DIGITAL SERIES

DIGITAL HR AND ANALYTICS

INTEGRATING THE BLURRED LINES BETWEEN HUMANS AND MACHINES

27 February - 01 March 2019 | Kuala Lumpur, Malaysia

ATTEND THIS PREMIER DIGITAL SERIES AND GAIN INSIGHTS INTO:

IDENTIFYING

HR's role in bridging the gap between technology and organisations goals

CULTIVATING

employee experience through culture, technology and engagement

RECALCULATING

the route for Analytics and Metrics to improve productivity in the Human Resource Processes

ENABLING

a digital culture by adopting new HR technology, by reinforcing the HR Ecosystem with effective data analytics

DEVELOPING

a bold Digital culture of Innovation to optimise the Workforce of Tomorrow

LEVERAGING

on emerging technology into the HR ecosystem to accelerate the human function

DISCUSSING

important digital HR drivers for Innovation, efficiency and impact in Global Human Capital Development

EXCHANGING

best practices and discussing HR trends covering globally

INCORPORATING

analytic processes to the HR department to display its benefits and role to achieve corporate goals

ADOPTING

Digital Concepts, change management strategies to ensure successful Business Transformation

WHY YOU CANNOT MISS THIS CONFERENCE

The Digital Transformation paradox is taking over the world in a whirlwind, enveloping into every industry and seeping into every corner of the businesses where processes are becoming more automated and data driven. Beyond the excitement over its potential, digital transformation remains top of mind for an unexciting reason: it's too exhausting to execute and operationalise. **Do the HR professionals have the gears and adequate skill-set to overcome this disruption?**

Technology is making the modern-day workplace virtually unrecognisable. As the digital transformation continues to disrupt all facet of business and workplace culture, organisations are looking into innovative ways that **Artificial Intelligence (AI), machine learning, analytics and different leading-edge technologies** that will improve and enhance the employee experience and overall return in investments.

With over 56% of Asia Pacific companies are redesigning their HR programmes to leverage digital tools to assist them to create the workforce of tomorrow, not only that, studies found that **64% of Asia Pacific Chief Executive Officer's being concerned about availability of key skills and 63% believing that their organisation will face an internal capabilities shortage in the next three to five years.**

This shift is happening rapidly, as HR Leaders are being pushed to take on a larger role in helping to drive the organisation **"to be digital"** not just **"do digital"**.

It's proven that CEOs and stakeholders are embracing a fundamentally different human resource strategy that can leverage this change.

What do innovations in HR Tech do you think will be most influential for your organisation for the next 5 years? Will this increase the use of technology and automation of HR processes to have a knock-on effect? This conference will focus on how the HR industry addresses the collaboration and augmentation between humans and machines.

WHO SHOULD ATTEND

Chief Human Resource Officers | Chief Human Capital Officers | Chief Digital Transformation Officers | Chief Technology Officers
Chief Digital Officers | Chief Learning Officers | Chief Compensation and Benefits Officer | Chief Talent Officers | Chief People Officer
Chief Organisational Design and Development officers | Chief Employer Branding Officer | Chief Analytics Officer | Chief Data Scientist

Additionally, practitioners who are responsible for the support of the senior management and executives

Human Resource | Digital Transformation | Recruitment and Staffing | Leadership Development
Talent Management | Analytics | Compensation and Benefits

SHOWCASING MEGA STAGE THOUGHT LEADERS

Redza Goh
Group Chief Information Officer
Petroliam Nasional Berhad (PETRONAS), Malaysia

Neal Cross
Chief Innovation Officer
DBS, Singapore

Elizabeth B.Kolmstetter
Director, Workforce Engagement Division
NASA, USA

Tony Sales
Director Strategic Development
We Fight Fraud, United Kingdom

Nicholas Skytland
Agency Talent and Technologist Stategist
NASA, USA

Warren Knight
Top 100 Global Influencer,
Digital Transformation(DX) Strategist
**Award-Winning TechnologyEntrepreneur,
United Kingdom**

KEYNOTE PRESENTATIONS, CASE STUDIES AND DISCUSSIONS BY DISTINGUISHED SPEAKERS AND INDUSTRY EXPERTS

Ross Sparkman
Head of Strategic Workforce Planning
Facebook, USA

Manish Verma
APAC Regional HR Solutions Leader
Cargill, Singapore

Dato' Hamidah Naziadin
Group Chief People Officer
CIMB, Malaysia

Mira Soetjipto
Human Resource, Technology and Strategy
The Body Shop, Indonasia

Catalina Schveninger
Global Head of Learning
Vodafone, UK

Dr. Jaclyn Lee
Chief Human Resource Officer
Singapore University of Technology and Design

Gustavo Canton
VP People Analytics and Metrics
Schneider Electric, USA

Senior Representative
Petronas

Nadiah Tan Abdullah
Chief Human Resource Officer
SP Setia

KEYNOTE PRESENTATIONS, CASE STUDIES AND DISCUSSIONS BY DISTINGUISHED SPEAKERS AND INDUSTRY EXPERTS

Jordan Pettman
Global Head of People Data, Analytics and Planning
Nestle, Switzerland

Rohit Manucha
Head of Total Rewards and HR Business Partner
Coca – Cola, UAE

Nora Abdul Manaf
Group Chief Human Capital Officer
Maybank, Malaysia

Adzhar Bin Ibrahim
Head of People and Organisation
Maxis, Malaysia

Datin Sri Badrunnisa Mohd Yasin Khan
Group Chief Talent Officer
Axiata, Malaysia

Alexander Nicolaus
Head of Talent Acquisition
Grab Financial Group, Singapore

Marcela Mihanovich
Chief Human Resource Officer
Citibank, Malaysia

Fauzi Che Ros
Chief Operating Officer
SPAD, Malaysia

Senior Representative
SHRM, USA

Frank Koo
Head of Southeast Asia, Korea, Japan – Talent and learning
LinkedIn, Singapore

Ng Eng Hooi
Head of HR Innovation
Samsung, Malaysia

Mark Assaf
Chief Human Resource Officer
UNCTAD, Switzerland

Sharala Axryd
Founder
The Center of Applied Data Science, Malaysia

Senior Representative
Petronas, Malaysia

Marta Kondryn
Head of People
Mindvalley, Malaysia

0800	**REGISTRATION AND MORNING COFFEE**

0830	**CHAIRPERSON'S OPENING REMARKS**

0845	**KEYNOTE ADDRESS**

GLORIFYING EMPLOYEE CULTURE AND ENGAGEMENT

0900

DIALOGUE 1: AMPLIFYING EMPLOYEE EXPERIENCE
OVERHAULING YOUR EMPLOYEE EXPERIENCE: WHAT DOES YOUR EMPLOYEES WANT?
Employee experience is a hot topic at the moment, it focuses on tackling employee engagement, as well as recognising it's impossible to deliver a great customer experience without first addressing employee's needs. This panel discussion addresses, strategies, innovative tools, threats, and solutions to create a digital workforce.

• Identifying the right workforce solution to improve employee satisfaction
• Understanding the dynamics between employees and customers to create an employee-centric organisation, moving from processed focused to people focused
• Exploring best practices and innovative tools to increase sustainable Employee Experience while injecting design thinking approach

Panellists:
Datin Sri Badrunnisa Mohd Yassin Khan, Group Chief Talent Officer, **Axiata, Malaysia**
Nora Abd Manaf, Group Chief Human Capital Officer, **Maybank, Malaysia**
Adzhar Bin Ibrahim, Head of People and Organisation, **Maxis, Malaysia**

1000

TALENT TOOL-BOX
THE WAR FOR TALENT IN A SEA OF EMPLOYEES

• How can HR Leaders mitigate the deficit in skilled employee across different industries?
• How to hire the right people to create a digital culture in your organisation during the seismic shift?
• Accelerate the importance of employee's digital literacy with re-skilling, re-tooling, and training to embrace the new digital reality

Frank Koo, Head of Southeast Asia, Korea, Japan – Talent & Learning, **LinkedIn, Singapore**

1030	**COFFEE AND NETWORKING BREAK**

1100

DIALOGUE 2: HAPPY EMPLOYEES
EMPLOYEE WELLNESS STRATEGY: CONNECTING WELLNESS PROGRAMMES TO WEARABLES
13 million wearable devices will be integrated into corporate wellness plans over the next five years. Wearables are perceived to offer enhanced operational efficiency, employee engagement, increased productivity and enhanced safety.

• Should HR leaders leverage the wearable technology? And how will it impact the organisations business?
• How can stakeholders and HR leaders leverage the wearable technology to increase the wellbeing of an employee, increase productivity, efficiency?
• Are wearables as developed in APAC? What are the key implementation steps, analysis, and business impact

1330

TRAILBLAZER
TECH 2050: MOVING TOWARDS A DIGITAL MINDSET

• Addressing the impact of technology and AI on the future of work
• How can HR equip its workforce with the skills to cope with the future?
• How does HR Leaders prepare the workforce for the future of work?
• How does HR Design the Employee Digital Lifecycle?

Dr. Jacqlyn Lee, Chief Human Resource Officer, **Singapore University of Technology and Design**

1230	**NETWORKING LLUNCH**

STORMTROOPING STREAMS

STREAM 1: GROUNBREAKING HR ANALYTICS	**STREAM 2: THE DIGITAL FRONTIER: ON-BOARDING AND OFF-BOARDING**

1400

DIALOGUE 3: ROAD TO DATA SCIENCE ADDRESSING THE HR ANALYTICS LANDSCAPE IN APAC
Analytics can be transformative; HR professionals are finding it difficult to implement it at the strategic and operational levels. This panel discussion will allow room for exploring opportunities, and challenges of adopting HR analytics globally and inept understanding on what's holding back HR leaders from adopting this essential skill set, how to overcome barriers and to leverage analytics in creating a critical and valuable business impact

• Is HR Analytics as developed in APAC, as it is in the US and Europe? If not, what opportunities remained untapped?
• Rollout effective analytics initiatives that maximise insights from data analytics and empower business decisions
• Exploring innovative analytics tools to simplify HR functions to increase efficiency and accuracy

Sharala Axryd, Founder, The Center of Applied Data Science

1400

DIALOGUE 3: ONBOARDING MIND TRICK'S CULTIVATING A WINNING ONBOARDING EXPERIENCE
An onboarding process, during the digital era can never be overlooked, having a stellar onboarding process in place for new employees and utilising the right technology will greatly improve employee experience and employer brand

• Moving from tedious Admin Overload to incorporating onboarding tools to automate onboarding processes
• Eradicating boring inductions/orientations by including LinkedIn and Gamification
• Turning the boring into exciting: Exploring new onboarding tools, solutions, and challenges in implementing them
• Develop a unique welcome process: identifying strategies, collaborations, and new ideas

Senior Representative, **SHRM, USA**

1500	COFFEE AND NETWORKING BREAK

1600 — **DIALOGUE 4: HIDDEN STATS! INCREASING RETENTION, REDUCING ATTRITION: PREDICTIVE ANALYTICS**

Great talent is scarce, tough to keep and in demand. Given the relationship between happy employees and happy customers, it is necessary to understand and identify the driving force of employee dissatisfaction. Predictive analytics will be a core strategic tool to facilitate employee engagement and increase employee retention.

- Creating an effective analytics model to retain and identify top talents from the risk of leaving by rapidly changing work conditions and behaviors
- Identify attrition root-cause by correlating factors such as promotion wait time, pay increase, employee performance attendance and past working experience data by effectively targeting and fine-tuning retention strategies
- Debating the big question:
  1. Will this improve retention and increase ROI?
  2. What are the tangible and intangible benefits for the organisation?

Panellists:
Jordan Pettman
Global Head of People Data, Analytics and Planning
Nestle, Switzerland

1600 — **DIALOGUE 4: DOUBLE-BLADED STRATEGY -VR : ALTERING THE ONBOARDING GAME**

Virtual Reality is the new tool in the market for organisations looking to establish and create a successful onboarding strategy. This panel discussion will debate on the transformative power that VR is helping HR Leaders in enhancing the employee onboarding experience

- How can VR transform a winning onboarding strategy to transform a successful employee onboarding experience?
- Converting hour-long tedious power- point presentations during induction with VR enabled gamification processes to create a highly engaging and personalized experience
- What is the various ways VR can simplify the onboarding experience: from new employee onboarding to Virtual Site Orientation, and VR Induction

Panellists:
Alexander Nicolaus
Head of Talent Acquisition
Grab Financial Group, Singapore

1630 — **DATA HUMAN**
THE RISE OF PEOPLE ANALYTICS

- How can we transform the use of people analytics to be more user- friendly?
- How to develop and transform people analytics function?
- Discussing methods of transforming from operational support to value-added business partners by leveraging people analytics

Frank Koo
Head of Southeast Asia, Korea, Japan — Talent & Learning
LinkedIn, Singapore

1630 — **EXIT PLAN**
HOW TO: CONDUCT A SMOOTH OFFBOARDING PROCESS IN THE DIGITAL ERA

- What are the top complications and challenges that HR Leaders overlook and how can they leverage technology to simplify and ensure a smooth exit process?
- How can an organisation improve work culture, remuneration and improve lack of engagement to avoid employee leaving?
- Automating the offboarding workflow
- Minimizing compliance risk, reduce cost, and improve efficiency with fragmantic digitalised offboarding tools.

1700 — **WHAT HAPPENED?**
HOW PEOPLE ANALYTICS CONTRIBUTED TO TRANSFORM HR INTO A GROWTH ENGINE?

- So, what happened?
- The new analytics template to stay relevant
- The path of higher value
- The tale of High Performance (Advance Analytics Story)

Gustavo Canton, VP of People Analytics, **Schneider Electric, USA**

1730	CLOSING REMARKS AND COCKTAIL

1800	END OF DAY ONE

CONFERENCE DAY **2** | Thursday, 28th February 2019

0800	REGISTRATION AND MORNING COFFEE

0830	MANAGEMENT EVENTS KICK - OFF

0835	CHAIRMAN'S OPENING REMARKS

0845 — **Peer-o-Peer Itroduction (P2P):**

0910 — **EXCLUSIVE FEATURING KEYNOTE**
Disrupting on the Highest Scale: Merging and Reshuffling Different Functions in an Organisation

Neal Cross, Chief Innovation Officer, **DBS, Singapore**

1000 — **PEOPLE – GURU HOT SPOT**
The Future of Workforce in the Digital Age
As technologies advance, economic forecasts predict massive shifts in the workforce landscape in the upcoming years. Robotics and automation have already made many professions redundant and with the ever-accelerating innovations, even more jobs would cease to exist. This interactive panel will debate on the future of professions that will be needed in the next few years, on the solutions for tech industry that already experiences a shortage of talent.

Dr Elizabeth B. Kolmstetter, Director, Workforce Engagement Division, Office of Human Capital Management, **NASA, USA** Nicholas Skytland, Senior Talent Strategist, **NASA, USA**

1050	NETWORKING COFFEE BREAK

1120 — **MAN ON THE RUN: BRITAIN'S GREATEST FRAUDSTER NOW FIGHTS FRAUD**

Tony Sales, Director, Strategic Development

1210	

1300 ALPHA GEEK HOT SPOT
Disrupting on the Highest Scale: Merging and Reshuffling Different functions in an organisation
Accelerating technological development forces businesses to transform fast, demands agility and drives innovation in companies. Nowadays CISOs are challenged by talent pool shortage CMOs focus on data protection, CHROs are concerned with cybercrime, and fraud's impact on company image has become the Chief Auditor's top priority. C-Level suit understands that the only way to thrive in the ever-lasting race of innovations is to take on the full range responsibilities and run the organisation as one governing body. This interactive panel will discuss, what caused disruptive processes, merger of functions and how this transformation can become the key to grandeur.

Panellists:
Redza Goh, Group Chief Information Officer, **Petroliam Nasional Berhad (PETRONAS), Malaysia**
Dato' Hamidah Naziadin, Group Chief People Officer, **CIMB, Malaysia**

1345 NETWORKING LUNCH

WEAPON OF TECH DISRUPTION

1345 DIALOGUE 1: AUTOMATE AND AUGMENT
IF YOU CAN'T BEAT ARTIFICIAL INTELLIGENCE, JOIN IT
The future of HR will be a team approach, one in which humans and machines work together to find solutions. AI will give HR an opportunity to transform its business by leveraging AI into the HR Ecosystem. This tech dialogue will explore, analyse and identify how AI will assist and increase efficiency in the HR Function, by leveraging technology like HR Chatbots, Machine Learning and Big Data.

- How will AI assist and accelerate human effort in the HR function and to enhance business making, reinvent business models, and re-make the customer experience?
- Big Data, HR Chat Bots and Machine Learning – Discussing the trends, threats, opportunities, challenges and the future
- How can HR Leaders use AI across the different function of The Human Resource Ecosystem from candidate acquisition, scanning resumes, improving employee engagement and answering real time-questions?

Panellists:
Rohit Manucha, Head of Total Rewards and HR Business Partner, **Coca-Cola, UAE**
Marcela Mihanovich, Chief Human Resource Officer, **Citibank, Malaysia**

1445 THE FUTURE OF REWARDS
INNOVATION AND ARTIFICAL INTELLIGENCE IN TOTAL REWARDS

- Innovative Total Rewards practices at ACCBC (i.e. the wellness programme)
- Machine Learning and Predictive Text Analytics in job evaluation (JE) at ACCBC

Panellists:
Rohit Manucha, Head of Total Rewards and HR Business Partner, **Coca-Cola, UAE**

1515 BLOCK –EXPLORER
BLOCKCHAIN: A GAME CHANGER FOR HR?

- How Will Blockchain transform how global payroll is recorded, reconciled and reported? What are the impacts on transparency, efficiency, cost, time, and risk issues?
- How will it affect cross-border payments for HR leaders and CFO's?
- Debating the big question:
  1. When can we begin utilising this in our everyday operations?
  2. How can we address organisations issues around transaction audibility, visibility, and integration into existing business?

1600 COFFEE AND NETWORKING BREAK

THE HR TRANSFORMERS

1615 DIALOGUE 2: GO CHANGE!
EMBRACING CHANGE MANAGEMENT IN HR
Change isn't straightforward and needs consistent application, involvement and perseverance- given. Therefore, it is necessary to carefully prepare for every arm of the implementation process and guarantee a positive, outcome-centric approach in the digital era. This Panel Discussion will debate the importance of collaboration between Decision makers and HR leaders to identify and drive strategy implementation to ensure the successful digital transformation

- Addressing the importance of collaboration between HR leader's CEO, CFO, CTO, to drive organisational change
- How can HR leaders navigate and master a successful change management strategy when implementing HR Technology across different HR eco-system
- Establishing the importance of design thinking mindset to an organiSation's tech adoption process

Panellists:
Mira Soetjipto, Human Resource, Technology and Strategy Management Director, **The Body Shop, Indonesia**
Ng Eng Hooi, Head of HR Innovation, **Samsung, Malaysia**
Fauzi Che Ros, COO, **SPAD, Malaysia**

1645 LEARN, UNLEARN, RELEARN
EMBRACING CONTINUOUS LEARNING IN THE AGE OF INDUSTRY 4.0

- Understand and embrace the culture of lifelong learning and future- ready to adopt the critically important 4.0 skills to increase immediate impact, sustainability and integration
- Technology enablers of a lifelong learning culture – with practical learning examples
- Leadership shift: From know-a-lot to learn-a-lot
- Learning today the critical skills of tomorrow

Catalina Schveninger, Global Head of Learning, **Vodafone, UK**

1745 CALL TO ACTION
REWRITING PERFORMANCE MANAGEMENT- MILLENIALS EXPECTATION

- Millennial are taking over the workforce –they demand interactive experience in every work-place process
- Moving from manual performance appraisals to on-going performance reviews with continuous feedback, recognition for achievements, and collaboration with peers to raise workforce performance
- Explore new innovative performance management tools to achieve business mission

Marta Kondryn, Head of People, **Mindvalley, Malaysia**

1745 CLOSING REMARKS FROM THE CHAIR AND END OF DAY ONE

DIGITAL SERIES
HR DIGITAL AND ANALYTICS
27th February - 1st March 2019 | Kuala Lumpur, Malaysia

POST CONFERENCE WORKSHOP
1st March 2019

DELEGATES ARE REQUESTED TO BRING LAPTOPS WITH EXCEL SPREAD-SHEET TOOLS FOR THIS TRAINING

ANALYTICS GARAGE
• CREATING MEANINGFUL PEOPLE ANALYTICS THAT STICK!
• PEOPLE ANALYTICS IN PRACTICE: BUILDING FIRM FOUNDATIONS WITH A RESEARCH MINDSET APPROACH

0830	REGISTRATION AND MORNING COFFEE

DATA IS EVERYWHERE!
The power of analytics is even more relevant now as we are living in a digital age. As the role of HR evolves, being able to access and interpret this information is becoming a vital part of the HR mission.

WHY HR NEEDS TO EMBRACE ANALYTICS?
HR has a challenge in implementing analytics, according to The State of Digital HR report. One-quarter of respondents rated their HR teams as having weak skills in terms of using analytics. Just eight percent felt that the current state of their HR analytics was strong.

This Garage Session will allow decision makers, industry experts, HR Leaders and stakeholders to gain insights on how to leverage HR analytics to make effective business strategies, improving operational performance and achieve successful business goals by predicting the future of workforce.

It is essential to focus on areas such as attracting the top talent to accurately forecast improving employee satisfaction. Below are the main highlights of the workshop:

Highlight and Objectives of attending this Analytics Garage:

• How to establish and prioritise the right blend of business & workforce KPI's for your organisation
• Identifying ways to capture, formulate and successfully administer your designated performance measures
• Addressing how to effectively produce your data to ensure business integration and customer engagement
• Knowing how to Diagnose and interpret your data
• How to establish, implement and maintain an effective action-planning programme
• Identifying ways to measure and report your ongoing progress towards peak workforce management and performance

TRAINING SCHEDULE:

• 0830   Registration and morning coffee
• 0900   Workshop 1 commence
• 1030   Morning refreshment and networking break
• 1045   Workshop re-commence
• 1215   Networking luncheon

• 1330   Workshop 2 commence
• 1500   Afternoon refreshment
• 1515   Workshop re-commences
• 1645   Workshop concludes

ABOUT THE TRAINER

Stephen Moore spent the first half of his professional career occupying senior Employee Relations roles with leading organisations including Qantas, Ford Motor Company & Coles-Myer. It was here that his interest in workforce productivity & efficiency improvement was first ignited.

In 1995 Stephen formed Optimum Performance HR Consultants, where he spent the next two decades designing & delivering People Metrics, Analytics & Planning solutions to a diverse client base located throughout Australia, New Zealand, Asia & South Africa.

After a short stint in the HR software development industry, Stephen recently established a new consulting practice dedicated to Analytical HR Management a natural progression upon the work he had previously undertaken.

In his current role Stephen assists HR professionals, executives & line managers in acquiring & utilising advanced analytical skills that enable them to effectively evaluate & continuously improve day-to-day people efficiency & effectiveness, future people planning & resourcing and long - term people viability& sustainability across all aspects of their organisations.

In addition, Stephen also supports HR teams in applying these same analytical principles within their own departments, thereby enabling them to transform from an operational support role to that of value-added business partner.

Along the journey Stephen has collaborated with the Australian Human Resources Institute (6years), the Human Resources Institute of New Zealand (7 years), and the Hong Kong Institute of Human Resources Management (6 Years) in designing & delivering a diverse range of people analytics training workshops tomore than 3,000 HR professionals.

Most recently he has signed a three-year agreement with Deakin University to design and facilitate a People Analytics MBA master-class as well as a Post - Graduate People Analytics subject to be delivered in a non-line, blended-learning format.

PARTIAL LIST OF ASIAN CLIENTS HE HAS CONSULTED OVER THE YEARS:

• RHB Bank Malaysia
• Jetstar Asia Airways
• Novartis – Asia Pacific
• PepsiCo HK

• Wells Fargo
• Prudential Assurance Malaysia
• Shangri-La International Hotel Group
• Roche Singapore

Edward Houghton is the CIPD's Head of Research and Thought Leadership. Since joining the institute in 2013 he has led various CIPD people analytics and human capital research initiatives, exploring various aspects of human capital management and measurement. He has a interest in the role of human capital and people data in driving economic productivity, innovation and good corporate governance. Recent publications have included "People analytics: driving business performance with people data" a global study of people analytics practice across the UK, US, MENA and SE Asia, and "A duty to care? Evidence of the importance of organisational culture to effective governance and leadership" for the Financial Reporting Council's Culture Coalition. He has also co-authored a contribution to the Financial Conduct Authority's special report: Transforming culture in financial services in 2018. Ed is a frequent speaker and conference chair at national and international conferences; having previously spoken at the Singapore Human Capital Leadership Symposium, and CIPD HR Analytics conference and workshop.

Before joining the CIPD in 2013 Edward was a Knowledge Transfer Manager at the University of Bristol leading an innovative knowledge exchange programme between the university and Barclays bank, and has worked in various research analyst roles in regional and local government as well as the private sector, including at the East Midlands Development Agency, Leicester City Council and the Transport Research Laboratory

PRE-COURSE QUESTIONNAIRE:

To ensure that you gain maximum benefit from this training, a detailed questionnaire will be sent to you to establish exactly where your training needs lie. The completed forms will be analysed by the course facilitator. As a result, we ensure the course is delivered at an appropriate level and that relevant issues will be addressed. The comprehensive course material will enable you to digest the subject matter in your own time