

# RECRUITING TRENDS

January 13th 2022

7:30 am - 11:30 am

The University of Tampa  
Vaughn Center, 9th Floor



THE UNIVERSITY OF TAMPA



UNIVERSITY OF  
SOUTH FLORIDA

## PROGRAM OVERVIEW

The University of Tampa's Office of Career Services and event partner, University of South Florida Career Hub, will be hosting the 14th Annual Recruiting Trends Program. Back for yet another year, Dr. Phil Gardner, director of the Collegiate Employment Research Institute (CERI) at Michigan State University, will share the latest data from the recently released recruiting trends survey. Participants will get a firsthand look at the most recent recruiting trends (nationally and locally) influencing the college labor market, as reported by data collected from many local and national employers. Gardner and CERI are nationally recognized for their research on the transition from college to work, employment readiness of college graduates, and assessment of learning in the workplace.

### Why Attend?

**Discover** Successful Talent Management Strategies for your Organization

**Engage** with talent management colleagues from the Tampa bay region

**Identify the impact** of continued community growth in Tampa

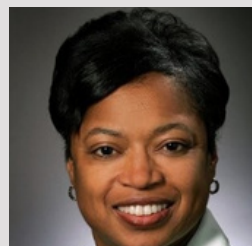
**Understand** the top recruiting trends specific to Florida and the southeast for 2022

### Keynote Speakers



**PHIL GARDNER, PH.D.**

Director of Research  
Collegiate Employment  
Research Institute  
Michigan State Univ.



**KAREN MINCEY**

VP of Information  
Technology & CIO  
TECO

#### REGISTRATION INFORMATION:

\$35 PER ATTENDEE

DEADLINE TO REGISTER JANUARY 6TH 2022

[HTTPS://RECRUITINGTRENDS22.EVENTBRITE.COM](https://recruitingtrends22.eventbrite.com)



**Philip D. Gardner, Director: MS, Ph.D Michigan State University**

Philip D. Gardner is Director of the Collegiate Employment Research Institute and also serves as Executive Director for the Career Services Network at Michigan State University. Dr. Gardner has been with MSU for 30 years after receiving degrees from Whitman College (BA in Chemistry) and Michigan State University (Ph.D. in Resource & Development Economics/Public Policy). His major areas of research include the transition from college to work, early socialization and career progression in the workplace, workforce readiness, and other areas related to college student studies. MSU's nationally recognized annual college labor market study is done under his direction each fall. He served as senior editor of the Journal of Cooperative Education and Internships. In the spring of 2009 he served as a Fulbright specialist to New Zealand on work-integrated learning.

**Extended Bio:**

Philip D. Gardner  
Director  
BA: Whitman College  
MS, Ph.D. Michigan State University

Raised in the intermountain west, outside Spokane, Washington, and attended Whitman College, majoring in Chemistry with a strong interest in History and Literature. Before attending graduate school, served in the army in Southeast Asia and Japan. In graduate school studies focused on developmental and resource economics, organizational development and public policy. Served for 18 months with Thailand's Ministry of Agriculture's Land Reform Office. After six years on the faculty at the University of California, Riverside (Graduate School of Administration and Crop and Soil Science), returned to Michigan State University to lead the research efforts for the Collegiate Employment Research Institute.

His research interests include:

1. Transition from college to work and early workplace socialization.
2. Student engagement, learning and competency development.
3. Labor market dynamics for college educated employees, especially early career development.
4. Impact of the first and second year of college on commitment to learning.

Among his teaching assignments, he has worked with sophomores in a seminar on career and academic decision-making; often referred to as "Why Am I here!". In addition to membership in various professional organizations, he served as senior editor for The Journal of Cooperative Education and Internships.

He is involved with his local community, having recently completed 12 years on the Haslett School Board.



**Karen Mincey**  
**Vice President**  
**Information Technology &**  
**Telecommunications and CIO**

Karen Mincey is vice president of Information Technology and Telecommunications and chief information officer for TECO Energy.

Mincey leads a team of technical professionals responsible for TECO Energy's corporate computing systems. She joined TECO in 1990 and worked in Marketing and Energy Delivery Operations before joining Information Technology.

She has been nationally recognized for her leadership in the Information Technology industry. Mincey has a Bachelor of Science in Electrical Engineering from the University of New Orleans and a Master of Business Administration from Loyola University New Orleans.

Mincey serves on the Board Development Committee for the corporate board of Boys and Girls Club of Tampa Bay. She also serves on the industry advisory board for the University of South Florida Department of Electrical Engineering. She is a member of the IT Advisory Committee for the Straz Center for the Performing Arts, the board of trustees for Ultimate Medical Academy, the EnergySec advisory board and Tampa Bay Buccaneer Devin White's Get Live 45 Foundation. She previously served on the board of Tallahassee-based Municode, the nation's leading codifier of local government ordinances that helps municipalities become more consumer-friendly in the digital age. She is past chair of the board of the Hillsborough Community College Foundation.

# Recruiting Trends 2022

Trends & Predictions from 2,000+ Employers for 2022 College Labor Market



**MICHIGAN STATE**  
UNIVERSITY

Collegiate Employment  
Research Institute



# More than 2,000 Employers Provided Data

- ▶ All industry sectors represented in sample
- ▶ 90% recruit at public and private (nfp) institutions
- ▶ 38% recruit at HBCUs and/or Hispanic serving institutions
- ▶ Lower representation from large companies or unable to provide hiring information due to lack of certainty
- ▶ 50% indicated that they recruited across the U.S. – no geographic restrictions
- ▶ 85% currently using digital/AI tools for part or all of their recruiting

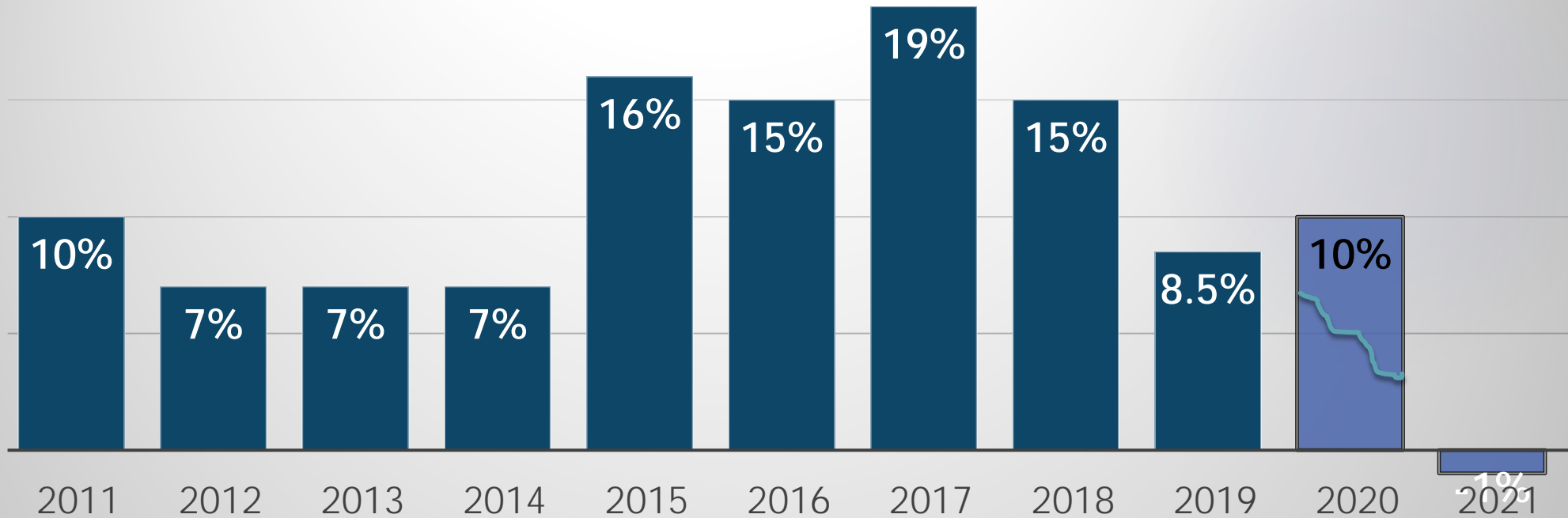


# Key Influencers

- ▶ Inflation
- ▶ Remote work – here to stay
- ▶ Take that job and shove it! – Quit rate at all time high (over70%)
- ▶ Women – severely impacted by pandemic
- ▶ College Debt – impact on students of color
- ▶ Gender gap – college enrollment
- ▶ Labor shortages....or is it really a wage shortage, health care shortage, child-care shortage

# The Last Decade

## Year-Over-Year Change in BA/BS Hiring





# 2022 Hiring Plans

VERY OPTIMIMISTIC JOB OUTLOOK  
Highest Recorded

66%

VERY GOOD TO EXCELLENT  
COLLEGE LABOR MARKET

44%

PLAN TO INCREASE  
BACHELOR-LEVEL HIRING

77%

BELIEVE THEIR INDUSTRY SEGMENT  
IS VERY GOOD TO EXCELLENT



# 2022 Hiring Plans

2%

DO NOT PLAN TO HIRE

30%

HAVE PRELIMINARY GOALS

35%

HAVE DEFINITE GOALS

25%

RECRUITING WITH  
UNCERTAINTY

# Projected Hiring (adjusted)

Degree	Number of Employers	New Hires 2021 (avg.)	New Hires Anticipated 2022 (avg.)	Change from 2020/21 (%)
Associate	274	12.8	15.1	+18%
Bachelor	692	32.2	37.0	+15%
MBA	228	6.5	6.9	+10%
Master	259	10.8	11.5	+6%
<b>Totals</b>	<b>717 Unique</b>	<b>41.8</b>	<b>47.6</b>	<b>+14%</b>



# Projected Hiring based on Employer Size

- ▶ All pulling in same direction
  - ▶ Associates
  - ▶ Bachelors
- ▶ Mixed
  - ▶ MBAs
  - ▶ Masters



# Projected Hiring based on Industry Sector

- ▶ Despite supply chain issues, inflationary pressures, unrest among employees, all sectors are reporting hiring will improve this year
- ▶ Only worrying signs are for Master's level and MBA where there is wide variation across sectors
  - ▶ small sample contributing to confusing numbers



# Outlook for Starting Salaries

## By Academic Discipline

53%

Increasing

Across all Academic Disciplines

>54%

Increasing

Accy, Comm, Social Sci,  
Health Sci, Construction, Ag

50-53%

Increasing

Comp Sci, IT, Data Analytics,  
Nat and Bio Sciences

<50%

Increasing

Business, Engr,  
Arts & Humanities



# Early Talent Identification Programs

## Internship & Co-op Hiring

### Plans for 2022

- ▶ 11% ..... definitely not hiring interns, co-ops this year
- ▶ 46% ..... plan to hire the same number as last year
- ▶ 36% ..... plan to increase the number compared to last year
- ▶ 4% ..... plan to decrease the number compared to last year
- ▶ 3% ..... plan to pursue other options



# Early Talent Identification Programs

## Virtual v. Onsite Work Arrangements

- ▶ 46% ..... will host on-site
- ▶ 28% ..... will use hybrid approach
- ▶ 16% ..... not confirmed plans at this time
- ▶ 5% ..... will host virtually/remotely

# SPECIAL TOPICS

- ❖ STUDENT PREPARATION FOR DIGITAL RECRUITING
- ❖ TENURE OF COVID-ERA HIRES
- ❖ VIRTUAL INTERVIEWS TO OFFER RATIOS



# Performing in the Box!

Employer feedback on student preparation for virtual recruiting and interviews



## Troubling issues to address

- ▶ Inflexible expectations on job requirements
- ▶ Not prepared for interview or event
- ▶ Not interested in opportunity organization offers
- ▶ Not open-minded about career pathways
- ▶ Lack awareness of their digital presence



# Employer Advice to Students

## Tips for Successful Digital Recruiting & Interviewing

- ▶ 98% -- Bring same level of enthusiasm as in-person
- ▶ 95% -- Test functionality of videoconferencing app in advance
- ▶ 92% -- Express adaptability – says a lot about expectations
- ▶ 89% -- Remain receptive to flexible job requirements
- ▶ 83% -- Conduct solid research on characteristics of job function
- ▶ 76% -- Demonstrate strong communication skills
- ▶ 73% -- Be more assertive/creative in finding ways to stand out in virtual setting
- ▶ 45% -- Expect to interact with AI-driven tools (chat bots)
- ▶ 59% -- Be proactive in reaching out to employers to make connections

# Employers Thoughts Post-COVID

**84%**

students need to accept more responsibility to self-manage opportunities

**81%**

career professionals need to assist students in mastering new digital recruiting arrangements

**80%**

career professionals need to be more intentional in helping students hone & master digital presence

**74%**

virtual clutter is a challenge

**71%**

students need more time management discipline

**56%**

students have more opportunities to connect with employers



# Virtual Interviews by the Numbers

Does it require more virtual interviews before making an offer?

- ▶ 70% indicated same; 10% fewer; 20% more
- ▶ Mean 7.7 | Median 5
- ▶ Employer Size – no statistical difference
- ▶ **5-6 Interviews per offer:** Health Svcs, Admin Svcs, Educ, Non-profits, Oil & Gas
- ▶ **8-9 Interviews per offer:** Professional, Business & Scientific Services, Utilities
- ▶ **10 or more Interviews per offer:** Finance, Insurance, Manufacturing, Leasing



# New Hire Retention

## Pre-COVID v. COVID Hires

- ▶ Consequences of Advice: If job options do not satisfy interests, just get a job and then move toward what you want once market improves
- ▶ Does this mean hires during pandemic will have short tenure? Inconclusive
- ▶ Expected tenure for Associate & Bachelor hires: 3 to 4 years; For advanced degrees 5 years
- ▶ Longest expected tenure: Education Services, Agriculture, Construction, Utilities (6 to 10 yrs.)
- ▶ Shortest expected tenure: Arts & Entertainment, Leasing, Non-profits, Retail, Transportation, Health Services (2 to 3.5 years)



# Changing Landscape of Recruiting



Combined events with multiple employers and multiple schools

46%

- Events with selected campuses: 38%
- Events with our organization and multiple schools: 29%
- Hosting events with our own technologies: 20%



# Virtual Recruiting: B/C

- ▶ Perceived Advantages
  - ▶ More efficient and effective use of organization's personnel – nearly 60%
  - ▶ Cost savings – 55%
  - ▶ Increased diversity in pool of candidates – 36%
- ▶ Noted Disadvantages
  - ▶ In-person and authentic connections
  - ▶ Poor student attendance & no-shows
  - ▶ Technology –fail to provide the kind of recruiting environment desired



# Recruiting Trends Reports & Archives

21

MSU's Collegiate Employment Research Institute (CERI) is the only academic research institute that conducts a comprehensive annual survey of employers for gaining insight into the national college labor market.

Since the 1970's the Institute has provided unbiased assessment of the opportunities for new college grads and how supply and demand of early-career talent forecasts the strength of the U.S. economy and key industries. It is also the only research that is inclusive of employers from most all major industry sectors.

Dr. Phil Gardner, Director  
Collegiate Employment Research Institute  
Michigan State University  
E: [gardnerp@msu.edu](mailto:gardnerp@msu.edu)

[www.ceri.msu.edu](http://www.ceri.msu.edu)





▶ Thank You!

JANUARY 21, 2022

# A Business Leader's Perspective:

*Responding to the Technology Talent War*





It was 2020 and the perfect storm was on its way...



# We Saw Cyber Events Impact Businesses



PRO CYBER NEWS

## Cyberattack on Payroll Provider Sets Off Scramble Ahead of Holidays

Ransomware caused UKG to shut down some of its Kronos services, forcing companies from retail to healthcare to enact backup plans



NATION

**Colonial Pipeline paid a \$5M ransom – but will that only invite other malware hacks?: 'If the payments stop, the attacks will stop'**



**A 'Worst Nightmare' Cyberattack: The Untold Story Of The SolarWinds Hack**





# Cyber Events Impacted Consumers

**TECH**

## **Con artists are after your info: Why you can't ignore data breaches like the one at T-Mobile**

**Susan Tompor** Detroit Free Press

Published 4:38 p.m. ET Aug. 19, 2021

**BUSINESS**

## **T-Mobile CEO Apologizes for Data-Security Breach**

Carrier says it failed to protect customer data and has hired security experts to beef up defenses



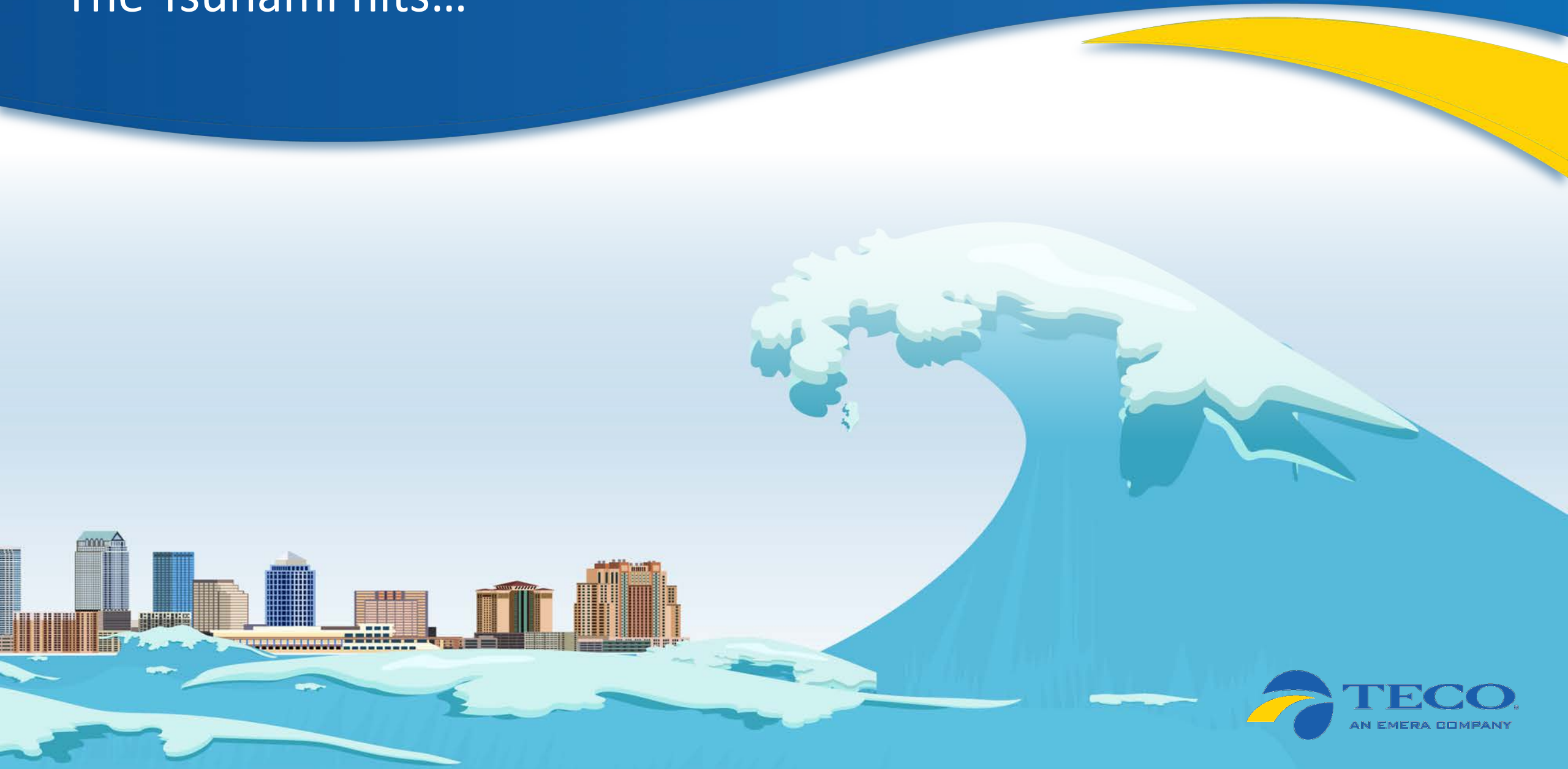
Take A Minute to Answer This.



Do you know someone that has had their identity hacked?



The Tsunami hits...



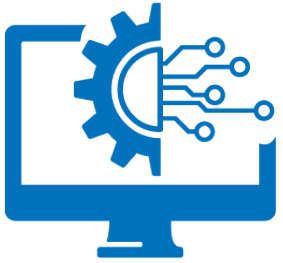
# What Exactly Created This Perfect Storm?

- COVID Impacts
- Changing IT Skill Sets and Rapidly changing technology platforms
- Affordability in a Highly Competitive Market for IT Skills
- Employee Recruitment/Attraction and Retention
- Increasing Cyber Threats
- Compliance with Growing Regulations
- Changing IT Culture



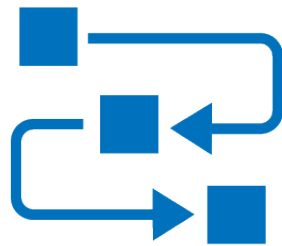
# Build and Sustain Cyber Activity Readiness with the Pillars of Cyber Security

## CYBER SECURITY READINESS



### TECHNOLOGY

“Best-in-class”  
hardware, software  
systems and tools



### PROCESS

Best-practice controls  
and processes  
Government regulations



### PEOPLE

Experienced cyber security talent  
External partnerships and  
information sharing

# Surviving the Tsunami, How we did it.

- Engagement Surveys
- Ongoing Pulse Sessions
- Targeted Focus group sessions
- Value proposition  
Understanding wages, benefits,  
development opportunities, flexibility, etc.





# Non-compensation Tips to Tsunami Survival.

1. Offer more work flexible options
2. Upskill managers in career and retention conversation
3. Enhance employee development opportunities
4. Invest more in workplace engagement interventions
5. Leverage talent analytics more to better understand retention risks
6. Increase rewards and recognition
7. Increase communications about employee benefits



?

Which tactic  
have you  
leveraged  
the most?

# Compensation Tactics for Tsunami Survival

- Understand Talent Hot Spot(s)
- Market Insights



## MARKET INSIGHTS

**75%** Anchor employees at the higher end of the salary band

**64%** Anchor job base salary at a higher market percentile

**45%** Providing a hiring and/or retention bonus.

**35%** Provide an additional equity grant

**30%** Skill premium on top of base salary

Source: Willis Towers Watson-  
A survey on Artificial intelligence and Digital

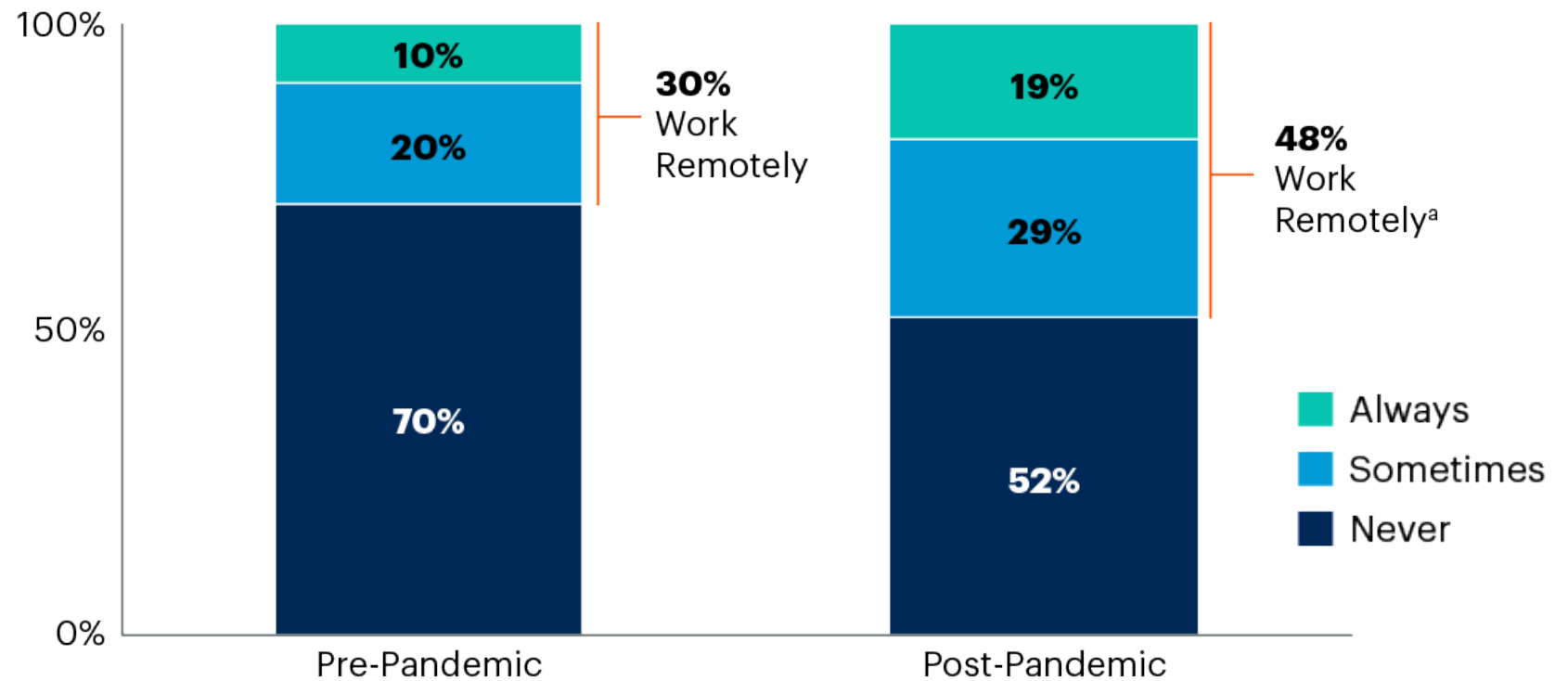


# Another tip for surviving the Tsunami

*(Attract and Keep your Talent with Remote options)*



### Percentage of Employees Working Remotely, Pre- and Post- Pandemic



# Surviving the Tsunami—Take your Skills Inventory.

The ever-changing IT Skill Sets and rapidly changing technology platforms keep us evaluating our talent skills





# Job Openings Rate Compared to Unemployment Rate

**Florida: 6.4%**

In Florida, there were **609,000 job openings** in September 2021.

- *Note: September 2021 data is preliminary.*
- Map: Mauro Whiteman Source: U.S. Bureau of Labor Statistics, Job Openings and Labor Turnover Survey, September 2021.

**Florida**

Florida had an **unemployment rate of 4.9%** in September 2021.

# Getting creative with your Survival.

## *Employee Recruitment/Attraction and Retention*

- Incorporate a variety of levels of experience (co-op/intern, entry level, experienced leaders)
- Pipeline of candidates



### 3 WAYS TO LOOK BEYOND YOUR CURRENT TALENT POOL



Students and trainable  
non-tech professionals



Experienced tech  
professionals with non-  
traditional education



Qualified tech  
professionals working  
in other roles

**Gartner.**



# QUESTIONS