

**Key messages and references for Sandra Crawford Podcast****People analytics: imparting insights – the art of story telling to compel action**

## Key messages:

- The HR function has always been the most important business enabler. A great HR practitioner is truly worth their weight in gold, particularly in dealing with individuals and teams.
- The greatest change in the HR function is that the role has become far more strategic focused.
- Sandra's organisation, Community Corrections, is extremely complex and requires a high level of understanding of the work front-line, community practitioners and largely dispersed workforce across 62 offices – 73% are female and large proportion have been with the agency over 10 years. HR is based centrally.
- Sandra finds data really interesting and likes to find out as much as she can about the workforce. She describes it as like putting a jigsaw together to create the bigger picture and layering of the different data sets to understand the relationships. "Why are we seeing the trends we are seeing?" Most useful data is demographics, where doing well/not so well, what do I need to focus on to achieve business outcomes. For example, workforce diversity data, 'People Matters' data, performance management data, workplace culture data (eg grievances/bullying and harassment information). Triangulating this information is crucial.
- Effective partnership between business and HR is really the key and "not flying blind".
- Utilise a broad range of data in developing their strategic workforce plan to better understand people and making sure they optimize people capacity and capability. Community Corrections commenced their SWP journey in 2018 and worked with HR to utilise data and identify priorities and focus areas for improvement. For example, had an acceptable vacancy rate required the development and implementation of a range of strategies to address the issue. Two years later, this issue has been addressed through data driven strategies – more effective retention and recruitment activities.
- Reviewed their workforce plan, utilizing data, to determine what they had achieved and what additional or new strategies were required. For example, a new goal is to improve workforce diversity – in gender balance, disability and indigenous employees along with executive champions to own and partner with HR.
- Plans to have regular quarterly check-in to see that strategies are working or not – taking a typical business planning approach.
- If you have too many things to do you can't focus effectively. You need to choose what is important and what you need to keep a watching brief on.
- Covid has had a profound impact on Community Correction's workforce. They have responded incredibly well. They partnered with HR to run a staff survey. The results enabled an understanding of where staff were at and Sandra utilizes the data to tell stories based on facts/survey results rather than anecdotes. They will never go back to 'how it was before Covid'. She would like to move to a 'new normal' based on these experiences. Data is powerful to reflect back to the workforce.
- In responding to Covid the organisation has revolutionized their service delivery – much more happens now in the virtual space – where individuals appear to be much more comfortable (which was in Sandra's mind counter-intuitive, but individuals are more receptive and engaged). From a workforce perspective, more staff are working from

home and they will continue to do this to maximise flexibility with their workforce with good accountability mechanisms in place. They need to have staff located in the workplace – they have ensured that these environments are safe and effectively designed. They had been implementing workplace modernization initiatives which were fast-tracked.

- HR can genuinely contribute to the development of strategies through predictive work around what digital and social challenges will be and impact on the workforce and their needs into the future. This is a creative thinking piece of work which involves a high level of inductive reasoning – there is some information that you know and some that you don't. Undertaking environmental scanning is required and 'what does that mean for the future' – what are the strategies we need to put in place now to respond?
- In relation to diversity, they are focused on how they are attracting individuals and not make recruitment or onboarding difficult and that they provide a working environment which is inclusive and enables these individuals to move through the organisation.
- Partnerships are really important to Sandra – understand your business partner, what makes them tick and what is important?

#### References:

- Reads "State of the Sector"
- "Offender Management and Crime" – maintains understanding to ensure understanding of changes and what might impact and make-up of the workforce
- What can HR provide to assist Sandra maintain her knowledge?