

Symposium virtuel

ANALYTIQUE **RH**

Comment l'utilisation de l'analytique RH fait une différence dans la vie de Recherche BCA Inc

Sonia Renon-Chevrier

Agenda

- Qui sommes-nous?
- Avant:
 - Ce qu'on faisait avant
 - Pourquoi ca ne fonctionnait pas
- Maintenant:
 - Ce qu'on fait maintenant
 - Quelle est la difference?
 - Haute direction
 - Employés
- Quelques autres projets
- Conclusion

Qui sommes nous?

BCO α

• Symposium virtuel •

ANALYTIQUE **RH**

Qui sommes nous? Recherche BCA Inc.

The logo for BCA Inc. features the letters "BCA" in a stylized, teal-colored font. The "C" is unique, resembling a combination of a Greek letter alpha and a lowercase 'a'. The logo is set against a dark teal square background.

Plus grand fournisseur mondial indépendant de recherche en investissements macroéconomiques

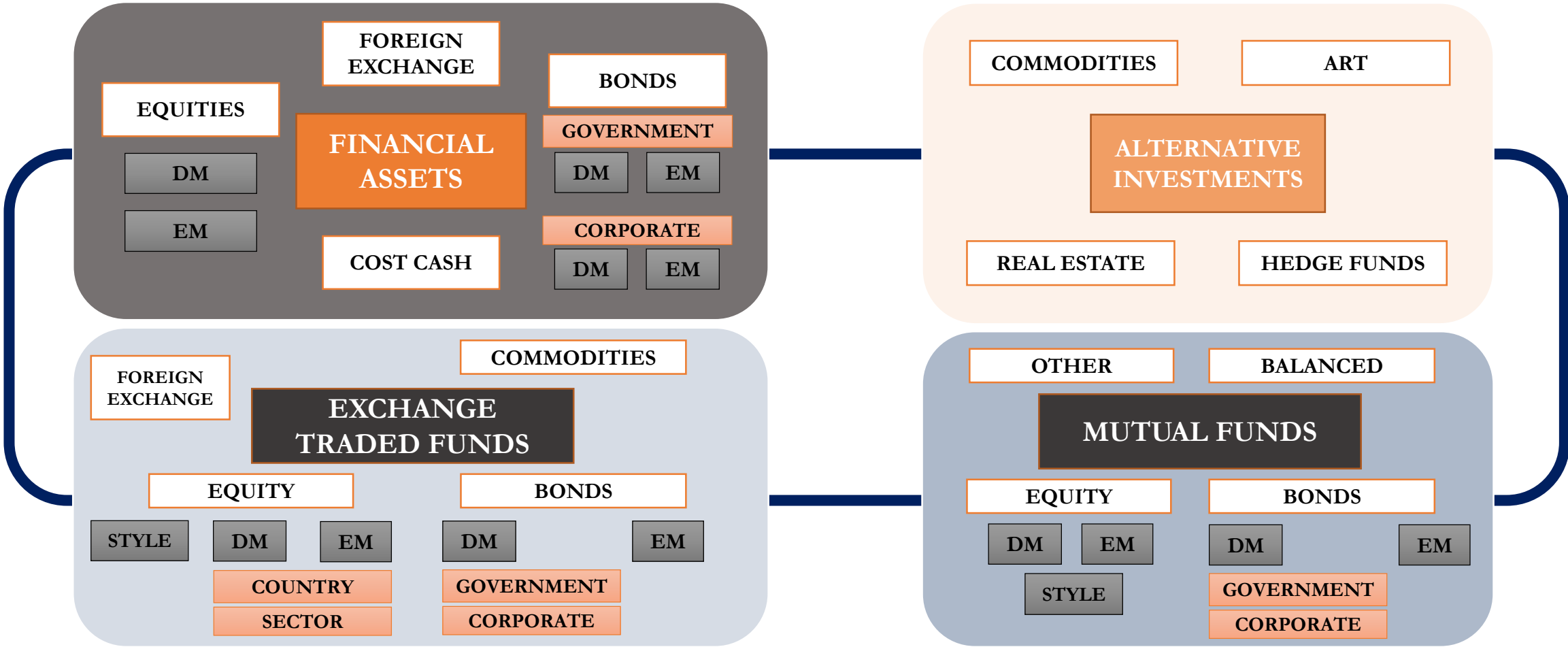
- Fondé à Montréal en 1949
- 147 employés

- Londres
- New York
- San Francisco
- Hong Kong
- Sydney
- Cape Town
- São Paulo

Maison Mère à Londres:

Euromoney
Institutional
Investor PLC

Qui sommes nous? (Suite)



Avant...

Symposium virtuel

ANALYTIQUE **RH**

Ce qu'on faisait avant... Et pourquoi ça ne fonctionnait pas

- Excel
- Peu de collaboration
- Aucun historique



- Long!
- Erreur
- Oublie des définitions
- KPI devenaient facilement débatables
- Pas un partenaire décisionnel
- État d'esprit : RH=coûts!

1ere présentation stratégique RH : **42 slides (!)** pour le plan 3 ans

- ✓ Éduquer
- ✓ Crédibilité

BCA people – turnover

FY16

Global Turnover: 23 %

Voluntary: 14%

Involuntary: 9%

Talent Turn: 24%

Headhunting \$: 663K US

Days per hiring: NA

Cost per hiring: 13,7K
CAD

Q4-16

Global Turnover: 9,1%

Voluntary: 5,3%

Involuntary: 3,7%

Talent Turn: 7%

Headhunting \$: 270K

Days per hiring: 87

Cost per hiring: 47K

Q1-17

Global Turnover: 7,5%

Voluntary: 4,8%

Involuntary: 2,7%

Talent Turn: 2%

Headhunting \$: 86K

Days per hiring: 74

Cost per hiring: 10K

Q2-17

Global Turnover: 9%

Voluntary: 6,4%

Involuntary: 2,7%

Talent Turn: 5,5%

Headhunting \$: 29K

Days per hiring: 59

Cost per hiring: 10K

Finances & Insurance
Industry (canada) –
Average Per Quarter

- Global: 3,7%
- Voluntary: 2,2%
- Unvoluntary: 1,45%
- Days per hiring: 55
- Cost per hiring: 3,5K

Sneak Preview Q2 - 19:

- ✓ Voluntary: 1,5%
- ✓ Talent: 0%
- ✓ Headhunting: 44K
- ✓ Days to hire: 53
- ✓ Cost per hire: 4,5K

Symposium virtuel

ANALYTIQUE RH

Attraction

Achieve BCA's strategy by increasing our talent density and attracting the best through defined conditions of success, cultural and competency fit and efficient onboarding

Where We Are - 2017

Positive:

Negative:

Let's Bridge The Gap

Attraction - Key Initiatives:

Measure Of Success

Recruitment efficiency (cost, days, u-turnover)
Onboarding quality
Refex (Referral & Ex-employees)

Who We Want To Be - 2019

Exec Summary

HR 360

HR scene

Plan

Deliverables

Symposium virtuel

ALYTIQUE RH

BCA HR Deliverables & KPI- 2017

Recruitment	- Recruitment Process - Onboarding	KPI: Recruitment efficiency Onboarding quality	Collaboration: Central HR Working group	Cost: Minimal	Delivery Date: April
Comp and Benefits	- Global compensation - Benefits - HRIS	NA	Collaboration: Finance Central HR	Cost: TBD	Delivery Date: May (Compensation) October (Benefits)
Excom	- Trust - Culture & values - Communication & Recognition	KPI: Engagement, Alignment % of Change Agents	Collaboration: Excom Working group	Cost: Consultant Moderate - 2 Town Halls	Delivery Date: May
Talent Management	- High Potentials and succession - Organizational readiness (training) - Performance management	KPI: % High potentials Mastery	Collaboration: Excom Working group	Cost: Training budget	Delivery Date: June (training) September (perform)
Life at work	- Knowing our colleagues - Opportunities to socialize	KPI: Knowing your colleagues	Collaboration: Working group Social Committee	Cost: Social Committee budget	Delivery Date: September

Exec Summary

HR 360

HR scene

Plan

Deliverables

Maintenant...

Symposium virtuel

ANALYTIQUE **RH**

Qu'est ce qu'on fait maintenant?

Besoins:

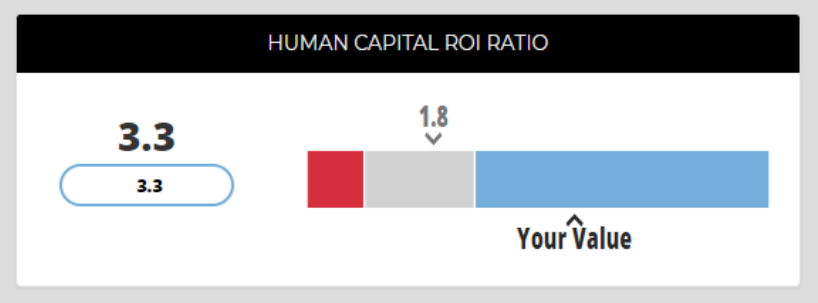
- Imputabilité
- Précision
- Historique
- Facilité
- Communication
- Cadence
- Garder l'équipe en vie



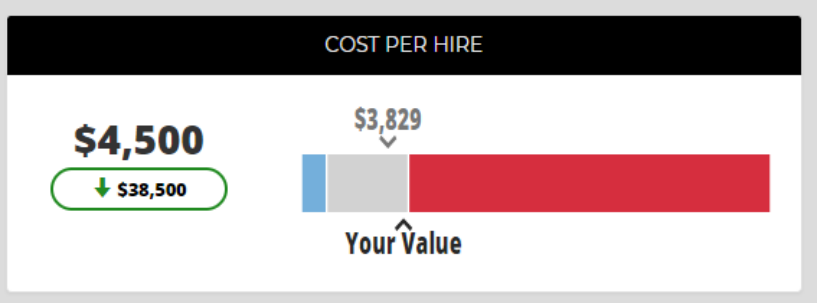
Solutions:

- Outil
- Townhall RH tous les 6 mois

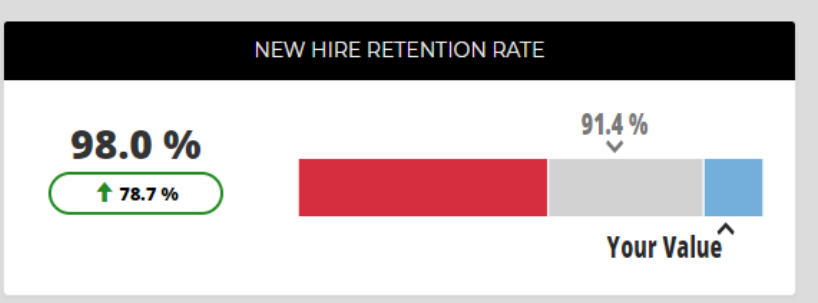
MezuRH / Baromètre RH – Exemple d'indicateurs



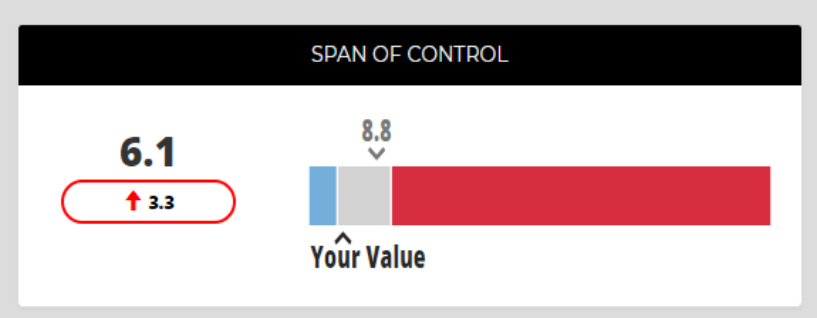
This is the pre-tax profit for every dollar invested in wages and benefits. Also called the return on investment of human capital



the average amount of money you spent on making a hire



Percentage of new employees still working for the organization at the end of the quarter. A new employee is defined as having less than 12 months of seniority in the organization.



The Span of Control metric gives viewers insight into the organizational structure of the company and the overall control of managers.

Système RH – Exemple d'indicateurs

Exemples retirés pour raison de confidentialité

La différence? (Haute direction)

Projet 1 - Taux de roulement

CONSTATS:

Sondage employés 2018:

Career talk: XXXX%

Fair Pay: XXX%

Raisons de départs 2017:

XXX% Carrière

XXX% Salaire

INITIATIVES:

- LinkedIn Learning
- Career Path
- \$ benchmark + philosophie de rémunération "Fair Pay"

RESULTATS:

Sondage employés 2019:

Exemples retirés pour raison de confidentialité

α

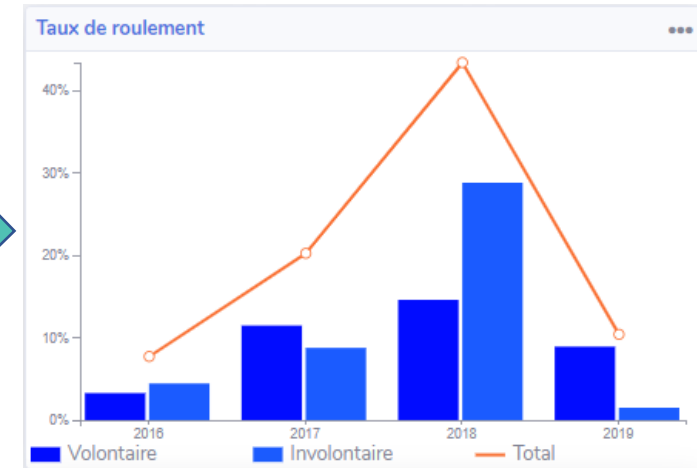
Départs 2019:

Exemples retirés pour raison de confidentialité

Impact financier

Impact commercial

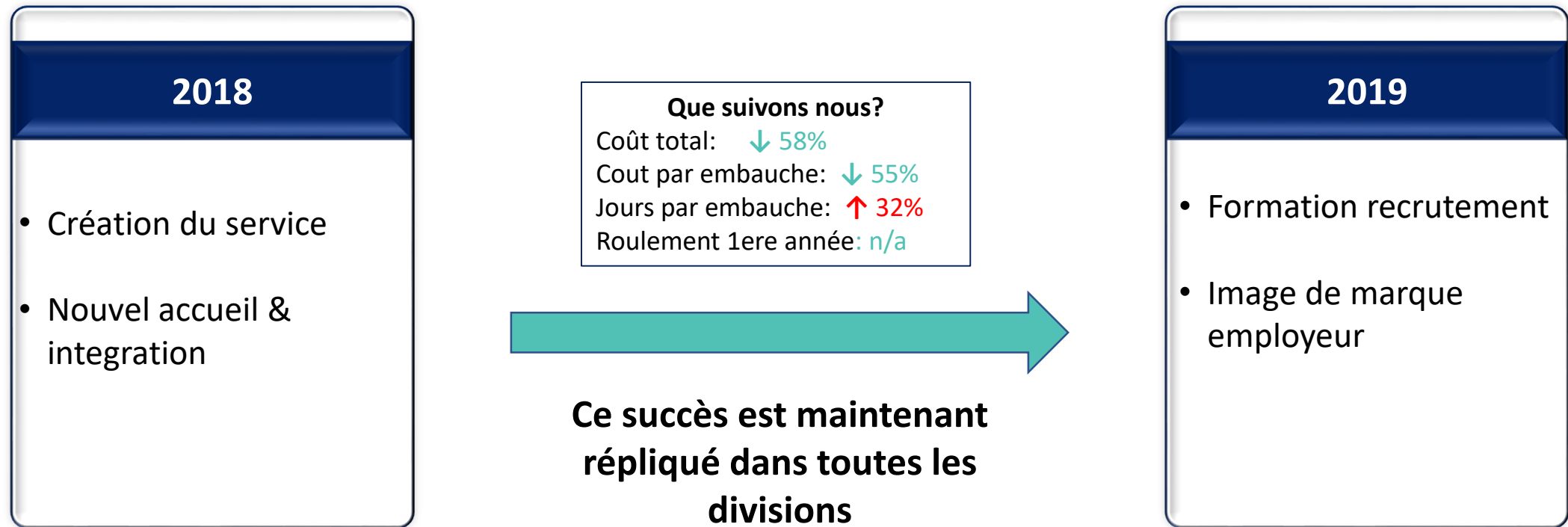
Exemples retirés pour raison de confidentialité



Symposium virtuel

ANALYTIQUE RH

Projet 2 – Efficacité du recrutement

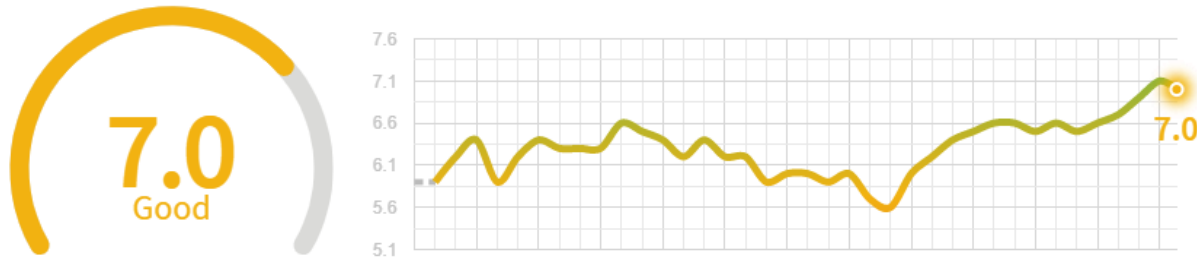


La différence? (Employés)

Impact sur l'engagement

Un indicateur vaut mille mots....

Employee Engagement Score



Score for Recognition



SUMMARY: Good job! On average, employees within All company (bcaresarch.com) are given high quality recognition. With that said, bcaresarch.com's recognition could still improve by giving employees recognition more frequently.

Breakdown for Recognition

[View metric gauge](#)

The score for Recognition is based on the following 2 factors:

Recognition Frequency



Recognition Quality



Autres projets embryonnaires...

Marque employeur

Symposium virtuel

ANALYTIQUE **RH**

What is the situation at BCA Research?



 **Inexistent:**

 **Aware and starting:**

 **Completed and/or can be improved:**

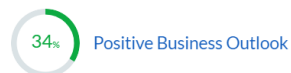
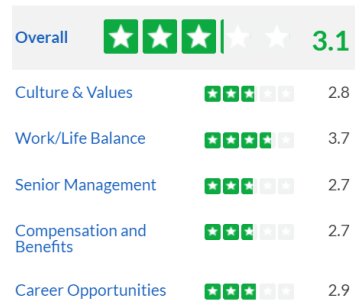


What is the impact for BCA Research?

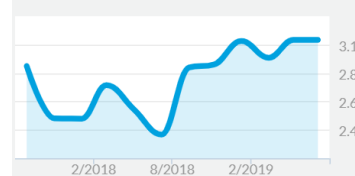
- BCA Research **has** an employer brand which we did not actively pursue
- We **already signal** what candidates can expect, gain and learn from working there

glassdoor

BCA Research Ratings and Trends



Overall Trend



Overall Distribution



indeed

What is it like to work at BCA Research?

- 3.0 ★ Work/Life Balance
- 2.7 ★ Salary/Benefits
- 2.5 ★ Job Security/Advancement
- 2.2 ★ Management
- 3.2 ★ Culture

3.1 ★★★★★

Based on 10 reviews from 2014 to 2018

Based on 46 reviews from: 2012 to May 2019

Is there an impactful reputational risk?

Exemples retirés pour raison de confidentialité

Inclusion & diversité

Symposium virtuel

ANALYTIQUE **RH**

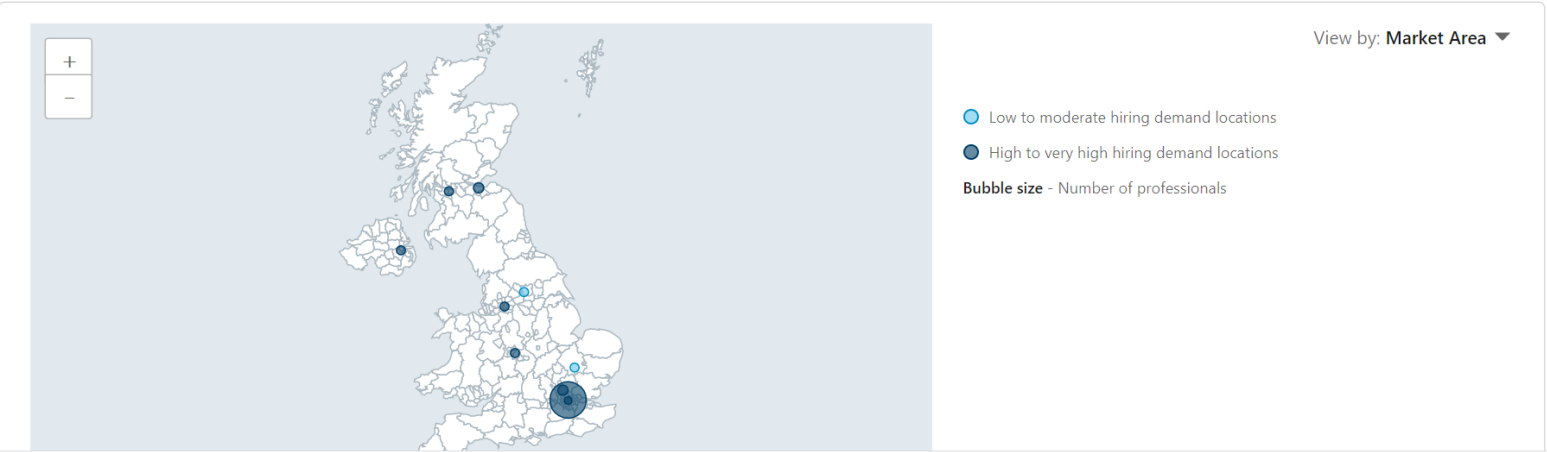
En mode défrichage - diversité culturelle

Exemples retirés pour raison de confidentialité

Job Title (7): (Current job title) Senior Economist, Managing Editor, Economist, Chief Strategist, Chief Economist, Macroeconomist, and Strategist

Location (2): (Current location) London, England, United Kingdom and United Kingdom

Industry (5): Financial Services, Investment Banking, Investment Management, Banking, and Capital Markets



Conclusion

Symposium virtuel

ANALYTIQUE **RH**

Conclusion

- Par où commencer?
- Grandes chances que si vous approchez vos collègues et votre patron avec une première tentative de preuve de valeur ajoutée \$, ils vont écouter et vous soutenir
- Winter has come 😊 HR Analytics wizard.. GAFAN

6 X

DES QUESTIONS?

Symposium virtuel

ANALYTIQUE **RH**

Symposium virtuel

ANALYTIQUE **RH**

PRÉSENTÉ PAR

BAROMÈTRE **RH**

MERCI DE VOTRE PARTICIPATION!