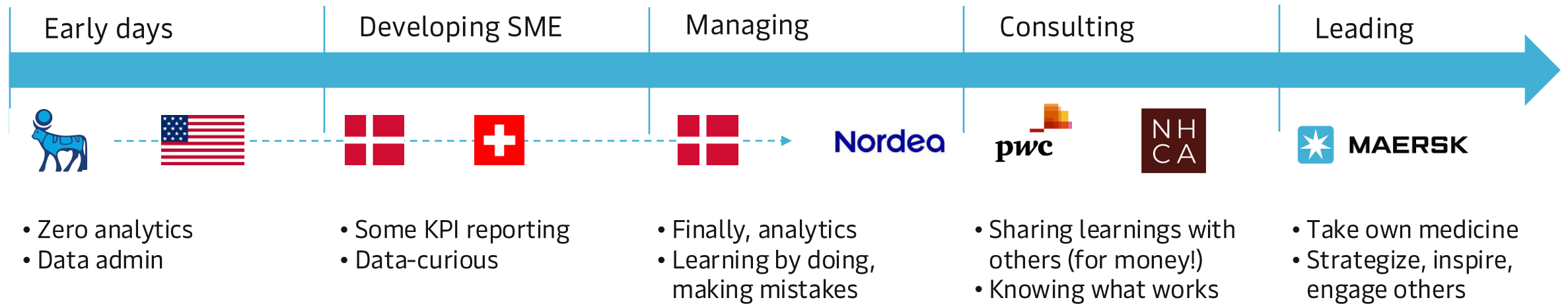# People Analytics:
Trust, Value, Innovation

MAERSK

Pete Jaworski, Head of People Data & Analytics @Maersk
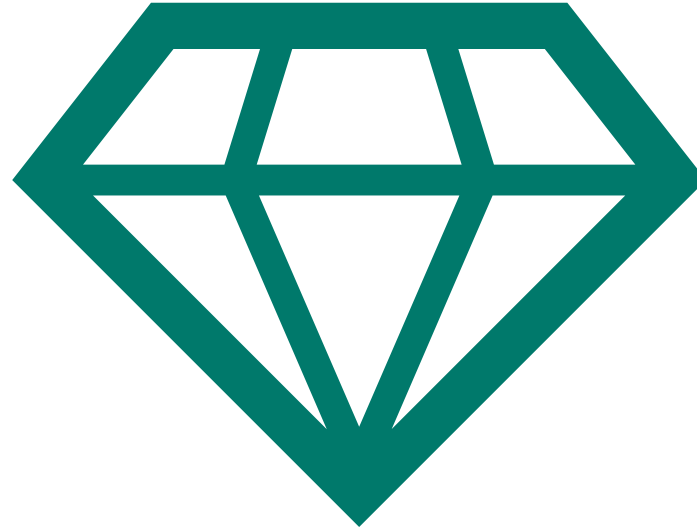## My career (abbreviated ☺)

Early days	Developing SME	Managing	Consulting	Leading

- Zero analytics
- Data admin

- Some KPI reporting
- Data-curious

- Finally, analytics
- Learning by doing, making mistakes

- Sharing learnings with others (for money!)
- Knowing what works

- Take own medicine
- Strategize, inspire, engage others

Building People Analytics capability through...

Building Trust

Creating Value

Embracing Innovation

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But the very first step is: <u>equip yourself</u> !!

Theoretical knowledge

- How organizations operate

- People Analytics maturity models

- Research (behavioral science)

- Use cases for advanced analytics

- Use cases for AI-based technologies

Practical knowledge

- Your org's strategy & pain points

- Data availability, end user experience

- Metrics/KPIs, benchmark data

- Current level of data literacy

- Knowledge of HR tech product landscape

A preferred approach

- Prioritizing & engaging stakeholders

- Assessing actual data maturity

- Creating a vision to inspire

- Strategic roadmap to close gaps

- Planning resources & timeline

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Building Trust

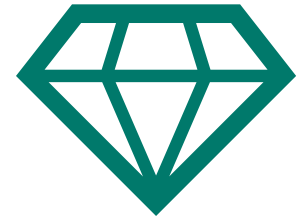Understand your stakeholders' requirements. Connect those to (data) solutions.

Deliver the "right" data, i.e. always meet the current demand for basic insights.

Deliver high quality data. And be prepared to proactively explain discrepancies.

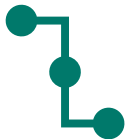NOCA People Analytics Day - June 2024

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Creating Value

Advise and spar with stakeholders. Offer options, and a clear recommendation.

Address business pain points e.g. visibility, performance, risks, opportunities, etc.

Workforce Planning 'connects dots' with business and helps scale PA capability.

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Embracing Innovation

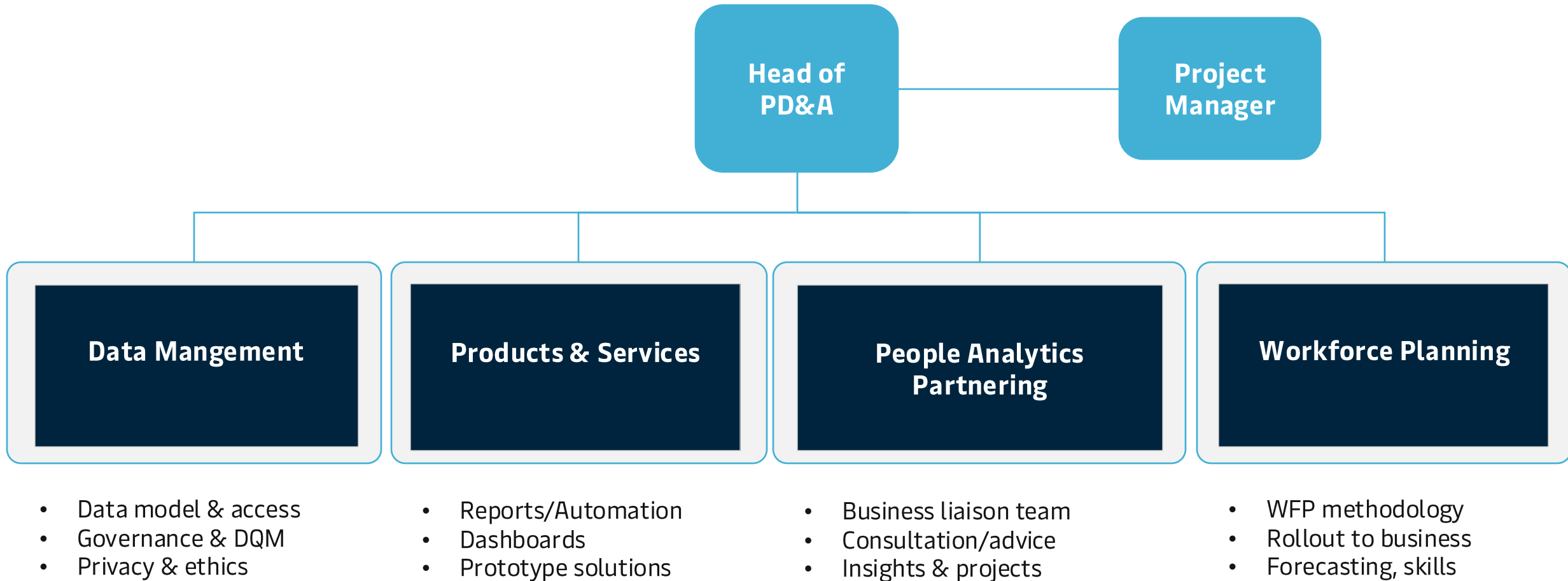Experiment and proactively modify products, services, data, structure, capabilities.

Know how HR tech solutions (platforms, products, point solutions) are evolving.

Leverage advanced methods and progressive tech when appropriate, with purpose.

NOCA People Analytics Day - June 2024

How do we do it at Maersk?
Having all key domains under one roof creates agility and excellent synergy through collaboration

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                          ┌──────────────┐           ┌──────────────┐
                          │   Head of    │           │   Project    │
                          │    PD&A      │───────────│   Manager    │
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      ┌──────────────────┬───────┴───────┬──────────────────┐
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| **Data Mangement** | **Products & Services** | **People Analytics Partnering** | **Workforce Planning** |

- Data model & access
- Governance & DQM
- Privacy & ethics

- Reports/Automation
- Dashboards
- Prototype solutions

- Business liaison team
- Consultation/advice
- Insights & projects

- WFP methodology
- Rollout to business
- Forecasting, skills

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Key takeaways

Success (value and impact) from your People Analytics program is dependent on

- Defining a clear vision and roadmap you can rally your diverse stakeholders around.
- Well-rounded knowledge of several domains – this knowledge will inform your ability to consult.
- Maintaining a sharp business focus – to help you prioritize deliveries and solutions, address pain points, link HR data to important outcomes.
- Meeting the needs of the "many" in daily service operations, through self-service and automation.
- Meeting the needs of the "few" on specific, high-leverage work requiring advanced quantitative methods.
- Leveraging WFP as a vehicle to link People Analytics squarely with business needs, and to help quickly build new capability areas (or make the case for investment).
- Building a culture for data-driven insights and innovation, borne from the trust and value delivered.

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