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Refining Your Talent Strategies

NASACT Emerging Leaders Conference

Peter Weinberg

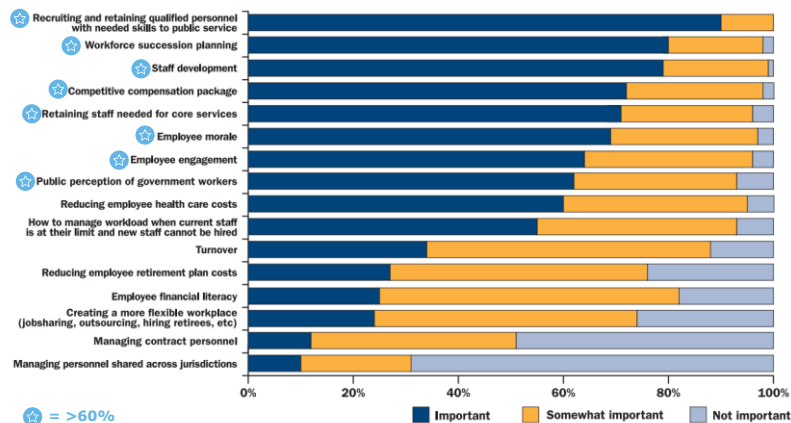
Specialist Leader, Deloitte Consulting LLP

April 13, 2017

**So they tell me there's a
talent crisis in the public
sector?**

Top talent issues in public sector organizations

What are the most important issues for your organization in 2016?



Source: Center for State and Local Government Excellence, IPMA
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Does this apply across the board?



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What are we hearing from our clients?

"Hiring managers are ignoring workforce needs for the **long term**."

More than anything, they are looking for a healthy and nurturing workplace and organizational culture.

Attracting candidates from families or cultures that do not have a tradition of public sector work may prove difficult.

"Government agencies must **prioritize** talent management, make a compelling case for public sector employment, develop targeted recruiting strategies and streamline the hiring process."

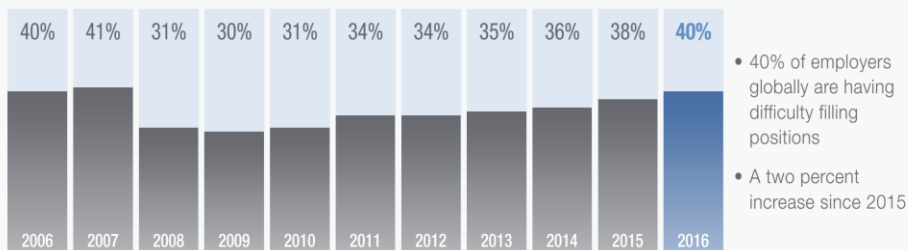
Looming government workforce crisis is not even on the radar screen for too many state and local elected officials

States and local authorities hard hit by budget pressures often lack the resources to offer attractive entry level positions

"Public sector leaders can and should focus on developing **qualified candidates** of their own."

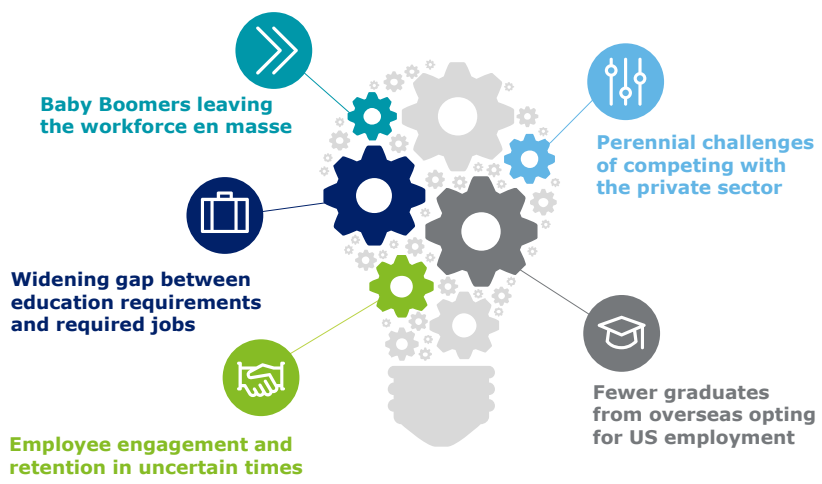
What are the numbers showing us?

Globally, employers report the **HIGHEST TALENT SHORTAGE** since 2007



**Yes, I think it's fair to say
that we have a talent crisis
on our hands.**

Why now? Factors at play in the tightening talent market



Source: *Competing for talent in public sector*,
<https://www2.deloitte.com/us/en/pages/public-sector/articles/talent-shortage-strategies.html>
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So what are our next steps?

What do you think this is?

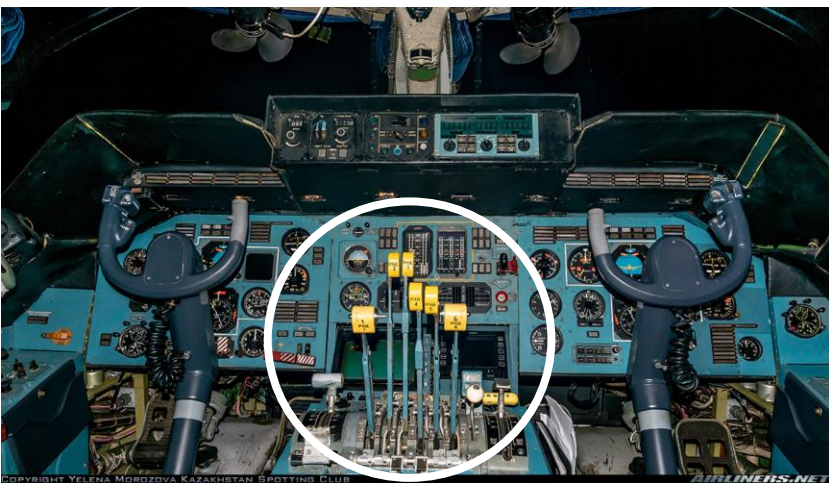


Photo source: Airliners.net

The cockpit of the Antonov AN 225, one of the largest aircrafts in the world



Photo source: Shutterstock
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What does this have to do with talent strategy?

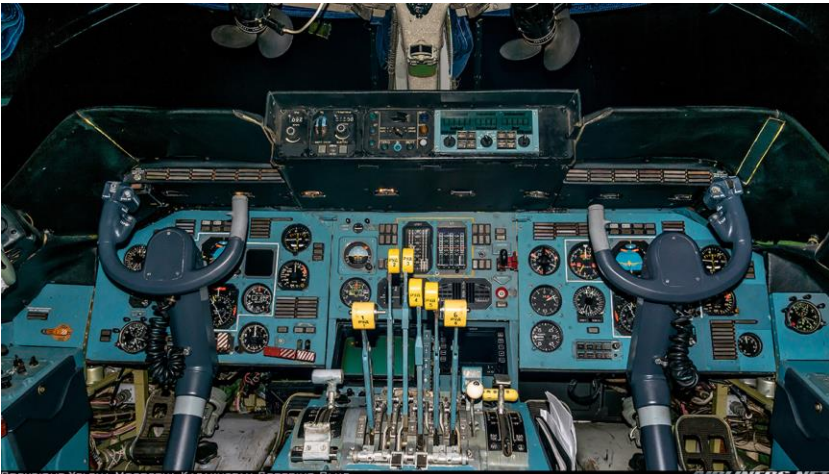
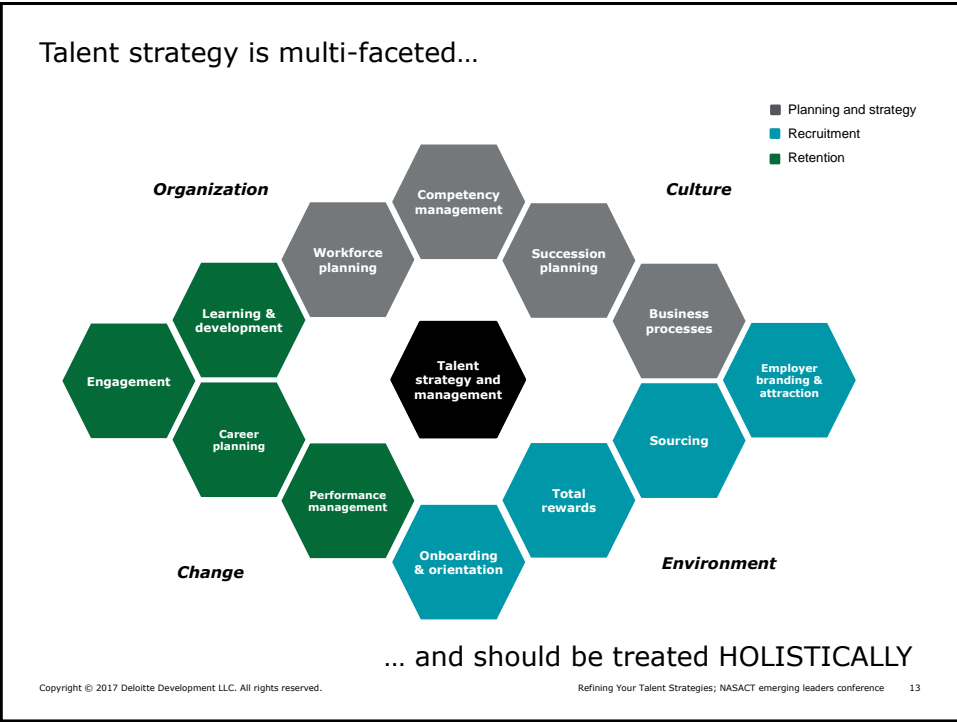
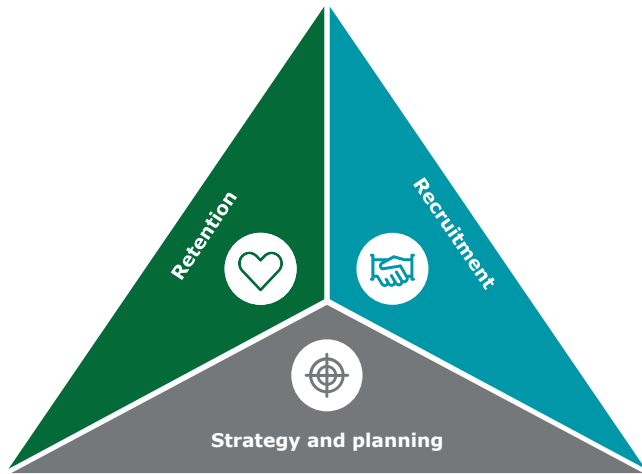


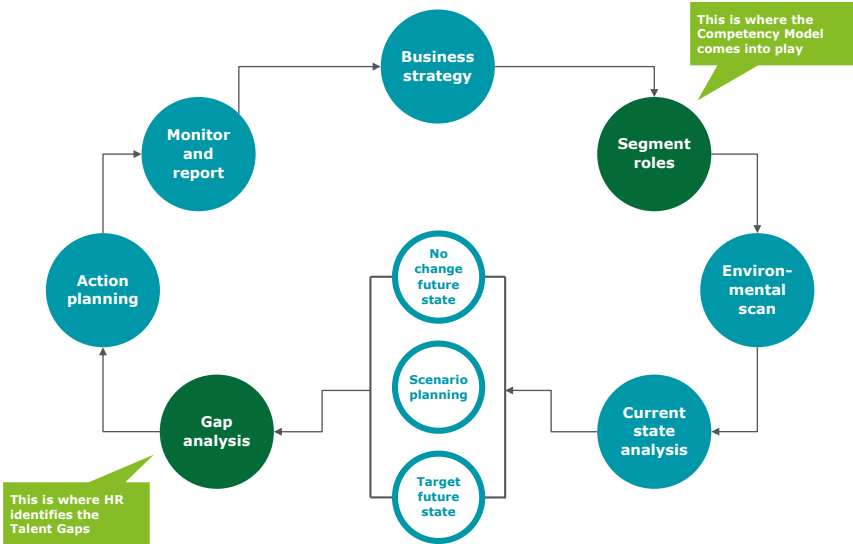
Photo source: Airlines.net
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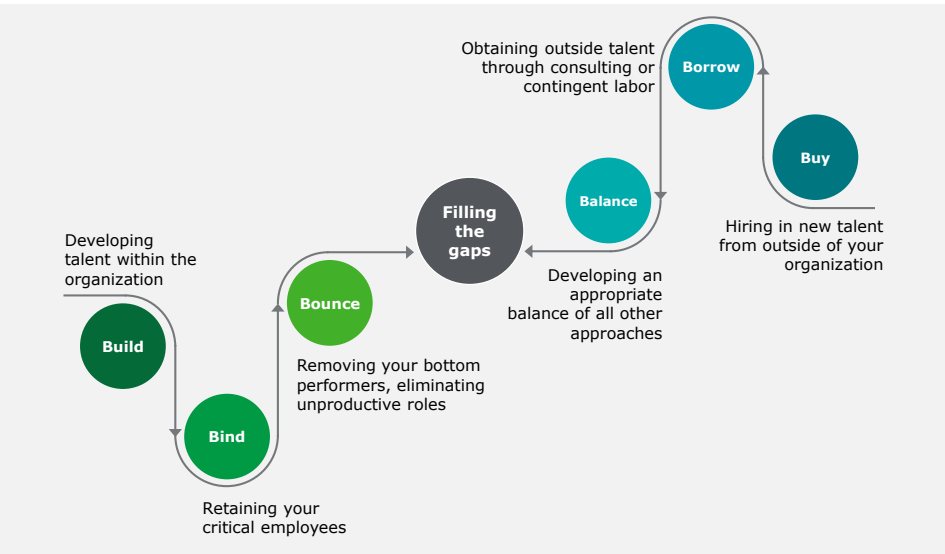
Taking a deeper dive into critical elements



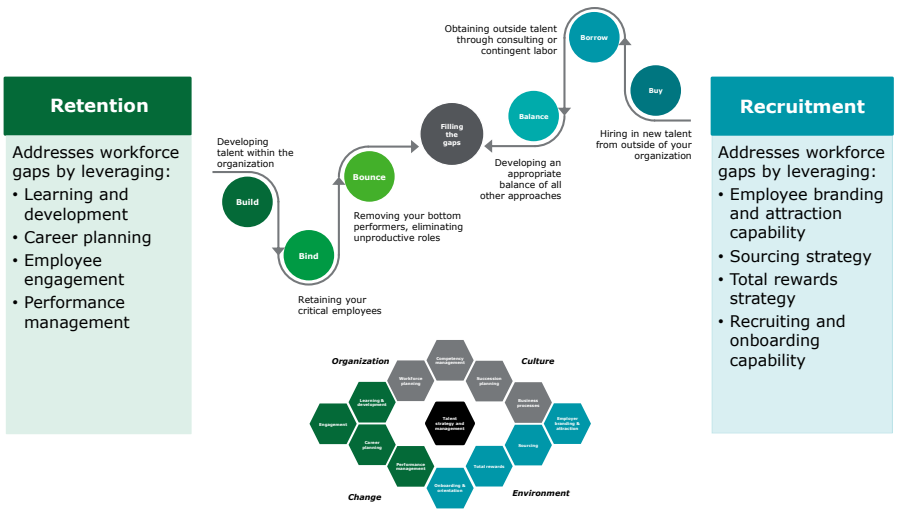
Strategic workforce planning model example



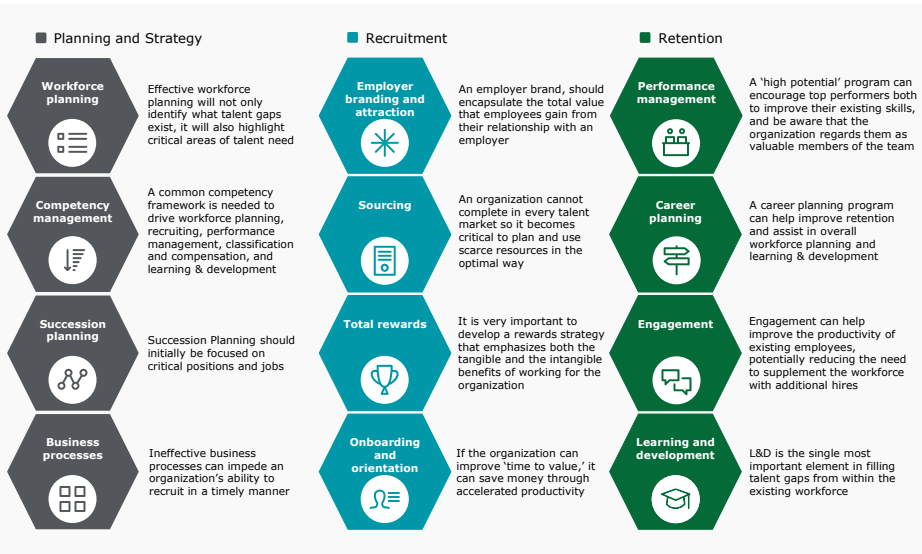
How does HR strategize to fill the gaps?



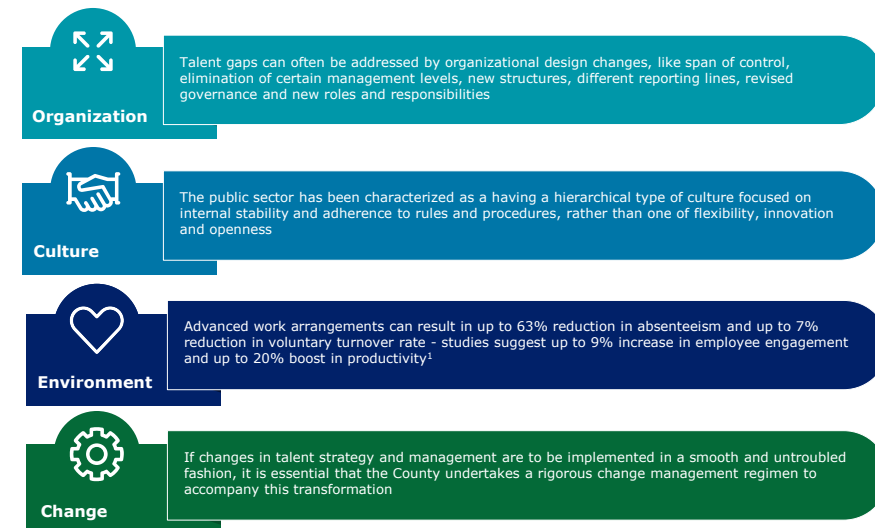
What HR components address these strategies?



Talent strategy and management components



Underlying talent strategy and management components



What did we learn about talent strategy and management?

It is driven by workforce planning

Without workforce planning, an organization would not know which talent gaps require to be filled

It should be approached holistically

Talent strategy and management is multi-faceted, and all levers should be pulled to be effective

It is not only HR's responsibility

Effective talent planning requires a coordinated effort between business units and HR, not a reliance on the HR function

Questions?



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Further reading:

State governments and the coming talent shortage Competing—successfully—for talent in the public sector

<https://www2.deloitte.com/us/en/pages/public-sector/articles/talent-shortage-strategies.html>

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