



FLORIDA STATE UNIVERSITY  
OFFICE OF HUMAN RESOURCES  
282 Champions Way  
PO Box 3062410  
Tallahassee, FL 32306-2410  
Phone: (850) 644-6034  
Fax: (850) 645-4670

## MEMORANDUM

**TO:** Deans, Directors, Department Heads

**FROM:** Renisha Gibbs, Associate Vice President for Human Resources and Finance & Administration Chief of Staff

**DATE:** March 21, 2022

**SUBJECT:** Navigating Recruitment in a Challenging Market

The national labor market is experiencing significant shifts in nearly every industry across the country and among all types of employees. Some estimates have turnover trending upward of 30%. Higher education is not exempt. At Florida State University, we are seeing a similar trend.

To address the challenges that departments are experiencing with staff retention and turnover, the Office of Human Resources is:

- **Streamlining** processing for Merit Pay and Market Adjustments that are 5% or below for employees who have not had an increase in the previous 12 months. These increases will not require extensive review or market analysis and will flow seamlessly through the HR process.
- **Prioritizing** Counteroffer reviews and providing feedback within 1-2 business days to aid in retaining key employees.
- **Evaluating** the Staff Compensation Study conducted by Segal Consulting, which includes a revised compensation structure and a market assessment for staff classifications. The structure is dependent on funding and implementation is expected to begin in fiscal year 2022/2023.
- **Utilizing** information garnered from the Segal study and conducting ongoing research to identify recruitment and retention strategies that will ensure Florida State University continues to be a desirable career destination.

Additionally, the following items are currently available to assist with hiring and retention:

- Currently up to two days of telework per week can be approved at the College/Department level. 100% Remote work and additional telework flexibility is available with the approval of the division Vice President and Human Resources.

- [Recruiting Incentives](#) and the [Employee Bonus Plan](#) policies are available for applicable positions. Consider offering a sign-on bonus to attract talent in a competitive market or a retention bonus to retain a key employee who is critical to your business.
- Our new [web page](#) devoted to providing Recruiting Tips in a challenging market outlines tools and practical approaches to enhance recruitment efforts at each stage of the hiring process and engage employees.

HR is also available to review staffing plans and organizational structures, position descriptions, job code classifications, and provide salary analysis recommendations. Recommendations will offer flexibility to meet current market demands and ensure staffing levels are appropriate to maintain uninterrupted business operations.

Furthermore, HR has tools, such as the [Total Compensation Calculator](#), to help engage and remind employees of the total value of their FSU employment. Examples of FSU's Total Rewards package include the employee benefits package (leave, holidays, winter break), professional development, training, career advancement, employee recognition, and flexible working arrangements for work/life balance.

FSU will continue to monitor the evolving market and respond accordingly. We look forward to partnering with you to address your specific needs.

### **Questions?**

Recruitment: Please contact your department's assigned [Recruiter](#) in Employment & Recruitment Services for support.

Compensation: Please contact Compensation Services at [HR-Compensation@fsu.edu](mailto:HR-Compensation@fsu.edu) or your department's assigned [Compensation Analyst](#) for additional support.

cc: Kyle Clark, Vice President for Finance & Administration  
Shelley McLaughlin, Director, Compensation Services