



People Analytics for Workforce Decisions Training Course

13 – 17 September 2027
Milan

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Overview

People Analytics for Workforce Decisions Training Course is a five-day professional course for HR analysts, workforce planners, HR business partners, talent leaders, and people managers who leave with a People Analytics Decision Pack. Participants connect business questions, governed people data, human capital measures, segmentation, workforce flows, retention, mobility, capacity scenarios, dashboards, responsible interpretation, and action evaluation. The course addresses HR reporting that counts activity without explaining workforce outcomes or guiding decisions. Agile Leaders Training Center develops responsible people analytics for workforce decisions.

Who Should Attend

- HR analytics functions responsible for data, measures, analysis, dashboards, and insight
- Workforce planning functions responsible for demand, supply, capacity, skills, and scenarios
- HR business partnering functions responsible for translating workforce evidence into action
- Talent functions responsible for recruitment, mobility, succession, development, and retention
- People management functions responsible for team capacity, performance, engagement, and change
- Governance and privacy functions responsible for lawful, fair, transparent, and controlled use of people data

The course assumes participants can interpret basic HR data, ratios, trends, and organizational questions, and leaves out introductory statistics, software administration, payroll processing, and external certification preparation.

Departments and Industries

The course supports departments and industries that make workforce investment, capacity, mobility, and retention decisions.

- Human resources, talent, organizational development, and workforce planning
- Retail staffing, scheduling, mobility, and retention
- Manufacturing skills, capacity, safety, and succession
- Healthcare staffing, capability, well-being, and service capacity
- Technology recruitment, skills, mobility, and workforce growth
- Public-service workforce composition, capability, and productivity

Learning Objectives

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

- Build decision questions and governed people-data measures
- Apply human capital reporting definitions and quality controls
- Analyze workforce composition, flows, turnover, retention, and mobility
- Compare workforce demand, supply, skills, and capacity scenarios
- Evaluate patterns responsibly without overstating causation
- Build dashboards, action plans, and evaluation measures

Course Agenda

Day 1: Frame People Analytics Decisions

- Business Question and Workforce Decision Canvas
- People Analytics Value and Stakeholder Map
- Descriptive, Diagnostic, Predictive, and Prescriptive Use Map
- Decision Baseline and Outcome Measure Card
- People Analytics Project Charter

Day 2: Govern Data and Human Capital Measures

- Workforce Data Source and Lineage Map
- Metric Definition and HR Business Rule Dictionary
- ISO 30414 Human Capital Reporting Areas
- Data Quality, Access, Privacy, and Minimization Checklist
- Fairness, Transparency, Purpose, and Impact Review

Day 3: Analyze Workforce Patterns and Flows

- Workforce Composition and Segmentation Matrix
- Headcount, Full-Time Equivalent, Cost, and Productivity Measures
- Recruitment Funnel and Time-to-Fill Analysis
- Turnover, Retention, Tenure, and Cohort Analysis
- Mobility, Promotion, Succession, and Skills Flow Map

Day 4: Plan Workforce Decisions and Actions

- Workforce Demand, Supply, and Gap Model
- Capacity, Skills, Location, and Cost Scenario Table
- Driver, Correlation, and Causation Interpretation Guide
- People Dashboard Information Architecture
- Insight, Decision, Owner, Action, and Evaluation Plan



Day 5: Practice People Analytics

- Exercise: Define a Workforce Decision and Measures
- Exercise: Diagnose Retention and Mobility Patterns
- Exercise: Compare Workforce Planning Scenarios
- Exercise: Review Responsible Interpretation and Action
- Capstone: People Analytics Decision Pack

Practical Exercises

The course uses suggested activities based on workforce decisions in retail, manufacturing, healthcare, technology, and public services.

- Suggested activity: convert a broad HR concern into a decision question, stakeholder map, baseline, measures, data requirements, and success criteria.
- Suggested activity: analyze workforce composition, recruitment flow, turnover, retention cohorts, tenure, promotion, mobility, and skills movement.
- Suggested activity: compare demand, supply, capacity, skill, location, cost, and uncertainty assumptions across workforce scenarios.
- Suggested activity: build a governed dashboard and an action plan with owners, safeguards, intended outcomes, and evaluation measures.

FAQs

Who suits people analytics training, and what does it assume?

HR analysts, workforce planners, HR business partners, talent leaders, people managers, and governance specialists suit the training; it assumes they can interpret basic HR data, ratios, trends, and organizational questions.

How does people analytics differ from an HR reporting course?

People analytics starts with business and workforce decisions, tests patterns and drivers, compares scenarios, and evaluates actions, while an HR reporting course primarily organizes recurring measures, tables, dashboards, and disclosures.

Which human capital reporting metrics belong in people analytics?

Human capital reporting metrics may cover workforce composition, diversity, costs, productivity, health and well-being, leadership, culture, engagement, compliance, recruitment, mobility, succession, turnover, skills, capability, and development when relevant to the decision.



How should employee retention analysis be interpreted?

Employee retention analysis should compare cohorts, tenure, roles, locations, managers, skills, mobility, and time periods while testing data quality, selection effects, confounding factors, materiality, privacy, and whether observed association supports a proposed action.

What makes workforce analytics responsible?

Workforce analytics is responsible when it has a defined purpose, proportionate data, lawful access, transparent measures, quality controls, privacy and fairness review, cautious interpretation, human oversight, limited access, documented decisions, and outcome evaluation.

Conclusion

Participants take back a People Analytics Decision Pack containing a question canvas, metric dictionary, data map, quality and privacy checks, workforce segmentation, flow and retention analyses, planning scenarios, dashboard, interpretation record, and action evaluation plan. It changes activity reporting into governed workforce decision support. The pack keeps evidence, limitations, safeguards, owners, and outcomes visible.