

The Office for National Statistics (UK) Organisational Health Indicators

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Abstract

How can the People Analytics function help us to measure, monitor and evaluate culture? At the Office for National Statistics (ONS) we have established a Chartered Institute of Personnel and Development (CIPD) Award winning People Analytics function to provide insights to help us. The presentation describes how we moved from manual reporting of information to automated insight in a 12-month period and won a coveted CIPD Award in 2018. Measuring our culture and overall organisational effectiveness/health is a key component of tracking the success of our organisational transformation programme. Our People Analytics team have been developing a number of statistical analyses to help us track progress and the presentation will share the discovery phase of the development of our Organisational Health Index.

Keywords

HRMT; People Analytics; Organisational Health Index

The Office for National Statistics (UK) Organisational Health Indicators

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Summary

This paper describes how People Analytics can help us measure, monitor and evaluate culture. At the Office for National Statistics (ONS), we have established a Chartered Institute of Personnel and Development (CIPD) award winning People Analytics function to provide insights to help us.

It will discuss; how we moved from manual reporting of information to automated insight in a 12-month period and won a coveted CIPD award in 2018; and how we have developed our approach to measuring the culture and organisational effectiveness.

The Background context

In 2008, the Office for National Statistics (ONS) was established. ONS is the executive office of the UK Statistics Authority and is the recognised national statistical institute of the UK. It is the largest producer of official statistics in the UK.

ONS produces statistics on a range of key economic, social and demographic topics. Key services include measuring changes in the value of the UK economy (GDP), estimating the size, geographic distribution and characteristics of the population (including statistics from the Census), and providing indicators of price inflation (CPI), employment, earnings, crime and migration.

Our mission is that high quality statistics, analysis and advice to help Britain make better decisions and improve lives.

In 2015, a five-year strategy, Better Statistics, Better Decisions, was published. This was in response to the data revolution and the need to develop our data capability. The strategy outlined a step change in the way ONS worked to address Information Technology legacy challenges and build a fit for purpose organisation which would be relevant for the future.

The organisation entered into a period of transformation, which touched every part of the organisation and required our people to do things differently and make the change happen. We in HR realised that we also needed to change if we were going to be credible and trusted partners to our business and enable our people to prosper in uncertain environments. In order to help us do this, we identified that we needed to better understand our people and one way to do this was through data, we therefore, we set about transforming our approach to Management Information.

Establishing a People Analytics function

Instead of our management information evidence base being traditional and historical-focused, we knew we needed to be insightful, value adding provocateurs to

our stakeholders. By providing relevant insight, we would enable our leaders to successful lead change. Our new way of working saw us using skills and technologies never previously invested in the HR community to produce people analysis in ways that had not been seen before. In April 2017, the People Analytics and Insights journey began, with a team of two.

The first action was to automate our products that the senior leaders were receiving which helped them manage their business area. PowerPoint packs created monthly, outlined workforce information such as headcounts and sickness levels which were created in Excel. They showed past trends and current numbers. They were static, quickly out of date and failed to give insight into our people. Every month it took up to three working weeks to complete and was the only mechanism from HR by which senior leaders knew what was happening with their people. Having consulted and engaged with our stakeholders, it became clear that these packs were regularly used and should not be removed, so our focus turned to automation. Automating these monthly workforce reports in a software programme called Alteryx created space for us to improve upon the reports, expand the audience and enhance the quality and integrity of analysis, remove errors and deliver a better product. Modernising analysis by Visualising in a tool called Tableau produced interactive, dynamic, accessible and more relevant insights. (Annex A – Sample dashboard)

We expanded to produce a menu of dashboards across and increased range of topic areas including absence, diversity, workforce planning, recruitment, learning and development, well-being to name a few. Pre-automation, we produced 108 graphs, post automation we produce 10,136 charts in less than two working days. Our audience has expanded from 12 senior leaders to 500 managers and leaders. By August 2017, as a team of three, the People Analytics team were reaching leaders with data upon which they could take decisions that would help them deliver their business better.

We then built upon the growing curiosity within the HR community to develop our own analytical capability and mindset. The People Analytics team continued to build their statistical capability, applying robust statistical techniques to people data in a way that was enhancing the HR reputation and providing more opportunities to influence at Executive level.

The team are now six in number and we have started to carry out predictive modelling to inform our pay framework and policy, investigate the use of artificial intelligence and machine learning to deliver better HR processes and business outcomes, use psychological trait theory to test person-job fit and provide insight into the key initiatives we should focus on to shift our culture from 'Good to Great'. (Annex B - Example of predictive analytics).

Developing our approach to measuring Organisational Health

Organisational Health can be viewed as an **organisation's** ability to function effectively, to cope adequately, to change appropriately, and to grow from within.

At ONS we have completed a Pre-discovery piece of work on how important measuring our organisational health may be and reviewed external insights which

highlighted that the appetite for understanding and measuring organisational health is growing. The need for measuring engagement, culture, leadership and vision that were once seen as vague immeasurable metrics, is on the rise.

Having reviewed a multitude of sources, it is clear that we already hold a wealth of data in relation to the health of our organisation. We have estimated that the sources of data we currently have access to would deliver 80% of an internal health index if gathered in a more holistic way. Our research has identified that there are different mechanisms that exist for capturing data from employees from annual surveys to daily questions. Some organisations use a 'third party' to provide a 'health monitor' for their organisation. At ONS we already possess the data, skills and capabilities to create our own employee engagement technology to develop a platform to measuring our organisational health.

Next steps

We have completed a taxonomy of the workforce capabilities that we will measure. (Annex C). This will form the foundation of our Organisational Health Indicators, as well as our people survey data and other internal insights we already gather.

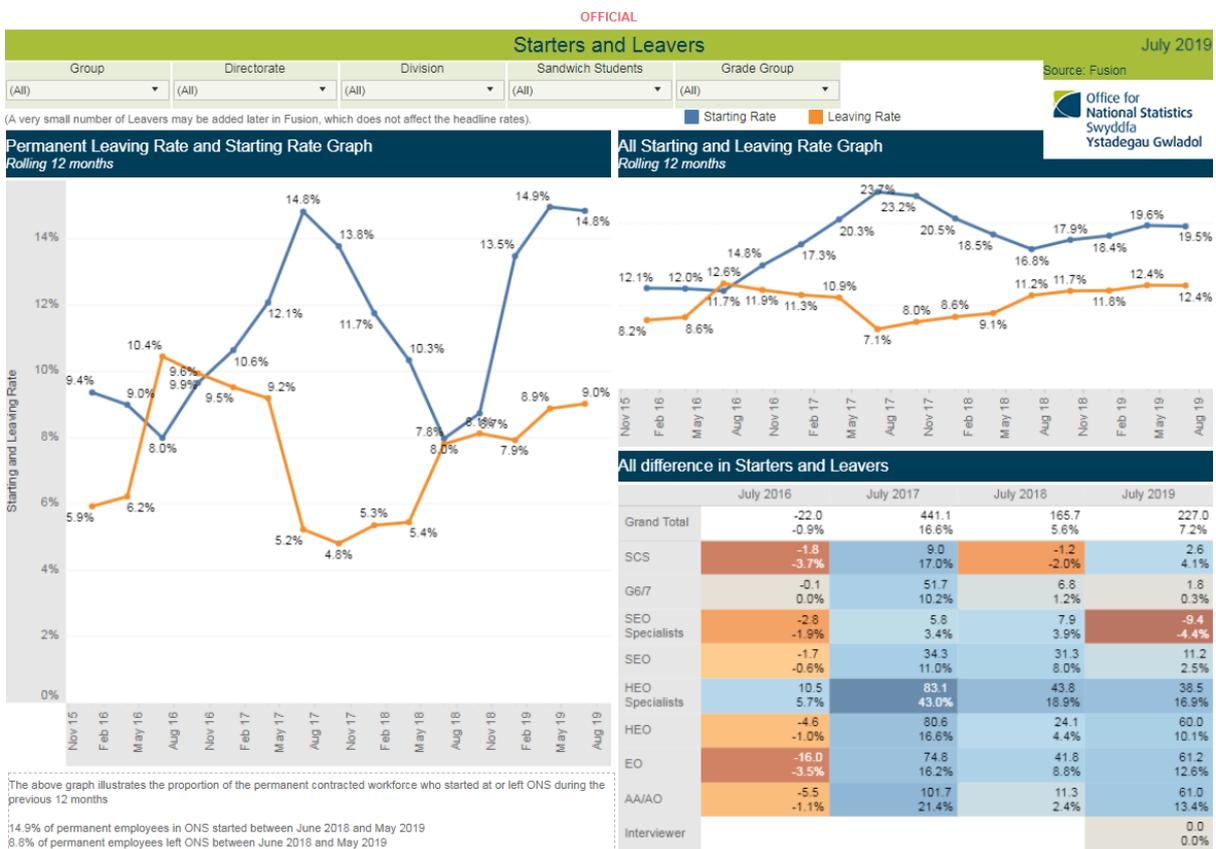
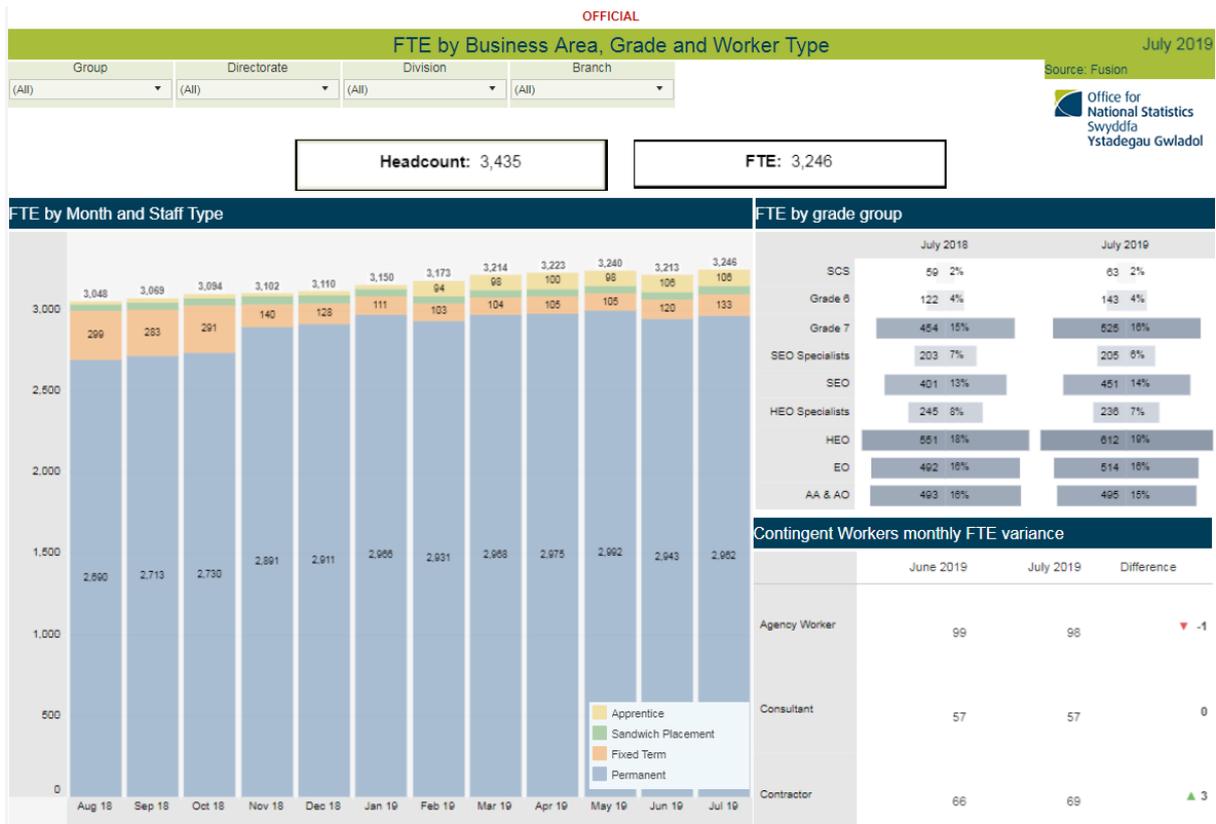
Each HR process (Annex C) will be assessed using many measures throughout the employee lifecycle to indicate where improvements may need to be made, to ensure the organisation is aligned with its objectives.

For each measure, we will compile trends over time (up to 10 years where possible) and use these trends to predict future trends. We aim to complete this by April 2020. These trends and predictions will then allow us to measure the possible impact of initiatives and interventions that we may wish to put in place. When output data falls significantly outside of these predictions, this could imply that a change has had a significant impact.

Once we have completed this, we will then look to continuously develop and adapt this suite of measures overtime to accommodate for additional data from new systems.

The final product will comprise of a suite of trends over time, visual predictions and a rag rating of how well the organisation is performing against the measure.

Annex A – Example of an Automated Tableau Dashboard



Flexi Period Close and Annual Leave

21 July 2019

Source: Flexi PI

Group	Directorate	Division
(All)	(All)	(All)

Below debit limit

Within

Above credit limit



Showing a combination of Flexi and Annual Leave data, the top charts break down the number of employees below debit limit, above credit limit, or within both of these limits (centre).
The lower charts show those either above credit or below debit limit for flexi and whether they carried over their max annual leave carry forward or sat at their max carry forward at the end of their last annual leave period.



Average Working Days Lost

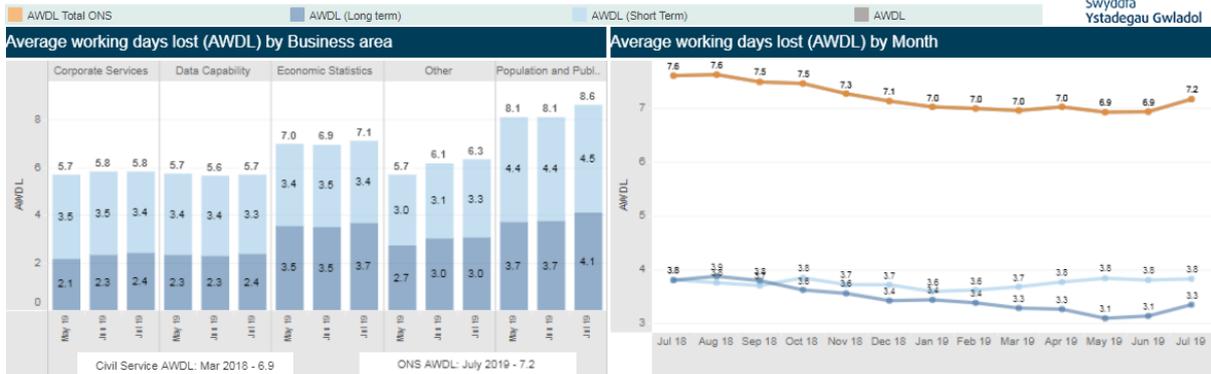
July 2019

Group	Directorate	Division
(All)	(All)	(All)

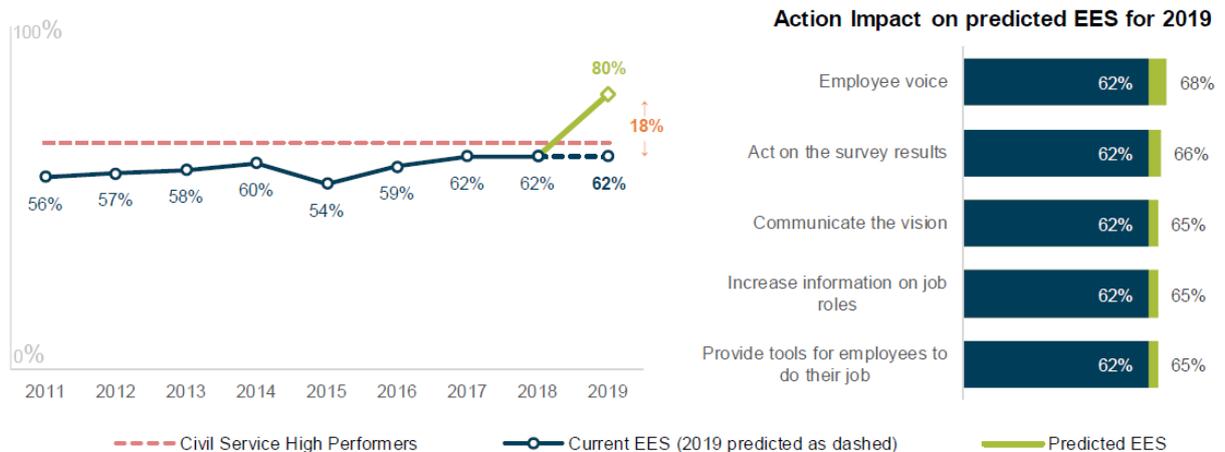
Division or Branch level

Division without Branch

Source: Fusion



Annex B – Example of Predictive Analytics used to Increase Employee Engagement



Predicted EES with ideal scores in 2019 is 80% which is 18% above the predicted EES in 2019 of 62% and 14% above the civil service high performers benchmark score of 66%. Please note that the 18% predicted change is a result of all actions being applied.

Annex C – Taxonomy

Key Performance Drivers	Workforce Capabilities	People Processes	
High performing culture	Employee engagement	Recruitment	Succession planning
	Workforce performance	Workforce planning	Competency management
Flexible, capable workforce	Human capital efficiency	Learning management	Rewards and recognition
	Leadership capability	Career development	Performance appraisal
Innovative, competitive employer	Talent management	Knowledge management	Organisational culture (to come)
	Workforce adaptability	Employee relations	
	Ability to change		
	Cultural Alignment		