



Wat moet je allemaal willen meten?

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Wolters Kluwer

Agenda

1. About Wolters Kluwer
2. Our HR Analytics transformation
3. What to measure
4. What is next...

1. About Wolters Kluwer

A global information services company that provides information, software, and services to professionals in four main areas: law, tax, finance and healthcare.



Key Figures



1836

Founded in the Netherlands



Today a **market-leading**
global information services company



With
19,000 employees



Serving customers in
180 countries



Revenues in 2015
€4,208 million

Wolters Kluwer Worldwide

Americas

- Canada
- USA
- Mexico
- Brazil
- Chile
- Argentina

Europe

- Austria
- Belgium
- Czech Republic
- Denmark
- France
- Germany
- Greece
- Hungary
- Ireland
- Italy
- Kazakhstan
- Luxembourg
- Netherlands
- Norway
- Poland
- Portugal
- Romania
- Russia
- Slovakia
- Spain
- Sweden
- Switzerland
- United Kingdom
- Ukraine

Asia

- China
- Hong Kong
- India
- Japan
- Malaysia
- Singapore
- South Korea
- Taiwan
- Thailand
- Turkey

Africa

- Egypt
- South Africa

Oceania

- Australia
- New Zealand

2. Our Transformation to Acting upon Workforce data

Our starting position was great!

- Lack of technology foundation to support reporting & analytics well
- Lack of resources with the right capabilities within HR
- CEO and (new) CHRO highly data driven

From issue to approach

**WHAT SEEMS TO BE AN OBSTACLE DOES NOT
NEED TO BE ONE IN REALITY**

Issue: WE WANT TO USE DATA TO BE
ABLE TO STEER UPON OUR
WORKFORCE BUT DO NOT HAVE ALL
DATA AVAILABLE NOR IN THE RIGHT
FORMAT



Approach: START WITH WHAT WE
HAVE AVAILABLE

BUILDING UP CAPABILITY

How we started with what we have

- Focus on information need CEO and CHRO and steer upon cascading down in their organizations
- Showcase advanced analysis quarterly and focus on better understand problem areas and support decision making in those areas for the CEO & CHRO

How we started with what we have



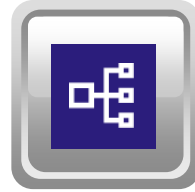
Alignment with Finance

- Started with Finance process & Definitions: one source of truth
- Small selection of relevant metrics
- Gained rhythm in reporting and analytics



Top down-cascading

- Focused on information need CEO and HRLT
- Enabled HR to align their leadership for CEO meetings on a selection of relevant metrics



Process & organization

- Used knowledge & expertise inside the organization (BI, Strategy)
- Established virtual team with HRD's from Divisions to partner on reporting & analytics-taking ownership



Technology

- Started to Automate where possible
- Started to stimulate and train HR in interpretation of the data & outcome of analysis



Pilot

- Proof of concept in one of the Divisions to build confidence in HR analytics
- Showcased advanced analysis regularly

Clean and align data

How we ensured acting upon data

- Start on the highest level- CEO and create a request for insights culture
 - Enable HR to align their leadership for the CEO meetings on a small selection of relevant metrics and analysis
- HR does need to work with data, does not need to be capable of doing advanced analysis
 - Use knowledge & expertise inside the organization (data scientists, big data experts, BI guru's, etc.)
 - Virtual team with HRD's from every aspect of the business to partner on reporting & analytics- taking ownership
 - Manual entry is key!! Interpretation of the data & outcome of analysis by HR

3. What to measure..

Key metrics to start with

- Always show impact on business related metrics, such as:
 - Personnel costs/ FTE
 - Cost of business model: internal vs external
 - Revenue generation/FTE
- Key workforce metrics, such as:
 - Promotion rate
 - Turnover rate
 - Internal hire rate
- Advanced analysis on cause-effects, prediction and modelling

The change management approach

- Create a common lingo & use storytelling
- Ensure everybody is actively working with the data (manual entry)
- Make dashboards & data driven insights part of our meetings (within HR and with leadership)
- Enable our HR community via different means, including regular virtual interaction (QUBE)
 - Focus on customization of training on Division level (no standard online training)
 - Plan regular meetings/ monthly with HRDs to help with interpretation

4. Next

What is next....

BALANCE

1. business value (cost reduction, increased profits and revenue, better innovation, etc.),
2. legal value (complying with legislation, respecting data privacy)
3. employee value ('what's in it for me' as an employee)