

# The People Analytics Journey

Introductory Course for Human Resources Professionals

**Gain the knowledge and confidence!  
Start your journey to data-driven HR**

## About the Course

People Analytics is an emerging field of expertise, that presents today in most HR departments. It is the data science of HR practices. Therefore, understanding data science concepts is a part of every HR leaders' basic skill set. This course offers an overview of the role of HR leaders in improving business performance by informed decisions about people based on data.

The course enables HR leaders to be familiar with data science terms and concepts. It covers real-world use cases of analytics, in the realm of executives, managers, employees, and candidates. It enables HR managers to understand the competencies of this new profession.

The course contributes to developing an analytical proper mindset to start the People Analytics journey within the organization.



# Who Should Participate?

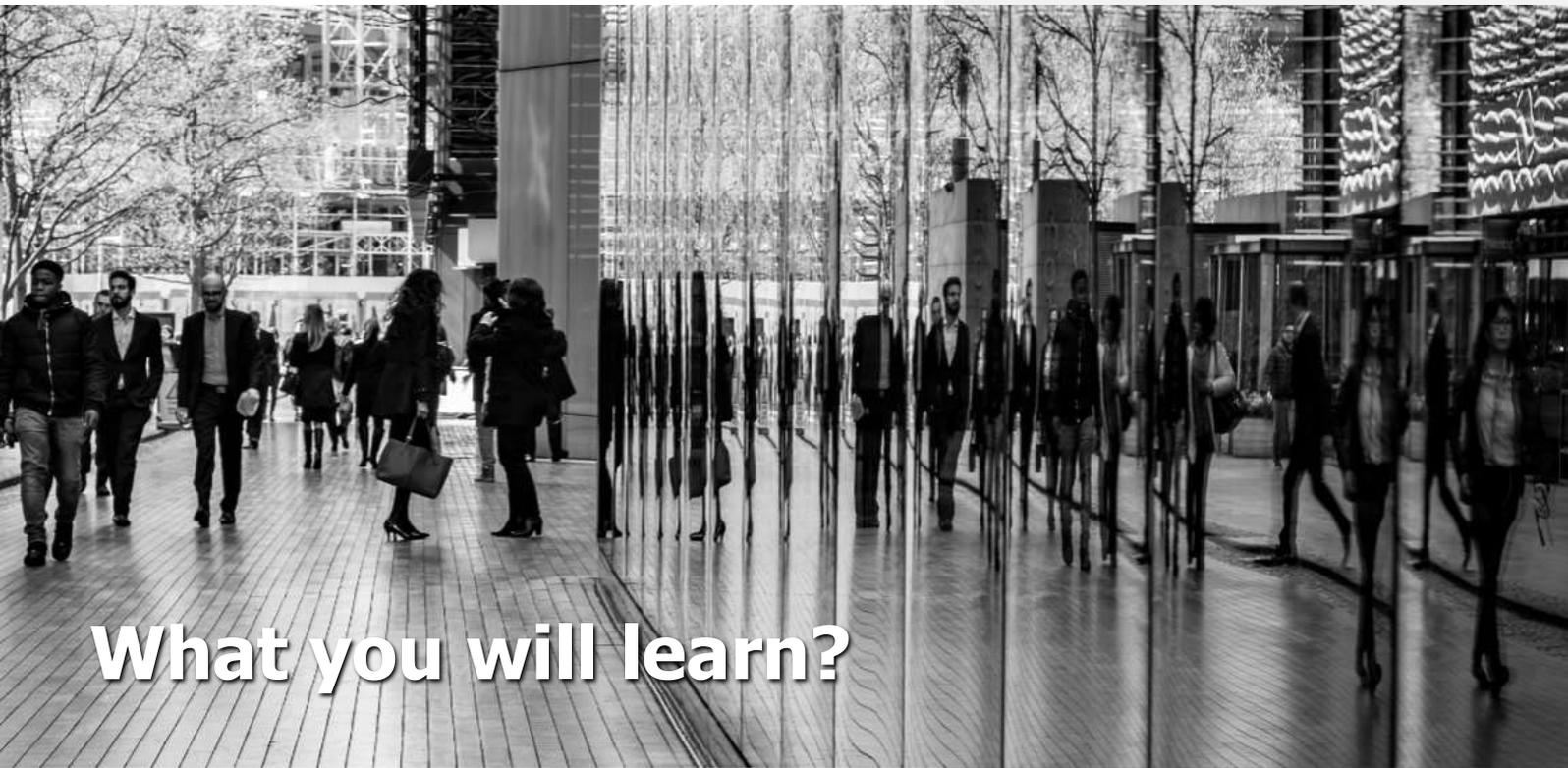
The course is targeted to HR professionals who aspire to lead a data-driven organization, promote the People Analytics domain, and be prepared for the future of work.

*"I have been exposed to many sources, concepts and examples and I believe that the course is essential for anyone who wants to get started in the field. Thank you for your openness and willingness to share your knowledge and make it accessible to us."*

*Vered Palit  
Technion R&D Foundation*

## Required Skills

Experience in an HR role is a must.  
No technical skills are required.



## What you will learn?

### Scope of Lectures

The course includes four modules, organized in topics that build a conceptual framework:

1. Why People Analytics? The Fundamental change.
2. The Role of People Analytics Leader.
3. People Analytics Case Studies and Simulations.
4. Emerging trends of HR tech.



# Learning Remotely

4 Modules, 4 lessons of 1 hour in each module

## Module 1

### Why People Analytics? Fundamental changes

A review of new demands in HR and the state of affairs in this profession.

#### Session outline:

- How HR create business value?
- What is PA? What is not PA?
- Applying PA: Is there a skill gap in HR?
- What is ELV? How it is relevant to PA?

#### Background and supplement materials:

- [HR Dashboards are not People Analytics – but you need both!](#)
- [Who are you my fellow “People Analytics Leader”?](#)

## Module 2

### The Role of People Analytics Leader in the organization.

Practical guidance in starting the journey to data-driven HR.

#### Session outline:

- What are the 5 perspective of PA?
- How to formulate business questions?
- Why HR data is a mess? What to do?
- How can I handle data fallacies?

#### Background and supplement materials:

- [People Analytics: Your very first step in a long journey](#)
- [Workforce data is a mess! What can you do about it?](#)

## Module 3

### People Analytics Case Studies and Simulations.

Real-world use cases of People Analytics

#### Session outline:

- Three Levels of Analytics
- Gender diversity and gap – part 1+2
- From Statistics to ML & AI
- Employee attrition – part 1+2

#### Background and supplement materials:

- [Gender Pay Gap and People Analytics: A Practice with Open Data](#)
- [Predicting Employee Attrition](#)

## Module 4

### Emerging trends of HR tech.

A review of HR-tech innovation along the employee lifecycle.



#### Session outline:

- How to classify PA and HR-tech?
- Why Procurement is important?
- Why Ethics is important?
- How to re-define my HR leader role?

#### Background and supplement materials:

- [An employee in the big data era: Will you let robots determine your future at work?](#)
- [Will People Analysts always be human?](#)





**More  
Added  
Value!**

## Teaser Exercises

Home assignments, that will enable to reflect on business questions, people, and data.

## Starter Kit

A complementary list of recommended books and articles based on the state-of-the-art in People analytics.

## One-on-one

Meet the course instructor for one hour personal consultancy, to fit the course materials to your own professional background and your organization maturity.

*"Interesting, eye-opener, great introduction that makes sense of basic concepts and encourages to explore human capital from data perspective."*

*Hasik Barber, Kibbutz Yagur*



*"Interesting course! The meetings were comprehensive and definitely provided tools to start data analytics projects in HR."*

*Ronen Rozenberg, Bank of Israel*

## Instructor: Littal Shemer Haim



For more than 18 years now, Littal Shemer Haim supports organizations in the processes of data collection and analysis, assisting in creating insights that lead to effective decision making and actions.

- Littal brings Data Science into organizational activities, to guide organizations to base decision-making about people on data. Her experience in applied research, keen usage of statistical modeling, constant exposure to new technologies, and genuine interest in people lives, all led her to focus nowadays on People Analytics and HR Data Strategy.
- Littal holds a Technion Master of Business Administration (M.B.A) and B.A Economics and Management. She also holds a B.A in Psychology of Tel Aviv University, and Positive Psychology Certificate. Littal participated remotely in the Data Science Specialization of Johns Hopkins University, where she studied R programming and Practical Machine Learning. She also remotely studied Predictive Workforce Analytics at the University of California Irvine, Statistical Learning at Stanford University, and Data Science and Big Data Analytics in MIT xPro.

### Place and Schedule

Schedule: June - July 2020, Learning remotely via Zoom!

2 optional groups: Morning group OR Evening group.

Mon & Thu at 9:00 am OR Sun & Wed at 7:00 pm

Total of 20 academic hours. Lecture language: Hebrew.

**Register Now**



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# Littal's Public Speaking

[People Geek-up \(Tel Aviv\) - June 2019](#)

[Hacking HR Forum \(Tel Aviv\) - May 2019](#)

[Lahav Executive Education \(Tel Aviv University\) – January 2019](#)

[Digi HR 2018 \(Athens\) - October 2018](#)

[People Analytics - from Data to insights in HR \(Tel Aviv\) - July 2018](#)

[Annual HR Conference, Health Sector \(Greater Tel Aviv\) – June 2018](#)

[People Analytics Day \(Berlin\) – April 2018](#)

[HR & People Analytics Forum \(Budapest\) – April 2018](#)

[People Analytics & HR Dashboards \(Tel Aviv\) – March 2018](#)

[Israel HR Tech conference \(Tel Aviv\) – February 2018](#)



Photo: Eyal Inbar



## A Student's Experience

*"I truly enjoyed participating in Littal's course. The mindset and perspectives that Littal brought to her training sessions helped me shape my professional approach and my role as People Analytics lead. Her class included the most recent theories and articles in the field. The mixture of lectures, exercises, and group discussions made it even more relevant. During the training, we discussed the challenges and burning issues that concern colleagues in the field. The answers and feedback given by Littal and the other participants contributed to my ability to connect general concepts and ideas to the daily life of a professional in the domain. For me, the course has been a significant learning experience as it helped me acquire the key foundations, as well as current trends in the field of People Analytics."*

*Gal Mozes,  
Organizational Psychologist and People Analytics  
Amdocs*



Photo: Michal Shoval

## Littal's Global Recognition

[60+ Top Global Influencers in HR Tech of 2019](#)

[15 Women in HR Technology You Should Follow](#)

[5 Top HR Bloggers You Need to Follow](#)

[16 female must-follow influencers in HR Tech](#)

[Top 89+ HR Analytics Influencers to Watch in 2018](#)

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# Frequently Asked Questions



## Is it theoretical or practical?

The course combines theoretical and practical contents. You will acquire analytical mindset that will enable you to support business questions with HR data. You'll learn the foundations, review case studies and tools, so hopefully, you'll apply some of it in your organization, in accordance with its maturity.



## Do I need a certain software?

You don't need to have or to purchase in advance any software or tech solution. During the course you'll learn to distinguish between solutions, so eventually your voice will be heard better, in procurement decisions or in communication with your internal or external analytics provider.



## Will it help my Career in the HR domain?

The future of work, and the future of HR, will be completely different – much more automated, technological, and data-driven. Expanding your skills via People Analytics mindset and practices will help you to save your future spot. It will also enable you to contribute more to your organization, which may lead to career opportunities and growth.



## Why should my employer support it?

The course enables to understand how people processes are related to business results. People Analytics practices support this linkage. Your employer would like you to contribute more in improving the return on investment in people, and in developing data-driven approach to people processes, using up-to-date technologies and methodologies.

## Who else chose Littal Shemer Haim

for  
**People Analytics**  
training, mentoring and consulting?

(partial list)

Adama, Amdocs, ATG, Bank of Israel, Biosense Webster, Bizzabo, Castro, Clalit, ClickTale, Compugen, ECI, El-op, Elisra, Essence, eToro, Feedvisor, Fiverr, Galor Systems, Gemida Cell, Gett, GIA, Hadassah Medical Center, Here, IACC, ICL Group, IDF, Ikea, IronSource, Israel Electric Corporation, Ituran, JDC, Kidum, Kornit, Leumi-card, Mayer Cars, Mekorot, Ministry of Health, Ministry of Trade and Industry, Neshet, Next Insurance, Nova, NSO, Plarium, Random Logic, Riskified, Sanmina, SBtech, Schindler, Shamir, Sisense, SparkBeyond, Spiral Solutions, SQLink, Strauss, Taboola, Technion R&D Foundation, Tikal, Toga Networks, WebPals, Yotpo, Zerto.

