

# Privacy Concerns in Talent Analytics: What Do Employees Think?

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A Workforce Science Project Study

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# Background

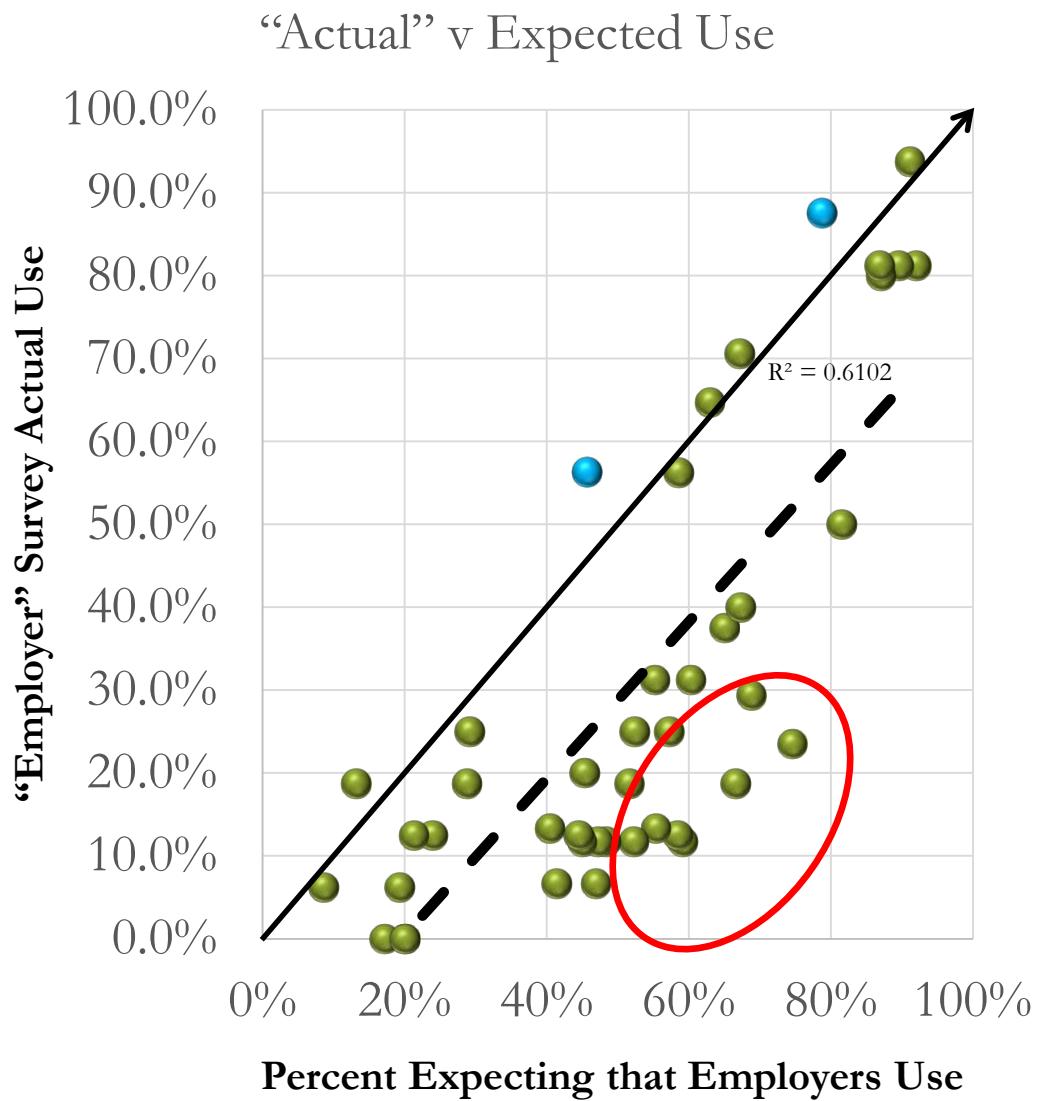
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- Much discussion in the popular press of privacy and talent analytics.  
Concern about overreaching companies.
- Very little in published literature on what companies actually do.
- Apparently no public non-anecdotal evidence of what employees think.

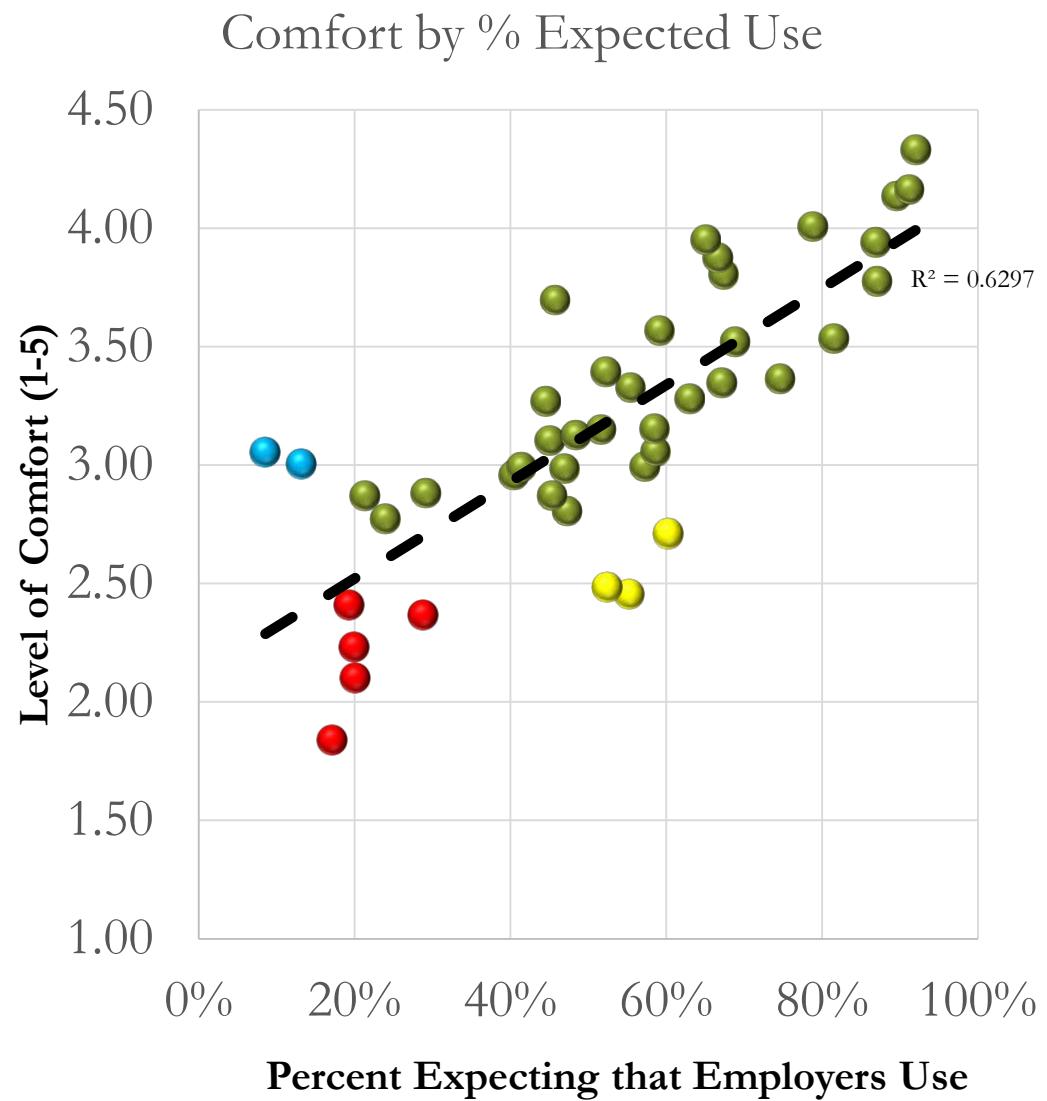
# Two (Pilot) Studies

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- Survey of workshop participants:
  - What do you (and other companies that you are familiar with) look at? For what purposes?
- Survey of American adults (65% FT, 18% PT; Median age = 37)
  - How comfortable would you be with an employer looking at each of the following sources (or considering each of the following things) for those purposes? (1-5)
    - (not many differences by employment status).
  - Do you think employers actually consider....(Yes, No, DK)



- Used more than expected:
  - LinkedIn
  - Commute length
- Used (much!) less than expected:
  - Monitoring for computer misuse
  - Prior absenteeism
  - Physical health
  - Arrest (not conviction) records
  - Wellness data
  - Family status
  - Badge data



- Low comfort, low expected use (red):
  - Credit Habits
  - Political views
  - Religious views
  - Social media connections
  - Romantic preferences
- Moderate expected use, low comfort (yellow):
  - Social media content
  - Credit report
  - Facebook/Instagram

# Potential latent factors

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- Some thoughts on what might be driving differences responses across question:
  - Whether the information appears predictive
    - Does it need to be direct, or is that just correlated?
  - Zones of private conduct
  - Moral commitment – equal treatment regardless of X factor.
  - Surprise, think strategic concealment

# (Tentative) Conclusions and Questions

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- Comfort is likely being driven by a combination of factors (justice, privacy, equity norms). This will need to be unpacked.
- Questions for the room:
  - What should we be asking about that we are not?
  - Is “comfort” the right question?
  - Are some of these topics considered by HR rather than by talent analytics?
  - Where can we find a more systematic study of what employers do?

# Topics

	Comfort					Comfort					
	Mean		Below/Above	Think Used		Mean		Below/Above	Think Used		
	Mean	S.E.				Mean	S.E.		Actual(?) Use		
Political Views	2.10	(1.38)	3.91	20.1%	0.0%	Web Browser	3.05	(1.47)	.98	8.6%	6.3%
Religious Affiliation	2.23	(1.47)	3.09	19.9%	0.0%	Family Status	3.15	(1.46)	.81	51.6%	18.8%
Social Media Connections	2.37	(1.38)	2.64	28.8%	18.8%	Physical Health	3.15	(1.49)	.81	58.4%	12.5%
Unconventional Romantic	2.41	(1.48)	2.64	19.3%	6.3%	Illegal Drugs	3.53	(1.56)	.51	81.5%	50.0%
Social Media Content	2.45	(1.41)	2.24	55.2%	31.3%	Commute Length	3.70	(1.24)	.30	45.7%	56.3%
High Risk Hobbies	2.77	(1.42)	1.56	23.9%	12.5%	Previous Employer Views	3.94	(1.19)	.20	86.9%	81.3%
Homeowner	2.87	(1.42)	1.32	21.3%	12.5%						
Social Media Typos	2.88	(1.50)	1.26	29.1%	25.0%						
Legal Recreational Drugs	2.99	(1.56)	1.10	46.9%	6.7%						
Mental Health	2.99	(1.56)	1.02	57.2%	25.0%						
Reading Habits	3.01	(1.46)	1.01	13.2%	18.8%						

# Internal Company Data (P, R, T)

	Comfort		Think Used	Actual(?) Use
	Mean	Below/ Above		
Badge and sensor data, tracking movements within company	2.81 (1.49)	1.38	47.2%	11.8%
Which health plan is used	3.10 (1.40)	.86	45.0%	11.8%
Participation in wellness programs	3.13 (1.39)	.87	48.3%	11.8%
Non-anonymous engagement and effectiveness surveys	3.28 (1.30)	.57	63.0%	64.7%
HR data on salaries, raises, job rotations	3.35 (1.25)	.57	67.1%	70.6%
Internal computer data, computer misuse	3.36 (1.36)	.61	74.6%	23.5%
Internal emails, tracking helping patterns.	3.40 (1.29)	.54	52.2%	11.8%
Internal company social media	3.52 (1.25)	.43	68.8%	29.4%
Badge and sensor data, compliance with safety rules	3.57 (1.32)	.38	59.1%	11.8%

# Sources of Information

	Comfort		Think Used	Actual(?) Use
	Mean	Below/ Above		
Credit Spending Habits	1.84 (1.20)	6.22	17.2%	0.0%
Credit Report	2.48 (1.47)	2.10	52.3%	25.0%
Facebook Instagram	2.71 (1.40)	1.65	60.3%	31.3%
Test Legal Drugs	2.87 (1.58)	1.23	45.3%	20.0%
Bankruptcies	2.96 (1.50)	1.16	40.4%	13.3%
Civil Records	2.99 (1.51)	1.14	41.4%	6.7%
Psyc and Behavoiral	3.06 (1.37)	.94	58.6%	56.3%
Driving Records	3.27 (1.47)	.79	44.5%	12.5%
Arrest Records	3.33 (1.56)	.72	55.4%	13.3%
Test Illegal Drugs	3.78 (1.45)	.37	87.1%	80.0%
Old Convictions	3.81 (1.42)	.32	67.3%	40.0%
Prior Absenteeism	3.88 (1.27)	.25	66.6%	18.8%
School transcripts	3.95 (1.25)	.22	65.0%	37.5%
LinkedIn	4.01 (1.22)	.16	78.8%	87.5%
Recent Convictions	4.14 (1.27)	.18	89.5%	81.3%
References	4.33 (1.02)	.10	92.0%	81.3%

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