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
Both faculty and staff vacancy rates increased in FY 2021-22 due to a 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)

Year-Over-Year Attrition
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

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

10-year average attrition rate (all employees) = 11.7% (~152 employees/year)
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

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

Attrition

• Historically stable attrition rates, but the campus has experienced significant growth in the past year
  o 2.4 percentage point increase over 10-year baseline of 12.0%
  o Faculty 10-year baseline of 6.8%, grew to 8.3% in FY 2021-22
  o Staff 10-year baseline of 4.9%, grew to 6.2% in FY 2021-22

• Measures to address retention
  o Salary actions
  o Range adjustments
  o 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
  o “Time-to-hire” consequently has dropped (fewer applicants to review)
  o Proportionally, a lower number of failed or closed searches than prior years
CU Anschutz: Annual Total Attrition Rates

10-year average attrition rate (all employees) = 12.0% (~935 employees/year)

Year-Over-Year Total Attrition

FY 2012-13: 11.6%
FY 2013-14: 12.0%
FY 2014-15: 11.7%
FY 2015-16: 11.8%
FY 2016-17: 11.7%
FY 2017-18: 11.8%
FY 2018-19: 12.0%
FY 2019-20: 11.1%
FY 2020-21: 11.8%
FY 2021-22: 14.4% (1,378)
CU Anschutz: Annual Faculty Attrition Rates

Year-Over-Year Attrition (Faculty)
Year-Over-Year Attrition

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

<table>
<thead>
<tr>
<th></th>
<th>FY 2018-19</th>
<th>FY 2019-20</th>
<th>FY 2020-21</th>
<th>FY 2021-22</th>
<th>% change between FY 18-19 and 21-22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total number of open positions</td>
<td>2,064</td>
<td>1,566</td>
<td>2,523</td>
<td>3,666</td>
<td>77.6%</td>
</tr>
<tr>
<td>Average length of time to fill (days)</td>
<td>130</td>
<td>142</td>
<td>98</td>
<td>82</td>
<td>-36.9%</td>
</tr>
<tr>
<td>Average number of applicants per position</td>
<td>30</td>
<td>27</td>
<td>19</td>
<td>11</td>
<td>-63.3%</td>
</tr>
<tr>
<td>Number of searches cancelled or failed</td>
<td>492</td>
<td>573</td>
<td>504</td>
<td>599</td>
<td>21.7%</td>
</tr>
</tbody>
</table>
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
  o Total qualifications model used to evaluate both internal and market compression
  o 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: 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

10-year average attrition rate (all employees) = 10.8% (~132 employees/year)

Year-Over-Year Total Attrition

- FY 2012-13: 8.2%
- FY 2013-14: 8.4%
- FY 2014-15: 8.7%
- FY 2015-16: 11.8%
- FY 2016-17: 9.7%
- FY 2017-18: 10.0%
- FY 2018-19: 12.8%
- FY 2019-20: 11.8%
- FY 2020-21: 10.4%
- FY 2021-22: 16.1% (212 employees)

FOUR CAMPUSES UNITED
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

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

10-year average attrition rate (all employees) = 13.1% (~60 employees/year)
CU System Administration: Staff Hiring
Year-Over-Year Comparison

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