

NEOGOV

WEBINAR:

THE BATTLE FOR TALENT: INSIDE THE TRENDS & CHALLENGES FACING PUBLIC SECTOR HR LEADERS



accenture

NASCA

HOUSEKEEPING NOTES

- The webinar is being recorded and will be available on NEOGOV's website
- The presentation will be about 40 minutes, then 20 minutes for questions
- Feel free to ask questions- type them in the question bar
- Participate! We will be launching polls so please share

PRESENTERS



Shane Evangelist
CEO, NEOGOV



Bill Kilmartin
Finance & Administration
Industry Lead: North
America, Accenture



Jamie Rodgers
Deputy Director, National
Association of State Chief
Administrators



Bob Oglesby
Former Chief State
Administrator of TN;
Current Special Advisor
to the CEO, NEOGOV

ABOUT THE PARTNERSHIP



The National Association of State Chief Administrators (NASCA), is a nonprofit association representing state chief administrators.

www.nasca.org



Accenture is a leading global professional services company, providing a broad range of services and solutions in strategy, consulting, digital, technology and operations.

www.accenture.com/GovBackOffice



NEOGOV is the leading provider of an integrated HR, payroll, and talent management solution for over 6,000 public sector organizations.

www.neogov.com

METHODOLOGY

WHAT WE DID:

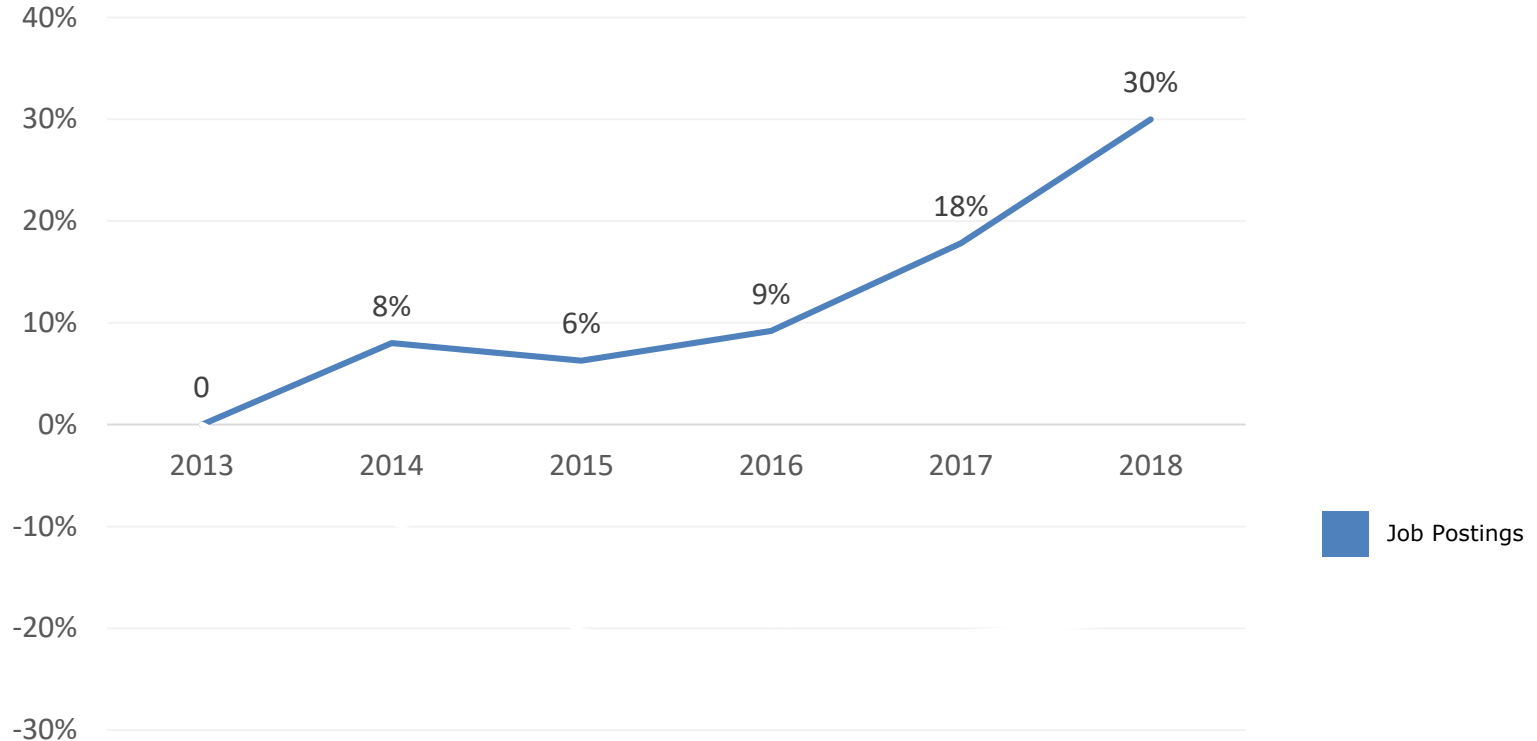
- Surveyed 33 Chief Administrative Officers
- Analyzed 14M+ Applications and 260,000 Hires
- Surveyed ~3,000 Public & Private Sector Job Seekers

FINDINGS



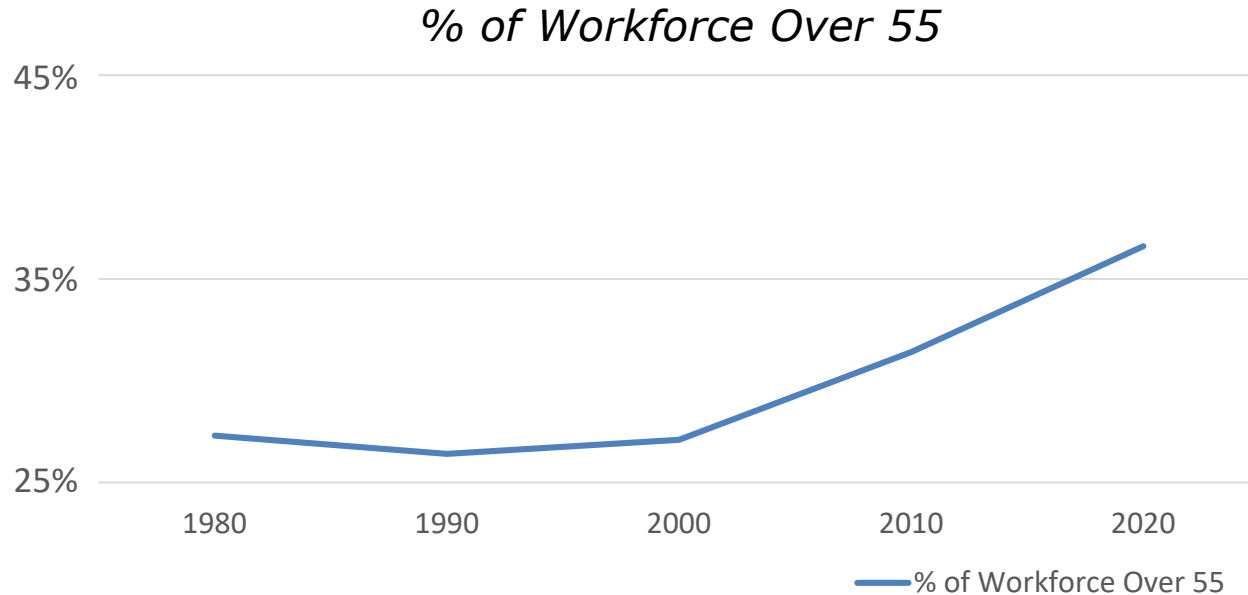
INCREASE IN JOB POSTINGS

State jobs have seen an 30% increase in postings since 2013.



The Aging Workforce

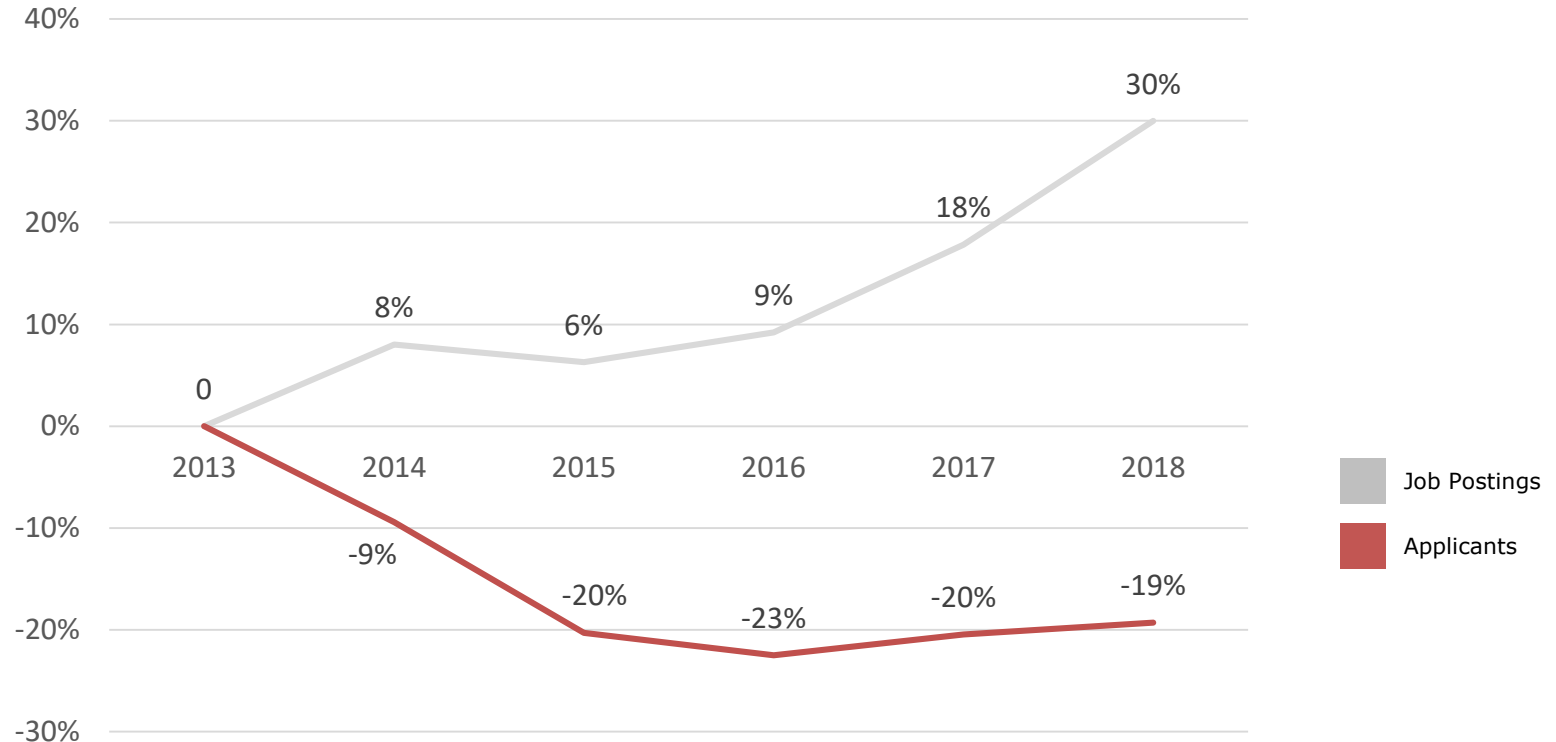
36% of the workforce will be over 55 by 2020 (a 35% increase since 2000).



Source: Fullerton and Toossi (2001) and Toossi (2012)

DECREASE IN APPLICANTS

State jobs have seen a 19% decrease in applicants since 2013. Public sector jobs are perceived to be less attractive than private sector.

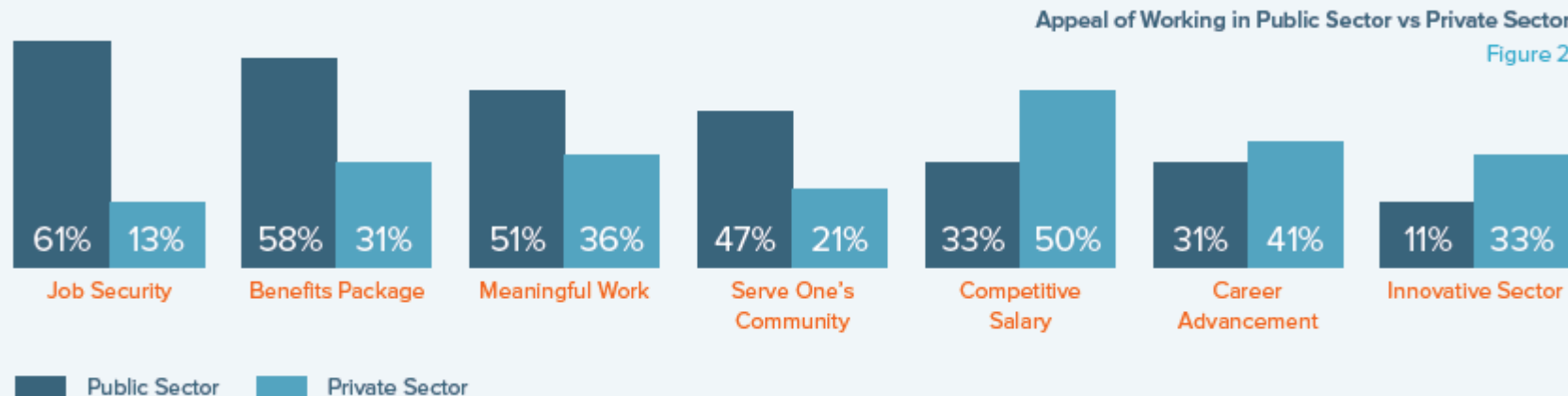


Appeal of Working in the Public Sector

Promote value propositions based on what applicants find attractive about the public sector.

Q

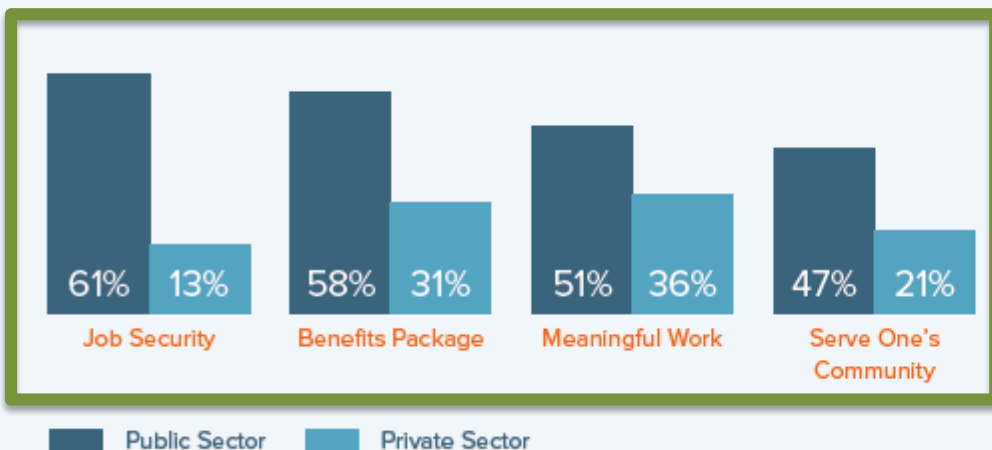
What do you find attractive about working in the public sector (local, state, federal government) and private sector? (Select all that apply)



Source: NEOGOV 2019 Job Seeker Report

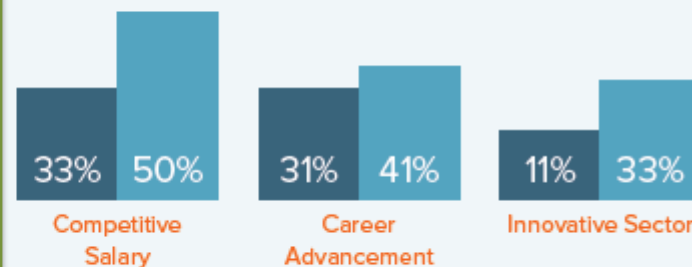
Appeal of Working in the Public Sector

Public sector job seekers are motivated by Job Security, Benefits, Meaningful Work, and Serving the Community



Appeal of Working in Public Sector vs Private Sector

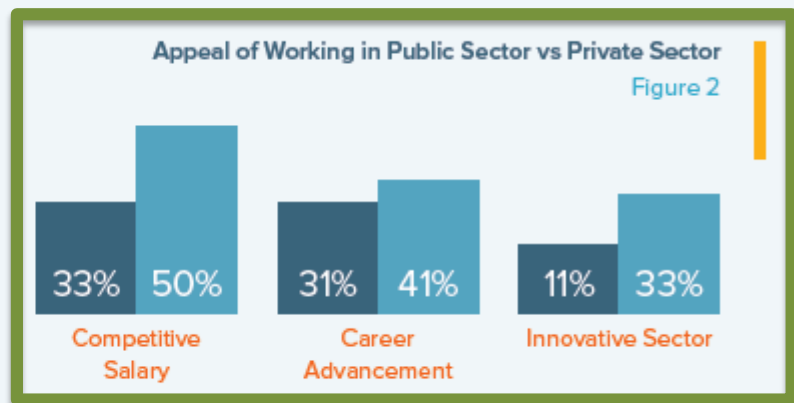
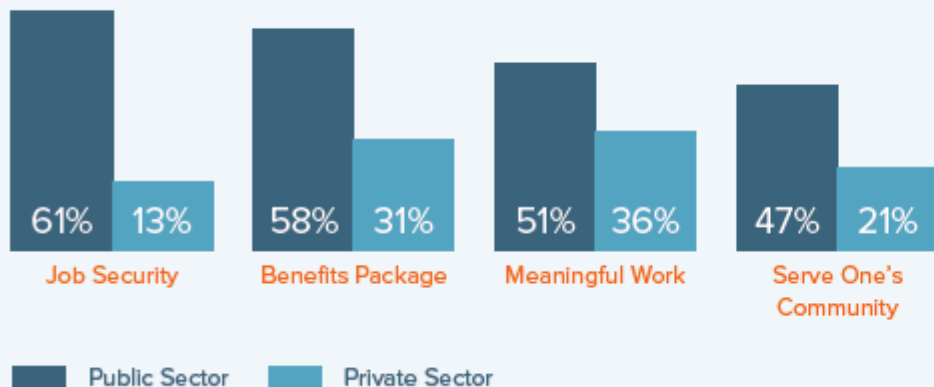
Figure 2



Source: NEOGOV 2019 Job Seeker Report

Appeal of Working in the Public Sector

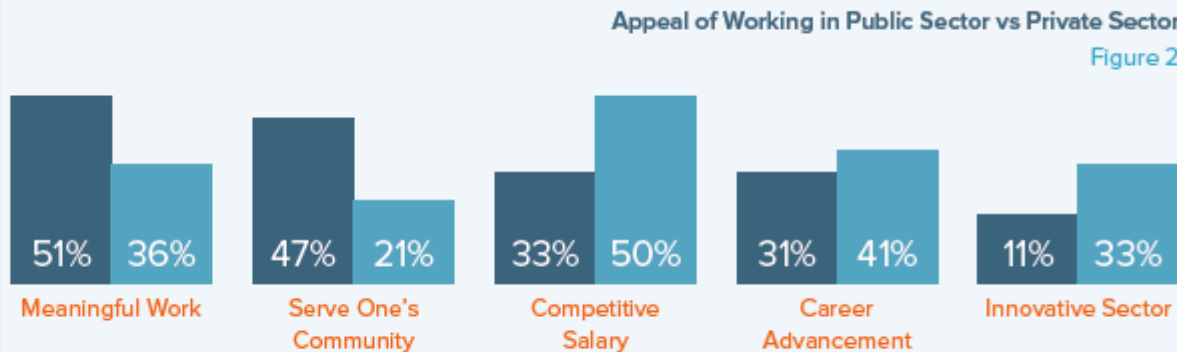
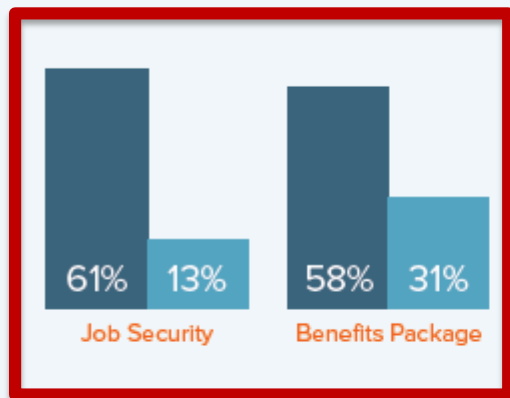
Private Sector job seekers are motivated by Salary and Career Advancement



Source: NEOGOV 2019 Job Seeker Report

Appeal of Working in the Public Sector

Job Security and Benefits becoming less attractive



Public Sector Private Sector

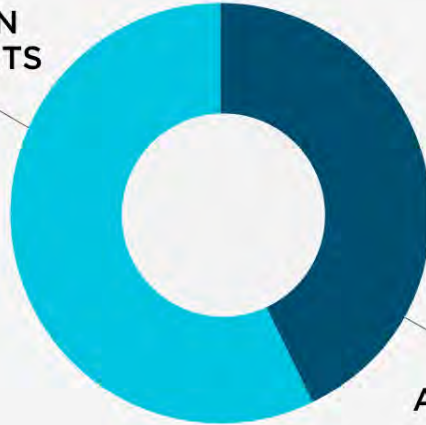
Source: NEOGOV 2019 Job Seeker Report

Traditional Value Proposition is Eroding

YESTERDAY'S PROMISE

- Generous health benefits
- Robust pension
- Secure lifetime employment

57%
FROZEN
BENEFITS



43%
AVAILABLE
BENEFITS

While 75% of current state and local government workers participate in defined benefit plans, **57% of these plans are frozen, making them inaccessible to new government workers.**

From 1998 to 2011, the monthly employee contribution for state and local government employees **TRIPLED** for single coverage.



Source: Bureau of Labor Statistics

Pension Funding Gap

The funding gap between state pension system assets and benefits promised to workers reached **\$1.4 trillion** in 2016.

\$2.8 trillion

2016 Total Investments

66%

2016 Funded Ratio

\$4.0 trillion

2016 Total Pension Liabilities

Source: PEW Trusts

Perception of Job Security

From 2008 – 2018, State governments workforce has reduced by 5.7%



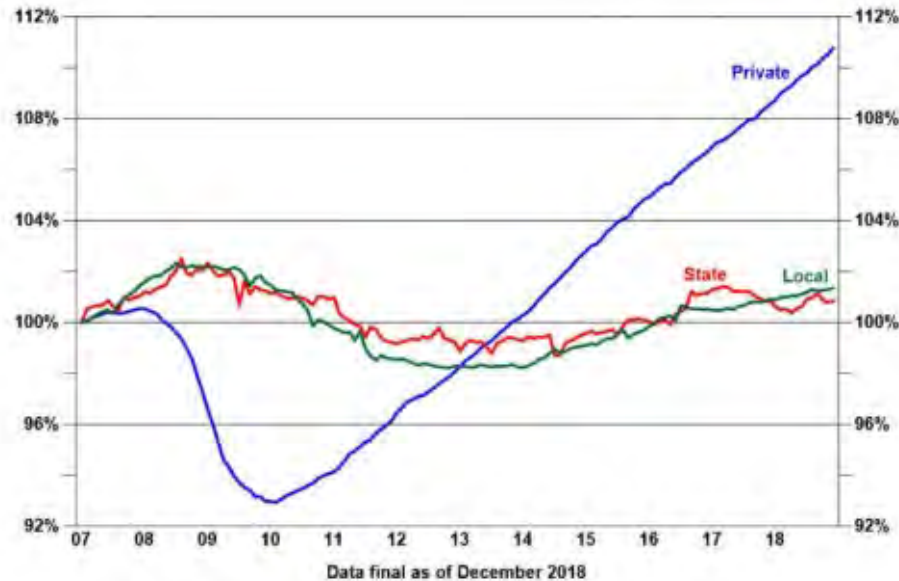
Aug 2008 - Oct 2018



-5.7%

-162,00 Employees

Private Sector is Growing at a Rapid Rate



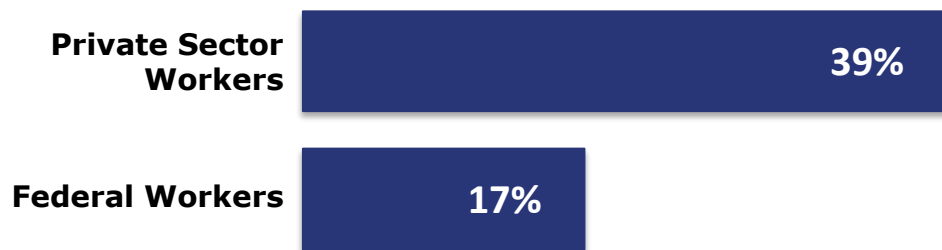
Private sector employment grew 12% between 2007 and 2018, while public sector employment grew only 1%.

Millennials in the Workforce



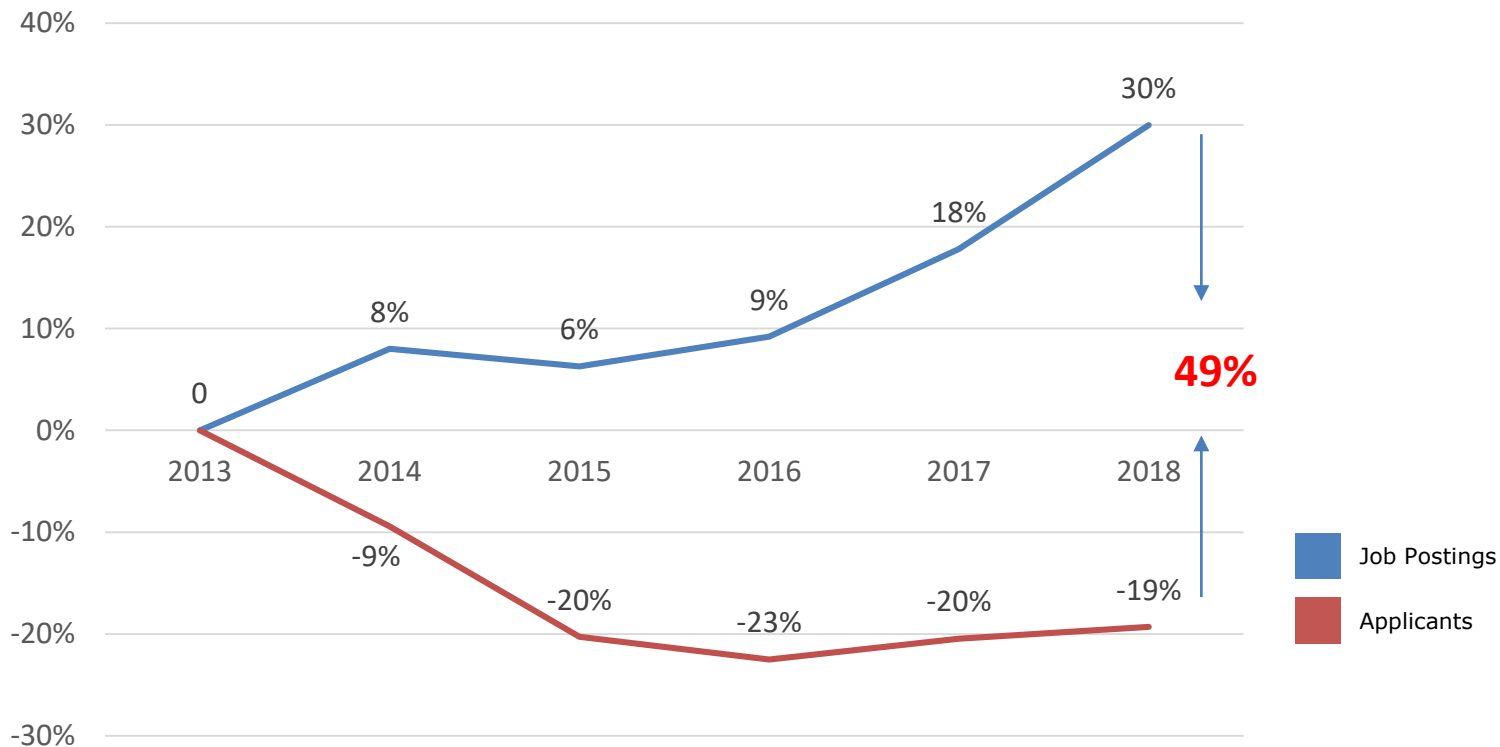
Where are the Millennials?

Workers under 35 are now the biggest generational cohort in the American labor force – but not in the US government, where they make up just 17 percent of workers overall.



Updated for 2018: State Talent Gap

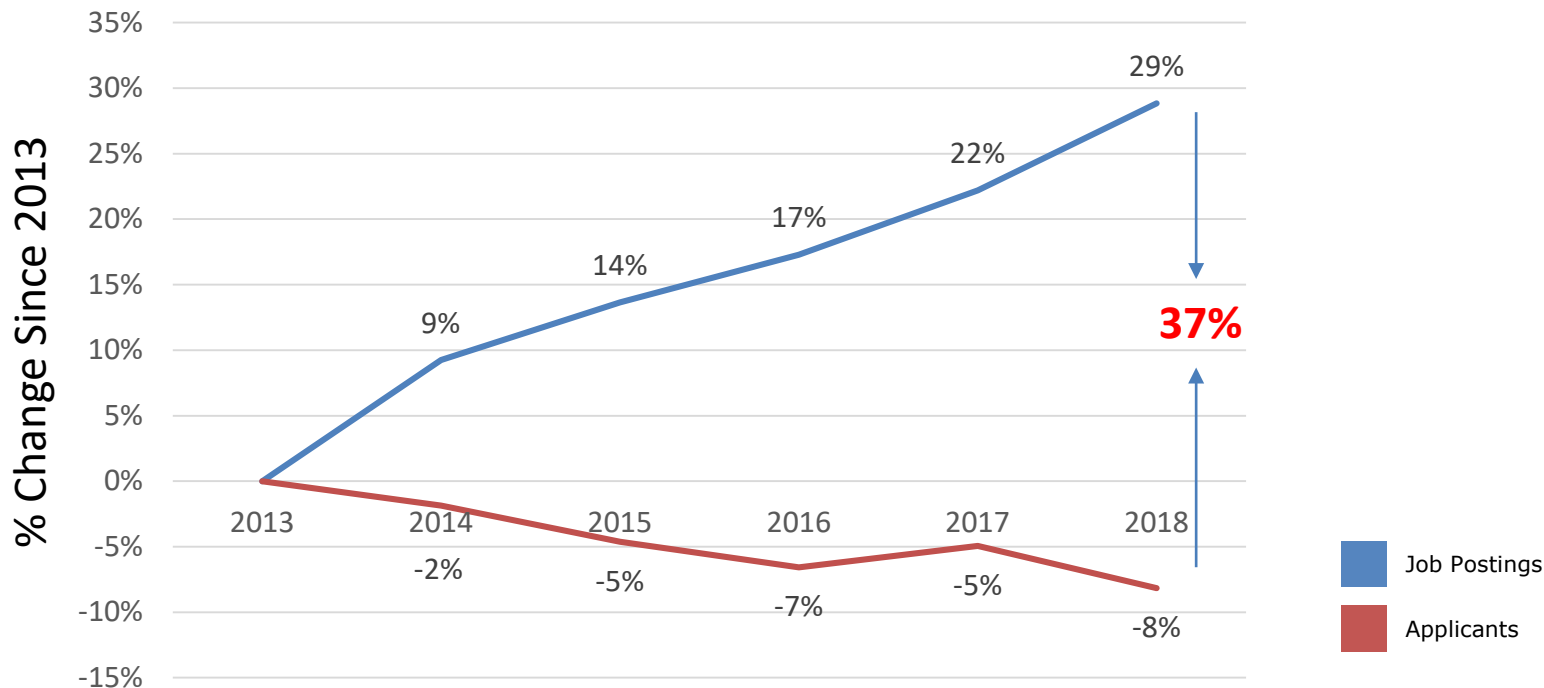
State Workforce: % Change in Job Postings vs. Job Applicants 2013-2018



Source: NEOGOV

Talent Gap is Growing Across the Board

State & Local Workforce: % Change in Job Postings vs. Job Applicants 2013-2018

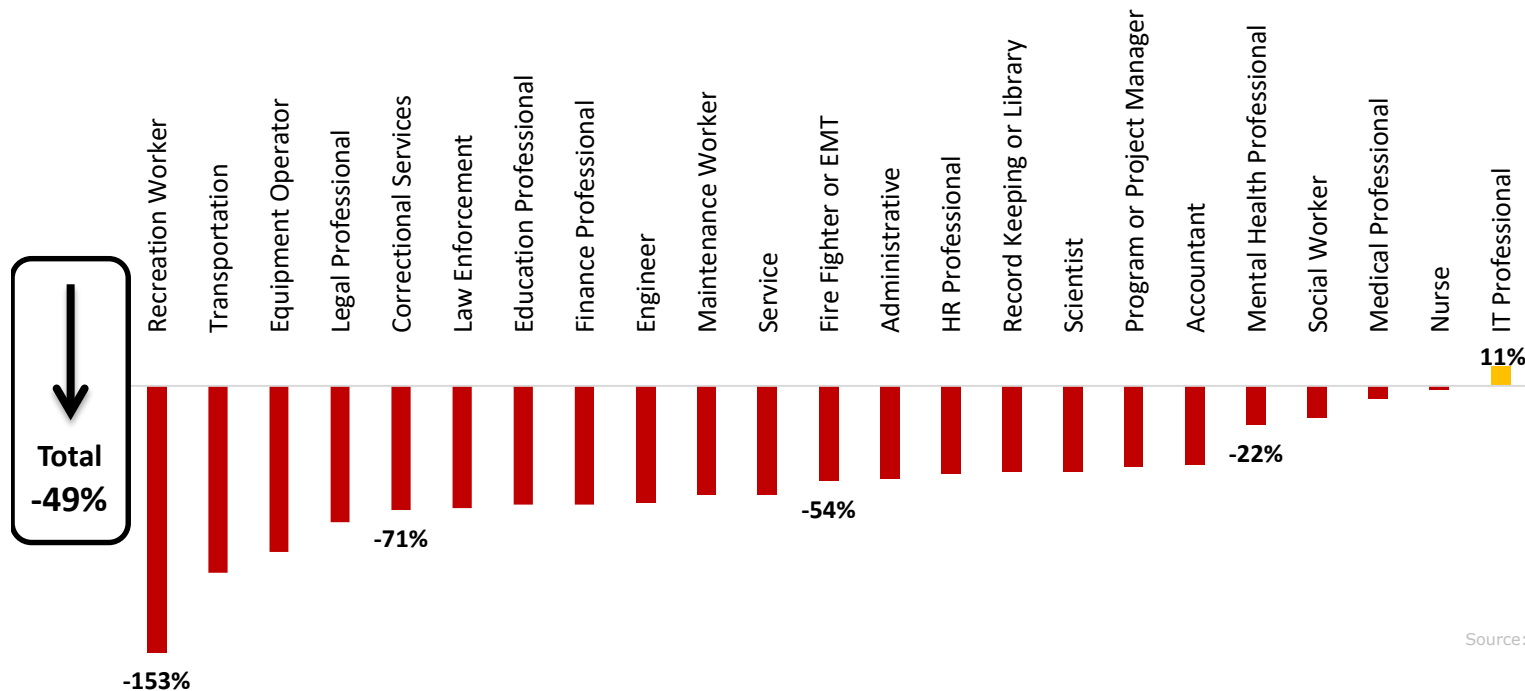


Source: NEOGOV

The Talent Gap is Growing for States

The drop in job seekers is across all job categories.

**State Workforce:
% Change in Applicants per Job, 2013 – 2018**

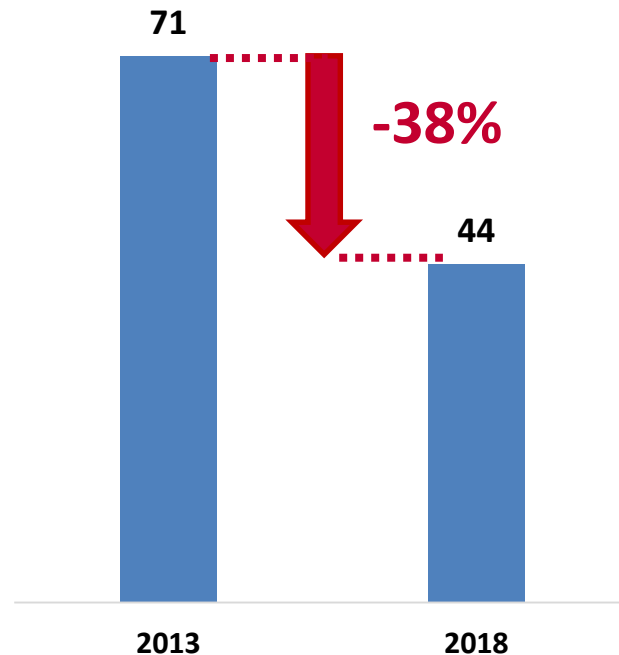


Source: NEOGOV

Talent Gap is Growing for States

As applicants per job have **dropped by 38% from 2013 to 2018**, there has never been a more urgent time for State leaders to be hyper-focused on attracting job seekers.

State Workforce: % Change in Applicants per Job



Source: NEOGOV

POLL QUESTION #1:

**What is the #1 reason people
resign from your agency?**

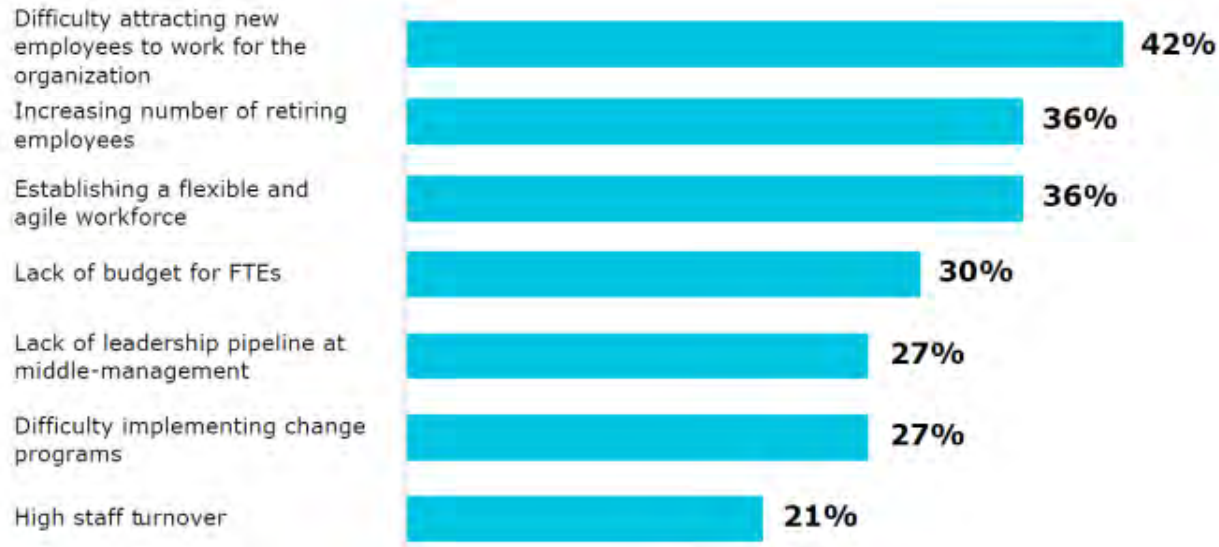


States Recognize They Have a Problem

Q

*Please rank the three greatest workforce management challenges your organization faces.
(Ranked within the top 3)*

State Chief Administrators

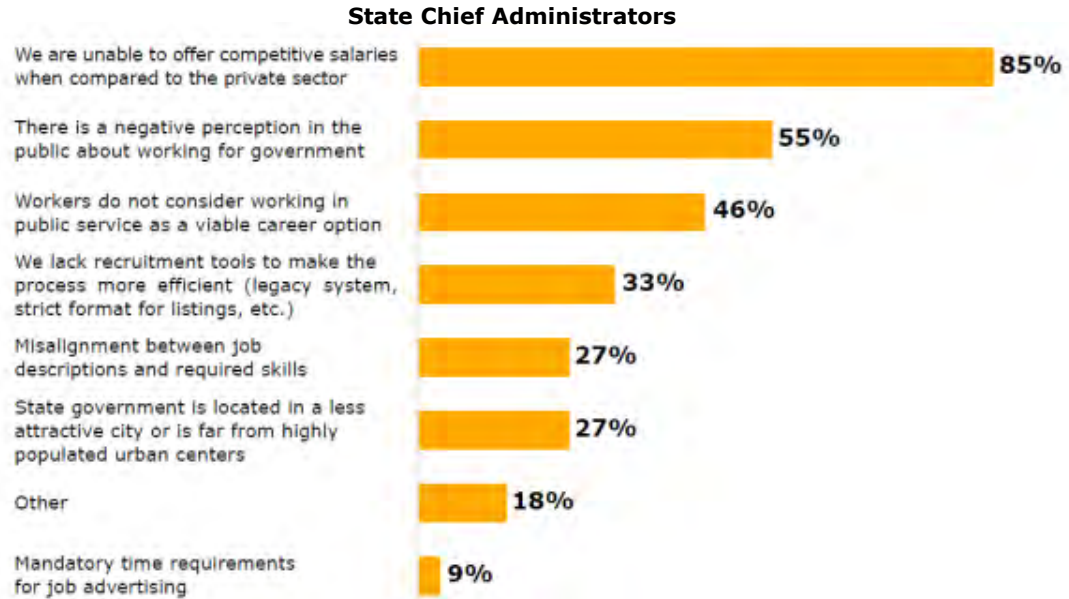


Source: Accenture survey, fielded October 2018

Other Factors Compound the Challenges

Q Which of the following constitute the greatest barriers to attracting high quality talent at the state level?
(Ranked within the top 3)

- Lifetime employment less appealing
- Lack of public support for government
- Inability to compete on compensation
- Union considerations

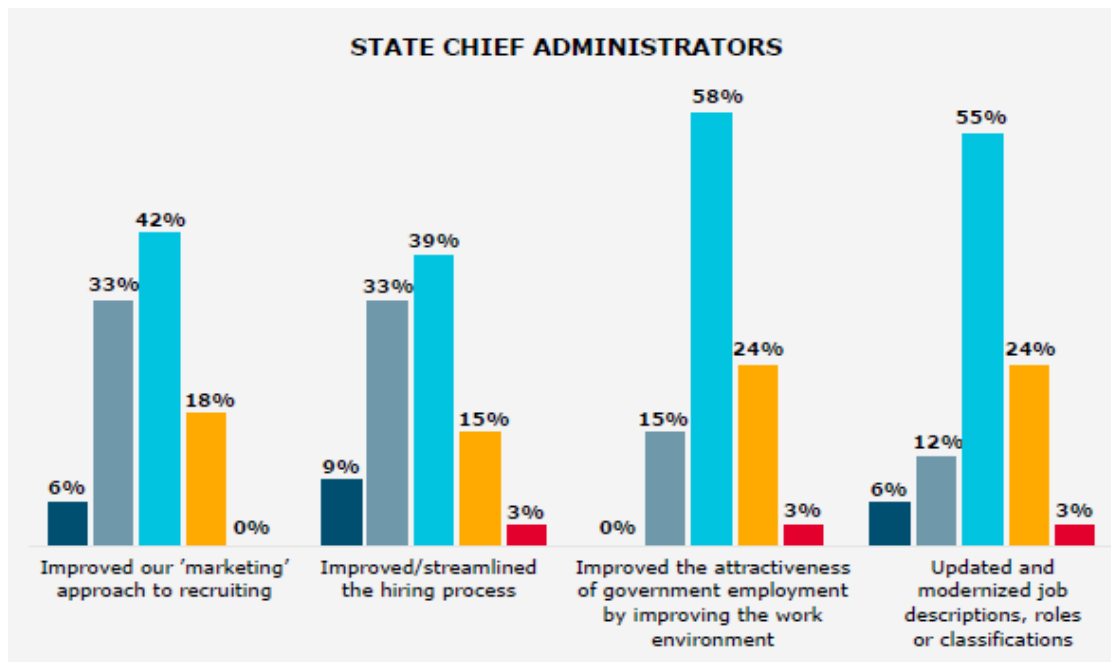


Source: Accenture survey, fielded October 2018

SCAs Overcoming Recruiting Challenges



Please indicate to what extent you have implemented the following to overcome the challenges of recruiting high-quality talent over the past 3 years.



It's Time for Bold Action: The Case for Change

01

**RESHAPE
RECRUITING**

02

**TRANSFORM
EMPLOYEE
EXPERIENCE**

01

RESHAPE RECRUITING

1. Become More Attractive
2. Expand Reach
3. Improve Hiring Speed



BECOME MORE ATTRACTIVE

Don't Post, Advertise

JOB POSTINGS

Agency Focused



JOB ADVERTISEMENTS

Job Seeker Focused



BECOME MORE ATTRACTIVE

Speak to the Job Seeker

When modernizing job descriptions, make sure to include the top motivators for applicants looking for that specific job.

Appeal of Working in Public Sector by Job Title

	Law Enforcement	Correctional Services	Equipment Operator	Firefighter or EMT	Nurse	Maintenance	Transportation	Social Work	Mental Health
Job Security	73%	69%	68%	63%	48%	58%	61%	60%	63%
Benefits Package	54%	53%	63%	47%	51%	67%	61%	54%	58%
Meaningful Work	57%	60%	41%	57%	54%	28%	43%	52%	55%
Serving One's Community	63%	51%	49%	60%	50%	38%	41%	42%	54%

Respondents selected all that apply. Sample size varies by job category. n=2,871

Source: NEOGOV 2019 Job Seeker Report

BECOME MORE ATTRACTIVE

Job Advertisement Example: Nurses



Agency Focused Job Description

Nurse Practitioner I Department of Mental Health, State Agency

JOB RESPONSIBILITIES

The department of Mental Health is a **drug-free workplace**. All candidates will be **required to pass a mandatory pre-employment drug test**.

JOB PURPOSE

Under clinical supervision of Medical Director, provides direct patient care and evaluations (PMA's, etc.) within the scope of Nurse Practitioner authority, coordinate care, supervise treatment team and provide direct supervision where applicable.



Job Seeker Focused Job Description

Nurse Practitioner I Department of Mental Health, State Agency

JOB DESCRIPTION

Want to do **meaningful work** that has a **real impact on the community?** Please come join the **very tenured** Nurses at the Department of Mental Health. Our mission is to **service those who aren't being served** which not only **benefits the community** greatly but also delivers a **great benefit** package to you! It's a win-win for everyone. Our Nurses average **tenure is over 10 years** which allows for consistent service to those in need. Under the supervision of talented professionals, you will provide direct patient care and evaluations, coordinate critical care and provide supervision of treatment and team members. We would be **honored** to have you join our team.

TENNESSEE: Using Value Props to Attract Applicants

“

Looking back on my time as the Chief Administrator of Tennessee, I realize that our job postings were not always resonating with the qualified individuals we wanted to hire. If we had better promoted the state's value propositions that were most attractive to each job seeker, we would have attracted a more qualified pool of applicants.”

”

BOB OGLESBY

Former State Chief Administrator
State of Tennessee



BECOME MORE ATTRACTIVE

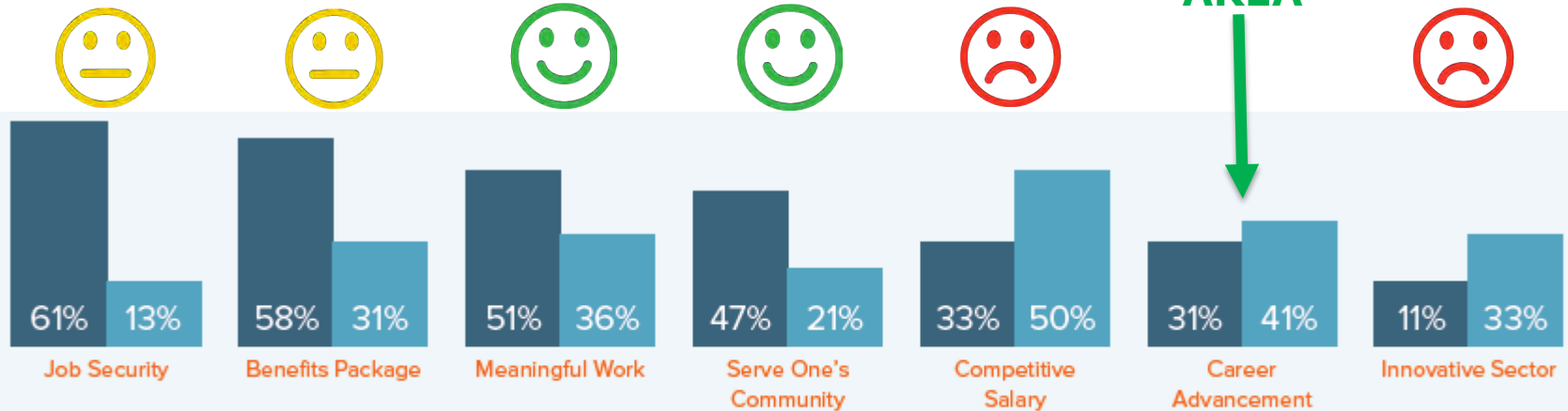
Advertise Using Value Propositions

Promote value propositions based on what applicants find attractive about the public sector.



*What do you find attractive about working in the public sector (local, state, federal government)?
(Select all that apply)*

**OPPORTUNITY
AREA**



Public Sector Private Sector

Source: NEOGOV 2019 Job Seeker Report

BECOME MORE ATTRACTIVE Job Advertisement Example: Nurses



Job Seeker Focused Job Description

Nurse Practitioner I **Department of Mental Health, State Agency**

JOB DESCRIPTION

Want to do **meaningful work** that has a **real impact on the community**? Please come join the **very tenured** Nurses at the Department of Mental Health. Our mission is to **service those who aren't being served** which not only **benefits the community** greatly but also delivers a **great benefit** package you! It's a win-win for everyone. Our Nurses average **tenure is over 10 years** which allows for consistent service to those in need. Under the supervision of talented professionals, you will provide direct patient care and evaluations, coordinate critical care and provide supervision of treatment and team members. We would be honored to have you join our team.

CAREER ADVANCEMENT



Whether you are joining our team for three years or twenty, you will have the **opportunity to grow your career with us**. We offer training courses and work diligently with our team members to enhance their skill sets to progress their careers.



LOUISIANA: Highlighting Social Impact

“

State **government** has an **advantage over private industry** when it comes to **offering a wide range of career opportunities**—especially opportunities that provide meaningful work. Our goal is to connect that meaning with our job candidates.

”

BYRON DECOTEAU
State Civil Service Director
State of Louisiana

01

RESHAPE RECRUITING

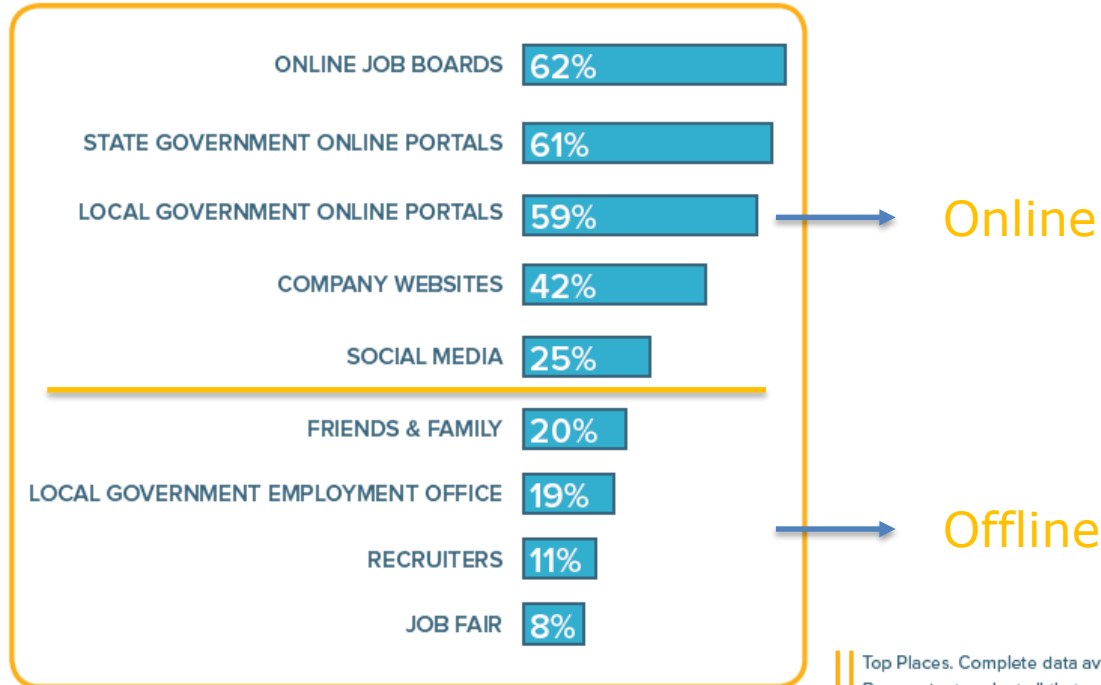
1. Become More Attractive
2. Expand Reach
3. Improve Hiring Speed



EXPAND REACH

Look Where Job Seekers Are Looking

Q Where do you look for new job opportunities?



Source: NEOGOV 2019 Job Seeker Report

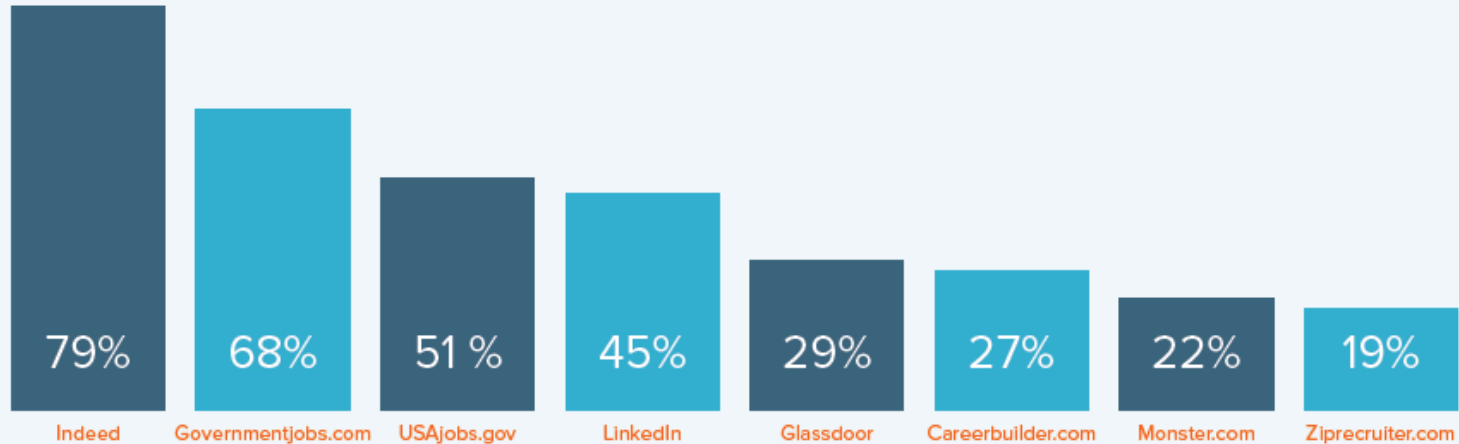
Top Places. Complete data available.
Respondents select all that apply.
n=2959

EXPAND REACH

Search Where Job Seekers Are Looking



Which online job boards do you use when searching for a new job opportunity?



Source: NEOGOV 2019 Job Seeker Report

POLL QUESTION #2:

**Do you spend money online
to promote job postings?**



01

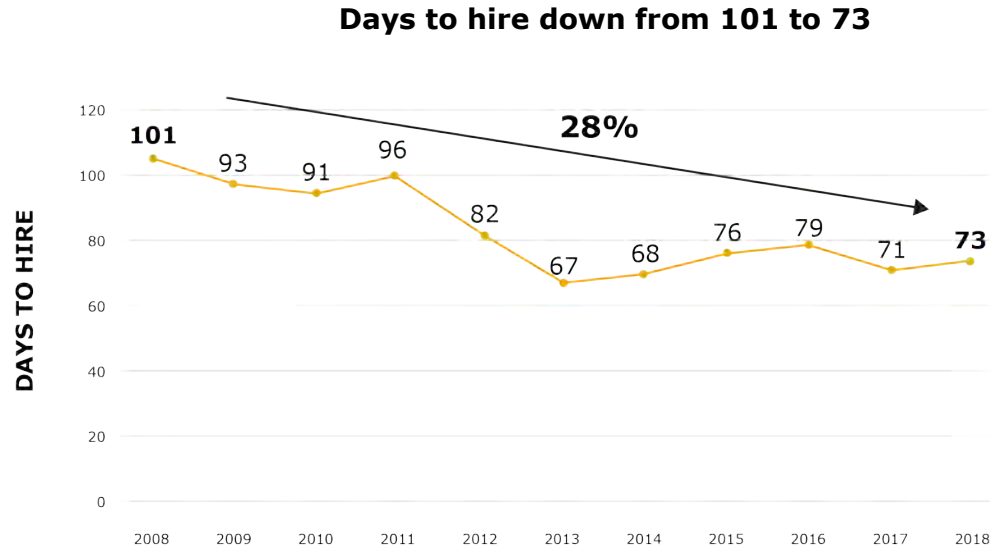
RESHAPE RECRUITING

1. Become More Attractive
2. Expand Reach
3. Improve Hiring Speed



IMPROVE SPEED Streamline the Search

Over the last 10 years, state governments have seen a 28% improvement in time to hire as more of the recruitment process becomes automated.



Source: NEOGOV 2019 Job Seeker Report

IMPROVE SPEED

Streamline the Search

Use modern tools to transform search and application processes – and slash time to hire.

FIRST QUARTILE

36
DAYS

SECOND QUARTILE

46
DAYS

THIRD QUARTILE

81
DAYS

FOURTH QUARTILE

120
DAYS

Greater probability of losing
high quality talent

Source: NEOGOV 2019 Job Seeker Report



OHIO STATE HIGHWAY PATROL: Putting New Talent in the Fast Lane

The Ohio State Highway Patrol (OSHP) leadership remapped the entire application process.

Today the **process moves three times faster—decreasing from an average of about 181 days to a projected 61 days.**

02

TRANSFORM EMPLOYEE EXPERIENCE

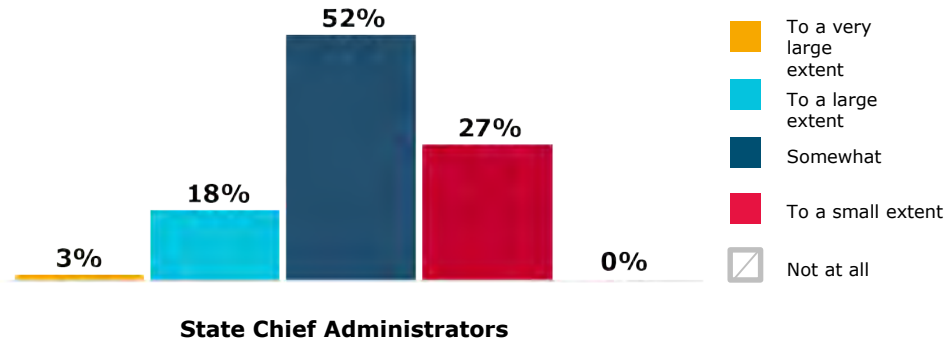


TRANSFORM EMPLOYEE EXPERIENCE

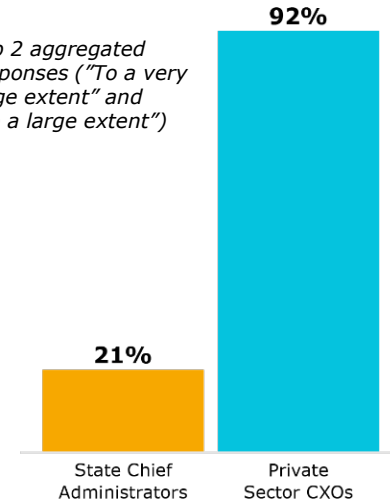
Improve Experience Through Automation

Digital transformation—including using automation to augment human resources—is key to attracting and retaining a strong workforce.

Q *To what extent will your organization automate tasks and processes across all its functions in the next three years? Select one.*



Top 2 aggregated responses ("To a very large extent" and "To a large extent")



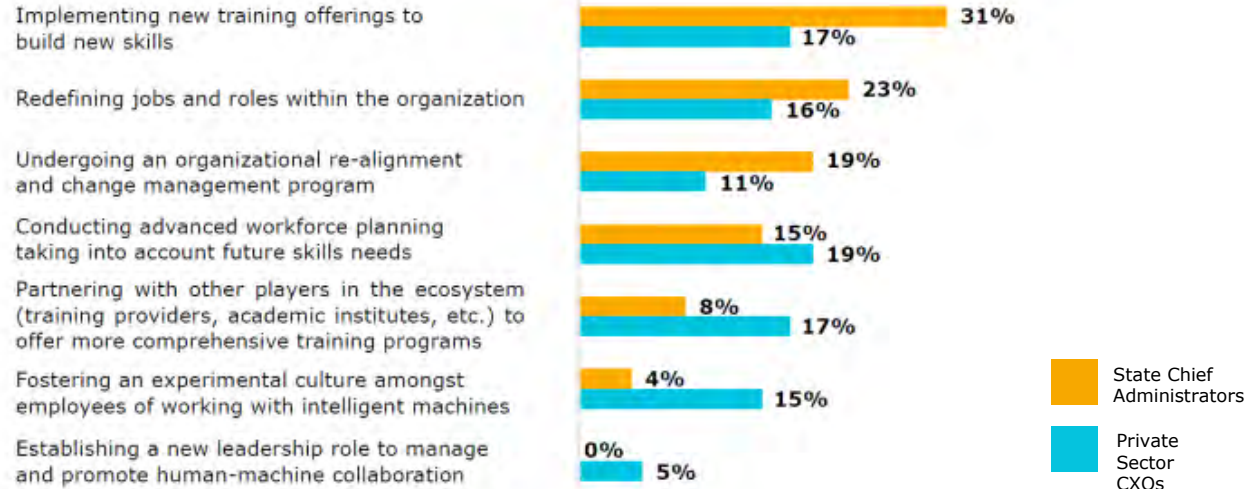
Source: Accenture surveys, fielded 2017-2018

TRANSFORM EMPLOYEE EXPERIENCE

Develop Your People

Across sectors, jobs will continue to change rapidly—requiring continual upskilling. When it comes to training, state governments have an edge. Consider training a strategic weapon and invest accordingly.

Q *What are the most important initiatives your organization is currently undertaking to prepare your workforce to work more efficiently with intelligent technologies and machines?*



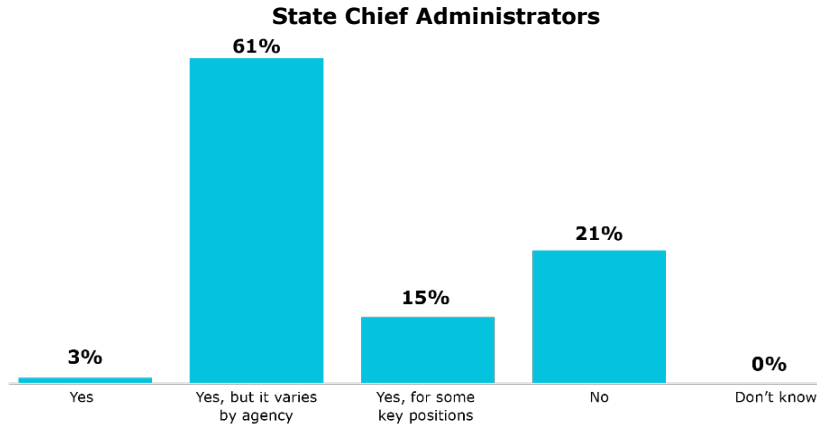
Source: Accenture surveys, fielded 2017-2018

TRANSFORM EMPLOYEE EXPERIENCE

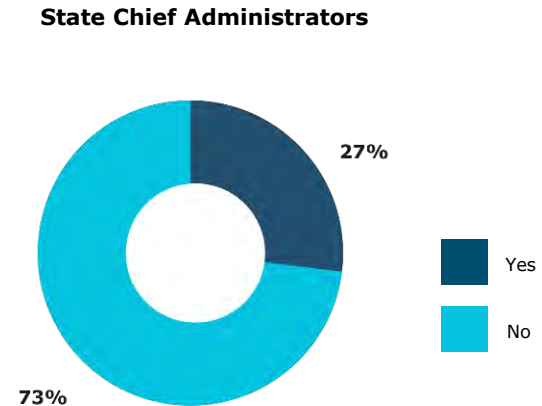
Get Serious About Succession

The “silver tsunami” is here. It’s time to focus on transferring institutional knowledge and preparing the next generation of state leadership.

Q *The median age of the public sector workforce is older than that of the private sector. A high number of Baby Boomers are expected to retire in the coming years. Have you implemented any succession planning?*



Q *Does the state have a plan in place to transfer the institutional knowledge that the Baby Boomers have?*



Source: Accenture survey, fielded October 2018

POLL QUESTION #3:

**Do you have a well-documented
succession plan in place to fill
critical vacancies?**



A light blue silhouette of the state of Oregon is positioned in the upper left corner of the slide.

OREGON:

Taking a Disciplined Approach to Succession Planning

“

Across state government, our most important asset is our people—and **succession planning is key to state government's future workforce**. This is why Oregon's Department of Administrative Services is pleased to have rolled out a succession planning strategy and framework to assist state agencies with succession management.

”

KATY COBA

Chief Operating Officer

Oregon's Department of Administrative Services

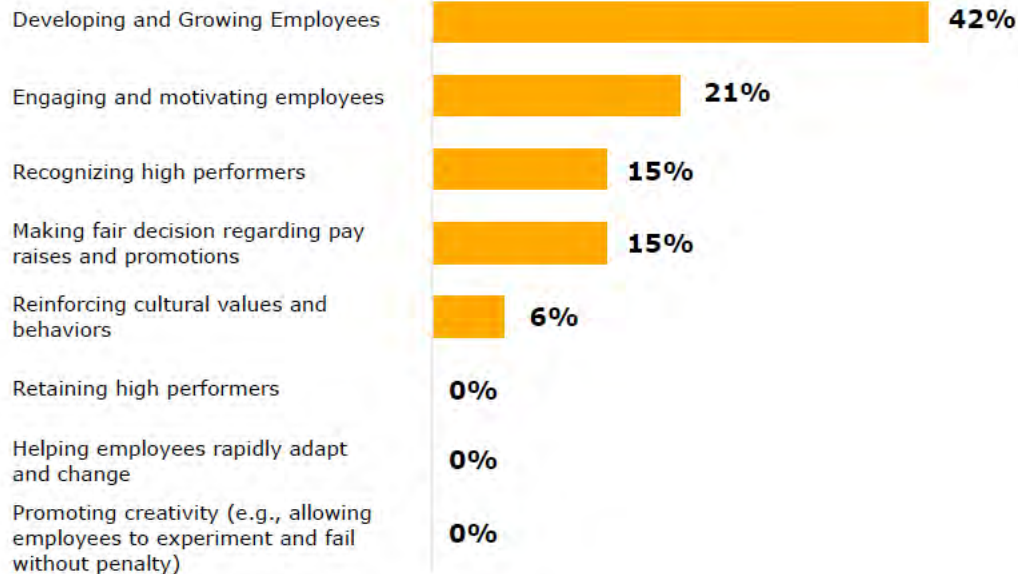
TRANSFORM EMPLOYEE EXPERIENCE

Modernize Job Evaluations

Most states are required to conduct performance evaluations. These should be used as **a tool to grow employees.**

Q *What is the main objective of your performance evaluation process? (Select One)*

State Chief Administrators



Source: Accenture survey, fielded October 2018



MICHIGAN:

Supporting Employee Career Growth

Michigan requires that every employee have an individual performance plan in place, as well as an individual development training plan. Managers and supervisors are required to meet quarterly with each employee to review performance and development plans, discuss progress and changes, and provide ongoing coaching and feedback.

The state believes in supporting employees' career growth by discussing their goals through the individual performance plan process and meetings.

STEP ONE:
**Be Bold,
Start Now**



QUESTIONS?



THANKS FOR JOINING!

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About the Research

WHAT WE DID:

- Surveyed 33 Chief Administrative Officers
- Surveyed ~3,000 Public & Private Sector Job Seekers
- Analyzed 14M+ Job Postings to Compare the Number of Applicants

Accenture, NEOGOV and NASCA launched multiple research projects to provide a well-rounded view of the challenges facing state governments:

- From August to October 2018, Accenture and NASCA surveyed state chief administrators and HR directors in 33 states on the future of their workforce. The survey included questions that aligned with Accenture's global study as reported in [Reworking the Revolution](#), enabling comparison between state government executives and commercial C-suite leaders.
- From September to October 2018, NEOGOV surveyed 2,959 job seekers across multiple age groups seeking jobs across all major job classes in state government.
- From 2013 to 2018, NEOGOV analyzed the recruitment data from 27 state agencies representing 259,911 job hires with 14,910,284 applicants. For further details and insights on this study see [NEOGOV's Job Seeker Report](#).

We would like to thank the leaders who shared examples of the workforce initiatives underway in their respective states. Their stories are intended to serve as illustrations and in no way represent a comprehensive view of the work underway across state governments. Finally, we would like to acknowledge the National Association of State Personnel Executives (NASPE) for their assistance in the dissemination of the survey to HR executives, reviewing multiple drafts, and allowing NASCA to workshop the findings at the 2019 Mid-Year Conference where over 20 states were represented.