

GRAMEX HR ANALYTICS SOLUTIONS

HIGH COST OF REPLACING EXISTING HRMS INFRASTRUCTURE

OPTION 1

Replace Existing HRMS Infrastructure to achieve Analytical capabilities

7 out of 10 HRMS replacements happen to achieve integrated analytics capabilities

HRMS Replacement is **both costly and time taking activity** and can take **millions US\$ and 1-2 years** for end to end execution

OPTION 2

Additional Analytics Layer on top of existing HRMS Infrastructure



High cost of replacing existing HRMS Infrastructure



Lower cost of onboarding analytical capabilities



Pros

Integrated analytical capabilities

High frequency data refresh

Cons

High Cost of Implementation

High Implementation Timelines

Pros

Lower Cost of Implementation

Lesser Implementation Timelines

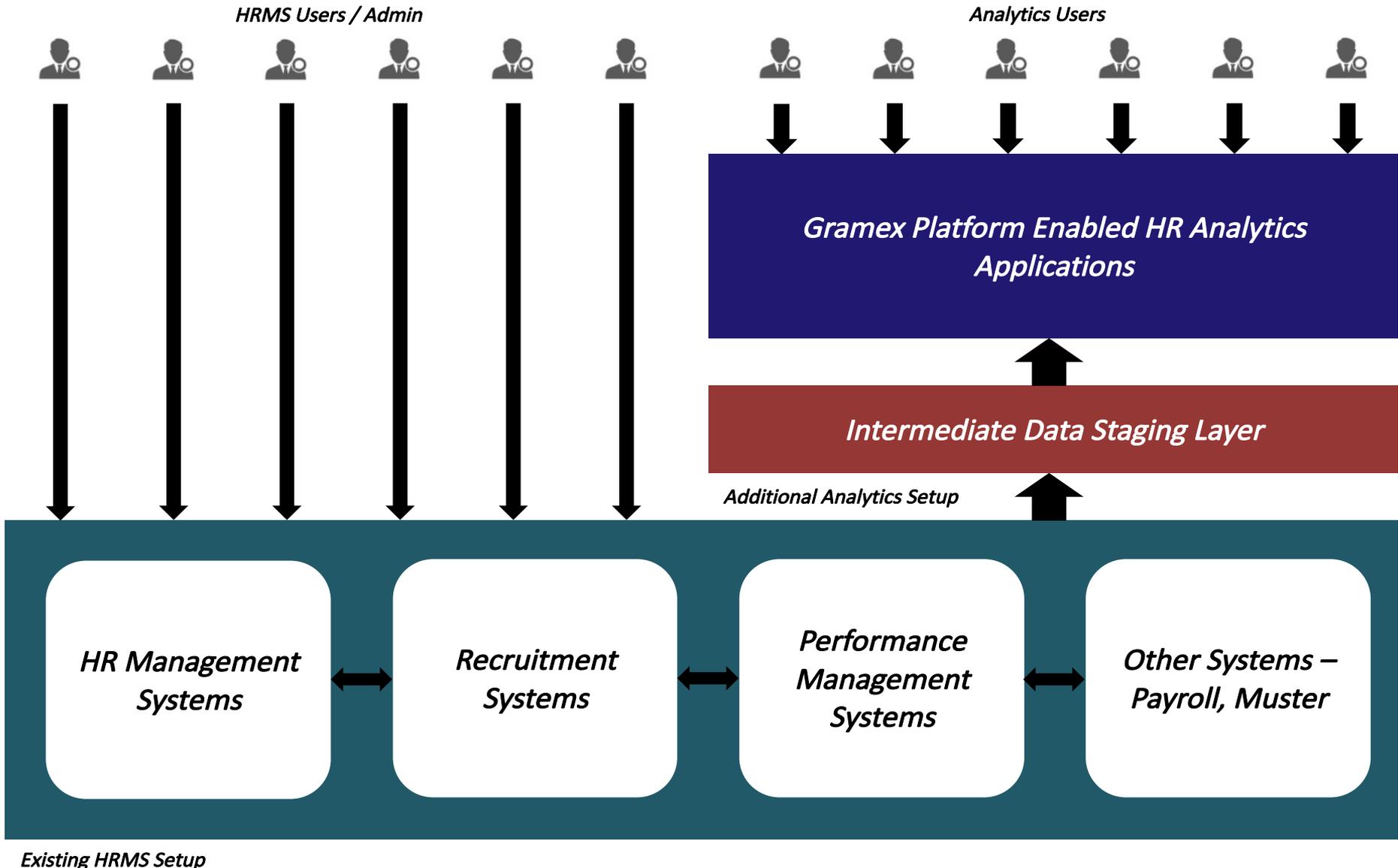
Cons

Limitations in availability of data from existing HRMS

Limited data refresh frequency

Embedding additional analytical layer on top of existing HRMS Infrastructure will have better return on investment and turn around time

EMBED ANALYTICS LAYER ON TOP OF EXISTING HRMS INFRASTRUCTURE



Existing HRMS Setup



DELIVERING BUSINESS VALUE

HR ANALYTICS USE CASES COVERAGE

HR ANALYTICS USE CASES – AREAS COVERED

Employee Lifecycle

Employee Onboarding

Recruitment

How is the hiring pipeline?

Workforce Planning

What hiring strategy is working well?

Hiring Channels

Which channels are performing well?

Employee Dynamics

Talent Analytics

What are the drivers of productivity?

Comp & Benefits

What is the current standards?

Skill Mapping

How do we match skillsets to roles?

Employee Exit

Attrition Analytics

Are we able to retain the right talent?

Alumni Analytics

How are alumni doing after exit?

Replacement Analytics

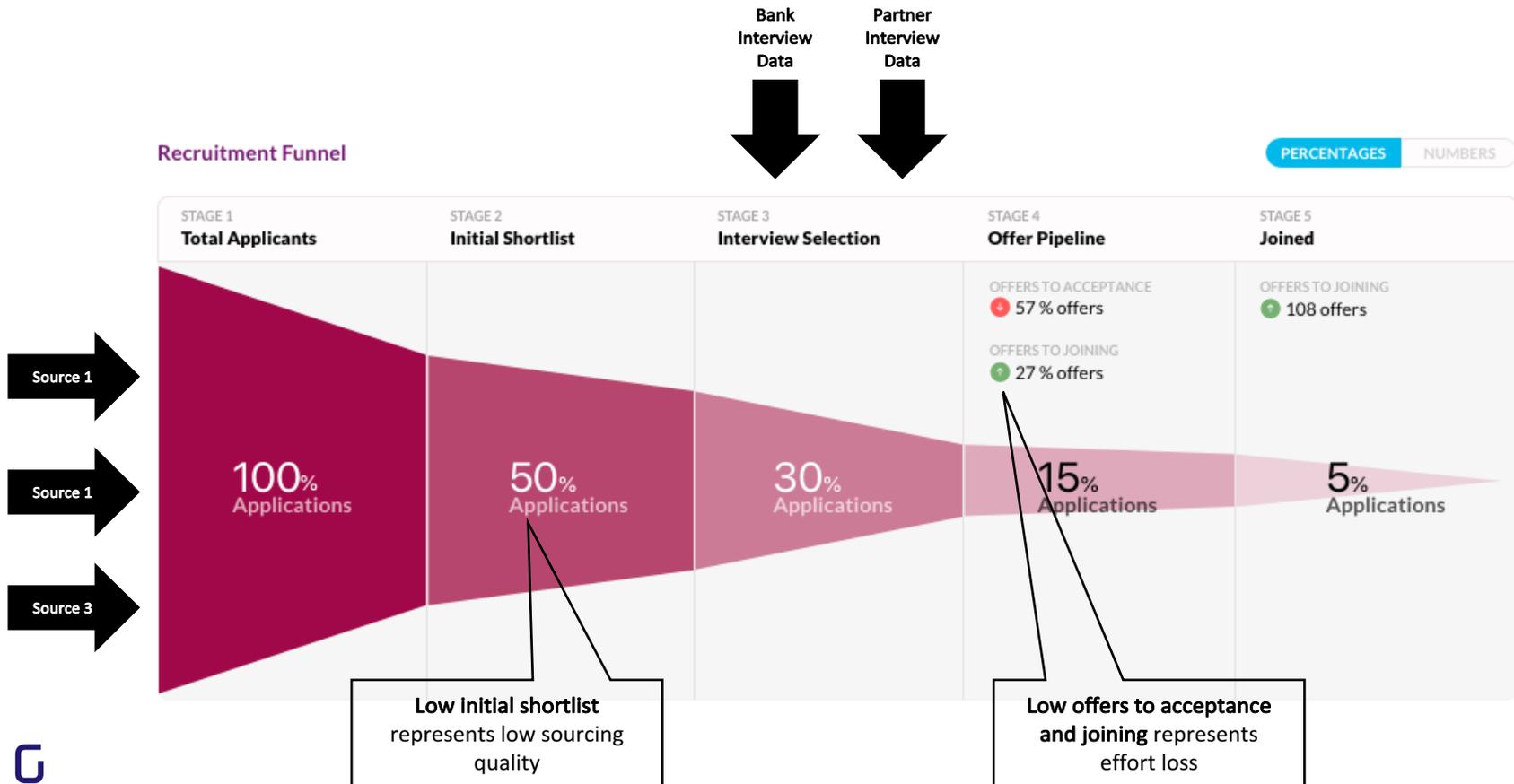
What does it cost to replace workforce?

EMPLOYEE ONBOARDING - RECRUITMENT

Business Context: A leading retail bank in India, wanted to evaluate its hiring pipeline and different dependent metrics for evaluating the recruitment process.

Gramener Value Proposition: Gramener captured data from **different source systems** and designed a recruitment dashboard for the bank with deep-dive capabilities to analyze the efficiency of the recruitment process across different stages.

Business Value Generated: Bank's HR team was able to swiftly identify areas where the key metrics (offers to acceptance or offers to joining) were not performing well. They were also able to evaluate the sourcing quality of the candidates.



EMPLOYEE DYNAMICS – TALENT ANALYTICS

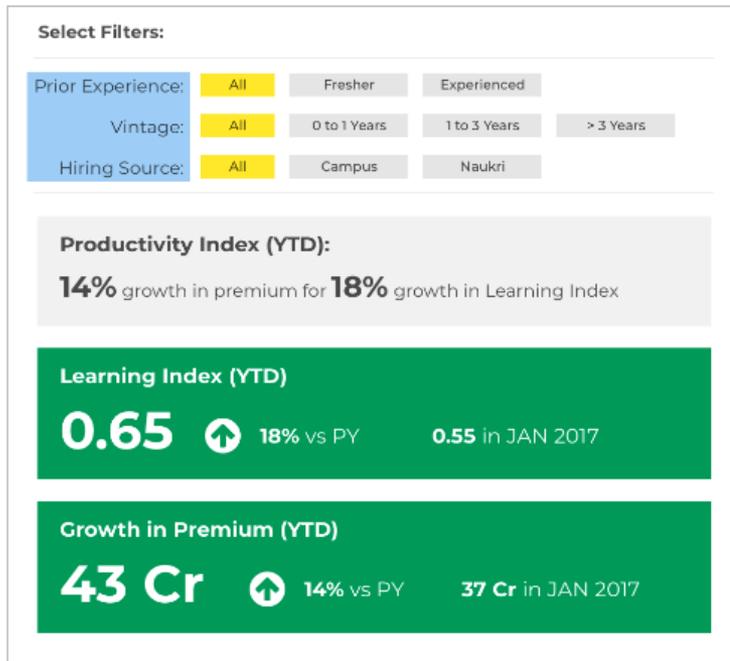
Business Context: A leading insurance company in India, wanted to evaluate its learning and development initiatives towards the salesforce and correlate the same against business productivity growth.

Gramener Value Proposition: Gramener created a productivity index and designed a Learning & Development dashboard for the company with deep-dive capabilities analyze the productivity benefits achieved against the L&D efforts spent.

Business Value Generated: Company's L&D team was able to swiftly identify areas where the effort spend against the L&D initiatives is correlated to enhanced business productivity or otherwise.

A productivity index was created using multiple business metrics 

Productivity Index



Productivity Quadrant: YTD JAN 2018

DSF

APC

DM

TPD

 Zones



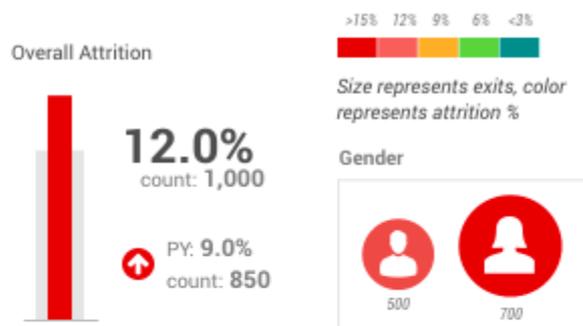
EMPLOYEE EXIT – ATTRITION ANALYTICS

Business Context: A leading retail bank in India, wanted to evaluate its state of attrition across the organization by different parameters

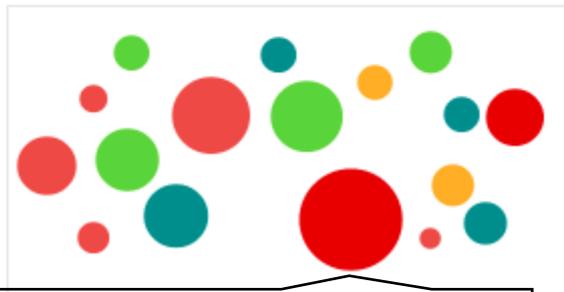
Gramener Value Proposition: Gramener designed an attrition dashboard for the bank with deep-dive capabilities across geography, roles, grades etc. to analyze the state of attrition across the organization

Business Value Generated: Bank's HR team was able to swiftly identify areas of concerns, if any particular grade, group, role or talent group was having relatively high attrition and take respective action.

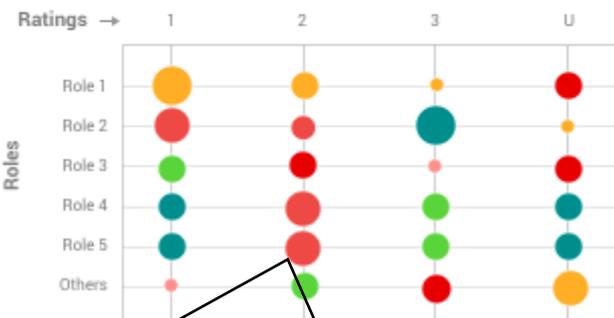
Summary



Zones



Size of the bubble represent the numbers of exits and color represents Attrition %.



Identify any role, which might be facing talent attrition.

OPERATIONS CAPACITY PLANNING MODULE

*Supply: Available ManHours * Average Productivity*

Demand: Current Pendency + Projected Allocations

Capacity Planning

Dec 10 | 2017  

Name	Cases To be Processed	Man Hours	Average Productivity	Trend
Team lead 1	199 (Current Pendency), 80 (Projected New Allocations), 225 (Total Demand), 330 (Supply)			
Team lead 2	160 (Current Pendency), 80 (Projected New Allocations), 128 (Total Demand), 236 (Supply)			
Team lead 3	220 (Current Pendency), 80 (Projected New Allocations), 159 (Total Demand), 275 (Supply)			
Team lead 4	163 (Current Pendency), 80 (Projected New Allocations), 180 (Total Demand), 224 (Supply)			
Team lead 5	206 (Current Pendency), 80 (Projected New Allocations), 140 (Total Demand), 224 (Supply)			
Team lead 6	131 (Current Pendency), 80 (Projected New Allocations), 128 (Total Demand), 220 (Supply)			

Current Pendency against every team

Projected New Allocations between current date and Dec-10

Available Man Hours considering availability of resources

Average Productivity as per historical trends

ATTRITION PREDICTION FOR A FINANCIAL INSTITUTION

Problem

A leading financial institution was facing an **acute problem of employee attrition** at the rate of 20% every year.

The client wanted to understand key drivers of attrition and segment out **high on attrite risk employees**

Approach

HR related data like **employee demographics, performance ratings, compensation, grades** were analyzed for correlations with attrition.

Decision Trees and Logistic Regression models helped assess causal relationship of employee attributes

Outcome

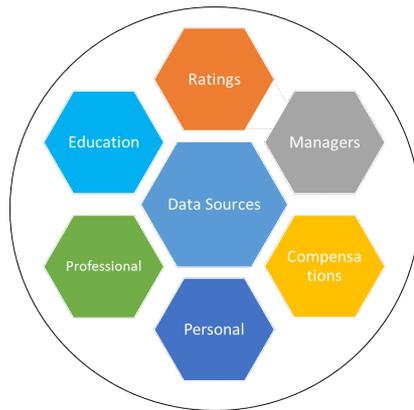
Employees were segmented into High/Medium/Low clusters based on **attrition probabilities**

In-depth analysis of employee level data and analytical models helped business **plan employee initiatives to retain top talent**

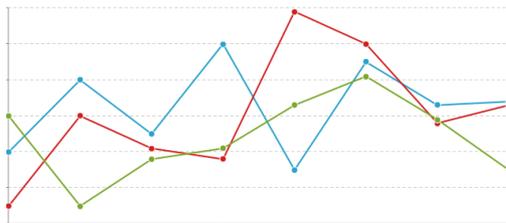
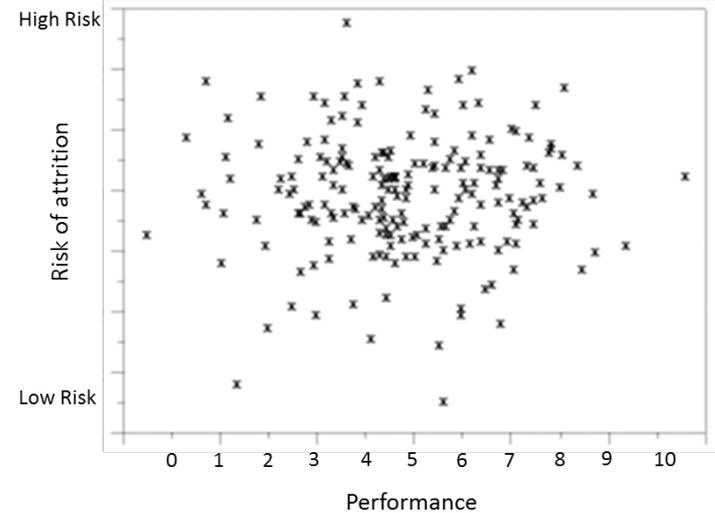
ATTRITION PREDICTION: OUTCOMES

- Models with understandable business sense have been developed.
- Models included Ratings, Managers and Compensations as significant contributing factors.
- Data driven approach for identifying the high potential employees have been developed.
- Using the model, attrition risk for all the current active employees has been presented to the client.
- Based on this engagement, client now has a better understanding on the factors responsible for attrition in their company and using the model optimal retention is planned.

Data sources, Attrition trends and Model



Predictive Model

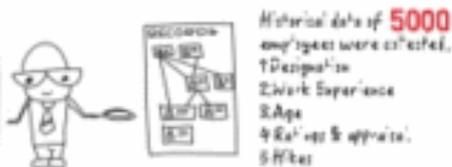


ATTRITION PREDICTION: PROCESS INFOGRAPHIC

CONTROLLING ATTRITION THROUGH ANALYTICS



1. HISTORICAL DATA



2. EXPLORATORY ANALYSIS



3. BUILD & SELECTION



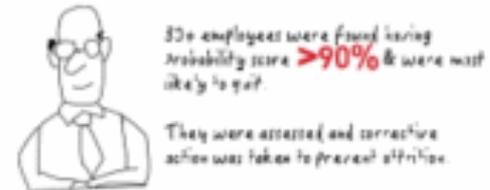
4. PROBABILITY SCORE



5. SEGREGATION



6. ACTION



REPLACEMENT COST ANALYSIS FOR A GLOBAL BPO COMPANY

Problem

Internal and external attrition led to **high replacement cost** for personnel for a global BPO organization.

The task was to identify areas of high replacement costs, to allow deliberate focus on these areas

Approach

Gramener's Data Explorer product helps focus on problem areas visually. The dataset was uploaded and configured on the system. **Within hours**, insights emerged on the main problem areas

Outcome

The variation in replacement cost was significant across areas. Surprisingly, the magnitude of the problem was **higher at senior levels** despite the lower number of personnel and churn. Without this analysis, the focus would have been on junior levels.

TOTAL REPLACEMENT COST

2,031 mn



TOTAL REPLACEMENT COST

2,031 mn



TOTAL EMPLOYEE

14,510



REPLACEMENT COST/EMPLOYEE

139.9 K



LINK

PA

PD

Assistant Manager

Management Trainee

Business Analyst

Consultant

Lead Consultant

Principal Consultant

Manager

Senior Manager

Senior Associate

Asst. Manager

Sr. Manager

Junior Manager

Lead Associate

Lead Manager

Sr Consultant

Process Developer Technical Associate

Assistant manager

Associate

PA

Senior Principal Consultant

PD Project Manager

59.32 K

Replacement cost/employee

Visualization

HR

1,178.99 K

RECRUITING BASED ON PERFORMANCE DRIVERS

A large Government organization conducts an assessment used for recruitment purposes. Their question was: **what demographic and behavioral drivers affect performance?**

Our assessment solution uses **machine learning** to determine which factors have the strongest influence on an outcome.

For example, the table alongside shows that the college and previous salary are the best predictors of overall performance.

While experience is not a strong factor, it is a good predictor of communication ability, and moderately of closure.

Number of job hops is a strong indicator of initiative.

This allowed our client to:

- Increase conversion ratio 2.4 times
- Fill targets 40% faster
- Hire candidates whose post-employment performance was better

Factor	Overall ▼	Communication	Initiative	Creativity	Closure
College	11.0%	6.6%	18.8%	9.9%	7.9%
Previous salary	10.6%	8.7%	17.4%	10.3%	8.5%
Family background	10.5%	4.3%	18.4%	10.3%	7.7%
Level of education	9.1%	5.7%	14.9%	7.3%	7.9%
Extra-curriculars	5.2%	4.6%	5.7%	5.0%	6.5%
Reading habits	4.7%	2.5%	8.2%	4.1%	3.8%
Age	4.1%	3.1%	8.0%	3.3%	2.9%
Recommendation	3.7%	2.0%	7.1%	3.5%	2.5%
Psychometric profile	3.4%	1.6%	7.2%	2.3%	2.4%
Experience	3.4%	6.5%	5.9%	3.2%	4.1%
Background relevance	3.3%	1.3%	6.4%	3.1%	2.2%
Grooming	3.3%	3.0%	4.7%	4.0%	2.9%
Family income	3.3%	1.8%	5.7%	2.6%	3.0%
Location preference	3.1%	0.8%	6.4%	2.5%	2.6%
Management experience	2.8%	2.9%	5.6%	2.7%	3.3%
Idle time	2.7%	0.9%	5.0%	2.7%	2.1%
# job hops	2.4%	1.5%	8.3%	2.2%	0.6%
Background check	2.1%	1.5%	5.3%	2.0%	1.1%
Culture fit	1.3%	1.3%	2.1%	1.2%	0.3%
Time management	0.8%	2.2%	1.2%	0.9%	0.9%
Gender	0.7%	0.2%	1.9%	0.1%	0.5%

A 3D grid of dark gray cubes on a black background, with the text "WORKFORCE ANALYTICS SAMPLE WORK" overlaid in white.

WORKFORCE ANALYTICS SAMPLE WORK

WORKFORCE ANALYTICS DASHBOARD

HR ANALYTICS DASHBOARD

Kevin Dunn  

MoM

QoQ

YoY

Sales Non Sales

Employee Mix 

*Applicable for Exits and Attrition KPI Blocks, Trends

Talent Non Talent All

Voluntary Non Voluntary All

HEADCOUNT

59,844

↑ 5.5% VS PREVIOUS MONTH



23,675

↓ 1.3% VS PM



36,169

↑ 2.6% VS PM

HIRES

15,374

↑ 3.2% VS PREVIOUS MONTH



9,874

↓ 1.3% VS PM



5,500

↑ 2.6% VS PM

EXITS

Non Talent

10,543

↓ 2.3% VS PREVIOUS MONTH



4,526

↓ 1.3% VS PM



5,250

↑ 2.6% VS PM

ATTRITION

Non Talent

55.3%

↑ 1.7% VS PREVIOUS MONTH



45.1%

↑ 1.3% VS PM



54.9%

↓ 2.6% VS PM

Total Employee strength of the bank got **increased by 5.5%** compared to last year

Voluntary attrition non-sales YTD running lower, however **sales attrition increased by 3%**

Total sales channel count at 15,374 which was **7.8% higher** compared to last year

Highest attrition was observed in tenure of **2-3 years** which was **decrease by 3% vs last year**

Summary: A major retail bank wanted to deep dive and analyze their workforce. This dashboard provides Region/Function/Business wise analysis of attrition with drill-down capabilities.



InVision Link: [Link](#)

WORKFORCE ANALYTICS DASHBOARD

TREND ANALYSIS

Make your Selection

- Attrition CY
- Attrition PY
- Headcount
- Attrition
- Hiring
- Exits
- Parameter wise Analysis

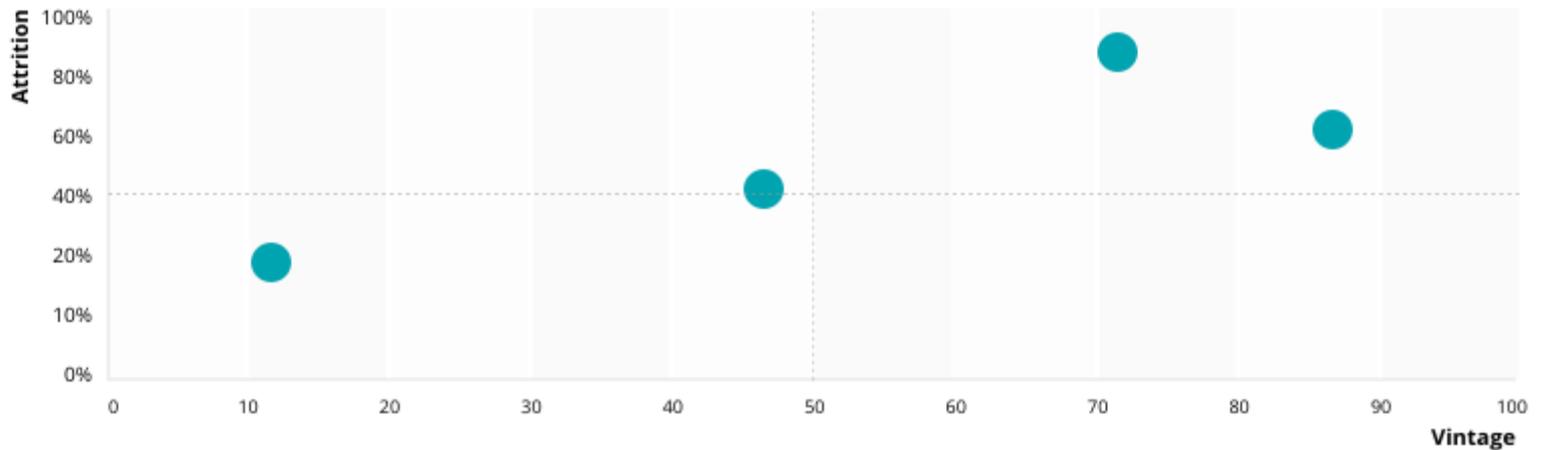


DISTRIBUTION BY ED VERTICAL

Note: Select ED Vertical to see details below

X Metrics

- Vintage
- Performance
- Age
- Gender



LEARNING & DEVELOPMENT DASHBOARD

L&D ANALYTICS DASHBOARD

Master Dashboard

DSF

APC

DM

TPD

FDC

CSV

PDF

>

Select Filters

From: 1 JAN 2017

To: 31 JAN 2018

Department: All

Zone: All

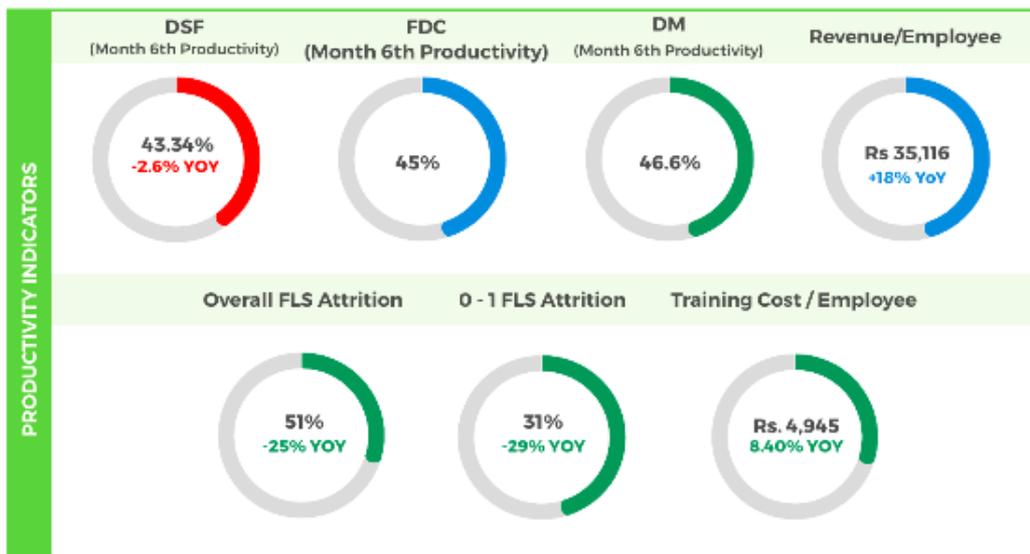
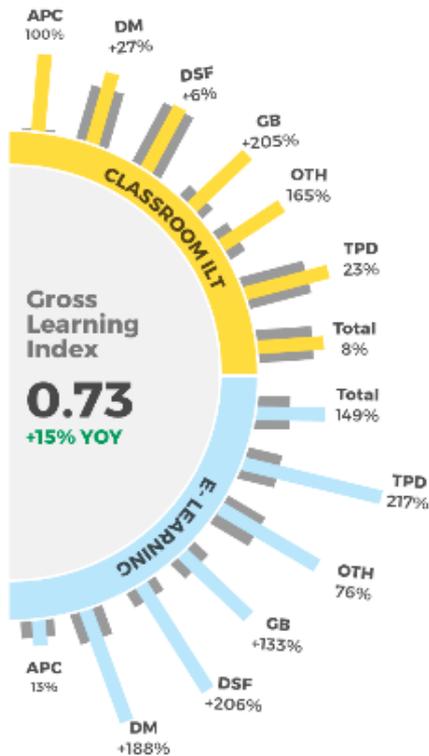
Region: All

SUBMIT

KPI Performance: YTD JAN 2018

Current Time Period
Previous Time Period

Target Achieved



LEARNING & DEVELOPMENT DASHBOARD



Productivity Index

Select Filters:

Prior Experience: **All** Fresher Experienced

Vintage: **All** 0 to 1 Years 1 to 3 Years > 3 Years

Hiring Source: **All** Campus Naukri

Productivity Index (YTD):

14% growth in premium for 18% growth in Learning Index

Learning Index (YTD)

0.65 ↑ 18% vs PY **0.55** in JAN 2017

Growth in Premium (YTD)

43 Cr ↑ 14% vs PY **37 Cr** in JAN 2017

Summary: The Insurance wing of a major conglomerate wanted to analyze their Learning & Development efforts. This dashboard provides the details of the impact of the L&D effort of the organization in terms of business value generated.

InVision Link: [Link](#)

TALENT PERFORMANCE DASHBOARD

Filters

search



FYTD: April 15 2017

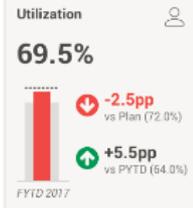


Locations: All

Submit

KPI Summary

Time Period: FYTD APR 15 2017 Region: All



Story so far.

Significant growth (+14.0%) in FTE compared to PY and as also achieved more than target (+9%).

Growth in Utilization vs PY. But is short of Target by 2.5 percentage points.

Charged Hrs is decreasing compared to PY and also there is significant gap between target and what is achieved.

Partner and Manager ranks have performed well by achieving target.

Automated Insights

Lowest Utilization of 45% was observed in December, across regions.

North-East Region had the highest Utilization of 87% in last year, whereas region 6 Utilization was only 45%.

Senior Rank observed the maximum deviation of 20% from target, in terms of utilization.

FTE for ED has decreased by 2.1% from last year although the Utilization target was met.

Department 3 had the maximum utilization with a growth of 5% from last year recorded the highest negative variance for the MTD among SSLs.

Overall utilization for North-east was the highest in last year with maximum contribution of 85% from Senior Manager rank

Executive Summary

Select a measure

BILLED HRS

UTILIZATION

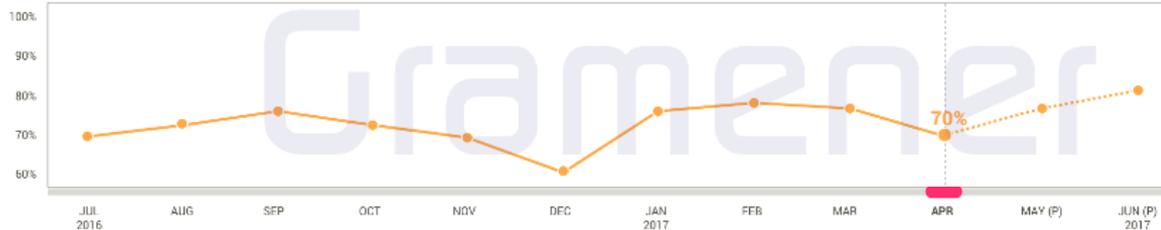
View by LOCATIONS

DEPARTMENTS

Departments: All

Trend showing Utilization across All Regions

Add trend line 2015-16 PLAN



Select Locations

- All
- North East
- South East
- Midwest
- South West
- West
- Region 6
- Region 7
- Region 8
- Region 9

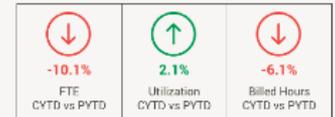
Utilization across Locations (bars) for FYTD APR 2017, along with job titles (bubbles) within BUs, bubble size indicates FTE size



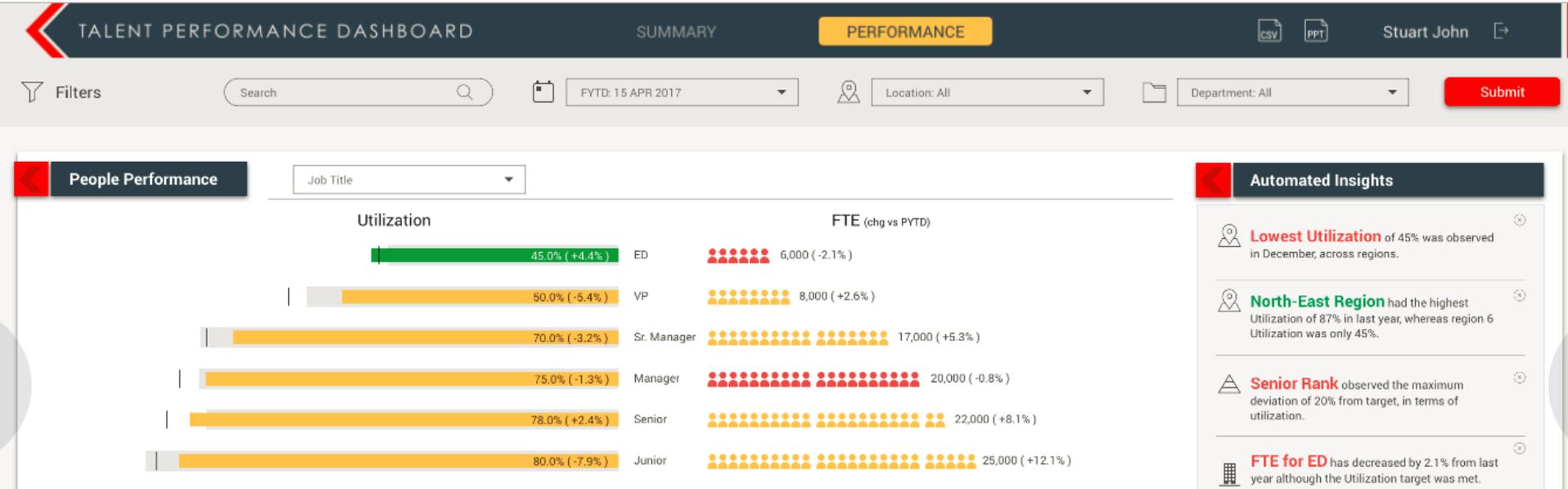
Select Titles

- ED
- VP
- Sr. Manager
- Manager
- Senior
- Junior

2017 Performance



TALENT PERFORMANCE DASHBOARD



Summary: A global audit firm wanted to check talent performance on daily basis. This dashboard provides Region/Function/Business wise analysis of talent performance with drill-down capabilities.

InVision Link: [Link](#)

ATTRITION DASHBOARD

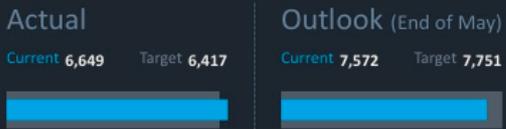
ATTRITION DASHBOARD



SELECT LEADERS GLC HR

SELECT DATE 9/5/2017 WTD MTD QTD **YTD**

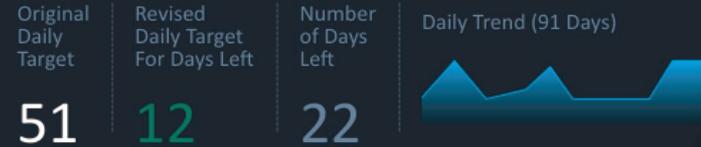
ATTRITION COUNT



ATTRITION RATE %



DAILY ATTRITION COUNT



SUMMARY

ATTRITION COUNT ATTRITION RATE %

REGION Global

BY REGION

Within Target Above Target *Note: Select Region to view details*



Global

25.4
YTD MAY 2017

25.0
TARGET

▼1.3
VS LY

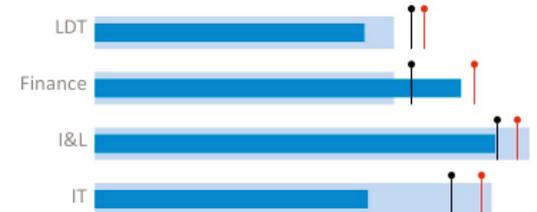
▼1.6
VS L3Y AVG

Current Target LY L2Y Avg L3Y Avg R12M 75%

BY BUSINESS



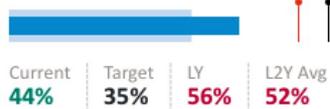
BY FUNCTION



ATTRITION DASHBOARD

RETENTION AND ENGAGEMENT

R&R COVERAGE %



EWS DEFECT %



EWS COVERAGE %



INTERNAL PROMOTION %



ENGAGEMENT SCORE



ANALYSIS

Details

REGION

BUSINESS

FUNCTION

DEEP DIVE ATTRITION COUNT ATTRITION RATE %

Comparison Target LY L 2Y Avg L 3Y Avg R12M 75% Within Target Above Target

Region	Overall	Vintage					Current Band Tenure					Bands					Gender		Exit Type		
		0-6M	12-18M	18-24M	24-36M	>36M	0-6M	1-2Y	2-3Y	3-5Y	>5Y	2+	3	4	5A	5B	M	F	V	I	A
Global	Yellow	Red	Yellow	Red	Yellow	Red	Red	Green	Yellow	Red	Green	Green	Green	Yellow	Yellow	Red	Yellow	Yellow	Green	Red	Yellow
CFOTnS	Green	Green	Yellow	Green	Yellow	Yellow	Green	Red	Green	Yellow	Green	Green	Green	Red	Yellow	Green	Green	Yellow	Yellow	Green	Yellow
CMITS	Yellow	Yellow	Green	Yellow	Red	Yellow	Yellow	Green	Yellow	Red	Green										
Digital	Yellow	Green	Red	Yellow	Yellow	Yellow	Yellow	Green	Yellow	Yellow	Yellow										
Analytics	Green	Red	Green	Green	Green	Yellow	Green	Red	Red	Green	Red	Red	Red	Green	Green	Green	Green	Green	Yellow	Yellow	Yellow
BFSI	Yellow	Green	Yellow	Red	Yellow	Yellow	Yellow	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Green	Green	Green	Yellow	Yellow	Yellow	Yellow
CGR LH	Red	Red	Green	Red	Yellow	Yellow	Red	Red	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Yellow	Yellow	Yellow	Yellow	Red	Red
Corporate	Green	Red	Green	Green	Yellow	Yellow	Green	Red	Red	Yellow	Yellow	Yellow	Yellow	Yellow	Green	Green	Green	Yellow	Yellow	Yellow	Yellow
HMS	Yellow	Yellow	Yellow	Red	Yellow	Yellow	Yellow	Green	Green	Yellow	Yellow	Yellow	Yellow	Red	Green	Red	Yellow	Yellow	Yellow	Green	Yellow

Summary: A global consulting firm wanted to check attrition on daily basis. This dashboard provides Region/Function/Business wise analysis of attrition with drill-down capabilities.

InVision Link: [Link](#)

ATTRITION DASHBOARD

ATTRITION ANALYSIS DASHBOARD

download

Month: JUL 2017

Role: ALL

Grade: ALL

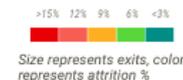
Rating: ALL

Main Group

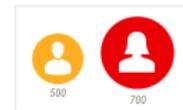
Submit

Summary

Overall Attrition



Gender



Projected attrition of 10% compared to 11% for FY16

Projected attrition of 10% compared to 11% for FY16

Projected high performer attrition of 2% compared to 3% for FY16

Projected attrition of 10% for title role holders in FY17 compared to 11% for FY16

Sales officer projected attrition of 25% compared to 27% for FY16

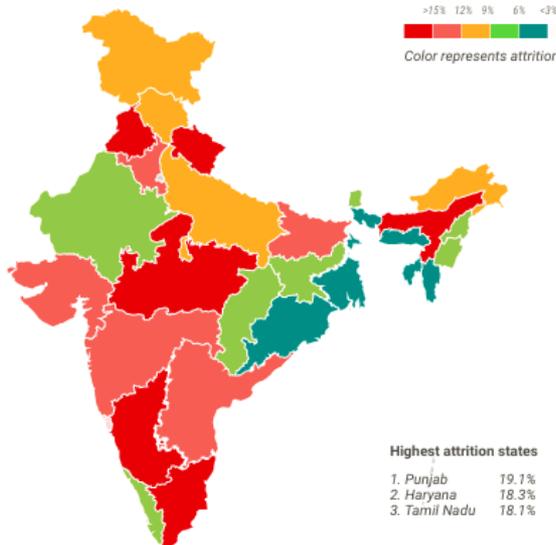
Phone Banking projected attrition of 25% compared to 27% for FY16

Women attrition (YTD) of 10% compared to 11% for men

Attrition by Region

Mega Zone Zone Region City

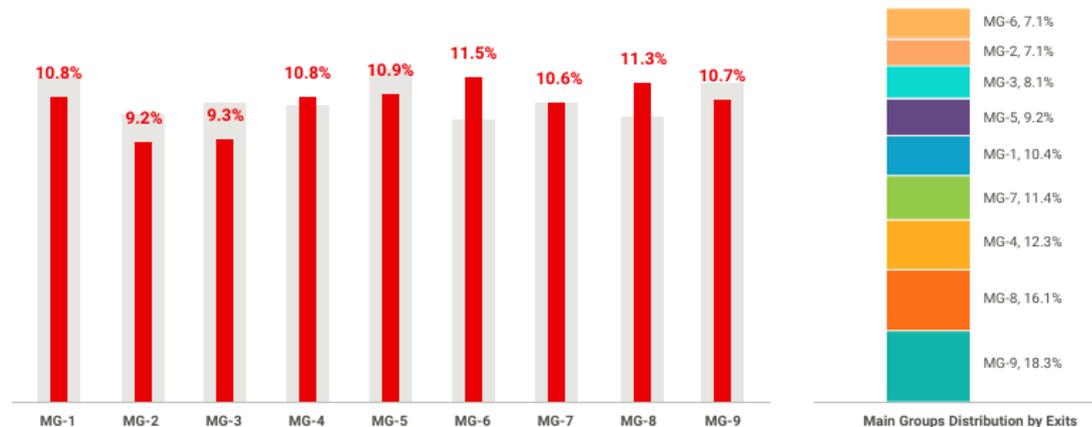
July 2017, All Roles



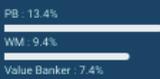
Attrition by Main Group

July 2017, All Roles

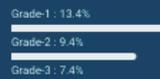
FY: 2016-17
FY: 2015-16



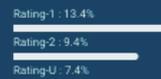
Role



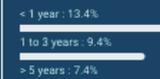
Grade



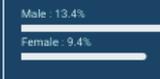
Rating



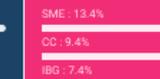
Vintage



Gender



Main Group

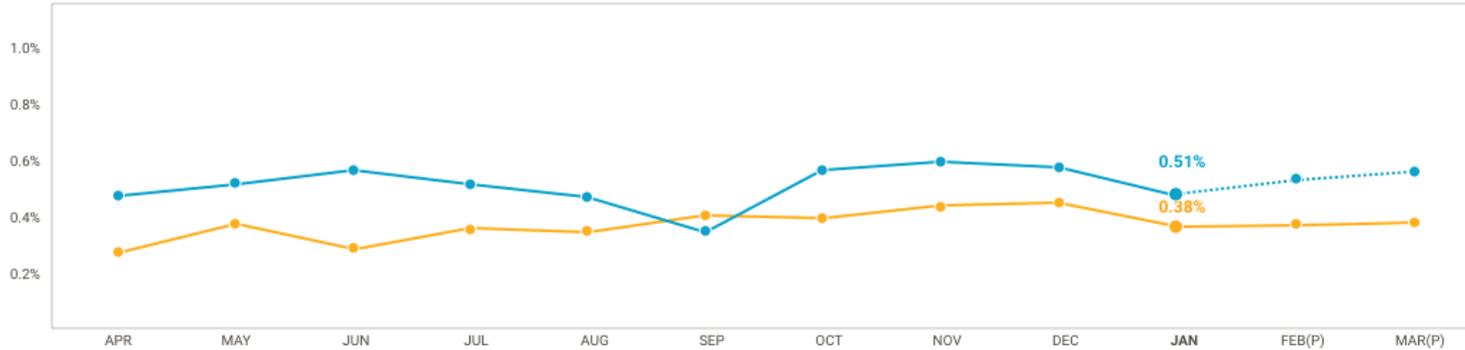


ATTRITION DASHBOARD

Attrition Trend

JAN 2018, All Roles

values in **Percentage** Exits



- 2017-18
- 2016-17
- 2014-15
- 2013-14

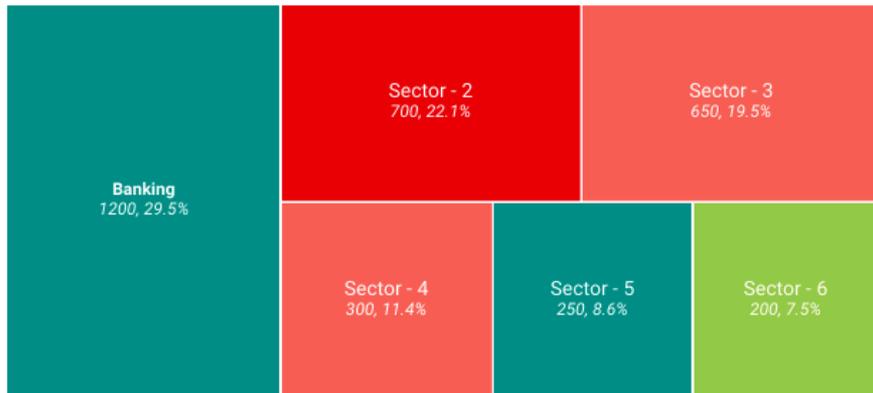
Note: data excludes Sales Officers and Phone Banking employees

Deepdive Analysis

July 2017, All Roles

Measure **Opportunity** Source

Color represents change vs PY
 <-20% -10% 0% 10% >20%



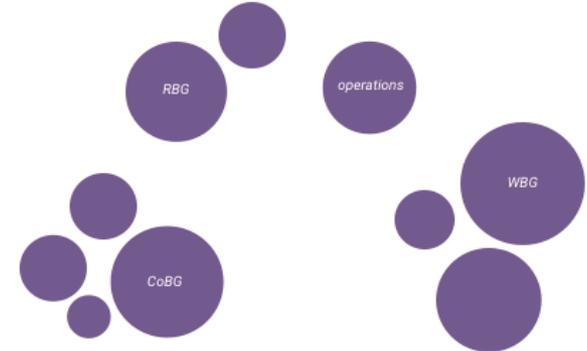
Relationship: Roles & Age

July 2017, All Roles

Measure **Age** Vintage Rating

Category

- Role
- Main Groups
- Sub Group
- Departments
- Zone
- Region
- Grade
- Source



Summary: A major retail bank wanted to deep dive and analyze attrition on daily basis. This dashboard provides Region/Function/Business wise analysis of attrition with drill-down capabilities.

InVision Link: [Link](#)



CONTACT GRAMENER

USA



📍 5000 Birch St, Newport Beach, California 92660, USA.

☎ +1 949 878 0703

✉ contact@gramener.com

USA



📍 2 Research Way, Floor 1
Princeton, NJ 08540

☎ +1 732 319 3999

✉ contact@gramener.com

India



📍 NCR Arcade, 2nd floor,
580/B, Sector 6, HSR Layout,
Bengaluru, 560102

☎ +91 80 4122 5398

✉ contact@gramener.com

Singapore



📍 #17-02
High Street Centre
1 North Bridge Road
Singapore 179094

☎ +65 8554 4054

✉ contact@gramener.com

India (Headquarters)



📍 9/2, 2nd Floor, Survey 64,
HUDA Techno Enclave, Phase 2
Madhapur, Hyderabad 500081
Telangana, INDIA

☎ 040-67642100

✉ contact@gramener.com