

Combining the What and the Why of Workforce Data

Achieving amplified insights
and enhanced decision-making.



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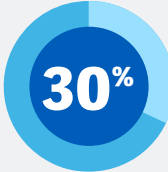
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Understand your people.

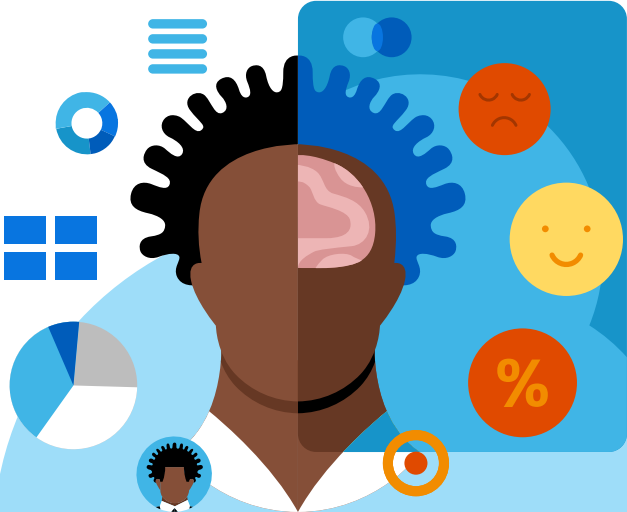
People strategy is only as good as the data that's driving it. HR leaders understand this, which is why they use data-driven insights to navigate new and shifting workforce challenges. Yet no matter how rich and detailed the data is around an employee's workplace behaviors, performance, or skills, that's just one dimension: the what. To elevate workforce strategies and drive organizational success, people leaders must also consider the why.

You can think of the what as the essential and foundational characteristics of an employee, such as their individual skills and capabilities, personal demographics, and competencies. But behind some of the behavioral data in Workday, there's a separate set of data that correlates to the emotional and perceptual profile of an employee. This includes things such as their personal beliefs and perceptions, level of engagement, personal experiences, and motivations.

When both types of information are combined they create a holistic, bidimensional picture of the employee. We know not only what they have done and can do, but also which drivers are behind those behaviors and what might spur them (or discourage them) from taking action in the future. In short, a fuller sense of your workforce unlocks radical new potential to elevate the employee experience and power company success.



By 2024, more than **30%** of organizations will have embedded continuous listening into their post-hire talent management processes to improve employee experience and retention, according to Gartner.¹



The What	The Why
Essential and Foundational	Emotional and Perceptual
Individual skills and abilities	Personal beliefs and perceptions
Knowledge and competencies	Employee experiences
Performance management	Employee engagement
Personal and work demographics	Personal experiences
Employee development	Motivations

From ad hoc surveys to active listening.

For decades, HR leaders interested in bringing the employee voice into workplace policies or workforce strategies had one main tool available to them: engagement surveys. But running a survey often required intensive effort up front—including months of planning and refining—and often resulted in only subpar findings. By the time employee feedback was gathered and analyzed, the questions (from months earlier) could already be outdated. And employees, who might spend significant time on a lengthy list of questions, rarely saw that effort translate into meaningful action.

People-forward organizations are finding a better way with Workday Peakon Employee Voice. This employee-centric continuous listening platform uses machine learning and advanced analytics to capture a holistic view of employee experience across your organization using multiple channels of feedback.

Real-time visibility into employee engagement, sentiment, and productivity is something to celebrate, but not if those insights aren't turned into action. That's why Workday Peakon Employee Voice also creates prescriptive action plans so people leaders can deliver meaningful employee experiences that help employees perform better. As employees see their responses, suggestions, and concerns acted upon, it creates a virtuous cycle of open and honest feedback and nurtures a high-performance culture built on continuous improvement.

By integrating your employee directory data from your Workday source system into Workday Peakon Employee Voice—using our prebuilt, simple, and secure integration—your organization can take employee listening to the next level.

- Delivered integration ensures seamless and secure transition of data.
- Ease of use—including single sign-on, one security model, and a seamless experience—empowers HR teams to obtain the business value of connected employee experience from hire to retire.
- Automated syncing of hierarchies and segmentation makes it swift and easy to run targeted surveys for various employee populations.
- Time savings, error reduction, and accelerated performance take your employee experience to the next level.
- Time to value accelerates.

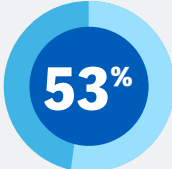
Read on to learn how holistic, bidimensional workforce data can help people leaders address four current HR imperatives.

HR imperative: preventing regrettable churn.

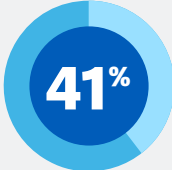
People are the lifeblood of business performance. Without the appropriate talent in place, it's hard to maintain day-to-day operations—let alone execute new initiatives or pursue innovation. High churn among workers is a resource drain, even if your HR team has talent acquisition down to a speedy science and open positions don't languish long. It's also a drag on morale and productivity, ultimately impacting the bottom line.

The most common method for understanding employee turnover has long been the exit interview, in which employees are asked about their reasons for leaving, as well as their opinions on the company. But those questions come too late and tend to yield lackluster insights, if any.

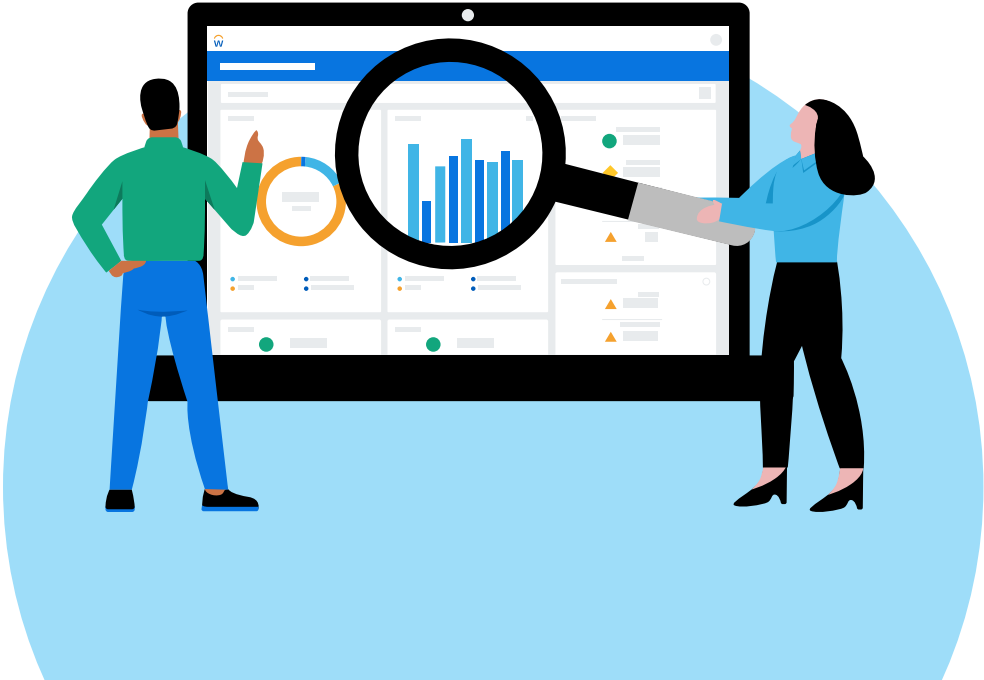
To truly get ahead of attrition risks, people leaders need rich, robust employee data that spans the entire employee lifecycle—and powerful analytics that can transform that information into decision-ready insights.



of executives say that reducing employee attrition is a top workforce goal



say they would like it to be easier to predict and manage employee attrition—putting this at the top of the workforce wish list²



Combining the what + the why of talent attrition.

Workday People Analytics runs a powerful augmented analytics engine on your company's people data to surface attrition hot spots and turnover trends in need of attention. That's a win on its own. But combining what is happening within your organization with the why behind it enables HR to gain a richer understanding of the drivers behind the trend—and take proactive steps to prevent departures.

Imagine, for instance, Workday People Analytics points you toward rising turnover among female managers. You then drill into data from Workday Peakon Employee Voice to discover that female managers are scoring low on sense of belonging. How does employee engagement among this segment stack up against the historical or organizational baseline? Are the managers flagging scores centered around workload or growth or autonomy—or something else?

If workload is a bright-red concern, you can tap into the treasure trove of confidential survey comments. No need to manually slog through them. With natural language processing, semantic search makes quick work of analyzing any number of individual comments, identifying important themes so you know where to focus.

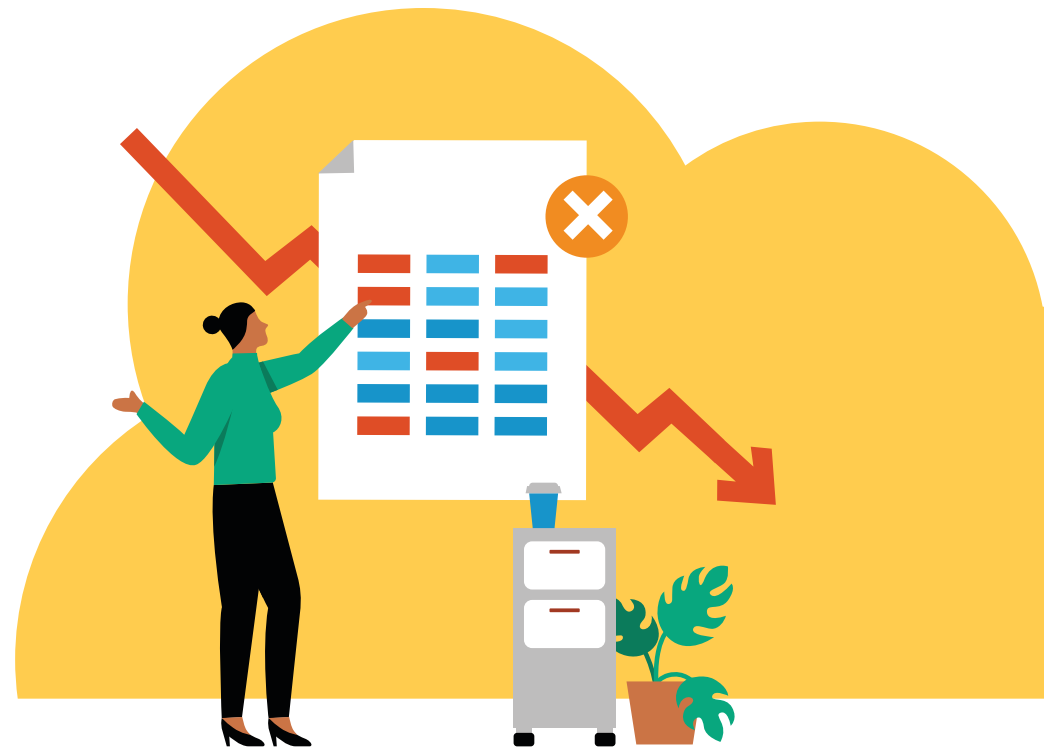
Being able to situate the trend of rising turnover within the rich context of why people might be looking to leave can enhance your decision-making and strengthen your retention strategies—so you can cut that attrition risk off at the pass.

“

What I love about [Workday Peakon Employee Voice] is that it doesn't rely on the engagement score alone to tell you where there's attrition risk. Behind it, there's a powerful engine that looks at all of the data.

Chief People Officer
Findex

Employee engagement and loyalty scores begin to drop significantly **9 months** before an employee leaves. Flagging a dip in scores gives HR time to double down on employee engagement strategies.³



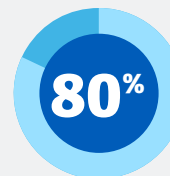
HR imperative: powering remote, hybrid, and flexible work.

Flexible work has shifted from a rare exception to a widespread employee expectation. And businesses are onboard—two out of three employees report that their organization is committed to providing flexibility around when and where people work.⁴

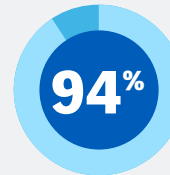
People leaders recognize that greater flexibility can be a competitive advantage for talent acquisition and retention, as well as a means to ease workload pressures and seed a stronger sense of autonomy among employees. Still, many organizations struggle to effectively support—or fully understand—a workforce that is now working in radically new ways.

Flexibility can also mean different things for different people. While office-based workers clamor for remote or hybrid options, frontline workers may find more value in compressed workweeks, job shares, or other forms of flexible scheduling. And data from Workday Peakon Employee Voice highlights there's often a seasonal element as well, with mentions of flexibility rising in tandem with school holidays.⁵

Shallow, ad hoc surveys risk obscuring such critical nuance. And annual surveys simply can't keep pace with how quickly new policies and work models may need to evolve.



of knowledge workers want flexibility in **where** they work



want flexibility in **when** they work⁶



Combining the what + the why of new ways of working.

Your workforce wants more flexibility, and the organization responded. Now what? People leaders know there are always areas for improvement, and sometimes there are unintended impacts that require attention.

Because Workday is able to integrate employee sentiment data with operational and external data, you can see how specific policies and ways of working impact everything from sales and office space utilization to productivity and burnout. Insights surfaced through data analysis can then guide future iterations or course corrections as needed, so your company's ways of working keep pace with workforce and business needs.

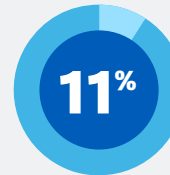
Curious how this might play out? We walk through some specifics on the next page.

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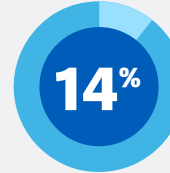
Workday Peakon Employee Voice stops us from making assumptions and helps us prioritize. It gives incredible insight into what our people are feeling and thinking—prompting important discussions around our executive table.

Chief People Officer
Aurecon

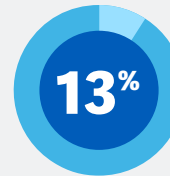
Employees love hybrid work models—and that's even more true for some historically underrepresented identities.⁷



Employees with disabilities were **11%** more likely to prefer hybrid work than employees without disabilities.



Nonbinary employees were **14%** more likely to prefer hybrid work.



LGBTQ+ employees were **13%** more likely to prefer hybrid work.

But research shows such models must be implemented and iterated strategically, or companies risk creating an unequal playing field and exacerbating inequities around work-life balance and sense of inclusion.



Among employees, **56%** feel that new ways of working may disadvantage certain groups of workers.⁸

Questions for the new ways of working.

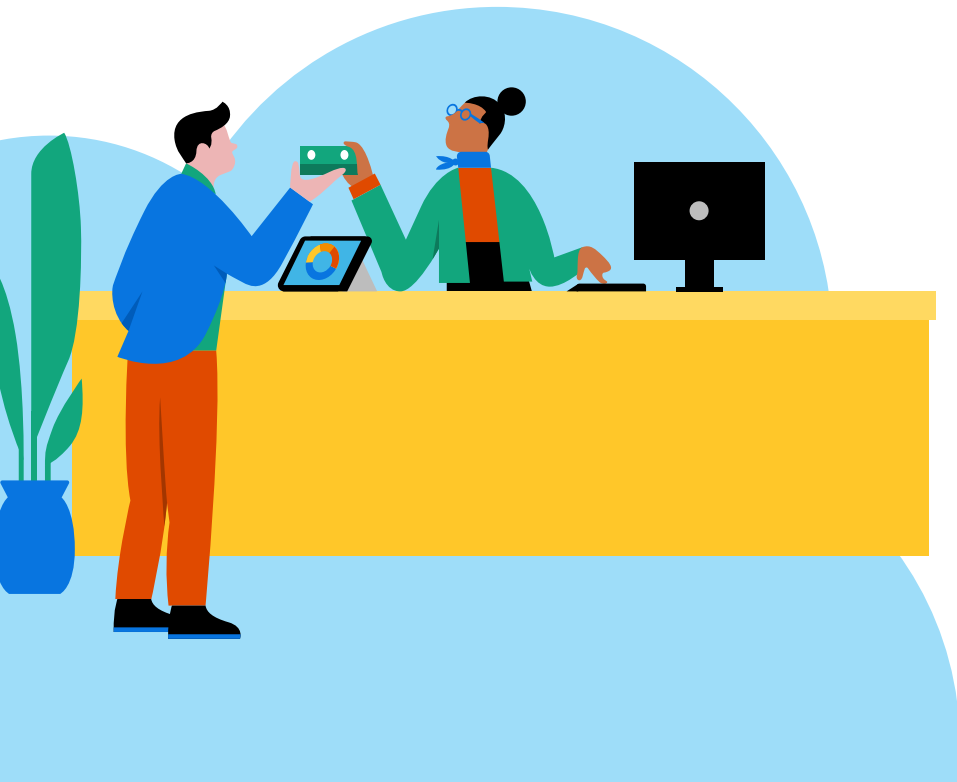
Supporting employees in doing their best work isn't a set-it-and-forget-it exercise. As your workplace policies and norms evolve, bidimensional data allows you to unlock insights into what's working (or not) for your workforce, then make data-driven decisions on how to improve, adjust, and scale.

QUESTIONS	THE WHAT + THE WHY	POTENTIAL INSIGHTS
How are virtual meetings affecting our remote workforce?	Zoom meeting data ingested through Workday Prism Analytics + employee productivity and engagement data from Workday Peakon Employee Voice	Does a calendar crowded with virtual meetings drag engagement, and what's the impact on peer relationships or sense of connectedness? Are certain roles experiencing more Zoom fatigue than others?
Which teams are thriving in a hybrid environment?	Badge-swipe facility data and customer satisfaction scores from Salesforce ingested through Workday Prism Analytics + data on employee accomplishment, autonomy, and mental well-being from Workday Peakon Employee Voice	Productivity alone doesn't tell you someone is thriving. It may actually mask burnout. Bringing employee sentiment into the picture helps surface sustainable high performance, so you can dig into the behaviors (such as office-use frequency) that might be drivers.
How do our flexible schedules impact how connected and supported employees feel?	Demographic data from Workday People Analytics + belonging data from Workday Peakon Employee Voice	How do different scheduling formats affect engagement and belonging for diverse groups and intersectionalities, and are there wide variations by location or role? Which high-flex segments might benefit from targeted support?
Does our virtual onboarding with a distributed team stack up to the old process?	Legacy workforce data and contingent worker data ingested through Workday Prism Analytics + onboarding sentiment data from Workday Peakon Employee Voice	Analyze engagement and performance drivers for new hires, then deepen your insights by adding more context—extending across your ecosystem of internal and external talent, and applying a longer lens to historical data.

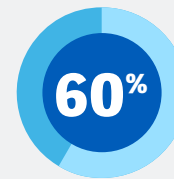
Flexibility at the front lines.

Talent retention has long been a pain point for organizations that rely on frontline and hourly workers. But a tight labor market, rising employee expectations, and lingering pandemic-related burnout are pushing this pain point toward crisis.

Still, not all organizations are uniformly struggling. As detailed in the global report from Workday “[Empathy and Empowerment: the New Frontline Experience](#),” those organizations that use data to inform, elevate, and iterate on the employee experience are reaping serious rewards.

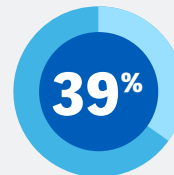


Nearly 1 in 3 organizations (29%) say an inability to gather the right data to understand employee needs is a major barrier to improving the frontline experience.

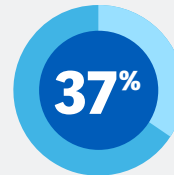


of those who approach the frontline experience as a strategic priority (a cohort we dubbed Frontline Leaders) say that data guides their evaluation, and report far lower turnover, and lower recruitment and training costs

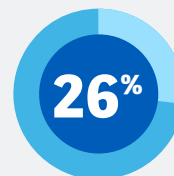
The third most-common reason frontline employees leave is caring for a family member. Frontline Leaders are more likely to have turned that insight into action over the past two years:



rolled out greater scheduling flexibility and control



introduced extended leave offerings



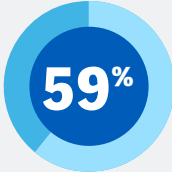
brought in more measures to support caring for family members

HR imperative: fostering employee growth.

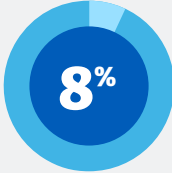
When workers don't see a clear path for progression, their engagement and job satisfaction suffer. Employees may disengage and look for opportunities elsewhere.

On the flip side, nurturing new skills and capabilities expands your internal talent pool, buoys employee loyalty and engagement, and fosters a culture of adaptability and growth. Helping employees grow is a win-win.

HR leaders know well that in order to be effective, professional development must be personalized and targeted. That's hard to accomplish without understanding the motivations, ambitions, and drivers of your workforce. In other words, bringing their voice into consideration.



of people leaders see professional development opportunities as a top investment area to improve company culture⁹



Among all employee comments in 2021, **8%** were growth related¹⁰

Combining the what + the why of employee growth.

Empowering employees to develop new skills and to speak up about how they want to grow should be a continuous exercise—not something that happens just once a year during performance reviews.

With Workday, employees can see the moves people have made from job roles similar to their current one, engage with contextually relevant and personalized learning opportunities, and—thanks to Workday Peakon Employee Voice—engage with managers through confidential two-way conversations about specific growth needs, which they may feel uncomfortable raising directly with their team leads.

Creating a frictionless experience is important for managers, too, because they play a critical role in supporting and advancing the growth of the employees on their teams. That's why Workday is introducing the Manager Insights Hub, a centralized spot where managers can see rich, bidimensional data on their teams—from career goals and ambitions, to how heavily they're engaging with learning activities, to updates on newly acquired skills and embedded sentiment scores around growth opportunities and growth satisfaction.

This holistic understanding of a team's development needs makes it far easier to facilitate growth opportunities consistently and equitably. Rather than responding to employees only after they seek out support, managers are armed with analytics-driven insights that span the entire team. And because the machine learning at work behind the scenes is applied to bidimensional employee data—meaning both a worker's abilities and their ambitions—the prescriptive action plans managers receive show them exactly where to focus next for maximum impact on employee growth.

Leaders can also participate in confidential interactions between managers and employees, creating opportunities for leaders to coach and guide managers as well. The result is a culture of ongoing growth, with frequent feedback underscoring to employees that their experience matters and their development is a priority.

Mighty impact with micro-courses.

Backed by decades of scientific research and developed by the Workday Organizational Development Science team, our ever-growing library of bite-size leadership lessons help managers acquire and strengthen the skills required to lead a productive and engaging meeting. Each interactive, mobile-friendly lesson takes fewer than 10 minutes to complete and concludes with a suggested action to encourage team leaders to turn their new knowledge into action.

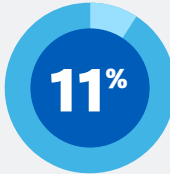
HR imperative: strengthening belonging and diversity.

There are many reasons organizations are prioritizing diversity, inclusion, belonging, and equity—as a moral imperative, as a proven way to drive better business outcomes, as a means of attracting and retaining talent, or some combination of all three. Yet no matter the motivation, many companies face the same frustrating reality: progress has been slow.

One contributing factor? Companies often focus on acquiring diverse talent without devoting adequate attention to employee experience, including developing talent and nurturing a culture where employees feel like they can bring their full self to work. The result is what we call the “leaky bucket syndrome,” in which new hires feel isolated and disappointed, ultimately looking for opportunities elsewhere.

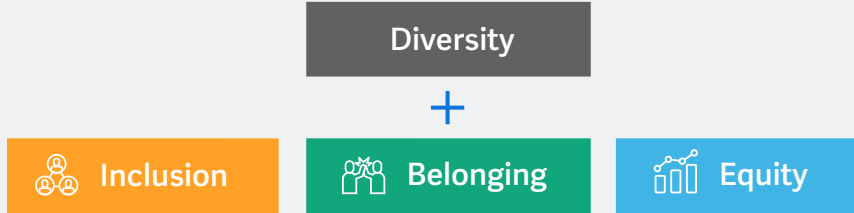
Though widespread, the leaky bucket syndrome isn’t inevitable. Research shows that organizations with an inclusive culture and policies are 60% more likely to have an enhanced ability to attract and retain talent.¹¹ Another study found that employees with a greater sense of workplace belonging feel greater job satisfaction, as seen through a 50% drop in turnover risk.¹²

The what of your workforce data might tell you the racial diversity of your talent pipeline or how many women are among the management ranks. But the why of your workforce data—that is, the employee voice—is absolutely crucial to understanding and improving the employee experience driving those statistics.



of all employee comments in 2021 were related to belonging and diversity—the same level as in the previous year—underscoring that it will likely remain a focus for the foreseeable future¹³

Diversity programs typically focus on representation, but if new hires don’t feel like they have become a valued part of the organization, they’re likely to leave. To create lasting change, companies must go beyond diversity to also value inclusion, belonging, and equity. At Workday, we call this approach VIBE™—Value Inclusion, Belonging, and Equity.

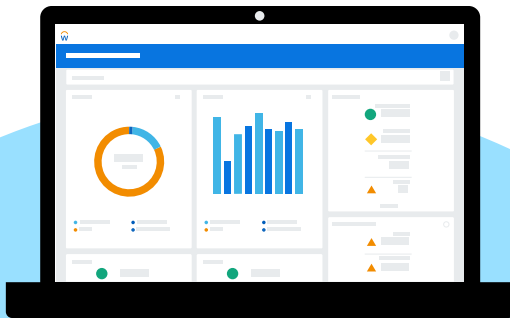


Combining the what + the why of belonging and diversity.

Workday believes in a systemic approach of combining accountable analytics and concerted actions on diversity to foster inclusion, cultivate a sense of belonging, and ensure equity. This approach extends across our platform of solutions that work seamlessly with Workday Peakon Employee Voice. Here are three examples of how these offerings work in concert.

Workday Peakon Employee Voice + Workday People Analytics.

The VIBE Index™, which lives within Workday People Analytics, enables you to holistically measure and benchmark diversity, inclusion, belonging, and equity metrics across the entire employee lifecycle, from sourcing and hiring diverse talent to retaining, developing, and promoting your workforce. You can compare and assess performance based on multiple dimensions of a person's identity and identify disparity across intersectionalities to understand where your organization stands today, and where you most need to move the needle. With belonging sentiment data directly embedded from Workday Peakon Employee Voice, people leaders can track the organization's equity of employee belonging alongside other VIBE outcomes to drive a comprehensive belonging and diversity strategy.



We're working on even more ways to embed Workday Peakon Employee Voice data directly into Workday People Analytics, so both the what and the why will be included in the data stories delivered.

Workday Peakon Employee Voice + Workday Human Capital Management.

With VIBE Central™, a dashboard within Workday Human Capital Management (HCM), you can deep-dive into the drivers that may be contributing to your VIBE scores, such as disparities among internal promotions. For example, with Workday Peakon Employee Voice, you can access employee sentiment data to look at belonging and growth satisfaction scores among high performers who might be passed over.

Workday Peakon Employee Voice + Workday Prism Analytics.

Not all of the data relevant to your belonging and diversity journey lives in the same system (think hiring and promotion data from legacy HR systems, anti-bias leadership training, and external mentorship programs aimed at employees of color). Workday Prism Analytics—which now features an out-of-the-box integration with Workday Peakon Employee Voice—enables users to securely blend third-party and legacy data, so analytics around diversity and belonging can stretch across your extended people ecosystem. Because a more complete picture yields more accurate insights.

“

The Workday Peakon Employee Voice ease of use, automated translations, flexible delivery media, real-time data, self-service reporting potential, and integration within Workday—especially Workday People Analytics and Workday Prism Analytics—made it the ideal solution for our needs.

Senior Director of Global HR Systems and Analytics
Avantor

Insights you can put to work.

With active listening amplifying the voice of the employee, people leaders can create stronger, more strategic workforce plans and policies. Rather than using historical trends or intuition to gauge what employees want and need, you'll have precise, real-time insights to use. And because Workday Peakon Employee Voice is designed with action at its core—from the Manager Insights Hub, to two-way confidential conversations with employees, to personalized dashboards—people across the organization understand that their voice matters.

The world of work is changing—and fast. From remote work and flexible schedules, to the widespread rallying cry for greater diversity and equity, to a talent landscape that seems to expand and contract on a dime, today's pressing challenges will almost certainly shift and evolve. Workday Peakon Employee Voice can help your workforce keep pace, co-creating solutions that ensure an engaged, a productive, and an inclusive workplace for all.

When you bring employee voice data together with robust HR data, you get a complete view of your workforce, helping you to:

- **Eliminate siloed data** by accurately and contextually merging demographic and perceptual data
- **Enhance decision-making** with prescriptive actions and contextual learning opportunities that are dynamically adjusted based on current team priorities and development opportunities
- **Focus on the moments that matter** by delivering the right experience at the right time

We'd love to help you supercharge your employee experience and bolster your organizational success.

To learn more about how Workday Peakon Employee Voice can provide organizations with real-time insights about employee sentiment through intelligent listening, personalizing the employee experience, and building an inclusive and equitable culture for all, visit: workday.com/employee-voice

Contact us:

+1-877-967-5329

workday.com/contact

Endnotes

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