



Competing
for Talent in
the Public
Sector

Contents

Introductions + Poll Everywhere

Talent Challenges In the Public Sector

Understanding the New Working Generation: Millennials

Strategies for Addressing Talent Shortages

The Changing Workforce Landscape: Workplace of the Future

Key Takeaways

Closing + Q&A

About Cathryn van Namen



- Senior Manager within Deloitte Consulting's Human Capital Public Sector practice, Atlanta GA
- Human Capital Lead for the State of Georgia and the State of Florida
- Public Sector HHS Workforce Lead
- Worked in every county courthouse in FL

*The secret of change is to focus ALL of your energy, not on fighting the old, but on **building** the new.*

– Socrates

About Megan McCarron



- Manager within Deloitte Consulting's Human Capital Public Sector practice, Harrisburg PA
- Recently led a project for a large State client to modernize its recruiting practices, including Civil Service reform
- Has worked across State and Local government entities
- Prior to Deloitte, worked at SAP in HR and is SPHR certified

You miss 100 percent of the shots you never take.

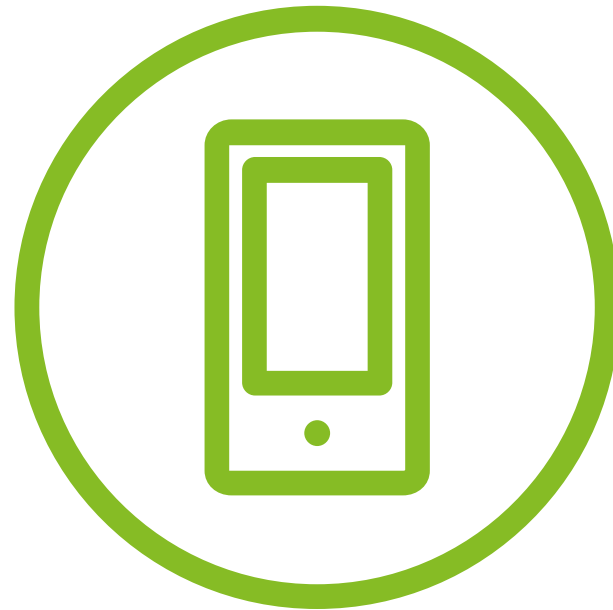
– Wayne Gretsky

Poll Everywhere

Today, we'll be asking a series of Poll Everywhere questions. Please pull out your cellphones.

Open a text message:

- In the **To:** Field, enter the number **22333**
- In the **Message:** Field, enter **221326** and **FLLEAGUE**
- Press **Send**





Your poll will show here

1


Install the app from
pollev.com/app

2

Make sure you are in
Slide Show mode

Still not working? Get help at pollev.com/app/help
or

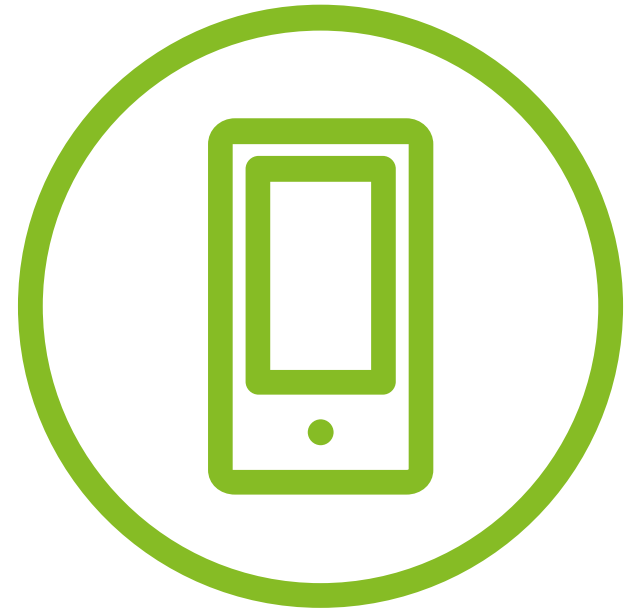
[Open poll in your web browser](#)



Poll Everywhere

Question #1: What is your organization's biggest talent challenge?

1. Recruiting or Retention
2. Employee engagement
3. Compensation Structure
4. Staff Development or Career Progression
5. Succession Planning



Open a text message:

- In the **To:** Field, enter the number **22333**
- In the **Message:** Field, enter the number corresponding to your answer
- Press **Send**



Your poll will show here

1

Install the app from
pollev.com/app

2

Make sure you are in
Slide Show mode

Still not working? Get help at pollev.com/app/help
or

[Open poll in your web browser](#)



Talent Challenges in the Public Sector

A Government Perspective

Government agencies are in the midst of an economic and social transformation



Changing political landscapes



Federal/state funding cuts



Competition to recruit, pay and retain top talent



The need for stronger employee engagement



A focus on flexibility and workforce development

State and local governments

lose up to **\$100 BILLION**

annually due to disengaged workers¹

70%

of State and local government employees are not engaged at work⁵



25% of graduating college students rank government as one of the **3 top** industries in which they would want to work, yet a much smaller percentage decide to actually launch a career in the public sector.

More graduates of the top 15

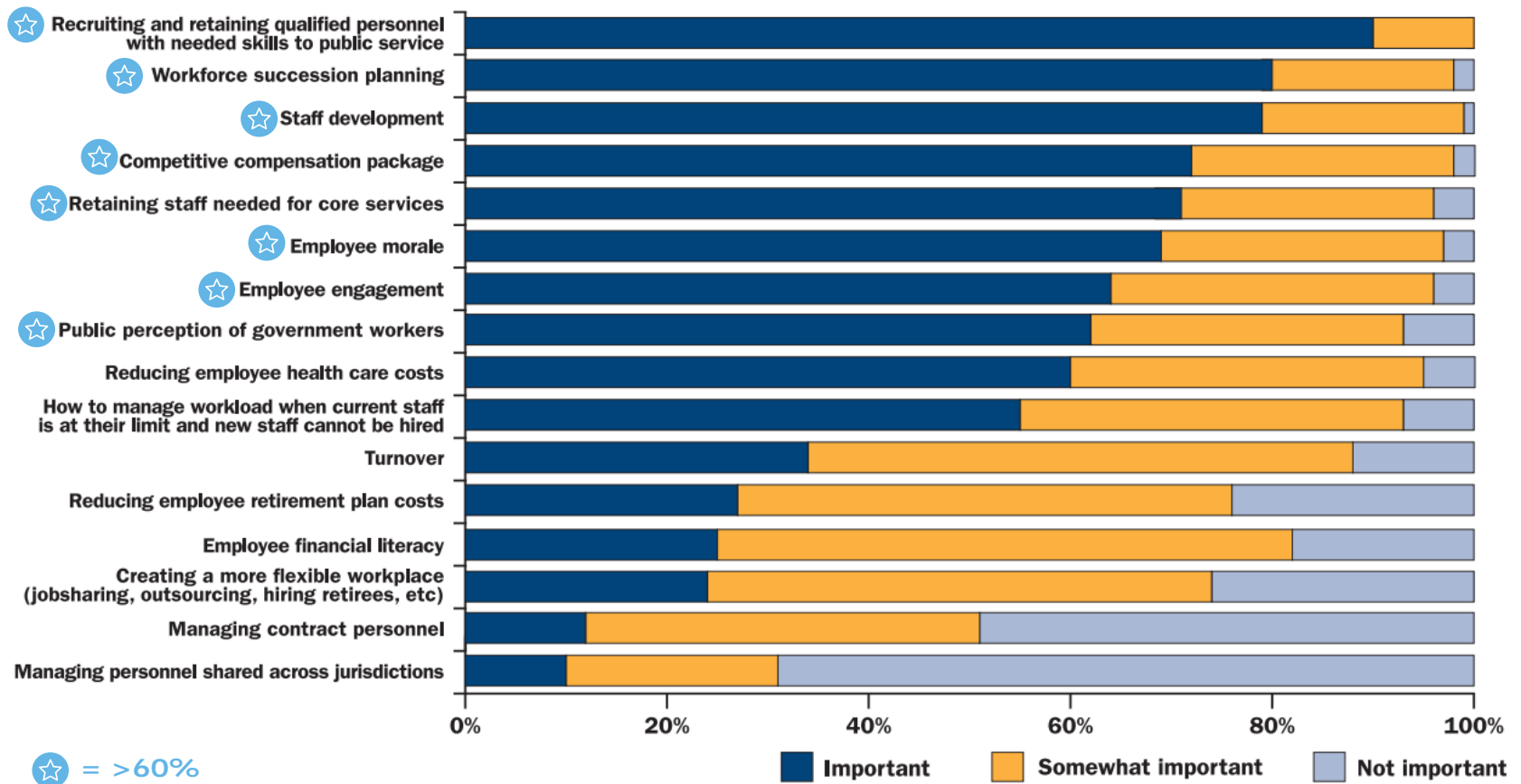
public affairs schools now choose to enter nonprofit or private sector than government jobs.



Federal scores for satisfaction and commitment are **stagnant**, hovering just under **60%** over the past five years and consistently lagging the private sector.

Top Talent Issues in Public Sector Organizations

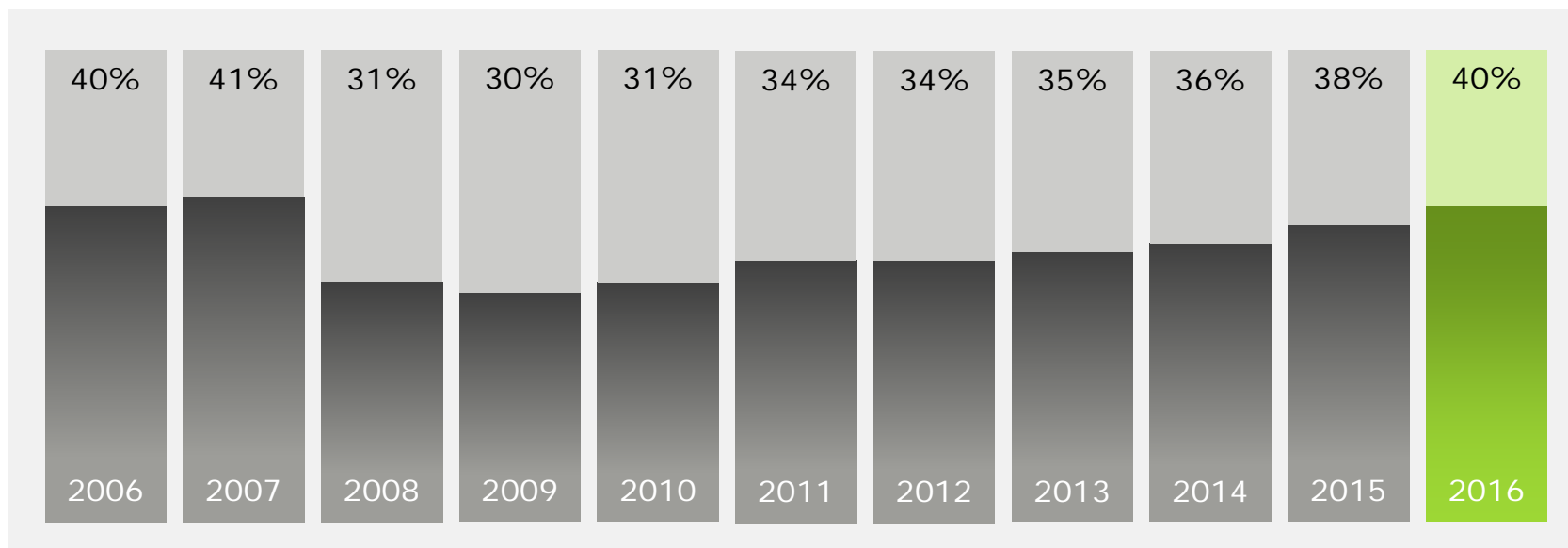
Recruiting and retaining the right talent with the right skills continues to be the top talent issue for public sector organizations



Source: Center for State and Local Government Excellence, IPMA

Organizations Facing the Highest Talent Shortage since 2007

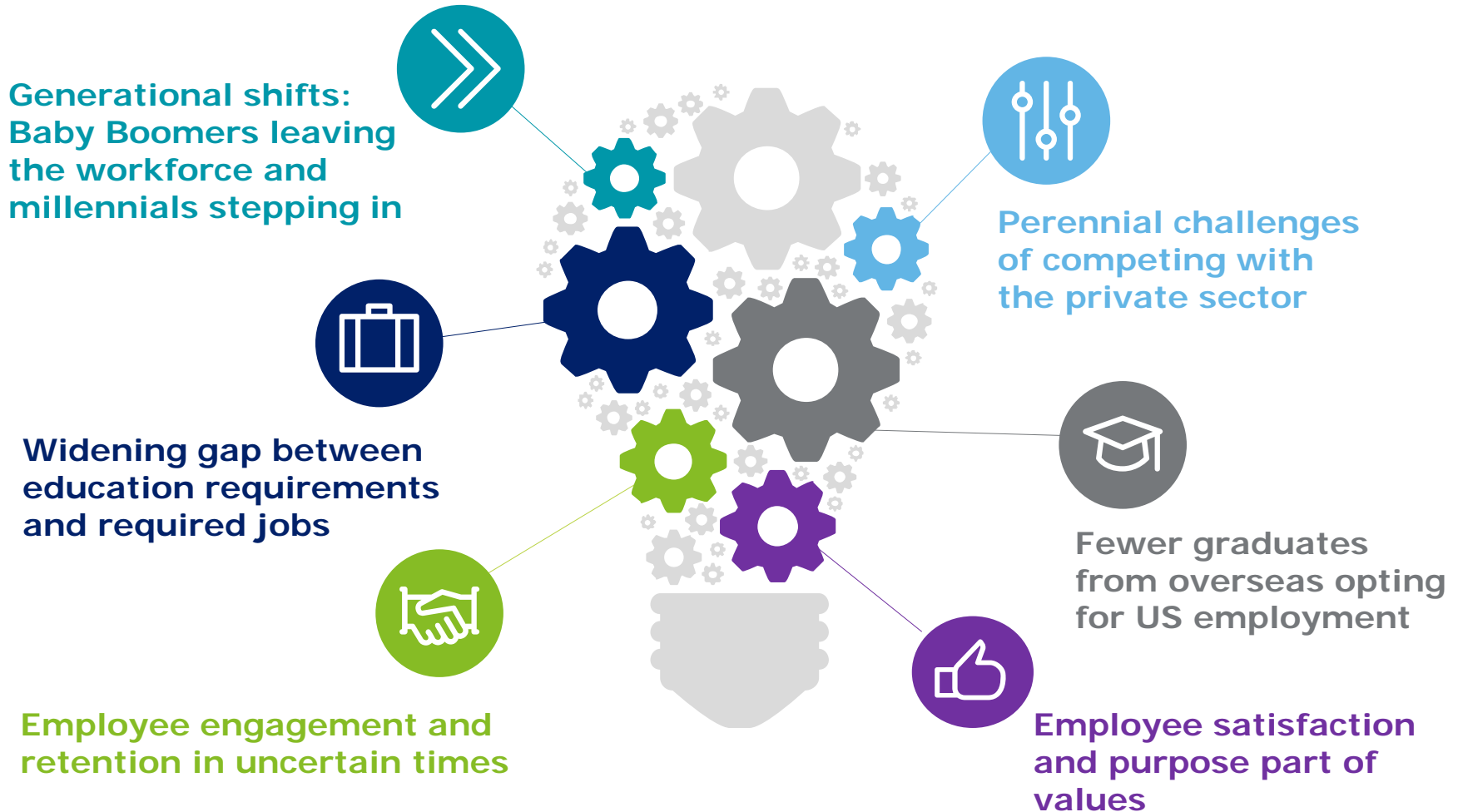
Globally, employers report the *highest talent shortage* since 2007. 40% of employers are having difficulty filling vacant positions



Source: Manpower Group Survey, 2016

Factors at Play in the Tightening Talent Landscape

There are six primary factors affecting the talent landscape as organizations address their talent needs



What are we hearing from our clients?

Our public sector clients are expressing difficulty in closing the talent gap and prioritizing competing talent needs

More than anything, they are looking for a healthy and nurturing workplace and organizational culture.

“Hiring managers are ignoring workforce needs for the **long term.**”

Attracting candidates from families or cultures that do not have a tradition of public sector work may prove difficult.

Looming government workforce crisis is not even on the radar screen for too many state and local elected officials

“Government agencies must **prioritize** talent management, make a compelling case for public sector employment, develop targeted recruiting strategies and streamline the hiring process.”

States and local authorities hard hit by budget pressures often lack the resources to offer attractive entry level positions

“Public sector leaders can and should focus on developing **qualified candidates** of their own.”

Understanding the New Working Generation: Millennials



Your poll will show here

1

Install the app from
pollev.com/app

2

Make sure you are in
Slide Show mode

Still not working? Get help at pollev.com/app/help
or

[Open poll in your web browser](#)



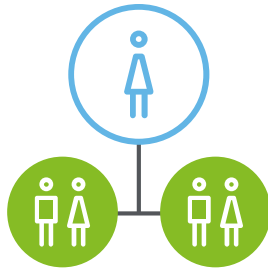
Who are Millennials?

Meet the **current** (and rapidly rising) leaders of our workforce

Millennial
(noun)

Generation Y born 1980–1995 who will make up 75% of the workforce by 2025

In 2016,



41%

of employed millennials have **4 or more** direct reports, despite only 44% having only 3-5 years of experience

63%

Of Millennials expect to leave their organization by the end of 2020

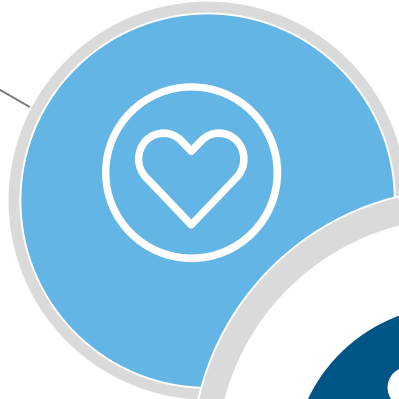


What do Millennials Value?

Millennials seek out **purpose driven** professional environments

Value Alignment

Millennials believe they can make a tangible impact through their work – **56%** ruled out ever working for a particular organization because of a value misalignment



Diversity & Inclusion

When defining diversity, millennials are **35%** more likely to focus on **unique experiences**, whereas 21% of non-millennials are more likely to focus on representation and equity of opportunity



Innovation & Technology

Having grown up surrounded by technology, Millennials seek *innovative* and *strategic* learning opportunities leveraging new technologies



Work/Life Balance

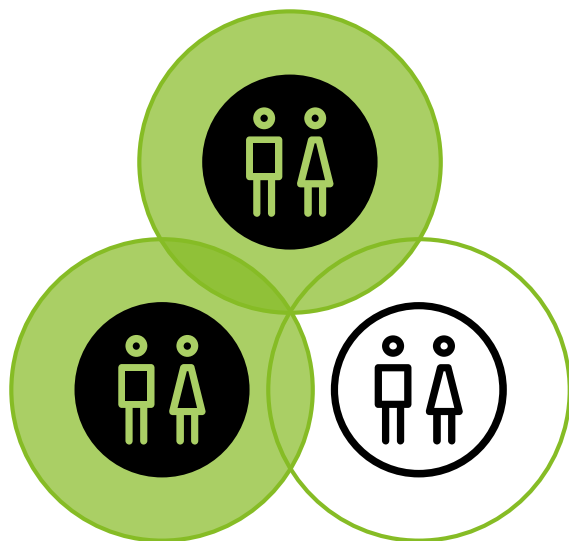
Millennials seek flexible work environments. Work/life balance was cited as a top 3 primary concern among millennials moving into leadership roles



Millennials are Transforming the Status Quo by Seeking Purpose in the Organizations they Serve

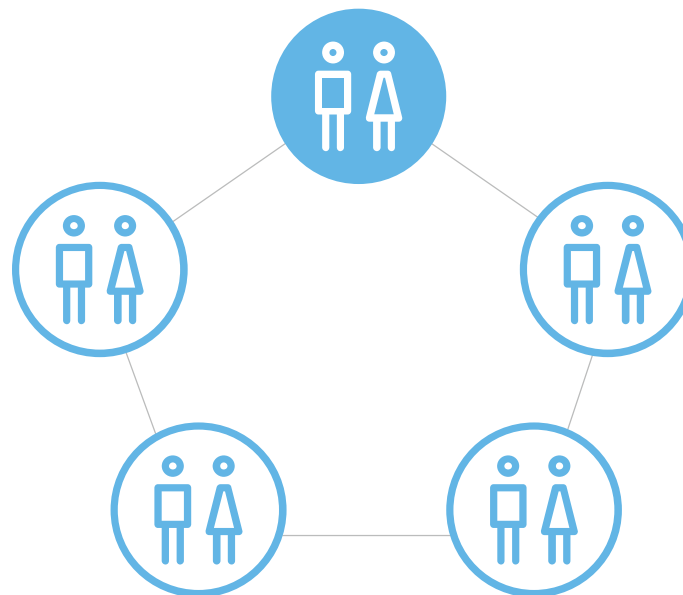
2 out of 3 millennials⁷

state their organization's purpose is a reason *why they chose* to work there



Only 1 out of 5 millennials⁷

in organizational cultures *without* perceived purposes are satisfied at work



Purpose, in our context, is an overarching vision for positively contributing to society in a meaningful way

Millennials Value Learning Innovative Strategies

Half of millennials surveyed said that the current business cultures encourage employees to come up with better way of doing things.

Only 23 percent said their senior leadership team prioritized developing new and innovative products and services⁷



25% of millennials said the main barrier to innovation is the **attitude of senior management**⁷



More than **33%** cited **financial barriers**, including a **lack of investment in Research & Development**⁷

"I feel as though my opinions and innovative perspective is hushed, and frowned upon."

"There are certain requirements, while I understand why they are in place, they are not conducive to finding different avenues of bringing in new business."

How do Employers Attract and Retain Millennials?

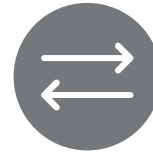
Build a values-led culture that is flexible enough to meet a variety of working styles and needs



Focus on strategic instead of transactional relationships with Millennials.



Validate purpose by hosting transparent conversations on how purpose drives business strategy.



Redefine leadership by breaking down formal, inflexible hierarchies and ensuring there is a two-way dialogue.



Evolve performance conversations to more frequently via on-demand assessment systems.

What to offer Millennials based on most important drivers of employer choice (excluding salary)*



Work-life balance



Opportunities to progress/be leaders



Flexibility i.e. remote working, flexible hours



Sense of meaning from the work



Professional development training programs

* Percentage of shared importance

Millennials have moved into senior-level positions far quicker than anticipated

- Of current millennials who said they were leaders, only 36 percent responded that they felt ready when entering the role, and 30 percent still did not feel ready at the time of the survey⁶
- Only 38 percent of millennials in developed markets said they aspire to become the “leader or most senior executive within their current organization” and only half would like to “get to a senior position, but not number one”⁶

Despite the fact that **44%** of millennials had only **3-5 years** of experience⁶

50% of employed millennials *already met* our definition of a leader⁶

41% of employed millennials had **4 or more direct reports**⁶

While at the same age, most baby boomers and Gen-Xers were still in junior-level positions⁶

Strategies for Addressing Talent Shortages

Outcomes of a Winning Employee Experience

Employee Experience impacts on the experience they create and sustain for their customers; and this, impacts organizational success





Your poll will show here

1


Install the app from
pollev.com/app

2

Make sure you are in
Slide Show mode

Still not working? Get help at pollev.com/app/help
or

[Open poll in your web browser](#)



Recruiting + Retention Paradigm Shift: Engagement

How organizations face talent gaps needs to change by increasing engagement for current – and future – employees as organizations redefine their talent strategy

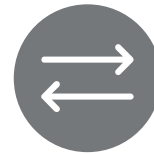
Validate purpose

by hosting transparent conversations on how purpose drives business strategy



Redefine leadership

by breaking down formal, inflexible hierarchies and ensuring there is a two-way dialogue



Inspire innovative thinking

through entrepreneurship and designating time for collaboration and brainstorming



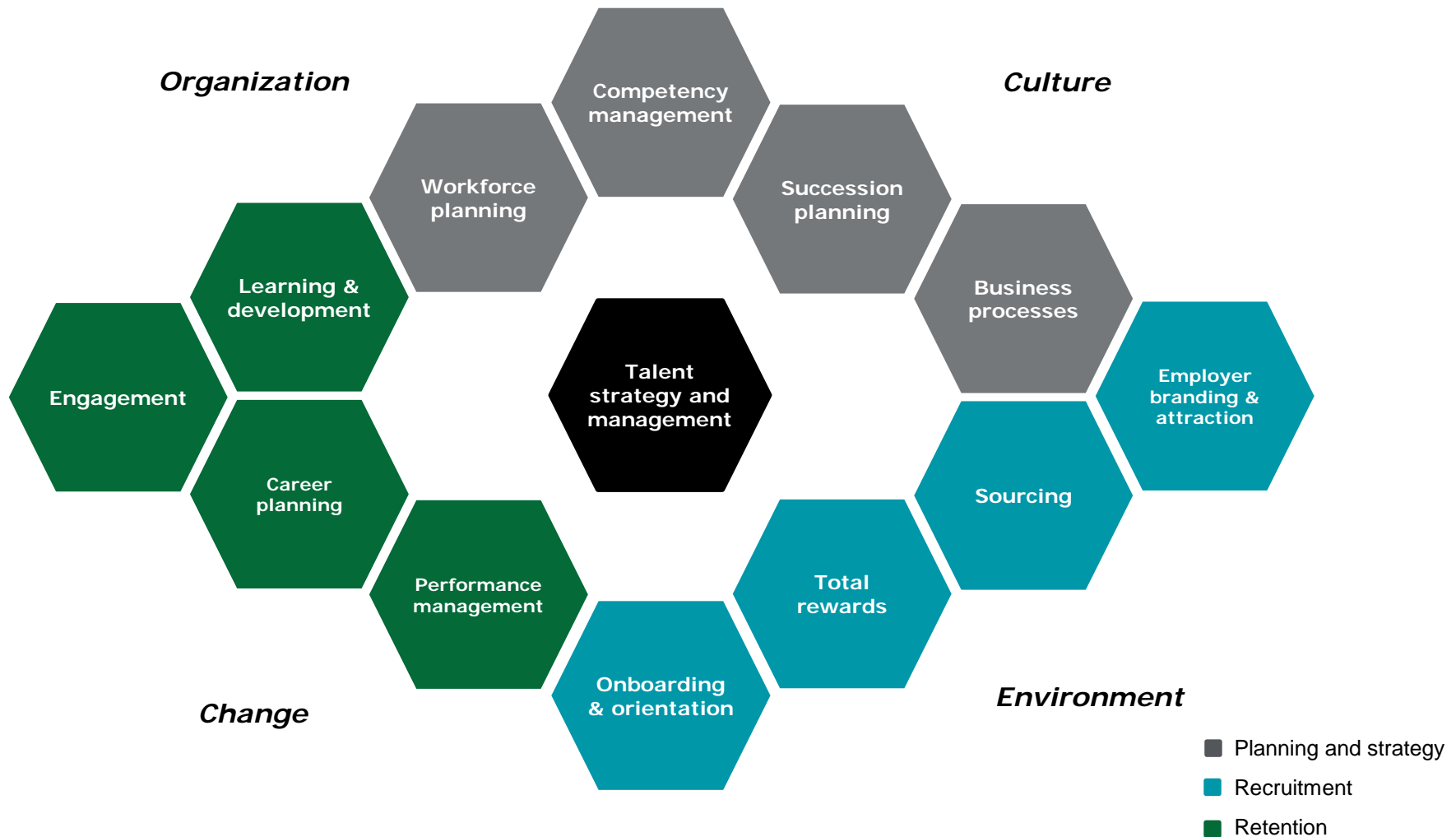
Evolve performance conversations

to more frequently via on-demand assessment systems



Talent Strategy is Multi-Dimensional... and should be viewed **Holistically** across the organization

Planning and Strategy, Recruitment and Retention are three components of a successful Talent Strategy



Talent Strategy and Management Components (continued)

■ Planning and Strategy



Effective workforce planning will not only identify what talent gaps exist, it will also highlight critical areas of talent need



A common competency framework is needed to drive workforce planning, recruiting, performance management, classification and compensation, and learning & development



Succession Planning should initially be focused on critical positions and jobs



Ineffective business processes can impede an organization's ability to recruit in a timely manner

■ Recruitment



An employer brand, should encapsulate the total value that employees gain from their relationship with an employer



An organization cannot complete in every talent market so it becomes critical to plan and use scarce resources in the optimal way



It is very important to develop a rewards strategy that emphasizes both the tangible and the intangible benefits of working for the organization



If the organization can improve 'time to value,' it can save money through accelerated productivity

■ Retention



A 'high potential' program can encourage top performers both to improve their existing skills, and be aware that the organization regards them as valuable members of the team



A career planning program can help improve retention and assist in overall workforce planning and learning & development



Engagement can help improve the productivity of existing employees, potentially reducing the need to supplement the workforce with additional hires



L&D is the single most important element in filling talent gaps from within the existing workforce

Underlying Talent Strategy and Management Components



Organization

Talent gaps can often be addressed by organizational design changes, like span of control, elimination of certain management levels, new structures, different reporting lines, revised governance and new roles and responsibilities



Culture

The public sector has been characterized as having a hierarchical type of culture focused on internal stability and adherence to rules and procedures, rather than one of flexibility, innovation and openness



Environment

Advanced work arrangements can result in up to 63% reduction in absenteeism and up to 7% reduction in voluntary turnover rate - studies suggest up to 9% increase in employee engagement and up to 20% boost in productivity¹



Change

If changes in talent strategy and management are to be implemented in a smooth and untroubled fashion, it is essential that the County/City undertakes a rigorous change management regimen to accompany this transformation

¹: www.berstein.com

Strengthening the Employee Experience

1 | Elevate the employee experience with the Simply Irresistible® Org Model

-  Meaningful Work
-  Supportive Management
-  Positive Environment
-  Trust in Leadership
-  Growth Opportunity
-  Collaboration and Communications






2 | View Employees as Internal Customers

Rethink Talent Management | Know your Employees | Remove Pain Points



View employees as internal customers “backstage” to drive customer outcomes on the “front stage”

3 | Consider how to Engage Employees throughout the Entire Lifecycle

-  Interview
-  Onboarding
-  Training
-  Promotion
-  Retirement

4 | Use Culture as the Foundation for the Employee Experience



Use Culture as the foundation to address the growing need for a holistic employee experience strategy, considering all factors contributing to worker satisfaction, engagement, wellness, and alignment.

¹: www.bersin.com


The Changing Workforce Landscape



Workplace of the Future



Deloitte Center *for*
Process Robotics

- get ready, the robots are **here** 





Your poll will show here

1


Install the app from
pollev.com/app

2

Make sure you are in
Slide Show mode

Still not working? Get help at pollev.com/app/help
or

[Open poll in your web browser](#)



What is Robotic Process Automation (RPA)?

RPA is delivered through software that can be configured to undertake rules-based (deterministic) tasks

RPA Basics

- Computer-coded software
- Programs that replace humans performing repetitive rules-based tasks
- Cross-functional and cross-application macros
- Can be implemented at the desktop or enterprise level
- Flexibility to quickly deploy robots directly onto existing machines or across the enterprise for shared tasks
- Capable of automating rules-based work without compromising the underlying IT infrastructure
- Operates in the User Interface layer

RPA Capabilities

- Open email and attachment
- Log into web/enterprise applications
- Move files and folders
- Copy and pasting
- Fill in form
- Read and write to databases
- Scrap data from the web
- Connect to system APIs
- Make calculations
- Extracting structured data from documents
- Collecting social media statistics
- Follow "if/then" decisions/rules

Capabilities Requiring Additional Solutions

- Physically existing machines processing paper
- Machine learning
- Voice recognition and reply software

Workplace of the Future: Delivering Impact through Digital

Transforming in the digital era is characterized by creating value through four key areas. Not coincidentally, these are also areas where we can start the transformation conversation.



Connectivity

Transform interactions and engagement models between internal and external stakeholders (customers, clients, employees, alliances, regulators) through digital services and channels to strengthen relationships



Digitization

Value is created by exploiting points of inefficiencies. Digitize processes, infrastructure and provide digital capabilities to remove impediments for digitized customer and employee experiences



Experience Innovation

Deliver digital innovations through products and services, campaigns and brand experiences, business model, monetization mechanisms, and value creating ecosystems



Data Insights

Organizations that rely on trust with customers and partners are challenged to provide access, better information and transparency. This creates a need to compete with data and insights for enhanced experiences, efficiencies, and to offer new products, and services

Key Takeaways

What does all of this mean for talent?

Establishing the right talent mix for the years ahead

Concrete Steps

Prepare the next generation of managers now to take over when Boomers leave.

Leverage existing knowledge before it walks out the door.

Improve retention through employee engagement and culture.

Tap into part-time, contingent, consultant, and intern talent pools.

Actively seek out minority and women-owned businesses.

Confirm your recruitment process is nimble, effective, and addresses the Workplace of the Future.

Build bridges to local colleges and state-owned universities.

Manage the image problem.

Speak to millennials about "giving back".

Offer flexibility in your reward strategy.

Importance of Culture

Organizational landscapes are changing rapidly with culture becoming an increasing focus of employees

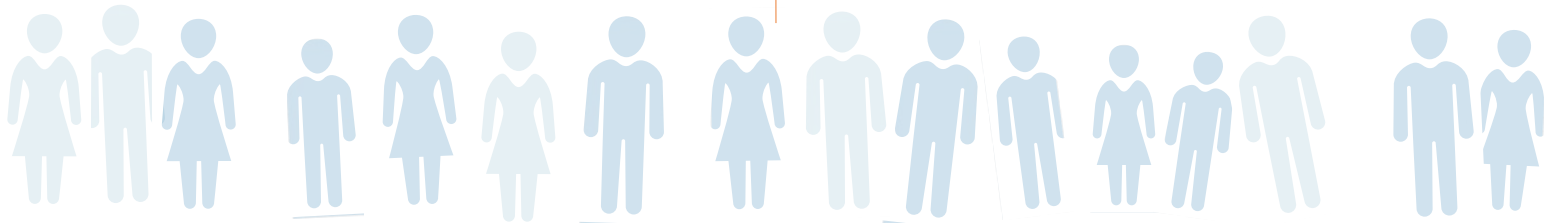
Leaders create organizational culture through understanding employee values

Culture is the leading driver of employment brand—*not salary*. This means that culture drives employees, not compensation

In 2014, the term 'culture' was the **#1** most researched word in the Merriam Webster Dictionary

Employee's value career development and learning **2x** more than compensation and benefits

Culture and leadership are **3x** more important to employee brand in today's market



¹: www.bernsin.com

Three Key Lessons Learned about Talent Strategy and Management

It should be approached holistically

Talent strategy and management is multi-faceted, and all levers should be pulled to be effective

It is driven by workforce planning

Without workforce planning, an organization would not know which talent gaps require to be filled

It is not only HR's responsibility

Effective talent planning requires a coordinated effort between business units and HR, not a reliance on the HR function

Thank You!



Cathryn van Namen, Senior Manager

Phone +1 404 984 6064

cvannamen@Deloitte.com

Megan McCarron, Manager

Phone +1 717 503 1198

mmccarron@deloitte.com