new skills
new future

Mercer Learning HR Academy

Core HR and Digital Skills Catalogue

Mercer Learning
HR Academy

Mercer Learning HR Academy was established with one goal in mind, enhancing the capability of our client's human resource professionals by providing access to world class, actionable and relevant learning content for rapid upskilling.

Companies are investing in skill development to get their HR teams future-ready. As a result, HR's role in driving success is more important than ever. Yet most organizations do not have a systematic approach for developing the capabilities of the HR team, especially around digital skills.

Mercer Learning HR Academy is a comprehensive learning solution designed to build HR capabilities - both core and future-skills, especially around data. These e-learning modules are grouped into HR bundles, and each program offers a foundational level of training across a range of modules.

Technical training bundles available in all markets.
Short, easy to access and consume e-learning modules.

Learning levels	Training delivery method	Digital HR and workforce planning	Rewards	Talent and change management	Health and well-being COMING SOON	People analytics
Foundation	Browser or mobile	• Introduction to AI in HR and the Future of Work • HRBP 2.0: The Data-Driven and Digital HR Business Partner • Creating a Digital HR Foundation • Incorporating Design Thinking Into HR • Culture and Mindset Change in a Digital Era • How to Use Assessments for Talent Identification • How to Select and Use Game-Based Assessments • Getting Started With Workforce Planning • Building an Agile Workforce Planning Process • How to Design Jobs People Love	• Performance and Rewards • Optimizing Benefits • Sales Incentive Design • Executive Remuneration Fundamentals • Global Mobility • Producing Quality Position Descriptions • IPE e-Learning	• Talent Management • Career Management • Organizational Design • Training Design and Evaluation • How to Lead in Change Management • Driving Employee Engagement and Productivity • Recruitment and Employee Value Proposition • Engaging, Hiring and Onboarding Strategies • Utilizing Assessment Tools Effectively	• The Workplace Challenge and the Impact of Health Risks to Organizations • Mental Health (Part 1) — Awareness, Practical Guide and Spotting the Signs • Mental Health (Part 2) — Resilience and the Psychology of Happiness • Physical Health — MSK and Lifestyle Factors • Designing an Effective Health and Well-Being Strategy or Program • Health and Well-Being Performance Management — Working With the Right Providers and Measuring the Right Things	• An Introduction to People Analytics • Framing Business Questions and Developing Hypotheses • Analyzing and Interpreting HR Dashboard Data • How to Use Storytelling for People Analytics • Introduction to GDPR for HR • Using Statistics in HR • How to Use Statistics in Your People Analytics Projects • How to Create a Governance Model for People Analytics • Creating the Right Methodology for People Analytics Projects • How to Manage Stakeholders in People Analytics
Advanced						• Introduction to Using Python for People Analytics • How to Use Python to Automate HR Reporting • How to Use Python for Organizational Network Analysis • Applying Text Analytics to HR Data

Digital HR and workforce planning

Introduction to AI in HR and the future of work

What will I learn in this course?

There is a lot of hype surrounding AI in HR and its impact on work, but artificial intelligence, automation, augmentation and the future of work are much more than just buzzwords. We need to interpret the real opportunities new technologies can offer HR for improving its own function and the organization it supports.

In this course, you will learn:

1. What AI is and how it is impacting HR
2. How technology is affecting our consumer experience and what it means for the workforce
3. The main ways AI is disrupting HR tech
4. How HR can benefit from implementing AI and other new technologies
5. What the future of work is and how HR should be preparing for a shift in mindset
6. How HR professionals should prepare to implement AI solutions in HR

This course explores what the rise of new vendors incorporating AI and machine learning means to HR and how to consider building such tools into your digital HR strategy. On completing this e-learning module, you will have a much better understanding of the impact of AI on HR and how the future of work will affect all of our lives.

Course curriculum

Module 1: What Is AI, and Why Does It Matter to HR?
Module 2: The Impact of AI on HR
Module 3: Shaping the Future of Work With AI and Augmentation
Module 4: The Impact of AI and Augmentation on Individuals and the Organization
Module 5: Implementing AI Tools Within HR

HRBP 2.0: The data-driven and digital HR business partner

What will I learn in this course?

Discover how the expectations for an HR business partner have shifted since the position's origin more than 20 years ago. We explain that HR is not about HR, it's about creating value for the key stakeholders we serve. And how the job of the HR business partner isn't about doing the work of HR, such as building purpose and belonging, but about doing work that helps the company win in the marketplace.

By the end of this course, you will have learned:

1. The assumptions changing what it means to be an HR business partner in today's world
2. The new business realities facing HR and HR professionals
3. How HR can create business value and help the company win in the marketplace
4. The 13 trends that make up the HRBP 2.0 model

Course curriculum

Module 1: The Data-Driven and Digital HRBP
Module 2: Focusing on the Value Created by HR
Module 3: Defining Context as a Business Partner
Module 4: Defining the Customers of HR
Module 5: Where Should HR Focus?
Module 6: How to Build a Better Organization
Module 7: Six Steps to Developing Better Leaders
Module 8: What Is the HR for HR Strategy?
Module 9: Building an HR Function for the Needs of the Business
Module 10: Investing in HR Practice Areas
Module 11: Knowledge and Skills for an Effective HRBP
Module 12: Leveraging HR Information and Analytics
Module 13: Embracing HR Technology
Module 14: Building Relationships as an HRBP

Creating a digital HR foundation

What will I learn in this course?

This course provides a solid foundation for creating a successful digital HR strategy for your organization.

The main questions we answer in this course are:

- How can HR as a function become more digital?
- How can HR drive business outcomes in a digital age?

Based on our learnings from more than 2,000 global companies, we share what has worked for them when building their digital HR strategies. This course focuses on five key building blocks for the digital HR function:

1. The digital challenge for HR
2. HR customer experience
3. Skills-based work organization
4. People analytics
5. The first 100 days

The objective of this course is to give you a thorough understanding of what the term "digital" means for a progressive HR function. On completing this online training, you will be much more fluent in discussing aspects of the digital transformation ahead of all of us.

Course curriculum

Module 1: The Digital Challenge for HR
Module 2: CxHR: The Customer Experience of HR
Module 3: Skills-Based Organization of Work
Module 4: Why Is People Analytics Important?
Module 5: The First 100 Days of HR Digital

Incorporating design thinking into HR

What will I learn in this course?

This course, led by Volker Jacobs, Chris Rowlands, Sophie Mueller and Leonie Gatermann, provides a practical guide to using design thinking in HR. Design thinking has become a fashionable term when talking about innovation and agile working. However, this isn't just another design-thinking course.

This course shows you **how** to apply design thinking in HR. We share our learnings from a series of workshops and projects in HR that apply the design-thinking philosophy, providing handpicked and custom methods specifically designed to create an improved HR customer experience. This course provides you with a solid foundation in design thinking in HR, a pragmatic toolkit and templates to show you how to use design thinking in your organization.

Course curriculum

Module 1: Why? A New World of Work With Severe Talent Problems
Module 2: Why? New Service Expectations
Module 3: Why? Translating Success From Marketing, Sales and Service
Module 4: Why? Start Where HR Has Ownership
Module 5: What? Definition, History and Success Stories
Module 6: What? Fundamentals
Module 7: How? Discover and Explore: Understand
Module 8: How? Design Phase: Ideate
Module 9: How? Design Phase: Prototype
Module 10: How? Validate and Activate: Feasibility Check
Module 11: How? Validate and Activate: Build
Module 12: How? Validate and Activate: Measure
Module 13: Your Design Challenge Exercise

Culture and mindset change in a digital era

What will I learn in this course?

Organizations are increasingly interested in understanding their company culture, and culture is becoming a top priority for CHROs. It is even more important for HR leaders to manage the organization's sense of purpose and engage the workforce in alignment with business needs. Learn about the importance of a growth mindset in supporting cultural change in a digital era and how to bring your employees on a change journey successfully.

By the end of this course, you will have learned:

1. What organizational culture is and how it's measured
2. Why mindset is suddenly so important
3. A simple model to underpin culture and mindset change
4. Tools and techniques to drive cultural change

Course curriculum

Module 1: What Is Organizational Culture, and How Is It Measured?
Module 2: Why Is Mindset Suddenly So Important?
Module 3: A Model to Underpin Culture and Mindset Change
Module 4: Tools and Techniques

How to use assessments for talent identification

What will I learn in this course?

Globally renowned psychologist, author and entrepreneur, Dr. Tomas Chamorro-Premuzic, takes you through everything you need to know about when and how to use assessments for talent identification.

The course answers the following questions:

1. What are assessments, and how do they work?
2. What makes a good assessment?
3. What are the major types of assessment?
4. Can people fake assessments?
5. Are assessments biased?
6. How has technology reshaped the assessment landscape?
7. What questions should you ask when evaluating the new game-based and AI-based assessment tools?

This course explains what assessments are, when to use them and how to understand the difference between traditional assessments and the new digital assessment tools. On completing this e-learning module, you will have a greater understanding of how assessments work and how you can use them to identify high-performing talent in your own organization.

How to select and use game-based assessments

What will I learn in this course?

Dr. Kiki Leutner is an expert on psychometric assessments and how game-based and AI-based assessments are disrupting the traditional assessment industry. Learn about the various types of assessments available and how they can assist with the talent selection process.

By the end of this course, you will have learned:

1. What a game-based assessment is and how it differs from traditional assessments
2. The reasons you should be using assessments in your talent selection process
3. The right questions to ask when selecting game-based assessment providers
4. What you can realistically achieve with modern game-based or AI-based assessments
5. How to successfully implement a game-based assessment in your organization

Course curriculum

Module 1: What's Stopping You From Using Assessments?
Module 2: What Should You Be Assessing?
Module 3: Differences in Providers and Examples of Game–Based Assessments
Module 4: How to Use Game–Based Assessments to Improve Hiring

Getting started with workforce planning

What will I learn in this course?

Workforce planning is a core business process for aligning changing organizational needs with people strategy. As companies try to create more agile organizations with a mix of full-time, part-time, permanent, contractor and freelance talent, it has never been more important to be able to plan effectively, forecast skills gaps and understand the supply and demand of talent.

This introduction to workforce planning ensures that, as an HR professional, you not only understand how to create a strategic workforce plan but also how to get buy-in and manage your workforce planning activities. The course covers the following key areas:

- What workforce planning is
- How to create a strategic workforce plan
- How to consider external talent supply and demand
- How to involve key stakeholders and get their buy-in for your workforce plan

This course aims to provide a solid foundation to the principles behind workforce planning and shows you how to create a strategic workforce plan for your organization.

Course curriculum

Module 1: Workforce Intelligence Services and People Analytics
Module 2: The Workforce Planning Process
Module 3: The Talent Assessment and Development Framework
Module 4: Bringing Workforce Planning to Life

Building an agile workforce planning process

What will I learn in this course?

Strategic workforce planning is becoming critical in a VUCA world. This is even more important in cases where talent demand can change overnight and organizations need to react quickly. In this course, Sophie Rwegera Khadhraoui explores how nonprofit and other organizations with dynamic talent needs require a much more agile and efficient workforce planning process.

Learn how to build such a process within your organization. The course will cover the following key topics:

1. What agile workforce planning means for the nonprofit sector
2. Why organizations need agile workforce plans
3. The five steps of an agile workforce planning cycle
4. How to build an agile workforce plan in your organization

This course provides organizations with tips and tactics for building the strategy and beginning to execute against an agile workforce plan.

Course curriculum

Module 1: Why Nonprofit Organizations Need an Agile Workforce Plan
Module 2: The Agile Workforce Planning Cycle (Five Steps of an Agile Workforce Plan)
Module 3: Five Tips for Building an Efficient Agile Workforce Plan

How to design jobs people love

What will I learn in this course?

What is job design 2.0, and how can you learn to design jobs for the new world of work? Discover the fundamentals of job design and how you can help your organization design better work. This course gives you an overview of why jobs are important and how to design jobs that people love.

Learn how job design needs to change to reflect the changing nature of work and organizations and how you can help your organization design better work. By the end of this course, you will have learned:

1. The fundamentals of job design, why jobs matter and how work has changed
2. Why jobs are important and whose responsibility it is to design them
3. What makes a job that people really love
4. The practicalities of job design and how you can help your organization design better work

Course curriculum

Module 1: What Is a Job, and Why Do Jobs Matter?
Module 2: What Makes a Good Job?
Module 3: Connecting Job Design to Business Strategy

Rewards

Performance and rewards fundamentals

What will I learn in this course?

Are employees being productive? How do you build performance structures and rewards that can motivate employee productivity? These are some questions organizations are asking. Performance and rewards are at the heart of what HR should be doing strategically and tactically.

This course gives you a better understanding of the relevance of performance and rewards to employee productivity. We provide you with guidelines on how to review your company's current system and implement innovative solutions to performance and rewards problems based on the fundamentals in this course, including performance management cycles, the 3P model and compensation frameworks.

By the end of this course, you will have learned how to:

- Build performance structures and rewards to support performance goals
- Use the performance management cycle to improve employee productivity
- Establish pay levels based on compensation strategy
- Review your company using a compensation framework
- Implement innovative solutions to improve performance management and rewards

Course curriculum

Module 1: Relevance of Performance and Rewards to Employee Productivity

- Importance of Performance and Rewards
- Definition of Performance Management
- Components of the Performance Management Cycle
- Effective Ways to Complete the Performance Management Cycle

Module 2: Fundamentals and Structures of Compensation

- Aspects of Compensation Strategy
- Basic Terms Around Compensation
- Best Ways to Establish Pay Levels
- Compensation Focus Areas

Module 3: 3P Model for Performance Rewards

- Components of the 3P Model

Module 4: Compensation Framework and Case Studies

- Definition of Compensation Framework
- Case Studies: Problems and Solutions
- Review of Your Company

Optimizing benefits

What will I learn in this course?

The cost of employee benefits plans is ever-increasing, and HR professionals are looking for innovative ways to optimize benefits offerings while maximizing the company's return on investment.

A company's benefits plan is a crucial part of incentivizing employees to perform, but most HR professionals struggle with designing a plan that suits the majority of employees. This course begins with clarifying the content of employee benefits plans and explains the types and phases of benefits program design. Analyze an implementation case study, and learn how to design an employee benefits program for your organization.

By the end of this course, you will understand:

- How to identify the benefit items that best fulfill your employees' needs
- How to design and implement a flexible benefits program
- How to make the right decisions based on the diverse needs of your workforce
- The best communication method for engaging your employees

Course curriculum

Module 1: Employee Benefits

- Employment Policy Benefits
- Supplementary Benefits
- Work-Life Balance Benefits

Module 2: Flexible Benefits

- Diverse Needs
- Definition and Types
- Motivation and Challenges

Module 3: Benefits Program Design and Implementation

- Flexible Benefits Frameworks
- Four Phases of Implementation
- Feasibility Case Study
- Benefits Communication and Maintenance

Sales incentive plan design

What will I learn in this course?

As an HR professional, have you ever been challenged on your sales incentive program with questions such as *"Is it fair?"* or *"Why is it this way?"*

Incentive plans encourage employees to perform at high levels of productivity. However, every sales incentive plan must fit the unique needs of the business — aligned with the strategy and circumstances of each organization and role. This course teaches how to design a sales incentive plan and how to address 10 critical design decisions.

The aim of this course is not to give you a single solution but to enable you to make appropriate judgment calls that are suitable to your organization. At the end of this course, you will be able to begin designing or redesigning your own sales incentive plan using our tips to help you better communicate the benefits plan to employees.

Learn how to:

- Design or redesign your sales incentive plan
- Better communicate the details of the plan to employees — both the what and the why
- Make appropriate judgment calls when designing your company's sales incentive plan.

Course curriculum

Module1: Defining a Sales Incentive Plan

Module 2: Objectives of a Sales Incentive

Module 3: Process of Designing a Sales Incentive Plan

Module 4: The 10 Decisions Critical to Designing a Sales Incentive Plan

- Defining the Reward Philosophy
- Analyzing Sales Role and Who Should Participate in the Incentive Plan
- Setting Target Pay Levels
- Determining Pay Mix
- Selecting the Right Performance Measures
- Identifying Relationships Between Performance and Rewards

Executive remuneration fundamentals

What will I learn in this course?

As an HR professional, you need to understand what executive remuneration is — and how an organization can leverage it to create a competitive advantage to attract and retain the best and brightest executive talent.

Globalization and industry consolidation have led to a shortage of executives with the knowledge and expertise to run leading multinational firms. Proven, successful and aligned executive remuneration plans can therefore be an important competitive advantage. The competition for the best employees will continue to challenge HR professionals. This course sheds light on the fundamentals of executive remuneration and discusses the current issues. After completing this course, you will be equipped with the knowledge to design or modify your company's executive remuneration plan.

By the end of this course, you will have learned:

- How to design or modify executive remuneration in your company
- How to contribute to your company's overall dialogue concerning compensation philosophy and strategy
- How to use executive remuneration strategically and make it one of your competitive advantages

Course curriculum

Module 1: Contemporary Executive Remunerations Issues

Module 2: The Unique Considerations of Executive Remuneration

Module 3: "Pay for Performance" as a Concept and Philosophy

Module 4: The Fundamentals of Executive Remuneration

Module 5: General Regulation and Governance of Executive Remuneration

Global mobility fundamentals

What will I learn in this course?

Mercer's Global Mobility Fundamentals is the perfect starting point to help HR professionals develop their skills and expand their knowledge to work more effectively in today's globalized business and talent environment. Find out what every organization must consider when moving employees across borders. Learn how to deploy employees on international assignments and to understand the complexities, costs, risks and opportunities associated with managing an international workforce.

This course helps you understand the essential principles of expatriate compensation and benefits, exploring various remuneration approaches that are suitable to specific situations. We also look at the typical assignment life cycle, identifying the key activities and potential challenges that need to be anticipated and addressed for a successful assignment. The course also includes an introduction to the widely used Balance Sheet remuneration approach. It also explains the typical components of an expatriate remuneration package and introduces the cost of living and hardship allowances.

This course covers the following key topics:

- Understanding prevalent global mobility trends to align your organization with market practices
- Using the assignment life cycle to plan the key steps of the assignment and prepare for common challenges
- Identifying the most suitable assignment type according to specific business needs
- Building effective expatriate compensation packages by including relevant allowances and benefits
- Maximizing the return on investment of the international assignment by managing risks and costs
- Accessing downloadable tools and models for everyday use

Course curriculum

Module 1: Fundamentals of Global Mobility and Expatriate Compensation Principles

- Trends in Global Mobility
- Definition of Global Mobility and Key Terms
- Types of International Assignments
- Overview of Expatriate Benefits and Allowances

Module 2: Managing Expatriates

- Common Challenges in Managing Expatriates
- Designing an Effective Compensation Package

Module 3: Basic Overview of the Balance Sheet Remuneration Approach

- Overview and Case Study of the Balance Sheet Remuneration Approach
- Managing the Cost of Assignment
- Supporting the Expatriate During Assignment
- Failure of International Assignment

Module 4: The Assignment Life Cycle

- The Seven Stages of a Typical International Assignment
- Repatriation, Redeployment and Localization

Producing quality position descriptions

What will I learn in this course?

For an organization to operate effectively, roles and responsibilities must be clearly defined and established. A clear position description not only ensures individuals know what is expected of them and where to focus their energy, it also ensures consistency across multiple areas of the company. Furthermore, it has a direct impact on HR outcomes, such as productivity, employee engagement and M&A integration.

This course covers the importance of position descriptions and explains the CAD (Collect, Analyze, Document) job analysis model, an effective tool for creating clear position descriptions.

Learn how to:

- Use position descriptions to motivate employee productivity and engagement
- Ensure consistency across multiple areas of the company
- Use job analysis to improve workload distribution
- Apply the CAD job analysis model to position descriptions in your company

Course curriculum

Module 1: Understanding Position Descriptions and Their Importance

Module 2: Performing Job Analysis

- Importance of a Job Analysis Exercise
- CAD (Collect, Analyze, Document) Job Analysis Model

Module 3: Collecting the Components of Job Analysis

- Search and Gather
- Analyzing the Components of Job Analysis

Module 4: Documenting the Components of Job Analysis

- 10 Essential Elements and Optional Add-Ons

Mercer's International Position Evaluation (IPE) methodology

What will I learn in this course?

Mercer International Position Evaluation (IPE) is a proprietary global job evaluation methodology based on a series of business-related factors and dimensions that represent core job attributes.

Mercer IPE evaluation factors reflect current thinking on how successful companies view and value jobs. Consistent application of the five factors during the evaluation process can enhance business understanding, support the assessment of relationships between jobs and job families, and fairly align your jobs between levels, among business segments and across borders.

The IPE e-learning module is a two-hour online course that provides an introduction to job evaluation and its uses, plus a basic overview of the Mercer IPE methodology. Designed to help accelerate the understanding and execution of IPE, these modules walk through each of IPE's five factors — Impact, Communication, Innovation, Knowledge, Risk. It explains the link between Mercer IPE and Mercer TRS (*Total Remuneration Survey*) data and ways in which the data can be used.

By the end of this course, you will understand:

- The method of job evaluation and position matching
- The basics of Mercer IPE methodology
- How to apply the Mercer IPE methodology within your organization

Course curriculum

Module 1: Job Evaluation Overview

- Understanding Jobs
- What Is Job Evaluation?
- Types of Job Evaluation
- What Is Mercer IPE?
- *Total Remuneration Surveys*

Module 2: IPE Process and the Impact Factor

- IPE Process Overview
- Five Factors and Twelve Dimensions
- The Impact Factor
- Case Example of Sizing Positions

Module 3: IPE Factors — Communication, Innovation, Knowledge and Risk

- The Communication Factor
- The Innovation Factor
- The Knowledge Factor
- The Risk Factor
- Determining Position Class

Talent and change management

Talent management fundamentals

What will I learn in this course?

Talent management is a critical component of the HR function. With the ever-growing focus on people, every HR professional needs to understand the basics of talent management.

HR professionals face many challenges related to employee turnover, for which lack of career development is seen as a top driver. Therefore, HR professionals need to employ strategic talent management to retain and reward the company's best employees, develop the next generation of corporate leaders and create a corporate culture that attracts the best talent. This course explains the key steps of the performance management cycle and succession plan. We also discuss common mistakes made in talent management and how to avoid them.

In this course, you will learn how to:

- Strengthen your company's talent
- Review performance achievements during a formal review
- Identify and create an individual development plan
- Realize employees' potential to support the future talent pipeline
- Enhance your talent management practices

Course curriculum

Module 1: Principles of Talent Management

- Strategic Talent Management
- Business Objectives
- Talent Implications
- Critical Roles
- Talent Review

Module 2: Alignment and Integration of Processes

- Talent as Priority
- Performance Management Cycle
- Five Steps

Module 3: Best Ways to Conduct Succession Management

- Talent Pools
- Mistakes to Avoid

Career management fundamentals

What will I learn in this course?

A career management framework helps clarify what is expected of employees at each step of the career journey, keeping your organization competitive.

According to survey data across Asia, "career" was one of the top-three motivations for employees in four of the five markets surveyed. Employees are asking for clarity on expectations at every step as they move up and laterally. Employers need to identify the right skills, create career paths and build their talent. As HR professionals, you need to deal with issues from the perspective of both employees and employers.

This course explains the FORME Career Management Framework and provides illustrative examples. Learn the fundamentals of career management, what a career framework is, what an organizational commitment is and how these align with your HR processes.

Upon completion of this course, you will have learned how to develop a strong career management framework, including:

- Modifying or designing a career management framework
- Driving functional excellence by helping people understand what they need to do to perform professionally
- Strategically mapping the growth of critical skills to fulfill future business needs
- Attracting, retaining and engaging employees by demonstrating multiple options for growth based on career aspirations
- Gaining greater control of employee careers with customized career-pathing tools
- Obtaining clarity on expectations at each level and tracking within the organization
- Gaining an understanding of internal equity across the organization

Course curriculum

Module 1: What Is Career Management?

- Career Management Framework
- Active Career Management
- Evolution of Career Management
- Benefits of Career Management

Module 2: Main Elements of Career Management

- Transparency
- Velocity
- Control

Module 3: Creating a Career Management Framework

- Components of the 3P Model

Module 4: Compensation Framework and Case Study

- FORME Framework
  - Foundational Processes
  - Organizational Commitment
  - Right Data and Technology
  - Manager Capability
  - Employee Relevance

Organizational design

What will I learn in this course?

As an HR professional, you need to know how to design the structure of your organization in a way that will best support your business.

There is no "one size fits all" model that is appropriate for all organizations. However, if you understand and appreciate the processes of organizational design and apply the right model, you can shed light on myriad performance issues and avoid common mistakes. This course explains the differences between organizational design and organizational development/change, recommending best practices and introducing the Congruence model to help you design the structure of your organization.

Learn how to:

- Understand and appreciate the complexity and processes of organizational design changes
- Design the structure of your organization in a way that will best support your business
- Use the Congruence model as a tool for shaping your thinking about any organizational situation
- Make sure the business model, culture, organizational model and people are tightly aligned to allow an organization to compete and succeed

Course curriculum

Module 1: What Is Organizational Design?

- Design Versus Development/Change

Module 2: Best Practices and Principles of Organizational Design

- Traditional Models
- Design Structures
- Selecting the Best Approach
- Basic Best Practices
- Three Aspects of Success
- Key Principles for Effective Organizational Design

Module 3: Congruence Model Tool

- What Is a Congruence Model?
- Understanding the Organization as a System
- Congruence Checklist

Module 4: Implementation

- Organizational Alignment
- Recognizing the Process as a Change Management Initiative
- Key Areas for HR

Training design and evaluation

What will I learn in this course?

Current business trends highlight the importance of successful training program design and evaluation.

The ease of collecting and analyzing data has placed a growing emphasis on measuring the return on training investment. HR professionals must do more with less, so designing a successful training program and evaluating its effectiveness is a priority. This course begins by identifying performance problems that can indicate that a training program is necessary. We then explain how to design a training program, including needs analysis and delivery methods. Finally, learn how to evaluate a training program using our evaluation model.

By the end of this course, you will have learned:

- How to design an appropriate, needs-based training program
- How to make recommendations based on needs analysis
- Key adult learning theories and principles
- How to evaluate your training program's effectiveness

Course curriculum

Module 1: Training program

- Alignment to Business
- Uncovering Concerns
- Conducting a Gap Analysis

Module 2: Training Design

- Determining the Delivery Method
- Obtaining Buy-In and Support From the Business
- Beginning the Design Process
- Selecting the Training Methods
- The Learning Cycle

Module 3: Training Evaluation

- Measuring Learning Success
- Model of Evaluation

Change management fundamentals

What will I learn in this course?

The business landscape is constantly evolving, and HR professionals have perhaps one of the most important roles in managing change within an organization. They are expected to lead in managing employees within the organization and advise leaders on a communication strategy that drives positive value.

The DARE (Discover, Arrange, Roll Out, Evaluate) model for change management is an effective tool for HR professionals to help ensure successful change. This course covers specific approaches at each step of the model and highlights the importance of communication. Learn the right skills to play a vital role in managing change successfully in your organization.

By the end of this course, you will have learned how to:

- Use impact assessment to define and measure the impact of the change
- Identify stakeholders with the help of the impact diagnostic tool
- Communicate efficiently and successfully
- Anticipate and manage resistance to change
- Monitor and adjust your plan
- Evaluate your plan and create recommendations for the future

Course curriculum

Module 1: Change and Change Management

- The Changing World and HR's Function in Change
- The Impact of Change on Individuals
- Definitions of Three Types of Change
- Change Drivers
- Change Management

Module 2: DARE Model for Change Management

- Discover:
  - Change Defined and Impact Assessment
  - Change Readiness Assessment
  - Formulation of Change Strategy
- Arrange:
  - Stakeholder Mapping
  - Leadership Alignment
  - Communications Approaches
- Roll Out:
  - Embedding Strategy
  - Reducing Resistance
  - Monitoring and Adjusting Your Plan
- Evaluate:
  - Measuring Success
  - Celebrating and Reinforcing Success
  - Performing Post-Implementation Review

Driving employee engagement

What will I learn in this course?

An engaged workforce adds value to any organization. Yet many companies are struggling to keep their employees engaged, increase productivity and retain their best talent. HR professionals are uniquely placed to play an important role in driving employee engagement.

In this course, we cover the fundamentals of engagement and its relation to productivity, costs associated with productivity, considerations when establishing a strategy, different levels of engagement and value propositions that strengthen employee engagement.

Complete this course and learn how HR can proactively drive employee engagement and build an engaged workforce aligned with the organization's goals.

Learn how to:

- Engage employees and increase productivity
- Promote efficiency and productivity by optimizing your use of resources
- Encourage an emotional commitment from employees — inspire them to be willing to go the extra mile and stay with the company
- Ensure business continuity and employee productivity at the same time
- Use the company's employee value proposition (EVP) to successfully engage employees

Course curriculum

Module 1: Engagement

- Three Parts of Engagement
- Benefits of Engagement

Module 2: Three Dimensions and Four Phases of Engagement

Module 3: Productivity

- Productivity and Commitment
- What Can Managers Do?
- EVP
- Measuring Engagement

Recruitment & EVP fundamentals

What will I learn in this course?

Are you struggling to recruit the most qualified employees for your organization? Learn how you can facilitate recruitment and talent acquisition strategy with a strong employee value proposition (EVP).

As the war for talent rages on, how to implement an effective talent acquisition strategy is becoming ever more important. At any moment, HR professionals are required to be ready to attract and select high-quality employees. This course explains the key elements of an effective talent acquisition strategy and the steps of the recruitment process, including the methods for sourcing and attracting the right candidates, and encouraging a "talent scout" mindset throughout the organization. We also shed light on the components of a comprehensive EVP, its value in recruiting and career management, and how to communicate it to prospective and current employees.

Upon completion of this course, you will understand how to:

- Use effective recruitment strategy in your organization
- Attract, screen and select the most qualified candidates
- Align with business strategy to evaluate the need for the job
- Choose process, methods and approaches that best match the organization's strategy
- Build a strong EVP to attract candidates
- Create a "talent scout" mindset, and build passive talent pipelines

Course curriculum

Module 1: Recruitment Strategy

- Align With Business/HR Strategy
- Consider Recruiting as Brand Marketing
- Determine Process, Methods and Approaches

Module 2: Steps of the Recruitment Process

- Evaluate the Needs and Requirements of the Job
- Source Candidate
- Attract and Select the Most Qualified Candidates

Module 3: Components of a Comprehensive Employee Value Proposition

Module 4: Building Passive Talent Pipelines

Engaging strategies for hiring and onboarding

What will I learn in this course?

Excellent HR professionals know how to contribute to the candidate selection process and support hiring managers in choosing the right candidate.

The process of hiring and onboarding new employees includes three key considerations:

- How to choose the right candidate
- How to ensure you make the right decision
- How to make sure the candidate you choose is successful in the role

Engaging the ideal candidate for each role in your organization is vital. This course begins with identifying the key considerations of the selection process, gives recommendations for engaging potential employees, makes suggestions on how to write job offer letters and provides onboarding best practices.

Learn how to:

- Choose the right candidates and make sure you've made the right decision
- Define the job description clearly
- Represent your brand accurately during the hiring process
- Design a comprehensive job offer letter
- Use effective techniques to negotiate an offer

Course curriculum

Module 1: Key Considerations of Hiring and Onboarding New Employees

- Best Practices in the Selection Process
- Determining the Key Elements of the Selection Process
- Selecting the Ideal Candidate
- Knowing the Consequences of Not Clearly Defining the Ideal Candidate
- Defining a Position

Module 2: Steps in Conducting Thorough Reference Checks

- Accurate Representation of the Brand
- Steps Prior to the Job Offer

Module 3: Job Offer Letter

- Components
- Negotiating Techniques

Module 4: Onboarding and Induction Plan

- Onboarding Process
- Importance of the Process
- Best Practices

Using assessment tools effectively

What will I learn in this course?

The enormous variety of assessment tools available can be confusing and daunting, but these tools can also be essential to talent acquisition and development.

In emerging markets or high-growth industries, where rapid promotion and career advancement are the norm, traditional assessment techniques are insufficient to measure readiness for a significantly different role or gauge leadership potential. HR professionals struggle to choose the right assessment tools to best measure employees' potential, readiness and fit, rather than merely their performance. This course explains different types of assessment tools and what they measure and provides a model for HR to choose the right one. We also discuss how to interpret results and give feedback.

By the end of this course, you will have learned how to:

- Choose different assessment tools depending on the elements of the success profile for a specific level or role
- Use assessment tools effectively to measure four dimensions
- Implement the ABCD model to choose the right assessment tools for your specific needs
- Interpret and apply results and give feedback

Course curriculum

Module 1: Four Dimensions Used to Measure Assessments
Module 2: Competencies and Success Profiles
Module 3: Different Types of Assessment Tools and What They Measure
Module 4: Other Trends in Assessment
Module 5: ABCD Model for Choosing the Right Assessment Tool
Module 6: Interpretation of Assessment Results

People analytics

An introduction to people analytics

What will I learn in this course?

The objective of this course is to give aspiring people analytics professionals and HR business partners a solid foundation in how using people analytics is critical to helping HR provide real business value. The course provides an excellent grounding in what people analytics is and how the best companies are using it to become more successful and provide an exceptional employee experience.

Hear from two of the world's leading experts in people analytics on the following topics:

1. What people analytics is and why it's so important for HR and organizations today
2. How to get started with people analytics
3. What the best people analytics teams do well and best examples of success
4. The skills needed to succeed in people analytics and how to get stakeholder buy-in
5. How HR departments and HR business partners can get traction with people analytics today

Course curriculum

Module 1: Why Is People Analytics Important?
Module 2: What Is People Analytics?
Module 3: A Brief History of People Analytics
Module 4: What the Best People Analytics Teams Do Well
Module 5: People Analytics Framework
Module 6: The Six Key Skills for People Analytics
Module 7: Types of Data
Module 8: Key Stakeholders
Module 9: Five Top Tips for HR
Module 10: Examples of Success With People Analytics (Case Studies)

Framing business questions and developing hypotheses for people analytics

What will I learn in this course?

This training course for HR professionals and HR business partners helps you understand the first two critical steps in any analysis project — framing business questions and developing a hypothesis.

For any analysis you conduct, using your HR dashboards or with the support of the people analytics team, you must fully understand the business question and its relevance and must set out your hypothesis clearly. By the end of this course, you will have learned:

1. How to make sure you add value with your people analytics project or analysis
2. How to get to the heart of the problem the business is trying to solve before starting your analysis
3. How to understand and translate the problem into a clear hypothesis
4. How to ensure your analysis is business-relevant and has the right context
5. How to prepare to conduct the analysis yourself or hand it over to the people analytics team

Course curriculum

Module 1: How to Frame Business Questions
Module 2: How to Ensure the Business Question You're Framing Is Relevant to Your Business
Module 3: How to Build a Hypothesis
Module 4: How to Maximize the Value of Your Project
Module 5: How to Set Yourself Up to Start the Analysis

Analyzing and interpreting HR dashboard data

What will I learn in this course?

Learn how to use your HR dashboard to conduct analysis, and explore the answers to business questions on two end-to-end examples related to attrition and diversity in recruitment. This course explores the types of questions you might ask as you conduct your analysis and how you can look at the data from multiple angles. In each module, we explore some of the different ways to slice and dice the data to test your hypothesis and how you can translate your analysis into insights. Learn how to add relevant business context to your analysis and present your recommendations to the business so that your stakeholders understand the story you're telling and will take action.

This course is designed for HR business partners and anyone new to people analytics or seeking a better understanding of how to use HR dashboards to derive insights and translate them into recommendations. By the end of this course, you will have learned:

1. What questions you should ask when conducting analysis around attrition and diversity recruitment data
2. How to use your HR dashboard to conduct root cause analysis
3. How to translate your analysis into insights and recommendations

Course curriculum

Module 1: Analyzing Attrition Data and Presenting Recommendations
Module 2: Analyzing Recruitment Data and Presenting Recommendations

How to use storytelling for people analytics

What will I learn in this course?

This course, designed for people analytics professionals and HR business partners, shows you how to turn your analysis and insights into compelling stories that will ensure your stakeholders take action. To make sure your audience understands your recommendations and takes necessary action, mastering the key principles and techniques of effective storytelling is crucial.

This course shows you how to translate insights into compelling stories simply, concisely and effectively. By the end of this course, you will have learned:

1. Why storytelling is so important
2. How to use storytelling effectively
3. How to translate insights into action
4. How to provide recommendations that drive change

Introduction to GDPR for HR

What will I learn in this course?

This course introduces you to the General Data Protection Regulation (GDPR) and, by extension, the Data Protection Act 2018. We explain what this law is and why it matters to HR professionals and the companies they support. Hear from a leading dual practitioner in HR and data protection on the following topics:

1. What the GDPR is
2. Why the law has changed and why it matters to individuals, companies and HR professionals
3. Key definitions in the legislation and how it affects businesses in general and HR in particular
4. How and where you should look to implement changes within your day-to-day activities

Test your knowledge with quizzes throughout the course and an end-of-course assessment. This course is certified by the UK CPD Certification Service, and the time spent will count toward your continuing professional development. All delegates who pass the end-of-course assessment will be able to request a CPD certificate as evidence of their learning.

Course curriculum

Module 1: Introduction to Data Protection Law
Module 2: Key Definitions
Module 3: Data Processing in HR
Module 4: HR's Role in Data Compliance
Module 5: Steps and Priorities for HR Compliance

Using statistics in HR

What will I learn in this course?

This course gives you a thorough understanding of the power of basic and advanced statistics and how to apply them in an HR context. We cover the most common misconceptions and myths about using statistics in HR and the tools and techniques you need to bust those myths.

Learn about basic statistics, such as mean, mode, median and standard deviation, as well as more advanced concepts, such as correlations, regression analysis, t-tests and statistical significance.

At the end of this course, you will have a much clearer idea of how to use statistics in HR and how to incorporate them into your HR data analysis.

Course curriculum

Module 1: How to Use Basic Statistics (Mean, Mode, Median and Standard Deviation)
Module 2: Understanding Correlation and Causation
Module 3: Understanding Dependent and Independent Variables (Conducting a Regression Analysis)
Module 4: Understanding Statistical Significance (How to Use T–Tests)
Module 5: Controlling Other Variables

How to use statistics in your people analytics projects

What will I learn in this course?

This short how-to course provides practical guidance on introducing statistical tests into a people analytics project, with a step-by-step guide that includes:

1. Framing the business question for your project
2. Collecting the relevant dataset and preparing it for analysis
3. Answering the business question using statistical tests
4. Understanding statistical significance using a t-test in Excel
5. Knowing when to use Excel and how to use R for a multiple linear regression model
6. Making recommendations to your stakeholders based on the outcome of your analysis

This course provides you with some practical insights into navigating the critical steps of a people analytics project and using statistical tests in both Excel and R to answer your hypothetical business questions. As part of this course, we provide you with an Excel dataset and an R script to use as you follow along with the instructions in the videos. On completing this course, you will have a better understanding of how to get started using statistics in your people analytics projects and how to move from Excel to using R for a multiple linear regression model.

Course curriculum

Module 1: Asking Questions That Analytics Can Answer
Module 2: Using Statistical Tests to Answer Questions
Module 3: Turning Analytics Results Into Actionable Recommendations

How to create a governance model for people analytics

What will I learn in this course?

Using people analytics requires a solid foundation rooted in strong governance with clear purpose, standards, privacy, ethics and security. Governance is the underpinning element of all analytics. It ensures that the right people provide direction for work, that the structure and stewardship for managing data are appropriate and applicable to your organization, and that you are managing the risks associated with people analytics properly.

Learn how to create strong governance for your people analytics function and how to build the six different types of governance. This course also covers:

1. The nine dimensions for excellence in people analytics and how governance fits in
2. What we mean by a "foundation" for people analytics
3. What governance is and why it's so important for people analytics functions
4. The six different types of governance
5. How to build a governance structure within your people analytics team
6. Case studies of leading companies that have incorporated governance into their people analytics strategies

Creating the right methodology for people analytics projects

What will I learn in this course?

Using people analytics requires a solid foundation that relies on having the right methodology in place. In this course, Jonathan Ferrar helps you understand why methodology is so important to people analytics projects and why it's essential to ensure you have the right processes and procedures in place for following a clear and agile path. Learn how to prioritize the right projects to work on from the outset and ensure your people analytics projects generate impact focused on improving individual and organizational performance.

Discover how to follow our recommended eight-step methodology framework to deal with the complexity that often accompanies HR analytics. By the end of this course, you will be able answer the following questions:

1. What are the nine dimensions for excellence in people analytics, and how does methodology fit in?
2. What do we mean by a "foundation" for people analytics?
3. What is methodology, and why is it so important for people analytics projects?
4. How should you prioritize your people analytics work?
5. What is the eight-step methodology framework for completing a people analytics project?
6. How should you determine project sponsors for your people analytics projects?
7. How are leading companies using the right methodology for their projects?

Course curriculum

Module 1: What Methodology Is and How to Prioritize People Analytics Projects
Module 2: The Eight-Step Methodology for Purposeful Analytics
Module 3: Case Studies on Implementing Methodology Successfully

How to manage stakeholders in people analytics

What will I learn in this course?

A solid foundation in people analytics includes knowing how to manage your stakeholders and understanding the different types of stakeholders you will encounter. In this course, Jonathan Ferrar helps you understand why stakeholder management is so important to people analytics projects and why it's essential to have the right process in place to map your stakeholders effectively.

Learn about the seven different types of stakeholders you might encounter when running a people analytics project and how to ensure successful ongoing stakeholder management. By the end of this course, you will be able answer the following questions:

1. What is stakeholder management?
2. Why should you focus on stakeholder management?
3. What are the different types of stakeholders?
4. How can you map stakeholders for a people analytics project?
5. How can you ensure your meetings with stakeholders are successful?
6. What do you need to do to drive successful ongoing stakeholder management?
7. How can you become an expert at stakeholder management?

Introduction to using Python for people analytics

What will I learn in this course?

Master the basics of using Python, and learn how to apply it to your people analytics projects. This course shows you how to download and get started with Python and Jupyter notebooks and teaches you some of the basic code to begin using Python for your projects.

By the end of this course, you will have learned about:

1. Getting started and using Python in your day-to-day job
2. Python fundamentals
3. Using Python to clean and filter data
4. Using Python to summarize data
5. Using Python to visually represent data

Course curriculum

Module 1: How to Get Started Using Python in Your People Analytics Projects
Module 2: The Fundamentals of Using Python for People Analytics
Module 3: How to Clean and Filter Data in Python Using Pandas
Module 4: How to Group and Summarize Data Using Python

How to use Python to automate HR reporting

What will I learn in this course?

Learn how to use Python in your people analytics projects to automate your HR reporting processes. This course shows you how to use Python and Jupyter notebooks to clean, complete, manipulate and visualize HR data.

By the end of this course, you will have learned:

1. How to get started using Python
2. How to use Python to prepare your people data for analysis
3. How to summarize and share your HR data
4. How to visualize HR data using Python

Course curriculum

Module 1: Cleaning and Manipulating Data in Python
Module 2: Exploring and Summarizing Data in Python
Course resources — This course comes with a sample dataset and Jupyter notebook for you to follow along and apply your learnings.

How to use Python for organizational network analysis

What will I learn in this course?

Learn how to use Python for organizational network analysis (ONA). This course provides an overview of the basics of ONA — what it is and why you should use it. Discover how to use Python and Jupyter notebooks to create an ONA, process and manipulate your data into a usable format, and build network graphs to visualize relationships.

By the end of this course, you will have learned:

1. The difference between collecting passive data and active (survey) data for ONA
2. How to use Python to prepare your ONA survey data for analysis
3. How to use Python to understand collaboration, networks and key influencers within your organization
4. How to build network graphs and visualize relationships in Python

Course curriculum

Module 1: Understanding Organizational Network Analysis
Module 2: How to Process Data for Downstream Analysis
Module 3: How to Analyze an ONA

Course resources — This course comes with a sample dataset and Jupyter notebook for you to follow along and apply your learnings.

Andrew Marrit
Applying text analytics to HR data

What will I learn in this course?

Andrew Marritt is one of the world's leading experts on using text analytics and neuro-linguistic programming (NLP) for employee surveys and other employee datasets. In this course, he teaches you the key concepts and techniques you need for analyzing text-based HR data in your organization.

This course gives you an overview of how to apply text analytics to HR and survey data, what we mean by "text analytics" and the most common ways this concept is being used in HR. Learn the terminology you'll need along with key methodologies and practical techniques for using text analytics on your HR data today. By the end of this course, you will have learned:

1. What text analytics is and how it applies to HR and survey data
2. Practical examples of how to use text analytics and apply it to your HR data
3. Common uses of text analytics in HR and beyond
4. Key text analytics concepts and techniques to use in your HR data or employee survey projects
5. What word embeddings are and how to use them in text analytics
6. Key techniques, tips and tricks for getting started with text analytics in HR

Course curriculum

Module 1: Understanding What Text Analytics Is and Why to Use It
Module 2: A Practical Example of How to Use Text Analytics in HR
Module 3: Common Uses of Text Analytics in HR and Beyond
Module 4: Key Text Analytics Concepts and Techniques
Module 5: Word Embeddings (How They Work and How to Use Them)

Contact us

How do I learn more about Mercer Learning HR Academy?

To find out how Mercer Learning HR Academy can support in
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