

## Measuring Results

### Evaluation

Focus Area	Strategic Metrics	Operational Metrics	Employee Metrics
<b>Business Analytics</b>	<p>Captures and conveys the impact of human capital strategies on cross-cutting priority goals and integrates information with COO, PIO, CFO, CAO, and CIO objectives and outcomes.</p> <ul style="list-style-type: none"> <li>For example, evaluating the impact that certain workforce trends (e.g., specific attrition and/or hiring data) have on the acquisition, deployment, and implementation of a major IT investment and/or program.</li> </ul>	<p>Measures policy or program impact over a defined period of time.</p> <ul style="list-style-type: none"> <li>For example, tracking long-term conversion rates for Pathways participants to identify certain trends (e.g., retention, longevity, advancement, and career paths).</li> </ul>	<p>Examines and determines specific impact that individual employees have on policy or programmatic goals and objectives.</p> <ul style="list-style-type: none"> <li>For example, number, accuracy, and completion rates of disability claims representatives.</li> </ul>
<b>Data Driven Decision-Making</b>	<p>Integrates business analytics across programs to inform higher level strategic human capital planning.</p> <ul style="list-style-type: none"> <li>For example, evaluating recruitment, retention, and performance data across all hiring initiatives and priorities to evaluate and improve the agency's overarching recruitment strategy.</li> </ul>	<p>Uses data from program business analytics to refine approach, processes, or other operational issues.</p> <ul style="list-style-type: none"> <li>For example, use data and evidence in deciding to pursue, continue, or discontinue specific hiring events based on internal (programmatic needs within the agency) and external (number of qualified candidates identified and hired per event) factors.</li> </ul>	<p>Identifies trend data at the employee level and filters information up to the organization level to drive policy or program decisions.</p> <ul style="list-style-type: none"> <li>For example, individual competency data for disability claims representatives used to develop targeted training to improve customer service.</li> </ul>