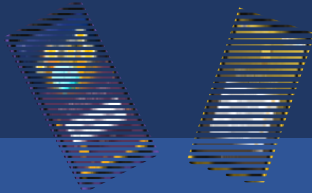# DHA Siamwalla Ltd.

DHAS, a happier workplace with people analytics & AI

DHAS

I1: Initiative

What inspired us

- "DHAS, happier workplace with people analytics & AI" project was born from the collaboration between HR engagement team and technology team driving by people science research studying people analytics at Massachusetts Institute of Technology (MIT)
- We discovered that people problems is a top business challenge facing leaders today and understand that employees are the most important asset of any organization
- Employee engagement is needed to better understand people, but is currently not effective in meeting this objective
- The current annual engagement survey is not timely enough. Yearly surveys cannot capture changing in engagement that happens on a daily level
- People leaders need daily/weekly insights to better understand their employees' issues and solve the issues faster
- Engagement challenges vary from team to team, traditional insights can't capture the nuances of each team and each employee (individual)

What we do

- We've transformed "unengaging" traditional surveys into a fun and easy <u>mobile game</u> that employees interact with daily
- We've reinvent the way of approaching engagement by involving managers who have the most impact on an employee's engagement. People managers are in the best position to understand and solve their team's challenges.
- We use AI to drive actionable insights to support managers, HR, and Leadership. *Moreover, we coach and develop employees and managers through self-improvement in areas they need most help*
- We do a survey everyday and provide an insight to stake holder everyday.

Project Timeline

First longitudinal study designed at MIT (Cambridge, MA) to study how work relationships effect problem solving ability.

Conducted experiments using the latest in behavioral science towards reliably collecting daily feedback.

Developed our own people science methodology for continuous data collection and analysis -- and machine learning.

Released version 1.0 of application to all DHAS employees

Developed our application towards version 2.0. A complete Employee Experience with proven impact towards key business outcomes.

2015   2016   2017   2018   2019

I2: Involvement

Role	Detail	Number of participants
HR team	• Collect the issues of people in organization • Provide requirements to technology team (Scientist , Designer & Engineer) and collaborate with technology team to build the application	2
Scientist	• Research about employee productivity, effectiveness, and engagement • Conduct people analytics research • Primary market research with personas from c-level to operation-level employees	1
Software Engineer	• Built the mobile app for iOS and Android • Developed A.I. capabilities to provide stakeholder with unique insights • Developed proprietary algorithms to help us build more powerful reporting features	5
Designer	• Researched and designed our unique app experiences • Developed key assets (eg. character design)	2
C-Level executives, team leaders and Employees	• Pilot as a proof of concept • got training the usge of application • Provided key feedback that guided the application development roadmap	400

I3: Implementation: Process & Challenges

01

Research
- Conduct people analytics to study factors that corelate most with desired business outcomes
- Conduct primary and secondary research to bette understand people challenges

Challenges
- Engagement dimension vary from research to reaserch.

02

Development
- Put together research, engineering & design teams to develop application

Challenges
- Developing AI expertise to build up our predictive models
- Designing experiences that work well across different work cultures

03

Pilot & improvement
- Collect user data to study behavior and effectiveness
- Pilot with 400 employee as a proof of concept and continue develop product to strengthen user engagement and desired outcomes
- Develop on-boarding processs

Challenges
- Collaborating with cross functional teams (HR, IT, compliance)
- Affecting culture change from top-down and bottom-up (required for any culture change to happen)
  - For example: some questions or some parts of app did not match the culture of organization, we redesign and improve the app to be suitable for everyone

04

Launching application for all
- Collect users data
- Training people managers to be more effective in managing teams

Challenges
- User technology aptitude can affect adoption rate
- Not up-to-date employee data from data sources

05

Monitor & resolve engagement issues
- Managers can monitor team engagement on a daily level and get details and recommendation on a weekly basis
- HR and leaders can acess to company's employee engagement insight in real-time

Challenges
- Some managers fear that engagement level will affect their KPI leading to resistant in adoption rate
- Some passive managers may ignore feedback directed at them

06

Scale to other organizations

I4: Integration

Role	Detail	Challenges
C- Level executive	• Taking in employee engagement insights on a daily and weekly basis • Recognizing high achievers through Leadership Medals of Excellence (aligned with their core values)	1. Keeping up with frequent insights for timely problem resolution
HR Engagement, HRD (Learning&Development), Organisational Development, Employee Relations	• Taking in employee engagement insights on a daily and weekly basis • Measuring organizational strengths and weaknesses on a weekly level • Moderating activities and experiences in using mobile app • Assist critical teams by supporting select people managers in solving their team challenges	1. Keeping up with real-time insights on a team and employee level 2. Developing strategies and resources to help people managers and employees resolve problems
Team leader	• Taking in team engagement insights on a daily and weekly basis • Giving recognition to peers (weekly) • Giving recognition to direct reports (monthly) • Accept Personalized Coaching Challenges • Replying to feedback from team (daily)	1. Keeping up with and replying to feedback from the team in a consistent and authentic manner
Employee	• Participating in daily pulse questions • Sharing open-ended feedback • Giving recognition to peers • Reading Sparks™ towards self-improvement	1. Having too much fun!

I5: Impact

Our use case was completed with 400 users in 2018

Quantitative result:

Measurement	Before using app	After using app	Change
Company Happiness Rate Percentage of the workforce that report as happy at work	47%	68%	+45%
Voluntary Turnover Rate Percentage of the workforce that leaves the company per month	3.2%	2.2%	-31.7%
Absentee Rate Percentage of the workforce that did not attend work as a daily average	6.8%	4.4%	-35.3%
Open-ended Feedback Response Rate Percentage of participates that responded to open-ended feedback in engagement survey	38% annual engagement	62% daily engagement	+63%
Employee Risk Detection Rate Percentage of employee at risk of exiting that were detected in advance	0 - N/A	92% of risk employee detected	--

Qualitative result:

Having more communication channel in organization:
- For example: HR got feedback from employees about working environment. Then HR team brought this feedback to management level and now we are renovating the building to have better working environment for our employees.