

Playbook

Making HR Data Work

Empowering HR teams to drive data-informed decisions

From Insight to Impact

In fast-growing scale-ups, managing people strategies effectively requires clarity and data-driven decision-making. Metrics provide a powerful compass, helping HR leaders align strategies, optimize processes, and create measurable impact.

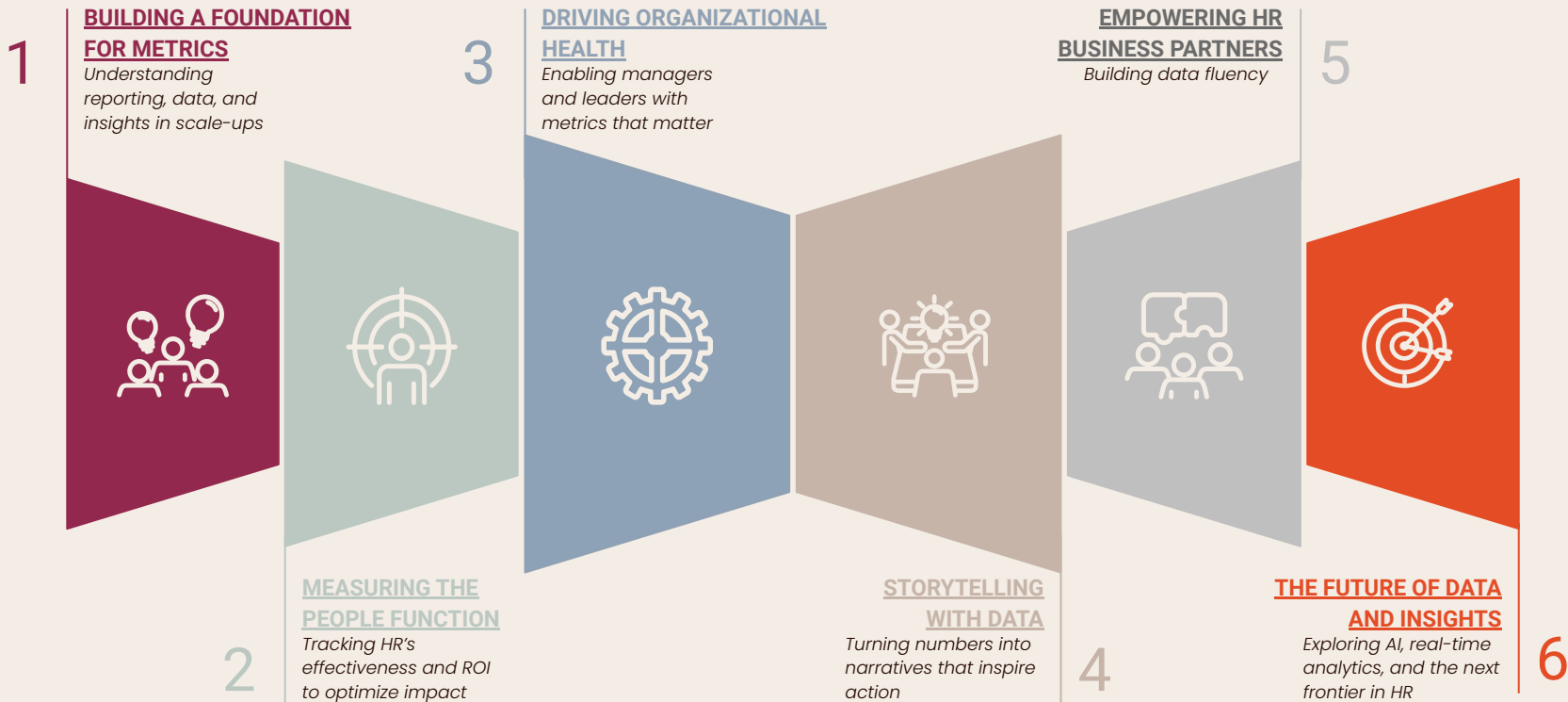
This playbook equips you to build and implement a strong HR data strategy. Inside, you'll find:

- A framework to categorize metrics into efficiency, engagement, and effectiveness.
- Steps to measure HR's ROI and track the impact of People Team initiatives.
- Tools to empower leaders with actionable data to drive organizational health.
- Guidance on transforming data into compelling stories that inspire action.
- Strategies to develop HR Business Partners' data fluency, enabling them to drive more significant strategic impact.
- Insights into leveraging predictive analytics and emerging trends in HR technology.

Use this playbook to unlock the full potential of your HR data and align people initiatives with business success.

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In case you have any further questions or looking for support don't hesitate to email info@invested.team



1 | Building a Foundation for Metrics

Understanding reporting, data, and
insights in scale-ups

Metrics as Your Compass

In scale-ups, rapid growth brings complexity and constant change. Metrics act as your compass, helping People Teams navigate uncertainty and prioritize what truly matters. But not all metrics are equal—understanding the differences between reporting, data, and insights is essential to making metrics meaningful.

This chapter lays the foundation for effective People Team metrics by categorizing them into three key areas: efficiency metrics to measure operational performance, engagement metrics to track sentiment and retention, and effectiveness metrics to evaluate the broader impact of People Team initiatives on business outcomes. By understanding these categories and how to apply them, you'll start to bridge the gap between tracking numbers and delivering actionable insights that drive decision-making and growth.

Creating Predictability in Unpredictability

Scale-ups face rapid growth and constant change, where metrics are key to avoiding costly mistakes and enabling proactive, informed decisions.

1.

Metrics create foresight by identifying patterns and trends early.

2.

Metrics provide a framework to navigate uncertainty.

3.

Data helps avoid expensive mistakes by surfacing risks and opportunities for intervention.

Examples where Data Avoids Costly Mistakes

Example 1. Productivity drop during recruitment

Scenario

A scale-up with 40 engineers needs to hire an additional 20 engineers in a year. Per candidate, 8 hours of engineering time is required for resume screening, interviews, peer coding, prep, and hiring syncs. For each role, at least 5 candidates go through the process.

Impact Analysis

For 20 hires: 8 hours per candidate x 5 candidates per role = 40 hours per role.
For 20 roles, this equals 800 hours of engineering time, e.g. 20 full weeks of work.

Such a drop in productivity during a critical growth phase could delay projects or strain the remaining team members.

Example 2. Misaligned team growth

Scenario

In 2024, both Marketing and Engineering were budgeted to grow by 20%. Marketing completed all hiring by Q2, including later planned hires, but Engineering lagged and filled only 50%. At the mid-year budget review, revenues are significantly behind projections, and total headcount costs exceed revenue.

Impact Analysis

Growth per team is disproportional, with Marketing overshooting its budget while Engineering's headcount gap persists. Applying a "peanut butter spread" budget cut of 10% across teams would disproportionately impact the slower hiring teams (e.g., Engineering).

Example 3. Attrition Prediction

Scenario

Your scale-up experienced a hiring peak in Q2 2022. The average employee tenure is 2.8 years.

By Q4 2024, these cohorts will reach their average tenure, likely triggering an attrition spike.

Impact Analysis

Without intervention, attrition could disrupt operations and lead to high backfilling costs.

A People Team dashboard highlights the risk, enabling proactive action.

Excited to take the next step?

You've just seen a sneak peek of this playbook. It's designed to provide actionable templates and includes three expert sessions to guide you through tailored implementation.

Get the full playbook today!