

Acquire strategic and financial HR metrics tools to craft and assess organisational success



## About the **Facilitator**

**Prof Gregory John Lee** is Associate Professor in Decision Sciences at Wits Business School, where he is also acting Academic Director. He focuses on issues in human resource management, notably HR metrics, in which he has established himself as a leading expert, and other areas such as employee turnover and the employee-customer link. Prof Lee has recently published the first HR Metrics book giving practical instruction and demonstration (Knowledge Resources, 2011).

In addition, he is a well-known writer, speaker and consultant, publishes in many trade publications such as Human Capital Review, and is a frequent speaker at local and international HR conferences. He consults to companies in the areas of both HR and statistical analysis. He has many leading academic publications in the international arena such as the Journal of Human Resource Costing & Accounting, International Journal of HRM, International Journal of Manpower, European Journal of Operational Management, Scientometrics, African Journal of Business Management, and many local South African journals.

# HR Metrics for Practitioners

*Hands-on Training on Practical HR Metrics Implementation*

TWO-DAY WORKSHOP

**15–16 February 2012 • Johannesburg**  
**28–29 March 2012 • Cape Town**

## Why you need this

The ability to analyse human resources is a key competitive edge in the modern economy. HR is increasingly difficult in an era of talent wars, complex environments and a deluge of information. The ability to apply analysis tools to make sense of it all, and to choose the correct HR responses for their situation, can create significant competitive advantages.

Human resource metrics is a major contemporary business capability, possibly the single most important and contemporary of HR competencies. Metrics entail the ability to apply analytical tools to personnel situations, including quantitative, strategic and financial analysis tools.

The kinds of strategic and financial skills taught through this HR metrics workshop enable practitioners to propel human resource management to the core of organisational boardrooms and strategic imperatives.

## Who should attend?

HR practitioners who work on HR data and anticipate requiring practical HR metrics skills (either micro-data such as employee records or higher-level data such as HR budgets).

ENDORSED BY



## Information

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[www.kr.co.za](http://www.kr.co.za)

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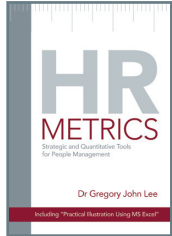
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## HUMAN RESOURCE METRICS

Strategic and Quantitative Tools for People Management

\*Including "Practical Illustration Using MS Excel"



By PROF GREGORY JOHN LEE R339.00

Human Resource Metrics teaches practitioners and managers a wide range of strategic, quantitative and financial tools for **assessing requirements** and issues in HR. Strategic tools include broader frameworks for assessing organisational HR, such as the analysis of organisational architecture as an HR tool, process analysis and mapping for performance, and how to decide whether to outsource or externalise work in other ways.

**Quantitative tools include:**

- **HR data** issues such as analysing HR databases, forecasting for HR, assessing employee turnover and absenteeism, assessing incentive plan set-up, and the like.
- **Financial**, Return on Investment, Economic Value Added and the like, applied to HR situations.

This is the first book to approach the analysis of human resources from such a multi-dimensional aspect as well as the first to use a practical, hand-on and step-by-step approach: the book teaches the "how to" of each technique in a step-by-step manner, including a wide variety of MS Excel examples and practice datasets.

## SETA accreditation

Many of our delegates enquire after our accreditation status. There is a misguided opinion that organisations can only claim their levies back if they use accredited training providers only. This is not entirely correct. In the Government Gazette (No.20865 of 7 February 2000), it clearly states that the Skills Development Levies Act provides for recovery of a levy payment based on the submission of Workplace Skills Plans (WSPs), Workplace Skills Implementation Plans (WSIPs), and the submission of the names of Skills Development Facilitators (SDFs), and not on the basis of making use of accredited providers or NQF-aligned training and development events only.

## Outcomes (what you will get)

Attendees of this workshop will receive both a conceptual understanding of the HR metrics universe and process, as well as practical data analysis skills and computer-driven practise in a variety of HR metrics skills (using datasets provided by the facilitator analysed in Microsoft Excel). The emphasis in this workshop will be on implementation of techniques. Although only a sample of HR metrics skills can be taught practically in two days, a variety of the major and most important types of HR metrics will be taught from operational, strategic and financial perspectives.

## Outline (what you will learn)

Module 1 Understanding HR Metrics	Module 2 Important metrics for HR concepts
<p><b>The HR Value Chain</b></p> <ul style="list-style-type: none"><li>• How HR generates value</li><li>• The role of HR costs</li><li>• Parts and links in the HR value chain</li><li>• Examples of HR measurements in the value chain</li></ul> <p><b>The HR Metrics Process</b></p> <ul style="list-style-type: none"><li>• The overall process</li><li>• Criteria for choosing HR measures</li><li>• Benchmarks</li></ul>	<p><b>Overall HR metrics</b></p> <p><b>Metrics for talent management</b> (recruiting &amp; selection)</p> <p><b>Some basic metrics for employee training</b></p> <p><b>Metrics for employee turnover and absenteeism</b></p> <p><b>Some important compensation metrics</b></p>
Module 3 Analysing links in the HR value chain	Module 4 Financial Analysis of HR Programmes
<p><b>Analysing links between two HR concepts</b></p> <ul style="list-style-type: none"><li>• Example of employee selection validity testing</li></ul> <p><b>Analysing the effect of an HR event or program</b></p> <ul style="list-style-type: none"><li>• Example of training evaluation</li></ul>	<p><b>Overview of financial analysis philosophies</b></p> <p><b>Return on investment and similar measures</b></p> <p><b>The time value of money</b></p> <p><b>Example of costing training program:</b></p> <ul style="list-style-type: none"><li>• Estimating HR returns</li><li>• Estimating HR costs</li><li>• Combining into overall financial analysis</li></ul>

## How you will learn

This workshop will impart practical HR metrics analysis skills through a mix of conceptual learning about the concepts involved as well as interactive computer-driven practice sessions, in which participants will work on Excel datasets to practise and apply the HR metrics techniques taught.

**The workshop will require participants to work on their own laptops installed with Microsoft Excel (preferably 2007) – if this is an issue but you wish to attend the workshop please contact the Knowledge Resource organisers.**

The workshop also presupposes a basic level of Microsoft Excel skills, attendees without such skills should either try to undertake basic Excel training in advance (reading and practising Dr Lee's Excel reading attached to his book will be sufficient). Participants could attend the workshop without such skills but would be unable to easily follow the exercises.

**KNOWLEDGE RESOURCES**

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15-16 February 2012 • Johannesburg 28-29 March 2012 • Cape Town

## Registration

### Registration fee

R 8 490.00

The above registration fee includes VAT, lunch and refreshments, parking and workshop material

### Terms and Conditions

Please note: Payment must be received before the event takes place. Knowledge Resources reserves the right to refuse admission where evidence of payment cannot be shown.

#### CONFIRMATION OF BOOKING

Please note: If you have not received confirmation in writing, of your booking before the event, please contact us on 011 880 8540 to confirm that we have received your registration.

#### SOMETHING HAS COME UP AND I CANNOT ATTEND

If you cannot make it to the event, you have several options (the below options need to be received in writing):

- You may send a substitute delegate in your place, please inform the Customer Care Department of the new name for registration purposes. No additional charges will be applicable for substitutions
- You may transfer at no extra charge to another event, provided you do so in writing at least 10 working days before the event. Transfers within the 10 working days will be charged an administration fee of 20%
- You may cancel your registration, in writing, up to 10 working days before the event takes place. Cancellations inside of 10 days will be liable for the full fee
- Unfortunately, no refund or credit can be given to delegates who do not attend without giving prior notice
- Registrations received during the 10 working days before the event date, will not be excluded from any terms & conditions

In the event of unforeseen circumstances Knowledge Resources reserves the right to change the programme content, the speakers, the venue or the date. You will be notified no less than 5 working days prior to an event. Should the event be postponed, you will have the option to attend the next available date of the relevant event. The registration fee will be credited on delegate accounts, should they opt not to attend the next available date of the relevant event or in the case where an event is cancelled.

#### PAYMENT

- Cheques should be made payable to Knowledge Resources (Pty)Ltd. Please do not mail any cheques.
- Electronic Transfer or Direct Deposit into our bank account, validated by faxed copy of transaction slip  
Nedbank Cresta  
Account No.: 1913164489  
Branch Code: 191305  
FAX: 011 880 8700

Please note: Payment must be received by no later than 15:00 the day before the first morning of the event.

## KNOWLEDGE RESOURCES

Crous Knowledge Resources Pty Ltd T/A Knowledge Resources  
Ground Floor, The Mews, 173 Oxford Road, Rosebank, 2196  
Company Reg. No. 1991/000853/07

### Special Offer

- Register 3 delegates and the 4th delegate attends free of charge!
- Special discount for registered NPO's, small businesses (30 or less employees) & full-time lecturers at universities/colleges/schools – contact us for more information!

### Registration Methods

- Register online GO TO [www.kr.co.za](http://www.kr.co.za)
- Phone Nkosi Nxumalo on 011 880-8540
- Fax completed registration form to 011 880-8700 / 9829
- Email completed form to [nkosi@knowres.co.za](mailto:nkosi@knowres.co.za)

Once payment has been made please fax through proof of payment with the event's name written in the top right-hand corner

**PLEASE NOTE** Delegates will not be allowed entry to the event if payment has not been received.

Booking made by

Phone  Email

Date  Signature

By signing this registration form, the delegates agree to the enclosed terms and conditions

#### DELEGATE 1

Name  Title

Designation

Phone  Fax

Cellular  Email

Company

Company VAT Number

Postal Address

Postal Code

Dietary Requirements

#### DELEGATE 2

Name

Title

Designation

Cellular

Fax

Email

Dietary Requirements

#### DELEGATE 3

Name

Title

Designation

Cellular

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Email

Dietary Requirements

#### DELEGATE 4

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Title

Designation

Cellular

Fax

Email

Dietary Requirements

#### DELEGATE 5

Name

Title

Designation

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Fax

Email

Dietary Requirements

#### CREDIT CARD PAYMENT

Card Holders  Visa / Master  Amex  Diners  Mark appropriate box  Expiry Date

Card No.  CCV No.

Amount  (All prices include VAT)

Date  Signature