



# IBM HR Summit

Be a part of the HR revolution.

BOSTON, MA | SEPTEMBER 6-8, 2016

## The Next Generation of HR Decisions

Steve West, Citi

# Intro



Middlebury  
College



# Evolution of Human Capital Management

- Quantifying risk
- Setting value of talent
- Defining what you can't easily measure



# Evolution of Human Capital Management





# The Evaporating Data Excuse

- It is easier than ever to collect and store employee related data
- And to integrate and manipulate it

PeopleSoft



# The Workforce Reporting & Analytics Function



# Data Standardization

- Convergence to centralized, standardized data
- Competing #s to alignment



# Information Distribution

- Wall of numbers to visualized displays
- Static reports to drillable dashboards
- Some predictive data (e.g. attrition)





# Decision Support

- Decisions?
- Results?
- Scale?



# Pioneers – Leveraged Human Assets

- Utilizing abundant data for highly leveraged roles
- Creating new means to measure



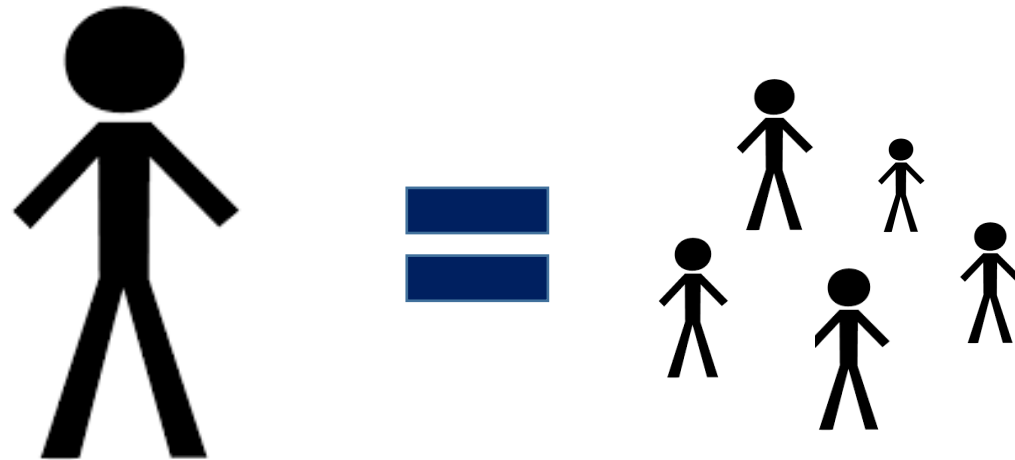
# Opportunity

- Incremental value for high volume roles



# Define the challenge

- Thousands of incumbents in customer interaction roles where top performers several times more productive than mean
- Inability to disproportionately select and retain most productive performers





# Start with what you have...

- Background/Demographics
- Pre-hire evaluations
- Training results
- Business performance scorecard



# Let the data be your guide

- If it's not what you thought, then what is it?



# Implement

- Codify best practices
- Ongoing measurement of results



# Quantify the impact

- Are the traditional metrics adequate?





# Quantify the impact

- WAR
- PAR



# Implications

Lessons from other asset classes:

- Repeatable decision models
- Supply chain
- Impact at scale



# New Employment

- Transient vs. Long term employment
- Non-employment driven work (freelancers)



# Putting it Together

- Scalable Analytics + New Employment = ....

