€TRAINING

HR Metrics and Analytics

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Introduction:

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.

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:

At the end of this course the participants will be able to:

- Examine the use of internal and external measurement frameworks which establish the contribution of the HR function
- Conduct detailed Problem analysis assessments
- Identify appropriate Decision-Making options
- Make decisions based on evidence rather than opinion
- Understand the principles of Organisation change
- Understand the theory around organizational change
- Drive strategic change rather than react to it
- 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
- Develop a strategic role for the HR function

Targeted Audience:

- Head of HR
- HR Managers
- HR Professionals
- Persons who want to get new knowledge to improve their career

Course Outlines:

Unit 1: Corporate Strategy:

- 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 tomorrows HR departments

Unit 2: 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

Unit 3: Driving Organisational 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

Unit 4: HR Metrics and Analytics with Action:

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

Unit 5: Driving Organisational Change:

- Connecting HR Metrics and Analytics with Action
- Employee Motivation
- Empowerment and Accountability

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