# KNOW YOUR DATA

*"If you can't measure it, you can't improve it."*



Centre for Ageing Better

Age-friendly Employer Pledge

# Introduction

A recommended action toward becoming an age-friendly employer is to know your data. As with any legally protected characteristic, employers should be collecting and scrutinising data on the age profile of employees to identify issues and areas for improvement.

Many organisations have seen the value of analysing existing data to identify areas of concern as well as setting up new data measurements to cover gaps in knowledge.

This may at the start feel overwhelming. But knowing your existing age-related data as a first action that will identify the areas you may need to prioritise across the key organisational processes of recruitment, development, and the retention of people.

**This guide will present good practice and detail the specific data measures for key processes. It will also summarise some of the learning through case studies from Pledge members**.

# Making a start

Where to start?

By understanding your own unique organisation and processes. Whether you are large, medium or a smaller organisation, your own data can pinpoint areas for review and action. Step back and be your own investigator.

Analysing existing relevant workforce data – such as standard HR people data, any relevant equalities monitoring data, existing staff surveys - will be key in getting started. The information you gather this way should allow you to recommend some actions in the short-term.

But you may also find a need for better data types and/or more regular monitoring – to help you pinpoint the most effective changes you can make in the long-term.

# Some initial questions to consider:

- What age-related data do you have from current measures?

- What is that already telling you?

- Where are there gaps in your data?

- Which gaps are more important for the organisation to fill?

- What would be your ideal data set? - think about in the short to longer term?

The following section provides some example data sets to collect against each process, but each organisation will know best what is relevant for your purposes.
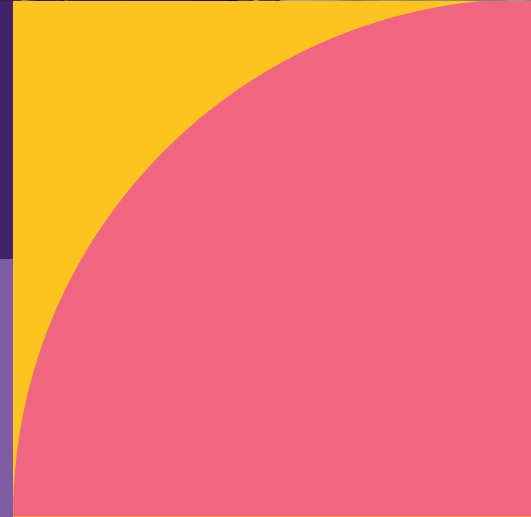
# 1. Recruitment

**What age-related data across teams and roles could you capture by:**

- Your channels used for the Job advert -  i.e.  Internal and external platforms, different media channels

- Initial application pool

- Sift for each stage - i.e. first selection, assessment tests, interview(s)

- Successful and unsuccessful candidates at interview

- Decision-maker for the role - i.e. does the data vary by differing hiring managers?

- On-boarding and after 12 months in role. i.e. - analysing age data for the cohort after probation and first year in role

# 2. Learning & development

**This may be dependent on the ways in which L&D happen (i.e. formal and/or informal) at your organisation. Possible practical examples by age-band include:**

- Applications for training

- Applications for apprenticeships - if relevant

- Training courses and modules undertaken

- Qualitative analysis from the Learning & development section of annual performance reviews, and from personal development plans

- Any external training undertaken

- Mentoring schemes - if relevant

- Project teams staffing - i.e. selection for particular cross- functional teams

# 3. Retaining people

**This may link to the current and future skills analysis of your organisation and workforce planning activities. Retaining people makes better economic sense than rounds of fresh recruitment, but there needs to be robust measurement. Potential examples of data for the 50+ age bands in comparison to other age bands include:**

- Tenure in role

- Promotions

- Leavers and any exit interview data

- Staff survey questions related to satisfaction and future intentions.

- Flexible working requests (or other relevant requests)

- Any aggregate data from an intervention such as a mid-life career review

- Any aggregate data or insights from a 50+ employee group if relevant.

# Creating an action plan

- Your initial analysis of your existing data may well highlight some areas for improvement in the short-term. You may also have identified some new data you want to collect or aggregate to give you a better picture of where you might want to make changes.

- Once you have reviewed the data you have and you want, you can implement an action plan and start populating it regularly.

- That action plan should show how you are going to collect the data, and what actions you will take because of what it shows.
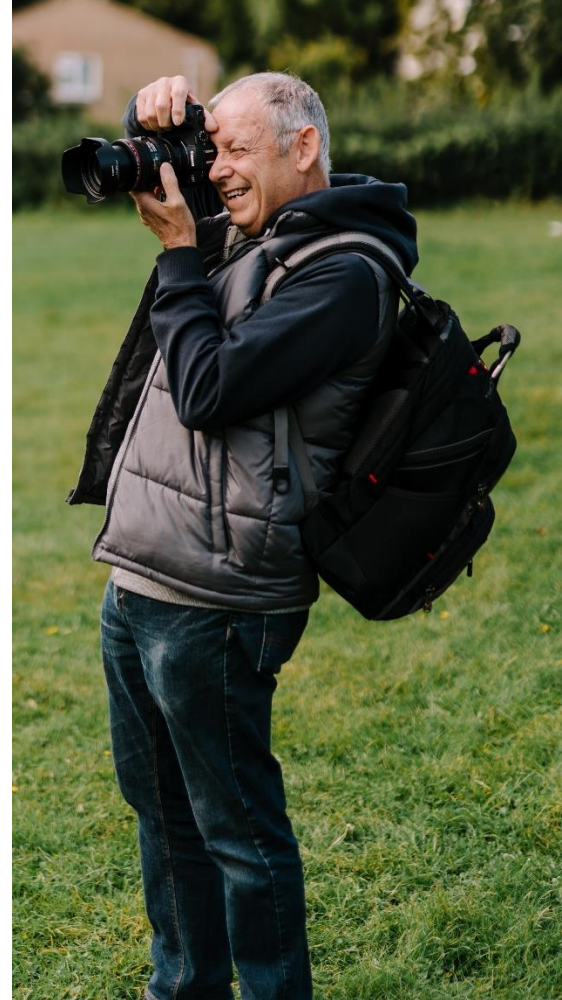
# An example initial action plan is shown below:

| Age- related data | Where is the data captured? | Who is responsible? | How is the data shown or presented? | What actions need to take place? (E.g. using a SMART model of action) | When and how often will we review the data? |
|---|---|---|---|---|---|
| Age bands of current workforce | | | | | |
| Recruitment stages | | | | | |
| Learning & development | | | | | |
| Retention | | | | | |

# Pushing it further

- Once you have your age-related data for the current workforce and a view on what that looks like and means for your organisation, then take time to review by key process.

- Try to collect data in finer 5 or 10-year bands, making sure you can easily compare 50+ age bands to other bands.

# Wider benefits for diversity & inclusion

- Collating and analysing data on age as a protected characteristic is an important part of building and promoting a diverse and inclusive workplace. Reviewing how your age data intersects with the other protected characteristics such as race and disability will give you an even richer knowledge base.

- Finally, the collection and use of data must be managed with care to ensure compliance with the UK GDPR and Data Protection Act 2018.
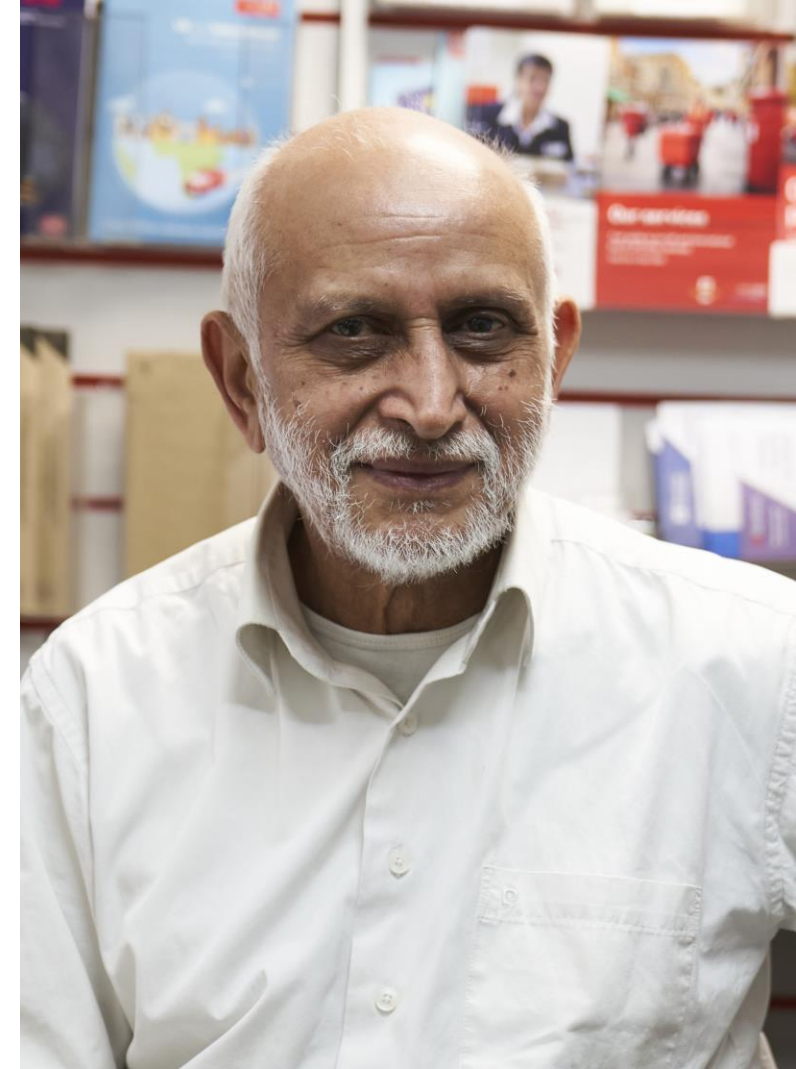
# How Pledge members are seeing benefits

Here are some links to case studies from Pledge members on generating the value from analysing age-related data.

**Saga – supporting 'Generation Experience' | Centre for Ageing Better**

SAGA are analysing recruitment data to drive greater representation, and on getting feedback through Age Inclusion Forums.

**East Riding of Yorkshire Council - Putting the pledge into practice | Centre for Ageing Better**

Read how the Pledge has helped them focus on the specific areas to improve age diversity. This included actioning on feedback through staff forums which has led to new organisational processes on flexible resourcing.
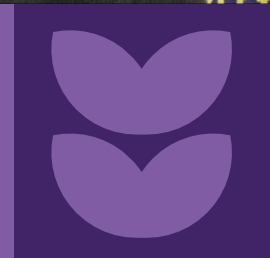
# What next? - External resources

Here are some links to useful resources on data analysis and management:

**CIPD - Factsheet on People Analytics**

Recommendations for employers in investing in People Analytics to help make evidence-based decisions.  Useful list of additional resources.

**BITC- getting started on Age**

Toolkit from Business in the Community (BITC) to help all organisations analyse data on age to improve workplace inclusivity

If you have any feedback on this guide, please

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