Recruitment, Retention, & the Road Ahead: A Discussion of Talent Strategies

SEATA 2018
What’s the Issue?

- Heavy baby boomer population, with high percentage of retirement eligibility
- Prepare for turnover of key positions
- Leadership development
Tennessee - Retirement Eligibility

- DOR - Today: 32%
- Statewide: 29%
- DOR - 5 yrs: 46%
- Statewide 5 yrs: 42%
Tennessee Department of Revenue - Age Distribution

Age Distribution

- <30: 15%
- 30-39: 46%
- 40-49: 21%
- 50+: 18%

46% of Revenue Employees are age 50+
Tennessee Department of Revenue-
Employee Tenure

- < 5 Years: 16%
- 6-10 Years: 11%
- 11-20 Years: 23%
- 21-30 Years: 38%
- 30+ Years: 12%

27% of Revenue Employees Have 20+ Years of Tenure
Tennessee’s current efforts-
Succession Planning

- Identification of key positions
- Performance Management
- 9 Box & Talent Review implementation
9 Box Performance-Potential Matrix

- **Leadership Potential**
  - High
  - Moderate
  - Limited

- **Performance**
  - Unacceptable
  - Valued
  - Outstanding

- **Needs Development**
  - 1C: Marginal Performance, High Leadership Potential
- **Meets Expectations**
  - 1B: Valued Performance, High Leadership Potential
  - 2B: Valued Performance, Moderate Leadership Potential
  - 3B: Valued Performance, Limited Leadership Potential
- **Exceeds Expectations**
  - 1A: Advanced/Outstanding Performance, High Leadership Potential
  - 2A: Advanced/Outstanding Performance, Moderate Leadership Potential
  - 3A: Advanced/Outstanding Performance, Limited Leadership Potential

- **Notes**:
  - New role: Limited Leadership Potential
  - Limited Leadership Potential
Panel Discussion # 1

What is your organization’s approach to succession planning?
Panel Discussion # 2

How do you define or determine what positions will be included in the succession planning?
Tennessee’s current efforts—Succession Planning

- Leadership development
  - Revenue Leadership Academy
  - Statewide Leadership development programs
  - Supervisor Essentials training
- Technical vs. Leadership track (Audit division)
Panel Discussion # 3

How does your organization create a culture of leadership development and succession planning?
Panel Discussion # 4

How do you ensure that succession planning is included at all levels of the organization, not just the top level?
Tennessee’s current efforts - Recruiting

- Audit Internship Program
- Recruiters
- Social media
- Job Fairs
Panel Discussion # 5

What recruiting strategies do you use, especially for difficult to fill positions?
Panel Discussion # 6

Do you use an internship program? What percentage of interns become full time employees?
Tennessee’s efforts - Retention

- Pay for Performance
- Engagement survey
- Employee engagement committee
- Alternative Workspace Solutions
- 2-year “flex” positions
Panel Discussion # 7

What retention tools are you using and what impacts have you seen?