



# ANALYTICS CODEX

PBC's People Analytics Solution

“You wouldn’t **launch** a new product or a new campaign **without data**. HR decisions should be **approached** the **same way**.”

**JEFFREY T POLZER**

Harvard Business Review  
May–June 2018

# HOW IS ANALYTICS DONE?

At PBC we define Analytics as

Driving Strategic Business  
Performance Through Data

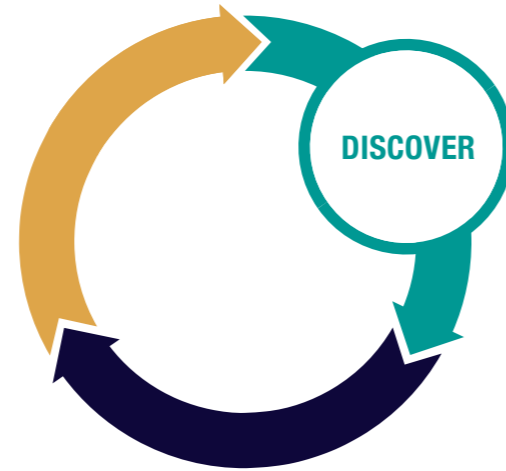
Based on a review of empirical research and industry best practice, we view analytics as an incremental approach that relies on the effectiveness of each stage.

PBC's Analytics Codex uses a three stage methodology to ensure a relevant and intelligent approach to Analytics.



# DISCOVER

OBJECTIVES | CONTEXT | APPROACH



- What are the organisation's top strategic priorities?
- What are the objectives for undertaking analytics?
- What questions/hypotheses need to be explored?
- What success criteria will be used to know if objectives are met?
- What data and information are available/required?
- What analytics approach is required and most suitable?

<b>Organisation's Strategy</b>	<ul style="list-style-type: none"><li>• Alignment of analytics with strategic objectives</li></ul>
<b>Business Environment</b>	<ul style="list-style-type: none"><li>• Key stakeholders</li><li>• Organisational state/context</li></ul>
<b>Commitment</b>	<ul style="list-style-type: none"><li>• Timeframes</li><li>• Resources</li><li>• Budget</li></ul>
<b>Research Questions</b>	<ul style="list-style-type: none"><li>• Empirically based</li></ul>
<b>Data/Information Available</b>	<ul style="list-style-type: none"><li>• Assessment data (e.g., personality, ability, 360)</li><li>• Demographics (e.g., leader level, gender)</li><li>• Performance data (e.g., customer satisfaction)</li><li>• Internal metrics (e.g., engagement, turnover)</li><li>• Qualitative data (e.g., focus groups)</li><li>• Sales data (e.g., lead conversion rates)</li></ul>
<b>Approaches</b>	<ul style="list-style-type: none"><li>• Benchmarking</li><li>• Workforce planning</li><li>• Competency design and mapping</li><li>• Job analysis and profiling</li><li>• Organisational surveys</li><li>• Validation studies</li><li>• Evaluating effectiveness/ROI of interventions</li><li>• Predictive analyses</li><li>• Exploratory analyses</li></ul>

“Most of the world will **make decisions** by either **guessing** or **using their gut**. They will be either **lucky** or **wrong**.”

**SUHAIL DOSHI**  
CEO, Mixpanel

# ANALYSE

## INSIGHTS | PERSPECTIVES



- What insights can be extracted from the analyses?
- What are the different perspectives that need to be considered when interpreting the insights?

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### Stakeholder Perspectives

- Internal (e.g. staff, leadership team)
- External (e.g. customers/clients)

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### Implications

- Organisation-level
  - Employees
  - Customers
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# TAKE ACTION

IMPLEMENT | COMMUNICATE | EVALUATE



- How can the organisation benefit from the insights?
- What may be some effective strategies and recommendations to enhance the organisation?
- What is the best format to present the insights?
- What is the most effective communication strategy to engage stakeholders?
- How effectively were organisational needs and objectives addressed?
- How can future analytics initiatives be improved?
- How can the improvements/impacts be sustained?

<b>Solutions</b>	<ul style="list-style-type: none"> <li>• Business planning/strategy</li> <li>• Talent management</li> <li>• Recruitment and selection</li> <li>• Change management</li> <li>• Team-based development</li> <li>• Engagement (employees/ customers)</li> <li>• Safety</li> </ul>
<b>Success Criteria</b>	<ul style="list-style-type: none"> <li>• Criteria to enable evaluation of the interventions implemented based on the insights obtained through analytics</li> </ul>
<b>Engagement</b>	<ul style="list-style-type: none"> <li>• Link with strategy</li> </ul>
<b>Output</b>	<ul style="list-style-type: none"> <li>• Data visualisation</li> <li>• Reporting</li> </ul>
<b>Business Outcomes (ROI)</b>	<ul style="list-style-type: none"> <li>• Performance</li> <li>• Engagement</li> <li>• Customer satisfaction</li> <li>• Productivity</li> <li>• Safety</li> <li>• Turnover</li> <li>• Revenue</li> <li>• Profitability</li> </ul>
<b>Refining Analytics</b>	<ul style="list-style-type: none"> <li>• Future needs</li> <li>• Sustaining improvement and impact</li> </ul>

# CASE STUDIES USING FRAMEWORK

## GRADUATE SELECTION METHODS ANALYTICS



### Discover

PBC has worked with a large government sector organisation to design and deliver the recruitment process for their 2016, 2017, and 2018 Graduate Programs. The organisation was interested in understanding how best to design and deliver a recruitment process that identifies talented and motivated graduates to build a high performing government sector by building a capable and effective workforce.

### Analyse

Candidates' performance data across all selection assessments was reviewed to understand which methods provided the most differentiation and predictive validity in understanding candidate capability.

The insights obtained from the analysis found that the selection process identified candidates with greater capability and alignment to the organisation's identified capabilities and values. While traditional methods like personality and general mental

ability were highly predictive, tailored assessments such as a situational judgement tool were less predictive, but still provided additional benefits such as providing candidates a realistic job preview during application stage. Screening assessments were also a strong predictor of how candidates performed at later stages, highlighting their importance in early stages.

### Take Action

The insights gained from this project are being used to optimise the process for the 2019 Graduate Program. Success criteria will be benchmarked against the analyses conducted based on the 2018 intake to understand if the enhancements improved the calibre of graduates being recruited.

To maximise impact and extract key themes from the analytics, a report was delivered which communicated the findings to the organisation. Consultation followed to embed the learnings into the design for future recruitment.

Analytics enabled PBC to understand, evaluate, and identify future enhancements to the recruitment solution for the organisation, supporting them to build a more capable workforce.



# CASE STUDIES USING FRAMEWORK

## TALENT ANALYTICS



### Discover

A government statutory authority undertook a talent program with 95 of their managers and wanted to use analytics to further explore the outcomes of the program and the characteristics associated with high potential and high performing managers.

### Analyse

The data used for the analytics project consisted of performance data for the managers based on the 9-box grid and the manager's results on the Hogan High Potential Leadership Assessment and the Hogan 360.

Analyses were conducted to explore the relationship between the managers' performance data and their results on the Hogan assessments to help identify the characteristics associated with high potential and high performance.

The insights obtained from the analytics project aligned with the organisation's recent efforts to encourage more passion and a change focus mindset within their organisation.

The analyses also helped to provide the organisation with a greater understanding of their current management team and key scales from the Hogan Assessments that are likely to predict high potential and high performing managers which can be used to support their future talent management efforts.

### Take Action

Various data visualisation and communication methods were used to help the leadership and talent development team understand the insights gleaned from the analyses. This included highlighting the implications of the results for the organisation and linking the findings to organisation's current goals and objectives.

By undertaking the analytics project, the organisation was able to obtain greater insight into the effectiveness of their talent program and its relationship to the performance of their management team.

The organisation's future efforts in identifying, selecting and developing talent and in areas such as succession planning was also enhanced by incorporating the knowledge they obtained around the key scales from the Hogan Assessments that are likely to predict potential and performance in the organisation.



# CASE STUDIES USING FRAMEWORK

## JOB FIT ANALYTICS



### Discover

A large Australian financial institution wanted to improve the effectiveness of their selection process for the recruitment of managers by incorporating valid and reliable assessment tools.

Goal: develop a 'job fit profile' based on Hogan Assessments to increase the likelihood of identifying individuals who would be successful in a manager role.

### Analyse

Analyses were conducted to explore the relationship between the managers' performance data and their results on the Hogan assessments to help identify the key scales associated with performance in the role.

Data from subject matter experts based on the Job Evaluation Tool (JET) was also analysed to identify the characteristics and competencies critical for successful performance in the role.

Insight was obtained into the key Hogan scales that should be prioritised during the recruitment process based on the JET, performance and assessment data. There appeared to be a discrepancy between the characteristics previously focused on during recruitment and the characteristics measured by the Hogan scales identified as related to performance in the role.

analysed to identify the characteristics and competencies critical for successful performance in the role.

### Take Action

Training was provided on how to effectively incorporate the Hogan Assessments into the recruitment process, including the key attributes and competencies that should be prioritised. This included a guide containing interview questions based on the Hogan Assessments that was designed to enable further exploration of the key characteristics and competencies associated with performance in the role.

Regular communication with those in senior leadership roles helped to ensure an accurate understanding of the role and to relate the findings to the broader organisational context. These leaders also played a key role in engaging others to participate in the project. Training and a written guide were also important to ensure those responsible for recruitment were able to effectively leverage the insights on the key characteristics associated with successful performance in the role.

By incorporating Hogan Assessments into the recruitment process and focusing on the key scales and competencies identified, the financial institution was able to enhance the robustness of their recruitment process. Those responsible for the recruitment of managers were also better equipped to assess characteristics and capabilities actually related to performance in the role.

# NOTES



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**For more information**

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