**Updating MSU Talent Management**

**Recommendations**

**Attract & Retain the best People**

1. Identify policies and statutes that apply to hiring and compensation processes for all employee types.

Engage in active recruitment in local, regional and national labor markets. May require addition Recruitment Specialists for Faculty, Professionals and Administrators. Internally, MSU needs to take on the role of a “search firm.”

Develop a strategic and systematic approach to compensation and salary administration. Work closely with OCHE to obtain the authority to offer and administer salaries in a manner that supports the university. (May want to expand on the role of CAC???)

1. Organizational Design

Colleges and Departments need to develop “staffing plans” which review current strengths and weaknesses in the organizations. Vacancies create an opportunity to reassess an organization’s structure and needs. The effort needs to be strategic and anticipate staffing changes and should not wait until a vacancy is announced. MSU currently does not have an office where those skills are housed. Organization Design is a functional area within a large HR operations and this activity is something HR is assisting with now. Need to have an expertise and include in annual strategic planning for operating units.

1. Advanced Planning is needed – no fire drills.

Anticipate vacancies by creating “standing search committees” so at the first notice of resignation or new position, the process of recruitment can begin. A “Plan” should already exists that needs to be reviewed and tweaked. Issues relating to advertising and length of posting should be reviewed and updated but the core of the recruitment issues need to in place. An active “Position Management” from a recruitment point can assist. Better position ourselves with the ATS (Applicant Tracking System) to utilize its full potential.

**What are the current ways campus units hire Faculty/Staff**

1. Identify best practices already in existence.

Many MSU policies related to recruitment are old and outdated. A systematic review of “recruitment best practices” for public research universities is something that needs to take place. Issues relating to search committee make up, types of recruitments (local, regional, national; internal, external posting or direct appointments) need to comply with state and federal guidelines but our current processes are onerous and represent thinking from another time. HR, working with the Legal Counsel, OCHE and the Office of Institutional Equity must review and update MSU’s policies. MSU needs to be able to respond quickly to candidates because of our outside competition.

**Need to review guidelines to current practices/processes to ensure standardization & consistency across campus**

1. Create a campus taskforce to review and update all the relevant policies and practices. This should go beyond the police review referred to above. A broader discussion of what exactly should be standard and consistent where many situations may require a unique or specialized response. Continually improves the processes using technology and policy review to minimize onerous processes wherever they are found.
2. Need to focus on skills enhancement and training to keep employees. HR has recently rolled out a new Professional Development and Training operation designed to address this issues. Though the issue is multi-faceted, we are at least making progress in the correct direction.

**Identify pools of funds to get high performing employees to stay at MSU**

(Much of what is listed here can be addressed in one fashion or another through the creation and maturation of the CAC committee. Perhaps a general discussion of the CAC and how it is structured and for what issues will be helpful.)

**MSU Alumni Foundation Support**

(not part of this discussion)

**Additional compensation issues**

1. Work with OCHE to clarify and obtain authority to use in a fashion that assists MSU missions and goals. Consistent approach to what MSU believes additional compensation should/can be used for and the limits thereof.

**Post Retirement Contracts**

1. Much confusion still exists around the use of Post Retirement Contracts, what they mean and the time needed from separation to be considered. With the changes in federal Affordable Care Act might need to rethink the entire process.