HR REPORTING AND ANALYTICS STRATEGY

2021-2025

Abstract

This document outlines the strategy of the HR Department for reporting and analytics in the context of the new Directorate (mandate 2021-2025).

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HR Reporting and Analytics strategy: context

The vision of the HR Department, which sits at the heart of the Organization to support its workforce and provide a healthy and supportive work environment, conducive to development, reads as follows:

Enabling CERN to push the frontiers of science through the attraction and engagement of a diverse and talented community, in the spirit of growth and collaboration, by designing and delivering tailored HR services and policies to support our people to perform at their best.

Broadly speaking, the HR Department's mission is to enable the effective management of the Organization's human resources to allow the successful implementation of CERN's strategic goals. To this end, the HR Department requires a solid framework of data, KPIs and measures spanning all HR dimensions to measure the effectiveness of its action, guide policy and service evolution and support decisions.

This strategy details the objectives of the Reporting and Analytics activities of the HR Department, to address stakeholders' needs both within and outside the Organization.

The strategy is mainly informed and driven by:

- the evolving needs of CERN as a dynamic organisation, requiring agile practices to best support its workforce;
- the HR priorities as defined at the start of each year in the Programme of Work;
- the activities, projects and services of the Department.

The vision for HR Reporting and Analytics (R&A) is to develop a culture of data-driven decision making, in regards to people management and process improvement, aiming to become a centre of expertise while equipping HR teams for autonomy in basic requirements, where the existing tools and available reports allow it. It will ensure a coherent approach across the Department, analysing and defining tailored and clear key performance indicators and metrics to best support groups and services in their activities.

Thus, acting as the centre of expertise for HR data reporting or analysis, the R&A function of HR will:

- deliver HR data reports, statistics and analyses to stakeholders according to set schedules and specific requests from Member States,
- support HR Management, centres of expertise, the HRA team, and possibly business units, in the production of metrics and data analysis needed in their area,
- contribute to projects such as process improvement or prospective studies requiring in-depth analyses and the development of models,
- keep abreast of the evolutions and best practices in the field of HR analytics.

The endorsement and support of the HR Department Head and close collaboration and alignment with the FAP-BC Group Leader on reporting tools and service level agreements form the foundation of the success of this vision.

The Communications, Reporting and Analytics (CRA) section of the Department Head Office of HR will take the lead on the development and execution of the R&A strategy, in close collaboration with

CERN HR Groups, FAP-BC, CERN Management, Departments, and other relevant internal and external stakeholders. Coordination with nominated experts in each HR group will ensure the full breadth of the HR reporting landscape is duly accounted for and will aid in developing a coherent approach.

The HR Reporting and Analytics landscape

The HR Department consists of the Department Head Office, comprising the HR Legal Service, Data Privacy (DPCC chair), Diversity and Inclusion, and Social Affairs. Four key HR Groups, People Experience, Talent Acquisition, Learning and Development, and Compensation, Benefits and Services complete the Department's structure to cover all necessary aspects of the HR functions suited to the Organization's framework and IGO status.

The HR Department is the owner of any data pertaining to the Organization's Members of Personnel, their individual situation and circumstances, as well as their families. As such, with due respect of confidentiality principles and in line with data privacy provisions of OC11, the Department has access to the broad spectrum of data necessary to monitor, measure and adapt its frameworks and practices and make informed decisions.

A coherent and strong R&A function will ensure the quality and reliability of reporting, thereby providing accurate, timely, effective, and clear reports and data, while safeguarding the reputation of the Organization.

Scope, stakeholders and resources

The HR Reporting and Analytics team's objective will be to produce, analyse, and deliver timely analysis and reporting to stakeholders to inform and support decision-making. Diverse stakeholders will request data at different times to, in turn, inform their activities and decisions. A clear line will be defined between HR's and FAP-BC's roles in data production and delivery. HR will pursue its established partnership with FAP-BC, notably requesting support and data production when and where the tools at HR's disposal do not stretch to requirements.

Three main pillars are therefore identified in terms of HR report and analytics support:

- Internal HR: HR Groups, projects and services.
- Internal CERN: e.g. Staff Association, Users' Office, HSE, IR-ECO, FAP-RPC, for analysis in the framework of *inter alia* circular reviews, 5YR, annual reporting (e.g. Personnel Statistics), Host State and member state relations.
- External: Member state delegations, Host States, missions, benchmarking companies.

In terms of resources, the R&A team comprises the team leader, dedicated to the coordination, analysis and production and continuous improvement, and one full-time staff member dedicated to analysis and production.

To determine the full extent and scope of activities possible within this resourcing capacity, the starting point of the R&A team's mandate will be to perform a full review of all current reporting in HR through interviews and requirements gathering (see
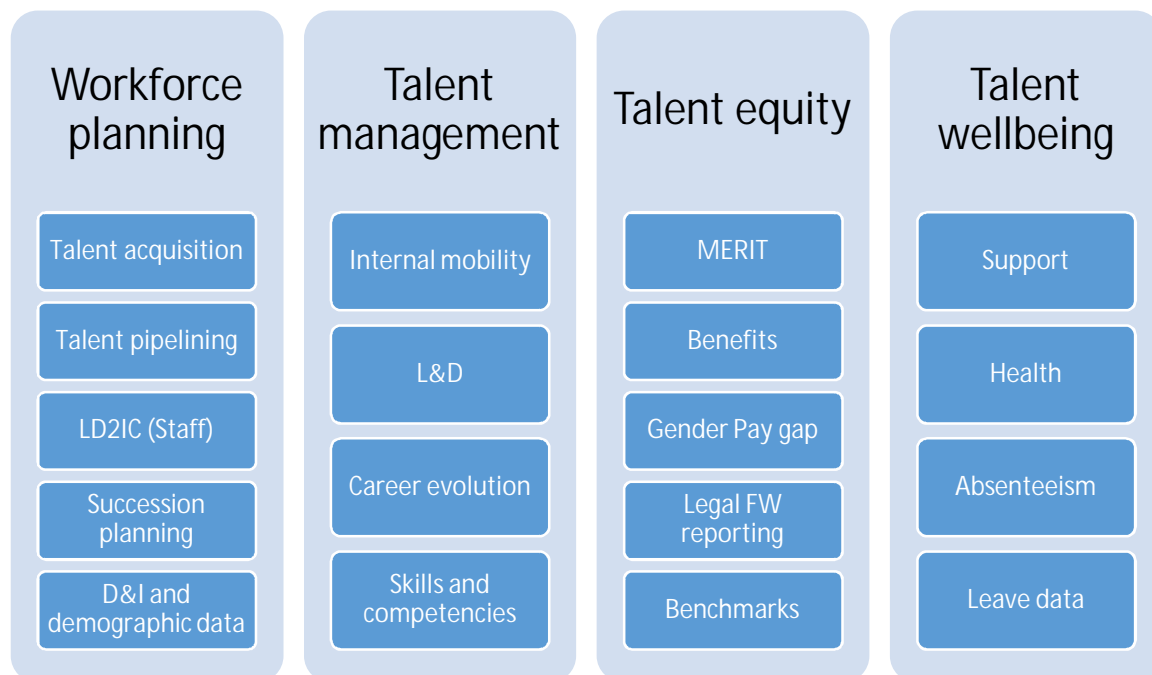
Annex: example overview of 2021 main, known reporting requests for a first indicator of existing reporting needs). This will incidentally help make sense of sets of data that are not connected at the present time. It will then proceed to gather and compile wider identified needs within and beyond HR with a view to defining priorities and actions in a sustainable framework. From these will derive KPIs for inclusion in the medium-term in a HR dashboard.

SLAs will be defined in due course and refined as the full scope of activities becomes clear to ensure expectations are duly managed on all fronts.

The team's effectiveness will rely on suitable access to available HR tools and data for timely analysis, reporting and statistics generation, keeping abreast of current reporting & analytics trends through conference/online events, and of the data management approach within CERN. It will ensure all reporting deliverables comply with OC11 provisions.

Main HR reporting dimensions and key deliverables

HR reporting spans many dimensions, determined by the services, projects and priorities of the Department. As a baseline, metrics and KPIs deriving from the following key dimensions will drive the data analysis and reporting for HR (non-exhaustive list):

Workforce planning	Talent management	Talent equity	Talent wellbeing
Talent acquisition	Internal mobility	MERIT	Support
Talent pipelining	L&D	Benefits	Health
LD2IC (Staff)	Career evolution	Gender Pay gap	Absenteeism
Succession planning	Skills and competencies	Legal FW reporting	Leave data
D&I and demographic data		Benchmarks	

These dimensions are complemented by regular and, in the course of the current Director-General's mandate, increasingly extensive reporting by HR for external stakeholders, Member States and the CERN community. This is particularly important in the current mandate with increased scrutiny of Member States' returns with respect to all diversity dimensions: specific metrics around the impact of projects such as the 25 by '25 and the Graduate Programme Review will inform on the impact and success of these initiatives. These will include, *inter alia*, the monitoring of gender and nationality diversity and evolution across all statuses, and the impact of clearer programme identities foreseen by the Graduate Programme Review (target implementation 2022) in attracting a diverse talent pool to create in turn diverse talent pipelines.

Annex 1 provides an overview and key examples of some of the existing and known reporting needs.

HR Reporting and Analytics tools

The main tools used by the HR Department for these purposes are HRT and Pentaho, the latter with specific 'Cubes' designed to access personnel or recruitment data in an autonomous manner. These cubes are such that they only include certain pre-defined parameters and do not allow complete, flexible access to all possible data permutations that might be required. This limitation is key to the definition of the objectives of this strategy.

The HR Department does not, however have access to nor is trained/equipped to exploit in full data from the main Data Warehouse which is exploited and maintained by FAP-BC. Given the transfer of the relevant competencies from HR to FAP in 2015 for the creation of a dedicated reporting function in their structure (e.g. with SQL, Python or other specific data-extraction/analysis skills), it is not the intention to duplicate this expertise within HR, rather to ensure complementarity and effectiveness of expertise for timely data availability from FAP-BC to HR to, in turn perform relevant analyses and reporting.

Therefore, one of the key requirements for this new structure to deliver on its mandate is to achieve a clear understanding and collaboration in terms of data capabilities compatible with the objectives of the HR R&A strategy. This foresees a certain level, albeit limited, of autonomy in data extraction for general data needs, while benefitting from adaptable and flexible support and partnership from the core reporting function embedded within FAP-BC.

Constraints and challenges

The successful delivery of the intended HR R&A services will depend on the following key factors:

- Clear SLAs and expectation management, along with a proactive collaborative approach within HR.
    - o NB: several reporting strands, e.g. Learning and Development and MERIT are already autonomous in their data and reporting management so clarification of the complementary needs the R&A team will provide is necessary for optimal impact.
- The clear definition and positioning of our activities/scope with respect to the FAP-BC Group, for reporting functionality and access to timely, agile support.
- Where autonomy is achievable, access to HR data in a digestible, exploitable format (tools adapted to needs, e.g. Pentaho cubes evolution).
- Workload monitoring and optimisation within available resources to avoid over-commitment and overload.
- In the longer term, the possibility and autonomy to investigate suitable dashboard solutions for HR data visualisation.

Annex: example overview of 2021 main, known reporting requests

2021 Reporting & analytics: main requests											
General 5YR follow up – data 2021 and data planning for the next 5YR											
Working groups - UK, NO, DE, SE - ad hoc country reporting requests (MS & AMS)											
D&I reporting for D&I 25 by 25											
January	February	March	April	May	June	July	August	September	October	November	December
Annual Member States report				UK WG data	FAS programmes data – SPC paper			NO WG	SPC paper > TREF		SPC paper > Council
	Personnel stats (PS) draft and review process		PS presentation to CCP	PS presentation to TREF							
FAS report draft 1	APR. MTP, Annual report	FAS report to CCP		FAS report to TREF							
	LD2IC simulation -> Memo to ED March/April										
Eiro diversity stats Bilan Benchmark study		Gender Pay Gap									
Recruitment data – recurrent committees *											
Summer students- TSC/AFC	TTE		TSC and AFC		TTA			AFC	TSC and TTE		

* committee dates: https://admin-eguide.web.cern.ch/en/content/dates-and-departmental-representatives-selection-committees-fellows-associates-and-students