

■ ADVANCED HUMAN RESOURCES SERIES



HR Metrics and Analytics

Transforming HR Data into Business Insight

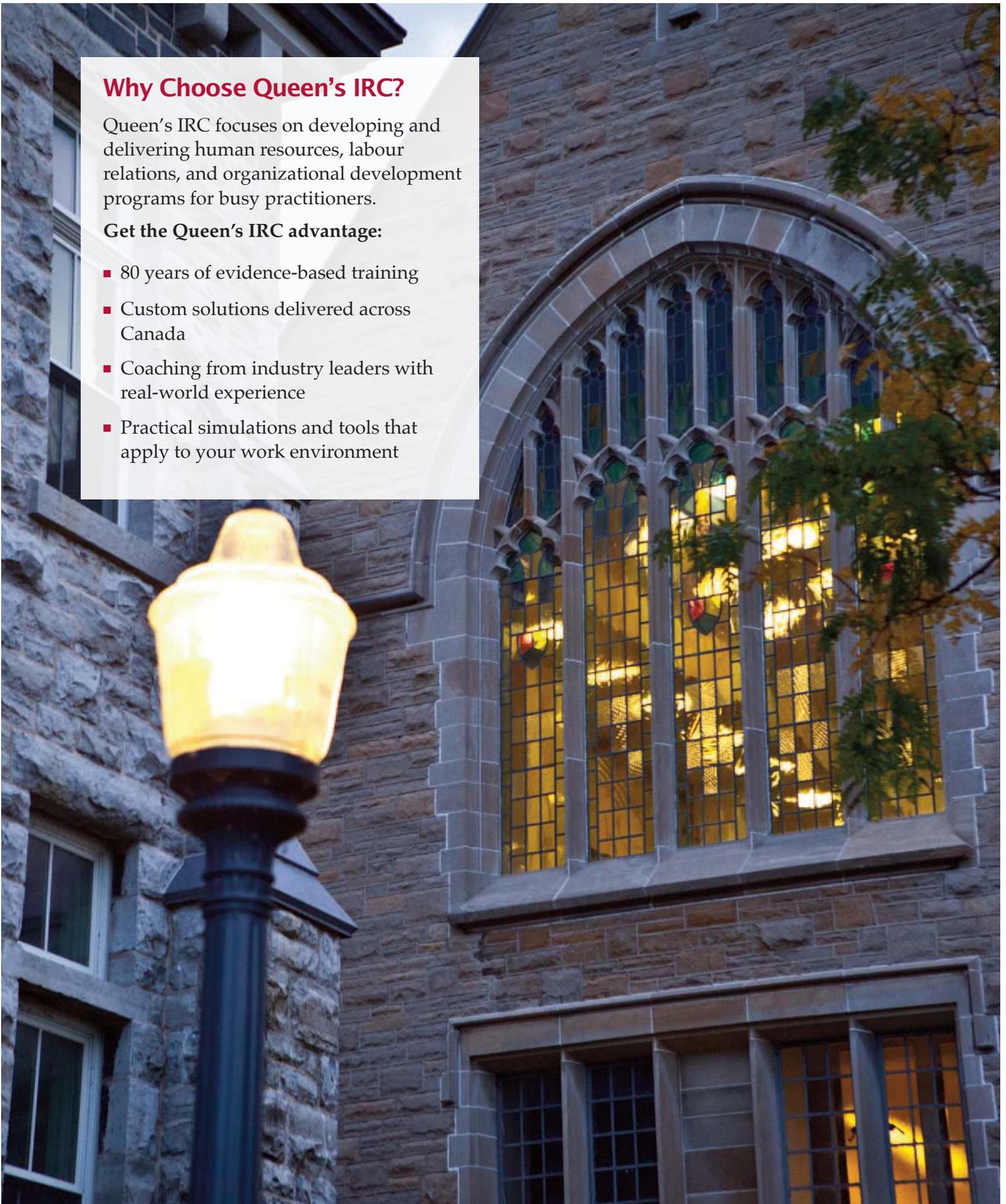


Why Choose Queen's IRC?

Queen's IRC focuses on developing and delivering human resources, labour relations, and organizational development programs for busy practitioners.

Get the Queen's IRC advantage:

- 80 years of evidence-based training
- Custom solutions delivered across Canada
- Coaching from industry leaders with real-world experience
- Practical simulations and tools that apply to your work environment



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 / 3 Credits

Date & Location

Nov. 19-21, 2019: **Calgary**

Apr. 6-8, 2020: **Toronto**

Nov. 24-26, 2020: **Ottawa**

Fee: \$3,895

Who Should Attend

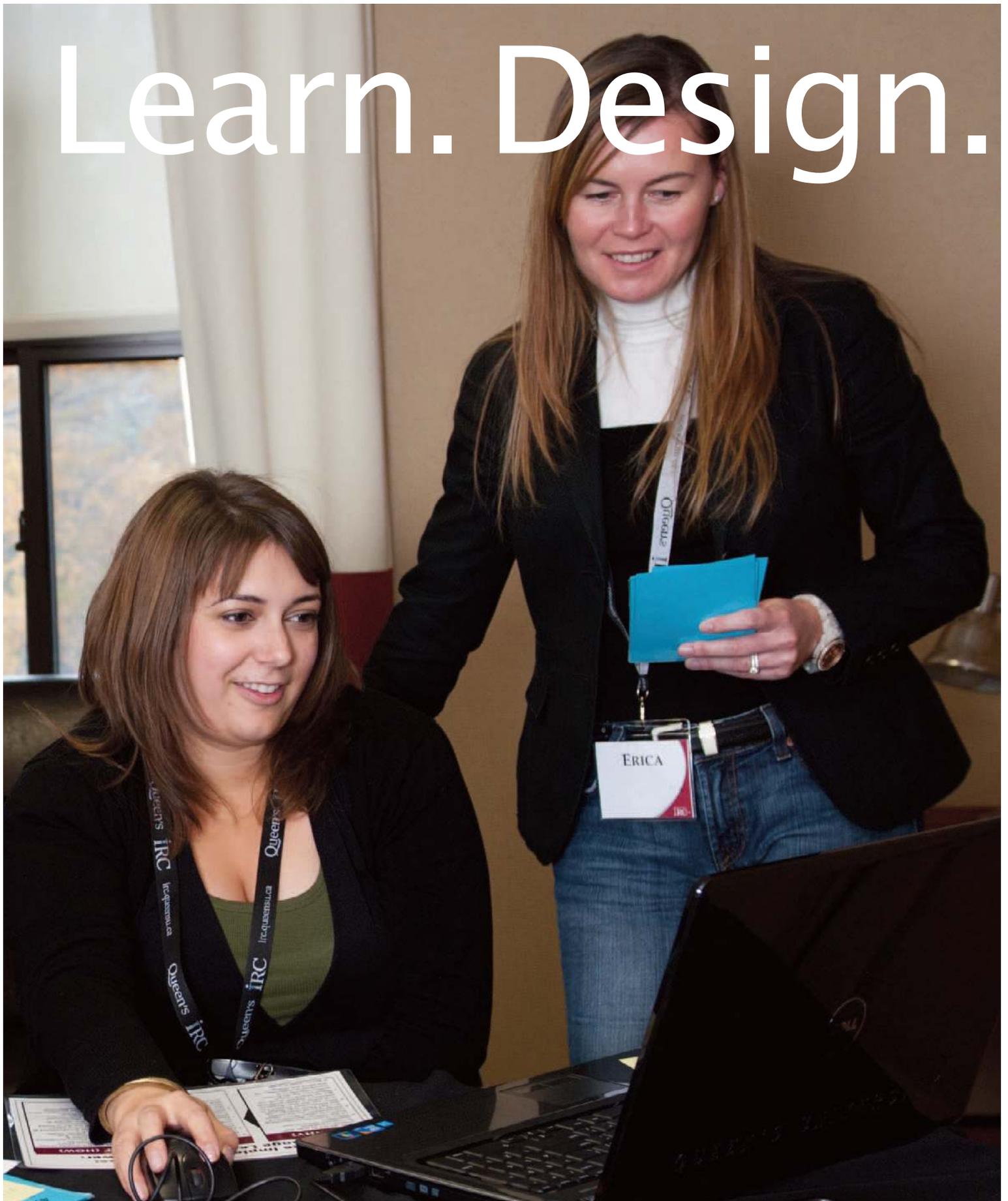
- Organizational leaders who need meaningful data to inform decision making
- Emerging leaders and managers responsible for employee performance, management and engagement
- HR professionals developing organizational programs and best practices

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

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

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 Guest Speakers

Jim Harrison (Lead Facilitator)

Jim Harrison is an international consultant and facilitator focused on strategy, sales and talent management for mid-sized to large organizations, including government, public service and healthcare organizations.

Jim started his career in financial services, working as a money trader for RBC/Dominion Securities. He has over 30 years' 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, Deloitte, Fuji, AGFA, TD Bank, AT&T, Deutsche Bank, and HSBC.

<https://irc.queensu.ca/facilitators/jim-harrison>

Paul Juniper (Lead Facilitator)

Paul Juniper (MA, Geography (York); Honourary Life Member, HRPA) was the sixth Director of the Queen's University Industrial Relations Centre (Queen's IRC), serving in that role from 2006 to 2018. 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.

<https://irc.queensu.ca/facilitators/paul-juniper>

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

Registration Kiosk

HR Metrics and Analytics

Transforming HR Data into Business Insight

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**.

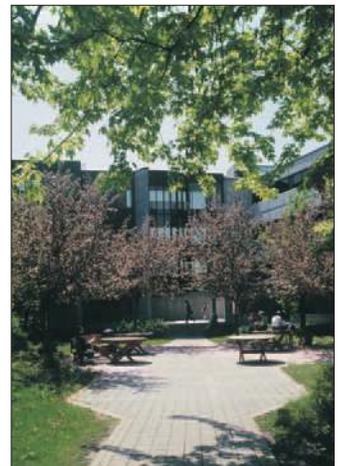
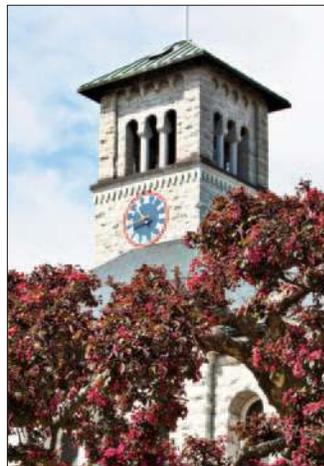
Substitutions **7 days or less before the program start date will be subject to a \$500 charge**.

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.





Queen's IRC
Executive House
275 Ontario St., 3rd Floor
Kingston, ON
K7K 2X5

irc.queensu.ca