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DATA ANALYTICS IN HUMAN RESOURCES

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ABSTRACT

The Human Resource (HR) function has traditionally been viewed as the people centered division of organizations with the use of data mainly restricted to key performance indicators (KPIs) and basic metrics in support of the organization's strategy. In recent years, the data available to human resources departments has highlighted the value of HR to not only support the organization's strategy but also for strategy development and improved performance. Human Resources Information Systems, the advent of Big Data, and the accessibility of data analytics programs has created an increased need for human resource professionals with some information systems (IS) and data analytic skills.

Data driven HR shifts the use of data from KPIs and reactive measures to proactive measures with the goal of adding value and improving organizational performance. Human Resource departments are now using predictive analytics to improve recruiting, selection, and retention of employees. The majority of organizations see a demand for employees with data analytic skills across all functions, with the human resource division accounting for 54% of projected data analysis positions (SHRM, 2016). The Economist Intelligence Unit reports that 82% of organizations plan to begin or increase the use of big data in the HR function in 2018. In light of this increase in demand, human resource departments are encountering a shortage of HR professionals with at least moderate data analytics skills. A 2016 study by the Society for Human Resource Management states that 78% of respondents had difficulty recruiting for data analysis positions.

With the increased demand for these skills in HR, it is important that curriculum changes reflect the industry demands so that HR graduates are developing the needed IS and analytic skills for the future. Currently not a focus in many HR programs, we posit that HR students should have exposure to common tools such as Python or SPSS, as well as understanding the applications to the field of human resources. Often exposure to data analytics tools occur in information systems or economics courses and students may not understand the application or use in the field of human resources. In the literature review, we will review how data analytics tools could be incorporated into the HR field to meet current and projected industry needs. This paper provides a review of the literature, industry interviews, and recommendations for curriculum changes that will address this skill gap. We will develop a framework for incorporating these skills and knowledge into human resource courses.

Keywords

Analytics, Human Resources Information systems, Pedagogy