People and workforce analytics

"Using data about people and the business to inform organisation decision-making"

	Level 1 At this level you'll understand	Level 2 At this level you'll understand	Level 3 At this level you'll understand	Level 4 At this level you'll understand
Understanding and using data	How to access, clean and organise data securely and the sources and types of data in your organisation	How to access and explore data using business intelligence tools, create queries to generate data and reports, always using and sharing data responsibly	How to responsibly integrate people data and other data sources to generate insights about the organisation's workforce and people	How to create and maintain data integrity across the organisation, and use data ethically to drive strategic and operational decision-making
Analytical consulting	How to apply analytical skills to identify and understand straightforward people issues within the organisation	How to work with stakeholders to develop questions and hypotheses, and provide insight into people-related issues using relevant data	How to curate data to give strategic advice which shapes solutions to people issues	How to govern the way data is used to resolve and manage people issues across the organisation
Research design	How to carry out basic quantitative and qualitative research methods, such as benchmarking techniques	How to break down people-related issues into a clear structure, and formulate questions to inform research design	How to conduct research design and use appropriate qualitative and quantitative techniques to address issues	How to shape research design and the people research agenda across the organisation using innovations in practice
Data analysis	How to conduct data analysis (e.g. descriptive statistics, correlations) and interpret the results	How to conduct complex data analysis (e.g. using statistical software or programming) to provide insights into people and organisation issues	How to identify complex patterns and relationships in data (e.g. using machine learning models, network analysis) to generate insights into people and organisation issues	How to influence and shape business strategy through insights derived from organisation data analysis
Data science	How to interpret basic people data models (e.g. analysis of data showing changes over time)	How to create data models using analytical techniques (e.g. statistical modelling, predictive analysis)	How to interpret and apply complex data modelling to people issues in the organisation	How to interpret organisation stakeholder requirements and provide appropriate data models (e.g. through self-service dashboards) to meet their needs
Data visualisation	How to use appropriate visualisation methods (e.g. dashboards, reports) to turn data into usable insights for stakeholders	How to design and implement data visualisations (e.g. dashboards, reports), to help stakeholders make better decisions about people issues	How to use storytelling approaches alongside data visualisations to influence decision-making on people issues	How to innovate and use emerging good practice in data visualisation to influence strategic decision-making