

# The Case for Evidence-Based HR

- A CEOs across the globe are grappling with issues from **talent acquisition and retention** to the need for **greater employee productivity**.
- B Technology is available to access data from many sources and provide **predictive insights** that can drive **business goals**.
- C HR has a **massive opportunity** to drive **significant business value**...and be seen to do so.

## What is Evidence-Based HR?

Evidence-based HR **uses data, analysis and research** to understand the connection between **people management practices** and **business outcomes** such as profitability, customer satisfaction and quality.



### How can I implement it successfully?

- 1 Get comfortable with data.**  
Move beyond basic HR KPIs to data that can deliver predictive insights about the role of people in your business. To do this well, data scientists may be required to work within the HR function.
- 2 Hone your industry knowledge.**  
HR is not generic, nor is it industry agnostic. You must apply what you know from an HR perspective to your industry and the specific needs of your company. You'll need to know how to frame the questions that will direct and focus your analytical efforts.
- 3 Change the HR structure.**  
HR should be reconfigured so that HR and management work together within an operating model that promotes evidence-based people management.

## What skills are required?

- ✓ **Persuasive:** Aware of the importance of visualization of data analysis in order to lead the viewer to the required decisions. Able to tell a story with data using facts, opinion, anecdote and metaphor. Makes the analysis come to life.
- ✓ **Questioning:** Able to frame hypotheses with business leaders. Doesn't need to be a data scientist, but will want access to someone with those skills.
- ✓ **Systems Thinker:** Capable of understanding how people drive value in the organization can distinguish cause from effect, as well as able to interpret the downstream consequences of past, present and future interventions.
- ✓ **Creativity:** Ability to look at a problem in a variety of ways including visualization. Understanding that answers exist outside of basic metrics. Being able to identify hidden internal/external variables impacting people and the organization. Asking questions outside the normal realm.

## What now?

Learn more about evidence-based HR and how it can put your organization ahead at [www.kpmg.com/harryross](http://www.kpmg.com/harryross).