



HR Analytics Leader

LEARNING OBJECTIVE:

- Be able to lead an HR analytics team or develop an analytics function from scratch.
- Acquire the relevant knowledge to coordinate and communicate with stakeholders such as data analysts, IT and other specialists.
- Learn about the various applications of analytics and develop an internal business case for your organization.
- Learn the basics of the ETL (extract,transform, load), analytics, statistics,and data mining process.
- Know where to extract (HR) data,common data formats, tools, and how to work with data.
- Learn the basics of HR data and how HR adds value through analytics.
- Acquire detailed knowledge of every step in the 'HR Analytics cycle' and learn to manage the process from front to back.

WHAT YOU WILL LEARN:

MODULE 1: INTRODUCTION TO HR ANALYTICS

► 1: HR Analytics 101

- Understand the characteristics of HR analytics
- Explain the strategic focus for HR analytics
- Describe several problems facing HR analytics

► 2: Challenges within HR Analytics

- Understand whether HR Analytics is big data
- Describe common pitfalls of HR Analytics project
- Explain how to solve problems with HR Analytics

► 3: Skillsets

- Describe the 5 most important skills required
- Understand the skills needed in a HR analytics team



Mildain Solutions

- Explain the skillsets needed in different stages of the HR analytics process

► Bonus: Skillset Assessment

MODULE 2: CONSULTING THE BUSINESS

► 4: Challenges

- Describe the major challenges facing HR analytics
- Understand the future of HR analytics
- Explain how HR analytics will solve these challenges

► 5: Maturity

- Understand the HR analytics maturity model
- Explain employee life cycles and employee experiences
- Describe performance- and succession management

► 6: Agile HR Analytics

- Explain the people analytics cycle
- Understand the agile framework
- Connect agile principles with HR challenges

► 7: Start with a Question

- Understand strategic business concerns
- Explain which HR challenges should be prioritized
- Describe how to find a relevant issue

MODULE 3: BUILDING THE BUSINESS CASE

► 8: Variables

- Explain the effects between (in)dependent variables and control variables
- Describe the impact of a moderator variable
- Understand how a mediator can affect the outcome

► 9: Proving Analytics' Value by using the HR Value Chain

- Understand how the HR Value Chain works
- Describe how the HR Value Chain can be used to achieve business outcomes from HR
- Explain how HR processes work in conjunction with HR outcomes and organizational outcomes



► 10: Applying the HR Value Chain in Real Life

- Describe how you should start with a relevant business challenge
- Understand what the first steps are after defining the business problem
- Explain how you can create measurable and impactful metrics to measure HR effectiveness

► 11: Examples of Analytics Cases

- Describe factors that drive employee turnover
- Explain the link between engagement and performance
- Understand the principles that drive absenteeism

► 12: Building the Business Case for HR Analytics

- Understand the link between diversity and innovativeness
- Explain the relationship between innovation and revenue
- Describe how education does not translate into leadership

► Bonus: How Diversity Makes Teams More Innovative

- Understand the link between diversity and innovativeness
- Explain the relationship between innovation and revenue
- Describe how education does not translate into leadership

► Bonus: Interview Alec Levenson

- Understand how to prioritize HR analytics projects
- Explain the competitive edge HR analytics brings
- How to add value to the organization as an HR analyst

[MODULE 4: HR DATA](#)

► 13: Implementation

- Understand how to manage data and automate it
- Describe the importance of a pilot analysis
- Explain capability & compliance building of HR analytics

► 14: HR Data I

- Describe what HRIS is not
- Explain the different tools HR analytics can use



Mildain Solutions

- Understand the advantages of data warehousing

► 15: HR Data II

- Describe what HR reporting is useful for
- Explain the different tools HR analytics can use
- Understand data cubes and late arriving data

► Bonus: Q&A

- Understand why HR analytics is not fully adopted yet
- Describe the costs of HR analytics implementation
- Explain how you can identify the right data to answer your HR analytics questions

MODULE 5: DATA CLEANING & HR METRICS

► 16: Data & Metrics

- Explain the purpose of HR metrics/data
- Understand the three categories of performance
- Describe the performance of several HR operations

► 17: Efficient Metrics

- Describe the analytics ascendency model
- Understand when metrics are inefficient
- Explain why efficient metrics should be automated

► 18: Data Cleaning

- Create several descriptive statistics in R
- Understand how to clean HR data in R
- Transform HR data into plots and graphs in R

► 19: Creating HR Metrics

- Understand the four group levels within organizations
- Explain how to create the link between CSFs and KPIs
- Describe how to transform strategic goals to HR metrics

MODULE 6: STATISTICS IN HR

► 20: HR Analytics Maturity



Mildain Solutions

- Explain the link between complexity and maturity
- Understand the four different maturity levels
- Describe what is needed in each maturity level

► 21: Correlation Analysis

- Understand the characteristics of a correlation analysis
- Utilize SPSS to do a correlation analysis
- Explain how control variables influence a correlation

► 22: Regression Analysis

- Understand the characteristics of a regression analysis
- Utilize SPSS to do a regression analysis
- Learn how to add control variables in a regression

► 23: Data Before Hypothesis?

- Understand the common pitfalls of data
- Describe the confusion matrix
- Explain how data will be used in the future

MODULE 7: REPORTING INSIGHTS

► 24: Predictive Analytics

- Understand how predictive analytics work
- Describe the use of machine learning in HR analytics
- Explain the difference between predictive & regression analyses

► 25: Reporting & Advising

- Describe the 4 rules of reporting HR analytics
- Understand the mindset in reporting HR analytics
- Explain the importance of data visualization

► 26: Data Visualization

- Understand why design is important in reporting
- Explain how to put insights into perspective
- Describe the basic principles of information design



Mildain Solutions

► **Bonus: Interview Max Blumberg**

- The role of data scientists within HR analytics
- The best use of HR analytic software
- Explain the future of HR analytics