

commonwealth Human Resources & ICT '17

14 -15 NOVEMBER 2017, PORT OF SPAIN, TRINIDAD & TOBAGO

The Impact of Big Data Human Resources

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Report

Commonwealth Telecommunications Organisation (CTO)

Commonwealth Human Resources and ICT Forum

14 – 15 November 2017

Hilton Hotel, Port of Spain, Trinidad and Tobago

By Philip CROSS

CTO Regional Advisor for the Americas

Executive Summary

The Commonwealth Human Resources and ICT Forum 2017 was organised by the Commonwealth Telecommunications Organisation (CTO) with the support of the Telecommunications Services of Trinidad and Tobago (TSTT), The Telecommunications Authority of Trinidad and Tobago (TATT) and the Government of Trinidad and Tobago. It was held at the Hilton Hotel, Port of Spain, Trinidad and Tobago, from 14 to 15 November 2017. The Forum brought together 87 participants from 12 countries, representing governments, regulatory bodies, academia, organisations involved in Information and Communications Technologies (ICTs), organisations involved in Human Resources (HR) management, private companies and other ICT stakeholders.

The Forum was officially opened by the Senator the Hon. Robert Le Hunte, Minister of Public Utilities, Trinidad and Tobago, who welcomed participants to Trinidad and Tobago and wished everyone a successful forum. He said that big data helps to develop human capital and therefore the Human Resources (HR) process should take into consideration the use of big data. He stressed however that an appropriate framework should be in place.

Mr. Shola Taylor, CTO Secretary-General, thanked TSTT and the Government of Trinidad and Tobago for hosting the event. He also thanked speakers and delegates for their presence and sponsors for their support. He further thanked Baroness Scotland, the Commonwealth Secretary-General for the support provided to the CTO. Mr. Taylor stated that big data was playing a key role in social and economic development and it is important for strategic planning.

Welcome remarks were also made by **Mr. Gilbert Peterson**, Chairman of the Telecommunications Authority of Trinidad and Tobago (TATT), **Mr. Nigel Cassimire**, Caribbean Telecommunications Union (CTU) Deputy Secretary-General and **Ms. Theresa Wankin**, Secretary-General of the Caribbean Association of National Telecommunications Organization (CANTO).

The theme for the Forum was “The Impact of Big Data on Human Resources”. The main topics discussed included the harmonising and leveraging of big data, the impact of technology on human resources, data security, ethical challenges of big data, using big data for recruitment of personnel and creating a talent pool using big data.

Presentations were made by a variety of persons who provided information on how big data was affecting their HR activities. There were examples of best practices which can help persons involved in HR management to better understand big data and take the necessary steps to ensure the ethical use of data, by both staff and management. The ethical use of big data was particularly important and discussions showed that steps should be taken by countries and by organisation to ensure that suitable policies are in place regarding the ethical use of big data.

Opening Ceremony

Master of Ceremonies: Senator Paul Richards

Members of the Head table at the Opening Ceremony were:

Senator the Hon. Robert Le Hunte, Minister of Public Utilities, Trinidad and Tobago

Mr. Shola Taylor, Secretary-General, Commonwealth Telecommunications Organisation (CTO)

Mr. Gilbert Peterson, Chairman, CTO/Chairman, Telecommunications Authority of Trinidad and Tobago

Mr. Rakesh Goswami, Executive Vice-President, Telecommunications Services of Trinidad and Tobago (TSTT)

Ms. Theresa Wankin, Secretary-General, Caribbean Association of National Telecommunications Organizations (CANTO)

Mr. Nigel Cassimire, Deputy Secretary-General, Caribbean Telecommunications Union (CTU)

Minister Le Hunte in his Official Welcome address stressed the importance of big data in social and economic development. He said that big data helps to develop human capital and therefore the Human Resources (HR) process should take into consideration the use of big data. He stressed however that an appropriate framework for dealing with big data should be in place.

Mr. Shola Taylor, CTO Secretary-General, thanked TSTT and the Government of Trinidad and Tobago for hosting the event. He also thanked speakers and delegates for their presence and the sponsors for their support. He further thanked Baroness Scotland, Commonwealth Secretary-General for the support provided to the CTO. Mr. Taylor stated that big data was playing a key role in social and economic development and it is important for strategic planning.

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Session One – Leveraging Big Data

Chair: Mr. Shola Taylor, CTO, **Keynote Presenter:** Dr. Ronald Walcott, CEO, TSTT, **Presenter:** Ms. Pamela Seyler, SAP Latin America, **Panellists:** Mr. Roger Richards, Chief Technology Officer, TSTT, Mr. Joseph Mofokeng, Skills Development Facilitator, Telekom South Africa, Ms. Patricia Kerrets-Kemei, Manager, Talent Management and Organisational Development, Communication Authority of Kenya

Important Outcomes

- Big data has brought about many changes affecting many sectors, including Human Resources.
- There is a shift in the way data is collected and leveraged. Data collected should be relevant, accurate and complete.
- Big data also facilitates the re-imagining of the boardroom for the digital economy. Today the world is digital and networked. A significant amount of the world's data has been generated and therefore available in the form of big data.
- The high volume of data has increased the importance of cloud computing which can reduce the cost of storage and access.
- Big data is visible in areas such as smart homes, smart cities and smart cars. Big data is also useful for E-government which leverages harmonised data. E-government allows governments to improve the levels of service, reduce cost and improve efficiencies.
- TSTT has undertaken several initiatives related to big data including data capture, identification of sources of data and how to capture that data. TSTT uses data that has been collected and therefore exists at the present time, until other solutions are found.
- With respect to the interaction between skills development and ICT development, it was explained that some countries have tough legislation which ensures that information should be accurate and should be properly used.
- Training methodologies have changed and training is now provided in various forms including online and face-to-face.
- We now live in a world where big data is now predictive and can give an indication of what the future holds. Big data now enables HR activities and workplace biases can be eliminated through the use of big data. Stereotyping of prospective employees can be eliminated through big data, which can also be used to match persons to job descriptions. Big data also avoids the use of certain terms which could affect prospective employees.
- Resource matching can therefore be done through big data where there is no gender, race or other bias.
- There are two important aspects to be considered in respect of data security – the technology aspect and human factors. Regarding technology there must be secure systems which cannot be easily breached. For the human side, persons managing data must have the right mind-set and the right training. There should also be suitable policies regarding the integrity of data and monitoring of that data.
- With respect to the downsizing of Telekom South Africa from 60,000 to 10,000 it was explained that technology played an important role and this eliminated the need to employ so many persons. Big data assisted in change management. Resource matching can therefore be done through big data where there is no gender, race or other bias.
- Big data is not free and there is a significant financial outlay for technology to utilise big data. Cloud computing allows companies to take advantage of big data without the need to make large investments.

Session Two – Impact of Technology on Human Resources

Chair: Mr. Nigel Casimire, CTU Deputy Secretary-General, **Presenter:** Ms. Maryan Bayi, Director, Human Capital and Infrastructure Group, Nigerian Communications Commission, **Presenter:** Mr. Peter Crabbe, Learning and Talent Development, Vodafone, Ghana, **Panellists:** Mr. Eddy Devisse, Global ICT Executive, DAVYN, Trinidad and Tobago, Mr. Richard Dick, Managing Director, Development Consulting Centre, Trinidad and Tobago, Mr. Juan Albelo, Head of Human Capital Management, SAP Latin America

Important Outcomes

- we are now in an era where five generations of workers are employed and there is now a global workforce which is globally dispersed and is more demanding.
- It is critical for HR personnel to understand the importance of HR analysis, not only in respect of our current workforce, but also in mining data to make ourselves relevant and ready for the future.
- HR is no longer just about managing people.
- Big data can play an important role in performance appraisals and the challenges relating to how they are conducted. In this regard consideration should be given to important factors such as trust, transparency, openness and how technology can be utilised in the process to simplify a rather cumbersome exercise and make it more transparent. HR professionals should not view performance appraisals as simply exercises in which boxes are ticked.

Session Three – How Big Data Impacts Human Resources Managers

Chair: Ms. Hannah Ashiokai, Human Resources Director, Vodafone, Ghana, **Presenter:** Ms. Pamela Seyler, Director of Business Development, SAP Latin America, **Panellists:** Mr. Teko Moncho, Head of Human Resources, Mr. Ramchun Chatoo, Manager of Costing and Administration, ICT Authority, Republic of Mauritius

Important Outcomes

- Traditional methods of recruitment are no longer relevant in certain organisations.
- Vodafone Ghana explained how they discovered that their graduate programme had little or no impact on employees progressing to management levels.
- Some organisations have rejuvenated their graduate programme in order to increase the number of millennials in the work force.

- Different organisations have different requirements and sometimes a simple Excel worksheet is adequate to capture the required data to perform the necessary analyses.
- Regarding Mauritius, there is a need to strike a balance between new and old blood in the workplace.
- It is important for companies to have proper inductions and training for new employees in order to instill confidence in new recruits.
- Not everyone is motivated by salary, pension and security. Younger employees want flexible working hours and other conditions more suitable to their life styles.
- Big data can assist in analysing behaviour, competences and skills and can be important in psychometric tests.

Session Four – Big Data Security

Chair: Mr. Erasmo Mbilinyi, Manager, HR and Administration, Tanzania Communications Regulatory Authority,

Presenter: Mr. Roger Richards, Chief Technology and Information Officer, TSTT

Panellists: Mr. Victor Barber-Richards, Network Specialist, National Telecommunications Commission, Sierra Leone, Ms. Kamla Hamilton, CANTO/Product Manager, Cable and Wireless Jamaica

Important Outcomes

- A five star model for data protection includes Requirements, Processes, People, Technology and Strategy. Specific approaches are possible for some situations and different approaches are required for other situations.
- The weakest link in relation to data protection could also be the strongest link and that is People.
- People are important in relation to data security.
- Big data can be used to analyse the skill sets that employees possess as well as their training needs. HR policies must be in place and must be enforced. - Governments need to have in place suitable policies and data protection laws. The role of ICTs has increased in importance and it can help when making critical decisions.
- Big data analysis can evaluate patterns and prevent vital information in respect of previous security problems.
- Organizations need persons to check on what employees are doing. External checkers are then needed to check the checkers.
- Big data contains large amounts of personal data and it is therefore important to secure this data and control the manner in which it is passed through organisations.
- All data should not be treated in the same way. Every department owns data and should protect their own data.
- The right professionals must be in place to handle data requirements. If you outsource activities related to the data that you have, then you must bear the consequences of this action.

- HR managers have a critical role to play in respect of data security. They should be champions of enforcing security regulations, such as managing employees from the time they enter the workplace, during their tenure and when they leave the organisation.

Session Five – Ethical Challenges of Using Big Data

Chair: Mr. Fargani Tambeayuk, Senior Programme Officer, CTO, **Presenter:** Mr. Joseph Mofokeng, Skills Development Facilitator, Telkom South Africa, **Panellists:** Ms. Kamla Hamilton, CANTO/Product Manager, Cable and Wireless Jamaica, Mr. Duramanyi Korie Tarawally, HR Manager, Sierra Leone

Important Outcomes

- There are ethical challenges when dealing with big data and these are of critical importance.
- HR is the hub around which management decisions revolve, therefore HR must play an important role in respect of big data, especially issues such as trust, confidence and security.
- Because data is accessible does not mean it is ethical to use it.
- Among the main ethical concerns are issues of privacy and consent, security, ownership of data and the commercial use of big data.
- Information on citizens needs to be protected.
- In South Africa there is a high-level ethics committee and the government has decreed that citizens' information should be protected.
- The Bahamas has a data protection framework
- Big data can be regarded as the new oil; however everyone needs to be vigilant to ensure that big data does not end up like big oil.
- There is a clear need to ensure that data collected is used in an ethical fashion. This is especially relevant in respect of data collected on employees via social media.
- Employees should also be aware that they must use social media responsibly. Posting on social media can be regarded as posting on an electronic billboard.
- It was agreed that there are many divergent views in respect of the ethical aspects of big data.
- Legal and regulatory frameworks need to be established and the ethical aspects of big data should always be taken into consideration.

Session Six – Creating a Talent Pool through Social Media

Chair: Ms. Mandla Hlophe, Manager HR General Services, Swaziland Posts and Telecommunications Corporation,

Presenter Ms. Makoma Lusenga, HR Development and Talent Management Specialist, The Independent Communications Authority of South Africa **Presenter:** Ms. Hannah Ashiokia Akrong, HR Director, Vodafone Ghana **Presenter:** Ms. Carol David, Executive VP HR, TSTT, **Panellists:** Mr. Ronald McCalla, Record and Information Manager, Office of Utilities Regulation, Jamaica Ms. Sherry-Ann Sealey, HR Manager, TATT

Important Outcomes

- There are many advantages and disadvantages of social media in the workplace.
- Benefits include employee branding, employee recognition and retention.
- Social media provides an internal communication channel and it helps to strengthen and build personal and professional contacts.
- Disadvantages include cybersecurity threats, employee relations issues, reduction in employee production, confidentiality issues and negative posts which can harm a company's image.
- Social media policy is therefore important.
- The right to privacy is not absolute.
- Social media is never off duty and whatever is posted can never be taken back. Whatever is posted outside working hours can still have negative effects on employers and employees.
- Employees must understand the implications of what they post and employers should make employees know what is expected of them.
- Social media strategies should be developed, since social media is actually in the office.
- Social media is one of the best things that ever happened to HR management. It provides a wider pool of quality candidates and allows for efficient use of resources. It is also Generation X-friendly.
- Recruitment has evolved and now social media is an important recruitment platform.
- Talent pools can be built for organisations using social media. Talent pools are a group of employees identified by an organisation and who are being developed and trained to assume greater roles.
- There is a need to embrace what is happening on social media. Technology has changed the world and we need to use social media accordingly. Social media is about relationships.
- In some educational institutions there are restrictions regarding the use of social media, yet those same social media devices are being used for academic purposes.

Session Seven – Open Forum, Take Aways and Closing Ceremony

Chair: Mr. Shola Taylor, CTO Secretary-General, **Rapporteur's report:** Mr. Philip Cross, CTO Regional Advisor, **Vote of Thanks:** Ms. Hilda Muchando, Manager, Capacity

Development, CTO, **Closing Remarks:** Mr. Shola Taylor, CTO Official Closing: Mr. Charles Carter, Executive VP, Legal, Regulatory/Corporate Secretary, TSTT

The Forum closed with closing remarks by the CTO Secretary-General Mr. Shola Taylor. The Rapporteur's Report which summarised the events over the two days was presented by Mr. Philip Cross. Ms. Hilda Muchando of the CTO provided the Vote of Thanks and the Forum was officially closed by Mr. Charles Carter, Executive Vice-President of the Telecommunications Services of Trinidad and Tobago.

Conclusions

Throughout the Forum there was a continuous exchange of information which indicated how big data affects HR management activities. Big data includes data gathered from social media and it is important for both employers and employees. For employers, they can obtain valuable information on persons employed or to be employed. For employees there is a need to utilise social media judiciously.

Big data is important for all organisations. A significant amount has already been collected and this makes big data important for all organisations. However, in using big data there is a need to be conscious of the ethical aspects. This includes how data is collected, stored and utilised. HR managers need to ensure that suitable policies are in place to deal with data issues and employees must be aware of their roles. In addition to ethical aspects of big data, security aspects are of major concern, since breaches in security can have detrimental effects on companies and organisations.

Employees must be educated with respect to their roles as far as data management, security and utilisation are concerned. The recruitment process has now been revolutionised by big data. A significant part of the recruitment process can be undertaken using social media and this can be efficient and cost-effective. Big data can be used in the search for candidates as well as matching of candidates to post. The use of big data can help to avoid discriminatory practices which may exist.

Although there are positive aspects, there are many factors to be taken into consideration. In order to understand big data there is a need to demystify it. Attention should be paid to the manner in which big data is collected, stored and utilised. Each department in an organisation has responsibility for the data which it owns.

The results of this Forum provide valuable information which can be utilised by the CTO as it continues to provide suitable platforms for its members to better understand the effects of big data on HR management. There are responsibilities for governments, HR

managers and everyone involved in the collection, management, storage and utilisation of big data.

Although this was mainly an HR Forum, the subjects discussed included the effects of big data on various aspects of resources management, including the implications for human resources management, the effect of social media on HR management, as well as the security of data and the ethical challenges posed by the use of big data.

Participants were provided with a wide range of information which will assist them in better understanding big data and the role it plays in various organisations. The CTO will be able to continue assisting countries and organisations in their understanding of big data and how this knowledge could be leveraged for the benefit of governments, organisations and individuals.