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# Building a Diverse, Talent-Centric State and Local Workforce

June 22, 2021

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# Today's Presenters



- **Joshua Franzel**, PhD, Managing Director, MissionSquare Research Institute  
*(formerly Center for State and Local Government Excellence at ICMA-RC)*
- **Patrick Ibarra**, Co-Founder & Partner of the Mejorando Group
- **Jay Carlile**, General Manager, State and Local Government, LinkedIn Talent Solutions

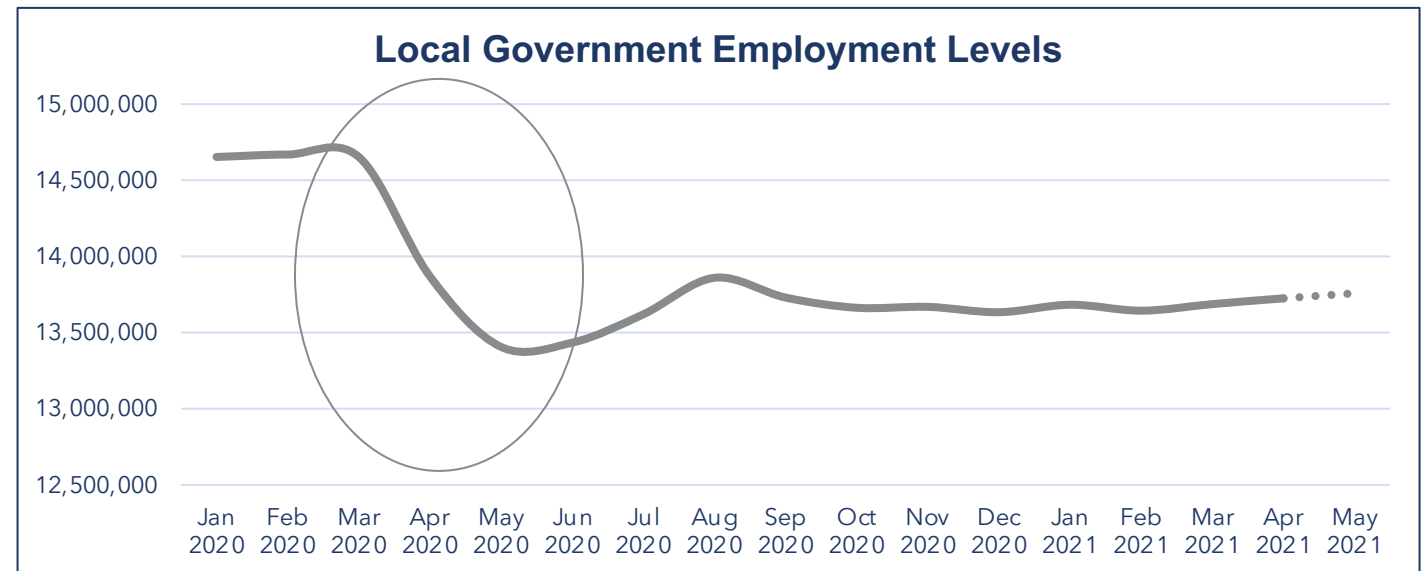
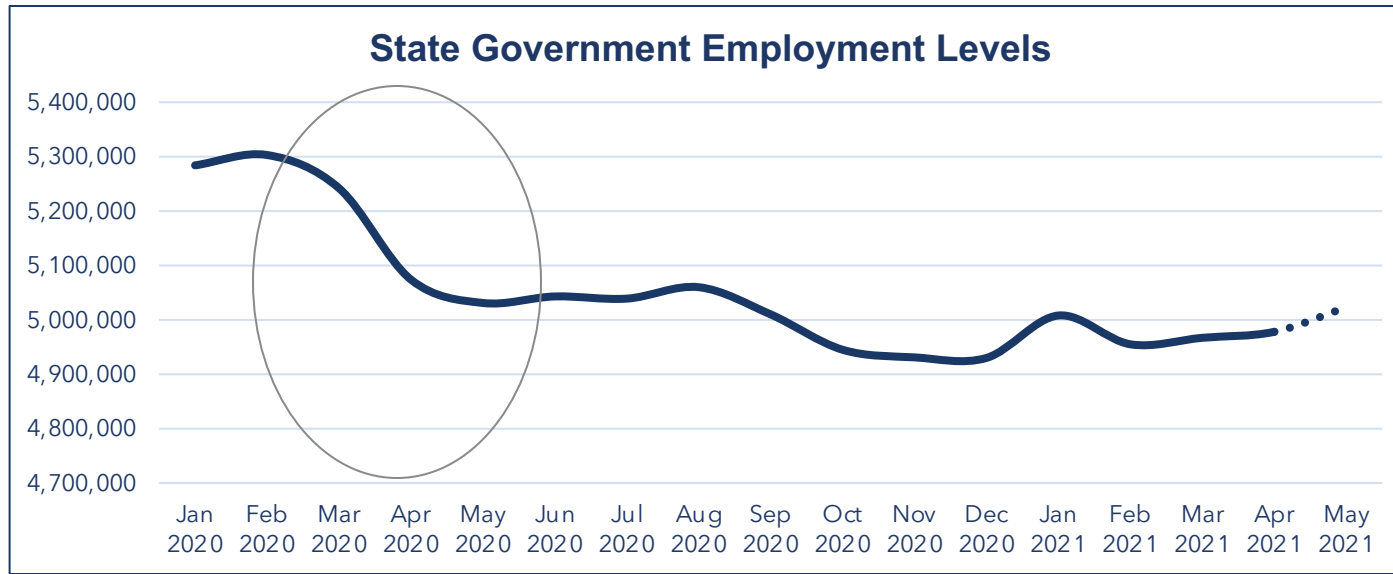


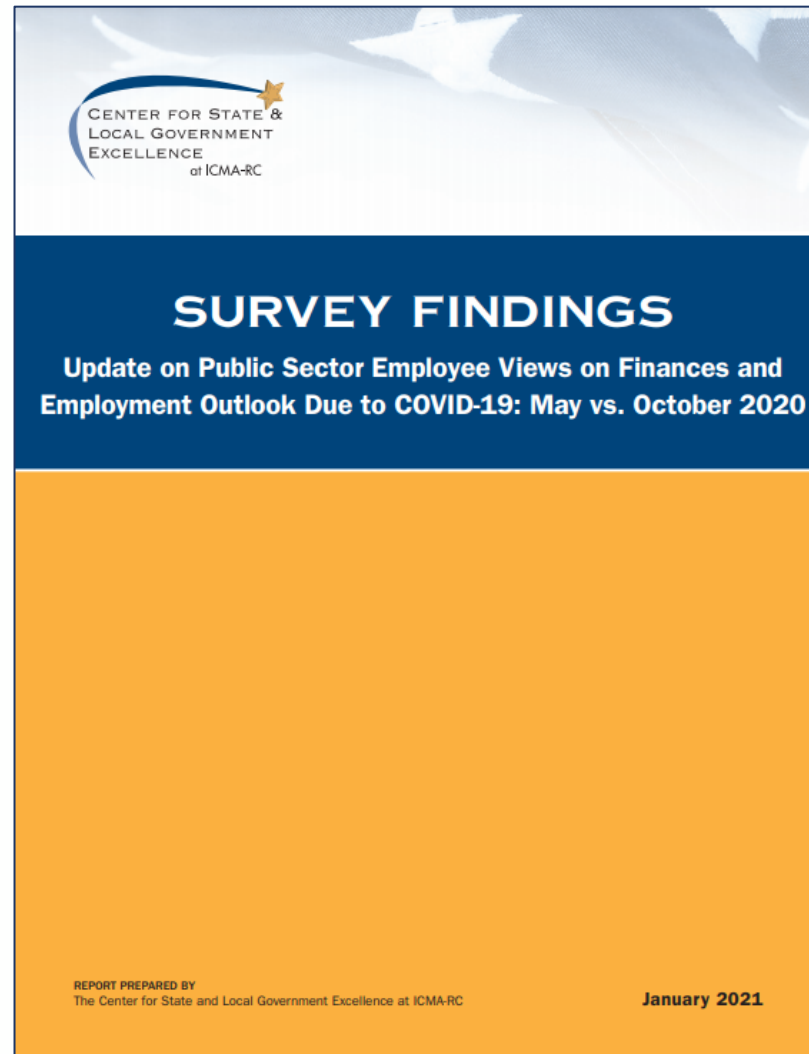


# The State and Local Workforce in 2020, 2021, and Beyond

**Joshua Franzel, PhD**  
Managing Director, MissionSquare Research Institute



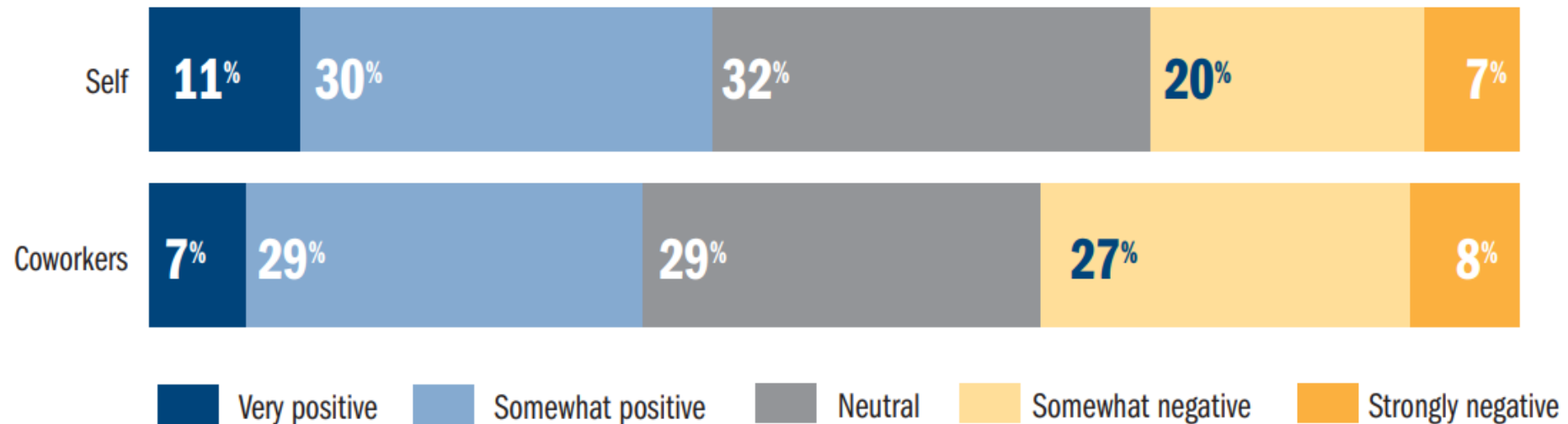




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## Morale Regarding Work State and Local Employees, October 2020





## Emotions Felt While at Work

### State and Local Employees, October 2020

- 52% Stressed
- 47% Burnt-out/fatigued
- 25% Anxious
- 21% Grateful
- 11% Optimistic
- 10% Confident



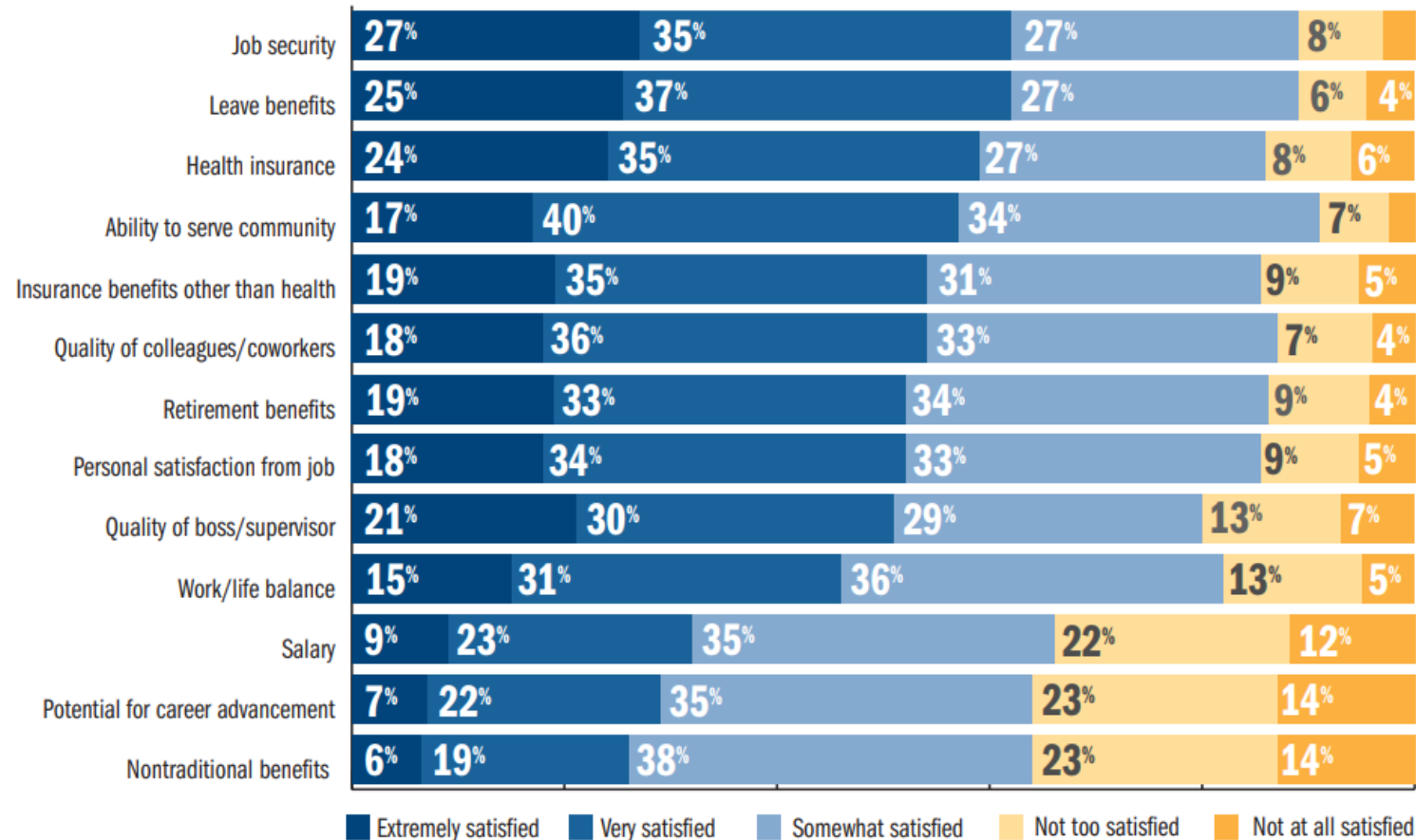
## **Feelings About Working in the Public Sector State and Local Employees, October 2020**

- 63% - “I value serving my community during this difficult time.”
  - 44% - “The pandemic has made the public more aware of the importance of what I do.”
  - 43% - “Working in the public sector during the COVID-19 pandemic is a source of pride.”
  - 37% - “The COVID-19 pandemic makes my work feel more meaningful.”
- 
- 48% - “The risks I’m taking working during the COVID-19 pandemic are not on par with my compensation.”
  - 31% - “Working during the COVID-19 pandemic has made me consider changing jobs.”



# Satisfaction with Job Elements

## State and Local Employees, October 2020



(n=1,205)

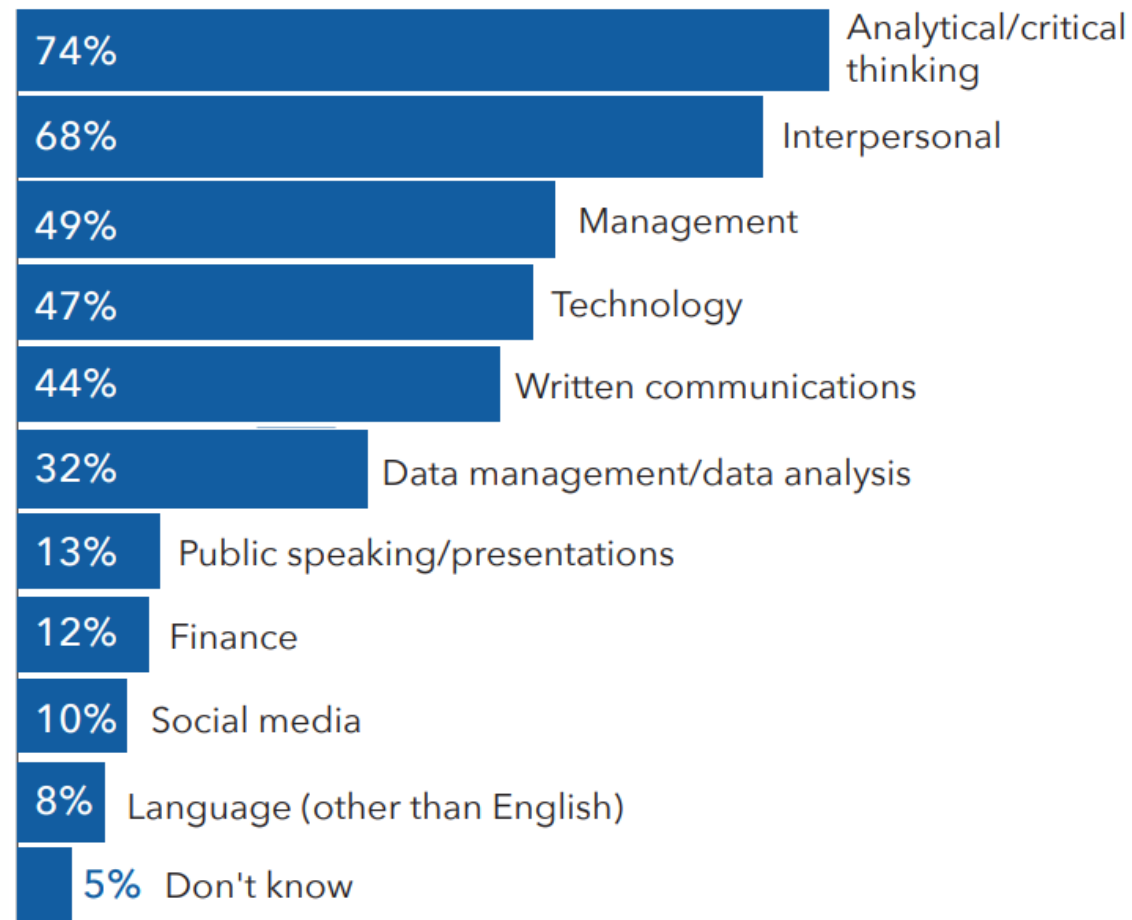


[slge.org/assets/uploads/2021/05/statelocalworkforce2021.pdf](https://slge.org/assets/uploads/2021/05/statelocalworkforce2021.pdf)



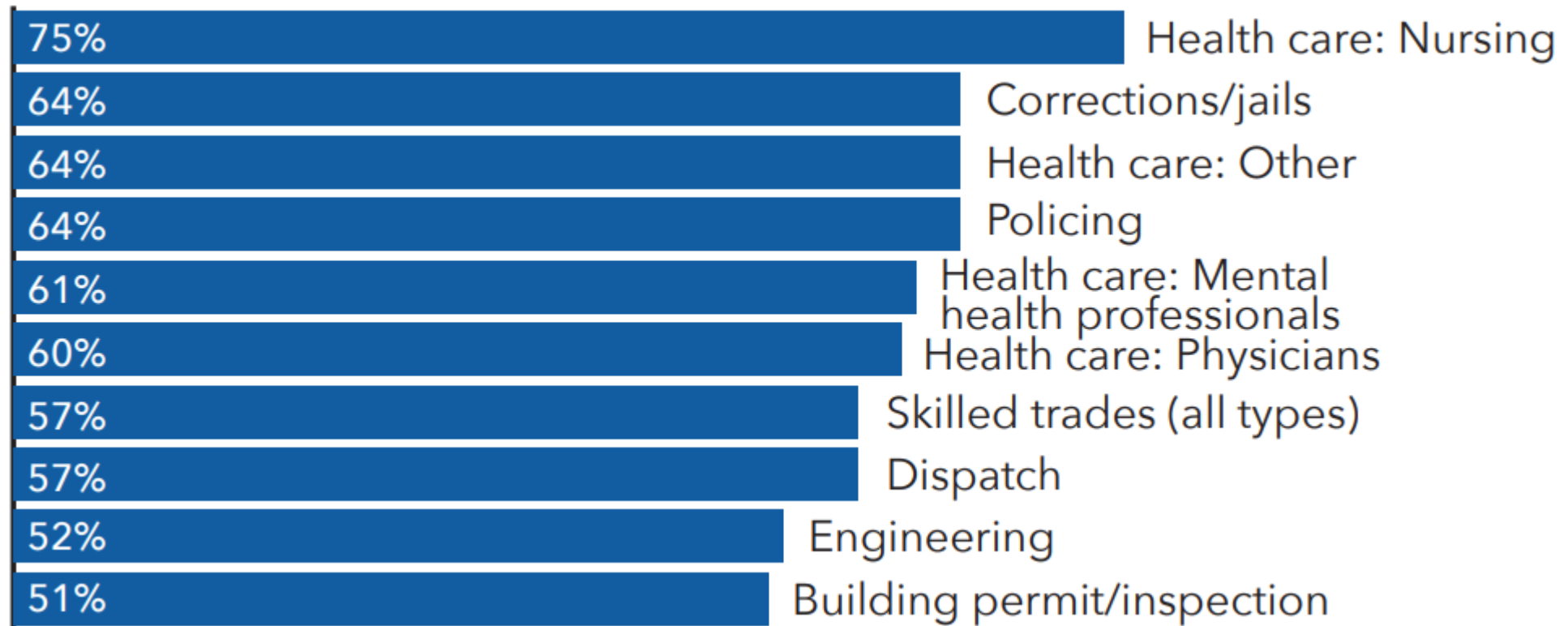


## Generalizable Skills needed by governments...





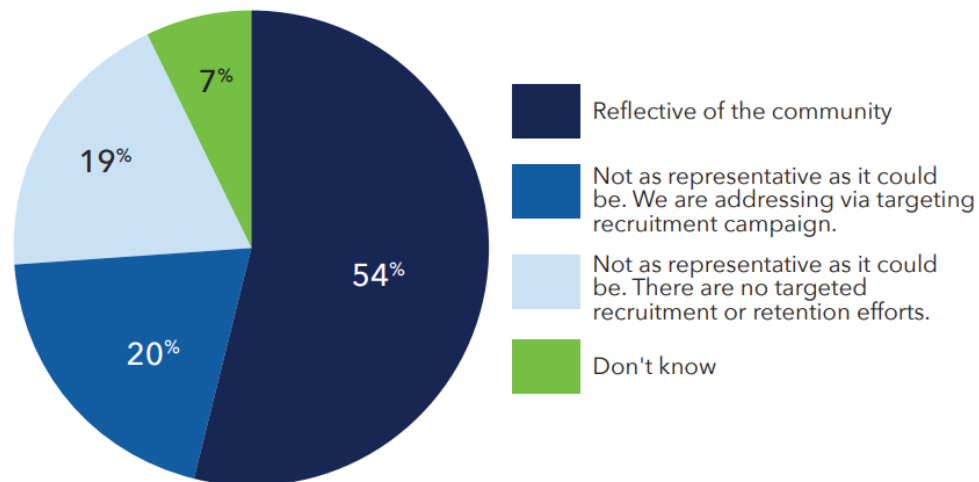
## Positions that over half of governments are having difficulty filling...



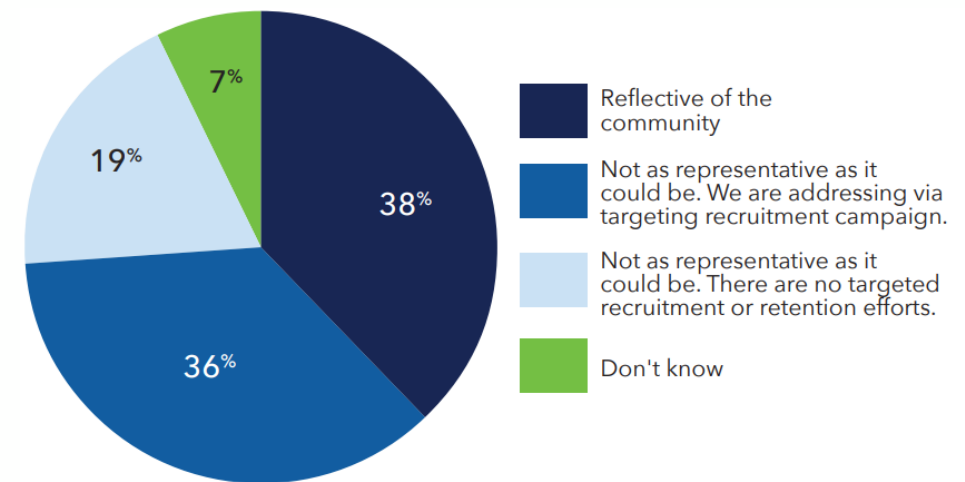


# Diversity, Equity, and Inclusion

- How would you describe the gender composition of the workforce?



- How would you describe the racial/ethnic composition of the workforce?





# Looking Ahead, Important Organizational Issues

- 84% - Employee morale
- 82% - Competitive compensation package
- 76% - Recruitment and retention of qualified personnel with needed skills for public service
- 71% - Employee development
- 67% - Equity: Workforce diversity, equity, and inclusion
- 60% - Retaining staff needed for core services
- 57% - Equity: Racial and social justice (in service delivery and society)
- 57% - Workforce succession planning
- 44% - Creating a more flexible workplace  
(e.g., job sharing, outsourcing, hiring retirees)

***Are you  
and your workforce  
changing as fast as  
the world around us?***

# ***What's our Employer Value Proposition?***

- 1. Why would a talented person want to join our organization and stay with us?**
- 2. Why would a talented person be reluctant to join our organization and stay with us?**
- 3. What do current employees need to learn to be competitive when a promotional opportunity is available?**

*How do your  
employees feel  
about where  
they work?*



- Productive
- Engaging
- Enjoyable work experience



***Your Brand is not  
your logo,  
it's your Reputation.***



***Lather,  
Rinse,  
Repeat***

*Do you want  
Commitment or  
Compliance?*

	The Old Way	The Modern Way
Talent Mindset	<ul style="list-style-type: none"> <li>• Having good people is one of many important performance levers.</li> <li>• HR Management is responsible for people management.</li> </ul>	<ul style="list-style-type: none"> <li>• Having the “right” talent throughout the organization is a critical source of our success.</li> <li>• Every manager is responsible for attracting, developing and retaining talented people.</li> <li>• Every manager is explicitly accountable for the strength of the talent pool he or she builds.</li> </ul>
Employee Value Proposition	<ul style="list-style-type: none"> <li>• We expect people to pay their dues and work their way up before they get top jobs and higher salaries.</li> <li>• We have a strong value proposition that attracts potential employees.</li> </ul>	<ul style="list-style-type: none"> <li>• We think of our people as partners and volunteers and realize we have to deliver on their dreams if we are to keep them.</li> <li>• We have a distinctive employee value proposition that attracts and retains talented people.</li> <li>• Our people feel good about their work experience.</li> </ul>

	The Old Way	The Modern Way
Recruiting	<ul style="list-style-type: none"> <li>Recruitment is like purchasing; it is about picking the best from a long line of candidates.</li> </ul>	<ul style="list-style-type: none"> <li>Think like a “marketer”</li> <li>Recruitment is a key responsibility of all managers.</li> </ul>
Growing Leaders	<ul style="list-style-type: none"> <li>Development is training.</li> <li>Development happens when you are fortunate enough to have a good manager.</li> </ul>	<ul style="list-style-type: none"> <li>Development happens through a series of job experiences, and helpful coaching and mentoring.</li> <li>Development is essential to performance and retention.</li> <li>Training, I mean Learning, is targeted to strengthen the internal bench of potential successors.</li> </ul>
Differentiating and Affirming	<ul style="list-style-type: none"> <li>Differentiation undermines teamwork.</li> </ul>	<ul style="list-style-type: none"> <li>We highlight our top performers with opportunities and recognition.</li> <li>We develop and nurture mid-performers.</li> <li>We help our lower performers raise their game or make other decisions.</li> </ul>

***Adventurers  
Wanted!  
We help you realize  
your potential.***



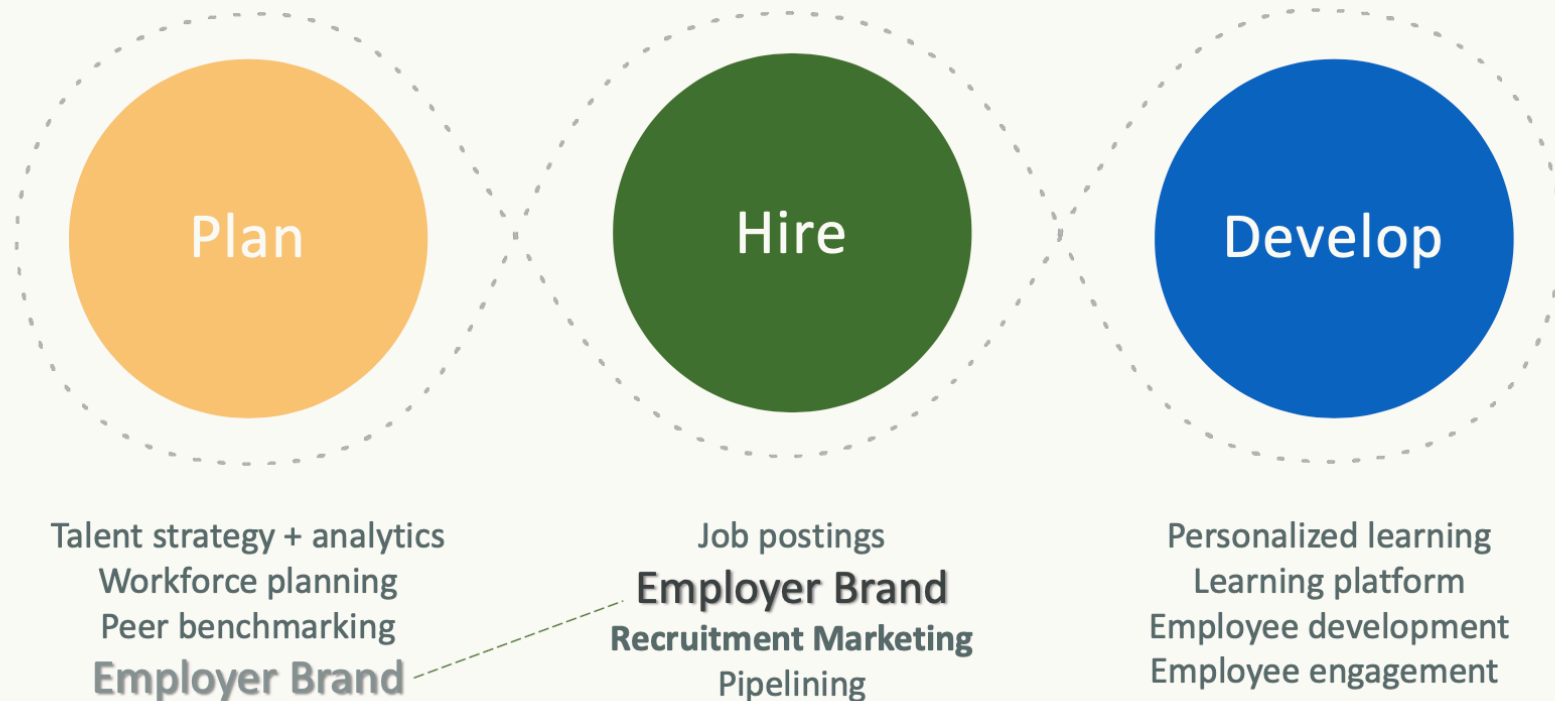
# Government hiring playbook

## EMPLOYER BRANDING & DEI

Jay Carlile



# Building a first-class talent strategy for government



SHRM said it best in all caps: “BRANDING MATTERS”



**“Use Your Company’s Brand to Find the Best Hires”**

**Your company's reputation matters when trying to recruit and retain employees.”**

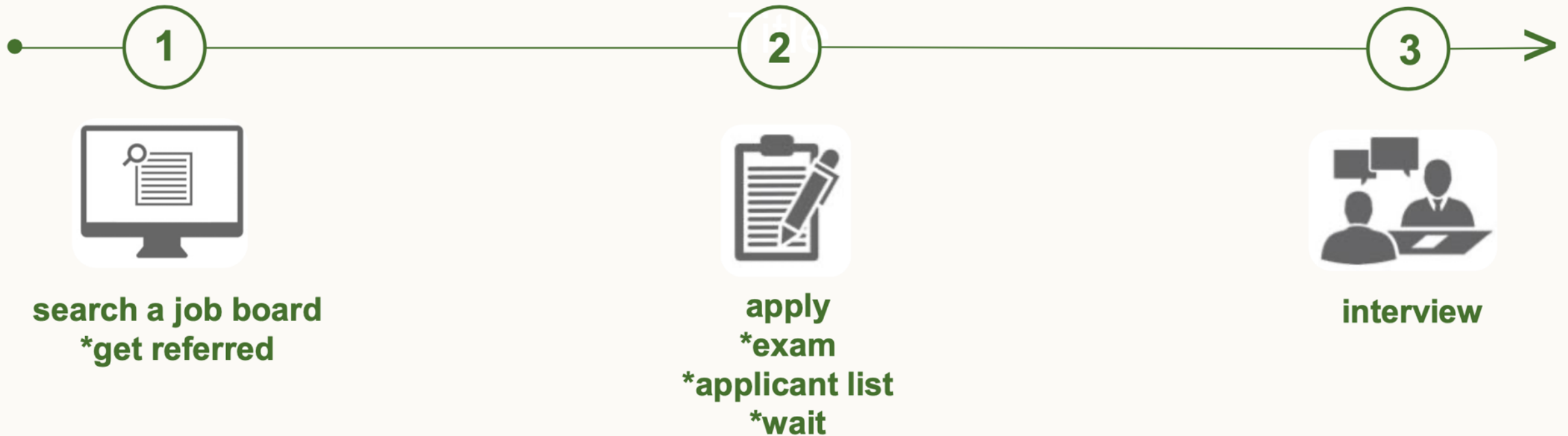
[shrm.org](https://shrm.org)

"You've got a generation of young people who are probably more purpose-motivated than any before. There's something missing in how we're communicating what it means to be a public servant and the opportunities to do impactful work."

Dan Vogel, North American director for the Centre for Public Impact in Arlington, Va.

The world is changing fast

# Old path to hire: “active candidate”





# Recruiting today's talent requires a strategic approach

The modern candidate journey is no longer linear – 7 to 8 touch points before point of application





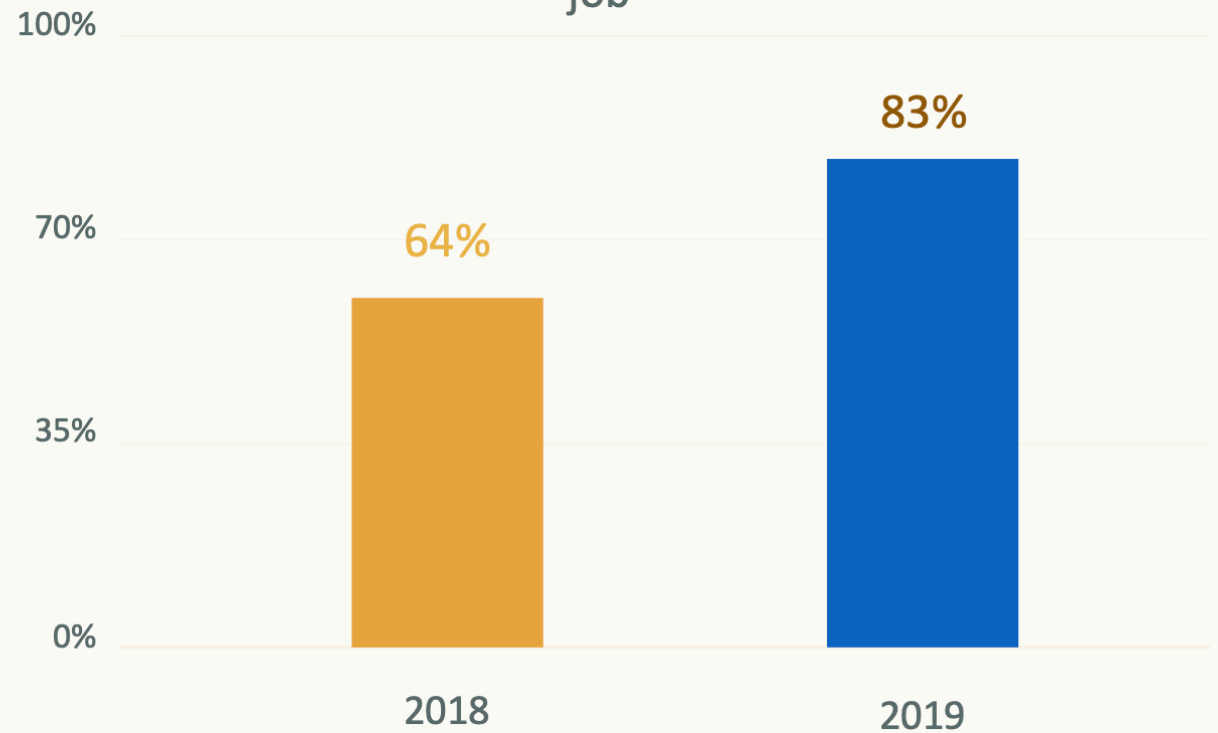
## A strong employer brand will:

- ✓ Positively impact your ability to attract diverse talent & increase your talent pool.
- ✓ Allow you to hire the right candidates, more quickly
- ✓ Boost overall confidence in your organization.
- ✓ Lower your agency's cost per hire

# Top candidates are increasingly focused on your organization's diversity



% of candidates who rate diversity as important when considering a job



Source: Yello study, "Diversity in the Workforce Statistics"



# 2 ways to reach diverse talent

1

**Targeting:** Review and expand your hiring pipelines

2

**Content:** Showcase your diversity & inclusion efforts in a meaningful way

# Move away from referrals

Referrals systematically hurt diversity efforts



**White women  
are 12% less  
likely to receive  
a referral**



**Men of color  
are 26% less  
likely to receive  
a referral**



**Women of color  
are 35% less  
likely to receive a  
referral.**

# Unlock opportunities to diversify your talent pool



## For **organizations**:

- Diverse organizations see greater productivity and performance
- A diverse workforce encourages innovation and fresh ideas
- Inclusive environments help organizations retain talent



## For **individuals**:

- Diversity and inclusion is a priority for new talent evaluating job opportunities
- Inclusive workplaces create a sense of belonging and encourage new voices
- Diversity in leadership roles encourages career development and internal mobility

# 83%

Greater innovation in organizations committed to diversity and inclusion<sup>1</sup>

# 36%

Profitability differential between the most and least ethnically and culturally diverse companies<sup>2</sup>

# 39%

of candidates have declined to join an organization due to lack of inclusion<sup>3</sup>

1. Deloitte, [Waiter, is that inclusion in my soup?](#), May 2013

2. McKinsey, [Diversity wins: How inclusion matters](#), May 19, 2020

3. McKinsey, [Understanding organizational barriers to a more inclusive workplace](#), June 23, 2020

# Who is amplifying their culture and DEI efforts?



Raise awareness, drive interest in your company, and build a pipeline of candidates for your open roles




Candidates are 1.8x more likely to apply to a job if they know about your company

**New York City Department of Transportation** + Follow ...  
10,052 followers  
2mo • 🌐

Today is Employee Appreciation Day and we'd like to thank all of our employees who are critical to DOT's mission of providing for the safe, efficient, and environmentally responsible movement of people and goods in NYC. Thank you for everything you do to keep New Yorkers moving!

Video description: slideshow of NYC DOT employees posing for photos at job sites and work events.




NEW YORK CITY  
#EmployeeAppreciationDay

0:02 / 0:09

86 • 4 Comments • 2,450 Views

# State of Ohio – “Embraces Diversity & Inclusion at the State”


 State of Ohio More


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## Benefits of State of Ohio Jobs

At the State of Ohio, we take care of the team that cares for Ohioans. We provide a variety of quality, competitive benefits to eligible full-time and part-time employees that include affordable health care, employer contributions to the Ohio Public Employees Retirement System pension plan, a generous holiday and leave package, caregiver resources, and discounts to popular Ohio entertainment venues.

[Explore State of Ohio Benefits](#)






### Embracing Diversity and Inclusion at the State of Ohio

The State of Ohio is a high-impact organization focused on serving our citizens and we know diversity is our strength. We strive to create an organization that reflects the diversity of Ohio, values the difference each employee brings to the job, and hears and acknowledges everyone's perspective. This allows us to better serve you and Ohio's families.



# Sound Transit – Has “a culture of inclusion and respect”



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Connecting more people to more places.

Transportation/Trucking/Railroad · Seattle, WA · 16,186 followers

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## A culture of inclusion and respect

We know that a diverse workforce makes us stronger as a company. Partnerships with local universities, professional organizations and those serving transitioning military are one way that we ensure diverse perspectives in our workforce and that we are representative of the communities that we serve.

We are also committed to recruiting and retaining people of color, women and other minority groups, especially in underrepresented fields.

Accessible for all  
Doing business with us

## Employee Resource Groups


A welcoming community is important for all employees. Sound Transit's Employee Resource Groups (ERGs) are helping to grow and sustain a diverse workforce, inclusive culture and equitable work environment.

ERGs include Blacks Empowering Success in Transit (BEST), Latinx in Transportation (LiT), Pride, Sound Transit Pacific Islander Asian American Masterminds ERG (SPAM), Women Empowering Sound Transit (WEST), along with groups for Native Americans, veterans and people with diverse abilities.


Go 'Inside Sound Transit'  
Explore job opportunities



# CA Dept of Housing & Community Dev – “Values diversity at all levels”

 California Department of Housing & Community Development More





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### Equity, Diversity & Inclusion at HCD


The California Department of Housing and Community Development values diversity at all levels of the department and is committed to fostering an environment in which employees from a variety of backgrounds, cultures, and personal experiences are welcomed and can thrive. It is our belief that the diversity of our employees and their unique ideas inspire innovative solutions to complex housing challenges.


#### Company photos



Content: **Real People, Real Stories**


# New York City


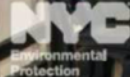
**New York City Department of Environmental Pr...** [+ Follow](#) ...

11,122 followers  
3h • 





New York Harbor is cleaner today than it has been in more than 150 years and these improvements are primarily the result of improved wastewater collection and treatment across the five boroughs. Fatai Adegbenro is a shift engineer at the Rockaway Wastewater Resource Recovery Facility in Queens and he helps to ensure that the plant runs smoothly 24/7 and reliably serves roughly 100,000 New Yorkers while protecting the health of Jamaica Bay!

[#JamaicaBay](#) [#Wastewater](#) [#Queens](#) [#Rockaway](#) [#WRRF](#) [#PublicHealth](#)




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# Virginia DOT – Has a “Veterans Internship Program”

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**Veterans Internship Program**





In September 2006 with the support of the Federal Highway Administration and continues with FHWA's financial assistance as an authorized Civil Rights On-The-Job Training / Supportive Services program. The program assists disabled veterans with the transition from recent military service to full-time civilian careers.

VDOT was the first transportation department in the nation to create a program of this type and has served as a model for other states to follow.

[Veterans Internship Program](#)  
[Our Commitment to Hiring Veterans](#)

Company photos

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Content: **Diverse patients**

# Oregon Health Authority



**Oregon Health Authority**

8,894 followers

Promoted



At Oregon State Hospital, nurses find innovative ways to connect with their diverse patients. Our mission is hope, safety, recovery. Oregon State Hospital offers it all. [Learn more.](#)



Follow us to learn more!

[Learn more](#)

We even took our own branding message to heart with our ERGs



Black Inclusion  
Group



Embrace



EnableIn



Families  
at LinkedIn



Hispanics of  
LinkedIn Alliance



LinkedIn  
Asian Alliance



Out@In



Veterans & Allies



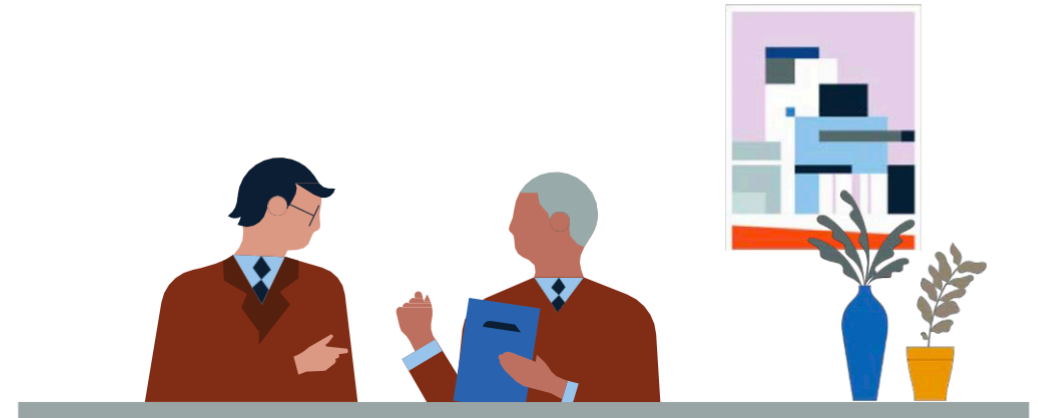
Wisdom  
at LinkedIn



Women  
at LinkedIn

# Key takeaways

Candidates want to see that you value all perspectives and backgrounds



Be

inclusive

- To attract, engage, and hire top talent, highlight the true breadth of diversity that exists within your organizations
- Remember the golden rule of content: Show, don't tell. Spotlight how you take a holistic view of D&I, both in your recruitment efforts and in the workplace





# Questions?



# Webinar Series: Strategic Steps for Developing the Post-Pandemic State & Local Government Workforce

*Join us for the next two sessions of this series –*

- **Flexible Workplace Implementation**  
Wednesday, July 21, 2021, at 12:00 PM (ET)
- **Optimized Benefits and Compensation to Meet Employees' Needs**  
Tuesday, August 24, 2021, at 12:00 PM (ET)

