

# 2017 NASPE AWARDS

## *Advancing the HR Profession Award*

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.

Additionally, please provide the project initiative in one of the following formats:

- Web link
- Snapshot
- PDF

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## NOMINATION INFORMATION

Title of Nomination: HR Predictive Analytics Tool

State: WA

Contact Person: Frankling Plaistowe

Contact's Title: Assistant Director, StateHR

Agency: Office of Financial Management

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### **ALL SUBMISSIONS MUST:**

Meet all eligibility requirements. • Meet deadline requirements stated on the NASPE website. • Be entered in the correct category and be correctly identified. • Include a complete nomination packet. • Conform to all copyright laws.

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### NOMINATOR INFORMATION

Nominator: Cassie Bordelon Title: Planning & Strategy Specialist

State: WA Agency: Office of Financial Management

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### DETAILS

1. Please provide a brief description of this program.

The predictive analytics tool is a regression model and corresponding user-friendly excel document ("tool") that allows State HR to run relationship analysis on variables that may impact employee turnover. The intended outcome of the Predictive Analytics project is for State HR to increase the analytical capabilities of State HR when using workforce data for decisions related to enterprise-wide recruitment, retention, and classification and compensation decisions. In addition to internal State HR use, our long-term goal includes building capacity for agency HR customers to use the Predictive Analytics tool when making decisions related to their own workforce needs. Both internal State HR and external agency HR use of the Predictive Analytics tool will contribute to our overall mission to use data to make better decisions.

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

This program has been operational since October 2015. The initial phase of the pilot ran from October 2015 through October 2016. During this time, the tool was built to run with agency specific data and to address agency specific questions. The second phase of the pilot began in November 2016 and continues today. Currently, the predictive analytics tool is in the development stage of the pilot's second phase. Phase two of the tool will be focused enterprise-wide to look deeper into factors affecting voluntary turnover (i.e. resignations) from high-risk healthcare occupations across the state.

3. Why was this program/effort created?

There was a customer-identified need to develop a repeatable, scalable methodology for predicting voluntary turnover within state government so that agencies could better anticipate and plan for changes to their workforce. This need was identified in customer interviews with agency and State HR managers during the development phase of another agency centered data project- the Workforce Gaps Dashboards project. Due to resource limitations and timing, this need was not addressed in that project and a separate project was created to focus on the development and implementation of a predictive analytics tool.

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

Costs for this effort are minimal. Budget costs include two STATA licenses. There is no additional budget for this project. It has been and will continue to be completed within existing resources.

5. How is this program/effort funded?

Both phase one and phase two of the predictive analytics tool pilot operate within existing cost restraints.

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

The success of the predictive analytics effort is the continued improvement of the tool based on agency use and statistical validity as well as greater participation with agencies to engage with their data to answer questions related to the recruitment and retention of their employees.

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

Phase one of the predictive analytics tool utilized an agency-specific regression model and tool to address customer questions related to turnover. The Washington State Department of Licensing (DOL) served as the customer throughout this phase of the pilot. After the conclusion of this first phase, our staff met with the DOL to evaluate of the phase one pilot. During this meeting we asked DOL to address five main questions.

These questions were: 1. What were the initial questions you were looking to answer with the tool? 2. How well did the pilot analysis answer your initial questions? 3. Were there any challenges you and your team encountered during the pilot process? 4. What parts of the tool and analysis were the most useful to you and your team? 5. Looking forward, what suggestions would you have for additional information and/or deliverables that would be useful?

Then answers to these questions provided the feedback we needed to begin the development of a phase two for the predictive analytics tool. Taking into consideration agency resource constraints, available statistical knowledge, and data integrity expectations, we decided to develop a new statistical model focused statewide on high-risk health care occupations.

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