

# Innovative Ways the State of Ohio Can Attract and Retain Quality Fiscal Professionals

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# Highlights

Is there a need?

What are employees looking for?

Executive Management thoughts

Recommendations




Need?

# 2018 CAFR for OPERS

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Bureau of Labor  
Statistics Job  
Openings and  
Labor Turnover  
Survey

US Department of Labor



What Do Employees Want?



# Survey Monkey

Current Employees and Students

What are you looking for in employment?

Rank 5 items by order of importance



# Current Employees

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Flexibility

Benefits

Work From Home

Job Security

Tenure

Shorter Commute





# Current Students

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Flexibility

Healthy Work Environment

Student Loan Repayment Program

Benefits

Good Pay

Job Advancement



Rank of  
Importance

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Flexible Scheduling

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Merit Based Pay

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Teleworking

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Mentorship Programs

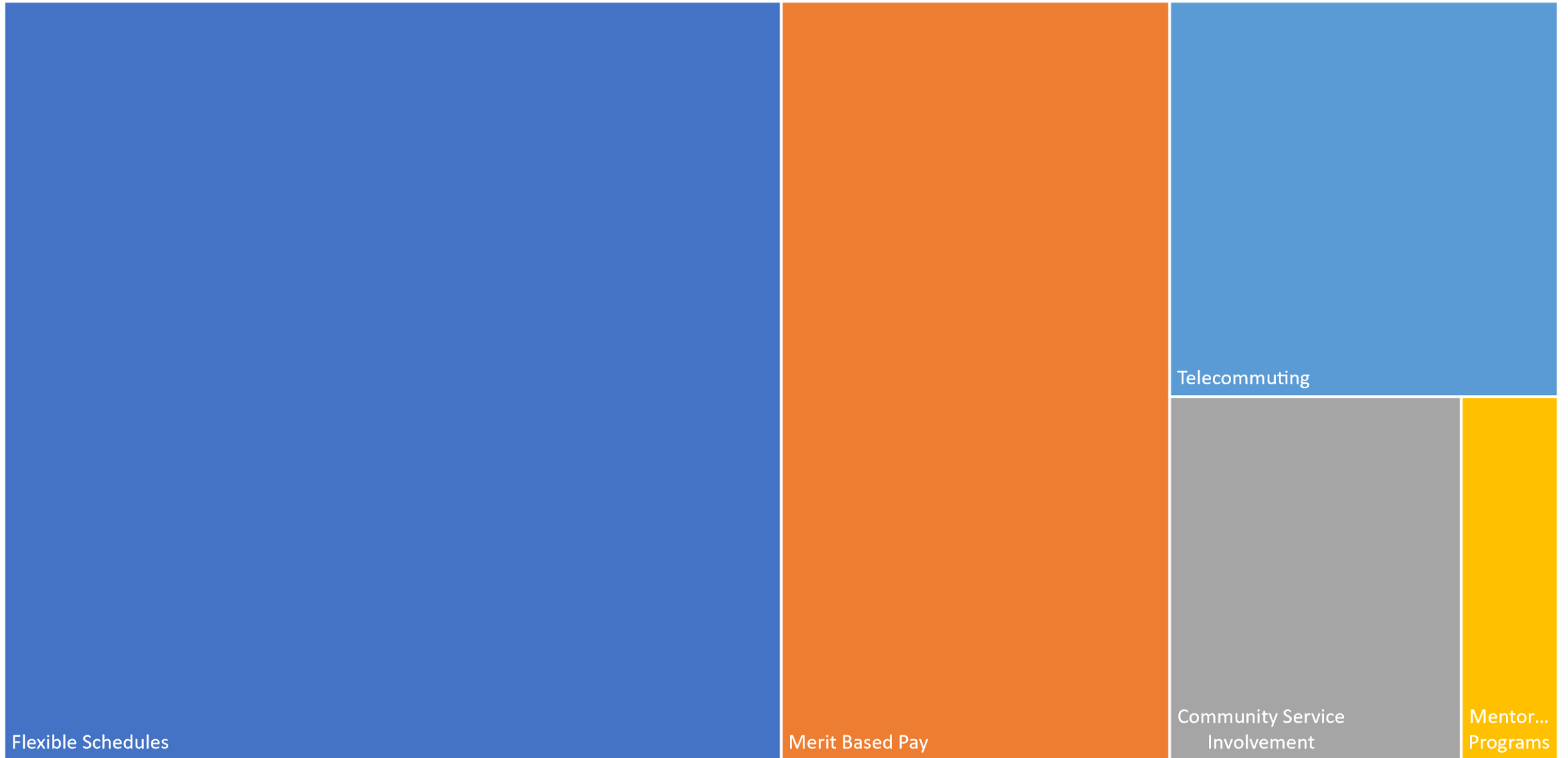
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Community Service Involvement

## Current State of Ohio Employees



## Current Student Priorities





# Executive Management Thoughts

# Retention & Hiring Challenges

- Limited resources for recruitment
- Private sector can pay more
- Union regulations
- Remote locations, low pay, job duties
- Hiring process time
- Education vs Experience

# Suggestions

- Play up benefits
- State agency networking
- Internal developments
- College/University Boards
- Internal/External, same time
- Stronger social media presence

# Recommendations





Flexible Scheduling

# Disadvantages



DIFFICULT TO  
ARRANGE  
MEETINGS



ADEQUATE  
COVERAGE  
TO PROVIDE  
SERVICES



UNSUITABLE  
FOR ALL  
POSITIONS



JEALOUSY



TRIGGERING  
OVERTIME

# Advantages



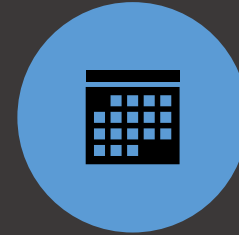
LESS STRESSED



HAPPIER



LESS PRONE TO  
BURN OUT



CAN SCHEDULE  
PERSONAL  
APPOINTMENTS



AVOID RUSH  
HOUR

# Tips



SET  
BOUNDARIES



SET  
EXPECTATIONS



DETAILED  
TIMELINE



SHOW  
ACCOUNTABILITY

A close-up photograph of a person's hands, wearing a dark suit jacket, holding a thick stack of US dollar bills. The bills are fanned out, showing various denominations including \$100 and \$50 bills. The text "MERIT PAY" is overlaid in white, serif, all-caps font across the center of the image.

MERIT PAY

# Disadvantages

- Fairness
- Favoritism
- Limit step raises available
- Public Perception
- Management/HR unwillingness to change

# Advantages

- Don't lose a more qualified candidate
- Recruit more suitable person
- Hire candidate with the best skillset
- Place candidate in the proper pay range

## State of Tennessee

- Developed pay per performance system
- The Governor championing the change
- Union buy in
- Input from all levels of government
- Utilize planning/performance management
- Heavy training



## Tips

- Don't be afraid to ask HR for help.
- Use sparingly on classifications that make sense.
- Decision made by more than one person.
- Show why it was necessary.
- Be fair and transparent in the process
- Use examples of how merit-based hiring can be effective.

# Teleworking



# Disadvantages



Forget to clock out



Lack of accountability



Accused of slacking



Limited face to face  
interaction

# Advantages



More  
independent



Get more work  
done



Become  
communication  
expert



Go Green



Decrease expenses

# Tips



Dedicated  
workspace



Be responsive



Be available during  
core hours



Stay involved with  
work life



Attend meetings

# Conclusion

- Millennials
- Gen-X
- State

The  
End

Any

Questions

# REFERENCES

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