CONTENTS

01 What is data-driven HR? 1

The rise of data-driven or intelligent HR 2 How HR teams can use data intelligently 5 How data are already revolutionizing HR functions 7 A (brief) word on automation 10 How to use this book 12 Key takeaways 13 Endnotes 14

02 The evolution of intelligent (and super-intelligent) HR 15

The explosion of data 16 Introducing the IoT 17 Getting into machine learning, deep learning and AI 18 What this means for HR 20 Super-intelligent HR is already here 23 So, will we still need HR teams? 26 Key takeaways 29 Endnotes 30

03 Data-driven strategy: making a business case for more intelligent HR 33

Everything starts with strategy 33
Where to start: linking your HR strategy to wider organizational objectives 35
Creating a plan on a page or smart strategy board to inform your data strategy 36
Working out how best to use data 38
Understanding the four layers of data 43
Creating your data strategy: asking the right questions 44
Making the business case for data-driven HR 48
Returning to your strategy in the future 50

vi

Key takeaways 50 Endnotes 51

04 Capitalizing on the data explosion: identifying key sources of HR-relevant data 53

Distinguishing between different types of data 54 Identifying HR-relevant data 59 Sourcing and collecting the data you need 67 Identifying the most effective data type 69 Key takeaways 70 Endnotes 71

05 Data-driven HR tools: turning data into insights with HR analytics 74

Looking at the latest analytics techniques 75 Looking at critical HR analytics 79 Combining analytics to get the best results 94 Turning data and analytics into insights 95 Communicating and visualizing insights from data 96 Key takeaways 97 Endnotes 99

06 Potential pitfalls: looking at data privacy, transparency and security 100

Understanding which data you have 100 The thorny issue of data privacy 101 Ethical issues and the need for transparency 106 Looking at security and data protection 109 Bringing all this together into good data governance 112 Key takeaways 116 Endnotes 117

07 Data-driven recruitment 119

Boosting your employer brand 120 Identifying the most effective recruitment channels for you 123 Identifying and assessing the best people for your business 127 Key takeaways 134 Endnotes 135

08 Data-driven employee engagement 137

Why employee engagement is ripe for change 137
Determining employee satisfaction – how happy are your people? 139
Measuring and improving employee retention 144
Data-driven compensation and benefits 147
Key takeaways 152
Endnotes 153

09 Data-driven employee safety and wellness 156

Improving employee safety with data and analytics 157 Improving employee wellbeing and wellness 165 Looking at the potential downsides of data-driven employee safety and wellness 169

Key takeaways 172 Endnotes 173

10 Data-driven learning and development 177

How data are positively disrupting education in schools and universities 178
Introducing the digital transformation of L&D 182
Identifying and closing gaps in learning 184
Delivering data-driven L&D 185
Measuring how learners are doing and how L&D impacts on performance 189
The cutting edge: incorporating VR and AR into L&D 191
Looking at the downside of data-driven L&D 193
Key takeaways 194
Endnotes 196 viii

11 Data-driven performance management 198

A word of warning before we start 198 Lessons from the world of sport 199 Intelligently measuring employee performance 201 Intelligently reviewing employee performance 205 Looking at the potential backlash 210 Lessons from Amazon: how *not* to handle people monitoring and reviews 211 Lessons from UPS: how to drive performance without alienating people 213 Six best-practice tips for your organization 215 Key takeaways 216 Endnotes 217

12 The future of data-driven HR 221

The challenge facing the HR teams of the future 221
How the digital transformation will change all of our workplaces 223
The key data and technology trends every HR team should recognize 230
Remember, it all starts with strategy 241
Key takeaways 242
Endnotes 243

Index 245