Human Competencies

Organizational Awareness

The ability to understand and interpret the organization's strategic goals, culture, and workforce dynamics to align people analytics initiatives effectively. This includes recognizing key organizational metrics, understanding business operations, and identifying how analytics can support broader objectives.

Foundational

- Recognizes key organizational goals and core values, understanding their relevance to people analytics.

- Identifies basic workforce metrics (e.g., headcount, turnover rates) and how they relate to business operations.

- Observes departmental structures and basic functions across the organization.

- Follows protocols for accessing and interpreting workforce data.

- Demonstrates awareness of how HR initiatives can support broader organizational objectives.

Intermediate

- Analyzes the impact of specific organizational goals and workforce metrics on HR initiatives and people analytics projects.

- Connects workforce data trends to operational needs, suggesting adjustments to align HR metrics with business priorities.

- Builds relationships across departments to understand functional needs and how people analytics can support them.

- Applies knowledge of organizational goals and culture to develop targeted analytics insights.

- Anticipates the impact of workforce metrics on organizational goals, providing preliminary recommendations to leadership.

Advanced

- Aligns people analytics with long-term strategic objectives, anticipating shifts in workforce needs and business goals.

- Leads cross-functional discussions to ensure people analytics initiatives address specific organizational priorities and challenges.

- Develops and refines metrics that correlate directly with organizational performance, adjusting analytics projects accordingly.

- Advises senior leaders on strategic initiatives by linking workforce data insights to organizational goals and identifying areas for strategic improvement.

- Integrates comprehensive knowledge of organizational strategy, culture, and workforce dynamics into advanced people analytics initiatives.

Data-Informed Leadership

The ability to influence, guide, and advocate for data-informed decision-making within the organization. This includes using insights from people analytics to shape strategies, gain buy-in from leaders, and foster a culture that values data-informed decisions.

Foundational

- Understands basic people analytics insights and their potential impact on HR and organizational strategies.

- Shares data findings with team members and leaders in a clear and concise manner.

- Seeks guidance on using people analytics to support team goals and contribute to broader organizational objectives.

- Demonstrates openness to feedback when presenting data-informed ideas to stakeholders.

- Encourages team members to consider data when making decisions on HR initiatives.

Intermediate

- Uses people analytics insights to shape HR strategies that align with departmental and organizational goals.

- Presents data-informed recommendations to leaders, providing clear connections between data insights and business outcomes.

- Builds support for people analytics initiatives by demonstrating the benefits of data-informed decision-making to peers and managers.

- Facilitates discussions on using analytics to improve team and organizational performance.

- Integrates data insights into team projects, influencing decision-making processes and outcomes.

Advanced

- Advocates for a culture of data-informed decision-making across departments, ensuring alignment with organizational strategy.

- Guides senior leaders in understanding and applying people analytics insights to strategic initiatives.

- Shapes long-term organizational strategies by linking workforce data to key performance indicators and anticipated trends.

- Champions data integrity and accuracy, establishing standards for data use across HR functions.

- Leads efforts to foster organizational buy-in for people analytics, addressing potential resistance and aligning initiatives with business objectives.

Collaboration and Cooperation

The ability to work effectively with and across departments and with diverse stakeholders to share and apply people analytics insights. This includes building trust, engaging with leaders and teams in the analysis process, and creating shared understanding through transparent, inclusive communication.

Foundational

- Participates in team discussions, contributing relevant data insights and listening to others' perspectives.

- Uses established communication protocols to share people analytics findings with colleagues and other departments.

- Builds initial relationships with team members and stakeholders to foster cooperation.

- Receives and considers feedback on data insights and interpretations from colleagues and leaders.

- Seeks clarification when data insights are misunderstood or misinterpreted by others.

Intermediate

- Collaborates with multiple departments to align people analytics insights with their objectives.

- Facilitates discussions with diverse stakeholders to integrate their input into people analytics initiatives.

- Builds trust within teams by consistently providing clear, accurate, and relevant data insights.

- Adjusts communication style to suit the needs of different stakeholders, ensuring clarity and engagement.

- Supports team members in using people analytics for cross-functional decision-making.

Advanced

- Leads cross-departmental initiatives to ensure alignment of people analytics with strategic goals across the organization.

- Establishes collaborative networks with senior leaders to support data-informed decision-making at all levels.

- Creates processes for transparent sharing of people analytics insights to foster trust and mutual understanding.

- Provides coaching on effective communication and collaboration techniques in the context of people analytics.

- Anticipates and addresses potential misunderstandings, using clear explanations to bridge gaps between analytics and organizational needs.

Analytical Communication and Storytelling

The ability to clearly and persuasively convey data insights to different audiences, including non-technical stakeholders, through impactful storytelling. This includes translating complex data findings into actionable recommendations, adjusting communication style to resonate with varied audiences, and using storytelling techniques to make data relatable, engaging, and memorable.

Foundational

- Communicates basic data insights clearly and concisely to team members and immediate stakeholders.

- Translates simple data findings into straightforward recommendations for practical application.

- Uses standard templates and visuals to present data insights in an accessible format.

- Adjusts explanations to address common questions from non-technical stakeholders.

- Demonstrates awareness of storytelling techniques to make data insights more engaging.

Intermediate

- Presents data insights to a range of stakeholders, connecting findings to organizational goals and strategies.

- Translates complex data into actionable recommendations tailored to the needs of different departments.

- Selects visuals and storytelling techniques that enhance understanding and engagement for diverse audiences.

- Adjusts communication style and language to suit the expertise level of varied stakeholders.

- Incorporates feedback from previous presentations to refine and improve storytelling approaches.

Advanced

- Delivers compelling data narratives that drive strategic decisions at the organizational level.

- Synthesizes complex, multi-layered data findings into clear, impactful recommendations for senior leadership.

- Designs custom visuals and presentation formats that highlight key insights and foster audience engagement.

- Anticipates stakeholder needs and tailors storytelling techniques to maximize relevance and impact.

- Coaches others on effective storytelling practices and techniques for communicating data insights across the organization.

Influence and Persuasion

The ability to use analytics insights to persuasively communicate the value of data-informed HR decisions to diverse stakeholders. This includes building consensus, addressing resistance to data-based recommendations, and demonstrating the impact of analytics on organizational goals.

Foundational

- Shares analytics insights with immediate team members, highlighting potential benefits to HR initiatives.

- Explains the value of data-informed decisions in a straightforward manner, focusing on clear, relatable examples.

- Responds to questions and initial resistance by clarifying the basics of data insights.

- Seeks input from colleagues to create a more collaborative approach to data-based recommendations.

- Demonstrates openness to feedback on how to improve the communication of analytics insights.

Intermediate

- Presents data-informed recommendations to various stakeholders, connecting insights to specific organizational goals.

- Builds consensus by addressing stakeholder concerns and showing the practical benefits of data-informed decisions.

- Adapts explanations to address common objections and overcome resistance to analytics-based recommendations.

- Engages stakeholders from different departments to support analytics initiatives aligned with their objectives.

- Uses case studies or examples to illustrate how data-informed HR decisions have positively impacted similar scenarios.

Advanced

- Influences senior leadership to integrate data-informed decisions into strategic planning processes.

- Builds strong, cross-functional coalitions to support analytics initiatives that align with organizational priorities.

- Anticipates and addresses resistance by proactively presenting evidence and aligning analytics insights with stakeholder goals.

- Demonstrates the long-term impact of analytics on organizational goals, using compelling narratives and examples.

- Mentors others on persuasive techniques to advocate for data-informed HR decisions across the organization.

Change Management

The ability to leverage people analytics to drive change within the organization, supporting leaders and teams in adopting data-informed decisions and practices. This includes providing guidance, addressing resistance, and fostering an analytics-friendly culture that embraces continuous improvement.

Foundational

- Shares basic people analytics insights with team members to encourage data-informed thinking.

- Provides initial guidance to colleagues on integrating data into daily decision-making processes.

- Identifies minor areas of resistance to data-informed practices and suggests simple solutions.

- Demonstrates openness to change by adopting new analytics tools and practices in own work.

- Communicates the value of an analytics-friendly culture in informal discussions with peers.

Intermediate

- Supports leaders in implementing data-informed practices by connecting analytics insights to team goals.

- Addresses resistance to data-informed changes by providing clear explanations and addressing concerns.

- Encourages a culture of continuous improvement by highlighting the benefits of using analytics in decision-making.

- Guides teams in integrating analytics into workflows, ensuring alignment with organizational goals.

- Collects and shares feedback on analytics-driven changes to refine and enhance future initiatives.

Advanced

- Leads organization-wide initiatives to embed data-informed practices into key decision-making processes.

- Partners with senior leaders to develop strategies that foster an analytics-friendly culture across departments.

- Anticipates and proactively addresses resistance to change, using data to demonstrate the value of analytics-driven decisions.

- Champions continuous improvement by establishing best practices for integrating analytics into strategic planning.

- Mentors other HR professionals in change management techniques, supporting them in driving analytics-based change within their teams.

Technical Competencies

Data Literacy

The ability to read, interpret, and critically assess data sources, metrics, and analytical tools used in people analytics. This includes understanding basic data terminology, recognizing reliable data sources, and identifying key workforce trends.

Foundational

- Defines basic data terminology used in people analytics, such as metrics, data sources, and trends.

- Identifies reliable data sources relevant to HR and people analytics within the organization.

- Accesses and interprets simple workforce metrics, such as turnover rates and headcount, with guidance.

- Understands the importance of accurate data in supporting HR initiatives.

- Seeks clarification to deepen understanding of data sources and basic trends.

Intermediate

- Reads and interprets a range of workforce metrics, identifying trends and patterns relevant to HR strategies.

- Assesses the quality and reliability of data sources, applying them appropriately in analytics projects.

- Explains key data terms and metrics to colleagues, ensuring shared understanding within the team.

- Analyzes data sets to draw preliminary insights that support team or departmental goals.

- Identifies limitations in data sources or metrics, suggesting improvements for greater accuracy.

Advanced

- Assesses diverse data sources and metrics to support complex people analytics initiatives organization-wide.

- Evaluates data quality, consistency, and reliability, implementing practices to improve data accuracy.

- Synthesizes multiple data sources to provide comprehensive insights aligned with strategic HR objectives.

- Advises on selecting data sources and metrics to ensure alignment with organizational priorities.

- Mentors others in data literacy, promoting best practices for interpreting and using data effectively across teams.

Analytical Thinking

The ability to analyze quantitative and qualitative data to uncover patterns, correlations, and insights that inform HR strategies. This includes logical reasoning, problem-solving, and the capacity to apply analytical frameworks to draw meaningful conclusions from data.

Foundational

- Analyzes basic quantitative and qualitative data sets to identify straightforward patterns.

- Applies logical reasoning to interpret simple data findings and understand their relevance to HR.

- Uses guided problem-solving techniques to explore data insights that support team objectives.

- Recognizes common analytical frameworks used in HR and begins to apply them in limited scenarios.

- Seeks support when interpreting complex data to ensure accurate conclusions.

Intermediate

- Identifies correlations and patterns in quantitative and qualitative data, connecting them to HR strategies.

- Uses problem-solving techniques to address moderately complex questions within analytics projects.

- Applies analytical frameworks independently to draw conclusions that inform departmental goals.

- Examines data critically to uncover insights that contribute to HR decision-making.

- Explains analytical processes to team members, promoting understanding of data insights.

Advanced

- Evaluates complex data sets to uncover deep patterns, correlations, and insights that align with organizational goals.

- Solves advanced analytical problems by applying refined techniques and methodologies.

- Integrates multiple analytical frameworks to provide comprehensive insights for strategic HR initiatives.

- Draws meaningful conclusions from data that inform high-level HR and organizational strategies.

- Guides others in developing analytical skills, fostering critical thinking in data interpretation across the team.

Statistical and Predictive Analysis

The ability to apply statistical methods and predictive modeling techniques to forecast workforce trends, assess risk, and support proactive decision-making. This includes using tools like regression analysis, trend analysis, and predictive modeling to anticipate organizational needs.

Foundational

- Applies basic statistical methods to analyze workforce data and identify general trends.

- Uses trend analysis tools with guidance to support team projects and identify simple patterns.

- Understands foundational concepts of predictive modeling and their relevance to workforce planning.

- Follows instructions to conduct basic regression analysis under supervision.

- Recognizes the importance of statistical methods in forecasting workforce needs and assessing risk.

Intermediate

- Uses statistical methods independently to analyze workforce trends and inform HR strategies.

- Conducts trend analysis to identify emerging patterns that may impact departmental goals.

- Applies predictive modeling techniques to forecast workforce needs and potential challenges.

- Conducts regression analysis to explore correlations between workforce variables.

- Interprets statistical outputs to support data-informed decision-making in HR projects.

Advanced

- Develops and implements complex statistical methods to forecast workforce trends at an organizational level.

- Leads predictive modeling initiatives to proactively address workforce risks and opportunities.

- Conducts advanced regression analyses to provide insights that inform strategic HR planning.

- Anticipates organizational needs by integrating multiple statistical and predictive techniques.

- Coaches others in statistical and predictive methods, promoting their use in strategic workforce planning.

Data Visualization

The ability to create clear, effective visual representations of data to support storytelling and enhance understanding among stakeholders. This includes designing graphs, charts, and dashboards that highlight key insights, simplify complex data, and make findings accessible.

Foundational

- Creates basic charts and graphs to represent straightforward data insights for team presentations.

- Follows guidelines to design visuals that accurately reflect data findings without added complexity.

- Selects appropriate visualization types (e.g., bar charts, line graphs) for simple data sets.

- Uses visualization tools with guidance to support clear communication of data points.

- Ensures visuals are clear and easy to understand, avoiding clutter and unnecessary details.

Intermediate

- Designs dashboards and reports that present key insights tailored to departmental goals.

- Customizes data visuals to emphasize significant trends and findings relevant to stakeholders.

- Selects visualization methods that simplify complex data and support storytelling for diverse audiences.

- Integrates multiple data sources into cohesive visuals that provide a comprehensive view of insights.

- Adapts visualizations based on feedback to improve clarity and engagement.

Advanced

- Develops sophisticated visual representations that convey complex data narratives for strategic decision-making.

- Creates interactive dashboards that allow stakeholders to explore data insights independently.

- Designs customized visuals that highlight strategic insights and align with organizational goals.

- Anticipates stakeholder needs and tailors visualizations to maximize relevance and impact.

- Mentors others in data visualization best practices, promoting effective storytelling through visuals across the organization.

Data Governance and Compliance

The ability to ensure that all people analytics activities comply with data privacy regulations, internal policies, and best practices for data management. This includes understanding relevant legal standards, maintaining data integrity, and implementing processes for secure data handling.

Foundational

- Follows data handling procedures to ensure compliance with basic privacy regulations and internal policies.

- Recognizes the importance of data integrity and applies standard practices to maintain accuracy.

- Identifies relevant data privacy regulations affecting people analytics activities with guidance.

- Seeks clarification when uncertain about compliance requirements for specific data processes.

- Demonstrates an understanding of secure data handling practices within the team.

Intermediate

- Ensures people analytics activities adhere to data privacy regulations and organizational policies.

- Implements processes that uphold data integrity across departmental analytics projects.

- Monitors data handling procedures to confirm alignment with legal and internal standards.

- Advises team members on best practices for secure data management in people analytics.

- Identifies and addresses potential compliance issues proactively in data-related activities.

Advanced

- Leads initiatives to strengthen data governance and compliance across people analytics functions.

- Develops and enforces policies that align with evolving data privacy regulations and industry standards.

- Establishes advanced processes to ensure data integrity and secure handling of sensitive information.

- Advises senior leadership on compliance risks and recommends strategic improvements for data governance.

- Trains and mentors others on compliance best practices, fostering a culture of secure and compliant data management.

Data Quality Management

The ability to assess, clean, and ensure data quality before analysis, recognizing the importance of accurate and reliable data in people analytics. This includes identifying and correcting data inconsistencies, validating data sources, and understanding how data quality impacts analytics outcomes.

Foundational

- Recognizes the importance of data quality in producing reliable analytics outcomes.

- Identifies basic data inconsistencies and seeks guidance to correct them before analysis.

- Validates data sources following standard procedures to ensure initial accuracy.

- Follows established data cleaning processes to prepare data for analysis.

- Understands how data quality issues can affect people analytics insights.

Intermediate

- Assesses data sets for inconsistencies and resolves issues independently to maintain data accuracy.

- Validates data sources and applies methods to ensure reliability across analytics projects.

- Develops data cleaning processes that enhance the accuracy of insights for departmental use.

- Monitors data quality continuously and identifies areas for improvement in data handling.

- Explains the impact of data quality on analytics outcomes to stakeholders, supporting informed decision-making.

Advanced

- Establishes comprehensive data quality management practices that ensure accuracy across people analytics functions.

- Leads initiatives to standardize data validation and cleaning processes organization-wide.

- Develops strategies to proactively identify and address data quality issues at the source.

- Advises on best practices for data quality management, aligning processes with organizational goals.

- Mentors team members in data quality techniques, fostering a culture of accuracy and reliability in analytics.

Talent Analytics

The ability to apply people analytics specifically to talent management, including recruitment, retention, performance, and workforce planning. This includes using analytics to identify talent trends, support decision-making, and forecast future talent needs.

Foundational

- Analyzes basic talent data to identify general trends in recruitment, retention, and performance.

- Follows guidance to interpret talent metrics, such as turnover rates and time-to-fill for roles.

- Assists in creating reports that highlight simple insights related to workforce planning.

- Understands the importance of talent analytics in supporting HR decision-making.

- Seeks input from team members to interpret talent data and understand its implications.

Intermediate

- Identifies patterns and trends in talent data that inform recruitment, retention, and performance strategies.

- Applies talent analytics to support departmental workforce planning and anticipate staffing needs.

- Creates detailed reports that provide insights into talent management issues for various stakeholders.

- Uses analytics to forecast future talent needs and aligns recommendations with team objectives.

- Engages with stakeholders to explain the impact of talent analytics on HR and organizational goals.

Advanced

- Leads talent analytics initiatives to optimize recruitment, retention, performance, and workforce planning across the organization.

- Develops and implements forecasting models to anticipate future talent requirements at a strategic level.

- Advises senior leadership on talent trends, providing data-driven insights that inform high-level decisions.

- Designs customized talent analytics reports that address complex talent management challenges.

- Mentors HR team members in using talent analytics effectively to enhance workforce strategies and planning.

Machine Learning Fundamentals

The ability to understand and apply basic machine learning techniques to enhance predictive capabilities in people analytics. This includes familiarity with algorithms that support talent forecasting, attrition prediction, and other workforce trends, enabling more advanced, proactive decision-making.

Foundational

- Understands basic machine learning concepts and their potential applications in people analytics.

- Recognizes commonly used machine learning algorithms, such as linear regression and decision trees.

- Follows guidance to apply simple algorithms for basic predictive tasks in talent forecasting and attrition prediction.

- Assists in data preparation tasks for machine learning models, including data cleaning and feature selection.

- Demonstrates awareness of how machine learning can support proactive HR decision-making.

Intermediate

- Applies machine learning algorithms independently to analyze workforce trends and predict talent outcomes.

- Uses predictive models to support HR functions, such as forecasting attrition and identifying potential hiring needs.

- Evaluates the accuracy and reliability of machine learning models, making adjustments as necessary.

- Interprets machine learning outputs and explains findings to HR team members and relevant stakeholders.

- Integrates machine learning insights into workforce planning and talent management strategies.

Advanced

- Develops and refines complex machine learning models to address strategic workforce challenges.

- Leads machine learning initiatives that enhance predictive capabilities across people analytics functions.

- Advises senior leadership on machine learning applications, demonstrating their value for proactive, data-informed decision-making.

- Implements best practices in model selection, training, and validation to ensure accuracy and reliability.

- Mentors others in applying machine learning techniques to people analytics, fostering innovation in HR forecasting and planning.

HR-Specific Data Tools and Systems

The ability to use and integrate specialized HR data tools and systems (e.g., HRIS, ATS, performance management platforms) effectively. This includes proficiency in the technical aspects of these systems, understanding their analytical features, and ensuring accurate data collection and analysis.

Foundational

- Uses HR data tools, such as HRIS and ATS, to retrieve and enter basic employee data accurately.

- Understands fundamental functions of HR systems and follows guidelines for data entry and reporting.

- Completes data collection tasks, ensuring accuracy and adherence to established protocols.

- Seeks guidance on using analytical features within HR systems to generate simple reports.

- Recognizes the importance of accurate data entry and basic reporting for effective HR operations.

Intermediate

- Integrates data from multiple HR systems to support workforce analysis and reporting needs.

- Uses advanced features in HR tools to generate customized reports and track HR metrics, such as performance and turnover.

- Identifies data inconsistencies across systems and takes steps to resolve them to maintain data integrity.

- Applies analytical features within HR systems to support decision-making in talent management and workforce planning.

- Trains team members on effective data entry and reporting practices to enhance system usage.

Advanced

- Leads initiatives to optimize the use of HR data tools and systems, aligning them with organizational goals.

- Configures and customizes HR systems to improve data collection, reporting, and analytics capabilities.

- Evaluates and recommends HR data tools and system enhancements to meet strategic workforce needs.

- Ensures integration across multiple HR systems, enabling seamless data flow and comprehensive analytics.

- Mentors others in maximizing the analytical capabilities of HR systems to support data-informed decision-making.