UNIVERSITY *of* WEST FLORIDA

2023-2024
Employee Retention Plan

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Human Resources

RECRUITMENT

- Rebrand the HR recruitment pages
- Review and enhance the application process
- Reevaluate the onboarding process
- Enhanced communication with applicants
- Enhanced communication with new hires through the first year

SOCIALIZATION

- Revitalize New Employee Orientation
- Mentor employees new to the University or the role
- Allow time to participate in University events

PROFESSIONAL DEVELOPMENT

- Repurpose the professional development learning site
- Promote mandatory and specialized training
- Invest in supervisor development
- Succession Planning

EMPLOYEE ENGAGEMENT

- Expand flexible work schedules and remote work
- Enhance perks
- Promote volunteer work
- Increase HealthierU wellness program
- Listen and respond to employee feedback
- Enhance performance feedback
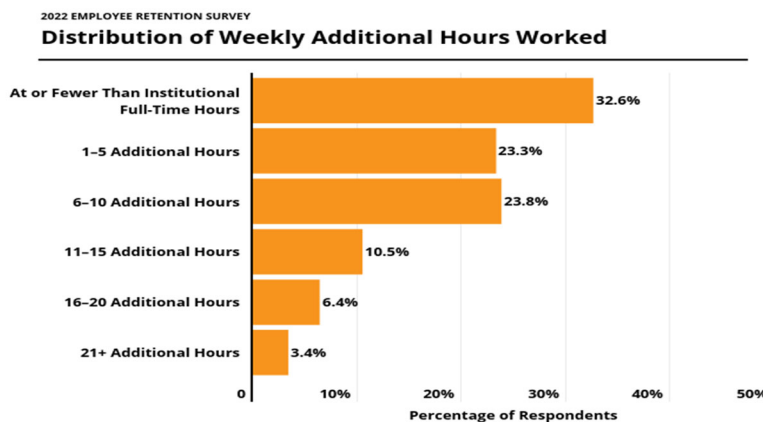
COMPENSATION AND REWARDS

- Review and revitalize ERAP
- Highlight benefits and perks packages
- Increase perks
- Promote Awardco shoutouts/memory books
- Target specific classifications for salary analysis
- Reassess University Work Force salaries on a bi-annual basis

A critical issue that is facing employers throughout the nation is retention of wanted employees. According to the Society for Human Resources Management (SHRM) *Using Recognition and Other Workplace Efforts to Engage Employees*, retention and turnover was the top workforce management challenge cited by 47% of Human Resources Professionals. In the Colleges and University Professional Association for Human Resources (CUPA-HR) *The CUPA-HR 2022 Higher Education Employee Retention Survey: Initial Results* identified the following areas as to why employees ae leaving their current employer:

1. Pay salary/increase – 75.9%
2. Opportunity to Work Remotely – 42.9%
3. Flexible schedule – 31.7%
4. Promotion or more responsibility – 29.6%
5. A new challenge – 19%
6. Working with difficult people – 13.7%
7. Relocation – 11.3%
8. Better benefits – 8.7%

Also, according to the *CUPA-HR 2022 Higher Education Employee Retention Survey: Initial Results*, employees are stating:

1. **Higher education employees are looking for other jobs, mostly because they desire a pay increase**. 57% are looking for other employment to increase their pay.
2. **Higher education institutions are not providing remote work opportunities that employees want**. 71% of employees state that they can perform their job effectively remotely. These same employees state that only 14% have full remote work, 23% have hybrid work (on-site and remote), and 63% work on-site.
3. **Higher education employees are working longer and harder than ever**. 67% of full-time higher education employees work more hours each week than what is considered full-time.

2022 EMPLOYEE RETENTION SURVEY
Distribution of Weekly Additional Hours Worked

At or Fewer Than Institutional Full-Time Hours	32.6%
1–5 Additional Hours	23.3%
6–10 Additional Hours	23.8%
11–15 Additional Hours	10.5%
16–20 Additional Hours	6.4%
21+ Additional Hours	3.4%

Percentage of Respondents

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4. **Higher education employees have clear areas of satisfaction and dissatisfaction**. 62.2% are satisfied with their work environment. 80.7% of employees are satisfied with the employer's benefits.

In SHRM's *Employee Job Satisfaction and Engagement: The Doors of Opportunity are Open* research report, employees identified the following five factors as the leading contributors to job satisfaction:

1. Respectful treatment of all employees at all levels.
2. Compensation/pay.
3. Trust between employees and senior management.
4. Job security.
5. Opportunities to use their skills and abilities at work.

SHRM's *Using Recognition and Other Workplace Efforts to Engage Employees*, list several effective practices to help an organization reach its retention goals:

1. Recruitment
2. Socialization
3. Professional Development
4. Compensation and Rewards
5. Supervision
6. Employee Engagement

Employee job satisfaction and engagement factors are key ingredients of employee retention programs.

Recruitment
Recruitment begins with the look and feel of the university's recruitment web pages, application site, onboarding experience, and the first year of employment.

Current:
1. Attending job fairs
2. Pre-employment paperwork
3. Awardco email during first year of employment. The first quarter of 2023 is the first time that these emails have been sent to employees. It has allowed Human Resources to reflect movement in the right direction, but not enough time has passed to determine the effect.

   End of week one (from hire date)
   Congratulations on joining UWF and completing your very first week!
   We hope you are looking forward to a great work environment, and we look forward to partnering with you to meet all your career goals.

End of one month (from hire date)
Congratulations on completing your first month with UWF! We hope you have been able to meet your entire team, learn how your job impacts our stakeholders including students and staff, and are excited about the contributions you are sure to make! Let your supervisor know *anything and everything* you need and be sure to ask for feedback on your first month's performance if it has been a *"best-kept"* secret. We know you have been a superstar!

End of three months (from hire date)
Congratulations on completing your first 90 days with UWF! By now you should feel totally equipped and supported to conquer your goals. Your strengths should be shining through, and the value you are bringing to your team should be clear. Be sure to let your supervisor know if there is anything else they or anyone on campus may do to assist you in any way. We are super glad you are here and serving alongside the entire UWF team!

End of six months (from hire date)
Congratulations, you have been working with our UWF community for six months! Hopefully, you have settled comfortably into your service, you have met new friends and colleagues, and you have determined the work/life balance which allows you to thrive. Be sure to reach out to your supervisor or anyone on our campus who may assist you in any way. We look forward to your continued service!

Recommendation:
1. Rebrand the Human Resources recruitment web pages
2. Review and enhance the application process
3. Reevaluate the onboarding process
4. Enhance communication with applicant
5. Enhance communication with new hires through the first year

Socialization
Employees want to feel a part of an organization. An effective way to make an employee feel a part of the organization is to provide social opportunities on a more frequent basis than once a year at a holiday event.

Current:
1. New employee orientation -basic
2. President sponsored back to school social
3. President sponsored holiday event

Recommendation:
1. Review and revitalize New Employee Orientation to include a new employee reception
2. Mentor employees new to the University or role
3. Allow time to participate in University events

Professional Development

One of the most crucial steps in retaining employees is to invest in employee's careers and create pathways for growth. Employees equate lack of professional development to no room for advancement. Pew research states that 63% of people who left their jobs quit because they had no opportunity for advancement.

Current:
1. Professional development calendar offering a variety of classes
2. Employee Relations Symposium

Recommendation:
1. Repurpose the professional development learning site
2. Promote mandatory and specialized training
3. Invest in supervisor training (new hire to university, new to the position, and on-going for existing supervisors)
4. Succession planning

Employee Engagement

It is imperative to engage employees in all aspects of their employment. This will help to alleviate burnout.

Current:
1. Flexible work schedule/remote work
2. Small wellness benefit with HealthierU
3. State provided benefits package
4. Perks- sick leave based on years of service, state rate car rental, AAA group membership, discount through certain cell phone carriers, etc.

Recommendation:
1. Expand the flexible work schedule and remote work
2. Enhance perks (i.e., expectant mother parking spaces, pet insurance)
3. Promote volunteer work
4. Increase the HealthierU wellness program
5. Listen and respond to employee feedback (Stay and Exit Interviews)
6. Enhance performance feedback (platform, frequency, and documentation)

Compensation and Rewards

Recognizing an employee's contributions to the university makes the employee feel valued.

Current:
1. Employee Recognition and Awards Programs (ERAP)
2. Years of service awards
3. Retirement awards
4. Awardco thank you/atta boy shoutouts
5. Awardco birthday card
6. Moved the starting salary marker for the university's classifications of Program Specialist, Program Manager, Office Specialist, Office Administrator, and Coordinator
7. Completed market analysis for ITS, Academic Advisors, and Division of Academic Engagement and Student Affairs. This allowed for starting salaries to be increased in these areas and for current employees to receive a pay increase.

Recommendation:
1. Review and revitalize ERAP
2. Highlight benefits and perks packages
3. Promote Awardco shoutouts/memory book
4. Target specific classifications for salary analysis
5. Reassess University Work Force salaries on a bi-annual basis

Yearly

1. Complete a needs assessment for professional development by January 31.
2. Complete an overall satisfaction survey by March 15.
3. Complete a turnover report for the university and analyze the report for comparison to prior years and the national turnover rate by March 15.
4. Analyze the results of the three reports and make recommendations for improvements to the university's retention plan March 31.