HR ANALYTICS FOR BUSINESS PERFORMANCE

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

SINGAPORE
25-26 MARCH 2019

KUALA LUMPUR
28-29 MARCH 2019

Book now to save much more off the Regular Price!

MALAYSIA: UP TO RM 2,600 CLAIMABLE under HRDF – SBL scheme
See Page 7 for more details.

Course takeaways for all delegates:
Complimentary one-time post-workshop HR Analysis and Dashboard service

LEARN HOW TO

1. Recap 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. Utilise HR metrics in analysing and solving real-world business problems
8. Apply key learning points to calculate metrics, analyse data and develop a comprehensive HR strategy

HR Masterclass Series is brought to you by *Human Resources*
www.hr-masterclass.net
Contact: [Singapore] Renamel Torres | +65 6423 0329 | renamelt@humanresourcesonline.net
[Kuala Lumpur] Reggie Ola | +65 6423 0329 | reggieo@humanresourcesonline.net

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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.

- Fluent in multiple languages including English, Mandarin, Malay and Cantonese

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*

"Awie has a very in-depth understanding of data analysis and was able to explain why it is important and applicable to us." *– Head of Human Resources, Wing Tai Clothing Sdn Bhd*

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

"The trainer delivered a great course with many useful case studies. Overall a very good event!" *– HR Director, Antah Schindler Sdn Bhd*

COMPANIES THAT HAVE BENEFITED FROM AWIE'S EXPERTISE

- AmBank Malaysia
- Antah Schindler Sdn Bhd
- Boehringer Ingelheim
- Brother International
- Civil Service College, Singapore
- Continental Automotive
- CPA (Certified Public Accountants) Australia
- Ecolab
- Federal Express
- Frasers Centrepoint
- Golden Screen Cinemas Sdn Bhd
- Great Eastern Life Assurance

- Information and Knowledge Management Society
- Korn Ferry
- Nanyang Technological University
- NTUC Learning Hub
- Pahtama Group, Myanmar
- Pos Malaysia
- Sembcorp Design and Construction
- Sime Darby Plantation
- Singapore Institute of Management
- Singapore Polytechnic
- Singapore Public Service
- SMRT Corporation

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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 want to lay a solid comprehensive foundation right at the start of their HR analytics learning journey.

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TIME	AGENDA
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 Discussion:* Key barriers to sustainable analytics
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 Studies:* (A) The winning formula Analytics (7-Eleven Japan) (B) What's the problem? (Moneyball: The amazing story of Oakland Athletics) *Group Discussion:* Problem definition – What's your problem? **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)
1.00 pm	**Lunch**

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2.00 pm	**5. 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
3.00 pm	**Break**
3.15 pm	**6. 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) **7. 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 Data Manipulation, Pivot Tables, Correlation Analysis, T-Test, Regression Analysis) (MS Excel version 2013 or later is required)
5.00 pm	**End**

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TIME	AGENDA
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 and infographics (Computer-aided exercise; MS Excel is required). Delegates will be given a dataset and guided to build an Interactive Dashboard using the data provided (Note: The same dataset will be used for the subsequent Business Case exercise).
10.30 am	**Break**
11.00 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
1.00 pm	**Lunch**
2.00 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
3.00 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**

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Location	Singapore	Kuala Lumpur
Dates	25-26 March 2019	28-29 March 2019
Price Per Person	**Pre-Early Bird:** **SGD 2,000** **(on or before 11 February)** **Early Bird:** **SGD 2,300** **(on or before 25 February)** **Regular Price:** **SGD 2,800** **(after 25 February)** ***Excluding GST**	**Pre-Early Bird:** **USD 1,100** **(on or before 11 February)** **Early Bird:** **USD 1,500** **(on or before 25 February)** **Regular Price:** **USD 1,900** **(after 25 February)**
Contact Person for Registration and Group Discounts	**[Singapore]** **Renamel Torres** Project Manager Tel: +65 6423 0329 Email: renamelt@humanresourcesonline.net	**[Kuala Lumpur]** **Reggie Ola** Project Manager Tel: +65 6423 0329 Email: reggieo@humanresourcesonline.net
Important Things to Note	**MANDATORY: This is a computer-aided course. All delegates are required to bring along their own Windows laptops with MS Excel version 2013 or later to participate in Microsoft Excel data analysis exercises.**	
Rebates under Government Schemes	**Malaysia** – Under the Human Resources Development Fund (HRDF), registered employers can claim rebates for trainings conducted by an overseas trainer/ training provider. For more information, please visit http://www.lighthousemedia.com.sg/HRMY_HRDF.pdf	
Amendment / Cancellation Policy	1. All bookings are final. 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.	

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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:

- ABB
- AEON Credit Service
- AirAsia
- Alliance Bank Malaysia
- Allianz Insurance
- AstraZeneca
- ASTRO Malaysia
- Bank Negara Malaysia
- Bumi Armada
- Canon
- CapitaLand
- Carrier International
- DHL
- DSO National Laboratories Singapore
- Ericsson
- FMC
- Fuji Xerox
- Fujitsu Asia
- Gamuda
- Gucci
- Hilton Hotels & Resorts
- Hong Kong Jockey Club
- International SOS
- Kantar Health
- Malaysia Airlines
- Malaysia Airports Holdings
- MasterCard
- Maxis Mobile

- McCann Erickson
- MediaCorp Singapore
- National Australia Bank
- NetApp
- NCS
- PETRONAS
- Prudential
- S P Setia
- Sands China
- Schneider Electric
- Sime Darby
- Singapore National Eye Centre
- Singapore Press Holdings
- SMCP Hong Kong
- SME Bank Malaysia
- StarHub
- Suntec Singapore
- Telekom Malaysia
- Tenaga Nasional Berhad
- The Walt Disney Company
- Tune Hotels
- United Overseas Bank (UOB)
- VADS Berhad
- Volvo
- WorleyParsons
- Yale-NUS College
- Yokogawa Engineering
- Zurich Insurance

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