



# HR METRICS & ANALYSIS:

## Driving Strategic & Organizational Change through Analytics

# Course Introduction:

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

The HR function needs to be more effective as a strategic partner in the organization 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 organization and how the decisions taken by the organization 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 organization 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.

## Course Objectives:

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**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 Organization change
- To understand the theory around organization change
- To drive strategic change rather than react to it

### **The Process:**

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

## Who Should Attend?

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- Mid-level HR professionals with three to seven years of HR experience or HR Specialists looking to gain insight into HR its measurement of outcomes and how HR output supports the business through facts and insight
- HR professionals who need a greater understanding of the drivers of business performance
- HR professionals who want to communicate with business leaders around financial metrics
- HR professionals who support business leaders.

## Course Outline:

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### Corporate Strategy

- Introductions and program 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 Organizational Change**

- Theories of organization 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 Organizational 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

## **Course Methodology:**

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**A variety of methodologies will be used during the course that includes:**

- (30%) Based on Case Studies
- (30%) Techniques
- (30%) Role Play
- (10%) Concepts
- Pre-test and Post-test
- Variety of Learning Methods
- Lectures
- Case Studies and Self Questionnaires
- Group Work

## Course Fees:

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**To be advice as per course location.** This rate includes participant's manual, Hands-Outs, buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

## Course Certificate:

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**International Center for Training & Development (ICTD)** will award an internationally recognized certificate(s) for each delegate on completion of training.

## Course Timings:

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### Daily Course Timings:

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|---------------|----------------------------|
| 08:00 - 08:20 | Morning Coffee / Tea       |
| 08:20 - 10:00 | First Session              |
| 10:00 - 10:20 | Coffee / Tea / Snacks      |
| 10:20 - 12:20 | Second Session             |
| 12:20 - 13:30 | Lunch Break & Prayer Break |
| 13:30 - 15:00 | Last Session               |

