

HUMAN RESOURCE ANALYTICS

CREDITS:	3
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OBJECTIVE:

- 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 - 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 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

OUTCOME:

- 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.

REFERENCES:

1. JacFitzenz , The New HR Analytics, AMACOM , 2010.
2. Edwards M. R., & Edwards K, Predictive HR Analytics: Mastering the HR Metric. London: Kogan Page.2016.
3. Human Resources kit for Dummies – 3 rd edition – Max Messmer, 2003
4. Dipak Kumar Bhattacharyya, HR Analytics ,Understanding Theories and Applications, SAGE Publications India ,2017.
5. Sesil, J. C. , Applying advanced analytics to HR management decisions: Methods for selection, developing incentives, and improving collaboration. Upper Saddle River, New Jersey: Pearson Education,2014.
6. Pease, G., & Beresford, B, Developing Human Capital: Using Analytics to Plan and Optimize Your Learning and Development Investments. Wiley ,2014.
7. Phillips, J., & Phillips, P.P, Making Human Capital Analytics Work: Measuring the ROI of Human Capital Processes and OUTCOME. McGraw-Hill,2014.
8. HR Scorecard and Metrics, HBR, 2001.