



The State of the Multi-State Workforce: Employment Practices and Challenges

April 6, 2023 | 2:00 p.m. ET

Sponsored by



Presenters



Dr. Jennifer Schneider
Survey Researcher
CUPA-HR



Dr. Diana Tubbs
Survey Researcher,
CUPA-HR



Dr. Ale Kennedy
CHRO & Associate Vice President
of Human Resources,
Clemson University

Outline

- Proportion of institutions hiring out-of-state employees
- Characteristics of out-of-state employees
- Policies and practices in place for out-of-state employees
- Challenges institutions face regarding out-of-state employees
- Clemson University's experience in employing out-of-state employees
- Discussion: Improving challenges, policies, and procedures

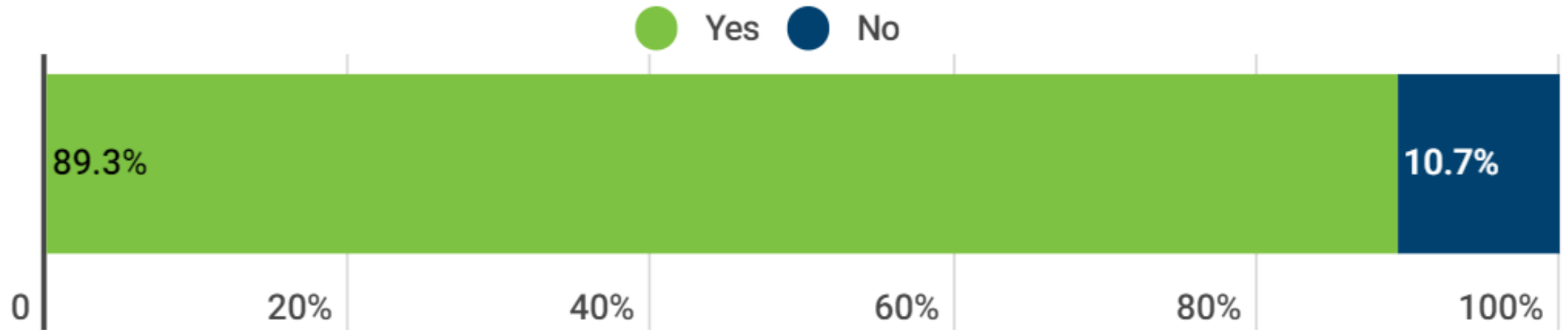


About the Multi-State Workforce Survey

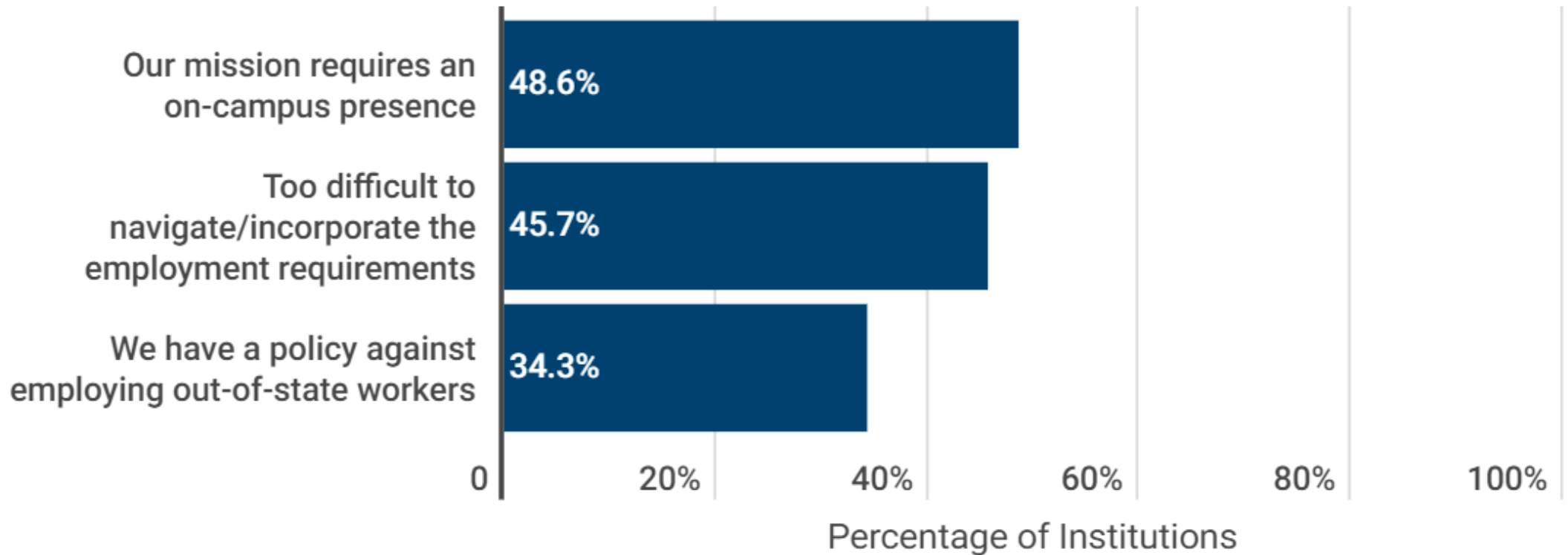
- Collected data on higher ed employees who work and live in a state different from where their institution's primary campus is located.
- One survey per institution
- 5-minute survey
- Conducted late January 2023
- 331 responding institutions

**How common are multi-state
workforces in higher ed?**

Does your institution have employees (faculty or staff) who both live and work in more than one state?

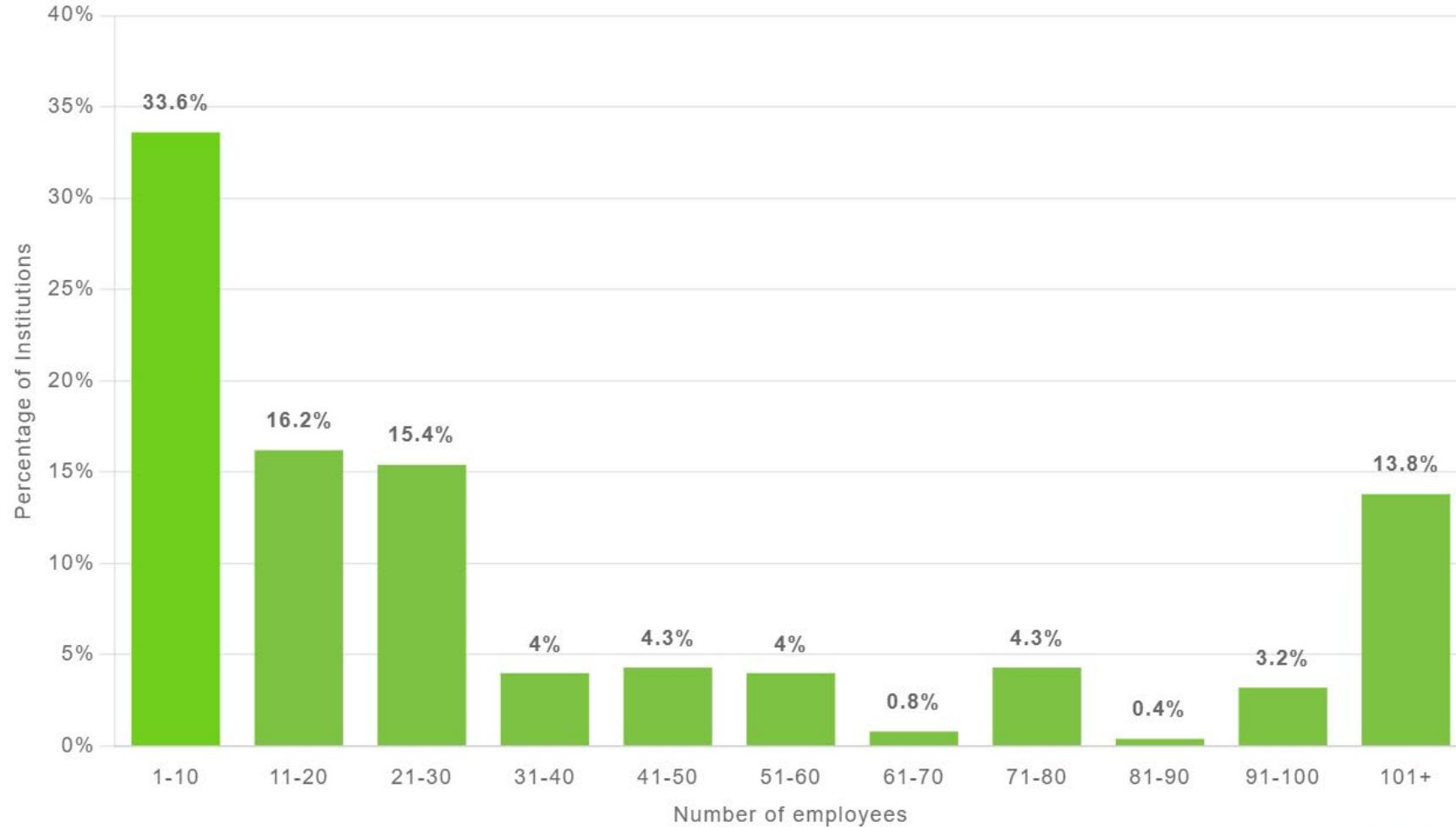


Why does your institution not employ out-of-state faculty or staff? (Select all that apply).



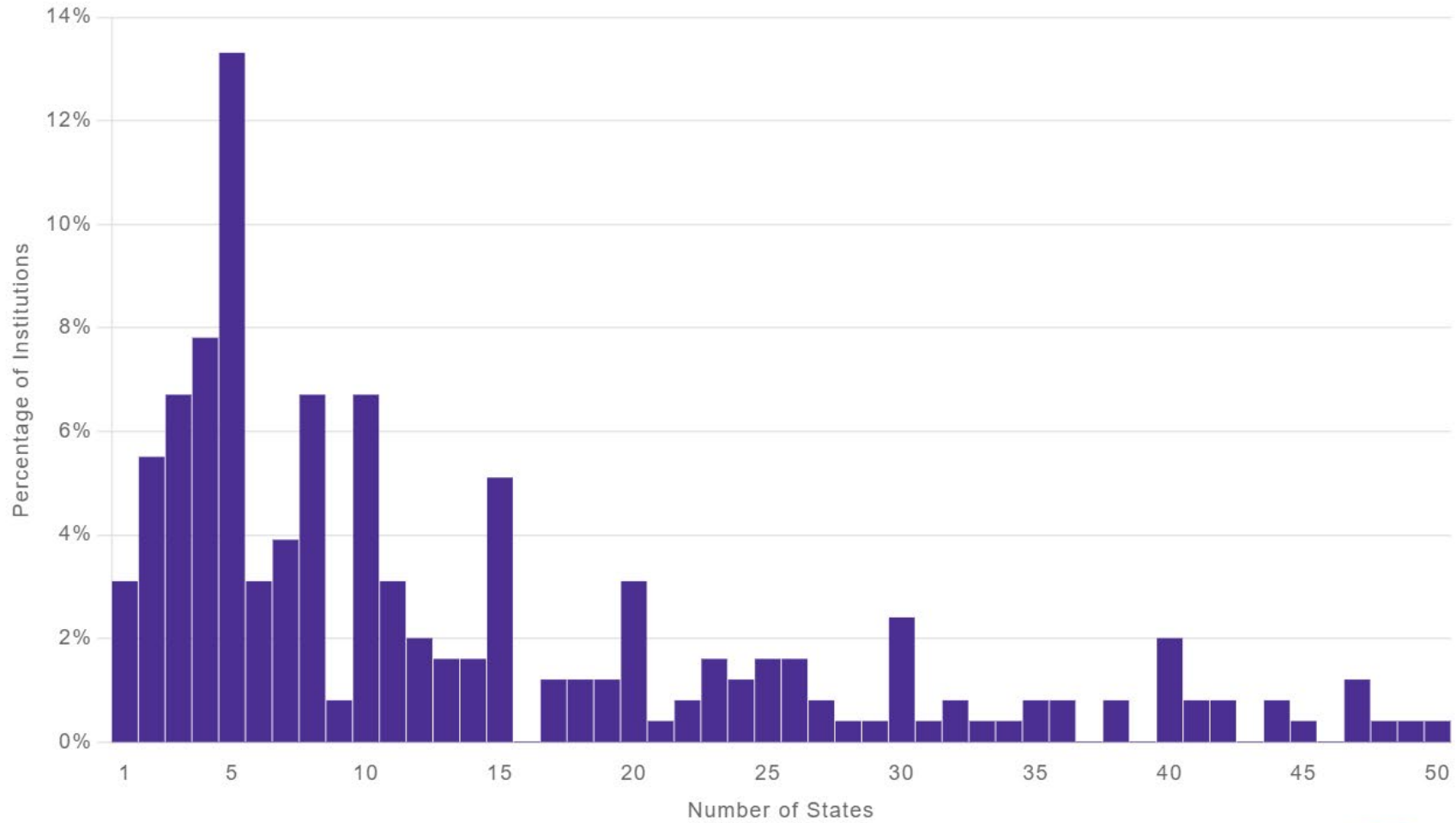
2023 Multi-State Workforce Survey

Approximately how many employees at your institution live and work outside of the state in which your primary campus is located?



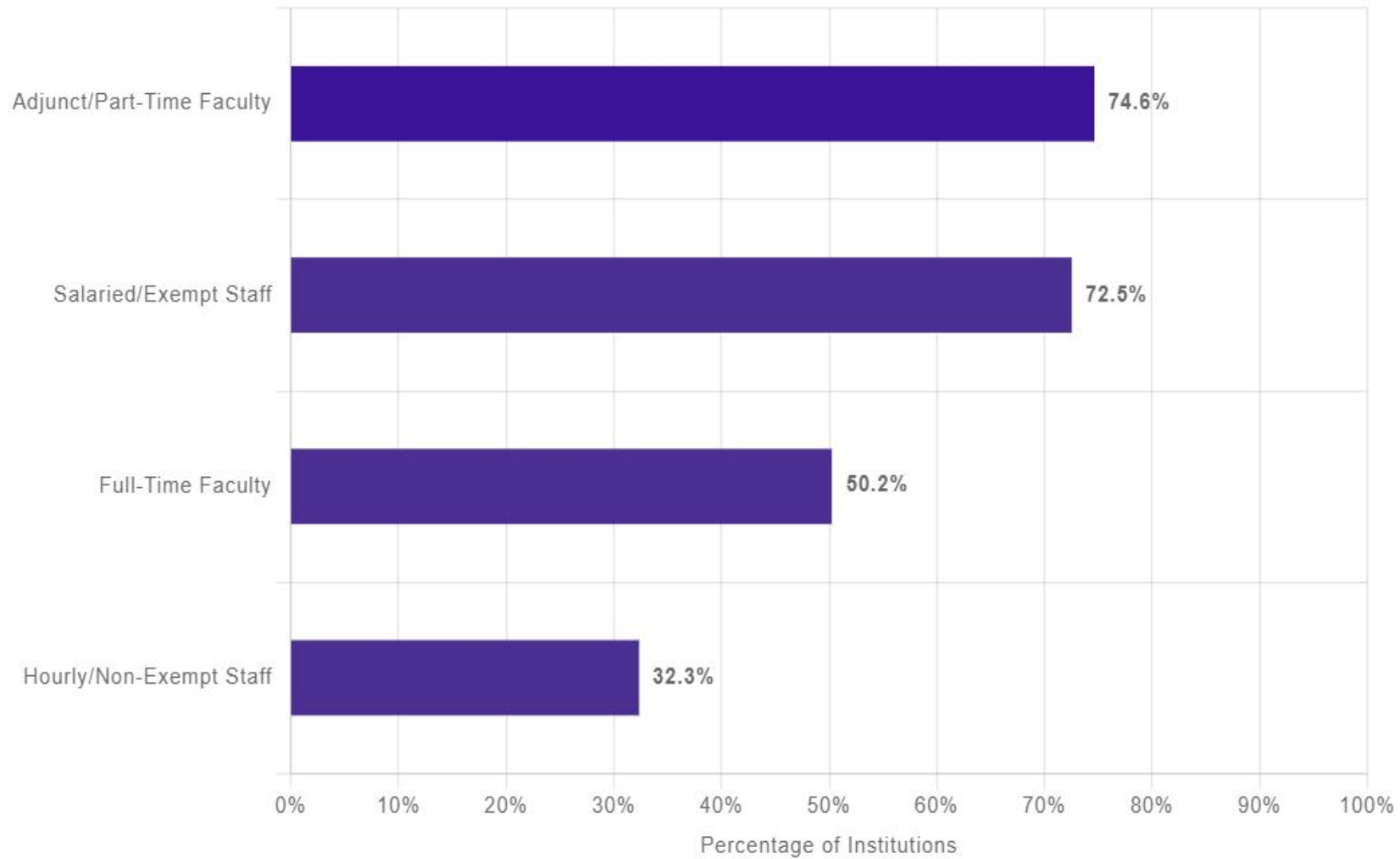
2023 Multi-State Workforce Survey

In how many states does your institution employ workers who live and work outside of the state in which your primary campus is located?



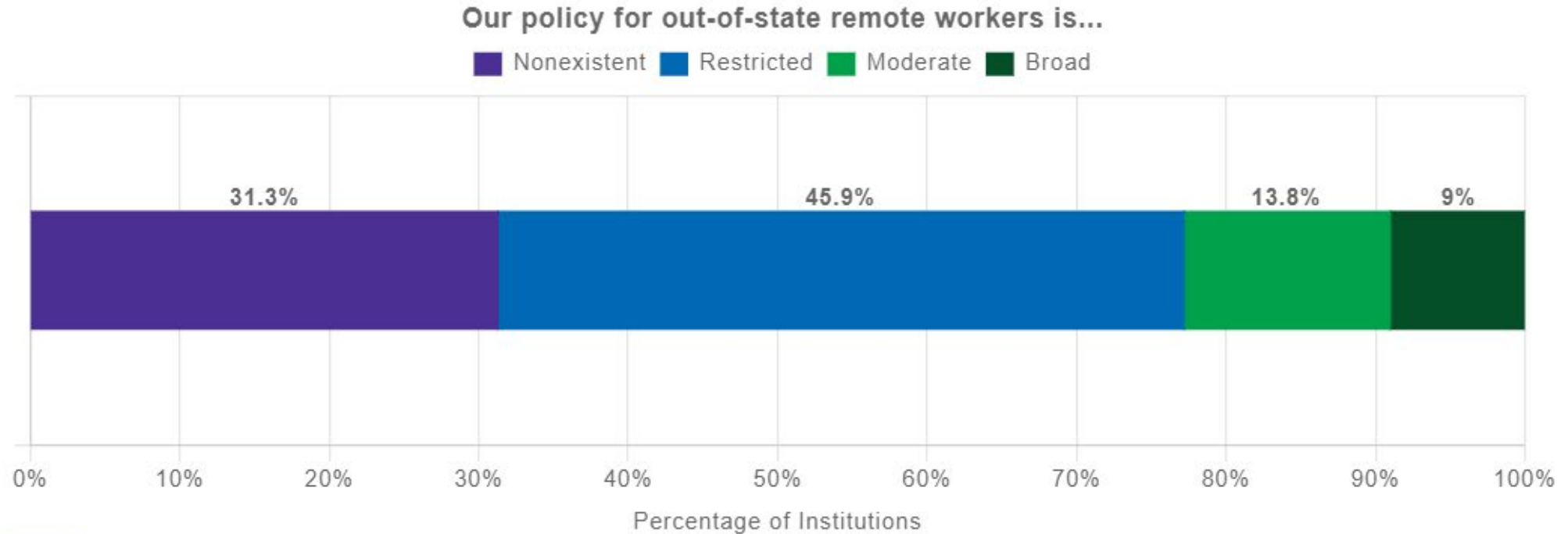
**Who are the employees who
live and work out of state?**

Which types of employees live and work out of state? (Select all that apply.)



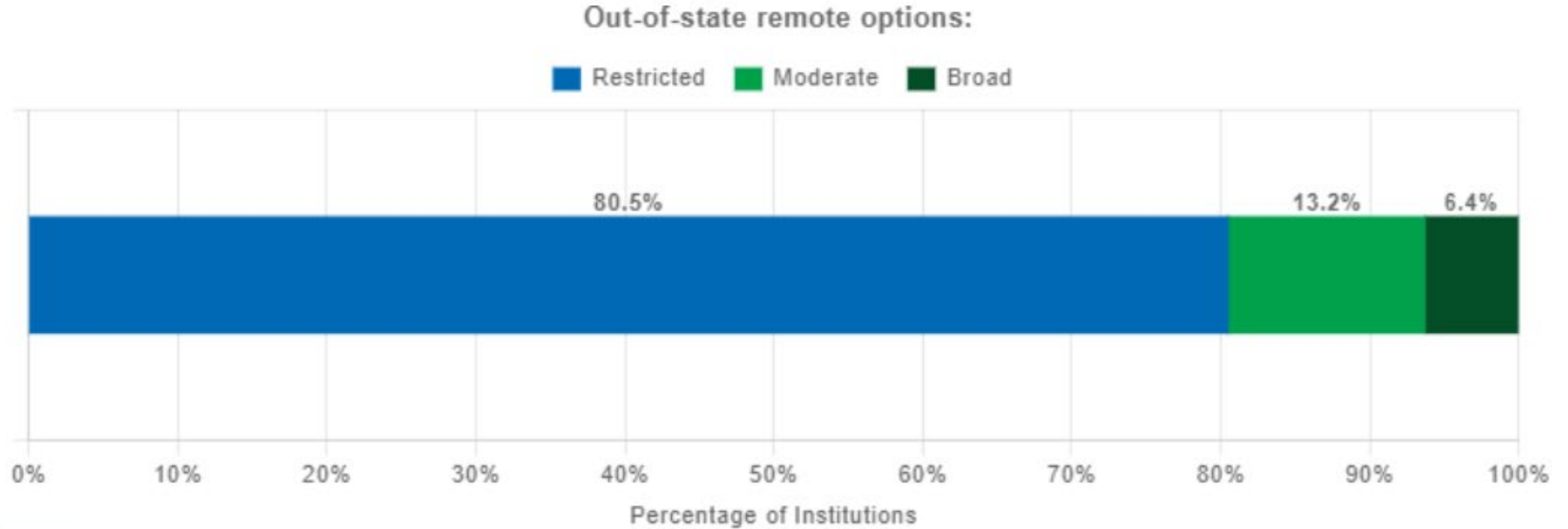
**What policies and practices
are in place for employees
who live and work out of state?**




Which best describes your institution's policy/practice in recruiting employees who live and work out of state?



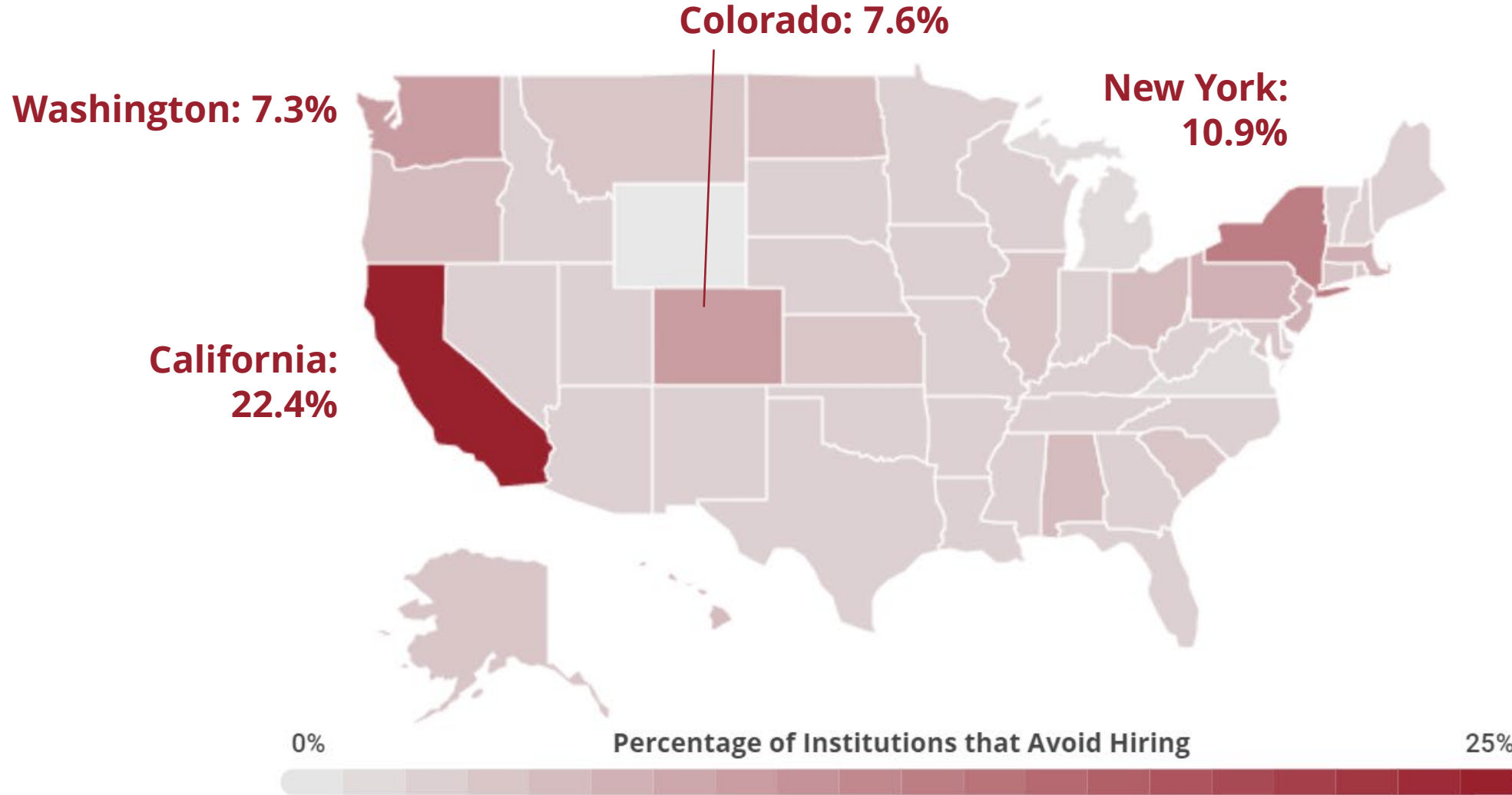
- Nonexistent** — out-of-state remote work options are not part of our recruiting strategy.
- Restricted** — we recruit out-of-state remote workers only for limited positions in which it is difficult to hire in state.
- Moderate** — we recruit out-of-state remote workers for many positions but only in select departments.
- Broad** — we recruit out-of-state remote workers for most positions in which remote work is possible.

Which best describes your institution's policy/practice in hiring employees who live and work out of state?



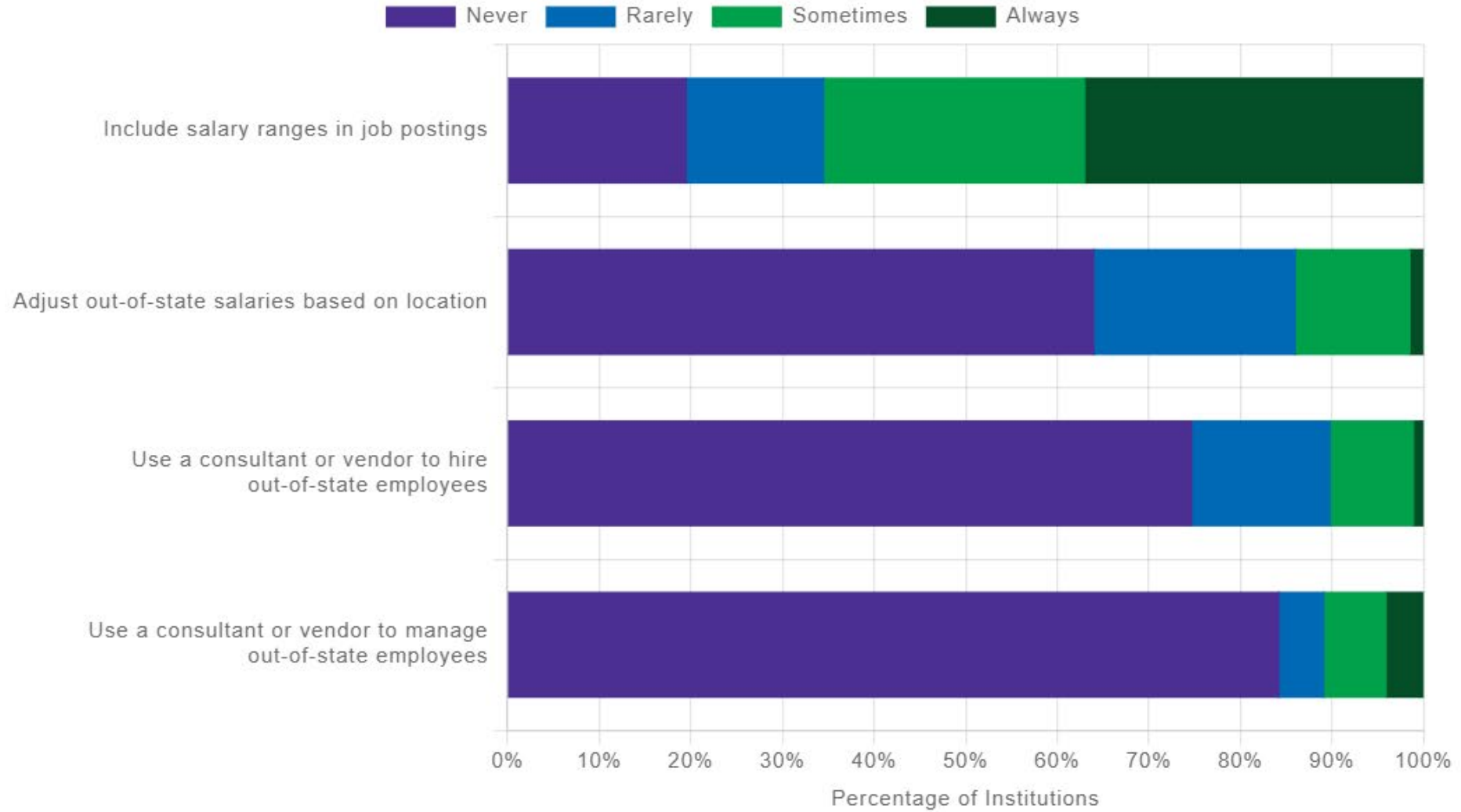
-  Restricted — we hire out-of-state remote workers only for limited positions in which it's difficult to hire in-state OR we have retained certain employees who moved out of state after their original hire.
-  Moderate — we hire out-of-state remote workers for many positions but only in select departments.
-  Broad — we hire out-of-state remote workers for most positions in which remote work is possible.

Please indicate in which states your institution avoids hiring.



2023 Multi-State Workforce Survey

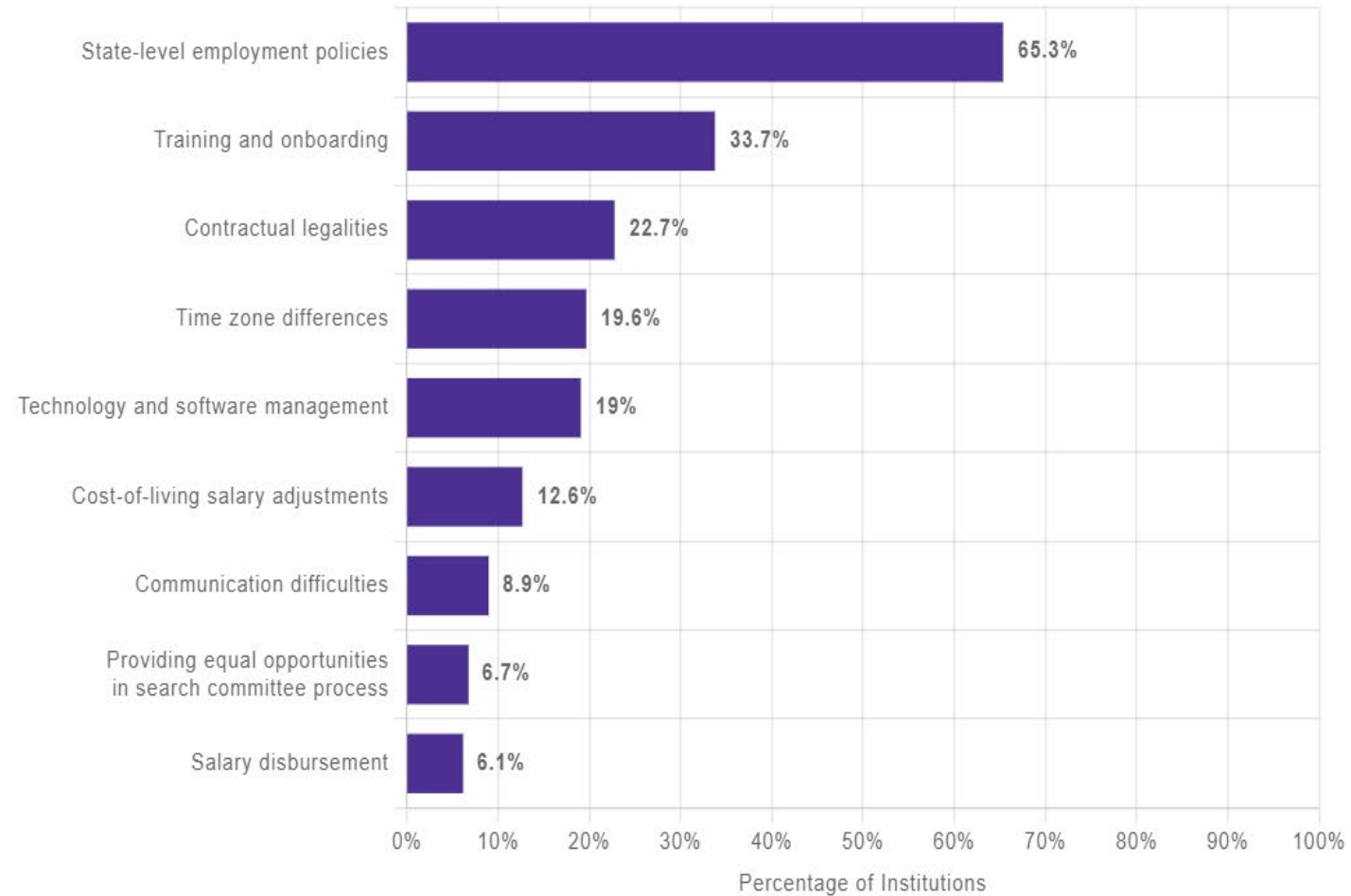
How often does your institution...



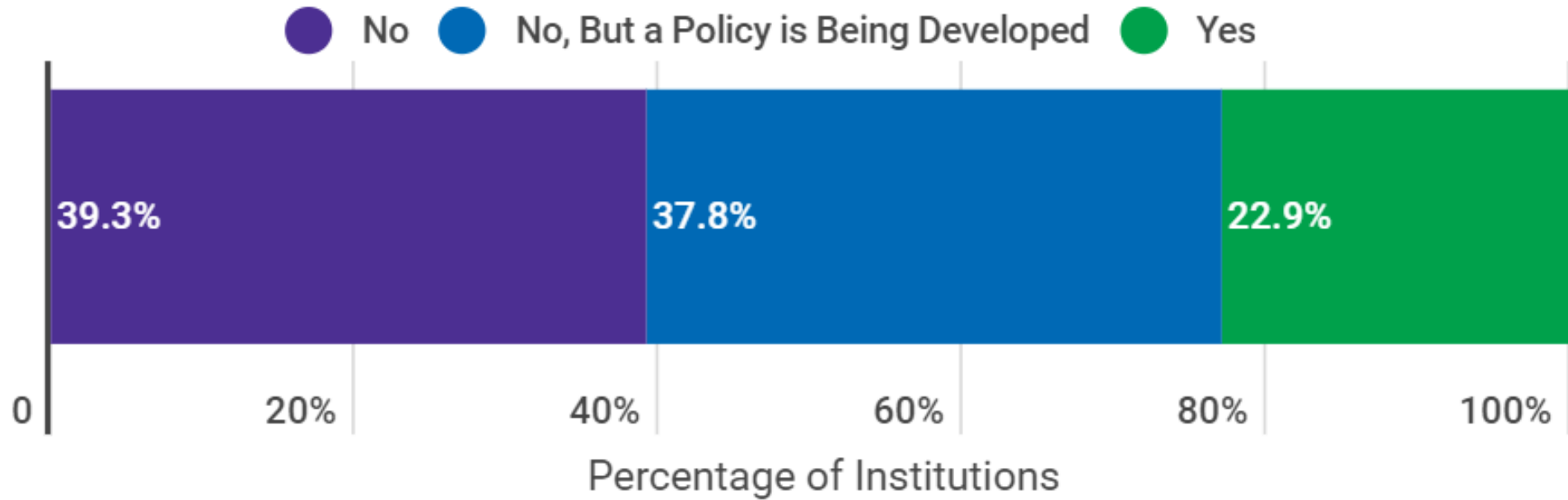
**What challenges do
institutions face ?**

2023 Multi-State Workforce Survey

What are some of the challenges your institution faces when hiring employees who live and work out of state? (Select all that apply.)



Does your institution have a policy in place for employees who live and work out of state?



Clemson University's Experience



Overview

- **HR previously presented risks associated with Out of State Work to Senior Leadership**
- **Senior Leadership charged HR with exploring options and opportunities**
- **HR convened a cross-campus workgroup to explore out of state work**
- **Together, we have prepared recommendations for moving forward**

Steps to approach future state



- Data and Benchmarking



- Formed a work group to review out of state work options
- Provide recommendations to Senior Leadership (3/6/2023)



- Determine future state for current out of state employees
- Implement process changes for future out of state employees

Data and Benchmarking

HR conducted a survey of some peers to gather data for out-of-state benchmarking.

- Allowing some type of out of state work.
- Reviews on an *ad-hoc* basis.
- Some have adopted policies.
- Some limit based upon geographic location, job duties, or FLSA status.

In addition, our workgroup explored additional out of state work policies and processes used by other schools.

Three options were explored:

1. In-House Management
2. Outsourcing to an Employer of Record
3. Outsourcing Compliance-only Benefits

Recommendations to Senior Leadership

Our recommendation is to proceed with a hybrid approach.

Define and manage “easy” states in-house

- Some states are easier to work with than others because requirements align with SC's requirements
- Define which states can be managed in-house
- Define any other limitations to in-house management
- Identify resource needs

Outsource complex employment situations

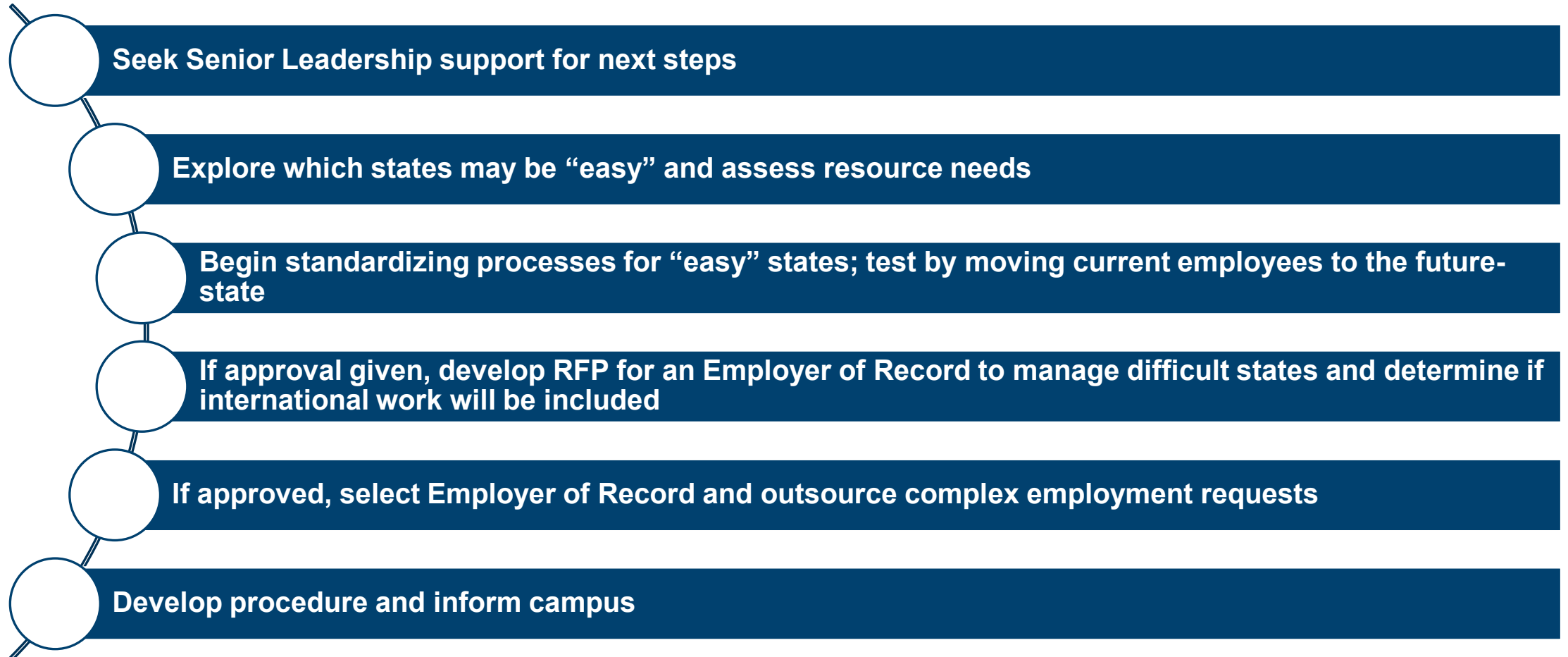
For difficult states or situations to manage, outsourcing is recommended.

Outsourcing allows Clemson risks to be minimized, but Clemson is not the employer.

- Define which employment relationships should be outsourced (geographic location, FLSA status, etc.).
- Will need to conduct an RFP to identify the Employer of Record. Determine if the costs will be paid centrally or passed to the hiring unit.
 - Anticipated costs: Estimated costs to be anywhere from \$290-\$600+/employee/month.
 - Estimated it to be more than \$1M annually for approximately 130 employees.

This options offers fewer risks and maximizes opportunities for employing top talent.

Next Steps – Out-of-State Work



Have a Question?



Submit questions to our presenters
using the Chat.

Contact us at:

research@cupahr.org

alekenn@clemson.edu

Resources



- Multi-State Workforce Survey Results
- Knowledge Center Toolkit: Flexible Work
- CUPA-HR Webinar: Multi-State Workforce Challenges: Legal and Practical Implications for Higher Education



Thank You

Please complete your event evaluation

Sponsored by



cornerstone