



► The data that employers' and business membership organizations collect and generate

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This reference guide provides employers' and business membership organizations (EBMOs) with essential information on the data that they collect and generate. It supplements the ***Guidance for Employers' and Business Membership Organizations to Position and Use Data as a Strategic Asset*** handbook.

► What are data?

The term “data” refers to information, knowledge and insights that can support effective decision-making. Data comprise raw facts and values recorded in a structured way, such as in a database or spreadsheet. It also includes all unstructured informational resources used or created by an EBMO. EBMOs have access to a range of useful external data, including government policies and regulations, and they also generate and use their own digital and physical data. Physical data may exist in the form of paper membership subscription or training records and research survey responses. Digital data may exist in internet records, e-mail addresses, internet-connected computers, voicemail systems and networked printers.

Stewardship over data sets is the intentional management and oversight of an EBMO's data assets, and good governance principles suggest this is controlled by a data management strategy – a plan for how to improve how the organization collects, analyses, secures, shares, retains and retires data.

► What data do EBMOs collect and generate?

EBMO departments, units or divisions collect and generate data that can support decision-making at the strategic, organizational and operational levels. EBMOs operate in a fast-changing environment, which demands using data to support decision-making rather than relying on intuition or instinct to make decisions.

An EBMO should establish procedures or systems to intentionally collect, store and use data for more informed decision-making. It can also unintentionally collect data when information is gathered in an indirect manner (such as website statistics measuring website traffic). Ultimately, EBMOs that treat data as an asset will make well-informed decisions and provide members with high-quality services.

Membership department, unit or division

The membership section is responsible for collecting and maintaining a database of member contact information and profiles, history of interactions with the EBMO, membership fee due dates, relevant interests and more. Membership data can be divided into member profile data and member satisfaction and needs data, as the following explains.

- Member profile data include members' contact information, such as focal points, business and mailing addresses, email and telephone numbers; demographic information, including sector, number of employees and turnover; membership history and current status. At the macro level, this type of data is useful to monitor overall membership composition and

changes over time. At the more micro level, this type of data is useful for the targeting of communications and outreach to specific members.

- ▶ Member satisfaction and needs data refer to members' feedback on EBMO policy work, services and assistance. This type of data is collected through periodic surveys or assessments and conversations between an EBMO and its members, among other channels. Such data can be used to continually improve the effectiveness of an EBMO's processes or services.

Policy department, unit or division

The policy section collects and generates data on issues of members' interest or concern and specific positions on policy matters. They also evaluate the effectiveness and impact of the EBMO's lobbying and advocacy. The data are collected through conversations, consultation workshops and targeted surveys with members.

Such data can be used to strengthen advocacy positions and shape the design of policy positions put forward.

Communications department, unit or division

The communications section generates data on written or oral exchanges with members as well as details and content of an EBMO's newsletters, emails, website updates, social media posts, media mentions, downloads and distribution of annual reports and other publications. Communications data are used to highlight an EBMO's work and achievements across advocacy, research and training. This type of data is also used to identify which communication channels have the widest audience and impact, depending on objectives. Such data also can be used to monitor how well an EBMO is informing different business audiences about their activities.

Training department, unit or division

The training section generates data on courses provided, such as topic, description, dates and times, length and group size, the income generated, as well as information on trainers and participants. Training data can include financial information about training operations, such as course costs, fees, the income generated and the minimum

number of participants required to cover costs. This type of data is useful to understand the extent to which an EBMO is addressing businesses' educational needs and to monitor the sustainability of these services.

Research department, unit or division

The research section generates data on research initiatives and outcomes through survey questionnaires, survey responses and subsequent analysis of those responses. Such data can relate to a variety of research topics, including labour law, employment trends, occupational health and safety, industrial relations, wages, skills and human resources trends. EBMOs can use the research data to monitor how research efforts and outcomes progress over time.

Finance, administration and human resources departments, units or divisions

The finance, administration and human resources sections collect data on the EBMO's internal operations and performance. Such data are primarily collected for operational and organizational purposes. The operational EBMO data include annual reports (financial and/or technical) and records, which are used to measure the impact or success of particular initiatives. Organizational EBMO data comprise reports and indicators that are used to monitor activities and performance and to manage the EBMO's structure and human resources.



Do you think about the value of different kinds of EBMO data? Do you know how to reduce risks due to mishandling data? Use the data self-assessment tool to assess whether data used at your EBMO is PRECIOUS: proprietary, required, essential, confidential, inimitable, original, unique and/or significant.

Access the tool in the *Guidance for Employers' and Business Membership Organizations to Position and Use Data as a Strategic Asset* handbook.

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