



CORPORATE RESEARCH FORUM

Strategic Workforce Analytics – Findings of the CRF research

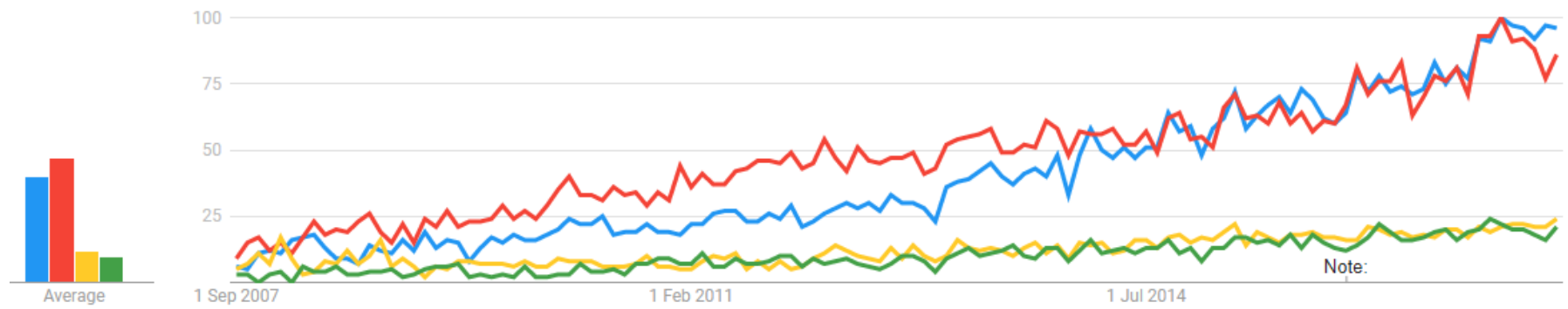
Gillian Pillans
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A bit about the research

- Survey with ~220 responses
- Interviews with ~40 practitioners, experts and consultants
- Focus group with ~25
- A LOT of reading!

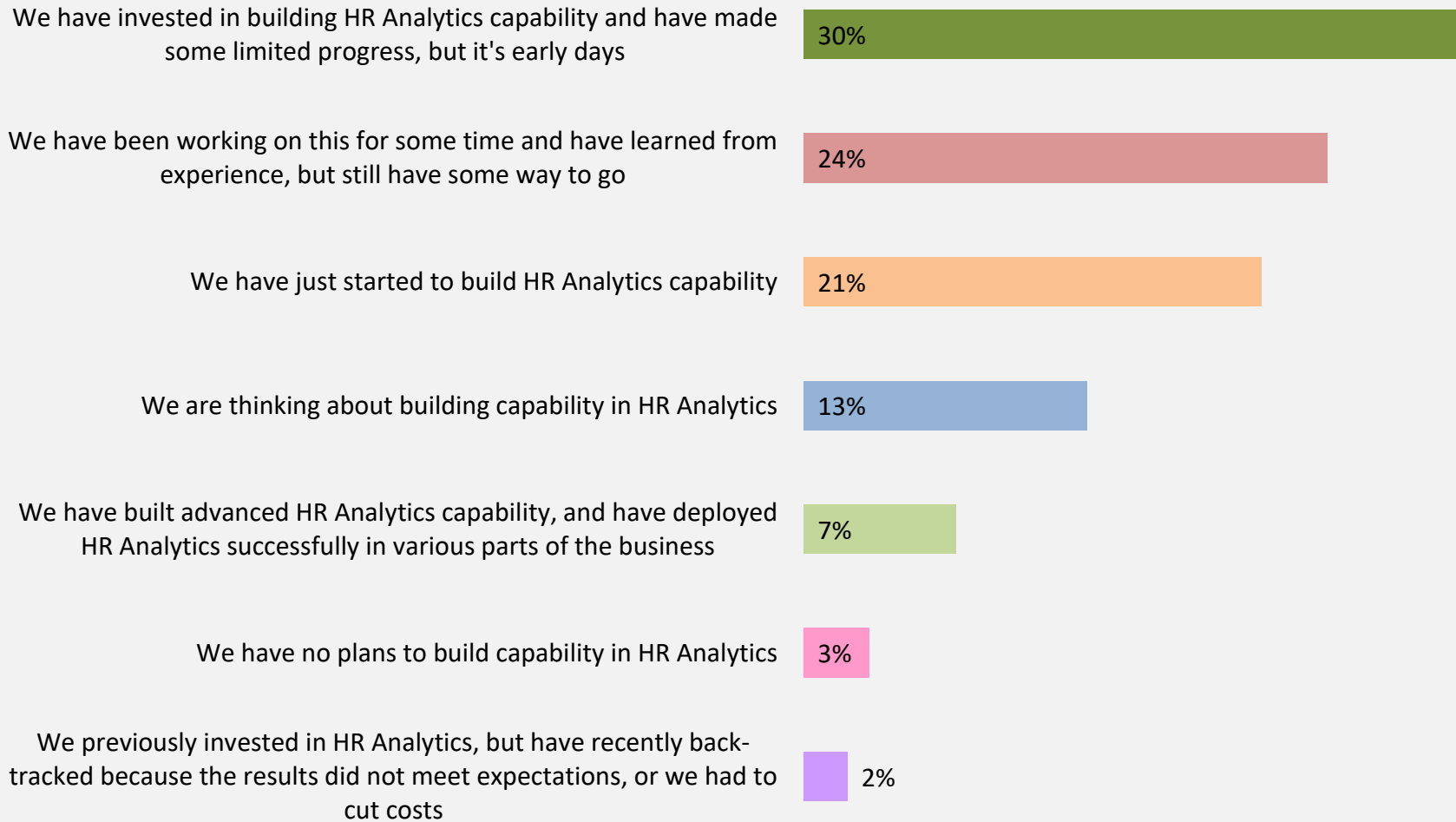
Workforce analytics is a hot topic



HR analytics, People analytics, Workforce analytics, and Talent analytics.



But, for most organisations, it's early days



Although two thirds already have a dedicated team in HR

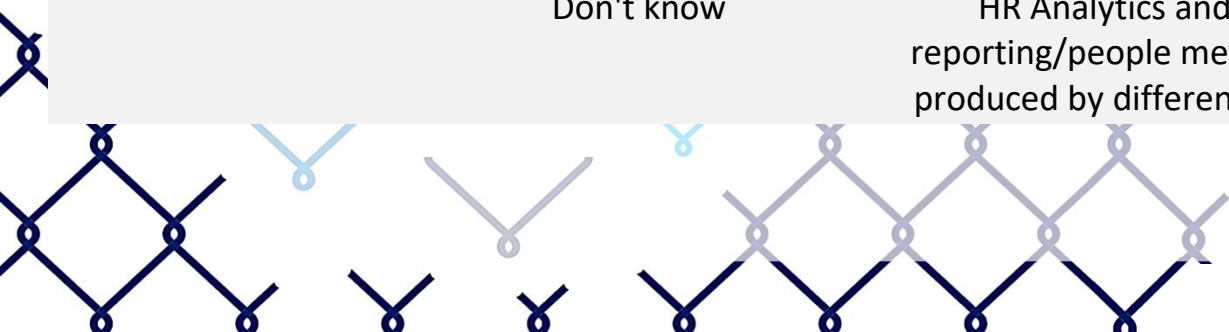
Do you have a dedicated HR Analytics team/function within HR?

Yes 69%

No 31%

Which is typically also responsible for HR reporting

If you answered 'Yes' to the previous question, does your HR Analytics function also produce HR metrics and reporting?



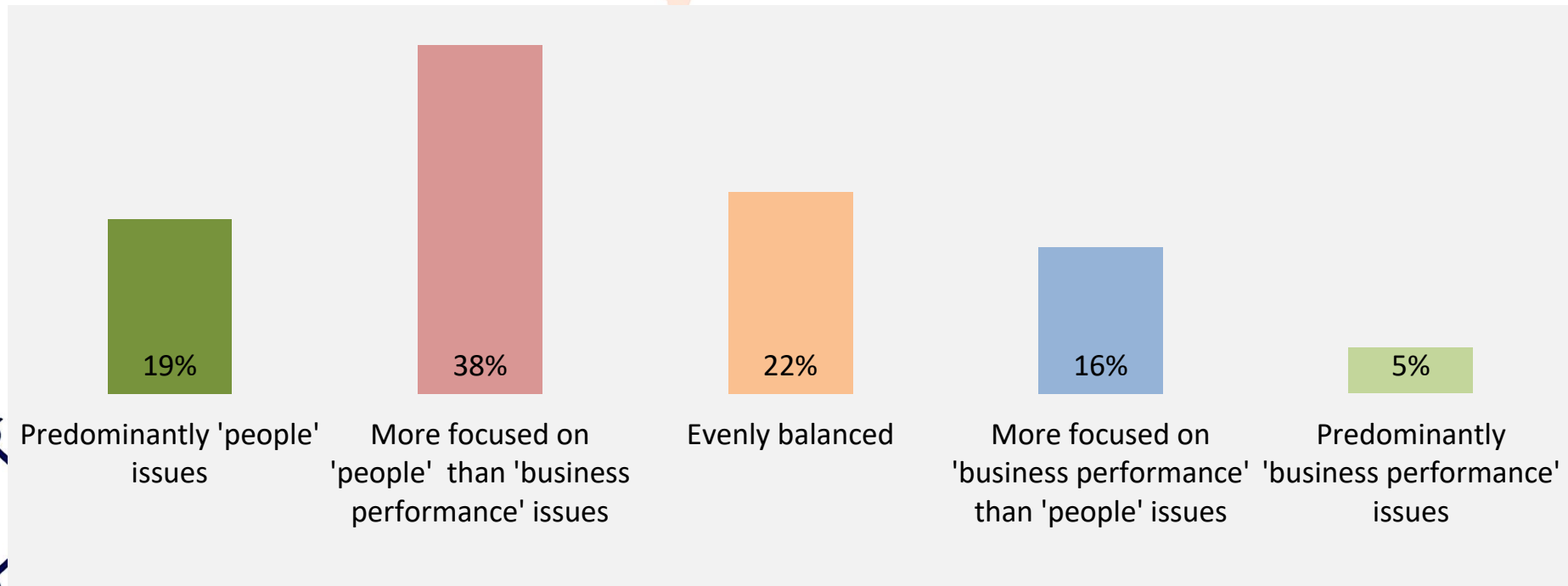
Current applications

- HR reporting/dashboards
- Modelling and predicting turnover
- Workforce planning
- Linking engagement with performance
- Organisation and work design
- Limited applications connecting workforce data with business performance/productivity

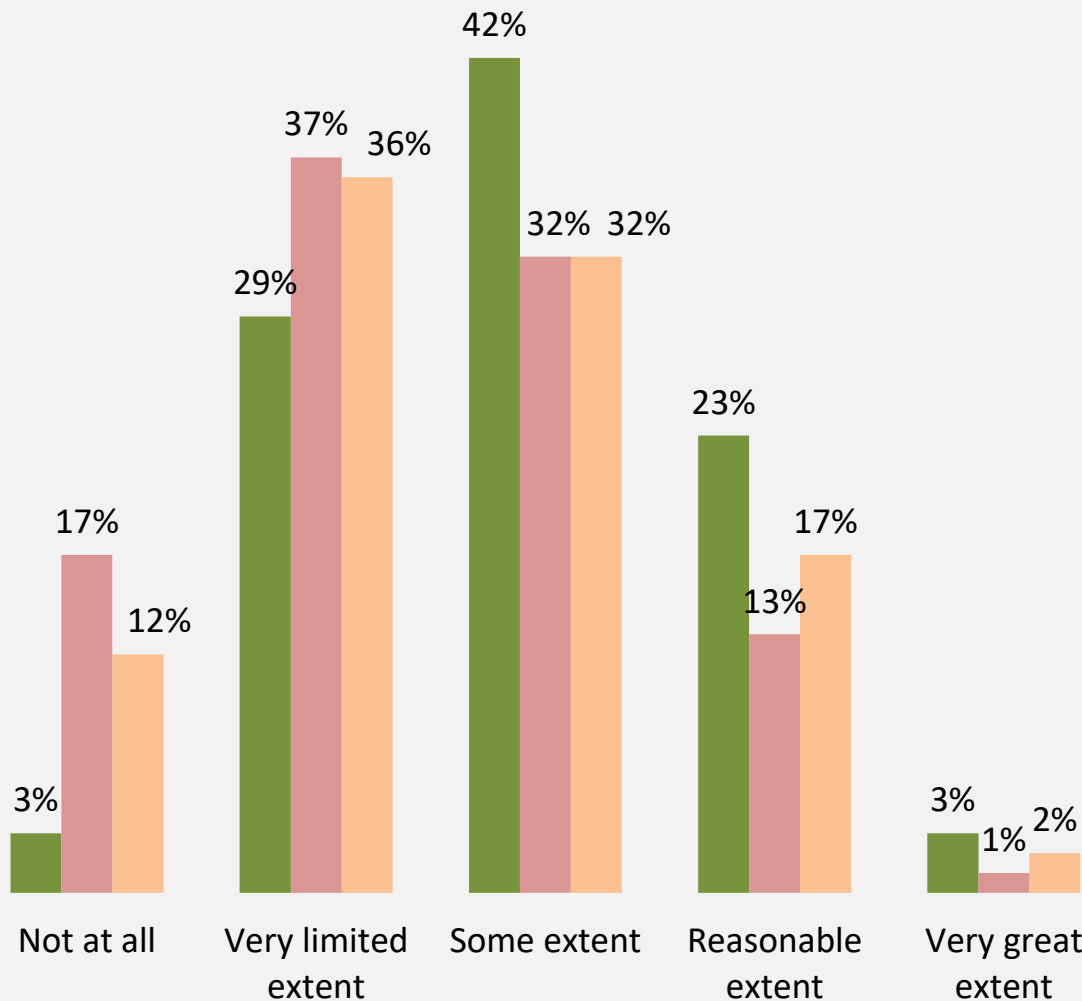
There's too much focus on 'HR for HR'



When you look at the types of issues tackled in your organisation using HR Analytics, to what extent are they 'people' concerns such as employee turnover or engagement as opposed to 'business performance' problems such as increasing sales, reducing costs or improving profitability?



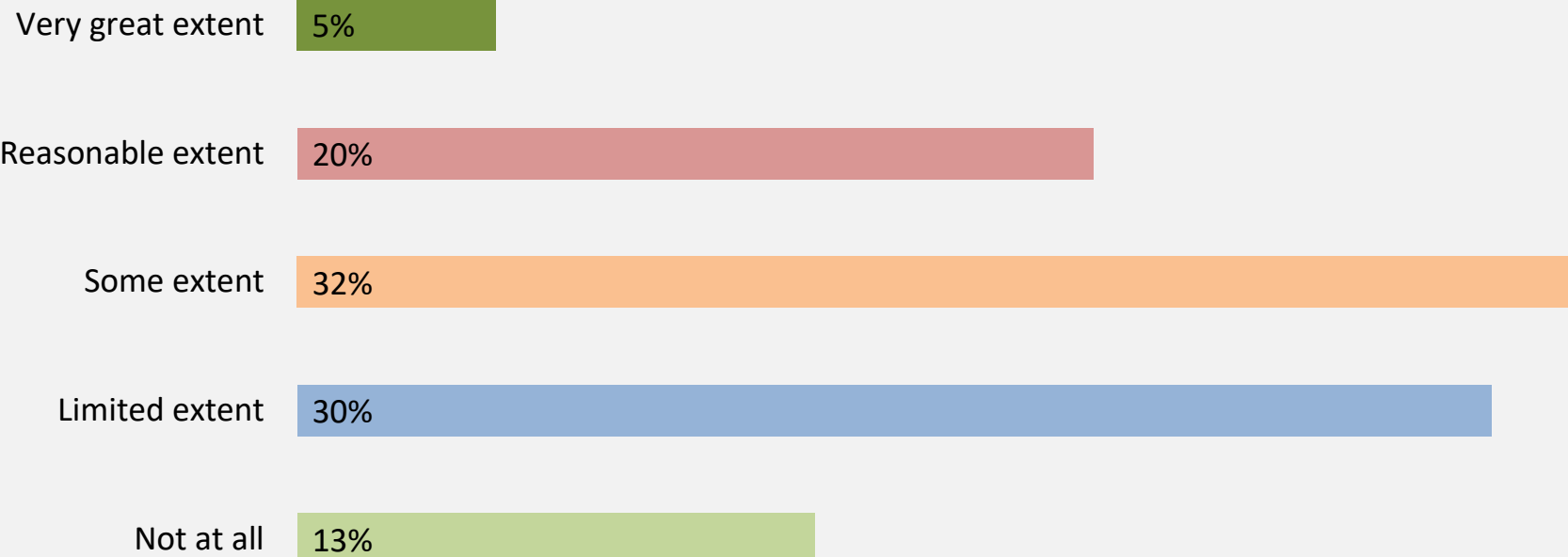
There's too much focus on 'HR for HR'



- To what extent does your organisation's HR Analytics capability allow you to identify opportunities to make decisions that result in improved business outcomes?
- To what extent has your organisation been able to use HR Analytics to successfully predict business outcomes and take action to drive different outcomes?
- To what extent does your organisation's HR Analytics allow you to conduct analyses to demonstrate the relationship between HR programmes and business outcomes?

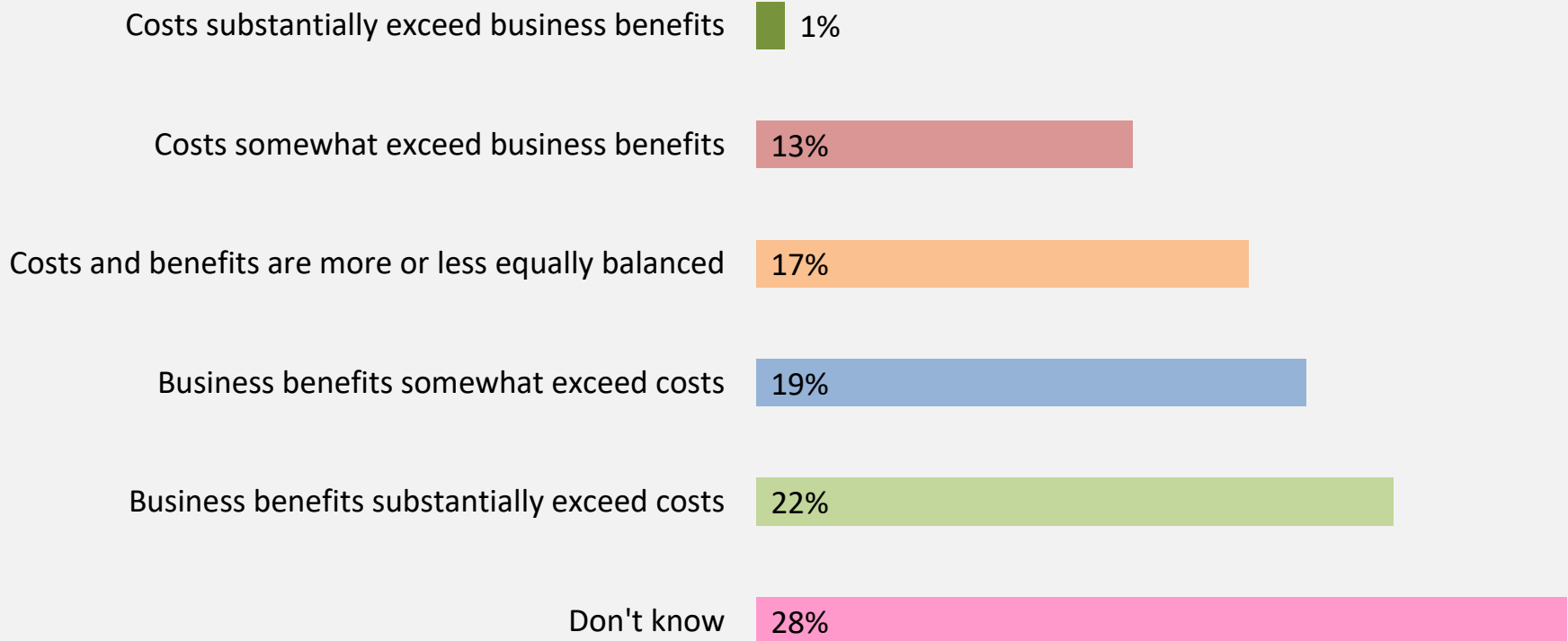
And too much of a 'silo mentality', ^{crf}

To what extent do HR Analytics and other data/analytics teams in your organisation collaborate, for example in Finance, Marketing or Customer Insight?

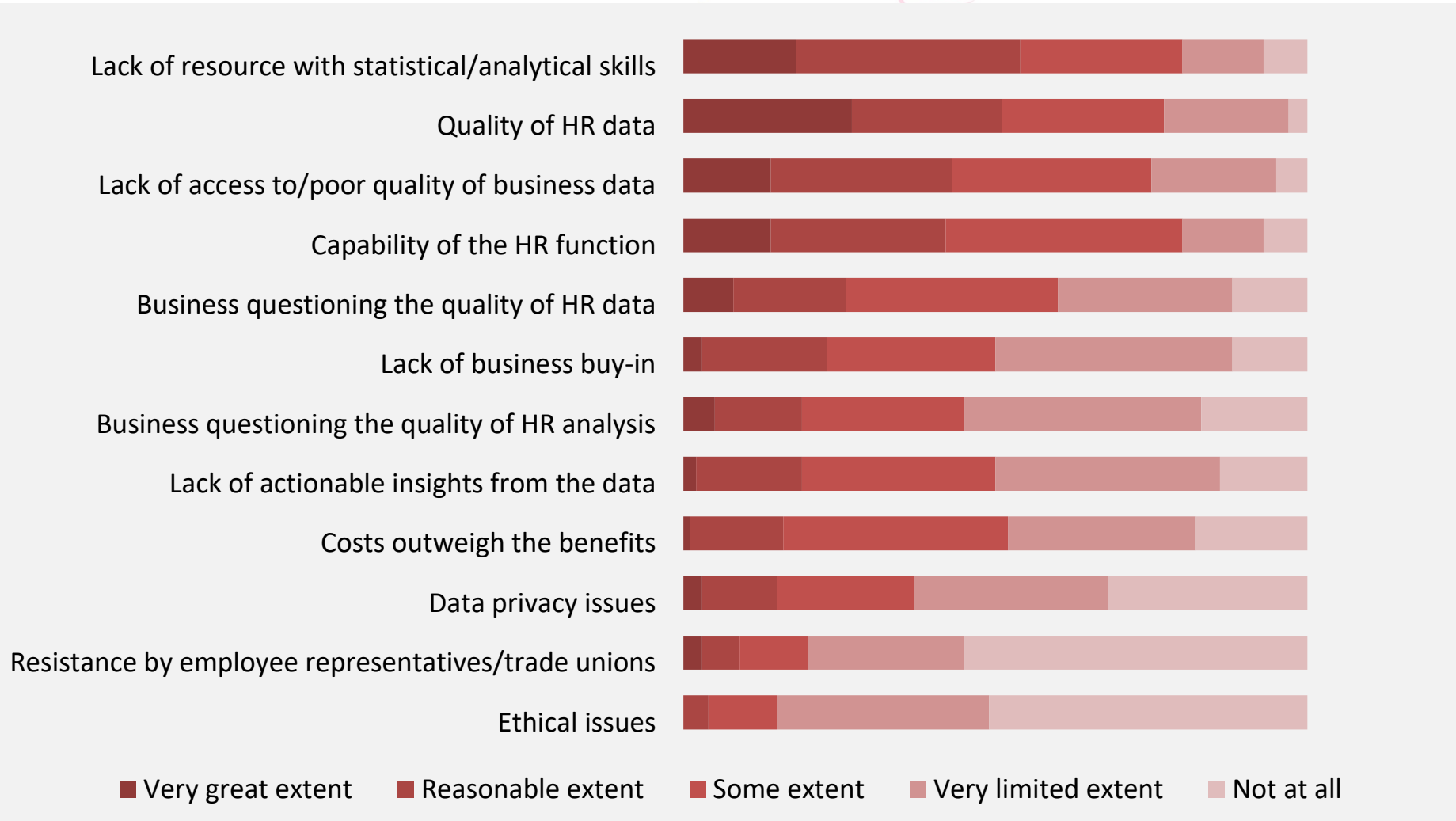


There's a lack of clarity about the **crf** business benefits

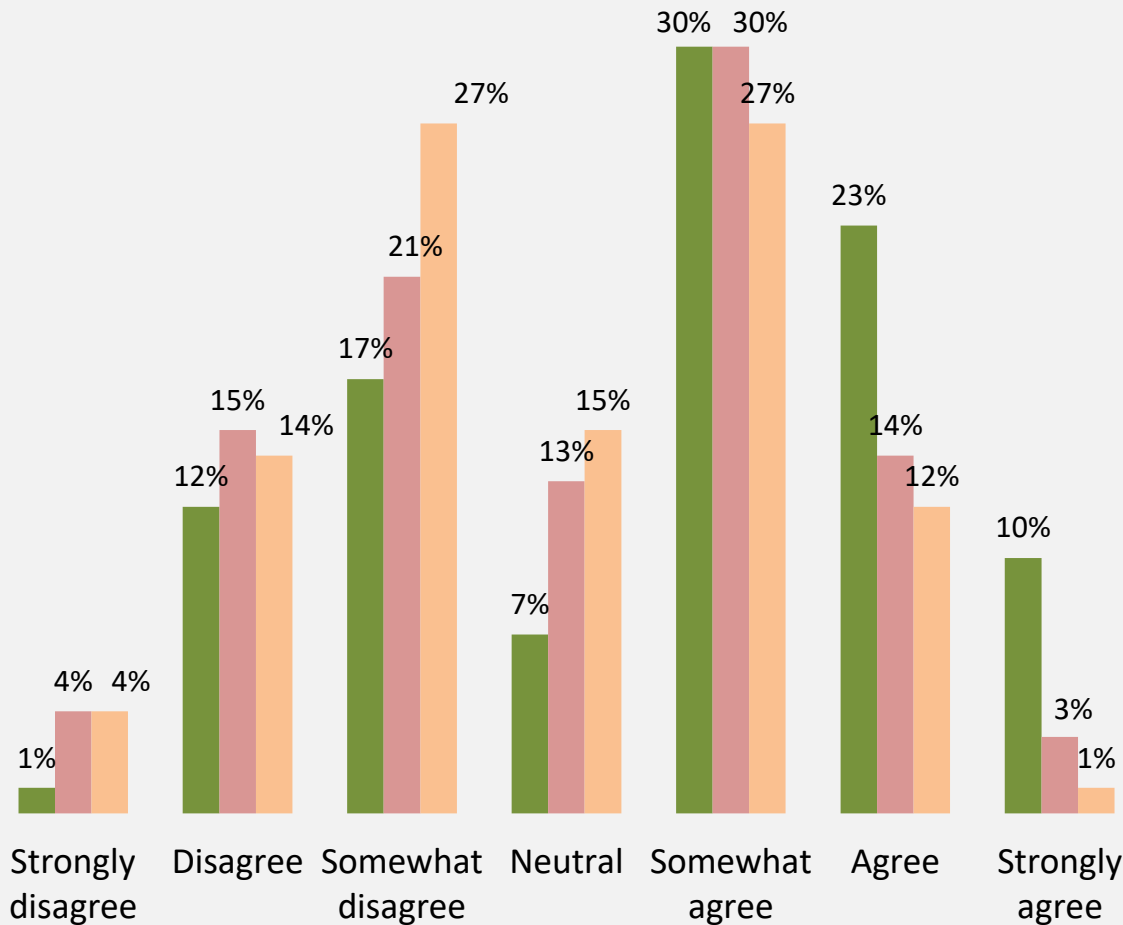
When you look at the cost of HR Analytics vs the business benefits, which of the following statements most accurately reflects your experience so far?



Resource, data quality and HR capability are perceived as greatest barriers

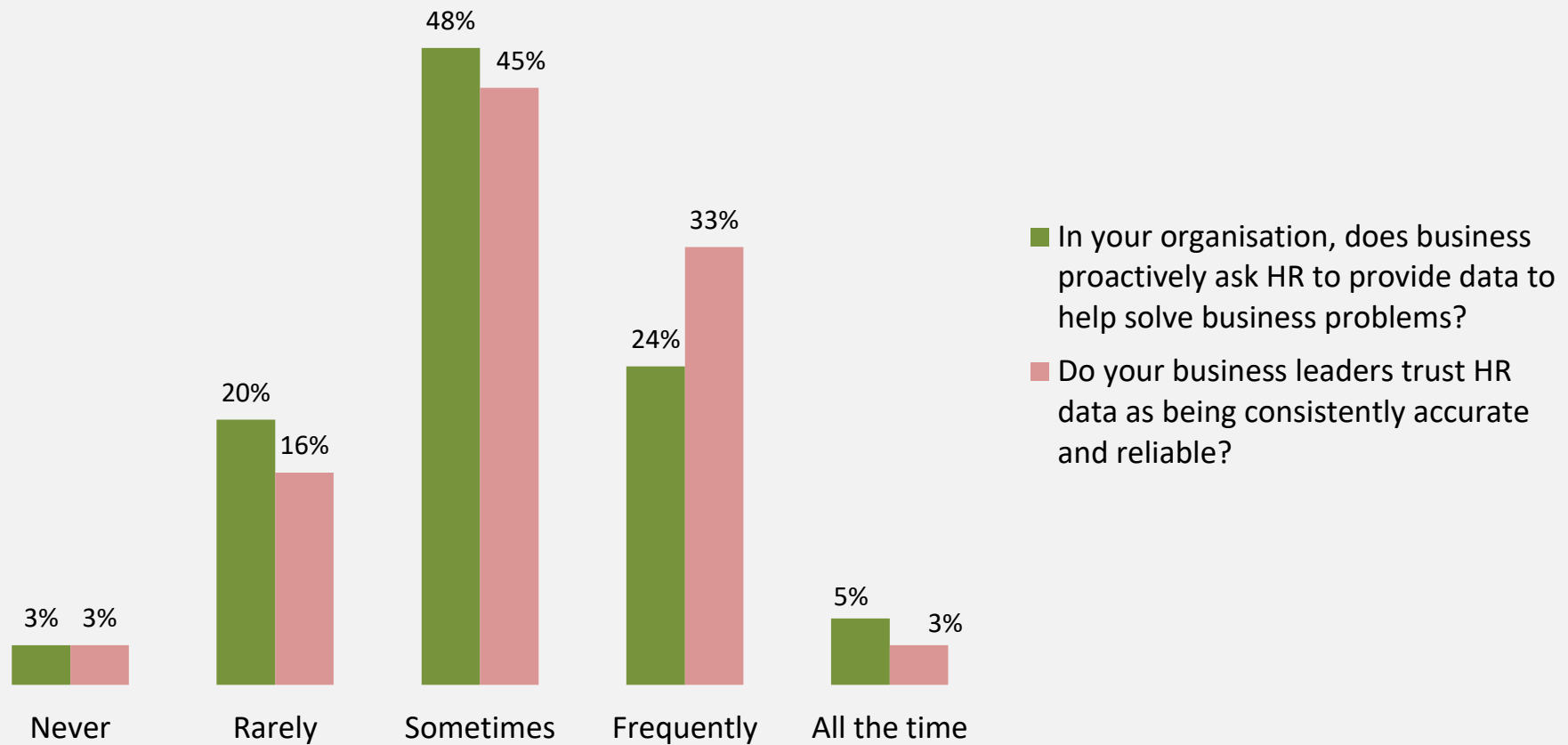


HR is less data and evidence driven than the organisation more generally



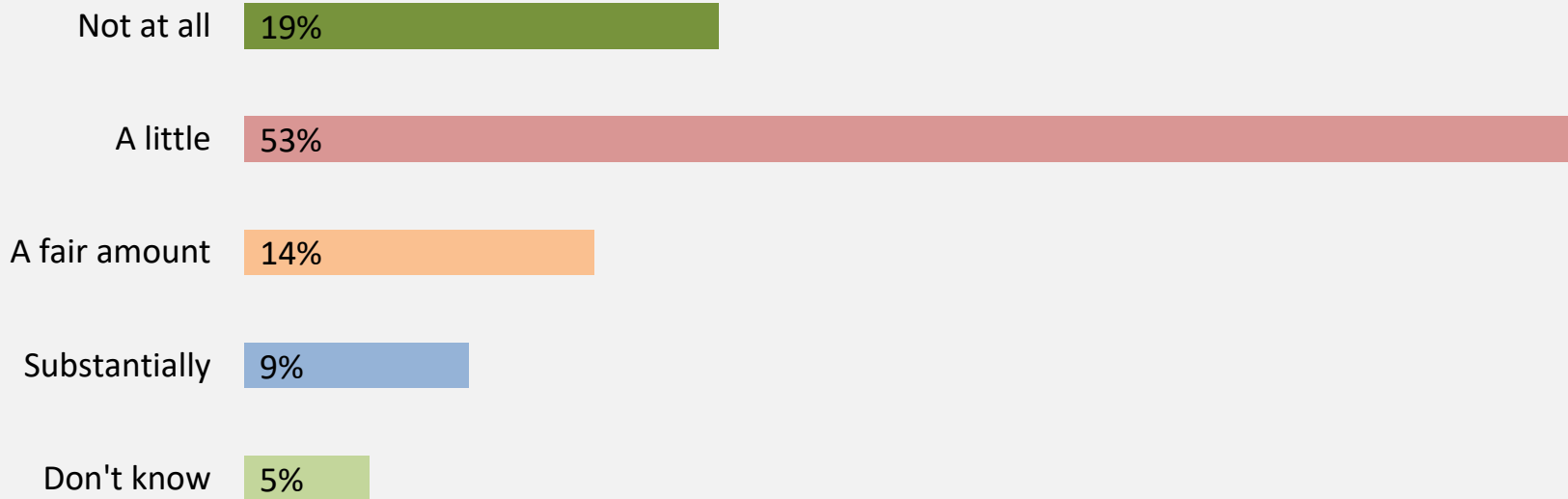
- "My organisation has a strong culture of making decisions based on analysis of data and evidence rather than gut feel, or opinions of decision makers."
- "The HR function in my organisation has a strong reputation for making decisions or recommending actions based on analysis of data and evidence."
- "HR in my organisation is good at analysing a wide range of both HR and business data (from a range of different functions) before making decisions."

HR needs to build its reputation as a credible source of business data



And yet there's been limited investment in upskilling HR

To what degree have you invested in upskilling HR generalists and HR business partners in data and analytics?



Conclusions

- Workforce analytics is a potential game-changer, helping HR become more business-relevant, rigorous and evidence-driven
- However, there's a gap between rhetoric and reality
- Many initiatives start in the wrong place: 'What data do we have?', not 'What business questions do we need to answer?'
- Analytics is only as valuable as the actions taken as a result of the insights generated
- There's a need for greater collaboration with other functions and upskilling of HR

So what do we need to do?

- Start with the business strategy and critical business questions
- Clarify the purpose of workforce analytics
- Clarify the relationship with HRBPs
- Recognise that the job isn't done until insights lead to decisions and behaviour change
- Work out how to make sure insights get implemented
- Be clear at the outset whether the business is prepared to act on insights
- Better collaboration with other analytics teams



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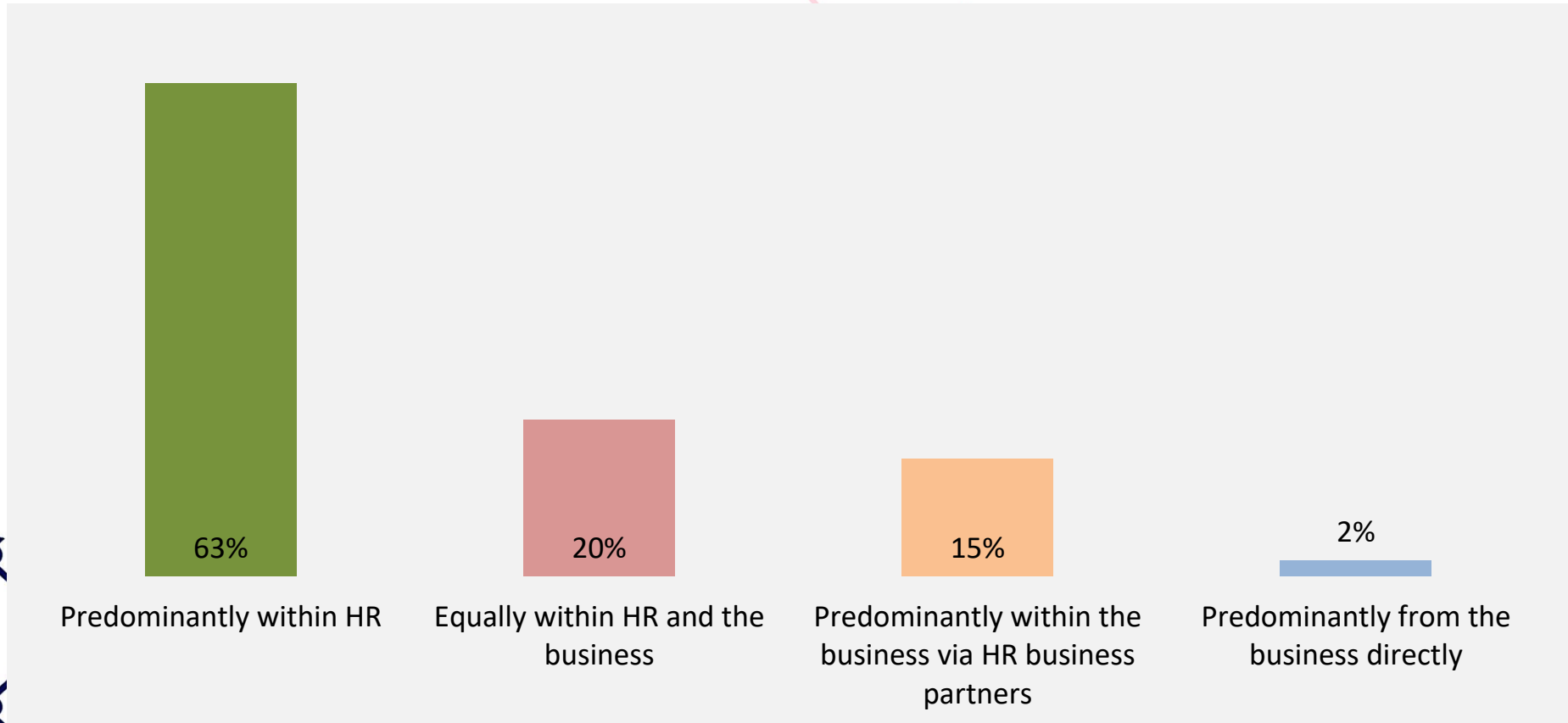
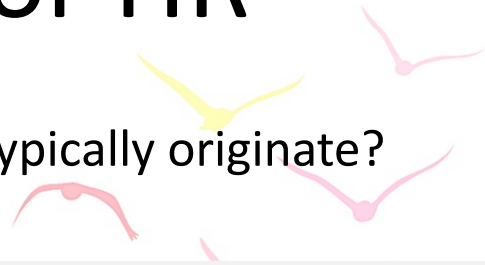
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There's too much focus on 'HR for HR'

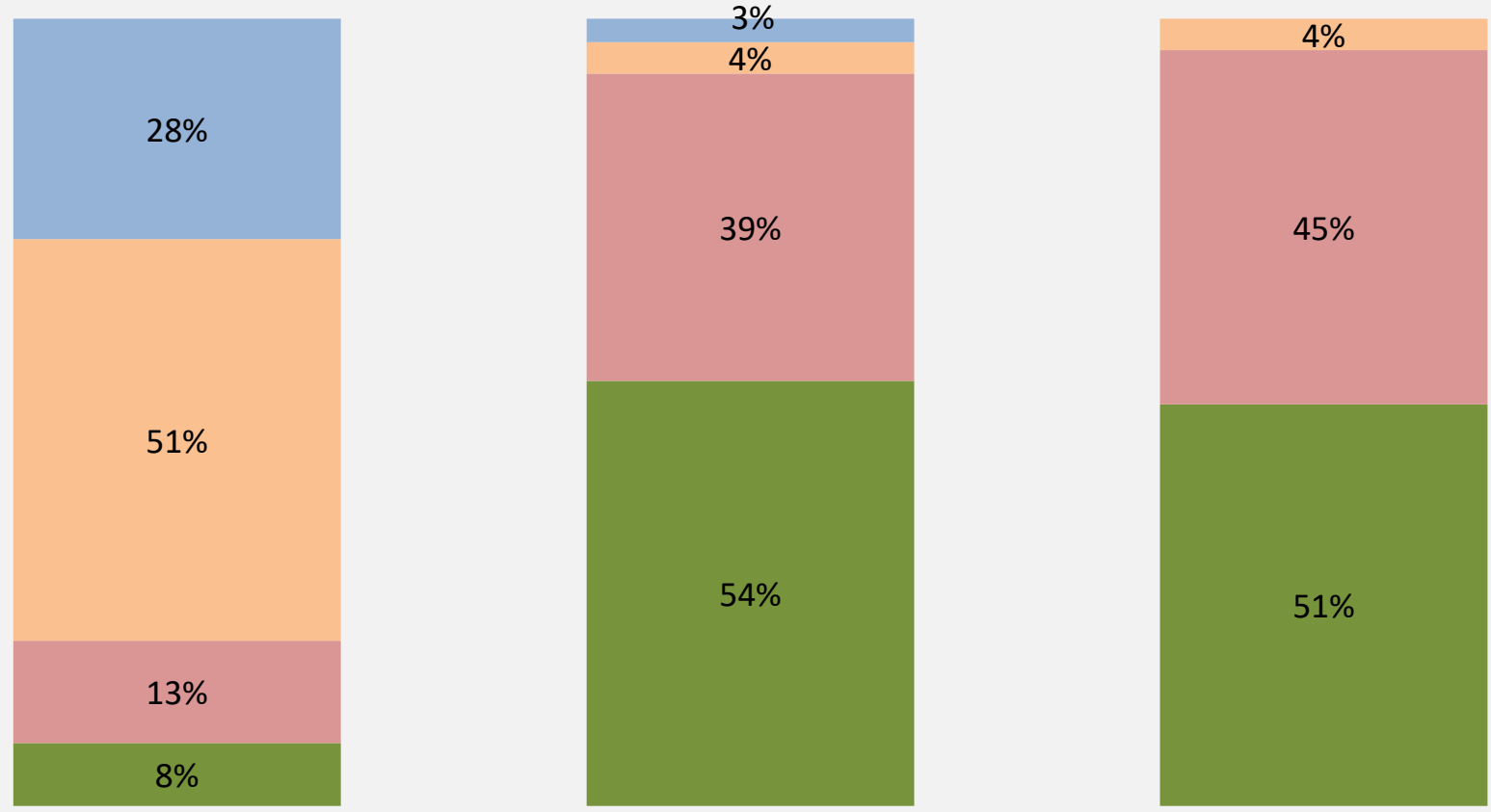


Where do HR Analytics projects typically originate?



And too much of a 'silo mentality'

How much of your HR Analytics work is delivered by...



An internal HR Analytics team?

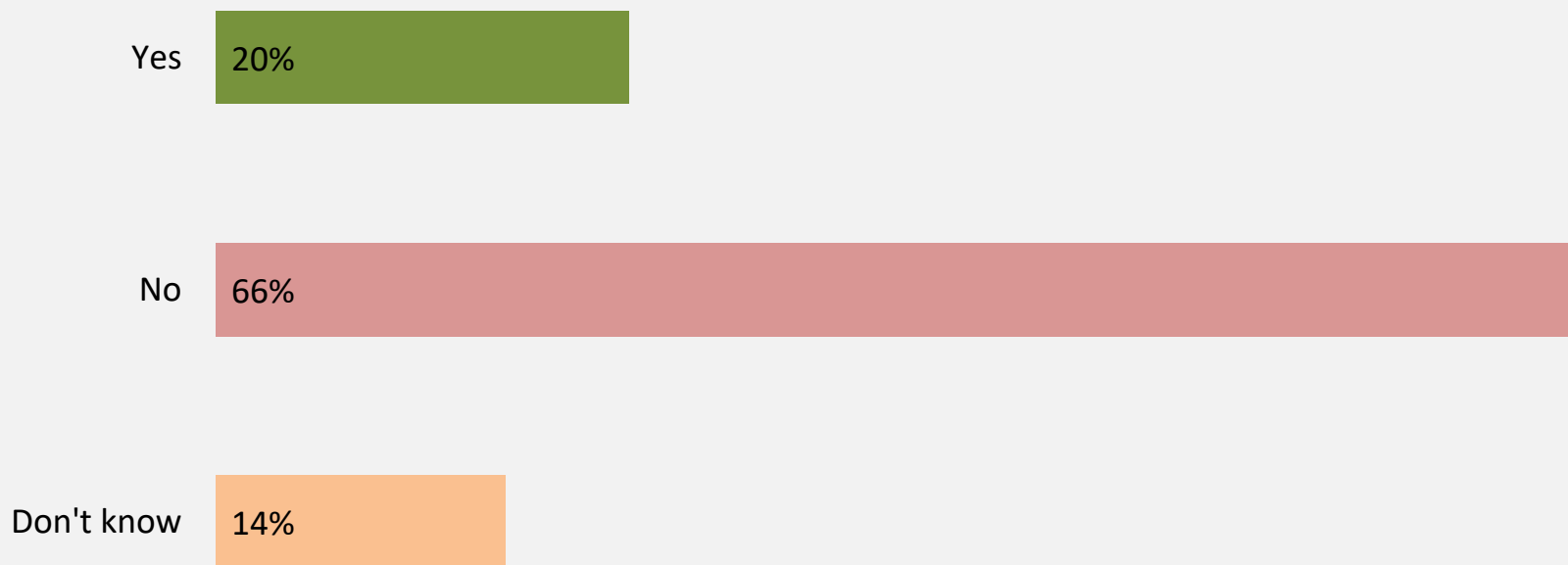
An internal data analytics team (outside of HR)?

External partners, vendors or outsourcers?

■ None ■ Some ■ Most ■ All

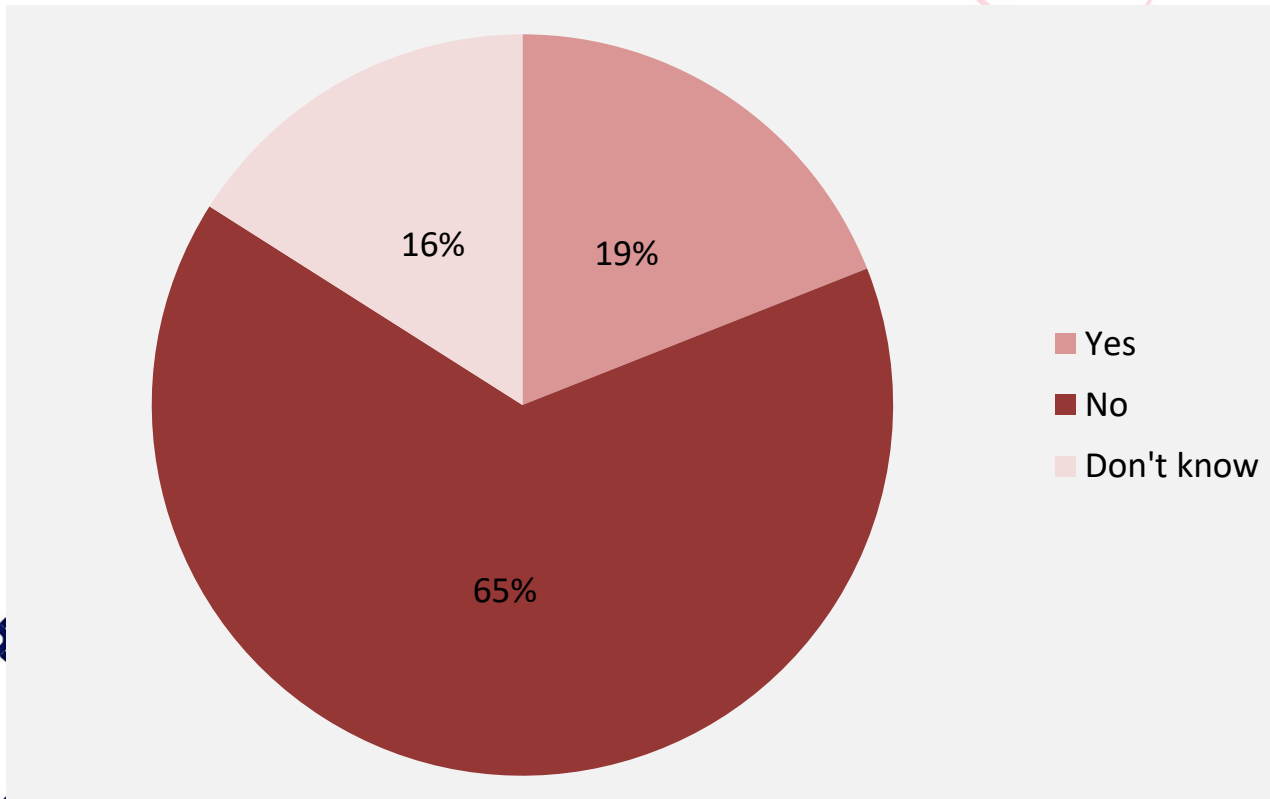
Processes and methodologies are not yet well developed

Do you have a methodology/standardised approach for undertaking HR Analytics projects?



Processes and methodologies are not yet well developed

Does your organisation have a process for identifying and prioritising HR Analytics projects?



For those who answered 'yes', processes described included:

- Queue of projects reviewed regularly by leaders;
- Well structured intake process including all stakeholders;
- HRLT governance;
- Annual plans;
- Co-ordination with Global HRD, HRDs and HRBPs;
- And Global HR Leadership team debates.

HR is less data and evidence driven than the organisation more generally

“HR professionals in my organisation are analytically weak, struggle with basic statistics, and have difficulty explaining the results of analyses to the business.”

