



Beyond the Analysis...

The struggle of the People Analytics Function to become 'Business as Usual'

PAAC Tilburg, 05.02.2019

I got a call...

(call #9)

HELP !!!!!

***"We did several great experiments
but we are struggling
to build a data driven HR function"***

90 %

Data Science in Isolation

90 %

1. No/poor focus on building 'the PA function'

2. No/poor focus on embedding in 'business as usual'

3. Too much focus on existing/available data

1. Building The PA Function

Start with a well defined operating model

**I always
ask these
questions**

- **Strategic focus areas?**
- **Experimenting or Embedding?**
- **Consulting or Transformational?**
- **Internal, outsourced or hybrid?**
- **Central or decentral?**
- **Role of CoE? Cooperation? Analytical culture?**
- **Data, technology, IT,...**
- **Alignment with legal, compliance, unions/works councils,...**
- **Role of CHRO & HRBP's?**
- **Role of the PA Translator?**
- **Analytical roles in HR?**

90 %

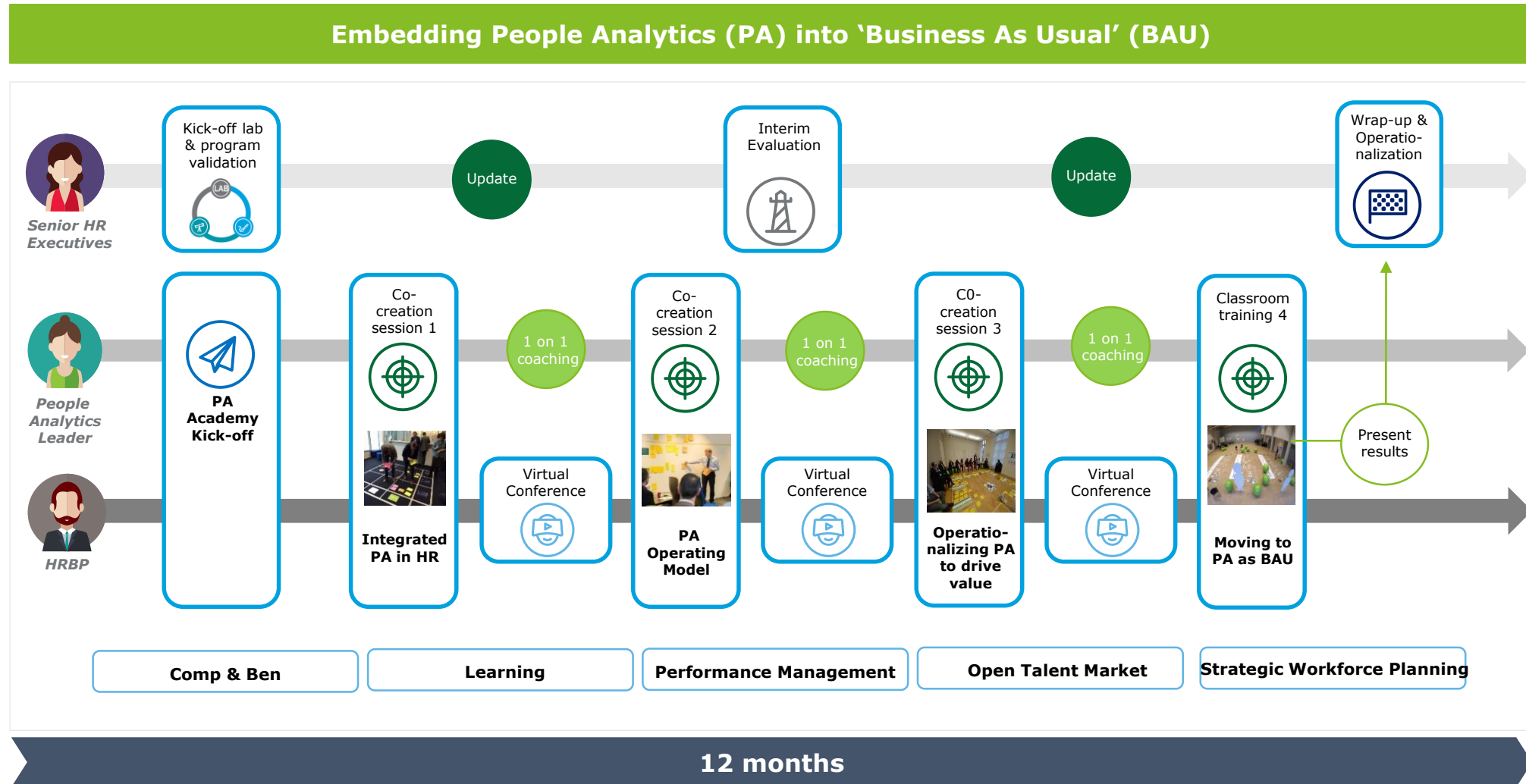
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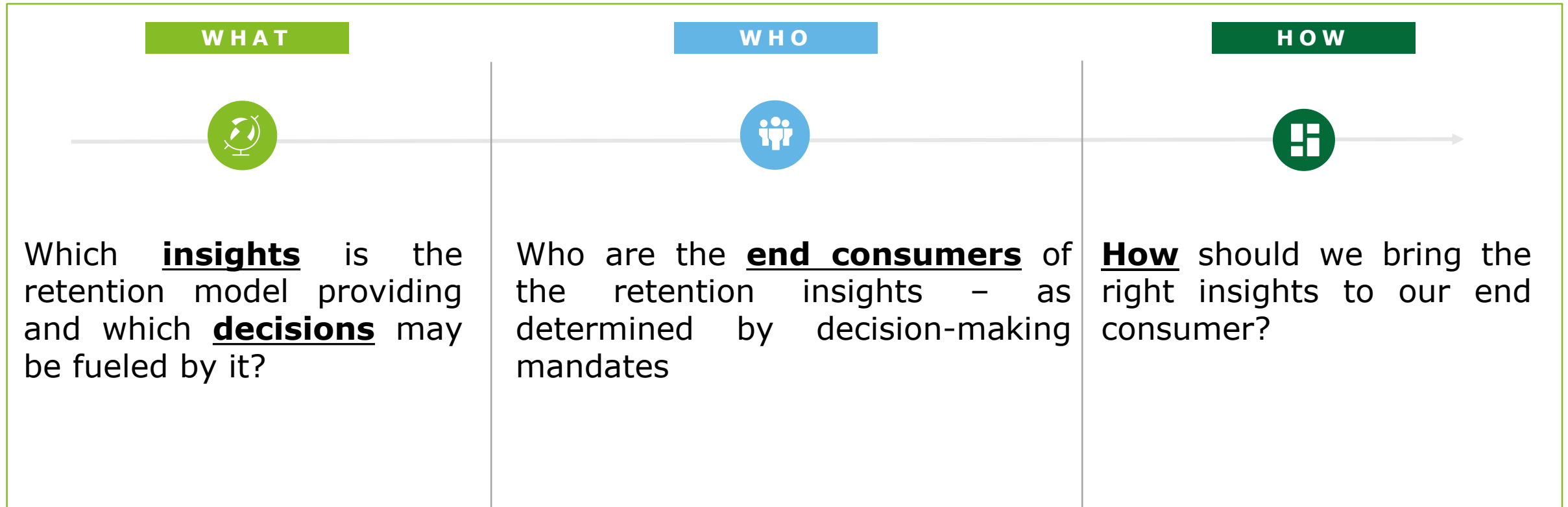
2. Moving to BAU

The embedding of PA...becoming a data driven HR function



2. Moving to BAU

Retention Analytics: this is my case review



2. Moving to BAU

Retention Analytics: 3 BAU starting points

BAU STARTING POINT: How?		TARGET GROUP	WHAT?	
One off	Operational	1	People Process Augmentation <ul style="list-style-type: none"> • HR BP's • HR Functional leaders 	Enrichment of existing people processes/programs such as recruitment, talent, performance management, succession management,...
Dynamic	Tactical	2	Employee Journey Optimization <ul style="list-style-type: none"> • Employees 	The best employee experience initiatives should reduce employee turnover and therefore retention measurement should be incorporated in EEX
Long Term	Strategical	3	Critical Workforce Planning <ul style="list-style-type: none"> • Business 	Understanding key retention risk clusters & turnover drivers of CWS to enable business continuity & competitive advantage

Data Science in Isolation

Focus on 'analyzing', not embedding/institutionalizing

90 %

- 1. No/poor focus on building 'the PA function'**
- 2. No/poor focus on embedding in 'business as usual'**
- 3. Too much focus on existing/available data**

3. Data: looking at the bigger picture
Enrich, iterate, enrich, iterate,...100x



Data Science in Isolation

Focus on 'analyzing', not embedding/institutionalizing

90 %

- 1. Critical focus on building 'the PA function'**
- 2. No success without embedding in 'business as usual'**
- 3. Data: enrich, iterate, enrich, iterate and repeat...100x**

Questions?

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