



CREDA HR



THE

OMNISCIENCE PROTOCOL



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The Omniscience Protocol

1. Introduction
2. Benefits of People Analytics to a Business
3. Do's and Don'ts of Using Analytics in HR
4. How HR can Improve Hiring Decisions Throughout the Company
5. Monitor Your Employee Training Data
6. The Importance of Analytics to HR
7. Using Spreadsheets for Cost-Effective Analytics
8. How HR can help ensure Fair Data-Based Decisions
9. Tracking your Staff Training Metrics and KPI's
10. How HR can use Data Analytics to Recognise and Reward Employees
11. How HR can Combine People Data and Analytics
12. Some of the Best HR Analytics Suppliers for 2021
13. Summary and Implementation Steps

1. Introduction

What is People Analytics?

To most people, that are not familiar with people analytics, making good HR decisions is possibly like trying to attempt a Times Crossword blindfolded or playing chess with a Pigeon. In short, people analytics involves collecting and analyzing people data to improve organizational decision-making. The constantly changing work environment has an urgent requirement for more informed people decisions across all businesses. This is also highlighted by the unprecedented rate of growth with work volume data that is required by many companies today. We have analytics tools in order to help streamline the tracking and analysis of various data so you don't have to manage multiple spreadsheets or formulas.



More and more companies are starting to understand the importance of using and leveraging analytics to enhance their business outcomes. It is becoming more commonly accepted that HR analytics can help drive improvements in key business processes if utilized accurately.

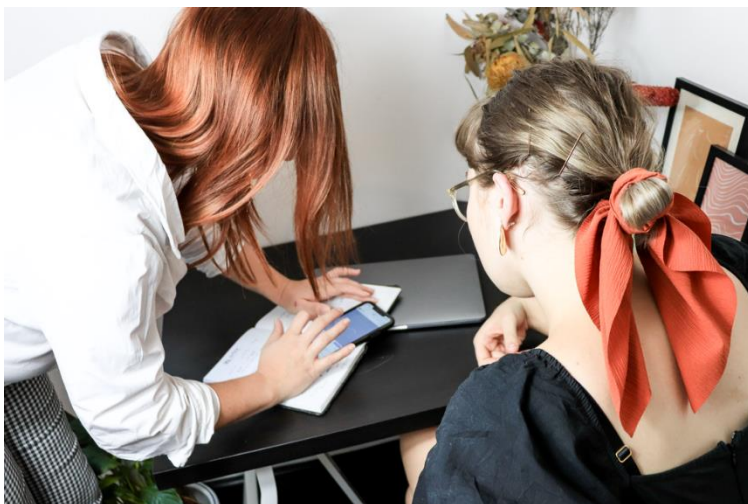
Many companies are now beginning to adopt analytics to improve hiring decisions. Hence, the decisions related to hiring and employee retention have become more accurate and faster with the use of HR analytics. HR analytics assists in identifying the true potential of an employee by providing insights into their working style. It also enables an organization to focus on hiring talents relevant to the objectives and avoid making mistakes that can prove to be costly and time-consuming.

Almost all companies have a need to continually look at improving their overall performance and that includes the need to help improve staff performance to ensure that staff are operating to their full potential for the benefit of the business. If we can get this in line with company expectations, then there is a much greater chance of continued success for the business.

The problem for many companies of varying sizes and industry sectors, is that there are so many different types of analytics systems that it can become overwhelming just trying to figure which suits your business needs best.

It's important for businesses to use analytics because staff performance is not always monitored or measured because either not enough emphasis is placed upon its importance or there is a lack of knowledge in how to carry this out.

Generally, having a HR function in your company will help greatly in tackling this important but often overlooked aspect of the business. HR would be your ideal starting point for guidance and assisting this function if you are going to decide to roll this out to all staff.



the business.

There are of course numerous subject areas that need to be factored in that are specific and relevant to your particular business which is why it is important to ensure HR have a major input here. This is because they will ordinarily be exposed to all areas of the business as a whole and therefore a better understanding of what is needed in what particular areas of

A good starting point would be to meet with HR to discuss the specific areas that are necessary for the needs of the business and what you are hoping as an achieved outcome.

Communication of the process with all staff is also vitally important here, as well as the benefits to the business as a whole (increased company growth and profit), then this will go a long way to providing a smoother process.

Companies that embrace data and analytics initiatives can experience significant financial returns.

Harvard Business School

2. Benefits of People Analytics to a Business

There is a great deal of information here that can be overpowering at times, we totally understand that. Our advice at Creda HR is to take it one step at a time. If you can implement just some of these analytical tools into your HR department it will undoubtedly benefit your department, company and hopefully your standing of expertise amongst your colleagues and peers.

Once your company leaders (more importantly the decision makers) realize the benefits of advanced analytics to the business and staff performance, interest in the area will quickly increase. Let's hope that you get the appreciation of introducing this to the business, because the benefits, if used correctly and to its full potential are undeniable.

Using HR analytics allows those working in HR to improve their organization's individual departments and overall business operations and decision making with the data that is exposed. HR analytics enables HR personnel to run advanced analytics too. This allows us to carry out the key areas listed below:

1. Improving your staff hiring processes

When you are learning and implementing your desired algorithms on your existing workforce, this allows the HR department to identify which traits lead to success for your business (and those that don't).

You do have to be very careful when implementing any analytical processes because (and as we discussed earlier), this may also increase and allow existing biases within your company to become more formal. Therefore, as a HR manager/leader (a thankless task I know) we must get into the habit of questioning the machine learning outputs that we receive. This can be critically important to make sure that irrational and incorrect past biases based on attributes like gender or race do not get incorporated into our decision making.

Once you get to understand and know who will be the right fit for your company or specific department then you can shape your brand building, outreach and candidate engagement efforts accordingly.

2. Better and Improved Staff Retention

Every company has the ability and resilience to absorb the loss of talent, but that resiliency has a limit before serious business impacts start occurring. Identifying the why, where and who of flight risks before they appear is the only way to proactively avoid losses in productivity, your business revenue and of course profits. When you are learning the mechanics of these algorithms on churn out data, you can uncover various patterns and predict employees who are likely to leave the business. This can enable HR to manage retention more proactively. Such insights can also help improve onboarding, training and performance management systems if they cause issues which may trigger retention issues for your company.

3. Improved Performance Management

Using analytics to assist HR with the ongoing advances in the use of data in the analytics used and produced, there will be a growing amount of data available to evaluate employee productivity and performance in real time. Due to AI and machine learning, HR will increasingly have access to tools that analyze this data to gain insights in the clearest and quickest way possible. Moreover, thanks to advances in VR, data analytics findings regarding large data sets can now be presented in a manner that we in HR (as well as employees) will find easy to understand.

We can also look at combining both historic and real-time data where we in HR can leverage the predictive capabilities of data analytics to help shape the company workforce strategy. We can do this by using these analytical results to give us insights into traits and skills that indicate high-performers, as well as raise red flags when top talent is becoming less engaged and potentially considering a career move to another company. Granular performance data can be used for objective, frequent and automatic feedback which can support face-to-face reviews backed by data.

4. Using Analytics to Gain a Better Understanding of Productivity and Motivation

Using analytics to assist HR with the performance management of staff is always important for the business and key information that all business owners look to HR for confirmation on. This important function also allows employees to know and understand if they are meeting their set goals and is also important to them. When trying to identify key areas of productivity and motivation for staff, this also

gives employees clear indicators of what parts of their performance could use improvement and which parts are meeting or exceeding expectations.

It also helps the employer give more structure to roles, which can lead to more productivity from their teams. Overall, performance management helps to give solid shape to what employee's need to be doing at their job to stay on board, to get a raise or to receive a promotion. It also helps employers better understand what their teams or individual employees may need by way of motivation or communication to improve overall performance for the benefit of the business. Uncovering what drives motivation and productivity can help shape your HR strategy, including training, performance management and other HR policies. For example if productivity of remote workers can be analyzed, then company's policy of remote working can be fine-tuned.

5. Accurate Records of Company Progress Using Analytics

If HR can produce records that can identify accurate key records for the business owners and key decision makers that impact on the business performance, this will cement your import value (if not already appreciated) to the company.

By tracking key HR data over time, companies can compare themselves in different time periods and observe changes. This can be relevant to all kinds of areas within the business from staff retention to performance levels of employees or departments.

We can all agree that the modern business marketplace is (if not already) becoming a data-driven environment, and HR probably more than most are aware of this. The role of data, particularly to HR is to empower your business leaders to make decisions based on facts, trends and statistical numbers that we can produce for them. However, there is so much information out there, business leaders must be able to sift through the noise, and get the right information, so that they can make the best decisions about strategy and growth. This is where HR can produce these analytical conclusions for them in a simplistic format that allows them to understand the benefits of analytics for a long time to come.

Benefits of people analytics

From a business perspective:

- Your business become smarter when staff are applying company specific strategies taught.
- Top performing employees can be easily identified and rewarded.
- Employee issues and needs can be quickly identified, leading to decreased attrition rates.
- Employee performance can be easily monitored.
- Succession planning strategies can be improved.
- Your HR department will be able to prove their return on investment (ROI).
- HR can increase their value to the organisation by helping to shape company initiatives.

From an employee perspective:

- Identifying training needs will aid in the design of tailored employee development plans.
- Learning what motivates and helps the company employees.
- Well thought out training can lead to increased well-being and a more productive workforce.
- Unnecessary tasks can be eradicated, freeing up time for more important projects.
- Companies will be able to get to know their employees better.
- Can facilitate improved employee engagement and support services.

As we discussed previously here HR departments can help shape the use of this technology by having a clear plan of where people analytics can have a major impact on the business. The business sector or model will sometimes dictate how this is put forward but this could include making the hiring process more streamlined, removing unconscious bias from the process and using analytics to get a better fit.

When HR select the correct and chosen algorithm, their company can obtain the best-suited candidates for the vacancies on offer. An example could be to use an algorithm to sift through those declined applications so that we don't miss talented candidates and no stone is left un-turned.

HR can also use people analytics to improve employee retention and engagement within the business. We are now seeing a host of available technical devices and software that can help facilitate people analytics and this kind of analysis may be more useful in some industries than others.



If you take the example of a building site HR could gain useful data from the close monitoring of the building projects that their workers are assigned to and stored on a secured cloud server for further analysis. Data could be extracted on the size of the project, how long it takes and how much personnel are required to assess the labour costs vs profit.

However, other industries might analyse this completely differently. Some may see the collection of location, age, gender, and personal likes and dislikes data as encroaching too much and it raises the question of just how transparent should people analytics, and data storage be?

3. Do's and Don'ts of using Analytics in HR

Do's of Analytics	Don'ts of Analytics
Allow staff the ability to use to theirs and the business's benefit	Try not to allow the tools be the sole and only guide for your decision making.
Offer to reach out to staff to make it a key information source	Track personal or sensitive data without a good business reason
Make sure you have sufficient sample size	Accept every request at face value
Understand that the correlation you find could be random	Automatically assume you have found a cause to your issue if you see a difference in correlation
Limit your conclusions to your population and similar populations	Assume that every statistically significant result will turn into a practical effect
Make every effort to avoid sampling bias.	Use convenience to determine who to use in your sample. For example, don't just use one department or the first 100 people available.
Ensure there are no duplicates when using large amounts of data.	Cherry pick the data you want to draw your analysis from. If you disregard parts of the data you could be creating further issues in the future

4. How HR can Improve Hiring Decisions Throughout the Company

Many employers find the recruitment process a challenge. HR analytics has the potential to help improve your hiring decisions by utilising data collected from previous employee hire sessions.

Consider the following example. Say upon interviewing 15 candidates for a previous position in your company, you find that seven share similar traits that are not compatible with your company's business principles or workplace culture. Utilising this information, you can adjust your company profile to automatically eliminate applicants who possess those traits from future vacancies thereby improving the efficiency of the recruitment process.

This helps to speed up the process by eliminating time spent assessing unsuitable applications, and allowing more time to focus on recruiting candidates who are more suited to the company's culture, ethos and environment.

When we think of recruiting of old, many companies would rely on luck and intuition more than data to narrow down the right candidates. This was also (and still is) very time-consuming to put together and analyze. For many businesses, HR departments and hiring teams they could only assume that their hiring methods were effective as there didn't seem to be a great deal to go on. However, we now have a wealth of software and analytics tools available on the market, anyone can have a recruiting process that is now data-driven giving you a much more measured and specific conclusion.

Below is breakdown of the specific steps that you can take to ensure that you benefit during the hiring process.

Increase your productivity and efficiency

Here you can track how many emails you exchange with potential candidates to see if there are specific stages where you can speed up your time when going through the hire process. This will make the whole process much more efficient and allow you more time to focus on other areas that you need to work on. Just think of how much more productive your department or company can be if this is streamlined to have the maximum impact here.

Calculate your budget

You can specifically calculate your budget to ensure expenses are wisely spent. For example, you could track the source of your hire to determine which recruiting channels bring in the most qualified candidates and which ones to avoid if not so fruitful. The more frugal with the budget you are the more you divert or allocate to other area's of the department or business that may need it. Keeping a paper trail of this to allow you to track your budget spends is really useful. This allows you to see work value for money you are getting and some cases, not.



Finding your hiring issues

To find what hiring issues you have you may need to review your application form conversion rates to determine what you need to amend. This could include changing slightly or completely re-wording your interview questions or even a redesign of your hiring page. You can also look at the diversity that is attracted within your candidate demographics to see if you are unwittingly discriminating against protected groups. If this is the case, then you need to change this quickly to eradicate any potential lawsuit that may head your way as a result of this. The danger is that if you don't take this kind of thing seriously it could come back to bite you.



Try to predict your hiring and benchmark it

This may take time initially however; this is important because it gives you the opportunity to give you valuable recruiting ratios that can show you how many potential prospects you typically need to make that important one hire.

If you don't have enough applications, or applicants that are of the calibre required, then you may need to evaluate your current recruiting process. It may even mean that you would have to seriously consider outsourcing for specific roles or re-advertising the role again or elsewhere.

Once you get a consistent and steady flow of applicants of the desired calibre required then you need to set this as your tried and tested benchmark for this process. Although, it is important to continually monitor all your processes because of the volatile nature of the marketplace where changes and habits can change very dramatically.

Making the correct hiring decisions

For the benefit of your business you need to make sure that are making the best and, in most cases, objective when selecting for the best possible candidate. This can be based on scores totally from assessments and results concluding from carefully structured interviews. These are good and effective hiring methods that you can use time and again once you have the formula for achieving the desired results. The last thing that you want to do here is go all the way through hiring process and end up hiring the wrong individual for the wrong position and then having to go through the whole process again.

This is why it is essential that we track our processes and make the necessary tweaks and changes along the way if necessary. If the process is correct, then these changes needed shouldn't be significant or big in any way. If they are, then that could be an indication that the original process in place is significantly wrong to the point where we need to start again.

Review your recruiting process regularly.

Always look to review your recruiting process and don't be afraid to make changes as they are likely to lead to improvements. Think of a referral system, if you know that your company needs to invest in this then you could present data to the necessary authority within the company explaining the benefits to the company as a whole. It could be that what you present shows the efficiency and the effectiveness of this method to strengthen your argument.

For example, a HR perspective could be that by presenting the benefits to the business in a way that makes practical sense, such as saving time to enable you to focus on other important areas of the business. The process is more likely to get the company the right calibre of employee first time around and the process may need to be tweaked or amended from time -to-time. This also factors in the ever-changing climate forces that you will be up against such as a recession, pandemic etc.

If all of these points are clearly explained when presenting your case, then there is evidence that suggests business leaders are more likely to be onside and supportive of such processes. Not to mention, giving you the responsibility to drive the whole process from start to finish. Get senior decision makers on-board is crucial to many working in HR. You need to be able to present the benefits in such a way that those who make the final decision will clearly see the value being added to the business in both the short and long-term. Making the benefits just about your department will not wash with most business owners or decision makers because they will see through this. It has to be scalable across the business for you to have the chance of getting the support you require from the very top.

5. Monitor Your Employee Training Data

In most businesses, ongoing professional development is essential to attract and retain quality staff. If there is little offered in the way of professional development, it can result in employee attrition, a lack of direction, and poor employee morale. Integrating HR analytics may help in improving employee retention and workplace productivity.

Additionally, implementing an employee professional development program demonstrates that you are genuinely interested in helping employees to reach their full potential and encourages them to develop new skills and qualifications in their chosen field of expertise. Essentially, it's a sign of a forward-thinking and innovative enterprise that values its employees and the contribution they make to the business.



Why is it important that we track our staff data?

This is important because there is so much that you can gain for the company in doing this. When we are trying to analyze the statistics that are produced we initially want to look at the following:

- How many people in the company were trained in total?
- What was the average score?
- What was the breakdown by department?
- The area of training that statistically scores the lowest.
- The courses taken or favoured by staff.

It is important that we continue to track and monitor the progress of our learners so that we can identify areas that need improvement, strengths, weaknesses and so on. We cannot stress enough just how important this is, particularly for HR staff within a business.

In addition to this, you could also determine whether or not your training program is a good investment for the company. We can do this for example by calculating ROI (return on investment) and obtaining some key numbers relating to the specific of the training.

Ensure that you keep a training log (preferably digital) to refer back to, if necessary, but to also ensure that if audited we have an up-to-date record for all staff. This is important when you are at the beginning of creating your company's or departments learning culture, therefore you will need simple and easy to use tools to allow you to document what is going on.

So how should we best do this?

Use a Learning Management System (LMS)

Using an LMS is best described as a digital learning hub. It is a place where you can upload all the training materials, manage content, and assign it to learners. It also collects various statistics on the training process and can automatically create the necessary reports for you. In short, using an LMS is the easiest and most adequate solution for monitoring training nowadays.

Below are some well-established product examples for you to gauge, this is particularly useful if you are unaware of any models out there or attempting to implement this in your HR department for your company for the first time.

LMS product examples:

1. Google Classroom



The Google Classroom is a tool in Google Apps for Education that helps teachers create and organize assignments quickly, provide feedback efficiently, and easily communicate with their classes. This is one that you can use

2. Canvas



Through open, usable, cloud-based technologies, Canvas enables easy integration of the content, tools, and services that teachers need and students want. Not surprisingly, listening to users about their needs and wants—then rolling out the most usable, customizable, adaptable, and reliable learning platform.

3. Next Thought



There is also Next Thought is a learning platform designed with a straightforward, team-based approach. Never over-built or one-size-fits-all, Next Thought delivers the learning experiences your teams need to reskill, upskill, learn, and deliver consistent outcomes

4. Blackboard Learn



Blackboard Learn is a scalable, reliable foundation for a world-class learning experience. There flexible learning platform enables you to extend online learning, increase employee engagement and optimize learning outcomes.

5. Gurucan



Another well-established LMS is Gurucan where the creators have provided online courses, run live sessions and webinars, sell memberships, or even create their own mobile apps. Everything in a simple and easy to use interface.

An LMS is a platform that enables the storage and delivery of learning content for the purpose of training and educating employees. The idea of choosing an LMS can be daunting. But before you decide to jump into the LMS search, it's important to identify why you need this system in the first place.

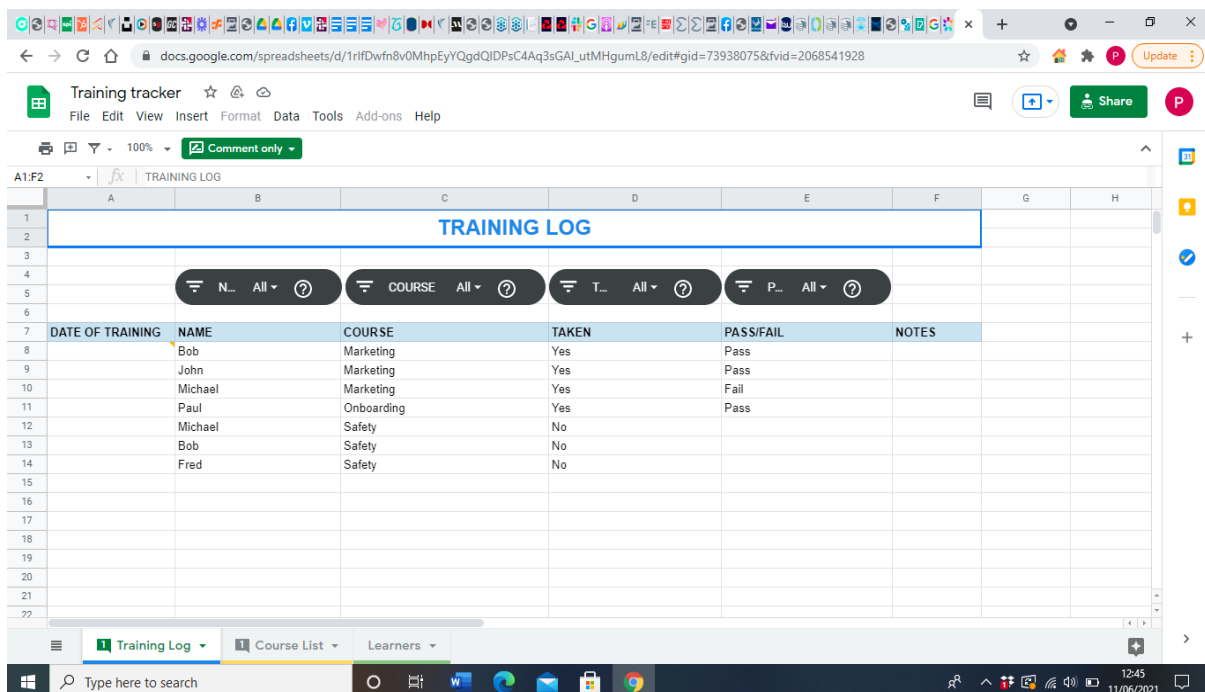
An LMS is designed to assist businesses to deliver and manage a variety of online learning. This can be created via a streamlined communication channel between your business (HR staff responsible for this) and work colleagues (students). There is plenty of software out there to choose from and these software applications manage all types of content. These will include video, courses, and documents, and allow your staff to access all course content from any device. HR can use an LMS to help[them manage staff discussion boards, and course information, as well as provide key features for reporting, progress tracking, and assignments and assessments.

An LMS has become an even more central part of an institution’s digital instruction efforts. Instructors rely on these tools for content management, diversifying their learning activities, and giving staff more control over their learning processes.

An LMS automates daunting routine tasks such as gathering and processing statistics or grading. Even if your company numbers are small, maybe you only have 30 staff, you still have to spend time finding out who needs training or who failed a test, fill in the current data, and regularly check their compliance statuses. You’ll also have to stay focused while doing this manual work to avoid blunders.

When using an LMS, results and conclusions can be determined in a matter of seconds in many cases. This means you don’t have to spend hours on creating reports manually in spreadsheets with hundreds of columns, as well as not having to deal with paper trails. Using an LMS also allows you to analyze in great detail how learners interact with the content provided, how they’re progressing, and how each content item uploaded to the system performs.

Below is an example of how your LMS would look to you in HR when designating and planning staff training.



DATE OF TRAINING	NAME	COURSE	TAKEN	PASS/FAIL	NOTES
	Bob	Marketing	Yes	Pass	
	John	Marketing	Yes	Pass	
	Michael	Marketing	Yes	Fail	
	Paul	Onboarding	Yes	Pass	
	Michael	Safety	No		
	Bob	Safety	No		
	Fred	Safety	No		

Other great benefits of using an LMS in HR include:

- Going from overall progress for the company or department as a whole to detailed statistics on a particular course or individual. This can even be drilled down to the minutest detail such as how many seconds someone spent watching a certain slide, or time taken to answer each question if necessary.
- You could determine how well your staff performed on their specific assignments.
- There will be the ability to track and record your staff attendance of each section or course.
- The system will also allow you to apply filters and customize report columns to distinguish the information that is important to you and the company.

Training Management System (TMS) – Advanced Administrative Functionality

A TMS is a specialized and usually specific type of software for managing training processes for those wanting to operate instructor-led training. Therefore, this you will find is mostly used by enterprises around the globe. The difference we find here is that unlike using an LMS which tend to be learner-centric, using a TMS will allow you to target and focus on administrators and organizational activities that happen before any class takes place. In general, it can be compared with a CRM system.

The basic features of a TMS may include:

- Allows you to manage specific session plans
- Focus on your budgeting
- Logistics and resource management
- Booking management functionality
- Allows you to create reports for business intelligence

6. The importance of Analytics to HR

The benefits of using analytics for HR are numerous – if we ensure this is done correctly, in other words, we gain the necessary information and data by using the correct tools available to obtain benefits and value to the business.

Companies worldwide are now beginning to invest heavily in tools and platforms that involve data analytics today because of the recognised importance that this brings. This is good news for those of us in HR especially when trying to sell the idea for the first time to our business decision makers.

The benefits that analytics can produce can literally impact on so many (if not all) parts of the business. Using analytics can provide your company with insights to allow your business decision makers make better decisions. These decisions can impact on the overall profit margins and development of the business and continue to do so if used and monitored well.

There is also a suggested link between the improvement of your staff's working experience and the improvement in company performance. Therefore, we can simplify this by saying look after your most important asset and the business will take care of itself. So if we can assist staff members to give them a definitive career path, perhaps with specific goals and even attainable objectives and, if we can communicate this well enough to them then the chances are we are on the right path both for the individual and the business itself.

We can use analytics to assess people's impact on the business itself and determine their value and support to the business. Key to achieving this all-round benefit is in the education of all staff so that they can feel part of the process, give their input where required and see the benefit of shared success to them and the business.

The data that is gained from this is understandably recognized by companies as important. Many argue that this is the most important commodity in the world now where once oil or prior to that coal were.

"Data is the new currency. I mean the world turns on data everywhere. Personal life, professional life. Every type of business you can imagine. So, when you look at the HR function the data is all around people. So, therefore, analytics and data become the currency by which business or any business turns."

Johnathan Ferrar – Getting Started with People Analytics



7. Using Spreadsheets for Cost Effective Analytics

When using a paid for learning portal in your HR department it can make your business owners balk when all of the costs are factored in. It becomes even more pressurized when you need to justify the outlay to your business decision makers and in many cases not every company can afford it right away. Some companies may have to wait for the next financial year to try to get the budget to justify the cost and others just would like to start small to better see their requirements for a tracking system.

Whatever the circumstances for those of us in HR we all have same desire and that is the need to start doing something right now. So, what can those of us in HR with tight budgets do then?

Well, the good news is that there is an alternative. The use of the common spreadsheets are definitely an option and a way to get plenty of the tasks required completed. For a start, you can use either Microsoft Excel or Google Spreadsheets, either of which you're likely to already have. The functionality of the two programs is similar. While Excel is supposed to be more powerful, Google Spreadsheets provides collaboration capabilities. If you have more than one person you rely on to record your staff training and achievement logs, then why not opt for the Google Spreadsheets. An example of this was shown in the diagram earlier of just how easy this is to use.

Either way, these are both good options if the budget isn't quite there for you at this time. Any evidence that you can produce regarding the benefits of analytics to the company, the greater chance you have in the future of gaining that budget request to purchase the all singing and dancing products that do that little bit more for you in greater detail.

Using Excel

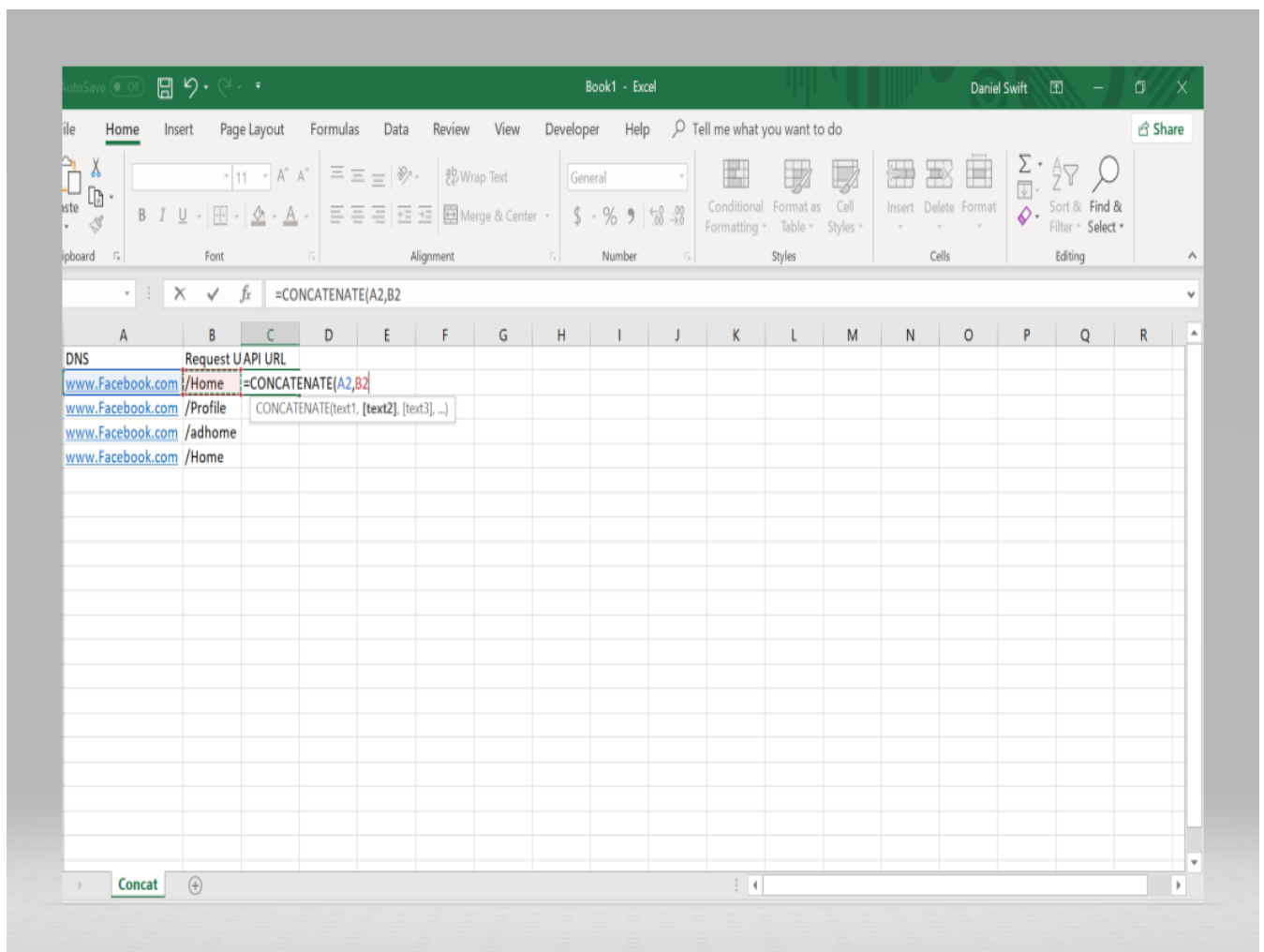
For those of you in HR who have ever used Excel for any type of analytical assistance, then you've probably experienced the agony of choosing an incorrect formula to analyze your data at one time or another. Perhaps like me you have a story of having worked on it for hours, finally giving up because the data output was wrong or, the function was too complicated, and it seemed simpler to count the data yourself manually. Oh yes!

If you aren't aware of the capabilities available in Excel then it's worth pointing out that there are hundreds of functions in Excel. Of course, it can be overwhelming trying to match the right formula with the right kind of data analysis. The most useful functions don't have to be complicated. Several simple functions will improve your ability to analyze data, making you wonder how you ever lived without them.

Concatenate

This is arguably one of the easiest to learn but most powerful formulas when conducting data analysis. Combine text, numbers, dates and more from multiple cells into one. This is an excellent function for creating API endpoints, product SKUs, and Java queries.

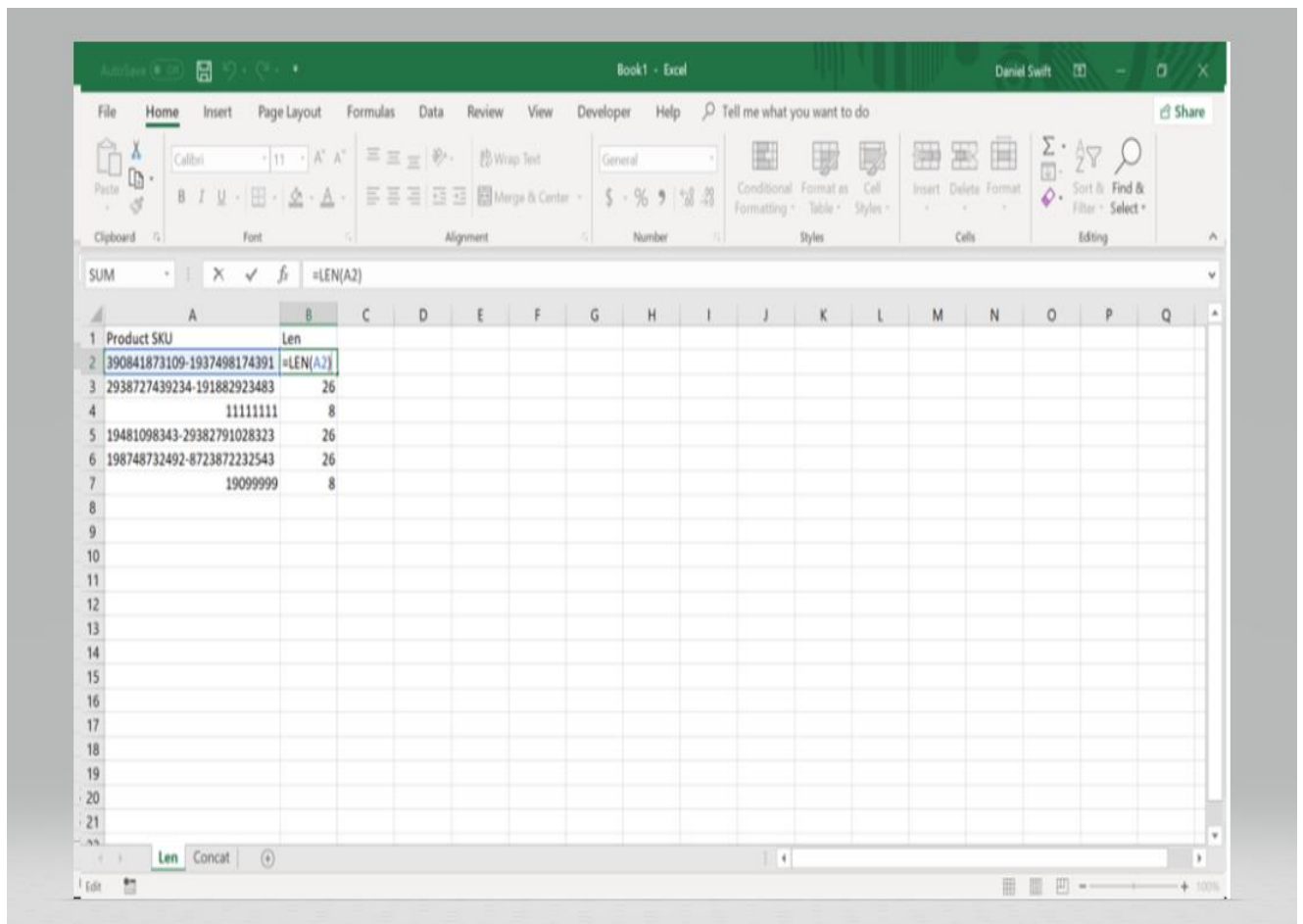
Formula to use: =CONCATENATE(SELECT CELLS YOU WANT TO COMBINE)

A screenshot of the Microsoft Excel interface. The title bar shows "Book1 - Excel" and the user name "Daniel Swift". The ribbon is set to "Home". The formula bar at the top displays "=CONCATENATE(A2,B2)". The spreadsheet grid shows columns A through R and rows 1 through 5. Row 1 contains "DNS" in column A and "Request U API URL" in column B. Row 2 contains "www.Facebook.com" in column A and "/Home" in column B. Row 3 contains "www.Facebook.com" in column A and "/Profile" in column B. Row 4 contains "www.Facebook.com" in column A and "/adhome" in column B. Row 5 contains "www.Facebook.com" in column A and "/Home" in column B. A tooltip for the formula bar shows "CONCATENATE(text1, [text2], [text3], ...)". The status bar at the bottom left shows "Concat".

LEN

When using LEN allows you to quickly provide the number of characters in a given cell. Here you can identify two different kinds of products by using the =LEN formula to see how many characters the cell contains. LEN is especially useful when trying to determine the differences between different Unique Identifiers (UIDs), which are often lengthy and not in the right order.

Formula: =LEN(SELECT CELL)

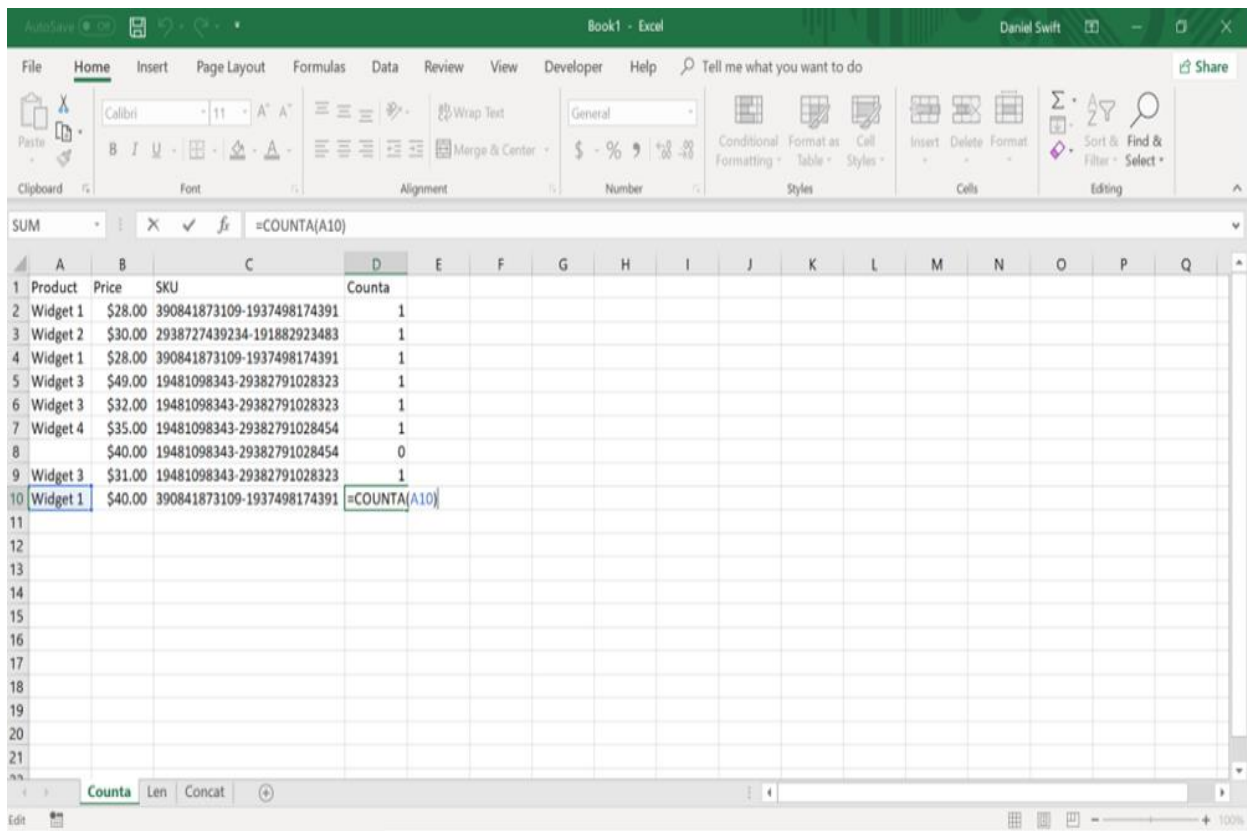
A screenshot of the Microsoft Excel interface. The ribbon is set to 'Home'. The formula bar shows '=LEN(A2)'. The spreadsheet has two columns: 'Product SKU' in column A and 'Len' in column B. The data is as follows:

Product SKU	Len
390841873109-1937498174391	=LEN(A2)
2938727439234-191882923483	26
111111111	8
19481098343-29382791028323	26
198748732492-8723872232543	26
190999999	8

COUNTA

Here we find how COUNTA can distinguish if the cell we are using is either empty or not. COUNTA will also allow you to evaluate any gaps the dataset might have without having to reorganize the data.

Formula: =COUNTA(SELECT CELL)

A screenshot of the Microsoft Excel interface. The title bar shows "Book1 - Excel" and the user name "Daniel Swift". The ribbon is set to "Home". The formula bar shows the formula "=COUNTA(A10)". The spreadsheet has columns A through Q and rows 1 through 21. The data is as follows:

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	Product	Price	SKU	Counta													
2	Widget 1	\$28.00	390841873109-1937498174391	1													
3	Widget 2	\$30.00	2938727439234-191882923483	1													
4	Widget 1	\$28.00	390841873109-1937498174391	1													
5	Widget 3	\$49.00	19481098343-29382791028323	1													
6	Widget 3	\$32.00	19481098343-29382791028323	1													
7	Widget 4	\$35.00	19481098343-29382791028454	1													
8		\$40.00	19481098343-29382791028454	0													
9	Widget 3	\$31.00	19481098343-29382791028323	1													
10	Widget 1	\$40.00	390841873109-1937498174391	=COUNTA(A10)													
11																	
12																	
13																	
14																	
15																	
16																	
17																	
18																	
19																	
20																	
21																	

DAYS/NETWORKDAYS

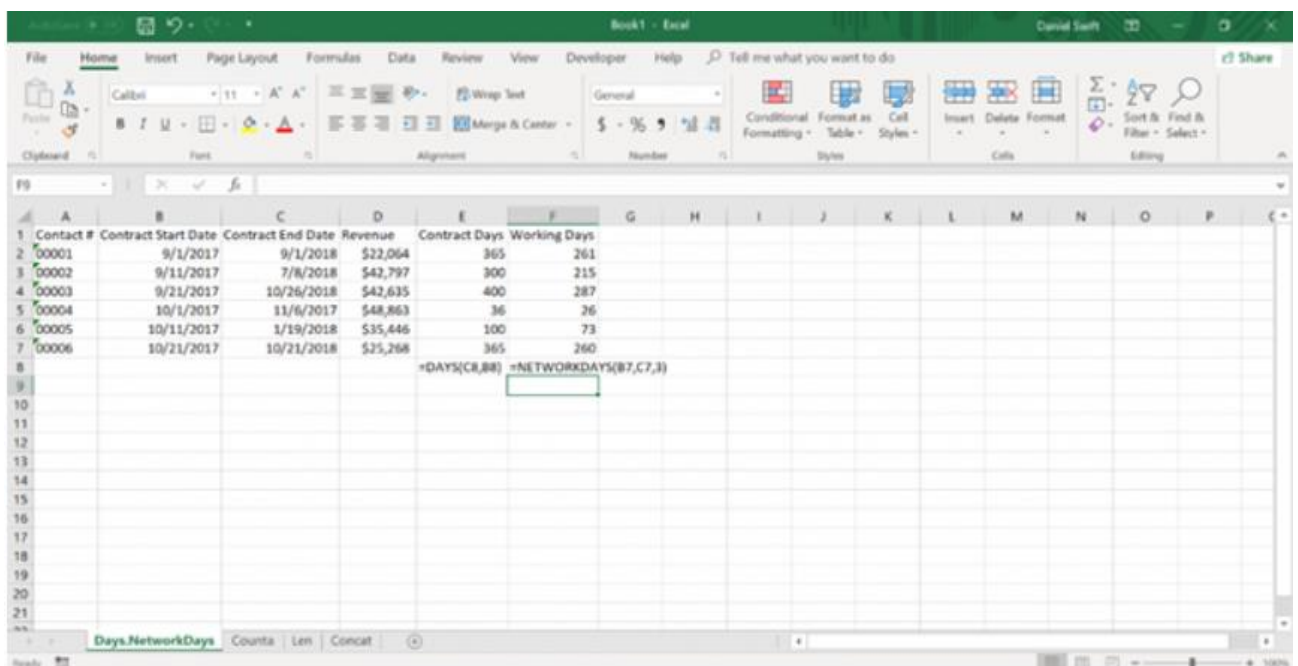
Using DAYS is simply what it states here. This function allows the number of calendar days between two dates. This is a useful tool for assessing the lifecycle of products, contracts, and run rating revenue depending on the service length.

When we look at NETWORKDAYS this is slightly more robust and useful. This formula determines the number of “workdays” between two dates as well as an option to account for holidays. These two formulas to compare time frames is especially helpful for project management.

Formulas: =DAYS(SELECT CELL, SELECT CELL)

Formula =NETWORKDAYS(SELECT CELL, SELECT CELL,[numberofholidays])

note: [numberofholidays] is optional



1	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
2	Contract #	Contract Start Date	Contract End Date	Revenue	Contract Days	Working Days											
3	00001	9/1/2017	9/1/2018	\$22,064	365	261											
4	00002	9/11/2017	7/8/2018	\$42,797	300	215											
5	00003	9/21/2017	10/26/2018	\$42,635	400	287											
6	00004	10/1/2017	11/6/2017	\$48,863	36	26											
7	00005	10/11/2017	1/19/2018	\$35,446	100	73											
8	00006	10/21/2017	10/21/2018	\$25,268	365	260											
9					=DAYS(C8,B8)	=NETWORKDAYS(B7,C7,3)											

Google Spreadsheets

Google spreadsheets are easy to follow, if you open up Google you will get a step-by-step instruction as listed below:

1. On your computer, open a spreadsheet in Google Sheets.
2. At the bottom right, click Explore.
3. If you want to ask questions about data that's on a different sheet, at the top right click Edit and make your changes.
4. Under "Answers," enter your question in the box and press Enter.
5. To find answers, click the question under the text box.

Add alternating colour backgrounds automatically

1. On your computer, open a spreadsheet in Google Sheets.
2. Under "Formatting," choose an option.

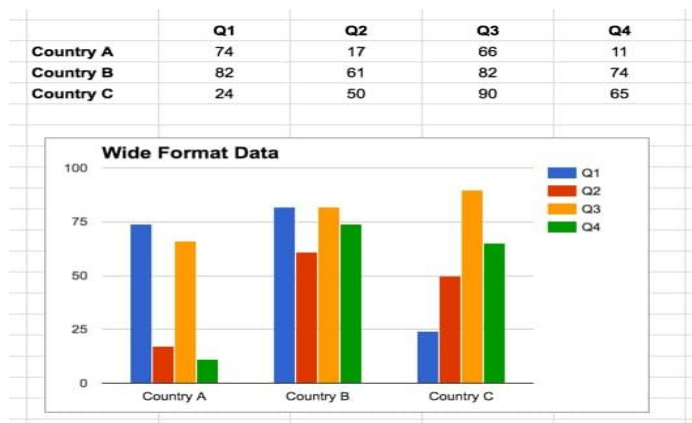
Note: You can only add formatting to a spreadsheet if you have permission to edit the file.

Get charts & analysis automatically.

1. On your computer, open a spreadsheet in Google Sheets.
2. To get info for specific data, select a range of cells.
3. At the bottom right, click Explore.
4. If you want to get charts and analysis for data that's on a different sheet, at the top right click Edit and make your changes.
5. To see what data is being used in a chart, in the panel at the right, point to a chart.

The Google Sheets chart tool expects data in a "wide-format" table rather than a traditional "tall-format" table (which is how data is stored in databases).

This "wide-table" format makes it easy for the chart tool to parse the data and show it correctly.



Add a chart, formula, or pivot table to your spreadsheet.

1. On your computer, open a spreadsheet in Google Sheets.
2. At the bottom right, click Explore. If you want to get charts and analysis for data that's on a different sheet, at the top right click Edit and make your changes.
 - To add a chart, drag it to your spreadsheet.
 - To add a formula, drag it to your spreadsheet.
 - To add a pivot table, click Insert pivot table.

Note: You can only add a chart, formula, or pivot table to a spreadsheet if you have permission to edit the file.

Can't find suggestions?

If you open the Explore panel and don't find any suggestions, make sure that:

- The spreadsheet or selected cell range isn't empty.
- You've selected a range of data that contains numbers, repeated text, or another type of pattern. For example, a range of data with "Yes" / "No" form responses.

8. How HR can help ensure fair data-based decisions

Implementing a definition of fairness within your company

When trying to build a single metric or universal definition of fairness that applies in all cases is always going to be impossible because you simply cannot factor in every possible variation. Therefore, you need to start by identifying your organization's highest-priority aspects of fairness. Then create several compatible definitions based on metrics and standards that work involving different cases and circumstances.



So, if you wanted to have inclusion as your top priority, you could start by defining what inclusion means and looks like in your organization, particularly to all staff.

Once this is established then, define ways that you can measure inclusion or the lack of inclusion. This way you will be able to track and evaluate your company's progress. Potentially, you could ask your colleagues

(particularly those in analytics) to help and assist you with measurement techniques and understanding of the results gained.

Using a strong business case to promote fairness

You may be required to explain why fairness is essential to your bottom line to your key stakeholders or other decision makers within the business. It would be a good idea to present your ideas in business terms and gain the support of those trusted stakeholders known for making evidence-based business decisions.

You may highlight a clear line or differences between fairness and diversity that could affect the business. A good source of providing proof maybe to share how a recent study (maybe highlighted by Harvard or Oxford) and 1,000+ companies found that those in the top quartile of gender, ethnic, and cultural diversity outperformed those at the bottom by 25 to 36%. You cannot beat fact based strong metrics like this to help support your case.

Another recommendation when dealing with fairness is to carry out audits. These can be really useful because they are objective, systematic methods that look at a company's people data policies, their practices, and the procedures that are in place. It is also important to remember that your audit goals can vary. For example, one of your goals could be to look for potential issues that make a business potentially liable to legal action. You could also have another one that could be to identify ways to improve fairness-related practices within your business.

A fairness audit could be done through software tools, the help of an external expert, or even through an internal review. What's most important is that they are completed on a regular basis by someone who understands your organization's definitions of fairness and that any issues or opportunities are acted upon.

Don't forget the technology limits when looking at fairness

We must not forget (it's easily done) that the technology we are using can be a very useful and powerful tool for us when we identify and correct any bias in people processes. However, we need to be mindful of the fact that it may never be able to ensure that all data-informed decisions are fair. Equally we must remember that not all bias is addressed, although we shouldn't allow the lack of perfection hold us back from leveraging it.

We need to be aware that there is always new technology that is emerging daily that supports fairness in our data-informed HR decision-making. This is why it is important for us to keep up to date on new

product developments and build a constantly evolving portfolio of software, tools, and procedures focused on increasing fairness.

Try to establish the underlying cause of your problem

Finding a problem can be great because it allows you the opportunity to correct the issues identified but we must be aware that when we do discover this problem, we must look for the underlying issues or processes that need to be changed. Biases are often unconscious, and unfairness is generally the symptom of more than a single decision. This can often make the underlying cause of a problem found difficult to identify.

We can look at how we can achieve the reasons behind the results that we get.

Try to consider using an approach of asking five questions. The problem could be the shortage of diversity in our business therefore we need to ask the following:



1. Our senior company positions do not match the diversity throughout the business, why is this?
Possible answer = Most senior positions are recruited from outside the business.
2. Is there a reason why we cannot recruit within?
Possible answer = Because our internal talent doesn't have enough knowledge or experience in our industry for that role.
3. Why do we not train internally for these development opportunities within?
Possible answer = Because we don't have the resources to provide industry-specific leadership development opportunities.
4. Why do we not have in-house training for this?
Possible answer = Because we don't have the budget to provide this?
5. Is there a reason why we do not have these skillsets amongst current staff to provide this training?

Possible answer = No, because we didn't prioritize it when setting out criteria for recruitment.

Ah ha! So, perhaps this could suggest that the problem isn't really the lack of diversity, it could be that this is just a symptom of the processes and company culture currently in place.

We will often find that there are usually many different underlying causes and simply identifying potential causes won't solve the problem. However, this is still a problem that we need to address and until get to the root causes and address the underlying issues we won't see change.

Encourage a cross-group collaboration

We need to ensure that there will not be any possibility of any biases, even if not intentional. Having a diverse group will be better able to identify and solve issues of unfair bias our systems and processes.



Therefore, we must make sure that we always include individuals with a diversity of thought and experience at each stage of our process.

Try to encourage input from across the whole of your organization by bringing together experts from multiple

departments. This is where HR can play a key role in managing this process. HR should be looking at a variety tools to assist such as data and technology to identify and promote opportunities for new or improved people-related data systems.

If HR can work closely with vendors or data professionals within the business to develop and improve operational practices and ethical standards, then this will assist in making the use of people-related data systems far more equal in the results produced.

HR decision making

There should never be a substitute for human judgment in HR decision-making. Fairness in recruiting, employee evaluation, and other HR decision making requires human involvement that we shouldn't look to get away from.

If we were to look at the example of the function of recruitment within HR, is completely possible that we could remove the human and allow data from video interviews to make decisions. However, instead of allowing the data alone to take over, explore how humans and data work best together. Some promising HR decision-making methods combine machines and humans to reduce bias. These techniques includes which data is used to provide options or recommendations that humans can then verify or choose from. Such techniques can help to remind us that HR data represents real people.

The use of fairness is fast becoming an important part of business success. Our new, analytics-based environment provides opportunities to define fairness for the organization, build a business case for it, and collaborate with groups within and outside the organization to create and maintain it. The difficulty for many is to be aware of the opportunities and take advantage of them when they arrive in your business.

9. Tracking Your Staff Training Metrics and KPIs

Training programs can be very successful if used correctly, they can also go on to improve the skills levels of staff, drive increased productivity, and improve employee retention rates. This can pose us in HR with two key questions here:

1. How can we show that our training efforts are driving the desired outcomes for the business?
2. How do you assess which improvements to make when they aren't?

This is where our L&D teams come into their own, particularly now as they have much more data at their disposal than they ever did just a few years ago. This data allows them to use it to measure the effectiveness of corporate training programs in your business.



Many of the e-learning technologies out today offer HR (and businesses of course) new metrics that stand to provide even more insight into what is working, what isn't working. However, more importantly this also allows us to identify exactly what areas can be improved. The importance of virtual training cannot be underestimated. This in particular has opened the door to valuable data that can help organizations better evaluate and measure training effectiveness.

How HR can Measure Training Effectiveness with Video Analytics

HR can now aid staff training with on-demand recordings in an effective and consistent way that allows you to speed up your training processes dramatically. You can use your video-supported learning initiatives to provide new data that can be used to help evaluate and improve specific training programs and content. These insights can even help measure the effectiveness of training throughout the organization as a whole. Something that will possibly be asked of in HR by many companies if trusted and benefits the business.

How you get this data will depend on how you are storing and managing your training video content. There are providers out there now that allow you to monitor who takes up their training, when they do it and how often. You will obviously need to shop around but the market is competitive, so you should be able to get it at the right price for your business.

Key Metrics for HR Measuring and Tracking your Training Effectiveness

Controlling and storing your training videos in a video content management system (video CMS), will put new and useful data about your training efforts right at your fingertips by offering multiple views of engagement and viewer behavior for your entire training video library, specific folders of training content, and even individual videos.

Ensure HR Engage with Individual Training Videos

It's important that we in HR attempt to engage with staff on these individual training video's. It gives the attendee a human element and the opportunity for managers or trainers to give genuine and specific feedback. Within these specific videos, they allow you the ability to see who has viewed a video, how long they watched it, and whether they engaged with the content by adding in-video notes and comments. This gives instructors and managers actionable data regarding virtual attendance and usage of training content that can even be used for coaching and conversations with direct reports.

You'll also have the ability to see where total views and engagement peaked or dropped off throughout a particular training session.

Being able to understand the peaks and troughs of data within your video training can provide insights for you in how well the content within a course is connecting with your employees. High viewership and engagement data can suggest the content is relevant, engaging, and effective. Spikes in viewership and engagement during specific parts may indicate specific subjects of interest, as well as opportunities to improve any other relevant material that you want to present. You could even enter key specific comments and notes that can highlight parts where your staff are confused or struggling to understand a particular aspect of the training.

How HR can offer Effective and Wider Training Programs for Staff

To make real use of your CMS, HR should look at organizing the training videos into folders inside your particular video CMS. Ideally, you will want these to be aligned with your business's specific training programs. This could include such areas as leadership development, compliance, or soft skills training that can be analyzed for staff engagement and viewership with all of your video training content that falls within a specific training category.

HR can also make use of staff engagement and viewer stats for an entirely separate category of training content where they can focus on programs that suggests a real interest where the business could connect with its employees and those that may not be in order to take follow-up steps that support your wider training goals.

There is a great deal that can be gleaned from the statistics that these trainings throw up. In particular, you may find that a relatively low number of employees are watching a lot of hours of your soft skills training videos. Low viewership but high engagement could tell you that the content is connecting with a particular group of employees or perhaps this could indicate that not enough people know about this particularly valuable training content. Opposite to this argument is where we have a high number of staff for a specific training category but then notice a low number of hours where the content has been watched. This could indicate that the subject in the training is highly relevant. However, this could also indicate that the videos themselves may not be doing a great job delivering the information that HR require people to engage with.

Can HR Assess the Skills and Knowledge Obtained?

Using a video CMS within HR can also give you as the content creator the ability to manipulate the layout and possibly add a Q&A section that will enable instant assessments or confirmation that also reinforce key concepts from the training. HR staff could also look at Q&A results to find those questions that most people are answering correctly and those that have proven more challenging to your staff. In the case that a large number of employees are answering questions incorrectly, HR in this instance could dig deeper into the training to look for opportunities to change the way that the training is presented or laid out.

The reality of all of this could mean that as you dig in to analyze the impact training is having on learning for staff within your business, you can get a more complete picture about whether employees are completing training as well as how proficient they are in applying the new skills that is being delivered and presented.





We can also point out that it is evident today in many organizations how evidence suggests that more and more HR teams are leveraging video to support and scale learning in more ways than simply recording formal training videos.

We can also see how companies now are making use of video training in order to accelerate their employee onboarding, to extend the reach of social learning, and to capture and share institutional knowledge from internal subject matter experts.

With more and more comprehensive video analytics at competitive prices now in place, HR leaders are able to better understand how employees are engaging with both formal and informal learning, not just at the individual level but across the entire organization. These metrics enable leaders to show how much training content is being used within the company, what's being watched most, and to ultimately show growth in viewership and return on investment over time.

How HR can Track Overall User Engagement

The benefit of using an analytics dashboard allows for HR to track your training so that you can look at the number of unique visitors to your library over time and drill down into these stats for specific categories of videos within your specific training folders.

As we said earlier, you will also be in a position to see when people are watching the most, which may indicate success within your particular training schedules and criteria. Showing growth in the overall number of employees accessing your training content over time can help HR to show the value that your training efforts is adding to the business as well as its employees.

When we look at the learning insights obtained from video analytics it can help HR to show that your company's overall investments in training are paying off. We mustn't forget either that we can obtain much deeper data about how our employees are engaging with your training content. Here we can highlight which specific training strategies are working and which may need to be improved, giving HR the ability to make adjustments faster and delivering much better results.



HR can also present this in combination with other measures of training effectiveness including cost reductions, improvements in employee performance, increased sales, more efficient production, and more, video analytics can help you connect the dots from your training efforts to observed outcomes in a way that qualitative surveys and manager feedback can't explain alone.

We've discussed 'How' to track; now it's time to turn to the 'What.' Even more than it was with the tracking tools, there's no one-size-fits-all set for your training KPI's.



Basic Elements for HR to Monitor

Here we can look at using some basic metrics where HR could start the process from, even if you don't have any employee training software yet.

Since HR is meant to serve the people of an organization, the employee experience should be an important part of the HR measuring process. Therefore, it is important that we get the basics right from the start and earn that trust with our business leaders.

There is no shortage of things to measure from a HR perspective, from headcount to benefits participation. However, if you want HR to be taken seriously within your business, you need to establish which data will give your organization the insights it needs to grow and succeed.

Performance Success/fail rate

This metric mostly refers to tests and quizzes and indicates whether your learners managed to successfully finish their training or not.

This one can be tricky. It seems like a good sign when all the learners pass the test at the first attempt, meaning they were well-prepared. On the other hand, it can also indicate that the test was just too easy, which makes it useless. On the contrary, a sudden rash of 'fails' may signal that something's wrong and requires your attention. In any case, we'd advise viewing this metric on a long distance.

A lack of performance metrics can lead to complacency, both amongst your business leaders and your employees. There is also evidence where Managers on occasion are less likely to address underperformers because there's no clear definition of why someone is underperforming. However, team members who believe they are going above and beyond may actually be doing an acceptable job, then feel resentment when their performance review reflects that.

A powerful approach to measuring employee performance is to translate company goals into specific goals for individual employees. When you align the objectives of the employee with that of the business, it defines key performance metrics that help a business achieve its targets.

Training completion rate

This metric shows how many of your employees have taken a course or studied your training content.

Compliance

For HR to implement mandatory compliance training, you'll need a 100% completion rate by a certain deadline. It's very important to get your employees trained and make sure that everyone is marked as compliant to provide a better work environment and minimize risks for the company.

Engagement

High completion rates for non-mandatory training demonstrate that the content is relevant for your employees. If engagement is low, then you'll need to find out why the course was abandoned. Maybe learners' motivation for training is low, the content is not qualitative enough, or, perhaps, learners simply don't know there's training.

If necessary, you can also break an overall completion rate into segments, such as training completion rate per department or job. This will help to quickly identify which group is lagging behind and prevent potential problems with non-compliance.

Staff Recruitment

- **Staff headcount:** Track the total number of employees in your organization or within a specific department.
- **Demographics:** The characteristics of your workforce such as age, gender, education level, and length of service.
- **Time it takes the company to hire:** You can monitor the average number of days between when a job is posted and when a candidate accepts your job offer.
- **The acceptance Rate:** The number of offer letters your organization extends divided by the number of candidates who accept an offer.
- **Cost per hire:** The average cost of hiring a new employee. You can generate this number by adding up both internal and external hiring costs then dividing that total by the number of employees you hired in a given period.
- **Time to productivity:** The time it takes for new hires to become acclimated at your organization and start working at full productivity.
- **New-Hire turnover:** The number of new hires who leave within a set period of time, such as within their first year of employment.

10. How HR can use Data Analytics to Recognise and Reward Employees

Praising and recognizing employees involves another important communication skill. For some managers, giving praise and recognition is difficult. Yet various studies indicate that employees value personalised, spur of the moment recognition for their contributions.

Through learning how to recognize trends, test hypotheses, and draw conclusions from population samples, you can build an analytical framework that can be applied in your everyday decision-making and help your organization thrive.

Harvard Business School

An extremely effective way to improve employee performance within an organization is through recognising and rewarding employees. When employees receive recognition and rewards for the hard work they are completing, employees are likely to work even harder to attain the same or even more recognitions and rewards from management. Furthermore, it is extremely positive for the organizational culture to recognise and reward employees as it helps build trust, satisfaction and further motivation throughout the organization. Therefore, when managers effectively recognise and reward employees a corresponding improvement to employee performance is likely to be seen.



How HR can Encourage Managers to Recognise Their Staff

1. When giving recognition to staff, do this in an open, public way.
2. Try to tailor the recognition to the unique needs of individuals or tasks they have carried out.
3. Always attempt to acknowledge close to the time of their achievement.
4. You must establish a clear connection between accomplishments and recognition.
5. Ensure that they understand the gravity of their achievements and encourage them to continue along this path.
6. Make it personal to the individual. It's critical to be specific, personal and accurate. Use positive words and demonstrate to the employee that you actually understand their accomplishments.
7. Offer beyond-the-call-of-duty perks to employees who consistently perform at the highest levels might earn special privileges. These might include such things as a better parking space or paid time off.
8. Motivate them with financial incentives, although financial incentives aren't always the best motivators, they can certainly demonstrate appreciation for work well-performed. The best financial incentives are more open-ended and unpredictable because they motivate people to work their best at all times.

Recognition also has a huge and positive impact on employee retention. This gives your company the ability to retain its employees. Employee rewards and recognition is one of the possible approaches to retain your staff. One example can be financial incentives such as raises, bonuses, and stock options.

Employee recognition gifts are also a great plus – for example, a gift card from their favourite store or a token of appreciation for every five years of service.

You as the employer could think of implementing incentive programs as a way of driving your staff to seek these rewards. Employee recognition in the workplace is a great way to show appreciation for your employees, keep them motivated, and ensure that they stay with you.



Another benefit for HR of employee recognition in the workplace is that it can be the foundation of cultivating a culture of self-improvement. One of the best ways for staff recognition is to provide them with opportunities to learn and make themselves better at what they do. HR can take it a step further, it will also be great to incentivize learning and reward those who have taken the time to focus on self-improvement.

11. How HR can Combine People Data and Analytics

If your company is wanting to look at data to enable them to make informed decisions, then we need to ensure that the way we produce this data is not only correct but can be relied on in the future. Some of the questions your business owner or senior partner within the company may ask could look like this:

- What are our staff turnover rates?
- What departments within the business has the highest retention/turnover?
- How do we as a business compare against our competitors?
- What are our missing skillsets?

Being able to obtain this kind of specific data can prove to be essential in improving company processes and ultimately productivity and profit. This can also provide insights and can help decision makers by answering these questions and much more.

However, before we start preaching that this is the end of all our woes, there are potential side-effects that can result from making decisions continuously and repeatedly through this data analysis. The issue of doing this repeatedly means that your department or business is in danger of potentially creating a bias problem. This is because we sometimes find that the data we use can sometimes mirror harmful human biases and encode the unconscious errors of the people who design, collect, and use the data. The issue of fairness arises when biased data affects judgment and introduces error into our HR data, processes, and technology.

Designing systems that are fair for all.

This isn't all doom and gloom for your department by the way. We don't need to use data as a sponge soaking up all this human bias. The purpose of us using the data in the first place should generally lead to fairer decision-making by reducing the subjective interpretations of the decisions that we make as humans.

We should be able to use analytical technology to identify and remove implicit human biases. However, be careful here because data and technology cannot eliminate human bias entirely. We should be able to use this to minimize any bias and increase fairness for all the decisions that will result from this.

12. Some of the Best HR Analytics Suppliers for 2021

Product Name	Benefits
Sisence	Best for startups, small businesses. Medium corporations, and large businesses. Used by over 2000 businesses worldwide. Has flexibility to use data from HRIS, ATS, performance management systems for analysis.
Tableau	Separates data for employees and assists management in generating analysis for Americas current biggest brands. They are a visualization platform that displays real time analytics including maps, charts, various graphs and more.
OrgVue	This is an analytics platform designed specifically for Human Resources. The emphasis is on the future of your business and the impact on your company. It includes a great self-assessment tool and are used by some of the biggest businesses around the world.
ChartHop	Have a great people analytics and people planning tools on their platform. This allows the business to analyse areas such as diversity or changes over time when hiring plus the ability to forecast future headcounts.
SplashBI	The tools here can be integrated into your product especially when using Excel. A great feature is the tools used to assist HR to analyse and understand staff turnover figures. They also offer a free trial.
Lattice	Combines employee engagement, performance management, growth & development and people analytics on the same single platform. They have a performance management tool that allows your employees to see the impact their performance and efforts has on the company as a whole.

13. Summary and Implementation Steps

Whatever the business's thoughts are on analytics, there is no doubt that it can play a huge role in any company's future growth, and this is how many HR departments need to sell the concept when their business leaders are sceptical on the idea.

With the ongoing digital transformation of our business world (and society), the concept and implementation of people analytics are set to drive business decisions, which will see an increase in the demand for the technology and for the people who understand it.

To ensure that your HR department can implement the detail in this guide I have set out a 10-step guide to simplify the process for you. This guide should give you the framework to enable you to fit your business culture and desired goals around this.

These analytics tools can help you to streamline your current work processes and see a genuine benefit to the business, your staff performance, engagement, well-being and overall company culture. Once in place, the business can begin to see the benefits of this in its productivity, profits, staff retention and many other factors, all thanks to HR's implementation.

People Analytics Implementation Step-by-Step Guide

<p>1. Create your data-based for decision-making processes</p>	<p>By creating a data-based decision-making system, a company can create a culture surrounded by data, analyzing information, and test applications. This helps encourage innovation, toleration of mistakes, and emphasizing learning.</p> <p>Encourage innovation, learn to tolerate mistakes, and emphasize continual learning all help to create this type of culture. In a data-based decision-making culture, insights revealed by the data – rather than opinion should take priority here.</p>
<p>2. Guide through questions and uncertainty</p>	<p>It’s important to address items that are areas of improvement for a company in order to use data to guide them towards success. By looking into areas of improvement, a company can strengthen its weaknesses and improve upon their already established success.</p> <p>Remember to be specific and start small by setting reasonable achievable goals. Think of a problem you’re experiencing and that you think data will help you to solve. determine what needs to be measured and what data needs to be collected.</p>
<p>3. Manage your data</p>	<p>When beginning to take in a lot of data, it’s important to be able to organize it. Without data management, it is difficult to look back at previous data and look to future ways to improve upon that data. Decide on what data you want to collect.</p> <p>Use accurate data measurement tools and software to ensure data is being captured in a standardized way. Software that uses analytics is emerging for all areas of recruitment and talent management, for many companies. It would also be wise to have the finished result approved before it is used in your business to avoid any damaging risks to the organization.</p>

	<p>Anonymity and data protection carry strict laws and as such, you will need to provide a sound business reason as to why you intend to collate and analyze such data. Therefore, make it a priority to check legal compliance throughout the whole process from start to finish.</p>
<p>4. Take action around results</p>	<p>People Analytics and information are a pathway to seeing what needs to be improved and taking action upon it. Sometimes the path towards that eventual success isn't as clear, so being able to understand that data and put it to use is a way to implement People Analytics into the workspace.</p> <p>Based on the results of your data analysis, figure out the story your data is telling you. Then you can determine which actions can be taken based on that story. Implementing those actions and then following up on their outcomes is what makes analytics a truly strategic tool.</p>
<p>5. Diversify your pool of analytical tools and streamline your processes</p>	<p>It's important to be able to diversify analytical tools, metrics, and KPIs in order to discover possible new solutions for problems. This can lead to creative ways to improve performance and find a possible quicker and efficient method to reach success.</p> <p>Analytics can range from simple data collation to complex projects depending on what outcome you desire.</p> <p>You may need to make some decisions initially to agree on the intended model and strategy before you can proceed and use the data.</p> <p>You would then need to check the quality of the data and clean everything up so it is in a readable and understandable format.</p>
<p>6. Collect efficient research</p>	<p>By collecting efficient data, this will ensure that the method is working towards being properly implemented.</p>

<p>7. Turn data into action</p>	<p>Putting the necessary steps into implementing data change in the workplace will be an important way of justifying an emphasis on people analytics for a company.</p> <p>Measure your relevant data and conduct basic analysis to spot any issues or differences that stand out.</p> <p>Analyze correlations and patterns that present themselves, put your statistics and visualization skills to work.</p> <p>Define the problems, stakeholders and scope of analysis.</p> <p>Improvement should be based on insights and show you several options that you can explore.</p> <p>Control the change by monitoring your KPIs.</p> <p>Make sure that you can establish context for the data that you are witnessing. Ask yourself, what do these numbers mean? Are they important to the business? Does it really affect the business? And how is/have we collected the data?</p>
<p>8. Implement continuous feedback and encourage continued improvement across the business</p>	<p>Continuing the conversation about analyzing people, using performance data, measuring KPIs and an overall work of human resource data will drive productivity and success towards a business. The data collected is a story that can help drive towards new goals and objectives. Once you've begun using HR analytics to solve business problems, you must continuously monitor your analytics process for inefficiencies, errors, and risks, follow up on recurring issues and implement structural changes to prevent them in the future. After the process has been fine-tuned to weed out any inconsistencies, you'll be able to move on to the next step – Predictive HR Analytics.</p> <p>Right from recruiting to employee training and succession planning, HR analytics plays a key role in aligning human capital practices to broader business objectives.</p>

<p>9. Monitor for compliance and focus on the facts</p>	<p>With new people coming in and out of this system alongside the growing skillset and responsibilities of other people in a company, it will be a constant challenge to stay acclimated to legal compliance. Ensure that you are able to prove the effectiveness of your HR policies and procedures when it comes to supporting the overall goals of the business.</p> <p>As HR, you can ensure that talent and people factors are addressed in your business strategy. Not only does this make your HR function more credible when delivering data and forecasting results, but also effective when changes need to be made, so push your HR to be more reliant on the facts and figures rather than simply measuring Key Performance Indicators (KPI's) or Return on Investments (ROI's).</p>
<p>10. Set realistic expectations</p>	<p>When working with people, it's important to realize the variance in doing so. This variance can relate to people's intangible, personalities, and emotions, so it's vital to look into realistic expectations from humans in the workplace.</p> <p>Agreeing performance metrics at the beginning of a project and regularly checking in with product owners will help ensure that models are deployed swiftly.</p> <p>Set your expectations with employees, it's also important to remain flexible. Depending on the situation or your relationship with your employees, as well as the needs of the business you may choose to raise or lower the set standards in time.</p> <p>Setting clear and realistic expectations, and discussing them every month, is a sure-fire way to keep the lines of communication open. With this kind of personalized attention, you are helping to keep staff on side and engaged, and hopefully avoiding employee turnover later on for the business.</p>

Analytics Implementation Roadmap Guide



