Florida Blue
In the pursuit of health

Florida Blue: Transform Workforce Data into Insight with Cloud Workforce Analytics

May 2013

Florida Blue: in the Pursuit of Health

Our **mission, vision, values and strategic objectives** have been simplified to clearly articulate who we are and what we want to accomplish.

Mission	To help people and communities achieve better health
Vision	A leading innovator enabling healthy communities
Values	Respect, Integrity, Imagination, Courage, Excellence

Approx. 6,000 Employees

All Florida-based operations:

- Retail Centers
- Call Centers, Claims Processing
- Financial, Information Technology
- Sales, Marketing
- Care, Wellness

Locations:

Miami	Ft. Lauderdale
West Palm Beach	Port St. Lucie
Orlando	Tampa
Sarasota	Ft. Myers
Jacksonville	Gainesville
Tallahassee	Pensacola
Panama City	

Workforce Data and Analytics is Important to Florida Blue:

- Provides insight to workforce trends
- Assists in ensuring the right talent and skills are in place to meet current and future business needs.

Outline for Today

- Florida Blue's Workforce Data Journey
- Workforce Data Storytelling
  - Retention Rate Example
- Increase Usage and Knowledge of Metrics
- Headlines

Florida Blue's Workforce Data Journey

We have always had an abundance of workforce data; in the last five years we have made tremendous progress in "how" we are using this data.

From

Basic Reporting

For example:

- List of data
- Summary
- Tracking Task Activity

Hundreds of reports a year with information, but what are they telling us?

To

Metrics and Analytics

Interpreting the Data

Answering the "so what?"

Making Data-Driven Decision

Benchmarking Data

Using Workforce Data for Storytelling

Leveraging the Role of HR Business Partners
"Voice of the Data"

Workforce Data Storytelling

Make it meaningful to leaders that are not close to workforce data

Critical to Successful Workforce Data Storytelling:

- Data Validation
- Consistent Standards and Data Definition
- Metric Selection Guide:
  - What is important to your organization?
  - Does it align to the corporate operating plan and strategic business direction?
  - Is it actionable?
  - Does it add value to the organization?
  - What does the measurement tell you? What does it not tell you?
  - Don't measure if a task was completed; measure the results of a task.

Types of Workforce Data used in Storytelling (*not limited to*)

Recruitment
Workforce Distribution
Performance
Employee Movement
Retention / Termination
Headcount Trends
Goal and Competencies
Compensation
Surveys
Organizational Layers and Span of Control

Workforce Data Storytelling Example - Step 1

Step 1

Select a measure that is actionable, value added, and important to the organization.

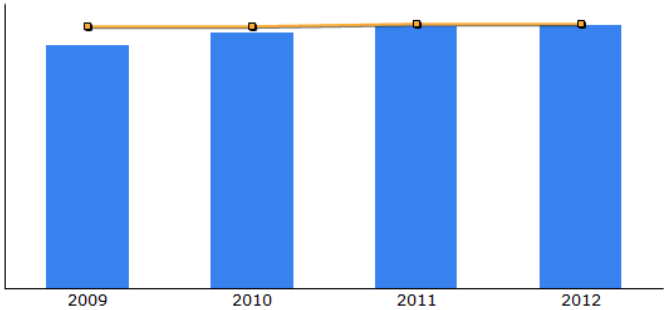
Retention Rate is a view into how well the organization is retaining its workforce. It is the **percentage of the employees that did not terminate** during the reporting period.

The real power in the workforce data is taking an individual measure and drilling down into the organization, telling its story and finding that "nugget"…

Workforce Data Storytelling Example - Step 2 & 3

Step 2

Compare your data to benchmarks (if applicable) and determine your organization's target.



*Note: **Not** Florida Blue data*

Our Retention Rate Target is the 75th percentile within the benchmark group – we want to be better than the average. For our benchmark group that would be a target of 92.6%.

It is healthy for an organization to have turnover, it becomes unhealthy when there is too much turnover or the wrong type.

Step 3

Drill down into your data's different dimensions to see how they compare to target

- What is the data telling us?
- Where do we have an opportunity for improvement?
- Where are we doing well? What can we learn from these areas?

Use Data Highlighting Query to dive deep into the workforce data

Retention Rates across for last 3 years

Workforce Data Storytelling Step 4 & 5

Step 4

An important outcome is the content of the discussions that are taking place based on the workforce data results and trends.

Workforce Planning questions that align to the selected measure

Low Retention Rate:

1. Are the employees fully engaged and doing their best work at all times? What is the employee engagement level?
2. Are we at risk of executing the business strategy?
3. Do employees have the right skills and competencies to be successful?

High Retention Rate:

1. Are employees appropriately challenged/stretched?
2. Are the employees fully engaged and doing their best work at all times? What is the employee engagement level?
3. Are we failing to effectively manage poor performers?

Step 5

Present the HR Story to HR Business Partners and Leaders

- Input to Workforce Planning
- Input to HR Processes and Policies
- Input to additional metrics and workforce data storytelling

Increase Usage and Knowledge of Metrics

One of the biggest challenges is not to lose the momentum with workforce data, metrics and analytics . . . You must continue to show the value and be innovative in how to keep users interested and engaged with the data. Some ways we can do that:

1. Dashboards
2. Issue Based Reporting
3. Target Audience Reporting
4. Leveraging data across multiple HRIS Applications
5. Talking about it – Ask the Question: What is the data telling you?
6. Educating employees in HR on workforce data trends and the benefits of data-driven decision-making.
7. Accessing the SuccessFactors Workforce Analytics application on the iPad; portable real-time access to your organizational workforce metrics and data – anytime, anywhere!
8. Headlines – A tool that automatically pulls insights from your workforce analytical data

Headlines

New SuccessFactors Headlines capability is the next step in our workforce analytics journey – it will allow us to get workforce data that aligns to the strategic business direction directly to the end-user while highlighting areas of opportunity for improvement and success.

SuccessFactors Headlines Example

Benefits:

1. Answers the “so what” and impact to the workforce in a language that is understood by all.
2. Easy Navigation
3. Supports workforce data driven discussion and decisions.
4. Increases workforce data knowledge.

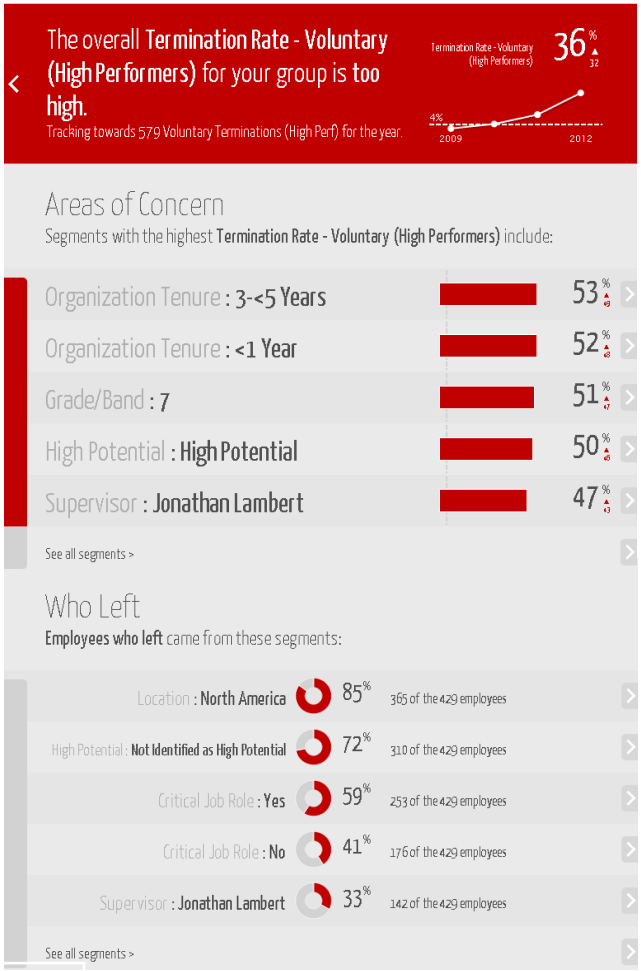
Workforce data provides insight into the workforce that may not normally be seen.

Headlines Impact

1. **Storytelling** steps 2 & 3 are replaced with Headlines
   - ❑ Step 2: Compare your data to benchmarks (if applicable) & target.
   - ❑ Step 3: Drill down into your data's different dimensions to see how they compare to target and use Data Highlighting Query to dive deep into the workforce data
   - Provide instant insight to help find the "nugget" in the data!
   - Highlight dimension results

2. **Highly configurable,** speaks directly to your company
   - Select measures that align to your company's strategic business outcomes and workforce plans.
   - Set dimensions, targets, thresholds and text – can be different per measure!

3. **Deliver insightful** HR Analytics directly to Managers, sections include:
   - Areas of Concern
   - Areas of Note
   - Who Left (Termination Metrics)
   - How can this be addressed?



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Key Factors for Success

Key Factors for Success:

- Workforce Data is Accurate – Users trust the data (this huge) so that the focus is on the outcome of the data not on whether the numbers are correct.
- Provides Value
- Actionable
- Show the alignment to Strategic Business Outcomes
- Influences Business Execution
- Simple and Easy to Understand
- A workforce analytics application does not provide value when it gets turned on, users are trained – success requires ongoing partnership between the technology, analytics and end-user.

Human Resources' value to the organization is increased when workforce data is used to make informed data-driven decisions!!