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Building People Analytics Capabilities

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*"Build an online learning community to continuously educate **100,000** HR Professionals"*

100+
Countries

300+
HR Clients

15,000+
Members

800+
Learning Activities

500+
Video Lessons

60+
Online HR Courses

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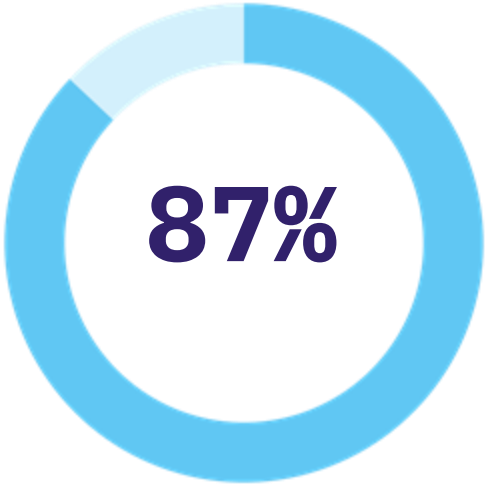
Contents

- Why are we talking about this?
- How data literacy drives performance
- T-Shaped HR professionals
- Skills that are lacking in HR
- Data literacy maturity

Skills gaps in the business



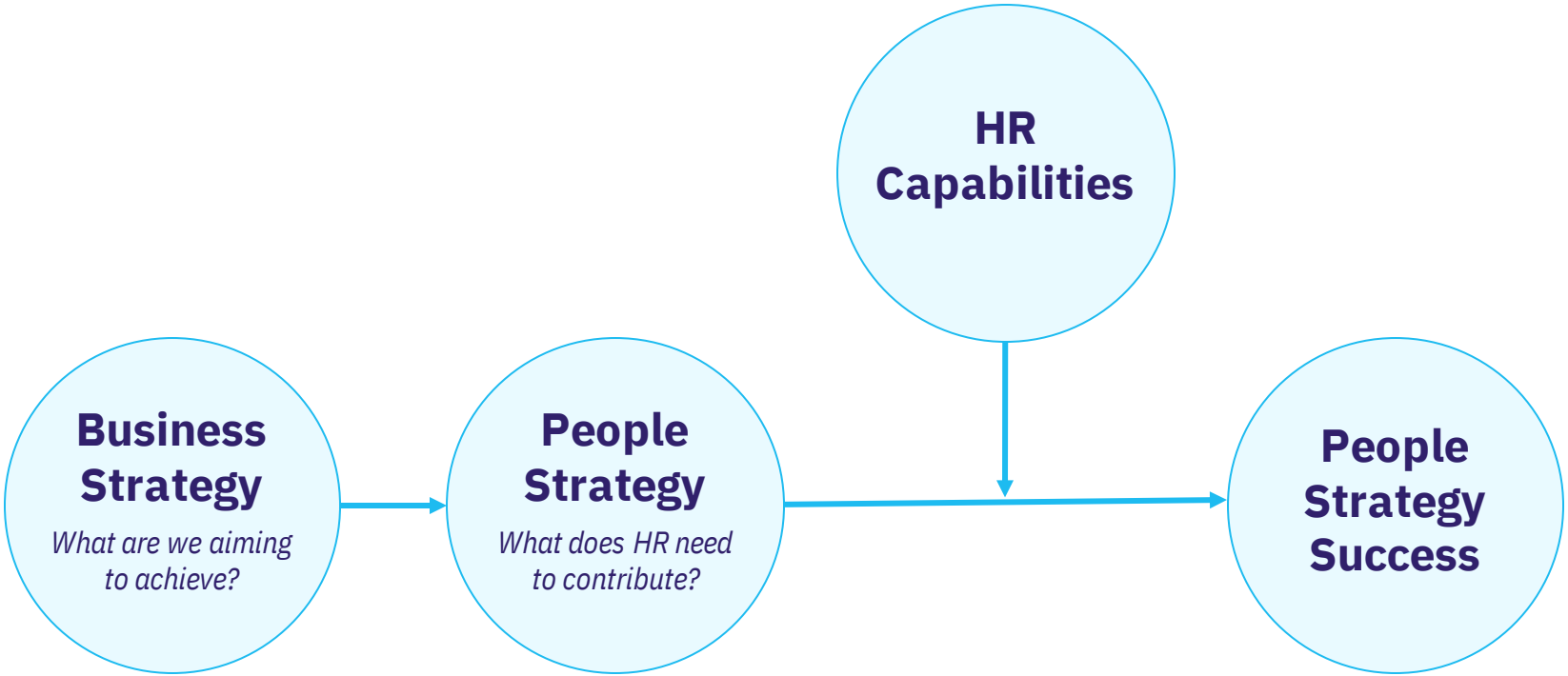
*of organizations are aware that they either **already have a skills gap**, or will have one within a few years*

Source: Mercer

40% *of employees say that their companies are **upskilling***

Source: McKinsey, PwC

Skills gaps in HR



Advisor/BP/Strategist

ADVISOR

Moments-that-matter Applications	Actions and Performance Outcomes	Driving Results Through Data
"Where do I apply it?"	*"How do I achieve it?"*	*"What do I want to achieve?"*
• Brings labor market data when a new factory location is discussed • Knows the impact of engagement on revenue and customer outcomes	• Leverage (ad-hoc) data to make better business decisions • Clear cause-and-effect relationships • Empower others to work with data	• Support business results through driving measurable people outcomes • Can prove the impact of people practices on business results

COE Specialist

SOLUTION ARCHITECT

Moments-that-matter Applications	Actions and Performance Outcomes	Driving Results Through Data
"Where do I apply it?"	*"How do I achieve it?"*	*"What do I want to achieve?"*
• Utilizes demographic and feedback data to assess the effectiveness of D&I initiatives • Pinpoint why employees leave • Compare the effectiveness of different recruitment processes	• Drive targeted interventions • Use data to measure success in their domain • Identify bottlenecks in HR processes	• Design future-proof HR strategies that align with business objectives • Operational efficiency through impactful processes

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Service Champion

SERVICE CHAMPION

Moments-that-matter Applications	Actions and Performance Outcomes	Driving Results Through Data
"Where do I apply it?"	*"How do I achieve it?"*	*"What do I want to achieve?"*
• Analyzes ticket data to identify patterns and FAQs • Analyzes volume and types of inquiries to adjust staffing schedules	• Enhances data accuracy as they understand how data is leveraged • Measures experiences across the employee lifecycle	• Drive impact through engaging people and superior experiences

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Identify Your Current HR Persona

ADVISOR

SOLUTION ARCHITECT

SERVICE CHAMPION

STRATEGIST

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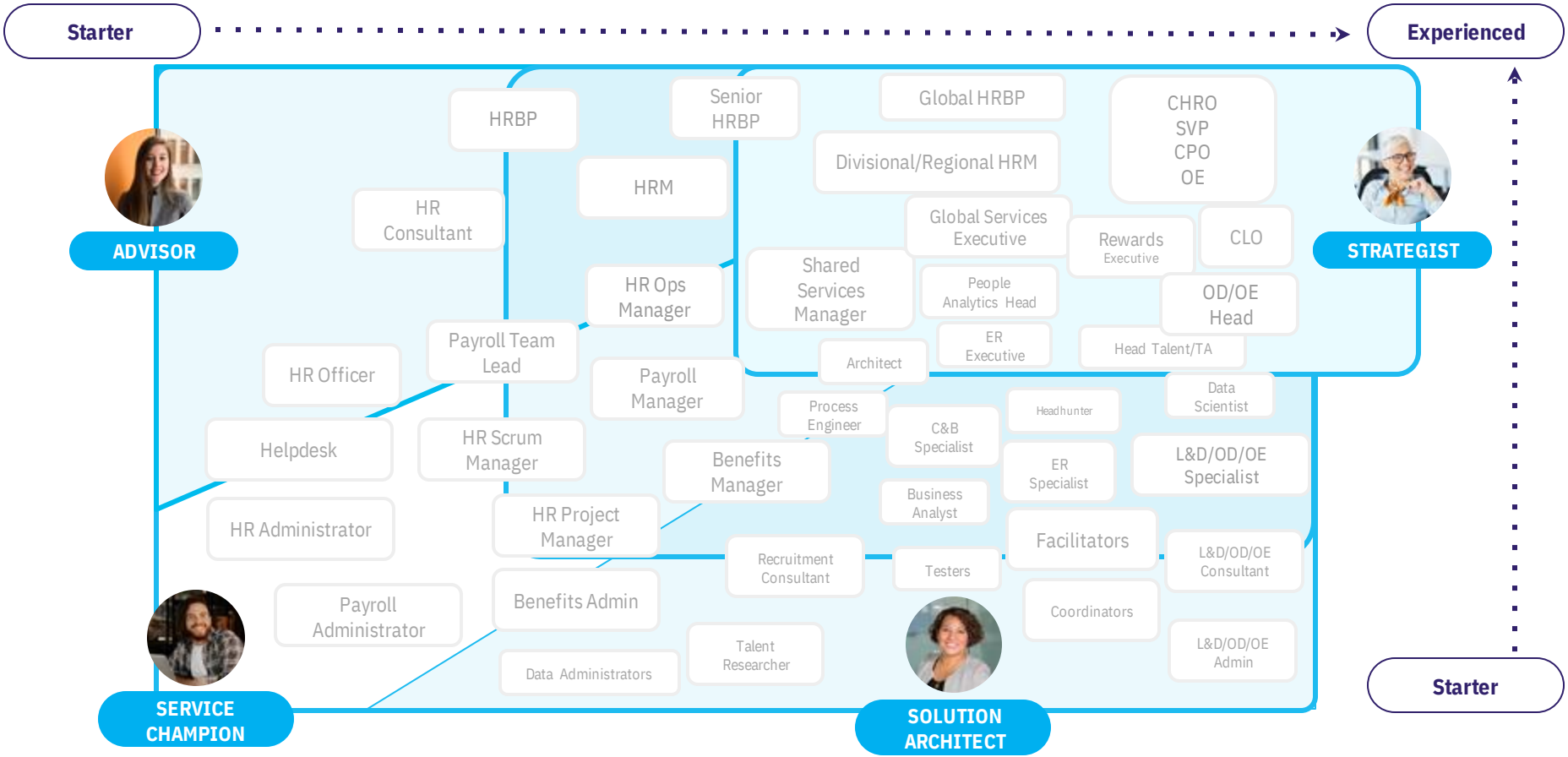
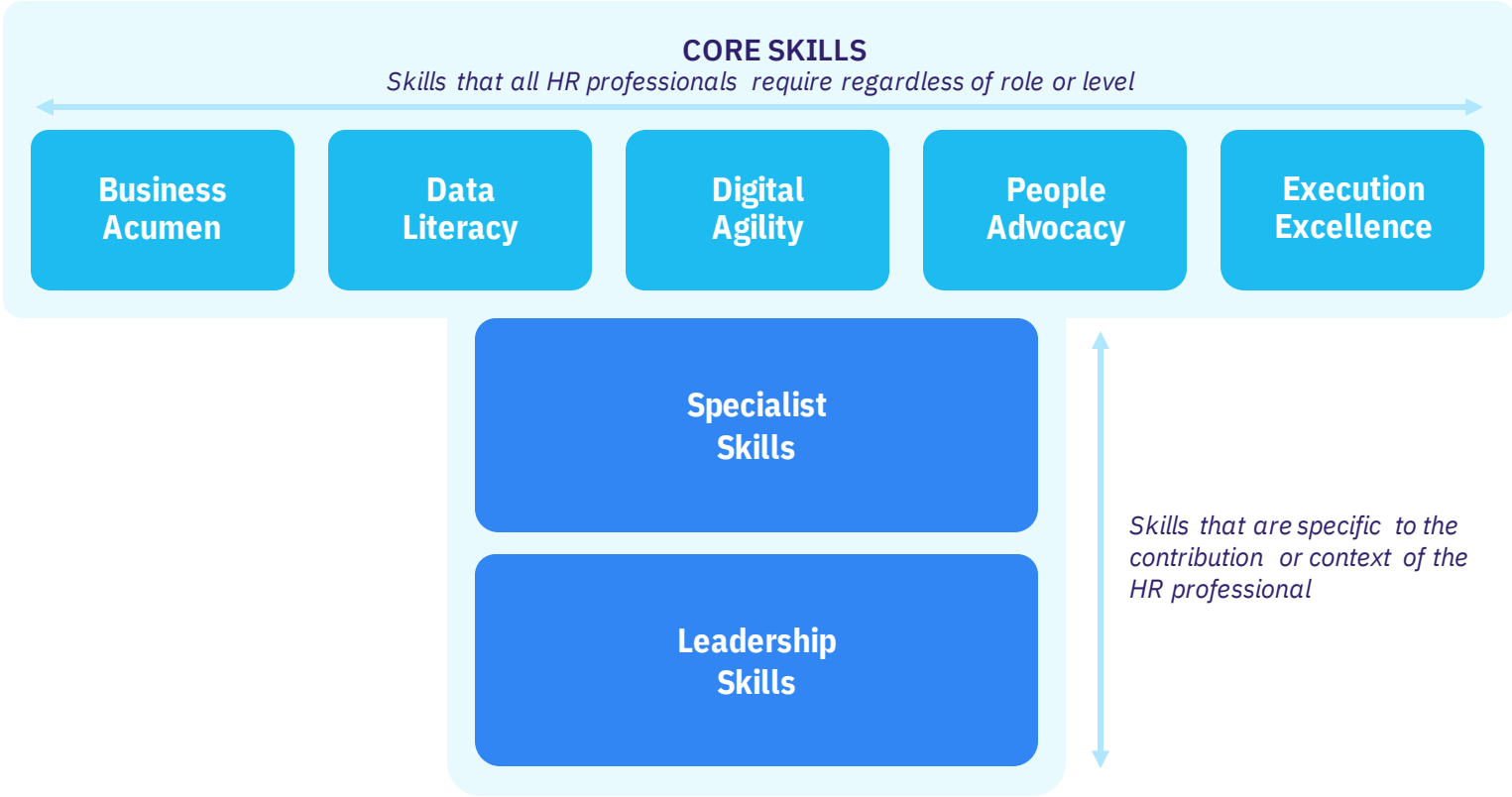
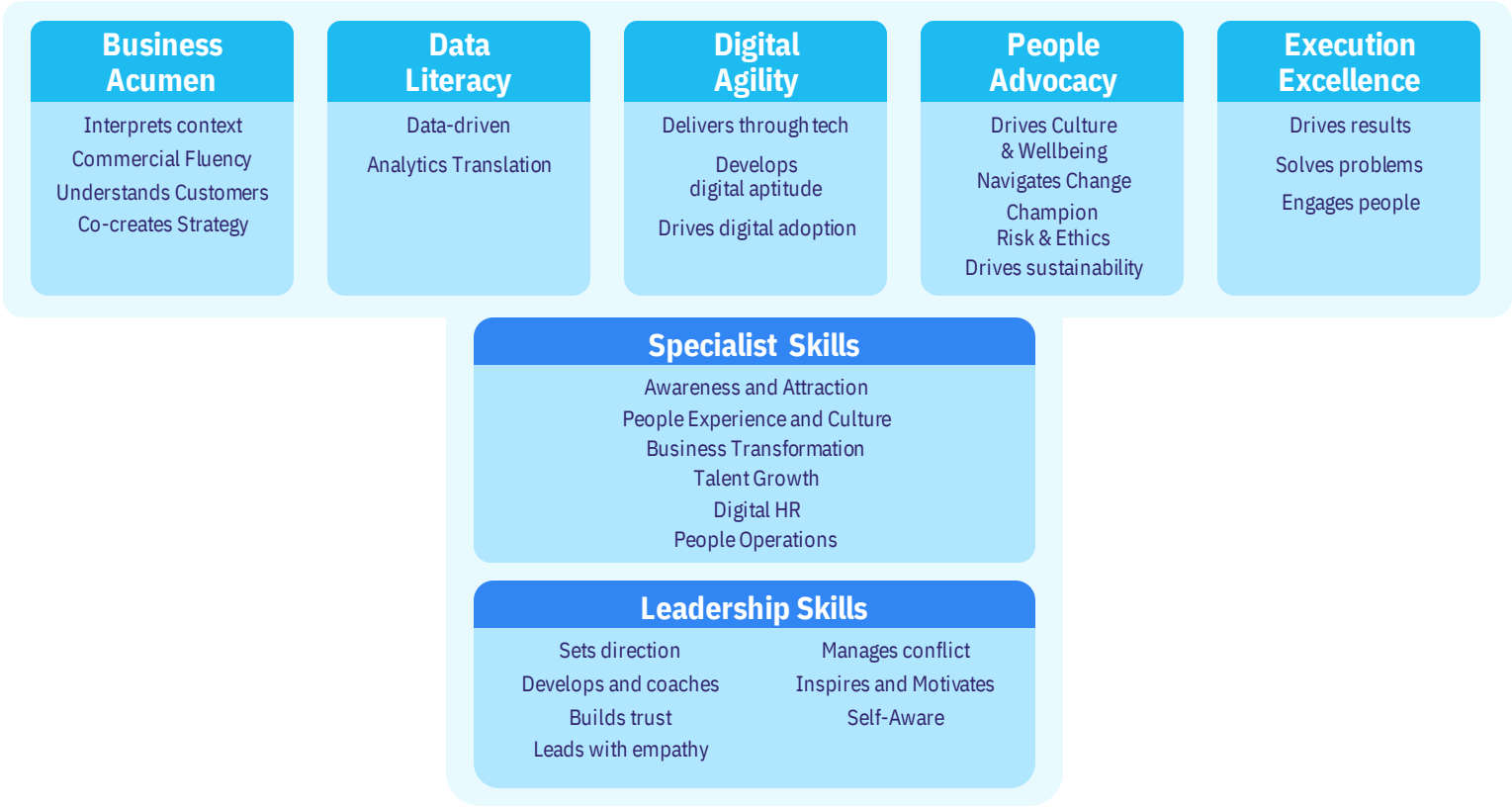
#3 Map Career Trajectories



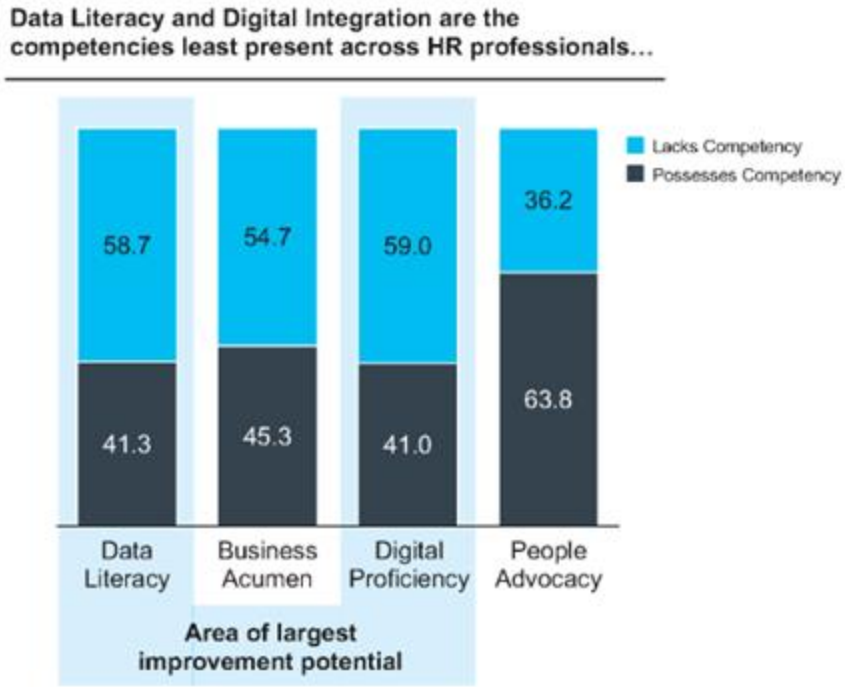
AIHR T-Shaped Model



AIHR T-Shaped Model



Skills Gaps in HR



Data Literacy

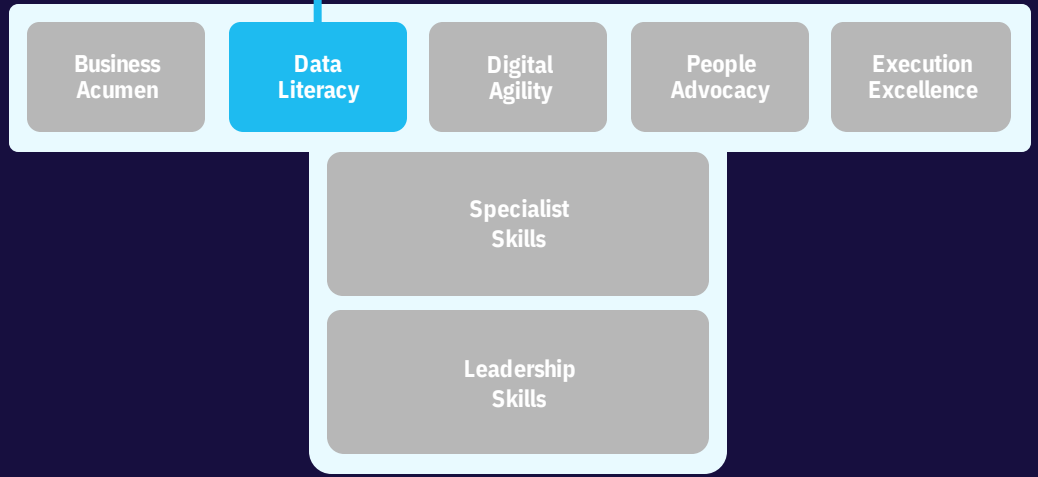
The ability to analyze, interpret and communicate people's data to derive actionable insights, inform decision-making, and assess HR's contribution to achieving strategic business objectives.

Data Driven

Grasps & uses data to make decisions and inform practice.

Analytics Translation

Translates people data into actionable insights.



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WHAT DO I DO?		HOW DO I DO IT?
Reads Data	Analyze and understand data from a variety of sources	*"I use various techniques to read data from multiple sources."*
Creates Data	Identifies opportunities to set KPIs and create value-adding data	*"I create data that helps the organization answer questions, evaluate outcomes, and forecast trends and probabilities."*
Applies Data (Evidence-Based Practice)	Aggregates and applies data from multiple sources to inform decision-making	*"I use data to drive evidence based decision making."*
Ethical Data Application	Works with data in an ethical manner that protects the confidentiality and rights of all stakeholders	*"I use data ethically and responsibly to protect privacy and promote trust in people analytics initiatives."*

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WHAT DO I DO?		HOW DO I DO IT?
Develops Relevant hypotheses	Identifies and defines business problems that can be solved with (people) data analytics	*"I identify knowledge gaps and answer specific questions with data analysis."*
Communicates Data Stories	Packages, visualizes and relays key data outcomes in a way that resonates with the target audience	*"I consciously package and impart data insights in a way that promotes understanding, decision-making, and actionable outcomes."*
Champions Analytics Adoption	Creates an environment that supports and fosters critical use of data for decision making	*"I build a data-driven culture that transcends different technical skill levels and empowers others to utilize data better."*

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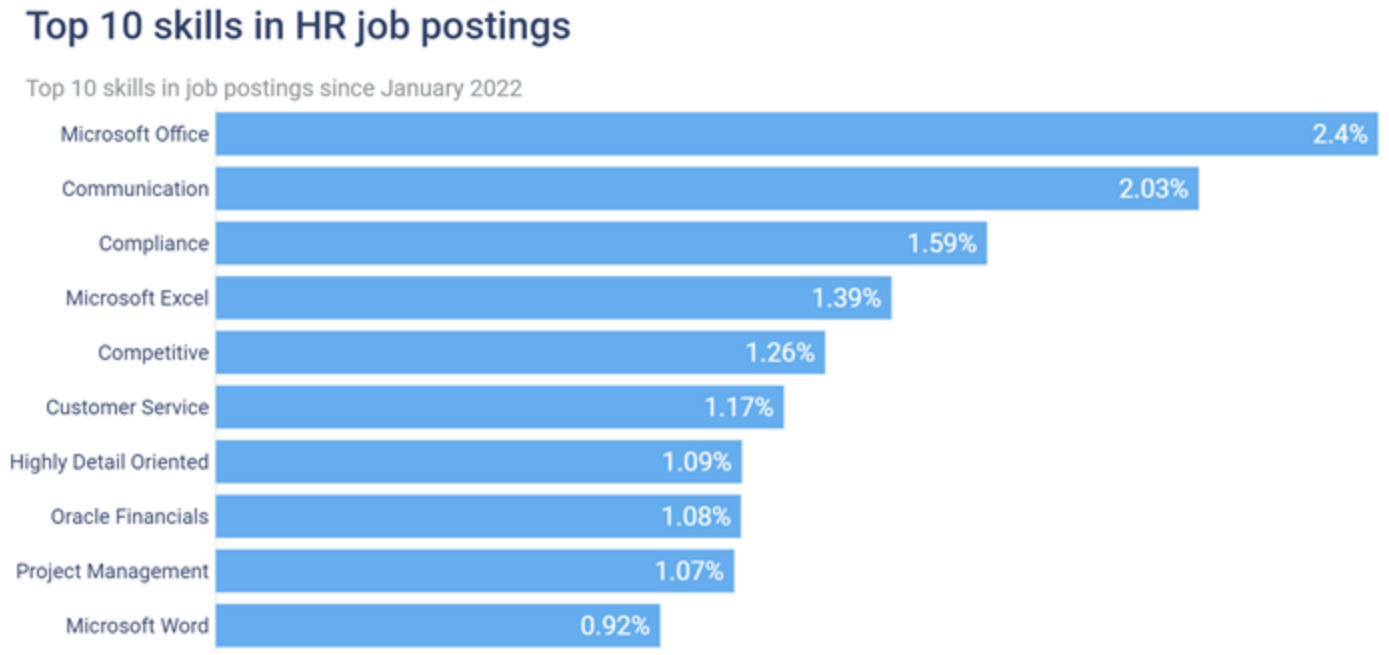
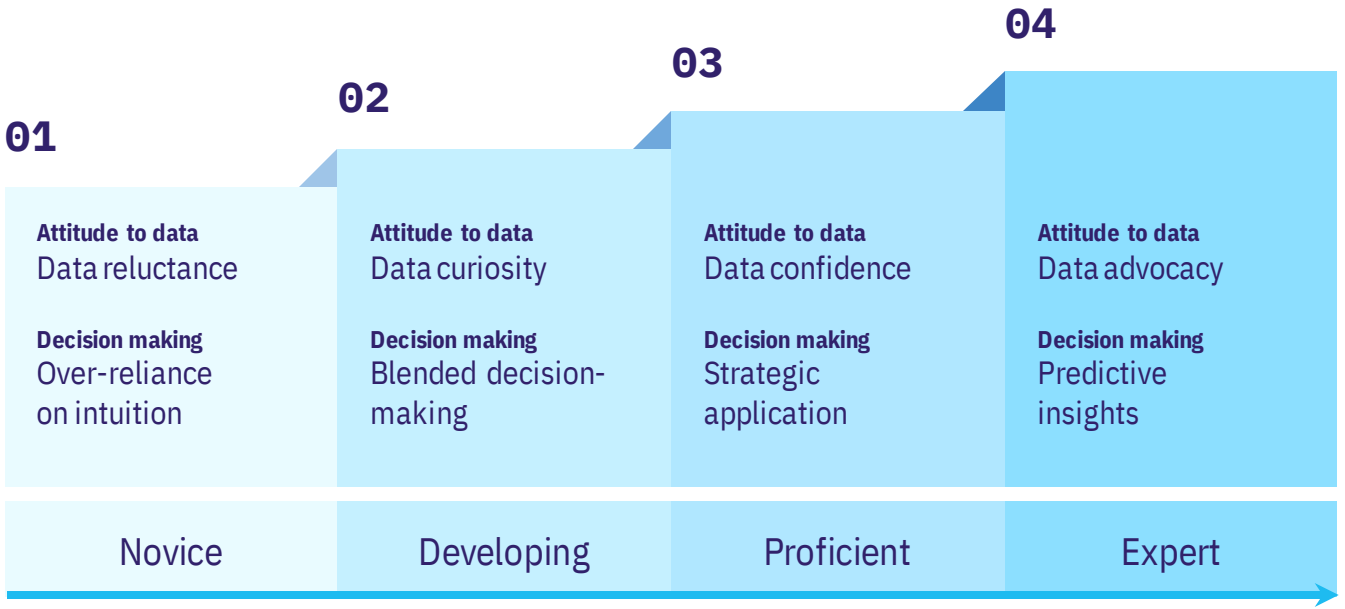
We need future-oriented skills...

Instead, we get...



Data Literacy Maturity



To download our full competency framework, visit:

aihr.ac/HR-competencies

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Q&A