception gap between how employees view themselves and how leadership evaluates them to unlock true potential?"

### 🔍 Analytical Questions:

- **The Reality Gap:** Why is there a significant negative "Rating Gap" (-51.1%) between Self-Rating and Manager Rating, and what are the implications for employee morale and development?
- **Talent Matrix:** How are employees distributed in the Talent Quadrant? Who are our "Stars" (high potential, high performance) vs. "Risks" (low potential, low performance), and how do we support each segment?
- **Performance Trend:** Is the overall organizational performance trending upwards or downwards over the last decade, and what external or internal factors might be influencing this trend?
- **Rating Bias:** Is there a discrepancy in ratings across different Job Roles (Manager vs. Self), suggesting potential biases in the evaluation process or varying expectations?
- **Training Effectiveness:** Does the "Performance vs. Training Utilization" curve prove that training improves output, providing a clear Return on Investment (ROI) for our learning and development programs?
- **Experience Plateau:** Does performance continue to rise with Years of Experience, or does it plateau after a certain point, indicating a need for new challenges or career development paths?
- **Education Impact:** Do employees with higher degrees (Masters/Doctorate) actually perform better, and is there a measurable correlation between educational attainment and job performance?

### 🚀 Data-Driven Decisions:

#### Feedback Culture Overhaul

Implement continuous feedback loops to reduce the massive Self-vs-Manager rating gap. This involves training managers on effective feedback delivery and fostering an environment of open communication.

#### Optimize Training Spend

Focus budget on training programs that show a direct correlation to performance spikes in the utilization graph. This ensures that resources are allocated to programs that truly enhance employee capabilities and contribute to organizational goals.

# Organizational Health & Well-Being

## Dashboard Focus: Employee Experience & Culture 🧠

This dashboard examines the cultural fabric of our organization, focusing on employee well-being and engagement. It seeks to uncover the factors that contribute to a positive work environment versus those that lead to stress and burnout, providing insights into fostering a thriving culture.

### The Hero Question:

"To what extent does our culture support employee well-being, and what are the hidden drivers of engagement versus burnout?"

### 🔍 Analytical Questions:

- **WLB Goal:** Have we met the target score for Work-Life Balance (3.45), and what initiatives are successfully contributing to or detracting from this goal?
- **Managerial Bond:** How does the "Relationship Phase" with managers (New, Productive, Established) affect overall Relationship Satisfaction, and where can we improve manager-employee dynamics?
- **Relationship Maturity:** What is the most common relationship phase in the company, and does this align with our organizational goals for employee-manager interaction?
- **Engagement Drivers:** What are the primary factors driving engagement (Environment vs. Job Satisfaction), and how can we leverage these insights to boost overall employee commitment?
- **Burnout Radar:** Which specific Job Roles are reporting the highest levels of Stress & Burnout, indicating a need for targeted interventions and support systems?
- **Well-being & Training:** Are employees who utilize training opportunities generally more satisfied, suggesting a link between professional development and overall well-being?
- **Role Stress:** How does stress variance compare between high-stakes roles (e.g., HR Managers) versus technical roles, and what are the unique stressors for each?

### 🚀 Data-Driven Decisions:

#### Burnout Prevention

Launch specific wellness programs for roles identified as "High Stress" (e.g., HR Managers). These programs could include stress management workshops, mental health support, and workload optimization strategies.

#### Leadership Training

Train managers on building "Productive" relationships to boost team satisfaction scores. Investing in leadership development can significantly improve team dynamics and overall employee well-being.

# Workforce Landscape: Diversity & Mobility

## Dashboard Focus: Demographics, Mobility & DE&I 🧠

This dashboard provides a comprehensive view of our workforce's demographic composition and career progression. It helps us assess the dynamism and diversity of our talent pool, identify potential stagnation points, and ensure fair and inclusive career development paths.

### The Hero Question:

"How dynamic and diverse is our workforce structure, and are we effectively managing career paths to prevent stagnation?"

### 🔍 Analytical Questions:

- **Demographic Pyramid:** Is our workforce aging, or do we have a healthy influx of young talent (Under 25s), ensuring a sustainable talent pipeline for the future?
- **Stagnation Alert:** How many employees are "Stagnating" (no promotion or significant role change) versus those "Promoted"? Is the ratio healthy for a dynamic organization?
- **Promotion Backlog:** What percentage of employees are "Overdue" for promotion, posing a retention risk and signaling potential issues in career development frameworks?
- **Diversity Check:** Is there sufficient Ethnic Diversity across all education levels, aligning with our DE&I goals and fostering a rich, varied perspective within the organization?
- **Headcount Efficiency:** What is the relationship between Total Salary Spending and Active Employees per department, indicating efficiency in talent allocation?
- **Age Gaps:** Are specific age groups (e.g., 50-51) underrepresented in the workforce, and what strategies can we employ to attract and retain talent from these demographics?
- **Tenure Distribution:** Do we have a balanced mix of new hires and tenured veterans, ensuring both fresh perspectives and institutional knowledge?

### 🚀 Data-Driven Decisions:

#### Career Mobility Plan

Immediately address the "Overdue Promotion" segment to prevent talent loss. This requires developing clear career progression frameworks and providing opportunities for skill development and advancement.

#### Inclusive Hiring

Adjust recruitment strategies to target underrepresented age groups or ethnicities identified in the data. This commitment to diversity enriches our workforce and strengthens our competitive advantage.

# Attrition Analysis: Stopping the Leak

## Dashboard Focus: Retention & Risk Management 🧠

This dashboard is crucial for understanding the dynamics of employee turnover. It aims to identify the root causes of attrition, predict future departures, and implement proactive measures to retain critical talent, thereby reducing the significant costs associated with employee turnover.

### The Hero Question:

"What are the root causes of employee turnover, and how can we predict and prevent the loss of critical talent?"

### 🔍 Analytical Questions:

- **Salary Sensitivity:** Is attrition driven more by Low Salary holders (166 leavers) or High Salary holders (2 leavers), indicating a potential issue with entry-level compensation or perceived value?
- **Promotion Risk:** Is there a correlation between "Promotion Risk Bands" and the likelihood of leaving, suggesting that a lack of career progression is a significant driver of attrition?
- **The "Danger Zone":** At what tenure (years of service) does the risk of stagnation-based attrition peak, allowing us to implement targeted interventions at critical career junctures?
- **Role Vulnerability:** Which Job Roles (e.g., Sales Reps) are the biggest sources of churn, and what specific factors within these roles contribute to the high turnover?
- **Talent Drain:** Are we losing High Performers or Low Performers (Avg Performance of Leavers: 3.47), which has different implications for talent management and recruitment?
- **Seasonal Trends:** Is there a seasonal pattern to the attrition rate trend over the years, and can we attribute this to specific industry cycles or organizational events?
- **Departmental Hotspots:** Why does Technology have a high number of leavers despite better benefits, indicating potential cultural or management issues within that department?

### 🚀 Data-Driven Decisions:

#### Compensation Review

Since the majority of leavers are in the "Low Salary" band, review the entry-level compensation packages. This might involve increasing base salaries, improving benefits, or offering performance-based bonuses to enhance competitiveness.

#### Sales Retention Program

Investigate the high turnover in Sales Representatives (40%)—consider reviewing commission structures or workload. This could involve implementing mentorship programs, providing additional training, or adjusting sales targets to create a more sustainable work environment.

# Strategic Impact & Next Steps

## Conclusion & Future Outlook

### Summary:

Our journey through HR Analytics has transformed our approach from **reactive reporting to proactive, data-driven decision-making**. By asking the right questions and diving deep into the data, we have unearthed critical insights that will shape our future HR strategies.



#### Improved Retention

By understanding the drivers of attrition, we can implement targeted strategies that lead to significant **Cost Savings** from reduced recruitment and training expenses.



#### Fairer Compensation

Addressing pay equity gaps and aligning compensation with performance mitigates **Risk Reduction** related to legal challenges, employee dissatisfaction, and negative employer branding.



#### Better Performance

Optimizing talent management and development strategies directly contributes to enhanced individual and organizational performance, driving tangible **Revenue Growth**.

## Next Steps: Immediate Actionable Initiatives

To capitalize on these insights, we recommend the immediate implementation of the following strategic initiatives:

- **Implement the "Equal Pay Audit":** This will address any identified gender or ethnicity pay gaps, ensuring fairness and compliance across the organization.
- **Launch "Feedback Workshops":** These workshops will train managers on continuous feedback best practices, aiming to bridge the self-perception vs. managerial evaluation gap and foster a culture of open communication and development.
- **Develop a "Career Mobility Program":** Focus on employees in "Overdue Promotion" risk bands to prevent stagnation and talent loss, creating clear paths for advancement.
- **Introduce "High-Stress Role Wellness Programs":** Targeted support for roles like HR Managers, focusing on burnout prevention and mental well-being.