



2026 NASPE Awards Program

Advancing the HR Profession Award

Submission Deadline: April 17, 2026

Submission Method: Submit via the 2026 NASPE Awards Nomination Form.

Upload this completed template within the form.

Nominations from dues-paying states are considered for eligibility. Nominated programs or efforts should demonstrate a positive impact on the administration of state human resource 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. Nominations are encouraged in all areas of human resource management administration.

NOMINATION INFORMATION

Title of Nomination: HR Statewide Analytics Dashboard (Power BI)

State: VA

Contact Person: Tasmiya Mujawar

Contact's Title: Senior Data Scientist

Agency: Virginia Department of Human Resource Management

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NOMINATOR INFORMATION

Nominator: Stacy Pendleton Title: Deputy Director

State: VA

Agency: Virginia Department of Human Resource Management

Telephone: 804-837-1776

E-mail: stacy.pendleton@dhrm.virginia.gov

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- Meet all eligibility requirements
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DETAILS

You may include links to websites as part of your nomination. Narrative responses should generally not exceed 4–6 pages (12-point font, double-spaced).

1. Please provide a brief description of this program.

The HR Statewide Analytics Dashboard is a Power BI application developed by the Commonwealth of Virginia's Department of Human Resource Management (DHRM). Delivered as a unified app serving distinct user groups across the executive branch, it provides real-time workforce data to all agencies and Secretariats - refreshed every weekday, replacing a manual end-of-fiscal-year reporting process with always-current, self-service analytics. The application houses multiple dashboards serving different areas of workforce management; this nomination focuses on the dedicated dashboards developed and maintained by DHRM's HR analytics Data team. The application opens with a Home Page displaying real-time statewide totals: total employees, total salaried and wage employees, and total hires in the current fiscal year, broken down by salaried and wage. The Home Page also includes mini preview charts for demographics, job categories, hiring trends, and termination trends - giving HR leaders an immediate enterprise-wide snapshot before diving into detailed sections. Throughout the application, users can filter by position type - classified, salaried, and wage for targeted analysis across all sections. The application is organized into dedicated dashboards covering key areas of workforce management (see one pager for screen shots):

Statewide Dashboard - Three pages covering Employee Demographics (sex, age, diversity, military

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status, and disability), Job Categories (EEO breakdown), and Hiring Trends (FY2023 forward). Each page features three side-by-side overview charts enabling simultaneous comparison at the Statewide, Secretariat, and Agency levels.

Turnover Dashboard - Two pages covering Statewide Turnover (total separations, turnover rate, separation types, reasons employees are leaving, quarterly trends, and Secretariat-level breakdowns) and Agency Turnover (agency-level drill-down with fiscal year, Secretariat, and agency slicers). Access is controlled through Power BI Row-Level Security. Each user sees only their own agency's data and peer agencies within their Secretariat - enabling meaningful benchmarking while keeping data boundaries strictly enforced.

2. How long has this program or effort been operational?

The HR Statewide Analytics Dashboard has been operational since October 2024. The initial launch reflected employee demographic data. The dashboard was enhanced to include turnover metrics in May 2025. It has been in continuous use since its launch, with data refreshed weekdays

3. Why was this program/effort created?

Prior to the Dashboard, the Commonwealth's workforce data was available only through a static statewide report published once at the end of each fiscal year. This high-level public document had no Secretariat or agency-level detail, no drill-down capability, and no benchmarking. Agencies had zero visibility of their own workforce data until the next annual publication. This process had several critical weaknesses:

a. The annual report provided only statewide totals - no agency-specific data, no peer benchmarking, and no drill-down by Secretariat or position type.

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b. Significant staff time was consumed each year compiling and distributing the report - effort that could be redirected to strategic HR work.

c. Agencies received workforce information only once per year, meaning trends and issues went undetected for months at a time.

d. By the time the report was published, the data was already aged and often reflected conditions that had changed.

The Dashboard replaced this static annual process with an automated, always-current system that puts granular, agency-specific data directly in the hands of those who need it every day.

4. What are the costs of this program/effort?

The Dashboard was built entirely within existing Commonwealth resources, keeping startup costs

minimal. Microsoft Power BI was already available through existing Microsoft licensing, requiring

no new software procurement. Data is drawn from Cardinal, the Commonwealth's HR system of record, accessed via SQL with automatic daily refreshes no new data infrastructure was required.

Row-Level Security was designed and implemented internally by DHRM staff. The primary startup cost was six months of staff time for development, stakeholder engagement, data definition

documentation, testing, and agency onboarding. Operational costs are minimal. Data refreshes automatically every weekday through scheduled pipelines connected to Cardinal, the

Commonwealth's HR system of record. Ongoing maintenance is handled by existing DHRM staff as part of their regular duties. There are no external vendor costs, consulting fees, or additional

licensing costs.

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5. How is this program/effort funded?

The Dashboard is funded through DHRM's existing operating budget. No additional appropriation was required as it leverages existing software, data systems, and staff already in place. It delivers real-time workforce analytics to all executive branch agencies and Secretariats at no additional cost to the Commonwealth.

6. How do you measure the success of this program/effort?

Success is measured across several dimensions:

a. Elimination of manual effort: The annual end-of-fiscal-year manual reporting process has been fully replaced. Staff hours previously devoted to compiling and distributing the annual workforce report are now redirected to higher-value HR activities.

b. Timeliness of HR decisions: Qualitative feedback from agency HR offices on their ability to identify workforce trends and take action throughout the fiscal year, rather than waiting for year-end reports, measures the real-world impact of always-on access.

c. Data freshness: The Dashboard's daily refresh cycle means users consistently access data that is no more than one business day old - a significant improvement over prior annual reporting cycle.

e. Workforce visibility: Agencies can now analyze their workforce by position type - classified, salaried, and wage, at any point during the year, enabling more informed and timely HR decision-making that was not possible under the prior manual process.

7. How has the program/effort changed since its inception?

Since its launch, the HR Statewide Analytics Dashboard has expanded in both scope & adoption:

a. Additional data dimensions: Enhanced separation reason coding has been added to the

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Turnover section, and hiring trend analysis within the Job Category and Demographics pages has been expanded to provide deeper workforce insights.

b. Agency access and onboarding: Access has expanded as more agencies within the executive branch have been integrated into the Dashboard, with Row-Level Security profiles continuously maintained and updated as organizational changes occur across the Commonwealth.

c. Ongoing refinements: Visualizations, filters, and slicers have been continuously refined based on direct feedback from agency HR users, improving usability and the depth of insight available within each section.

d. Stakeholder-driven enhancements: New features and data views have been added in direct response to agency requests, demonstrating that the Dashboard is a collaborative, living product shaped by the needs of the HR community it serves rather than a static one-time delivery.

The Dashboard is a living product, continuously improved through collaboration between DHRM and agency HR partners across the Commonwealth.

8. Can this program or effort be adapted or replicated by other states? If so, how?

Yes. The development and implementation of the HR Dashboard has advanced the HR

profession within Virginia State Government by 1) providing real-time workforce data and analytics, and 2) demonstrating the value HR brings to each agency. Using real-time workforce data has enabled HR and agency leaders to promote functions performed well while also developing strategies to enhance their employees' skills and experiences. The long-term results include greater employee morale and productivity while reducing unwanted turnover. In

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addition, HR's utilization of the tool has significantly enhanced the credibility and value-add of the HR function within each agency. This tool could easily be replicated by other states therefore bringing the same value and credibility to all HR professionals.

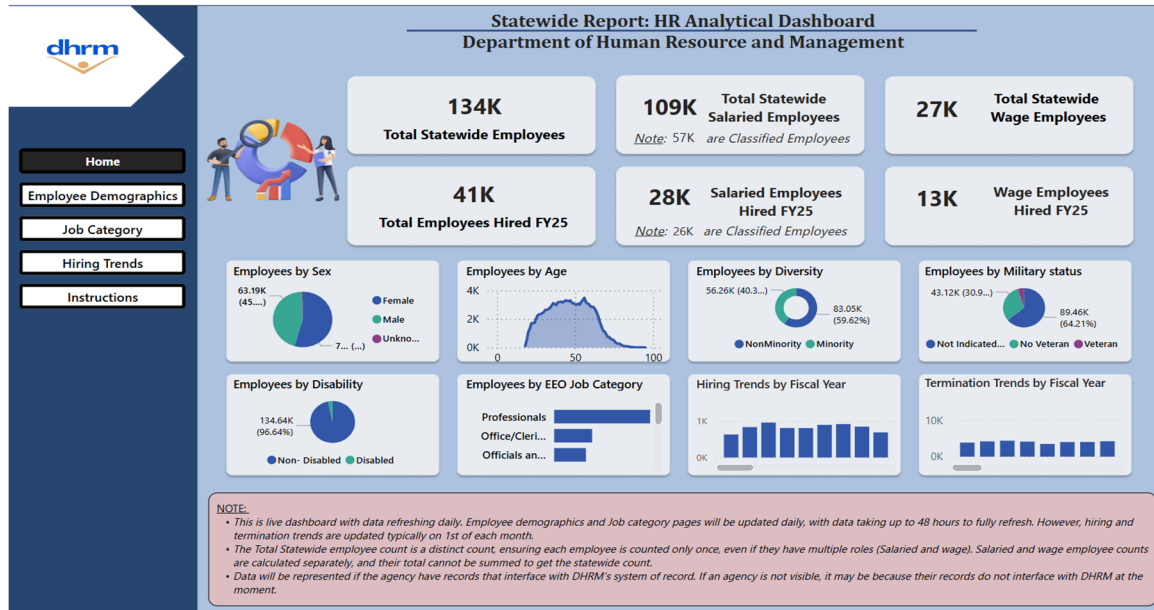
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Advancing the HR Profession Award Virginia HR Statewide Analytics Dashboard screen shots

Commonwealth of Virginia - HR Statewide Analytics Dashboard

- *Employee Demographics* - Sex, age, diversity, military status, and disability data with three side-by-side charts for Statewide, Secretariat, and Agency comparison
- *Job Category* - EEO job category breakdown with the same three-level comparison
- *Hiring Trends* - Fiscal year hiring data from FY2023 forward with Statewide, Secretariat, and Agency benchmarking



Turnover Dashboard

- *Statewide Turnover* - Total separations, turnover rate, separation type breakdown, reasons employees are leaving, quarterly trends, and separation breakdown by Secretariat
- *Agency Turnover* - Agency-level drill-down with fiscal year, Secretariat, and agency slicers for targeted analysis

