



Position Vacancy Analysis

Regent Finance Committee

October 28, 2022



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Introduction

- Conducted 10-year Position Vacancy Analysis of employee attrition
- Attrition defined as “departure of employees from CU for any reason”
- Overall findings
 - Increase in attrition
 - Increase in attrition rate more pronounced in non-faculty staff
 - Total number of open positions has increased
- Recent Board action to improve retention
 - One-time payment and targeted retention payments (FY 2021-22 and FY 2022-23)
 - 3.0% compensation increase (FY 2021-22 and FY 2022-23)
 - 3.0% compression pool (CU Anschutz)
 - All campuses will have taken action by January 2023 to ensure all staff are within range minimum



CU Boulder



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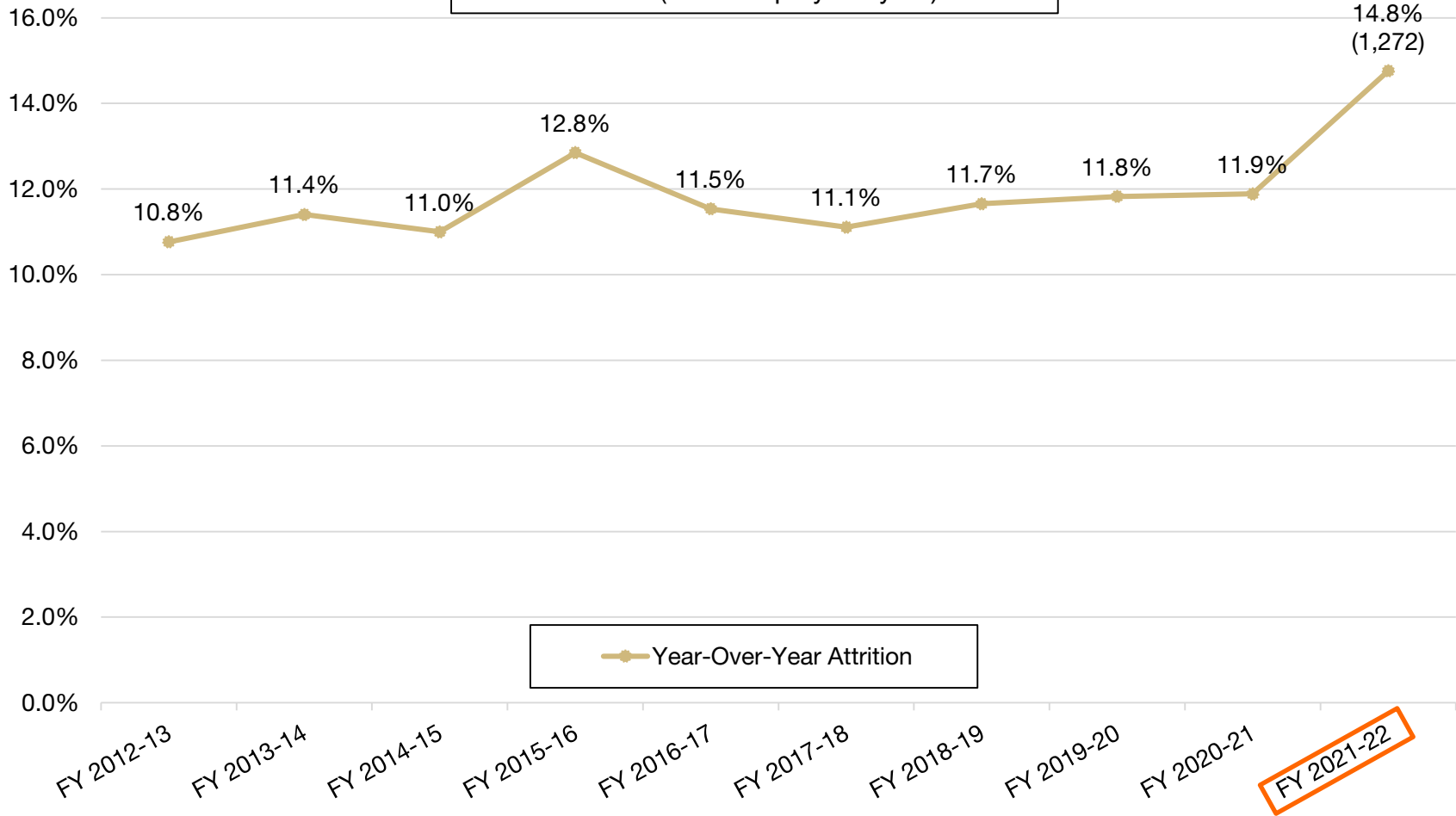
CU Boulder: Summary

- Both faculty and staff vacancy rates increased in FY 2021-22 due to hot job market and low unemployment.
- Compensation and housing pressures continue to persist for employees, exacerbated by high inflation.
- Conducted a 2021 exit survey with 263 employees to identify reasons employees were leaving:
 - Professional reasons: 57%
 1. Dissatisfaction with department management/leadership
 2. Increased compensation at new position
 - Personal reasons: 43%
 1. Lack of hybrid flexibility
 2. Cost of living in the CU Boulder area
 3. Relocating anyway
 4. Health
- Conducted a 2021 focus group to explore supervising in the hybrid work environment
 - While productivity has remained the same or increased, burnout has increased for employees and supervisors due to difficulty filling positions and uncertainty about the future
 - Hybrid employees struggle with work/life boundaries, zoom fatigue, and lack of personal connection with colleagues
- In 2020, implemented *Conducting Stay Interviews* training for supervisors
 - Used by supervisors to learn why employees stay so retention strategies can be put in place.



CU Boulder: Annual Total Attrition Rates

10-year average attrition rate (all employees) =
11.9% (~905 employees/year)

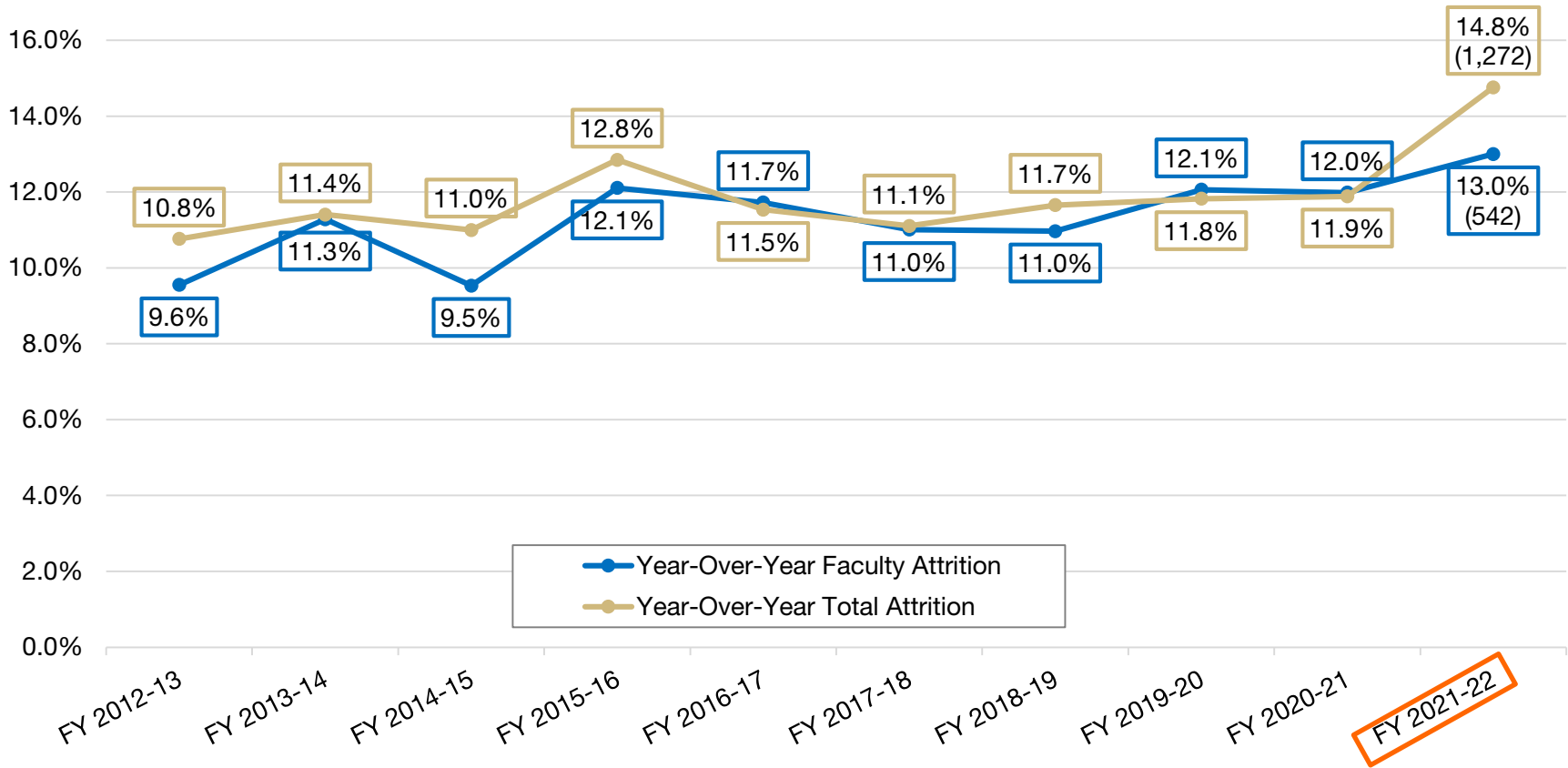


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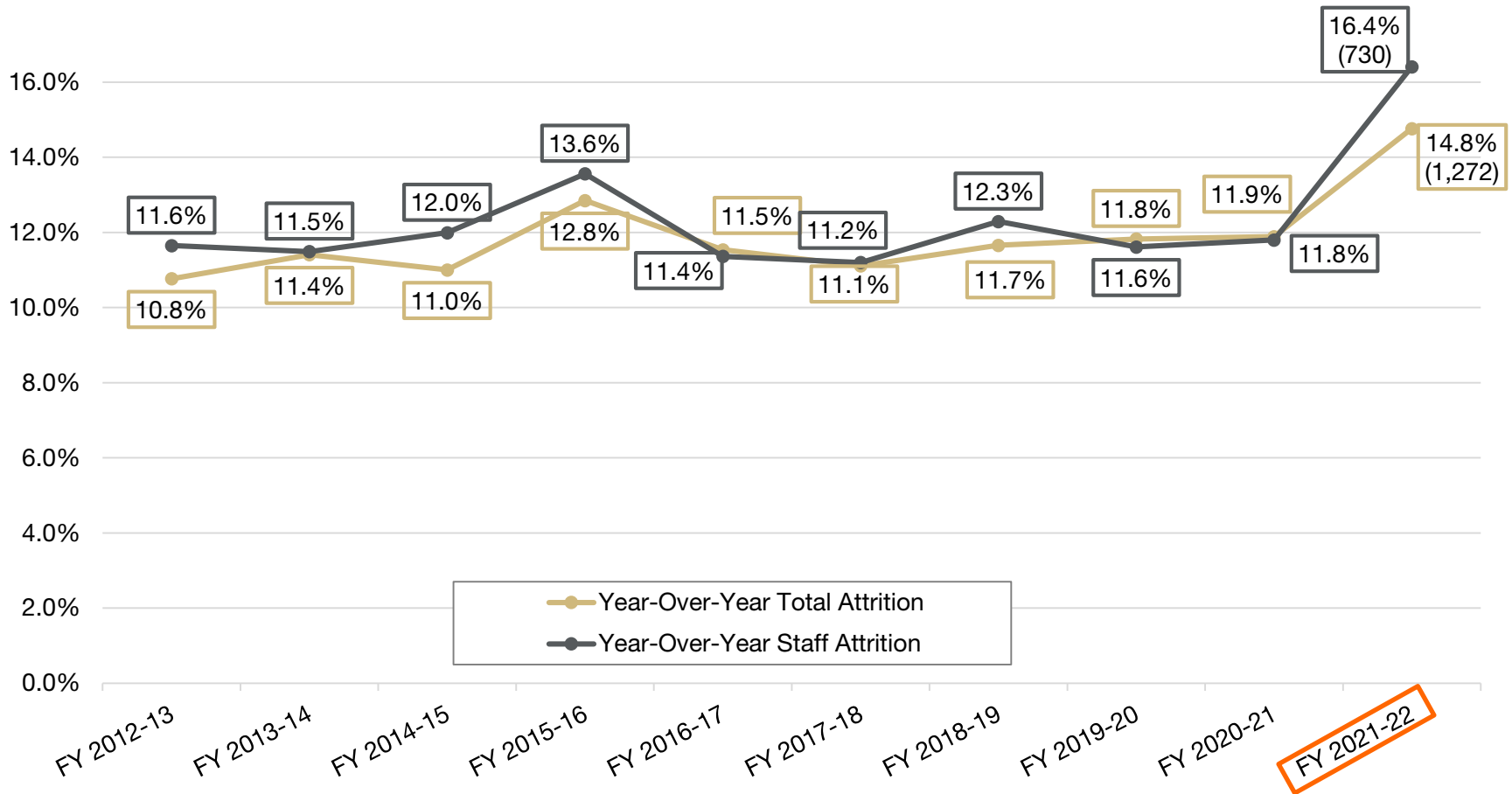
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CU Boulder: Annual Faculty Attrition Rates



Note: Faculty includes tenure and tenure-track faculty and instructional, research, and clinical faculty.

CU Boulder: Annual Staff Attrition Rates



Note: Staff includes all classified and non-classified university staff.

CU Boulder: Faculty and Staff Hiring Year-Over-Year Comparison

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	% change between FY 18-19 and 21-22
Total number of open positions	1,072	866	1,093	1,913	78.5%
Average length of time to fill (days)	84	81	57	55	-34.5%
Average number of applicants per position	38	38	32	18	-52.6%
Number of searches cancelled or failed	184	191	142	387	110.3%



CU Boulder: Strategies to Address Vacancies and Promote Employee Retention

Recruitment strategies:

- Promotion of total compensation, benefits, and flexible schedules in job postings
- Advanced sourcing subscriptions (INDEED, LinkedIn)
- Creative advertising (RTD bus ads)
- Signing bonuses, referral awards, and relocation reimbursement options

Retention strategies:

- Retention offers and counter-offers
 - Retention payments to frontline employees (two intervals of \$1,000)
- Developed *Retention Offer Guidance*
- Flexible work schedules available when appropriate and consistent with student needs
- Promotion of campus professional development opportunities
- Analysis and recommendations on staff compensation funding priorities
- Implementation of campus-wide peer recognition program (Kazoo)
- *Employee Engagement Passport* initiative



CU Denver



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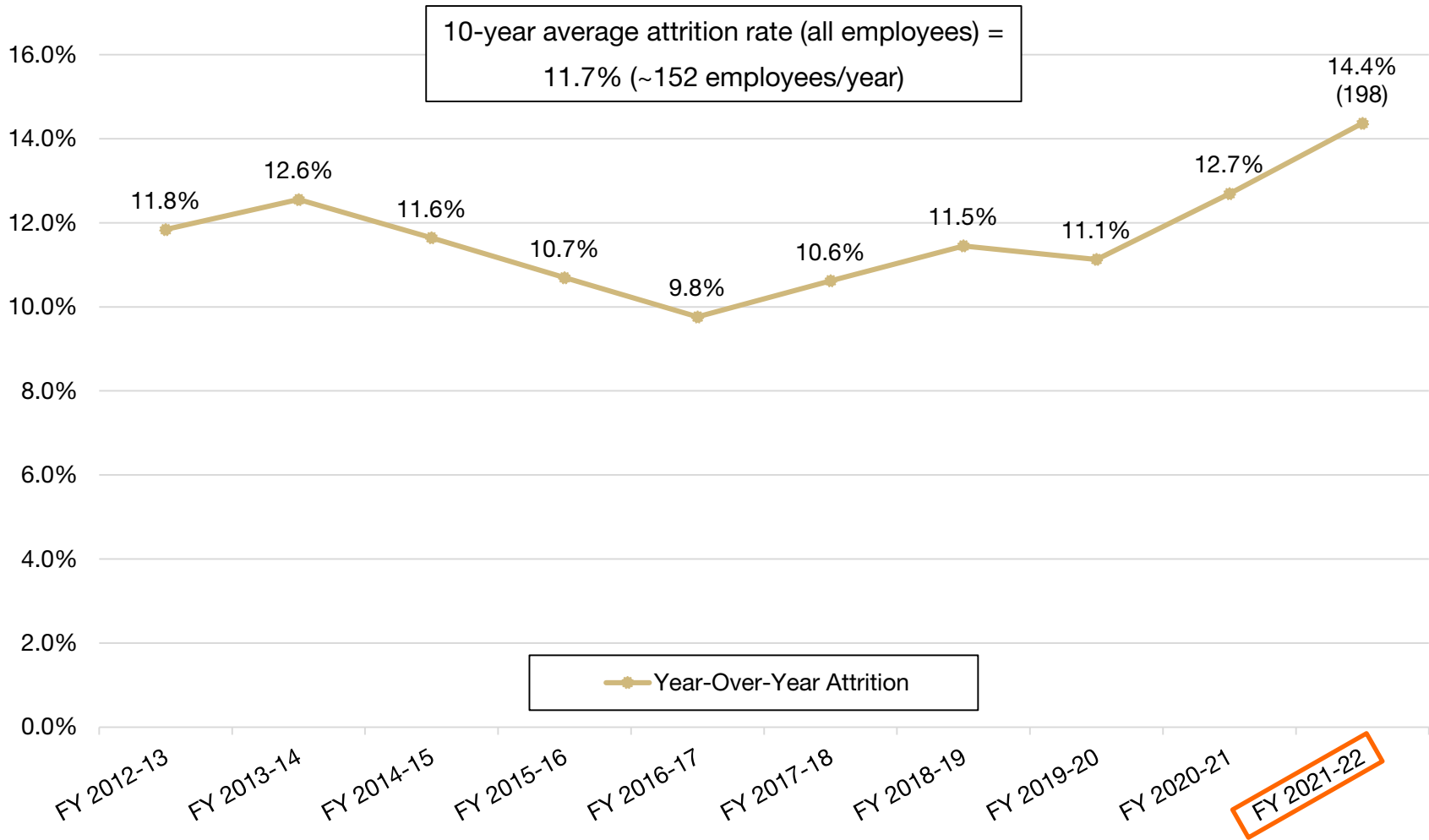
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CU Denver: Summary

- Faculty retention rate trends higher than general campus retention rate
 - 90% range over the past 4 years and 93% for FY 2021-22
 - This trend is consistent across race/ethnicity
 - White faculty retention was 94% and URM faculty retention was 93%
- Staff (university and classified) retention rate offers opportunity for improvement
 - Low 80% range over the past 4 years and dipped to 77% in FY 2021-22
 - This trend is relatively consistent across race/ethnicity
 - White staff retention was 75% and URM staff retention was 79%
- Recent vacancy rates follow national trends
 - In 2020-21, the campus observed more position vacancies created by the great resignation
 - With unemployment at a historic low, the campus is observing fewer applicants, on average
- Exit interviews are conducted at the school/college/unit level
 - Working to implement campuswide stay, transfer, and exit interviews
 - Interviews and CWC survey will identify trends in campus employment culture, themes to inform retention efforts, and metrics guiding CU Denver toward being a best place to work



CU Denver: Annual Total Attrition Rates

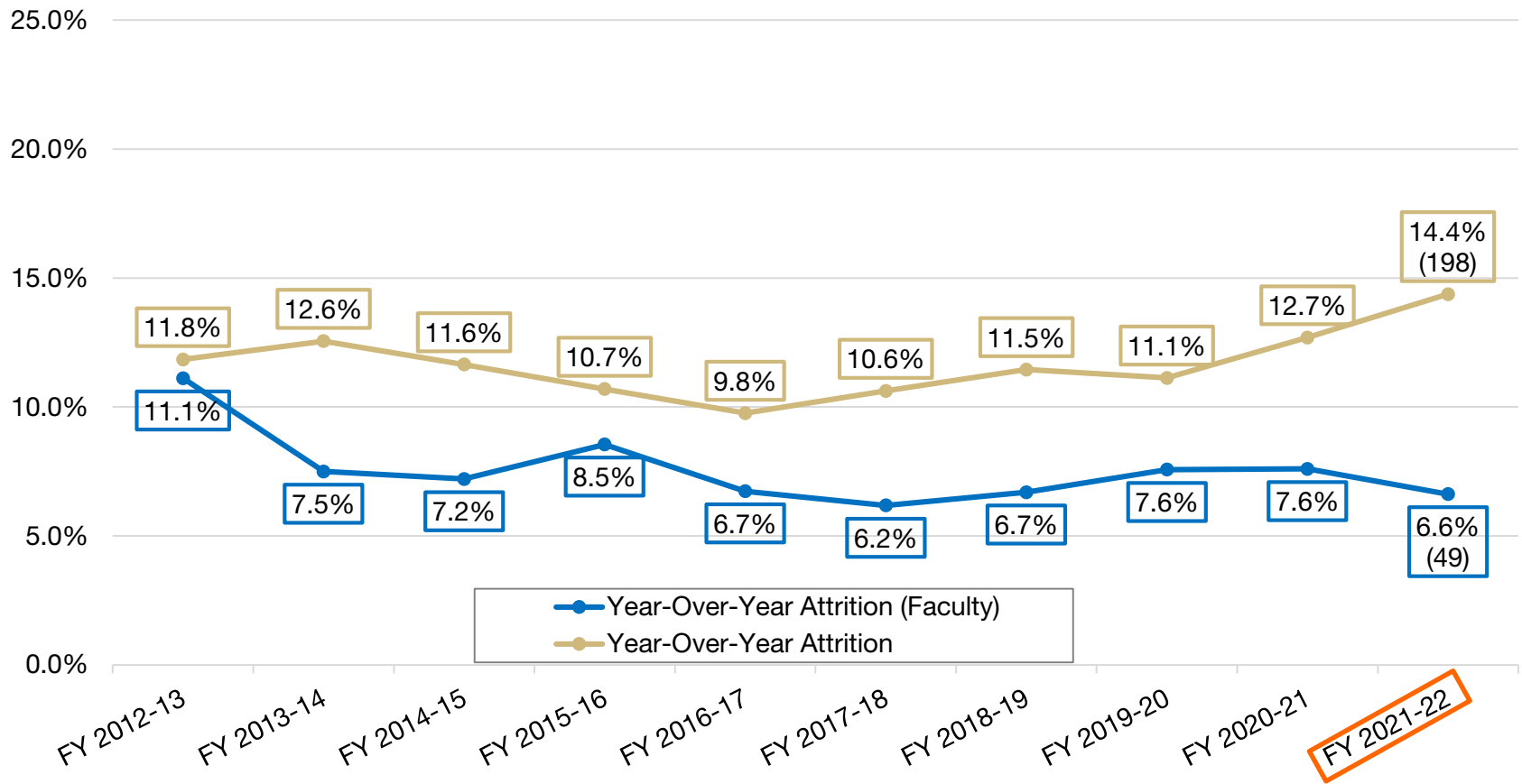


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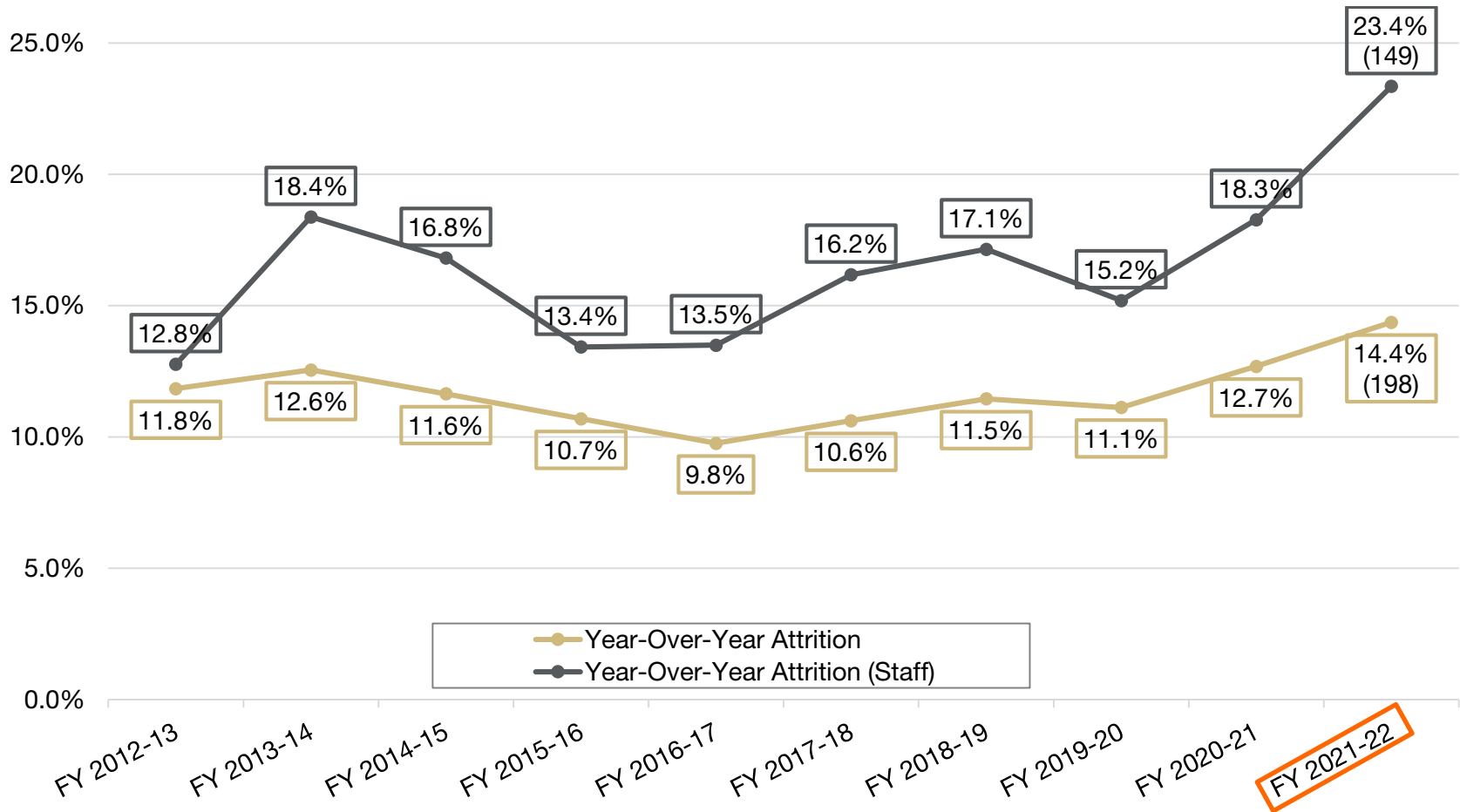
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CU Denver: Annual Faculty Attrition Rates



Note: Faculty includes tenure and tenure-track faculty and instructional, research, and clinical faculty.

CU Denver: Annual Staff Attrition Rates



Note: Staff includes all classified and non-classified university staff.

CU Denver: Faculty and Staff Hiring Year-Over-Year Comparison

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	% change between FY 18-19 and 21-22
Total number of open positions	258	209	277	433	67.8%
Average length of time to fill (days)	109	133	94	88	-19.3%
Average number of applicants per position	72	69	49	31	-56.9%
Number of searches cancelled or failed	68	67	41	72	5.9%

CU Denver: Strategies to Address Vacancies and Promote Employee Retention

Vacancy Strategies:

- Attend local job fairs through CU Denver Career Center and Society of Hispanic Human Resource Professionals
 - Individual follow up with contacts post-events
- Utilize Job Elephant for focused marketing on harder to recruit and low candidate searches
- Streamlined job descriptions and postings to allow for quicker posting and improved flow of information

Retention Strategies:

- Staff supervisor professional development cohort program started in Fall 2022
- Compensation compression concerns reviewed as requested by departments
- Two-year comprehensive compensation study launched
 - Spans 2022-2024 across all staff and faculty categories
- One time retention payment in October to most employees
 - \$1,000 payment for regular faculty and staff
 - \$500 payment for temporary faculty



CU Anschutz



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CU Anschutz: Summary

Attrition

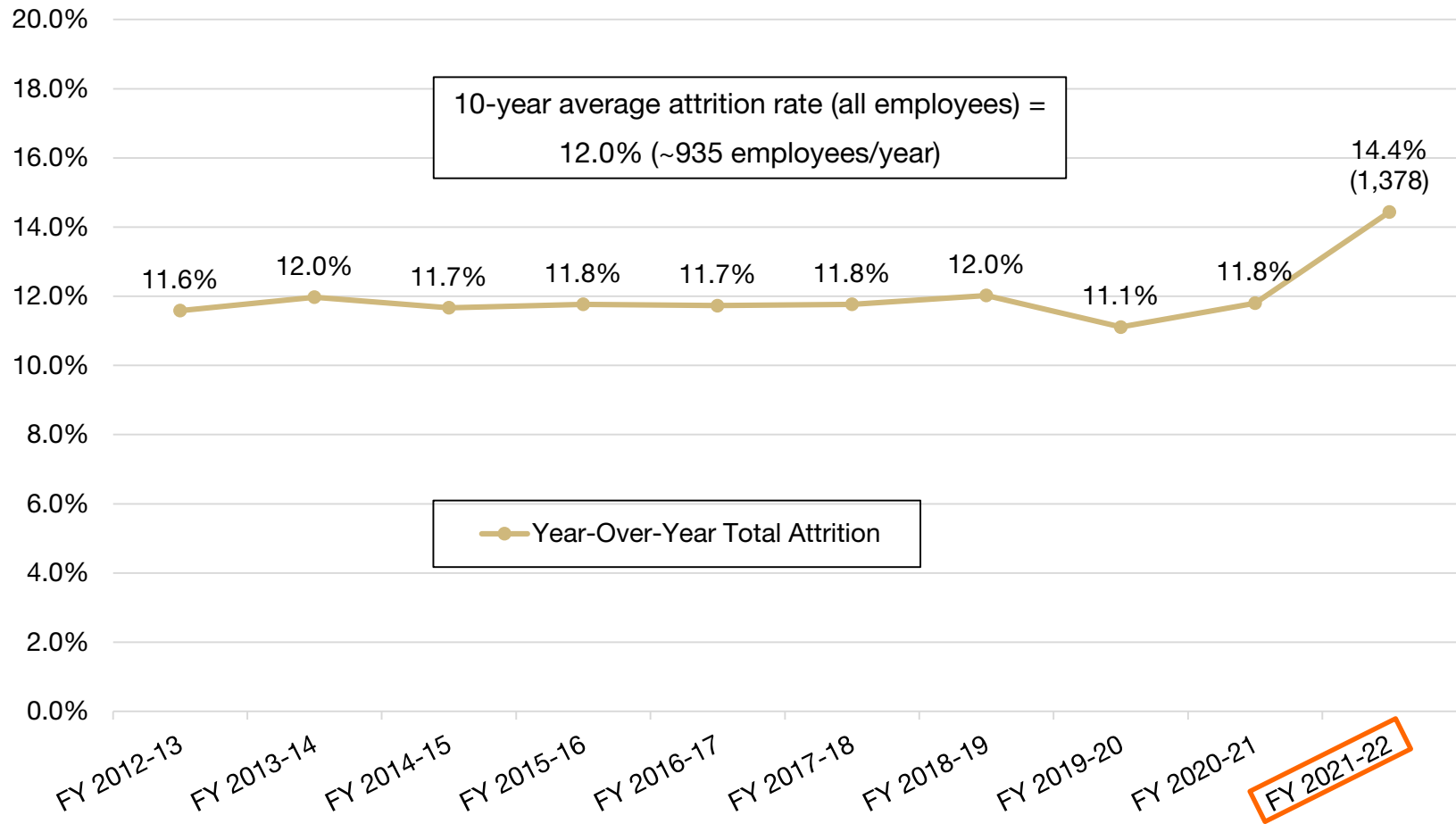
- Historically stable attrition rates, but the campus has experienced significant growth in the past year
 - 2.4 percentage point increase over 10-year baseline of 12.0%
 - Faculty 10-year baseline of 6.8%, grew to 8.3% in FY 2021-22
 - Staff 10-year baseline of 4.9%, grew to 6.2% in FY 2021-22
- Measures to address retention
 - Salary actions
 - Range adjustments
 - Flexible work arrangements

Vacancies

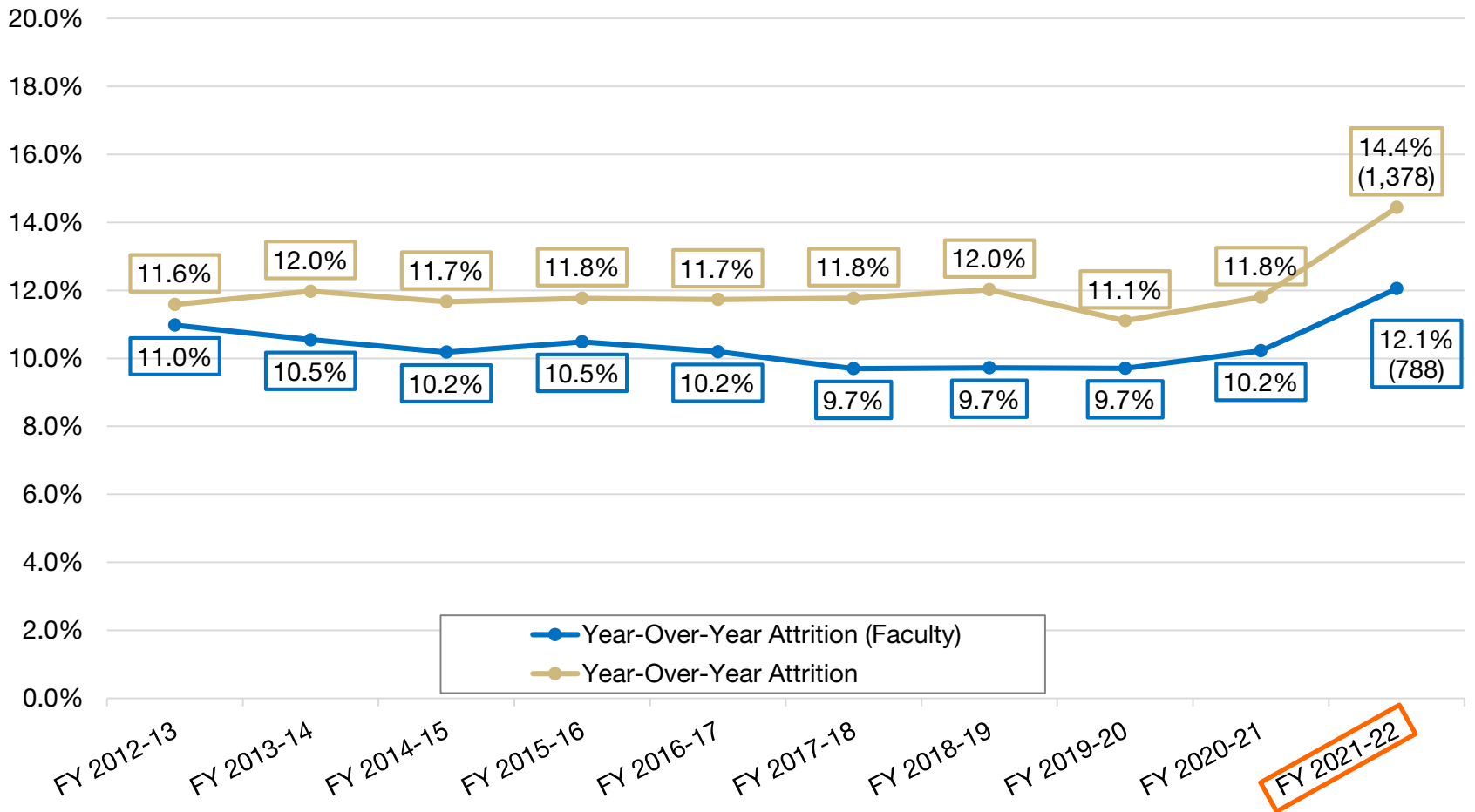
- Number of open positions has grown due to overall campus growth and growth in attrition
- Applicant pools have dropped from 45 applicants per position on average in 2018 to 11 in 2022
 - “Time-to-hire” consequently has dropped (fewer applicants to review)
 - Proportionally, a lower number of failed or closed searches than prior years



CU Anschutz: Annual Total Attrition Rates

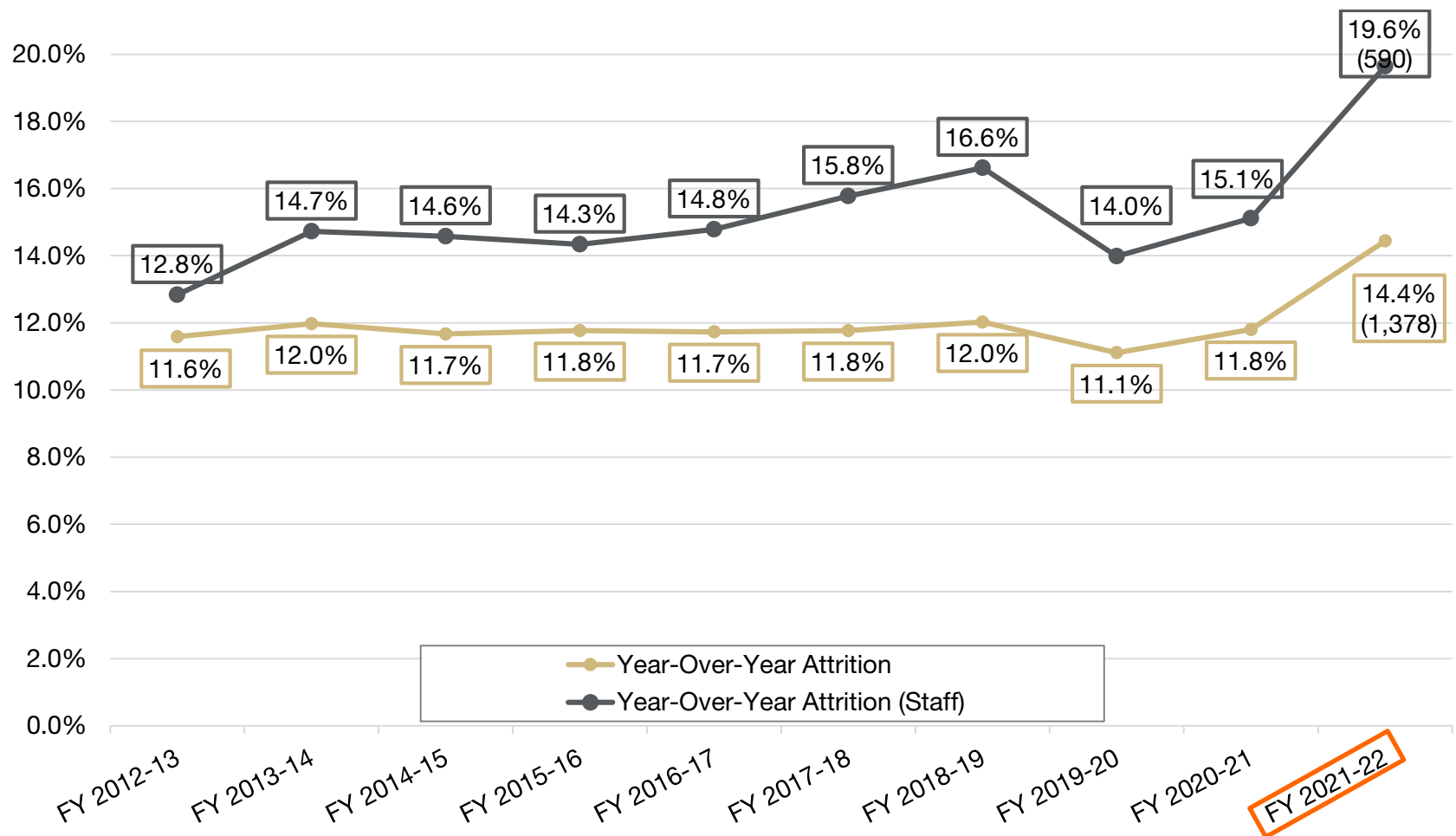


CU Anschutz: Annual Faculty Attrition Rates



Note: Faculty includes tenure and tenure-track faculty and instructional, research, and clinical faculty.

CU Anschutz: Annual Staff Attrition Rates



Note: Staff includes all classified and non-classified university staff.

CU Anschutz: Faculty and Staff Hiring Year-Over-Year Comparison

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	% change between FY 18-19 and 21-22
Total number of open positions	2,064	1,566	2,523	3,666	77.6%
Average length of time to fill (days)	130	142	98	82	-36.9%
Average number of applicants per position	30	27	19	11	-63.3%
Number of searches cancelled or failed	492	573	504	599	21.7%



CU Anschutz: Strategies to Address Vacancies and Promote Employee Retention

Retention Strategies:

- Minimum salary adjustments have been made based upon revised salary ranges
- Reclassification of research services professionals job categories and levels
- 3% merit pool effective July 1, 2022
- 3% compression and retention pool
 - Total qualifications model used to evaluate both internal and market compression
 - Retention adjustments for positions at risk of loss/replacement
- Targeted one-time retention payments are being used more broadly
- Flexible work arrangements, space remodeling and upgrades

Vacancy Strategies:

- Remote and hybrid work postings continue
- Increased use of one-time recruiting incentives
- Salary ranges revised
- Proactive recruiting including using LinkedIn to directly invite qualified applicants to apply to openings





UCCS



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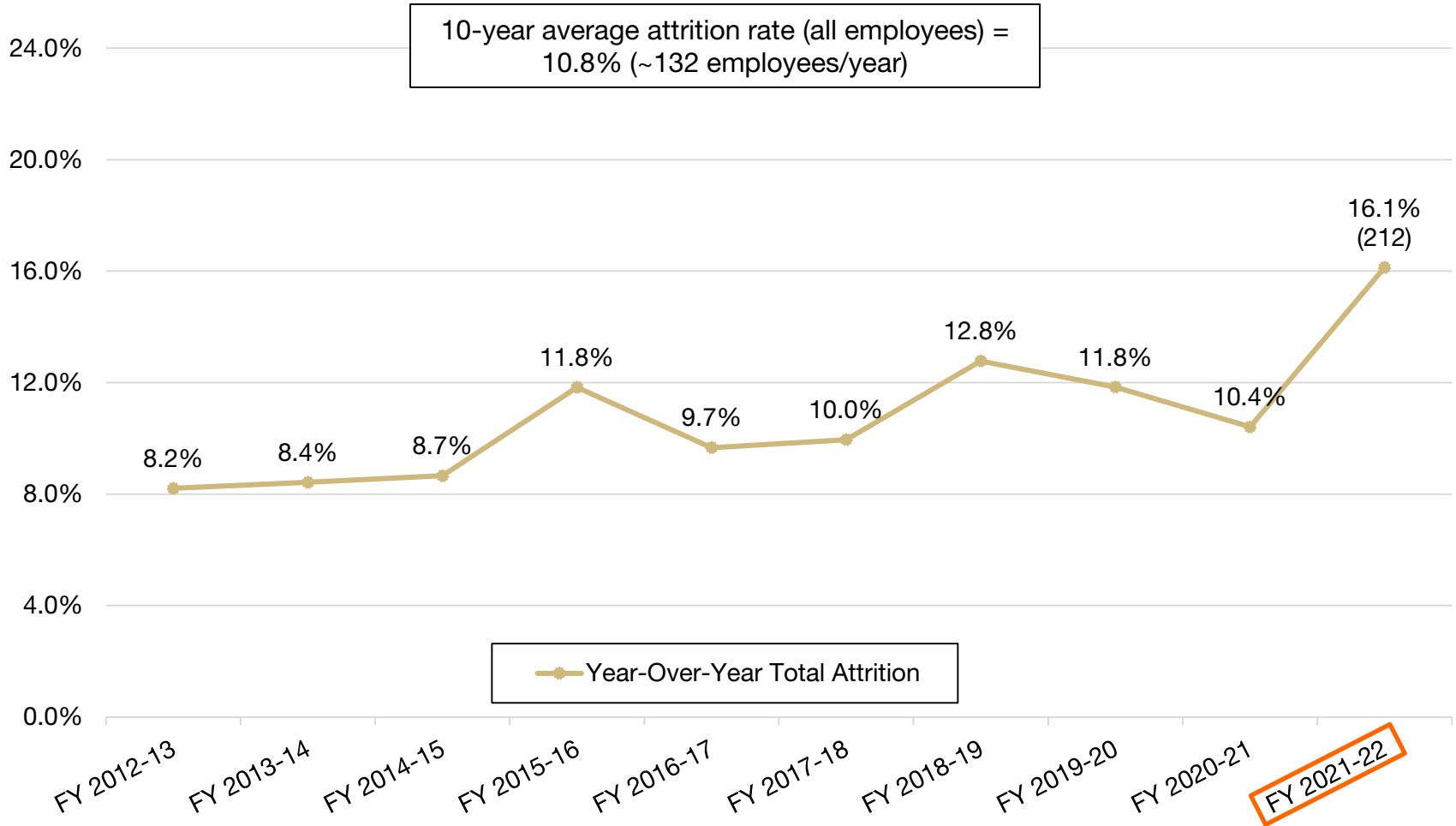
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UCCS: Summary

- Faculty attrition rate has held constant for tenure track faculty with 16 faculty members leaving each of the last three years
 - IRC faculty attrition increased by 0.5 percentage points in the past year
 - Faculty positions are trending toward longer time-to-fill
- Staff attrition rate increased significantly in FY 2021-22 and has started to trend slightly lower in the first few months of FY 2022-23
 - Staff positions are seeing smaller applicant pools and slightly faster time-to-fill rates
- Annual market analysis shows across the board salary increases regionally and nationally
- Individuals are leaving for better pay at the state, other CU institutions, and within the industry
 - Employees voice concerns regarding increased cost of living and lack of affordable housing in Colorado Springs
 - Work flexibility (both work hours and location) are critical to many staff



UCCS: Annual Total Attrition Rates

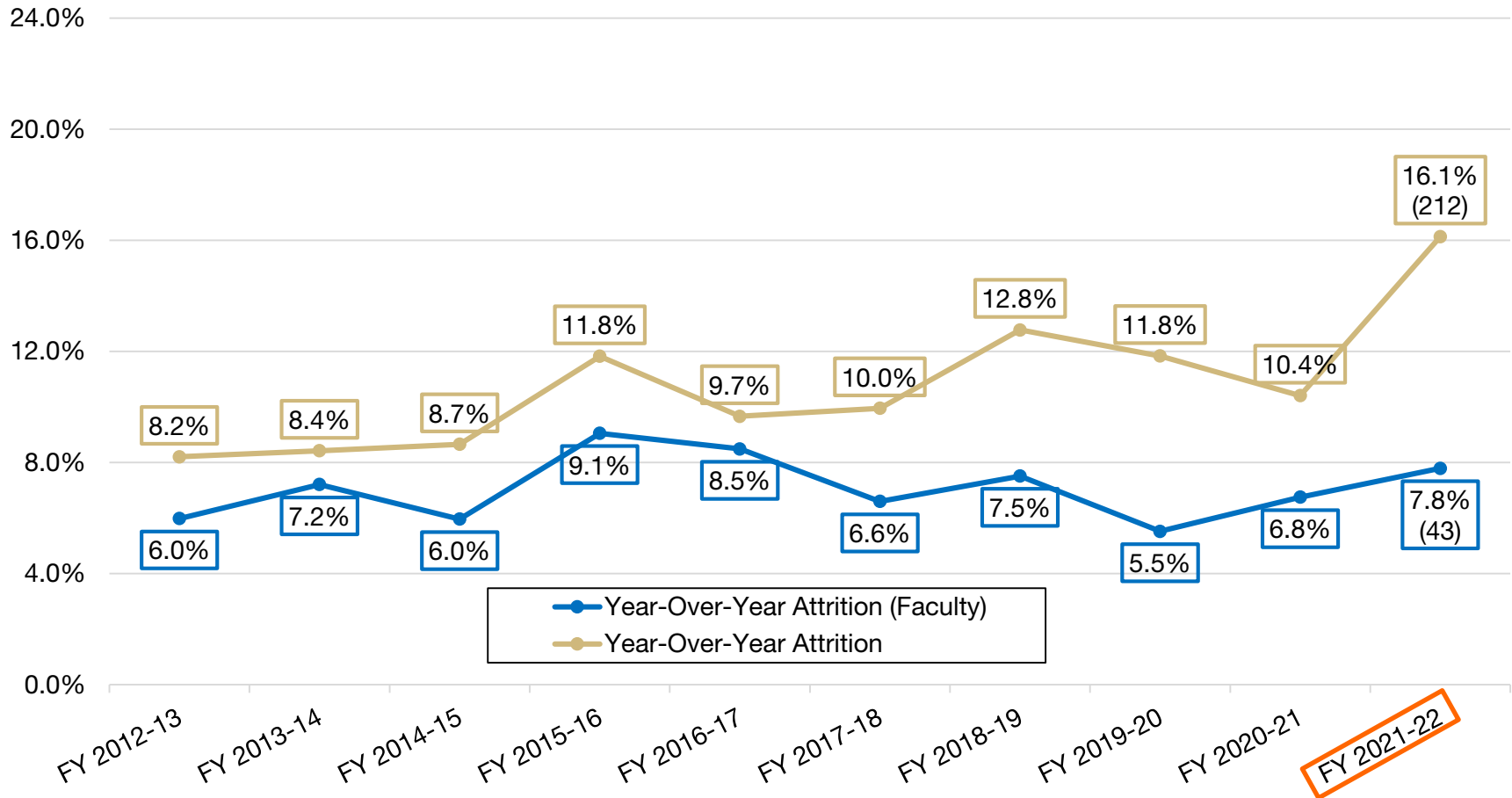


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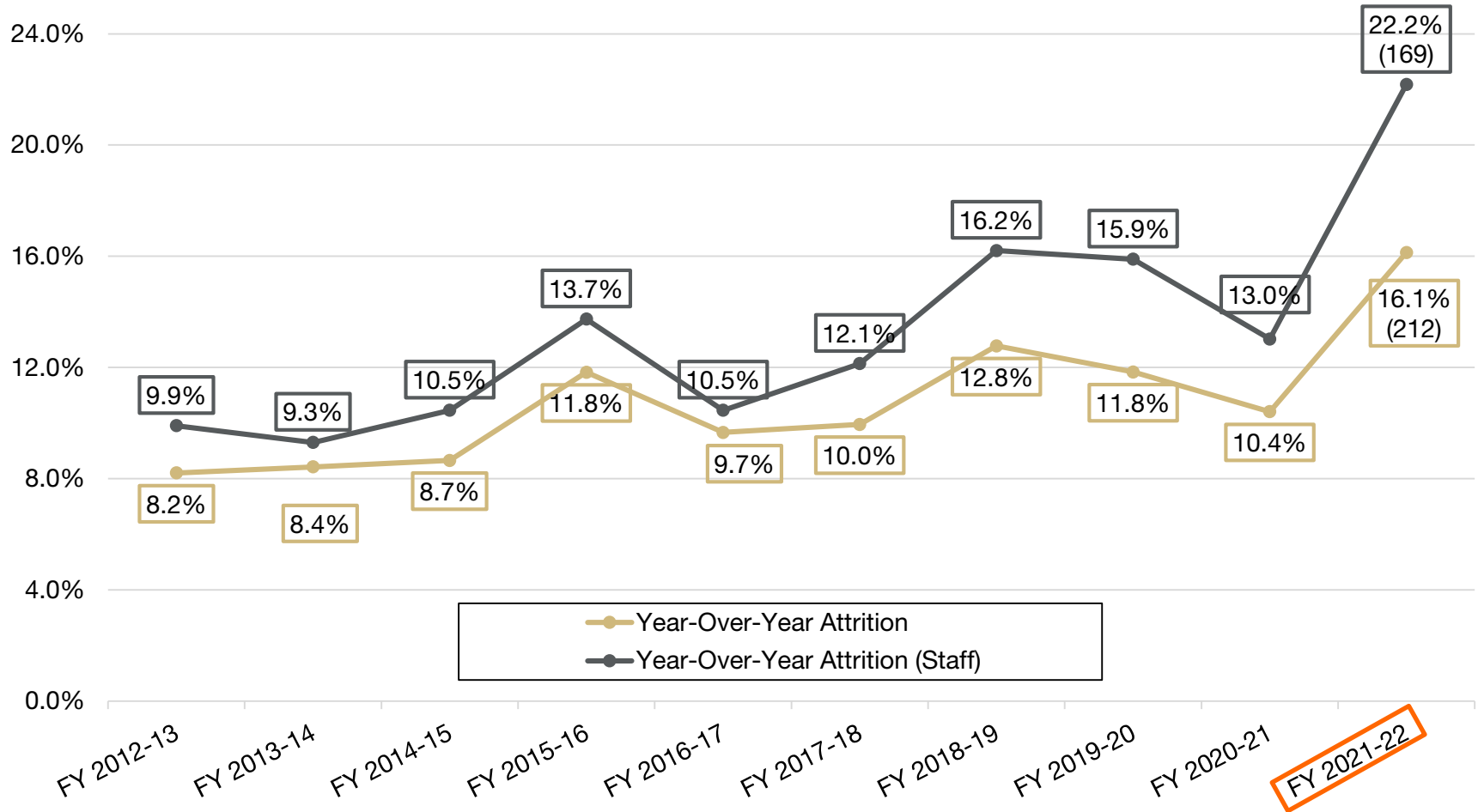
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UCCS: Annual Faculty Attrition Rates



Note: Faculty includes tenure and tenure-track faculty and instructional, research, and clinical faculty.

UCCS: Annual Staff Attrition Rates



Note: Staff includes all classified and non-classified university staff.

UCCS: Faculty and Staff Hiring Year-Over-Year Comparison

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	% change between FY 18-19 and 21-22
Total number of open positions	364	271	419	542	48.9%
Average length of time to fill (days)	95	120	97	94	-1.1%
Average number of applicants per position	43	52	45	19	-55.8%
Number of searches cancelled or failed	41	33	31	25	-39.0%

UCCS: Strategies to Address Vacancies and Promote Employee Retention

Attrition Strategies:

- Departments reviewing needs and updating job descriptions appropriately
- Market based compensation analyses ongoing and updated annually for all positions
- Attending Job fairs for custodial services
- Active recruiting using talent acquisition staff and online recruiting resources
- Updated Human Resources website with a recruiting focus
- Hiring retirees where possible to avoid service disruption
- Emphasis on candidate care to keep applicants engaged and eager to work at UCCS

Retention Strategies:

- Waived parking fees for faculty and staff for FY 2022-23
- Retention payments to all faculty and staff for FY 2022-23
- 3% base-building merit pool
- Additional pay provided to staff taking on extra duties to cover for vacancies
- Completed new market update to address payroll changes in January 2023
- Increased hourly rate for hard to fill positions such as custodial, dining services, and bus drivers
- Close open positions and redistribute salary within department for market adjustment and retention



CU System Administration



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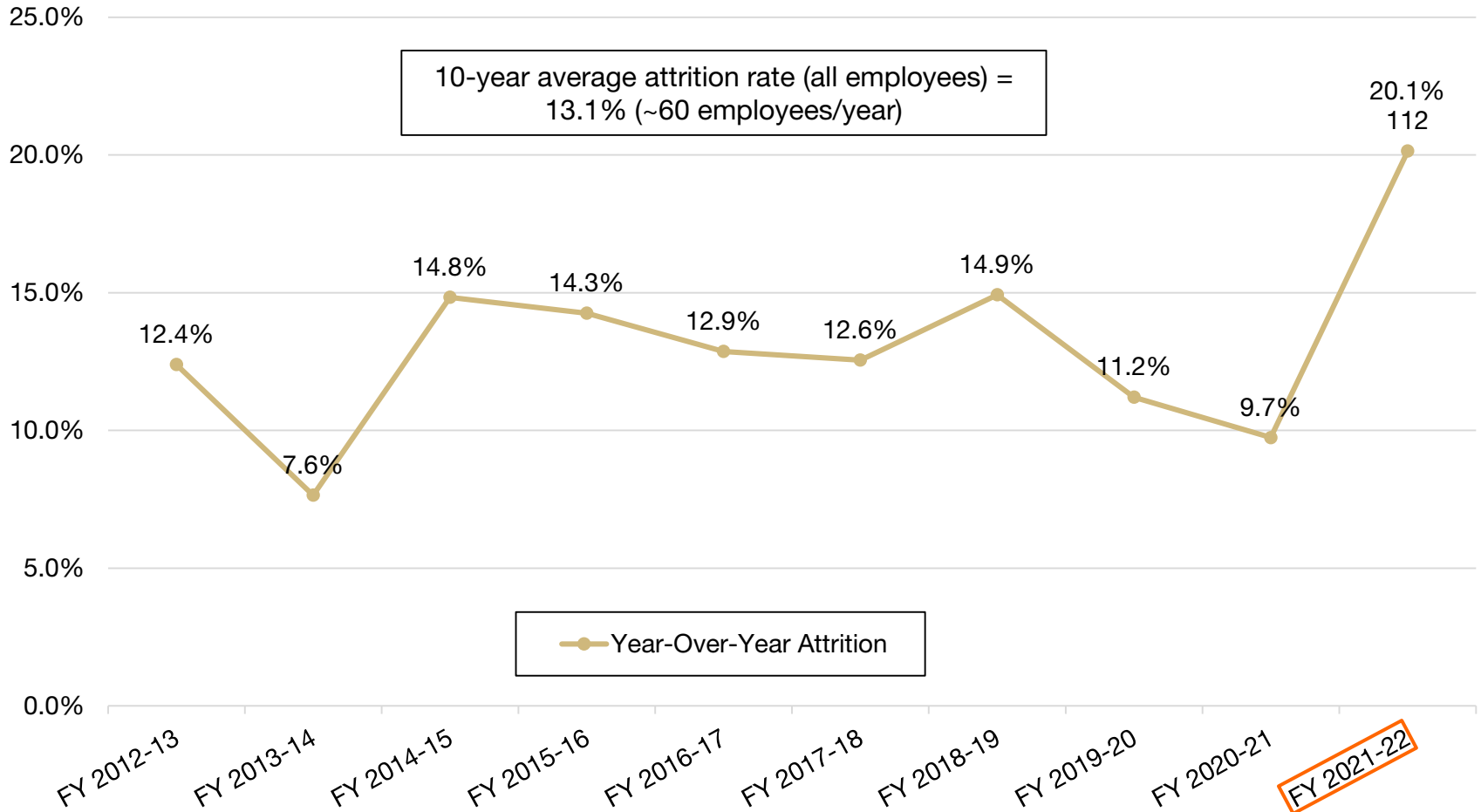
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CU System Administration: Summary

- Staff vacancies have slowed – there are fewer active postings than six months ago
- Exit interviews are conducted and reviewed to inform retention strategies
- In FY 2021-22, about 42 staff from the Office of Digital Education (ODE) left CU or took another job within the CU System
 - If the ODE population is excluded from the FY 2021-22 total, the revised attrition rate is 12.6%



CU System Administration: Annual Attrition Rates



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CU System Administration: Staff Hiring Year-Over-Year Comparison

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	% change between FY 18-19 and 21-22
Total number of open positions	164	112	169	270	64.6%
Average length of time to fill (days)	66	75	46	44	-33.3%
Average number of applicants per position	55	57	32	13	-76.4%
Number of searches cancelled or failed	26	20	24	34	30.8%

CU System Administration: Strategies to Address Vacancies and Promote Employee Retention

Vacancy Strategies:

- Encouraging use of sign-on/hiring bonuses if department has budget and position is considered critical or hard to fill
- Reevaluating positions that have been posted for longer than expected, adjusting duties and level/pay if appropriate
- Updating how job descriptions are written to better advertise positions and make them easier to understand to those outside of CU
- Creating pipelines with sourced candidates for difficult-to-fill positions

Retention Strategies:

- Targeted one-time retention payments
- 3% compensation pool
- Encouraging more use of Temporary Pay Differentials (TPDs) for teams covering vacancies
- Creating more positive onboarding experience through surveys and online tool to streamline communication and accountability
- Developing System Administration values to promote a culture of belonging
- Continuing hybrid work environment

