



Michigan CUPA-HR Webinar – Crowdsourc Your Challenges

Breakout Discussion Notes

December 9, 2021

Recruiting – Breakout Room Notes

- Issues
 - Just how tight the market is right now, how competitive it is, lower volume of candidates applying for jobs, starting to see pockets other schools and colleges doing creative recruiting to try and attract candidates, such as advertising hiring bonuses How do we continue to recruit qualified candidates in this tight market?
 - I'm newer to higher-ed and current challenges are reaching more diverse candidates. We have lower pools of candidates as well. I'm using our YouTube video in all of our postings that discusses our campuses.
 - How can we creatively attract talent with limited time and resources?
- General Discussion
 - The hybrid flexibility. At my department people are onsite 3 days a week and can work from home 2 days a week. They are losing some candidates because of that. Weighing that out and don't want to be too reactionary because we don't know how sustainable the current situation is.
 - We have a flex/remote schedule, however for new hires, they need to be with us for at least 6 months before they can utilize the hybrid model.
 - Yes, time and resources for me too. Recruiting I am not able to focus as much on it right now
- Ideas
 - Mention benefits in job postings.

- We use our YouTube video as mentioned in all postings - <https://youtu.be/KLehmdBUYn0>
 - Quick snippet (videos) like you are discussing would captivate audiences and bring in more applicants
- Don't give hiring bonuses since they are not sustainable impacts to the employee. We do provide relocation assistance for certain leadership positions.
- Use the [Higher Ed Recruitment Consortium \(HERC\)](#) – It's a free resource
- Also consider [Inside Higher Ed](#) and the [Chronicle of Higher Education](#) as potential college and university-centric resources

Retention – Breakout Room Notes

- Issues
 - Seeing lots of departures “Hand over fist”
 - Employees leaving over salary and work conditions like remote work options and work schedules
 - Challenge retaining maintenance work when bargaining contract sets low wages for low seniority staff
 - Colleagues mental strain - anxiety about coming into contact with colleagues who have been out for a year
 - Returning to the onsite workplace means increased exposure to microaggressions
 - Limited budgets mean we can't just raise salaries, though external employers (or even other departments) may offer higher salaries
 - Some work must be done onsite and/or facing customers/patients/students and can't be done remotely or in an office. That leads to envy with the employees who do this in-person, non-private work.
- General Discussion
 - Retention issues can be intertwined with culture and climate concern
 - Leaders may have one vision of service and culture that may not be aligned to the ideas, needs, or preferences of employees
 - Related to this are different definitions of:
 - Fairness: Provide the same thing to everyone or provide everyone what they need?
 - Trust: Do we trust employees only when they are onsite? How was productivity and quality of work when remote work was higher?
- Ideas
 - Get data on the problem – use exit interview data, conduct climate surveys, etc.
 - Don't presume what people need
 - Sample questions:
 - What work arrangements work for your job and your personal situation?
 - Do you feel trusted by your leadership?

- Identify the risks – What is the cost of turnover? – lost productivity, recruiting costs, morale concerns, loss of goodwill. This can help make a business case for solutions to the leadership.
- Challenge past notions of flexible work options so leaders can buy in and offer them with commitment and trust. Reframe the concerns as matters of trust.
- Offer alternative schedule options such as staggered schedules, 4/10s, 9/80s, “virtual Fridays,” and stick to them so employees gain predictability.
- Assess productivity, work quality, customer/stakeholder satisfaction before and after piloting a solution. This can get stakeholder buy-in for the long term.
- Study what work must be done onsite and what has flexibility. Consider reallocating workspace so that employees whose work must be onsite get more comfortable or private spaces.

Professional Development/Training & Development/Infrastructure – Breakout Room Notes

- Networking groups and how to get additional resources when you have a small team
 - Increased involvement with CUPA-HR – higher ed specific – very open to sharing information/ideas
 - MPELRA – Michigan Public Employer Labor Relations Association
- Infrastructure
 - Gave overview of one institution’s shift from compliance model to business partner/generalist model
- Training & Development
 - Difference in size of institutions (one has 1,000 including students; one has 3,500 plus students)
 - Creating instruction manuals for training and development initiatives