UNIVERSITY OF MINNESOTA
BOARD OF REGENTS POLICY

EMPLOYEE RECRUITMENT AND RETENTION

SECTION I. SCOPE.

This policy describes the commitment of the University of Minnesota (University) to attracting and retaining employees who are talented, innovative, and dedicated to excellence.

SECTION II. GUIDING PRINCIPLES.

The following principles shall guide the University's recruitment and retention of employees:

(a) The University commits to equal employment opportunity for all persons without regard to race, color, creed, religion, national origin, gender, age, marital status, disability, public assistance status, veteran status, sexual orientation, gender identity, or gender expression.

(b) The University seeks to recruit, hire, and retain a diverse workforce with employees whose knowledge, skills, abilities, and service orientation support the University's standards of excellence.

(c) The University strives to offer employees a compensation package that is competitive with peer institutions and other relevant labor markets.

(d) The University, in developing workplace policies, services, and programs, seeks to understand and take into account the factors that affect job satisfaction and productivity.

(e) The University fosters a positive workplace that is welcoming, inclusive, and respectful.

SECTION III. RECRUITMENT STRATEGIES.

Subd. 1. Identification of Talent. The University shall seek talented and diverse applicants through international, national, regional, local, University, or unit-wide marketing as appropriate to the position. The University shall follow a broad and flexible set of recruitment strategies as determined by (a) the nature of the position, (b) the unit in which the position resides, (c) the job market, and (d) any applicable policy directives.

Subd. 2. Compliance. The University's recruitment and hiring practices shall comply with state and federal employment law and be consistent with applicable University administrative policies, rules, and collective bargaining agreements.

SECTION IV. RETENTION OF EMPLOYEES.

The University shall demonstrate its commitment to fostering and retaining its talented workforce by:

(a) Providing role-appropriate employee introduction and job-specific training for all new employees;

(b) Providing effective preparation and support to incoming leaders;

(c) Offering competitive compensation and benefits packages;

(d) Providing the resources, physical infrastructure, and development, education, and training opportunities to help ensure success;

(e) Providing a learning environment where employees are encouraged to grow and develop professionally with opportunities for career mobility and advancement;

(f) Affording leaders and managers the ability to retain employees through compensation and other means;

(g) Providing policies within a supportive workplace that help employees effectively integrate and manage their work and personal life responsibilities;

(h) Providing development, training, and coaching opportunities for managers and supervisors to strengthen their human resources management skills;

(i) Encouraging communication between supervisors and their employees;

(j) Identifying, recognizing, and rewarding employees for their work contributing to and supporting the mission of the University;

(k) Assessing job satisfaction, turnover rates, and reasons employees decide to leave University employment; and

(l) Implementing strategies to improve job satisfaction and maintain appropriate turnover rates.