Tuesday, October 8, 2019 | 3pm ET/12am PT

Shared Problem-Solving Discussion (5 of 6)
Connect directly with your peers to share a success or seek advice on what isn't working. This is also opportunity to collectively discuss topics/ issues members are focused on for 2019.

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Cindy Fiedelman, Digital Realty
Roger Gaston, Gates Corporation
Steve Antonoff, CalPortland
Steven Eller, Beacon Health System
Sue Wall, Chapters Health

Conversation starter from member-submitted topics: **Leveraging HR analytics to drive decision-making**

- 5% Only 5 percent of big-data investments go to HR, the group that normally manages HR analytics. Source: Tata Consultancy services
- 9% Only 9 percent of companies believe they have a good understanding of which talent dimensions drive performance in their organization. Source: Deloitte
- 11% Only 11 percent of respondents indicated their rewards systems were highly aligned with their organizational goals, and 23 percent reported that they did not know what rewards their workers value. Source: Deloitte

Understanding data-driven HR and the usual metrics, but specifically *how* HR can connect what it's doing to business outcomes. HR should not only align with the business but *drive the business* by making better decisions about the workforce – click for full article.

According to Deloitte's Global Human Capital Trends 2016, "As technology makes data-driven HR decision-making a possibility, 77 percent of executives now rate people analytics as a key priority, up slightly from last year. In response, companies are building people analytics teams, rapidly replacing legacy systems, and combining separate analytics groups within HR into one strategic function.

In 2016, 51 percent of companies are now correlating business impact to HR programs, up from 38 percent in 2015. Forty-four percent are now using workforce data to predict business performance, up from 29 percent last year." It's about knowing and applying an in-depth understanding of organizational dynamics, based on data.

Steve Antonoff –
The hardest job to fill is the drivers of their concrete trucks. He's on a task force as part of a concrete association looking at hiring transitioning veterans. Veterans are a tremendously undervalued and untapped resource. With this group, he is actively engaged in building a program to help them find jobs right in firms like his.

Steven Eller –
One hospital has promoted the utilization of tools that are available to hiring managers, such as assessments, so they can better ensure candidates are the right fit on the team. Entire environmental services department is 100% staffed because environmental leader was hiring the right people and didn't have any open positions as a result of turnover.

Engagement scores are hire. Using data and tools – made this environmental leader the poster child for showing how you can achieve success in jobs that typically have high turnover.

There is an assessment tool when people apply on their website. They are emphasizing to hiring managers to better assess applicants and make a more data-based decision.

Roger Gaston –
Data Analytics, what is everyone doing?

Cindy Fiedelman –
They are trying to buildout an HR scorecard. Has not had reliable data in the past. Tried to focus on the most basic metrics – attrition in combination with engagement. Went from running an annual engagement survey to a quarterly to get more real-time data. Made it a little more real. How people are getting a handle on what is important to their people. This effort hasn't really moved the attrition needle just yet, however. They are tracking everything around hiring: time to fill, source of hire, etc., and leveraging this as much as possible. Possibly compensation trends and information, so they can see where they have to make changes.

Steve Antonoff –
Had no previous HR system or data. Making progress now. Hight turnover with drivers, trying to find out why. Doing exit and engagement surveys now. Just getting the data now. On the recruiting end, much closer to where they should be. About to launch a true applicant tracking system. The company is starting to see analytics is a value-add

Sue Wall –
They haven't done anything since they launched Workday. One of the things they are looking at and will implement next year is a new performance management system/tool. Employee evaluations based on how company did: patient satisfaction, clinical score card. This removes subjectivity, more objective.

Steve Eller –

They use an applicant tracking system, which has been great for them. They can identify where apps are coming from and can extract trending info and track key metrics to help manage the business. They can take turnover and drive down to a cost center, or breakout by job classification.

Also monitoring in turnover in first year – which is finishing up. Trying to drill down and gather data to find out why. Exit surveys have not been helpful. Now pushing out a text-based survey 5 weeks out with an AI component, called ALLIE, where you can have conversation back and forth with applications. Ask questions 30, 60, 90 days out. Learn of an issue sooner so you can correct and have service recovery - fix the onboarding process can prevent someone from leaving. Ask yourself, do we have a process problem or behavioral problem? Feedback from new hires will tell you.

Text based technology survey platform – use to focus on accountability and manager effectiveness.

Roger –
Three years ago, we had limited HR systems. Rebuilt and are now using an Oracle based HCM platform, integrated with their (outdated) applicant tracking system, but it's working. It gives a single point of truth for data. Hired a data scientist for HR and established a global salary structure program. They can put up map of globe, click on an area and find out how many people fit into the salary structure and how many don't. They are exploring some of the AI options. Using bots is their next step as well.