



HOW DO YOU COMPETE? ATTRACTING AND RETAINING TALENT IN 2024 AND BEYOND

Strategies for Libraries to Stay Competitive

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WELCOME!

- How Do You Compete? Attracting and Retaining Talent in 2024 and Beyond - *Strategies for Libraries to Stay Competitive*



PRESENTERS

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ABOUT



About UAPL

[Upper Arlington Public Library](#) is a three-branch public library system in Central Ohio with 112 employees [73 FTEs] with a \$9.2 budget.



About OA

[Organizational Architecture](#) is a veteran-owned, Cleveland Ohio-based HR consulting firm founded in 2007 to provide organizations with human resources consulting and workforce strategy solutions that align with their organizational strategy.



CLIENTS

- Akron-Summit County Public Library
- **Anderson Public Library**
- Ashland Public Library
- Birchard Public Library
- Cincinnati-Hamilton County Public Library
- Clermont County Public Library
- Cleveland Public Library
- CLEVNET
- Cuyahoga County Public Library
- Cuyahoga Falls Library
- Dayton Metro Library
- Delaware County District Library
- **Floyd County Library System**
- **Hamilton-East Public Library**
- **Hussey-Mayfield Memorial Library**
- Live Oak Public Libraries
- Marysville Public Library
- Medina County District Library
- Oberlin Public Library
- Preble County District Library
- Ritter Public Library
- Sandusky Library
- Stark County Library
- State Library of Ohio
- Stow-Munroe Falls Public Library
- Tiffin-Seneca Public Library
- Toledo-Lucas County Public Library
- Upper Arlington Public Library
- Urbana Free Library
- Wadsworth Public Library
- Westerville Public Library
- Wickliffe Public Library
- Worthington Libraries




PARTNERS

- American Library Association / Public Library Association
- **Indiana Library Federation**
- Michigan Library Association
- Northeast Ohio Regional Library System
- Northwest [Ohio] Regional Library System
- Ohio Association of Public Treasurers Ohio Government Finance Officers Association
- Ohio Library Council
- Pennsylvania Library Association
- Public Sector Human Resources Association [formerly IPMA-HR]



SESSION OBJECTIVES

- Learn to develop an employee value proposition [EVP]
- Engage more effectively with the labor market
- Understand competitors' strategies for attracting talent
- Communicate urgency around attracting and retaining talent to stakeholders



**WHAT DO YOU WANT TO GET OUT OF THIS
WORKSHOP?**



SESSION OVERVIEW

Introduction

The current labor market

The competition for talent

Employee value proposition [EVP]

Strategies for attracting and retaining talent

Discussion & outcomes

THE CURRENT LABOR MARKET

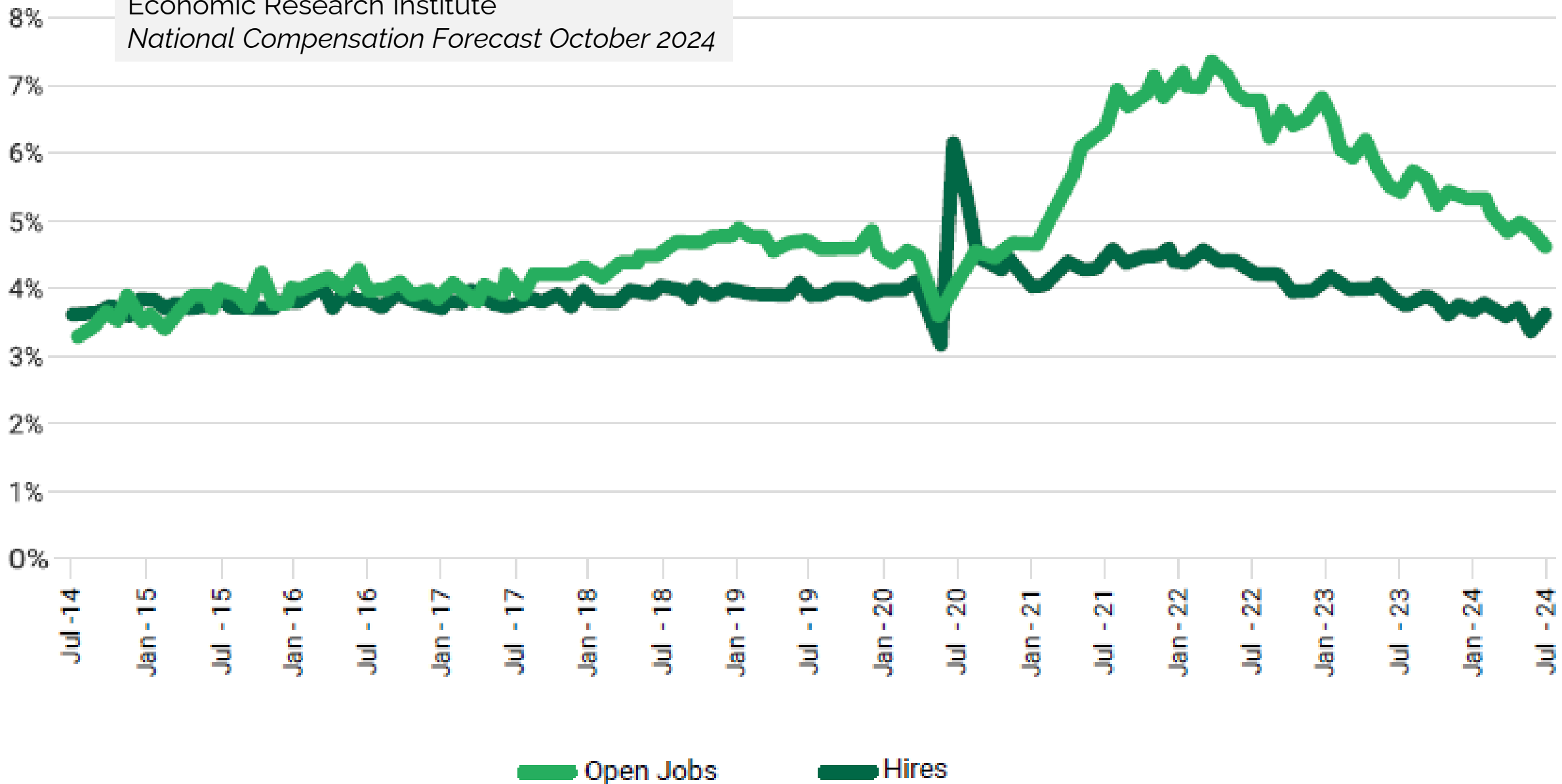
High demand for talent across all sectors

Skills shortages, especially in specialized areas

Impact of remote and hybrid work

Changing workforce demographics

Economic Research Institute
National Compensation Forecast October 2024



SHIFTS IN STAFF EXPECTATIONS

More paid leave & less restrictions

Expanded parental leave and bereavement leave



Rapid increases in pay



Longevity increases



THE COMPETITION FOR TALENT



Competition from private sector and other industries



Competition from larger libraries



The lure of higher salaries, flexible work, and better perks



Impact on libraries and similar public institutions



**WHAT MAKES
EMPLOYEES
CHOOSE ONE
EMPLOYER
OVER
ANOTHER?**

UNDERSTANDING YOUR ORGANIZATIONAL VALUES

- Before you can create your EVP, you need to understand your culture and your values.
- What values should staff care about that are important to fulfilling the library's mission?
- What does your organization need from employees in terms of behavior and attitudes to fulfill its mission?

Purpose: We build connections that make lives better

What we believe

PHILOSOPHY

- We are the premiere resource for our community.
- We believe our staff are our most important asset.
- We are a great place to work.

How we live our beliefs

PRIORITIES

We are a 5-star Library.

- Access to abundant, diverse collections
- Engaging and exciting programs for all ages
- Inviting and useful spaces that fit a variety of needs
- Access to technology, computers, and wifi

We provide excellent customer service and experiences.

- Easy and simple access and use of the Library and its resources
- Interactions should be friendly, respectful, polite, and positive
- We adapt so that our services and spaces meet community needs

We are a great place to work.

- RESPECT**
 - We value each other for our individual contributions, rewarding hard work, give staff the resources they need, and respect our differences and decisions.
- POSITIVITY**
 - We have a positive, flexible, can-do attitude, embrace change, and work towards solutions.
- COLLABORATION**
 - We invite the sharing of ideas and opportunities to work together.
- COMMUNICATION**
 - We expect everyone to give and receive feedback, actively listen, and provide timely, honest, and clear communication through the appropriate channels in a respectful way.
- ACCOUNTIBILITY**
 - All staff are given clear guidance on work expectations for behavior, and goals and are held to the results.



UNDERSTANDING YOUR ORGANIZATION

Set yourself apart from the competition and determine what different types of employees will value

- **Professional Development Opportunities** versus Internal Career Progression
- **Flexibility** versus Longevity
- **Higher Starting Salaries** and / or Attractive Benefits

UNDERSTANDING EVP (EMPLOYEE VALUE PROPOSITION)

Definition of EVP

Why EVP is crucial in today's labor market

Key components: Compensation, culture, career opportunities, benefits



DEVELOPING A STRONG EVP

- Identify what makes your organization unique
- Align EVP with employee and market expectations
- Communicate EVP internally and externally
- Examples of strong EVPs in the market



Careers At The Upper Arlington Public Library

It's not about books; it's about people.

Through our daily interactions with our patrons and each other, we build connections that make lives better. Whether you are shelving books, answering the phone, showing someone how to download our app or put an item on hold, entertaining kids at storytime, or finding someone's next great read, the joy of working at the public library is helping people. Even if you aren't working directly with the public, you will have the opportunity to work closely alongside many supportive, passionate, and fun coworkers.

Ask participants to
brainstorm key
elements of their EVP



Use guiding questions

What attracts talent to
your organization?
What keeps them?

DEFINING YOUR LIBRARY'S EVP

I love people but what else do I need to know about working at UAPL?

We care about you. We believe our staff are our most important asset, and we invest in you!

- **We care about your work / life balance.** All employees receive prorated vacation, sick leave, and enjoy paid holidays. All of our part-time positions have a set schedule so that you know when you are scheduled to work each week and can apply for positions that work best with your availability.
- **We care about your professional development.** We invest in developing your skills and knowledge through on the job training classes, workshops and conferences. We also provide extensive onboarding and training for all staff.
- **We care about your physical and mental health.** We provide an Employee Assistance Program that provides free sessions for all staff. Full time employees are eligible to participate in a low deductible health care plan where the Library picks up the majority of the cost.
- **We care about staff engagement and appreciation.** We have a dedicated Staff Appreciation Committee that focuses on welcoming new staff, providing engaging and fun opportunities. We enjoy frequent fun activities such as our annual Ice Cream Social and Teambuilding Day.



STRATEGIES FOR ATTRACTING TALENT

- Targeted recruiting efforts
- Employer branding
- Leverage social media and networking
- Improve the candidate experience
- Tapping into high turnover markets

MODERN RECRUITING TACTICS



USE OF TECHNOLOGY IN
RECRUITMENT (AI,
AUTOMATION)



EMPLOYEE REFERRAL
PROGRAMS



VIRTUAL RECRUITING
EVENTS

RETAINING TALENT: THE KEY TO LONG-TERM SUCCESS



FOSTERING CAREER
GROWTH AND
DEVELOPMENT



FLEXIBLE WORK
ARRANGEMENTS AND
WORK-LIFE BALANCE



CREATING A POSITIVE
ORGANIZATIONAL
CULTURE



PERFORMANCE
MANAGEMENT AND
CLEAR CAREER PATHS



RETENTION METRICS: HOW TO MEASURE SUCCESS

- Employee engagement surveys
- Turnover rates and trends
- Stay interviews and feedback



UAPL Employee Engagement Survey- February 2020 | Overall

Percentile range in Gallup Database ■ < 33 | ■ 33-66 | ■ > 66

*Item data not shown if sample size is less than 4. Workgroup data not shown to protect confidentiality.

ENGAGEMENT INDEX

■ Engaged

Current

59%

Percent Engaged available when N ≥ 30.
All categories available when N ≥ 100.

OVERALL



		Score (Respondents)	Gallup Database Percentile Rank
Q00	Overall Satisfaction How satisfied are you with your organization as a place to work?	4.20 (92)	84
Q01	Know What's Expected I know what is expected of me at work.	4.59 (92)	92
Q02	Materials and Equipment I have the materials and equipment I need to do my work right.	4.50 (92)	97
Q03	Opportunity to do Best At work, I have the opportunity to do what I do best every day.	4.40 (92)	95
Q04	Recognition In the last seven days, I have received recognition or praise for doing good work.	3.90 (89)	88
Q05	Cares About Me My supervisor, or someone at work, seems to care about me as a person.	4.64 (90)	98
Q06	Development There is someone at work who encourages my development.	4.15 (92)	87
Q07	Opinions Count At work, my opinions seem to count.	4.03 (92)	88
Q08	Mission/Purpose The mission or purpose of my organization makes me feel my job is important.	4.43 (90)	94
Q09	Committed to Quality My coworkers are committed to doing quality work.	4.41 (90)	93
Q10	Best Friend I have a best friend at work.	3.28 (76)	39
Q11	Progress In the last six months, someone at work has talked to me about my progress.	4.37 (89)	94
Q12	Learn and Grow This last year, I have had opportunities at work to learn and grow.	4.24 (90)	84

WHAT YOUR COMPETITORS ARE DOING



Highlight trends from the private sector



Examples of innovative approaches to attracting and retaining talent



Identify areas where your organization can differentiate

COMMUNICATING THE URGENCY TO STAKEHOLDERS



EXPLAIN THE COST OF
UNFILLED POSITIONS



IMPACT OF TURNOVER ON
SERVICE QUALITY



HIGHLIGHT THE
IMPORTANCE OF TALENT
FOR FUTURE SUCCESS

STRATEGIES FOR ENGAGING TRUSTEES & THE PUBLIC



USE DATA TO DEMONSTRATE
THE COMPETITIVE
LANDSCAPE



FRAME TALENT ACQUISITION
AS CRITICAL TO
ORGANIZATIONAL SUCCESS



SHOW POTENTIAL ROI FROM
INVESTING IN RECRUITMENT
AND RETENTION



DISCUSSION / Q&A



KEY TAKEAWAYS

- Developing a strong EVP is essential for competing in today's market
- Recruitment and retention strategies must align with workforce trends
- Communicating urgency to key stakeholders is critical



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