



Keeping Pace with The Times

AEB HR Conference, 14th March 2017



Let me introduce myself



- Program Director, Recruitment Process Outsourcing. Business Development & Technology Partnerships at **IBS Group**



- Partner at **Talent Equity Ventures**, a VC firm focused on HR and Education technology startups;



- Managing partner at **HRTechTank**, an investment boutique and a international series of Demo Day events for HR tech startups;



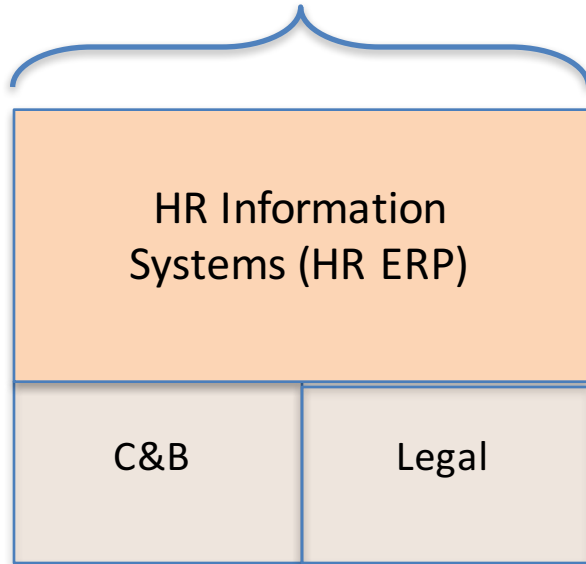
- Founding board member at **TalentTechLabs**, an Incubator for early stage HR tech startups in New York.



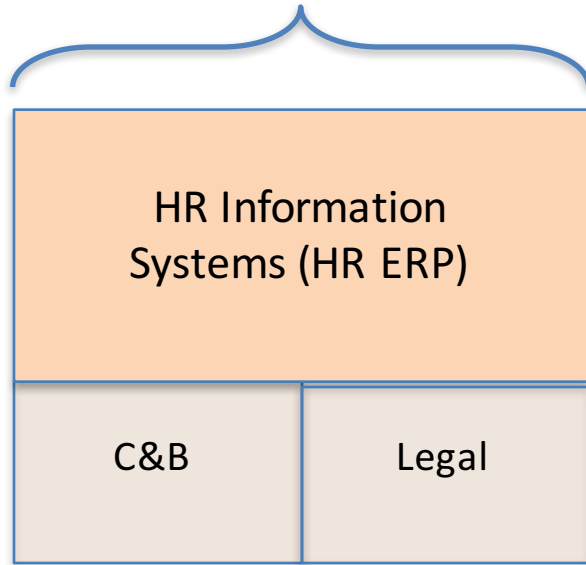
| What will I be talking about today

1. What's is happening in the world of HR tech?
2. Why do you need to get the basics right?
3. How not to hit a wall?

Transaction processing



Transaction processing

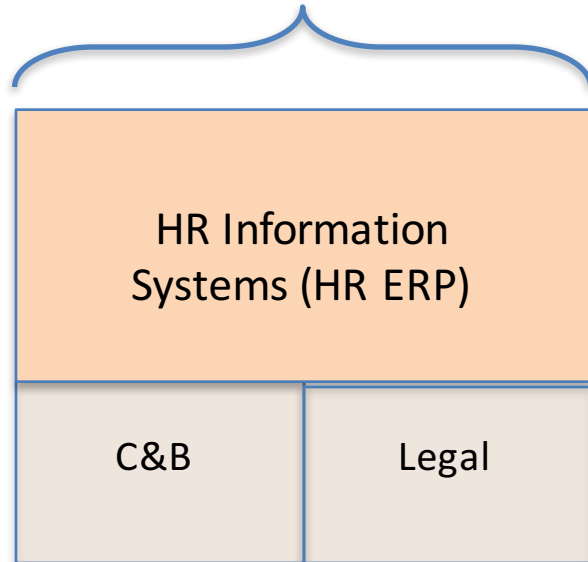


ORACLE®

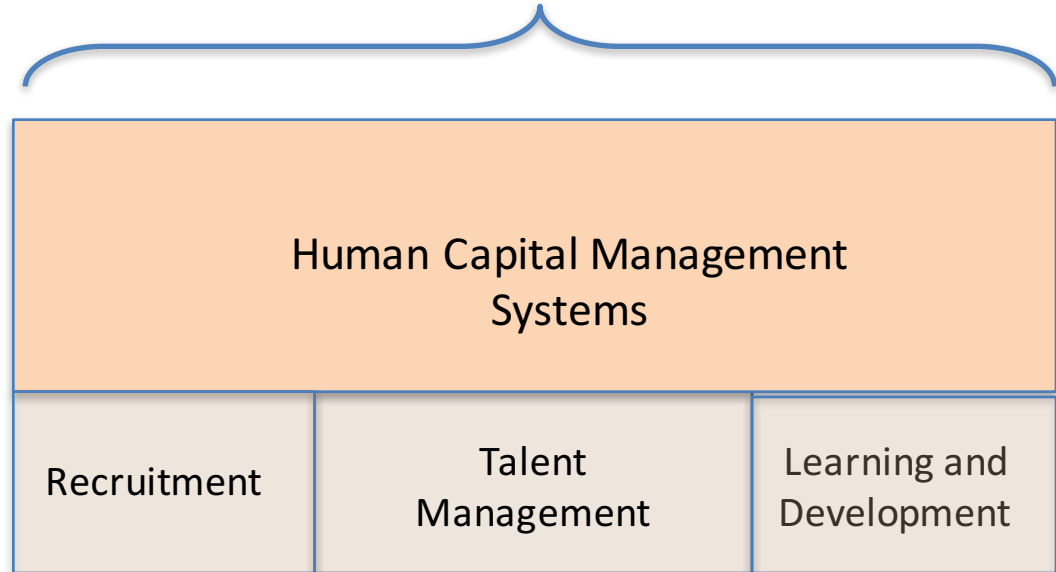
SAP®

1C®
ФИРМА "1С"

Transaction processing

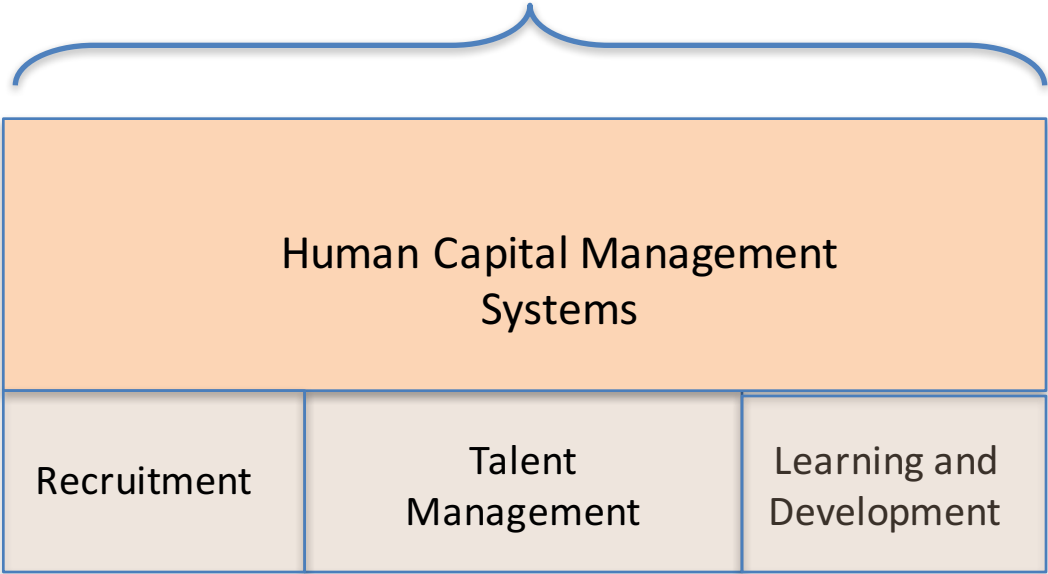


Strategic HR





Strategic HR



Human Capital Management Systems / HRIS			
Talent Acquisition	Talent Management	Learning and Development	Compensation and Benefits / HR Admin
<ul style="list-style-type: none"> • Talent Community Management • Referrals Automation • Screening and Assessment tools • Mobile Recruitment • Job Marketing and Distribution • Video Interview • Onboarding software 	<ul style="list-style-type: none"> • Gamification / social rewards • Career Planning Tools • Goal management • Internal Mobility • Feedback tools • Corporate culture 	<ul style="list-style-type: none"> • Learning Management Systems • Virtual classrooms • Mobile learning • Social learning tools • MOOC • Assessment 	<ul style="list-style-type: none"> • Payroll and Benefits Administration • HR Analytics tools • Workforce planning • Employee Records Admin • Time and Attendance

Over 100 software tools in each category...

TALENT ACQUISITION

SOURCING

RECRUITING + ONBOARDING



TALENT MANAGEMENT

PERFORMANCE + SUCCESSION

TRAINING / LEARNING MANAGEMENT



HR CORE ADMINISTRATION

TIME + ATTENDANCE

PAYROLL / BENEFITS / TAX / COMPLIANCE

RECOGNITION / REWARDS



Devolution of monolithic HR-platforms. We vote for HR Tech Stack

Process automation

Value added solutions

Visualization
Platform

TALENT LAB



Talent Acquisition

experium
ПРОФЕССИОНАЛЬНО, ПРОСТО, СЕКРЕТАРИО



- Talent Community Management
- Referrals Automation
- Mobile Recruitment Optimization
- Job Distribution & Marketing Optimization



RolePoint



talkpush

Joberate

HireVue

Learning

successfactors™
An SAP Company

ORACLE®

- Virtual classrooms
- Mobile Learning
- Social Learning
- Knowledge Management Tools

SMARTUP

ProFinda

branch track

Performance management

successfactors™
An SAP Company

ORACLE®

- Rewards / Gamification
- Career Planning
- Goal Management
- Succession planning



Culture Amp



impraise

emplo

HR|Onboard

Empower new hires. Set HR free.

Organizational development

successfactors™
An SAP Company

ORACLE®

- Job Profiling / Grading
- Organizational Mapping
- Scenario Planning and Modeling
- Workforce planning



ORGVIEW

NAKISA®
Visualize What Matters Most



HR Data
Warehouse



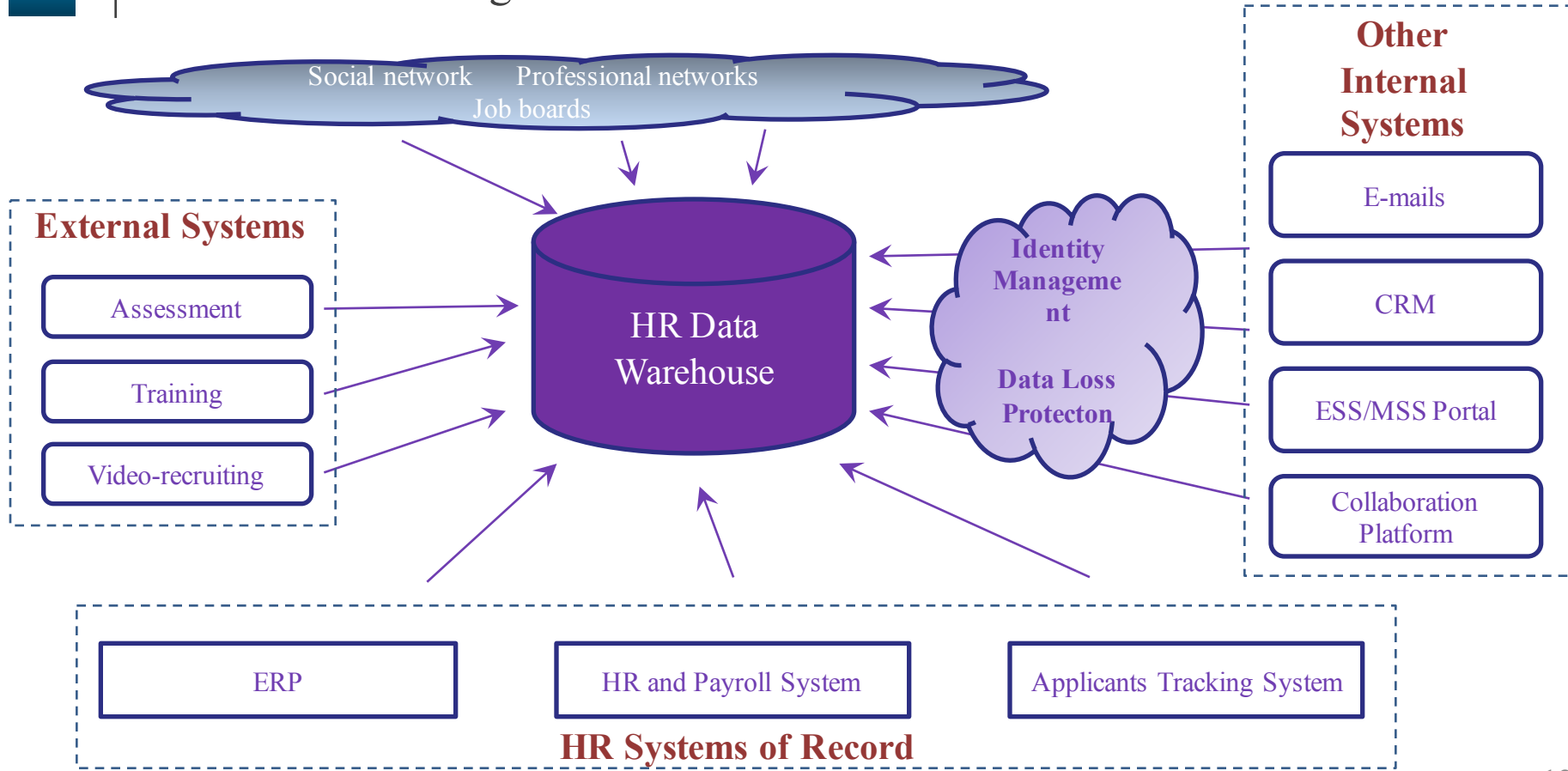
Core HR

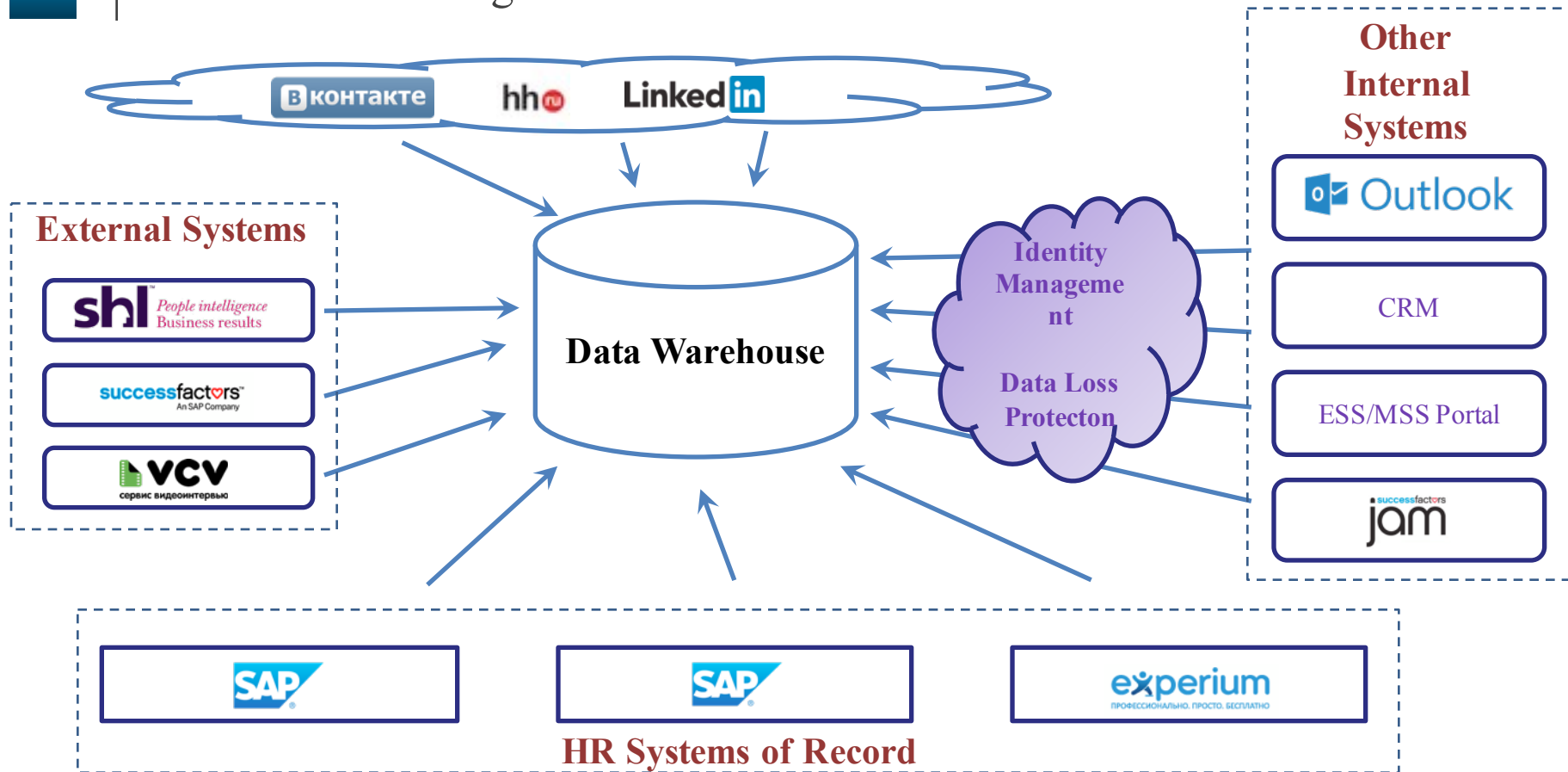


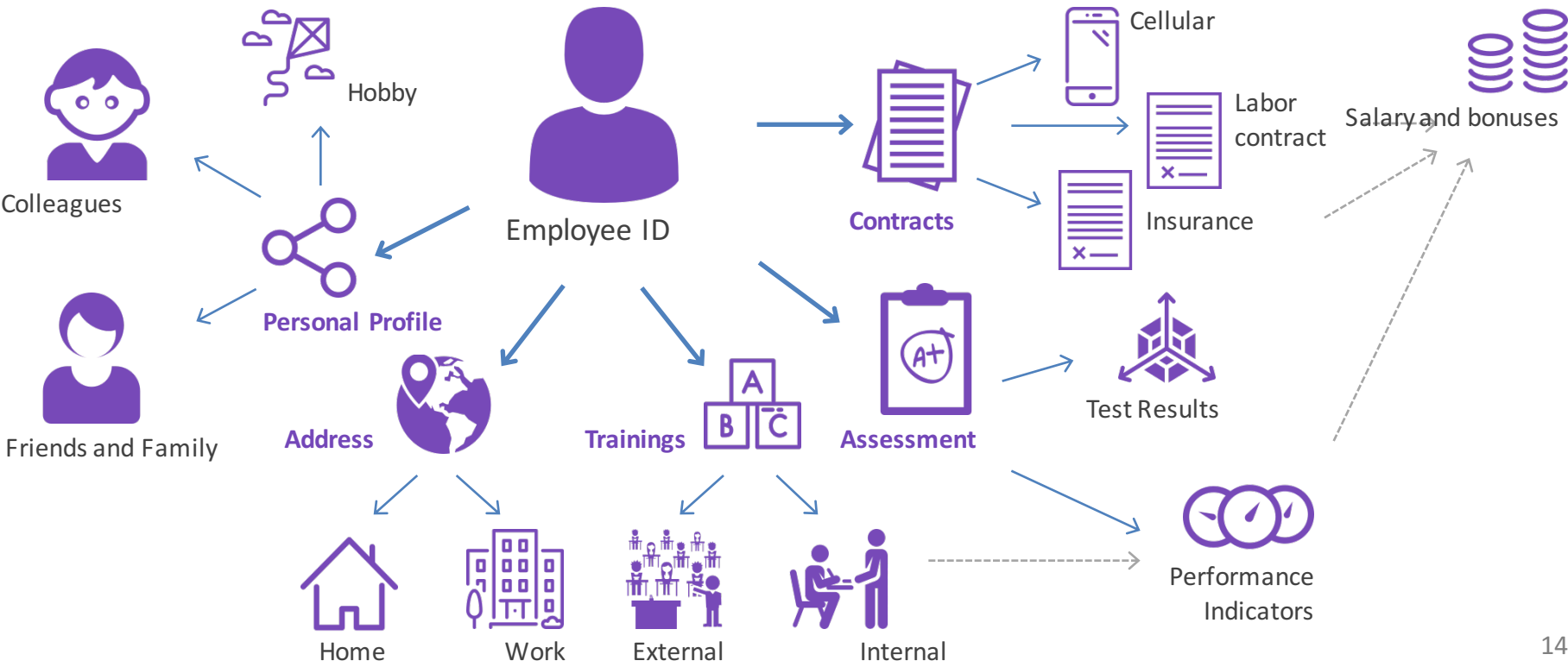
DataSift's HR Technology Stack

- Onboarding : TalentWise
- Total Rewards (Recognition) : PayScale
- Compensation Management : PayScale
- Recruiting : Jobvite
- HR Analytics : BambooHR
- Time/Attendance : BambooHR
- Payroll : ADP
- Performance : Small Improvements
- Learning Management
- HRIS : BambooHR
- Benefits Management : PlanSource
- Succession Management
- Wellness Management
- Engagement : FlightPath / MoodApp
- Collaboration : Facebook / Slack
- Assessment

Total of 9 HR tech systems in a 112 ppl company

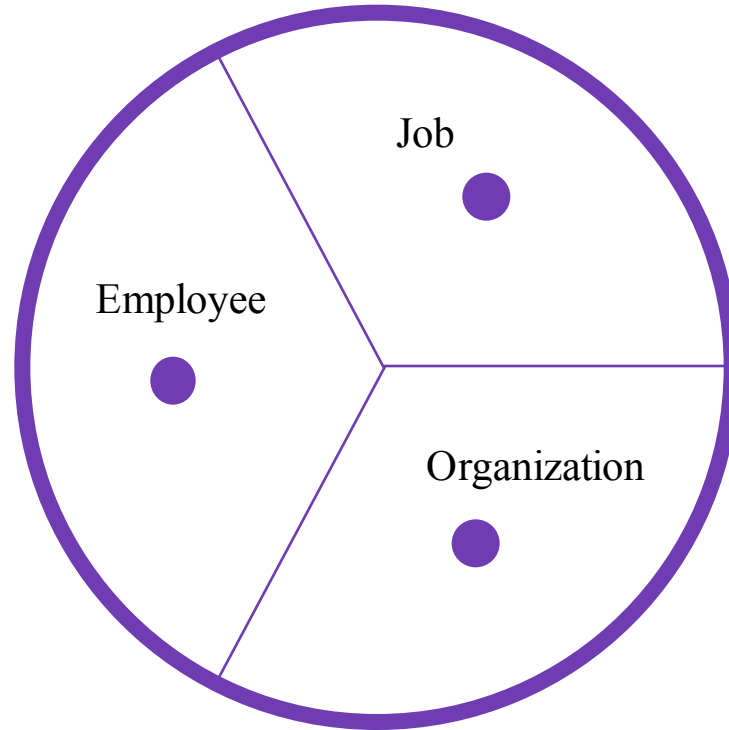






People and organizational data

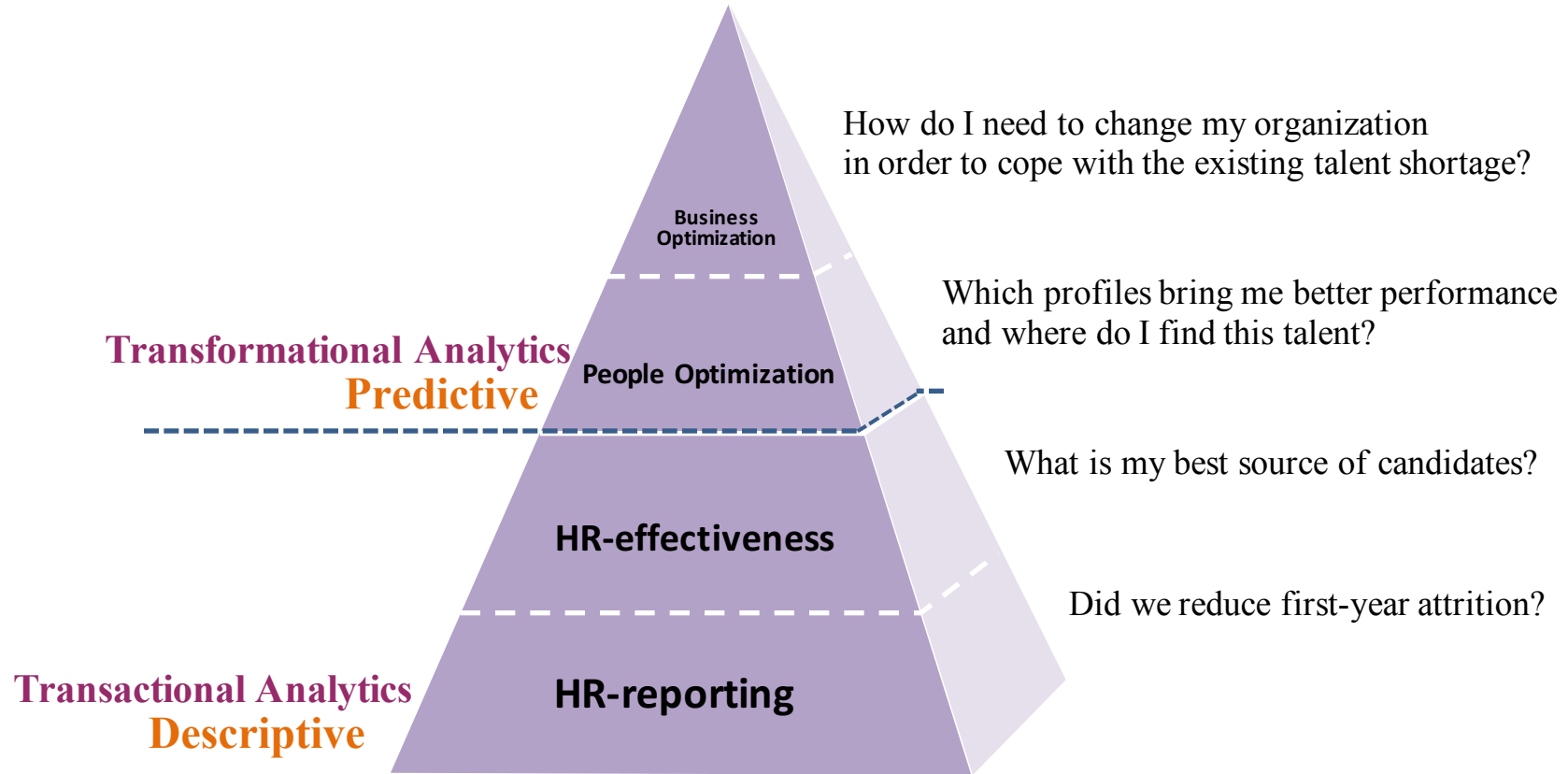
- Bio data
- Family status
- Skills/Competencies
- Cognitive capability
- Career potential
- Motivation
- Social profile
- Track record
- Network
- Engagement
- Compensation
- ...



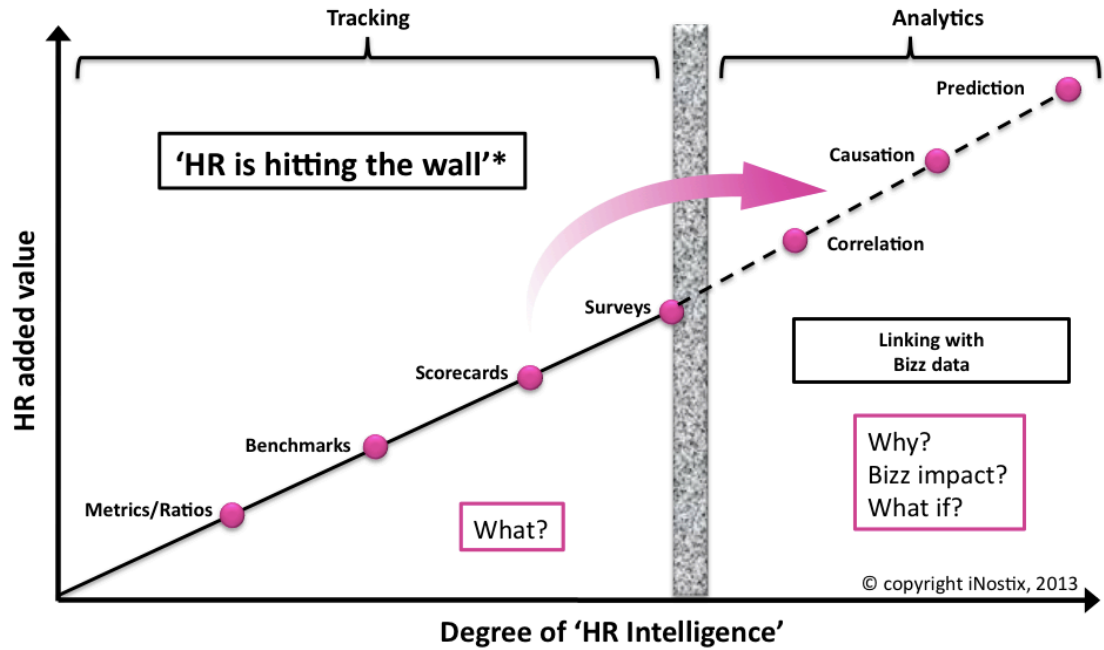
- Grade/Hierarchy
- Performance objectives
- Performance history
- Time span
- Span of control
- Requirements
- Incumbent rotation
- Attrition
- Internal promotions
- Peer relationships
- Matrix relationships
- ...

- Geography
- Size
- Maturity
- Hierarchy depth
- Culture
- Performance
- Turnover
- Diversity
- ...

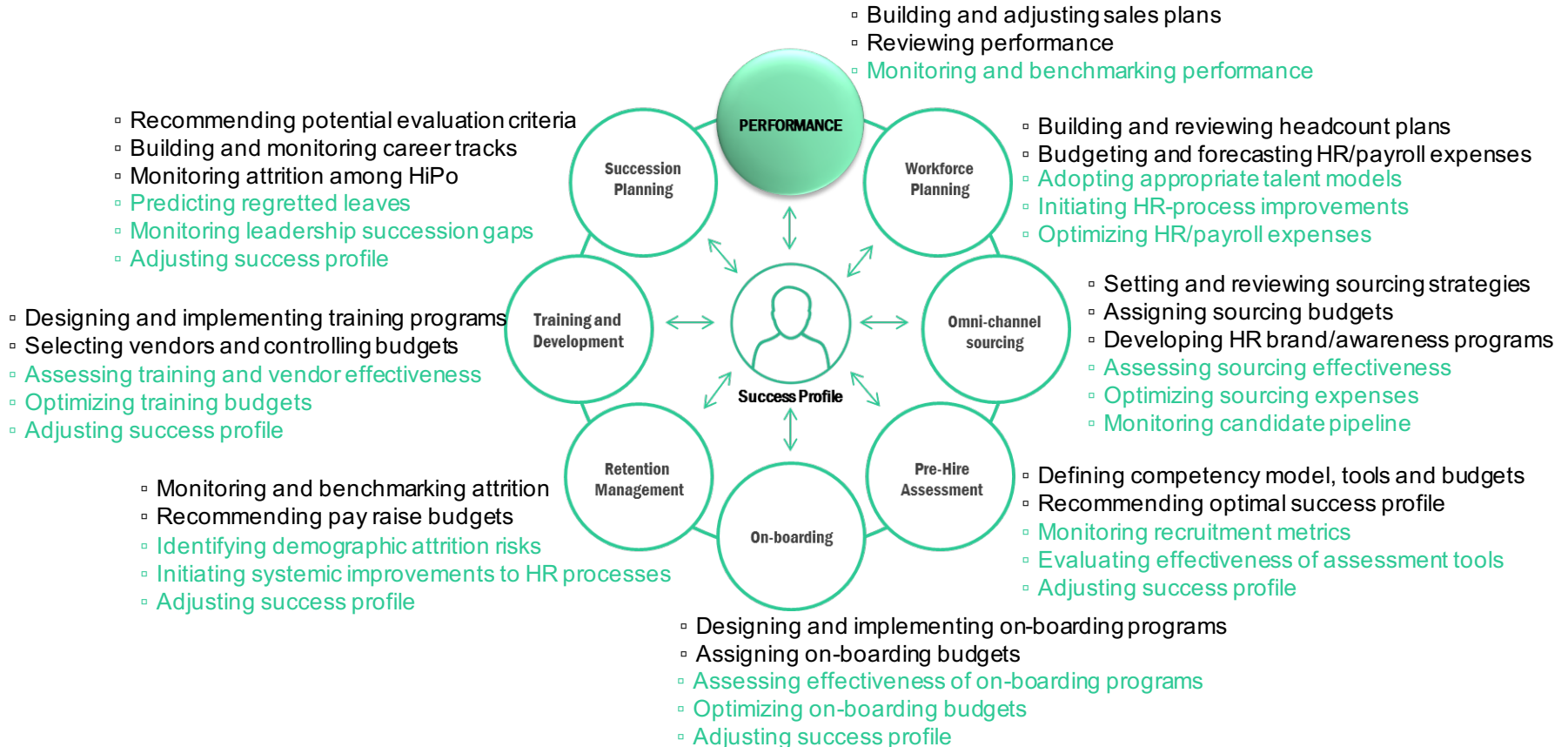
HR-Analytics Maturity Pyramid



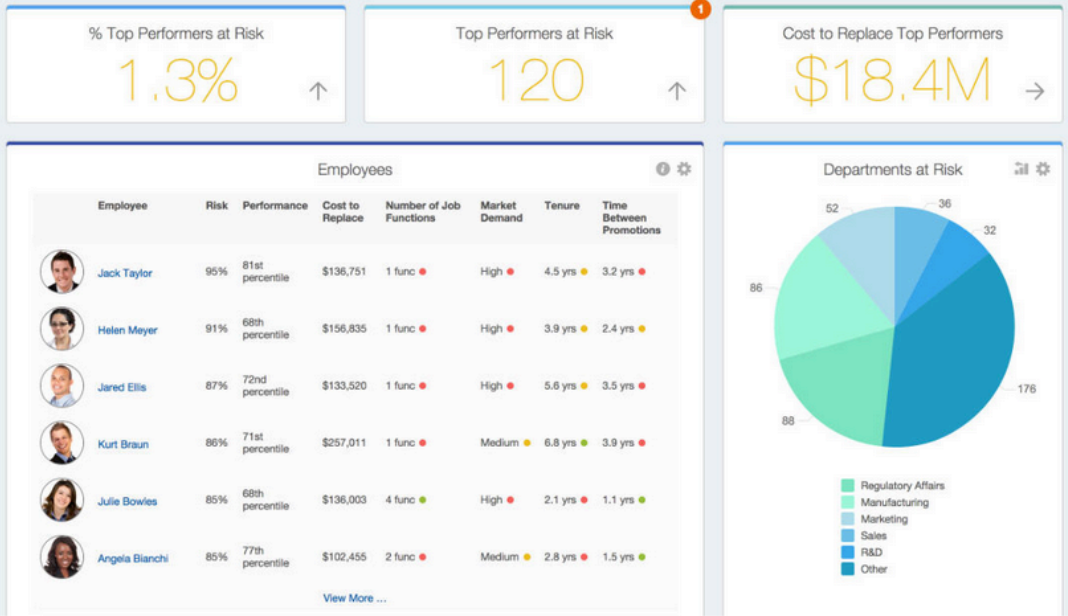
Evolving from tracking to analytics



Workforce/Talent Management Cycle Will Be Data-Driven



Case: Flight Risk Prediction



Prediction of Flight Risk

Problem	Undesired turnover
How we can address it	Assess an individual's risk of leaving the company ahead of time
Data used	Employment data, transactional data, demographics
Project outcomes	Flight risk likelihood indicator for each employee → opportunity to retain key employees or plan hiring needs
Financial effect	90-200% of annual compensation per employee to replace vs. 20-35% to retain
Possible next steps	Make regular flight risk analysis a part of the standard business process

Example: Flight Risk Indicators for a major IT company

- Business Unit Size
- Employee Tenure
- Monthly income (normalized)
- Length of vacation during the last 12 months
- Amount of page views on internal communication portal
- Age
- Managers' Years of Managerial Experience
- # of Subordinates his/her manager has
- Number of training days over the last 12 months
- Salary Increase over the last 12 months
- Other people leaving the same BU
- Length of business trips during the last 6 months

Over 200 characteristics analyzed, 20 of them make of 95% of model validity 21

Hypothesis example

	Questions	Hypotheses
Manager	Do managers with higher individual performance retain people better?	The higher the manager's performance rating, the less likely is the employee to leave
	Does a difference in seniority have an impact on employee's retention?	The bigger the difference between grades of the manager and employee, the more likely is the employee to leave
Performance and Potential	If an employee received a high performance rating, but low talent review, does it have an impact on his/her retention?	Employees that received a high performance rating but a low talent review placement are more likely to leave
Comp & Rewards	Do out-of-cycle salary increases influence retention?	Employees that receive an out-of-cycle salary increase are less likely to leave
	Do project recognition awards influence retention?	Employees that receive more project recognition awards compared to others with the same performance rating are less likely to leave



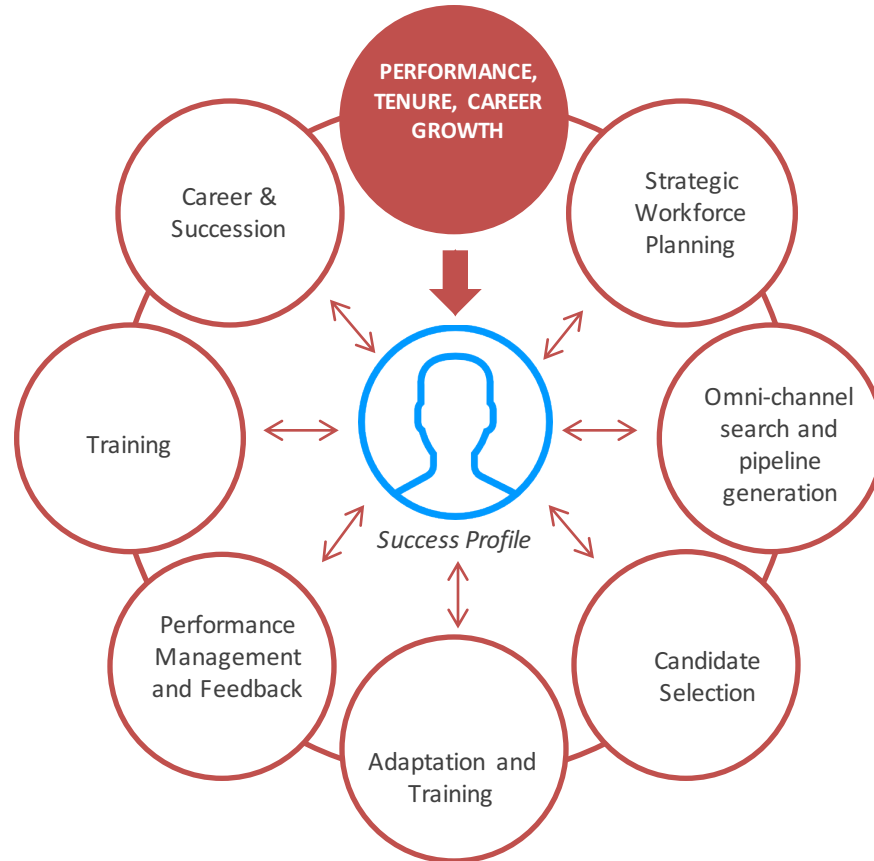
- Developed a predictive model based on internal data on more than 330 000 employees
- Discovered that in HP internal promotions did not always lead to higher motivation and engagement
- Improved retention by decreasing the amount of internal promotions and transfers for certain employee groups
- According to the data published by the company, this project helped to save over \$300M in replacement costs

Case: success profile



Problem	High turnover among new hires during their first year
How we can address it	Develop a candidate success profile based on current employee information
Data used	Biographical information, SHL scores, employment & performance data, social data?
Project outcomes	Introduction of selection criteria that maximize likelihood of success and tenure in the job
Financial effect	Cutting replacement costs and lowering recruiting volumes
Possible next steps	Regular reviews of the success profile made a part of the business process (best achieved through master data management)

Success Profile



Questions?





Россия, 127434, Москва,
Дмитровское шоссе, 9Б



тел.: +7 (495) 967-8080
факс: +7 (495) 967-8081



ibs@ibs.ru



www.ibs.ru



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