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Analytical Essay

(STUDENT'S DETAILS)

Assignment A

3.2

The chosen data for the analysis revolves around the turnover of the staff. Data from the last three years is chosen in order to identify what is causing the employees in the organization to leave their jobs and why they have been unsatisfied with the company. The data has been broken down into various departments, occupational groups, job families, reasons for leaving, and peaks and troughs through each year. The data is presented below to inform the decision making.



Figure 1

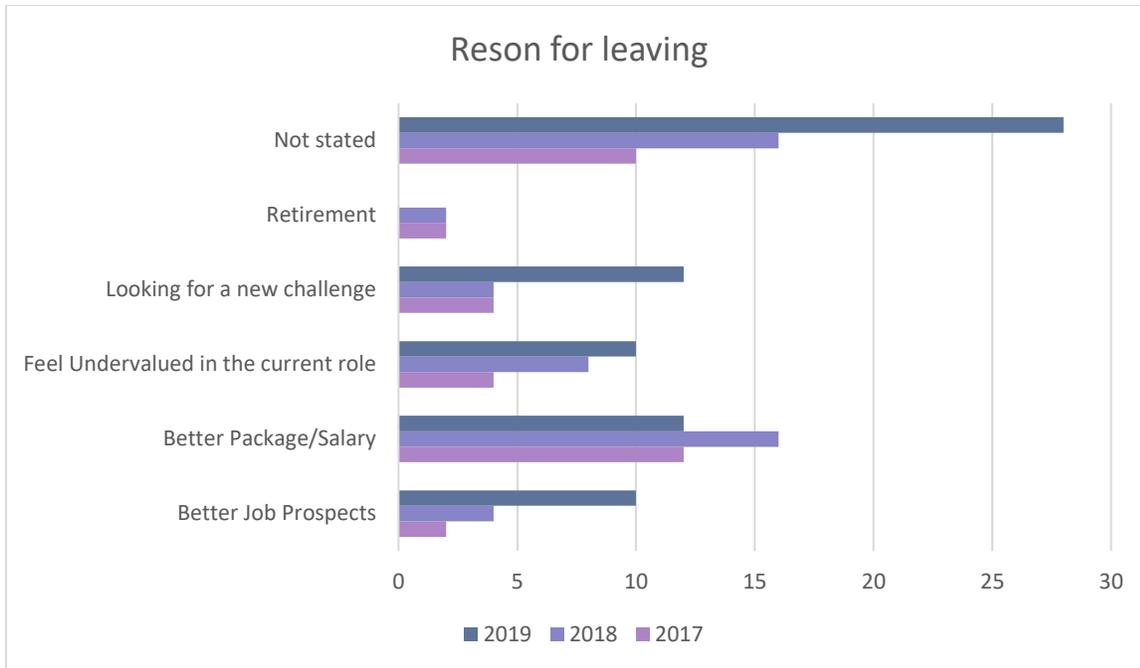


Figure 2

	2017	2018	2019
No of exit interviews carried out	34	50	62

Figure 3

Figure 1 show the turnover of the staff in the last three years. The turnover data of the staff covers the following departments: sales, manufacturing, operations, and the IT/Admin department. The total headcount for sales, manufacturing, operations, and the IT/Admin department is as follows: 30, 135, 260, and 55. In this way, overall 480 individuals have left the enterprise in the past 3 years. If the data is analyzed, it can be seen that the sales, manufacturing, and IT/Admin department

has seen an increase in the total turnover. Only the operations department has seen a decrease in the total turnover of the staff. Yet, the total turnover rate in 2019 has been the highest, standing at 90 employees when in 2018 the total number was 82 and in 2017, it was 62 employees.

Figure 2 shows the total number of exit interviews that have been carried out. Out of the 62 employees in 2017, only 34 gave their interviews. In 2018, 50 out of 82 employees gave their interviews while in 2019, 62 employees out of 90 appeared for the interview. In this way, the total number of interviews carried out in 2019 has increased. The Figure 3 shows the reasons for leaving the organization. It can be seen that better salary and the need for a challenge are one of the most critical reasons for leaving the organization.

3.1

The aforementioned data outlines why the employee left the organization, their reasons for leaving, and how many exit interviews were conducted. It shows that the large number of resignations from the three critical departments is very concerning. When a large number of resignations take place in a department, it can be due to various reasons such as poor management. Figure 3 highlights that the reason for turnover lies in job prospects. This means that the employees are seeing better opportunities in the rest of the organization. They are unable to grow within their roles and perhaps fulfill their personal and professional goals (Ajit, 2016). This is why it is critical that the organization identifies the areas in which it is lacking, so the employees can fulfill their professional goals and find better opportunities within the enterprise itself. The organization can change the way it provides training to the employees. Another critical reason for leaving the organization is that employees are looking for a new challenge. This means that the jobs they

undertake are too stagnant or repetitive that they are unable to enjoy it anymore. In this way, the organization needs to see how it can make the jobs more effective and productive.

It can be seen through the data that 0 employees retired in 2019. This can indicate that the employees are not staying for long enough in the organization and therefore, most of them do not reach retirement stage within the enterprise. In other words, the organization is unable to retain the employees for longer periods of time or throughout their careers. This also indicated to the increasing turnover rate in 2019. It is critical that the organization retain the talent for long because employees who stay in the organization for long are able to specialize in their roles, get prepared for leadership positions, understand the company's culture, mentor new recruits, work towards the brand image, and take part in the critical decision making process, especially for the betterment of the organization. However, without the senior talent, the organization would have to invest more in the recruitment and selection process, thus increasing the burden on the HR department and decreasing the cost-effectiveness of the operations. Many employees also feel undervalued in their roles, which means that the appreciation and reward program of the organization is not well-placed to appreciate the individuals working towards the goals of the enterprise.

Assignment B

1.1

There are numerous reasons for an organization to collect and record HR data. By doing so, companies are better placed to make data-driven decisions, strategize their operations, and gain a competitive edge in the market. For instance, absence and turnover rates are major concern concerns for the management of the organization. Unapproved absences can also cause a lot of distress to the managers, especially the ones in the operational lines because of less employees to

complete the task. In this regard, any sort of discrepancies or gaps in the absence management require extensive attention. Keeping individual records regarding the employees' absence or lates can help the organization to monitor the employee performance, which can then be used to make data-driven decisions such as rewards and promotions. It can also point to certain issues and allow the managers to ponder why absence is taking place.

On the other hand, HR data is also needed in order to fulfill the legal obligations subjected by the local or international law. All organizations whether small or large require records of their employees, working hours, absence rate, and other related HR data in order to ensure they are working in the right direction. For instance, by recording the working time, organizations can ensure that they are meeting the requirements of the minimum wage laws. Recording particular personal data allow the employers to evaluate company's performance against legislation compliance as well.

1.2

Organizations collect and store ample amount of data in order to facilitate their operations. One type of data collected by the organization is at the time when the employee is leaving the company. This is in the form of exit interviews that allow the HR department to understand why the employee has decided to leave the company. The HR department then has the ability to analyze the data and evaluate what reasons have caused the particular employee to make such a decision. For instance, if the decision to leave the organization is because of poor management, then the HR department can identify the issues and work towards betterment. If the exit occurred because organizations in the market are offering better packages, work environment, or job growth, then the HR department

can also analyze the data and identify the need to make necessary changes. By looking at this data, the organization can then prevent the number of employees leaving by bringing important changes.

Organizations also collect recruitment data in order to foster their recruitment and selection process. The recruitment data allow the HR to understand the success rate, timescale required in the recruitment, platforms helping in recruitment, and the total number of interview stages. By looking at this information, the HR is then able to make the recruitment process more efficient and effective. Recruitment data can also help the organization to monitor equality and diversity in the organization while ensuring that the process is in compliance with the law and regulation of the company.

2.1

Organizations store their data in numerous ways using different systems. Every organization caters to this process by employing its own system to store the HR data. Each process has their own benefits. One way to store the data is through a manual process that allow the organization to keep all of the personal files on all employees (Fernandez, 2019). For instance, the organization can file copies of the contracts, as well as CVs, interview notes, personal forms, performance reviews, disciplinary paperwork, grievance, and many other forms of data. By storing the data manually, organizations can keep original documents in their created form. In this way, these documents are valid and authoritative. It is also a very cost-effective method to store data. On the other hand, the organizations following this method do not have to rely on the IT or any other technological system to store and access the system. File can also be easily accessed.

However, due to the extensiveness of the data, organizations have now started to store their data electronically. This can be done with the help of a central HR database in which all the employees

data is stored, recorded, and saved. This is achieved using the email and intranet to communicate all the critical information to the staff, use self-service portal in order to log absence and other forms of data such as annual leave, make relevant reports with the data available, and keep the data updated. One of the most critical benefits of electronic system is that it allows information to be shared with other departments. The individual who wants to access the record or data can do so remotely. Most internal IT systems are also very secure.

2.2

The Data Protection Act 1998 is a critical legal requirement associated with the recording, storage, and accessibility of the HR data. This Act defines the ways through which organizations should organization and store personal information. For instance, companies are not allowed to share any personal information of the employee or the customer without any sort of written consent. On the other hand, the data has to be kept securely. It only has to accessed by those who require the information. The ICO also fines up to £500,000 in case the company undergoes serious DPA breaches.

Another critical legal requirement is outlined in the Freedom of International Act 2010, allowing the public to access critical information that is held by public authorities. The public authorities in the UK include the state schools, NHS, the Public Forces, and the Government Departments. The public can request to access certain information held by the organizations. These include the emails, printed documents, computer files, letters, photographs, and the printed documents. However, if the member of the organization is found to be guilty of hiding, altering, or destroying the information that was requested, they can be liable to prosecution. They could even be fined a

hefty amount of money in order to compensate for their actions. This is why it is important that the accurate information is provided to the public when requested for access.

References

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Fernandez, J. (2019). The ball of wax we call HR analytics. *Strategic HR Review*.