



第九届人力资源共享服务中心年会

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联系我们

地址: 上海市武宁路99号我格广场办公楼1701室

邮编 : 200063

电话: +86 21 6056 1858

Fax: +86 21 6056 1859

邮箱地址: marketing@hrecchina.org

网站: www.hrecchina.org



BIG DATA FOR HUMAN RESOURCE



Blueprint of HR Big Data

TREND OF HR DIGITAL TRANSFORMATION

Mark Ni

HR is being pushed to take on a larger role in helping organizations to be digital, not just do digital. The process starts with digital transformation in HR, as HR leaders explore new technologies, platforms, and ways of working.

Digital HR: Platforms, peoples, and work
Deloitte Insights

- **DIGITAL WORKFORCE**

How can organizations drive “digital DNA” facilitating a new network-based organization?

- **DIGITAL WORKPLACE**

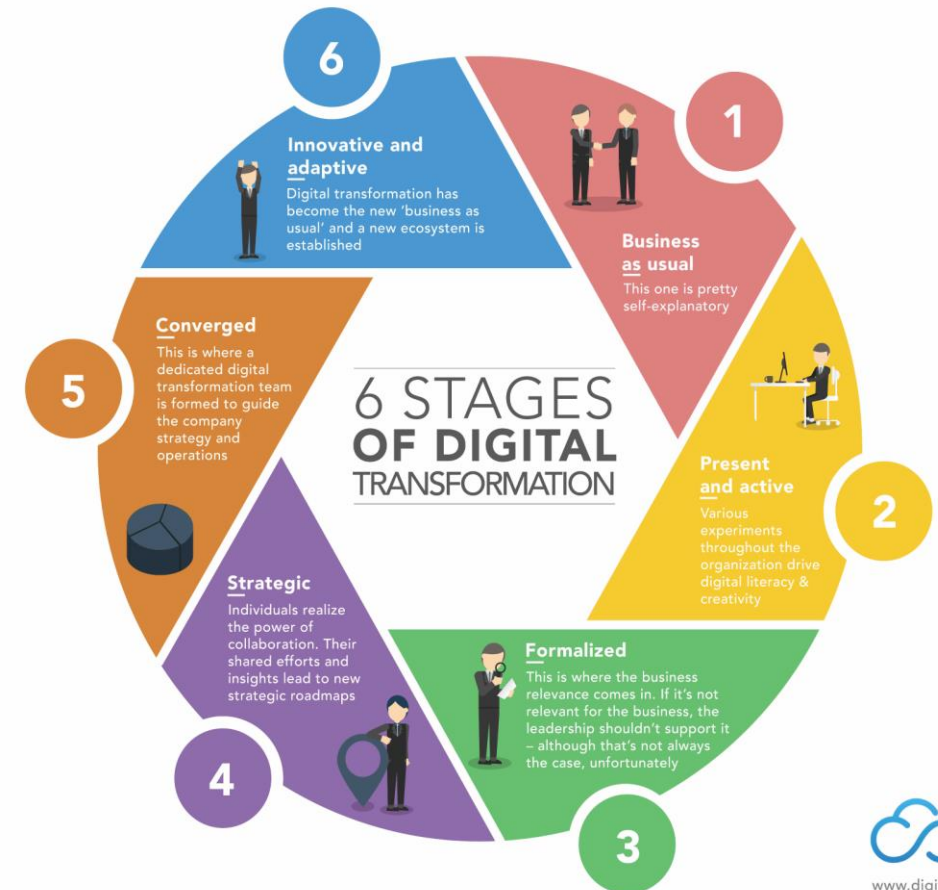
How can organizations design a digital working environment enabling productivity; promoting engagement, wellness?

- **DIGITAL HR**

How can organizations change the HR operation to be more digitalized through continuously experiment and innovation?

Too often still, companies seem to give in to peer pressure; their competitors all 'do digital' so they feel like they have to do something too. It leads to the implementation of (expensive) technology that doesn't meet the actual needs of the business.

HR Digital Transformation: Everything you Need to Know
Digital HR Tech.



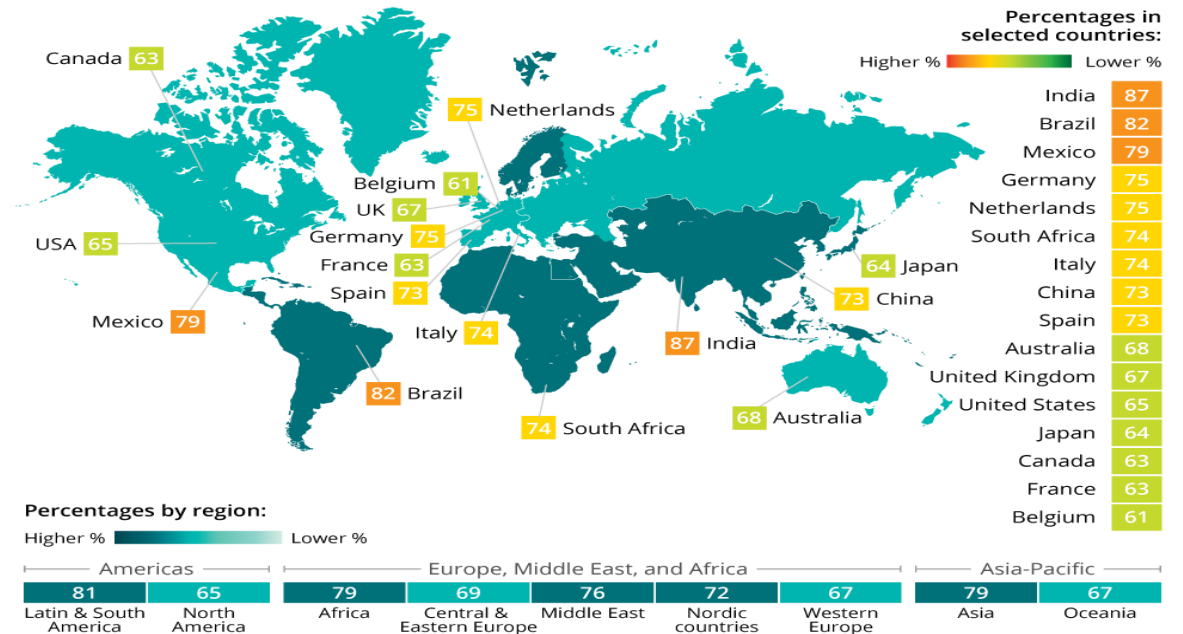
Most companies' HR Digital Transformation is still at "Present and active" or "Formalized" stage

Causes of Organization more “Be Digital”

Organization want an integrated, digital experience at work one designed around teams, productivity, and empowerment.

- ◆ *Fifty-six percent of surveyed companies are redesigning HR programs to leverage digital and mobile tools.*
- ◆ *Fifty-one percent of surveyed companies are in the process of redesigning their organizations for digital business models.*
- ◆ *Thirty-three percent of surveyed HR teams are using AI technology to deliver HR solutions, and 41 percent are actively building mobile apps to deliver HR services.*

Figure 1. Digital HR: Percentage of respondents rating this trend “important” or “very important”



How to start with HR digital transformation?

Rewriting the Rules for Digital HR

- ◆ Establish a clear Mission & get Everyone on board
Adapt to the digital way of thinking
- ◆ Upgrade Core Technology, not Overcomplicate ones
Implement digital infrastructure respected Experience
- ◆ Prioritize ideas
Develop a multiyear HR technology strategy
- ◆ Build a digital HR team
Rotate younger “Digital People” into the HR profession
- ◆ Make innovation as HR core strategy
HR Digital Transformation is resulted from Innovation
- ◆ Culture is important
Digital Innovation is key Benchmark of company culture.

Figure 2. Digital HR: Old rules vs. new rules

Old rules	New rules
HR departments focus on process design and harmonization to create standard HR practices	HR departments focus on optimizing employee productivity, engagement, teamwork, and career growth
HR selects a cloud vendor and implements out-of-the-box practices to create scale	HR builds innovative, company-specific programs, develops apps, and leverages the platform for scale
HR technology teams focus on ERP implementation and integrated analytics, with a focus on “ease of use”	HR technology team moves beyond ERP to develop digital capabilities and mobile apps with a focus on “productivity at work”
HR centers of excellence focus on process design and process excellence	HR centers of excellence leverage AI, chat, apps, and other advanced technologies to scale and empower employees
HR programs are designed for scale and consistency around the world	HR programs target employee segments, personae, and specific groups, providing them with journey maps relevant to their jobs and careers
HR focuses on “self-service” as a way to scale services and support	HR focuses on “enablement” to help people get work done in more effective and productive ways
HR builds an employee “self-service portal” as a technology platform that makes it easy to find transactional needs and programs	HR builds an integrated “employee experience platform” using digital apps, case management, AI, and bots to support ongoing employee needs

Big Data is factor of successful HR Digital Transformation, which has become revolutionized biz sectors from marketing to finance, Now it is HR's turn.

Wendy Murphy
Head Chief Human Resources Practice
RSR Partner



1

- Commit to using data to make decisions

2

- Master the basic of analyzing data

3

- Collect good data on a continuous basis

4

- Start small and do it right

5

- Link HR data to biz outcomes

Most companies' HR Big Data is still
at "I THINK" stage

A Whole New World of Data-Driven HR Digital Transformation

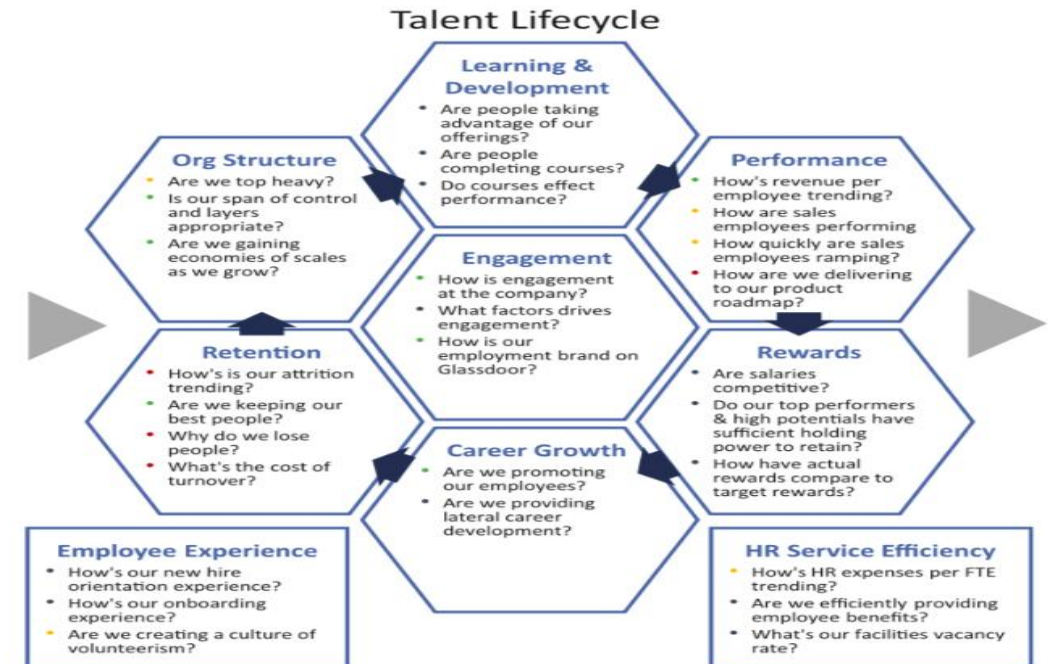
Everything you Need to Know

*Investor expect to get answer
through “HR Big Data”
when consulted fast growing company*

Are we top heavy

**Is our span of control and layers
appropriate?**

**Are we gaining economies of scale as
we grow?**



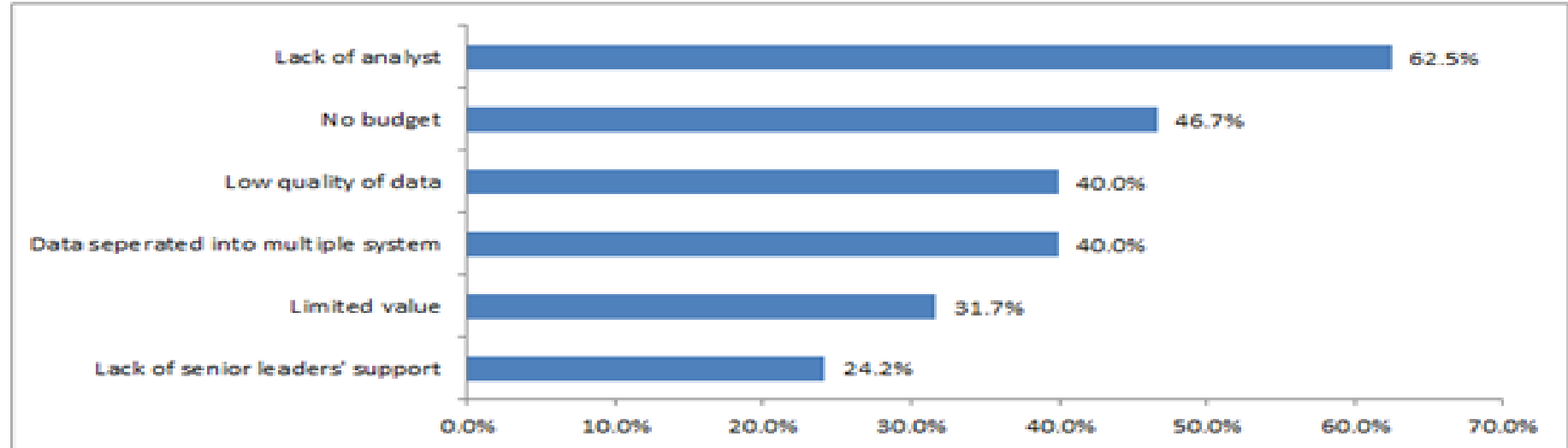
Part of the dashboard which is excerpted from the book “**The CMO of People: Manage Employees Like Customers With an Immersive Predictable Experience That Drives Productivity and Performance**” by David Creelman and Peter A. Navin.

Status of HR Big Data in China

HR is in the Age of Big Data

- HR sub-function is responsible for HR data management.
- HR decisions are more based on intuition, instead of predictive analytics
- Excel is still No. 1 tools for HR reporting/analytics.
- It seems that HR reporting is not on the agenda of HR, less than 20% responded monthly reporting.
- HR foresee high value of big data & analytics, however, only a few would like to invest in big data & analytics
- Challenges of applying HR big data & analytics

Figure 7 Summary of the challenges of applying HR big data & analytics



HR's Future is Big Data

Power of HR Big Data

Biggest Obstacles to Achieving Better Use of Data, Metrics, and Analysis

54%

Inaccurate, inconsistent, or hard-to-access data requiring too much manual manipulation

47%

Lack of analytic acumen or skills among HR professionals

44%

Lack of adequate investment in necessary HR /talent analytical systems

37%

Lack of perceived value of a data-driven culture; not a data-driven culture

29%

Lack of support or expectations by C-suite executives

27%

HR does not know how to talk about HR data to relate it to business outcomes

Consideration of HR Big Data Strategy in WuXi AppTec

Make HR BIG DATA to Boost HR & Organization

人才结构分析

从组织活力、岗位职责评估促进业务发展的人才机构

人才胜任力分析

通过人才数量、人才质量、人才资质分析，发现优秀人才

人工成本分析

评价业务贡献值和人才成本合理性，推动部门间人才竞赛和排名

人才管理分析

评价部门和主管人才管理效率，提高BU间人才使用率竞争和流动