INVESTING IN THE FUTURE WORKPLACE: MASSACHUSETTS’ HR ANALYTICS JOURNEY VIDEO

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FROM ANECDOTES TO FACTS
I think too often a conversation about being or centered around problems is largely grounded in anecdote and I believe and have found and experienced that the investment in an analytics platform, allows for that shift from anecdotal based conversation to a fact-based conversation. And it allows for a lot of credibility.

DESIGNING BETTER–TOGETHER
We, in the executive branch, have eight secretariats and I’ve inherited an HR infrastructure that is largely siloed. Our HR Directors and the team within have their proven methods of approach. And they were hardwired as to how they would go about solving for the problems that existed within their respective enterprises. Fortunately, in our work with Accenture, we brought collaborative methodology to the table. We invited the secretariats to be part of the conversation first. We asked the right questions about the problems that existed and their methods of solving and we hosted a conversation about how we might explore ways to do that better.

And, today, as a result of our investment, we have increased credibility because we come up with one set of key performance indicators that are shared and are consistent and tell the story that we’re needing to tell to make further investment, to answer a question that exists or whatever the case may be.

TRANSFORMING HR
I think that we’ve made great progress in leveraging analytics to help our conversation and our storytelling for HR transformation within the Commonwealth. We are interested to do better work in a more efficient manner. Our change is first rooted in needing to attract talent for the future. Our workforce is increasingly aging out and we’re needing to attract that next generation of workers and analytics is helping us to understand where we’re most vulnerable in our workplace.
ADVICE TO OTHER LEADERS?

So, first, I would say make sense of your priorities. Here in the Commonwealth, we're managing a large HR transformation and it's not going to result in a request for more resources. It's more about how we align our resources to what our needs are. And I'm very pleased that we've prioritized our investment in HR analytics because, again, it serves as a platform for capability building.

So, I think prioritization is what's most important and I think that it's important to make sense of the fact that in the end, at least in my experience, you don't have to necessarily ask for more. It's more about thinking of how you can do things differently.

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