

Central Connecticut State University

Proposed Metrics for Assessing the Effectiveness and Impact of Human Resources and Office of Diversity and Equity

June 26, 2020

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Overview and Context

Human Resources Metrics

Office of Diversity and Equity Metrics

Overview and Context

Background

- Central Connecticut State University received reports of misconduct and has recently taken several steps, including the establishment of a task force, to examine campus practices and the climate in order to address these concerns.
- In support of these efforts, Central Connecticut State University engaged the consulting firm Segal, formerly Sibson Consulting, to offer expertise and an independent perspective to guide this work.

To date, Segal has completed:

- **Phase 1:** Project Planning and Preparation, a Diagnostic Assessment, and the Policy and Process Review and Mapping
- **Phase 2:** Implementation Planning



Overview and Context

The objectives for Phase 3 include:

- Identifying opportunities for better use of data and metrics to identify trends, issues, and assist with data-driven decision-making
- Developing goals, objectives, and intended outcomes to ensure more data-driven application of key processes, including reporting and investigations of complaints and other identified processes in Phase 1 and Phase 2
- Recommendations for implementing an automated system for reporting, tracking, and monitoring student conduct and Title IX complaints
- Outlining a process to ensure quality of reporting and objectivity, utilizing an office unrelated to Office of Diversity & Equity, Human Resources, and other data driven offices
- Guiding and directing units to employ standardized reports for grievances and complaints that allow for the length of time to address and close grievances and complaints to be measured

Key deliverables:

- Documented recommendations for metrics for the Office of Equity and Inclusion and Human Resources
- The Title IX Supplemental Report

Overview and Context

Objective

- Identifying opportunities for better use of data and metrics to identify trends, issues, and assist with data-driven decision-making
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Location

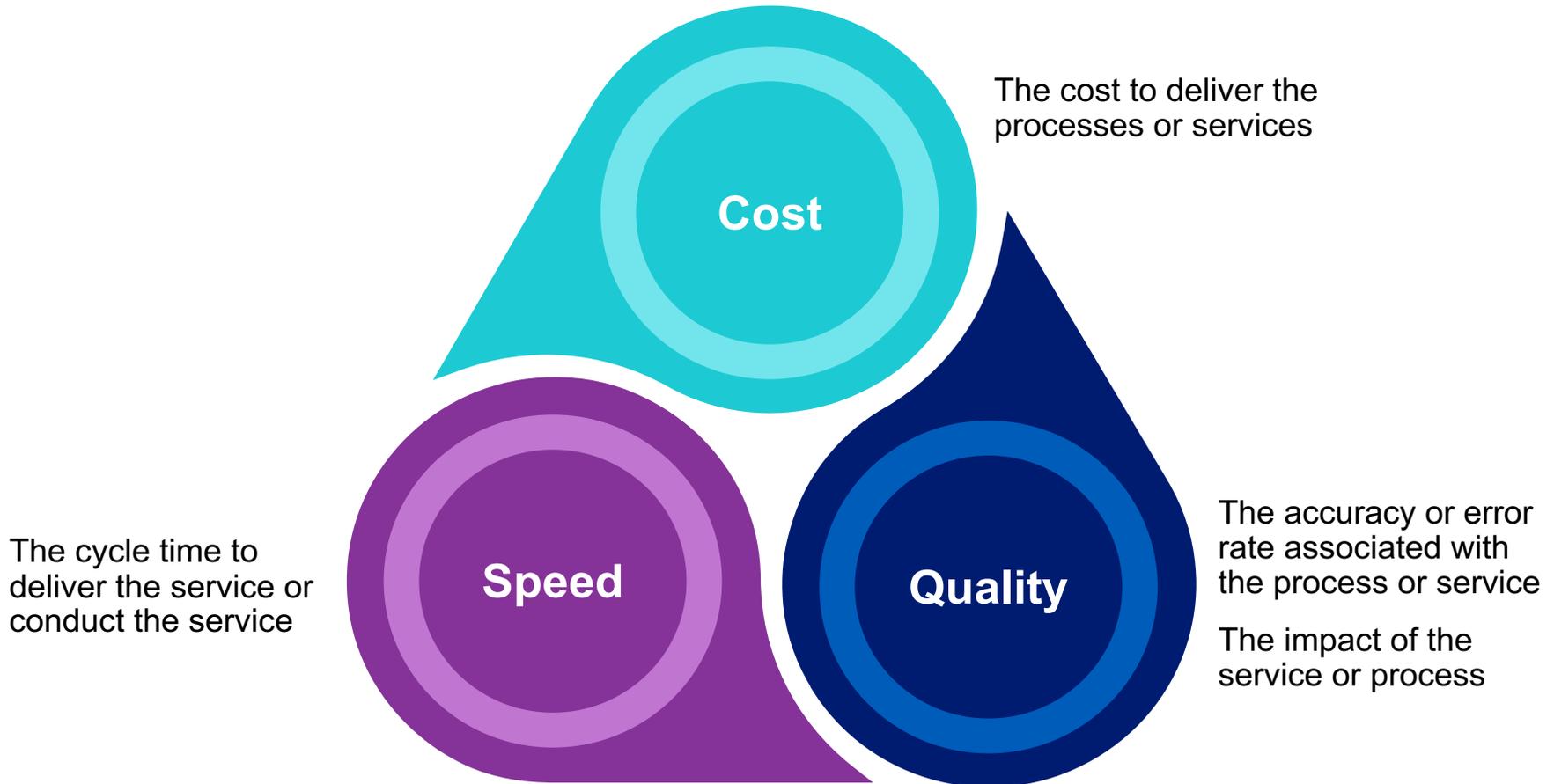
- This document
- Implementation Plan
- Implementation Plan
- Title IX Supplemental Report
- Process Map Recommendations
- Implementation Plan
- Process Map Recommendations

Performance Metrics

Human Resources

Human Resources Goals

Most processes and services can be effectively measured across three dimensions:



Examples of HR Process and Service Measurements

| HR Process | How to Assess Cost | How to Assess Quality | How to Assess Speed |
|------------------------------|--|---|--|
| Recruiting | <ul style="list-style-type: none"> • Internal salary costs to transact recruiting processes (overall hours x hourly rate) • External costs (ads, services, recruiters) | <ul style="list-style-type: none"> • Number of applicants received per posting • Number of applicants that meet minimum qualifications | <ul style="list-style-type: none"> • Time to post position from time request submitted • Time to fill the position • Time from offer date to start date |
| Personnel Transaction | <ul style="list-style-type: none"> • Internal salary costs to transact (overall hours x hourly rate) | <ul style="list-style-type: none"> • Percentage of transactions with errors • Percentage of requests returned to unit for correction or clarification | <ul style="list-style-type: none"> • Overall timeline to process |
| Training | <ul style="list-style-type: none"> • The cost to deliver the training | <ul style="list-style-type: none"> • Participation rates/Number of employees utilizing training • Training effectiveness based on participant evaluations and supervisor assessment of impact | <ul style="list-style-type: none"> • Frequency of training programs • Time from request to delivery • Ease and speed of accessing programs for online and eLearning modules |
| Payroll | <ul style="list-style-type: none"> • Overall costs to process payroll (people, system, external) • Cost of errors | <ul style="list-style-type: none"> • Payroll accuracy rate | <ul style="list-style-type: none"> • Timeline to administer core payroll processes • Response times in addressing questions and issues |

Sample HR Metrics

| HR Process | Cost | Quality | Speed |
|--------------------------------------|--|--|--|
| Recruiting | <ul style="list-style-type: none"> • Voluntary and involuntary turnover in the first year of employment • Average cost per internal hire • Average cost per external hire | <ul style="list-style-type: none"> • Number of qualified candidates in applicant pool (based on critical success factors/core competencies) • Number of first choice candidates to accept offer • Percentage of diverse candidates in pool • Candidate sources/channels • Candidate satisfaction survey results • Manager/director satisfaction with quality of hire • Quality of hire (based on performance metrics after hire) • Percentage of offers accepted | <ul style="list-style-type: none"> • Time to post position from opening • Time to fill from posting • Time to interview after application deadline |
| Employee-Related Transactions | <ul style="list-style-type: none"> • Quantification of human resources/FTE required to support end-to-end process | <ul style="list-style-type: none"> • User satisfaction levels • Percentage of errors when received in HR/Service Center | <ul style="list-style-type: none"> • Number of levels of review and sign offs • Number of process inquiries/questions from users received in Service Center/HR and corresponding response times • Time from submission of changes to completion of processing |

Sample HR Metrics *continued*

| HR Process | Cost | Quality | Speed |
|-----------------------------|--|--|---|
| Workforce Management | <ul style="list-style-type: none"> • Turnover costs • Annual retirement rate • Percentage of temporary hires | <ul style="list-style-type: none"> • Average length of service • Average retirement age for faculty and for staff • Voluntary and involuntary turnover rates | <ul style="list-style-type: none"> • Time to process reclassifications/promotions/retirements/terminations • Vacancy rates (average days of vacant positions) |
| Payroll Processing | <ul style="list-style-type: none"> • Usage levels for self-service options • Percentage of special checks processed manually • Percentage of direct deposit | <ul style="list-style-type: none"> • Customer satisfaction levels • Percentage of error rates in payroll processing • Number of payroll inquiries/questions <ul style="list-style-type: none"> – Number of repeat inquiries | <ul style="list-style-type: none"> • Time to process from data entry to check production • Response time for customer inquiries • Web analytics to identify high volume questions/subjects |
| Onboarding | <ul style="list-style-type: none"> • Orientation program costs | <ul style="list-style-type: none"> • New employee satisfaction level with onboarding programs and process • Manager/Director satisfaction level with onboarding process and timeline • First year turnover rates | <ul style="list-style-type: none"> • Time from offer to start date • Time from hire to completion of orientation program and onboarding process |

Performance Metrics

Office of Equity and Inclusion

Diversity, Equity and Inclusion Goals

To be successful, institutions must be proactive—rather than reactive—in taking steps to ensure they are:

- **Diverse**, representing individuals who vary in terms of race, ethnicity, national origin, sex, sexual orientation, gender identity, age, physical and mental ability, religion, veteran status, and other
- **Equitable**, in hiring, compensating, promoting, and providing services and opportunities for their employees
- **Inclusive**, providing a safe and welcoming environment for all employees

What institutions need to have in place for successful DEI efforts:

There are five key factors:

- Communication and Education
- Assessment
- Culture
- Investment and Infrastructure
- Compensation, Recruitment and Retention

To self-evaluate these factors take the maturity index survey at:

<https://www.surveymzmo.com/s3/4590824/DEI-Maturity-Index>

Examples of Diversity and Equity Workplace Measurements

| Measurement | How to Assess |
|-------------------------|--|
| Representation | Calculate percentage of employees from monitored groups compared to the local, regional or national population |
| Retention | Compare mean/median tenure for employees from monitored groups to average tenure across the workforce or average tenure of members of the dominant group |
| Recruitment | Compare the percentage of applicants for open positions from monitored groups against the potential pool of applicants from monitored groups or labor market representation |
| Selection | Compare percentage of hires from monitored groups-to hiring rates of applicants who are not members of a monitored group |
| Promotion | Compare promotions awarded to individuals from monitored groups to promotions awarded to individuals who are not members of a monitored group |
| Development | Track lateral moves, appointments to acting roles, training and other learning and development participation, and other stretch assignment opportunities by identity group |
| Pay and Benefits | Compare financial and non-financial rewards earned by individuals from monitored groups to financial and non-financial rewards earned by individuals who are not members of a monitored group. |

Examples of Diversity and Equity Workplace Measurements *continued*

| Measurement | How to Assess |
|---|---|
| Employee Engagement | Compare employee engagement scores for individuals from monitored groups with scores reported by individuals who are not members of a monitored group |
| Employee Focus Groups | Facilitate focus groups to gather information on employee issues and challenges and analyze findings by employment group |
| Exit interviews | Interview employees who are about to leave your organization, to discuss the employee’s reasons for leaving and their experience of working for the institution |
| Grievances and lawsuits | Track internal and external grievances, complaints, and lawsuits by identity group |
| Employee relations issues and employee conflicts | Track number and type of informal employee relations |

Title IX Metrics

Below are Title IX Metrics for measurement and consideration:

- Average time from report to case closure
- Number of complaints
- Total number of reports
- Nature of complaints
- Number of hearings
- Number of requests for advisors
- Number of appeals
- Number of cases where informal resolution employed
- Types of supportive measures used

Note: These metrics may need to be updated following the effective date of the new Title IX regulations and any additional interpretative guidance that is released specifically related to Title IX metrics. Among other requirements, Universities and Colleges would be required to maintain certain records for a period of 7 years.



Title IX System for Tracking and Reviewing Reports

The below are recommended elements for tracking and reviewing reports (including reports that do not result in the filing of a discrimination complaint), investigations, interim measures, and resolutions of student Title IX and employee conduct that may constitute sex-based harassment to ensure that such reports are adequately, reliably, promptly, and impartially investigated and resolved.

- Date of complaint
- Nature of the complaint or other report (e.g., bystander or mandatory employee report)
- Name of the complainant or that the complaint was anonymous
- Name of the person(s) who received the complaint or made the report
- Name(s) of the respondent
- Name(s) of the person(s) assigned to investigate the complaint
- Name(s) of person assigned to take any interim measures
- Name(s) of person assigned to bring disciplinary charges (where relevant)
- Interim measures taken, if any
- The date of the findings
- The date of any hearing
- The dates of any appeals
- A summary of the findings at the initial stage
- A summary of findings at the hearing stage
- A summary of findings at the appeal stage
- Any actions taken on behalf of the alleged complainant
- Any disciplinary or other actions taken against the respondent

