Workforce Development Toolkit

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Why the toolkit?

The Issues

- Marketing
- Training
- Resource Center

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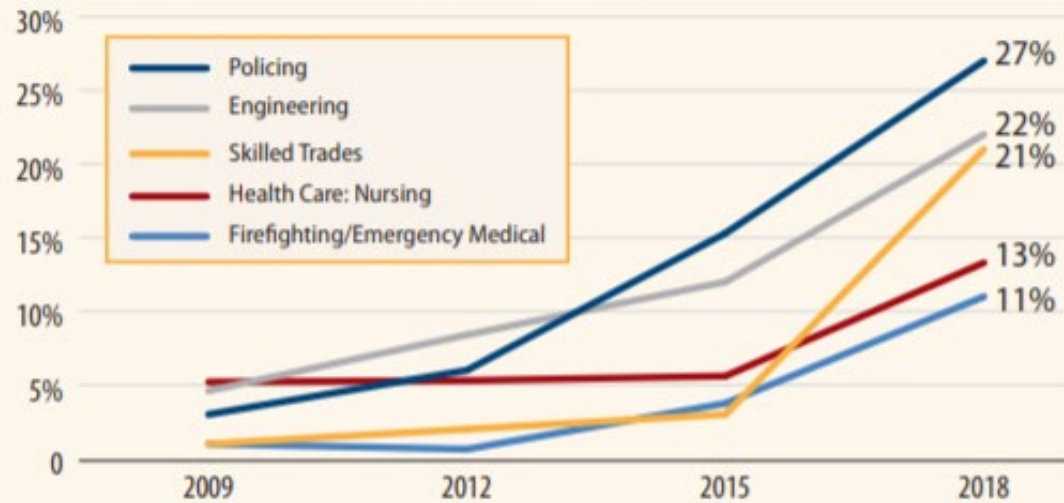Georgia Municipal Association

Recruitment

Investment

Recruitment

Key Points

PROJECTED EMPLOYMENT GROWTH THROUGH 2026*

STATE GOV **3.8%**

LOCAL GOV **7.4%**

2009-2018: HARD TO FILL POSITIONS (DETAIL)

Source: State and Local Government Workforce: 2018 Data and 10 Year Trends, Center for State and Local Government Excellence, http://bit.do/SLGE18WF

Legend:
- Policing
- Engineering
- Skilled Trades
- Health Care: Nursing
- Firefighting/Emergency Medical

Year	2009	2012	2015	2018

- 27%
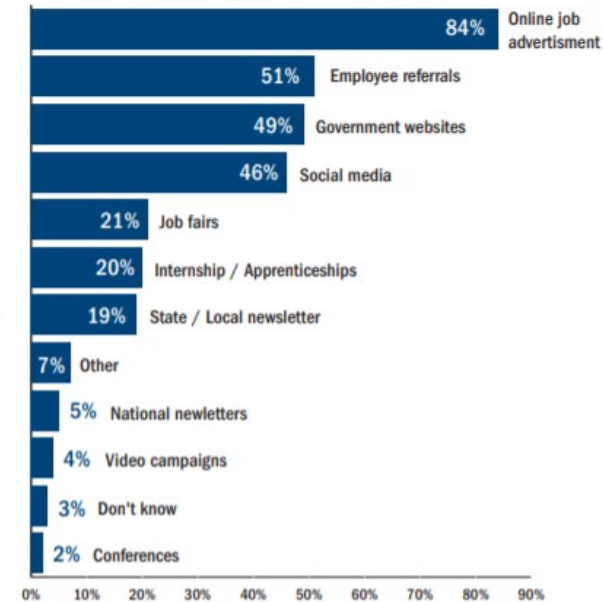- 22%
- 21%
- 13%
- 11%

Recruitment: Best Practices

Staying Relevant in a Changing Market

Invest in the future!

- Where to advertise
- *How* to advertise
- Speeding up hiring*
- Starting with a higher salary*

Recruitment

8) What recruitment practices are most successful in reaching qualified candidates? (n = 311)

Practice	Percent
Online job advertisment	84%
Employee referrals	51%
Government websites	49%
Social media	46%
Job fairs	21%
Internship / Apprenticeships	20%
State / Local newsletter	19%
Other	7%
National newletters	5%
Video campaigns	4%
Don't know	3%
Conferences	2%

This question was not included in the earliest versions of the survey, but change can be seen more recently looking at the success of social media as an outreach strategy - cited by 29 percent in 2015 (n = 315) and 46 percent in 2018.

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A Closer Look

Figure 1
Employee Recommenders' Motivation and Outcomes Model (ERMO Model)
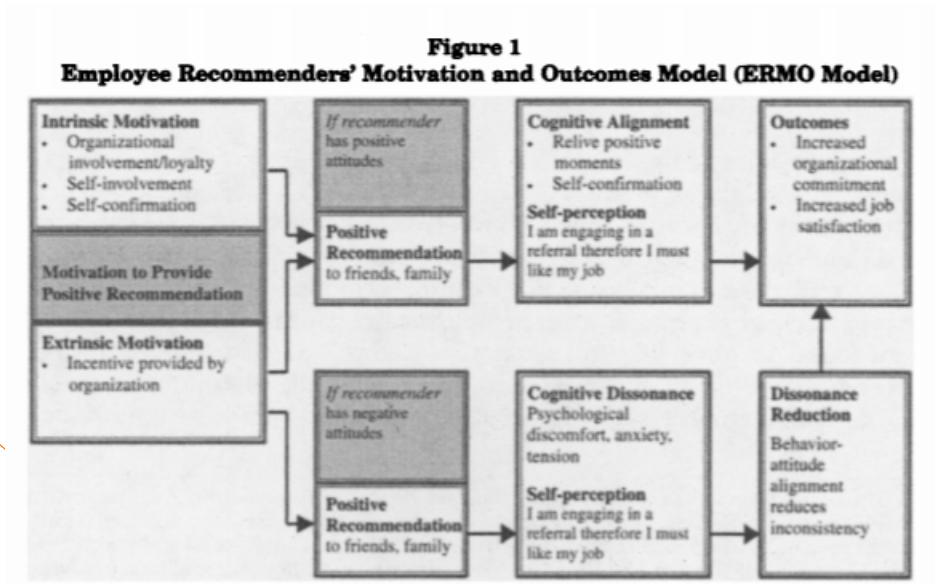
Starting Local Civic Engagement

Creating Engagement

- Youth Councils (Savannah)
- Dekalb Leadership Program
- Police Outreach (Douglasville)*
- Shadowing Programs (Snellville)*
- Next Gen Valdosta Video Series
- Using GMA, Interns, and Volunteers

Benefits

- Economic Savings!
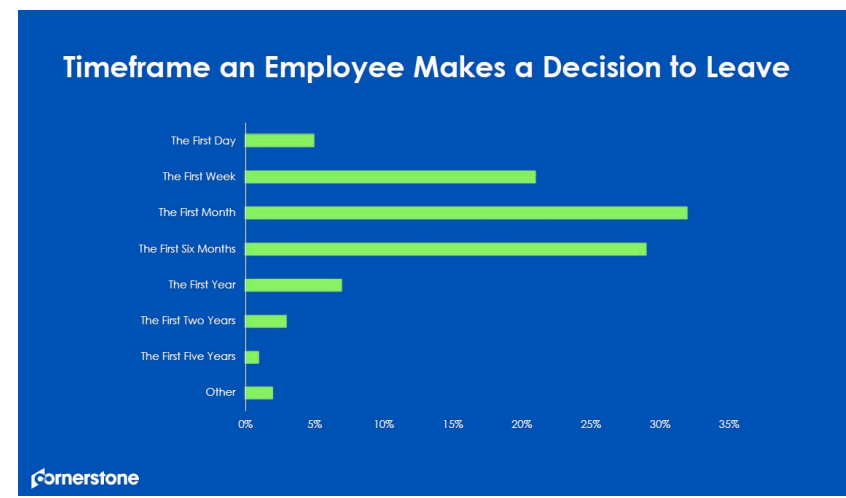- Increased Trust
- Increased Applicants

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Retention

Key Points

- Statistics
- Main challenges
- Identifying the issue
- Best Practices
- Georgia Case studies
- The Tennessee Success Story

Retention

Best Practices

- **Be creative!**

- Cater to your demographic – consider Millennials' expectations

- Increase Financial Compensation

- Build a culture employees want to be a part of

- **Recognition programs and employee engagement**

- Build career paths (avoid dead-end jobs)

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Retention

Best Practices – part II

- **Increase benefits** (better work/life balance, flexible schedules, offer additional support)

- Promote based on competence and qualification not on seniority

- Outsource or create volunteer programs

- **Training/ work development programs**

- Track your data (ATS and surveys)

- **Comprehensive on-boarding programs**

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Retention

Recruiting, Retaining and Rewarding Talent
Lessons Learned

START at the top with leadership to set tone and sponsorship

FOCUS on strategic leadership competencies for development (not topics)

DO NOT CUT learning and development from budgets

KNOW resisters and invite their participation

CHANGE the language, change the culture

CREATE customized learning and development for leaders and employees

CREATE enterprise-wide councils/task forces/committees to increase engagement in decision making

Succession Planning

Looking Ahead

Succession planning

For the city - *having a pipeline of talent in place*

- Why?

The Silver Tsunami

- How?

Lean framework, succession toolbox (training, coaching/ mentoring, performance evaluation, knowledge management)

- Resources

Identify Key Leaderhip & Critical Positions → Identify Competency Skills & Success Factors → Assess Current Bench Strength → Design & Implement Strategies & Frameworks → Monitor & Evaluate Strategies

Area of focus	Resource
Energy Utility Industry	Center for Energy Workforce Development http://www.cewd.org/documents/energymodel.pdf
Information Technology	State of Missouri Department of Economic Development http://www.missourieconomy.org/industry/target_comp_model_it.stm
Human Resources	US Office of Personnel Management http://www.opm.gov/studies/transapp.pdf
Leadership	US Department of Agriculture http://www.ocio.usda.gov/directives/doc/DR4040-412-001.htm University of Iowa http://www.uiowa.edu/hr/lead/frame.pdf
General	State of Georgia http://www.spa.ga.gov/pdfs/wfp/GA_framework.pdf

Succession Planning

- Retirement fund/ pension

- Incremental career ladders for upward mobility

- Financial Literary Programs

- Know how many people are eligible for retirement

- Mentorship/ knowledge transfer

- Internal promotion

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Case Study

Douglasville, GA

Key Points

- ✓ 11% Turnover rate
- ✓ 800 to 1,000 applications per vacancy
- ✓ High employee engagement
- ✓ Two-time winner of the

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City of Douglasville Georgia

ATLANTA BUSINESS CHRONICLE
HEALTHIEST EMPLOYERS

CITY PLANS & PROJECTS

Challenges and Limitations

Data Gaps and the Realities of a Budget

This is not a cookie cutter approach!

Depends on:

- Priorities
- Budget
- Pre-existing Resources
- Workforce Size
- Leadership

Things that are still unknown to us:

Could some of the data be skewed?

Importance of a city website for populations under 500?

Potential: Leadership programs through partnerships with local private corporations

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Recommendations

Moving forward with this project

- Gather more Georgia examples and case studies
- Create a management plan (such as the Tennessee Strategic Learning Solutions Model)
- Gather more data on what cities need and struggle with
- Better communication with cities
- Research volunteering

Thank You
Salomé Decerle and Stephanie Umezaki-Oba