

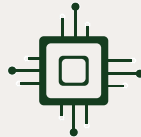
WORKFORCE ANALYTICS CAPACITY-BUILDING THEORY OF CHANGE



Analytics
Culture



Analytics
Knowledge &
Skills



Technology



Data



Accessibility
& Utility

Foundational Capacities

So That...

Workforce data are routinely analyzed to generate actionable insights, using analytical approaches that are tailored to the agency's workforce needs and goals

So That...

Agency workforce decisions and practices are optimized through the use of data and evidence

So That...

Safety, permanency, well-being for children and youth are improved

So That...

Descriptive and insightful workforce information is readily available

So That...

Performance, retention, and well-being among child welfare professionals are improved

*The connection between workforce improvements and improved outcomes for children and families is hypothesized based on prevailing advocacy and theory, but current empirical research remains limited.



**Workforce
Analytics**

Capacities



Workforce
Analytics



Analytics
Culture

Agency beliefs, values, and practices reflect the importance of using workforce data for workforce planning and management.



Analytics
Knowledge &
Skills

Key personnel have the role-appropriate knowledge and skills to effectively use workforce data for workforce planning and management.



Technology

Data and analytics technology allow agencies to effectively harness workforce information for workforce planning and management.



Data

Data quality allows agencies to accurately use workforce data for workforce planning and management.



Accessibility &
Utility

Workforce information is accessible, understandable, and can be effectively used to support workforce planning and management.