TOTAL REWARD
KNOWLEDGE HUB

2026 RAEI Workshop

Beyond Reports: Transforming HR Data into Workforce Intelligence

Using data, technology, predictive analytics and AI to improve workforce decisions

How much HR data does your institution have — and how much of it actually changes a decision?

The Fundamental Shift

01	**Reporting**	What happened?
02	**Diagnostic analytics**	Why did it happen?
03	**Predictive analytics**	What is likely to happen next?
04	**Workforce intelligence**	What should we do about it?

Why This Matters in Higher Education

Universities manage intellectual capital — not just headcount.

Financial constraints	Institutional performance	Transformation & equity	Scarce academic skills
Ageing academic workforce	Changing student demand	Digital transformation	AI-driven skills shift

Workforce planning must become part of institutional strategy.

Imagine Asking Your Data a Question

THE QUESTION

"Which academic disciplines present our greatest workforce sustainability risk?"

THE INPUTS

Age and retirement eligibility, turnover, vacancies, recruitment lead times, teaching loads, research needs, scarce skills, succession coverage

THE OUTPUT

Priority risk areas, the reasons behind them, and recommended management interventions

From Disconnected Data to One Picture

HR	Payroll	Finance	Recruitment
Learning	Research	Student admin	Spreadsheets

ONE TRUSTED WORKFORCE DATA LAYER

AI cannot compensate for fundamentally unreliable HR data.

Five High-Value Applications

01	**Strategic workforce planning**	Model future demand, skills, cost and staffing scenarios
02	**Retention & flight risk**	Identify turnover patterns and intervene earlier
03	**Succession & retirement risk**	Heat-map critical roles, readiness and recruitment lead time
04	**Skills intelligence**	Infer capability from profiles, qualifications and research
05	**HR productivity**	Automate drafting, analysis and routine queries

Predicting Academic Workforce Risk

80	22	9	3	+12%
academics	near retirement	critical roles	ready successors	enrolment forecast

CONVENTIONAL REPORT

"We employ 80 academics and our turnover is 6%."

WORKFORCE INTELLIGENCE

"A material capability gap is likely within three to five years — precisely as teaching demand rises."

AI-Enabled HR Productivity

- Summarising datasets and documents
- Producing management commentary
- Identifying anomalies and trends
- Analysing employee survey responses
- Drafting policies and correspondence
- Answering routine employee queries
- Generating job descriptions
- Comparing roles and skills
- Natural-language access to workforce data

Ask not how many HR roles AI replaces — ask how much HR capacity it redirects to strategic work.

Human Judgement and AI Governance

Algorithmic conclusions about individuals carry profound consequences — and historical data carries historical bias.

- Privacy & personal information
- Security
- Bias and fairness
- Transparency
- Data quality
- Human oversight
- Accountability for decisions

AI should augment human judgement — not replace accountability.

Start With the Problem, Not the Technology

1	Institutional decision to improve
2	Questions that must be answered
3	Data required
4	Quality of that data
5	Analytics & technology
6	AI solution that best enables it

Start with the business problem — not with AI.

A Five-Stage Roadmap

1

Establish the foundation

Know what data exists — and whether we trust it

2

Create visibility

Common workforce measures and dashboards

3

Generate insights

Connect workforce, finance, student and research data

4

Become predictive

Forecasting, scenario modelling, predictive analytics

5

Embed AI intelligence

Interrogate data, model futures, receive recommendations

You do not need to wait for perfection — pick one meaningful problem, pilot it, and demonstrate value.

The HR Function of the Future

TODAY

"Here is the headcount report you requested."

TOMORROW

"These are the three capabilities most at risk, what is likely to happen over three years, the financial and operational implications, and the interventions we recommend."

The real transformation is not technological — it is the role of HR.

Workforce Intelligence Dashboard

Illustrative higher education workforce model · 2026–2029

Baseline scenario

CURRENT HEADCOUNT

2,480 2026 workforce

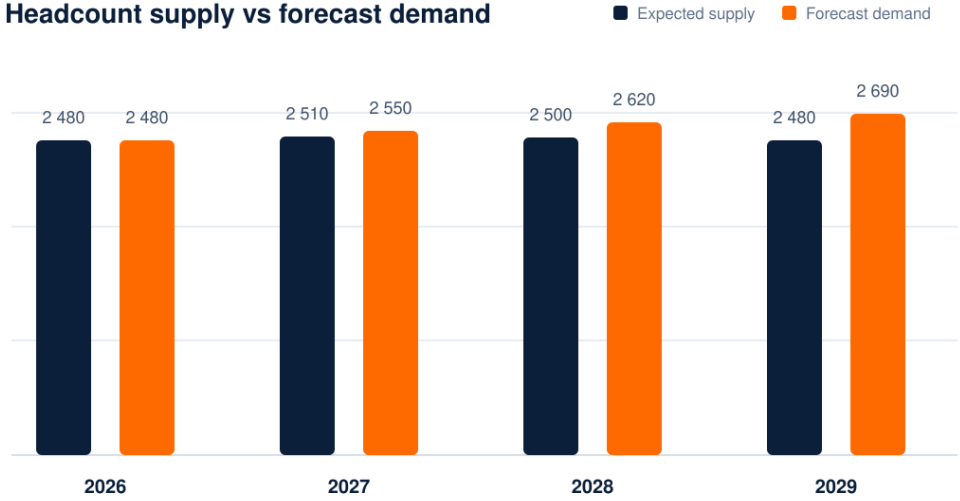
2029 FORECAST DEMAND

2 690 +8.5% vs 2026

PREDICTED HEADCOUNT GAP

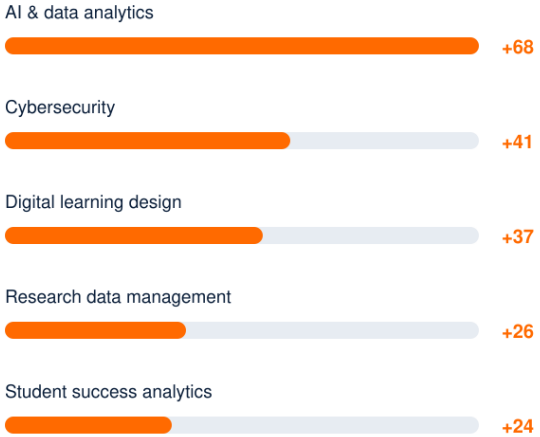
210 roles to build, buy or redesign

Headcount supply vs forecast demand



Emerging skills gap by 2029

Additional people / capability required



Illustrative data only · Moderate enrolment growth, normal attrition and no major operating-model change.

Workforce Intelligence Dashboard

Illustrative higher education workforce model · 2026–2029

Enrolment Growth scenario

CURRENT HEADCOUNT

2,480 2026 workforce

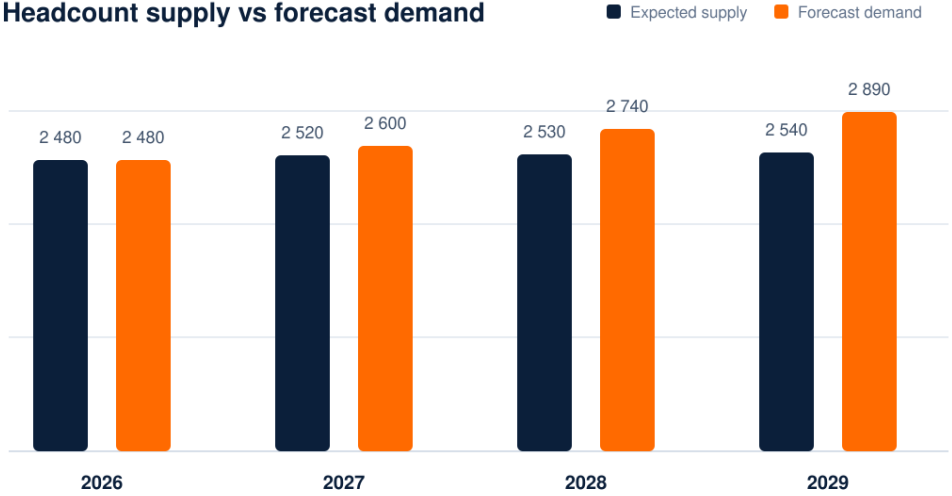
2029 FORECAST DEMAND

2 890 +16.5% vs 2026

PREDICTED HEADCOUNT GAP

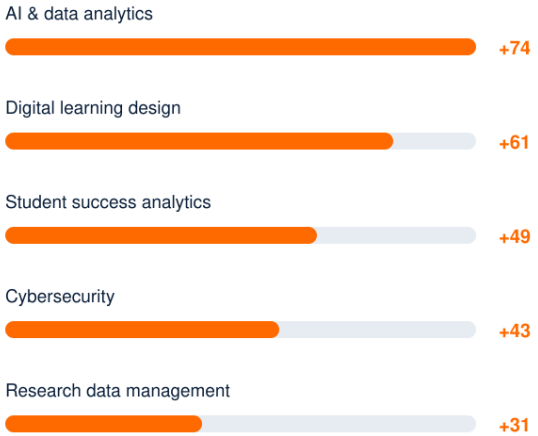
350 roles to build, buy or redesign

Headcount supply vs forecast demand



Emerging skills gap by 2029

Additional people / capability required



Illustrative data only · Student growth increases academic, digital-learning and student-success demand faster than expected workforce supply.

Workforce Intelligence Dashboard

Illustrative higher education workforce model · 2026–2029

Digital Acceleration scenario

CURRENT HEADCOUNT

2,480 2026 workforce

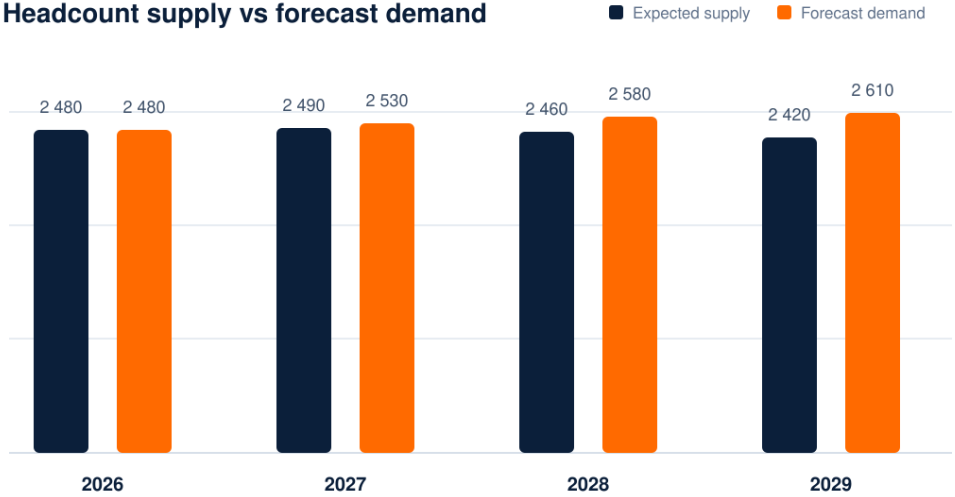
2029 FORECAST DEMAND

2 610 +5.2% vs 2026

PREDICTED HEADCOUNT GAP

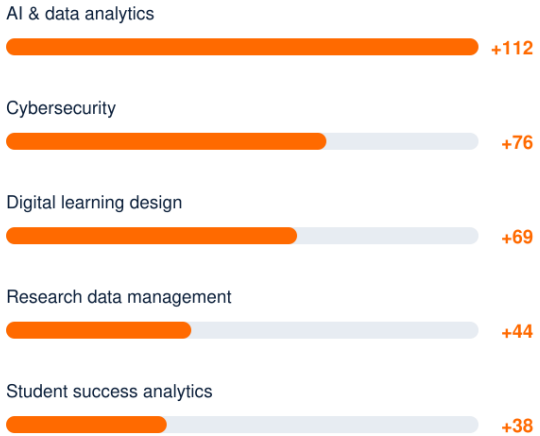
190 roles to build, buy or redesign

Headcount supply vs forecast demand



Emerging skills gap by 2029

Additional people / capability required



Illustrative data only · Automation moderates total headcount demand while sharply increasing specialist digital and data capability requirements.

Embedding Responsible AI in Practice

Principles only matter when they are built into how the institution approves, deploys and reviews AI in HR.

- Approved AI use policy
- Governance committee
- Privacy by design
- Bias testing and validation
- Human decision rights
- Explainable recommendations
- Audit and monitoring

Adopt AI at the pace your governance can defend.

BEYOND REPORTS

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If your institution could predict one workforce issue today that would materially improve performance three years from now - what would you want to know?

Data into insight. Insight into foresight. Foresight into action.

Thank you.



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