HR-Monitor

NL MOD first step to HR-analytics

Support Command - DPOD
Trends, Research and Statistics
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Why NL MOD formed Trends, Research and Statistics (TRS):

- **BI**: "Business Intelligence which needs more explanation"
- **BS**: "Research that has more impact on decision making"
- **TRS**: The combination of BI and BS forms TRS.
Programs of Trends, Research and Statistics:

- Recruitment and intake
- Readiness of units
- Personal readiness
- Mobility and outflow

Care for Personnel & Organization
HR analytics: from gut feeling to data driven decision making.

**Phase 1**
Use opinions

Opinions are dominating. Decisions are made on gut feeling and experience.

**Phase 2**
Use of raw data

Raw structural data is available but very basic and perceived as difficult and hard to use.

**Phase 3**
Use of metrics

Statistics are monitored and used. But metrics overwhelm managers and lead to more questions.

**Phase 4**
Use of analytics

Insight by using analyses relationships, trends and focus groups are identified.

**Phase 5**
Data driven HRM

Insights are used to make HRM decisions and used to start action and adapt HRM processes.
What is the HR-monitor:

• The goal of the HR-monitor is to inform the political, departmental and military leadership on information on all aspect of the MOD personnel and personnel logistic system.

• HR monitor consists of an complete overview of “standard” HR BI and results of Social Studies in tables and graphs including analysis and disclosures.

• It is published as a glossy and on the intranet of NL MOD twice a year in sync with formal reports of the MOD to the Dutch parliament.
The time needed to make the HR-monitor:

- Several versions from 2008 to 2011.
- Restructuring of BI and Research in 2013.
- First halve 2014 development concept of HR-monitor.
- March 2015: Second HR-monitor.
What the NL MOD needed to make a HR-monitor:

- **Availability of BI and data quality:**
  We needed PeopleSoft and IBM COGNOS BI.

- **Producing and agreeing to the same statistics:**
  We needed centralization, standard reporting and definitions.

- **Introducing HR-analytics:**
  We need BI and research to work together.

- **Commitment by management for the need of a HR-monitor:**
  We needed disagreement, independence and manpower.
Challenges to publicize the HR-monitor:

First time was easy but the second time everybody wanted to be involved:

- “Are the research & statistics correct and in sync with other reports”.
- Management afraid that information could become known outside the MOD and raise questions from labor unions, media and politicians.
- The management is not always interested in the results of the analyses.
- HR Management is afraid of loosing control of its (policy) agenda.
- Management wants more (detailed) information added.
Added value by using HR analytics – case 1:

Evaluation of Flexible Personnel System (FPS):

An evaluation of the effects and benefits of introducing the FPS-system between 2008 – 2014.

TRS was able to provide analysis based on research and statistic trends and analyses.

Conclusions of the evaluation:

• FPS provide the tool to restructure and **quickly adapt** the personnel strength and composition of the armed forces
• Make your policy goals **smart and monitor** them.
Policy change regarding civilian personnel:

After announcing significant reduction in personnel in 2011 the number of civilians started to decline quickly. The number one reason: career opportunities.

Detailed predictive HR-analyses resulted in announcing a new policy regarding recruitment, retaining and offering careers within the MOD for civilian personnel.
Lessons learned:

• Assemble a team with the right tools, skills and experience.
• Get your statistics in order and accepted.
• Start small: use info graphics.
• Involve and get commitment of the (top) management when introducing HR analytics products.
• Keep promoting your results and educate management in using and trusting HR-analytics.
• And be patient......
The next step:

Separate metrics, research & analyses

HR-Monitor

Comprehensive predictive HR-Analytics

HR-Prognoses
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