



THE INVISIBLE HR PROBLEM

You know the human resources (HR) function isn't as good as it should be. Somehow you're not hiring as effectively as you'd like to, but you don't know why. And now you need someone to fix it.

Infosys®



**I'VE GOT A
FEELING YOU'LL
DO WELL HERE**

In HR, working purely on instinct is dangerous. HR professionals are highly skilled, and their experienced opinion is extremely valuable when it comes to selecting candidates, assessing performance, and all the other important aspects of this function. But can you rely on their instinct alone? This was the big question that our client, a large CPG company, was facing.

When we realised this was the problem, the solution was obvious. Not necessarily easy, but obvious. There was plenty of data, but it wasn't being used to improve HR decision making. We designed an analytics solution that would improve the efficiency of data gathering, to make the HR function more effective. We then proposed an additional layer, which would use artificial intelligence (AI) to improve HR decision-making further.

BREAKTHROUGH

**Why rely on gut
when we can utilize
data-driven insights
to make better HR
decisions?**

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EFFICIENCY

The first challenge was to ensure that data was gathered in a timely manner. When new data became available — when someone joined the company, for example — we needed to ensure this data was captured and shared, instead of being left in a departmental silo. We used the Hawkeye system to proactively monitor interfaces with payroll and ledger systems, as well as other software platforms used by HR to gather a more complete range of data points. Hawkeye gathered the data and ensured it was delivered at the right time.

EFFECTIVENESS

Having secured access to the right data at the right time, the next step was to use it to improve the way the HR function was performed. In addition to measuring operational key performance indicators (KPIs), the solution would enable HR professionals to answer more complex questions, and therefore bring greater value to the business:

What HR issues are responsible for the under-performing areas of the business?

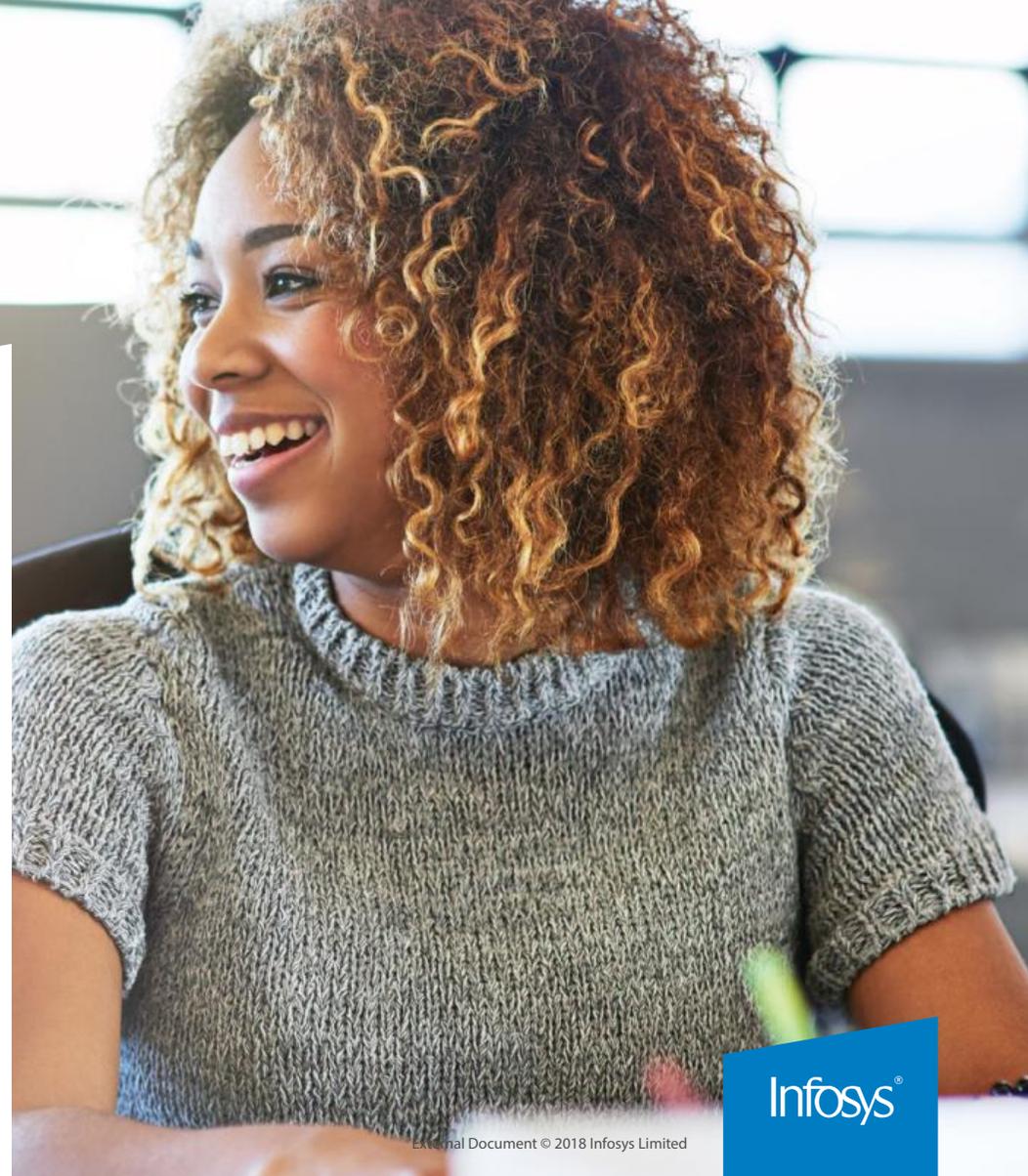
Do management trainees perform better than home-grown managers? How can recruitment processes be improved?

HR would be able to make process changes based on data – and measure the subsequent improvement.

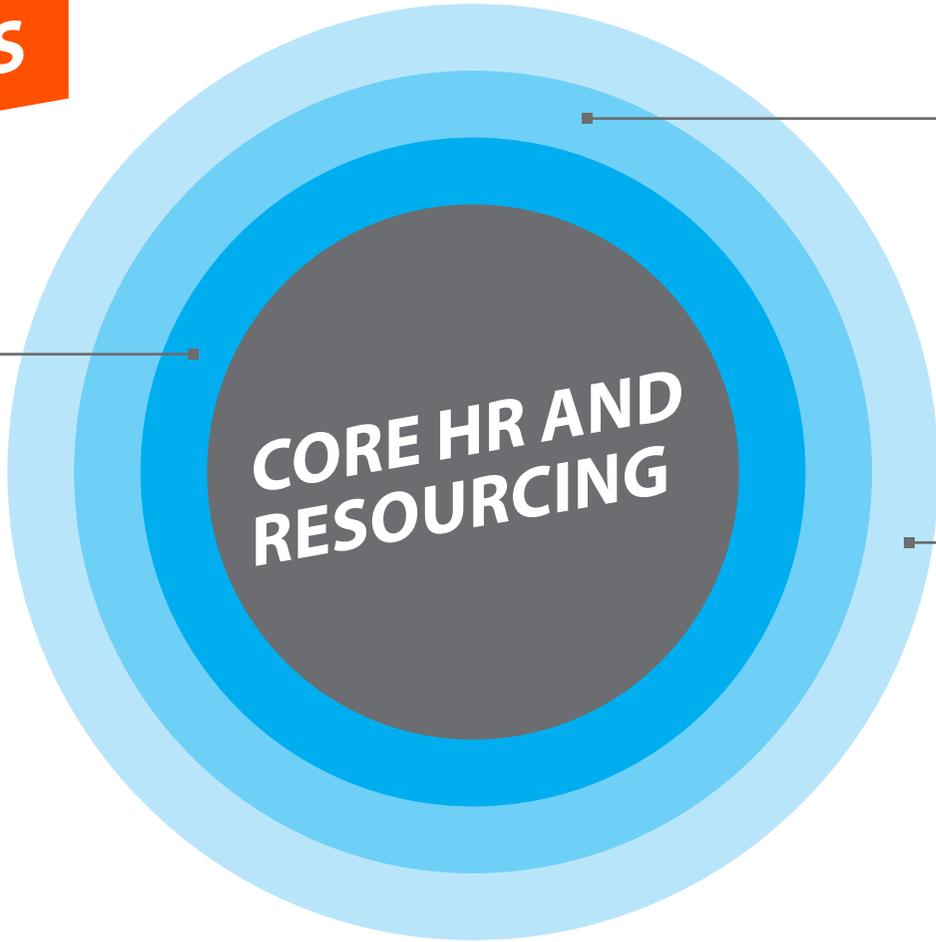
THE CANDIDATE GENOME

But how can you make sure you hire the right person? Or at least, how can you prove you are doing everything you can to hire the right person? One of the most valuable aspects of the data available to us was to build a candidate 'genome'. By identifying and measuring the characteristics required for each role, we were able to map these to the available candidates.

What qualities are required to be successful in the role? What measurements correlate with high performance? What can the data tell us about the likelihood of a certain candidate being loyal, happy, and effective in their role? By applying AI techniques, our genome will enable us to select candidates more accurately than ever before. And it will not be based on a gut feel, a subjective view, or even an impressive interview. The data simply doesn't lie: our job is to make sure it is used properly.



THE 3 LAYERS OF ANALYTICS



EFFICIENCY LAYER

Operational KPI Monitoring

- Turnaround times
- Time to offer
- Average closure time
- Service-level agreement (SLA) violation %

Proactive Process Monitoring

- Hawkeye monitoring
- Payroll interfaces
- Ledger interfaces
- Workday (WD) to non-WD

EFFECTIVENESS LAYER

Insights based KPIs

What is the success rate of management trainees vs. ingrown line managers?

Root Cause Analysis

Why did the productivity of a particular site go down over the last six months? (HR angle?)

COGNITIVE LAYER

Employee genome

Candidate genome

Predictive / Cognitive

Who are the best candidates in my brand team in Australia to deploy for designing the next campaign?



THE DATA GIVES YOU THE ANSWERS:

- Find out which candidate is best for which role
- Learn what factors encourage retention
- Find the link between reward and productivity
- See HR problems before they affect the organization



We designed an analytics solution that would improve the efficiency of data gathering, to make the HR function more effective. We also put an additional layer, which would use AI to further enhance HR decision-making.



WE DID THIS FOR THEM. WE CAN DO IT FOR YOU.

Find out more about how data can improve your decision making by reaching out to us at askus@infosys.com