
People Analytics in Korea: Overcoming Roadblocks

Jinki Eun, re:BOX Consulting

DATE.

2020. 11. 12

88%

12.5%

Source: Thomsons – The Big HR Tech Disconnect

Source: People+ Webzine

2019

Objective:

To make HR-related decisions, which have been dependent on intuition, through objective data.

- Find traits(characteristics, competencies) of successful employees for each function
- Develop a model to identify potential high performers for each function
- Using this model, develop a tool to predict high performers
- Utilize this tool in making personnel movement and talent acquisition

Our Proposal

Our Plan

Analysis of organizational structure and characteristics

Job Analysis of Branch Managers (Survey & FGI)

Analysis on selection, evaluation and placement

Finding Key success traits(KST)

Analysis of Performance & Key success traits(KST)

Correlation between each KST and performance

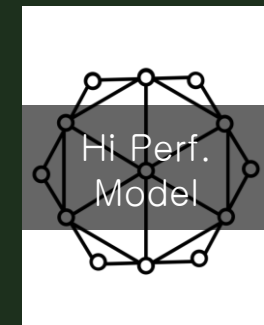
Develop High Performance Assessment Model

Multi-year study and improvement on the model

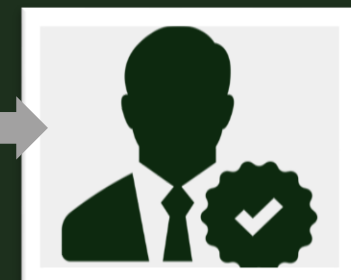
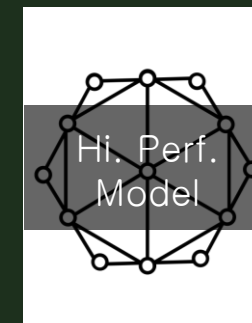
High Performance Prediction Diagnostic Tool

Our Goal

High Performance Model



Hi- Perf. Prediction Diagnostic Tool



Resources at Hand – Ready for Success?

HRM experts with deep knowledge and experience in the field of HR

Strong desire and motivation to succeed

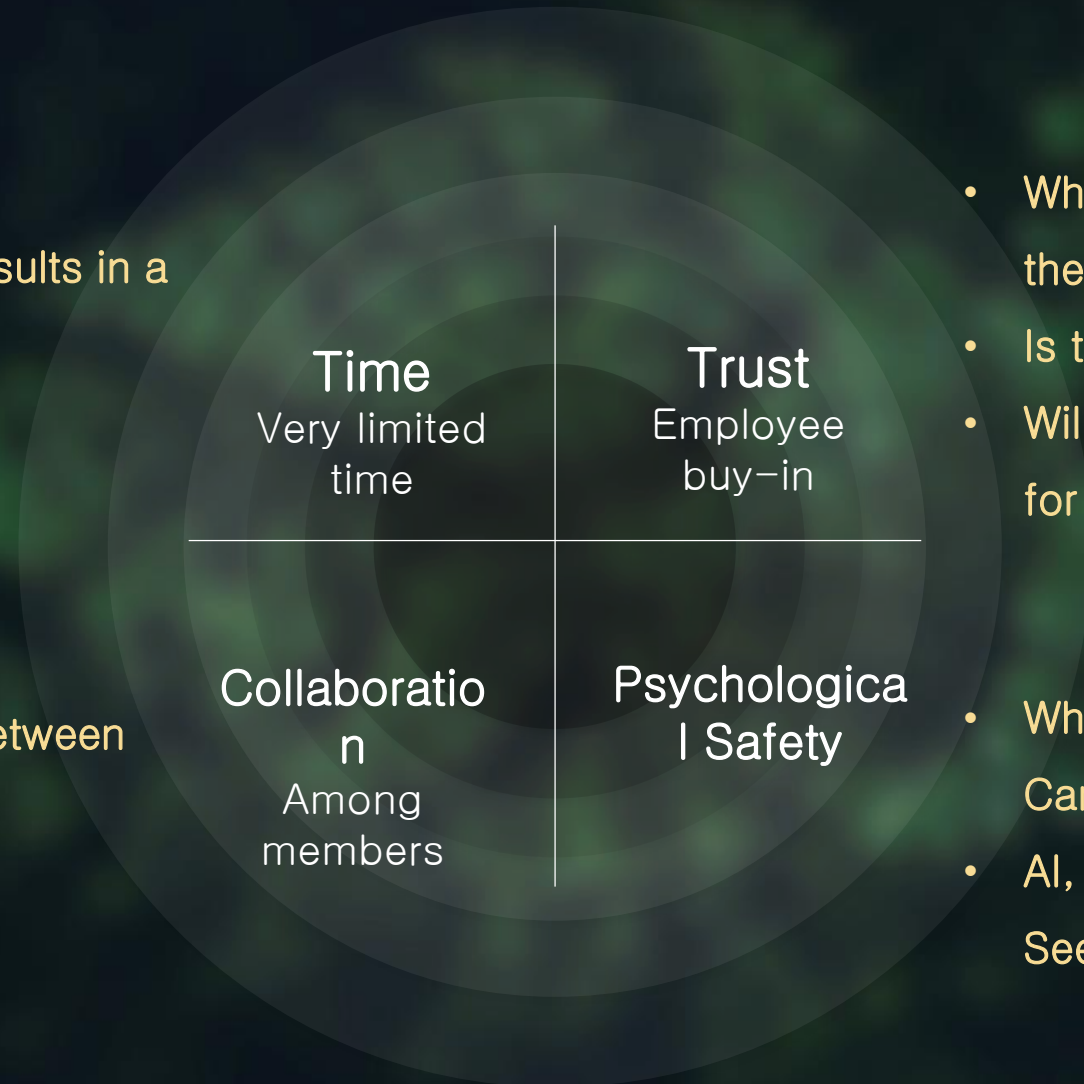


Age, Gender, Seniority, Years of Service, Performance Evaluation, 360-Feedback, Satisfaction data, etc.

Ph.D.'s and experienced data scientists and engineers

What we lacked

- Short term view
- Focus on getting results in a very short time
- Withholding data between departments
- Unclear ownership



- What is this for and will you share the results?
- Is this really anonymous?
- Will there be any disadvantages for me?
- What if we fail?
Can we trust our data?
- AI, Machine learning, algorithms, etc.
Seems difficult!

Challenges a lot of Korean Firms are facing in People Analytics

01

Want to do too much too fast. Frequent leadership changes.

02

Low employee trust towards HR. For all HR data or insights, very low transparency. Starts from the needs of management, not employees.

03

Dispersed data & reluctant to share data with other departments. “Data is Power”
Reluctant to share success cases outside and even within the company.

04

“Big Data”, “AI”, “Machine Learning”, “Analytics” sounds difficult and complicated!
Pressure that P.A. must create meaningful insights and achieve great things right away.

05

Data reliability. Can we ‘trust’ our data?

Suggestions to overcome these challenges

01

Having leadership understand P.A. is a journey, not a short sprint.
Focus on creating quick results with the data at hand. Keep improving it over time.

02

Trust: Start with People in mind. Explain why you're collecting data and how we're planning to utilize it. Share the results, even externally! Create code of ethics.

03

Collaboration: Work as multi-functional project teams, and build objectives together, clarify roles & responsibilities, and share success.

04

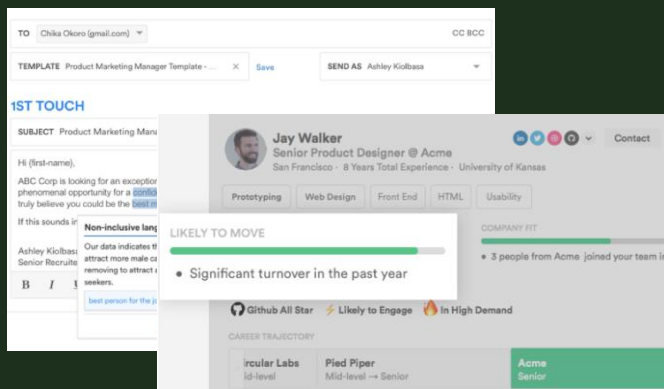
Psychological Safety: Start small & simple. Experiment with a specific segment on a simple topic, such as onboarding experience for new hires. Build on and scale!

05

Be open to utilizing external service providers or experts.

Various Solutions are already at your fingertips

Entelo

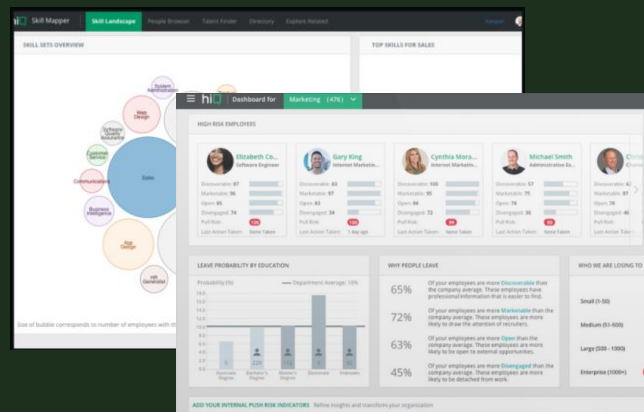


Talent Acquisition

Identify qualified candidates faster by analyzing and summarizing their skill set, company fit, likelihood to leave their job etc.

Email analytics, predictive algorithms, and detailed reporting on recruiting efforts to show what's working and what's not.

HiQ Labs



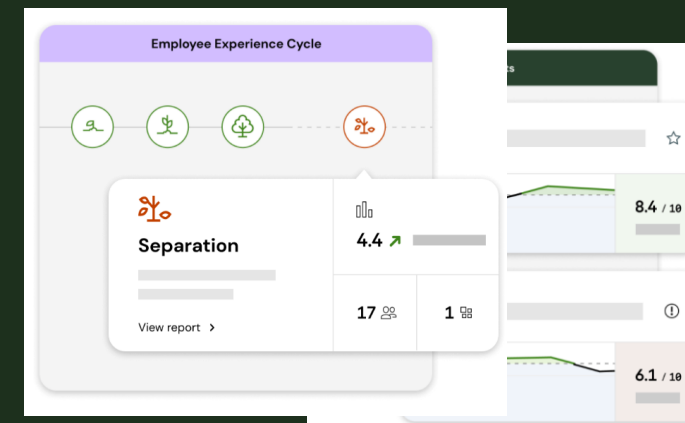
Succession Planning

Based on publicly available data, discover workforce's skills, including skills from previous and current roles.

Retention

Identify external factors driving attrition risk and support create retention strategies for top performing employees.

Peakon



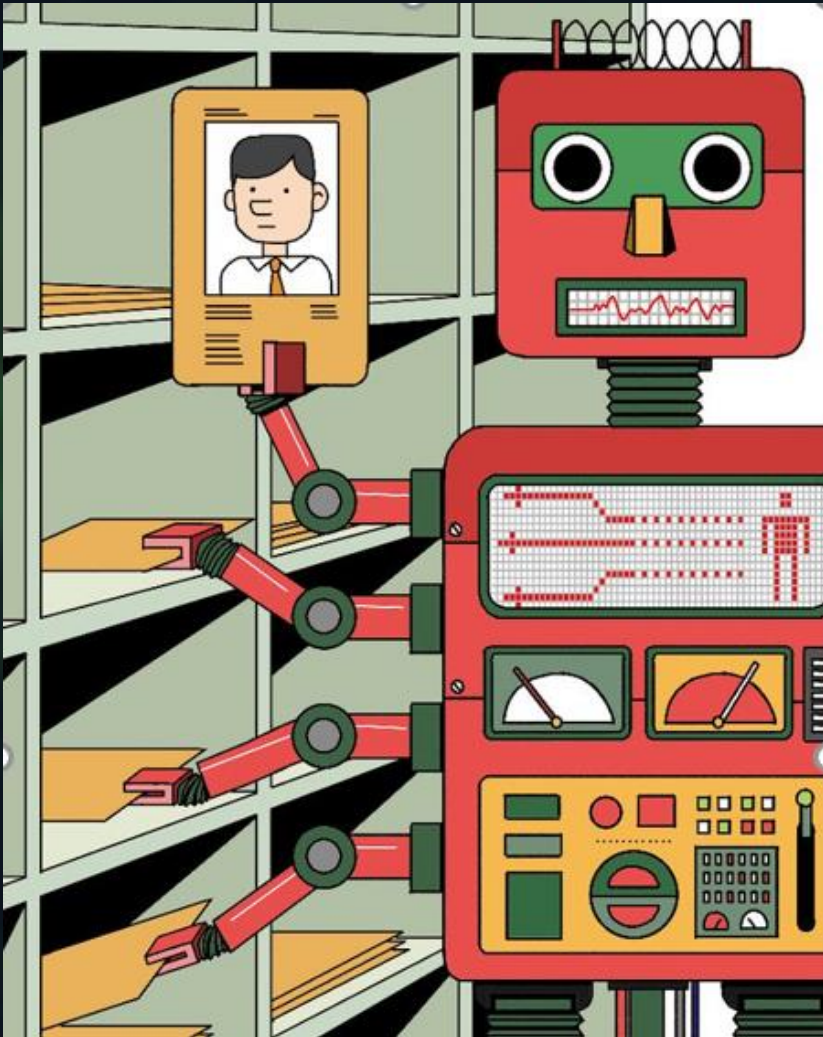
Employee Experience

Identify the aspects of your employee experience that need addressing, understand the impact on engagement and retention, and target initiatives to drive improvement.

Leadership Identification

Utilize data to identify the best-performing managers and suggest who to promote within.

Kookmin Bank's "AI (Artificial Intelligence) algorithm-based HR system"



Source: Kookmin Bank, Chosunilbo

Kookmin Bank's "AI (Artificial Intelligence) algorithm-based HR system" was used to place 1,086 people to 900 branches. (July 2020)

1. HR inputs workforce demand, required experience and skillsets for each branch as well as the address of employees.
2. Set-up 30 rules to use in designing algorithm in allocating employees.
 - The commute time should be within an hour
 - Balance in placement of senior employees
 - Key personnel shouldn't be transferred at once...
3. AI allocates employees within 1 minute
4. HR reviewed and allocated 1,086 employees.

→ Higher satisfaction for employees, easier and effective allocation for HR.

How well is your data(leadership, evaluation, satisfaction, etc.) being utilized?



Data & Tools

People Insights
Data scientists

Collaboration

A shift in the MINDSET is the most important!

