

From the Editor's Desk



Dear Readers,
Greetings From SmartEdge!

"Every time you tear a leaf off a calendar, you present a new place for new ideas and progress."
--- Charles Kettering

With 2016 stretching before us, while the year gone-by fades into the sunset, we would like to take this opportunity to thank our readers and the HR fraternity for encouraging us in our journey of redefining learning in the Corporate World. The year gone by has tremendously enriched us with new experiences and moreover we could do partnership with new clientele across the country.

This newsletter, SmartBulletin: Issue 15, aims at creating awareness in the HR domain by presenting an insightful article on HR Analytics, which goes on saying on how Big Data and Analytics can be successfully leveraged in HR; and highlights the need of the hour for organisations to build an HR Analytics System to make critical business decisions and produce business value.

Strike-through section highlights an eye-opening management story that provokes us to refurbish our ability of problem solving by simply 'Listening' and then acting upon the problem. Read on....

To keep ourself meaningfully engaged with the HR professionals, SmartEdge has embarked on a new initiative, a weekly feature "Smart HR-Q (Quotient)". Read the January week 1 right here and stay tuned for the next weekly mails.

We look forward to work with all of you as we continue to make SmartBulletin a success and we welcome your feedback as authors, readers and reviewers of the newsletter.

We wish you a Healthy and Successful New year 2016!!!

Happy Reading!

Riabelle Fernandes

LEARNING POINT



HR Analytics - A Tool for Organizational Rejuvenation

Mr. Venkataraman K.
Management Consultant & Corporate Trainer

"Human Resource in our firm is not viewed with the same perspective as Sales and Marketing team"

"HR in our organization is treated just as a support function"

The above statements are the most common and yet most regretful submissions made by HR practitioners when I ask them about the role HR play in their organizations. Never the less the organizations where, as per HR managers, HR is extremely well prioritized are trendsetting profitable organizations in their own fields.

rework, a smart HR manager was able to identify key staff who on being trained could reduce rework. And he was able to focus training only on 35 employees of his 800 strong workforces and could achieve reduction in rework.

More than dealing with factual data, Analytics is logical. Analytics is fun. And more importantly, the availability of experts in HR analytics is a severe constraint at present. Go ahead and Catch it when it is young!

STRIKE-THROUGH

Self-Assesment

One fine day, a bus driver went to the bus garage, started his bus, and drove off along the route. No problems for the first few stops - a few people got on, a few got off, and things went generally well.

At the next stop, however, a big hulk of a guy got on. Six feet eight, built like a wrestler, arms hanging down to the ground. He glared at the driver and said, "Big John doesn't pay!" and sat down at the back.

Did I mention that the driver was five feet three, thin, and basically meek? Well, he was. Naturally, he didn't argue with Big John, but he wasn't happy about it. The next day the same thing happened - Big John got on again, made a show of refusing to pay, and sat down. And the next day, and the next.

This grated on the bus driver, who started losing sleep over the way Big John was taking advantage of him. Finally he could stand it no longer. He signed up for body building courses, karate, judo, and all that good stuff.

By the end of the summer, he had become quite strong; what's more, he felt really good about himself. So on the next Monday, when Big John once again got on the bus and said, "Big John doesn't pay!"

"The driver stood up, glared back at the passenger, and screamed, "And why not?"

With a surprised look on his face, Big John replied, "Big John has a bus pass."

Management Lesson: "Be sure there is a problem in the first place before working hard to solve one."

Smart HR-Q

What did you unlearn today?



Unlearning is an intentional effort to reassemble or even shed, beliefs, perspectives and behaviors that are no longer relevant

Does it mean that prioritizing HR will always make the performance of the organization better? The solution is not difficult to find. Sales and Marketing performance has direct impact on the company's balance sheet and hence these functions get due importance. And HR department function continues to be a support function in organizations which have failed in establishing the link between HR department's role to the company's performance. The successful companies understood the link between HR role and organization performance. HR analytics provide a framework by which one can relate the success or failure of company's objectives through the HR department's performance indicators.

With industrialization the tangible assets like machinery and equipment received envious attention for many years from the beginning and intangible assets have mostly been treated as 'supportive'. Off late, many organizations at micro level and many countries at macro level have become successful by recognizing the importance of intangible assets like human capital, organization capital and Information capital, and developing them even though the balance sheets provide no space for such assets. The organizations can build acute competitive edge by creating an orchestra of resources and this is possible through Analytics.

What is Analytics then? Analytics is a process of converting data through qualitative and quantitative techniques into information. Analytics is also known traditionally as data management or as big data. 'Speak with data' said the Management Scientists years ago, but capturing and processing relevant data was prohibitively expensive some time back. With advancement of technology data has become abundant in all the 3 V's- Volume, Velocity and Variety. What it required, days together of working with data statistics earlier has become as simple as at the tip of fingers through MS Excel. Analytics therefore is gaining ground now and one of the most important role of Analytics has been to delicately handle the issue of 'data overload'.

Analytics have been in place in many functions like Marketing, Finance, and Manufacturing etc. HR analytics is relatively new and is fast becoming a power organizational tool for achieving superlative performance. Basically in analytics we try doing the following four things.

Firstly HR analytics helps us to establish a direct relationship between the organizational strategy and HR functions in terms of its KPIs (Key performance indicators). This will help the managers of each function to establish the key proportionality of their KPIs with the organization's performance. Clearer the relationship between KPIs and organization goal, better will be the alignment and effectiveness in actions. For example, if you are able to clearly say how a 20% improvement in a certain employee competence can increase the profitability by 30%, you will get a clear direction and the management will be willing to provide all resources for you to achieve this competency improvement. There are many Analytics driven organizations where the HR managers are clearly able to demonstrate the quantitative impact of such relationship.

Secondly Analytics helps you in improving the accuracy of your selections of processes/people. You will be able to identify the bad and good interviewers, for example, by correlating the employee performance data in the organization with the interview scores done at the time of recruitment.

Thirdly HR Analytics, through predictive analytics of the lead indicators, can provide 'Early Warning Signals' to your organization's performance well in advance so that remedial actions can be initiated before damage is done. You may be, for example, predict the mass exits of key performers through predictive analytics of lead indicators such as 'unauthorized leave', 'number of social media updating' etc., even 3-6 months before it can happen. In the same way, one can establish early signals of any results within their system so as to understand if their process is in right direction. For example, HR Managers, with modelling, can predict the performance scores after one year of the new recruits even at the time of selections.

Lastly, HR analytics, through a series of operation analytics can make every one focus on the strategically driven few activities and reduce cost besides improving effectiveness. In a manufacturing organization with severe constraints on training budgets, for example, where the strategy was to reduce

SNAPSHOT OF 2015

Open-house Programs

In-company Programs



"Negotiation Skills"



"Mentoring at Workplace"



"Nestle India Ltd."



"Unichem Laboratories Ltd."



"How May I Help You?"



"Managerial Effectiveness"



"Goa Glass Fibre Ltd."



"Sanofi India Ltd."



"Advanced MS-Excel"



"Behavioural Interviewing Skills"



"Goa Institute of Management"



"Tata Sky Ltd."



"Vendor Management & Development"



"Letter of Credit"



"Kenilworth Resort & Spa Goa"



"Fresenius Kabi India Pvt. Ltd."



"Awareness on ISO 14001:2015"



"Management Information System"



"Berger Becker Coatings Pvt. Ltd."



"Colorcon Asia Pvt. Ltd."

Upcoming Programs for January - March 2016

- ➔ HR Analytics - Descriptive to Predictive
- ➔ Boiler Operation Maintenance & Safety
- ➔ Legal Evaluation under ISO 14001 & OHSAS 18001
- ➔ People Management Skills for Emerging Managers
- ➔ Divergence to Convergence (A Theatre based Workshop)