



Dr. Fermin Diez
Lead Trainer

Strategic HR Analytics:

Driving Smarter Workforce Decisions

Predictive analytics, workforce planning and AI-assisted decision making for HR professionals

1-2 December 2026 The Majestic Hotel Kuala Lumpur



Overview

HR leaders are increasingly expected to go beyond reporting workforce metrics. They need to explain what is driving workforce outcomes, assess future risks, quantify business impact and provide evidence for management decisions. This course develops participants' ability to connect workforce data with commercial outcomes, interpret predictive analysis, evaluate workforce scenarios and communicate findings at management and board level.

Participants will work with prepared datasets and analytical models covering recruitment, pay and performance, retention, learning investment and workforce planning. Excel and Generative AI tools will be used throughout selected exercises to support analysis, interpretation and communication. The course places strong emphasis on analytical judgement: asking the right questions, understanding what the evidence does and does not show, and translating findings into practical workforce decisions.

Participants progress from understanding workforce data to examining:

- What factors are influencing business outcomes?
- Where are the key workforce risks?
- What could happen under different scenarios?
- What are the financial implications?
- How could AI and automation affect future workforce requirements?
- What action should management consider?

The result is a more strategic application of HR analytics, with stronger links between workforce evidence, business priorities and executive decision making.

Objectives

The course is designed to strengthen participants' ability to use HR analytics in strategic decision making. By the end of the workshop, participants will be able to:

- Connect business outcomes with relevant workforce drivers.
- Select appropriate analytical approaches for different HR and business questions.
- Interpret predictive and scenario-based analysis using prepared models.
- Assess workforce risks, costs and potential business impact.
- Use Generative AI to support analytical thinking, interpretation and executive communication.
- Evaluate workforce scenarios involving headcount, skills, workforce costs and changing business requirements.
- Identify bias, privacy and governance risks when using predictive analytics and AI in HR.
- Present analytical findings in a clear, board-ready People & Value pack.

Who Should Attend?

This course is suitable for HR professionals who already have a foundation in HR metrics and analytics and want to apply analytics at a more strategic level. It is particularly relevant for:

- HR Business Partners
- HR Managers and Senior HR Practitioners
- People Analytics Professionals
- Workforce Planning Professionals
- Compensation & Benefits / Rewards Specialists
- Talent Acquisition Professionals
- Learning & Development Professionals
- Talent Management Professionals
- HR Transformation and HR Strategy Professionals
- Senior HR specialists involved in workforce decision making

Recommended Prerequisite

Participants should have prior exposure to HR analytics or relevant practical experience. Participants should ideally be:

- Familiar with common HR metrics and dashboards
- Comfortable reading Excel PivotTables and using basic formulas
- Familiar with basic data analysis and interpretation
- Aware of concepts such as correlation and relationships between variables

Advanced statistical models will be prepared in advance. Participants will focus on interpreting results, assessing business implications and making evidence-based recommendations.

Agenda | Day 1

All modules will be delivered across Day 1 and Day 2. However, the trainer may adjust the sequence, modify content, or emphasize specific topics based on the participants' skills and experience.

Schedule

08:30-09:00
Registration

09:00-10:30
Workshop Session

10:30-11:00
Morning Break

11:00-13:00
Workshop Session

13:00-14:00
Lunch

14:00-15:30
Workshop Session

15:30-16:00
Afternoon Break

16:00-17:00
Workshop Session

Connecting Workforce Data with Business Outcomes

MODULE 0: ANALYTICS & GENERATIVE AI REFRESHER

Refresh the core analytical skills needed for the more advanced applications covered in this workshop. Key areas:

- HR analytics process and analytical thinking
- Preparing and cleaning workforce data
- Basic statistical concepts
- Using Generative AI to support analytical workflows
- Developing effective prompts
- Reviewing AI-generated analysis critically

Participant output: Clean dataset and practical AI prompt bank

MODULE 1: BUSINESS OUTCOME MODELLING

Learn how to translate a commercial question into an analytical model that connects business outcomes with relevant workforce drivers. Key areas:

- Defining the business question
- Identifying the outcome to be measured
- Selecting relevant workforce drivers
- Connecting HR measures with commercial measures
- Choosing an appropriate analytical approach
- Distinguishing meaningful relationships from coincidental patterns

Business outcomes may include: Revenue, productivity, customer outcomes, workforce cost, service levels and profitability.

Participant output: One-page business outcome model map

MODULE 2: TALENT ACQUISITION ANALYTICS LAB

Use recruitment data to evaluate sourcing effectiveness and early employee outcomes. Key areas:

- Recruitment source effectiveness
- Early employee productivity
- Quality-of-hire indicators
- Recruitment efficiency
- Sourcing return on investment
- Predictive indicators of early employee outcomes

Participant output: Talent acquisition analysis and recommended sourcing mix

MODULE 3: PAY & PERFORMANCE ANALYTICS LAB

Examine relationships between compensation, employee performance and business outcomes. Key areas:

- Performance and workforce value
- Pay and employee outcomes
- Potential drivers of revenue or productivity
- Interpreting multivariate results
- Reviewing correlations critically
- Translating findings into management implications
- AI-assisted executive communication

Participant output: Driver analysis and concise executive management note

Agenda | Day 2

All modules will be delivered across Day 1 and Day 2. However, the trainer may adjust the sequence, modify content, or emphasize specific topics based on the participants' skills and experience.

Schedule

08:30-09:00
Registration

09:00-10:30
Workshop Session

10:30-11:00
Morning Break

11:00-13:00
Workshop Session

13:00-14:00
Lunch

14:00-15:30
Workshop Session

15:30-16:00
Afternoon Break

16:00-17:00
Workshop Session

Predictive Analytics, Workforce Scenarios & Strategic Decisions

MODULE 4: RETENTION ANALYTICS LAB

Analyse attrition risk and estimate its potential workforce and financial impact. Key areas:

- Patterns associated with employee retention
- Employee survival and attrition risk
- Predictive retention models
- Higher-risk workforce segments
- Financial impact of turnover
- Potential intervention strategies
- Responsible communication of predictive findings

Participant output: Retention risk analysis and estimated business impact

MODULE 5: LEARNING & UPSKILLING ANALYTICS LAB

Evaluate whether workforce development investment is producing measurable value. Key areas:

- Measuring learning effectiveness
- Moving beyond participation and satisfaction measures
- Comparing employee outcomes
- Correlation and causal thinking
- Estimating the effect of development interventions
- Calculating learning investment payback
- Building an evidence-based case for workforce development

Participant output: Training impact analysis and ROI assessment

MODULE 6: STRATEGIC WORKFORCE PLANNING, SCENARIO MODELLING & GOVERNANCE

Use workforce data and prepared models to evaluate future requirements, cost scenarios and workforce risks.

Strategic Workforce Planning

- Translating business strategy into workforce requirements
- Assessing current workforce supply and capability
- Identifying future workforce demand
- Skills gap analysis
- Critical roles and workforce risks
- Build, buy, borrow and automate workforce decisions
- AI and automation impact on tasks, roles and skills

Scenario Modelling

- Testing workforce assumptions
- Exploring alternative headcount scenarios
- Estimating workforce cost ranges
- Assessing uncertainty
- Comparing possible outcomes

Analytics Governance

- Bias in workforce data and predictive models
- Employee privacy and confidentiality
- Appropriate use of AI
- Human oversight
- Model governance

Participant output: Workforce scenario analysis and governance canvas

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Module 7: Capstone – Board Pack in 90 Minutes

The workshop concludes with a team-based exercise that brings together the analytical and decision-making skills developed over the two days. Participants will select one of the workshop cases and prepare an executive-level People & Value Pack.

Teams will:

- Define the business question
- Interpret the analytical findings
- Identify the most important workforce insights
- Quantify business implications where appropriate
- Develop evidence-based recommendations
- Prepare an executive summary
- Select three supporting exhibits
- Present the case to management

Participant output: Board-Ready People & Value Pack

Analytical Techniques Covered

Participants will work with prepared models using selected analytical approaches, including:

- Multivariate analysis
- Regression-based analysis
- Predictive modelling
- Retention and survival analysis
- Causal thinking
- Scenario analysis
- Monte Carlo simulation

The focus is on understanding when each technique is useful, interpreting the output, recognising limitations and applying the findings to workforce decisions.

Prepared models will be provided. **No programming experience is required.**

Tools Used

Microsoft Excel: Used throughout the workshop for data analysis, interpretation and scenario exercises, including:

- PivotTables
- Data Analysis ToolPak
- Solver

Generative AI

Generative AI tools will be used in selected exercises to support:

- Developing hypotheses
- Exploring analytical questions
- Interpreting model outputs
- Challenging assumptions
- Synthesising findings
- Preparing executive narratives

Participants may use ChatGPT Pro or another suitable Generative AI platform where available.

Lead Trainer



Dr. Fermin Diez PhD, SHRM-SCP, GRP, IHRP-MP, FSID

*C-Suite Leader, Top HR Influencer, Board Director, Professional Speaker,
HR Consultant, Book Author, Corporate Trainer & Academician*

Dr. Fermin Diez is a Top HR Influencer, Professional Speaker and HR expert with global experience across consulting, corporate leadership and academia. He holds a PhD from Singapore Management University, an MBA from Wharton and a Psychology degree from the University of Michigan. His professional credentials include SPHR, GRP, IHRP-MP and FSID.

Dr. Fermin has advised Boards and C Suite executives on Total Rewards, Executive Compensation, HR Strategy and HR Analytics. His consulting experience includes work with leading organisations such as AIA, Citibank, ANZ and the Asian Development Bank. He has led HR functions for major multinational companies across Asia Pacific and Latin America, and previously served as Deputy CEO and Group Head of HR for Singapore's National Council for Social Service.

As an educator, he teaches at NUS, SMU and NTU, has authored three books including The Remuneration Handbook, and has trained HR professionals for more than 20 years through WorldatWork courses. Dr. Fermin also serves on multiple boards and advisory councils, including Jurong Health Systems and the WorldatWork Global Advisory Council. He is a sought after speaker at global forums on Compensation, Strategic HR, Talent Management, M&A and HR Analytics.

2-DAY COURSE

Strategic HR Analytics: Driving Smarter Workforce Decisions

1-2 December 2026
The Majestic Hotel Kuala Lumpur

Standard Fee **RM3,500 / delegate**
Group Fee **RM3,350 / delegate**

- Group fee applies to registrations of 3 delegates or more.
- The course fee is inclusive of applicable taxes and is 100% HRD Corp claimable.

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Please tick (✓) the box if you are applying for HRD Corp grant.

A. ORGANISATION INFORMATION

Name	
Address	
Postcode	
Email	
Phone	

FASTEST WAY TO REGISTER

- Complete the Workshop Series Registration Form
- Kindly email it to us at registration@skill-lyft.com

TERMS & CONDITIONS

1. Replacement Policy

Delegates may request a replacement at no additional cost, provided Skill-Lyft is notified at least three (3) working days before the event.

2. Cancellation Policy

All cancellations must be submitted in writing via email to Skill-Lyft. The following charges apply based on the time of cancellation:

- More than 15 working days before the event: Full refund with no charges.
- 8 to 14 working days before the event: 50% of the registration fee will be charged.
- Within 7 working days before the event: 100% of the registration fee will be charged.

3. No-Show Policy

Delegates who do not attend the event will be charged the full registration fee.

4. Skill-Lyft's Rights

Skill-Lyft reserves the right to cancel or reschedule events. Delegates will be informed promptly of any changes. Please note that Skill-Lyft will not be responsible for airfare, hotel accommodations, or other travel-related expenses incurred by delegates.

5. HRD Corp Grant

If the approved HRD Corp grant amount is less than the course fee, the company will be invoiced for the difference.

6. Invoice & Payment Policy

All invoices must be settled within 14 days of the invoice date or at least one (1) working day before the event, whichever comes first. Delegates will not be allowed entry to the course if payment has not been received.

7. Data Privacy

Skill-Lyft (M) Sdn Bhd acts as the data controller for this information. Your details will be stored in our database and used to fulfill our legitimate interests in event administration.

B. DELEGATE INFORMATION

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Please tick (✓) the box if you have more than three (3) delegates - refer additional copy of this form.

1

Name

Designation

Department

Email

Mobile No.

Dietary Concerns: Vegetarian

Allergies

2

Name

Designation

Department

Email

Mobile No.

Dietary Concerns: Vegetarian

Allergies

3

Name

Designation

Department

Email

Mobile No.

Dietary Concerns: Vegetarian

Allergies

C. BILLING INFORMATION

Quotation or invoice should be directed to:

Name

Designation

Email

Phone

E-signature

By signing, I hereby acknowledge that I have thoroughly read and fully understand the Terms & Conditions stated in this registration form.