



PEOPLE, SKILLS AND GOVERNMENT TRANSFORMATION

Why workforce analytics will make change agents of HR leaders

The pace of change within Belgian government organisations is fierce. The energy crisis, environmental sustainability, swings in political administration, as well as responding to many other macro level issues is a constant balancing act. Digitalisation of services is also high on the agenda given citizens expectations of digital experiences are on the rise. Meeting all these demands requires an ever more complex mix of people, skills and experience that will change ever more rapidly.

HR leaders as agents of change

As these pressures and demands on government bodies continue to track upwards, SAS believes there is a significant requirement for HR leaders to stand front and centre, becoming ever more dynamic both in the timeliness of their actions and in their thinking. Ultimately a highly adept workforce is needed to unlock new levels of efficiency while continuing to improve outcomes for citizens.

HR leaders must also find ongoing answers to the question of how population dynamics will impact the workforce. Within the public sector it is critical that

HR preserve the ideal balance of people who are experienced in the 'business of government' with those who are digitally savvy. On the other hand, organisations require a nuanced blend of strategic versus operational or development skills. It's a delicate and continuous balancing act.

How are HR leaders fairing in proactively addressing these points? Furthermore, what can be done to give them more foresight and control? The answers are 'adequately' and 'advanced analytics and AI'.

Data-driven: the route to proactivity

Most HR and people management leaders are operating reactively; constantly on the backfoot, making decisions based on limited HR datasets that result in suboptimal outcomes and people strategies.

However, moving forward and onto the front foot is simpler than you might believe. It starts by combining information held in core ERP solutions with other contextual and operational data sources in one secure, clean data repository. Analytics can then run at the heart of HR, then people management at all levels can make decisions based on insights. And not just insights derived once, but updated in near real-time, or as frequently as is required.

Into the future with Workforce Analytics

In the short term, people managers can more dynamically plan their organisations, predict the skills and experience needs of departments and ensure an optimal blend that will be relevant into the future. They can also better define roles, career development and retention policies to compete with other industries who are voraciously hungry for digital skills in particular.

Any analytics system must, of course, be capable of consuming feedback for model development and further learning – all of which lays a path for a longer-term future, driven by artificial intelligence, including managing the wider HR implications this brings as digitalisation

continues apace. For example, in industries such as financial services not all employees are human – AI driven chat bots work alongside and support employees and customers alike. Use of data is critical both in the development of this ‘virtual talent pool’ and in its deployment if AI is to reach its potential in augmenting the work of HR teams.

SAS: giving HR leaders the power to know

SAS is at the forefront of Workforce analytics. We can support you right across the spectrum of capability – from creating a richer, deeper, contextual data resource to helping you build and manage models and deploying analytics to users. It all begins with data – and for that you need experts, like us, to get you on the path to a more holistic view of your organisation. Without this kind of deep, data-driven insight, it is our belief that government HR bodies will simply not be able to adapt in a faster paced digital world, disappointing both internal stakeholders and citizens alike. With Workforce Analytics on board, HR leaders can instead take the reins back and forge a path to becoming true agents of change, fully empowering government’s strategic agendas.

