State Government Solutions for Hiring, Retention, & Succession in an Ever-Evolving World

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Meet the Expert

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Michelle Coussens is a frequently sought-after speaker and business strategist for numerous types of organizations on a wide range of topics related to the workplace, including but not limited to talent management, business strategy, and operational effectiveness.

She is a resourceful, resilient, and relentless business professional with demonstrated success in building new programs, driving short-term efficiencies, and improving long-term effectiveness all through innovation, rigor, and courageous leadership.

She has direct experience with a variety of industries, as well as in consulting, education, and not-for-profit organizations. With consistently high participant ratings, her webinars, seminars, and speaking engagements bring practical value to businesses of every size and type.

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Session Topics

- Key business and workplace trends driving the current situation and what can be done proactively now and into the future
- Ways to best attract, train, motivate, and retain employees during the post-COVID climate
- How to prepare for employees entering retirement and what to consider in succession planning

Today's Work Environment

Key Business Trends

1) Integration of Business and Technology
2) Innovation Affecting All Aspects of Business
3) Translation of Data and Knowledge into New Products/Services
4) Transformative Effects of Customer Influence, Information & Access
5) Faster and Faster Pace of Change and Disruption
6) Shift of Environmentalism from Social to Business Cause
7) Blurring of Lines Between and Within Organizations
8) Shift from Employee to Free Agent
9) New Leadership Definitions and Expectations
10) Increased Value of Human Capital as an Asset

Emerging issues

- **More global, interconnected competition**
- **Economic, political, and social uncertainty**
- **Increased worker mobility**
- **Environmental/climate concerns**
- **More "first time" business disruptions**
  - Hacking and sabotage
  - Supply chain complications
  - Pandemics (Coronavirus)
    - **9/11 was to e-banking what the Coronavirus will be to e-working**

Resulting workplace dynamics

- **Flatter organizations with dynamic roles, but also disconnected, competing silos**
- **Influence of technology and automation**
- **Changing work expectations**
- **Shifting workforce populations**
- **More attention on employer legal obligations**
- **Office politics** (plus social and governmental politics)
- **Various hybrid and remote work challenges**
- **Increase in a blended workforce that includes atypical work, remote work, and gig work**
- **Working in "sprints" of 3-4 hour stretches versus "9-5"**
- **Workers increasingly likely to be in demand**
  - More likely that they will need to be wooed or will consider leaving
  - Baby Boomers prompted to consider retirement as a result of aging and/or the pandemic
  - Pandemic has sparked the desire to make changes in our lives.

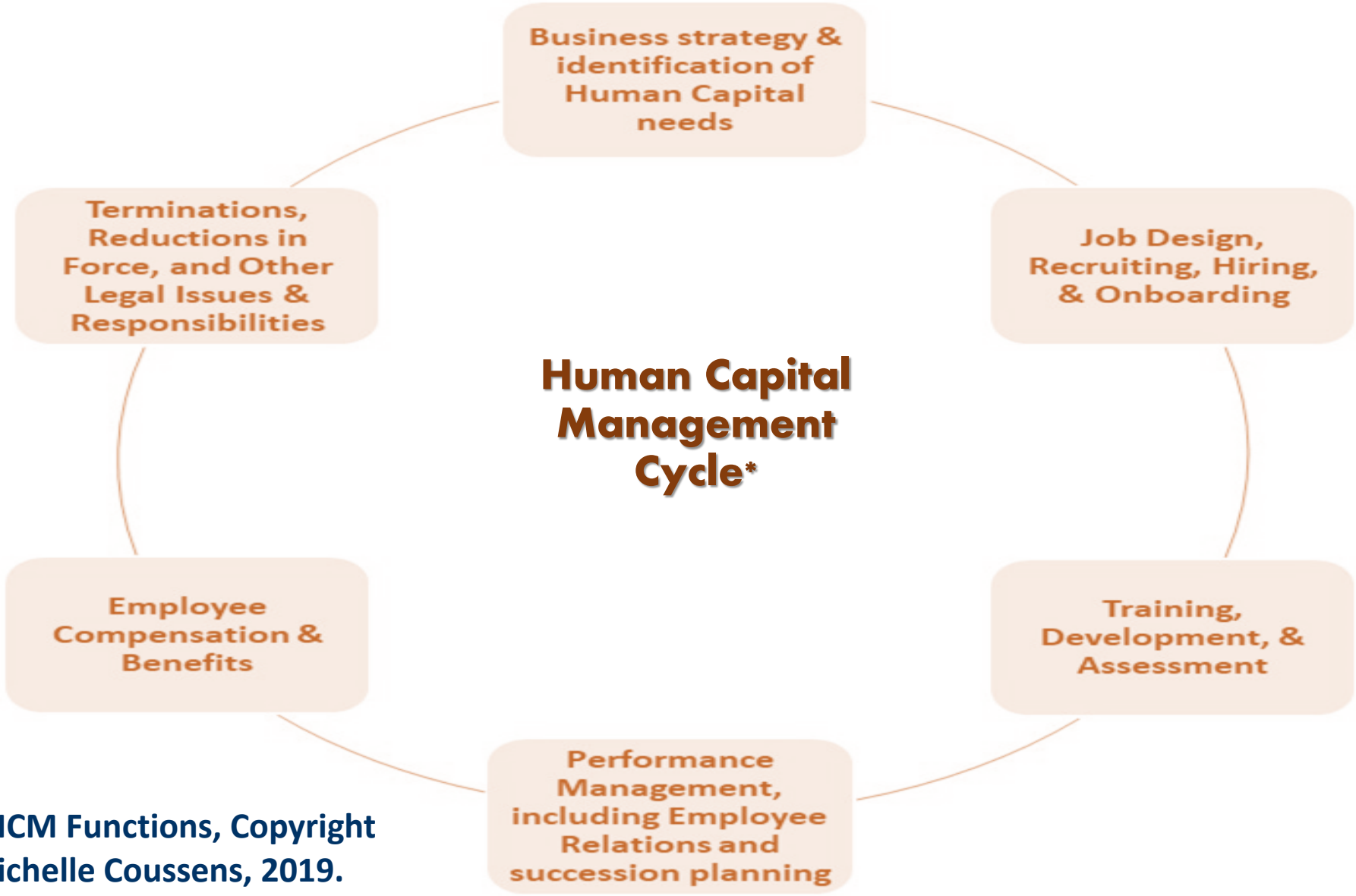
Organizational impacts of "The Big Quit"

- Workers are rethinking careers, work conditions, and personal and professional goals and priorities.
- Workers have upper hand in demanding and seeking higher paying jobs.
- Teams are shorthanded.
- Constant churn erodes workplace bonding, effort, and continuity.
- Current employee retention strategies no longer work.
- Competition for employees is skyrocketing.
- Employers need to better understand new employee characteristics, needs, and trends.

Unique challenges of governmental employers

- **Applicants may have to jump through extra hoops over private industry, resulting in more time (and time lags)**
- **Pay rates may not be as competitive**
- **Governmental entities compete with the private sector, especially for younger workers**
  - Exacerbated by a hot job market where people leave companies in order to get pay increases and higher flexibility in work conditions
- **Stereotype that government work environments are culturally and technologically obsolete**
- **Increased social and political activism has invaded worker's views of employers, and in particular, their views of the government**
  - Meanwhile, existing government employees put up with public disrespect and political strife
- **Economic uncertainty fuels concerns about future job changes, including things like governmental shutdowns and associated pay loss**

Talent management functions



*HCM Functions, Copyright Michelle Coussens, 2019.

Ways to best attract, train, motivate, & retain employees during the post-COVID climate

How has traditional recruiting changed?

- **Recruiting=identifying and attracting people to work for an organization.**
  - Goals:
    - Communicate a positive image of the organization
    - Identify and gain the interest and commitment of people who will be good employees
- **Skill levels and types need to be fully understood**
- **Sources of applicants are more diversified**
  - More rigorous internal and external sourcing
  - Contingent workers
- **Geographic scope has expanded**
- **Messaging to candidates takes many new forms**
- **Advantages to doing it well:**
  - Lower employment costs
  - Become an employer of choice, obtaining and keeping great employees

Change up your job promotion and tactics

- **Leverage your current employees**
  - Provide current employee contact information for Q&A
- **Share photos, videos, and employee testimonials about:**
  - The company
  - What it's like to work there
  - How the organization kept employees engaged during the pandemic
- **Add a career page to your company LinkedIn profile**
- **Add video to your job posting**
  - According to CareerBuilder*, such postings viewed 12% more and solicit a 34% higher application rate than those with only text and image-based ads

*https://hiring.careerbuilder.co.uk/hubfs/Resources/Downloads/Whitepaper_-_Peak_posting_performance.pdf

How you can better discern and measure actual candidate skills and potential

- **Use evaluative tools in conjunction with**
  - Skills assessments, Work samples, Writing samples, and Case studies
- **Use simulations or trial-basis runs**
- **Create online matrix-based or weighted evaluations**
  - Engage multiple assessors, but have them do their assessment individually
    - **Define the evaluation criteria**
    - **Collect and tabulate collected information.**
    - **Compare results against both absolute and relative score requirements.**

Traits of adaptable workers

- **Ability to collaborate in this fluid, physically-distanced environments**
- **Curiosity and creativity, which leads to innovation**
- **Optimism, perseverance, and grit**
- **Discipline**
- **Reliability**
- **Communication**
- **Time-management**
- **Proactivity**
- **Emotional intelligence**
- **Respect for differences and dissent**
- **Interest in trying new things**

Keep the recruiting temperature warm & inviting

- **Today's candidates often have more power than previously**
  - Job shopping
  - Make candidates feel it is an "experience" not a "process."
- **Be relational not just transactional.**
  - Continuously engage qualified candidates through social media, alumni networks, and other methods
  - Have a consistent company contact for them throughout the process.
- **Ensure that candidates only engage with employees who represent you appropriately (walk your talk)**
  - Organizational culture and values
  - Brand
- **Build trust by being transparent with the candidates and making them feel that your vetting process is about helping them succeed**
- **Be respectful**
  - Show up, and be on time, for interviews
  - Review their resume in advance (not first during the interview)

Retention matters

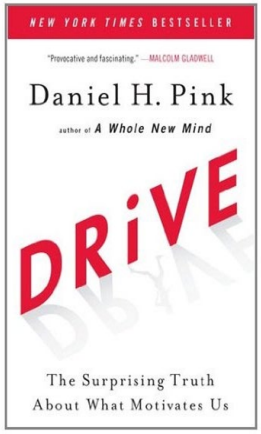
- **Turnover costs money:**
  - Lost investment in employee
  - Search and replace costs
- **Impacts others:**
  - Employee morale
  - Perception of organization
- **Succession bench strength:**
  - Retained leaders for today and tomorrow
  - Bandwidth to address vacancies

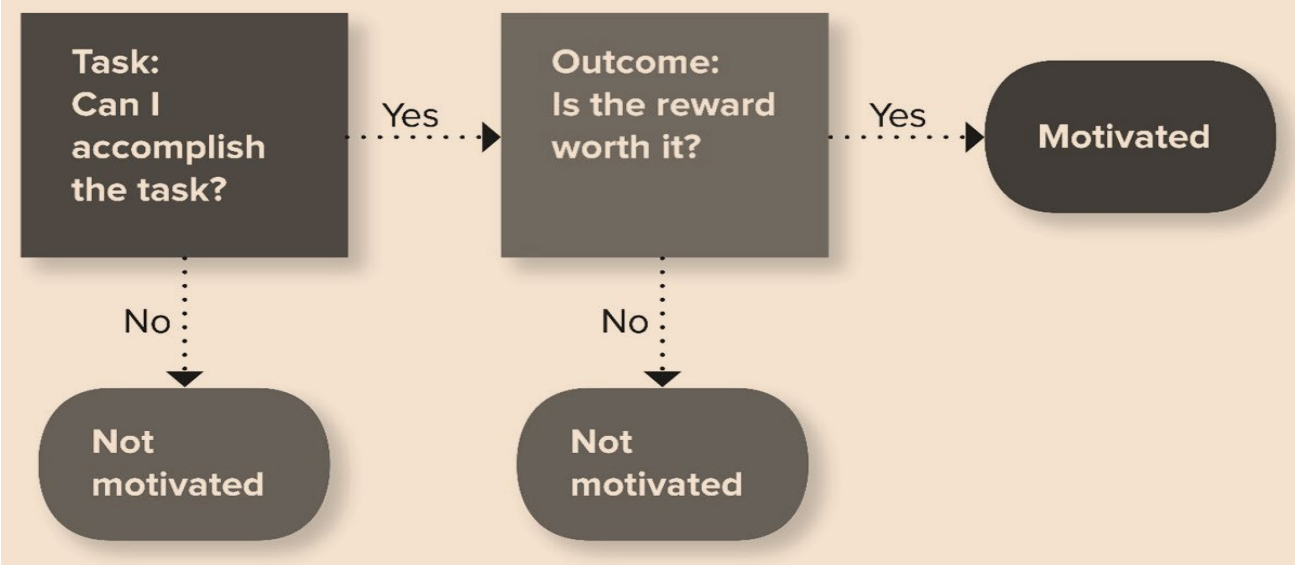
RETAINING COMPETITIVE TALENT
FEEDS A COMPETITIVE EDGE!

7 key motivators to gain high performance

C U L T U R E

Performance





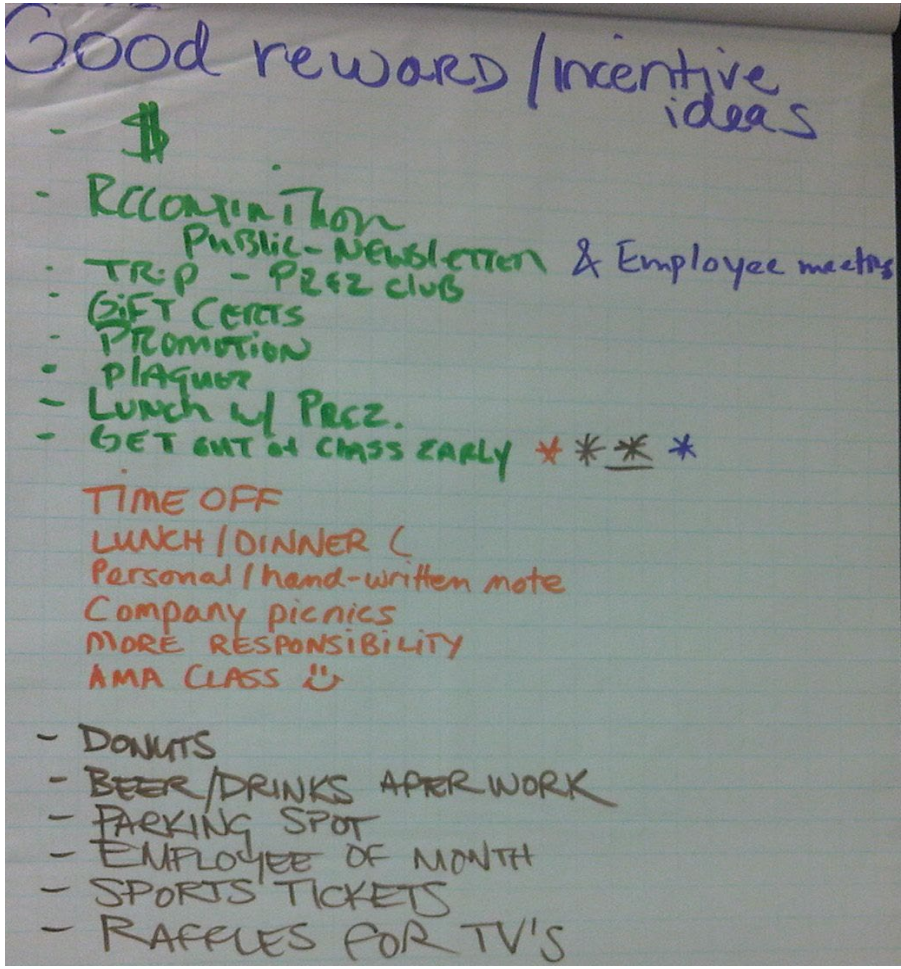
- **Dan Pink's insights**
  - **<u>Motivation 1.0</u>**: Work to survive
    - "Have" to do
    - Stay in business
  - **<u>Motivation 2.0</u>**: Seek reward; avoid punishment
    - "Could" do
    - Focus on profit maximization
  - **<u>Motivation 3.0</u>**: Intrinsic motivators (values)
    - "Want" to do
    - Profit as a catalyst, not an objective

Align daily work incentives with individual workers

Diagram Source: ***<u>Understanding Business</u>, Nickels, McHugh, and McHugh, McGraw Hill, 12th edition, 2018***

Different tools matter to different people

- **Differences in ranking, as well as in weighting of the following:**
  - Sense of achievement
  - Public recognition
  - Favored projects
  - Development opportunity
  - Promotion opportunity
  - Visibility
  - Autonomy
  - Money
  - Equity
  - (Relative) status
  - Perks



- Timing of the incentive also matters.

Seek and ensure understanding

- Employees are aware of what is expected of them.
- Clear, evidence-based documentation is done.
- Employees are given the opportunity to improve with directions on how to do so and what successful work looks like.
- Appropriate training and development opportunities are provided.
- Promotion/advancement opportunities are available and fairly communicated.
- Positive efforts and results are rewarded and acknowledged.

Encourage collaborative engagement

- **Conduct anonymous workplace engagement surveys**
- **Institute job shadowing to allow employees to understand each other's roles and perspectives**
- **Encourage interactions across different disciplines, locations, and levels**
  - Work-teams, committees, projects
  - Socially
- **Take a genuine interest in your employees**
  - Help them become and remain thought-leaders/experts in their fields
  - Allow them to leverage their strengths beyond the confines of their current role
  - Provide opportunities for them to network with others in the organization, marketplace, and even outside your industry
- **Provide inclusive mechanisms**

What does supportive behavior look like?

- Listening to employees' personal and professional problems
- Enabling empowered problem-solving
- Encouraging, reassuring, and acknowledging employee efforts in an appreciative way
- Realizing that there may be more than one right way to do something
- Explaining not just what we need but why we need it
- Sharing needed information at the right times
- Making ourselves personable and vulnerable
- Providing needed resources and removing obstacles
- Tools, including: physical, technological, financial, and interpersonal

Communicate timely feedback

- **According to a PwC employee survey, nearly 60% of respondents would like feedback on a daily or weekly basis**
  - 72% for employees under age 30.
  - Per ClearCompany, 43% of highly engaged employees receive feedback at least once a week
    - **14.9% lower turnover where employees get prompt feedback, per OfficeVibe**
- **Don't wait more than 48 hours after a variance to address or acknowledge it.**
  - Avoid the surprise-surprise-surprise
- **Don't expect perfection and have empathy.**

Feedback advantages

- Increases motivation and satisfaction
- Improves/enhances performance
- Clarifies or reinforces direction
- Heightens engagement
- Assists in career development
- Bolsters retention

Remember that employees should give managers feedback, as well.

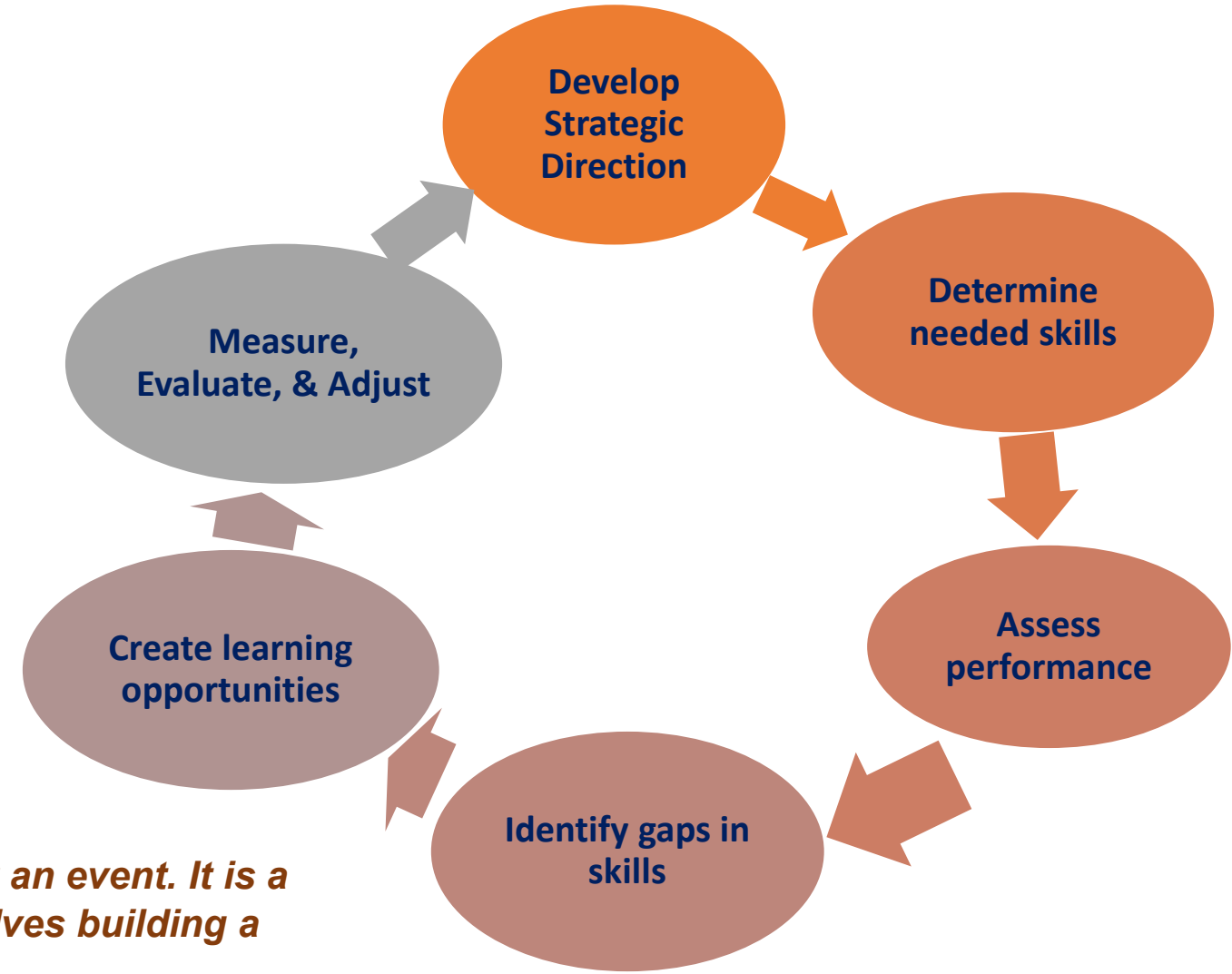
Expose employees to different responsibilities and opportunities

- **Engage them in cross-functional teams, job shadowing, and cross-training**
- **Provide technical training and professional development**
- **Broaden capabilities through new opportunities**
- **Give them more control over how and when they work**
- **Help them advance in their careers**
- **Sponsor their involvement in associations and other industry or professional groups**
- **Evaluate their skills periodically and benchmark them against their career interests and your future needs**
    - Also use such information to fuel succession planning
        - Heightened awareness of transparency and employee opportunities
        - Increased agility in shorter time frames
        - Accommodation of more fluid job responsibilities
        - Shift in focus from specific job positions to talent pools
        - Clustering of capabilities

How to prepare for Boomer retirements & what to consider in succession planning

Continue to fuel the pipeline

- **Tie performance reviews to individual development plans**
- **Develop and maintain a skills matrix by employee and job**
- **Continue to anticipate future needs**
  - Succession planning



"Succession planning isn't an event. It is a process … because it involves building a pipeline of talent."
—Joseph Bower, Professor, Harvard Business School

Connect T&D to current and but also future needs

- **Training tends to be tactical, leading to more immediate changes**
- **Development tends to be strategic, leading to soft skills-related gradual changes**
- **Steps:**

  1) Identify training and development options for different situations

  2) Apply different employee development tools and resources to identify and assess gaps and needs

  3) Determine ways to measure the value of training, development & assessment in organizational efficiency and effectiveness and associated improvement
- **Also, important to transfer knowledge, document, have standard operating procedures, and store and label resources**

Questions to consider

- What is the connection between the need to plan for the future and current business needs?
- What role does the organization play in employee career planning? What role does the employee have in their own career planning?
- How versatile is the organization in allowing employees to move to new jobs whenever they want to? What are the criteria in governing employee movement– laterally? Promotionally?
- How does the organization support the career movement of employees? What tools are available in helping both a given employee and the organization in succession planning?

Upskilling versus reskilling

- **Upskilling involves teaching or learning new skills to improve a person's performance in their current role**
  - The bar keeps going up… and faster.
  - Continuous improvement is a necessity.
- **Reskilling is the process of learning new skills so you can do a different job, or of training people to do a different job**
  - Assists an employee when shifting into a new role or when adjusting to *significant* changes in their current job that require them to do their job in a dramatically different way
- **Together, upskilling and reskilling, each used when appropriate, allow people to maximize their potential in their current position, or to take on new responsibilities where the business needs support.**

The competencies professionals need

- Achievement Focus
- Adaptability
- Analytical Skills
- Attendance & Punctuality
- Business Acumen
- Business Ethics
- Change Management
- Communications
- Conflict Resolution
- Consultative Selling
- Continuous Learning
- Cooperation
- Cost Consciousness
- Customer Service
- Delegation
- Dependability
- Design
- Diversity Commitment
- Impact & Influence
- Initiative
- Innovation
- Job Knowledge
- Judgment
- Leadership
- Managing Customer Focus
- Managing People
- Oral Communications
- Organization Support
- Performance Coaching
- Planning & Organization
- Problem Solving
- Project Management
- Quality Management
- Recruitment & Staffing
- Safety & Security
- Sales Skills
- Strategic Thinking
- Team Leadership
- Teamwork
- Use of technology
- Visionary Leadership
- Written Communications

New workforce skills are also needed to adapt to technology advances

- **85% of 2030 jobs don't exist yet.**
  - Continued automation of administrative tasks, skill shortages, shifting workforce populations, and questioning value of college degrees.
  - Influence and effects of robotics, 3-D printing, virtual reality, autonomous vehicles
  - As automation increases, employee soft skills increase in relative need and importance.
    - Emotional intelligence, conflict resolution, public speaking, leadership, empathy, ethics, etc.
- **Increase in a blended workforce that includes atypical work, remote work, and gig work.**
  - Over 80% of large corporations are expected to increase their flexible workforce in the future.*
- **New models of artificial intelligence and thinking**
- **Contextual learning to upskill, instill agility, and enhance internal mobility**
  - Flatter organizations with dynamic roles
  - Encore careers

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Today's Takeaways

- Implement better hiring practices to ensure increased success
- Change up the tools you use to enhance retention and employee experience
- Position your organization as an employer of choice

Questions?

Please submit your questions in the chat box.