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Today’s seminar will begin shortly.
Today’s Seminar

Attracting and Retaining a Younger Public-Sector Work Force
Your Hosts

Eric Giles
Learning Services Director

Paul Pietsch
Research Manager
Tech Tips

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Tech Tips

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Strategic Framing

• Older public sector work force
• 10,000 Baby Boomers turn 65 every day
• More millennials working in private sector than public sector
• Staff attrition
• Urgent issue for government agencies
Public and Private Work Force between Ages of 45 and 64

Source: Congressional Research Service
Work force between the ages of 45 and 64

- 56.7% of federal workers
- 49.7% of state workers
- 52.1% of local governments workers
- 42.4% of private-sector workers
Millennial work force

• 35% of public-sector workers

• 25% of private-sector workers
Staff Attrition
Urgency
Number of Births in U.S.: 1909 to 2012

- 1946 - 1953: Less than 4 million births per year
- 1954 - 1964: More than 4 million births per year

Source: National Center for Health Statistics
SAA Staffing Trends

SAA Aggregate Staff Size
Selected Fiscal Years 2000-2019

Full-time Employees

800
750
700
650
600


Fiscal Year

803 792 729 727 627 621 672

Attracting and Retaining a Younger Public-Sector Work Force
Changes in Program and Administrative Staff, FY2009 to FY2019

- Administrative Staff
- Program Staff

% Changes:
- 2009: -23.83%
- 2013: -10.98%
- 2016: -20.45%
- 2019: -33.08%

Staffing Trends Cont.

Attracting and Retaining a Younger Public-Sector Work Force
Staff Tenure

• Median tenure: 4 years, down from 4.5 in FY2016

• Median tenure by position: ranges from 3 to 5 years.

• Staff tenure decreased for certain key positions since the FY2016 survey.
SAA Staff Age

- Part of new demographic questions asked in the most recent SAA Staffing and Compensation Survey.
- SAAs are on par with the rest of the public sector.
- Individuals 35 or younger make up 35% of the broader U.S. work force.

- 25.5% of SAA staff are 35 years or younger
- 7.1% of SAA staff are 65 years or older
Implications

• There is no one specific cause for this discrepancy in hiring younger workers.

• State and federal government will need to prepare for more than a quarter of their work force to retire within the next 10 years.

• Hiring new talent goes hand and hand with forming a diverse and inclusive staff.
Programs to Cultivate Next Generation SAA Work Force
Volunteers & Interns

- 15 SAAs work with volunteers
- 33 SAAs work with interns
Volunteers & Interns…

• Administrative duties
• Research
• Public art maintenance
• Project- and program-specific tasks
• Events management
• Special projects
Connecticut Office of the Arts Internship

Department of Economic and Community Development
Office Of The Arts
Clement A. Price Arts Management Intern Program
West Virginia Governor’s Internship Program
SAA Fellowships vs. Internships

**Fellowship**
- Professional development
- Often paid

**Internship**
- Professional experience
- Sometimes paid
- Academic connection
Maryland State Arts Council Fellowships
Student Advisory Groups

• Responsibilities, challenges and rewards of public service…
  • Critical thinking
  • Collaboration
  • Communication
Rhode Island Teen Arts Assembly
Alabama Junior Leadership Team
Programs to Cultivate Next-Generation SAA Work Force

• Volunteer Opportunities
• Internships
• Fellowships
• Student Advisory Groups
Work Force of the Future: Strategies to Manage Change

Center for State and Local Government Excellence
May 29, 2019
Presenters

Elizabeth Kellar
Senior Fellow
Center for State and Local Government Excellence (SLGE)

Gerald Young
Senior Research Associate
Center for State and Local Government Excellence
Promote excellence in local and state governments so they can attract and retain talented public servants.
Center for State and Local Government Excellence

- Work-force demographics and development
- Public-sector retirement benefits
- Health and wellness benefits
Top Priority: Recruiting and Retaining Qualified Personnel

Survey results - *State and Local Government Work Force: 2018 Data and 10-Year Trends*

- 82% of human resources managers chose recruitment and retention as the most important issue they face
- 44% report that retirements were higher than the year before

Annual survey of human resources managers conducted by SLGE, the International Public Management Association for Human Resources, and National Association of State Personnel Executives, May 2018.
2009-2018 Hard-to-Fill Positions

Source: State and Local Government Workforce: 2018 Data and 10-year trends, SLGE
Positions Filled by Gig Workers

- 20% - Office/Administrative Support
- 12% - Maintenance Workers/Labor
- 9% - Accounting
- 7% - IT Support
- 5% - Network Administration
- 5% - Legal Services
Social Media and Online Strategies

Most effective at reaching qualified candidates

Source: State and Local Government Workforce: 2018 Data and 10 Year Trends, SLGE
2020 U.S. Working Population Demographics

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<tr>
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<tbody>
<tr>
<td>Percentage</td>
<td>17%</td>
<td>27%</td>
<td>56%</td>
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Live Births by Year, 1920-2010

MILLIONS


3 2 1 0

MILLIONS

5 4 3 2 1

SOURCE: National Center for Health Statistics, Centers for Disease Control and Prevention
What Do Younger Workers Want?

- Quick responses
- Continuous feedback
- Opportunities to do more
- Clarity about WIFM
- Quick rewards
- Work-life balance
- Up-to-date technology tools
Key Work-Force Strategies

• Embrace change management
• Adapt recruitment and retention strategies
• Engage workers and offer more learning opportunities
• Streamline HR processes with technology
• Retool the benefits package and offer more flexibility
• Stay on top of demographic changes and ways to build the talent pipeline.
Trends and Innovations

- Seek feedback from employees and elected officials
- Examine business processes to identify potential efficiencies
- Engage employees through surveys, training, and organized groups
- Follow up!
Recruitment Strategies

• Minneapolis grows the pool – Community Service Officer pathway program to increase pool of police officer candidates

• Enhanced benefits – San Antonio’s Parental Leave and Paid Time Off

• Improved position descriptions in Johnson County
Seeking Diverse Candidates

• San Francisco finds talent among the disabled population; the city’s fellows program has outreach to historically black colleges, among other places
• San Antonio held a virtual job fair through National Forum for Black Public Administrators network
• State of Michigan uses infographics, photos, and posters
Retention

• Succession planning in Denver prompts professional development and networking efforts
• Leadership development is a focus in the State of Michigan, the City of Centennial, Colorado, and Johnson County, Kansas
• Minnesota has an internal career development fair
### Employee Engagement

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<th>Sector</th>
<th>Engagement Rate</th>
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<tr>
<td>State Government</td>
<td>28%</td>
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<tr>
<td>Local Government</td>
<td>31%</td>
</tr>
<tr>
<td>Private Sector</td>
<td>43%</td>
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Source: Institute for Public Sector Engagement online survey, June/July 2016
Engagement Surveys

• State of Michigan – depth of survey feedback allows teams to focus on areas of greatest importance
• Johnson County implemented supervisor training as a result of employee survey data
High-Touch Engagement

• Minneapolis has multiple employee groups to encourage two-way communication and employee initiative
• San Antonio’s women’s leadership program offers engagement, mentoring, and professional development
• State of Michigan’s recognition program
Streamline HR Processes with Technology

- Montgomery County, MD, identified time-consuming elements in its job application screening process.
- HR identified steps in the process that could be automated.
- Online candidate qualification tool allows HR to more quickly generate an eligibility list. HR works more closely with the hiring manager at the outset.
Government’s Brand Advantage

• “Serving Community and Building Careers” – Minneapolis
• “Be Part of the City You Love” – Denver
• “Choose Purpose” – San Francisco

All emphasize that government is a place where you can make a difference.
The Bottom Line

“It’s our responsibility to leave this community better than we found it.

“We’re committed to doing the right thing for the right reason, for the public good.”

Mary Biere
Human Resources Manager
Johnson County, Kansas
Overall Employment Growth:
2016-2026

STATE GOV 3.8%

LOCAL GOV 7.4%
Attracting and Retaining a Younger Public-Sector Work Force

71% increase in job openings since 2010

44% increase in hiring since 2011
State Government Employment Change by Category, 2016-2026

Attracting and Retaining a Younger Public-Sector Work Force
Total State Government Employment
2016 to 2026

Attracting and Retaining a Younger Public-Sector Work Force

[Bar chart showing the percentage change in employment across different sectors from 2016 to 2026.]
Paid Leave Benefits

[Bar chart showing paid leave benefits for State Government and Local Government across various types of leave: unpaid family leave, paid sick leave, paid jury duty, paid holidays, paid funeral leave, paid military leave, and paid vacation.]

State Government:
- Unpaid family leave: 98%
- Paid sick leave: 95%
- Paid jury duty: 94%
- Paid holidays: 60%
- Paid funeral leave: 90%
- Paid military leave: 87%
- Paid vacation: 87%

Local Government:
- Unpaid family leave: 93%
- Paid sick leave: 90%
- Paid jury duty: 85%
- Paid holidays: 64%
- Paid funeral leave: 80%
- Paid military leave: 64%
- Paid vacation: 52%

Paid family leave:
- State Government: 22%
- Local Government: 26%
Attracting and Retaining the Future Work Force

Focus on five strategies:
1. Effective onboarding
2. Honest and frequent feedback
3. Growth opportunities and challenging work
4. Flexible work schedules to support work-life balance
5. Employee empowerment through coaching, mentoring, and engagement in decision making.
What Is Most Important for Government Leaders to Build the Work Force of Tomorrow?

1. Improve the organization’s brand.
2. Ask employees what is important to them.
3. Revamp antiquated policies.
4. Provide and encourage professional development opportunities.
Research:  https://slge.org/workforce

Email : info@slge.org

Twitter:  @4GovtExcellence
What’s on your mind?

Q&A Chat
Thank you

Thanks for participating!

Questions or comments about this session? Contact NASAA Learning Services Director Eric Giles: eric.giles@nasaa-arts.org

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