

Hiring in Challenging Times!

MACAO Fall Conference

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Owner of Vettraiño Consulting and Vice-President of GovHR USA, for the past six years.

Jaymes' focus is on Michigan where he has done 74 projects for local government, including 12 executive search projects with Michigan counties

Since 2015, full-time faculty member in the School of Business at Rochester University

17 years experience as a City Manager for Rochester, MI, Kutztown, PA, a& Pen Argyl, PA



| | |
|--|----------------------|
| Difficult to Hire: Management Positions | Success or solution? |
| Difficult to Hire: Hourly Positions | Success or solution? |

Local Government Workforce Trends

Demographics

Trends

Worker expectations

Perception of government

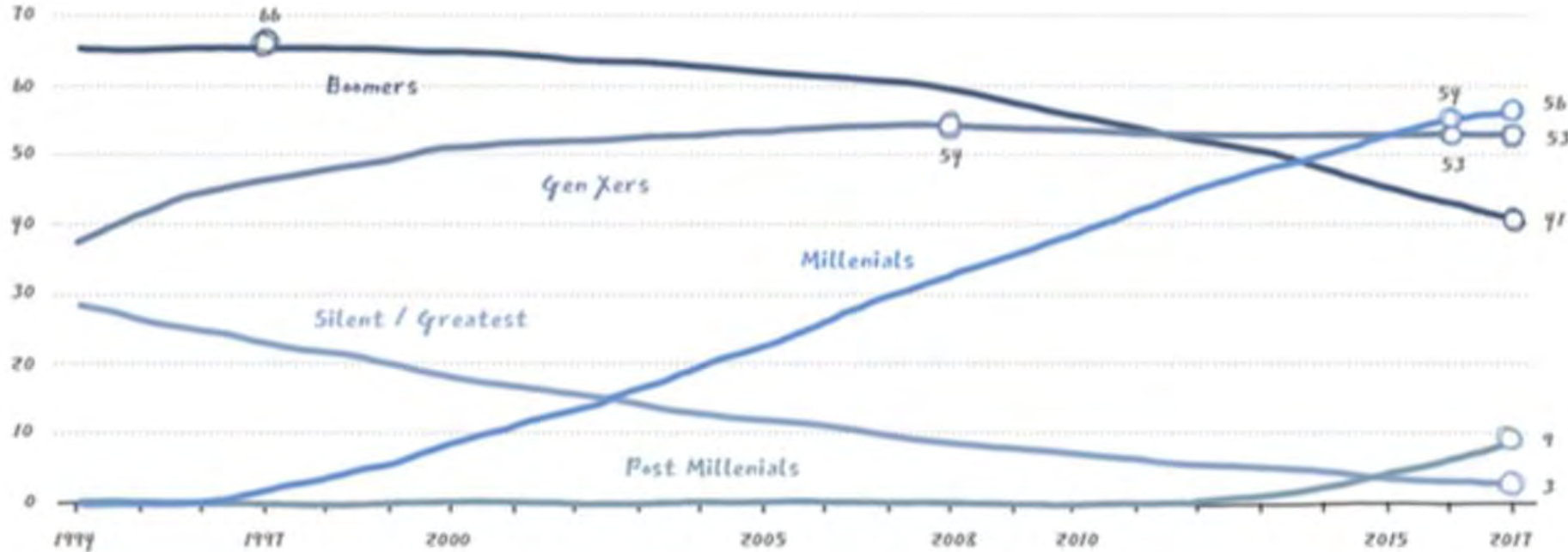
Advertising

Compensation

+ Succession Planning

Millennials became the largest generation in the labor force in 2016

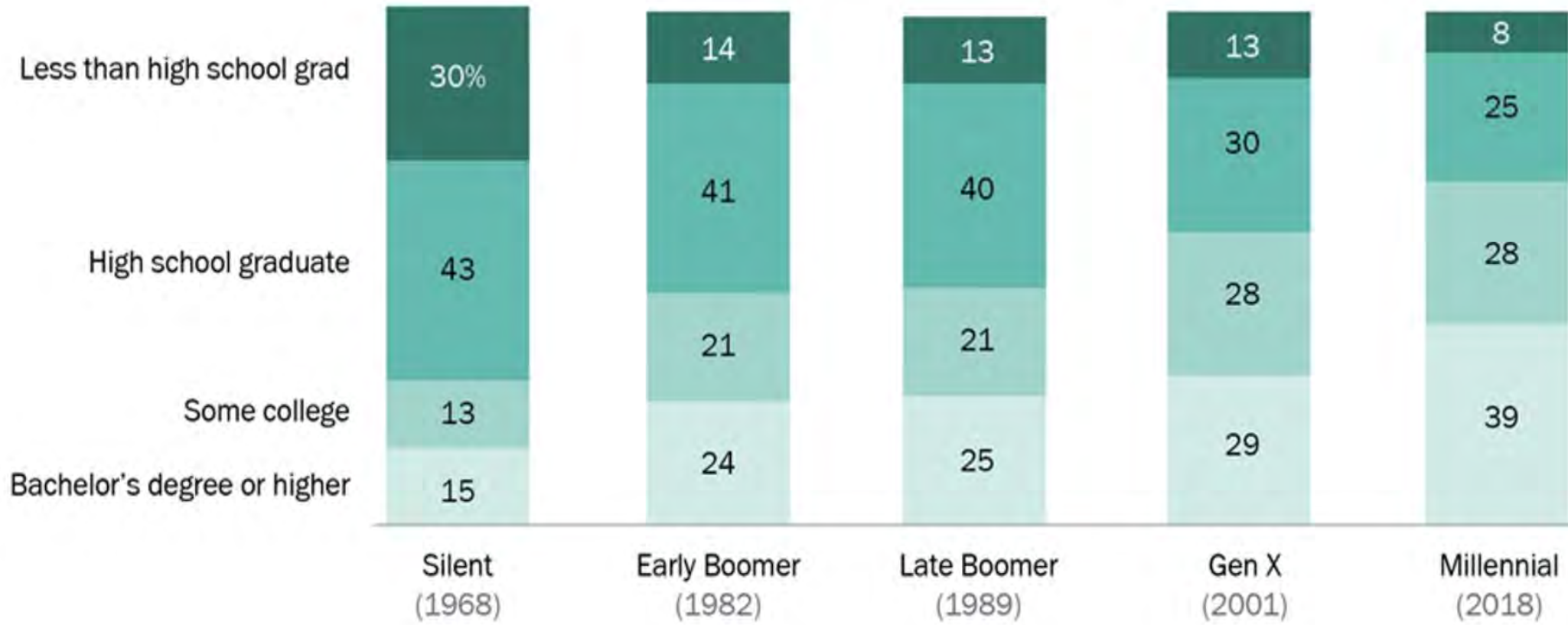
U.S. labor force, in millions



Note: Labor force includes those ages 16 and older who are working or looking for work. Annual averages shown. Source: Pew Research Center analysis of monthly 1994-2017 Current Population Survey (IPUMS).

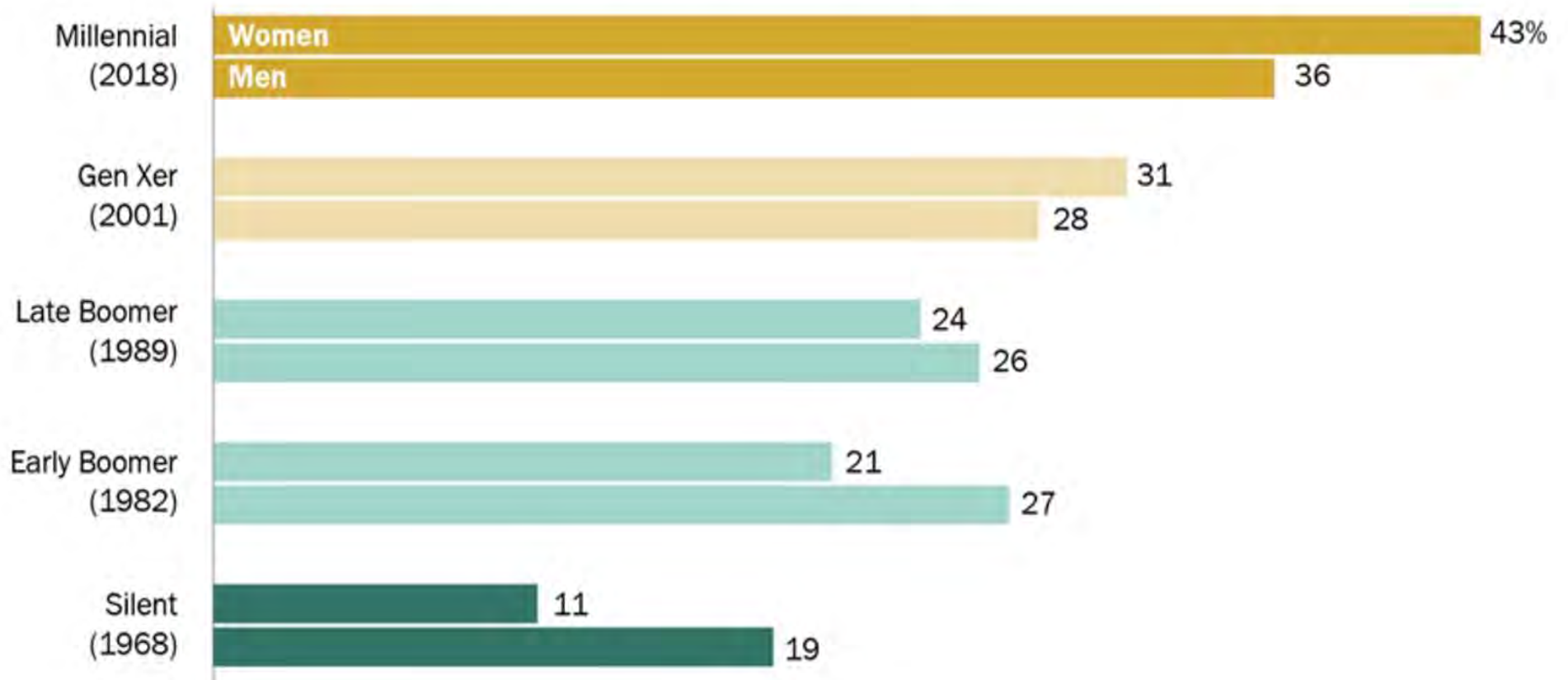
Millennials are better educated than prior generations

Educational attainment of 25- to 37-year-olds (%)



Among Millennials, women outpacing men in college completion

% of 25- to 37-year-olds who have completed at least a bachelor's degree



What the Early Career Workforce* is Seeking

Work/Life Balance – 62%

Job Security – 57%

Dedicated to a cause or feel I am serving a greater good – 49%

Be competitively or intellectually challenged – 34%

Be a leader or manager of people – 26%

Source: Universum annual survey of 65,000 U.S. college students and MBA students






Opinion: Also applies to parents, mid-career employees, near-retirees, and returning retirees!



What do you think?

Good News for Local
Government?

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Remote Work Pre-Covid

35% of employees would change jobs to work remotely full time

37% would change jobs to work remotely some of the time

More than one third of workers would take a pay cut of up to 5% in exchange to work remotely at least some of the time

One quarter would take a 10% pay cut; 20% would take an even greater pay cut.

Sources: State of the American Workforce, Gallup, 2016 and 2019

Remote
Work
Post Covid:
Messy for a
While

Equity Issues

Leadership Issues

Supervisory Issues

Communication Issues

<https://icma.org/articles/article/after-covid-19-there-place-telework-local-government>

Recruiting Today's Talent

- Include the salary in the announcement
- Utilize social media/websites/LinkedIn
- Customize your advertising strategy
- Market the value proposition of local government – a chance to make a difference!
- Keep job requirements minimal
- Consider compensation within the broader market for the position



Review Job Descriptions

01

Consider more general work experience

02

Carefully review educational requirements

03

Do not cut and paste job description into advertisement

Development of Job Announcement

1

2

Include salary information considering labor market

3

Consider an expansive DEI statement

4

Consider a welcoming statement for veterans

Examples...

Where to Advertise

Social Media – LinkedIN, Facebook, Twitter, Instagram

Local government websites – MME, ICMA, NFBPA, LGHN, SGR, GovHR, govtjobs, ELGL, League of Women in Govt.

Others to consider – Handshake, Indeed, ziprecruiter,

Discipline specific websites

Outreach to community organizations, religious institutions, local higher education institutions

Word of mouth – be creative!

Expect to spend \$2000 - \$3500 for advertising

Examples...

Compensation

Class and Compensation Studies? – Yes. Especially for positions that you are directly competing with other local governments.

For hourly positions, which you are competing with the private sector class and comp studies are far less valuable.

For every position – some research is needed. Who is the competition? What are they paying?

Must have wide wage ranges in the compensation plan and flexibility in the process (built-in, approved by the governing board).

Challenging Positions

Engineers

Finance professionals (all levels)

IT professionals

Public safety

Get creative... particularly on entry level jobs

- Job with an internship
 - Work with local colleges (and even high schools) to offer internships in partnership with working necessary jobs
 - County government is a good brand for students' resume
- Think about creating a video and how you might distribute it
 - It doesn't have to be snazzy, but you do need to think about how you will distribute it
- Can you offer “recruitment bonuses” to your current staff?
 - Especially for entry level jobs

Hiring Process

Expeditious yet thorough process

Communicate with candidates

Electronic applicant tracking systems

Interview process

Onboarding process

Local Government Mindset Shifts

Workforce longevity

Onboarding process – sense of belonging

Professional development

Work/Life Balance

Remote Work