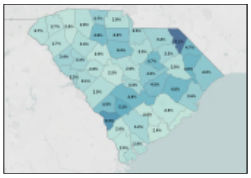
The information provided here is for informational and educational purposes and current as of the date of publication. The information is not a substitute for legal advice and does not necessarily reflect the opinion or policy position of the Municipal Association of South Carolina. Consult your attorney for advice concerning specific situations.

TODAY'S SESSION

- Overview of IT Labor Market
- Trends in local government post-pandemic
- Attracting talent
- Engaging and retaining talent
- Integrated Engagement Model

BY THE NUMBERS

- Local Government Unemployment 4.1%
- National Unemployment Rate 3.4%
- South Carolina Unemployment Rate 3.3%
- Operating Costs Spent on People 80%
- Cost to replace an employee 50-60% annual salary
- US Turnover Cost $170 B



POST PANDEMIC LOCAL GOVERNEMENT TRENDS

LABOR MARKET

- Unemployment rate fell to its lowest level since 1969 with 3.4% (nationally), but **public sector jobs are still below their employment levels from before the pandemic**. State and local government has not made the same recovery as private sector employers.
- In September 2022, **state and local government hired only 0.31 people for every opening**, less than almost every other industry.
- State and local government may also be more likely to require **higher education** than the private sector, which can act as a **formal barrier to entry.**
- **60.3%** of state and local government workers are **women.**

POST PANDEMIC LOCAL GOVERNEMENT TRENDS

MULTI GENERATIONAL WORKFORCE

- **Retirements are increasing** and 53% surveyed report that employees are accelerating their retirement plans.
- **27.8%** of state and local government workforce is **over the age of 55.**
- Millennial & Gen Z generations are **driven by purpose** and want to make a positive impact on their communities.
- Millennials ranked **career advancement** & **professional training** high on the list of attractors to apply for jobs.

POST PANDEMIC LOCAL GOVERNEMENT TRENDS

SEPARATIONS

- More **voluntary quits** were recorded in 2022 compared to 2020.
- Top Exit Interview Response: **Compensation not competitive**
  Followed by lack of internal advancement opportunities and advancement with another public employer

Source: State & Local Workforce 2022 Survey

POST PANDEMIC LOCAL GOVERNEMENT TRENDS

HARD TO FILL ROLES

- Nursing
- Engineering
- Building Permitting & Inspections
- All Skilled Trades

GROUP DISCUSSION

WHAT HAVE YOU SEEN IN YOUR ORGANIZATION?

Share with your table, then we will summarize as a group.

RECRUITING

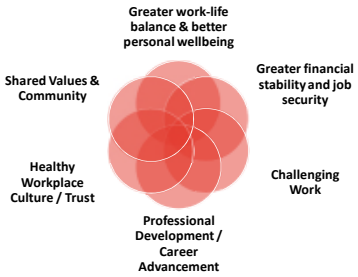
"Acquiring the right talent is the most important key to growth. Hiring was – and still is – the most important thing we do."

Marc Bennioff, Founder, Chairman & co-CEO of Salesforce

COMMON RECRUITING CHALLENGES

- ATTRACTING & ENGAGING QUALIFIED CANDIDATES
- CANDIDATE EXPERIENCE
- SPEED & EFFICIENCY

WHAT ARE CANDIDATES LOOKING FOR?



ATTRACTING TALENT

Build a strong employer brand and articulate your Employee Value Proposition

- Incorporate Mission, Vision, Values into interview process, organization brand - *what is your Mission statement and do people identify with the Mission*
- Define value of the job within the city/town and community – *promote sense of purpose*
- Promote culture – *flexibility, community focused, family, supportive, etc.*
- Promote job security, stability, and robust benefits
- Structured growth, development, and path

ATTRACTING TALENT

We are selling our organization. We are no longer asking the questions:
- Why do you want to work for us?
- Why should I hire you?

Have the job defined
- Accurate, succinct, and well-crafted job description
- Realistic job preview

Job Advertisements
- Easy to read and aesthetically pleasing format
- Highlight community impact
- Clear expectations
- Include call to action – APPLY HERE
- Mobile friendly

Social Media
- 35% of social media users have utilized social media to look for, or research, jobs.
- 21% have applied for a job they first found out about through social media.
- 34% have used social media to inform friends about available positions at their own employer.
- 13% of social media users say information that they have posted on social media has helped them get hired.

RECRUITING STRATEGIES

Assess flexibility
- Part time positions available
- Embrace remote & hybrid work models (larger talent pools)

Know and measure your best sources for talent – use the ones that work!
- Review employee referral program; highly effective in most instances
- Assess relocation programs (People want to be in South Carolina!)

Embrace technology and efficiencies
- Virtual interviews
- Applicant Tracking System
- Use data to inform decision making

Be Proactive
- Actively seek out candidate pools

Assess Employee Value Proposition & the Candidate Experience
- EVP articulated throughout the organization and to candidates
- *Speed* – review internal process and remove unnecessary or non-value-add steps
- High level of communication

Be Creative
- "Quiet Hiring" through internal talent mobility, upskilling opportunities, and leveraging alternate methods (alumni networks, gig workers)
- Skills based hiring - Assess candidates solely on skills needed to perform the role vs. credentials and prior experience

Hire Right
- Ensure new hire's values are aligned with organization's values during the interview process
- Assess technical, non-technical, and social skills

WHAT HAPPENS WHEN RECRUITMENT IS UNSUCCESSFUL?

- Increased turnover
- Decreased employee engagement
- Employees working longer hours
- Increased overtime
- Increased medical expenses
- Increased workers compensation claims
- Increased mental health issues/needs
- Increased complaints and employee relations issues

RETENTION

"When leaders throughout an organization take an active, genuine interest in the people they manage, when they invest real time to understand employees at a fundamental level, they create a climate for greater morale, loyalty, and, yes, growth."

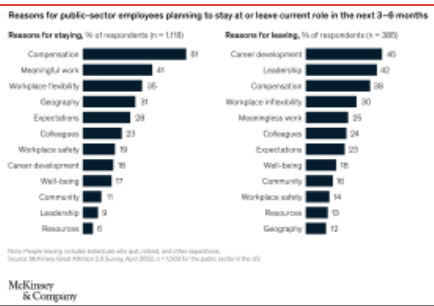
Patrick Lencioni, Author of Five Dysfunctions of a Team

POST-IT!

Why have you stayed with an employer?

Why have you chosen to leave an employer?

WHY DO EMPLOYEES LEAVE?



TURNOVER

MARKET STATISTICS

*We can't afford **NOT** to retain our employees*

How do we retain employees?

We engage them!

Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.

ENGAGEMENT STATISTICS

If you are not engaging your top talent, ***someone else will***

WHAT DOES ENGAGEMENT LOOK LIKE?

Engagement is the relationship between an organization and its employees.

- An engaged employee is ***fully absorbed by*** and ***enthusiastic*** about their work
- An engaged employee takes ***positive action*** to further the organization's reputation and interests

WHAT DOES ENGAGEMENT LOOK LIKE?

ENGAGEMENT STATISTICS

54% of employees are not engaged (simply going through the motions)

17% of employees are actively disengaged (doing bare minimum)

29% of employees are actually engaged

Gallup Poll

QUIET QUITTING

SINGLE MOST INFLUENCING VARIABLE:

RELATIONSHIP

with immediate supervisor

UNDERSTANDING YOUR IMPACT

Manager's Influence = 70% of Employee Engagement

50% of employees leave jobs because of Managers

What can you do to positively impact or influence

retention?

GIVE EMPLOYEES A REASON TO

STAY

POST PANDEMIC LOCAL GOVERNMENT TRENDS

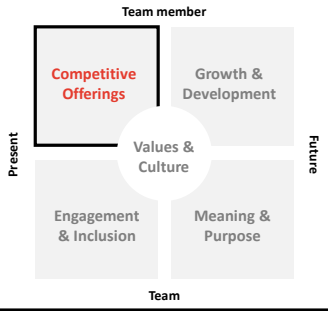
EMPLOYEE RETENTION & DEVELOPMENT

- 93% of survey respondents use **employee assistance programs** and **mental health support** to retain and develop talent.
- **Leadership development, career ladder, and apprenticeships programs** have been established to support retention & development in local government.
- Rise in **Paid Family Leave** benefits.

WE DRIVE OUR FUTURE: INTEGRATED ENGAGEMENT MODEL

- Evaluate → organization offerings and employee needs
- Change the focus and conversation
- Aligned efforts and strategies across the model
- Continuous measurement & optimization
- Systemic Approach

WE DRIVE OUR FUTURE: INTEGRATED ENGAGEMENT MODEL



- Compensation & benefits
- Physical environment
- Technology
- Schedules
- Fringe perks

POST COVID PRODUCTIVITY MODEL

90% of the global workforce was **on-site**

PROXIMITY MODEL

prior to COVID

83% **hybrid** worker *optimal* model

68% of *high-growth companies* using a **productivity-anywhere** workforce model

36% fully **on-site** (healthcare, retail, and small localized businesses)

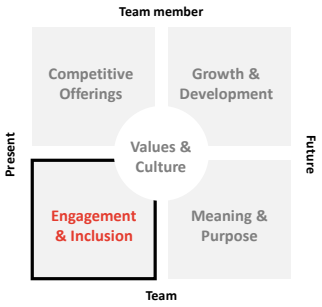
post COVID

Source: Accenture Nov 2022 Future of Work Survey

WE DRIVE OUR FUTURE: INTEGRATED ENGAGEMENT MODEL

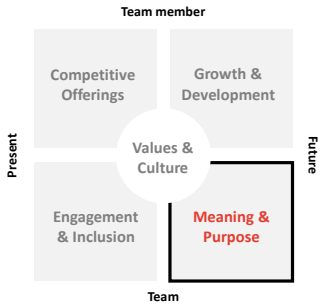
- Career pathing
- "Boss to Coach" – culture of coaching, change the altitude
- Skill acquisition, development & compensation, job rotations
- Timing and promotions

WE DRIVE OUR FUTURE: INTEGRATED ENGAGEMENT MODEL



- Relational vs. transactional
- Give people a voice
- Cross-collaboration
- Mentoring programs
- Exposure to leaders, other departments, and external partners

WE DRIVE OUR FUTURE: INTEGRATED ENGAGEMENT MODEL



- Connect the dots
- Innovative thought
- Business & community

WE DRIVE OUR FUTURE: INTEGRATED ENGAGEMENT MODEL

Everything Matters!

Questions

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Thank you for your participation!