OneModel

People Analytics 101

**How to get started and
what to prioritize**

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01 Getting started in people analytics

As an HR or people leader, you understand the value of workforce data. That's why you're interested in incorporating people analytics into your HR team's daily and long-term strategy. But with so much hype around the field, it's tricky to know where to begin. You're probably hearing things like this:

- **HR needs to bring data to the table.**

- **HR should be leveraging data to make decisions.**

- **Everyone in HR should be upskilling on people analytics.**

- **People analytics should be part of everything we do.**

- **The future of HR is data-driven storytelling.**

These statements are easy to make, but how do we actually address them? Where do you even start?

This eBook will give you a Day 0 introduction to people analytics. You'll learn what people analytics is, why this field came about, why it's important, and how to prepare for it.

We'll cover the fundamentals, such as describing the field, understanding the context of people analytics today, and the fundamentals of getting people analytics started, as well as the importance of connecting people analytics back to the business goals.

By the end of this eBook, you'll feel more confident about incorporating people analytics into your HR strategy and starting down the path to data-driven decisions about the workforce. Whether you're a CHRO or an HR leader looking to upskill, you're on the right track for a successful people analytics journey. So let's dive in and get started!

A word from the author

My name is Richard Rosenow, and I was fortunate enough to get into people analytics as this field was coming into its own. After starting my career in non-profit, I quickly fell in love with Human Resources and helping HR understand the workforce. I'm fascinated by how organizations come together to perform work and by the underlying drivers that motivate people and organizations.

I spent some time as an HRBP at Citibank before diving into people analytics roles, where I worked under founding leaders of the space and helped build some of the best and brightest people analytics teams in the market across GE, Facebook, Uber, and Nike. In my last practitioner role, I founded and built the People Analytics & Automation (PA2) team at Argo AI, a self-driving car startup in my hometown of Pittsburgh. Through my own work, tracking this space, and thousands of conversations with the people analytics community, I've experienced the full spectrum of people analytics across a wide variety of companies, and I've encountered a range of roadblocks, maturity levels, losses, and successes of people analytics.

I brought that knowledge with me to One Model Inc. where as the VP of People Analytics Strategy, I work internally across our product and business teams to bring the practitioner lens to our work. I also work externally to promote and support the people analytics community. My favorite topic to speak on is lowering the barrier to entry for newcomers to people analytics.

At first glance, this space and work may appear daunting to those in HR who have not yet experienced it. I'm here to tell you that it's never too late to join the people analytics community, regardless of your technical skill level or background. Learning about people analytics will bring out the best in your work in HR, and you are likely further down this path then you realize from your work in HR today.

So let's get you started on your people analytics journey!

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02 What is people analytics?

Before discussing how to do people analytics, let's give it a name and a definition. Unfortunately for those starting out, people analytics has many names and definitions. People analytics, workforce analytics, talent analytics, and HR analytics are just a few names that can refer to this space. Academia has even made a research practice out of trying to determine the name and nature of this field:

And that means we're in the "growing pains" era of the function, which is critical to keep in mind as you're learning about the field. If it feels like you're learning contradictory or confusing concepts, that's ok. You're not alone. Know that everyone, even the brightest minds in academia, are still hoping to figure this out.

How people analytics got its name

For the purposes of this eBook though, we'll use the term "people analytics". People analytics as a term was widely

Terms	Definition	Key features	Study
HR analytics	Involves complex multistage *projects* requiring question formulation, research design, data organization and *statistical and econometric modeling* of different levels of complexity and rigor that acts as a guide to future management action	• Decision-making process • Data • Statistics/modeling	Angrave *et al.* (2016)
HR analytics	Refers to a too-wide array of measurement and analytical *approaches*. It is distinct from HR reporting as it focuses much more on the impact of HR programs and processes – addressing more of the "so what?" questions including ROI	• Process to address impact • Measurement	Levenson and Fink (201
HR analytics	An HR *practice* enabled by *information technology* that uses descriptive, visual and *statistical analyses* of data related to HR processes, human capital, organizational performance and external economic benchmarks to establish business impact and enable *data-driven decision-making*	• Decision-making practice • Technology • Statistical analysis	Marler and Boudreau (2017)
HR analytics	Is more than just metrics and/or scorecards, it consists of *various modeling tools*, such as behavioral modeling, predictive modeling, impact analysis, cost-benefit analysis and ROI analysis to aid in *HR decision-making*	• Process to address impact • Metrics/modeling • Decision-making	Sharma and Sharma (2017)
HR analytics	Is the *systematic identification* and *quantification* of the people drivers of business outcomes, with the purpose of *making better decisions*	• Decision-making	van den Heuvel and Bondarouk (2017)
HR analytics	Offers an opportunity to get better HR for less; link HR practices with business outcomes and value; challenge beliefs through data; educate practitioners on what works and what does not; improve *decision making* through *use of sound predictions*	• Decision-making • Change management	van der Togt and Rasmussen (2017)
People analytics	Is the *use of data* about human behavior, relationships and traits *to make business decisions* and helps to replace decision-making based on anecdotal experience, hierarchy and risk-avoidance with higher-quality decisions based on data analysis, *prediction* and experimental research	• Decision-making • Data/Data Analysis • Prediction	Nielsen and McCullougl (2018)
People analytics	The application of predictive *modeling*, *big data* and artificial intelligence to human resource management	• Statistics/modeling • Big data	Gittell and Ali (2021)
Talent analytics	Talent analytics is considered for recruitment and retention prediction as well as prescribing the solutions to issues such as employee attrition	• Decision-making • Prediction	Sivathanu and Pillai (2020)
Workforce analytics	Refers to the *process* involved with understanding, qualifying, managing and improving the role of talent in the execution of strategy and creation of value. It included not only a focus on metrics (e.g. what do we need to measure about our workforce?) but also analytics (e.g. how do we manage and improve the metrics we deem to be critical for business success)	• Strategic decision-making process • Statistical metrics	Huselid (2018)
Workforce analytics	Is a *process* – one that is continuously advanced by improving problem solving through sound measurement, appropriate research models, systematic *data analysis*, and *technology* to support *organizational decision-making*	• Decision-making process • Measurement/data analysis • Technology	Mclver *et al.* (2018)

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Understanding the workforce through data has deep roots dating back decades (to the early 1940s, if you count IO Psychology as a parent field), but people analytics has only emerged as a distinct and recognized business unit within HR in the past 10-15 years. So with that in mind, it's normal to have debates, discussion, and confusion about the function of people analytics, given how relatively young this field is.

popularized by Lazlo Bock's *Work Rules*, which is a book largely about his team's analytical work in HR at Google — and a great read for newcomers to the field! Tech companies saw some of the largest growth in people analytics teams and, as a result, I've seen the field coalesce around this term. There are other team names out there, but we'll stick with one.

The definition of people analytics

For this eBook, "people analytics" will refer to **the use of data to support workforce decisions** and a people analytics function refers to a **centralized business unit, often in HR, that supports workforce decisions with analysis and scaled data solutions.**

Now that we've covered the definition of people analytics, let's dive deeper into the growing demand for this field and explore why it's becoming increasingly important for organizations to incorporate data-driven decision-making into their HR strategies.

03 Why is people analytics important?

We've defined people analytics and set the stage, but what motivates teams to analyze workforce data in this way? While analytics doesn't replace all human strengths — culture, context, business connections, emotional intelligence, etc. — data is an additional and critical lens to helping HR teams understand the workforce. And here are a few key reasons why it's so important:

Human limitations

Humans are good at many things, but we struggle to glean insights from large datasets. We tend to cap out on our ability to do mental regression around five columns of data (on our best days), and beyond that, we start to lose track of features (have your eyes ever glazed over staring at a large spreadsheet?).

When we mature our data management practices, we can have hundreds and thousands of factors stored about our people in organizations. When we get to that scale, we need support from machines and tools to make sense of our data.

How many variables can humans process?

Graeme S Halford [1], Rosemary Baker, Julie E McCredden, John D Bain

Abstract

The conceptual complexity of problems was manipulated to probe the limits of human information processing capacity. Participants were asked to interpret graphically displayed statistical interactions. In such problems, all independent variables need to be considered together, so that decomposition into smaller subtasks is constrained, and thus the order of the interaction directly determines conceptual complexity. As the order of the interaction increases, the number of variables increases. Results showed a significant decline in accuracy and speed of solution from three-way to four-way interactions. Furthermore, performance on a five-way interaction was at chance level. These findings suggest that a structure defined on four variables is at the limit of human processing capacity.
[2]

Fairness and cognitive biases

While humans are good at making quick connections, our brains also like to take shortcuts. These cognitive shortcuts are referred to as biases (and we all have them). But biases in understanding the workforce can lead to harm or career impacts for all workers, especially for marginalized or underrepresented groups of people.[3]

Data can help ensure that decisions made about the workforce are fair and unbiased. By using data to identify patterns and trends, we can mitigate subjective decision-making and ensure that all employees are treated equally. For example, taking a data approach can help efficiently identify pay disparities based on gender or race at scale, and these disparities can then be addressed to ensure all employees are paid fairly.

Listening at scale

If you could speak with everyone in your organization over the course of a week, you might not need a robust analytics strategy. But you've probably scaled past that. Analyzing data from across the organization at once allows an HR team to listen at scale.

By exploring the data about our workforce with people analytics, we can shine a light on corners we may not have been previously investigating. As HR leaders, we're good at keeping tabs on the pulse of the organization, but no one is perfect. Exploring the workforce through the lens of data can make patterns and trends pop out that human eyeballs may have missed.

Data exploration is not a replacement for the human connections at work and listening to the workforce. But exploring our data at scale with people analytics tools and systems can give us a new angle and perspective to listen to our workforce.

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04 Why is people analytics gaining popularity?

There are several factors driving the recent surge in interest around people analytics. From HR-specific tools and systems to human success stories, people analytics is having a moment.

Better HR tools and systems on the market

The first factor that has been a long time coming is the availability of better HR tools and systems. Modern HR teams have dedicated HR software in the form of HRIS systems like Workday, Oracle, SAP, and UKG as well as a world of point-solution players with their own custom software for recruiting (ATS), L&D (LMS), total rewards, and every sub-function under the sun.

HR teams are securing investment for this technology to help automate and scale the impact of their department. While these central HR information systems may not have the best native data management tools, this HR tech has transformed what was previously a paper or verbal process into a well-documented and recorded system — meaning we have newfound visibility into high quality data that we couldn't access before.

Beyond HR tech tools, there's also a multitude of work systems now that capture new and interesting data about the workforce. That can range from badge systems and accounting systems all the way to collaboration tools like Slack, Teams, and G Suite, each of which spin out their own unique data and view of the workforce.

So HR is finally collecting data at scale and in most cases can extract that data about the workforce and the workforce's interaction with these systems. That availability of better tools and systems has made it more fruitful for data teams working in HR as they have the volume, variety, and velocity of data needed to enable good data work.

Growing labor pool of data scientists

The second factor driving the adoption of people analytics is the availability of data scientists and data related professionals. While most other departments have had access to these skillsets for some time, HR is just securing budget for these positions. We're at a place now where data scientists are no longer a rare sight within an organization or where other functions have been saturated, so we're starting to see investment in HR of these formerly rare skillsets.

This means HR teams can now find, attract, and afford to hire data scientists who can help analyze HR data and provide insights. This has been an injection of new skills and capabilities into HR departments to support data-driven decisions and improve their workforce planning and management. With the increasing number of data scientists available in the job market, HR departments can now leverage their expertise and improve their HR processes.

That in turn has led early adopters of people analytics (such as Google, Facebook, and Microsoft) to report significant improvements in employee satisfaction, productivity, and retention. These success stories have driven interest and demand for people analytics in the market since people analytics has been proven to provide better insights into employee behavior and to empower HR departments to make data-driven decisions.

Dedicated people analytics technology

We didn't always have technology that was dedicated to people analytics. But in this new golden era, there's a number of vendors enabling people analytics teams and processes.

Improvements in people analytics technology have made it easier for HR departments to implement people analytics. One Model for instance offers an end-to-end solution to support HR teams with orchestrating their data, telling data-driven stories, performing data science, and even data modeling. Platforms like One Model allow people analytics teams to build their foundation and deliver results with speed and at scale.

Overall, the combination of better tools and systems, a growing labor pool of data scientists, the increasing use of data in other functional areas, success stories from early adopters, and improvements in people analytics technology have all contributed to this moment in HR. By leveraging the power of workforce data and people analytics, HR teams can now make more informed decisions and improve their workforce planning and management, so they can have a stronger impact on the success of the business.

05 5 steps to prepare your organization for people analytics

If you're preparing for people analytics, there's a lot to do before you hire that first data scientist. To build the right foundation for success, there are five important steps you should follow that don't even involve data, insights, or statistics. Following these steps will help you establish and support an efficient and impactful people analytics practice at your organization.

1. Find your why

Understanding why you're pursuing people analytics is vital to your journey. This not only means identifying the specific business needs that would benefit from a better understanding, deeper insights, or more precise analysis of your workforce, but also exploring the underlying reasons behind those needs. You could start by asking questions like:

- What are the biggest challenges or pain points we're facing as an organization?

- What are the key areas where we could improve our workforce, and how would we measure success?

- What are the most critical business decisions we need to make, and what do I need to know to help us make them more effectively?

- What are the specific gaps in our knowledge that we need to fill in order to make better decisions?

Without taking the time to find the why for your organization, you risk getting lost or going off course before you even begin. By finding your why early and holding onto it through the process, this will keep you focused throughout your people analytics journey.

2. Look upstream

When starting your people analytics journey, it's important to remember that the data you've generated is only as good as your processes and technology. There's a flow I like to think

about from process to tech to data to analytics. When people analytics teams run into challenges, there's likely an upstream challenge in one of these steps to address.

People Analytics Operational Flow

STEP 1	STEP 2	STEP 3	STEP 4
Process	Technology	Data	Analytics
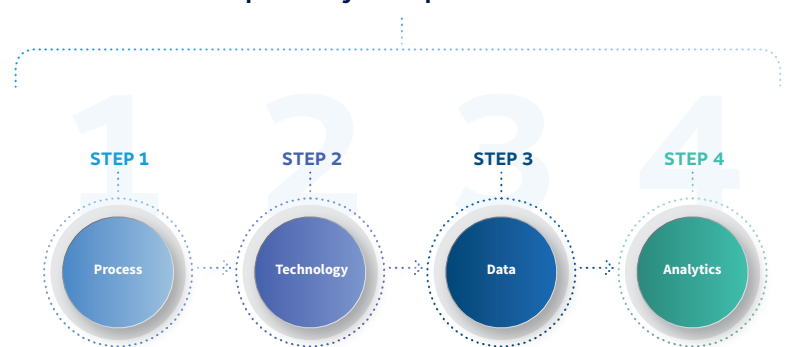
Begin by examining your processes. Technology is only as good as the process it's automating, so if your processes are poorly designed and documented, your technology is unlikely to be implemented correctly. Technology should reflect how you want your business to run. If it doesn't, you'll likely end up with incomplete or incorrect data flowing out of the technology — making it difficult or impossible for people analytics teams to create value.

This is not to say "don't start on people analytics until the rest is done". There is absolutely value that people analytics teams can provide, and some of the best teams I've worked with are scrappy with what they have on hand. This is more of an acknowledgement of the flow and a callout that if you want long-term success of your people analytics team and to unlock that next level of value, you'll have to address these upstream challenges. A strong people analytics leader will also be able to help you identify and navigate these challenges upstream.

So begin by ensuring that your processes are well-designed and documented. Next, double check on your technology implementation and ensure that it matches your processes. Finally, check in on the data. The data ultimately doesn't lie, so it will tell you if the process and tech are clean. Doing so will ensure that data flows smoothly and accurately from the technology preparing you for analytics.

3. Address data management

Another early focus for starting down the path of people analytics is data management. Without data, there's not much for people analytics to do. It's the oil to the people analytics engine. I've seen a number of teams get started, but then plateau around a lack of good data. At times the resources to fix data problems sit outside of HR, which makes it all the more important to navigate and commit that resource request up front when pursuing people analytics.

Making sure your data is accessible is critical, but raw data extraction is also only the beginning. A robust workforce-specific data model, proper data architecture blending your different systems data, and HR-led workforce data privacy and workforce data governance are also part of your people analytics foundation. This may require marshaling what are typically scarce internal resources, capabilities, and priorities from IT or data engineering teams to ensure that your data is clean, systematically organized, and readily analyzable.

Or you can save those internal resources by working with people analytics platforms like One Model. We were founded to make this upstream challenge easier. We provide named data engineering resources, have experience developing business-specific workforce data models, and provide the data foundation that people analytics teams need to thrive.

If you skip this step, you may experience the following problems:

- **Missing data:** Without the right data management structure in place, you may find it difficult to extract the data you need for a given project. This can lead to incomplete or incorrect data and difficult analysis.

- **Slow data:** Improper data management can leave you with only monthly (or quarterly!) snapshots and that pace just doesn't reflect how fast your business moves — let alone back-dated changes which are frequently found in HR.

- **Inability to build predictive models:** Data management is critical to building predictive models. To develop predictive models, you need to extract data in a very specific way (e.g. time-stamped changes). It'll be difficult or even impossible to build accurate and effective models without this proper data management.

By addressing data management early on in your people analytics journey, you can avoid these symptoms and ensure that your people analytics initiatives are successful. To learn more, here are five tips for getting HR data extraction right.

4. Set the tone

Setting the tone at the top is crucial for demonstrating that data-driven decision making is the way forward. This involves garnering support from your organization's senior leaders, as well as regular reminders, activities, and actions from the CHRO or HR head.

If you're in a leadership position, setting the standard that data is required for new projects and investment decisions goes a long way. Cultivating a data-minded culture will trickle down from the top, setting a precedent for the entire organization. Without this high-level endorsement and sustained backing, making significant strides in people analytics can prove challenging.

5. Find help

Consider engaging with a seasoned people analytics leader either full-time or as a consultant to spearhead your people analytics initiatives and education within your function. Experienced people analytics leaders, with their unique combination of data analysis skills, HR orientation, ethical understanding, and team management expertise, can provide invaluable guidance. They'll work to ensure alignment between your analytics efforts and broader business objectives.

Remember to also tap into the people analytics community. This strong and enthusiastic network can provide invaluable support. Engage with professionals on LinkedIn, ask questions, and use the expertise of vendors in the space. The team here at One Model is always willing to connect and assist at every stage of your people analytics journey.

06 7 capabilities of people analytics

People analytics provides HR teams with incredible new opportunities. Let's dive into the capabilities and superpowers of people analytics, so you can better understand the power it can deliver to your team.

1. Understand your workforce

One of the primary functions of people analytics is to describe the workforce. Mature people analytics equips HR teams with vital data such as headcount, diversity, attrition, networks, and performance — making it an invaluable tool for quick and accurate assessment of the organization. For instance, people analytics can describe the attrition rate over a given period, providing an immediate understanding of employee turnover trends. This can help HR teams to develop timely retention strategies.

2. Surface new insights

People analytics can surface overlooked insights or potential challenges. For example, analyzing survey data in conjunction with workforce data can bring to light unspoken narratives within the organization. Or correlating employee engagement survey data with performance metrics could surface a potential relationship between job satisfaction and productivity levels, illuminating areas for improvement.

3. Identify problems

In the face of specific business challenges, people analytics offers a deeper understanding of the underlying causes and potential solutions. It allows HR teams to explore data, providing a fresh perspective on the workforce. For example, if there's a notable decrease in employee productivity, people analytics can help understand the potential factors causing this slump, be it work-from-home challenges or low morale, helping HR leaders create appropriate interventions.

4. Analyze patterns

People analytics can deeply analyze workforce data, uncovering patterns and relationships that are not immediately apparent. For instance, it can analyze patterns of employee attrition in relation to variables like department, tenure, or job role, providing important insights into the factors influencing employee retention.

5. Predict outcomes

People analytics plays a crucial role in predicting outcomes of HR interventions or programs. It enables HR teams to tie actions to outcomes, transforming valuable insights into effective strategies. For example, using past data, people analytics could predict the likely impact of a new training program on employee skill development — empowering HR to make data-informed investment decisions.

6. Forecast organization needs

Distinct from prediction, forecasting with workforce data can help visualize the future of the workforce. It can project future requirements around skills, headcount, and organizational composition. For instance, by analyzing industry trends and internal growth patterns, people analytics teams can forecast the future skill needs of the organization, enabling proactive talent development and recruitment strategies.

7. Guide decisions

People analytics can guide decision-making by offering evidence-based insights. It allows HR teams to make informed decisions rather than relying on intuition or outdated practices. For example, it can guide decisions around talent acquisition strategies by providing data-driven insights into the most effective recruitment channels.

3 reasons to start with employee attrition

Now you're ready to actually do people analytics. But what should your first project be? Many teams start with employee attrition. Let's explore why.

1. Attrition has clear outcomes

People either quit or they don't. This binary outcome allows data teams to segment the population into people who have quit or people who have stayed and then understand underlying trends amongst those populations.

Pro Tip: Very clear outcomes are helpful in people analytics, so programs tend to gravitate towards them as a starting place. Recruiting is another area that has clear outcomes (hired or not), so that's another strong starting project.

2. Attrition has a direct impact on the company

Attrition hurts. It hurts to see people leave the company. Knowledge walks out the door, and then teams and coworkers have to cover for someone until the role is backfilled. Companies will feel an immediate loss and cost when someone chooses to leave. With this in mind, it's a key starting point for many teams.

Pro Tip: Working on areas that matter is key to people analytics. Find pain points for the business and see how you can help. If your results can help solve challenges, people will seek out your analysis in the future.

3. Attrition data is already in your HRIS

Attrition data is often already captured in your HR information system (HRIS), making it easy to access and analyze. People analytics teams tend to start with what they have and then build the business case to go after more.

Pro Tip: While network data or alternative work system data may also hold the story to attrition or business needs, starting with what you have is key to the success of a people analytics team.

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5 steps to complete a people analytics project

Let's walk through an example of how a people analytics team might approach an employee attrition project, from start to finish.

Step 1: Define the problem

The first step in any people analytics project is to define the problem you want to solve. In this case, the problem is employee attrition. Specifically, we want to understand why employees are leaving the company and what we can do to reduce attrition.

> **As an HRBP, I noticed a trend of high employee turnover in the company. I began to investigate why employees were leaving and how we could reduce this trend. My goal was to identify the underlying causes of this issue and develop a plan to address it.**

Step 2: Gather the data

The next step is to gather the data you need to analyze the problem. In this case, you'll need data on the employees who have left and their reasons for leaving (if available). This data can often be found in your HRIS, as well as employee surveys or exit interviews.

> **To gather the necessary information, I dove into the company's HRIS system, as well as employee surveys and exit interviews. I collected data on employee demographics, job history, performance metrics, and reasons for leaving. I made sure to gather as much relevant information as possible to ensure a comprehensive analysis.**

Step 3: Analyze the data

Once you have the data, it's time to analyze it. There are a variety of statistical methods you can use to analyze attrition data, including survival analysis, logistic regression, and decision trees. But you can also start with descriptive methods. Your choice of method will depend on the nature of your data and the questions you want to answer, and you don't always need advanced methods.

> **I took a look at attrition trends across each of the major groups within the company. Using descriptive statistics, I found that some teams were experiencing higher attrition than others within similar business units. I wanted to identify why the attrition rate was high, so I looked for factors that were strongly correlated with attrition.**

Step 4: Tell the story

After analyzing the data, it's time to tell the data story. This is where data visualization and data storytelling come in. You'll want to create charts, graphs, and other visualizations that help you communicate your findings to stakeholders. You'll also want to craft a narrative that ties the data together and explains what it means for the company.

> **Using the results from the data analysis, I created charts, graphs, and other visualizations that I could use to communicate my findings to stakeholders. I crafted a narrative that brought my business knowledge into the story and explained the factors contributing to the high attrition rate and the steps we could take to address it. I presented the data and narrative to the company's leadership team.**

Step 5: Implement solutions

Finally, it's time to implement solutions based on your findings. This might involve changes to HR policies, changes to compensation structures, or changes to management practices. Whatever the solution, it should be informed by the data you've gathered and analyzed.

> **Based on the data and narrative, I recommended changes to HR policies, compensation structures, and management practices. I presented the recommendations to the company's leadership team and worked with them to implement the changes. Over time, we saw a decrease in the attrition rate and an increase in employee satisfaction.**

Overall, attrition is a great starting point for any people analytics team. It's a universal problem that every company faces, and the data is often readily available. By analyzing attrition data, you can gain valuable insights into your workforce and make data-driven decisions that improve retention and reduce turnover.

Tailor people analytics to your organization's unique needs

While I recommended attrition as a great place to start, you'll ultimately need to identify what the ideal starting point is for your own organization. Generally, the most important place to **start is with the area your business cares about most.**

Every business is different — with different goals, at different maturity levels, and tracking different KPIs. What may work well for one company could completely fall flat at the next.

If your organization has a 1-2% attrition rate, that's probably not where your people analytics will have the most impact. Your organization might be more interested in career management, internal transfer studies, and retention strategies for high performers — which would make them better starting points for your particular people analytics team.

The fundamentals of good people analytics are similar across companies, but the metrics, datasets, and projects will be unique to each organization. And as you've likely already experienced, HR really is a reflection of your workforce's needs and company culture. That's why many "pre-built" reports and dashboards fall flat. If people analytics is not customized to your business's needs, it's likely not going to get attention. You've got to connect your work to the business's needs.

10 How One Model can support your people analytics journey

Hopefully, you're feeling more confident about beginning your journey into people analytics and empowering your organization to make better data-informed HR decisions. By following the steps we've outlined in this eBook and implementing people analytics into your HR strategy, your organization can stay competitive and your HR team can play a critical, strategic role in its success.

And as you start your search for the right people analytics solution, I'd encourage you to explore One Model. With its comprehensive platform, you'll gain access to a robust suite of tools and features designed to streamline data collection, analysis, and visualization. The customizable nature of One Model empowers HR teams to tailor their people analytics needs to their unique business requirements, so it's easier to extract actionable insights that drive strategic and meaningful decision-making.

No matter where you are in your people analytics journey, One Model is here to offer support every step of the way.

Ready to learn more about One Model?

Request a Demo Today.

Scan QR Code to book your demo.

ABOUT ONE MODEL

One Model's founding team has spent 25+ years in the workforce analytics space, beginning their journey together at Infohrm (acquired by SuccessFactors, then SAP). While working with hundreds of organisations, they saw customers struggle with the complexities of HR data, how to assemble it and generate meaningful insights.

So in late 2014, Chris Butler, David Wilson, and Matthew Wilton founded One Model with the mission of making an organization's most complex data accessible and valuable for all. Put together a talented team to develop a platform that allowed business leaders to seamlessly interact with their own workforce data - to unlock value in their people and their organizations.

Today, One Model is trusted by large organizations that want to work with a team of HR data experts who are passionate about your success!

It's never too late to talk to us. In fact, we can have you analysing your data in a matter of a few days from the contract signature. All we need to get started is a set of authorised API credentials with proper security access provided to your objects. Learn more at **www.onemodel.co**

1. https://www.emerald.com/insight/content/doi/10.1108/JO-EPP-01-2021-0013/full/html
2. https://pubmed.ncbi.nlm.nih.gov/15660854/
3. https://www.visualcapitalist.com/wp-content/uploads/2021/08/all-188-cognitive-biases.html

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