

FROM THE GROUND UP: JOHNSON CONTROLS LAUNCHES EFFORTS TO BUILD A WORLD CLASS WORKFORCE ANALYTICS CAPABILITY



**Johnson
Controls**

Today's Presenters



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QUESTIONS

To submit a question use the floating panel, on the top of your screen, and click the Q&A button.



CLICK HERE TO ASK A QUESTION
TO "ALL PANELISTS"

Agenda

- Introduction
- Why Workforce Analytics and Planning?
- Case Study: Johnson Controls
- Establishing a Workforce Analytics & Planning Center of Expertise (COE)
- Closing Thoughts
- Q&A

WHY WORKFORCE ANALYTICS & PLANNING?

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Workforce Analytics and Planning is Becoming Increasingly Important Especially as business challenges increase the need for robust workforce information and insight:

1. Growth and expansion plans.
2. Changes in product mix and go-to-market strategies.
3. Continued quest for profit improvement and operational efficiencies.
4. Scarcities in external talent pools.
5. Internal pipelines are inefficient.

The biggest growth area in HR technologies is **workforce analytics**, from **14% to 46%** in the next 3 years

Source: CedarCrestone's 2013-2014 Outlook Report

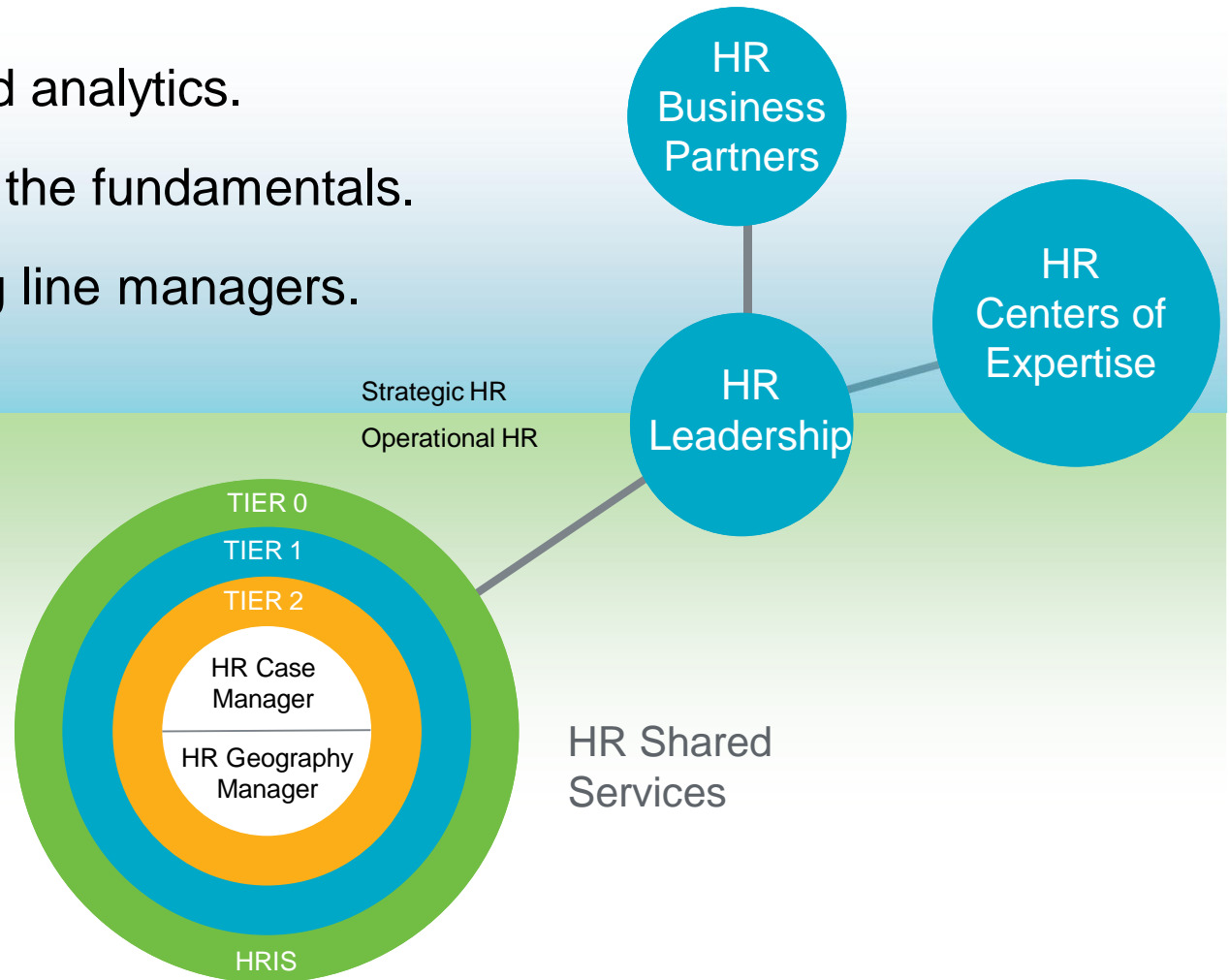
Hottest Jobs for 2014:
Head of HR Analytics, second only to the CHRO position

Source: CT Partners 19th annual executive jobs forecast

Next Generation HR Service Delivery Model

Companies that implement this model are more:

- Strategic.
- Guided by metrics and analytics.
- Flawless in executing the fundamentals.
- Effective in supporting line managers.
- Cost-effective.

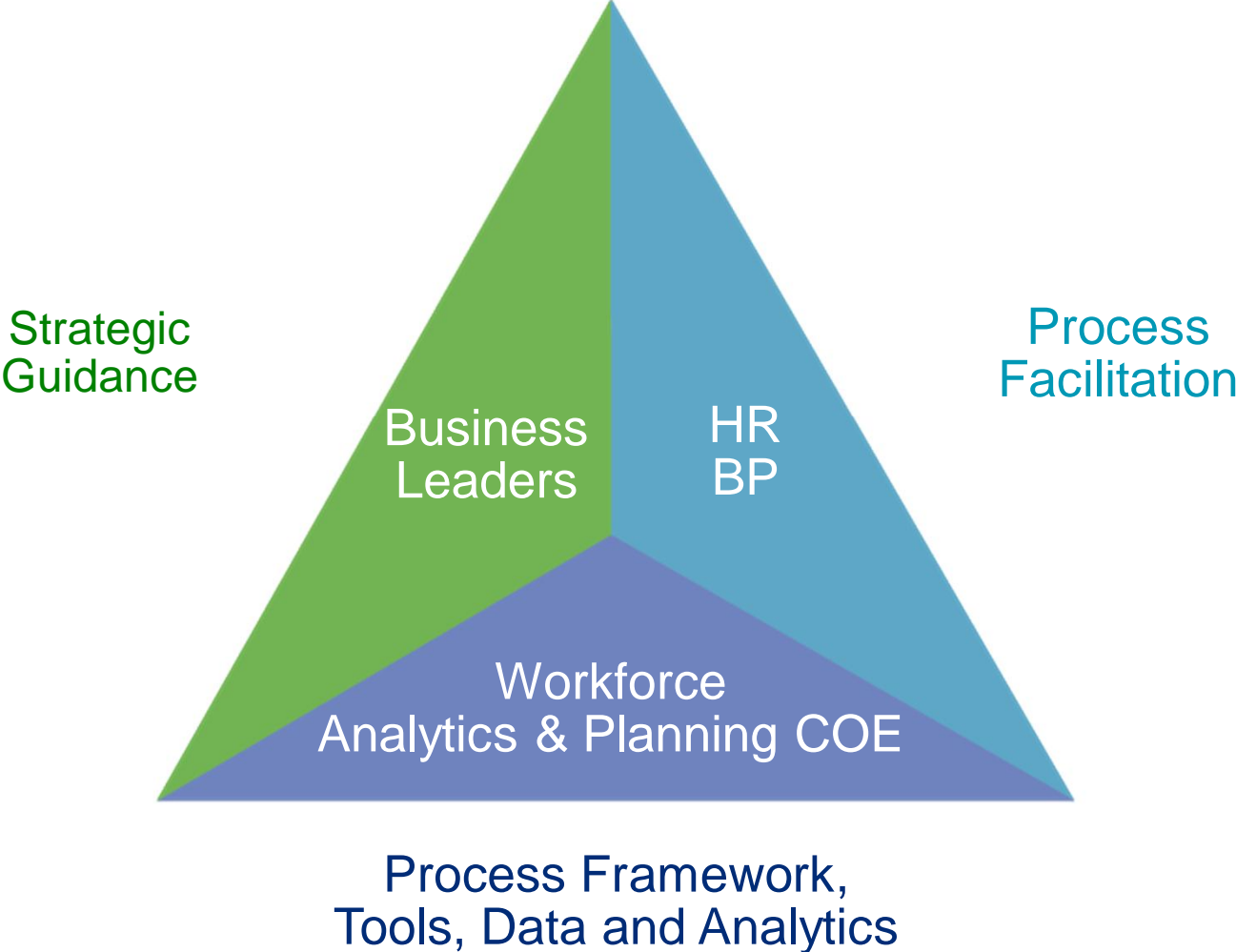


A Workforce Analytics & Planning Center of Expertise Plays a primarily strategic role within the HR function



- Strategic workforce planning modeling and forecasting for critical workforce segments.
- Standard and ad hoc reporting on strategic workforce planning outcomes.
- Routine reporting of key workforce analytics & planning via scorecards and dashboards.
- Ad hoc workforce analytics to address the root cause of workforce issues.

Shared Ownership of the Process is Good Practice



CASE STUDY: JOHNSON CONTROLS

**Johnson
Controls**



Johnson Controls



Automotive Experience

A global leader in automotive seating, overhead systems, door and instrument panels, and interior electronics.



Power Solutions

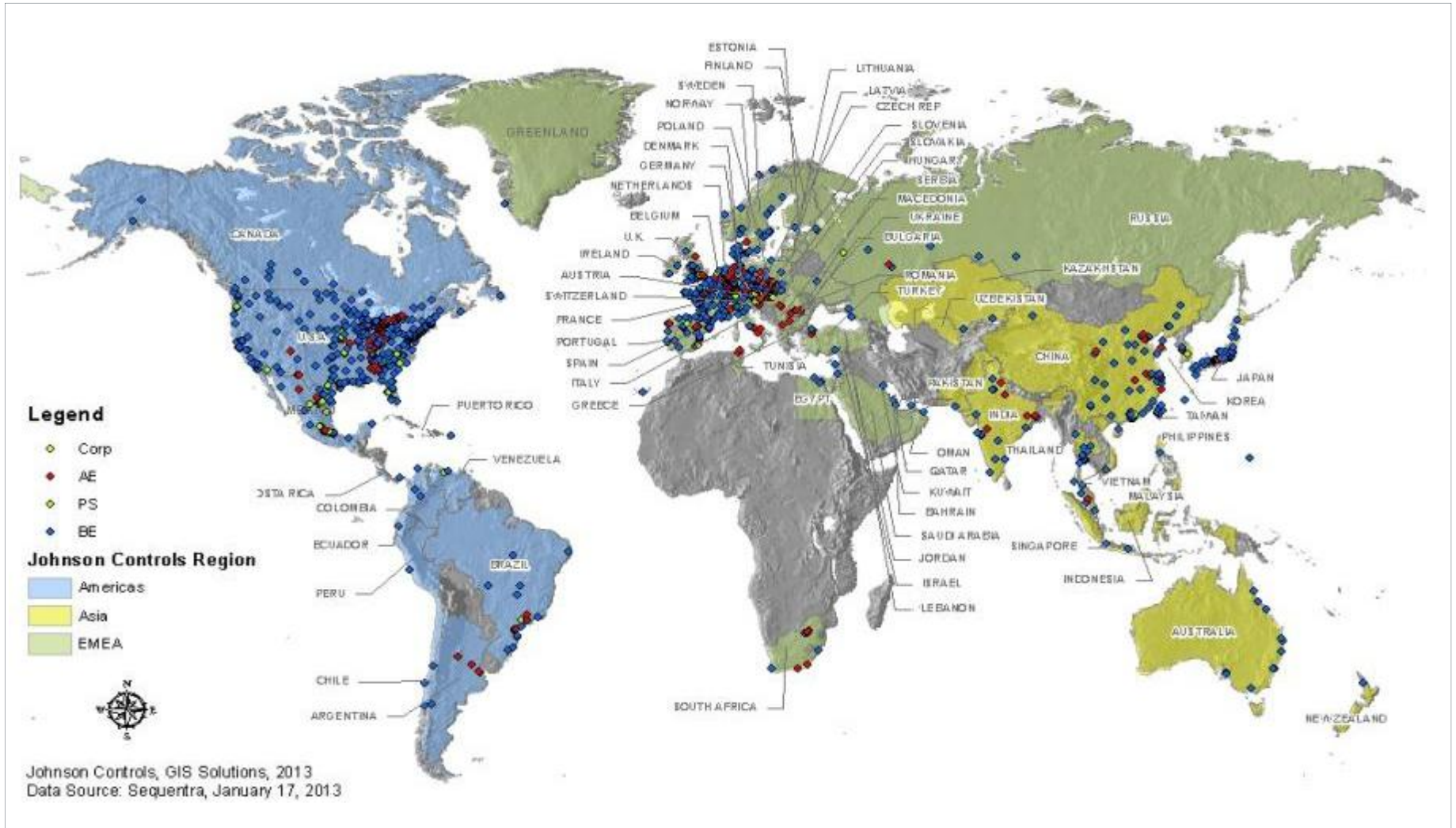
Global leader in lead-acid automotive batteries and advanced batteries for Start-Stop, hybrid and electric vehicles.



Building Efficiency

A leading provider of equipment, controls and services for heating, ventilating, air-conditioning, refrigeration, and security systems for buildings.

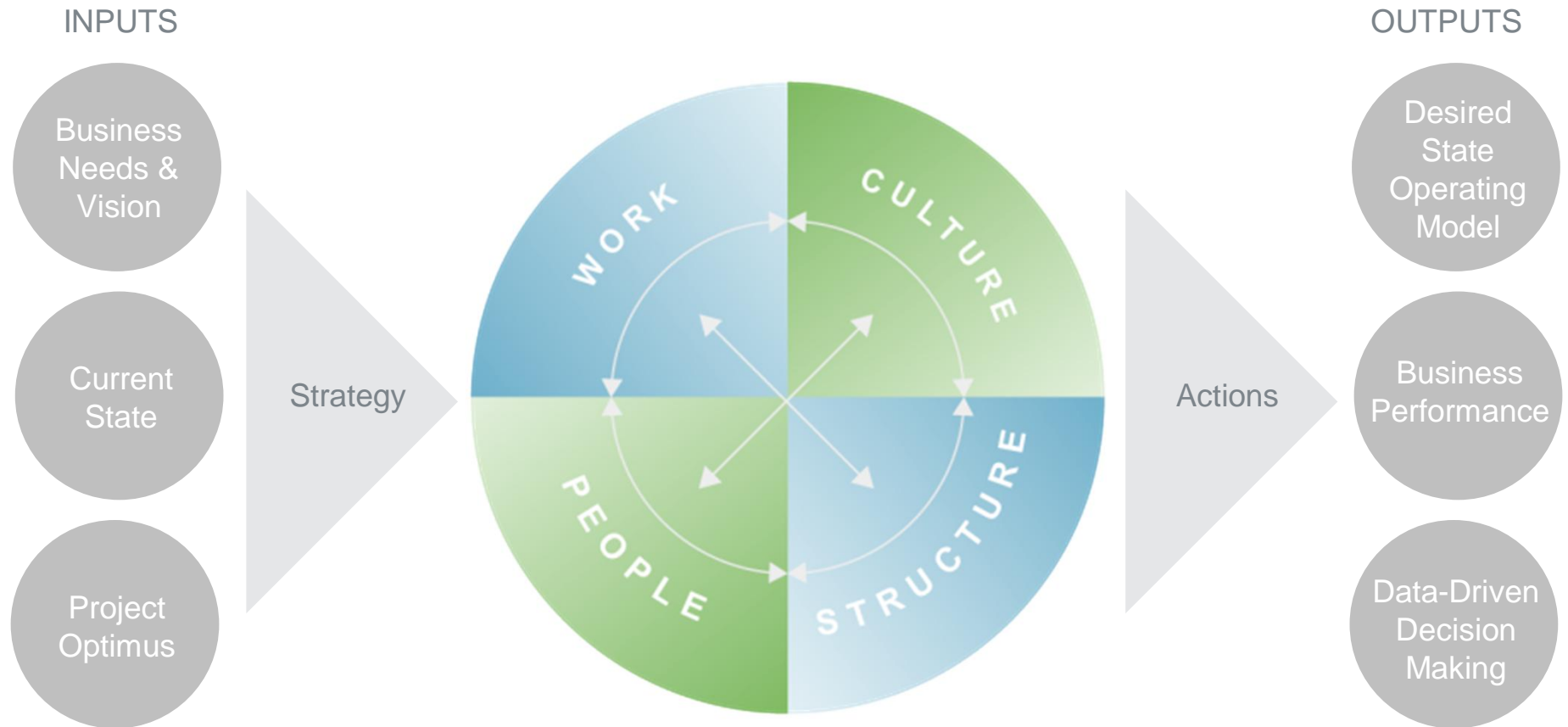
Johnson Controls



Current State: Business Unit Leaders Needs/Wants

- Most leaders expressed a basic need for workforce profile and the ability to “drill into” and “filter” the data
- Each business unit has their own HR scorecard and/or metrics....each has a different look and feel....but there are some commonalities
 - Headcount (overall, by level, by gender)
 - Retention/Terminations
 - Hires/Promotions
- The challenge is that . . .
 - leaders struggle with how to interpret what they’re getting
 - there is too much information reported
 - the metrics and data are not displayed in a way that helps ease interpretation (“so what?”)

A “Congruence” Model for Success of the Workforce Analytics COE



Aim for High Quality – But Practical – Workforce Analytics

MISSION



- Build skills and competencies within HR
- Drive performance by linking people programs and initiatives to workforce outcomes and business results
- Standardize how workforce data is used to drive day-to-day people decisions

VALUES



- Rely on facts; respect institutional knowledge
- Timeliness vs. completeness of data
- Open actions regarding data collection, analysis and results
- Gather stakeholder input
- Reporting and analytic governance
- Well-established analytical practices
- Ensure processes are scalable, repeatable
- Develop partnerships with finance, legal, etc.

VISION



- Create an evidence-based culture that endorses analytics at the highest levels and gives leaders the support they need to test hypotheses to address real workforce and organizational priorities

Strategic Purpose and Core Responsibilities

Enterprise HR Operations

Provides administrative and transaction support allowing for better utilization of Workforce Analytics COE to achieve faster and more streamlined delivery



Collaboration &
Support

HR BP Organization

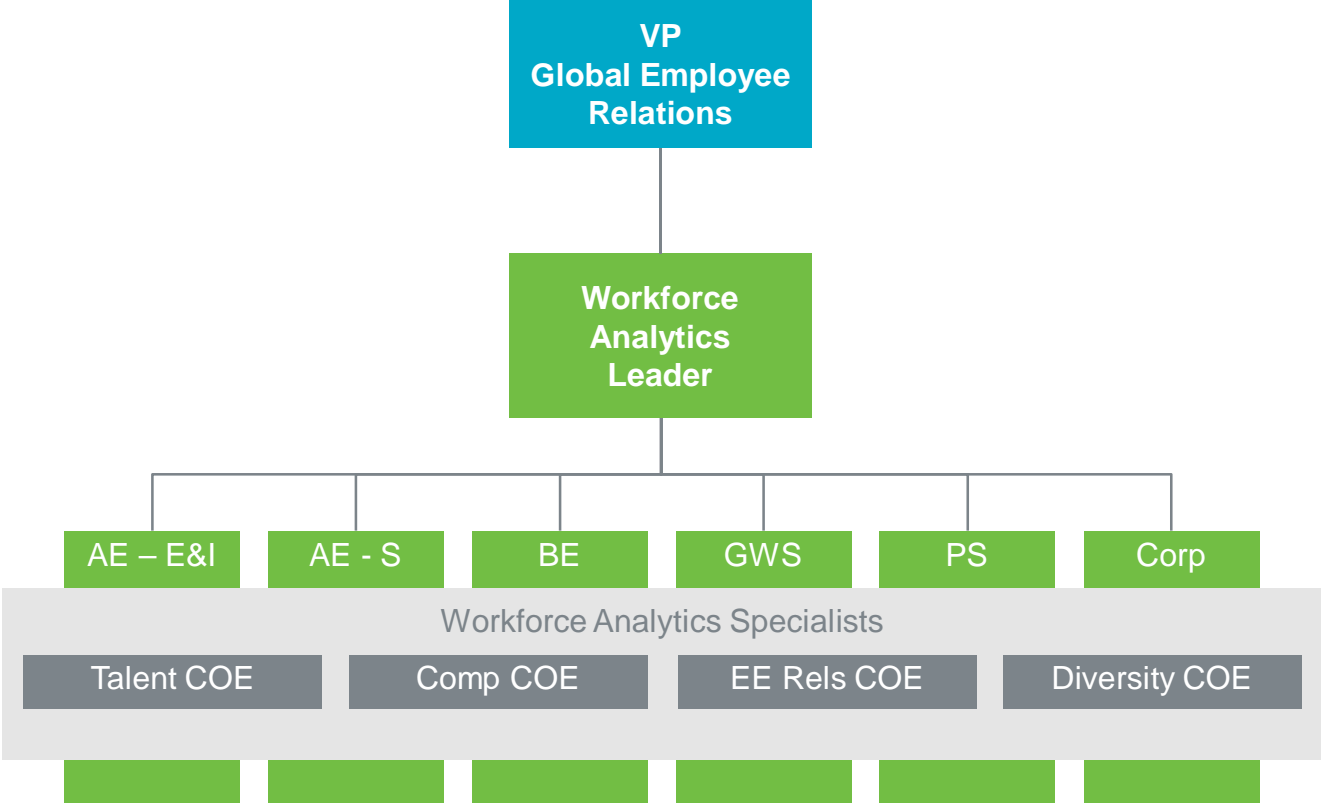
Partner to drive development of metrics requirements

Engage Business Leaders in interpreting workforce data and metrics

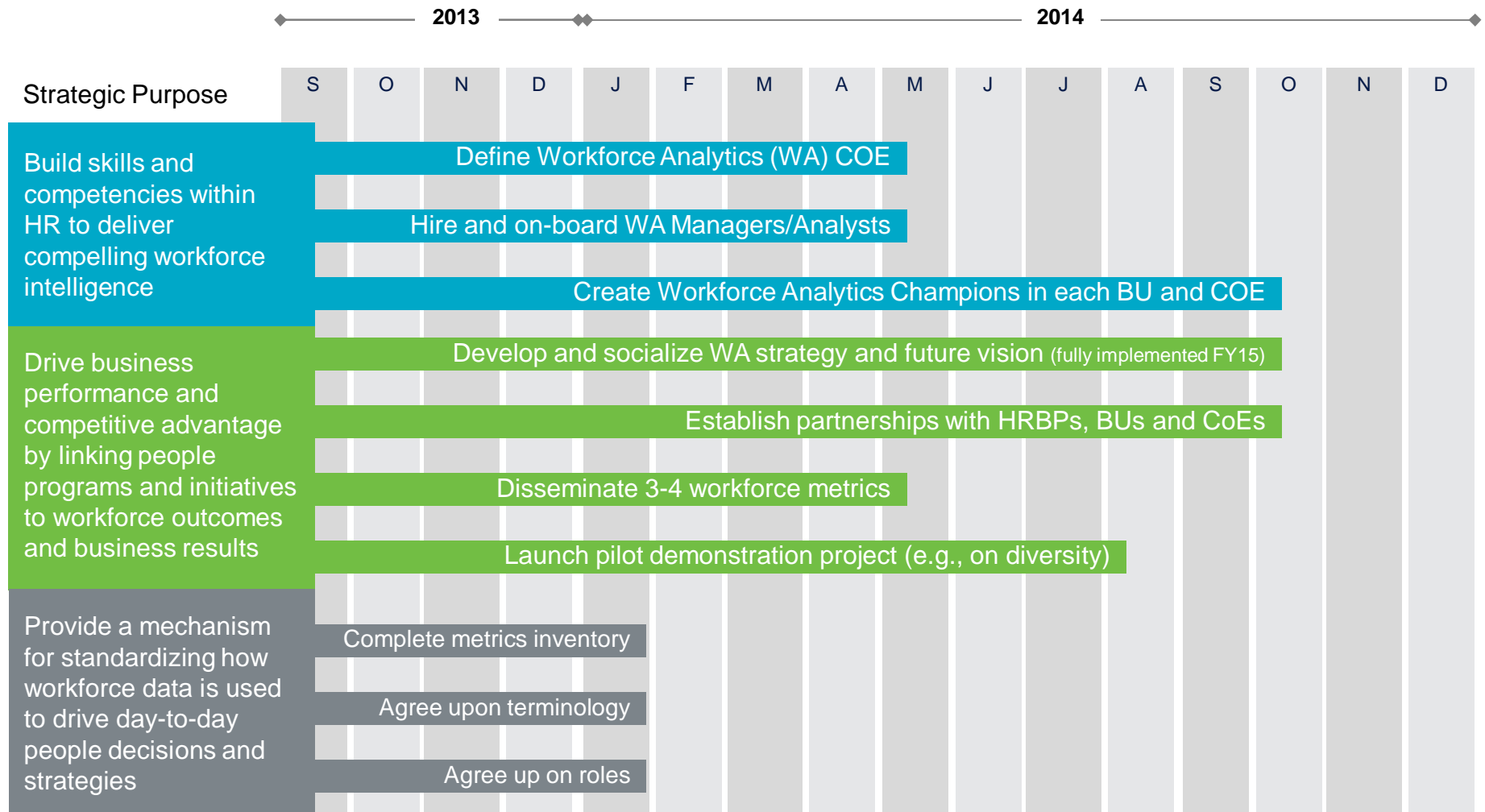
Drive appropriate actions to address workforce needs based on data

Note: Collaboration, integration and support relationships with other COEs not shown

Structure of the Workforce Analytics COE

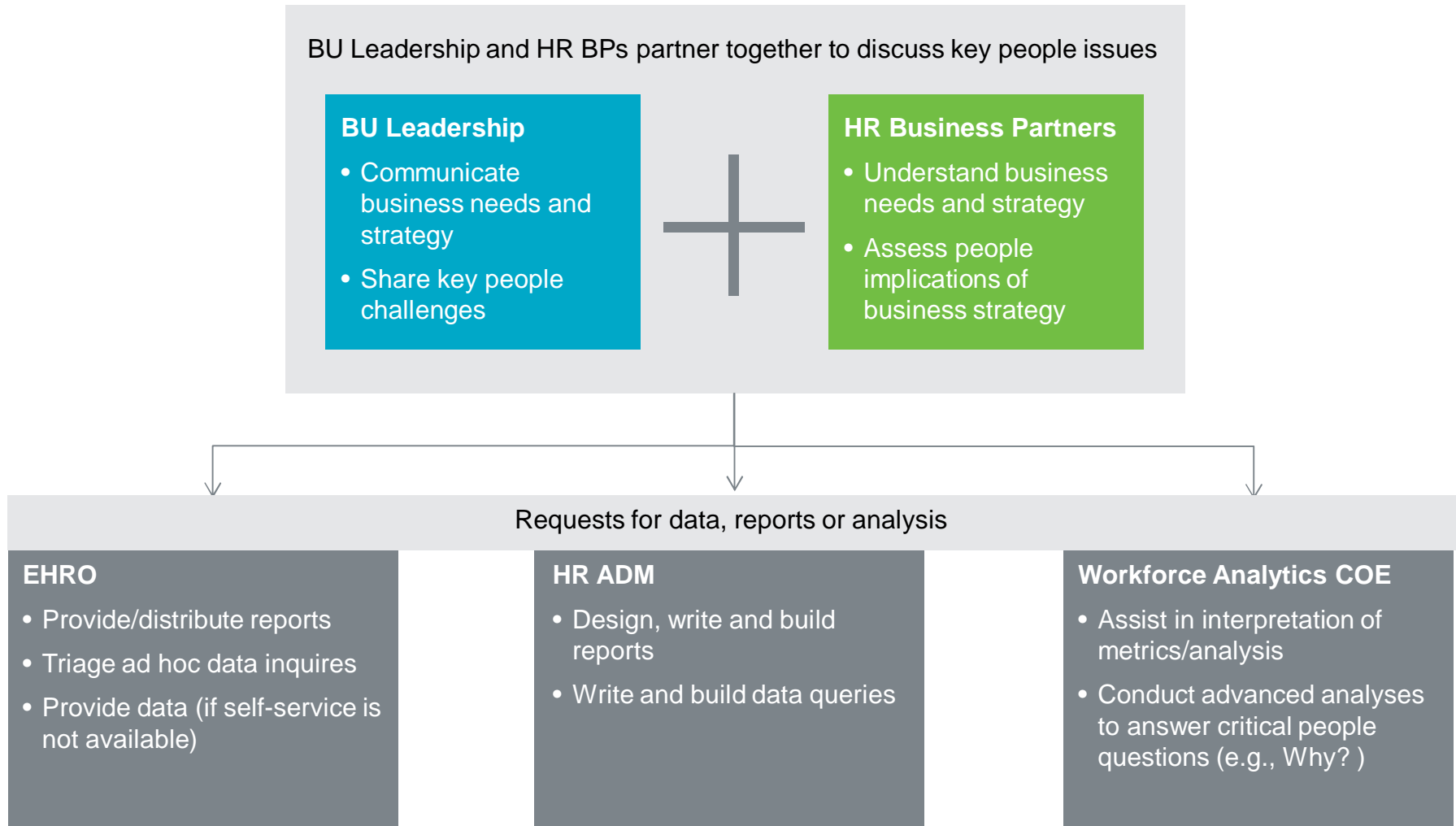


FY14 Priorities and Milestones



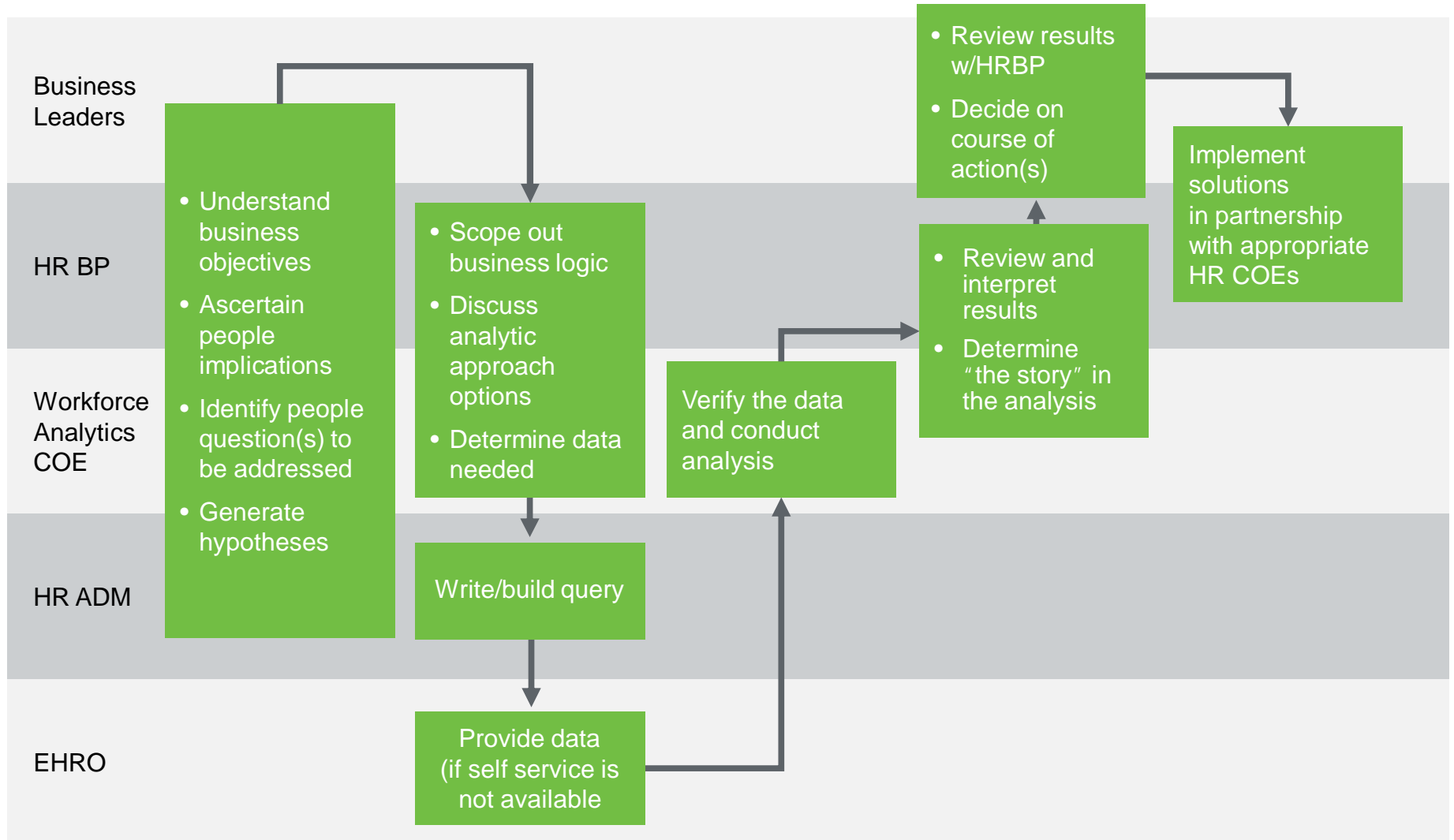
Outline Relationships and Accountabilities

BU Leadership and HR BPs partner to discuss key people issues – requests for data, reports or analysis are then made to 1 of 3 groups



Outline Relationships and Accountabilities

Desired State Operating Model – Advanced Analytics

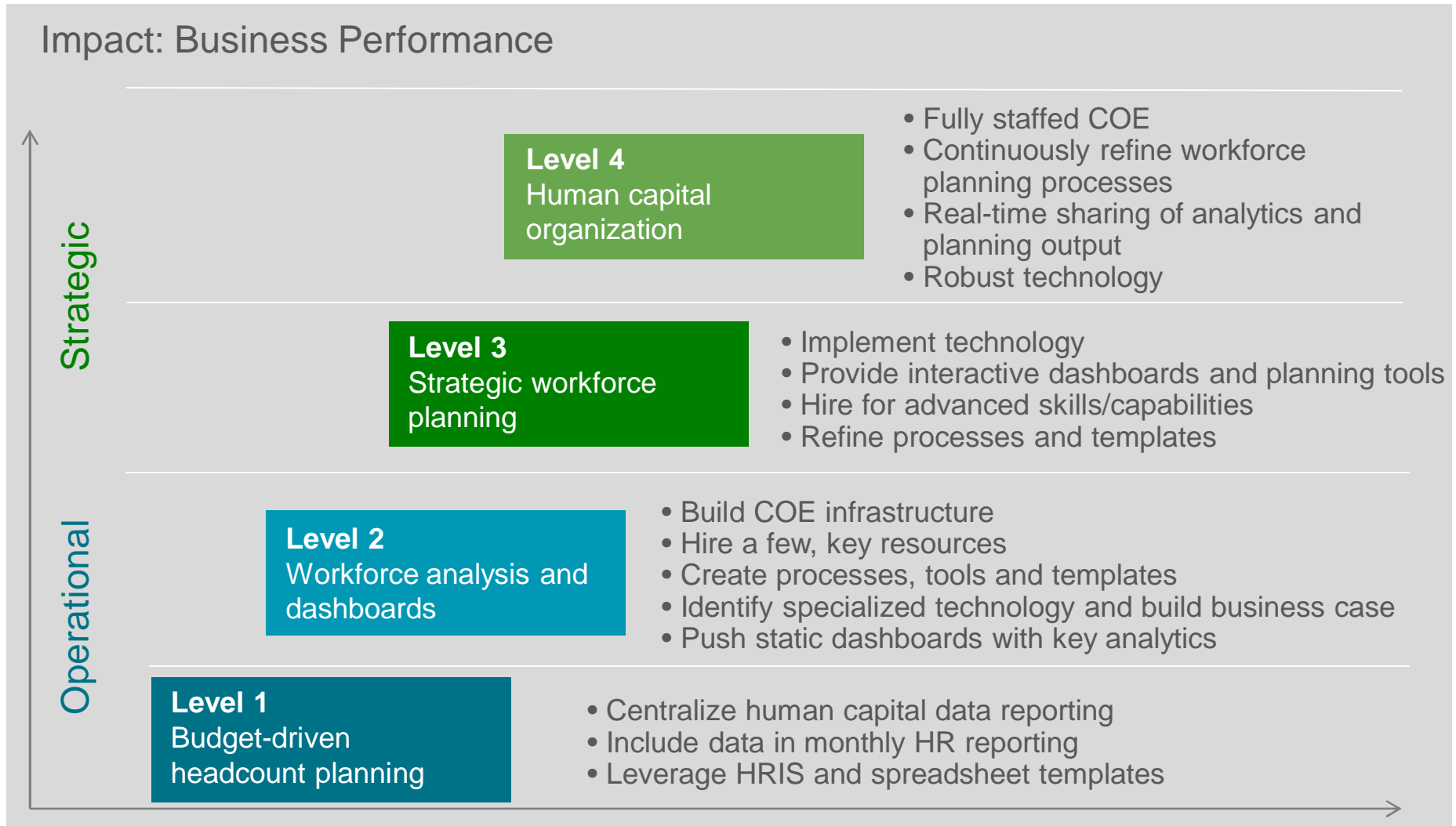


ESTABLISHING A WORKFORCE ANALYTICS AND PLANNING COE

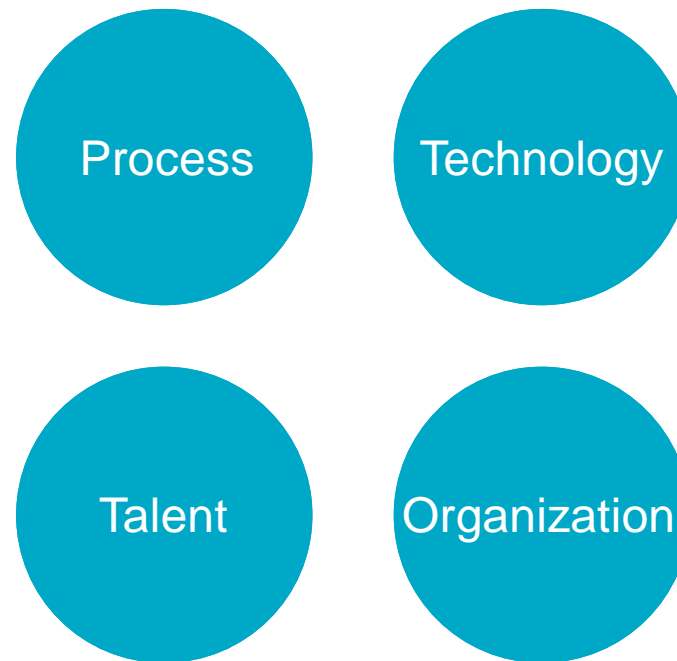
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Maturity Of Workforce Analytics & Planning COEs

There are different levels of maturity in a COE



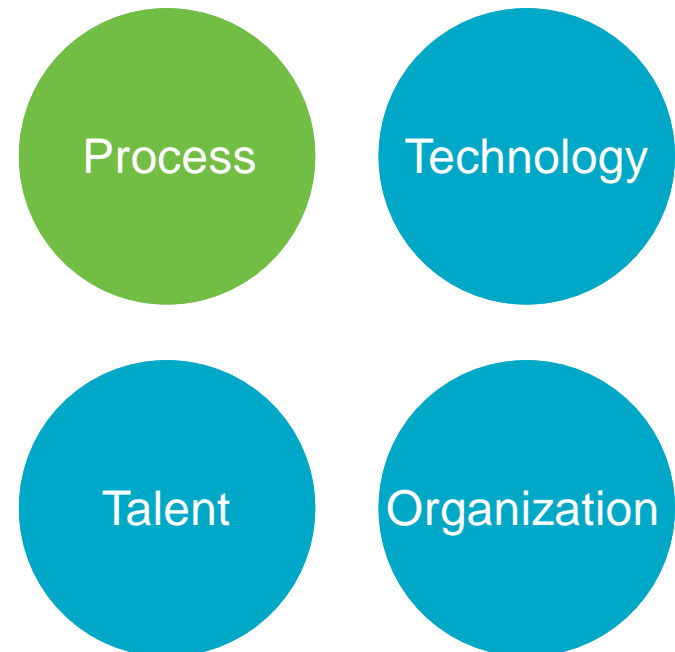
Workforce Analytics & Planning COE: Operating Model Framework



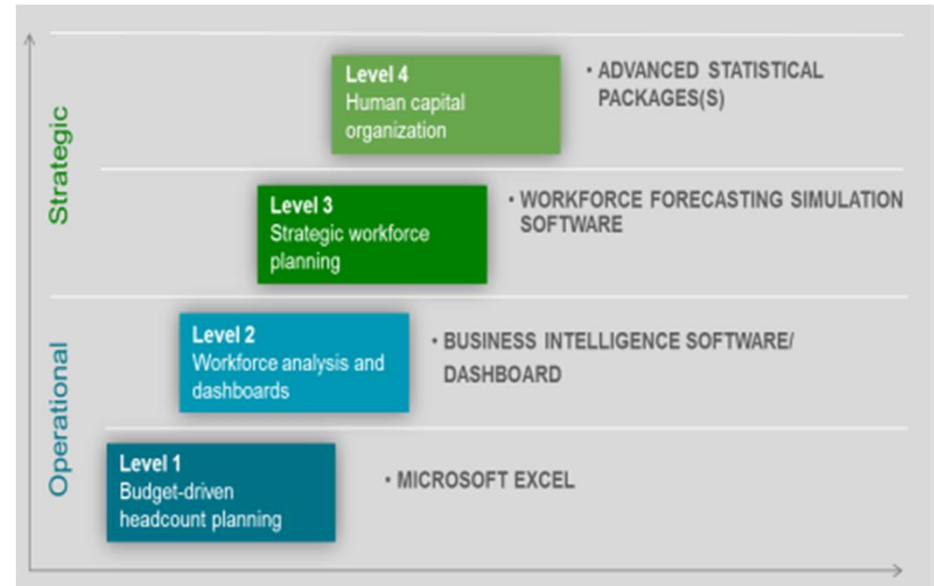
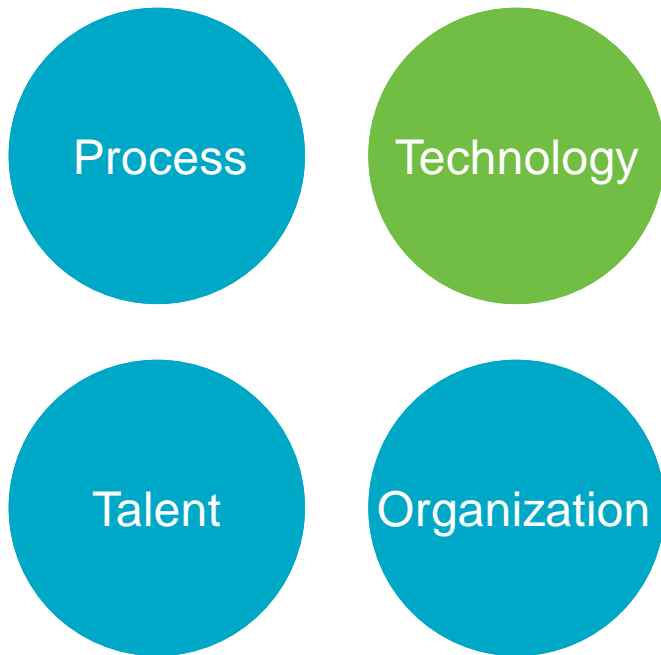
Workforce Analytics & Planning COE: Process

Analytics: enables the Workforce Analytics & Planning COE to deliver critical human capital measures to the organization, supporting evidence-based decisions.

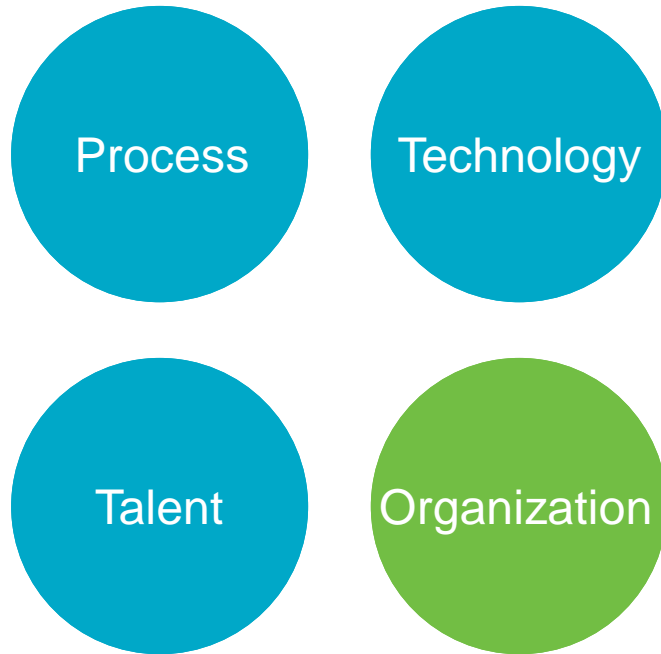
Planning: Workforce planning is the central process for a mature COE.



Workforce Analytics & Planning COE: Technology – use the technology that fits where you are now



Workforce Analytics & Planning COE: Operating Model Framework - Organization



Foundational: Few key resources

Advanced:

- COE leader
- Workforce analytics & planning specialist(s)
- Data integration specialist
- Technical resource

Workforce Analytics & Planning COE: Talent

Leadership competencies

Partnering competencies

Work-enabling competencies

Functional technical competencies

Process

Technology

Talent

Organization

Workforce Analytics & Planning COE: Talent

Leadership Competencies

- Business acumen
- Coaches and develops others
- Creates strategy
- Drives performance

Partnering Competencies

- Collaborates with others
- Counsel and advice
- Customer focus

Talent

Work-Enabling Competencies

- Adaptability
- Communication
- Cultural sensitivity
- Mental agility

Functional Technical Competencies

- HR measurement and evaluation
- HR/business intelligence
- HR technology comprehension
- HR technology utilization and data integration

Pitfalls for a Workforce Analytics & Planning COE

You're in trouble if you don't...

- Prioritize work so that day-to-day queries don't drive out longer-term strategic activities
- Ensure the right emphasis on sophisticated analysis and on joining multiple data sources
- Eliminate data credibility concerns
- Ensure that the business workforce planning efforts

Process

- Develop systems and tools to manage data from multiple countries
- Ensure HR can access all required data

Technology

- Ensure data integrity throughout all systems
- Develop systems and tools with a full understanding of all business requirements

- Ensure that expertise resides in more than one or two experts
- Get comfortable talking about in terms of testing
- Ensure HR has the skills to select data and perform analyses
- Provide training to ensure users have the knowledge to interpret the information

Talent

Organization

- Ensure the function is adequately staffed
- Leverage change management strategies to adopt an evidence-based culture that permeates from executives to employees
- Provide incentives for sharing data across functions

What's Coming Up Next

Workforce analytics webcasts, workshops, and data



www.mercer.com/mercer-workshops

London	Jakarta
New York	Singapore
Manila	Zurich
Perth	

Webcast Series

www.mercer.com/webcastseries

- Cameco
- Experian
- John Deere
- UMass Memorial Health Care
- Johnson Controls
- Diversity & Analytics
- Mobility & Analytics



Mercer's Workforce Metrics Benchmark Reports

www.imercer.com/wmrs

- Workforce composition and retention metrics
- 66 countries
- 6,000+ participants
- Regional and custom editions available

Questions and Answers



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FEEDBACK

Please take a minute to fill out the feedback form so we can continue to improve. It will pop-up in a new window when the session ends. Thank you!

Biography – Karen Piercy

- Karen Piercy is a partner in Mercer's Talent business and is located in the Philadelphia office. Her areas of expertise include HR transformation, HR function and technology assessment, HR strategy, organization and role design, governance, sourcing strategies, process reengineering, and project and change management.
- Karen has been with Mercer for 25 years. She has served clients in professional and financial services, energy, technology, health care, retail, consumer products, manufacturing and distribution, and public sector industries.
- Karen began her Mercer career as a performance & rewards consultant, designing salary programs and performance management systems. Before joining Mercer, she worked for several years for the government of Washington, DC in labor relations and collective bargaining. She holds a bachelor's of arts in economics and business from Lafayette College and a master's in business administration in human resource management from the University of Pittsburgh's Joseph M. Katz Graduate School of Business. Karen has published numerous articles on HR transformation and speaks and is quoted frequently on HR-effectiveness related issues.

Biography – Wendy L. Hirsch, PhD

- Wendy Hirsch is the Executive Director of Workforce Analytics at Johnson Controls. She is responsible for the design and implementation of Johnson Controls' global workforce analytics strategy and program, overseeing all aspects of workforce analytics across the enterprise and providing accountability and oversight to Workforce Analytics Specialists.
- Prior to Johnson Controls, Wendy spent 15 years with Mercer's Global Workforce Analytics and Planning Center of Expertise. At Mercer, Wendy led strategic workforce analytics initiatives for organizations across various industries. She led the development and launch of Mercer Analytics (Mercer's data and analytics SaaS platform) as well as Mercer's Workforce Analytics and Planning Workshop series. Using data and analytics, she has helped many organizations improve bottom line results through a focus on human capital strategy and measurement, workforce planning, attraction and retention, talent management, pay equity and diversity.
- Prior to Mercer, Wendy was an Associate Behavioral Scientist at RAND Corporation where she conducted career path modeling for the Air Force and evaluated organizational change efforts in several health care organizations.
- Wendy holds a bachelor's degree in Psychology from the University of Michigan, a master's degree in Industrial/Organizational Psychology from Rice University, and a Ph.D. in Industrial/Organizational Psychology from the University of Illinois at Urbana-Champaign.

