

HR Metrics and Analytics Training

Description

Introduction:

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

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The HR function will be more effective as a strategic partner in the organisation rather than a purely administrative function. Such an HR function will drive change rather than 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.

Objectives:

- To examine the use of internal and external measurement frameworks which establish the contribution of the HR function
- To examine the use of internal and external measurement frameworks which establish the contribution of the organisation’s Human Capital
- To consider the messages that are revealed by such frameworks for the organisation as a whole
- To make decisions based on evidence rather than opinion
- To understand what is going on that affects the Human Capital of an organisation
- To drive strategic change rather than react to it

The Course:

Day One:

Human Capital Management

- 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 tomorrows HR departments

Day Two

Metrics and Analytics

- 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
- External Frameworks
- Human Capital Strategy
- Acquisition and Retention
- Learning and Development
- Primary and Secondary Indicators
- The use of narrative

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Day Three

Behind and Beyond the Numbers; Creating a Positive Working Environment

- The use of narrative
- The Softer Side of HR
- Avoiding a blame culture
- The Relationship between HR and the Line
- The New Roles in the HR Function

Day Four

Driving Organisational Change: Connecting HR Metrics and Analytics with Action 1

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

Day Five

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

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