Learn. Internalize. Apply

APPLYING HR METRICS AND ANALYTICS FOR DECISION-MAKING WORKSHOP

DATE: 27TH – 31ST JANUARY 2020

VENUE: NYALI SUN AFRICA BEACH HOTEL & SPA

COST: KSHS 87,500 EXCLUDING VAT PER PERSON

NITA APPROVAL: NITA/TRN/916

INTRODUCTION

Adopting HR Metrics and Analytics to improve HR decision making is the hottest topic for HR professionals today. Early adopters of HR analytics create a people advantage for their organizations. There are pioneer organizations that have implemented such data-driven approaches to make better people decisions which set themselves apart from their competitors. However, there are insufficient HR professionals who are able to perform this function effectively. This view is backed by a recent study which found that only three percent (3%) of HR practitioners can perform advanced multivariate analyses. HR metrics and analytics is changing the business landscape rapidly. It is the systematic collection, analysis, and interpretation of data designed to improve decisions about talent and the organization. The emergence of a data-driven HR function holds new opportunities for professionals and organizations who embrace them. Data-driven HR starts by defining and implementing the right HR metrics. Metrics help determine the efficiency and impact of the workforce and the HR department itself. This course equips participants to develop HR metrics, implement them and align them with to organizations' strategy. Participants will learn to determine which metrics are relevant to strategic business goals and how to implement those successfully. Because of the practical applicability of the course, delegates will be able to immediately apply newly acquired skills in their respective organizations.

HR metrics and analytics is analysis employed to make better decisions about all aspects of HR strategy with the aim of significantly scaling up business performance. It is both a strategic and operational concept that enables organisations to understand key aspects of workforce performance using data and evidence. It is a growing discipline that continues to gain considerable traction across the profession, but survey data has shown that the capability to

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conduct HR analytics remains low. Organisations which follow good practice should have up to date, clearly defined data which is robust and of high quality, and which is used in a consistent way by skilled experts able to complete analytics activity and communicate it to business and HR stakeholders in regular and accessible reports. This training course is designed to give participants the opportunity to explore the necessary thinking and approach to deal with the challenges of sustaining an evidence-based approach. For most HR professionals, the evidence-based approach represents a fundamental shift in their business roles, but it provides them with an opportunity to become strategic partners in business decision-making. The HR function should be a high-value-add in organisations playing a vital role in developing and implementing corporate strategy. It should be proactive and more effective strategic partner in organisations rather than a purely administrative function. Consequently, the HR function must develop its ability to measure how HR decisions affect organisations and how the decisions taken by the organisation affect human capital. This is achieved by developing HR metrics and analytics which anchor HR function as a strategic partner. The course is crafted to consider the type of HR policies that are aligned to implementing decisions reached using the HR metrics and analytics.

This course prepares participants to determine the HR metrics that align with their organisations' strategic objectives. This training expounds on the characteristics of high-quality data and equips delegates to find and collect that data, inside or outside their organizations. It provides a high-level introduction to common analysis techniques and some mistakes to avoid when interpreting data, or when assessing reports and interpretations offered by others. In the final section of the course, participants will learn to take the results of data collection and analysis and communicate the findings in a compelling manner so that change follows. HR Metrics are data based on historical performance and are useful in measuring progress, but they do little to help you make decisions that will change the future. On the contrary, HR Analytics is the use of data to explain why some workers are high performing, what truly motivates people to work harder, what training courses deliver the most value to the Organization and much more. Technology is available to facilitate HR Professionals to develop HR analytics and make key predictive decisions. This course teaches HR professionals how to leverage HR analytics and data to deeper understanding of your workforce and improve the quality and credibility of HR organisational insight and decision-making, with this five-day course.

OVERALL WORKSHOP OBJECTIVE

The training aims at bringing together HR professionals and equip them with tools to drive organisational change around human capital activities by linking evidence-based data to business strategy and performance. The overall objective of this course is to empower HR professionals on how to apply HR metrics and analytics to a broad spectrum of human capital activities and linking them to workforce analytics. It involves use of practical equations and analysis of the context and how they assist business with supporting its strategies and ensure HR is perceived as a credible business partner and adding value overall. Our HR Metrics and Analytics workshop provides

delegates with the tools and skills to identify the information they need, understand it and use it to make meaningful recommendations and decisions in their workplace.

SPECIFIC OBJECTIVES OF THIS TRAINING

After completing this five-day training, participants will be able to apply the concepts, theory and best practices in HR metrics and analytics. By the end of this training, participants should be able to:

- Describe the evolution of HR metrics and analytics
- Understand the HR's role in corporate strategy
- Support and design HR metrics and HR strategy Maps for strategic outcomes Know the different types of metrics and understand their respective application and impact
- Determine which HR metrics are relevant in achieving organization's goals and which are not
- Be able to implement HR metrics within the organization
- Understand the connection between HR metrics and HR analytics
- Know how to compose an HR scorecard and benchmark your HR metrics
- Undertake problem analysis and decision-making
- Apply technology in workforce analytics
- Implement successful change management
- Use data for improved daily people management
- Understand what is going on that affects the Human Capital of an organisation
- Drive strategic change rather than react to it
- Utilise the HR Metrics and Workforce Analytics Model to link human capital results and activities to business performance
- Identify ways to benchmark performance and create standards
- Avoid the potential misuses of metrics
- Defining the roles, capabilities, and structures required to maximise analytics effectiveness.

BENEFITS TO YOUR ORGANISATION

Training is an investment in the future of your organisation and employees in which the payback is immediate. Building skills and improving knowledge in HR metrics and analytics helps your company stay ahead of the pack and execute its mandate. There is this ancient *Chinese proverb that says: "Give a man a fish and you feed him for a day. Teach a man to catch fish and you feed him for a lifetime."* There is this anonymous quote that *"I believe that the data will set you free. At the end of the day, it is about how do you turn those pieces of information into insights that will improve business by Steven Rice – Juniper Networks."* This training is one of the building blocks for developing a solid culture of using HR analytics in a way that it impacts positively your organization with:

- A more proactive approach for Linking HR and business strategies

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- Tools for assessing organisational readiness for analytics initiatives
- Ability to build the business case for HR analytics
- Ability to demonstrate the credibility and value added by HR
- The use analytical insights to improve talent management processes
- Development of the criteria for selecting between strategic and tactical analytics initiatives

TARGET GROUP

This workshop is suitable to HR Professionals in organisations who would like to develop the role of HR within their organisations, those tasked with providing HR data to support strategy development and delivery and senior managers who want to understand how they can deliver strategic and organisational change in their organisations - and use HR support to achieve it. This course is ideal for experienced HR professionals and HR leaders participating as strategic partners in their organizations. It is also excellent for anyone in HR seeking to become more adept at collecting and using quantitative data for decision making.

The target group includes, but not limited to:

- ✓ C-suite Executives
- ✓ Human Resources Directors who would like to strengthen their position in the boardroom
- ✓ General Managers in charge of HR
- ✓ Mid-level HR professionals with three to seven years of HR experience or HR Specialists looking to gain insight into HR its measurement of outcomes and how HR output supports the business through facts and insight
- ✓ HR professionals who need a greater understanding of the drivers of business performance
- ✓ HR professionals who want to communicate with business leaders around financial metrics
- ✓ HR professionals who support business leaders
- ✓ Organizational leaders who need meaningful data to inform decision-making
- ✓ Emerging leaders and managers responsible for employee

performance, management and engagement
- ✓ Human Resource professionals developing organizational programs and best practices
- ✓ IT professionals with an interest in HR data to achieve organisational objectives
- ✓ Organization Development professionals will learn how to identify attributes of high performing employees
- ✓ Recruiters will have tangible factors on which to decide whether candidates go forward or not
- ✓ Hiring Managers can expect less training time and faster ramp-up time of new hires.
- ✓ Co-workers will observe and appreciate new employees who fit the job and culture.
- ✓ Compensation professionals will design very effective incentive plans based on statistically proven skills and behaviors.

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- ✓ Trainers will be able to identify or design training programs that have the most leverage on improving business performance.
- ✓ Financial stakeholders wishing to quantify the potential value of their workforces
- ✓ Strategic planners seeking to align market and environmental needs with required workforce capability

- ✓ HR Business Partners & Senior HR Business Partners
- ✓ HR Managers
- ✓ Planning and Audit Managers
- ✓ Business Analysts
- ✓ HR Heads
- ✓ Department Managers
- ✓ Risk Managers
- ✓ Team Lead/Managers
- ✓ HR Supervisors
- ✓ workforce planning analysts

OUR TRAINING METHODOLOGY

This training employs a stimulating, exciting and creative approach that engages and challenges the learner. Our training approach is unique and is intelligently designed to deliver the expected outcomes of this course. It is based on consistent, sound and proven training framework that we have perfected over time. Our training approach is interactive and enhances participation, understanding and absorption of innovative ideas and habits. The sessions will focus on the concepts, theory and practice of HR metrics and analytics. We start by considering the evolution of HR metrics and analytics, then employ sets of carefully selected exercises designed to enhance participants' understanding of the practice of HR metrics and analytics. The exercises will highlight existing HR analytics challenges being faced within organisations. The exercises will be highly though provoking and moderately challenging, but fun to carry out in such a way that participants will learn without feeling the mental discomfort associated with learning. In addition, participants will be required to summarize their learning experiences in a brief statement or presentation to help reinforce their learning achievement and celebrate their accomplishments.

We aim to deliver an outstanding and interactive learning experience to your participants. Our training approach encompasses lecturers combined with group exercises, case studies, role play coupled with examples from organisations that are deliberately included to reinforce the learning of HR metrics and analytics as presented throughout the training. We employ the latest interactive training and group training techniques to deliver an unforgettable learning experience. We adopt an approach that allows participants to share their experiences in each session. In addition to power point presentations and handouts, participants will take home a CD with more additional reference material. Our resource persons are top-notch executive trainers with more than ten (10) years' experience each. Participants will be grouped into teams to undertake practical learning exercises. Our training methodology will be a combination of the following approaches:

- i. Presentations through lecturing, Group Exercises & Demonstrations
- ii. Case Studies (Group discussions and Presentation) to enable interactions between the

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facilitators and the participants and among participants.

iii. Discussions on topical issues arising from the various sessions and during the scheduled plenary discussions.

iv. Citation of real case scenarios to enhance understanding of the core concepts, issues and training strategies

v. Role play, Games & Hands-on exercises

DGMB will deploy and use modern teaching aids aimed at making the training more exciting, inspiring and interesting. The teaching aids are numerous and will serve different purposes. We have found the following teaching aids to be very effective in capturing the imagination of the trainees- *Overhead transparencies (Coloured power point slides), demonstrations & handouts.*

COURSE DURATION

The course duration is **five (5) days** that will run as per our proposed course content below. The length of the training is adequate to cover the entire course. Over the duration of the training, participants will learn the strategic value of HR metrics and analytics to their respective organizations.

COURSE CONTENT:

Our training program on attaining excellence in administrative skills, is detailed, innovative, and value for money to delegates. Our course is applicable across all industries and sectors of the economy. Our detailed contents of this five -day intensive training is shown below:

Day One: Human Capital Management
- The context for HR and Strategic Business Planning
- Corporate Social Responsibility and Human Capital Management
- The difference between HRM and Personnel Management
- The new shape and function of tomorrow HR departments

Day Two: Metrics and Analytics: What should be measured?
- The effectiveness of the HR function and HR headcount ratios
- Administrative cost per employee and Time to fill vacancies
- Filling the skills gap and Satisfaction surveys
- Internal Frameworks, Morale, Motivation and Investment
- Long-Term Development, External Perception, External Frameworks and Human Capital Strategy, Acquisition and Retention, Learning and Development, Primary and Secondary Indicators and the use of narrative

Day Three: Creating a Positive Working Environment
- The Softer Side of HR and Avoiding a blame culture
- The Relationship between HR and the Line and The New Roles in the HR Function

Day Four: Driving Organizational Change: Connecting HR Metrics and Analytics

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

Day Five: Driving Organizational Change: Connecting HR Metrics and Analytics

- Employee Motivation, Empowerment and Accountability
- Performance Management: The four-stage process – agreeing objectives, feedback, coaching and appraisal
- Conclusion and Action Planning

YOUR INVESTMENT

We shall offer this training at a professional fee of **Kshs 87,500 per person excluding VAT**, for the entire duration of the course. This fee will cover the following:

- ✓ Curriculum development
- ✓ Course preparations
- ✓ Training delivery
- ✓ Take-home materials
- ✓ End-of-training evaluation

- ✓ Training Report
- ✓ Group photo
- ✓ Conference venue
- ✓ Lunch and Tea/Coffee
- ✓ Certification

However, participants will cater for their transport and accommodation expenses.

ADMINISTRATION DETAILS

Dates: 27th – 31st January 2020   Time: 8:00 a.m. – 5:00 p.m.
Venue: Nyali Sun Africa Beach Hotel & Spa   Attire: Smart Casual
For enquiries or registration call **David or Caroline** on:0722352680/0717968342. Alternatively send email to: training@dgmbtraining.co.ke or dgmbfinance@gmail.com

PRE-REQUISITES

No prior detailed knowledge of HR metrics and analytics skills is required.

TESTIMONIALS FROM PARTICIPANTS

1. "Given the knowledge and skills possessed by most participants, such a course is very relevant as it helps to link strategic planning and budgeting more effectively given work experience. It's relevant in this era of devolution. The course gives clarity." - *Grace Mbera – Postal Corporation of Kenya.*
2. "The seminar was beneficial". *Erick Korir – National Social Security Fund.*
3. "You are moving in the right direction. Keep on!" *Anastasia N. Murigi – National Hospital Insurance Fund.*

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4. "You have done a fantastic job. Keep it up. The booklet has adequate content and the CD very nice". *Clifford N. Nzioka – Kenya National Highways Authority.*

5. "The course was very objective and fitted well within my required mandate at my company. I got new and compelling ways to enhance my performance with regard to strategic planning, budgeting and forecasting. In overall, the course was extremely relevant and useful to my daily undertakings". *Nicholas Omenya – Kenya Electricity Generating Company.*

6. "Keep up the good work". *Martha Ndichu – National Social Security Fund.*

7. "The course is very important to managers, planners and accountants. It provides good guidance in running the organization". *Molline Otieno –Siginon Aviation Limited*

8. "The course is very relevant – suggest to our organization that the content is useful, and accountants can benefit". *Halima Sheikh - National Hospital Insurance Fund.*

QUALITY ASSURANCE

DGMB Training Solutions Ltd strives to provide you with the most productive, effective and value for money training experience possible. If after completing the course you feel there is some way we can improve, please write your comments on the evaluation form provided upon your arrival.

TERMS AND CONDITIONS

Disclaimer: All registrations are subject to session availability. All speakers, sessions and prices were confirmed and correct at the time of printing. DGMB Training Solutions Limited reserves the right to change speakers and program details as required in addition to making changes to the schedules, venue or cancel the event altogether.

Privacy notification: DGMB Training Solutions Limited respects the privacy of individuals, their sponsors, Organizations and acknowledges that the information you provide on registration form is confidential and third parties would not have access to. DGMB Training Solutions Limited collects this information for purposes of processing your registration and providing you information (via email and/ or mail) on upcoming events, specific products and services provided by or associated with DGMB Training Solutions Limited. Kindly register by 5pm, two working days prior to the training to enable us to cater for your course materials and catering requirements.

Notice of withdrawal: Unless written notice of withdrawal is received before the closing date of the programme, the full fee is still due in the event of non-attendance. However, DGMB Training Solutions Limited accepts replacement(s) or substitution, made in writing, prior to the commencement date of the Seminar. However, no substitution of participant(s) is allowable after the commencement of the training.

CERTIFICATE OF PARTICIPATION

Participants will be awarded certificates after completing this course.

TRANSPORT AND ACCOMMODATION

Participants will cater for their own transport and accommodation.

HOW TO PAY

1. Issue Cheques in the name of "DGMB Training Solutions Ltd" or
2. Remit the Training fees via RTGS or Electronic Funds Transfer (EFT) to our Bank, the details are: - Account Name: - DGMB Training Solutions Limited, Bank: Cooperative Bank of Kenya, Branch: City Hall Branch, Nairobi, Account Number: - 01148231039600 and Branch Code: - 11049.
3. Our PIN is P051349463P