

predictive hr analytics pdf

predictive hr analytics pdf is an essential resource for organizations aiming to leverage data-driven insights to optimize human resource management. This article explores the concept of predictive HR analytics, its applications, benefits, and how downloadable PDF guides can enhance understanding and implementation. Predictive HR analytics uses historical and current workforce data to forecast future trends, enabling businesses to make proactive decisions about talent acquisition, employee retention, and performance management. Accessing comprehensive predictive hr analytics pdf materials can provide HR professionals with structured frameworks, case studies, and best practices to effectively apply these advanced analytics techniques. The article also covers common tools and methodologies used in predictive HR analytics, challenges in adoption, and practical tips for integrating analytics into HR processes. By understanding these facets, organizations can improve workforce planning and gain a competitive advantage in talent management.

- Understanding Predictive HR Analytics
- Applications of Predictive HR Analytics
- Benefits of Using Predictive HR Analytics
- Key Components of Predictive HR Analytics PDFs
- Popular Tools and Techniques in Predictive HR Analytics
- Challenges and Considerations in Implementation
- How to Utilize Predictive HR Analytics PDFs Effectively

Understanding Predictive HR Analytics

Predictive HR analytics is a data-driven approach that uses statistical techniques, machine learning models, and historical employee data to forecast future human resource trends and behaviors. Unlike descriptive analytics, which focuses on what has happened, predictive analytics aims to anticipate future events such as employee turnover, recruitment needs, and workforce productivity. This approach empowers HR teams to make informed decisions based on evidence rather than intuition. A predictive hr analytics pdf usually provides foundational knowledge, outlining the principles, methodologies, and frameworks essential for mastering predictive analytics in HR settings.

Definition and Scope

Predictive HR analytics involves analyzing various datasets including employee demographics, performance metrics, engagement scores, and recruitment data to generate

predictive models. These models help identify patterns and correlations that can forecast outcomes like attrition rates or training effectiveness. The scope extends from talent acquisition and retention to employee development and organizational planning, making it a versatile tool in modern HR management.

Data Sources and Types

Effective predictive analytics relies on diverse and high-quality data inputs. Common data sources include:

- HR Information Systems (HRIS)
- Employee surveys and feedback
- Performance appraisals
- Attendance and time tracking systems
- Recruitment platforms
- Learning and development records

A predictive hr analytics pdf often elaborates on these data types, emphasizing the importance of data cleanliness and integration for reliable outcomes.

Applications of Predictive HR Analytics

The practical applications of predictive HR analytics span various HR functions, enabling organizations to anticipate challenges and optimize workforce strategies. These applications are extensively detailed in predictive hr analytics pdf documents, which provide examples and case studies to illustrate real-world uses.

Employee Attrition Prediction

One of the most critical applications is predicting employee turnover. By analyzing factors such as job satisfaction, compensation, and engagement levels, predictive models can identify employees at risk of leaving. This enables HR to implement targeted retention strategies and reduce costly turnover.

Talent Acquisition and Recruitment

Predictive analytics can forecast hiring needs based on business growth and workforce trends. It also helps in screening candidates by predicting their potential success and cultural fit, improving the quality of hires and reducing recruitment time.

Performance Management and Development

By analyzing performance data, predictive models can identify employees who might benefit from additional training or are likely to excel in leadership roles. This facilitates personalized development plans and succession planning.

Workforce Planning

Predictive HR analytics assists organizations in strategic workforce planning by forecasting future skill requirements, labor costs, and potential gaps. This foresight supports better budgeting and resource allocation.

Benefits of Using Predictive HR Analytics

Integrating predictive HR analytics into workforce management provides numerous benefits that enhance organizational effectiveness and employee satisfaction. These advantages are frequently highlighted in predictive hr analytics pdf guides to encourage adoption.

- **Improved Decision-Making:** Data-driven insights reduce guesswork and improve the accuracy of HR decisions.
- **Cost Reduction:** Accurate forecasting of turnover and hiring needs minimizes recruitment costs and productivity losses.
- **Enhanced Employee Experience:** Tailored development and retention programs increase engagement and job satisfaction.
- **Strategic Workforce Planning:** Organizations can proactively manage talent pipelines and align workforce capabilities with business objectives.
- **Competitive Advantage:** Leveraging predictive analytics enables companies to stay ahead in talent management and innovation.

Key Components of Predictive HR Analytics PDFs

High-quality predictive hr analytics pdf resources typically include comprehensive content designed to educate and guide HR professionals. Understanding these components helps users maximize the value of such documents.

Conceptual Frameworks

These sections introduce fundamental theories and models underpinning predictive analytics, explaining statistical concepts and data science principles relevant to HR

applications.

Step-by-Step Methodologies

Detailed procedures for data collection, cleansing, model building, and validation are presented to help practitioners implement predictive analytics effectively.

Case Studies and Examples

Real-world scenarios demonstrate how organizations have successfully applied predictive HR analytics to solve challenges and improve outcomes.

Tools and Software Recommendations

Many PDFs list popular analytics tools, platforms, and programming languages suitable for HR data analysis, aiding in tool selection and implementation.

Best Practices and Ethical Guidelines

Guidance on maintaining data privacy, ensuring ethical use of employee data, and complying with legal standards is a critical component.

Popular Tools and Techniques in Predictive HR Analytics

Implementing predictive HR analytics requires the use of specialized tools and techniques. Predictive hr analytics pdf materials often provide detailed descriptions of these technologies and methods.

Statistical Techniques

Common methods include regression analysis, decision trees, and clustering algorithms, which help identify relationships and groupings within HR data.

Machine Learning Algorithms

Advanced predictive models often employ machine learning techniques such as random forests, neural networks, and support vector machines to improve accuracy and handle complex datasets.

Data Visualization Tools

Visualization software like Tableau or Power BI enables HR professionals to interpret and communicate predictive insights effectively.

HR Analytics Platforms

Integrated platforms such as SAP SuccessFactors, Workday, or Visier offer specialized features for predictive analytics tailored to HR functions.

Challenges and Considerations in Implementation

Despite its benefits, adopting predictive HR analytics presents challenges that organizations must address to ensure successful integration.

Data Quality and Integration

Inaccurate or incomplete data can compromise model reliability. Integrating data from disparate sources requires robust data management strategies.

Skill Gaps

HR teams may lack the technical expertise needed for analytics. Training or hiring data scientists familiar with HR processes is often necessary.

Privacy and Ethical Concerns

Handling sensitive employee data demands strict adherence to privacy laws and ethical standards to maintain trust and compliance.

Change Management

Implementing predictive analytics may require cultural shifts within HR departments and across the organization, necessitating effective communication and leadership support.

How to Utilize Predictive HR Analytics PDFs Effectively

Maximizing the benefits of predictive hr analytics pdf resources involves strategic reading and practical application of the knowledge gained.

- **Identify Relevant Topics:** Focus on sections that address specific organizational challenges or goals.
- **Follow Structured Frameworks:** Use step-by-step guides to develop analytics capabilities systematically.
- **Apply Case Studies:** Adapt real-world examples to the organization's unique context for actionable insights.
- **Leverage Tool Recommendations:** Experiment with suggested software and platforms to find the best fit.
- **Stay Updated:** Use PDFs as part of ongoing learning to keep pace with evolving HR analytics trends.

By methodically engaging with predictive hr analytics pdf content, HR professionals can build strong analytics competencies that drive measurable improvements in workforce management.

Frequently Asked Questions

What is predictive HR analytics and how is it explained in PDF resources?

Predictive HR analytics refers to the use of data, statistical algorithms, and machine learning techniques to identify the likelihood of future outcomes related to human resources. PDF resources typically explain its concepts, methodologies, and applications in workforce planning, talent acquisition, and employee retention.

Where can I find comprehensive PDF guides on predictive HR analytics?

Comprehensive PDF guides on predictive HR analytics can be found on websites of HR consulting firms, academic institutions, and online platforms like ResearchGate, Academia.edu, or through Google Scholar. Many offer free downloadable whitepapers and eBooks covering the topic.

What are the key benefits of predictive HR analytics outlined in PDF documents?

Key benefits often highlighted include improved talent acquisition, enhanced employee retention, optimized workforce planning, better employee engagement, and data-driven decision-making to reduce turnover and increase productivity.

How do predictive HR analytics PDFs address data privacy concerns?

Most PDFs emphasize the importance of complying with data protection regulations such as GDPR, anonymizing employee data, obtaining consent, and implementing secure data storage and processing methods to protect employee privacy while using predictive analytics.

What tools and techniques are commonly discussed in predictive HR analytics PDFs?

Commonly discussed tools and techniques include machine learning algorithms, regression analysis, classification models, data visualization software, and HRIS integration. PDFs also cover software platforms like Python, R, Tableau, and specialized HR analytics tools.

Can predictive HR analytics PDFs help HR professionals improve talent management strategies?

Yes, predictive HR analytics PDFs provide HR professionals with frameworks and case studies illustrating how to leverage data insights to forecast employee behavior, identify high-potential candidates, reduce turnover, and create more effective talent management and development strategies.

Additional Resources

1. Predictive HR Analytics: Mastering the HR Metric

This book offers a comprehensive introduction to using predictive analytics in human resources. It guides HR professionals through the process of collecting, analyzing, and interpreting data to make informed decisions. The text emphasizes practical applications, helping readers leverage analytics to improve recruitment, retention, and employee performance.

2. Data-Driven HR: How to Use Analytics and Metrics to Drive Performance

Focusing on the integration of data analytics into HR practices, this book explores various metrics that can predict workforce trends. It provides case studies and real-world examples to illustrate how predictive analytics can transform HR strategies. Readers learn how to harness data for talent management, employee engagement, and organizational development.

3. Predictive Analytics for Human Resources

This title delves into the methodologies behind predictive analytics tailored for HR professionals. It covers statistical models, data mining techniques, and machine learning applications specific to workforce data. The book is designed to equip HR practitioners with the skills needed to forecast employee behavior and optimize talent management.

4. People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent

This book explores the impact of big data on HR analytics, emphasizing predictive models

that enhance talent management. It discusses how to collect and analyze large datasets to predict hiring success, employee turnover, and performance outcomes. The author provides strategies to implement analytics-driven decision-making in HR departments.

5. HR Analytics Handbook: Predicting and Managing Workforce Trends

A practical guide for HR professionals seeking to understand and apply predictive analytics, this handbook covers key concepts and tools. It includes step-by-step instructions for designing analytics projects and interpreting results. The book also addresses ethical considerations and data privacy in HR analytics.

6. Workforce Analytics: Predictive Models for Strategic HR Management

This book emphasizes the strategic use of predictive analytics to align workforce planning with organizational goals. It teaches readers how to develop predictive models that forecast staffing needs, employee engagement, and productivity. Case studies demonstrate successful implementation of workforce analytics in various industries.

7. Applied Predictive Analytics for HR: Using Data to Drive Talent Decisions

Targeted at HR practitioners, this book focuses on applying predictive analytics techniques to real-world HR challenges. It covers topics such as talent acquisition, succession planning, and employee retention through data-driven approaches. The author provides practical tools and templates to assist in building predictive models.

8. HR Metrics and Analytics: Measuring and Predicting Workforce Performance

This book provides a detailed overview of HR metrics and their role in predictive analytics. It explains how to collect accurate data and use it to create forecasts about employee performance and organizational success. The text also discusses integrating HR analytics with broader business intelligence initiatives.

9. Transforming HR with Predictive Analytics: Enhancing Talent Management through Data

Focusing on transformation, this book highlights how predictive analytics can revolutionize HR functions. It presents frameworks for implementing analytics-driven processes that improve hiring, development, and retention strategies. Readers gain insights into overcoming challenges and maximizing the value of HR data.

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Predictive HR Analytics: A Data-Driven Approach to Workforce Optimization

Predictive HR analytics leverages data-driven insights to forecast future workforce trends, optimize HR processes, and improve overall business outcomes. This rapidly evolving field allows HR departments to move beyond reactive measures and proactively address challenges related to talent acquisition, retention, performance, and succession planning, ultimately contributing to a more efficient, engaged, and profitable organization. This ebook will delve into the core concepts, methodologies, and practical applications of predictive HR analytics.

Ebook Title: "Unlocking Workforce Potential: A Practical Guide to Predictive HR Analytics"

Contents Outline:

Introduction: Defining Predictive HR Analytics and its Business Value

Chapter 1: Data Sources and Collection in HR: Identifying Relevant Data Points and Ensuring Data Quality

Chapter 2: Key Predictive HR Analytics Techniques: Regression Analysis, Machine Learning, and Forecasting Models

Chapter 3: Predictive Modeling for Talent Acquisition: Optimizing Recruitment Strategies and Candidate Selection

Chapter 4: Predicting Employee Turnover and Retention: Identifying Risk Factors and Implementing Proactive Strategies

Chapter 5: Performance Management and Predictive Analytics: Forecasting Performance, Identifying High-Potential Employees, and Tailoring Development Plans

Chapter 6: Succession Planning with Predictive Analytics: Identifying and Developing Future Leaders

Chapter 7: Ethical Considerations and Bias Mitigation in Predictive HR Analytics: Ensuring Fairness and Transparency

Chapter 8: Implementing and Managing Predictive HR Analytics: Building an Effective Data-Driven HR Function

Conclusion: The Future of Predictive HR Analytics and its Impact on the Workplace

Introduction: Defining Predictive HR Analytics and its Business Value: This section will define predictive HR analytics, differentiating it from descriptive and prescriptive analytics. It will highlight the significant business value, demonstrating how it contributes to improved decision-making, cost reduction, and enhanced employee experience. Real-world examples of successful implementations will be provided to showcase its impact.

Chapter 1: Data Sources and Collection in HR: Identifying Relevant Data Points and Ensuring Data Quality: This chapter will discuss the diverse data sources available to HR professionals, including HRIS systems, performance reviews, employee surveys, and external market data. It will emphasize the critical importance of data quality and cleansing, outlining best practices for ensuring accuracy, completeness, and reliability of the data used for analysis.

Chapter 2: Key Predictive HR Analytics Techniques: Regression Analysis, Machine Learning, and Forecasting Models: This chapter will introduce various statistical and machine learning techniques applicable to predictive HR analytics, such as regression analysis (linear, logistic), decision trees, random forests, and neural networks. Each technique will be explained with practical examples relevant to HR contexts. The chapter will focus on the strengths and limitations of each method.

Chapter 3: Predictive Modeling for Talent Acquisition: Optimizing Recruitment Strategies and Candidate Selection: This chapter will explore how predictive analytics can be utilized to optimize

recruitment strategies. It will focus on predicting candidate success based on various factors, improving the selection process, and reducing time-to-hire. Examples include using predictive models to identify the best sourcing channels and screen resumes effectively.

Chapter 4: Predicting Employee Turnover and Retention: Identifying Risk Factors and Implementing Proactive Strategies: This chapter will address the critical issue of employee turnover, showing how predictive modeling can identify employees at high risk of leaving. It will delve into techniques for identifying risk factors, such as salary dissatisfaction, lack of career development opportunities, and poor management, allowing HR to implement proactive retention strategies.

Chapter 5: Performance Management and Predictive Analytics: Forecasting Performance, Identifying High-Potential Employees, and Tailoring Development Plans: This chapter will demonstrate how predictive analytics can enhance performance management. It will discuss forecasting individual and team performance, identifying high-potential employees early in their careers, and personalizing development plans based on individual needs and strengths.

Chapter 6: Succession Planning with Predictive Analytics: Identifying and Developing Future Leaders: This chapter will show how predictive analytics can revolutionize succession planning. It will discuss methods for identifying high-potential employees likely to succeed in leadership roles and developing tailored leadership development programs to ensure a smooth transition of leadership.

Chapter 7: Ethical Considerations and Bias Mitigation in Predictive HR Analytics: Ensuring Fairness and Transparency: This crucial chapter will address the ethical implications of using predictive analytics in HR. It will focus on potential biases in algorithms and data, emphasizing the importance of fairness, transparency, and accountability in the design and implementation of predictive models, adhering to legal and ethical guidelines.

Chapter 8: Implementing and Managing Predictive HR Analytics: Building an Effective Data-Driven HR Function: This chapter will provide practical guidance on implementing predictive HR analytics within an organization. It will discuss building a data-driven HR culture, selecting the right tools and technologies, and establishing effective processes for data management, analysis, and interpretation.

Conclusion: The Future of Predictive HR Analytics and its Impact on the Workplace: This concluding section will summarize the key findings and discuss the future trends in predictive HR analytics. It will highlight the transformative potential of this field in creating a more data-driven, efficient, and employee-centric workplace.

FAQs

1. What are the most common challenges in implementing predictive HR analytics? Common challenges include data quality issues, lack of internal expertise, resistance to change, and ethical concerns.
2. What are the key performance indicators (KPIs) used to measure the success of predictive HR analytics? KPIs include reduced turnover rates, improved recruitment efficiency, enhanced employee

engagement, and increased profitability.

3. What types of software or tools are commonly used for predictive HR analytics? Popular tools include HR analytics platforms, statistical software packages (R, SPSS), and machine learning libraries (Python with scikit-learn).
4. How can HR professionals ensure the ethical use of predictive analytics? Ethical use requires careful consideration of bias, transparency, and fairness. Regular audits and validation of models are essential.
5. What is the difference between descriptive, predictive, and prescriptive HR analytics? Descriptive analytics summarizes past data; predictive analytics forecasts future trends; prescriptive analytics recommends actions to optimize outcomes.
6. Can small and medium-sized enterprises (SMEs) benefit from predictive HR analytics? Yes, even SMEs can benefit by focusing on key areas and using readily available, affordable tools.
7. What are the future trends in predictive HR analytics? Future trends include the increased use of AI, more sophisticated algorithms, integration with other HR technologies, and a greater emphasis on explainable AI.
8. How can HR professionals build a data-driven culture within their organization? Building a data-driven culture requires training, communication, and demonstrating the value of data-driven insights.
9. What are some examples of successful applications of predictive HR analytics? Successful applications include predicting employee turnover, optimizing recruitment strategies, and improving performance management.

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4. Measuring the ROI of Predictive HR Analytics: Discusses methods for quantifying the return on investment of predictive HR analytics initiatives.
5. Overcoming Bias in Algorithmic HR: Ensuring Fairness and Equity: Delves deeper into ethical considerations and bias mitigation strategies in predictive HR analytics.
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9. Case Studies in Predictive HR Analytics: Real-World Examples of Success: Presents compelling case studies illustrating the practical application and impact of predictive HR analytics across various industries.

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book provides you the foundation you are looking for. If you already have a career in HR analytics and are looking for in-depth knowledge and information, this book is NOT for you. It's definitely interesting and inspiring for those who have already started but don't expect in-depth (statistical) information.

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unconcerned with numbers, HR is now uniquely placed to use company data to drive performance, both of the people in the organization and the organization as a whole. Data-Driven HR is a practical guide which enables HR professionals to leverage the value of the vast amount of data available at their fingertips. Covering how to identify the most useful sources of data, collect information in a transparent way that is in line with data protection requirements and turn this data into tangible insights, this book marks a turning point for the HR profession. Covering all the key elements of HR including recruitment, employee engagement, performance management, wellbeing and training, Data-Driven HR examines the ways data can contribute to organizational success by, among other things, optimizing processes, driving performance and improving HR decision making. Packed with case studies and real-life examples, this is essential reading for all HR professionals looking to make a measurable difference in their organizations.

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predictive hr analytics pdf: People Analytics in the Era of Big Data Jean Paul Isson, Jesse S. Harriott, 2016-04-21 Apply predictive analytics throughout all stages of workforce management People Analytics in the Era of Big Data provides a blueprint for leveraging your talent pool through the use of data analytics. Written by the Global Vice President of Business Intelligence and Predictive Analytics at Monster Worldwide, this book is packed full of actionable insights to help you source, recruit, acquire, engage, retain, promote, and manage the exceptional talent your organization needs. With a unique approach that applies analytics to every stage of the hiring process and the entire workforce planning and management cycle, this informative guide provides the key perspective that brings analytics into HR in a truly useful way. You're already inundated with disparate employee data, so why not mine that data for insights that add value to your organization and strengthen your workforce? This book presents a practical framework for real-world talent analytics, backed by groundbreaking examples of workforce analytics in action across the U.S., Canada, Europe, Asia, and Australia. Leverage predictive analytics throughout the hiring process Utilize analytics techniques for more effective workforce management Learn how people analytics benefits organizations of all sizes in various industries Integrate analytics into HR practices seamlessly and thoroughly Corporate executives need fact-based insights into what will happen with their talent. Who should you hire? Who should you promote? Who are the top or bottom performers, and why? Who is at risk to quit, and why? Analytics can provide these answers, and give you insights based on quantifiable data instead of gut feeling and subjective assessment. People Analytics in the Era of Big Data is the essential guide to optimizing your workforce with the tools already at your disposal.

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for making the business case, starting an HR analytics function, avoiding common pitfalls, presenting data through visualization and storytelling, and much more.

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analytics. Written by two leading experts in the field, this practical guide outlines how to create sustainable business value with people analytics and develop a data-driven culture in HR. Most importantly, it allows HR professionals and business executives to translate their data into tangible actions to improve business performance. While navigating the rapidly evolving world of work. Full of practical tools and advice assembled around the Insight222 Nine Dimensions in People Analytics® model, this book demonstrates how to use people data to increase profits, improve staff retention and workplace productivity as well as develop individual employee experience. Featuring case studies from leading companies including Microsoft, HSBC, Syngenta, Capital One, Novartis, Bosch, Uber, Santander Brasil and American Eagle Outfitters®, *Excellence in People Analytics* is essential reading for all HR professionals needing to unlock the potential in their people data and gain competitive advantage

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predictive hr analytics pdf: Predictive HR Analytics Dr Martin R. Edwards, Kirsten Edwards, Daisung Jang, 2024-06-03 This is the essential guide for HR practitioners who want to gain the statistical and analytical knowledge to fully harness the potential of HR metrics and organizational people-related data. The ability to use and analyse data has become an invaluable skill for HR professionals to not only identify trends and patterns, but also make well-informed business decisions. The third edition of *Predictive HR Analytics* provides a clear, accessible

framework for understanding people data, working with people analytics and advanced statistical techniques. Readers will be taken step-by-step through worked examples, showing them how to carry out analyses and interpret HR data in areas such as employee engagement, performance and turnover. Learn how to make effective business decision with this updated edition that includes the latest materials on biased algorithms and data protection, supported by online resources consisting of R and Excel data sets.

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demystifying the intriguing science under the hood. For future hands-on practitioners pursuing a career in the field, it sets a strong foundation, delivers the prerequisite knowledge, and whets your appetite for more. A truly omnipresent science, predictive analytics constantly affects our daily lives. Whether you are a

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predictive hr analytics pdf: Predictive HR Analytics, Text Mining and Organizational Network Analysis with Excel Dpg, Mong Shen Ng, 2019-06-30 A lot of organizational data is often untapped unstructured data in the form of text & numbers. You don't need to spend months learning R programming & you don't need to buy expensive SPSS statistical software. This is the only book that teaches you how to use Microsoft Excel for Predictive HR Analytics, Text Mining & Organizational Network Analysis (ONA) with step-by-step print-screen instructions: 1) Predictive HR Analytics: Use Excel's Statistical Analysis tools (Decision trees, Correlation, Multiple & Logistic Regression) to run Predictive HR Analytics. E.g. an employee is predicted to have a 60% probability of getting into accidents, if he is age 25, worked 1 year in the company & took 6 days sick leave. An employee is predicted to get rated 7 for Customer Service, if the training program that he attended has a training evaluation score of 8. An employee is predicted to resign if she is age 23, worked for 2 years, and takes 60 minutes to commute to work. 2) Organizational Network Analysis (ONA): Run ONA using Excel's network analysis tool. Learn how to convert an employee's organizational network into a score & then predict if they will be a high-potential (HiPo). E.g. an employee is predicted to be a HiPo with performance rating of 9, if his Social Network Size is 16, Social Network Diversity Index is 3 & Competency Score is 8. 3) Text Mining, Sentiment Analysis & Word Clouds: Mine text from social network posts, employee engagement surveys & Glassdoor comments, then run Sentiment Analysis using Excel & visualize the insights with Word Clouds. Learn how to predict a company's average employee attrition rate based on its sentiment. E.g. a company's average employee attrition rate is predicted to be 8%, if unemployment rate is 3%, GDP growth is 2%, Glassdoor public sentiment rating is 5, and engagement score is 7.

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contexts including business, politics, education, social media and crime investigation. Dedicated chapter on graph visualization methods. Practical walkthroughs of common methodological uses: finding influential actors in groups, discovering hidden community structures, facilitating diverse interaction in organizations, detecting political alignment, determining what influences connection and attachment. Various downloadable data sets for use both in class and individual learning projects. Final chapter dedicated to individual or group project examples.

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SHORTLISTED: CMI Management Book of the Year 2017 - Management Futures Category Data is changing the nature of competition. Making sense of it is tough; taking advantage of it is even tougher. There is a clear business opportunity for organizations to use data and analytics to transform business performance. Data-driven Organization Design provides a practical framework for HR and organization design practitioners to build a baseline of data, set objectives, carry out fixed and dynamic process design, map competencies, and right-size the organization so everyone performs to their potential and organizations have a hope of getting and sustaining a competitive edge. Data-driven Organization Design shows how to collect the right data on organizations, present it meaningfully and ask the right questions of it to help complex, fluid organizations constantly evolve and meet moving objectives. Through the use of case studies, practical tips, and sample exercises, it explains in detail how to use data and analytics to connect all the elements of the system so you can design an environment for people to perform, an organization which has the right people, in the right place, doing the right things, at the right time. Whether you are looking to implement a long-term transformation, large redesign, or a one-off small scale project, Data-driven Organization Design will guide you through making the most of organizational data and analytics to drive business performance.

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This book draws on recent debate surrounding the emergence of cognitive intelligence in organizations, exploring the redefinition of the labor market and consequently, employment. With a particular focus on Human Resource Management (HRM), the authors analyse the socio-cultural transformation of traditional practices and methodologies that are occurring in the workforce. Digital HR presents detailed case studies and interviews with HR managers of large multinational companies, providing comprehensive empirical evidence for academics and students interested in the development of HRM in today's digital landscape. The book will also be valuable to practitioners and managers looking to adapt the role of HR in their own companies or organizations.

predictive hr analytics pdf: *The Fourth Industrial Revolution* Klaus Schwab, 2017-01-03
World-renowned economist Klaus Schwab, Founder and Executive Chairman of the World Economic Forum, explains that we have an opportunity to shape the fourth industrial revolution, which will fundamentally alter how we live and work. Schwab argues that this revolution is different in scale, scope and complexity from any that have come before. Characterized by a range of new technologies that are fusing the physical, digital and biological worlds, the developments are affecting all disciplines, economies, industries and governments, and even challenging ideas about what it means to be human. Artificial intelligence is already all around us, from supercomputers, drones and virtual assistants to 3D printing, DNA sequencing, smart thermostats, wearable sensors and microchips smaller than a grain of sand. But this is just the beginning: nanomaterials 200 times stronger than steel and a million times thinner than a strand of hair and the first transplant of a 3D printed liver are already in development. Imagine "smart factories" in which global systems of manufacturing are coordinated virtually, or implantable mobile phones made of biosynthetic materials. The fourth industrial revolution, says Schwab, is more significant, and its ramifications more profound, than in any prior period of human history. He outlines the key technologies driving this revolution and discusses the major impacts expected on government, business, civil society and individuals. Schwab also offers bold ideas on how to harness these changes and shape a better future—one in which technology empowers people rather than replaces them; progress serves society rather than disrupts it; and in which innovators respect moral and ethical boundaries rather than cross them.

We all have the opportunity to contribute to developing new frameworks that advance progress.

predictive hr analytics pdf: Systems of Insight for Digital Transformation: Using IBM Operational Decision Manager Advanced and Predictive Analytics Whei-Jen Chen, Rajeev Kamath, Alexander Kelly, Hector H. Diaz Lopez, Matthew Roberts, Yee Pin Yheng, IBM Redbooks, 2015-12-03 Systems of record (SORs) are engines that generates value for your business. Systems of engagement (SOE) are always evolving and generating new customer-centric experiences and new opportunities to capitalize on the value in the systems of record. The highest value is gained when systems of record and systems of engagement are brought together to deliver insight. Systems of insight (SOI) monitor and analyze what is going on with various behaviors in the systems of engagement and information being stored or transacted in the systems of record. SOIs seek new opportunities, risks, and operational behavior that needs to be reported or have action taken to optimize business outcomes. Systems of insight are at the core of the Digital Experience, which tries to derive insights from the enormous amount of data generated by automated processes and customer interactions. Systems of Insight can also provide the ability to apply analytics and rules to real-time data as it flows within, throughout, and beyond the enterprise (applications, databases, mobile, social, Internet of Things) to gain the wanted insight. Deriving this insight is a key step toward being able to make the best decisions and take the most appropriate actions. Examples of such actions are to improve the number of satisfied clients, identify clients at risk of leaving and incentivize them to stay loyal, identify patterns of risk or fraudulent behavior and take action to minimize it as early as possible, and detect patterns of behavior in operational systems and transportation that lead to failures, delays, and maintenance and take early action to minimize risks and costs. IBM® Operational Decision Manager is a decision management platform that provides capabilities that support both event-driven insight patterns, and business-rule-driven scenarios. It also can easily be used in combination with other IBM Analytics solutions, as the detailed examples will show. IBM Operational Decision Manager Advanced, along with complementary IBM software offerings that also provide capability for systems of insight, provides a way to deliver the greatest value to your customers and your business. IBM Operational Decision Manager Advanced brings together data from different sources to recognize meaningful trends and patterns. It empowers business users to define, manage, and automate repeatable operational decisions. As a result, organizations can create and shape customer-centric business moments. This IBM Redbooks® publication explains the key concepts of systems of insight and how to implement a system of insight solution with examples. It is intended for IT architects and professionals who are responsible for implementing a systems of insights solution requiring event-based context pattern detection and deterministic decision services to enhance other analytics solution components with IBM Operational Decision Manager Advanced.

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