

Juggling Cats While Walking on a Tightrope Over a Burning Pit

Recruitment and Retention in the New Abnormal

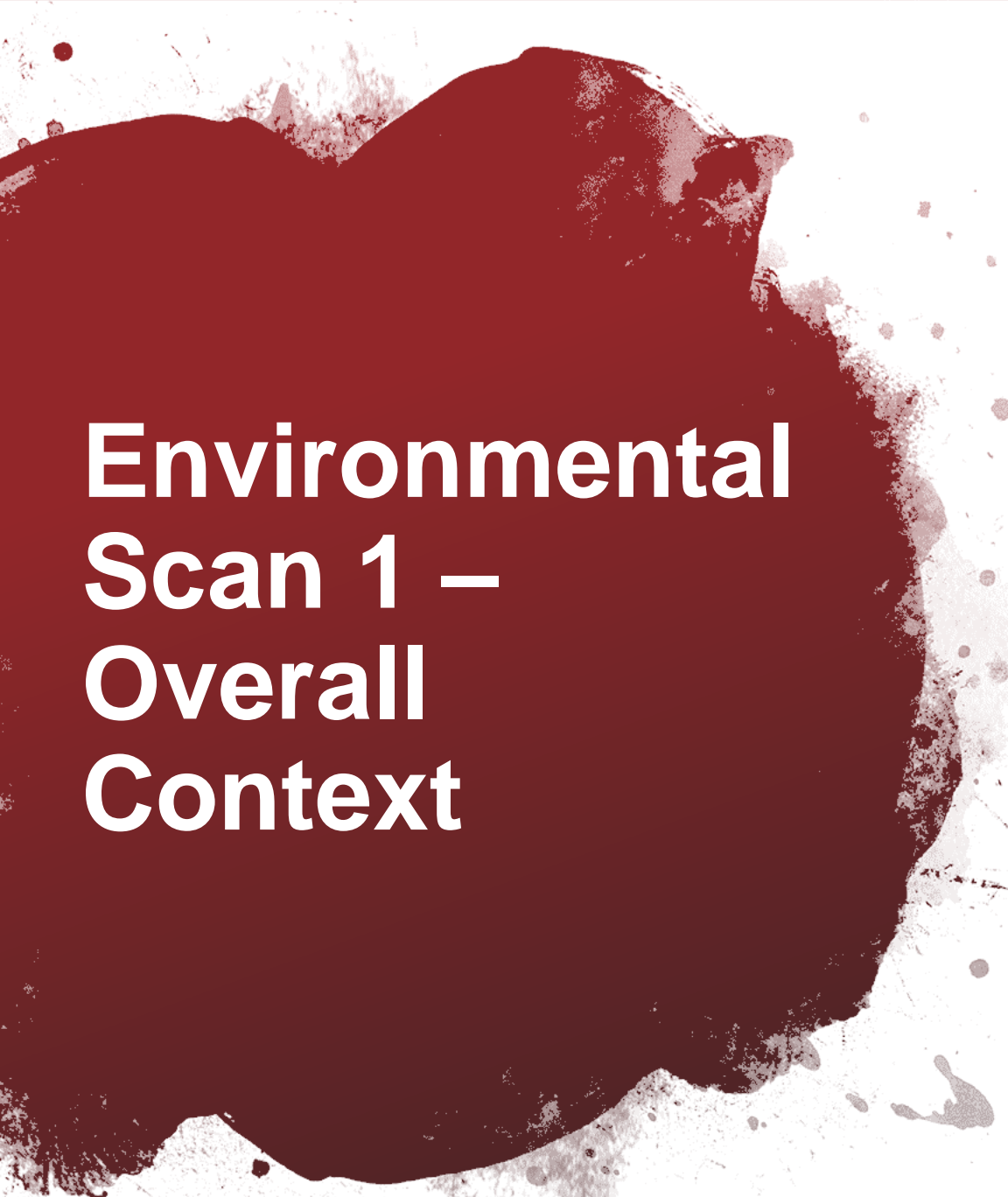
Tuesday, October 18th | 9:45 AM

Partnering with Local
Governments to Recruit,
Assess and Develop
Innovative, Collaborative,
Authentic Leaders

Juggling Cats, While Walking on a Tightrope Over a Burning Pit

Recruitment and Retention Strategies for
The New Abnormal





Environmental Scan 1 – Overall Context

- **Security and certainty is gone – all is in flux**
- **Unrelenting budget pressure**
- **Fiscal sustainability threatened**
- **Antiquated systems: IT, Civil Service, Revenue**
- **Doing less with even less**
- **Some workforce traumatization**
- **Public private is blurring**
- **Public resentment towards pension benefits**
- **Civil service and union rules prevent sustainable workforce and succession planning**
- **Changing service delivery with technology**
- **Absence of true learning cultures**
- **Traditional risk averse seniority based systems**

Alternative Service Delivery Strategies

- **Self Service (like Library check out)**
- **Contracting out (to private, non profit and other public organizations back room functions and discretionary public services)**
- **Regionalizing services such as public safety communications, SWAT and Hazmat teams, employee development, purchasing etc.**
- **Leveraging assets to serve other local govt agencies**
- **Partnering with nonprofits, neighborhood associations, voluntary parent and sports groups, etc**



Environmental Scan 2 – Resources

- **Resource Shortage – staff and money and technology lags**
 - Still have not recovered to pre 2008 crash staffing levels proportionately in HR
 - COVID has derailed any additional resources
 - Police, fire, needs will not leave any room for growth in HR funding
 - Pressure to cut costs
- **Spiking Demand**
 - Departments are feeling the need to fill authorized vacancies NOW
 - Turnover is increasing HR workload in both recruitment and training
 - Employee anxiety is slowing productivity which complicates the demand challenge



Environmental Scan 3 - Retention

- **Silver Tsunami is under way**
- **Over 1.5 million more retired than normal last 2 yr**
- **The Great Resignation**
 - Decline in organizational loyalty
 - COVID has accelerated a society wide reassessment of values and priorities
 - Work life balance
 - Job satisfaction
 - New underemployed – working below their ability for better quality of work/life
 - Burnout
- **Over 6 million age 25-64 do not want to work anymore**
- **Early Baby Boomer Retirement Trend**
 - Don't want to quit but want off of the treadmill
 - Abusive and dysfunctional political environment
 - Personal toll of nonstop crisis management (COVID and climate change crises)
- **88% of companies are seeing higher turnover**
- **65% of all employees are looking for a new job**
- **40% cite turnover as a customer engagement problem**
- **Trust, inclusiveness and addressing social issues are priorities for keeping employees engaged**

Reason Employees Are Leaving Price Waterhouse Coopers Study Results

- #1 Reason: Wages and Salary**
- #2 Reason: Benefits**
- #3 Reason: Career Advancement**
- #4 Reason: Flexibility**

Remote Work to Retain Employees

PWC Study

33%	Mix of in person, hybrid and remote
19%	All in person
18%	All hybrid
18%	Mix of hybrid and in person (no full remote)
4%	All fully remote
4%	Teams all self organize
3%	Delaying Implementation

Remote Work Preferences by Employees

PWC Study

19%	All remote
8%	4 days remote
17%	3 days remote
12%	2 days remote
22%	1 day or less remote
21%	The nature of my work does not allow remote

Reinventing Work Strategies

PWC Study

- 48%** **change work processes to reduce dependence on institutional knowledge**
- 41%** **Strategic Planning based on changing conditions**
- 30%** **Major operating model reorganization**
- 27%** **More reliance on outsourcing**
- 27%** **Changing work location strategy**

Corporate Culture Strategies

PWC Study

- **Increasing focus on culture, value and purpose**
 - **50% of business leaders see this is a talent advantage**
 - **57% are focusing on DEI initiatives**
 - **42% are improving environmental, social and governance reporting**



Environmental Scan 4 – Recruitment

- **Prospects are more cautious making each position harder to fill**
 - Employee anxiety means employees are not being great ambassadors for prospects
 - Prospects do not want to take an under resourced job (technology, colleagues, workload, etc)
 - Prospects do more homework than ever before on the employer, and are increasingly unwilling to endure the abuse from elected officials
- **Too rigid of job descriptions**
- **2018 study by Gartner found that talent shortage was the top concern of businesses. Only 7% said they were very prepared.**

SO WHAT DO WE DO ABOUT IT?



Strategies for Success 1

Organizational DNA
Culture and Values

Redefine Great Communication

- SGR example in **a remote working environment**:
 - Daily departmental check in at 8 am with video required
 - Regular All Team email status reports from the CEO
 - Weekly executive team conference call with video required
 - Weekly all team conference call with video required – Sr execs report to the whole team
 - Every 2 weeks virtual happy hour
 - Virtual Bingo with gift card
 - Resulting team reactions:
 - Feel more connected than before
 - Less silos than before
 - More personal knowledge of each other due to at home settings of dining room, home office or whatever and with all of the interruptions of kids, dogs
 - High performance maintained
- Train for compliance with new workplace rules and **consideration of others**
- How will managers translate existing work rules, meeting schedules and communications

Lean Into Culture and Values

- Use assessments such as Gallup's Q12 for employee engagement
- Conduct Values Workshops for the entire organization
- Ensure your systems are aligned with your culture and values

- **Question Everything.** Ask “why are we doing this?” and “what happens if we quit doing it?” and “Is there a better way to do it?”
- Move HR from **transactional to transformational**
- **IPMA HR 2020**

Evaluate Your Organizational Culture

McKinsey Study Results

- **Do you shelter toxic leaders?**
- **Do you have the right people in the right places?**
- **How strong was our culture before COVID?**
- **Is our work environment transactional or transformational?**
- **Are our benefits aligned with employee priorities?**
- **Are we providing employees with career paths and development opportunities?**
- **How are we building a sense of community?**

Strategies for Success 2

Employee Development and Training

Move HR from Transactional to Transformational

- **Flatter organizations** that push down decision making are more effective AND more efficient AND develop higher skills
- But that demands overhauling almost all of our **performance evaluation and expectation systems**
- **Embed upskilling** training into your culture
 - Move FROM promoting then preparing
 - TO Preparing before promoting

Invest MORE in Training and Development

- New workplace rules and expectations
- Hygiene Practices
- Digital communication pitfalls
 - Missing social cues online
 - Comfort with technology (or lack thereof)
- Traditional topics
- Upskilling
- Remote working

Mental Health Support

- Generational Shift in “talking about it” and expecting employer support
- Communicate about your EAP
- Equip employees to deal with citizen abuse
- Resiliency in Chaos
- Mindfulness
- Cost impact? negligible



Create an executive on loan program

- Must be well organized but helps develop rock star employees and prepare them for promotion at no or low cost.
- Works on both consulting and interim projects.
- Needs a cohort of participating agencies.
- Needs a third party coordinator.

FOUNDATIONAL SKILLS THAT WILL HELP CITIZENS THRIVE IN THE FUTURE OF WORK

COGNITIVE

Critical Thinking

- Structured problem solving
- Logical reasoning
- Understanding biases
- Seeking relevant information

Planning and ways of working

- Work-plan development
- Time management and prioritization
- Agile thinking

Communication

- Storytelling and public speaking
- Asking the right questions
- Synthesizing messages
- Seeking relevant information

Mental flexibility

- Creativity and imagination
- Translating knowledge to different contexts
- Adopting a different perspective
- Adaptability
- Ability to learn

INTERPERSONAL

Mobilizing systems

- Role modeling
- Win-win negotiations
- Crafting an inspiring vision
- Organizational awareness

Teamwork effectiveness

- Fostering inclusiveness
- Motivating different personalities
- Resolving conflicts
- Collaboration
- Coaching
- Empowering

Developing relationships

- Empathy
- Inspiring trust
- Humility
- Sociability

SELF-LEADERSHIP

Self-awareness and self-management

- Understanding own emotions and triggers
- Integrity
- Self-control and regulation
- Self-motivation and wellness
- Understanding own strengths
- Self-confidence

Goals achievement

- Ownership and decisiveness
- Achievement orientation
- Grit and persistence
- Coping with uncertainty
- Self-development

Entrepreneurship

- Courage and risk-taking
- Driving change and innovation
- Energy, passion, and optimism
- Breaking orthodoxies

DIGITAL

Digital fluency and citizenship

- Digital literacy
- Digital learning
- Digital collaboration
- Digital ethics

Understanding digital systems

- Data literacy
- Smart systems
- Cybersecurity literacy
- Tech translation and enablement

Software use and development

- Programming literacy
- Data analysis and statistics
- Computational and algorithmic thinking

Succession Pool Planning

- **Think about pipeline development not succession planning**
- **Shift employee training philosophy to prepare before you promote**
- **Begin growing your own talent for the future – higher costs now, lower costs over the long term**
- **Implement personal development plans into onboarding process and make it a part of employee's annual review**
- **Shift performance evaluation philosophy from backwards looking to coaching forward**
- **Upskill employees to take on higher level responsibilities during cutback periods**

Internship Pipeline

- **Carrollton model – hiring high schoolers as interns in Public Works, etc who are not college bound and getting them trained and certified with a guaranteed job upon graduation.**
- **Must begin reinvigorating traditional internship programs working closely with universities**
- **Must begin investing in developing interns as if they are future employees not merely temps so they can grow into permanent employees**

Training for Digital Transitions and Automation

- **Microsoft CEO said that in 2020 we saw 2 years worth of digital transformation in 2 months.**
- **Mekaworks example**
- Evidence shows that the benefits of reskilling current staff, rather than letting them go and then finding new people, typically costs less and brings benefits that outweigh the costs. Investing in employees can also foster loyalty, customer satisfaction, and positive brand perception.
- **Communicate clearly to ally employee anxiety**

- Rethink how people work best:
 - McKinsey found in April 2020 that 60% of businesses surveyed said that their new remote sales models were proving as much or **more effective** than traditional models
 - One university MPA program cited both anecdotal experience locally as well as a national study that found that **learning IMPROVED** in the sudden new online environment with college students
 - You will have to **overcome resistance** of traditionalists

Professional Development Starts at Onboarding and Orientation

- **Don't skimp on this.**
- **Imprint organizational culture and DNA including performance expectations and how to fit in**
- **Create a personal development plan that includes a career growth pathway from the beginning**
- **Assign a mentor to help them thrive and connect**

Strategies for Success 3

Recruitment Practices

Successful Recruitment Strategies

PWC Study Results

- **Schedule Flexibility**
- **Focus on corporate purpose and leadership**
- **Clear career growth opportunities**
- **Upskilling opportunities**

Accelerate Hiring Process Timeline

- **Slow and inefficient hiring processes will consistently lose top talent from the pool.**

Veteran Outreach

- **There is a large pool of veterans coming into the workforce. Begin outreach to various veteran employment organizations. But include onboarding that helps with cultural transformation.**

- Modernize the Way you recruit
- Professional graphics and visuals are critical
- Use social media oriented memes and ads
- Quit wasting money on the wrong job boards. Become highly targeted. (www.SGRjobs.com)



Use Boomerang Employees

- Contract with a **third party** to rehire retirees on a contract basis to keep productivity up while maintaining cutback flexibility
- Third party is essential to comply with typical pension laws
- Typically same total cost as the previous employee but with much more flexibility.
- Lower training cost and learning curve

Job Descriptions

- **Evaluate job descriptions to eliminate all nonessential job qualification requirements and distinguish between required and desired.**
- **Historically job descriptions have primarily served to make it easy to eliminate candidates from consideration with little or no connection to actual job skills needed**

Strategies for Success 4

Rethink Employee Benefits

Employee Wellbeing in a Work From Home Culture

- Implement more frequent Town Halls / check ins with senior leaders
- Require “video-on” meetings for more face-to-face interaction
- Establish “water cooler” opportunities for workers to connect informally
- Require availability expectations to be set by each employee
- Incorporate mental health services into a telehealth policy
- Make company-wide policy announcements regarding changes to benefits such as PTO, vacation, sick leave, etc.
- Curate a list of resources for employees to help with physical and mental wellbeing.
- Provide employee continuing education at a free or reduced cost

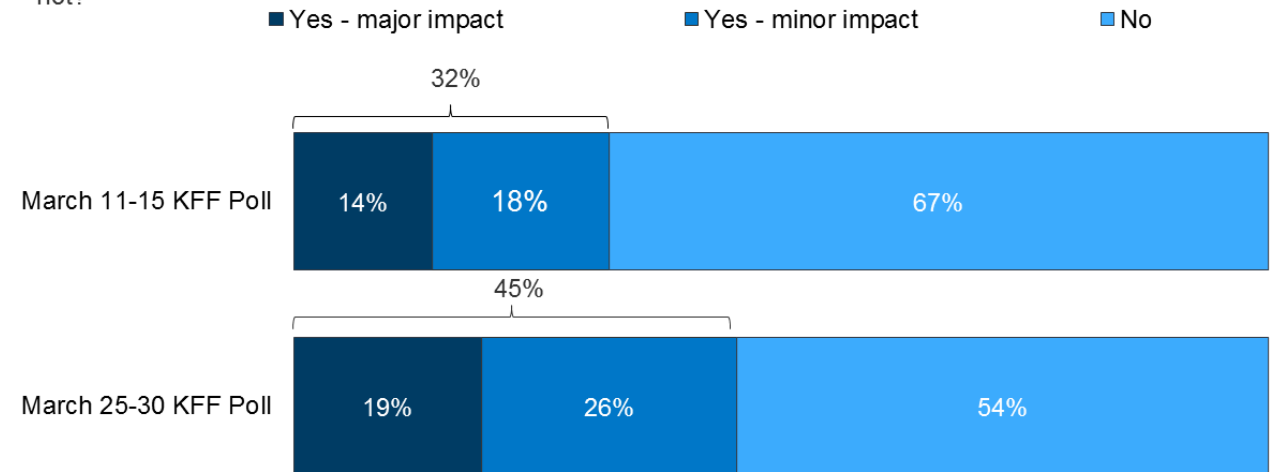
Adjusting Benefits for the Next Normal

- Reduce or eliminate copays for **telehealth** visits.
- Consider including **mental health consultations** as part of your telehealth plan.
- Explore apps and AI that offer mental health assistance and provide information to employees
- Investigate options like daily pay, subsidized loans and free access to financial education webinars for those under financial stress.

Figure 7

Larger Share Now Reporting Negative Mental Health Impacts

Do you feel that worry or stress related to coronavirus has had a negative impact on your mental health, or not?



SOURCE: KFF Health Tracking Poll (conducted March 25-30, 2020). See topline for full question wording.

Health Benefits

- **Cincinnati Children's Hospital reported that in all of 2019, there were a total of 2,000 telehealth visits in their system. By July of 2020 it had grown to 5,000 a week.**

Flexible Benefits

- **Create the opportunity for employees to craft their own unique benefit package for their desires and stage of life**

Strategies for Success 5

Rethink HR Policies and Practices

Accelerate Digital Solutions in HR

- Implement Applicant Management systems (as low as \$200 a month)
- Implement online recorded interviews
- Expand Zoom live interviewing
- Automated reference checks
 - Better results –lower cost
 - \$250 per reference ala carte, lower if you subscribe to a system
- Move from live to virtual training
 - \$149 vs \$29
- Consider using an LMS for compliance classes (\$10 per employee for 5 compliance classes plus a set up fee starting at \$250 for under 25k pop)
- Develop online content for routine parts of onboarding... do the values, expectations and culture parts live

Remote Work

- **Innovate or fall behind. It is where the world is headed.**
- **BUT remote work has complicated workplace policy implications including perceptions of unfairness, schedules, sick leave, and more.**

Flex Work AND Flex Jobs

- **Use more part time retirees.**
- **Use more boomerang retirees through a third party contractor.**
- **Use more part time stay at home parents**
- **Job sharing**

Rethinking What an Employee Is

- **Core staff become employees who oversee processes while much of the labor is accomplished by contractors**
- **SGR Model – Recruitment using retirees**
- **Embedded Services Model**
 - **City of HP – Webmaster**
 - **City of Fate – HR**
 - **City of Carrollton – City Secretary**

Work Force Elasticity

- **Talent on demand including teams**
 - **Project management like implementation of an HRIS**
- **Creates Organizational Agility without adding FTE's.**
- **City of Keller, 18 month Parks CIP Manager for bond proceeds**
- **Embrace perpetual work reinvention**
- **Continual reskilling is critical**

Remote and Teleworking is the Next Normal

- **Work from home trends** were already growing. This will accelerate that change.
- Local governments have discovered it is not as scary as they thought, and in some cases, is proving to be more efficient. We may **never go back fully** to the old structures.
- **New policies** will need to be made in order to maintain smooth operations.



Questions?

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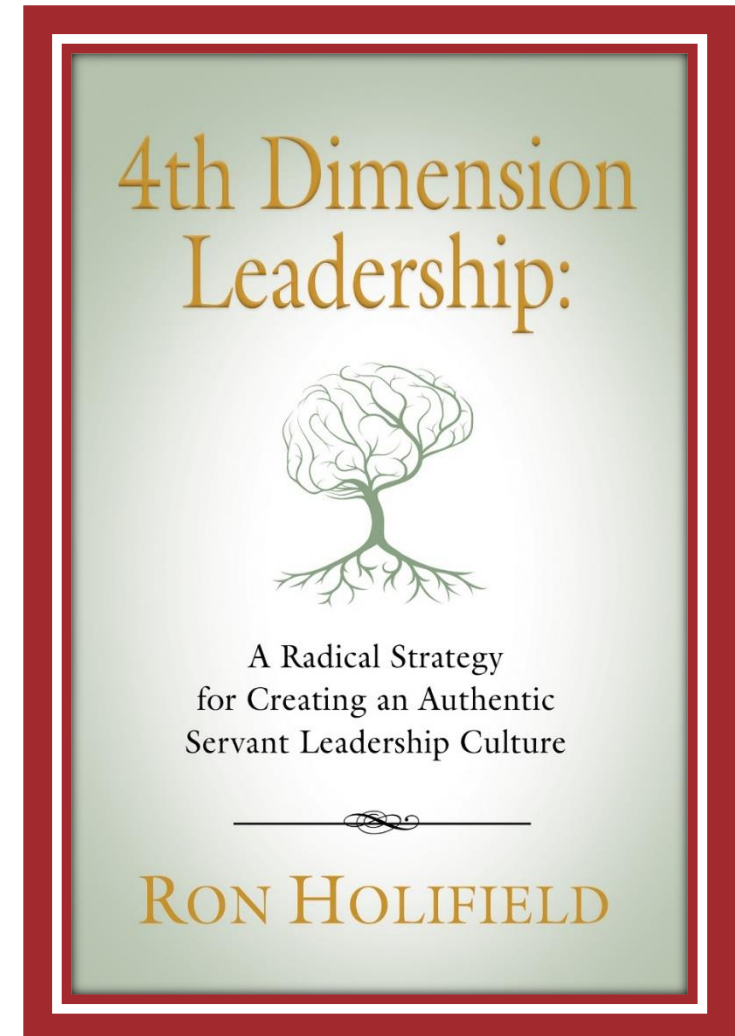
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Sources for this Presentation

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