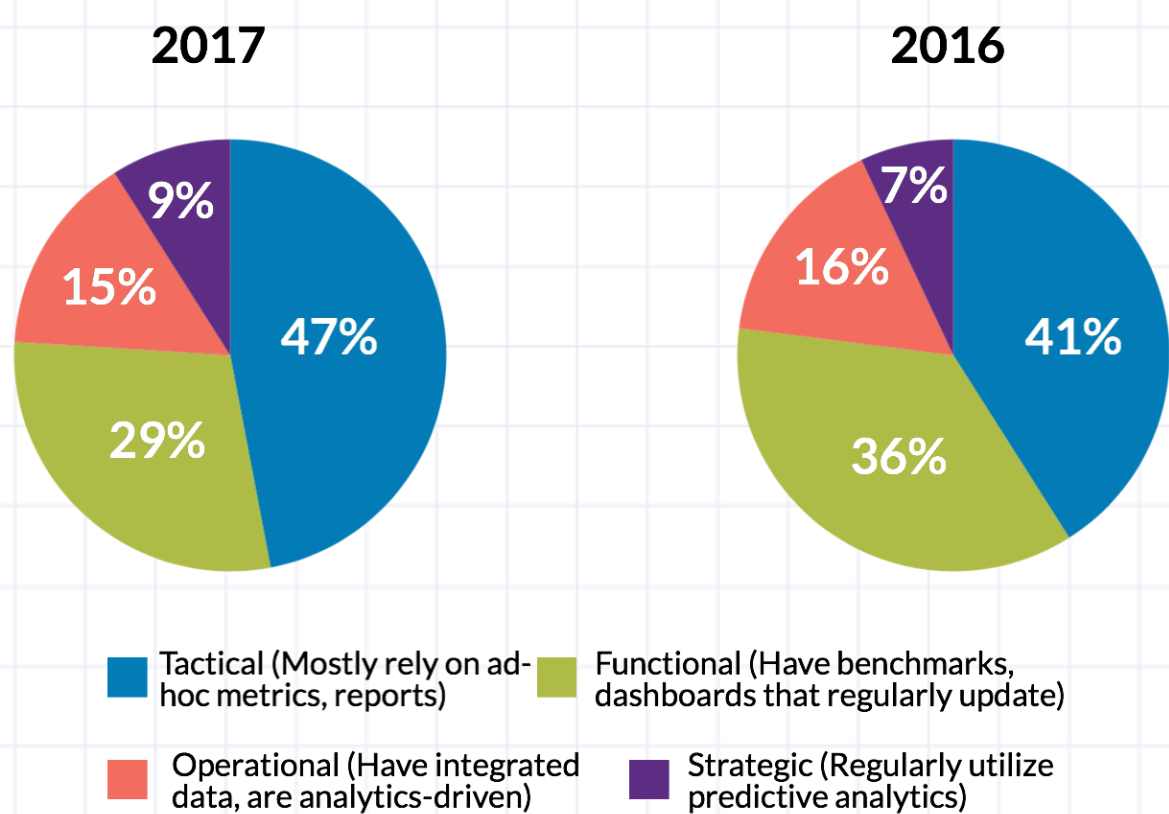**Brandon Hall GROUP**

KnowledgeGraphic

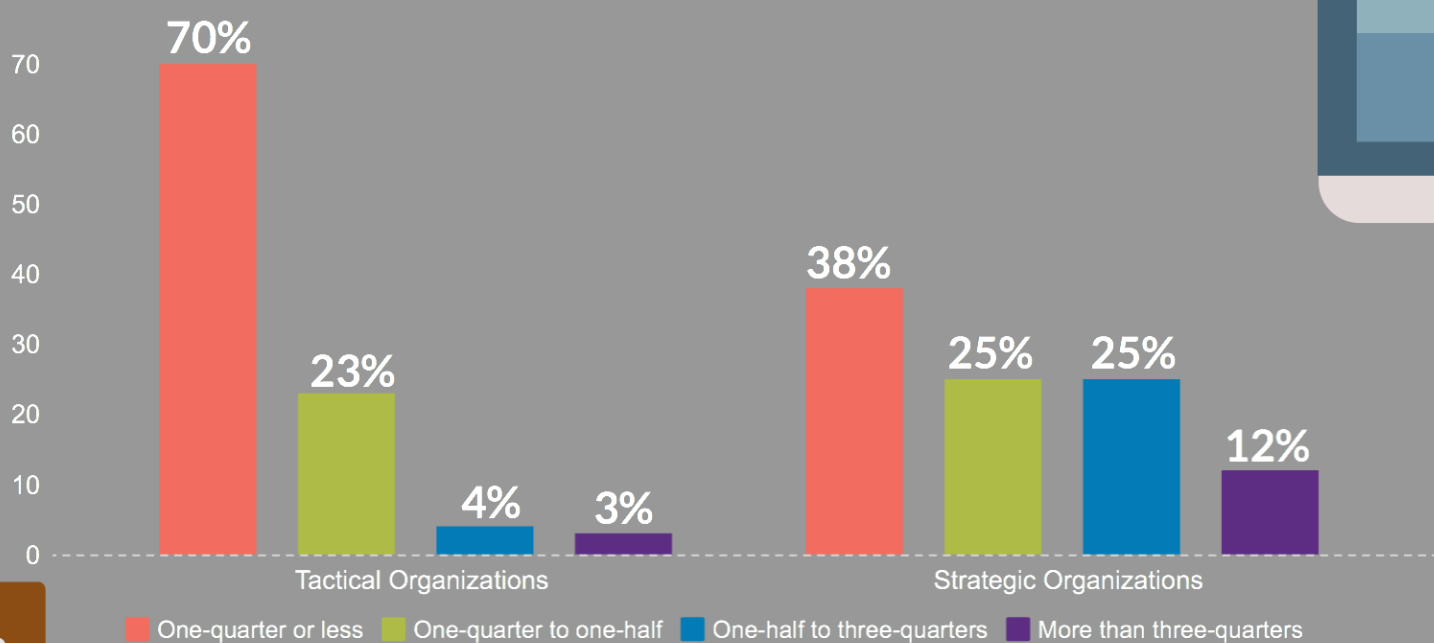# HCM ANALYTICS 2017: HOW STRATEGIC ORGANIZATIONS OPERATE

Brandon Hall Group's 2017 HCM Measurement and Analytics research shows a small increase in organizations regularly using predictive analytics, along with distinct separation between self-described "strategic" and "tactical" organizations in how they approach people data.

How Organizations Describe their Capabilities in People Analytics

2017

- 9%
- 15%
- 29%
- 47%

2016

- 7%
- 16%
- 36%
- 41%

- ■ Tactical (Mostly rely on ad-hoc metrics, reports)
- ■ Functional (Have benchmarks, dashboards that regularly update)
- ■ Operational (Have integrated data, are analytics-driven)
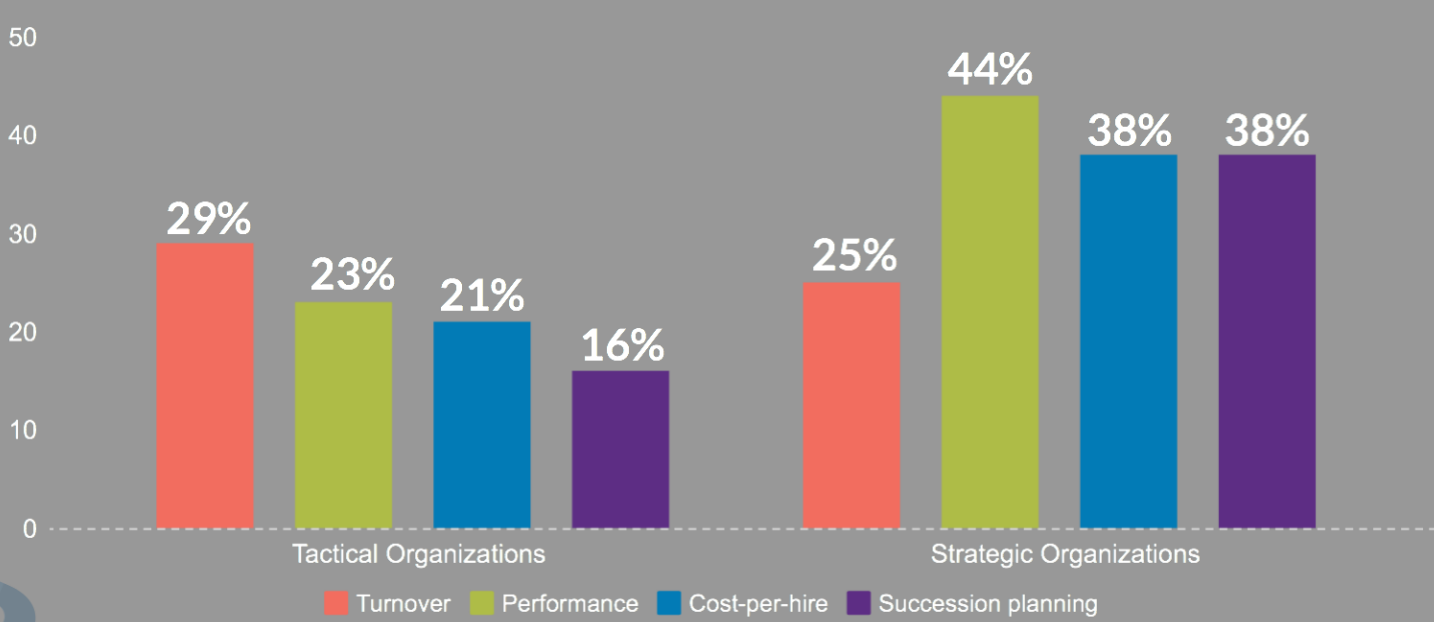- ■ Strategic (Regularly utilize predictive analytics)

Software is playing a large part in the evolution of analytics, but organizations that want to become more data-driven must commit not only to automation, but also to more complex use of the data, and greater use of the data among employees.

Level of Automation for Collecting People Data

Tactical Organizations
- One-quarter or less: 70%
- One-quarter to one-half: 23%
- One-half to three-quarters: 4%
- More than three-quarters: 3%

Strategic Organizations
- One-quarter or less: 38%
- One-quarter to one-half: 25%
- One-half to three-quarters: 25%
- More than three-quarters: 12%

- ■ One-quarter or less
- ■ One-quarter to one-half
- ■ One-half to three-quarters
- ■ More than three-quarters

Metrics for Which Predictive Analytics Are Used to Forecast

Tactical Organizations
- Turnover: 29%
- Performance: 23%
- Cost-per-hire: 21%
- Succession planning: 16%

Strategic Organizations
- Turnover: 25%
- Performance: 44%
- Cost-per-hire: 38%
- Succession planning: 38%

- ■ Turnover
- ■ Performance
- ■ Cost-per-hire
- ■ Succession planning

Use of Analytical Programs in Current HCMS (Top 3)

Strategic Organizations

- **67%** Updates in real time
- **42%** Integrated with all other HR systems (e.g. L&D, talent acquisition, etc.)
- **33%** Integrated with some other HR systems (e.g. L&D, talent acquisition, etc.)

Tactical Organizations

- **52%** Some data collection is automated, some is entered manually
- **43%** Able to provide basic analytical features
- **42%** Integrated with some other HR systems (e.g. L&D, talent acquisition, etc.)

Number of Employees Who Work with People Data (Part-time and Full-Time)

Tactical Organizations
- None: 5%
- 1-3: 30%
- 4-6: 18%
- 7-10: 10%
- More than 10: 34%
- Use third-party vendor: 3%

Strategic Organizations
- None: 5%
- 1-3: 6%
- 4-6: 6%
- 7-10: 12%
- More than 10: 71%
- Use third-party vendor: 0%

- ■ None
- ■ 1-3
- ■ 4-6
- ■ 7-10
- ■ More than 10
- ■ Use third-party vendor