GRAMEX HR ANALYTICS SOLUTIONS

Gramener
A Data Science Company

HIGH COST OF REPLACING EXISTING HRMS INFRASTRUCTURE

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

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

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

Pros

Lower Cost of Implementation

Lesser Implementation Timelines

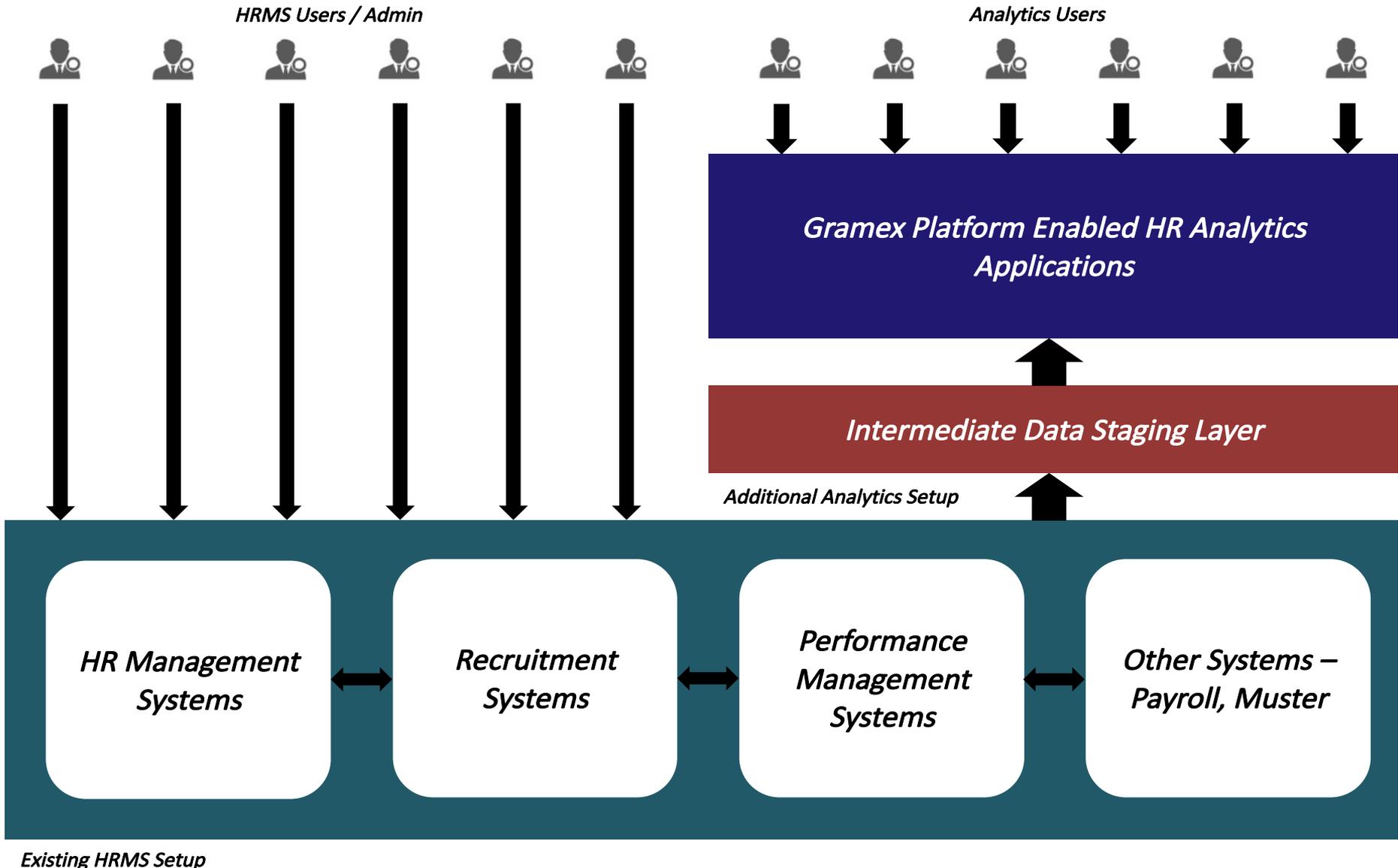**Cons**

Limitations in availability of data from existing HRMS

Limited data refresh frequency

Embed Analytics Layer on top of existing HRMS Infrastructure

HRMS Users / Admin

Analytics Users

Gramex Platform Enabled HR Analytics Applications

Intermediate Data Staging Layer

Additional Analytics Setup

HR Management Systems ↔ Recruitment Systems ↔ Performance Management Systems ↔ Other Systems – Payroll, Muster

Existing HRMS Setup

3

Delivering Business Value

HR Analytics Use Cases Coverage

HR Analytics Use Cases – Areas Covered

Employee Lifecycle

Employee Onboarding

Recruitment	Workforce Planning	Hiring Channels
How is the hiring pipeline?	What hiring strategy is working well?	Which channels are performing well?

Employee Dynamics

Talent Analytics	Comp & Benefits	Skill Mapping
What are the drivers of productivity?	What is the current standards?	How do we match skillsets to roles?

Employee Exit

Attrition Analytics	Alumni Analytics	Replacement Analytics
Are we able to retain the right talent?	How are alumni doing after exit?	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.

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.
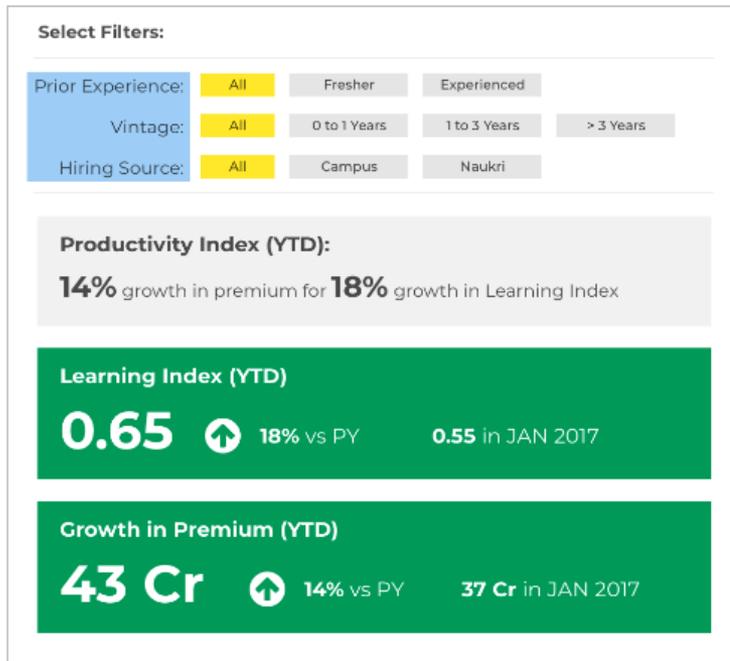
EMPLOYEE EXIT – ATTRITION ANALYTICS

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.
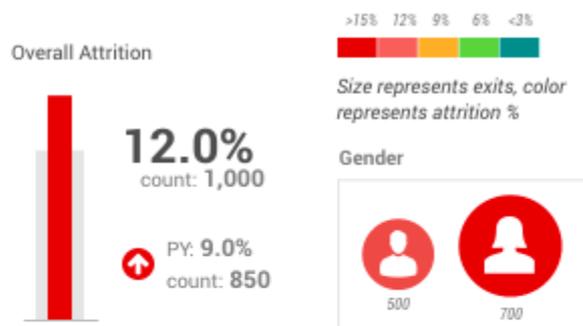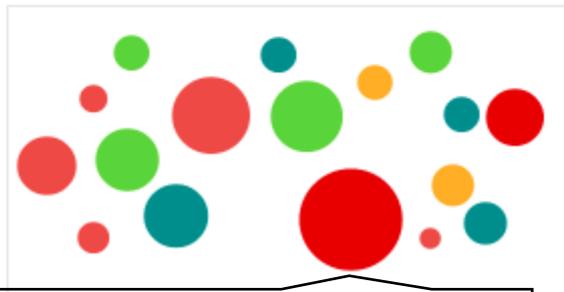
Size of the bubble represent the numbers of exits and color represents Attrition %.
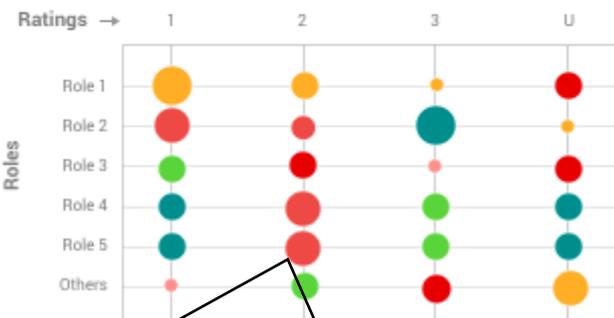
Identify any role, which might be facing talent attrition.

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 / 80 → 330 (225)	■	■	
Team lead 2	160 / 80 → 236 (128)	■	■	
Team lead 3	220 / 80 → 275 (159)	■	■	
Team lead 4	163 / 80 → 224 (180)	■	■	
Team lead 5	206 / 80 → 224 (140)	■	■	
Team lead 6	131 / 80 → 220 (128)	■	■	

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

HR

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
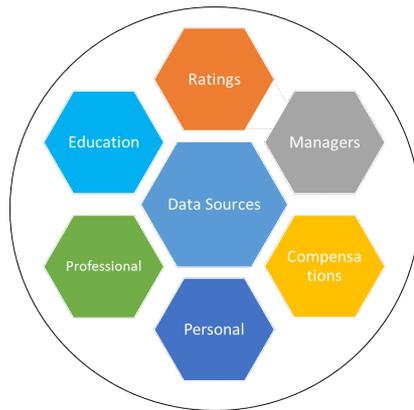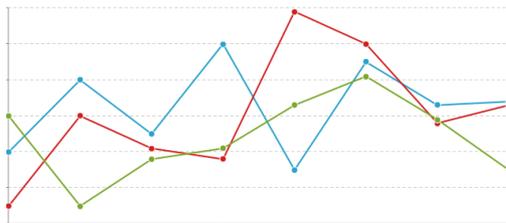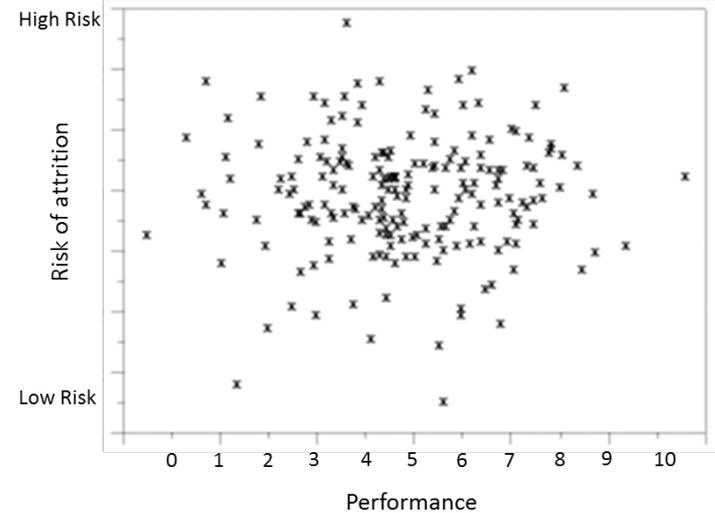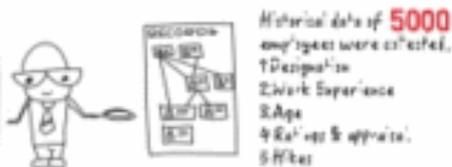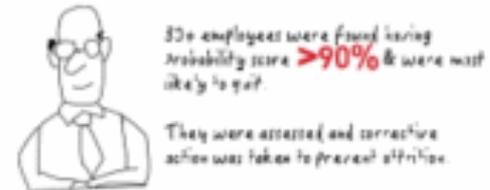
REPLACEMENT COST ANALYSIS FOR A GLOBAL BPO COMPANY

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.

Visualization   HR

2,031 mn   **2,031 mn**   **14,510**   **139.9 K**

LINK

PA	PD

- Assistant Manager
- Management Trainee
- Business Analyst
- Manager
- Consultant
- Lead Consultant
- Principal Consultant
- Senior Manager
- Senior Associate
- Asst. Manager
- Sr. Manager
- Junior Manager
- Lead Associate
- Lead Manager
- Sr Consultant
- Process Developer
- Technical Associate
- Assistant manager
- Senior Principal Consultant
- Associate
- PA
- PD
- Project Manager
- Analyst

Visualization   HR

59.32 K   Replacement cost/employee   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%

Anonymized summary of factors driving performance in assessment

WORKFORCE ANALYTICS DASHBOARD

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.
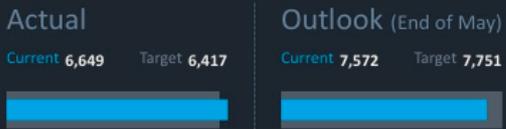
InVision Link: Link

Workforce Analytics Dashboard

LEARNING & DEVELOPMENT DASHBOARD

LEARNING & DEVELOPMENT DASHBOARD

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

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

RETENTION AND ENGAGEMENT
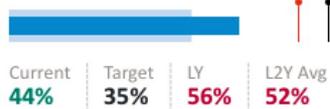
R&R COVERAGE %				EWS DEFECT %				EWS COVERAGE %				INTERNAL PROMOTION %				ENGAGEMENT SCORE			
Current	Target	LY	L2Y Avg	Current	Target	LY	L2Y Avg	Current	Target	LY	L2Y Avg	Current	Target	LY	L2Y Avg	Current	Target	LY	L2Y Avg
44%	35%	56%	52%	50%	30%	53%	57%	85%	90%	82%	78%	49%	50%	55%	56%	3.95	3.80	3.81	3.86

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																					
CFOTnS																					
CMITS																					
Digital																					
Analytics																					
BFSI																					
CGRLH																					
Corporate																					
HMS																					

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 DASHBOARD

Attrition Trend
JAN 2018, All Roles

values in [**Percentage**] [Exits]
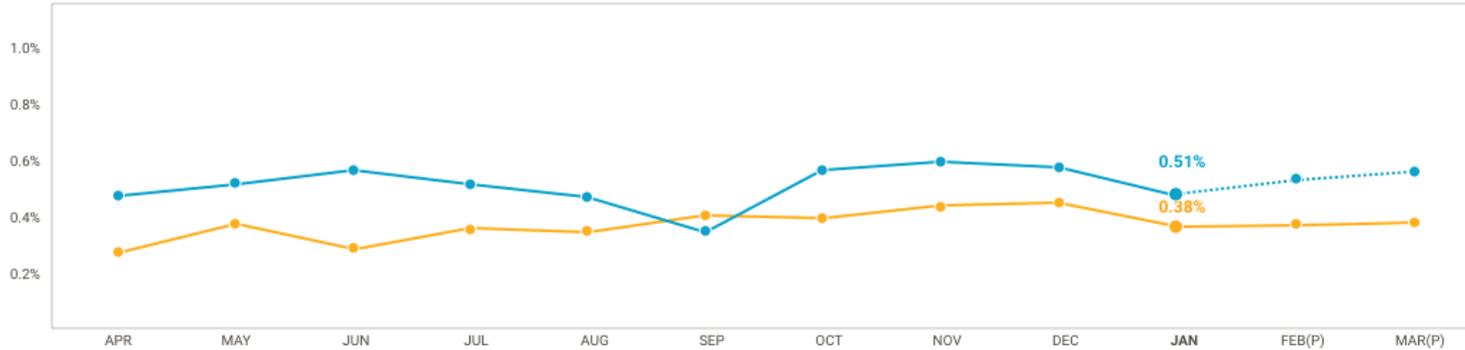
[**2017-18**]
[**2016-17**]
[2014-15]
[2013-14]

0.51%
0.38%

APR · MAY · JUN · JUL · AUG · SEP · OCT · NOV · DEC · **JAN** · FEB(P) · MAR(P)

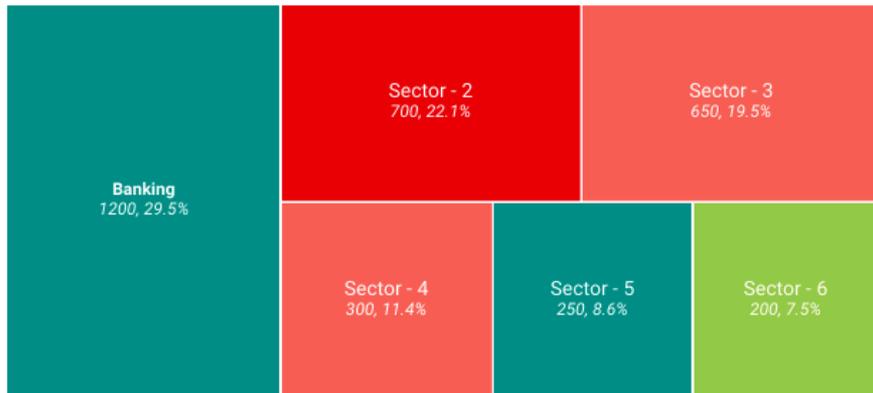Note: data excludes Sales Officers and Phone Banking employees

Deepdive Analysis
July 2017, All Roles

Measure [**Opportunity**] [Source]
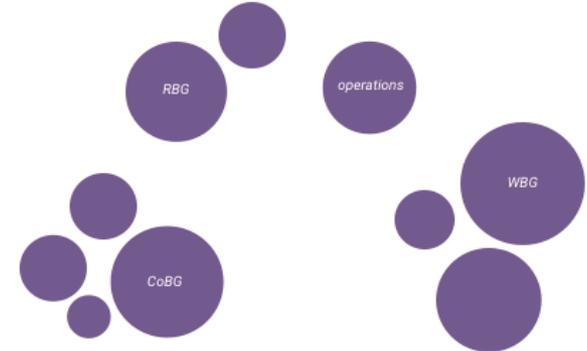
Color represents change vs PY   <-20% -10% 0% 10% >20%

Banking
1200, 29.5%

Sector - 2
700, 22.1%

Sector - 3
650, 19.5%

Sector - 4
300, 11.4%

Sector - 5
250, 8.6%

Sector - 6
200, 7.5%

Relationship: Roles & Age
July 2017, All Roles

Measure [**Age**] [Vintage] [Rating]

Category

[**Role**]
[Main Groups]
[Sub Group]
[Departments]
[Zone]
[Region]
[Grade]
[Source]

RBG   operations   WBG   CoBG

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

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