## Index

Page numbers with *f* and *t* stand for figure and table.

```
ABI Research, 335
                                            Google experience with, 82–83,
Accenture, 55, 75, 87, 241, 365
                                               178-179, 197-199
Accenture Institute for High
                                            high-potential entry-level (HPEL)
    Performance, 4
                                              hiring in, 107
Acquisition analytics, 175–204
                                            increased competition for talent and,
  Big Data analytics used with, 202,
                                               11, 19–21, 179, 180
    343-345
                                            interview process in, 82-83,
  business case for using, 182
                                               178-179, 196-198
  CISCO's experience using, 188-190
                                            lessons from customer acquisition
  definition of, 177
                                              process applied to, 134–185, 186
  elements of analytics used in, 177
                                            Microsoft's experience with,
  importance of using, 179-180,
                                               182 - 184
                                            new work ecosystem and, 179-180
    183-184
                                            personality traits and, 7–8, 107, 199,
  key performance metrics in, 178
  predictive analytics in, 186-187,
                                               291, 368
    198-200, 200f
                                            predictive analytics in, 49, 82–83,
  predictive behavior models used in,
                                              92-93, 202, 344
                                            scenario planning for changes in,
                                               278-280
  preinterview assessment using,
    194-196
                                            selection process steps in, 190–191
  selection process steps in, 190–191
                                            Seven Pillars of People Analytics
                                               Success framework for, 82-83, 176
  Seven Pillars of People Analytics
    Success framework for, 82-23,
                                            team used in, 199-200
                                            tools and technologies used in, 200,
    176
  Xerox's use of, 201–202
Acquisition and hiring. See also
                                            Transcom experience using, 344
    Recruitment
                                            Xerox's experience in, 7–8, 201–202,
  academic background and, 200-201
                                               368
  analytics for. See Acquisition
                                          Actionable insights
                                            advanced business analytics for, 50
    analytics
                                            bridge model with Big Data and,
  applications phase in, 192–193
  Big Data analytics used with, 202,
    343-345
                                            CGB Enterprises example of using,
  Bloomberg example of, 92–93
                                               60 - 61
  business questions asked in, 83,
                                            communicating, 57
    343, 345
                                            IMPACT Cycle for creating, 55-56,
  cost of mistakes in, 180, 181
  Echovate use of data science in,
                                            predictive, 71, 72, 73–76, 93,
    193-194
                                               111, 303
  Engagement Cycle framework in,
                                            Strategic Analytics for, 55
    18 - 19
                                            team collaboration for, 53
  funnel model in, 199, 200, 200f
                                            tracking outcomes of, 57
```

Actionable recommendations American Society for Personnel (action plan) Administration (ASPA), 38 Action plans (actionable Analytical performance management. recommendations) See Performance management engagement surveys resulting in, analytics Analytical performance management 228-229 IMPACT Cycle with, 56f, 57, 75, 113, (APM), 249, 249t, 250 Analytics. See also specific types of analytics workplace planning analytics for, short history of adoption of, 35–39 119-120 Andreasen, Kathy, 235–236 Adcock, Gale, 315-317, 318-319 AOL, 299-300, 351 Adobe, 87, 241, 365 Aon Hewitt, 16, 17 Advanced employee analytics, 255–282 Applicant tracking systems (ATSs), 21, 111, 135, 171, 192, 298 basis for, 257 Big Data approaches to employee Arhab, Amel, 283 development using, 276-277 Army Alpha and Beta Tests of World cumulative breakeven (B/E) point War I, 37 Artificial intelligence, 144, 156, 157, in, 269–270, 270f daily breakeven (B/E) point in, 162, 363 268-269, 269f Attrition. See also Turnover employee cost curve and, 260, cost measures for, 277 261-265, 264f data collection for, 298-299f employee lifetime value (ELTV) and, as key metric in decision making, 257-259, 274-275, 275f, 277 251 employee performance curve in, replacement costs in, 270, 271f 264–267, 267f, 265f, 266f retention analytics for, 294–295, employees as key assets in, 256-25 296, 296f, 298–299 employment role evaluation in, survival curves for envisioning, 273, 259-261, 260f examples of business applications of variables in predictive model for, employee metrics using 277–281 300, 301*t* human resource accounting (HRA) Attrition curve, 260-262 and, 268, 325 key metrics used in 257 Baby boomers, 14, 43, 69, 86, 100, management's use or, 258 136, 158, 224, 309 net employee value calculations in, Bailie, Ian, 187–190 268–270, 269f, 270f, 271f Balanced scorecard, 39 retention issues using, 286, 304 Baptist Health Care, 231–232 risk weighting in, 274–275 Beeker, Brian E., 39 scenario planning using, 277–278 Behavioral data, 225, 359-361 survival analytics and, 271-274, Behavioral interviewing, 198 272f, 273f Benett, Andrew, 309 survival curve in, 273, 273f Berry, Mark, 60–63 Advertisements, 2, 12, 132, 152, 157, Bersin, Josh, 39, 54-55, 200, 288, 304 Bersin by Deloitte, 54, 200-201, 284, 262 Allen, Allison, 91–95 288, 294 Amazon, 45, 61, 181, 365 Best Buy, 227, 358 American Association of Occupational Best Place to Work companies, 55, 75, 108, 309 Health Nurses Inc. (AAOHN), 325 American Management Association, 13 Bezos, Jeff, 61, 181

Big Data, 331–356 actionable insights bridge model	customers and, 12–13, 21, 298 employee referrals and, 147–149,
with, 50, 51 <i>f</i> challenges in using, 23	150 employer, 12–13, 18, 19, 137, 141,
definition of, 332–333	142, 144, 145, 155, 158, 164, 187,
dimensions of, 333–335, 355	209, 211, 293, 300, 309, 314, 319
future of, 335–336	personal, 135
integrating data sources in, 23, 47	social media and, 12, 159
People Analytics and, 63–64, 336–355	Briggs, Katharine, 38
performance analytics using, 244–245,	Bullhorn, 55, 80, 101, 106–108, 340
251–252, 276–277	Bureau of Labor Statistics (BLS), 10,
retention analytics using, 288, 289,	47, 69, 158, 252
297, 304	Bureau of National Affairs, 88
staffing industry's use of, 49–50	Business analytics
talent sourcing analytics using,	actionable insights bridge model
162–163, 170–172	with, 50, 51f
value of data in, 335	analytics adoption history and,
variety of data in, 333, 334–335	35–39
velocity of data in, 333, 334 volume of data in, 333–326	challenges in adopting, 40, 42–44, 44t
ways to start using, 22–23	examples of companies' advanced
Big Data analytics	use of 14-46
acquisition process using, 202,	mapping to predictive analytics, 51,
343–345	51', 52t-53t
automation applied to, 363–364	marketing and HR similarities in,
Bullhorn experience with, 106–108	39–40
employee development using, 276–	marketing's adoption of, 40–42
277, 365	migrating to People Analytics from,
employee lifetime value using,	33–65
347–349	Business data, 48, 100, 109–110, 114–
job boards using, 152–156, 154f, 171	115, 231. See also Company data
onboarding and engagement pillar	Business goals
using, 345–346	action plan for, 119
retention pillar using, 349–351	advanced business analytics for, 44
Seven Pillars of reople Analytics Success and, 332, 337, 352,	business challenge and, 113 example of, 113
353 <i>t</i> –354 <i>t</i> , 355	HR's role in analytics for achieving,
social media sourcing with, 162–163	8, 340
talent sourcing using, 146–147, 148,	onboarding and, 84, 118, 207, 345
341–343	outcome tracking against, 121
wellness, health, and safety pillar	People Analytics goals tied to, 59
using, 351–352	talent sourcing and, 341
workforce planning pillar and,	wellness programs and, 308-309
339–340	workplace planning and, 79, 80,
Black Hills Corporation, 101, 122–123	100, 101–102, 104, 105–106, 113,
Bloomberg, 55, 75, 91–95, 342, 343,	119, 128, 129, 339
344–345	Business intelligence (BI), 54, 258,
Bock, Laszlo, 179, 197	280, 370
BranchOut, 158	Business questions, IMPACT Cycle for
Branding	identifying, 56, 56f, 75, 113, 169

Callbox-Au, 158 feedback on, 365 Callery, John, 299–300 privacy issues in monitoring, 368 Company data. See also Business data Candidate relationship management (CRM) systems, 135, 150, 152 Big Data collection of, 7, 298 Candidate selection. See Acquisition corporate data integration of, 47 and hiring IMPACT Cycle for leveraging, 169 Career Builder, 134, 233 People Analytics Virtuous Process Career Mosaic, 134 using, 48-49, 48f CareerXroads, 143f, 144–147 predictive analytics using, 38, 296, Centers for Disease Control (CDC), 45.313 retention strategies using, 349-350 CGB Enterprises, Inc., 55, 60 turnover and attrition issues and, 89, 296, 296f, 298 Chidambaram, Arun, 297, 298 China, workforce in, 16, 17f, 25 types of information included in, 47, Churn. See also Retention; Turnover Big Data analytics to reduce, 344, workforce planning analytics using, 109-110 Competitive advantage, 49, 60, 76, 90, customer programs to reduce, 185, 186, 311-312 94, 96, 151, 238, 245, 351 predictive analytics for, 302, 305 ConAgra Foods, 55, 60 Seven Pillars of People Analytics Consumer Decision Journey, 139-141, Success framework for, 88-89, 140, 142f 338, 349-351 Constant Contact, 207, 333, 346–347 voluntary and involuntary, 89, 349 Container Store, 348 workplace planning and, 79, 339 CornerStone OnDemand, 200 Xerox's experience with, 201 Corporate culture. See Organizational CISCO, 55, 74, 82, 187–190, 344 culture Client–server technology, 58 Costs Cloud-based technology, 58, 106, 132, of attrition, 277 135, 136, 138, 157, 170, 335 of base salaries, benefits, and Cobb, Adam, 14–15 infrastructure, 263-264 Communication, corporate cumulative breakeven (B/E) point alignment of People Analytics for, 269-270, 270f resources within company and, daily breakeven (B/E) point for, 29-30, 31 268-269, 269f areas included in, 120-122 employment role metrics using, 259, corporate business goals and, 28 260f data collection and, 124, 127 of health care, 311, 312, 313, 314, employee referral program (ERP) 315, 316–317, 325, 327 with, 151 interactive dashboards for Engagement Cycle and, 18 monitoring, 280-281 engagement metrics on, 234 as key metric in decision making, 257 IMPACT Cycle with, 57, 75, 113, of onboarding, 262 120-122, 170 of recruitment, 261-262 for replacements, 270, 271f onboarding program and, 210, 218 mobile sourcing and, 167–169 retention analytics for, 293 wellness program implementation of training, 262-263, 269 with, 321-323, 328 Court, David, 140 Communication style of employees Crispin, Gerry, 144–147 Big Data collection on, 337, 348 Culture. See Organizational culture

Cumulative breakeven (B/E) point, Direct Marketing Association, 12 269-270, 270f Discretionary effort, 225-226 Doss, Sangeeta, 346 Customer acquisition lessons learned from, 184-185, 186 Dow Chemical, 55, 122, 75, 101, 340 predictive analytics for, 187, 203 Downsizing, 102-103, 308 talent database use for, 49 Dustin, Chris, 228 Customer life cycle management (CLCM), 6, 41, 43–44, 44t, 78 Echovate, 193-194 Customer lifetime value (CLTV), 88, Economic changes, and globalization, 185, 256 11, 16–17, 17f Customer relationship management Economic data, 69, 110, 230, 233 (CRM), 41, 43-44, 44t, 96, 150, Elzinga, Dave, 140 294 Employee cost curve, 260, 261-264, Customer satisfaction, 48, 73, 90. 264f 108-110, 125, 312, 351 Employee development, and Big Data analytics, 276-277, 365 Daily breakeven (B/E) point, 268–269, Employee lifetime value (ELTV) 269f advanced analytics for calculating, 274-275, 275f, 281 Data collection. See also Big Data AOL's experience with, 299–300 Big Data analytics used with, attrition predictive modeling and, 347-349 298-299 customer litetime value (CLTV) basis human resources information system for, 33 (HRIS) data in, 38, 114, 126, 219, employee role evaluation using, 296, 298, 299-300 **2**57–258, 277 passive, in performance analytics, predictive modeling combined with, 244-245 302, 305 privacy issues in, 368–369 Employee performance curves, 260, retention analytics with, 286, 297, 305 264-267, 266f, 267f, 268f, 276 technologies and tools for, 109-111 Employee referral programs (ERPs), 132, 137, 143, 147-151, 171 types of information included in, 47, 298 (See also Company data; Labor Employees. See also Talent headings; market data; Talent data) Workforce warehouse used for, 22 advanced analytics for, 256–282 workforce planning analytics and, base salary, benefits, and 108-110 infrastructure costs of, 263–264 behavioral data from, 225, 359-361 Data governance, 23, 29 Data integration cumulative breakeven (B/E) point Big Data use and, 23 for, 269–270, 270f daily breakeven (B/E) point for, Bloomberg's advice on, 95 categories of data in, 47 268-269, 269f decrease in tenure and loyalty of, 11, Data mastery in IMPACT Cycle, 56, 56f, 75, 113, 169 13–15, 14*f* in workplace planning analytics, as key assets, 256–257 net value calculations for, 268-270, 114-118 Davenport, Thomas H., 4, 227 269f, 270f, 271f Deloitte Consulting, 2, 4, 55, 75, 89, replacement costs for, 270, 271f 179, 284, 289, 291, 351 role evaluation for, 259–261, 260f Descriptive analytics, 48f, 78, 188, 338 survival analytics for, 271-274, Diagnostic analytics, 78, 338 272f, 273f

Employee value proposition (EVP), 63, Geller, Jason, 4 141, 144, 178, 298, 309, 310, 314, General Electric (GE), 55, 87, 136, 241-242, 348, 365 324, 327 Engagement General Motors (GM), 165 action plans in, 228-229 Generation X, 136 analytical performance management Generation Y, 284 related to, 249-250 Gild, 135, 163 business questions asked in, 86 GitHub, 135, 146, 160, 162, 163, 203, discretionary effort in, 225-226 299, 301*t* Engagement Cycle framework in, Glassdoor, 168–169, 298 18 - 19Globalization importance of, 3-4, 225-226 economic changes with, 10 need for continual process of, 11, recruitment and, 12 talent as competitive differentiator onboarding related to, 85-86, 206, and, 25-26 214-216 workforce economy and, 11, Seven Pillars of People Analytics 16-17, 17f Success framework with, 84-86, Goals. See Business goals Goldcorp, 55, 242, 348-349 survey results on, 3-4, 227-228 Google, 45, 55, 74, 89, 135, 156, 168, Engagement analytics, 223–236 203, 227, 248, 309, 333, 351 business questions asked in, 224 case study of, 178–179 data sources in, 233 interviews used by, 178–179, employee surveys for, 229-232, 236 197-198 leadership alignment on use of, 231, talent acquisition process of, 82–83 Google+, 158, 162, 163, 203 measures used in, 232-234, 236 Gough, Matt, 193–194 uses of, 224-225 GPS data, 13, 45, 332, 334, 350, 360 VoloMetrix's application for, 234 Graph theory, 251–252 Entelo, 135, 158, 163 Great Place to Work companies, 318, 322 Equal Employment Opportunity Commission (EEOC), 192, 369 Erickson, Robin, 284, 285–286 Hadoop, 276, 333-334 European Union, 362-369 Harrah's, 55, 75, 312–313 Evolv, 21, 200, 201-202 Harriott, Jesse S., 18 Harris, Jeanne, 4-7, 53, 227 Harvard Business Review, 82, 122, 227, Facebook, 45, 158, 162, 196, 245, 299, 312, 313, 314 301*t*, 334, 342–343 Hazard curve, 271–272, 272f, 274 FBI, 46 Health care costs, 311, 312, 313, 314, Federal Reserve Bank of Atlanta, 13 315, 316-317, 325, 327 FedEx Corporation, 55, 340 Health4U (example company), 218–221 Finding Keepers (Pogorzelski, Harriott, Health programs. See Wellness, health, and Hardy), 18 and safety programs Fitz-enz, Jac, 38, 41, 42 Hewlett-Packard (HP), 55, 74, 89 Forbes, 42, 135 Highmark Inc., 313 Future Workplace, 135 High-potential entry-level (HPEL) hiring, 107 Gallup, 195-196, 313 hiQ Labs, 21, 200 Gauvreau, Josée, 123 Hiring. See Acquisition and hiring

Hogan Assessment, 200 Holmes, Ryan, 181 Hootsuite, 181 Hospital Consumer Assessment of Health Providers and Systems (HCAHPS) survey, 231–232 Housman, Michael, 21–23 Houston, John, 283, 289, 293, 294 How to Measure Human Resources Management (Fitz-enz), 38 HR. See Human resources HR Analytical Maturity Model, 54–55 HR scorecards, 39, 124, 127, 240 HR Systems Survey, Sierra-Cedar, 24, 369–370 Hsieh, Tony, 181 Human resource accounting (HRA), 268, 325 Human resources (HR) analytical performance management (APM) benefits for, 250 challenges faced by, 42–44 engagement as priority of, 3–4 management's perception of, 41–42 marketing similarities to, 39–40 People Analytics used by, 23 predictive analytics used by, 24, 34, 38, 39, 41, 44	talent analytics center of excellence with, 64 talent life cycle management process combined with, 76, 81, 96 talent management decisions guided by, 57, 78, 83, 88 India, workforce in, 16, 17f Industry benchmark data, 110, 230 Industry Standard Research (ISR), 236 Information Services Group (ISG), 58 Innovation, 109, 132, 180, 225, 238, 256 Intel, 368 Internet of Things (IoT) analytics, 336 Interviews assessment analytics before, 194–196 factors affecting success of, 196–197 Google's questions in, 82–83, 178– 179, 198 Google's use of analytics with, 197–198 Ippolito, Chris, 228, 230 Isson, Jr. 4, 21, 50, 53, 60, 91, 106, 123, 144, 153, 159, 182, 184, 187, 297, 299, 311, 315, 326 Job boards Big Data analytics for, 152–156, 154f,
pressures felt by, 11, 23–24, 41–42 quantification of, 369–371 talent management and, 11, 26, 27 <i>f</i> , 41, 42 Human resources information system	171, 341, 343 costs of using, 261, 262 increased use of, 69, 134, 136 resume searches on, 156–157 talent sourcing using, 80, 82, 92,
(HRIS) data, 38, 114, 126, 219, 296, 298, 299–300	132, 137, 144, 147, 151–152 Johnson & Johnson, 55, 74, 91, 309,
Humanyze, 361	313–314 Jung Carl Custova 27
Hunt, Thelma, 37 Hunter, John E., 196–197	Jung, Carl Gustave, 37 Jung Typology Profiler for Workplace
Huselid, Mark A., 39	(JTPW), 195
IBM, 337 IDG Enterprise, 335 IMPACT Cycle background to creation of, 55–56 definition of, 55 predictive analytics used with, 75 Seven Pillars of People Analytics Success and, 76, 352, 353 <i>t</i> –354 <i>t</i> steps in, 56–57, 56 <i>f</i> , 75–76, 112–113,	Kanjoya, Inc., 364 Kaplan, Robert, 39 Kaplan–Meier Estimator, 272 Kazanjy, Pete, 159–162 Khanna, Vik, 308 Klinghoffer, Dawn, 182–184 Labor market skills gap in, 11, 24–25, 43, 69,
169–170	100, 104

Labor market ( <i>continued</i> ) talent sourcing challenges related to	ManpowerGroup, 137 MapReduce, 333–334
changes in, 135, 136–137	Market data, 38, 89, 109, 114–117,
Labor market data	349, 369
Big Data collection of, 7, 298	Marketing
corporate data integration of, 47	business analytics used by, 40–44,
IMPACT Cycle leveraging, 169	44t
People Analytics Virtuous Process	HR similarities to, 39–40
using, 48–49, 48f	McKinsey & Company, 139, 140-141
predictive analytics using, 38, 296,	Meaning
296f	in IMPACT Cycle, 56 <i>f</i> , 57, 75, 113, 169–170
retention strategies using, 349–350	in workplace planning analytics, 118
turnover and attrition issues and, 89,	Media Dynamics, 12
296, 296f, 298 types of information included in,	Meister, Jeanne, 135, 168
47, 298	Mentoring
workforce planning analytics	onboarding using, 84 207, 208, 210,
using, 110	211, 214, 215, 345, 346
Laney, Doug, 333, 334	promotions and, 246
Lazar, Meredith, 346–347	Millennials, 11, 13–14, 15–16, 43, 69,
Leaders, onboarding of, 211–212	74, 86, 100, 104, 136, 147, 158,
Leadership. See also Senior	164, 170, 224, 241, 309, 365
management	Microson, 55, 75, 82, 182–184, 241,
engagement analytics and, 228, 231,	314
236	Mission
People Analytics support from, 28,	Big Data collection related to, 7
31, 187	business goals related to, 113 millennials' acceptance of, 16
performance management analytics	
and, 238, 240	onboarding and, 84, 207, 210,
and, 238, 240 response to performance issues by, 242	onboarding and, 84, 207, 210, 214, 345
and, 238, 240 response to performance issues by, 242 turnover rates and, 20–21	onboarding and, 84, 207, 210, 214, 345 talent analytics alignment with,
and, 238, 240 response to performance issues by, 242 turnover rates and, 20–21 wellness programs sponsored by,	onboarding and, 84, 207, 210, 214, 345 talent analytics alignment with, 96, 355
and, 238, 240 response to performance issues by, 242 turnover rates and, 20–21 wellness programs sponsored by, 320–323	onboarding and, 84, 207, 210, 214, 345 talent analytics alignment with,
and, 238, 240 response to performance issues by, 242 turnover rates and, 20–21 wellness programs sponsored by, 320–323 workforce strategy communicated	onboarding and, 84, 207, 210, 214, 345 talent analytics alignment with, 96, 355 workplace planning and, 79, 102,
and, 238, 240 response to performance issues by, 242 turnover rates and, 20–21 wellness programs sponsored by, 320–323 workforce strategy communicated by, 120	onboarding and, 84, 207, 210, 214, 345 talent analytics alignment with, 96, 355 workplace planning and, 79, 102, 339 Mobile device location data, 12
and, 238, 240 response to performance issues by, 242 turnover rates and, 20–21 wellness programs sponsored by, 320–323 workforce strategy communicated by, 120 Lepine, Cedric, 123	onboarding and, 84, 207, 210, 214, 345 talent analytics alignment with, 96, 355 workplace planning and, 79, 102, 339
and, 238, 240 response to performance issues by, 242 turnover rates and, 20–21 wellness programs sponsored by, 320–323 workforce strategy communicated by, 120 Lepine, Cedric, 123 Lewis, Al, 308	onboarding and, 84, 207, 210, 214, 345 talent analytics alignment with, 96, 355 workplace planning and, 79, 102, 339 Mobile device location data, 12 Mobile sourcing, 12, 167–169 Moneyball (Lewis), 4, 22 Monster Power Resume Search, 157
and, 238, 240 response to performance issues by, 242 turnover rates and, 20–21 wellness programs sponsored by, 320–323 workforce strategy communicated by, 120 Lepine, Cedric, 123	onboarding and, 84, 207, 210, 214, 345 talent analytics alignment with, 96, 355 workplace planning and, 79, 102, 339 Mobile device location data, 12 Mobile sourcing, 12, 167–169 Moneyball (Lewis), 4, 22
and, 238, 240 response to performance issues by, 242 turnover rates and, 20–21 wellness programs sponsored by, 320–323 workforce strategy communicated by, 120 Lepine, Cedric, 123 Lewis, Al, 308 Lewis, M. A., 311	onboarding and, 84, 207, 210, 214, 345 talent analytics alignment with, 96, 355 workplace planning and, 79, 102, 339 Mobile device location data, 12 Mobile sourcing, 12, 167–169 Moneyball (Lewis), 4, 22 Monster Power Resume Search, 157 Monster Worldwide, Inc., 53, 134, 153, 155, 160, 163–164, 165, 209, 233
and, 238, 240 response to performance issues by, 242 turnover rates and, 20–21 wellness programs sponsored by, 320–323 workforce strategy communicated by, 120 Lepine, Cedric, 123 Lewis, Al, 308 Lewis, M. A., 311 Lewis, Michael, 4–5 Limited Brands, 227, 358 LinkedIn, 135, 158, 160, 162, 163,	onboarding and, 84, 207, 210, 214, 345 talent analytics alignment with, 96, 355 workplace planning and, 79, 102, 339 Mobile device location data, 12 Mobile sourcing, 12, 167–169 Moneyball (Lewis), 4, 22 Monster Power Resume Search, 157 Monster Worldwide, Inc., 53, 134, 153, 155, 160, 163–164, 165, 209, 233 Montreal Transit Corporation (STM),
and, 238, 240 response to performance issues by, 242 turnover rates and, 20–21 wellness programs sponsored by, 320–323 workforce strategy communicated by, 120 Lepine, Cedric, 123 Lewis, Al, 308 Lewis, M. A., 311 Lewis, Michael, 4–5 Limited Brands, 227, 358 LinkedIn, 135, 158, 160, 162, 163, 233, 299, 301t	onboarding and, 84, 207, 210, 214, 345 talent analytics alignment with, 96, 355 workplace planning and, 79, 102, 339 Mobile device location data, 12 Mobile sourcing, 12, 167–169 Moneyball (Lewis), 4, 22 Monster Power Resume Search, 157 Monster Worldwide, Inc., 53, 134, 153, 155, 160, 163–164, 165, 209, 233 Montreal Transit Corporation (STM), 80, 123–127, 340
and, 238, 240 response to performance issues by, 242 turnover rates and, 20–21 wellness programs sponsored by, 320–323 workforce strategy communicated by, 120 Lepine, Cedric, 123 Lewis, Al, 308 Lewis, M. A., 311 Lewis, Michael, 4–5 Limited Brands, 227, 358 LinkedIn, 135, 158, 160, 162, 163, 233, 299, 301t Linnan, L. A., 311	onboarding and, 84, 207, 210, 214, 345 talent analytics alignment with, 96, 355 workplace planning and, 79, 102, 339 Mobile device location data, 12 Mobile sourcing, 12, 167–169 Moneyball (Lewis), 4, 22 Monster Power Resume Search, 157 Monster Worldwide, Inc., 53, 134, 153, 155, 160, 163–164, 165, 209, 233 Montreal Transit Corporation (STM), 80, 123–127, 340 Moss, Fred A, 37
and, 238, 240 response to performance issues by, 242 turnover rates and, 20–21 wellness programs sponsored by, 320–323 workforce strategy communicated by, 120 Lepine, Cedric, 123 Lewis, Al, 308 Lewis, M. A., 311 Lewis, Michael, 4–5 Limited Brands, 227, 358 LinkedIn, 135, 158, 160, 162, 163, 233, 299, 301t Linnan, L. A., 311 Location Intelligence People Analytics	onboarding and, 84, 207, 210, 214, 345 talent analytics alignment with, 96, 355 workplace planning and, 79, 102, 339 Mobile device location data, 12 Mobile sourcing, 12, 167–169 Moneyball (Lewis), 4, 22 Monster Power Resume Search, 157 Monster Worldwide, Inc., 53, 134, 153, 155, 160, 163–164, 165, 209, 233 Montreal Transit Corporation (STM), 80, 123–127, 340 Moss, Fred A, 37 MRINetwork, 137
and, 238, 240 response to performance issues by, 242 turnover rates and, 20–21 wellness programs sponsored by, 320–323 workforce strategy communicated by, 120 Lepine, Cedric, 123 Lewis, Al, 308 Lewis, M. A., 311 Lewis, Michael, 4–5 Limited Brands, 227, 358 LinkedIn, 135, 158, 160, 162, 163, 233, 299, 301t Linnan, L. A., 311	onboarding and, 84, 207, 210, 214, 345 talent analytics alignment with, 96, 355 workplace planning and, 79, 102, 339 Mobile device location data, 12 Mobile sourcing, 12, 167–169 Moneyball (Lewis), 4, 22 Monster Power Resume Search, 157 Monster Worldwide, Inc., 53, 134, 153, 155, 160, 163–164, 165, 209, 233 Montreal Transit Corporation (STM), 80, 123–127, 340 Moss, Fred A, 37 MRINetwork, 137 Mulder, Susan, 140
and, 238, 240 response to performance issues by, 242 turnover rates and, 20–21 wellness programs sponsored by, 320–323 workforce strategy communicated by, 120 Lepine, Cedric, 123 Lewis, Al, 308 Lewis, M. A., 311 Lewis, Michael, 4–5 Limited Brands, 227, 358 LinkedIn, 135, 158, 160, 162, 163, 233, 299, 301t Linnan, L. A., 311 Location Intelligence People Analytics Solutions, 344–345	onboarding and, 84, 207, 210, 214, 345 talent analytics alignment with, 96, 355 workplace planning and, 79, 102, 339 Mobile device location data, 12 Mobile sourcing, 12, 167–169 Moneyball (Lewis), 4, 22 Monster Power Resume Search, 157 Monster Worldwide, Inc., 53, 134, 153, 155, 160, 163–164, 165, 209, 233 Montreal Transit Corporation (STM), 80, 123–127, 340 Moss, Fred A, 37 MRINetwork, 137 Mulder, Susan, 140 Munsterberg, Hugo, 36–37
and, 238, 240 response to performance issues by, 242 turnover rates and, 20–21 wellness programs sponsored by, 320–323 workforce strategy communicated by, 120 Lepine, Cedric, 123 Lewis, Al, 308 Lewis, M. A., 311 Lewis, Michael, 4–5 Limited Brands, 227, 358 LinkedIn, 135, 158, 160, 162, 163, 233, 299, 301t Linnan, L. A., 311 Location Intelligence People Analytics Solutions, 344–345 Machine learning, 93, 156, 157, 336,	onboarding and, 84, 207, 210, 214, 345 talent analytics alignment with, 96, 355 workplace planning and, 79, 102, 339 Mobile device location data, 12 Mobile sourcing, 12, 167–169 Moneyball (Lewis), 4, 22 Monster Power Resume Search, 157 Monster Worldwide, Inc., 53, 134, 153, 155, 160, 163–164, 165, 209, 233 Montreal Transit Corporation (STM), 80, 123–127, 340 Moss, Fred A, 37 MRINetwork, 137 Mulder, Susan, 140 Munsterberg, Hugo, 36–37 Myers, Isabel, 37–38
and, 238, 240 response to performance issues by, 242 turnover rates and, 20–21 wellness programs sponsored by, 320–323 workforce strategy communicated by, 120 Lepine, Cedric, 123 Lewis, Al, 308 Lewis, M. A., 311 Lewis, Michael, 4–5 Limited Brands, 227, 358 LinkedIn, 135, 158, 160, 162, 163, 233, 299, 301t Linnan, L. A., 311 Location Intelligence People Analytics Solutions, 344–345	onboarding and, 84, 207, 210, 214, 345 talent analytics alignment with, 96, 355 workplace planning and, 79, 102, 339 Mobile device location data, 12 Mobile sourcing, 12, 167–169 Moneyball (Lewis), 4, 22 Monster Power Resume Search, 157 Monster Worldwide, Inc., 53, 134, 153, 155, 160, 163–164, 165, 209, 233 Montreal Transit Corporation (STM), 80, 123–127, 340 Moss, Fred A, 37 MRINetwork, 137 Mulder, Susan, 140 Munsterberg, Hugo, 36–37

Net employee value calculations, 268–270, 269 <i>f</i> , 270 <i>f</i> , 271 <i>f</i>	onboarding success related to, 72, 84–85, 206–207, 338, 345–346
Netflix, 45	People Analytics and, 4, 23, 30
New hire process. See Onboarding	wellness programs and, 309, 315,
New York Times, 179	318–319, 324, 351
Nextel, 6	Outcome tracking
Norton, David, 39	advanced employee analytics using,
	258
Ohio State University, 150	employee engagement surveys for,
Omnitracs, 350–351, 352	230, 236
Onboarding, 205–222	IMPACT Cycle with, 56f, 57, 76, 113
Big Data analytics used with,	170
345–346	onboarding success on, 216
business mission and, 84, 207, 210, 345	talent selection process steps and, 190–191
business questions asked in, 84-85,	wellness programs ROI and, 316-317
86, 208, 345	workforce measurement using, 258
costs of, 262	workplace planning analytics with,
culture fit and, 72, 84–85, 206–207, 338, 345–346	121
definition of process of, 84, 207	Papas, Art, 106–108
employee needs during, 212–213,	"Parable of the Pig Iron, The" (Taylor),
212f	36
engagement during, 85–86, 206,	Paris, Christophe, 123–127
214–215	Passive data collection, in performance
example of use of, 218–221	analytics, 244–245
of leaders, 211–212	People Analytics
mentoring as part of, 84, 210, 214,	accessible techniques used in,
215, 346	366–367
OPEN analytical principles for.	advantage of using, 3-8
213–215, 215 <i>t</i> , 222	advice on implementing, 184
outcome measures in, 216	analytical models moving beyond
performance measures used during,	averages in, 361-363, 366
215, 215 <i>t</i> , 222	Big Data and, 336–355
predictive model in, 215t, 217, 217t,	Bloomberg's advice on using, 95
222	business challenges addressed by,
process in, 207–209	61–62
retention related to, 85, 208	CGB Enterprises' advice on
Seven Pillars of People Analytics	implementing, 60-61, 62-63
Success framework with, 84-86,	challenges to resolve before using,
208	9–10
stages and time frame of, 209-212,	changing world of work and, 10–11
221	CISCO's experience using, 188–190
Online Career Center (OCC), 134	components of, 46-48
On-the-job learning, 263	Constant Contact experience using,
OPEN analytical principles, in	346–347
onboarding, 213-215, 215t, 222	cross-functional teams for, 95
Oracle, 149–150	employee behavioral data used in,
Organizational culture	359–361

People Analytics (continued) as key metric in decision making, examples of companies' advanced Performance analytics, 86-87, 252 use of business analytics and, 44-46 Performance assessment. See future of, 357-356 Promotion and performance growth in use of, 355, 358-359 Performance curves, employee, 260, 264–267, 266f, 267f, 268f, 276 HR's use of, 23 implementation of, 21-23 Performance management analytics, as a journey, 58, 63 237 - 252benefits of using, 249-250, 249f key components in impact of, 8–9 Microsoft's experience using, 182best practices for, 250-251 defining measures in, 243 migrating from business analytics to, General Electric's use of, 241–242 granular levels of, 240–242, 241*f* importance of using, 238-238 organizational dynamics and, 26–30 quantification of HR and, 369–371 incentives and compensation reasons to invest in, 21-22 decisions tied to, 245-246 interactive dashboards using, 280 Seven Pillars of People Analytics Success framework for, 77–78, 138 leadership response to, 242 specialized departments for using, linking of individual objectives and 367 company objectives in, 239-240, 248 2.19 talent management business questions and, 46-47, 48, 48f passive data collection in, 244–245 People Analytics team promotion paths linked to, 247, actionable insights collaboration 251-252 on, 54 qualitative measures in, 244, 245 alignment of resources and quantitative measures in, 244, 245 communication with, 29-30 senior management's use of, 247-CGB Enterprises' advice on implementing, 62-63 traditional approaches to, 240, 240f, corporate business objectives aligned 249, 249f with work of, 28 workforce planning and, 247–248 cross-functional approach for, 95 Performance measures data governance function and, 29 interactive dashboards using, 280 internal challenges and success of, as key metric in decision making, 26 - 30, 31leadership requirements for, 60 onboarding success on, 215, 215t, need for executive sponsorship of, Personality tests, 37–38, 195 Personality traits, 7-8, 107, 199, 291, technology systems and resources needed by, 29 Pew Research Internet Project, 158 People Analytics Virtuous Process, 48-49, 48f Pfizer, 55, 75, 89, 297, 351 Performance Piper Windows, 20-21 Planning. See Workplace planning analytical models of, 366 compensation tied to, 246 Predictive analytics engagement related to, 225-226 acquisition and hiring using, 49, incentives linked to, 245 82-83, 92-93, 179-180, 182, 202, interactive dashboards for 203. 344 early adopters of, 35 monitoring, 280

employee engagement surveys as, 229–232, 236	PricewaterhouseCoopers (PwC), 226, 228, 230
future growth of, 363	Principles of Scientific Management, The
HR Analytical Maturity Model with,	(Taylor), 36
55	Privacy issues, and data collection,
HR's use of, 24, 34, 38, 39, 41, 44	368–369
mapping business analytics to, 51,	Productivity, and wellness programs,
51 <i>t</i> , 52 <i>t</i> –53 <i>t</i>	308, 309, 310, 311, 313, 315, 322,
onboarding using, 215 <i>t</i> , 217, 217 <i>t</i> ,	325, 327, 328
222	Promotion and performance
recruitment using, 50	analytics for. See Performance
retention analytics using, 296, 296f	management analytics
selection decisions using, 186–187,	business questions asked in, 87
198–200, 200 <i>f</i>	employee career-transition questions
Seven Pillars of People Analytics	in, 87
Success framework and, 78 staffing industry's use of, 49	employee lifetime value (ELTV) in, 88, 257–258
talent acquisition analytics using, 50,	performance analytics used with,
51, 55, 185, 186–187	86–87
talent life cycle management using,	Seven Pillars of People Analytics
73, 75	Success framework with, 86–88
talent sourcing using, 171	Psychological Types (Jung), 37
thresholds tuning in, 279–280, 280f	Psychology and Industrial Efficiency
well program using, 325–327	(Nunsterberg), 36
Predictive insights, 71, 72, 73–76, 93,	
111, 303	Tadicati Group, 12
Predictive models	Rae, Neil, 344
advanced business analytics	Rand Health, 308
using, 44	Recommendations (action plan), in
attrition analysis using, 296, 290f,	IMPACT Cycle, 56f, 57, 75, 113,
300, 301 <i>t</i> , 304	170
customer acquisition using, 185, 186	Recruitment
employee lifetime value (ELTV)	Big Data intelligence technology
combined with 302, 305	and, 50
HR's use of, 36, 43	business challenges and, 145–146
onboarding using, 215t, 217, 217t,	content of recruiter conversations
222	in, 190
resource planning using, 111–112,	costs of, 261–262
125	employee personality and, 7–8
retirement planning using, 125–126	Engagement Cycle framework in, 18–19
sourcing using, 170	impact of digital technology on, 12
talent acquisition using, 82, 93, 156, 199, 202, 203	marketing approach to, 6, 18, 41–43, 71–72, 132, 150, 161, 203
workforce planning using, 48, 52t,	onboarding feedback on, 210
54, 55, 111	Seeker Decision Journey (SDJ) and
Predictive retention models, 93–94	decisions in, 141–143, 142 <i>f</i>
Predictive talent acquisition analytics,	sourcing candidates for. See Sourcing
50, 177–178, 188, 193	boarding canadates for bet bounding
Prescriptive analytics, 48f, 78, 338	Red Hat, 151 Replacement costs, 270, 271f

Resume searches, 156–157, 159–160 workforce planning and, Retention. See also Acquisition and 79, 339 Risk weighting, 274–275 hiring; Sourcing Big Data analytics used in, 349–351 Robinson, Durrell, 91–95 Bloomberg example of, 93–94 Role evaluation, 259–261, 260f business questions asked in, 89 Rosen, Michael, 311 definition of, 285-286 onboarding related to, 85, 208 Safety programs. See Wellness, health, predictive analytics for, 302, 305 and safety programs Seven Pillars of People Analytics Saratoga Institute, 38 Success framework for, 88-89, SAS Institute, 55, 75, 91, 287, 309, 338, 349-351 315–320, 352 survival analytics for, 271-274, 272f, Scenario planning, 277–278 Schmidt, Eric, 178, 203 traditional approaches to, 285 Schmidt, Frank L., 196–197 workplace planning and, 79 Science, technology, engineering, and wellness and health programs mathematics (STEM) fields, 69, 81, 100, 110, 136, 146-147, 155, related to, 315-320 Xerox's experience with, 201 160–162, 162, 163, 164, 169, 170, Retention analytics, 286–305 171, 298 341 AOL's experience using, 299–300 Scientific management, 36 approaches to using, 289-290 Screening interviews, 196 attrition prediction using, 296, 296f Seeker Decision Journey (SDJ), benefits of using, 291 141–143, 142f building blocks of, 286-287 Scinantic searches, 157, 171 business case for using, 288 Senior management. See also cost analysis using, 293 Leadership data collection for, 298-299 performance management analytics framework for using, 292–293, 2921 used by, 247-249 future developments in, 304 Sensor data, 13, 45, 46 implementing, 295–296, 304–305 Sentiment analysis, 45, 106, 364 possibilities for using, 288–289 Separation. See Churn; Turnover segmentation approach in, 303, 301t Seven Pillars of People Analytics social media analysis in, 291 Success, 76-96 variables in predictive model for, acquisition pillar in, 82-83, 176 300, 301*t* analytics used with, 78 ways of using, 302, 302f Big Data analytics used with, 332, Retirement predictive model, 125–127 337, 352, 353*t*–354*t*, 355 Return on investment (ROI) engagement pillar in, 84-86, 225 acquisition and, 23, 161 examples of companies using, 354t analytics related to, 77, 351, 352, IMPACT Cycle applied to, 76 355 onboarding and engagement pillar HR initiatives and, 9, 24, 38 in, 84-86, 208 outcome tracking for, 121, 316–317 overview of pillars in, 76f, 78, 79, 96, 338-339 talent management and retention for, 94, 188, 231, 285-286, 304, People Analytics used with, 77–78, 138 309 promotion and performance pillar technology solutions for, 110 in, 86-88 wellness programs and, 310, 313retention pillar in, 88–89 314, 316–317, 318, 328 sourcing pillar in, 80–82

ways of using, 76–77 wellness, health, and safety pillar in, 90–91 workforce planning pillar in, 79–80 Shapiro, Jeremy, 227 Sierra-Cedar HR Systems Survey, 24, 369–370 Sirota Consulting, 206, 212 6Sense Technologies, 157 Skills challenges from shortages of, 136–137, 170–171, 336 gap in, 11, 24–25, 43, 69, 100, 104 Skill set interview questions for uncovering, 347	Stack Overflow, 135, 146, 160, 163, 203, 299, 301 <i>t</i> Staffing industry Big Data intelligence and, 49–50 predictive analytics and, 49 Stanford University, 364 Statistical analysis and models, 54, 55, 60, 109, 115, 117, 118, 198, 201, 217, 272, 287, 291, 296, 333, 363 Strategic Analytics, 55 Strategic Management Decisions (SMD), 231–232 Strategic reporting, 188, 189–190 StrengthsFinder 2.0, 195–196, 342 Structural equations modeling, 231–232
need for, in workplace planning	Structured behavioral interviews,
analytics, 109, 110–111	197–198
TalentBin by Monster analytics for finding, 160–162	Sullivan, John, 149
talent management decisions on, 46,	Survival analytics, 271–274, 272 <i>f</i> , 273 <i>f</i> Survival curves, 273, 273 <i>f</i> , 279–280,
49, 72, 92, 94	280f
workplace planning for acquisition	Sysco, 55, 75
of, 79, 104, 106, 114, 124, 125,	
126, 129, 339, 345	Talent
Small-to-medium businesses (SMBs),	as competitive differentiator, 11,
194, 323 Social intelligence, 37	25–26
Social media, text and sentiment	engagement of. See Engagement hiring of. See Acquisition and hiring
analyses of, 291	increased competition for, 11, 19–21
Social media sourcing, 157–167	new hire process for. See Onboarding
Big Data tools with, 162-163	retention of. See Retention
employee referral programs (ERPs)	sourcing of. See Talent sourcing
using, 147–148 151	Talent acquisition. See Acquisition and
Monster Worldwide use of,	hiring
163–164	Talent acquisition analytics. See
TalentBin by Monster use of, 159–162	Acquisition analytics Talent Acquisition Analytics Funnel,
Société de Transport de Montréal	199, 200, 200 <i>f</i>
(STM), 80, 123–127, 340	Talent analytics
Society for Human Resource	building center of excellence for, 53
Management (SHRM), 38, 39, 82,	CGB Enterprises example of using,
181 Software as a service (SaaS), 58, 350	60–63 competitive advantage with, 94, 96
Sourcing. See Talent sourcing; Talent	IMPACT Cycle in, 55–57, 56f
sourcing analytics	mapping to business analytics to, 51,
Spaulding, Todd, 311	51 <i>t</i> , 52 <i>t</i> –53 <i>t</i>
Spherion Staffing Services, 158	process needed for, 54-55
SPSS statistical software, 232, 287	team needed for, 53–54
Starbucks, 87, 227, 258, 365	technology tools for, 58–60

Talent Analytics Corp., 200, 255 engagement in, 85-86, 224-225, TalentBin by Monster, 135, 158, 159-347-349 162, 163, 164 HR's involvement in, 11, 26, 27f, Talent data 41.42 Big Data collection of, 7, 146, IMPACT Cycle framework for, 57, 298-299 75-76, 96 candidate selection using, 193 life cycle optimization challenge in, CISCO's experience using, 188–190 corporate data integration of, 47 onboarding and cultural fit in, creating actionable insights using, 48 84-85, 207-208, 345 creating business value from, 72 People Analytics Virtuous Process in, graph theory analytics using, 251 48–49, 48f IMPACT Cycle leveraging, 169 performance analytics in, 86–87 Internet sourcing generating, 12, 77 Seven Pillars of People Analytics Microsoft's experience using, 182-184 Success for, 76–79, 96, 338, 355 skills gap and, 100 People Analytics Virtuous Process using, 48-49, 48f sourcing analytics in, 83–82, 91–92, predictive analytics using, 38, 251, 340, 343 technology tools for, 58-60 296, 296f quality issues with, 59 turnover and retention and, 88–89, retention strategies using, 349-350 93-94, 107-108 sources of, 299 wellness and health programs in, staffing industry's use of, 49–50 90-91,309talent acquisition questions and, 83, workforce planning in, 79–80, 101, 343 339, 340 technology needed for, 64, 111 ralent management systems (TMSs), turnover and attrition issues and, 89, 39, 58 296, 296f, 349 Talent onboarding. See Onboarding types of information included in, 47, Talent sourcing, 131–173 Big Data analytics in, 146–147, 148, warehouse for, 22 341-343 workforce planning using, 79-80, Bloomberg example of, 91–92 business case for using, 132 Talent engagement, See Engagement; business challenges and, 145–146 Engagement analytics business questions asked in, 81, 341 Talent management candidates' options affecting acquisition and hiring using approach to, 138-141 predictive analytics in, 82-83, CareerXroads example in, 143f, 92-93, 202 144-147 analytics used in, 48, 69-72, 78, 95challenges of new labor market and, 96, 107-108, 187-188, 336-337 135, 136-137 Bloomberg example of, 91–95 definition of, 132-133 Bullhorn experience with analytics digital evolution of workforce and, in, 106-108 136 business questions asked in, 43, employee branding and, 145 46-47, 48, 48f employee referral programs (ERPs) data source integration for, 47, 71 in. 147-151 employee lifetime value (ELTV) and, job boards for, 151–156, 154f mobile sourcing in, 12, 167–169 employee referrals in, 149, 152 reasons for using, 135

recruitment channels in, 133, 133 <i>t</i> Seeker Decision Journey (SDJ) in,	lack of ongoing training or staff development and, 20–21
141–143, 142 <i>f</i>	replacement costs in, 270, 271f
Seven Pillars of People Analytics	Seven Pillars of People Analytics
Success framework with, 80–82	Success framework for, 88–89
short history of, 133–135	survival analytics for, 271–274, 272f,
social media for, 157–167	273f
top three sources in, 144	survival curves for envisioning, 273,
Twitter cards used in, 165	273 <i>f</i>
unemployment rate and, 138, 139f	voluntary and involuntary, 89, 349
wellness programs related to, 144-145	workplace planning and, 79, 104,
Talent sourcing analytics, 80–81	339
General Motors example of	2015 Trends in Global Employee
communities in, 165	Engagement (Aon Hewitt), 16
IMPACT Cycle for leveraging,	Twitter, 45, 135, 158, 162, 163, 164,
169–170	165, 203, 299, 301 <i>t</i>
Monster Worldwide example of,	Twitter cards, 164, 165
163–164	
TalentBin by Monster example of,	Ulrich, Dave, 39
159–162	Unemploymen rates, 47, 110, 137,
Target, 45	138, 1397, 289, 298
Taylor, Frederick, 37	UK Department of Trade, 20
Taylor, Jeff, 134	U.S. Army, 37
Taylor, Richard, 368	U.S. Bureau of Labor Statistics (BLS),
Teams. See People Analytics teams	10, 47, 69, 158, 252
Termination \(^1\)	C.S. Department of Labor, 181, 308
costs of, 262, 279	U.S. Employment Services (USES), 134
effect of passive approach to, 247	, , , , , , , , , , , , , , , , , , , ,
hazard curve for predicting,	Value proposition, employee (EVP), 63,
271–272, 272f, 274	141, 144, 178, 298, 309, 310, 314,
hiring as contractors after, 103	324, 327
IMPACT Cycle for talent	Vetvik, Ole Jørgen, 140
management decisions on, 57	Viadeo, 158
retention strategies to prevent, 89,	Video analytics, 46, 336
349	Video interviews, 177, 261
senior management planning for, 248	VoloMetrix, 234
workforce planning and, 102, 114,	
120	Wall Street Journal, 7, 53
Thorndike, E. L., 37	Walmart, 334
Time factors, in employment role	Warren, Bill, 134
metrics, 259, 260f	Washington Post, 15
Training	Wegmans, 227
costs of, 262–263, 269	Weiner, B. J., 311
on-the-job learning and, 263	Wellness, health, and safety programs,
scenario planning for changes in, 278	307–329
Transcom, 344	best practices for, 320
Turnover	Big Data analytics used with, 351–352
bad hiring decisions and, 82	business challenges with, 325–326
business cost of, 88	business questions asked in, 90
engagement and, 226	corporate integration of, 324-325

Wellness (continued) customer model needed for, 103 customer satisfaction related to, definition of, 101-102 311-314 downsizing and, 102-103 definition of, 310-311 performance management used for, employee buy-in and experience 247 - 248predictive model needed for, 103 with, 324 financial objectives and goals and, Seven Pillars of People Analytics 308-310 Success framework for, 79-80, importance of, 311 investment in small programs and, talent management using, 79–80 323-324 Workplace planning analytics, 102–129 leadership sponsors for, 320–323 action plan in, 119-120 predictive analytics to optimize, advice on implementing, 127 325-326 best practices in, 128–129 productivity and, 308, 309, 310, 311, Black Hills Corporation example of, 313, 315, 322, 325, 327, 328 122 - 123results of implementing, 90–91 Bullhorn experience with, 106–108 business challenge identification in, SAS Institute's experience with, 315 - 320Seven Pillars of People Analytics business questions asked in, Success framework for, 90–91 104–105, 113–114, 124 talent sourcing related to, 144-145, communicating the strategy in, 309 120-121 Workplace Safety and Insurance dete mastery in, 114-118 definition of, 103–104 Board (WSIB) on, 326–327 Wellness Council of America Dow Chemical example of, 122 (WELCOA), 320 financial benefits of, 105–106 Wells Fargo, 341–342, 346 IMPACT Cycle for leveraging, Wen, Eugene, 326-327 112-113 Win with Advanced Business Analytics importance of using, 104–105 (Isson and Harriott), 35, 55 key components of, 108–111 Workforce. See also Talent headings management's need for, 102–103 customer satisfaction related to outcome tracking in, 121-122 employee satisfaction in, 73, 90, resource planning predictive models 108–110, 125, 312, 351 in. 111-112 digital evolution of, 136 Société de Transport de Montréal globalization of, 11, 16–17, 17*f* (STM) experience with, 123–127 influence of millennials on, 15-16 technologies and tools for, 110–111 People Analytics framework for Workplace wellness programs. See business questions about, 77 Wellness, health, and safety skills gap in, 11, 24-25, 43, 69, 100, programs 104 Workplace Safety and Insurance Board sourcing and acquiring talent (WSIB), Ontario, 91, 326-327, affected by changes in, 179–180 352 Workforce Management, 150 Workplace planning, 99–129 Xerox Corporation, 7-8, 55, 74, 89, Big Data analytics and, 339-340 201–202, 344, 368 business mission and goal definition XING, 158 in, 79, 80, 100, 101-102, 104, 105-106, 119, 128, 129, 339 Yellen, Janet, 10 business questions asked in, 101, 113-114 Zappos, 181, 309