



LEVEL 7 ASSESSMENT SPECIFICATION

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Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Late submission of the assessment will result in a late penalty mark. Penalties for late submission: Up to one week late, maximum mark of 50%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.		
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

The background of the slide is a dense, colorful collage of 3D block letters in various colors (blue, green, yellow, orange, red, purple) and orientations. A white circuit-like border with small circles at the corners and along the edges frames the central text area.

HKBM7007 - HUMAN RESOURCES MANAGEMENT

**BIG DATA TRANSFORMATION
FOR HRM ROLE TRANSITION**

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BACKGROUND AND KEY CHANGE DRIVER

- **PROCESS OWNER IN HRM**



- ❖ Support routine process: recruiting, motivating, developing and retaining people
- ❖ KPIs of HR functions: Effectiveness, efficiency and accuracy of relevant process.
- ❖ HR decision based on feelings and general practices. (Martin-Rios, Pougnet and Nogareda, 2017)

- **HR BUSINESS PARTNER (HRBP) IN HR MANAGEMENT (HRM)**



- ❖ Partner with business function to align the strategy and drive measurable results

- **BIG DATA BECOME KEY CHANGE DRIVER TO HELP HR TRANSFORM HRBP**

- ❖ Harvard Business Review (2019) mentioned data has been significantly increased by 9 times in 2 years.
- ❖ Evidence-based with huge of business variables to reflect an action (Martin-Rios, Pougnet and Nogareda, 2017)

- **HOW BIG DATA BECOME GAME CHANGER TO HRM WILL BE ANALYZED**

- ❖ Follow by case study and its application on Performance Management; recruitment

DECISION ENABLER: BIG DATA

3Vs was defined by Gartner.. (Dahlbom et al., 2019)

Enabled decision science works better.

Volume

- large amount of data that would be enough for statistic purpose

Velocity

- Real time data analytic offers faster analysis

Variety

- data obtained from varies sources coming from internal and external.
- Structured and unstructured

KEY ELEMENTS ADOPTING BIG DATA IN HRM MANAGEMENT REVOLUTION OPPORTUNITY

HR leaders needs to work more on individual, process and structure level.
(Dahlbom et al., 2019)

REVOLUTION

1. Individual skills & mindset

- Ensure the organization has enough data talents. Acquire and develop data analyst to ensure essential skill across different organization such as HR, IT and business unit. (Dahlbom et al., 2019).
- HR leaders works on growing employee capability, foster collaboration within the organization towards common goal on digitalization. (Harvard Business Review, 2019)

2. Process

- Set up workflow or HR system to ensure data quality and encourage follow up action from HR (Dahlbom et al., 2019)

3. Structure level:

- Create a culture to promote evidence-based decision and link up action with current and future strategy. Continuous investment on big data and technology advance atmosphere. (Dahlbom et al., 2019).
- Empower manager and leader to engage in agile team for continuous improvement (Harvard Business Review, 2019)

DIFFICULTY IN ADOPTING BIG DATA TO HRM

- EVERY CHANGE OR REVOLUTION COMES WITH DIFFICULTY.
- BELOW ARE THOSE KEY FINDINGS ADOPTING BIG DATA IN HR TRANSFORMATION PRACTISES. THESE AFFECT HOW HR LEADER ADOPT THE DRIVER.

1. HR awareness

- **Mindset**
HR specialists has not used to work in a data-driven approach or lack of data analytic ability
- **Strategic ability**
HR metric to link up with business metric are always missed out. (Dahlbom et al., 2019)

2. Legacy system Infrastructure

- **Legacy**
HR data are storing piece by piece in different systems.
- **Data quality**
Manual input making data inaccurate (Dahlbom et al., 2019)

3. Executive buy-in

- **Myraid hotel/chain case study:**
HR management decision shifting from soft rumor to hard data as a results of new management succession, previously CFO (Martin-Rios, Pougnet and Nogareda, 2017)

4. Resources issues

- **Without adequate resources:**

Management doesn't see the importance of HR analytic

HR professionals always need to focus on meeting process KPI rather than shifting to be strategy focus (Dahlbom et al., 2019)

5. Lack of large volume data

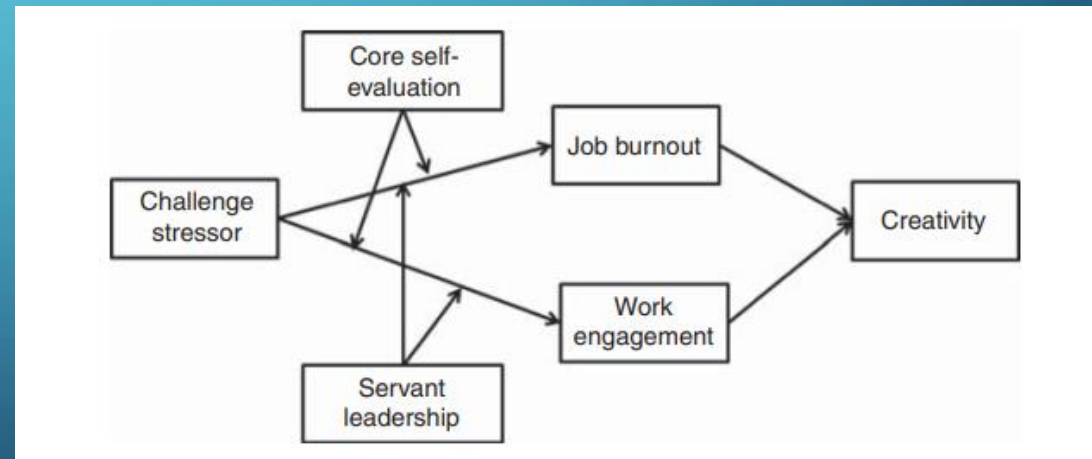
1. **Not all corporates are big enough**
to have data with statistically significant to analyze HR data. (Dahlbom et al., 2019)

BIG DATA IMPACTS HRM FUNCTION FOR HIGHER PERFORMANCE

1. Establish balance scorecard to employee performance to tie P&L (Martin-Rios, Pougnet and Nogareda, 2017)
2. Martin-Rios, Pougnet and Nogareda(2017) suggested to relate every HRM function to business. E.g.
 - ❖ Employee relations: How staff happiness & motivation are success factors to business. Happy employee, Happy customer!
 - ❖ Performance management: compare absenteeism rate against industry to provide more insight on productivity
3. Zhang, Jia and Chen (2019) researched on correlation on stressors and creativities using big data

Big data analytics is useful in area of talent management and talent retentions in HRM

Core self evaluation and servant leadership could help reduce the level of job burnout or increase the level of work engagement



Hypothesized model of relation between stress and creativity from (Zhang, Jia and Chen, 2019)



CASE STUDY: AIA INTERNATIONAL LIMITED FULLY EMBRACE DIGITAL AND INNOVATION WITH BIG DATA ADOPTION TO HRM

2014 – 2017 Stage 1 AIA vitality	2018 Stage 2 D & I strategy	2019 – 2020 Stage 3 Build out Workday	2021 Stage 4 Ascend 200
<u>Build out AIA Vitality</u> A digital revolution to provide incentives to employees for their corporate client with health journey Know your health; improve your health; Reward 	Company Strategy: Digitalization and Innovation (D & I) as company strategy in coming 3 years HR reaction: A series of new training and development 	<u>Implemented new HR platform</u> Workday as internal HRIS uplift <u>Press Release:</u> Apply big data of AIA Vitality to analyse productivities loss due to ignorance of health and wellness among Hong Kong employees	<u>Establish a new company strategy</u> Ascend 200, fully adoption on Technology, Digital, Analytic (TDA) <u>HRM Training</u> adoption on big data/AI/VR <u>Expansion:</u> Create 250 new roles for TDA

STAGE 1 & 2 SET UP CORPORATE LEVEL STRATEGY

- 2014 – 2017: AIA Vitality
 - ❖ Allow employee to participate
 - ❖ Stepping stone to enter into new digital era for the company: A Platform that are full of health related big data (unstructured)
- 2018: Digital and innovation strategy. Applied to 18 countries internationally.

AIA HK

Refer to articles published by Maylie Lee, CHRO AIA HK at 22th Mar, 2018 (cpjobs.com, 2018)

- **Company strategy:** Embrace digital revolution has changed the way people work.
- **HR strategy:** changed the kind of talent they are looking for during recruitment.

AIA Singapore

Refer to articles published by Aileen Tan, CHRO AIA Singapore in year 2018 (KPMG, 2020)

- **Company strategy:** Positively appraised the introduction of big data, technology, Internet of Things aids analyse data in business application
- **HR strategy:** Ride on the success of AIA Vitality, technology enabled linkage insurer and employee for the health and financial future.

STAGE 2: HOW HRM FUNCTION ACTS ON D & I STRATEGY?

- Building strong culture (Structure level): Digitalization and big data transformation
- Training and development (Individual level) (cpjobs.com, 2018)
 - ❖ New set of AIA manager series that spread over a year
 - ❖ Drove a development programme for young talent to accelerate their growth
 - ❖ Adopted digital learning platform for employee self learning (more training data captured)
- Suggestion to do better for D & I Strategy
 - ❖ **Performance management:** Results may not come in year 2018. OKR on behavior changes should be included
 - ❖ Training to provide the appraiser and appraisee more understanding on this OKR
 - ❖ Employee would understand more on the change on performance appraisal



STAGE 3: ADOPT BIG DATA IN HRM (PROCESS LEVEL)

Before Workday implementation

1. Legacy system
 - ❖ Relied on propriety HR system
 - ❖ No data platform to support external big data
2. Lack of global HR process alignment (Workday,2020)
 - ❖ Legacy platform for recruitment and talent management are misaligned in every region
 - ❖ Hard to have insights from internal HR data
3. Lots of manual process (Workday,2020)
 - ❖ Some of the approval process was based on paper or email.
 - ❖ HR professional focus to ensure process executed.

After Workday implementation (Lead time: 15 months)

1. Evidence-based strategies
 - ❖ Restoring 10-year data into workday platform
 - ❖ Enable executive to test their idea for evidence-based business
2. Increase employee experience in HRM
 - ❖ Enable employee self service
 - ❖ 83% of employee either satisfy or very satisfy
 - ❖ Further strengthen company culture to embrace technology transformation.
3. Automate 60% of manual works and 70% approval process
 - ❖ Enable more internal HR data could be capture correctly in HRIS platform accurate, enhanced big data collection
 - ❖ HR resources free up from doing process operation and transform the role to more focus on business advisory for sustainable growth

RECOMMENDATION TO LEVERAGE WORKDAY TO AIA HR LEADERS

- Workday is a source of big data where they have collected huge HR market data. (Inc, 2013)
- Below are 3 potential areas that are recommended to further improve through Workday

1. Improve finance performance	2. Hire right talent	3. Performance review
• <u>Integrate Finance module</u> Feed accounting data to this big data platform (Workday, 2021) • <u>Evidence-based experience</u> Test relationship of training to financial results	• <u>External talent profile</u> Big data on talent profile and compensation • <u>Predict high performer</u> Compare job requirement and performance data from historical hire • <u>Increase retention rate</u> Decrease the cost of bad hire and increase retention rate in long run (Allm, 2018)	• <u>OKR measurement:</u> Workday, AIA vitality and linkedin are those big data for analytic on the behavioural changes • <u>Devise training strategy</u> Identify training needs

STAGE 4: NEW STRATEGIC VISION ASCEND 200 – AIA (YEAR 2021)

- Full adoption on technology, digital and analytic (TDA) become next transformation
- Training and Development opportunity with big data again!

HR Leader reacts to new strategy
(cthr.ctgoodjobs.hk, 2021) (Contributor, 2021)

- **New Training Way:**
 - ❖ Introduces Virtual Reality (VR) and Augmented Reality (AR) as new training platform “Curious Lab”
 - ❖ with predictive model using AI and big data
- **SPRINT Leadership programme**
 - ❖ New flagship 1.5 years
 - ❖ Aims to fosters leadership essential

Recommendation to improve using big data

- **KPI on training**
 - ❖ Evaluation form and behavioural test:
 - ❖ Send to employee before and after each milestone of training program
- **Collect training results**
 - ❖ Integrate those training data to Workday
 - ❖ Practise evidence-based data with financial results
- **ROI:**
 - ❖ Training effectiveness

RECOMMENDATION OF BIG DATA IN MARJOR HRM FUNCTION (ASCEND 200)

Talent Management

- **Compare productivity loss due to absentee with Market:**

Reduce productivity loss ratio for AIA staff absentee compared to market

AIA Vitality survey revealed that average 77 days productivity loss per year in HK due to health-related issue (AIA, 2019).

- **Stress Management:**

The overloaded job demand may cause the creativity drop drastically. (Zhang, Jia and Chen, 2019)

Monitor employee stress level with evidence and provide line management for action (HRBP!)

- **Employee relations:**

Discover employee needs and customize action. e.g sponsor employee leisure activities

Staffing & Recruitment (250 new position)

- **Job analysis and staffing:**

The demand of new headcount based on existing talent capability, workload using big data

- **Recruitment**

Leverage external data to invite potential candidate and shorten lead time to on-board talents

CONCLUSION

- Big data has been one of the key change driver to HR transformation
- HR leaders in enterprises, like AIA, has actively apply learnings (individual, process and structure level) to the real workplace.
- New HR system Workday introduced to resolve legacy issue and pave the way for more big data analytic in HRM
- HR leaders in AIA has experienced role transition to support strategy changes. Play consultation role as HRBP
- Given new 250 TDA opening in 2021, HR leaders need to leverage more big data to maximize human resources in different HRM area. The performance of employee should be linked up with financial return

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