CONCEPT

HR Analytics and People Analytics: HR Metrics, Attrition Drivers and Workforce Cost

20 – 24 September 2027
Paris - Right Bank business hotel



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Ref: 32_8500 **Date:** 20 – 24 September 2027 **Location:** Paris - Right Bank business hotel **Fees:** 23500 SAR

Introduction:

Most HR functions report headcount and turnover every month, yet leaders still ask why good people leave, what absence costs and whether hiring is getting faster. Figures differ between systems, definitions shift from report to report and findings rarely reach a decision. This Core Concept course builds HR analytics practice for professionals who own people data: defining standard HR metrics, checking data quality, diagnosing attrition drivers with correlation and regression, costing workforce productivity and presenting evidence to business leaders. Participants leave with an HR Metrics Scorecard and Attrition Insight Brief.

Course Objectives:

- Define HR metrics and KPIs for turnover, absence, time-to-fill, cost-per-hire and engagement using consistent formulas and ISO 30414:2025 reporting areas
- Assess HR data from HRIS, payroll, recruitment and survey sources for completeness, validity and consistency before analysis
- Analyse attrition and absence patterns by segment and test their drivers with correlation, simple linear regression and logistic regression
- Calculate workforce cost and productivity measures, including human capital ROI, revenue per FTE and the cost of turnover
- Apply privacy, anonymisation and ethical-use controls to employee data used in analysis and reporting
- Produce an HR Metrics Scorecard and Attrition Insight Brief that present evidence and recommended actions to business leaders

Target Audience:

- HR professionals who compile monthly people reports and HR KPIs
- HR business partners who advise line leaders on turnover, absence and hiring
- HR analysts and HRIS staff who maintain employee data and standard reports
- Recruitment and talent acquisition staff who track hiring speed and hiring cost
- Reward and HR operations staff who report payroll cost and workforce productivity

Course Outline:

Day 1: HR Analytics Foundations and Current Reporting Review

- Descriptive, Diagnostic, Predictive and Prescriptive People Analytics Levels
- HR Data Source Map: HRIS, Payroll, Recruitment, Attendance and Survey Systems
- Business Question Framing with a Question-Hypothesis-Data Canvas
- HR Metrics Inventory and Current Reporting Audit
- HR Data Dictionary and Metric Definition Cards

Day 2: HR Metric Standards and Measurement Formulas

- ISO 30414:2025 Human Capital Reporting and Disclosure Areas
- ISO/TS 30421:2021 Turnover and Retention Rate Formulas
- SHRM/ANSI Cost-per-Hire Formula: Internal and External Recruiting Costs
- Absence Rate, Bradford Factor and Time-to-Fill Calculation Rules
- Engagement Survey Index Construction and eNPS Scoring

Day 3: Data Quality, Descriptive and Diagnostic Analysis

- HR Data Quality Checks: Completeness, Validity, Duplicates and Timeliness
- Turnover and Absence Segmentation by Tenure, Grade and Manager
- Correlation Analysis and Cross-Tabulation of Attrition Drivers
- Simple Linear Regression of Engagement Scores on Workforce Factors
- HR Dashboard Design: KPI Selection, Chart Choice and RAG Thresholds

Day 4: Predictive Models, Workforce Cost and Ethical Risk

- Logistic Regression Attrition Risk Model and Odds Ratio Interpretation
- Human Capital ROI, Revenue per FTE and Labour Cost Ratio Analysis
- Cost of Turnover Model: Separation, Vacancy and Replacement Costs
- Small Sample, Confounding and Causation Errors in People Data
- Employee Data Privacy, Anonymisation Thresholds and Ethical Use Review

Day 5: Case Work and the HR Metrics Scorecard

- Healthcare Provider Case: Nursing Attrition Driver Analysis
- Logistics Company Case: Absence Cost and Productivity Review
- Own-Organisation HR Metrics Scorecard Build
- Attrition Insight Brief Drafting with the Situation-Complication-Resolution Structure
- Leadership Briefing Presentation and Peer Challenge

Skills You Will Gain:

- HR Metric Design
- HR Data Quality Assessment
- Attrition Driver Analysis
- Regression Interpretation
- Workforce Cost Analysis
- HR Dashboard Design
- Data Storytelling
- Employee Data Ethics

Why Attend This Course:

- Return with an HR Metrics Scorecard and Attrition Insight Brief built on case data and tested by peers
- Give leaders one agreed set of HR figures instead of competing numbers from different systems
- Explain why employees leave and which groups are most at risk, with evidence leaders can act on
- Compare HR reporting practice with professionals from other sectors and countries

Conclusion:

HR analytics earns trust when metrics are defined once, data is checked before use and findings lead to decisions. This course moves from analytics levels, data sources and question framing, through recognised metric standards and formulas, to data quality checks, segmentation, correlation and regression, and then to attrition risk models, workforce cost analysis and the ethical limits of employee data. The final day applies that sequence to cases from healthcare and logistics and produces an HR Metrics Scorecard and Attrition Insight Brief ready for a leadership briefing.