

HR ANALYTICS FOR BUSINESS PERFORMANCE

An intermediate course to further develop and enhance your strong analytics foundation



HONG KONG

8-9 NOVEMBER 2018

Book now to save much more off the Regular Price!

Course takeaway for all delegates:

Complimentary one-time post-workshop HR Analysis and Dashboard service

Learn How To

1. Understand the basic building blocks, end-to-end value chain and maturity curve of HR Analytics
2. Practise your understanding of metrics design for business use
3. Diagnose and formulate HR strategy using the HR Lifecycle Framework
4. Explore key statistical concepts and apply analysis results to guide problem solving and decision making
5. Solve various HR and business challenges using analytics techniques
6. Build your own interactive dashboard for better illustration and engagement with key business stakeholders
7. Develop measurement map for HR metrics design
8. Apply key learning points to analyse data and develop a comprehensive HR strategy

About Your Course Trainer



Awie Foong, PhD

Co-Founder and Principal, FYT Consulting based in Singapore

- Highly experienced trainer, speaker and consultant in HR analytics, speaking regularly at HR management and analytics events
- Served as an Associate Director at Aon Hewitt Consulting's Talent and Rewards practice, as well as practitioner in global HR strategy at Abbott Laboratories
- Led the formation and establishment of the HR Strategy and People Analytics Centre of Excellence (COE) for a Fortune 200 multinational healthcare company with over 60,000 employees worldwide
- Expert areas include HR analytics, talent strategy, strategic workforce planning, employee engagement and talent development etc.

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*

"Many practical skills were taught during the course, and the guide to creating a dashboard met my expectations. Awie was also an extremely effective trainer – full marks for him!" – *HR Services Manager, HK Electric*

"Very satisfied with the course and trainer as I learnt many new Excel skills and how to create an interactive dashboard. Awie is indeed a subject matter expert and is really passionate about the topic." – *Senior Manager, WTT HK*

Companies That Have Benefited From Awie's Expertise

- Agilent Technologies
- AIA
- ALSTOM Transport
- Bank of America Merrill Lynch
- Bank of China
- BHP Billiton
- Boehringer Ingelheim
- British Council
- Brother International
- Canon
- Charles & Keith
- City Super Hong Kong
- Continental Automotive
- Dairy Farm International Holdings
- DHL Express Hong Kong
- Federal Express
- Genting
- HK Electric
- Infineon Technologies Asia Pacific
- Jobs DB
- Kerry Ingredients
- Korn Ferry
- Li & Fung Trading
- Mattel
- Nanyang Technological University
- National Trades Union Congress, Singapore
- Nestle
- Roche Services
- SAP
- Shanghai American School
- Shangri-La Hotels & Resorts
- Siemens
- Singapore Public Service
- United Parcel Service
- Wing Tai Asia
- WTT Hong Kong

And many more organisations around the world in both the private and public sectors

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Why You Should Attend

"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 and Development (CIPD), 2015*

Much has been said about the potential of data analytics in augmenting and improving decision-making process. In recent years, HR analytics has also gained significant buy-ins from senior executives.

However, not many organisations are doing it right due to a combination of technical, cultural and capability factors. One of the key factors is the lack of analytics talents among the HR team. While organisations may utilise external contractors to jump start their analytics journey or work on specific analytics projects, the potential of HR analytics can only be sustainable if the organisation is able to build such capabilities internally.

Led by Awie Foong, an analytics expert who has comprehensive in-depth knowledge of the region, this two-day intermediate course is designed to provide a conceptual and practical overview of HR analytics by building on the previous one-day foundational course. It is also targeted at HR practitioners who have prior foundational knowledge of HR analytics and would like to optimise it for business use. The workshop focuses on the design principles of HR metrics, the various techniques and statistical concepts involved to construct a solid analytics framework, as well as the attractive presentation of data to senior management on dashboards.

Through various case studies and interactive hands-on exercises, delegates will be able to understand the rationale of developing HR analytics, effectively communicate business value to senior management, and witness how dashboards can serve as a powerful tool for maximum business impact.

Who Should Attend

Directors, Managers, Team Leads and Executives in the following functions:

- Human Resources
- HR Metrics and Analytics
- HR Information Systems (HRIS)
- HR Business Partners
- Compensation and Benefits
- Organisational Design
- Workforce Planning
- Human Capital Management
- Talent Management

All other professionals who have foundational knowledge of HR analytics and want to further develop and maximise their skills for business use

Course Outline – Day 1

8.45 am Registration

9.00 am Introduction, Networking and Grouping

1. What is HR Analytics?

This session provides a general introduction of the concept of 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.

2. Guiding HR Analytics: HR Analytics Value Chain, Roadmap and Maturity

What does it take to progress along the maturity curve? This segment provides an understanding of the end-to-end HR analytics value chain and the roadmap to build HR analytics capabilities and function within an organisation.

This segment will also focus on the key components of sustainable HR analytics, including:

- Data as the key ingredients for analytics
- Tools and technology for HR Analytics
- Analysis framework to conceptualise problem statement and hypothesize relationships
- The people, cultural and leadership elements of HR analytics

Group Exercise and Discussion: HR Analytics Maturity Model

10.30 am Break

11.00 am 3. Key Concepts & Principles – Winning Formula of Analytics

The key to successful analytics is the ability to define the right problem and take the right analytics approach based on the characteristics of the problems. This segment focus on the all important sensemaking theory to help participants understand the complexity of HR problems, and how to take different analytics approaches for different problem domains.

Case Study:

(A) The winning formula Analytics (7-Eleven Japan)

(B) What's the problem? (Moneyball: The amazing story of Oakland Athletics)

12.30 pm Lunch

1.30 pm 4. Translating Data to Insights

Interdependencies of HR Metrics

No HR metrics should be treated in isolation, no matter how important those metrics are. Therefore, it is essential to have a comprehensive and holistic understanding of the entire HR lifecycle, and how different HR functions are inter-connected when analysing HR data.

This segment introduces the HR Lifecycle Framework and the inter-connectedness among the different HR functions. It also aims to provide an understanding of the external operating environment and its impact to HR strategy and practices. The HR Lifecycle Framework provides a comprehensive and structured approach to HR Analytics in all types of organisations.

Case Study: Connecting the HR functions along the HR lifecycle to diagnose and formulate HR Strategy (A leading brand in the Fast Moving Consumer Goods sector)

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HR Metrics: Understanding what matters & why

There might be no shortage of established HR metrics, and many organisations monitor and track a large number of metrics diligently. However, how do we know which metrics really matter? This segment aims to equip delegates with the key principles to metrics design, including the outside-in approach to identify and prioritise HR metrics.

Case Study: The HR metric that drives the company's bottom line (A US regional airline company)

Group Exercises: Measurement Map: Creating a causal chain of evidence

2.30 pm

Break

3.00 pm

5. Statistical Analysis Concepts for Business Users

Statistical Analysis & Concepts

This segment aims to provide an understanding of the key statistical concepts illustrated through case stories (it is not meant to be a technical statistics class). This segment will introduce the key statistical concepts to raise awareness so that delegates are able to interpret and ask the right questions when they are presented with analysis results; and apply these results to augment problem solving and decision making.

Case Study: Correlation is not causation: The story every analyst should know (General Motors)

6. Analytics Techniques to Connect-The-Dots

Descriptive & Inferential Analysis

This segment focuses on a number of common analysis techniques, including trends analysis, driver analysis, cluster analysis and how these techniques might be applied to common HR issues like turnover analysis, employee engagement, Human Capital ROI etc. Delegates will also be presented with data analysis functions in MS Excel and go through guided exercises.

Case Studies:

A) The analytics behind the science of talent acquisition (Google)

B) Employee engagement drivers analysis (A manufacturing facility in Singapore)

Individual Exercises: Multiple exercises to practice descriptive and inferential analysis with a number of HR datasets (Computer-aided exercise including Pivot Tables, Correlation Analysis, Regression Analysis) (MS Excel version 2010 or later is required)

5.00 pm

End

Course Outline – Day 2

8.45 am Registration

9.00 am 7. Recap of Day 1

8. Visualisation of HR Analytics

A picture paints a thousand words. The ability to present data and information with engaging visualisation would greatly improve the effectiveness of communication. This segment extends the discussion in the morning session about the key components of HR Analytics, and focuses specifically on the visualisation element. Delegates will learn some important visualisation techniques in relation to the types of common HR metrics. This segment also aims to equip delegates with some essential skills to create an Interactive Dashboard with MS Excel.

Class Exercise: Build your own dashboard (Computer-aided exercise; MS Excel is required). Delegates will be given a dataset and guided to build an Interactive Dashboard using the data provided

11.00 am Break

11.30 am 9. Business Case (Group Exercise)

Delegates are to work on the following business case solutions in groups. They are required to study the context of the business case and identify issues or problems faced by the organisation. Delegates will analyse the dataset and dashboard from the previous exercise to derive a number of relevant HR metrics and address the issues identified in the business case. Each group will take turns to present their analysis and findings. The exercise will be facilitated.

Part-A: Understanding case description and defining problem statement

12.30 pm Lunch

1.30 pm 9. Business Case (Group Exercise) (Continued)

Part-B: Calculating Human Capital Flow Metrics

Part-C: Incorporating Employee Engagement Survey data

Part-D: Addressing Future Business Challenges and Developing HR strategy

3.15 pm Break

3.30 pm 9. Business Case (Group Exercise) (Continued)

Part-E: Group Presentation and Role Play

10. Recap/Q&A

The facilitator will recap the discussions and key learning points throughout the whole program, provide a summary as key takeaways, and conduct the final round of Q&A.

5.00 pm End



Register Now

HR Analytics for Business Performance	
Location	Hong Kong
Dates	8-9 November 2018
Price Per Person	<p>Pre-Early Bird: HKD 10,888 (on or before 17 September)</p> <p>Early Bird: HKD 12,000 (on or before 8 October)</p> <p>Regular Price: HKD 15,000 (after 8 October)</p>
Group Discount	10% off for Group Registrations of 3 delegates or more
Important Things to Note	MANDATORY: This is a computer-aided course. All delegates are required to bring along their own Windows laptops to participate in Microsoft Excel data analysis exercises.
Contact Person	<p>Seraphine Neoh Senior Project Manager Tel: +65 6423 0329 Email: seraphinen@humanresourcesonline.net</p>
Amendment/ Cancellation Policy	<ol style="list-style-type: none"> 1. All bookings are final and must be accompanied by immediate payment. 2. Should you be unable to attend, a substitute delegate is welcome at no extra charge. 3. HR Masterclass Series cannot provide any refunds for cancellations. 4. HR Masterclass Series reserves the rights to alter the programme without notice, including the substitution, amendment or cancellation of trainers and/or topics. 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.

About HR Masterclass Series

As the training division of *Human Resources*, HR Masterclass Series takes a proactive role in organising a regional series of public and in-house training courses across Asia. Together with our conferences and awards shows, these courses form part of a complete suite of events specifically tailored for senior HR professionals.

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.

Past HR Masterclass Series Delegates were from:

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- ASTRO Malaysia
- Bank Negara Malaysia
- Boehringer Ingelheim
- Brother International
- Canon
- CapitalLand
- Cathay Pacific Airways
- Continental Automotive
- DHL
- DSO National Laboratories Singapore
- Ecolab
- Emery Oleochemicals Malaysia
- Ericsson
- Federal Express
- Fuji Xerox
- Fujitsu Asia
- Gamuda
- Genting Malaysia
- Great Eastern Life Assurance
- Gucci
- Hilton Hotels & Resorts
- HK Electric
- Hong Kong Broadband Network
- Hong Kong Jockey Club
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- Li & Fung Trading
- LVMH Perfumes & Cosmetics Asia Pacific
- Malaysia Airlines
- Malaysia Airports Holdings
- Malaysian Institute of Accountants
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- Sands China
- Schneider Electric
- Sime Darby
- Singapore National Eye Centre
- Singapore Press Holdings
- SMCP Hong Kong
- SMRT Corporation
- StarHub
- Telekom Malaysia
- Tenaga Nasional Berhad
- The Walt Disney Company
- United Overseas Bank (UOB)
- Volvo
- WorleyParsons
- WTT Hong Kong
- Yokogawa Engineering
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