



PEOPLE ANALYTICS

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BSP HR Journey on People Analytics



People Analytics

The focus on big data will challenge HR leaders to build a people analytics team, bring together multi-disciplinary skills, and develop a long-range plan to “datafy” HR.

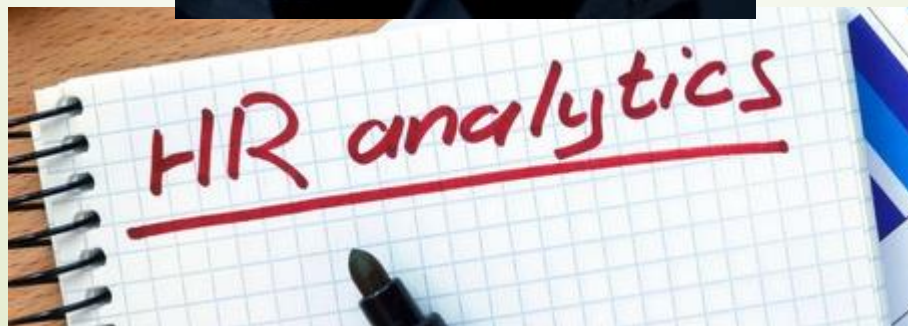
-Deloitte



WORKFORCE
ANALYTICS



GOVERNMENT VOLUME TECH MANAGEMENT EXAM ALGORITHM
BIG DATA
PEOPLE
ANALYTICS
DEVELOPMENT TECHNOLOGY INFORMATION



What is People Analytics?

Science of gathering, organizing and analyzing the data related to HR Functions like recruitment, talent management, employee engagement, performance and retention to ensure better decision making in all these areas

People analytics is the **use of data and data analysis techniques to understand, improve, and optimize the people side of business**

Applies math, statistics, technology and modeling to worker-related data to see and predict patterns

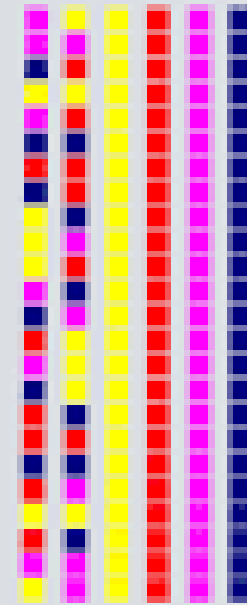
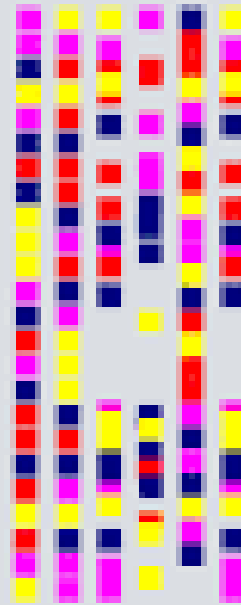
Method of analytics that can help managers and executives make decisions about their employees or workforce about all aspects of HR strategy with the goal of improving business performance



BIG DATA

ANALYTICS

DECISIONS



Three Main Factors in the Rise of the Use of Analytics

1

The explosion in data and data analytics due to improvements in technology and software. This adoption has been seen recently in the transformation of sales and marketing departments.

2

HR departments are increasingly being asked to justify their decisions based on measurable outcomes such as analytics and data rather than using gut instinct and subjective judgment

3

Most HR departments are sitting on mountains of data about their employees including demographic data, performance data, job history, compensation, and training



Provides access to critical data and insights about the workforce which can be analyzed for making **better decisions**

Provides better understanding of what motivates employees to **work productively**, and effect of organizational culture to employees

Allows companies to identify the **best matching talent** for a vacant position

Predicts the skills and positions which are needed to improve business performance

Identifies activities which have the maximum impact on employee engagement

Recognizes a pattern of **high performing employees** and accordingly modify their employee **hiring and retention strategy**

Helps identify the departments suffering from the maximum **attrition and the reasons** causing it.



Importance

Use of People Analytics



**Recruitment / On boarding
Performance measurement
Compensation**

**Rewards Strategy
Work Arrangement Strategy
Gender Sensitivity
Heirarchical Organization vs. Collaborative**

**Talent Development
Employee Engagement
Retention Efforts**

Recruitment Process

- Posting of Job Vacancies
- Streamlines the candidates' search
- Review of Resumes
- Interview Candidates
- Preferences and Tendencies
- Measures candidates' potential pre-hire



Enterprise

[iCIMS](#)

[UltiPro](#)

[Jobvite](#)

[Zoho Recruit](#)

Medium-Sized

[ClearCompany](#)

[Jazz](#)

[JobAdder](#)

[PCRecruiter](#)

Small Business

[Workable](#)

[BambooHR](#)

[RecruiterBox](#)

[Breezy HR](#)

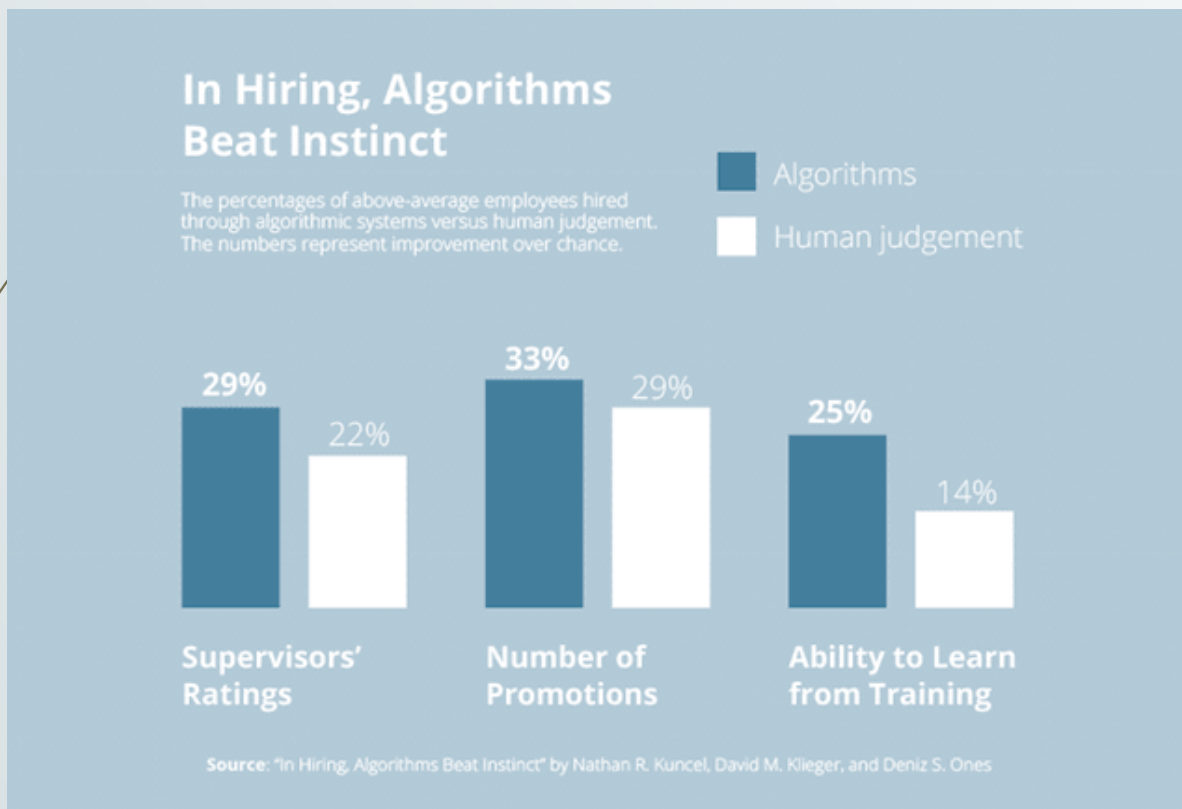
Example of People Analytics in Recruitment Process

Benefits of People Analytics to Recruitment

1. Reduce **time-to-hire** by replacing manual processes
2. Increase **quality of hire** by avoiding unconscious biases early in the hiring process
3. Collect recruiting and hiring data that can be correlated with business outcomes such as **increased revenue**

Example of People Analytics in Recruitment Process

An algorithm increases the ability of recruiters to find the best qualified candidates by more than 50%



How to implement people analytics

Encourage a culture of data-based decision making

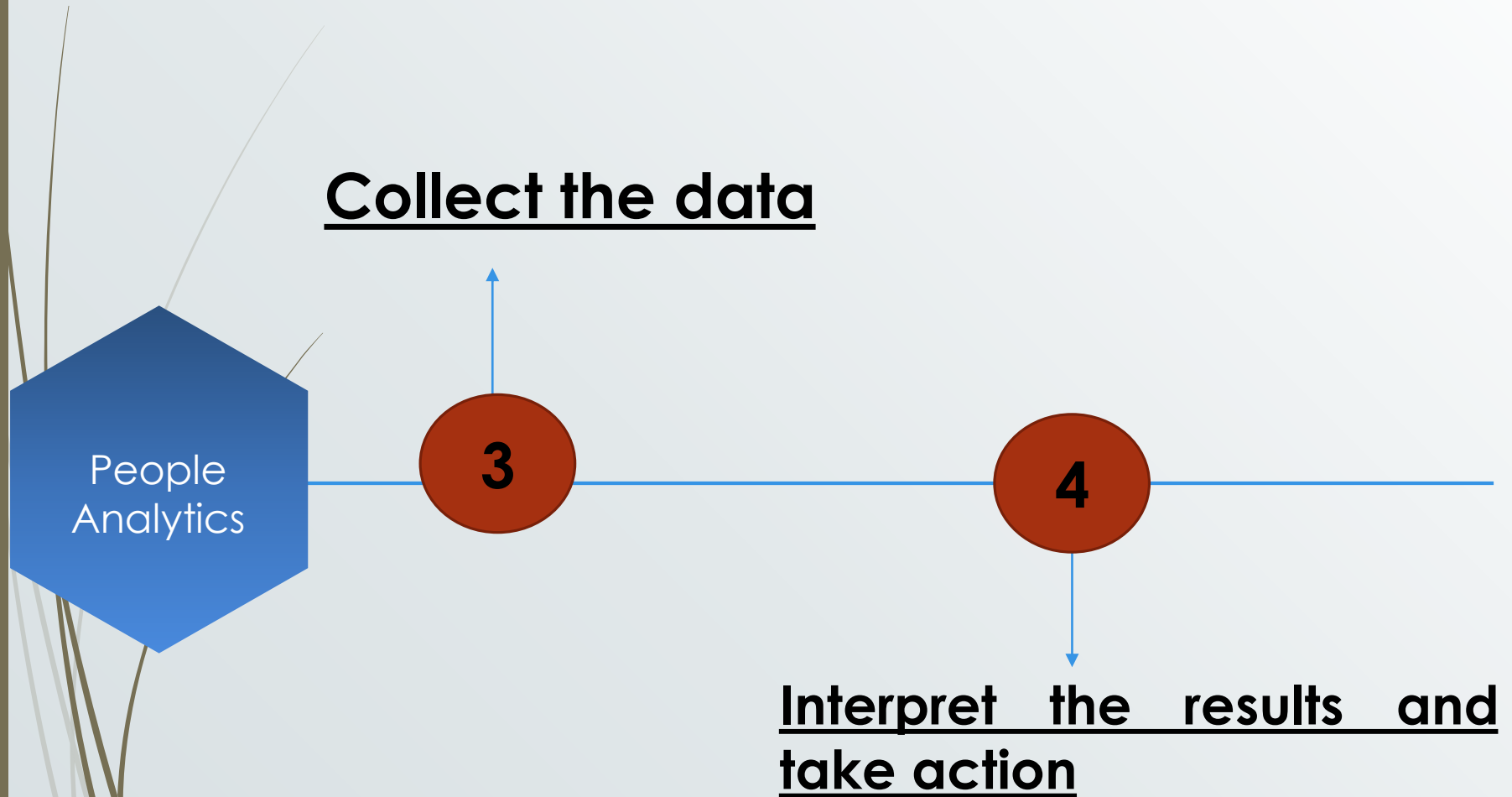
People Analytics

1

2

Identify a question you want to answer

How to implement people analytics



The Future of Analytics

Recruitment and talent acquisition

A

-Linking pre-hire data with post-hire performance data allows recruitment and talent acquisition departments to more accurately measure the effectiveness of your recruitment function.

-Data can be used to profile what employee success looks like in a particular role and then apply that knowledge to candidates to automate the screening function

Performance Management

B

-Analytics will identify and automatically profile top performing employees

-It also has the potential to measure which managers and departments are under-performing, which allows HR to create interventions, provide training, or move team members around to increase performance

-Measure employee engagement and then measure the effectiveness of engagement programs

The Future of Analytics

Turnover

C

-Data can identify which employees are flight risks based on their behaviors and recommend retention interventions for them (e.g., promotions, developmental opportunities, raises and perks).

-For example, research featured in the Harvard Business Review found that employees are more more likely to quit around their yearly work anniversary so proactive HR departments can time retention

Workforce Planning

D

-Analytics allow HR to measure the average attrition rates across departments to recruit and hire for backfills.

-It can measure your company's revenue growth and market share to proactively recruit and hire for future growth



HBR: Obstacles to People Analytics

- **54%** : Inaccurate, inconsistent, or hard-to-access data requiring too much manual manipulation
- **47%** : Lack of analytic acumen or skills among HR professionals
- **44%** : Lack of adequate investment in necessary HR/talent analytical systems
- **37%**: Lack of perceived value of a data-driven culture
- **29%**: Lack of support or expectations by executives
- **27%**: HR does not know how to talk about HR data to relate it to business outcomes



People Analytics vs. Ethics



WHAT ARE THE RELEVANT LAWS ON DATA/INFORMATION?

Data / Information

video
s


financial
statements

survey
s

statistics

Personal
informatio
n

business
processes



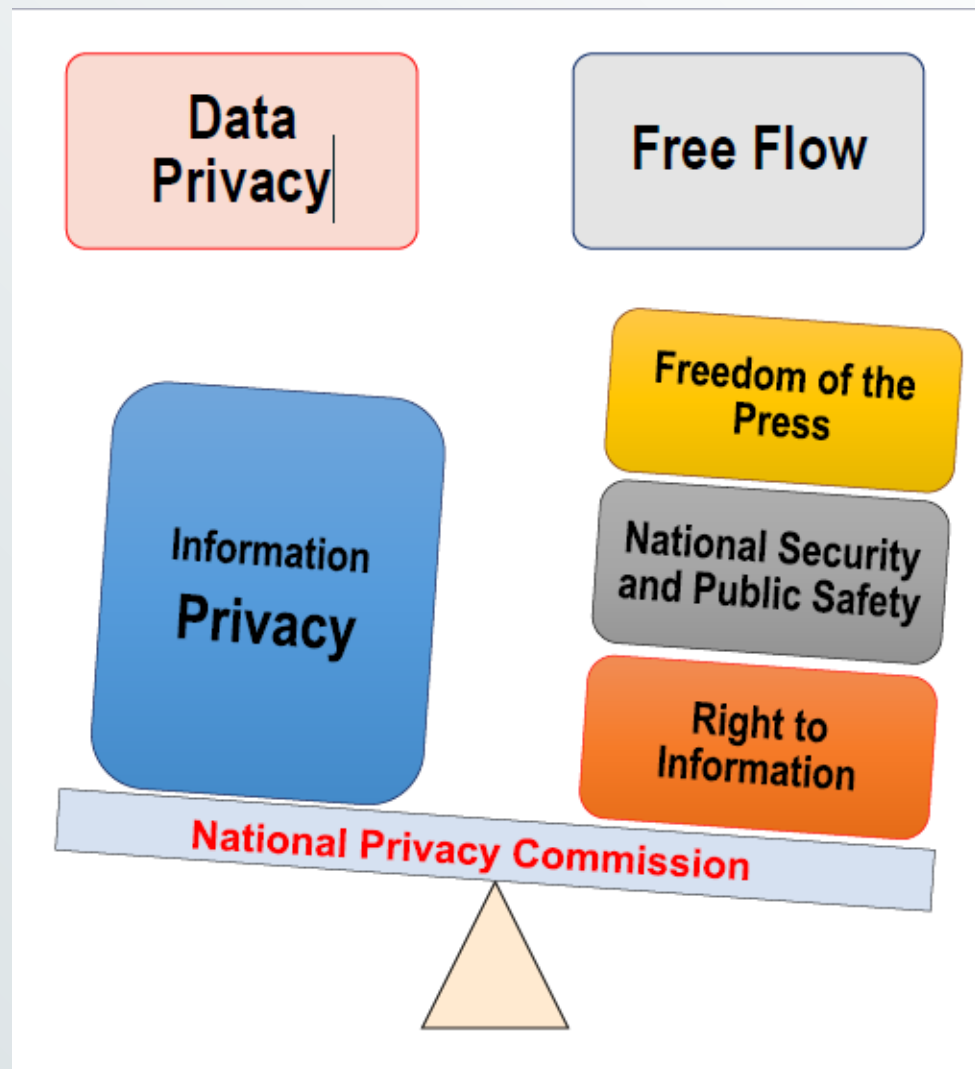
**Executive Order
No. 2, Series of
2016 - Freedom of
Information (FOI)**



**Republic Act No.
10173 (DPA of 2012)**

DO FOI and DPA CONTRADICT?

It is the policy of the State to protect the fundamental human right of **privacy of communication** while **ensuring free flow of information** to promote innovation and growth.



WHAT IS DPA ALL ABOUT?

Republic Act (R.A.) No. 10173 –
Data Privacy Act (DPA) of 2012

- The law upholds the right to privacy by protecting **personal information**.
- The National Privacy Commission protects personal information by **regulating the processing of personal information**.

WHAT IS PERSONAL INFORMATION?

• PERSONAL INFORMATION

- Any information from which the **identity of an individual is apparent**
- Any information **which when put together with other information** can reasonably and directly identify an individual

WHAT IS PERSONAL INFORMATION?

- **EXAMPLE**

Andres Bonifacio

born on 30
November 1863

Andres de Castro
Bonifacio

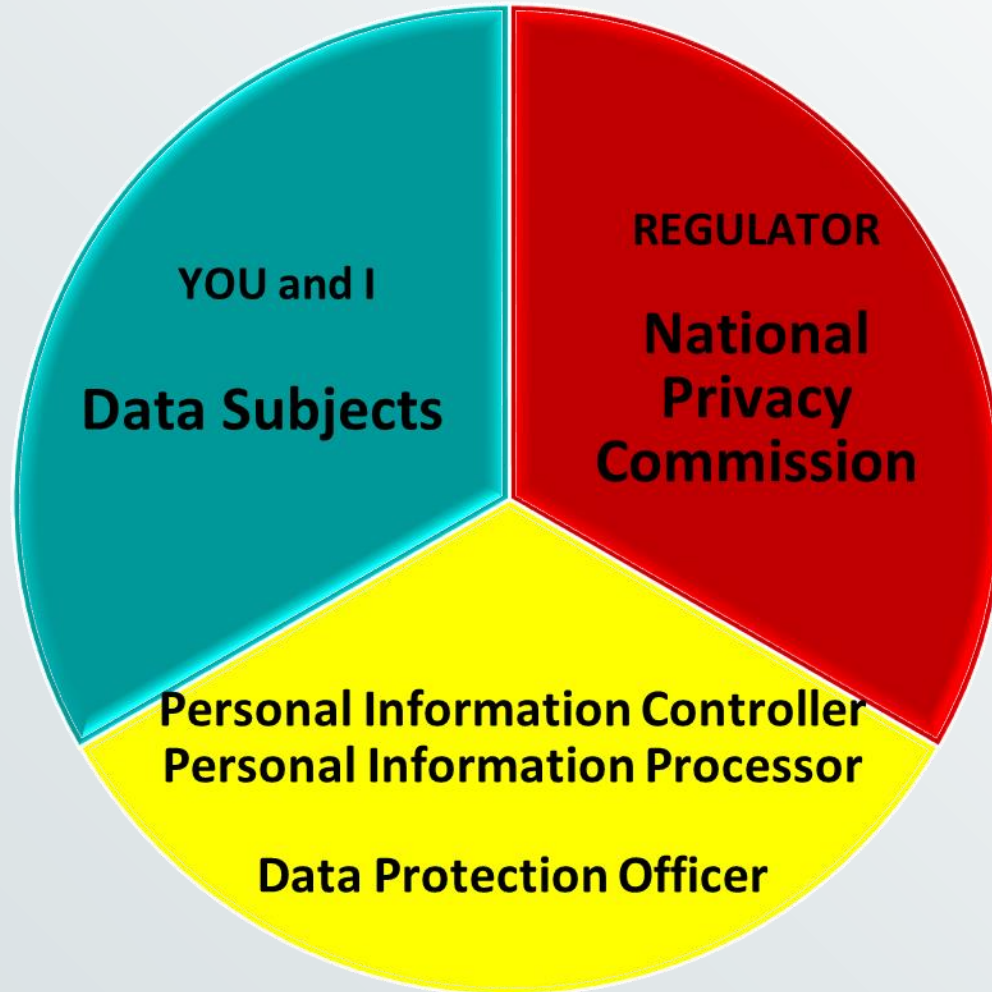


man born in Tondo,
Manila

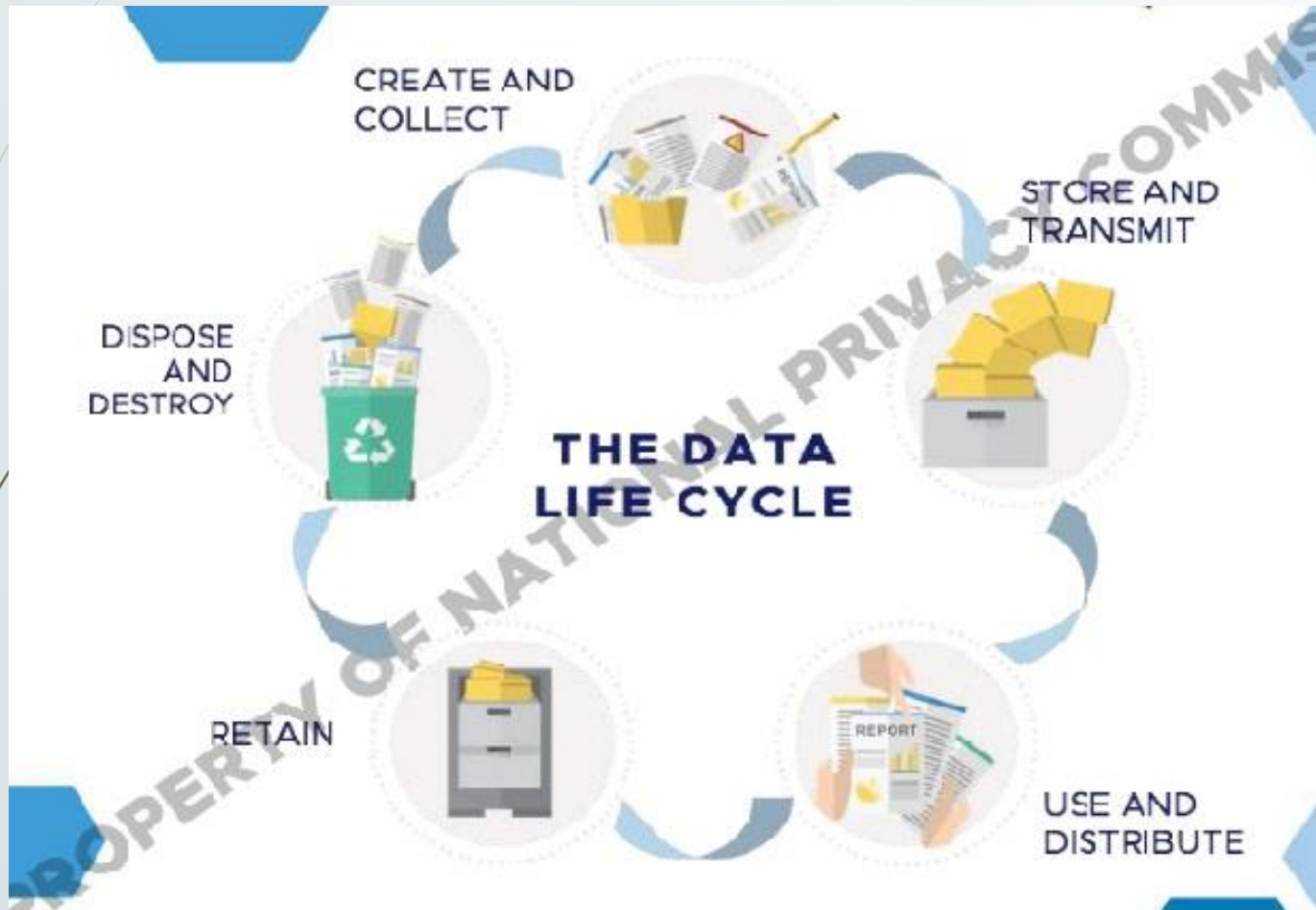
WHAT IS PERSONAL

Personal Information	Sensitive Personal Information (List based on IRR)	Privileged Information (List based on Rules of Court)
Name	Race	Data received within the context of a protected relationship - husband and wife
Address	Ethnic origin	
Place of work	Marital status	
Telephone number	Age	
Gender	Color	Data received within the context of a protected relationship - attorney and client
Location of an individual at a particular time	Religious affiliation	
IP address	Philosophical affiliation	
Birth date	Political affiliation	
Birth place	Health	Data received within the context of a protected relationship - priest and penitent
Country of citizenship	Education	
Citizenship status	Genetics	
Payroll & benefits information	Sexual Life	
Contact information	Proceedings for any offense committed or alleged to have been committed, the disposal of such proceedings, the sentence of any court in such proceedings	Data received within the context of a protected relationship - doctor and patient
	Licenses or its denials, suspension or revocation	
	Tax returns	
	Other personal info issued by government agencies	
	Bank and credit/debit card numbers	
	Websites visited	
	Materials downloaded	
	Any other information reflecting preferences and behaviors of an individual	
	Grievance information	
	Discipline information	
	Leave of absence reason	

WHAT IS THE SCOPE OF THE LAW?



WHAT ARE THE COMMON EXPOSURES OF DATA?



WHAT ARE THE COMMON EXPOSURES OF DATA?

Create and Collect

- ❌ No consent given
- ❌ Illegal/unfair/excessive collection
- ❌ Forced Consent/no choice
- ❌ Unsecured Collection
- ❌ Misleading purpose
- ❌ Unauthorized Secondary Purpose
- ❌ Indiscreet Conversation
- ❌ Tracking of Usage

WHAT ARE THE COMMON EXPOSURES OF DATA?

Store and Transmit Use and Distribute

- ❌ Illegal access/usage
- ❌ Sale of data
- ❌ Negligent usage/misuse
- ❌ Invasion of Privacy/analytics
- ❌ Error in Processing
- ❌ Inaccurate/outdated Data
- ❌ Data was hacked/Account hacked
- ❌ Phishing

WHAT ARE THE COMMON EXPOSURES OF DATA?

Retain

- ❌ Loss of Data
- ❌ Unlimited Retention
- ❌ Unsecured Data
- ❌ Virus/Malware/Ransomware
- ❌ Data Compromised
- ❌ Lost Device
- ❌ Unprotected Device
- ❌ Lost archives
- ❌ Identity Theft

HOW DO WE SHARE DATA/INFORMATION?

DATA SHARING DONE RIGHT

4-C Step Guide in Data/Info (D/I) Sharing to a Third Party

1

Check
propriety of request

The request should be **in writing** for a declared, specified, and legitimate **purpose** from the requesting party.

2

Classify
the D/I correctly

- (a) If the D/I is **general, restricted or confidential***; and
- (b) If the D/I is personal D/I, **sensitive or privileged personal D/I**.

* Disclosure requires **clearance from the Monetary Board**, or BSP Officer/s in accordance w/ pertinent guidelines.

3

Control
personal D/I cautiously

- Reason of request = Terms of **CONSENT**
- Valid **DATA SHARING AGREEMENT** between BSP and requesting party
- Release of personal D/I requires **clearance/approval/authorization**

4

Comply
with relevant laws/
regulations consistently

- Republic Act (R.A.) No. 6713 "**Code of Conduct and Ethical Standards for Public Officials and Employees**"
- R.A. No. 10173 or the **Data Privacy Act of 2012**, and related issuances
- Office Order No. 0486: **Revised Code of Ethics for Personnel of the BSP**
- BSP Data and Information Classification (**DIC**) Guidelines



VIOLATION

- Revised Code of Ethics for Personnel of the BSP: Chapter 19, "Penalties for Violation"
- Republic Act No. 6713 - "Code of Conduct and Ethical Standards for Public Officials and Employees": Section 11. Penalties
- DPA of 2012: Chapter VIII - Penalties

The background features several 3D white hexagonal shapes of varying sizes, some with a light blue inner ring, scattered across a light blue gradient. On the left side, there are thin, dark brown, curved lines resembling grass or reeds. A central blue banner with black ends contains the text.

THANK YOU