

COVER SHEET

Bringing Incentive and Accountability to Dual-Career Placement

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Abstract: we propose a scoring matrix for member institutions, led by UVa, by which the level of cooperation in hiring of trailing spouses is measured and reported. In addition, we propose that the reporting of these scores can be used to create incentives—first, as simply providing data to institutions and new hires that underscores measurably positive relationships between institutions, and later, as a factor in determining which institutions might be included in sharing of additional resources, such as HR cooperative agreements and STEM job shares.

Problem: While intra-university incentives to help with dual-career hiring are in place, especially for tenure-track hires (such as spousal salary support through the office of the provost), in our hiring process (a tenured female professor in the medical field and a spouse not offered a position) it became clear that relationships with nearby academic institutions were informal, and no data was available on actual hiring or cooperation of hiring practices when it came to dual-career couples. It became obvious that no compatible institutions had incentives to hire UVa trailing spouses, and UVa had no concrete incentives to assist these institutions these hires. In other words, while contacts and consortiums of one type or another are provided to prospective trailing spouses, there is no actual incentive for any institutions to make an effort to actually hire.

This proposal assumes that the dual career hiring challenge includes not only tenure-track faculty but staff as well (as described in the challenge). Additionally, the assumption is that the greatest need is for positions at a professional level.

General context: The studies referenced in the Challenge, in particular the Clayman Report, highlight the challenges faced by women and minority faculty hires, especially in STEM programs. Not mentioned is the implication of this--it is often men who are trailing spouses, and finding appropriate opportunities for male spouses presents additional challenges to the hiring institution; for while the initial hire for one department might help that department in terms of diversity, the hiring of a trailing spouse often means that the second hiring department will have a less diverse workforce. A race and gender blind matrix by which cooperative hiring is measured would help address this issue.

The matrix we propose could be used by institutions nationwide, with lead institutions (such as UVa) creating local reporting districts based on appropriate commuting ranges. For example, while UVa and VCU might be gathered within one another's reporting range, VCU might establish within its range institutions like William and Mary which would lie outside UVa's. By so extending this matrix, a larger pool of reporting, cooperation, and incentives ideas could use this matrix as the basis for truly making dual-career hiring practices more whole-person and whole-family friendly.

UVA context: While UVa promotes some formal agreements with other institutions, these lack incentives or performance tracking. When we transferred, the only assistance offered for nearby institutions was "have you checked their job boards?" UVa has an opportunity to take a lead on this issue, and to bring concrete hiring practices among institutions to a demonstrable level of cooperation.

UVA could become a leader in this field by promoting data-driven solutions, taking an institutional lead correcting one of the most misunderstood elements of attracting women and

minorities to STEM programs--that a correlative of most of these hires is the hiring of a trailing spouse, and allowing that doing so may offset some of the diversity gains made by hiring the lead spouse.

The solution: A much greater benefit to all concerned would be a method of tracking, reporting, and incentivizing cooperative dual-career hiring among appropriate institutions, led by UVa.

We propose a scoring matrix. The scoring matrix is a way for UVa and participating institutions to track, report, and support one another in the practice of dual-career placement. By use of a scoring matrix, UVa and invited member institutions would be able to annually compare a level of cooperation, and thereby raise awareness of which institutions are making substantive efforts to contribute. Conversely, the scoring matrix would also help identify which institutions could improve efforts.

We leave aside the question of other incentive uses of this matrix. While at some point the members might find it useful to monetize or otherwise create tangible incentives, these practices would be best developed after a number of years of trial and error, and after the matrix has been adapted to the specific institutions and best practices, and has been demonstrated as useful.

We also leave aside the question of whether to further compartmentalize this matrix within UVa constituents. For example, our HR dual-career office might have a sense that one division or another has been especially helpful, or especially unhelpful, in dual-career placement. If that is the case, it may help to further divide this matrix according to UVa divisions (such as Medical Center, Arts and Sciences, etc.). For now, the primary advantage we see to this proposal is increasing the awareness and cooperation of dual-career placements between UVa and outside institutions.

The selection of member institutions would be a decision made by UVa, at least initially, as the founder of this program. Most likely choices would be similar institutions of higher learning, such as JMU and Mary Washington. Additionally, UVa might wish to include institutions with similar missions and who face similar hiring challenges, such as Martha Jefferson, NGIC, and local secondary schools. We believe the decision of including area large private-sector employers such as SNL Financial would be best delayed until the program is established; at that time, increasing the number of member institutions might be reviewed with a greater sense of evolving successes and challenges of this program.

The rudimentary example matrix below is based on full-time hires, both "benefit" (primary spouse) and "contribution," (trailing spouse) with additional points for contribution salaries above a certain level. These numbers are for the use of this example only, and experienced HR evaluators would likely develop a more useful point system.

For each dual-career hire under the consortium plan, a member institution earns 5 points for base, starting salaries of 50K or less. For each additional 50K of salary, the institution earns an additional 1 point. In practice, then, the matrix might look like this (all numbers are hypothetical):

2015 Dual-Career Matrix

| Year | Contribution hires | | | | | Benefit Hires | | | | | Net |
|------------|--------------------|------|--------------|------|-------|-----------------|------|--------------|------|-------|-----|
| | Full time hires | | Salary bonus | | Total | Full time hires | | Salary bonus | | Total | |
| | No. | Pts. | No. | Pts. | | No. | Pts. | No. | Pts. | | |
| UVA | 20 | 100 | 600K | 12 | 112 | 18 | 85 | 500K | 10 | 95 | 27 |
| JMU | 15 | 75 | 400K | 8 | 83 | 16 | 80 | 400K | 8 | 88 | -5 |
| VCU | 2 | 10 | 50K | 1 | 11 | 3 | 15 | 50K | 1 | 16 | -5 |
| UMW | 2 | 10 | 50K | 1 | 11 | 3 | 15 | 50K | 1 | 16 | -5 |

The above grid shows not only the contribution hires of each institution, but the benefit hires.

Relevance of a Solution: By more fully measuring and sharing information about cooperation, member institutions might better understand the value in assisting one another with dual-career hiring.

If dual-career hiring cooperation between institutions can be made thus accountable, this opens the possibility of providing more concrete incentives for cooperating institutions in the future. It is outside the scope of this proposal to explain such incentives in detail, but examples might be cooperative recruiting efforts (with commensurate recruiting cost savings), HR dual-career office information or even personnel sharing.

Information Resources: At its most basic level, this matrix would be self-reported and not subject to audit by other institutions. HR departments would need to consider what additional staff demands would be required. The numbers are easily established between HR departments, and reporting would need only be a simple sheet of number of employees and appropriate salary support.

There are numerous statutes concerning privacy, disclosure, and institutional policies that would require consideration. The final form of the matrix would be a cooperative effort allowing all member institutions to have confidence that they are in compliance with law, policy, and institutional mandates.

Review of the available informational resources provided yielded a discouragingly common theme: significant data is collected to explain the problem, resources are collected to appear to answer the problem (links to job board websites, offers of career counseling, links to chambers of commerce and to other institutions) but we did not readily find resource information links to *link accountable, data-driven performance of cooperative hiring institutions with hiring partners*. This feeds into a particularly pernicious *appearance* of providing numerous resources for trailing spouses while *too often failing* to provide any measurable incentives or accountability. Too many of studies cited in the

challenge illustrate the need for action; the primary “information support” needed is not further study, but concrete accountability.