

# Today's seminar will begin shortly.

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# Attracting and Retaining a Younger Public-Sector Work Force

# Your Hosts

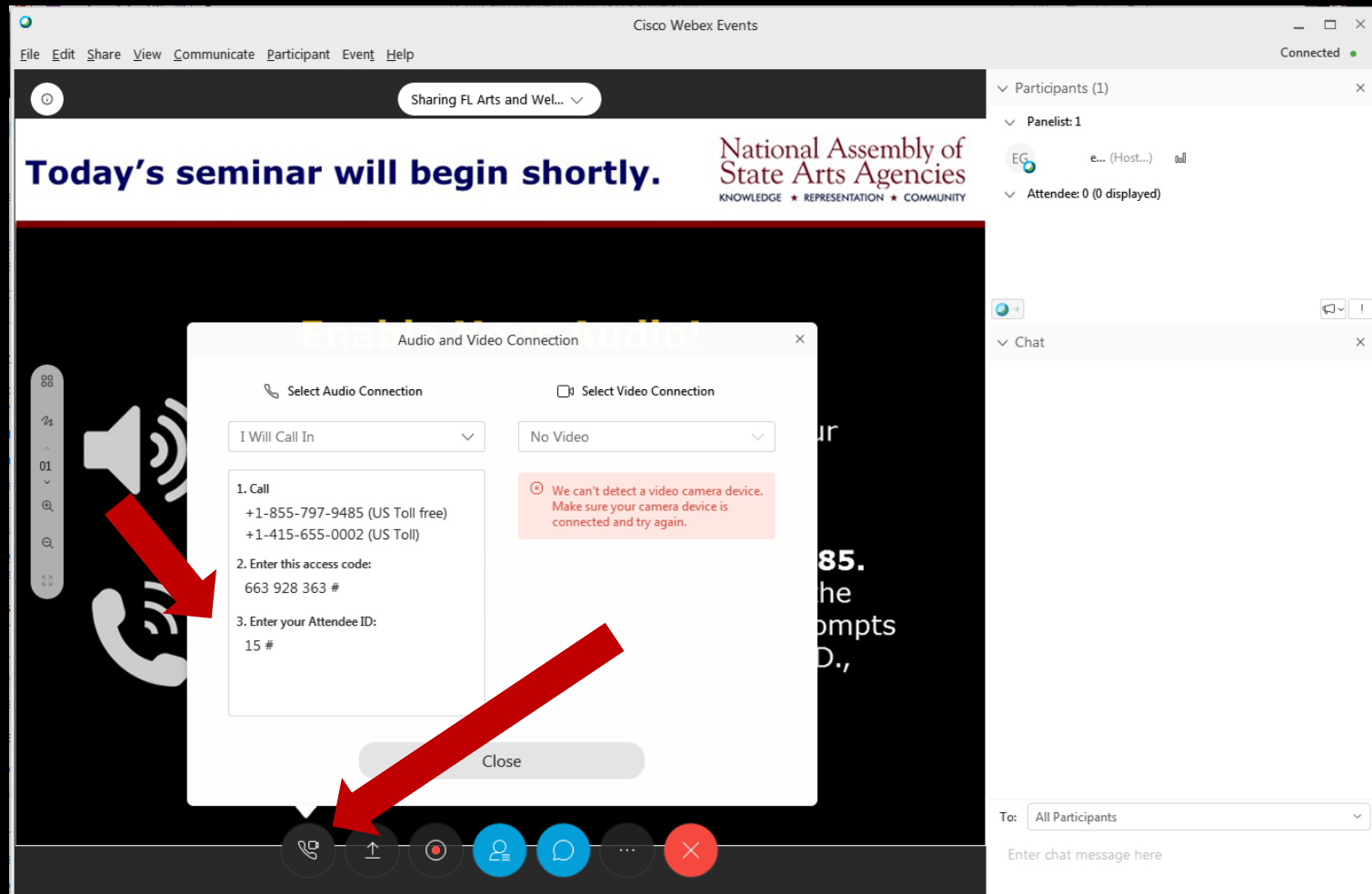


**Eric Giles**  
Learning Services Director



**Paul Pietsch**  
Research Manager

# Tech Tips



If you have joined us today via a telephone, please complete your connection following the system prompts to synchronize your phone line and web identity.

# Tech Tips

The screenshot shows a Cisco Webex Events window. The main content area has a dark background with the text "Today's seminar will begin shortly." and the National Assembly of State Arts Agencies logo. Below this, a large yellow text says "Enable Your Audio!". To the left of the text are icons for a speaker and a telephone. The text instructs users to enable audio for computer listening or dial 1-855-797-9485 for phone listening, with a red arrow pointing to the phone icon. The right sidebar shows "Participants (1)" with a host and "Attendee: 0 (0 displayed)". The bottom toolbar contains icons for chat, share, mute, video, and a red 'X' icon.

Cisco Webex Events

File Edit Share View Communicate Participant Event Help

Sharing FL Arts and Wel...

Today's seminar will begin shortly.

National Assembly of  
State Arts Agencies  
KNOWLEDGE ★ REPRESENTATION ★ COMMUNITY

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Participants (1)

Panelist: 1

e... (Host...)

Attendee: 0 (0 displayed)

Chat

To: All Participants

Enter chat message here

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EG (Host...) 🗣

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Chat x

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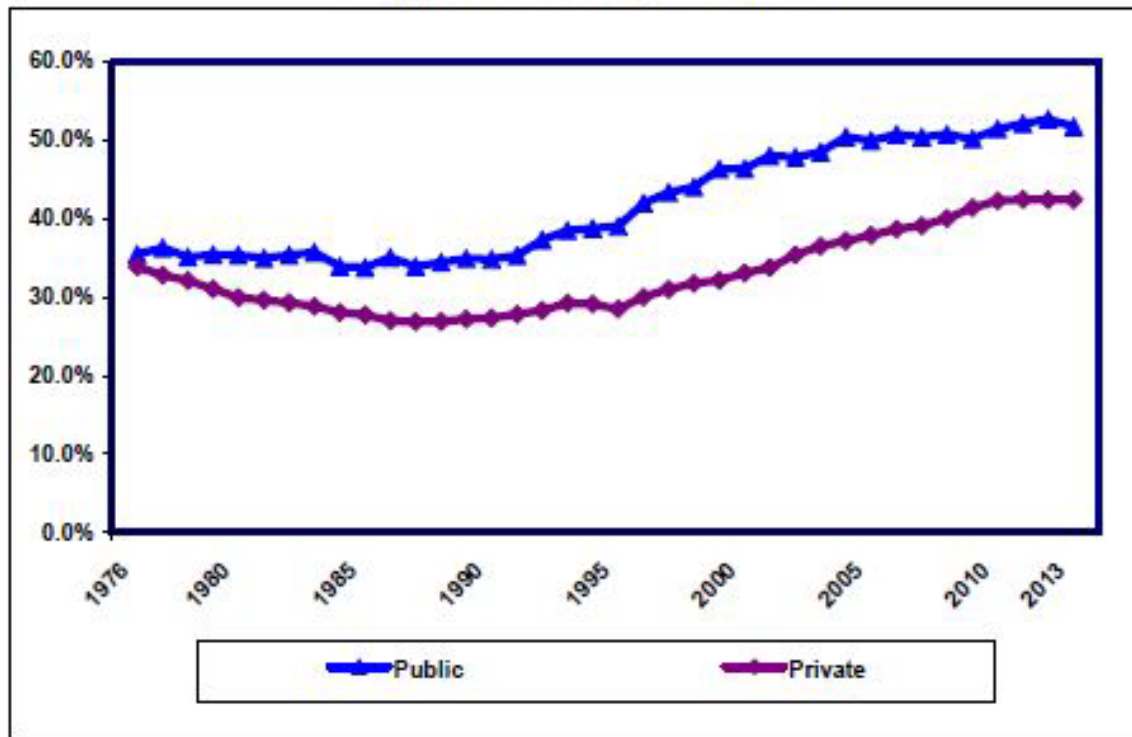
Enter chat message here

If you have joined us today via a telephone, please complete your connection following the system prompts to synchronize your phone line and web identity.

## 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



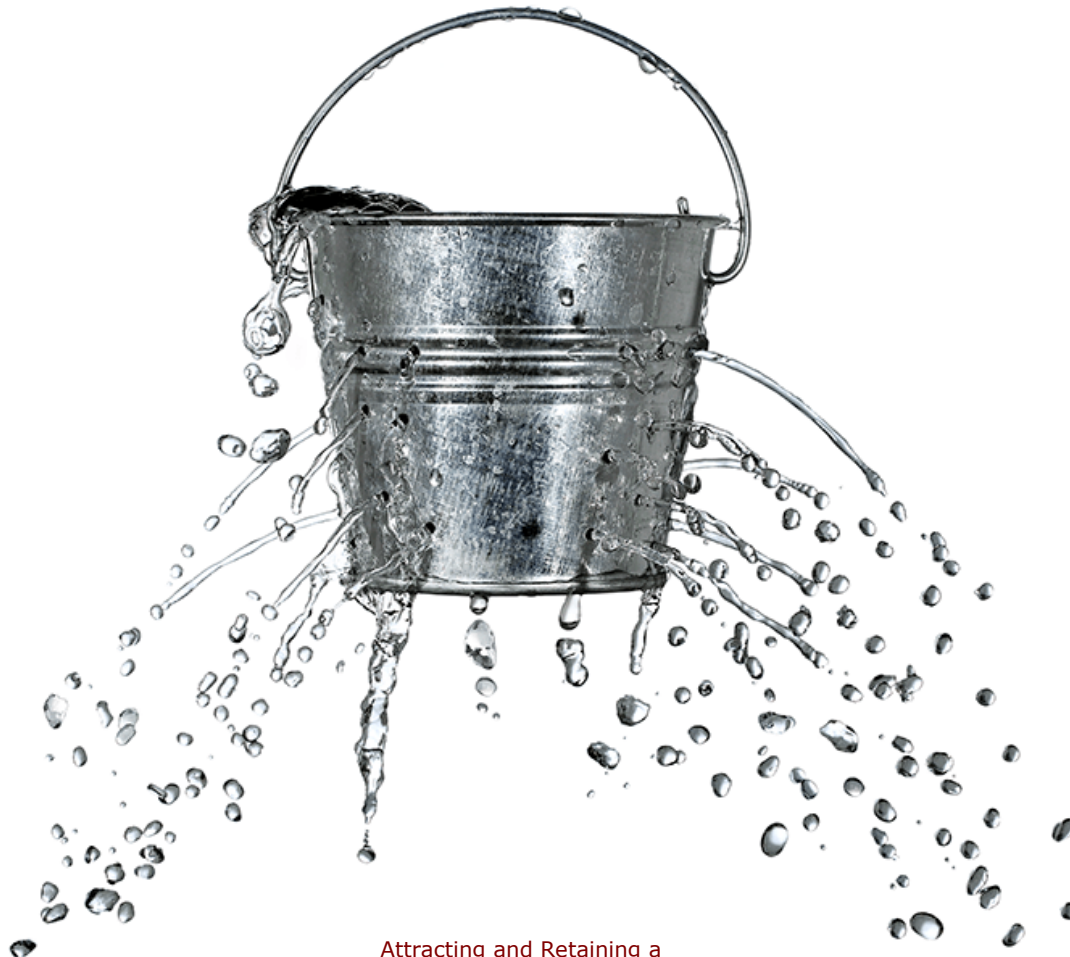
## Work force between the ages of 45 and 64

- 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

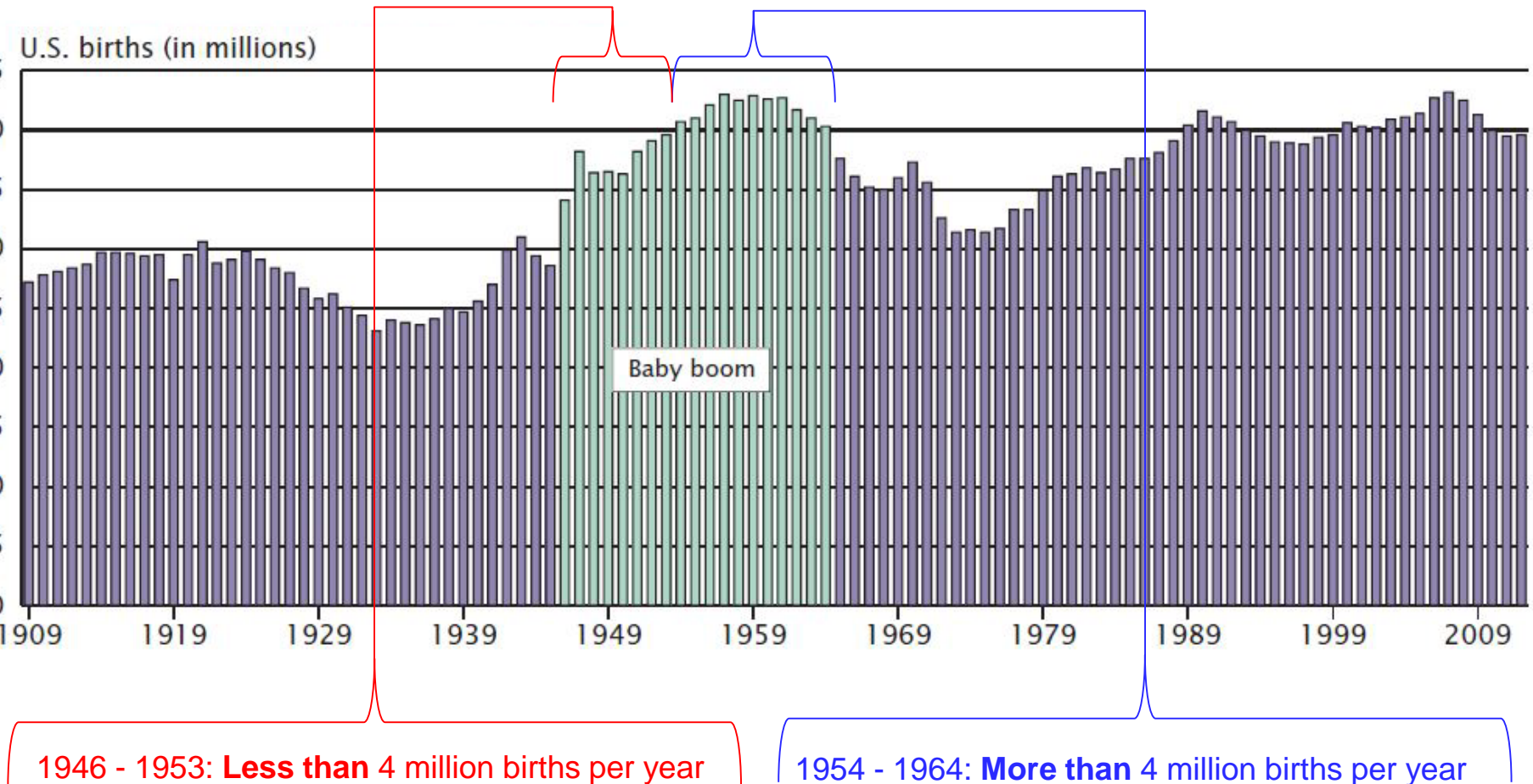
## Staff Attrition



# Urgency



## Number of Births in U.S.: 1909 to 2012



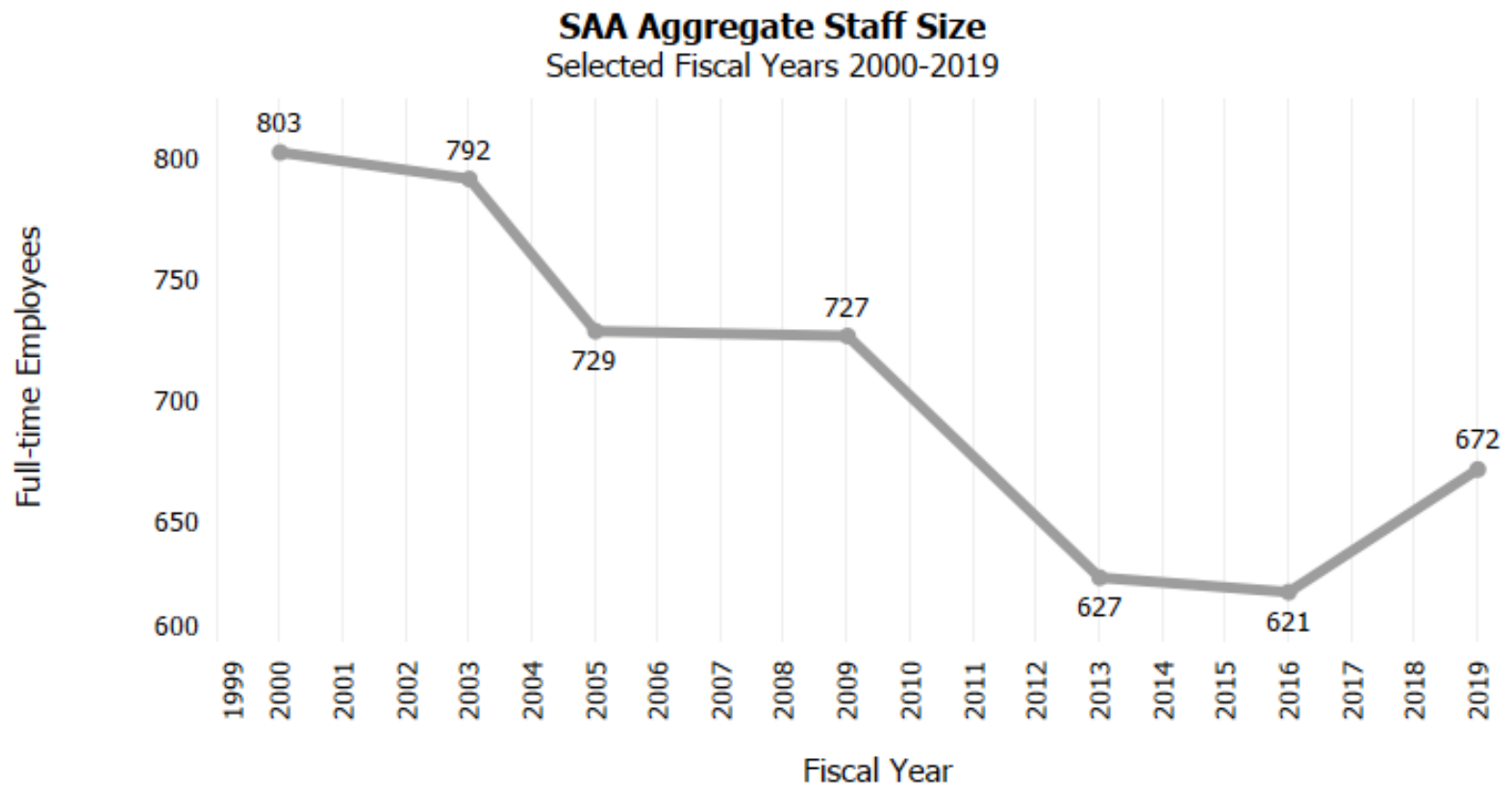


**Patricia Mullaney-Loss**

**Research Associate**

**NASAA**

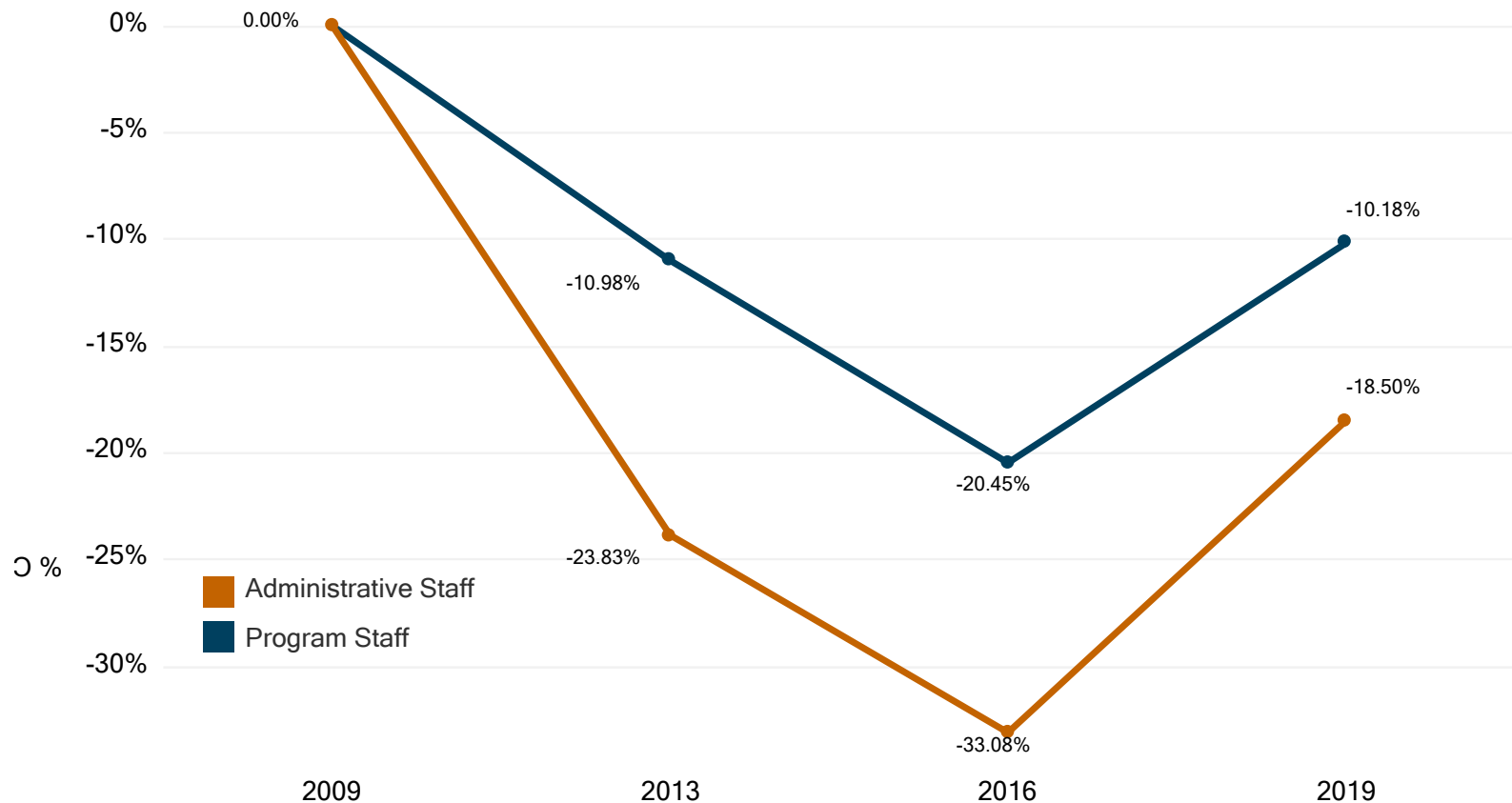
# SAA Staffing Trends





# Staffing Trends Cont.

Changes in Program and Administrative Staff, FY2009 to FY2019

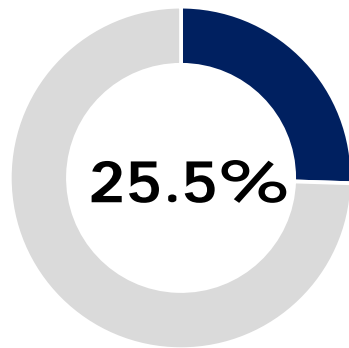




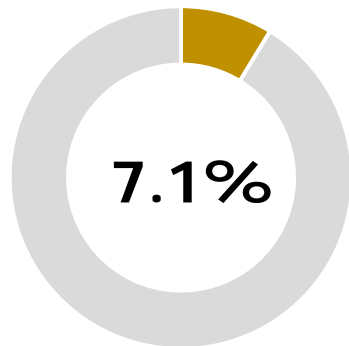
# Staff Tenure

- 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



of SAA staff are 35  
years or younger



of SAA staff are 65  
years or older

- 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.

# 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

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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



# Ohio Arts COUNCIL



## 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



# Center for State and Local Government Excellence

*Promote excellence in local and state governments so they can attract and retain talented public servants.*

The background of the slide features a stylized American flag with white stars on a blue field, transitioning into a white field.

## Center for State and Local Government Excellence

- Work-force demographics and development
- Public-sector retirement benefits
- Health and wellness benefits

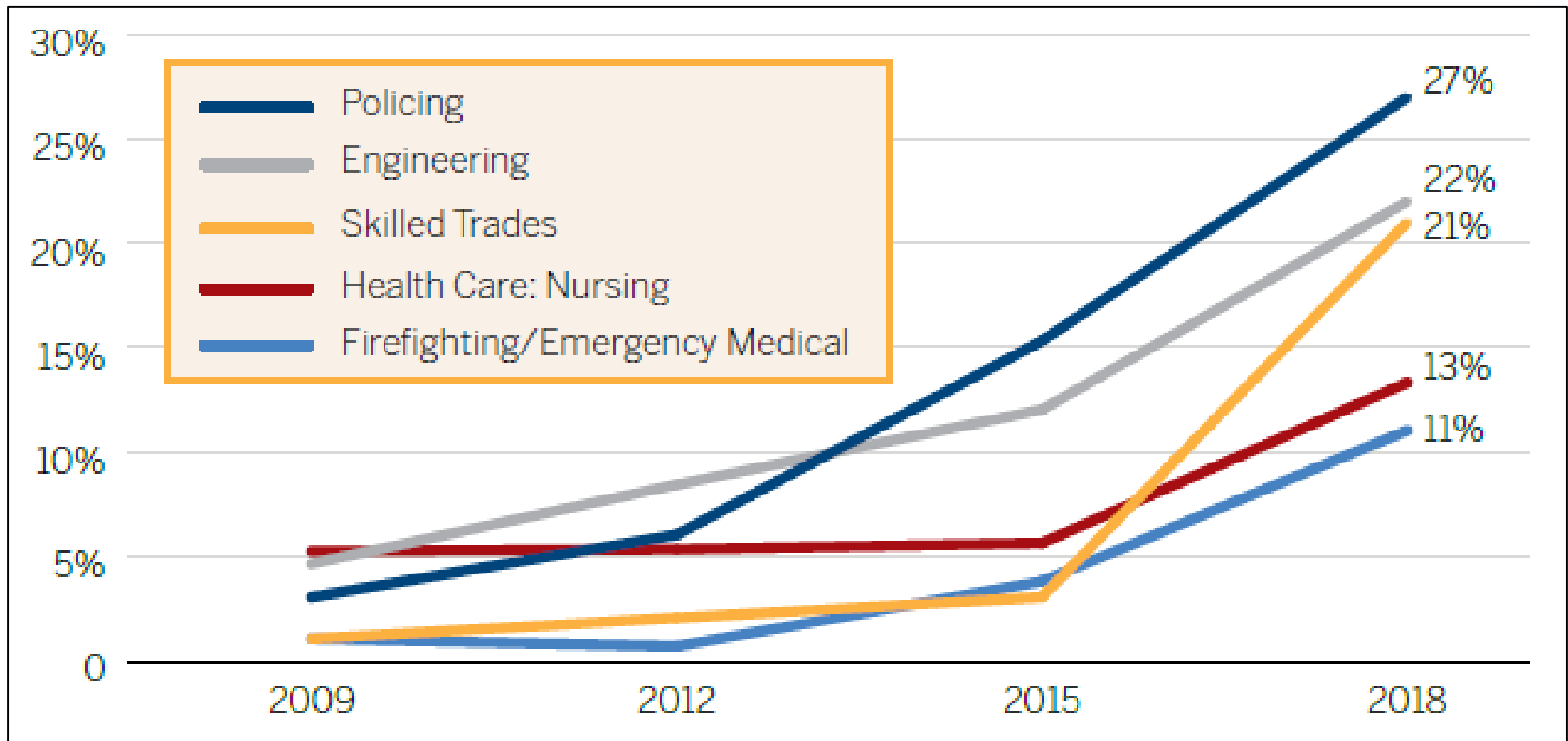
# Top Priority: Recruiting and Retaining Qualified Personnel

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.

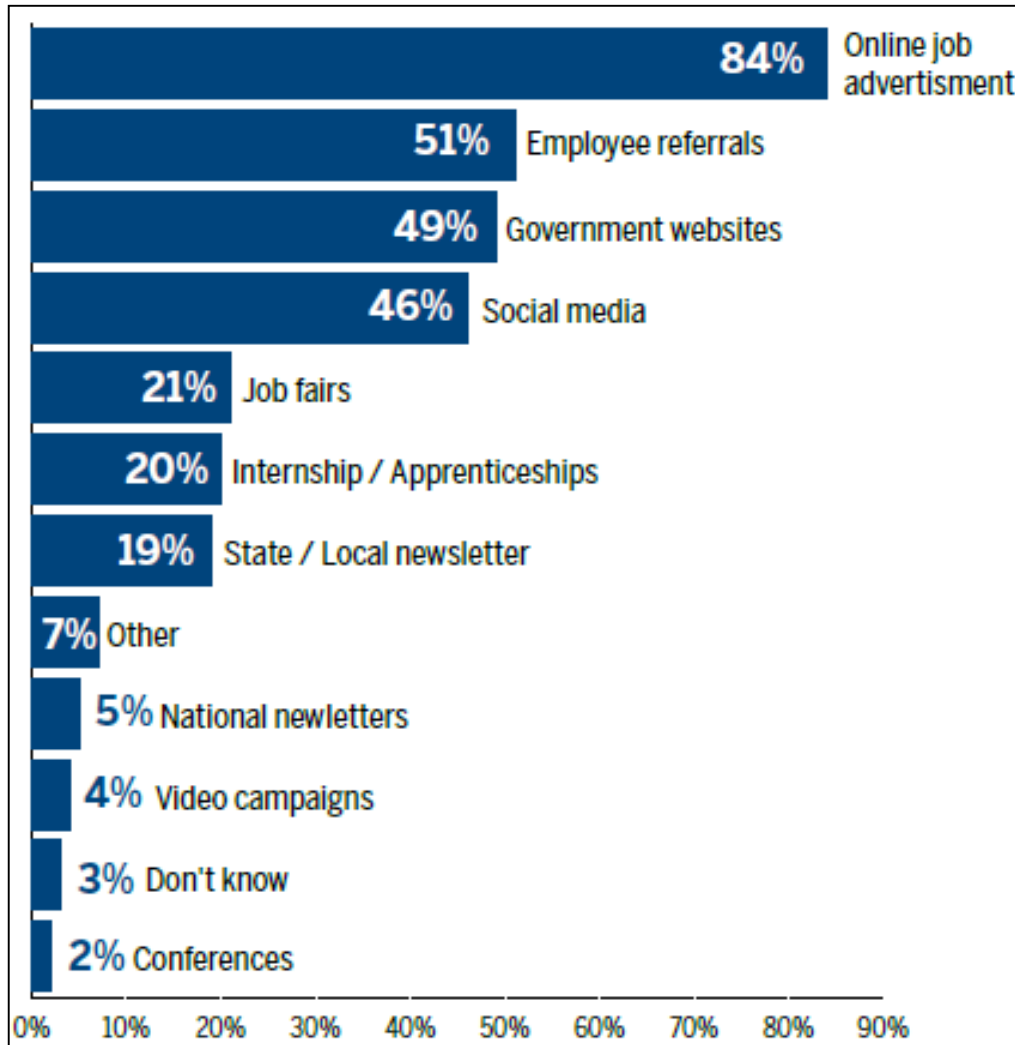
# 2009-2018 Hard-to-Fill Positions



## Positions Filled by Gig Workers

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

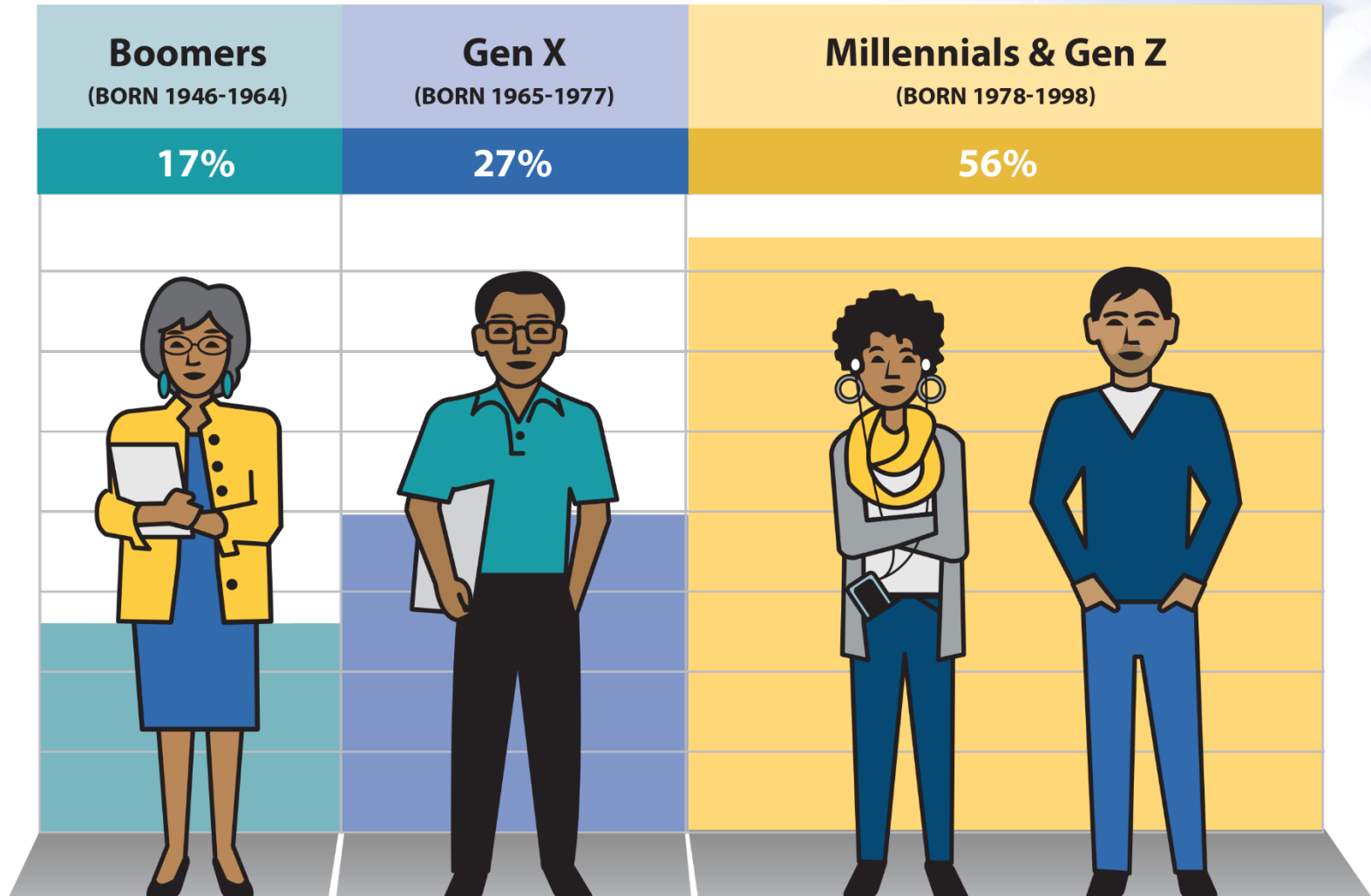
# Social Media and Online Strategies



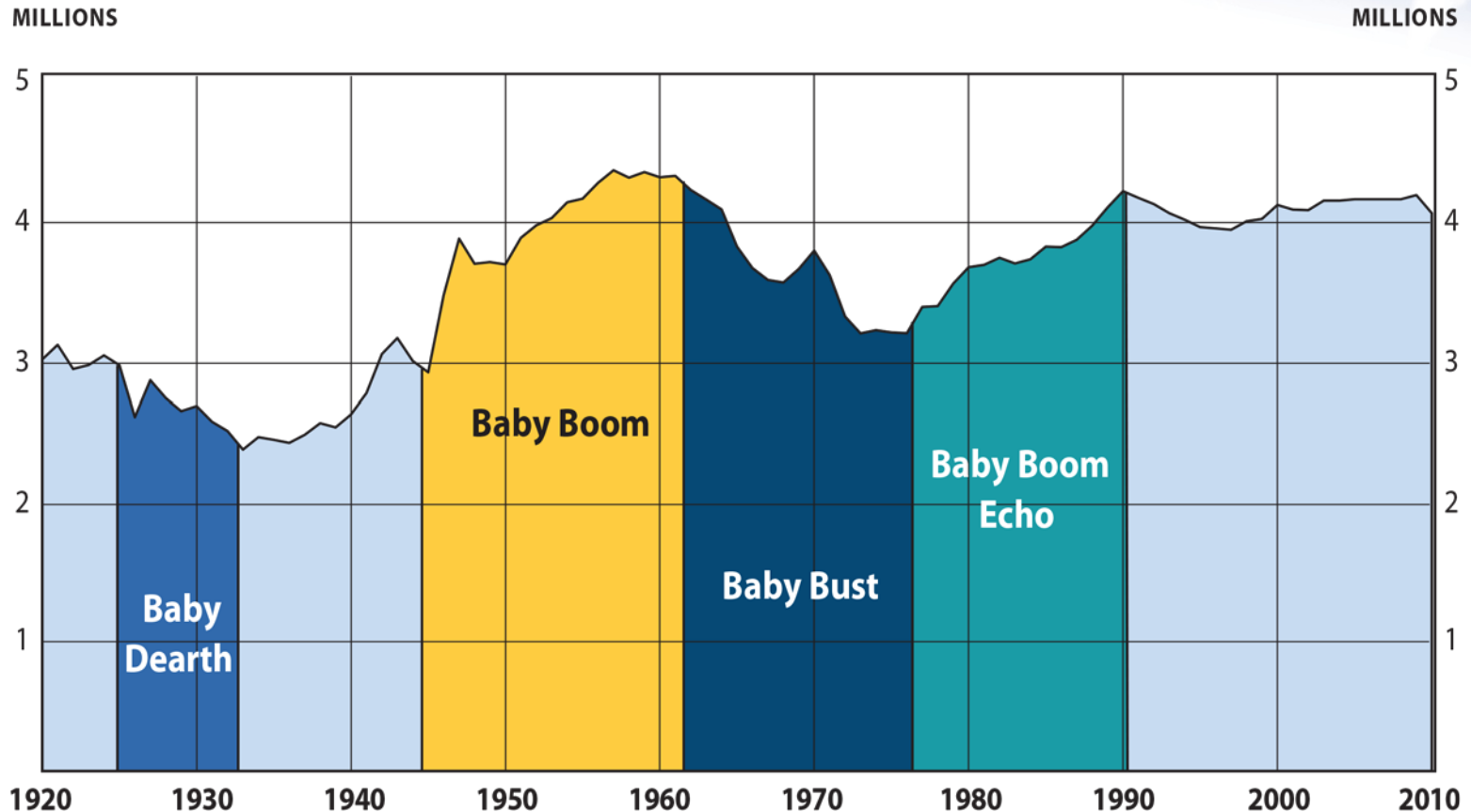
Most effective at reaching qualified candidates



# 2020 U.S. Working Population Demographics



# Live Births by Year, 1920-2010



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

<b>State Government</b>	<b>28%</b>
<b>Local Government</b>	<b>31%</b>
<b>Private Sector</b>	<b>43%</b>

# 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 background of the slide is a close-up, slightly blurred image of the American flag, showing the stars and stripes in shades of blue, white, and orange.

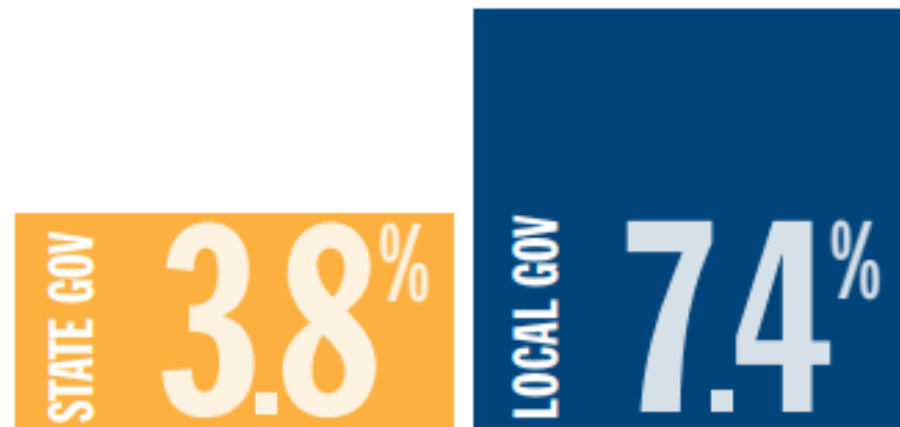
## The Bottom Line

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

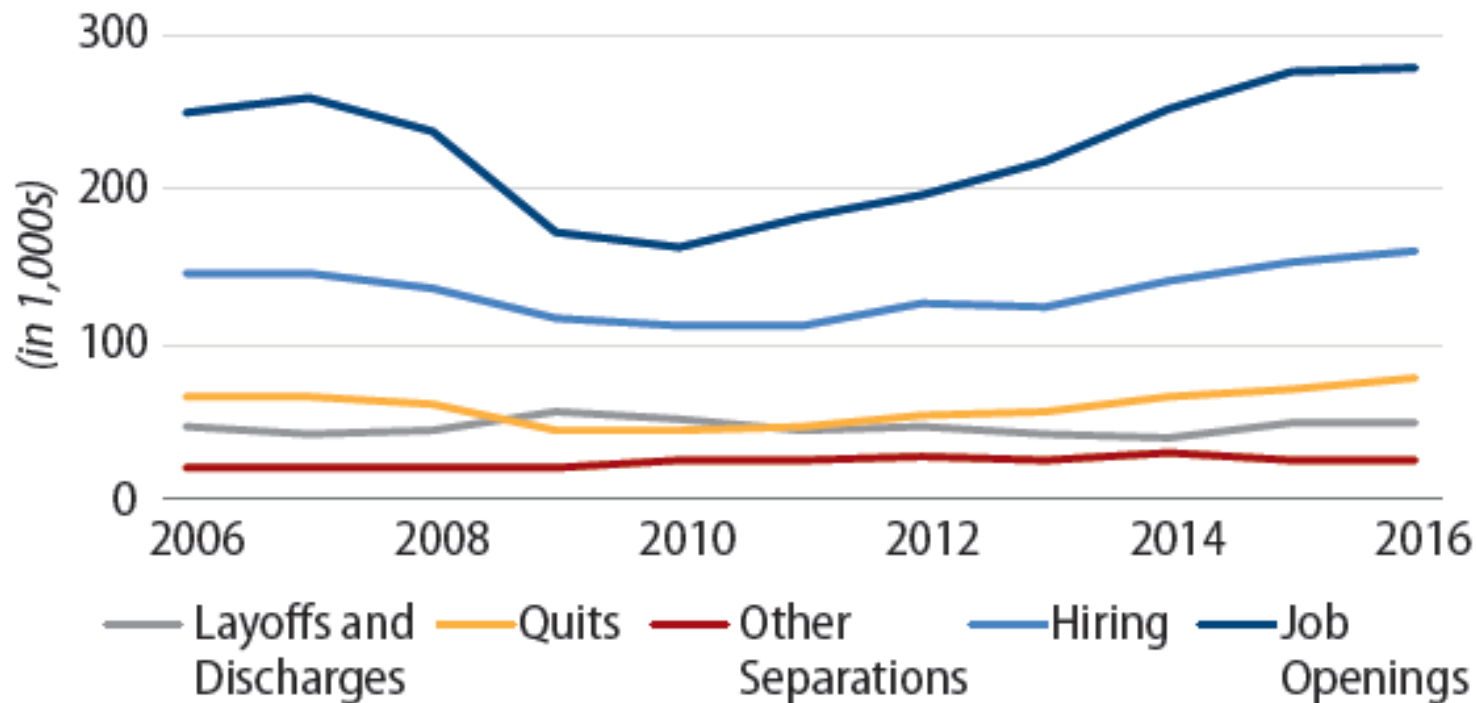
“We’re committed to doing the right thing for the right reason, for the public good.”

Mary Biere  
Human Resources Manager  
Johnson County, Kansas

# Overall Employment Growth: 2016-2026



# STATE AND LOCAL HIRING AND TURNOVER, EXCLUDING EDUCATION

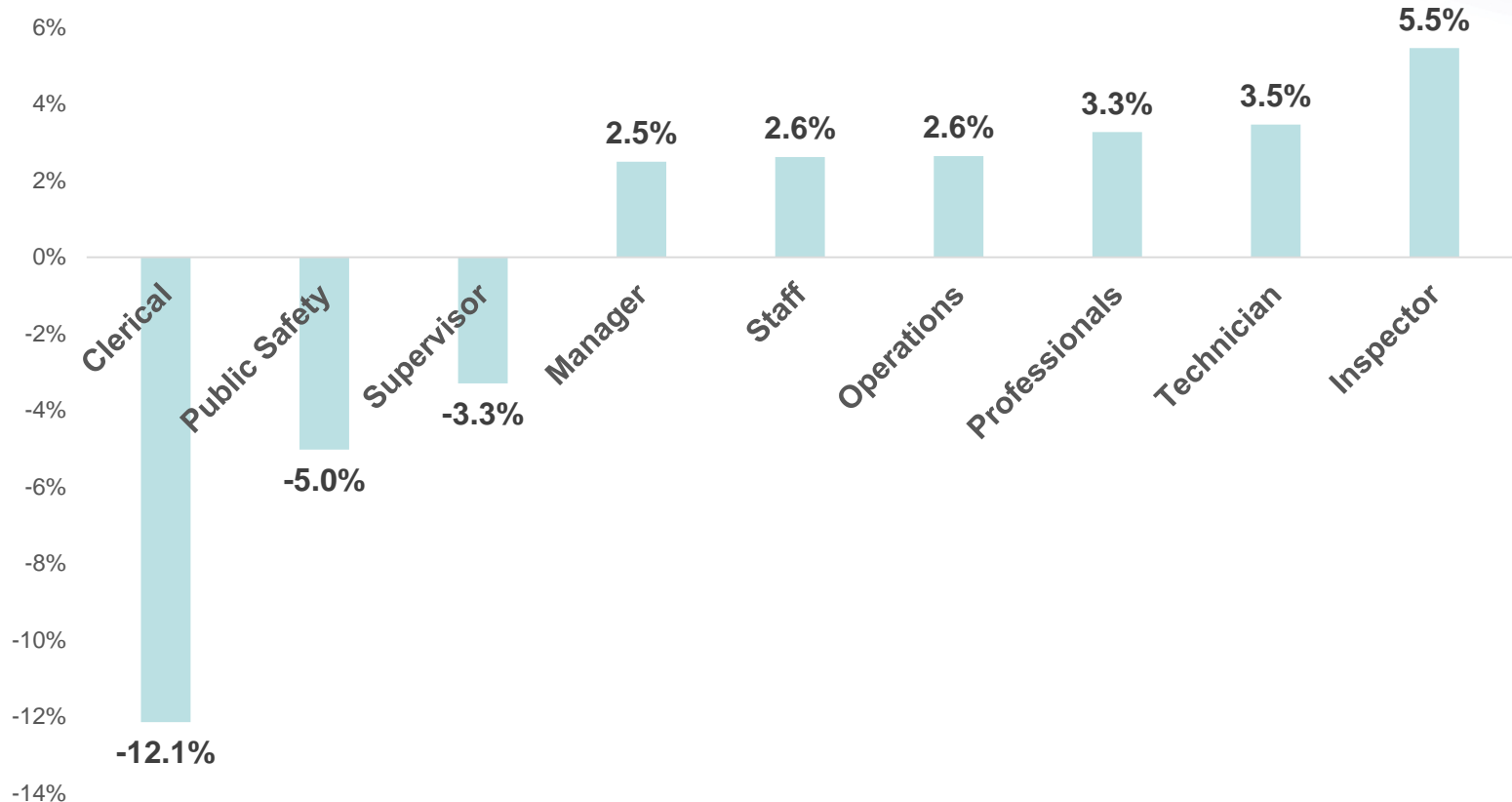


**71%** increase in job openings since 2010

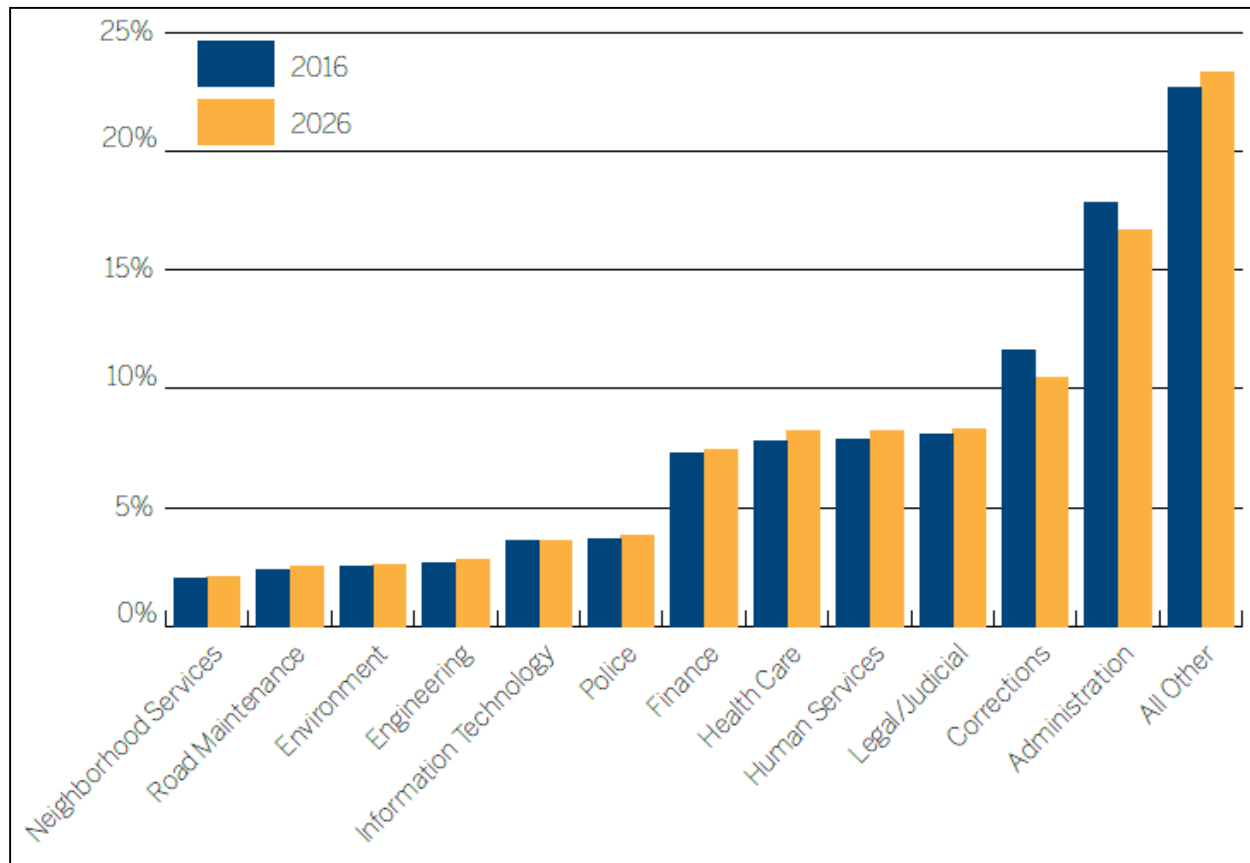
**44%** increase in hiring since 2011



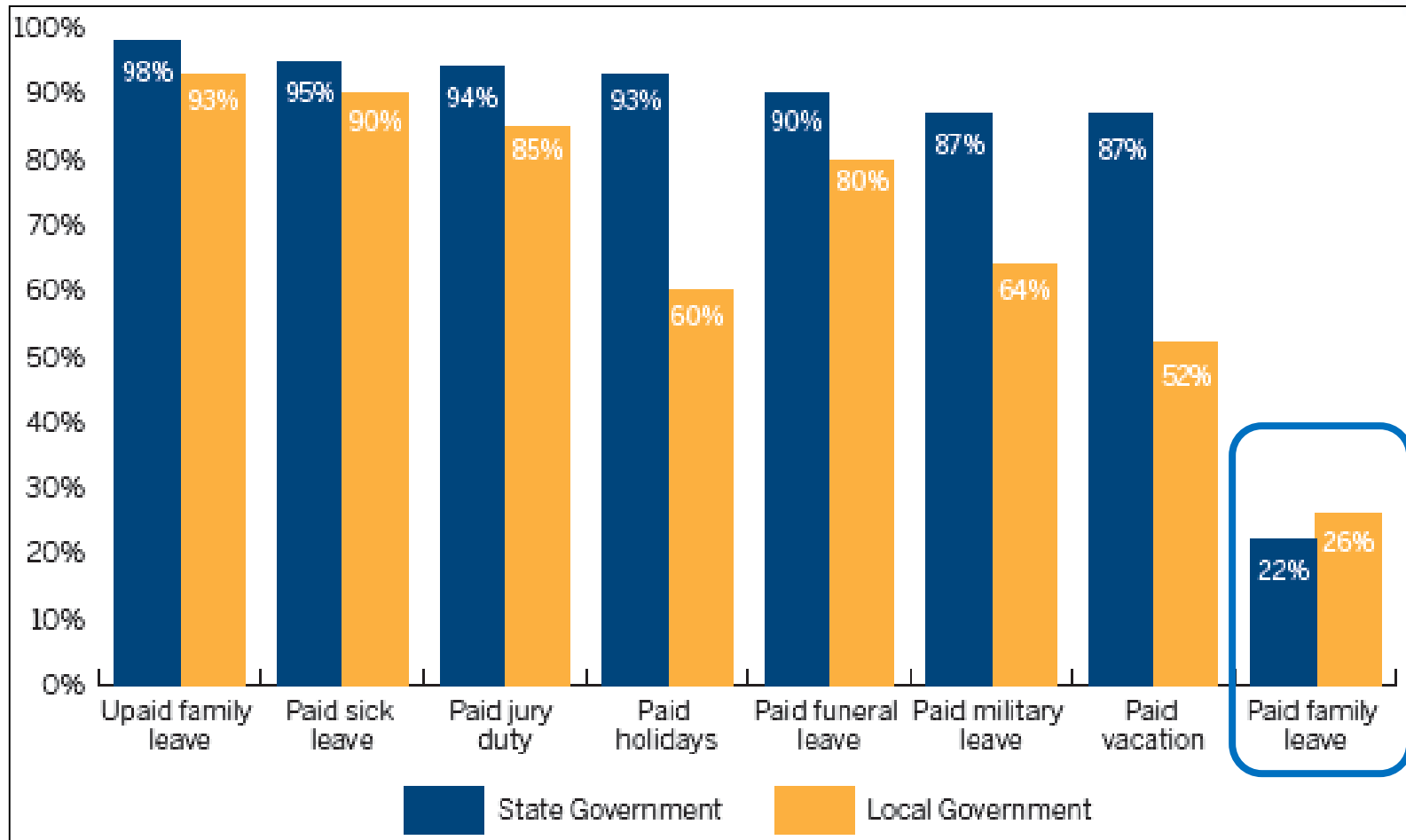
# State Government Employment Change by Category, 2016-2026



# Total State Government Employment 2016 to 2026



# Paid Leave Benefits



# 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?**

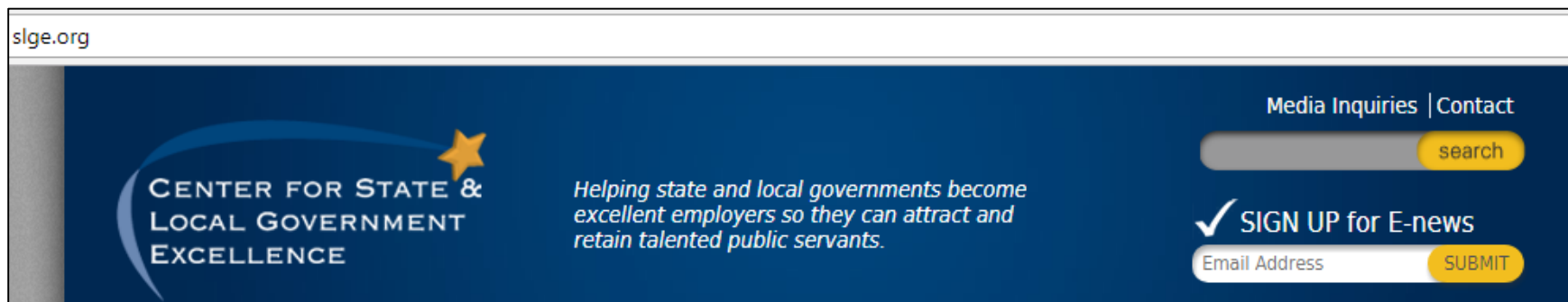
1. Improve the organization's brand.
2. Ask employees what is important to them.
3. Revamp antiquated policies.
4. Provide and encourage professional development opportunities.



Research: <https://slge.org/workforce>

Email : **info@slge.org**

Twitter: **@4GovtExcellence**



# What's on your mind?



## Chat

# Thank you

# Thanks for participating!

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

Support from NASAA's member state arts agencies and the National Endowment for the Arts  
made this session possible.