



# People Analytics Maturity Assessment Framework



People Analytics is a science that involves collecting and analysing data about people - whether individuals or groups - and harnessing the power of such data to make smarter and more informed people-related decisions. This is achieved by delivering key insights and solutions that equip decision makers with reliable and accurate information that allows them to effectively manage people, create positive people journeys and experiences, and develop a more productive workforce.

## Do you have the right People Analytics infrastructure?

Before adopting People Analytics practices and integrating them into day-to-day operations, organisations need to understand their People Analytics maturity level to ensure effective planning and maximise successful implementation.

PwC's People Analytics Maturity Assessment Framework equips organisations with the ability to:

Accurately gauge where they are at by defining the current state and maturity levels across the framework's dimensions



Define where they need to be by defining the target state in line with strategic aspirations and the organisation-wide digitisation efforts

## PwC's People Analytics Maturity Framework

### People Analytics Maturity Dimensions



The maturity of the organisation's people analytics strategy and its alignment to the wider digitisation agenda



The maturity, adaptability, integration, and support offered by the existing technologies to enable the people analytics agenda



The maturity of the analytics culture and the readiness of the organisation's people to adopt people analytics solutions



The level of readiness, availability, and accuracy of people data and the organisation's maturity in governing data and protecting it

Your organisation's people analytics maturity is rated using a 5-level scale, from "Pre-foundational" where efforts in adopting people analytics are non-existent to "Leading" where you use and deploy the latest technology to derive insights and make informed people decisions that impact the organisation as a whole.

### People Analytics Maturity Levels



Level 1



Level 2



Level 3



Level 4



Level 5

Pre-foundational

**Non-existent** efforts in adopting people analytics

Foundational

**Ad hoc and disconnected** efforts in adopting people analytics

Aspiring

**Consistent efforts** to imbed people analytics into the people strategy and people related initiatives





Mature

**In line with market best practices** and adopts new concepts and tools fairly quickly

Leading

**Considered as a leader in people analytics**, uses and deploys cutting edge tools and solutions to derive insights and impacts the organisation as a whole

## People Analytics Maturity Sub-Dimensions

Strategy 	Technology 	People 	Data 
<p><b>Strategic Direction</b> The degree to which the organisation has a mature people analytics strategy with clearly defined vision, mission and strategic initiatives</p>	<p><b>IT Infrastructure &amp; Support</b> The sophistication and scalability of the IT infrastructure to support people analytics</p>	<p><b>Culture Readiness</b> The organisation's readiness to change and the people's ability to embrace the culture of analytics, knowledge-sharing, and data-driven decision-making</p>	<p><b>Data Availability and Quality</b> The richness, availability and quality of data across business functions</p>
<p><b>Strategy Adoption</b> The degree to which the people in the organisation (at all levels) accept, adopt and advocate for a people analytics driven strategy</p>	<p><b>Tools &amp; Solutions</b> The sophistication and proliferation of people analytics tools and technologies</p>	<p><b>Skills</b> The degree to which the people have the needed skills for applying analytics and growing the people analytics agenda as well as the level of integration of such skills across the organisation</p>	<p><b>Data Governance &amp; Policies</b> The degree to which clear and systematic data standards exist in the organisation to manage ownership, processing, sharing and reporting of data</p>
<p><b>Operating Model</b> The level to which people analytics and analytics approaches are embedded in core HR business processes and functions</p>	<p><b>Training &amp; Development</b> The existence and maturity of the people analytics training curriculum in the organisation</p>	<p><b>Data Security &amp; Control</b> The degree to which the organisation is assuring the safety and security of its data to maintain legal compliance and reduce the risks of breach and cyber attacks</p>	<p><b>Data Analytics</b> The level of complexity of data analysis conducted in the organisation and the insights/actions driven from it</p>
<p><b>Budget</b> The budget allocated to support people analytics initiatives within the organisation (including confirmed future investments)</p>	<p><b>Team Roles &amp; Structure</b> The sophistication of the people analytics team roles and the clarity of the function's accountability and mandate</p>	<p><b>Reporting Availability &amp; Frequency</b> The degree to which reporting on data analysed exists in the organisation and the maturity and frequency of the reporting process</p>	

By applying the framework, organisations are also enabled to define **what they need to do to move forward** with their People Analytics developmental journey. This entails helping organisation define the:

<p>Criteria to advance through the different stages of the analytical maturity framework <span style="float: right;">1</span></p>	<p>Initiatives and investments required to reach the target maturity state across the dimensions in order to realise value and create the desired impact; both at people and organisation levels <span style="float: right;">2</span></p>
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Applying this comprehensive framework does not only assess the maturity of People Analytics but can further augment any effort relating to Organisational Effectiveness or Digital HR diagnosis.

To learn more about PwC's Maturity Assessment framework, please visit our webpage on <https://www.pwc.com/m1/en/services/consulting/human-capital-hr/people-analytics-and-insights.html>.

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