Strategic Planning of the Faculty Workforce Model

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Agenda

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

<table>
<thead>
<tr>
<th>Level</th>
<th>2003</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research</td>
<td>57%</td>
<td>50%</td>
</tr>
<tr>
<td>Masters</td>
<td>50%</td>
<td>44%</td>
</tr>
<tr>
<td>Bachelors</td>
<td>55%</td>
<td>38%</td>
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<tr>
<td>Community College</td>
<td>20%</td>
<td>17%</td>
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Changing faculty composition

Decreasing share of faculty are tenured/tenure track.

Private higher ed
- 2003
- 2013

- Research: 44% (2003) to 42% (2013)
- Bachelors: 48% (2003) to 40% (2013)

Adjunct growth and salary growth

Change in salary per FTE faculty, 2003-2013

Zero or small growth in adjunct share
- Public 4-years: 0%
- Public 2-years: 9%
- Private 4-years: 7%

High growth in adjunct share
- Public 4-years: 13%
- Public 2-years: 26%
- Private 4-years: 27%

Outcomes in adjunct-taught courses

Research generally finds negative effects on student outcomes.

- Learning outcomes
- Retention rates
- Transfers from 2-year to 4-year institutions
- Graduation rates
Outcomes in adjunct-taught courses

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.

Source: *Faculty Career and Retirement Survey*, TIAA Institute (2014).
What is going on with our workforce?

What should we do in the future?
### Key questions answered with analytics and planning

<table>
<thead>
<tr>
<th>Q1</th>
<th>What percentage of <strong>budget</strong> should be spent on our <strong>workforce</strong> to achieve organizational <strong>goals and objectives</strong>? How does this translate into headcount?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2</td>
<td>Can we view our <strong>workforce</strong> by <strong>function</strong>, across <strong>departments</strong>?</td>
</tr>
<tr>
<td>Q3</td>
<td>Do we understand our <strong>labor risk</strong>? Can we act on high risk areas? How does employee experience impact our <strong>employment brand</strong>?</td>
</tr>
<tr>
<td>Q4</td>
<td>What <strong>critical skills</strong> and capabilities are required in our workforce to achieve organizational goals and objectives?</td>
</tr>
<tr>
<td>Q5</td>
<td>What <strong>percentage</strong> of our workforce is <strong>contingent</strong>? What percentage <strong>should be</strong> contingent? What drives our use of contingent workers?</td>
</tr>
<tr>
<td>Q6</td>
<td>How are we aligning headcount and composition to organizational <strong>priorities</strong> reflected in our <strong>hiring plan</strong>? How likely are priorities to change?</td>
</tr>
</tbody>
</table>
Workforce analytics and planning utilizes a variety of techniques to inform business decisions and provides actionable guidance.

1. **Ad-hoc Reporting Extension**
   Workforce analytics is a reporting extension of HR and mostly provides descriptive information about the efficiency of HR operations to HR and business partners.

2. **Stand Alone Analytics**
   Workforce analytics is distinguished from reporting and measurement allowing HR to prioritize specific areas for descriptive analysis.

3. **Cause and Effect Analytics**
   HR investigates the causes of talent phenomena to inform HR activities.

4. **Business-Led Analytics**
   Workforce analytics integrates with workforce planning to identify prioritized talent areas most important to the business by engaging with key stakeholders to identify workforce needs of the future.

5. **Actionable Analytics**
   Workforce analytics and planning utilizes a variety of techniques to inform business decisions and provides actionable guidance.

Adapted from CEB’s Talent Analytics Maturity Model.
Implementing an IT solution: Progression of key capabilities

**In the Past**

Multiple HR systems needed to obtain data for planning.

**Future**

**Single source of truth** for employee, CW’s data, planning and analytics.

**Workforce Planning**

- Create workforce plan.
- Gives ability to model different scenarios for headcount and budget.
- Published plans appear in workforce analytics to help measure progress.

**Workforce Analytics**

- Consolidates data from multiple HR sources.
- Real time insights into the current state of the workforce.
- Informs assumptions and planning process.

**In the Past**

Excel uploaded to an IT planning module, and information transferred to expense module during process.

**Future**

Data pre-populated in data integration tool with current workforce state and historical assumptions, ready to update.
Workforce analytics and planning

**Human Capital Metrics**

- Variance of headcount to Workforce plan: +116, -11.65%
- Variance of cost of workforce to Workforce plan: +56,944, +56.94%
- Variance of external hires to Workforce plan: +115, +115.38%
- Variance of internal hires to Workforce plan: +241, +81.2%

**Workforce Plans**

- Headcount for February 2016 to October 2016
- Segments: Actuals, Plan
- Summary: Change from July 30, 2015 to July 31, 2015
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.

**Develop human capital strategy and talent plan.**

**Develop financial plan (budget.)**

**Translate strategies and budget into headcount and hiring plan.**

**Determine implications of headcount for organizational performance.**

**Improving employee supply and demand management.**

**Improving CW supply and demand management.**

**Headcount & Hiring Plans**

**Headcount & Hiring Plans**

**Improving workforce productivity and experience.**
Workforce planning: end to end
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.
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.
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.
Higher education context

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.

- Culture of using data to inform decision-making.
- Partnership between HR and academic affairs.
- Engage institutional leadership in strategic planning.
- Determine indicators of performance.

- 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?
Thank you