

MBS603 Data, Metrics, Reporting and Analytics

data analysis presentation

Prepared and presented By:

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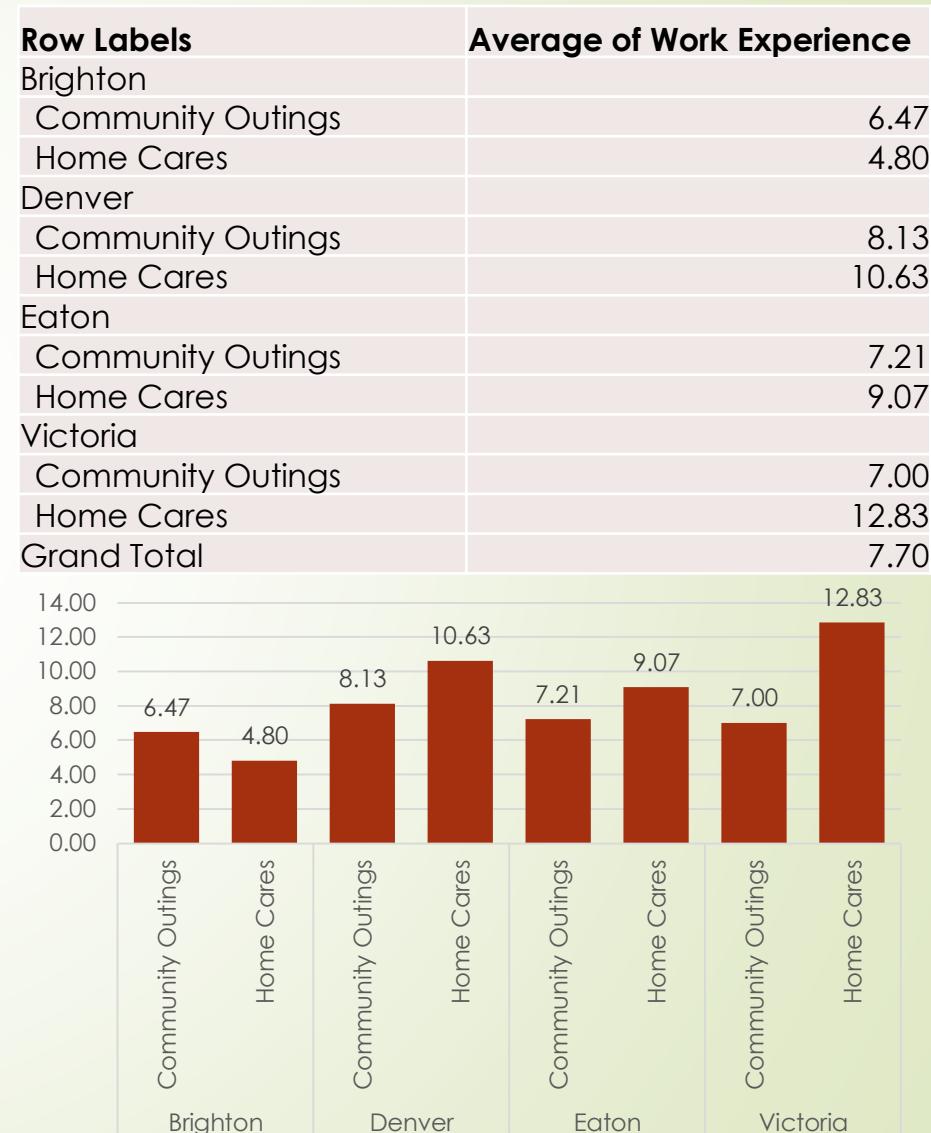
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INTRODUCTION

- ▶ The data analysis project aims to identify and examine the differences in HRM performance and practices across the four locational branches and between the two business divisions of the case study organization.
- ▶ For holistic and targeted analysis, metrics have been carefully selected under the categories of staff characteristics, efficiency measures, effectiveness measures, and business outcomes.

STAFF CHARACTERISTIC: WORK EXPERIENCE

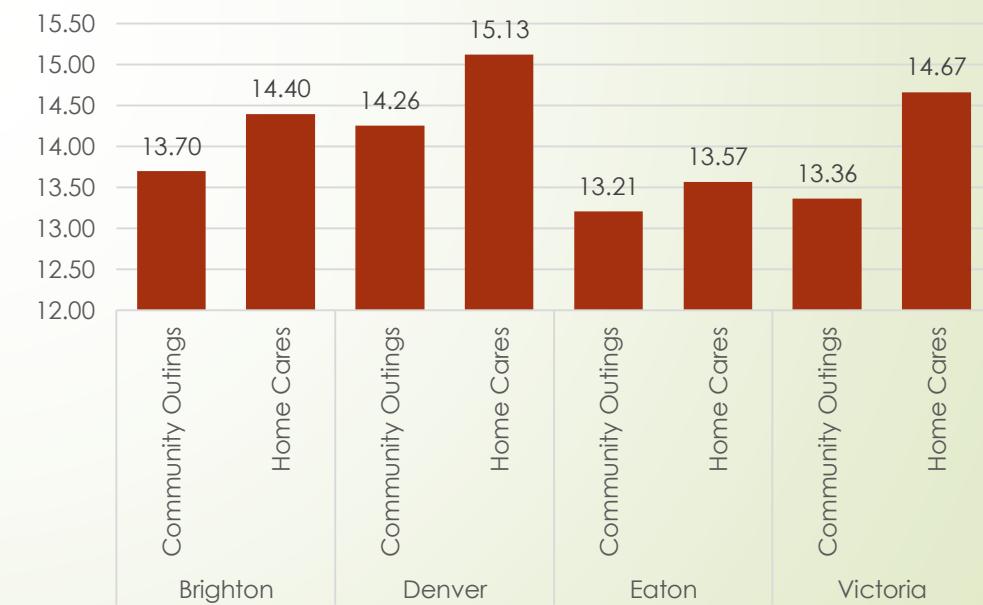
- ▶ To explore staff characteristics, two metrics of work experience and education are particularly selected, as these measures are related to the skills and competence aspects of HRM.
- ▶ Findings show that in overall terms employees have a work experience of 7.70 on average.
- ▶ In comparative terms, the 'Home Care' business division tends to have high work experience on average across all locations except for 'Brighton'.
- ▶ Locational analysis infers that 'Victoria' has the most experienced workers, whereas 'Brighton' has the least experienced employees.



STAFF CHARACTERISTIC: EDUCATION

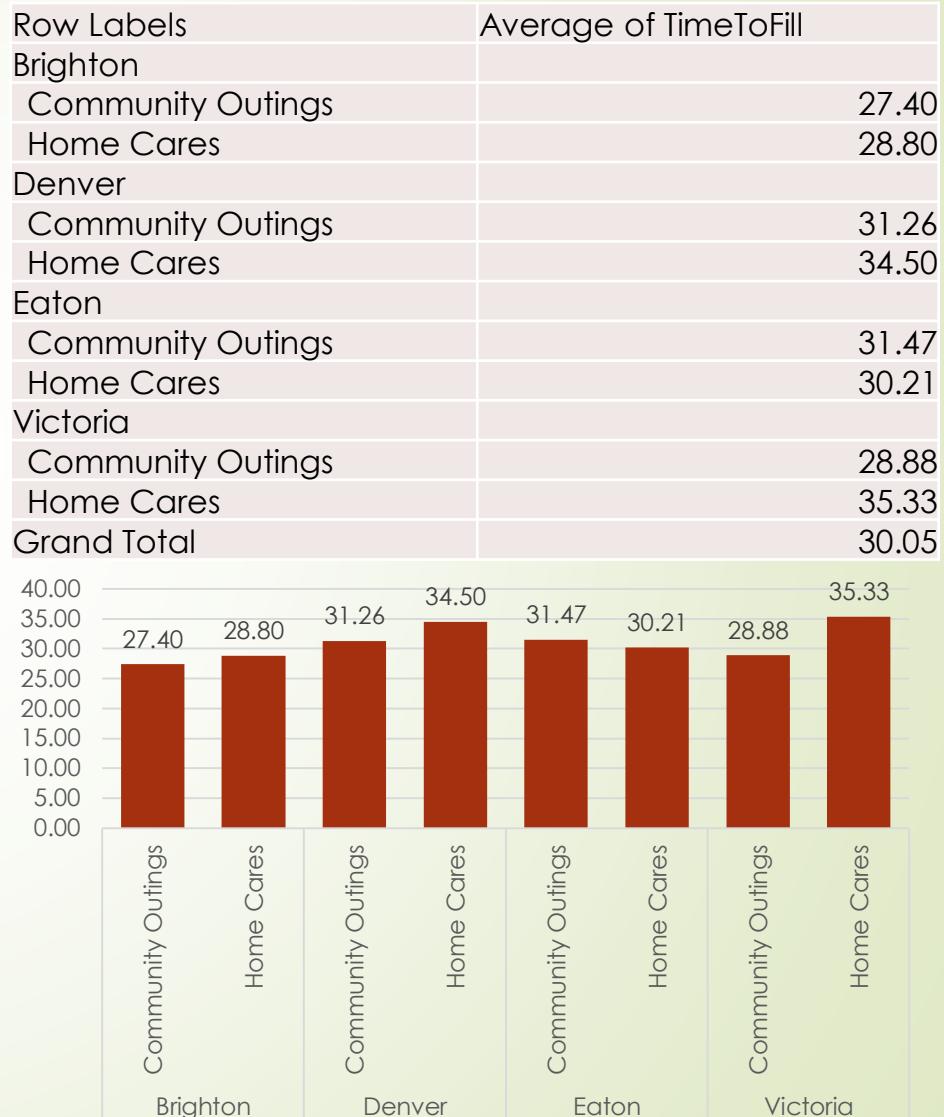
- ▶ The 'Home Care' business division is also ahead in terms of years of education across all four locations.
- ▶ In terms of years of education locational analysis, 'Denver' tends to have the most educated employees, whereas 'Eaton' has the workers with the least education on average.

Row Labels	Average of Years of Education
Brighton	
Community Outings	13.70
Home Cares	14.40
Denver	
Community Outings	14.26
Home Cares	15.13
Eaton	
Community Outings	13.21
Home Cares	13.57
Victoria	
Community Outings	13.36
Home Cares	14.67
Grand Total	13.78



EFFICIENCY MEASURE: TIME TO FILL A VACANCY

- ▶ To examine efficiency, three related metrics of hiring costs, salary, and time to fill a vacancy are particularly selected, as these measures reflect the organization's resource utilization.
- ▶ Findings show that in overall terms, on average a vacancy takes 30.05 days to fill.
- ▶ In comparative terms, the 'Home Care' business division takes more time to fill vacancies on average across all locations except for 'Eaton'.
- ▶ Locational analysis infers that 'Brighton' takes the least time to fill a vacancy, whereas 'Denver' takes the highest time on average.



EFFICIENCY MEASURES: SALARY AND HIRING COSTS

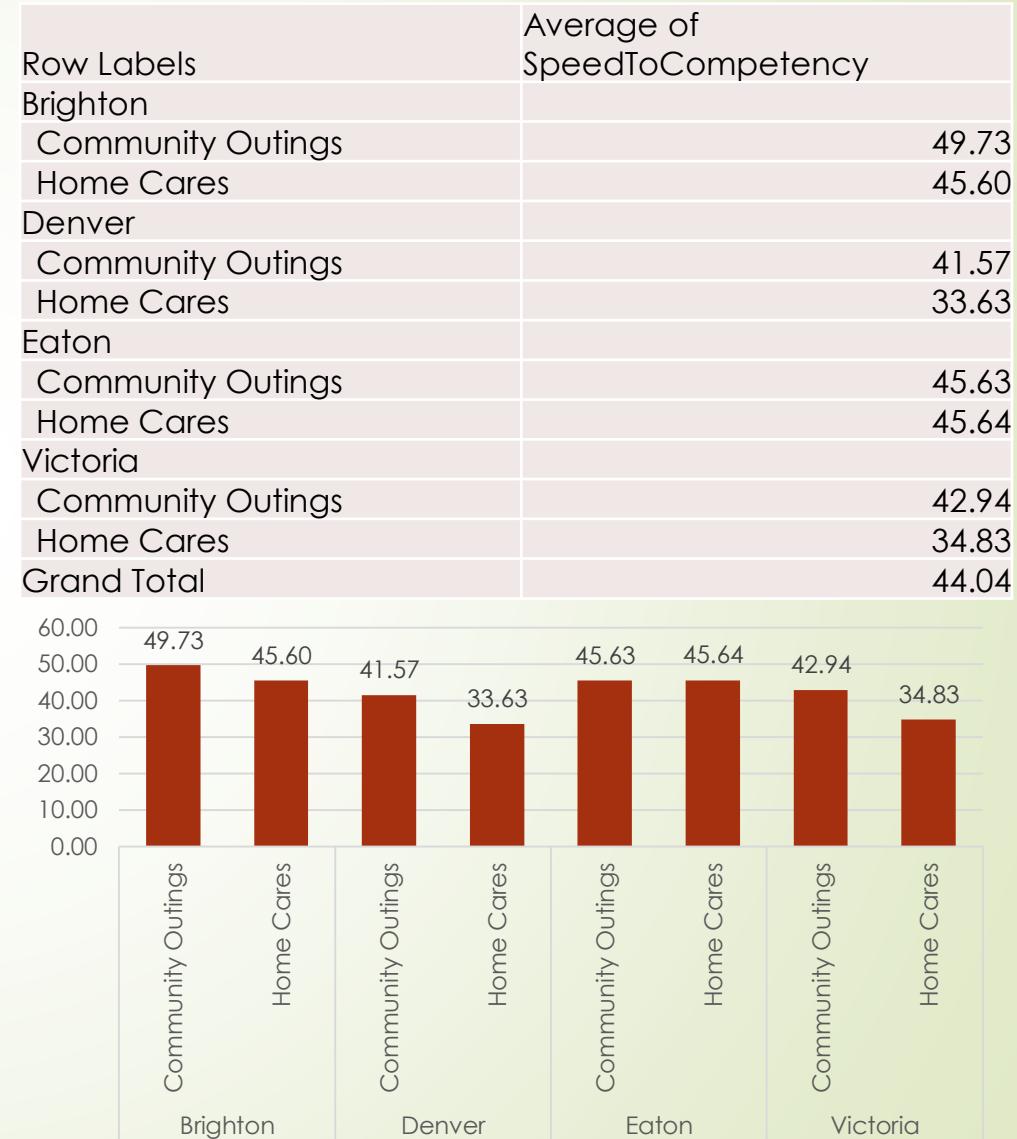
- ▶ Findings show that in overall terms, on average an employee has a hiring cost of \$64,283 and a salary of \$62,109.
- ▶ In comparative terms, the 'Home Care' business division has a higher salary and hiring costs across all locations except for 'Victoria'.
- ▶ In terms of locational analysis, 'Victoria' tends to have the lowest salary and hiring costs, whereas 'Brighton' has the highest salary and hiring costs on average.

Row Labels	Average of Salary	Average of HiringCost
Brighton		
Community Outings	\$62,550	\$64,697
Home Cares	\$73,216	\$75,536
Denver		
Community Outings	\$60,882	\$63,055
Home Cares	\$67,138	\$69,363
Eaton		
Community Outings	\$56,720	\$58,872
Home Cares	\$70,733	\$72,941
Victoria		
Community Outings	\$60,000	\$62,146
Home Cares	\$57,200	\$59,450
Grand Total	\$62,109	\$64,283



EFFECTIVENESS MEASURE: SPEED TO COMPETENCY

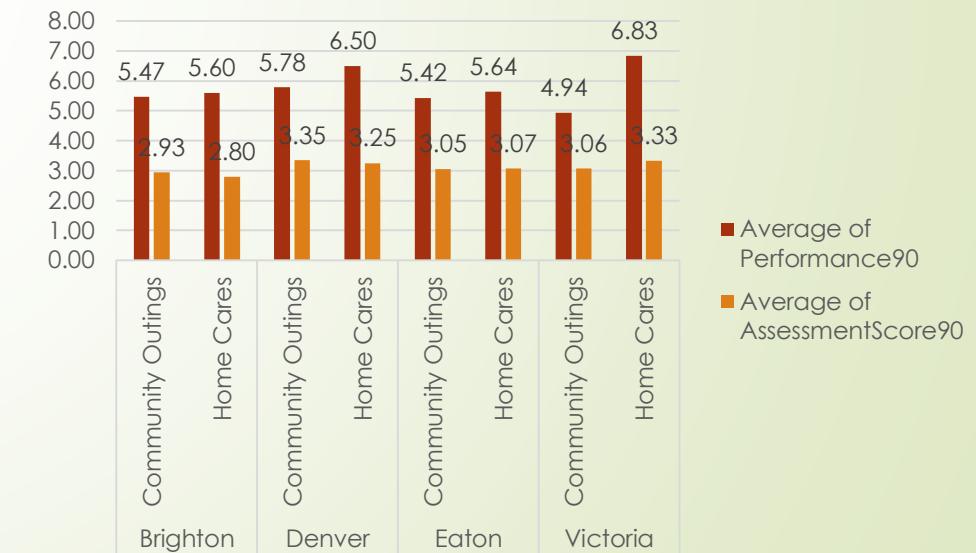
- ▶ To evaluate effectiveness, three related metrics of performance scores at 90 days, speed to competency, and assessment scores at 90 days are particularly selected, as these measures shed light on how well new hires are adapting and learning.
- ▶ Findings show that in overall terms, the average time to attain competency is 44 days.
- ▶ In comparative terms, the 'Home Care' division is speedier in attaining competency.



EFFECTIVENESS MEASURES: PERFORMANCE AND ASSESSMENT SCORES AT 90 DAYS

- Findings show that in overall terms, the average performance and assessment scores after 90 days are 5.53 and 3.09 respectively.
- The 'Home Care' division has higher performance scores on average and is also marginally ahead in performance scores after 90 days.
- Locational analysis infers that 'Denver' takes the least time to attain competency, and has the highest performance and assessment scores on average, whereas 'Brighton' takes the most time to gain competency and also has the lowest scores.

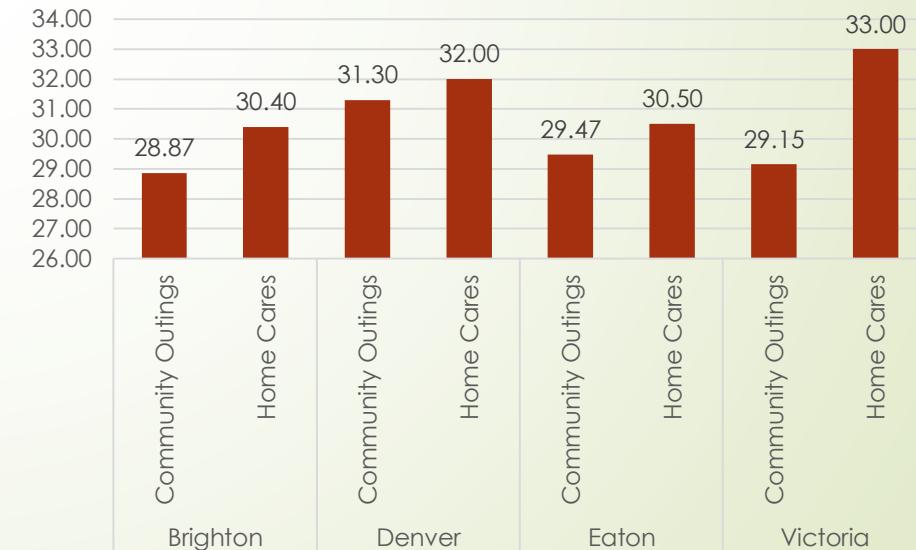
Row Labels	Average of Performance90	Average of AssessmentScore90
Brighton		
Community Outings	5.47	2.93
Home Cares	5.60	2.80
Denver		
Community Outings	5.78	3.35
Home Cares	6.50	3.25
Eaton		
Community Outings	5.42	3.05
Home Cares	5.64	3.07
Victoria		
Community Outings	4.94	3.06
Home Cares	6.83	3.33
Grand Total	5.53	3.09



BUSINESS OUTCOME: PRODUCTIVITY

- To examine the business outcomes, three related metrics of profitability, productivity, and employee engagement are particularly selected, as these measures are aimed at examining the direct impact of human resource practices on the overall success of the organization.
- Findings show that in overall terms, the average productivity stands at 30.01 billable hours per week per employee. In comparative terms, the 'Home Care' business division is more productive.

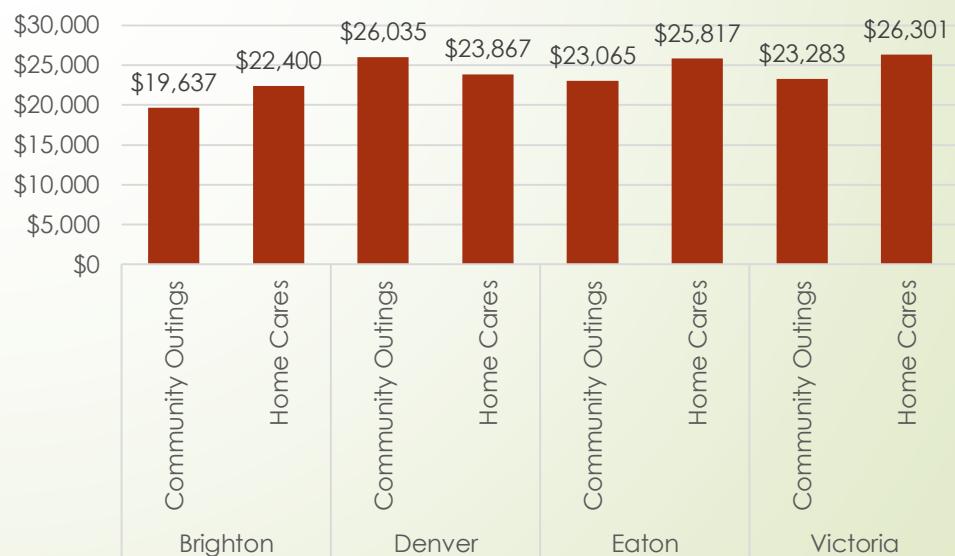
Row Labels	Average of Productivity
Brighton	
Community Outings	28.87
Home Cares	30.40
Denver	
Community Outings	31.30
Home Cares	32.00
Eaton	
Community Outings	29.47
Home Cares	30.50
Victoria	
Community Outings	29.15
Home Cares	33.00
Grand Total	30.01



BUSINESS OUTCOME: PROFITABILITY

- ▶ In comparative terms, the 'Home Care' business division is more profitable.
- ▶ Locational analysis infers that 'Denver' is ahead in terms of profitability on average.
- ▶ On the other hand, the 'Brighton' location is at the bottom in terms of profitability.

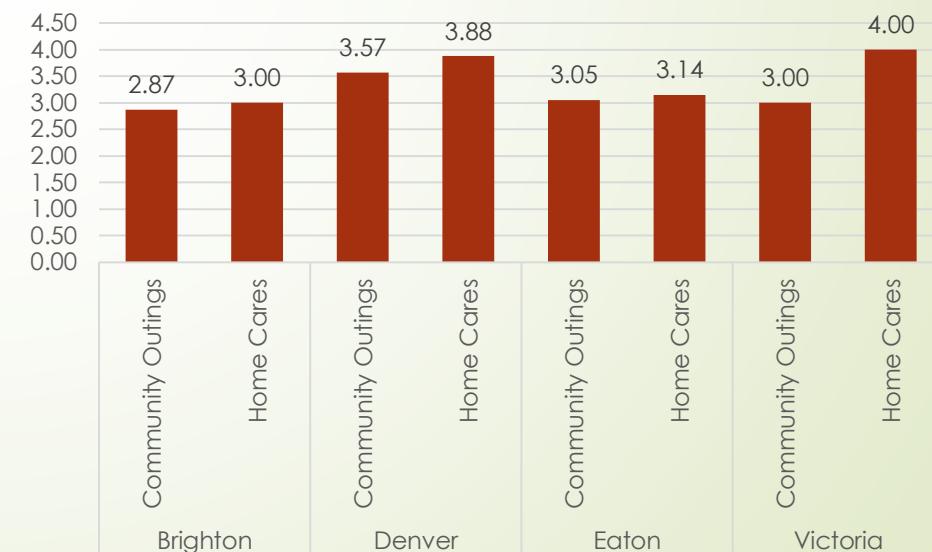
Row Labels	Average of Profitability
Brighton	
Community Outings	\$19,637
Home Cares	\$22,400
Denver	
Community Outings	\$26,035
Home Cares	\$23,867
Eaton	
Community Outings	\$23,065
Home Cares	\$25,817
Victoria	
Community Outings	\$23,283
Home Cares	\$26,301
Grand Total	\$23,309



BUSINESS OUTCOME: EMPLOYEE ENGAGEMENT

- ▶ In comparative terms, the 'Home Care' business division has higher employee engagement scores.
- ▶ Locational analysis infers that 'Denver' is ahead in terms of employee engagement on average.
- ▶ On the other hand, the 'Brighton' location is at the bottom in terms of employee engagement on average.

Row Labels	Average of Engagement
Brighton	
Community Outings	2.87
Home Cares	3.00
Denver	
Community Outings	3.57
Home Cares	3.88
Eaton	
Community Outings	3.05
Home Cares	3.14
Victoria	
Community Outings	3.00
Home Cares	4.00
Grand Total	3.18



CONCLUSION

Data analysis infers that there are significant divergence in HRM practices and performance across the four locational branches and between the two business divisions. Some key insights are:

- ▶ 'Home Care' business division tends to have a more educated and experienced workforce on average.
- ▶ A skilled and educated workforce in 'Home Care' translates into speedy competency, higher performance, and assessment scores after 90 days, which ultimately leads to greater productivity, profitability, and employee engagement related to positive business outcomes.
- ▶ However, analysis also shows that skilled and educated vacancies tend to take more time to fill along with comparatively higher salaries and hiring costs.
- ▶ Comparative locational analysis indicates that 'Denver' is ahead in terms of speedy competency, performance & assessment scores, productivity, profitability, and engagement scores, whereas 'Brighton' is at the bottom