HR Metrics and Analytics

Transforming HR Data into Business Insight
Queen's IRC evidence-based and practitioner-centered programs give HR business professionals the skills they need to lead change in an evolving global economy.

Enrol at: irc.queensu.ca
In an increasingly data-driven world, the accurate evaluation of business programs and practices is key to identifying improvements and changes that will have the most positive impact. But what should you be measuring? And what is the best way to gather this important data?

This three-day program will provide you with essential knowledge and tools to understand HR metrics and transform that data into business knowledge and insight.

Knowledge is Power

Learn how to:

- Gather and identify relevant data from a number of sources
- Apply analytics tools to understand data and make meaningful decisions
- Differentiate between measures of HR efficiency, effectiveness and impact on business
- Combine quantitative and qualitative measures to tell a compelling story that engages and informs
- Manage analytics requests and reports
- Communicate results and recommend strategies that guide business decisions

Fundamental Tools and Knowledge

This program promises to deliver:

- Five evidence-based modules featuring real-world examples and relevant case-study exercises
- Hands-on opportunities to learn proven analytics tools, data gathering skills and reporting methods
- Knowledge for relevant, fact-based discussions with business leaders
- Relevant HR and business data and metrics for primary HR practice areas

Essentials

3 Days

Date & Location
May 8-10, 2018: Toronto
Oct. 23-25, 2018: Toronto
May 7-9, 2019: Toronto

Please refer to our website, irc.queensu.ca for the latest information on venues.

Fee: $3,695

Who Should Attend
- Organizational leaders who need meaningful data to inform decision making
- Emerging leaders and managers responsible for employee performance, management and engagement
- HR professionals developing organizational programs and best practices

Takeaway Tools
- Data gathering and identification practices that are immediately transferable to your workplace
- Valuable metrics analysis training using five different analytics tools
- Data transformation skills and tools to help you create compelling stories that engage and inform business decisions
Learn. Design.
Implement.

Our HR Metrics and Analytics program gives you the tools and skills to identify the information you need, understand it and use it to make meaningful recommendations and decisions in your workplace.

a) Find the Right Information
There’s no shortage of data that you can gather – but which metrics are the right ones? And how do you figure out what you should measure? We give you evidence-based tools and skills to better understand what you should be measuring, and why. You’ll also learn about data sources, financial statements, sample sizes and how to use five different analytics tools in key HR areas, including remuneration, recruitment, retention, employee engagement and labour relations.

b) Make Your Case
We use relevant case-study exercises and real-world examples that clearly demonstrate how to use your data to identify problems and implement evidence-based solutions. We’ll also show you how to combine qualitative and quantitative measures to create a more detailed analysis. You’ll be able to take these new skills and tools back to your organization for immediate implementation.

c) Contribute to the Bottom Line
Transform your metrics and analytics into programs and processes that make a true impact. You’ll learn how to present your data using charts and visuals, and develop skills for using your information to have informed, fact-based discussions and strategy sessions with business leaders.

Learning Beyond the Classroom

Our learning programs are focused on your growth:

- Opportunities to network with high-level colleagues from across the country
- Coaching from internationally-renowned facilitators with real-world experience
- Skills and strategies that directly apply to work environments
- Experience-based programming to test theories and ideas
- Mentoring beyond classroom sessions
Facilitators and Speakers

Jim Harrison

Jim Harrison is an international consultant focused on strategy, sales and talent management for mid-sized to large organizations.

Jim started his career in financial services, working as a money trader for RBC/Dominion Securities. He has over 27 years of experience in consulting, training, and executive coaching. He works with clients in North and South America, Europe, Australia, and Asia, and regularly facilitates strategy and training sessions for such well-known companies as IBM, Accenture, PwC, KPMG, Fuji, AGFA, the Toronto Dominion Bank, Deutsche Bank, and HSBC.

Jim received his B.Sc. degree in Finance from Florida State University and a Master’s Degree in English from the University of California, Irvine.

Paul Juniper

Paul Juniper (MA, Geography (York), CHRL, CPHR, SPHR, SHRM-SCP, Honourary Life Member, HRPA) became the sixth Director of the Queen’s University Industrial Relations Centre (Queen’s IRC) in 2006. Paul is a leading and respected figure in Canada’s HR community, with over 30 years of experience in human resources and association leadership.

Paul is particularly sought for his views on the future of the human resources profession. He speaks regularly at conferences on trends in human resources, and the ways in which individuals and their organizations can continue to raise the bar on HR. Paul developed and designed the Queen’s IRC Advanced HR Certificate to meet the increasingly complex professional development needs of HR practitioners. He teaches on Queen’s IRC’s Strategic Workforce Planning, Linking HR Strategy to Business Strategy, Building Trust in the Workplace and HR Metrics and Analytics programs. His research focuses on the state of the HR profession both in Canada and around the globe.

Paul is past member of the Advisory Board for the Banff Centre for Leadership and the Agnes Etherington Art Centre Advisory Board. Throughout his distinguished career, Paul has served as Vice-President of Human Resources for national and international companies, and also managed a Toronto-based consultancy, focusing on strategic planning and recruitment. Paul was an interim CEO of the Human Resources Professionals Association of Ontario (now known as HRPA), President of its Board, and was instrumental in the adoption of a degree requirement for certification in human resources. He is a former member of the Board of Directors of the Canadian Council of HR Associations, and sat on its Independent Board of Examiners for many years. In addition, he has taught in both college and university environments.

The roster of speakers may change. We will do our best to keep you informed of program changes.
Registration Kiosk

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We offer four easy ways to register:
Web: Complete the online form at: irc.queensu.ca
Telephone: Reserve by calling toll-free: 1-888-858-7838
Fax: (613) 533-6812
E-mail: irc@queensu.ca

Confirmation and information on program location, check-in time, and agenda will follow.

Registration and Fees
Program fees include tuition, workbook materials, lunches, and some dinners. For all programs, payment in full is required one month before the program begins.

Register 60 days prior to a program and save $300 on the tuition of four- and five-day programs, and $150 on two- and three-day programs.

Register three people from the same organization in the same program at the same time, and receive a 10% discount on program fees. Register five or more people in the same program at the same time, and receive a 20% discount.

If you know you will be pursuing a Queen’s Certificate and would like to remit tuition in one payment before your first program, we offer a special fee with a considerable saving. Contact our Program Administration office for details.

Note: Only one discount may be applied.

Cancellation Policy
Substitutions are permitted with no penalty 8 days or more from the program start date.
Substitutions 7 days or less before the program start date will be subject to a $500 charge.
Transfers and cancellations are permitted with no penalty up to 15 days prior to the program start date.
Transfers and cancellations 14 days or less from the program start date will be subject to a 100% charge of the program fee.

Location and Accommodation
Please refer to our website, irc.queensu.ca, for the latest information on venues.