

# ***There they go, now what?***



**This project provides research and ideas on building a talent pipeline from recruitment through professional development in the public sector.**



**VEI - Fall 2019 - Group 5**

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# There they go...

01

## **Retirement**

12% of the Commonwealth's workforce is eligible for retirement today and through 2025, 27% of the workforce is eligible

## **Retention**

Of the workforce that leaves the Commonwealth, 60% has less than 5 years of service.

## **Incentives**

0.8% of the Commonwealth's workforce achieved an Exceptional Incentive last year

## **Recruitment**

35% of US workers are under 35 years of age

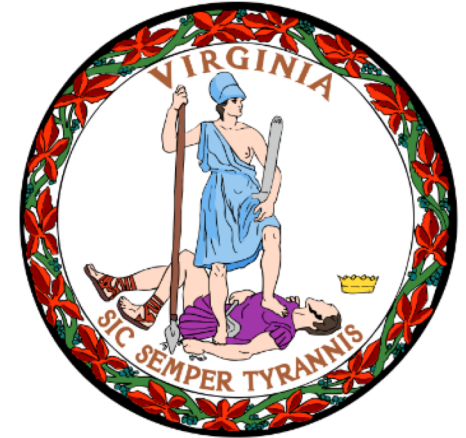
22% of the Commonwealth's workforce is under 35 years of age

## What is working well now?

Paid parental leave program

Compensation tools

Virginia Management Fellows program



## What some agencies are doing well, but more consistency is needed:

Employee recognition and engagement

Teleworking and alternative work schedules

In-band adjustments

Educational assistance

Compression Reviews

Agency-driven professional growth and leadership programs

02  
**Commonwealth  
Best  
Practices**



**The Commonwealth has a "pipeline problem"  
...but we already know how to fix it...**

## **Build upon State and Federal successes**

Expand the use of competitive  
internship programs



## **Borrow from the private sector talent pipeline playbook**

Early investment can pay considerable  
dividends

Modernize and target recruitment practices at  
universities

# **Building a talent pipeline**

03

# Finding the Right People

04

The hiring industry focuses on "the funnel"...  
while the Commonwealth needs to focus on quality...



**Gamification**



**Skill Tests**



**Data & Metrics**


# What defines **us?**

## **Employer Value Proposition**

**"The EVP is a unique set of values and attributes that communicates the organization's image"**

- Job marketing & social media



- Personalized information  
 integrated into marketing  
tools



- Individualized agency or locality  
recruiting websites



- Customized & targeted job  
descriptions



06  
**Make  
the  
EVP  
our  
MVP...**

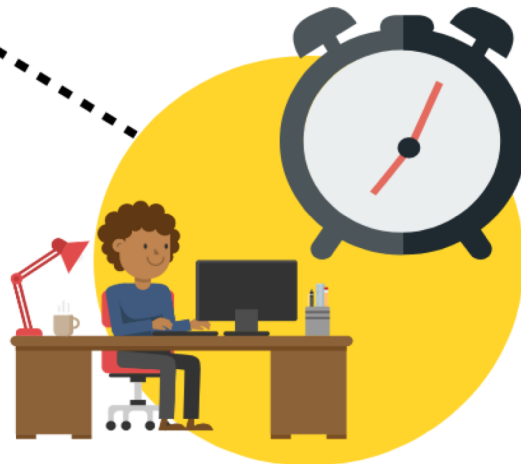
# Employee Retention

07

## Take a look around...



Does your agency have a clear mission?



Do your folks work after 5?



Does your agency have employee engagement?



Do you have high turnover?



# Create a <sup>08</sup> culture everyone is talking about!

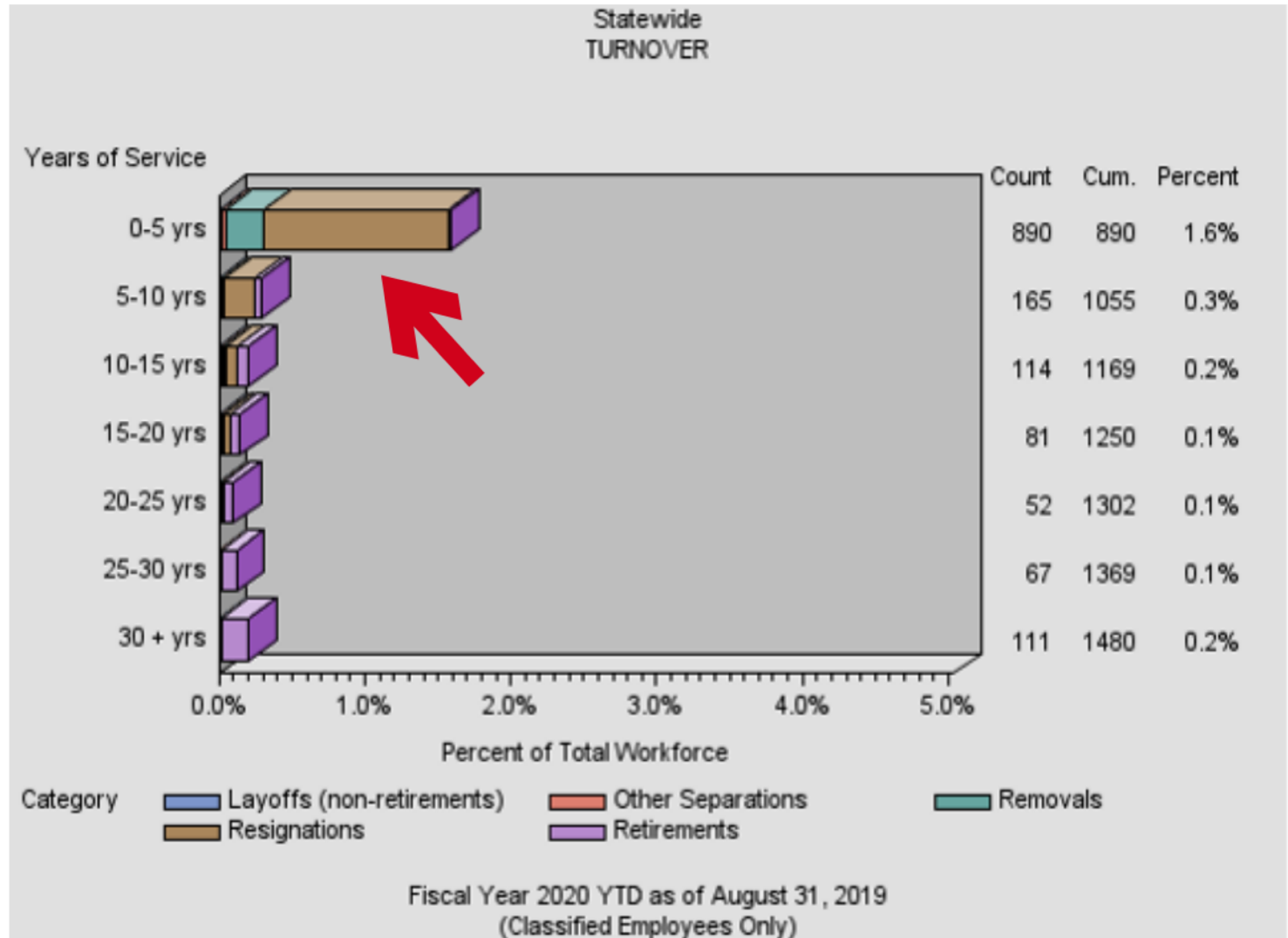


- Telework and alternate work schedules
- Technology-new & updated equipment
- Employee Compensation program designed personally for employee
- Career ladders
- Work/life balance-employees spend more time being parents
- Tuition forgiveness program

# Incentivize and Retain

09

Recent data from Virginia's Department of Human Resource Management ("DHRM") indicates that the highest levels of resignations within the state workforce occur within the first five to ten years of employment



# Incentivize and Retain (cont.)

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Virginia State-Wide (SW) Pay Area PAY BANDS July 10, 2017		
Band	Minimum	Maximum
1	\$16,472	\$46,778
2	\$21,521	\$57,644
3	\$25,718	\$66,683
4	\$33,598	\$83,649
5	\$43,892	\$105,811
6	\$57,342	\$134,764
7	\$74,913	\$172,594
8	\$97,863	\$222,012
9	\$127,852	MARKET

Northern Virginia (FP) Pay Area Expanded Range PAY BANDS - July 10, 2017		
Band	Minimum	Maximum
1	\$16,472	\$58,773
2	\$21,521	\$72,899
3	\$25,718	\$84,651
4	\$33,598	\$106,705
5	\$43,892	\$135,516
6	\$57,342	\$173,156
7	\$74,913	\$205,755
8	\$97,863	\$265,055
9	\$127,852	MARKET

While Virginia currently has a locality pay adjustment salary structure in place in Northern Virginia, the current salary structure adjustment is asymmetrical in that it sets forth a higher salary structure for employees at the maximum levels of a pay band, but doesn't specifically establish a higher salary structure for employees at the minimum levels of a pay band



- Keep doing what we are doing - budget and seek appropriations for employee retention and incentive activities
- Develop internships and programs that provide professional pathways and a guide for future professional development
- Create a branding campaign to highlight the benefits of public sector work tied to delivering on a public mission

# Recommendations and Conclusions

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- Enhance electronic resources
- Adjust pay band to reflect local economic conditions



# Q & A

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