



**PALO SANTO CONSULTING**

*Cohort Brochure / Cohort 01, 2026*

# People Analytics for SME HR.

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*Measure. Diagnose. Predict. Decide. Iterate.*

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01 / ABOUT THIS PROGRAMME

# Move from reporting metrics to running analytics.

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Most Indian SME HR functions report metrics — total attrition rate, time-to-fill — but they do not do analytics. The difference matters. Reporting tells you the past. Analytics tells you what to do next.

When the CEO asks 'what is our regrettable attrition rate', 'is there a gender pay gap', 'which managers drive attrition', 'are we losing our top performers' — most HR functions can answer one or two with confidence. The rest get caveated answers, hedged statements, or 'let me get back to you'. The credibility gap is real.

This cohort closes the gap. Calibrated for Indian SMEs (not Fortune 500 with full analytics teams). Real methodology — attrition analytics, hiring funnel decomposition, pay equity regression, performance distribution analysis, engagement driver analysis, DEI representation work, headcount forecasting, dashboard delivery. Four weeks. Working tools. Defensible answers.

02 / WHAT YOU'LL LEARN

# 12 modules across 4 arcs.

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Twelve modules across four arcs. Arcs 1 and 2 are delivered live; Arcs 3 and 4 are self-paced with weekly office hours.

## Arc 1 — Foundations

*Live · Day 1. The infrastructure underneath people analytics.*

**M1 Why People Analytics for SME HR.** What analytics can and cannot do at SME scale. The five questions every HR analytics function should answer.

**M2 Data sources and India HRIS landscape.** Darwinbox, Keka, Zoho, GreytHR, Workday. Comparing data quality. The 8 common data issues.

**M3 Statistical foundations and tools.** Mean vs median. Distributions. Correlation vs causation. Excel/SQL/Python — picking the right tool.

## Arc 2 — Core Analytics

*Live · Day 2. The three analyses every HR function should run.*

**M4 Attrition analytics — descriptive to predictive.** Regrettable Attrition Index. Manager-level decomposition. Predictive flags. Survival analysis.

**M5 Hiring funnel analytics.** Funnel decomposition. Source quality. Conversion bottlenecks. Time-to-hire optimisation.

**M6 Compensation analytics and pay equity.** Compa-ratio analysis, multiple regression for pay equity, market positioning analysis.

## Arc 3 — Advanced

*Self-paced · Weeks 2–3. Beyond the basics.*

**M7 Performance analytics.** Rating distribution analysis. Manager calibration. 9-box methodology. Performance-attrition crossover.

**M8 Engagement analytics.** eNPS methodology. Driver analysis. Engagement-retention link. Pulse vs annual.

**M9 DEI analytics.** Representation, equity, inclusion. India-specific dimensions. Intersectional analysis.

**M10 Headcount planning and forecasting.** Driver-based forecasting. Scenario modeling. Productivity ratios.

## **Arc 4 — Delivery**

*Self-paced · Weeks 3–4. Making analytics actionable.*

**M11 Building dashboards — 5 templates.** CEO monthly, weekly hiring, quarterly manager, quarterly DEI, annual Board paper.

**M12 Capstone refinement and Board paper.** Final capstone polish. Board paper structure if needed.

03 / FORMAT AND SCHEDULE

## How a cohort runs.

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The cohort runs over four weeks. Two arcs are delivered live; two arcs are self-paced. The pitch-back session brings the cohort back together at the end.

Live delivery includes hands-on analysis using sample SME datasets. Self-paced modules include Excel templates, SQL/Python cheatsheets for participants who want them, and 5 dashboard templates.

When	What happens	Time commitment
Week 1 (live)	Arcs 1 and 2 delivered live. Run your first analyses together.	12 hours
Week 2	Self-paced modules 7 and 8. Capstone scoping.	6–8 hours
Week 3	Self-paced modules 9 and 10. Capstone build.	6–8 hours
Week 4	Modules 11–12, capstone polish, and live pitch-back session.	6–8 hours

### Live delivery times

Live arc sessions run from 9:00 AM to 5:00 PM IST. Sessions are typically scheduled on Saturday and Sunday for the public cohorts listed below, but corporate cohorts can be arranged on weekdays during business hours — please contact us if your organisation prefers a weekday or split schedule. All times shown are IST; recordings available for participants in other time zones.

### Recordings and self-paced modules

All live sessions are recorded and shared within 24 hours. Self-paced modules are released weekly and remain accessible for 12 months post-cohort. Office hours run weekly during the cohort.

04 / CAPSTONE

# What you build.

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Every participant ships a capstone — a real, working artefact built on their own company's context. Faculty reviews each capstone with the participant during the pitch-back session. Pick one of six tracks based on what's most useful for your role.

**Capstone 1 · Attrition Deep-Dive.** Descriptive, diagnostic, and predictive attrition analysis with retention plan.

**Capstone 2 · Hiring Funnel Optimization.** Full funnel conversion analysis with source quality and reallocation plan.

**Capstone 3 · Compensation Analytics Audit.** Compa-ratio analysis, pay equity regression, and market positioning.

**Capstone 4 · Performance Analytics Redesign.** Rating distribution, manager calibration, 9-box, and intervention plan.

**Capstone 5 · DEI Analytics Baseline.** Representation, equity, and inclusion scorecards with intervention plan.

**Capstone 6 · SME HR Master Dashboard.** Integrated dashboard with 5–7 metrics and tool implementation.

05 / WHAT YOU TAKE AWAY

# Deliverables in your hands.

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On completion, every participant takes the following back to their work:

- Your capstone deliverable — built on your own HR data
- 91-page programme handbook with all methodologies and worked examples
- Recorded video modules (~8 hours of self-paced deep dives)
- Excel + SQL + Python cheatsheet (140+ formulas and queries)
- 5 dashboard templates (CEO, hiring, manager, DEI, Board)
- Pay equity regression Excel template
- Regrettable Attrition Index calculator
- Headcount forecasting template
- Certification and digital credential (Standard and Premium tiers)
- 90-day access to the private cohort group (Standard and Premium tiers)
- Lifetime access to handbook updates

06 / WHO THIS IS FOR

# Designed for practitioners ready to lead the work.

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This cohort works for professionals at multiple career stages. Specifically:

**CHROs and Heads of HR.** Your CEO is asking analytics questions you cannot fully answer. This cohort gives you the methods.

**Heads of Compensation and Benefits.** You are under pay equity scrutiny without a tested methodology. Module 6 alone justifies the time.

**Heads of Talent Acquisition.** You own the hiring funnel and need to decompose it. Module 5 gives you the framework.

**DEI Leads and HR Analysts.** You are building DEI baselines or running the data day-to-day. The cohort gives you depth and frameworks.

**HR Business Partners at data-heavy functions.** You support engineering or sales leaders who expect data-backed HR advice. This cohort gives you the methods.

## Prerequisites

- Comfortable with Excel (pivot tables, basic formulas)
- Access to your company's HR data (anonymised is fine) for capstone build
- SQL and Python knowledge is helpful but not required — alternative paths through Excel are provided

## 07 / INVESTMENT

# Three tiers. Cohort 01 founding pricing.

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Tier	Cohort 01 (founding)	From Cohort 02
Self-Study	₹4,999	₹6,999
Standard (live cohort)	₹19,999	₹24,999
Premium (live + 1:1 mentor)	₹29,999	₹34,999

## What each tier includes

### Self-Study

- 91-page programme handbook (PDF)
- All recorded video modules (~8 hours)
- All templates, worked examples, and reference materials
- No live sessions, no capstone, no certification

### Standard (live cohort)

- Everything in Self-Study
- Live cohort delivery (~14 hours over the live arcs)
- Weekly office hours during the cohort
- Capstone built on your own context, with peer review
- Live pitch-back session with faculty feedback
- Certification on completion
- 90-day access to private cohort group
- Lifetime access to handbook updates

### Premium (live + 1:1 mentor)

- Everything in Standard
- 30-minute 1:1 mentor session for capstone review
- Priority support throughout the cohort
- Early access to next cohort if you wish to repeat or progress

## Corporate packages

For teams: 5-seat package ₹79,000 / 10-seat package ₹1,49,000. Per-seat pricing significantly lower than individual enrolment. Includes optional team capstone with shared deliverable.

*Invoices issued in company name for L&D budget reimbursement. GST applied as per Indian tax law.*

08 / UPCOMING COHORTS

# Schedule.

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Three cohorts of this programme run in 2026.

Cohort	Live arc dates	Pitch-back	Apply by
Cohort 01	19–20 April 2026	17 May 2026	12 April
Cohort 02	14–15 June 2026	12 July 2026	7 June
Cohort 03	9–10 August 2026	6 September 2026	2 August

*Subscribe to the public calendar for live updates: [palosantoconsulting.com/hr/cohorts](https://palosantoconsulting.com/hr/cohorts)*

## 09 / COMMON QUESTIONS

# FAQs.

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### **I am not a data person. Will this work for me?**

Yes. The cohort is designed for HR practitioners, not data scientists. Excel familiarity is sufficient. Python and SQL are covered in cheatsheets for participants who want them, with alternative Excel-based paths provided for every analysis.

### **Do you really cover pay equity methodology in detail?**

Yes. Module 6 has the full methodology — multiple regression for adjusted gender pay gap, statistical significance testing, drill-down to cohort-specific gaps, equity adjustment planning. Worked example for a 600-person Indian B2B SaaS company included.

### **What if my HRIS data is messy?**

Most SME HR data is messy — that is the reality the cohort assumes. Module 2 covers the 8 common data quality issues and how to audit and fix them. The full cohort is designed for working with imperfect data.

### **Will the dashboards I build actually be usable?**

Yes — that is the design intent. Module 11 provides 5 dashboard templates (CEO monthly, weekly hiring, quarterly manager, quarterly DEI, annual Board paper) that you can adapt and deploy in your existing tools (Excel, Power BI, Google Sheets, Looker).

### **How is this different from AIHR People Analytics certifications?**

AIHR is self-paced video, US/global-calibrated, \$1,500–3,000. This cohort is live, India SME-calibrated, ₹19,999. Different format, different content depth on India HRIS context, DPDP Act 2023, India-specific DEI dimensions, and Indian SME data realities.

### **How much time will I need to commit?**

Approximately 36 hours total across 4 weeks. ~14 hours of live arc delivery, ~16 hours of self-paced module work, ~6 hours of capstone build time, and the 2-hour pitch-back session. Most participants find the self-paced work fits into 6–8 hours per week.

### **Can my company sponsor my participation?**

Yes. Many participants are sponsored by their employer's L&D budget. Invoices are issued in the company name with GST. For 5 or more colleagues, the corporate packages provide better per-seat pricing. Speak with us if you need a justification letter for your manager.

### **What if I miss a live session?**

All live sessions are recorded and shared within 24 hours. If you miss a live session, you can catch up via the recording and bring questions to the next office hour. Missing more than one live arc, however, materially reduces the cohort experience — the live arcs are where most of the learning happens.

### **Can I take this from outside India?**

Yes. The cohort is delivered over Zoom and the content is calibrated for Indian SMEs but is broadly applicable. International payments accepted via Razorpay International. Pricing in INR; your card will be charged at the prevailing exchange rate.

### **Will I get a certificate?**

Yes. Standard and Premium tiers receive a Palo Santo Consulting certificate of completion after the pitch-back session, plus a digital LinkedIn-shareable credential. Self-Study tier does not include certification.

### **What is the refund policy?**

Standard and Premium tiers: full refund up to 14 days before the cohort begins. Within 14 days, 50% refund or transfer to a future cohort. After cohort begins, no refunds but you can transfer to a future cohort once. Self-Study tier: no refunds after delivery, as content is delivered immediately.

10 / HOW TO APPLY

## Next steps.

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### 1. Choose your tier

Self-Study, Standard, or Premium. Most participants choose Standard.

### 2. Choose your cohort

Three cohorts run in 2026 (see Section 08). You can apply for any upcoming cohort. Seats are released in order of application.

### 3. Complete application and payment

Visit [palosantoconsulting.com/hr/cohorts](https://palosantoconsulting.com/hr/cohorts) and click through to this programme's page. Application form takes 5 minutes. Payment via Razorpay (cards, UPI, net banking).

### 4. Confirmation and onboarding

On successful payment, you receive a confirmation email with the cohort calendar, joining instructions, and pre-reading materials. Welcome email sequence begins immediately.

### 5. Pre-cohort week

One week before the live arc begins, you receive the Zoom link, cohort group access, the handbook, and Module 1 recording for context.

Apply at

**[palosantoconsulting.com/hr/cohorts/people-analytics](https://palosantoconsulting.com/hr/cohorts/people-analytics)**

*Or write to [info@palosantoconsulting.com](mailto:info@palosantoconsulting.com) / WhatsApp +91 99000 07586*