

Nomination: 9699

## How Globe's People Analytics Transformed HR into a Strategic Enabler

### Page: General Information

Provide information about the company to be considered for the award. If you will be nominating an individual, specify the nominee's employer.

### Name of Organization/Company

Globe Telecom

### Additional Contacts

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### Page: Entry Information

### Entry Title

How Globe's People Analytics Transformed HR into a Strategic Enabler

### Category

B01 - B67 Achievement > B56 - Best Use of People Analytics

### Achievement Submission Format

Written Answers

#### a. Briefly describe the nominated organization: its history and past performance (up to 200 words). Required

Globe's People Analytics team was born out of the company's HR Transformation in 2019, aimed to reinvent the HR operating model to meet new strategic imperatives. Recognizing the need to shift from intuition-based to insight-driven decisions, the People Analytics Center of Expertise (CoE) was created to empower HR and business leaders with timely and actionable insights that would drive the business forward.

While a lean but high-impact team, the People Analytics CoE works in close collaboration with Globe's Enterprise Data Office (EDO) for advanced analytics support, while drawing from a flexible project-based pool of HR resources. It leverages a hub-and-spoke model with analytics "translators" embedded across HR to drive fluency and action across all units.

Far from simply reporting, People Analytics at Globe has become an accelerator of both employee experience and business value. Their work includes developing predictive models and studies that directly shape policy and program design. Furthermore, they've led crucial data quality and governance initiatives, resulting in 98% data quality scores for HR's most critical datasets.

With a 24-month roadmap, the CoE has demonstrated value through lighthouse use cases, and continues to expand capability across the organization to further enable a data-informed talent strategy.

#### b. Outline the team's or organization's achievements since the beginning of 2023 that you wish to bring to the judges' attention (up to 250 words). Required

Since early 2023, People Analytics at Globe has transformed how the organization approaches workforce design and strategy.

Here's how People Analytics is being utilized at Globe:

- Through a partnership with the Enterprise Data Office, the team has achieved Data Governance Excellence, subjecting critical HR datasets to enterprise standards and reaching an impressive 98% average data quality score. This robust governance ensures reliable data for all analytical endeavors;
- Org Design Insights from structural reporting identified and helped rectify inefficient layers, aligning Globe's workforce with agile best practices;
- Globe's Predictive Attrition Modeling unearthed key retention drivers like promotion history, enabling the design of targeted retention strategies;
- A Work Values and Preferences Study showed generational shifts in motivators, particularly among Gen Z, which now guides engagement and culture programs;
- Project SPARK unified sentiment analysis from various surveys into a single dashboard to guide the 2025 Experience Roadmap. This guided future experience with unified sentiment analysis;
- The People Analytics Resource Center offers self-service dashboards and study archives, significantly accelerating insight adoption across HR, which democratized data access;
- Employee Engagement increased through our digital bots, which has 76% daily active usage. As a trusted listening platform, it gathered over 100,000 data points, directly influencing EX Co-Design, HRBP reports, and the new EVP rollout. This demonstrates leveraging analytics for employee engagement.

These underscore the best use of People Analytics at Globe, actively shaping strategic decisions and accelerating organizational transformation.

**c. Explain why the achievements you have highlighted are unique or significant. If possible compare the achievements to the performance of other players in your industry and/or to the team's or organization's past performance (up to 250 words). Required**

Globe's People Analytics team has set a new standard in the Philippines, a market where most organizations still rely on descriptive reporting rather than embedding insights into strategic decisions.

A PwC Philippines survey (March-May 2023) found that only 30% of organizations in Asia-Pacific have implemented predictive workforce planning or analytics and many in the region still struggle with data trust and adoption, Globe has surpassed these norms to make people analytics a core pillar of decision-making across HR and the rest of the organization.

Globe's approach integrates rigorous data governance, strategic modeling, and scalable enablement simultaneously: an uncommon trifecta in local practice. Achieving a 98% data quality score across core datasets reflects enterprise-grade governance long before many companies begin cataloging or access mapping.

In contrast to organizations that only use survey summaries as feedback, Globe's models, such as the Survival Regression for attrition and Spans and Layers structural reporting, influence organizational redesign and retention strategies.

Embedding "translators" in HR mirrors global best practices (Davenport, 2018) and enables a shift from "report-to-react" to "sense-to-shape" culture of agility and insight. These achievements transformed HR into a business enabler with trust, precision, and enterprise impact. Globe has moved the needle from "interesting data" to impactful action, making Globe a national benchmark for People Analytics maturity.

**d. Reference any attachments of supporting materials throughout this nomination and how they provide evidence of the claims you have made in this nomination (up to 250 words). Optional**

Background on HR Operating Model: Deep Dive on People Analytics: Outlines the strategic blueprint of Globe's HR Operating Model, developed as part of its HR transformation journey initiated in 2019. It provides a deep-dive on the People Analytics Center of Expertise, positioning it as an enabler of Globe's shift toward evidence-based, insight-driven human capital decisions

Globe HR People Analytics Roadmap (2023): Presents the 2023 updated roadmap of Globe's People Analytics Center of Expertise (PA CoE), articulating a focused strategy across three pillars: Data Governance, Technology & Assets, and Analytics Delivery.

While strong data foundations and tools are important, Analytics Delivery is the core focus for creating value. The roadmap details eleven key projects. These range from Job Fit Analysis and Recruitment Efficiency to Workforce Planning and Employee Listening. Each project is planned to match HR's company-wide goals. They combine advanced insights with basic reporting to provide clear, actionable data for decisions. The plan also highlights the PA CoE's clear process, teamwork with HR partners, and commitment to making a real difference at key points in an employee's journey. A sample dashboard from the Job Fit project shows how these insights are used.

**Webpage Link**

**Would you like to add an additional webpage link?**

No

**Supporting Document**

[REDACTED FOR PUBLICATION]

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**Would you like to add an additional supporting document?**

Yes

**Supporting Document 4**

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