The Office for National Statistics (UK) People Analytics

Session 2 - UNECE workshop on Culture Evolution

Wednesday 11 September 2019
Office for National Statistics

Welcome to the Office for National Statistics
The UK's largest independent producer of official statistics and the recognised national statistical institute of the UK.

4592
3438 in our main offices
1154 across the nation

Economists
Statisticians
Researchers
Data Scientists
Administrators
Enabling functions

Unemployment rate (aged 16 and over, seasonally adjusted)
4.3%
2017 MAY-JUL

Gross Domestic Product: Quarter on Quarter growth: CVM SA %
0.3%
2017 Q2
Our Goal

**What:**
deliver actionable and relevant insight about our people

**How:**
in a holistic, mature, innovative and transparent way

**Why:**
to enable ONS achieve its strategic aims through a happier and more productive workforce
Our Approach

People Analytics

Investigating why something has happened – root cause
Taking a data-driven view of what may happen next
Suggesting how the business can mitigate risk – or maximise opportunity
Predominately: Project Based

Workforce Reporting

Offering the current position – workforce profiles
Explaining what’s happened in the past – trend reporting
Predominately: Business as Usual

Prescriptive
Predictive
Diagnostic
Descriptive
Operational
From Manual Reporting to Automated Reporting
From Static and Manual Dashboards to Accessible and Interactive Dashboards

2. Modernise
From Reporting to Statistical and Predictive Analytics

3. Mature

Survival analysis

Word association and sentiment analysis

Excel

Tableau

Python

R

Training management role like can see working area level

job

interviewer

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feel

team

new

time

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job

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Example of Predictive Analytics

- Predicted EES with ideal scores in 2019 is 80%, which is 18% above the predicted EES in 2019 of 62% and 14% above the civil service high performers benchmark score of 66%.

- Please note that the 18% predicted change is a result of all actions being applied.

**Action Impact on predicted EES for 2019**

- Employee voice: 62% (current), 68% (predicted)
- Act on the survey results: 62% (current), 66% (predicted)
- Communicate the vision: 62% (current), 85% (predicted)
- Increase information on job roles: 62% (current), 65% (predicted)
- Provide tools for employees to do their job: 62% (current), 65% (predicted)
Organisational health

# Taxonomy of workforce capabilities and HR practices

<table>
<thead>
<tr>
<th>Key Performance Drivers</th>
<th>Workforce Capabilities</th>
<th>People Processes</th>
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<tbody>
<tr>
<td>High performing culture</td>
<td>Employee engagement</td>
<td>Recruitment</td>
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<td></td>
<td>Workforce performance</td>
<td>Workforce planning</td>
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<tr>
<td></td>
<td>Human capital efficiency</td>
<td>Learning management</td>
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<td>Flexible, capable workforce</td>
<td>Leadership capability</td>
<td>Career development</td>
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<td>Innovitive, competitive employer</td>
<td>Talent management</td>
<td>Knowledge management</td>
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<td>Workforce adaptability</td>
<td>Employee relations</td>
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<td>Ability to change</td>
<td>Succession planning</td>
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<td></td>
<td>Cultural Alignment</td>
<td>Competency management</td>
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- Reward and recognition
- Performance appraisal
- Organisational culture (to come)
Driving Evidence - the employee lifecycle

- Career pathway information available to all employees
- Fair and equal access to training
- LSD effective in improving performance and analytical and managerial skills across all roles
- Continue to build an all inclusive single culture
- Identification of gaps in knowledge and skills of staff
- Identify talent and high potential
- Adequate, longer term workforce planning integrated into corporate plans
- Understanding and awareness of mental health and impact on work
- Evaluate productivity and how it can be increased
- Increase in automation of process across ONS
- Fair and equal opportunity of receiving rewards
- Rewards are reflective of performance and behaviours
- Rewards contribute to the culture of ONS
- Knowledge of the benefits package
- Equal and fair access to benefits offered
- Future implications of the transition on financial spend and space over time
- Effectiveness of systems e.g., appraisal, performance etc.
- Current spending profile and financially viable services offered by ONS that are currently missed
- Equally opportunity of promotion and transfers
- Employees are transitioned appropriately based on knowledge, skills and traits
- Monitoring the performance of the workforce
- Delivery of robust analysis and feedback to EIPs
- Effectiveness of policies

Employee
Seek & Explore

- Attracting and recruiting applicants of the right calibre
- Recruiting a diverse workforce
- CF analytical intake and contribution to all recruitment activity
- Strengths v skills based recruitment and potential value of measuring traits
- Equal opportunity to apply for jobs outside the organisation
- Is the profile of leavers detrimental to delivery of the workforce transformation?
- Managing sick absence appropriately
- Monitor the health of employees and impact on work
- Equal opportunity for those with long term health conditions/disabilities
- Unfair and discriminatory practices highlighted and brought to the attention of senior leaders in the form of recommendations
- Ensure an all inclusive culture

Journey
Perform & Develop

- Knowledge of the benefits package
- Equal and fair access to benefits offered
- Future implications of the transition on financial spend and space over time
- Effectiveness of systems e.g., appraisal, performance etc.
- Current spending profile and financially viable services offered by ONS that are currently missed
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Next steps

• Analyse the employee lifecycle to identify key indicators
• Compile ten year trends and predictions
• Develop a rag status and heatmap of the health of the organisation
Summary

• Invest in building People Analytics capability
• Develop a planned approach
• Collaborate with Finance colleagues to purchase tools required
• Build analytical capability within HR Business Partner teams
• This has allowed us to talk the language of the business and guide people discussions and decisions
Summary

• Use predictive analytics to guide HR activities
• Once you achieve this level of maturity you can look to develop indicators to measure organisational effectiveness and health
For further information

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