

HUMAN RESOURCE ANALYTICS

CREDITS :	3
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OBJECTIVES :

To develop the ability of the learners to define and implement HR metrics that are aligned with the overall business strategy

- To know the different types of HR metrics and understand their respective impact and application
- To understand the impact and use of HR metrics and their connection with HR analytics
- To understand common workforce issues and resolving them using people analytics.

UNIT I INTRODUCTION TO HR ANALYTICS 9

HR analytics - People Analytics : Definition- context - stages of maturity - Human Capital in the Value Chain : impact on business. HR Analytics vs HR Metrics – HR metrics and KPIs.

UNIT II HR ANALYTICS I: RECRUITMENT 9

Recruitment Metrics : Fill-up ratio - Time to hire - Cost per hire - Early turnover - Employee referral hires - Agency hires - Lateral hires - Fulfillment ratio- Quality of hire- Recruitment to HR cost - Recruitment analysis.

UNIT III HR ANALYTICS II : TRAINING AND DEVELOPMENT 9

Training & Development Metrics : Percentage of employee trained- Internally and externally trained -Training hours and cost per employee - ROI -Optimising the ROI of HR Programs - Training and Development analysis.

UNIT IV HR ANALYTICS III : EMPLOYEE ENGAGEMENT AND CAREER PROGRESSION 9

Employee Engagement Metrics :Talent Retention - Retention index - Voluntary and involuntary turnover- Turnover by department , grades, performance, and service tenure - Internal hired index - Engagement Survey Analysis. Career Progression Metrics : Promotion index - Rotation index - Career path index - Level wise succession readiness index.

UNIT V HR ANALYTICS IV: WORKFORCE DIVERSITY AND DEVELOPMENT 9

Workforce Diversity and Development Metrics : Employees per manager - Workforce age profiling - Workforce service profiling - Churnover index - Workforce diversity index - Gender mix - Differently abled index- Revenue per employee - Operating cost per employee - PBT per employee - HR cost per employee- HR budget variance - Compensation to HR cost.

TOTAL: 45 PERIODS

OUTCOMES :

- The learners will be conversant about HR metrics and ready to apply at work settings.
- The learners will be able to resolve HR issues using people analytics.
- The learners will gain knowledge about analytics of training and development.
- The learners will know about the analytics of employee engagement and career progression

- The learners are competent in the analytics of workforce diversity and development.

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