**Key messages and references for Richard Griffith's Podcast - People analytics: trends in establishing and maturing the people analytics team**

Key messages:

- HR has moved from a transactional, responsive and support function to a real business partner that provides workforce solutions for the business.

- HR practitioners have a much wider skill set – needing to be very adaptable and flexible, predict workforce issues, build workforce performance, help the business support innovation and optimise the workforce. This means that HR must have the willingness to work flexibly and adapt, be able to think outside the square to develop creative and new solutions, and is resilient.

- People Analytics functions have changed. The business environment is more highly regulated, consumers more empowered and the workforce needs to be as efficient and as productive as possible. In government we are entrusted by the public to spend their money as efficiently and effectively as possible. People analytics add value in this space through predictive analytics and considering work of the future and new technologies. This function is now intrinsically linked to the risk, finance and strategic functions. To identify risks and opportunities for the workforce. The data has to be linked and integrated with these units – for the one source of truth.

- Work with your colleague functions and run retrospective "look backs" of previous time frames eg the last quarter. This is eye opening for some of the things that you missed because you didn't work together to understand the data. It is critical to marry business and HR data.

- If you were setting up a People Analytics function Richard advises to start with 'what people analytics isn't'. It is not a HR reporting function, this is only just the beginning. Start with what is needed by the business and assess the appetite of the business for the data because you have to build the case to set up the function. If you don't know where to start look for the 'wicked problems' in the business and focus on understanding and solving these issues or look for some of the strategic priorities struggling to gain traction. Look at the roles you have in the HR function and ones that would benefit in having people analytics. He has pulled teams together and created efficiencies by automating some of the reporting so it frees up capacity within HR roles.

- Richard refers to a paper by Samantha McLaren when she interviews Benjamin Borchorst who outlines five key sets of capabilities that people analytics functions should have, as follows:

    1. **Data collection, governance, and architecture:** How you collect, manage, and store your data. To build this capability, your team will need to develop skills around gathering and cleaning data and designing a database.

    2. **Data science:** How you use the data you've collected to generate insights. To build this capability, your team will need to gain skills around statistical analysis and the various methodologies and tools involved, such as Tableau and Excel.

    3. **Behavioral science:** How you interpret your insights through the lens of HR, never losing sight of the people behind it. To build this capability, your team will need to develop skills around organizational psychology.

    4. **Business acumen:** How you ensure your analysis is relevant and aligned with the overall business strategy, not just with HR's needs. To build this capability, your team will need skills like problem-solving and strategic thinking, as well as possessing a deep understanding of the business.

5. **Information design and change management:** How you communicate your insights to key stakeholders within your organization and use them to generate impact. To build this capability, your team will need information design, data visualization, storytelling, and change management skills.

- Sourcing these capabilities is best when you find a person who is entirely curious and interested in the data and the tools. A technical expert who can build reports and reporting tools.

- Business likes to utilise comparative data and better practice examples. Data that is useful includes productivity within the workforce, total and potential capacity and ability to surge, system performance, geographic data, churn, turnover, absences, anticipated supply requirement, optimisation of the workforce and data in relation to sourcing the workforce (which was particularly valuable during the pandemic which enable projections in relation to the 'viral' curve). Particularly challenging is identifying vulnerable cohorts. The pandemic challenged how advanced the systems are (or not).

- The challenge of different ways of working are our industrial mechanisms. How do we measure productivity such as output and vulnerable workers, sick leave and fatigue of the workforce? There were new ways of working introduced quickly at the onset of the pandemic such as tele-health functions – there was a huge take-up of this service. Need now to collect data on this and the employee experience to ensure it is working well – from both patient and health and wellbeing of the workforce. Does the change in work practices and impact of Covid mean that individuals will not be attracted to this work in the future?

- There are different types of data and data which is most valuable. Capability analytics, composition data, capacity, churn, recruitment analytics, leadership analytics are valuable for the business. However, you need to start with the compliance reporting and gain traction from there. "What gets measured, gets managed". They started with performance development data and evolved from there – through to organisational culture (measured through the PMES survey), Net Promoter Score. Need to start to look at measuring technology augmentation, robotics and link to employee data, employee experience and business value. Are the business decisions working? Can you predict performance eg recruitment channel data, talent and leadership data, assess potential, data to optimise performance in the hands of leadership can be extraordinary value.

- Useful data to support diversity is complex as individuals do not want to be defined or categorised. Therefore "perception of fairness" and "equal opportunity", and market supply data is important and we need to be innovative in how we assess this.

- How technology and disruption will affect the Health workforce has been a project – getting a workforce profile for individual who respond well to frequent and ongoing change is what has been important to Richard's team.

- Views digital capability differently – to identify how individuals are able to work with different technologies and adopt to new solutions. An emerging challenge.

- Learn the business context – we need to understand the business in order to add value. What is one thing clients would like to see from the HR department? Learn the business and ask what is needed.

References:

Samantha McLaren (2019) How to Get Started with Building your People Analytics Function
https://business.linkedin.com/talent-solutions/blog/talent-analytics/2019/how-to-build-people-analytics-function

Bernard Marr - https://www.bernardmarr.com/default.asp?contentID=1871

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