

AGENCY INNOVATIONS RESEARCH AND RESOURCES

Workforce Measures and Metrics

VALUE STATEMENT

To answer complex questions about the workforce using data. Knowing the data can help provide clarity and support for people's stories and felt experiences.

Data Design with QAES

Workforce measures and metrics can not live on an island. Numbers without context are meaningless. Use the QAES framework to make sure your data is focused and informative, not just a whirlwind of numbers that no one knows what to do with.

QUESTION



Start with a question. There is a tendency to include all the information you have, use your question to constantly bring in context and narrow your focus.

AUDIENCE



Audience has a finite amount of time and brain power, use it wisely. What do they already know and what do they need to know to make the decision? Use visual titles to state conclusions to make it easy.

SO WHAT?



Likely, the reason you are presenting data is that someone will need to make a decision or take action. Make that step easy by connecting the dots between the data and what they can do with it.

ELIMINATE



Less is more, make it simple and informative. Would getting rid of this change anything? If the answer is no, you can probably safely get rid of it. Simplicity is the key.

DO TODAY

Think about one question you have about the workforce, identify what data you would need and find out who knows how to pull that data.

DO THIS MONTH

Pick a workforce metric in your agency that interests you and find two corresponding data points from other places that can be used as benchmarks.

DO THIS YEAR

Read Work Rules by Laszlo Block or Nudge by Richard H. Thaler and Cass R. Sunstein and think about how you can use the concepts in your agency.

AGENCY INNOVATIONS FEATURE

Workforce Data at Ecology

In 2016 The Department of Ecology learned that 5% of their workforce was already eligible to retire and another 14% would be eligible by 2021. This is a trend that most organizations are seeing in their own ranks. This information received the attention of leadership who determined it was time to start digging into workforce data. They wanted to explore the area of retirement and workforce planning along with learning more about the employee experience.

Ecology's HR shop began exploring their workforce metrics and building tools that would allow them to dive down to the program level. This level of detail helped target their efforts where they would have the greatest impact. Leadership was very involved with the development and fine tuning of the tool. Ecology's Human Resources attended various management team meetings to get feedback to make improvements. They are now in their fourth iteration of the workforce planning tool. They have made it available to managers along with a tool kit that helps them attract, engage and retain their employees.

HR also began working on a succession planning program and improving employee experience. Ecology leadership identified learning and growth a main area of focus after reviewing data from the engagement survey and exit survey. The team worked to enhance training for technical skills and offer more

developmental job assignments. Those two options were called out in an earlier survey as how most people wanted to receive development.

Since Ecology started focusing on opportunities to learn and grow, their positive responses to that engagement survey question has increased – 64% in 2015 to 70% in 2018. They have also seen an 18% increase in satisfaction in training and development opportunities since the 2016 exit interview survey results.

To others looking to have data become a bigger part of decision making, Ecology's advice is simple but profound. Use customer feedback to improve your reporting and analysis. When developing reporting and analysis for management to use in decision making and action planning, solicit their feedback on what works and doesn't work for them – what could make it better? If reporting and analytics aren't answering the workforce questions they are asking, then you are missing opportunities.

Ecology has been able to use many sources of workforce data to make a positive impact for their employees and for the business. People are feeling the results of their effort. People believe that their Agency wants them to learn and grow. This makes them more likely to stay and be ready to fill the shoes of those considering retirement.

SPOTLIGHT

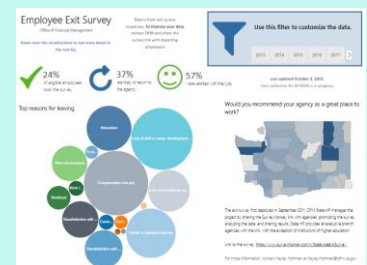
The [statewide exit survey](#) is a very useful data source for participating agencies.

Over the last year, improvements have been made to the data quality, integrity and accessibility. Additional improvements are planned in the coming year.

The OFM website hosts a statewide dashboard that details results of the survey.

The HR Portal has another dashboard that has the same information, broken down by agency.

If you have any questions regarding this data or would like to have your agency participate in the statewide exit survey, you can reach out to Hayley Hohman at hayley.hohman@ofm.wa.gov.



Use customer feedback to improve your reporting and analysis. If reporting and analytics aren't answering the workforce questions they are asking, then you are missing opportunities.

STATEWIDE RESOURCES

- [Workforce Data and Planning](#) (OFM Website)
- [HR Management Report](#) (OFM Website)
- [Statewide Employee Engagement Survey](#) (OFM Website)
- [Statewide Exit Survey](#) (OFM Website)
- [HRMS Data Definitions](#) (OFM Website)
- [HRMS Personnel Administration Reports](#) (HRMS Support Hub)
- [HRMS Data Stewards](#) (OFM Website)

INDUSTRY RESEARCH

- [9 Tips for Using HR Metrics Strategically \(SHRM\)](#)
- [How HR Can Optimize People Analytics \(Gallup\)](#)
- [Data Stories Galleries](#) sample analysis & visualizations
- National Data Sources
 - [Bureau of Labor Statistics](#) – JOLTS
 - [United States Census](#) – ACS
- Data Visualization Examples and Resources
 - <http://www.storytellingwithdata.com/>
 - <https://fivethirtyeight.com/>

Is your agency doing something innovative? Contact Emily Beaulieu (OFM) to be considered for an Agency Innovations presentation. To see all available topics, visit the [Employer of Choice website](#).