HR Metrics & Analytics
MSB21T2001

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Index-Session 24

S. No.	Specifications	Slide Number
1	Session Objectives	3
2	Recap	4
3	Concept discussion	5
4	Visualization of the concept	6
5	Demonstration	7- 14
6	Thanks	15

session Objectives- Topics to be discussed

1. DATA VISUALIZATION OR HR REPORT VISUALIZATION

2. PERFORMING ROOT CAUSE ANALYSIS

3. DATAFICATION OF HUMAN RESOURCES

Recap of Session 26

1. HR REPORTING

2. TYPES AND FORMS OF HR REPORTS

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Data visualization is data presentation in pictorial and graphical form. Data visualization or HR report visualization by placing data in a visual context helps us to quickly understand data patterns, trends and data correlations, which otherwise could have been impossible for a layman to understand. We have many data visualization solutions available in the market. HR managers now need to focus on data visualization beyond traditional charts and graphs which can be developed using Excel. Various data visualization solutions today make innovative data visualization tools such as dials and gauges, maps, sparklines, more elaborate pie and bar charts and so on available. Such visual tools are built with interactive capabilities, helping HR managers to manipulate through data drilling for various analyses to support decision-making.

Data visualization: Data visualization is data presentation in pictorial and graphical forms. Data visualization or HR report visualization by placing data in a visual context helps us to quickly understand data patterns, trends and data correlations.

Some of the essential features of data visualization are that it helps in qualitative understanding of the data, processes, relations and even concepts; helps in manipulation of data visuals and also helps in data measurement and comparison for getting multiple views from multiple perspectives. Irrespective of data characteristics, e.g., numeric, symbolic, discrete, continuous, spatial, relational and so on, data visualization tools can help in data analysis and then facilitate in decision-making. From an organization's point of view, data visualization can quickly identify areas that deserve immediate attention of HR managers, provide clarity on influencing factors for specific data characteristic and predict the likely future. In short, we can say data visualization helps us to comprehend information quickly, understand relationships and patterns, dig in emerging trends, communicate the trend to others and so on. Some software vendors call their data visualization solutions as visual analytics.

Visible problems → Syndromes

Initial level causes

Final level causes
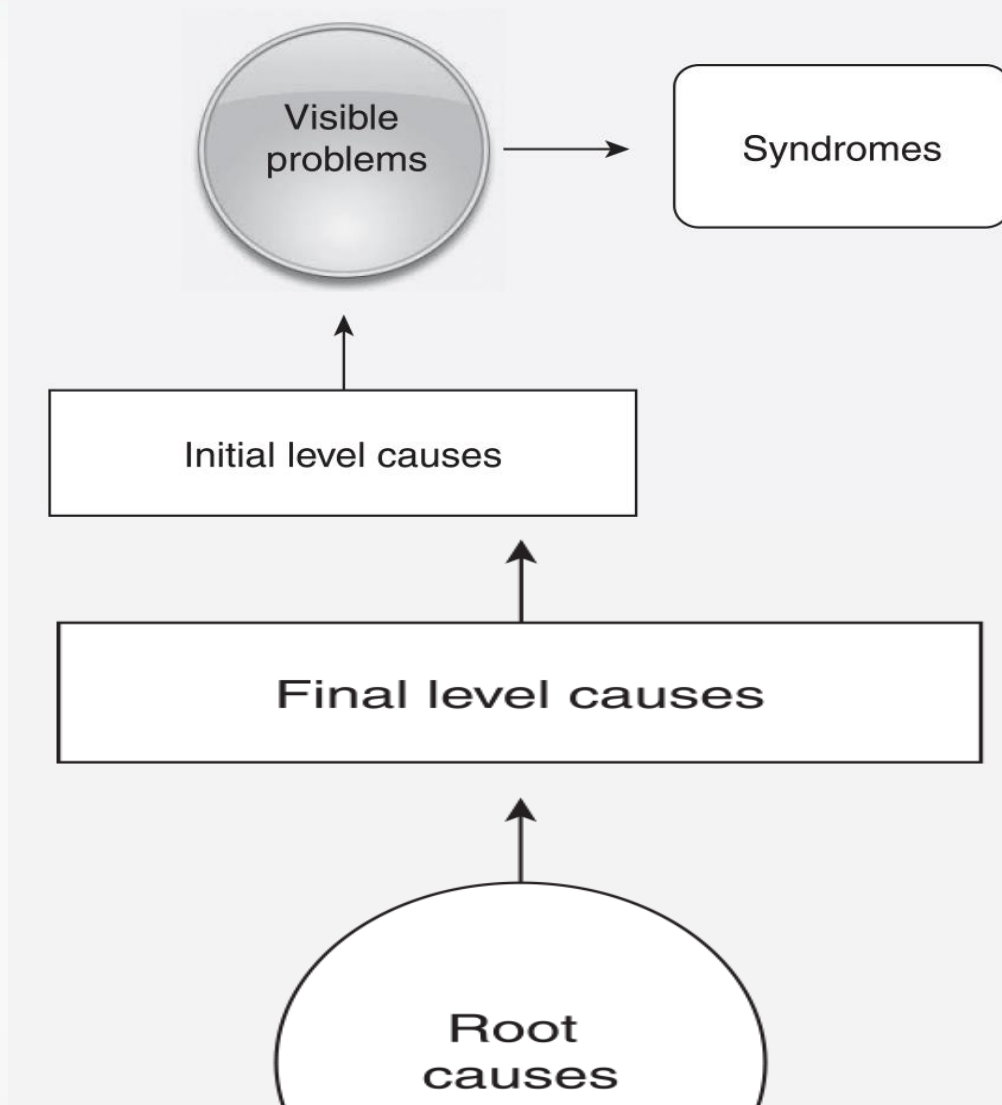
Root causes

PERFORMING ROOT CAUSE ANALYSIS

Identifying root causes of problems, RCA helps us in problem-solving. With the elimination of the root causes, problems get resolved and decisions can be taken. Root causes are defined as the basic reasons attributable to the problems. Thus, RCA is the pursuit for identification of the basic reasons for problems. RCA is done adopting different approaches, tools and techniques. It is the root cause as its elimination can help in decision-making. Prima facie examination of problems cannot help in identifying root causes, as visible syndromes may only represent initial level causes of problems. This has been explained in Figure

Root cause analysis (RCA): Root causes are defined as the basic reasons attributable to problems. Thus, RCA is the pursuit for the identification of basic reasons for problems.

RCA is performed primarily with a problem-solving approach. However, we can also follow the under-mentioned approaches for systematic RCA.

1. Analysis of causal factors: This approach makes use of evidence to identify the contributing factors for establishing causal relationships.
2. Change analysis: This approach tries to attribute the root causes to the eventual organizational change process that may encompass human resources, equipment and machines or business processes.
3. Analysis of barriers: This approach examines the control systems to identify the problems and prevents recurrence of such problems in future.
4. Risk tree analysis: Using a tree diagram, this approach looks into what happened and why.
5. Kepner–Tregoe problem-solving and decision-making: This approach analyses the problems from four dimensions, i.e., situation analysis, problem analysis, solution analysis and potential problem analysis, and then identifies solutions to problems.

ANALYTICS HIGHLIGHT

Kepner and Tregoe method of RCA is considered as a generic problem-solving method. The method essentially makes use of questions such as who, what, where, when, why, how and how much. Answers to these questions help in analysing the problem state, solution state, transition state and ways to prevent future recurrence of problems. We also call it 'is/isn't' analysis. As doing RCA using this method, we raise questions such as where lies the problem and where not, when the problem started and when it did not, who encounters problem and who do not and so on.

This method after analysis of the problem, while analysing the solution state, makes use of some set of metrics and then divides the solution state into specific needs and wants. When a solution fails to address needs, we discard it. Wants being measured using metrics, we can reach the solution state providing a number of possible solutions attributing numerical value.

In organizations, RCA is done through a cross-functional team, especially with the help of a quality management expert, with experience in similar nature of work.

RCA helps in the identification of answers to what, how and why something has happened. Thus, it facilitates suitable managerial interventions to eliminate identified problems and prevent its recurrence. It involves data collection, charting of causal factors, identification of root cause and recommendation of action plans to eliminate the root cause. Characteristically, root causes are identifiable and can be fixed with managerial intervention.

DATAFICATION OF HUMAN RESOURCES

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DATAFICATION OF HUMAN RESOURCES

It is the process of turning the existing aspects of a phenomenon into data business, i.e., computerization of data and transforming data into information that has a business value. A good example of this is datafication of our social network data by Google, Facebook or LinkedIn. From the introductory case of this chapter, we could see how Alstom datafied its all businesses to converge into one. We also call it our effort to monetize data around business. Let us take an example of talent attrition. To understand the problem better, we may ask basic questions such as who are the employees that are leaving? To find answer to this question we study whatever data we have about these group of employees, their immediate managers or supervisors. With this process of datafication, we develop our talent retention model using HR analytics solutions. Thus, datafication of human resources denotes transforming human resources into a data-driven business process in an organization.

Datafication of human resources: it is the process of turning the existing aspects of a phenomenon into data business, i.e., computerization of data and transforming data into information that has a business value.

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In case, you find any difficulty in understanding the concepts of lecture, please feel free to contact.

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Thanks