



HR Metrics and Workforce Analytics Training Course

13 – 17 September 2027
Milan



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Overview

HR Metrics and Workforce Analytics Training Course is a one-week course for HR professionals, workforce planning teams, HR business partners, reporting specialists, and managers who leave with a Workforce Measurement and Analytics Pack. Participants define measures, check HR data quality, analyze workforce patterns, build decision-ready dashboards, and document actions and governance. The course connects people data to explicit workforce questions rather than isolated reporting. Agile Leaders Training Center develops practical HR measurement and analytics capability.

Who Should Attend

- HR functions responsible for workforce measures, reports, and management information
- Workforce planning functions responsible for capacity, movement, skills, and succession evidence
- HR business partnering functions responsible for translating people patterns into business actions
- Talent functions responsible for recruitment, learning, performance, engagement, and retention indicators
- Management functions responsible for reviewing workforce risks, priorities, and outcomes

The course assumes participants can work with basic tables and HR process data, and leaves out advanced statistics, machine learning, software administration, and certification preparation.

Departments and Industries

The course supports departments and industries that measure workforce activity, capability, experience, and outcomes.

- Human resources, workforce planning, talent management, and organizational development
- Finance, strategy, operations, project management, and corporate services
- Financial services, professional services, retail, and hospitality
- Manufacturing, logistics, construction, utilities, and property services
- Healthcare, education, technology, telecommunications, and nonprofit organizations

Learning Objectives

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



- Apply a workforce measurement framework to HR questions
- Build metric definitions, ownership, and data-quality controls
- Analyze workforce composition, movement, and process performance
- Compare trends, segments, targets, and contributing factors
- Evaluate dashboard narratives and decision implications
- Build an HR measurement action and governance plan

Course Agenda

Day 1: Define Workforce Measurement

- People Question and Decision Canvas
- Outcome, Driver, and Metric Chain
- ISO 30414:2025 Metric Coverage Map
- Metric Definition and Calculation Sheet
- Measure Owner and Review Register

Day 2: Establish HR Data Quality

- HR Data Source and Lineage Map
- Field Definition and Coding Dictionary
- Completeness, Accuracy, and Timeliness Checklist
- Missing Record and Duplicate Diagnostic
- Access, Privacy, and Use Control Matrix

Day 3: Analyze Core Workforce Measures

- Headcount and Workforce Composition Table
- Recruitment Funnel and Time Measure Set
- Movement, Mobility, and Turnover Analysis
- Absence and Well-Being Indicator Review
- Learning, Performance, and Engagement Measure Grid

Day 4: Interpret and Communicate Insights

- Trend, Target, and Variance Comparison
- Segment and Cohort Analysis Grid
- Driver Hypothesis and Evidence Log
- Workforce Dashboard Storyboard
- Finding, Implication, and Action Narrative



Day 5: Practice Workforce Analytics

- Exercise: Define a Workforce Question and Measures
- Exercise: Diagnose HR Data Quality Issues
- Exercise: Analyze Trends, Segments, and Drivers
- Exercise: Present a Dashboard and Action Narrative
- Capstone: Workforce Measurement and Analytics Pack

Practical Exercises

The course uses suggested activities based on recruitment, retention, absence, capability, performance, and workforce planning situations.

- Suggested activity: convert a workforce concern into a decision question, outcome chain, metric definition, owner, and review cycle.
- Suggested activity: inspect HR records for missing values, duplicates, inconsistent definitions, timing gaps, access issues, and analytical limitations.
- Suggested activity: compare headcount, movement, recruitment, absence, learning, performance, engagement, and retention patterns across time and segments.
- Suggested activity: assemble a dashboard narrative that separates findings from assumptions and assigns actions, owners, measures, and review points.

FAQs

Who suits HR metrics and workforce analytics training, and what does it assume?

HR, workforce planning, reporting, talent, and management functions suit the course; it assumes basic familiarity with HR processes and tables, without requiring advanced statistical or programming experience.

How does HR metrics and workforce analytics differ from HR system training?

HR metrics and workforce analytics focuses on questions, definitions, data quality, interpretation, dashboards, and actions; HR system training focuses on configuring or operating a particular software platform.

How should an HR metric be defined for consistent reporting?

An HR metric should specify its purpose, business question, formula, population, inclusions, exclusions, source, owner, frequency, segment rules, validation checks, target context, and interpretation limits.

What makes workforce analytics useful for management decisions?

Workforce analytics becomes useful when it begins with a decision, uses controlled definitions, compares meaningful trends and segments, tests plausible drivers, states limitations, and connects findings to accountable actions.



How should workforce dashboard findings be communicated?

Workforce dashboard findings should distinguish observation from explanation, provide relevant context, show material patterns, state data limitations, identify implications, and define actions with owners and review measures.

Conclusion

Participants take back a Workforce Measurement and Analytics Pack containing question canvases, metric definitions, quality checks, workforce analyses, dashboard structures, narratives, action logs, and governance records. It changes HR reporting from disconnected counts into a decision-linked measurement cycle. The pack supports consistent definitions, traceable findings, and accountable workforce actions.