

Public Sector Advisors



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

Presented to:



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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.)

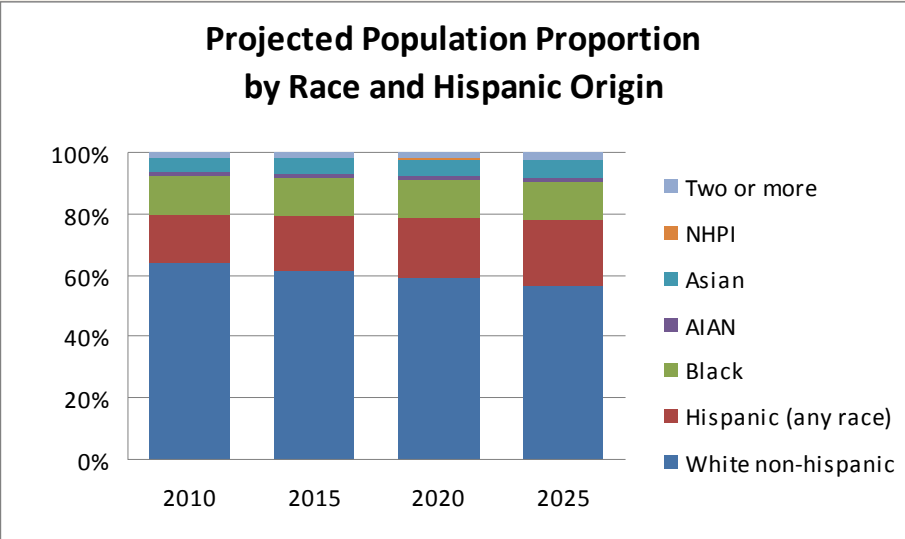
Why Are Candidate Pools Shrinking? *cont.*

- 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

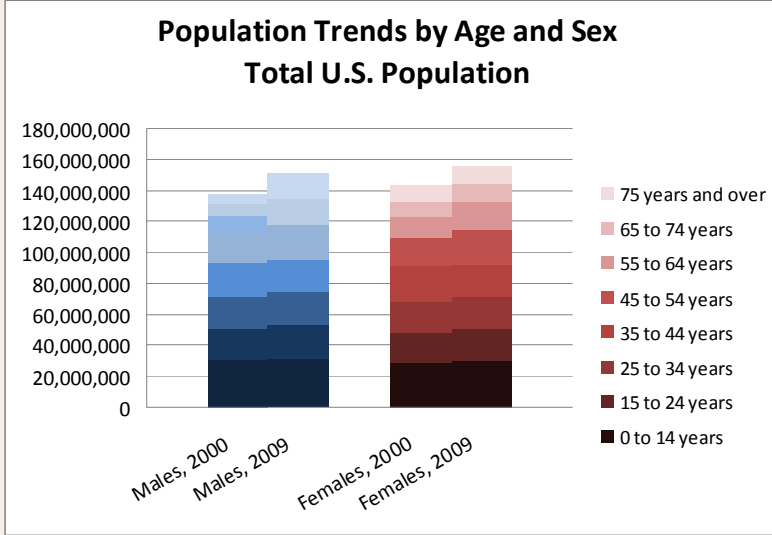
Why Are Candidate Pools Shrinking? *cont.*

- 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?



*U.S. Census Bureau 2008



*U.S. Census Bureau, 2009 American Community Survey

Abbreviations: AIAN = American Indian and Alaska Native; NHPI = Native Hawaiian and Other Pacific Islander

How are Candidate Pools Changing? *cont.*

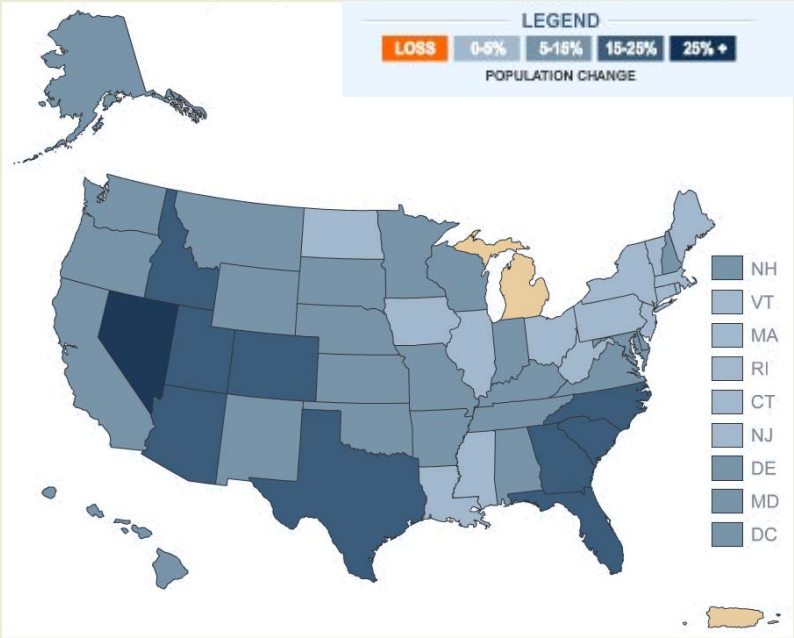
U. S. Population by Race

PERCENT OF POPULATION	Change 2000 - 2010	
White alone	72.4%	5.7% ↑
Black or African American alone	12.6%	12.3% ↑
American Indian and Alaska Native alone	0.9%	18.4% ↑
Asian alone	4.8%	43.3% ↑
Native Hawaiian and Other Pacific Islander alone	0.2%	35.4% ↑
Some Other Race alone	6.2%	24.4% ↑
Two or More Races	2.9%	32.0% ↑

PERCENT OF POPULATION	Change 2000 - 2010	
Hispanic or Latino	16.3%	43.0% ↑
Not Hispanic or Latino	83.7%	4.9% ↑

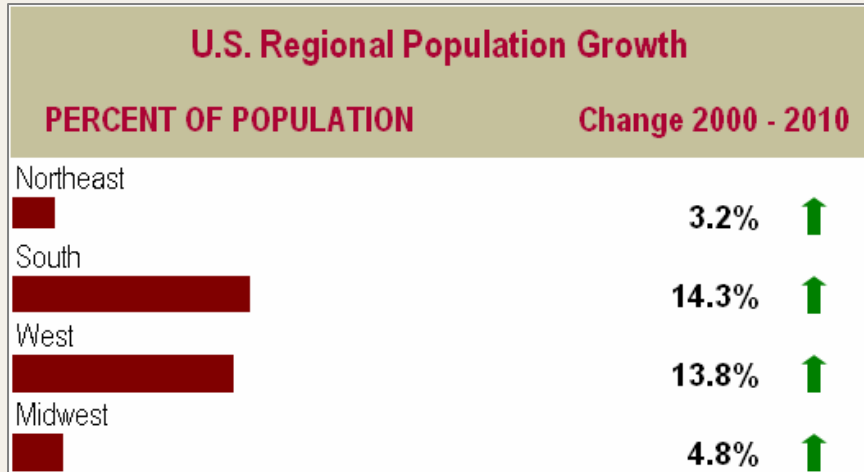
*U.S. Census Bureau 2010

Population 308,745,538



*U.S. Census Bureau 2010

How are Candidate Pools Changing? *cont.*



*U.S. Census Bureau 2010

Where Employees Are Drawn From

Age Group	Population	% of Total U.S. Population
25 to 34 years	40,443,203	13.4%
35 to 44 years	42,748,574	14.2%
45 to 54 years	43,646,772	14.5%

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