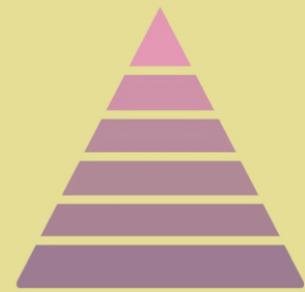
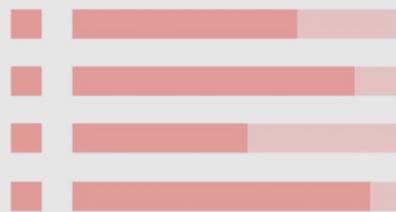
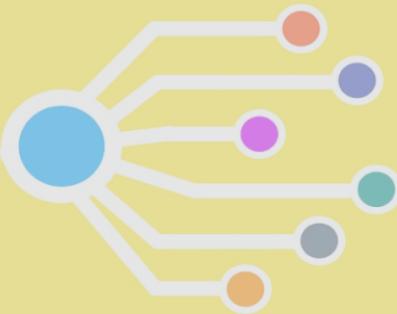
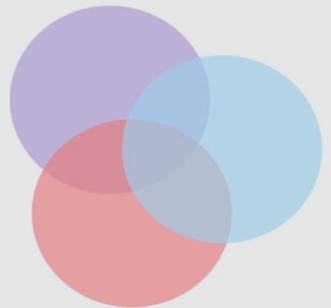
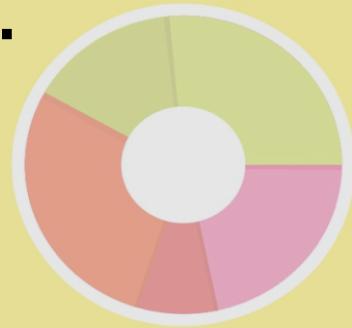
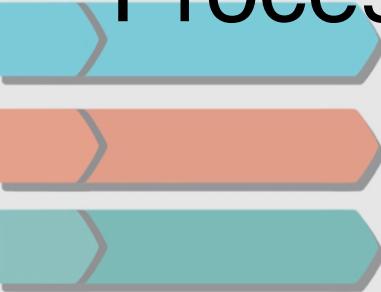


Applications of People Analytics in Hiring Process...



Giving Practical Insights using
Hiring data of a North American
company

May 2020

<https://hrsagacity.com>

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Foreword

Always be Measuring Rule! (ABM)

Businesses are always transforming their processes and practices in order to stay competitive in the market. When we measure finance, technology, production, then why not measure HR?

It is very critical for an organization to track their HR processes, especially hiring as it accounts for over 40 percent of the overall organizational costs for a medium-sized organization. People analytics can be used to quantify and visualize hiring process to take proactive steps towards manpower planning rather than being reactive.

This report assesses the hiring processes for a North American medium-sized organization having 9 departments in the overall business and over 300 employees. They assess around 1500 candidates annually to fill the vacancies. This report accompanies with a hiring dashboard that measures the efficacy and effectiveness of the entire hiring process for this particular organization.

The hiring process for this organization comprised of 14 stages. We have analyzed their previous recruitment trends and categorized hiring metrics into 8 different categories. These categories have been depicted in detail in the hiring dashboard. These dashboards have been constructed using Microsoft Power BI. Each of those metrics have also been discussed in this report in detail.

Finally, we have made an attempt to utilize these metrics to get pre-emptive alerts and combine them with AI to help managers reduce the employee attrition and ensure better employee experience.

Though there are several metrics and KPI's but measuring the right metrics in the right process is critical. HR becomes strategic only when it backs its decisions by data and evidences, rather than intuition. Undoubtedly, empathy and emotional intelligence is critical for any business role, but data adds value in placing that emotional intelligence in the right direction at the right time.



Snigdha Kakkar
Founder & Senior HR Consultant

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Hiring Analytics in Literature

Each year a medium-sized company invests 100K's of dollars in hiring and retaining the right talent. But, how do you gauge the effectiveness and efficiency of your hiring process? Do you have the objective visibility needed to measure your recruiters' performance and the quality of talent you hire each year?

If the answer to above questions are – “We see in the performance records and attrition data if the person was worth hiring.” OR “Our work gets done. It’s quality we are talking about. How can we measure it?” – Then, most of the metrics you are measuring are lag metrics. You are making a mistake as an investor as you are spending so much money, dispensing so much effort and not even gauging if it is even worth investing in it or is it even a right investment.

The answer to all these problems is Exploring Hiring Analytics and Measuring Hiring Metrics. But, what is Hiring Analytics?

Hiring Analytics is a proactive measure of the recruitment and selection process through data-driven insights and predictive analysis which aids in getting the right people for the appropriate fit roles in the target time and budget.

Technology has transformed the entire business value chain. Everything that once thought hard to measure or a soft measure is being quantified today using technology. Hiring is no different! *But, why do we need Hiring analytics? Similar to marketing, sales, operations and every other field, hiring can also be measured. This measurement brings in the need for Recruitment analytics.*

Many recruiters face the problem of finding and hiring the right talent because people are more, but there is a dearth of the right talent needed for specific roles. Bringing in the best talent brings an organisation closer to becoming successful. It becomes impossible to fix and improve the processes if the organisation is unable to find attract and hire the right talent. This is why many recruiters have turned to data driven hiring analytics.

Advantages of Hiring Analytics

	<i>Objective visibility</i> of the recruitment and selection process		Helps in building a sound hiring and retaining strategy proactively
	<i>Hiring process improvement</i>		Aids in reducing the hiring cost
	Aids in creating a robust talent pool and pipeline on a continual basis		<i>Reduces hiring delays and recruitment turnaround time</i>
	<i>Predicts employee / candidate behaviour</i> and helps in retaining the right talent		Get the right talent by assessing the efficacy of varied sourcing channels

With 70% of recruitment administrators expressing enlisting divisions need to be more information focused to improve long haul business sway, the requirement for precise recruiting metrics has never been greater.

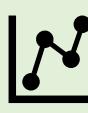
Hiring costs account for **over 30 percent of a mid-sized organization's total working costs**. With such a large amount in question, it's no big surprise that organizations are progressively asking their HR departments to compute these metrics and exhibit their ROI.



Types of People Analytics

Predominantly, there are 4 types of analytics namely **Descriptive**, **Diagnostic**, **Predictive** and **prescriptive analytics**. This classification mainly depends on the data analysis requirement and workflow's stage. These four types of analytics are able to answer everything an organisation wishes to know- from the current scenario to future steps that must be taken in order to solve the problems or optimise a function.

These four types are mainly applied on various stages and none is superior or inferior to another. Instead, it can be stated that all these are interrelated to one another. With the increasing importance of data in today's VUCA world, many organisations rely on these four types of analytics to solve problems and get better insights.

 Diagnostic	<ul style="list-style-type: none">To determine the reason for an event or a set of events that have occurred in the pastMethods: Data Discovery, Data mining, Correlation, Conjoint analysis, Sensitivity analysis, Principal Component AnalysisProbabilities and likelihoods of the events are mainly captured
 Descriptive	<ul style="list-style-type: none">Least complex of the 4 kindsMain Purpose: To understand what is going on and summarize the findingsMethods: Data Aggregation and Data Mining
 Predictive	<ul style="list-style-type: none">Used to predict future outcomes of an eventPredicts probability of occurrence of an eventUses past data to train the model and then predictsMethods: Python, R, RapidMiner etc.
 Prescriptive	<ul style="list-style-type: none">One step ahead of predictive analyticsUses 3 stages and finds the solution for the futureIterations are used to train the model, majorly used in recommendation enginesMethods: Advanced Analytics and Data Sciences

How People Analytics Can Transform Hiring

People analytics is one of the largest growing trends in the Human Resources Field. **As per a recent report by Deloitte on People Analytics – organizations that implement People Analytics in Hiring report over 82% higher 3-year average profit than those who haven't applied these techniques.**

When People analytics is applied to hiring it helps in reducing cost of hiring and cut down the time in recruitment process. Also, when people analytics is applied to hiring processes it can remove biases by differentiating between qualitative and quantitative data and identifying the candidates with right backgrounds for the job. Apart from decreasing the biases in the recruitment process, people analytics if used in hiring can help promote diversity by finding candidates with appropriate skills but different backgrounds. This will in turn become preposition on the lines of **cultural add** rather than becoming a **cultural fit**.

	<p>Assess the most successful talent pipelines so that the organization gets a better idea as to where the spending needs to be done</p>
	<p>Assess the market prices to remain competitive in the market in terms of recruitment and retaining best talent</p>
	<p>Process quality enhancement: People analytics uses predictive analytics to enhance the quality of the process of hiring</p>
	<p>Access and identify cycles of management so that the people's manager gets better understanding of the period when hiring has to be done and when to slow down</p>
	<p>Helps keep tab on the level of diversity and the specific requirements from the recruitment process as to meet the diversity inclusion goals</p>
	<p>Intelligent and efficient sourcing: People analytics analyzes previous data from each source to determine the best performing source from the worst ones</p>

Stages of Hiring



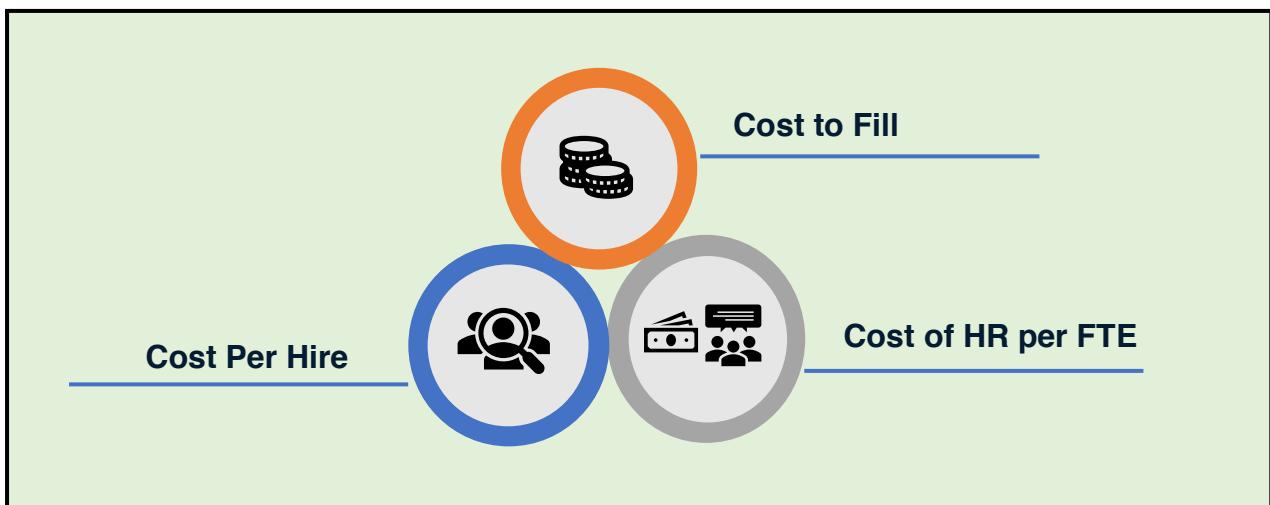
Categorization of Hiring Metrics

According to us, **23 most relevant hiring metrics have been used which have been categorized into 8 categories based on the similarities of the metrics.** The report also classifies the metrics as **lag and lead metrics**. Another classification has been done on the basis of **effectiveness and efficiency metrics**. The Categories are as follows:



Cost Metrics

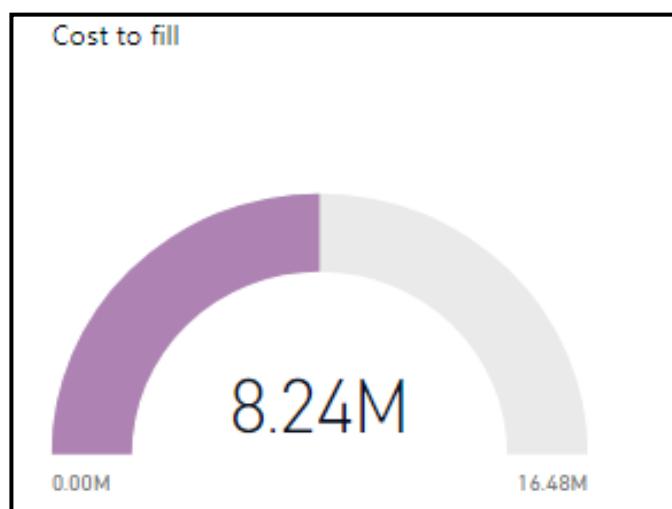
Cost Metrics are used to understand the effect of a process on the financials of an organisation. The Cost metrics in the context of this report are used in the same manner i.e. to understand the financial impact of hiring.



1. Cost to Fill

Cost to Fill metrics measures the total cost to fill a position, from attracting the candidates for the job to onboarding them. This is an important metrics because cost to fill has a measurable impact on the bottom line in larger organisations whereas in smaller organisations it has the potential to make the budget or break it.

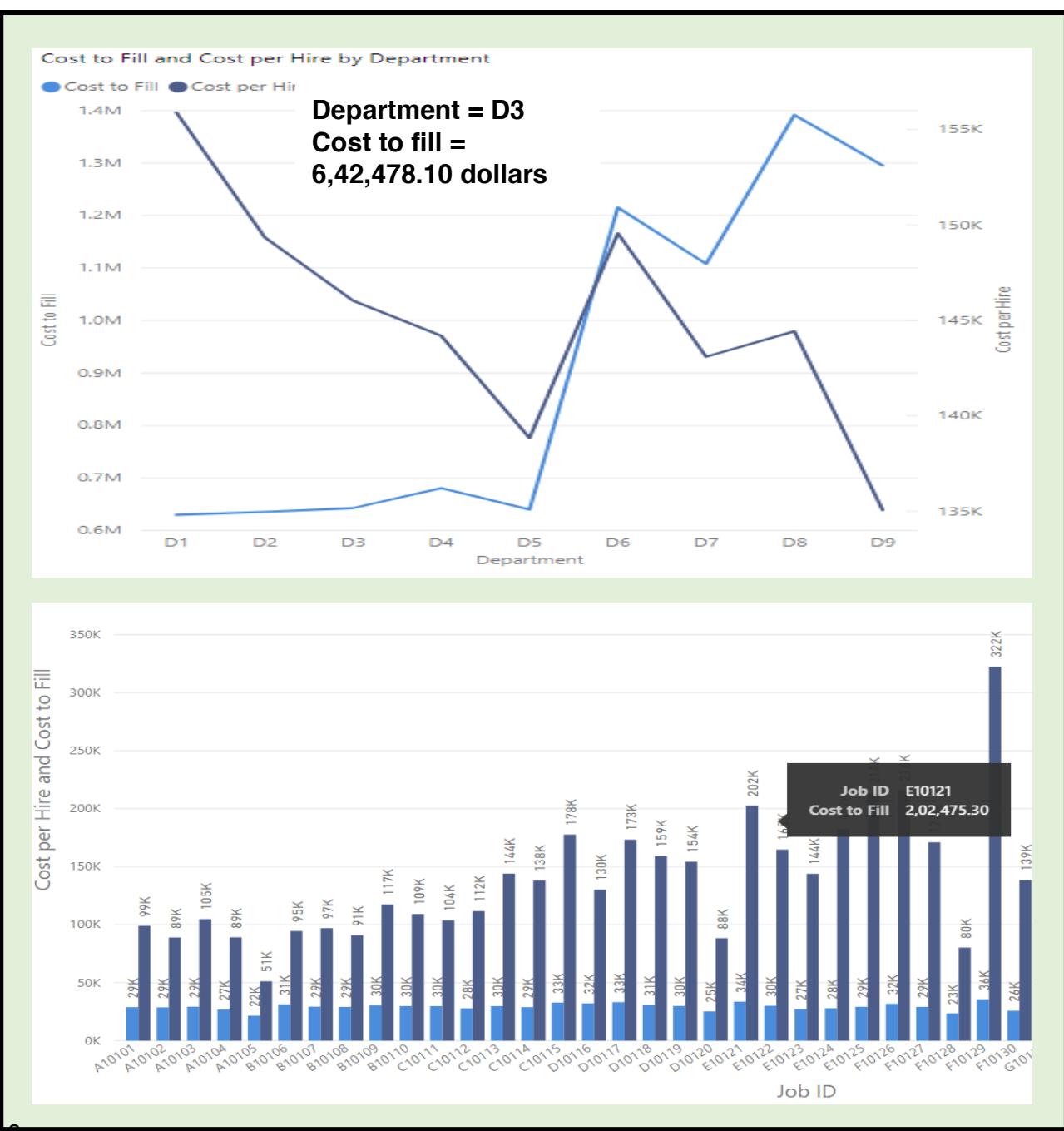
The Dashboard has cost to fill as a metrics which helps the organisation to get a better understanding of financials for the hiring process.



PEOPLE ANALYTICS IN HR, PEOPLE ANALYTICS IN HIRING, APPLICATIONS OF PEOPLE ANALYTICS AND WORKFORCE ANALYTICS, HR TECHNOLOGY, PREDICTIVE ANALYTICS

The formula used for calculating Cost to Fill is as follows:

Cost to Fill = Advertising cost + Agency Cost + Candidate Expense + Other Costs



The figures above show snapshots of the Dashboard depicting the Cost to Fill metrics for various job ID's as well as for different departments that makes it easier to understand the flow of cost and control it accordingly for department-wise as well as job Id-wise.

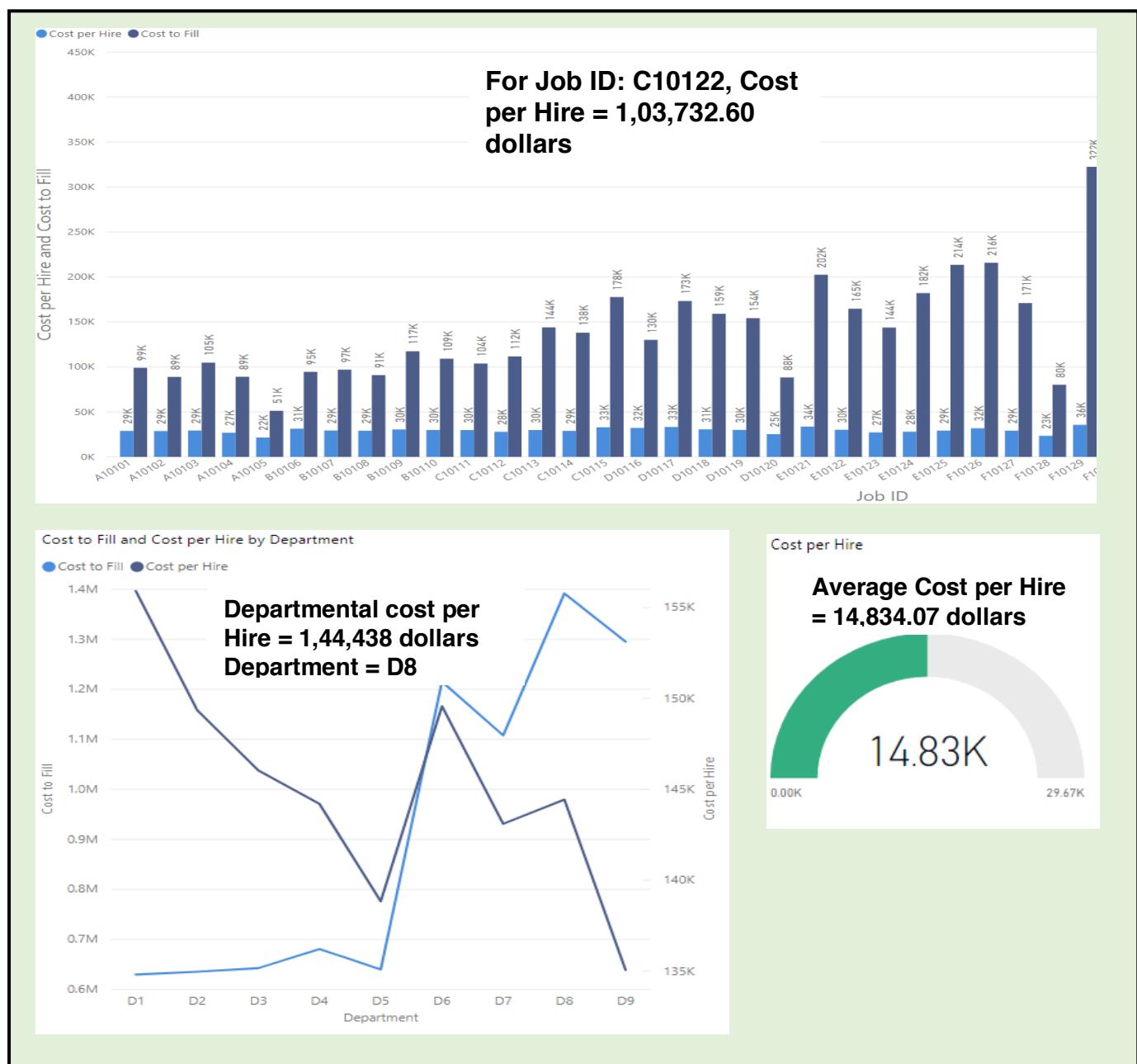
PEOPLE ANALYTICS IN HR, PEOPLE ANALYTICS IN HIRING, APPLICATIONS OF PEOPLE ANALYTICS AND WORKFORCE ANALYTICS, HR TECHNOLOGY, PREDICTIVE ANALYTICS

Observations: For the organisation XYZ, the Job ID I10144 has the highest cost to fill (**approx. 0.4 million dollars**) whereas for Job ID A10105, the cost to fill is lowest (**approx. 51000 dollars**). The difference in the cost to fill becomes a benchmark for the organisation to look at the practices followed for job ID A10105.

Similarly, the cost to fill for department D8 is highest (**approx. 1.3 Million Dollars**) whereas for department D1 the cost to fill is lowest (**approx. 0.6 million dollars**).

2. Cost per Hire

Cost per hire metrics measure how much it costs to the organisation to hire each candidate. Cost Per Hire gives an average value for the job positions and includes both internal costs (Infrastructure costs, Medical costs, Cost corresponding to time spent by manager, cost corresponding to lost productivity and other internal costs) and external costs (Advertising cost, Agency Cost, Candidate Expense, Other Costs).



The above images provide a glimpse of the dashboard, showing figures of Cost per hire for the entire data, for each department and for each Job ID.

Cost per Hire = (Total Internal Costs + Total External Costs)/ Total no. of applications

Total Internal Costs = Infrastructure costs + Medical costs + Cost corresponding to time spent by manager + cost corresponding to lost productivity + other internal costs

External costs = Advertising cost + Agency Cost + Candidate Expense + Other Costs

Observations: For the organisation XYZ, the cost per hire is highest for job ID F10129 (**approx. 35000 dollars**) whereas it is lowest for the Job ID A10105 (**approx. 21000 dollars**). Although the gap is very less, yet the organisation should focus on closing the gap down.

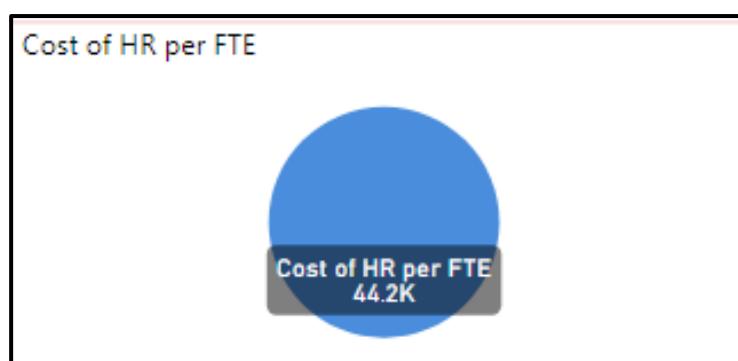
Similar conclusion can be brought on for the departments. The cost per hire is highest for department D1 (**approx. 0.15 million dollars**) whereas it is lowest for department D9 (**approx. 0.13 million dollars**).

3. Cost of HR per FTE

Cost of HR per FTE is a metrics which gives the total spending of an organisation on hiring per full time equivalent. This metrics is useful to understand the expenditure to develop and manage employees.

Generally small organisations have higher cost of HR per FTE than medium or large organisation. The main reason for this is that the increase in staff size leads to distribution of total cost.

The Dashboard shows the Cost of HR per FTE under the miscellaneous section.



Cost per Hire = (Total Internal Costs + Total External Costs)/ Total no. of applications

Total Internal Costs = Infrastructure costs + Medical costs + Cost corresponding to time spent by manager + cost corresponding to lost productivity + other internal costs

External costs = Advertising cost + Agency Cost + Candidate Expense + Other Costs

Time Metrics

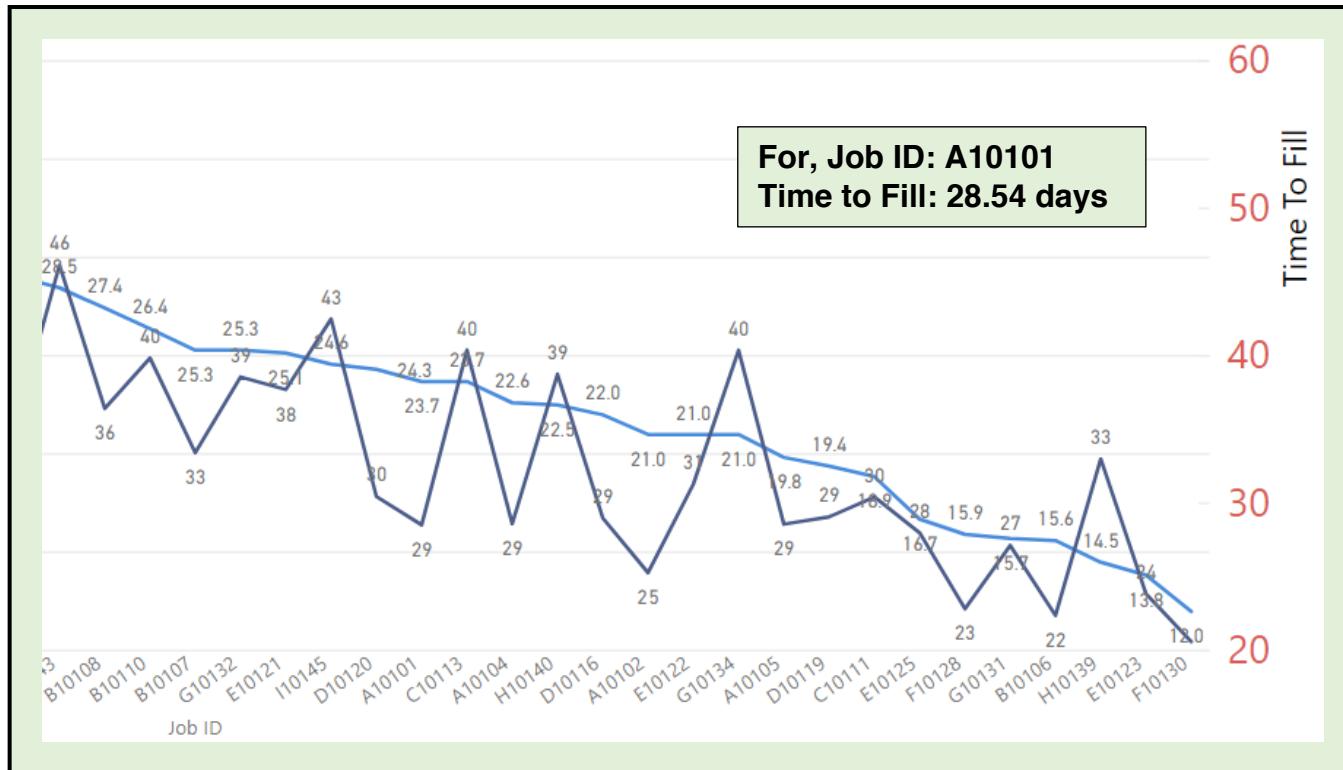


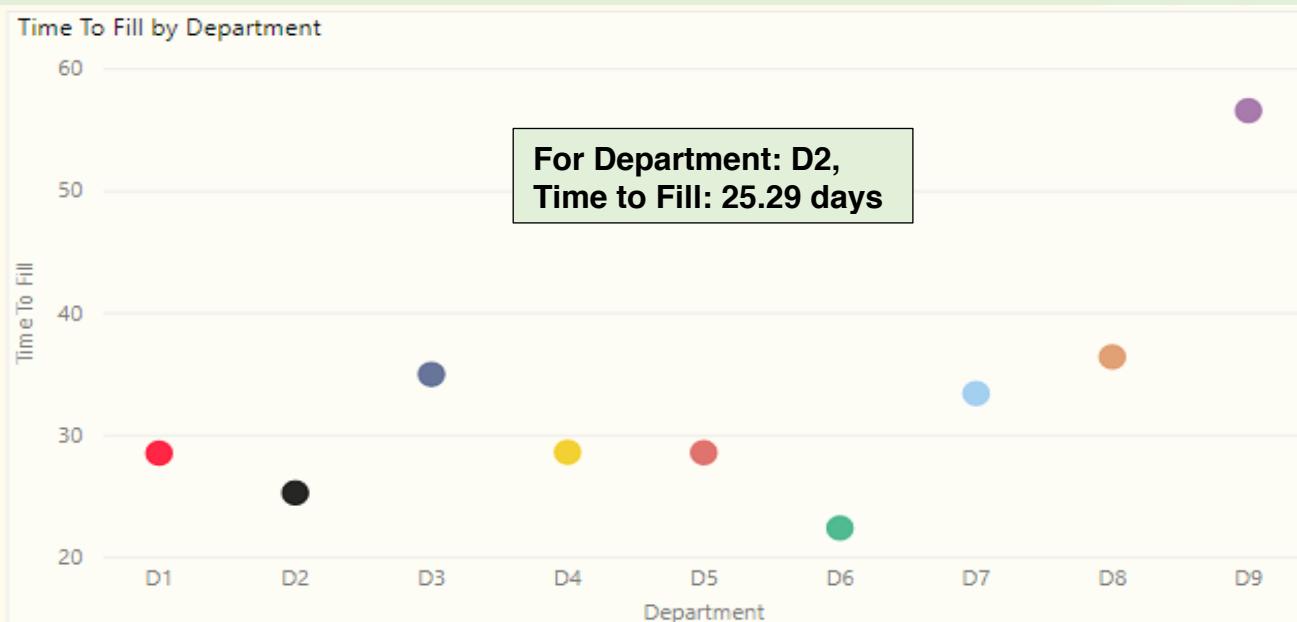
Time Metrics are used to understand the time taken to complete a process. The Time metrics in the context of this report are used in the same manner.

1. Time to Fill

Time to fill can be defined as the time taken to fill a position after the job opening has been filed. This metric becomes important because it can prove important to know the time to get a replacement for an existing employee after he/she leaves the organisation.

**The dashboard shows the Time to fill for different Job IDs and different departments.





Time to Fill = Time taken to find the candidate + Time for approving JD + Time for scheduling a phone call + Time for conducting an interview + Time for Generating offers + Time for candidate's Acceptance of offer letter

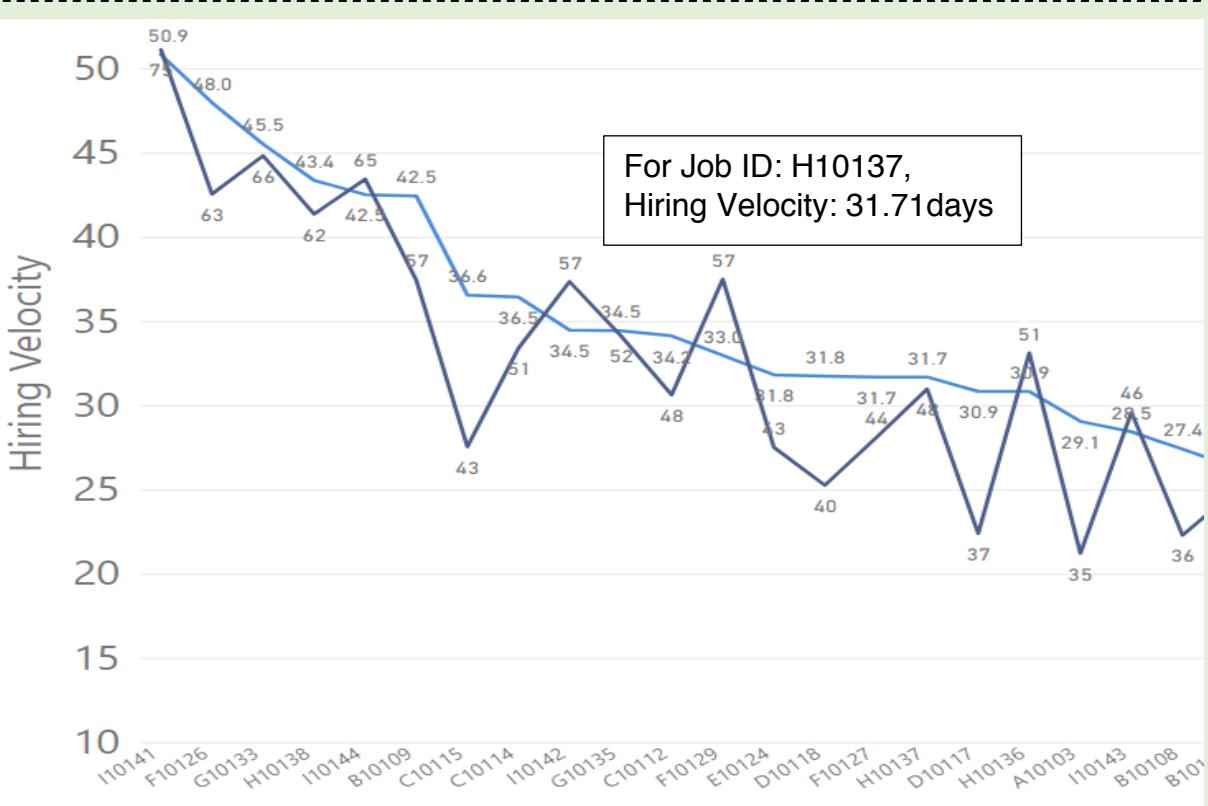
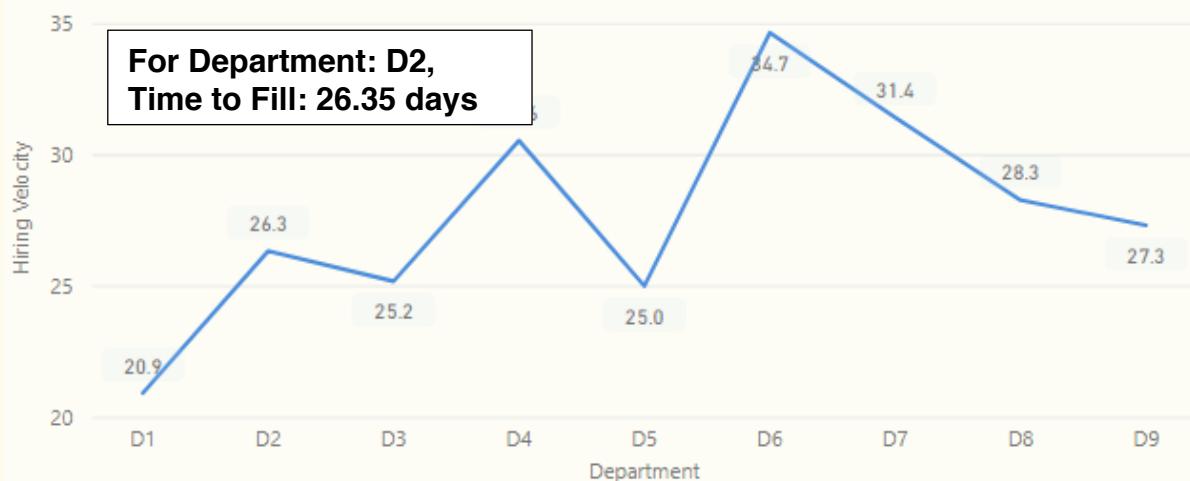
2. Hiring Velocity

Also known as **Time to Hire**, the **Hiring Velocity** measures how long the hiring process takes from job posting to Offer Acceptance by candidate. A good grasp on the hiring velocity can help the organisation become more efficient in the hiring process, if appropriate steps to increase hiring velocity are taken.

The longer a job position stays unfilled, the more is the productivity loss for the organisation in the time taken to hire a new candidate. Also, an inefficient hiring process might make the candidate experience to deteriorate thus causing the appearance of poor talent.

The Dashboard attempts to help the organisation to measure the hiring velocity and take appropriate steps accordingly to become more efficient.

Hiring Velocity by Department



Hiring Velocity = (Time for approving JD + Time for scheduling a phone call + Time for conducting an interview + Time for Generating offers + Time for candidate's Acceptance of offer letter) / (No. of Candidates hired)

Candidate Experience



1. Candidate Experience (Net Promoter Score)

The **Candidate Experience Net promoter score** is based on how employees/candidates answer the question – ***"On a scale of 0 to 10, how likely is that you would recommend XYZ Company as a place of work?"***

Depending on the answers employees or candidates give, their answers can be categorized as follows:

	Promoters: Employees/Candidates that give a score of 9 or 10 for the question. This means the employee/Candidate is satisfied.
	Passives: Employees/Candidates that give a score of 7 or 8 for the question. These Employees/Candidates are neither detractors nor promoters.
	Detractors: Employees/Candidates that give a score of 0 or 6 for the question. These Employees/Candidates are not satisfied.
Net Promoter Score = % Promoters - % Detractors	



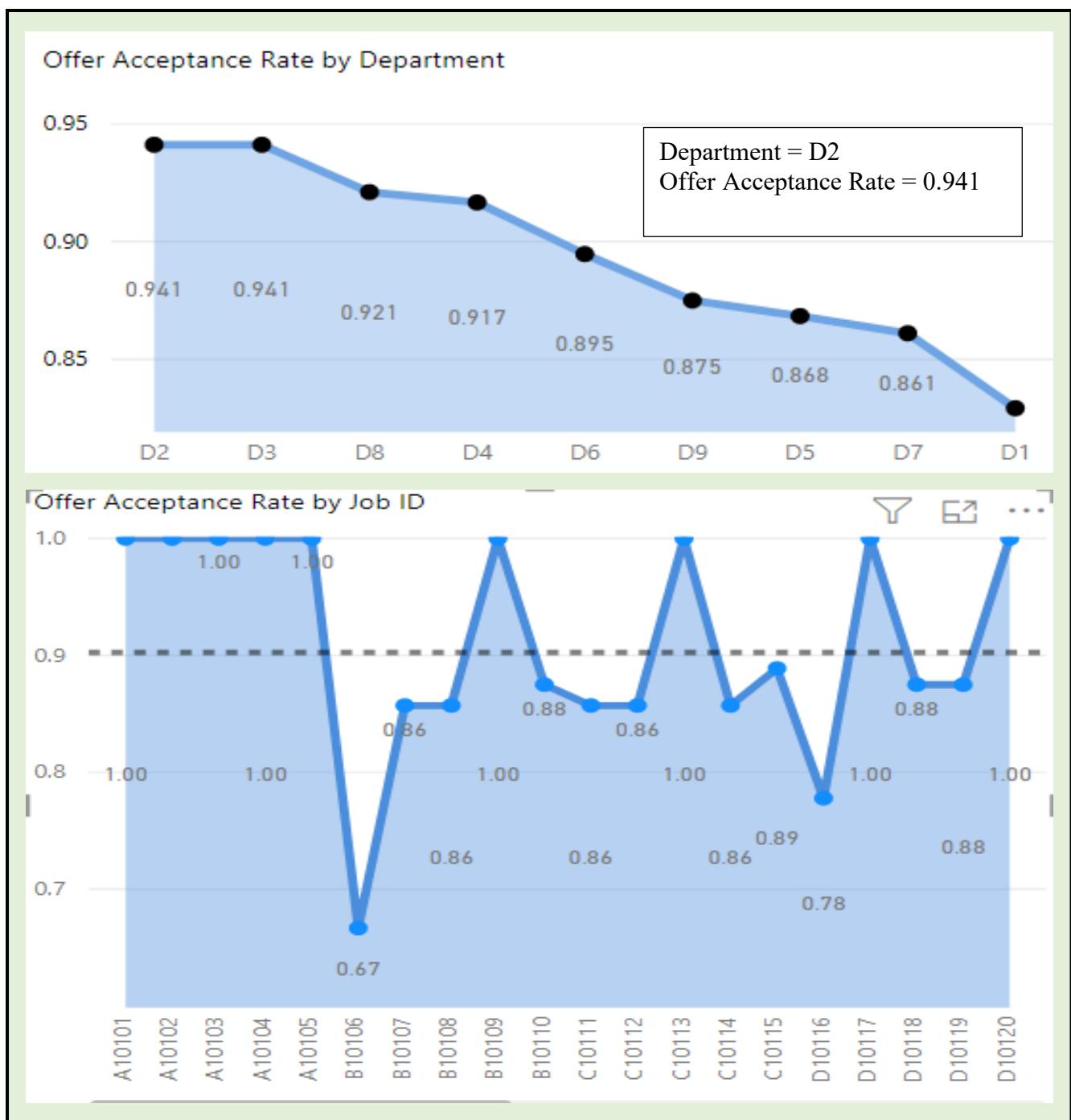
Observation: For the organisation XYZ the net promoter score for **department D1** stands out to be maximum i.e. **1.33%** whereas it is lowest for departments **D3 and D8**. There are **4 departments** which have **negative net promoter score** which means the number of detractors for these departments exceed the number of promoters. Therefore, the organisation needs to understand the issues for these departments and outline the ways to solve the issues.

Same goes for the job IDs. Job IDs **A10101, B10109, E10122** have the highest NPS whereas Job ID **C10111** has the lowest NPS. There are 20 job IDs (44.44%) which have negative NPS.

2. Offer Acceptance Rate

Offer acceptance rate shows the percentage of candidates who accepted the job offer. This metric is used to understand the attractiveness and competitiveness of the job. In case of declining offer acceptance rate, the organisation will not get the level of talent it requires. Therefore, it is evident that Offer Acceptance Rate helps an organisation to find the level of attractiveness and create hiring policies in such a way that the offer becomes more attractive.

The Dashboard shows the offer acceptance rate department wise as well as job ID wise and thus acts as a lens which shows the problematic areas.



Observations: As it is evident from the figure that departments D2 and D3 have the highest Offer Acceptance Rate (**around 94%**) whereas department D1 has the lowest (**approximately 83%**). Also, there are **19 Job IDs** for which the offer acceptance rate is 100%. Also these are the same Job IDs for which the Offer acceptance rate is greater than the average offer acceptance rate for the Job IDs whereas Job ID **B10106** has the **lowest offer acceptance rate of 67%** which is **34% lower** than the average offer acceptance rate.

From this data we can conclude that Department D1 and Job ID B10106 have the lowest attractiveness in the organisation. Hence, necessary steps have to be taken to improve the attractiveness so that the right talent can be hired at these areas.

$$\text{Offer Acceptance Rate} = (\text{Offers Accepted}/\text{Offers Extended}) * 100$$

Process Efficiency



Applicants Per Job Opening

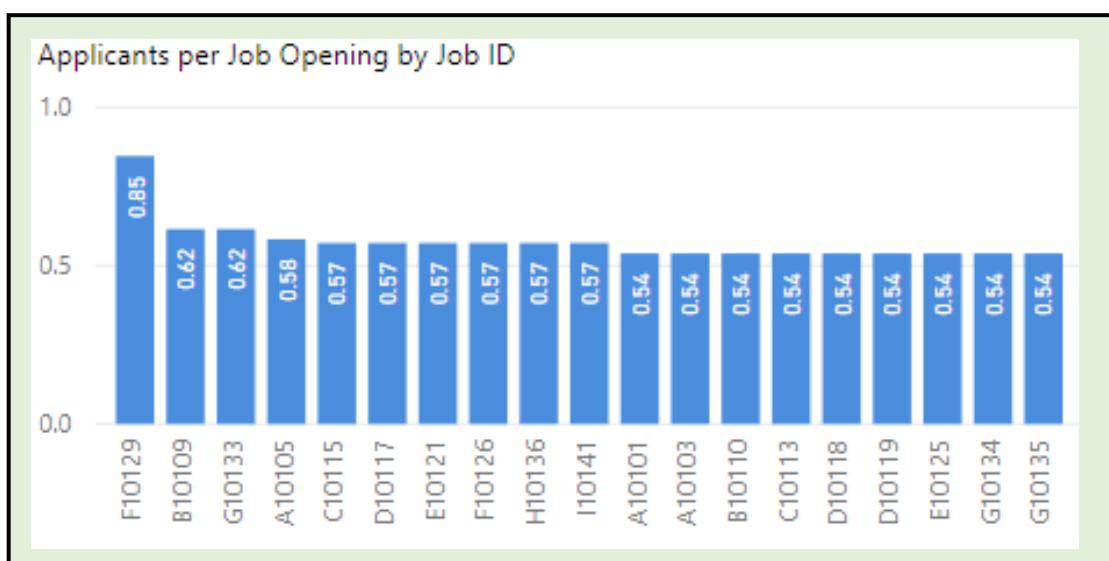


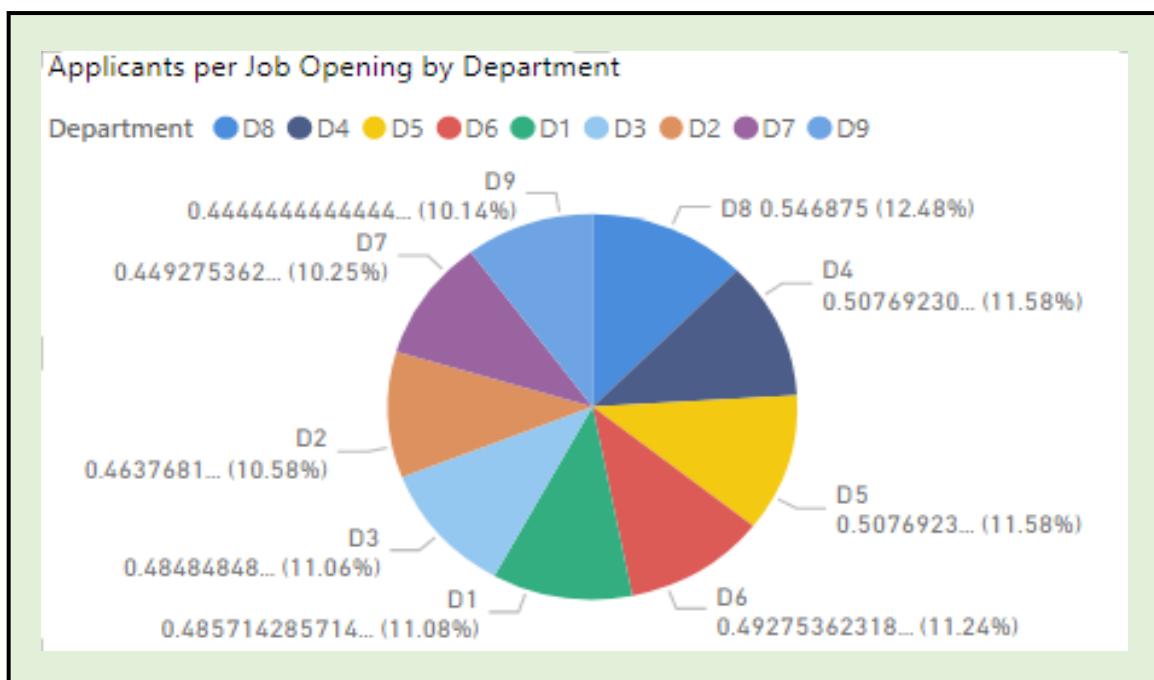
Recruiter's Efficacy

1. Applicants per Job Opening

Applications per job Opening metrics shows the number of applicants for each job opening. This metrics is a measure of the attractiveness of the job. The more attractive a job is, the more are the number of applicants.

Therefore, tracking this metrics becomes important for an organisation because the greater the applicants per job opening, the more talent an organisation has to choose from.





Applicants per Job Opening = (Number of Applicants hired/number of applications received)

Observations: The organisation XYZ shows certain trends as far as Applicants per job opening is concerned.

The job ID F10129 has the highest applicants per job opening ratio (**around 85%**) whereas F10128 has the least ratio (**approx. 23%**).

Also, for the various departments in XYZ, the ratios are very close (**from 45% to 54%**) with D8 having the highest ratio.

The dashboard clearly shows that job ID F10129 is very popular whereas job ID F10128 is least attractive. Same conclusion can be drawn for the departments as well. Although the ratios for various departments have slight differences, yet we can clearly see that the applicants prefer to work in department D8 as compared to other departments.

2. Recruiter's Efficacy

Recruiter's efficacy metrics displays the percentage of qualified candidates recruited by the recruiter for the job. The higher the Efficacy for a recruiter, the better it is for the organisation because the organisation gets better returns for the same amount of money spent. The Recruiter's Efficacy helps in identifying the improvement areas for individual recruiter. This data can be used to do a drill down analysis by finding out which recruiters are below the average score.

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Observations: The dashboard provides relevant information in form of a table. The dashboard has the data for XYZ. XYZ has 27 recruiters in 9 departments. The table shows the efficacy data of each recruiter with respect to each department.

Considering Department D1 in the organisation, it is evident that 6 recruiters have the efficacy value below average (**0.48**). Therefore, it is easy to identify the recruiters that have to be analysed.

Column8	D1	D2	D3	D4	D5	D6	D7	D8	D9
Recruiter6	0	0.333333333	0.428571429	0.666666667	0.6	N/A	N/A	N/A	N/A
Recruiter10	0.333333333	0.5	1	0.666666667	0	N/A	N/A	N/A	N/A
Recruiter14	0.4	0.166666667	0.6	0	0.5	N/A	N/A	N/A	N/A
Recruiter7	0.4	0.5	0.6	0.5	0.6	N/A	N/A	N/A	N/A
Recruiter8	0.4	0.5	0.5	0.6	0.5	N/A	N/A	N/A	N/A
Recruiter5	0.428571429	0.666666667	0.5	0.75	0.333333333	N/A	N/A	N/A	N/A
Recruiter1	0.5	0.5	0.6	1	0.666666667	N/A	N/A	N/A	N/A
Recruiter12	0.5	0.5	0.4	0.5	0.333333333	N/A	N/A	N/A	N/A
Recruiter2	0.5	0	0.666666667	0.375	0	N/A	N/A	N/A	N/A
Recruiter9	0.5	0.4	0.5	0.25	0.6	N/A	N/A	N/A	N/A
Recruiter4	0.6	0.375	0.4	0.333333333	1	N/A	N/A	N/A	N/A
Recruiter13	0.666666667	0.666666667	0.2	0.6	0.5	N/A	N/A	N/A	N/A
Recruiter15	0.666666667	0.6	0.333333333	0.5	0.6	N/A	N/A	N/A	N/A
Recruiter3	0.666666667	0.6	0.4	0.5	0.75	N/A	N/A	N/A	N/A
Recruiter11	0.75	0.75	0.571428571	0	0.5	N/A	N/A	N/A	N/A
Recruiter16	N/A	N/A	N/A	N/A	N/A	0.5	0	0.8	0.333333333
Recruiter17	N/A	N/A	N/A	N/A	N/A	0.5	0.6	0.8	0.25
Recruiter18	N/A	N/A	N/A	N/A	N/A	0.5	0	1	0.333333333
Recruiter19	N/A	N/A	N/A	N/A	N/A	0.4	0.625	0.571428571	0.666666667
Recruiter20	N/A	N/A	N/A	N/A	N/A	0.5	0.444444444	0.6	1
Recruiter21	N/A	N/A	N/A	N/A	N/A	0.2	0.5	0	0.166666667
Recruiter22	N/A	N/A	N/A	N/A	N/A	0.666666667	0.5	0.428571429	0.333333333
Recruiter23	N/A	N/A	N/A	N/A	N/A	0.5	0.75	0.4	0.5
Recruiter24	N/A	N/A	N/A	N/A	N/A	0.666666667	0.166666667	0.625	0.4
Recruiter25	N/A	N/A	N/A	N/A	N/A	0.6	0.5	0.25	0.555555556
Recruiter26	N/A	N/A	N/A	N/A	N/A	0.333333333	0.5	0.4	0.333333333
Recruiter27	N/A	N/A	N/A	N/A	N/A	0.333333333	0.571428571	0.5	0.571428571

Recruiter's Efficacy = (Successful placements made/ Total Jobs Worked)

Sourcing Analysis



Sourcing Efficiency



Sourcing Channel Effectiveness



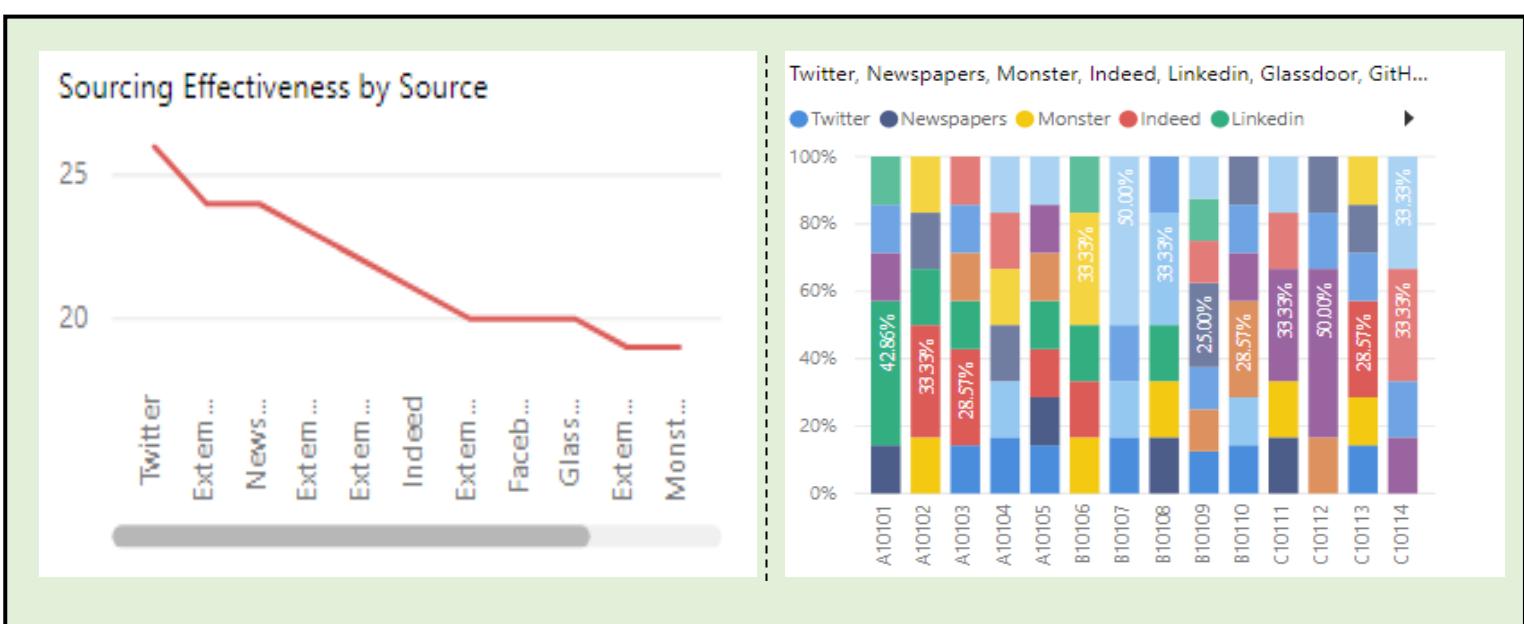
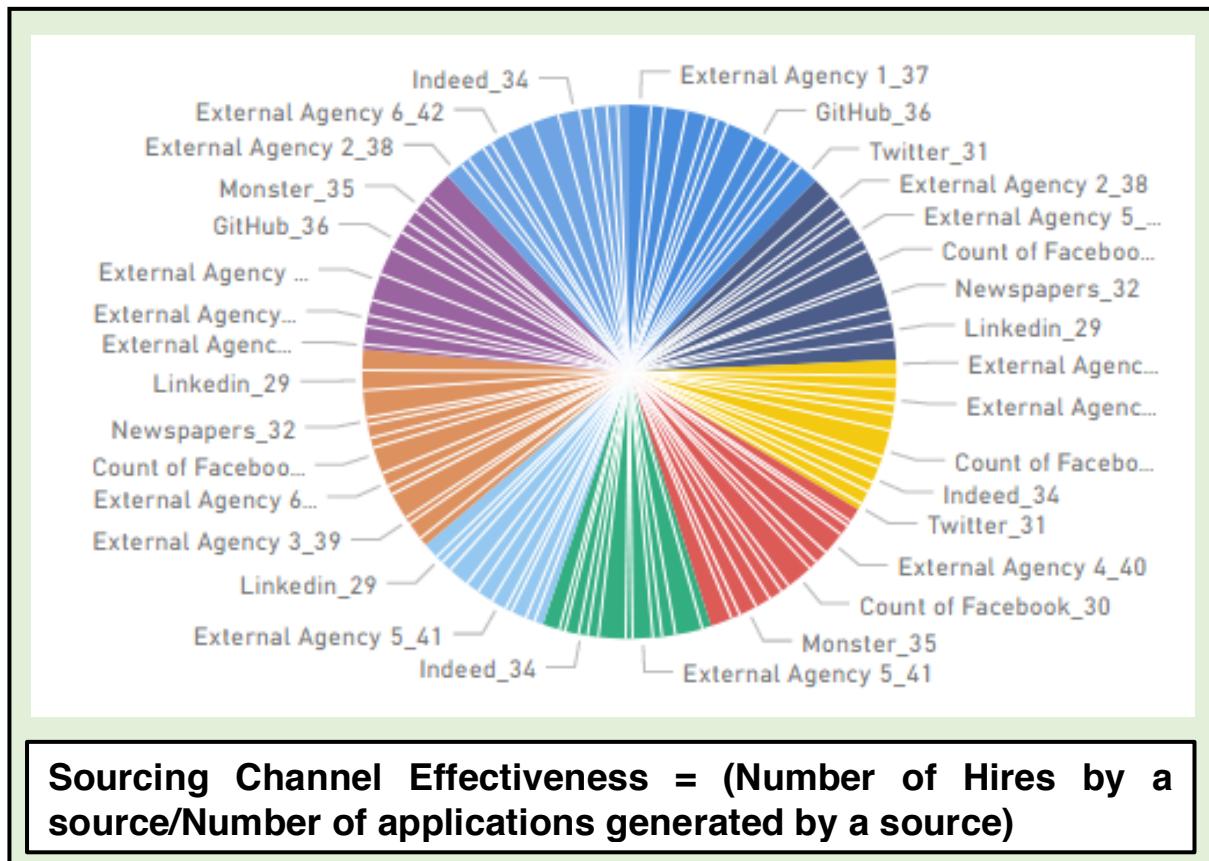
Submissions per Hire



Number of Referrals Hired

1. Sourcing Channel Effectiveness

Sourcing channel effectiveness helps in measuring the conversions for every channel used. By comparing the percentage of applications with the percentage of hires, effectiveness of a sourcing channel can be judged easily. By judging the effectiveness, the decision of using a channel for hiring become clear.

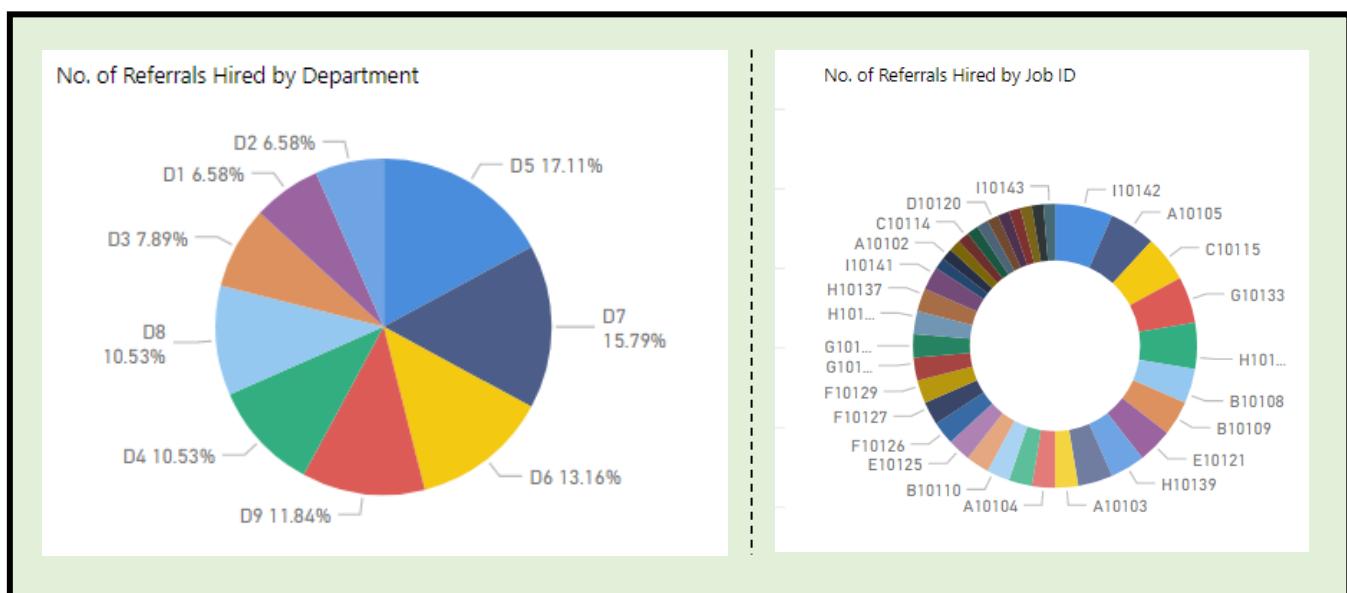


Observation: In case of organisation XYZ, LinkedIn has the best sourcing effectiveness for Job ID A10101. Similarly, for department D1, External Agency 5 has the best sourcing effectiveness. So, it can be concluded that using LinkedIn and External Agency 5 are the most effective source for the Job ID A10101 and department D1 respectively. Similar deductions can be made by using the dashboard for remaining departments and Job IDs.

2. Number of Referrals Hired

Number of Referrals Hired as a metrics shows the effectiveness of the use of employee referral system for hiring. The more the number of referrals hired is, the more effective is the referral system of the organisation. The importance of referral system for an organisation comes from the fact that referrals are more likely to acclimate to the culture of the organisation. Also, hiring referrals is a cheaper option for the organisation because sourcing and screening costs are removed by the process. But, a recruiter should also be aware of the fact that people are likely to refer those who are similar to them in some respects. This creates quite an homogenous workforce. Thus, achieving a balanced selection through referral channel is the key to avoid hiring people with similar mindsets.

The dashboard gives an idea to the organisation about the number of referrals hired by both department as well as job ID.



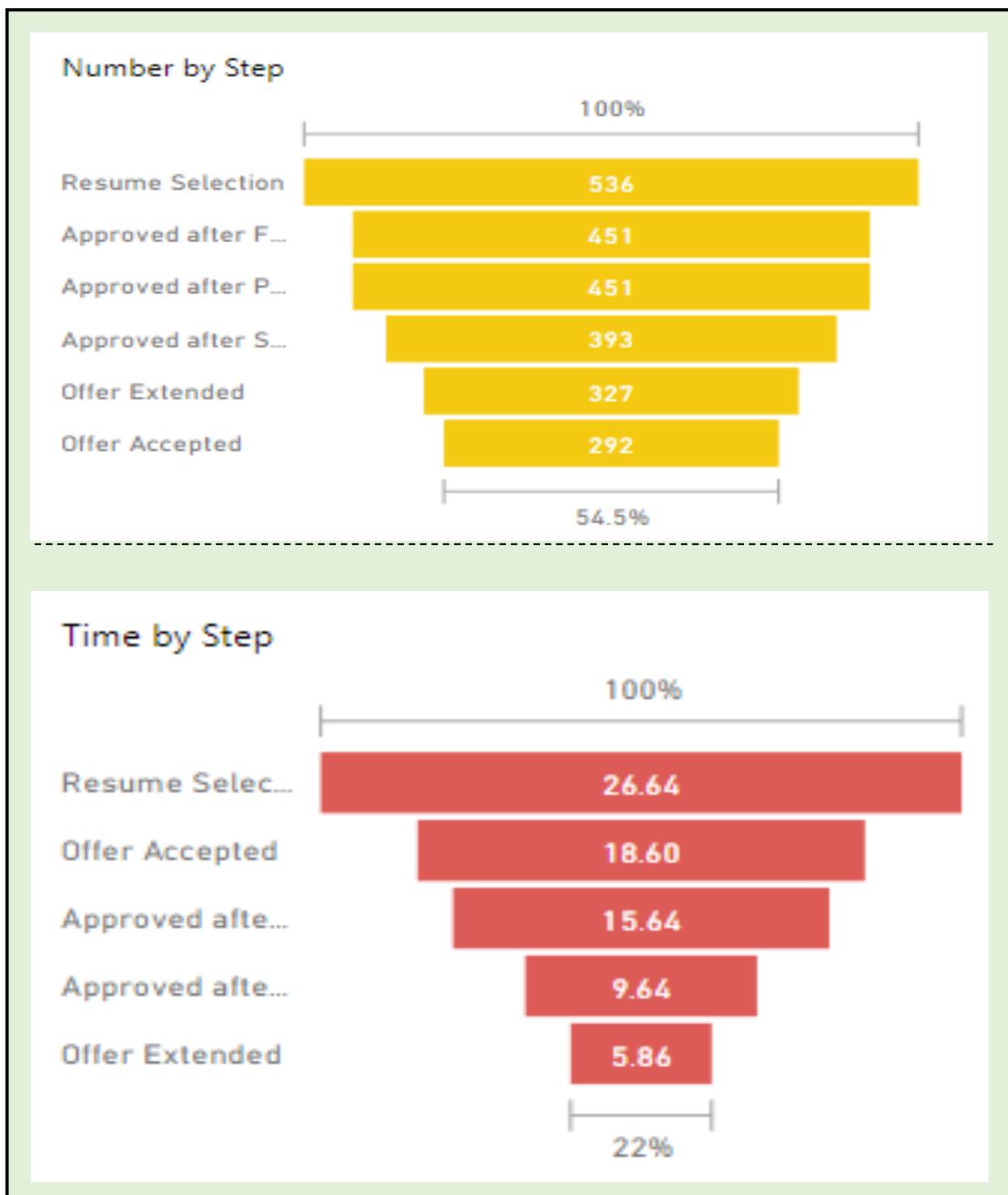
Observations: Looking at the context of organisation XYZ, it can be seen that department **D5** has the **highest** number of referrals hired (**approximately 18% of the total**) whereas departments **D1 and D2** have the lowest (**approximately 6.5% of the total**).

Also, Job ID I10142 has the highest number of referrals hired (**around 11% of the total**) whereas 9 Job IDs have **not hired** any referrals.

3. Sourcing Efficiency

Sourcing efficiency depicts the overall efficiency of the recruitment channels to raise a good candidate pool. It also shows the number of candidates that get filtered out at each stage. Sourcing efficiency also takes account of the time taken at each step of hiring.

The dashboard shows the sourcing efficiency for a 6-step hiring process. The efficiency is shown in two ways; one by the number of candidates selected in each step in the hiring process and second by the time taken at each hiring stage.



Pipeline Quality

Pipeline quality is a measure of the quality of hires. It involves 4 yield ratios namely R1, R2, R3 and R4.



$R1 = (\text{No. of candidates shortlisted}/ \text{no. of resumes})$

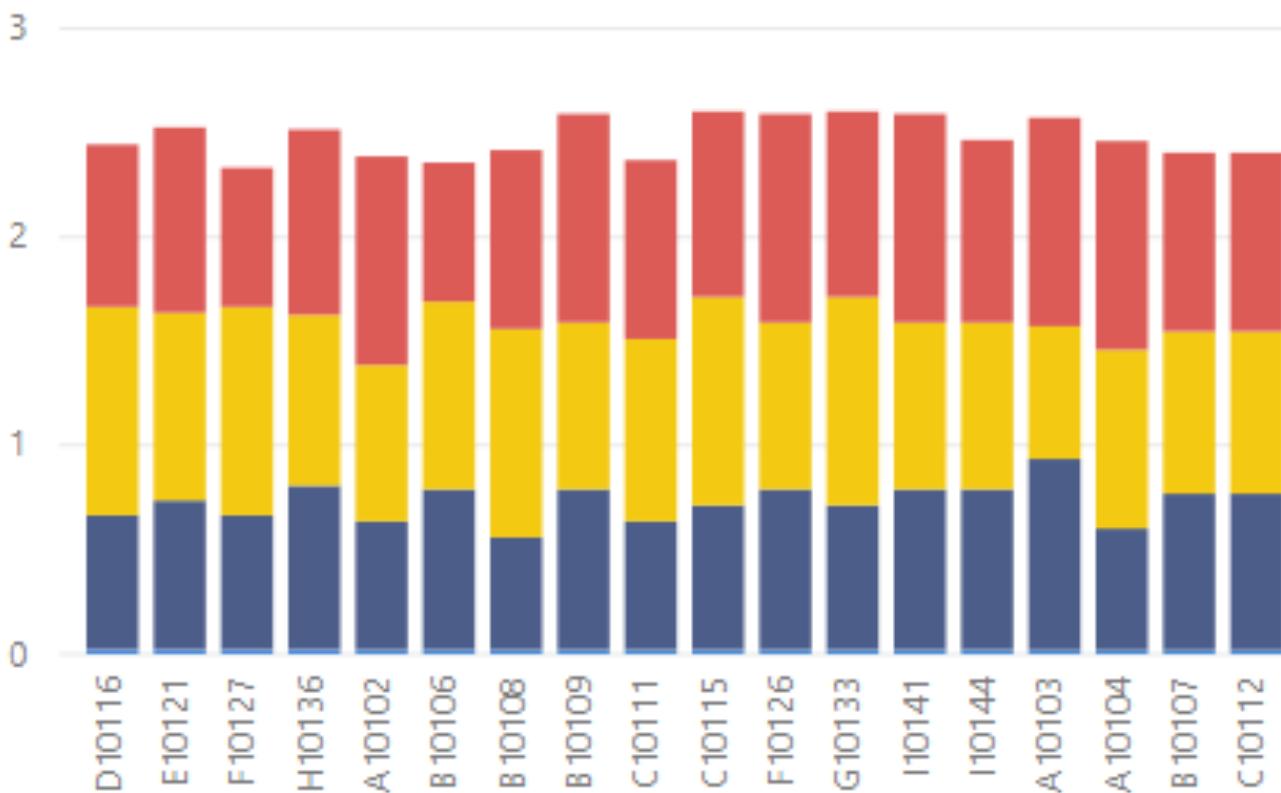
$R2 = (\text{No. of interviews}/ \text{no. of candidates})$

$R3 = (\text{No. of offers}/ \text{no. of interviews})$

$(R4 = \text{No. of offers accepted}/\text{no. of offers made})$

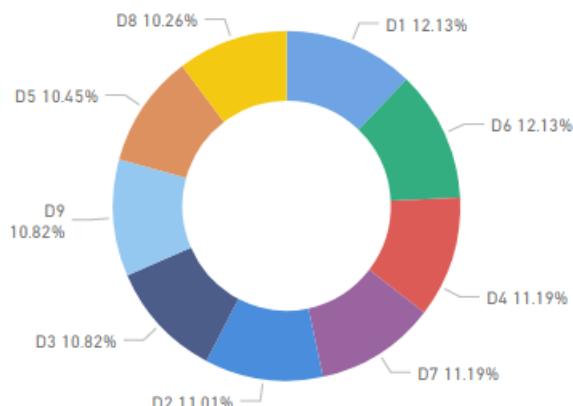
R1, R2, R3 and R4 by Job ID

● R1 ● R2 ● R3 ● R4

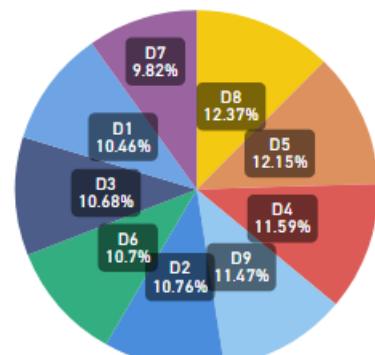


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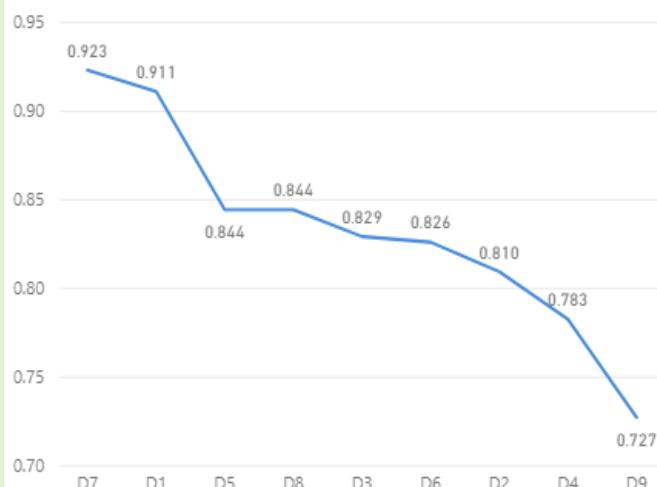
R1_1 by Department



R2_2 by Department



R3_3 by Department



R4_4 by Department



Observations: For the organisation XYZ, R1 is approximately same for all the Job IDs, R2 is highest for A10103, E10125, F10129 (**approximately 92%**), R3 is highest for E10125 (**approx. 90%**) and R4 is **100%** for 19 Job IDs.

Looking at the departmental numbers, D1 & D6 have the highest percentage BI for the ratio R1, for R2, D8 has the highest ratio (**12.37%**) which is **25% more** than the lowest ratio, for R3, D7 has the highest ratio (**92.3%**) which is **28% more** than the lowest value and D2 & D3 have the highest ratio (**94%**) which is **13% more** than the lowest value.

Job Advertising



Click Through Rate
(Website to career site)



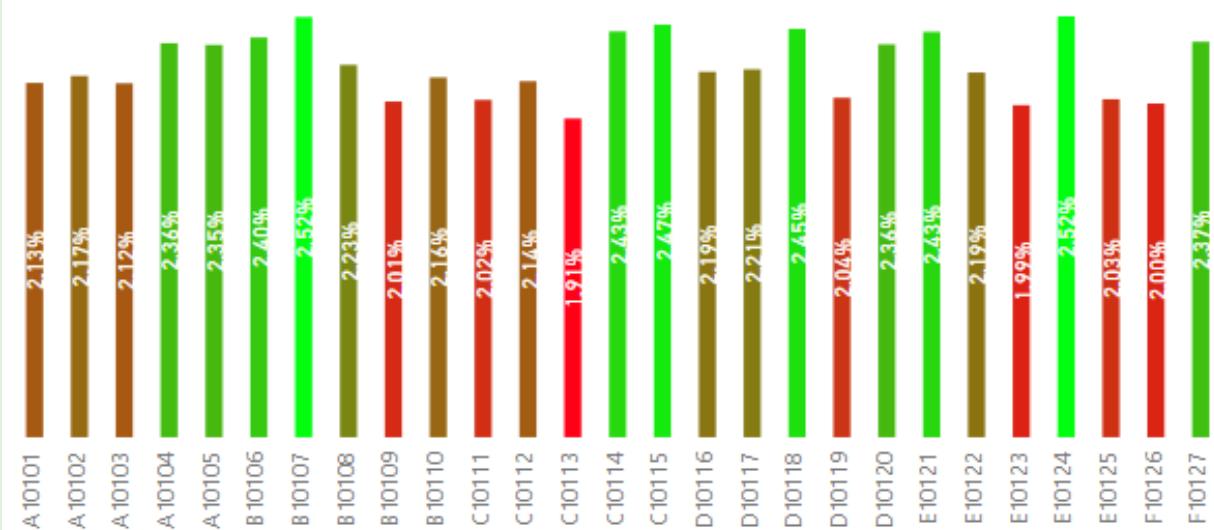
Click Through Rate
(Career site to Job advertisement)

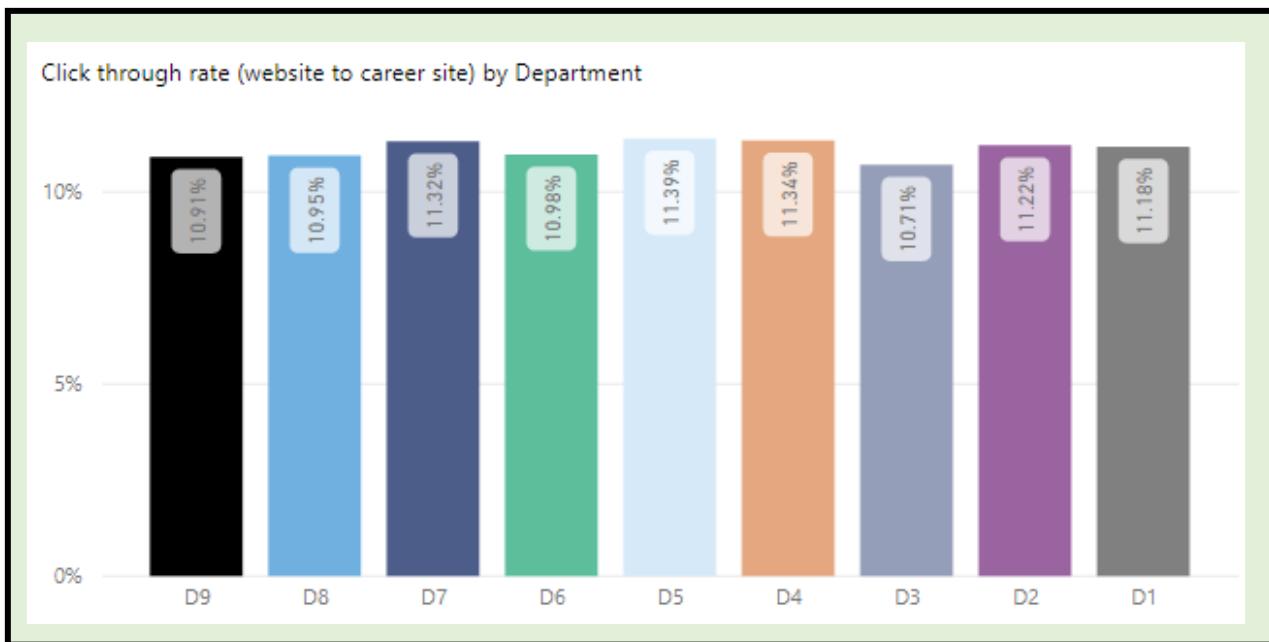
1. Click Through Rate (Website to Career Site)

Click Through Rate is defined as the number of clicks advertisers receive on ads per number of impressions. *Here, the meaning remains the same but instead of ads clicks on the career site are counted.* The metrics gives an idea of how many visitors who are visiting the website actually go to the career site. The more the click through rate means the better is the advertising for the job.

The dashboard measures the click through rate for Job IDs as well as Departments.

Click through rate (website to career site) by Job ID



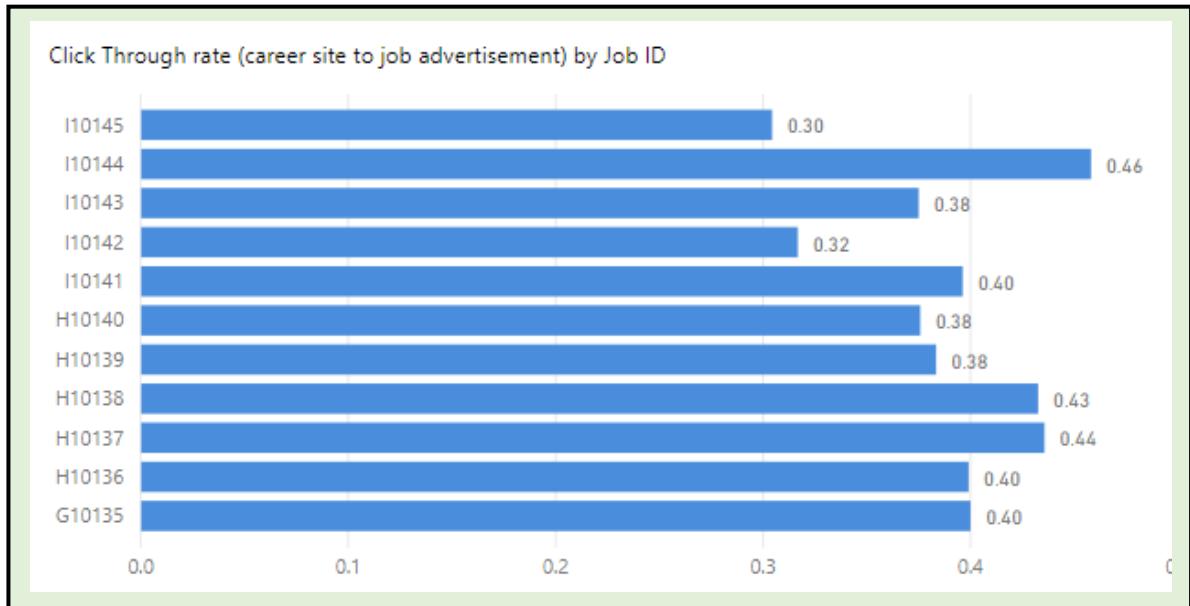


Observation: For the organisation XYZ, The Click Through Rate (website to career site) is highest for department D9 (**approx. 11.4%**) whereas it is lowest for the department D3 (**approx. 10.7%**). Similarly, it is highest for Job ID E10124 (**2.52%**) whereas it is lowest for the Job ID C10113 (**approx. 1.9%**).

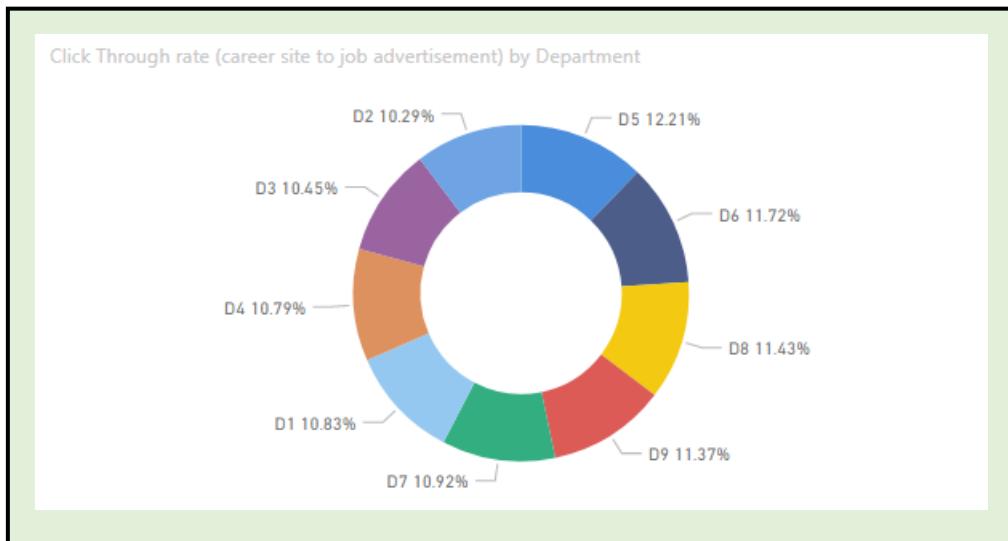
2. Click Through Rate (Career Site to Job Advertisement)

The meaning of ***Click through rate (career site to Job advertisement)*** is similar as that of CTR (website to career site). The only difference is that the number of clicks on the job advertisement are counted. The metrics gives an idea of how many visitors who are visiting the career site click on the job advertisement. The more the click through rate means the better is the advertising and positioning for the job.

The dashboard measures the click through rate for Job IDs as well as Departments.



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Observations: Looking at the data for the organisation XYZ, the CTR (career site to job advertisement) is highest for department D5 (**12.21%**) whereas it is lowest for department D2 (**10.29%**). Department D5 has a CTR which is almost **19% higher** than the department D2 which has the lowest CTR.

Similarly, for the Job ID A10104, the CTR (career site to job advertisement) is 0.48 whereas it is lowest for Job ID E10124 (0.26). Job ID A10104 is **84% higher** than E10124.

Miscellaneous



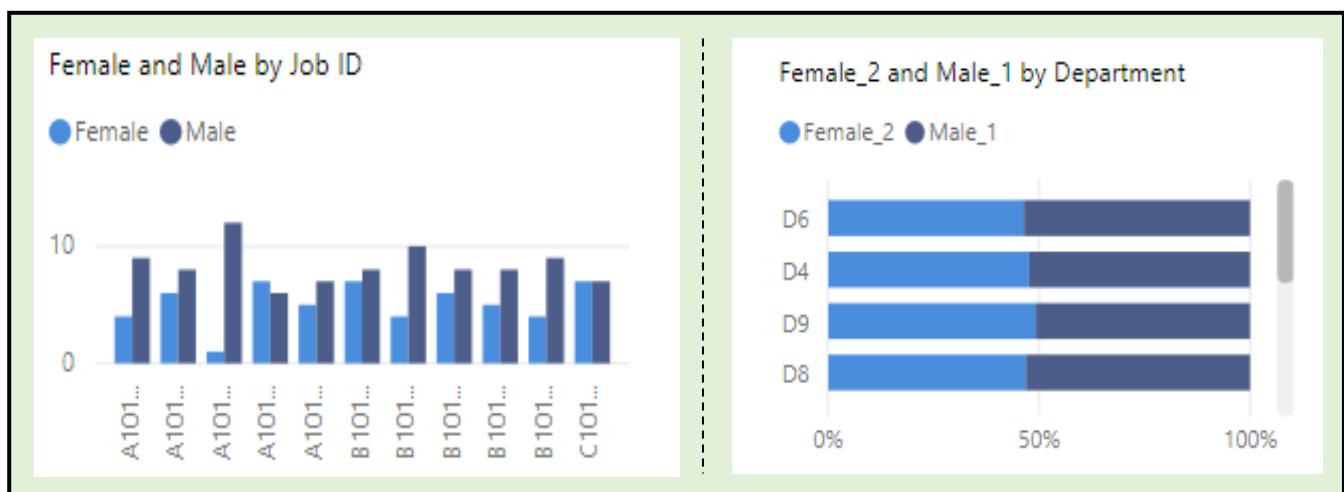
Male to Female Ratio



Success Ratio by Source

1. Male to Female Ratio

As the name suggests, **Male to Female ratio** gives the number of Males hired to number of females hired in the hiring process. The ratio becomes an important metrics because of the fact that diversified workforces are of paramount importance. These diversified workforces bring in newer perspectives for the organisation and hence measuring the male to female ratio becomes important for an organisation.

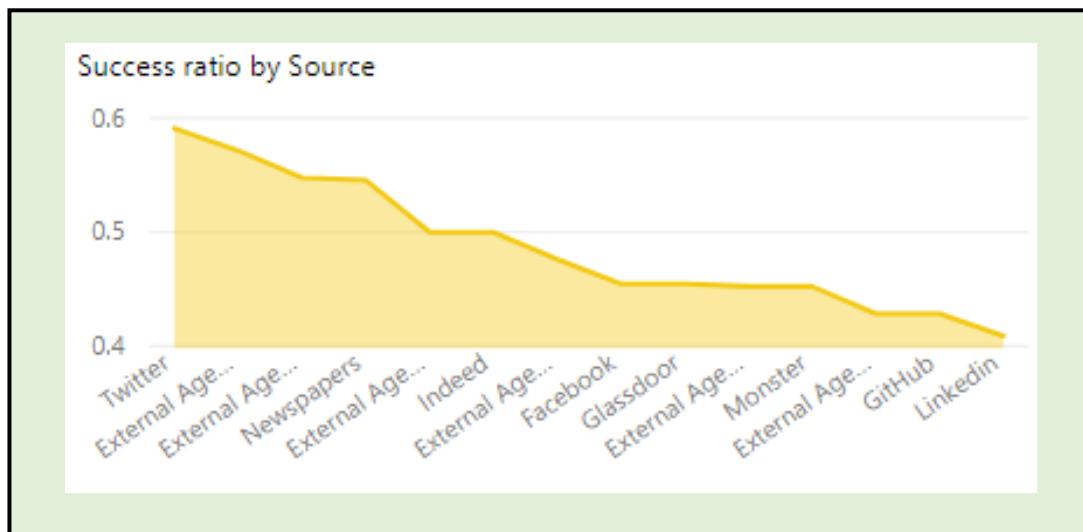


Observations: For the organisation XYZ, male to female ratio for department D9 is **closest to 50%**. For Job ID C10111, D10117, I10145, Male to Female ratio is **exactly 50%**.

2. Success Ratio by Source

Success ratio by source is the fraction of successful hires among the total number of applicants for each source. The success ratio by source gives the most valuable source of hire for a particular job id or a department. Because every source of hire is a cost to the company, therefore it is important to know which source is the most efficient. Success Ratio by Source equips the managers with the knowledge of efficiency of each source

The Dashboard gives the ratio for each source:



Observations: For the organisation XYZ, “Twitter” comes out to be the most successful source with the success ratio of **59%** whereas LinkedIn comes out to be the least successful source with the success ratio of **41%**.

Conclusion

In today's world people analytics has become an integral part of business and is taking the world by storm. People analytics has started serving as a tool for improving the quality of hiring. It is developing at a tremendous rate and has started to influence decision making processes because of the data predicted. By using the lead metrics, the people analytics can predict the path to be taken so as to achieve beneficial results. The future may see the development of many applications which can be used to help the organisations take a leap towards the future.

The dashboard generated can also be used in a similar manner. Since it has a mix of both lag and lead metrics, it can either be used to judge a problem beforehand and take suitable steps to avoid it or to understand the issues that have occurred and prepare for the future by putting strategies in place to avoid the circumstances that have occurred.

The Dashboard can have multiple impact points by aligning it with the feedback app and generating alerts in the form of messages to the necessary recipients by using Internet Of Things (IoT). This way a potential issue can be found out and tackled with in the initial stage. This step will create a focus on individual attention and hence will create a better management system in the long run.

The predictions and trends observed from this dashboard can further be integrated with Artificial Intelligence and Machine Learning powered systems that can send alerts to managers and executives about potential challenges and recommendations to tackle the same.

Another effective use of the dashboard comes in the form visual aid. Since the data can be hard to monitor and interpret, even for experienced analysts, therefore, the dashboard converts the data into understandable formats so that it can be used in a much better way by the organisations.

Research Calendar – HR Sagacity

Awaited Reports:

Assessing the Impact of COVID – 19 on North American Economy.....	May 2020
Applications of People Analytics on Hiring.....	May 2020
Report on Remote Work Tools & Technologies 2020.....	May 2020
Report on The Future of Work.....	June 2020
Applications of People Analytics on Performance Management.....	June 2020
Report on Workday – How is it different from other HCM Suites.....	July 2020
An Account of Successful Mergers and Acquisitions.....	July 2020
Employment Legislative Changes in North America.....	July 2020

Awaited Articles & Thought Papers:

Remote Work Wiki and Policy Guidelines.....	May 2020
Remote Work Expectations and Behaviours.....	May 2020
Remote Work Culture – Key Aspects to Consider.....	May 2020

Awaited Training Programs to be Released

Managing Employee Compensation & Benefits Program.....	June 2020
Recruiting 101.....	August 2020

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