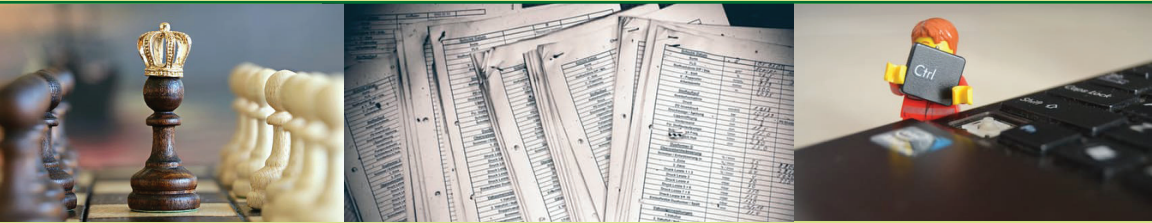


Human Resources Analytics

QUICK EXPLORATORY SELF-ASSESSMENT GUIDE



PRACTICAL TOOLS FOR SELF-ASSESSMENT

Diagnose projects, initiatives, organizations, businesses and processes using accepted diagnostic standards and practices

Implement evidence-based best practice strategies aligned with overall goals

Integrate recent advances and process design strategies into practice according to best practice guidelines

Use the Self-Assessment tool Scorecard and develop a clear picture of which areas need attention

The Art of Service

Human Resources Analytics Quick Exploratory Self-Assessment Guide

This Human Resources Analytics Quick Exploratory Self-Assessment Guide is an excerpt of the Complete Human Resources Analytics Self-Assessment guide, read more at:

<https://store.theartofservice.com/Human-Resources-Analytics-complete-self-assessment/>

The guidance in this Self-Assessment is based on Human Resources Analytics best practices and standards in business process architecture, design and quality management. The guidance is also based on the professional judgment of the individual collaborators listed in the Acknowledgments.

Notice of rights

You are permitted to use the Self-Assessment contents in your presentations and materials for internal use and customers without asking us - we are here to help.

All rights reserved for the book itself: this book may not be reproduced or transmitted in any form by any means, electronic, mechanical, photocopying, recording, or otherwise, without the prior written permission of the publisher. The information in this book is distributed on an "As Is" basis without warranty. While every precaution has been taken in the preparation of the book, neither the author nor the publisher shall have any liability to any person or entity with respect to any loss or damage caused or alleged to be caused directly or indirectly by the instructions contained in this book or by the products described in it.

Trademarks

Many of the designations used by manufacturers and sellers to distinguish their products are claimed as trademarks. Where those designations appear in this book, and the publisher was aware of a trademark claim, the designations appear as requested by the owner of the trademark. All other product names and services identified throughout this book are used in editorial fashion only and for the benefit of such companies with no intention of infringement of the trademark. No such use, or the use of any trade name, is intended to convey endorsement or other affiliation with this book.

Copyright © by The Art of Service
<http://theartofservice.com>
service@theartofservice.com

Table of Contents

About The Art of Service	3
Acknowledgments	4
Complete Resources - how to access	4
Purpose of this Self-Assessment	4
How to use the Self-Assessment	5
Human Resources Analytics	
Scorecard Example	7
Human Resources Analytics	
Scorecard	8
BEGINNING OF THE	
SELF-ASSESSMENT:	9
CRITERION #1: RECOGNIZE	11
CRITERION #2: DEFINE:	14
CRITERION #3: MEASURE:	17
CRITERION #4: ANALYZE:	20
CRITERION #5: IMPROVE:	23
CRITERION #6: CONTROL:	26
CRITERION #7: SUSTAIN:	28
Index	30

About The Art of Service

The Art of Service, Business Process Architects since 2000, is dedicated to helping business achieve excellence.

Defining, designing, creating, and implementing a process to solve a business challenge or meet a business objective is the most valuable role... In EVERY company, organization and department.

Unless you're talking a one-time, single-use project within a business, there should be a process. Whether that process is managed and implemented by humans, AI, or a combination of the two, it needs to be designed by someone with a complex enough perspective to ask the right questions.

Someone capable of asking the right questions and step back and say, 'What are we really trying to accomplish here? And is there a different way to look at it?'

With The Art of Service's Business Process Architect Self-Assessments, Research, Toolkits, Education and Certifications we empower people who can do just that — whether their title is marketer, entrepreneur, manager, salesperson, consultant, Business Process Manager, executive assistant, IT Manager, CIO etc... —they are the people who rule the future. They are people who watch the process as it happens, and ask the right questions to make the process work better.

Contact us when you need any support with this Self-Assessment and any help with templates, blue-prints and examples of standard documents you might need:

<http://theartofservice.com>
service@theartofservice.com

Acknowledgments

This checklist was developed under the auspices of The Art of Service, chaired by Gerardus Blokdyk.

Representatives from several client companies participated in the preparation of this Self-Assessment.

Our deepest gratitude goes out to Matt Champagne, Ph.D. Surveys Expert, for his invaluable help and advise in structuring the Self Assessment.

Mr Champagne can be contacted at
<http://matthewchampagne.com/>

In addition, we are thankful for the design and printing services provided.

Complete Resources - how to access

The Complete Human Resources Analytics Self-Assessment Guide includes ALL questions and Self-Assessment areas.

Included are all the Human Resources Analytics Self-Assessment questions in a ready to use Excel spreadsheet, containing the self-assessment, graphs, and project RACI planning - all with examples to get you started right away. Go to:

<https://store.theartofservice.com/Human-Resources-Analytics-complete-self-assessment/>

Purpose of this Self-Assessment

This Self-Assessment has been developed to improve

understanding of the requirements and elements of Human Resources Analytics, based on best practices and standards in business process architecture, design and quality management.

It is designed to allow for a rapid Self-Assessment of an organization or facility to determine how closely existing management practices and procedures correspond to the elements of the Self-Assessment.

The criteria of requirements and elements of Human Resources Analytics have been rephrased in the format of a Self-Assessment questionnaire, with a seven-criterion scoring system, as explained in this document.

In this format, even with limited background knowledge of Human Resources Analytics, a facility or other business manager can quickly review existing operations to determine how they measure up to the standards. This in turn can serve as the starting point of a 'gap analysis' to identify management tools or system elements that might usefully be implemented in the organization to help improve overall performance.

How to use the Self-Assessment

On the following pages are a series of questions to identify to what extent your Human Resources Analytics initiative is complete in comparison to the requirements set in standards.

To facilitate answering the questions, there is a space in front of each question to enter a score on a scale of '1' to '5'.

1 Strongly Disagree

2 Disagree

3 Neutral

4 Agree

5 Strongly Agree

Read the question and rate it with the following in front of mind:

**‘In my belief,
the answer to this question is clearly defined’.**

There are two ways in which you can choose to interpret this statement;

1. how aware are you that the answer to the question is clearly defined
2. for more in-depth analysis you can choose to gather evidence and confirm the answer to the question. This obviously will take more time, most Self-Assessment users opt for the first way to interpret the question and dig deeper later on based on the outcome of the overall Self-Assessment.

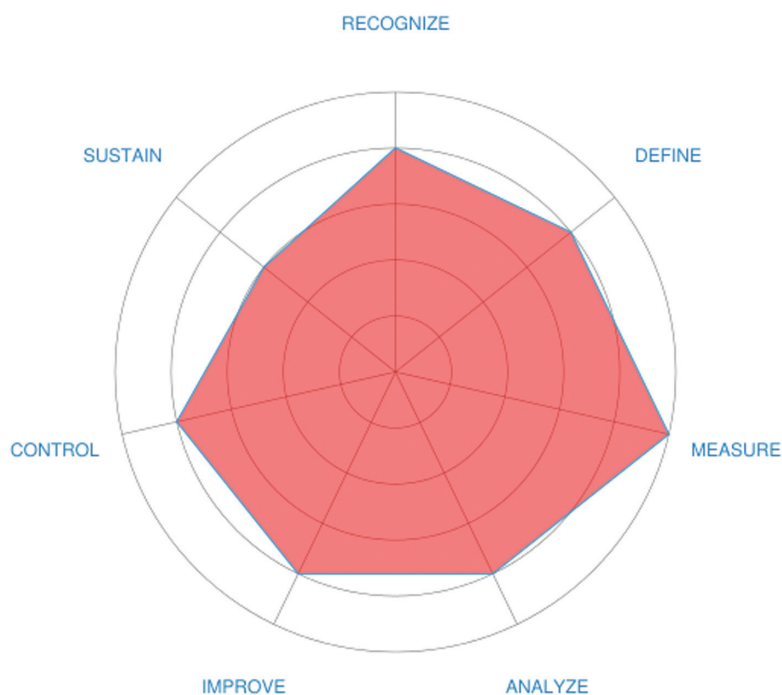
A score of ‘1’ would mean that the answer is not clear at all, where a ‘5’ would mean the answer is crystal clear and defined. Leave empty when the question is not applicable or you don’t want to answer it, you can skip it without affecting your score. Write your score in the space provided.

After you have responded to all the appropriate statements in each section, compute your average score for that section, using the formula provided, and round to the nearest tenth. Then transfer to the corresponding spoke in the Human Resources Analytics Scorecard on the second next page of the Self-Assessment.

Your completed Human Resources Analytics Scorecard will give you a clear presentation of which Human Resources Analytics areas need attention.

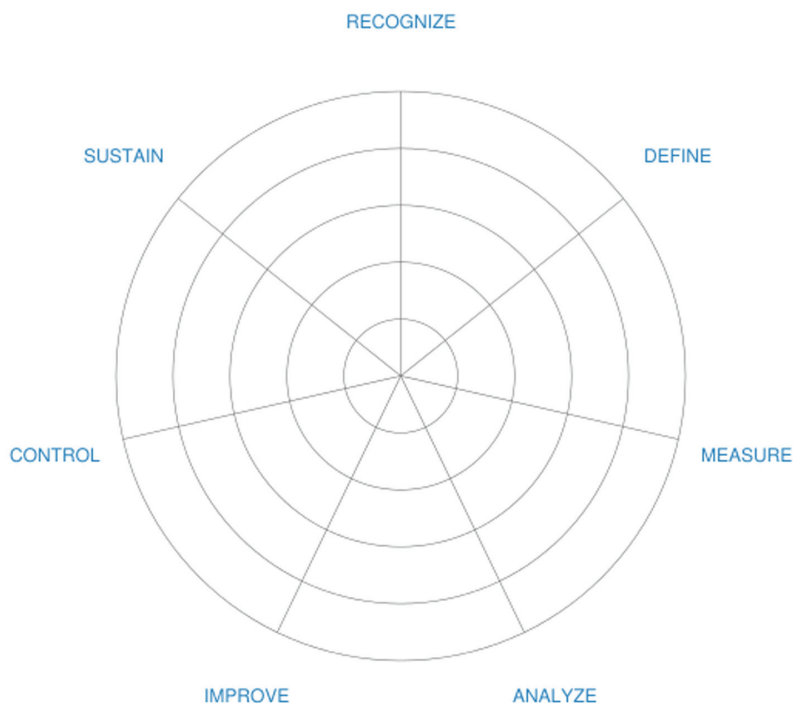
Human Resources Analytics Scorecard Example

Example of how the finalized Scorecard can look like:



Human Resources Analytics Scorecard

Your Scores:



BEGINNING OF THE SELF-ASSESSMENT:

**SELF-ASSESSMENT SECTION
START**

CRITERION #1: RECOGNIZE

INTENT: Be aware of the need for change. Recognize that there is an unfavorable variation, problem or symptom.

In my belief, the answer to this question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. What does the pyramid of information look like?

<--- Score

2. What additional approaches already exist?

<--- Score

3. How can we more efficiently on-board and off-board employees?

<--- Score

4. Can you trust the algorithm?

<--- Score

5. Are we complying with existing security policies?

<--- Score

6. What other outreach efforts would be helpful?

<--- Score

7. How can we promote retention of high performing employees?

<--- Score

Add up total points for this section:
_____ = Total points for this section

Divided by: _____ (number of
statements answered) = _____
Average score for this section

Transfer your score to the Human
Resources Analytics Index at the
beginning of the Self-Assessment.

**SELF-ASSESSMENT SECTION
START**

CRITERION #2: DEFINE:

INTENT: Formulate the business problem. Define the problem, needs and objectives.

In my belief, the answer to this question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. What tools and roadmaps did you use for getting through the Define phase?

<--- Score

2. How was the 'as is' process map developed, reviewed, verified and validated?

<--- Score

3. Are different versions of process maps needed to account for the different types of inputs?

<--- Score

4. Is the current 'as is' process being followed? If not, what are the discrepancies?

<--- Score

5. Is the improvement team aware of the different versions of a process: what they think it is vs. what it actually is vs. what it should be vs. what it could be?

<--- Score

6. Has a high-level 'as is' process map been completed, verified and validated?

<--- Score

7. How do you keep key subject matter experts in the loop?

<--- Score

Add up total points for this section:

_____ = Total points for this section

Divided by: _____ (number of
statements answered) = _____

Average score for this section

Transfer your score to the Human
Resources Analytics Index at the
beginning of the Self-Assessment.

**SELF-ASSESSMENT SECTION
START**

CRITERION #3: MEASURE:

INTENT: Gather the correct data.
Measure the current performance and
evolution of the situation.

In my belief, the answer to this
question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

**1. What interventions would have the greatest
impact on managerial effectiveness?**

<--- Score

**2. What was the impact of a certain training
intervention?**

<--- Score

**3. What are the three most important things we
need to focus on to improve sales?**

<--- Score

4. What are the three most important things we need to focus on to improve safety?

<--- Score

5. Who owns the specific data/metrics that senior leaders are focused?

<--- Score

6. Why is there so much focus on transparency and direction?

<--- Score

7. Should we even be focusing on employee engagement?

<--- Score

Add up total points for this section:
_____ = Total points for this section

Divided by: _____ (number of
statements answered) = _____
Average score for this section

Transfer your score to the Human
Resources Analytics Index at the
beginning of the Self-Assessment.

**SELF-ASSESSMENT SECTION
START**

CRITERION #4: ANALYZE:

INTENT: Analyze causes, assumptions
and hypotheses.

In my belief, the answer to this
question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. Have the concerns of stakeholders to help identify
and define potential barriers been obtained and
analyzed?

<--- Score

2. Have changes been properly/adequately analyzed
for effect?

<--- Score

3. Are pertinent alerts monitored, analyzed and
distributed to appropriate personnel?

<--- Score

4. Have all non-recommended alternatives been analyzed in sufficient detail?

<--- Score

5. What are our key indicators that you will measure, analyze and track?

<--- Score

6. How do you identify and analyze stakeholders and their interests?

<--- Score

7. Are losses documented, analyzed, and remedial processes developed to prevent future losses?

<--- Score

Add up total points for this section:

_____ = Total points for this section

Divided by: _____ (number of statements answered) = _____

Average score for this section

Transfer your score to the Human Resources Analytics Index at the beginning of the Self-Assessment.

**SELF-ASSESSMENT SECTION
START**

CRITERION #5: IMPROVE:

INTENT: Develop a practical solution.
Innovate, establish and test the
solution and to measure the results.

In my belief, the answer to this
question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. How should any risks to privacy and civil liberties be managed?

<--- Score

2. How does managerial span of control affect sales results?

<--- Score

3. What leadership characteristics lead to better team sales results?

<--- Score

4. Where are the best areas for us to target our leadership development program?

<--- Score

5. Do we help individuals develop to their full potential?

<--- Score

6. What were the underlying assumptions on the cost-benefit analysis?

<--- Score

7. What tools were used to tap into the creativity and encourage 'outside the box' thinking?

<--- Score

Add up total points for this section:

_____ = Total points for this section

Divided by: _____ (number of statements answered) = _____

Average score for this section

Transfer your score to the Human Resources Analytics Index at the beginning of the Self-Assessment.

**SELF-ASSESSMENT SECTION
START**

CRITERION #6: CONTROL:

INTENT: Implement the practical solution. Maintain the performance and correct possible complications.

In my belief, the answer to this question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. Are we doing enough to encourage informal learning?

<--- Score

2. Are we hiring according to plan?

<--- Score

3. Will any special training be provided for results interpretation?

<--- Score

4. Who is the Human Resources Analytics process owner?

<--- Score

5. What should the next improvement project be that is related to Human Resources Analytics?

<--- Score

6. What quality tools were useful in the control phase?

<--- Score

7. What other systems, operations, processes, and infrastructures (hiring practices, staffing, training, incentives/rewards, metrics/dashboards/scorecards, etc.) need updates, additions, changes, or deletions in order to facilitate knowledge transfer and improvements?

<--- Score

Add up total points for this section:

_____ = Total points for this section

Divided by: _____ (number of statements answered) = _____

Average score for this section

Transfer your score to the Human Resources Analytics Index at the beginning of the Self-Assessment.

CRITERION #7: SUSTAIN:

INTENT: Retain the benefits.

In my belief, the answer to this question is clearly defined:

5 Strongly Agree

4 Agree

3 Neutral

2 Disagree

1 Strongly Disagree

1. Have new benefits been realized?

<--- Score

2. Are new benefits received and understood?

<--- Score

3. Were lessons learned captured and communicated?

<--- Score

4. Have benefits been optimized with all key stakeholders?

<--- Score

5. What do we do when new problems arise?

<--- Score

6. How does Human Resources Analytics integrate with other business initiatives?

<--- Score

7. Is the impact that Human Resources Analytics has shown?

<--- Score

Add up total points for this section:

_____ = Total points for this section

Divided by: _____ (number of
statements answered) = _____

Average score for this section

Transfer your score to the Human
Resources Analytics Index at the
beginning of the Self-Assessment.

Index

access 2, 4
accomplish 3
according 26
account 14
achieve 3
actually 15
addition 4
additional 11
additions 27
adequately 20
advise 4
affect 23
affecting 6
alerts 20
algorithm 12
alleged 1
already 11
analysis 5-6, 24
Analytics 1-2, 4-8, 12, 15, 18, 21, 24, 27, 29
analyze 2, 20-21
analyzed 20-21
answer 6, 11, 14, 17, 20, 23, 26, 28
answered 12, 15, 18, 21, 24, 27, 29
answering 5
appear 1
applicable 6
approaches 11
Architect 3
Architects 3
asking 1, 3
Assessment 4
assistant 3
attention 6
auspices 4
author 1
Average 6, 12, 15, 18, 21, 24, 27, 29
background 5
barriers 20
beginning 2, 9, 12, 15, 18, 21, 24, 27, 29
belief 6, 11, 14, 17, 20, 23, 26, 28

benefit	1
benefits	28
better	3, 23
Blokdyk	4
business	1, 3, 5, 14, 29
capable	3
captured	28
caused	1
causes	20
certain	17
chaired	4
challenge	3
Champagne	4
change	11
changes	20, 27
checklist	4
choose	6
claimed	1
clearly	6, 11, 14, 17, 20, 23, 26, 28
client	4
closely	5
companies	1, 4
company	3
comparison	5
Complete	1-2, 4-5
completed	6, 15
complex	3
complying	12
compute	6
concerns	20
confirm	6
consultant	3
Contact	3
contacted	4
contained	1
containing	4
Contents	1-2
control	2, 23, 26-27
convey	1
Copyright	1
correct	17, 26
correspond	5
creating	3

creativity	24
criteria	5
CRITERION	2, 11, 14, 17, 20, 23, 26, 28
crystal	6
current	15, 17
customers	1
damage	1
dashboards	27
dedicated	3
deeper	6
deepest	4
Define	2, 14, 20
defined	6, 11, 14, 17, 20, 23, 26, 28
Defining	3
deletions	27
department	3
described	1
design	1, 4-5
designed	3, 5
designing	3
detail	21
determine	5
develop	23-24
developed	4, 14, 21
different	3, 14-15
direction	18
directly	1
Disagree	5, 11, 14, 17, 20, 23, 26, 28
Divided	12, 15, 18, 21, 24, 27, 29
document	5
documented	21
documents	3
editorial	1
Education	3
effect	20
efforts	12
electronic	1
elements	5
employee	18
employees	11-12
empower	3
encourage	24, 26
engagement	18

enough	3, 26
entity	1
establish	23
evidence	6
evolution	17
Example	2, 7
examples	3-4
excellence	3
excerpt	1
executive	3
existing	5, 12
Expert	4
experts	15
explained	5
extent	5
facilitate	5, 27
facility	5
fashion	1
finalized	7
focused	18
focusing	18
followed	15
following	5-6
format	5
formula	6
Formulate	14
future	3, 21
Gather	6, 17
Gerardus	4
getting	14
graphs	4
gratitude	4
greatest	17
guidance	1
happens	3
helpful	12
helping	3
high-level	15
hiring	26-27
humans	3
hypotheses	20
identified	1
identify	5, 20-21

impact	17, 29
Implement	26
important	17-18
improve	2, 4-5, 17-18, 23
incentives	27
Included	4
includes	4
in-depth	6
indicators	21
indirectly	1
individual	1
informal	26
initiative	5
Innovate	23
inputs	14
integrate	29
intended	1
INTENT	11, 14, 17, 20, 23, 26, 28
intention	1
interests	21
internal	1
interpret	6
invaluable	4
itself	1
judgment	1
knowledge	5, 27
leaders	18
leadership	23-24
learned	28
learning	26
lessons	28
liability	1
liberties	23
limited	5
listed	1
losses	21
Maintain	26
managed	3, 23
management	1, 5
manager	3, 5
managerial	17, 23
marketer	3
materials	1

matter	15
measure	2, 5, 17, 21, 23
mechanical	1
metrics	18, 27
monitored	20
nearest	6
needed	14
neither	1
Neutral	5, 11, 14, 17, 20, 23, 26, 28
Notice	1
number	12, 15, 18, 21, 24, 27, 29-30
objective	3
objectives	14
obtained	20
obviously	6
off-board	11
on-board	11
one-time	3
operations	5, 27
optimized	28
otherwise	1
outcome	6
outreach	12
outside	24
overall	5-6
people	3
performing	12
permission	1
permitted	1
person	1
personnel	20
pertinent	20
planning	4
points	12, 15, 18, 21, 24, 27, 29
policies	12
possible	26
potential	20, 24
practical	23, 26
practices	1, 5, 27
precaution	1
prevent	21
printing	4
privacy	23

problem	11, 14
problems	29
procedures	5
process	1, 3, 5, 14-15, 27
processes	21, 27
product	1
products	1
program	24
project 3-4,	27
promote	12
properly	20
provided	4, 6, 26
publisher	1
Purpose	2, 4
pyramid	11
quality 1, 5,	27
question	5-6, 11, 14, 17, 20, 23, 26, 28
questions	3-5
quickly	5
realized	28
really	3
received	28
RECOGNIZE	2, 11
recording	1
references	30
related	27
remedial	21
rephrased	5
reproduced	1
requested	1
Research	3
reserved	1
Resources	1-2, 4-8, 12, 15, 18, 21, 24, 27, 29
respect	1
responded	6
results	23, 26
Retain	28
retention	12
review	5
reviewed	14
rewards	27
rights	1
roadmaps	14

safety	18
Scorecard	2, 6-8
scorecards	27
Scores	8
scoring	5
second	6
section	6, 12, 15, 18, 21, 24, 27, 29
security	12
sellers	1
senior	18
series	5
Service	1-4
services	1, 4
several	4
should	3, 15, 18, 23, 27
single-use	3
situation	17
solution	23, 26
Someone	3
special	26
specific	18
staffing	27
standard	3
standards	1, 5
started	4
starting	5
statement	6
statements	6, 12, 15, 18, 21, 24, 27, 29
Strongly	5-6, 11, 14, 17, 20, 23, 26, 28
subject	15
sufficient	21
support	3
Surveys	4
SUSTAIN	2, 28
symptom	11
system	5
systems	27
talking	3
target	24
templates	3
thankful	4
things	17-18
thinking	24

through	14
throughout	1
Toolkits	3
trademark	1
trademarks	1
training	17, 26-27
Transfer	6, 12, 15, 18, 21, 24, 27, 29
trying	3
underlying	24
understood	28
Unless	3
updates	27
useful	27
usefully	5
validated	14-15
valuable	3
variation	11
verified	14-15
Version	30
versions	14-15
warranty	1
whether	3
within	3
without	1, 6
written	1