



*Training Course:  
HR Metrics and Analytics*

*3 - 14 August 2026  
Milan (Italy)*

## Training Course: HR Metrics and Analytics

Training Course code: HR234850 From: 3 - 14 August 2026 Venue: Milan (Italy) - Training Course Fees: 9450 € Euro

### Introduction

The HR function is a high-value-added part of the organization and plays a key role in developing and implementing corporate strategy. This is because of the growing importance of human capital in organizational success.

The HR function needs to be more effective as a strategic partner in the organization rather than a purely administrative function. Such an HR function will drive and deliver change rather than just react to it.

In order to achieve this highly desired prize, the HR function must develop its ability to measure how HR decisions affect the organization and how the decisions taken by the organization affect human capital. In short, the HR function needs to develop better metrics and analytics if it is to become a true strategic partner.

Once the metrics are established, the organization will need to develop HR policies that react to the messages. The course will also consider the type of HR policies that are being developed in response to the usual range of messages from the metrics and analytics.

### Objectives:

The objectives of the course are as follows:

- To examine the use of internal and external measurement frameworks which establish the contribution of the HR function
- To be able to conduct detailed Problem analysis assessments
- To be able to identify appropriate Decision-Making options
- To make decisions based on evidence rather than opinion
- To understand the principles of organizational change
- To understand the theory around organizational change
- To drive strategic change rather than react to it

### Course Process:

The course will be highly interactive with tutorial input as well as case studies and syndicate work. There will be many opportunities for discussion and for participants to compare the experience.

Time will be allocated at the end of each day to reflect upon the learning and plan the transfer back to the

workplace.

## Course Benefits:

Participants will gain the skills needed to design their own internal framework for measuring the effectiveness of the HR function.

Also, participants will:

- Consider whether the use of narrative can complement the use of metrics and analytics
- Design an external analytical framework
- Consider the messages revealed by analysis and measurement
- Develop HR policy responses to a range of messages from metrics and analytics - in other words, what would be done if.....
- In turn, this will lead to Participants being able to develop a strategic role for the HR function

## Course Results:

As a result of attending this course participants will be able to:

- establish a role for the HR function which moves from the traditional, administrative function concerned with the process to a force for driving strategic change in an organization
- have a better understanding of strategy and change management

## Core Competencies:

- Analytical thinking
- Problem identification
- Decision making
- Business awareness
- Capability development
- Change leadership
- Information seeking
- Strategy delivery

## Outlines:

## Day 1

### Overview of Analytics, Strategy & HR's Role

- The rationale for an evidence-based approach
- Data, information, and insights
- Defining analytics and predictive analytics

## Day 2

### Overview of Analytics, Strategy & HR's Role

- Strategic HR versus Personnel Management
- HR's contribution to strategy
- Human Capital Approach

## Day 3

### The Concept of Human Capital

- Viewing Employees as Assets, not Costs
- Strategies for Investing in Human Capital Metrics
- Measuring the Impact of HR Strategy and Investments

## Day 4

### The Concept of Human Capital

- Measuring ROI
- Embedding Human Capital Analytics in the Organisation
- Assessing the Organisation's Readiness for HR Analytics

## Day 5

### Corporate Strategy

- Introductions and program objectives
- The context for HR

- Strategic Business Planning
- Corporate Social Responsibility

## Day 6

### Corporate Strategy

- Human Capital Management
- How to make things happen - use of business action plan
- The difference between HRM and Personnel Management
- The new shape and function of tomorrow's HR departments

## Day 7

### HR Tools and Methods

- What should be measured?
- The effectiveness of the HR function
- HR headcount ratios
- Administrative cost per employee
- Time to fill vacancies

## Day 8

### HR Tools and Methods

- Filling the skills gap
- Satisfaction surveys
- Internal Frameworks: Morale, Motivation, Investment, Long-Term Development
- External Perception
- Learning and Development

## Day 9

### Driving Organisational Change

- Theories of organization change and how to use them
- The Softer Side of HR
- Avoiding a blame culture
- The relationship between HR and the Line
- The New Roles in the HR Function

#### Connecting HR Metrics and Analytics with Action 1

- Change Management
- Employee Relations

#### Day 10

#### Connecting HR Metrics and Analytics with Action 1

- The relationship between HR and the Line
- The Use of Competencies
- Employee Development
- Succession Planning

#### Driving Organisational Change: Connecting HR Metrics and Analytics with Action 2

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

#### Metrics and Analytics for Improving Employee Performance

- Performance Management
- Employee Motivation
- Engagement
- Empowerment and Accountability

- Conclusion and Action Planning

## Registration form on the Training Course: HR Metrics and Analytics

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Complete & Mail or fax to Global Horizon Training Center (GHTC) at the address given below

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- Please find enclosed a cheque made payable to Global Horizon
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