

# HR Analytics – Asking the right questions to make informed decisions



## VIRTUAL TRAINING

28 September  
9.00am-5.00pm  
(SGT)

**Book  
now**

to save much more  
off the Regular  
Price!

## LEARN HOW TO

- Develop a comprehensive understanding of the end-to-end analytics process that is applicable to address most HR problems
- Be able to lead and direct HR analytics efforts with clear problem definitions and hypotheses
- Develop capabilities to connect business strategy to people strategy
- Develop capabilities to apply analytics outcomes to improve decision making
- Develop meaningful HR/performance metrics

*“83% of HR leaders from organisations across Singapore, Malaysia and Hong Kong agree that HR analytics is helping to build the long-term strategy of their business.” – Chartered Institute of Personnel & Development (CIPD), 2015*

Over the past decade, there has been a rise in organizations adopting data analytics as one of the core competencies for growth. This growth was built upon the growing evidence of the value that data analytics creates; specifically, how it augments and improves the decision-making process in organizations. While HR came to analytics a little later in the game, leaders in organizations are recognizing the potential it could hold and hence adoption has also been growing.

This is **ONE of FOUR** workshops in a comprehensive series on the topic of HR Analytics. Each workshop is modular in nature, addressing different aspects along the analytics value chain.

- Managing & Processing Data for Reporting and Analysis
- Mining data for HR Insights
- Asking the right questions to make informed decisions
- Building a Compelling HR Narrative from Data

## ABOUT YOUR COURSE TRAINER

### Derrick Yuen, MBA

*Co-Founder and Principal, FYT Consulting based in Singapore*

- Derrick Yuen consults and leads engagements to help clients liberate their data for analytics and to glean relevant and actionable insights from their data. His engagements span across many sectors, functions and regions, including pharmaceutical, FMCG, government, human resources, finance and F&B in Asia Pacific.
- He has delivered public and corporate workshops across the Asia Pacific region. As part of FYT Consulting, he is one of two authors and trainers providing HR analytics training at the Civil Service College, developed in collaboration with the Public Service Division (PSD).
- Prior to establishing FYT Consulting, he led the formation and establishment of the Global People Analytics Centre of Excellence (COE) for a multinational healthcare company with more than US\$30 billion revenue. He is also an experienced management and analytics consultant with top-tier firms, multinational corporation and government agencies.



## PAST TESTIMONIALS OF THE COURSE TRAINER

If you are planning to become a HR data-driven organisation, this is the course to be inspired. Full marks for the trainer!” – **Head of HR Services, Boehringer Ingelheim**

“An extremely knowledgeable and hands-on trainer who gave deep insights from his wealth of experience.” – **Regional HR Director, Emery Oleochemicals Malaysia**

“This course covered the key techniques to analyse data and tips on leveraging Excel to validate data and establish correlation.” – **Senior Vice President, Government of Singapore Investment Corporation (GIC)**

“This course was well-structured and delivered by an effective trainer. Thumbs up!” – **HR Director, SingTel**

## COMPANIES THAT HAVE BENEFITED FROM TRAINER'S EXPERTISE

- Alstom Transport
- Axiata Group
- Boehringer Ingelheim
- Brother International
- Civil Service College, Singapore
- Continental Automotive
- Emery Oleochemicals Malaysia
- Federal Express
- Frasers Centrepoint
- Golden Screen Cinemas Sdn Bhd
- Government of Singapore Investment Corporation
- Great Eastern Life Assurance
- Infineon Technologies
- Korn Ferry
- Nanyang Technological University
- NTUC Learning Hub
- Pos Malaysia
- Sembcorp Design and Construction
- Sime Darby Plantation
- Singapore Institute of Management
- Singapore Polytechnic
- Singapore Public Service
- SingTel
- SMRT Corporation

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## WHY YOU SHOULD ATTEND

Much of the interest and focus in HR analytics has been around the hard data skills (data management, analysis, statistics) and technology. Despite significant investments in effort, people, time, and money, many organizations continue to struggle.

*“A problem well stated is a problem half solved.”* – Charles Kettering

Part of the issue stems from a lack of strategic appreciation of the analytics process and how to best deploy such capabilities to problems in their organizations, particularly among those in leadership roles. Common pitfalls could include not investing enough time and effort in defining the problem well which often leads to disappointing outcomes or abortive work; or not being able to interpret the analytics outcomes for decision making.

This workshop aims to provide a broad overview to the entire analytics value chain; with a focus on the strategic aspects at the start of the process when problems are defined and at the end of the process when decisions are made. This includes problem classification, problem definition, hypothesis development and interpretation of analytics outcomes for decision making. This is targeted at HR leaders and business partners looking to develop and enhance their business partnering capabilities with data analytics, with the objective of informing, explaining and guiding decision making for improved business performance.

## WHO SHOULD ATTEND

- Senior HR Leaders
- HR Directors and Functional Heads
- HR Business Partners
- Business Leaders
- People Managers
- All other professionals who wish to know how to utilise HR analytics for business decision making

## LOGISTICS REQUIREMENTS

Participants are required to use their own laptops with MS Excel and PowerPoint (version 2013 or later) to participate in the data and capstone exercise. Please note that some Excel functions may not look the same in a Macbook. The virtual sessions will be conducted via Zoom, so please ensure that you have stable wireless access and are using a device that allows Zoom.

TIME	AGENDA
9.00am	<p><b>Applications of Analytics, Artificial Intelligence (AI), Machine Learning and Predictive Analytics</b></p> <p>This segment provides a brief overview of the concepts and applications of HR analytics, including the general utilities of analytics, why analytics is important, and the potential of analytics to empower HR professionals to inform, explain and guide decision making.</p> <p><b>Case Study: Supervised and unsupervised learning algorithms for analysing employee engagement and retention drivers in a manufacturing plant</b>  <b>Group Discussion: What is your biggest people management problem?</b></p> <p><b>Practicing and Sustaining HR Analytics</b></p> <p>While data analytics can be a crucial game changer, most organisations are still struggling to develop and sustain analytics capabilities and practices in-house. This section provides a comprehensive overview of data analytics and focuses on the key components of sustainable HR analytics and data analytics culture.</p> <p><b>Group Discussion: What is the biggest barrier to practicing and sustaining analytics in your organisation?</b>  <b>Group Exercise: Making decisions with algorithms – Clear cut or tough call?</b></p> <p><i>15 minutes break included</i></p>
11.15am	<p><b>Making sense of People Management</b></p> <p>Data analytics should be driven by clear business purposes and focuses on the right problems. In this section, delegates will learn about the Cynefin framework, a sensemaking framework that can help HR practitioners better understand the different domains of people management problems, and the right analytics approach for each domain. The discussion will also focus on the Future of Work, the various impacts on people management practices, organisation design and manpower planning.</p> <p><b>Group Discussion: Will AI take my job?</b>  <b>Group Exercise: Defining the characteristics of your people management problems</b></p>
12.15pm	<p><b>Lunch break</b></p>
1.15pm	<p><b>Translating Data to Insights in 6 Steps</b></p> <p>On this section, we will walk delegates through the six critical steps to turn data into insights with class exercises. Delegates will also learn to develop a strategic measurement map to link business strategy to people strategy and define key performance metrics.</p> <p><b>Case Study: Can money buy education?</b>  <b>Group Discussion: What are you measuring now, and why?</b></p> <p><b>Group Exercises:</b></p> <ul style="list-style-type: none"> <li>▪ <b>Building an analytics framework: Problem definition and hypotheses development</b></li> <li>▪ <b>Developing a strategic measurement map to link business strategy to people strategy</b></li> </ul> <p><i>15 minutes break included</i></p>

2.15pm

### Statistical Concepts you should know

It is important for HR leaders and business partners to acquire sufficient understanding about key statistical concepts that are commonly used in HR analytics. This section focuses on the following statistical concepts to help HR leaders understand and interpret the results of statistical analyses more ably:

- Sampling
- Probability
- Distribution, central tendency and variation
- Hypothesis
- Correlation
- Statistical significance
- Multiple factors problem

**Case Study: *The story of a sports car and vanilla ice cream***

**Group Discussion: *Smoke or fire? Differentiating symptoms, correlations and causations***

***15 minutes break included***

3.30pm

### Capstone exercise

In this section, delegates will be provided with a set of analyses and dashboards. They are required to study the context of the business case, discuss issues or challenges faced by the organisation and provide a set of recommendations to address the business issues. Each group will take turns to present their analysis and findings. The exercise will be facilitated.

5.00pm

### End of training

## REGISTER NOW

### Asking the right questions to make informed decisions

<b>Format</b>	Virtual training
<b>Dates</b>	28 September 2020, 9.00am – 5.00pm
<b>Price Per Person</b>	<p>Early Bird: <b>USD 399</b> (on or before 21 August)</p> <p>Regular Price: <b>USD 499</b> (after 22 August)</p>
<b>Contact Person for Registration and Group Discounts</b>	<p><b>Renamel Torres</b> Head, Project Management Tel: +65 6423 0329 Email: <a href="mailto:renamelt@humanresourcesonline.net">renamelt@humanresourcesonline.net</a></p>
<b>Amendment / Cancellation Policy</b>	<ol style="list-style-type: none"><li>1. All bookings are final.</li><li>2. Should you be unable to attend, a substitute delegate is welcome at no extra charge.</li><li>3. HR Masterclass Series cannot provide any refunds for cancellations.</li><li>4. HR Masterclass Series reserves the rights to alter the programme without notice, including the substitution, amendment or cancellation of trainers and/or topics.</li><li>5. HR Masterclass Series is not responsible for any loss or damage as a result of a substitution, alteration, postponement or cancellation of the event.</li></ol>

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Courses are conducted in a personalised and interactive workshop setting with practical case studies and exercises from our expert trainer. Delegates will take away global best practices, fresh ideas and customised solutions for implementation back in their organisations.

HR Masterclass Series is committed to being a trusted learning partner of HR practitioners throughout Asia.

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