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Networking

A process of developing mutually beneficial contacts through the exchange of information.

Networks may consist of internal or external contacts:

- Internal contacts can be people with whom you interact regularly in the course of work, or they can be internal stakeholders.
- External contacts may be people outside the organization with whom you work regularly, or they can be colleagues at other companies or professional associations.

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Creating Professional Networks

How to Create a Professional Network

- Decide who you should include in your network.
- In all social situations, introduce yourself, and then **ask, listen, and remember**.
- Make yourself more visible. **Attend, present, and participate** professionally.
- Develop your own value. Work on becoming an expert.
- Do favors. Networking is bidirectional; value flows to both ends of the connection.

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SIRM Stakeholder Concept

EVERYBODY

The diagram shows a central blue circle labeled "Organization" with arrows pointing to eight surrounding stakeholder groups: Communities, Governments, Political groups, Customers, Employees, Trade associations, Suppliers, and Investors. A small cartoon character with a briefcase is positioned near the "Suppliers" stakeholder. The SHRM-ATLANTA logo is at the bottom left.

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SIRM Benefits of Building Relationships

Effective relationships

- Improve the quality of communication.
- Increase productivity by supporting collaboration.
- Create a positive work environment.

Paths to Effective Work Relationships

- Strive for diversity in the range of your relationships.
- Invest time and energy in developing/sustaining relationships.
- Develop an ease with "small talk" about non-work matters.
- Talk about yourself without dominating the conversation.
- Learn to ask about others without prying into personal matters.
- Be considerate of other people's time and obligations.

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SIRM Building Trust

The diagram shows a staircase of seven steps representing factors for building trust, from top to bottom: Common values, Aligned interests, Benevolence, Capability or competence, Predictability and integrity, and Communication.

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SIRM **Types of Conflict** 

- May arise from disagreements over how to perform a task, personal differences, or a need for control.
- Interpersonal conflicts may sometimes be disguised as task conflicts.
- Conflicts can occur inside a team or between a team and an outside group.

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SIRM **Conflict Resolution Tactics** 

Mode	Description
Accommodate (or smooth)	Emphasize agreement and downplay disagreement.
Assert (or force)	Impose a solution.
Avoid	Withdraw and allow conflict to be resolved (or not) by others.
Collaborate (or confront)	Search for a "third way" that both sides can own.
Compromise	Ask both sides to concede some issues to reach agreement.

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SIRM **Conflict Resolution Tactics** 

Mode	Description
Accommodate (or smooth)	
Assert (or force)	
Avoid	
Collaborate (or confront)	
Compromise	

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SIRM OOOps

On Earth, according to the report, Boeing and NASA officials sparred in tense meetings on how best to bring the crew home, with "unprofessional behavior" and yelling matches that countered the agency's norms of healthy technical debate and crisis management.

The report, completed in November and citing interviews with unnamed NASA officials, said "numerous interviewees mentioned defensive, unhealthy, contentious meetings during technical disagreements early in the mission."

"There was yelling in meetings. It was emotionally charged and unproductive," one official reported. "It was probably the ugliest environment that I've been in," another said.

"There wasn't a clear path for conflict resolution between the teams. That led to a lot of frayed relationships and emotions," said another.

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SIRM Approaches to Negotiation

- **Soft:** The relationship is worth more than the issue at hand.
- **Hard:** Winning is more important than the relationship.
- **Principled (interest-based or integrative bargaining):** Focus is on issues, finding common interests, and achieving mutual gain.

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SIRM Negotiating Process

```

    graph LR
      A[Prepare:  
▪ Know your needs and other side's likely demands (for example, BATNA analysis).] --> B[Build relationship:  
▪ Create trust; encourage comfort and openness.]
      B --> C[Exchange information:  
▪ Understand positions and perspectives.]
      C --> D[Persuade:  
▪ Find mutual benefits.]
      C --> E[Concede and agree:  
▪ Find best alternative.  
▪ Confirm and document if appropriate.]
  
```

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SIRM Knowledge Item #1 

Which group of HR stakeholders focus on shared interests?

- A. Communities and political groups
- B. Suppliers
- C. Internal customers
- D. External customers

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SIRM Knowledge Item #2 

Which conflict resolution tactic is useful in high-stakes situations where relationships between parties must be preserved and the conflict is not time-bound?

- A. Accommodate
- B. Assert
- C. Collaborate
- D. Avoid

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SIRM Knowledge Item #3 

Which negotiation style focuses on positions instead of people and works to identify common interests and the opportunity for mutual gain?

- A. Soft negotiation
- B. Principled negotiation
- C. Hard negotiation
- D. Arbitration

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SIRM Knowledge Item #4

What type of strike occurs without the knowledge or approval of union leadership?

- A. Wildcat strikes
- B. Sit-down strikes
- C. Secondary strikes
- D. Sympathy strikes

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SIRM Behavioral Competencies

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SIRM Communication Model

Who ... says what ... in what way ... to whom ...

Communicator Message Medium Receiver

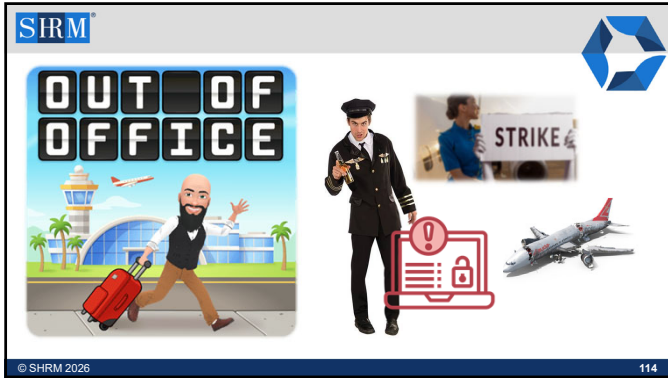
Noise Noise Noise

with what effect ...

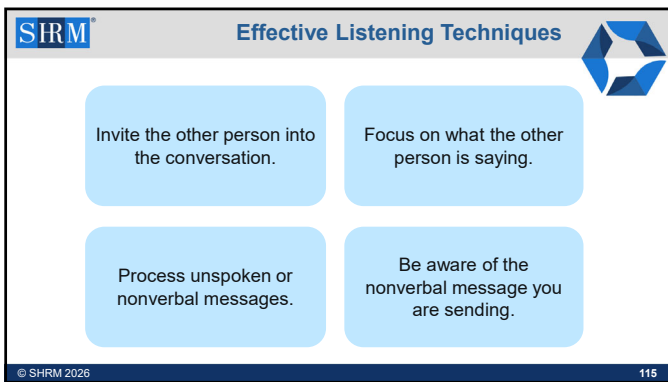
Feedback

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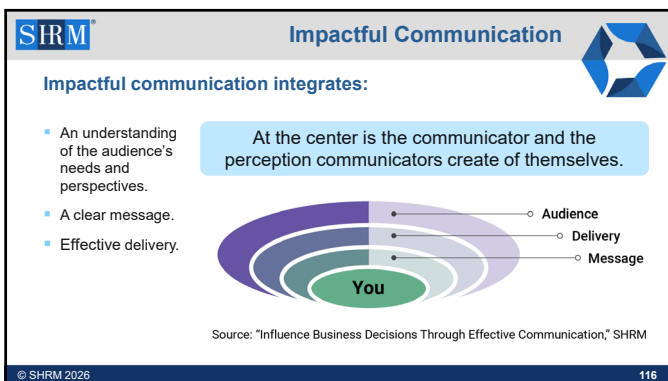
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SIRM Understanding the Audience

Key audience analysis questions

- Who should receive information?
- What do they know, and what do they need to know?
- How will the audience react?
- How can I best persuade them?





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SIRM Constructing the Message

Key "framing" questions


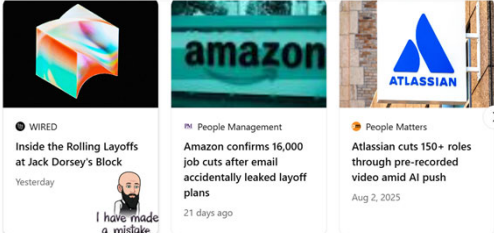
- What is my objective? What do I want the audience to feel? To do?
- What benefits can be created as a result of this communication?
- What are the key points, and what order makes logical sense?
- What evidence will convince the audience?



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SIRM OOOps



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SIRM Planning Communications 


Key planning questions

- How will the communication occur?
- When will the communication occur?
- Where will the communication occur?
- Who will communicate?
- What support will be required?
- What media will be used?
- How will audience feedback be managed?
- What organizational rules will shape the communication?
- What is the appropriate tone of the communication?




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SIRM Being an Impactful Communicator 


Key questions to create impact:

- **How can I create credibility?**
 - Reputation for expertise
 - Reliability
 - Integrity
- **How do I create presence?**
 - Posture and movement
 - Gesture
 - Eye contact
 - Vocal qualities




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SIRM Evaluating Communication 

- Was the audience analysis complete and on target?
- Did the audience react as anticipated?
- What points seemed most or least interesting?
- Where did they get confused?
- Where were they most engaged?
- What engagement tactics worked and which didn't?
- How could feedback mechanisms be improved?



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SIRM Understanding the Audience

Better.com CEO fires 900 employees over Zoom

By Ramishah Maruf, CNN Business
Updated 6:50 PM ET, Mon December 6, 2021

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SIRM Feedback

Giving Feedback	Providing Corrective Feedback	Seeking and Receiving Feedback
<ul style="list-style-type: none"> Must be timely and specific. Withholding feedback results in unmanaged negative risks. 	<ul style="list-style-type: none"> Bookending negative feedback with positive remarks does not improve acceptance. Incorporate the opportunity for employees to express their own goals. 	<ul style="list-style-type: none"> Decide what kind of feedback is needed. Then find the person most equipped to give it. Listen actively and don't be defensive. Offer thanks.

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SIRM Leading More Effective Staff Meetings

- Have a purpose and ensure that everyone understands this purpose.
- Set a clear agenda.
- Limit meeting time to what is needed to address agenda items.
- Start on time. Plan social exchanges ahead of the start time.
- For regular meetings, consider ways to "change things up."
- Recognize the importance of storytelling.
- Take time to resolve conflicts, but postpone difficult conflicts until later.
- Review decisions and next steps at meeting's end.
- Send an e-mail summary if needed.
- Periodically, have a "meeting on meetings."

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SIRM **Translating Technical Jargon** 


- Jargon and shorthand may be used throughout the organization, but not all employees will have familiarity with it.
- Communication must be planned so that it is appropriately translated for relevant audiences.

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SIRM **Anonymous Communications** 

- May take many forms:
 - Anonymous complaints
 - Online and employee reviews
 - Employee and customer surveys
- Ability to provide anonymous feedback important to breaking down silos
- Not always negative
- May be worth examining why there is a need for anonymous feedback

Let Me Know 

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SIRM **Knowledge Item #1** 

Which of the following is a challenge posed by video-conferencing as a means of communication?

- A. Requires more care to convey tone
- B. Limited content that can be communicated
- C. Does not allow confirmation of understanding
- D. Potential to miss non-verbal cues

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SIRM

Knowledge Item #2



Which of the following should be considered when interpreting physical and vocal cues during in-person communication?

- A. The potential of neurodiversity to alter cues by either party
- B. Whether technical issues caused cues to be missed
- C. The relative position within an organization of the parties
- D. Whether a record of the conversation can be reproduced

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SIRM

Knowledge Item #3



Which of the following is a consideration that is more important when communicating with new employees or parties from an external group than it might be when communicating with others on an internal team?

- A. Identifying communications methods
- B. Addressing issues caused due to nervousness
- C. Translating technical jargon
- D. Hypothesizing how the audience will react to the communication

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SIRM

Behavioral Competencies



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SIRM Value

- Value generally refers to organizations' success in meeting their strategic goals.
- Value can be influenced by organizations' mission or culture.
- HR must understand the varying perceptions of value because they will drive strategic goals throughout the organization and affect the ways in which HR can support the organization.

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SIRM Value Chain

Process by which organization creates its product or service is the **value chain**.

Participants share expertise, not just production or supply.

HR contributes quality and availability of "pivotal talent pools."

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SIRM Life Cycle

Know where you are in the life cycle.
Needs change as industries, businesses, and products pass through predictable cycles.

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SIRM Improving Environmental Awareness 

- Information gathering must be used regularly and expanded as new sources and information channels develop.
- HR professionals must focus on expanding and deepening channels of information.

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SIRM Useful Business Terminology 

Supply and demand

Strategic plan

Competitive advantage

Financial projections

Quality

KPIs

Fixed and variable costs


Revenue

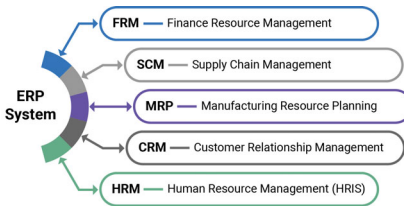
Net income

Profit and loss

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SIRM Business Intelligence 



The ability to use information to gain a deeper understanding of an organization and its parts.

Includes:

- Data gathering.
- Data warehousing.
- Query and reporting capabilities.

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SIRM Advanced Business Analytics

Backward

- Analyzes historical data
- Often referred to as trend analysis

Current

- Measures performance in key areas
- Could present data in different ways

Forward

- Uses historical and current data to get a better sense of the future
- Applies formulas and algorithms to predict outcomes

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SIRM Business Intelligence

- Employment Assessments
- Applicant Tracking
- Background Screening
- Onboarding
- Learning Management
- Performance mgmt.
- Compensation mgmt.
- Succession planning
- Time and Attendance
- Compliance-OSHA, LOA, E-Verify
- Unemployment
- Benefits Administration
- Employee Self Serve
- Engagement and Survey
- Wellness
- ACA Compliance
- Online Analytical Processing

Payroll

- Taxes
- Garnishment
- Distribution - Pay Cards
- Year-end

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SIRM Budgeting

Budget type	Characteristics
Incremental	Traditional approach; prior budget is basis for next budget.
Zero-based	Each unit or goal is ranked, and available funds are allocated, with budgets starting at zero.
Activity-based	Based on how much it costs to perform activities; funding based on strategic significance of activities.
Formula-based	Different units receive varying percentages of budget.

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SIRM **Budgeting Considerations**

The budgeting process requires understanding the organization's practices, strategy, and environment.

- How does the organization allocate costs?
- Which costs are variable and which are fixed for the budget year?
- When do costs occur?
- What organizational and functional strategic plans will affect HR?
- What risk factors affect the budget?

?

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SIRM **Business Case**

Presentation to management that establishes that a specific problem exists and argues that the proposed solution is the best way to solve the problem in terms of time, cost efficiency, and probability of success.

```

    graph TD
      A[Executive Summary] --> B[Recommended Solution]
      B --> C[Risks and Opportunities]
      C --> D[Estimated Costs and Time Frame]
  
```

Executive Summary Condition or change impelling action

Recommended Solution Objectives for an ideal solution

Risks and Opportunities Outcomes that could decrease success or present new opportunities; risk of doing nothing

Estimated Costs and Time Frame All foreseeable elements plus a reserve

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SIRM **Balance Sheet Concepts**

Assets = Liabilities + Equity or Equity = Assets - Liabilities

Assets

- What an organization owns
- Can be tangible or intangible
- Can include investments
- Can include what is owed to the organization (**accounts receivable**)

Liabilities

- What an organization owes
- Can include items such as rent, loans, tax debts, etc.
- Can include what vendors/suppliers are owed (**accounts payable**)

Equity

- Represents what a company owes to either its owner(s) or its shareholders
- Represents what is left of a company's assets after its liabilities have been discharged

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SRM Sample Balance Sheet

ABC Manufacturing Company

Balance Sheets In thousands (000)

Point in time → December 31, Year

Goes to Cash Flow →

	Year 1	Year 2
Cash and cash equivalents	\$ 138,800	\$ 128,600
Raw materials inventory	15,800	13,000
Work-in-process inventory	5,400	16,600
Finished goods inventory	25,000	23,700
Total inventory	\$ 41,200	\$ 53,300
Accounts and notes receivable	48,200	50,300
Doubtful accounts	<100>	<400>
Total current assets	\$ 220,800	\$ 231,800
Gross plant, property, and equipment	60,000	70,000
Accumulated depreciation	<45,000>	<15,000>
Net plant, property, and equipment	\$ 15,000	\$ 55,000
Total assets	\$ 221,600	\$ 231,600
Accounts payable	59,700	65,200
Stockholders' notes payable	12,000	16,800
Total current liabilities	\$ 71,700	\$ 82,000
Long-term debt	80,000	60,000
Stockholders' equity (includes retained earnings)	122,700	140,200
Total long-term debt and stockholders' equity	\$ 202,700	\$ 210,200
Total liabilities and stockholders' equity	\$ 221,600	\$ 231,600

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SRM Income Statement Concepts

Basic form is:

Net income = Revenues – Expenses

- Provides the “bottom line” look at how the organization is performing.
- Also known as the **profit and loss statement (P&L)**.

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SRM Sample Income Statement

ABC Manufacturing Company

Income Statements In thousands (000)

	FY 1	FY 2
Sales, gross	285,500	312,000
Sales discounts, returns, and allowances	<14,300>	<15,600>
Revenue (net sales)	271,200	296,400
Cost of goods sold (COGS)	<167,400>	<182,200>
Gross profit	103,800	114,200
Selling expenses	<29,800>	<32,600>
Salaries	<19,000>	<20,700>
Lease expense	<10,800>	<11,900>
Total operating expenses	<59,600>	<65,200>
Depreciation	<3,400>	<4,000>
Earnings before interest and taxes (EBIT)	40,800	45,000
Interest expense	<4,300>	<4,400>
Pretax income	36,500	40,600
Taxes	<12,000>	<21,100>
Net income	24,500	19,500

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SIRM Cash Flow Statement Concepts

- Shows incoming and outgoing cash in the areas of operations, investing, financing.
- The balance, trends, and relationships in areas of the statement are examined for signs of sound or weak management.
 - Negative cash flow in operations could indicate that sales are too low and/or the cost of production is too high.
 - Negative cash flow in financing could show that organization is relying too heavily on borrowing.

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SIRM Sample Cash Flow Statement

Net Income		24,500	19,500
Statements of Cash Flow			
		Year 1	Year 2
		(\$ in 000)	
Year	Period of time →	Year 1	Year 2
O	After-tax income	\$ 24,500	\$ 19,500
D	Depreciation add back	3,400	4,000
P	(Increase)/decrease in inventory	(7,900)	(12,100)
S	(Increase)/decrease in accounts receivable	(7,700)	(4,200)
ABC Manufacturing Company			
Balance Sheets			
In thousands (000)			
December 31, Year		Year 1	Year 2
I	Cash and cash equivalents	\$ 133,900	\$ 128,600
V	Less dividends paid		(12,000)
F	Increase/(decrease) in long-term debt		-
H	Increase/(decrease) in short-term notes		4,000
I	Net cash flow from financing activities		(8,000)
N	Cash flow from operations, investments, and financing activities	4,400	(5,300)
	Beginning cash balance	129,600	133,900
	Ending cash balance	\$ 134,000	\$ 128,600

Combined cash flow is subtracted from the ending cash balance of the previous period, which is the beginning cash balance of the current period.

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SIRM Sample Cash Flow Statement

ABC Manufacturing Company		
Statements of Cash Flow		
In thousands (000)		
Year	Year 1	Year 2
	\$ 25,500	\$ 19,500
	3,400	4,000
	(7,900)	(12,100)
	(7,700)	(4,100)
	10,100	5,500
	23,400	12,800
	(10,000)	(10,000)
	(10,000)	(10,000)
	13,400	2,800
	-	-
	(10,000)	(12,000)
	-	-
	2,000	4,000
	(8,000)	(8,000)
	4,400	(5,200)
	128,500	133,900
	\$ 133,900	\$ 128,700

Combined cash flow is subtracted from the ending cash balance of the previous period, which is the beginning cash balance of the current period.

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SIRM Financial Ratios 


Financial ratios can be used to analyze an organization's performance.

Excessive use of financial measures can overemphasize the importance of short-term results.

Ratios are often industry-specific, so HR professionals should understand industry metrics and how organization compares with similar enterprises.

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SIRM Sample Financial Ratios 

- Current ratio
- Debt to asset ratio
- Debt to equity ratio
- Accounts receivable turnover
- Gross margin

- Earnings before interest, taxes, depreciation, amortization (EBITDA) margin
- Profit margin
- Return on investment (ROI)
- Earnings per share (EPS)
- Price to earnings (P/E)

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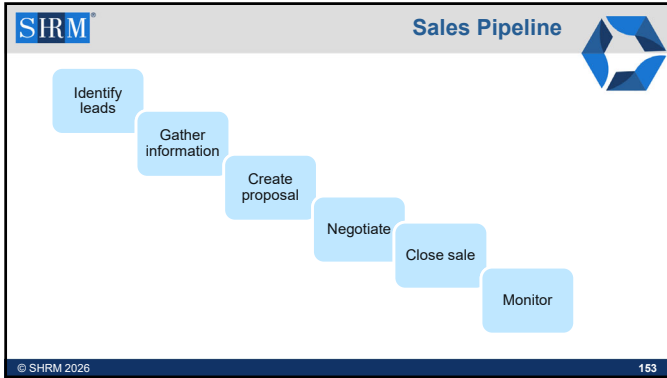
SIRM Sample Nonfinancial Metrics 

- Market share
- Achievements in social responsibility
- Activity ratios
- Employee retention and job satisfaction
- Employee engagement

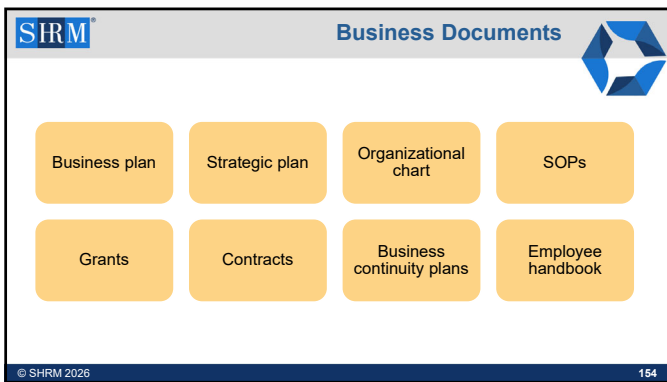
- **Market position, including:**
 - Reputation
 - Level of brand awareness
 - Recognizable employer brand
 - Reputation for quality, customer relations, innovation

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The slide is titled "Knowledge Item #1" and features the SIRM logo in the top left corner. The main text reads: "An organization is facing stiff competition within their market and decreasing demand. The organization chooses to change offerings and how and where they compete. If they succeed, which life cycle stage would they enter?". Below the text are four multiple choice options: "A. Growth", "B. Maturity", "C. Renewal", and "D. Decline". A blue geometric logo is in the top right corner. The footer contains "© SHRM 2026" on the left and "155" on the right.

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SIRM Knowledge Item #2

An organization utilizes historical data from similar events and effect projections to plan for the impact of a potential natural disaster. What type of business analytics are they engaging in?

- A. Machine learning
- B. Scenario planning
- C. Current focused
- D. Backward focused

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SIRM Knowledge Item #3

Which budgeting methods may be used in organizations that do not have the time or resources necessary to engage in significant budgeting activities and that allow for independent annual adjustments for specific units based on prior performance?

- A. Zero-based
- B. Activity-based
- C. Formula-based
- D. Incremental

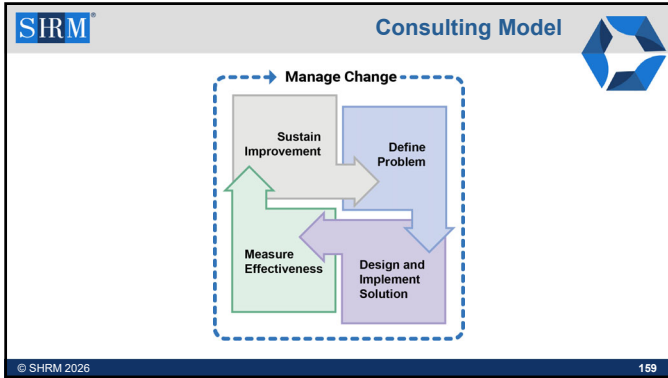
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SIRM Behavioral Competencies

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- SIRM Tools for Group Decision Making**
- SWOT analysis
 - SOAR analysis
 - Multi-criteria decision analysis (MCDA)
 - Cost-benefit analysis (CBA)
 - Force-field analysis
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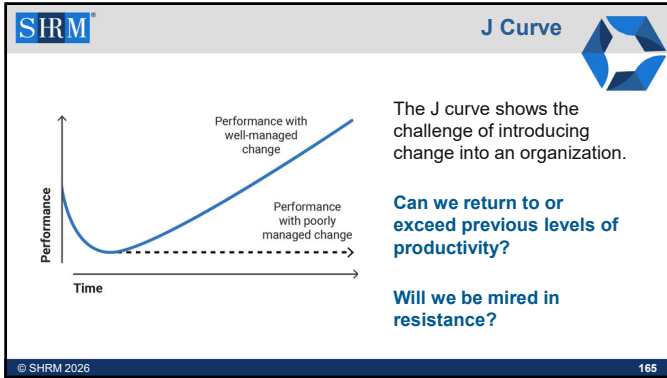
SIRM MCDA (Rubric)

Multiple Criteria Decision Analysis

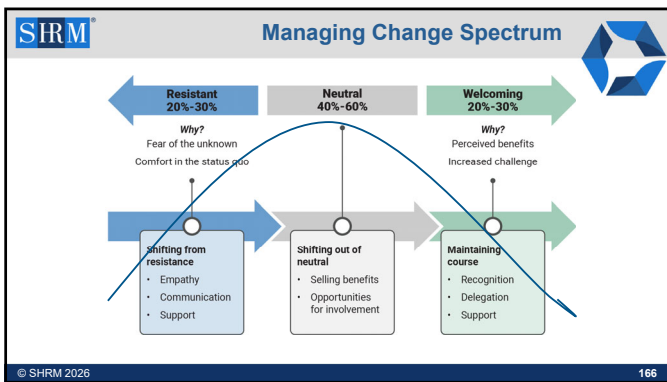
	Cost	Implementation	Functionality	Customer Support	Total Score
Software A	5	4	2	1	12
Software B	3	2	4	2	11
Software C	4	5	3	3	15
Software D	5	2	1	5	13

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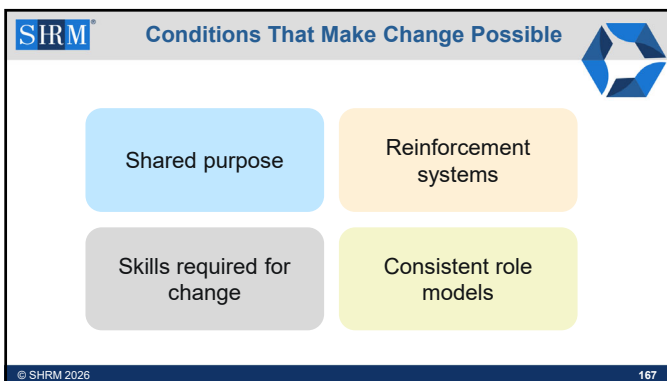
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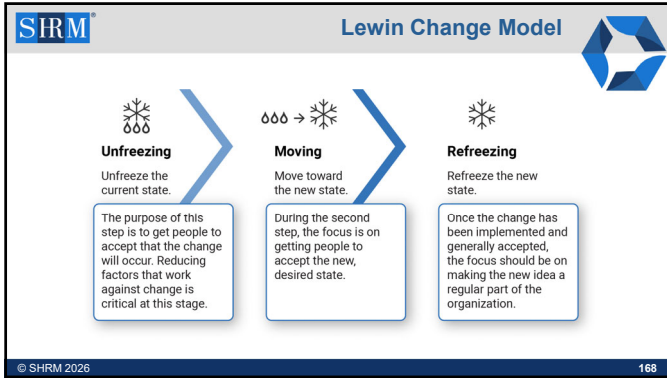
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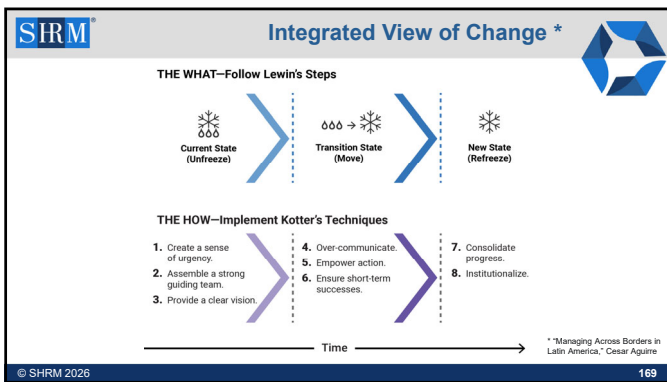
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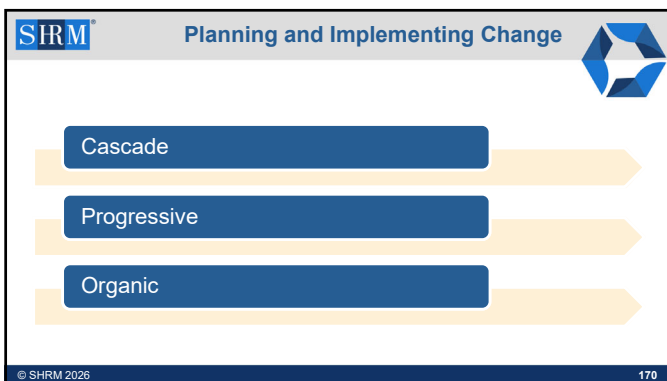
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SIRM Knowledge Item #1 

An organization is considering making a structural change that is likely to be highly divisive. Which tool for group decision making will best help understand how various organizational structures and groups will affect the success of that change?

- A. SWOT analysis
- B. Multi-criteria decision analysis
- C. Force-field analysis
- D. Cost-benefit analysis

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SIRM Knowledge Item #2 

When managing the change spectrum, which tactic can best move employees from neutral to welcoming?

- A. Recognition
- B. Empathy
- C. Support
- D. Opportunities for involvement

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SIRM Knowledge Item #3 

When using an integrated change strategy of Lewin's steps and Kotter's techniques, what technique is used to move from the transition state to the new state?

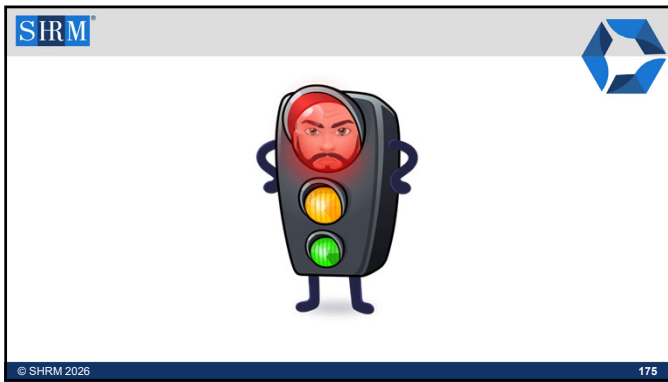
- A. Ensure short-term success.
- B. Provide a clear vision.
- C. Create a sense of urgency.
- D. Consolidate progress.

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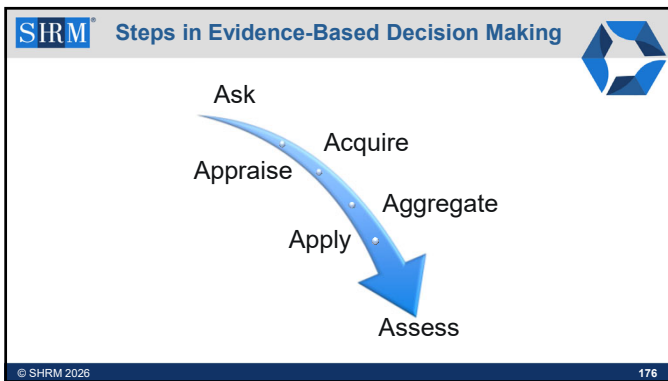
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SIRM **Becoming a Data Advocate**

Develop a questioning mind.

Build fluency in scientific literature for HR.

Gather data on a continuous basis.

Use evidence when communicating with stakeholders.

Institutionalize the competency in the HR function.

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SIRM **Evaluating Data Sources**

Consider the quality of the data sources you use.

- Authority
- Evidence of bias
- Sources cited
- Facts relevant to use
- Current data
- Sound logic

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SIRM **Common HR Data Sources**

- Interviews
- Focus groups
- Surveys/questionnaires
- Observation
- Existing data
- Artifacts
- Marketing data
- Other sources of data

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SIRM Interviews 


Individual interviews:

- Offer the opportunity for follow-up questions that may not be possible in a survey or focus group.
- Are rarely the sole form of gathering data.
- Are more effective if areas of discussion and specific questions are planned (for example, with an interview guide).

Interviewer should establish a positive and trusting relationship with the interviewees.

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SIRM Interview Advantages and Challenges 

Advantages	Challenges
<ul style="list-style-type: none"> ▪ Safer, confidential environment may generate significant information. ▪ Comments can suggest direction for further group research (focus groups and surveys). 	<ul style="list-style-type: none"> ▪ Can be time-intensive. ▪ Requires strong relationship-building skills. ▪ Requires vigilance to avoid bias from influencing questions and interpretation of answers.

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SIRM Focus Groups 

Small group (normally **six to twelve**) invited to participate in a structured discussion (**one to three hours**) with a facilitator

Advantages	Challenges
<ul style="list-style-type: none"> ▪ Provides a flexible format that is relatively comfortable for discussion ▪ Supports group brainstorming, decision making, prioritization, group consensus ▪ Enables HR to learn about employee needs, attitudes, and opinions ▪ Gives employees direct input 	<ul style="list-style-type: none"> ▪ Tends to foster "group think" ▪ May be difficult to control if participants go off on tangents ▪ Generally don't allow for deep discussions ▪ Can provide skewed or biased results if participants are not representative

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SIRM Conducting More Effective Focus Groups

Important considerations:

- Planning
- Context
- Importance of facilitator and recorder
- Tools: mind mapping/affinity diagramming, nominal group technique, Delphi technique

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SIRM Conducting More Effective Focus Groups

Delphi Method Process

The flowchart illustrates the Delphi Method Process through a series of interconnected steps: Problem Identification, Questionnaire Distribution, Selection of Experts, Round One Questionnaire, Round Two Questionnaire, Round Three Questionnaire, Analyze and Revise, Surveys for Consensus, and Prepare Final Report. The process is depicted with circular nodes and arrows, accompanied by illustrations of people and question marks.

What is the Delphi Method?

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SIRM Conducting More Effective Focus Groups

5 Steps to Nominal Group Technique

The diagram shows five sequential steps in colored circles: 1. Introduction, 2. Silent Idea Generation, 3. Idea Sharing, 4. Group Discussion, and 5. Voting. The steps are supported by illustrations of people and a 'V INTERESTED' graphic.

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SIRM **Surveys and Questionnaires** 

- Relatively inexpensive ways to gather a large amount of data from a large and dispersed group of subjects
- Important considerations:
 - Obtaining a valid (representative) sample
 - Designing the survey with analysis in mind
 - Asking the right questions (for example, questions that reflect appropriate internal and external environmental factors and are mindful of language and cultural differences)
- GenAI can assist with analyzing open-ended responses

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SIRM **Survey/Questionnaire Advantages and Challenges** 

Advantages	Challenges
<ul style="list-style-type: none"> ▪ Efficient way to gather a lot of data from a large and dispersed group ▪ Easier to quantify data for analysis and reporting 	<ul style="list-style-type: none"> ▪ Can be difficult to obtain an acceptable response rate ▪ Difficult to follow up on data from anonymous sources ▪ Relies on self-reporting, which can be biased ▪ Requires time and statistical expertise to assess sample and compile and analyze data

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SIRM **Observation** 

Observing the workplace and work processes:

- Mitigates any self-reporting filters present in interviews, surveys, and focus groups
- Allows observers to note factors that participants are unaware of, have become accustomed to, or are reluctant to share
- Can strengthen the HR professional's understanding of the work at hand and the culture of the workplace

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SIRM Observation Advantages and Challenges 

Advantages	Challenges
<ul style="list-style-type: none"> Provides firsthand and immediate data rather than self-reported data, which can be affected by memory and selectivity. Is time-efficient for subjects. 	<ul style="list-style-type: none"> Requires skill to be unseen. (When group is aware of observer, data becomes less reliable.) Requires vigilance to remove personal bias from observations. Requires experience to note significant behaviors. Observations may not be representative of entire body of data.

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SIRM Existing Data 

Many sources of existing data:

- Official documents about the business and culture
- Performance data from financial records, organizational databases, and HRIS
- Correspondence and reports
- Industry data and benchmarks

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SIRM Existing Data Advantages and Challenges 

Advantages	Challenges
<ul style="list-style-type: none"> Eliminates the effects of observation and involvement and possible biases Rich, multi-perspective source of data 	<ul style="list-style-type: none"> Can be time-intensive Requires experience to extract key data May require ingenuity to find data

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SIRM Artifacts 

- Objects created by members of a culture that convey a sense of that culture's values and priorities, beliefs, habits and rituals, or perspectives.
- May include physical workspaces, virtual environments.

Advantages	Disadvantages
<ul style="list-style-type: none"> Provides additional insight into cultural issues Can be observed without the help of those being observed 	<ul style="list-style-type: none"> Requires researcher to understand the principles of culture Can create misunderstandings if the researcher is not familiar with the culture

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SIRM Marketing Data 

- May aid in workforce planning or establishing a business case
- Can be gathered from both internal and external sources

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SIRM Other Sources 

- Payroll data
- Compensation and benefits data
- Employee KPI performance

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SIRM Reliability and Validity

Reliability

Ability of an instrument to provide consistent results

Example:
A checklist used to rate suppliers' proposals produces the same results when used by multiple scorers.

Ability of an instrument to measure what it is intended to measure

Example:
A checklist used to rate suppliers' proposals results in selection of suppliers who meet expectations.

Validity

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SIRM RELIABILITY AND VALIDITY

RELIABILITY VALIDITY

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SIRM Sampling

- Samples must represent the population being measured.
- Samples must be sufficiently large to include possible variations.

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SIRM Errors and Bias in Statistical Analysis

Biases may include:

- Sampling.
- Selection.
- Response.
- Performance.
- Measurement.

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SIRM Data Cleansing

- Consists of identifying and correcting incomplete sets, anomalies, errors, and gaps in data.
- Incorrect or inconsistent data can lead to incorrect conclusions, poor decision making, and misdirected efforts and resources.

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SIRM Median and Mode

Median is the middle value in a range. (Where there are an even number of data points, the median is determined by averaging the two middle numbers.)

Mode is the most frequently occurring value.

\$55,000
\$55,000
\$60,000
\$60,000
\$65,000
\$65,000
\$70,000
\$70,000
\$70,000
\$70,000
\$75,000


Median = \$67,500

Mode = \$70,000

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SIRM **Mean**



Unweighted mean (raw average):
Gives equal weight to all data values.

Organization	Number of Incumbents	Annual salary	Total salary
A	2	\$55,000	\$110,000
B	1	\$60,000	\$60,000
C	2	\$65,000	\$130,000
D	5	\$70,000	\$350,000
E	1	\$75,000	\$75,000
5	11	\$325,000	\$725,000

Weighted mean (weighted average):
Adjusts weight by factors related to data significance.

Note that this value may change based on rounding/significant figures for the fractions to the right.

Unweighted mean = \$65,000
(\$325,000 ÷ 5 organization salaries)


Weighted mean = \$65,250

$$\left(\left[\$55,000 \times \frac{2}{11} \right] + \left[\$60,000 \times \frac{1}{11} \right] + \left[\$65,000 \times \frac{2}{11} \right] + \left[\$70,000 \times \frac{5}{11} \right] + \left[\$75,000 \times \frac{1}{11} \right] \right)$$

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SIRM **Frequency Distributions**



Used to sort numerical data to reveal patterns


- Frequency distribution
 - Lists the grouped data from lowest to highest
- Frequency table
 - Helps locate peaks within data range

MEAN SALARY	NUMBER OF INCUMBENTS
\$55,000	2
\$60,000	1
\$65,000	2
\$70,000	5
\$75,000	1

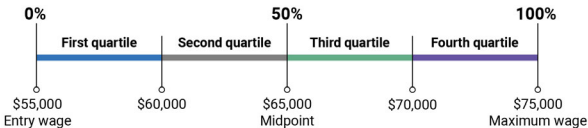
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SIRM **Quartiles and Percentiles**



Show how groups of data relate to each other (dispersion)



0% 50% 100%

First quartile Second quartile Third quartile Fourth quartile

\$55,000 \$60,000 \$65,000 \$70,000 \$75,000

Entry wage Midpoint Maximum wage

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SIRM Standard Deviation

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SIRM Data Analysis Methods

BUDGET	ACTUAL	VARIANCE	%
\$50,000	\$48,000	\$2,000	4%

Variance analysis
Identify difference between planned and actual performance.

Ratio analysis
Examine relationships between data in financial statements; compare similar variables.

Trend analysis
Identify change in a variable over time.

Regression analysis
Identify relationships between variables and their strength.

Root-cause analysis
Identify possible causes for an event/condition.

Scenario or what-if analysis
Identify the impacts on X of different scenarios.

	5,00%	10,00%	15,00%	20,00%
60	\$8,963.81	\$10,092.35	\$11,300.22	\$12,584.59
100	\$5,038.11	\$6,072.16	\$7,044.81	\$8,129.64
150	\$3,756.27	\$5,104.37	\$6,048.04	\$7,042.41
200	\$3,134.99	\$4,383.85	\$5,254.75	\$6,069.42
300	\$2,776.80	\$4,316.33	\$6,083.95	\$7,922.65
360	\$2,549.90	\$4,368.46	\$6,006.11	\$7,992.34
420	\$2,392.77	\$4,081.44	\$5,909.86	\$7,954.32
480	\$2,290.43	\$4,033.44	\$5,952.81	\$7,933.50

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SIRM Using Data to Support a Business Case

- Data must be used to successfully establish how a specific problem or issue will be addressed.
- Data's greatest contribution to a business case is a fact-based story.

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SIRM Graphic Analysis Tools

Pie chart

- Depicts as slices of a circle the constituents that comprise **100%** of a data group.
- Communicates high-level information about data **distribution**.

Workforce Age

Age Group	Percentage
< 25	17%
25-35	22%
36-50	25%
> 50	36%

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SIRM Graphic Analysis Tools

Histogram

- Sorts data into groups and shows relative sizes as columns of varying heights or lengths.
- Supports **rapid comparison**.

Employee Performance Scores by Hiring Source

Hiring Source	Score (approx.)
Referrals	90
Agency A	45
Agency B	75
Job Fairs	30
Social Media	70
Ads	60

Trend Diagram

- Plots data points of a defined variable over time.
- Shows cycles or developing **trends**.

Underemployment Rate, Monthly Averages

Month	Rate (approx.)
Jan Y1	35
Feb Y1	30
Mar Y1	35
Apr Y1	30
May Y1	25
Jun Y1	20
Jul Y1	25
Aug Y1	30
Sep Y1	25
Oct Y1	20
Nov Y1	25
Dec Y1	30
Jan Y2	25
Feb Y2	20
Mar Y2	25
Apr Y2	30
May Y2	25
Jun Y2	20
Jul Y2	25
Aug Y2	20

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SIRM Graphic Analysis Tools

Pareto chart

- Ranks categories of data.
- Applies Pareto principle (**80% of effects are caused by 20% of causes**).

Causes of Voluntary Separation

Cause	Percentage
Self-quit	50.8%
Dismissed	76.2%
Contract ended	88.9%
Dismissed for cause	95.2%
Resignation	95.4%
Other	100.0%

Scatter diagram


- Plots data points against variables.
- Tightness of clustering indicates strength of relationship.
- Direction of the line indicates a positive or negative **relationship** of the variables.

Safety in Numbers

Hours of Safety Training	Number of Accidents (Walking)	Number of Accidents (Bicycling)
10	45	55
15	35	45
20	25	35
25	15	25
30	10	20
35	5	15
40	2	10

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SIRM Knowledge Item #1 

What is the mode of the salary values \$50,000, \$50,000, \$45,000, \$70,000, and \$65,000?

- A. \$45,000
- B. \$50,000
- C. \$54,000
- D. \$59,000

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SIRM Knowledge Item #2 

Which is an important task when using focus groups?

- A. Building relationships
- B. Avoiding "group think"
- C. Analyzing data statistically
- D. Avoiding observation bias

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SIRM Knowledge Item #3 

Which bias arises when the group involved in the study is not representative of the general population being studied?

- A. Sampling
- B. Selection
- C. Performance
- D. Measurement

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SIRM Behavioral Competencies

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