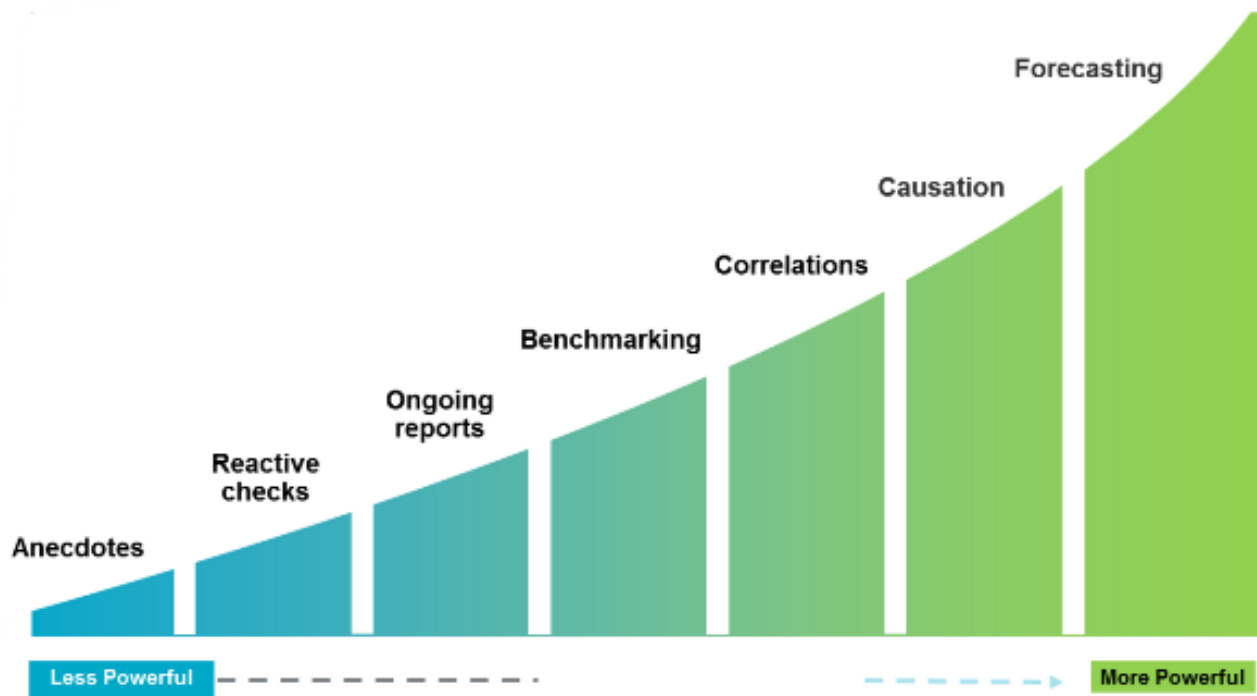


## WAI INSIGHTS

### Which Types of Workforce Analytics is Your Organization Implementing Now?

Seven identifiable types of workforce analytics range from anecdotal to forecasting.



Source: The Workforce Analytics Institute Poll 2015. Used by permission, Mercer.

As organizations progress along the analytics continuum, they employ different types of analytics:

**Anecdotes** No or limited data analysis is involved, relying mainly on guesstimates and subjective interpretations. For example, the head of sales may come to the HR team and say “my two top sales people have left, we have a turnover problem.”

**Reactive checks** At this stage, the focus is on ad-hoc reporting when problems arise. For example, the HR team runs an ad-hoc report on headcount numbers to shed light on a turnover problem

**Ongoing reports** Regular, ongoing reports are created with consistent measures and definitions. This stage allows organizations to identify and understand macro workforce trends and potential risks. For example, the HR team creates ongoing structured, static reports on turnover that are discussed during monthly executive meetings.

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**Benchmarking** Data is sliced and diced for internal and external comparisons. For example, the organization works with an external provider to benchmark business-related workforce metrics in the same geography, industry or peer groups to gain clarity on the external workforce environment.

**Correlations** Statistical techniques are used to understand relationships between workforce metrics and business outcomes. For example, the workforce analytics team analyzes correlations among turnover rate, incentive plan, and performance to gain insights on program effectiveness and workforce factors.

**Causation** The focus is on testing and learning the impact of interventions on desired outcomes. For example, the analytics team adjusts payout ratios to work out the most effective way to reduce turnover of high performing employees.

**Forecasting** The use of data analysis tactics, such as stochastic modeling, to determine the optimal course of action given all the potential combinations of options and outcomes.

**In summary**, organizations progress upon the analytics implementation journey upon a curve marked by seven identifiable types, from anecdotal to forecasting. The power of workforce analytics to the organization varies from less powerful to more powerful depending on where on the curve the organization currently is. Which types of workforce analytics is your organization implementing now?

**WAI Insights** is a regular newsletter that highlights high-impact research nuggets to help organizations be cognizant about data to drive fact-based business decision-making.

For more information, refer to our research sources:

[Workforce Analytics: The View from Asia](#)

[Big Data Doesn't Mean Big Brother \(Implications for Asia\)](#)

[How Do I Get Started in Workforce Analytics](#)

[Human Capital Analytics: A Primer](#)

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