

# Opening Public Service Jobs to the Public: *Removing Barriers to Entry*

August 20, 2021





# Group 5 Team Members

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Applicant  
perspective

Common  
EMPLOYMENT  
barriers

...Conversation

ADDITIONAL  
CONSIDERATIONS

Recommendations  
RECOMMENDATIONS

SUPPORTING  
INFORMATION  
AND  
data

# Applicant Perspective

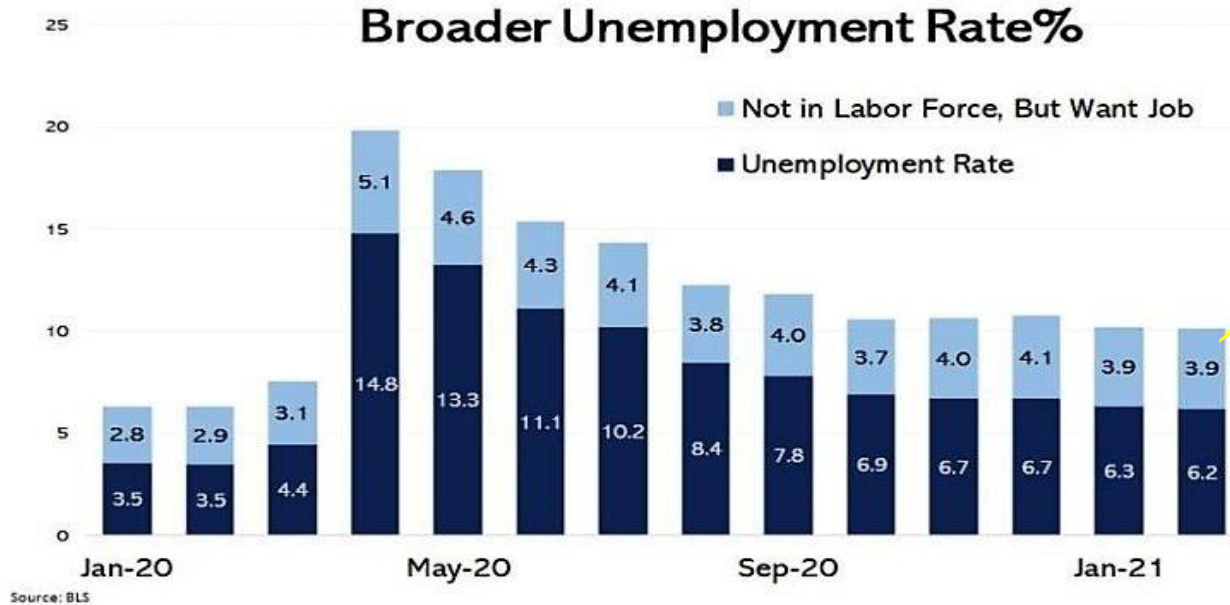




# **Barriers to Employment**

- ✓ **College degree gap**
- ✓ **Job description creep**
- ✓ **Experience and skill gaps**
- ✓ **Socio-economic disadvantages**

# Not in the labor force, but want a job



Tapping into the 3.9% is the challenge

<https://www.jobhonor.org/the-problem>



# Federal Workforce Demographics\*

- 6.8% FTE's under 30 years of age in 2021 (20% in 2020)
- 25% eligible to retire in 2021; 35.5% by 2024
- 73% of employees under 30 who resigned had 2 years or less of service
- 83% of federal agencies have recruitment challenges
- 63% of federal agencies report gaps in skills and knowledge among workforce
- 71% of Generation Z and Millennials believe more is being done to promote diversity equity and inclusion, which may lead to increased employee loyalty

\*Source: Partnership for Public Service Hearing Entitled Transforming the VA Workforce: Assessing Progress on Diversity, Equity, and Inclusion Initiatives, and the summary brief URL is here: <https://ourpublicservice.org/wp-content/uploads/2021/05/Max-Stier-Statement-Transforming-the-VA-Workforce.pdf>

# PUBLIC-SECTOR WORKFORCE



Note: Military personnel are not included in the public-sector group.

Source: U.S. Bureau of Labor Statistics, October 2019.





# Commonwealth Employee Demographics <sup>1</sup>

- 59,903 Classified Positions
  - 10,780 reported\* vacancies
  - 54.53% female employees / 45.47% male employees
- 42.3% Supervisor/Manager level positions
  - 43.68% female / 56.32% male
- Average Age of Current Workforce 46.48 years
- Approximately 23% eligible for retirement within the next five years

<sup>1</sup> Courtesy of Compensation & Workforce Analytics, DHRM

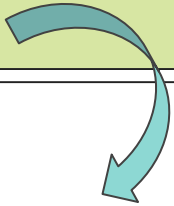
\* Note: Some Agencies do not plan to fill all vacancies



## DHRM Policy 2.10 Hiring: Requiring a degree

State agencies are not to require degrees or certifications to fill positions, unless it is necessary by law for the functions they are performing i.e. CPA, attorney, nurse, doctor, etc. However degrees can be strongly preferred or equivalent work experience may substitute for this preference as well.

This is supported by the following statements in DHRM Policy 2.10 Hiring:



### Job Announcement Requirements

All job announcements must be job related and include:

- ...any educational qualification required by law or accrediting body
- ...any occupational certification or licensing required by law or accrediting body
- ...any educational preferences not required by law, stated with a provision for substitution with equivalent applicable experience or training



## DHRM Policy 2.10 Hiring: Minimum Years

State agencies cannot specify a minimum number of years of experience but can identify a preference for related experience.

This is supported by the following statements in DHRM Policy 2.10 Hiring:



### Job Announcement Requirements

#### All job announcements

- ...must not specify a certain number of years of experience as a minimum qualification
- ...may include any requirement or preference for related experience (but not specific years of experience)

# Additional Considerations



## Other benefits

- Career progression, professional development/training
- Tuition reimbursement
- Work scheduling and location (i.e telework, flexible scheduling)
- Time off (i.e. unstructured or unlimited PTO)
- Reputation

## Other Data

- Disproportionate management-level positions occupied by women



# Recommendation: New Paradigm for Internships

- “Internships” - opportunities that go beyond college students...
  - Adults seeking a career change
  - Recent high school graduates
  - Citizens with disabilities
- “Returnships”
  - Focus on women returning to the workforce for absences related to parenting, caretaking, partner’s career advancement (e.g. military assignments), and health
- “Mentorships”
  - Consider mentor-mentee connections through CMI, VEI, and DHRM
- Job swaps - Within or between agencies for 6 months to 1 year

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