



Ministry of Defence



# HR-Monitor

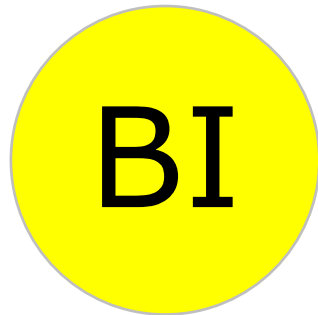
## NL MOD first step to HR-analytics



Support Command - DPOD  
Trends, Research and Statistics  
Mr P.J.J. Louvenberg  
Senior Advisor HRM/BI



## Why NL MOD formed Trends, Research and Statistics (TRS):



“Business Intelligence  
which needs more  
explanation”



“Research that has  
more impact on  
decision making”



## Programs of Trends, Research and Statistics:



Recruitment  
and intake



Readiness of  
units



Personal  
readiness

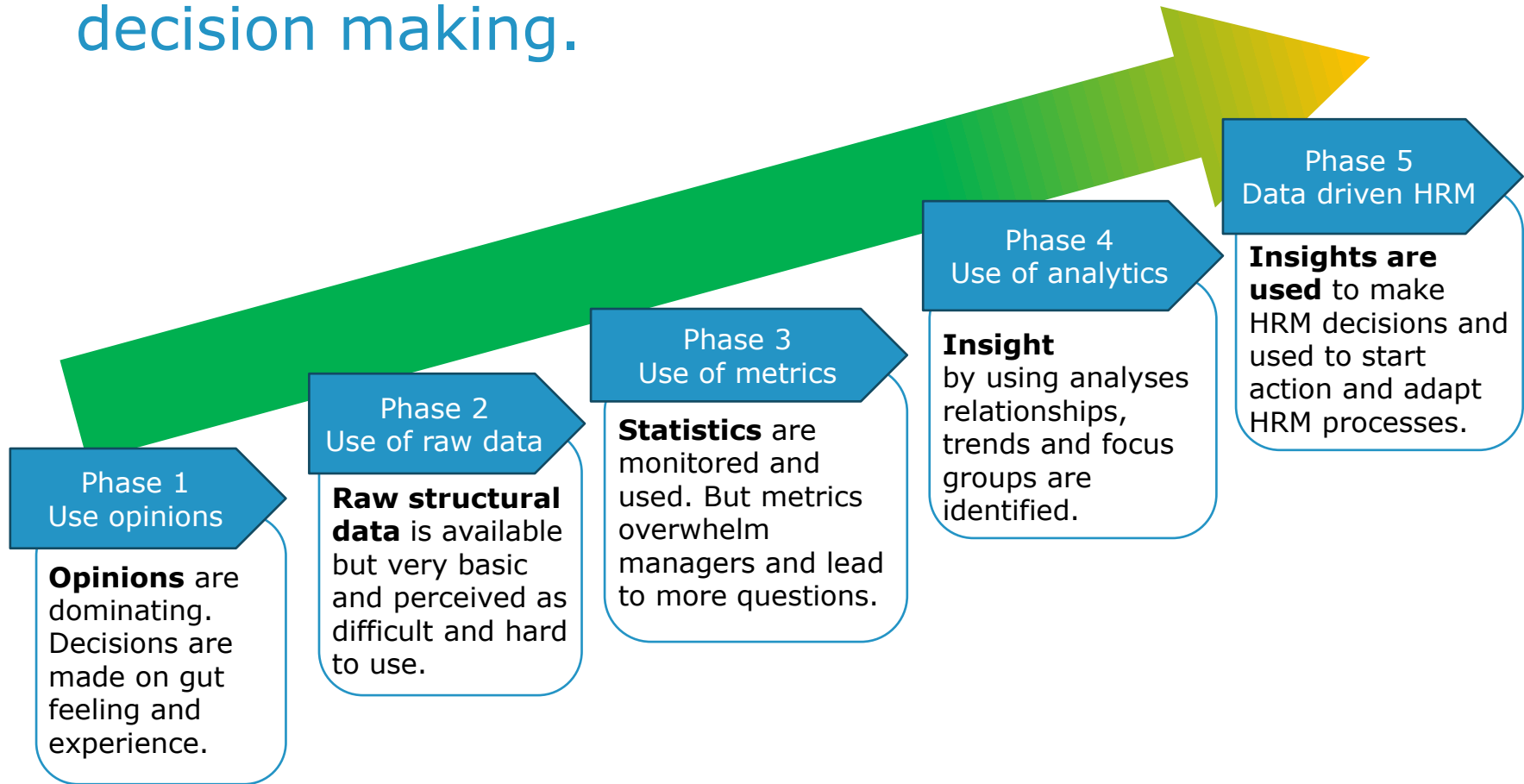


Mobility and  
outflow

**Care for Personnel & Organization**



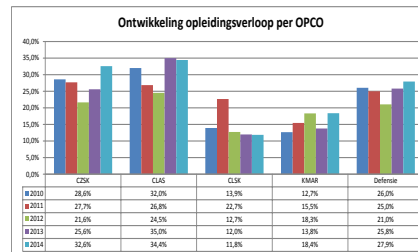
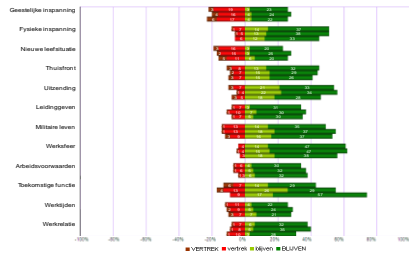
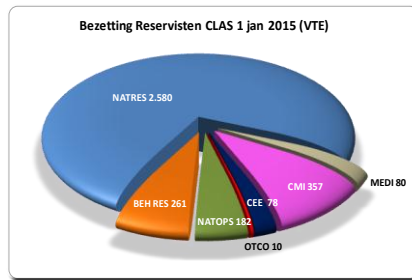
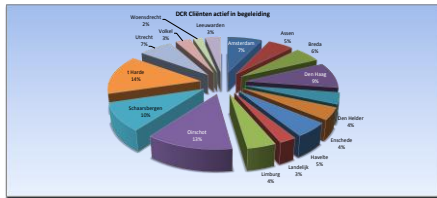
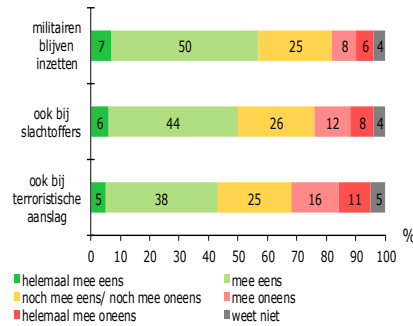
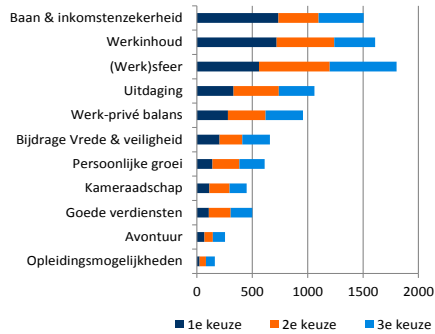
# HR analytics: from gut feeling to data driven decision making.





# HR-monitor

## Motiverende aspecten in baan (satisfiers)\*



### P-Kengetallen DEFENSIE

In, door en uitstroom (VTE)

WEG & SEL	Cumulatief tot 1 januari 2015				
	MANSCR	OO	OFF	TOTMP	BP
Sollicitaties					NVT
Sollicitaties Sollicitatiedreuk					NVT
Sollicitaties ROC					NVT
Sollicitaties TOTALE					
Aanstellbaren Sollicitatiedreuk					
Aanstellbaren ROC					
<b>Aanstellbaren TOTALE</b>	1.691	611	341	2.643	2.643
AO 2014	2.248	795	537	3.480	3.480
Proposie eind 2014	1.691	611	341	2.643	2.643
A Plan - Real	457	184	196	837	837
A Plan - Voorzage	457	184	196	837	837

INSTROOM	Cumulatief tot 1 januari 2015				
	MANSCR	OO	OFF	TOTMP	BP
Sollicitatiedreuk	1.106	229	322	1.757	1.757
WVU opleiding	589	200	322	789	789
Werk naar Werk	78	16	26	120	120
<b>TOTAAL</b>	1.773	545	670	2.988	2.988
Jaarplan 2014				827	3.495
A Plan - Real				1.131	4.611
A Plan - Voorzage				812	3.904

DOORSTROMING DEF	Cumulatief tot 1 januari 2015				
	MANSCR	OO	OFF	TOTMP	BP
BEI -> FPS				399	399
FPS2 -> FPS2				1.666	NVT
FPS2 -> FPS3				355	355
<b>TOTAAL</b>				2.420	2.420

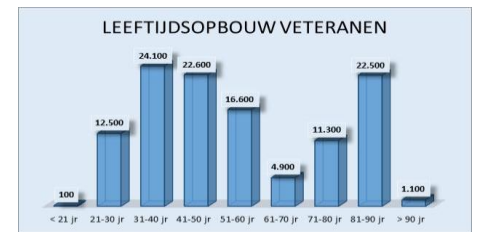
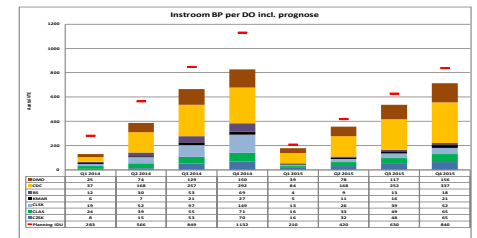
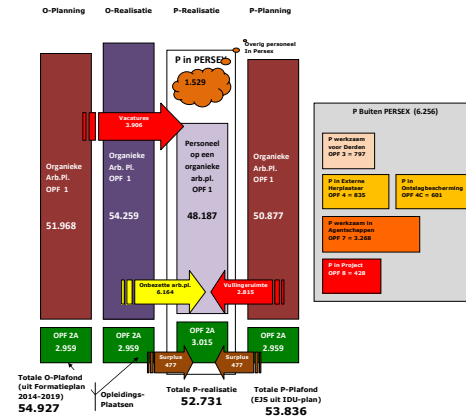
DOORSTROMING DEF	Cumulatief tot 1 januari 2015				
	MANSCR	OO	OFF	TOTMP	BP
Manscr -> OO				396	396
OO -> OFF				216	216
<b>TOTAAL</b>				612	612

INSTROOM	Cumulatief tot 1 januari 2015				
	MANSCR	OO	OFF	TOTMP	BP
Inzake OPL Sollicitatiedreuk	601	170	108	879	879
Inzake OPL met ROC Opt					NVT
<b>Inzake OPL TOTAAL</b>	601	170	108	879	879
Impuls	1.183	539	190	1.912	1.066
Regulier	110	550	453	1.113	90
<b>TOTAAL</b>	1.894	1.259	751	3.904	1.097
Jaarplan 2014				1.097	5.001
A Plan - Real				1.097	2.858

IN/UIT SALDO	Cumulatief tot 1 januari 2015				
	MANSCR	OO	OFF	TOTMP	BP
Instroom TOTALE	1.773	545	670	2.988	2.988
Uitstroom TOTALE	1.694	1.259	751	3.704	1.097
<b>A In/Uitstroom</b>	-121	-714	-401	-1.236	-269
Jaarplan 2014				3.480	1.131
A Plan - Real				4.716	6.177





## 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:



- Introduction of PeopleSoft and COGNOS in 2007.
- Several versions from 2008 to 2011.
- Restructuring of BI and Research in 2013.
- First half 2014 development concept of HR-monitor.
- August 2014: first publication 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:

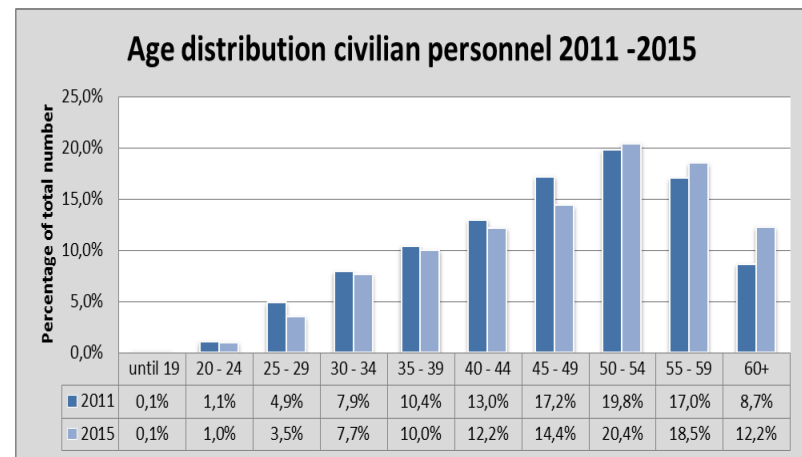
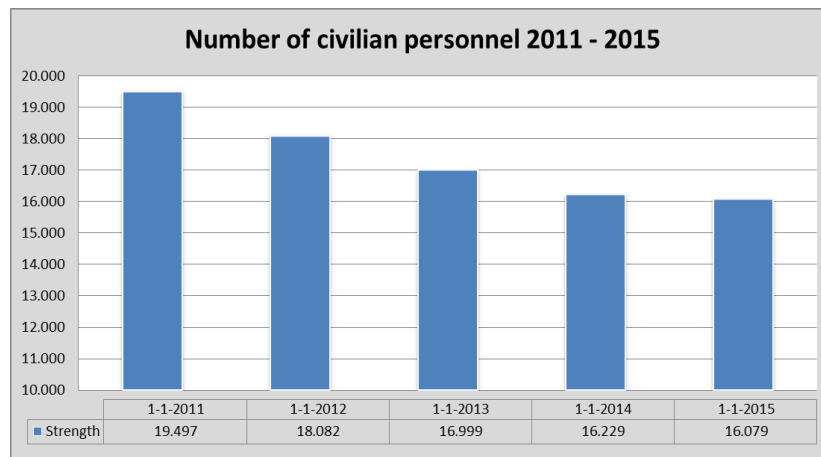
- FPS provide the tool to restructure and **quickly adapt** the personnel strength and composition of the armed forces
- Make your policy goals **smart and monitor** them.



# Added value by using HR analytics – case 2:

## 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.

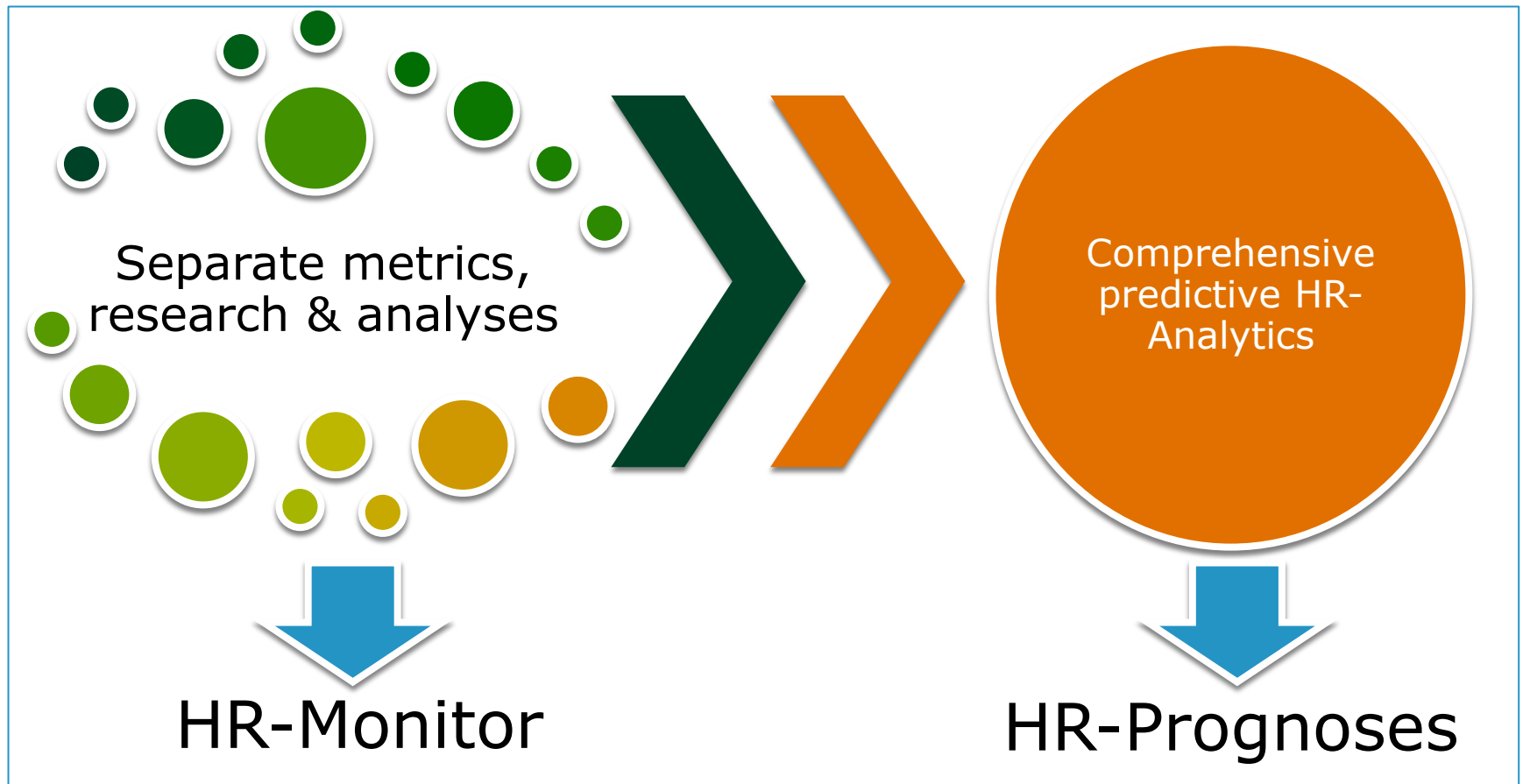


## Lessons learned:

- 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:





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