



# UNITEC RESEARCH SYMPOSIUM 7 Dec 2020

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Do analytical capabilities among HR professionals lead to enhanced performance?



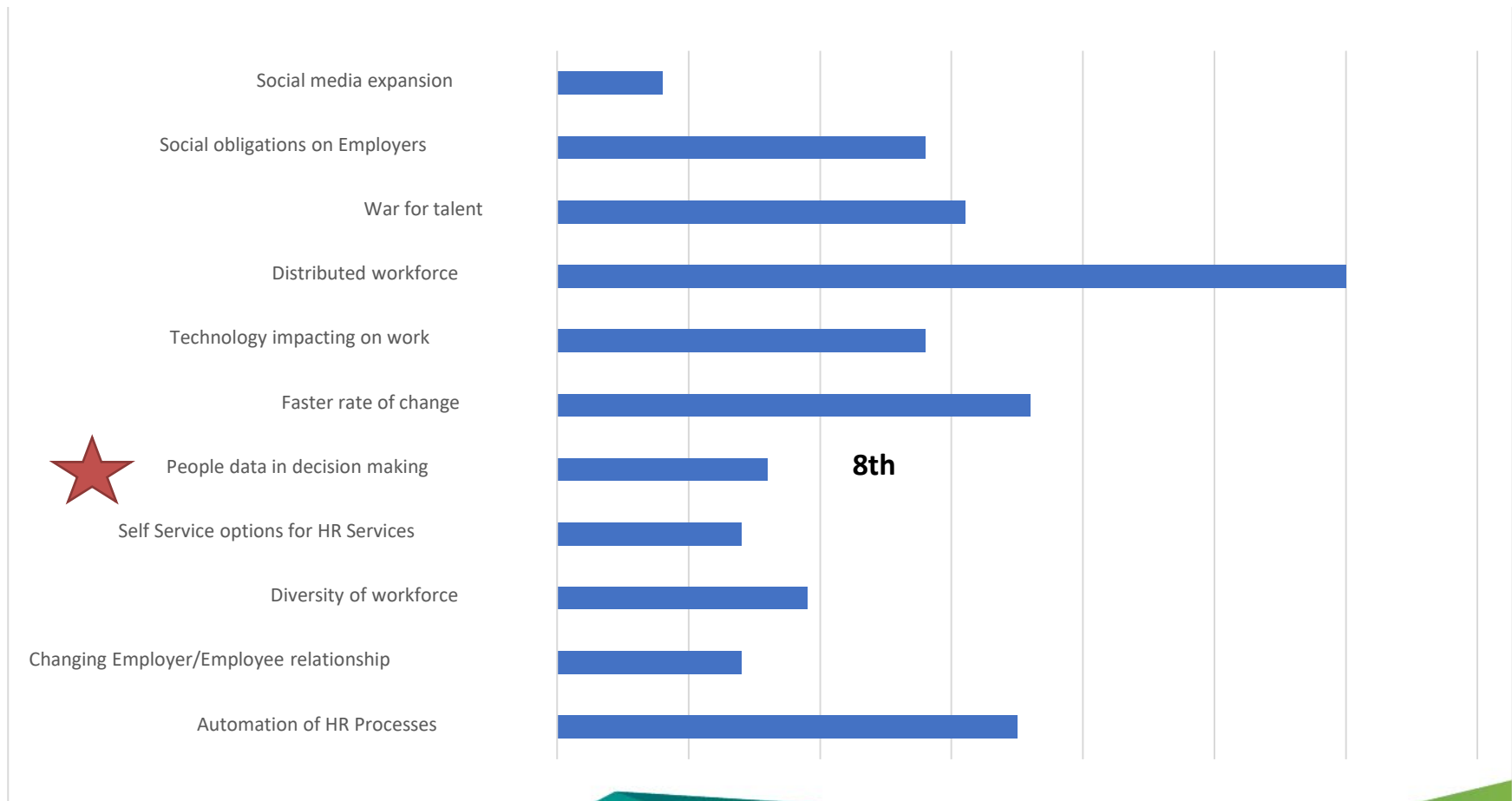
# The Evolving Role of HR Today



Source: [bcg.com](http://bcg.com)



# What factors are driving change for HR professionals?

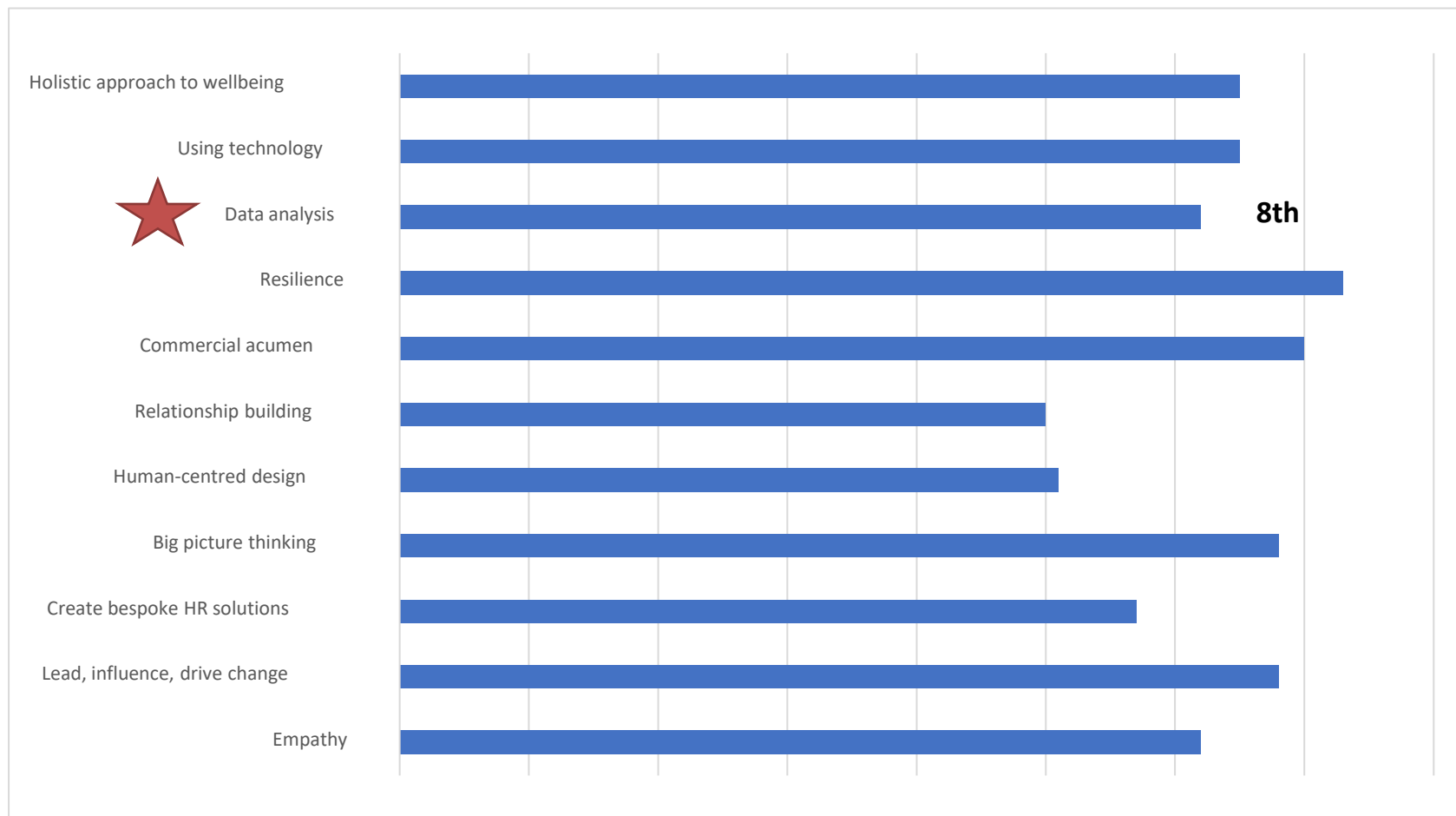


8th

Source: Human Resources Institute New Zealand, HRNZ Quick Survey The Future of HR, September 2020



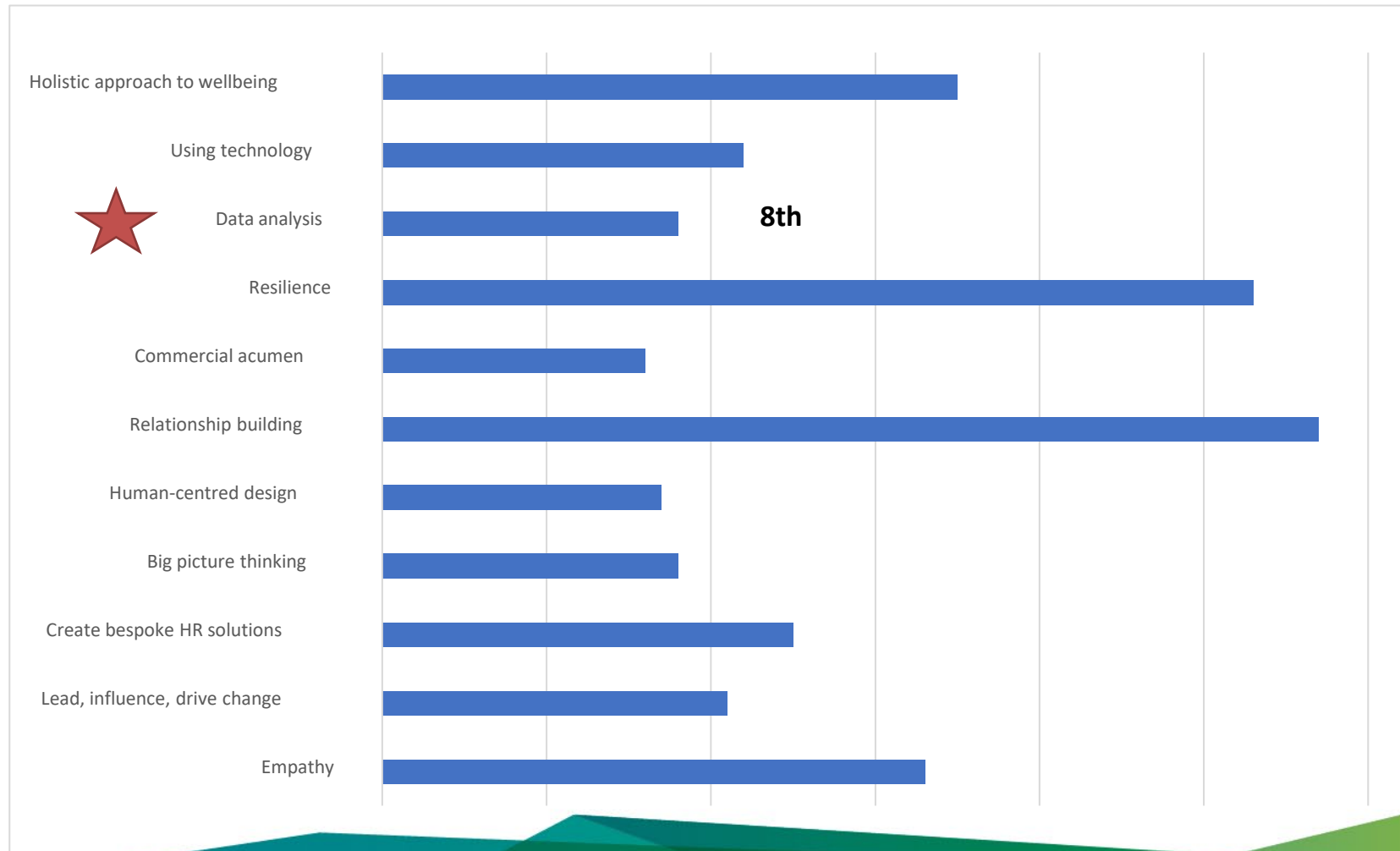
# What are the most important capabilities for future success?



Source: Human Resources Institute New Zealand, HRNZ Quick Survey The Future of HR, September 2020



# Where are HR professionals currently strong?



Source: Human Resources Institute New Zealand, HRNZ Quick Survey The Future of HR, September 2020



“HR professionals must be able to translate the right data and/or information into valuable insights” Kryscynski et al, 2018



Source: Accenture

# Workforce Analytics Defined

Workforce analytics uses workforce data to **improve decision making** about the workforce and **create value** for business (Huselid, 2018).



# Research Purpose

- Investigate whether analytical capabilities among NZ HR professionals lead to enhanced performance.
  - Determine the NZ organisations workforce analytics maturity level.
  - Determine the HR professionals current analytical capability.
  - Compare the organisations workforce analytics maturity level with organisational performance.





# Talent Analytics Maturity Model®



Source: Forbes



# Literature Review

- EBSCO/Emerald/Google Scholar
- Extensive internationally
- Very limited locally
- Conclusion: In business magazines. Not much relevant in the Australian/New Zealand academic literature.
- There is a clear gap in the New Zealand literature.





# Methodology

- Survey Questionnaires:
  - Data Analytics Maturity Model
  - HR Professional Data Analytics Capability
- Sample of HR professionals from Human Resources New Zealand. Across Industries/low tech- hi tech/small-large.
- Quantitative and
- Qualitative (structured interviews)



# Questions



Source: HR in Asia