

Monitoring Organisational Health

The CEO's quick guide to monitoring organisational workforce health using key workforce data

Document title	Monitoring Organisational Health
Contact details	Office of the Commissioner for Public Employment
Approved by	Commissioner for Public Employment
Date approved	DRAFT
Document review	Annually
TRM number	2020/162~47

Version	Date	Author	Changes made
1.0	August 2022	Deputy Director, SWPD	First Version
1.1	January 2023	Deputy Director, SWPD	Final

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1. Introduction

The Office of the Commissioner for Public Employment has developed this Guide to support agency Chief Executive Officers (CEOs) in the use of workforce data to monitor organisational health. The purpose of the Guide is to strengthen decision making by agency executives, strengthen workforce planning efforts, proactively monitor workforce activities and influence agency workforce strategy. It is also intended to help early identification of workforce issues/risks. This Quick Guide is intended to complement and focus, rather than replace or override, existing reporting arrangements.

2. Focusing data investigations – minimum workforce data

There is a broad range of increasingly sophisticated workforce data available to CEOs and, depending on the operational context of the organisation, it can be challenging to establish focus. When used strategically, workforce metrics can be a powerful tool to drive change, proactively influence strategy and anticipate future workforce needs. The below are five key workforce measures to help target workforce reporting.

If you look at nothing else, these measures will help you understand what your workforce looks like, how it is performing and, any emerging workforce risks.



The following table shows where the minimum workforce metrics can be found, and the recommended frequency at which they should be reviewed.

Measure	Metrics	Standardised Metric	Data Location	Interval
Staff	Population	FTE/Paid Headcount	Strategic and Operational Dashboard	Quarterly
	Age	Average Age	Strategic Dashboard	Quarterly
	Diversity	Aboriginal/Disability/CALD	Strategic Dashboard	Quarterly
Performance	# of plans	# of plans	State of the Service	Annually
	Culture	Satisfaction/Engagement	People Matter Survey Report	Biannually
	Training	Training expenditure	Finance Report (Annual Report)	Annually
Risk - Leave	Excess	Staff with Excess LSL/RL	Operational Dashboard	Quarterly
Status	Ongoing	Ongoing	Operational Dashboard	Quarterly
	Temporary	Temporary	Operational Dashboard	Quarterly
	Casual	Casual	Operational Dashboard	Quarterly
	Visa	Visa actions	Operational Dashboard	Quarterly
	Probation	Probations Due	Operational Dashboard	Quarterly
	Supernumeraries	Supernumeraries	Strategic and Operational Dashboard	Quarterly
Vacancies	# of vacancies	True vacancies	Operational Dashboard	Quarterly
	Recruitment	Active recruitments	Operational Dashboard	Quarterly
	Time to fill	Average weeks to recruit	Strategic Dashboard	Quarterly

3. Focusing data investigations – additional workforce data

In addition to reviewing and monitoring minimum set workforce data, CEOs can strengthen their decision making, and move from the transactional to the transformational, by viewing a broader range of data through an appropriate lens. Viewing data through explicit lenses provides context for analysing and understating the 'so what?'. When looking at data through an organisational health lens, there are five key priority areas to consider:



These five priority areas represent the core people and workforce related factors to be monitored to track overall organisational health. They can be used to help target your review of workforce data. Rather than looking at data in isolated reports, consider the strategic intent or area of your organisation you are trying to better understand. The following diagram maps specific data you can report to give you a full picture of each of the five strategic areas.

4. Five key priority areas – metrics mapped

Available Measures	Organisational culture	Succession planning	Leadership development	Recruitment and resourcing	Talent management
Aboriginal Staff in Senior Leadership	●	●	●	●	●
Cancelled Leave	●			●	
Cessation Rate	●			●	
Early Careers - Active Participants		●			●
Early Careers - Historical Participants		●			●
Early Careers - Program Applications		●			●
Early Careers - Program Requests		●			●
EEO and Gender Targets	●		●		
Employee Age Brackets	●				●
Employees not Taking Leave	●			●	●
Employment Stream				●	
Excess Long Service Leave	●	●			
Excess Recreation Leave	●	●			
Filled Under Special Measures	●			●	
Higher Duties Opportunities		●	●	●	●
Internal Staff Movements	●	●		●	●
Leadership Category	●		●		●
Leave Taken	●				
Recognition of Service	●	●			
Retention Rate	●	●	●	●	●
Separation Rate	●	●	●	●	●

Time to Select - Active Recruitment				●	●
Time to Select - Finalised Vacancies				●	●
Unplanned Leave	●			●	
Voluntary Cessation Rate	●	●	●	●	●
Women in Senior Leadership	●	●	●	●	●
Years of Service	●	●			

5. Next steps

While all metrics referenced in this Guide are available now through existing platforms, the Office of the Commissioner for Public Employment is working with the Department of Corporate and Digital Development to consolidate reporting, and to provide CEOs with succinct reporting that encapsulates the organisational health metrics as detailed in this Guide. Data will be provided through monthly reporting cycles as per the current process.

A review of this Guide will take place following the completion of the Data Warehouse Remediation Project (end of 2023), currently underway within the Department of Corporate and Digital Development.

6. Contact details

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