

# HR

## Business Intelligence

For driving  
**HR** performance!

...

“ The key to driving  
HR performance! ”



#### BACKGROUND

The Human Resources function operates in a soft environment, with more flexible processes and frameworks than for other functions and businesses.

- It means managing the Human Resources, known to be unpredictable, hardly controllable and measurable
- It means dealing with intangible issues and working on qualitative rather than quantitative analyses

#### THE HR CHALLENGE

In every single context, HR needs to measure and quantify its activities:

- Senior Management requires from HR leaders to demonstrate they create value for the company and contribute to its overall performance
- This performance measurement can only be based on the implementation and monitoring of key indicators of the HR function and its processes
- Many initiatives dealing with Human Resources Information Systems have been initiated during the last years; they provide a rich and ready for use source of information

**HR Business Intelligence is a tool which can benefit to all managers:  
Senior Management, HR Directors and Operational Managers**



## BENEFITS

### For Senior Management:

- Improved performance management
- Reduced operational costs
- Increased productivity

### For Human Resources departments:

- Workforce analysis and anticipation of its structural changes
- Skill management and training
- Optimisation of HR processes through KPIs measurement
- Improvement of the compensation system, linked to performance

## OUR ADDED VALUE IN AN INTERNATIONAL AND MULTICULTURAL ENVIRONMENT

- Definition of shared indicators thanks to the knowledge of the main differentiating factors between countries
- Harmonisation and improvement of data collection processes in distributed environments to promote centralised feedbacks to the top management
- Implementation of tools for analysis and internal benchmark leading to an increased performance

# A Methodology A four-step approach

## DEVELOP THE HR BUSINESS INTELLIGENCE STRATEGY AND ESTABLISH BUSINESS CASES

- Understand the HR and HRIS strategy of the company
- Set up the HR Business Intelligence strategy
- Define related macro-Business Cases

## GATHER HR INTELLIGENCE REQUIREMENTS

- Identify the goals and challenges of the project: strategic, HR and operational objectives
- Define the detailed requirements in terms of HR Business Intelligence - both internally and externally (legal obligations: Social Report, Sustainability Report)
- Identify initiatives and potential projects (Data collection, Repositories, Organisation, ...)

## CONFIRM THE PROJECT FEASIBILITY

- Understand the organisational environment and tools that will support the HR Business Intelligence Project
- Understand the HRIS' strengths and weaknesses
- Define the target functional architecture

## DEFINE SPECIFICATIONS AND REQUESTS FOR PROPOSAL IN ORDER TO START THE PROGRAM

- Select software partners and integrator
- Prepare and launch the HR Business Intelligence project
- Drive the program

## KEYS TO A SUCCESSFUL HR INTELLIGENCE PROJECT

- Confirm the HR department as a strategic business partner
- Move from operational reporting to a strategic dashboard by identifying key indicators of HR performance
- Set a realistic project approach based on quick wins for an increased and controlled visibility

## OUR CUSTOMER'S REFERENCES

ALEXION • AXA • CARREFOUR •  
CPI • CRÉDIT AGRICOLE • DIESEL  
• ED • FRAIKIN • MAGASINS U •  
MICHELIN • ORANGE • PERNOD  
RICARD • PIERRE & VACANCES  
• SOCIÉTÉ GÉNÉRALE • THALES

