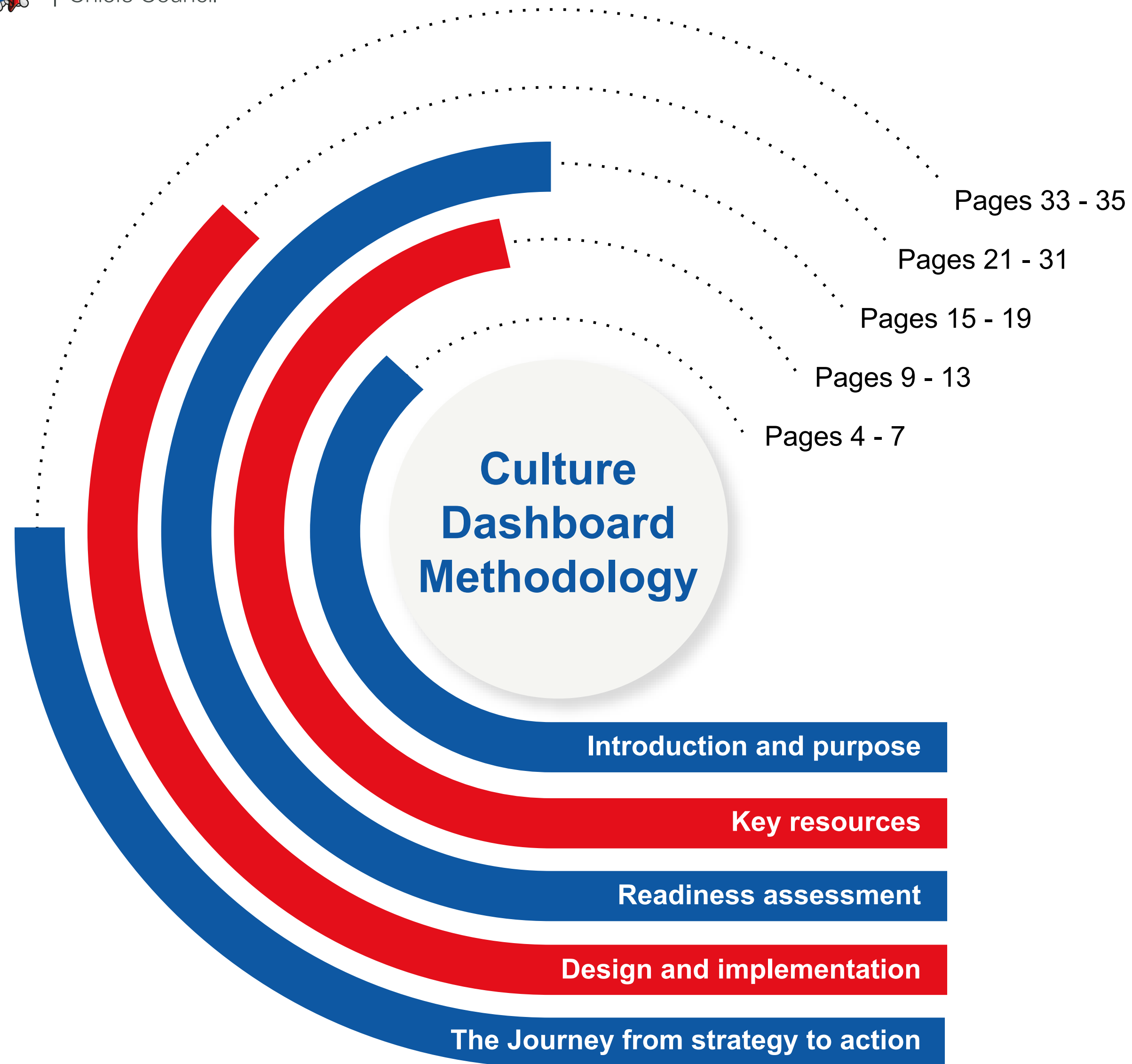




**NFCC**  
National Fire  
Chiefs Council

# Culture Dashboard Methodology

2024



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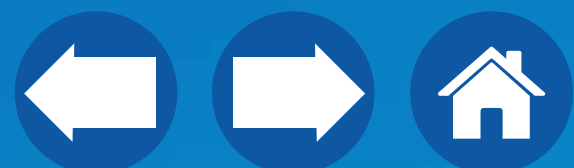
## **The Journey from strategy to action**

- From strategy to metrics
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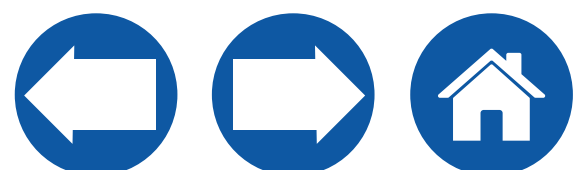
## **Glossary of terms**



# Introduction and Purpose



# Welcome to the Culture Dashboard Methodology!



This comprehensive guide provides a framework that fire and rescue services can use to produce their own culture dashboard. It is designed to help services understand the principles and components needed to create a dashboard that can provide valuable insight and analysis, and drive actionable outcomes by aligning with their strategy, objectives and metrics. The guidance is not meant to be definitive; strategies, objectives, cultures and protocols may vary across different services in the UK. A template dashboard which you may wish to adopt, adapt or reject can be found in [key resources](#).

It is important to have a clear understanding of the agreed definition of 'culture', which encompasses how we work, the actions we take, and the daily decisions we make. The NFCC [Culture Action Plan](#) describes culture as the identity and practices of an organisation and its employees. An inclusive culture promotes a sense of belonging and values diversity. It ensures that everyone is included and encourages the celebration and acceptance of differences. On the other hand, a toxic culture is characterised by employees leaving frequently, low engagement levels, fear of speaking up, high absence rates and a lack of trust in internal procedures.

A culture dashboard is a powerful tool that displays workforce data in a consolidated format, allowing services to track the evolution of their organisational culture. By linking the dashboard to various strategies, such as a community risk management plan or a people strategy, it enables better decision-making and supports the overall goals of the service.

This guidance includes valuable insights and practical advice on designing and implementing a dashboard. Specific sections cover how to assess the operational, technical and data-based readiness of a service to implement a culture dashboard. By evaluating these aspects, it is possible to identify areas that may need improvement ahead of time.

The document also explores essential functionalities, how to display information effectively and the metrics that could be included to track progress. Additionally, it provides insights into the purpose and benefits of data analysis, as well as the importance of considering stakeholders and timing in the dashboard implementation process.

Furthermore, this guidance highlights two specific workplace issues: building a culture of positive mental health and well-being and creating workplaces free from harassment and discrimination. By measuring and analysing data related to these issues, users can identify risk factors, determine the effectiveness of interventions and take appropriate action. The journey from strategy to metrics, data to information, and information to action is crucial when it comes to achieving positive outcomes.

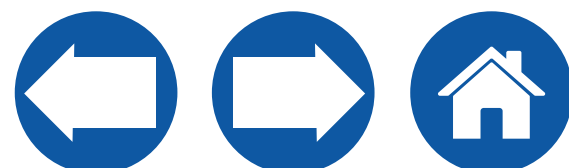
By following this guidance, services will be equipped with the knowledge and tools necessary to create comprehensive and user-friendly culture dashboards, which will help them to make informed decisions and drive positive change in the fire and rescue sector as a whole.

# Purpose

The purpose of this guide is to help fire and rescue services develop their own culture dashboards.

A culture dashboard is a visual display of workforce data, in a format that gives an overview of multiple factors. It represents a snapshot of the organisation's culture and uses a set of key metrics, linked to organisational objectives, to:

- **Monitor and understand the culture of an organisation and how it changes**
- **Identify key issues and successful practices**
- **Facilitate feedback**
- **Enable conversations between staff and leadership on values, culture, fairness, ethics and diversity**
- **Support evidence-based action**



This guidance provides fire and rescue services with the resources they need to create culture dashboards that promote better decision-making and drive actionable outcomes. By introducing a culture dashboard, services can track how their organisational cultures are evolving and monitor equality-related data in a consolidated format. This allows leaders and managers to gain valuable insights and analyses that can be used to inform strategies and objectives.

The guidance is flexible and can be adapted to the unique needs of each service. It takes into account the fact that strategies, objectives, cultures and protocols may vary across different services in the UK. By following this guidance, services can create a dashboard that aligns with their specific goals and metrics.

In summary, this guidance will give fire and rescue services the tools and knowledge they need to create a dashboard that supports their efforts to promote a positive and inclusive organisational culture.

## Context

## Related tools and guidance

### HMICFRS spotlight report

The recommendations from the HMICFRS spotlight report significantly influenced the development of the Culture Dashboard Methodology.

The report emphasises the importance of accessible information channels when it comes to raising concerns and accessing confidential support. It also highlights the essential nature of continuous feedback mechanisms relating to values, culture, fairness, ethics and diversity.

Additionally, it advocates for the monitoring of team cultures, prompt remedial actions for identified issues, and a review of how equality and diversity data are being used.

### NFCC Culture Action Plan

The National Fire Chiefs Council (NFCC) has developed the Culture Action Plan to address culture and inclusion within the whole fire and rescue sector. This followed the NFCC Culture and Inclusion Conference on 27–28 March 2023, and the publication of a spotlight report from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) on 30 March 2023.

### NFCC Maturity Models and Workforce Good Practice Framework

In tandem with the Culture Dashboard Methodology, NFCC has developed [Maturity Models and a Workforce Good Practice Framework](#). These tools facilitate self-assessment in various critical areas such as leadership development, recruitment, learning culture, performance management, and diversity, HR analytics, equity and inclusion initiatives.

## Who is the guidance for?

The Culture Dashboard Methodology is for any fire and rescue service that wants to continue developing the culture and sense of inclusion within their organisation.

It is designed to support service leaders, managers, data analysts, HR professionals, IT professionals, decision-makers and stakeholders involved in executing strategies and monitoring performance.

The guidance provides insights and practical prompts to assess operational, technical and data-related readiness. It also offers advice on designing user-friendly dashboards, displaying information effectively, considering metrics and data analysis, engaging stakeholders, and making informed decisions.

The document caters to a wide range of professionals who are interested in using data-driven insights to improve their organisational culture. More specifically, it will support services that are:

- **Starting to develop a culture dashboard**
- **Reviewing their existing dashboards**
- **Looking for examples of good practice in culture dashboards**

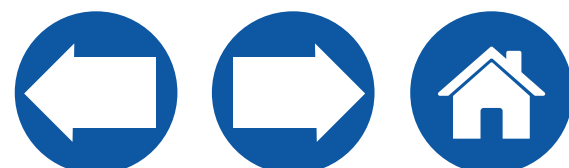
Good practice from within and beyond the sector has been used to develop the guidance. Appendix A provides some examples of dashboards used by others, while Appendix B provides some useful guidance and examples of good practice.

## How to use the guidance

The Culture Dashboard Methodology contains:

- **NFCC guidance compiled using internal and external good practice examples**
- **Case studies from across the UK fire and rescue service**
- **Examples of dashboards**
- **Links to external resources**

Each part can be used independently, and can be adapted, adopted or discarded. A cultural dashboard should serve the specific objectives of each fire and rescue service and so use of this guidance will be informed by local context, and practical considerations such as resources and capacity.





## Recommended order and learning outcomes

By following this suggested sequence, services will be equipped with the necessary knowledge and skills to create an effective culture dashboard and drive positive change.

Learning outcomes 1-8 

Learning outcomes 9-15 



## Key definitions

Here are some definitions that will be used throughout this document.

Strategy 

Metrics 

Data 

Information 

Actions 



# Key resources



# Demonstration model and performance metrics

This section contains templates that can guide services in collecting and organising data to assess performance in culture-related areas. These templates focus on capturing objectives, metrics, and actions related to organisational culture. They serve as a framework for understanding and measuring cultural aspects such as values, behaviours, diversity and inclusion, and employee engagement. By using these templates, Services can gain valuable insights into their culture and identify areas for improvement.

The importance of data management and maturity in leveraging cultural and people data for performance assessment is also explored later in the section. It highlights the need for services to have a clear understanding of their current data landscape and to establish goals and infrastructure to support data-led organisational change. This involves developing a digital and data strategy, implementing robust data governance processes, and ensuring data quality. This section also introduces data maturity models and frameworks that can help services assess their level of data management maturity and identify areas for improvement.

By combining the templates provided with the principles of data management and maturity, services can effectively capture, analyse, and use cultural data to assess performance in culture. This holistic approach enables services to make data-informed decisions and drive positive change in their organisational culture.

## **A blank template which offers space for you to:**

- Input cultural objectives extrapolated from your FRS strategy (this might be your CRMP)
- Identify and input quantitative and qualitative metrics related to objectives through the lens of organisational culture
- Propose actions arising from the data and information being reported

## **A basic populated template which suggests:**

- Objectives extrapolated from HMICFRS People Pillar judgement criteria
- Basic metrics related to objectives through the lens of organisational culture
- The type of actions which may arise from the data and information being reported

## **A developed and populated template which:**

- Shares a 'real life' example of culture objectives extrapolated from the People Strategy of Essex County Fire and Rescue Service
- Shares the culture based metrics related to the objectives
- Shares examples of actions arising from the data and information being reported



Needs new image



## FRS case studies

The culture dashboard methodology is a powerful tool for assessing and enhancing organisational culture within the fire and rescue service. This section of the guidance provides valuable examples and case studies that demonstrate the practical application of the methodology in real-world scenarios. These examples highlight the unique cultural challenges faced by fire and rescue services and showcase how the culture dashboard was used to measure and track key cultural indicators. By examining these case studies, Service leaders can gain insights into successful interventions and strategies that have been implemented to drive positive cultural change. These practical examples serve as inspiration and guidance for Service seeking to improve their culture and create a more effective and resilient workforce.

# Good Practice in Data Management and Maturity

There are varying levels of data maturity, which are important to bear in mind when considering the assessment of performance in culture and people-related areas, as well as in wider the assessment of operational and corporate performance and health.

Whilst not specific to culture-related areas or to local government, there are well-established data maturity models publicly available; most notably from the National Audit Office and HM Government<sup>2</sup>, the principles of which are utilised in this guidance.

## It is important for Fire and Rescue Services to:

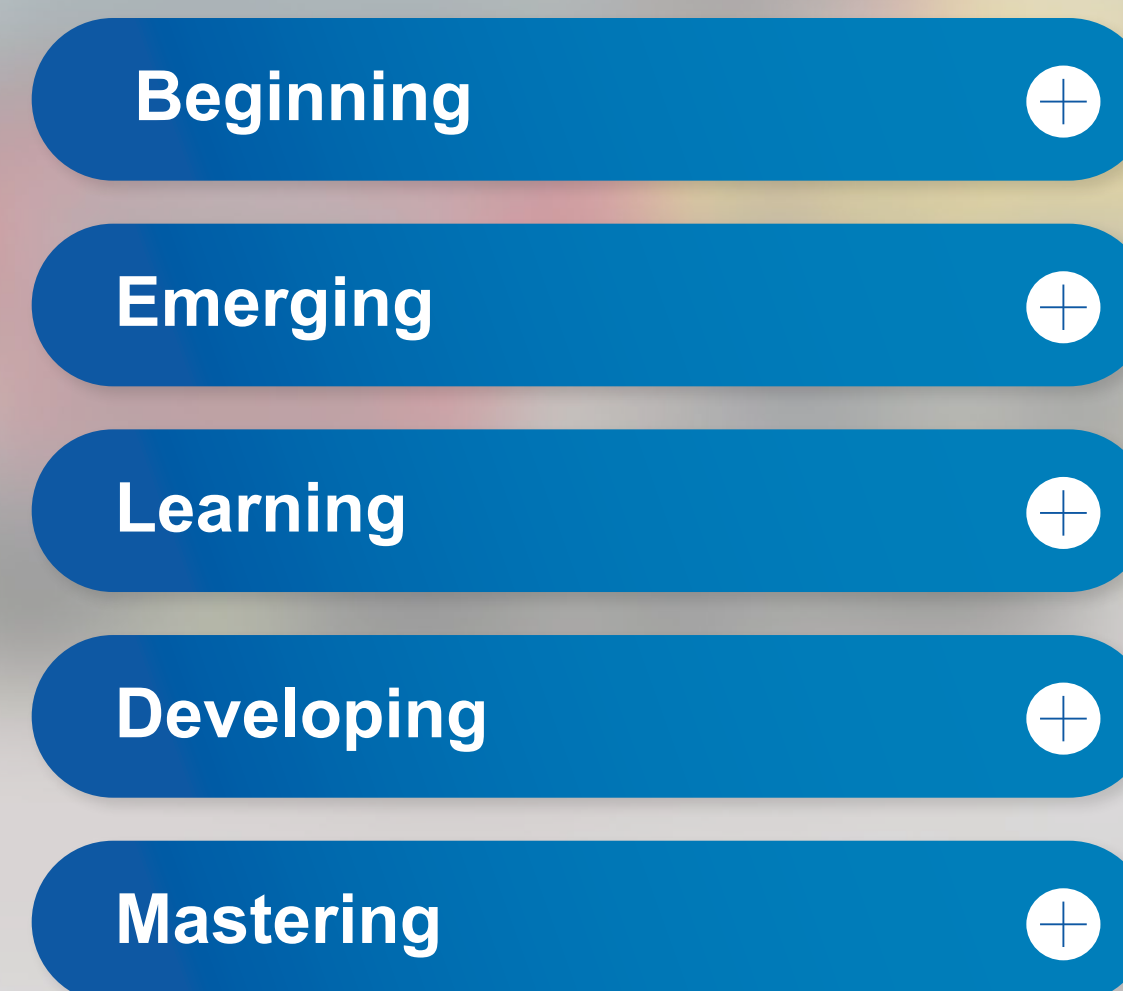
- Consider and understand their current (people and culture related) data landscape, including data quality risks and mitigations.
- Have a clear understanding of what they are trying to achieve.
- Have the infrastructure in place to make it work, including high quality data, alignment with data standards (including the Data Management fire standard), and systems and tools that talk to each other (or that have common unique identifiers, such as personnel number, to enable data matching across systems), as much as possible.
- Have the conditions in place to make it work, including the skills and appetite for data-led organisational change.<sup>3</sup>

It is crucial that Services have a digital and data strategy in place; that data is aligned with Service activities (information flows easily to where it is needed to support operational and corporate activities) and is treated as a strategic asset; and robust data governance processes and assessments of data quality take place.

It is also important that Services commit to data quality, and focus in this area may be aided by the Government’s Data Quality Framework<sup>4</sup>, which outlines the following principles:

- **Commit to data quality.**
- **Know your users and their needs.**
- **Assess quality throughout the data lifecycle.**
- **Communicate data quality clearly and effectively.**
- **Anticipate changes affecting data quality.**

## More specifically, in terms of a data maturity assessment, the Data Maturity Assessment for Government , usefully outlines five maturity levels:



More detail is available in the full assessment methodology, which outlines the characteristics of varied levels of maturity in the following thematic areas:

- **Engaging with others.**
- **Having the right data skills and knowledge.**
- **Having the right systems.**
- **Knowing the data you have.**
- **Making decisions with data.**
- **Managing and using data ethically.**
- **Managing your data.**
- **Protecting your data.**
- **Setting your data direction.**
- **Taking responsibility for data.**

The data maturity principles and assessment frameworks referenced in this section could be used at at aggregate (organisational) level to assess the overall maturity in the collection, analysis and use of culture- and people-related data or to undertake a deep dive into a specific area, e.g. the collection and use of workforce equality, HR casework, or community (from incidents and/or Safe & Well visits) data.

<sup>1</sup>Good practice guidance - Improving government data: A guide for senior leaders (nao.org.uk) and Challenges in using data across government (nao.org.uk)

<sup>2</sup>Data Maturity Assessment for Government (publishing.service.gov.uk) <sup>3</sup>Challenges in using data across government (nao.org.uk)

<sup>4</sup>The Government Data Quality Framework - GOV.UK (www.gov.uk) <sup>5</sup>Data Maturity Assessment for Government (publishing.service.gov.uk)



# Examples of dashboards

Examples of dashboards - Public



Examples of dashboards - Private



# Reference materials

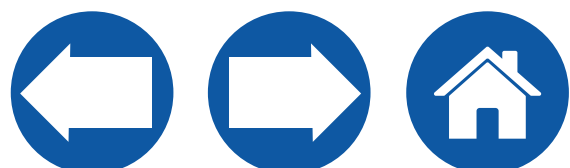
Data management and analysis insights



EDI data and reporting

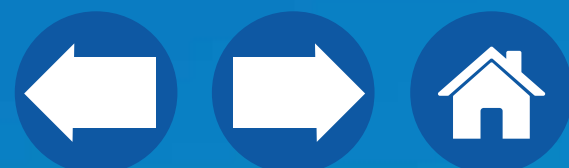


Best practice





# Readiness assessment



**Design and implementation principles** →

**Assessing operational readiness** →

**Assessing technical readiness** →

**Assessing data-related readiness** →

Designing and implementing a culture dashboard for a fire and rescue service involves aligning it with the service's strategy and values, while also incorporating user-friendly functionality to facilitate data interaction and insights. By effectively displaying information, the dashboard can enable informed decision-making and drive positive outcomes.

Assessing the readiness for implementing a culture dashboard requires evaluating factors such as a clearly defined strategy that aligns with the service's values, strong sponsorship to provide support and resources, and mid-level manager support to ensure buy-in and implementation success. Additionally, fostering a culture of measurement and evaluation enhances use of the dashboard, ensuring that it becomes an integral part of daily operations. Technical aspects, such as evaluating data sources, integration capabilities, and data quality, are also crucial to ensure the dashboard's effectiveness and reliability.

# Design and implementation principles

These principles relate to the design and implementation of a culture dashboard.

## A dashboard should:

### **Align with the service's strategy.**

Ensure that the culture dashboard is closely aligned with the fire and rescue service's strategy, objectives and metrics. This will enable the dashboard to effectively communicate and refine the strategic direction of the service.

### **Consider relevant fire standards.**

Take into account relevant fire standards, such as the NFCC Core Code of Ethics, when designing the culture dashboard. This will ensure that the dashboard reflects the values and principles of the UK fire and rescue service.

### **Include user-friendly functionality.**

Incorporate essential functionalities into the dashboard that allow users to interact with data effectively and derive meaningful insights. Consider features such as data visualisation, filtering options and user-friendly navigation to enhance the user experience.

### **Display information effectively.**

Design information displays in a way that maximises comprehension and retention. Follow principles that support the effective absorption of information, making it easier for users to understand and retain key messages.

### **Provide insight and analysis that potentially leads to action.**

Analysing the culture dashboard can lead to informed decisions and actions that drive positive outcomes for the fire and rescue service. Through an effective dashboard, the service can refine its strategy, increase its visibility and co-ordination, motivate employees, focus on actionable information, and, ultimately, improve its overall performance.



# Assessing operational readiness

For a culture dashboard to lead to insight and action, the service must be ready to accept it. Eckerson (2010)<sup>3</sup> suggests ten criteria for assessing the readiness of an organisation for implementing a dashboard. An adapted version of these is shown below.

## Does the service have:

1. A clearly defined strategy?
2. Strong, committed sponsorship?
3. A clear and urgent need?
4. The support of mid-level managers?
5. Appropriate scale and scope?
6. A strong team and available resources?
7. A culture of measurement?
8. Alignment between business and information technology?
9. Trustworthy and available data?
10. A solid technical infrastructure?

## Criteria for developing performance dashboards

<b>Dashboard content</b>	<ul style="list-style-type: none"> <li>• KPIs</li> <li>• Under consultation</li> <li>• Accurate</li> <li>• Actionable</li> <li>• Relevant</li> <li>• Right time</li> </ul>	<b>Platforms</b>	<ul style="list-style-type: none"> <li>• Web-based or Excel</li> <li>• Responsive and timely</li> <li>• Intuitive, secured, stable, industry compliant, open technology, supportive, cost effective</li> <li>• Fully automated</li> <li>• Interactive</li> <li>• Easy access</li> <li>• Single location</li> </ul>
<b>Data Analysis</b>	<ul style="list-style-type: none"> <li>• Drill-downs</li> <li>• Predictive</li> <li>• Trends</li> <li>• What-if-analysis</li> <li>• Statistical analysis</li> </ul>		<b>Process, Context, Performance and Knowledge</b>
<b>Visual Effects</b>	<ul style="list-style-type: none"> <li>• Attractive</li> <li>• Single screen</li> <li>• Unity</li> <li>• Appropriate use of colour</li> <li>• Useful graphs</li> <li>• Items positioned correctly</li> <li>• Highlights of key data</li> <li>• Colour coded health parameters</li> </ul>		
<b>Functionality</b>	<ul style="list-style-type: none"> <li>• Customisation</li> <li>• Interaction</li> <li>• Tabs/filters</li> <li>• Collaborative</li> <li>• Trackability</li> </ul>		





## Case study (adapted from Eckerson, 2010)<sup>5</sup>

The Technology Solutions Group at Hewlett-Packard creates strategic dashboards (such as a culture dashboard). As part of the process they ask six questions to assess the readiness of the group that is looking to use a dashboard to manage performance. These questions are shown below, along with an example of how we might use them within a fire and rescue culture dashboard.

<sup>4</sup>Bugwandeem, K. and Ungerer, M. (2019) 'Exploring the design of performance dashboards in relation to achieving organisational strategic goals', South African Journal of Industrial Engineering, 30(2), pp. 161–175. doi: <https://doi.org/10.7166/30-2-2021>

<sup>5</sup>Eckerson, W. W. (2010) Performance dashboard: Measuring, monitoring, and managing your business. 2nd edn. John Wiley & Sons.



# Assessing technical readiness

Assessing the technical readiness of a fire and rescue service for implementing a cultural dashboard involves evaluating various aspects of the technical infrastructure, tools and processes.

## Key points to consider: +

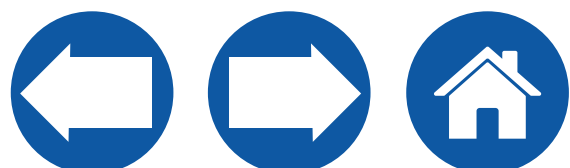
- Sources
- Integration
- Quality
- Warehouse and Storage
- Modelling
- Governance

## Key points to consider: +

- Analytical capabilities
- Security & access
- Reporting tools
- Intrastructure scalability
- Performance testing
- Documentation

Some of these technical considerations are outlined in further detail within the [NFCC Data Management Framework](#). The framework includes guidance on data management and data competencies, associated resources, a set of document templates, and a reference library of established free national and regional data sets that a fire and rescue service might find useful.

Systematically assessing these technical aspects will provide insight into the technical readiness of fire and rescue services. This assessment will help services to identify areas that may need improvement and guide the implementation of solutions to enhance technical readiness.





# Assessing data-related readiness

Assessing the data-related readiness of a fire and rescue service involves evaluating various aspects of the data management process, infrastructure and overall data culture. It is an iterative process and should be revisited periodically.

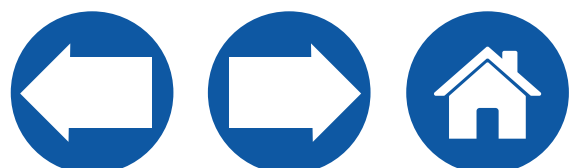
## Key steps to take:

- Defining objectives & goals
- Data governance
- Data quality
- Data infrastructure
- Data integration
- Data security

## Key steps to take:

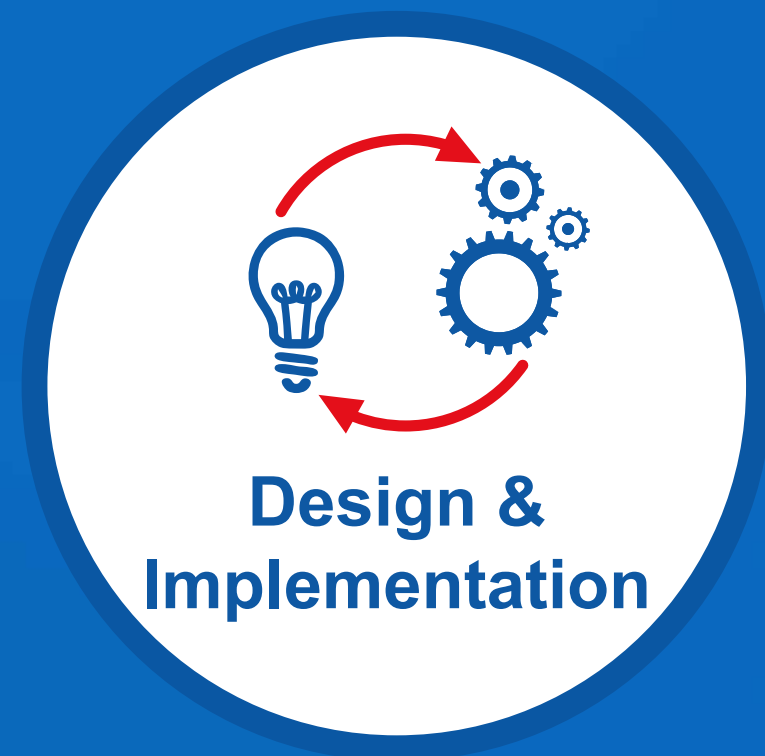
- Data culture
- Skills & training controls
- Privacy compliance
- Lifecycle management
- Monitoring & reporting
- Strategy review

Some of these technical considerations are outlined in further detail within the [NFCC Data Management Framework](#). The framework includes guidance on data management and data competencies, associated resources, a set of document templates, and a reference library of established free national and regional data sets that a fire and rescue service might find useful.

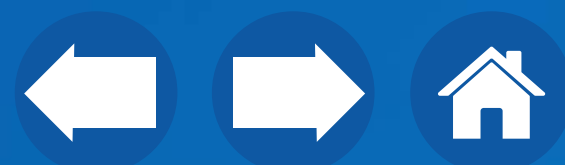




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# Design and implementation



To create an effective culture dashboard, it is imperative to establish a clearly defined strategy, engage all relevant stakeholders, establish consensus on key metrics, and implement robust governance mechanisms. Additional features such as data filters, visual data highlighting, and user authentication can significantly enhance the user experience. In terms of visual presentation, prioritizing clarity, information hierarchy, and visual consistency is paramount.

When monitoring and assessing organizational culture, it is essential to select metrics that align with broader workforce analytics and complement organizational objectives. This entails tracking baseline data, setting specific goals, and monitoring the impact of cultural initiatives. A comprehensive approach that incorporates both quantitative and qualitative evidence, along with active listening, will yield a more holistic understanding. Effective analysis of cultural data requires employing a combination of quantitative techniques, such as descriptive statistics, and qualitative methods, such as content analysis. Employing robust analytical approaches and supporting findings with other forms of evidence enhances the accuracy and reliability of the insights derived.

Engaging key stakeholders, including senior leadership, data analysts, and end users, is pivotal in the development and utilization of a culture dashboard. Tailoring communication messages and selecting appropriate channels based on stakeholder needs, available resources, and timeframes for updates is essential. Furthermore, fostering collaboration and ensuring ongoing support are essential elements of a successful dashboard implementation.

# Benefits of an effective culture dashboard

Inadequate information sharing and ineffective monitoring are barriers to strategy execution. Once a strategy is in place and goals have been defined, a culture dashboard can be a tool that is used for cultural reviews, to identify and solve challenges, to share good practice and for continuous improvement.

## The benefits of an effective dashboard include:

### Communicating strategy.

A culture dashboard can translate strategy into measures, goals and deliverables that are specific to the service, a part of the service or even an individual. A dashboard potentially gives a clear picture of strategic objectives.

### Refining strategy.

By monitoring and continuously improving a culture dashboard, the strategy can be 'fine-tuned' to respond to the information being presented.

### Increased visibility.

A culture dashboard gives users greater visibility into the performance of culture metrics and potentially enables services to forecast future performance.

### Increased co-ordination.

Presenting the metrics, and the information and analyses which arise from the dashboard, can increase co-ordination between organisational departments or areas.

### Increased motivation.

Publishing performance metrics has the potential to increase motivation to deliver continuous improvement.

### A consistent view.

A dashboard can provide a consistent view of culture metrics and analyses.

### Empowered users.

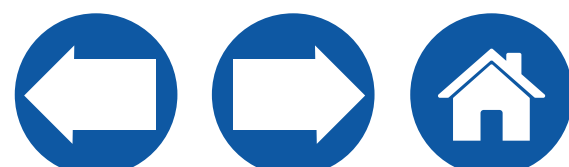
Access to information can be empowering.

### A focus on action.

A culture dashboard that presents actionable information has the potential to support users (perhaps a station or a department) to act as the need arises.

## A successful approach to creating a dashboard might include:

- Producing a clear strategy
- Developing plans to deliver against the strategy
- Engaging with stakeholders
- Agreeing metrics that reflect outcomes
- Putting governance, reporting and scrutiny in place





# Considering functionality

A well-rounded dashboard incorporates various functionalities to provide users with a comprehensive and interactive experience.

**Here are some essential functionalities to consider when building an effective and user-friendly dashboard:**

## Explore interactivity features:

- Interactive filters
- Drill-down and drill-up
- Hover-over tooltips
- Clickable elements
- Collapsible sections

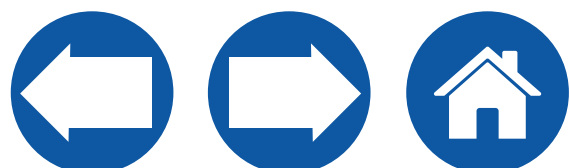
## Explore functionality features:

- Search functionality
- Alerts and notifications
- Guided tours and documentation
- Export options
- Print-friendly options

## Explore data features:

- Data highlighting
- Dynamic data refresh
- User-defined metrics
- Performance metrics
- Comparative analysis tools
- User authentication and access control
- Feedback mechanism

By incorporating these functionalities, services can create a well-rounded dashboard that not only presents data effectively, but also empowers users to interact with, and derive meaningful insights from, the information being presented. For each service, it is essential to tailor these features to the specific needs and preferences of their user base.





# Considering displaying information

Effectively displaying information means presenting data in a way that helps users to understand and remember them.

**Key resources** includes some examples of dashboards that demonstrate different approaches to displaying information.

## These approaches could include:

- Charts
- Traffic lights (in other words, high/medium/low signals or red/amber/green (RAG) colours)
- Top ten lists across metrics
- Metrics using key performance indicators (KPI) and key risk information.

**Whatever approach a fire and rescue service chooses, here are some principles to bear in mind.**

## Explore visual features: +

- Hierarchy and organisation
- Visual consistency
- White space
- Prioritisation of key information
- Use of visual elements
- Typography

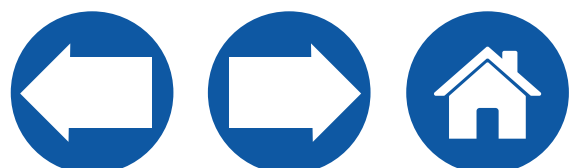
## Explore accessibility features: +

- Accessibility considerations
- Mobile responsiveness
- User testing and feedback

## Explore content features: +

- Clarity and simplicity
- Consistent naming conventions
- Storytelling
- Progressive disclosure
- Information chunks
- Heading and summaries
- Interactive elements

By incorporating these principles, services can display information in a clear way that makes it easier for users to understand and retain key messages. Keep in mind that the specific strategies may vary based on the context, audience and nature of the information being communicated.





# Considering metrics

There is no universally agreed-upon list of metrics for monitoring and building a dashboard to track organisational culture. However, there is a range of good practice across the public and private sector. Section A includes some examples of dashboards that demonstrate different approaches to considering metrics. A template dashboard which you may wish to adopt, adapt or reject can be found in [key resources](#).

A diverse, but manageable, range of metrics should be considered to effectively monitor organisational culture within the fire and rescue service. These metrics should complement wider workforce metrics, with sufficient scrutiny and usage at multiple levels of a service's structure (including, to some extent, up to fire authorities).

Tracking relevant data points, particularly in line with the values outlined in the [NFCC Core Code of Ethics](#), is essential:



## Baseline:

Where a service currently is, what it is currently doing, and what it currently uses to assess and gauge culture



## Destination:

Where a service wants to get to or what it wants to address, and what measures are needed to start assessing progress



## Direction:

What a service is doing to shape its culture and what measures are being used to assess the effectiveness of these actions (and whether they are sustainable)

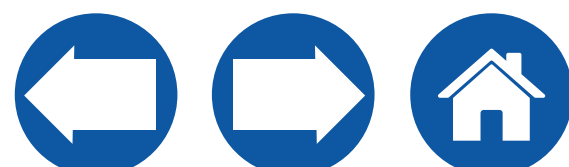
Not everything can be easily measured and so effective leadership involves triangulating a range of quantitative and qualitative evidence. In addition to data analysis, this requires actively listening and asking questions to identify aspects that may not be captured by metrics alone. Progress can also be informed by the absence of information or by known data quality challenges – gap analyses may inform additional action that needs to be taken.



# Key data points and considerations

Here are some metrics that can help to measure culture within a fire and rescue service.

Subject	Key questions	Measured by
<b>NFCC Core Code of Ethics (and local adaptations)</b>	Has everyone in the organisation signed off that they have read and understood what the code of ethics means for them?	<ul style="list-style-type: none"> <li>Percentage of employees, by staff group and department/ team, who have signed off on having read and understood the code</li> <li>Feedback from one-to-one sessions confirming discussion on the code</li> <li>Completion rates for any required training related to the code</li> </ul>
<b>Ethical learning and enforcement</b>	What are disciplinary processes and investigations identifying?	<ul style="list-style-type: none"> <li>Number of disciplinary actions taken as a percentage of reported issues</li> <li>Time taken to resolve investigations</li> <li>Trends in the types of behaviours identified</li> <li>Employee satisfaction with the disciplinary process</li> </ul>
<b>Willingness to speak up</b>	How many cases of workplace issues are happening, what are the issues and what satisfaction ratings are the people providing at the end of the process?	<ul style="list-style-type: none"> <li>Number of reported cases of concern</li> <li>Categories and nature of reported issues</li> <li>Time taken to address and resolve reported concerns</li> <li>Use of whistleblowing procedures and confidential reporting lines</li> <li>Employee satisfaction ratings post-resolution</li> </ul>
<b>Employee well-being</b>	<p>How do staff feel about the service and its direction?</p> <p>How committed are staff to the service?</p>	<ul style="list-style-type: none"> <li>Absenteeism rates</li> <li>Sickness rates</li> <li>Light/restricted duties trends</li> <li>Transfer request volumes and locations</li> <li>Staff turnover rates</li> <li>Results from regular employee engagement surveys</li> <li>Disclosure and use of workplace modifications, accommodations and reasonable adjustments</li> <li>Insights gathered from exit interviews</li> </ul>



Subject	Key questions	Measured by
<b>Diversity, inclusion and trust</b>	<p>Are staff willing to have their demographic data recorded?</p> <p>Do employees represent their communities?</p> <p>Is the service fair in terms of promotions, and access to training and high-profile projects?</p> <p>Is the service dealing with bullying and harassment effectively?</p>	<ul style="list-style-type: none"> <li>• Pay gaps (in relation to gender, ethnicity and disability)</li> <li>• Staff disclosure rates for protected characteristics information</li> <li>• Demographic data representation within the organisation (in relation to representation in the service area)</li> <li>• Promotion rates by demographic groups</li> <li>• Incidents of bullying and harassment as reported in employee surveys</li> <li>• Trust levels measured through surveys or focus groups</li> </ul>
<b>General public and stakeholder confidence</b>	<p>How do services measure their reputation and reach?</p>	<ul style="list-style-type: none"> <li>• Reputation scores or indices</li> <li>• Satisfaction surveys</li> <li>• Online engagement scores or similar metrics</li> <li>• Stakeholder feedback and perceptions</li> </ul>

With the above in mind, fire and rescue services should ask themselves a key question:

**What are the absolute core metrics that senior strategic leaders should be aware of and able to track?**

The answer to this should help services to identify which metrics to focus on.

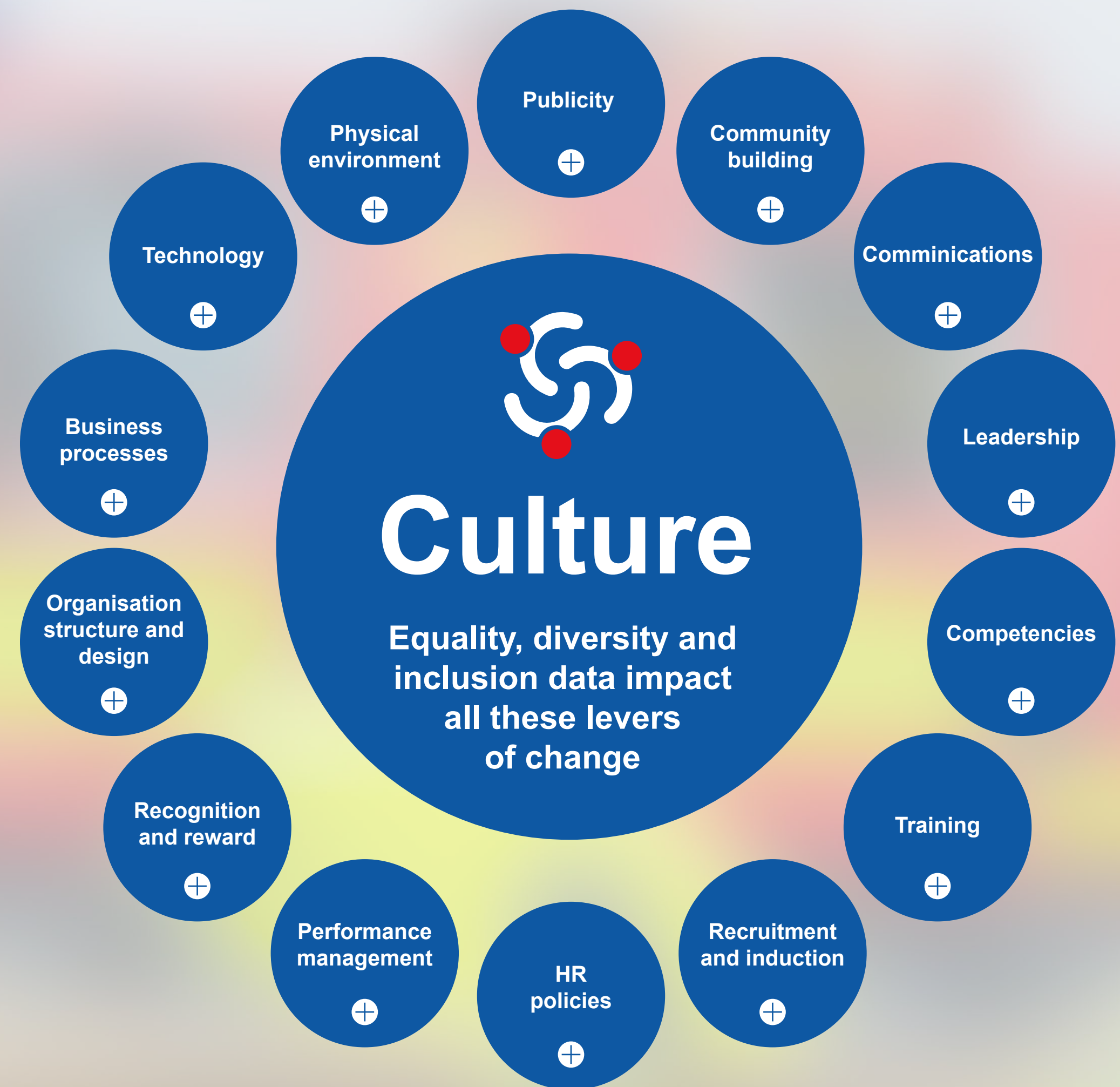
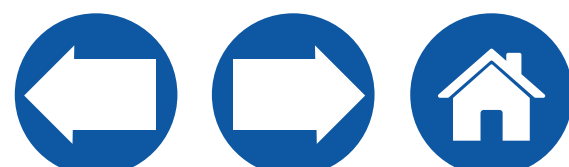
# Levers of change

## Services dashboards might want to reflect progress against potential levers of change

Services may also want some externally focused measures of equality, diversity and inclusion. These could include an analysis of demographic/protected characteristics data from those who have received a home fire safety check or from incident data (for example, relating to casualties).

This – supported by confidence that personnel are recording data accurately – will help inform a service’s understanding of risk and whether they need to undertake any additional communications campaigns or engage with particular groups (for example, those that are over-represented in the data).

In summary, the choice of metrics should align with a fire and rescue service’s specific goals and values, and the NFCC Core Code of Ethics. Regularly reviewing and adapting these metrics will help ensure the ongoing effectiveness of a culture dashboard.

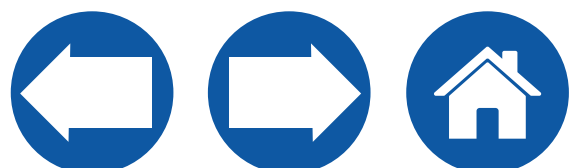




# Considering data analysis

Fire and rescue services will only gain value from cultural data if those data are analysed effectively, meaningful insights are identified, and these insights are used by staff and management at different levels of the service.

Like the data themselves, analysis can be quantitative or qualitative in nature and these topics are explored in more detail below. Further information and guidance is also available as part of the [Data Management fire standard](#). Using both together can give real insight into the current culture of a Service.



## Quantitative data analysis

There are a wide range of quantitative data analysis methods which Services may choose to use in their dashboard. Ranging from the simple (for example, descriptive statistics such as looking at basic trends) to the complex (for example, using advanced tools such as regression models to test the relationship between different variables or, more recently, using AI). The development of relatively easy-to-use computer programmes and software for analysing quantitative data has led not only to the widespread use of these techniques, but also the increased expectation to apply these techniques to quantitative data (Cramer, 2023).

**Broadly speaking, quantitative research can be grouped into four main types (Umstead and Mayton, 2018):**

- 1. Descriptive:** Basic quantitative data, such as looking at trends or percentage changes in data
- 2. Correlational:** Examining the relationships between different subjects and variables without them, with a focus on relationships between fixed variables and testing hypotheses
- 3. Causal-comparative:** Identifying a cause-and-effect relationship between two variables, where one variable is dependent and another is independent
- 4. Experimental:** Comparing two or more groups that are experiencing different conditions

**CASE STUDY**



**Benchmarking**



<sup>6</sup>Cramer, D. (2003) *Advanced quantitative data analysis*. London: Mc-Graw Hill Education.  
<sup>7</sup>Umstead, L. K. and Mayton, H. (2018) 'Using correlational and causal-comparative research designs in practice', in Wester, K. L. and Wachter Morris, C. A. (eds) *Making research relevant*. London: Routledge, pp. 95–108.

# Qualitative data analysis

Qualitative research can be used to add insight and ‘lived experience’ to the quantitative data in a Culture Dashboard.

There are a wide variety of qualitative data analysis methods, including:

Content analysis



Thematic analysis



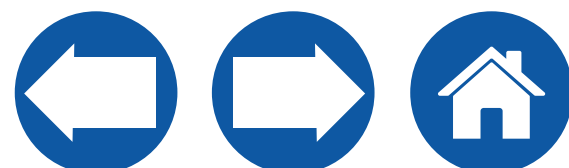
Narrative analysis



Grounded theory analysis



Discourse analysis



Some of the most fundamental principles of qualitative data analysis are that:

- Qualitative approaches should be well-designed and data robustly coded (for example, so leading questions are not asked in surveys or focus groups)
- The analysis should be framed carefully and not seek to quantify qualitative themes, particularly when a whole population or sample has not participated in the research
- Misleading quotations should not be cherry-picked to prove a point that was expected to be found, as analysis should reflect a fair balance of the themes identified from the data analysis
- The analysis should be triangulated with other evidence and analyses (for example, from quantitative analyses or other qualitative sources), as well as relevant external data sources

**CASE STUDY**



## Computer-aided qualitative data analysis software packages

For many years, computer-aided qualitative data analysis software (CAQDAS) packages, such as ATLAS.ti and NVivo, have been available to support efficient and effective qualitative data analysis. However, the software solution has advanced in recent years and can now provide AI assistance to automatically perform open and descriptive coding for textual data.

<sup>8</sup>Mayring, P. (2000) 'Qualitative content analysis', Forum: Qualitative Social Research, 1(2). doi: <https://doi.org/10.17169/fqs-1.2.1089>

<sup>9</sup>Vaismoradi, M., Turunen, H. and Bondas, T. (2013) 'Content analysis and thematic analysis: implications for conducting a qualitative study', Nursing and Health Sciences, 15(3), pp. 398–405. doi: [10.1111/nhs.12048](https://doi.org/10.1111/nhs.12048)

<sup>10</sup>Burck, C. (2005) 'Comparing qualitative research methodologies for systemic research: the use of grounded theory, discourse analysis and narrative analysis', Journal of Family Therapy, 27(3), pp. 237–262. doi: <https://doi.org/10.1111/j.1467-6427.2005.00314.x>

# Considering stakeholders

Fire and rescue services need to engage with key stakeholders to successfully build and use a culture dashboard.

The stakeholders could include:

Internal users 

External users 

It is important to bear the following questions in mind:

- Who needs to buy into the dashboard for it to succeed?
- Who is responsible for its ultimate success?
- Who is responsible for resources such as people and budget?
- Whose assistance is required?

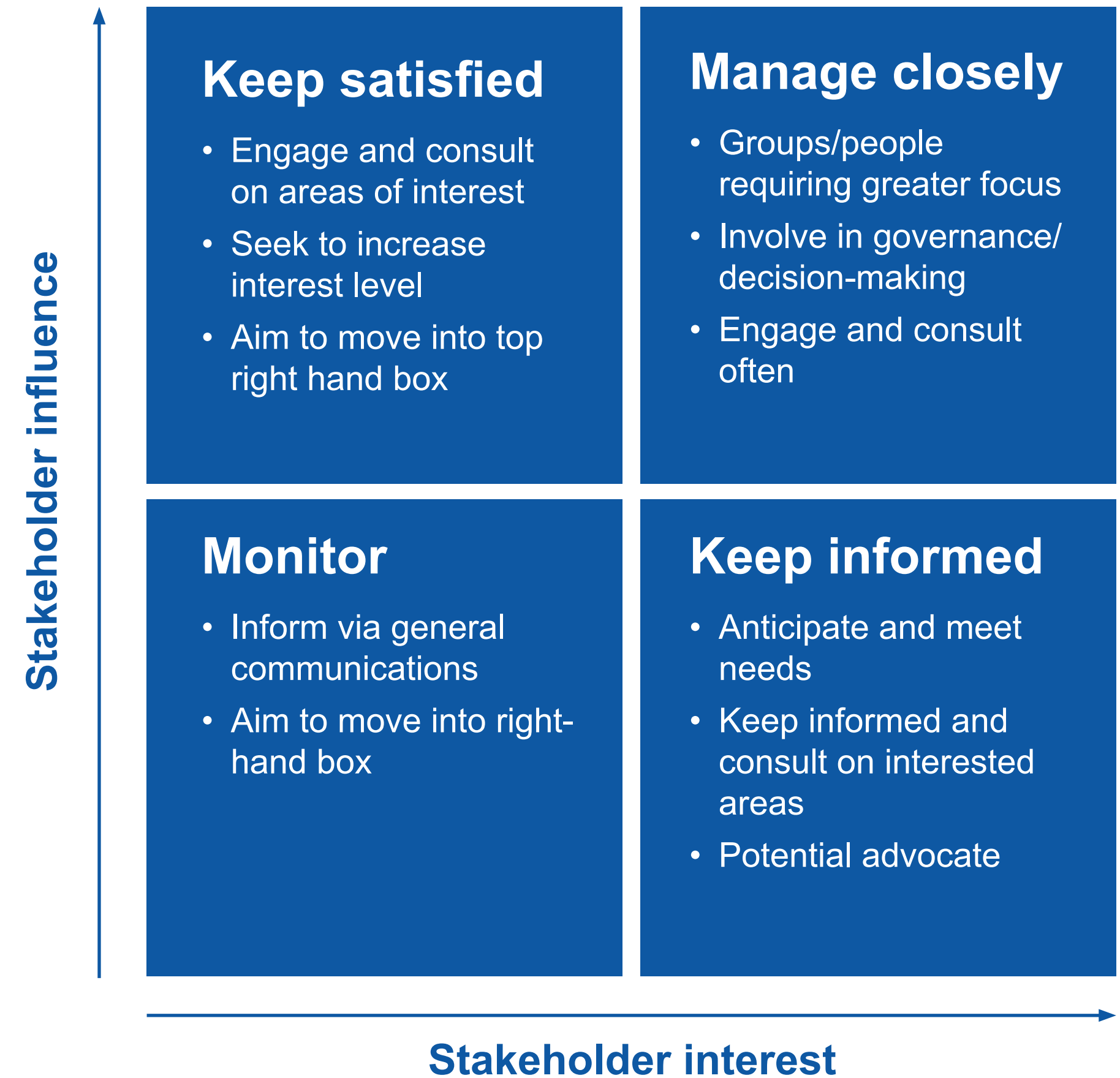
Services are made up of different groups with different needs and concerns based on their role, location or other factors. The more clearly a service can define its stakeholders, the easier it will be to make choices about how to work with them, what messages to send and what communication channels to use.

- How can different stakeholder groups be described?
- How are they likely to react to messages from the service?
- What factors influence the way they receive messages (for example, offsite with no computer)?
- What common concerns do people have?

An employee survey could be used to help discover the best way to segment stakeholders.

That segmentation may change as services move from building a dashboard to implementing one.

## Stakeholder Analysis



Once you have identified your stakeholders the matrix above helps you think about how you will need to engage with through the creation and delivery of your dashboard



# Considering timing

It is important for fire and rescue services to consider timing when making decisions, and to be realistic about their available resources.

**Timeframes that could be used include:**

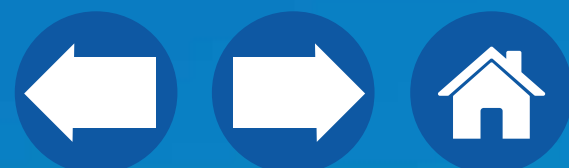
- Real time
- Periodically (perhaps aligned with governance structures)
- Annually
- Quarterly
- Weekly
- Daily

Services should consider what they are aiming for and balance this against their organisational and technical readiness. For example, a service might wish to present timely, accurate and actionable information in a dynamic and interactive way, but resources may require it to start with something static and pursue a dynamic approach as part of a longer-term plan.



# The journey from strategy to action

The pathway from organisational strategy to actionable initiatives is one that shapes the culture, effectiveness, and well-being of any workplace. In this section, we explore the essential components of translating strategic goals into tangible actions that can drive meaningful change within our fire and rescue services. From identifying key metrics to analysing data insights and ultimately taking decisive actions, this model supports fire service leaders and practitioners to navigate the complex terrain of strategy execution. To provide context, mental health improvement and the elimination of harassment and discrimination are used as primary examples within the following section to show the process from strategy through to action.





# From strategy to metrics

An organisational strategy outlines the overarching goals and objectives of a fire and rescue service. It sets the roadmap for success, defining where the service wants to go and how it plans to get there.

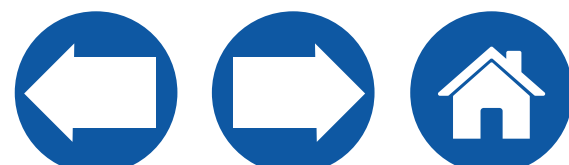
Metrics serve as the quantitative tools that link day-to-day operations to the larger strategic objectives of a service. They provide the means to evaluate progress, adjust tactics, and ensure that actions and initiatives support the overarching strategy. They are the numerical representations of various components, such as performance, behaviour or outcomes.

However, metrics alone are not inherently insightful; they serve as the raw data points. It is through the analysis and interpretation of these metrics that valuable data insights emerge. Aligning metrics with an organisational strategy ensures that the right things are being measured to evaluate progress accurately.

**Here are some examples of objectives and corresponding metrics.**

**Building a culture of positive mental health and well-being** +

**Creating workplaces that are free from harassment and discrimination** +



# From data to information

Data insights are meaningful interpretations drawn from the analysis of collected data. They represent the valuable understanding derived from raw data points. When these insights are processed, contextualised and organised, they transform into actionable information.

Information, in the context of data insights, refers to the refined and processed insights that offer a comprehensive understanding of a situation, trend or problem. Data insights act as the building blocks for creating this informative landscape. For instance, data insights might reveal patterns or correlations in employee behaviours.

**Here are some examples of data and corresponding information.**

**Building a culture of positive mental health and well-being** +

**Creating workplaces that are free from harassment and discrimination** +

# From information to action

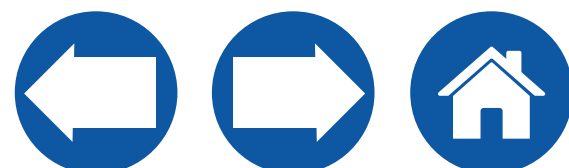
Information serves as the bridge between the insights derived from data and the actions taken based on those insights. When data are processed, analysed and transformed into meaningful information, they become actionable knowledge that inform decision-making and can drive specific actions within a fire and rescue service.

The link between information and action lies in how well the information is understood and used by decision-makers. Actionable information empowers services to make informed decisions and implement targeted strategies, initiatives or changes. It serves as the catalyst for change or improvement, guiding the direction of actions taken to achieve desired outcomes or address specific challenges identified through data analysis.

Here are some examples of information and corresponding actions.

Building a culture of positive mental health and well-being +

Creating workplaces that are free from harassment and discrimination +



## Example 1 - Building a culture of positive mental health and well-being

Metrics +

Data insights +

Information +

Action +

## Example 2 - Creating workplaces that are free from harassment and discrimination

Metrics +

Data insights +

Information +

Action +

# Glossary of terms

<sup>11</sup>Acas (2023a) Bullying at work: What bullying is. Available at: <https://www.acas.org.uk/bullying-at-work> (Accessed: 08 February 2024).

<sup>12</sup>HMICFRS (2023) Glossary: Community risk management plan (CRMP). Available at: <https://hmicfrs.justiceinspectors.gov.uk/glossary/community-risk-management-plan/> (Accessed: 08 February 2024).

<sup>13</sup>Acas (2023d) Equality, diversity and inclusion: What they are. Available at: <https://www.acas.org.uk/improving-equality-diversity-and-inclusion> (Accessed: 08 February 2024).

<sup>14</sup>Acas (2023c) Discrimination at work: Harassment. Available at: <https://www.acas.org.uk/discrimination-and-the-law/harassment> (Accessed: 08 February 2024).

- Abuse
- Bullying
- Core Code of Ethics
- Cultures

- Culture (organisational)
- Culture dashboard
- Culture dashboard methodology
- Community Risk Management Plan (CRMP)

- Data analysis
- Data readiness
- Discrimination
- Diversity (people)

- Diverse candidates
- Diverse communities
- Equality
- Equality Impact Assessments (EqIA)

- Equity
- Fire standards
- Functionality
- Gap analysis

- Harm
- Harassment
- His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)
- Inclusion

- Interventions
- Key performance indicators (KPIs)
- Lagging indicator
- Leading indicator

- Metrics
- Objectives
- Operational readiness
- Organisational development

- Outcomes
- Outputs
- People Strategy
- Products

- Protected characteristics
- Protocols
- Risk factors
- Stakeholders

- Strategies
- Systemic discrimination
- Technical readiness
- Underrepresented groups

- Values
- Workplace
- Workforce data
- Workplace issues



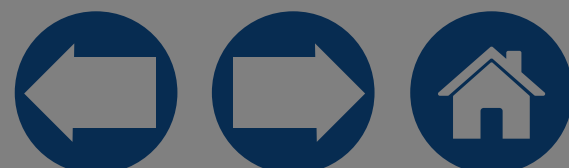
**NFCC**  
National Fire  
Chiefs Council

# Purpose

The purpose of this guide is to help fire and rescue services develop their own culture dashboards.

A culture dashboard is a visual display of workforce data, in a format that gives an overview of multiple factors. It represents a snapshot of the organisation's culture and uses a set of key metrics, linked to organisational objectives, to:

- **Monitor and understand the culture of an organisation and how it changes**
- **Identify key issues and successful practices**
- **Facilitate feedback**
- **Enable conversations between staff and leadership on values, culture, fairness, ethics and diversity**
- **Support evidence-based action**



This guidance provides fire and rescue services with the resources they need to create culture dashboards that promote better decision-making and drive actionable outcomes. By introducing a culture dashboard, services can track

## Context

The UK's fire and rescue service has historically grappled with issues related to discrimination, harassment and bullying. However, there has been a positive shift in attitude over the last few years, and efforts are now underway to transform this culture into one that is more inclusive, respectful and supportive.

A number of initiatives focusing on diversity and inclusion have been implemented, with the aim of creating positive, kind and respectful working environments that value the diverse characteristics of their staff. The fire and rescue service is working to improve its reputation and enhance its ability to serve the public effectively. By addressing systemic obstacles faced by underrepresented groups, the service is also taking significant steps toward building a healthier and more inclusive culture.

While challenges persist and change takes time, the dedication to cultural reforms and ongoing initiatives reflects a commitment to continuous improvement. The journey to creating a positive and supportive culture within the fire and rescue service is ongoing, but with sustained efforts, it is poised to become a model for inclusive workplace cultures in the future.

organisational culture.

## Context

## Related tools

### NFCC Culture Action Plan

The National Fire Chiefs Council (NFCC) has developed the Culture Action Plan to address culture and inclusion within the whole fire and rescue sector. This followed the NFCC Culture and Inclusion Conference on 27–28 March 2023, and the publication of a spotlight report from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) on 30 March 2023.

### NFCC Maturity Models and Workforce Good Practice Framework

In tandem with the Culture Dashboard methodology, NFCC has developed [Maturity Models and a Workforce Good Practice Framework](#). These tools facilitate self-assessment across various critical areas such as leadership development, recruitment, learning culture, performance management, and diversity, HR analytics, equity and inclusion initiatives.

and a review of how equality and diversity data are being used.

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## The following recommendations were of particular relevance:

**Recommendation 5:** Chief fire officers should make sure they provide accessible information for all staff and members of the public on how they can raise concerns and access confidential support (including through external agencies). Chief fire officers should also make sure accessible information is provided on how concerns and allegations will be investigated in a way that ensures confidentiality and is independent of the alleged perpetrator.

**Recommendation 23:** Chief fire officers should seek regular feedback from staff about values, culture, fairness and diversity, with due regard to the leading and developing people standard. They should show how they act on this feedback.

**Recommendation 24:** Chief fire officers should put plans in place to monitor, including through the gathering and analysis of staff feedback, watch and team cultures, and provide prompt remedial action for any issues they identify.

**Recommendation 28:** Chief fire officers should review how they gather and use equality and diversity data to improve their understanding of their staff demographics, including applying and meeting the requirements of the NFCC Equality, Diversity and Inclusion Data Toolkit (HMICFRS, 2023).<sup>2</sup>

The National Fire Chiefs Council (NFCC) has developed the Culture and Inclusion Action Plan to address culture and inclusion within the whole fire and rescue sector. This followed the NFCC Culture and Inclusion Conference on 27–28 March 2023, the publication of a spotlight report from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) on 30 March 2023.

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## NFCC Maturity Models and Workforce Good Practice Framework

The NFCC guidance on culture dashboard methodology complements the NFCC maturity models by providing a framework for assessing and improving the culture within services. The maturity models are tools that services can use to assess their practices against a benchmark.

Implementing this culture dashboard methodology, enables services to measure and monitor their cultural practices, identify gaps, and develop strategies to enhance key aspects of organisational culture such as talent management, performance management, EDI, well-being, and HR analytics.

The NFCC maturity models and culture dashboard methodology work together to support services in their journey towards excellence. The maturity models provide a comprehensive assessment of various operational and strategic aspects, while the culture dashboard methodology helps services evaluate and enhance their organisational culture.

When used in conjunction, the models and framework offer a comprehensive and impartial view of cultural performance. Regular use of these tools can help services to chart their progress and pinpoint areas for further improvement.

### Context +

This guidance is intended to promote a positive and inclusive organisational culture.

It provides a framework for remedial actions for identified issues, and a review of how equality and diversity data are being used.

It covers areas such as learning culture, performance management, and diversity, HR analytics, equity and inclusion initiatives.

### Maturity Models and Workforce Good Practice Framework +

The NFCC has developed the Maturity Models and a Workforce Good Practice Framework. These are self-assessment tools that cover key areas such as talent management, recruitment, performance management, and diversity, HR analytics, equity and inclusion initiatives.

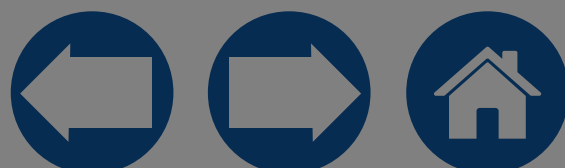


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## The Culture Action Plan was announced on 26 July 2023:

‘Our fire and rescue services protect the public and save lives. The people in them are at the heart of this duty, and we know the public trust them to do their jobs well. To create, maintain and build on this trust, fire and rescue services must be inclusive, safe places to work; places where people are valued and supported. We believe that everyone deserves to work in safe environments that are free from bullying, harassment and discrimination, abuse, and harm, where they feel supported, welcome, and able to thrive. This, in turn, enables us to support fire and rescue services to provide the best possible service to the public – services that are inclusive, professional and inspire confidence and trust.’

‘We know from national reports and from people sharing their lived experiences, that fire and rescue services are not consistently displaying the standards and behaviours set out in the Core Code of Ethics. We need to change. The NFCC Culture Plan is our commitment to work with fire and rescue services, UK Governments, and wider fire partners to deliver sustainable improvements and establish an inclusive, safe culture. The plan will do this by continuing to support services in developing effective leadership and behaviours, embedding equality, ethics, diversity, and inclusion, finding, and nurturing diverse talent, and supporting the health and fire of people in fire and rescue services.’ (NFCC, 2023)

The NFCC consulted UK fire and rescue services, and wider national partners, on the draft action plan. Their feedback – both written and generated through group discussions – then informed the development and finalisation of the plan.

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**1. Design and implementation principles:** Become familiar with the key principles related to the design and implementation of a dashboard. This includes understanding how the dashboard should align with a fire and rescue service's strategy and relevant standards.

**2. Benefits of an effective culture dashboard:** Explore the potential benefits of an effective dashboard and the components needed to create one. This includes understanding how a culture dashboard can communicate strategy, increase visibility and co-ordination, and focus on actionable information.

**3. Assessing operational readiness:** Learn how to assess a service's operational readiness for implementing a dashboard. Consider criteria and practical prompts to evaluate if the service is prepared for this implementation.

**4. Assessing technical readiness:** Learn how to assess a service's technical readiness for implementing a dashboard. Evaluate the infrastructure, tools and processes that need to be in place to support the dashboard.


**5. Assessing data-related readiness:** Learn how to assess a service's data-related readiness, including understanding data management processes, infrastructure and data culture. This step will help ensure that the service has the necessary data capabilities to support the dashboard.

**6. Considering functionality:** Learn about the key features and capabilities that should be included in a comprehensive and user-friendly dashboard.

**7. Considering displaying information:** Discover how to present information clearly in order to maximise reader understanding.

**8. Considering metrics:** Learn about how metrics can be used to monitor and track the culture of a service. Explore metrics related to diversity, well-being, leadership, training and HR policies to determine what is relevant for a culture dashboard.





**9. Considering data analysis:** Learn about data analysis methods, and how they can help to provide meaningful insights and improve organisational value. This will enable services to effectively analyse data collected through the culture dashboard and develop actionable insights.

**10. Considering stakeholders:** Understand the importance of considering stakeholders when building and using a culture dashboard. This involves engaging with key stakeholders and sourcing the necessary resources and assistance to ensure the dashboard meets their needs.

**11. Considering timing:** Learn about the importance of timing and resources when it comes to making decisions. This will help to determine the appropriate timing for using the culture dashboard and making informed decisions based on the available resources.

**12. Strategy, metrics, data, information and actions:** Explore strategies to address workplace issues like mental health, well-being, harassment and discrimination using the culture dashboard. Understand how metrics, data, information and actions can be used to address these issues effectively.

**13. From strategy to metrics:** Learn how to align metrics with organisational strategy to accurately measure progress and make informed decisions. This step will help ensure that the culture dashboard is aligned with a service's overall goals and objectives.

**14. From data to information:** Develop the ability to analyse and contextualise data insights to transform them into actionable information in specific contexts. This will enable services to interpret and apply the data collected through the dashboard.

**15. From data to information:** Develop the ability to analyse and contextualise data insights to transform them into actionable information in specific contexts. This will enable services to interpret and apply the data collected through the dashboard.





# Recommended order and learning

## Strategy

Strategy refers to the defined, overarching goals or objectives a service aims to achieve, such as improving mental health in the workplace or creating a harassment-free environment. It serves as a roadmap guiding all actions and decisions towards those specific outcomes, outlining the direction and purpose of the service's efforts.

Learning outcomes 1-8 +

Learning outcomes 9-15 +

# Key definitions

Here are some definitions that will be used throughout this document.

Strategy +

Metrics +

Data +

Information +

Actions +





# Recommended order and learning

## Metrics

Metrics are the quantitative measures used to assess progress towards the defined strategy. For example, in the context of mental health improvement, metrics could include mental health assessment scores, employee engagement survey results or the usage rates of mental health resources. These metrics provide tangible data points that can be used to gauge success and identify areas for improvement.

Learning outcomes 1-8 +

Learning outcomes 9-15 +

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# Recommended order and learning

## Data

Data encompass the raw, unprocessed information collected from various sources such as survey responses, incident reports or demographic statistics. When looking at the organisational culture within the fire and rescue services, this data could include numbers and facts regarding mental health assessments, reported incidents of harassment or discrimination, and other relevant numerical and qualitative information gathered within the workplace.

Learning outcomes 1-8 +

Learning outcomes 9-15 +

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Here are some definitions that will be used throughout this document.

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# Recommended order and learning

## Information

Information represents the refined and organised insights derived from the analysis of collected data. It is the structured interpretation of data that offers a deeper understanding of trends, patterns or correlations within the workplace. This could include insights about the correlation between employee engagement and mental health scores, identifying hotspots for harassment incidents, or the effectiveness of diversity initiatives based on HR data.

Learning outcomes 1-8 +

Learning outcomes 9-15 +

# Key definitions

Here are some definitions that will be used throughout this document.

Strategy +

Metrics +

Data +

Information +

Actions +





# Recommended order and learning

## Actions

Actions are the decisions and initiatives based on the information gleaned from data analysis. For example, actions might involve targeted interventions to address specific mental health stressors identified through data insights, revising policies to better prevent harassment or launching training programmes based on diversity metrics to create a more inclusive workplace. These actions are purposeful steps aimed at achieving the strategic goals outlined in the service's strategy.

Learning outcomes 1-8 +

Learning outcomes 9-15 +

# Key definitions

Here are some definitions that will be used throughout this document.

Strategy +

Metrics +

Data +

Information +

Actions +



# Model 1 - Blank

- Input objectives extrapolated from your FRS strategy (this might be your CRMP)
- Identify metrics related to objectives through the lens of organisational culture
- See also the section in document titled 'Considering metrics' which has some suggestions

Cultural Objective 1 (taken from FRS strategy)	Cultural Objective 2	Cultural Objective 3	Cultural Objective 4	Cultural Objective 5
Quantitative metric 1 Indicate trend from previous period	Quantitative metric 1 Indicate trend from previous period	Quantitative metric 1 Indicate trend from previous period	Quantitative metric 1 Indicate trend from previous period	Quantitative metric 1 Indicate trend from previous period
Quantitative metric 2	Quantitative metric 2	Quantitative metric 2	Quantitative metric 2	Quantitative metric 2
Quantitative metric 3	Quantitative metric 3	Quantitative metric 3	Quantitative metric 3	Quantitative metric 3
Quantitative metric 4	Quantitative metric 4	Quantitative metric 4	Quantitative metric 4	Quantitative metric 4
Qualitative insight	Qualitative insight	Qualitative insight	Qualitative insight	Qualitative insight
Proposed actions resulting from insight	Proposed actions resulting from insight	Proposed actions resulting from insight	Proposed actions resulting from insight	Proposed actions resulting from insight



- Suggested objectives extrapolated from HMICFRS People Pillar judgement criteria
- Metrics relate to objectives through the lens of organisational culture
- See also the section in document titled 'Considering metrics'

## Model 2 - Populated example

<b>Cultural Objective 1</b> We promote our values and culture	<b>Cultural Objective 2</b> We have trained and skilled staff	<b>Cultural Objective 3</b> We ensure fairness and diversity	<b>Cultural Objective 4</b> We develop leadership and capability
<b>Metric 1</b> <ul style="list-style-type: none"> <li>• Completion rates (%) for training related to Core Code of ethics and/or values</li> </ul>	<b>Metric 1</b> <ul style="list-style-type: none"> <li>• Percentage of employees who have completed mandatory training</li> </ul>	<b>Metric 1</b> <ul style="list-style-type: none"> <li>• Staff disclosure rates for protected characteristics information.</li> </ul>	<b>Metric 1</b> <ul style="list-style-type: none"> <li>• Number of employees accessing talent and succession pools.</li> </ul>
<b>Metric 2</b> <ul style="list-style-type: none"> <li>• Discipline and grievance cases raised relating to values and culture including bullying, harassment and discrimination</li> </ul>	<b>Metric 2</b> <ul style="list-style-type: none"> <li>• Percentage of employee who have completed training relating to core skills</li> </ul>	<b>Metric 2</b> <ul style="list-style-type: none"> <li>• Employees are representative of their communities – demographic data of Service</li> </ul>	<b>Metric 2</b> <ul style="list-style-type: none"> <li>• Number of employees accessing leadership development</li> </ul>
<b>Metric 3</b> <ul style="list-style-type: none"> <li>• Incidents of bullying and harassment as reported in employee surveys</li> </ul>	<b>Metric 3</b> <ul style="list-style-type: none"> <li>• Percentage of employee who have completed appraisal</li> </ul>	<b>Metric 3</b> <ul style="list-style-type: none"> <li>• Pay gaps relating to gender</li> </ul>	<b>Metric 3</b> <ul style="list-style-type: none"> <li>• Exit interview scores relating to questions 'I enjoyed working for the Service' and 'I would return to Service employment for the right opportunity'</li> </ul>
<b>Metric 4</b> <ul style="list-style-type: none"> <li>• Number of employees accessing wellbeing support</li> </ul>	<b>Metric 4</b> <ul style="list-style-type: none"> <li>• Number of performance management cases</li> </ul>	<b>Metric 4</b> <ul style="list-style-type: none"> <li>• Promotion rates by demographic groups</li> </ul>	<b>Metric 4</b> <ul style="list-style-type: none"> <li>• Number of employees accessing coaching</li> </ul>
<b>Qualitative insight</b> <ul style="list-style-type: none"> <li>• Observation or pulse survey re-modelling and of values</li> </ul>	<b>Qualitative insight</b> <ul style="list-style-type: none"> <li>• Feedback relating to training</li> <li>• Pulse survey relating to availability of training</li> <li>• Pulse survey relating to usefulness of appraisal</li> </ul>	<b>Qualitative insight</b> <ul style="list-style-type: none"> <li>• Feedback from staff networks</li> </ul>	<b>Qualitative insight</b> <ul style="list-style-type: none"> <li>• Themes from exit interviews</li> <li>• Succession planning gaps</li> </ul>
<b>Example proposed actions resulting from insight</b> <ul style="list-style-type: none"> <li>• Increase completion rates for training by ...</li> <li>• Deep dive themes of recent grievances</li> </ul>	<b>Example proposed actions resulting from insight</b> <ul style="list-style-type: none"> <li>• Maintain existing training compliance rates</li> <li>• Explore availability of training in X</li> </ul>	<b>Example proposed actions resulting from insight</b> <ul style="list-style-type: none"> <li>• Increase staff disclosure rates for protected characteristics information by ...</li> <li>• Offer targeted training to under-represented colleagues</li> </ul>	<b>Example proposed actions resulting from insight</b> <ul style="list-style-type: none"> <li>• Explore theme X from exit interviews with follow up questions</li> <li>• Target succession planning gaps</li> </ul>

# Model 3 - Populated example (using the 8 Culture Objectives from the People Strategy of Essex County Fire and Rescue Service)

<b>Objective 1</b> We will embed strong positive values through every level of the Service	<b>Objective 2</b> We will recognise our colleagues who make our Service better	<b>Objective 3</b> We will enable strong effective leadership and development	<b>Objective 4</b> We will support managers to motivate and manage the performance of our people
<b>Metric 1</b> <ul style="list-style-type: none"> <li>Percentage of employees who have signed off on having read/understood Core Code of Ethics and/or values statement</li> </ul>	<b>Metric 1</b> <ul style="list-style-type: none"> <li>Number of monthly special performance awards</li> </ul>	<b>Metric 1</b> <ul style="list-style-type: none"> <li>Percentage of employees who have completed Inclusive Behaviours training</li> </ul>	<b>Metric 1</b> <ul style="list-style-type: none"> <li>Number of performance management cases in the period</li> </ul>
<b>Metric 2</b> <ul style="list-style-type: none"> <li>Completion rates (%) for training related to Core Code of ethics and/or values</li> </ul>	<b>Metric 2</b> <ul style="list-style-type: none"> <li>Number of 'pride in our people' stories</li> </ul>	<b>Metric 2</b> <ul style="list-style-type: none"> <li>Percentage of employees who have completed Inclusive Leaders training</li> </ul>	<b>Metric 2</b> <ul style="list-style-type: none"> <li>Number of attendance management cases in the period</li> </ul>
<b>Metric 3</b> <ul style="list-style-type: none"> <li>Discipline and grievance cases raised relating to values and culture</li> </ul>		<b>Metric 3</b> <ul style="list-style-type: none"> <li>Percentage of employees who have completed People Management training</li> </ul>	<b>Metric 3</b> <ul style="list-style-type: none"> <li>Exit interview scores</li> </ul>
<b>Metric 4</b> <ul style="list-style-type: none"> <li>Incidents of bullying and harassment as reported in employee surveys</li> </ul>		<b>Metric 4</b> <ul style="list-style-type: none"> <li>Number of employees who have accessed coaching</li> </ul>	<b>Metric 4</b> <ul style="list-style-type: none"> <li>Time taken to resolve performance and attendance management cases</li> </ul>
<b>Qualitative insight</b> <ul style="list-style-type: none"> <li>Observation or pulse survey re modelling and of values</li> </ul>	<b>Qualitative insight</b> <ul style="list-style-type: none"> <li>Themes of special performance awards and pride in our people stories</li> </ul>	<b>Qualitative insight</b> <ul style="list-style-type: none"> <li>Feedback from training</li> <li>Pulse survey feedback re leadership</li> </ul>	<b>Qualitative insight</b> <ul style="list-style-type: none"> <li>Themes from cases</li> <li>Themes from exit interviews</li> </ul>
<b>Example proposed actions resulting from insight</b> <ul style="list-style-type: none"> <li>Increase completion rates for training by ...</li> <li>Deep dive themes of recent grievances</li> </ul>		<b>Example proposed actions resulting from insight</b> <ul style="list-style-type: none"> <li>Increase completion rates for training by...</li> <li>Visit location X to follow up on feedback</li> </ul>	<b>Example proposed actions resulting from insight</b> <ul style="list-style-type: none"> <li>Service briefing relating to an emerging theme</li> </ul>

# Model 3 cont.

<b>Objective 5</b> We will work towards being an exemplar for recognising and developing talent	<b>Objective 6</b> We identify ways to ensure it is easy to get things done and that the basics are done well	<b>Objective 7</b> We will continue to work collaboratively with our people and our representative bodies	<b>Objective 8</b> We will help employees to feel safe and valued, have a voice and are heard
<b>Metric 1</b> <ul style="list-style-type: none"> <li>Number of people in Leadership, resourcing and succession</li> </ul>	<b>Metric 1</b> <ul style="list-style-type: none"> <li>Processing time for HR Support queries</li> </ul>	<b>Metric 1</b> <ul style="list-style-type: none"> <li>Close of phase data</li> </ul>	<b>Metric 1</b> <ul style="list-style-type: none"> <li>Number of dignity and inclusion advocates</li> </ul>
<b>Metric 2</b> <ul style="list-style-type: none"> <li>Time to hire a new candidate</li> </ul>	<b>Metric 2</b> <ul style="list-style-type: none"> <li>Volume of HR Support queries</li> </ul>	<b>Metric 2</b> <ul style="list-style-type: none"> <li>Opening of new phase data</li> </ul>	<b>Metric 2</b> <ul style="list-style-type: none"> <li>Staff network meetings have taken place</li> </ul>
<b>Metric 3</b> <ul style="list-style-type: none"> <li>Demographic data related to new joiners and promotions</li> </ul>	<b>Metric 3</b> <ul style="list-style-type: none"> <li>Productivity and efficiency measure</li> </ul>		
<b>Qualitative insight</b> <ul style="list-style-type: none"> <li>Survey data from applicants, new recruits and promotions</li> </ul>		<b>Qualitative insight</b> <ul style="list-style-type: none"> <li>Narrative feedback</li> </ul>	
<b>Example proposed actions resulting from insight</b> <ul style="list-style-type: none"> <li>Decrease time to hire by...</li> <li>Increase diverse applicants by...</li> </ul>	<b>Example proposed actions resulting from insight</b> <ul style="list-style-type: none"> <li>Deep dive into time to carry out case X...</li> </ul>	<b>Example proposed actions resulting from insight</b> <ul style="list-style-type: none"> <li>Extend representative body engagement to...</li> </ul>	<b>Example proposed actions resulting from insight</b> <ul style="list-style-type: none"> <li>Follow up feedback from X...</li> </ul>

### **Is the relationship between your strategy and measures clear and obvious?**

This question communicates the need to translate the culture element of a strategy (perhaps the Community Risk Management Plan or People Strategy) into a small number of carefully defined metrics with corresponding objectives, targets and actions.

### **Do you measure outcomes or causes?**

This introduces users to the concept of leading and lagging indicators (in other words, looking at the future and the past), and gets them to start thinking about measuring value drivers instead of historical activity.

### **Is there consensus about the importance of the measurements and objectives?**

Do all users agree that the metrics are accurate indicators of service culture? If the strategy is vague, the answer is usually no. Do employees agree that the metrics used to evaluate culture are valid?

### **If you select ten managers at random, how many know whether they are helping to achieve the strategy?**

Most people know what tasks they need to do each day, but few know how their work contributes to the service's strategy. This step works as a communications tool showing employees how their activity contributes to the culture of the service.

### **Is important information easy and readily available for the right people?**

This step helps stakeholders to assess the condition of their information and the dashboard to ultimately empower people with information so they can take action to improve performance.

### **What do you do with the data you receive?**

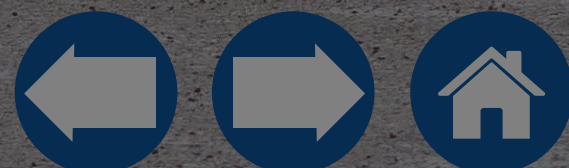
Understanding performance is one thing; continuous improvement is another. When the dashboard indicates concerns, do people know what to do and are they empowered to make decisions to resolve the situation?

## **CASE STUDY**

<sup>4</sup>Bugwandeem, K. and Ungerer, M. (2019) 'Exploring the design of performance dashboards in relation to achieving organisational strategic goals', South African Journal of Industrial Engineering, 30(2), pp. 161–175. doi: <https://doi.org/10.7166/30-2-2021>

<sup>5</sup>Eckerson, W. W. (2010) Performance dashboard: Measuring, monitoring, and managing your business. 2nd edn. John Wiley & Sons.

**Needs new image**





## Data sources

- Identify and document the data sources that will be used for reporting
- Ensure that the necessary data are available, accessible and well-organised for analysis

## Data integration

- Assess the integration capabilities of data sources and ensure that data from various systems can be seamlessly integrated for a comprehensive view
- Verify that integration processes are efficient and do not result in data inconsistencies

## Data quality

- Evaluate the quality of the data, and check for completeness, accuracy, consistency and timeliness
- Implement data cleaning and validation processes to address any issues with data quality

## Data warehouse and storage

- Assess the capability of the data warehouse or storage solution to handle the volume and variety of data required for reporting
- Ensure that data storage meets performance requirements and is scalable

## Data modelling

- Review the data models used for reporting and ensure that they accurately represent the relationships between different data entities
- Verify that data models support the creation of meaningful and insightful dashboards

## Data governance

- Evaluate the effectiveness of data governance practices related to technical aspects
- Ensure that there are policies and procedures in place for data security, privacy and compliance



## Analytical capabilities

- Assess the service's analytical capabilities, and ensure that the necessary skills and expertise are available to perform in-depth analysis to produce meaningful insights
- Identify any gaps in analytical skills and plan for training, if needed

## Security and access controls

- Review security measures for data access, ensure that sensitive information is protected, and ensure that controls are in place to restrict data access based on roles and responsibilities

## Reporting tools

- Evaluate the reporting tools and software used within the service, and ensure that they support the creation of interactive and visually appealing dashboards
- Verify the compatibility of reporting tools with data sources and formats
- Assess if the automation of the data is required, and if the reporting/analytical tools can manage this

## Infrastructure scalability

- Assess the scalability of the technical infrastructure, and ensure that it can handle increased data volumes and user loads as reporting requirements grow

## Performance testing

- Conduct performance testing to ensure that the reporting infrastructure can handle the loads and provide timely responses

## Documentation

- Document technical processes, configurations and data flows to enhance transparency and facilitate troubleshooting



## Define objectives and goals

- Clearly define the objectives and goals of data initiatives
  - Understand the aim of the data and how they align with the overall business strategy
- 

## Data governance

- Evaluate the effectiveness of the data governance framework
  - Ensure that there are well-defined policies, standards and procedures in place for data management, including data quality, security and compliance
- 

## Data quality

- Assess the quality of the data, checking for accuracy, completeness, consistency and timeliness (poor data quality can lead to incorrect insights and decisions)

## Data infrastructure

- Examine the data infrastructure, including storage, processing and analytics tools
  - Ensure that the infrastructure can handle the volume, velocity and variety of the data
- 

## Data integration

- Evaluate how well the service integrates data from various sources
  - Check for seamless data flow and integration between different systems and databases
- 

## Data security

- Assess the security measures in place to protect the data, including access controls, encryption and policies for handling sensitive information

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being presented.

## Producing a clear strategy

This might be a community risk management plan, which includes people and culture, or a standalone people and/or culture strategy.

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## Developing plans to deliver against the strategy

The plans needed to translate the strategy into strategic goals, actions and deliverables.

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## Engaging with stakeholders

A structured development process with adequate stakeholder engagement is likely to deliver the best product.

## Agreeing metrics that reflect outcomes

These are the metrics that are required to demonstrate the outcomes of actions and deliverables.

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## Putting governance, reporting and scrutiny in place

In order for dashboards to successfully and effectively monitor performance, they need to be regularly accessed through a governance or reporting channel.

department) to act as the need arises.





Explore interactivity  
features: +

Explore data features:  
+ Data highlighting

## Interactive filters

- Allow users to filter data dynamically, using interactive elements like dropdowns, sliders or date selectors
- Give users control over the displayed information, making it a more inclusive experience

## Drill-down and drill-up

- Enable users to explore data at different levels of detail (drill-down to view more detailed information and drill-up to see higher-level summaries)

## Hover-over tooltips

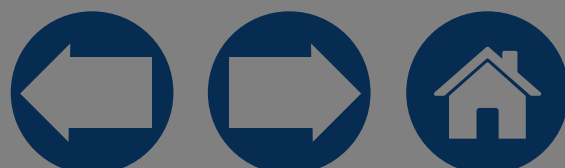
- Display additional information when users hover over data points
- Provide contextual details without cluttering the main view

## Clickable elements

- Make key elements of the dashboard clickable to navigate to related sections or external content
- Enhance user navigation and exploration

## Collapsible sections

- Include the option to collapse or expand sections of the dashboard
- Allow users to focus on specific areas of interest





Explore interactivity  
features: +

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+ Data highlighting

## Search functionality

- Integrate a search bar so that users can quickly locate specific data or elements
- Allow users to easily navigate large data sets or complex dashboards

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## Alerts and notifications

- Implement alert mechanisms to notify users of important changes or thresholds
- Enhance proactive decision-making

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## Guided tours and documentation

- Provide guided tours or documentation to help users understand dashboard features and functionalities
- Facilitate onboarding and improve the user experience

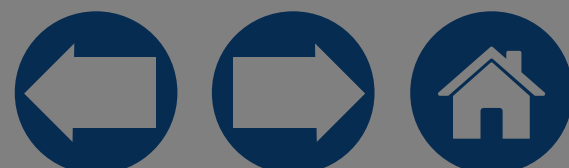
## Export options

- Allow users to export data or visuals in various formats (for example: CSV, Excel or PDF)
- Support data sharing and collaboration

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## Print-friendly options

- Include print-friendly layouts for users who need hard copies of the dashboard
- Enhance flexibility when it comes to sharing information





## Data highlighting

- Allow users to highlight specific data points for better focus
- Emphasise important information within charts, diagrams and other visuals

## Dynamic data refresh

- Keep information up-to-date with automatic or manual data refresh options
- Enable users to work with the latest data

## User-defined metrics

- Provide users with the ability to create custom metrics or calculations
- Enhance personalisation and tailor the dashboard to individual needs

## Performance metrics

- Include visualisations of key performance metrics to provide an at-a-glance overview

## Comparative analysis tools

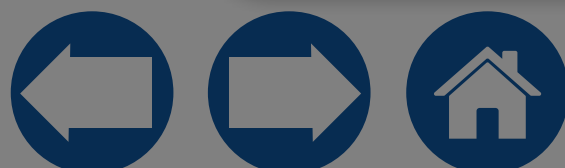
- Integrate features that allow users to compare different data sets or time periods
- Support trend analysis and benchmarking

## User authentication and access control

- Implement secure user authentication and role-based access control
- Ensure data privacy and restrict access to sensitive information

## Feedback mechanism

- Include options for users to provide feedback on the dashboard's usability and effectiveness
- Enable continuous improvement





## Hierarchy and organisation

- Prioritise information based on its importance
- Use a clear hierarchy to guide users through the content
- Group related information together

## Visual consistency

- Maintain a consistent design across the dashboard
- Use a standardised colour palette, with consistent fonts and formatting
- Keep the audience in mind, including those with visual impairments (for example, avoid placing red and green colours together)

## White space

- Use white space strategically to reduce visual clutter and draw attention to key information
- Provide breathing room around elements to enhance readability

## Prioritisation of key information

- Emphasise critical information using visual cues (for example, bold text and contrasting colours)
- Use headings, subheadings and bullet points to highlight key points

## Use of visual elements

- Incorporate visuals (charts, graphs and icons) to convey information efficiently
- Choose visuals that align with the nature of the data and enhance understanding
- Consider the following chart types:
  - Line charts: For displaying trends and patterns over time
  - Bar charts: For comparing discrete categories
  - Pie charts: For showing parts of a whole
  - Heatmaps: For visualising magnitude through colour intensity
  - Traffic lights/RAG: For KPI measures and performance outcomes
  - Gantt charts: For project management and timelines

## Typography

- Choose readable fonts and font sizes
- Use formatting (for example, bold and italics) to emphasise important text
- Ensure a good contrast between the text and background





# Considering displaying information

Effectively displaying information means presenting it in a way that helps users to understand and react to it.

Key resources includes some examples of information displays that demonstrate different approaches to displaying information.

## These approaches could include:

- Charts
- Traffic lights (in other words, high/medium/low (H/M/L) or red/amber/green (RAG) colours)
- Top ten lists across metrics
- Metrics using key performance indicators (KPIs) to show risk information.

Whatever approach a fire and rescue service uses, here are some principles to bear in mind:

## Accessibility considerations

- Design with accessibility in mind, taking users with health conditions or impairments into account
- Provide alternative text for images and ensure compatibility with screen readers

## Mobile responsiveness

- Design information displays to be responsive on various devices, including smartphones and tablets
- Ensure a seamless user experience across different screen sizes

## User testing and feedback

- Conduct user testing to gather feedback on the effectiveness of how the information is being presented
- Refine the approach based on user feedback

## Explore content features:

- Clarity and simplicity
- Consistent naming conventions
- Storytelling
- Progressive disclosure
- Information chunks
- Heading and summaries
- Interactive elements

display information in a clear way that conveys the main key messages. Keep in mind that the design should be appropriate for the context, audience and nature of the



## Clarity and simplicity

- Keep visualisations and text clear and simple
  - Avoid unnecessary complexity that may confuse users
  - Provide concise messaging that uses straightforward and unambiguous language (for example, avoid acronyms)
- 

## Consistent naming conventions

- Use consistent and intuitive labels for categories, axes and data points
  - Ensure that terminology is clear and familiar to the target audience
- 

## Storytelling

- Structure the information in a narrative format, if possible
  - Guide users through a logical flow of information to tell a compelling story
- 

## Progressive disclosure

- Present information gradually, especially if there is a lot of content
- Avoid overwhelming users with too much information at once

## Information chunks

- Break down information into smaller, more manageable chunks
  - Group related information together
- 

## Headings and summaries

- Use clear headings and summaries to help users quickly grasp the main points
  - Summarise complex information when possible
- 

## Interactive elements

- Integrate interactive elements (for example, tooltips and clickable sections) for user engagement
- Allow users to explore and interact with the information to deepen their understanding

# Levers of change

## Services dashboards might want to reflect progress against potential levers of change

Services may also want some externally focused measures of equality, diversity and inclusion. These could include an analysis of demographic/protected characteristics data from those who have received a home fire safety check or from incident data (for example, relating to casualties).

This – supported by confidence that personnel are recording data accurately – will help inform a service’s understanding of risk and whether they need to undertake any additional communications campaigns or engage with particular groups (for example, those that are over-represented in the data).

In summary, the choice of metrics should align with a fire and rescue service’s specific goals and values, and the NFCC Core Code of Ethics. Regularly reviewing and adapting these metrics will help ensure the ongoing effectiveness of a culture dashboard.



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In summary, the choice of metrics should align with a fire and rescue service’s specific goals and values, and the NFCC Core Code of Ethics. Regularly reviewing and adapting these metrics will help ensure the ongoing effectiveness of a culture dashboard.



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# Considering data analysis

Fire and rescue services will only gain value from cultural data if those data are analysed effectively, meaningful insights are identified, and these insights are used by staff and management at different levels of the service.

Like the data themselves, analysis can be quantitative or qualitative in nature and these topics are explored in more detail below. Further information and guidance is also available as part of the [Data Management fire standard](#). Using both together can give real insight into the current culture of a Service.

## Quantitative data analysis

There are a wide range of quantitative data analysis methods which Services may choose to use in their

### Essex Fire and Rescue Service

Essex Fire and Rescue Service started using people-related data in the same way as many other organisations: creating spreadsheets with static quantitative data, which were accurate at a moment in time. These data were then extrapolated to a document with some insight added to explain peaks and troughs.

Following investment in technology (Microsoft Power BI) and their Performance and Data team, how they process their people-related data has evolved. These datasets are now available at the click of a button and are updated daily, making them dynamic and interactive.

This investment has provided the team with many useful insights, such as knowing training usage rates so that support can be targeted, and a deep understanding of attendance rates enabling good management and support. The service is now in a place where those data become information and then action.

Their culture dashboard is now in a new phase; they are using quantitative data and a range of simple metrics to understand how their culture is evolving each month. They then manually add the richness of qualitative data to bring this information to life.

#### CASE STUDY

#### Benchmarking



<sup>6</sup>Cramer, D. (2003) *Advanced quantitative data analysis*. London: Mc-Graw Hill Education.  
<sup>7</sup>Umstead, L. K. and Mayton, H. (2018) 'Using correlational and causal-comparative research designs in practice', in Wester, K. L. and Wachter Morris, C. A. (eds) *Making research relevant*. London: Routledge, pp. 95–108.



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There are a wide range of quantitative data analysis methods which Services may choose to use in their dashboard. Ranging from the simple (for example, descriptive statistics such as looking at basic trends) to the complex (for example, using advanced tools such as regression models to test the relationship between different variables or, more recently, using AI). The development of relatively easy-to-use computer programmes and software for analysing quantitative data has led not only to the widespread use of these techniques, but also the increased expectation to apply these techniques to quantitative data (Cramer, 2023).

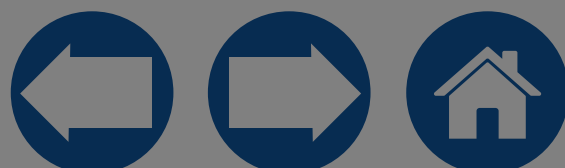
**Broadly speaking, quantitative research can be grouped into four main types (Umstead and Mayton, 2018):**

In undertaking quantitative analysis of any area, including of people-related data, services will want to consider the benefits of benchmarking analysis – both within the fire and rescue sector (for example, from the Cleveland sickness report or the His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Power BI benchmarking report), and outside of it (for example, the Chartered Institute of Personnel and Development (CIPD) data on sickness).

Benchmarking can help services see how they compare to other similar services, and identify areas of good practice or for improvement. Beneficial benchmarking can also be provided via the use of census or other national data – for example, to see whether a service’s workforce reflects the diversity of their community. Beyond this, census and other national data can be useful for a service’s community risk management plan (CRMP) development.

It may also be useful to liaise with NFCC or other fire and rescue services to see if any similar analyses (beyond benchmarking) have been undertaken by other services.

### Benchmarking

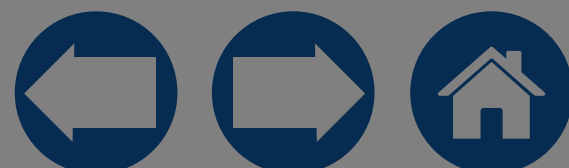


# Qualitative data analysis

Qualitative research can be used to add insight and ‘lived experience’ to the quantitative data in a Culture Dashboard.

There are a wide variety of qualitative data analysis methods, including:

- Content analysis +
- Thematic analysis +
- Narrative analysis +
- Grounded theory analysis +
- Discourse analysis +



Some of the most fundamental principles of qualitative data analysis are that:

- Qualitative approaches should be well-designed and data robustly coded (for example, so leading questions are not asked in surveys or focus groups)
- The analysis should be framed carefully and not seek to quantify

## Content analysis

Reviews and quantifies the presence of certain words, subjects and concepts in text, image, video or audio messages. For more details, please see Mayring (2000).<sup>8</sup>

data analysis

- The analysis should be triangulated with other evidence and analyses (for example, from quantitative analyses or other qualitative sources), as well as relevant external data sources

## CASE STUDY +

## Computer-aided qualitative data analysis packages

Computer-aided qualitative data analysis (CAQDAS) packages, such as ATLAS.ti and NVivo, have been available to support efficient and effective qualitative data analysis. However, the software solution has advanced in recent years and can now provide AI assistance to automatically perform open and descriptive coding for textual data.

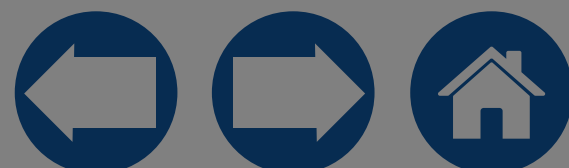
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## Thematic analysis

Identifies, analyses and reports patterns (themes) within qualitative data. For more details, please see Vaismoradi, Turunen and Bondas (2013).<sup>9</sup>

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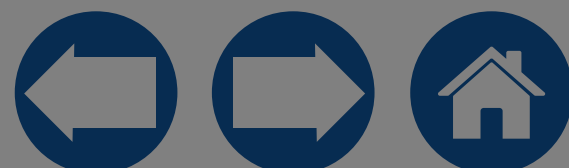


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## Narrative analysis

Focuses on the way individuals present their accounts of themselves. For more details, please see Burck (2005).<sup>10</sup>

of the themes identified from the data analysis

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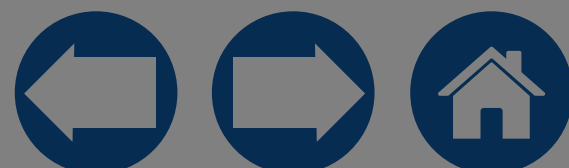
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## Grounded theory analysis

Elicits and analyses qualitative data to identify important categories in the material, with the aim of generating ideas and theory ‘grounded’ in the data (rather than being ‘deductive’ and testing a hypothesis). For more details, please see Burck (2005).

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## Discourse analysis

Involves close scrutiny of language to examine the ways in which certain themes and topics are discussed. For more details, please see Burck (2005).

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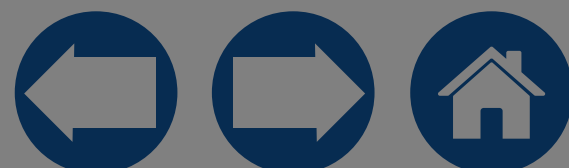
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## Some of the most fundamental

### Hampshire & Isle of Wight Fire and Rescue Service

After carrying out a well-being survey, Hampshire & Isle of Wight Fire and Rescue Service conducted a quantitative and qualitative data analysis of the results, and identified workload as a challenge for staff. The service then held 13 workload focus groups with different staff groups and used a thematic analysis to explore the findings.

Following an initial review of the data, the service developed a coding framework and applied it to the circa 18,000 words of focus group notes (transcribing qualitative data is also an option). It then collated the thematic analysis findings into a report, which went to relevant groups and decision-making boards, and led to tangible improvement activities and investment. These built on existing well-being provisions, and included time and funding being made available (via applications) to support new well-being initiatives.

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# Considering stakeholders

Fire and rescue services need to engage with key stakeholders to successfully build and use a culture dashboard.

- The communities we serve
- Other Fire & Rescue Services
- Partners

## External users

It is important to bear the following questions in mind:

- Who needs to buy into the dashboard for it to succeed?
- Who is responsible for its ultimate success?
- Who is responsible for resources such as people and budget?
- Whose assistance is required?

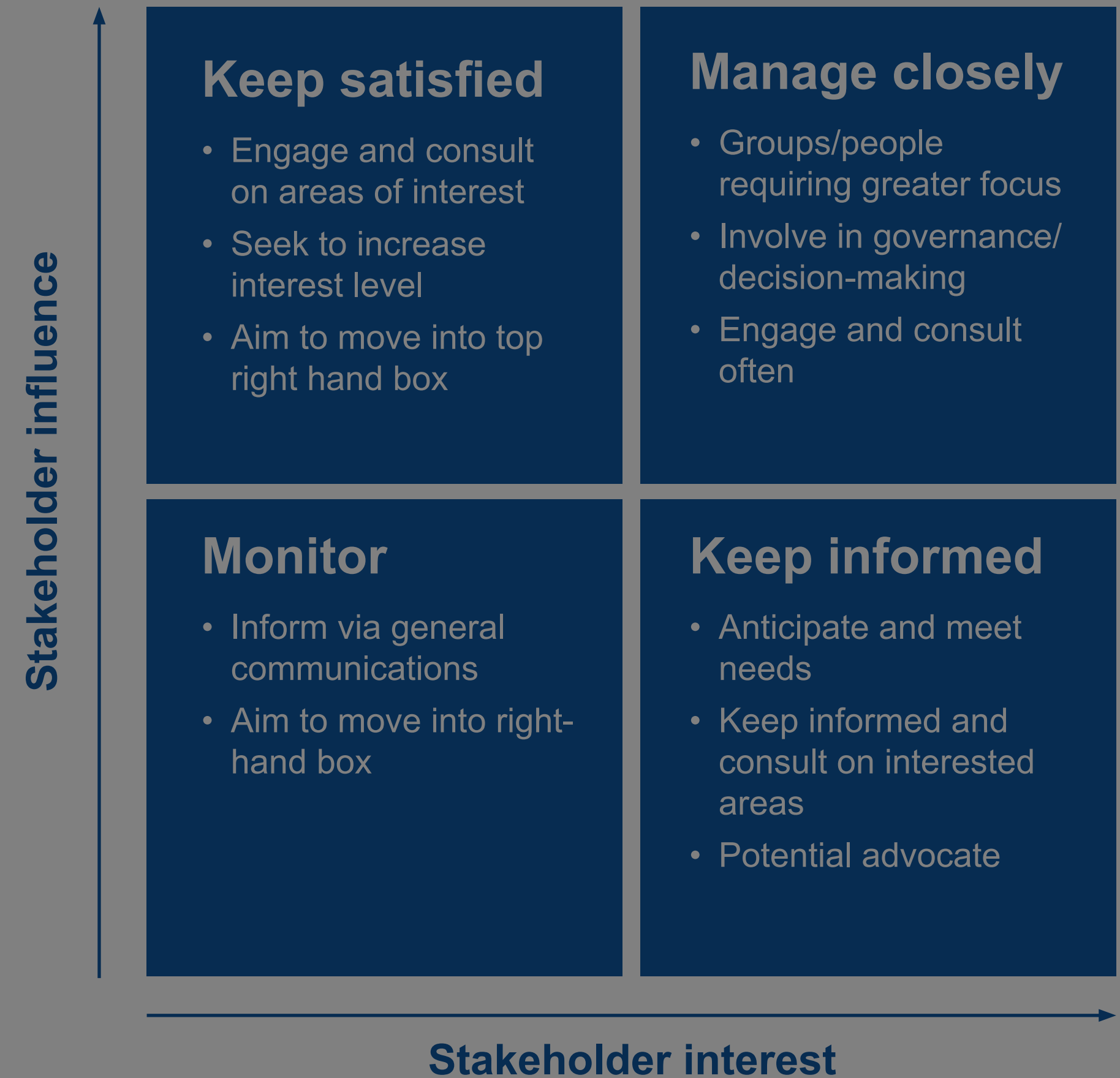
Services are made up of different groups with different needs and concerns based on their role, location or other factors. The more clearly a service can define its stakeholders, the easier it will be to make choices about how to work with them, what messages to send and what communication channels to use.

- How can different stakeholder groups be described?
- How are they likely to react to messages from the service?
- What factors influence the way they receive messages (for example, offsite with no computer)?
- What common concerns do people have?

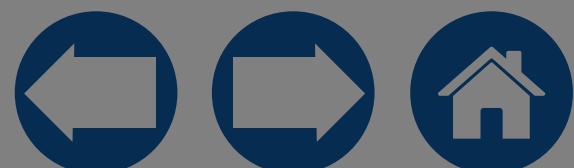
An employee survey could be used to help discover the best way to segment stakeholders.

That segmentation may change as services move from building a dashboard to implementing one.

## Stakeholder Analysis



Once you have identified your stakeholders the matrix above helps you think about how you will need to engage with through the creation and delivery of your dashboard



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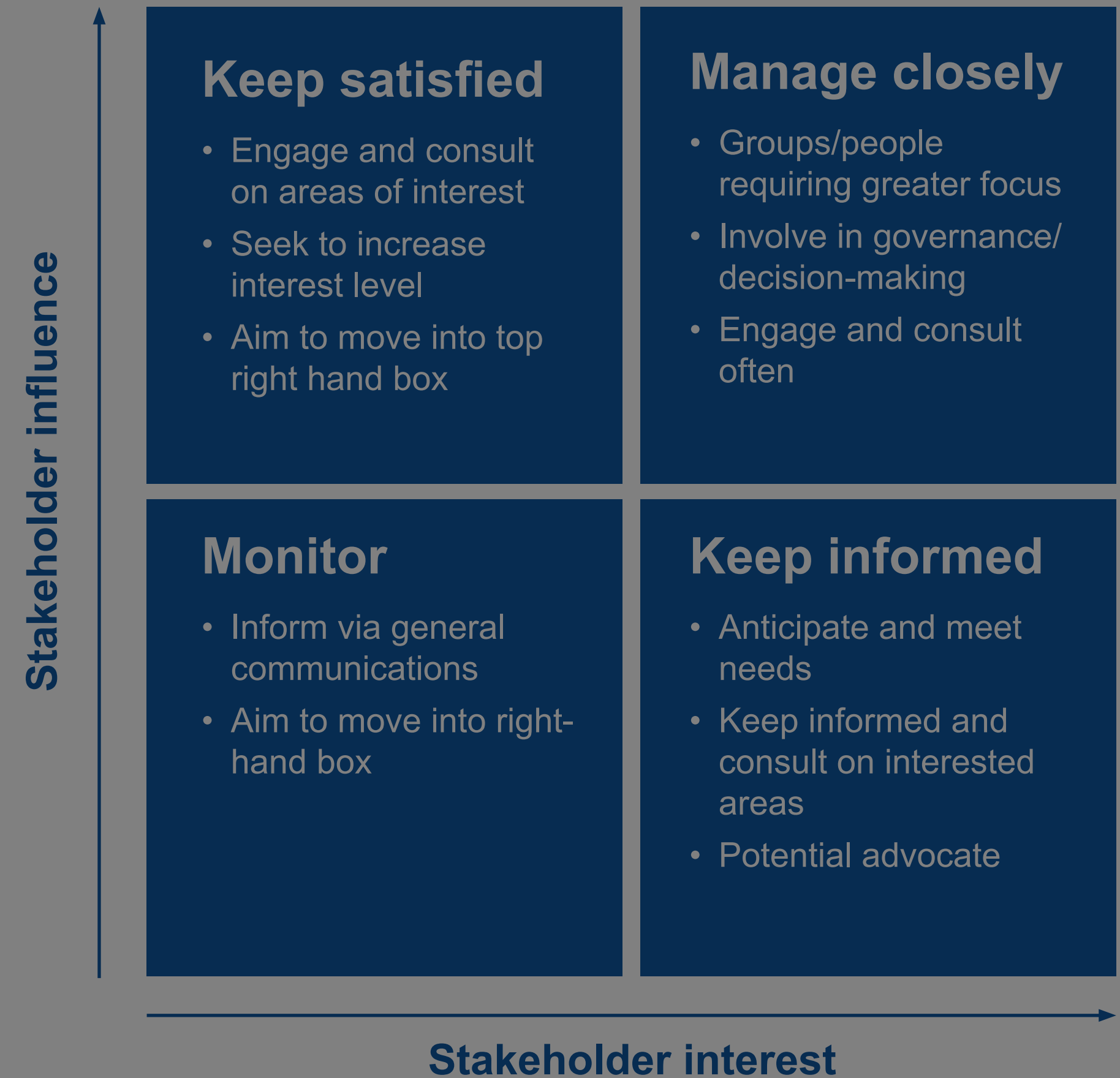
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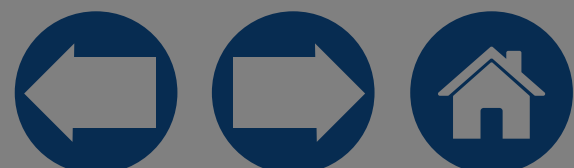
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# From information to action

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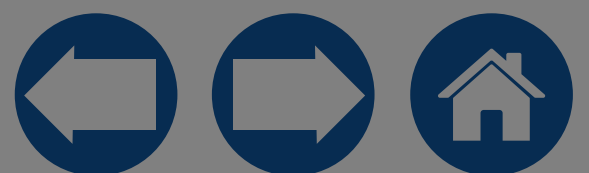
The link between info... is understood and use... empowers services to... strategies, initiatives o... improvement, guiding... outcomes or address...

Here are some exam...

Strategy	Building a culture of positive mental health and well-being
Metrics	<ul style="list-style-type: none"> <li>• <b>Mental health self-assessment scores:</b> Carrying out regular assessments to measure anxiety, stress levels, happiness and overall mental well-being</li> <li>• <b>Employee engagement surveys:</b> Receiving feedback on job satisfaction, stress levels, work-life balance and confidence in support structures</li> <li>• <b>Usage of employee assistance programmes:</b> Tracking the usage of mental health programmes, colleague support programmes, counselling services or attendance at wellness workshops</li> <li>• <b>Sickness absence rates and modifications to roles:</b> Tracking the number of days off due to mental health issues and any reduced productivity while at work due to these concerns (reasonable adjustments)</li> <li>• <b>Information from exit interviews:</b> Examining the frequency of decisions to resign/retire early that are linked to mental health-related concerns</li> </ul>

Building a cultur...

Creating workplaces that are free from harassment and discrimination



Metrics

Action

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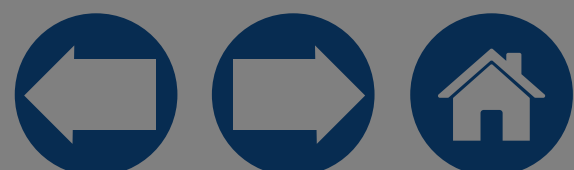
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Strategy	Building a culture of positive mental health and well-being
Data insights	<ul style="list-style-type: none"> <li>• <b>Risk factors:</b> Discovering specific stressors or factors impacting mental health that need attention (for example, heavy workload, poor work-life balance, inadequate managerial support)</li> <li>• <b>Effectiveness of interventions:</b> Determining which interventions or programmes are most effective in enhancing mental health</li> <li>• <b>Financial impact:</b> Understanding the cost of mental health issues on productivity and healthcare costs</li> </ul>

Building a culture of positive mental health and well-being +

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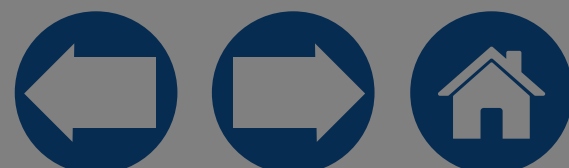
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Information	<ul style="list-style-type: none"> <li>• <b>Risk factors:</b> Discovering specific stressors or factors impacting mental health that need attention (for example, heavy workload, poor work-life balance, inadequate managerial support)</li> <li>• <b>Effectiveness of interventions:</b> Determining which interventions or programmes are most effective in enhancing mental health</li> <li>• <b>Financial impact:</b> Understanding the cost of mental health issues on productivity and healthcare costs</li> </ul>

Building a culture of positive mental health and well-being +

Creating workplaces that are free from harassment and discrimination +



Metrics +

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Data insights +

Information +

Action +



## Example 1 - Building a culture of positive mental health and well-being

# From information to action

Information serves as a foundation for... and the actions taken... analysed and transform... actionable knowledge... actions within a fire ar...

The link between info... is understood and use... empowers services to... strategies, initiatives o... improvement, guiding... outcomes or address...

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Strategy	Creating workplaces that are free from harassment and discrimination
Metrics	<ul style="list-style-type: none"> <li>• <b>Incident reports:</b> Tracking the number of reported cases of harassment, discrimination or bullying in the workplace</li> <li>• <b>Employee surveys:</b> Gathering feedback on perceptions of inclusivity, respect and fairness within the workplace</li> <li>• <b>HR complaints, grievances and resolutions:</b> Tracking the number of complaints made, their nature and resolution times</li> <li>• <b>Diversity metrics:</b> Analysing representation across different demographics and hierarchical levels within the service</li> <li>• <b>Training engagement:</b> Monitoring employee participation in equality, diversity and inclusion training programmes</li> </ul>

Building a culture of positive mental health and well-being

Creating workplaces that are free from harassment and discrimination

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Building a culture of positive mental health and well-being

Creating workplaces that are free from harassment and discrimination

Metrics

Information

Action



# From information to action

Information serves as the bridge between the insights derived from data and the actions taken based on those insights. When data are processed, analysed and transformed into actionable knowledge, it informs actions within a fire and rescue service.

The link between information and action is understood and used to empower services to develop strategies, initiatives and improvement, guiding outcomes or addressing issues.

Here are some examples:

- Building a culture of positive mental health and well-being
- Creating workplaces that are free from harassment and discrimination

## Example 1 - Building a culture of positive mental health and well-being

- Metrics
- Data insights
- Information
- Action

Strategy	Creating workplaces that are free from harassment and discrimination
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- Building a culture...
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# From strategy to metrics

An organisational strategy for a fire and rescue service. It sets the direction, what to go and how it plans to get there.

Metrics serve as the quantitative measures of the strategic objectives of a service, and ensure that actions are the numerical representation of behaviour or outcomes.

However, metrics alone are not enough. It is through the analysis of data points. It is through the analysis of data points that insights emerge. Aligning the right things are being measured.

Here are some examples:

Building a culture of positive mental health and well-being

Creating workplaces that are free from harassment and discrimination

Creating workplaces that are free from harassment and discrimination

Strategic objective	Strategic objective
<p><b>Building a culture of positive mental health and well-being</b></p>	<ul style="list-style-type: none"> <li>• <b>Mental health self-assessment scores:</b> Carrying out regular assessments to measure anxiety, stress levels, happiness and overall mental well-being</li> <li>• <b>Employee engagement surveys:</b> Receiving feedback on job satisfaction, stress levels, work-life balance and confidence in support structures</li> <li>• <b>Usage of employee assistance programmes:</b> Tracking the usage of mental health programmes, colleague support programmes, counselling services or attendance at wellness workshops</li> <li>• <b>Sickness absence rates and modifications to roles:</b> Tracking the number of days off due to mental health issues and any reduced productivity while at work due to these concerns (reasonable adjustments)</li> <li>• <b>Information from exit interviews:</b> Examining the frequency of decisions to resign/retire early that are linked to mental health-related concerns</li> </ul>

# From strategy to metrics

An organisational strategy sets the direction for a rescue service. It sets the goals, what to go and how it plans to get there.

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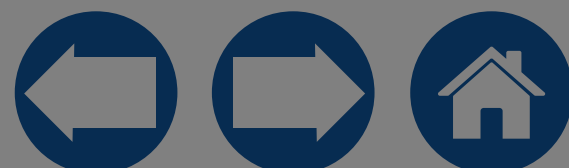
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Building a culture of positive mental health and well-being

Creating workplaces that are free from harassment and discrimination

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However, metrics alone are not enough. It is through the analysis of the data that insights emerge. Aligning the right things are being done.

Here are some examples:

Building a culture of safety

Creating work-life balance and reducing discrimination

## Building a culture of positive mental health and well-being

Data insights	Information
<ul style="list-style-type: none"> <li>• <b>Trends and patterns:</b> Identifying trends in mental health scores over time to pinpoint potential stressors or triggers</li> <li>• <b>Correlations:</b> Understanding correlations between staff engagement survey results and mental health assessments to uncover workplace factors impacting mental well-being</li> <li>• <b>Resource effectiveness:</b> Evaluating which workplace mental health resources and interventions are used the most, and their impact on improving mental health</li> <li>• <b>Productivity analysis:</b> Analysing the financial and productivity impact of mental health-related absences on the service (for example, this could include the impact on the work-life balance and workload of others)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Risk factors:</b> Discovering specific stressors or factors impacting mental health that need attention (for example, heavy workload, poor work-life balance, inadequate managerial support)</li> <li>• <b>Effectiveness of interventions:</b> Determining which interventions or programmes are most effective in enhancing mental health</li> <li>• <b>Financial impact:</b> Understanding the cost of mental health issues on productivity and healthcare costs</li> </ul>

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Building a culture of safety

Creating workplaces that are free from harassment and discrimination

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Here are some examples

Building a culture

Creating work free from discrimination

### Building a culture of positive mental health and well-being

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<sup>14</sup>Acas (2023c) Discrimination at work: Harassment. Available at: <https://www.acas.org.uk/discrimination-and-the-law/> (Accessed: 08 February 2024).

## Abuse

Any action that intentionally harms or injures another person. In short, someone who purposefully harms another in any way is committing abuse. Abuse can include: physical abuse, domestic abuse, sexual abuse, psychological or emotional abuse, financial or material abuse, neglect or acts of omission, and modern slavery.

## Bullying

Behaviour from a person or group that is either offensive, intimidating, malicious or insulting; or an abuse or misuse of power that undermines, humiliates or causes physical or emotional harm to someone (Acas, 2023a).<sup>11</sup>

## Core Code of Ethics

Five ethical principles produced specifically for fire and rescue services by NFCC, the Local Government Association and the Association of Police and Crime Commissioners, which provide a basis for promoting good behaviour and challenging inappropriate behaviour.

## Cultures

The shared beliefs, values, customs and behaviours of a particular group or organisation.



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## Culture (organisational)

Who an organisation and the people who work for that organisation are, what they do and how they do it. There are two key types of organisational culture:

- Inclusive culture: An environment where everyone feels included, and differences are celebrated and embraced
- Toxic culture: An environment with a high level of staff leaving the organisation, low employee engagement levels (with staff scared to speak up), high levels of absence, high numbers of grievances, and internal procedures that are underused or untrusted.

## Culture dashboard

The visual display of a workforce's equality monitoring data, in a format that gives an overview of multiple factors.

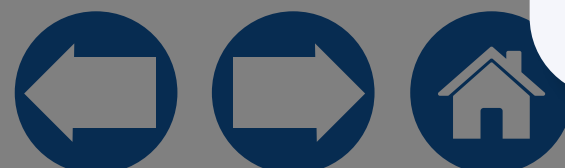
## Culture dashboard methodology

How the equality monitoring data about the employees of a fire and rescue service are used to understand and track changes in the workforce, as well as address issues and underrepresentation.

## Community Risk Management Plan (CRMP)

A plan that each fire and rescue service is required to produce. Each plan must outline (HMICFRS, 2023):<sup>12</sup>

- All foreseeable fire- and rescue-related risks
- How the service will allocate resources across prevention, protection and response
- Required service objectives, including resource allocation for mitigating risks
- The service's management strategy and risk-based programme for enforcing the provisions of the [Regulatory Reform \(Fire Safety\) Order 2005](#)



# Glossary of terms

<sup>11</sup>Acas (2023a) Bullying at work: What bullying is and how to prevent it. Available at: <https://www.acas.org.uk/bullying-at-work>

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## Data analysis

The process of examining and interpreting data to uncover patterns, trends and insights that improve organisational value.

## Data readiness

The state of having well-managed and accessible data, along with the necessary processes and infrastructure for data analysis and use to support the implementation of a culture dashboard.

## Discrimination

Treating someone 'less favourably' than someone else because of any of the following protected characteristics: age, race, sex, disability, religion or belief, sexual orientation, gender reassignment, marriage or civil partnership, and pregnancy and maternity (Acas, 2023b).<sup>2</sup>

## Diversity (people)

The range of people in a workforce. For example, this might mean (but is not limited to) people of different ages, religions or ethnicities; people with disabilities; and men and women. It also means valuing those differences and the perspectives that different people can bring to an organisation (Acas, 2023d).<sup>13</sup> May also appear as diverse characteristics.

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## Diverse candidates

Individuals from various backgrounds and with different characteristics who are considered for employment opportunities. This term emphasises the importance of actively seeking and attracting candidates from underrepresented groups to increase diversity within the workforce.

## Diverse communities

People from different backgrounds with different experiences who bring with them new skills, diversity of thought and talent to fire and rescue services. This can include (but is not limited to), a difference in protected characteristics.

## Equality

Giving everyone access to the same opportunities.

## Equality Impact Assessments (EqIA)

A process and tool to measure the impact of policies, procedures and projects on people. Organisations can use EqIA to measure the equality impact of decisions while, if they are public sector organisations, meeting their additional duties under the Equality Act 2010.



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## Equity

Giving everyone access to the same opportunities.

## Fire standards

A suite of standards that have been produced with subject matter experts from across the sector to identify organisational development and best practices to all English fire services.

## Functionality

The essential features and capabilities of a dashboard that allow users to interact with data effectively and derive meaningful insights.

## Gap analysis

A strategic tool used to identify discrepancies between current performance and desired objectives. By evaluating the existing data against predetermined goals, areas requiring attention and intervention can be identified. This structured approach enables decision-makers to make informed choices, address deficiencies in strategies, and allocate resources effectively. Through a comprehensive examination of quantitative and qualitative information, gap analysis provides valuable insights for enhancing organisational performance.

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## Harm

Defined as ill treatment. The impairment of physical or mental health (including that suffered from seeing or hearing another person suffer ill treatment).

## Harassment

Unwanted behaviour related to any of the following protected characteristics: age, disability, gender reassignment, race, religion or belief, sex and sexual orientation. The unwanted behaviour is considered harassment if it has violated the person's dignity and created an intimidating, hostile, degrading, humiliating or offensive environment for the person (Acas, 2023c).<sup>14</sup>

## His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)

An organisation that inspects England's fire and rescue services, reporting on their efficiency, effectiveness and people.

## Inclusion

The practice of creating an environment where all individuals have equal opportunities to participate, contribute and succeed. May also appear as 'inclusive'.

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## Interventions

Actions or measures taken to address or mitigate a problem or improve a situation.

## Key performance indicators (KPIs)

Measurable targets set by an organisation that contribute towards an organisational performance management process.

## Lagging indicator

A measure that informs on what has already happened, rather than looking ahead to predict the future. Examples of lagging indicators rates include employee turnover, employee satisfaction, and sickness rates.

## Leading indicator

A measure that gives a heads up about what might happen in the future. It helps predict or anticipate changes and enable forward planning. Examples include employee participation in new events / initiatives, rate of employee feedback and suggestions, frequency and effectiveness of employee recognition and reward programmes.

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## Metrics

Quantifiable measures or indicators used to track and assess performance or progress towards a goal.

## Objectives

A goal or step on the way to meeting an aim and how it will be achieved. Objectives use specific statements that define measurable benefits.

## Operational readiness

The state of being prepared for, and capable of, effectively carrying out operational tasks or activities to implement and use a culture dashboard

## Organisational development

The planned effort to improve an organisation's effectiveness and efficiency through changes in processes, structures and culture.

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## Outcomes

Changed circumstances or behaviour, which are achieved by using the project's outputs. Outcomes are linked with objectives, in that if the outcomes are achieved then the project's objective(s) have been met. They are more intangible and harder to measure than outputs, and are the reason why the project is necessary.

## Outputs

What is expected to be produced during a project. They result in outcomes that are tangible and easy to measure. They are also referred to as products or deliverables.

## People Strategy

A strategic plan that focuses on the development and management of an organisation's workforce.

## Products

Resources produced by NFCC that fire and rescue services can access and use, to support their work as an organisation.

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<sup>13</sup>Acas (2023d) Equality, diversity and inclusion. Available at: <https://www.acas.org.uk/improving-equality> (Accessed: 08 February 2024).

<sup>14</sup>Acas (2023c) Discrimination at work: Harassment. Available at: <https://www.acas.org.uk/discrimination-and-the-law/harassment> (Accessed: 08 February 2024).

## Protected characteristics

Personal characteristics that are protected by law under the Equality Act 2010. These are: age, race, sex, disability, religion or belief, sexual orientation, gender reassignment, marriage or civil partnership, and pregnancy and maternity.

## Protocols

Established rules or guidelines that define how tasks or activities should be performed.

## Risk factors

Conditions or variables that increase the likelihood of negative outcomes or problems.

## Stakeholders

Individuals or groups who have an interest or are involved in a particular project, initiative or organisation.

• Diversity (people)

• Products

# Glossary of terms

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## Strategies

Plans or approaches designed to achieve specific goals or objectives.

## Systemic discrimination

Systems and practices where inequality is inbuilt and so, whether intentionally or not, they discriminate against individuals or groups of people (further compounding other forms of discrimination). EqIA are one tool that organisations can use to identify and begin removing systemic inequalities.

## Technical readiness

The state of having the necessary technical infrastructure, tools and processes in place to support the implementation and management of a culture dashboard.

## Underrepresented groups

Groups of people who share protected characteristics and have limited representation, therefore giving them less power to have their voices heard and influence decision-making.

# Glossary of terms

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## Values

Fundamental principles that reflect an organisation's beliefs and the way in which they approach decision-making. Values are a key aspect of an organisation's culture.

## Workplace

The physical or virtual environment where employees carry out their work tasks and activities.

## Workforce data

The collection, analysis and interpretation of information related to an organisation's employees. It includes data points such as demographics, roles and responsibilities, performance metrics, and employment history. Workforce data analysis enables organisations to make informed decisions regarding talent management, diversity initiatives and overall HR strategies.

## Workplace issues

A range of issues that lead to conflict in the workplace, adversely impact the working environment or have a detrimental effect on employee well-being, such as harassment and discrimination.



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- **Commit to data quality**
- **Know your users and their needs**
- **Assess quality through the data lifecycle.**
- **Communicate data quality clearly and effectively.**
- **Anticipate changes affecting data quality.**

Data Maturity Assessment for Government: maturity levels	Characteristics
Beginning	<ul style="list-style-type: none"> <li>• Compliance with minimum legal requirements.</li> <li>• Insular approach and siloed working.</li> <li>• Organisation does not see data as valuable for its outcomes.</li> <li>• Lack of defined responsibility and oversight for data.</li> <li>• Very limited knowledge of what data the organisation holds.</li> <li>• Very limited data literacy.</li> <li>• Limitations and restrictions by default rather than by design</li> </ul>

More detail is available in the full assessment methodology, which outlines the characteristics of varied levels of maturity in

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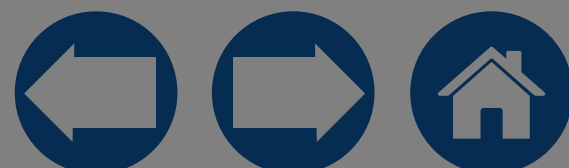
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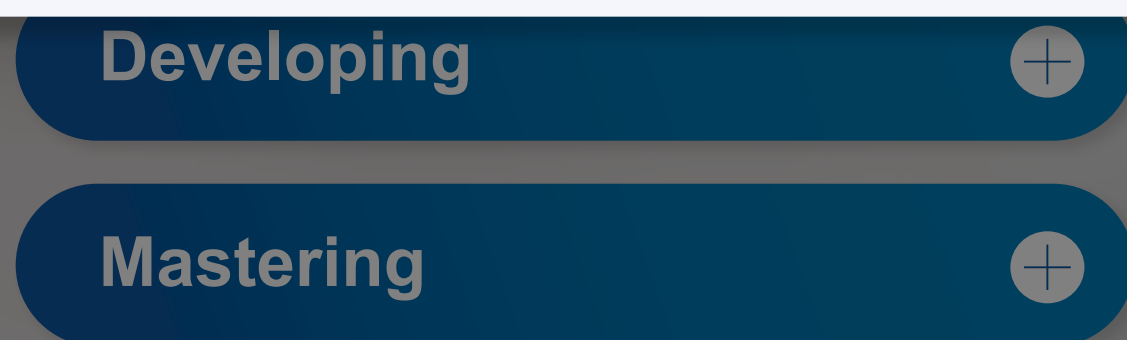
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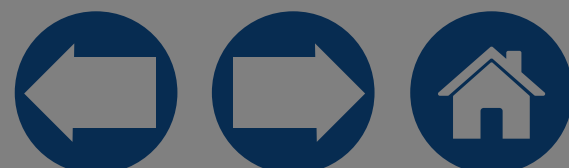
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Data Maturity Assessment for Government: maturity levels	Characteristics
Emerging	<ul style="list-style-type: none"> <li>• Data is used but is not a priority.</li> <li>• Data seen as an IT or administrative responsibility.</li> <li>• Use of or access to data is limited to specialist staff.</li> <li>• Lack of awareness about the value of data held in the organisation.</li> <li>• Ownership of and responsibility for data is not well communicated.</li> <li>• Disconnect between business leadership and data leadership.</li> <li>• Focus is on highest profile processes and outputs only</li> </ul>



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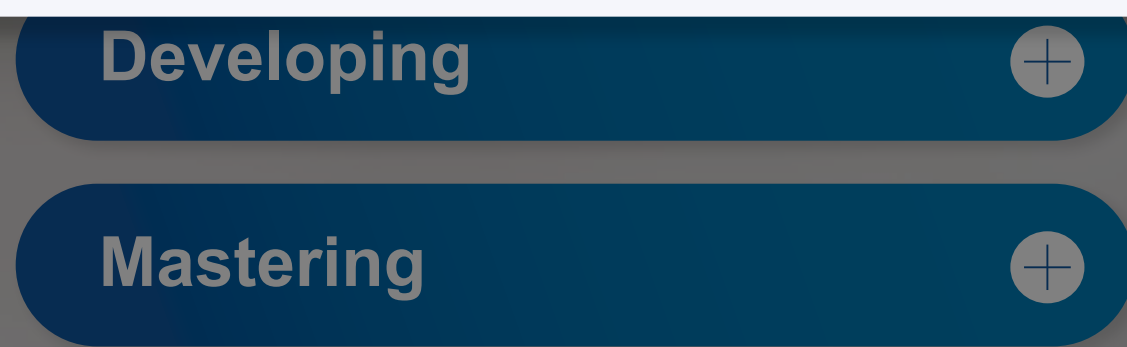
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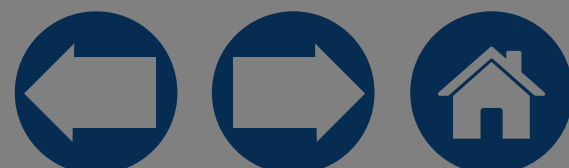
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Data Maturity Assessment for Government: maturity levels	Characteristics
Learning	<ul style="list-style-type: none"> <li>• Data and analytical literacy valued in leadership roles.</li> <li>• Legal and policy requirements are firmly embedded and widely understood.</li> <li>• Senior strategic leaders appreciate the importance of data.</li> <li>• Staff engagement with data extends beyond IT or administrative roles.</li> <li>• Non-expert staff require support from specialist users to work with data.</li> <li>• Broad drive and desire to improve data capability.</li> <li>• Intentional breaking down of silos.</li> </ul>



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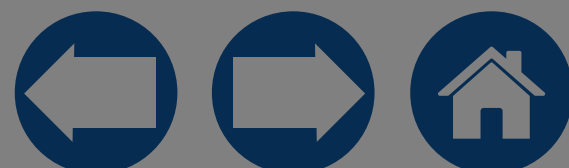
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Data Maturity Assessment for Government: maturity levels	Characteristics
Developing	<ul style="list-style-type: none"> <li>• Beginning to embed policies and practices across organisation.</li> <li>• Non-expert data users have little or no reliance on specialist support.</li> <li>• Some external outreach and engagement.</li> <li>• Regular review of policies and practices.</li> <li>• Data consistently seen as a priority.</li> <li>• High levels of engagement with data from all staff.</li> <li>• Deep capability.</li> <li>• Implementation of practices across organisation may be inconsistent</li> </ul>

Mastering 

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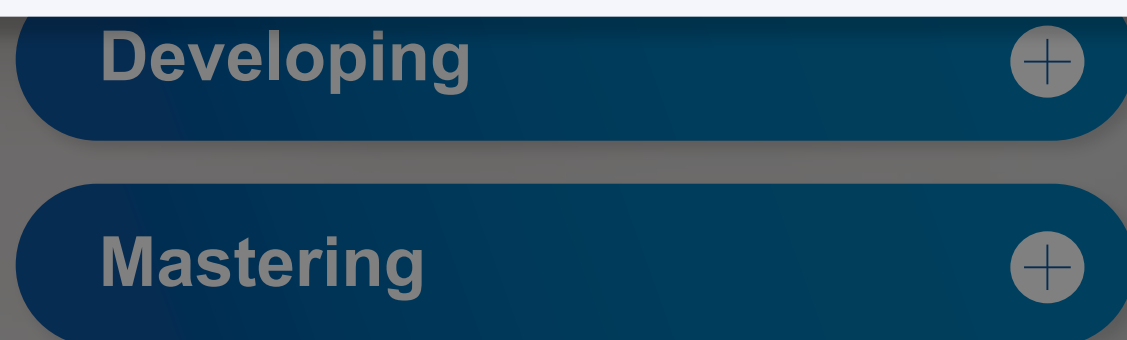
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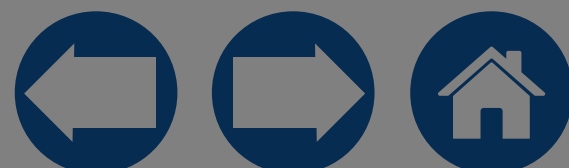
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Data Maturity Assessment for Government: maturity levels	Characteristics
Mastering	<ul style="list-style-type: none"> <li>• Seen as an exemplar.</li> <li>• Consistently proactive.</li> <li>• Organisation-wide implementation.</li> <li>• Strong internal and external engagement.</li> <li>• Clear understanding of needs and proportionate responses.</li> <li>• Futureproofing and prediction of future needs.</li> <li>• Broad and deep capability.</li> </ul>

More detail is available in the full assessment methodology, which outlines the characteristics of varied levels of maturity in



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# Example dashb

Examples of

Examples of

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Data manag

EDI data and

Best practice

## Legal Services Board (LSB)

The Diversity Dashboard by LSB in the UK offers a range of resources, including interactive charts, tables, and reports, all of which are regularly updated. It allows users to compare diversity statistics across law firms, regions, and different areas of legal practice.

[Diversity Dashboard - The Legal Services Board](#)

## NHS England

The NHS England dashboard offers a comprehensive collection of tools and resources designed to support the discovery phase of healthcare initiatives. From research materials to innovative solutions, the user-friendly dashboard provides a one-stop platform to aid healthcare professionals in their quest to find creative and effective solutions to improve patient care and outcomes.

[Discovery phase tools and resources](#)

## UK Civil Service

The Civil Service Diversity and Inclusion Dashboard showcases the importance of identifying and analysing relevant data, presenting it visually through charts and graphs, incorporating interactive elements for deeper exploration, and providing clear context and explanations for the data presented.

[Civil Service Diversity and Inclusion Dashboard](#)



## Example dashboards

Examples of

Examples of

## Reference

Data management

EDI data and

Best practice



### Lloyd's Banking Group PLC

The Lloyd's 2023 Culture Dashboard showcases key metrics, trends and insights into the organisation's values, diversity, inclusion and overall employee experience. Through interactive charts, graphs and dynamic content, visitors can explore and understand the efforts and progress made by Lloyd's in promoting a positive and inclusive work environment.

[2023 Culture Dashboard](#)

### PricewaterhouseCoopers (PwC)

This PwC dashboard example is a comprehensive visual representation that is designed to provide an overview of various aspects of an organisation's culture and track progress. It provides a user-friendly and visually appealing interface.

[pwc-culture-dashboard-example.pdf](#)

### Walmart

The Equity & Inclusion at Walmart & Beyond dashboard provides monthly-refreshed data on the representation and movement (hires, promotions and exits) of women and people from ethnic minorities within the company's respective organisations.

[Equity & Inclusion at Walmart & Beyond](#)

### University of Colorado Boulder

The dashboards on this page offer a visual representation of the University of Colorado Boulder's Campus Culture Survey data, allowing reads to easily understand and analyse the results. These dashboards present information on various aspects of campus culture, such as student experiences, faculty and staff perceptions, and community engagement.

[Diversity, Equity and Inclusion: Campus Culture Survey Results](#)

## Example dashb

Examples of

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EDI data and

Best practice

### NFCC Data Management Framework

Guidance on data management, including developing a data strategy to build technical capacity and capability, and ensuring preparedness in respect of systems, skills and processes.

[Data Management Framework \(NFCC\)](#)

### Data visualisation e-learning course

An introductory-level course for anyone who has to create data visualisations for internal or external communications.

[Data visualisation e-learning \(Government Analysis Function\)](#)

### Making analytical publications accessible

Guidance to help those who produce government analysis and statistics to meet the UK accessibility regulations.

[Making analytical publications accessible \(Government Analysis Function\)](#)

### Data visualisation: dashboards

Guidance on what to consider when designing and publishing dashboards.

[Data visualisation: dashboards \(Government Analysis Function\)](#)

### Guidance hub

A hub containing resources and reference information to help with all aspects of analytical work.

[Guidance hub \(Government Analysis Function\)](#)





# Example dashb

Examples of

Examples of

# Refer

Data manager

EDI data and

Best practice

## NFCC Equality, Diversity and Inclusion Data Toolkit

Resources and reference information to help with collecting equality, diversity and inclusion data.

[Equality, Diversity and Inclusion Data Toolkit \(NFCC\)](#)

## Gender pay reporting guidance

Guidance for employers on gender pay gap reporting, including preparing data and making calculations.

[Gender pay gap reporting: guidance for employers \(GOV.UK\)](#)

## Ethnicity pay reporting guidance

Guidance for employers on how to measure, report on and address any ethnicity pay differences within their workforce.

[Making analytical publications accessible \(Government Analysis Function\)](#)



# Examples of dashboards

Examples of

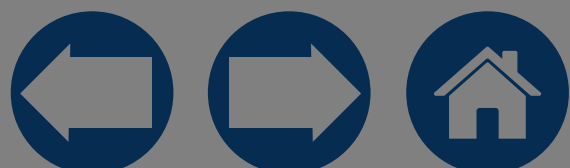
Examples of

## Refer

Data management and analysis insights

EDI data and reporting

Best practice



### Power BI

Power BI customer success stories

[Power BI customer stories \(Microsoft\)](#)

