



HRCC – 4th June 2024

People Analytics – Strategic Workforce Planning and Culture



Acting as the voice, being a technical resource and providing thought leadership in the City and financial services community

What next?

Contact us - info@cityhr.co.uk

- **Next events**
 - **HRCC 11th June – EDI, Pride**
 - **AGM 25th June - Careers**

- **Recruitment – Shadow Board, Board & Deputy CEO.**

- **Benchmarking survey**

- **SIG and Network roundtable meetings – *sign up!***
 - *International Organisations – 3th July*
 - *Next Gen – 10th July*
 - *Wealth and Asset Management - 11th July*
 - *Digital & AI – 12th September*

Our speakers for today...



**Alison Minns,
Head of Culture Activation,
BP**



**Evette Lennon,
People Leader,
Lloyds Banking
Group**



**Jason Buwanabala,
People Analytics
Senior Manager
PWC**



Discussion Q&A

Culture dashboards in practice



COMMON CHALLENGES



SELECTING METRICS



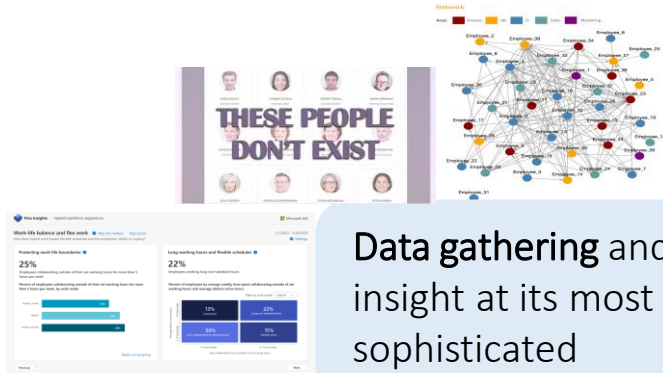
LESSONS LEARNED



THE ROLE HR CAN PLAY

Culture insight in context

Demand for culture insight is increasing



1 Data gathering and insight at its most sophisticated

3 Regulators applying more scrutiny



2 Maturing awareness of culture impacts on business outcomes

4 Reputational risk has never been higher

*'Culture issues hamper M&A deal value in 65% of cases'**

*'XXX fostering a culture of fear'
'Toxic lads culture still exists'
'Employees raised claims of toxic working culture'*

*PwC M&A Integration Survey, 2023

Common challenges



1

Audience and requirement not defined

So what? Creates bloated dashboards & talking shops

Questions to answer:

- Board level only? Leaders? HRBPs?
- To mitigate risk? Raise awareness? Spot opportunities?

2

Over reliance on surveys

So what? Data is point in time, lagging and employee filtered

Consider:

- Use what's available and already reported
- Wide collaboration before narrowing metrics down

3

Too much and/or complex data

So what? Mis-directed or ineffective action

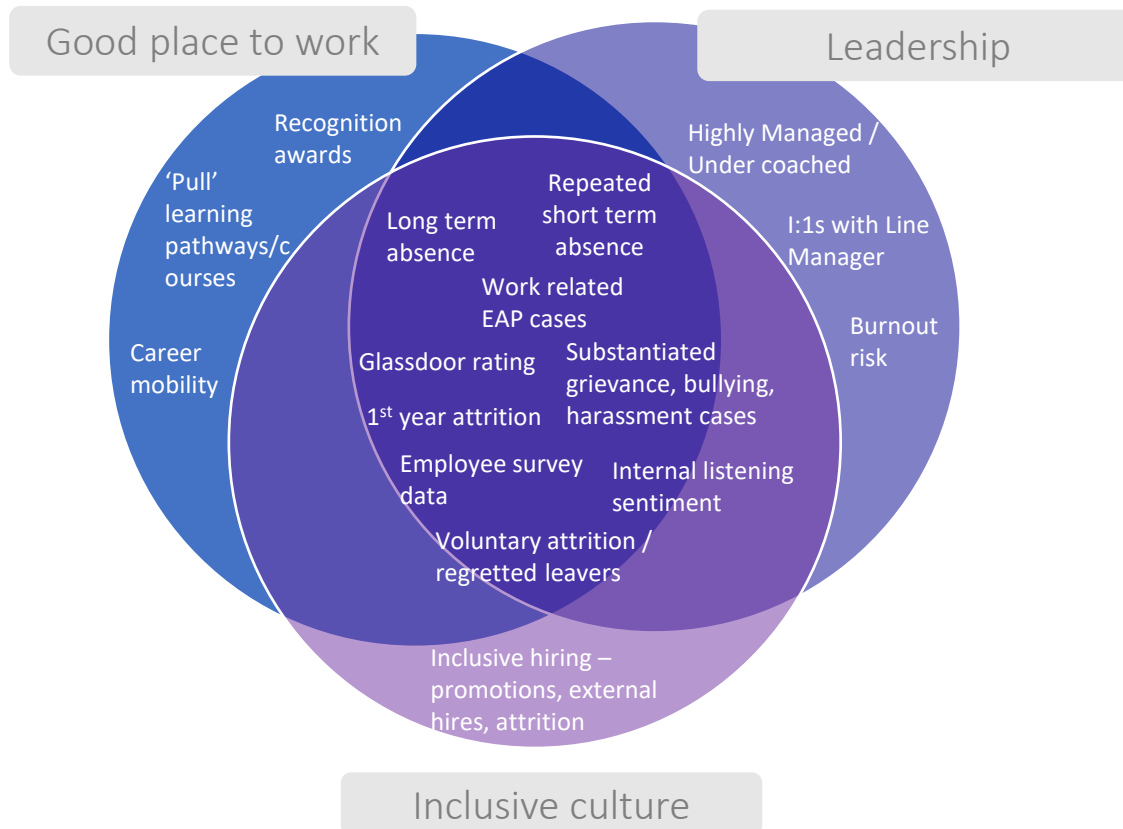
Consider:

- Stay true to audience and requirements – and bring them on the journey
- Trial processes with subject experts, partners and business
- Retro test insights against known issues/opportunities

Selecting culture metrics



Examples:



Consider:

- 👁 Frequency
- 👁 Thresholds
- 👁 RAG
- 👁 Normalising
- 👁 Triggers
- 👁 Existing reporting
- 👁 Anonymity
- 👁 Lead / priority indicators
- 👁 Look and feel
- 👁 Review/action process

Lessons learned



1 Bring leaders on the journey with you (new and shiny doesn't equal meaning)

2 Build strong relationships with analytics team and data owners

3 Use data already available, aggregated and non identifiable

4 Data is only a conversation starter

The role of HR in culture insight



1. **Decision makers**

2. **Sensemakers**

3. **Expert advisors**



QUALITATIVE DATA

EVETTE LENNON

THE IMPORTANCE OF QUALITATIVE DATA

- Provides context - 'why'

Example:

38% of customers were unhappy with the the new mobile app.

Verbatim comments from customers:

The previous app was easier to use.

The app freezes often.

I've had to uninstall and reinstall the app a few times.

The app takes up to much storage space on my phone

THE IMPORTANCE OF QUALITATIVE DATA

- Establishes cause and effect
- Test and improve hypothesis
- Better evaluation
- Provides balance
- Helps to make more informed business decisions