### MAKING CONNECTIONS, MAKING A DIFFERENCE







**CENTER** 0

**⊸The National Transit Workforce Conference** 

 $ilde{\ }$  November 11 – 13, 2024  $\cdot$  Baltimore, MD  $ilde{\ }$ 

# Safety Briefing

- Note your location: Hilton Baltimore Inner Harbor, Floor 1.
- Identify your nearest exits.
- Automated system will alert attendees if we need to evacuate the building.
  - Use stairs, not elevators. Anyone unable to use the stairs will be assisted by fire department at the stairwell.
  - Our assembly point is Northwest Warehouse, 333 West Camden Street, just behind the Sports Legend Museum and adjacent to the ballpark.
- In the event of medical emergency, call 911 from a cell phone (if no cell phone, use house phone). Security (443-683-8801) will also assist. Hotel has qualified staff to perform first aid and operate CPR.
- To report emergencies to the hotel, dial 65 on a house phone.





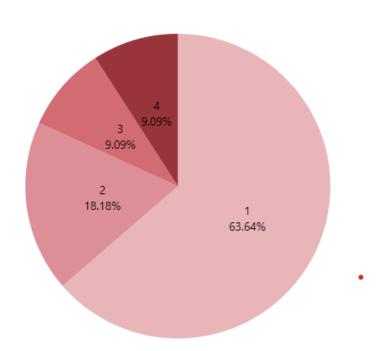
# **Elevating Your Workforce Data**

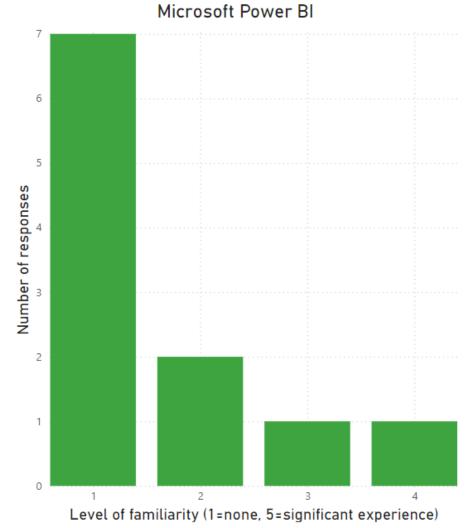
The Power of Interactive Visualizations for Analyzing

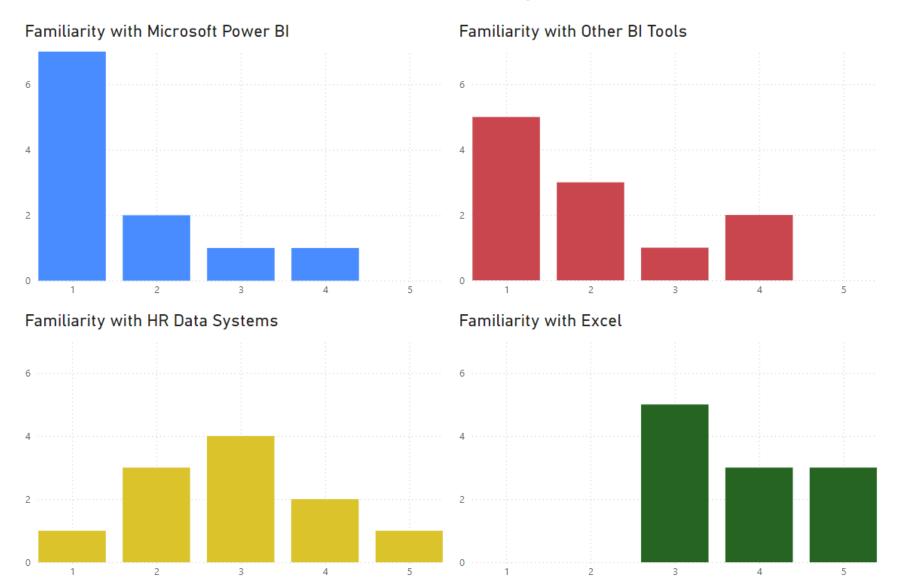






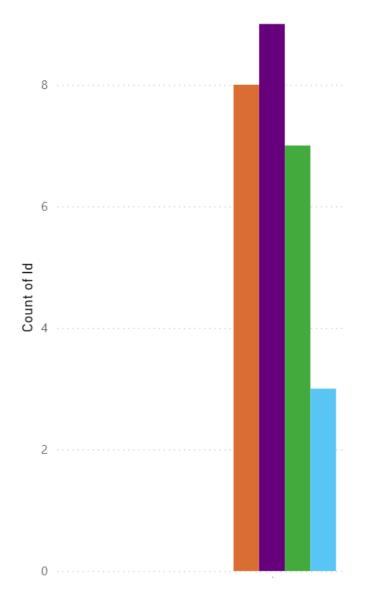










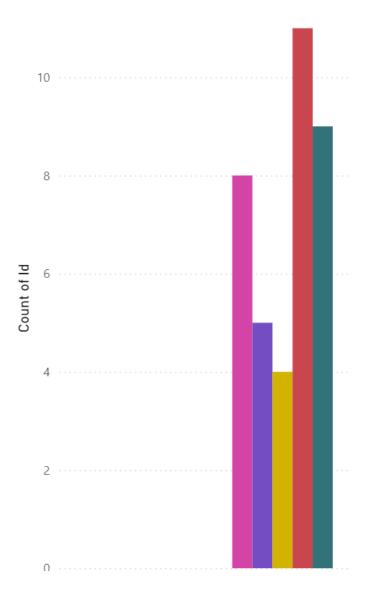


### **Value**

- Employee demographic data (e.g. gender, race, age)
- Employment outcomes (e.g. retention / turnover rates, vacancies, etc.)
- Performance metrics (absenteeism, accidents, etc.)
- Training assessment records







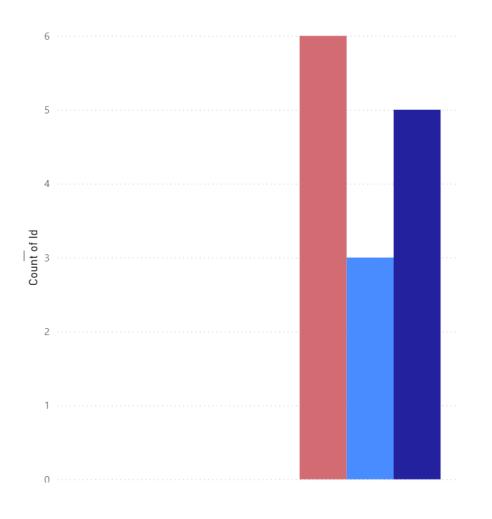
### Value

- Foundation in dashboard design
- Foundation in data cleaning and analysis
- Improve existing dashboard / BI (business intelligence) skills
- Learn from fellow attendee colleagues about workforce data practices
- Learn new data visualization skills





# Why Did You Register for This Intensive?



### Value

- Already tracking data but interested in options for visualizing data
- Planning for a new workforce initiative that will require data tracking
- Want to begin tracking workforce data





# **Andrew Carpenter**

Director, National Center for Applied Transit Technology





# The Importance of Data Dashboards

The National Center for Applied Transit Technology (N-CATT)

Making Connections '24 | November 11, 2024

# The National Center for Applied Transit Technology

- Walking small transit agencies through the technology landscape
- Producing resources on adopting emerging technologies
  - Data literacy, scheduling/dispatching software strategies, fare payment technologies
  - Lessons learned, trends, strategies
- Providing in-depth technical assistance to adopting new tech
  - Technical Assistance Teams
  - State Technology Summits
  - Hands-On Workshops



### **STTATs**

- One-on-one technical assistance with N-CATT staff and consultants.
- Support in identifying and making progress on technology goals.
  - Assess current processes and tech opportunities for improvement.
  - Develop roadmaps for achieving tech goals, alternatives assessments, tech specifications, procurement strategies.
  - Provide support for implementation plans and procurements.
- These have led to:
  - AV Feasibility Study
  - Microtransit Deployment Strategies
  - Alternatives analyses and technical specifications for upgrading fare payment systems.



## The Data Literacy Initiative

### Survey Data Literacy **Provide Training** Provide Expert TA Create Resources • Identify critical areas • Develop training on • Help agencies deliver • Produce readily accessible online of improvement collecting, managing, their desired results in improving mobility and making decisions resources • Understand capacity from data and transit • Emphasize benefits to develop knowledge within • Developed in concert of emerging tech, small-urban, rural, with NTI, AASHTO, investment/partnersh and tribal agencies and other FTAip opportunities, and funded TA Centers legislative changes

# Contextualize Dashboards

### What is a data dashboard?

- A quick-reference, usually real-time, dynamic visualization of key performance indicators
- "summary of different but related data sets, presented in a way that makes [that] information easier to understand" – <u>Tableau</u>

### Why are they important?

- Spot problems in their early stages to begin addressing them
- Quickly communicate important information
- Analyze trends to inform decisions

# Why Data Dashboards?



Real-time information to manage day-today operations



High-level information to inform strategic insights, business performance, and long-term planning



In-depth analysis to uncover trends and patterns to inform decision-making



**Purpose**: Provide real-time insights into operational processes to manage day-to-day activities



**Audience**: Operational managers, Supervisors, Dispatchers, Passengers



**Example Use Cases**: On-time performance tracking, customer service response

# Operations and Performance Management

# Strategic and Business Intelligence



**Purpose**: Offer high-level strategic insights, overall business performance and long-term planning



Audience: Management, Boards, Funders



**Example Use Cases**: Assessing market trends and overall agency health



**Purpose**: Enable in-depth analysis to uncover trends and patterns for informed decision-making



Audience: Planners, Analysts



**Example Use Cases**: Identifying anomalies, future route planning

# Analytical and Diagnostic

# Considerations for Dashboards

Either time- or techintensive if you want regularly updated information

Doesn't displace more intense analyses for longterm planning

## How to Create a Data Dashboard



Define your audience and goals

2

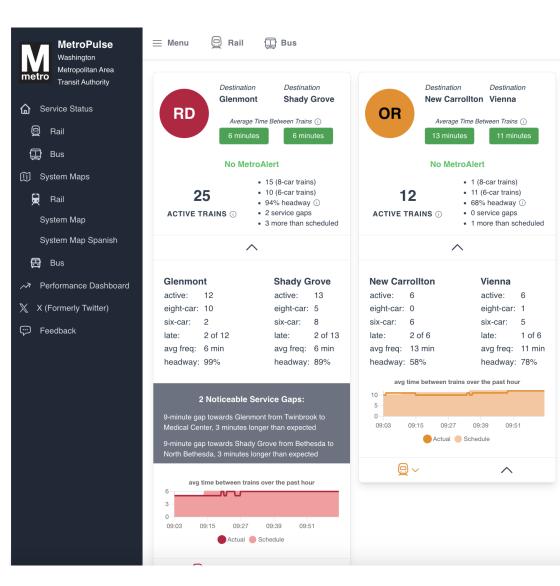
Choose your data

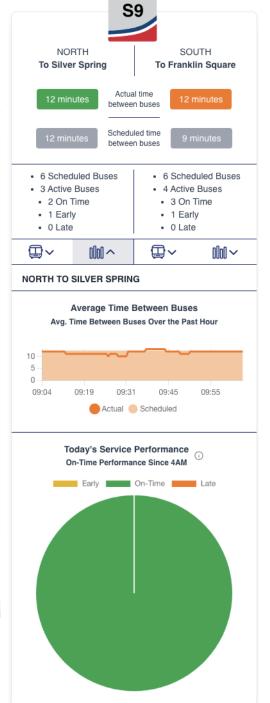
3

Choose your visualizations

# What do you want to measure?

# What does a good dashboard look like?





# What does a good dashboard look like?

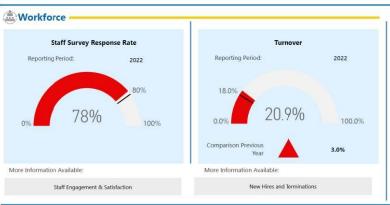
CapMetro KPI Dashboards

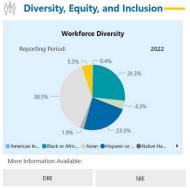




















**Questions?** 









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### N-CATT Staff



## What Can Go in Your Dashboard?

### Characteristics of your workforce

- Worker demographics
- Number / percent of employees by occupation
- Hours worked; full-time vs. part-time employees

### Compensation and advancement

- Wages (averages / range; overall and by occupation)
- Promotions and career trajectories





## What Can Go in Your Dashboard?

### Retention and turnover

- Number of vacancies (overall, over time, by occupation)
- Separations (retirements, quits, fires)
- Retention / turnover rate, espec. before and after implementation of a workforce development program

### Mentorship / training effectiveness

- Absenteeism, attendance
- Grievances, complaints, compliments
- Accidents, moving violations







## What Can Go in Your Dashboard?

Effectiveness of training / apprenticeship / other workforce programs & related cost savings

- Program entry v. completion metrics
- Pre- & post-test knowledge scores, exam pass rates
- Mean distance between failures
- Parts and labor costs
- Bus spare ratios
- Worker satisfaction scores (on programs or overall)







# **Discussion: example metrics**

| GLOBAL                                    |
|---|
| Stakeholder buy-in                        |
| Time to implement                         |
| Cost to implement                         |
| Full return on investment                 |
| Sustainability                            |
| RECRUITMENT                               |
| Time to fill position                     |
| New-hire turnover within the first year   |
| Offer-to-acceptance ratio                 |
| New-hire turnover during initial training |
| New-hire performance ratings              |
| Recruiting cost ratio                     |
| RETENTION                                 |
| Employee voluntary turnover rate          |
| Cost to fill open positions               |
| Diversity turnover                        |
| Employee engagement                       |
| Impact of turnover on employee knowledge  |

| TRAINING AND DEVELOPMENT  |
|---|
| Pre- and post-training knowledge/skill testing                                |
| <b>Employee performance post-training</b>                                     |
| Percent of employees rating training as job-relevant                          |
| Impact of training on system operations, safety, and customer service         |
| Percent of trainees satisfied with training                                   |
| Recency of training materials   |
| PROFESSIONAL CAPACITY BUILDING  |
| Timeliness of task completion   |
| Timeliness of scheduled activities  |
| Percentage of employees who participate in employee development opportunities |
| Percentage of jobs filled internally  |
| Percentage of operational supervisory positions filled by frontline personnel |
| Employee involvement in organization's decision making                        |
| Percentage of positions with an up-to-date job                                |

Which of these metrics do you think are most valuable?

Would it be feasible in your organization to combine these metrics into a report or dashboard?

### Source:

**TCRP Report 162: Building** a Sustainable Workforce in the Public Transportation Industry — **A Systems Approach** (2013)



description



## **Q** Discussion: example metrics

How / where are workforce data stored?

What other data systems does your organization use?

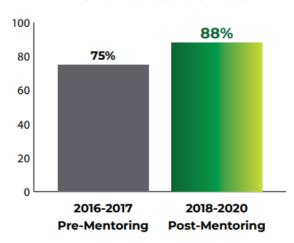
Are these systems connected?



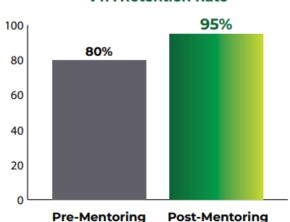


### **How Could You Visualize Trends?**

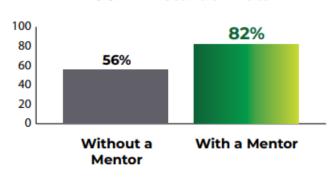




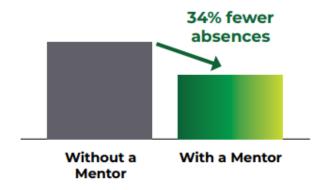
**VTA Retention Rate** 



### **GCRTA Retention Rate**



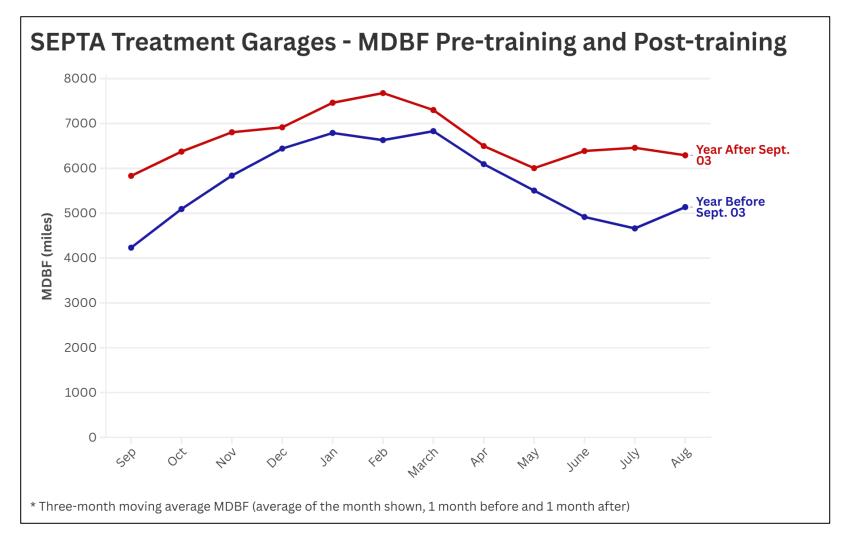
**GCRTA Absence Rate** 







## How Could You Visualize Trends?



# TWC Transit Workforce Data Dashboard





## **Q** Data Visualization and Business Intelligence (BI) Platforms

### **Microsoft Excel**

- Included in Microsoft Office
- Easy learning curve

### **Google Sheets**

- Free
- Easy learning curve





## Data Visualization and Business Intelligence (BI) Platforms

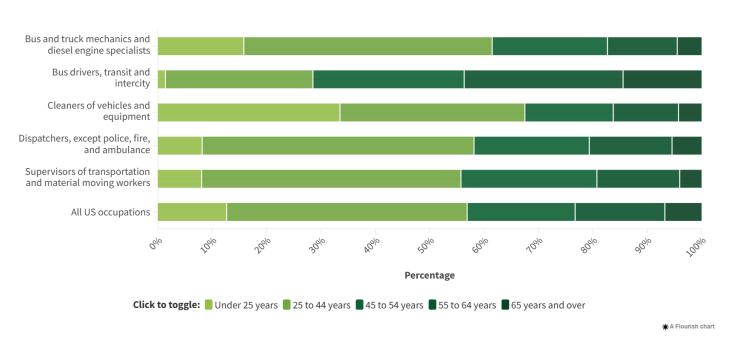
### **Flourish**

- Free version available
- Easy learning curve
- User-friendly interface
- Wide variety of standard and unique chart options

### **Datawrapper**

Free version available

### **Employment by Age**



Source: TWC analysis of U.S. Bureau of Labor Statistics, 2023. Labor Force Statistics from the Current Population Survey. Employed persons by detailed occupation and age [Annual averages for 2023]. Retrieved from: https://www.bls.gov/cps/cpsaat11b.htm, February 20, 2024





### Data Visualization and Business Intelligence (BI) Platforms

#### R or Python

- Free
- Coding required
- Can be used with other tools, like **Plotly**
- More powerful in terms of options and flexibility

```
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                                                                                                                                                                                                                                  Mark The Import Dataset * 4 243 MiB * 4
                                                                                                                                                                                                                                                                                                    E List - C
                                                                                                                                                                                                                                  age exit chart List of 11
      setwd("C:/Users/Doug Nevins/TLC Dropbox/Douglas Nevins/Doug Folder/MC24 datasets session")
                                                                                                                                                                                                                                  age_exit_chart__ List of 8
      EP <- read_csv("EP download 10.13.24 table 10 cleaned UTF-8.csv")
      CPS_age <- read_csv("CPS 11b age 10.13.24 cleaned.csv")
                                                                                                                                                                                                                                                         601 obs. of 10 variables
      combined <- inner_join(EP, CPS_age, by = c("2023 National Employment Matrix title" = "Occupations"))</pre>
       age_exit_chart <- combined %>%
        ggplot(aes(x=`Median\n age`, y=`Labor force exit rate, 2023-33 annual average`,
                                     "Median Age:", `Median\n age`, "<br>",
"Exit Rate:", `Labor force exit rate, 2023-33 annual average`))) +
           geom_point() +
                                                                                                                                                                                                                                  transfer exit n_ List of 11
           theme_minimal()
                                                                                                                                                                                                                                  Otransfer exit n List of 8
       age_exit_chart
       library(plotly)
library(htmlwidgets)
       age_exit_chart_interactive <- ggplotly(age_exit_chart, tooltip = "text")
      htmlwidgets::saveWidget(age_exit_chart_interactive, "age_exit_chart.html", selfcontained = TRUE)
      browseURL("age_exit_chart.html")
         ggplot(aes(x='Occupational transfer rate, 2023-33 annual average', y='Labor force exit rate, 2023-33 annual average',
                     Color = "medianty age," [2023 National Employment Matrix title', "cbr>", text = paste("Dccupation:", '2023 National Employment Matrix title', "cbr>", "Median Age:', "Median'n age, '<br/>"Occupational Transfer Rate:", 'Occupational transfer rate, 2023-33 annual average', "cbr>",
        scale_color_gradient(low = "yellow", high = "red") +
theme_minimal()
      transfer_exit_chart_interactive <- ggplotly(transfer_exit_chart, tooltip = "text")
     htmlwidoets::saveWidoet(transfer exit chart interactive, "transfer exit chart.html", selfcontained = TRUE)
R 4.4.0 - C/Users/Doug Nevins/TLC Dropbox/Douglas Nevins/Doug Folder/MC24 datasets session/
```





### **Data Visualization and Business Intelligence** (BI) Platforms

#### **Tableau**

Paid

#### **Power BI**

Free version included in Microsoft Office

#### **Looker / Looker Studio**

Free version available



# Quick 15-minute break





### **Discussion:** workforce data in your organization

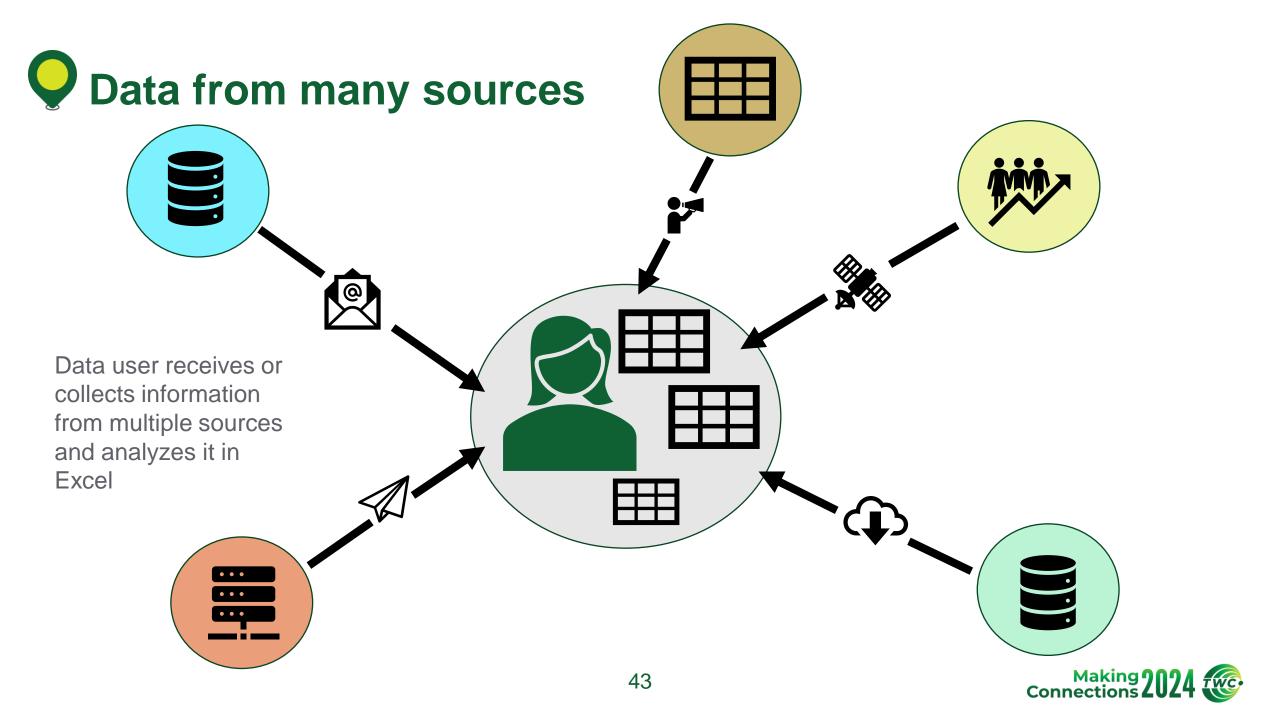
What workforce programs, if any, are you tracking and analyzing data for?

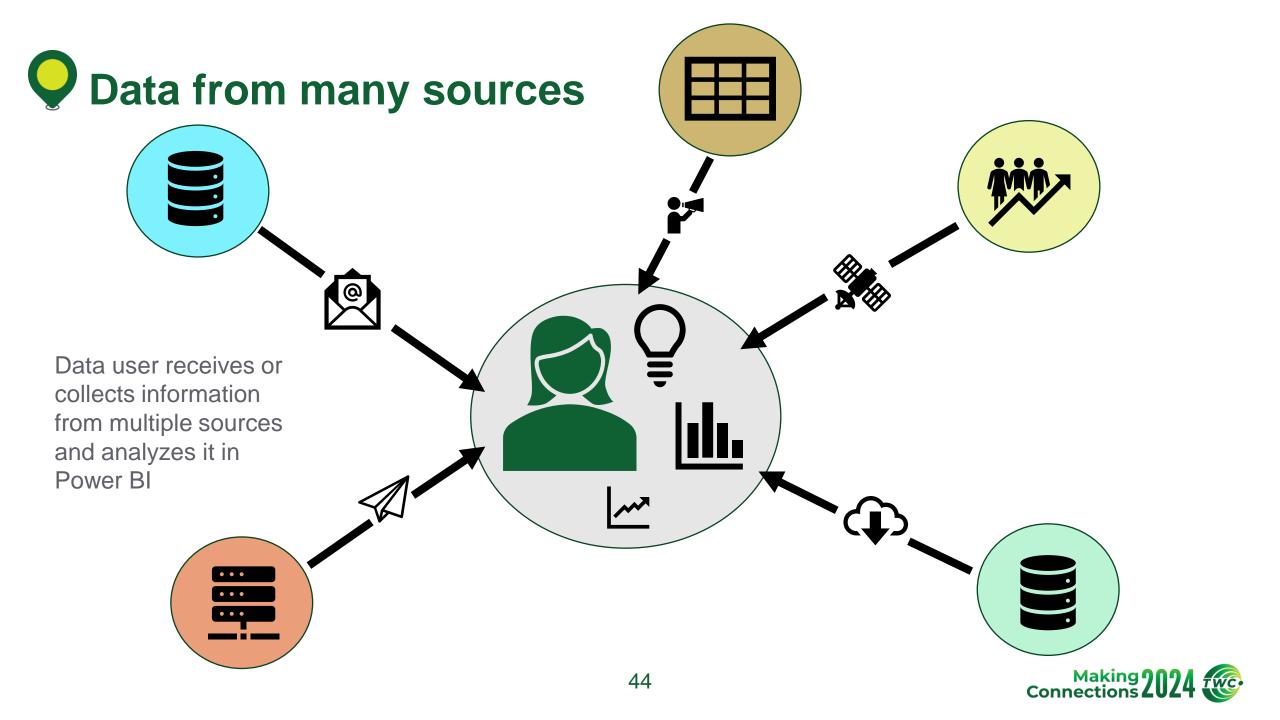
What types of visualizations, charts, or other summaries of data do you find most effective?

Least effective?

Any examples?

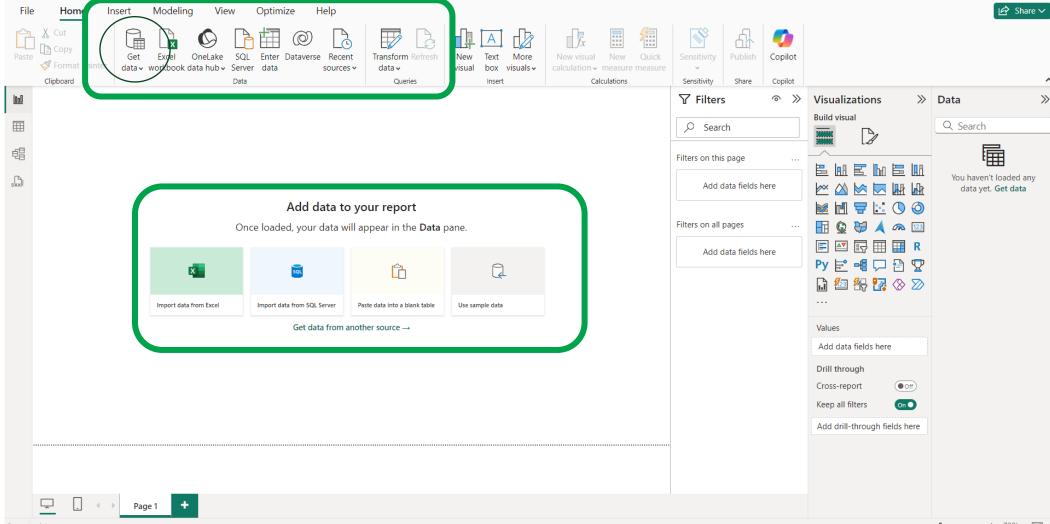






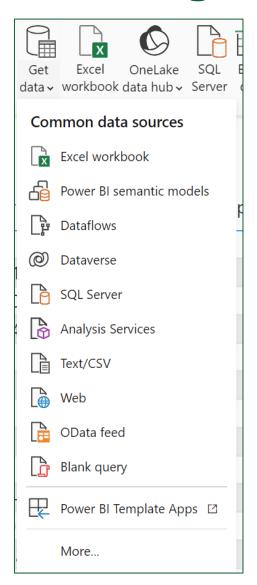


# Accessing data sources in Power BI





### Accessing data sources in Power BI



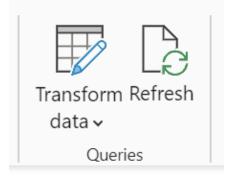


Power BI can pull data from many sources including data stored online (shared documents in the cloud, databases, websites)

Data stored online or in a file can be refreshed to reflect changes

And transformed to ensure a clean format for further analysis

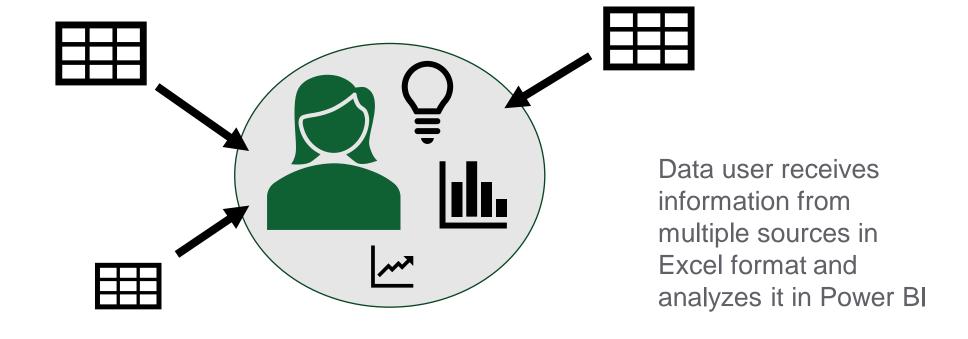








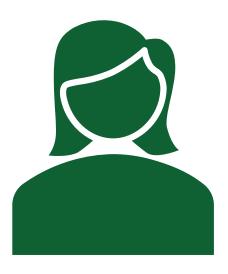
# **Scenario** for today





### Scenario for today

#### Our protagonist



- Managing a workforce initiative
- User of data collected by other stakeholders and stored in multiple systems
- Currently analyzes available data in Excel and cannot easily combine data from multiple sources





#### Employee info

| First Name | <b>Last Name</b> | ▼ Employee ID | <b>→</b> Role | Start Date | End Date   | Birth date | Garage           |
|------------|------------------|---------------|---------------|------------|------------|------------|------------------|
| firo       | dimplefrost      | 7742          | Bus operator  | 1/1/2014   | 5/12/2014  | 12/21/1975 | Starlight Harbor |
| sagramor   | farfoot          | 2884          | Bus operator  | 1/1/2014   |            | 4/27/1965  | Foggrove Post    |
| coneth     | hammerroar       | 4462          | Bus operator  | 1/1/2014   | 10/24/2021 | 9/6/1978   | Maplepoint Camp  |
| itior      | eagleshadow      | 9688          | Bus operator  | 1/1/2014   | 4/3/2014   | 10/21/1985 | Shadow Outpost   |
| bear       | silvermuddle     | 3488          | Bus operator  | 1/1/2014   |            | 5/16/1983  | Foggrove Post    |
| wuzin      | alpenswallow     | 4660          | Bus operator  | 1/1/2014   | 11/30/2014 | 6/30/1969  | Foggrove Post    |
| bero       | longfoot         | 9557          | Bus operator  | 1/1/2014   |            | 1/16/1975  | Foggrove Post    |
| ofaris     | shadevale        | 8071          | Bus operator  | 1/1/2014   | 2/18/2015  | 8/17/1976  | Maplepoint Camp  |
| flix       | blackfoam        | 2511          | Bus operator  | 1/1/2014   | 9/3/2019   | 10/16/1987 | Starlight Harbor |
| lul        | hopesinger       | 4087          | Bus operator  | 1/1/2014   |            | 5/10/1973  | Foggrove Post    |
| dhiwix     | fusethorne       | 5975          | Bus operator  | 1/1/2014   | 4/18/2014  | 1/6/1983   | Maplepoint Camp  |

#### Incidents

|         |               |        |                 |             |        |            |            | Severity of                   |   |
|---------|---------------|--------|-----------------|-------------|--------|------------|------------|-------------------------------|---|
| ssue ID | <b>▼</b> Date | Time ▼ | Incident type   | Employee ID | Bus ID | ▼ Injury ▼ | Hospital 🔻 | collision (1-5) 🔽 Preventable | ~ |
| 346     | 3/19/2014     | 19:05  | Near collision  | 9688        |        | 669 No     | No         | No                            |   |
| 760     | 082 4/25/2014 | 22:35  | Passenger issue | 4462        |        | 961 No     | No         | No                            |   |
| 133     | .52 5/15/2014 | 23:20  | Near collision  | 7742        |        | 345 No     | No         | No                            |   |
| 487     | 6/10/2014     | 11:40  | Passenger issue | 3488        |        | 669 No     | No         | No                            |   |
| 953     | 7/7/2014      | 7:30   | Passenger issue | 4660        |        | 323 No     | No         | No                            |   |
| 693     | 8/4/2014      | 15:50  | Collision       | 2884        |        | 664 No     | No         | 1 No                          |   |
| 167     | .64 8/14/2014 | 11:40  | Complaint       | 9557        |        | 961 No     | No         | No                            |   |
| 452     | 9/1/2014      | 19:40  | Near collision  | 9746        |        | 294 No     | No         | No                            |   |
| 664     | 9/16/2014     | 20:10  | Complaint       | 4462        |        | 961 No     | No         | No                            |   |
|         |               |        |                 |             |        |            |            |                               |   |



#### Absences

#### 

#### Assessments

|             |   | Pre-test score | Post-test score | Pre-training self- | Post-training self- | Satisfaction   |
|-------------|---|----------------|-----------------|--------------------|---------------------|----------------|
| Employee ID | - | (0-100)        | (0-100)         | assessment (0-10 - | assessment (0-10) 🔻 | score (0-10) 🔽 |
| 3638        |   | 59             | 77              | 6                  | 7                   | 6              |
| 2343        |   | 62             | 72              | 4                  | 9                   | 8              |
| 9253        |   | 35             | 63              | 1                  | 4                   | 5              |
| 2945        |   | 54             | 67              | 4                  | 6                   | 6              |
| 1733        |   | 63             | 78              | 4                  | 7                   | 8              |
| 9592        |   | 37             | 79              | 5                  | 9                   | 10             |
| 6070        |   | 52             | 57              | 6                  | 6                   | 3              |
| 9760        |   | 48             | 96              | 3                  | 8                   | 10             |
| 2768        |   | 52             | 80              | 5                  | 7                   | 7              |
| 7040        |   | 36             | 83              | 3                  | 9                   | 9              |
| 6350        |   | 42             | 69              | 4                  | 6                   | 6              |
| 4739        |   | 53             | 90              | 1                  | 8                   | 10             |
| 3805        |   | 37             | 91              | 6                  | 10                  | 10             |



#### Maintenance

| Month Year | Miles traveled | Mechanical failures |
|------------|----------------|---------------------|
| Jan-14     | 2,243          | 8                   |
| Feb-14     | 2,200          | 9                   |
| Mar-14     | 2,129          | 13                  |
| Apr-14     | 2,174          | 14                  |
| May-14     | 2,044          | 8                   |
| Jun-14     | 2,155          | 13                  |
| Jul-14     | 2,118          | 12                  |
| Aug-14     | 2,155          | 13                  |
| Sep-14     | 2,264          | 10                  |
| Oct-14     | 2,024          | 13                  |
| Nov-14     | 2,231          | 6                   |
| Dec-14     | 2,000          | 14                  |
| Jan-15     | 2,267          | 12                  |

#### Monthly Statistics

| Month Year | New employees | <b>Employees leaving</b> | <b>Employees at start of Month</b> | Employees at end of Month |
|------------|---------------|--------------------------|------------------------------------|---------------------------|
| Jan-14     | 52            |                          | 52                                 | 52                        |
| Feb-14     |               |                          | 52                                 | 52                        |
| Mar-14     |               |                          | 52                                 | 52                        |
| Apr-14     | 2             | 4                        | 52                                 | 50                        |
| May-14     | 4             | 3                        | 50                                 | 51                        |
| Jun-14     | 1             |                          | 51                                 | 52                        |
| Jul-14     | 1             | 1                        | 52                                 | 52                        |
| Aug-14     |               | 1                        | 52                                 | 51                        |
| Sep-14     | 3             | 4                        | 51                                 | 50                        |
| Oct-14     | 3             | 4                        | 50                                 | 49                        |
| Nov-14     | 3             | 4                        | 49                                 | 48                        |
| Dec-14     | 2             | 2                        | 48                                 | 48                        |
| Jan-15     | 7             |                          | 48                                 | 55                        |



### **Q** Data Cleaning Steps

- Remove missing data (but first figure out why it's missing)
- Remove duplicate rows
- Remove outliers (maybe!)
- Recode variables if needed
- Basic visualizations—does what you're seeing make sense?
- Tidy your data





#### Data are tidy when:

- Each variable is a column; each column is a variable
- Each observation is a row; each row is an observation
- Each value is a cell; each cell is a single value

#### Messy

| Country     | 1999       | 2000       |
|-------------|------------|------------|
| Afghanistan | 19987071   | 20595360   |
| Brazil      | 172006362  | 174504898  |
| China       | 1272915272 | 1280428583 |

Tidy

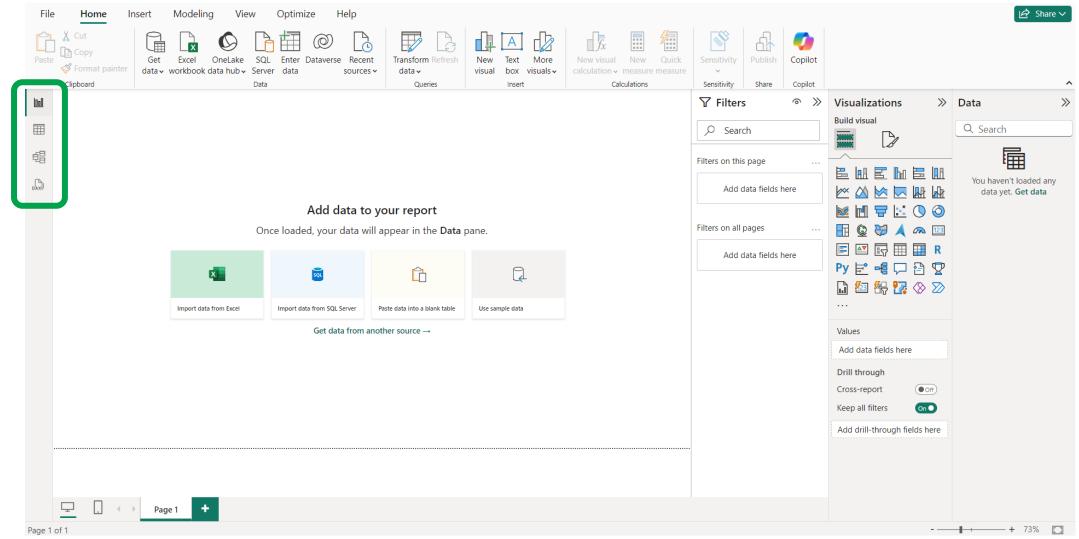
| Country     | Year | Population |  |  |
|-------------|------|------------|--|--|
| Afghanistan | 1999 | 19987071   |  |  |
| Afghanistan | 2000 | 20595360   |  |  |
| Brazil      | 1999 | 172006362  |  |  |
| Brazil      | 2000 | 174504898  |  |  |
| China       | 1999 | 1272915272 |  |  |
| China       | 2000 | 1280428583 |  |  |

Sources: CRAN, Stack Exchange





# **Power BI Home Page**



# **O** Different views



Report view

In the report view, you can develop and edit the visualizations, filters, buttons, etc. in your dashboard.



Table view

In the table view, you can view your datasets as tables and add columns based on the existing data.



Model view

In the model view, you can see relationships between your datasets and create/edit "connections" or linkages between columns (if the same variable appears in multiple datasets).

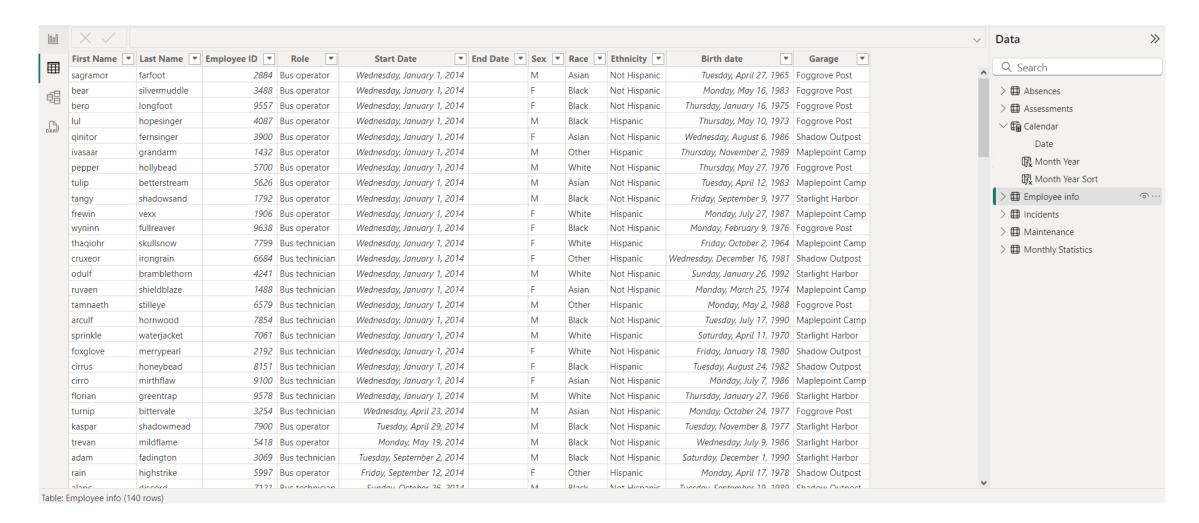


DAX query view

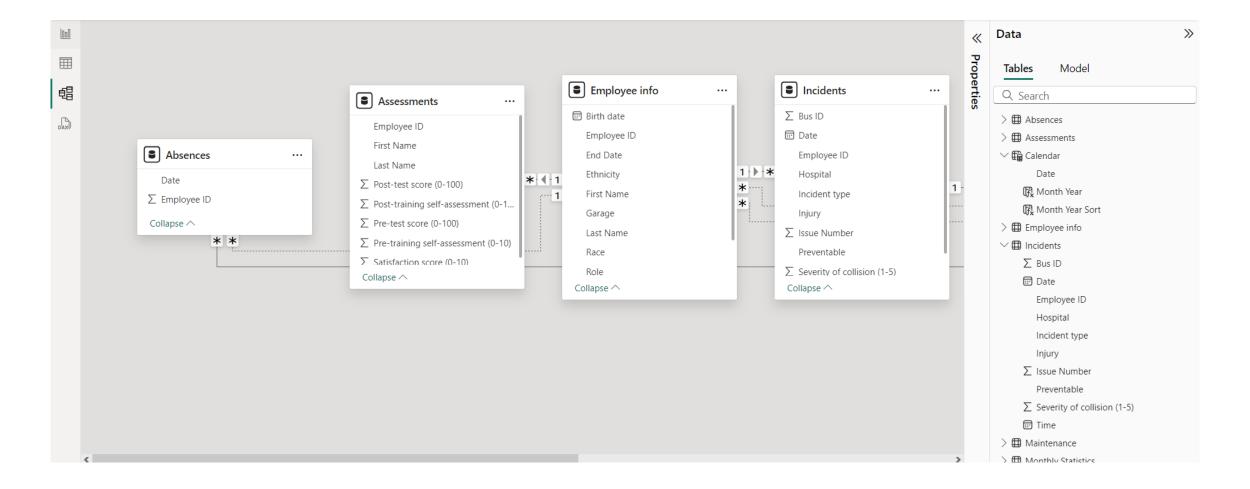
In DAX query view, you can use Power BI's coding language to perform more complex calculations and data manipulations with your datasets.



# **Q** Table View

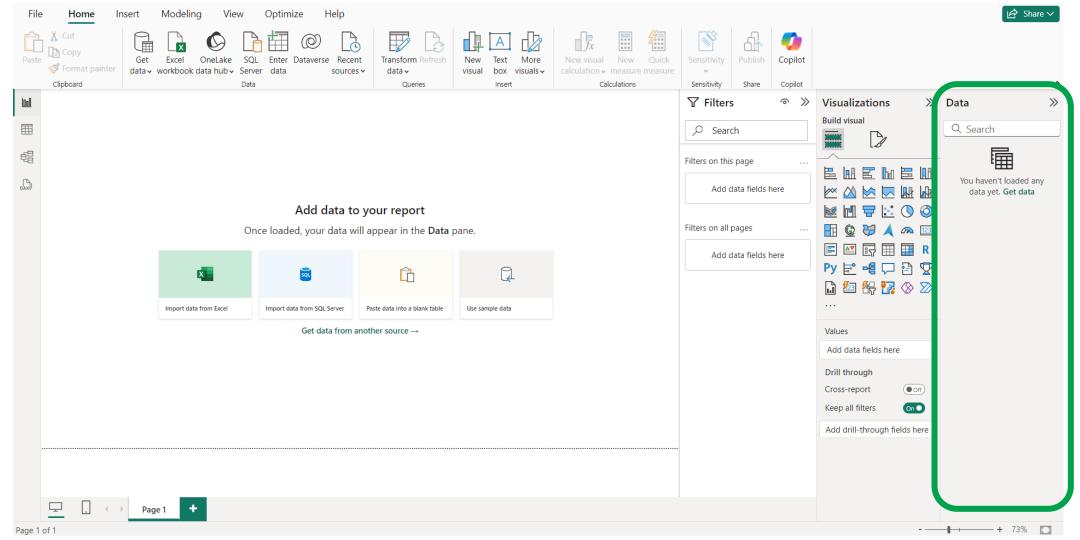


# **Q** Model View

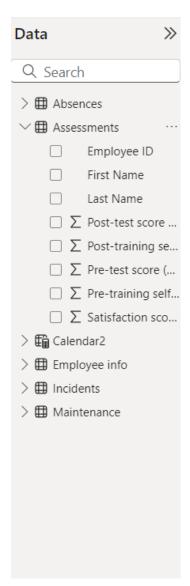




### **Power BI Home Page**



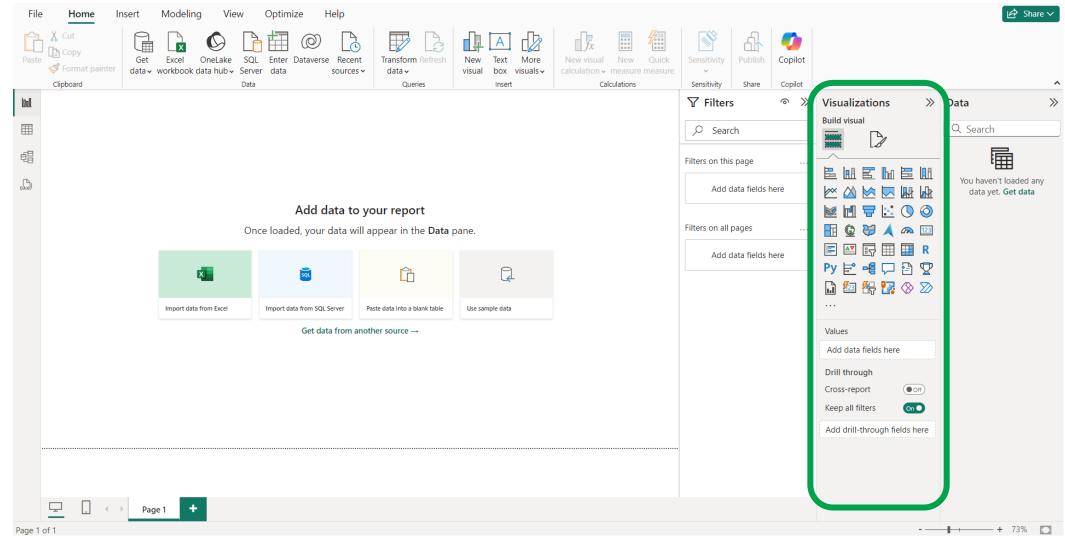
# Data



- The data sidebar shows all your datasets, which you can expand to view the variables/columns.
- You can select these column names when creating a visualization.

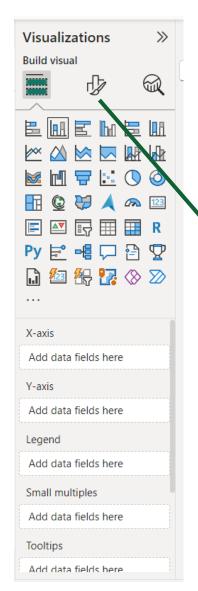


# **Power BI Home Page**





### Visualizations

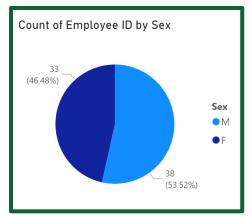


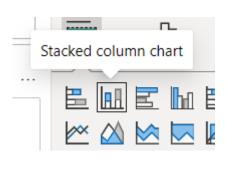
- Use the visualization sidebar to create and edit your charts and slicers (filters).
- Drag the column names from the data sidebar to the fields in the visualization sidebar (i.e. X-axis, Y-axis, etc.).
- Edit visual components of the charts in this section of the sidebar.

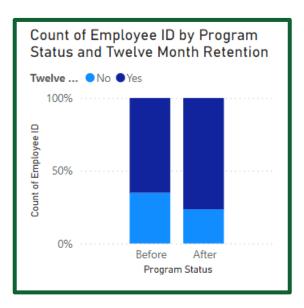


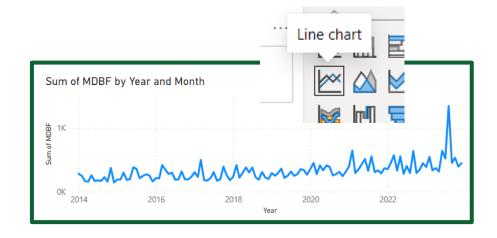
### **Common Visualizations**



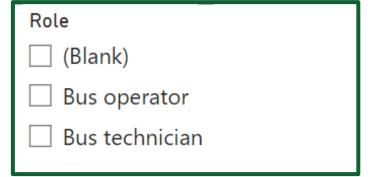








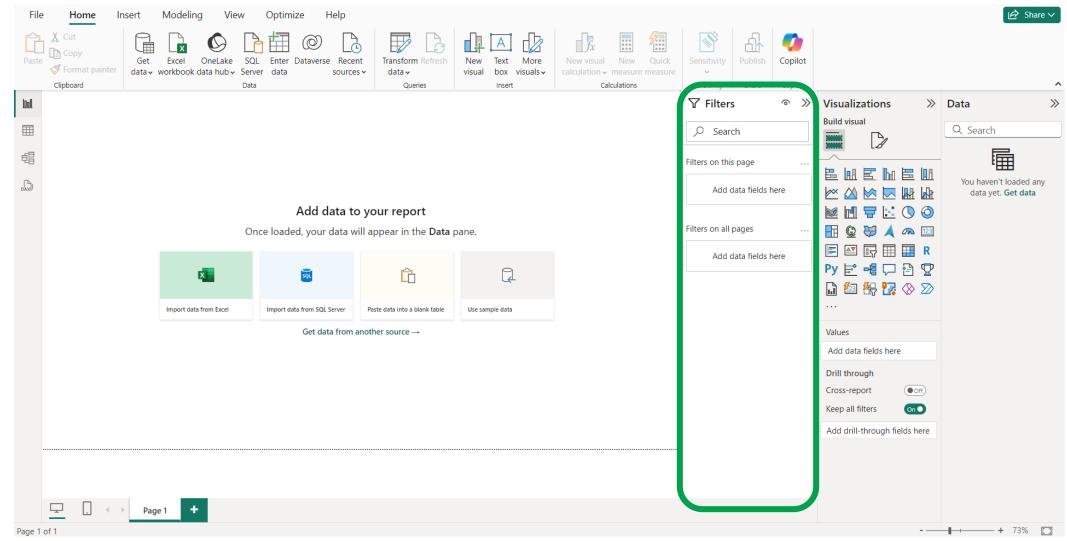




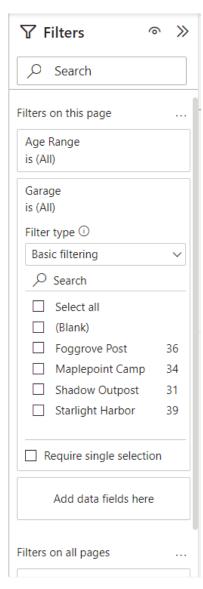




# **Power BI Home Page**



# **Pilters**



- Add columns to this sidebar to use those variables as filters on the page or all pages.
  - For example, if your data comes from multiple garages, you can filter all of the visualizations on that page by garage to show data for one or several of them at a time.
- If you have a visualization selected, this sidebar shows filters for that visualization.
- Slicers are filters that appear on the page itself. If you want to embed your dashboard on a site publicly with filters for the user, you may want to add slicers.



# **Q** DAX Expressions

 DAX expressions are like functions in Excel which allow you to manipulate data to populate new columns or create aggregated measures.

```
Program Status = IF('Employee info'[Start Date] < DATE(2019, 1, 1), "Before", "After")</pre>
```

```
Days Employed = DATEDIFF('Employee info'[Start Date], 'Employee info'[New End Date], DAY)
```

```
MDBF = [Miles traveled]/[Mechanical failures]
```





# **Q** Data visualization design principles







# **Data visualization design principles**







### **Data visualization design principles**

# Color.

- Minimize intense or distracting color combinations
- Choose one color per category and use consistently
- Utilize data visualization checklists and accessibility tools to check accessibility of visualizations for people with colorblindness
- Color should not be the only means of communicating information
- Consider directly labelling data
- Work with graphic designers and IT staff if available to integrate brand colors and fonts into data viz platforms



# Lunch (12-1:30)





# **Q** Hands-on with Power BI



# Quick 15-minute break





Considerations for dashboard functionality and dissemination:

- Power BI Desktop vs. online
- Power BI free vs. pro and other versions
- Static report vs. interactive dashboard
- Internal vs. external audience





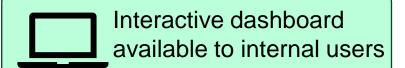
### **Options for using and sharing:**



Individual use by data user / program manager decisionmaker



Dissemination of static reports within an organization





Interactive dashboard available to external audience

Others?





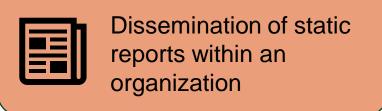


Individual use by data user / program manager decisionmaker

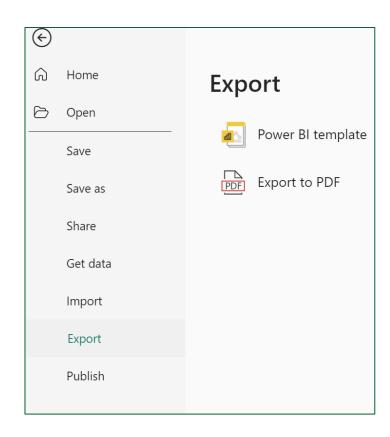
- Power BI Desktop free version is sufficient
  - Can still store or back up data sources and .pbix files securely
- Enables tracking of trends and KPIs for decision-making purposes





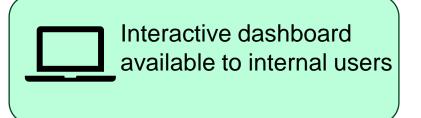


- Power BI Desktop free version is sufficient
- Go to File Export Export to PDF
- Considerations:
  - Dimensions of page
  - Simplicity and readability
  - Direct data labels on visuals

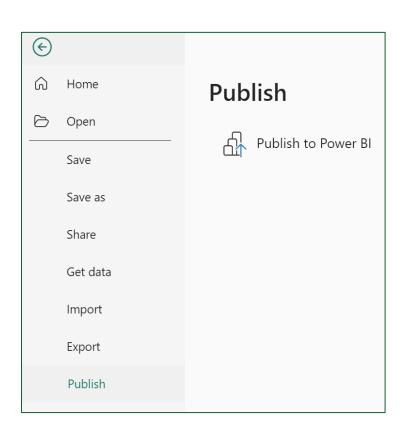






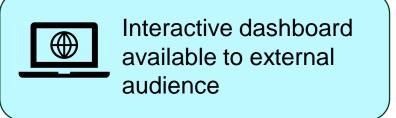


- Power BI Pro version required
- Go to File Publish Publish to Power BI
- Can be accessed via Sharepoint page, MS Teams
- Considerations:
  - Access permissions IT coordination
  - Visibility of filters and other components

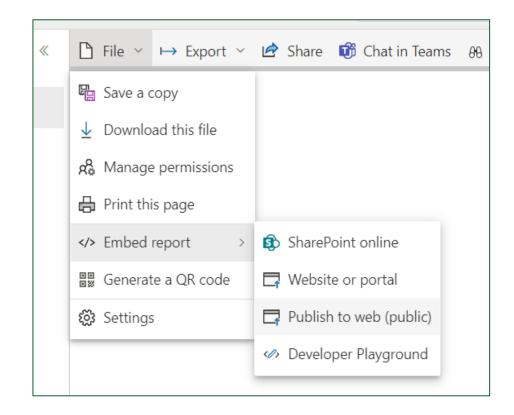








- Power BI Pro version required
- Generates embed link that can be added to public-facing website
- An example embedded dashboard (Password: MC24)







### **Free hands-on time**

#### Experiment with:

- Changing titles, labels, colors
- Changing the axis ranges (e.g., y-axis on absences chart)
- Adding alt text to charts
- Trying out other Power BI features

