



Corning's Mission for HR Analytics: Intelligence That Drives the "Right Person, Right Place, Right Time" Decision

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About the Speakers

Mick Collins

- Vice President, Workforce Analytics & Planning, SAP SuccessFactors
- Responsible for global go-to-market programs for these two products and facilitating executive education on analytics strategy
- Chair of IHRIM (International HR Information Management education association)

Helena Tao

- HR Manager, Reporting & Analytics, Corning Incorporated
- Responsible for setting up global reporting & analytics function, developing and executing people analytics strategy to empower data-driven decisions and enable business success
- Expert in compensation and benefits
- Expert in Organizational Network Analysis (ONA)

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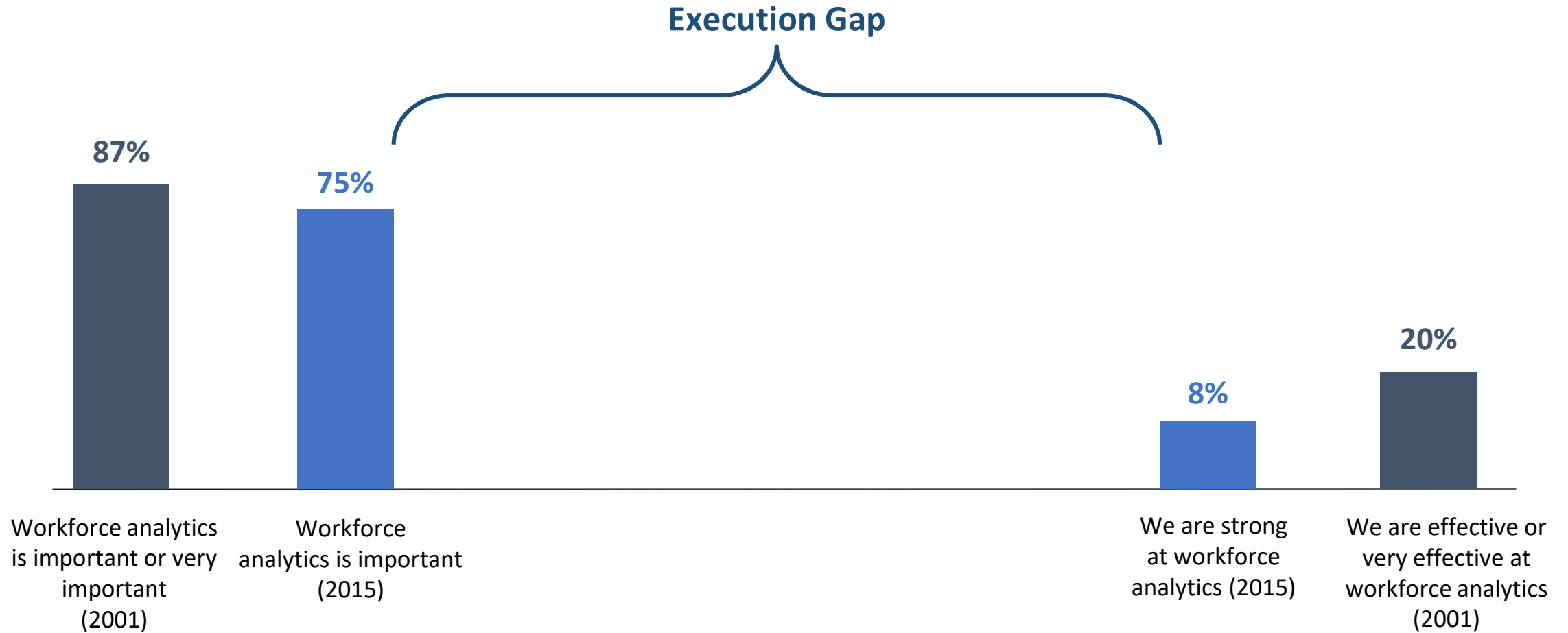
Key Outcomes/Objectives

1. Development of a HR Analytics strategy and roadmap is essential in closing the “execution gap” to deliver impact through HR Analytics.
2. Resourcing the HR Analytics team with a portfolio of diverse skill sets is necessary to ensure success.
3. HR Analytics is an exciting field with both opportunities and challenges. It is strategically positioned to ultimately empower HR to enable business success.

Agenda








































1. The HR Analytics Execution Gap and Hurdles to Success
2. Corning's HR Analytics Vision, Mission, and Roadmap
3. Building an Organizational Structure to Support HR Analytics
4. Processes for Data Governance
5. Scaling Analytics in a Global Company
6. Resources to Support Your HR Analytics Strategy

The HR Analytics “Execution Gap”



Sources: “Exploring the Measurement Challenge,” Corporate Leadership Council, 2001; “Global Human Capital Trends,” Deloitte, 2015.

Hurdles to Success in Analytics

 Strategic	 Functional (HR)	 Financial	 Technical
<p>Early stage Should we invest in analytics?</p>	<p>Midstage How do we scale?</p>	<p>Late stage Are we using the data consistently?</p>	
<p>Low priority</p>	<p>Inconsistent data</p>	<p>Inaction</p>	
<ul style="list-style-type: none">  HR is not viewed as a strategic function that requires analytics.  The organization is too small.  Leaders are not pressuring HR to deliver analytics.  Industry peers are not known for analytics.  Analytics is viewed as “nice to have.” 	<ul style="list-style-type: none">  Finance owns HR and talent data.  Leaders are overloaded with transactional data.  Data doesn't exist for KPIs.  Data quality is suspect.  Managers have alternative sources of data. 	<ul style="list-style-type: none">  Leaders don't understand the implications of data.  There is reluctance to use data for talent decisions.  Leaders are unable to make policy changes.  Leaders expect a high degree of certainty.  Control groups not available. 	
<p>Lack of urgency</p>	<p>Insufficient technology</p>	<p>Unsustainability</p>	
<ul style="list-style-type: none">  Other HR projects take priority.  We have been successful without analytics. Why start now?  There is no business case for analytics. 	<ul style="list-style-type: none">  The budget for analytics software is limited.  The ability to visualize data is limited.  Current tools are not sufficient for data analysis.  Data is difficult to integrate.  Corporate BI doesn't include HR data. 	<ul style="list-style-type: none">  Analytics is viewed as an ad hoc project, not a business process.  Key people leave the program.  We can't measure or track the results of change.  Incorrect decisions are made. 	
<p>Limited resources</p>	<p>Inexperience</p>	<p>Common Hurdles in HR</p>	
<ul style="list-style-type: none">  There is no resource to own analytics.  There are no “champions” to support analytics.  HR lacks the capacity to analyze data.  The HRIS and reporting team is working at full capacity. 	<ul style="list-style-type: none">  Experience in running analytics projects is lacking.  Projects are started and stopped.  HR lacks the capability to analyze data. 	<p>Barriers to workforce analytics success by stage of maturity</p> <p>SAP SuccessFactors </p>	

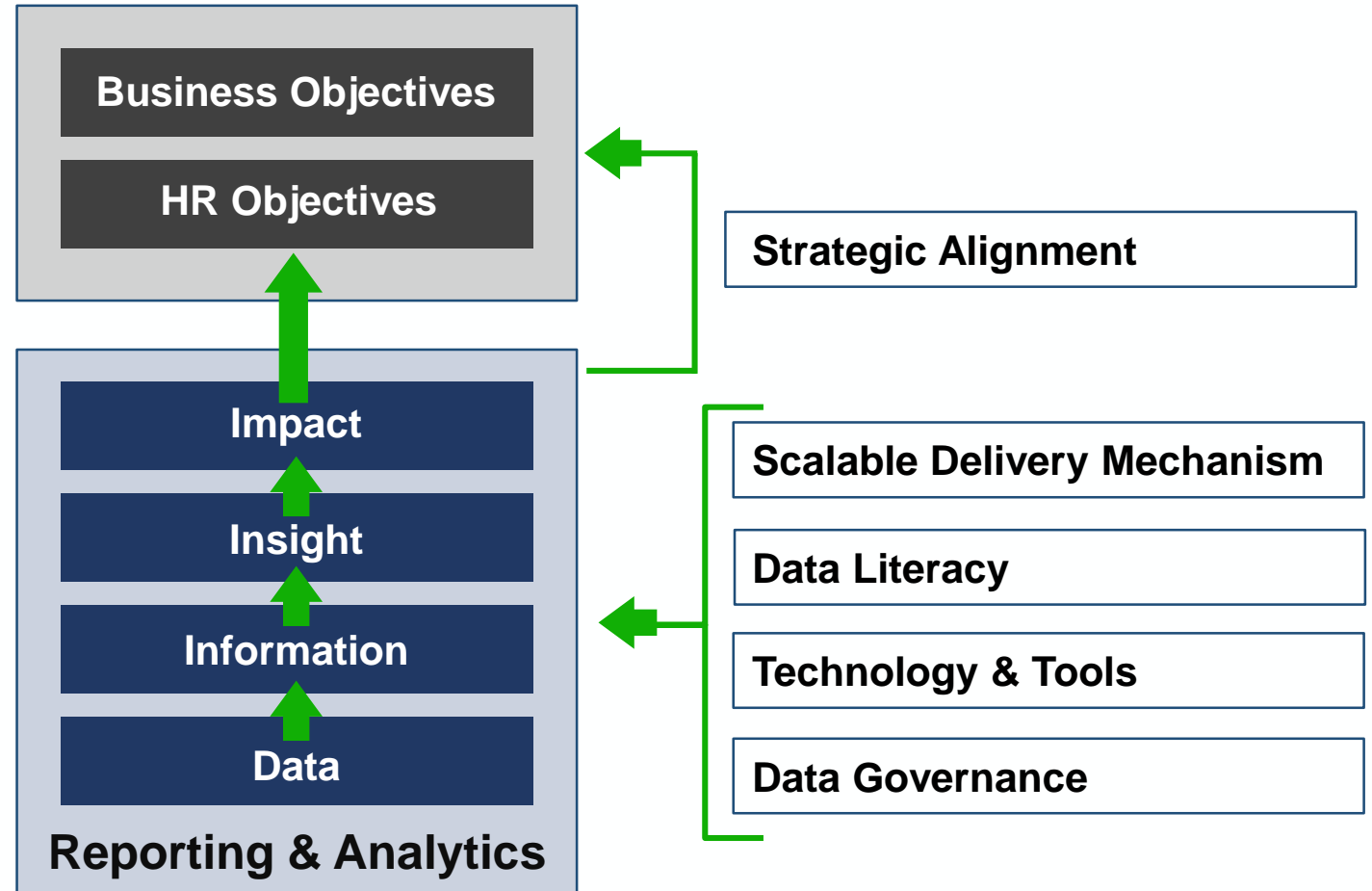
Corning Reporting & Analytics Vision and Mission

Vision

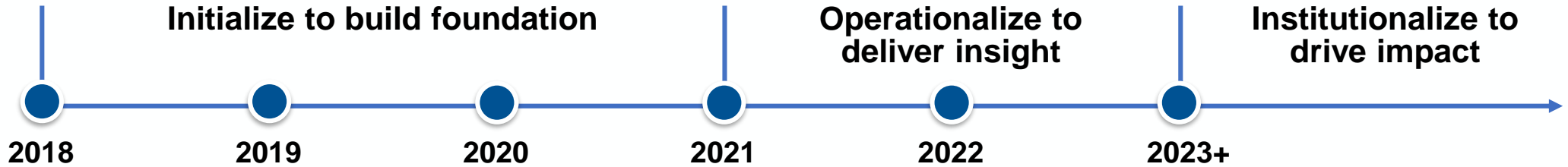
HR enables business success through better people decisions

Mission

Offer workforce intelligence to HR and business leaders to empower data-driven decisions for “Right Person, Right Place, Right Time”

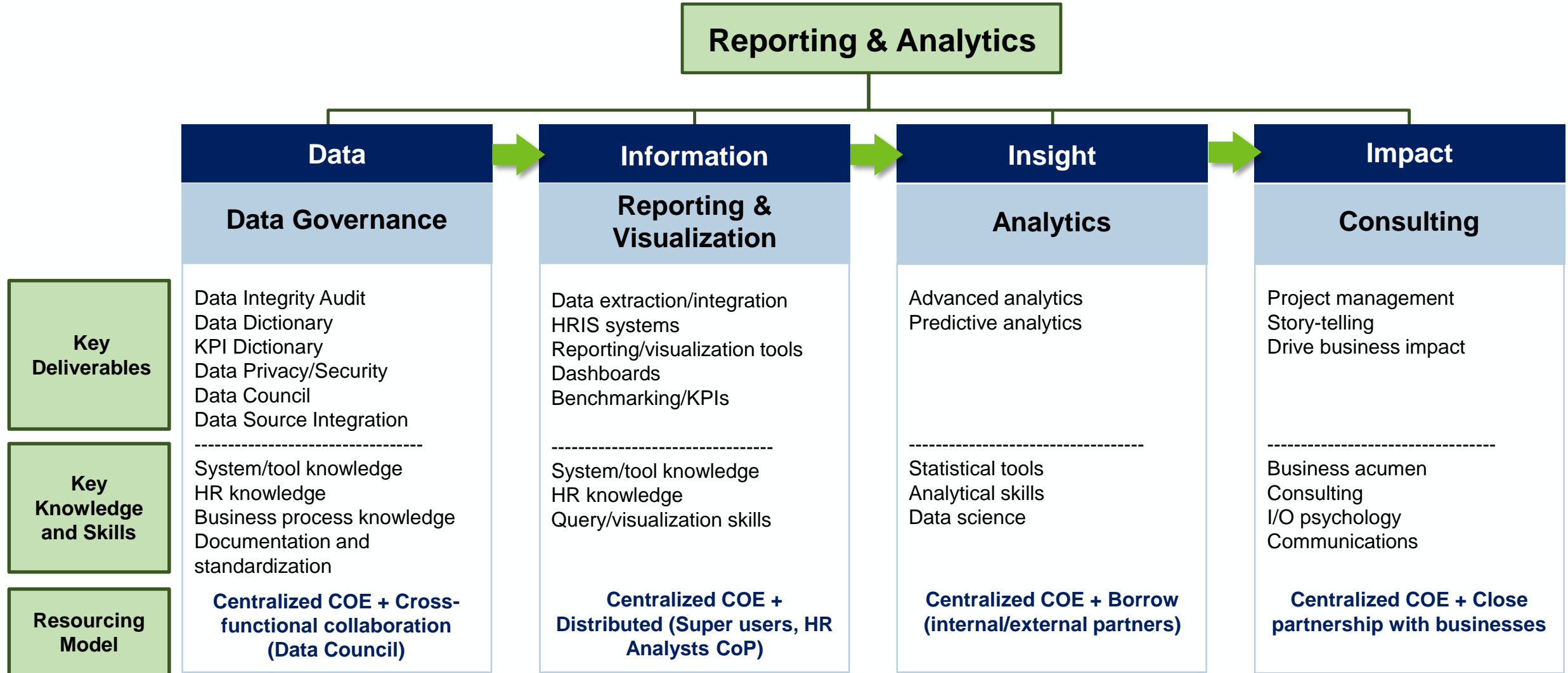


Corning Reporting & Analytics Roadmap



	2018	2019	2020	2021	2022	2023+
Data Governance	Data Dictionary	KPI Dictionary Data audit reporting	Data Council	Data source enrichment and integration (finance, operations, surveys, internal/external sources)		
Technology & Tools		Report Center WFA Power BI	Embedded Analytics SAC People Analytics	Statistical tools (TBD)		Experimentation with new analyses & tools
Data Literacy		Build basic data literacy for super users/HR Analysts		Build basic data literacy for broader HR function & business community (in the context of workforce intelligence) Develop advanced data literacy for super users/HR Analysts		
Scalable Delivery Mechanism	Centralized COE as primary delivery mechanism	Centralized COE + Distributed network of champions/super users/analyst CoP Automated dashboard(HR + Business) Self-service mechanism		Centralized COE with diverse skillsets and dedicated 'business liaison' roles + Distributed network of champions/super users/analyst CoP Automated dashboard (HR + Business) Self-service mechanism		
Strategic Alignment		Identify most meaningful KPIs Create a "single source of truth"		HR measuring HR People Analytics embedded in key HR processes		HR enabling the business to deliver its objectives People Analytics embedded in key business decisions.

Corning Reporting & Analytics Organization



Corning HR Data Governance

A system of decision rights and accountabilities for data-related processes

Data Integrity

Measure, monitor, and improve data integrity
(Complete, Accurate, Timely)

- Create/maintain work instructions/SOPs
- Utilize audit tool and process
- Leverage system optimization
- Explore optimal model of data production/maintenance

Policy & Standards

Establish, review, and approve rules and standards

- Create/maintain Data Dictionary
- Create/maintain KPI Dictionary

Data Privacy/ Compliance/Security

Address concerns, assess risks, define controls, and enforce requirements

- Ensure data privacy
- Oversee access management/RBP
- Adhere to regulatory, contractual, and internal requirements

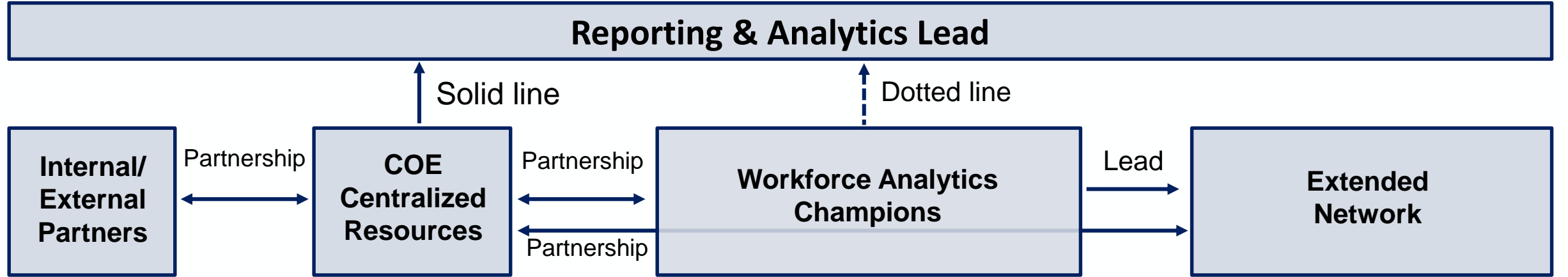
Data Decision Process

Collaborative decision-making leveraging the collective wisdom of our systems and processes

- Establish Data Council to make decisions
- Analyze interdependencies

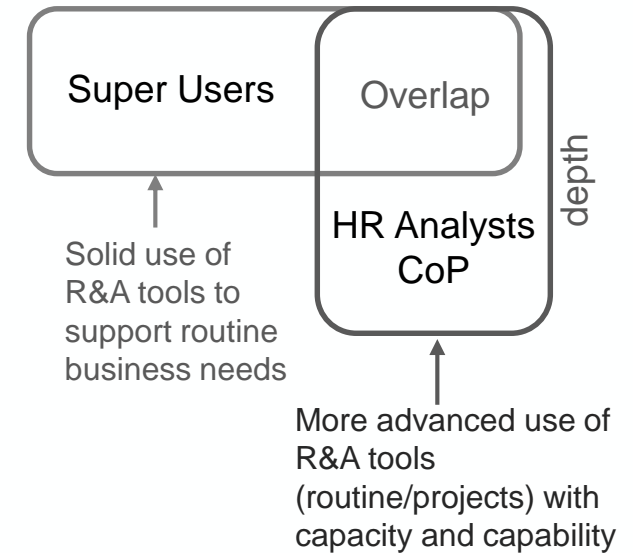
Proactive ● Ongoing ● Reactive

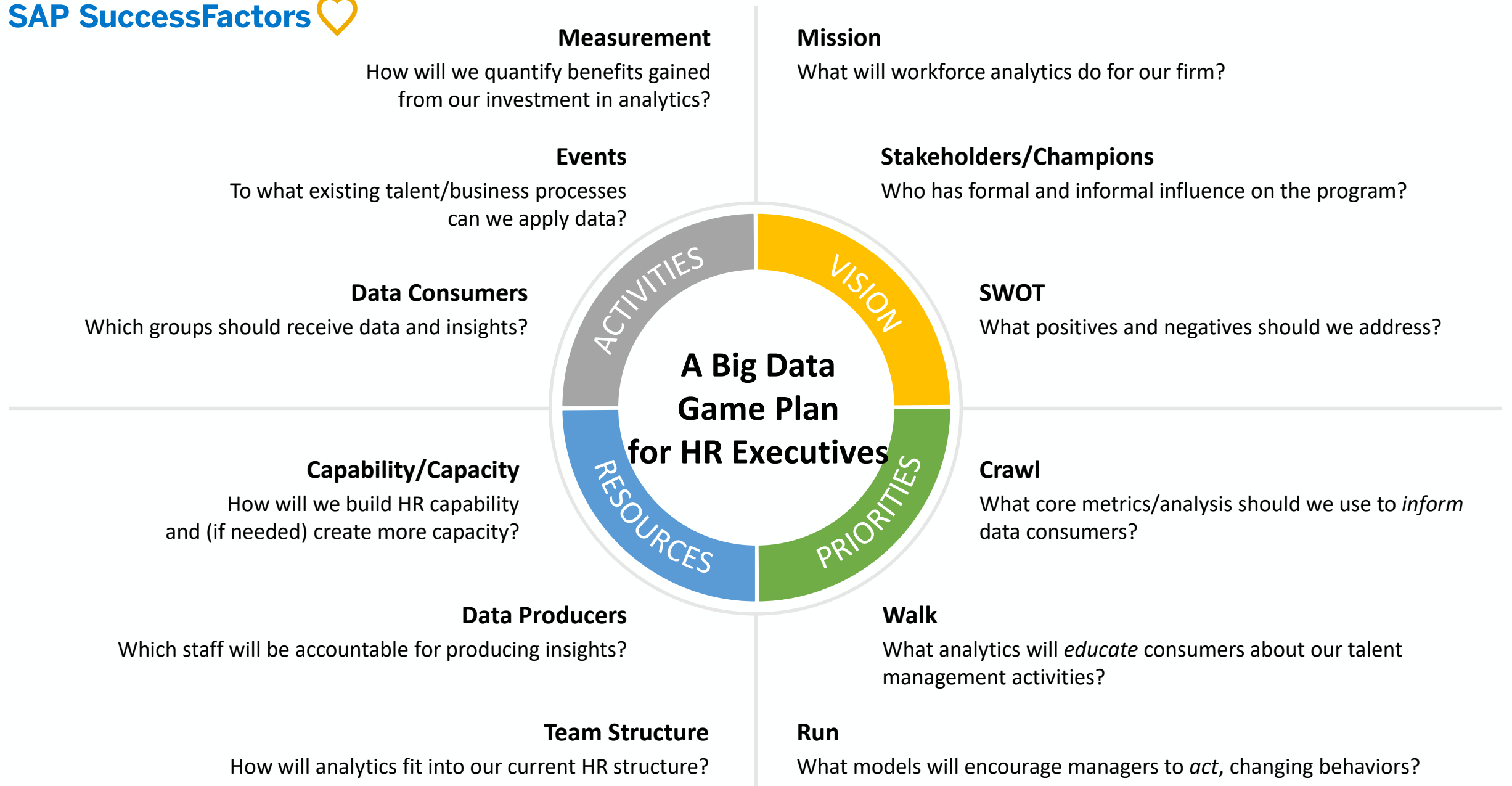
Scalable Delivery Mechanism



Responsibilities

- Project:
 - Active project member, co-innovation partner, HR UAT lead, deployment lead
- Ongoing:
 - Serve as key advisor for HR leaders on reporting and analytics
 - Manage data integrity audit and improvement (part of Data Council)
 - Build skills/capabilities
 - Advise and coach users of respective organizations





Food for Thought: What's the Analytics Priority for Your HR Function?

Only 10%

of respondents currently use Artificial Intelligence (AI) to automate an HR or Talent process

Revenue Maximization

models should be adopted by HR and will improve talent management decisions

Only 9%

of respondents rate their HR Business Partners as leading-edge in analytics

60%

of respondents have a written policy regarding the ethical/moral use of employee data

Retired On Job

Employees who are 'retired on the job' is a major concern for talent management

Workforce Myths

Analytics can challenge workforce myths – urban legends circulated as fact – commonly-held by business leaders

5 Key Points for This Session

- ❑ HR needs to own the vision for HR analytics, especially when introducing major new capabilities
- ❑ Decisions on the organizational structure and individual roles are crucial (to avoid analytics being viewed as “ad-hoc” or becoming dependent on key personnel)
- ❑ Don’t overlook data governance – it is difficult to get executives to buy-in to predictive analytics if we cannot get headcount correct
- ❑ Build a program capable to scaling to tomorrow’s demands for analytics, not just today’s immediate needs
- ❑ Be passionate about analytics – this is an amazing time to be in HR and our leaders are crying out for better insights....that we can deliver

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Presentation Materials

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<http://info.asug.com/2019-ac-slides>

Q&A

For questions after this session, contact us at mick.collins01@sap.com and taol@corning.com.

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