

Montreal Partnership for Human Resource Management

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- A framework to bring together researchers in People Analytics and Quebec-based companies facing HR challenges.
- Vision is that corporate partners will see this framework as the first resource when they need data-based analysis related to HR questions.

- CIRANO Infrastructure
 - Secure data hosting
 - Legal infrastructure
 - Research support services
 - Physical infrastructure
- Montreal Research Community
 - Research experience related to HR
 - Extensive network
 - University resources
- Public and Private Partners
 - Needs
 - Data
 - Institutional knowledge
 - General support

Example: [Center for Corporate Performance](#) Copenhagen, Denmark

- Brings together Danish and international researchers with many of the big players in Denmark's corporate community.
- Data and legal infrastructure allowing corporate partners and researchers to cooperate on projects initiated by either the corporate partners or the researchers.
- Twice-annual one-day conferences with
 - HR professionals from the different corporations
 - researchers from Copenhagen Business School, Aarhus University, and international partners.
- Research briefs on specific corporations.

Who are we?

- Fabian Lange, Canada Research Chair in Personnel and Labor Economics, McGill Economics.
- Decio Coviello, Canada Research Chair in Economics, HEC Montreal.

+ Montreal based research network:

- Francesco Amodio, McGill University, Economics
- Matissa Hollister, Desautels – McGill, Organizational Behaviour
- Daniel Parent, HEC Montreal, Economics

+ International Network including researchers and institutions in rest of Canada, US, Scandinavia, Germany, Japan.

Current partnerships

Supervisors and Performance Management Systems

1. Data: Scandinavian Service Sector Firm
 - 25,000 employees, 12 years of data.
2. Findings
 - I. Vast heterogeneity across supervisors in ratings given.
 - II. Substantial impact on employee careers, salaries, productivity, retention, engagement.
 - III. Careful with restricting supervisors: the way supervisors manage their teams is bound up with their ratings style.

Supervisors and Performance Management Systems, II

- Ongoing work with a Danish manufacturing company in improving their data collection related to performance measures.
- Develop tools for more efficiently exploiting information in performance measures.

Minimum wage and personnel productivity

1. Data: large US retailer operating nationwide
 - >200,000 employees, >1,000 stores
 - Focus on salespeople paid “base+commissions” for which we observe monthly sales/hrs (her productivity)

2. Variations in minimum wage
 - I. increased base pay but did not affect commissions
 - II. increased **productivity**, have no effects on layoffs
 - III. have sharper effects on low productive workers, and in high unemployment areas

Minimum wage and personnel productivity, II

- Note: the company provided data + support with institutional knowledge + permission to publish on scientific journals
- Results have been used to provide actionable intelligence on business relevant decisions
- Team is collaborating to optimize future compensations schemes and hours worked in stores that will face new changes in minimum wage in 2018
 - Example: no need to increase base-pay to high productive workers

Potential for Cooperation: Themes

1. Building Data Infrastructure.
2. Current practices.
3. Best Practices.
4. Credible causal effects.

Theme 1: Building Data Infrastructure

1. Identify what data is collected on employees throughout the firm.
2. Ideal: a unified, readily accessible system with:
 - a. Functions, responsibilities
 - b. Engagement data
 - c. Performance data (individual and team)
 - d. Compensation
 - e. Linkages.
3. Develop tools to help promotion, hiring, assignment, and retention decisions.

Theme 2: Current Practices

1. Use currently available data to understand employee careers and human capital in firm
 - i. Predictions on retention.
 - ii. Productivity in different jobs.
 - iii. Who will be a capable supervisor?
2. What are current practices and how can they be improved?

Theme 3: Best Practices

1. Surveys of firms in Quebec / Canada on current practices.
2. Research reports on best practices worldwide?
3. Topics:
 - i. Subjective Performance Systems
 - ii. The use of machine learning in people analytics.
 - iii. ...

Theme 4: Credible Causality

Causal evaluations of human resource practices and changes to practices:

For example, changes in compensation practices: causal impact on performance or retention?

The next 6 months?

1. In conjunction with CIRANO put basic infrastructure in place.
 - a. For data sharing.
 - b. A web-site / official face of the initiative.
2. Publicize the initiative.
3. First joint meetings of HR professionals and researchers.
4. First projects?