



How People Analytics can better impact Organisational Decision Making

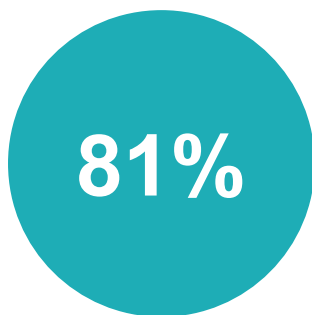
In the nine years that Workforce Dimensions has been offering People Analytics consultancy services, we have asked a variant of this question at the outset of our client engagements:

Does the analysis that HR provide regularly and reliably inform organisational decision making?

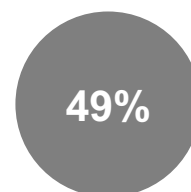
We ask that question of HR professionals and organisational leaders - there is a difference of opinion.

Four-fifths of HR professionals say yes, but only half of their organisational colleagues agree.

HR Professionals



Organisational Leaders



It should be noted that these results are not responses to a closed survey question; they are taken from free-flow conversations and opinions vary across subject matter area.

The disparity may in part be explained by the tendency of many HR professionals measuring success by efficiency while the organisation they support is more likely to gravitate towards effectiveness metrics.

Regardless, confidence from organisational leaders is low, why is this?

It is clear that trust in the veracity of data, and therefore standard workforce reporting, has increased in recent years – so that's not a huge issue.

The lack of confidence appears to concern the execution and focus of people analytics investigations.

Our experience shows that organisations who invest in skills development, employ dedicated people analytics resource and have a prioritised plan do better and are seen to have done better.

Specifically, they have at least one of the following in place:



People Analytics Development Programme

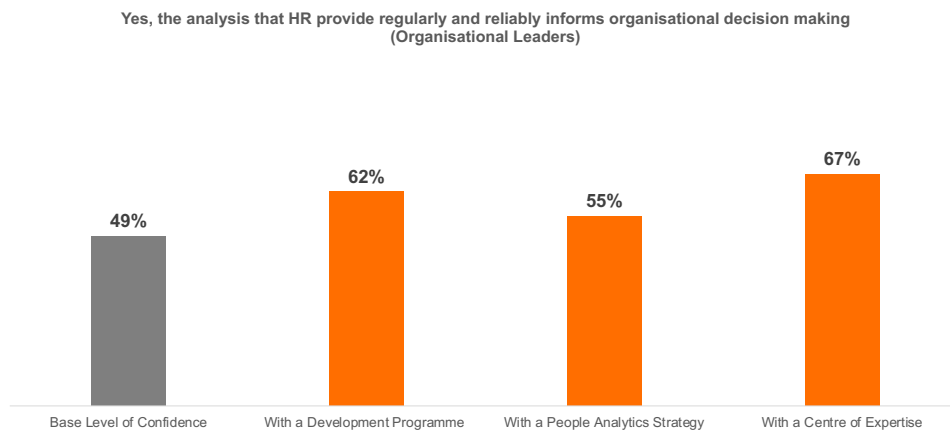


People Analytics Strategy



People Analytics function (Centre of Expertise)

The uplift in confidence is illustrated below:



It should be noted that these interventions are often intertwined, with the Centre of Expertise, once established, driving strategy and development.

Although this is the more elegant ‘order of things’, a development programme – because it’s usually quicker to roll out – will often be the first intervention.

The level of confidence reported by HR professionals increased slightly post-intervention(s), although many conceded their initial response may have been overconfident.