Introduction

Gone are the days when a People Analytics team was considered a simple data delivery or back office function, showing leaders the latest numbers without explaining their impact on the business. Today, when designed well, this team plays a critical role in delivering *actionable* and *high impact insights* that continuously drive your organization towards achieving its business goals.

This means your People Analytics function must be capable of answering any workforce question quickly (in seconds, not days), accurately, and with the business in mind. With the right mix of People, Process and Technology, you won’t need an army of analysts to achieve this -- just a few high quality hires who have the strategic thinking and skillsets outlined in the job description below.

How to use this job description

Keep this job title and description as-is or adapt it to suit the needs of your organization. You can also read more about the People Analytics Leader role in this article in Visier’s Clarity Magazine: <https://buff.ly/2uFbfTV>

**People Analytics Leader Job Description Template**

(A.K.A. Vice President, Senior Director or Director of People Analytics)

Role definition

You ensure that what’s happening in the workforce is always connected to its impact on business results. You don’t just ask “What does turnover look like in our organization?” but rather, “Is the rate of turnover impacting revenue or customer satisfaction?”

Because you are both business-oriented and technically-savvy, you are the connection between the people analytics function, the senior leadership team, greater HR community, and people leaders. You can smoothly and authoritatively explain findings from the data to executives and easily translate recommendations into the language of the business.

You create collaboration and consensus across the reporting and analytics team, HR, IT and the business in regards to all aspects of people data and analytics. You are able to build, implement and maintain the technology infrastructure needed to help your team answer key business questions and further prioritize the company’s work to deliver strategic value at the right time and cost.

You are able to authoritatively explain data findings to executives and translate insights and recommendations into the language of the business. You regularly counsel and coach a team of data experts and analysts on how to create actionable insights that link talent and business outcomes.You build a question-based consultative approach to positioning or selling data-driven solutions.

You may also be involved in data-driven workforce planning, which includes the analysis of the total cost of workforce. You ensure workforce planning, forecasting, and scenario modelling are regularly and consistently performed, and results are communicated to stakeholders.

You are always looking for ways to innovate with technology–disseminating new ideas to enable the team and organization–and scaling analytics programs to improve efficiencies. You are forward-thinking–a stalwart supporter for predictive analytics–and outside-looking–you stay plugged into what’s happening with customers, the workforce and its issues, competitors, as well as the global marketplace. You are a polished speaker capable of evangelizing data-driven solutions internally and externally. You enjoy constantly learning and applying new advances in people analytics to the organization.

Responsibilities

As part of the HR leadership team, you represent people analytics throughout the organization and to all levels of seniority. Your responsibilities include articulating and executing vision and strategy, managing and enhancing people analytics technologies and enablement to ensure analytics is usable, actionable, and valuable for today and into the future as needs evolve and mature.

*Vision/strategy*

* Create and/or execute the people analytics vision and strategy, enabling solutions that cut across the entire employee lifecycle, in alignment with HR and business leadership priorities, stakeholder requirements, and business unit requirements. You need to know, or quickly learn, the business, its key metrics and how to make the linkage between the business and talent.
* Partner with business leaders and HR functional groups to develop a standard set of HR and talent key performance indicators.
* Work with the finance department to achieve enterprise-wide alignment on KPIs and work with them to bring in business outcome data rapidly to the people analytics solutions to show the workforce contribution to outcomes.
* Promote a risk-aware culture when it comes to data. You must ensure efficient and effective risk and compliance management practices by adhering to required standards and processes. Keep on top of changing requirements and practices for maintaining ethical workforce data handling.
* Lead HR strategic workforce planning to drive and inform people planning.
* Manage people analytics governance, ensuring all projects are prioritized by business value and aligned with other analytics projects in the organization.

*Technology*

* Provide a people analyticstechnology vision, strategy and approach for scalable, efficient and automated processes that enable simple and complex data analysis.
* Maintain operational excellence on the team to ensure high quality methods to gather and manage large datasets from multiple sources, transforming or cleaning data as necessary.
* Define and then work with HR operations, functional leads, finance and IT to implement standard processes and controls to maintain data integrity across systems.
* Lead the development and implementation of data analyses, visualizations, and predictive analytics to provide people trends and insights to the rest of the organization.
* Choose applicable people analytics technologies to provide reporting, analytics, visualizations, and predictive analytics. Your selection must incorporate into a single system the various source data for HR, talent, engagement, organizational network analysis, operational and business outcome data.
* Monitor and regularly upgrade the people analytics platform to address current and emerging business needs.
* Lead HR operations and IT in creating and managing standards for acquisition, maintenance, transfer, and disposition of workforce data to ensure data quality, resolve issues, and ensure designed data structures and data sources meet business needs.
* Ensure that any data activities are in alignment with data privacy standards.
* Lead the development, implementation and maintenance of a standard reporting dashboard across primary stakeholder groups (C-suite, business leaders, HR leaders, HRBPs, etc.). The dashboard should include metrics in support of business monitoring as well as HR monitoring (attract, develop, and retain processes).
* Actively pursue the development and ongoing improvement of self-service reporting and analytics tools and capabilities.
* Support merger and acquisition activities by analyzing and preparing third-party employee population data to be uploaded to a single source of truth when applicable.

*Enablement*

* Create and implement common methodology and tools for project management, data governance, modeling, and hypothesis testing that is scientifically rigorous.
* Implement standard process for operationalizing insights and discoveries and then partner with stakeholders throughout the process and the organization to ensure adoption and value to the organization. Within the culture and skillsets, choose your evangelists to create a data-driven culture from the HRBP or people leader populations.
* Develop a standard metric set to provide on-demand, country-specific (if applicable) statutory reporting.
* Establish an analytics network leveraging tools and processes to provide standard reports and analyses in a cost efficient and timely manner.
* Move rapidly from providing standard reports to providing analytics to drive insights and interventions.
* Manage stakeholder relationships to ensure evolving the data and analytic needs of various HR, talent, and people leaders are met.
* Communicate with employees at all levels to gain the voice of the customer, explain approaches and results, and consult on analytics services.
* Create a people analytics center of excellence to both support end users and free your team for more advanced analytics.
* Enable the HRBP and people leader population to become data-savvy and likewise, enable your data scientists to be HR-savvy.
* Represent the organization outside the organization to share best practices and continuously learn new leading practices, and apply within the business as applicable.

Other qualifications

* Minimum 7 years related experience in a manager, director, or VP role
* MBA or Social Science masters or similar
* Solid experience working with data and analytics and managing workforce plans
* Technology implementation and change management experience
* Demonstrated ability to align technology to improve business performance
* Experience with cloud-based people analytics software is an asset

Want to be in this role? Expand your people analytics knowledge:

[Bersin by Deloitte: High-Impact People Analytics](https://hello.visier.com/Bersin-Industry-Study-High-Impact-People-Analytics.html)

[Harvard Business Review: How CEOs and CHROs Can Connect People to Business Strategy](https://hello.visier.com/resources_research-reports_HBR-CEO-CHRO-Connect-People-to-Biz-Strategy)

[Clarity Magazine Volume 1](https://hello.visier.com/resources_e-books-and-guides_clarity-magazine-data-driven-leaders-digital-edition-volume-1.html)