

## 1: Big Data is Changing the Game for Human-Resource Hirers

*Oct 07, Â· I've written several times about the Datafication of HR and BigData in Human Resources, explaining the tremendous business opportunity companies have to leverage their employee data to improve.*

I admit I went to this conference expecting the day to be about number crunching. However, Human Capital Analytics is much more than that. What I saw was the great potential in marrying data and humanity to reach talent and organization performance goals. Then they won the World Series again in After 86 years of losing, they finally upped their game. But they have more than spring training to thank for that. They even travel with their own terabyte video-server that has recorded every pitch of every at-bat in Major League Baseball since How did this happen? The Red Sox hired Bill James to develop a different measure of success than just the batting average, and others are following his ideas. James measured on-base percentage and slugging percentage, which is a more accurate analysis. MLB players turn into walking data through this process, and teams are more easily able to see who they can bring on to get them the big win. Some teams are even measuring how injury prone an athlete is based on as much as data points. They want to know they are investing in players who can play. What if a hiring manager knew the exact combination of statistics that would indicate a potential hire is always on time with deliverables, excellent at developing relationships, and likely to stay with her employer for an extended time? Looking at the data instead of studying a resume, having four interviews, calling multiple references, administering tests, and then just going on gut feelings would be a lot simpler. And potentially, more exact. What is Human Capital Analytics? Using big data for human capital is called "Human Capital Analytics" and like sports players, employees in the working world can be analyzed with data too. If that information, known as big data, is used in appropriate ways, it can teach us a lot about behavior, performance, and potential--all of which are valuable to human resources professionals. Big data is the term for the massive amount of complex information collected each day from a variety of sources. This information can be analyzed to reveal patterns, trends, and associations, especially relating to human behavior and interactions. But where does this data come from? Believe it or not, we create this data every day. We contribute to the massive silo of big data when we send emails, browse the Internet, use social media, work collaboratively online, and more. The data is meaningless unless analyzed in a creative and strategic way, which is where the human resource professionals come in. Human Capital Analytics is radically changing the game for human resources. Opportunities and Challenges in Government, a leadership roundtable that dove deep into Human Capital Analytics. The event was created by Talent Management in Government, Inc. While this event took place in the government context, the topics covered apply to any human resource department facing the opportunities and challenges of incorporating Human Capital Analytics into their organizations. Some of the topics included: Here are some of my key takeaways from the program: To some it can feel intrusive to know that their actions are being stored as data, which is accessible by strangers and potentially used to understand how they think and act. In addition, when it comes to hiring, people fear that the "human" in human resources is being taken away. They have no idea what their data might say about them, and if that data is even accurate. All of these concerns are valid. However, what I found while listening to these speakers is that the humanity is more important than just the data. Data is worthless without asking the right questions. Finding the right questions to ask takes creativity. It also takes creativity to interpret data. And storytelling skills are needed to share the results of Human Capital Analytics with leaders in such a way that it all makes sense. Creativity is not something that can be programmed; we need humans for that. In fact, creativity has not been a major part of the Human Resources culture so far. Encouraging and prioritizing creativity will be transformative to HR teams, since it will bring in a more diverse set of team members with skillsets not before needed in this field. A diverse team is key to pulling all of the analytics puzzle pieces together to make a positive impact on an organization and its human capital. I urge organizations to start preparing their Human Resource teams for the addition of big data, just as I urge HR professionals to become familiar with the radical transition that may be on their horizon. How do you feel about the concept of big data being integral to the hiring process? Is Human Capital Analytics something you are excited to learn

more about? Do you have experience in the field? Please leave a comment below, send me an email , or find me on Twitter. Anne Loehr is a sought after keynote speaker, writer, consultant, and trainer. She helps leaders in large organizations connect their everyday decisions today to the future workplace. Her end goal is to help organizations retain their top talent and not only survive, but thrive. To learn more about Anne, check out [www](#).

### 2: Big Data Solutions for Human Resources | MicroStrategy

*Feb 02, Â. Ensure your HR team has someone with the capability to dig into the data available to your organization. Use data to plan, not just to analyze! - David Hawthorne, Pacific Bells. 6.*

It is a future driven by big data – a powerful analytical approach that is simultaneously changing the way recruitment happens and re-emphasizing that it is the recruiter, not the talent, who is at the core of the process. Firms such as Riviera Partners, Gild , TalentBin and others are providing companies with products designed to draw closely aligned candidates from the big-data well. A recent whitepaper published by eQuest points out that for human resources in particular, big data marks an "historic opportunity" to make the "most rigorously evidence-based human-capital decisions ever. And, in a single six-month trial period, Xerox was so impressed by the outcome that it decided to keep using big data to hire new employees for the center going forward. Those are quantifiable results. And companies, along with the recruitment firms that advise them, are taking notice. But how does all of this work? The answers lie, in large part, within the very information that HR already encounters daily. How data-based recruiting works Before the advent of big data in hiring, recruiters had their work cut out for them – even moreso than today. She adds that, today, this is no longer the case. Companies comb the Internet – and in particular, social media – for details that point to prospects. LinkedIn , Facebook , Twitter and myriad sites come into play. Data aggregation also happens in-house. HR departments can also deploy tests and games to analyze candidates, measuring reactions and answers for ideal patterns and skill sets. For example, a unit of Royal Dutch Shell recently used two video games produced by Knack, a Silicon Valley startup, to analyze incoming candidates – helping its business leaders assess which minds were likely to generate successful ideas. Once this material is in hand, algorithms go to work. The optimal result is an array of information sorted into patterns and matches, all thanks to keywords and scores that narrow the initial candidate pool to individuals who demonstrate a proclivity and background suitable to the open positions. Of course, all of this takes some expertise. It is also about parsing the results and interpreting what the algorithms produce. The human element is still deeply involved in the machine learning process and recruiting. Whatever it takes to tell the story, make the connection and put the best candidate in the right seat at a company, big data is surfacing talent that conventional hiring networks might miss. And the evidence tells us that when it does its job correctly, employees stay longer, work happier and ultimately help a business recoup the cost of hiring and training faster and more assuredly.

## 3: 5 Companies Using Big Data to Transform Human Resources - Modern Workforce blog, by Everwise

*The trend of using big data for human resources is commonly referred to as talent analytics. While big data in marketing can gather and analyze data from customers, talent analytics gathers and analyzes data from a company's current and prospective employees.*

Replace timesheets and paper-based processes with Bluetooth-based employee check-in. Learn More Executive Dossier The Challenge Employee information is often spread across multiple systems for human capital management, applicant tracking, and more, making it difficult for HR executives to monitor the status of their HR operations and detect alarming trends. The Solution MicroStrategy solutions give HR leaders a comprehensive view of their organization by blending data from core HR systems, talent management systems, performance, payroll, and more. By presenting essential KPIs as intuitive visualizations, MicroStrategy helps keep managers current on HR functions, from recruiting, to attrition, benefits administration, and payroll. Companies can use these insights to help maximize the potential of their workforce and increase efficiency. The image to the right shows an application that provides an at-a-glance summary of the core aspects related to headcount, including headcount trends, hiring rates, departure rates, and attrition rates at the departmental level. The Solution With MicroStrategy solutions, HR teams can closely monitor employee headcount and individual skillsets to help ensure that key positions are filled with qualified people. MicroStrategy predictive analytics help businesses account for employee attrition, budget changes, employee satisfaction, and more, allowing them to more accurately forecast recruiting needs and make organizational adjustments. For example, the application shown captures the supporting detail behind the headcount forecasts and budgets for business units within a company. By visually highlighting variances between the two, HR leaders can easily identify business units that have positions to fill or those that are potentially over-staffed. To accelerate hiring cycles, recruiters need mobile tools to help them eliminate delays and work more efficiently. The Solution MicroStrategy Mobile solutions can complement existing applicant tracking systems or operate independently. These talent acquisition apps allow decision makers to manage their hiring processes wherever they are, so they can conduct interviews, gather feedback on candidates, select hires, and finalize offers—all without being tied to a desk. By reducing process inefficiencies, these apps provide recruiters with an edge in securing the highest quality talent for their companies. This example shows an interactive rating screen for recruiters to complete post-interview. Using embedded transactional features, recruiters can immediately submit feedback on candidates to back-end tracking systems, reducing time-to-hire. DHI Hiring Indicators - June Report Enterprise Analytics Solution Recruiting Analysis The Challenge Recruiting is a non-stop process, and HR departments must continually evaluate the effectiveness of their campaigns and techniques to ensure that key positions are filled quickly, with the best available talent. The Solution MicroStrategy Analytics solutions blend data from 3rd-party applicant tracking systems, internal HR systems, and other corporate systems to give HR departments a comprehensive view of their recruiting program. HR leaders can quickly assess the efficiency of recruitment efforts by viewing KPIs for vacant positions, including time-to-fill, time-to-hire, and interviews-per-hire. Additionally, managers can obtain demographic information on new hires to gain insight into the experience, make-up, and general quality of their growing workforce. The application shown provides detailed insight into the current states of hiring and attrition by displaying essential KPIs with colored threshold indicators. Managers can also visualize hiring trends and total employee headcount, as well as evaluate the effectiveness of various recruitment sources. Enterprise Analytics Solution Attrition Analysis The Challenge Recruiting, onboarding, and training new salaried employees is expensive. Organizations need specialized tools to help them retain these individuals once hired. The Solution Using MicroStrategy Analytics, HR leaders can easily identify employees with multiple risk factors for turnover, drill down to understand the conditions creating the risk, and take appropriate actions to resolve the situation and help ensure that top talent is retained. In the example shown, risk factors such as comp ratios, performance reviews, tenure, and survey responses are aggregated to calculate a Total Risk Value for every employee. In this case, employees with three or more risk factors are

visually highlighted for further scrutiny. At-risk employees can take many forms, such as a high performer who is under-compensated or has expressed interest in another role. The Solution MicroStrategy solutions help companies identify top performers, assess their skillsets, and shape their career paths with better goal setting, training and development, and merit-based pay increases. With these insights, managers can keep employees motivated while also expanding their skills, so they are prepared to occupy more senior roles in the future. The report shown above clearly identifies employees who attained the highest performance ratings within a group or across the company. Managers can easily drill deeper into data for specific employees to see the details behind their performance ratings. In addition, this screen provides a rolled-up summary of potential organizational actions - such as promotion, retention, or transfer - for various classes of employees.

**Enterprise Mobility Solution Training and Education** The Challenge Companies make tremendous investments to recruit, onboard, and retain employees. To maximize the return on those investments, HR organizations must ensure that employees receive the training necessary to advance their careers and to continue adding value to the bottom line. The Solution Using MicroStrategy Mobile solutions, HR organizations can help ensure that employees are equipped with the information they need to be successful in their role. Employees can access presentations, videos, competitive information, and complete course certifications – all from their mobile devices. By investing in training, organizations can reap the benefits of higher employee satisfaction, lower turnover costs, and a better-run business. The example shows the training screen of a pharmaceutical sales app that gives users instant access to information about company products, industry trends and regulations, and competitive offerings. This app delivers a wide range of multi-media content to employees, including presentations, videos, product info, and industry research. Additionally, the content is continually updated and even available offline, so employees can always engage with the latest educational resources.

**Enterprise Mobility Solution Manager Portal** The Challenge Organizational structures constantly change, and managers often get assigned new resources without much insight into their history. The Solution This application enables managers to easily access and manage employee information such as contact details, job skills, benefits, payroll, and performance data. In addition, managers can quickly review and approve expenses, time-off requests, equipment orders, purchase orders, and maintenance requests. As a result, managers can be more productive, corporate processes can move more quickly, and employees can benefit from better, more consistent career development.

## 4: Big Data in Human Resource Management - T-Systems Blog : T-Systems Blog

*The big data trend has quickly made its way to the human resources industry, and HR professionals should embrace it with open arms.*

Go Big or Go Home: For many years now, businesses have been using big data for a variety of tasks. Some of those tasks may include more effective marketing, streamlined operations, improved sales, or any number of items critical to the success of a company. With such a large chunk of the budget dedicated to this important line-item, businesses can end up saving lots of money if they take advantage of big data analytics. Talent Analytics The trend of using big data for human resources is commonly referred to as talent analytics. The goal in most cases is to optimize what the company spends on its workers to identify the answers to questions like: Where is the money going? Can it be put to better use elsewhere? Is the business getting everything it can from the money allotted to workers? Millennials In the Workplace: How Will They Affect Hiring? One of the most difficult tasks for human resources is increasing retention among employees. With big data, HR representatives can get a more accurate picture of who is leaving and if there are any patterns among those seeking employment elsewhere. At the same time, big data can be analyzed to identify patterns for people choosing to stay with the company, eventually coming up with a model for employee retention. Smarter Hiring Processes Much of that starts with the hiring process , and big data has a key role to play there as well. When businesses look for new employees, they can look at data from job sites and social media to find people with the exact qualifications they want for a particular position. Without big data, the chances of making a bad hire only increase, which can in turn be costly. Reduce the possibility of hiring the wrong person for the job, and you can save the company significant amounts of money in the long run. This goes beyond a simple list of criteria since every business is different. Oftentimes, what is thought of as a valuable characteristic for an employee to possess turns out to not be so important. For instance, one company using big data found that people who had relevant job experience were not more likely to stay with the company in the long term. The same business also discovered the length of tenure at previous jobs did not impact employee performance. Based off these findings, the company could then focus on more important factors when hiring, but data from a different company might come up with different findings. The point is that data will vary from organization to organization, and companies need to conduct their own big data analysis for hiring and training purposes. Performance Measurement Big data can also help make sure performance is more accurately measured. They may also use it to identify employees that are considered top performers and reward them appropriately, thereby treating workers more fairly based on performance. Other businesses may use big data analytics to enhance their training lessons and ensure employees attend them and actually apply what they learn to their jobs. All of these examples show how big data can be used to make human resources more efficient. Even if a company saves only a few percentage points in payroll, that still represents sizeable savings that can mean the difference between success and failure. Use of big data in HR is still relatively new, but as more advances are made, greater savings will likely be the result. Alex Espenson Alex Espenson is a recently retired business owner turned consultant, with a passion for entrepreneurship and marketing. Sign up for more great content.

## 5: How to Utilize Big Data for HR - [www.enganchecubano.com](http://www.enganchecubano.com)

*Big data in human resource management refers to the use of many data sources to evaluate and enhance practices including recruitment, training and development, performance, compensation, and overall business performance.*

## 6: How big data will change human resources

*Using big data for human capital is called "Human Capital Analytics" and like sports players, employees in the working world can be analyzed with data too.*

### 7: Sr. Data Engineer (Big Data) for Human Resources - U1C - Societe Generale Careers

*Human Resources departments are tasked with managing a company's largest expense and biggest asset—its employees. Today's employment climate is highly dynamic; as of , the median number of years a US worker had been with their employer was just years.*

### 8: Big Data for HR: Does Big Data Take the Human Out of Human Resources? | HuffPost

*This minute recorded webinar features Phil Simon, noted technology expert and award-winning author of six business books. This session explores the concept of Big Data and how you can apply it as an HR professional.*

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