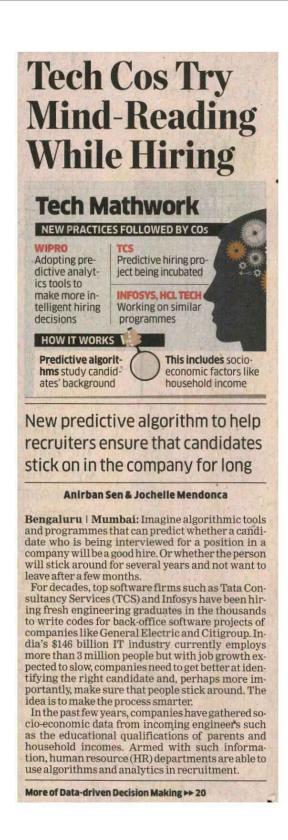


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## HR Relying more on Data-driven Decision Making

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Wipro is one of the companies seeking to deploy such tools. "People sciences — basically, what we're saying is, how can we look at data?" said Saurabh Govil, senior vice-president and global head of human resources at Wipro.

at wipro.

"Not to make go or no-go decisions, but get to see trends. And then use them as inputs for decision making. The world of HR is moving towards more and more of data-driven decision making rather than gut-based decision making. And that's what we're doing."

Govil said the project was still at an early stage.

"We're not going hammer and tongs at it right now — but directionally, that's the intent of where we want to move, especially in our industry where the scale is so big," he said. It "shows how data will drive the behaviour of how companies manage their people."

India's top IT firms typically pour millions of dollars into building campuses for new employees and then hire and train them. Attrition rates are typically higher in this industry. According to a Deloitte study, in FY15, the highest voluntary attrition across sectors was seen in the IT

## MONEY FOR GOOD USE

India's top IT firms typically pour millions of dollars into building campuses for new employees, then hire and train them

services sector at 21.9%, whereas the lowest was in the energy and natural

resources sector at 10.5%.

This coupled with slower growth across India's IT services sector is persuading companies to use analyt-

ics to help ensure that the right people are hired and that they stay put. At HCL Technologies, such tools help predict which employee is likely to quit, based on factors such as leave applications and searches for job profiles elsewhere.

"For example, (when) a person is looking for jobs from our network, taking more leaves, raising more and more negative feedback on the internal network," said Prithvi Shergill, chief human resources officer at HCL Technologies. There's a 75% positive correlation between a prediction using analytics and what ac-

tually happens.

At TCS, India's No. 1 software ex-

porter, a predictive hiring project is being incubated, according to people with knowledge of this. If the tests are successful, it will be rolled out by TCS in the near future.

"We have a platform called Campus Commune that engineering students canenter when they join the college," said an executive who didn't want to be named. "It has quizzes and tests. We have a lot of information about the strong points of the students even before they sit for the interview. We can use that information to make better hiring decisions."

TCS declined to comment.

(Additional reporting by Neha
Alawadhi in New Delhi)