**THE HR PROFESSIONAL**

**Learning Outcome 3: ACTIVITY 1**

**SMALL GROUP ACTIVITY**

**Big data, big contribution**

**Aim:**

The aim of this activity is to determine the contribution of data analytics to an organisation and how this impacts on HR.

**Objectives:**

* To identify issues and barriers to the use of data in HR.
* To determine arguments to use in support of a business case for data analytics.

**Task brief:**

“As the business world is transformed by the sheer volume, speed and availability of data, and as the search for competitive advantage intensifies, data about people and performance becomes ever more critical.” (CIPD 2013)

Being able to turn data into valuable information and present this in an understandable and persuasive manner is essential if HR is to be seen as credibly adding value to an organisation. The CIPD have identified three challenges which will need to be overcome in order to use data more efficiently. These are summarised in the diagram below:

Silos

* + Structural and system obstacles to use of data

Skills

* + Levels of skill (ability) to create and use analytics

Suspicion

* + Mindset and culture

*Source: N Morris adapted from CIPD (2013) Talent analytics and big data – the challenge for HR [Online] Available at* [*http://www.cipd.co.uk/hr-resources/research/talent-analytics-big-data.aspx*](http://www.cipd.co.uk/hr-resources/research/talent-analytics-big-data.aspx)

**Part one:**

Drawing from your own experiences and from your reading/self-study, add to the relevant flipcharts identifying examples of typical issues in each of the three areas and to suggest possible approaches or solutions.

**Part two:**

Working with your group debate the following questions:

* How can you build a business case to do HR analytics in your organisation? Do you even need to?
* Can a greater use of HR analytics help break down department silos and help increase your ability to work with finance and the business?
* How can HR analytics be best integrated into existing HR roles and responsibilities? What are the key skills and tools which will be needed?

**Outcomes:**

You will have developed analysed data and generated information which can be presented for discussion at the weekly management meeting.

**Time:**

You have 15 minutes for part one and 30 minutes for part two.