

MBA-II / SEM-IV LEADERSHIP AND SUCCESSION PLANNING / (2021-22)

COMPREHENSIVE CONCURRENT EVALUATION

Faculty Name: Prof. Ujjval More

Subject: Workforce Analytics

Sub Code: 219 IL-BA-03

Sr. No.	Parameter / Component	Marks	Date of Exam/Submission
1	Written Home Assignment	50	16 th July 2022
2	Case Study	50	23 th July 2022

Component 1. Written Home Assignment

Instructions:

1. The last date of Submission is 16th July 2022.
 2. Written Home Assignment should be hand written and in your own words; copied Written Home Assignment and case study from peers onother open sources will not be considered for assessment.
 3. The content should cover all the points & justify the marks for Written Home Assignment and case study.
 4. Incomplete Written Home Assignment will not be accepted.
 5. Student name, specialization, Written Home Assignment questions must be clearly mentioned.
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Component 1. : Written Home Assignment:

(50 Marks)

- 1) Give an Overview of Workforce Analytics, its evolution and its function of it.
- 2) What is Fill-up ratio, Time to Hire, Cost per hire and early turnover?
- 3) Explain Gender mix and Differently abled index
- 4) Discuss the Retention index and Turnover by the department.
- 5) Explain service tenure, Internal hired index.
- 6) What is Level wise succession readiness index?
- 7) Discuss Churn index and Separation clearance time.
- 8) Elaborate HR cost per employee, HR to operating cost, and Compensation to HR cost.
- 9) Explain Scorecard based on recruitment, training and development.
- 10) Why were Regional and country-level differences in turnover data observed?

Component 2. Case Study:

(50 Marks)

Many engineering firms are facing a market with a shrinking supply of talent. Coupled with an ageing workforce, the problem of having a sufficient inventory of capable engineers and project managers available and/or working on projects is of significant concern. The following case study identifies the insights and actionable decision recommendations that emerged from the role analytics played in a large engineering firm experiencing critical talent turnover.

The firm has over 10,000 employees and is headquartered in the United States with offices in several countries around the world. It has operations in business areas including industrial products, processing, and government. Over the last two years the firm has been experiencing unwanted voluntary turnover, increased retirement rates, and mediocre business performance. The CHRO recently approved a pilot analytics project to identify solutions. The project duration was three months and the firm enlisted the support of OptTek Systems to assist the internal staff.

Talent, financial, and related data were assembled from a number of computer-based businesses and HR systems, interviews were held with leaders from the global offices, and models were built representing the workforce behaviour at the individual employee level by implementing its OptForce® analytics software platform. The models were tested for validity and were used for the ensuing analyses.

The following is a summary of the deliverables:

Turnover rates of the high-risk critical roles of Engineers and Project Managers are higher than average (14% and 13% respectively). This leads to high turnover costs – over \$10 million in the past year for Engineers and over \$8 million for Project Managers. Furthermore, over the last two years turnover rates have been increasing among employees with fewer years of service. Even if the cost assumptions are over-estimated, the costs are significant enough to take action. Additionally, demand for Project

Managers is expected to grow, and Engineers are the primary feeder role for Project Managers, making the voluntary turnover of Engineers even more costly. Further compounding the costly turnover risks, the demand forecast based on projected revenues is greater than the demand forecast based on current trends in headcount, meaning that there are likely to be larger critical role talent gaps in the future; as



a result, the firm may not be able to meet its revenue goals.

Questions:

- 1) What is the function of Workforce analytics?
- 2) What are the challenges in measuring human capital?