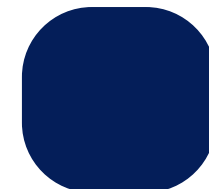
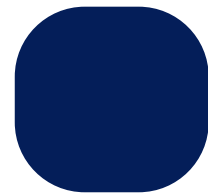




Enhancing Interest and Retention for Entry Level: State Government Roles



Presenters

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Introduction

The Commonwealth is committed to supporting employees in their pursuit of educational opportunities.



**BENEFIT
OUR
AGENCIES**

**ENHANCE
JOB
PERFORMANCE**

**IMPROVE WORKFORCE
ADVANCEMENT**

**BACKGROUND
&
DATA**

**EXISTING
POLICY**

**NEXT
STEPS**



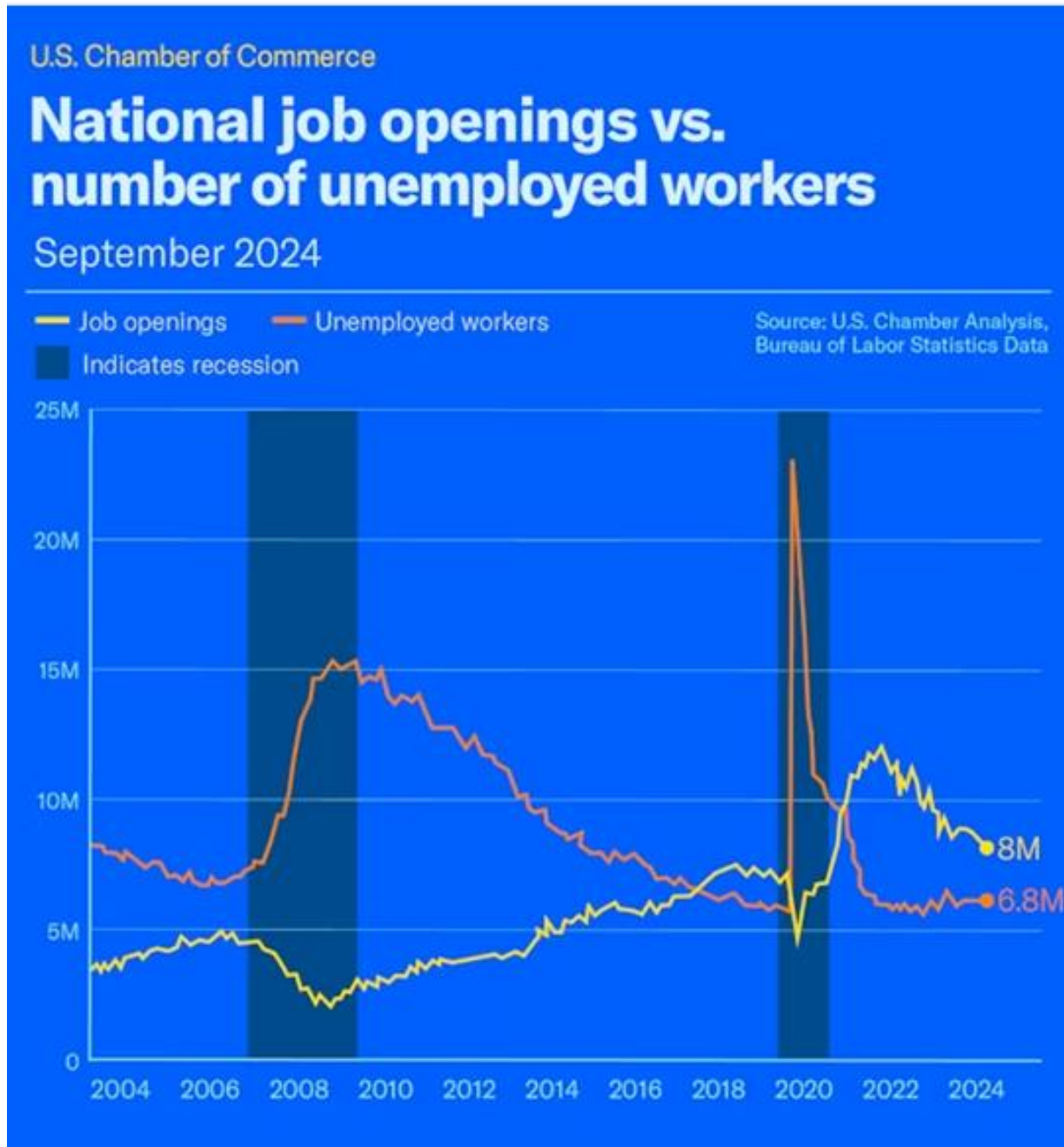
Background & Issue

Shrinking Work Force Pool

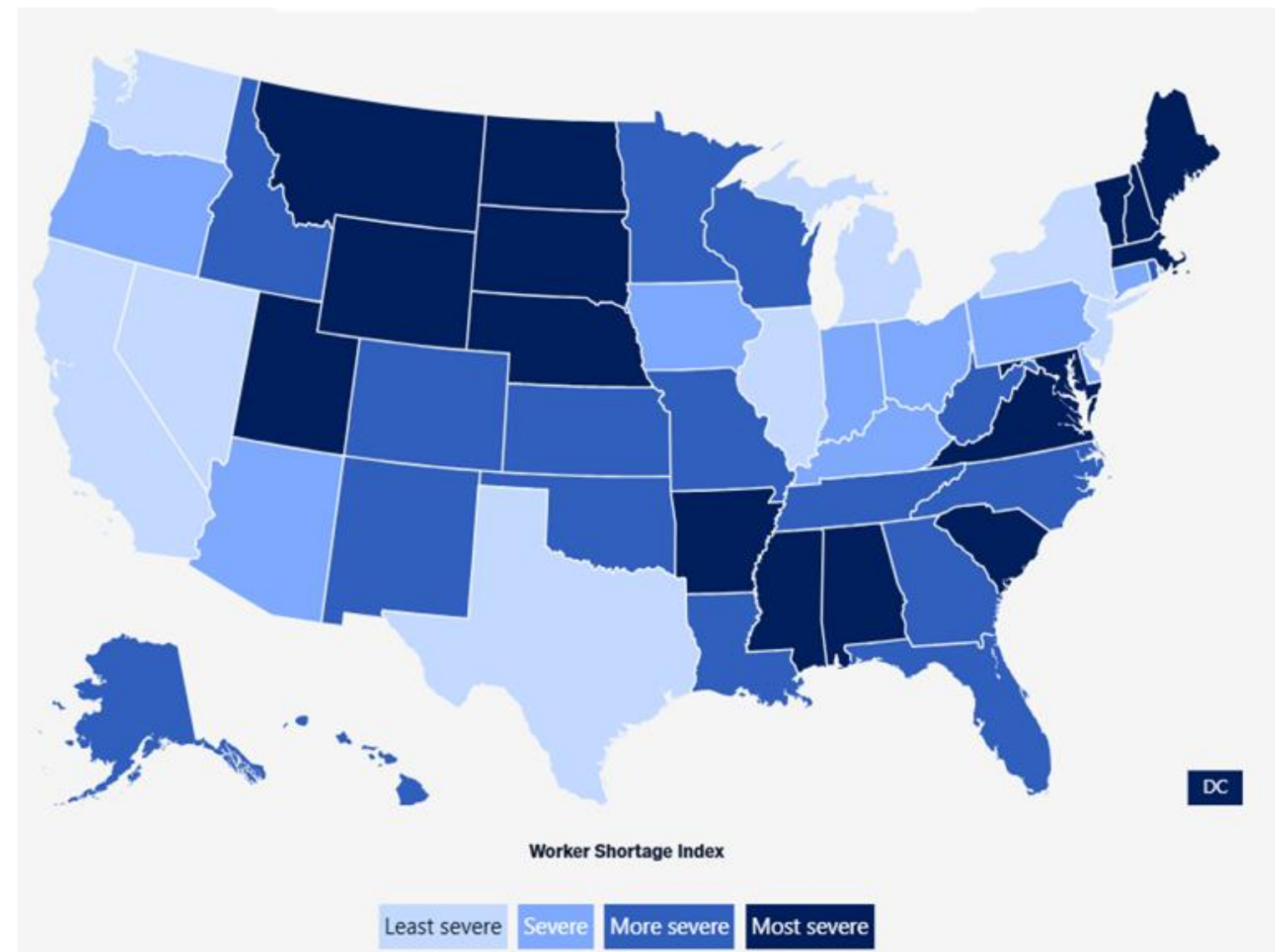
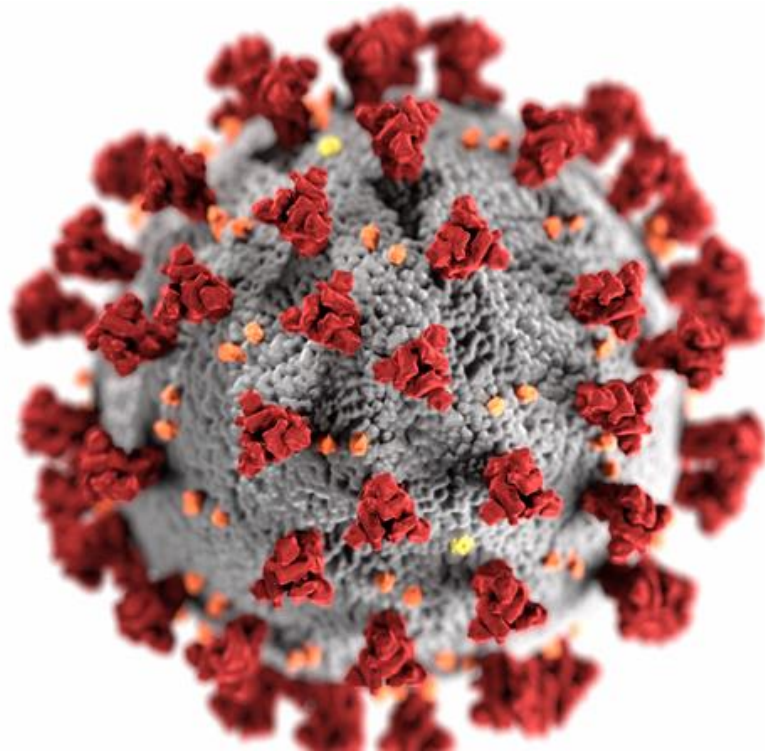
Salary (State vs. Private)

Retention

At a National Level:



IMPACTS FROM COVID SHUTDOWN



The Worker Shortage Across America

- The hiring rate has outpaced the quitting rate since November 2020

Virginia?



Virginia has been recognized as having a favorable landscape for business and individuals.



By the numbers:

- **Job openings: 243,000**
- **Unemployed workers: 113,102**

Virginia's Top industries of employment are:

- **Professional & Business Services – 19.6%**
- **Government – 17.8%**
- **Trade, Transportation and utilities – 16.1%**
- **Leisure & hospitality – 9.8%**
- **Education and health services – 13.9%**
- **Virginia has 47 available workers for every 100 open jobs**

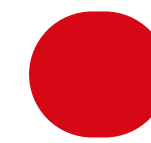
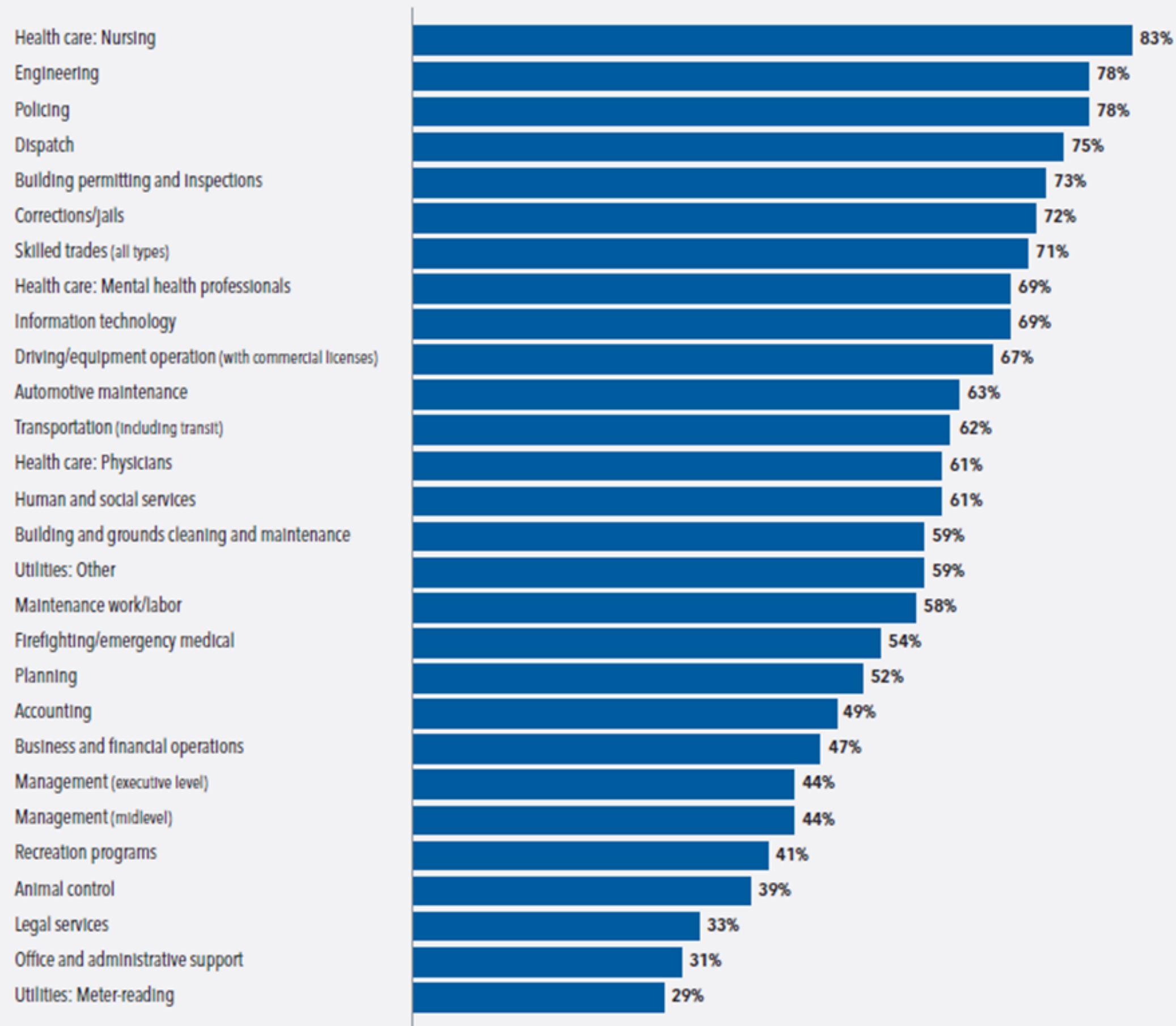


Figure 8 **Over the past year, what positions, if any, has the organization had a hard time filling?**
(Select all that apply) (n = 228)



Hard To Fill Positions

65% or more of state agencies identified a list of 10 positions as “hard-to-fill”

Specialized agencies have it harder

Common “hard-to-fill” positions include health, skilled trades, and engineering





Compensation Is A Frequent Barrier To Retention

Figure 24 In exit interviews with departing employees, which of the following have been cited as among the top three reasons for leaving? (n = 199)

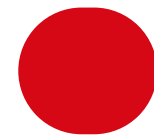
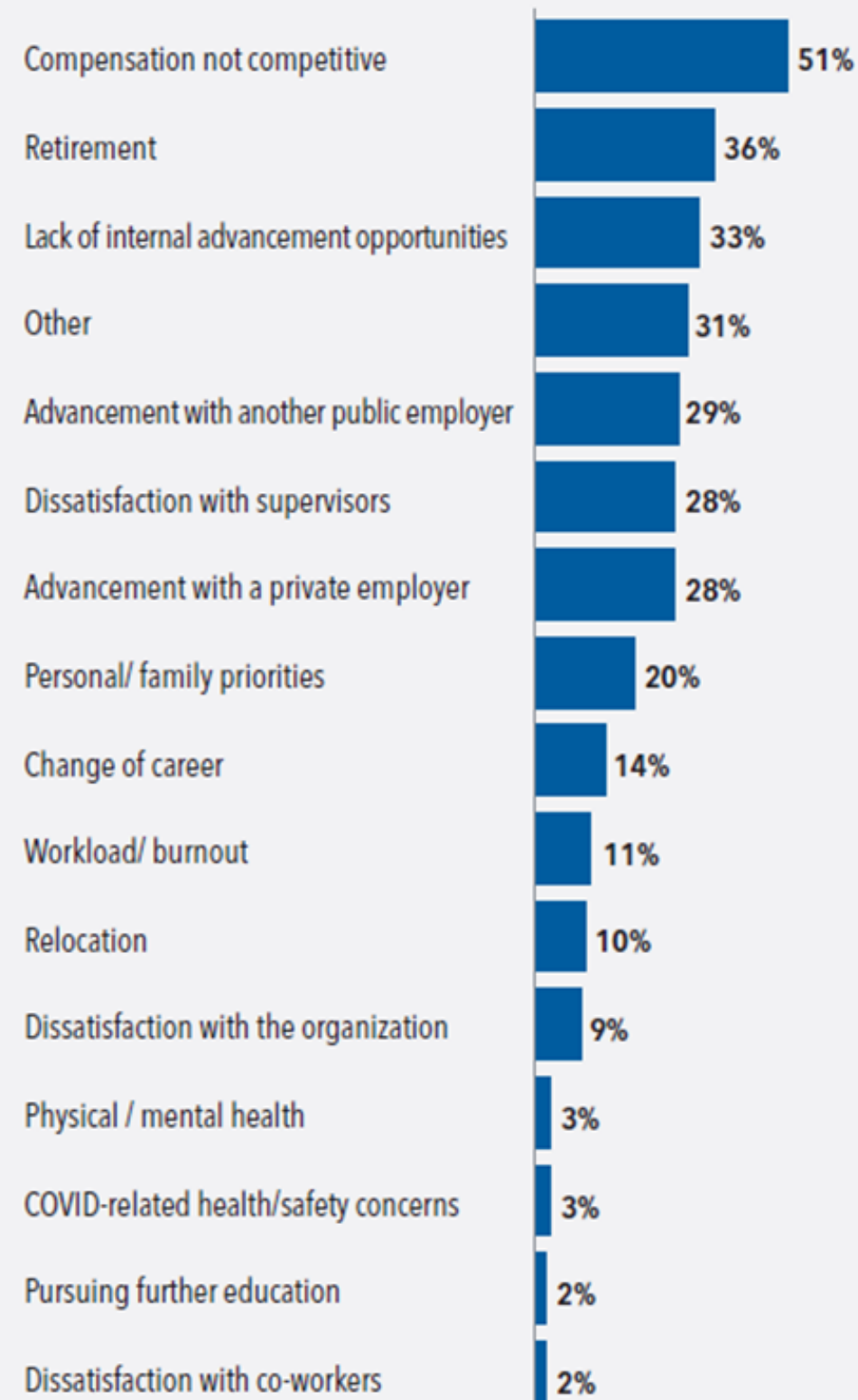
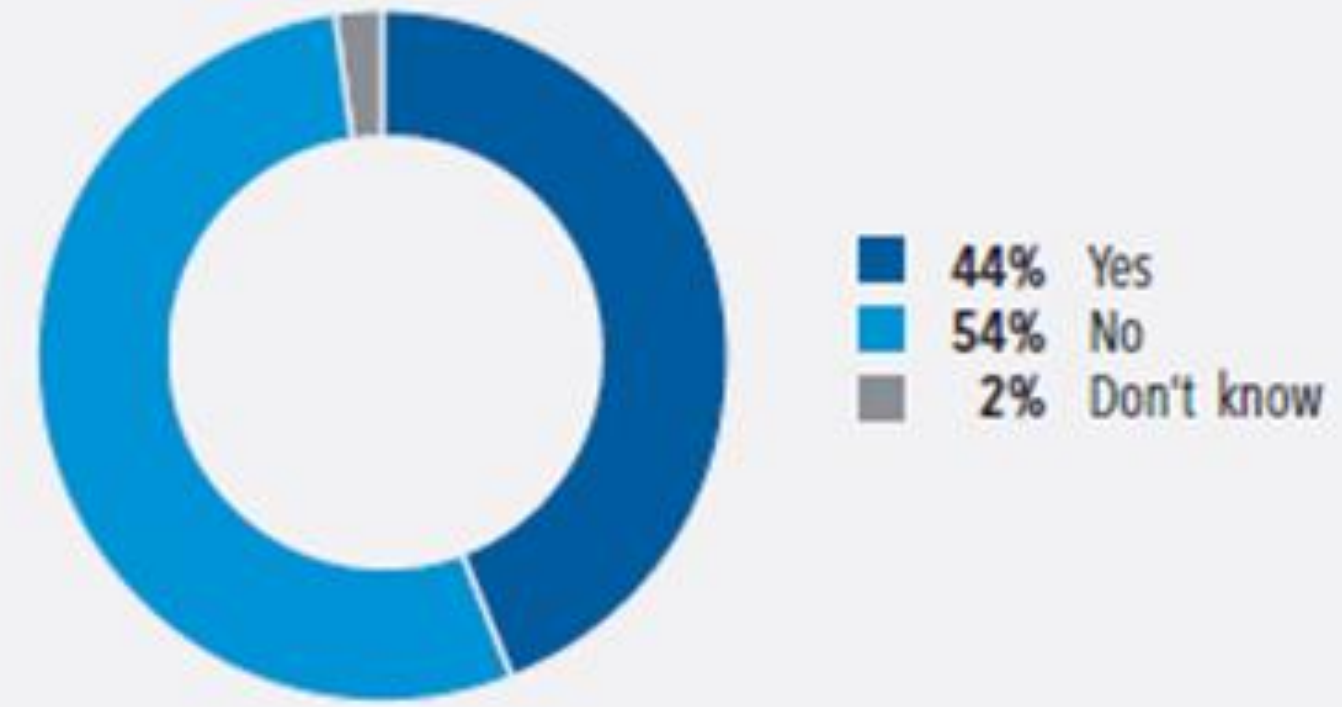


Figure 21 Do you feel the wage compensation you offer your employees is competitive with the labor market? (n = 252)



54% of agencies believe their pay is not competitive with the labor market

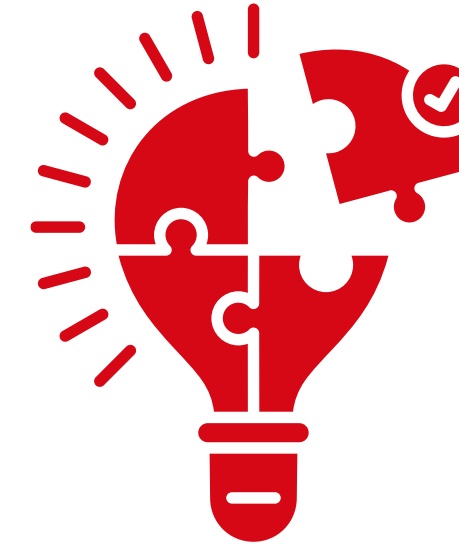
Lack of “competitive compensation” is the #1 reason cited in exit interviews for leaving state employment



Existing Policy

- DHRM's Policy 5.10 for Educational Assistance
 - Via this policy, there is an existing mechanism and guidance regarding the specifics of educational assistance
-
- For employee-initiated courses, "the agency may cover all or a portion of the tuition costs at their discretion"
 - For employee-requested courses, "agencies may require the employee to work for the agency up to one year following course completion"

Proposed Solutions



- Extend the State Tuition Reimbursement to College Juniors participating in an internship with a state agency
- Each agency can participate in the program as needed and as funding allows
- Require a commitment to remain at the agency for at least 1 year after completion of the intern's last course

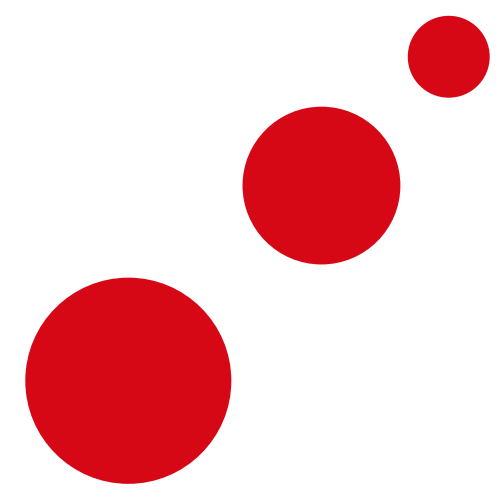
AGENCY BENEFITS



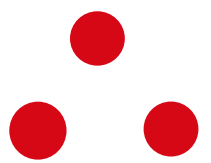
- Allows for attracting talent early in their education/career
- Provides hands-on training via the internship for hard to fill and critical roles
- Allows the agency to guide the intern in selecting courses that align with agency needs

**Note this would require amendment to [DHRM's Policy 5.10 for Educational Assistance](#)

Next Steps



- Further refine the specific program details
- Amend the DHRM Policy
- Develop supporting resources for agencies to implement
- Communicate and roll out the new initiative to the agencies and college communities
- Monitor and track program success



Thank You
For Your
Attention



Appendi

Average cost of Virginia tuition per credit hour = \$450

Agencies will have the flexibility to determine the level of reimbursement