

**Discussion questions for Podcast 5**

**Tony Ashton**

**Trends in establishing and maturing the people analytics team**

1. Tony states the role of people analytics is about three things:
2. Connecting people to business outcomes
3. Identifying areas of focus for HR strategy
4. Measuring the impact of those strategies to reinforce a culture of evidence-based decision making

How does the people analytics function in your agency perform the roles above?

1. Tony mentions that “you get a seat at the table if you have something meaningful to say” and “a HR report with great insights and no recommendations isn’t worth much.” Discuss these statements in relation to the practice of people analytics in your team/agency.
2. There are a number of key roles & skills that are required to operate a successful people analytics function including data engineering (cleaning, manipulating data), analytical skills, visualization of data, and HR expertise to tell the story, communicate the results and strategically influence. Discuss what skills/roles are currently being performed in your team/agency, where the gaps are and how you might go about designing roles/resourcing to ensure you have the skills required.
3. Tony recommends that in order to set up a people analytics function, the first thing to do is to find opportunities to perform analytics on projects or aspects of work your team is currently already doing. The next step is to seek clarity on the outcomes these projects are looking to achieve and work out how to measure and track effectiveness. Identify some examples of current projects or strategies in your HR team and how you could apply people analytics to measure success.
4. Data quality and assurance is essential to people analytics, which can also impact on HR’s confidence to openly share people data due to fear of errors and discrepancies in their data. Discuss how your team manages the role of data quality and whether data quality plays a role in how you share people data across your agency.
5. What kind of data/insights have you found to be the most useful to managers in your agency and why?