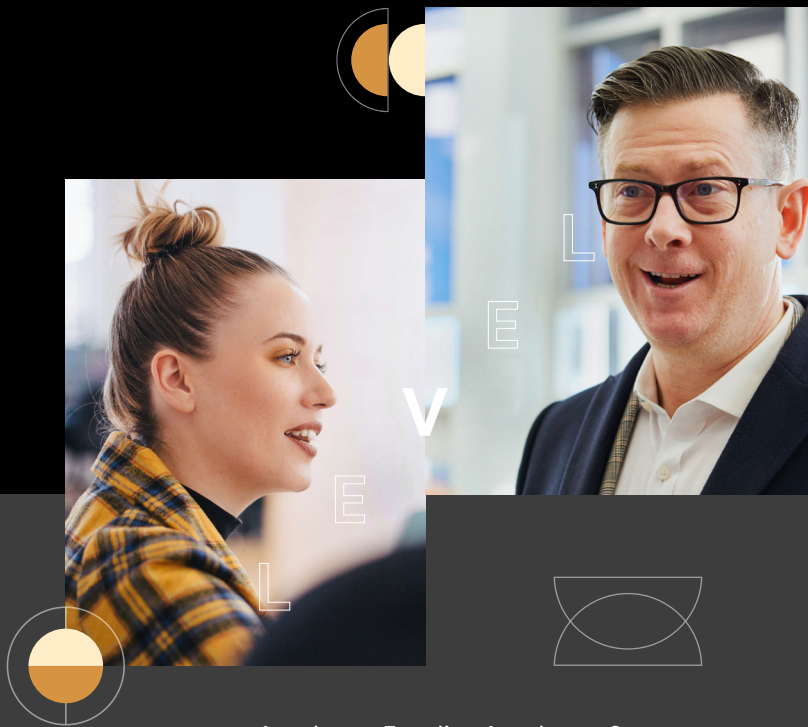


Metrics by Talent Flow

The Level Project



Accelerate Equality. Accelerate Success.

What's included?

This document provides an overview of the types of data to gather, analyse and monitor. This data focuses on talent flows related to hiring, promotion and retention; it also covers other areas where monitoring data may identify challenges in your pipeline.

Introduction

A data-driven approach to building gender balance will yield results that can drive real change. There are many things you could be doing to drive gender balance in your organisation, however, which of these actions will address your specific challenges? The flow of activity is illustrated on the right, and this document will focus on conducting data analysis.



Throughout this document, the resource “[Data Analysis Template](#)” will be referenced as it illustrates examples of the calculations referred to here.



Representation

Start by gathering the data you already have. Typically, most organisations will have gender data, age data and, perhaps, nationality data. Our focus here is on gender data. Review the split of women and men by level and by department. Here's an example focused on the top five levels of an organisation – this is suggesting four business titles: CEO level, one level below CEO (CEO – 1), two levels below the CEO (CEO – 2) etc.

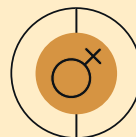
Table One – Current Population¹

Level	Male	Female	Total by level	% Females by level
CEO	1	0	1	0%
CEO-1	5	1	6	17%
CEO-2	15	13	28	46%
CEO-3	45	15	60	25%
CEO-4	50	60	110	55%

What are you looking for?

Where does the representation of women drop below 50%?

1. If this is at a junior level, you may be struggling to recruit women in to the organisation – start by looking at the hiring of junior employees, use [“Eliminating Bias in the Hiring Process”](#) to check the hiring process and use the guidance below on analysing the hiring process.



WHERE ARE THE WOMEN?

Often organisations start their work on driving gender balance by focusing on hiring. However, it is a mistake not to also consider the progression and career development for women that are already in your organisation. Use your data analysis to determine where there are women in your organisation:

Are they at a more junior level?

If they are, then figure out a plan to accelerate talent from that level having analysed the barriers to progression at that level.

Are they in a specific department?

Might there be a way to create a progression pathway from the department where women are represented into other departments in the business?

¹ Editable versions of all tables are available in the resource, “Data Analysis Template”



2. If this is at a point in the upper level of the organisation, there may be a challenge with progression. In the example above, the representation of women is 55% at CEO - 4 and decreases to 25% at CEO - 3. Your next stage of enquiry will be to determine why representation drops at this point.

The resource [“Using Focus Groups to Assess Employee Perceptions”](#) and engagement results can be used to get input from women and managers at the level where representation begins to drop to determine what might be the barriers to progress. You should also:

- a. Analyse this data by department – you may have more women in one department masking a lower level of women in another department.
- b. Review the **promotion rates** for the level where the representation of women is dropping. Determine if you are promoting more men than women to the level (more information on rates is provided below).
- c. Review the **hiring rates** for these levels, determine if you are hiring more men than women to the level (more information on rates is provided below).
- d. Review the **retention** rates and turnover, if it is voluntary or involuntary, to determine if more women than men are leaving at that level. Use any exit interview data you might have access to.

Hiring Data

In the resource [“Eliminating Bias in the Hiring Process”](#) we outline a pipeline for hiring, and in the [“Data Analysis Template”](#) we articulate each point in the process where data can be reviewed. When analysing hiring data, there are two levels of activity to conduct:

1. **Review the hiring pipeline:** When reviewing each step between people who apply for the position and people who are hired what is the representation of women?
2. **Review the proportionate hiring:** Check the number of women being added to each department as a percentage of the women currently in the department – this allows you to determine if hiring is improving or worsening the current level of representation.

Review the hiring pipeline:

In the resource [“Data Analysis Template”](#), in the tab “Attract”, the following table suggests each point in the pipeline where representation can be checked:



Table Six from “Data Analysis Template” – Hiring data review

Pipeline stage	Note	Female	Male	Total	Female % (Female/Total)
1. CVs submitted	Count the number of female and male CVs submitted over a period of time.	23	25	48	48%
2. Screening - Recruitment	Screening is where CVs are reviewed to determine if they will progress to the next stage in the process. Typically, HR will do a first review of CVs submitted for a role and line managers would do the second review.	13	18	31	42%
3. Screening - Line Manager		9	15	24	38%
4. Interview slate		The interview slate is the list of those that will be interviewed for a role.	7	9	16
5. Interviewed	Count the number of females and males that are called for interview.	3	3	6	50%
6. Shortlisted	Count the number of female and males on the short list, typically a subset of the overall slate for interview.	0	2	2	0%

In this example we can say:

1. CVs submitted: The proportion of CVs received is relatively even – there is not a challenge with attracting female candidates to this type of role.

Action: no action required.

- If representation at this stage is less than 50% then consider the options suggested in “[Eliminating Bias in the Hiring Process](#)”.

2. Screening - Recruitment:

The representation of women decreases during the first screening in the recruitment team.

Action:

- Provide training for the recruitment team on mitigating for bias.
- Pilot a test programme of “name blind CVs”, i.e., CVs that don’t have the applicant’s name on it, to determine if this addresses drop-offs in female representation at the screening stage.

3. Screening – Line Manager:

The representation of women decreases further during the screening conducted by line managers.

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Action:

- Provide training for the recruitment team on mitigating for bias.
- Pilot a test programme of “name blind CVs”, i.e., CVs that don’t have the applicant’s name on it, to determine if this addresses drop-offs in female representation at the screening stage.

4. Interview slate: The representation of women increases again slightly.

Action: no action required.

- If representation of women does decrease at this stage investigate why this might be the case – are women dropping out at this stage because of time taken to move through the process? Ask candidates who might be dropping out of the process why this is the case.

5. Interviewed: The representation of women is equal to that of men at this stage.

Action: no action required.

6. Shortlisted: There is no representation of women on the short list.

Action:

- Implement process to ask interviewers provide specific reasons for short-list decisions.
- Provide training for interviewers on mitigating for bias.

Having completed a review of the hiring pipeline, it is important to also look at **hiring rates** as a better indicator of how the population is changing. Hiring rates help to check if women and men are being added to each level in proportion to the existing number of women and men in that level.

Table Two from “Data Analysis Template” - Hiring

Level	Hiring Activity			Hiring Rates		
	Number of male hires	Number of female hires	Total Hires	Female hiring rate (No of female hires/total females at the level)	Male hiring rate	Differential
CEO	1	0	1	0		
CEO-1	1	1	2	100%	20%	80%
CEO-2	3	2	5	15%	20%	-5%
CEO-3	7	3	10	20%	16%	4%
CEO-4	10	3	13	5%	20%	-15%



Table Two – Hiring references the number of women and men at each level as detailed in Table One – Current Population, on page 2. For example, the hiring rates for females at CEO – 2 is 15%² while the rate for males is 20%, the difference between the female rate and the male rate is -5%. Where the differential is less than zero, there is an indication that you are hiring proportionately more men than women at that level – this illustrates a challenge at this level, which is not always immediately apparent by looking at the percentage of hires that are female.

Internal versus external hiring

It is also advisable to conduct the same level of analysis on internal versus external hiring. This will again, help to ensure that progression in the organisation is equitable and is especially important where progression is driven by candidates applying for open roles at a more senior level.

Promotion data

As with hiring data, a review of promotion rates will provide a clearer picture of progression within the organisation.

Table Three from “Data Analysis Template” - Promotion

Level	Number of male promotions	Number of female promotions	Total promotions	Female promotion rate	Male promotion rate	Differential
CEO	na	na	na	na		
CEO-1	2	1	3	100%	40%	60%
CEO-2	4	1	5	8%	27%	-19%
CEO-3	6	2	8	13%	13%	0%
CEO-4	9	2	11	3%	18%	-15%

In this example, the promotion rates to CEO – 2 are higher for men (27%) than for women (8%). For promotion rates the calculation is focused on the available talent pool, for example, four males were promoted into CEO – 2 from a male population at CEO-3 of 45.

Actions:

Where the promotion rate is higher for men than for women, use the guidance provided in the resource [“Encouraging Women to Apply for](#)

[/ Take up Senior Leadership Roles”](#) to plan actions to redress the imbalance.

Retention data

Understanding what proportion of men and women are leaving the organisation by level may also help in addressing the pipeline of women in your organisation. This is a critical check to ensure that the work you are conducting to hire and promote proportionately is not being undone as you are not retaining women.

² Female hiring rate = No of females hired into CEO - 2/No of females at CEO – 2 OR 2/13 = 15%



Table Four from “Data Analysis Template” - Turnover - Voluntary

Level	Number of male leavers	Number of female leavers	Total leavers	Female turnover rate	Male turnover rate	Differential
CEO	0	0	0			
CEO-1	1	0	1	0%	20%	-20%
CEO-2	0	0	1	0%	0%	0%
CEO-3	5	5	10	33%	11%	22%
CEO-4	8	6	14	10%	16%	-6%

Table Five from “Data Analysis Template” - Turnover - Involuntary

Level	Number of male leavers	Number of female leavers	Total leavers	Female turnover rate	Male turnover rate	Differential
CEO	0	0	0			
CEO-1	1	0	1	0%	20%	-20%
CEO-2	0	0	1	0%	0%	0%
CEO-3	1	2	3	13%	2%	11%
CEO-4	2	2	4	3%	4%	-1%

As before, these examples are based on the number at each level in Table One – Current Population. For example, in Table Four – Turnover – Voluntary, the number of male and female leavers is the same, at CEO – 3, 5 men, 5 women. However, when you compare the number of women and men with the underlying populations you can see that there is a greater proportion of women leaving than men, 5 out of 15 women is a rate of 33% versus 5 out of 45 which is a rate of 11%.

Actions:

- If you don’t already do so, conduct exit interviews with all of those leaving the organisation.

- Where exit interviews are conducted, analyse for commonality across interviews with women who are leaving.
- Use the resource [“Encouraging women to apply for/take up senior leadership roles”](#) to address challenges that are raised.
- Use the resource [“Using Focus Groups to Assess Employee Perceptions”](#) to discuss with those in the organisation at the level where you have proportionately more women to proactively identify how to retain women.
- For involuntary turnover, be aware of the proportion of women and men impacted by involuntary turnover programmes.



Leading and lagging indicators

As you consider what data to monitor on an ongoing basis, consider the difference between leading and lagging indicators. Leading indicators are those that tell you what the future state will be based on current data; in hiring, for example, considering data at a point in the pipeline where the outcome can still be influenced, before someone has received an offer of employment. Lagging indicators are those that tell you what happened in the past, again, in hiring the gender split of hiring last year is an example of this.

Other data to review

- **Parental leave** – what proportion of men and women take up parental leave? Where a disproportionate number of women versus men take up this leave, highlight role models, especially male managers, who do avail of the leave.
- **Parents leave** – as for parental leave, make efforts to ensure that men and women in the organisation take advantage of this leave.
- **Care-giving leave** – typically women will be more likely to avail of care-giving leave than men. Review this data for your organisation and determine if those taking care-giving leave return to full-time working and/or have support to stay at

work. Leverage support from organisations such as Family Carers Ireland and their Caring Employers Programme³ to provide one-to-one support for employees.

- **Flexible working** – what is the proportion of men and women that take up flexible working? Working flexibly can be seen as a hinderance to progression – ensuring that men and women take up this type of working consistently can help to offset any imbalance.
- **Rate of non-returners** – monitor the rate at which women return from maternity leave both at the point of return and after one year. Where women are not returning from maternity leave, determine what actions should be taken to provide specific supports for those becoming parents.
- **Performance ratings** – monitor the distribution of performance ratings by level and by gender. Allocation of high-performance ratings should be proportional for women and men.

³ familycarers.ie