

People Analytics

Perspectives from Practice

June 2021

Ilia Maor

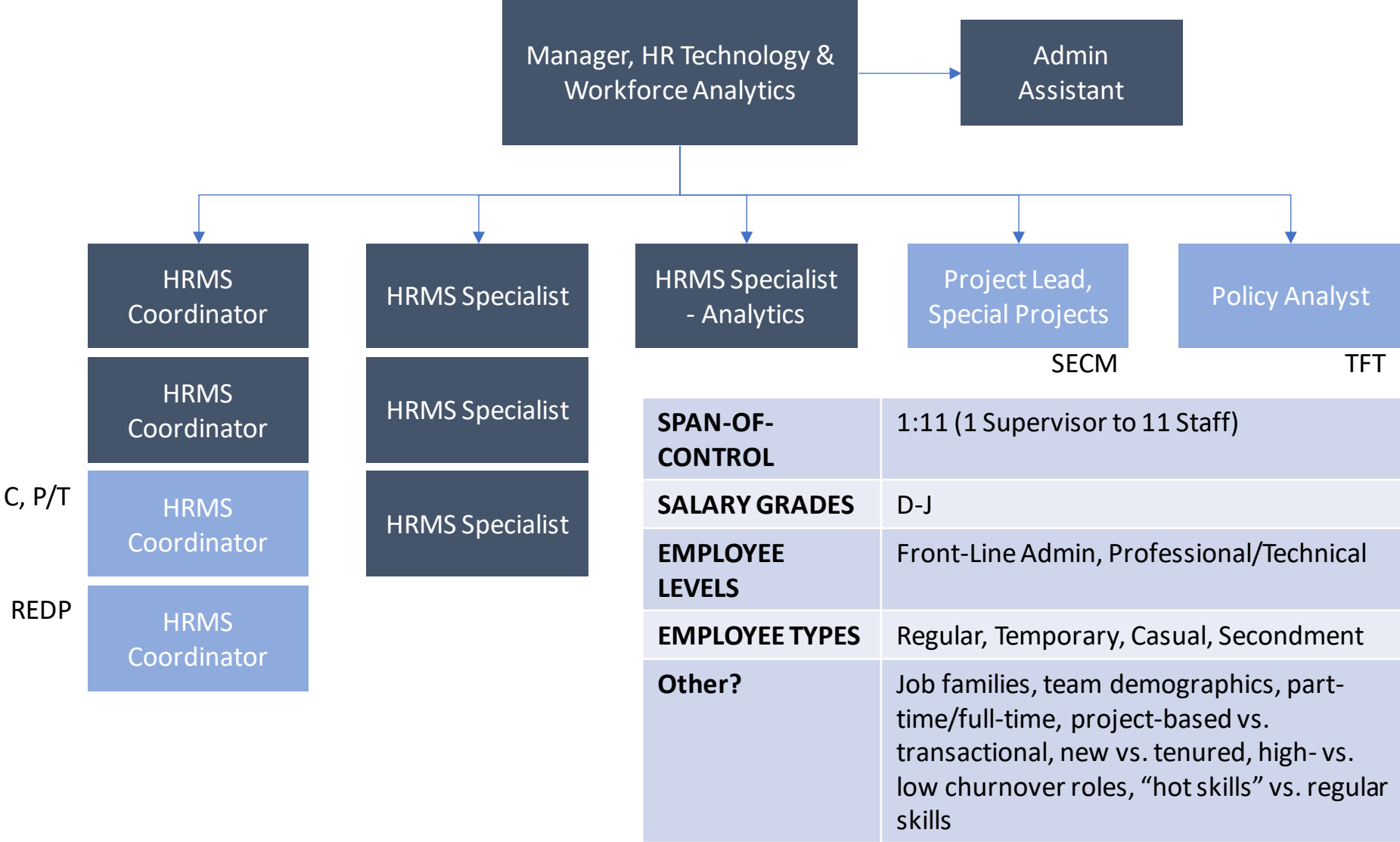
Manager, HR Technology & Workforce Analytics

Human Resources, Corporate Services

Regional Municipality of York



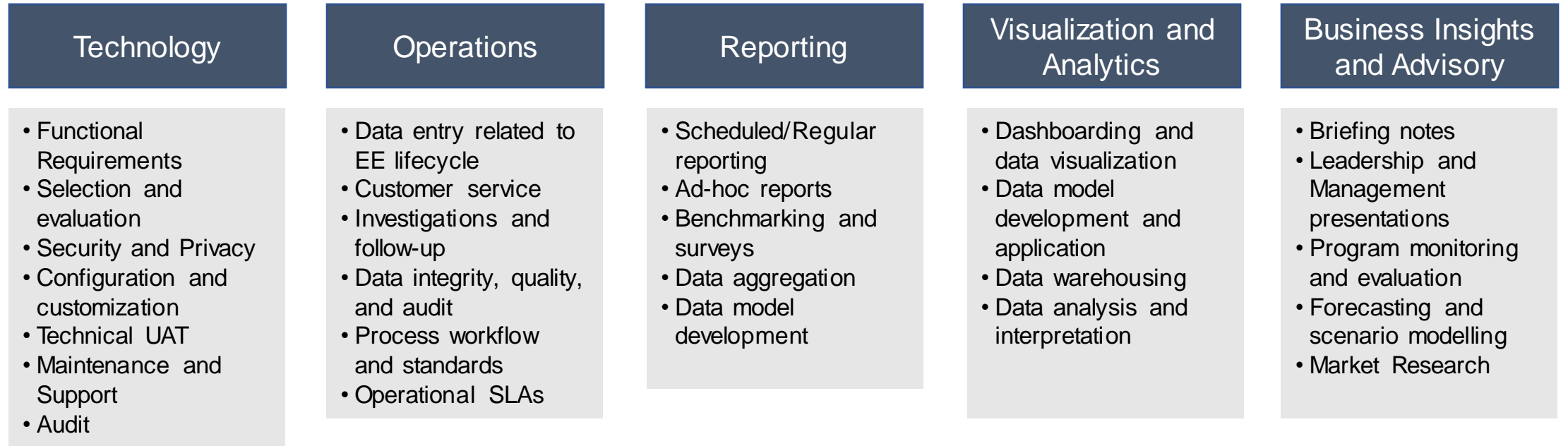
My team



C, P/T
REDP

SPAN-OF-CONTROL	1:11 (1 Supervisor to 11 Staff)
SALARY GRADES	D-J
EMPLOYEE LEVELS	Front-Line Admin, Professional/Technical
EMPLOYEE TYPES	Regular, Temporary, Casual, Secondment
Other?	Job families, team demographics, part-time/full-time, project-based vs. transactional, new vs. tenured, high- vs. low turnover roles, "hot skills" vs. regular skills

Team Scope



Foundational Process/Systems

"People Analytics"

People Analytics journey



People Analytics journey

Easy



Past



Complex



Future

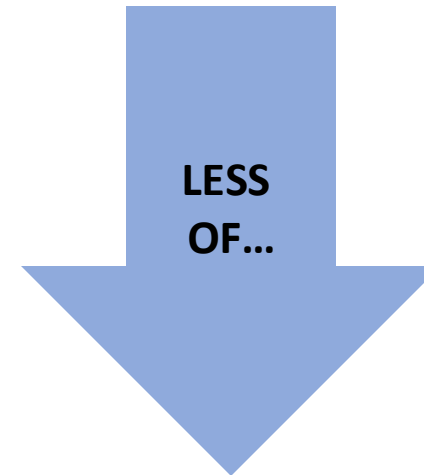
What do leaders want?

- Make the best decisions
- Showcase expertise and knowledge
- More time

What does it mean for People Analytics specialists?



- Data
- Insights
- Self-Service
- Better visualization
- Granularity and detail
- Data availability and timeliness
- Interpretation
- Personalization
- Accuracy
- Consistency
- Traceability
- Drillability
- Prediction
- Recommendations
- Best practices
- Benchmarking
- Intuitive Design



- Spreadsheets
- data “dumps”
- Information irrelevant to them
- “numbers for the sake of numbers”
- Long write-ups
- Waiting to receive information
- Inconsistent formats
- Poor design or visuals
- Stale or dated data
- Misinterpreted data
- Over/underinterpreted data
- Explanations of why something is technically complex

What does an ideal analyst look like (to me)?

- Curiosity/Inquisitiveness (Why? What if?)
- Critical thinking
- Storytelling
- A healthy skepticism
- Technical aptitude
- Resourcefulness
- Good data fundamentals
- Relationship building

Practical limitations of methodology

- Iterative analysis – “the more we know...” or “unknown unknowns”
- Aggregate metrics being used for individual cases
- Comparative lenses may not fully capture departmental practices (e.g. performance, time-to-hire)
- Granularity vs. validity
- Data literacy and interpretation
- May be accurately measuring the wrong things
- Inconsistencies in comparator benchmarking
- Resource bandwidth to develop data models
- Transitioning from “cool stories” to impactful and actionable insights
- Balance between transparency and privacy

On the horizon for People Analytics

- Algorithmic decision-making and biases (i.e. in video interviewing, recruitment)
- Data ethics
- Privacy
- Natural Language Processing (i.e. sentiment analysis in employee communications, engagement and pulse surveys, candidate applications)
- Machine learning and “AI”

THANK YOU

Ilia Maor

Manager, HR Technology & Workforce Analytics

Human Resources, Corporate Services

Regional Municipality of York

