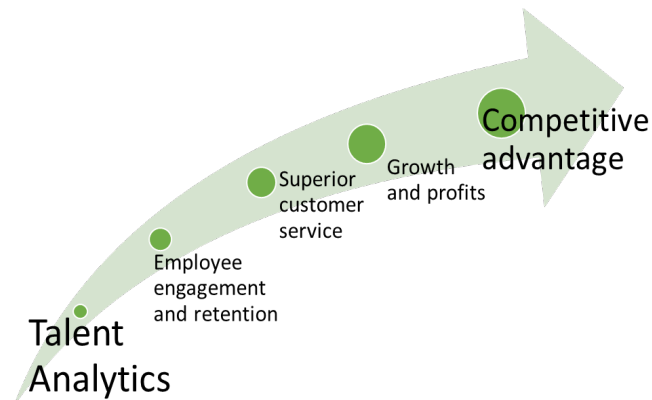


Center for Business Analytics and Community Research

Talent analytics or people analytics is today an integral part of C-suite discussions. While it goes by different names including employee engagement analytics, the central theme is that talent and talent metrics is a critical KPI. It affects all dimensions of an organization and hence, must be subject to the same rigorous analysis as sales, finance, inventory, or production, to name a few.

Talent analytics is a complex endeavor. It requires senior leaders to pay close attention to national and regional labor market trends as it applies to their specific industry and subsidiary industries, while having an intimate and localized understanding of the inflow and outflow of talent in their community and backyard. These mega forces, over which they have little to no control, has a tremendous economic impact as it impacts employee salaries and attrition rates.



Talent data is useful only if it can be customized and micro-sized to the dynamic and evolving talent needs of an organization. This is a challenge in many knowledge economies where the work done by knowledge workers can be difficult to describe with great specificity. For example, the functions of a vice president for sales across industries has some similarities, but inherently the nature of sales within each industry also makes it somewhat unique across the spectrum. When we add company size to this discussion, it is easy to see how challenging it can be for hiring managers, especially small and medium companies, to leverage talent analytics. In spite of these challenges, companies

that stay ahead of the talent wars appear to ask certain fundamental critical questions.

Talent analytics is not a feel-good method or tool. Instead, it is direct and measurable pathway to profits, growth, employee engagement and retention, superior customer service, and competitive advantage. To achieve a high-level of success using talent analytics requires asking strategic and tactical questions that get to the heart of leveraging talent in one's organization. Here are a few diverse questions that show how talent analytics is not just about data, but more about a holistic and long-term approach:

1. What are the forces shaping my industry's talent pipeline globally, nationally, regionally, and locally?
2. What is the inflow and outflow of talent that is in short-supply in my industry and community?
3. What is the relationship between social media analytics and talent recruitment and retention in my organization?
4. What would be the bottom-line impact of a 1% increase in employee engagement at my organization?
5. What attrition metrics predict cultural issues that can be addressed?

Talent analytics is not about a one-size-fits-all. Instead it is about taking a consistent, but creative approach, to understanding and monetizing human talent.

We are happy to assist you in developing a talent analytics program in your company. Please feel free to contact us at scooper7@uscupstate.edu or ugupta@uscupstate.edu.