



CALL FOR ARTICLES

Using Human Capital Analytics to Make Excellent Business Decisions

A Special Issue of *People and Strategy*
The Journal of HR People & Strategy

Theme of the Issue

Increasingly, we are seeing a broad trend toward data-driven decisions across a wide variety of subject areas. This is especially true in HR. "HR Analytics is an emerging discipline that can help enable HR to fulfill the promise of becoming a true strategic partner," Alec Levenson wrote in *HR Strategic Review* in 2005.

Five years later, however, we still need more information that conveys the range of research projects organizations are undertaking in this critical area. Even more importantly, we need empirical data on the analytics approaches that have proven to be most useful. The more information and knowledge we have to guide us as we transition to a more data-driven profession and leverage a broader range of datasets and methodological approaches, the better off we will be as a profession and as practitioners.

Types of articles we are looking for:

We hope to publish a variety of articles that answer questions such as, but not limited to, the following:

- What key human capital analytics and analytics strategies have the greatest potential impact on business results?
- What organizations are on the cutting-edge of this trend and what are they doing differently from their less analytics-savvy counterparts?
- How have human capital analytics evolved over the years and what will the future look like in this arena?
- What is the art of calculating and communicating analytics in such a way that they will convince and compel key decision markers?

This special issue is about fresh approaches to the topic of analytics that readers - especially CEOs, government leaders, general managers and HR leaders - can use to successfully navigate the complexity of the next decade.

We are *not* interested in literature reviews or purely theoretical pieces. We are especially interested in the following types of contributions to this special issue:

Methodology perspectives that can illuminate trends

In-depth case studies from around the world that show how approaches to analytics are put to work, both successfully and unsuccessfully, and that speak to lessons learned. These should address how analytics drive business outcomes

Frameworks that help the reader better understand how to approach problems analytically

Writing Style and Guidelines

Full-length articles are 4-5,000 words. We are looking for articles that have the following attributes:

- **Strategic Importance:** Has a link to business decisions and doesn't rehash well known information; is the type of article an HR reader might pass on to a business executive to educate about a concept, provide the basis for a discussion, or influence thinking
- **Impact:** Has a "so what" for the HR executive reader as well as the business reader; for example, it does not just present research findings but also discusses consequences
- **Actionable:** Focuses on solutions, not just descriptions of issues
- **Grounded:** Based on research or theory (with references) to provide a "proof of concept," not just armchair observation; provides frameworks that can be applied in a variety of situations
- **Point of view:** Makes a case for thinking about a topic differently
- **Readable:** Nonacademic prose; active verbs, present tense and minimal jargon

About *People & Strategy*

People & Strategy is the professional journal published quarterly by HR People & Strategy (HRPS). HRPS, begun in 1977, is comprised of business and Human Resources Leaders, university faculty, consultants, and general managers in private and public organizations. The journal is read by members of HRPS and other professionals interested in better understanding the ways in which informed human resource management contributes to the achievement of business strategies and superior performance. The journal provides management knowledge and tools based on recent advances in management thinking and research. It includes reports of original research, interviews with top managers and scholars, articles on trends and techniques, as well as research briefs and book reviews. Designed to meet the knowledge needs of contemporary leaders, the articles and other features are selected on the basis of their cutting-edge thinking, practical application and value to our readers. The Executive Editor (Ed Gubman), the Managing Editor (Theresa Wojtalewicz) of *People & Strategy* and other members of the Editorial Review Board and/or ad hoc reviewers evaluate manuscripts. Criteria for evaluation include significance of contribution to the field of human resource management; usefulness of knowledge; timeliness of content; originality; provocative nature of content; quality of the data supporting the points; logical; and well-written. Reviewers' comments will be sent to authors as a guide.

PUBLICATION TIMETABLE -

September 15, 2010 Articles are due to *People & Strategy* – a well-written draft ready to be edited

February 1, 2011 We will indicate if the article is accepted, and, if so, what revisions are needed; if your article is accepted we will work closely with you to shape and revise it between February and May

May 10, 2011 All articles are in final form

July 2011 Publication of Special Issue

Submission Information

All submissions should be sent electronically in a Word document to:

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No manual submissions will be accepted. Please designate in your email that this submission is for the Special Issue – Using Human Capital Analytics to Make Excellent Business Decisions

We will not accept any articles that have been published previously or are current submissions to other publications

To view the complete version of the Articles Submission Guidelines, including the Advice to Contributors section, please visit the Media Room/People and Strategy at www.hrps.org or <http://www.hrps.org/?page=ArticleSubmission>.