

Heather J. Whiteman

Prepared February 2026

EDUCATION

Ph.D. Bellevue University

Human Capital Management

Dissertation Topic: *Predicting Individual Level Employee Performance through Prior Performance and Competency Ratings*. Advisor: Dr. Greg Ashley. (2016)

M.A. California State University, Sacramento

Industrial/Organizational Psychology

Thesis: *Differential Item Functioning and Adverse Impact: A Statistical Comparison of the Mantel-Haenszel and Logistic Regression Method Effects on Item Removal and Adverse Impact*. Advisor: Larry Meyers. (2011)

B.A. University of California, Davis

B.A. Psychology, B.A. Communications. (2006)

ACADEMIC APPOINTMENTS

Associate Teaching Professor – University of Washington, Information School (9/2024-Current)

Assistant Teaching Professor – University of Washington, Information School (7/2021-9/2024)

Associate Teaching Professor in the Information Undergraduate and Master of Information Systems Management programs. Teaching courses in the areas of data, information system design and delivery, and people analytics at the undergraduate and graduate level.

Interim Program Co-Chair - University of Washington, Information School (8/2022-9/2023)

Interim chair for the Master of Science in Information Management (MSIM) online program including the operations, management, and oversight of admissions, marketing, course planning, and faculty hiring cycles. Responsibilities include:

- Quarterly responsibilities include student admissions, administering two separate scholarship processes per quarter, hiring/aligning guest faculty, course leads and reader/graders for ~25 courses, academic course planning & scheduling, curricular alignment, student academic success, support and satisfaction, quarterly orientations for both students and faculty.
- Managing and approving eight course refresh/redesigns.
- Designed and administered inaugural in-person immersion program for online students.
- Partnering with iSchool marketing, admissions, academics, and HR departments.
- Managing budgets and financial approvals for all MSIM online activities and marketing efforts across multiple master programs/modalities.
- Vendor management of Noodle relationship with the UW and iSchool.
- Technology integrations of various applications, student relationship management and operational systems.

Fulbright Scholar, Guatemala – Institute of International Education (1/2022-3/2023)

Project title: *Fostering Analytics Capability Growth in Latin America* (teaching project).

Designed and administered an 8-module, 120 instructional hour people analytics master's level specialization at Universidad Francisco Marroquin (UFM). Initial launch and offering conducted in 2022. Improvements and second administration offered during 2023 with added support to allow UFM to continue future inclusion and offering in their programs. Responsibilities include:

- Designing the implementation and structure of a master's level specialization in partnership with the university
- Participating in marketing and enrollment efforts

Heather J. Whiteman

Prepared February 2026

- Creating all curricula material for the specialization
- Creating evergreen learning content for future use
- Selecting, mentoring, and training faculty
- Teaching multiple courses
- Coordinating industry projects with Guatemalan businesses
- Ensuring student success and outcomes in a manner best suited to the cultural needs of Guatemalan students

Lecturer – UC Berkeley, Haas School of Business (1/2017-Current)

- Designed and implemented the first full course offering on People Analytics at Haas. Built in alignment with best practices in people analytics and the objectives of the Certificate in Business Analytics and Management of Organizations (MORs) group at Haas.
 - Received “Club 6” status for highest teaching ratings every year in which my courses were eligible. Including Summer 2025.
- Instructor of “Case Study Method” intensive prep course for new students entering graduate school (2021, 2022, 2025).
- Faculty sponsor of “Human Capital Management” seminar series (2020).
- Designer and instructor for Introduction to Human Capital Analytics, a required course in the Certificate Program in Human Resource Management. Instructor for 3 different versions of the course: online, classroom & and an online, Spanish-language version provided in partnership with Global Alumni (2017-2019).

UC Davis, Graduate School of Management (3/2020-6/2021)

Lecturer for ‘Data Analysis for Managers’ and ‘Quantitative Tools for Business’ courses in the Online MBA program; part of the core required MBA curricula.

UC San Diego, Rady School of Management (3/2020-6/2021)

Lecturer for ‘People Analytics’ an elective in the MBA program.

Lecturer – University of Hull (1/2021-7/2021)

Module designer & leader for ‘Research Methods’ and lecturer for ‘Science and Practice of People Analytics.’

Visiting Lecturer – Universidad Francisco Marroquin (1/2021-3/2021)

Visiting lecturer, HR Analytics.

Instructor – Stanford Continuing Studies (5/2020-7/2020)

People Analytics: Adding Data to the Art of Understanding People at Work.

CSU Sacramento – Teaching Assistant (1/2009-6/2009) Qualitative Research Methods.

North Sacramento Unified School District & Sacramento City Unified School District (6/2006-5/2007) Advanced placement substitute teacher.

UC Davis - Psi Chi President (2004-2006) Honors fraternity president.

Student Supervision

- University of Washington – Independent Study Sponsor Topic: Applied Research in People Analytics and Workforce Systems. [IMT 600] (Autumn 2025). Eight (8) students.
- University of Washington – Independent Study Sponsor [IMT 600] Topic: Qualitative analysis methods. (Autumn 2025). One (1) student.
- Swineburn University of Technology – PhD Dissertation Committee Member. Topic: The role of the organisation in learning for jobs that do not exist yet. Successful defense completed: 2025.
- University of Washington – Independent Study Sponsor [IMT 600] Topic: Data Privacy Standards for HR. (Summer 2023, Autumn 2023, Winter 2024. Summer 2024. Autumn 2024).
- University of Washington – Independent Study Sponsor [IMT 600] (One (1) student; Winter 2024). Topic: Foundations of AI for information management professionals.
- University of Washington – Independent Study Sponsor [IMT 600] (Winter 2024). Topic: Data Governance Plan for SharePoint use in a Healthcare setting.
- University of Washington – Independent Study Sponsor [IMT 600] (Summer 2023). Topic: Data Skills for Future Jobs.
- University of Washington – Independent Study Sponsor [IMT 600] (Spring 2023). Topic: Algorithms and Discrimination.
- University of Washington – Independent Study Sponsor [IMT 600] (Spring 2023). Project: Building an HR Analytics & BI dashboard project created for the iSchool HR team.
- University of Washington – Independent Study Co-Sponsor [IMT 600] (Autumn 2022 & Winter '23). Topic: Data Privacy.
- University of Washington – Independent Research Study Project [INFO 499] (Spring & Fall 2022). Topic: Relationship Between Technology Usage and Inattention Behaviors.
- Bellevue University – PhD Dissertation Committee Member (2022). Dissertation Title: Using Cluster Analysis to Segment Employees Based on Self-Rated Perceptions of Job-Relevant Attributes to Identify Clusters Most Likely to Turnover.
- CSU San Jose - Master of Science Thesis Committee Member (2016). Thesis Title: The Moderating Effect of Attachment Style on the Breach-Violation Relationship.

INDUSTRY EXPERIENCE

Independent Consulting (9/2019-Current)

As a sole proprietor, I do limited consulting helping individuals and organizations unlock the power of people data-informed decisions. Activities include public speaking engagements, educational content, and advisory services in the fields of people analytics, digital talent transformation, and the future of work. [previously D.B.A. Ikhana Talent.]

Executive Fellow – Future Workplace (9/2019-12/2021)

Educator, researcher, and consulting fellow with Future Workplace preparing leaders and their teams to drive business impact, expand their skills, and adapt to the trends that matter most in the future of work. Focusing on people analytics, the use of artificial intelligence in the workplace, organizational network analysis, and advanced data applications within organizations.

Vice President, Global Head of People Strategy, Analytics, Digital Learning & HR Operations -

Heather J. Whiteman

Prepared February 2026

General Electric (2013-2019)

Responsible for the talent and HR technology strategy that grew a 250-person software 'center of excellence' into a 26k employee GE Digital business. Managed multimillion-dollar budgets and initiatives, mergers, acquisitions, divestitures, and global policy. Responsibilities & successes:

- Owned the HR strategy to stand-up and create a new company's people infrastructure. Including legal entity formation, technology strategy, and the global people strategy.
- Identified and defined talent/market shifts and key capabilities to transform to a digital future. Utilizing advanced workforce analytic techniques, such as machine learning, text analytics and modeling to drive business insights and decision making in the areas of recruiting, learning, development, org design and culture.
- Led the HR Operations & Immigration teams to drive efficiency and process improvement.
- Led the Analytics and the Integrated Talent Management teams to create and execute on a data-based, results oriented, technology platform driven people strategy.
- Drove the HR technology roadmap and strategy to incorporate aspects like machine learning & automation into the way that HR work will shift in the future.
- Led the Digital Learning Transformation team to build out the critical digital skills needed to compete in the ever-changing future of work talent landscape.
- Led the integrated talent management initiative connecting thousands of employees across hundreds of locations on common, objective, criterion-based processes for competency assessment, self-development, and integrated recruiting, learning and career navigation tools. Including the development of a new technology platform and a new job structure and compensation structure to coordinate the activities across the company.
- Led a team of instructional designers, course administrators, and learning content curators to bring high impact learning solutions.

Strategic Workforce Planning Leader – General Electric (2011-2013)

Leader of Strategic Workforce Planning at GE Aviation, a global organization with 40k+ employees located in 14 countries around the world, a 13B revenue business. Focusing on the integration of recruiting, organization & talent development, leadership programs, training & development into an evidenced-based management framework.

Workforce Planning & Analytics, Expert - Pacific Gas & Electric (2008-2011)

Lead of the Workforce Planning & Analytics team for the 20k employee base utility company. Focusing on business metric delivery, workforce strategy and predictive modeling.

Consulting Analyst - Biddle Consulting Group, Inc. (2006-2008)

Consulting analyst specializing in Equal Employment Opportunity & Affirmative Action cases. Deep experience in the areas of: job analysis, validation, selection plan development, test development/validation, disparate impact theory & analysis, and affirmative action plan development.

Research Assistant - Chronic Acceleration Research Unit (2003-2006)

Lead assistant at a research laboratory focused on: chronic acceleration, hyper-gravity, circadian rhythms, muscle atrophy, and Martian light cycles. Directly responsible for research design and implementation, data collection, and care of animal subjects.

SERVICE AND ADVISORY POSITIONS

Committee Membership

- University of Washington, iSchool, Elected Faculty Council (EFC) (2025-current)
- University of Washington, iSchool, MSIM Program Committee (2021-2025)
- University of Washington, iSchool, MSIM Admissions Committee (2022-2024, 2025-current)
- Search Committee Chair – Assistant Teaching Professor IM/IS (2024)
- University of Washington, iSchool, Undergraduate Informatics Admissions Committee (2022)
- University of Washington, iSchool, Informatics Program Committee (2021-2022)

Peer Review Activities

- Journal Article Reviewer – “It’s All About Context! How HR Practitioners Perceive and Accept AI Differently” for the Human Resource Management Journal, Wiley. (Dec, 2025) [A CABS/AJG 4* journal]
- Journal Article Reviewer – “HR Practitioners’ AI Attitudes Insights from Structural Topic Modeling and Path Analysis with Topic Moderators” for the Human Resource Management Journal, Wiley. (Apr, 2025) [A CABS/AJG 4* journal]
- Book Proposal Reviewer – Reviewed “AI-Powered HR Analytics” for the Operations Research & Information Systems Editor of Springer (2025)
- Fulbright Program Technical Reviewer (AY2025-2026)
- Conference Journal Article Peer Reviewer, 18th International Conference on Business Informatics (2023)
- UW Royalty Research Fund Project Reviewer (2023)

Academic Advisory Board Membership

- UC Berkeley, Corporate Education – Advisory Board Member (2019-2021)
- Lally School of Management of Rensselaer Polytechnic Institute - Executive Advisory Board Member, Master of Science program in Business Analytics (2018-2020)

Student Aligned Advisement

- University of Washington, iSchool, Undergraduate Informatics Program Champion for student run organizations such as Informatics Undergraduate Association (IUGA) & Women in Informatics (WINFO) Committee (2021-2022)

Professional Advisory Board Membership

- Aifa Consulting, Inc. (2026-current) – People strategy consultancy based in Abuja, Nigeria.
- Chainlink Labs Advisor (2023-current) – Web3 technology startup.
- Human Capital Impact, Expert (2019-current) – Human capital global expert network.
- Performica, Academic Advisor (2022-2025) – People analytics technology startup; saw the company through to a successful acquisition in 2025.
- People Analytics Future of Work, Founding Board Member (2018-2024) – Global professional member network.
- People Intelligence Alliance, Expert Advisor (2021-2023) – HR Technology platform expertise body.
- Invitae, Expert Advisor (2019-2022) – Biotechnology company.

Standards Work

International Organization for Standardization (ISO) TC260 U.S. Representative (2019-current)

An independent, non-governmental international organization bringing together experts to share knowledge and develop voluntary, consensus-based, market relevant International Standards that support innovation and provide solutions to global challenges.

Leadership positions held:

- Global Lead of TC260 WG-14: “HRM – Safe Handling of Data” – current international lead managing the design, delivery and integration of expert inputs from leaders around the world.
- Nominated and then elected to serve as a representative for the United States at the Annual ISO TC 260 Global Plenary (Tokyo, Japan 2024).

Working Group Memberships - contributing to the development of the following standards:

- ISO 30414 Guidelines for internal and external human capital reporting
- ISO/DIS 30435 Workforce data quality
- ISO 30415:2021 Diversity and Inclusion Standards
- ISO TS 30436:2022 Diversity and Inclusion Metrics
- ISO/CD 30434.2 Workforce Allocation Guidelines
- NWIP Human Resource Management System Requirements
- WG-7 revision committee for ISO30414 “Human Capital Reporting and Disclosure Guidelines”
- WG-14: “HRM – Safe Handling of Data”
- WG-16: “A Strategic and Ethical Approach for Integrating Technology for Human Resources.”

Professional Association Leadership

- Vice President for the Society for People Analytics (elected position) (2025-current). Re-nominated for 2026 continued service.

GUEST LECTURES

- Northwestern University: Social Network Analytics (Nov 2023)
- Universidad Francisco Marroquín: The Business Value of HR (Jan 2023)
- Universidad Francisco Marroquín: Psychometrics and Testing (Feb 2023)
- National Institute for Industrial Engineering: Organizational Network Analysis (Feb 2022)
- Vanderbilt University: Data Science Teams (Apr 2021)
- Columbia University: People Analytics (Oct 2020)
- Francisco Marroquin University: HR Analytics (Oct 2020)
- UC Davis Graduate School of Management: People Analytics (May 2020)
- McGill University: People Analytics (Apr 2019)
- Presidio Graduate School: Personal Development and Communication (Dec 2019)
- Presidio Graduate School: Operations and Supply-Chain Management (Oct 2019)
- Presidio Graduate School: Data Information & Decision Making (Sept 2019)
- Golden Gate University: Tests and Measurements (Apr 2019)

AWARDS, GRANTS & COMPETITIONS

- Recipient of a \$100,000 gift provided to the Information School to create a term research fund related to workforce systems and data.
- Nominee - UW Distinguished Teaching Award (2025) (University of Washington)
- Global Innovation Fund - Teaching & Curriculum Award 2024/2025 academic year (University of Washington)
- Top 3 Finalist – 2024 Best Case Award UC Berkely Haas

- White Paper Competition Winner – UPenn Wharton People Analytics Conference (2023) (University of Pennsylvania)
- Nominee - UW Distinguished Teaching Award (2023) (University of Washington)
- Global Innovation Fund - Teaching & Curriculum Award 2022/2023 academic year (University of Washington)
- Fulbright Scholar – Guatemala Scholar Award 2022-2023 (Institute of International Education)

PUBLICATIONS

Refereed Publications

Book chapter: Whiteman, H. (2025) People Data for Good. In Edwards, Minbeva, D., M., Levenson, A., & Huselid, M. (2025) *Workforce Analytics: A Global Perspective*. Routledge. ISBN 9781032029009

Book chapter: Whiteman, H., Pitts, A. and Sanchez, R. (2025) Organizational Network Analysis. In Edwards, Minbeva, D., M., Levenson, A., & Huselid, M. (2025), *Workforce Analytics: A Global Perspective*. Routledge. ISBN 9781032029009

Book chapter (Completed and approved by editor; book awaiting publication): Whiteman, H. (2026) Extracting work related measures from “Big Data.” In Hurtz, G. (2026) *Research Handbook on Psychometrics*. Edward Elgar Publishing.

Whiteman, H., Charas, S., Bui, H., Webster, L. S., & Gaskin, J. (2023). The Critical Need for Human Capital Measurement Standards and Transparency in Healthcare. *Journal of Healthcare Management Standards*, 3(1), 1-8. <http://doi.org/10.4018/JHMS.328520>

Kinnally, E.L., Whiteman, H.J., Mendoza, S.P. & Capitano, J.P. (2008). Dimensions of Response to Novelty are Associated with Aggression and Social Engagement in Adult Male Rhesus Macaques. *Journal of Comparative Psychology*, 122(2), 195-203.

Kinnally, E.L., Whiteman, H.J., Mendoza, S.P., Karere, G.M., Lyons, L.A. & Capitano, J.P. (2005). Dimensions of Response to Novelty are Associated with Aggression and Social Engagement in Adult Male Rhesus Macaques. *American Journal of Primatology*, 66, 73-74.

Non-Refereed Publications

Case study: Polzer, Jeffrey T., Heather Whiteman, and Sarah Mehta. "Fostering Community at Airbnb (A)." Harvard Business School Case 425-045, March 2025.

Case study: Whiteman, H. (2025) Social Technology Entrepreneurship: ELSA's Data and Tech-Driven Approach to Ending Workplace Sexual Harassment. *SAGE Business Cases*. Sage Publishing. DOI: <https://doi.org/10.4135/9781071984987>

eBook: Whiteman, H. (2024) *People Analytics Career Starter Guide*. Seattle, WA: University of Washington. <https://uw.pressbooks.pub/peopleanalyticscareer/>

Article: Whiteman (Aug, 2023). AI Can Reinforce Hiring Biases, It Can Also Rout Them Out: Analytics, cutting-edge tech, and HR know-how combine for workplace fairness. Chief

Executive Magazine: StrategicCHRO360. <https://strategicchro360.com/ai-can-reinforce-hiring-biases-it-can-also-rout-them-out/>

Case study: Whiteman, H. (2023) Org1: In Invitae? Or Out? In *SAGE Business Cases*. The Berkeley-Haas Case Series. University of California, Berkeley. Haas School of Business: Sage and Harvard Business School Publishing.

Article: Whiteman, H. (Oct, 2020) 7 Ways HR Can Build a Fairer, Data-Informed Culture. Harvard Business Review. <https://hbr.org/2020/11/7-ways-hr-can-build-a-fairer-data-informed-culture>

eBook: Whiteman, H. & Garbis, N. (2020). Explore the Power of People Analytics A Guide for Business and HR Leaders. <https://futureworkplace.com/ebooks/people-analytics/> (eBook)

Article: Whiteman, H. (May, 2020) HR Analytics, People Analytics, Workforce Analytics: What's the difference? Skillate.com

NON-AUTHORED CONTRIBUTIONS TO PUBLICATIONS/MEDIA

Sweeney, E. (December 2024) What 2025 Has in Store for People Analytics. *Reworked*.

Swift, P. (January 2023) 15 Employee Engagement Metrics That Bring the Best Insights. *Cerkl Broadcast*. <https://cerkl.com/blog/employee-engagement-metrics/>

Swift, P. (January 2023) Email Tracking and Analytics. *Cerkl Broadcast*. <https://cerkl.com/blog/outlook-email-tracking/>

Canal N (a Movistar TV national and international news channel) television interview on the topics of artificial intelligence, data, and human resources (September 2023). <https://canaln.pe/noticias/movistar>

Pratt, M. K. (July 2023) Clear the Confusion of Advanced vs. Predictive Analytics. *TechTarget*. <https://www.techtarget.com/searchbusinessanalytics/feature/Clear-the-confusion-of-advanced-vs-predictive-analytics>

Rockwood (March 2023) Predictive Analytics Can Help Companies Manage Talent, but only if they ask the right questions. *Society for Human Resource Management*. <https://www.shrm.org/hr-today/news/hr-magazine/spring-2023/pages/how-to-use-predictive-analytics-.aspx>

AirTalk with Larry Mantle. Radio Interview for NPR affiliate station 89.3FM. (February 2023). <https://www.kpcc.org/show/airtalk/2023-02-08/gustavo-dudamel-leaving-la-philharmonic-will-conduct-for-new-york-phil> (time stamp of interview 35:40-51:20)

Peralta, P. (September 2022) How to track employee productivity without crossing privacy lines. <https://www.benefitnews.com/news/heres-how-employers-can-track-productivity-without-invading-employee-privacy>

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Prepared December 2025

Sacket, T. (2022) 2022 Could Be the Year of The Great Retention. *Oracle*.
<https://www.oracle.com/a/ocom/docs/2022-the-year-of-the-great-retention.pdf>

Become a Data-Driven HR Function (2021) McLean & Company.
<https://hr.mcleanco.com/research/ss/become-a-data-driven-hr-function>

Shoemaker, S. (2020, September). The Future of Human Resources in a Post-Pandemic World.
<https://cisive.com/the-future-of-human-resources-in-a-post-pandemic-world>

Pring, B., Brown, R., Styr, C. & Meister, J. (2020, May). 21 HR Jobs of the Future.
<https://www.cognizant.com/futureofwork/whitepaper/21-hr-jobs-of-the-future>

Lundberg, A. & Westerman, G. (2020, January-February). The Transformer CLO. *Harvard Business Review*. <https://hbr.org/2020/01/the-transformer-clo>

Jory, A. (2019, August). Data in hiring: The recruitment revolution. *HR Magazine*.
<https://www.hrmagazine.co.uk/content/features/data-in-hiring-the-recruitment-revolution>

Bersin, J., Geller, J., Wakefield, N. & Walsh, B. (2016, March 1). Global Human Capital Trends 2016. *Deloitte University Press*.
<https://www2.deloitte.com/content/dam/Deloitte/co/Documents/human-capital/People%20Analytics.pdf>

EXPERTISE RECOGNITION

- *2025 Top 100 HR Influencers*. Engagedly (2025)
- *PANC Top 20 People Analytics Influencer*. People Analytics Network Census (2025)
- *Top 45 People Analytics Experts You Must Follow in 2022*. Leaders Hum (2022)
- *30 People Analytics Leaders to Learn from in 2022*. Perceptyx (2022)
- *Top 100 HR Influencers of 2021*. Engagedly (2021)
- *The Best HR and People Analytics Articles of 2020*. Insight222 (2020)
- *Women Worth Watching in Data, Analytics & HR Tech*. Littalics (2018)

PROFESSIONAL ASSOCIATION MEMBERSHIP

- Society for People Analytics (SPA): Founding Member. (Elected as Vice President in 2025.)
- Academy of Management (AoM)
- American Psychology Association (APA)
- Society for Industrial Organizational Psychology (SIOP)

CONFERENCE PRESENTATIONS & PANELS

Refereed Conferences presentations & panels

- *The Critical Need for Human Capital Measurement Standards and Transparency in Healthcare*. University Forum for Human Resource Development Conference 2024: HRD in a Digital Age (Jun 2024)
- *The Future of Org1: In Invitae or Out?* First place and white paper competition presentation @ University of Pennsylvania, Wharton People Analytics Conference (Mar 2023)

- *Applying Network Analysis to Rethink How We Work*. Academy of Management 82nd Annual Meeting (Aug 2022)

Non-Refereed Conferences presentations & panels

- *The Future of Work in Emerging Economies*. The Humphrey Global Policy Dialogue (Humphrey Designees Only). Guatemala City, Guatemala (Sep, 2025)
- *Human Capital in the Age of Technology: Strengthening Economies Through Technology Enhanced Workforce Development*. The Humphrey Global Policy Dialogue (Humphrey's Fellows + university, private sector, and Government of Guatemala invitees). Guatemala City, Guatemala (Sep, 2025)
- *Pathways Beyond People Analytics*. Talent Analytics Leadership Roundtable Economic Mobility Summit (TALREOS). Northwestern Pritzker School of Law - Northwestern University. Chicago, USA (June 2025)
- *Trends in People Analytics, Overcoming Common Challenges, and the Future of Work*. The Nigeria Society for People Analytics. Abuja, Nigeria (remote participation) (March 2025)
- *Using Data Science to Eliminate Workplace Sexual Harassment*. Women in Data Science Worldwide. Puget Sound (March 2025)
- *How can education and corporate training overcome the lack of skills in IT and AI?* World Artificial Intelligence Conference. Cannes, France (Feb 2025)
- *The Future of Humans & Machines - The Economy, Human Well-Being & The World*. AI4 conference (Aug 2024)
- *HR and Technology*. Korean Management Association Lecture @ UW (May 2024)
- *Network graphs & digital trace data in intrapreneurial HRIS systems*. Amazon, AWS PXT Science WoW (What's Our Work) Talks. (Feb 2024)
- *AI and the Future of Work*. Congreso Peruano de Gestión de Personas. Lima, Peru (Sep 2023)
- *The Power of People Analytics*. Congreso Peruano de Gestión de Personas. Lima, Peru (Sep 2023)
- *How to use data about, on and for people to bring about a more inclusive world of work*. Berkeley Lab Molecular Foundry (Mar 2023)
- *The Impact of Human Capital Analytics*. Human Capital Management Institute (Nov 2022)
- *Ethical Use of Technology*. UC Berkeley InfoCamp2022 (Oct 2022)
- *The Power of People Analytics*. Universität St.Gallen (Oct 2022)
- *The Role of AI/ML in Diversifying Talent*. Starbucks Innovation Expo (SIX) Digital Trends Conference (May 2022)
- *Navigating Ethics and Privacy of People Data*. People Intelligence Alliance Forum (Apr 2022)
- *Interoperability of Data Systems*. People Intelligence Alliance (Oct 2021)
- *Bringing Skills to Life in the Workplace*. Redthread Research Podcast (Oct 2021)
- *Social Significance*. TEDx. Roseville, CA (Aug 2021)
- *The Power of People Analytics*. Here at Haas podcast (Jun 2021)
- *Analytics to Tell a Story and Build a Business Case*. People Analytics World (Apr 2021)
- *Big Data and the Future of Human Resources Management*. Global HR Forum 2020. Live transcription to Korean. Hybrid event Seoul, South Korea & online (Nov 2020)
- *Solving Business Problems Using People Analytics*. HR Technology Conference (Oct 2020)
- *Virtual vs Actual Office: Workspace and Team Overhaul*. Open Innovations Forum, Skolkovo Forum. Live transcription to Russian. Hybrid event Moscow, Russia & Online (Oct 2020)

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- *Re-Humanizing People Analytics for a Brighter & More Inclusive Workplace Future*. Equity Matters Data & Diversity Roundtable (Oct 2020)
- *People Data for Inclusion*. LEAP Tech Talent (Sep 2020)
- *Re-Inventing the Future of HR*. Future Workplace Summit (Jul 2020)
- *People Analytics to help during times of uncertainty and change*. Skillate (May 2020)
- *Don't be Creepy: How to Use People Analytics for Good*. People Analytics Future of Work. Sydney, Australia (Mar 2020).
- *HR Skills of the Future, and How to Develop Them*. People Analytics Future of Work Conference. San Francisco, CA (Jan 2020)
- *People Analytics for Good*. People Analytics Future of Work. San Jose, CA (Jan 2020)
- Conference Track Chair. People Analytics Future of Work. New York, NY (Jan 2020)
- *People Analytics in Action*. Future Workplace Network Meeting (Nov 2019)
- *Possible Solutions*. MIT Abdul Latif Jameel World Education Lab. Boston, MA (Oct 2019)
- *People Analytics in Action*. NYU School of Professional Studies. New York, NY (Oct 2019)
- Conference Chair: People Analytics (Formerly Known as HR Metrics & Analytics): 22nd Annual Conference. San Diego, CA (Oct 2019)
- *Current & Future Impact of HR Technology*. Northern Nevada Strategic HR Conference. Reno (Sept 2019)
- *Data Science in People Analytics: Where & Why It's Happening*. People Analytics Future of Work. Philadelphia, PA (Sept 2019)
- *People Analytics Careers & Skills of the Future*. People Analytics Future of Work. Philadelphia, PA (Sept 2019)
- *How to Develop a Data-Savvy HR Department*. HR Leaders Podcast (May 2019)
- *High Impact Talent Practices*. Talent Management Alliance: High Potential & Leadership Development Summit. Atlanta, GA (May 2019)
- *How companies can foster bold ideas-and dissenting ones*. From Day One. San Francisco, CA (Apr 2019)
- *Becoming a Strategic Partner through People Analytics*. People Analytics & Future of Work. San Francisco, CA (Jan 2019)
- *Women in People Analytics*. Bay Area People Analytics Meetup Panel. Redwood City, CA (Dec 2018)
- *Digital Talent Transformation*. Cornell University, Center for Advanced Human Resource Studies: Partner Meeting. Ithaca, NY (Oct 2018)
- *Creating a culture for digital success*. Internet of Things Talent Consortium (Sep 2018)
- *How to build, grow & transform digital talent in today's ever-changing world of work*. Pluralsight Live Conference. Salt Lake City, UT (Aug 2018)
- *Digital Talent Transformation*. Future Workplace Network. Toronto, Canada (May 2018)
- *Workforce Planning & Mediating Risk*. SHRM Executive Network: HR People + Strategy. Phoenix, AZ (Apr 2018)
- *What if You Could Start from Scratch? Exploring the Art of the Possible*. People Analytics & Future of Work. San Francisco, CA (Feb 2018)
- *HR Challenges Faced by Companies Going Digital*. Innovative Research Interchange: Industrial Research Institute Member Summit. Fort Worth, TX (Sept 2017)
- *A Holistic Approach to Talent Planning & Analytics*. People Analytics & Future of Work. San Francisco, CA (Jan 2016)
- *Data Science and the Future of HR Analytics*. hiQ: Elevate. San Francisco, CA (Oct 2015)

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Prepared December 2025

- *The Intersection of Integrated Talent Management and Strategic Workforce Planning & Analytics*. Talent Management Alliance: Agile Workforce Planning & Strategic Analytics Summit. Las Vegas, NV (Jun 2015)
- *Workforce Capability & Capacity: Getting the right people & enough of them*. Gateway Analytics Network: The Talent Strategy Summit. San Francisco, CA (Feb 2014)
- *Workforce Planning & Mediating Risk*. Talent Management Academy: Analytics, Frameworks, and Issues in Strategic Implementations. Boston, MA (Jun 2011)
- *Using analytics to identify the critical roles and skills necessary to execute an organization's business strategy*. HR.com Workforce Planning & Analytics. San Francisco, CA (Dec 2010)
- *Workforce Segmentation & Capacity Planning*. Gateway Management, Inc. Workforce Planning and Analysis. San Francisco, CA (Sept 2010)
- *Shedding Light on Workforce Planning*. SPSS Directions: The Predictive Analytics Event. Las Vegas, NV (Nov 2009)
- *Differential Item Functioning: What is it? How to test for it? What to do with it and how that affects adverse impact*. Personnel Testing Council of Northern California Forum. Sacramento, CA (Jun 2008)

UNIVERSITY COURSES OFFERED

University of Washington

- Foundations of Information Management (IMT 500): Autumn 2023 & Autumn 2024.
- People Analytics (IMT 589). Offered: Autumn 2022, Autumn 2023, Winter 2023, Winter 2024 & Autumn 2024.
- Data Driven Problem Solving for Information Management Professionals (IMT 570): Spring 2025 A, Spring 2025 C, Spring 2024 B, Spring 2024 C, Spring 2023 A, Spring 2023 B, Winter 2022, Spring 2022 A, Spring 2022 B.
 - Course lead for IMT 570.
 - Course Refresh Completed Summer 2025.
- Enterprise System Analysis & Design (IMT 541). Offered: Winter 2022.
- Information System Analysis & Design (INFO 380). Offered: Autumn 2022 A, Autumn 2022 B, Autumn 2021 A, Autumn 2021 B.
- MSIM Course lead for
 - IMT 570 Data Driven Problem Solving (2021-current),
 - IMT 576 Strategic Business Intelligence (2023-2025), and
 - IMT 577 Business Intelligence Systems (2023-2025).

University of California, Berkeley

- People Analytics (MBA 274). Offered: Fall 2025, Summer 2025, Fall 2024, Fall 2023, Fall 2022, Fall 2021, Spring 2021, Spring 2020.
- Case Study Method Workshop. EW MBA WE Launch 2025, 2022, 2021.
- Human Capital Seminar (MBA 294). Offered: Spring 2021.
- Human Capital Analytics (BUSADMX 417.5). Offered: Winter 2020, Winter 2019, Fall 2018, Winter 2018, Spring 2017.
- Analíticos de Capital Humano (BUSADMX 417.5x). Offered in partnership with Global Alumni Spain: Spring 2019.

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Prepared December 2025

Francisco Marroquín University

- People Analytics (PSI Z6). Offered: Winter 2023, Summer 2022.
- HR Analytics (PSI Z2). Offered: Winter 2021.

Rutgers University

- HR Analytics. An asynchronous course built for the Rutgers School of Business, Professional and Executive Education Certificate in Human Resources Analytics. (Built in 2021, launched in 2023, offered 2023-2025, course closed out Dec 2025).

University of California, Davis

- Data Analysis/Statistics for Managers (MGV 403). Offered: Spring 2021, Winter 2021, Summer 2020, Fall 2020, Spring 2020.
- Quantitative Tools for Business (MGV 438). Offered: Fall 2020 A, Fall 2020 B.

University of Hull

- Research Methods (771790). Offered: Spring 2021.
- Science and Practice of People Analytics (771789). Offered: Winter 2021.

University of California, San Diego

- People Analytics (MGT439). Offered: Spring 2021.

Stanford University

- Data and the Art of Understanding People at Work (WSP 106). Offered: Summer 2020.

NON-UNIVERSITY COURSES & WORKSHOPS OFFERED

- Solving Business Problems Using People Analytics. Future Workplace. Fully asynchronous 5-week offered 1-3 times per year. Online (2019-2021)
- HR Analytics. Self-paced, online course developed for the Stanford University School of Medicine HR Community. (Launched May 2021)
- People Analytics in Practice. Future of Work: 5-week applied lab. Online synchronous (Jan-Feb 2021)
- People Analytics Masterclass. Live translation to Russian for Kommersant. (Dec 2020)
- Storytelling with Data Masterclass. Live translation to Russian for Kommersant. (Dec 2020)
- People Science: Using Data to Understand People at Work Workshop. Nashville Technology Conference. Online synchronous. (Sep 2020)
- Researcher & Data Science Lab. People Analytics Future of Work Conference. Sydney, Australia (Feb 2020)
- Twenty individual learning assets created for MyHRFuture.com learning platform including an asynchronous mini-course for “Using Statistics in HR” (2020)
- Researcher & Data Science Lab. People Analytics Future of Work Conference. San Francisco, CA (Jan 2020)
- Using Artificial Intelligence for HR. Future Workplace Network: AI4HR Master Class. San Francisco, CA (Nov 2019)
- People Analytics Academy 3-Day Intensive. People Analytics Future of Work: Emerging Leaders Lab. Santa Cruz, CA (Nov 2019)

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- Applying People Analytics Throughout the Employee Life Cycle Workshop. International Quality & Productivity Center. San Diego, CA (Sept 2019)
- Strategic Workforce Planning. Massive Open Online Courses (2014)
- Global Strategic Workforce Planning. In-person, 1 week course for General Electric (Jun 2013)

CERTIFICATIONS, COURSES, & TRAININGS:

- “Research Security Training” + “Financial Conflict of Interest & Other Support Disclosure” + “Grant Management for Investigators Training” – University of Washington (2025)
- *Teaching Online 101: Essentials of effective online and hybrid teaching*, 5-week professional development course – University of Washington (2022)
- *Intensiva española intermedia*, 1-week immersive language learning program - Escuela de Espanol San Jose de Vielo (2022)
- *Verbos Avanzados*, 10-week language learning course - Vamonos Spanish Center (2022)
- *Spanish 203*, 10-week language learning course – Vamonos Spanish Center (2021)
- *Equity & Social Justice in the Classroom*, 8-Week Workshop - 2U (2021)
- *LAW 04W Privacy Rights: Past, Present, Future* – Stanford Continuing Studies (2021)
- *Presenting Data & Information*, live 1-day course with Edward Tufte (2020)
- *Introduction to Public Relations Writing (JOURNX481-011)* - UC Berkeley (2020)
- *Effective Writing in the Workplace (ENGLISH X456)* - UC Berkeley (2020)
- *Writing Skills Workshop (ENGLISH X13)* - UC Berkeley (2020)
- *Practical Data Science*, Certification - UC Berkeley (2019)
- *Unconscious Bias Training*, 3-day workshop (2018)
- *Executive Development Forum*, 2-week fully immersive leadership training (2018)
- *HR Development Forum*, 3-day training (2015)
- *Introduction to Data Science*, online course - University of Washington (2013)
- *Change Acceleration Process*, CAP certification (2012)
- *Certified Lean Six Sigma Green Belt* (2012)
- *Leadership Development Forum*, 1-week leadership development course (2012)
- *Infographics & Data Visualization*, online course with Alberto Cairo - Knight Center for Journalism at University of Miami (2011)
- *Data Mining*, live 1-week course - Temple University (2011)
- *HR Development Forum*, 3-day training (2011)
- *Human Capital Strategist*, Certification - Human Capital Institute (2011)
- *Workforce Planning*, Certification - HRCI (2010)
- *Exotic Animal Training*, Certification (2006)