

Recruiting & Hiring the Next Generation of State Employees

Spring 2015 Virginia Executive Institute

Team #1 **May 1, 2015**

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The Big Picture

- While there is some diversity in the Commonwealth's workforce, Virginia is losing its battle to attract and retain the next generation of state employees.
- Average age:
 - State employees: 46.7
 - Private sector: 42.2
- 11% of workforce is eligible to retire today; 25% will be eligible to retire in 5 years
- Average age of new hires: 35.5
- 10.8% of workforce under 30; 46.5% over 50

Next Generation Characteristics

- Tend to stay at entry level jobs average of 2 years or less
- Value mentoring & coaching from managers
- Want opportunities for advancement
- Seek competitive salaries
- Desire meaningful work
- Expect work-life balance
- Tech savvy multi-taskers



Perception of State Government Jobs

- Budget constraints
- Lower compensation
- Lagging technology
- Complex recruitment process



Recruiting the Next Generation

How can we:

- Change the perception of state government jobs?
- Attract and recruit the next generation?



Strategy 1

Better Marketing

dribbleglass.com



www.twitter.com/shreyasnavare

Marketing

- Emphasize next-generation characteristics of state government careers to appeal to millennials:
 - Make a significant positive impact in Virginians' lives
 - Choose from many different agencies and hundreds of careers and job opportunities
 - Have a varied, diverse, fun career AND make a difference

Marketing Example

- Banner featuring state employee who has served the Commonwealth for many years in a variety of agencies.
- Employee notes various career accomplishments:
 - *“I’ve had a great career making a difference in people’s lives.”*
 - *“I’ve helped treat people when they were hurt or ill.”*
(public hospital)
 - *“I made sure Virginians with disabilities got the services they needed to live their best lives.”* (DMAS)
 - *“I help older adults stay safe and healthy.”* (DARS)
 - *“I’ve been able to do all this working for the Commonwealth of Virginia.”*

Strategy 2

Partner with Universities



Partnering with Higher Education

- Virginia has one of the best higher education systems in the country.
 - 535,000 students enrolled in over 45 institutions
 - Ranked 2nd in U.S. for average 6-year graduation rates
- Agencies should:
 - Build relationships with students before they enter job market.
 - Focus on skills needed and universities that specialize in them.

Public Institutions

Schools	Programs	Agencies
VCU	Brandcenter	Va. Tourism Corp., Va. Economic Dev. Partnership
William & Mary	Thomas Jefferson Program in Public Policy	Joint Legislative Audit & Review Commission, Dept. of Planning & Budget
Virginia Tech	Cybersecurity Research & Education	Va. Information Technology Agency
Virginia State University; Virginia Tech	College of Agriculture; College of Agriculture & Life Sciences	Dept. of Agriculture
Longwood University	College of Education	Dept. of Education
VCU	School of Social Work	Dept. of Social Services
Virginia Tech	Dept. of Fish & Wildlife Conservation	Dept. of Game & Inland Fisheries

Private Institutions

Schools	Programs	Agencies
University of Richmond	School of Law	Office of the Attorney General
Hampden-Sydney College	School of Government & Foreign Affairs	Va. Dept. of Treasury
Washington and Lee University	Environmental Studies	Chesapeake Bay Commission, Dept. of Environmental Quality
Mary Baldwin College	Art Management	Va. Museum of Fine Arts, Va. Museum of Natural History

Strategy 3

Establish Internship Programs

A word cloud centered around the theme of internships. The most prominent word is 'internships' in large blue letters. Other significant words include 'networking' (orange), 'stepping stone' (red), 'personal development' (pink), 'training' (red), 'confidence' (teal), 'career plan' (purple), and 'inspiring experience' (teal). Smaller words include 'engagement', 'independence', 'exceptionally useful', 'decision making', 'interpersonal skills', 'communicating', 'initiative', 'cv boost', 'project management', 'great opportunity', 'career development', 'team working', 'interview ideas', 'responsibility', 'employability skills', and 'liaising'.

networking
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team working
responsibility
employability skills
liaising
inspiring experience
career plan
interview ideas

Benefits of Paid v. Unpaid Internships

Unpaid Programs	v.	Paid Programs
Subject to litigation based on FLSA issues (# of cases increasing)		Eliminate potential for litigation based on FLSA issues
Solely for the benefit of the intern; intern cannot perform tasks that provide benefit to agency		Interns can work on substantive projects/tasks; agency can benefit from interns' skill set and education
Difficult to assess full-time employment potential without observing substantive work		Performing substantive work gives agency better idea of potential for full-time employment
Fewer applicants		Attract larger pool of qualified candidates
Less likely to seek full-time employment with agency after internship		More likely to seek full-time employment with agency after internship

Implementation Suggestions

- 12-month program
- Paid, but at lower rate than regular employees
- Flexibility in position type based on agency needs & size:
 - Larger agencies: convert full-time position to internship position
 - Smaller agencies: utilize P-14 position
- Intern eligible to apply for position; however, no hiring guarantee

Strategy 4

Modernize & Modify Recruitment



Simplify Application Process with Technology

- Next generation raised with electronic devices.
- Social media & mobile technologies are part of daily life.
- Adapt to next-generation preferences for information gathering & job search.



Simplify Application Process with Technology

- Prime talent we want to target
 - Often too busy to spend time on job search
 - May be put off by long, drawn-out process
 - Are already employed, so...
- We need to make it easier for them to apply!
- Incorporating mobile recruiting with social media may attract well-qualified individuals not actively looking to change jobs.

Simplify Application Process with Technology

Statistics from *Recruiter.com* indicate:

- 64% of job seekers use mobile devices to search career opportunities on social & professional networks.
- 40% of mobile users leave application process when they enter non-mobile-friendly site.



Simplify Application Process with Technology

Optimize smart phone technology



- Mobile-friendly platform demonstrates consideration for interests of potential candidates.
- Make mobile app seeker-friendly to avoid candidate drop-off.
- Offer responsive mobile app for Virginia Jobs site to complete entire application process.
- Incorporate capability to import data from LinkedIn & other software.

Simplify Application Process with Technology

- Offer video clips on job postings to explain agency & position specifics.
- If possible, demonstrate job in action to avoid misconceptions.
- May assist with attracting a good fit from targeted group.



Simplify Application Process with Technology

Adapting next-generation preferences to recruiting process may help attract young talent:

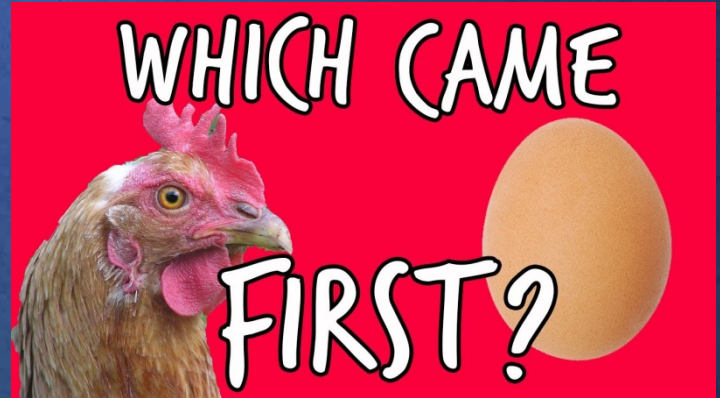


- Actively maintain Facebook or Twitter profiles to avoid appearance of lagging behind the times
- Transition to mobile, easy apply process

Making the Hiring Process Work Focus on Entry Level Positions

Train hiring managers & interview panels to recognize talent.

Value education, experience & training in the screening process, but don't overvalue experience.



Making the Hiring Process Work

- Ask open-ended questions that assess ability & experience.
- Avoid questions so job-specific that only those with experience in position could answer.
- Get the candidate to tell a story (Gen. Anthony Zinni).

Making the Hiring Process Work

- Consider interview performance relative to experience
- Interview more candidates (deeper into application pool)



Making the Hiring Process Work



- Fill entry level positions at competitive but fixed starting salary (limit job hopping for 10% increase).

Career Track Progression

- Establish Career Track Progression for entry level positions.
- Provides upward mobility without requiring employee to leave position or location
 - Example: Biologist I (Scientist I), Biologist II and Biologist III (Scientist II)



Career Track Progression

- Establish 10 basic competencies for entry level position - 5 technical, 5 interpersonal
- Reward employees (compensation) for developing competencies



Career Track Progression

- Employees must:
 - Be in the position a minimum of 2 years
 - Achieve at least 5 technical or 5 interpersonal competencies
- Increase compensation:
 - 6% if all 10 competencies are met
 - 3% if only 5 competencies are met

Career Track Progression

- Identify positions where Career Track benefits employees & agency
- Consider Career Track applications twice each year



Elk Restoration in Virginia 2012-2014



Receptions



The Commonwealth's ability to embrace change & new technologies will improve our competitive edge to attract the next generation.



A logo for a Q&A section. It features the letters 'Q', '&', and 'A' in a bold, sans-serif font. The 'Q' and 'A' are white with a black outline, while the '&' is a solid lime green. The entire logo is set against a dark grey rectangular background, which is itself framed by a thin lime green border.

Q&A

