



ANALYTIC SERVICES

Using Human Capital Data to Create Competitive Advantages Talent Management

Do you use analytics to determine the human capital drivers of business success?

Can you build predictive models that calculate the relationship between multiple workforce, financial, customer, and operational variables?

Infohrm can assist you by:

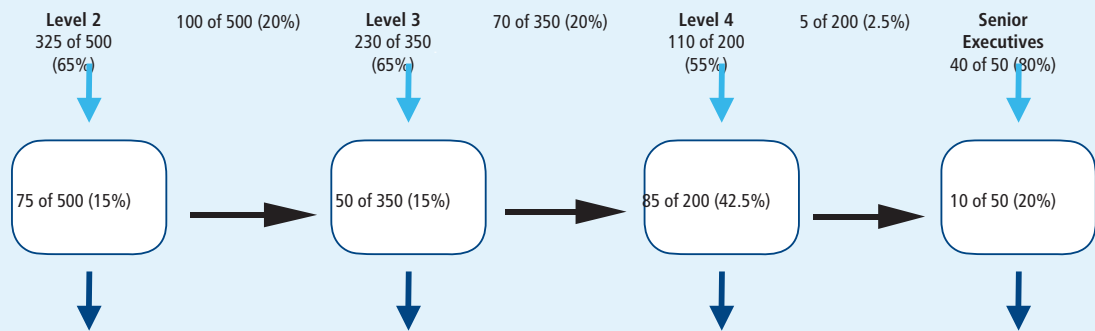
- Conducting in-depth analysis on critical workforce issues
- Quantitatively modelling the workforce factors that drive business outcomes
- Prioritizing your HR initiatives based on root cause analysis of workforce data

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Example of Internal Mobility



A major challenge facing many business leaders is *what impact the workforce has on organizational performance.*

Do you have the capacity to answer the following questions?

- What is the cost of turnover and how can we improve retention?
- Do we have an aging workforce issue and if so, in which segments of the workforce?
- How productive is our sales-force and what drives superior performance?
- Is career development comparable across different segments of the workforce - e.g. male vs female, graduates vs non-graduates?
- Are our high performers advancing through the organization or out of it?
- What is the impact of HR practices on our employees and organizational performance?

Infohrm can work with you to answer these questions and more. Utilizing our international best-practice workforce data positioning skills, human resources consulting experience, applied research and statistical expertise we can help you gain greater business insight.

We provide issue-focused and action-oriented insights to help you make more informed decisions regarding the workforce issues that impact business performance.

Infohrm offers two distinct analytic services: Analytic Insights and Analytic Engagements.

Infohrm Analytic Insights are:

- Topic specific and cost-effective analytic workforce reports;
- Focused on specific topics of interest to your business leaders;
- Based on our experience of working with over 300 organizations.

The current range of Analytic Insight reports include:

- **Cost of Turnover:** Quantify the cost of turnover and identify drivers of turnover across different workforce segments (eg. business units, job families, tenure groups, etc.), and review best practice retention strategies;
- **Internal Mobility:** Understand the internal labor market, succession pools, and career progression using maps of employee movement through the organization (*see example below*);
- **Aging Workforce:** Identify whether you have an aging workforce issue and where it's most acute;
- **Cost of Absenteeism:** Quantify the cost of absence and identify drivers of absence across different workforce segments, and review best practice absence management strategies.

Need more...?

If you require more in-depth analysis and support you can access our expertise in workforce data analysis and interpretation via a customized consulting based Analytic Engagement.

Internal Mobility Analysis visualizes the internal labor market showing hires, promotions and terminations. The above example highlights a career bottleneck at Level 4, resulting in elevated turnover.

Infohrm Analytic Engagements

Infohrm Analytic Engagements is a consulting service that:

- Quantitatively identifies the workforce factors that drive business outcomes.
- Focuses on identifying relationships between HR practices, employee attitudes and organizational performance.
- Models the impact of workforce factors on financial (e.g. revenue per FTE), operational (e.g. first call resolution rate, accident incident rate), customer-focus (e.g. customer satisfaction ratings) and workforce (e.g. turnover rate) outcomes.

A Case Study

The HR executive of a large retail chain needed to quantify the impact that employees have on store performance.

Infohrm integrated the organization's workforce, customer satisfaction and financial data to develop an employee-customer-profit chain.

Infohrm's Analytic Team:

- statistically established that employee engagement was a key driver of store profitability through its impact on customer satisfaction and employee retention.
- discovered that employee engagement was a strong driver of customer satisfaction through greater employee discretionary effort in stores with inexperienced management teams. In stores with experienced management teams that established clear expectations and performance guidelines for customer service, employee engagement was not as important as the need for discretionary effort was reduced.
- developed an employee-customer-profit value chain that helped the organization to identify areas of focus to improve store performance. For example, the analysis helped the organization to prioritize its retention effort on key staff and section managers, rather than focus efforts on all staff which may not have provided the anticipated returns.



Public workshops:

Workforce Analytics

- interpreting and using HR information to drive Human Capital decision-making

Applied Workforce Analytics

- superior data analysis and diagnosis skills

In-house workshops:

The above programs can be delivered in-house for tailored learning, using organizational data if available. Contact jonathan.terrell@infohrm.com

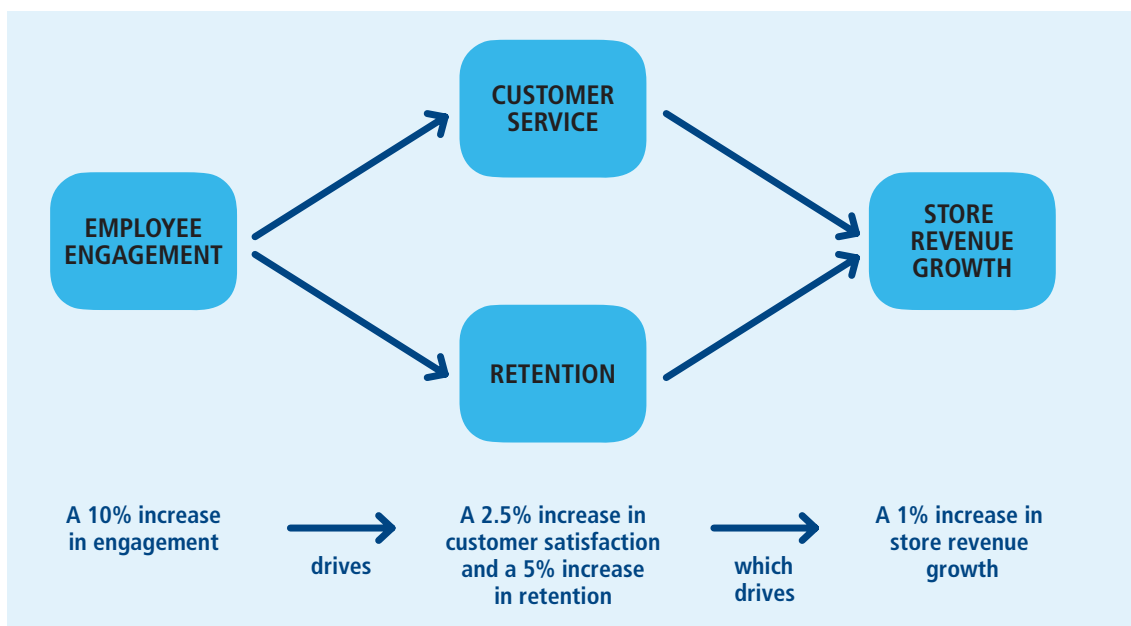
Workshop delegates' comments include:

"Well run with good discussion and group participation"

"Excellent overview of a wide number of techniques/tools"

"Informative, educational, interesting"

"Very relevant and very practical"



Infohrm Analytic Services Overview

Analytic Insights apply a framework that identifies potential causes and impacts of workforce issues in addition to the detailed reporting through:

- **An Impact Analysis** which quantifies the potential scope of the workforce issue in dollar terms enabling a decision on whether action needs to be taken
- **A Driver Analysis** which pinpoints the root causes of issues to assist with identifying what should be done to address the issue
- An **additional reporting** feature where results are **benchmarked** against Infohrm's all industry group and specific industry percentile results

Analytic Engagements are customized consulting projects which use our expertise in analytics to:

- Identify leading workforce indicators of organizational effectiveness and determine the strength of the relationship
- Develop a measurement framework of the relationship between HR practices, employee reactions and business outcomes
- Quantify the amount of improvement in business outcomes associated with improvement in a workforce driver
- Review the most relevant best practices to inform how to improve performance on 'decision metrics'.