"How I Did It"

Inspiration for human capital analytics

Peter V.W. Hartmann, PhD., Business Intelligence Expert at Maersk Drilling and a member of Human Capital Analytics Group's Advisory Board describes his approach to using HR analytics to look at the relationship between employee engagement and safety. This article is based on excerpts from an interview by iNostix: http://www.inostix.com/blog/en/the-hr-analytics-journey-at-maersk-interview-with-peter-hartmann/.

What did you need to know?

We were trying to understand the relationship between HR Metrics, including engagement and managerial commitment, and training, and safety incidents. Ensuring a safe working environment is a business critical issue for Maersk, and this study led to recommendations about what to focus on to drive safety.

How did you do it?

Our general approach at Maersk is to identify an area of interest, build a model based on existing theories and research, analyze our own data, and to communicate the results.

In this case, we joined forces with our safety experts in the Group as well as a specific business unit and their expert on safety and engagement to investigate how many injuries could be prevented by increasing aspects of employee engagement. We then looked into the research on engagement and managerial commitment and safety and generated a model connecting safety at an organizational climate level, personal knowledge and motivation, safety performance, safety violations and injuries. We then looked into the data we had and investigated the connection between estimates of training, aspects of engagement and, finally, incidents that could or did lead to injuries.
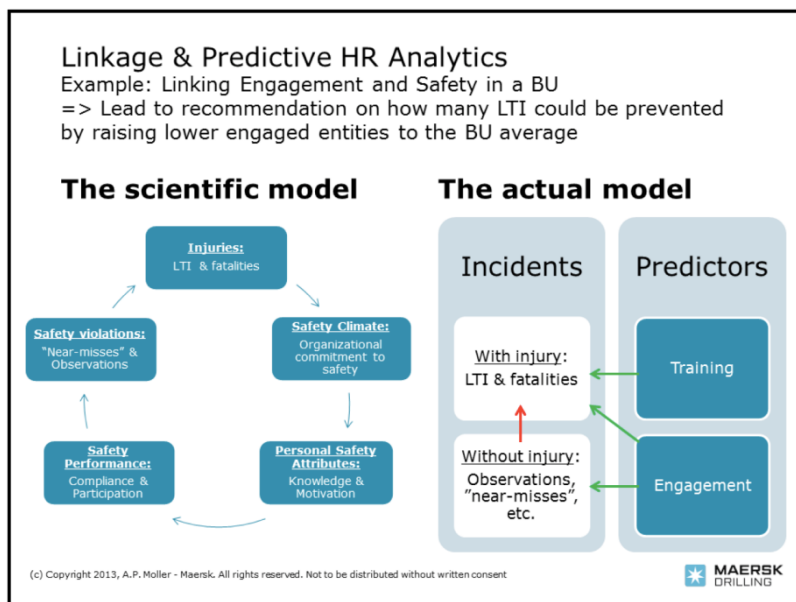
We communicated the finding to different stakeholders and subsequently to the broader Maersk community through our intranet.

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What was the impact on the business?

We believe that HR Analytics provides additional information to guide decision-making, and that it is one tool to improve how our business functions, but for this reason, I cannot describe the direct impact of this study on outcomes. However, showing a clear link between aspects of employee engagement, especially managerial commitment and safety performance has surely helped drive an agenda of "employee commitment matters."

What advice do you have for others seeking to use analytics in their HR work?

Start by asking yourself why you want to use analytics – is it because it is the latest trend or because you and your colleagues are truly invested and see the need for it? That should help you answer the next important question: what do you want to learn from using analytics? Once you have clear answers to both questions, you are ready to get started.

My top tips are:
- Get to know the processes in your company and the data available to you
- Collaborate with stakeholders to ensure you are asking the most important questions
- Manage stakeholder expectations and communicate results clearly
- Ensure accurate analysis
- Most importantly: Make it your priority to provide insights that are relevant to the business