

Deloitte.



Getting started

Becoming a quantified organization

January 2024



Human resources

Get to know your workforce better

Human resources collects large volumes of actively generated data about the workforce to better understand how to support workers and strengthen work across the organization. Passive data sources are increasingly being used to enable organizations to move from episodic surveys and tools to continuous listening capabilities. Likewise, these tools are helping HR leaders anticipate workforce challenges and needs before they become full blown problems while creating value across the organization.

As these cases illustrate, organizations are finding myriad ways to better understand their workforce through passive data collection and improved analytics. These tools can help HR support their workers throughout their journey within the organization and support upskilling, engagement, and professional development. These tools are even creating opportunities to more effectively and efficiently source internal and external candidates to fill open roles.

As part of these efforts to better listen to and understand workforce needs, it is critical to make sure that workers can trust that listening efforts are aimed at addressing their needs and improving their work experience. To build and strengthen this trust, organizations should make these efforts voluntary for the workers to participate in. They should share the objectives with the workers while also sharing how the data will be stored and used to achieve these objectives. Workers are more likely to opt in for the efforts if they are aware about the objectives and the resulting benefits.



Optimizing talent acquisition processes to improve applicants' experience

Representative data sources

- HR information systems

Representative technology areas

- Process automation (process mining and custom Application Programming Interface (API))

Shared value creation

Individual level

- Improved experience for applicants
- Streamlined process for hiring managers

Enterprise level

- Improved visibility into talent acquisition processes
- Reduced cycle time for hiring
- Quicker onboarding of new hires

Use case maturity

| | | |
|-------------|----------|-----------------|
| Exploratory | Emerging | Maturing |
|-------------|----------|-----------------|



Key challenge¹

A chemicals company identified that their talent acquisition process was taking longer than they wanted, which was negatively affecting the applicant experience and elongating their acquisition and onboarding processes. The company wanted to re-engineer this process while focusing on a reduction in the overall cycle time and increasing their hiring ratio.



Solution and approach

The company deployed custom API to create a single-view talent acquisition dashboard that drew data from multiple HR systems. Process mining revealed process steps starting from job posting to application status, screening, interviews, and hiring. The dashboard provided detailed visibility to understand how long each step in the process is taking (versus the company and industry benchmarks) and bottlenecks that needed to be addressed.

This dashboard enabled hiring to review all job requisitions and expedite certain requisitions and applications, as required. The analysis also helped hiring managers to implement quick wins such as reducing the number of interviews to improve the applicant experience.



Impact

By addressing the process inefficiencies and streamlining the talent acquisition process, the company was able to reduce their time-to-hire by 10%.

Understanding worker sentiments at scale

Representative data sources

- Real-time worker responses

Representative technology areas

- Process automation (live feedback platform)

Shared value creation

Individual level

- Improved feeling of being heard

Enterprise level

- Better visibility into workers' experiences

Use case maturity

| | | |
|-------------|----------|-----------------|
| Exploratory | Emerging | Maturing |
|-------------|----------|-----------------|



Key challenge²

A telecom company wanted to revisit their worker experience for new joiners as well as tenured workers. The company wanted to understand how workers felt about working at the organization with a focus on understanding how they collaborate, the technology they use, their career progressions, and learning opportunities.

Legacy methods of collecting feedback can often have challenges. One-on-one interviews and focus group discussions can help gather granular insights but are hard to scale. Surveys are scalable but may lack personalized context.



Solution and approach

The company deployed an interactive live feedback platform to bring together over 200 workers. The tool helped HR leaders to formulate and test hypotheses with large groups of workers. Its AI functionality helped moderators analyze and manage conversations by identifying key themes and sentiments trending in the discussion. The automated dashboards and data visualization capabilities illuminated key insights and enabled leaders to take decisions promptly. The tool could also be integrated with other platforms and data sources making its analysis more comprehensive.



Impact

The tool allowed the company to engage with workers at scale which wasn't possible using traditional methods. They were able to connect with workers on a more personal level which helped in understanding the worker experience and the pain points faced by new joiners and tenured workers.

Assessing current capabilities and building skills for the future

Representative data sources

- Project management data
- HR databases
- External databases mapping skills to job profiles

Representative technology areas

- AI (text analytics)

Shared value creation

Individual level

- Learning and skills development
- Career mobility

Enterprise level

- Developing a future-ready workforce

Use case maturity

| | | |
|-------------|-----------------|----------|
| Exploratory | Emerging | Maturing |
|-------------|-----------------|----------|



Key challenge³

A pharmaceutical and medical technologies corporation had two major goals while building their understanding of how data and emerging technologies can be leveraged to strengthen and future proof the business. First, it wanted to support worker development by ensuring that the workers understood the strategic priorities, are skilled at using emerging technologies, and aware of options available for them within the organization to grow their careers.

Second, it wanted to understand the skills possessed by their talent pool and the skills they will need to achieve their future goals as an organization.



Solution and approach

The company used an AI text analytics model which used internal as well as external data sources (external talent marketplace) to compare worker skills and competencies against a particular job profile by analyzing 40 technical and leadership skills. The workers' skills were rated on a scale of 1 to 5 by comparing it with someone with a similar job profile in the external marketplace.

Workers received results of the AI assessment which enabled them to understand and develop their skills. The model allowed the company to reduce the subjective view of the managers about their workers' skills and establish a baseline for skills development of team members.



Impact

The data uncovered insights into workers with strong skills while providing greater insight in these areas which will be important in the for the company in the future but are currently underdeveloped. By identifying the skills gaps, the company nudged its workers to focus on continued learning and upskilling.

Enhancing worker engagement through real-time insights

Representative data sources

- Work chats among workers
- Workers' responses to the AI chatbot questions

Representative technology areas

- Organizational network analysis
- AI (text analytics and conversational AI)

Shared value creation

Individual level

- Improved engagement
- Increased collaboration

Team level

- Improved team performance

Enterprise level

- Reduced attrition

Use case maturity

| | | |
|-------------|-----------------|----------|
| Exploratory | Emerging | Maturing |
|-------------|-----------------|----------|



Key challenge⁴

A professional services firm wanted to augment traditional survey tools with analytics to gauge worker sentiment in real-time. Their goal was to use this improved understanding to minimize delays in improving worker experience and to identify opportunities to improve virtual "watercooler" interactions.



Solution and approach

The company launched an AI powered chatbot which analyzed worker sentiment by talking to the workers on a regular basis. The bot interacted with new hires eight to 10 times in their first six months. For all other workers, the bot interacted for a minimum of four times a year.

These conversations were driven by past conversations that were analyzed by the AI application. Based on the workers' responses, the AI tool generated a "mood score" which reflect the worker's sentiments at the end of each conversation. The conversations enabled the organization to proactively identify workers who are unhappy and address their concerns.

Along with the AI chatbot, the company used ONA to analyze communication patterns. This analysis helped the company to identify risks of employees leaving and engage with them, identify knowledge nodes or key influencers within the organization to drive change management, and generate pairs and groupings of people to facilitate virtual watercooler conversations through automated introductions.



Impact

On an ongoing basis, workers with a low mood score were nudged to enroll for internal learning and development courses to improve their workplace satisfaction and engagement. Additionally with the help of the chatbot, the company was able to gauge worker sentiment and take timely corrective actions.

Endnotes

- 1 Deloitte client solution
- 2 Deloitte client solution
- 3 James Swanson, [Building a learning culture with AI](#), The Enterprisers Project, May 23 2022.
- 4 Manpreet Randhawa, [The Benefits of Combining Traditional Employee Feedback with AI and Machine Learning](#), Insight222, July 7 2023 ; Gianni Giacomelli, [We need a \(smart\) virtual watercooler](#), LinkedIn, August 18 2021 ; Garima Bora, [This chatbot is helping HR identify unhappy employees before they quit](#), Economic Times, August 28 2019.



This publication has been written in general terms and we recommend that you obtain professional advice before acting or refraining from action on any of the contents of this publication. Deloitte LLP accepts no liability for any loss occasioned to any person acting or refraining from action as a result of any material in this publication.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee (“DTTL”), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as “Deloitte Global”) does not provide services to clients. In the United States, Deloitte refers to one or more of the US member firms of DTTL, their related entities that operate using the “Deloitte” name in the United States and their respective affiliates. Certain services may not be available to attest clients under the rules and regulations of public accounting. Please see www.deloitte.com/about to learn more about our global network of member firms.