



WELCOME TO
THE 2019 FRPA
CONFERENCE!

LEARNING OBJECTIVES



- Identify three innovative staff recruitment techniques.
- List three proven staff retention strategies that can be easily implemented.
- Discuss staff recruitment and retention challenges their agencies have faced and the steps taken to address those challenges.

Does Parks, Recreation and Leisure Services have a staffing problem?

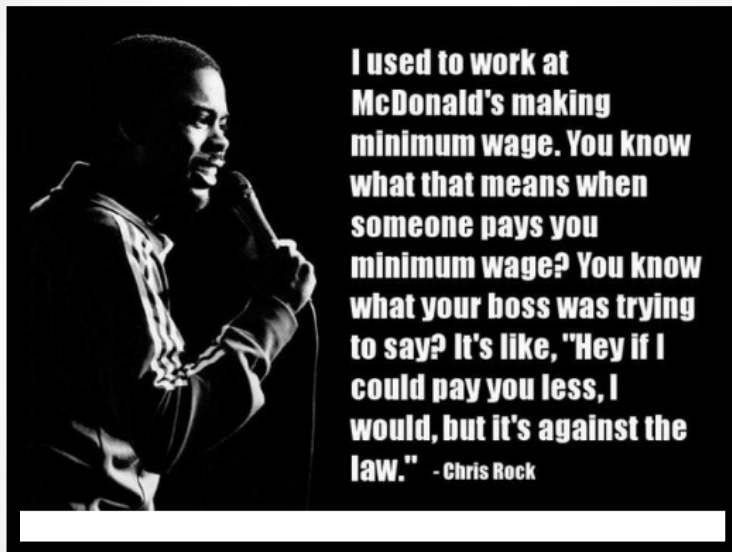
- In a 2018 study conducted by Charlotte County Community Services on 20 different government job sites (5 from each region) in Florida, it was found that there are currently 100 jobs posted in the Parks and Recreation Field.
 - ✓ Southwest Florida showed 38 listings among the five counties studied.
 - ✓ Southeast Florida showed 10 listings among the five counties studied.
 - ✓ Northwest Florida showed 24 listings among the five counties studied.
 - ✓ Northeast Florida showed 28 listings among five counties studied.
- The jobs with the most listings were maintenance/janitorial, lifeguards, and recreation specialists/aides.
- The study does not show the number of positions that each of these counties is in need of, so the actual number of positions waiting to be filled was likely larger.

Job Market

- According to data published by the U.S. Bureau of Labor Statistics (BLS) in 2016 there were approximately 390,000 recreational jobs. Roughly 31% or 120,900 jobs were in local government.
- According to data published by the U.S. (BLS) in May of 2017, Florida was the 3rd largest employer of recreational jobs in the U.S. with roughly 21,000 jobs in the field.
- In 2012 the U.S Bureau of Labor Statistics reported that the average job-stay had devolved to 4.4 years.
- In 2014 reports suggested that the teens and young adults entering the workforce would have an average job-stay of about half of that.

Job Outlook and Salary Range

- According to data published by the U.S. Bureau of Labor Statistics (BLS) in 2016, recreation worker jobs should be on the increase in the coming years. In fact, job growth of 10% nationwide is projected through 2024, a rate that exceeds the 7% average for all occupations in the U.S.
- An aging population and an emphasis on youth exercise to combat obesity are expected to spur growth in sports and fitness centers, increasing the demand for recreation workers. The BLS reports job prospects are expected to be stronger for individuals with higher levels of recreation-related education.
- According to the BLS, recreation workers in Florida earned a median annual wage of \$26,110 in May 2017, with the top 10% earning an average of \$39,160.



I used to work at McDonald's making minimum wage. You know what that means when someone pays you minimum wage? You know what your boss was trying to say? It's like, "Hey if I could pay you less, I would, but it's against the law." - Chris Rock

Are wages the problem?

- A valid question each organization must ask itself, especially when many communities are experiencing the lowest unemployment rates in recent decades.
- Studies have shown that compensation is not the only, nor the primary reason people select or keep a certain job.
- However, as Maslow taught us with his hierarchy of needs, a persons physiological and safety needs must be met.



Maslow's Hierarchy of Needs

Classification and Compensation Study

- If your organization is experiencing chronic staff shortages and/or staff turn over, it might be time to hire a consultant to do a Classification and Compensation Study.
- These studies typically include a market analysis benchmarking information from similar and neighboring organizations.
- A job evaluation to determine correct job classifications based on responsibilities, not employees, relative worth and degree of difficulty of the jobs performed.

What is top talent looking for?

- The questions prospective employees are asking themselves today:
 - ✓ How will I grow?
 - ✓ How will I be challenged?
 - ✓ What ongoing opportunities will I have?
 - ✓ How will I be more employable in the future?



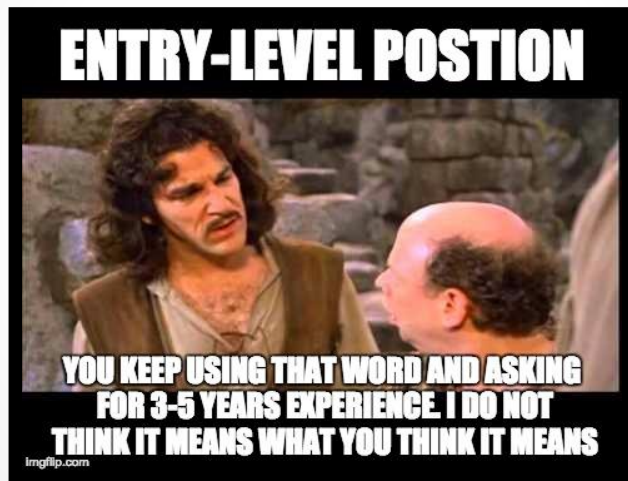
Round Table Discussion 1

- Recruitment
 - ✓ Breakup into small groups and discuss ways your agency recruits talent.
 - ✓ Any new and innovative ways you recruit?

Staff Recruitment

- Most government agencies recruit in a number of common ways such as:
 - ✓ Organization website (NeoGov, etc.)
 - ✓ Professional Organization websites (FRPA, NRPA, etc.)
 - ✓ Flyers and press releases.
 - ✓ Newspaper advertisements.
 - ✓ Direct marketing to High Schools and Colleges.
 - ✓ In organization publications such as facility brochures and program guides.

Innovative ways to recruit staff



Training Scholarships

- To address perennial difficulty to recruit and hire enough Lifeguard staff to operate it's three Aquatic Facilities, Charlotte County launched it's Lifeguard Training scholarship program.
- Qualifications:
 - ✓ Eighteen years of age.
 - ✓ Complete scholarship application.
 - ✓ Successfully complete the pre-requisite skills test.

Internships

- Collegiate
- High School

Job search engines

- Indeed.com
- Monster.com
- Ziprecruiter.com
- Simplyhired.com
- Others?

Social Media

- Today's generation is more easily reached by social media and texting vs. traditional marketing and email.
- The "Building Your Tribe" session at the Association of Aquatic Professionals Conference suggested building a Social Media profile such as Instagram specific to positions and taking the following actions:
 - ✓ "Following" local schools/relevant organizations.
 - ✓ Post action filled pictures highlighting the fun aspects of the job.
 - ✓ Post pictures with text overlays to advertise posting dates, etc. Candidates can then inquire through Direct Messaging rather than phone calls.
 - ✓ Post pictures and videos of events, activities and programs.
 - ✓ Consider live streaming events activities and programs.
 - ✓ Create a recruitment video.
 - ✓ Post "We want you part of our team".
 - ✓ Apply filters, hashtags picture content to create an engaging post.

Job Fairs and Hiring Events

- Attend Job Fairs:
 - ✓ Local Colleges
 - ✓ Local High Schools
 - ✓ Career Source
 - ✓ Others
- Create Hiring Events:
 - ✓ “One stop shopping” Apply, interview on site
 - ✓ Prospective employees are already interested

Benefits of Hiring Events

- Create Excitement!
- People are hired on the spot as opposed to having to wait around.
 - ✓ The 2015 Glassdoor Economic Research study “Why is Hiring Taking Longer” states the U.S. average hiring times for employees grew from 12.6 days to 22.9 days between 2010 and 2014.
 - ✓ The study also states that government employers consistently hire most slowly, with the U.S. averaging 60 days for the average hire compared to 8 days for the average franchise employer.



CC Hiring Event Notes

- Held on January 11th, 2019.
- Promoted event through flyers, social media, website.
- Allowed for pre-registration and walk-ins, as time permitted.
- Total of forty-two (42) interviews were conducted with fifteen (15) new hires at event (36% ROI).
- Positions hired included Rec. Specialists, Lifeguards, Event Specialists, Maintenance, and Library Techs.
- Eleven (11) of fifteen (15) still employed with us. Two (2) let go, as it was a seasonal position (73%-85% retention).
- Of those eleven (11) hires, four (4) have moved from seasonal positions to part time, and two (2) have advanced to full time positions.

Are local governments losing the war for talent?

- A May 2018 ICMA article entitled "Ten Ideas to become a Talent Magnet" made the following statement: "Local governments are in a war for talent, and we are losing the war". Simply explained, for about a decade, local governments have been experiencing a retirement wave of baby-boomer professionals and managers.
- The Gen X talent pool is smaller than the baby-boomer generation thus making the competition to attract those workers more difficult.

Round Table Discussion 2

- Retention
 - ✓ Breakup into small groups and discuss ways your agency is able to retain talent.
 - ✓ Any new and innovative ways for retaining employees?

The winning culture

- Culture is the underlying operating system of the organization or "the way we do things around here"
- A winning culture has the following characteristics:
 - ✓ Employees feel connected to the purpose behind the work.
 - ✓ People know what is expected of them.
 - ✓ Someone cares about them at work.
 - ✓ There is an emphasis on challenge, learning and growth.
 - ✓ People have autonomy within certain "guidrails" to do the work.
 - ✓ People are recognized for their efforts.
 - ✓ Because employees are truly valued, the organization provides flexibility in scheduling as well as other policies that support personal and family lives.

Employee Value Proposition

- To determine your employee value proposition, ask all employees including senior management the following:
 - ✓ Why would a talented professional want to join our organization and stay with us?
 - ✓ Why would a talented professional be reluctant to join our organization and stay with us?
 - ✓ What specific steps could we all take to enhance our organizational culture and EVP?

ACT NOW!

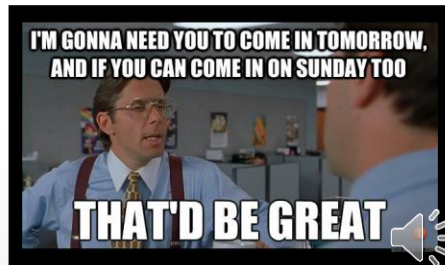


Enhancing EVP

- Use onboarding activities with new **employees** to engage them with top management and discuss organizational values and “what we care about”.
- Incorporate more flexibility in scheduling, such as teleworking and alternative schedules.
- Ensure opportunities for face to face interactions with top management.
- Create a culture of appreciation and recognition.
- Promote more autonomy for employees and provide opportunities to work on “the whole project”.

Employee Retention

- According to Gallup research, people join organizations because of the money, opportunity and reputation of the organization; they leave organizations because of their supervisors.



Bad Managers = Talent Repellents

- Oleg Vishnepolsky in Daily Mail Online cites 11 Signs your job doesn't deserve you:
 - ✓ Your boss is micro-managing you and your decisions.
 - ✓ Your boss does not give you credit for your work.
 - ✓ Your boss does not give you enough feedback and guidance.
 - ✓ Your boss has little interest in what you are doing, or worse, avoids you.
 - ✓ You are underpaid.
 - ✓ You are not learning anything new.
 - ✓ Your boss is not aware of what you are capable of.
 - ✓ Your health is suffering because of stress.
 - ✓ You cannot remember the last time your boss thanked you.
 - ✓ Your dedication, hard work and loyalty are not appreciated.
 - ✓ Your boss lacks integrity.

More Bad Management Behaviors

- Brigitte Hyacinth describes "4 Types of Bad Bosses that make employees Want To Quit" in her article of the same name:
 - ✓ **Marionette**-A manager who just follows orders to preserve their power and privilege. They never stand up for their team or question policies.
 - ✓ **King Kong**-This type of manager possesses a superiority complex and likes to draw the distinction between management and staff.
 - ✓ **Superman**-This type of manager thinks the organization revolves around them. They make all the decisions solo, ignore feedback and take all the credit.
 - ✓ **Taskmaster**-This type of manager's sole focus is on the bottom line and most often associated with micromanagement. This style "suffocates, demoralizes and kills creativity".

Why does talent stay?



Stay Interviews

- Stay Interview Benefits
 - ✓ Determine what is important to the employee.
 - ✓ Receive feedback on how the organization can better engage and motivate an employee.
 - ✓ Identify issues before they become major problems.
 - ✓ Identify reasons employees will leave the organization.



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FOR MORE INFORMATION ABOUT THE FLORIDA RECREATION AND PARK ASSOCIATION VISIT FRPA.ORG