



IGFOA ANNUAL CONFERENCE

Moving into the Future with Purpose

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September 9-11, 2024

Attracting & Retaining Talent in a Competitive Market

Presenters:

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David Cook, Executive Director, IPBC

Brad Wilson, CPFO, Finance Director, City of Wood Dale

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Solving the Public Finance Talent Crisis

Maureen Barry
Senior Consultant, MGT
(formerly GovHR USA)

What Employees Are Saying...

According to the National Employee Survey of local government employees:

- 39% believe they are fairly compensated for performance
- 65% believe they have positive staff morale in their organization
- 55% believe the organization shows appreciation

“Clocking Out for Good: The Great Resignation’s Impact on Local Government,” ICMA June 2022

Be Nice to Your Finance Professionals

- 60% of public finance workers are over the age of 45 and nearly one-third are over the age of 55. Less than 20% are younger than 34.
- Impending retirements will outpace those in private sector finance roles and firms.

Source: National Association of State Treasurers Foundation Study, Public Workforce Study, July 2021

NAST Study Key Findings

- Public finance workforce needs are growing, with increased demand for all roles across all levels of the government sector between 2016 and 2020.
 - Growth ranged from a 6% to a 31% increase in job postings between 2016 and 2020, while the public finance industry as a whole saw greater than 16% growth in job postings over that same period, spanning across all states.
- Assumptions that private sector pathways are more lucrative are not universally true.
 - Professional associations can amplify the public sector career pathways that are more financially favorable to recent graduates and early-career finance professionals.

Source: National Association of State Treasurers Foundation Study, Public Workforce Study, July 2021

Other NAST Study Key Findings

- Most transitions between the two finance sectors occur when public sector workers move into private sector roles. (Just 1.11% of resumes indicate such a shift.)
 - Worker transitions from private sector finance to public sector finance are vanishingly rare at less than one quarter of one percent.

Source: National Association of State Treasurers Foundation Study, Public Workforce Study, July 2021

Key Missteps Communities Make in Recruiting

Failure to pay a competitive salary

Unrealistic or outdated qualifications for position

Requiring residency

Not offering a hybrid work option when it is feasible

Lack of outreach

Unrealistic Requirements for Qualifications

Certifications such as CPA

Service in local government

Master's degree - or even a bachelor's degree

Skills Based Hiring

50% of IBM's jobs do not require a four-year degree and they are not the only one!

“A person's educational credentials are not the only indicators of success, so we advanced our approach to hiring to focus on skills, experiences and potential,” said Jimmy Etheredge, CEO of Accenture North America

And in the Public Sector...

Pennsylvania – January 2023 – eliminated four-year degree requirements for 92% of state government positions.

Maryland – State Government looking for STARs – Skilled Through Alternative Routes.

Utah – Governor announced in December 2022 that 98% of positions will not require a degree.

Consider instead...

Use of the word “ideally”
in minimum qualifications
– i.e. “ideally two years
experience in public works
operations”

Including a Substitution
Clause – “a combination of
education, training and
experience can be
substituted for minimum
qualifications.”

Adding a welcoming
statement such as
“veterans are encouraged
to apply.”

Other Barriers to Successful Recruiting

Copying and pasting the job description into the job posting

Requiring a valid driver's license for every job

Requiring multiple or any years of local government experience

Not including the salary in the job posting

Requiring a detailed written application process

Not having an electronic applicant tracking system

Having a lengthy recruitment process

Shorten Recruitment Process

Consider these statements in your postings:

“Apply at once, position open until filled. First review of candidates on (date)_____. ”

“Apply at once, rolling interview process until position is filled.”

Competitive Compensation

- Can be a volatile issue
- Important to have internal and external equity
- Look at career ladders/latices for employees





Review Benefits Structure

Consider Unique Benefits –
Some May Save You \$\$

- On site Clinic
- Mental Health Support – EAP – 24 hour support
- Tuition Reimbursement Programs
- Mentoring Programs

More on Benefits...



Consider a stipend to purchase personalized benefits such as pet insurance, elder care assistance, yoga classes, etc.



Flexibility in workplace options



Transition to PTO from traditional vacation/sick leave programs



Professional Development



Year-round education of employees on benefits' options



"Total Rewards" presentations to employees

Advertising The Position

New Rules for Recruiting: Post and Pray is Not Okay

- Develop a specific recruitment plan
- Include realistic salary information
- Go old school – billboards, notices in businesses, community organization outreach

Source: ELGL – New Rules of Recruiting
<https://elgl.org/the-new-rules-of-recruiting/>



Candidate Outreach Musts

- Use personal LinkedIn and Facebook for posting – know your audience
- Community organizations including the faith community
- Reward successful employee referrals
- Encourage internal candidate applications

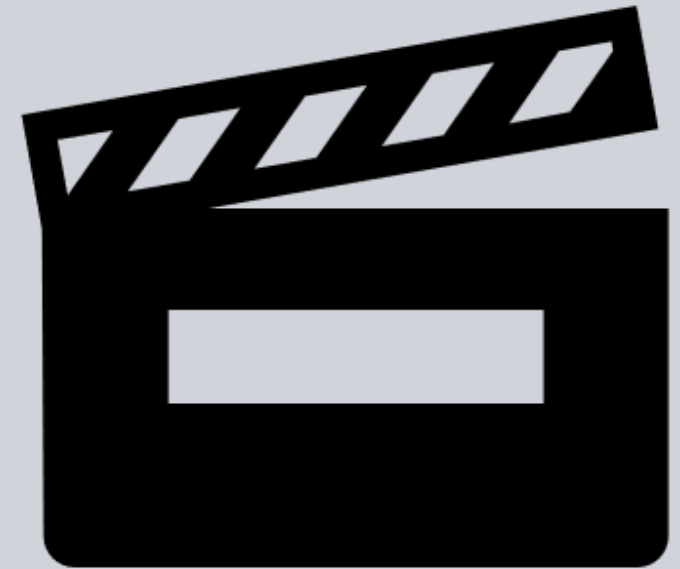


Consider a Video to Market your Organization

- A source of pride (and fun) for employees
- Markets you to your community and potential employees
- Connects with technology focused younger cohorts
- Does not have to be expensive!

<https://www.facebook.com/cityblmPD/videos/493189985212354/>

River Falls, WI <https://www.rfcity.org/1002/Careers>



Market Your Organization Locally

- High school and community college internship/volunteer opportunities – police explorers, etc.
- Highlight opportunities to work outside for competitive wages and benefits
- Highlight community service aspect of local government employment
 - * Attractive to all generations



Rules for Recruiting – Treat Candidates Well



- Candidates may fit a future opening
 - They will remember your process and talk about it
 - Communicate often and honestly
 - Close the loop
-
- Source: ELGL – New Rules of Recruiting
 - <https://elgl.org/the-new-rules-of-recruiting/>

And remember...
**Employee
Retention Is
Better Than
Recruiting**

Employee Engagement Surveys

Stay Interviews

Exit Interviews are “a must” but
often too late

Deal with toxic work
environments

Determining What Employees Want Is Hard...





“Culture Eats Strategy for Breakfast” (Peter Drucker)

- Strive for a supportive culture
- Develop reputation as an organization that develops people (you may lose some of them, but that’s ok)
- Organizations must be welcoming and inclusive
- Develop your future supervisors
- Resist micromanaging

Is Your Workplace Working for Employees?

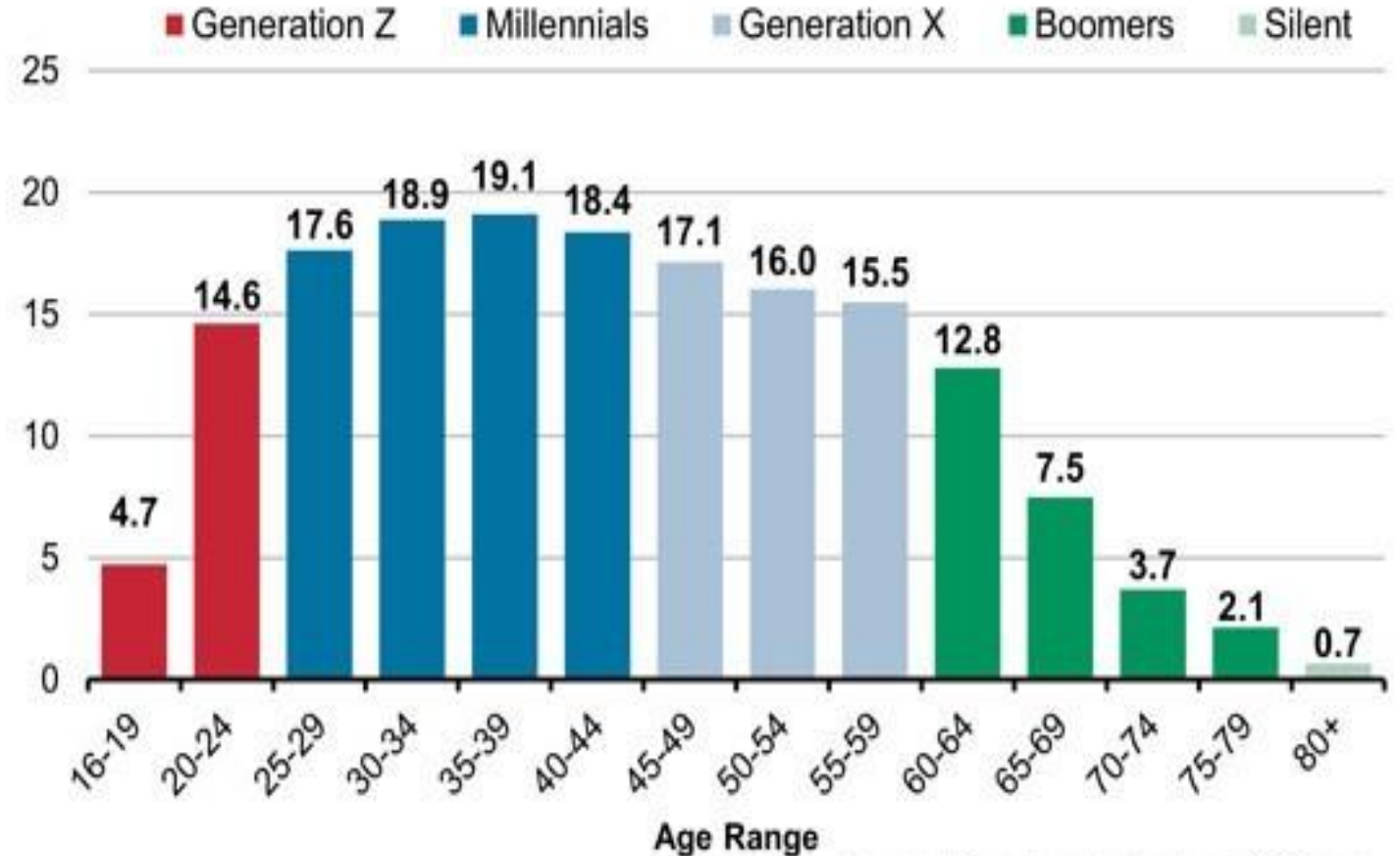
- Practice Psychological Safety – Listen to your employees
- Consider Employee Committees
- City Leaders Present Budget to Employee Groups
- Quarterly Virtual Meetings with Employees – Share Information – generate a sense of belonging
- Flexible scheduling
- Adapting to individual needs



2025 – Gen Z
and Millennials
Comprise 55%
of
the Workforce

The Workforce in 2025

Projected size of U.S. labor force (in millions) by age, for the year 2025



Source: Department of Labor | WSJ.com

Millennials and Gen Z Weigh in on DEI

86% of female millennials and 74% of male millennials consider employer's DEI policy; (PWC)

83% of Gen Z candidates say a company's commitment to diversity and inclusion is important -- Monster.com

79% of new college graduates call DEI "very important" – NACE survey

76% of employees and job seekers say a diverse workforce is important -- Glassdoor

A reminder– Gen Z will be 37% of the workforce this year – Randstad Survey

Grow Your Own!

Assist employees with certifications

Communicate with employees about their aspirations

Show your confidence in their abilities!

Assist employees with further education – flexible scheduling, tuition reimbursement, etc.

Listen, Listen, Listen...

- Focused Listening
 - 360 Listening
 - Create time to listen
 - Ask questions
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- Source: Listening is an Overlooked Leadership Tool by Melissa Daimler, Harvard Business Review, May 2016



Public Sector views on Hiring and Retention

Presented by:
Brad Wilson, CPFO
Finance Director, City of Wood Dale

Public Sector Perspective

- Environment
 - Current hiring/retention
- 5 W's and then some
 - Who
 - What
 - When
 - Where
 - Why
 - How
 - Other

Who

- Who do we want to be attracting
- Who are we attracting
 - Current governmental employees
 - Private sector
 - Recent graduates
 - Union/non-union

What

- What position are we recruiting for
- What position should we recruiting for
- Are we looking for the right qualifications
 - Does (should) the position require a certification
 - CPA, CPFO, other
 - Degree requirement
 - Experience requirement
- Is “like for like” the right approach
 - Current opening
 - Upgrade/downgrade
 - Hybrid

When

- When can the person start
- When do we want them to start
- When do we need them to start
 - Immediate
 - Planned vacancy
 - Overlap period
 - How soon can they leave current employment
 - Planned vacation or holidays
 - Usually three uniquely different answers

Where

- Where are we posting the job ad
- Where should we be posting the job ad
 - IGFOA
 - Department specific
 - Indeed
 - LinkedIn
 - Entity Website
 - IML
 - ILCMA

Why

- Why are we hiring
 - Need bodies
 - It's what we do
 - There is a vacancy
 - Retain budgetary authority
 - New position
 - Being told to do so

How

- How are new employees being hired
 - Interview process
 - Screening
 - Phone/virtual
 - In-person
 - How many
 - How long
 - Negotiated salary
 - Vacation time
 - In accordance with entity policy
 - More than policy
 - Granting before earned
 - Bonus

How - continued

- How are new employees being hired
 - Flexible hours
 - Work from home
 - Other perks – gift cards, swag, etc.
 - Additional health/fringe benefits
 - Gift cards
 - Birthday
 - Holiday
 - Entity “merch”
 - Attire
 - Mugs, cups

Other

- Is the position in a non-union or union
 - NU – more flexibility, higher level positions
 - U – more in the same class, internal equity
- Public safety
 - New entry
 - Hiring List – traditional testing program
 - Laterals
 - From another entity – no testing
 - Starting pay/vacation considerations

A Deeper Dive into Medical Insurance Benefits

Presented by:
David Cook
Executive Director, IPBC

Medical Insurance Considerations

- Medical Insurance is likely your #2 Operating Expense only behind Salaries
 - Employees Want Low Costs and Great Benefits and Always a major topic of labor negotiations
 - Need to Offer Multiple Medical Plans to meet needs of your Employees
 - Most Common Plans – Traditional PPO, HDHP and HMO
 - Recently Had some Members that previously only offered an HMO add a PPO Plan in order to attract talent

Typical Cost of Health Plans

2024 Monthly Insurance Rates of an IPBC Member				
Plan Type	Employee	Employee + Child	Employee + Spouse	Family
PPO	\$894	\$1,700	\$1,870	\$2,432
HDHP	\$708	\$1,346	\$1,614	\$1,826
HMO	\$607	\$1,154	\$1,335	\$1,974

Local government plan designs are normally very rich compared to the private sector and employee contributions are normally less than in the private sector.

Medical Insurance Considerations

- Medical Insurance is likely your #2 Operating Expense
 - Employees Want Low Costs but Great Benefits
- Items to Consider:
 - What other type of Plans should we be offering to meet the employee needs– Dental, Vision, Voluntary Life Products?
 - What are the generational differences in health options?
 - How an EAP can augment your Medical Plan

Samples of Generational Differences in Health Care

- Virtual Visits Utilization
 - Millennials and Gen Z members use Virtual visits 2.5 times more than Baby Boomers and Gen X.
- Behavioral Health Utilization
 - Millennials and Gen Z members had a 61% higher rate of behavioral health utilization as compared to Baby Boomers and Gen X.
 - Gen Z females had 2x the claimants for anxiety and depression as compared to Gen Z males
- Communication Methods
 - 52% of Gen Alpha prefer telephonic (texting) method of communication as compared to 21% of Baby Boomers. Conversely, 55% of Baby Boomers prefer Digital (email) communications as compared to 16% of Gen Alpha

EAP Plans Can Bridge Some of the Gap

Adding an EAP plan can help to lower your Health Plan Costs as it is estimated that there is a ROI of 4 to 1 when behavioral health issues are first handled through an EAP Plan.

EAP Plans can be coordinated with your Wellness Plan to produce better results

Specialized EAP plans like dedicated First Responder Plans help to meet the needs of specialized employees



GuidanceResources*

You're Not Alone

When the demands of the job threaten to overwhelm you, your GuidanceResources* Program for First Responders can help with counseling, resources and tools especially designed to help you tackle the unique challenges you face at work and at home.

Contact us anytime, 24 hours a day, seven days a week, over the phone or online to connect with a local counselor from our network of dedicated professionals trained specifically to help you as a First Responder. The help is immediate, confidential and available to you and each of your household members at no cost. Talk to us for:

- Stress management
- Family or relationship issues
- Depression and anxiety
- Trauma or PTSD symptoms
- Alcohol or substance abuse
- Initial and annual mental health screenings as required under [Public Act 1010-652](#)

Additional Services

Keep in mind, your First Responders program offers additional tools and resources to keep you at your best, on the job and off. Call your toll-free number or log on to GuidanceResources* Online using your Web ID: _____ to take advantage of:

- Work-Life Support Services
- Legal and Financial Guidance
- Digital Self-Help Tools
- One-on-One Health Coaching, and more

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 **24/7 Live Assistance:**
Call: 833.806.8722
TRS: Dial 711

 **Online: guidanceresources.com**
App: GuidanceNow™ & Koa Foundations
Web ID: _____



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Key Take Aways

- Develop a whole person approach health benefits strategy that provides employees with access to a variety of digital tools which takes into consideration your generational makeup
- Communicate and engage employees through the methods and channels they prefer
- Ensure member engagement is being personalized based not only on their preference but also on their needs and the severity of needs
- Review and adjust your health plan strategy accordingly

Questions?

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