3CO02 PRINCIPLES OF ANALYTICS

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Section one

AC 1.1 Evidence-based practice is and how it might be applied within an organisation

Evidence-based practice (EBP) is a methodical approach to decision-making that incorporates the most reliable and current evidence while considering the unique characteristics of a given organization. It begins with organizational initiatives concerning People Practise, which must be based on empirical evidence and informed by state-of-the-art research and market insights (Kulik, 2023). When implemented within an organization, evidence-based practice encompasses several foundational principles. To commence, enterprises consistently acquire and evaluate fresh data. This procedure includes gathering data on employee engagement, attrition rates, and key performance indicators (Kulik, 2023). A more profound comprehension of prospective problem areas, patterns, and trends can be achieved via data analysis.

Furthermore, maintaining current knowledge of the most recent advancements in research and market trends is imperative for applying evidence-based medicine. In the context of People Practise, human resources specialists remain informed about advancements in employee wellness, talent management, diversity and inclusion, and other relevant domains. The significance of continuing professional development (CPD) is often emphasized by the Chartered Institute of Personnel and Development (CIPD) in order to ensure that HR professionals are updated on the latest developments in the field (CIPD, 2023).

In addition to employing pilot programs and trials, organizations implement evidence-based practice. Before widespread implementation, novel endeavours can be assessed in a controlled environment. Thus, potential issues can be detected, and the plan's efficacy can be assessed before its implementation.

Continuous assessment and monitoring form the bedrock of evidence-based practice. Organizations often queried stakeholders and employees to assess the efficacy of recently implemented strategies (CIPD, 2023). Utilizing this iterative methodology ensures that procedures remain consistent with the objectives of the organization and are flexible enough to accommodate evolving conditions.

AC 1.2 Importance of using data in organisations and why it is necessary to ensure that data is accurate when determining problems and issues

The importance of data utilization in organizations cannot be overstated, as it serves as the foundation for effective decision-making, strategic planning, and accomplishing overarching objectives. Organizations can gain valuable insights regarding their operations, performance, and external influences by effectively utilizing data (Nocker, 2019). This becomes immediately apparent when one considers the critical nature of obtaining dependable data to identify and resolve issues.

Prior to anything else, data is indispensable for evidence-based decision-making. Better, more goal-oriented decisions can be made by organizations when they are founded on facts as opposed to speculation or intuition (Nocker, 2019). Whether analysing market trends, learning about client preferences, or gauging employee performance, data supports effective decision-making across many corporate areas.

When identifying issues and challenges within an organization, precise data is paramount. Errors are common in analyses and judgments based on erroneous or unreliable data. When attempting to ascertain the causes of a company's declining sales, flawed data may misguide decision-makers (Anwar, 2021). Such solutions may prove inadequate and ultimately exacerbate the situation rather than ameliorate it.

The utilization of accurate data is also crucial to establishing a benchmark for evaluating performance and monitoring progress over time. It enables organizations to establish realistic objectives, monitor the advancement of their strategies, and implement adjustments based on data as necessary (Anwar, 2021). Access to accurate data is necessary for organizations to comprehend their current circumstance and develop practical solutions to problems.

AC 1.3 Types of data measurements used by people professionals

In order to gain a comprehensive comprehension of the workforce and make informed strategic decisions, people professionals primarily use quantitative and qualitative data measures.

Quantitative Measurements:

Quantitative measurements use numerical data to evaluate and analyse numerous aspects of organizational performance and workforce dynamics. These measurements can give one a concrete and quantifiable understanding of critical indicators (Edwards, 2019). People analytics employs quantitative metrics in the following contexts:

Numeric Metrics: Employee headcount, attrition rates, revenue per employee, and productivity are examples of numerical metrics (Stone, 2020). The quantification of workforce operations' efficacy and scale can be achieved by using numerical measurements.

Financial Metrics: People professionals look at financial data related to human capital, such as hiring expenses, training expenses, and the return on investment (ROI) of HR initiatives. Financial measurements facilitate comprehension of the monetary ramifications of human resource practices.

Performance Metrics: These metrics assess the effectiveness of both individuals and groups and are frequently associated with key performance indicators (KPIs) such as sales targets, project completion rates, and customer satisfaction ratings (Stone, 2020). Monitoring employees' progress toward achieving organizational goals is a practical application of these tools.

Qualitative Measurements:

Qualitative measurements entail non-numerical data that provides insights into the organization's workforce's unique experiences, perspectives, and attitudes. This data is critical for gaining a comprehensive understanding of the human element in the workplace (Chalutz, 2019). In the field of people analytics, qualitative metrics may be applied to the following:

Employee Surveys: Qualitative data is collected via surveys that assess attitudes, engagement, and job satisfaction. Inquiries that employ open-ended inquiries in surveys elicit more intricate and multifaceted perspectives from employees.

Interviews and Focus Groups: Focus and in-depth interviews help professionals gather qualitative data by examining employee experiences, attitudes, and concerns (Robinson, 2020). This methodology will allow us to understand better the human factors that influence office dynamics.

Narrative Data: Analysing narrative data, such as employee comments and feedback, yields insightful information. Understanding employees' perspectives and experiences is enhanced through listening to and reading their anecdotes and stories.

Human resource professionals can attain a comprehensive understanding of the workforce through the integration of qualitative and quantitative metrics. This dual approach enables them to enhance employee experiences, make informed decisions, and contribute to the success and sustainability of the organization.

AC 1.6 How the application of agreed policies and procedures informs decisions

Adherence to established policies and procedures is crucial for decisions to be influenced and informed within organizations. People and processes throughout an organization comply with the established policies and procedures (Garg, 2022). Their significance in the decision-making process lies in the fact that they establish the limits within which all parties are willing to function.

For instance, in human resources, organizations frequently have policies describing the selection and recruitment process. By delineating the procedure from posting job openings to candidate evaluations, these policies aid human resources professionals in making transparent and fair hiring decisions.

In addition, compliance policies mandate adherence to regulatory and legal standards. Organizations ensure compliance with fiscal legislation and accounting standards by adhering to prescribed procedures when making financial decisions (Garg, 2022). Legal risks can be mitigated by making financial decisions based on ethical principles.

Additionally, risk management is affected by policies and procedures. Possessing established processes enables leaders to render informed decisions when organizations confront challenges or emergencies promptly (Dessler, 2020). For instance, an IT security policy may guide timely and effective decision-making to protect sensitive data during a cybersecurity attack.

Maintaining a welcoming and secure workplace also demonstrates adherence to policies and procedures. To promote an environment that is inclusive and respectful, combat prejudice, and cultivate a diverse workforce, diversity and inclusion policies serve as a compass for decision-making (Armstrong, 2020).

AC 2.1 How people professionals create value for people, organisations and stakeholders

Value for Individuals (People):

Provision of resources for personal development and enhancement of the work environment for employees are critical responsibilities of people professionals. Their training, talent management, and career development initiatives Provide employees with the requisite expertise and competencies to achieve exceptional performance (Armstrong, 2020). This practice fosters an atmosphere where individuals feel

valued and motivated to progress in their professional trajectories, in addition to increasing employee satisfaction and commitment. People professionals influence their employees' personal and professional lives for the better through their involvement in well-being initiatives, including mental health support and work-life balance (Stone, 2020). Overall employee health and satisfaction result from this.

Value for Organizations:

People professionals assist organizations in operating more successfully, profitably, and efficiently. Innovation and sustainable success are propelled by the right people in the correct positions; therefore, organizations must strategically acquire and retain talent. They foster a culture of excellence by coordinating individual and team efforts towards organizational objectives via performance management systems and continuous improvement initiatives (Armstrong, 2020). In addition, their proactive engagement in organizational development and change management facilitates the company's adaptation to evolving industry dynamics, thereby enhancing its long-term viability. Human resource professionals enhance an organization's reputation for accountability and reliability by overseeing legal and ethical compliance matters and mitigating potential risks.

Value for Wider Stakeholders:

People professionals work with a variety of external stakeholders. Enhancing stakeholder perception can be achieved through effective relationship management and communication with external partners, regulatory authorities, and communities. In addition to adhering to societal norms, diversity, equality, and inclusion (DEI) initiatives enhance the organization's standing. People professionals ensure that the organization positively affects the community by promoting ethical conduct and social responsibility (Stone, 2020). Therefore, the positive outcomes extend beyond the confines of the business itself.

AC 2.2 Ways in which you can be customer-focused, and standards-driven in your own context

Delivering exceptional solutions in my professional environment requires being customer-focused and standards-driven (Badiru, 2020). To be customer-focused, I must distinguish between customer requirements and address them immediately. In order to exceed client expectations, I prioritize soliciting their feedback, engaging in transparent communication, and adapting my approach accordingly. For instance, I incorporate customer feedback into enhancing my products and services by implementing continuous customer surveys.

A standards-driven approach also entails adhering to the regulations and optimal methodologies within one's discipline (Badiru, 2020). I can ensure that my work meets the required standards by remaining informed about organizational policies, standards, and industry norms. Because of my commitment to standards, my deliveries are more consistent and dependable. To illustrate, I ensure adherence to standardized and efficient processes in project management by implementing methodologies such as Agile or Scrum.

Section Two

AC 1.4 Conduct common calculations to interpret data

Calculation of the overall number of leavers and representation with percentage of the different reasons for employees leaving.

Different reasons for employees' leaving	Number fo employees	Employee percentage
Retirement	3	6%
Ill health	6	11%
Resignation-change of career	5	9%
Maternity- non returner	2	4%
Resignation- Promotion	4	7%
Resignation- Pay/ benefits related	10	19%
Resignation	7	13%
Dismissal- Summary	3	6%
End of contract	2	4%
Resignation- Moving from the area	2	11%
Failed probation period	1	2%
Resignation- Job not as expected	6	11%
Redundancy	1	2%
Resignation- Whilst under investigation	1	2%
Resignation- Caring responsibilities	1	2%

Table 1: Percentage of different reasons for employees' leaving

(Source: Created by author)

Work out the average length of service in each team and rank this in ascending order.

department	average length of service (months)
Business Services	94.5
Community Engagement and Partnersh	74.6
Customer Services	89.25
Finance	23.5
Governance	79
Green Spaces	24.16
Housing	75.4
Income	22
Lettings	23.5
People Services	33
Property Team	94.17
Regeneration	11
Supported Housing	21.33
Tenancy Team	26

Department	average length of service (months)
Regeneration	11
Supported Housing	21.33
Income	22
Lettings	23.5
Finance	23.5
Green Spaces	24.16
Tenancy Team	26
People Services	33
Community Engagement and Partnersh	74.6
Housing	75.4
Customer Services	89.25
Property Team	94.17
Business Services	94.5

Table 2: Departmental average length of services

(Source: Created by author)

Rank as a percentage each department's turnover.

department	turnover (%)
Business Services	3.7
Community Engagement and Partnersh	5.55
Customer Services	7.4
Finance	3.7
Governance	1.8
Green Spaces	11.11
Housing	9.2
Income	3.7
Lettings	7.4
People Services	1.8
Property Team	29.6
Regeneration	1.8
Supported Housing	5.5
Tenancy Team	5.5

Table 3: Percentage of turnover across each department

(Source: Created by author)

AC 1.5 Present findings in different formats to enable informed decision-making

Figure 1: Pie chart representing number employees absent with reasons

(Source: Created by author)

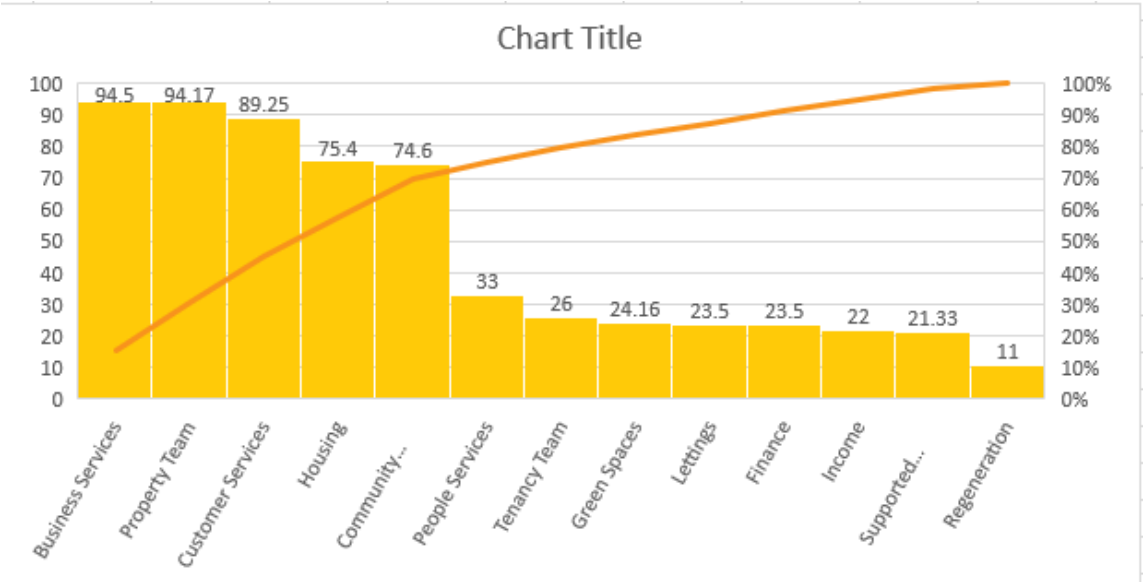

Figure 2: Graph representing absence across each departments

(Source: Created by author)

The data presented visually, with pie charts and column charts, underscores the necessity for people professionals to undertake strategic measures and offers insight into the multifaceted elements that contribute to employee attrition within the organization. The pie chart illustrates the multitude of motives employees contemplate departing, with resignation and illness occupying prominent positions. Conversely,

the column chart illustrates the mean tenure across various organizational divisions, emphasizing areas characterized by significant attrition rates and departments with conspicuous turnover percentages.

The data demonstrates that employee satisfaction is unquestionably the most crucial factor in retaining personnel. Low pay, a dearth of advancement opportunities, and unmet expectations are a few of the most prevalent factors contributing to employees quitting. Fostering a positive and healthful work environment is critical for employees' physical and mental well-being (Stone, 2020).

Employees are motivated by rewards, so it is obvious that they desire recognition and appreciation for their efforts. Its absence significantly contributes to employee turnover (Armstrong, 2020). In light of this, robust reward management systems are essential for sustaining employee motivation and engagement.

In addition, human resources professionals operating in remote locations must proactively address the challenges employees face to resolve any issues that may arise. To ensure that valuable employees are retained irrespective of their geographical location, logistical challenges can be mitigated by providing housing assistance or sharing commuting expenses.

Equally important is the fact that illness is a frequent reason for employees to depart (Stone, 2020). Proactive measures to resolve and enhance the mental and physical well-being of employees can be accomplished by people professionals through the establishment of regular health check-up programs.

Finally, the comprehensive investigation emphasizes the crucial role of human resource professionals in establishing an environment that fosters employee satisfaction and sustained loyalty to the organization. Develop a resilient and invested workforce by implementing strategic initiatives that tackle logistical challenges, well-being, and reward management. People who work as professionals in these fields could have a significant influence on the employees in the long run.

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