

University Human Resources

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>
 - 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

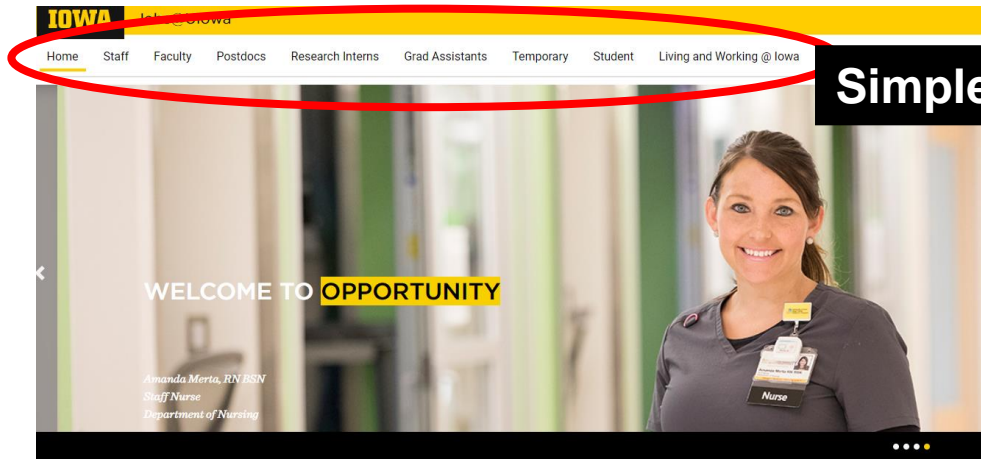
- Increased use of spot awards and other recognition
- Vacation payout up to 40 hours on August 1

Recruitment Strategies

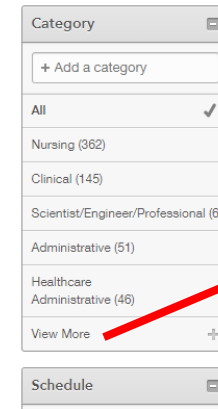
Recruitment

- 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.)

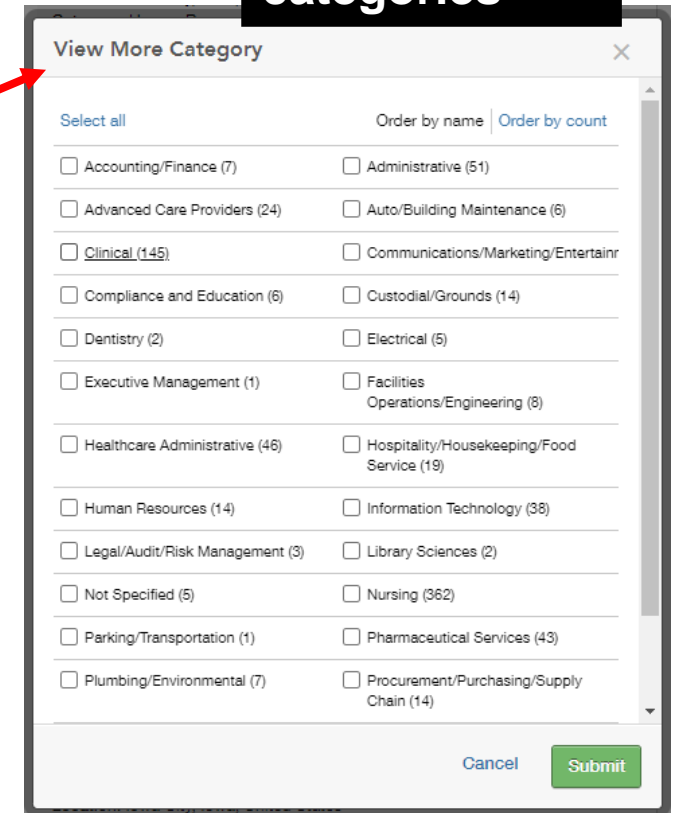
Actions taken in FY22 & FY23



Simpler navigation



Expansion of categories



HR Coordinator NEW
Location: Iowa City, Iowa, United States
Category: Human Resources
We are seeking a highly organized and detail-oriented person who is ready to contribute to a positive experience for our faculty, staff, and students.

Imaging Technologist - General 2nd Shift NEW
Location: Iowa City, Iowa, United States
Category: Clinical
The University of Iowa Hospitals and Clinics department of Radiology is seeking Imaging Technologists to perform and teach specialized general...

Revenue Cycle Representative- Patient Access Management (PAM)- Patient Financial Services NEW
Location: Iowa City, Iowa, United States

Instructions in multiple languages



IOWA

University Human Resources

Actions taken in FY22 & FY23

Dual Posts	Pipeline Requisitions (Pilot)
<p>A department may request to advertise a multi-level opening on a single requisition for traditionally hard-to-fill staff positions.</p>	<p>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.</p>

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

