

**MALAYSIA
HR FORUM**



HR ANALYTICS

Data Driven Improvement & Decision Making

RM 2,800



Fully HRDC Claimable

18 & 19 November 2026 | 9 am - 5 pm

Mode: Online (Zoom)

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MODULE OVERVIEW

Most HR professionals are sitting on a goldmine of data they do not know how to use. Headcount reports are produced. Attrition numbers are tracked. Performance ratings are submitted. Payroll is processed. But the connection between these data points and the story they collectively tell about the organisation remains largely untold.

Increasingly, those same HR professionals also have AI tools sitting at their fingertips: ChatGPT, Copilot, and similar assistants. Without analytical grounding, however, AI simply produces generic guesses faster. This 2-day workshop closes both gaps at once. Rather than teaching HR analytics as a collection of separate tools and techniques, the program is anchored on a single, continuous analytical journey. Participants follow one fictional Malaysian organisation across both days, receiving its data, uncovering its problems, connecting its patterns, and building data-backed insights, using AI as a thinking partner rather than a black box.

The program is built on the Analytics Maturity Ladder: moving participants deliberately from Descriptive thinking (what happened) through Diagnostic (why it happened) and Predictive (what will happen) to Prescriptive (what the organisation should do). This progression runs through all six modules as both a framework and a lived experience. At each level, participants also ask a fifth question: where could AI help me get here faster and where must I not let it replace my own judgement?

Microsoft Excel remains the core analytical tool throughout, with complexity increasing progressively across modules. Everyday AI tools (such as ChatGPT or Microsoft Copilot) are introduced alongside Excel in selected exercises, used specifically for interpretation, drafting, and communication, not as a replacement for the analysis itself. The program is designed for a mixed-experience audience: participants with foundational Excel skills will build applied confidence, while those who are more proficient will be stretched by the interpretation and storytelling demands of Day 2.

LEARNING

OBJECTIVES

Upon completion of the program, participants will be able to:

- Apply the Analytics Maturity Ladder to progress from descriptive to prescriptive thinking across core HR data domains
- Assess HR data quality and identify integrity issues before conducting any analysis
- Analyse workforce demographics and payroll data to surface equity gaps and compensation anomalies
- Calculate and interpret attrition metrics to identify retention risks and build a financial business case for action
- Evaluate recruitment funnel performance and source effectiveness to improve hiring decisions
- Conduct performance distribution analysis to identify bias and grade inflation patterns
- Construct a clear HR data narrative using the Context → Insight → Implication → Recommendation structure
- Use AI tools appropriately within an HR analytics workflow to accelerate drafting and interpretation while independently verifying every AI-generated claim against the source data

METHOD

OF TRAINING

The program uses a narrative-anchored, hands-on learning methodology:

- Progressive Excel hands-on exercises in every module, increasing in analytical complexity across both days
- AI-Assisted checkpoints in selected exercises, where participants use a free AI tool to draft an interpretation or summary, then critique and correct it against their own Excel-based analysis
- Group discussions and peer feedback after each exercise to build shared analytical vocabulary
- A closing Mini Insights Sharing activity where each group presents their strongest data story to the room
- Individual reflection and 30-day action planning at close



LEARNING OUTCOMES

Upon completion, participants will be able to:

- Critically assess HR data quality and structure it for meaningful analysis
- Apply descriptive, diagnostic, predictive, and prescriptive analytical thinking to core HR data domains
- Use Excel to analyse payroll, attrition, recruitment, and performance data
- Identify patterns, anomalies, and risks across interconnected HR datasets
- Construct a coherent HR data narrative that moves from insight to recommendation
- Present HR analytics findings clearly to business stakeholders in a format that drives decisions
- Use AI tools as a drafting and interpretation aid within a verified, data-grounded analytical process

TARGETED PARTICIPANTS

HR professionals who work with or are responsible for employee data including HR Executives, HR Managers, C&B Professionals, and HR Business Partners who want to build a stronger analytical capability, alongside practical, responsible AI fluency.



CONTENTS DAY 1

Understanding and Analysing HR Data

Module 1: Mindset: Thinking Like an Analyst (and Working with AI)

Analytics Level: Descriptive

What does our data actually show and where can AI genuinely help?

- The difference between HR reporting and HR analytics, why the distinction matters
- Introducing the Analytics Maturity Ladder: Descriptive → Diagnostic → Predictive → Prescriptive
- What good HR data looks like and what most organisations actually have
- Data integrity, data governance, and purposeful data collection
- Common HR data traps: recency bias, incomplete records, inconsistent categorisation, and GIGO (Garbage In, Garbage Out)
- Where AI fits, and where it doesn't: using AI to accelerate, never replace, analytical judgement
- Prompting basics for HR data conversations: how to ask AI for help without exposing sensitive employee data

Module 2: Workforce Demographics and Payroll Analytics

Analytics Level: Descriptive → Diagnostic

Who works here and are we paying fairly?

- Building a workforce snapshot: headcount, gender, age profile, tenure distribution, and department breakdown
- Reading your workforce composition, what demographic patterns signal about organisational health
- Introduction to payroll analytics: base pay, allowances, and total compensation as data points
- Identifying pay discrepancies, salary compression, and internal equity gaps
- Compa-ratio analysis: measuring how individual pay sits relative to the midpoint of a salary range
- Benchmarking internal pay against market data in Excel

Module 3: Attrition and Retention Analytics

Analytics Level: Diagnostic

Why are people leaving and who can we not afford to lose?

- Calculating attrition correctly: overall, voluntary vs. involuntary, regrettable vs. non-regrettable
- Segmenting attrition by department, tenure band, grade level, and demographics
- Moving from descriptive to diagnostic: using exit data and engagement signals to uncover root causes
- Leading indicators of flight risk vs. lagging indicators of actual attrition
- The cost of attrition and its impact to employee retention
- Connecting attrition patterns to payroll and workforce data from Module 2

Q&A and Wrap-Up of Day 1

CONTENTS DAY 2

Using Analytics to Drive Decisions

Module 4: Recruitment Analytics

Analytics Level: Diagnostic → Predictive

Are we hiring the right people through the right channels?

- Key recruitment metrics: time-to-fill, time-to-hire, offer acceptance rate, cost-per-hire, and quality of hire
- Source effectiveness analysis, which channels deliver the best hires, not just the most applications
- Identifying bottlenecks in the hiring funnel using data: where do candidates drop off and why?
- Linking recruitment data to retention outcomes: does your hiring process predict long-term performance?
- The predictive shift: using historical recruitment data to anticipate future hiring challenges
- Connecting recruitment findings to the attrition patterns identified on Day 1

Module 5: Performance Data Analytics

Analytics Level: Predictive

Do our performance ratings reflect reality and what patterns should concern us?

Part A: Build common understanding before analytics

- Beyond ratings: what performance data can and cannot tell you
- Common performance measures organisations use and risks:
 - KPIs (Key Performance Indicators)
 - Goals / Targets
 - Competencies
 - Performance Ratings

Part B: Reading performance patterns through data

- Performance distribution analysis: understanding the spread of ratings across the organisation
- What a healthy performance spread looks like
- Identifying grade inflation and central tendency bias using distribution data

Part C: Connecting Performance Data to Business Decisions

- Linking performance patterns to the attrition and payroll data from Day 1, completing the employee lifecycle view: Performance → Retention → Compensation → Workforce decisions
- Calibration data: how distribution analysis spots manager-level inconsistency before it affects pay and promotion decisions

CONTENTS DAY 2

Using Analytics to Drive Decisions

Module 6: Data Storytelling and AI-Assisted Dashboards

Analytics Level: Prescriptive

What does the business need to know and how do we tell that story?

- Why data without a story/narrative does not drive decisions
- The anatomy of an effective HR data story: Context → Insight → Implication → Recommendation
- Designing for your audience: what a CFO needs vs. what a line manager needs: same data, different story
- Dashboard design principles: what to show, what to exclude, and how to structure for clarity and impact
- Live walkthrough of a well-structured HR dashboard in Excel & common mistakes to avoid
- Chart selection guide: which chart type suits which HR story (attrition trends, headcount composition, pay distribution, performance spread)
- Using AI as a first-draft writing partner: generating a starting narrative from finalised numbers, then editing it into your own voice and checking every figure against source data

Q&A and Wrap-Up of Day 2