Measurements That Matter: Using HR Data to Advance DEI Goals

Tuesday, January 18, 2022 | 2:00 p.m. ET

Sponsored by CupaHR
By the end of the session, participants will be able to:

- Identify what data are needed to address workforce inequities;
- Develop strategies to ensure an equitable workplace ecosystem;
- Apply concepts to their context and develop equitable responses to workforce challenges.
Flash Poll:

Which of the following has been the most significant Consequence of Not Taking a data-informed approach to EDI at your institution?
Community Share:

What types of data do your HR departments use to inform their equity or diversity strategy?
IDENTIFYING DATA and INEQUITIES

Workforce Outcomes

Campus Environment

Pay and Promotion
Composition
Employee Experience
IDENTIFYING DATA and INEQUITIES

**Equitable Ecosystem Indicator**
- Composition
  - Demographics by Dept.
  - Demographics by Job Level
  - Disaggregated Promotion Rate

- Employee Experience
  - Stay Interviews
  - Exit Interviews
  - Climate Survey Results
  - Employee Experience Survey

- Pay and Promotion
  - Pay Equity Audit Data

**Data to Collect and Analyze**
- Diversity gaps
- Power distribution
- Opportunity gaps
- Pain & praise points
- Attrition causes
- Marginalization
- Satisfaction & dissatisfaction
- Pay gaps
"We have [a lot] of Black directors but then when you start to go higher, like to the dean level, it’s fewer and fewer. And then we get to your associate or assistant vice president and things like that, it’s nonexistent, basically. And then vice president’s even worse. And the presidency? Absolutely not! And so, it’s almost like, “Okay, so what you’re saying is I can make it as high as a director, maybe a dean?” Sometimes it’s disheartening because it’s like there’s a ceiling that is holding me from doing anything else. I think that’s the hardest thing."
Clear criteria

Set clear criteria for what each employee must do to reach each career level.

Regular performance review

Review performance regularly, not just once a year, so you can provide consistent feedback for improvement and achieve quicker results.

Stay interviews

Conduct regular stay interviews to determine the most important factors in each employee’s decision to stay and make adjustments as needed.

Mentorship

Provide opportunities for mentorship to guide emerging talent.

Sponsorship

Create opportunities for senior leaders to sponsor, or vouch for, emerging talent they’ve mentored or supervised.

PROMOTIONAL OPPORTUNITY GAPS

INTERVENTIONS and REMEDIATION
1. **COMPENSATION PHILOSOPHY**
   Update compensation philosophy to determine how competitive the organization will be with pay.

2. **BUDGETING**
   Determine the cost to bring those below expected pay up to the salary range identified in the compensation philosophy.

3. **ADJUSTMENT PLANNING**
   Implement guides for determining pay at the time of hiring and during the promotional process so biases don't creep in. Determine which groups should be adjusted first.

4. **PRACTICES and PROCEDURES**
   Consider implicit bias training for hiring managers and search committees.

5. **TRAINING**
   Regularly monitor pay equity to ensure disparities don't become chronic.

6. **ONGOING AUDITS**
   Implement guides for determining pay at the time of hiring and during the promotional process so biases don't creep in.
DEVELOPING EQUITABLE RESPONSES

Practical and data-driven strategies to respond and intervene:

1. Strategic diversity mapping within divisions and departments.
2. Workforce equity training.
3. Partnerships with affinity groups and MSIs.
Reflective Moment:

What are two ways that data can be thoughtfully leveraged to improve specific challenges on your campus as they relate to equity, diversity, or inclusion?
Have a Question?

Submit questions to our presenters using the Chat.

Dr. Wilmon A. Christian III - wilmonac@rossier.usc.edu
Brandi Junious - junious@rossier.usc.edu
Thank You

Please complete your event evaluation

Sponsored by

[Logo of Cupa•HR]

[Logo of Cornerstone]