Data and Humans: HR Analytics in Recruitment

Máté Gaál
Data Analytics & Digital Overarching Solutions Manager
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Who am I?

Máté Gaál

Data Analytics & Overarching Solutions Manager @ DT ITS HU

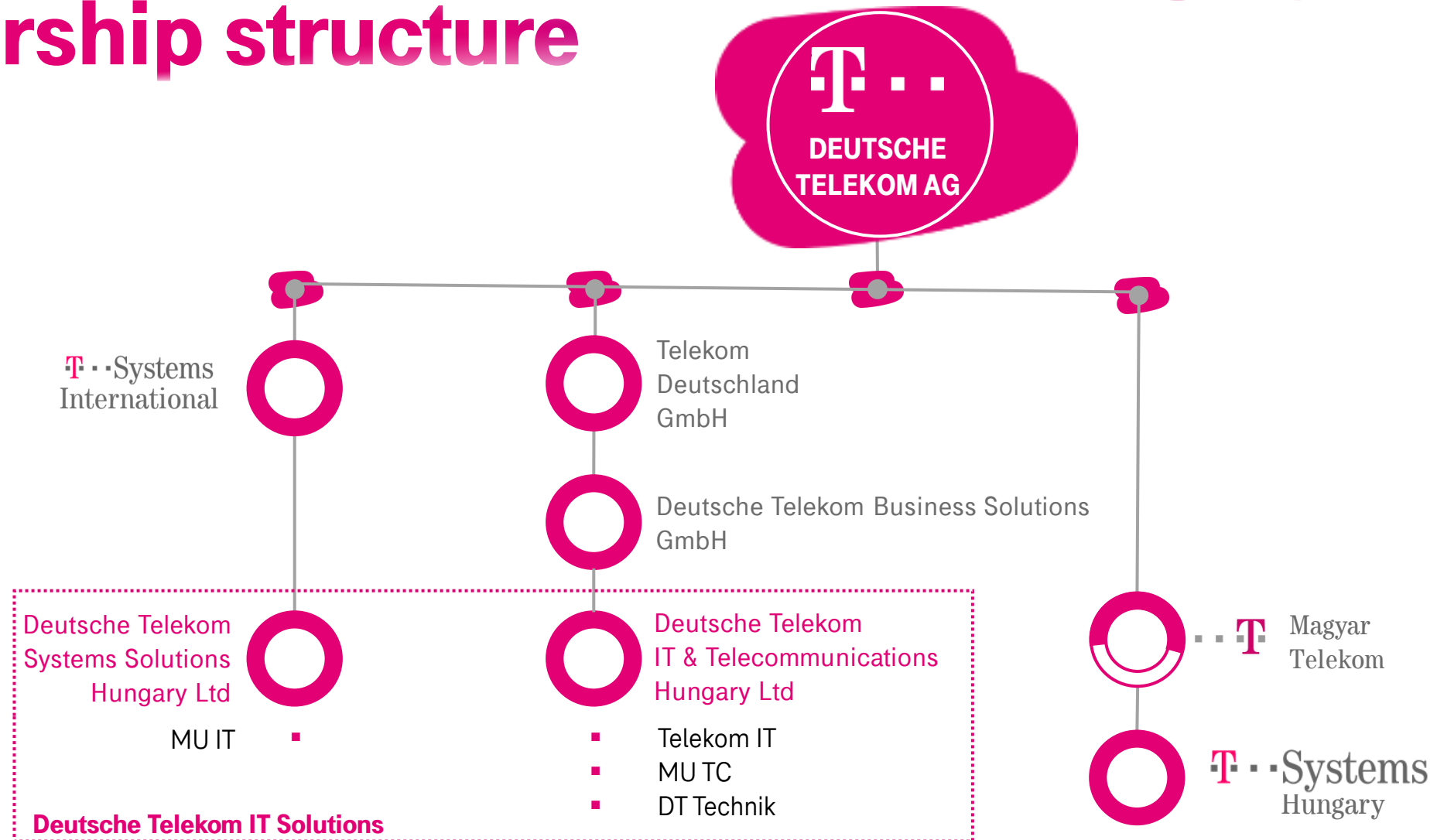Specialized in Data Analytics and Digitalization of overhead functions

I'm a husband and father of 2

My hobbies include strength trainings and metal music
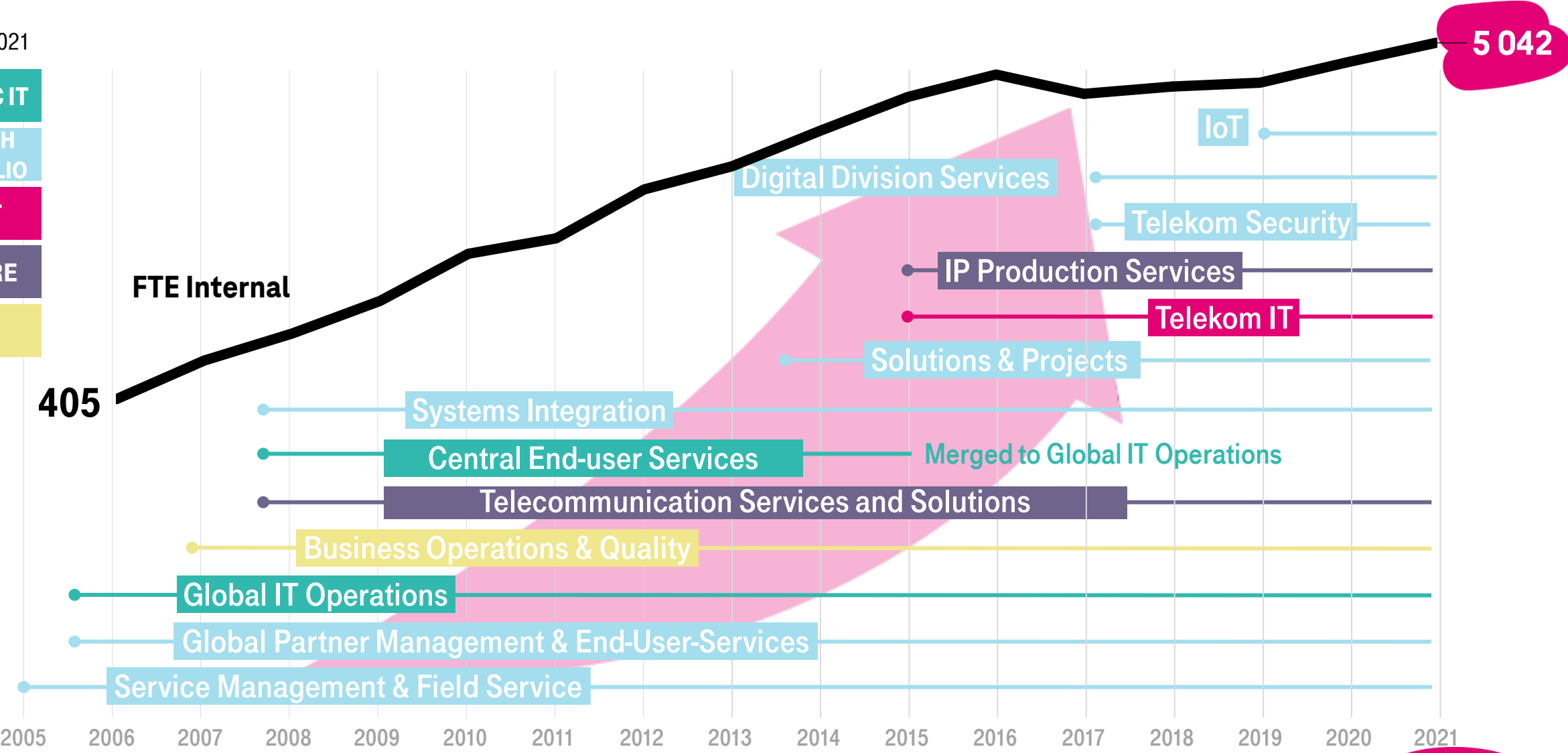
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LinkedIn

Deutsche Telekom IT Solutions Hungary Ownership structure

DEUTSCHE TELEKOM AG

T··Systems International

Telekom Deutschland GmbH

Deutsche Telekom Business Solutions GmbH

Deutsche Telekom Systems Solutions Hungary Ltd

- MU IT

Deutsche Telekom IT & Telecommunications Hungary Ltd

- Telekom IT
- MU TC
- DT Technik

Deutsche Telekom IT Solutions

Magyar Telekom

T··Systems Hungary

We created a diverse and colorful company

ACT 12/2021

CLASSIC IT

GROWTH PORTFOLIO

TEL IT

TC CORE

GDE

FTE Internal

5 042

405

IoT

Digital Division Services

Telekom Security

IP Production Services

Telekom IT

Solutions & Projects

Systems Integration

Central End-user Services — **Merged to Global IT Operations**

Telecommunication Services and Solutions

Business Operations & Quality

Global IT Operations

Global Partner Management & End-User-Services

Service Management & Field Service

2005 2006 2007 2008 2009 2010 2011 2012 2013 2014 2015 2016 2017 2018 2019 2020 2021

4

We serve more than 1000 customers
who rely on our services

Innovation
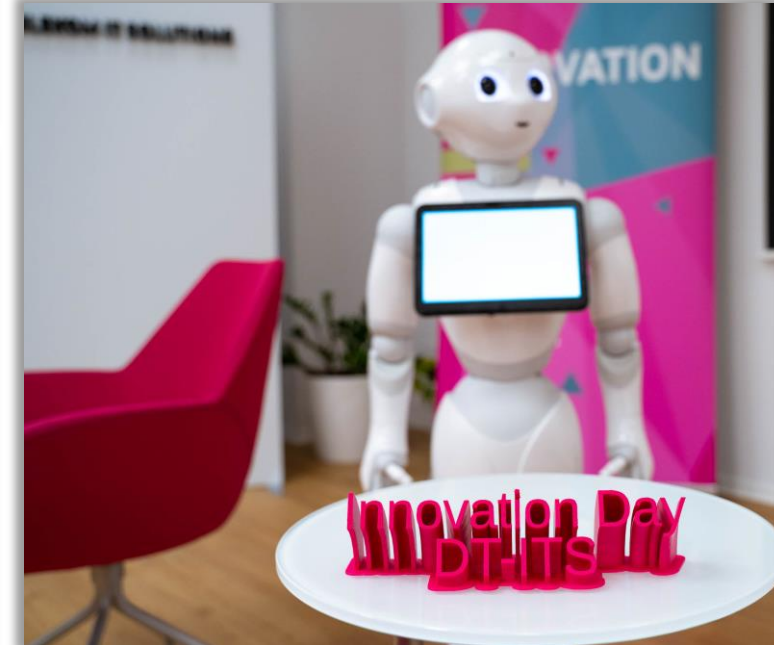
Painting the scene

What happened?

Unpreceeded amount of hiring demands from Deutsche Telekom companies for high profile colleagues

- Market challanges
- Old systems, processes, reports failed under new conditions
- Tension and escalations due to falling behind expected schedule

In 2021 - 1500 colleague to hire

950 External

350 Internal

190 Trainee

BI for the rescue ?

BI Report was delivered in 1 Month

But it did NOT helped ☹

We analyzed WHY?

Key Persona: Executives inernal and external

Report was too analytic

GOALS: Shorten time to gain insight from data

Action point 1

Transform **visual representation** of the data

Rule of all rules:

No more than **6** data points per view

Action point 2

Think in **KPIs**

What questions would you ask to the data?

KPIs need to answer those

Visual From this

Test Data

MIB Report
Contact: Recruitment Team   Version: 2.0

Last report as...
Monday, January 3..., 22

Opened MIBs in last 6 Months
(Blank)
Opened MIBs

As per last Report
125,89
Average Opened Days

97
120+ <180 MIBs

181
180+ MIBs

MIBs in last year
2455 Opened MIBs   **1578** Filled MIBs   **547** Cancelled MIBs   **490** Ongoing MIBs

MIBs in current year
204 Opened MIBs   **115** Filled MIBs   **10** Cancelled MIBs   **192** Ongoing MIBs

As per last report
62,02
Average Time to Offer

84,89
Average Time to Fill

Total until last report
690
Ongoing MIBs

→ Go to Ongoing MIBs
→ Go to Number of MIBs
→ Go to Filled MIBs
→ Go to Leadtimes

Ongoing MIBs by StatusCategory

- 566 — Without Offer
- 124 — Offered
- 690 — Total

StatusCategory
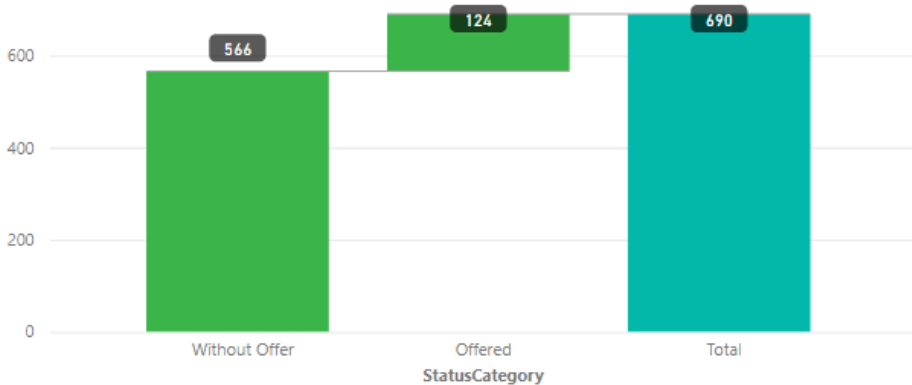
Average Times by Year and Qtr

	2020 Qtr 1	2020 Qtr 2	2020 Qtr 3	2020 Qtr 4	2021 Qtr 1	2021 Qtr 2	2021 Qtr 3	2021 Qtr 4
Fill	74	100	82	89	91	85	70	41
Offer	56	70	56	67	67	61	48	20

● Average Time to Fill ● Average Time to Offer

Average Times by Divisions

	GDE	Growth Portf...	MD & Transf...	Classic IT	Telekom IT	TC Core	FICO	HR
Fill	96	89	89	78	77	77	70	60
Offer	69	66	112	57	53	51	48	48

● Average Time to Fill ● Average Time to Offer
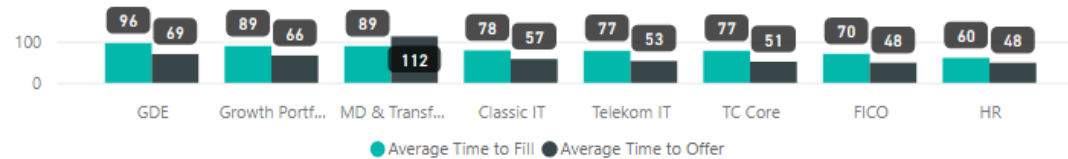
Visual To this

KPIs

1. **Prio1 Demands** – Data category moved to source system and made it to Dimension

2. **Time to Offer, Time to Hire** – Average times to measure Recruitment process

3. **Dynamic Dimensions and Axis**– To avoid page creep

4. **Squad Capacity** – Based on theoratical capacity of the recruiters, how many days to fullfill just the current demands

```
1   Average Time to Fill By =
2   CALCULATE
3   (
4   if(HASONEVALUE('Table'[Type]),
5           SWITCH(VALUES('Table'[Type])
6                   ,"PlaceofWork", CALCULATE([Average Time to Fill]
7                                       ,TREATAS(VALUES('Table'[Key])
8                                       ,FactRequests[Candidate Place of Work]))
9                   ,"Div", CALCULATE([Average Time to Fill]
10                                      ,TREATAS(VALUES('Table'[Key])
11                                      ,DimOrg[Division]))
12                  ,"EGLevel", CALCULATE([Average Time to Fill]
13                                      ,TREATAS(VALUES('Table'[Key])
14                                      ,FactRequests[EG level]))
15                  ,"JobTitle", CALCULATE([Average Time to Fill]
16                                      ,TREATAS(VALUES('Table'[Key])
17                                      ,FactRequests[Job Title]))
18          )
19      )
20  ,FILTER(DimOrg,DimOrg[Division] IN {[Selected Divs]})
21  ,FILTER(FactRequests,FactRequests[Job Title] IN {[Selected JobTitles]})
22  ,FILTER(FactRequests,FactRequests[Candidate Place of Work] IN {[Selected PlaceOfWorks]})
23  )
```
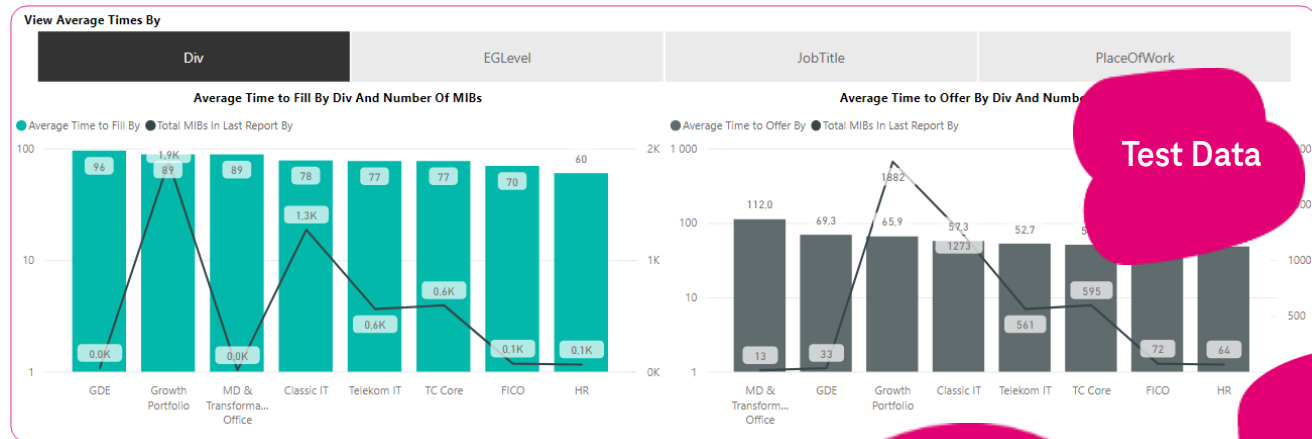
Being excellent means…

You get more work to do ☺

Hunger for information grew

Business driven switch to a cloud base Application Tracking System (ATS)

Resulted in many changes in reporting too

Creative Solutions – AKA If it works…

New system Data API has some boundaries, so we needed PowerShell also to

- Get data from Data API
- Download csv files to landing directory
- And the SSIS to load it into our DB

Why all of this was a success?

Business commitment and involvement

Including CxOs

IT (BI) side was driven to have the WILL to UNDERSTAND

And most important: We had one common purpose

What the future looks like?

Re-Work reporting on new data source (ATS)

Process mining on recruitment related processes

Go ahead of the market – predictive modells

In 2022 - 1150 colleague to hire

Thank you!
Questions?

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