



# SHRM HR Analytics: Strategic Workforce Decisions

28 February – 11 March 2027  
Toronto



## SHRM HR Analytics: Strategic Workforce Decisions

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### Course Overview:

SHRM Advanced HR Analytics: Driving Data-Informed Workforce Strategy is a high-impact corporate training course designed for experienced HR professionals seeking to move beyond descriptive reporting toward strategic, insight-driven workforce decision making. The course focuses on advanced HR analytics, people analytics, and workforce analytics as practical tools to diagnose organizational challenges, improve workforce outcomes, and influence executive decision makers.

Participants will learn how to apply HR data analytics and human capital analytics to real business scenarios, enabling data-driven HR strategy across workforce planning analytics, talent analytics, employee retention analytics, engagement analytics, diversity and inclusion analytics, and performance analytics in HR. The program emphasizes applied people analytics, workforce intelligence, predictive HR analytics, and people analytics storytelling to ensure insights are actionable and aligned with leadership priorities.

Grounded in SHRM HR analytics and SHRM people analytics principles, the course integrates qualitative and quantitative HR analysis, HR analytics frameworks, HR dashboards and KPIs, HR data visualization, and advanced HR analytics case studies. By the end of the program, participants will be able to connect analytics outputs to measurable HR analytics business impact and advance their organization's people analytics maturity.

### Target Audience:

- HR managers and senior HR officers
- HR business partners
- workforce planning and workforce intelligence specialists
- talent management and talent analytics professionals
- organizational development professionals
- HR strategy, transformation, and analytics leaders

### Targeted Organizational Departments:

- Human Resources and People Operations
- Talent Management and Workforce Planning
- Organizational Development and Culture
- Learning and Development
- Diversity, Equity and Inclusion
- Strategy and Corporate Planning
- Business Intelligence teams supporting HR analytics strategy

## Targeted Industries:

- Government and public sector organizations
- Financial services and banking
- Energy, oil and gas
- Healthcare and life sciences
- Telecommunications and technology
- Manufacturing and industrial sectors
- Large enterprises with complex workforce data analytics needs

## Course Offerings:

By the end of this course, participants will be able to:

- apply advanced HR analytics and people analytics to organizational challenges
- design and interpret HR metrics and analytics aligned with business goals
- conduct qualitative and quantitative HR analysis using structured frameworks
- use workforce intelligence to support data-driven HR strategy
- apply predictive HR analytics for workforce planning and talent decisions
- communicate insights using people analytics storytelling for leaders
- evaluate people analytics maturity and recommend improvement roadmaps
- demonstrate HR analytics business impact across performance and retention

## Training Methodology:

This course uses an applied, executive-level learning approach tailored to experienced HR professionals. Participants engage in advanced HR analytics case studies, group-based workforce analytics exercises, and scenario-driven discussions reflecting real organizational challenges. Facilitated sessions focus on HR analytics for decision making, encouraging participants to interpret data, challenge assumptions, and translate insights into strategic actions.

Workshops emphasize HR analytics frameworks, workforce planning analytics models, predictive HR analytics use cases, and HR dashboards and KPIs. Reflection sessions consolidate learning and support progression toward higher people analytics maturity. Tools are not provided; instead, participants gain practical insights, examples, and demonstrations of commonly used HR analytics tools and methods to ensure transferability to their own organizations.

## Course Toolbox:

- advanced HR analytics and people analytics frameworks
- workforce analytics and workforce planning templates
- HR metrics and analytics reference models
- people analytics storytelling structures
- HR dashboards and KPIs examples
- predictive HR analytics use-case examples
- HR analytics case studies and maturity models

Note: tools are not provided; the course focuses on insights, frameworks, and real-world examples of tools relevant to the course.

## Course Agenda:

### Day 1: Strategic Foundations of HR Analytics & People Analytics

- **Topic 1:** Evolution of HR analytics, people analytics, and workforce analytics
- **Topic 2:** Strategic HR analytics vs traditional HR reporting
- **Topic 3:** Role of HR analytics in data-driven HR strategy
- **Topic 4:** Human capital analytics and workforce intelligence concepts
- **Topic 5:** HR analytics for leaders and executive decision contexts
- **Topic 6:** Assessing organizational readiness and people analytics maturity
- **Reflection & Review:** Positioning HR analytics as a strategic function

### Day 2: HR Data Foundations & Workforce Data Governance

- **Topic 1:** Workforce data analytics sources across HR functions
- **Topic 2:** HR data analytics quality, accuracy, and validation
- **Topic 3:** Data governance, privacy, and ethical use of HR data
- **Topic 4:** Integrating HR data with business and operational data
- **Topic 5:** Managing data limitations and bias in people analytics
- **Topic 6:** Building trust and credibility in HR analytics outputs
- **Reflection & Review:** Strengthening data foundations for analytics success



### Day 3: Qualitative & Quantitative HR Analysis Methods

- **Topic 1:** Quantitative HR analysis techniques and statistical thinking
- **Topic 2:** Qualitative HR analysis for culture and behavior insights
- **Topic 3:** Combining qualitative and quantitative HR analysis
- **Topic 4:** Selecting the right analytics method for HR decisions
- **Topic 5:** Interpreting patterns, correlations, and trends in HR data
- **Topic 6:** Avoiding common analytical errors in HR analytics
- **Reflection & Review:** Choosing the right analytical approach

### Day 4: Applied People Analytics & Workforce Intelligence

- **Topic 1:** Applied people analytics for HR professionals
- **Topic 2:** Workforce intelligence models for decision support
- **Topic 3:** Translating business questions into analytics questions
- **Topic 4:** Scenario analysis and workforce decision modeling
- **Topic 5:** Using analytics to identify organizational problems
- **Topic 6:** Prioritizing analytics initiatives based on business impact
- **Reflection & Review:** From HR questions to workforce insights

### Day 5: Workforce Planning & Talent Analytics

- **Topic 1:** Workforce planning analytics and demand forecasting
- **Topic 2:** Supply analysis and workforce capacity modeling
- **Topic 3:** Talent analytics for recruitment and internal mobility
- **Topic 4:** Skills analytics and future workforce requirements
- **Topic 5:** Strategic workforce segmentation and planning
- **Topic 6:** Linking workforce planning analytics to business strategy
- **Reflection & Review:** Strategic workforce planning through analytics

### Day 6: Retention, Engagement & Performance Analytics

- **Topic 1:** Employee retention analytics and turnover diagnostics
- **Topic 2:** Predictors of attrition and workforce stability
- **Topic 3:** Engagement analytics and employee experience metrics
- **Topic 4:** Performance analytics in HR and productivity measurement
- **Topic 5:** Linking engagement, performance, and retention data
- **Topic 6:** Measuring HR analytics business impact
- **Reflection & Review:** Driving workforce performance with analytics



## Day 7: Diversity, Inclusion & Organizational Health Analytics

- **Topic 1:** Diversity and inclusion analytics frameworks
- **Topic 2:** Equity, fairness, and representation metrics
- **Topic 3:** Bias detection and ethical considerations in analytics
- **Topic 4:** Culture and organizational health analytics
- **Topic 5:** Linking inclusion analytics to performance outcomes
- **Topic 6:** Using analytics to support inclusive decision making
- **Reflection & Review:** Analytics as a driver of organizational health

## Day 8: Predictive HR Analytics & Advanced Modeling

- **Topic 1:** Predictive HR analytics concepts and maturity levels
- **Topic 2:** Predictive models for retention and engagement
- **Topic 3:** Predictive workforce planning and risk forecasting
- **Topic 4:** Scenario modeling and “what-if” workforce analysis
- **Topic 5:** Interpreting predictive results responsibly
- **Topic 6:** Integrating predictive analytics into HR decision processes
- **Reflection & Review:** Using prediction to improve workforce outcomes

## Day 9: HR Dashboards, KPIs & People Analytics Storytelling

- **Topic 1:** HR dashboards and KPIs for strategic reporting
- **Topic 2:** Selecting meaningful HR metrics and analytics indicators
- **Topic 3:** HR data visualization principles and design best practices
- **Topic 4:** People analytics storytelling for leaders
- **Topic 5:** Translating analytics insights into executive narratives
- **Topic 6:** Influencing decisions through data-driven storytelling
- **Reflection & Review:** Communicating insights with clarity and impact

## Day 10: HR Analytics Strategy, Governance & Leadership Impact

- **Topic 1:** Designing an end-to-end HR analytics strategy
- **Topic 2:** Building and scaling a people analytics program
- **Topic 3:** Governance, ethics, and risk management in HR analytics
- **Topic 4:** Embedding analytics into HR and business operations
- **Topic 5:** Advancing people analytics maturity over time
- **Topic 6:** Executive-level HR analytics case studies and simulations
- **Reflection & Review:** Roadmap for sustained analytics leadership



## **FAQ:**

### **What specific qualifications or prerequisites are needed for participants before enrolling in the course?**

Participants should have prior HR experience and familiarity with HR processes. The course is designed for intermediate to advanced HR professionals seeking to strengthen analytics capability.

### **How long is each day's session, and is there a total number of hours required for the entire course?**

Each day lasts approximately 4–5 hours. The full course spans ten days, totaling around 40–45 hours.

### **How is people analytics different from traditional HR reporting?**

People analytics focuses on analytical interpretation, workforce intelligence, and predictive HR analytics to support decision-making rather than static reporting.

### **How This Course is Different from Other SHRM Advanced HR Analytics Courses:**

This course is designed specifically for experienced HR professionals seeking strategic influence. It integrates SHRM people analytics principles with applied people analytics, workforce analytics, and HR analytics strategy development. Rather than focusing on tools, it emphasizes decision-driven analysis, leadership communication, and real HR analytics case studies. Participants leave with a clear roadmap to translate analytics into measurable workforce and business impact.