People analytics: trends in establishing and maturing the people analytics team

00:00:07 - 00:00:12	Hi and welcome to our first episode in the People Analytics theme. I'm Jane
00:00:12 - 00:00:17	Latimer from the PSC and excited today to introduce Tony Ashton, Chief
00:00:17 - 00:00:21	Product Officer from One Model, an organisation that provides people
00:00:21 - 00:00:26	analytics programs around the world. Tony who has been a pioneer in the
00:00:26 - 00:00:30	people analytics field for over 25 years, shares a wealth of information in this
00:00:30 - 00:00:35	podcast. Starting with simply sharing what people analytics is, how to get
00:00:35 - 00:00:41	started with the people analytics function and why we, as HR practitioners
00:00:41 - 00:00:45	must use the data to solve problems that the business is trying to solve by
00:00:45 - 00:00:52	meshing the data with practical recommendations. Enjoy. Hi, I'm Tanya
00:00:52 - 00:00:56	Hammond, CEO of Tailored HR Solutions, and I have the pleasure today of
00:00:56 - 00:01:00	chatting with Tony Ashton, who will be sharing with us his insights in relation
00:01:00 - 00:01:05	to trends in establishing and maturing the People Analytics team. Welcome,
00:01:05 - 00:01:09	Tony. Before we, I guess, get started it would be be fantastic if you could just
00:01:09 - 00:01:12	provide us with a short overview of your experience in the field of people
00:01:12 - 00:01:16	analytics and also just a bit of an overview of your current role. So I've been
00:01:16 - 00:01:22	doing people analytics for quite a while it hasn't been my sole focus over my
00:01:22 - 00:01:26	career, but it's always been there. So I think what's interesting is yeah, I kind
00:01:26 - 00:01:31	of use it as a tool as a practitioner. And I think that was, I think, for me,
00:01:31 - 00:01:37	an important kind of part about how analytics is important as opposed to it being a

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00:01:37 - 00:01:43	destination in and of itself. But we get that. So I guess I spent 15 or so years
00:01:43 - 00:01:46	in the Australian Public Service in Canberra, doing lots of different things
00:01:46 - 00:01:50	across HR pretty much every different facet. A lot of times a generalist, a lot
00:01:50 - 00:01:55	of time in policy, across learning, industrial relations, recruiting. Yeah,
00:01:55 - 00:01:58	pretty much everything. It was kind of interesting though, every time I found
00:01:58 - 00:02:02	myself in a role or on a team and looking for information to help guide our
00:02:02 - 00:02:07	decisions, or our next project, there invariably was not very good information
00:02:07 - 00:02:11	or the systems were not there. So I was building databases, I was creating
00:02:11 - 00:02:15	systems along the way, and kind of didn't realise it, but I was kind of learning
00:02:15 - 00:02:19	the practice of people analytics back in the mid nineties, you know. So when
00:02:19 - 00:02:23	the first pivot tables appeared in Excel I was like, wow, what an amazing tool
00:02:23 - 00:02:27	but others were like, what are you talking about, that's crazy. And, yeah, so it
00:02:27 - 00:02:31	stretches back. But something else that I realised was that, you know, if
00:02:31 - 00:02:35	you're dealing with important things to do with people and learnt this in
00:02:35 - 00:02:38	particular with enterprise bargaining side of things, you can't just make
00:02:38 - 00:02:43	decisions based on gut feel or what you think, you need to have good sort of
00:02:43 - 00:02:47	evidence to base that judgment. You know, if you're doing pay rises or you're
00:02:47 - 00:02:51	doing, you know, things that matter to people's lives, you need to, you need
00:02:51 - 00:02:54	to do something that's meaningful, and you need to have good evidence for
00:02:54 - 00:02:59	that. Yeah, and I think that permeates everything that you're doing in HR. I
00:02:59 - 00:03:04	think the thing about it for me is that it's not sufficient to just manage by gut. I
00:03:04 - 00:03:09	mean, this applies to HR policy decisions, but also managers managing teams
00:03:09 - 00:03:12	. You know, managing by gut is kind of not sufficient in the world where

00:03:12 - 00:03:16	fairness and equity and these kind of core principles really matter. So I think
00:03:16 - 00:03:21	that's another kind of thing about people analytics. So back when I was in the
00:03:21 - 00:03:26	APS, I was also involved in a lot of studies that ranged across the service. So
00:03:26 - 00:03:30	I was involved in some inter departmental projects. When we're looking at
00:03:30 - 00:03:35	new HR systems, I was helping with the APSC, the Australian Public Service
00:03:35 - 00:03:39	Commission and also the Australian National Audit Office with benchmarking
00:03:39 - 00:03:43	projects around the APS, also projects around workforce planning and creating
00:03:43 - 00:03:48	capability. So yeah, so I guess I was starting to get pulled into a broader world
00:03:48 - 00:03:53	than just my specific little kind of team that I was working at the time. As part
00:03:53 - 00:03:57	of some of those I ran into this interesting little boutique company in Brisbane
00:03:57 - 00:04:01	called Inform that was doing analytics and workforce planning and all that sort
00:04:01 - 00:04:04	of good stuff. But yeah. Then I started running the practice off delivering
00:04:04 - 00:04:10	insight to our customers and then also created a product management group
00:04:10 - 00:04:14	because we kind of saw these things as very closely related. How do you think
00:04:14 - 00:04:18	about inside generation as a product? I think this is something, we'll talk
00:04:18 - 00:04:21	about it in a bit, about people analytics teams how you can think about your
00:04:21 - 00:04:26	content as products within the organisation. But then Inform was acquired by
00:04:26 - 00:04:30	SAP and Success Factors. Not in that order. Yeah, and then I was, I was
00:04:30 - 00:04:35	running product management for people analytics for those organisations. So
00:04:35 - 00:04:40	roll on a few years, I got pretty tired of working in a 100,000 plus person
00:04:40 - 00:04:45	company and the complexity and kind of what that does to innovation, so
00:04:45 - 00:04:50	found myself my current role where I'm Chief Product Officer at a company
00:04:50 - 00:04:54	called One Model who delivers people analytics capability. Yeah. So it's

00:04:54 - 00:05:01	almost a little full circle there. So back with colleagues with a singular focus
00:05:01 - 00:05:05	on the topic. Yeah, So, enjoying every day where I sit down, work with
00:05:05 - 00:05:08	customers on how to solve people analytics deployment issues, how to solve
00:05:08 - 00:05:12	the challenges of you know what matters and and how do we get there.
00:05:12 - 00:05:19	Thanks Tony. I think it's sort of interesting how we end up in a particular place. And,
00:05:19 - 00:05:23	you know, I guess our paths have crossed through, through your journey as
00:05:23 - 00:05:28	well, which has been fantastic. And I guess you're a perfect person for this
00:05:28 - 00:05:31	conversation today because of your experience with working with a whole
00:05:31 - 00:05:36	bunch of different clients not just based here in Australia but, you know,
00:05:36 - 00:05:40	across the world, basically. But I think there's a question that often I'm asked,
00:05:40 - 00:05:46	what is people analytics? And what do you see is it's core purpose, if you had
00:05:46 - 00:05:51	to define it. Its kind of existential in some ways and relevant for the role of
00:05:51 - 00:05:54	people analytics too because one of the core things that you should be doing in
00:05:54 - 00:05:59	people analytics is always framing the right question to answer. I think this is
00:05:59 - 00:06:03	the same with, like, consulting generally right. You know, you will roll into a
00:06:03 - 00:06:06	project and you will first spend, maybe a week figuring out okay, what's the
00:06:06 - 00:06:10	problem we're actually trying to solve here because if you get that wrong, then
00:06:10 - 00:06:13	you're in trouble. So I think people analytics, understanding what it is and
00:06:13 - 00:06:19	what you're trying to achieve is a great question to start with. So my view is, I
00:06:19 - 00:06:23	think, the same as the general kind of consensus out in the world, but
00:06:23 - 00:06:27	welcome your input on it. So I think firstly, the core role of people analytics is
00:06:27 - 00:06:31	to connect people and business outcomes. I think what we're trying to do is
00:06:31 - 00:06:35	help organisations harness the power of its people. So I think that's kind of job

00:06:35 - 00:06:40	number one, part two to this would be identifying areas of focus for HR
00:06:40 - 00:06:44	strategy and measuring the impact, or the potential impact and then the real
00:06:44 - 00:06:48	world impact of those strategies. So kind of a classic pre and post intervention
00:06:48 - 00:06:56	, ROI. So I think that's definitely a key role. The third for me is reinforcing a
00:06:56 - 00:07:00	culture of evidence based decision making, back to that point I made earlier
00:07:00 - 00:07:05	around ideas like fairness and kind of, you know, equity. I think this is how
00:07:05 - 00:07:10	you apply that to decision making in the organisation. So you can do that
00:07:10 - 00:07:15	through policies and through other things. But, you know, data provides
00:07:15 - 00:07:19	grounded evidence for making a decision. So I think those three for me, are
00:07:19 - 00:07:23	kind of rolling around this kind of centre and the way I see it, is people
00:07:23 - 00:07:30	analytics has to be part of your HR strategy function as opposed to a thing in
00:07:30 - 00:07:34	and of itself. So for me, fundamentally people analytics is connected to
00:07:34 - 00:07:40	strategy and is how you formulate your decisions as opposed to a team that
00:07:40 - 00:07:45	sits off on the side that answers difficult questions. Yeah, and I guess some that's
00:07:45 - 00:07:50	really the challenge, isn't it? It's not something that you can perhaps we have
00:07:50 - 00:07:54	in the past, you know, for one of a better word compartmentalised something
00:07:54 - 00:07:58	like recruitment or, you know, even to some extent, workforce planning. But
00:07:58 - 00:08:03	really, people analytics has to sit within and around those, all of those
00:08:03 - 00:08:07	functions. So we actually understand what we need to be doing, how well
00:08:07 - 00:08:11	we're going when we're doing those things, for example. But why do you
00:08:11 - 00:08:16	think then, it has become such a key function in organisations worldwide? So
00:08:16 - 00:08:20	I think there were lots of needs that emerged, I guess, over time. So I
00:08:20 - 00:08:24	mentioned some of the things that that I was working on, project wise. But I

00:08:24 - 00:08:30	think the reason it's grown is simply because if I roll back to say, the late
00:08:30 - 00:08:35	nineties, early 2000, there was the kind of the talk track which I never bought
00:08:35 - 00:08:39	into and kind of got annoyed by very quickly. But it was just there for years.
00:08:39 - 00:08:43	Hope it's still not out there. But that kind of notion of a seat at the table. HR
00:08:43 - 00:08:48	needed a seat at the table, and my view on that was, you get a seat at any table
00:08:48 - 00:08:52	if you have something meaningful to say. And so if I was, and I was rolling up
00:08:52 - 00:08:57	to many executive meetings and seeing, you know, Finance present their
00:08:57 - 00:09:02	reports and everyone else would kind of lay out this, you know, scads of data.
00:09:02 - 00:09:05	HR would come up with a bunch of good ideas for things that they wanted to
00:09:05 - 00:09:10	do, which kind of you know, quickly devolved into everyone around the table
00:09:10 - 00:09:14	saying, oh I think this or I saw this happen over here, and oh this doesn't
00:09:14 - 00:09:19	happen in my team so it's not real. There was this kind of notion that HR
00:09:19 - 00:09:23	wasn't in control of the conversation and data gives you the ability to bring
00:09:23 - 00:09:27	structure and control to a conversation, I think. So, I kind of feel like that's
00:09:27 - 00:09:31	how people analytics became more prominent. Definitely, I think technology
00:09:31 - 00:09:35	also played a role there. We'll talk a bit more about this, I'm sure, but
00:09:35 - 00:09:42	definitely the ability to leverage technology better in HR has played a big role
00:09:42 - 00:09:47	in this space. Yeah, absolutely, I guess the interesting aspect and to your
00:09:47 - 00:09:52	point around contributing to the conversation. If we put a spotlight, for
00:09:52 - 00:09:56	example, on two really important factors particularly, you know, we're
00:09:56 - 00:10:00	currently in a situation at the moment where COVID-19 fundamentally
00:10:00 - 00:10:05	changed our worlds and I guess what I've been really interested in is looking at
00:10:05 - 00:10:10	that link between employee well being and organisation performance. What

00:10:10 - 00:10:14	role do you think people analytics has in just helping their organisations
00:10:14 - 00:10:21	identify those links? So I kind of see it similar to how you might approach
00:10:21 - 00:10:26	leadership development. One of the classic tools over the years has 360 degree
00:10:26 - 00:10:31	feedback because it gives you that, you know, full perspective of the person.
00:10:31 - 00:10:34	You know, what do their peers say? What do their superiors say? What do
00:10:34 - 00:10:39	their subordinates say? What are people from all kind of different interactions
00:10:39 - 00:10:43	have to say? I can see that people analytics can do something similar and that
00:10:43 - 00:10:47	you can pull lots of different data from different places to try and answer a
00:10:47 - 00:10:52	problem in a new and interesting way. So I think if we take topics like, you
00:10:52 - 00:10:55	know well being and organisational performance, they're hard topics to deal
00:10:55 - 00:11:00	with, so you need to have a kind of a set of data that spans across different
00:11:00 - 00:11:04	things. You need to have organisational performance, informational role level
00:11:04 - 00:11:08	performance information, if it exists. You need to understand, you know, what
00:11:08 - 00:11:12	constitutes good or poor performance In any given scenario, you need to think
00:11:12 - 00:11:16	about how do you measure that, and you need lots of different data from
00:11:16 - 00:11:21	different sources to be able to do that. Similarly with well being, it's kind of, I
00:11:21 - 00:11:24	think, you know, you can't just look at the system and see are people happy.
00:11:24 - 00:11:30	You know, running an annual engagement survey is not sufficient to see how
00:11:30 - 00:11:34	well people are doing in the organisation. So, yes, I think people analytics
00:11:34 - 00:11:39	can help you deal with difficult problems like this, and sometimes you need to
00:11:39 - 00:11:43	make assumptions along the way but you can at least start to tackle and get
00:11:43 - 00:11:47	your arms around these challenges without kind of relying again on gut instinct
00:11:47 - 00:11:51	. So I think, yeah, it helps. In people analytics, one of the core jobs that you

00:11:51 - 00:11:56	have to do is get a handle on your data. So job one is getting your data
00:11:56 - 00:12:01	together, getting all your systems organised and understood. And then you can
00:12:01 - 00:12:05	start to make informed decisions. Thanks Tony and I guess, if you were to
00:12:05 - 00:12:10	advise clients who were setting up a people analytics team, it's a pretty big ask
00:12:10 - 00:12:15	, isn't it? You know, in terms of do where do you start? If you were to say,
00:12:15 - 00:12:20	okay well what's the business case? What the role could be and capabilities
00:12:20 - 00:12:25	etc... if you were to, I guess, advise our listeners today on some of those key
00:12:25 - 00:12:30	factors, what would be your advice? It's interesting, again if I roll back maybe
00:12:30 - 00:12:37	10 or even 15 years, there was a lot of work around, justifying the value of
00:12:37 - 00:12:43	analytics. So convincing CHROs of the need to do analytics as a thing. I don't
00:12:43 - 00:12:46	see that conversation happening anymore, so I think everyone gets the
00:12:46 - 00:12:51	importance of it but whether everyone's doing something about it is a seperate
00:12:51 - 00:12:55	thing. It is perceived, as you said, to be tricky, too hard, too big, not sure
00:12:55 - 00:12:59	where to start. So I think the question I would ask in terms of business cases
00:12:59 - 00:13:05	is a pretty simple one and that is are you happy with the resources you've got to
00:13:05 - 00:13:08	do everything that you want to do. So are you able to execute your fore people
00:13:08 - 00:13:12	management vision effectively. I'd be surprised if the answer was yes for
00:13:12 - 00:13:17	pretty much any organisation. So I think assuming the answer is no, then you
00:13:17 - 00:13:20	are in a world where you have to start making trade offs, making decisions.
00:13:20 - 00:13:25	So then I think you need to pull together, in my mind, there are three pieces of
00:13:25 - 00:13:29	information for this. One is corporate plan, the people strategy or talent
00:13:29 - 00:13:33	strategy or whatever it's called, and then the other one is your budget for
00:13:33 - 00:13:38	people and or HR. I think you can see where this is heading. The idea would

00:13:38 - 00:13:43	be that, you know, if you've got a set of goals to achieve, you're spending a
00:13:43 - 00:13:47	bunch of money and resources to get there, are you spending that on the right
00:13:47 - 00:13:52	things. So analysts can help you figure out the potential ROI from particular
00:13:52 - 00:13:57	areas of investment and then, you know, help you figure out what's realistic in
00:13:57 - 00:14:01	terms of what you can achieve, because sometimes you might have a really
00:14:01 - 00:14:05	kind of big problem to solve but, you know, you might be solving it for 10
00:14:05 - 00:14:08	years. You might be pouring all your money into it, and it might be unsolvable
00:14:08 - 00:14:12	, right? So I think you need to figure out what are the battles worth fighting
00:14:12 - 00:14:16	and what are the things that are gonna matter. Sometimes, also if you're, you
00:14:16 - 00:14:19	know, you're focused on something like maybe retention, maybe you're
00:14:19 - 00:14:23	focused, you know, very, very closely on retention. Yet you know, if you
00:14:23 - 00:14:26	were to look outside your kind of corporate bubble, you might realise that,
00:14:26 - 00:14:30	actually, your retention is really good. So you're, you're already focused on it,
00:14:30 - 00:14:34	and that's that's great but your ability to improve it might be really low because
00:14:34 - 00:14:38	you're actually already doing a really good job. So you can, you know, as as
00:14:38 - 00:14:43	your performance improves in different areas, it will take disproportionate
00:14:43 - 00:14:47	amount of effort to continually improve their performance. So, in some ways,
00:14:47 - 00:14:51	my advice is to pick something that matters where you're actually not doing
00:14:51 - 00:14:54	very well at all, because you can make a really big difference really fast, and
00:14:54 - 00:14:58	that will kind of not only improve the bottom line and the outcomes for the
00:14:58 - 00:15:03	organisation, but it will help you build the business case for spending more
00:15:03 - 00:15:08	and more effort on analytics and and seeing that ROI. Again, I think, pick
00:15:08 - 00:15:12	things that matter and then take it from there. Yeah, that's good. I guess, what

00:15:12 - 00:15:17   are the roles that you've observed then, that people analytics teams play in,

00:15:17 - 00:15:21   you know, particularly in that initial start up as well? So it will vary depending

00:15:21 - 00:15:27   on your technology landscape and how HR and HR IT, and IT generally will

00:15:27 - 00:15:31   operate, but I think there are three main things you need to do. One is data

00:15:31 - 00:15:36   engineering, so you need to be able to, pull together, integrate the data and

00:15:36 - 00:15:41   then make sense of it. So you need to be able to, align the data, create trends,

00:15:41 - 00:15:47   get a view of your information that's integrated and consolidated and up to date

00:15:47 - 00:15:50   and meaningful and of high quality. So, data engineering, I don't know

00:15:50 - 00:15:53   if that's a common phrase, but that's kind of how I refer it to. And I think that's

00:15:53 - 00:15:58   definitely a key role and often that fell to the data analyst, right? So people

00:15:58 - 00:16:04   would just do that through themselves through brute force in Excel. And I've

00:16:04 - 00:16:08   done that for many years, and it's you know, it's not a way to spend your

00:16:08 - 00:16:13   weekends, I can tell you. So data engineering as a thing as a discipline is

00:16:13 - 00:16:16   something that people are probably not investing in enough and it is not

00:16:16 - 00:16:23   necessarily exciting, as you know, maybe data science in quotes as a thing but

00:16:23 - 00:16:26   it's essential. You know, I think you will find that pretty much any study and

00:16:26 - 00:16:30   even if you talk anecdotally but all the studies bear up that probably 80% of the

00:16:30 - 00:16:35   time, the Data Scientists employee is spent on data engineering work. So

00:16:35 - 00:16:38   pulling the data, aligning it, making sense of it, making sure it's of high

00:16:38 - 00:16:42   quality and then doing it over and over again. So I think this is where the

00:16:42 - 00:16:45   engineering part of data engineering comes in and it needs to be automated and

00:16:45 - 00:16:50   repeatable. So I think that data engineering role is key. So the second one is

00:16:50 - 00:16:58   analytical skills, classic kind of ability to do the analysis tasks which we could

00:16:58 - 00:17:02	probably spend another couple of days on discussing. But that could be simple
00:17:02 - 00:17:07	stuff from, you know, hypothesis testing, basic visualisation of data,
00:17:07 - 00:17:11	storytelling through to advance statistics and through data science. So this kind
00:17:11 - 00:17:17	of thing that is the analysis process is definitely a skill set. Then the third one,
00:17:17 - 00:17:21	which I think is kind of, you know, three maybe there's a fourth in this one,
00:17:21 - 00:17:25	that could be a double banger, but the third one is HR expertise and the ability
00:17:25 - 00:17:29	to tell a story and communicate your results. So there's this kind of strategic
00:17:29 - 00:17:34	role and that is understanding what's going on with the data, with the results
00:17:34 - 00:17:36	and with the findings, how does that mesh with what we know about the
00:17:36 - 00:17:40	organisation and what we're we going to do about, what are the actions out of
00:17:40 - 00:17:45	this, because great report with great insights with no recommendations is not
00:17:45 - 00:17:49	worth much. One challenge for HR are is that over many years we would
00:17:49 - 00:17:54	come up with great reports and great observations that say, it appears this is
00:17:54 - 00:17:57	going on, it appears that this might be going on, there could be a relationship
00:17:57 - 00:18:01	over here or correlation and then that's kind of where it stops. I kind of feel like
00:18:01 - 00:18:06	you need to be a bit more bold in HR and actually have an opinion and say,
00:18:06 - 00:18:10	okay, this is what we think we need to do now and this is why. Yes, they're
00:18:10 - 00:18:14	number three, data engineering, analytical skills, and the analytical process.
00:18:14 - 00:18:20	Then, you know, HR expertise and strategic influencing skills. I guess
00:18:20 - 00:18:25	are there other critical capabilities do you think that are needed? So if you take
00:18:25 - 00:18:31	that, as you called the data, I guess data science, the, but also the HR
00:18:31 - 00:18:37	expertise, that analytic skills, you know, I guess just this whole ability, to,
00:18:37 - 00:18:40	you know like I guess one of the things that we're often asked is, you know

00:18:40 - 00:18:46	how much statistics, for example, expertise do you need to be effective? I
00:18:46 - 00:18:49	think you definitely need a team that has a complimentary set of skills and you
00:18:49 - 00:18:53	don't necessarily need them all in one person. Now, it's gonna be hard,
00:18:53 - 00:18:56	depending on the size of your team but, you know, you can also, you know,
00:18:56 - 00:19:01	borrow capability where you need it from inside your organisation or from
00:19:01 - 00:19:07	outside, as needed. I think definitely statistics is not a necessary for kind of,
00:19:07 - 00:19:11	you know, the average if I would say analyst or person working in people
00:19:11 - 00:19:16	analytics but people who have statistics ability are obviously going to be able
00:19:16 - 00:19:20	to apply that really effectively. I would definitely make sure that I have
00:19:20 - 00:19:25	statistics capability on the People Analytics team. So you definitely, I think in
00:19:25 - 00:19:27	the modern world you need to be able to say with confidence whether
00:19:27 - 00:19:31	something is a meaningful correlation, whether you actually have a regression
00:19:31 - 00:19:34	that matters, whether you actually have a relationship and drivers that are
00:19:34 - 00:19:39	actually causing something to occur, as opposed to just doing observational
00:19:39 - 00:19:43	visual kind of descriptions of things. So I think definitely we are in that world
00:19:43 - 00:19:48	now, but I think there are roles for people that don't have that ability. So I
00:19:48 - 00:19:52	have picked up a bit of stats along the way, but I'm not a statistician, but I
00:19:52 - 00:19:55	make sure that I've got access to those people. I think that's a key thing about
00:19:55 - 00:20:01	that within the team. Yeah, and are there any other capabilities that you think
00:20:01 - 00:20:04	are critical Tony that you haven't already touched on? There's definitely
00:20:04 - 00:20:11	something about focus on the details or attention to detail is kind of key again,
00:20:11 - 00:20:17	not necessarily for each person but for the team. One of the things that people
00:20:17 - 00:20:21	like to do in, it's kind of a corporate psyche type thing is, you know, if

00:20:21 - 00:20:25	someone doesn't like to hear a message that's coming down the line, first thing
00:20:25 - 00:20:30	you do is you attack the messenger or you critique the data that was driven
00:20:30 - 00:20:35	behind it. So and I think over the years HR has definitely slowed its sharing of
00:20:35 - 00:20:40	information around organisations because of a fear of someone questioning
00:20:40 - 00:20:45	whether your head count is out by 0.5 over or, you know, a couple of 1000
00:20:45 - 00:20:48	people on that being something material enough to kind of, you know,
00:20:48 - 00:20:52	sabotage or your message, even though you know directionally probably have
00:20:52 - 00:20:56	no issues. So I think definitely data quality and quality assurance is something
00:20:56 - 00:21:00	that is necessary and never goes away. There's the thing you have to focus on,
00:21:00 - 00:21:05	so definitely you need that capability in the team. I would think also, though,
00:21:05 - 00:21:10	bigger capabilities for me are things like your conceptual ability, your ability
00:21:10 - 00:21:16	to think broadly about the problem, your ability, to, understand what might
00:21:16 - 00:21:21	be going on run hypotheses Do testing kind of engage in a a meaningful
00:21:21 - 00:21:24	conversation with different stakeholders around what's going on one of the
00:21:24 - 00:21:27	drivers, one of potential drivers and then testing some of those theories. So I
00:21:27 - 00:21:33	kind of feel like that kind of general scientific mindset is one of the key things
00:21:33 - 00:21:38	to think about. Yeah, and I like the way that you're framing it around the
00:21:38 - 00:21:42	blended team. A swell, which makes a lot of sense. I'm often asked the two in
00:21:42 - 00:21:46	terms of programming languages are there kind of common languages that he
00:21:46 - 00:21:51	uses 10 People Analytics teams. I'm not sure that I would even think about it
00:21:51 - 00:21:56	as a think about that question, To be quite honest, I mean, it's almost like you
00:21:56 - 00:22:00	know, what would be the tools that you that you should use, and I don't think
00:22:00 - 00:22:03	that's the right answer for either of those. I think there are lots of different

00:22:03 - 00:22:08	things out there. So from a languages perspective, I mean everyone uses SQL
00:22:08 - 00:22:13	sequel is the kind of thing of choice for, you know, querying databases, But
00:22:13 - 00:22:17	there are lots of different ways to do that. There are, you know, frameworks
00:22:17 - 00:22:20	like kind of big data tools like Hadoop. And there are, you know, kind of
00:22:20 - 00:22:25	machine learning frameworks like Python AI and statistics. Packages like an
00:22:25 - 00:22:29	assassin are, and there are lots of things out there, but I kind of feel like you
00:22:29 - 00:22:34	use the tools that you think relevant for a given problem. And also, though I
00:22:34 - 00:22:39	do find that people come with their kind of little kit bag of tools that they're
00:22:39 - 00:22:43	familiar with similar to consultants, I guess. You know, you roll into a
00:22:43 - 00:22:47	meeting and a consultant will start drawing a four box agreed on on a white
00:22:47 - 00:22:49	board because that's, you know, the first thing you learn to do when you when
00:22:49 - 00:22:54	you become a consultant, you know, same with people analytics, people use
00:22:54 - 00:22:58	all the tools they're familiar with. And yes, I don't think language is important
00:22:58 - 00:23:03	. I think it's more kind of the approach that you take again. I think also,
00:23:03 - 00:23:07	though, I think once people have a set of tools, they apply those tools for
00:23:07 - 00:23:10	everything, and sometimes they take classic thing. You've got a hammer and
00:23:10 - 00:23:15	you're looking for nails everywhere, where that's not necessarily the right
00:23:15 - 00:23:19	approach on the tool side of things, I think, Yeah. I mean, there, there there
00:23:19 - 00:23:23	are There are lots of those. Well, so you've got Excel and to on power Bi I and
00:23:23 - 00:23:27	, you know, data tightest will be using Jupiter notebooks and all these other
00:23:27 - 00:23:30	things, Whereas I think again, I don't think it really matters. Technology is an
00:23:30 - 00:23:35	enabler, but it's not super patient for success. I think you need again a line to
00:23:35 - 00:23:39	those roles I was talking about before. I think you need to kind of do again

00:23:39 - 00:23:42	three more things. Everything I kind of think about now It actually seems to be
00:23:42 - 00:23:45	coming in threes. But you know, your daughter orchestration, you're bringing
00:23:45 - 00:23:50	your daughter together. Probably need to set of tools your storytelling need to
00:23:50 - 00:23:54	set of tools and data visualisation, and then you're predictive insights need a
00:23:54 - 00:23:58	set of tools. So it's kind of like you need one set of tools that can do all that
00:23:58 - 00:24:03	stuff or to assemble a combination of things to help get their job done. And I
00:24:03 - 00:24:07	think it makes a lot of sense, Tony, in terms of and again, the conversation
00:24:07 - 00:24:11	that we're having with you is really around all of those insights in and of itself.
00:24:11 - 00:24:16	You've just said a whole bunch of information, so it's fantastic. But if for
00:24:16 - 00:24:19	those of us who are wanting to get started in people analytics. So if I wanted to
00:24:19 - 00:24:23	get started tomorrow, what would be your advice? You know, you're a person
00:24:23 - 00:24:27	working in HR. Someone says, Hey, there's a job in the People Analytics
00:24:27 - 00:24:31	team. What advice would you give them? I guess the question would be, are
00:24:31 - 00:24:36	you interested in doing that? Are you naturally curious? What I've seen is that
00:24:36 - 00:24:41	most people kind of fall into the role as opposed to look for it as a role. So it's
00:24:41 - 00:24:45	kind of interesting that kind of. I've found that most people in the field have
00:24:45 - 00:24:50	been working in HR and just kind of started doing things work as opposed to
00:24:50 - 00:24:53	going for it, because, I mean, if I think back to what you might study
00:24:53 - 00:24:57	university or school, whatever, I can't see that anyone would imagine that
00:24:57 - 00:25:00	they would have a career in People analytics. Unless maybe you're doing
00:25:00 - 00:25:04	psychology. I could maybe see that it feels like that, but it's kind of interesting
00:25:04 - 00:25:09	. I do think that if you want to get started. There are lots of resource is I can
00:25:09 - 00:25:16	share some hyperlinks with you again at the end or we can leave behind. There

00:25:16 - 00:25:19	are there are courses. There are some great online courses. I think there's a
00:25:19 - 00:25:23	great kind of teach yourself ability in this space as well, there are some
00:25:23 - 00:25:28	amazing reference material, so people may laugh at the phrase I'm about to use
00:25:28 - 00:25:31	, but there is a book called People Analytics for Dummies. It's very much not
00:25:31 - 00:25:35	for dummies. It is a very, very good book. So I think there are, you know,
00:25:35 - 00:25:40	there are lots of resource that are accessible and entry level yet take you to
00:25:40 - 00:25:44	another place. Yes, I think you could definitely do that. But I think maybe the
00:25:44 - 00:25:48	first step is to just sit with the people in the organisation who are already doing
00:25:48 - 00:25:53	something like this. So, you know, people who are digging into the data
00:25:53 - 00:25:56	doing reporting at the moment. I think you know that's probably the place to
00:25:56 - 00:26:00	start. I think you need to learn from those people around. What are all the
00:26:00 - 00:26:04	assumptions we need to know about when analysing the data? What are all the
00:26:04 - 00:26:08	clutches around. You know how the data is pulled together. Where it comes
00:26:08 - 00:26:12	from, the data quality issues, I think you kind of I think you need to know that
00:26:12 - 00:26:17	stuff before you do people analytics. I don't think you can come in just as at
00:26:17 - 00:26:21	the strategy level and not care about that stuff. I don't think it works that way.
00:26:21 - 00:26:25	Okay, Yeah, that's good advice. And any tips somewhere teams can focus as
00:26:25 - 00:26:29	they seek to further develop their people analytics within their organisations.
00:26:29 - 00:26:34	So I think if you think about developing the capability as an organisation,
00:26:34 - 00:26:38	think back to my earlier comment about the strategic alignment. I think you
00:26:38 - 00:26:43	should really have already a serious look at what is your talent, strategy or
00:26:43 - 00:26:48	people Strategy, and which of those things have KPI's assigned to them? And I
00:26:48 - 00:26:52	think you should then also, you know, kind of talk to the people who are kind

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00:26:52 - 00:26:56	of charge of those those documents and executing strategy and setting the
00:26:56 - 00:26:59	priorities for the teams. Okay, what things are we trying to make a difference
00:26:59 - 00:27:02	on and how we gonna know if we've made that difference or not. So I think
00:27:02 - 00:27:07	you can kind of find opportunities to do analytics by looking at what the team
00:27:07 - 00:27:12	is already doing. So what is your HR function already doing? And how do you
00:27:12 - 00:27:16	measure that you're being effective on any of those things? I think that for me
00:27:16 - 00:27:21	would be kind of step one and that grounds it in some useful realities well. So
00:27:21 - 00:27:25	these are projects underway today, and these are how many people we have
00:27:25 - 00:27:27	working on them. This is the corporate scope, and this is what we hope to
00:27:27 - 00:27:31	have is an outcome. Great. This does to measure some of those things for me.
00:27:31 - 00:27:36	Then I think that the way to broaden that into the rest of the organisation is to
00:27:36 - 00:27:41	then start to find things that will matter to to line managers or executives in the
00:27:41 - 00:27:45	business and often times, you know, that that involves just classic HR,
00:27:45 - 00:27:49	consulting HR, you know, work. When you go talk to the HRBP's talk to the
00:27:49 - 00:27:53	managers and say okay, what challenges do you have today? And if you could
00:27:53 - 00:27:56	solve a problem, you know, what would the problem be and then start to work
00:27:56 - 00:28:00	those things. Pretty soon you'll find you've probably got a couple of people
00:28:00 - 00:28:03	who are willing to be champions and have a problem to solve and want to get
00:28:03 - 00:28:06	help to solve it and you can help them. And then that's a great best of both
00:28:06 - 00:28:11	worlds on I think. Then you use those as winds to support the value of doing it
00:28:11 - 00:28:15	more broadly. Yeah, that makes sense to and I guess, from your perspective
00:28:15 - 00:28:20	and what you're saying. One of the biggest areas that I've been reading and
00:28:20 - 00:28:24	talking with people are that in its analytic space is really around the ethical

00:28:24 - 00:28:29	standards. And how do we ensure that we protect the data that we, you know,
00:28:29 - 00:28:34	don't lead to systemic bias? It's a pretty big challenge as we're handing over
00:28:34 - 00:28:39	particularly, you know, you mentioned earlier around machine learning and
00:28:39 - 00:28:45	AI. It sort of opens itself up quite a bit to us. What's your view there Tony? I
00:28:45 - 00:28:51	think it's hard, and I mean it's a challenge for organisations or for HR already.
00:28:51 - 00:28:56	So, I think recognising that is probably step one. But people analytics can
00:28:56 - 00:29:01	actually help those initiatives as well. So, I think about classic example,
00:29:01 - 00:29:05	which is gender pay equity. I mean, there's a definite issue there that needs to
00:29:05 - 00:29:09	be solved and data will help you solve that, or else identify whether the issue
00:29:09 - 00:29:13	applies into a degree and you can start doing your modeling on, you know how
00:29:13 - 00:29:17	much you can improve the outcomes on that for your organisation. So that's
00:29:17 - 00:29:21	one. But I think you can also, and something that that our team does in
00:29:21 - 00:29:25	building our technologies. You can then apply those techniques to the tools
00:29:25 - 00:29:29	that you're using. So you're sampling of the data that you're using for your
00:29:29 - 00:29:33	modeling and for your analysis, you can run gender biased checks against that
00:29:33 - 00:29:37	because I think one of the classic issues that we've seen for machine learning
00:29:37 - 00:29:42	and AI over the last probably 10 years is that it can come up with pretty biased
00:29:42 - 00:29:47	outcomes, simply because the historical data that is based on the trends
00:29:47 - 00:29:51	represent a biased reality. So you want to change that? So using that same
00:29:51 - 00:29:56	data is not gonna help you change the history you need to recognise it and then
00:29:56 - 00:30:00	modify it. So, yes, I think this is a great example where you can't just let the
00:30:00 - 00:30:04	tools run and come up with a number, and then that's your number. And that's
00:30:04 - 00:30:08	your answer. And then, great, let's go make a decision. This is again for the

00:30:08 - 00:30:12	roll of HR to have oversight role in these tools. You know, a great one for HR
00:30:12 - 00:30:17	is to be now monitoring and coaching and guiding machine learning. I think
00:30:17 - 00:30:21	that's definitely a big opportunity and something that HR needs to do in the
00:30:21 - 00:30:25	construction of the models and then in the review of the findings and then in
00:30:25 - 00:30:28	the communication of the outcomes. So I think having it as a focus and caring
00:30:28 - 00:30:32	about having it is a key principle like myself, and my team do. Then I think
00:30:32 - 00:30:36	that helps you. Another technique I found as well, and this applies to general
00:30:36 - 00:30:40	analysis. But it also applies to this topic is something like classic kind of de
00:30:40 - 00:30:45	bono. Six Thinking hats kind of idea where you, you know, you definitely
00:30:45 - 00:30:49	kind of sit down. You assign People roles and start to, pull apart and critique
00:30:49 - 00:30:52	the work that you've done to see if it holds water under a lot of different
00:30:52 - 00:30:56	scenarios. So I think, Yeah, there are a few different ways of getting around
00:30:56 - 00:31:00	that, but definitely recognising it and having it is a principle is important.
00:31:00 - 00:31:03	Actually, I've got a bunch of key kind of principle that that we used to guide
00:31:03 - 00:31:08	our product development that would probably also apply to this kind of field as
00:31:08 - 00:31:14	people analytics as well. And I think my next sort of area really curious about
00:31:14 - 00:31:21	Tony. It's hard, I'm always asked about the evidence that managers find most
00:31:21 - 00:31:26	valuable to understand in relation to, their workforce to make decisions. I'm
00:31:26 - 00:31:30	sure you get asked that question often yourself. But if you had to choose and
00:31:30 - 00:31:35	make a couple of recommendations to our listeners, what would you suggest?
00:31:35 - 00:31:40	It is a tricky one. Many times I've actually sat down with a C H R O. And they
00:31:40 - 00:31:44	have said, Okay, what are the top 10 KPI's I should be measuring good. And
00:31:44 - 00:31:49	that's not a smart way to start the conversation in in my mind. So yeah, I

00:31:49 - 00:31:53	would I would then say OK, here are 10 that you could look at. But now let's
00:31:53 - 00:31:57	actually say Hey, let's talk about your your organisation your strategy and
00:31:57 - 00:31:59	what you're trying to achieve and and then what matters. And then we'll work
00:31:59 - 00:32:03	back and see if those 10 actually matter at all. Yeah, so I think for me, though
00:32:03 - 00:32:09	. If I think about information that managers find super useful, I kind of feel it
00:32:09 - 00:32:13	falls into a couple categories. One would be basic facts about their people.
00:32:13 - 00:32:18	They need lots of good facts that kind of give you a context for the workforce.
00:32:18 - 00:32:23	So all the classic stuff around the number of people where they work, what
00:32:23 - 00:32:27	they're doing, the demographics, the flow of talent in through and around the
00:32:27 - 00:32:32	organisation, the capabilities that they have the, you know, the levels of
00:32:32 - 00:32:38	compensation and the performance, the remuneration rates and corporations.
00:32:38 - 00:32:43	And so all that stuff I kind of see is is just basic facts about people. So a lot of
00:32:43 - 00:32:46	people pacify those analytics. I kind of feel like that's just data. That's
00:32:46 - 00:32:50	information that tells you about your organisation. I think that's great. I think
00:32:50 - 00:32:55	that when you start to blend that together, apply time trends and then do
00:32:55 - 00:32:59	forecasts. That's when it becomes interesting for a manager because we look at
00:32:59 - 00:33:02	something like retention. There's a classic kind of thing that people care about
00:33:02 - 00:33:08	or hiring and what your velocities around other of those. Usually it's kind of
00:33:08 - 00:33:13	cast in a kind of a year to date or maybe the last three years. Top trend, The
00:33:13 - 00:33:16	better conversation is to push those things forward. So you could say, Okay,
00:33:16 - 00:33:19	this is where you're gonna end the year. We've now got an opportunity to
00:33:19 - 00:33:23	decide whether we wanna be in that place or not. So based on the current
00:33:23 - 00:33:26	trends, this is where we're heading. Let's make some decisions now, to course

00:33:26 - 00:33:30	, correct. I think that's where it becomes useful for a manager. That's what
00:33:30 - 00:33:34	analytics can really help because you're affecting a decision on that. Then I
00:33:34 - 00:33:38	think leads onto to promote the other thing that managers need. Managers are
00:33:38 - 00:33:45	pulling levers, right? And those levers are hiring, training, retaining, you
00:33:45 - 00:33:50	know, developing people, these are the things that manager can do. So I think
00:33:50 - 00:33:54	you wanna have data at hand that can help inform those decisions and do it in a
00:33:54 - 00:33:57	super time anyway, so I think so. I think you want to kind of meet them where
00:33:57 - 00:34:01	they are. Give them information that's relevant and helpful to help make those
00:34:01 - 00:34:04	decisions better. And then you can come and have broader conversations
00:34:04 - 00:34:09	around. Kind of, you know, where we're taking this whole talent ship kind of
00:34:09 - 00:34:15	forward. So tactical fact based information is super useful. They engage and
00:34:15 - 00:34:19	embed those in processes that the managers are running is kind of, you know,
00:34:19 - 00:34:22	steps one and two. And then Step three would then be to push out into the
00:34:22 - 00:34:26	future and say, Okay, so now where do we want to be in 1,2,3 years time?
00:34:26 - 00:34:29	And now let's figure out a path to get there on that might mean some changes
00:34:29 - 00:34:33	to how we do things. And then we can run some numbers on, figure out how
00:34:33 - 00:34:36	to get to that destination. So I kind of see that kind of, you know, three step
00:34:36 - 00:34:41	journey. Thank you. That's good answer, and one that I've drawn in future.
00:34:41 - 00:34:45	One of the things that you may have observed the pandemic and what people
00:34:45 - 00:34:49	analytics teams have been doing, you know, during this time over the last sort
00:34:49 - 00:34:52	of four months, what's been your big observation of what people analytics
00:34:52 - 00:34:57	teams have been doing and working with the business. So I've actually found
00:34:57 - 00:35:01	that our customers, the organisation that we work with have have been really

00:35:01 - 00:35:06	busy. No surprise. But from kind of day one or, you know, kind of weeks
00:35:06 - 00:35:10	one and two off things like, you know, lockdowns happening and people work
00:35:10 - 00:35:14	from my home and all this sort of thing. The teams were really busy, and what
00:35:14 - 00:35:20	was great to hear was that they were being super useful because of that. So
00:35:20 - 00:35:25	because they had data at their fingertips, they could easily kind of pivot and
00:35:25 - 00:35:31	position and make useful for these really critical decisions. There are making a
00:35:31 - 00:35:34	big impact. So understanding, who can work from home, what that means for
00:35:34 - 00:35:39	our business. What it means for our operations are we able to afford to run
00:35:39 - 00:35:42	particular businesses in particular ways. You know what it means for our
00:35:42 - 00:35:47	budget? What is the impact on now that how do we now start analyse things
00:35:47 - 00:35:51	like leave liability and how that affects budget? And can we dip into that and
00:35:51 - 00:35:57	help control the availability of people? All this sort of thing was happening
00:35:57 - 00:36:01	really fast and those organisations that had a people analytics capability were
00:36:01 - 00:36:05	able to answer those questions, and those that weren't were and are still
00:36:05 - 00:36:09	struggling. So they're buried in excel. When they're doing all night, it's to try
00:36:09 - 00:36:14	and figure out just who to and where they are. So I think definitely those teams
00:36:14 - 00:36:18	were being super relevant and helpful. We actually defined also that many of
00:36:18 - 00:36:24	them were doing novel things, so people started running quick pulse surveys to
00:36:24 - 00:36:27	check that everyone had what they needed if they were in the home office that
00:36:27 - 00:36:31	they hadn't been before, you know, monitoring engagement and all these other
00:36:31 - 00:36:35	things. So So we actually found that we were helping people turn around, you
00:36:35 - 00:36:38	know, really quick survey data and integrating that with other pieces of data to
00:36:38 - 00:36:43	find what's going on. We're pulling in data that you might not have been used

00:36:43 - 00:36:47	before, like a system level information around log in's and people. And they're
00:36:47 - 00:36:51	, you know, pages that when they swept into the office and how that ties to
00:36:51 - 00:36:55	other things, so and so we're doing lots of really interesting novel stuff. But
00:36:55 - 00:36:59	again because that that muscle was exercised and ready to go those teams were
00:36:59 - 00:37:04	able to be really agile in in that process. Yeah, it's good. And that's certainly
00:37:04 - 00:37:08	something that I've been observing myself, which is fantastic. What role do
00:37:08 - 00:37:13	you forsee that the people analytics teams are going to have to support the new
00:37:13 - 00:37:19	reality of uncertainty that we must now navigate? Yeah, I kind of feel that it's
00:37:19 - 00:37:22	interesting. I mean, you and I have both spent a lot of years trying to talk to
00:37:22 - 00:37:26	people about strategic workforce planning and the value of doing scenario
00:37:26 - 00:37:30	thinking and all this sort of stuff. But I think we have a scenario unfolding
00:37:30 - 00:37:34	now where people everyone sees the criticality of that. Where is it? Might
00:37:34 - 00:37:38	have been discretionary in the past. You could just kind of muddle along. I
00:37:38 - 00:37:42	think now people realise that you can't do that. So I think definitely that, you
00:37:42 - 00:37:46	know, scenario thinking and modeling that people analytics can bring is can be
00:37:46 - 00:37:51	super relevant in the months that unfold, if not right now. So I think people
00:37:51 - 00:37:56	analysts can help organisations navigate their way through and around and out
00:37:56 - 00:38:01	of where we are, and yeah, you can, You can start to be modeling things like
00:38:01 - 00:38:06	the mics off people in the business, the work that's being done, growth in
00:38:06 - 00:38:09	which areas need to grow, understand topics like innovation. Are we still able
00:38:09 - 00:38:14	to innovate and I think back to an earlier thing that we're talking about. What
00:38:14 - 00:38:18	is also really important is that you can do that and then still apply those
00:38:18 - 00:38:23	principles like ethics and diversity and all this other stuff, because often times

00:38:23 - 00:38:28	people will just be plowing ahead, making fast decisions. And sometimes if
00:38:28 - 00:38:32	you're not running those kind of principles across it, you can make mistakes
00:38:32 - 00:38:37	that are great for individuals or for the organisation. So I think people analysts
00:38:37 - 00:38:43	has kind of a multifaceted role. Just flipping a little now to another area which
00:38:43 - 00:38:47	certainly across the NSW public service, has been a lot of interest in human
00:38:47 - 00:38:52	centered design. What have you observed People analytics teams what role
00:38:52 - 00:38:56	they played in that place? Yeah, I think again we have another kind of a
00:38:56 - 00:39:02	couple of days discussing human centered design versus design thinking and
00:39:02 - 00:39:08	related stuff, but I kind of feel like people Analytics helps you as a HR group,
00:39:08 - 00:39:14	actually run a human centered design process because core to that is actually
00:39:14 - 00:39:20	understanding the problem and running experiments, and, you know, doing
00:39:20 - 00:39:24	pilots and testing and checking the value of what you've done. So I kind of feel
00:39:24 - 00:39:29	like people analytics is necessary to be able to run in that space. So, you know
00:39:29 - 00:39:32	, even though the title is human centered design, you might naturally think,
00:39:32 - 00:39:37	Oh, that's all about It's just all about empathy and all that sort of stuff. And
00:39:37 - 00:39:41	while it certainly is, I think your data helps you actually run. If you look at the
00:39:41 - 00:39:45	principles of human incentive, designer helps you run those processes much
00:39:45 - 00:39:50	more rigorously. Having said that, you know, I do think that to do people
00:39:50 - 00:39:55	analytics well, a deep level of empathy for the consumers of your content is
00:39:55 - 00:40:00	really key. So I think that's kind of self referential too, so you can use people
00:40:00 - 00:40:04	and likes to drive those processes. But you should also apply those processes
00:40:04 - 00:40:08	to people analytics, So you should be understanding those decisions that
00:40:08 - 00:40:12	manages in the organisation need to make and how do you walk in their shoes

00:40:12 - 00:40:15	and help them make those decisions better? How do you, actually, you know
00:40:15 - 00:40:20	, develop tools that are easy to understand that you can communicate to people
00:40:20 - 00:40:23	and they'll get it. And they all understand the outcomes and the implications of
00:40:23 - 00:40:26	those decisions. So I think, you know, that's really important. And then you
00:40:26 - 00:40:30	can do rapid prototyping as part of that as well. I kind of feel like, you know,
00:40:30 - 00:40:33	the times of three year project, they are gone. They've been gone for a long
00:40:33 - 00:40:37	time. Three months is a long time for a project nowadays. So, you know, I
00:40:37 - 00:40:41	think that notion of testing, deploying, testing, deploying is really important.
00:40:41 - 00:40:45	And so rapid prototyping. Yeah, those sort of approaches should be using in
00:40:45 - 00:40:50	HR, but also in people Analytics. Yeah, makes sense. And plus, then, as the
00:40:50 - 00:40:53	people analytics function you've got accesses we've already talked about to the
00:40:53 - 00:40:59	data in terms of that ongoing development. You know, if you think about you
00:40:59 - 00:41:03	mentioned earlier, you started in this space sort of back in the nineties. It's not
00:41:03 - 00:41:09	to say that life hasn't changed a lot since then, but perhaps it has. How do you
00:41:09 - 00:41:13	What's your advice about keeping up to date? You know what networks?
00:41:13 - 00:41:19	What sort of spaces do you enter just to sort of keep abreast of where it's at?
00:41:19 - 00:41:23	Every year I'm learning new things. I mean, every day I'm learning new things
00:41:23 - 00:41:27	. I mean, every year, though, there are big shifts that I try and stay across.
00:41:27 - 00:41:31	Yeah, I mean, early on, I was kind of I didn't realise I was doing this, but I
00:41:31 - 00:41:35	was naturally networking with people in the space. So I was finding kind of
00:41:35 - 00:41:39	people who are of, like, mind in different organisations and reaching out and
00:41:39 - 00:41:44	sharing ideas and doing that. So I think definitely networking is super valuable
00:41:44 - 00:41:48	. And what's great about current times is you know, we have great tools for

00:41:48 - 00:41:52	that, like LinkedIn, for example. So there are some really great groups on
00:41:52 - 00:41:56	LinkedIn but also on the network on the Internet. more generally on, I could
00:41:56 - 00:41:58	share a bunch of these, but you know, there's a group called The People
00:41:58 - 00:42:04	analytics and Future of Work. Al Adamson is a guy who runs that group Super
00:42:04 - 00:42:09	Amazing Network opportunity across the globe, but also locally in Australia.
00:42:09 - 00:42:13	The Australian Human Resources Institute has some really great network
00:42:13 - 00:42:18	forums on all different topics but also on analytics and planning in different
00:42:18 - 00:42:23	state locations and on part of one of those in Brisbane. I have bean part of
00:42:23 - 00:42:27	others in different states to so that's really useful. I can actually leave, I'll do
00:42:27 - 00:42:32	leave behind with a few links to different groups. But also there's a great meet
00:42:32 - 00:42:35	up group kind of map, if you like, of all the meet ups all around the world and
00:42:35 - 00:42:40	what's cool about all these forums is, all the information just flowed around,
00:42:40 - 00:42:44	shared freely on the Internet, so you can see who's presenting about what
00:42:44 - 00:42:48	topics, who the leaders are on the field and what they found on their
00:42:48 - 00:42:52	approaches and their techniques. So a lot of that is readily available. So, yeah
00:42:52 - 00:42:55	, I can share it back to those examples. That would be fantastic. Thanks, Tony
00:42:55 - 00:43:00	. And I guess one of the final questions. Where does the future of people
00:43:00 - 00:43:06	analytics lie in your mind? People Analytics as a practice is still, I think,
00:43:06 - 00:43:13	fairly new in Australia. So if I if I think about probably maybe 15 years ago,
00:43:13 - 00:43:18	Australia was actually pretty advanced in concepts of analytics, HR analytics
00:43:18 - 00:43:24	and workforce planning. I'm not sure that it's progressed as fast as the rest of
00:43:24 - 00:43:29	the world over the last 10 years. I'm not sure why that is. Maybe there's a
00:43:29 - 00:43:33	there's a white paper in that, but definitely the U S. And in particular and

00:43:33 - 00:43:37	Europe have really shot ahead when it comes to people Analytics as a practice,
00:43:37 - 00:43:42	I think a large part of that might be population and opportunity to make a
00:43:42 - 00:43:45	difference. Big companies, lots of problems to solve everything. Also,
00:43:45 - 00:43:49	technology has played a role there. So I think the idea that applying Predictive
00:43:49 - 00:43:54	Analytics to HR is futuristic is still in many organisations. But it actually is
00:43:54 - 00:43:59	not futuristic, so we do it every day for our customers. So it's definitely here
00:43:59 - 00:44:03	and it's a really thing. You don't need to be a statistician, but you should
00:44:03 - 00:44:07	definitely have one on the team as we spoke about before. So I think this
00:44:07 - 00:44:12	maturity of the function is something that's happening now and can accelerate
00:44:12 - 00:44:15	in Australia. So I think there's the acceleration of that as a function is certainly
00:44:15 - 00:44:21	the future for people analytics in Australia. But I think also you can't get away
00:44:21 - 00:44:26	from staying vigilant on things like data quality. Like we spoke about before.
00:44:26 - 00:44:30	I kind of feel, though, that the future of people analytics actually to do good
00:44:30 - 00:44:36	storytelling and to better engage with strategy. So again I get my main thesis
00:44:36 - 00:44:40	around people analytics is that it's, ah, strategy role. And I think that's the
00:44:40 - 00:44:45	future people analytics to actually just have it completely seamlessly part of the
00:44:45 - 00:44:50	role of a job as opposed to a thing in and of itself is not a destination. And
00:44:50 - 00:44:54	what would be the, I guess, the key opportunities for people analytics. But
00:44:54 - 00:44:59	conversely, what do you see? The greatest threats to achieving the outcome,
00:44:59 - 00:45:06	the future. So I think one of the greatest threat would be that it just becomes a
00:45:06 - 00:45:11	super advanced reporting function. I think that's the potential and the reality in
00:45:11 - 00:45:14	many organisations, you know, you've internally rebrand that you're an
00:45:14 - 00:45:18	analytics group. It really just during reporting, you know, doing strategy

00:45:18 - 00:45:22	work and doing doing HR, HR consulting you know, within your organization
00:45:22 - 00:45:27	is hard. The fact that it's hard doesn't mean that you should not do it, and so I
00:45:27 - 00:45:30	kind of feel like the biggest challenge is the fact that it actually is hard to step
00:45:30 - 00:45:35	out of your comfort zone. And data is not. Analytics is not a natural skill set
00:45:35 - 00:45:40	of people in HR. So I think HR as a professional is to kind of adopting mature
00:45:40 - 00:45:44	in that way of actually seeing many times. The biggest barrier to the adoption
00:45:44 - 00:45:48	and deployment of analytics and organisations is HR itself, its ability to get
00:45:48 - 00:45:53	out of the time way and to trust and share the data, obviously taking account
00:45:53 - 00:45:58	privacy and everything else. But HR needs to be able to find ways of
00:45:58 - 00:46:02	deploying that information. The most successful data driven organisations are
00:46:02 - 00:46:07	those that share data with managers in their organisation. And there's a bunch
00:46:07 - 00:46:10	of research from Deloitte and others on this. I'm happy to share those links as
00:46:10 - 00:46:14	well, but yeah, definitely, That's a key risk for a child that you don't get out
00:46:14 - 00:46:19	of your own way, share that information and then spend time on on thinking
00:46:19 - 00:46:24	about other things so automate much as you can and then spend time doing the
00:46:24 - 00:46:28	hard stuff. I think the listeners will join with me in saying Thank you so much
00:46:28 - 00:46:32	for sharing your insights with us today. There was a lot that you covered in
00:46:32 - 00:46:37	terms of, you know, setting up the function in terms of the skills, your
00:46:37 - 00:46:41	principles, the insights really appreciate it. Any other final points that you
00:46:41 - 00:46:46	wanted to share with the business before we finish up? Look, I think people
00:46:46 - 00:46:49	analytics is actually I mean, I think this is empirical as well. We've got the
00:46:49 - 00:46:53	studies in front of me, but it's the fastest growing function in HR globally. I
00:46:53 - 00:46:57	think that may or may not have hit Australia yet. Definitely. That is what's

00:46:57 - 00:47:00	happening in the rest of the world. And again, I'm gonna leave a bunch of
00:47:00 - 00:47:04	hyperlinks to some of the great thinkers in this space. But yeah, I mean, the
00:47:04 - 00:47:09	work that we do in one model is accelerating and definitely, you know, we see
00:47:09 - 00:47:13	that the marketplace generally is growing. Yeah, and the opportunities are
00:47:13 - 00:47:18	growing, too, because I think in the current climate decision making is critical
00:47:18 - 00:47:25	, and the cost of making a bad decision is multiplied exponentially. So I think
00:47:25 - 00:47:30	analytics kind of has a coming of time opportunity now as well. So I think you
00:47:30 - 00:47:34	know there's two angles is one is analytics can now make a real difference. So
00:47:34 - 00:47:39	let's do that. And let's use that, then to do better HR and run better
00:47:39 - 00:47:45	organisations and have better outcomes for people a lot the same time. Thank
00:47:45 - 00:47:49	you, Tony and Tanya for sharing so many great insights on current trends in
00:47:49 - 00:47:53	establishing and maturing people Analytics teams. Like Always, I encourage
00:47:53 - 00:47:57	you to consider the key messages and consider what you can do differently as a
00:47:57 - 00:48:02	result of listening today and thank you for taking the time to listen to the spark
00:48:02 - 00:48:06	shaping a world class HR podcast series. Please encourage your colleagues to
00:48:06 - 00:48:11	listen so they too have the opportunity to learn and grow from the advice, tips
00:48:11 - 00:48:21	and insights provided by such wonderful business experts. See you next time.