



HR Analytics Certificate

Using Analytics to Improve People Decisions

As HR practitioners, are you able to forecast which employees are at risk of leaving? Can you help improve the organisation's engagement level? Are you well equipped to drive better compensation and benefits design?

Leading companies such as Google and Starbucks have adopted data-driven approaches to make decisions about their employees. Best Buy, an electronics retail store in the USA, found that a 0.1% increase in their employee engagement at a particular store translates into a US\$100K increase in the store's operating revenue. AT&T and Google found that, for their companies, the ability to take initiative, rather than stellar academic records from prestigious schools is a far better predictor of high performance on a job. These companies leverage on employee and other data extensively to help them make objective HR decisions.

The application of talent analytics to enhance the value of companies is well recognised. However, the challenge faced by HR practitioners is i) knowing WHAT to analyse (to identify the kind of analyses that will help them make better people decisions) and ii) knowing HOW to analyse (to have the knowledge and be proficient in the use of analytical tools to undertake analytics). This intensive two-day programme aims to address the challenges outlined above, and equip the HR practitioners to be more competent and confident in making sense of data for enhanced people decisions.

Who Should Attend

This programme is recommended for executives who are involved in HR functions. It will also be meaningful for participants of the same company to attend as a group which would facilitate discussions and reflection of action plans for their company.

Programme Highlights

This is a highly interactive programme where class sharing, discussion and exercises will be employed alongside with analytical software hands-on practices to help participants grasp the gist of HR analytics.

Programme Objectives

- To address the state of HR analytics today.
- To raise the level of competency of HR professionals in the use of analytics to undertake basic and intermediate level data analysis and examine basic multivariate models. This will include a discussion of the various types of data and their relationship to analytical outcomes.
- To infuse in participants the knowledge to enlarge the scope and depth of the application of analytics to obtain insights that are most valuable to their companies.
- To examine common pitfalls in the use of analytics in HR.
- To prepare participants for analytics to play a bigger role in their organisation.

Programme Outline

1. State-of-the-art in the field of HR analytics
 - HR questions that can be answered with HR analytics
 - Kinds of analytics that address talent questions
 - Leading and lagging indicators and their relationship to HR analytics
 - Linking HR practices to business outcomes
2. Knowledge and development of competencies in HR analytics
 - Principles of research and survey designs
 - Types of data
 - Relationship between data types and analytical methods
 - Analysing and comparing human capital facts (basic level)
 - Performing human capital investment and talent data modelling (intermediate level)
 - Advanced analytics* in HR (the use of structural equation modelling and choice modelling techniques)

* These methods require a long learning curve and discussions will focus on knowing their application rather than on skill development.
3. Planning for analytics in an organisation
 - HR analytics planning considerations
 - Avoiding common pitfalls
 - Decisions to setting up analytics team or outsourcing
 - HR analytical competencies
4. What is next for HR? (Implications for you)

Facilitator

Dr Raymond Teo is a thought-leader in the field of customer and human capital analytics. He is sought after as a speaker by international conference organisers in these specialised fields. He regularly contributes to the Singapore Business Review in the area of customer and HR analytics.



He is the Chief Executive of Blue-dge Analytics and Consulting, a company formed by a team of high calibre research and advisory staff to offer consultancy and advanced research services to clients. In 2005, London Weekly Telegraph regarded it as the “best-in-class, dynamic, exciting and shaking up the world of insights”. He had leveraged on his expertise in the field of data analytics and expanded his consultation to include both customer analytics and HR analytics, with the latter being an important focus for his company.

Raymond obtained his Ph.D. from the University of Western Australia, MBA degree from the University of Strathclyde and Bachelor degree from NUS. He is also an adjunct faculty of SMU, offering insights and analytics related programmes at both undergraduate and postgraduate levels.

■ **Class Dates**
15 – 16 August 2019

■ **Fee**
\$1,712 incl. GST

■ **Time**
9.00am – 5.00pm

■ **Fee after 70% SkillsFuture Funding (T&Cs apply)**
\$513.60 incl. GST
(for Singapore Citizens / PRs)

■ **Venue**
Singapore Management University

SkillsFuture Credit

Singaporeans self-sponsoring the programme fee may claim for their SkillsFuture Credit.

For more information, please contact:

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Scan the QR code
to programme website

