



# Human Capital Analytics: How to Harness the Potential of Your Organization's Greatest Asset

By Gene Pease, Boyce Byerly, Jac Fitz-enz

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### An insightful look at the implementation of advanced analytics on human capital

Human capital analytics, also known as human resources analytics or talent analytics, is the application of sophisticated data mining and business analytics techniques to human resources data. *Human Capital Analytics* provides an in-depth look at the science of human capital analytics, giving practical examples from case studies of companies applying analytics to their people decisions and providing a framework for using predictive analytics to optimize human capital investments.

- Written by Gene Pease, Boyce Byerly, and Jac Fitz-enz, widely regarded as the father of human capital
- Offers practical examples from case studies of companies applying analytics to their people decisions
- An in-depth discussion of tools needed to do the work, particularly focusing on multivariate analysis

The challenge of human resources analytics is to identify what data should be captured and how to use the data to model and predict capabilities so the organization gets an optimal return on investment on its human capital. The goal of human capital analytics is to provide an organization with insights for effectively managing employees so that business goals can be reached quickly and efficiently. Written by human capital analytics specialists Gene Pease, Boyce Byerly, and Jac Fitz-enz, *Human Capital Analytics* provides essential action steps for implementation of advanced analytics on human capital.

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### Editorial Review

From the Inside Flap

Is your company getting the most out of its human capital? It's time it did—the human resources industry is finally grasping the value of understanding its human capital and evolving from a shepherd's role to one that adds significant strategic value. Find out what's going on with your workforce, how investments affect it, and how to communicate effectively with all parts of the enterprise with the breakthrough guidance found in *Human Capital Analytics*.

Building upon the work of coauthor Jac Fitz-enz—the father of human analytics—and his book, *Human Capital Metrics for the 21st Century*, this well-researched book applies advanced statistical methodology coupled with today's computing power. It focuses on *predictive analytics*—analytics that not only measure impact but also help optimize and prescribe future investments. This visionary book will inspire you to apply the same tools used to evaluate and improve finance, marketing, and operations investments to human capital investments, with the same rigor.

HR practitioners have begun to embrace analytics at the same time that organizational leaders are demanding increasing accountability from HR. Filled with case studies from leading global organizations, *Human Capital Analytics* is the timely, groundbreaking resource that will improve your understanding of the power of optimizing your people investments.

From the Back Cover

### Wake up to the potential value of advanced analytics on human capital

Ignoring human capital analytics in the hopes that it's a passing fad puts your company at risk of becoming obsolete. The forces behind it are *that* powerful.

Providing an in-depth look at the science of human capital analytics, *Human Capital Analytics* presents practical examples from case studies of companies successfully applying analytics to their people decisions and features a framework for using predictive analytics to optimize your human capital investments.

In *Human Capital Analytics*, Gene Pease, Boyce Byerly, and Jac Fitz-enz present a transformative view of human capital analytics, with a blueprint covering:

- Deciding what to measure with your stakeholders
- How to get organized with subjects such as alignment and a measurement plan
- What dashboards are telling you: descriptive statistics and correlations
- Optimization—how to get beyond business impact and ROI to descriptive analytics
- Presenting financials: how to present findings to effect organizational change

We are at a moment in time where theories about human capital, the amount of data available, and the computing power necessary to deal with the data are radically changing how business is done. Revolutionary and forward-thinking, *Human Capital Analytics* reveals the essential action steps every organization awash in a sea of data needs to take to effectively implement advanced analytics on human capital within its

business.

#### About the Author

**GENE PEASE** is cofounder and CEO of Capital Analytics, a consultancy revolutionizing the way companies evaluate their investments in people. He has over 25 years' experience as a CEO managing mid-cap and early stage companies. Under his leadership, Capital Analytics has been recognized by Bersin and Associates, *CLO Magazine*, Gartner, and the ROI Institute.

**BOYCE BYERLY, PhD**, is cofounder and chief scientist of Capital Analytics. He has more than fifteen years of experience designing and managing pure and applied research projects with high technology firms in the Research Triangle Area of North Carolina. He directed the Capital Analytics team that developed the methodology and the analytical tools that are the core intellectual assets of Capital Analytics.

**JAC FITZ-ENZ, PhD**, is widely regarded as the father of human capital strategic analysis and measurement. He founded the famous Saratoga Institute and published the first HR metrics in 1978 and the first international HR benchmarks in 1985. HR World cited him as one of the top five "HR Management Gurus," IHRIM gave him its Chairman's Award for innovation, and SHRM chose him as one of the persons in the twentieth century who "significantly changed what HR does and how it does it." He has authored twelve books and trained 90,000 managers in forty-six countries on strategic management and measurement. His book, *The New HR Analytics*, introduced predictive analytics to HR.

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