cupa-hr™ Webinar

Using Data to Strengthen HR's Voice in Strategic Decision-Making

May 16, 2018

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cupa-hr™ Webinar

Presenters

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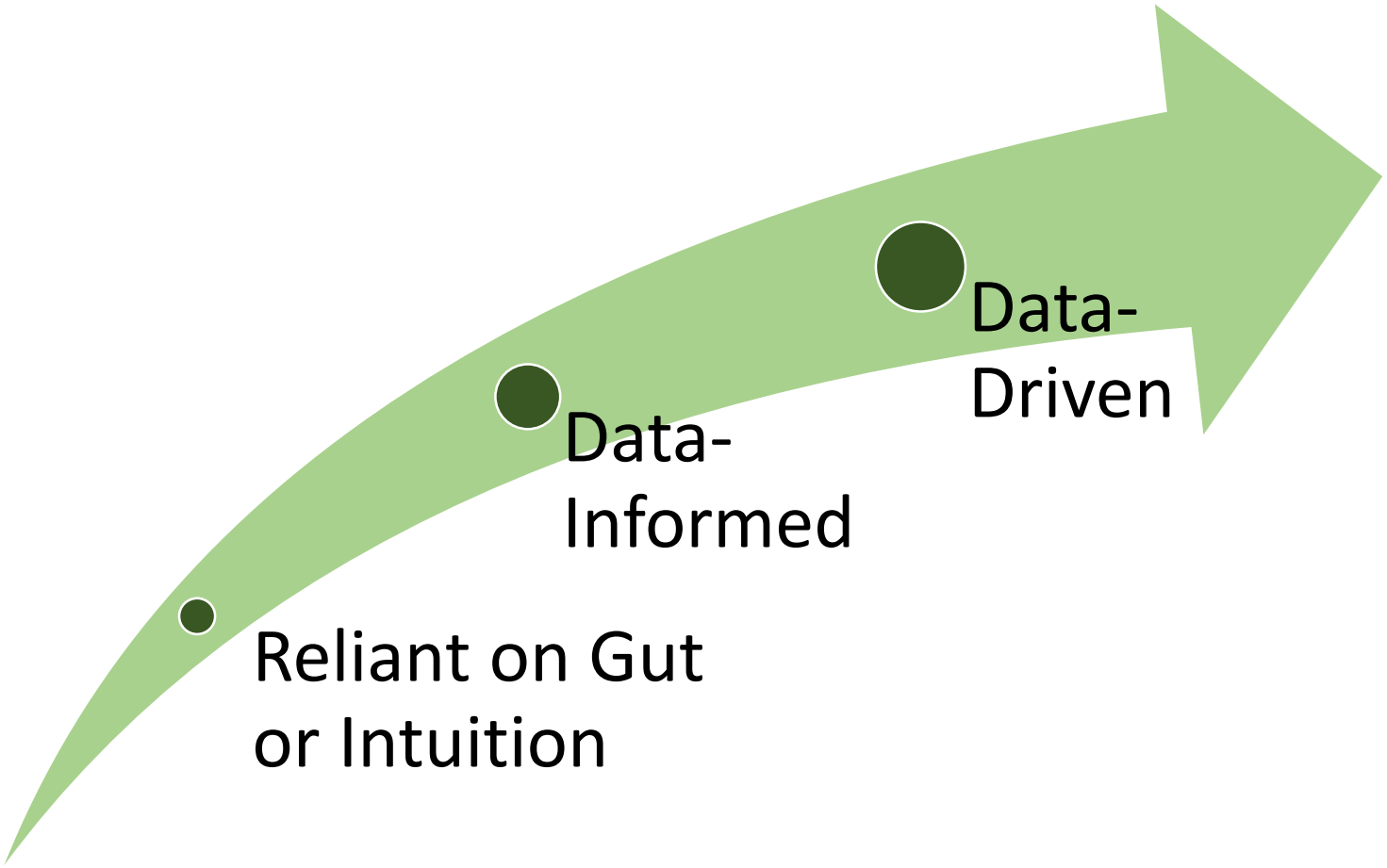
DATA-DRIVEN LEADERSHIP



Poll Question

At which stage would you currently place your institution overall when it comes to most strategic decision-making?

a) Reliant on gut, intuition, experience
b) Data-informed
c) Data-driven

Why is data important?

Our colleagues in finance, IT, assessment and planning, institutional research, and our faculty speak in this language

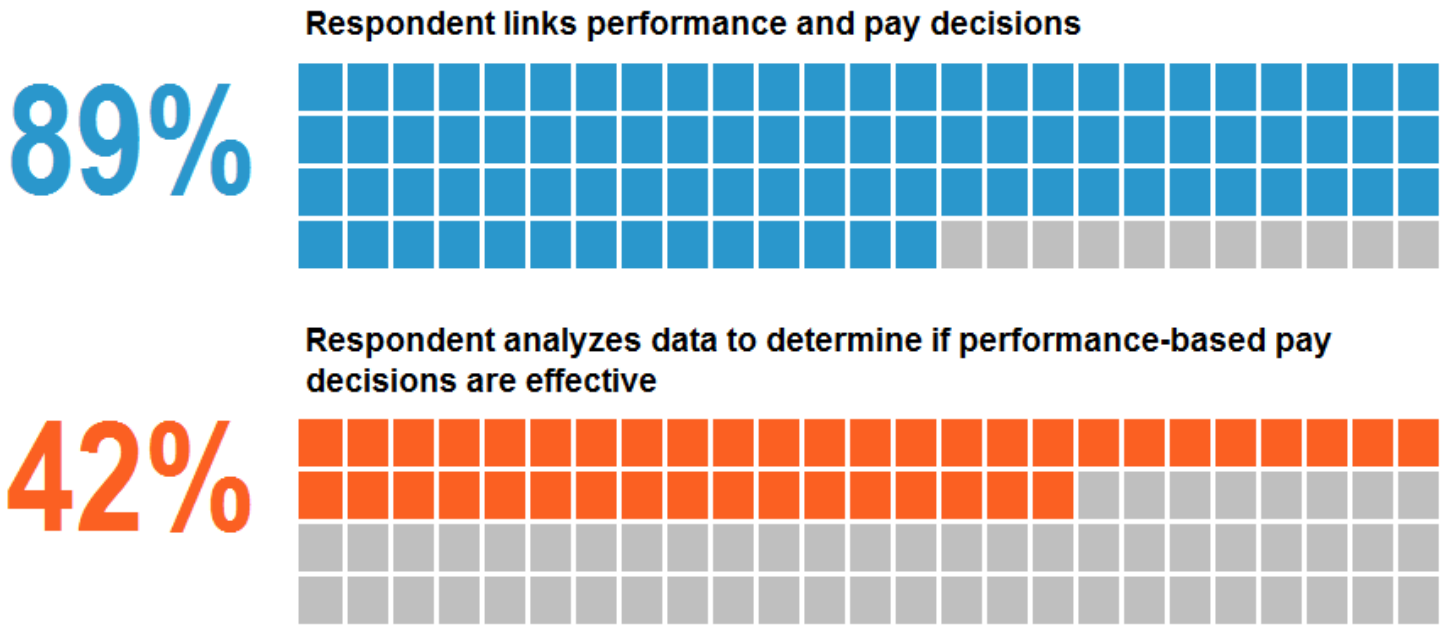
People expenses are BIG

- 160M+ workers in the U.S.
- Payroll = largest expense for most orgs (40+% of revenue)
- Turnover = unplanned costs, up to 150%/position

and more…

We don’t know what we don’t know

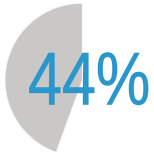
Most employers, including those in higher education, don’t have a strong grasp on what drives and affects performance…



Why HR Needs data

According to recent surveys:

75+% of HR pros cannot determine how their workforce's potential affects the bottom line

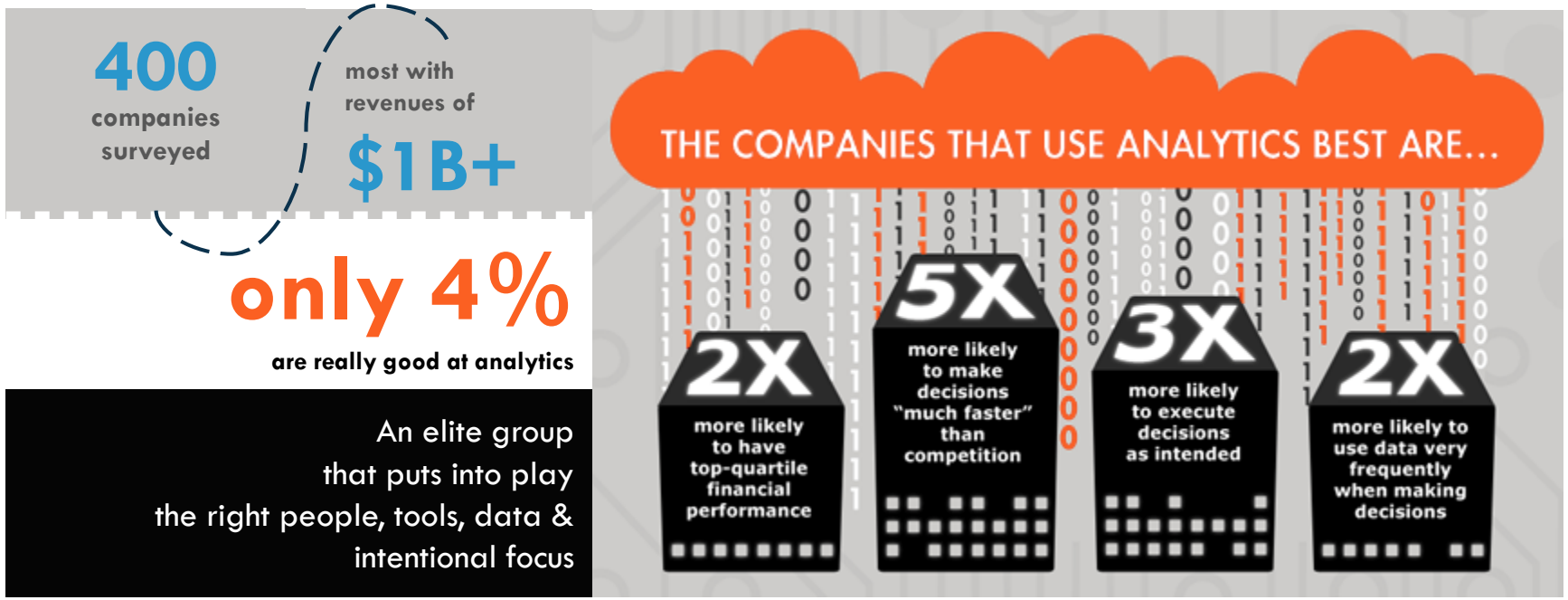


Less than 50% use objective data to guide decisions

More than 2/3 of organizations misidentify high potential employees

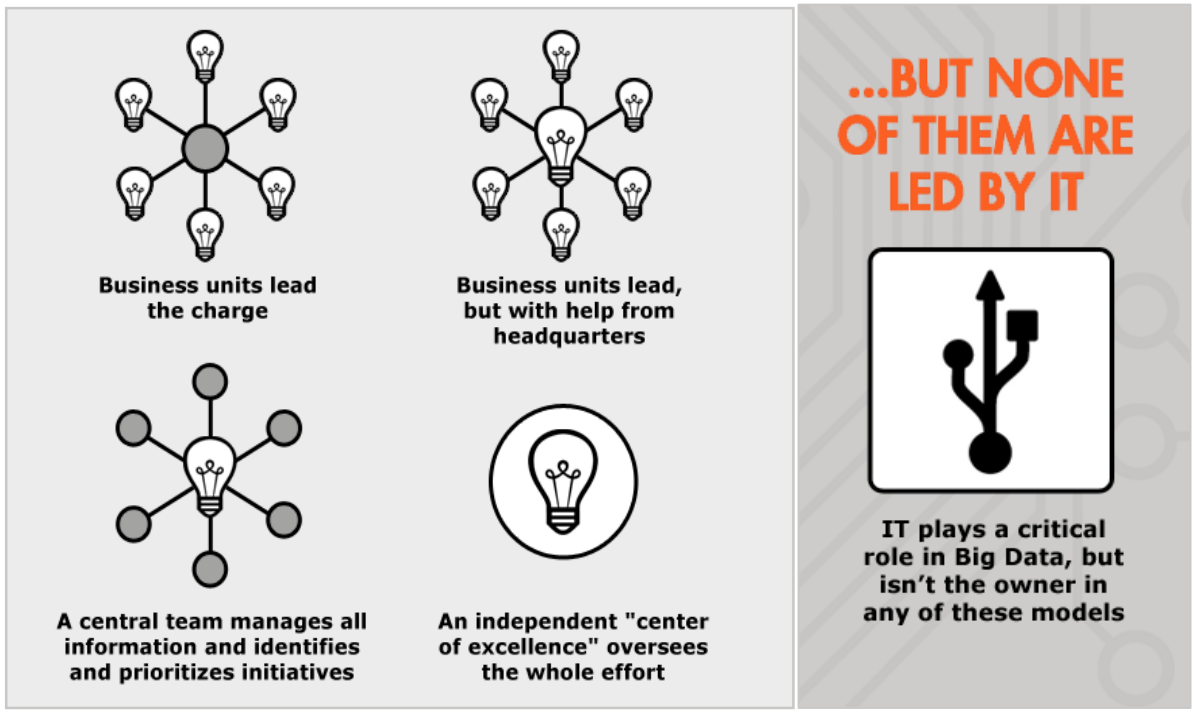
TECHNOLOGY ISN'T STATIC

Journals, news sites, and others continue to clamor about big data, AI, and the workforce of the future…



There is no one approach

Many organizations use one of four common models to integrate data into their operations:



START WITH THE STRATEGIC QUESTION

- Using data to address strategic questions is what will gain the attention of leadership
- What are the big questions/problems your HR department is facing?
- What are the big questions your institution is trying to address in which HR can play a part?

DECIDE WHAT TO TACKLE FIRST

A big win or a series of small wins will convince leadership of two things:

1. More problems should be solved with data
2. You are the go-to person for information

GET THE RIGHT DATA

- Don't fall into the trap of needing to have perfect data before you start.
- What are some good sources of data?
  - CUPA-HR (of course!)
  - IPUMS (lots of education and census data)
  - Your own IR office
  - Home-grown surveys/data collection

GET THE RIGHT DATA

- Establish an organizational commitment to consistent data
- Identify data sources, collect new data, steward the data
- Listen to leadership and stakeholders to understand what they want, need, and how they best digest information
- Identify benchmarks and trends and begin to measure
- Assess past and present decisions against the data
- Evaluate, predict, and be able to anticipate how future decisions might be affected by HR data

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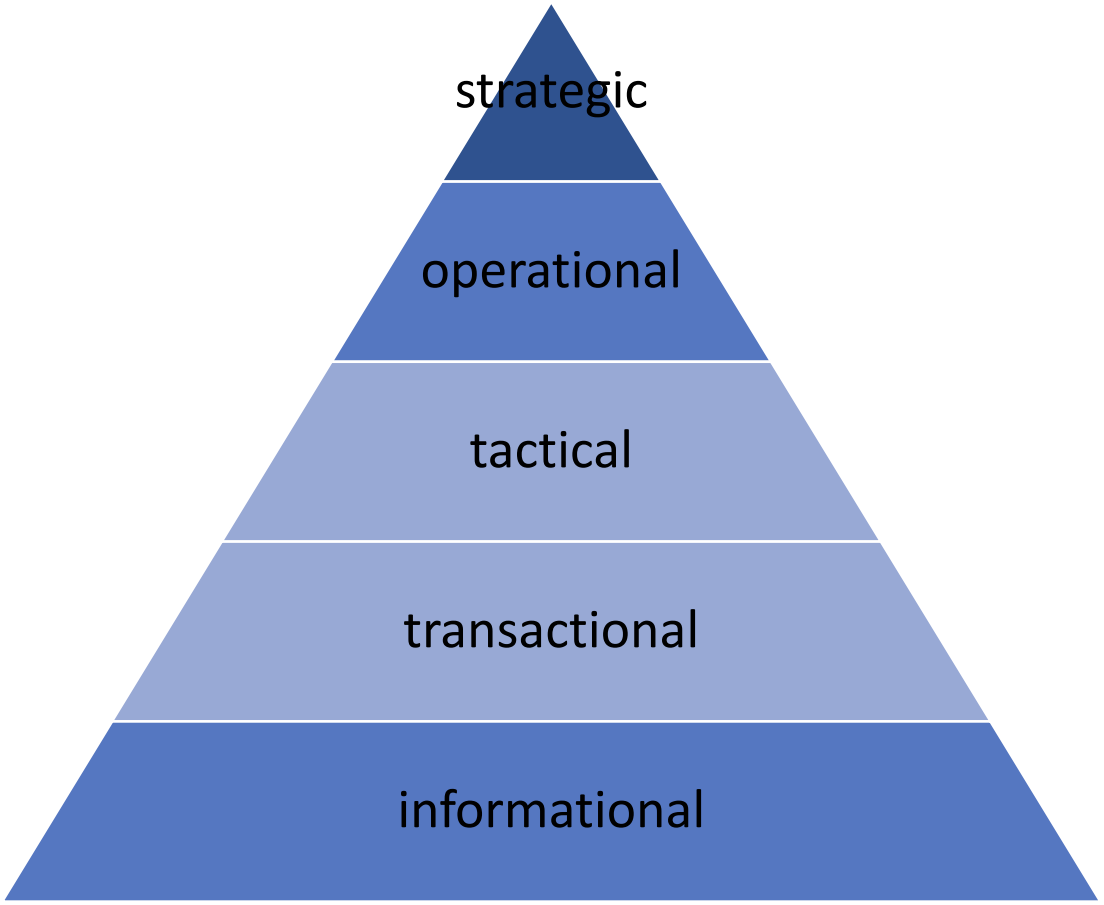
DEFINED DATA + MANAGED DATA + ANALYSIS = USEFUL HR DATA

HOW SHOULD WE THINK ABOUT DATA?

Data, data narratives, and the decisions they drive are either:



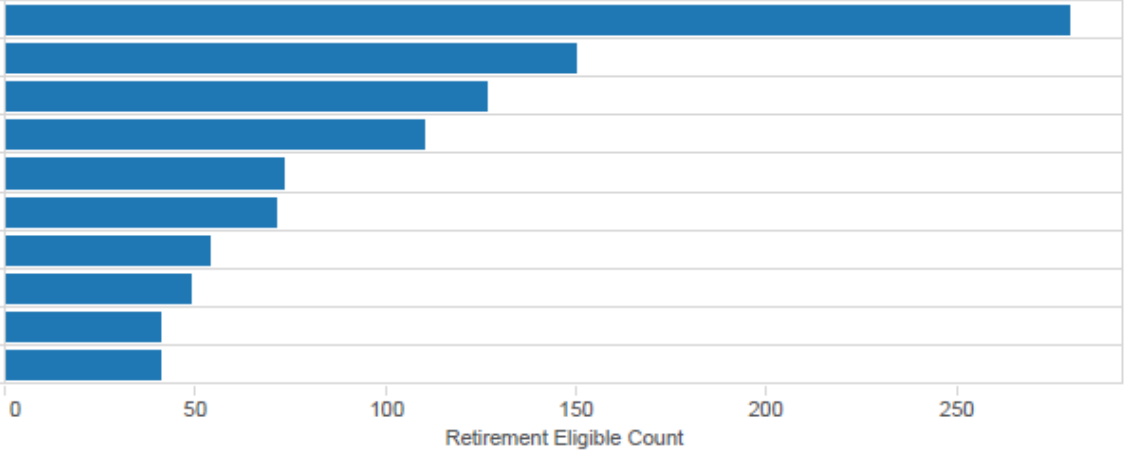
Example 1:

PREPARING FOR A CHANGING WORKFORCE THROUGH PREDICTIVE ANALYTICS

MAKING DECISIONS WITH DATA

Aging Workforce + Budgetary Challenges + Pension Risk = Data Crisis

CSD	College/School/Divison	CSD Count	Retirement Eligible Count	% Eligible to Retire
CMED	Medicine	2,250	280	12.4%
CA&S	Arts & Science	2,062	150	7.3%
CCFAC	Campus Facilities	662	127	19.2%
CAFNR	Ag, Food & Nat Resources	1,558	110	7.1%
CRSCH	Office of Research	840	73	8.7%
CSTAF	Student Affairs	2,871	71	2.5%
EHES	Human Environmental Scienc..	292	54	18.5%
CEDUC	Education	845	49	5.8%
CJRNL	Journalism	495	41	8.3%
CVTMD	Veterinary Medicine	664	41	6.2%

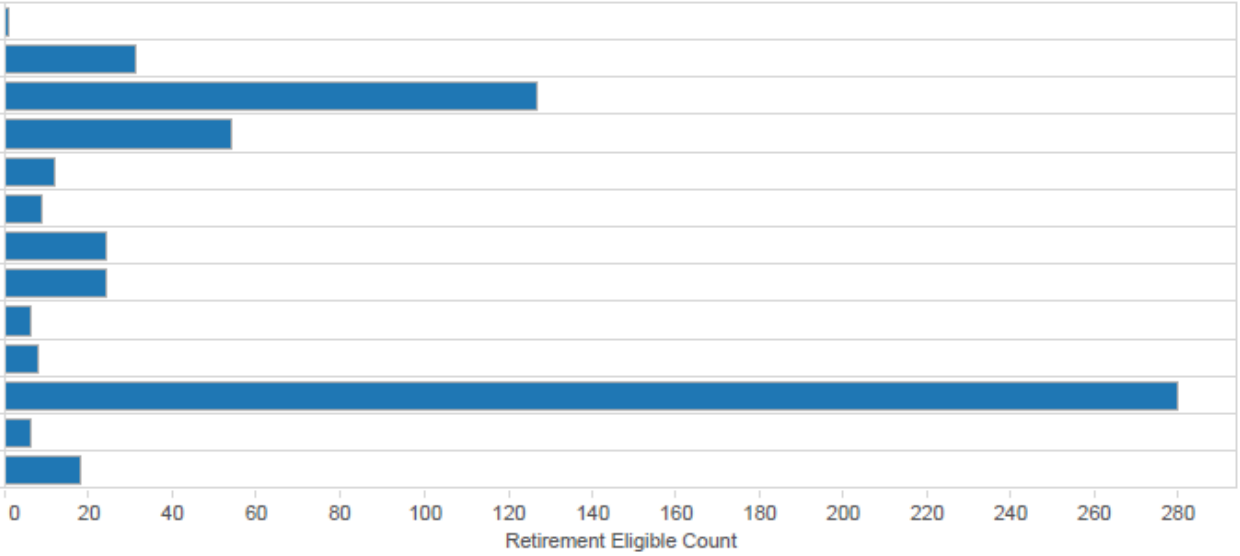


Sum of Retirement Eligible Count for each sum of Retirement Eligible Count broken down by CSD, College/School/Divison, CSD Count and % Eligible to Retire. The data is filtered on Business Unit, which keeps COLUM. The view is filtered on Inclusions (% Eligible to Retire,College/School/Divison,CSD,CSD Count), which keeps 10 members.

MAKING DECISIONS WITH DATA

Aging Workforce + Budgetary Challenges + Pension Risk = Data Crisis

% Eligible to Retire	College/School/Divison	CSD Count	Retirement Eligible Count
50.0%	Vet Med	2	1
21.7%	Agriculture & Natural Res	143	31
19.2%	Campus Facilities	662	127
18.5%	Human Environmental Scienc..	292	54
17.6%	Business & Industry	68	12
17.3%	Program Support	52	9
15.7%	Nursing	153	24
14.9%	Alumni & Advancement	161	24
13.6%	Administration	44	6
12.7%	Vice Chancellor for Finance	63	8
12.4%	Medicine	2,250	280
12.2%	Community Development	49	6
11.3%	Law	159	18



Sum of Retirement Eligible Count for each sum of Retirement Eligible Count broken down by % Eligible to Retire, College/School/Divison and CSD Count. Details are shown for Business Unit. The view is filtered on Business Unit and Inclusions (% CSD HC,Business Unit,CSD Count,Csd Descr). The Business Unit filter keeps COLUM. The Inclusions (% CSD HC,Business Unit,CSD Count,Csd Descr) filter keeps 13 members.

MAKING DECISIONS WITH DATA

Data Crisis

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Predictive Analytics

		Retirement Eligibility 2017 / Access Category				
		Not Vest..	Vested		Early Retirement Eligil	
Business Unit	Retirement Risk Category (compared to Low)	D	B	C	A	B
COLUM		2,962	124	3,522	7	7
	Low				146	308
	Medium (2x)				66	90
	High (7x)				36	28
HOSPT		2,470	30	1,467	1	1
	Low				17	52
	Medium (2x)				22	51
	High (7x)				37	48
KCITY		1,161	18	849	2	
	Low				35	52
	Medium (2x)				11	26
	High (7x)				11	7
ROLLA		519	9	486		1
	Low				30	61
	Medium (2x)				8	4
	High (7x)				4	
STLOU		451	9	452	3	2
	Low				24	56
	Medium (2x)				16	15
	High (7x)				12	6
UMSYS		154	6	236		
	Low				2	7
	Medium (2x)				7	5
	High (7x)				9	10
Grand Total		7,717	196	7,012	506	837

High Risk : Total Ratio

0.0% 11.0%

MAKING DECISIONS WITH DATA

Strategic Decision Making

Business Unit	Retirement Risk Category (compared to Low)	Retirement Eligibility 2017 / Access Category				Grand Total
		ent Eligible	Retirement Eligible			
		C	A	B	C	
COLUM		22	7	2	3	6,656
	Low	547	98	15	30	1,144
	Medium (2x)	148	73	20	19	416
	High (7x)	123	207	78	42	514
HOSPT		2	2		2	3,975
	Low	86		1	1	157
	Medium (2x)	93	7		5	178
	High (7x)	144	55	30	35	349
KCITY		6	1		2	2,039
	Low	150	40	11	12	300
	Medium (2x)	45	16	7	11	116
	High (7x)	46	76	30	32	202
ROLLA		1	1			1,017
	Low	116	35	8	4	254
	Medium (2x)	22	7	1	2	44
	High (7x)	18	26	10	8	66
STLOU		1			1	919
	Low	108	22	4	6	220
	Medium (2x)	27	15	5	2	80
	High (7x)	39	49	25	13	144
UMSYS			1		1	398
	Low	12	1		1	23
	Medium (2x)	13				25
	High (7x)	22	6	5	3	55
Grand Total		1,791	745	252	235	19,291

High Risk : Total Ratio

0.0% 11.0%

Example 2:

Making data-driven decisions about diversity and equity

Strategic Question:

How do we make progress in the representation and pay of racial/ethnic minorities in administrative positions?

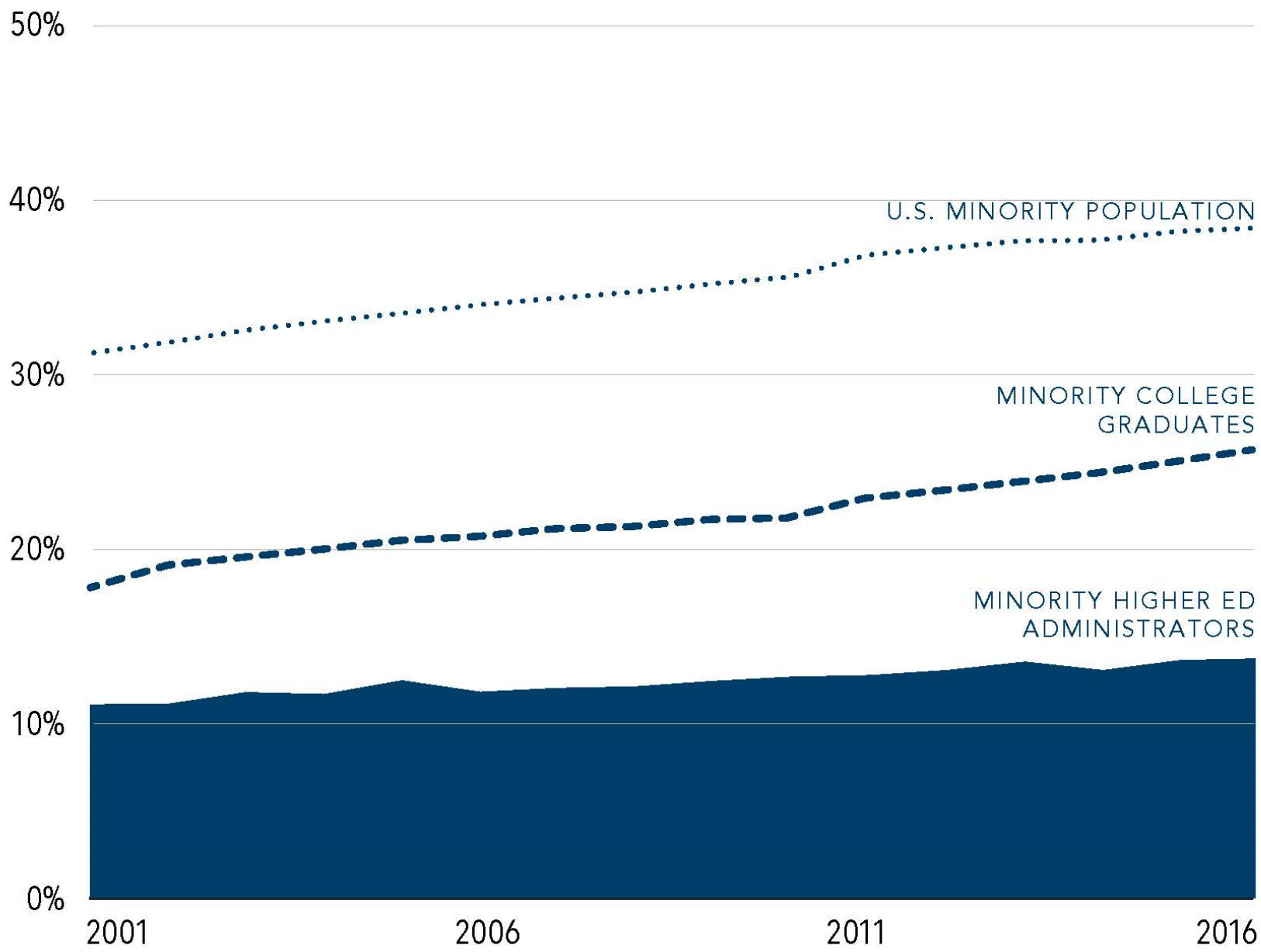
Requires a multi-tiered approach

1. Assess where your institution is currently in minority representation and pay
2. Decide what your goals are for minority representation and pay
3. Develop an action plan to achieve those goals

Representation of Racial/Ethnic Minorities in Administrative Positions

- Assessing minority representation isn’t as easy as assessing gender representation
- What are expectations?

Representation of Racial/Ethnic Minorities, 2001–16



Position	Comparison Group Statistics									
	White					Minority (non-White)				
	Median	Average	%	NP	NI	Median	Average	%	NP	NI
[127000] Chief HR Officer	117,738	128,205	80.6	669	659	135,966	149,683	19.4	161	161
[129000] Chief Info/IT Officer	139,513	155,557	87.7	659	656	161,500	175,546	12.3	92	92
[131000] Chief Instl Plan Officer	132,223	152,139	88.3	121	117	146,091	149,562	11.7	16	13
[133000] Chief Instl Rsrch Officer	98,268	106,603	82.0	525	512	95,878	105,406	18.0	115	112
[135000] Chief Investment Officer	245,374	303,665	87.1	61	60	161,740	179,609	12.9	9	9
[137000] Chief Legal Affrs Officer	201,089	224,169	83.1	260	252	202,910	216,752	16.9	53	53
[139000] Chief Library Officer	99,348	113,428	91.0	554	541	115,903	129,507	9.0	55	55

DEMOGRAPHIC REPORTS IN DOD

Assessing Pay Equity

- Compa-ratio
  - Useful calculation for assessing salary equity

    compa-ratio $= salary/median$

  - Compa-ratios of 1 indicate salary equity, much below indicates inequity
  - Example: a position has a median salary of $85,000
    - Salary of African-American employee(s) in that position = $78,980
    - Compa-ratio = .92
  - Can use compa-ratios with single positions or departments

You can have data without information, but you cannot have information without data.

--Daniel Keys Moran

Questions?

Don't forget to submit your questions to our presenters.

How? Click on the chat tab on the left.

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Thank You!

"Using Data to Strengthen HR's Voice in Strategic Decision-Making"

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