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| People Analytics Strategy – Mind Australia |
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**Executive Summary**

This report delivers a values-driven and strategically aligned approach to implementing people analytics within Mind Australia (Mind), with a focus on three key initiatives: sentiment analysis, predictive turnover analytics, and a DEI dashboard. These initiatives respond to Mind’s broader mission of advancing recovery-oriented practice while maintaining ethical rigour and lived experience inclusion.

Sentiment analysis tools like surveys built on Qualtrics will interpret staff feedback, allowing the organisation to detect early signs of disengagement or burnout. Predictive analytics using Power BI and Workday will enable HR to identify turnover risks proactively, while a DEI dashboard built in Tableau or Power BI will track diversity, equity, and inclusion trends across the workforce. These initiatives are supported by Mind’s existing digital infrastructure and align with its strategic goal of exceeding 75% employee satisfaction rates and reducing turnover to below 18% by 2026.

The feasibility of each initiative is aligned with best practice, though implementation must consider risks including data bias, confidentiality breaches, and unintended consequences of profiling. Risk mitigation strategies include co-design with LEAT, trauma-informed design, bias audits, transparent communication, and ethics training. These safeguards ensure analytics tools support staff wellbeing, maintain relational integrity, and reflect Mind’s commitment to inclusion, recovery, and ethical leadership.

By embedding people analytics responsibly and ethically, Mind can enhance workforce engagement, improve operational decision-making, and become a national leader in ethical innovation for the mental health sector.

**1. Introduction**

The dynamic interplay between technological innovation and human capital management has fundamentally reshaped contemporary organisational landscapes, compelling institutions, particularly within the social sector, to reconceptualise how they attract, support, and retain their workforce. Recognising both the imperatives and the complexities inherent in this evolution, Mind Australia has engaged our consulting team to formulate a people analytics strategy that advances its strategic priorities and remains consistent with its foundational ethos of relational, recovery-oriented practice.

With the introduction of the National Disability Insurance Scheme, a fundamental shift occurred from a service-level funding model to an individual funding model, providing those most affected with choice (Mellifont et al., 2023). At this nexus of systemic reform and individual empowerment, Mind Australia has emerged as a national leader, integrating lived experience within its organisational structures, fostering inclusive and psychologically safe workplace environments, and advancing broader sectoral change. Its engagement with the Royal Commission into Victoria’s Mental Health System (Mind Australia, 2019; State of Victoria, 2021) reflects a strategic orientation towards leveraging digital technologies to deepen relational practice and to embed human dignity at the centre of organisational innovation.

Nevertheless, integrating people analytics into its operations raises ethical considerations and risks. While deploying algorithmically mediated decision-support tools offers unprecedented opportunities for insight, efficiency, and predictive workforce planning, it also carries inherent risks relating to data privacy, algorithmic bias, dehumanisation, and the potential erosion of trust in a particularly vulnerable sector.

This report undertakes a critical and theoretically informed analysis of the prospective applications of people analytics within Mind Australia’s operational and cultural context. It delineates strategic opportunities that align with the organisation’s mission and contemporary sectoral challenges and pave the way for a more efficient and effective workforce. The report also articulates the inherent risks of leveraging technologies such as Artificial Intelligence (AI) and Machine Learning (ML). It proposes a suite of mitigation strategies grounded in best practice and ethical stewardship. Through this examination, we aim to equip the executive leadership with an integrated, ethically robust framework for the values-driven deployment of people analytics—one that enhances organisational capability without compromising the relational integrity at the heart of Mind Australia's identity.

**2. Mind Australia – Vision, Mission and Strategy**

Mind Australia has articulated an unwavering commitment to embedding lived experience within the organisation, fostering inclusivity, and promoting recovery-oriented practice. This commitment is the cornerstone from which it may leverage digital technologies to support its workforce development and organisational priorities.

In its submission (Mind Australia, 2019) to the Royal Commission into Victoria’s Mental Health System (2019), Mind Australia advocated for:

• stronger person-centric and community-based services,

• integration of lived experience into service design,

• leadership and workforce development;

• Early intervention approaches;

• Reducing coercive practices and promoting self-determination;

• Improved system navigation for clients; and

• Better use of technology to support access without diminishing human

            connection.

The Royal Commission’s Final Report (2021) endorsed many of these priorities, emphasizing a more responsive, integrated, and digitally enabled system, deploying peer workers and diverse workforces, and expanding place-based services supported by technology.

Mind Australia’s organisational identity is inextricably linked to the authentic integration of lived experience into all aspects of its service design, governance, leadership and workforce development.    The Mind Australia Lived Experience Strategy (2021-2024) articulates a transformative vision in which individuals with direct experience of mental health challenges are not limited to a consultative role but are embedded as co-creators and leaders within the organisation.

The Strategy has four main pillars:

* **Leadership and Culture:** Mind Australia embeds lived experience as a core element of organisational leadership and strategic decision-making, operationalised through dedicated executive roles and advisory structures such as the Lived Experience Advisory Team (LEAT), which ensures that lived experience perspectives directly inform executive deliberations.
* **Design and Decision-Making:** Service models, programs, and policies are co-designed with lived experience experts ensuring that services are both contextually relevant and aligned with recovery principles. This participatory approach challenges traditional hierarchical paradigms within mental health care.
* **Workforce Development and Innovation:** Mind Australia actively recruits, supports, and develops a diverse peer workforce. Training pathways, peer supervision models, and career progression frameworks have been established to foster professionalisation and leadership among employees with lived experience.
* **Sector Influence and Systems Change:** Beyond its internal commitments, Mind Australia advocates for broader sectoral reform, seeking to normalise lived experience leadership within Australia’s mental health system.

In this regard, Mind Australia's approach moves beyond tokenistic inclusion towards a profound reconfiguration of organisational power dynamics, embedding the epistemic authority of lived experience alongside clinical and managerial expertise.

Furthermore, Mind Australia’s *Connection and Community Framework* (2024-2029) further extends the commitments articulated in the Lived Experience Strategy, which focuses on embedding lived experience into organisational leadership. The *Connection and Community Framework* expands the scope, positioning relationality, embeddedness within the community and co-created recovery as central principles across all domains of Mind Australia’s operations (Mind Australia, 2024).

At its core, the *Connection and Community Framework* asserts that human connection and belonging are not peripheral to recovery but essential determinants of mental health and well-being, and therefore, fostering relational ecosystems to enable belonging is critical.

The *Connection and Community Framework* (Mind Australia, 2024) has profound implications for Mind Australia's future engagement with digital technologies, particularly artificial intelligence (AI) and people analytics. Specifically, it demands that any technological innovation adopted by the organisation must:

* **Prioritise Human Connection:** AI tools must be designed to enhance—not substitute—the human relationships that are central to recovery. For instance, digital well-being monitoring tools should supplement, not replace, direct relational engagement between employees and supervisors.
* **Centre Lived Experience Leadership**: The co-design and governance of AI systems must include individuals with lived experience to ensure that technologies reflect relational, recovery-oriented principles rather than defaulting to clinical, transactional, or efficiency-driven models.
* **Respect Relational Integrity**: Data collected through AI systems must be interpreted relationally rather than reductively. Quantitative metrics must be contextualised within the broader narratives of human connection, belonging, and lived realities.
* **Safeguard Values-Based Practice**: Algorithmic decision-making must be audited against Mind’s values framework to ensure that digital systems do not inadvertently reinforce biases or undermine the values of empowerment, dignity, and inclusion.

Thus, while AI offers Mind Australia significant opportunities for enhancing service planning, workforce support, and early intervention, its deployment must be rigorously aligned with the *Connection and Community Framework*’s relational philosophy (Mind Australia, 2024). Technological adoption must not merely aim to optimise individual outcomes but must support the co-creation of relational ecosystems where individuals, employees, and communities can flourish.

In this context, integrating people analytics and AI within Mind Australia's operations presents considerable promise and profound ethical complexity. If harnessed thoughtfully, these technologies have the potential to deepen organisational insight, strengthen workforce engagement, and enable more responsive, personalised service delivery. However, without careful governance, they risk undermining the relational, narrative, and humanistic commitments foundational to Mind's identity. The following section critically examines the opportunities and risks associated with adopting people analytics and AI technologies within Mind Australia. It proposes a strategic pathway for their ethical and values-aligned implementation.

# **3. People Analytics & AI Opportunities/Risks**

Mind Australia Group’s (“Mind”) Strategic Plan 2021-2026, (Mind Australia 2021) hints at the competing priorities at play in terms their simultaneous commitments to being at the forefront of technological innovation through promoting heavy use of data-driven decision-making in their people-management approach *but* not wanting these advances to come at the cost of any loss of equity towards their employees and clients, (Verlinden, 2024).

Ascertaining when increased people analytics capacities are beginning to impinge upon equity is all-the-more challenging when one considers the particular vulnerabilities of Mind’s clients, who suffer from mental health issues, (frequently in combination with homelessness, substance-abuse and other social issues) as well as the prevalence of mental health issues in their workforce. With respect to the latter, it is noted that Mind has made mental health “lived-experience” the cornerstone its people strategy, (Lived Experience Strategy, 2021-2024), with more than half of their staff disclosing a “personal lived-experience” of serious mental health issues, (Peer Work At Mind, Mind Australia, 2025). *Figure 1* below illustrates just some of the difficulties involved in reconciling these competing aims:

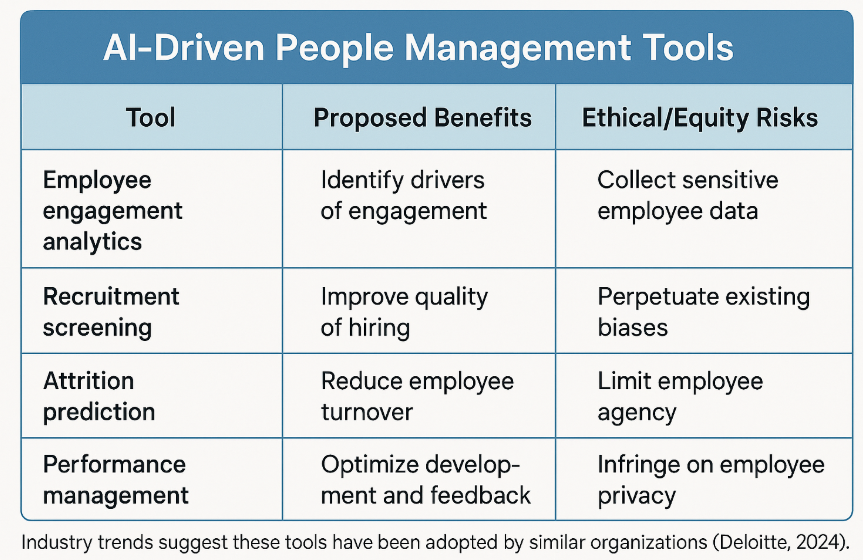
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***Figure 1: Potential Equity Conflicts arising from Mind’s Strategic Goals per Strategic Plan 2021-2026***

Mind has already integrated a host of different digital and AI-powered technologies into its people management processes have even appointed a dedicated Director of Digital Transformation and Information Services to prioritise its digital transformation efforts, (Microsoft, 2020). Working within the confines of Mind’s digital strategy concept papers, which define the success parameters of its digital transformation initiative *and* delineate the ethical red-lines that they won’t cross (Nous, 2024), Mind have launched a suite of service-mix calculators, which optimise services for their stakeholders and deliver them cost effectively through NDIS funding based on the Microsoft Power Platform in a manner that could not be done effectively without AI.  The data gathered through this service calculator is captured in Mind’s Dynamics 365 Customer Relationship Management (CRM) system and embedded Power BI dashboard which visualise the response for Mind’s staff, so that they can get richer insights as to what can be done to improve the mental health of their stakeholders and advise accordingly (Veritec, 2020).

Looking specifically at the people management space, Mind also uses various (but unnamed) predictive analytics and integrated digital solutions to support their staff, (Nous, 2024). Based on the Veritec and Microsoft case studies referenced above, the emerging AI-analytics tools promoted in both the Australian HR Institute-, (Williams *et al*, 2024) and Deloitte Global Human Capital Trends reports, (Deloitte, 2024), Mind also applies AI’s analytics to the following areas:



***Figure 2: AI-Driven People-Management Tools Mind is (Presumably) Already Using***

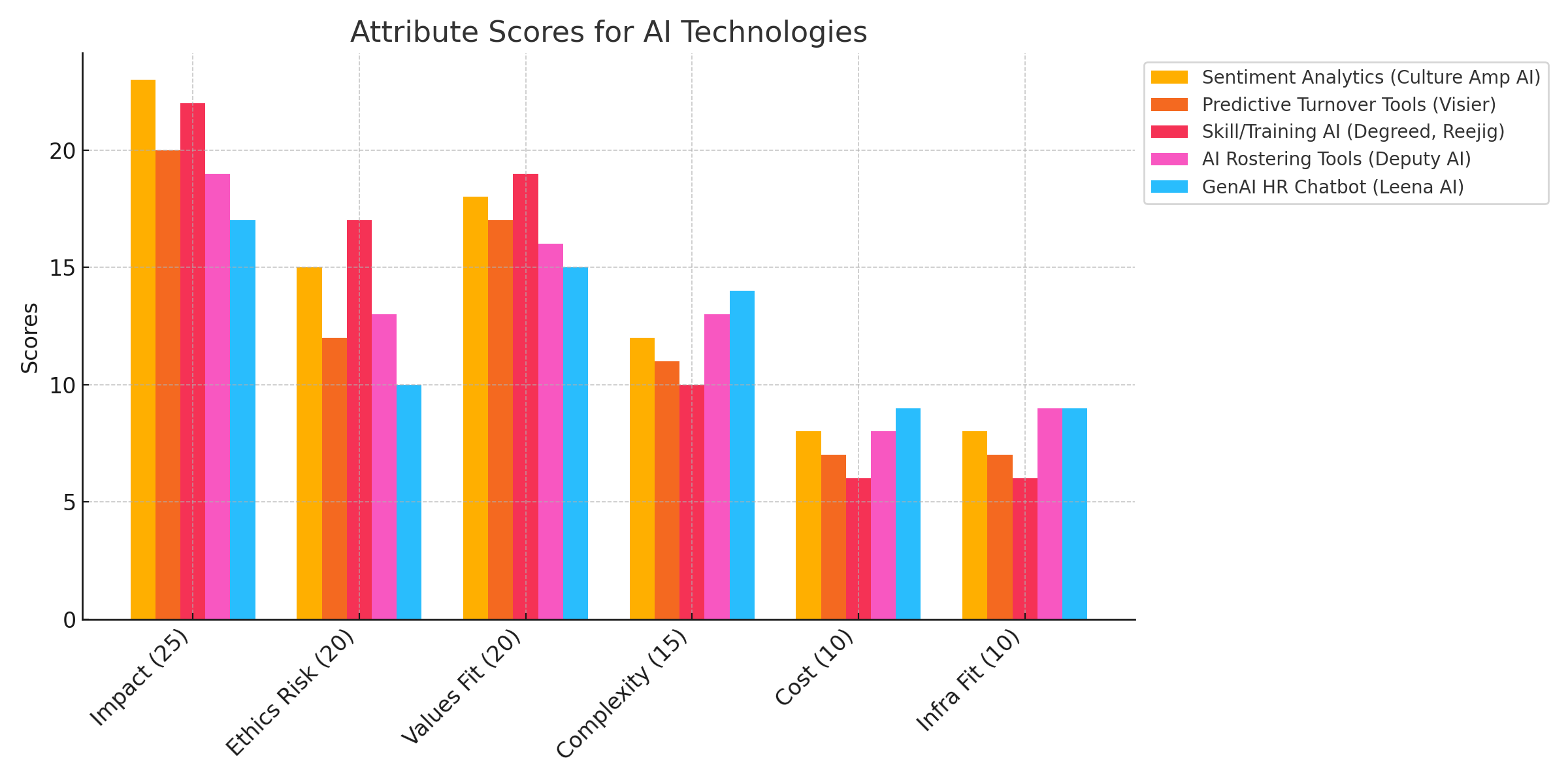
Figure 3 below applies a multi-attribute decision-making theory methodology, (Cohan & Morgan, 2017) to the different areas of people management to which Mind Australia could *extend* *the application of AI-powered technologies*, to improve their people management processes, (assessed against the risk of a corresponding risk of losing staff equity).

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***Figure 3: Multi-Attribute Decision-Making Theory Weighting***

Figure 4 and 5 below, capture which weighted scores were given to which technology solutions that Mind should consider and a line chart comparing the scores respectively:



***Figure 4: Attribute Scores for AI Technologies***

*A graph with colored lines and numbers

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***Figure 5: Attribute Comparison Radar Chart***

In summary the most impactful application of AI-based Natural Language Processing (NLP) and Machine Learning (ML) technologies Mind’s people management process are sentiment analytics technologies, (such as Culture Amp AI) having the highest impact and training tolls (such as Degree and Rejig), raising the highest level of ethical risk and mission risk.

To manage the implementation of these technologies in a manner that still upholds employee equity, (noting the particularly makeup of Mind’s workforce), the Chief People Officer might consider the following as part of an overall risk mitigation strategy:

1. **Ensure transparency in terms of what employee data is collected and for what purposes**

Mind needs to develop and communicate clear, accessible policies around what employee data is collected, how it is used, and by whom. Transparency builds trust, particularly when data is sensitive. Studies show that lack of clarity around data use in people analytics undermines staff confidence and increases perceived surveillance (Tursunbayeva et al., 2018).

1. **Implement bias auditing and inclusive data practices that recognise Aboriginal data sovereignty principles**

Mind should consider conducting routine algorithmic bias audits using tools like IBM’s AI Fairness 360 and ensure datasets reflect the diversity of Mind’s workforce, including peer workers and neurodiverse staff. The rationale for this approach is that AI systems are only as fair as the data they’re trained on. Failure to address data imbalance or test for bias can result in discriminatory outcomes, particularly for staff with non-traditional backgrounds (Raji et al., 2020).

1. **Enshrine elements of human oversight and employee participation in the co-design process**

Mind would be well-counselled to integrate human review of AI-generated insights and involve frontline staff in the design and governance of AI tools.  Employee equity is protected where AI decisions still remain subject to human judgment, especially in emotionally and ethically sensitive contexts. Co-design fosters both buy-in and psychological safety (Williamson et al., 2021).

1. **Apply a Trauma-Informed, Voluntary Framework for Monitoring Tools**

Mind should ensure that tools for burnout or vicarious trauma prediction are opt-in, anonymised where possible, and never used for punitive purposes.  The need for this safety barrier is that many of whom have lived experience or work with trauma daily, are especially vulnerable to unintended harms from intrusive monitoring. A trauma-informed lens is vital (Hopper et al., 2010).

1. **Employee Awareness Program about People Management Tools**

Mind should consider delivering tiered training programs to support all staff in engaging with AI-based tools, ensuring support for those with low digital confidence. Research from the Australian HR Institute (2024) finds that unequal digital literacy is a significant barrier to equitable participation in AI-enabled workplaces, particularly in not-for-profit and care sectors.

1. **Embed Ethics and Accountability Structures**

Finally, Mind should establish an internal ethical review board or working group to monitor and guide the use of AI in people management. Ethical oversight mechanisms increase accountability, reduce the risk of AI “ethics-washing,” and to ensure that Mind’s core values are upheld. The composition of the ethics board should take from all the key stakeholders, (HR, legal, IT, frontline staff, neuro-diverse staff, external ethicists and ideally an Aboriginal consultant - for cultural safety reasons). Their role would extend to reviewing and trialling proposed AI-tools prior to implementation, conducting bias audits and considering unintended consequences of the AI-rollout.

**4. People Analytics Recommendations**

Aligned with Mind Australia’s strategic plan 2021-26, we recommend three people analytics initiatives to target key workforce goals: increased employee satisfaction, reduced staff turnover and enhanced the workforce diversity. Each initiative harnesses data-driven strategies, tools and evidence-based people management tools backed up by machine learning and advanced analytics.

## **RECOMMENDATION 1: Improving Staff Satisfaction through Sentiment Analysis**

**Objective:**

Mind Australia aims to achieve an employee satisfaction rate of 75% by 2026 (Mind Australia, n.d.)*.* In emotionally intense roles, real-time insight into employee wellbeing is essential. Employee wellness must be actively monitored - not just for morale, but for long-term retention and quality of care.

**Justification:**

Employees at Mind Australia operate in a high-empathy, high-pressure environment where sustained emotional labour is a daily requirement. Over time, this can lead to emotional exhaustion—one of the primary dimensions of burnout—especially when staff feel unheard or unsupported.

According to the World Health Organisation(Bianchi & Irvin Sam Schonfeld, 2023), burnout results from chronic workplace stress that has not been successfully managed, leading to exhaustion, detachment, and reduced effectiveness. These indicators often go unnoticed by traditional, periodic staff satisfaction surveys.

To address this, Mind Australia should implement AI-powered sentiment analysis using Natural Language Processing (NLP) on open-text feedback from staff. This allows the organisation to uncover real-time emotional and cognitive patterns—including frustration, fatigue, and declining morale—well before they escalate to disengagement or resignation.

With the use of AI-powered Natural Language Processing (NLP) integrated with sentiment analysis on employee feedback forms, open-text feedback forms, exit interviews, and anonymous surveys, we can gain information well before they escalate to disengagement or resignation.

**Proposed Technology:** Qualtrics Employee Experience Platform with built-in sentiment analysis.

**Required Data:** Employee Data from anonymous surveys, Feedback forms, Exit interview forms (text analytics).

**Example:** Organisations such as IBM, Google, and Salesforce use AI-driven Sentiment Analysis, which includes NLP and Predictive analytics, to monitor employee morale (IBM, 3 B.C.E.). They primarily analyse communication patterns, feedback, behavioural data and disengagement.

However, the effectiveness of these tools hinges on employee trust. For example, Salesforce’s AI sentiment platform, powered by text analytics and classification models, was rolled out with clear data usage policies and employee consent—resulting in a 20% boost in trust. This suggests that while AI can enhance satisfaction through timely insights, transparency is key. Companies must ensure ethical oversight, algorithm explainability, and open communication to truly support a positive workplace experience. (Vorecol, 2024)

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***Figure 6: Benefits of using IBM Watson Natural Language (IBM, 3 B.C.E.).***

## **RECOMMENDATION 2: Employee turnover analysis using predictive analytics**

**Objective:**

Mind Australia aims to reduce staff turnover to below 18% by 2026 (Mind Australia, n.d.) recognising that high attrition undermines service continuity, inflates recruitment costs, and compromises the emotional safety of clients and staff.

**Justification:**

Conventional HR metrics do not recognise the initial indicators of employee attrition. Predictive analytics, along with machine learning (ML), has the capability to reveal patterns within employee data—such as declining performance, heightened absenteeism, or indicators of dissatisfaction—enabling HR teams to take proactive measures.

Studies conducted in the healthcare sector demonstrate that ML models utilising the Synthetic Minority Oversampling Technique (SMOTE) along with algorithms such as Random Forest and Support Vector Machines (SVM) can forecast employee turnover with considerable accuracy, particularly in emotionally demanding positions such as nursing. Prominent predictors typically include age, job type, working hours, income, and employee satisfaction (Xu et al., 2023).

Machine learning (ML)-powered predictive analytics can detect high-risk employees well before they submit their notice. AI algorithms can accurately predict the possibility of an employee leaving a company by analysing and triangulating intricate patterns in workforce data, such as absenteeism, overall tenure, performance evaluations, and work mode. This makes it possible for Mind to implement proactive retention measures, which lower turnover and its effects on operations and finances.

**Technology to be used:** Power BI + Workday People Analytics; Apliqo (IBM, 1 B.C.E.)

**Required Data:** Employee salary, age, absenteeism rates, roles, performance ratings from managers, work mode, employee surveys and if they suffer from any mental health issues.

#### **Example:**

In emotionally demanding healthcare environments, such as those at Mind Australia, machine learning models enhanced with Synthetic Minority Over-sampling Technique (SMOTE) where the data is divided in 80% (training data) and 20% (testing data) have proven effective in forecasting nurse attrition. By addressing class imbalance, these models—employing algorithms like Random Forest and Support Vector Machine (SVM)—achieved high levels of precision in identifying nurses at risk of leaving. The model predicts important features for nurse turnovers are age, working hours, electronic health record/electronic medical record, individual income, and job type. This approach enables proactive retention strategies, crucial for maintaining workforce stability in high-stress clinical settings (Xu et al., 2023).

IBM claims that their AI models—such as Watson Studio—have a 95% accuracy rate in forecasting voluntary departures, the model itself analyses factors such as: role, performance, compensation and overall employee engagement to identify at-risk employees. This has allowed them to save more than $300 million in retention-related expenses. This explains how AI can transform HR practices and help save workforce and budget whilst reducing attrition (Rosenbaum, 2019).

## **RECOMMENDATION 3: DEI (Diversity, Equity and Inclusion Analysis using Real-Time Dashboard**

**Objective*:***

Supporting Mind Australia’s goal of building a workforce that mirrors the diversity of the Australian community, we recommend developing a real-time DEI Tableau dashboard, integrated with predictive analysis. Not only will it track key metricindicators such ashiring, promotions, diversity, demographics and inclusion, but will also proactively identify and address gaps in equity and inclusion across the employee lifecycle.

##### **Justification:**

Traditional diversity reports frequently provide a static perspective, lacking the insights necessary for proactive decision-making. The implementation of a real-time DEI dashboard, enhanced with predictive analytics, allows organisations to transcend descriptive statistics and observe trends in representation, promotion, pay equity, and turnover in real time. This capability empowers data-informed decisions to foster fairness and inclusion at every level.

The significance of such practices is corroborated by recent empirical evidence. A large-scale study utilising over 8,000 firm-year observations from globally listed companies (2017–2021) revealed that organisations with elevated Diversity and Inclusion (D&I) scores—assessed using the Global D&I Index—exhibited significantly superior firm performance, particularly within companies possessing strong institutional ownership (Saha et al., 2024). These findings emphasize the strategic importance of integrating DEI not merely as a compliance function but as a fundamental aspect of organisational performance and stakeholder trust.

**Technology to be used:** Tableau or Power BI integrated with Predictive Analysis

**Required Data:** Demographic information, Cultural background, disability status, gender identity, hiring data, income data, age, turnover data.

**Example:** Accenture collaborated with the AI-driven platform Pipeline to assess gender equity and bias within its workforce through the use of advanced analytics. The tool delivered actionable recommendations that assisted Accenture in addressing systemic bias and enhancing representation in leadership positions. Importantly, research conducted by Pipeline indicated that each 10% increase in intersectional gender equity could result in a 1–2% increase in revenue—emphasising the business value of inclusive practices (Newsroom, 2021).

By implementing a comparable data-driven DEI strategy, Mind Australia can guarantee transparency, nurture an inclusive culture, and bolster its capacity to attract, retain, and engage a diverse workforce—while aligning with its strategic priorities.

**5. Feasibility, Risk Management**

Mind Australia’s ambition to integrate people analytics aligns with its strong foundation in relational practice, lived experience leadership, and ethical innovation. This section evaluates the feasibility of three strategic initiatives—sentiment analysis, predictive turnover analytics, and a DEI dashboard—and integrates insights from the team's combined report and feedback from internal reviewers.

# **6.1 Sentiment Analysis for Staff Satisfaction**

**Feasibility Assessment**  
Mind Australia's existing use of Microsoft Dynamics 365 and Power BI establishes a strong foundation for deploying sentiment analysis tools such as Qualtrics or IBM Watson NLU. These tools can process open-text staff feedback to detect trends in satisfaction, wellbeing, and engagement. This initiative directly supports Mind’s objective of achieving over 75% employee satisfaction and aligns with its trauma-informed, lived-experience-led culture. Given the sensitive nature of the workforce, especially in mental health services, careful design and implementation are essential.

**Assumptions**

* Staff trust the anonymity and value of sentiment analysis tools.
* AI/NLP tools can effectively interpret emotionally nuanced language.
* HR and IT can coordinate implementation with external partners.
* Digital access and literacy are consistent across staff groups.

**Constraints**

* Survey fatigue may reduce participation or affect data quality.
* NLP models may struggle with context-sensitive, emotionally charged responses.
* Budget and resource constraints may affect training or iterative tool development.
* There may be limited internal capacity to validate or interpret AI-generated insights.

**Risks and Mitigation**

* Trust issues if feedback is ignored → Mitigate by co-designing tools with LEAT and reporting outcomes regularly (Williamson et al., 2021).
* Emotional harm from triggering language or questions → Use trauma-informed design principles and provide psychological safety guidance (Hopper et al., 2010).
* Inaccurate interpretation of text sentiment → Combine machine insights with human moderation and domain expertise (Tursunbayeva et al., 2016).

# **6.2 Predictive Analytics for Employee Turnover**

**Feasibility Assessment**   
Mind has robust HR datasets that include employee tenure, absenteeism, and reasons for exit—sufficient to build a basic predictive model. Tools such as Power BI and Workday support advanced analytics and visualisation. This initiative aims to meet Mind’s strategic KPI of reducing staff turnover below 18%. The ability to proactively identify turnover risk can help retain talent and plan workforce needs more effectively.

**Assumptions**

* HR data is accurate, consistent, and timely.
* Managers are trained to use predictive insights constructively.
* Staff understand and accept how data is being used.
* Leadership commits to transparency and long-term maintenance of the model.

**Constraints**

* Limited internal data science expertise may require outsourcing.
* Concerns around monitoring or profiling may affect staff morale.
* Using mental health-related variables can introduce legal and ethical complexity.
* Predictive models may confuse correlation with causation, leading to flawed conclusions.

**Risks and Mitigation**

* Perceived surveillance or misuse → Limit individual-level data access to HR; launch opt-in pilots and provide clear communication about purpose and limitations (Floridi et al., 2018).
* Bias or fairness issues → Audit predictive models using fairness tools like IBM AI Fairness 360 and retrain as needed (Raji et al., 2020).
* Stigmatization or premature action on flagged individuals → Train managers to use insights for proactive support, not for punitive decisions.

# **6.3 Diversity, Equity, and Inclusion (DEI) Dashboard**

**Feasibility Assessment**  
Mind can utilise platforms such as Tableau or Power BI to create an interactive DEI dashboard that visualises representation and inclusion trends by gender, cultural identity, disability, and other equity indicators. This tool aligns with Mind’s *Connection and Community Framework* and strategic emphasis on inclusive leadership and cultural safety. The dashboard provides transparency on progress and helps leaders identify equity gaps in hiring, retention, and promotion.

**Assumptions**

* Staff will voluntarily and accurately disclose demographic information.
* Leadership will act on DEI insights rather than viewing them as compliance exercises.
* Systems can reliably integrate demographic and HR data.
* Staff and managers have or will receive DEI literacy training.

**Constraints**

* Some staff may hesitate to disclose sensitive identity information.
* Data on intersectionality may be sparse or difficult to categorise.
* DEI reporting may be underused if not directly linked to organisational decision-making.
* Technical support is required to maintain and update the dashboard effectively.

**Risks and Mitigation**

* Tokenism or superficial representation → Use lived experience narratives and context to accompany numerical data; co-develop indicators with LEAT.
* Confidentiality or data misuse → Collect data using opt-in and de-identified formats; communicate data governance protocols (AHRI & QUT, 2024).
* Dashboard underuse → Provide targeted training, integrate dashboard insights into strategic reviews, and embed DEI accountability in leadership KPIs.

To ensure people analytics tools are implemented ethically and effectively, the following governance actions are recommended:

* **Establish an AI Governance Committee** including HR, IT, compliance, and lived experience leaders to oversee ethical standards and align analytics tools with Mind’s values (Floridi et al., 2018).
* **Apply trauma-informed, culturally sensitive design** across all analytics platforms, especially those related to wellbeing and feedback (Hopper et al., 2010).
* **Conduct annual fairness and bias audits** using tools such as IBM AI Fairness 360, with results guiding continuous improvement (Raji et al., 2020).
* **Provide regular training on digital ethics and responsible data use** to HR and leadership teams to build capability and prevent misuse (AHRI & QUT, 2024).
* **Implement opt-in data collection and clear consent protocols** to ensure transparency and build long-term trust.
* **Enable ongoing feedback loops** through anonymous surveys, staff forums, and lived experience reviews to keep analytics responsive and relevant (Williamson et al., 2021).

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# ***Figure 7: Cross-Initiative Governance and Risk Plan***

# **7. Conclusion**

Mind Australia’s investment in ethical people analytics provides a powerful opportunity to enhance workforce wellbeing while upholding its human-centred values. If implemented with care, transparency, and collaboration, the three initiatives recommended in this report can enable smarter, fairer decision-making. Ultimately, they will contribute to a culture of trust, belonging, and continuous learning—supporting Mind’s long-term commitment to inclusive, recovery-focused practice.

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