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Attracting and Retaining Talent: *There's No Silver Bullet*

**ASTHO-NACCHO Conference
September 11, 2008
Sacramento**

**Bob Lavigna
VP, Research**

Why it Matters

“It is not at all clear how government can be well executed unless it is able to compete more effectively for its fair share of talent.”

“Government is always going to be able to fill vacancies. The important question is whether we can fill them with talented and committed people with the skills we need.”

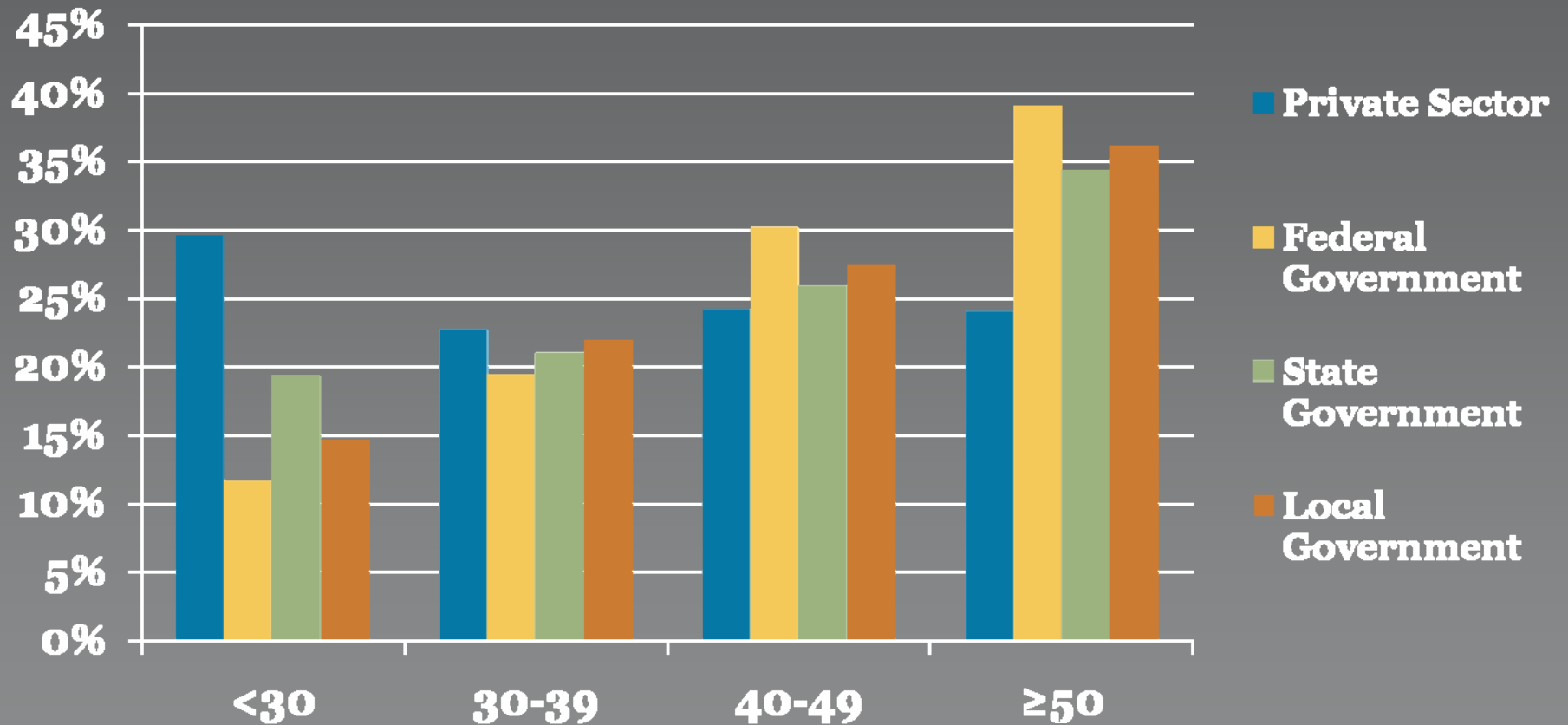
“The most difficult challenge state and local public health officials face in developing capacity to respond to terrorist events, emerging infectious diseases and other public health threats is assuring a qualified work force is available.”



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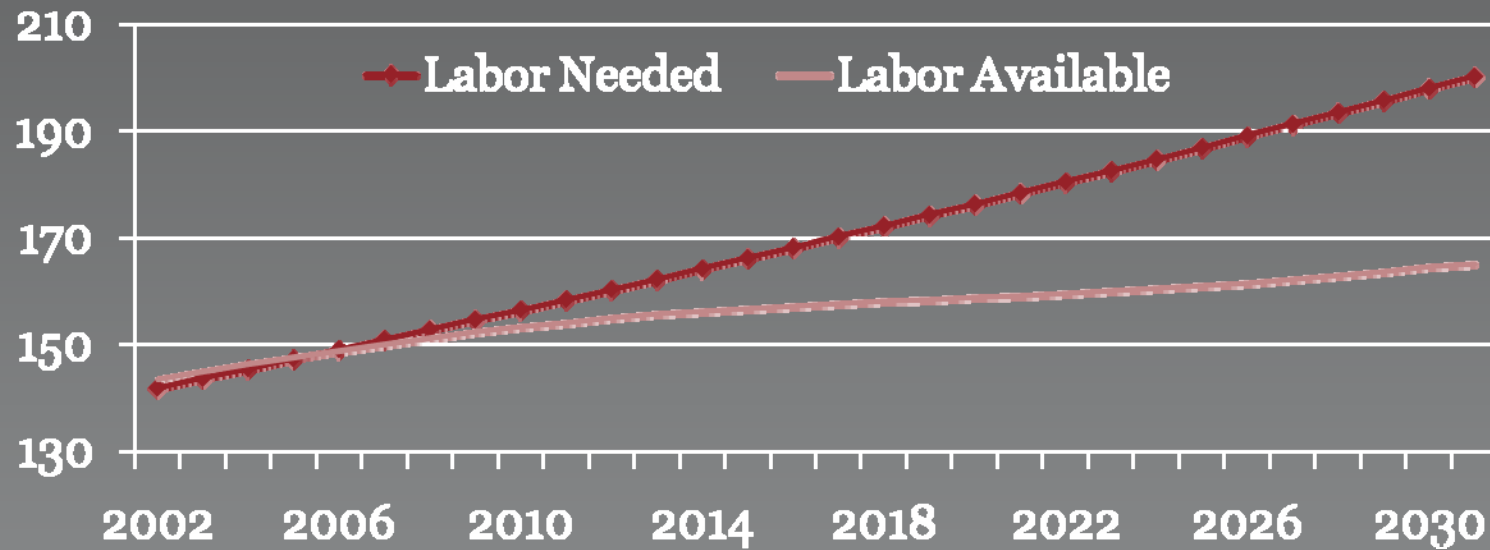
Public Sector Workforce is Graying

Age Distribution Government and Private Sector



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Competition for Talent Heating Up



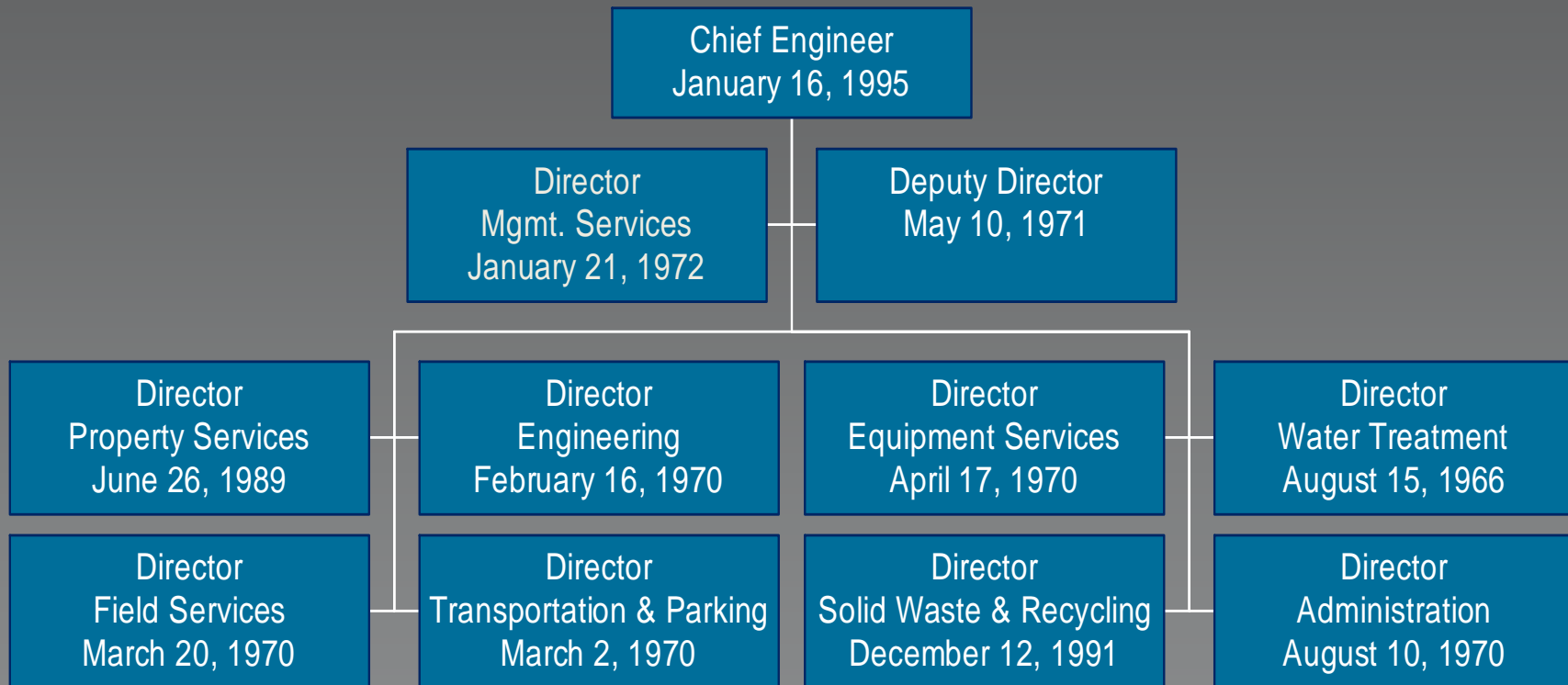
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Top Federal Hiring Needs

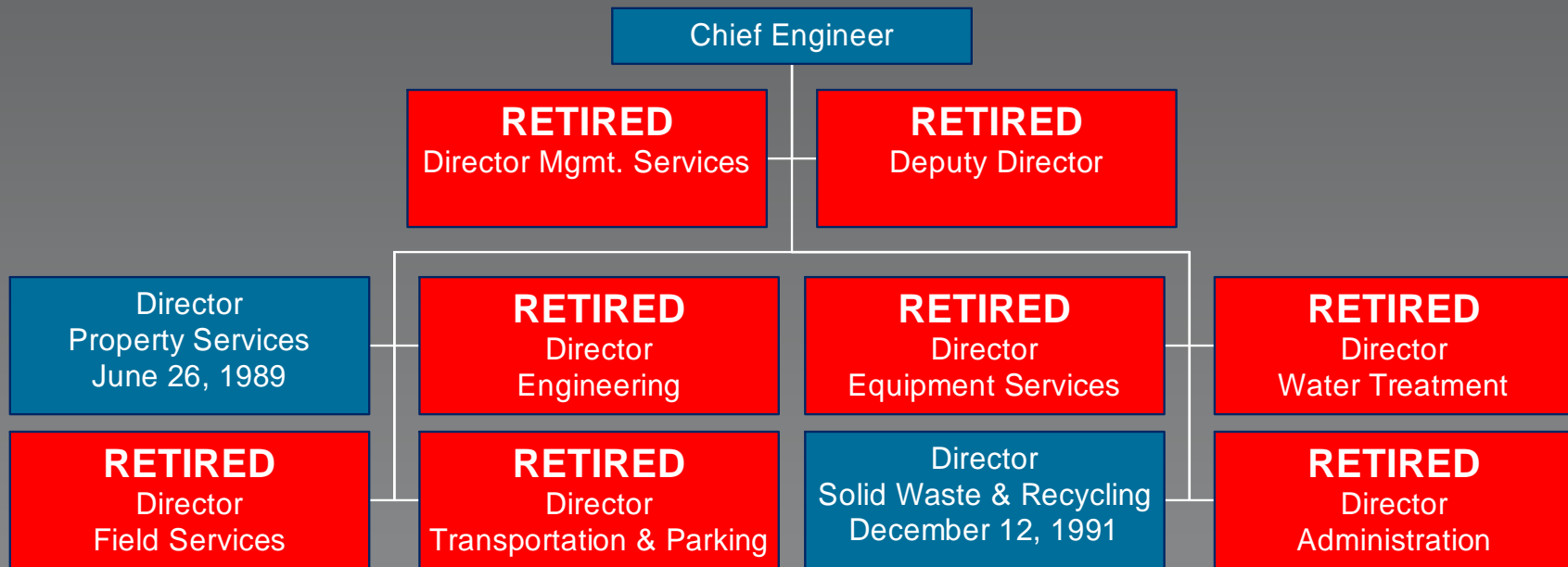
1. Security, protection and enforcement
2. *Medicine and public health*
3. Accounting, budget and business
4. Engineering and sciences



Government Agency – Today



Same Agency – In 3 Years



Partnership for Public Service

Our Mission

Non-partisan, non-profit organization dedicated to recruiting and retaining excellence in government. Our goals:

- ★ **Inspire** new generations to serve
- ★ **Transform** how government works

Our Five-Part Plan

- ★ Educate potential recruits
- ★ Communicate value of public service
- ★ Drive human capital change
- ★ Promote legislative reform
- ★ Do research to identify or create policies/programs that work



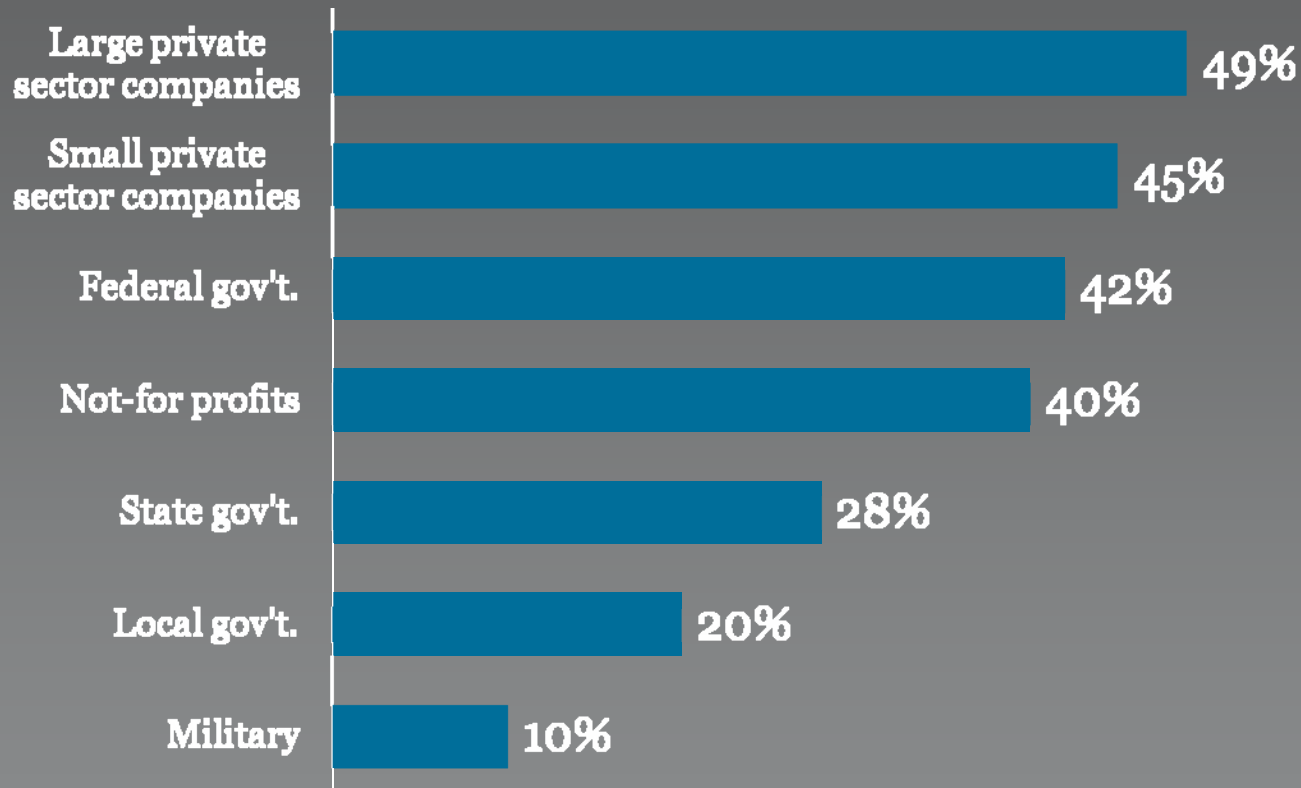
Attracting and Retaining Talent

- ★ **Recruiting and hiring**
- ★ **Onboarding**
- ★ **Employee engagement/satisfaction**



Call to Serve Survey of College Students

How interested are you in working in:



(% "extremely" or "very" interested)

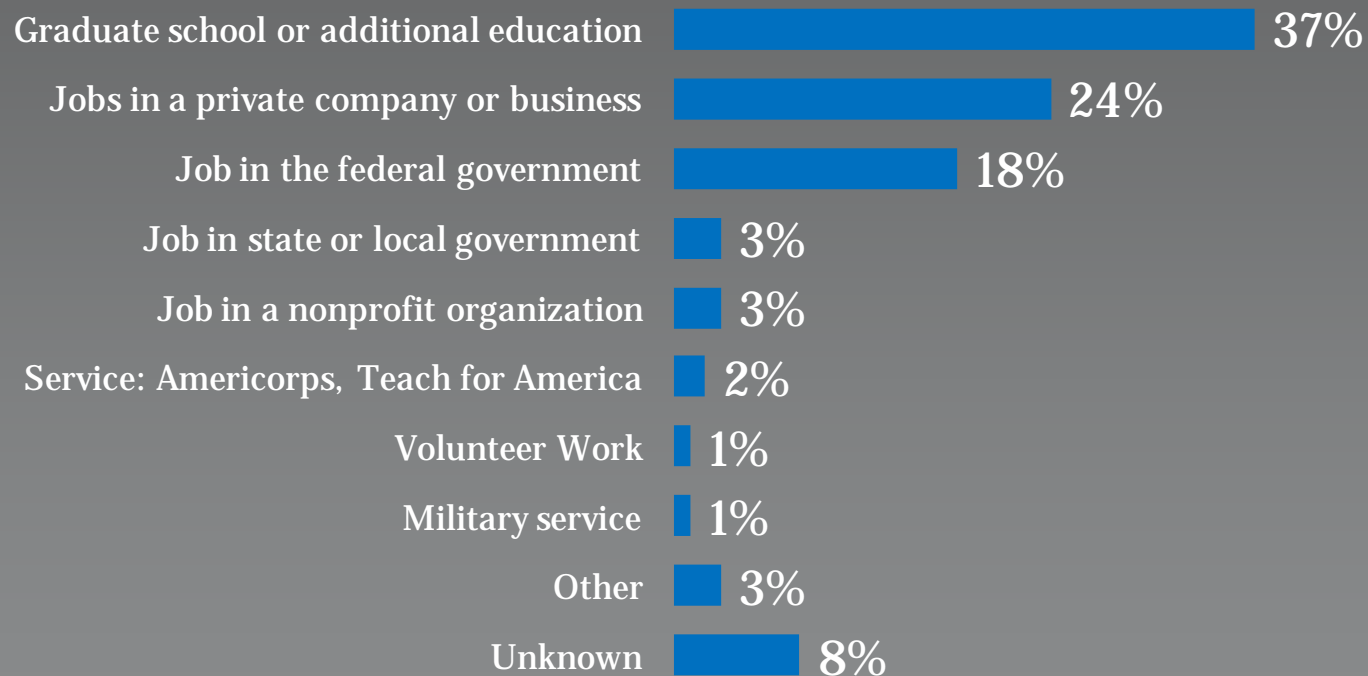


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Call to Serve Survey

Few students currently plan to work for government

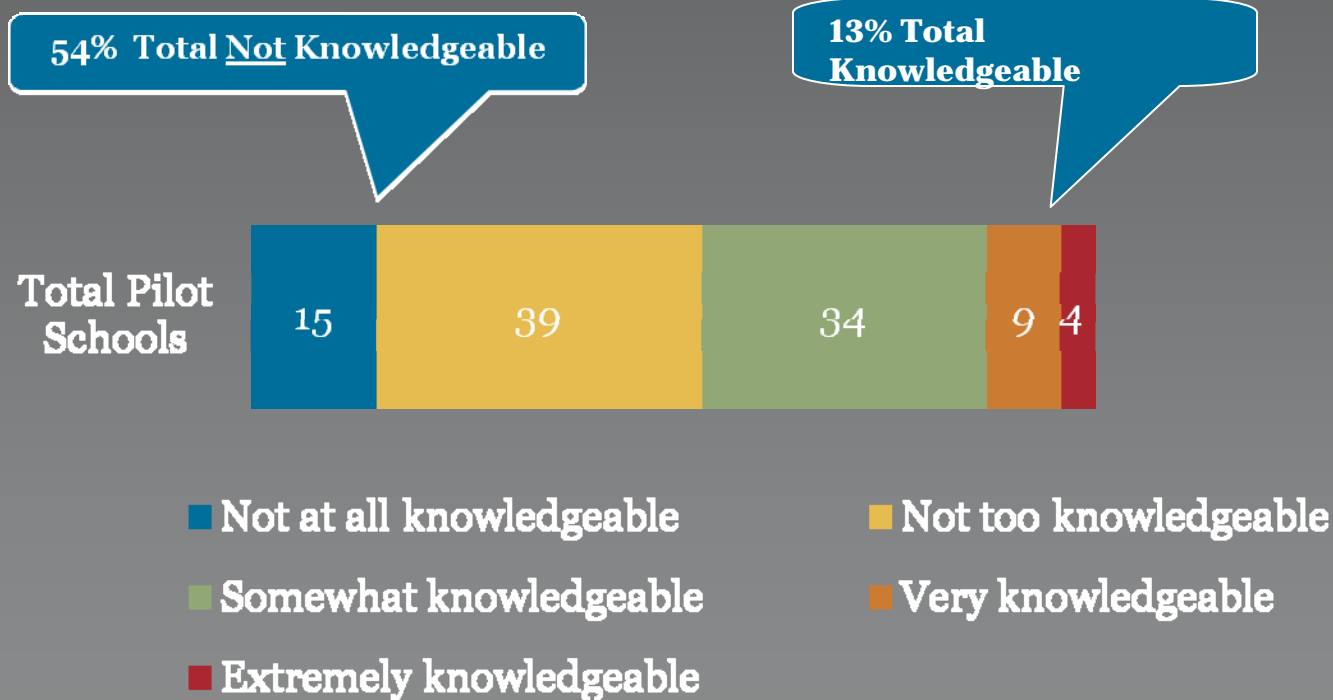
Which best describes your current plans immediately after graduating?



Call to Serve Survey

Why few plan to work in government -- knowledge is low

How knowledgeable do you feel about career and internship opportunities in government?



The More They Know, the More They Like

Did information -- what you saw, heard or read -- about government job or internship opportunities make you more or less interested in job opportunities?

% "more interested"



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Recruiting: High Tech *plus* High Touch

- ★ Tap multiple pipelines
- ★ Market and personalize public service
- ★ Build alliances, use “near peers”
- ★ Hire through internships
- ★ Use technology
- ★ Offer scholarships, loan repayment
- ★ Make the hiring process work
- ★ Measure results



Recruiting is everyone's job!



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It's not just making a living, it's
making the difference.

[Home](#) [What Kinds of Federal Jobs are There?](#) [Why Choose a Federal Career?](#) [How to Find & Apply for Federal Jobs](#) [How to Find & Apply for Federal Internships](#)




Cara Peck
Life Scientist, EPA

Hot Jobs


Electronics Engineer

Department of the Navy

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Education Officer

Agency for International Development

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Cool Internships

Teaching Ambassador Fellowship

Department of Education

Deadline: Rolling Admission

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CALENDAR

April 22

Annenberg Speakers Bureau Event

Bard College

Annandale-on-Hudson, NY

4:30pm

Featured Speaker: Gilbert Castellanos,

Environmental Protection Agency

Contact: [Russell Krumnow](#)

April 23

University of Delaware

2-4pm

Public Service Career Fair

Newark, DE

(302) 831-8570/1231

NEWS

The Partnership is Hiring!

The Partnership for Public Service is currently seeking candidates

More than 20,000 Receive Recruitment, Retention Bonuses

Federal Times

The government spent more than \$140 million on recruitment, relocation and retention incentives for employees last year, according to an Office of Personnel Management report.

[Read the complete article »](#)

Michael Eschleman, the Peace Corps' country director for Paraguay, remembers discussing the guerrilla wars and revolutions of Latin America back in college.

[Read the complete article »](#)

Public Service Scholarship Proposal Unveiled

The Partnership for Public Service has unveiled plans for *Roosevelt*

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supporters and help
us revitalize our federal government.

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- RECREATION / TOURISM
- TAX INFORMATION
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- OPEN MEETING WEBCASTS
- SEARCH NYS GOVERNMENT
-
- GO
- ADVANCED SEARCH / HELP



Career / Employment

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Onboard Effectively

Getting On Board

A Model for Integrating and Engaging New Employees

MAY 2008



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Booz | Allen | Hamilton



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What is Onboarding?

- ★ **Integrating new employees into the organization and providing them with the tools, resources, and knowledge to become successful and productive**
- ★ **From accepted offer to end of 1st year**



Strategic Onboarding Model

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**



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CATBERT: EVIL DIRECTOR OF HUMAN RESOURCES

OUR EMPLOYEE ONBOARDING PROCESS WILL GET YOU ALL MAINSTREAMED IN NO TIME AT ALL.

E-mail: SCOTTADAMS@AOL.COM

THIS WILL BE YOUR CUBICLE, IF WE CAN FIND ANOTHER PLACE TO STORE THIS JUNK.

YOU'LL GET A PHONE AND A COMPUTER IF THE BUDGET EVER GETS APPROVED.

THIS IS ALICE. SHE WILL BE YOUR MENTOR.

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I DON'T HAVE TIME TO BABYSIT! I'M BURIED IN WORK!

I DO NOT LIKE YOU. I... DO... NOT... LIKE YOU!!!

STAND IN THE HALLWAY AND READ THESE BINDERS. IF YOU LEARN ANYTHING, FORGET IT, BECAUSE KNOWLEDGE ISN'T REWARDED HERE.

TRY GIVING UP HOPE. IT TURNS THE BAD FEELING INTO EMPTINESS.

www.dilbert.com



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The Best Places to Work

IN THE FEDERAL GOVERNMENT

www.bestplacestowork.org



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INSTITUTE for the STUDY of
PUBLIC POLICY IMPLEMENTATION
SCHOOL of PUBLIC AFFAIRS

What Drives High Employee Satisfaction and Engagement?

- ★ **Effective leadership**
- ★ **Understanding connection between what I do and the agency's mission**
- ★ **Work/life balance**



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High Engagement → High Retention

Satisfaction with:	Total Percent Satisfied		Gap
	Employees planning to stay for > 2 yrs	Employees planning to leave in < 2 yrs	
Use of skills and abilities	83%	49%	34%
Ability of top management	74%	41%	33%
Company sense of direction	57%	27%	30%
Advancement opportunities	50%	22%	28%
Opportunity to learn new skills	66%	38%	28%
Coaching and counseling from supervisor	54%	26%	28%





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**There isn't any silver bullet to
attract, develop and retain talent**

It takes silver buckshot!

Bob Lavigna

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202-744-4120

www.ourpublicservice.org



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