



How not to recruit senior People Analytics specialists

Organisations routinely fail to transition from Workforce Reporting to People Analytics.

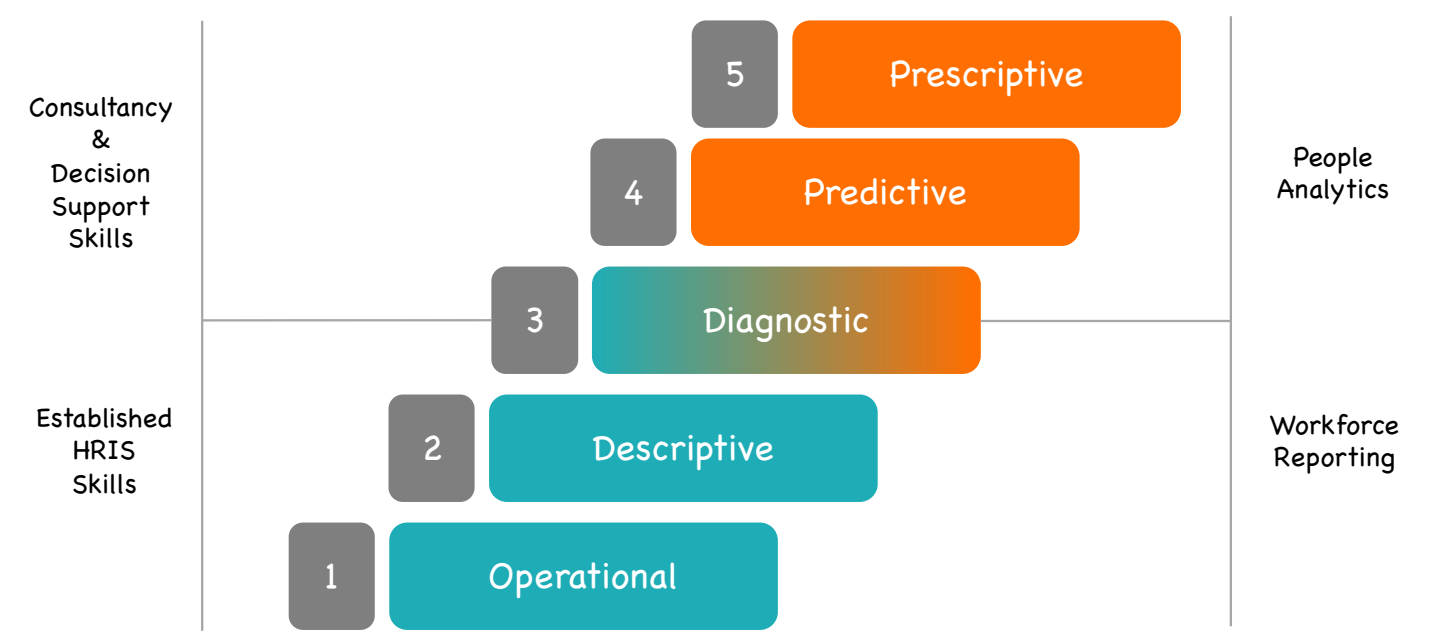
The cause can be structural or developmental. Frustratingly, often the problem starts with senior people analytics practitioners being recruited against the wrong job specification.

The job title indicates ‘analyst’, the specification suggests HRIS professional, so instead of transition we get more of the same.

There is enduring confusion over terminology, maybe that’s an issue?

For clarity, in simplistic terms, reporting tells us something has happened (operational listings, cross tab summaries, trend reviews etc.), analytics investigates why ‘the something’ has happened, what is likely to happen next and suggests a course of action.

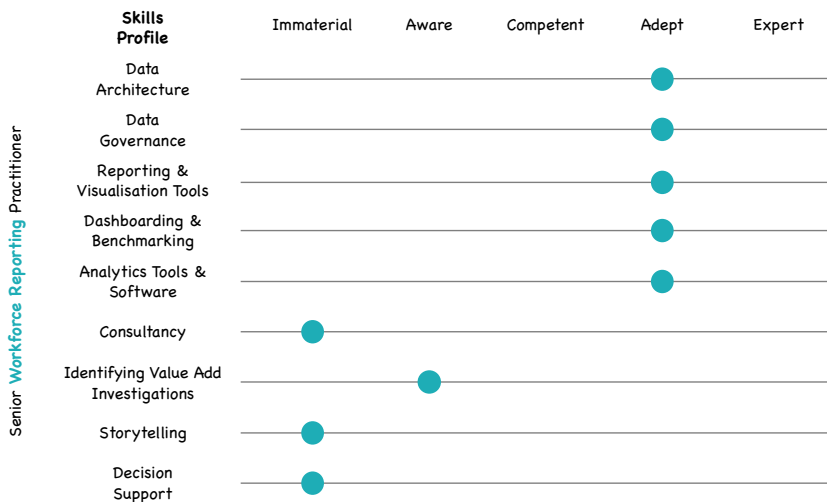
Both key disciplines, however execution requires very different capabilities (and a contrasting mindset). As illustrated below:



In an ideal world, where an organisation has the size and resources to justify two positions, it's advantageous to have distinct roles.

Regrettably, when gifted this utopia, many organisations squander the opportunity by searching for an additional HRIS specialist with a sprinkling of analytical bolt-ons.

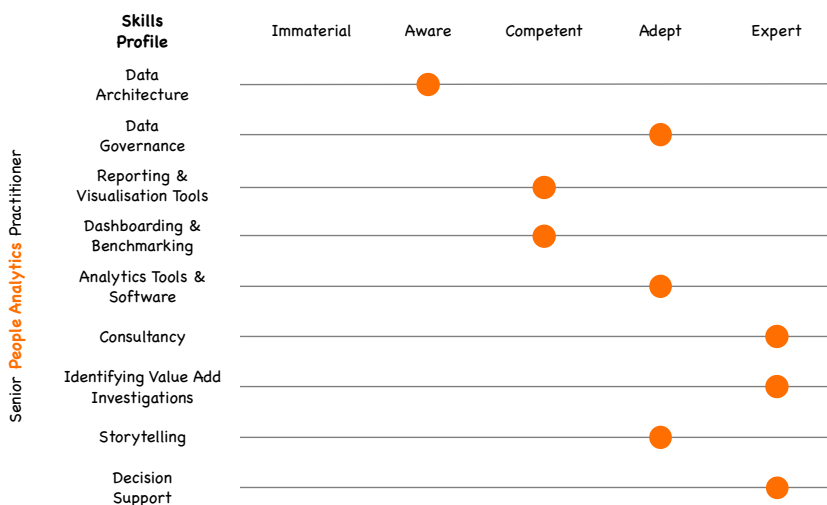
They may prioritise skill requirements like this:



This depiction of a people analyst, with a bias toward data warehousing (which is almost certainly attended to by existing HRIS professionals) practically ignores the ability to understand and articulate the contribution that people make to organisational success.

Essentially the wherewithal to deliver meaningful people analytics outcomes is deprioritised.

They would do much better recruiting against this profile:



To maximise value, although there is an obvious relationship, People Analytics must absolutely not be subservient to HRIS leadership. That's another narrative, for another day.