

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Agency [Name of Agency]
HRStat Maturity Model Assessment Tool (MMAT)
2018 Key Findings Report



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BACKGROUND

HRStat is a strategic human capital performance improvement process that identifies, measures, and analyzes human capital data to inform the impact of an agency's human capital management on organizational results with the intent to improve human capital outcomes. – 5 CFR §250.202

Objectives of HRStat:

- ▶ Support the agencies' ability to perform data analytics and advance to the next level of maturity in the HRStat process
- ▶ Support the use of the principles within the Human Capital Framework
- ▶ Improve the strategic management of human capital

In order to support and ensure the implementation, continuous improvement, maturation and sustainability of agencies' HRStat programs, the HRStat Community of Practice (CoP) developed the HRStat Maturity Model and the resulting HRStat Maturity Model Assessment Tool (MMAT).

The **HRStat Maturity Model** is a diagnostic framework designed to assess the maturity level of an agency's HRStat program, and how the HRStat process contributes to the advancement of an agency's mission, goals, and objectives. The Maturity Model serves as a practical and aspirational roadmap that will help agencies identify areas for improvement and enable them to monitor their progress over time.

The HRStat Maturity Model is conceptualized in terms of three components: Scope of Impact, Initiative and Effort, and Performance of HRStat Measures. Scope of Impact measures the degree to which human capital metrics have progressed from the use of data solely for human resource functions to a state in which the metrics are integrated into the measurement of agency mission accomplishment. Initiative and Effort measures the degree to which an agency has developed the capacity to use human capital data to inform decision making across the agency. Initiative and Effort describes the evolution from descriptive use of data to an optimized state where performance improvement and innovation are achieved. Performance of HRStat Measures focuses on the degree to which an agency's metrics are in fact advancing to achieve targeted improvements and are validated against external benchmarks.

For each of these three components, there are four maturity levels as depicted in Table 1 below and fully described in:

- Appendix A: Critical Success Factors,
- Appendix B: Scope of Impact,
- Appendix C: Initiative and Effort, and
- Appendix D: Performance of HRStat Measures.

In describing the four maturity levels, the HRStat Maturity Model designates five domains of consideration: **analytics, technology, talent/staff, collaboration, and leadership** (See Appendix A: Critical Success Factors).

Figure 1. HRStat Maturity Model

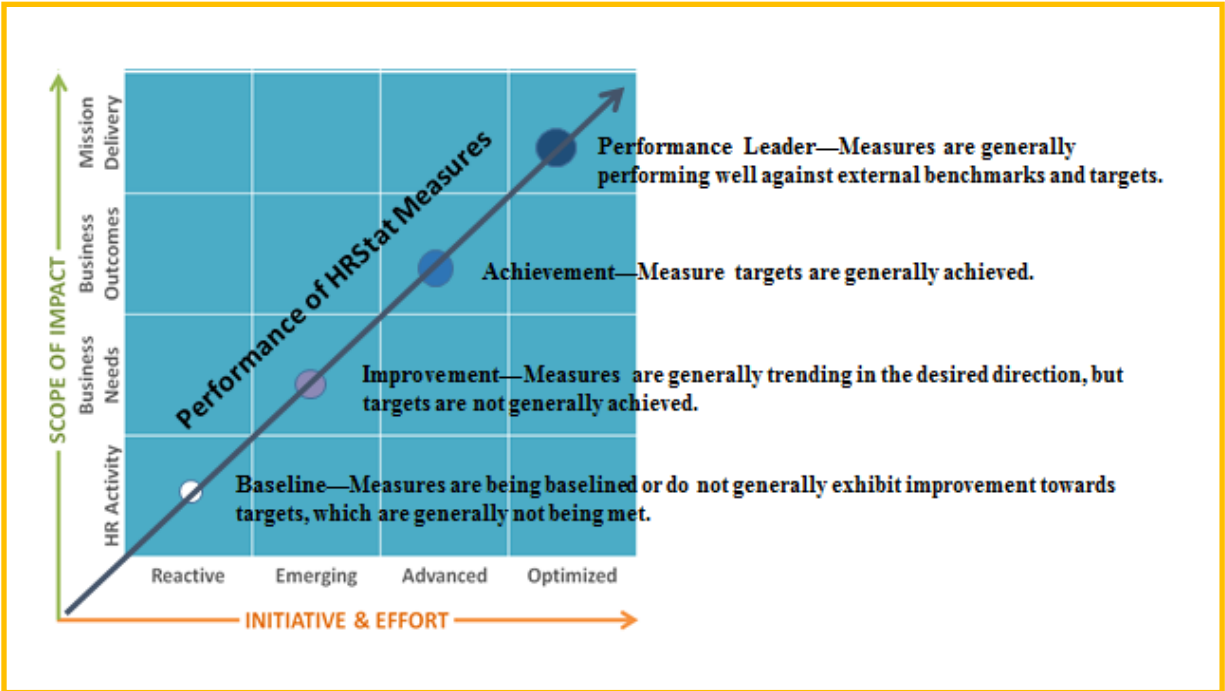


Table 1. Components of Maturity and their Levels

Components of Maturity	Maturity Levels as Described in Appendices	Appendices
Scope of Impact	<ol style="list-style-type: none"> 1. HR Activity 2. Business Needs 3. Business Outcomes 4. Mission Delivery 	See Appendix B
Initiative & Effort	<ol style="list-style-type: none"> 1. Reactive 2. Emerging 3. Advanced 4. Optimized 	See Appendix C
Performance of HRStat Measures	<ol style="list-style-type: none"> 1. Baseline 2. Improvement 3. Achievement 4. Performance Leader 	See Appendix D

THE HRSTAT MATURITY MODEL ASSESSMENT TOOL (MMAT)

The HRStat Maturity Model Assessment Tool (MMAT) was developed to help agencies and the U.S. Office of Personnel Management (OPM) assess an agency's progression on the HRStat Maturity Model, and to focus attention on specific areas of strength and improvement. This information can help agencies and OPM determine what guidance, education, training, tools, mentoring, interagency partnerships and sharing of resources would enhance agencies' use of the HRStat process to achieve greater human capital and agency performance outcomes.

The MMAT helps agencies and OPM determine an agency's maturity level for each of the five human capital domains: analytics, technology, talent/staff, collaboration, and leadership. The results from the MMAT provide agencies with data, information, and insights that will guide them in performing key activities such as:

- Determining realistic human capital outcomes and priorities
- Allocating limited resources in a more efficient and effective manner
- Developing collaborative agreements with other agencies regarding the sharing of tools, expertise, and staff talent
- Implementing training for staff on focused areas of improvement
- Measuring leadership effectiveness and the need for improvement
- Upgrading or acquiring new technology or tools
- Continuously improving analytic capabilities

Although completing the MMAT (self-assessment survey) is voluntary, we strongly recommend the HRStat agency complete the survey when it is administered by OPM every other year. The benefits accrued to an agency that submits the report are significant including the internal collaboration among the agency stakeholders that should be involved in completing the survey.

The MMAT helps agencies and OPM identify what guidance, education, training, interagency collaboration, tools, and technology will help agencies achieve their best possible HRStat performance. Working collaboratively with OPM and the HRStat Community of Practice, an agency's strengths can be leveraged to enhance their HRStat performance, while weaknesses and barriers can be overcome. Agencies that completed and submitted the 2018 assessment will be provided the following:

- ✓ This customized HRStat MMAT Key Findings report that will help in the identification of an agency's maturity level within the five Maturity Model domains of **analytics, technology, talent & staff, leadership, and collaboration**. This report is designed to help your agency understand how you are progressing with your HRStat maturity process and to help you identify areas of strength and areas that need improvement.
- ✓ A benchmarking comparison to indicate the agency's maturation level in comparison to other Federal agencies (all benchmarking data is anonymous).
- ✓ One-on-one, private consultative meetings, available upon request, with the HRStat team focused on helping the agency identify resources that can assist them in achieving improvements.

MMAT DEVELOPMENT HISTORY

The development of the HRStat MMAT was a collaborative and community-driven effort. One of the initial steps was to assemble a team of subject matter experts (SMEs) to develop the HRStat Maturity Model. The team of SMEs met for five sessions during the months of March and April 2015. Before the Maturity Model was finalized, it was presented to the entire HRStat Community for their review and feedback. The question items, the scaling of the response items, and the coding of the responses of the HRStat MMAT were designed to reflect the language and the theoretical concepts of the HRStat Maturity Model. The HRStat MMAT team also reviewed Close-Out Survey responses from the HRStat pilot agencies in 2012, 2013, and 2014. The data from these surveys were reviewed and used to guide the development of the HRStat MMAT. A review of the literature was also conducted wherein the HRStat MMAT team reviewed various maturity models and capability models including the Performance Improvement Council (PIC) survey for best practices and lessons learned. Once the HRStat MMAT was developed, the HRStat community was again consulted for their review and feedback. A team of content experts was assembled to test the tool for ease of use and for clarity. The content experts reviewed the tool and were also asked to help identify any limitations and areas for improvement, which were incorporated into the final draft.

In 2018, in an effort to improve and update the HRStat MMAT for its second iteration, a team of SMEs from various agencies met again for five sessions during the months of November and December 2017. This newly revised MMAT, which is shorter, more concise, and up-to-date is the result of those meetings.

SCORING METHODOLOGY

The 2018 HRStat MMAT contains a series of 25 questions. The questions are multiple choice questions designed to gauge the agencies' maturity level in each of the five domains of the HRStat Maturity Model — **analytics, technology, talent/staff, collaboration, and leadership**. The responses to these questions are then quantified and coded to help determine the scores of agencies regarding their Scope of Impact, Initiative and Effort, and Performance of HRStat Measures as defined in the HRStat Maturity Model.

The HRStat MMAT uses a scoring methodology that is based on the set of criteria defined in the HRStat Maturity Model. Each question item in the HRStat MMAT consists of response options that correspond to the four-point scale of the HRStat Maturity Model. The response options are scaled from 1 to 4, with the first response option as the lowest of the scale and the fourth response option as the highest of the scale.

Example: Scoring the MMAT Questions

Below is a sample question and the possible response options associated with that question. Think of each response option as a numerical value ranging from 1 to 4. The choice that best reflects the level of maturity in your organization equates to the score for that particular question.

“Q. What impact does HRStat analytics have on human capital and agency program decision making?

1. Able to provide status reports, answer simple questions, and fulfill requirements only related to human capital issues. (1)
2. Able to provide data needed to establish a few human capital targets related to program needs and goals. (2)

3. Able to make recommendations based on analytic findings that relate agency human capital with certain program outcomes. (3)
4. Able to synthesize findings based on predictive models concerning human capital and agency mission goals and objectives over the short and long term. (4)”

If the agency selected response option 2, then their score would be a 2 for this particular question where the response options are of equal value.

For questions that contain more than 4 response options or have response options that are not of equal value, each response option is weighted according to its level of importance as defined by the HRStat Maturity Model. For these questions with weighted response options, the total possible scores will also range from 1 to 4 points. The total score for each of those questions reflects the HRStat maturity level into which the agency falls. For each of those questions, the assigned weight for each option chosen is shown in the third column (column labelled “Score”) on the far right side of the tables below.

The weighted scores are then added together to reflect the level of maturity based on the four-point scale of the HRStat Maturity Model.

NEXT STEPS








Agencies are highly encouraged to request consultative assistance from the HRStat Team to improve their HRStat outcomes after completing the MMAT and reviewing their resulting Key Findings Report. Click here to request consultative assistance:

<https://community.max.gov/display/HumanCapital/HRStat+Community+of+Practice>.

HRStat Maturity Model Assessment Tool (MMAT)

SUMMARY REPORT OF HRSTAT MMAT

This report of MMAT results will help you understand how your agency is progressing in your HRStat maturity process. The assessment of HRStat is an iterative process that your agency can use over any time period to help you attain continuous improvement. It is recommended that this tool be used, at a minimum, on a biennial basis, when OPM administers it during the first quarter of the fiscal year to capture HRStat activity and results for the previous fiscal year. The insights gleaned from this assessment can provide your agency the data and information that can guide you in performing key strategic activities such as these below:

-  Determine priorities
-  Identify available resources
-  Develop an action plan
-  Implement the plan
-  Measure
-  Refine
-  Improve continuously

Your Agency's HRStat MMAT Results

ANALYTICS DOMAIN

Question	Response Options	Score
1. What impact does HRStat analytics have on human capital and agency program decision making?	<ol style="list-style-type: none"> 1. Able to provide status reports, answer simple questions, and fulfill requirements only related to human capital issues. 2. Able to provide data needed to establish a few human capital targets related to program needs and goals. 3. Able to make recommendations based on analytic findings that relate agency human capital with certain program outcomes. 4. Able to synthesize findings based on predictive models concerning human capital and agency mission goals and objectives over the short and long term. 	__ / 4
2. What are the measures your agency is using in HRStat?	<ol style="list-style-type: none"> 1. We track milestones and activities. 2. We track human capital metrics such as attrition rate, time to hire, training success, etc. 3. We track human capital metrics and associated interventions to improve human capital performance. 4. We track human capital metrics and associated interventions to improve both human capital performance and agency program performance. 	__ / 4
3. To what extent have HRStat measures led to demonstrable human capital performance improvement within your agency?	<ol style="list-style-type: none"> 1. HRStat measures are being baselined or do not generally exhibit improvement toward the achievement of targets. 2. HRStat measures generally trend in the desired direction, but targets are not generally achieved. 3. HRStat measures exhibit that targets are generally achieved. 4. HRStat measures are generally performing well against external benchmarks and targets. 	__ / 4
Questions	Response Options	Weighted Score
4. Please select the activities below that are currently performed concerning HRStat (select all that apply):	Descriptive analytics	.40
	Analysis of relationships and correlations	.45
	Root cause analysis	.45
	Hypothesis testing, multi-causal relationship identification	.45
	Predictive analytics	.45
	Scenario planning and analytics	.45
	Metrics that tie HR metrics to agency performance outcomes and business strategies	.45
	Prescriptive analytics	.45
	Synthesized findings from models and predictive analyses used to guide transformation and reshape systems	.50

	<i>Total Possible Score</i>	— / 4
5. How widely are HRStat performance results and findings communicated? (select all that apply)(maximum score of 4.0)	Reports are only disseminated to select HR staff	1
	To everyone in the HR office (i.e., all HR staff and managers)	1.33
	To the agency HR community, agency PIO, and agency leadership	1.33
	Accessible to all interested agency staff via apps, dashboards, websites, or portals	1.33
	<i>Total Possible Score</i>	—/4
6. We have people in our HRStat program with the skills and training in performing the following: (select all that apply)	Status reports and ad hoc reports	.40
	Correlations analysis	.60
	Root cause analysis	.60
	Hypothesis testing	.60
	Predictive analytics	.60
	Dashboard development	.60
	Data visualization	.60
	<i>Total Possible Score</i>	— / 4

Summary -- Analytics Domain Maturity Level	Level 1	Level 2	Level 3	Level 4	Governmentwide Average
1. Impact on Human Capital and agency program decision-making					
2. Maturity of metrics					
3. HRStat measures leading to demonstrable Human Capital performance improvement					
4. Analytics activities					
5. Disseminating and communicating HRStat performance results					
6. Skills and training					

TECHNOLOGY DOMAIN

Question	Response Options	Score
1. Please characterize the analytics systems and tools that support your HRStat program.	<ol style="list-style-type: none"> 1. Disparate systems, tools, and data capturing processes are used that lack interconnectivity. 2. Systems are modified and augmented for needed functionality and for linking disparate data sets. 3. Automatic system feeds exist with good interface capability between databases and displays of key data, including data necessary to establish links to business goals. 4. Automated real-time synthesis integrates key data to provide early warning alerts, queue actions to be taken and mitigate risks, and identify best practices. 	
2. Does your agency have a data validation process for HRStat?	<ol style="list-style-type: none"> 1. No data validation (process) in place 2. Data validation (process) is manual and limited 3. Data is validated and gaps and closure strategies are identified 4. Data validation is automated and integrated into the system 	
3. To what extent has the technology in your HRStat program helped to link HR and agency performance goals and objectives?	<ol style="list-style-type: none"> 1. In my agency, technology used in HRStat focuses primarily on measurement in the area of HR functions and programs (e.g., descriptive metrics, flat data). 2. In my agency, technology used in HRStat fosters some quantified relationships between HR measures and agency program results (e.g., correlation statistics). 3. In my agency, technology used in HRStat creates several quantified relationships among HR measures and program results, leading to increased efficiency and effectiveness across HR functions and agency programs (e.g., correlation statistics, multivariate statistics, trend analysis, regression analysis) 4. In my agency, technology used in HRStat has created several validated, quantified relationships among HR measures and program results that have aligned HR outcomes with the advancement of agency mission goals and objectives (e.g., correlation, predictive and prescriptive statistics) 	
4. If you are using a human capital dashboard, who has access to it? (Select all that apply)	Not using HR dashboard	0
	Analysts (HR and analysts)	1
	Executives	.8
	Managers and Supervisors	.8
	Program Offices	.8
<i>Total Possible Score</i>		___ / 4

Summary -- Technology Domain Maturity Level	Level 1	Level 2	Level 3	Level 4	Governmentwide Average
1. Analytics systems and tools					
2. Data validation process					
3. The extent technology in HRStat program helped to link HR and agency performance goals and objectives					
4. Access to dashboard					

TALENT/STAFF DOMAIN

Question	Response Options	Score
1. How does the HR staff acquire the data for the HRStat reviews?	<ol style="list-style-type: none"> 1. HR staff has to rely on other program offices for nearly all data used for HRStat reviews. 2. HR staff possesses some of their own data, but still has to rely upon the majority of its data from other program offices for completing HRStat reviews. 3. HR staff possesses nearly all of its own data for HRStat reviews. 4. HR staff possesses all of its own data for HRStat reviews. 	__ / 4
2. For those HR personnel that are involved in the HRStat program, choose the best statement that describes their level of involvement?	<ol style="list-style-type: none"> 1. For the most part, HRStat work is a secondary duty infrequently performed by HR staff. 2. For the most part, HRStat work is a secondary duty performed on an occasional basis by HR staff. 3. For the most part, HRStat work is a significant duty performed regularly by HR staff. 4. For the most part, HRStat work is a major duty performed routinely by HR staff. 	__ / 4
3. How would you describe the data analytics skills possessed by HR staff responsible for completing HRStat reviews?	<ol style="list-style-type: none"> 1. Human capital staff in my agency possess the minimal requisite data analytics skills necessary to complete a fundamental HRStat review. 2. Human capital staff in my agency possess fundamental data analytics skills necessary to complete a fairly good HRStat review. 3. Human capital staff in my agency possess proficient data analytics skills necessary to complete a very good quality HRStat review. 4. Human capital staff in my agency possess advanced data analytics skills necessary to complete an excellent quality HRStat review. 	__ / 4
4. How would you characterize the degree of engagement of HR line staff in the HRStat review process?	<ol style="list-style-type: none"> 1. The HRStat process in my agency is largely a senior leadership event with HR staff simply providing data on HR functions and programs. 2. The HRStat process in my agency allows HR staff the opportunity to provide their insights concerning the relationship between HR measures and current and future agency program deliverables. 3. The HRStat process in my agency allows HR staff the opportunity to engage in a dialogue with senior management about the significance of HR measures in relation to improving the efficiency and effectiveness of agency program goals and objectives. 4. The HRStat process in my agency allows HR staff to act as thought leaders in interpreting and suggesting ways for HR measures and targets to be used to attain current and future mission success. 	__ / 4
5. Select the statement that best characterizes the contribution of HR staff in creating metrics that link HR outcomes and	<ol style="list-style-type: none"> 1. HRStat staff generally only focuses on improvements in HR functions or programs. 2. HRStat staff has created some rough linkages between HR activities and agency program outcomes. 	__ / 4

agency program outcomes.	<p>3. HRStat staff has created HR measures that are directly linked to agency program results, leading to demonstrable improvements in efficiency and effectiveness across HR and agency program results.</p> <p>4. HRStat staff has created HR measures that support agency strategic goals and objectives and continually reassess and refine them. This continual reassessment will ensure HR functions contribute to agency mission advancement.</p>	
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Summary – Talent/Staff Domain Maturity Level	Level 1	Level 2	Level 3	Level 4	Governmentwide Average
1. HR staff acquiring the data for HRStat reviews					
2. HR personnel level of involvement in HRStat					
3. HR staff analytical skills					
4. HR line staff engagement in HRStat review process					
5. Contribution of HR staff in creating metrics that link HR outcomes and agency program outcomes					

LEADERSHIP DOMAIN

Question	Response Options	Score
<p>1. How much resources (staffing, training, technology, intra/interagency partnership) does your HR senior leadership provide to the HRStat process in your office in order to improve human capital decision making?</p>	<ol style="list-style-type: none"> 1. Little or no resources (on one or none of these: staffing, training, technology, intra/interagency partnership). 2. Small amount of resources (on at least 2 of these: staffing, training, technology, intra/interagency partnership). 3. Moderate amount of resources (on at least 3 of these: staffing, training, technology, interagency partnership). 4. Significant amount of resources (on at least these 4: staffing, training, technology, or interagency partnership). 	<p>__ / 4</p>
<p>2. How much interaction does your HR senior leadership maintain with subordinate staff (e.g., HR specialist, strategy owners, HRStat staff) about the HRStat review process?</p>	<ol style="list-style-type: none"> 1. My HR senior leadership only rarely invites subordinate staff to express their views and perspectives about the interpretation and use of data generated from HRStat reviews to inform senior leadership human capital decision making. 2. My HR senior leadership occasionally asks subordinate staff to express their views and perspectives about the interpretation and use of data generated from HRStat reviews to inform senior leadership human capital decision making. 3. My HR senior leadership frequently invites the views and perspectives of subordinate staff about the interpretation and use of data generated from HRStat reviews to inform senior leadership human capital decision making. 4. My HR senior leadership actively encourages a dialogue with subordinates about the interpretation and use of data generated from HRStat reviews to inform senior leadership human capital decision making. 	<p>__ / 4</p>
<p>3. To what degree has your HR senior leadership integrated the HRStat methodology (e.g., data-driven reviews, defined hypotheses, evaluation of human capital interventions) into human capital operations in your office?</p>	<ol style="list-style-type: none"> 1. My HR senior leadership has rarely used the HRStat review methodology in focused areas of human capital operations. 2. My HR senior leadership has occasionally used the HRStat review methodology in focused areas of human capital operations. 3. My HR senior leadership has regularly employed the HRStat review methodology in several areas of human capital operations. 4. My HR senior leadership has embedded the HRStat methodology into a wide array of human capital operations. 	<p>__ / 4</p>
<p>4. To what degree has your HR senior leadership conveyed a clear message about the value of the HRStat process for creating human capital and</p>	<ol style="list-style-type: none"> 1. My HR senior leadership has not communicated a clear message about the value of the HRStat process to drive solutions and eliminate barriers regarding human capital and agency performance problems. 2. My HR senior leadership has communicated a clear message about using the HRStat process to establish targeted human capital measures in relation to measures of program area improvements. 	<p>__ / 4</p>

agency performance improvements?	<p>3. My HR senior leadership has communicated that the HRStat process creates the opportunity to quantify the relationships between human capital and program outcomes that lead to greater efficiency and effectiveness across human capital domains and agency program results.</p> <p>4. My HR senior leadership has consistently communicated the message that the HRStat process can be used to create validated, quantified relationships between HR measures and program outcomes that materially contribute to the achievement of agency mission goals and objectives.</p>	
5. To what extent does agency leadership utilize information from HRSTAT to inform agency decisions?	<p>1. HRStat information is utilized by human capital leadership only for information purposes.</p> <p>2. HRStat information is utilized, but not consistently, to assess current state of human capital performance.</p> <p>3. HRStat information is consistently utilized by agency leadership to make decisions.</p> <p>4. HRStat information is consistently utilized by agency leadership to inform decisions affecting current and future performance (e.g., allocation of resources and program direction).</p>	__ / 4

Summary -- Leadership Domain Maturity Level	Level 1	Level 2	Level 3	Level 4	Governmentwide Average
1. HR senior leadership providing resources to HRStat					
2. Interaction maintained by HR senior leadership with subordinate staff regarding HRStat					
3. The degree HR senior leadership integrate HRStat methodology into human capital operations					
4. HR senior leaders conveying clear message about the value of HRStat					
5. The extent agency leadership utilizes information from HRSTAT to inform agency decisions					

COLLABORATION DOMAIN

Question	Response Options	Score
<p>1. To what degree has collaboration around the HRStat process led to the advancement of agency analysis of organizational issues of concern?</p>	<ol style="list-style-type: none"> 1. In my agency, communications among HR staff about the HRStat process are a series of exchanges to fulfill requests for relevant information with limited discussion between internal organizations. 2. In my agency, an internal community of HRStat practice has been formed that creates a common language and business-line contacts that helps to break down organizational barriers. 3. In my agency, a partnership of contributors including individuals in different business- lines have led to mutually beneficial commitments to the development of the HRStat process which have led to new-thinking and innovation. 4. In my agency, a community of HRStat practice across organizational boundaries fosters the use of sound management practices and creates a safe, honest environment, where analysis of system dynamics is considered rather than the symptoms of problems. 	<p>__ / 4</p>
<p>2. Aside from the CHCO, who participates in your HRStat reviews? (Select all that are applicable) (0.4 points each)</p>	<ul style="list-style-type: none"> • HR Staff (other than Chief Human Capital Officer) • Chief Information Officer (or equivalent) • Chief Financial Officer (or equivalent) • Secretary/Director (or equivalent) • Program Executive(s) (executive that leads an agency program) • Chief Learning Officer (or equivalent) • Chief Operating Officer (or equivalent) • Performance Improvement Officer (or equivalent) • Program office managers and supervisors • Union leaders • Other_____ 	<p>__ / 4</p>
	<p><i>Total Possible Score</i></p>	<p>__ / 4</p>
<p>3. To what extent has collaboration been fostered to link HR and program goals and objectives to advance the agency's mission imperatives?</p>	<ol style="list-style-type: none"> 1. In my agency, the extent of collaboration is limited to within the HR function, focusing solely on measurement in the area of HR functions and programs. 2. In my agency, collaboration consists of some focused discussion between HR and program functions, creating some quantified relationship between HR measures and program performance outcomes. 3. In my agency, collaboration consists of regular exchanges of information between HR and program functions, promoting multiple quantified relations among HR measures and program results. This collaboration results in increased efficiency and effectiveness across HR and program functions. 4. In my agency, collaboration consists of continual dialogue between HR and program functions, contributing to an array of validated, quantified relationships among HR measures and program outcomes. This collaboration materially contributes to the achievement of agency mission goals and objectives. 	<p>__ / 4</p>

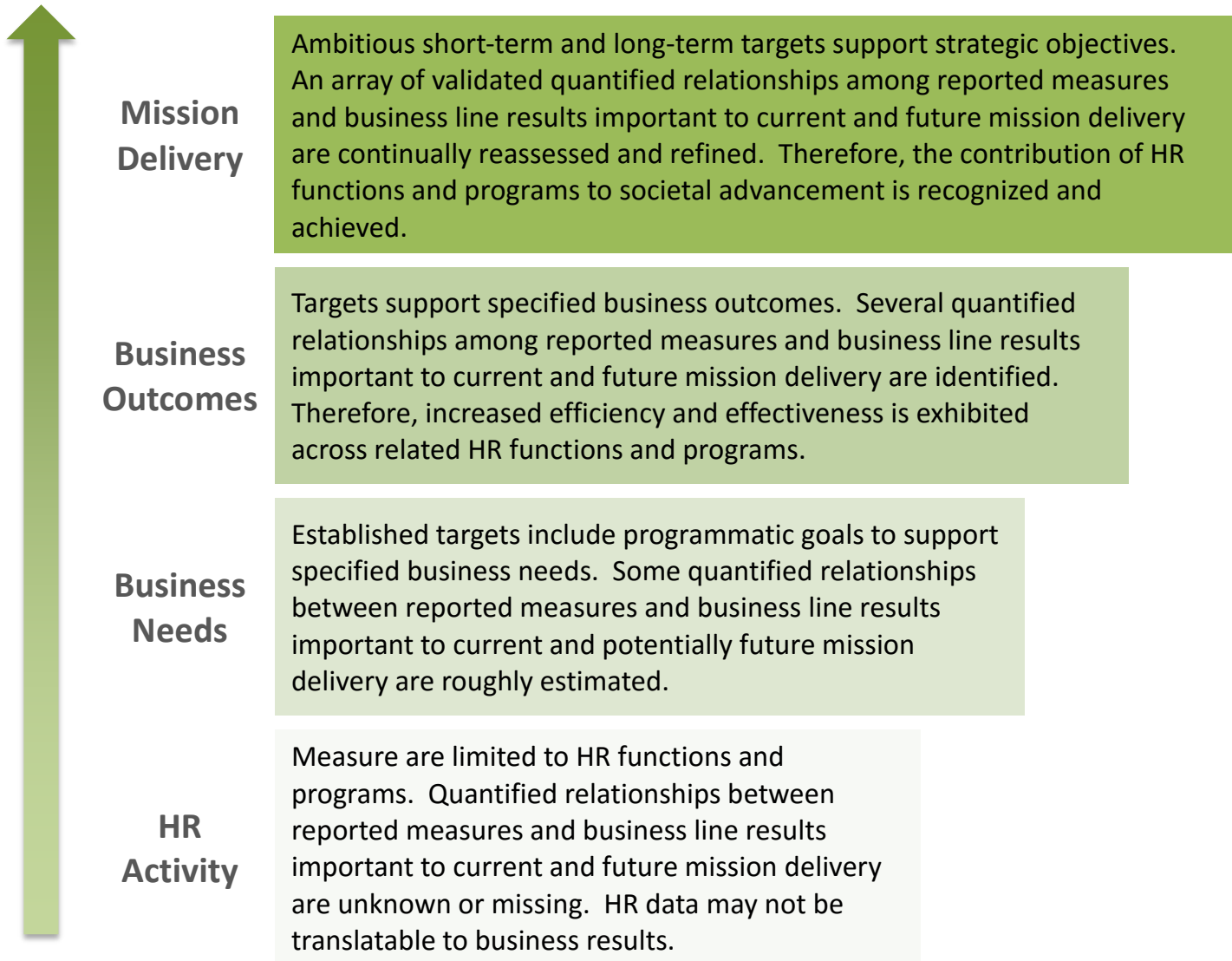
Summary -- Collaboration Domain Maturity Level	Level 1	Level 2	Level 3	Level 4	Governmentwide Average
1. Collaboration leading to advancement of agency analysis of organizational issues of concern					
2. HRStat reviews participation					
3. Collaboration linking HR and program goals/objectives to advancing agency's mission imperatives					

APPENDIX A: CRITICAL SUCCESS FACTORS

Critical Success Factors

	Reactive	Emerging	Advanced	Optimized
Technology	Disparate systems, tools, and data capturing processes lacking interconnectivity. Labor-intensive reporting, manual data manipulation, lengthy download durations and queues, various sources, and limited accessibility. End users may vary based upon needs.	Data is validated, and gaps and closure strategies are identified. Current systems modified or augmented or new systems purchased for needed functionality and linking data sets. Timely provision of information with dashboards. End users include HR managers and staff.	Automatic system feeds with employee life cycle information, benchmarking data, and connection to business goals. Smooth interface between databases and displays of key data. Predictive models developed and tested. End users include leadership and business line managers.	Automated real-time synthesis that integrates environmental data to provide early warning alerts, queue actions to be taken and mitigate risk, and identify best practices. Machine learning generates predictive models for review. End users include employees via apps and portals.
Analytics	Routine reporting provides a collage of data from multiple sources and siloed activities which are presented without context. Scope is limited to providing status reports, answering simple questions, and fulfilling requirements.	Analysis of relationships and simple correlations is conducted to identify relevant contextual factors. Data needed to evaluate performance and establish connections to outcomes is developed. Static dashboards are created.	Recommendations are based upon root cause analysis, hypothesis testing, multi-causal relationship identification, and development of predictive models. Self-service dashboards are captivating, resonate with leaders, and tell a story.	Synthesized findings from models and predictive analyses are used to help guide transformation and reshape systems. Data “comes alive” with interactive dashboards that present meaningful, dynamic information across dimensions.
Talent/Staff	Collateral duties identified primarily based on availability. Outside sources are relied upon to acquire data for requests, limiting knowledge of data. Program is viewed as an event, and staff seen solely as data providers or justifiers, preventing empowerment and a sense of ownership.	Program run by a limited dedicated staff. Needed skills, such as investigation, analysis, and visual design, are identified and developed or acquired from external expertise. Staff are expected to provide data consultation in addition to reporting and feel a sense of program ownership.	A robust cadre of people proficient or credentialed in analytics, facilitation, creative thinking, and synthesis serve as partners providing insights for results. Staff have a high sense of stewardship and knowledge of the organizational environment and technological tools.	The program and staff are woven into the culture and daily operations, with a shared sense of stewardship between the program and the organization. Staff are thought leaders helping interpret data to enable business line decision making and innovation for achieving outcomes.
Collaboration	Interactions are a series of exchanges to fulfill requests with limited discussion among internal siloes. Credibility has not been established due to limited offerings, perpetuation of status quo processes, and crisis-driven teamwork. Ambiguous roles and responsibilities contribute to a hesitation to fully share information.	Communities of practice are formed and help build a common language and framework, define roles, and break down organizational barriers. Diversity of thought is valued, multiple perspectives are sought, communication networks are formed, and key internal business line contacts are identified.	A track record for adding value generates referrals. Internal partnerships are sustained by fulfilling mutually beneficial commitments. Contributors are objective and transparent, share a global vision, confront and communicate limitations, focus on understanding, and depart from outdated processes and mindsets.	External openness results in showcasing achievements, sharing breakthrough findings, and teaching others. Removing stigmas associated with challenges and rewarding the use of sound management practices fosters a safe, honest environment where system dynamics are addressed rather than symptoms.
Leadership	Leaders (i.e., agency heads, C-suite, SES) are involved as required. Key HR leaders passively review data. Data cannot inform decisions which are made subjectively. Potential program benefits are not understood. The program is not a funding priority and lacks a seat at the table.	The value of analysis is shown as a resource to inform HR leader decisions. Executive champions garner a willingness from leaders to allocate resources for testing ROI. Leaders communicate their priorities to advance the program’s value.	Leaders leverage the program as a resource and asset to inform decisions, participate in the process, and foster a culture of innovation. Establishing leader and program expectations and needs results in investing in outcomes and sharing resources for common goals.	Leaders instill a collective vision, drive solutions, and eliminate barriers. The program is part of conducting business and informs strategy, with leaders and their teams engaged in dialogue. Valued analytical processes have expanded to other areas.

Each of the domains will be assessed in terms of the agency’s Scope of Impact, Initiative and Effort, and Performance of HRStat Measures.



<p>Most reported items help maintain regulatory compliance or fulfill requirements and data calls for external entities, generating limited internal value. HR data is not connected to business operations data or aligned to organizational outcomes and goals, and interactions with customers are request-based. Reporting is descriptive and focused on the past with no method for translating information into meaningful findings.</p>	<p>Reported items are identified based upon internally set priorities and serve further usages that provide internal value. Linkages are created among different data sets, prompting the identification of correlations, reproducible dashboards, exploratory conversations, consideration of the environmental context, and shift towards a future focus. Conversations with customers occur to begin developing a mutual understanding.</p>	<p>Insights from data add value to attaining business outcomes, and efficiencies are achieved through the agile deployment of resources and elimination of unnecessary efforts. Analysis involves evaluating multi-causal relationships, applying knowledge from past observations, and anticipating future needs and outcomes. Meaningful conversations are held with customers in which both perspectives are understood and problems and potential solutions are jointly identified.</p>	<p>Knowledge, synthesized information, and breakthrough findings are shared. Efforts are focused on mission delivery and interagency collaboration. The program operates as a vital learning organism capable of quickly adapting to environmental changes, incorporating new advances in other disciplines, implementing self-corrections, and setting and enacting a collective direction. A holistic systems perspective focused on both the current state and future implications results in innovation, benchmarking, and opportunities to teach others.</p>
<p>Reactive</p>	<p>Emerging</p>	<p>Advanced</p>	<p>Optimized</p>

Performance of HRStat Measures

- **Performance Leader**—Measures are generally performing well against external benchmarks and targets.
- **Achievement**—Measure targets are generally achieved.
- **Improvement**—Measures are generally trending in the desired direction, but targets are not generally achieved.
- **Baseline**—Measures are being baselined or do not generally exhibit improvement towards targets, which are generally not being met.