



HR Metrics and Analytics



17 - 28 March 2025



Milan (Italy)

HR Metrics and Analytics

course code: H3023 From: 17 - 28 March 2025 Venue: Milan (Italy) - course Fees: 6750 Euro

The Course

The HR function is a high-value-added part of the organisation and plays a key role in developing and implementing corporate strategy. This is because of the growing importance of human capital in organisational success.

The HR function needs to be more effective as a strategic partner in the organisation rather than a purely administrative function. Such an HR function will drive and deliver change rather than just react to it.

In order to achieve this highly desired prize, the HR function must develop its ability to measure how HR decisions affect the organisation and how the decisions taken by the organisation affect human capital. In short, the HR function needs to develop better metrics and analytics if it is to become a true strategic partner.

Once the metrics are established, the organisation will need to develop HR policies that react to the messages. The course will also consider the type of HR policies that are being developed in response to the usual range of messages from the metrics and analytics.

The Goals

The goals of the course are as follows:

- To examine the use of internal and external measurement frameworks which establish the contribution of the HR function
- To be able to conduct detailed Problem analysis assessments
- To be able to identify appropriate Decision Making options
- To make decisions based on evidence rather than opinion
- To understand the principles of Organisation change
- To understand the theory around organisation change
- To drive strategic change rather than react to it

The Process

The course will be highly interactive with tutorial input as well as case studies and syndicate work. There will be much opportunity for discussion and for participants to compare experience.

Time will be allocated at the end of each day to reflect upon the learning and plan the transfer back to the work place.

The Benefits

Participants will gain the skills needed to design their own internal framework for measuring the effectiveness of the HR function.

Also, participants will:

- Consider whether the use of narrative can complement the use of metrics and analytics
- Design an external analytical framework
- Consider the messages revealed by analysis and measurement
- Develop HR policy responses to a range of messages from metrics and analytics – in other words, what would be done if.....
- In turn this will lead to Participants being able to develop a strategic role for the HR function

The Results

As a result of attending this course Participants will be able to:

- establish a role for the HR function which moves from the traditional, administrative function concerned with process to a force for driving strategic change in an organisation
- have a better understanding of strategy and change management

The Core Competencies

- Analytical thinking
- Problem identification
- Decision making
- Business awareness
- Capability development
- Change leadership
- Information seeking
- Strategy delivery

The Programme Content

Corporate Strategy

- Introductions and programme objectives
- The context for HR
- Strategic Business Planning
- Corporate Social Responsibility
- Human Capital Management
- How to make things happen – use of business action plan
- The difference between HRM and Personnel Management
- The new shape and function of tomorrow's HR departments

HR Tools and Methods

- What should be measured?
- The effectiveness of the HR function
 - HR headcount ratios
 - Administrative cost per employee
 - Time to fill vacancies
 - Filling the skills gap
 - Satisfaction surveys
- Internal Frameworks
- Morale
- Motivation

- Investment
- Long-Term Development
- External Perception
- Learning and Development
- job analysis
- job evaluation
- capability review
- RACI
- Methods

Driving Organisational Change

- Theories of organisation change and how to use them
- The Softer Side of HR
- Avoiding a blame culture
- The Relationship between HR and the Line
- The New Roles in the HR Function

Connecting HR Metrics and Analytics with Action 1

- Change Management
- Employee Relations
- The Relationship between HR and the Line
- The Use of Competencies
- Employee Development
- Succession Planning

Driving Organisational Change: Connecting HR Metrics and Analytics with Action 2

- Employee Motivation
- Empowerment and Accountability
- Performance Management; The four stage process - agreeing objectives, feedback, coaching and appraisal
- Conclusion and Action Planning