



Recruiting and Retaining High Quality Staff in this Highly Competitive Environment

State of Delaware
Office of Management and Budget
Human Resource Management
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Agenda

- Competition Is Here to Stay
- Recruitment -Part of Strategic Plan
- Marketing
- Partnering with Management
 - Understand Job Requirements
 - Candidate Experience



Agenda

- Creative Recruitment Strategies
 - “Grow Your Own”
 - College Partnerships
 - Employee Referrals/Alumni
 - Diversity-Step Outside The Box
 - Other Strategies
- Retention Strategies



Competitive Market

- Competition Is Here To Stay
- Current Shortage of Candidates Is Expected To Continue
- According to the Bureau of Labor Statistics:
 - *“Declining numbers of graduates at both high school and college level will continue.”*
 - *“Size Of Workforce Between Ages 24-39 Expected to shrink by 3.5 million By 2015”*
 - *“Between 2010 and 2030 the American workforce is expected to shrink by 10%”*



Competitive Market

In a competitive market employees seek out:

- Organizations with the same values
- Reward systems
- Compensation packages that include more than pay and benefits
 - *Work environment and quality of life factors*



Attracting the Best

Top Candidates want:

- *Challenges*
- *Change*
- *Opportunities*
- *Recognition and Rewards*
- *Independence*



Competitors Offer

- Salaries
- Benefits
- Working conditions
 - *Flexible work schedules*
 - *Telecommuting*
- Career growth/opportunity
 - *Recognition*



Your Current Recruitment Initiatives

- Do you have a plan?



Current Recruitment Initiatives

- Newspaper Ads in local newspapers
- Posting Board
- Job fairs once or twice a year



Recruitment Needs to be Part of your Strategic Plan

- **Successful Recruiting begins with a Plan**
 - *Helps you become Proactive vs. Reactive*
 - *Must have Management support*



Recruitment Needs to be Part of your Strategic Plan

- **Conduct an operational audit**
 - *Understand your current situation*
 - *Determine agency's strengths and weakness in regards to Recruitment*
 - *Identify skills needed now and in the future*
- **Conduct an environmental analysis**
 - *Understand competitors*
 - *Understand the market*
 - *Determine threats/ critical issues facing your agency or the occupation*



Recruitment Needs to be Part of your Strategic Plan

- **Define your Vision/Mission statement**
- **Set Goals**
- **Develop Specific Strategies**
 - **How will you achieve your goals**



Market Your Agency as “Employer of Choice”

- Content of your recruiting message is KEY
 - *What* are you saying to your applicants with your words and actions?
 - *How* are you delivering your message to your applicants?



Market Your Agency as “Employer of Choice”

- **Employers of Choice:**
 - Value their Employees
 - Treat Employees with Respect.
 - Provide Employees with Tools to do Their Jobs and Independence
 - Gauge Employee Perceptions by Conducting
 - Employee Surveys
 - Exit interviews
 - Offer Employees a Variety of Benefits



Marketing

- Market your agency as the “Employer of Choice”
- Promote Your Agency and Opportunities on website
 - <http://www.delawarestatejobs.com/>
- Have Employees Market for You
 - Professional Associations
 - *AICPA*
 - *State Society CPA's*
 - *Association of Government Accountants*



Marketing

- Show the advantages of working for Public Sector:
 - *Benefits*
 - *Total compensation*
 - *Pension*
 - *Work Life Balance*
 - *Alternative work schedules*
 - *Service Aspect*
 - *Work has social value*



Partner with Management

Management Plays a Vital Role in Recruiting Talent

- Work with them to develop a Job Candidate Profile for each position
 - Need to know the job requirements of the job to recruit effectively
- First Impressions are Important
 - WOW your Candidates
 - Managers need to:
 - Make the Job and Agency Appealing
 - Make the Hiring Process Fast and Easy
 - Leave the Candidate Impressed



Strategies- “Grow Your Own”

Build Relationships with Targeted Colleges

- Participate in Business Department Activities
 - Forums, Seminars, Workshops
 - Guest Lecture in Classroom
 - Student organizations
- Utilize Internships
 - Available year-round (not just summer)
 - Students obtain “hands on” experience
 - You can assess students skills and work habits to determine “fit with your agency



Strategies- “Grow Your Own”

“Grow Your Own”

- Partner with High Schools
 - Provide Career Choice Seminars to Freshman
 - Make a career in Government appealing
 - Show career paths Accounting/Auditing
 - Offer Apprenticeships to top students



Strategies- “Grow Your Own”

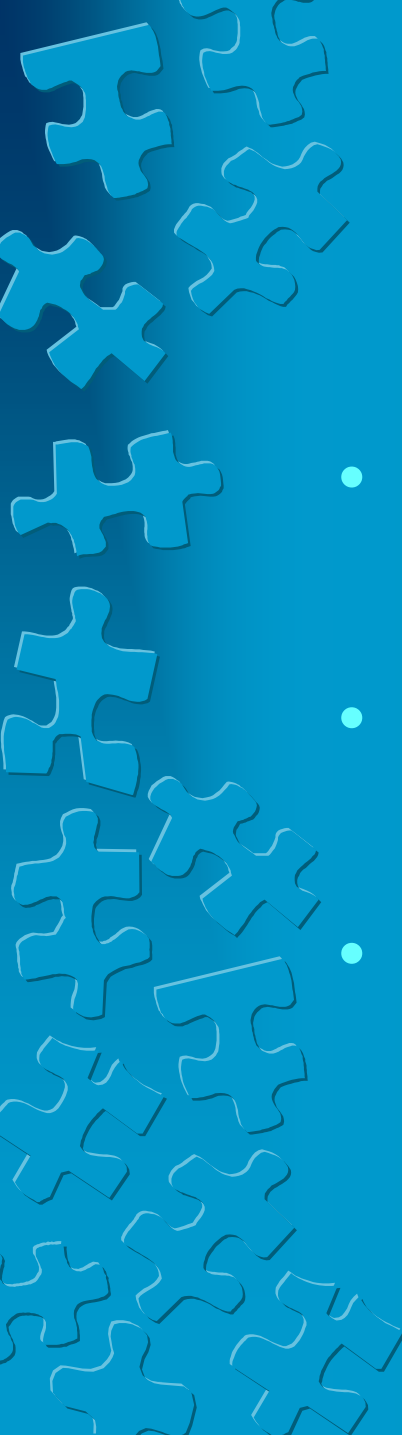
Grow Your Own”

- Gives you the opportunity to “sell” your agency to students
- Increases Referrals
- Popular with Students earn credits and experience



Strategies- Employee Referrals

- Employees feel they have a stake in success of your organization
- They Know What it Takes to Succeed
- Offer Recognition and Competitions
- Incorporate new hires into the program



Strategies-Surveys

- Survey applicants/recruits on what attracted them to your agency
- Survey potential applicants about what they want in their employment
- Survey current employees to see what makes them stay with your agency



Strategies-Web

- Build links to your website
 - Professional Trade groups
 - Community organizations
 - Magazine/Trade Journal
 - Article from your agency-ask for a link
- Make your website candidate friendly
- List jobs with Professional Organizations
 - Enter the chat rooms to meet candidates

Strategies-Diversity

- Utilize web sites that target Diversity
 - Association for Women in Computing
www.awc-hq.org
 - The Black Collegian Online
www.black-collegian.com
 - National Association of Black Accountants
www.nabainc.org/
 - National society for Hispanic Professionals
www.nshp.org/



Strategies-Diversity

- Utilize Community Organizations
- Target colleges
 - Historically Black
 - Women's Colleges
- Connect with College Alumni Associations



Strategies

- Look at how the competition is recruiting - what techniques can we borrow?
- Revamp your advertising
 - Have you used the same ads for 20 years
- Have an Open House
- Follow-up with Candidates



Strategies

- Look at the generation differences
 - Baby boomers want flexibility
 - Job share
 - Flextime
 - Create a retiree job bank
 - Create Ads with Baby Boomers pictured



Strategies

- Generation X
 - Service Oriented
 - Work Life Balance
 - Communicate with the Internet
 - Want a Fast Hiring Process



Strategies

- Be Flexible
- Be Creative
- Go Outside the Box

Remember everything starts with a plan



Retention

- Key in retaining People -Satisfaction
- Be the Employer of Choice
- Have Mentors
- Offer Career advancement, education and training and other opportunities
- Have Recognition Programs
- Review Benefits



Retention

The biggest factor that determines whether an employee stays with an organization or leaves is his/her

Manager!



Wow Them!

- Everyone is the same –they just want to be valued and respected!!

Make your agency the
“Employer of Choice”

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- A decorative graphic on the left side of the slide consists of several interlocking puzzle pieces. The pieces are arranged in a vertical column, with some overlapping. The pieces are white with a thin black outline, set against a solid blue background. The puzzle pieces are scattered along the left edge, creating a textured, geometric border.
- Questions?