

HRM 4412

Assignment 1

Consultancy Report (50%)

This assignment draws on many of the lessons received so far. It is in the form of a consultancy report to a HR Director

Key Dates

29 November 2021	Assignment introduced in lecture
16 January 2022	Deadline for Submission of Draft Assignment
23 January 2022 (individual sessions agreed during the week)	Feedback on Draft Submission via Tutorial (LW 14/15)
13 February 2022	Deadline for Final Submission

Assignment 1: The Task in Detail

Background:

The Wincheap Group is a UK based organisation operating across multiple industry sectors and listed on the Financial Times Stock Exchange (FTSE) 100.

They employ a workforce of circa 50,000 people covering five industry sectors and in 22 locations in the UK. Each sector has its own HR Director reporting jointly to the sector CEO and to the Group HR Director. Specialist functions (such as L&D, Compensation and Benefits, Talent Management) are part of the corporate HR team.

The recently appointed Group HR director, Michaela Scott, has been disappointed with the level of meaningful insight that her HR team is able to provide in respect of the workforce.

All sectors share the same Human Resources Information System (HRIS). Although some monthly and annual reports are made on basic data such as headcount, vacancies, absenteeism and turnover, they are sets of data with minimum comment. Their primary customer has been the HR department itself and they will also respond to ad hoc requests.

Scenario:

Michaela Scott wants to build a new People Analytics section which will be “Best in Class” standard.

She wishes to start on this journey by engaging the services of a specialist People Analytics consultant for a period of 100 days, at the end of which the consultant will have drafted a People Analytics Strategy appropriate to the Wincheap Group.

You are a specialist People Analytics consultant, and following a conversation with Michaela Scott, you are one of three firms that have been asked to submit a proposal to do this project.

Although the main task is to show how you would build a People Analytics Strategy for the group, during this conversation, Michaela also outlined two specific problems she is aware of:

- The **Absenteeism** rate for the largest industry sector has increased by 40% over the last 18 months
- Some Managers from another of the industry sectors have also voiced concern that their **Recruitment function** takes a long time to fill vacancies and the quality of new recruits leaves much to be desired.

Task:

Your proposal should take the form of a document of between 1500-2000 words (excluding any tables, frameworks or graphics) in WORD.

It will be in the format of a **consultant's proposal** to a potential client. It is expected to have the following sections addressing the following:

	Your Proposal Should Include these sections:	Available Marks
1	<p>Introduction</p> <p>This should demonstrate your understanding of the client's challenges and requirements</p>	2
2	<p>Assessment of Foundations:</p> <p>How would you make an assessment of the strength and readiness of the Wincheap Group's HR department to support a high quality People Analytics – before you start the actual building of the strategy</p>	7
3	<p>Importance of People Analytics</p> <p>Explain why People Analytics is increasingly important to the HR Department and the businesses it supports and the value it can add</p>	6
4	<p>Aspiration to be Best in Class</p> <p>Describe the Characteristics of a 'Best in Class' People Analytics department, such as you would try and build</p>	7
5	<p>Building a People Analytics Strategy</p> <p>Explain how you would go about building such a strategy – what factors you would consider and who you would talk to</p>	10
6	<p>The Absenteeism Issue</p> <p>How would you approach understanding the root cause for the increase in Absenteeism?</p> <p>Then suggest relevant data and metrics (showing the formulae to be used) that you would use for monitoring.</p>	6
7	<p>The Recruitment Issue</p> <p>How would you analyse the problem?</p> <p>Which measures and metrics (please provide calculations) would you use to measure both the <i>efficiency</i> and <i>effectiveness</i> of the recruitment process?</p>	6
8	<p>Additional marks available for demonstrating your overall understanding of the People Analytics subject matter – relevant to the scenario and task, for additional research done and for presentation</p>	6
Total Marks Available		50

Note:

When attempting this assignment, you should not only refer to content and material presented and discussed in the classroom, you may also conduct your own additional research and reference it.

Clearly you need much more information about the organisation – do not “invent” it but rather focus on the questions you would need to ask and of whom

ASSIGNMENT ONE HRM 4412

MARKING – WHAT WE ARE LOOKING FOR

General

There is no template format for a consultant’s proposal, but students should always remember they are presenting a document to a potential client to convince them of their expertise. We look for:

- Appropriate use of frameworks and graphics
- A focus on questions that need to be asked rather than ‘making suggestions/recommendations’
- Wordcount given is a guide and we are flexible – below 1200 it is unlikely that there will be enough material to meet the requirements; above 3000 should be cut back

	PROPOSAL SHOULD INCLUDE:	POINTS TO BE COVERED	RESOURCE REFERENCES
1	<p>Introduction (2 marks)</p> <p>This should demonstrate your understanding of the client’s challenges and requirements</p> <p>150-250 words</p>	<p>Salient points:</p> <ul style="list-style-type: none"> • Brief summary of the requirement • Brief summary of what the proposal contains • Why the client should choose you 	Assignment Brief
2	<p>Assessment of Foundations: (7 marks)</p> <p>How would you make an assessment of the strength of the Wincheap Group’s foundations to support People Analytics</p> <p>250-400 words</p>	<ul style="list-style-type: none"> • The areas that need to be assessed and the kinds of questions that need to be asked and of whom 	LW 06 slides 19-20

3	<p>Importance of People Analytics (6 marks)</p> <p>Explain why People Analytics is increasingly important to the HR Department and the business it supports</p> <p>150-300 words</p>	<ul style="list-style-type: none"> • Here we are looking for the benefits for different stakeholder groups • How HR Analytics can lead to better decisions; analyse and solve people problems (give examples); connect HR with the business 	<p>KORTEXT book</p> <p>Papers on Unihub – CIPD paper LW07;</p> <p>“100 Questions people Analytics can Answer” (Top of page)</p>
4	<p>Aspiration to be Best in Class (7 marks)</p> <p>Describe the Characteristics of a ‘Best in Class’ People Analytics proposition</p> <p>250-350 words</p>	<p>This should include :</p> <ul style="list-style-type: none"> • Achieving the higher levels of the Maturity model (which should be described) • Other characteristics of an excellent analytical department 	<p>KORTEXT</p> <p>Unihub - paper at top of module page</p> <p>LW 02</p> <p>LW06 slides 7-13</p>
5	<p>Building a People Analytics Strategy (10 marks)</p> <p>Explain how you would go about building such a strategy – what factors you would consider and who you would talk to</p> <p>300-500 words</p>	<ul style="list-style-type: none"> • What a strategy will contain • The model in LW 07 and a description of the components • A description of the metrics framework (LW06 slide 17) for regular reporting • Meeting the needs of different stakeholders 	<p>LW 07</p>

6	<p>Absenteeism (6 marks)</p> <p>How would you approach understanding the root cause for an increase in Sick Absence?</p> <p>Please reference relevant measures and metrics (include formulae)</p> <p>250-350 words</p>	<ul style="list-style-type: none"> • Segmenting the 40% to understanding what lies behind the 40% increase and the pattern of the increase • Describing metrics to keep track of absenteeism and explaining them • The cost of absence – • Linking absence to other metrics <p>We are not looking for advice on how to manage absence beyond the metrics</p>	<p>LW 04</p> <p>Metrics library</p> <p>Internet research</p>
7	<p>The Recruitment Function (6 marks)</p> <p>How would you analyse the problem?</p> <p>Which measures and metrics (please provide calculations) would you use to measure both the <i>efficiency</i> and <i>effectiveness</i> of the recruitment process?</p> <p>150-250 words</p>	<ul style="list-style-type: none"> • Discussion on appropriate segmentation • A simple definition of efficiency v effectiveness • Two or three metrics relating to efficiency • Two or three metrics relating to effectiveness 	<p>Metrics library</p> <p>“51 Metrics”</p> <p>LW 10</p> <p>Internet research</p>

8	Additional marks (6) available for demonstrating your overall understanding of the People Analytics subject matter – relevant to the scenario and task, for additional research done, and for presentation	<ul style="list-style-type: none">• As described	
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