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**Discussion questions for Podcast 8**

**Sandra Crawford**

**People analytics: Imparting insights – the art of storytelling to compel action**

1. Sandra describes analysing workforce data like doing a jigsaw puzzle, where you need all the different pieces or data sets to fit together to understand the relationships between them and see the bigger picture.

What workforce data do you bring together, perhaps in your routine HR reports, that you can piece together to draw out relationships and tell an overarching story about your workforce?

1. The team at Community Corrections commenced their strategic workforce planning journey in 2018, and through this process identified a high vacancy rate, which was addressed by developing and implementing targeted recruitment and retention strategies. Two years later, the vacancy rate has been significantly. Despite other elements of success through their SWP process, Sandra feels that more regular check-ins/reporting with HR on a quarterly basis will help them keep on track with key priorities and provide opportunities to adjust the plan as needed.

What can you do in your agency to integrate workforce strategies into day-to-day business and decision-making processes?

1. Following the onset of Covid-19, business leaders at Community Corrections partnered with HR to run a survey to determine how staff have been impacted by the pandemic. The data and insights provided by HR enabled Sandra to tell stories and reflect back to the workforce in a powerful way.

How has your HR team utilised data and partnered with business leaders in response to Covid-19? Has data been used to tell stories about the organisation, and how have these stories impacted employees?

1. Sandra found that Covid-19 resulted in service delivery and ways of working being “revolutionised”, with virtual service delivery improving outcomes for some people, such as those who are more receptive to interventions when they’re online, rather than face-to-face.

How has your workforce and service delivery improved as a result of Covid-19, and how can you embed these improvements for the longer term?