Retaining Talent: Effective Employee Retention Strategies from Three Institutions

Thursday, May 16, 2024 1:00 p.m. ET

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Agenda

PROFESSIONAL DEVELOPMENT
STAY INTERVIEWS
CAMPUS CLIMATE
MENTORING & LEADERSHIP
EMPLOYEE RECOGNITION
WELLBEING & BELONGING
Objectives

Learn about tools and strategies that work to help attract and retain employees

Identify trends and common challenges pertaining to higher ed employee retention

Discuss/share ideas and perspectives on employee retention
2023 Employee Retention Survey

One-third of employees indicated they are likely or very likely to look for a job in the next 12 months.
2023 Employee Retention Survey

Supervisor Challenges

- Filling Empty Positions: 16.6% Not Challenging, 31.4% Somewhat Challenging, 52.0% Very Challenging
- Maintaining Staff Morale: 18.6% Not Challenging, 46.0% Somewhat Challenging, 35.4% Very Challenging
- Managing Staff Workload: 23.6% Not Challenging, 45.3% Somewhat Challenging, 31.1% Very Challenging
- Retaining Staff: 27.0% Not Challenging, 41.8% Somewhat Challenging, 31.2% Very Challenging
- Ensuring Staff Well-Being: 30.3% Not Challenging, 48.5% Somewhat Challenging, 21.2% Very Challenging
- Managing Staff Who Work Remotely: 61.2% Not Challenging, 30.7% Somewhat Challenging, 8.1% Very Challenging
Challenges in the Heartland

- Competing with remote jobs
- Competitive salaries
- Politics & brain-drain
- Adjusting to generational career aspirations
Poll Question

Does your institution have defined career paths for staff?

- Yes
- No
- Kinda
Professional Development

- Defined/guaranteed career paths are not practical for all institutions
  - Too small
  - Too siloed
  - Shrinking in size…
Professional Development

What does “professional development” even mean?
Professional Development

- *Know* your people
- *Talk* to your people
- This talent management
- Professional Development Plans (PDPs)
Professional Development

- Voice-of-Customer for training topics
- Leverage on-campus expertise
- Leverage tuition waiver policy
- Take the show on the road…
Poll Question

Do you currently conduct retention/stay interviews at your institution?

- Yes
- No
- What’s a retention interview?
An Old Standby: The Stay Interviews

- Build trust
- Increase/improve communication
- Show you care and are open to making changes
- Show you care about more than just job performance
- Allow for a mutual conversation regarding their current stance on their work
An Old Standby: The Stay Interviews

- What do you look forward to at work each day?
- What accomplishments from the past year are you most proud of? Why?
- What would make your job more satisfying?
- What talents, interests, or skills do you have that are not being utilized in your job?
- How can I better demonstrate support for you in your current role and as you prepare for any future role?
- What might tempt you to leave/explore other options outside of Drake?
- What opportunities for self-improvement would be of interest to you? How would this help in your career progression, growth, or goal attainment?
Poll Question

Have you conducted a climate/engagement survey in the last 5 years at your institution?

- Yes
- No
Campus Climate Liaisons

“You can't improve what you don't measure.” Peter Drucker

• The Power of Campus Climate Liaisons
  ◦ Train-the Trainer
  ◦ Office Hours
  ◦ Action Planning & Progress Reporting

• Listen, Share & Act
• Communication Plan
• Closing the Loop
Example: MentoringU

- 6-months
- Early career leaders matched with seasoned leaders
- Continuous resources for both Mentors & Mentees
- Evaluation & feedback throughout

How does it help with retention?
1. Personalized professional development
2. Increased connection & engagement
3. Building relationships
4. Knowledge transfer
5. Support during transitions/change
6. Recognition & appreciation
Example: Leadership Pipeline

The Master of Arts in Higher Education Administration

Highlights

• 2 employee cohorts (total of 100 - Faculty & Staff)
• Fully funded (no cost* to employees meeting eligibility)
• Asynchronous fully online + Biweekly live senior leader talks
• Complete in 1 year
• President Instructor on record – Finance in Higher Ed
• Practicum/Project
• EQi 2.0 & Coach provided

* Exceeded allowable IRS education allowance
Poll Question

Does your institution provide retention incentives?

- Yes
- No

- What is a retention incentive?
2023 Employee Retention Survey

Retention Incentives Received in the Past Year

Click the Legend to Show or Hide

Overall
Public
Private Independent
Private Religious

Regular Verbal Recognition for Doing Good Work
Base Pay/Salary Increase
More Flexible Work Environment
Enhancements to Professional Development
Promotion
Performance Bonus
Stay Interview
Retention Bonus
Reduction in Overall Workload or Work Hours
Improved Child/Elder Care Benefits

Percentage of Employees Receiving Incentive in Past Year
Example:

Employee Recognition
Example:
Employee Recognition
Wellness Walks!

MONDAYS – DECEMBER 4, 11 & 18
Rollins Wellbeing invites you to join us for Wellness Walks* at noon around our beautiful campus.
Stretch your legs, breathe some fresh air, and connect with colleagues beyond those in your building! All levels welcome!

ATTEND ONCE AND EARN $10 STRIVE!

MEET AT TARS PLAZA
Mondays @ 12:00 PM
SIGN UP AT https://www.we.joinin.com/sheets/6nont

*Ways are at your own pace, and take approximately 30 minutes or as long as you like!
Example:

Employee Resource Groups
Recommendations

Professional Development
- Encourage conversations beyond performance
- Professional Development is Personal – talk about it!

Communicate
- Reinforce two-way communication, celebrate team/personal accomplishments
- Communication includes listening, sharing, and taking action

Stay Interviews
- Build trust; get to know your team
- Allow for mutual conversation
- Demonstrate care for the person, not just their performance
Recommendations

**Campus Climate**
- Measure
- Build collaborative partnerships
- Develop an action plan
- Close the loop

**Mentoring Programs**
- Invest in the power of relationships
- Knowledge transfer
- Start small

**Leadership Pipeline**
- Invest in leaders internally
- Partner with academic side of the house
- Get creative and don’t overpromise
- Measure
Recommendations

**Recognition**
- Identify low cost / high impact recognition opportunities
- Regular verbal feedback to employees
- Build a culture of recognition and gratitude

**Belonging**
- Invest in Employee Resource Groups (ERGs)
- Build a culture where employees feel seen, respected, needed, and valued

**Wellbeing**
- Normalize and support wellbeing
- Model
- Communicate
- Promote services
Submit questions to our presenters using the Chat.
Discussion

What are some strategies your institution has considered or implemented to improve retention?

What are some of the challenges/sticking points that remain around retention? What is needed to overcome these challenges?
Thank You

Please complete your event evaluation

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CUPA-HR Retention Resources

CUPA-HR Toolkits:
- Employee Retention
- Stay Interviews
- Workplace flexibility
- Employee Engagement
  - How to create an actionable climate assessment

- 2023 Employee Retention Survey Results
- Retention Survey Results: Supervisor Focus
- DataOnDemand
- Annual workforce data