

# Leveraging HR Analytics to Attract and Retain Top Talent



## People Analytics @ Salesforce



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Director  
People Analytics



**Ernest Ng**  
Vice President  
People Analytics

Thank you



### Problem

- How we overcame silos and spreadsheets with Tableau.

### Pillars to Successfully Deploy People Analytics with Tableau – Digital Front Door

- Philosophy, Personas, Value, Employee Lifecycle.

### Front of the Funnel

- Recruiting Research, Key Recruiting Metrics, Experience Surveys, Time, progression through the funnel.

### Quality of Hire

- Are we successful in our hiring process? Can we course correct?

### Before Looking Elsewhere, Look Within.

- The Next Hop & Measuring Talent.

### Retention Framework

- Understanding who is leaving and why. What factors keep employees engaged and happy?



## Equality

- Connecting the dots.

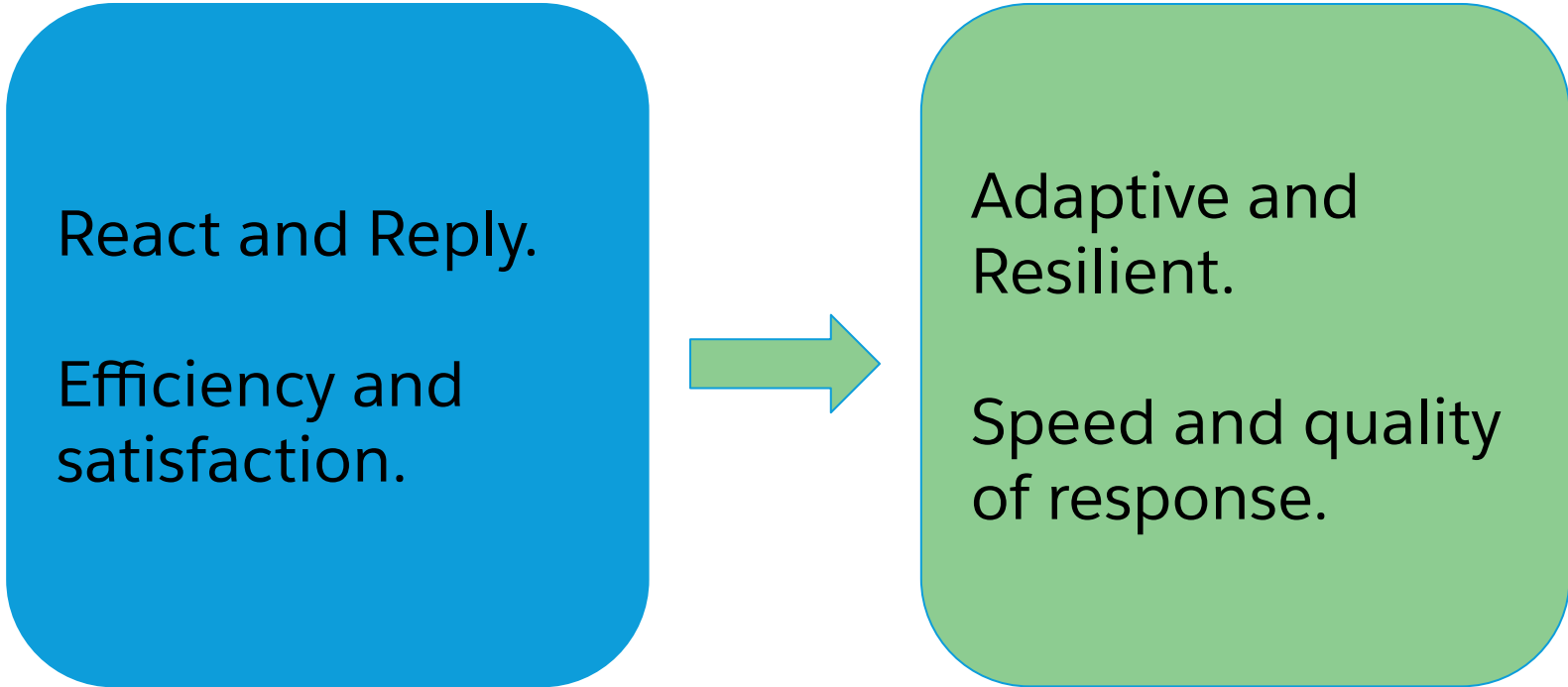
## What did we learn?

- Connecting the dots.



# Big Takeaway - Speed to Insight & Quality of Response is key.

“Adaptiveness” is where HR is heading. -> Need to understand how to move more quickly while staying efficient, but understand growth and perfection cannot exist together.



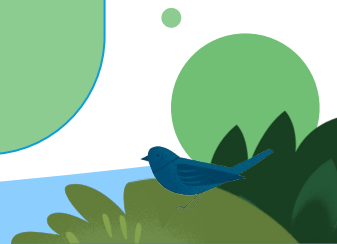


## What we learned - Speed to Insight & Quality of Response is key.

“Adaptiveness” is where HR is heading. -> Need to understand how to move more quickly while staying efficient, but understand growth and perfection cannot exist together.

### Tableau Wins

- helps us align to metrics, the truth.
- Speed to Insight.
- Drives conversation in real time.
- Ease of use, Ease to deploy and iterate as the business changes.
- Ease to find talent.
- Its how HR consumes data.
- Allows us to Focus on strategy vs data manipulation work.



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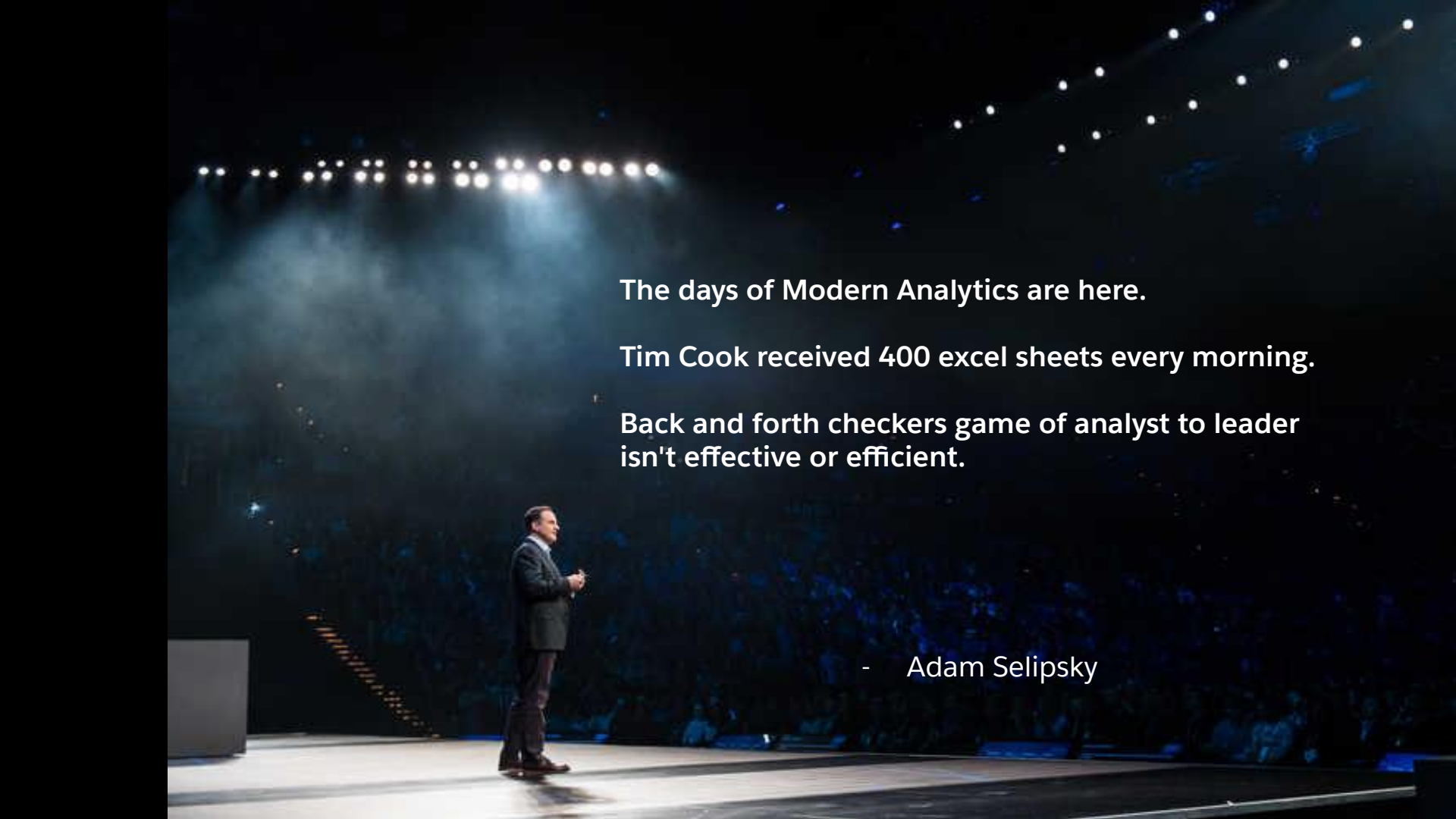
## Before Looking Elsewhere, Look Within.

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A man in a dark suit stands on a stage, facing right. Behind him is a large screen displaying text. The stage is lit with blue and white lights, and there are spotlights visible in the background.

The days of Modern Analytics are here.

Tim Cook received 400 excel sheets every morning.

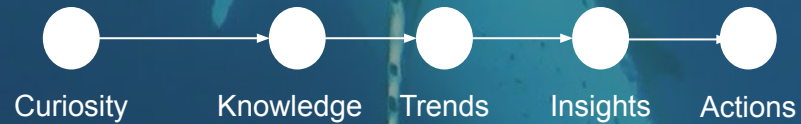
Back and forth checkers game of analyst to leader  
isn't effective or efficient.

- Adam Selipsky



What is science after all?  
It is a *curious* person  
Looking through a keyhole,  
The keyhole of nature,  
Trying to know *what is going on*.

Jacques Cousteau  
Explorer



*How curious about people is  
your organization to build  
wisdom?*

# So much information, but no knowledge.



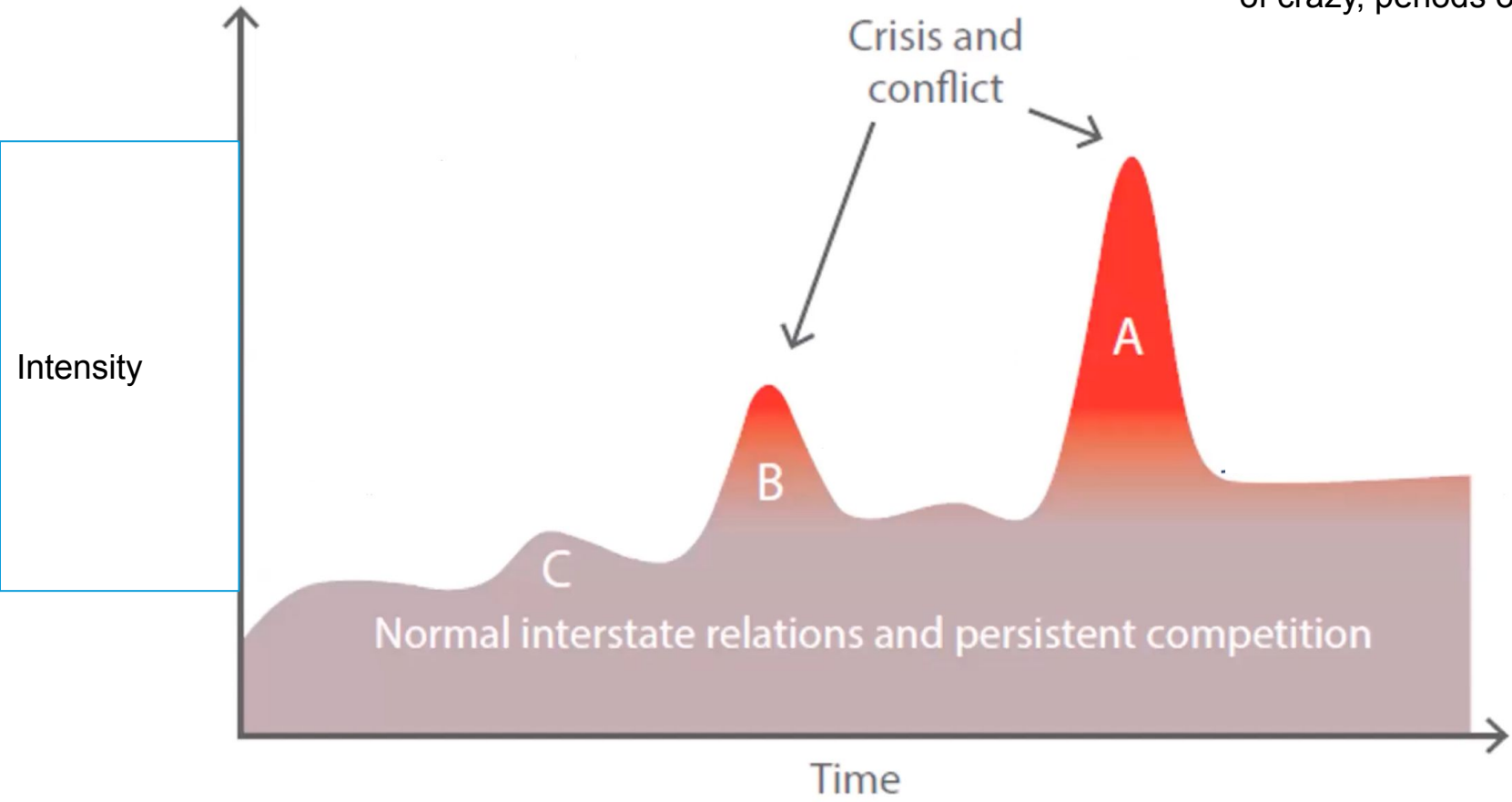
Sample Data

Never Made it past this slide.

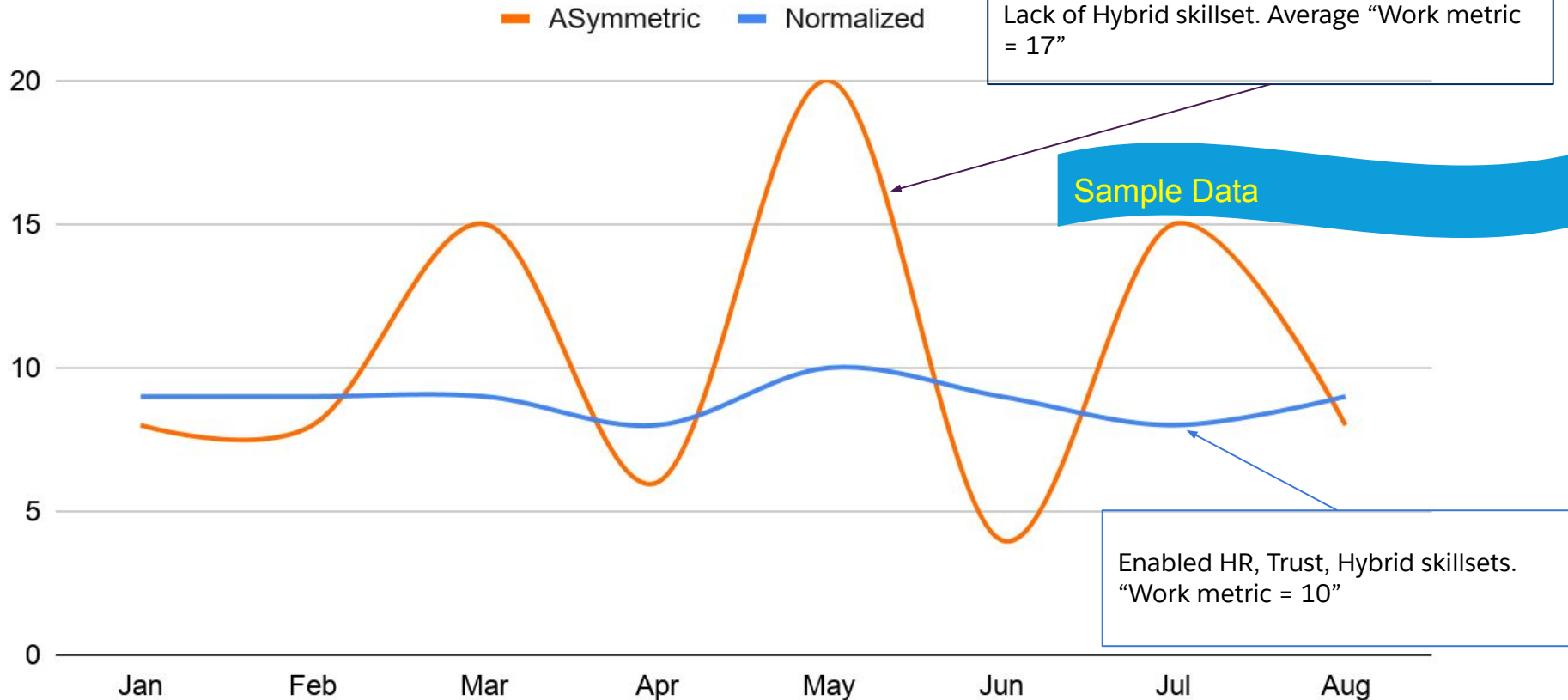




Asymmetric workload. Periods of crazy, periods of chill.



# ASymmetric and Normalized Workload



Recruiting



Compensation



Surveys



Recruiting



Compensation



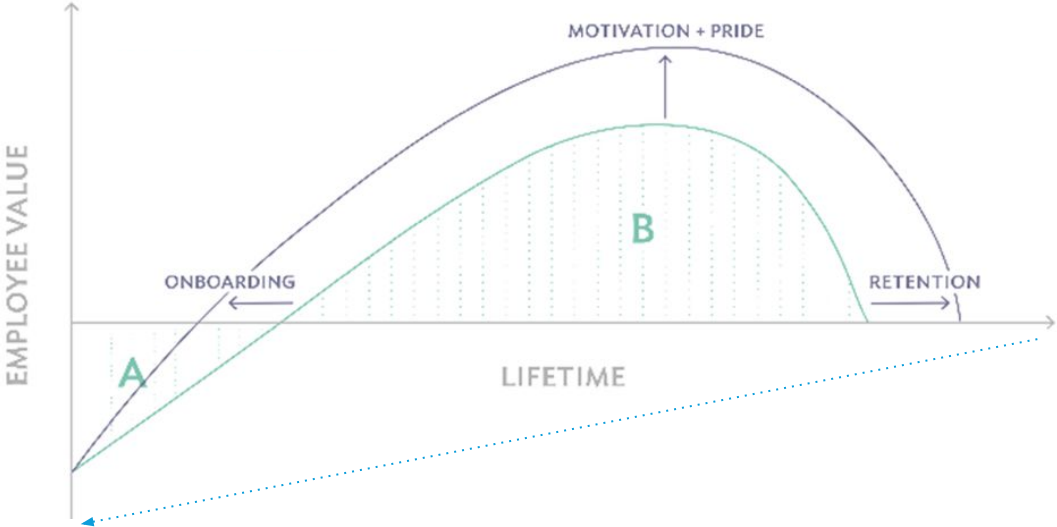
Surveys



Value and Impact -> develop a system of insight and intelligence by combining various data sources to singular dashboards.



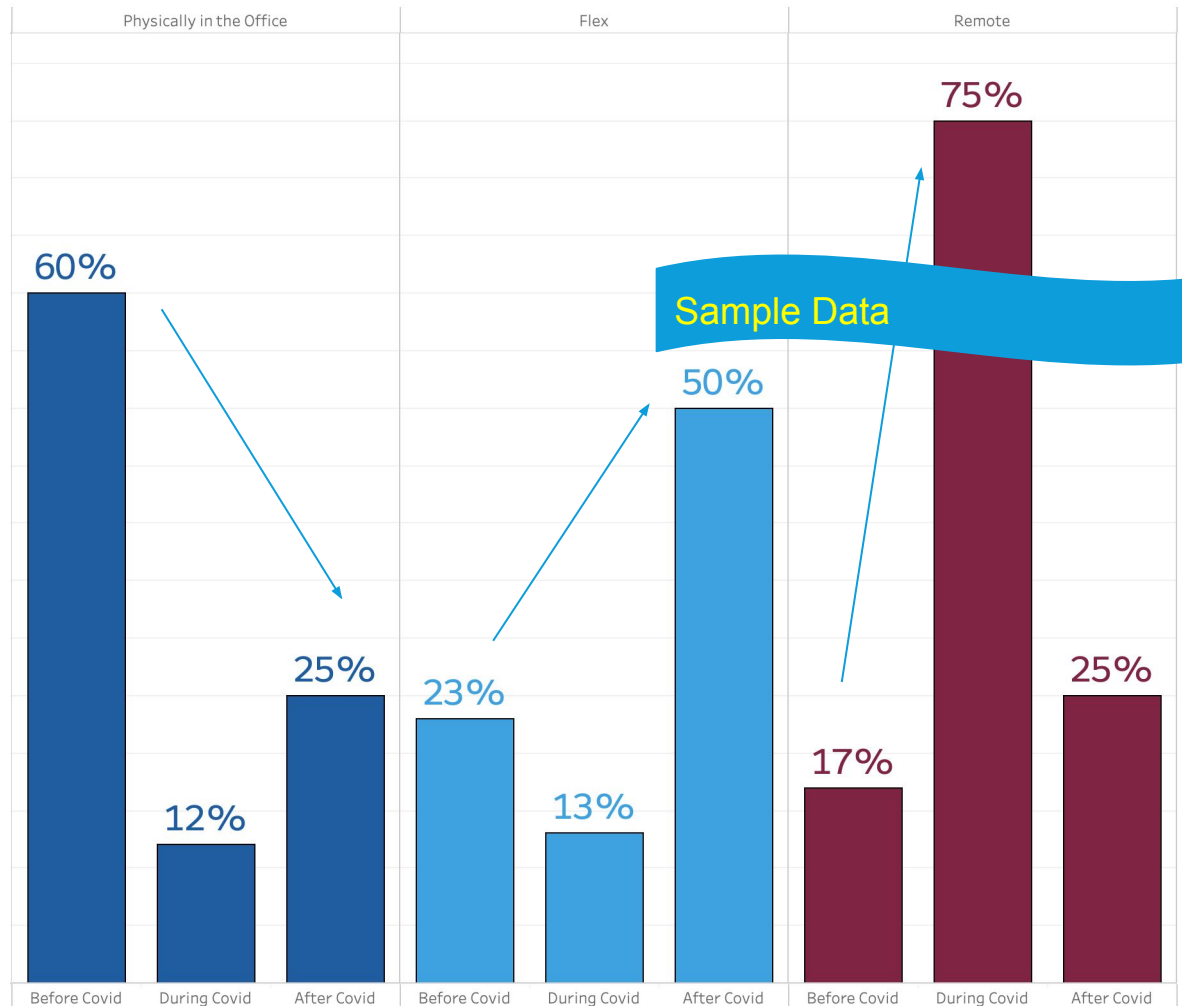
Surveys Recruiting Compensation



## Example of thinking with Agility.

Because of COVID, the work expectations and realities have changed. We are not seeing each other anymore in person, how do we make sure folks are not out of mind.

Those organizations who have listened shall be successful in retaining their employees and create a balanced work scenario most can get behind.





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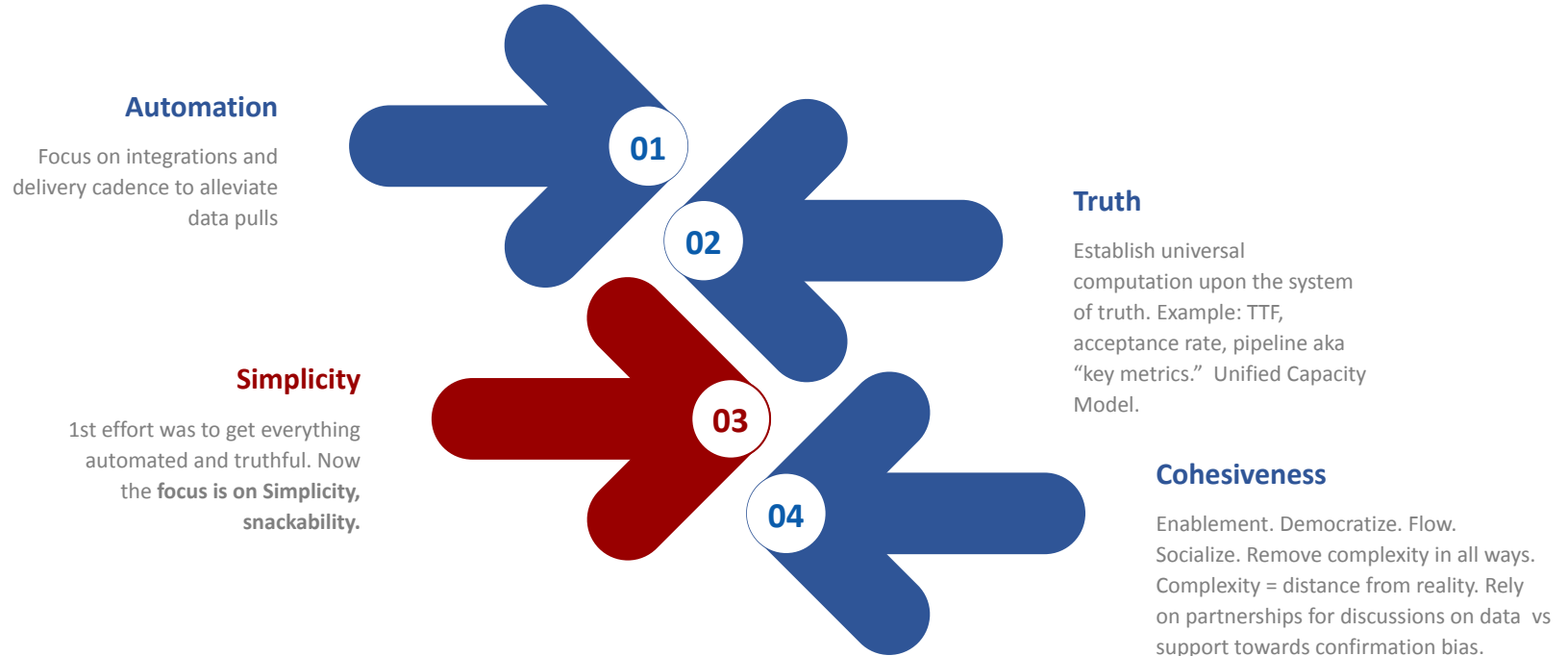
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- Understanding who is leaving and why. What factors keep employees engaged and happy?



# Working towards a model that works to deliver Value and Impact

## Developing a True System of Insight & Intelligence



# Smart Simplicity - beyond Technology

**Data Literacy** is like learning French: You can't be scared to put yourself out there in an immersive way." - *Democratization*.

You are going to sound foolish at times, but in no time you will be fluent.

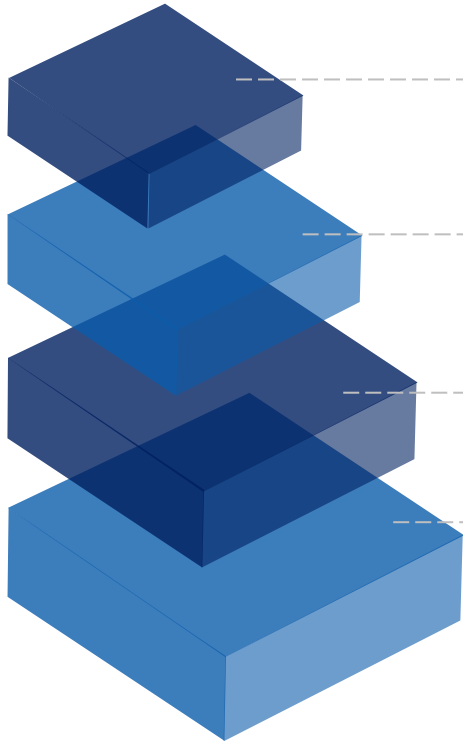
**Design and Governance:** "We have a lot of data but aren't getting any useful insights out of it."

This is basically a reliance that the idea of having a ton of data in a fancy format will somehow yield answers. Getting something useful out of the data is more than just a series of performing data grunge work well. The issue isn't the analyst, or the governance, or the visual platform : **it really is a lack of a specific focus on the end results and clearly defining good vs bad.** *Key Metrics*.

**Systems themselves have not changed in 20 years.** Built for efficiency such that there is little human effort on the extraction side to measure your strategy. **Use features as they were designed, not bespoke, overly flexible or customized to suit individual customer processes,** which in turn create havoc on measuring the strategy. *Less complex rules = increase system performance*

**Design for a System of Insight & Intelligence.** Start with your basic key metrics, how the data feeds these, drive for accountability to improve accuracy and make wholesale decisions on the math and governance to be one way or the highway: no siloed versions of the basic key metrics or the anchors which they are based on. *Accountable to accurate measure of success.*

# Partnership Layers to deliver upon.



01

## Executive

### WHAT WILL THE FUTURE LOOK LIKE?

High level, elevator pitch type information, strategic and predictive.

02

## Leadership

### WHAT IS THE RELATIONSHIP?

Between activities and outcomes? QBR data. Between “cost” and effectiveness? High level, analytical in nature. Comparisons. Informative.

03

## Line Management

### HOW WELL IS MY TEAM PERFORMING?

Operational to Analytical data. What tactics work best? How are we performing vs others?

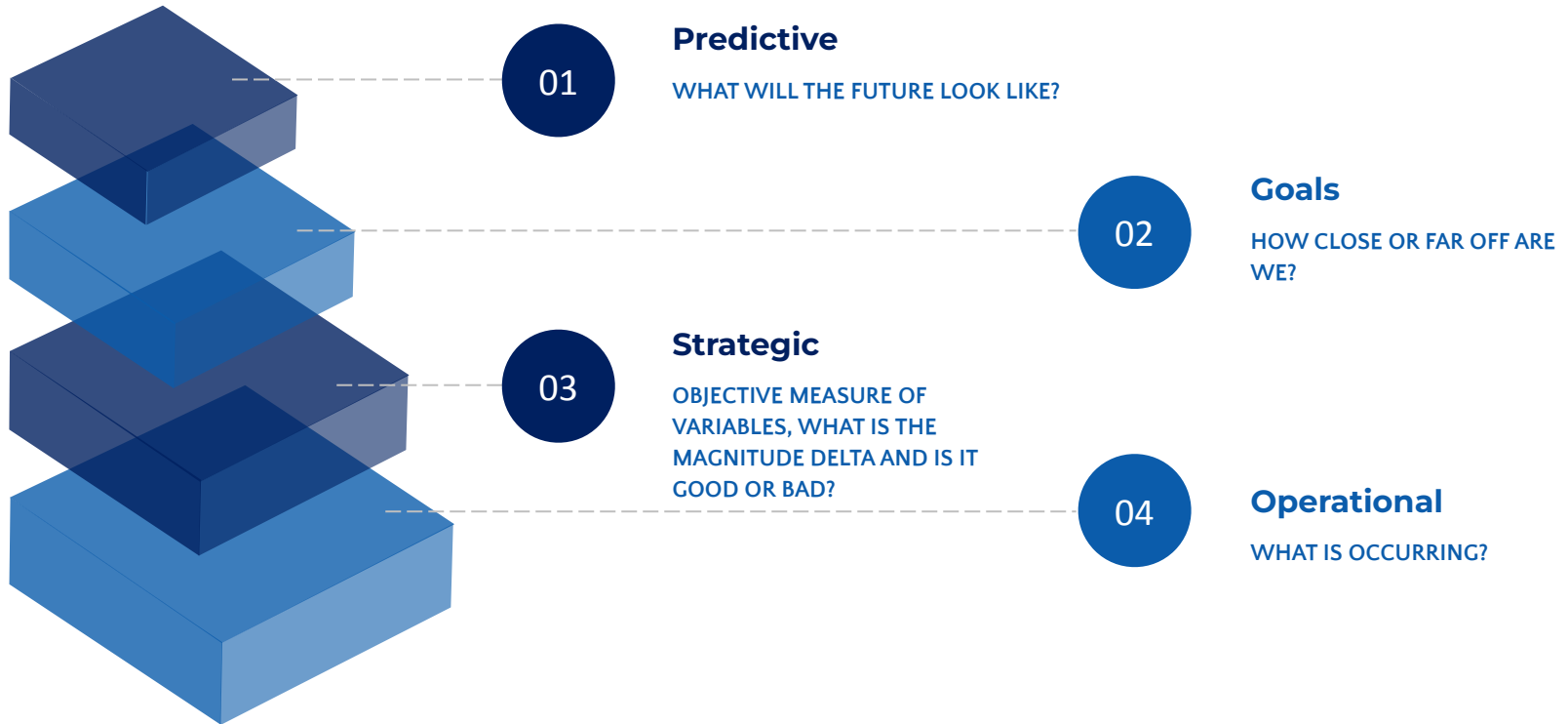
04

## ICs

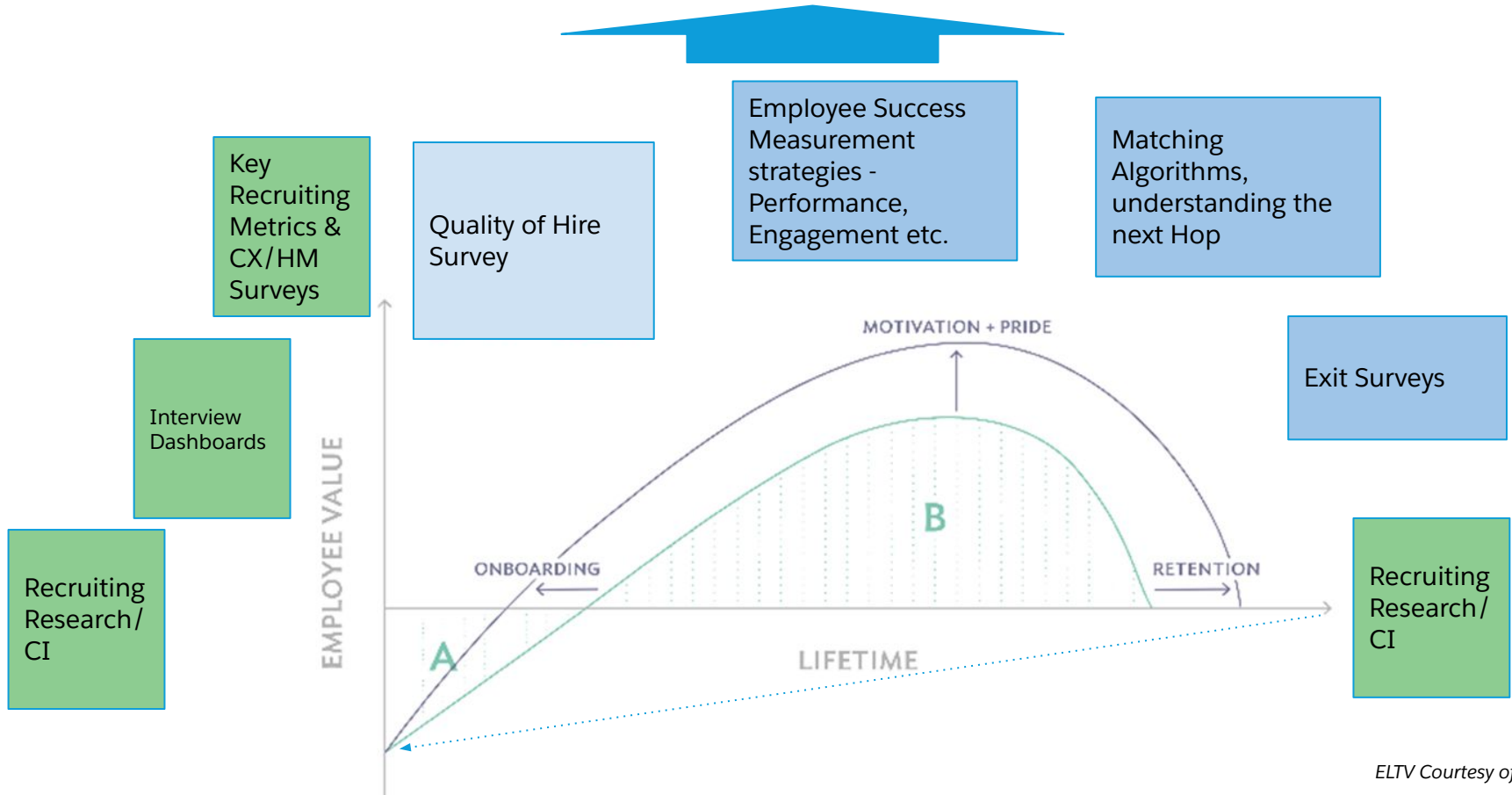
### WHAT IS OCCURRING?

Descriptive heavily operational/tactical: how many, How long, from where, how much, how fast?

# Layers of Insights that deliver increasing Value and Impact = Road to Wisdom.



# Performance Matrix Dashboard for Leaders



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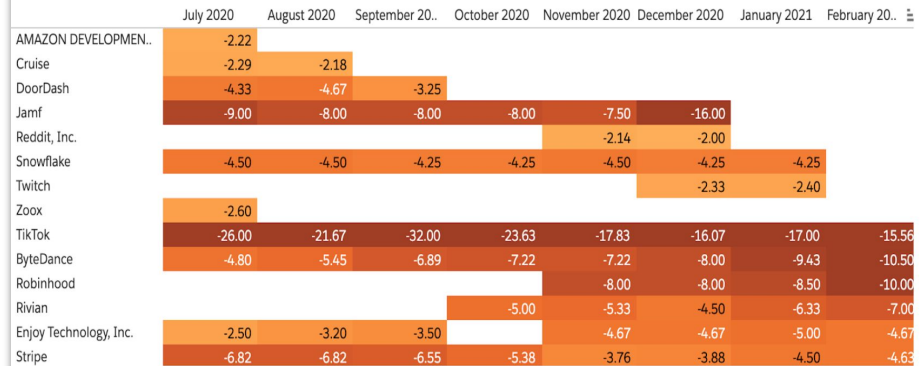


# Researching where employees go...and value of the receiving organization.

## FAA(N)G Absorbers

What companies are successful in taking FAA(N)G talent?

Sorted by Talent Flow Ratio of the most recent month (ascending)

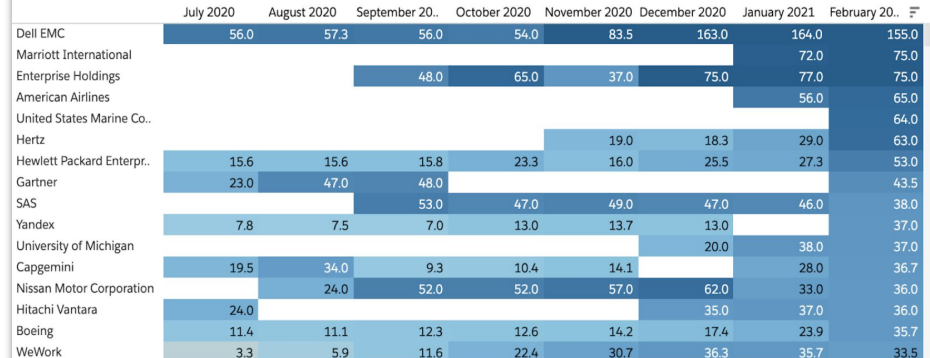


## Sample Data

## FAA(N)G Attractors

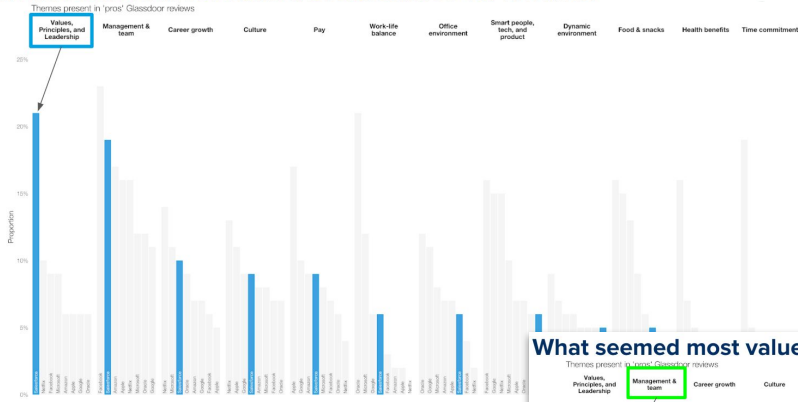
What companies are FAA(N)G hiring talent from by largest talent flow ratio?

Sorted by Talent Flow Ratio of the most recent month (descending)



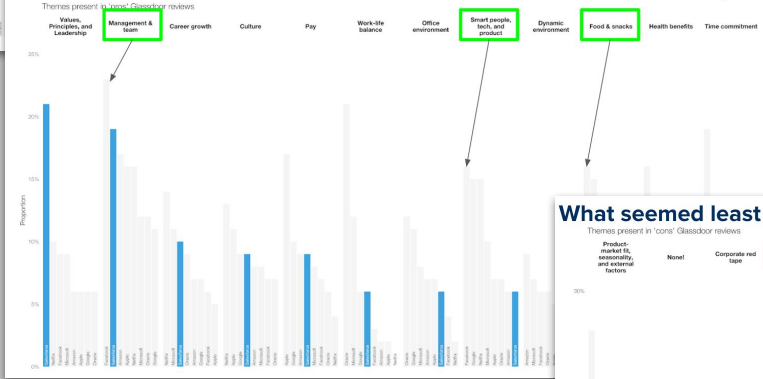


## What seemed most valued at Salesforce vs. FAANG?

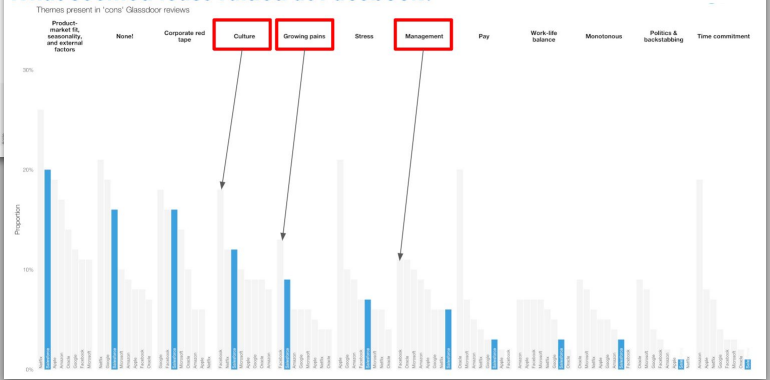


Sample Data

## What seemed most valued at Facebook?



## What seemed least valued at Facebook?



Attract Talent

Speed



Quality



Productivity



Cost



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# Attract Talent



Speed

**Time to...[Momentum] + [Workflow] + [Offer] + [Start]**

Momentum - Requisition Open to Applicant Identified

Workflow - Applicant Identified to Offer Initiation

Offer - Offer Initiation to Offer Accept

Start - Offer Accept to Start Date

**Time in Stage** - How long an application remains in a stage.

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Quality

**Submittal Approval %** - Applicants submitted to HMs that are approved.

**First Year Quality** - (Submitted Approval % + First Year Retention Percentage %) / 2.

**Screened Ratio** - Candidates screened to Offer Accepts.

**Hiring Manager Satisfaction** - survey

**Candidate Satisfaction** - survey

**Acceptance Rate**



Productivity

**Recruiter Source of Applications, Hires.**

**Event Source of Applications, Hires.**

**Requisition Canceled**

**Candidate Withdrew Reasons**

**Cohort Funnel**

**New vs Backfill**

**Hires per Recruiter**

**Pipeline Indexes**

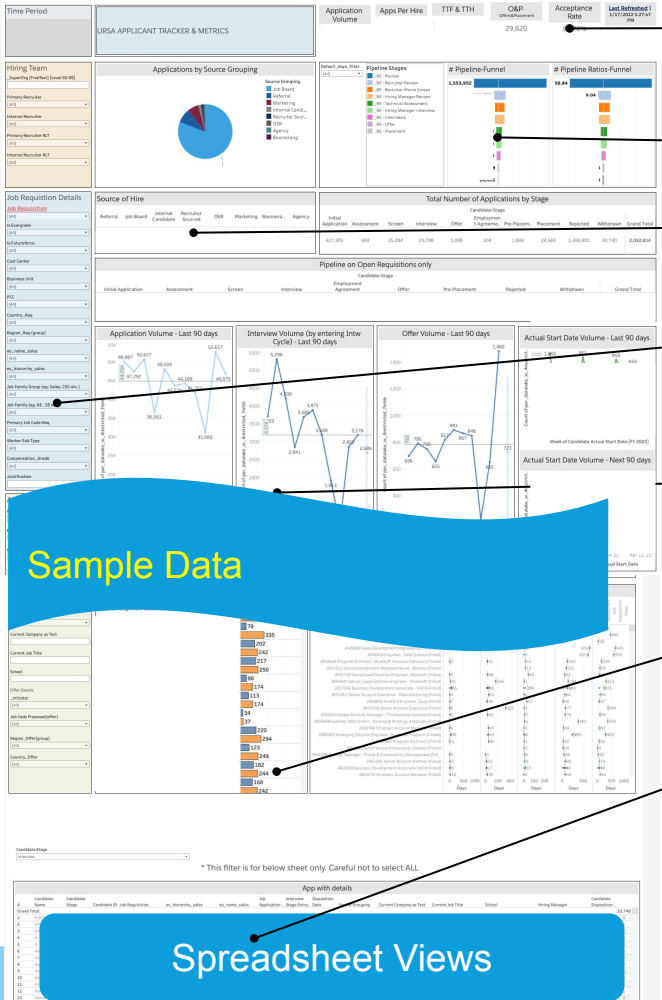


Cost

**Cost per Hire**

**Event Cost**

**various**



Application Volume, Time to Fill, Time to Hire, Acceptance Rate, Applications per Hire

Pipeline by Volume, Pipeline by Ratios

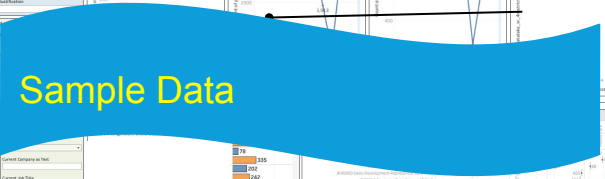
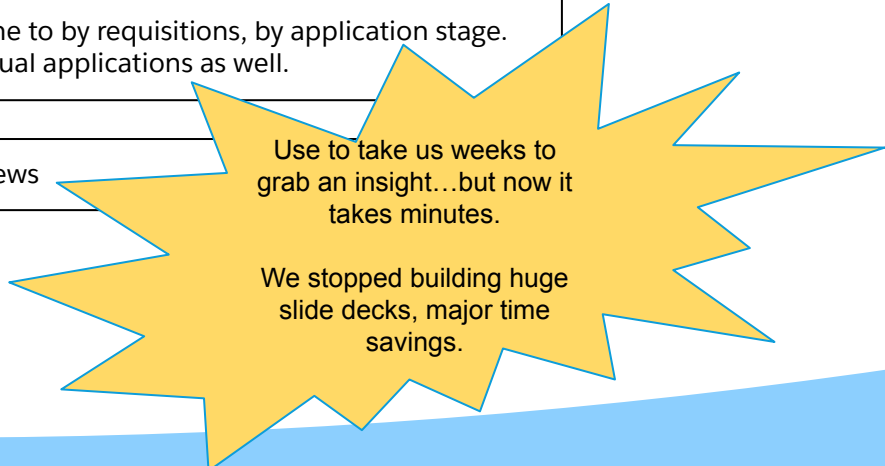
Source of Hire, Application Sources

Filters by Time, Hiring Teams, Requisitions, Application Data to include last employer, job title, education etc.

90 days of volume: Applications, Interviews, Offers, Placements, Future Placements. PREDICTED HIRES, RESOURCING TIME TO INTERVIEW.

Time to Fill, Time to by requisitions, by application stage. Can see individual applications as well.

Spreadsheet views



Spreadsheet Views

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**“The big problem with all these new practices is that we don’t know whether they actually produce satisfactory hires. Only about a third of U.S. companies report that they monitor whether their hiring practices lead to good employees and only a few of them do so carefully...”**

**Imagine if the CEO asked how an advertising campaign had gone, and the response was “We have a good idea how long it took to roll out and what it cost, but we haven’t looked to see whether we’re selling more.”**



# Interviewer Calibration - Allows us to identify training opportunities and predictors of success.

Tableau computes the math quickly.

Sample Data



1f. Interviewer Scorecard

Interviewer__c	region	status_active_terminated	Is_Mgr	mgt_chain_lvl_02_nm (2-Interviewer Attributes)	_Unique Interviews	Avg. _Overall Interview Score	Std. dev. of _Overall Interview S...	_Avg_MF_Score	_Avg_DNMF_Score	Differential-Interviewer	_Unique Candidates	_MF	_DNMF	_MF vs DNMF ratio	_Adoption
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Interviewer__c	region	status_active_terminated	Is_Mgr	Avg. _Overall Interview Score	Std. dev. of _Overall Interview Score	_Avg_MF_Score	_Avg_DNMF_Score	_Differential-Interviewer	_Unique Candidates	_MF	_DNMF	_MF vs DNMF ratio	_Adoption
Sammy Smith	APAC	Active	Yes	1.9	0.31	2.14	1.61	0.53	407	200	151	1.3	84%
John Davis	AMER	Active	Yes	2.24	0.35	2.41	2.01	0.36	307	144	115	1.3	81%
Mickey Mouse	AMER	Active	Yes	2.26	0.44	2.51	1.92	0.59	272	120	89	1.3	70%
Goofy	AMER	Active	Yes	2.17	0.63	2.95	1.83	1.11	311	86	193	0.4	93%
Jennifer Williams	APAC	Termed	Yes	2.13	0.33	2.19	1.87	0.32	299	179	50	3.6	86%
Deanna Morrison	APAC	Active	Yes	2.27	0.46	2.71	1.92	0.78	269	97	138	0.7	79%
<b>Dan Bronze</b>	<b>EMEA</b>	<b>Active</b>	<b>Yes</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>23</b>	<b>23</b>	<b>0</b>	<b>NA</b>	<b>54%</b>
Erin Stoyanovich	EMEA	Termed	Yes	2.27	0.73	3.1	1.79	1.18	254	81	130	0.6	82%



# Quality of Hire - is there a chance to stop 1st year attrition and calibrate our job descriptions and interviews?

## Sample Data

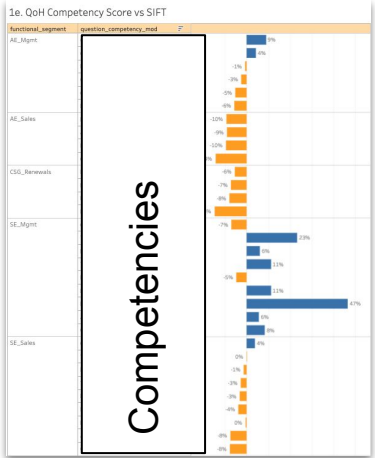
Hiring Manager Quality of Hire Survey



Employee: Did we sell you the right opportunity?



Competency Analysis: Are we assessing the right set of competencies for success?





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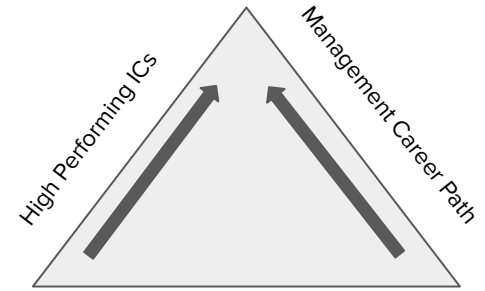
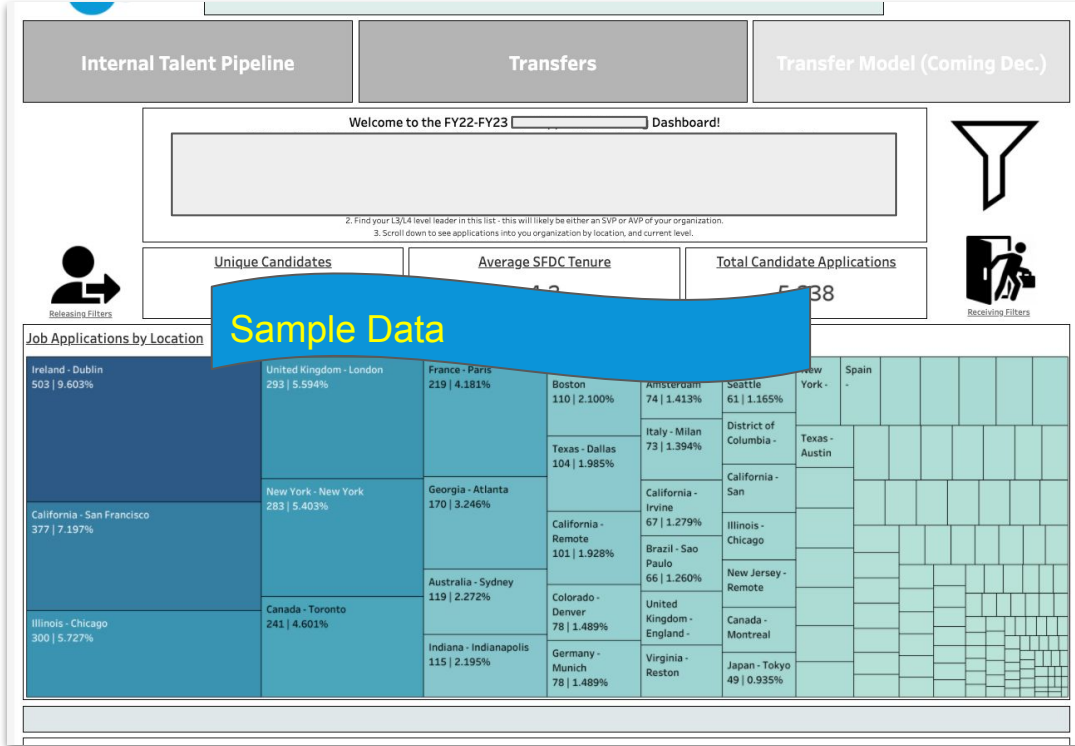
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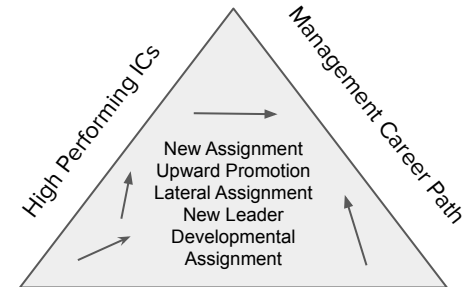
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# Before Looking Elsewhere, Look Within.



Traditional Career Growth



What is actually happening



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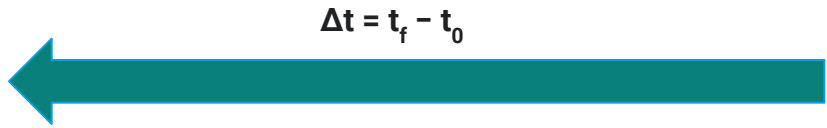
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# Using Tableau to Identify Profiles

## Retention Insights Dashboard

### Leaver's Profile

**The lower the ratio - the higher likelihood to attrit.**

This section allows you to identify the profile of leavers in the org you support. When exploring leavers' profiles it is important to consider the proportion of HC in each category. Leavers ratio enables you to do that by reflecting the likelihood for an employee to attrit based on the selected lens (1 out of X employees left).

**Leavers Ratio:** Avg. HC / Number of Leavers

**Select Leaders(s)** ⓘ

**Fiscal Year**

FY 2022

**Term Type**

Overall

**Select Lens**

Comp Grade
 

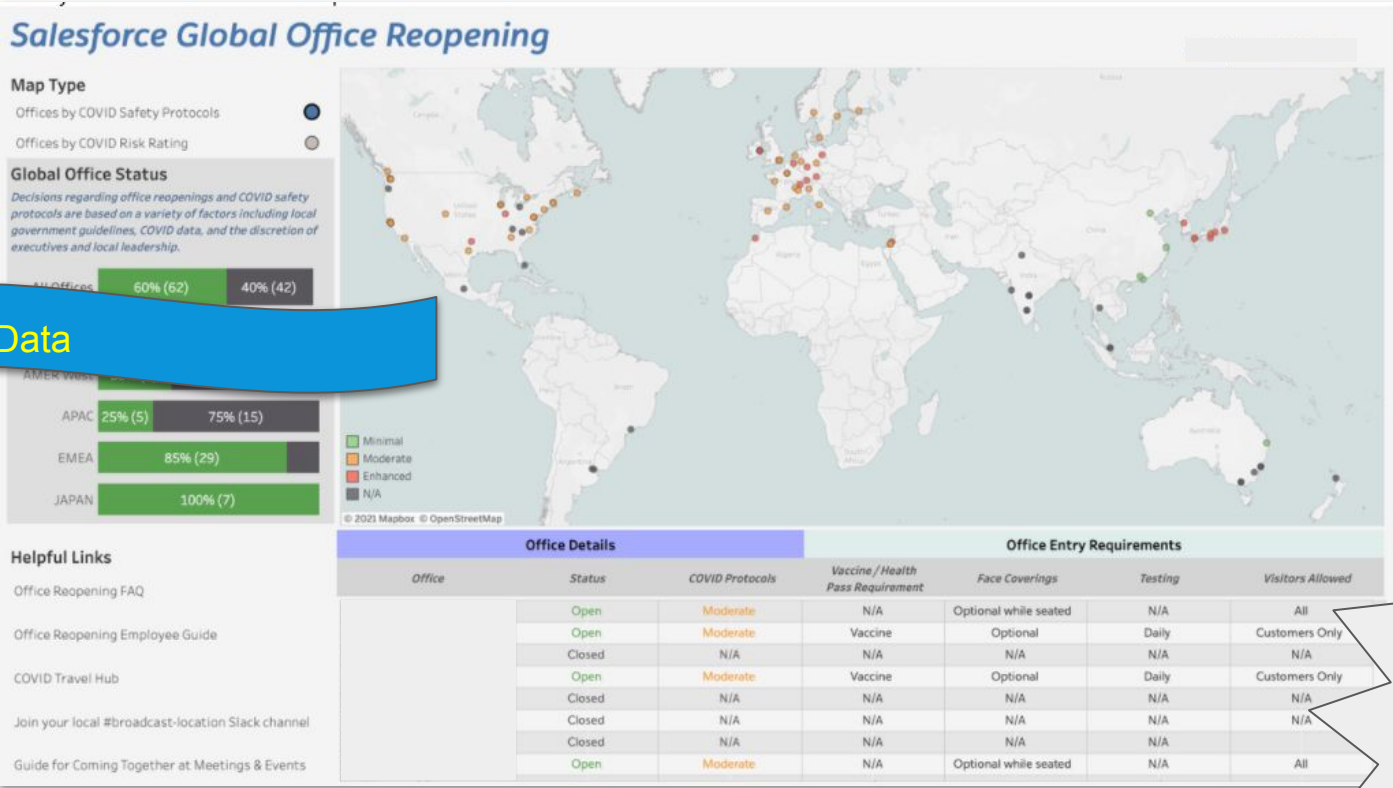
- Overall
- Comp Grade
- Comp Grade (Grouping)
- Country
- Dev Track
- Gender
- PCC
- Operating Unit
- Tenure Group

### Leaver's Profile ⓘ

This chart shows the Leavers ratio and Leavers% based on the selected lens & fiscal year at the top of this tab. Use this chart to identify the profile likelihood to attrit. As leavers' ratio is based on the aggregated number of leavers, the current fiscal year leavers' ratio may be inflated particularly previous years' data if needed.

Avg. FY HC	# of Leavers	Leavers Rat
		% of Total Leavers

# Return to office dash - keeping employees safe



Sample Data

Single source of truth, information. Agile, ease to update.



# Equality

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CORE VALUES

**TRUST**  
**CUSTOMER SUCCESS**  
**INNOVATION**  
**EQUALITY**

Use  
Tableau to  
live out our  
Values

## Sustainability

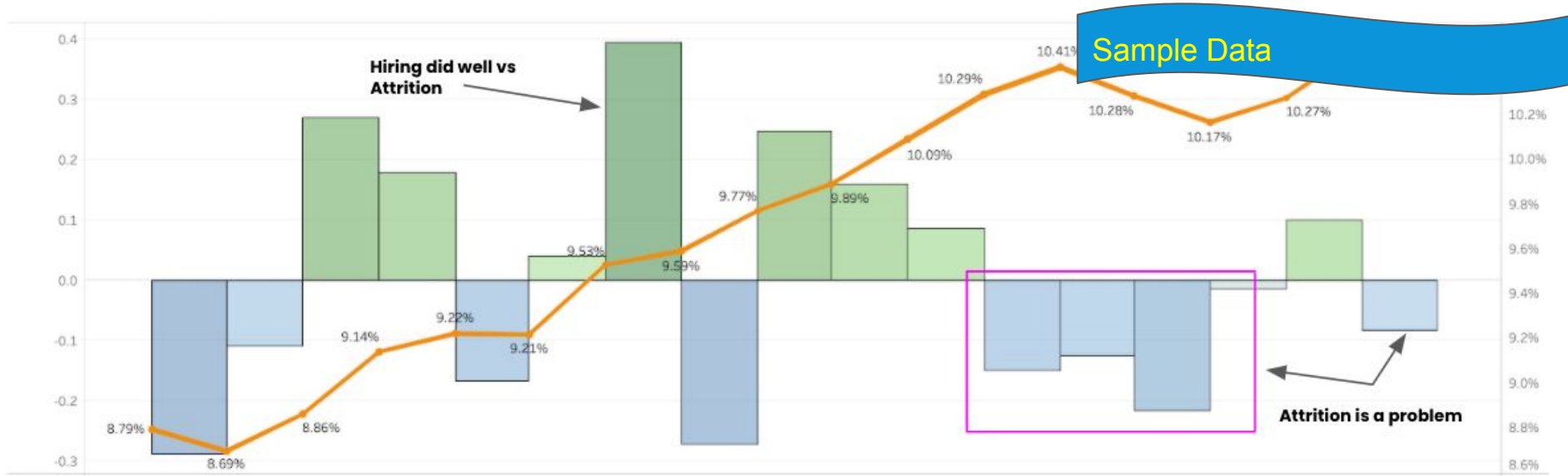
Salesforce is Net Zero, delivers a carbon neutral cloud, achieved 100% renewable energy for our operations, and is a founding partner of 1t.org.

TAKE ACTION WITH NET ZERO CLOUD

# Diversity - Relationship between Hiring and Attrition.



Allows us to break through the complexity, and general signals, so leaders can act before it becomes a problem.





# We can understand any biases in the interview process via Tableau.



Candidate Race

44.1	33.0	30.5	40.6
2.83	2.76	2.71	2.81
18,427	1,233	3,348	1,256
40.5			
2.78			
850			
45.3	26.9	43.0	36.3
2.87	2.73	2.78	2.78
1,455	145	407	135
41.8	28.2	32.8	36.7
2.74	2.55	2.60	2.66
1,274	142	235	2,999
57.4	57.7	49.3	52.3
2.94	2.85	2.80	2.82
3,939	978	746	390
56.6	50.2	43.8	65.2
2.78	2.72	2.57	2.99
580	205	121	46
59.2	67.9	51.2	53.8
2.90	2.96	2.77	2.85
265	81	86	39
53.3	40.0	60.7	43.1
2.77	2.71	2.76	2.79
300	70	56	295

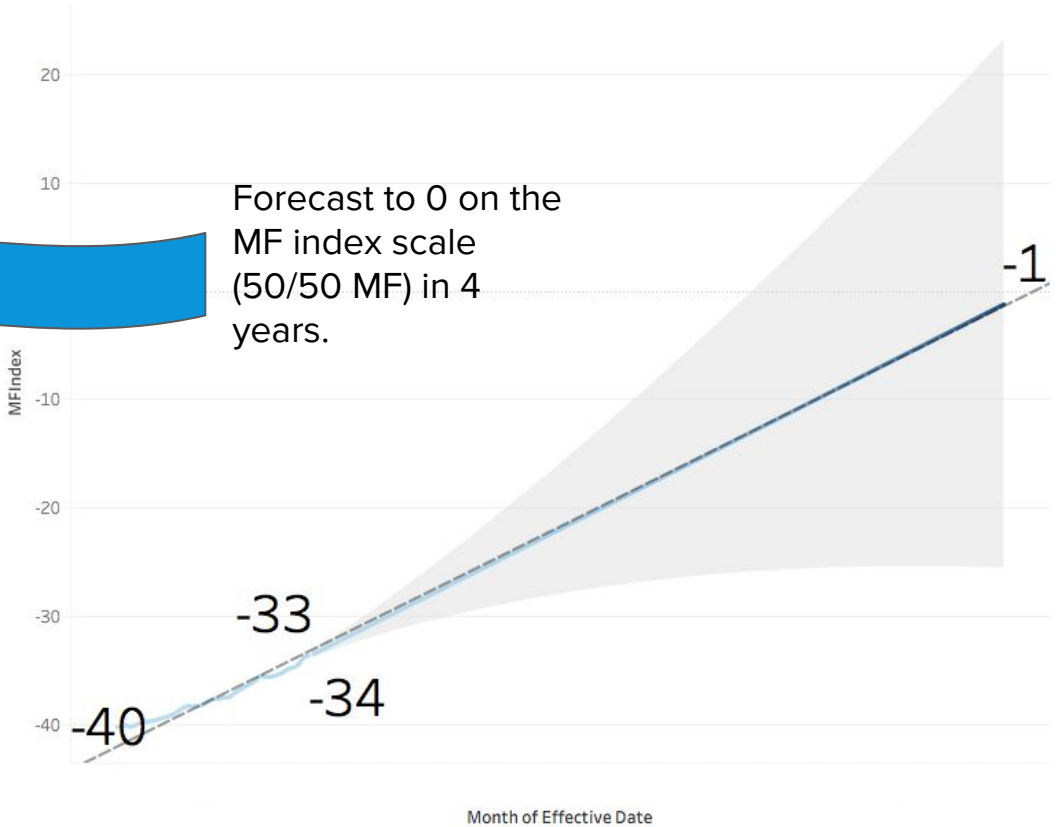
Sample Data

Interviewer Race

Using Tableau Forecasting allowed us to understand and predict “when” questions with a level of accuracy previously not available, and make forecasting easier to consume.



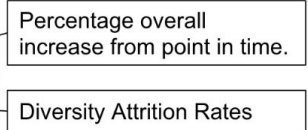
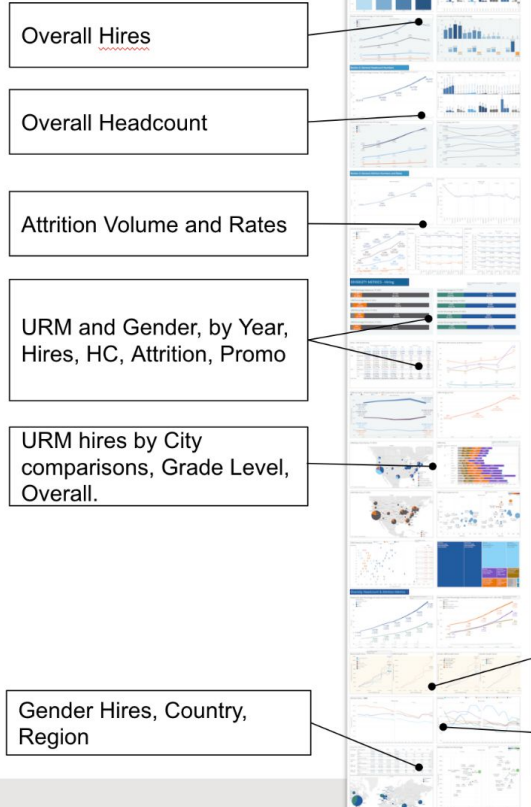
Sample Data



# Flexibility to Build to how we think - Speed to Insight and Curiosity building.



## HCM Dynamic Slide Deck "Map"



## Sample Data

Almost all charts have Volume, % change (+/-), % difference, and adjustable to YoY, QoQ, MoM.

Most charts at 16:9 to fit into Slide decks and use our Salesforce and Equality palettes.

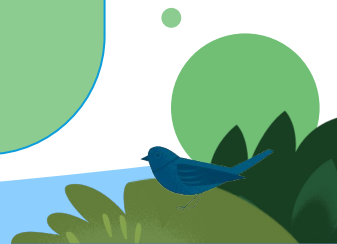


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- Drives conversation in real time.
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- Ease to find talent.
- Its how HR consumes data.
- Allows us to Focus on strategy vs data manipulation work.



# What is the industry saying and what have we learned?



52% of leavers state their current manager could have done something to prevent them from leaving their job.



# What is the industry saying and what have we learned?



**Evaluate the Employee Value Proposition, What makes an employee proud to work at the organization?:**

- Financial Reward
- Benefits
- Career Development
- Social Impact



# What is the industry saying and what have we learned?



## “Re-Onboarding”

- Listen now, now later
  - Why folks joined your company may differ than what they say will make them stay.
  - Speak to employees about job satisfaction and future of the organization more often than before.
- Bring awareness to existing employees of tools, benefits, perks, support opportunities just as you would to new employees.
- Understand the values of competitors



# What is the industry saying and what have we learned?



## **Invest in Belonging.**

- Understand that everyone wants to feel valued and part of something.
- What are the organization needs and Individual needs?
  - Individual Development Plan is the junction between Organization needs, Individual needs, and Society's needs.
- Employees want to build their own marketplace, feel less micromanaged.
  - In fact, employees will even take a lower salary in order to have a more enjoyable work life balance.





# THANK YOU

