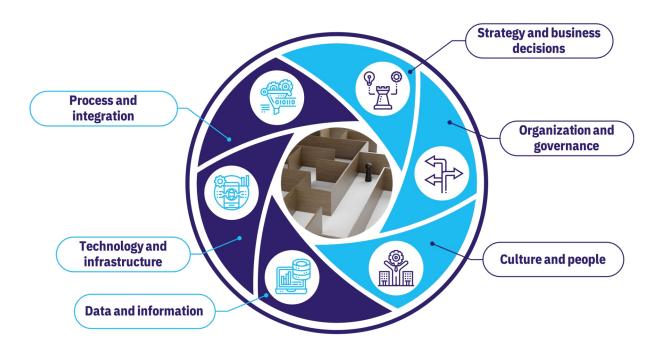


### Introduction

In this guide, you will examine how the contextual and executional elements link together to bring clarity to your business question, informing the metrics you'll need to use and driving their impact.



No matter what organization you're in, C&B analytics always starts with one important thing: It starts with a business question.

To help you focus in on that question and bring clarity to your answer, you will need a holistic C&B analytics framework around which to organize your function.

This framework combines six major lenses through which you should approach your metrics and projects. There are two broad categories that these elements fall into. The contextual elements are the strategy and business decisions, organization and governance, and culture and people. The more executional elements are data and information, technology and infrastructure, and process and integration.

> In this document, you will find useful templates to quide you in this process.



# Contextual Elements // Strategy and Business Decisions

- What impact does your compensation and benefits package have on employee engagement?
- What is the cost of labor in this organization?
- Are we paying our employees correctly?
- Are we paying our employees equally and fairly?

Write your answers below:			

### Contextual Elements // Organization and Governance

- What are the boundaries you'll need to work within?
- To whom is the C&B analytics team accountable?

Write your answers below:				

## Contextual Elements // Culture and People

- What skills and training do I need on my team?
- Do you also need a total rewards or a payroll expert?
- Where else might this expertise lie within the organization?

Write your answers below:	

# Executional Elements // Data and Information

- Where does my data need to come from?
- How much data do I need to collect?
- How should I organize it?

Write your answers below:			

# Executional Elements // Technology and Infrastructure

	What technology do I have?				
	What tools do I need to run these C&B metrics successfully?				
	Write your answers below:				
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## Executional Elements // Process Integration

- How do we integrate our insights into our C&B routines?
- What tools do I need to run these C&B metrics successfully?

Write your answers below:				

### **Best Practices**

In this guide, you examined how the contextual elements—strategy, organization, and culture—play a key role in the overall effectiveness of your analytics team.

Also, you took your first look at the executional elements of data, tech, and process.

Finally, you examined how these contextual and executional elements link together to bring clarity to your business question, informing the metrics you'll need to use and driving their impact.

These six represent the lenses that will allow you to see the complete picture of C&B analytics in all its detail. Only when connecting all six that you will achieve a holistic approach that empowers HR to drive a lasting impact.

