

Talent Acquisition:

Strategies and Solutions for State and Local Governments

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State and Local Government Talent

For state and local governments, **attracting and retaining qualified people** is a critical operational imperative, as skilled professionals are what enables a department or organization to achieve its mission. However, not only has the tight labor market made it more difficult to find the right people at the right time, state and local governments have unique attributes and challenges that make talent acquisition doubly difficult. **The best Talent Acquisition professionals** know how to navigate these unique attributes and challenges and, in so doing, build strong employer brands that attract the right candidates, proactively build applicant pipelines to meet current and future business needs, maintain relationships with past candidates for future opportunities, and strategically source potential hires from diverse backgrounds. At Deloitte, we see five major forces shaping the talent acquisition (TA) Landscape:



1

COVID-19 has accelerated organizations' **virtualization of work** forcing them to reconsider how they recruit, where they recruit, and what on-boarding talent looks in the new normal



2

The **automation of work and introduction of artificial intelligence** changes jobs identified and needed as 'hot skills' as well as how HR can most efficiently run recruitment processes



3

As organizations start relying more on **assessing candidates' capabilities** to do the job, they rely less on formal degrees and education as qualifiers and lean more heavily into assessments to inform selection decisions



4

Today's job seekers expect a human experience - **demanding a personalized candidate journey**, which increases the importance of savvy tools used to engage them throughout the hiring process



5

An authentic **emphasis on diversity, equity, and inclusion** spurs a push to think about how to mitigate and avoid biases introduced in sourcing and recruiting/hiring processes

Deloitte's Talent Acquisition Services

How we can help

Sourcing and Assessing Talent for Tomorrow



Occupational/ Position analysis experts



Fully engaged **Workforce Planning**



Strength in **Competency Modeling & Reskilling**

- Workforce Planning and Strategy
- Recruitment Brand and Marketing Strategy
- Sourcing Strategy (e.g., campus, niche, experienced hires)
- Planning and deploying selection assessments
- DEI Strategy for Recruiting
- Predictive Analytics to Inform Sourcing

Enhancing the Human Experience for Candidates



End-to-End Consultation across the HR practice



Validation of personnel **practices & procedures**



Change Management Specialists to guide initiatives

- Current State Assessment of TA
- Future State Visioning/Business Case Development
- Operating Model Development
- Candidate Engagement Strategies/Tools
- Development of Virtual Onboarding Program

Automating the Process, Increasing Transparency



Cutting-edge Industry Best Practices



Compensation Market analysis



Full talent **Strategy & Recruitment**

- Development of Updated/Future State Business Processes
- Scorecard Development to Assess Current State
- Current State Technology Assessment
- Implementation of Technology (Modular, End-to-End)
- Analytics Support to Assess TA Lifecycle

Operate the Talent Acquisition Process



Recruiting Strategy **Execution and Monitoring**



Candidate **Development and Engagement**



Hire Action **Processing**

- Candidate and Employee Journey Data Development
- Fulfillment of day-to-day transactional tasks utilizing smart technology
- Relationship Management Systems and Technologies
- Workforce Management and Planning

We offer a **wide variety of solutions and services across the recruitment lifecycle** to help Government leaders elevate their talent acquisition (TA). **Deloitte's services** are designed with the flexibility and agility to adjust to clients' unique starting points using a customizable and modular approach. **Our services** span across consulting and advisory support, recruiting and HR Service staff support, and leverage industry leading technology, partnerships data sources, and overall trends.

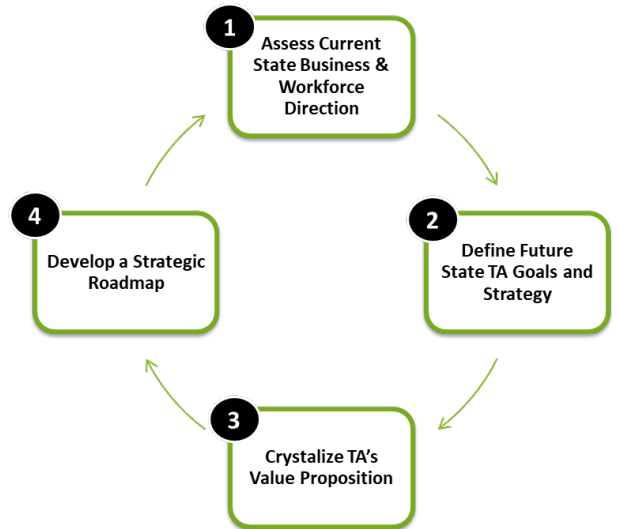


Getting started

The TA Maturity Assessment

In order to help our clients' succeed in their Talent Acquisition related missions, Deloitte teams work with our clients to understand their current state strengths, pain points, and goals for the future. Establishing your current baseline and knowing where to start is usually the first step we recommend to our State and Local government clients.

Deloitte's TA maturity assessment methodology is tailored to your specific needs, but it typically includes gathering data and key documents to understand the stakeholders and conduct targeted interviews and focus groups. Deloitte gathers qualitative and quantitative feedback across all major impacted stakeholder groups to provide a consistent, unbiased, and defensible organizational assessment. Once the current state has been assessed, Deloitte works with our client partners to define the future state goals and strategy, validate their Employer Value Proposition, and develop a strategic roadmap towards a solution. Contact us today to get started.



TA Assessments and Strategies in Action

City of Boston

Client Ask: The City's chief human resources officer asked us to review the City's recruiting, hiring, and onboarding processes and the underlying technologies that support them to improve the candidate experience and speed-up the processes.

Solutions Presented: The Deloitte team documented and proposed improvements to the current processes, made modifications to its applicant tracking and onboarding tools, created an inclusive and interactive hiring guide and dashboard for City's use, created templates and standardized best practices for hiring managers to leverage throughout the process, and developed a manual to support both hiring managers and HR professionals. Additionally, the team helped the City establish a recruiting Center of Excellence and hire its first director.

State of Connecticut

Client Ask: The State's chief human resources officer has requested support from Deloitte to assist in elevating, accelerating, and improving upon their hiring and candidate selection processes across eight state agencies.

Solutions Presented: The Deloitte team is conducting a current state assessment of the human resources function and developing a future state vision of recruitment and hiring processes to increase efficiency and standardization, tailoring as needed to the unique requirements of each agency.

State of Delaware's Department of Services for Children, Youth & Their Families

Client Ask: The human resources director, seeking to understand why the Department was experiencing significant recruitment and retention challenges, asked Deloitte to ascertain and document the reasons why. We evaluated employee workloads, manual processing, system issues, and the impact of the Public Health Emergency's unwinding.

Solutions Presented: The Deloitte team assessed the Department's recruiting and hiring operations and identified a number of improvements that could be made to speed the process and increase its effectiveness. We also critiqued the Department's other functional areas – compensation, professional development, DEI, culture, and workforce planning – to determine their impacts on retention. The Department is now determining "next steps."

Cook County, Illinois

Client Ask: Cook County's chief human resources officer asked us to review the County's recruiting, hiring, and onboarding processes to better increase both the efficiency and effectiveness of its talent acquisition operations.

Solutions Presented: The Deloitte team began by reviewing and documenting all steps included in the hiring process, leading to the implementation of key process improvement recommendations. As the team came to understand more about the County's talent acquisition challenges, we proposed some fundamental changes to the County's job architecture, compensation structure and salary schedules, and branding and candidate marketing initiatives. Furthermore, we are providing managed talent acquisition services – that is supporting the County's full-cycle recruitment and hiring operations, including job analysis, candidate sourcing, and offer administration.

Cook County Health Department, Illinois

Client Ask: Cook County Health's chief human resources officer asked us to perform recruiting and hiring operational services and optimize the County's HR processes to better increase both the efficiency and effectiveness of its HR operations.

Solutions Presented: The Deloitte team began by assessing the existing talent acquisition practices and providing full cycle recruiting and hiring operations. In addition to managing talent acquisition operations, the team modified the salary determination process to be more efficient, completed a cleanup of historical job tracking data, and provided other process improvement recommendations. After making several operational improvements in the first period of performance, we expanded our Cook County Health operational footprint to include recruiting and hiring for a focused portfolio of nursing positions in critically understaffed areas.

State of Tennessee's Department of Transportation

Client Ask: The Department's human resources director seeks to improve HR processes across the agency, starting with those that affect the recruiting and hiring of employees. She seeks to create a customer-focused environment that attracts world-class talent and knows that offering competitive, market-rate wages and benefits will be important. She asked Deloitte to conduct a classification and compensation study and provide support to recruiting and hiring programs.

Solutions Presented: The Deloitte team is conducting a job analysis and review of the State's new classification series and position descriptions. The team is also providing support to the Department's day-to-day recruiting efforts, including posting and advertising announcements; collecting applications; pre-screening candidates; arranging interviews; and documenting source material from the candidates, hiring managers, and HR.

Commonwealth of Virginia's Department of Transportation

Client Ask: The Department's human resources director and her team are facing significant challenges in identifying and securing qualified talent to replace an aging and rapidly retiring workforce. Her ask of Deloitte is to help her further understand and address the challenges.

Solutions Presented: With the support of the Department's HR functional leads, the Deloitte team conducted a workforce assessment to determine barriers to effective recruiting, created a candidate-appealing brand, and built a talent pipeline to address the Department's most urgent needs. The Deloitte team is also training the Department's talent acquisition professionals, re-engineering the processes, re-crafting roles and responsibilities, and augmenting its candidate sourcing efforts.

Commonwealth of Pennsylvania's Office of Administration

Client Ask: Acknowledging that complex and inefficient recruiting processes were impeding the Commonwealth's ability to attract and hire new talent, the secretary of administration asked Deloitte to help her fix the issues.

Solutions Presented: Based on our recommendations, the secretary purchased licenses to a new common applicant tracking and onboarding platform to improve vacancy-based hiring and provide valuable data. In addition to implementing the tool, the Deloitte team trained users how to use it, proposed and implemented strategic approaches to recruiting and hiring, developed and launched a new website to better attract talent, and standardized the processes across 37 agencies.

State of Illinois Departments of Central Management Services and Innovation and Technology

Client Ask: The State of Illinois' chief administrative officer (CAO) sought to standardize and modernize recruitment and hiring across the State's 95 agencies and move to an electronic application that would enable agencies to hire applicants faster while providing an enhanced user experience to keep applicants better informed throughout the recruitment process. Additionally, the CAO sought to use a tool that could enable it to fill vacancies much faster and reduce the risk of potential gaps in service to Illinois residents.

Solutions Presented: The Deloitte team worked with the Illinois Department of Central Management Services and Department of Innovation & Technology to design, configure, and implement SAP SuccessFactors recruiting module for 58 of the State's 95 agencies. This system modernized the agencies 99% paper-based and labor-intensive hiring process. This system is currently being rolled out to the remaining State agencies.