

Food for Thought

- Should companies monitor people that work for them the same way people monitor machinery and equipment?
- Can behavior be predicted, or even manipulated, the same way?

Employee Retention

- Radio-Frequency Identification (RFID) Tags
- Measures Employee Engagement
- Satisfaction
- Productivity
- Performance

Ivy League vs. State University

"The Harvard case is rich with traditional beliefs, even after they looked into computer usage."
- Dr. Professor, School Computer Dept

People Analytics



"We use our collection of Google analytics for data and insights. The goal is to bring the data into our HR system to help us better understand our employees' behavior."
- Lauren Bink, Senior Vice President of People Operations at Google, Inc.

Analytical Recruiting Approach



Is the HR Job?

Why Use an Analytical Approach?

Managing with Analytics at P&G Harvard Case Solution & Analysis

Big Data Revolution

HR can leverage data to predict and anticipate future staffing needs, better understand employee behaviors, and reduce overall staffing costs

- Human Capital Risk
- Productivity and Performance
- People Management
- Financial Workforce Metrics

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Ivy League vs. State University

It's hard to argue on which is better. Both have their own strengths and weaknesses. What do you think?

People Analytics



HR leverages data to create personalized experiences and insights. The goal is to bring the same level of insight and personalization to the HR function.

Source: Workday, LinkedIn, and other HR tech providers.

Analytical Recruiting Approach



Recruiting

Analytics

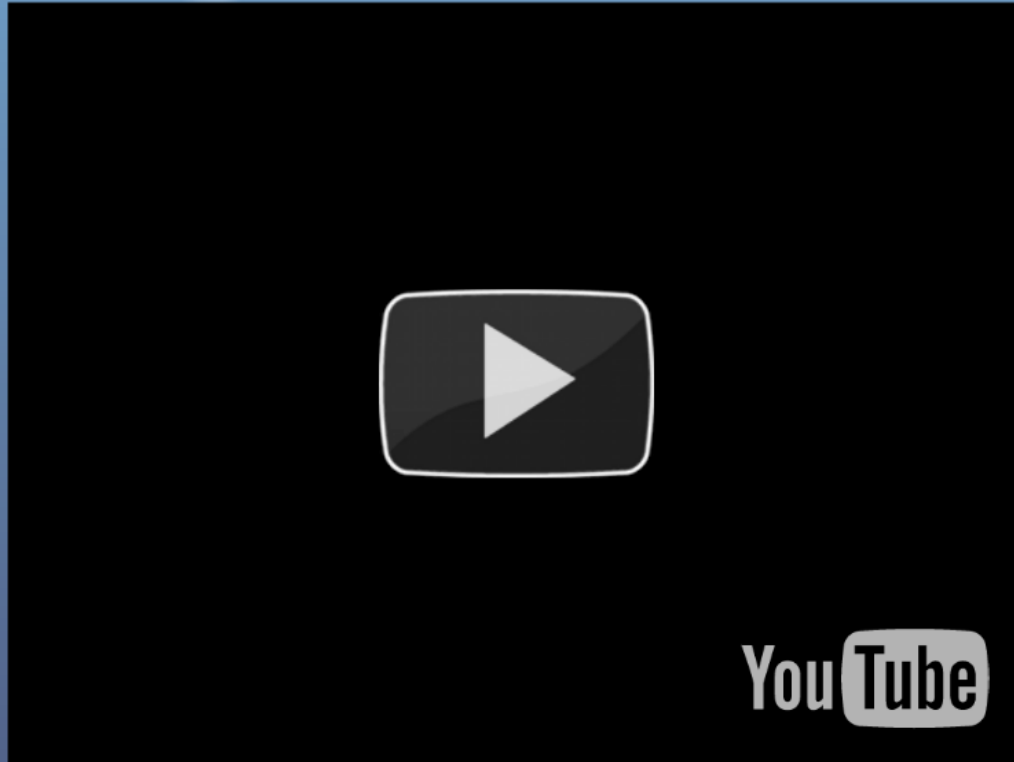
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-La



Ivy League vs. State University

"It's human nature to stick with traditional beliefs,
even after they outlast any conceivable utility."

-Jim Pinkerton, *What Comes Next*

Conventional Hiring Benchmarks

- Specific industry, company, or competitor experience
- Specific universities (Ivy League/ State Universities)
- Level of education/Certifications
- GPA
- Test scores

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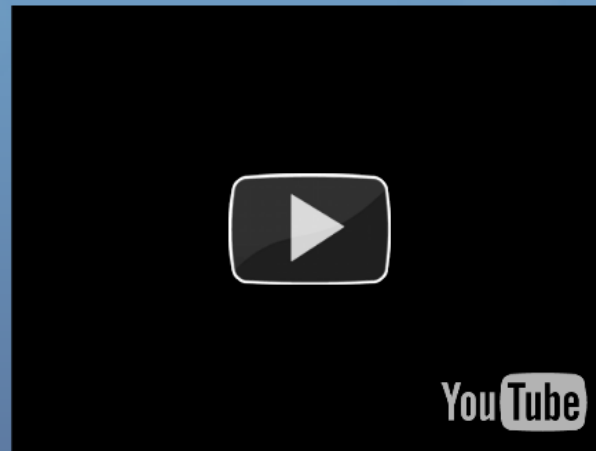
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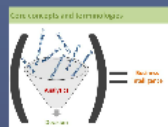
- **Human Capital Risk**
- **Productivity and Performance**
- **People Management**
- **Financial Workforce Metrics**

Analytical Recruiting Approach



In the Office

- Identify logic and reasoning
- Surveys, in basket exercises, personality tests, multiple choice quizzes, etc.
- Requires the use of carefully constructed metrics
- Models strengthen over time



Why Use an Analytical Approach

- Predict the future (who cares about the past)
- Build a better team
- Save money
- Create pipelines

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