Key messages and references for Tony Ashton's Podcast – People analytics: trends in establishing and maturing the people analytics team

Key messages:

- Tony reminds us of the importance of having good evidence to make decisions and the importance of utilising data across the HR function as well as across the organisation.

- Role of people analytics is about connecting people to business outcomes, identifying areas of focus for HR strategy and measuring the impact of those strategies to reinforce a culture of evidence-based decision making

- Importance of data bringing us control to the conversation about people and drawing on data from multiple sources to understand and connect things like employee well-being and organisation performance

- In making the business case for people analytics a key question to answer is whether you're spending money on the right things and whether your efforts will/are having an impact and ROI. Tony's tip is to "pick things that matter".

- Key roles in people analytics include data engineering (a key component to align data, making sense of it and be automated and repeatable), analytical skills to do the analysis task from hypothesis testing, visualization of data through to advance statistics through to data science, and HR expertise to tell the story, to understand and communicate the results and strategically influence what to do about it

- Initially, in setting up a people analytics, find opportunities to do analytics on what your team is already doing. Consider your people strategy or functions you are already performing. Get clarity on the change or impact or outcomes the strategies or practices are looking to achieve and work out how to measure and track effectiveness to understand whether they have made the difference you are wanting to. This is a great beginning for HR teams who do not have "people analytics".

- Tony shares his approach to determining the evidence which is most valuable for managers to understand their workforce and inform their decisions.

Tony has provided the following links to websites and articles he refers to in his podcast:

- Deloitte Study on adoption of a data driven culture: https://deloitte.wsj.com/cmo/2019/09/29/data-not-leading-to-insights-culture-may-be-to-blame/

- Sierra Cedar's HR Systems Survey report - https://www.sierra-cedar.com/hr-systems-survey/

- Online course on People Analytics - https://futureworkplace.com/academy/courses/people-analytics/

- People Analytics and the Future of Work network group run by Al Adamsen - https://www.pafow.net/

- AHRI Network Forums: https://www.ahri.com.au/continuing-professional-development/events-and-networking/network-forums/

- Map of People Analytics Meetups around the world: https://www.google.com/maps/d/u/0/viewer?mid=1nksxuxeTQnVVQ_GRQoNbPWvjxuLMLhB0&ll=-15.318209937867469%2C55.31991975083264&z=2

- A great book called People Analytics for Dummies by Mike West – https://peopleanalyst.com/

- People Analytics Starter Kit by Richard Rosenow: https://www.linkedin.com/pulse/people-analytics-starter-kit-richard-rosenow/

- David Green & myHRfuture: https://www.davidrgreen.com/blog

- Books for the modern, data-driven HR professional: https://paulvanderlaken.com/2019/01/24/books-for-the-modern-data-driven-hr-professional/

- HR Analytics Thinktank: https://www.hranalyticsthinktank.com/

- One Model People Analytics Blog: https://www.onemodel.co/blog