Rebuilding the workforce:
Using technology to embrace uncertainty

Michigan CUPA-HR Conference 2021

PageUp

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# Learning objectives

In this session you will learn:

1. The biggest trends, challenges and gaps in the higher education market
2. What the future holds for HR practitioners.
3. How to get out of the recruitment rut and rebuild your workforce with new and diverse sourcing strategies.
4. The technology solutions to consider if you want your institution to be agile and adaptive to change.

The state of the higher education market

- Job openings are soaring as institutions look to rebuild
- Applications have stagnated
- Institutions are competing for talent in a highly competitive market
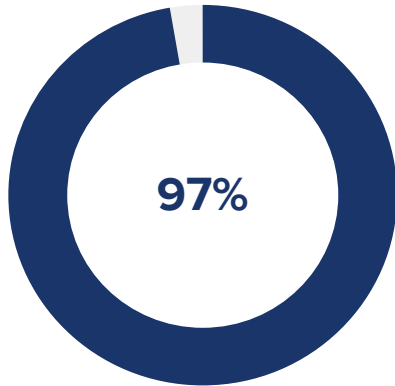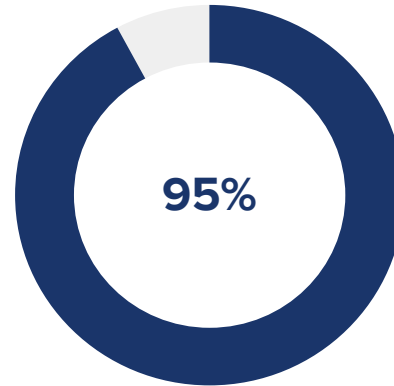
Job openings exceed applications
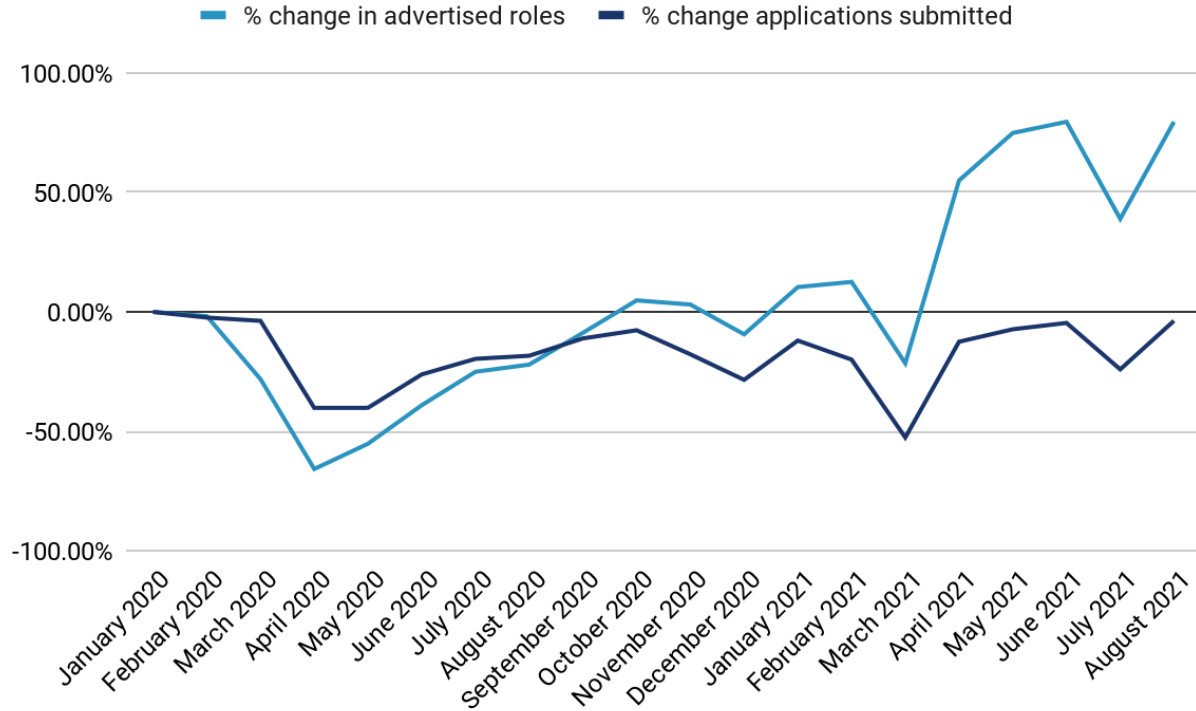
Source: PageUp data

Offer acceptance rates are falling

97%

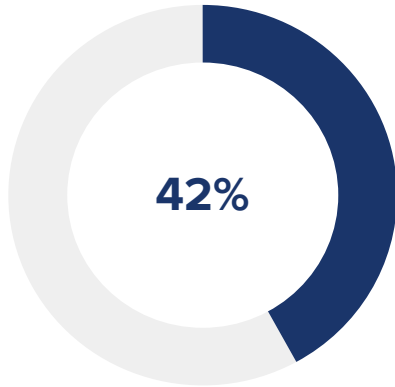Offer acceptance rate in
2019

95%

Offer acceptance rate in
2021
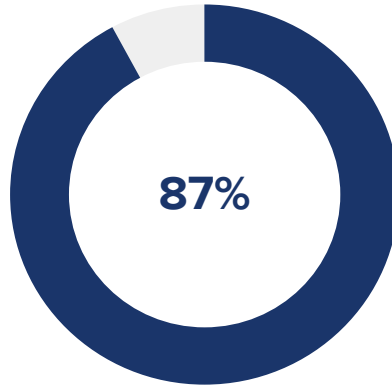
Challenge: Remote and decentralized

- Remote work is here to stay
- Supporting the move back to campus – hybrid remote and in-person
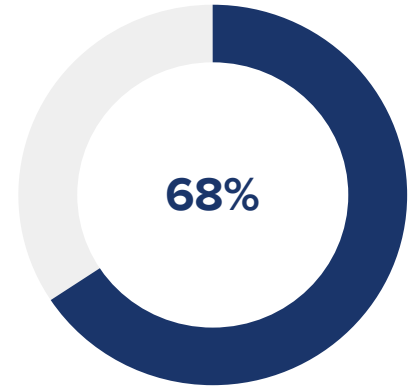- What tech are organizations experimenting with?

Remote work is here to stay

42%

Of the US workforce is still WFH

87%

Increase in remote work by 2025

68%

Of hiring managers say remote work is going more smoothly

Leaders want a mix of in-person and remote work

Employees want more remote work

65%
Believe office work is 'very important' to productivity

47%
Will allow full time work

80%
Will allow part-time work

68%
Want people back at least 3 days a week

78%
Agree remote work is here to stay

55%
Want to be remote at least 3 days a week

29%
Of those want to be remote full time
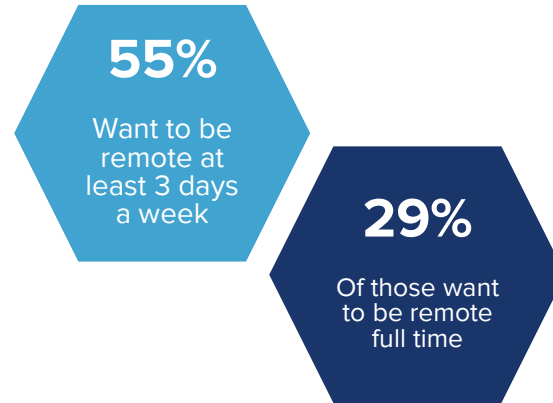
Poll 1

What approach did your institution take in the return to campus?

1. Allow employees to work remotely full-time
2. Allow employees to work remotely part of the time
3. Require employees to work in-person

Rebuilding the workforce? Get out of the recruitment rut.

Leading institutions are harnessing new recruiting strategies to tackle today's challenges head-on.

1. Technology facilitates hybrid campuses
2. Recruiters think like marketers
3. Strategic career sites
4. Engaging former employee networks
5. Rely on referrals

Strategy 1: Technology facilitates the future of hybrid higher education

- Tech helps teams to do more with less
- Automates and streamlines manual processes
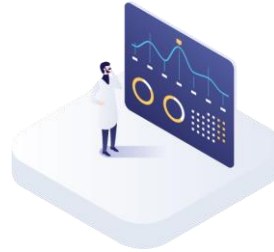- Remote and decentralized

Technology facilitates remote work

Talent teams are lean

There are more candidates on the market – how do you find the best?
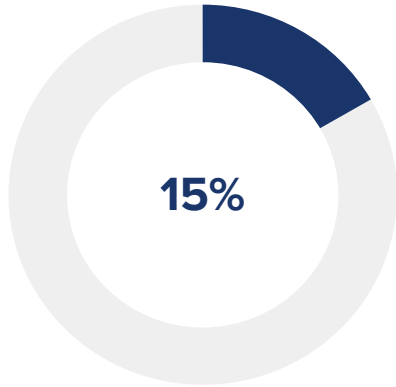
Tech helps to do more with less

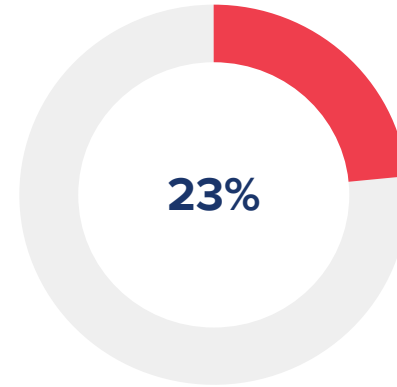Technology automates and streamlines manual processes

Remote and decentralized

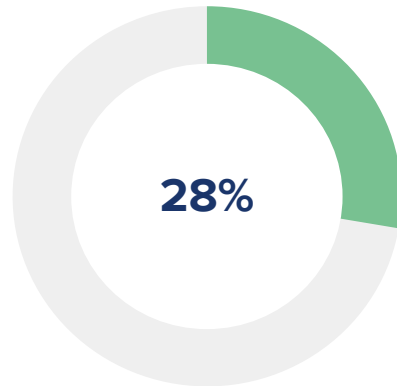Remote tech allows for a decentralized approach to hiring

Technology facilitates remote work

15%

of organizations plan to decrease traditional HR technology spending in 2021 by an average of

23%

28%

plan to increase investments in new HR tech*

*Sapient Insights Group 20-21 HR Systems Survey

What tech are organizations exploring?
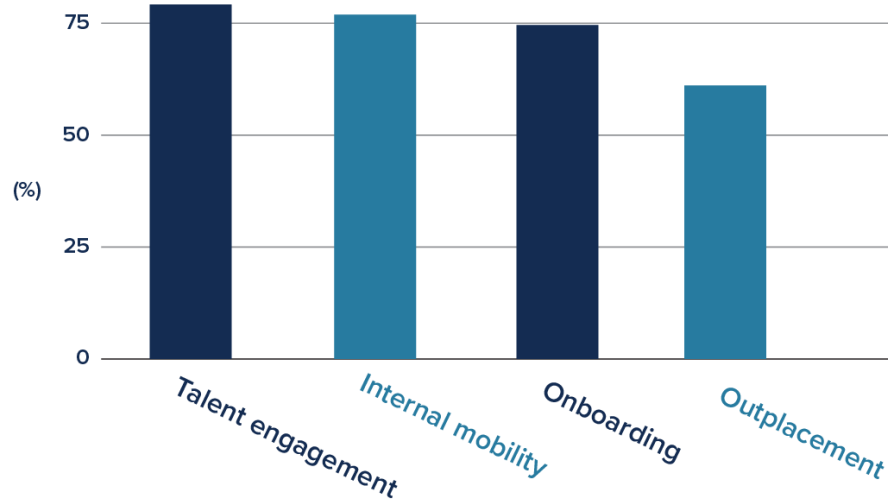
What tech is your company exploring as a result of COVID?
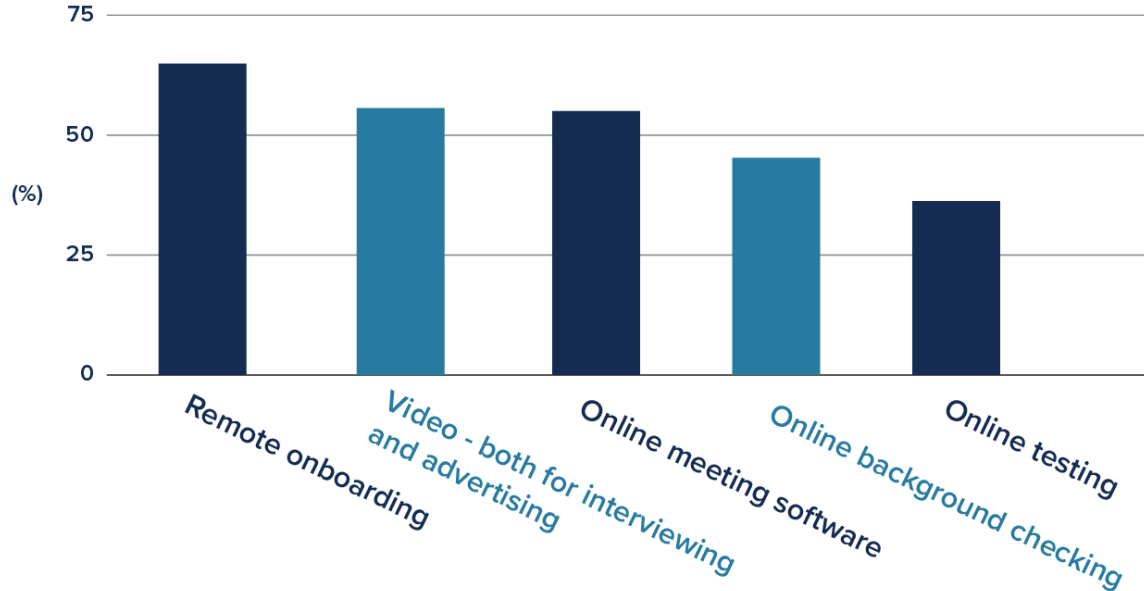
What tech are organizations exploring?

People teams are now prioritizing:

Strategy 2: Recruiters think like marketers

- Talent doesn't just exist on job boards
- Re-imaging the candidate journey
- Ensuring a consumer-grade experience
- Engaging talent with content such as blogs, videos, personalized recommendations.

Think about the candidate journey

ATTRACT

Unknown →

- Job ads
- Events blogs
- Employer reviews
- SEO referrals

ENGAGE

Visitors →

- Career site pages
- Talent network
- Employee stories
- Awards / lists

NURTURE

Leads →

- Email marketing
- Company news
- Newsletters
- Retargeting

CONVERT

Candidates →

- Call-to-actions
- Job alerts
- Direct sourcing
- Recruiter outreach

Applicants
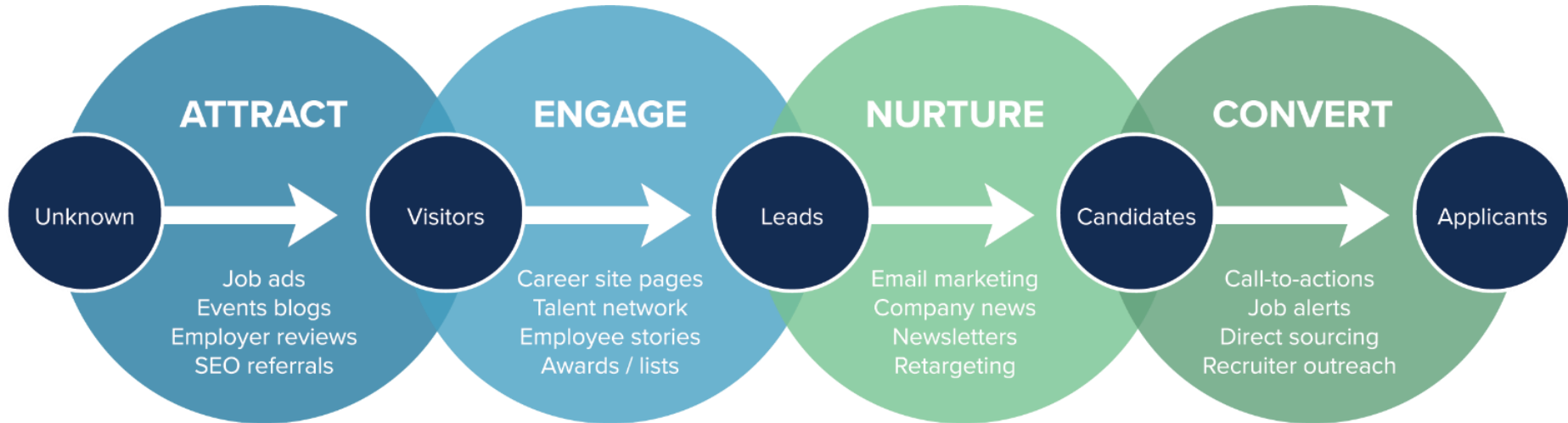
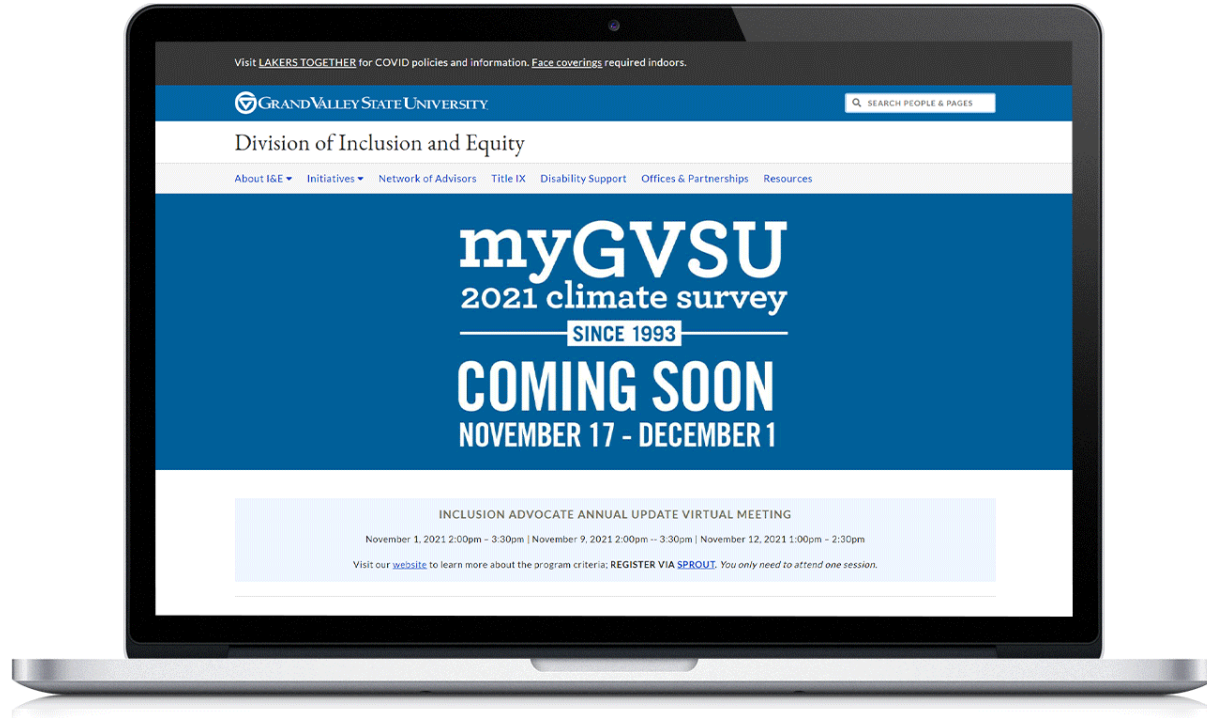# Recruiters think like marketers

Strategy 3: Dynamic Career Sites

- Intelligent suggestions
- Targeted landing pages
- Microsites for DE&I
- Engaging former employees & internal mobility with dedicated landing pages

Dynamic career sites promote DE&I

Poll 2

Do you use your career site to target specific candidate segments?

1. Yes, we do.
2. No, but we are looking into it.
3. No, and we do not plan to.
4. Unsure.

# Strategy 4: Harnessing the power of former employee networks

- Organizations are tapping into networks of ex-employees to rebuild the workforce
- Maintains employer brand and keeps furloughed employees engaged
- Speed to competency is far greater than new hires

How do you build a former employee network?

Leverage recruitment marketing technology to build a dedicated microsite on your careers site

- Showcase images and stories from past employees
- Use EOI forms to capture interest and encourage ex-employees to join the network
- Keep network engaged for future opportunities
- Encourage the network to share stories and photos of their time with your institution
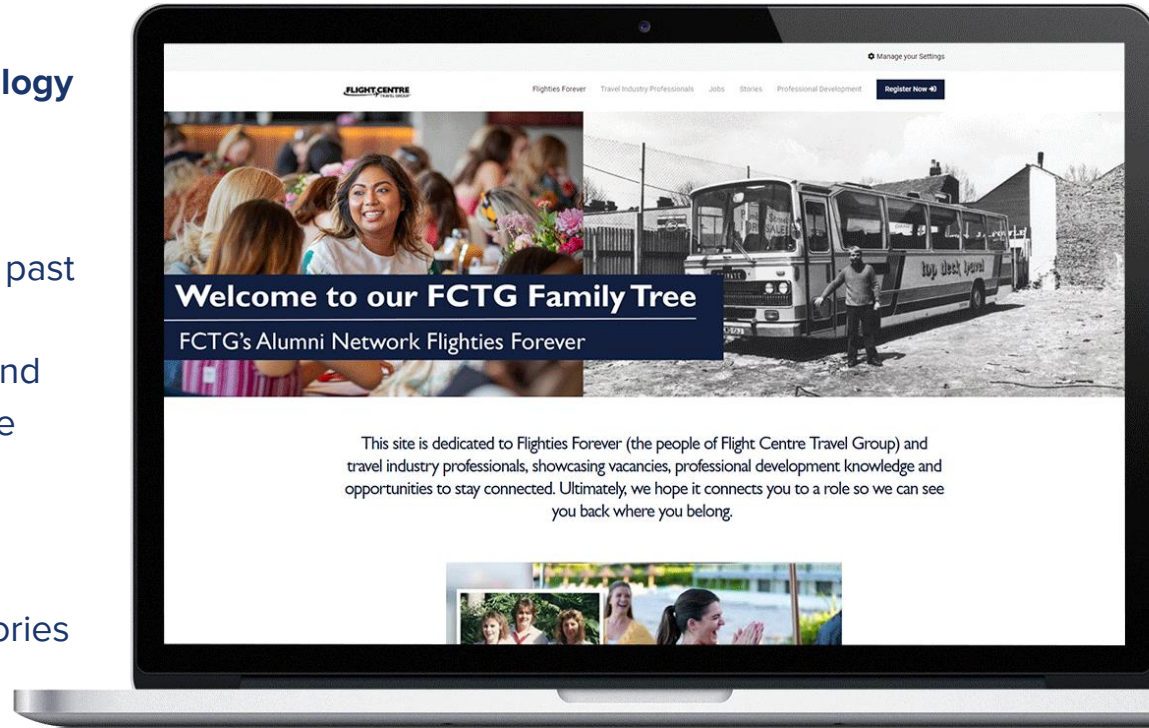
Strategy 5: Rely on referrals

- It only takes 5.5 applications through referrals to result in 1 hire.
- Compare this to 48.6 applications through job boards required to result in 1 hire
- Consider incentives
- Establish a formal program

Getting buy-in for new tech

- How does HR become a strategic business partner?
- How do we get stakeholder buy-in?
- Change management
- How do we implement without disrupting BAU?

Step 1: Identifying the pain point: Understand the gaps & Find your 'WHY'

Attraction

Promote employer brand to attract the best talent

Efficiency

Drive cost effectiveness and ROI by reducing manual tasks

Do more with less

Intelligent tech is the answer - do more with fewer resources

Step 2: Set a clear business goal

- Outline your purpose and desired outcomes
- Set realistic milestones: start with an MVP and build
- Establish a baseline for key metrics to measure improvements – keep it simple

Step 3: Identify the cross-functional resources you require

- Know who you need to engage or require input from
- Suggested stakeholders: Internal project manager, IT, Content or marketing specialists, Employer Brand or recruitment experts
- Be clear about your requirements and get commitment

Step 4: Measure often and adjust strategy

- Regularly measure your improvements against the baseline metrics
- Make adjustments and track changes
- Common metrics to track:
  - Cost per hire
  - Time to fill
  - Source per hire
  - Number of applications received

Final thoughts

Contact us

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Thank you