People Analytics & Al 2025

Empowering the organisation with People Analytics

How People Analytics shapes and is shaped by (HR) strategy

Jaap Veldkamp – April 2025











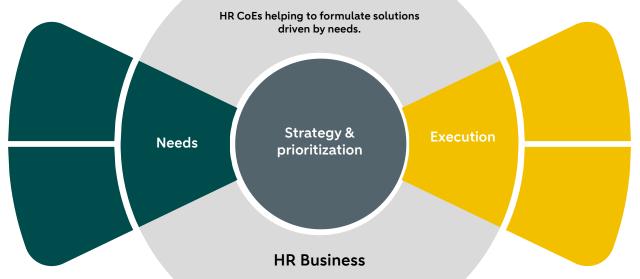
Strategy Framework





Yuman Resources

HR CoEs



HR Business translates needs into actionable business requirements and assesses available solutions.

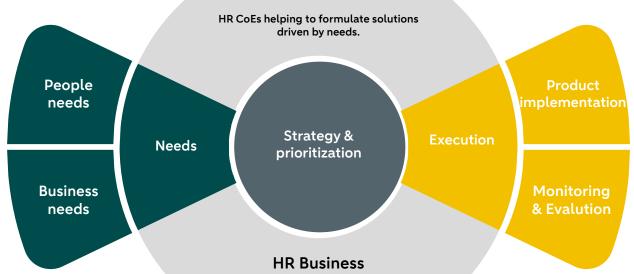






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HR Analytics Capabilities and products

1. Dashboarding & Reporting

Providing comprehensive insights at a large scale and customized (executive) reports to enable informed people decisions.

5. Organizational Effectiveness

Diagnosing the effectiveness of the organization and crafting future workforce 'blueprint' via Strategic Workforce Management and Organizational Design.



2. Employee Listening

Monitoring employee sentiment through surveys on a large scale of HR and Strategic topics. Reporting to all organisation layers.

4. HR Analytics Consultancy

Create a bridge between our stakeholders and the products and capabilities of HR Analytics to drive business outcomes.

3. Data Science & Research

We aim to move beyond descriptive analysis, utilizing statistical methods and data science algorithms to accelerate decision-making.









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Business

needs

Needs

Strategy & prioritization

& Evalution

Product

implementation

HR Business

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Strategy Framework











How likely are you to recommend ABN AMRO as a good employer to a friend or relative?

Numeric score

What is ABN AMRO doing well as an employer? (top)

Open question

What could ABN AMRO do better as an employer? (tip)

Open question



My Manager does not listen to my ideas. I can not do the training I want. Would like more diversity in s.m. I have poor development opportunities. Workload is not ok.

What could ABN AMRO do better as an employer? (tip)

Open question



My Manager does not listen to my ideas. It can pot do the training I want.

Would like more diversity in s.m. I have poor development opportunities.

Workload is not ok.





Training data set

Topic 1: Leadership Quality my manager never listens my manager is not interested in me my manager never asks about me

Word2Vec [0,12 - 0,66 - 0,34 - 0,21 - 0,56]

[W1, W2, W3, W4, ..., Wn] **TFIDF**



New data set

my manager does not listen to me

Word2Vec [0,14 - 0,70 - 0,31 - 0,19 - 0,55]

[W1, W2, W3, W4, ..., Wn] **TFIDF**

Find best match



SVM Linear (Algorithm / Model)

Topic:

Topic: Benefit Offering Learning Courses

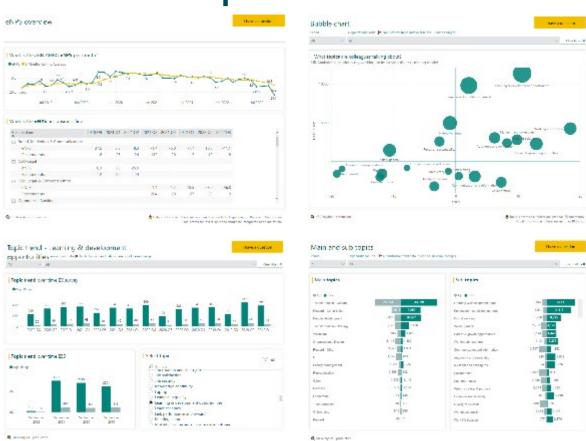
Topic: Leadership quality



~ 86% precision

Topic: Vision & Direction











Share to find solutions Share to paricipate

Power BI Dashboard Employee community Intranet



Process Owners

Share to prioritize Share to evaluate Share to (re)think solutions

Power BI Dashboard PO sessions Intranet



Senior Management

Share to inform Share to evaluate Share to prioritize

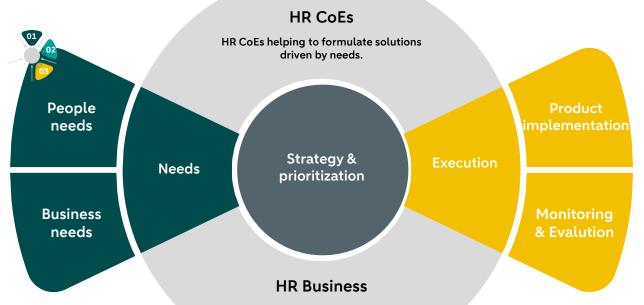
Power BI Dashboard Quarterly HR report Intranet







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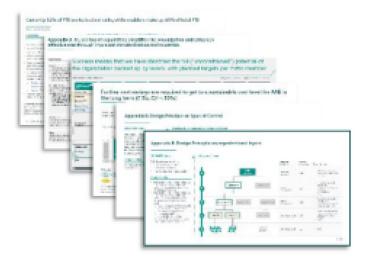
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Business needs





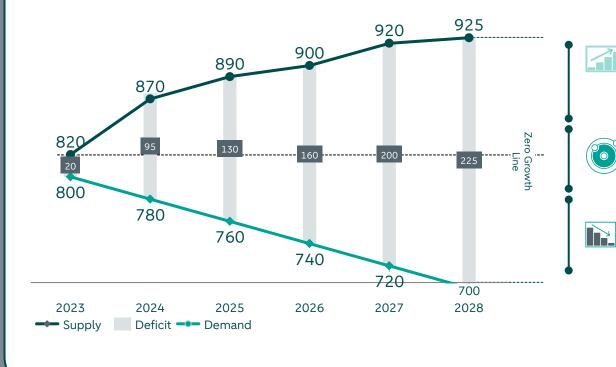






Business needs





Demand Interventions

Interventions to reduce demand such as further investment in **Technology** (e.g., GenAI, process automation) and **Organizational Design** (e.g., Spans and Layers).

Gap Interventions

Interventions to close the gap such as **Recruiting** and **Partnerships**.

Supply Interventions

Interventions to increase supply such as **Attrition** and **Career Pathing** and **Retirement**.







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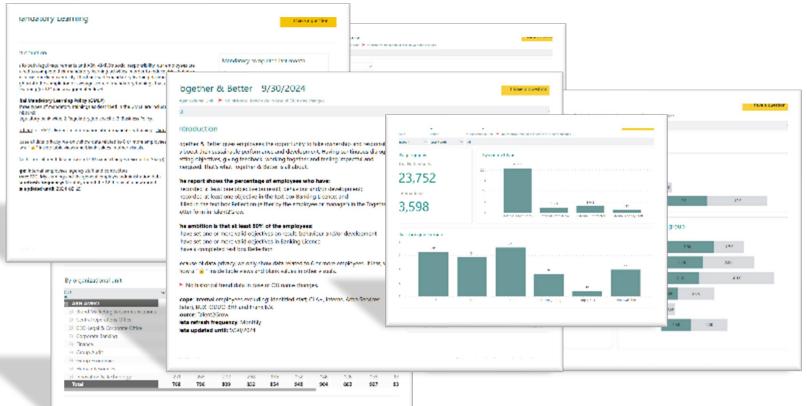


Strategy Framework



Prioritization





Prioritization



Importance for eNPS

Confidence In Future ABN AMRO

Satisfied With Job

Fit Into Culture

XX

XX

XX

Importance for retention

Satisfied With Job

Good Use Of Talents

Opportunities Career dev

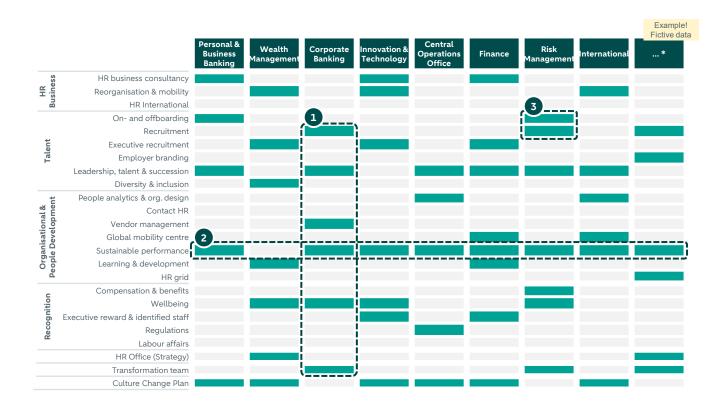
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Prioritization











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actionable business requirements and









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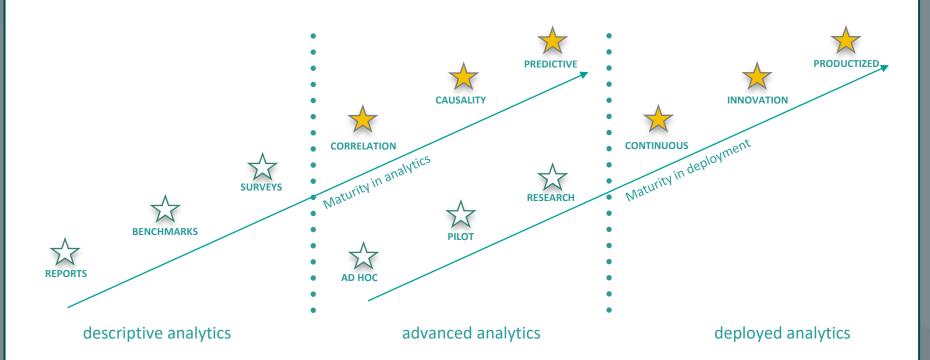
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Strategy Framework



Product Implementation





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Product Implementation





About **your** role

We are Looking for a biostatistician, preferably with experience in designing and analyzing clinical trials and real-world studies. Your job as biostatistician will consist of conducting biostatistical research and providing methodological and statistical advice to clinical researchers.

Specifically, we would like you to:

- Develop statistical methods for the design and analysis of clinical trials;
- Advise Amsterdam UMC researchers during the planning and statistical analysis of clinical and epidemiological studies:
- Teach statistics at BA, MA, and post-graduate level (max 10% of your appointment).





About **you**

We are looking for a (bio)statistician with the following background:

- You hold a PhD in statistics, mathematics, epidemiological methods or a closely related discipline;
- You have a strong background in developing innovative computational and/or statistical methods, preferably for clinical trials;
- You have ample experience in analyzing clinical trial data as well as observational data;
- You have very good programming skills, preferably in R or Python, and you have a good command of statistical analysis software (SPSS, Stata, SAS);
- You have good communication skills:
- You are an independent researcher with the ambition to acquire research grants.

Our offer

This position is initially for one year, but has the prospect of an extension, depending on achievements. We offer you the opportunity to further develop your skills, to deepen and prospen your knowledge, and to follow additional training. Working at Amsterdam UNIO means working in an inspiring and professional environment where development is encouraged in every respect.

In addition, we offer, among other things:

- 9.3% end-of-year bonus and 9% holiday allowance
- Free and unlimited access to the training offer of our online learning environment GoodHabitz.
- Your pension is accrued at The Dutch Pension Fund for government and education employees (ABP). Amsterdam UMC contributes 70% of this scheme.
- We reimburse 75% of your public transport travel costs and also offer a bicycle arrangement.

For more information about our employment conditions, please visit our website.

For Dutch citizens it is mandatory to provide a certificate of conduct (Verklaring Omtrent Gedrag; VOG).

Start Over

About your role

We are looking for a biostatistician, preferably with experience in designing and analyzing <u>clinical trials</u> and real-world studies. Your job as biostatistician will consist of conducting biostatistical <u>research</u> and providing methodological and statistical advice to clinical <u>researchers</u>. Specifically, we would like you to:Develop <u>statistical methods</u> for the design and analysis of <u>clinical trials</u>; Advise Amsterdam UMC <u>researchers</u> during the <u>planning</u> and statistical analysis of clinical and epidemiological studies; Teach <u>statistics</u> at BA, MA, and post-graduate level (max 10% of your appointment).

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All Skills

Basic Math

Clinical Trials

Communications

Epidemiological Method

Innovation

Planning

Python (Programming Language)

R (Programming Language)

Research

SAS (Software)

SPSS (Statistical Software)

Stata

Statistical Methods

Statistics

Related Skills

These are other skills that are often found with the skills from your document.

Data Analysis

Data Science

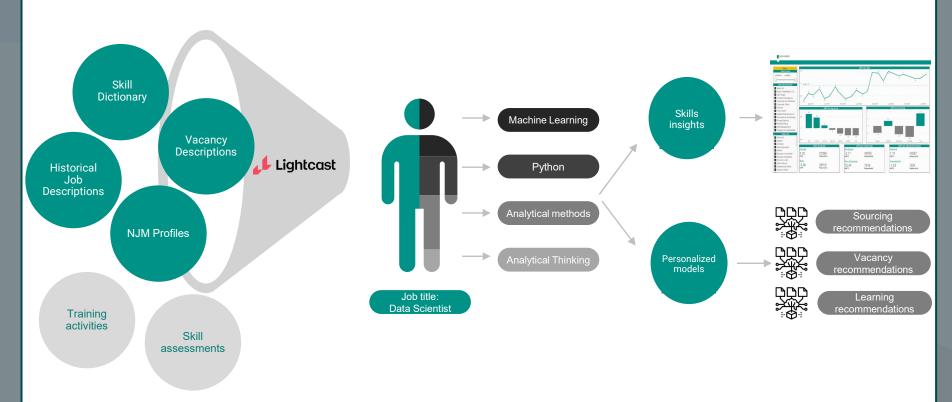
Economics

Machine Learning

SQL (Programming Language)

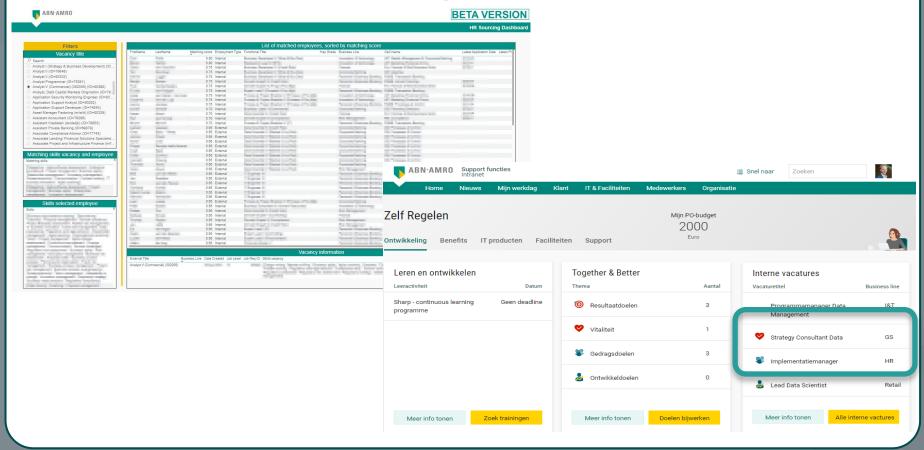
Product Implementation





Product Implementation



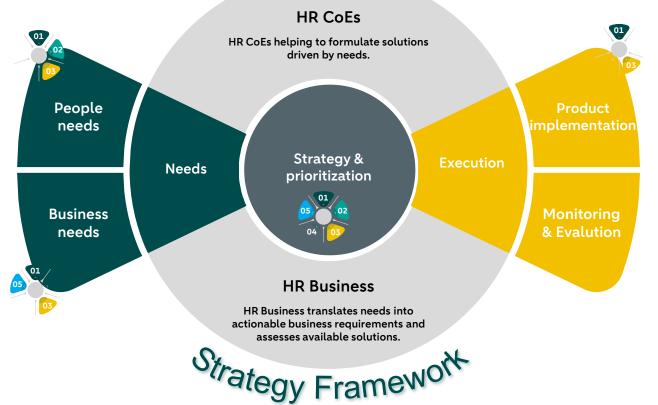








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Monitoring & Evaluation









NPS



SALES: INSURANCE



SALES: MORTGAGES



SALES: INVESTMENTS



ENGAGEMENT

Monitoring & Evaluation









NPS



SALES: INSURANCE



SALES: MORTGAGES



SALES: INVESTMENTS



ENGAGEMENT







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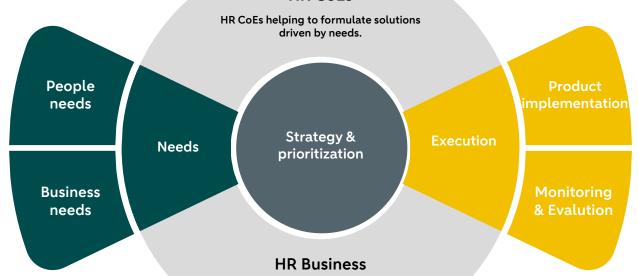
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Questions



Jaap Veldkamp

Global Head of People Insights, Analytics and Organizational Effectiveness