Certified HR Analytics Professional

Harness the power of analytics to drive results in HR: apply critical thinking, uncover insights, leverage visualization and institute a data driven culture.
Aon Hewitt Learning Center combines world-class HR consulting expertise with leading edge capability development programs to design, deliver, manage and conduct learning labs and certificate courses for HR professionals and business managers in the areas of business skills, HR technical expertise, business partnership and personal effectiveness.
Our Promise

Get access to real market and business insights
Content

Learn from our best consultants
Experience

REAL

Impact
Training ≠ learning
Focus on role based learning

Business Outcomes
Winning people strategies to drive results

I understand what’s in it for me
What Matters

I decide how and when I want to learn
By Self

LEARNING

By Doing
If you tell me, I forget
If you involve me, I learn

From Peers
I learn from my peers and experts
Our Learning Experience

1. hAHLC - Participant Handbooks
2. AHLC Connect - Online Discussion Board
3. Aon Hewitt Learning Center - Classroom Connect
4. AHLC Connect - Online Discussion Boards

- REAL LEARNING
- Expectation Setting
- Reflection
- Case Analysis
- Peer to Peer Discussions
- Take Home Assignments
- Doubts & Clarifications
- Theory
- Concepts
Certified HR Analytics Professional

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   Take the lead

Aon Hewitt Learning Center
Empower Results®
# Our Point of View

### Aon Hewitt Human Capital Strategy Methodology

<table>
<thead>
<tr>
<th>1 Business Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unpacking elements of the business strategy, not defining the business strategy.</td>
</tr>
<tr>
<td>Primary Business Strategy:</td>
</tr>
<tr>
<td>• Cost Leadership</td>
</tr>
<tr>
<td>• Differentiation</td>
</tr>
<tr>
<td>- Product Innovation</td>
</tr>
<tr>
<td>- Customer Intimacy</td>
</tr>
<tr>
<td>Other Considerations:</td>
</tr>
<tr>
<td>• Market Dynamics and Competitive Landscape</td>
</tr>
<tr>
<td>• Geographic Expansion</td>
</tr>
<tr>
<td>• Risk / Regulatory Compliance Pressure</td>
</tr>
<tr>
<td>• Execution of Major Investments / Committed Initiatives</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2 Required Capabilities and Implications for Human Capital Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>2a Required Organizational Capabilities and Implications</td>
</tr>
<tr>
<td>Critical questions that identify the key capabilities required to drive the business strategy and the relevant implications.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2b Human Capital Strategy Components</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic statements that support the business strategy, establish HR's focus, identifying key gaps to close ideally a rolling 3-year commitment.</td>
</tr>
<tr>
<td>Workforce and Organization Design</td>
</tr>
<tr>
<td>Acquisition and Development</td>
</tr>
<tr>
<td>Total Rewards</td>
</tr>
<tr>
<td>Leadership</td>
</tr>
<tr>
<td>Culture</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2c Engagement and Employee Value Proposition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Will these strategies increase or impede employee engagement and how will they align or depart from the existing employee value proposition? Where are you today and what needs to change?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3 HR Priorities and Roadmap</th>
</tr>
</thead>
<tbody>
<tr>
<td>HR and People initiatives that support the Business and Human Capital Strategy with a prioritization of initiatives and sequencing.</td>
</tr>
<tr>
<td>Start (new initiatives):</td>
</tr>
<tr>
<td>•</td>
</tr>
<tr>
<td>Continue (or adjust):</td>
</tr>
<tr>
<td>•</td>
</tr>
<tr>
<td>Stop (not aligned to strategy):</td>
</tr>
<tr>
<td>•</td>
</tr>
<tr>
<td>Addressing the funding gap: How to ensure we have the capital to put towards new initiatives</td>
</tr>
<tr>
<td>Sequencing/Roadmap: 1-3 year journey mapped with dependencies</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>4 Alignment and Readiness</th>
</tr>
</thead>
<tbody>
<tr>
<td>4a Business Leadership Alignment &amp; Readiness</td>
</tr>
<tr>
<td>An assessment of organization and leadership readiness for change in support of the human capital strategy.</td>
</tr>
<tr>
<td>4b HR Functional Alignment &amp; Readiness</td>
</tr>
<tr>
<td>Does the structure and capabilities of the HR function support the strategic initiatives?</td>
</tr>
<tr>
<td>People</td>
</tr>
<tr>
<td>Process</td>
</tr>
<tr>
<td>Technology</td>
</tr>
<tr>
<td>HR Organization Design</td>
</tr>
<tr>
<td>Governance</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>5 Success Measures</th>
</tr>
</thead>
<tbody>
<tr>
<td>How will we measure the outcomes of the human capital strategy and the portfolio of HR program priorities?</td>
</tr>
<tr>
<td>Balanced scorecard items to consider:</td>
</tr>
<tr>
<td>• Measures that link to business outcomes</td>
</tr>
<tr>
<td>• Customer perspective, including: business executives, employees, and recruits</td>
</tr>
<tr>
<td>• Operational/financial effectiveness measures for HR</td>
</tr>
<tr>
<td>• External perspectives such as benchmarks</td>
</tr>
</tbody>
</table>

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Harness the power of analytics to drive results in HR
Our Point of View

Measuring Results in HR

<table>
<thead>
<tr>
<th>Process</th>
<th>Definition</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Showcase the robustness of the process through which an outcome is achieved</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Measure impact of the people or business outcomes of any process</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Efficiency</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Check on input maximization and cost benefit analysis</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Effectiveness</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Measure the effect of the final output on the key goals</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Lead</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Predictive forecasting of results through underlying assumptions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Lag</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Post activity analysis on an ongoing basis to measure change</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Usage of workforce plans</th>
<th>First year engagement of new hires</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost per hire by source</td>
<td>New hire performance index by source</td>
</tr>
<tr>
<td>Bench strength talent ratio for critical roles</td>
<td>Attrition rate analysis</td>
</tr>
</tbody>
</table>
Types of Analytics in HR

**Descriptive Analytics**
Understand past and current business performance and make informed decisions.

**Predictive Analytics**
Analyze past performance in an effort to predict the future by examining historical data, detecting patterns or relationships.

**Prescriptive Analytics**
Help decision maker to identify the optimal alternative in problems with multiple conflicting criteria.

- **Descriptive Analytics**
  - Workforce forecast accuracy

- **Predictive Analytics**
  - Culture fit for new hires

- **Prescriptive Analytics**
  - Wage bill optimization model

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**Complexity of Analysis**
- Anecdotes
- Scorecards & Dashboards
- Benchmark
- Correlation
- Causation
- Prediction
- Optimization

**Data and HR Function Maturity**

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Aon Hewitt Learning Center
Critical Thinking to Drive Data Analysis

Defining the problem
Ability to frame a problem accurately

Identifying connections
Ability to discern relationships and linkages

Finding the core
Ability to cut through the complexity and focus on the essence

Seeing around the corner
Ability to step back from the problem and think ahead

Think HR Capability across the - Individual, organization and the business context
Data is powerful. But with a good story it is unforgettable

**Narrative**
Narrative coupled with data gives adequate context to the audience and helps understand the importance of a particular insight.

**Data**
Often interesting insights and outliers are hidden in data. Visuals applied to data help the audience look beyond the obvious.

**Visuals**
Helping individuals immerse into the experience. Visuals and narrative together can help influence and drive change.

Source: Brent Dykes
Our Point of View

Implementing Analytics

1. **RIGHT Questions**
   - What are the business-impacting critical talent questions

2. **RIGHT data**
   - Ensure veracity and accuracy of data. Identify an effective and relevant tool

3. **STORY through numbers**
   - Keep it simple and action-oriented but don’t compromise the rigor: There are no short cuts to becoming mature and doing predictive & prescriptive analytics

4. **Establish CADENCE**
   - Continued cadence will drive the next evolution of HR and help partner on business outcomes

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**Start with business context**
- Despite committed investment, lack of effectiveness in benefits policy. Need to increase benefits utility.

**Collect the right data**
- Only 11% employees value the benefits offered
- 25% of benefits are utilized effectively

**Keep the problem in mind**
- Focus on employee perception
- Analyze the changing demographic landscape and utilization trends vis a vis each benefit

**Build HR capability, not just a CoE**
- Enable ecosystem to collect employee benefit preference data continuously
- Recommend and realign policies in a timely manner

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**Aon Hewitt Learning Center**

Empower Results®
Program Snapshot

Sessions Flow

1. Measuring Results in HR
2. Introduction to HR Analytics
3. Data Analysis
4. Driving Insights
5. Implementing Analytics

Other Benefits

- **hAHLC**: Participant Handbooks
- **AHLC Connect**: Online Discussion Boards*

*Active for one year
Course Curriculum

Evaluation Criteria

- CLASS PARTICIPATION: 20%
- ASSIGNMENTS: 20%
- QUIZ: 20%
- FINAL ASSESSMENT: 40%

Certification Criteria:
- Minimum 50% is required in the Final Assessment.
- Additionally, at least 50% aggregate score is required to complete the certification.
- Final Assessment can only be taken after attending all 5 modules.
# Course Curriculum

## Module Details

### Measuring Results in HR

Configure the right kind of metrics to measure results across the HR value chain

## Objectives

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Objectives</strong></td>
<td><strong>Outcomes</strong></td>
</tr>
<tr>
<td>o Understand Aon’s Human Capital Strategy Methodology and link business strategy to your Human Capital Strategy</td>
<td>o End to end performance evaluation of each segment of the Human Capital Strategy through continuous process and outcome measurement</td>
</tr>
</tbody>
</table>
| o Explore how metrics are used to measure results in HR  
  • Process vs Outcome  
  • Efficiency vs Effectiveness  
  • Lead vs Lag | o Refine HR programs through efficiency and effectiveness analysis |
| o Learn to configure success measures based on human capital strategy to measure business impact | o Gain holistic understanding of HR value chain by using lead and lag measures |
# Course Curriculum

## Module Details

### Introduction to HR Analytics

Build a strong foundation to champion and implement analytics

### Objectives

- Explore how business can deliver on business outcomes by leveraging on analytics
- Analyze the business impact of HR analytics in real business situations
- Develop an understanding on the 3 main types of analytics and their appropriate usage in different HR areas
  - Descriptive Analytics
  - Predictive Analytics
  - Prescriptive Analytics
- Refresh basic statistics knowledge and understand the key statistical tools needed for effective use of analytics

### Outcomes

- Create buy in for HR analytics driven solutions and decisions
- Drive short, long and medium term results through effective application of analytics
- Develop strong foundational skills in statistics to deliver quality results
- Apply analytics maturity model to plan for your HR’s journey
## Module Details

### Data Analysis

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**3**

*Apply critical thinking to frame hypothesis and deploy data visualizations*

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### Objectives

- Introduction to the key skills to drive data analysis: critical thinking and storyboarding
- Frame critical questions to build critical thinking capabilities and apply them in different HR areas
- Learn about the various data visualization techniques and their effective utilization using cutting edge tools like Tableau
- Create early awareness on the common pitfalls associated with data visualization

### Outcomes

- Approach HR problems with a critical thinking mindset and use critical questions to gain relevant insights; to be used for problem solving
- Develop the foundation blocks of data analysis through understanding critical thinking and storyboarding
- Leverage data visualization tools and techniques effectively and proactively avoid failures
Objectives

- Understand the process of forming appropriate hypothesis
- Develop skills to analyze data holistically and draw out trends and insights
- Understand the art of communicating insights through effective storyboarding
- Learn to build effective story boards and use them to influence stakeholders and build buy in for your endeavors

Outcomes

- Use hypothesis testing to validate assumptions and refine proposed plans
- Move from simple data to real insights to drive outcomes
- Leverage accumulated insights through effective communication to stakeholders and key influencers

Uncover and communicate insights to provide tangible benefits
Module Details

Implementing Analytics

Build a data driven HR organization by embedding analytics

Objectives

- Comprehend the features of a data driven organization
- Gain insight into best practices across the HR analytics life cycle
- Deconstruct the power of big data and understand how can it be used effectively by organizations to increase predictability in fulfilling strategic objectives
- Create effective HR dashboards to communicate results

Outcomes

- Drive and enable a data driven culture in your organization using key enablers
- Champion HR analytics tools to increase efficiencies in processes
- Learn key concepts and tools to enable predictive modelling
- Implement predictive modelling skills to sharpen forecasting
- Embed analytics DNA in your HR function by using scorecards
Nitin Sethi leads New Solution Development for South Asia. In his previous roles, Nitin led the Broad Based Compensation Consulting Practice in India, and Consulting Business in South India and Sri Lanka.

Nitin partners with local and multi-national companies across sectors on various aspects of people strategy. Nitin manages many key relationships for Aon Hewitt and has worked with clients across areas like developing & implementing HR strategy, M&A, leadership & succession planning, organization structuring, employee engagement and rewards strategy.

Nitin is associated with various industry and professional forums which include AMCHAM, NASSCOM, NHRD, HRP - Sri Lanka etc. As a part of this association, he often speaks and facilitates at various forums and conferences organized by forums and industry bodies.

Nitin is an avid traveler, loves reading and enjoys watching cricket or playing a relaxing game of golf in his free time.
Shaswat Kumar leads the Talent & Performance practice at Aon Hewitt in India. His key solution areas are related to HR Transformation and also leads Aon Hewitt’s Global CoE for HR process design and shared services. He has been an advisor to various Fortune 500 corporations on their HR service delivery transformation, shared services, and offshoring initiatives. He was also part of the internal project team which helped develop Hewitt HRO’s Global Delivery Model; and helped develop the HRO business strategy for the Asia Pacific region.

Shaswat has led the HR Transformation Practice at Hewitt for the last decade and has contributed immensely to developments of toolkits and methodologies with delivery of cutting-edge solutions for clients.

Moreover, he was program lead for critical national initiatives with NASSCOM for India and frequently speaks at public forums such as BPAP-NASSCOM Conference Manila, Workforce Shift Symposium Delhi and American Chamber of Commerce on diverse themes around e-governance (government to employee), employability and HR delivery design.

“No problem can be solved from the same level of consciousness that created it”

Albert Einstein
Vikrant Khanna leads Insights and Innovation for Aon Hewitt in Asia Pacific and the Middle East. In this role he is mandated with both curation and go-to-market for the firm’s thought leadership, research and new solutions. Vikrant is also part of Aon Hewitt’s Global Analytics Practice responsible for driving talent analytics that empower businesses.

Through his professional journey spanning a decade, he has multi-geography experience spanning global sourcing, industry development & business transformation; and has worked across roles spanning business development, program management, and solution development.

Vikrant has been part of various globalization initiatives with organizations that have spanned activities like sourcing strategy, cost & location optimization and performance benchmarking. He is passionate about subjects like the future of work, macro talent development, change as a critical capability and the convergence of talent and technology.
Learn From Our Best Consultants

Aon Hewitt
Learning Center

ARCHITECTS

Shivanker Singh
Leader
Hiring Assessments

Business Mantra

“Data is just like crude. It’s valuable, but if unrefined it cannot be really used.”
Michael Palmer

Shivanker Singh leads the pre hiring arm of Aon Hewitt’s Selection and Assessment business in India. His span of work at the firm has projects that involve creation of HR strategy, HR Effectiveness and integrated HR Transformation projects.

In the area of selection and assessment, Shivanker has led projects for organizations in the QSR and IT/ ITeS industries, developing competency frameworks and delivering assessment and selection tools through Aon Hewitt’s online platform. His expertise lies in the HR analytics involved in the design and post implementation ROI analysis.

He has also been part of integrated HR Transformation projects for a number of family led enterprises. These projects typically include a gamut of interventions, including the design of the organization’s structure, levels, job descriptions, and talent management processes.

Shivanker is a Mechanical Engineer and an MBA(HR). He also has a Dual Masters degree in Operations Research (Advanced Analytics) and HR/OD from The Pennsylvania State University, USA.
Pritish Gandhi manages the Aon Hewitt Learning Center (AHLC) portfolio. In his role, he directly leads the business operations, sales and go-to market strategy for AHLC. He also supports content creation initiatives for various priority modules in HR and manager capability. He enjoys facilitation and often leads public programs for AHLC, apart from facilitator capability building initiatives.

In his new role, Pritish also helps drive the commercial strategy of the consulting business by focusing on new business incubation. He also leads the Aon Hewitt Knowledge Center, that drives the sales excellence and knowledge management agenda of the organization.

Pritish has actively contributed to Aon Hewitt’s flagship research: Top Companies for Leaders and Best Employers. He has published articles such as Engaged Leaders Drive Engagement and Best Practices in Global Mobility. In his earlier role, he was a part of a regional team which designed the Best Employers 2.0 framework.

“We shape our buildings; thereafter they shape us.”

Winston Churchill
Registration & Commercials

Each participant will receive:

- **Learning Center**: 16 Hours
- **AHLC Connect**: Access to Online Discussion Boards on the AHLC Website
- **Course Calendar**
- **hAHLC**: 5 Module Specific Handbooks
- **Certification**: Aon Hewitt Certified HR Analytics Professional

Reach out to us at aonahlc@aonhewitt.com or 011 39585050 to participate, nominate or know more about Aon Hewitt Learning Center.

**Participation Fee**: INR 40,000 (all inclusive)

*Participation will be confirmed post payment. We do not entertain last minute cancellation requests.*