

## **Workforce Data Reporting Performance Audit – One Year Follow-up Response**

February 13, 2017

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This document represents a *One Year Follow-up Response* from the Montana University System to the performance audit on Workforce Data Reporting (14P-05).

### **RECOMMENDATION #1**

We recommend the Montana Board of Regents, through the Office of the Commissioner of Higher Education, work with the Montana University System units to establish a system-wide categorization model that allows:

- A. The Montana University System units to report workforce data in a consistent manner, and
- B. The Office of the Commissioner of Higher Education to obtain and validate workforce data for reporting purposes.

### **PROGRESS: Implemented**

#### **ACTION STEPS:**

- The MUS has implemented a ***consistent position categorization model***. The model is a modified version of the University of North Carolina's JCAT framework. (see attached MUS Job Categorization Taxonomy, ATTACHMENT #1).
  - The new taxonomy relies on JCATs coding schemes, descriptions, and procedures to ensure consistent categorization of all employees at the campus level in Banner.
  - The campus-level JCAT coding is cross walked into a higher level roll-up at the system-level, called the MUS Job Categorization Taxonomy.
  - This new categorization methodology will ensure valid information and consistent reporting is maintained at both campus and system levels.
  - A system-wide Human Resource data warehouse has been established in order to provide central access to data that is refreshed on a monthly basis. In addition to JCAT information, key salary, employee class, funding source, tenure status, and FTE information are now being captured at the system level. (see sample report, ATTACHMENT #2)

### **RECOMMENDATION #2**

We recommend the Montana University System units establish procedures to:

- A. Review current workforce Banner data to ensure it is accurate, and
- B. Update workforce Banner data as individuals change position.

## **PROGRESS: Being Implemented**

### **ACTION STEPS:**

- Embedded in the process of applying JCAT codes to the 8,000 employees within the MUS is a detailed review of all workforce data.
  - HR staff from both the UM and MSU sides have worked collaboratively to review, refresh, and analyze the accuracy of employee data in Banner.
  - Recognizing that this recommendation is a business improvement process that needs to occur on a continuous and ongoing basis, the HR Data Taskforce, comprised primarily of HR Directors and data analysts will continue to develop and refine processes to ensure accurate data is maintained within Banner.
  - JCAT information has been recorded for the majority of the employees in the system, and as new positions are created the categorization methodology is being used in the creation of new job records.
  - OCHE also has plans to improve and strengthen central HR data analysis capabilities. This will include reporting and dashboard tools which will allow for frequent review of classifications, as well as aid in the development of standardized reporting for state and national data collection efforts.

## **RECOMMENDATION #3**

We recommend the Office of the Commissioner of Higher Education work with Montana University System units to:

- A. Review and document current IPEDS reporting processes at each of the MUS units.
- B. Identify IPEDS reporting inconsistencies across MUS units.
- C. Establish and document a statewide level interpretation of IPEDS.

## **PROGRESS: Partially Implemented**

### **ACTION STEPS:**

- As a new generation of JCAT coded data is now available, and new system-wide reports are being developed and integrated into the budgeting process, OCHE has the opportunity to conduct a detailed analysis of IPEDS reported data.
  - Staffing, time constraints, and the need to develop a HR data warehouse first, have prevented this recommendation from being fully implemented.
  - The plan is to hire/assign HR data analyst duties to a position at OCHE in FY18. IPEDS validation and consist reporting will be one the primary roles associated with this position.