



*Bridging Bright
Futures for Families*

**ERICSA
2024**

Grand Rapids

**ERICSA 61ST ANNUAL
TRAINING CONFERENCE & EXPOSITION
APRIL 7-11, 2024**

Introductions: Today's Presenters



ROBYN CRITTENDEN

Former Commissioner of the
GA Dept. of Human Services
and experienced Health and
Human Services leader

*Managing Director with Deloitte
Consulting LLP's Government
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MICHAEL WALSH

Experienced government leader
focused on workforce
development and engagement

*Senior Manager with Deloitte
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Top Challenges in Government Recruiting



Time-to-Hire

Younger workers want a **speedy, high-tech hiring process**. With an average time-to-hire of 119 days in the public sector, **top candidates are turning to the private sector** when government agencies can't meet their expectations.¹



Aging Workforce

An estimated **30%** of the federal workforce to **hit retirement age within the next two years**. Young federal government employees are leaving their jobs at higher rates than their older counterparts, with **nearly 9% of those under 30 quitting** in FY 2021. Only **8.1% of the federal workforce is under the age of 30** compared to **23% in the private sector**.²



Recruiting Techniques

Online job advertisements and career websites are still the **most popular government recruiting channels**. Gen Z candidates **value personal connections** with their recruiter and say referrals from a company's current or former employees are their favorite job source.³



Data Science Shortages

Demand for data scientists is growing, yet recruiting data scientists and other technology workers remains a challenge.⁴



Compensation

Companies are being proactive about giving out raises to **avoid resignations**. Google, Microsoft, and Apple all announced pay increases in a bid to retain and attract talent. Government is **now looking for ways to improve their competitive positions**.⁵ A recent Pew analysis showed that **government wage growth lags the private sector by the largest margin on record**.⁶

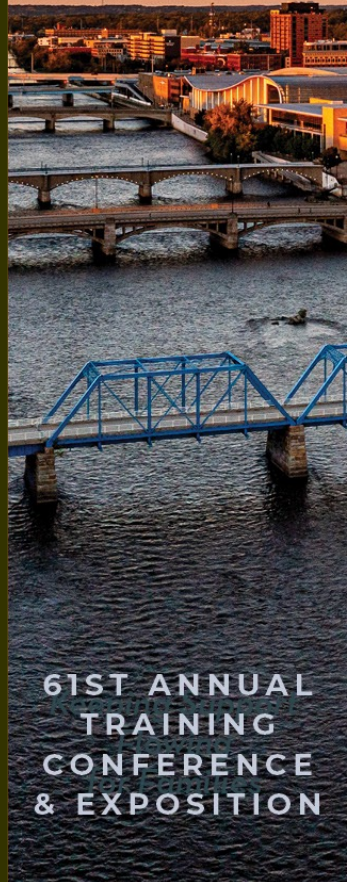


No Show

There is a surge of job seekers who accept positions to then **never be heard from again**.⁶



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Unique Child Support Workforce Challenges and Considerations

Broad knowledge of child support program, the law, and social services and supports required to meet the individualized needs of custodial and non-custodial parents and the children



Young workforce, high caseloads, statutory timeframes, low pay, safety concerns and stressful environments, leading to burnout



Little flexibility to provide incentives and rewards, increase pay, or support remote work due to enforcement functions



Retention and Recruitment challenges impact an agency's ability to ensure children receive support from both parents and that child support agencies are able to fulfill their responsibilities

Reactive system, negative external perception of child support, and culture of blame, requiring a strong internal culture of support



Insufficient supervision, coaching, training, and organizational support

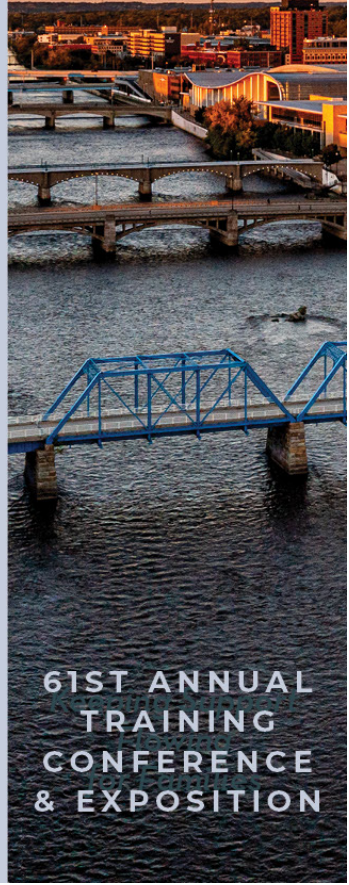


Loss of institutional knowledge and continuity for custodial and non-custodial parents due to high turnover



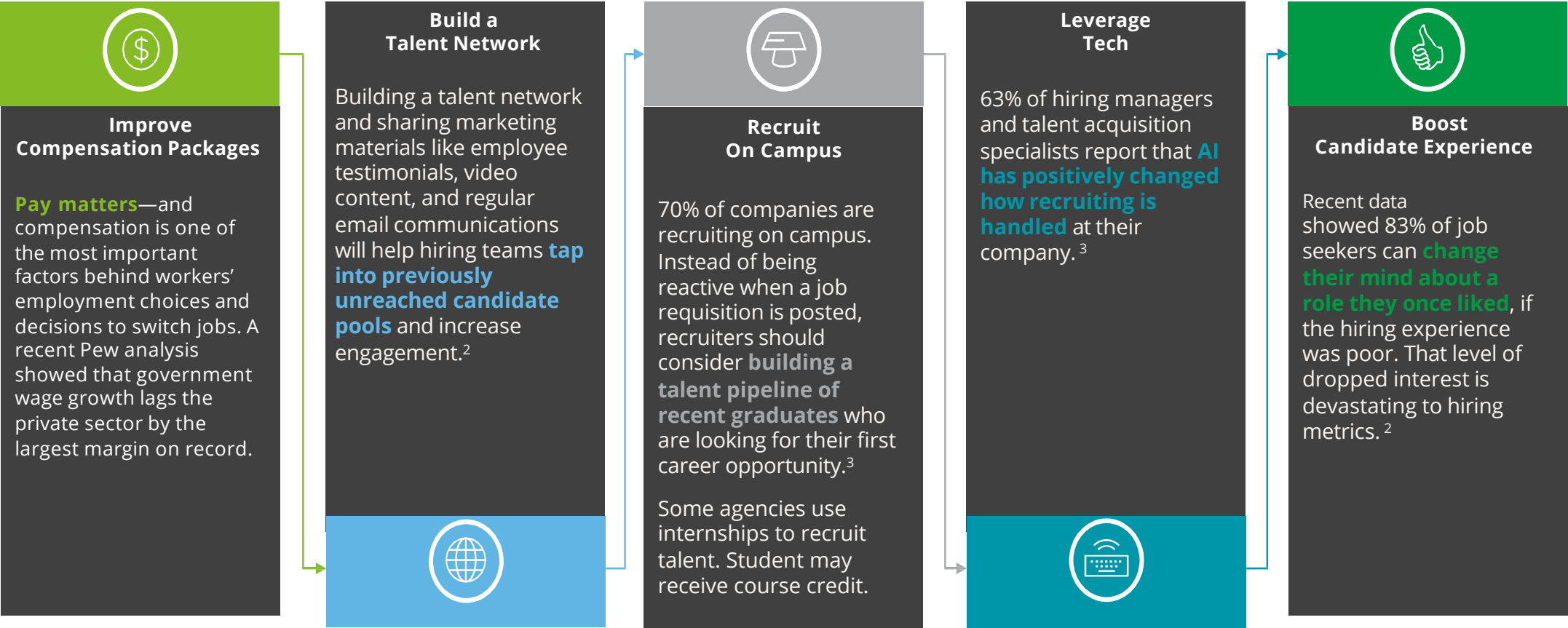
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Organizations Are Using the Following Tactics to Combat Recruitment Challenges and Position Themselves in the Market as an Employer of Choice...



Additional Best Practices and National Themes Include:



Coaching and peer mentorship, **providing social-emotional and operational support** and feedback on case trajectory and resources.



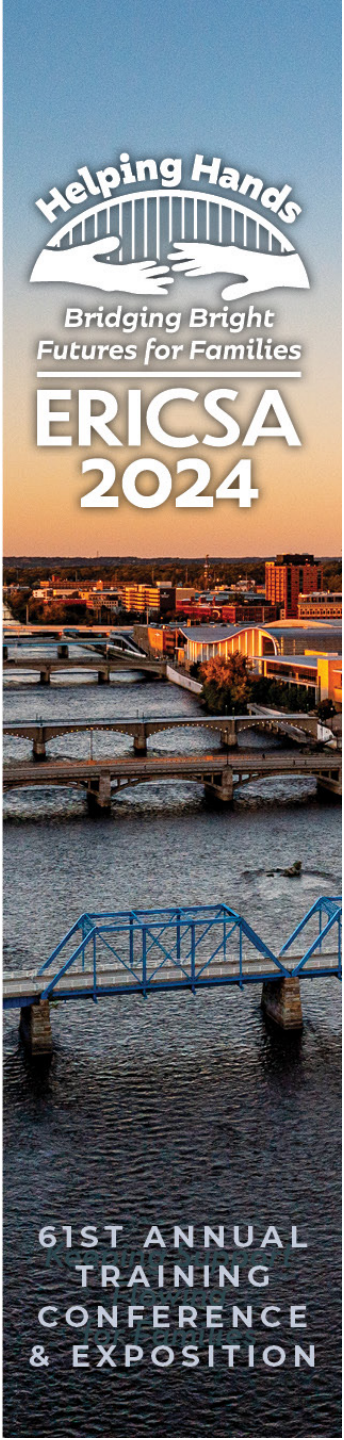
Staff engagement through **surveys, focus groups, and interviews** to enhance a positive and safe culture for staff.



Supportive services and resources are provided to **address trauma and support worker well-being** through the development of coping skills and self-care.



Training programs that include a **mix of in-person, virtual, simulation / immersive learning**, and field training for ongoing training needs.





Breakout #1

Discuss Current Challenges and Strengths of Workforce Strategies

1

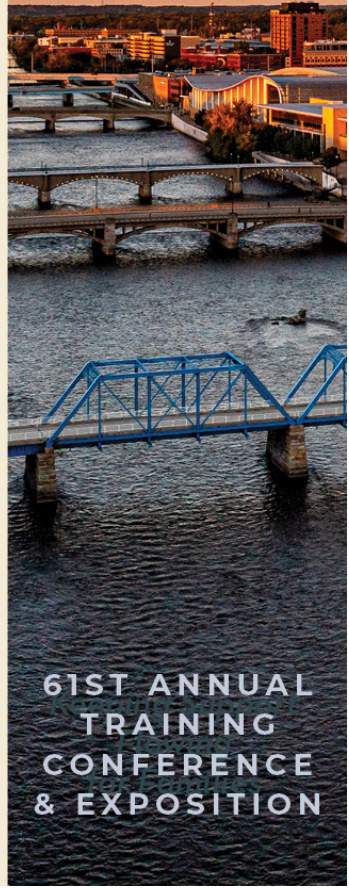


Key challenges, root causes, and impacting policies, procedures, and processes

2



Current recruitment strategies, supports, and workplace benefits and flexibilities



Workforce Assessment Scope and Approach

A workforce assessment includes data analysis and an environmental scan of internal and external impacting factors to understand strengths and challenges to inform the prioritization of recommendations.

Our Approach

Data Analysis & Engagement

- Analyze **internal HR and workforce data** to assess the current state of the workforce and employment trends
- Review **existing workforce programs** to assess the current workforce investments and programming within the agency and across the state
- Conduct **leadership and stakeholders interviews**
- Complete a **compensation study** to identify labor market compensation data for key roles

Environmental Scan

- Develop an **environmental scan across public and private entities** to gather best practices
 - Assess **innovation in workforce engagement and retention approaches** in up to five comparable states
 - Evaluate **cutting edge workforce practices within the human services space**
 - Conduct a **Child Support Workforce literature review** to identify solutions

Strategic Initiative Recommendations

- Design and conduct a **breakthrough lab to accelerate the recognition and conceptual design of future workforce initiatives**
 - Establish the vision and approach to **support and grow the Child Support workforce statewide**
 - **Review and prioritize recommendations**, develop an action plan, and build a roadmap
- Develop a final report with **landscape data analysis and actionable recommendations**

Overall Objective: Strengthen the Child Support workforce and ensure long-term capability and sustainability that empowers the agency to ensure children receive support from both parents and that it is able to fulfill its responsibilities. providers.

Project Goals

-  **Streamline** and **innovate** the ways the State identifies **potential talent**
-  **Prepare employees** with the **skills** and **capabilities** for success on the job
-  **Keep them employed** and **engaged** throughout a long and meaningful career with the State from **“hire to retire”**

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How to Conduct a Workforce Assessment:

The first step in addressing the workforce crisis is to clearly understand your organization's challenges to determine agency-specific strategies to improve staff satisfaction and experience. To understand workforce challenges, collect and analyze stay and exit interview content/surveys, and recruitment, interview, acceptance, and retention statistics. The review of this information will help agencies understand challenges and inform next steps in the assessment.

Step 1: Data Analysis and Engagement

Using state data, establish a baseline understanding of the workforce

Activity	Activity Description		Output
Analyze internal HR/workforce data	• Receive and analyze data including but not limited to:		• Summary of current workforce state and employment trends
	• Organizational charts • Job series breakdown • Staffing levels • Vacancies • Turnover/retention data - who's staying and leaving and where are they going	• Average tenure at separation and of current employees • Exit interviews • Historical financial and salary information • Educational background and training obtained	
Review Existing Workforce Standards	• Assess existing workforce programs within the Child Support agency or other State agencies that benefit workers (benefits, incentives, recognition, recruiting/retention efforts) • Assess current standards in place regarding span of control and managerial ratios against current staffing levels • Analyze existing detailed organizational charts to identify current span of control and vacancies • Discover other state and federal workforce programs that can be leveraged • Collect any additional data to help assess the current workforce investments and programming		• Proposed courses of actions to improve workforce standards, span of control, and workload across various staffing level scenarios
Conduct leadership and stakeholder focus groups	• Collect qualitative and quantitative data through focus groups with key stakeholders (i.e., frontline workers, administrative support staff, directors/supervisors)		• Summary of stakeholder input by theme
Conduct a Compensation Study	• Assess identified labor market compensation data, including base pay, bonuses/incentives, retirement, and benefits		• Summary comparison of current compensation data

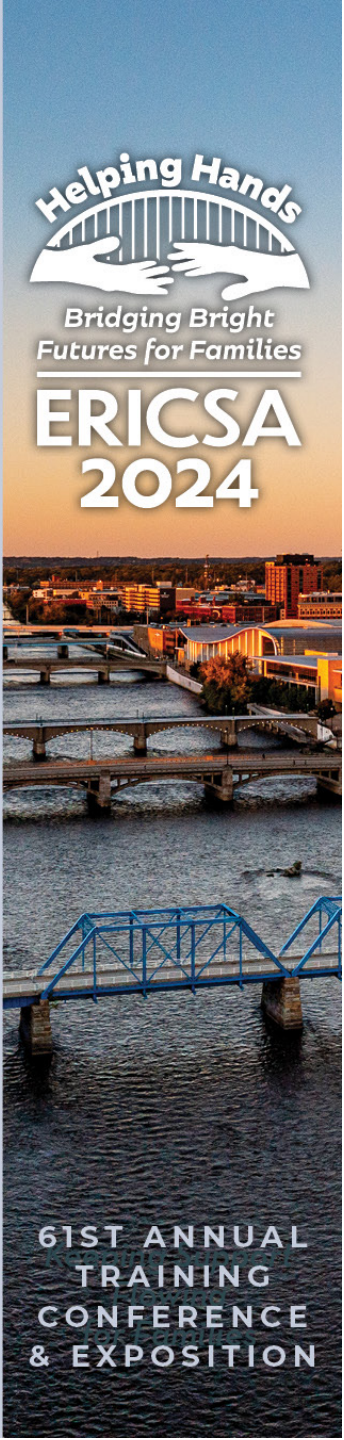
How to Conduct a Workforce Assessment:

The second step of a workforce assessment is an environmental scan that evaluates internal and external impacting factors, including policies, procedures, and strategies, as well as peer state comparisons.

Step 2: Environmental Scan

Work with relevant and comparable entities to develop an understanding of programs, policies, and strategies that address workforce challenges.

Activity	Activity Description	Output
Environmental scan of peer states and international organizations to gather best practices	- Conduct research and analysis across peer states and international organizations to gather best practices and innovative workforce solutions including span of control comparison and workload - Identify cutting edge practices addressing the identified challenge areas - Conduct a Child Support workforce literature review to identify solutions to address: - Retention - Training and upskilling across job levels - Span of control - Pipeline barriers - Extraneous licensing and regulation - Practitioner burnout - Administrative burden - Violence and safety considerations	Analysis / Literature review on innovation in workforce engagement, retention approaches, and span of control



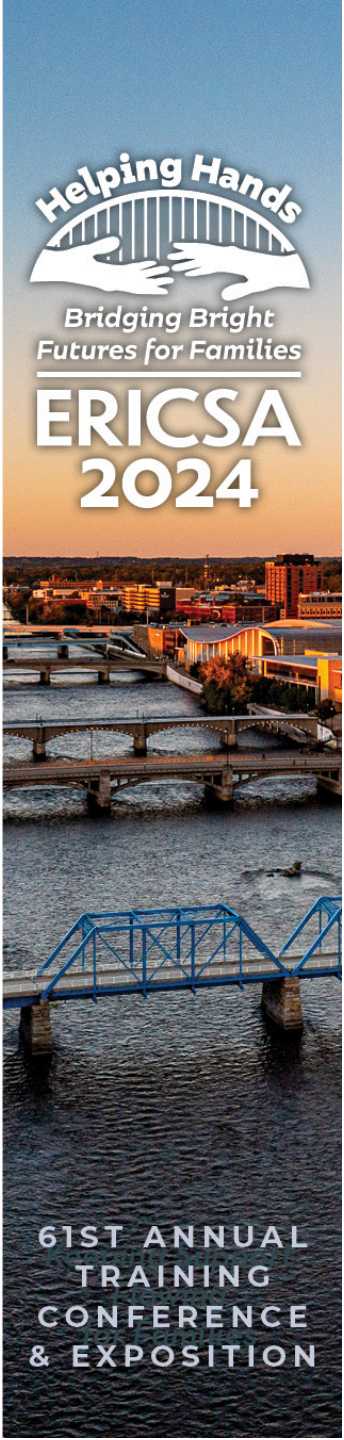
How to Conduct a Workforce Assessment:

The third step in addressing the workforce crisis is consolidating all information gathered to facilitate review, analysis, and selection of prioritized recommendations.

Step 3: Strategic Initiative Recommendations:

Based on the consolidated inputs gathered in the first two stages, develop prioritized recommendations and high-level next steps to consider for implementation.

Activity	Activity Description	Output
Develop a cumulative analysis and recommendations report	- Synthesize analysis of: - Workforce data analysis and span of control standards and scenarios - Environmental scan of programs, policies, solutions, salaries, and lessons learned - Prioritized solutions with next steps and proposed solution owners	Prioritized list of recommendations and associated next steps



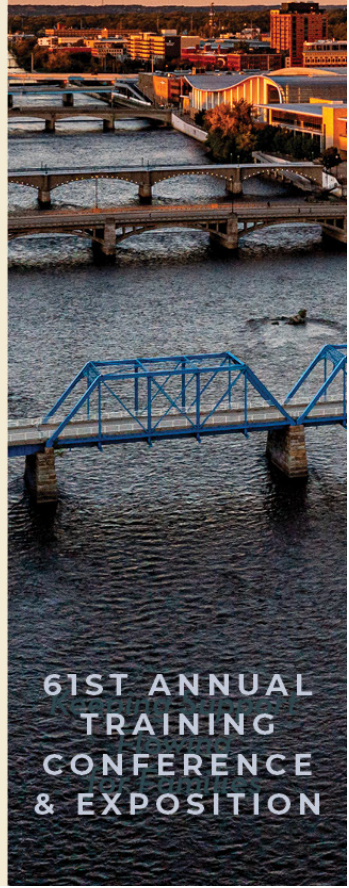


Breakout #2

**Develop an Individualized Workforce
Assessment Process Using a
Template/Tool Provided**



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The Objective: Employer of Choice

Positioning an agency as an employer of choice results in enhanced recruitment, development, retention, and employee experience. To become an Employer of Choice, start by defining your organization's values, combined with your organization's mission, to create a value proposition that attracts and retains your targeted workforce.

Attracting Talent

- Recruitment forecasting & planning
- Target candidate strategy
- Competitor identification and positioning

Total Rewards

- Compensation and benefits
- Health & wellbeing
- Employee programs and assistance
- Workforce operational excellence

Growth & Development

- Workforce reskilling
- Leadership development
- Knowledge management
- Succession planning

Future of Work

- Defining the:
 - Work performed
 - Composition and skills of the workforce
 - Physical and virtual configurations of the workplace



Workforce Planning

- Future workforce needs
- Identifying current workforce skills gaps
- Defining an effective org structure to enable

Marketing & Branding

- Brand and market proposition
- Target market identification
- Industry awards and recognition
- Review of customer experiences

Culture

- Values and key behaviors identification
- Current state analysis & future state visioning
- Strategy driver through culture change plan

Desired Outcomes

Meaningful Work

Positive Work Environment

Supportive Management

Trust in Leadership

Growth Opportunity

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...But There's More to Do to Instill Permanent Change – Here's How Employers of Choice Are Attracting (And Retaining) Gen Z & Millennial Talent¹



Focus on Well-Being

Workers are increasingly **prioritizing their physical and mental well-being and seeking employers who do the same.**



Work that Works for Them

Workers are now seeking jobs that work for them. This often means **better compensation, better work-life balance,** and an environment where they feel a **sense of belonging.**



Upskilling and Professional Development

Almost **50% of workers** would consider **switching jobs for better training and upskilling opportunities** and **more than 60%** said it was an **important reason to stay at their current job.**



Value Their Ideas

Research has found that **45% of Gen Z workers** believe it will be **difficult to work with baby boomers.**



Communicate your values, mission, and brand

68% of Gen Z respondents said it was important for their employer to support a cause they care about.



Breakout #3

**Based on Discussion and What You Know
of Your Agency's Strengths and Challenges:**

1

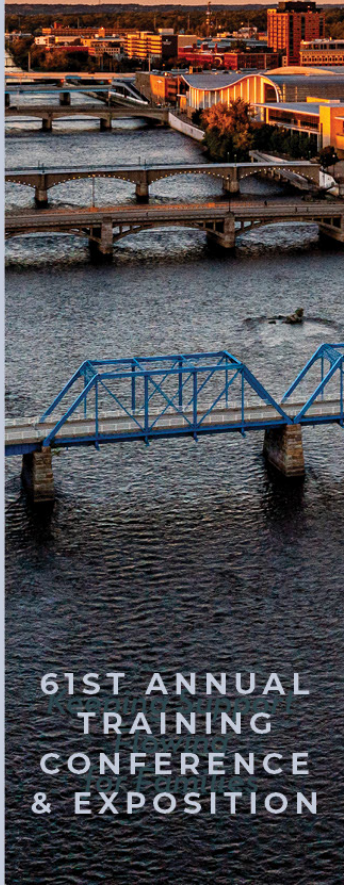


*Brainstorm three specific
improvements that can be
implemented to **recruit staff***

2



*Brainstorm three specific
improvements that can be
implemented to help **retain staff***



Priority:

ACTIONS

A

Action



- Details of action

B



- Details of action

C



- Details of action

CHALLENGE

Details of the challenge that led to this recommendation

Timeline (Action Start and Duration):

Key Owner: _____

Implementation Level: _____

State-wide

Agency-specific



Timeline (Action Start and Duration):

Key Owner: _____

Implementation Level: _____

State-wide

Agency-specific



Timeline (Action Start and Duration):

Key Owner: _____

Implementation Level: _____

State-wide

Agency-specific

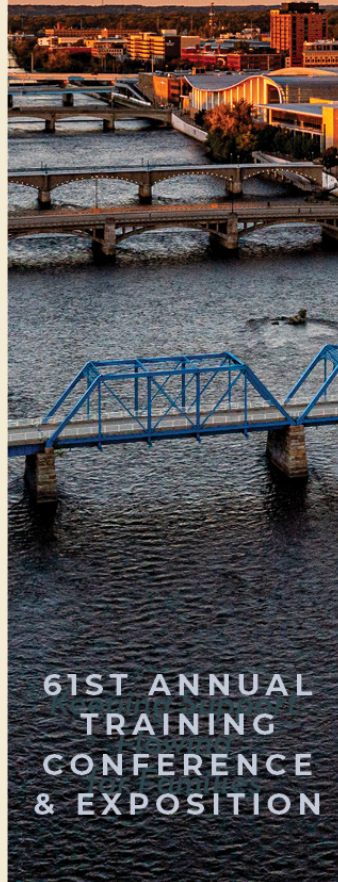


OUTCOMES

Expected outcomes of these Actions

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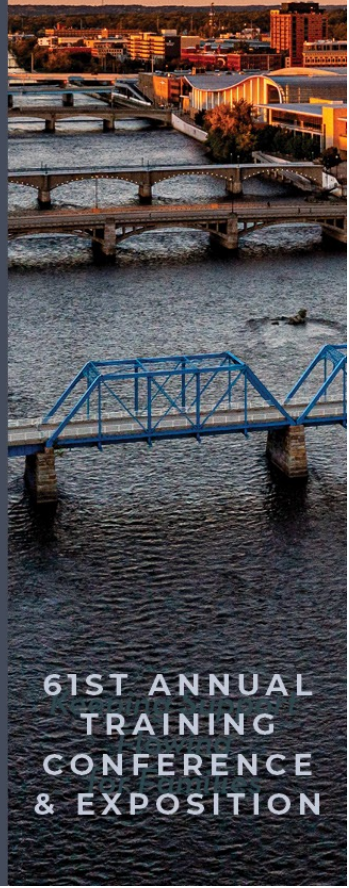
Call to Action!

Thank You for Attending!

-We Look Forward to Meeting Again Next Year-



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