



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

HR Analytics

An introduction to HR analytics for better decisions

Build confidence in using people data to answer a practical decision question. Explore definitions, simple comparisons and uncertainty, then create a short evidence brief and an outline for reviewing the action taken.



01 DAY

Introductory taster

IN-HOUSE

Your people. Your context.

PRACTICAL

Explore, discuss and apply

A PRACTICAL STARTING POINT

Understand the topic. Try it in practice.

People reports often contain accurate numbers without a clear decision attached. Different definitions, missing records and changes in workforce composition can also distort an apparently simple comparison. This workshop uses a recruitment delay case to show how a useful question, careful checks and a transparent explanation make analysis more actionable.

The day introduces the HR Analytics Framework through descriptive analysis that participants can explain. They practise framing a decision, checking a small dataset, considering alternative explanations and drafting a recommendation that states its limitations and a proportionate plan for learning.

WHO IS IT FOR?

HR practitioners, operations colleagues and managers who use people reports and want stronger analytical foundations. Comfort with basic tables is helpful; advanced statistics and specialist software experience are unnecessary.

BY THE END OF THE DAY, PARTICIPANTS CAN:

- 01 Frame a decision question**
Turn a broad request for a dashboard into a question with an owner, population, timeframe and intended use.
- 02 Check measure definitions**
Identify inconsistent dates, populations and missing values that could make an apparently straightforward HR comparison misleading or unusable.
- 03 Read descriptive evidence**
Interpret simple counts, rates and distributions from a small fictional dataset, using an appropriate denominator and stated comparison.
- 04 Challenge causal claims**
Distinguish an observed association from an explanation of cause and identify other evidence needed before attributing an outcome.
- 05 Write an evidence brief**
Present a finding, limitations and practical options separately so an accountable decision owner can understand the reasoning involved.
- 06 Outline a review**
Propose a baseline, review period and unintended effects to consider when checking whether an agreed action proved useful.

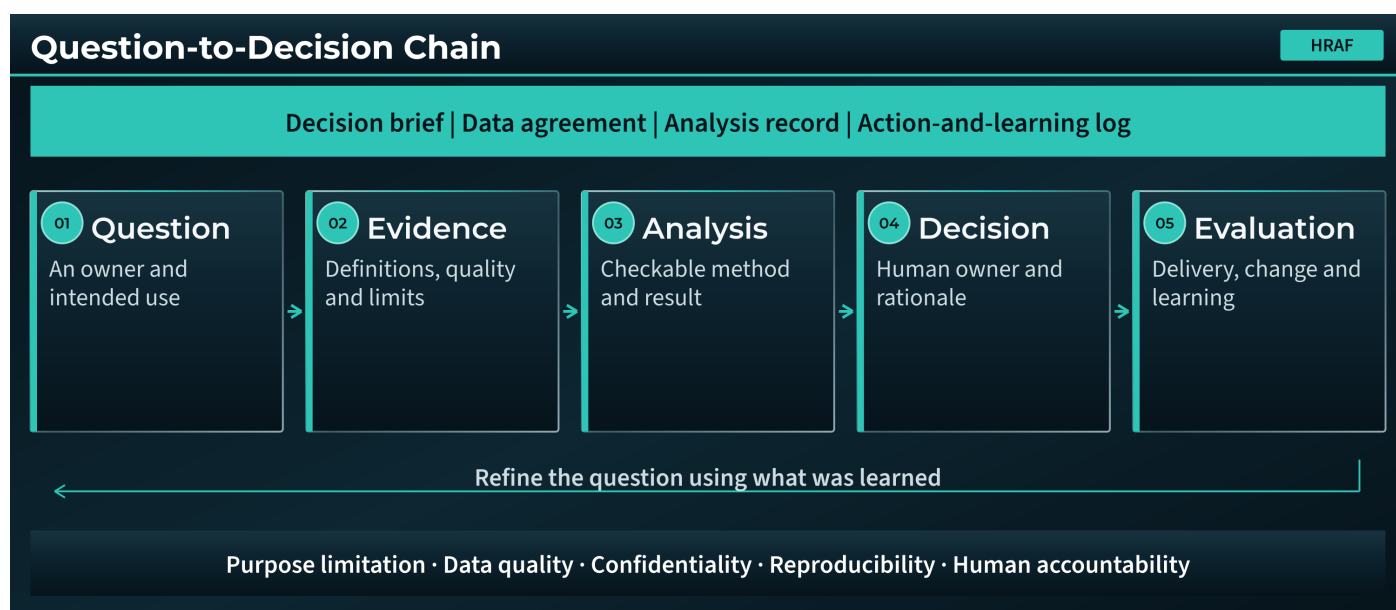
A useful first application

This introductory workshop uses small fictional datasets and descriptive methods. It does not teach predictive modelling, advanced statistical inference or establish causal impact; specialist analytical and privacy questions require further support.

THE FRAMEWORK / WORKSHOP FOCUS

HR Analytics Framework: Question-to-Decision Chain

The Question-to-Decision Chain has five links: Question, Evidence, Analysis, Decision and Evaluation. Each requires a clear handover test so unsupported assumptions do not silently become the basis for action.



SIX QUESTIONS TO EXPLORE IN THE WORKSHOP

01 Question and owner

What decision will this question help a named person make?

03 Definitions and quality

Are dates, categories, missing records and denominators sufficiently consistent here?

05 Decision and uncertainty

Which options remain reasonable given the findings and their limitations?

02 Evidence and access

Which permitted sources can answer the question for this population?

04 Analysis and alternatives

What does the comparison show, and what else might explain it?

06 Evaluation and learning

How will we review the action and detect unintended effects?

These six prompts are workshop focus questions within the five-link framework, not additional model stages. Definitions and data checks receive separate practice because they strongly influence the quality of even simple analysis.

[Explore the full model >](#)



LEARN BY DOING

Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

01 Rewrite the dashboard request

Groups receive a vague request for more recruitment reporting and negotiate a decision question, owner, timeframe and population before choosing any measure or chart format.

02 Audit the small dataset

Participants inspect a fictional vacancy table, flag missing dates and paused roles, then reconcile a shared definition before making a comparison between two recruitment areas.

03 Challenge the confident headline

Teams test a claim that recruiter workload caused delays, using stage durations and role mix to identify alternative explanations and rewrite the headline with appropriate uncertainty.

04 Brief the decision owner

Pairs prepare a short evidence brief, present two proportionate options and agree a review question while a peer checks whether the recommendation exceeds the available evidence.

DIAGNOSE BEFORE YOU ACT

Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

ONE CASE, DEVELOPED THROUGH THE DAY

A growing organisation reports longer recruitment times and plans to add recruiter capacity. Its vacancy file combines approval delays, paused posts and active searches under one duration measure. Two departments recruit different role types, and several closing dates are missing. Leaders need a useful next decision before the budget meeting.

Agree the capacity decision question, repair the comparison rules and examine where recorded delay occurs. Prepare a qualified recommendation with alternative explanations and a proportionate review approach.

THE FACILITATOR WILL

Invite different perspectives.

Make assumptions visible.

Welcome constructive debate.

Capture practical learning.



SAMPLE WORKSHOP AGENDA

A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

09:00-09:20	From numbers to a decision Explore why a report may fail to support action and rewrite a broad recruitment reporting request as a question.
09:20-10:15	Following the analytical chain Introduce the five links and handover tests, then specify the case decision owner, population, timeframe and intended outcome.
10:15-10:30	Break
10:30-11:30	Establishing usable evidence Inspect fictional records for missing values, inconsistent dates and paused roles, and agree a definition sheet for the exercise.
11:30-12:30	Making careful comparisons Calculate and interpret simple measures, compare recruitment stages and role groups, and explain how denominator choices affect the message.
12:30-13:30	Lunch
13:30-14:30	Testing competing explanations Challenge a confident claim about recruiter capacity and identify what further evidence would distinguish workload from approval or role complexity.
14:30-14:45	Break
14:45-15:30	Turning findings into options Draft an evidence brief separating findings, interpretation, uncertainty and options so a decision owner can follow and challenge the argument.
15:30-16:10	Designing a proportionate review Select a baseline, review period and unintended effects, then peer review the proposed action and the evidence supporting it.
16:10-16:30	Taking one question forward Choose a realistic workplace decision question and identify the data steward, decision owner and access checks needed after the workshop.

Move from a recruitment capacity question through checked evidence to a justified action and a learning plan.

FROM THE SESSION TO YOUR DESK

Useful models.

Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

01 Decision question canvas

A worked record of the decision, owner, population, timeframe and intended use, with prompts for identifying evidence that could challenge an initial explanation.

Clarify the purpose before requesting another report or data extract.

02 Measure definition sheet

An exercise sheet documenting source, population, dates, denominator and treatment of missing records, showing why apparently similar figures may be difficult to compare.

Agree consistent definitions with the steward of a people measure.

03 Data quality check record

A completed case checklist identifying gaps, inconsistent entries and limitations, alongside the corrections or conditions needed to use evidence for the stated decision.

Record evidence limitations before presenting comparisons to colleagues or leaders.

04 Descriptive analysis example

A small worked comparison of recruitment stages and role groups, with readable labels and explanatory notes separating observed differences from possible causes of delay.

Use it as a reference for a simple descriptive comparison.

05 Evidence brief draft

A concise case brief setting out findings, alternative explanations, practical options and uncertainty, with space for the accountable decision owner to record their judgement.

Present a defensible recommendation while making its assumptions and limits visible.

06 Action and learning outline

An initial plan linking a proposed action to a baseline, implementation check, review period and possible unintended effects that may change the next decision.

Discuss how an agreed action will be reviewed before implementation.

CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)



MAKE THE LEARNING COUNT

A better conversation. A practical next step.

Begin with one decision already facing a manager, rather than a new dashboard programme. Confirm permitted access and shared definitions with the data steward, then use a modest comparison to inform a qualified conversation about options and review.

YOUR FIRST 30 DAYS

01

Days 1-7

Confirm the question

Meet the intended decision owner and agree one practical question. Record its population, timeframe and use, then identify the data steward and any access or confidentiality restrictions requiring resolution.

02

Days 8-21

Check a small evidence set

Work with authorised colleagues to review relevant definitions and a limited extract. Document missing information, avoid unsupported comparisons and revise the question if the evidence cannot responsibly answer it.

03

Days 22-30

Present and plan review

Share a short brief that separates findings from interpretations and options. Ask the owner to record their decision and agree what evidence would help review any action or further investigation.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

Shaped around your organisation

Agree the in-house date and ask participants to bring one reporting question without personal records. The facilitator supplies fictional tables and worked examples; a basic spreadsheet or calculator may support the exercises, with printed alternatives available.

PLAN YOUR IN-HOUSE WORKSHOP

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Discuss your workshop



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