



TM

Gaining Actionable Insights Through Analytics: How to Build An HR Analytics Capability

GIOVANNI EVERDUIN

HEAD OF STRATEGIC HR, COMMUNICATIONS & CHANGE
TANFEETH (EMIRATES NBD GROUP)

www.tanfeeth.ae | [@giogavino](https://www.linkedin.com/in/geverduin) | [https://linkedin.com/in/geverduin](https://www.linkedin.com/in/geverduin)

نفذ
tanfeeth™

In 2011, Emirates NBD created Tanfeeth

**1.5B
GBP**

**LOCAL
CAPABILITY**

**EFFICIENCY,
COST**

**JOB
CREATION**



20
FTE
2011

1,000
FTE
2012

2,800
FTE
today

**IF PEOPLE ARE THE
MOST VALUABLE ASSET IN
YOUR BUSINESS...**



**...UNDERSTANDING THEM AND
GETTING THE BEST FROM THEM
IS THE KEY TO SUCCESS**

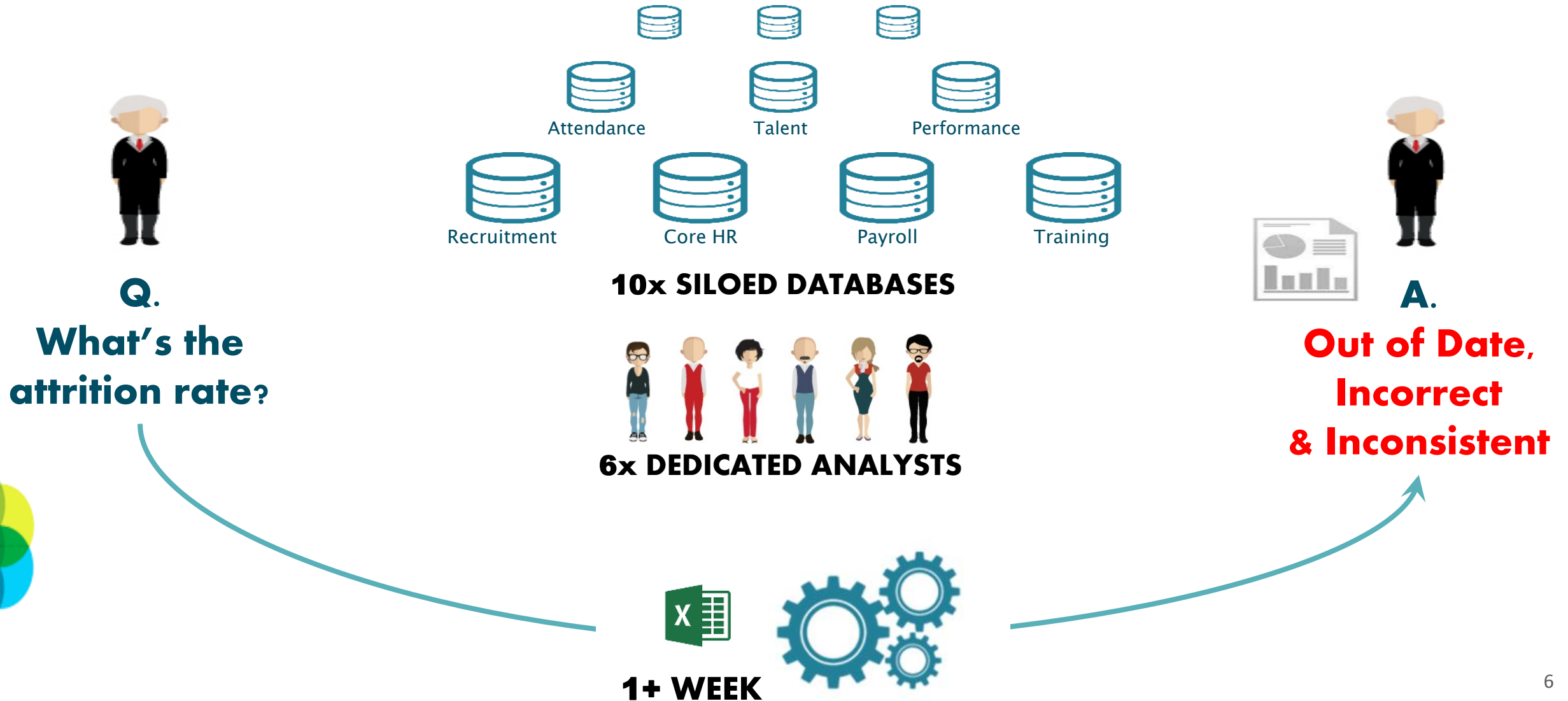


1989	RCC	M	Expatriate	5.9	4B	19.4	Q	100%	4.0	4.0	5.9	100%	1989	4B	RCC	Expatriate	F	5.9	4.0	1989	4.0	100%
1897	Finance AP	F	Expatriate	5.9	4A	20.0	P	90%	4.0	4.0	5.9	90%	1897	4A	Finance AP	Expatriate	F	5.9	4.0	1897	4.0	90%
2906	HR Services	F	Expatriate	5.9	4A	15.7	P	100%	4.0	4.0	5.9	100%	2906	4A	HR Services	Expatriate	F	5.9	4.0	2906	4.0	100%
2473	Payment	F	Expatriate	5.9	3A	17.5	P	33%	3.0	3.0	5.9	33%	2473	3A	Payment	Expatriate	M	5.9	3.0	2473	3.0	33%
846	Investigatio	M	Expatriate	8.3		31.8	H	100%			8.3	100%	846		Investigatio	Expatriate	M	8.3		846		100%
5879	n	M	Expatriate	5.9	3A	8.6	L	100%	3.0	3.0	5.9	100%	5879	3A	n	Expatriate	M	5.9	3.0	5879	3.0	100%
5544	HR Services	M	Expatriate	5.9	4A	8.8	M	44%	4.0	4.0	5.9	44%	5544	4A	HR Services	Expatriate	F	5.9	4.0	5544	4.0	44%
8982	OPO	F	Local	7.2	3A	7.2	L	85%	3.0	3.0	7.2	85%	8982	3A	OPO	Local	F	7.2	3.0	8982	3.0	85%
6631	Payments	F	Expatriate	5.9	3B	8.1	L	100%	3.0	3.0	5.9	100%	6631	3B	Payments	Expatriate	F	5.9	3.0	6631	3.0	100%
10521	Collections	F	Expatriate	5.9	5A	6.5	L	54%	5.0	5.0	5.9	54%	10521	5A	Collections	Expatriate	M	5.9	5.0	10521	5.0	54%
10105	Collections	M	Expatriate	4.5	3B	6.5	L	35%	3.0	3.0	4.5	35%	10105	3B	Collections	Expatriate	F	4.5	3.0	10105	3.0	35%
2298	Support	F	Local	5.9	3A	18.2	P	96%	3.0	3.0	5.9	96%	2298	3A	Support	Local	M	5.9	3.0	2298	3.0	96%
923	ARC	M	Expatriate	6.7	3A	24.3	L	36%	4.2	4.2	6.7	36%	923	3A	ARC	Expatriate	F	6.7	4.2	923	4.2	36%
13177	Autoloan	F	Local	6.7	3A	6.7	K	100%	3.0	3.0	6.7	100%	13177	3A	Autoloan	Local	F	6.7	3.0	13177	3.0	100%
13727	ARC	F	Local	6.5	3B	6.5	K	100%	3.0	3.0	6.5	100%	13727	3B	ARC	Local	M	6.5	3.0	13727	3.0	100%
12377	Clearing	M	Expatriate	19.2	4A	19.2	M	100%	4.0	4.0	19.2	100%	12377	4A	Clearing	Expatriate	M	19.2	4.0	12377	4.0	100%
6304	IPO	M	Expatriate	7.2	3A	8.3	K	100%	3.0	3.0	7.2	100%	6304	3A	IPO	Expatriate	F	7.2	3.0	6304	3.0	100%
12805	Payments	F	Local	13.4	3A	13.4	L	100%	3.0	3.0	13.4	100%	12805	3A	Payments	Local	M	13.4	3.0	12805	3.0	100%
11340	Clearing	M	Expatriate	4.1	4B	6.2	M	67%	4.0	4.0	4.1	67%	11340	4B	Clearing	Expatriate	F	4.1	4.0	11340	4.0	67%
5296	Payment E-	F	Expatriate	5.9	3B	9.0	M	100%	5.9	5.9	5.9	100%	5296	3B	Payment E-	Expatriate	M	5.9	3.0	5296	3.0	100%
8815	Channels	M	Expatriate	5.9	3B	7.3	L	100%	5.9	5.9	5.9	100%	8815	3B	Channels	Expatriate	F	5.9	3.0	8815	3.0	100%
7584	Payroll	F	Expatriate	5.9	5A	7.8	L	100%	5.0	5.0	5.9	100%	7584	5A	Payroll	Expatriate	M	5.9	5.0	7584	5.0	100%
9702	PDC	M	Expatriate	5.9	3B	6.7	M	5%	3.0	3.0	5.9	5%	9702	3B	PDC	Expatriate	M	5.9	3.0	9702	3.0	5%
6852	Vehicle	M	Expatriate	5.7	5A	8.0	M	100%	5.0	5.0	5.7	100%	6852	5A	Vehicle	Expatriate	M	5.7	5.0	6852	5.0	100%
7149	Murabaha	M	Expatriate	5.7	3A	7.0	K	100%	3.0	3.0	5.7	100%	7149	3A	Murabaha	Expatriate	M	5.7	3.0	7149	3.0	100%
12657	and SME	M	Expatriate	35.7	3A	35.7	M	88%	3.0	3.0	35.7	88%	12657	3A	and SME	Expatriate	M	35.7	3.0	12657	3.0	88%
9008	Autoloan	M	Expatriate	5.9	3B	7.2	L	99%	3.0	3.0	5.9	99%	9008	3B	Autoloan	Expatriate	M	5.9	3.0	9008	3.0	99%
9759	Disbursal	M	Expatriate	6.6	4B	6.6	K	69%	4.0	4.0	6.6	69%	9759	4B	Disbursal	Expatriate	M	6.6	4.0	9759	4.0	69%
11159	Unit	M	Expatriate	6.3	3A	6.3	K	100%	3.0	3.0	6.3	100%	11159	3A	Unit	Expatriate	M	6.3	3.0	11159	3.0	100%
10901	Finance	M	Expatriate	5.9	5A	6.2	L	100%	5.0	5.0	5.9	100%	10901	5A	Finance	Expatriate	M	5.9	5.0	10901	5.0	100%
6665	Recon	M	Expatriate	1.7	3A	8.1	M	12%	3.0	3.0	1.7	12%	6665	3A	Recon	Expatriate	M	1.7	3.0	6665	3.0	12%
14458	Personal	M	Expatriate	5.8	4A	5.8	L	100%	4.0	4.0	5.8	100%	14458	4A	Personal	Expatriate	M	5.8	4.0	14458	4.0	100%
16942	Finance	M	Expatriate	5.3	3A	5.3	K	100%	3.0	3.0	5.3	100%	16942	3A	Finance	Expatriate	F	5.3	3.0	16942	3.0	100%
24339	and Cards	F	Expatriate	1.6	4A	1.6	M	52%	4.0	4.0	1.6	52%	24339	4A	and Cards	Expatriate	F	1.6	4.0	24339	4.0	52%
20771	Credit	F	Expatriate	3.3	5A	3.3	K	100%	5.0	5.0	3.3	100%	20771	5A	Credit	Expatriate	F	3.3	5.0	20771	5.0	100%
9921	Cards	F	Expatriate	5.9	2B	6.6	K	52%	2.0	2.0	5.9	52%	9921	2B	Cards	Expatriate	F	5.9	2.0	9921	2.0	52%
17154	Autoloan	F	Expatriate	4.8	3B	5.3	L	100%	3.0	3.0	4.8	100%	17154	3B	Autoloan	Expatriate	F	4.8	3.0	17154	3.0	100%
24120	Treasury	F	Expatriate	1.6	3B	1.6	K	54%	3.0	3.0	1.6	54%	24120	3B	Treasury	Expatriate	F	1.6	3.0	24120	3.0	54%
25803	Operations	F	Expatriate	1.1	4A	1.1	J	35%	4.0	4.0	1.1	35%	25803	4A	Operations	Expatriate	F	1.1	4.0	25803	4.0	35%
21949	Support	F	Expatriate	2.9	4B	2.9	K	96%	4.0	4.0	2.9	96%	21949	4B	Support	Expatriate	M	2.9	4.0	21949	4.0	96%
25482	Support	M	Expatriate	1.1	3B	1.1	K	36%	3.0	3.0	1.1	36%	25482	3B	Support	Expatriate	F	1.1	3.0	25482	3.0	36%



1.6M daily
584M yearly!

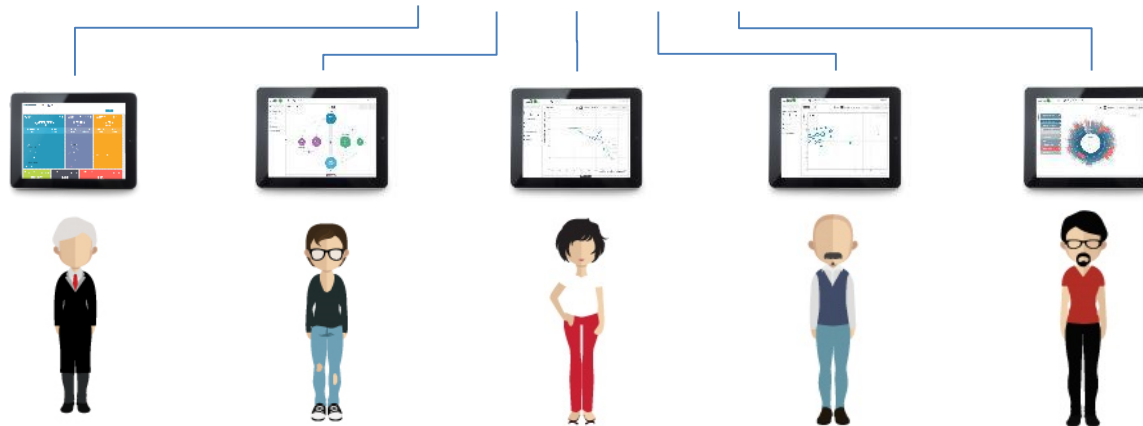
Before: evolution



After: revolution



SINGLE SOURCE OF TRUTH



INSTANT ACCESS TO HR INSIGHTS

1

**Identify
and map
data sources**

2

**Complete
and clean
all data**

3

**Define
strategic
questions**

4

**Build data
model to
extract
answers**

5

**Fix data
entry
process**

6

**Establish data
control &
governance**

7

**Consolidate
in Single
Source of
Truth**

8

**Use
technology
to analyze
for insight**

9

Show fancy dashboards to CXO

PERCEPTION



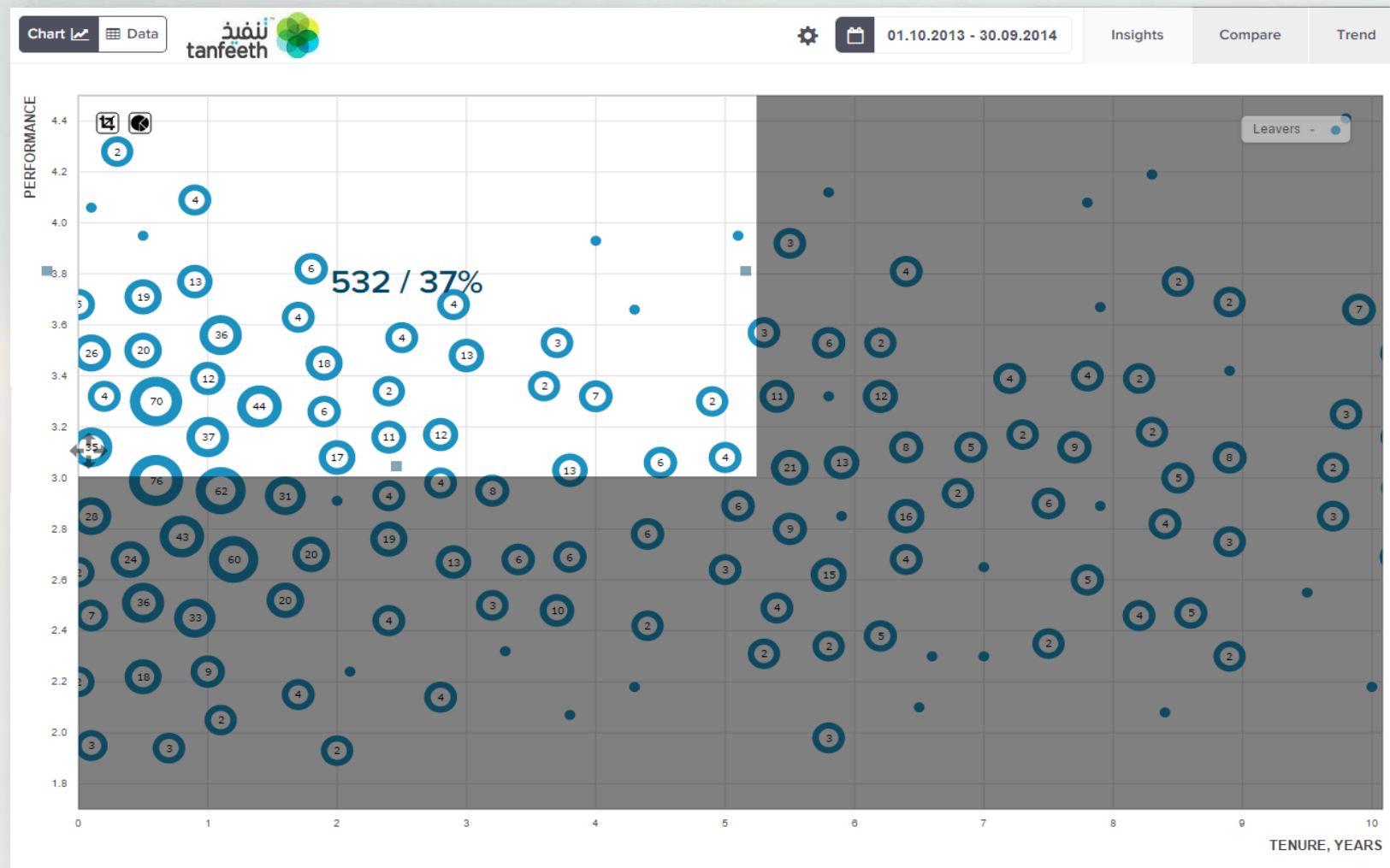
REALITY



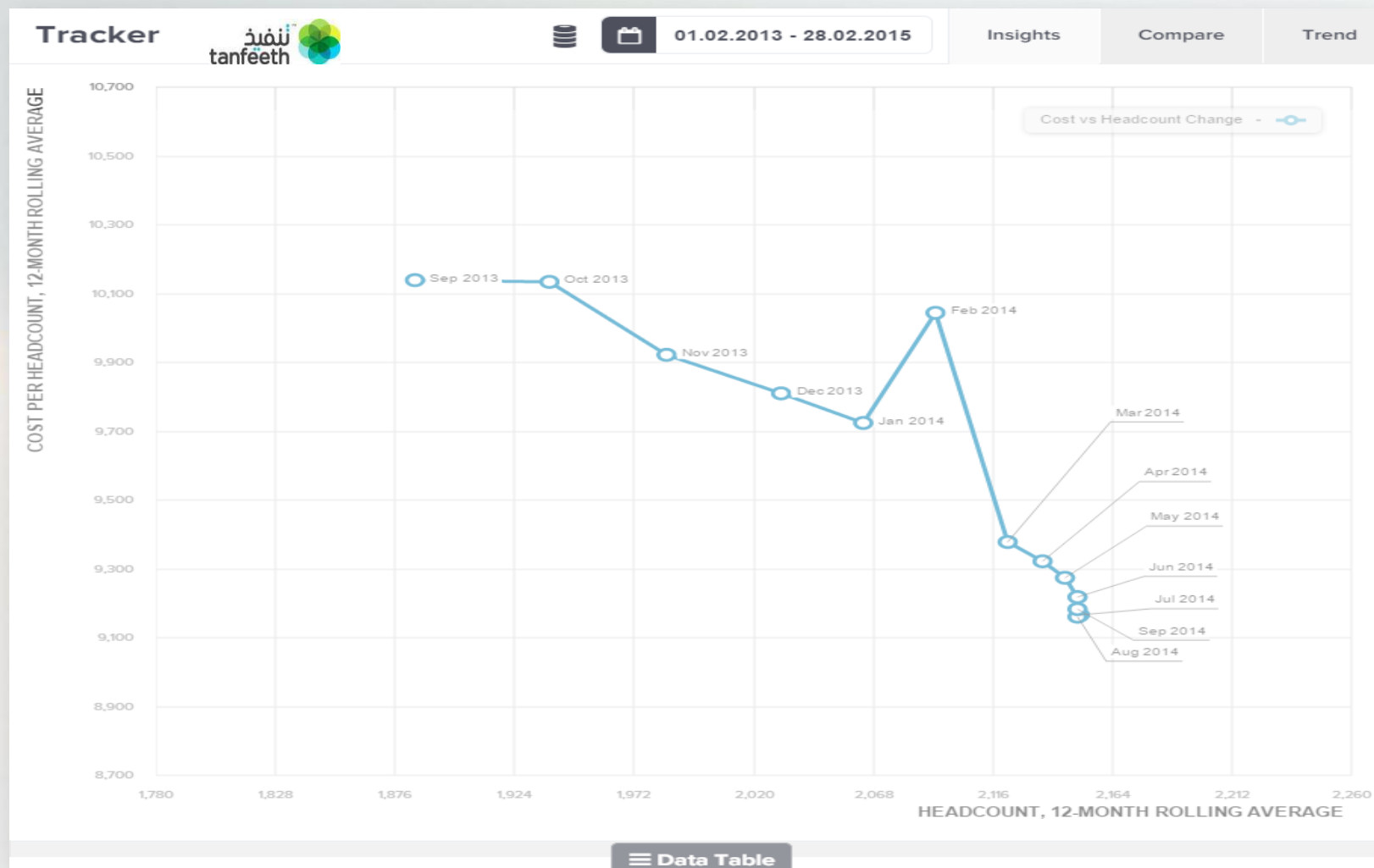
LET'S HAVE A LOOK



Attrition beyond a mere headline statistic



Cost as a function of growth





**Predictive
Driver
Analysis**

**Interactive
Visualization**

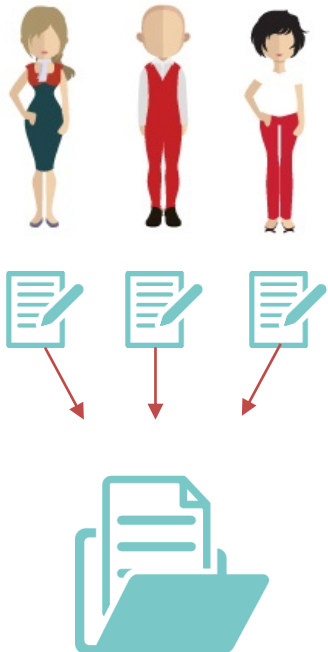
EXIT THEME ANALYSIS

What is the story behind the numbers? How can we avoid attrition?



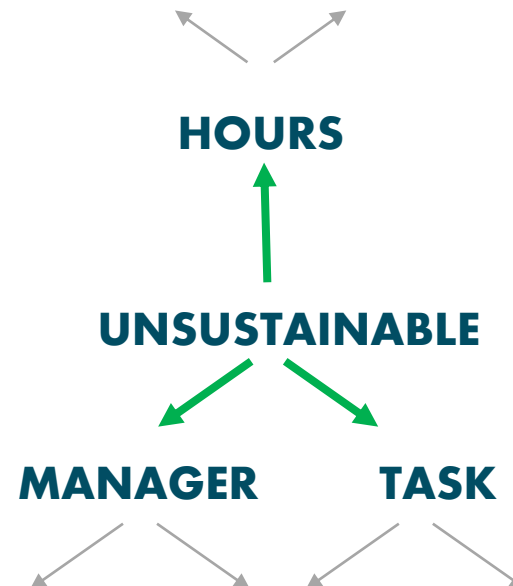
1 Gather

Gather interview or written data that capture individual's explanations for leaving so we can listen to their story (e.g., exit interviews)




2 Language Cube

Create a language cube that allows words to be mapped together according to their meanings and relationships – developed from a Google technology.




3 Develop

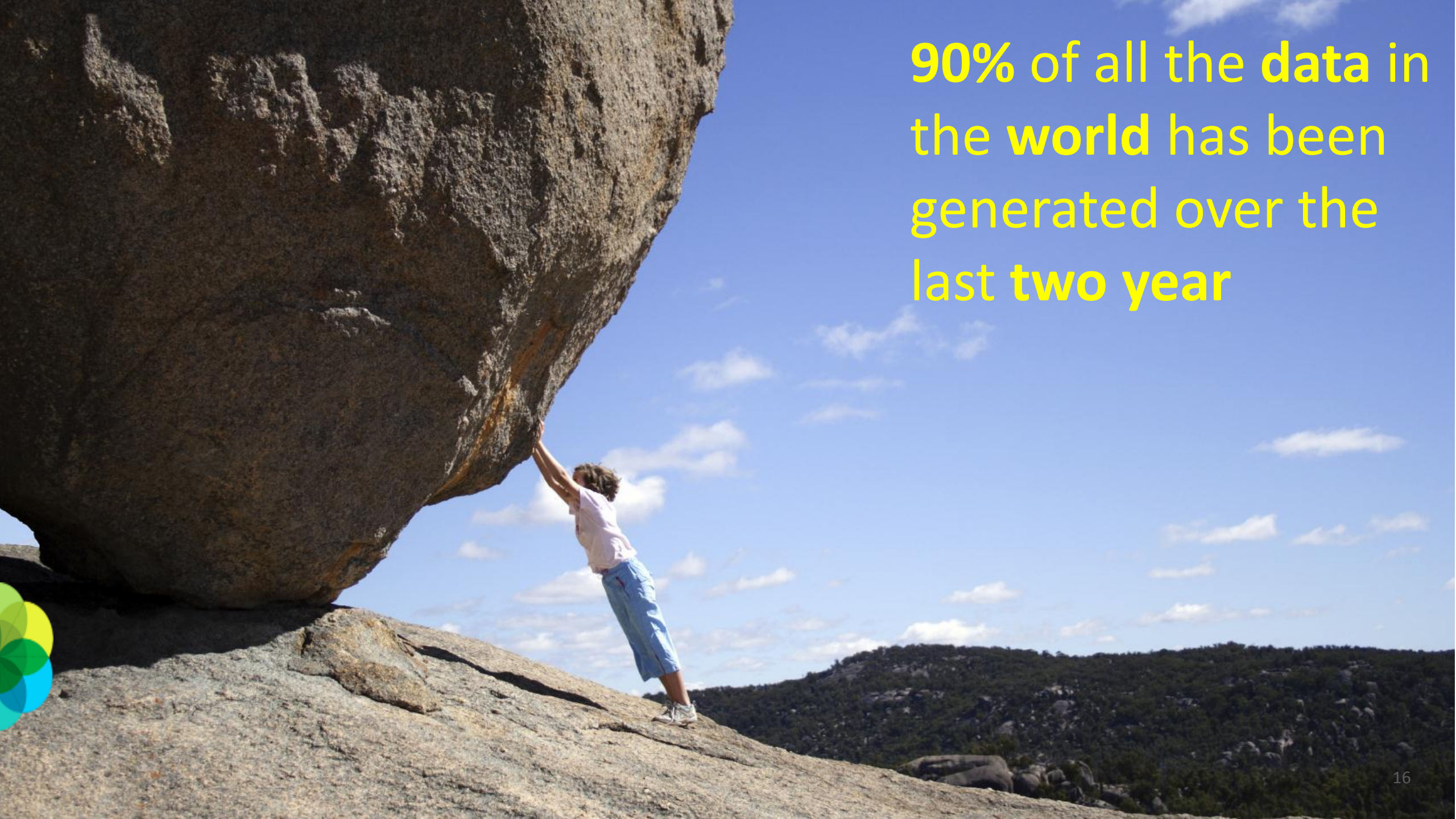
Calculate the frequency of words and their proximity to other words – use the cube to develop themes and cross reference them to our clusters



I found work unsustainable because the hours didn't fit with my parenting commitments



I found work unsustainable because my manager doesn't support my development plans

A photograph of a person standing on a large, flat rock surface, reaching up with both hands to touch a massive, overhanging rock formation. The person is wearing a light pink t-shirt and light blue pants. The background shows a clear blue sky with scattered white clouds and a distant, hilly landscape with sparse vegetation. The rock formation is dark and textured, with some orange-brown streaks. The overall scene conveys a sense of scale and human curiosity.

90% of all the **data** in
the **world** has been
generated over the
last **two year**