People analytics

People Analytics Google was founded by two engineers and their decisions are based on the data. This methodology has become part of the culture at Google. Data has always played a role In Human Resources, but not to the extent that Is does for Google. Google created the People Analytics department. This department reports directly to the head of Human Resources and was a team member on every other group wealth the HRS department. Kathy Desks is part of this department made a presentation Strata Jumpstarted 2011 Reilly conference. Kathy goes on to share, " all people decisions at

Google are based on data analytics" (2011). The foundation of the department is the analytic value chain. There are 6 links or steps to the analytic value chain. First is Opinion, when presented with any idea for a study they look at the " gut feel'. Next is Data, the raw data collected for the study. Metrics is the third step, the data is put in order, summarized it consists of ratios and counts. In the Analysis step it's time to identify relationships or connect the dots. It then moves to the Insight step, this Is the A-Ha moment, the results that will lead to the Action step.

In this step we have change existing policy or have new programs or Ideas. One of the early projects that People Analytics department work on was Project Oxygen. In this project Google explored If Managers are truly needed. Little know fact was that Google once fired all people managers not seeing the value they offer and this lead to the creation of the project. Using employee's individual performance reviews and the results from employee satisfaction survey this allowed them a 360 deg of feedback on the managers.

With detailed analysis mangers are needed it also gave them direction to cake their managers better. From the result they isolated 8 traits that the high scoring managers received used this data to create an upward feedback survey based on those 8 traits. " With data analytics, you can understand people and what their strengths and weaknesses are and end up with some great results like lowering labor costs and raising productivity," said Lapel-Leroy Leonard (2013). Lapel-Leroy went on to say, " Several new studies have found that Coos now rate HRS analytics as the most Important new Information source.

So much data Is now available, and here's new software every day that can give us valuable insight into this data so that businesses can tap into this information and make well-informed decisions. "