

# Five No-Regrets Analyses to Recruit and Retain Top Talent

Data and Recommendations Every HR Unit Should Provide to Cabinets and Unit Leadership

EAB identified the five most impactful analyses that HR teams should conduct to isolate pain points and provide recommendations to attract, engage, and retain top talent. Provide these analyses to cabinet and unit leaders to help them invest in more effective talent strategies and strengthen your workforce.

## TALENT ACQUISITION

METRIC	WHY IS THIS METRIC IMPORTANT?	FIRST STEPS FOR HR
<p><b>1</b></p> <p><b>Recruitment Source Yield</b></p> <p><i>Cost of source divided by number of hires per source</i></p>	<p>Institutions often do not measure the effectiveness of their recruiting channels, resulting in difficulties when trying to fill roles using traditional channels (e.g., generic job search websites).</p> <ul style="list-style-type: none"> <li>▶ Reinvest in more effective sources for critical roles to expand applicant pools.</li> <li>👤 <b>DEIJ OBJECTIVE:</b> Target sourcing channels that advertise to and attract underrepresented talent groups to diversify candidate pools.</li> </ul>	<ol style="list-style-type: none"> <li>1 Ask new hires where they heard about you on applications, during interviews, and/or during onboarding.</li> <li>2 Collect sourcing and recruiting costs from marketing, finance, and HR.</li> <li>3 Evaluate source yields biannually. Keep track of the highest- and lowest-yielding sources to inform which low ROI sources to stop investing in.</li> </ol> <p>★ <b>Advanced:</b> Monitor both applicant and hire yield per source.</p>
<p><b>2</b></p> <p><b>Time-to-Hire Milestones</b></p> <p><i>Number of days to post a role, interview for a role, offer a candidate a role, and for a candidate to start a role</i></p>	<p>Institutions often lose top candidates to out-of-sector competitors due to their faster recruitment processes.</p> <ul style="list-style-type: none"> <li>▶ Win over top talent with quick and communicative recruitment steps.</li> <li>▶ Isolate and reduce lengthy unit-specific milestones to improve recruitment for critical roles.</li> <li>👤 <b>DEIJ OBJECTIVE:</b> Ensure your hiring processes welcome a diverse candidate pool by tracking the demographics of applicants, candidates, and successful hires.</li> </ul>	<ol style="list-style-type: none"> <li>1 Calculate institution-wide time to hire and compare to industry and corporate benchmarks.</li> <li>2 Ask units to submit their time-to-hire milestones on a biannual basis. Compare unit-level metrics to institution-wide time-to-hire milestones.</li> <li>3 Identify units with slowest time to hire. For added incentivization, instill competition among units and keep slow-hiring units aware of where they rank.</li> <li>4 Provide recommendations for which hiring milestones, processes unit leaders should shorten.</li> </ol> <p>★ <b>Advanced:</b> Track milestones centrally for all units in an Applicant Tracking System.</p>

## RETENTION AND DEVELOPMENT

<p><b>3</b></p> <p><b>Internal Hire Rate</b></p> <p><i>Number of internal hires divided by the total number of employees at your institution x 100</i></p>	<p>Prospective and current employees increasingly expect opportunities for internal development and advancement.</p> <ul style="list-style-type: none"> <li>▶ Advertise internal growth opportunities in job descriptions and on your employment website to attract prospective employees.</li> <li>▶ Redesign policies to prioritize internal candidates and strengthen career lattices to improve engagement, retention for current employees.</li> <li>👤 <b>DEIJ OBJECTIVE:</b> Design inclusive internal development opportunities for underrepresented talent (e.g., set targets for underrepresented group participation and satisfaction) to build a more diverse leadership bench.</li> </ul>	<ol style="list-style-type: none"> <li>1 Ask each unit to report their number of internal hires biannually, and log this data centrally in an HR-managed spreadsheet.</li> <li>2 Identify units with the highest and lowest yearly internal hiring rates.</li> <li>3 Facilitate rotational internships between units with high potential for internal mobility (e.g., finance and HR, admissions and marketing).</li> </ol> <p>★ <b>Advanced:</b> Track retention of employees who move internally.</p>
<p><b>4</b></p> <p><b>Employee Engagement Score</b></p> <p><i>Number of negative, neutral, and positive responses in climate surveys and qualitative feedback</i></p>	<p>Many institutions face a disengaged workforce, but few act on the engagement feedback in climate survey results, leading to increased frustration and turnover.</p> <ul style="list-style-type: none"> <li>▶ Pinpoint gaps in employee engagement to design initiatives that improve retention, morale.</li> <li>▶ Identify units and roles with low engagement to better anticipate turnover and potential staffing shortages.</li> <li>👤 <b>DEIJ OBJECTIVE:</b> Better retain historically underrepresented groups of employees by identifying top reasons for disengagement and initiating engagement programs targeted at these challenges.</li> </ul>	<ol style="list-style-type: none"> <li>1 Establish a yearly cadence for engagement survey distribution.</li> <li>2 Define institution-specific benchmarks for negative, neutral, and positive engagement scores.</li> <li>3 Calculate employee engagement scores for each unit and identify low-scoring questions to inform retention tactics, programs.</li> <li>4 Follow up with unit leaders biannually to ensure they are making progress on low-scoring areas.</li> </ol> <p>★ <b>Advanced:</b> Distribute a list of stay interview questions to managers and standardize a turnover likelihood scale. Log stay interview data in employee files and use during performance management conversations.</p>
<p><b>5</b></p> <p><b>Turnover Rate</b></p> <p><i>Number of separations divided by total number of employees x 100</i></p>	<p>Proactively retaining top talent can help reduce administrative costs, as it is increasingly expensive to replace fast-turnover employees.</p> <ul style="list-style-type: none"> <li>▶ Develop unit-specific interventions to increase retention in units with higher-than-average turnover.</li> <li>👤 <b>DEIJ OBJECTIVE:</b> Assess gaps in retention strategies for underrepresented talent to identify initiatives that can better meet the needs of these groups.</li> </ul>	<ol style="list-style-type: none"> <li>1 Calculate institution-wide and unit-specific turnover per quarter.</li> <li>2 Calculate turnover by gender and race/ethnicity.</li> <li>3 Communicate with talent acquisition team about high turnover units, roles to prepare for future recruitment needs.</li> <li>4 Ensure every employee receives an exit interview that asks about reasons for leaving and what their next professional opportunity is.</li> </ol> <p>★ <b>Advanced:</b> Separate voluntary and involuntary turnover for more precise insights.</p>



Ready to recruit and retain top talent? Visit EAB's talent and workplace culture homepage for our full suite of resources.

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