Managed Mobility System (MMS) Impact on Career Advancement

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Fernando Martinez
McGill University
## Executive Summary

**Goal**

Evaluate whether the UNDP should implement the MMS based on the results from the UNICEF.

**Process**

A four step approach including an experiment design using the UNDP as control group and the UNICEF as the treatment group.

**Insights**

- Gender and hardship location level are some of the most statistically significant predictors explaining the likelihood of being promoted.
- During the application process, **women are 45% more successful than men**, except for movements from a Hardship location to HQ.
- Receiving a promotion (grade increase) through an application process, reduces the likelihood of an employee leaving the organization **five times**.

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<table>
<thead>
<tr>
<th>Employees</th>
<th>45K+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applications</td>
<td>58K+ (Up x13)</td>
</tr>
<tr>
<td>Grade Increases</td>
<td>22K+</td>
</tr>
</tbody>
</table>

**Note:**

- The gender success rate for promotions is 45% higher for women than for men, except for movements from a Hardship location to HQ.
- Promotions are a significant factor in reducing the likelihood of an employee leaving the organization by five times.
From 2016 to 2019, 25% of the employees who left UNDP could have been retained if the Management Mobility System (MMS) had been in place.
The four-step process to tackle the challenge

1. **Data Exploration**
   Identify the main variables available and major differences among groups

2. **Experiment Design**
   Treatment (UNICEF) and control (UNDP) groups to validate the MMS effect

3. **Statistical Analysis**
   Identify main predictors for promotion and test model performance for training and test datasets

4. **Data Deep Dive**
   Use multiple splits to find further insights, additional hypotheses and provide recommendations
Despite working in locations with higher hardship levels, **men** have a lower application success rate than **women**.
The MMS’s effectiveness will be measured from **two perspectives**: a) for the individual in terms of **career advancement** and b) for the organization in terms of **turnover**.
UNDP and UNICEF follow different statistical models. However, both share gender and level of hardship location as predictors for promotion which in turn predicts turnover.

**Hypotheses**

**Individuals**
- A tour of duty in a hardship location provides better promotion opportunities **Yes**
- A hardship location as condition for career advancement leaves women at a disadvantage **No**

**Organization**
- Inability to get promoted increases the likelihood of leaving the organizations **Yes**
- Mobility within the organization decreases the turnover **Yes**

**Models’ Performance**

<table>
<thead>
<tr>
<th>KPI</th>
<th>UNDP</th>
<th>UNICEF</th>
<th>UNDP</th>
<th>UNICEF</th>
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<tbody>
<tr>
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<tr>
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<tr>
<td>Specificity</td>
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<td>0.92</td>
<td>0.59</td>
<td>1.00</td>
</tr>
</tbody>
</table>
Appointments’ expiration drove applications up, many of which were turned into promotions.

Experience in hardship locations as a pre-requisite does not favor anyone and vacancies might be won by external candidates.

A candidate with hardship location experience has a lower success rate when applying to vacancies at HQ.
Around 86% of grade increases are granted without an application process, making it **5 times more likely** for an employee to leave.

- Employees promoted through an application process **have lower turnover rate** (5%) than those granted salary increases (24%).
- Men’s success rate is almost 10 pp lower than women’s, with the exception of applying to HQ.
- Women that keep rotating across hardship locations are **twice as likely** to leave the organization than men.

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*Note from UNICEF/UNDP*: This finding is based on a competitive recruitment data set that only captured information since 2016. Any movements to a higher level grade through a competitive process in UNICEF during 2010 – 2015 was not included in the data set. Therefore, a large proportion of promotions to a higher grade appears as granted without a competitive process. This also has implications on the estimated turnover rate presented on this slide.
UNDP should implement the Managed Mobility System while improving the application processing mechanisms for both entities.

Women have a higher application success rate especially when applying to a role in hardship location, further analysis should be done to eliminate potential biases during the process.

Promotion lowers the turnover rate, especially when granted through an application process. A career plan with scheduled grade increases should be designed and put in place to prevent high potential employees leaving the organization.

A candidate whose only experience is in hardship locations, finds it more difficult to move to HQ. A special mechanism should be implemented to process this applicants and ease the transition of potential candidates coming from hardship locations.
More Ideas to Explore

Analyze the effect of a performance reviews over time. How they change depending on the Hardship location level? *Do performance reviews predict career advancement?*

Study how employees move across the world and the comparison between locations where family is allowed vs when it is not. *Which countries are more likely to serve as an important talent pool?*

The majority of promotions (grade increases) were granted without an application process. *The mechanisms in place for grade increases* should be reviewed and an analysis performed on how to incorporate them into the MMS schema.
Thank You
Backup