

Mr. Sunil Subbramaniyam
Corporate Guest Speaker

AVP Human Resources and Administration
Blueocean Market Intelligence and Borderless
Access



Dimensions Team: It is very inspiring that you've worked in almost all functions of Human Resource and you have very rich experience. Is there any particular challenge you faced that stands out?

Mr. Sunil Subbramaniyam: A lot. In my span of about 14 years, I have been lucky to have worked in several areas of HR. My background is in fact Sales and Marketing. So for me to come to HR, I started at the bottom and learnt through the experiences and challenges. I also had to learn from scratch and learnt a lot from trainings and having to organize programs. Those are some challenges I faced. A major challenge though, is when I started doing Compensation and Benefits. I was never really a numbers person, so when I finally had the opportunity to gain hands-on experience with handling numbers in Comp&Ben, I realised that it was just a matter of how you looked at the numbers, and so it was a challenge I could tackle.

Dimensions Team: Could you throw some light on how psychometrics and analytics are helping each other?

Mr. Sunil Subbramaniyam: In my experience, a psychometric tool doesn't guarantee the right result. So when these tests are actually taken by a candidate, the fact is, the state of mind when this test is taken holds as a stronger point. The theories that state that the psychology of any person changes over time cannot be entirely true. Your core personality will always remain the same. What change you undergo is because of the feedback you receive over the years. So when these psychometric tests are given, there's a lot of perception involved. For me, I am very opinionated on this.

But if you look at it from the other side, these tests just give you your state of mind. It's not really the act- it's just what your state of mind is. So from an analytics perspective, this data is important because it gives us an insight into the performance aspects and productive output with regard to the company as well.

More often than not, these psychometric tools are used to understand the learning within the organization. The trend these days is to rely more on competency based interviews rather than these tests.

Dimensions Team: When it comes to people analytics, what comes to our minds is that there is a lot of data involved. This gives room for a lot of discrepancy. How does one ensure the quality and reliability in this case?

Mr. Sunil Subbramaniyam: The way I see People Analytics is that nobody in the industry has understood this concept yet. It's still in the stage of testing and trial. We are still at that stage where we are saying that it will be one of the most important aspects that will run a

business in the next three years or so. There are a lot of companies that are in fact jumping onto this bandwagon.

Talking about quality of data in people analytics, this data is what is available within the organization. So there's no question about how reliable it is. What's troubling everyone is how to convert this data to give us more insights. People analytics is not just about attrition, it's about why it's happening, why among a particular age group, why in a particular month, why of a particular experience level, and what can be done to prevent it?

The ultimate aim is to find out what we can do to make employees remain with the organization.

Dimensions Team: How different is analytics in the HR domain from analytics in the other domains? Is the difference only in terms of how it is used for decision making?

Mr. Sunil Subbramaniyam: Analytics in each and every domain has its own reason for existence. For example, a finance team would have its own analytics to understand cash flows, or any other aspects of finance. The understanding there is on the lines of what is happening with the funds and why it is happening, and is largely based around managing costs. Analytics is ultimately not used for just decision making, but to also create strategies. Creating a strategy or a vision requires quite a lot of analytics because these are trends around which a company would strategize. The same applies in the case of People Analytics in Human Resource Management.

Dimensions Team: How bright is the future in the field of People Analytics? Do you see more companies coming on board?

Mr. Sunil Subbramaniyam: I think most companies are looking into People Analytics. Even in the field of manufacturing, companies have realised that unless they can understand what's going on, or unless they can leverage the power of analytics, they will not sustain.
