Labor Market Challenges

And Retention/Recruitment Strategies

December 14, 2022
Overview of Current State

• Employee evaluation of their purpose
• Low unemployment rates
• Abundance of job opportunities
• Talent pools are smaller
• High inflation rate
• External compensation considerations
• Desire for Work/Life balance = Flexibility
Retention Strategies
Understand the Workforce

• Key data points
  • Demographics (age)
  • Retirement (from UI)
  • Staff Mobility (internal movement)
  • Turnover (termination from UI)

• Identify key positions within departments

• Conduct stay interviews
  • [https://www.shrm.org/ResourcesAndTools/hr-topics/employee-relations/Pages/How-to-Conduct-Stay-Interviews-Part-2.aspx](https://www.shrm.org/ResourcesAndTools/hr-topics/employee-relations/Pages/How-to-Conduct-Stay-Interviews-Part-2.aspx)
  • Recognize potential flight risks
Salary Analysis of Current Staff

**Internal Considerations**
- Others in the same classification
- Others in the same job family
- Others in the same department, college or division
- University “peers”

**External Considerations**
- Where do we compete for talent?
- Market analysis
- Compensation is becoming an increasingly complex review process

**Typical Salary Setting Factors for Current Staff**
- Education
- Related Experience
- Licenses/Certifications
- Specialized Skills
- Position in Market Range
- Performance
- External Market Considerations
Compensation Strategy

• **College/Division/Department** planning over the next 12-18 months
  • Prioritize positions (based on role, skills required, flight risk, etc.)
  • Consider utilizing the salary adjustment review process
    • Annual Salary Increase &/or Lump Sum Payment
    • Market Adjustment
    • Career Development
      • Career Promotion
      • Career Shift
      • Career Advancement
  • Consider special compensation if base increases are not feasible
    • Exceptional Performance Awards
    • Spot Awards
    • Retention Payments
External Market Considerations

• Competitive Market Considerations
  • Locally – Typically low to mid-level positions
  • Regionally – Typically mid to upper-level positions
  • Nationally – Typically executive and highly specialized positions

• Other Considerations
  • Cost of living differences
  • Variable compensation
  • Total rewards
  • Remote, hybrid and flexible schedules

• The goal is to offer a competitive employment package
Actions taken in FY22 & FY23

- **P&S**
  - Adjusted the pay ranges for FY22 and FY23 based on market considerations
  - Encouraged colleges and divisions to review P&S salaries with assistance from Compensation & Classification
  - Various areas have made a conscious effort to analyze salaries of high performers with both an internal and external data focus

- **Merit**
  - Return of “merit increases”: 1% in FY22, 2% in FY23
  - Implemented advanced starting rates for grades 3-7
    - Moved to $15 minimum on November 1, 2021
    - Will move to $16 minimum on January 1, 2023
  - Other targeted salary adjustments
  - Increase in shift differential rates

- **All**
  - Increased use of spot awards and other recognition
  - Vacation payout up to 40 hours on August 1
Recruitment Strategies
Recruitment

• Prepare for anticipated needs
  • Create as much runway as possible
  • Perform a compensation analysis before advertising
  • Prepare to shift significant or unique responsibilities
  • Ensure focus is on necessity versus desire
  • Know your competition

• Be intentional in your recruitment practices
  • Create flexibility with job descriptions and qualifications
  • Invest time and resources towards sourcing to increase pools
  • Leverage the current workforce and social networks
  • Streamline the hiring process
  • Sell the value proposition
  • Offer creative incentives to entice (robust benefits, relocation payments, etc.)
Actions taken in FY22 & FY23

- Simpler navigation
- Expansion of categories
- Instructions in multiple languages
## Actions taken in FY22 & FY23

<table>
<thead>
<tr>
<th>Dual Posts</th>
<th>Pipeline Requisitions (Pilot)</th>
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<tbody>
<tr>
<td>A department may request to advertise a multi-level opening on a single requisition for traditionally hard-to-fill staff positions.</td>
<td>Pipeline requisitions provide a means to continually recruit for critical needs. Designed for high volume or hard-to-fill positions with consistent openings, pipeline requisitions allow the ability to gather a large pool of qualified applicants to have available for current or future needs.</td>
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P3 Funding Award - Dual Career Services

- Received a P3 Funding Award for “external job placement services for partners of recruited faculty and select senior-level staff”
- Retained Corridor HR Solutions, an Eastern Iowa-based firm, to provide job placement services
- Corridor HR Solutions will offer an additional layer of support
- Please contact Adam Potter (adam-potter@uiowa.edu) for more information
Strategic Plan – Staff Success

Objective: Promote institutional excellence and success by attracting and recruiting a talented body of students, faculty, and staff, to create an inclusive and engaged community rich in diversity of experiences, perspectives, and expertise.

Strategy: Recruit talented staff, with attention to areas of crucial need to the institution.

Tactics:
- Develop and implement an Employee Value Proposition (EVP) and brand framework consistent with the University’s institutional brand.
- Develop a pipeline/sourcing strategy to leverage more diverse and robust applicant pools (e.g. Iowa graduates, UI Alumni, workforce planning).
- Establish a talent acquisition model for staff positions.
- Augment support for dual career placement for partners of recruited employees.
- Conduct exit surveys to help inform why individuals are leaving the university.
Staff Diversity Opportunity Program

• Pool of funds to enhance future efforts to recruit and retain minorities and women in Professional and Scientific (P&S) classifications, thereby increasing diversity within the P&S staff and on the University of Iowa campus overall

• SDOP funds are available to areas highly dependent on General Education Funds

https://hr.uiowa.edu/careers/talent-acquisition/staff-diversity-opportunity-program
Recruitment, retention and related topics

Questions