



Strategic Planning of the Faculty Workforce Model

Jocelyn Caldwell, TIAA

Valerie Martin Conley, University of Colorado, Colorado Springs

Paul Yakoboski, TIAA Institute

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Introduction

- Use of nontenure-track faculty
- Cost and outcome implications

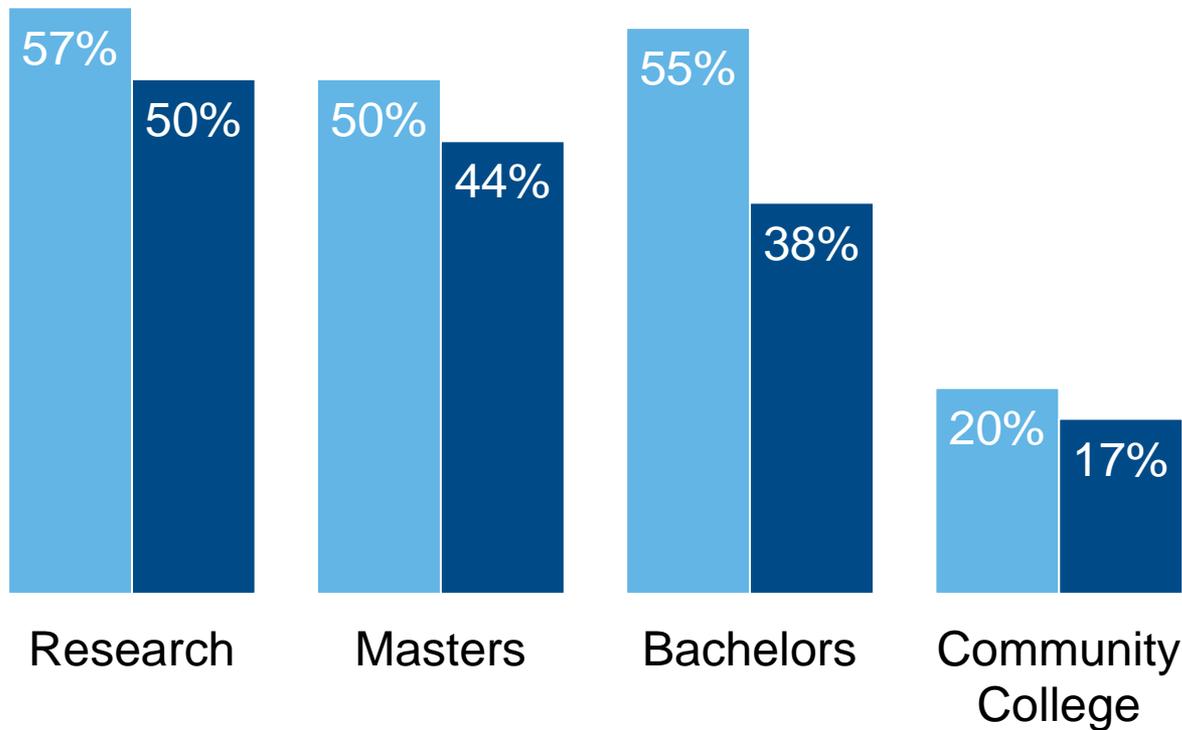
Workforce analytics and planning

- Better understanding the current state
- Envisioning the future state
- Application within higher education

Decreasing share of faculty are tenured/tenure track.

Public higher ed

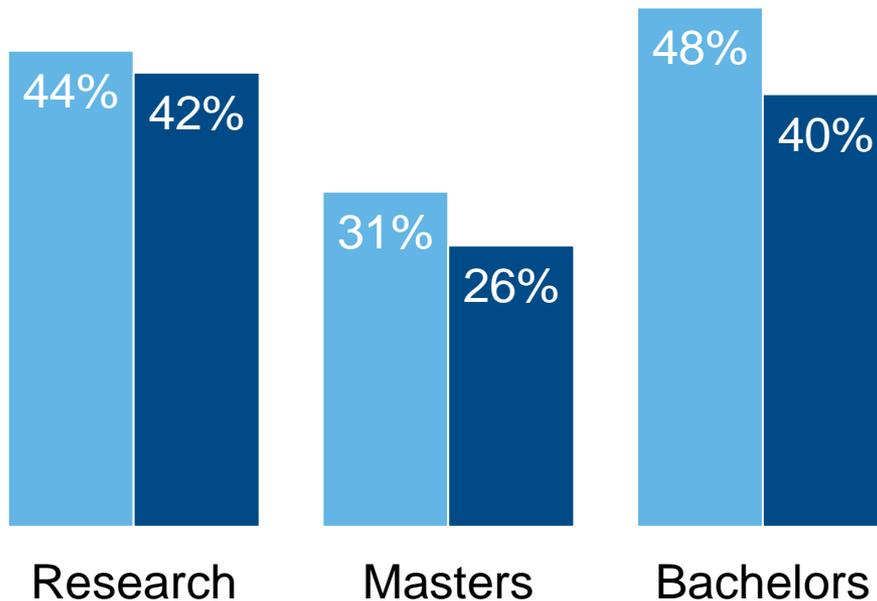
■ 2003 ■ 2013



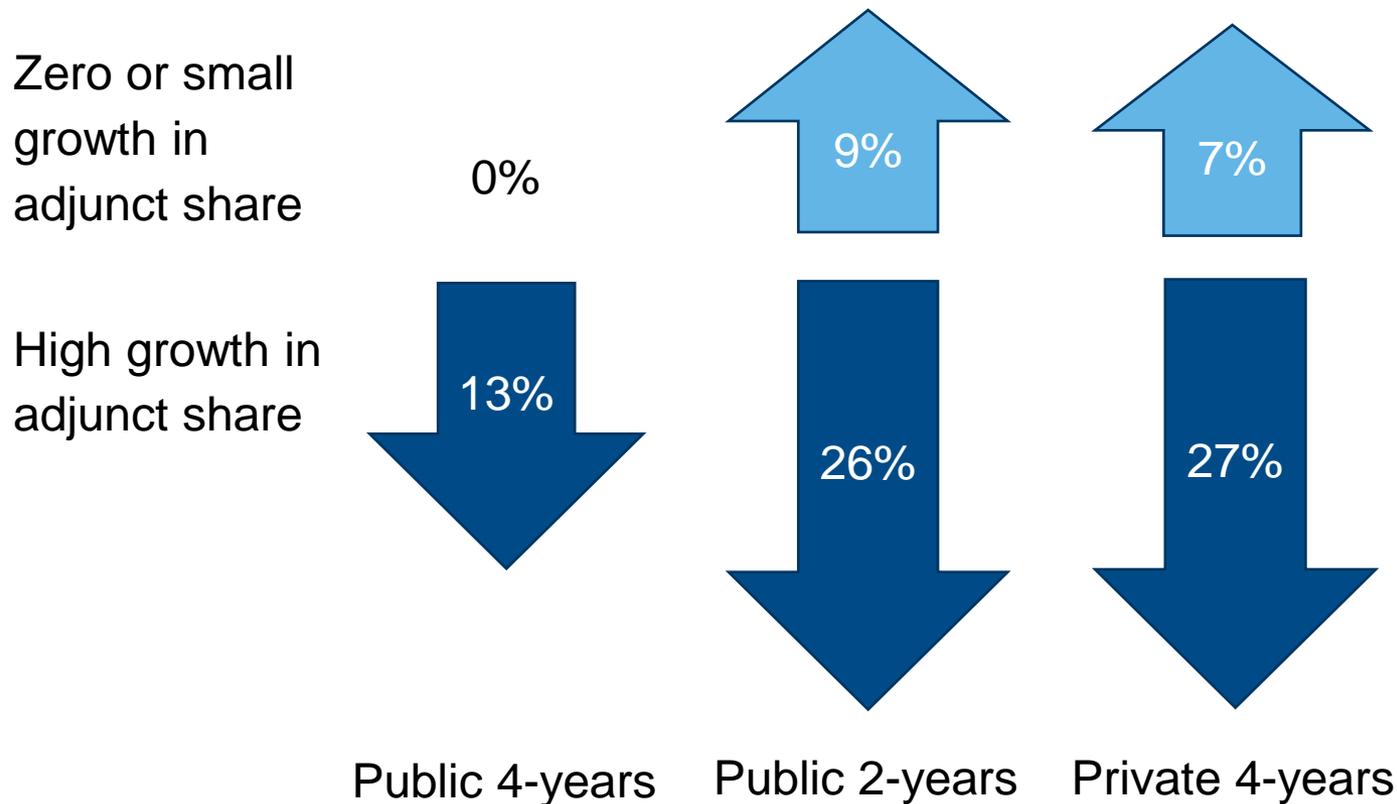
Decreasing share of faculty are tenured/tenure track.

Private higher ed

■ 2003 ■ 2013



Change in salary per FTE faculty, 2003-2013



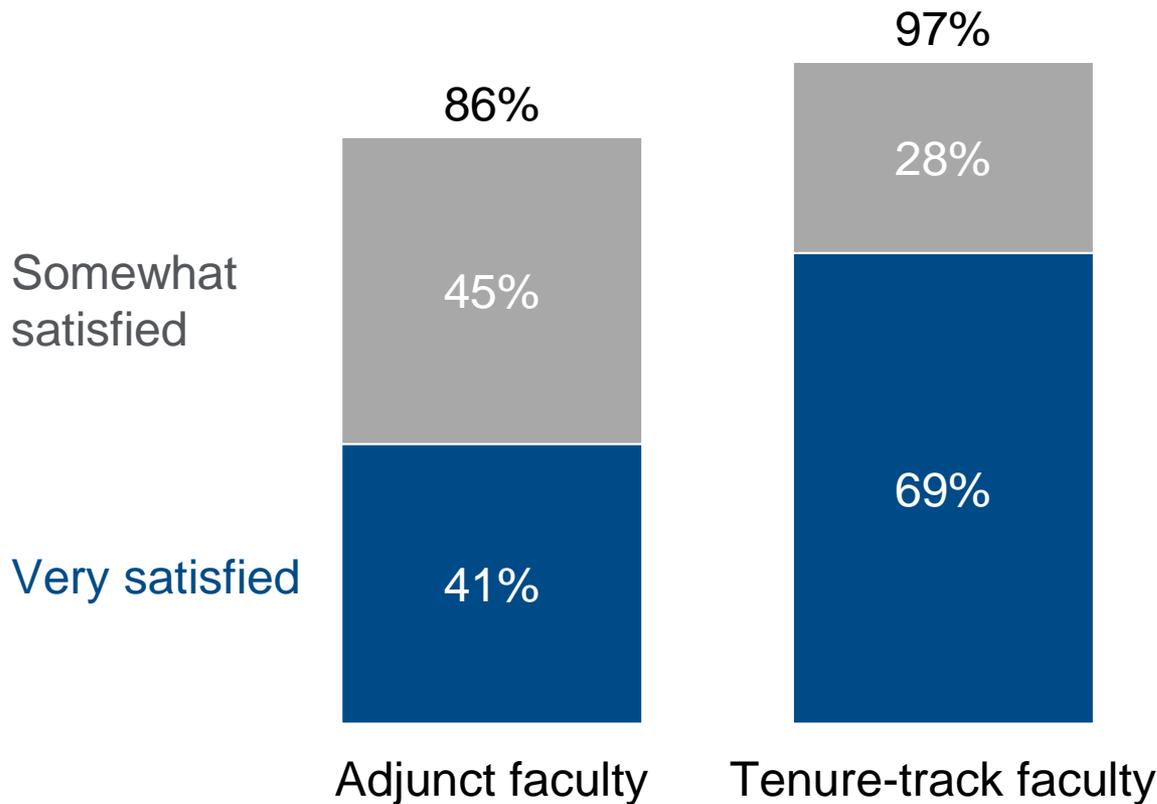
Research generally finds negative effects on student outcomes.

- Learning outcomes
- Retention rates
- Transfers from 2-year to 4-year institutions
- Graduation rates

Factors underlying negative effects

- Lack of faculty-student interactions outside of class
- Last-minute hiring
- Lack of professional development and mentoring
- Limited access to campus resources

Adjunct faculty tend to be less satisfied with their academic career.





Q 1



What percentage of **budget** should be spent on our **workforce** to achieve organizational **goals and objectives**?
How does this translate into headcount?

Q 2



Can we view our **workforce** by **function**, across **departments**?

Q 3



Do we understand our **labor risk**? Can we act on high risk areas?
How does employee experience impact our **employment brand**?

Q 4



What **critical skills** and capabilities are required in our workforce to achieve organizational goals and objectives?

Q 5



What **percentage** of our workforce is **contingent**?
What percentage **should be** contingent?
What drives our use of contingent workers?

Q 6

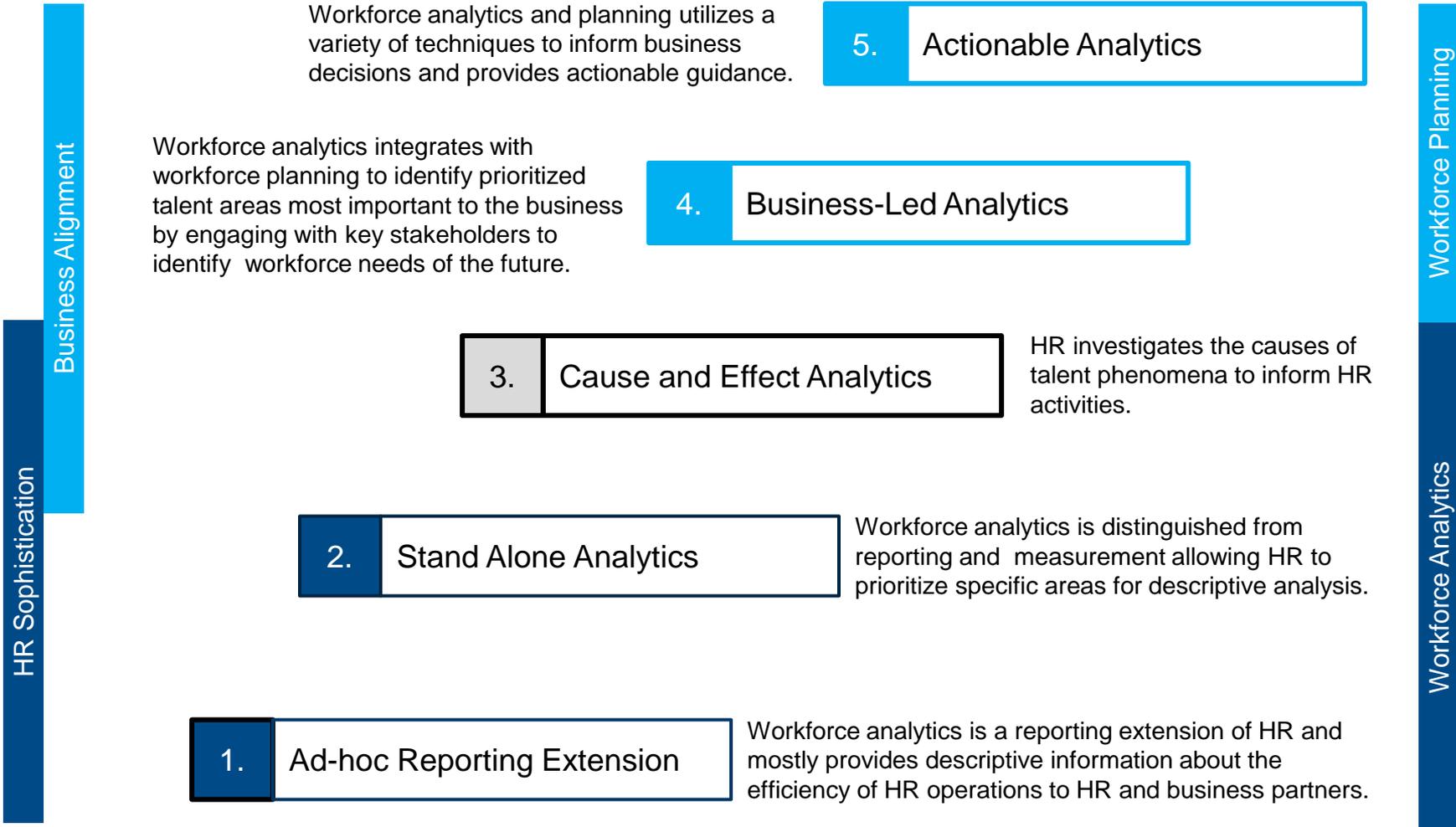


How are we **aligning headcount and composition** to organizational **priorities** reflected in our **hiring plan**?
How likely are priorities to change?

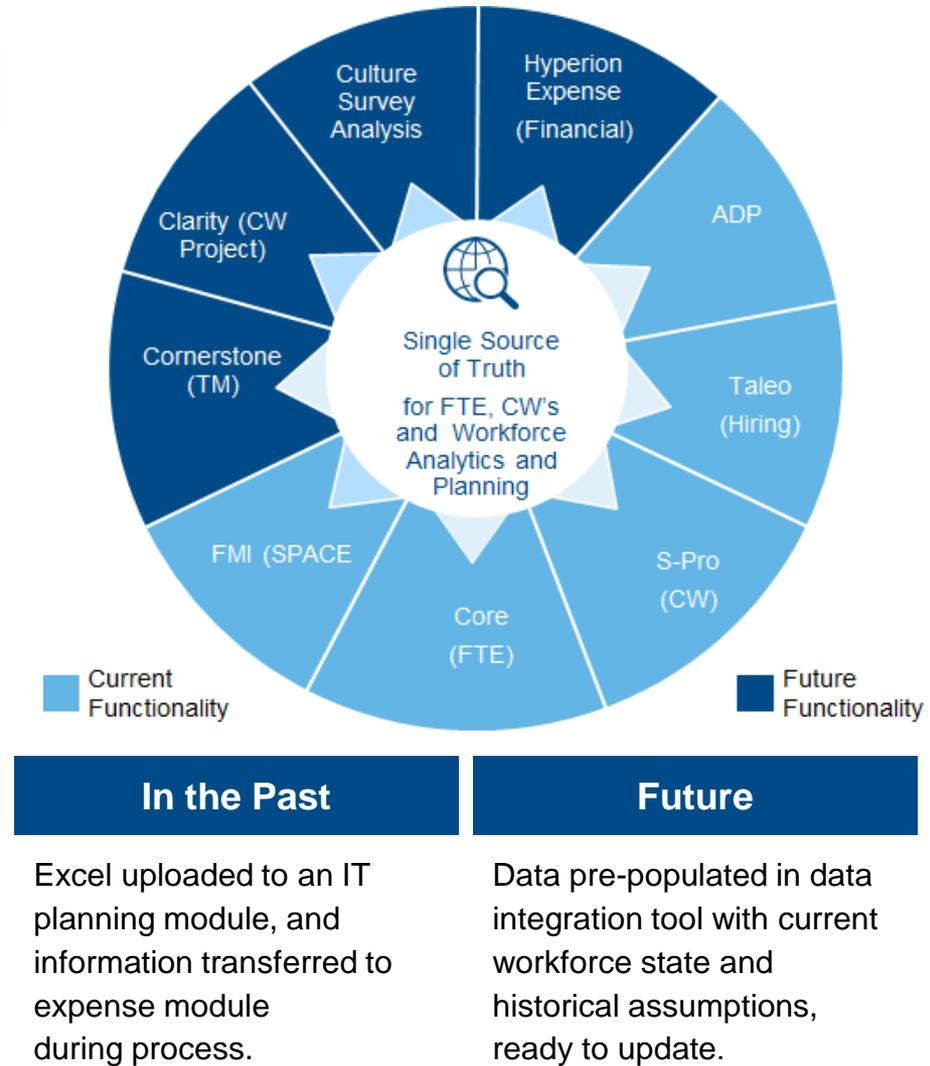
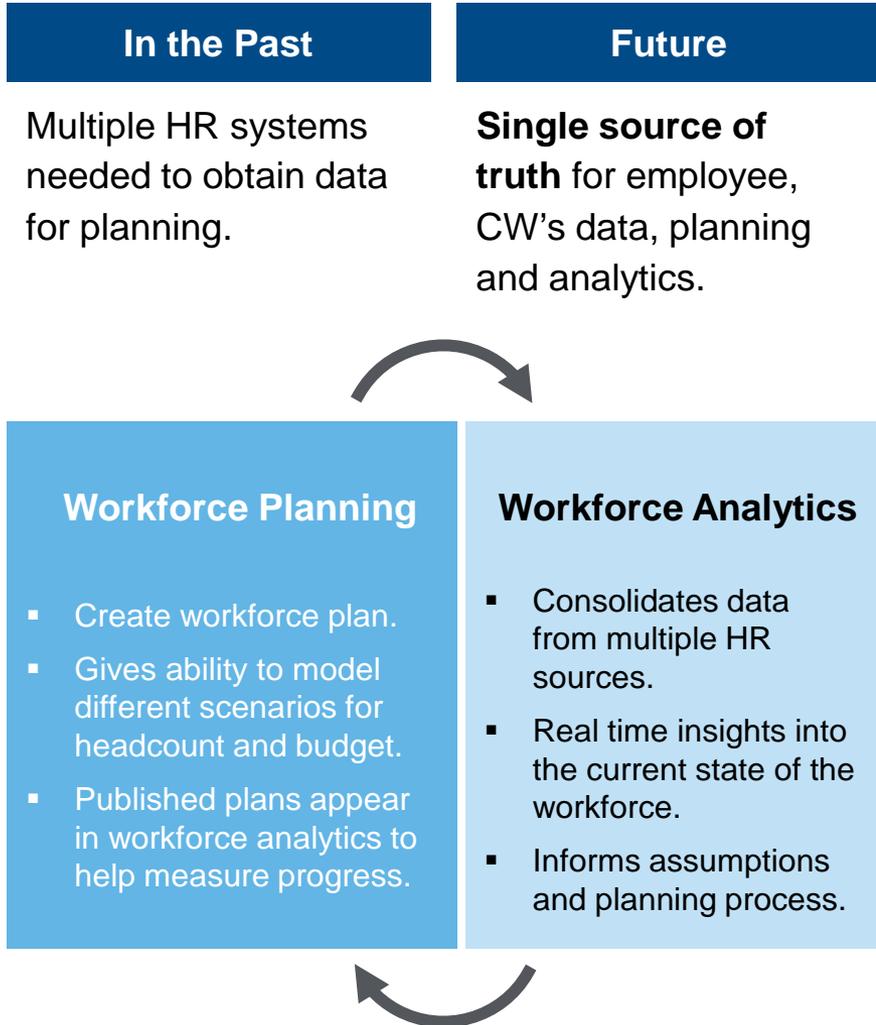
Workforce analytics and planning maturity model



Business Outcomes

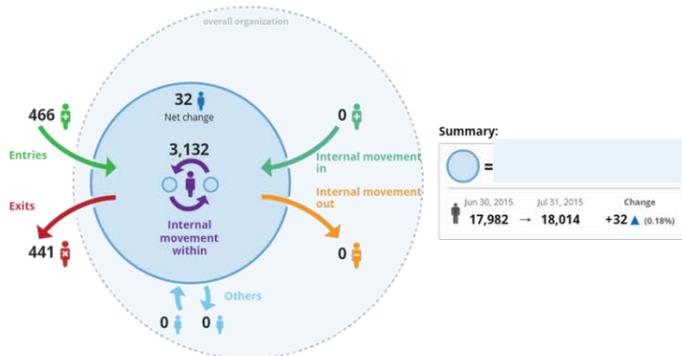


Implementing an IT solution: Progression of key capabilities





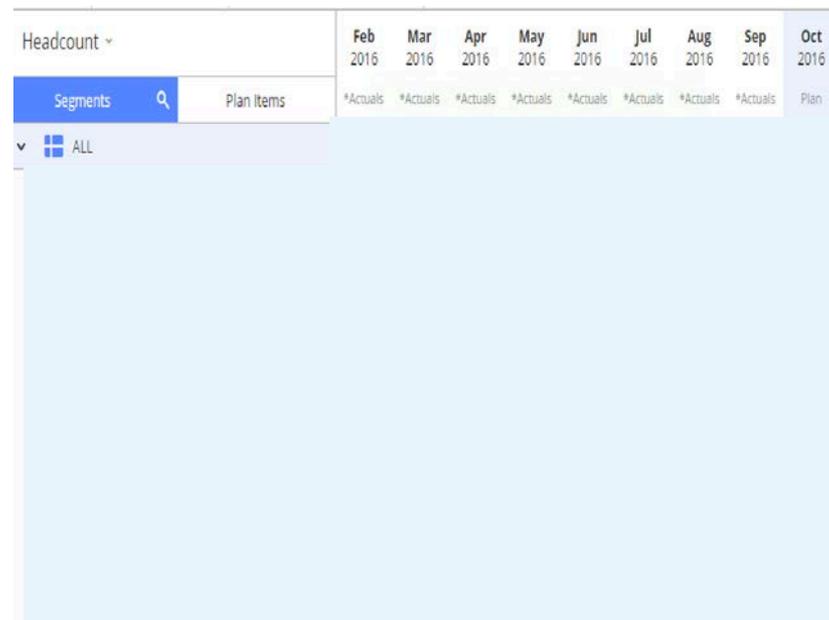
Workforce Analytics



Human Capital Metrics



Workforce Planning



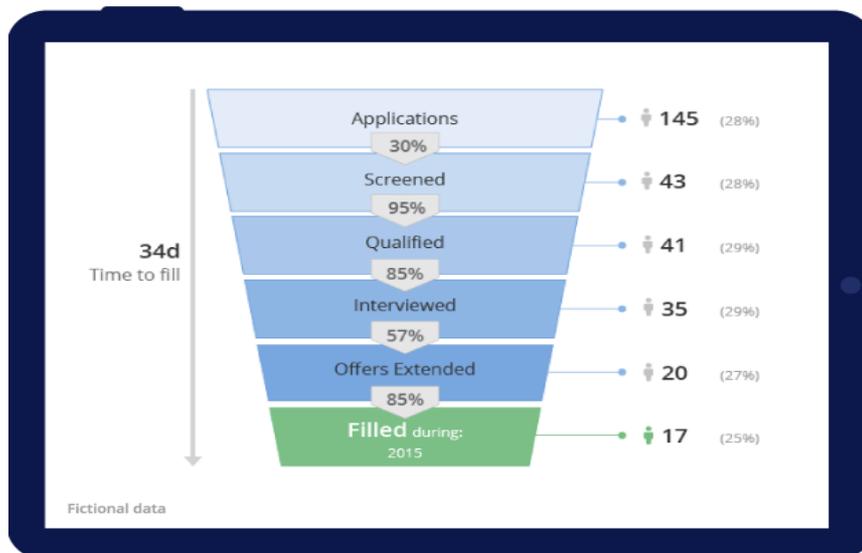
Workforce Plans

Recruiting

Analyze the roles needed to meet business goals.

Align with managers on hiring requirements.

Act on adapting hiring plans to changing business needs.

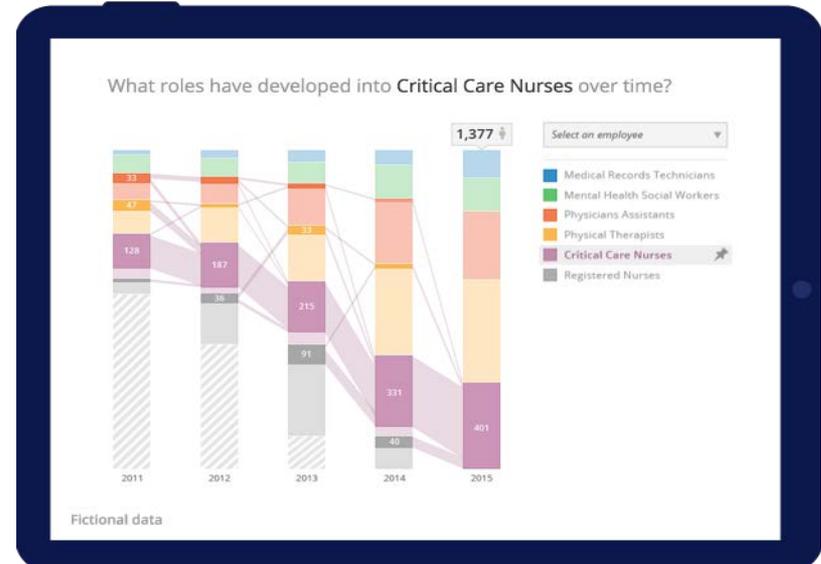


Performance

Analyze how to develop more top performers, critical roles and leaders.

Align on the organizational strategy, considering different scenarios.

Act on initiatives that drive performance with measurable results.



Retention

Analyze who is at risk of resigning and how to retain them.

Align on risk areas, driving mitigation strategies.

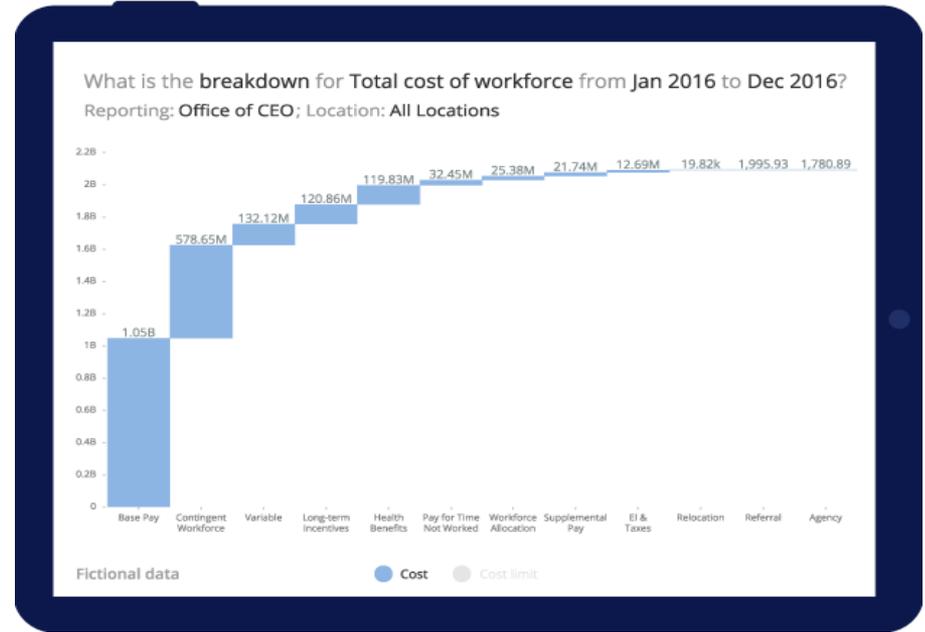
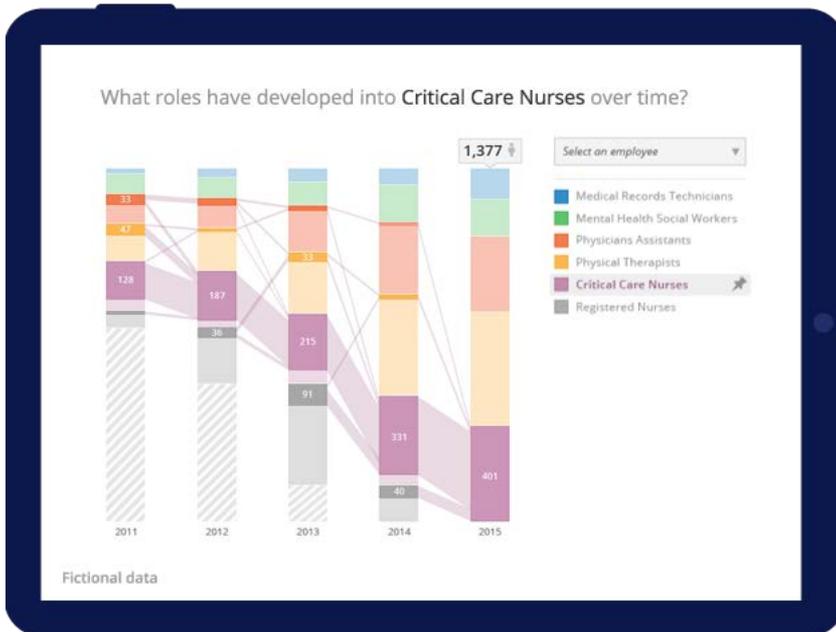
Act on evolving plans in response to changing environmental conditions and business needs.

Workforce costs

Analyze how much the workforce costs, all in.

Align on the pros and cons of different cost options.

Act on deviations from the workforce plan.



An end-to-end process that produces a highly accurate annual headcount, hiring plan and quarterly forecasts for employees and CW's.



Improving employee supply and demand management.

Headcount & Hiring Plans



Improving CW supply and demand management.

Headcount & Hiring Plans



Improving workforce productivity and experience.



Navigate through the workforce plan

Workforce Planning Grid Overview



- Plans include
 - Historical actual data; cannot be edited (blue columns.)
 - Future/planned values; **can be edited** (white columns.)
- When available, clicking > expands the hierarchy, allowing you to plan at a lower level of detail.
- When updates are made at a high level segment, as appropriate, they are *proportionally* pushed down to more detailed segments.
 - Updates at lower segments are pushed up.

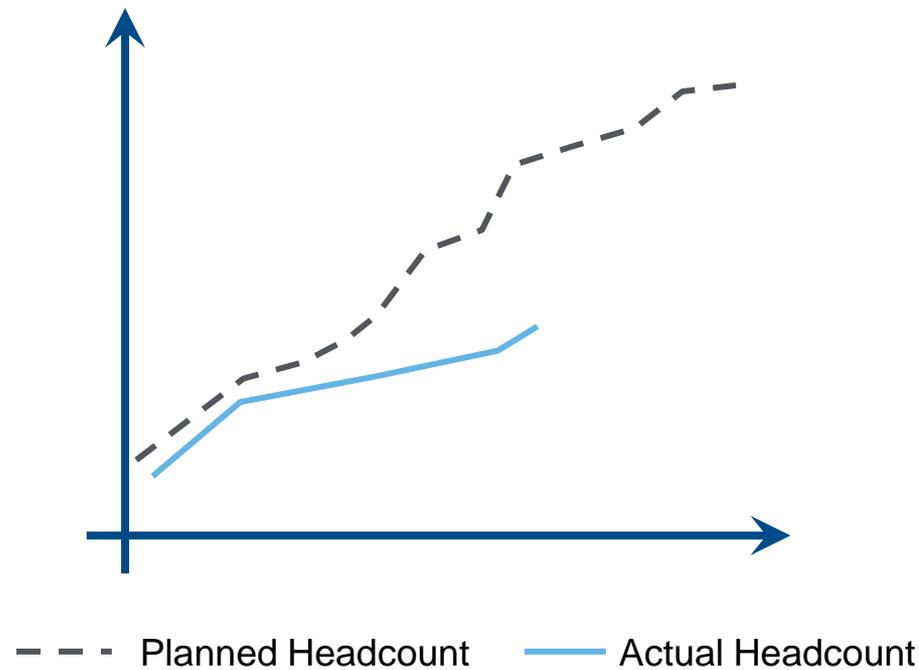
Headcount ▾	Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017
Segments <input type="text"/> Plan Items	*Actuals	Planned	Plan	Plan	Plan FYE	Plan
▾ ALL						
> Contingent worker						
▾ Employee						



- Workforce costs are projected, based on **actual values for each segment**.
- Workforce costs are made up of **base salary cost and benefits** (including contingent costs.)
- Workforce costs **cannot** be **adjusted directly**. They are updated based on changes in headcount.

Cost of workforce - YTD ▾		Aug 2016	Sep 2016	Oct 2016	Nov 2016	Dec 2016	Jan 2017
Segments	Plan Items	*Actuals	Planned	Plan	Plan	Plan FYE	Plan
▾	ALL						
>	Contingent worker						

Once the workforce plan has been published you can monitor how the plan is performing in comparison to what is actually happening in the business to see if course corrections are required.



An end-to-end process will look markedly different in a higher education context.

Workforce analytics could provide meaningful information to guide planning and decision-making.



More mature/robust with student information than with workforce information.



Significant challenges (and opportunities) for collaboration between HR and academic units.



What is “labor risk” in a higher education context?

Q&A



Thank you