

Attracting and Retaining Talent in the New World of Work

CPS HR  CONSULTING



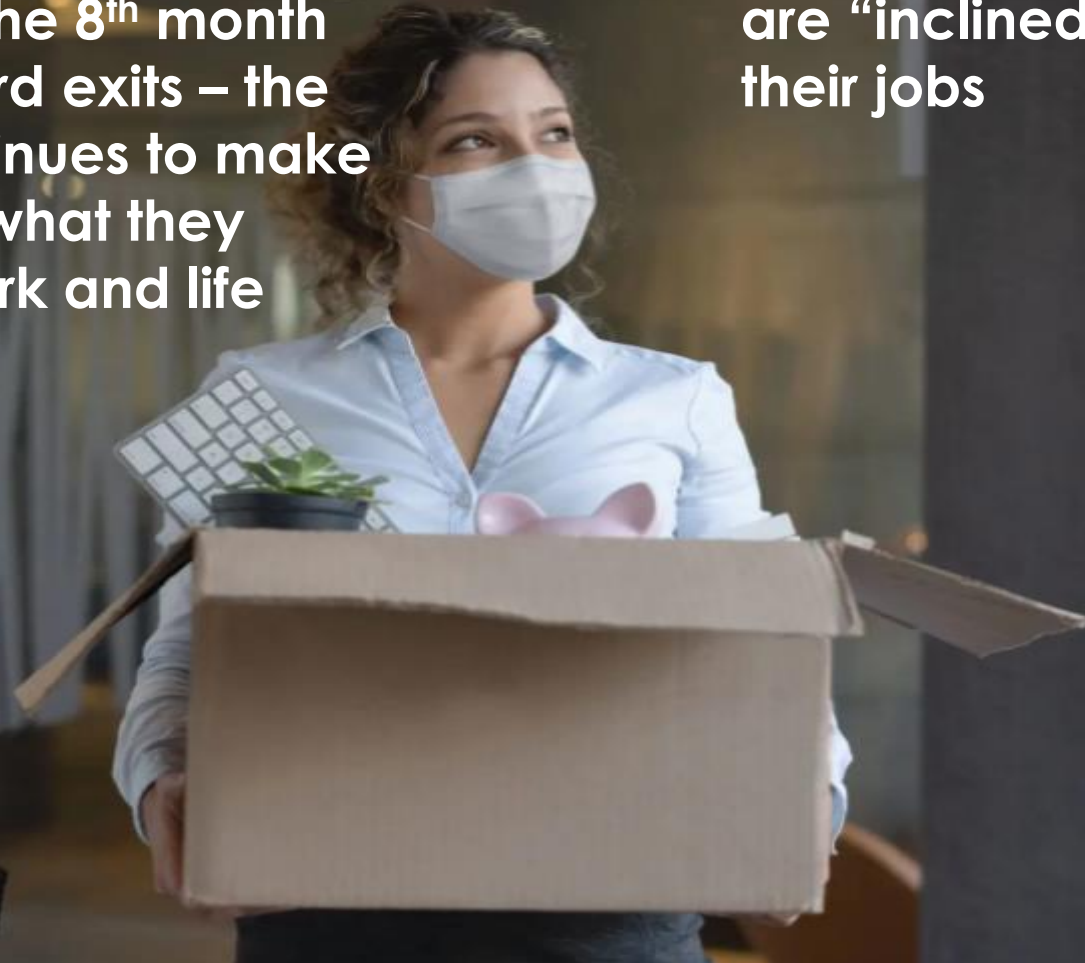
- **Independent, self-supporting government agency**
- **Mission – promote excellence in public sector**
- **Full range of HR solutions for government**
- **1,200 clients**



BY CPS HR CONSULTING

In January, another 4.3 million workers quit in the 8th month in a row of record exits – the pandemic continues to make people rethink what they want out of work and life

52% of employees are “inclined” to leave their jobs



The New World of Work



- Permanent evolution in where and how many work
- Employee expectation – more flexibility
- Employees rethinking priorities – “great re-evaluation”
- More competition to attract and retain talent
- Remote v. on-site employees – haves and have nots?

The 'Great Resignation' Is Really the 'Great Discontent'

Economy • Analysis

It's not a 'labor shortage.' It's a great reassessment of work in America.

Business

Why is everyone quitting, and how do I know whether it's time to leave my job?

Waves of Americans are leaving their jobs as part of the 'Great Resignation.' Here's why.

Desperate U.S. Cities Pitch Wall Street Style Sign-on Bonuses

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Bloomberg Wealth

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Economics

Americans Are Done With 5-Days a Week in the Office. Here's What That Means for the Economy

NASCIO Survey Finds Government Remote Work Here to Stay

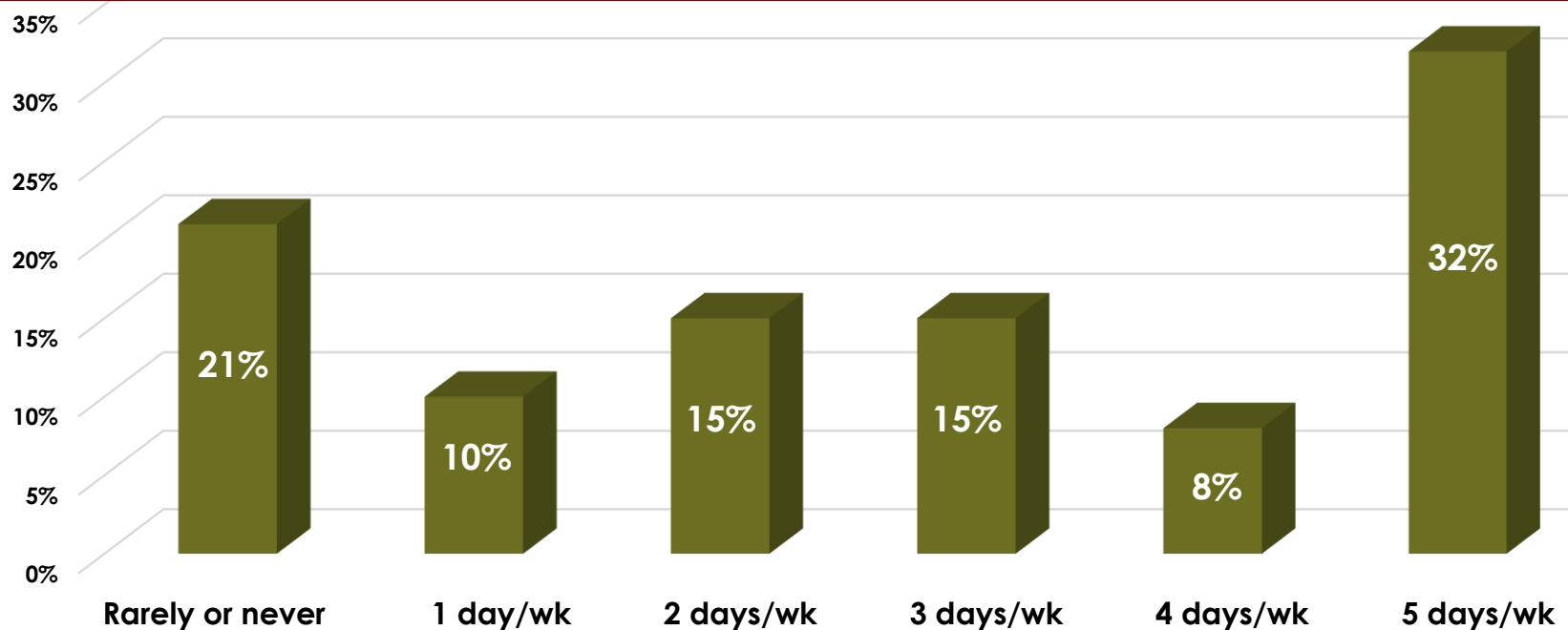
CORONAVIRUS PANDEMIC

Public jobs recovering slower than private sector, straining basic gov't operations

The Great Resignation Is Here, and It's Real

People are quitting their jobs at a higher than usual rate. What can businesses do to keep their workers? [↗](#)

Prefer to Work Remotely?



“We’ve had to drastically change. People who have kids need to take an hour off to put someone down for a nap or to make a peanut butter and jelly sandwich.”

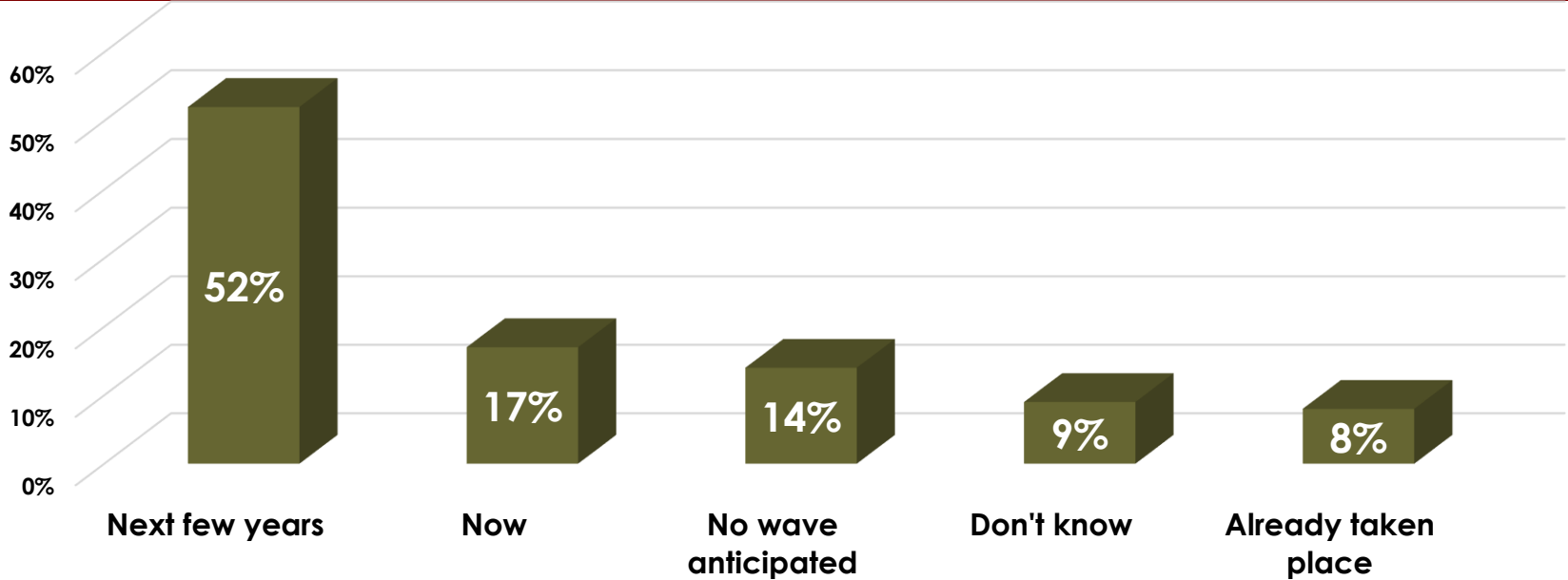


The Washington Post

Perks from Home: From virtual pizza parties to wellness services, employee benefits have transformed during the pandemic



When Will Retirements Take Place?



City Department – Today

Chief Engineer
January 16, 2005

Director
Mgmt. Services
January 21, 1982

Deputy Director
May 10, 1981

Director
Property Services
June 26, 1999

Director
Engineering
February 16, 1990

Director
Equipment Services
April 17, 1992

Director
Water Treatment
August 15, 1992

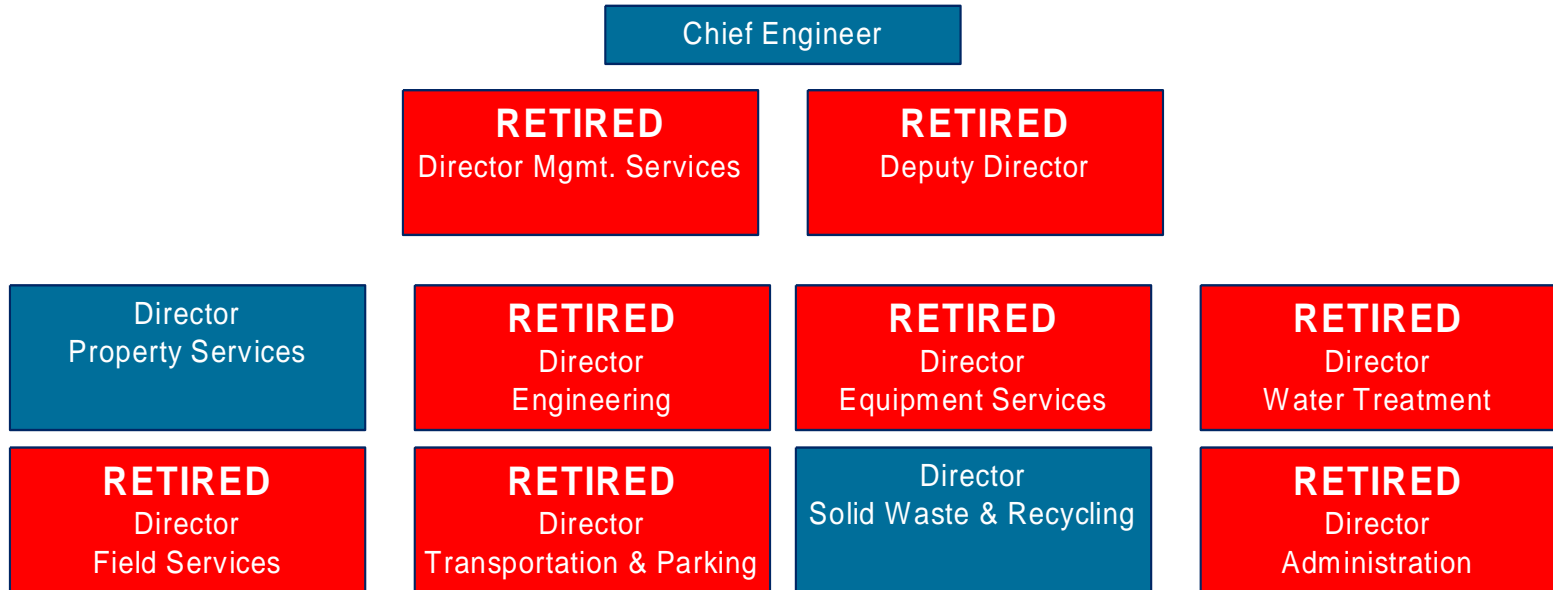
Director
Field Services
March 20, 1990

Director
Transportation & Parking
March 2, 1987

Director
Solid Waste & Recycling
December 12, 2010

Director
Administration
August 10, 1989

Same Department – In 3 Years





Attract Talent



Post and Pray?

**No – Build
Awareness and
Connections**

Market Public Service

Direct Outreach

Social Media

Job Boards

Word of Mouth



Salary Range: \$77,376 - \$88,015

The Assistant City Attorney provides a wide variety of municipal legal services under the general supervision of the City Attorney; advises assigned City departments and boards and commissions on legal matters, drafts and reviews contracts, ordinances, resolutions, and other legal documents; performs legal research and analysis on various municipal law issues.

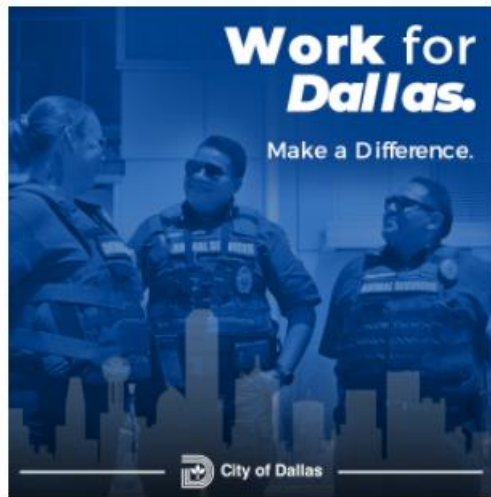
Essential Duties and Responsibilities

- Serves as legal advisor to City departments and boards and commissions as assigned by the City Attorney
- Reviews, analyzes, interprets, prepares and drafts legal documents, negotiates revisions, changes, and additions to contractual agreements (e.g., agreements, leases, resolutions, ordinances).
- Researches relevant law and prepares legal opinions at the request of the City departments or the City Attorney, to identify legal issues, relevant laws and court decisions regarding various municipal law issues affecting the City




Working for
the City of Dallas
isn't just a job
**IT'S A
CAREER.**

 City of Dallas



**Work for
Dallas.**
Make a Difference.

 City of Dallas



Join a
**WINNING
TEAM**

work for
DALLAS

 City of Dallas



Work for
**THE
BEST
CITY.**
#DallasHires

 City of Dallas



Working for
the City of Dallas
isn't just a job
**IT'S A
CAREER.**

 City of Dallas



Careers are
**BIGGER'N
DALLAS.**
#DallasHires

 City of Dallas

Humanize

I came here from Africa at 13. When I came, I didn't even know how to speak, read, or write in English. Working for CDCR has given me financial stability. I bought a home. I'm a single mom, I'm able to raise my son, and take care of my family back home in Africa.



Sergeant Yeboah

California Department of Corrections and Rehabilitation

Every day, every second, in an institution, there are Correctional Officers that are saving lives. We don't have to do it physically. It's just listening, or being there, or words of encouragement. All that can go a long way toward rehabilitating an individual.



Sergeant Maldonado

California Department of Corrections and Rehabilitation

As one of the largest agencies in California, CDCR listens and adapts to calls for change. To be a successful Correctional Officer with us, candidates must have a progressive & open-minded approach to law enforcement.



Sergeant Melendez

California Department of Corrections and Rehabilitation

Connect – Build Email List

Get the exclusive brochure

First Name

Last Name

Email Address

Download



Be the Difference! Become a peace officer with the California Department of Corrections and Rehabilitation.

If you value integrity, professionalism, and safety, and want to dedicate your efforts to rehabilitation and restoration of your community – a career as a Correctional Officer (CO) might be the job for you.

A Correctional Officer spends most of their time interacting and interfacing with incarcerated individuals in a state prison environment. Our mission is to facilitate the successful reintegration of the individuals in our care back to their communities and equip them with the tools to be drug-free, healthy, and employable members of society. We do this by providing education, treatment, and rehabilitative programs, all in a safe and humane environment.

What do we do?

We make an impact! COs are in the unique position of being able to respond to situations in seconds. COs can face fast-paced and challenging workplace situations. We learn and utilize skills such as communication, punctuality, teamwork, and support. We enhance public safety and promote successful community reintegration.

How can YOU be the difference as a CDCR Correctional Officer?

As a peace officer, you have an important role in the justice system. You have the chance to be a positive influence and support incarcerated individuals' rehabilitation in California prisons. Teamwork, compassion, and professionalism are key to successfully performing as a CO.

You are responsible for protecting the public, staff, and inmates while enforcing State and Federal laws, rules and regulations. COs are role models for ethics and professionalism within the correctional environment, while facilitating and promoting the Department's rehabilitative programs.

COs enjoy competitive pay:
**\$4,920-\$8,216
PER MONTH!**



FULL BENEFITS PENSION PLAN & RETIREMENT!

CDCR positions offer great financial stability through regular pay and overtime opportunities.



Virtual Career Fairs



Interested in making a difference in the environment?
**Now Hiring STEM, Legal, Administrative,
Public Outreach, and IT**

The California Department of Toxic Substances Control (DTSC) Virtual Career Fair has both afternoon and evening sessions.

Wed, Feb 23

Afternoon Session
12:00 PM - 1:30 PM

[REGISTER](#)

Evening Session
5:30 PM - 7:00 PM

[REGISTER](#)

DTSC's Mission Statement

DTSC's Mission is to protect California's people, communities, and environment from toxic substances, to enhance economic vitality by restoring contaminated land, and to compel manufacturers to make safer consumer products.

Our Vision

Californians enjoy a clean and healthy environment, and as a result of our efforts:

- Communities are confident that we protect them from toxic harm
- Businesses are confident that we engage them with consistency and integrity
- Consumers are confident that we stimulate innovation in the development of safer products

[LEARN MORE ABOUT DTSC](#)



1001 J Street, Sacramento, CA 95814-2828



Facebook/Instagram Ads



**Now Hiring STEM,
Legal, Administrative,
Public Outreach, and IT**

Join Virtual Career
Fair on February 23

[SIGN UP](#)



**Now Hiring Public
Outreach**

Join Virtual Career
Fair on February 23

[SIGN UP](#)



Now Hiring Legal

Join Virtual Career
Fair on February 23

[SIGN UP](#)



**Now Hiring STEM,
Legal, Administrative,
Public Outreach, and IT**

Join Virtual Career
Fair on February 23

[SIGN UP](#)



**Now
Hiring Administrative**

Join Virtual Career
Fair on February 23

[SIGN UP](#)



Now Hiring STEM

Join Virtual Career
Fair on February 23

[SIGN UP](#)

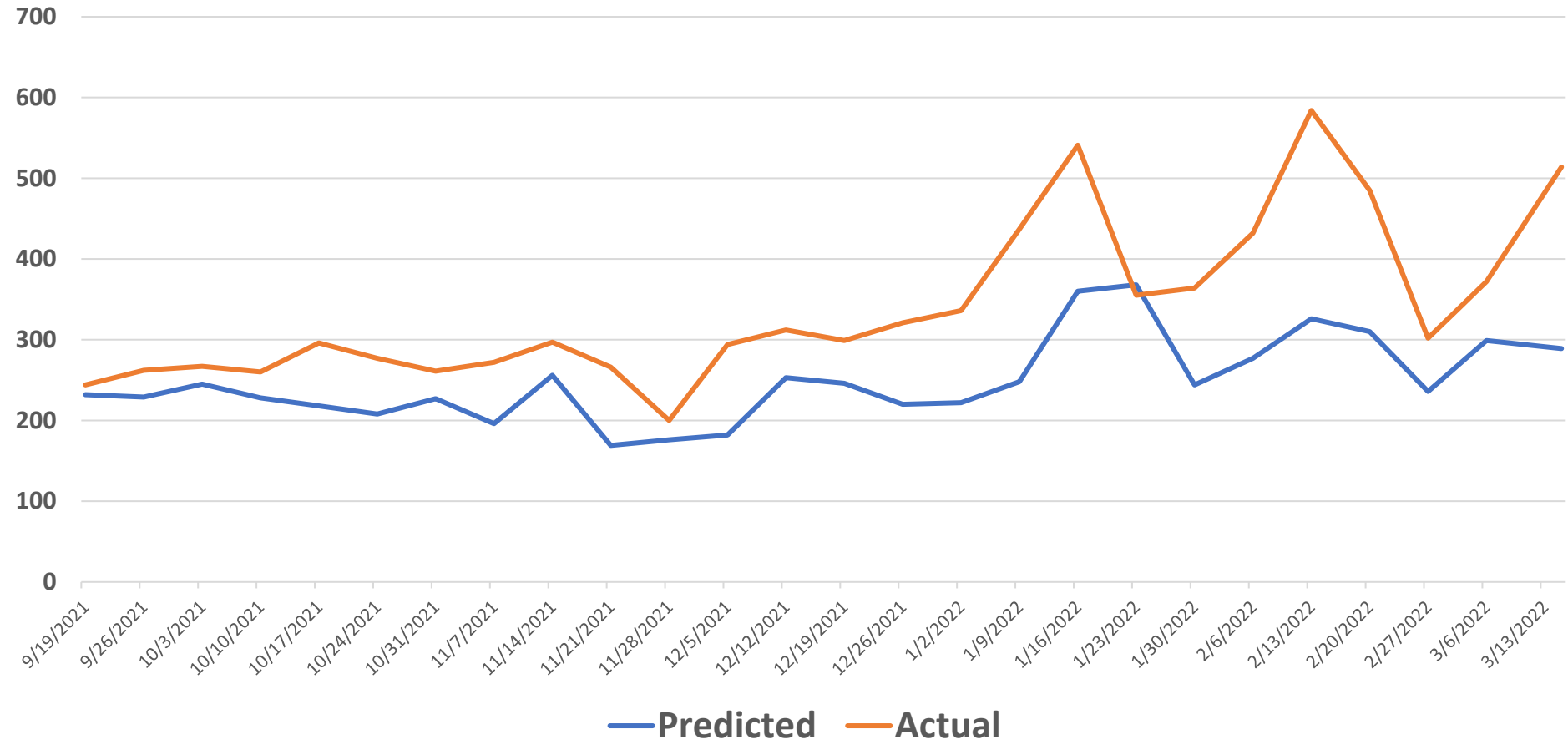


**Now Hiring Information
Technology**

Join Virtual Career
Fair on February 23

[SIGN UP](#)

Results – Increase in Applications





Retain Talent

Employee Engagement

Heightened connection

Personal meaning:

- Pride
- Organization values me

“Discretionary effort”



WE NEED MORE OF
WHAT THE MANAGEMENT
EXPERTS CALL "EMPLOYEE
ENGAGEMENT."



Dilbert.com DilbertCartoonists@gmail.com

I DON'T KNOW THE
DETAILS, BUT IT HAS
SOMETHING TO DO
WITH YOU IDIOTS
WORKING HARDER FOR
THE SAME PAY.



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IS ANY-
THING
DIFFERENT
ON YOUR
END?

I THINK
I'M
SUPPOSED
TO BE
HAPPIER.



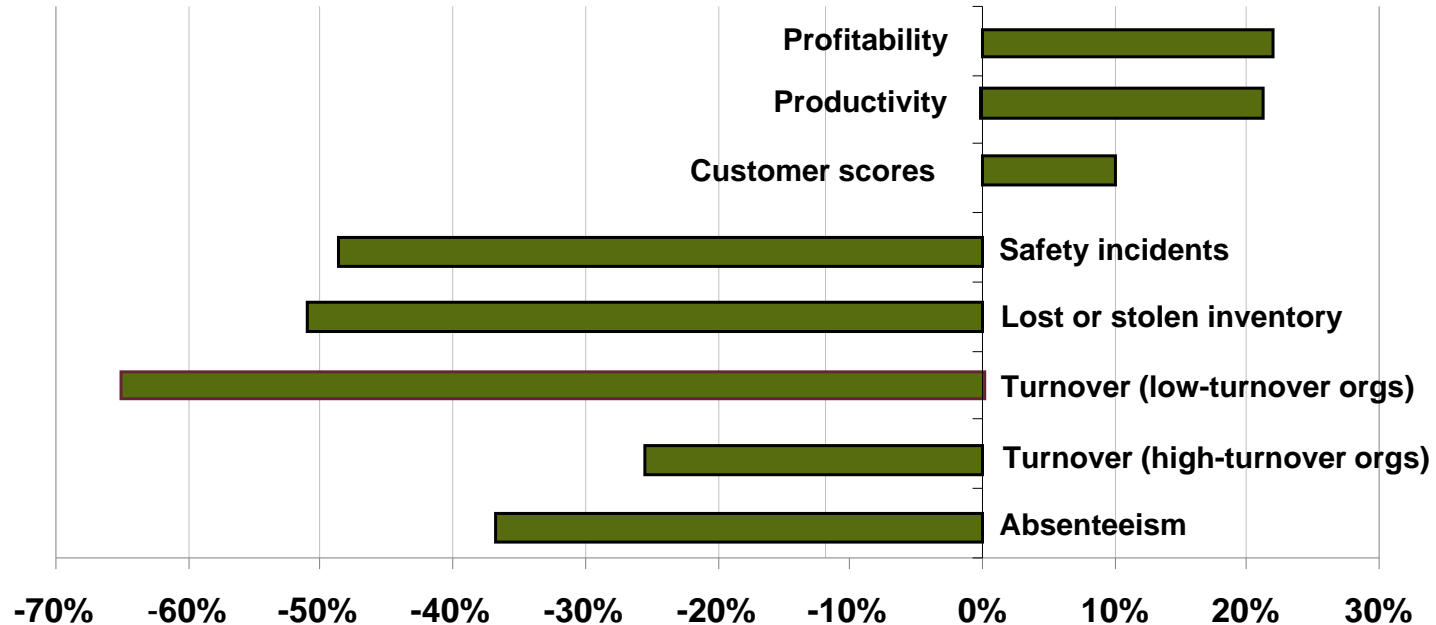
Why Does Engagement Matter?





Engagement → Performance and Retention

Key Performance Indicators: Top-Quartile v. Bottom-Quartile Work Groups



THE WALL STREET JOURNAL.

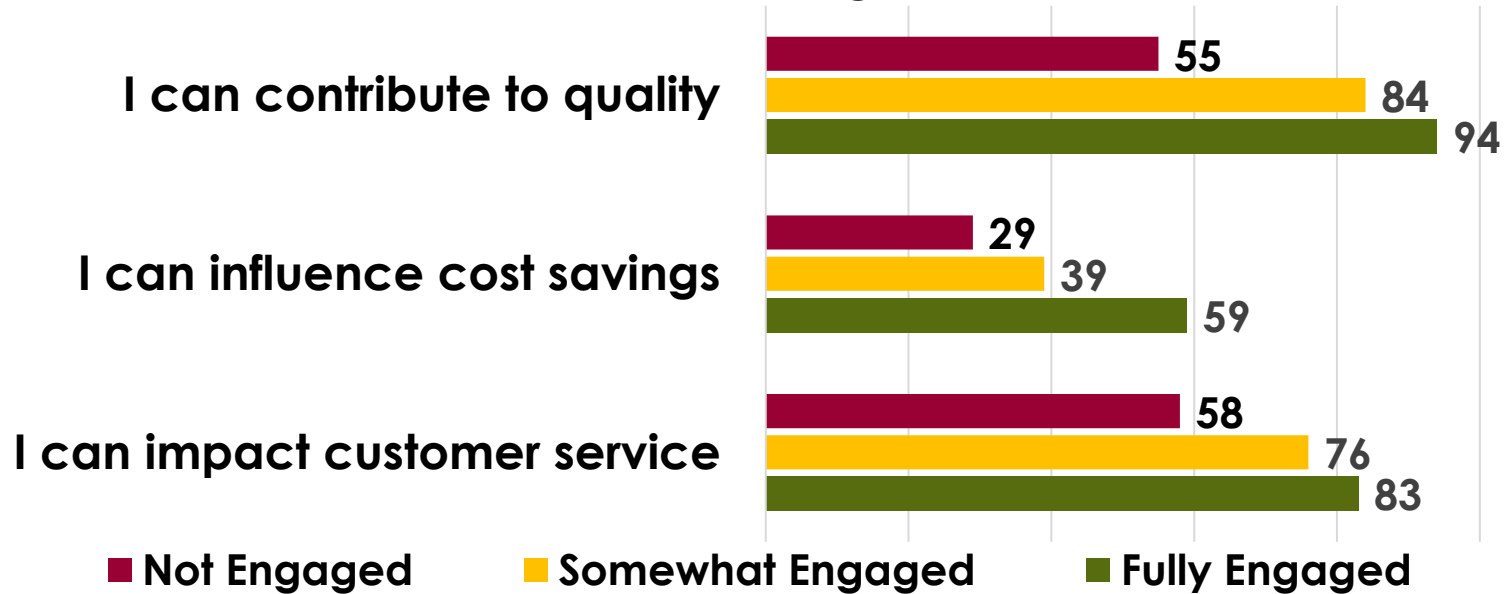
BUSINESS | LEADERSHIP

A Company's Performance Depends First of All on Its People

The biggest jumps in the Drucker Institute's ranking of best-managed businesses were at companies with big gains in employee engagement and development.

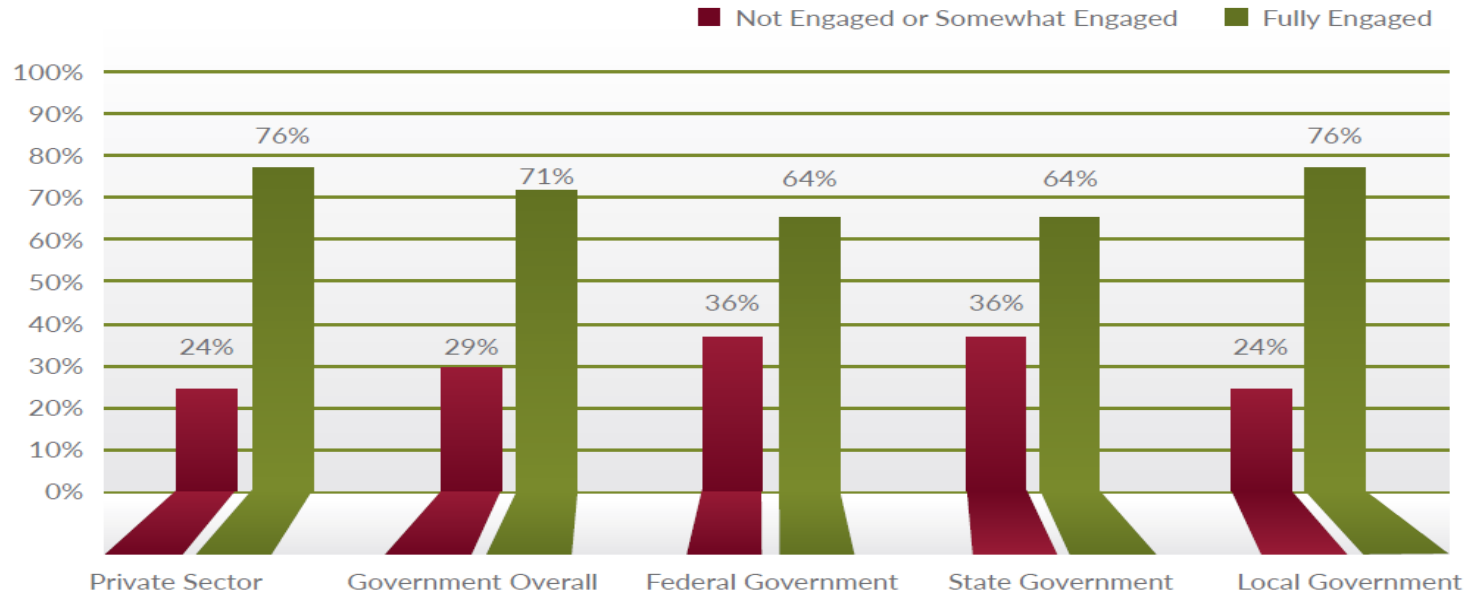
State and Local Government

% Who Agree



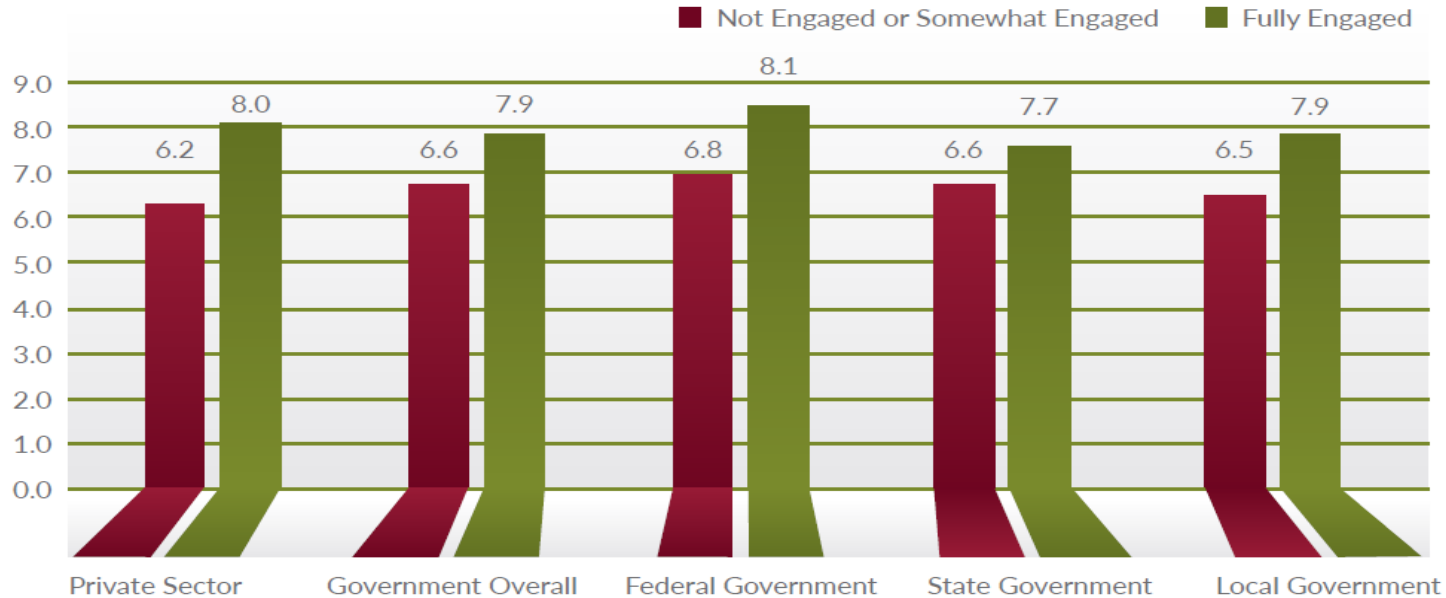
Engagement and Mission Success

My Organization is Successful at Achieving its Mission (% Agree)

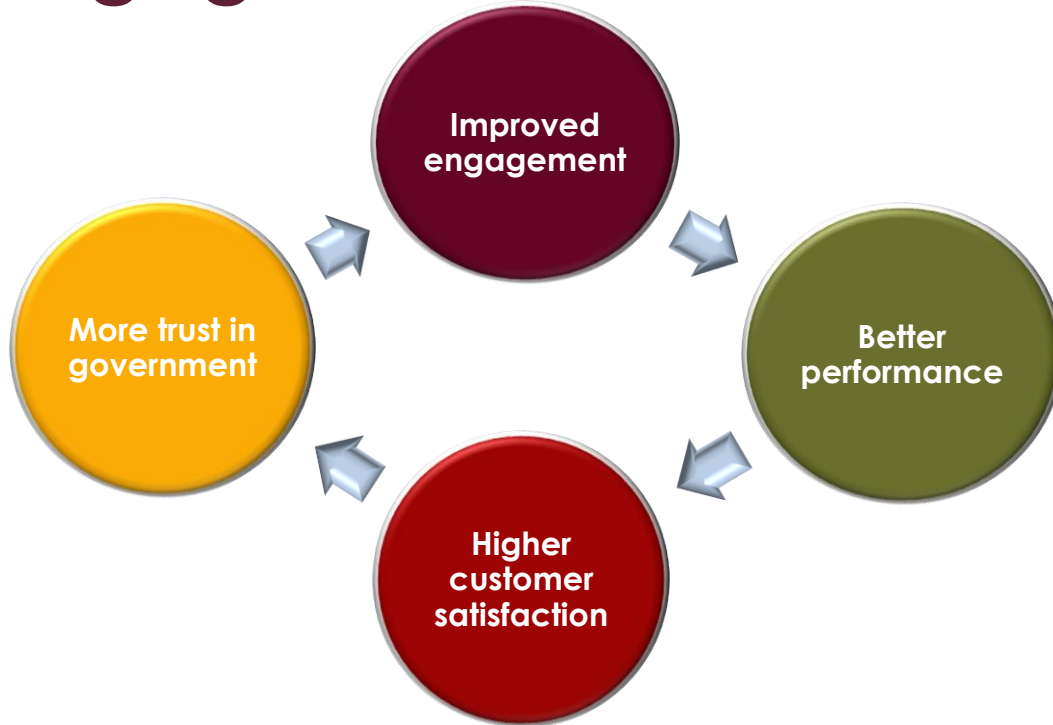


Engagement and Life Satisfaction

Overall, How Satisfied are You With Your Life?



Engagement Value Chain



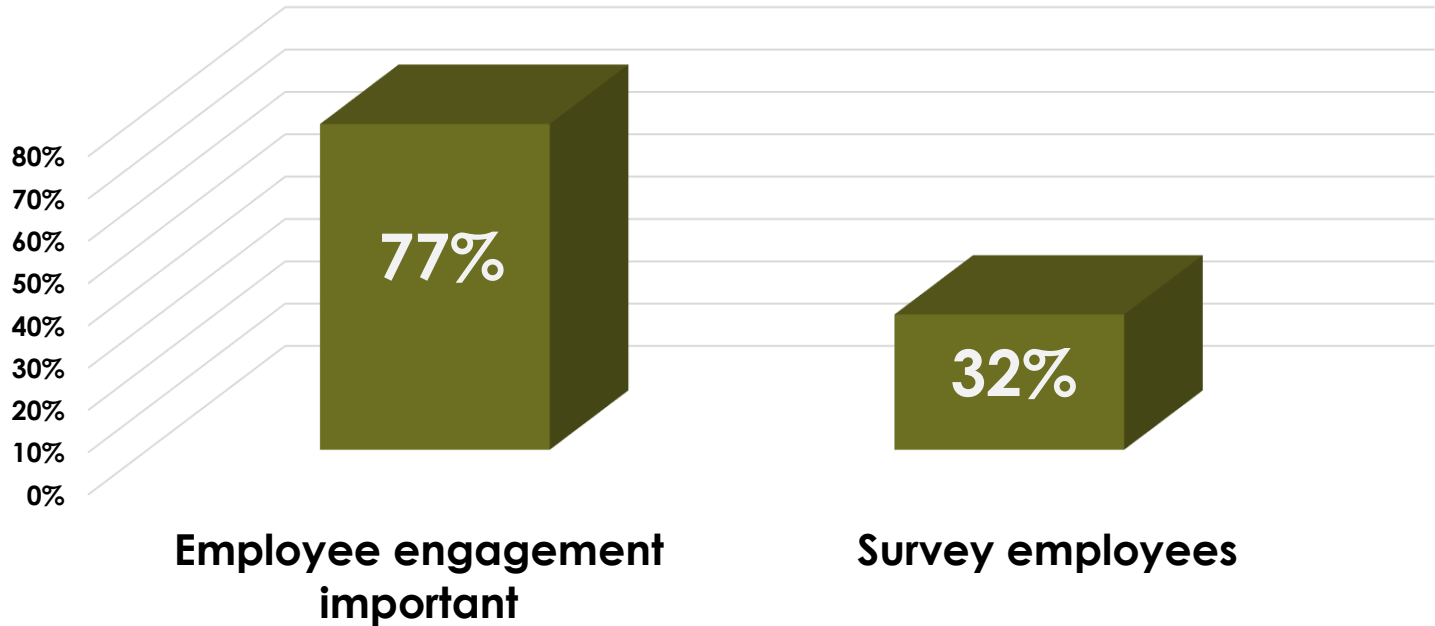
How Do We Know If Our Employees are Engaged?



Ask them
And then
take action!



Interest v. Action



“Free pizza and Coke on a Friday afternoon is not an engagement strategy”



A group of business professionals are seated around a conference table in a meeting. In the center, a woman with short grey hair and glasses is clapping and smiling broadly. To her left, a woman with long dark hair is also clapping. To her right, a man in a white shirt and striped tie is looking towards her. In the foreground, the back of a woman with long blonde hair is visible. A white coffee cup is on the table. The word "Leadership" is overlaid in a red box across the center of the image.

Leadership

Leadership



Manage Performance

- Link expectations to mission
 - Meet regularly with employees
 - Provide opportunities to grow and develop
 - Conduct at least semiannual discussions on performance and development
 - Hold employees accountable – deal with poor performers
- 
- A photograph of two business professionals, a woman and a man, engaged in a discussion. The woman, on the left, has long red hair and is wearing red-rimmed glasses and a blue blazer over a white top. She is gesturing with her hands as if explaining something. The man, on the right, has a beard and is wearing glasses, a light blue shirt, a grey tie, and a brown blazer. He is looking at a document or laptop screen that is partially visible in the foreground. The background is a blurred office or outdoor setting with greenery.

Supervising Remote Workers

- No longer just manage time, activities and attendance
- Focus on results and outcomes
- Set expectations
- Redesign jobs
- Communicate
- Appreciate and recognize





Strategy



Strategic Plan Goal

Ensure that County government operates efficiently and effectively and is accountable to the public

1. Develop a highly engaged, diverse, culturally responsive, and high-performing workforce



Focus on Training and Development

Improving Engagement – Onboarding

PRINCIPLES

Align to mission and vision

Connect to culture, strategic goals and priorities

Integrate across process owners

Apply to all employees

ROLES

+ PROCESS OWNERS

+ PROCESS CHAMPIONS

+ EMPLOYEE

PROCESS PHASES AND KEY ACTIVITIES

BEFORE FIRST DAY	FIRST DAY/ ORIENTATION	FIRST WEEK	FIRST 90 DAYS	FIRST YEAR
<ul style="list-style-type: none"> Extend personal welcome to employee Communicate first day logistics to employee Send paperwork in advance and/or online portal access Prepare for employee 	<ul style="list-style-type: none"> Focus on sharing the mission and values Incorporate senior leadership Orient employee to organization and office norms Introduce employee sponsor Meet immediate requirements for employment 	<ul style="list-style-type: none"> Ensure direct managerial involvement Set performance expectations and job scope Assign meaningful work Communicate resources or networks required for work 	<ul style="list-style-type: none"> Provide essential training Monitor performance and provide feedback Obtain feedback through new hire survey and other means 	<ul style="list-style-type: none"> Recognize positive employee contributions Provide formal and informal feedback on performance Create employee development plan

OUTCOMES

High employee **job satisfaction** level

Retention of high-performing employees

Continued **employee engagement** and commitment

Faster time-to-**productivity**

Appreciate



- **64% of Americans who leave jobs do so because they don't feel appreciated**
- **Organizations with recognition programs:**
 - **31% lower voluntary turnover**
 - **14% higher employee engagement, productivity and customer service**

Recognition “Without Spending a Dime”

- Recognize employee achievements at staff meeting
- Surprise employee with Post-it note of thanks
- Put thank-you note on department bulletin board
- Compliment employee within earshot of others (and word will spread)



Recognition “Without Spending a Dime”

- Mail handwritten note to employee’s home
- Send department-wide email praising employee or team
- Start meetings by recognizing employees and ask employees to recognize each other
- Pull employee aside and ask for his/her opinion



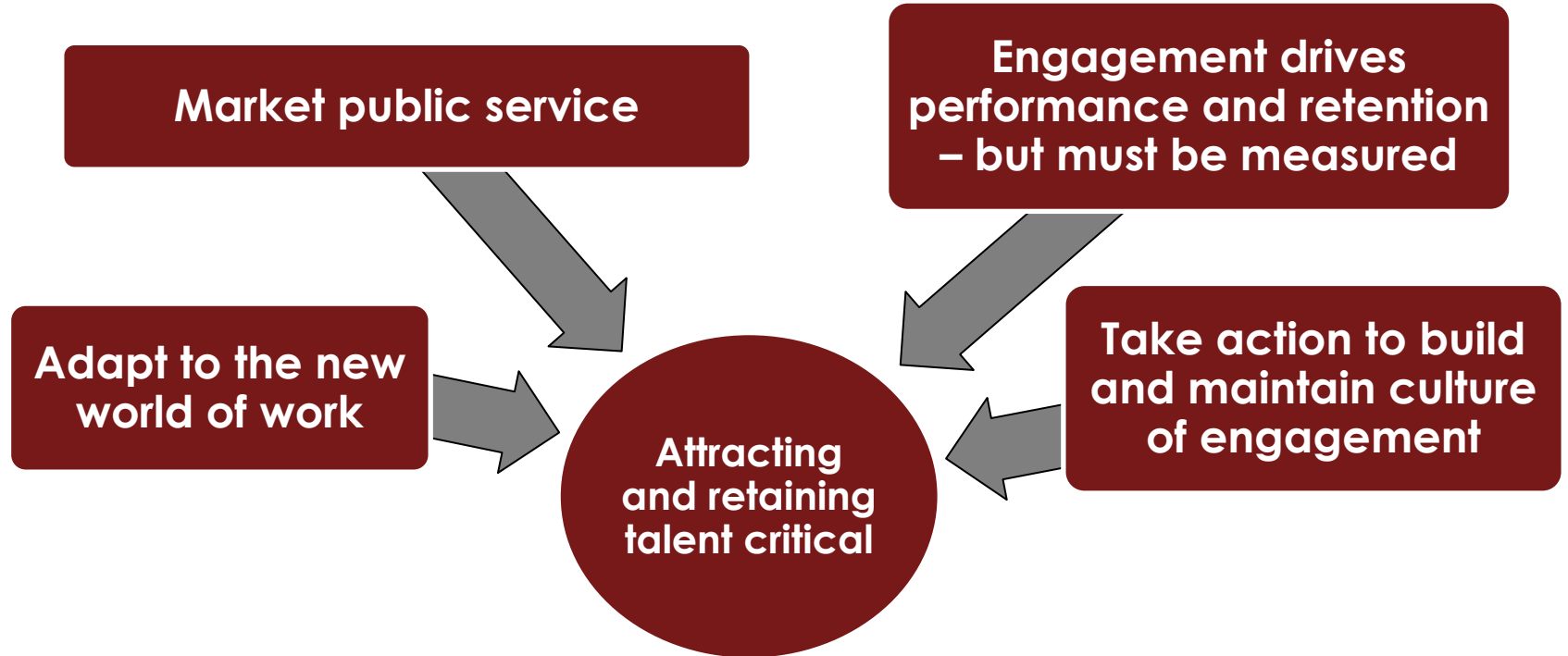
**“Clients do not come first.
Employees come first. If you take
care of your employees,
they will take care of your clients.”**

Richard Branson



Virgin

Key Take-Aways





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