PEOPLE ANALYTICS

METHODS AND MEASUREMENTS

Center for Human Capital Innovation

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Benefits of People Analytics

Organizations today have unrealized access to something that can help them make smart business decisions and encourage positive performance: data. Yet many organizations don't take advantage of the data they have or know how to get better data. Data analytics about your *people*, that is, people analytics, offer you a unique insight into your workforce.

Robust people analytics allow for in-depth human capital assessment— that is, the measurement of important factors, such as the skills, knowledge, and experience embedded in the talent organizations already have. The insights gained guide innovation and success. And most importantly, data analytics enable organizations to make decisions based on evidence, rather than assumptions.

The results of using people analytics can be seen in the numbers. According to Forbes (2017), "[top performing organizations] with advanced analytics strategies are considerably more likely to enjoy growth in revenues and operating margins of 15% or more." Organizations that leverage people analytics capitalize on predictive modeling, giving them unique insight into future issues and how to address them. However, the greatest impact of people analytics is the ability to accurately measure the value and impact of investments and elements of an organization.

Analytic Capabilities

By utilizing an array of analytic tools to assess an organizations' workforce characteristics, organizations can make data-informed recommendations on topics including talent acquisition, workforce planning, employee engagement, and performance evaluation. These tools can be used in many ways, including existing data analysis and organizational network analysis.

Analysis of Existing Data

Appropriate qualitative and quantitative data analysis of an organization's available data helps them understand vital aspects of the workforce, including attrition costs, shifting demographic trends, the effectiveness of organizational processes, and insights into other human capital topics. For example, CHCI analyzed personnel data of a major shipment and transportation logistics company and determined that the company's attrition was costing them millions of dollars. With a key problem identified, the company could then begin addressing what was severely impacting their bottom line.

Survey Design

When readily available data are insufficient, get your own data. One way to get your own data is to design your own survey. There is a real art and science to survey design that must be considered when collecting one's own data. Things like question wording, question ordering, and

questionnaire presentation are all critical issues in survey design. CHCI has demonstrated expertise in survey design on topics such as employee engagement, leadership, job satisfaction, intrinsic work experience, and other organization-specific areas of interest.

Performance Assessment Development

CHCI helps organizations develop new performance assessment tools to understand workforce characteristics, such as performance review questionnaires, employee competency models, and templates for 360 employee reviews.

Existing Policy Review

CHCI works with organizational leaders and managers to analyze existing policies and procedures to make recommendations based on stated needs and priorities. CHCI has helped draft and modify leadership development frameworks, professional development guidelines, recruitment and placement directives, and awards and recognition policies.

Organizational Network Analysis

Often an organization's workflow does not follow the actual organization chart. To determine how information actually flows through an organization, industry-experts deploy an organizational network analysis (ONA). ONAs are used to assess how an organization (or "network") is structured between its leaders, employees, divisions, and other network stakeholders.

About CHCI

CHCI provides business solutions through "best and next" practices in strategic human capital management. CHCI provides measurable, real-world strategies that support your organization to attract and retain high-performing people, build a diverse and inclusive workplace, and leverage individual and team performance throughout the enterprise. For more information, or if you have any questions, please contact Anne Loehr, Executive Vice President: anneloehr@centerforhci.org or (571) 970-4250, Ext. 113.