

**CREATE A DATA-DRIVEN
DECISION MAKING FOR HUMAN
RESOURCE**

4 Steps to Insight

1

Combine disparate data for analysis

2

Interact with your data

3

Extend your data

4

Provide access when & where it's needed

USING ***ANALYTICS*** TO TRACK
EMPLOYEE PERFORMANCE, IMPROVE
AND RETAIN THEM

Data driven decision:

- What good performance means ?
- Who should we be hiring?
- Who should we promote?
- Who are the critical communicators?
- Are our training programs effective?
- How do we retain good people?
- What happens if we change incentive plan ?
- How effective of new HR Policy ?

Case Studies

- Rigorously tracks the performance of all teachers, comparing it to evaluations when they were hired.

- Helps refine the most productive steps in the hiring process, where to allocate more resources, etc.

TEACHFOR AMERICA



Opportunity dimension – Mapping function to opportunity

ATTRITION ANALYTICS

Attrition Rate

% contribution of Attrition

Type of Attrition & Detailed Reason

Cohort Analysis

Attrition Trend

Performance vs Attrition

Year on Year Attrition Growth/Degrowth

MANPOWER

Fill Rate

Role Based, Regionwise

Status about Vacancies

Service-Centre SV wise rate

Storewise Staffwise rate

Incentive Analysis

Designation wise Incentive scheme

Target vs Achievement

Training Effectiveness

Trained vs Untrained

Attendance

CSAT Score

Complaint correlation with Training and Attrition

Productivity (Revenue per job)

Employee Satisfaction Survey

Reason

Progress

Retention Analytics

Basis of Incentive Earning/ Performance Rating / Potential

Reason for Non-Retention

Hiring & On-Boarding

Optimization of source of Hiring and Panel for hiring

Day of on-boarding/Training provided

Actionable Reports/Alerts

YTD Attrition rate against target

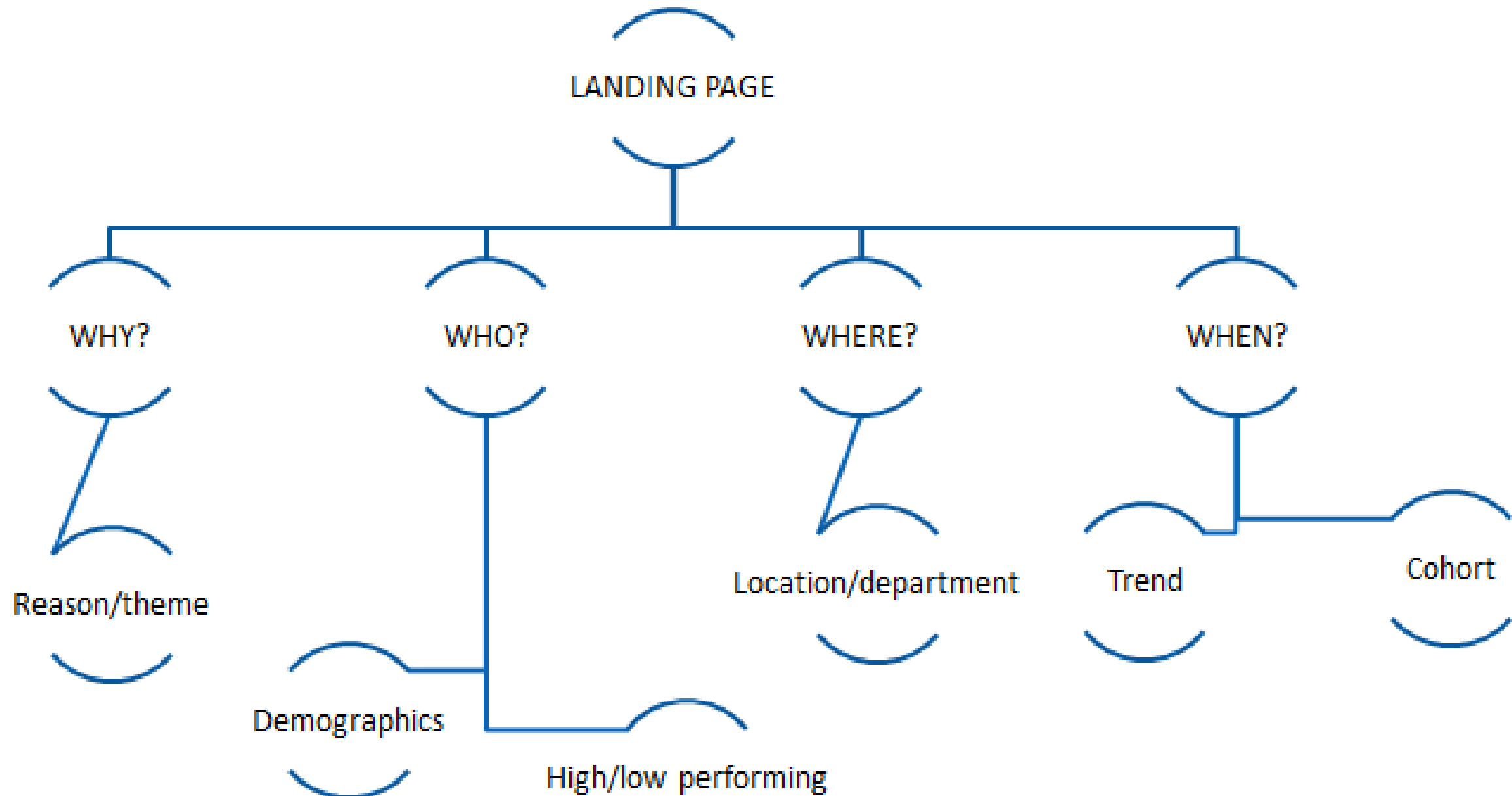
No. of high potential employees

No. of joiners in present month

Top 5/Bottom 5 employees of LW

Monthly full & final settlement figure

High Level Wireframe – Dashboard Hierarchy



Attrition Analytics

Attrition Analysis



Select Current Year
2018

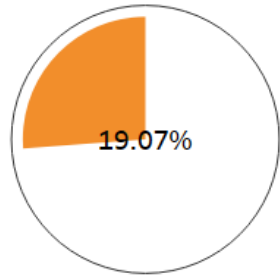
What is the **Attrition Rate** of current and last year?

CY Headcount

986

CY Emp Left

188

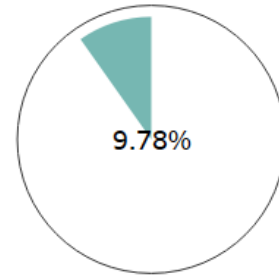


LY Headcount

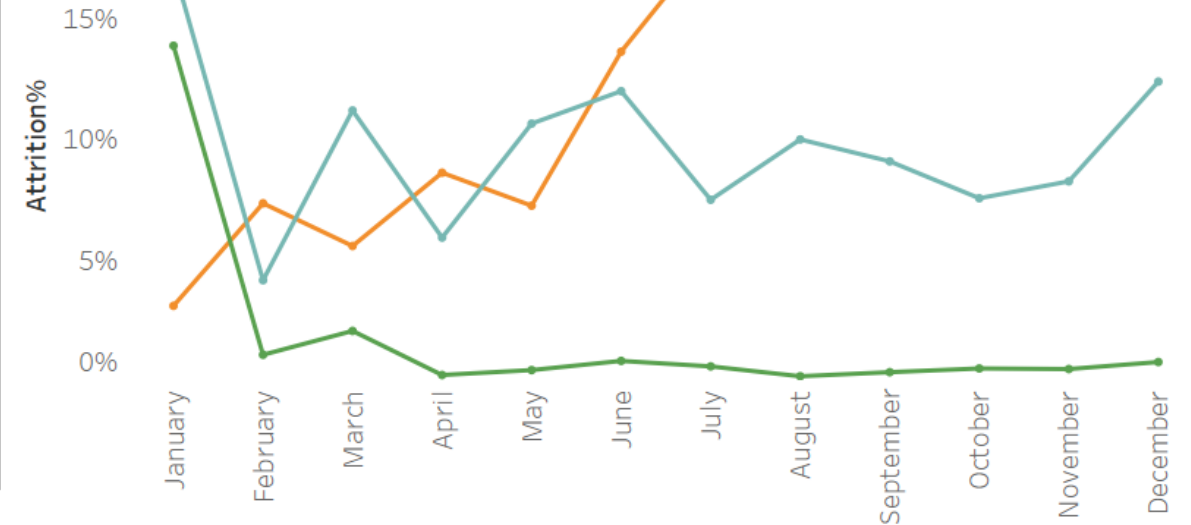
1,472

LY Emp Left

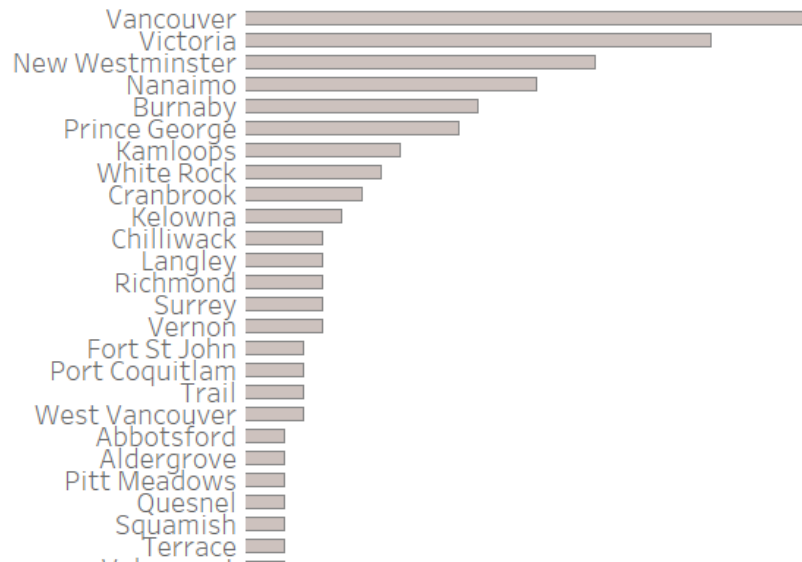
144



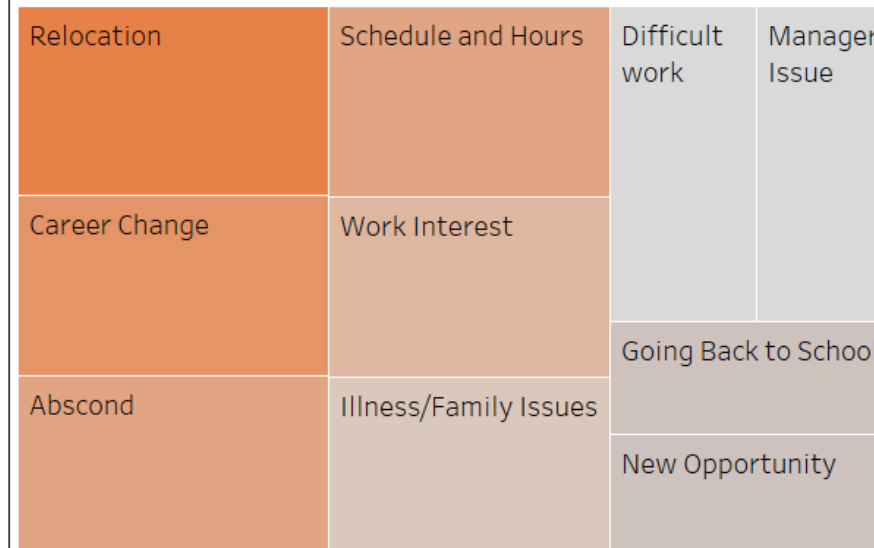
When is the Attrition highest? Year 2016 2017 2018



Where are our leaving employees from?



Why are they leaving?



Alerts & Hyperlinks

1) No. of employees leaving in last month: 5

2) Average experience of employees leaving: 2 years

Attrition by Performance and Demographics Dashboard

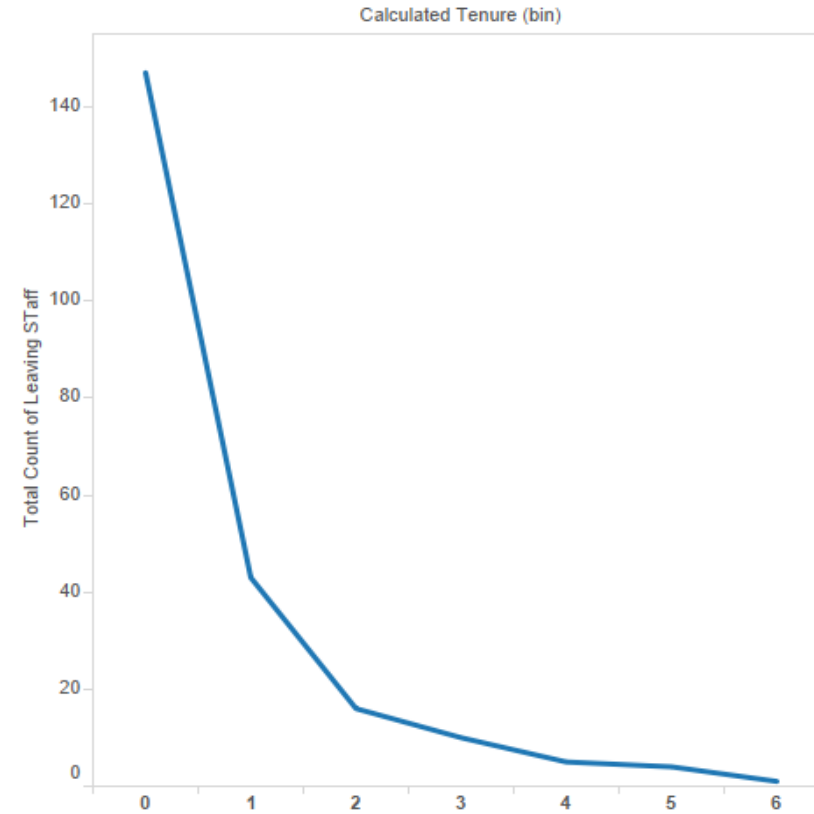
Attrition analysis classified by month-wise cohorts

← Monthly Joinees Attrition Analysis													
Region	(All)	Emp Grade	(All)	Reason	All	Cmsc / Fm..	(All)	Select Date	9/19/2016				
January 2016	77	5%	12%	21%	32%	38%	42%	45%	48%	53%	57%	61%	65%
February 2016	108	6%	20%	30%	41%	<div> January 2016 New Joinees : 77 25 Left (active : 52 /out of : 77) (3 Mo. Avg Attrition% : 42%) </div>			56%	58%	59%	69%	73%
March 2016	107	8%	27%	38%	43%				65%	69%	72%	78%	
April 2016	109	10%	17%	26%	31%				51%	63%	67%		
May 2016	182	10%	21%	30%	37%	44%	50%	59%	64%				
June 2016	187	20%	29%	40%	46%	54%	65%	72%					
July 2016	194	10%	21%	37%	42%	62%	66%						
August 2016	192	17%	38%	47%	56%	63%							
September 2016	99	9%	15%	41%	46%								
October 2016	54	6%	17%	20%									
November 2016	35	3%	9%										
December 2016	554	0%											
		0 Mo.	1 Mo.	2 Mo.	3 Mo.	4 Mo.	5 Mo.	6 Mo.	7 Mo.	8 Mo.	9 Mo.	10 Mo.	11 Mo.

Is Tenure trend matching the target?

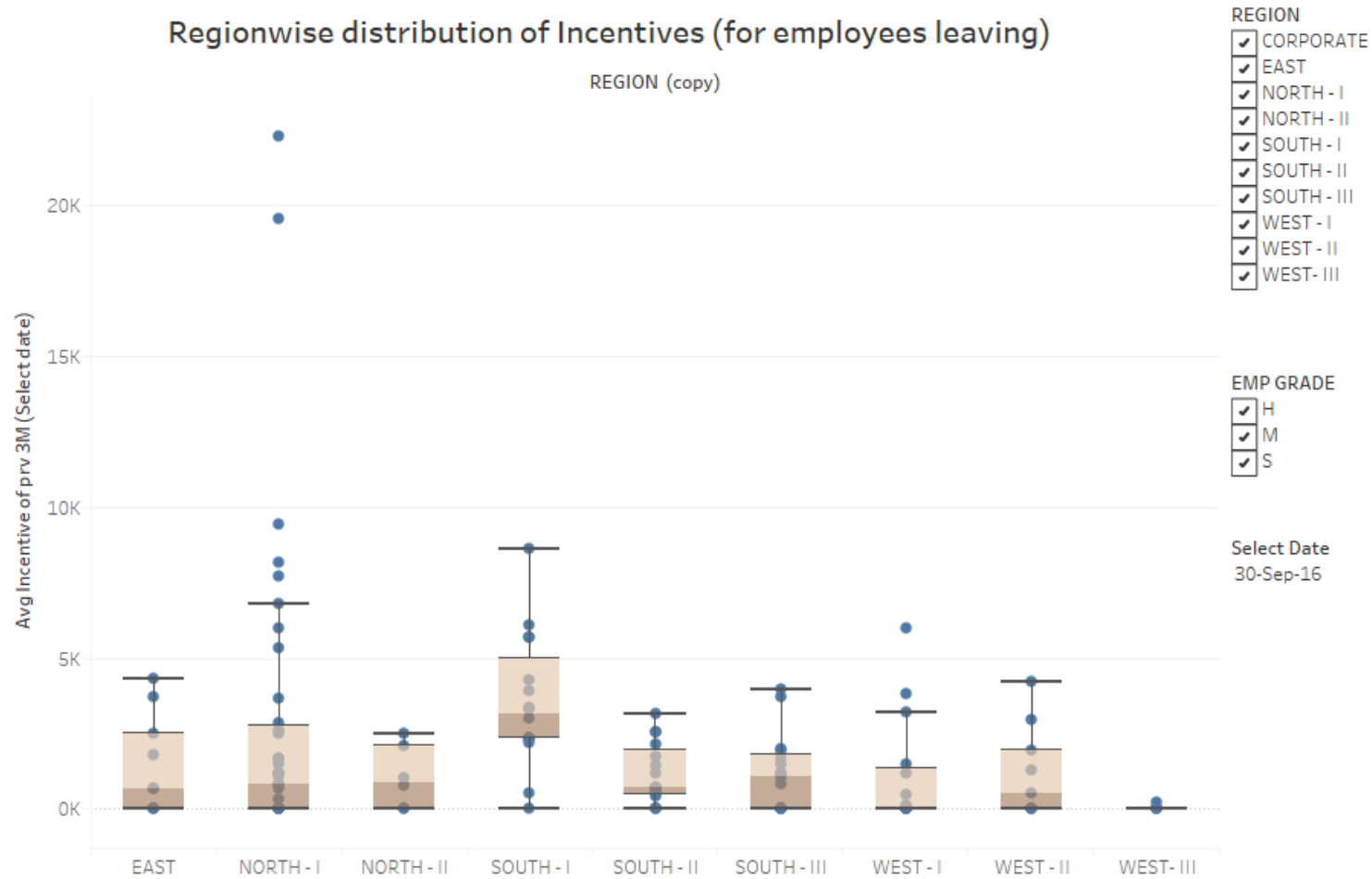


Tenure Trend



The trend of distinct count of Sap_Code for Calculated Tenure (bin). The data is filtered on Designation and Employee Status. The Designation filter keeps Brand Staff and Senior Brand Staff. The Employee Status filter keeps Left.

What is region-wise distribution of incentives for employees left?



Tenure-wise and % Achievement-wise Attrition

To Date
31-Oct-16

ATTRITION CALENDAR

Employee Status
Left

Achievement
All

Zone
All

Reason
All

Store Grade
All

		FY 2017																								Grand Total				
		Apr				May				Jun				Jul				Aug				Sep					Oct			
Store Grade	Tenure	80% - 90%	90% - 100%	more than ..	Rest	80% - 90%	90% - 100%	more than ..	Rest	80% - 90%	90% - 100%	more than ..	Rest	80% - 90%	90% - 100%	more than ..	Rest	80% - 90%	90% - 100%	more than ..	Rest	80% - 90%	90% - 100%	more than ..	Rest	80% - 90%	90% - 100%	more than ..	Rest	
A	1 - 2 year		1	1					1									1											4	
	6 months - 1 year													1				1											2	
	Less than 6 months		2					1	1						1			1											6	
	more than 2 year	1															1	1			1	1	1						6	
B	1 - 2 year	1													1		1												3	
	6 months - 1 year						1											1								1			3	
	Less than 6 months						1										1												2	
	more than 2 year				1			1														2							4	
C	1 - 2 year			2	2	1			1				1					4	1			2							14	
	6 months - 1 year				1	1			2	1			2		1		1		4										13	
	Less than 6 months			1	3				3			1	1			1		1		2			3				2		18	
	more than 2 year				1							1										1							3	
Grand Total		2	3	4	8	2	2	2	8	1		1	5		1	2	1	2	2	5	12	1	1	2	8			1	2	78

Some Common Predictors of Turnover

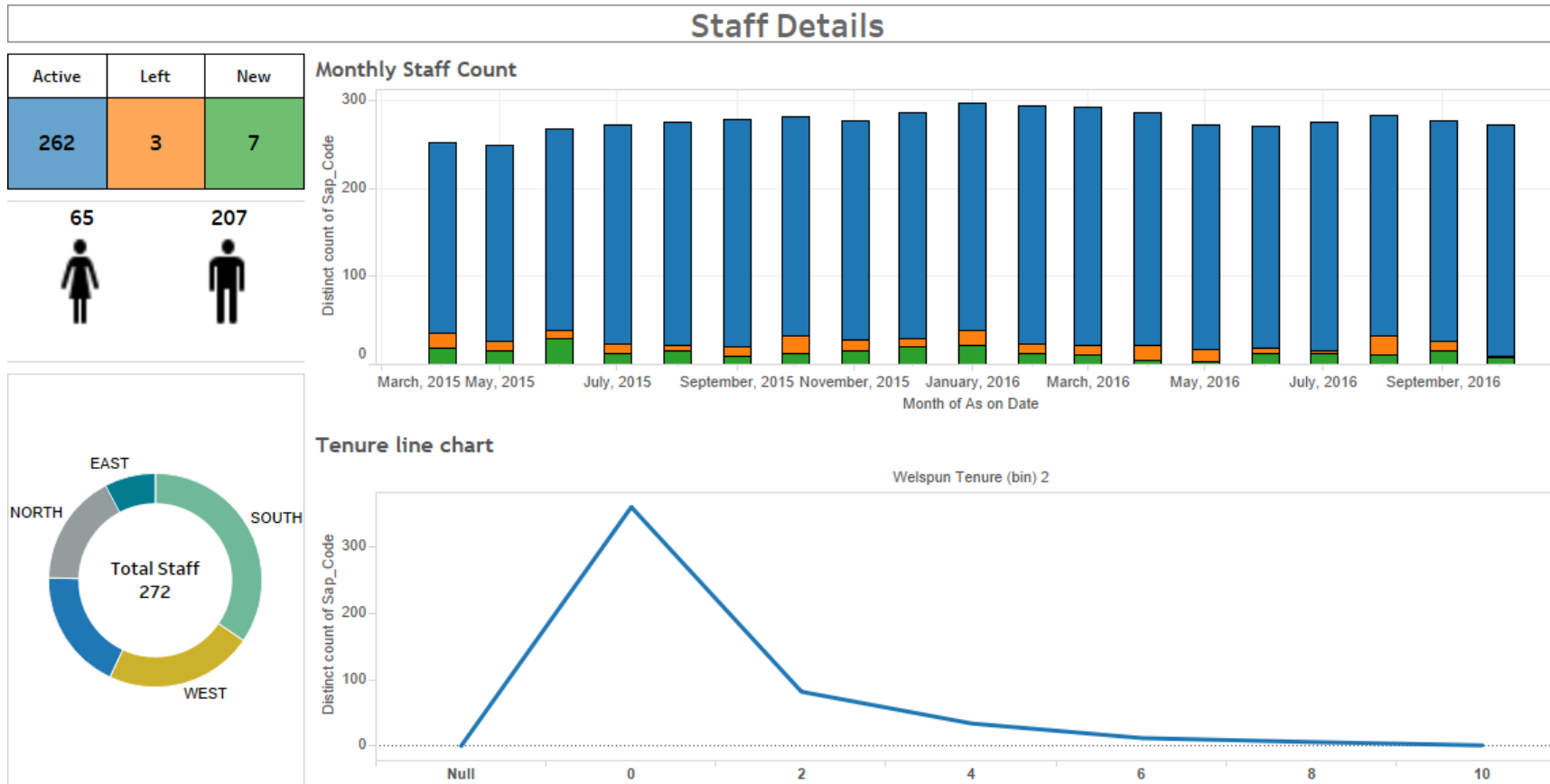
- Manager
- Pre-hire background
- Type of work / project / function
- Performance evaluations
- Geography – region, city
- Commuting time
- Social network behavior...

Approaches to Predicting Attrition

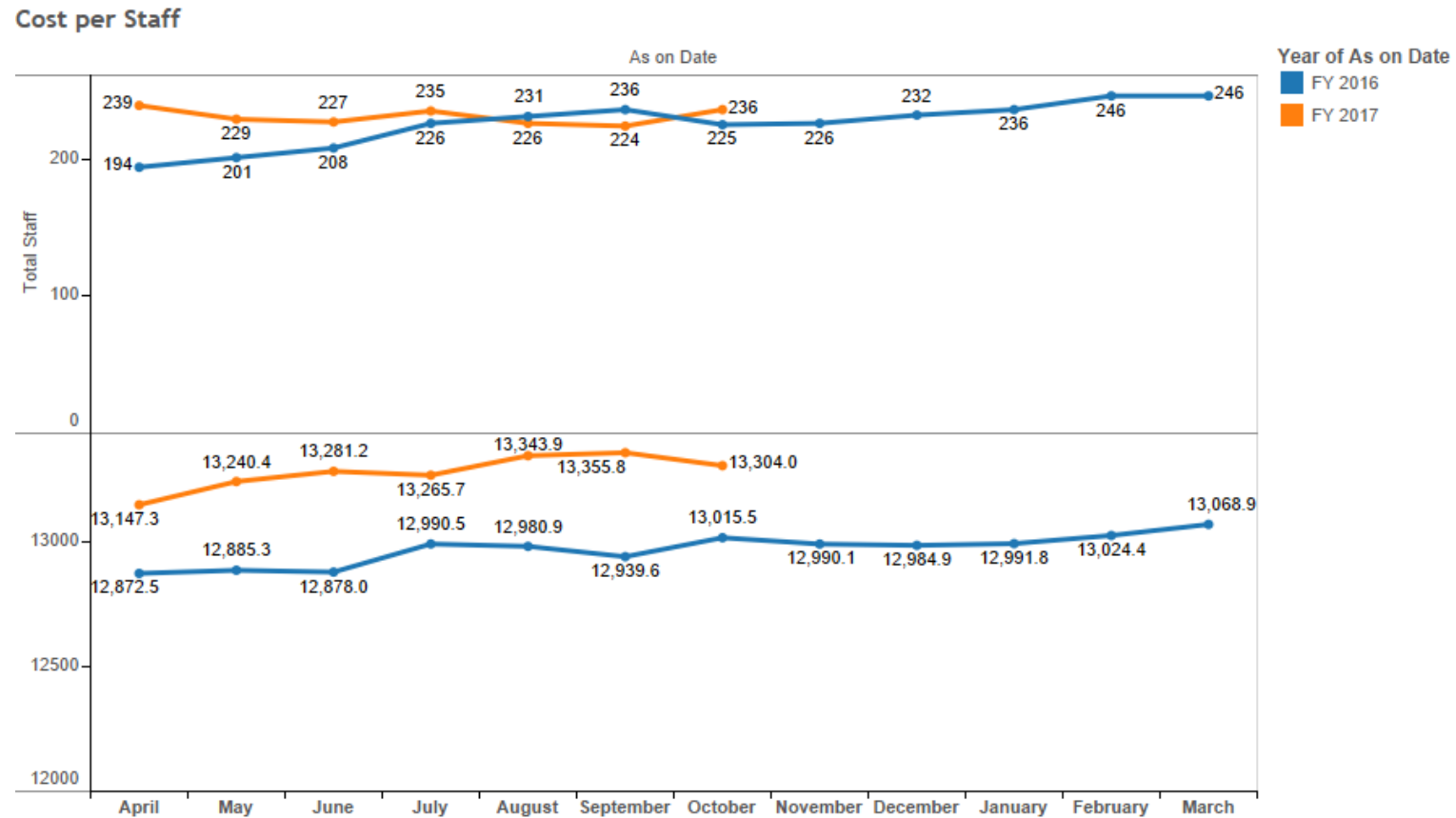
1. Compare % attrition across managers, units, type of job, geography, time, etc
Test for statistical significance
Find outliers using Box plot
2. Take into account that people are going to leave early in their tenure
Perform cohort analysis for different tenures – 3months, 6 months, 1 year, 2 years & more
Test for statistical significance
3. Use multivariate regression to :
 - identify which predictors are significant – age, education, experience level, manager, etc
 - build a model to predict who is going to leave in 6 months, who in one year, and so on
4. You can use advanced model – survival model to predict attrition

Manpower Analytics

What is status-wise and Gender-wise manpower?



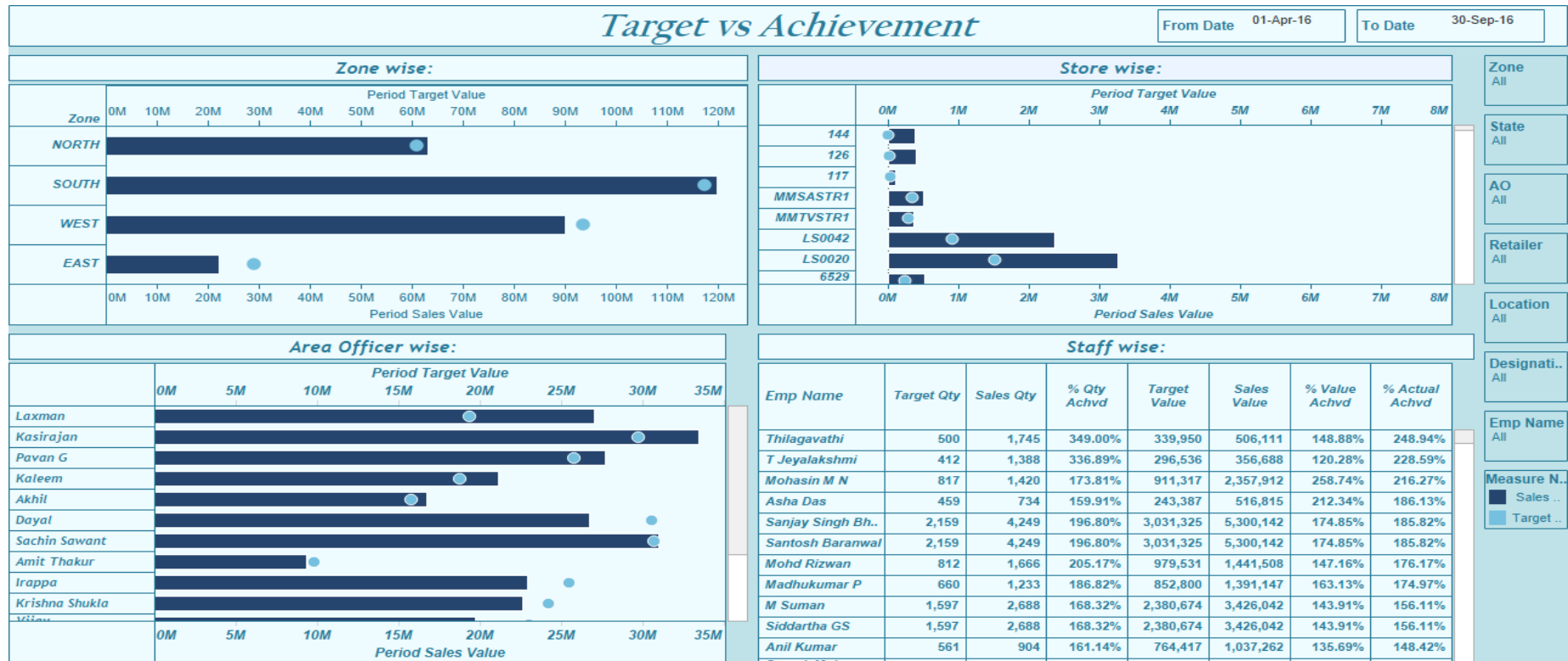
What is cost per staff ?



The trends of distinct count of Sap_Code and Staff Cost PM for As on Date Month. Color shows details about As on Date Year. The data is filtered on Employee Status and Designation. The Employee Status filter keeps Active. The Designation filter keeps Brand Staff and Senior Brand Staff.

Incentives

What is Store-wise, Staff-wise Target vs Achievement?



Retention Analytics

Which employees should be retained?

Staff Retention Analysis										
Potential Staff					Staff Details					From Date 01-Apr-16
	more than 100%	90% - 100%	80% - 90%	Rest	Sap_Code	Emp_Name	Designation	Avg. We Ispun T enure	Period Achvd	To Date 31-Oct-16
more than 2 year	Total Staff - 42	Total Staff - 8	Total Staff - 16	Total Staff - 23	47315	Shankar Kumar Chou..	Senior Brand Staff	7.35		Zone0 All
					47316	Dambaru Subedi	Senior Brand Staff	7.24	0.95	
					47322	Dharmendar Kumar	Senior Brand Staff	6.48	1.14	
					47334	Bhagyashri Yadav	Senior Brand Staff	5.82	0.62	
					47336	Simran Khan	Senior Brand Staff	5.74	1.11	
1 - 2 year	Total Staff - 28	Total Staff - 3	Total Staff - 7	Total Staff - 41	47337	G C Mahesh	Senior Brand Staff	5.67	0.76	Store Grade All
					47339	Soma Saha	Senior Brand Staff	5.57	0.81	
					47341	Dinesh Prajapati	Senior Brand Staff	5.51	1.37	
					47347	Jamshed Iqbal	Senior Brand Staff	5.50	0.86	
					47349	Arpita Yadav	Senior Brand Staff	5.47	1.11	
6 months - 1 year	Total Staff - 23	Total Staff - 7	Total Staff - 10	Total Staff - 22	47353	Bindu Jaiswar	Senior Brand Staff	5.46	0.46	Designation Multiple values
					47357	Sharmila Ratan	Senior Brand Staff	5.30	1.12	
					47355	Sikander Sheikh	Senior Brand Staff	5.23	0.95	
					47382	Nashim Moin Shaikh	Senior Brand Staff	5.08	0.80	
					47361	Roopa Shetty K	Senior Brand Staff	5.08	1.16	
Less than 6 months	Total Staff - 19	Total Staff - 7	Total Staff - 6	Total Staff - 40	47383	Bhupender Kumar Arya	Brand Staff	5.07	0.72	Employee Status Multiple values
					47381	Mehtab Khan	Senior Brand Staff	4.97	1.00	
					47386	Ramjatan Patel	Brand Staff	4.88	0.99	
					47387	Balwant Singh	Brand Staff	4.86	1.22	
					47391	Arvind Pandey	Brand Staff	4.68	1.42	
47380	Sudha S	Senior Brand Staff	4.62	1.59						
47392	Roopa H	Brand Staff	4.60	0.63						
47395	Mohan Chander	Brand Staff	4.50	1.06						

HIRING ANALYTICS

Possible methods while evaluating candidates

1. Job knowledge tests
2. Cognitive ability tests
3. Personality tests
4. Reference checks
5. Structured interviews
6. Unstructured interviews
7. CGPA
8. Integrity tests
- few more

Hiring Analytics : Predicting Performance

Grade each attribute and then what ?

Hiring Analytics : Predicting performance

Business question : Which of these attributes will predict performance on the job ?

Step 1

Find correlation between performance and these attributes individually

We need data of existing employee's performance records and also their grades (on different attributes) when they were interviewed.