



LEVEL 7 ASSESSMENT SPECIFICATION

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Lecturer:	Dr Leo Ho	Internal Verifier:	Dr Terence Li
Assignment Title:	Assignment 1	Word count (or equivalent):	15-20 minutes (Not more than 20 pages of PPT)
Submission deadline:	Dec 27, 2020 - Oral Presentation Dec 27, 2020 - Submission of finalized PowerPoint slides	Return date of provisional marks & written feedback:	14 working days after submission of finalized PowerPoint slides
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.		

Use of Big Data in strategic human resources planning

Human Resources Management

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Flow

- Introduction
- What is Big Data
- Adopting Big Data in Strategic Human Resources Planning
- Analysis on the use of Big Data
- Challenges face in the real work
- To develop the use of Big Data in practice
- Conclusion

Introduction



By using digital data to decide the right number of future-required talents and assigning them to the right place at the right time

What is Big Data

Unstructured

Large volume

'Smart'

Real time

Reduce information
and time gap

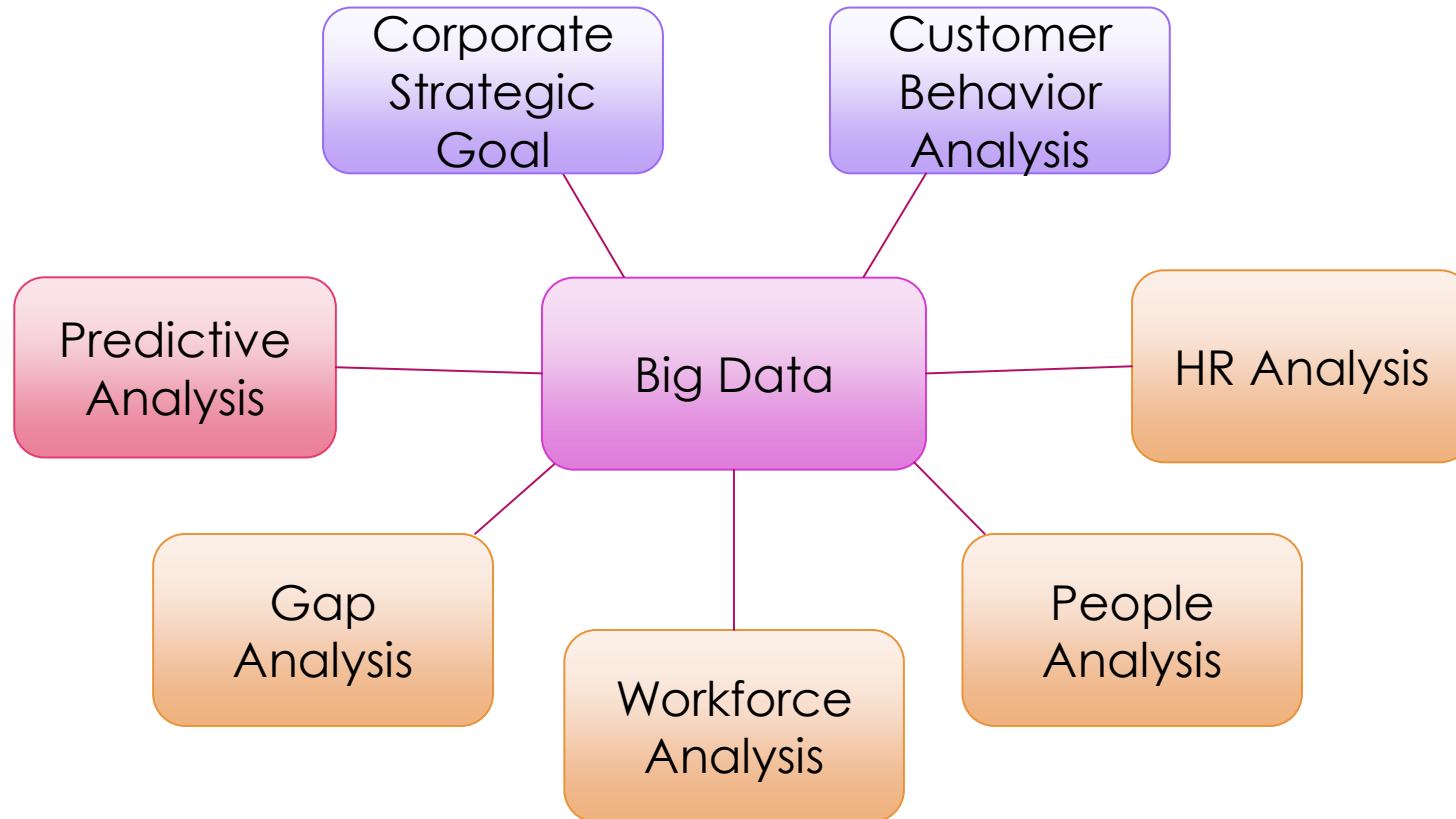
Individual's digital
footprint, social
media,
transactions, sensor
networks, etc.



Digital Human Resource Planning



The function of Big Data



Impact on digital human resource planning



Value-adding business insights



Data-driven decisions



From administrative support function
to business strategic planning

How Big Data drives HR to perform

Real-time work processing data

Identify organization's current and potential workforce ability and capacity

Beyond HR data

Structure HR analysis aligns with business performances for evaluation

Employees' behavior

Increase the probability to hire outperforming staffs

Employees are assigned to best performing positions

Employees' interacting data

Understand the morale and identify workplace concerns

Develop organization's culture

Customers' feedback and market trends

Hire the right candidates for future needs

Set up talent training and mobility programs to meet business goal

Social media

Provide additional source to locate and analysis capable manpower

Employees' satisfaction level

Changes within Human Resources



Arguments on Big Data application



Conclusions draw from the use of Big Data might be similar to academic researches

Data fraud and error lead to wrong decision making

'Smart' enough to consider issues that raise protective groups concerns in future plans, e.g. races proportion, gender equality, etc.

The ownership of employee data, organization vs employees

Privacy and ethical concerns

The use of Big Data Analytics by industry

Table 1 % of companies applying analytics in HR by industry

Financial services	32
Technology – Software	30
Oil and energy	29
Healthcare and pharmaceuticals	26
Technology – Hardware	24
Retail and consumer products	23
Professional services	23
Aero/Auto/Transport	22
Telecommunications	22
Media and entertainment	21
Manufacturing/Industrial	20
Architecture and engineering	19

Source :
Noack, 2019

Challenges in Big Data application

Technology Existing human resources information systems focus on operational results rather than strategic and predictive analytics for planning

Require applicable technologies and devices to track and surveillance customers and employees' behavior, interactions, communication, location, activities

Time-consuming and costly to develop appropriate hardware and software that are best fit for the organization

Extra protection and security required for sensitive data against cyber attack



Challenges in Big Data application(cont'l)

Analytics capabilities

Focusing on traditional key performance indicators like absenteeism rather than business correlation analysis

Decision making based on unfounded beliefs or low-quality evidence

The ability to apply data in a creative and foresight way, determining the right strategic questions that enhance future effectively

Effective analytic team composed of data scientists, industrial/organizational psychologist, technologist, consultants, data privacy experts, etc.



Challenges in Big Data application(cont'l)

Organization	Leaders' experience/beliefs Vs Evidence-based analysis
	C-suite works independently as functional expert
	Reluctant to share raw data between different functional area
	Employees having negative feelings when organization recording every move during the work process



Challenges in Big Data application(cont'l)

Ethics,
Policies,
Regulations
and Risk

Overuse of personal data

General Data Protection Regulation in EU, Data Protection Act 2018 in UK, California Consumer Privacy Act in USA, etc.

Require more transparency in HR personal data processing and valid consent from employees

Creating data-related risk such as legal liabilities and public backlash



To develop the use of Big Data in practice

Reduce internal resistance

- Gain recognition from C-suite leaders
- Letting different functional leaders realized the necessity of integrating raw data and their participation during strategic initiatives
- Improve the analytical ability within HR – training/engaging data analysts
- Identify personal/private data required, explain explicitly the reason, use and protection to obtain consent from individuals for data collection

Establish data warehouse

- Decide the right and high value data that align with HR planning
- Improve the capability to capture data during the business process, supplier/customer feedbacks, public response, etc.
- Availability and readiness of high-quality data

Quick response to results

- Act quickly before the data is outdated
- Perform tracking and follow up analysis
- Modify and review the plan regularly to align with market changes

Policies and regulations

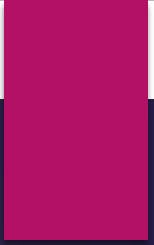
- Setting corporate ethical standard ensuring sensitive data are solely used for the organization's objectives
- Work with legal and data privacy expert to ensure all data processing meet with regulatory requirements
- Adequate and regular security checking procedures to avoid data leakage and cyber attacks

A group of 3D stylized human figures running from left to right. Most are grey, but one in the foreground is red. The background is a solid grey. A magenta vertical bar is in the top right corner.

TRANSFORM BIG DATA INTO HR INSIGHTS
LET THE ORGANIZATION STAY COMPETITIVE



Q&A



Thank you

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