

# DIVISION OF HUMAN RESOURCES

## RECRUITMENT & RETENTION – FRAMING OUR BLUEPRINT

Presented by:

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Hiring talented individuals is critical to an organization's success. A comprehensive employee recruitment strategy and retention program can play a vital role in both attracting and retaining key employees, as well as in reducing turnover and its related costs.

## **TODAY'S TOPICS**

- Critical Lessons Learned
- Current Challenges
- Where We Should Be – Best Practices
- Moving Forward – Framing Our Strategy
- HR Organizational Updates
- Questions / Discussion

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# Critical Lessons Learned



## Recruitment & Retention: Critical Lessons Learned

- Building a strong employer brand is critical
- Invest in competitive compensation & incentives
- Develop a data-driven strategy
- Support hiring managers
- Invest in employee wellness & support mental health
- Inflation & labor shortages remain challenging
- Boost learning and development opportunities
- Tap untapped talent
- Analyze recruiting tools & adopting new methods
- Make diversity and inclusion a priority

*“Despite economic concerns, nearly three-quarters of organizations are planning to expand their workforce. It appears that the job market will continue to favor job seekers and that the talent crunch will not ease significantly in the near term.”*

*- 2022-2023 SHRM State of the Workplace Report*

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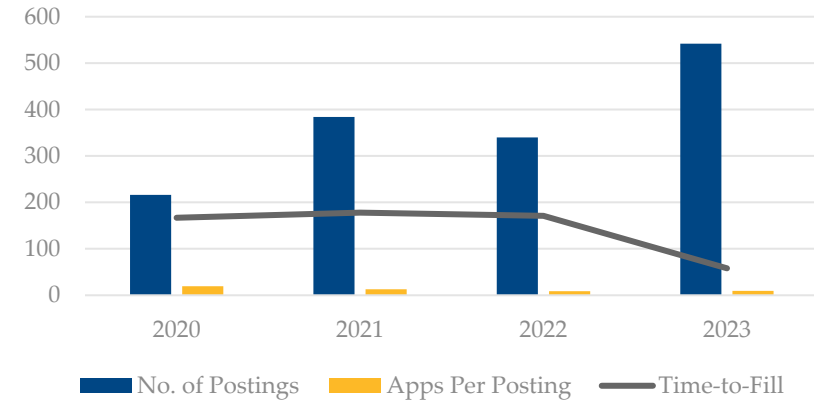
# Our Current Practices



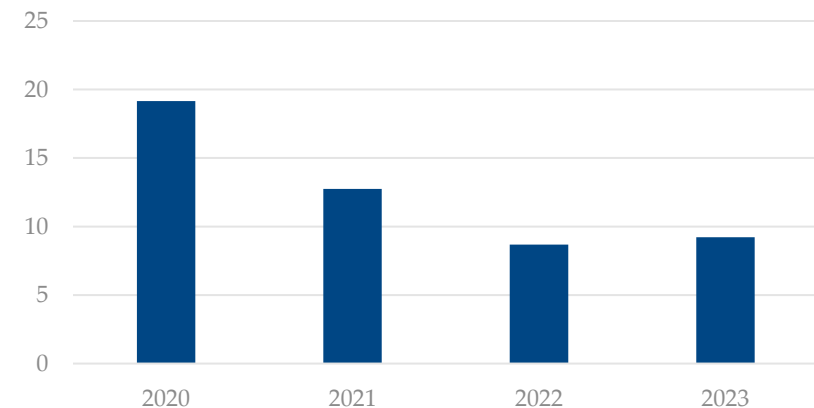
## Current State of Recruitment & Retention

- Need to Maximize Compensation Resources & Tools
  - Compensation policies, incentives
- Passive recruitment platforms with limited ROI
  - Indeed, LinkedIn, HERC, Circa (Job Network), The Chronicle, D-1, NCAA, HigherEdJobs, Greystone, Job Elephant.
  - Recruiters focused on processing rather than sourcing.
  - Lengthy time-to-fill, inefficient workflows, disconnected processes.
- Extensive Use of National Search Firms
  - High costs, limited talent pool
- Data Management & Limited Use of Metrics
  - Newly tracking vacancies, Identifying & understanding metrics & KPIs

Application Overview



Applications Per Posting



Average of 9.22 applications per posting in 2023; overall 12.44 average over a 4-year period

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# Where We Should Be – Best Practices



Investing in  
Competitive  
Compensation &  
Perks

Building a  
Stronger Employer  
Brand Culture

Using a Data-  
Driven  
Recruitment  
Strategy

Supporting Hiring  
Managers

Analyzing  
Recruitment Tools  
and Adopting New  
Sourcing Methods

Strategic  
Recruitment &  
Retention Plan

Tapping Untapped  
Talent

Learning &  
Development –  
Career Progression





## Investing in Compensation, Benefits and Other Incentives

Employees have high expectations when it comes to competitive pay and benefits. Building a one-size-fits-all total rewards program is no longer a viable option for organizations. We need to understand the intersection between employee needs and organizational goals to create a customized approach.

Several critical factors to consider:

- Using a market-based pay structure.
- Designing and managing incentive compensation program to include bonus options and incentive plans
- Increasing pay transparency.
- Employee programs that alleviate financial strain.
- Amplifying the access and use of financial wellness programs.
- Increasing healthcare education programs and services.
- Equipping HR staff to become experts in total rewards.

Recent data from the ADP Research Institute's annual global survey of more than 32,000 workers found that the overwhelming majority of workers (83 percent) expect a raise in 2023—and, on average, they foresee an 8.3 percent uplift.

# 62%

*of respondents indicate pay rate was the  
reason a candidate declined  
their offer.*

*— 2023 Guilford County Talent & Workplace Survey*



## Data-Driven Recruitment & Retention Strategy

- Track trends in the talent market to inform hiring managers.
- Increase the quality of the applicant pool & hires.
- Reduce time-to-hire or time-to-fill.
- Reduce cost per hire.
- Fill difficult-to-hire positions.
- Increases the likelihood of loyal, long-term employees.
- Reduce voluntary turnover and mis-hires.
- Increases diversity in the workplace which leads to...
  - Lower turnover, increased morale, enhanced decision-making, higher levels of engagement, etc.

*“Human capital data can be leveraged to identify and hire more great people more quickly... but the vast majority of companies have yet to fully embrace data as a strategic asset in talent acquisition.”*

*- Kforce, 2014*



## Tapping Untapped talent

- Unrecruited talent pool
- Current Employees (Think Retention & Promotion)
- Military spouses
- Veterans
- People with differing abilities
- Dual-career couples
- A&T & HBCU Alumni
- Retirees
- Gen X and Millennials

*Most pressing talent and workplace challenges for employers: finding experienced talent, resources to pay competitively, able to self-manage, finding workers who know how to work with their hands, finding talent who want to work in person versus hybrid, training employees to work collaboratively among different generations.*

*- 2023 Guilford County Talent and Workplace Survey*



## **Benefits of an Employee Retention Program Aligned with Preeminence 2030**

### **Preeminence Goal 2: Leadership & Innovation**

- Reduced turnover, transition, and employment gaps
- Improved student experience
- Improved brand reputation and campus culture

### **Preeminence Goal 3: Performance Excellence**

- Consistency in processes and systems
- Effective and highly skilled workforce
- Retention of historical and institutional knowledge
- Decreased hiring costs

### **Preeminence Goal 4: Collaborative and Inclusive Excellence**

- Increased employee engagement and satisfaction
- Improved employee morale

*Organizations are prioritizing the issues of greatest concern to employees – specifically talent recruitment, **talent retention**, and employee morale and engagement are top of mind.*

*~SHRM 2022-2023 State of the Workplace Study*



**Capacity-building** is defined as the process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in a fast-changing world.

### **What is Employee Development?**

- Training and other opportunities to gain new skills and competencies.
- A strategic tool for our university's continued growth, productivity, and ability to attract and retain valuable employees.
- Increases retention and promotional opportunities



“The higher ed skilled craft workforce is aging, and there are not enough younger workers to take the place of older employees as they retire.”

- College & University Professional Association-HR, February 2021

“Thirty-six percent of supervisors indicated they are likely or very likely to look for other employment in the next 12 months.

- College & University Professional Association-HR, January 2023

“Only three in five (59%) supervisors agree that they have resources and support in their supervisory role. Less than half (46%) of supervisors agree that they have been provided with adequate management training for their supervisory role.”

- College & University Professional Association-HR, January 2023

**44%**

*of workers who want to stay at their current company would like to progress to or upskill for a new job. –*

*The Adecco Group, 2023*

**31%**

*of workers indicated the primary reason to quit is a lack of progression and reskilling and upskilling opportunities.*

*– The Adecco Group, 2023*





**Reasons for emphasizing employee development include:**

- **Remaining competitive.** Employees want to work for an employer that will upgrade their skills to keep them competitive with peers from other companies.
- **Dealing with ongoing skills shortages.** “Upskilling” and “Reskilling” can help create the right mix of skills to enhance employee expertise. Creating/Identifying “feeder” jobs and upskilling paths promote retention.
- **Promoting diversity, equity and inclusion.** Cultivating a diverse network of talent that resembles a broader multidimensional workforce.
- **Create a culture of learning.** Developing an agile learning community for employees helps us keep up with changing market demands.
- **Reducing turnover.** Research has shown that employee training actually reduces turnover and absenteeism.
- **Aligning employee development with the organization's needs.** Our strategic plan must drive our development.

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# Framing Our Retention Strategy





## **Understand Our Recruitment Objectives**

Recruitment objectives are important because it provides us with a strategy for finding quality candidates. It also helps the university save money on recruitment, offer job security to our faculty and staff, and foster growth and development among departments and teams across the university.

### **Factors to Consider**

- Number of open positions to be filled by dept. or div and career-type.
- Date by which positions should be filled.
- Number of applications desired.
- Refining the quality of hire.
- Improving & accelerating the hiring process.
- Recruitment marketing efforts.
- Improving the employer brand value
- Improved onboarding process.
- Job performance goals for new hires.
- Expected new-hire retention rate.
- Reduce turnover rate.



## Working Toward Our Recruitment Objectives

- ✓ Clarifying & understanding our metrics, KPIs, data sources
- ✓ Collaboration with Provost Office, Budget, and HR to review and identify “true” vacancies.
- ✓ Individual collaboration with key areas to manage and monitor vacancies and recruitment
  - Facilities, ITS, Academic Affairs, etc.
- ✓ Leveraging campus partnerships to champion an effective recruitment and retention strategy (e.g. OSPIE, ITS, Academic Affairs, etc.)
- ✓ Evaluating our candidate sourcing methods.
- ✓ Soliciting candidate and employee feedback and then implementing change.
- ✓ Improving our career site and spotlighting benefits, perks, and incentives.
- ✓ Clarifying and streamlining the workflow for efficiency.
- ✓ Developing an employee wellness program and increasing benefits knowledge.
- ✓ Investing in and bolstering the use of our ATS (applicant tracking system) for data analysis, recruitment, position management, and onboarding.
- ✓ Website updates and data-clean up.
- ✓ Eliminating paper processes and redundant workflows.
- ✓ Improving the interview toolkit and the search committee training process and guidelines



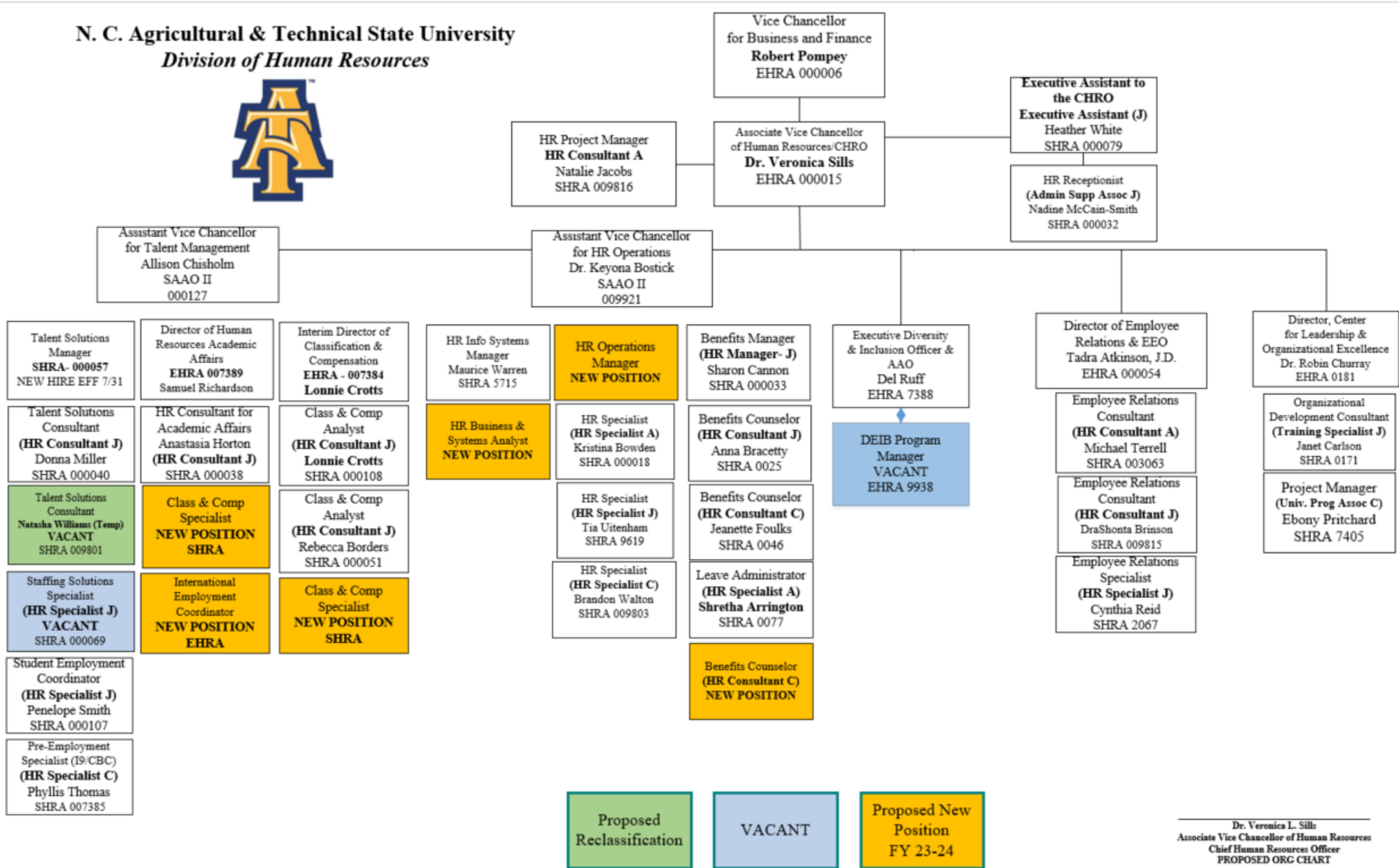
## Our Next Steps

- Develop a high-impact **university recruitment plan** to attract, retain and build a highly skilled campus workforce.
- Develop a clearly defined comprehensive **compensation philosophy and plan** to align with the strategic recruitment plan.
- Eliminate antiquated personnel processes in exchange for **automated systems** and platforms to effectuate a seamless, efficient, and expeditious workflow.
- Develop a comprehensive **cross-disciplinary education and training program** for faculty & staff.
- Design and establish a comprehensive **employee wellness policy and program**.
- Bolster awareness of **employee engagement and recognition programs** to include acknowledgments of employee years of service, exceptional contribution and performance, and innovation, as well as celebrate culture and employee identities.

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# Human Resources Organization

N. C. Agricultural & Technical State University  
Division of Human Resources



- Currently 34 FTE & 2 Temps
- New Benefits Manager starting July 17
- New Talent Solutions Manager starting July 31
- 1 current vacancy (temp staffing specialist)
- 4-5 new positions to strengthen class & comp and operations teams

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Chief Human Resources Officer  
PROPOSED ORG CHART



# Questions/Discussion

## Sources

- Sources: 10 Recruitment Objectives for Finding the Best Candidate, <https://www.indeed.com/career-advice/career-development/recruitment-objectives>, March 2023
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- Action Greensboro's 2023 Talent and Workplace Survey, May 2023.