2024 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination
Innovative State Human Resource Management Program

Nominations from dues-paying states are considered for eligibility. Nominated leaders and programs should have a positive effect on the administration of state human resource programs. A state's central human resource department or line agency human resource operations may administer nominated programs.

Programs and projects must have been operational for at least six months and must be transferable to other states. Selection criteria are based on the questions asked on the award application. Included in this packet are the specific criteria for each award and their categories. Nominations are encouraged in all areas of human resource management administration.

PROGRAM INFORMATION

Program Title: HR Analytics for Agency Leaders through Tableau   State: IN

Contact Person: Jordan Bolden

Contact's Title: Chief of Staff

Agency: Indiana State Personnel Department

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NOMINATOR INFORMATION

Nominator: Jordan Bolden   Title: Chief of Staff

State: IN   Agency: Indiana State Personnel Department

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DETAILS

Please attach a one-page summary of the program. Provide a narrative answer for each of the questions. You are limited to four pages (based on regular 8 1/2 x 11-inch paper double-spaced in 12-point font). The four-page limit does not include the one-page summary.

1. Please provide a brief description of this program.

The Indiana State Personnel Department (INSPD) is revolutionizing HR data accessibility through the HR Data Dashboards for Agency Leadership program. Readily available HR Dashboards empower Agency Heads, Chiefs of Staff, Deputy Directors, and other operational leaders across over 90 executive, quasi, and separately elected agencies to make data-informed workforce decisions by providing them with critical, real-time HR data at their fingertips.

The following eight, robust HR Dashboards accessible to agency leadership teams provide the following suite of tools designed to empower informed decision-making: 1) Hiring Metrics; 2) Compensation and Classification Review (to monitor status of change requests); 3) Onboarding; 4) Staffing and Demographics; 5) Workforce Strategy and Performance (key HR metrics, such as goal plans, PIPs, performance rating distribution); 6) Pulse Survey Results (bi-annual employee engagement survey); 7) Training; and 8) Offboarding. Through these dashboards, INSPD is able to provide agency leaders with real time, self-serve access to over XXX HR metrics or data points, all of which are relevant to their agency operations, strategic workforce planning, and decision making.

Adoption of these dashboards has been at the highest levels of state government leadership, with 55 State of Indiana Agency Heads, 51 Chiefs of Staff/Deputies; and 13 of Governor Eric J. Holcomb's Operations Directors accessing HR data through the dashboards in the past 12 months. These leaders represent 71 agencies—or 79% of the state. This high adoption rate

ensures that those with authority to enact significant workforce changes have access to critical

HR data. In addition, this initiative fosters a data-driven culture within INSPD itself, enabling staff

to leverage insights for improved service delivery and program development. This includes over

200 staff across critical HR functions like Benefits and Wellness, Employee Relations,

Communications, Workforce Strategy and Performance, Talent Acquisition, Compensation,

Enterprise Information Services, and the entire field HR team consisting of HR Business Partners,

HR Managers, and HR Directors who provide direct services to our customer agencies.

Overall, there are 665 users permissioned for INSPD's Tableau site with 492 users accessing the

site in the last year. On average, 120 user login and access the dashboards each day. The three

most accessed dashboards in the last 12 months are: Staffing and Demographics (5,033); Hiring

Metrics (2,030); and the Pulse Survey (1,611). In total, these dashboards provide over 100

critical HR data points.

By making HR data accessible through user-friendly dashboards and achieving high engagement

across all levels of agency leadership, INSPD equips agency leaders and its own staff with the

tools they need to make data informed decisions resulting in a more effective public workforce

and good stewardship of taxpayer dollars. This nomination for the Eugene H. Rooney, Jr. Award

for Innovative State Human Resource Management Programs recognizes the program's

groundbreaking approach, its cost-effective development, and its lasting impact on the State of

Indiana. INSPD aspires to inspire personnel departments at other states to embrace similar

initiatives, advancing transparency, access, and data-driven HR decision making across state

governments.

2.   How long has this program been operational (month and year)?

The first HR Dashboards were created in Tableau in 2017 for HR Directors—agency leaders

were permissioned only upon request. In late 2022, after seeing the need for increased HR data

awareness statewide, we decided to enhance existing dashboards, introduce new dashboards,

and expand the audience of our HR Workbooks/Dashboards beyond INSPD to directly empower

leaders of Indiana's state agencies. In February 2024, INSPD hosted two training sessions which

were attended by over 300 agency leaders. This high level of engagement underscores the

value of the program.

3.   Why was this program created? (What problem[s] or issues does it address?)

Prior to the HR Data Dashboards for Agency Leadership program, critical HR data was only

accessible upon request, slowing down or completely hindering informed decision-making at

state agencies. Leaders lacked a centralized, user-friendly platform to access essential metrics.

This lack of readily available data impeded strategic planning and hindered proactive talent

management. HR Data Dashboards for Agency Leadership address this head-on. They empower

agencies and operational leaders to quickly find routine HR information, from instantaneous

access to staffing reports and Time To Fill & Time To Hire statistics to identifying key vacancies.

Leaders can now make informed decisions regarding recruitment, retention, and workforce

development strategies, all supported by readily available data. Furthermore, customizable

subscriptions empower them to receive regular updates emailed to them at a desired

frequency, ensuring they stay ahead of trends and make proactive adjustments as needed. The

HR Data Dashboards for Agency Leadership program tackles the challenge of information

accessibility and equips leaders with the tools they need to build a stronger, more effective

workforce.

4. Why is this program a new and creative method?
Unprecedented scope and user enablement: By permissioning dashboards to over 440 agency

leaders across 90+ state agencies and focusing on user enablement, leaders can quickly access

and understand complex HR data, fostering informed decision-making.

Scalable and Sustainable: The shift to standardized dashboards ensures program sustainability

and reduces maintenance needs. This allows us to focus on continuous improvement and the

development of even more powerful HR data tools.

5. What was the program's startup costs? (Provide detailed information about specific purchases for this program, staffing needs and other expenditures, as well as existing materials, technology, and staff already in place.)
We added a Business Intelligence Developer position in 2021 focused on enhancing existing

dashboards and building new ones. All in, that investment was approximately $95,000 for the

position (includes fringe) and necessary resources.

6. What are the program's operational costs?
We spend about $175,000/year on the staffing to support and maintain Tableau, in addition to

$5,000 - $10,000 for technology needs. In total, we spend between less than $200,000 annually

on this program its resources.

7. How is this program funded?
This program and the staff that support it are funded with the agency's limited General Fund

allocation.

Did this program originate in your state?   YES   ☐

8. Are you aware of similar programs in other states? ☐   **NO**
       If yes, how does this program differ?

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9. How do you measure the success of this program?
We measure success through statewide adoption and usage which we track through Tableau.

Right now, we see almost 80% of agencies adopting.

10. How has the program grown and/or changed since its inception?
We launched HR Dashboards in 2017 for HR leaders. Recognizing the statewide need for

broader HR data access, we expanded them in late 2022 to empower operational leaders across

Indiana agencies. In February 2024, we completed the comprehensive Field Operations HR

Dashboard. This user-friendly interface provides a powerful one-stop shop for HR users. In a

single glance, they can gain a high-level snapshot of all HR operations at their agency,

encompassing critical areas like staffing, job management, compliance, employee status, leave

usage, and employee relations.

- **Staffing:** Number of open requisitions, pending offer requests, and future dated

  transactions.

- **Job Management:** Job code action requests and transactions in process.

- **Data Quality:** Number of data errors.

- **Compliance:** I9 forms not compliant and intermittent employees exceeding 180-days.

- **Leave Management:** Number of employees on leave (total, exceeding 4 weeks, active

  FMLA, and FMLA returning within 7 days).

- **Employee Status:** Number of employees eligible for retirement.

- **Employee Relations and Performance Management:** Number of disciplinary actions in

  the last 13 months, ongoing investigations, and Performance Improvement Plans (PIPs)
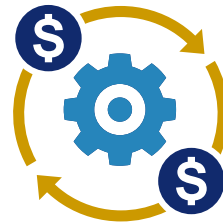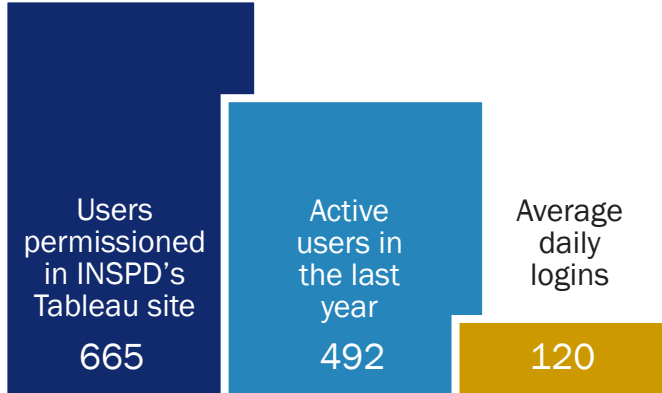
  with issues in the last 13 months.

Empowering Data-Driven Decisions:
HR Analytics for Agency Leaders in Indiana
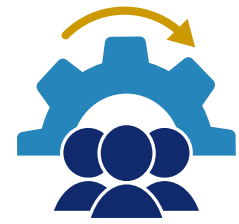
Indiana State Personnel Department

The Indiana State Personnel Department (INSPD) is revolutionizing HR data accessibility through the HR Data Dashboards for Agency Leadership program. Readily available HR Dashboards empower Agency Heads, Chiefs of Staff, Deputy Directors, and other operational leaders across over 90 executive, quasi, and separately elected agencies to make data-informed workforce decisions by providing them with critical, real-time HR data at their fingertips.

Key User Metrics

Users permissioned in INSPD's Tableau site
665

Active users in the last year
492

Average daily logins
120
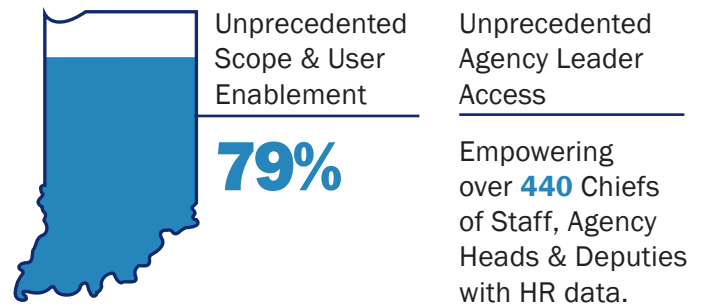
Startup Cost (including staff)
$95,000

Annual Operational Costs
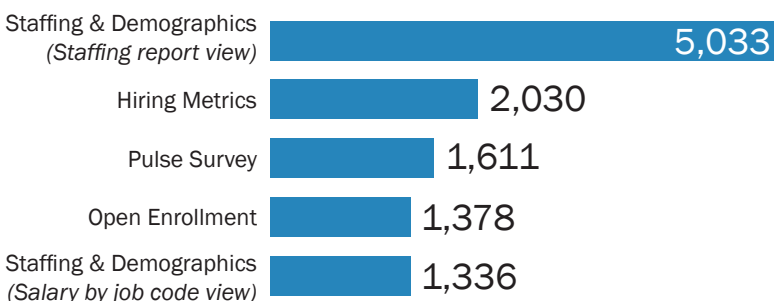**$175,000 - $200,000**

Benefits to Agency Leaders

Optimize Workforce Strategies
Make data-driven decisions on recruitment, retention, and development initiatives.

Track employee engagement
Understand employee engagement and job satisfaction and action plan to address areas of improvement.

Drive Strategic Planning
Gain insights to inform long-term workforce strategies.

Statewide Adoption by Agencies

Unprecedented Scope & User Enablement

79%

Unprecedented Agency Leader Access

Empowering over **440** Chiefs of Staff, Agency Heads & Deputies with HR data.

Top 5 Accessed Dashboards

Dashboard	Accesses
Staffing & Demographics (Staffing report view)	5,033
Hiring Metrics	2,030
Pulse Survey	1,611
Open Enrollment	1,378
Staffing & Demographics (Salary by job code view)	1,336

Quote from an agency leader:
"I have set up four views of the Unemployment Insurance Operations Division to monitor staffing trends at an aggregate level and I use this data to stay ahead of trends. For example, the Employee Churn Report shows me that we have a significant amount of turnover in Q2 and Q3 each year, so we're now proactive in hiring at those times to combat this trend."

– Noah Shelton, Chief of Unemployment (dept. with approx. 500 employees)