
HR Analytics and People Metrics

16 - 20 Nov 2026
Milan





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HR Analytics and People Metrics is a five-day senior people-analytics course delivered by Mars Training Centre in London, Amsterdam, Munich, Dubai, and Seoul — designed for heads of people analytics, HR directors, and senior HR leaders who want to build an evidence-led HR function and report human-capital data with the same rigour as financial data.

Most HR functions sit on more data than they use, and most executive committees ask better questions of finance than they ask of HR. The HR functions that have crossed that threshold have built people-analytics teams, defined the metrics that matter, and reframed the conversation with the business around evidence. The opportunity is real, and the technical, ethical, and governance demands are significant.

Across five focused days, you will work through the design and operation of a credible HR analytics capability: from the people-data foundation, through the metrics that matter, the analyses that change decisions, and the governance that protects the workforce. The programme is delivered by senior practitioners who have built and led people-analytics functions in large organisations.

What You Will Learn

- Build a people-analytics operating model that fits your organisation.
- Design a people-data foundation: definitions, taxonomies, governance.
- Define the people metrics that actually matter to your business.
- Apply core people-analytics methods, from descriptive to predictive.
- Conduct attrition, hiring-funnel, performance, and pay-equity analyses.
- Build credible dashboards for the executive committee and the board.
- Manage the ethics of people analytics, including privacy and fairness.
- Communicate analytics findings to non-technical executive audiences.
- Make a credible business case for investment in people analytics.

How You Will Benefit

You will leave with a clear, defensible people-analytics agenda for your organisation, and a Mars Certificate of Completion.

Your organisation will gain an HR leader who can answer board-level questions about human capital with evidence, govern the use of people data ethically, and turn HR analytics into better decisions.



Who This Programme Is For

This programme is designed for:

- Heads of People Analytics and Heads of HR Insights
- HR Directors with analytics in scope
- Senior HR Business Partners using data routinely
- Reward analysts and workforce-planning leads
- Senior Talent Management leaders working with data
- Senior HR Operations leaders
- Senior public-sector HR executives building analytics capability

The seniority floor is senior HR manager and above. The programme is delivered in person over five consecutive days, and delegates receive a Mars Certificate of Completion.