



HR Analytics Framework

HR SERVICE AND ANALYTICS

People analytics creates value when a clear question leads to a decision and learning. This framework helps HR and business leaders establish trustworthy evidence, choose proportionate analysis and explain findings with their limits. It connects data work with accountable action and a review of what happened next.



THE MODEL AT A GLANCE

The approach

The Question-to-Decision Chain connects a focused people question with usable evidence, proportionate analysis, accountable action and evaluation. Handover tests keep each link reviewable. Definitions, assumptions and alternative explanations remain visible, while the decision owner records what happened and what was learned.

When to use it

- Dashboards show patterns but leaders disagree about interpretation and action.
- HR, Finance and operational reports use inconsistent definitions or populations.
- A people initiative needs an evidence-based review of its contribution.

What the model covers

Question · Evidence · Analysis · Decision · Evaluation

Value for your organisation

- Establishes a clear decision question before committing to analysis.
- Makes source quality, alternative explanations and evidence limitations visible.
- Connects analysis with accountable action and a practical learning review.

Put it into practice

Choose a measure and identify its decision owner and intended use. Agree definitions, population and timeframe, then examine data quality and alternative explanations. Present evidence and uncertainty alongside feasible options, record the response and establish a review point.

Outputs you can use

- Decision and evidence brief defining questions, ownership and source requirements.
- Interpretation explaining findings, alternative explanations and limits of the evidence.
- Action and learning log recording decisions, expected change and review.