**Working in People Analytics - Application of People Analytics in Smaller Organisations**

On 10th March 2022, the People Analytics SIG welcomed Ashwini Uthrapathi Shalila (Senior Manager People Analytics, PVH Corp) to their meeting to talk about her experiences of working in People Analytics, focusing on how People Analytics teams can be set up in smaller organisations.

Ashwini started by talking about what constitutes Analytics in HR (Human Resources), explaining her view of the differences between:

* HR Analytics (helping HR functions to optimise the performance of HR)
* Workforce Analytics (analysing group dynamics, organisational effectiveness, productivity, and costs)
* People Analytics (helping managers to understand talent development, and behavioural aspects of their workforce)

Ashwini then covered what it was like to set up an HR Analytics function in a small organisation, describing how it can feel like being “first on the moon” and that the role requires setting the foundations for the function, understanding the data and definitions, and understanding legacy systems to leverage existing knowledge and goodwill. She talked about the importance of finding the “pollinators” - the influential people who are either data savvy or data curious and can help you engage with your stakeholders and act as a translator for the business need.

Many of the tips and suggestions Ashwini shared for working in HR Analytics in small organisations are equally relevant for larger organisations and for any type of analysis and modelling:

* Remembering to ask “why?”, not just to focus on the how and what of an analytical request - communicate with your stakeholders to understand their needs;
* Learning to say no and to use the “why” to help prioritise work;
* Collaboration may not seem efficient in small teams, but it pays off in the longer term;
* Enable stakeholders to help themselves to information and insight so you can move on to more advance modelling and analysis.

The slides from the talk are on the People Analytics SIG pages of the OR Society website.

Our next events will be a joint event with WORAN on 19th May, and a webinar on the theme of Wellbeing in June /July. Look out for links to sign up for those.