Building Leadership Capacity and Diversity Internally...Expanding the Talent Pool...Where to find, attract, and keep the best and brightest"

Presented to:

Southeast Regional Directors Institute

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Recruiting the Right Person To Fit the Organization’s Needs and Culture

Finding an experienced and highly trained professional to work with, or lead, a management team within your organization can be a difficult task.
What’s Happening in the Public Sector Recruiting World?

• Pools of qualified applicants have been shrinking even for the best jobs in the most desirable areas nationally and internationally

• Candidate pools have declined from an average of 80 to 100 applicants per search to less than 50 per search dependent upon the organization – these are much less in some rural organizations

• Many applicant pools are ‘broad’ but not ‘deep’

• Rural areas typically suffer over urban areas for a variety of reasons
Why Are Candidate Pools Shrinking?

• Many public sector professionals are approaching retirement age
  - 46.3% of ICMA members are greater than 45 years of age
  - 53% of all federal employees are eligible for retirement
• Fewer people find public service attractive - generational differences
• Increased public scrutiny of all public sector jobs
• Many individuals have issues related to portability (mortgage, school age children, spouses employment, retirement programs, etc.)
Why Are Candidate Pools Shrinking? cont.

- The economy has forced many planners and public sector professionals into other professions
- Increased media sensationalizing issues (anything for a headline)
- Increased regulatory and statutory environment without the funds to support the mandates causing fiscal stress on organizations
Why Are Candidate Pools Shrinking? cont.

• Planning schools are declining in number – only 136 recognized programs by the Association of Certified Schools of Planning (ACSP)

• Many public administration schools are shifting their focus to a federal oriented curriculum or are dropping programs

• Active outreach for potential students is shrinking
How are Candidate Pools Changing?

**Projected Population Proportion by Race and Hispanic Origin**

- Two or more
- NHPI
- Asian
- AIAN
- Black
- Hispanic (any race)
- White non-hispanic

**Population Trends by Age and Sex Total U.S. Population**

- 75 years and over
- 65 to 74 years
- 55 to 64 years
- 45 to 54 years
- 35 to 44 years
- 25 to 34 years
- 15 to 24 years
- 0 to 14 years

*U.S. Census Bureau 2008*

Abbreviations: AIAN = American Indian and Alaska Native; NHPI = Native Hawaiian and Other Pacific Islander
How are Candidate Pools Changing? cont.

### U.S. Population by Race

<table>
<thead>
<tr>
<th>Race</th>
<th>Percent of Population</th>
<th>Change 2000 - 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>White alone</td>
<td>72.4%</td>
<td>5.7%</td>
</tr>
<tr>
<td>Black or African American alone</td>
<td>12.6%</td>
<td>12.3%</td>
</tr>
<tr>
<td>American Indian and Alaska Native alone</td>
<td>0.9%</td>
<td>18.4%</td>
</tr>
<tr>
<td>Asian alone</td>
<td>4.8%</td>
<td>43.3%</td>
</tr>
<tr>
<td>Native Hawaiian and Other Pacific Islander alone</td>
<td>0.2%</td>
<td>35.4%</td>
</tr>
<tr>
<td>Some Other Race alone</td>
<td>6.2%</td>
<td>24.4%</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>2.9%</td>
<td>32.0%</td>
</tr>
</tbody>
</table>

### PERCENT OF POPULATION

<table>
<thead>
<tr>
<th>Category</th>
<th>Percent of Population</th>
<th>Change 2000 - 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hispanic or Latino</td>
<td>16.3%</td>
<td>43.0%</td>
</tr>
<tr>
<td>Not Hispanic or Latino</td>
<td>83.7%</td>
<td>4.9%</td>
</tr>
</tbody>
</table>

*U.S. Census Bureau 2010*
How are Candidate Pools Changing? cont.

### U.S. Regional Population Growth

<table>
<thead>
<tr>
<th>PERCENT OF POPULATION</th>
<th>Change 2000 - 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Northeast</td>
<td>3.2%</td>
</tr>
<tr>
<td>South</td>
<td>14.3%</td>
</tr>
<tr>
<td>West</td>
<td>13.8%</td>
</tr>
<tr>
<td>Midwest</td>
<td>4.8%</td>
</tr>
</tbody>
</table>

*U.S. Census Bureau 2010

### Where Employees Are Drawn From

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Population</th>
<th>% of Total U.S. Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 to 34 years</td>
<td>40,443,203</td>
<td>13.4%</td>
</tr>
<tr>
<td>35 to 44 years</td>
<td>42,748,574</td>
<td>14.2%</td>
</tr>
<tr>
<td>45 to 54 years</td>
<td>43,646,772</td>
<td>14.5%</td>
</tr>
</tbody>
</table>
A Good Recruitment Process For All Employees Should Work To:

- Recruit the most qualified candidates that best meet the needs of the organization
- Take the load off the staff and provide a professional environment for the job seeker
- Ensure a smooth process for all involved
Expanding the Talent Pool - Where and How to Find and Attract the Best and the Brightest
Clearly Define the Process for Finding and Attracting the Best and the Brightest

- Position analysis
- Recruitment and preliminary screening
- Identification of semi-finalists
- Selection of finalists/candidate presentation
- Interview coordination
- Employment negotiation
The Recruitment Effort Should:

• Clearly define the needs of the organization
• Clearly define the position and its requirements
• Actively seek a wide range and diverse group of individuals who meet or exceed the organization’s desired qualifications
• Place creative advertisements in national publications and professional journals that speak to the candidates
• Reach out personally to individuals in comparable organizations
• Respond to inquiries about the position/make the candidate feel wanted
• Ensure confidential treatment of applicants
How Do You Create Diverse Pools of Candidates?

- Have a Plan – What are you trying to accomplish?
- Identify your area or regional demographics before you begin the recruitment – Understand your area or region
- Develop recruiting materials that speak to individuals you wish to recruit – highlight diversity
- Place advertisements in national publications and professional journals – expand beyond the normal publications
- Reach out directly to targeted groups
- Respond to inquiries about the position
- Ensure confidential treatment of applicants
Where Can You Recruit Minority Candidates?

• HireDiversity.com
• Universities and Colleges
• National Forum for Black Public Administrators (NFBPA)
• National Association of Hispanic Public Administrators (NAHPA)
• National Association of Asian American Professionals (NAAAP)
• Black Career Women (BCW)
• Minority Professional Network
Questions and Discussion