# INDEX


Adaptive conjoint analysis, 193–194
Aggressive (optimistic) strategy, 212
Alternative hypothesis (H1), 87
Analytics technology
  cognitive technology, 44
  HR data warehouse, 41–42
  Human Resources Information System (HRIS), 41
  reporting technology, 42–43
  statistical analysis and machine learning technology, 43
  visualisation technology, 43–44

Benefits, 188–190
Building models
  blueprint, 88–91
  testing hypotheses, 87–88
Business problem, 12–14
Business strategy, 144

Career management, 85
Career movements, 220
Career planning, 242
  decision trees. *See* Decision trees
  mobility possibilities, 208–210
  skills matching, 220
Central limit theorem, 174–175
Clustering, 91
Coefficient of determination, 92
Cognitive ability tests, 184
Cognitive technology, 44
Compensation, 241
  diversity, 200
  merit pay differentials, 199
  pay effectiveness, 198
  pay mix, 199–200
  target setting, 199
  team vs individual incentives, 198–199
  thinking analytically, 197–200
Confidence intervals, 175–176
Conjoint analysis, 190
  adaptive conjoint analysis, 193–194
  maximum difference conjoint analysis, 193
  methods, 190
  Multivariate Analysis of Variance (MANOVA), 197
  rewards programs, 201–205
  self-explicated conjoint analysis, 192
  two-item tradeoff analysis, 192
Conservative (pessimistic) strategy, 213
Costs cutting, 238–239
Customer satisfaction data, 78
Customer service, 78
Cyclical effects, 154

Data analysis, 107–112
Data audits, 49–50
Data challenges
  data outliers, 55–56
  missing data, 52–53
  no data available, 54–55
  outdated data, 53–54
Data collection, 15–16
  challenges and solutions, 52–56
  sources, 47–51
  tidying, 56–63
Data gathering, 107–112

Data outliers, 55–56
Decision trees
  decision strategies
  definition, 210
  example, 210–212
  types, 210
    career paths, 214–218
    outcome probabilities with, 213–214
    outcome probabilities without, 212–213
Delphi method, 153
Demand gaps, 149–152
Design framework
  building models, 86–91
  data analysis questions, 85–86
  scope, 73–76
  source of problem, 69–72
  supervised and unsupervised methods, 91–93
  value chain, 84–85
  variables to business measures, 76–84
Diminishing returns, 127

Educational institution, 110–111
Eight-step approach
  business problem, 12–14
  data collection, 15–16
  derive insights, 17
  evaluation, 19–20
  execution, 19–20
  formulate hypotheses, 14–15
  recommendations, 17
  storytelling, 17–19
Employee Assistance Program (EAP), 79
Employee loyalty analysis, 170–171
Employee profiling, 169–170
Employee sampling methods
  central limit theorem, 174–175
  confidence intervals, 175–176
  sampling distributions, 174–175
  sampling plans, 172–174
Employee value proposition (EVP)
  full-time employees, 231
  primary levers, 231
  second key hypothesis, 228
Explanatory models, 157–158
External drivers
  competition, 106
  overseas opportunities, 106
  pay levels, 107–108

Finance
  cost-related terms, 23
  market and performance measures, 22–23
  profit, 22
Financial projections, 144
Forecasting techniques, 152
  explanatory/causal models, 157–158
  indicators and indexes, 153
  qualitative and judgemental techniques, 152–153
  regression-based forecasting, 155–156
  statistical time series model, 153–155
Functional training, 131

Gamification, 171–172
Gender, 111–112
Google, 72
Grade point average (GPA), 167

Hard data, 77
Hiring formula, 178–180
HR Business Partner (HRBP), 125
HR data, 47–48
HR data warehouse, 41–42
HR dimensions, 115
HRIS data, 48–49
HR policies, 223–235, 242
Human Capital Analytics (HCA) program, 96
Human Resources (HR)
  analytics, 4–5
  architects, 9–12
  changing nature, 3–4
  changing requests, 5
  descriptive analysis, 6

diagnostics, 6
eight-step approach, 13–20
finance, 21–22
function, 4
maturity, 7
people analytics (PA), 5
predictive analysis, 6
statistics concepts, 23–27
talent acquisition, 29
talent deployment, 29–30
talent development, 29
talent engagement, 29
talent retention, 30
types, 6–9
workforce planning, 28
Human Resources Information System (HRIS), 41

Individual drivers
educational institution, 110–111
gender, 111–112
tenure, 111
Infrastructure as a Service (IaaS), 40

Job classification, 115

Kirkpatrick model, 137–140

Manager dissatisfaction, 108–110
Maximum difference conjoint analysis, 193
Multiple regressions
HR metrics, 225
talent metrics, 225
Multivariate Analysis of Variance (MANOVA), 197

Opportunity
loss strategy, 213
training, 130
Optimisation
metric interaction, 124–125, 127–128
mixture, 124, 126–127
saturation, 124, 127
segmentation, 124–126
time line, 125, 128–129
Organizational drivers
dissatisfaction with managers, 108–110
performance ratings, 108
promotion opportunities, 110
Outdated data, 53–54

Pay levels, 107–108
Performance ratings, 108
Personality assessments, 184
Platform as a Service (PaaS), 40
Productivity, 239–240
Profits, 223–235, 239–240
Promotion opportunities, 110

Random behaviour, 154
Recruitment, 84, 150, 241
employee loyalty analysis, 170–171
employee profiling, 169–170
employee sampling methods. *See* Employee sampling methods
gamification, 171–172
grade point average (GPA), 167
hiring formula, 178–180
HR analytics, 168–169
segmentation, 169–170
three levels analysing talent, 177–178
using tests, 181–183
workplace assessments, 183–184
Regression-based forecasting, 155–156
Remuneration, 85
Reporting technology, 42–43
Retailco case studies, 232–235
Return on investment
definition, 122–123
formula, 123
training, 129–140
Revenue, 239–240
Rewards programs, 201–205

Seasonal effect, 155
Skills overlaps, 221

Soft data, 78
Software as a service (SaaS), 40
Sources of data
  data audits, 49–50
  HR data, 47–48
  HRIS data, 48–49
  non-HR data, 49
  structured data, 50–51
  unstructured data, 50–51
Statistical analysis and machine learning technology, 43
Storytelling, 17–19
Strategic resourcing
  business strategy, 144
  demand gaps, 149–152
  forecasting techniques, 152
  supply gaps, 149–152
  workforce demand, 145–149
  workforce supply, 145–149
Supervised and unsupervised methods
  defining, 91
  model performance, 92–93
  types of algorithms, 91

Talent acquisition, 29
Talent deployment, 29–30
Talent development, 29
Talent engagement, 29
Talent retention, 30
Technology options
  cloud based, 38–39
  definition, 37–38
  on-premise solutions, 38
Tenure, 111
Tidy data
  checking data tips, 59–60
  definition, 56–57
  general principles, 57–58
  mistakes, 58, 60–61
  plots, 61–63
Training, 240
  optimisation. *See* Optimisation
  purposes, 121–122
  return on investment, 122–123
  ROI, 129–140
Trends, 154
Turnover, 240
  semiconductor companies, 102–103
    data analysis, 107–112
    data gathering, 107–112
    design, 103–104
    hypotheses/drivers, 104–107
    insights, 112

Uncertainty, 92

Workforce demand, 145–149
Workforce planning, 28, 240–241
Workforce supply, 145–149
Workplace assessments, 183–184