Harness the Power of Workforce Analytics
Six Questions to Start Securing a Return on Workforce Analytics
Hollywood’s Take on Predictive Analytics

Source: The Movie Database, http://image.tmdb.org/t/p/original/4cZnYbNNOAg01wJjPZdKycSDcYN.jpg; HR Advancement Center interviews and analysis.
## Big Data in the News

<table>
<thead>
<tr>
<th><strong>FINANCIAL TIMES</strong></th>
<th><strong>Forbes</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Machine Learning Helps Banks Cut Fraud and Prep Stress Tests</strong></td>
<td><strong>Kroger Knows Your Shopping Patterns Better than You Do</strong></td>
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<thead>
<tr>
<th><strong>THE WALL STREET JOURNAL.</strong></th>
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<tbody>
<tr>
<td><strong>H&amp;M Pivots to Big Data to Spot Next Big Fast-Fashion Trends</strong></td>
<td><strong>How Target Figured Out a Teen Girl Was Pregnant Before Her Father Did</strong></td>
</tr>
</tbody>
</table>

How Hard Could It Be?

What’s driving the spike in turnover?

Which new hire will be a future leader?

What skills will I need in the future?

What are our most productive recruiting channels?

Who are my least effective managers?

How will automation impact long-term staffing plans?

Source: HR Advancement Center interviews and analysis.
Progress Stalled by Foundational Challenges

Existing Barriers to Advancing Workforce Analytics

**Limited Resources**

Few organizations have the infrastructure necessary to tackle large-scale analytics projects, or the resources to fund them.

**Siloed Data and Ownership**

HR struggles to access and aggregate data from different departments—and even within disparate HR platforms.

**Ill-Defined Challenges**

Leaders look to data to build future staffing models, but can’t account for unknown future needs.

Source: HR Advancement Center interviews and analysis.
Learning from Organizations Paving the Way

Early Adopters Securing a Return on Workforce Analytics

**Aurora Health Care**
- Predicts individual flight risk using homegrown model
- **Return:** 12% improvement in overall retention; 26% improvement in first-year retention

**Windovar Analytics**
- Predicts amount of time before an employee leaves using survival analysis
- **Return:** Decrease in turnover of top performers and staff with critical skills

**LinkedIn**
- Projects hiring demand to more efficiently staff recruiting teams
- **Return:** 15% savings in annual recruiting budget in first year

**St. Elizabeth HealthCare**
- Identifies the correlation between engagement and HCAHPS to drive improvement on both
- **Return:** 14% increase in percent of engaged employees; 3.8 increase in percentile rank for outpatient likelihood to recommend

Source: HR Advancement Center interviews and analysis.

1) Pseudonym.
Distilling Lessons from Early Adopters Who Secured a Return on Workforce Analytics

Three Principles From Workforce Analytics Pioneers

Focus on a Problem Leaders Care About

- Start with a **business problem that matters** to business leaders

Start Small and Cheap

- Start with a **small team**
- Use **low-cost tools**
- Leverage **data sets** you **already have**

Make Action a No-Brainer

- Help leaders understand the data
- **Pilot projects** before implementing organization-wide changes
- Continuously **refine findings** to improve validity

Source: HR Advancement Center interviews and analysis.
A Shared Approach to Securing a Return on Workforce Analytics

Six Questions Answered by Our Profiled Organizations

Focus on a Problem Leaders Care About

1. What **business problem** should we tackle first?
2. What level of analysis will yield a **near-term ROI**?

Start Small and Cheap

3. What **data sets** can we leverage to understand the business problem?
4. How will we get the **skills** needed to analyze the business problem?
5. How will we get the **tools** to analyze the data?

Make Action a No-Brainer

6. How do we **ensure leaders act** on our data-driven insights?

Source: HR Advancement Center interviews and analysis.
### Potential Options for Answering the Six Questions

**Key Questions to Advance your Workforce Analytics Capabilities**

<table>
<thead>
<tr>
<th>#1. What <strong>business problem</strong> should we tackle first?</th>
<th>Options Selected by Profiled Organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Reduce turnover</td>
<td>• Match staffing to short-term demand</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>#2. What level of analysis will yield a near-term ROI?</th>
<th>Options Selected by Profiled Organizations</th>
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<tbody>
<tr>
<td>• Identify hotspots</td>
<td>• Predict future risks</td>
</tr>
<tr>
<td>• Diagnose underlying drivers</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>#3. What <strong>data sets</strong> can we leverage to understand the business problem?</th>
<th>Options Selected by Profiled Organizations</th>
</tr>
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<tbody>
<tr>
<td>• Employee profile data</td>
<td>• Total rewards utilization data</td>
</tr>
<tr>
<td>• Employee survey data</td>
<td>• Patient data</td>
</tr>
<tr>
<td>• Staffing data</td>
<td></td>
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<table>
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<tr>
<th>#4. How will we get the <strong>skills</strong> needed to analyze the business problem?</th>
<th>Options Selected by Profiled Organizations</th>
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<tbody>
<tr>
<td>• Use existing HR talent</td>
<td>• Tap into in-house expertise outside of HR</td>
</tr>
<tr>
<td>• Hire external talent into HR</td>
<td>• Contract with analytics partner</td>
</tr>
</tbody>
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<tr>
<th>#5. How will we get the <strong>tools</strong> to analyze the data?</th>
<th>Options Selected by Profiled Organizations</th>
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<tbody>
<tr>
<td>• Use off-the-shelf tools</td>
<td>• Outsource the tools</td>
</tr>
<tr>
<td>• Upgrade existing HR tools</td>
<td></td>
</tr>
</tbody>
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<tr>
<th>#6. How do we <strong>ensure leaders act</strong> on our data-driven insights?</th>
<th>Options Selected by Profiled Organizations</th>
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<tbody>
<tr>
<td>• Make it easy for leaders to understand</td>
<td>• Equip business partners to help leaders action plan around findings</td>
</tr>
<tr>
<td>• Track and report analysis validity</td>
<td>• Align with leader performance goals</td>
</tr>
<tr>
<td>• Create a “tripwire”</td>
<td>• Make the change for leaders</td>
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</table>
Introducing Aurora Health Care

Organization in Brief: Aurora Health Care

- 15-hospital, not-for-profit health care system headquartered in Milwaukee, WI with over 150 clinics and 70 pharmacies
- Workforce Analytics Team: 5 FTEs
- HR Business Partner Span of Service Ratio: 1:700 employees
- Patient Safety Excellence Award Winner
- Press Ganey 2017 Success Story Award Winner
- In April 2018, merged with Advocate to become Advocate Aurora Health

Source: Aurora Health Care, Milwaukee, WI; HR Advancement Center interviews and analysis.
# Aurora’s Workforce Analytics Roadmap

<table>
<thead>
<tr>
<th>Questions</th>
<th>Aurora’s Answer</th>
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<tbody>
<tr>
<td>1. What <strong>business problem</strong> should we tackle first?</td>
<td><strong>Reduce turnover</strong> of early-tenure staff</td>
</tr>
<tr>
<td>2. What <strong>level of analysis</strong> will yield near-term ROI?</td>
<td><strong>Predict</strong> future turnover risks</td>
</tr>
<tr>
<td>3. What <strong>data</strong> sets can we leverage to understand the problem?</td>
<td>• <strong>Employee profile</strong> data</td>
</tr>
<tr>
<td></td>
<td>• <strong>Survey</strong> data</td>
</tr>
<tr>
<td></td>
<td>• <strong>Staffing</strong> data</td>
</tr>
<tr>
<td></td>
<td>• <strong>Total rewards utilization</strong> data</td>
</tr>
<tr>
<td></td>
<td>• <strong>Patient</strong> data</td>
</tr>
<tr>
<td>4. How will we get the <strong>skills</strong> needed to analyze the business problem?</td>
<td><strong>Hire</strong> external talent</td>
</tr>
<tr>
<td>5. How will we get the <strong>tools</strong> to analyze the data?</td>
<td>Use <strong>off-the-shelf tools</strong> to build a predictive model</td>
</tr>
<tr>
<td>6. How do we <strong>ensure leaders act</strong> on our data-driven insights?</td>
<td>• <strong>Make it easy</strong> for leaders to understand</td>
</tr>
<tr>
<td></td>
<td>• Align with leader <strong>performance goal</strong></td>
</tr>
<tr>
<td></td>
<td>• <strong>Make the change</strong> for leaders</td>
</tr>
<tr>
<td></td>
<td>• <strong>Equip business partners</strong> to help leaders action plan</td>
</tr>
</tbody>
</table>

Source: Aurora Health Care, Milwaukee, WI; HR Advancement Center interviews and analysis.
Question 1: What business problem should Aurora tackle?

Aurora Aims to Reduce Turnover

Aurora Turnover Rate circa 2016

- **35%** turnover rate in first-year employees
- **50%** turnover rate for employees two years or less

Source: Aurora Health Care, Milwaukee, WI; HR Advancement Center interviews and analysis.
What Level of Analysis Will Yield a Near-Term ROI?

Three Options to Consider

<table>
<thead>
<tr>
<th>Identify Hotspots</th>
<th>Diagnose Underlying Drivers</th>
<th>Predict Future Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pros</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Can be done with Excel or basic statistical tools your team already has</td>
<td>• More actionable than descriptive analysis, since it pinpoints the drivers of the problem</td>
<td>• Can help solve problems before they happen</td>
</tr>
<tr>
<td>• Helps prioritize which parts of the organization need help</td>
<td>• Can result in a “now what” situation, where the root cause is known but not solvable</td>
<td></td>
</tr>
<tr>
<td><strong>Cons</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Doesn’t tell you how to help</td>
<td>• Spurious relationships can misdirect corrective efforts</td>
<td>• Requires a large amount of data, which requires cleaning and management</td>
</tr>
</tbody>
</table>

Source: HR Advancement Center interviews and analysis.
Question 2: What level of analysis will yield a near-term ROI?

**Aurora Chooses to Predict Future Turnover**

Three Options for Analysis

**Identify Hotspots**
For example:
Which employee segments have the highest turnover?

**Diagnose Underlying Drivers**
For example:
What are the controllable drivers of high turnover among our staff? And which drivers matter most?

**Predict Future Risks**
For example:
Which individual employees are most likely to turn over?

Source: Aurora Health Care, Milwaukee, WI; HR Advancement Center interviews and analysis.
Aurora’s Flight Risk Model Predicts Probability of a Staff Member Leaving

A Look Inside the Black Box

Three years of historical data on ≈40 variables creates foundation for Flight Risk Model

Model “learns” which factors matter most

Feed in current employee data

Individual flight risk probability of current employees

<table>
<thead>
<tr>
<th>Employee</th>
<th>Probability</th>
<th>Risk Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>John</td>
<td>High</td>
<td>Location, …</td>
</tr>
<tr>
<td>Sally</td>
<td>Medium</td>
<td>Performance, …</td>
</tr>
<tr>
<td>Fran</td>
<td>Low</td>
<td>Engagement score,</td>
</tr>
<tr>
<td>Haley</td>
<td>High</td>
<td>Compensation, …</td>
</tr>
<tr>
<td>Rebecca</td>
<td>High</td>
<td>Staffing ratio, …</td>
</tr>
<tr>
<td>Felicia</td>
<td>Low</td>
<td>L&amp;D participation, …</td>
</tr>
</tbody>
</table>

Source: Aurora Health Care, Milwaukee, WI; HR Advancement Center interviews and analysis.
How Will I Get the Skills Needed to Analyze the Data?

Four Options for Finding Workforce Analytics Skills

1. Use existing HR talent

2. Hire external talent into HR

3. Contract with an analytics partner

4. Tap into in-house expertise outside HR

Source: HR Advancement Center interviews and analysis.
Question 4: How will Aurora get the skills needed to analyze the business problem?

Aurora Hires a Workforce Analytics Lead

Director of Workforce Analytics CV

- BS in Mechanical Engineering
- Five years engineering experience at major automotive manufacturers, specializing in process engineering
- Transitioned to nine-year career as business strategy and analytics consultant
- Led own firm during final five years as consultant, enabled clients in lean transformation

1) Talent Acquisition.

Source: Aurora Health Care, Milwaukee, WI; HR Advancement Center interviews and analysis.
Differentiating Must-Have from Nice-to-Have Qualifications for a Workforce Analytics Leader

Qualifications for a Workforce Analytics Director

<table>
<thead>
<tr>
<th>Must-Have Qualifications</th>
<th>Nice-to-Have Qualifications</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Proven Analytic Skills</strong></td>
<td><strong>HR Knowledge</strong></td>
</tr>
<tr>
<td>Understands how to manage large disparate data sets, produce insights through data mining, regression analysis, and predictive modeling</td>
<td>Willingness to learn HR concepts and partner with internal experts to be brought up to speed on the organization’s workforce challenges.</td>
</tr>
<tr>
<td><strong>Data Visualization Skills</strong></td>
<td><strong>Healthcare Knowledge</strong></td>
</tr>
<tr>
<td>Knows how to produce visuals that illuminate key insights. Has familiarity with data visualization programs (e.g., QlikView, Tableau).</td>
<td>Has a cursory knowledge of the health care industry. Seems to be a quick learner when presented with new healthcare concepts.</td>
</tr>
<tr>
<td><strong>Executive Communication</strong></td>
<td></td>
</tr>
<tr>
<td>Able to communicate data insights effectively to senior leadership to gain buy-in and spur action in the organization. Capable of explaining complex concepts in layman’s terms.</td>
<td></td>
</tr>
</tbody>
</table>

Source: HR Advancement Center interviews and analysis.
Building a Team to Support Top of License Practice

Aurora’s Initial Analytics Team

**Director, Workforce Strategy & Analytics**

Workforce Analytics Intern

**Background:**
- Computer science and database engineering

**Responsibilities:**
- Create foundation for data mart, gather and clean data from disparate data sources

Workforce Analytics Intern

**Background:**
- Statistics

**Responsibilities:**
- Create models for workforce analytics projects

Key Skill Sets of Analysts

- **Business intelligence** to extract, transform and load data
- **Analytical skills** to understand business problems and how to design models to solve them
- **Statistical skills** to conduct data analysis in statistical programs like R
- **Consulting skills** to help leaders understand and use the tool

Source: Aurora Health Care, Milwaukee, WI; HR Advancement Center interviews and analysis.
Question 3: What data sets can Aurora leverage to understand the business problem?

Aurora Uses Extensive Data to Predict Turnover

Sample Variables Aurora Uses in Flight Risk Model

Employee Profile Data
- Demographics
- Compensation
- Performance data

Employee Survey Data
- Department level results
- Manager level results

Flight Risk Model

Patient Data
- Number of patient falls
- CAUTIs\(^1\) per month

Staffing Data
- Staffing ratios
- Capacity percentage
- Skill mix
- Volumes

Patient Data
- Number of patient falls
- CAUTIs\(^1\) per month

Total Rewards Utilization Data
- Learning and development
- 403B enrollment
- Medical or dental plan enrollment

Source: Aurora Health Care, Milwaukee, WI; HR Advancement Center interviews and analysis.

1) Catheter-associated urinary tract infection.
# What Data Sets Can We Leverage?

<table>
<thead>
<tr>
<th>Data Sets</th>
<th>Locations</th>
<th>Potential Uses</th>
<th>Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee profile data</td>
<td>• HRIS</td>
<td>• Retention</td>
<td>HRIS data probably most accessible; ATS data difficult to match to HRIS data</td>
</tr>
<tr>
<td></td>
<td>• ATS</td>
<td>• Employee performance</td>
<td></td>
</tr>
<tr>
<td>Staffing data</td>
<td>• Time and attendance system</td>
<td>• Workload/Burnout</td>
<td>Higher volume of data, updated daily; may not be controlled by HR</td>
</tr>
<tr>
<td></td>
<td>• EMR</td>
<td>• Absenteeism</td>
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<tr>
<td></td>
<td></td>
<td>• Productivity</td>
<td></td>
</tr>
<tr>
<td>Survey data</td>
<td>• Employee engagement survey</td>
<td>• Retention</td>
<td>Some survey data is protected by NDA; should look to existing data, rather than create new surveys</td>
</tr>
<tr>
<td></td>
<td>• New hire survey</td>
<td>• Leader effectiveness</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Exit surveys</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total rewards utilization data</td>
<td>• LMS</td>
<td>• Retention</td>
<td>Lives within multiple places; poses some privacy concerns and so may be difficult to access complete information (e.g., 401K contribution)</td>
</tr>
<tr>
<td></td>
<td>• Retirement platform</td>
<td>• Absenteeism</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Health benefits</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Patient data</td>
<td>• EMR</td>
<td>• Productivity</td>
<td>Higher volume of data; systems are not within HRs purview</td>
</tr>
<tr>
<td></td>
<td>• Claims/ billing data</td>
<td>• Employee performance</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Patient surveys</td>
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<td></td>
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Source: HR Advancement Center interviews and analysis.
The More Ambitious the Analysis, the More Infrastructure Needed to Support It

## Key Questions for Predictive Modeling

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<thead>
<tr>
<th>Question</th>
<th>Aurora’s Answer</th>
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<tbody>
<tr>
<td>How will we <strong>store and integrate</strong> a large set of current and historical employee data?</td>
<td><strong>Tap into organization’s data mart</strong></td>
</tr>
<tr>
<td>How much <strong>historical data</strong> can we collect to provide the foundation for our model?</td>
<td><strong>Three years</strong> of historical data</td>
</tr>
<tr>
<td>How will we account for the amount of <strong>data cleaning</strong> we’ll need to do?</td>
<td>Identify additional <strong>FTE to support data cleaning</strong>, set up a process for data governance moving forward</td>
</tr>
<tr>
<td>How will we account for how the data we have will <strong>vary by role</strong>?</td>
<td>Collect as many data points as possible; design model to <strong>tailor data to the role</strong>, some roles will have more or less variables than others</td>
</tr>
</tbody>
</table>

Source: Aurora Health Care, Milwaukee, WI; HR Advancement Center interviews and analysis.
How Will We Get the Tools to Analyze the Data?

Three Options for Tools to Analyze Data

**Use Off-the-Shelf Tools**
Download free or inexpensive statistical software programs (e.g., R) and data visualization tools (e.g., Tableau)

**Upgrade Existing HR Tools**
Invest in current HR platforms (e.g., HRIS) to be able to run reports more easily

**Outsource the Tools**
Partner with a vendor who will use their programs to do the analysis for you

Key Questions to Ask Before Investing in Tools

What tools do we have in HR or in our organization?
Do we have the skills needed to use statistical software programs?

Source: HR Advancement Center interviews and analysis.
Question 5: How will Aurora get the tools to analyze the data?

Aurora Uses Low-Cost Tools to Build Flight Risk Model

Aurora has highly skilled team working with large data sets

1. Partner with enterprise IT team
   - IT team carves out space for workforce analytics team on the enterprise data warehouse

2. Leverage low-cost statistical tools
   - R: statistical computing (free)
   - Tableau: data visualization software

Source: Aurora Health Care, Milwaukee, WI; HR Advancement Center interviews and analysis.
How do We Ensure Leaders Act on the Insights?

Managers and Business Partners Are Incentivized and Held Accountable

- Make it easy to understand
- Track and report analysis validity
- Create a “tripwire”

 Equip business partners to help leaders action plan on results
 Align with leader performance goals
 Make the change for leaders

Source: HR Advancement Center interviews and analysis.
Question 6: How does Aurora ensure leaders act on their data-driven insights?

Aurora Invests Heavily to Help Leaders Take Action

Ensuring Leaders Act upon Flight Risk Model Results

1. Hire staff to build a Flight Risk Model
2. Design a clear, compelling interface so leaders and BPs can understand and act on results
3. Equip BPs to action plan with operational leaders
4. Align leader and BP performance goals to incentivize use of the Flight Risk Model
5. Identify organization-wide turnover drivers that merit policy change
6. Turnover reduced

Source: Aurora Health Care, Milwaukee, WI; HR Advancement Center interviews and analysis.
Making It Easy for Leaders to Understand and Act

Aurora’s Flight Risk Model Heat Map

User can filter by job family, location, department

Heat map shows departments with highest number of employees at risk of leaving

Once user clicks on the department they can see individual employees and their risk factors

Source: Aurora Health Care, Milwaukee, WI; HR Advancement Center interviews and analysis.
 Equip Business Partners to Action Plan with Leaders

Process for Retaining High Flight Risk Employees

1. HR BP identifies high-risk employees, filtering for high-performers
2. HR BP delves into individual risk factors
3. HR BP meets with operational leader to validate findings
4. HR BP and leader identify an intervention to retain employee

“We had one occasion where we learned one of our nurses was traveling to work at a location that was significantly farther from her home than one of our hospitals. We were able to address that with her, move her to the closer hospital, and retain her within the system.”

Director Workforce Analytics and Strategy
Aurora Health Care

Source: Aurora Health Care, Milwaukee, WI; HR Advancement Center interviews and analysis.
Align Use of Flight Risk Model with Leader and Business Partner Performance Goals

Business Partner Goals
• Millennial turnover
• First year turnover
• Flight risk model utilization

Aurora Leader Goal
• Turnover included in leader incentive plan

Key Questions for Setting Turnover Goals
• Should we set a process or outcomes-based metric?
• Which leaders should be incentivized?
• How should we set the target (team, facility, system)?

Source: Aurora Health Care, Milwaukee, WI; HR Advancement Center interviews and analysis.
Aurora Reduces Turnover Across the Organization

**Flight Risk Model is Actionable and Valid**

- **25%**
  - Percentage of Aurora’s employees predicted as high-risk

- **80%**
  - Percentage of actual turnover predicted by the Flight Risk Model

**Flight Risk Model Helps Reduce Turnover**

- **26%**
  - Improvement in first year retention

- **18%**
  - Improvement in RN retention

- **12%**
  - Improvement in retention overall

Source: Aurora Health Care, Milwaukee, WI; HR Advancement Center interviews and analysis.
Introducing Windovar Analytics

Windovar Analytics

Organization in Brief: Windovar Analytics

- IT firm headquartered in Texas
- Approximately 6,000 employees
- Founded in 1998
- Three person analytics team
- Turnover rate at 15%

Source: HR Advancement Center interviews and analysis.

1) Pseudonym.
## Windovar’s Workforce Analytics Roadmap

<table>
<thead>
<tr>
<th>Questions</th>
<th>Windovar’s Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. What business problem should we tackle first?</td>
<td>Reduce turnover of high-performing talent and talent with critical skills</td>
</tr>
<tr>
<td>2. What level of analysis will yield near-term ROI?</td>
<td>Predict future turnover risks</td>
</tr>
</tbody>
</table>
| 3. What data sets can we leverage to understand the problem? | • Employee profile data  
   • Survey data  
   • Staffing data  
   • Total rewards utilization data  
   • Client data |
| 4. How will we get the skills needed to analyze the business problem? | Tap into existing talent within HR on 3 FTE workforce analytics team |
| 5. How will we get the tools to analyze the data?   | Use off-the-shelf tools to build a predictive model                   |
| 6. How do we ensure leaders act on our data-driven insights? | Equip business partners to action plan based on results              |

Source: HR Advancement Center interviews and analysis.
Question 2: What level of analysis will yield a near-term ROI?

Windovar Focuses First on Underlying Drivers

Three Options for Analysis

Identify Hotspots
For example:
Which employee segments have the highest turnover?

Diagnose Underlying Drivers
For example:
What are the controllable drivers of high turnover among our staff? And which drivers matter?

Predict Future Risks
For example:
Which individual employees are most likely to turn over?

Initial Analysis Reveals Two Key Drivers of Turnover

1. Having a poor performance review
2. Being a frontline staff member (vs manager)

Source: HR Advancement Center interviews and analysis.
Windovar Decides to Predict Turnover After First Analysis Proves Unhelpful

Three Options for Analysis

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For example:
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**Diagnose Underlying Drivers**
For example:
What are the controllable drivers of high turnover among our staff?
And which drivers matter?

**Predict Future Risks**
For example:
Which individual employees are most likely to turnover?

Source: HR Advancement Center interviews and analysis.
Windovar Predicts Time to Employee Departure

A Look Inside Windovar’s Black Box

Model “learns” which factors matter most

15 years of historical data on ≈60 variables creates foundation for Flight Risk Model

Feed in current employee data

Individual employee time to departure

<table>
<thead>
<tr>
<th>Employee</th>
<th>Probability</th>
<th>Risk Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>John</td>
<td>3 months</td>
<td>Engagement, …</td>
</tr>
<tr>
<td>Sally</td>
<td>26 months</td>
<td>Manager effectiveness, …</td>
</tr>
<tr>
<td>Fran</td>
<td>5 months</td>
<td>Time spent in meetings, …</td>
</tr>
<tr>
<td>Haley</td>
<td>80 months</td>
<td>Performance review, …</td>
</tr>
<tr>
<td>Rebecca</td>
<td>22 months</td>
<td>Overtime hours, …</td>
</tr>
<tr>
<td>Felicia</td>
<td>1 month</td>
<td>Time spent in 1:1s, …</td>
</tr>
</tbody>
</table>

Source: HR Advancement Center interviews and analysis.
Question 6: How does Windovar ensure leaders act on their data-driven insights?

BPs¹ Action Plan and Involve Leaders by Exception

Business Partner filters model to see employees predicted to leave

Is it someone who is a top performer or possesses critical skills?

- No
  - Normal attrition
- Yes
  - Is the Manager a risk factor?
    - Yes
      - Business Partner or OD² intervene
    - No
      - Is the risk factor within Manager’s control?
        - Yes
          - Notify Manager
        - No
          - Business Partner or OD intervene

Source: HR Advancement Center interviews and analysis.

¹ Business partners.
² Organizational development.
## Two Cases on Reducing Turnover

<table>
<thead>
<tr>
<th>Questions</th>
<th>Aurora Health Care</th>
<th>Windovar Analytics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. What <strong>business problem</strong> should we tackle first?</td>
<td><strong>Reduce turnover</strong> of early-tenure staff</td>
<td><strong>Reduce turnover</strong> of high-performing talent and talent with critical skills</td>
</tr>
<tr>
<td>2. What <strong>level of analysis</strong> will yield near-term ROI?</td>
<td><strong>Predict</strong> future turnover risks</td>
<td><strong>Predict</strong> future turnover risks</td>
</tr>
<tr>
<td>3. What <strong>data</strong> sets can we leverage to understand the problem?</td>
<td>• <strong>Employee profile</strong> data &lt;br&gt; • <strong>Survey</strong> data &lt;br&gt; • <strong>Staffing</strong> data &lt;br&gt; • <strong>Total rewards utilization</strong> data &lt;br&gt; • <strong>Patient</strong> data</td>
<td>• <strong>Employee profile</strong> data &lt;br&gt; • <strong>Survey</strong> data &lt;br&gt; • <strong>Staffing</strong> data &lt;br&gt; • <strong>Total rewards utilization</strong> data &lt;br&gt; • <strong>Client</strong> data</td>
</tr>
<tr>
<td>4. How will we get the <strong>skills</strong> needed to analyze the business problem?</td>
<td><strong>Hire</strong> external talent</td>
<td><strong>Tap into existing talent</strong> within HR on 3 FTE workforce analytics team</td>
</tr>
<tr>
<td>5. How will we get the <strong>tools</strong> to analyze the data?</td>
<td><strong>Use off-the-shelf tools</strong> to build a predictive model</td>
<td><strong>Use off-the-shelf tools</strong> to build a predictive model</td>
</tr>
<tr>
<td>6. How do we <strong>ensure leaders act</strong> on our data-driven insights?</td>
<td>• <strong>Make it easy</strong> for leaders to understand &lt;br&gt; • <strong>Align with leader performance goal</strong> &lt;br&gt; • <strong>Make the change</strong> for leaders &lt;br&gt; • <strong>Equip business partners</strong> to help leaders action plan</td>
<td><strong>Equip business partners</strong> to action plan based on results</td>
</tr>
</tbody>
</table>

Source: HR Advancement Center interviews and analysis.
Introducing LinkedIn

Organization in Brief: LinkedIn

- Technology company with 11,800 employees based in Sunnyvale, CA; the mission is to create a digital map of the global economy to connect talent with opportunity at a massive scale
- Organization experienced extended period of 40% growth by headcount
- Winner of HR Dive’s 2017 Company of the Year, Forbes Best Places to Work Award Winner
- **Talent analytics team:** team moved from Finance to HR department

Source: LinkedIn, Sunnyvale, CA; HR Advancement Center interviews and analysis.
## LinkedIn’s Workforce Analytics Roadmap

<table>
<thead>
<tr>
<th>Question</th>
<th>Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. What business problem should we tackle first?</td>
<td>Optimize recruiter supply to match hiring demand</td>
</tr>
<tr>
<td>2. What level of analysis will yield a near-term ROI?</td>
<td>Project hiring demand and predict recruiter need</td>
</tr>
<tr>
<td>3. What data sets can we leverage to understand the business problem?</td>
<td>Staffing data and employee profile data</td>
</tr>
<tr>
<td>4. How will we get the skills needed to analyze the business problem?</td>
<td>Existing HR expertise</td>
</tr>
<tr>
<td>5. How will we get the tools to analyze the data?</td>
<td>Tap into existing tools</td>
</tr>
<tr>
<td>6. How do we ensure leaders act on our data-driven insights?</td>
<td>Tie performance goals to metric they want to inflect, have business partners help leaders action plan on recruiter demand</td>
</tr>
</tbody>
</table>

Source: LinkedIn, Sunnyvale, CA; HR Advancement Center interviews and analysis.
Question 1: What is the business problem LinkedIn wants to solve?

Recruiters Not Staffed for Changes in Hiring Need

Representative Mismatch of Recruiter Capacity and Hiring Demand Across Quarters

Technical
*Dedicated Recruiter Capacity*

Creative
*Dedicated Recruiter Capacity*

Business
*Dedicated Recruiter Capacity*

“LinkedIn had a problem: we were growing at 40% every year and we couldn’t fill roles fast enough…The problem was [talent acquisition] had no visibility into the headcount planning process and couldn’t forecast the number of hires for the year and resource effectively. That means they were constantly playing catch up and hiring more recruiters to try to meet demand.”

Rebecca White,
*Director of Talent Insights*

Source: LinkedIn, Sunnyvale, CA; HR Advancement Center interviews and analysis.
Question 2: What level of analysis will yield a near-term ROI?

LinkedIn Chooses to Predict Future Hiring Demand

Three Ways to Optimize Short-Term Staffing

Identify Employee Groups to Prioritize

For example:
Which business units have the longest time to fill?

Diagnose Root Causes

For example:
What are the drivers of increased demand for hard-to-fill roles?

Predict Future Risks

For example:
What will our hiring needs be across the next year?

Source: LinkedIn, Sunnyvale, CA; HR Advancement Center interviews and analysis.
Question 3: What data does LinkedIn need to answer the question?

**The Math to Project Hiring Demand**

Staffing and Employee Data to Project Hiring Demand at LinkedIn

\[
\text{Incremental annual headcount} + \text{Turnover, transfers} = \text{FTE hiring demand per business unit per month}
\]

- **Incremental annual headcount**
  - From Finance team’s annual incremental headcount plan per business unit

- **Turnover, transfers**
  - From historical monthly turnover, transfer and promotion rates from HRIS

- **FTE hiring demand per business unit per month**
  - Rapid growth requires month-to-month hiring flexibility

Source: LinkedIn, Sunnyvale, CA; HR Advancement Center interviews and analysis.
Using Excel to Model Recruiter Staffing Needs

Determine When Excel Is Right Answer

What programs are my team skilled at using?
Employees are more likely to have experience with Excel than any other program.

How complex is the data we need to manipulate?
Excel performs best with simpler equations.

How much data do we need to manipulate?
Excel handles small to medium size data, or data that does not need its own warehouse to store.

What’s the problem we’re trying to solve?
Excel is the right answer for simplistic statistical analysis and visual reporting.
LinkedIn Efficiently Matches Recruiters to Hiring Need

95%
Number of hires accurately predicted in first year

15%
Annual recruiting budget given back to business in first year

Source: LinkedIn, Sunnyvale, CA; HR Advancement Center interviews and analysis.
Before You Start…Is It a Problem Worth Solving?

Red Flag Audit to Determine If a Business Challenge Is Worth Solving with Analytics

☐ Is it a strategic imperative for our organization, or will it help us achieve a strategic goal?

☐ Are there operational leaders who will champion this work?

☐ Are you confident you can design the analysis to yield actionable information which you have the resources to solve?

☐ Is there system-wide agreement on how to measure the outcome (e.g., single definition of turnover, or burnout)?

☐ Will a custom analysis provide a better answer—or is the national answer good enough?

☐ Can you tie a dollar amount to solving the problem?

Source: HR Advancement Center interviews and analysis.
Using Data to Build a Unified Action Plan

A Multitude of Initiatives to Prioritize

CQO
- Culture of Safety Action Plan
- Magnet Redesignation Action Plan
- Engagement Action Plan
- Labor Savings Action Plan

CNO
- Culture of Safety Action Plan
- Magnet Redesignation Action Plan
- Engagement Action Plan
- Labor Savings Action Plan

CHRO
- Culture of Safety Action Plan
- Magnet Redesignation Action Plan
- Engagement Action Plan
- Labor Savings Action Plan

CFO
- Culture of Safety Action Plan
- Magnet Redesignation Action Plan
- Engagement Action Plan
- Labor Savings Action Plan

A Single Plan to Address Multiple Priorities

- Culture of Safety Priorities
- Magnet Redesignation Priorities
- Engagement Priorities
- Cost Savings Priorities

Source: HR Advancement Center interviews and analysis.
Introducing St. Elizabeth Healthcare

Organization in Brief: St. Elizabeth Healthcare

- Four-hospital health system with over 100 additional care sites located across Northern Kentucky with over 7,300 employees
- 2016 Workplace Transformation Award Winner
- Partners with PRC¹ for patient experience survey and Advisory Board Survey Solutions (ABSS) for employee engagement survey

¹) Professional Research Consultants, Inc.

Source: St. Elizabeth Healthcare, KY, US; HR Advancement Center interviews and analysis.
# St. Elizabeth’s Workforce Analytics Roadmap

<table>
<thead>
<tr>
<th>Questions</th>
<th>St. Elizabeth’s Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. What <strong>business problem</strong> should we tackle first?</td>
<td><strong>Patient satisfaction</strong> and <strong>employee engagement</strong></td>
</tr>
<tr>
<td>2. What <strong>level of analysis</strong> will yield near-term ROI?</td>
<td><strong>Diagnose</strong> underlying drivers</td>
</tr>
<tr>
<td>3. What <strong>data</strong> sets can we leverage to understand the problem?</td>
<td><strong>Survey</strong> data and <strong>patient</strong> data</td>
</tr>
<tr>
<td>4. How will we get the <strong>skills</strong> needed to analyze the business problem?</td>
<td><strong>Offload</strong> analysis to analytics partner</td>
</tr>
<tr>
<td>5. How will we get the <strong>tools</strong> to analyze the data?</td>
<td><strong>Offload</strong> tools to analytics partner</td>
</tr>
<tr>
<td>6. How do we <strong>ensure leaders act</strong> on our data-driven insights?</td>
<td><strong>Equip business partners</strong> to help leaders action plan around findings</td>
</tr>
</tbody>
</table>

Source: St. Elizabeth Healthcare, KY, US; HR Advancement Center interviews and analysis.
St. Elizabeth Facing Significant Cultural Challenges

Three Major Drivers of Cultural Shift

1. Executive Turnover
2. Budget Cuts
3. Employee Layoffs

Source: St. Elizabeth Healthcare, KY, US; HR Advancement Center interviews and analysis.
Question 1: What business problem should St. Elizabeth tackle?

Mandate to Improve Engagement & Patient Satisfaction

St. Elizabeth’s Employee Engagement (2011-2014)

- Disengaged
- Ambivalent
- Content
- Engaged

St. Elizabeth’s Patient Experience Survey
Likelihood to Recommend (2013-2014)
% Excellent Rank

Patient Satisfaction

Source: St. Elizabeth Healthcare, KY, US; HR Advancement Center interviews and analysis.
Question 2: What level of analysis will yield near-term ROI?

Starting with Identifying Groups to Prioritize

An Overwhelming Number of Departments in Need of Intervention

Engagement Mean Percentile

- Flor X-Ray_Fluoroscopy
- FITH Women's Wellness Center
- Edge Maternal Fetal Center
- Flor Physical Therapy
- Edge Women's Wellness Center
- Edge EKG ECG
- Edge Lab - Administration
- Edge Endoscopy
- Edge Sleep Disorders
- Flor Laboratory
- Edge Sports Medicine-Edgewood
- Edge Speech and Hearing
- Flor Same Day Surgery
- Flor Hand Therapy
- Edge TCU 6D
- FITH Med-Surg 4SW
- Conv Physical Therapy
- FITH Physical Therapy
- Edge Interventional Radiology
- Flor EKG-EEG
- Edge X-Ray_Fluoroscopy
- FITH X-Ray_Fluoroscopy
- Gmt X-Ray_Fluoroscopy
- Gmt Imaging-Hebbron
- Edge Ultrasound
- Flor CT
- Edge Nuclear Medicine
- Flor CT
- FITH CT

Patient Satisfaction Percentile

- Flor IP Spine Center
- Edge Med-Surg 2B
- Edge Cancer Care Center
- Edge Med-Surg 2C
- Edge TCU 1A
- Edge Med-Surg 2B-Neuroscience
- FITH Emergency
- Gmt Med-Surg
- FITH Laboratory
- Conv Women's Wellness Center
- Flor TCU 4NW
- FITH TCU 3SW
- Edge TCU 5D
- FITH Cancer Care Center
- Edge Imaging-Edgewood
- Flor Medical Surgical 3NW
- Edge Med-Surg 7D-Ortho
- Edge Cardiac Cath Lab
- Edge Med-Surg 3C
- Edge Women's Health 1B
- Edge SurgiCenter-Crestview
- Flor Emergency
- FITH Med-Surg 4S
- Conv Emergency
- Edge Emergency
- Edge SurgiCenter
- Edge Labor and Delivery
- Edge Med-Surg 2A-Oncology
- Gmt Emergency
- Gmt Laboratory
- Conv X-Ray_Fluoroscopy
- Conv Laboratory

Source: St. Elizabeth Healthcare, KY, US; HR Advancement Center interviews and analysis.
Surfacing Common Drivers to Prioritize

Engagement Opportunities

Patient Satisfaction Opportunities

Source: St. Elizabeth Healthcare, KY, US; HR Advancement Center interviews and analysis.
Question 3: What data sets can St. Elizabeth leverage to understand the business problem?

Aligning Data Across Surveys to Find Shared Drivers

Key Challenges of Aligning Engagement and Patient Satisfaction Data

- Mismatch between survey timelines and independent survey set-ups
- Patient satisfaction data less comprehensive than engagement data
- Engagement survey protected by non-disclosure agreement; patient satisfaction survey HIPAA\(^1\) protected

St. Elizabeth’s Response:

- Referenced survey results from same year and matched patient satisfaction data to corresponding engagement department
- HR ensured they had 66 departments of overlapping engagement and patient satisfaction data available
- St. Elizabeth chooses to work with trusted partners to help with analysis and oversee both data sets

Source: St. Elizabeth Healthcare, KY, US; HR Advancement Center interviews and analysis.

1) Health Insurance Portability and Accountability Act.
Question 4: How will St. Elizabeth get the skills needed to analyze the business problem?

Ensuring Analytics Partner Translates Data into Action

Three Key Questions to Consider When Selecting an Analytics Partner

1. Can the potential partner perform the level of data analysis you need?

2. Is the service a reasonable cost for the value it will provide?

3. Will the potential partner help us translate the results into an action plan?

Source: HR Advancement Center interviews and analysis.
Offloading the Analysis to the ABSS Team

Question 5: How will St. Elizabeth get the tools to analyze the data?

Four-Step Process to Analyze the Data

1. Match engagement survey departments to patient satisfaction departments

2. Plot each department’s engagement index score to their patient satisfaction percentile

3. Correlate engagement drivers with patient satisfaction percentile scores

4. Surface the most highly correlated engagement drivers and display gaps to benchmarks to help St. Elizabeth prioritize top opportunities

Source: RStudio, [https://www.rstudio.com/](https://www.rstudio.com/); HR Advancement Center interviews and analysis.
## Key Considerations on How to Get the Tools Needed to Analyze Data

<table>
<thead>
<tr>
<th></th>
<th>Use Off-the-Shelf Tools</th>
<th>Upgrade Existing HR Tools</th>
<th>Outsource the Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Explanation</strong></td>
<td>Download free (or inexpensive) statistical software programs (e.g., R)</td>
<td>Invest in current HR platforms (e.g., HRIS) to be able to run reports more easily</td>
<td>Partner with a vendor to do the analysis for you</td>
</tr>
<tr>
<td><strong>Best for</strong></td>
<td>• Organizations willing to invest in skilled talent to use tools</td>
<td>• Organizations that want to start with better HR reporting and dashboards</td>
<td>• Large system on multiple HR platforms</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Organizations unable to manage workforce analytics team</td>
</tr>
<tr>
<td><strong>Skills Needed</strong></td>
<td>• Gather and clean necessary data</td>
<td>• Set up reports</td>
<td>• Interpret results and make results usable</td>
</tr>
<tr>
<td></td>
<td>• Determine the right type of analysis and run it</td>
<td>• Interpret results and make results usable</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Set up reports</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Interpret results and make results usable</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Investment</strong></td>
<td>$</td>
<td>$$</td>
<td>$$$</td>
</tr>
</tbody>
</table>

Source: HR Advancement Center interviews and analysis.
HR Partners with Executives on Joint Action Plan

Analysis Reveals Greatest Opportunity is Addressing Job Security

Engagement Opportunities
- Executive Actions
- Benefits

Job Security

Patient Satisfaction Opportunities
- Manager Effectiveness
- Training and Development
- Care Quality

Source: St. Elizabeth Healthcare, KY, US; HR Advancement Center interviews and analysis.
## Designing a Single Action Plan to Improve Two Metrics

### St. Elizabeth’s Executive Joint Action Plan

<table>
<thead>
<tr>
<th>Issue</th>
<th>Action Item</th>
<th>Description</th>
<th>Responsible Party</th>
<th>Update</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Job Security</strong></td>
<td>90-Day Communication Plan</td>
<td>All decisions that have negative effects on employees will be communicated at least 90 days in advance</td>
<td>VPHR</td>
<td>HR team to determine policy guidelines and rollout plan</td>
</tr>
<tr>
<td></td>
<td>Benchmarking Review</td>
<td>Ensure all clinical areas are appropriately staffed</td>
<td>VPHR</td>
<td>Completed</td>
</tr>
<tr>
<td></td>
<td>“Sacred 60” Rounding</td>
<td>All leaders round during same time frame each week</td>
<td>CEO</td>
<td>Implementation completed 3/31/15</td>
</tr>
<tr>
<td></td>
<td>Communication Tiers</td>
<td>Three-tiered approach to communications depending on sensitivity of information</td>
<td>COO</td>
<td>Up to date</td>
</tr>
<tr>
<td><strong>Actions of Executives</strong></td>
<td>Communication Tiers</td>
<td>Three-tiered approach to communications depending on sensitivity of information</td>
<td>COO</td>
<td>Up to date</td>
</tr>
<tr>
<td></td>
<td>Red Tickets</td>
<td>Utilize red tickets for individuals or units who go above and beyond</td>
<td>CFO</td>
<td>Distribute ice cream to recognize increased workload due to high census</td>
</tr>
</tbody>
</table>
St. Elizabeth Improves Patient Satisfaction & Engagement

Employee Engagement

<table>
<thead>
<tr>
<th>Disengaged</th>
<th>Ambivalent</th>
<th>Content</th>
<th>Engaged</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

14% increase in percent of engaged employees

Likelihood to Recommend

% Excellent Rank

<table>
<thead>
<tr>
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<th>Content</th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3.8 increase in percentile rank for outpatient likelihood to recommend

Source: St. Elizabeth Healthcare, KY, US; HR Advancement Center interviews and analysis.
Seeking Opportunities to Leverage Data to Solve Two Strategic Challenges Simultaneously

- Patient Access
- Quality of Hire
- Physician Engagement
- Staff Diversity
- Employee Performance
- Employee Engagement
- Patient Loyalty
- Culture of Safety
- Staff Retention
- Patient Experience

Source: HR Advancement Center interviews and analysis.
Your Organization’s Answers to Six Workforce Analytics Questions
How to Secure a Return on Investment in Workforce Analytics

Six Questions Answered by Our Profiled Organizations

Focus on a Problem Leaders Care About

1. What business problem should we tackle first?

2. What level of analysis will yield a near-term ROI?

Start Small and Cheap

3. What data sets can we leverage to understand the business problem?

4. How will we get the skills needed to analyze the business problem?

5. How will we get the tools to analyze the data?

Make Action a No-Brainer

6. How do we ensure leaders act on our data-driven insights?

Source: HR Advancement Center interviews and analysis.
LinkedIn’s Initial Push Into HR Analytics

LinkedIn’s Initial Talent Insights Team Circa 2013

Talent Insights Team Mission:
Our team’s purpose is to help our leaders make evidence-based talent decisions across the employee lifecycle that enable LinkedIn to achieve its vision and mission.

Analysts Responsibilities
• Create HR reports using Tableau
• Run statistical analyses
• Advise business leaders on data

Source: LinkedIn, Sunnyvale, CA; HR Advancement Center interviews and analysis.
Maximizing the Impact of a Small Team

LinkedIn’s Talent Insights Team Circa 2018

Manage Demand for HR Reporting
- Minimize fulfilling ad-hoc analysis requests and operational reporting

Build Data Infrastructure
- Dedicate incremental capacity to automating and standardizing dashboards and reporting

Focus on High Impact Projects
- Analysts focus 40% of time to answering analytical questions addressing specific business need

Source: LinkedIn, Sunnyvale, CA; HR Advancement Center interviews and analysis.
Amassing Wins Across the Organization

**A+ Standardized Organizational Health Metrics**
Share metrics with Executive Team on a monthly basis, which are used to identify trends and hotspots for team to dive deeper into root causes

**Geographic Recruitment Assessment**
Created integrated framework to assess new geographical locations for LinkedIn to target for recruiting, based on a variety of factors like skill availability, cost of living, and connectedness of employee base

**Combat Attrition in Key Departments**
Identified root causes of attrition within our most critical Engineering function and designed an intervention to retain this population, which resulted in increased engagement and decreased attrition

**Drive Hiring Efficiency**
Piloted, tested and validated new assessment tools in the hiring funnel to drive efficiency and increased standardization

Source: LinkedIn, Sunnyvale, CA; HR Advancement Center interviews and analysis.
From Generalists to Functional Experts

LinkedIn’s Talent Insights Team Circa 2018

Responsibilities:
• Conducts longitudinal research focused on organization-wide problems
• Current focus on measuring company culture; integrating employee engagement survey strategy

Responsibilities:
• Partners with IT on building and maintaining HR data warehouse
• Responsibilities include HR data reports and visualization production

Responsibilities:
• Team members align with leaders across LinkedIn, including business partners
• Work to identify where analytics can improve business operations
• Lead work surrounding workforce planning and attrition prevention

Source: LinkedIn, Sunnyvale, CA; HR Advancement Center interviews and analysis.
Providing Additional Support on Workforce Analytics

Starter List of Additional Resources to Develop

1. Updated Workforce Demand Forecaster (Excel template)

2. Best-in-class dashboards for managers, HR, and/or executives

3. Quick guide to analytic tools available on the market

4. Benchmarks: Number of FTEs for workforce analytics

5. What else?

Source: HR Advancement Center interviews and analysis.
Aim to Gradually Shift How Your Workforce Analytics Team Spends Their Time

Time Allocation for Brand-New Workforce Analytics Team

- Consulting: 10%
- Advanced Analytics: 10%
- Data Infrastructure: 30%
- HR Reporting: 50%

Ideal Time Allocation for Mature Workforce Analytics Team

- Consulting: 15%
- Data Infrastructure: 10%
- Advanced Analytics: 40%
- HR Reporting: 35%

Source: HR Advancement Center interviews and analysis.
HR Advancement Center

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