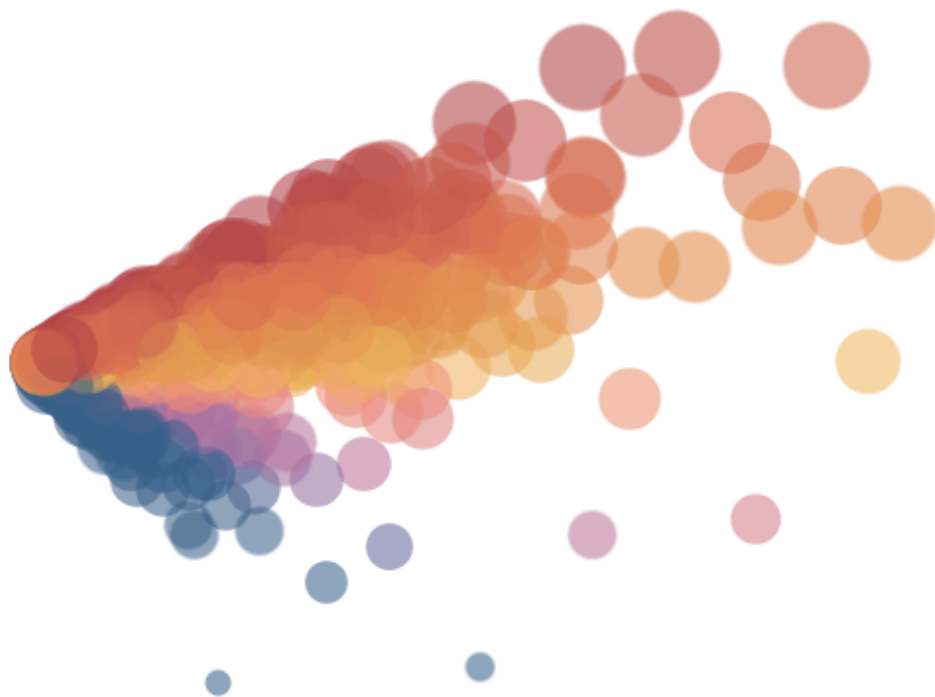

THE VALUE OF **DATA** FOR HUMAN RESOURCES MANAGERS



**Understand the value of the data in your HR Team
and how to apply analytics to answer
business critical questions**

THE RISING IMPORTANCE OF ANALYTICS

Top 1

0

The rise in the use of HR analytics is one of the top 10 trends in Human Resources*

Yes, HR is about people. That will never change.

But technology and HR analytics are not the enemy of people-focused management – rather they help us understand our people better.

Technology gives us unprecedented insights into the patterns and trends which shape our workforce, and our business.

This paper has been written to help you understand the value of the data in your HR organization and how to apply analytics to answer business critical questions.

THE VALUE OF DATA

HR professionals are covered by many data types: specific HR data (date of hire, age, experience, educational history); recruiting data (pre-hire assessment, interviews), performance information (ratings, job review); training data (activities completion, certifications, scores); compensation data (salary benchmarks); and, leadership data (leadership skills and assessments). And there is more...

HR teams regularly rely on non-HR reporting systems to manually collect company-wide data such as financial, customer, product in order to answer more strategic questions about employees and their contribution to the business.

Good HR professionals also leverage a variety of external data sources. Data from organizational perspective is also vital to better understand performance, retention, engagement and employee career needs.

Unfortunately, all of these data are rarely centralised, connected and cleansed to make it ready for accurate analysis by HR decision makers.

This lack of visibility into employee performance and cost leads to misestimating workforce costs. But, when data are available, HR professionals are able to uncover powerful insight that answers critical questions.

Analytics can help HR Managers understand the value of the data to answer business critical questions

*Top 10 according to the report, Global Human Capital Trends 2016, produced by Deloitte Consulting and Bersin by Deloitte. The study includes responses from more than 7,000 business and HR leaders from 130 countries.

Questions that data can help you answer

1. Recruitment and Retention	Are we retaining our best talent?	Where do I source my best talent?	Who is at risk of leaving next?
2. Compensation and Benefits	Where can compensation costs be saved?	Do we have a consistent compensation program worldwide?	How does our benefits plan compare to industry peers?
3. Workforce Planning	How will turnover impact our future workforce?	What locations do we allocate people to support business objectives?	Where will my organization have a lack of skills in the future based on expected retirees?
4. Organisational Effectiveness	Which business units have the highest / lowest goal achievement?	Are we retaining our central people?	Who are our most cooperative employees?

AVA HR ANALYTICS SOLUTIONS

The fastest way to unify all HR information in one place

AVA HR Analytics solution in the cloud gives you complete visibility of your employees like never before.

In days, not months, you'll have people insight aggregated from across your organization, ready for analysis by you and your colleagues.

How does It work?

You can align your HR metrics with strategic business goals.

Data are stored in silos across multiple reporting systems, making it impossible to gain a single view of your workforce.

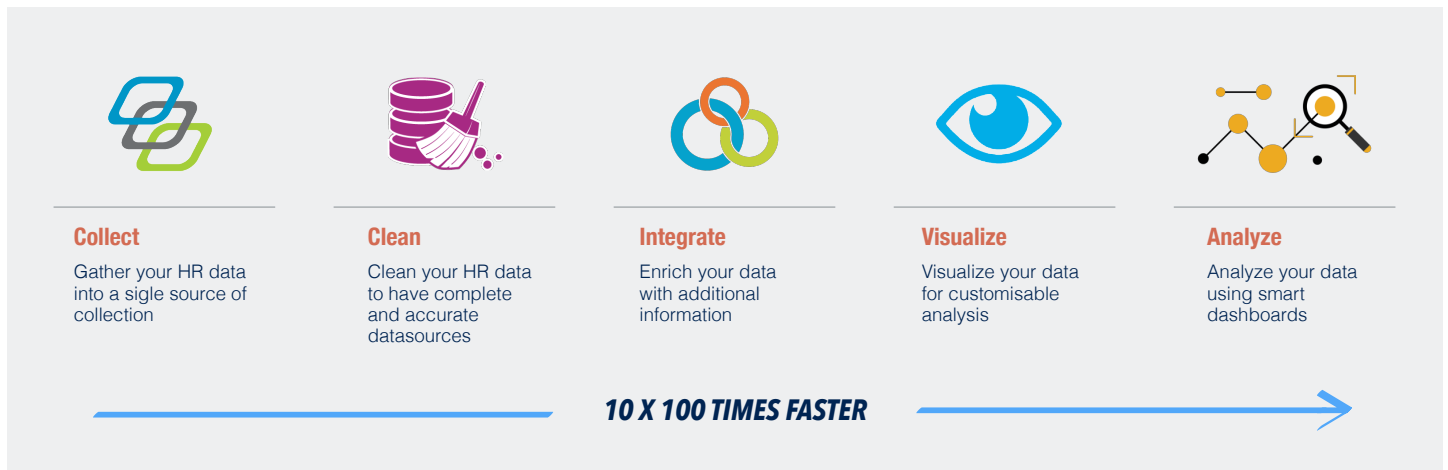
With the AVA Analytics solution, you have all the insight needed to attract, reward and retain top talent and more.

Simply add and connect all your data and you and your team will have instant access to unified HR information and metrics – from individuals, as well as across the company.

AVA analytics solves your employee visibility challenges in a way that is quicker, easier and more cost effective than any other HR solution on the market.

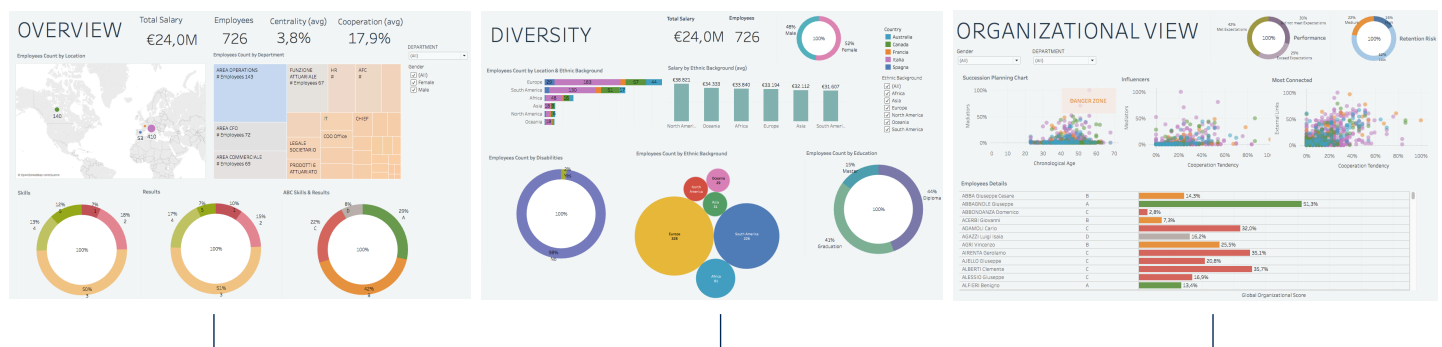
In days, not months HR Managers will have People insights ready for analyses

Go live in days, not months

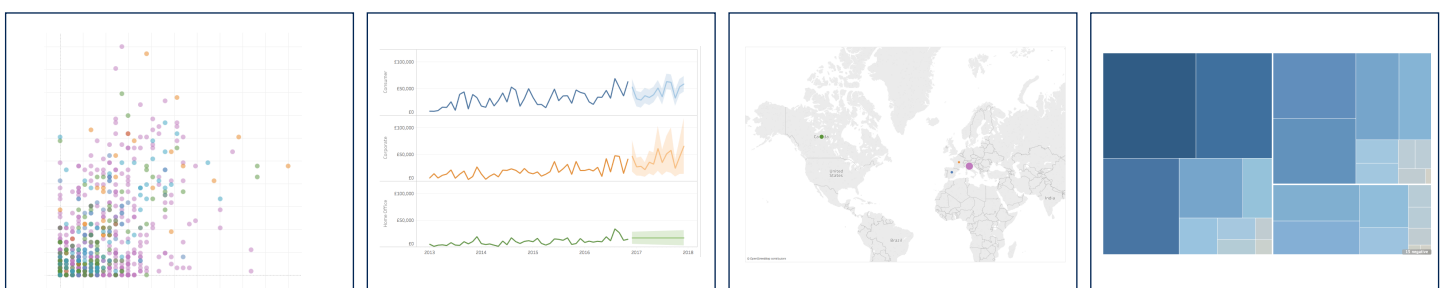


Enhance your HR Team with self-service Analytics

- Connectors that extract data from source systems such as SAP and Oracle
- Dynamic dashboards that respond to the ever changing format of information
- Drill-down management views for visualising HR metrics and scorecards



Different graphs for different purposes



Scatterplot

(showing outliers)

Line Graph

(trend detection)

Maps

(geographic patterns)

Tree Map

(relative proportions)

Distinctive Features

No IT interaction

Single source of collection for data from your disparate legacy IT systems

Data 24/7

Self-service Dashboards enable users to visualize their data 24/7

Blend diverse Data Sets

Connect employees data with external information for additional views

Scalable performance

Re-allocate IT sources from back-office to front-line

Customisable Self-service Dashboards

Gain access to dashboards to visualize data according to your preferences

Analytics 'as a Service'

Subscribe a secure hosted environment in the AVA cloud

Lower Total Cost

Cost-effective analytical Dashboards for all of your HR data management needs

Visual Discovery

Ready-to-use visualisations and data for analysis are nothing easier to get

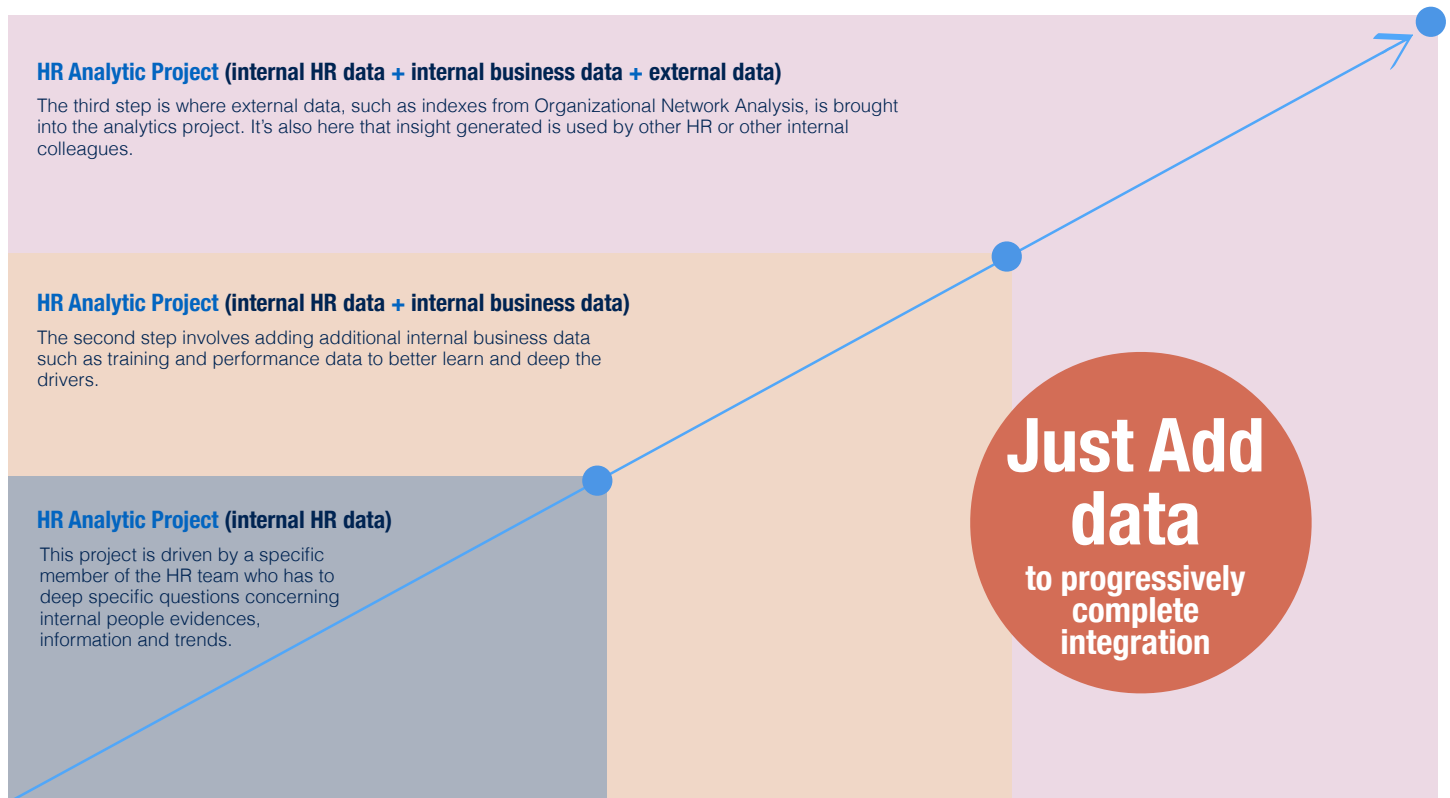
Execution Speed

Appropriate customisations but also speed in making meaningful views

THREE

Three-step analytics journey

Based on our experience, every HR department is on a three-step analytics journey.



ACTIVE VALUE ADVISORS.

A data driven Management Consulting Firm



Active Value Advisors is an independent management consulting firm that provides advice and solutions to companies around the globe.

We combine specialist expertise with a global perspective to help our clients develop, implement and manage best-in-class managerial frameworks.

Our methods and data driven approach mean that we partner with our clients to create knowledge and a sustainable impact that become assets for our clients.

We deal with three specific areas of expertise with the goal of maximising the Value of Shareholders, Customers and People. None of these at the expense of the other.

Our research activity is constant and highly specialised to offer implementable answers to our clients.

Our Solutions represent then a precious asset for CEOs that find in Active Value Advisors a unique and tailor-made blend of distinctive managerial know-how, strategic ideas and appropriate tools, within a common “fabric” to face at best their challenges.

Understanding the factors underlying performances is an important step to maximise growth and value of businesses

SV
SHAREHOLDER VALUE



We can not draw any useful data or information if we can not organise, read and use them to make decisions.

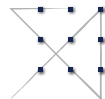
Information discovery and data visualisation are enhanced thanks to the new generation of self-BI Tools

The way people work, their relationships, the intertwining of their skills and their motivation are the elements that can make the difference between a good and an excellent organization

PV
PEOPLE VALUE

CV
CUSTOMER VALUE

Enhancing the knowledge of customers and better managing the relationship with them is the key to success in any business



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