

ILCMA 2018 Summer Conference

Session 2: Human Resource Hot
Topics – Recruiting and Flexible
Work Arrangements

Thursday, June 14, 2018
3:45 P.M. – 5:00 P.M.

Today's Speakers

- ▶ R. Michael Lowenbaum,
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- ▶ Joy J. Duce, SPHR,
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Today's learning objectives

1. Recruiting Top Talent
2. Retaining Top Talent
3. Flexible Work Arrangements
4. What are the logistics and challenges with recruiting, retaining and flexible work environments in government?

Recruiting Top Talent

What I Will Cover

Recruiting Top Talent for Your Organization

What it takes to attract the best qualified candidates for your workforce.

Why Do We Care About Today's Training

- ◆ The future of your organization relies upon having the best people in place to ensure the best results.
- ◆ It's your job to ensure the best candidates desire to work for you.
- ◆ Job/career success.





YOUR TALENT

Your Talent

- ◆ In five years (2023), who are your organization's top leaders/employees? How are these positions or people different from today?
- ◆ What are you doing to try to develop these future leaders?
- ◆ How do you find & attract talent today to fill critical positions?
- ◆ How do you invest in making your culture have a competitive advantage?
- ◆ What are your biggest challenges in 2018?

Finding, Attracting, and Hiring Top Talent

- ◆ Tomorrow's Jobs will Require Increased Skills.
- ◆ This means that advanced degrees will be necessary for more positions than today.

Finding, Attracting, and Hiring Top Talent

- ◆ Post and pray recruiting strategies no longer work.
- ◆ Often the recruiter receives 100-3000 names to produce one hire for a key position.
- ◆ Quality of the applicant pool can be poor (355 of the applicant pool will not even meet the most basic job requirements).
- ◆ Success comes from multi-source positioning and proactive outreach, such as proprietary talent networks, aggregator sites, organization sites, and **referrals**.
- ◆ About 45% of employees are “passive candidates” who basically are happy in their position but would be open to other opportunities.

Finding, Attracting, and Hiring Top Talent

	Poor Practices	Best Practices
Anticipate the Need	<ul style="list-style-type: none">• Hiring only when you have an opening• Having ad hoc succession plan• Overlooking the skills your organization will need in the future• Indulging in irrational optimism about attrition, succession depth, and recruiting yields	<ul style="list-style-type: none">• Conducting ongoing, proactive analysis of future needs• Continually evaluating the pool of potential talent• Developing rigorous periodic forecasts of the organization's talent needs
Specify the Job	<ul style="list-style-type: none">• Relying on generic competency models• Looking primarily for charisma, general ability, and track record	<ul style="list-style-type: none">• Defining the specific demands of the job• Specifying which skills and experience are relevant• Identifying the team the candidate will need to work with• Considering how the organization's culture and context affect the role

Finding, Attracting, and Hiring Top Talent

	Poor Practices	Best Practices
Develop the Pool	<ul style="list-style-type: none">• Taking a scattershot, ad hoc approach to finding candidates• Limiting the pool• Looking for only external or internal candidates	<ul style="list-style-type: none">• Developing a larger pool• Considering people on the periphery of the organization (employees in remote offices, consultants, suppliers, customers)• Tapping your networks and involving the right external partners
Assess the Candidates	<ul style="list-style-type: none">• Settling on the first adequate choice• Looking endlessly for the perfect choice• Using the wrong interviewers• Overly bureaucratic• Unstructured or generic interviews• Conducting inadequate (or no) reference checks.	<ul style="list-style-type: none">• Using a small number of high-caliber, well-trained interviewers• Employing behavior based interviews• Conducting detailed reference checks

Finding, Attracting, and Hiring Top Talent

	Poor Practices	Best Practices
Close the Deal	<ul style="list-style-type: none">• Assuming money is everything• Discussing only the positives of the job	<ul style="list-style-type: none">• Demonstrating accurate support for the candidates' interests• Describing the job realistically• Involving the hiring manager personally, not just HR in closing the deal
Integrate the Newcomer	<ul style="list-style-type: none">• Assuming the new hire is “plug and play”• Providing inadequate support and mentoring	<ul style="list-style-type: none">• Using veteran top performers as mentors• Making sure the newcomer checks in regularly with the boss, mentor, and HR, even when no problems exist
Audit and Review	<ul style="list-style-type: none">• Hanging on to bad hires• Failing to review hiring practices and institutionalize the best ones	<ul style="list-style-type: none">• Removing bad hires immediately• Regularly reviewing recruiting practices• Holding all assessors accountable for the quality of their evaluations

Workforce and Succession Planning

Workforce and Succession Planning



Retention and Engagement Best Practices

Without significant ability, aspiration, and engagement, employees will not excel in their next jobs.



The High-Potential Employee

A high-potential employee is someone with the ability, engagement, and aspiration to rise to and succeed in more senior critical positions. It takes both interpersonal and technical skills.

Retention and Engagement Best Practices

How do you create the culture where employees develop ability, give discretionary effort (engage) and aspire for more?

Vision

Voice

More/Better
Work

Training and
Development

Recognition

Flexibility

Community at
Work

Extrinsic and Intrinsic Incentive Rewards

- ◆ Individual motivation is linked to the availability of a system of extrinsic and intrinsic rewards

Extrinsic Rewards

Originates from outside the individual



Intrinsic Rewards

Originates from inside the individual

Intrinsic Rewards

◆ Factors increasing intrinsic motivation

Challenge

People are more motivated when they pursue goals that have personal meaning, that relate to their self-esteem when performance feedback is available, and when attaining the goal is possible but not necessarily certain

Curiosity

Internal motivation is increased when something in the physical environment grabs the individual's attention (sensory curiosity) and when something about the activity stimulates the person to want to learn more (cognitive curiosity)

Control

People want control over themselves and their environments and want to determine what they pursue

Cooperation and Comparison

Intrinsic motivation can be increased in situations where people gain satisfaction from helping others and also in cases where they are able to compare their own performance favorably to that of others

Recognition

People enjoy having their accomplishment recognized by others, which can increase internal motivation

Finding, Attracting, and Hiring Top Talent What Motivates Passive, Fully Engaged Employees?

80%					
70%	73%				
60%					
50%		59%			
40%			44%		
30%				41%	
20%					40%
10%					
0%					
	Compensation	Growth Opportunities	Type of Work	Financial Stability of Organization	Work-Life Balance



HIRING BEST PRACTICES

Benefits to Effective, Non-Discriminatory Interviewing

- ◆ Increased overall success and improved productivity.
- ◆ Retention of employees and lower turnover.
- ◆ Improved employee satisfaction and morale.
- ◆ Less time spent on re-training, more resources to invest in proven performers.
- ◆ Maintenance of good reputation among applicants, and continuing ability to attract top talent.

Effective Interviews: An Ounce of Prevention

- ◆ We interview to obtain necessary information about an applicant. To be most effective in this goal, take the time to meet the applicant face to face.
- ◆ Ask the applicant about gaps or questions you may have.
- ◆ Ask the applicant if you will need additional information:
 - a nickname, change of name – in order to check.
- ◆ Limit inquiries to only those subjects necessary to evaluate the applicant's suitability to perform the job.

Tips for a Successful Hiring Program

- ◆ Have job descriptions which accurately set forth job duties and required qualifications.
- ◆ Have a process for obtaining feedback from interviewers so that the impressions of all interviewers are collected and evaluated.
- ◆ Take the time to evaluate applicants to ensure that the best qualified candidates are identified and recruited.

Tips for a Successful Hiring Program

- ◆ During the interview process, obtain information from the candidate as to activities during gaps in employment and reasons for leaving prior positions (particularly where there are many employers in a short period of time or many gaps in employment).
- ◆ Check references prior to making a job offer.
- ◆ Have offers of employment made by human resources personnel.

Tips for a Successful Hiring Program

- ◆ Have a process for advising unsuccessful candidates that no offer will be extended.
- ◆ Conduct background checks as necessary.
- ◆ Conduct post-offer, pre-employment medical examinations and/or alcohol and drug screening.
- ◆ Identify the best, most qualified individuals.

Goals of the Hiring Process

- ◆ Establish a successful relationship among supervision and staff.
- ◆ Establish the culture.
- ◆ Clearly establish quality standards and benchmarks, enforce strict compliance (“Zero Tolerance”).
- ◆ Establish accountability and consequences of failure.



Retaining Your Most Valuable Assets – Keeping Your Keepers

Onboarding:

Do you have a culture that fosters retaining talent or jumping ship?



In 2015, an organization hired 23 new grads.

ALACHIAN POWER PA



How many were left in 2017?



“Providing true early career support stands today as the **single most important thing companies can do to energize new hires and gain their long-term loyalty and enthusiasm.”**

Mark A. Stein and Lilith Christiansen

Kaiser Associates

Coauthors, *Successful Onboarding*



**WELCOME
ABOARD!**



WHY ONBOARDING PROGRAMS FAIL

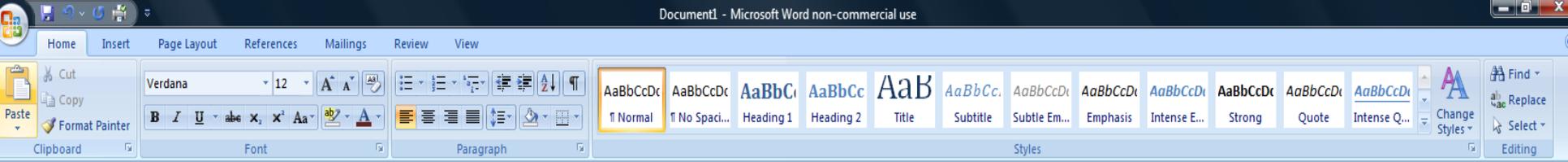


No one is directly responsible.

**Viewed as a checklist or
“orientation paperwork.”**

**Limited management interest or
involvement.**

**Material introduced is never
reinforced later.**



Onboarding

You know it's bad when Microsoft doesn't even acknowledge you as a real word.

**What's the first
thing that comes
to mind when I
say orientation?**

This?

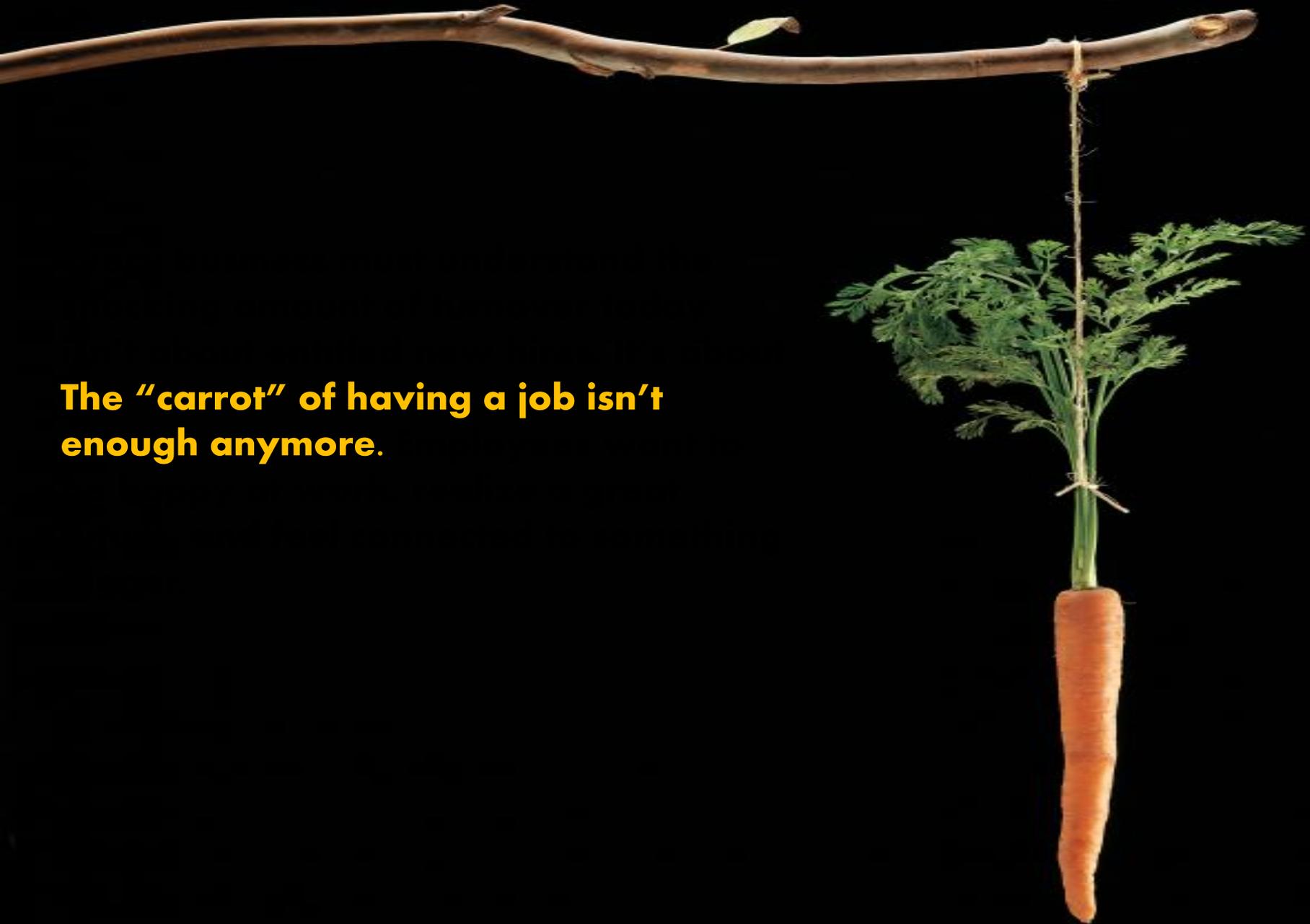




For most new hires, it's this!

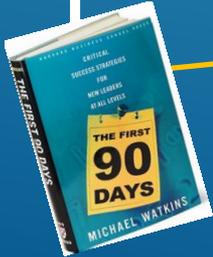
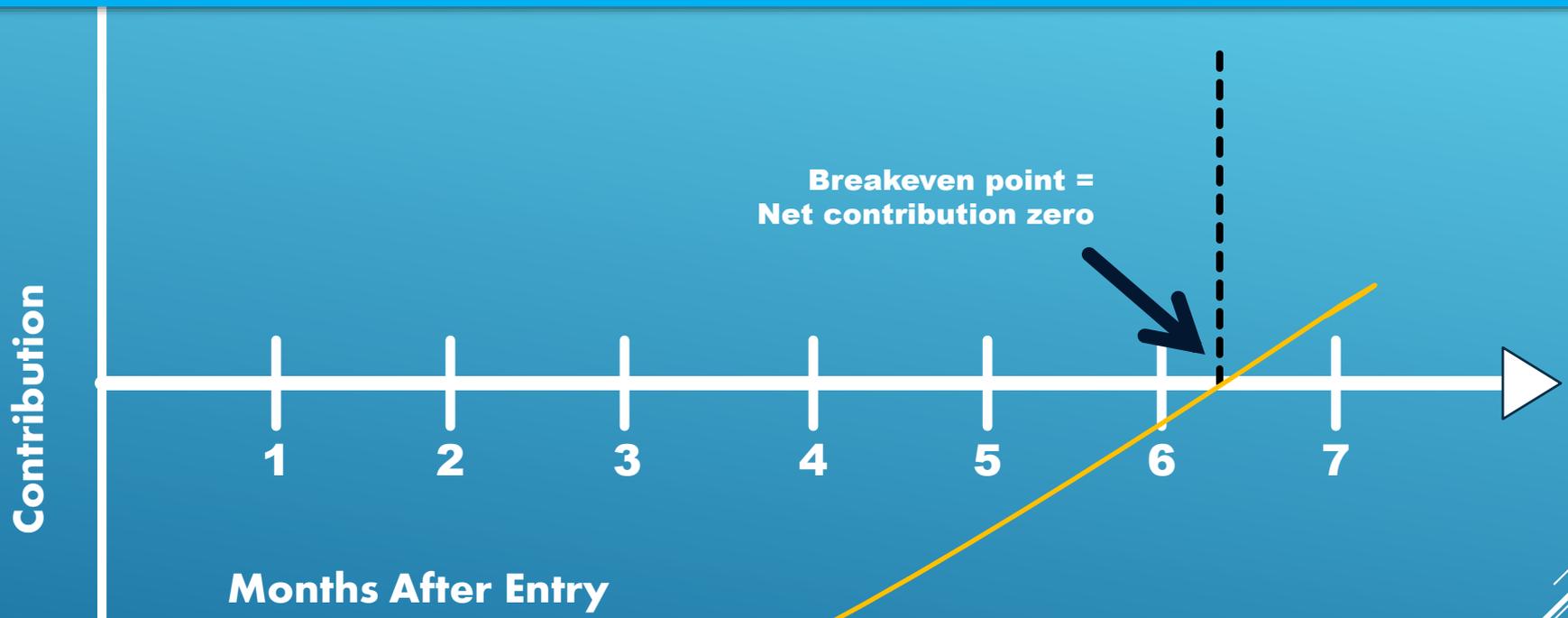
A woman with dark hair, wearing a black business suit, white shirt, and red tie, is shown from the chest up. She has a comically long, protruding nose. Her mouth is wide open in a shout, and her right hand is held up to her mouth as if she is shouting or calling out. The background is plain white.

**Onboarding Rule #1
Live Up to Recruiting
Cycle Promises**



The “carrot” of having a job isn’t enough anymore.

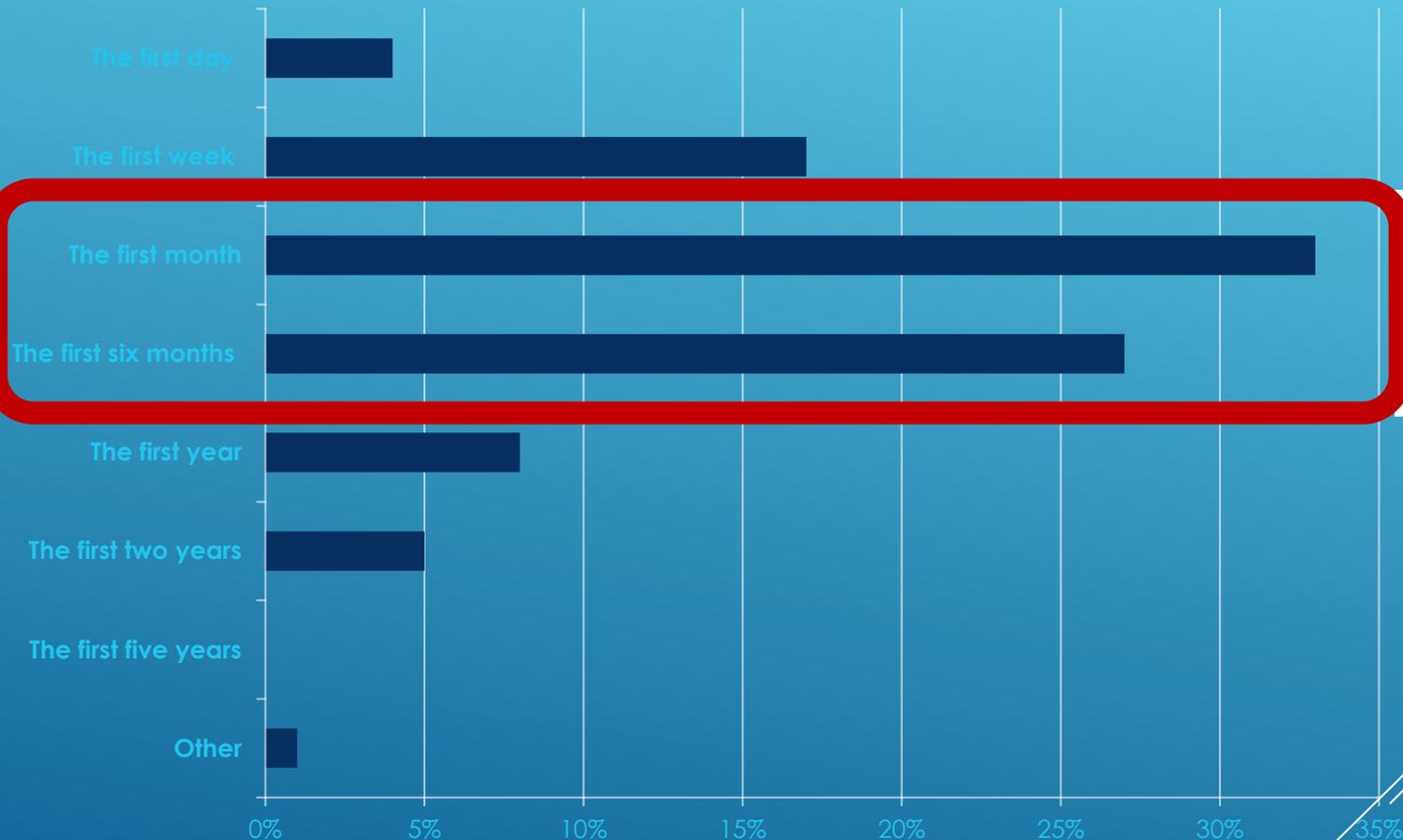
When Do New Employees “Break Even?”



Source: Michael Watkins, *Your First 90 Days*



Timeframe an Employee Makes a Decision to Stay





Focus on Bite-Sized Learning in Three Areas

Technical

Cultural

Social

Host one training / event in each section every quarter.

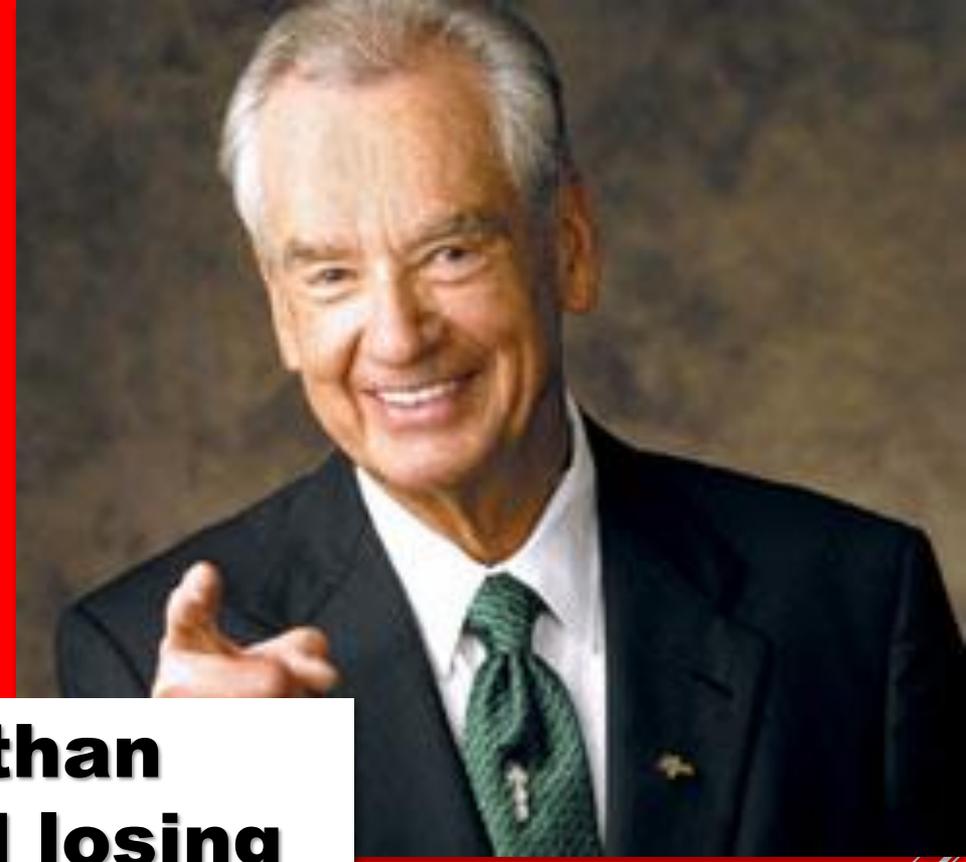
Survey through every step.



- ✓ 1 month
- ✓ 6 month
- ✓ One Year

NOTE:

Someone needs to be held accountable for this!



“The only thing worse than training employees and losing them, is NOT training and keeping them.”

Zig Ziglar

Keeping your keepers.

(Hint: It's not all about the money.)

**In a study of more than 584
employed Americans:**

**-82% hadn't established any
career goals in collaboration
with their manager.**



**Your organization's culture is your
business ecosystem.**



FOUR PROMISES YOU SHOULD MAKE EVERY NEW HIRE

- 1.) You will work to develop them as people in alignment with company goals.
- 2.) You will give them the resources they need to do their job effectively.
- 3.) You will provide them with transparent and frequent communication.
- 4.) You will hold them accountable for clearly-defined high performance standards.





Flexible Work Arrangements



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Flexible Work Arrangements – Definition

An Arrangement that Differs From the Traditional Approach of Hiring a Full-Time Employee to Work M-F, 9 am – 5 pm, Work Schedule at One Location.





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Flexible Work Arrangements – What Do They Look Like?

- Flexible hours. Employee works from 10 am to 6 pm rather than from 8 am to 4 pm. Referred to as staggered hours.
- Flexible work location. Work from home or a satellite office.
- Part-Time rather than Full-Time.
- Compressed Work Week. Four 10-hour days, or a nine-day fortnight.





Flexible Work Arrangements – What Do They Look Like? - Cont'd.

- Job Share. Two part-time employees perform same job. A 50:50 split is most common.
 - Partner with Another Jurisdiction.
 - Consultants. Engineering, Plan Review or Financial Services.
 - “Retire and Rehire” Bring back former employees to work temporary part-time to address spikes in employment needs or conduct special projects.
 - Temp-to-Hire or Outsource via Third Party Employer.
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Flexible Work Arrangements – Why Should I Care?

- **Today's Labor Force Expects It.**
 - Work-life balance. Being able to take a child to school or doctor; starting work sooner or later to exercise.
 - Avoid rush-hour commutes.
 - Keep employees happy; importance of branding your organization as a Great Place to Work.
 - **Competing for Good Employees.**
 - Limited labor pool; April 2018 unemployment rate = 3.9%.
 - Lowest rate in 17 years; eight years ago it was 10%.
 - Despite good economy, US Births hit 30-Year Low in 2017
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Flexible Work Arrangements – Why Should I Care? - Cont'd

- **Administrators Focus on Effectiveness and Efficiency**
 - Expand service hours – staggered shifts may result in City Hall being open earlier or later.
 - Cost Savings – two part-time employees instead of one full-time employee results in savings to health insurance and pension expense.
 - Increase productivity – fewer distractions or interaction with employees result in more focused work.
 - **Elected Officials Are Demanding Same Level of Service With No or Minimal Tax Increases**
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Flexible Work Arrangement - Case Study #1

- Shared Code Enforcement Officer via Third Party Employer
 - Illinois Communities - Columbia and Shiloh.
 - Communities Had Difficulty Finding Good Candidates for Part-Time Code Enforcement Position.
 - Requested 3rd Party Employer to Solicit, Evaluate and Present Candidates.
 - 40 hours/week – two days with one town, three days with the other.
 - Communities avoid health insurance and pension expense.
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Flexible Work Arrangement - Case Study #2

- **Interim Finance Director – Park District**
 - Incumbent Finance Director Submits Retirement Notice Intending to Take Summer Long Vacation.
 - Park District Supt. Urges Sabbatical Instead; Brings on Interim Director Through Third Party Employer.
 - 24-30 hours/week for Five Months.
 - “Retired” Employee Comes Back to Full-time Position; Park District Retains Valued Employee.
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Flexible Work Arrangement - Case Study #3

- **Retired Manager – Municipality**
 - Public Works Director is technically strong but lacks soft skills.
 - Through Third Party Employer, Village Manager brings on “Retired” Manager to mentor PW Director.
 - 10-15 hours/week for Two to Three Months.
 - PW Director benefits from experiences of Retired Manager.
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Flexible Work Arrangements - What Can I Do To Get Started?

- Review Impact Flexible Time Arrangements May Have on Customers and Employees.
 - Consider Benefits and Problems; Review Collective Bargaining Agreements.
 - Ask Employees What They Want – Perhaps Via a Survey.
 - Consult With Neighboring Towns, Other Governments (Townships, Park Districts, County), Brainstorm with Colleagues.
 - Consider Written Policies and Procedures for Implementation.
 - Dip Your Toe in the Water – Run a Pilot Program.
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Questions?



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