Contents

хi

PREFACE

| HR as an Expense—The Introduction of Metrics—The Era of Analytics—The Organization of This Book—Acknowledgments | |
|---|-----|
| CONTRIBUTORS | xvi |
| PART ONE: INTRODUCTION TO PREDICTIVE ANALYTICS | 1 |
| CHAPTER ONE | |
| Disruptive Technology: The Power to Predict | 3 |
| What Is Analytics?—Introducing HCM:21*—The Value of Insight—The Plan | |
| CHAPTER TWO | |
| Toward Analytics and Prediction | 8 |
| The Language of Metrics and Analytics—Ascending the Value Ladder—The Power of Analytics—The Model for Predictive Management | |
| Why Analytics Is Important | 17 |
| Measuring What Is Important, by Luis Maria Cravino | |
| Strategic Human Capital Measures: Using Leading HCM to Implement Strategy, by Stephen Gates and Pascal Langevin | |
| From Business Analytics to Rational Action, by Kirk Smith | |

VIII CONTENTS

| PART TWO: THE HCM:21® MODEL | 45 |
|--|-----|
| CHAPTER THREE | |
| Scan the Market, Manage the Risk | 47 |
| The Big Picture—The Value of Statistical Analysis—The Importance of Risk Assessment—The Data Speak for Predictive Management—Ready, Aim, Begin | |
| How to Improve HR Processes | 56 |
| The Intersection of People and Profits: The Employee Value Proposition, by Joni Thomas Doolin, Michael Harms, and Shyam Patel | |
| More Than Compensation: Attracting, Motivating, and Retaining Employees, Now and in the Future, by Ryan M. Johnson | |
| "Best in Brazil": Human Capital and Business Management for Sustainability, by Rugenia Pomi | |
| CHAPTER FOUR | |
| The New Face of Workforce Planning | 85 |
| Human Resources Versus Human Capital Planning—Jumping Ahead of the Competition | |
| How to Put Capability Planning into Practice | 94 |
| Scenario Planning: Preparing for Uncertainty, by James P. Ware | |
| Quality Employee Engagement Measurement: The CEO's Essential Hucametric to Manage the Future, by Kenneth Scarlett | |
| Truly Paying for Performance, by Erik Berggren | |
| The Slippery Staircase: Recognizing the Telltale Signs of Employee Disengagement and Turnover, by F. Leigh Branham | |
| CHAPTER FIVE | |
| Collapsing the Silos | 141 |
| Any Process: Input, Output, Throughput—Process Analysis for Human Resources—A Broader Future View—The Integration of HR Services | |
| How They Are Applying It | 153 |
| Roberta Versus the Inventory Control System: A Case Study in Human Capital Return on Investment, by Kirk Hallowell | |

CONTENTS

| The Treasure Trove You Already Own, by Hobert Coon | |
|---|-----|
| Waking the Sleeping Giant in Workforce Intelligence, by Lisa Disselkamp | |
| CHAPTER SIX | |
| Turning Data into Business Intelligence | 182 |
| Just What Are Metrics?—Avoiding Common Metrics Mistakes—Second-Generation Metrics: Benchmarking—Third- Generation Metrics: Predictive Analytics That Yield Business Intelligence—Business Intelligence: The Ultimate Goal—At the End of the Day | |
| How to Interpret the Data | 192 |
| Predictive Analytics for Human Capital Management, by Nico Peruzzi | |
| Using Human Capital Data for Performance Management During Economic Uncertainty, by Kent Barnett and Jeffrey Berk | |
| Using HR Metrics to Make a Difference, by Lee Elliott, Daniel Elliott, and Louis R. Forbringer | |
| PART THREE: THE MODEL IN PRACTICE | 215 |
| CHAPTER SEVEN | |
| Impacting Productivity and the Bottom Line: Ingram Content Group | |
| Wayne M. Keegan | 217 |
| CHAPTER EIGHT | |
| Leveraging Human Capital Analytics for Site Selection: Monster and Enterprise Rent-A-Car | |
| Jesse Harriott, Jeffrey Quinn, and Marie Artim | 224 |
| CHAPTER NINE | |
| Predictive Management at Descon Engineering | |
| Umair Majid and Ahmed Tahir | 240 |
| CHAPTER TEN | |
| Working a Mission-Critical Problem in a Federal Agency | |
| Jac Fitz-enz | 259 |

X CONTENTS

| CHAPTER ELEVEN UnitedHealth Group Leverages Predictive Analytics for Enhanced Staffing and Retention Judy Sweeney | 265 |
|--|-----|
| PART FOUR: LOOKING FORWARD | 271 |
| CHAPTER TWELVE | |
| Look What's Coming Tomorrow | 273 |
| What We Know About Tomorrow—What Analytics Can Deliver for Your Organization—Thought Drives Action—Still Evolving | |
| Views of the Future: Human Capital Analytics Tim Mack, David Ulrich, Charles Grantham, Stephen Wehrenberg, Kevin Wilde, Jesse Harriott, David Scarborough, Nick Bontis, Lee Elliott, David Creelman, Row Henson, Stephen Gates and Pascal Langevin, Kirk Smith, Michael Boyd, Laurie Bassi, Noel Hannon, Rex Gale, Wayne Cascio, Karen Beaman, Michael Kelly, Jay Jamrog and Mary Ann Downey, Patti Phillips, Kevin Martin, Erik Berggren, Alexis Fink, Rugenia Pomi, John Boudreau, John Gibbons, Ed Gubman, Mark Huselid, Libby Sartain | 276 |
| APPENDIX: THE HCM:21* MODEL: SUMMARY AND SAMPLES | 301 |
| INDEX | 332 |
| ABOUT THE AUTHOR | 342 |