



Why People Analytics Matters Today: An LDC Case Study

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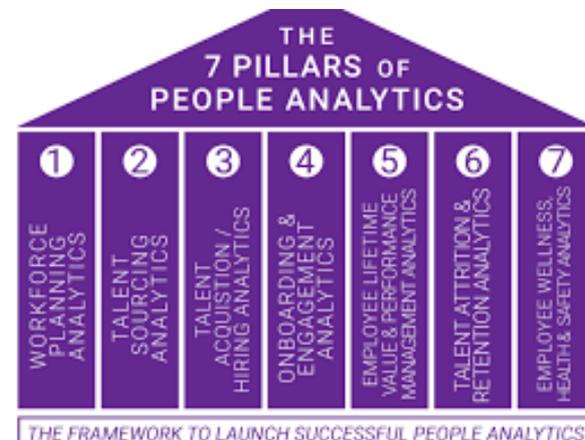
“You can’t manage what you don’t measure.”

Peter Drucker



WHAT IS PEOPLE ANALYTICS?

- Terms have evolved: “Big data”, “Analytics”, “Data Science”, “Predictive Analytics”, “Talent Analytics”, “Workforce Analytics”
- “People Analytics” encompasses the use of both data and analysis in recruiting, retention, succession, and other people-oriented processes by predicting the *probability of an outcome* for a specific individual.
- It’s a method of analytics that can help managers and executives make informed decisions about their employees or workforce.





TURN YOUR DATA INTO SMART TALENT DATA

Most Companies have large datasets to analyze;

Relatively few leverage the benefits;

Using smart data can provide insights into your business;

Ensures you ask the right questions and draw correct conclusions.





PEOPLE ANALYTICS GROWTH

Companies are catching on

4,500

Companies have employees focused on people analytics

43%

of the Fortune 1000

55%

of all people analytics functions have been started within the last 5 years



VISION FOR EXECUTIVES





VISION FOR EMPLOYEES

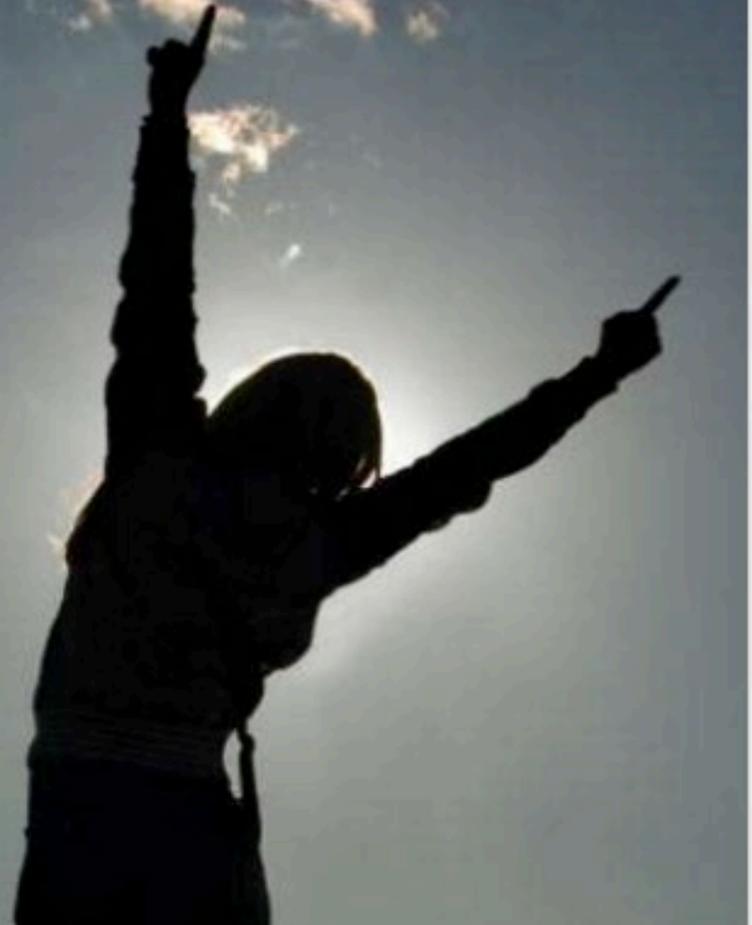
Great job fit

Engaged with new challenges

Helpful performance feedback

Continual growth

Clear career path





HR: HOW DO WE.....

Build Leadership Capability

Improve Quality of Hire

Improve Bench Strength

Improve Employee Engagement

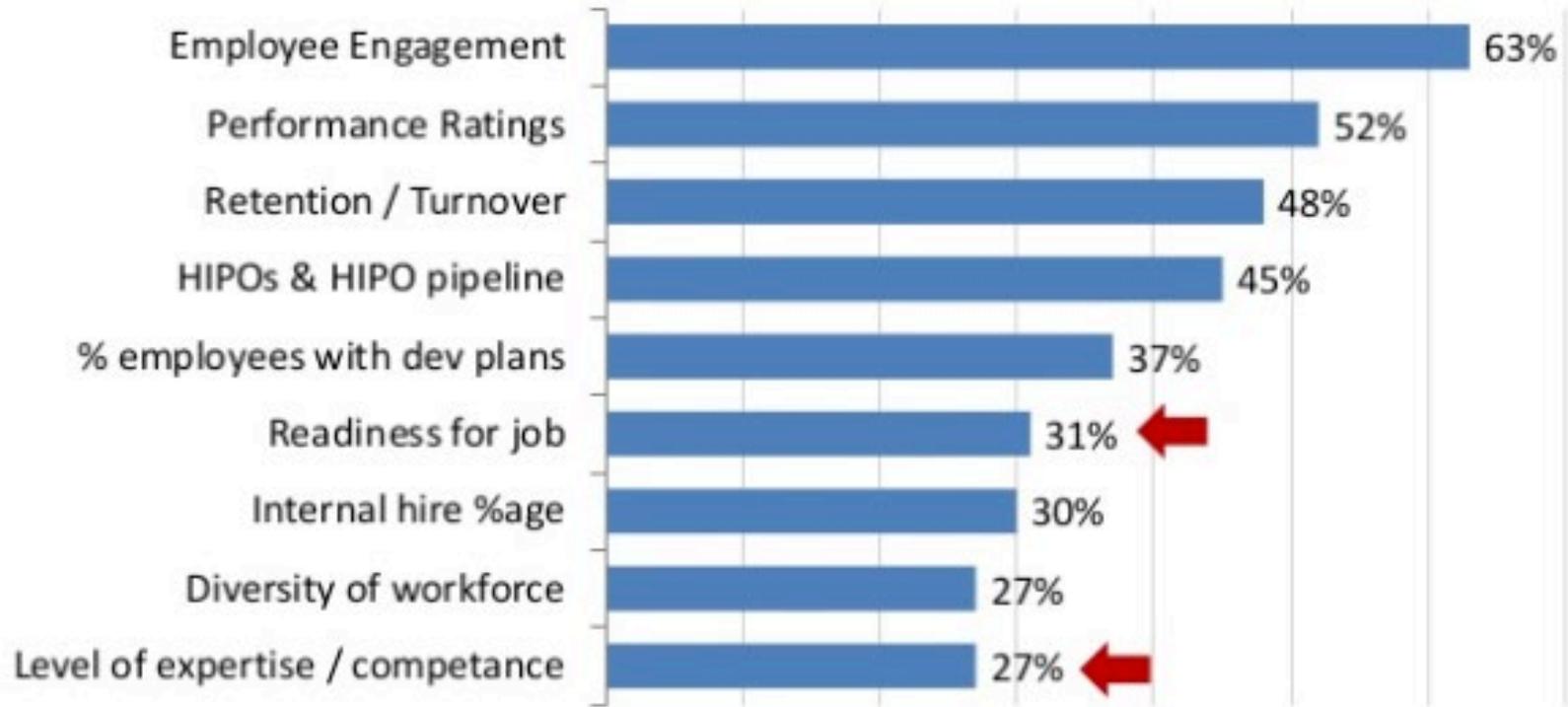
Improve Speed to Performance

Align Effort to Business Outcomes





WHAT IS GENERALLY MEASURED TODAY ?



Source: Bersin by Deloitte



PEOPLE ANALYTICS MODEL

Bersin Talent Analytics Maturity Model



Source: Bersin by Deloitte



PEOPLE ANALYTICS: LIMITATIONS



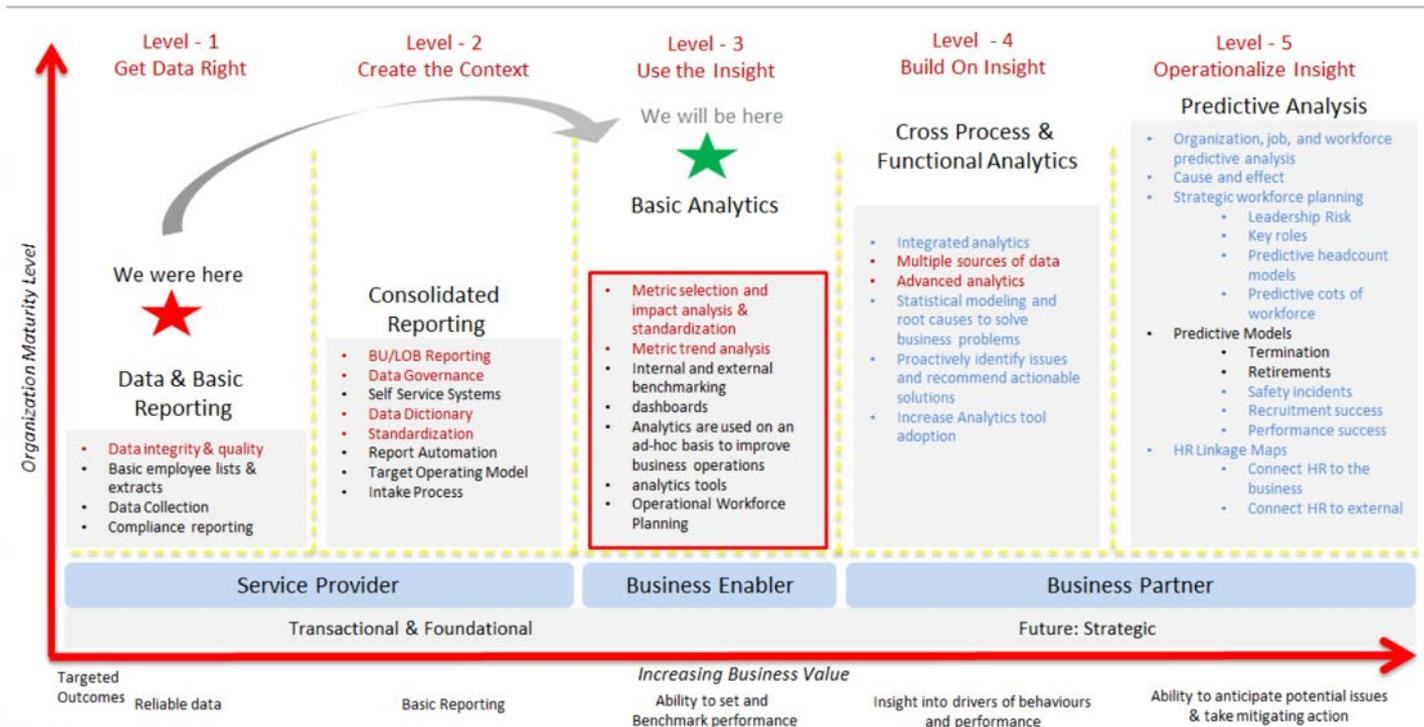
Source: Bersin by Deloitte



PEOPLE ANALYTICS: HYDRO ONE

Next Steps

- Complete / Progress
- Absent
- Concern / Challenges



*Adopted from Jeffrey Haynes (2016) from Baker Tilly presentation on "Modern HR: Embracing Talent Analytics" April 19th 2016





CLASSIC BARRIERS

Barriers to Advancing Talent Analytics

- No time
- Too complex
- Siloed data
- Disparate systems



COMMON HR THEMES TO ANALYZE

People analytics professionals tackle big business questions

Sample business & HR problems across the employee lifecycle



**Talent
acquisition**

How do we quickly identify and prioritize critical talent pools?



**Talent
Management**

What are the drivers of attrition?

How do we reduce regrettable attrition and retain top talent?



**Learning &
Development**

How do we define, assess, and develop great leaders at LinkedIn?

How do we measure the impact of learning?



**Workforce
Planning**

What is our talent strategy to grow the business in key areas?

How do we forecast talent demand & supply of critical talent?

Source: LinkedIn



STAKEHOLDER FEEDBACK

What we heard



Themes from Stakeholder Discussions





A Case Study on People Analytics



Project Summary

Science Fiction Turned Into Reality

1. Maximize our candidate experience,
2. Dramatically improve our quality of hire and increase our internal efficiency and
3. Reduce bias and increase our talent diversity

CASE STUDY: HYDRO ONE



- 8,000+ Skilled Trade Apprentice Candidates apply annually across 5 Skilled Trade Roles;
- Powerline, Arborist, Truck & Coach, Electrician and Meter Tech Apprentices;
- Worked with Joint Apprenticeship Council (Hydro One and Power Workers Union) to build a framework to modernize the recruitment process;
- Created an online platform (Talent Nest™) integrated with an 8 minute validated online survey to assess: Education, Experience, Character Traits including Attitudes & Behavior's and Customer Orientation;
- Each candidate is ranked 1-5 based on key job criteria;
- Produce annual analytic validation study examining sourcing, candidate data, scoring engine, key trends, and EE data to ensure consistency and recommendations on key findings.



CANDIDATE SCORECARD



Rank Scoring
Model 1-5

Recommendation / Background

Candidate Information:	
Name: Warren TEST Collier Address: , Telephone: 416-346-2029	
Email Address: wcollier@selfmgmt.com Desired Location: Meter Technician Trainee	

 Recommended 4.4	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Does Candidate Possess the Scorecard Attributes?</th> <th style="text-align: left;">Y or N</th> </tr> </thead> <tbody> <tr><td>Community College or University Education</td><td>Y</td></tr> <tr><td>Currently employed (Full-time or Part-time)</td><td>Y</td></tr> <tr><td>Held ≤ 2 full-time jobs in the past 5 years</td><td>Y</td></tr> <tr><td>Held ≤ 2 previous jobs in a technical role</td><td>Y</td></tr> <tr><td>≤ 5 years on-the-job experience in a technical role</td><td>Y</td></tr> <tr><td>Available to relocate in Ontario for a year or more</td><td>Y</td></tr> <tr><td style="text-align: right;">SCORECARD RESULT (# OF Ys):</td><td>6</td></tr> </tbody> </table>	Does Candidate Possess the Scorecard Attributes?	Y or N	Community College or University Education	Y	Currently employed (Full-time or Part-time)	Y	Held ≤ 2 full-time jobs in the past 5 years	Y	Held ≤ 2 previous jobs in a technical role	Y	≤ 5 years on-the-job experience in a technical role	Y	Available to relocate in Ontario for a year or more	Y	SCORECARD RESULT (# OF Ys):	6
Does Candidate Possess the Scorecard Attributes?	Y or N																
Community College or University Education	Y																
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≤ 5 years on-the-job experience in a technical role	Y																
Available to relocate in Ontario for a year or more	Y																
SCORECARD RESULT (# OF Ys):	6																

<p>Talent (3.4) </p> <p>Effort (4.2) </p> <p>Opportunity (5.0) </p> <p>Total (4.4) </p> <p style="text-align: center;">5 4 3 2 1</p>	
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EMPLOYMENT STATUS	
1. Select the one that reflects your current situation.	Employed Full-Time
2. If unemployed, how long have you been unemployed?	
3. Are you currently a student?	No
4. What is the main reason you are searching for a new job?	Recently graduated from high school/college/university
5. How much experience, if any, have you had in a technical role?	1 to 3 years
6. How many previous jobs in a technical role have you had?	1
7. How many years of on-the-job experience do you have in a technical role?	3 to 5
8. In your current position, what percentage of your time is spent interacting with team members to complete a task?	100% of my time
9. Number of roles as a team leader or supervisor on a project (through school/community involvement/sports teams/work environment):	3 or more
10. How many full time jobs have you held in the last 5 years?	Never worked full time
11. Are you available to relocate in Ontario away from your current residence for a year or more?	Yes
12. Do you have any family members or friends that work for Hydro One?	Yes
13. If Yes, please enter the name of the person referring.	John Smith

Candidate
Contact
Information

6 People Analytic
Findings contributed
to reducing early
attrition and job fit

Survey
Question
Responses
used for
screening
interview

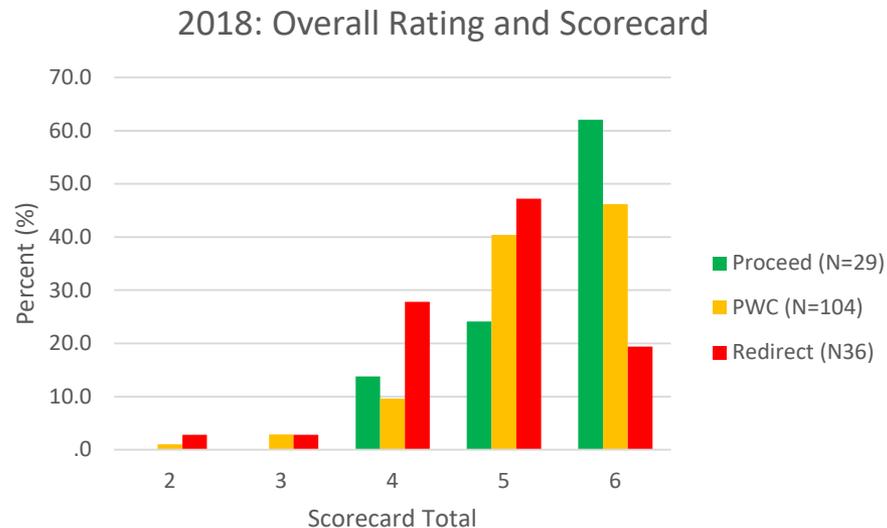


CANDIDATE SCORECARD

Demographic Scorecard Ratings of Hydro One: Apprentice Profile

- 1) High School or College Education
- 2) Currently employed (full-time or part-time)
- 3) Held ≤ 2 full-time positions in the past 5 years
- 4) Held ≤ 2 previous positions in a skilled trade
- 5) ≤ 5 years on-the-job experience in a skilled trade
- 6) Available to relocate within Ontario for ≥ 1 year

The higher number of Scorecard variables the better the overall rating and the higher the Scale scores



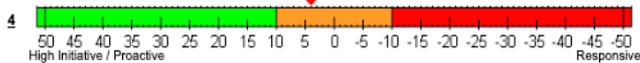


DNA CHARACTER TRAITS

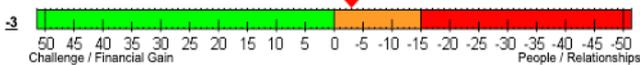


Candidate Snapshot

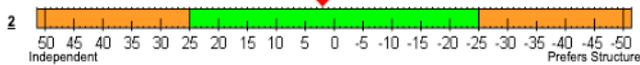
Enterprising Potential



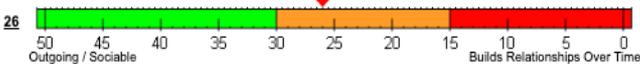
Achievement Potential



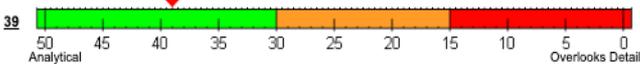
Independence Potential



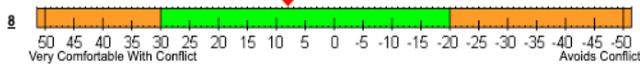
People Orientation



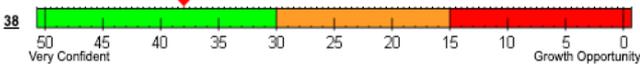
Analytical Orientation



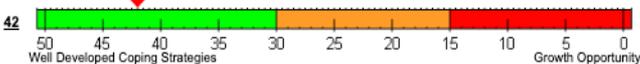
Comfort With Conflict



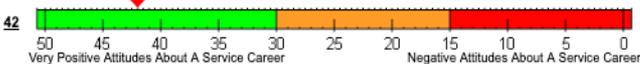
Self Confidence



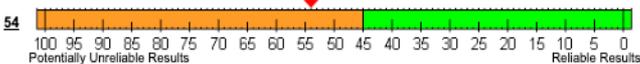
Lifestyle Management



Attitudes About a Service Career



Reliability of Results (Honesty Scale)



Source Traits:

- Proactivity
- Motivation
- Team Orientation
- People Orientation
- Analytical Orientation
- Comfort with Conflict

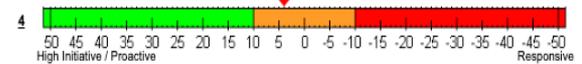
Attitudes:

- Confidence
- Stress
- Attitudes towards Service
- Next: Safety Bias

Candidate Details & Interview Questions

Performance Factors

Enterprising Potential

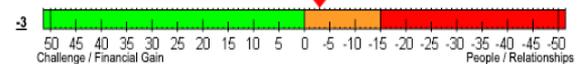


Kevin would be described as possessing an average potential to self manage. As such, he/she will be comfortable in situations that require a balance between a responsive and proactive disposition. More specifically, Kevin will be effective in environments that require responsiveness to customer and organizational needs combined with the need to plan and initiate additional tasks in a more independent manner. Overall, he/she will likely work most effectively with a manager who provides clear guidance and feedback, without being too controlling.

Interview Suggestions

1. How do you currently organize and prioritize your daily responsibilities?
2. Outline a situation where you had to respond to the needs of a demanding customer.
3. Describe a situation in which you took initiative. Is there anything you would do differently?

Achievement Potential

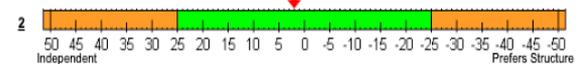


Kevin possesses a modest sense of urgency and likely balances his/her efforts and motivation between short and long term goals. When interacting with customers, he/she will handle their needs in a timely manner, yet pay particular attention to being thorough and precise. Kevin is a stable and dependable employee, and is very methodical and deliberate in all that he/she does.

Interview Suggestions

1. Describe a situation where you had to complete a task under very tight time constraints. What strategies did you employ in order to be successful?
2. If you had a choice, would you prefer to work in an environment where you were responsible for several tasks at one time, or an environment where you could focus on just one task at a time? Explain your answer.
3. What are the things that motivate you to do well in a service-oriented role? Why?
4. Describe for me a situation that illustrates that you are a patient person.

Independence Potential



Kevin would be described as cooperative, obliging, efficient and conscientious. He/She would function most effectively in a group environment; however, one in which individual initiative is promoted and recognized. He/She will appreciate, and in some cases rely on, early supervision but will expect less guidance after gaining the relevant experience. He/She would be expected to integrate well within organization's existing systems and work well with a group of peers who are similar in nature.

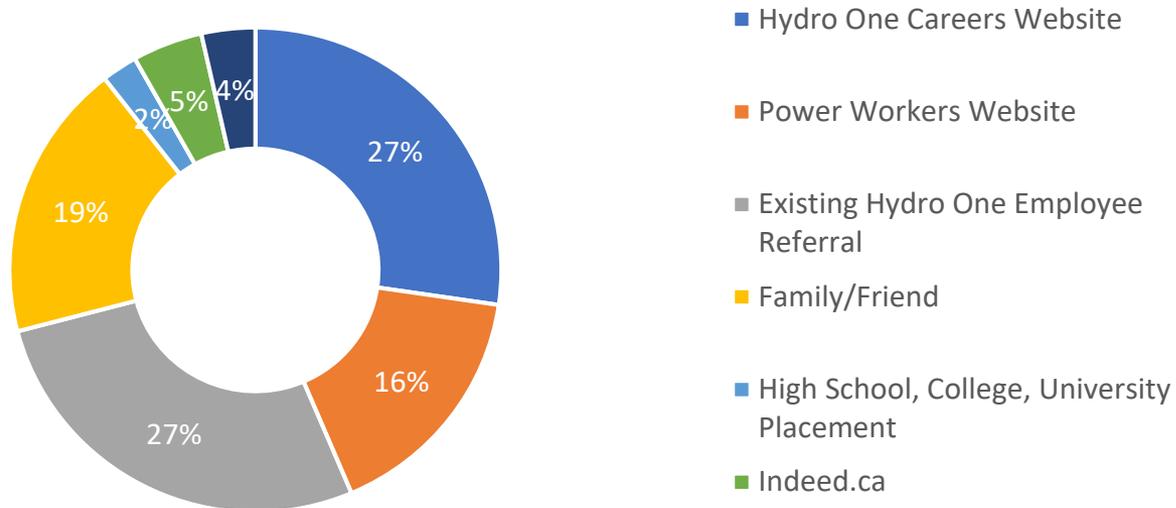
Interview Suggestions

1. Describe the work environment that you have found most suitable to your personality.
2. What do you like most about working independently? In a group?
3. Describe your ideal manager.
4. Describe a situation where you worked independently in a group / team context. How did the group coordinate their efforts?



PEOPLE ANALYTICS: SOURCES

Referral Source of hires



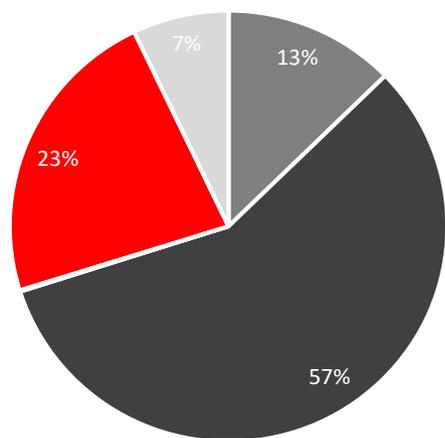
- Hydro One Careers Website and Existing Hydro One employee referral were the top two sources



PEOPLE ANALYTICS: EDUCATION

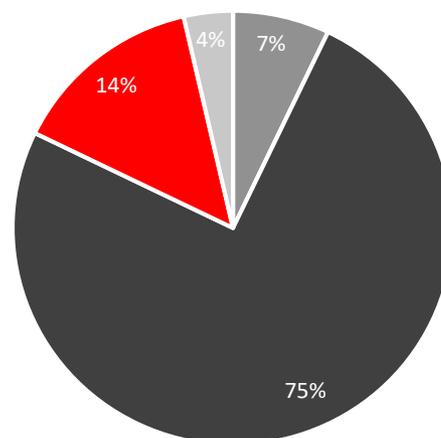
Education in 2018:

Highest Education Achieved:



All Applicants

- Attended but did not graduate
- College
- Did not complete High School
- High School Graduate
- University



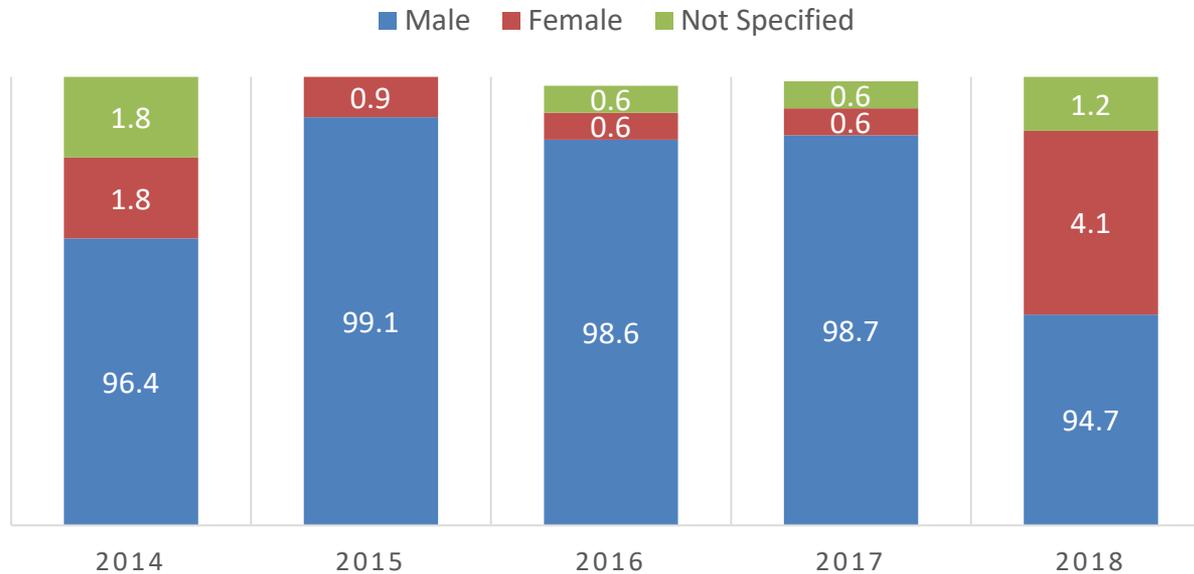
Hired Apprentices

- Attended but did not graduate
- College
- High School Graduate
- University



PEOPLE ANALYTICS: GENDER

GENDER



- A significantly higher proportion of females are applying for positions in 2018 compared to previous years



PEOPLE ANALYTICS: GENDER



Female Skilled Trades Recruitment

	2018	
	Hired	Not Hired
FEMALE	7 (4.1%)	194 (0.4%)
MALE	160 (94.7%)	4,657 (96.1%)



PEOPLE ANALYTICS: EMPLOYMENT EQUITY

EQUITY: HIRED APPRENTICES

■ 2014 ■ 2015 ■ 2016 ■ 2017 ■ 2018



Percentage Hired:

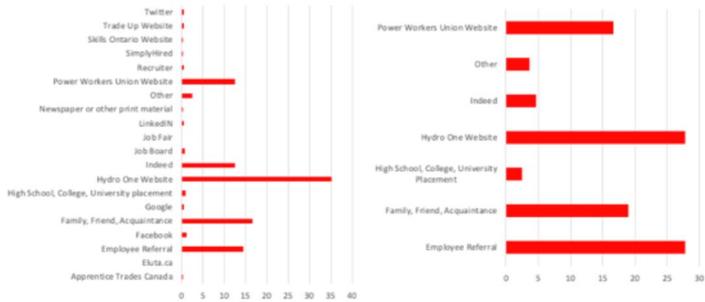
- 2014 highest for Metis
- 2015 highest First Nations Status and Non Status, and Aboriginal Status
- 2017 highest for Visible minorities and Disabled
- 2018 highest for Metis



PEOPLE ANALYTIC SCORECARD



SOURCE 2018



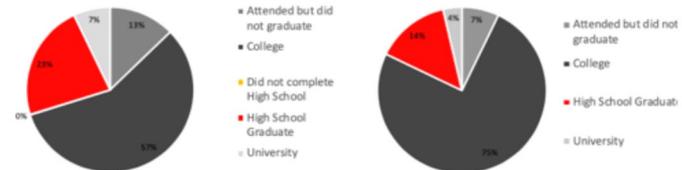
All Applicants

Hired Apprentices

APPLICANT DEMOGRAPHICS

Education in 2018:

Highest Education Achieved:

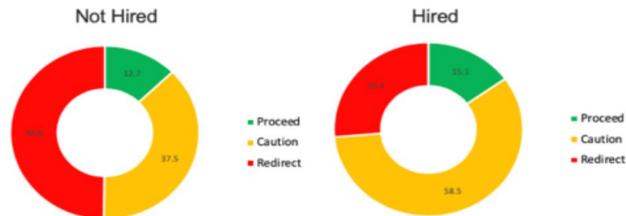


All Applicants

Hired Apprentices

STUDY OVERVIEW

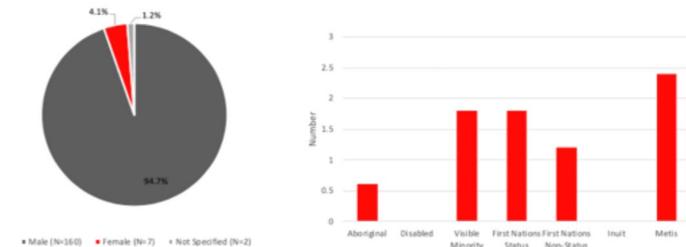
2017 Hired (N=159) versus Not Hired (N=7,875):



*Higher frequency of Green and yellow-rated candidates in hired sample

EMPLOYMENT EQUITY

Overview of Hired Apprentices in 2018

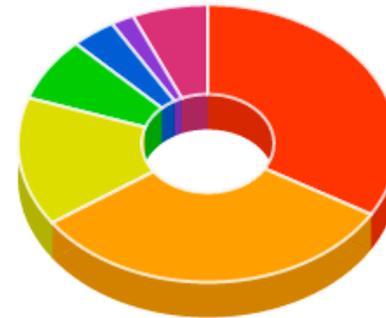




REAL-TIME ANALYTICS



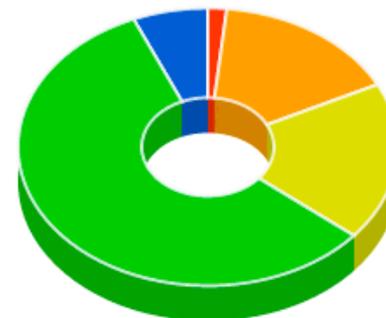
Time to Hire



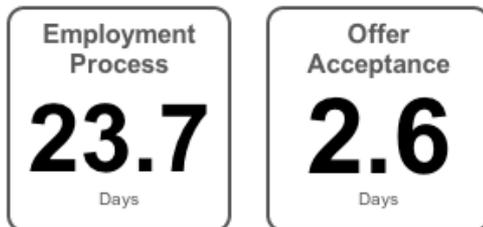
0 - 14 days	33.55%
15 - 29 days	31.75%
30 - 44 days	15.02%
45 - 59 days	7.42%
60 - 74 days	3.82%
75 - 89 days	1.97%
90+ days	6.48%



Time per Application Stage



Application Process	1.60%
Transfer Request	15.99%
Review Candidate	18.44%
Employment Process	57.55%
Offer Acceptance	6.41%

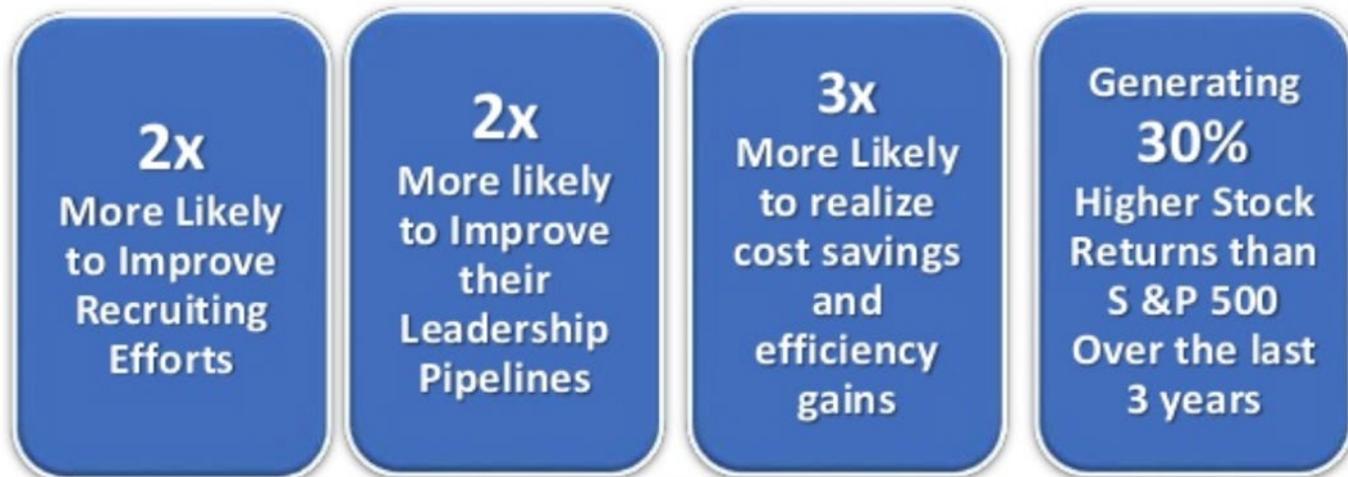




PEOPLE ANALYTICS: ROI

The Results Are In...

HR Organizations using People Insights & Predictive Analytics Are...



Source: Workforce Live



KEY OUTCOMES

- Time to Hire reduced 65%;
- Every candidate is reviewed and scored (over 75,000+ people to-date);
- Consistent approach for all candidates;
- Recruiter bias is mitigated, less grievance's, candidate/brand experience enhanced;
- People Analytic Data is reviewed & calibrated annually, adjustments to the model are made based on validated findings;
- Decisions on media spend (sourcing) improved;
- Collection of EE Data has improved diversity goals in real time;
- Expand to other analytic data points: safety bias, counter productive behavior, performance data, attrition, leadership potential etc.



WHERE CAN YOU START ??

- Select a project or one area that is no overly complex and that will deliver results relatively quickly;
- Avoid your first project that has too many dependencies and uncertainties;
- Select a project with enough impact it will be noticed beyond the HR function;
- Choose a project that you or your team can execute relatively quickly & make a noticeable/tangible difference (ROI);
- Partner with a service provider for advice;
- Leverage Technology !





BUILD YOUR ANALYTIC DASHBOARD

Onboarding Analytics Example

Profile:
Large Insurance Company
Over 25% Turnover within 1st 90 Days

- Key Metrics:**
- Onboarding Effectiveness
 - Quality of Hire
 - New Hire Satisfaction

- Solution:**
- Automated 30, 60, 90-day new hire touchpoints
 - Targeted reporting to managers & program owners
 - Identified "flight risks" for early intervention



- Results:**
- 93% of "flight risks" retained
 - 73% reduction in measurement costs

Leadership Analytics Example

Profile:
Large Technology Company
1000s of new leaders to develop

- Key Metrics:**
- Bench Strength
 - Leadership Effectiveness
 - Business Outcomes

- Solution:**
- Semi-Annual 360s of Emerging & New Leaders
 - Leadership Program Evaluation
 - Leadership-to-Business Outcomes Correlation

	Average	Score	Average	Score	Delta
1. I understand my role and the organization's strategy.	4.1	3.8	4.1	3.8	-0.3
2. I have established measures of the customer's experience that inform innovation and guide decisions.	4.1	3.8	4.1	3.8	-0.3
3. I have established measures of the customer's experience that inform innovation and guide decisions.	4.1	3.8	4.1	3.8	-0.3
4. I have established measures of the customer's experience that inform innovation and guide decisions.	4.1	3.8	4.1	3.8	-0.3
5. I have established measures of the customer's experience that inform innovation and guide decisions.	4.1	3.8	4.1	3.8	-0.3
6. I have established measures of the customer's experience that inform innovation and guide decisions.	4.1	3.8	4.1	3.8	-0.3
7. I have established measures of the customer's experience that inform innovation and guide decisions.	4.1	3.8	4.1	3.8	-0.3
8. I have established measures of the customer's experience that inform innovation and guide decisions.	4.1	3.8	4.1	3.8	-0.3
9. I have established measures of the customer's experience that inform innovation and guide decisions.	4.1	3.8	4.1	3.8	-0.3
10. I have established measures of the customer's experience that inform innovation and guide decisions.	4.1	3.8	4.1	3.8	-0.3

- Results:**
- Significant Leadership Effectiveness increase
 - Business Outcomes linked to leadership development

Engagement Analytics Example

Profile:
U.S. Government Department
High turnover, little insight into drivers

- Key Metrics:**
- Employee Engagement
 - Employee Retention
 - High Performer Retention

- Solution:**
- Automated Exit Interview surveys
 - Filtered & ranked by 15 employee demographics
 - Monthly management reporting



- Results:**
- Identified and addressed key drivers
 - Increased retention by 5.6%



TOOLS & SOFTWARE PARTNERS

Vendors:

- Self Management Group – Talent Analytic Advisory Services (Toronto)
- People Insights (Ottawa),
- Visier (Vancouver)

Software:

- ERP/HCM/ATS Reporting Tools & Dashboards
- Statistical Software: SAS, SPSS
- Tableau



“.....Without data, you are just another person with an opinion”..

W. Edward Deming

Thank You !!

Warren Collier, CHRL
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