



Talent Management Analytics: meaningful data to review the past, focus on trends, and help predict the future

December 2021

Our Time Together Today

- Introduction to HR Strategies Consulting
- Reporting vs Analytics
- HR Reporting and Analytics Maturity Models
- Alignment to Business Strategy
- Evolving your Data Competency
- Next steps / Q & A



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Solutions Engineer
HR Strategies Consulting



Dan Gradows
Author/Consultant
Innovative People Analytics



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Author/Consultant
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DAN GRADOWS

Author / HR Data Science Consultant

With over 12 years of experience in reporting and analytics in the Human Resource space, I have led teams and clients through all levels of data science while maintaining focus on near, and long term, objectives at the C-suite and Human Resource levels.

Highlights and Accomplishments

- Specializes in data science reporting and analytics strategy
- Been involved in 50+ SAP SuccessFactors implementations and 6+ IBM Kenexa implementations
- Over 17 years of experience as a results-driven learning development leader across multiple industries
- I operate as professional service consultant on projects managing successful implementations for many Fortune 10 and Fortune 500 companies.
- Certified in IBM Learning Management System Implementation, IBM Applicant Tracking System Implementation, IBM Business Partner SaaS Support Professional v1, IBM Kenexa Skills Assessments Technical Sales Mastery, and IBM Kenexa Talent Engagement and Rewards Sales Mastery

Areas of Expertise

- Training Design
- Data Integrations Management
- Business and HR Strategy
- HR Analytics & Reporting

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Phoenix, Arizona

Education

- JD, John Marshall Law School
- BBA, Benedictine University

Certifications

- SAP People Analytics Associate Certified
- SAP Workforce Analytics and Planning Associate Certified
- SAC Certificate
- IBM Kenexa Certified – LMS/ATS

ANDREAS SANATY

Author / HR Data Science Consultant

With over 10 years of experience in Business Intelligence and consulting (the last five in HR), I bring a unique perspective by having built global analytics teams across industries, leading implementations and strategy at all levels of the organization with results always tied back to ROI and organizational improvement.



West Palm Beach, Florida

Highlights and Accomplishments

- Specializes in driving analytics strategy and organizational improvement using input from across the organization
- Over 10 years of experience using data to drive efficiencies, organizational improvement, and drive value out of existing technology and skills
- Acting as Executive Sponsor on large analytics strategy and technology implementations, including Fortune 10

Education

- BS, Honors Business Information Systems
- University of Utah

Areas of Expertise

- Business and HR Strategy
- Data Modeling and Data Visualization
- Business and HR Strategy
- HR Analytics & Reporting

Certifications

- SAP Data Warehouse Cloud
- SAP Analytics Cloud

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Introduction to HR Strategies Consulting

For over 20 years, HR Strategies Consulting has been re-imagining HR to get the most from an organization's HR investments. Since employees are the foundation of an organization, we focus on the employee experience by collectively engaging our Human Capital Management and IT practices to bring holistic solutions that align with our clients' business strategies.



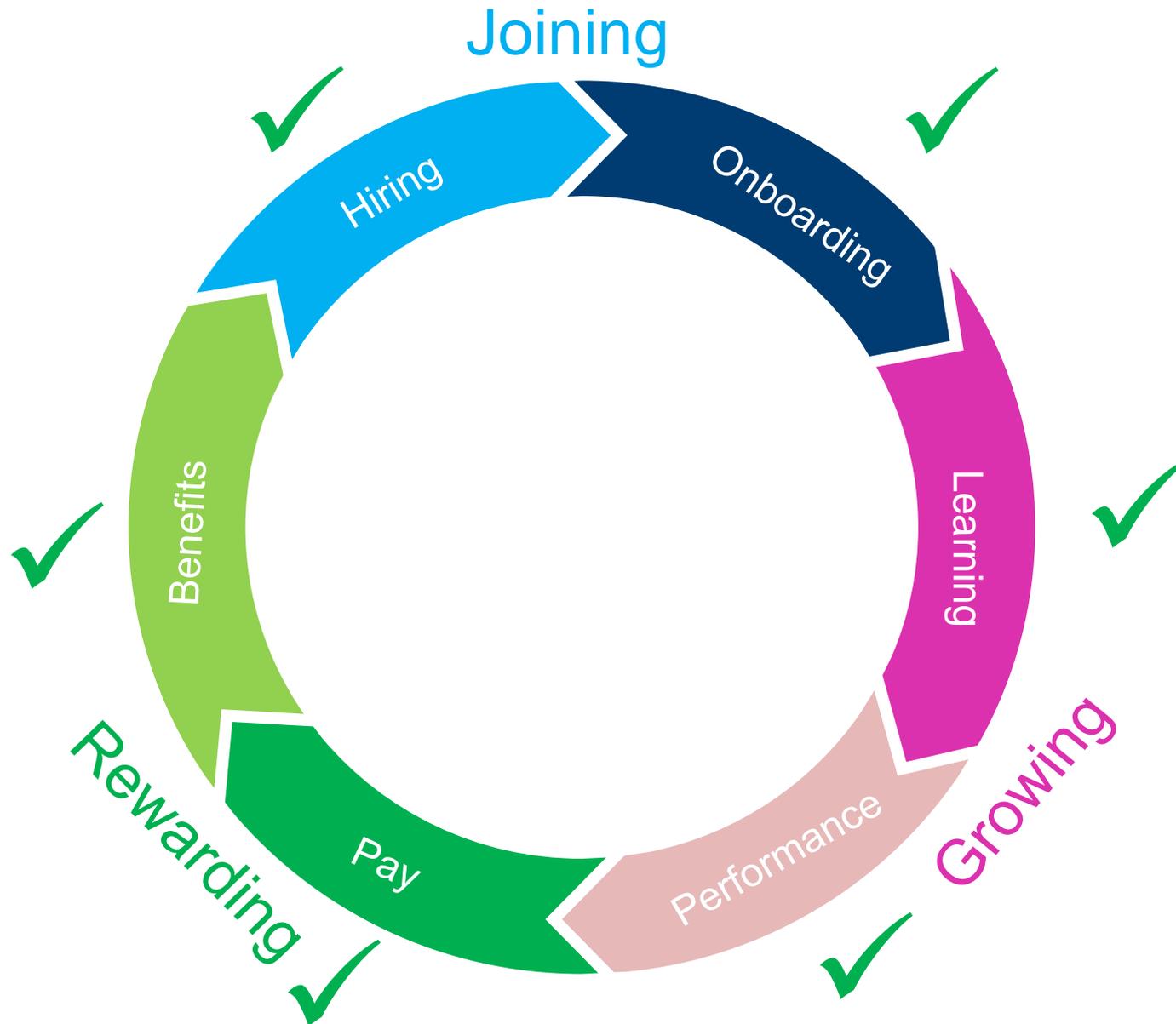
Human Capital Management Practice

- Total Rewards & Pay Equity
- Employee Experience/Engagement
- Executive/Leadership Coaching
- Strategic Planning
- Organizational Reviews & Effectiveness
- Data Analytics
- Outsourcing

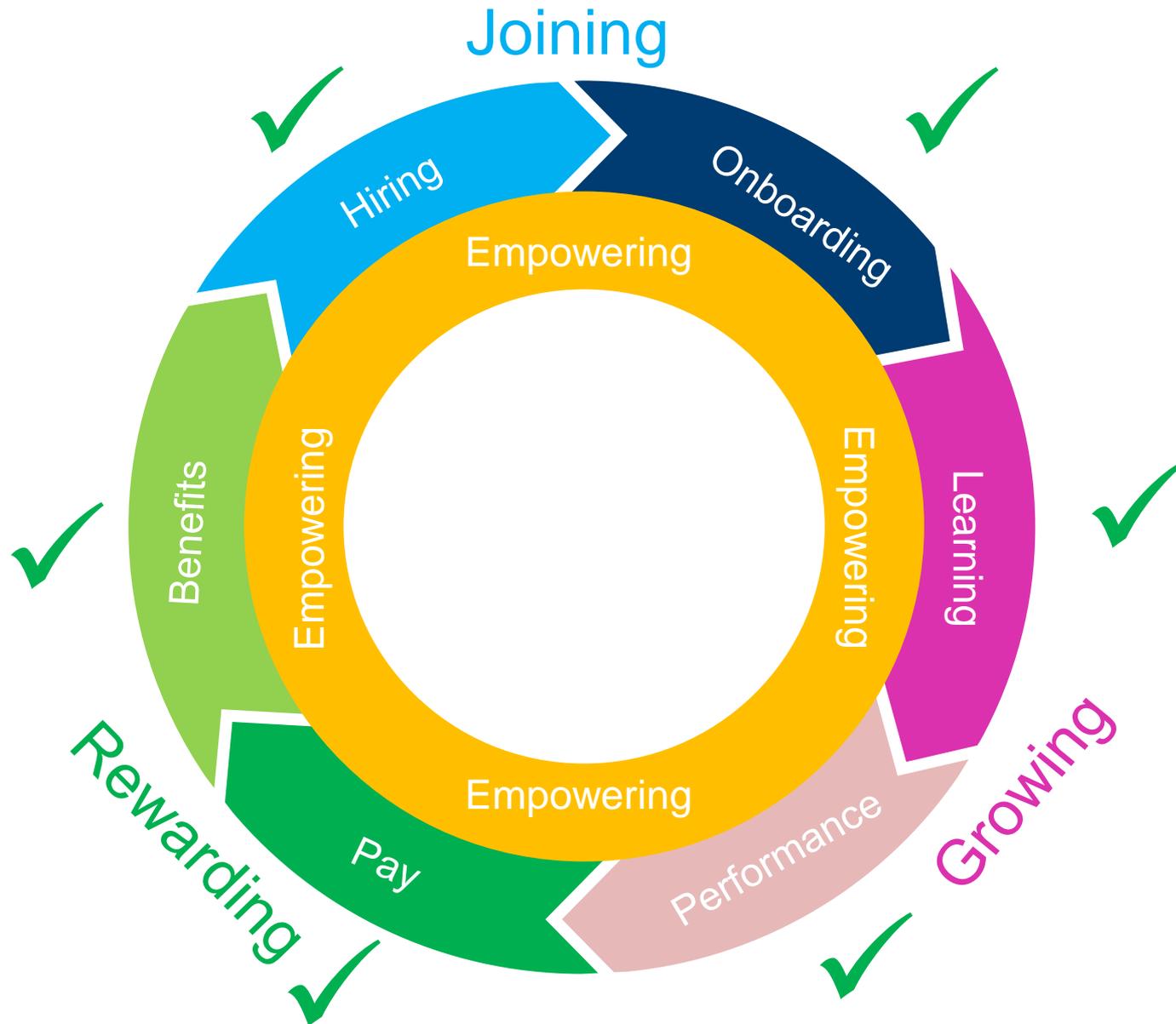
HR Information Technology Practice

- Systems Selection
- Technology Implementation & Adoption
- Project Oversight
- Technology Reviews & Roadmaps
- Change Management
- Training
- Support

The Employee Life Cycle



The Employee Life Cycle



The Employee Life Cycle



The Employee Life Cycle



Our journey today...

1. Reporting vs. Analytics
2. HR Reporting and Analytics Maturity Model
3. Alignment to Business Strategy
4. Evolving your Data Competency: what can you do to move your organization forward?
5. SuccessFactors Reporting and Analytics Options
6. What's next? Q & A



REPORTING VS. ANALYTICS

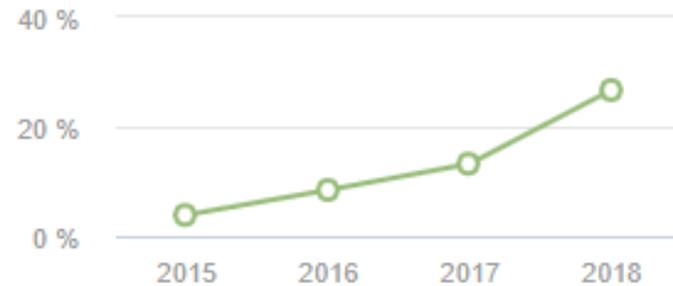


OPERATIONAL REPORTING VS. ANALYTICAL REPORTING

OPERATIONAL REPORTING

	Stock Name	Symbol	Shares	Purchase Price	Cost Basis	Current Price	Market Value	Gain/Loss	Dividend/Share	Annual Yield
1	Apple	AAPL	300	\$90.00	\$8,000.00	\$144.14	\$14,423.27	\$14,209.14	\$1.28	1.34%
2	Microsoft	MSFT	200	\$12.00	\$8,000.00	\$63.57	\$12,714.14	\$13,048.17	\$1.50	2.38%
4	Salesforce	CRM	350	\$15.00	\$1,750.00	\$43.57	\$15,249.75	\$13,499.75	\$0.30	0.00%
5	Oracle	ORCL	250	\$90.00	\$22,500.00	\$44.50	\$11,125.00	\$11,394.50	\$0.64	1.44%
6	Verifone Packard Enterprise	VPE	500	\$18.00	\$8,000.00	\$17.09	\$8,495.00	\$8,324.00	\$0.28	1.47%
7	Alphabet	GOOG	300	\$110.00	\$33,000.00	\$69.18	\$20,754.00	\$12,246.00	\$0.00	0.00%
8	Intel	INTC	300	\$12.00	\$4,000.00	\$9.00	\$2,700.00	\$1,300.00	\$1.00	3.00%
9	Cisco	CSCO	325	\$18.00	\$4,050.00	\$33.29	\$10,820.75	\$1,465.54	\$1.15	3.49%
10	Qualcomm	QCOM	383	\$60.00	\$22,980.00	\$56.48	\$21,631.44	\$1,348.56	\$3.12	1.71%
11	Amazon	AMZN	90	\$80.00	\$4,000.00	\$97.14	\$8,742.60	\$4,742.60	\$0.00	0.00%
12	Spotify	SPOT	300	\$95.00	\$28,500.00	\$94.32	\$28,296.00	\$204.00	\$0.00	0.00%
13	Facebook	FB	2000	\$17.00	\$34,000.00	\$141.94	\$283,880.00	\$249,880.00	\$0.00	0.00%
14	Twitter	TWTR	500	\$40.00	\$20,000.00	\$14.41	\$7,205.00	\$12,795.00	\$0.00	0.00%

ANALYTICAL REPORTING



• What's happening in the business today?

- Data is primarily used in detailed list reports.
- Used by Admins and managers to support day-to-day processes.
- Example: Here is a detailed list of our terminations in the past month so badges can be deactivated.

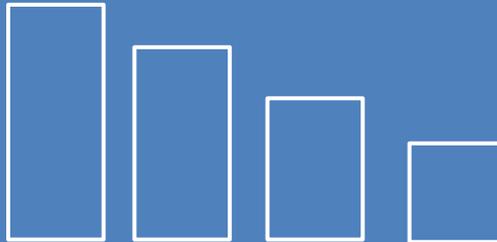
• What's happening in the business over time?

- Data is aggregated into time trended Analytics Data
- Used by team members making Long and Short Term Strategic Decisions
- **More complex questions are researched:**
Why do our voluntary terminations continue to increase over time?

MEASURING ROI OF REPORTING VS. ANALYTICS

Reporting

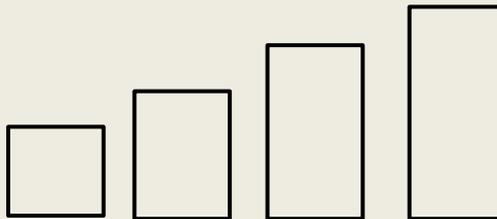
Effort to Deliver Data



The “ROI” of Reporting is decreasing the effort required to deliver data to consumers

Analytics

Business Value



The “ROI” of Analytics is increasing the business value derived from using data for talent decisions

HOW DO WE MATURE?

Maturing our Reporting and Analytics process is a constantly evolving cycle that never ends.

What drives our Reporting and Analytics?

Organization objects and new data are constantly being fed into the Reporting and Analytics cycle. Organizing and prioritizing these items helps lead to an effective and meaningful impact on strategic initiatives.



Data Feeds

What data is needed to answer key question?



Insights

How do we organize our data into meaningful reports that can be used to drive actions?



Actions

Based on our Insights what actions can be taken?



Results

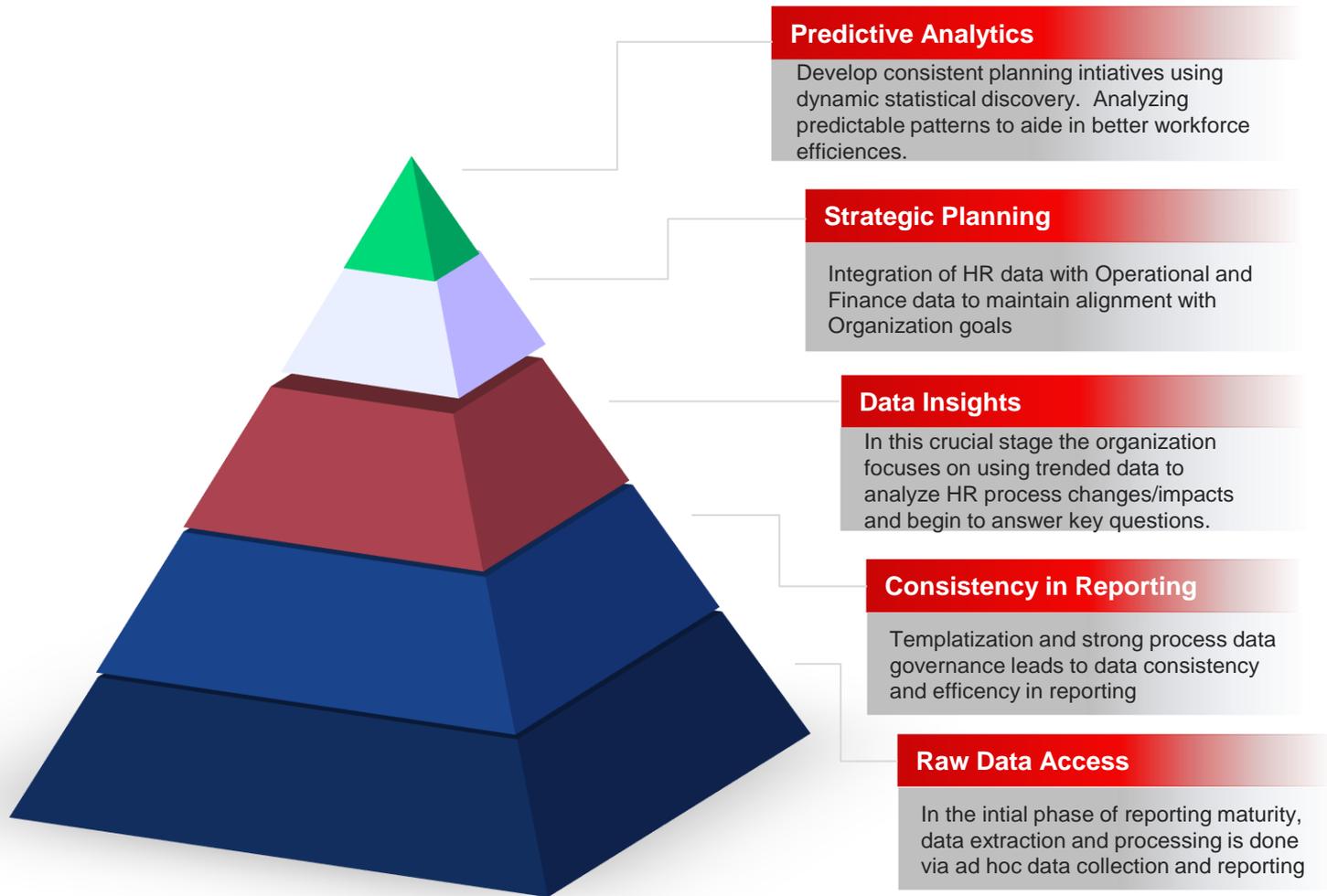
What are our results based on the actions taken?



More questions...

What key questions can now be asked based on the results of our actions?

Analytics Maturity Model



ALIGNING TO BUSINESS STRATEGY

HR Challenges

- Do we possess the talent (FTEs and skills)?
- Where do future talent gaps reside?
- Are we hiring the best talent?
- Where is voluntary turnover an issue?

Action Taken

- Optimize workforce planning
- Restructure pay distribution
- Adjust hiring techniques
- Improve onboarding
- Optimize training assignments

Business Strategy

- Diversify the product
- Expand into new markets
- Reduce cost
- Improve customer service
- Innovate!

Insights Gained

- Positional bench strength
- Vol turnover
- Regretful Turnover
- Quality of hire
- Range penetration

Impact Achieved

- Growth of product offerings
- Cost reduction
- Increased productivity and innovation



GUIDE FOR ANALYTICAL INSIGHTS

QUESTIONS & HYPOTHESES

Ask Questions

- What process are you trying to understand?
- What problem are you trying to solve?
- Why is this question important to answer?
- What do you think the answer will be?
- What is the ultimate outcome for solving this problem?



DATA

Understand the Data

- What data will I need to conduct my analysis?
- Where does the data reside?
- How will I join the data from disparate sources?
- How will I know if my data is accurate?
- How clean is the data (outliers, missing data, transformations, feature creation)
- What data governance processes do we have in place?



METRICS

Metrics will Summarize the Data

- Can I utilize existing metrics and reports?
- Have you prioritized key metrics and reports? (Practice the "Why" exercise)
- Have you standardized the selected metrics? (Agreed upon definition and calculations)



ANALYSIS

Analyzing Metrics to Evaluate Trends

- What is a relevant industry standard benchmark to use?
- What analyses will be performed to clean, massage, and analyze the data?
- What time frame should be analyzed?
- What main organizational structures are you comparing (e.g. Functions, Cost Centers)



INSIGHT

Share Derived Insights

- What are the primary findings?
- Have you storyboarded the insights?
- Have you omitted technical/statistical terminology?
- Do the findings suppose the original hypothesis?
- How should the findings be delivered for your audience?
- How is the primary audience?



ACTION

Actions on Insights

- What actionable recommendations can you make?
- What follow up analyses need to be performed?
- How can you help with the implementation of uncovered insights?
- What audit analyses should be performed to determine the impact of the implemented insights?





CASE STUDY

Questions & Hypotheses

Why are we losing so many of our resources to the open market?

Data

Hires, Promotions, Turnover; Structured performance ratings; Employee engagement; Employee Compensation Market Research; Make up of Work From Home Workforce

Metrics

Retention rates; Promotion rates; Avg/Median Performance Rating; Employee engagement; Average Salary per position; Industry Benchmarking; Percent of Remote Workers

Analysis

Compare our current retention rates, compensation packages and Remote workers to other organizations in our industry

Insight

Our compensation packages may be lower than other organizations in our industry; Our work-from-home policy is not as flexible as other organizations

Action

Revisions to Workforce Planning and compensations must be made to keep key resources.



Evolving Data Competency



WHAT CAPABILITIES DEFINE DATA GOVERNANCE?

FOCUS

Proactive Focus ensuring that data is



- Accurate
- Complete
- Accessible
- Trustworthy
- Timely

UNDERSTANDING

Identify, Understand, and Align



- Key business processes
- Data to support the business processes
- Alignment on process, ownership across the organization

ASSESSMENT

Assessment and Impact of



- How changes to key business processes impacts data quality
- How changes to systems impacts data availability, data quality, and downstream systems and/or processes

RECOGNITION

Information Quality is essential to effectively



- Conduct business with customers and suppliers
- Manage employee engagement and growth
- Ensure proper planning of workforce availability and skills against business plan and market changes
- Generate value from the business and leverage the know-how of employees

CONFEDERATION

Unified approach across the organization to



- Regularly identify data quality issues
- Work together to resolve data quality issues
- Streamline workflows to ensure process and system alignment

ACTION

Actions and Discipline



- Data Governance provides a set of disciplines managing, using, improving, monitoring, and protecting enterprise information
- Data Governance is a process, not a project



Analytics & Reporting Team Competency

Analytics and Reporting Team Competency Model



General Business & HR Knowledge



Strong Business and Organizational Acumen



Change Management and Organizational Psychology



Understanding of Global Reporting Responsibilities



Strong Mathematical Skills



HR Domain / Process / Data Governance Knowledge

Core Analytics Skills



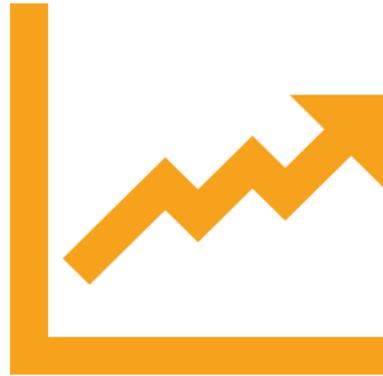
Visual Storytelling Capabilities



Understanding of Cross-Modular HR Tools and Their Relationships



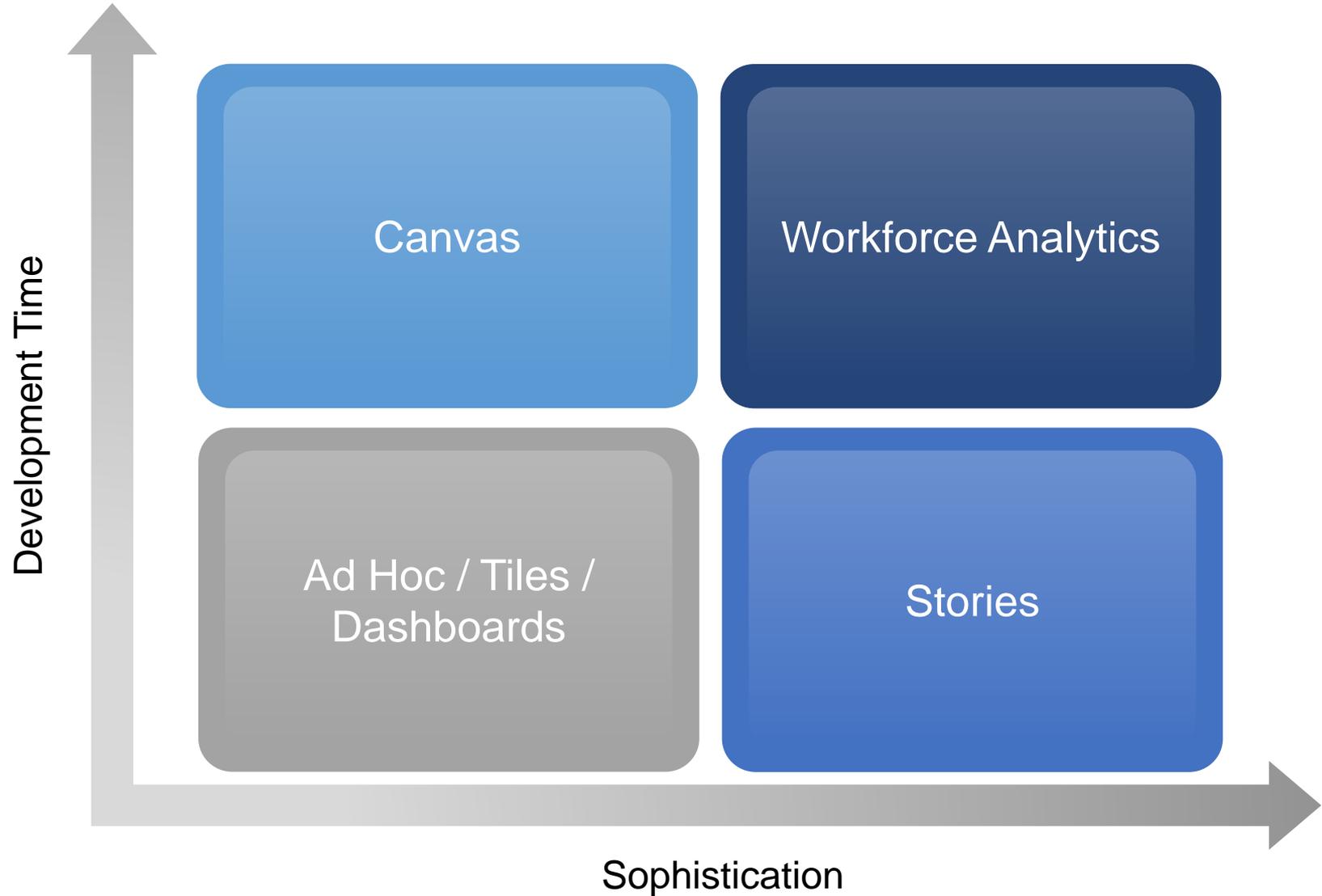
Data Model Flow and Design



OVERVIEW OF SUCCESSFACTORS REPORTING AND ANALYTICS

Tool and Platforms

Reporting Tools

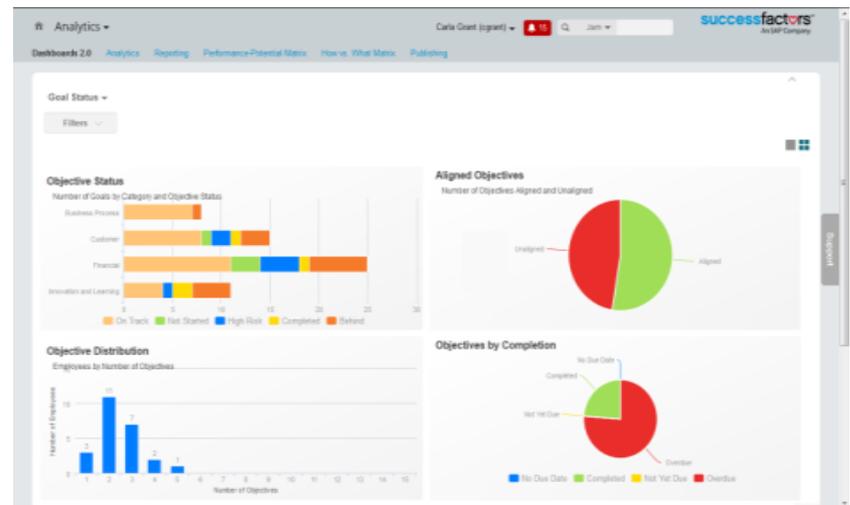




TILES / DASHBOARDS

Tiles /
Dashboards

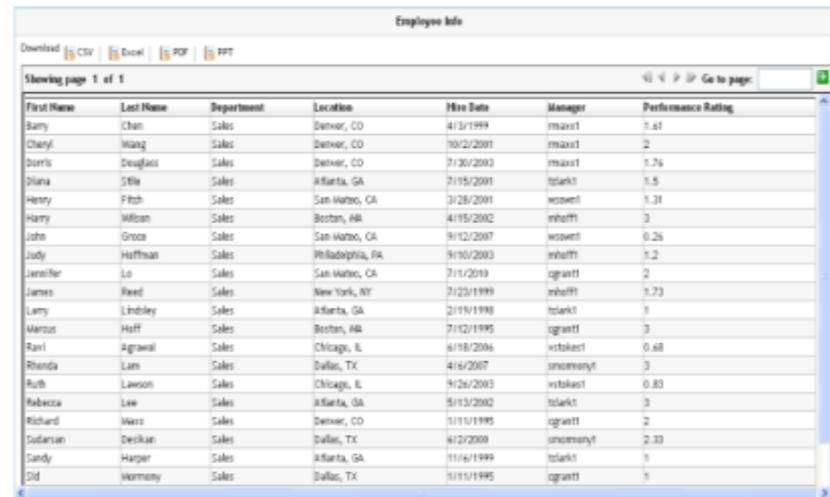
- Interactive Visuals w/ Simple Aggregation and Drill-into-Detail
- Distribute Real-Time Insights for Process Owners
- Deliver on Home Page or Mobile
- Self Service Tile Builder



TABLE

Table

- Simply List Reports/Data Extracts
- Very Low Time to Competence
- Operational Reports (e.g. list open reqs)
- Used for make-shift integrations
- Queries Both Talent and EC Data



Employee Info

Download CSV Excel PDF PPT

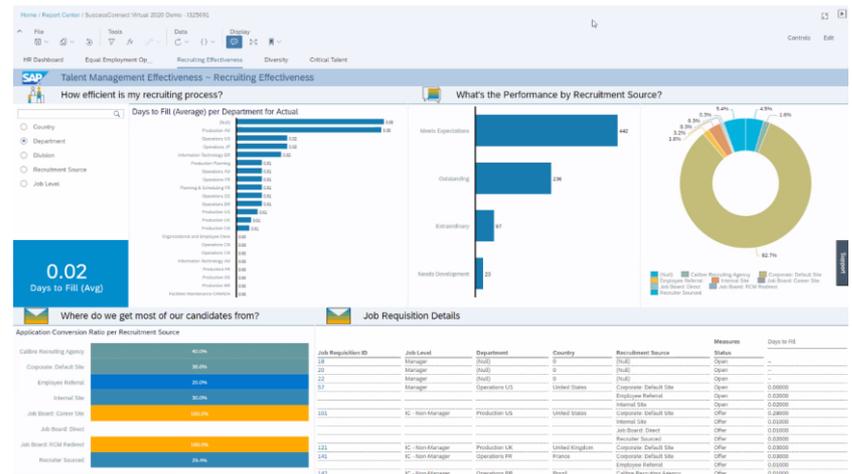
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First Name	Last Name	Department	Location	Hire Date	Manager	Performance Rating
Barry	Chan	Sales	Denver, CO	4/3/1999	imax1	1.61
Cheryl	Wang	Sales	Denver, CO	10/2/2001	imax1	2
Doris	Douglas	Sales	Denver, CO	7/30/2003	imax1	1.76
Diana	Stile	Sales	Atlanta, GA	7/15/2001	tblark1	1.5
Henry	Fitch	Sales	San Mateo, CA	3/28/2001	kwent1	1.21
Harry	Wilson	Sales	Boston, MA	4/15/2002	mhoff1	3
John	Groce	Sales	San Mateo, CA	9/12/2007	kwent1	0.26
Judy	Huffman	Sales	Philadelphia, PA	9/10/2003	mhoff1	1.2
Jennifer	Lo	Sales	San Mateo, CA	7/1/2010	ogrant1	2
James	Reed	Sales	New York, NY	7/23/1999	mhoff1	1.73
Larry	Lindley	Sales	Atlanta, GA	2/19/1998	tblark1	1
Marcus	Huff	Sales	Boston, MA	7/12/1995	ogrant1	3
Ravi	Agrawal	Sales	Chicago, IL	6/18/2006	vtokst1	0.68
Rhonda	Lam	Sales	Dallas, TX	4/6/2007	smumany1	3
Ruth	Lawson	Sales	Chicago, IL	9/26/2003	vtokst1	0.83
Rebecca	Lee	Sales	Atlanta, GA	5/13/2002	tblark1	3
Richard	Wass	Sales	Denver, CO	1/11/1995	ogrant1	2
Sularian	Devikan	Sales	Dallas, TX	6/2/2009	smumany1	2.33
Candy	Harper	Sales	Atlanta, GA	11/6/1999	tblark1	1
Did	Wormony	Sales	Dallas, TX	1/11/1995	ogrant1	1

Stories

Stories

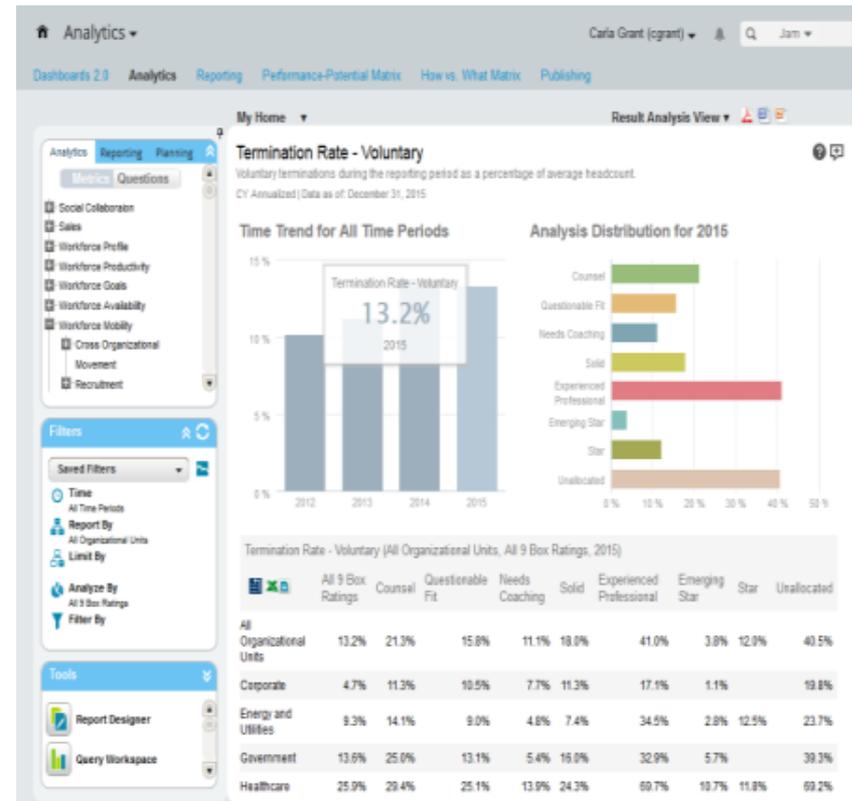
- Connect data from various modules.
- The ability to report on modules and MDF fields.
- An increased capability to handle more complex calculations.
- A revised, fresh and modern look.
- An increased capability to handle time trending.



Workforce Analytics

Workforce Analytics

- Standard Metrics & Custom Metrics
- Time Trended Metrics
- Benchmarks (SQL)
- Integrate External Data Sources (SQL)
- Dashboard & Scorecard Templates
- Drill into Detail
- Daily Data Refresh (HANA)



Demo Time



HOW SAP SOLUTIONS PROVIDE ANSWERS TO QUESTIONS

Question	Table	Tile-Based Dashboards	Canvas	People Stories	Workforce Analytics / SAP Analytics Cloud
How many new hires did we have in November?	<input checked="" type="checkbox"/>				
Who has a birthday in January so that we can wish them happy birthday?	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Who hasn't completed the required Information Security and Phishing training?	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
What is my active headcount by month and org unit for 2021?			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
What is my turnover rate by separation type for each month in 2021?					<input checked="" type="checkbox"/>
Are there standard reporting templates that can help me get answers quickly?		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
What is my headcount plan and how are we tracking towards it?					<input checked="" type="checkbox"/>
What is my demand forecast for 2022?					<input checked="" type="checkbox"/>

The Employee Life Cycle



ALIGNING TO BUSINESS STRATEGY

HR Challenges

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- Regretful Turnover
- Quality of hire
- Range penetration

Impact Achieved

- Growth of product offerings
- Cost reduction
- Increased productivity and innovation



WE'RE HERE TO HELP!



Next Steps

- Share this deck and recording
- Learn more about HR Strategies Consulting and Innovative People Analytics
- Sign up for our next virtual event

Contact information:

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Upcoming Virtual Events: January 18th at 1 pm EST

2022 HR Trends and Predictions: A review of predictions and forecasts from the leading analysts.

QUESTIONS?

