

Overview of Upcoming Southern Region IPMA-HR Conference Presentation:

**Engaging Talent and Creating a High-Performance Workforce Through Pay and Rewards**

Jay R. Schuster, Ph.D. and Patricia K. Zingheim, Ph.D.

Can Public Sector Retention, Pay and Rewards Solutions Improve?

Do traditional public sector retention, pay and rewards solutions work for organizations in highly competitive skill-talent labor markets? When public sector retention, pay and rewards solutions are tested in tight labor markets for scarce-skilled talent, what happens? And what, if anything, are public sector organizations doing if they find themselves unable to compete for the best talent? These are some of the issues to be addressed in Virginia Beach by and Dr. Jay Schuster and Dr. Pat Zingheim.

*Forbes Magazine* (2007) identified 100 “Best Cities for Jobs” based on economic and market information. Jay and Pat studied 20 of these cities for workforce retention, pay and rewards including 11 of the top 20, with all study participants being in the top 41. Structured interviews with senior leaders were used to investigate what cities are doing to address retention, pay and rewards challenges for scarce talent. Cities were targeted to test the effectiveness of traditional public sector retention, pay and rewards practices in scarce-talent markets and to determine what they are doing to retain scarce talent and create high-performance human resource practices.

**City Scarce-Talent Practices**

This study and the discussion with Jay and Pat in Virginia Beach will provide some guidance that public sector human resource leaders may use to improve the effectiveness of retention, pay and rewards solutions. Cities studied were experimenting and piloting new solutions; and where they were used, they report an improved ability to attract and retain scarce talent who have a number of employer alternatives. Some of the solutions Jay and Pat will discuss include the following:

- Pay salaries competitive with the private sector for scarce talent.
- Provide training/development to enable career opportunities.
- Reward skills and performance.
- Continue competitive benefits if affordable.
- Enhance communications, experiment, and don't give up.

This will be a great opportunity to get some new study results to use when considering what tools are available to help your leadership team move forward to create a high-performance workplace.