Team E: Assessing HR Innovations

1. Problem

Employment inequality and labor market polarization
- High income inequality
- Disparity in earnings based on education level

Skill gaps and education requirements for jobs
- Need for technical training for non-bachelor's degree workers
- Barriers to access for those with necessary skills but insufficient formal qualifications

High turnover and challenges in employee retention
- Loss of staff concentrated in entry-level and managerial positions
- Reasons for leaving include compensation, workload, and lack of appreciation

Racial inequality in the labor market
- Minorities disproportionately concentrated in low-paying jobs
- Limited access to resources and higher unemployment rates

Competitive advantage of the private sector
- Less competitive compensation and benefits in the public sector
- Institutional constraints limiting adaptability and innovation in the public sector

Complex institutional cause as the dominant causal story
- Entrenched behavior patterns within the public sector system
- Holistic approach needed for addressing the issue through broad institutional reforms
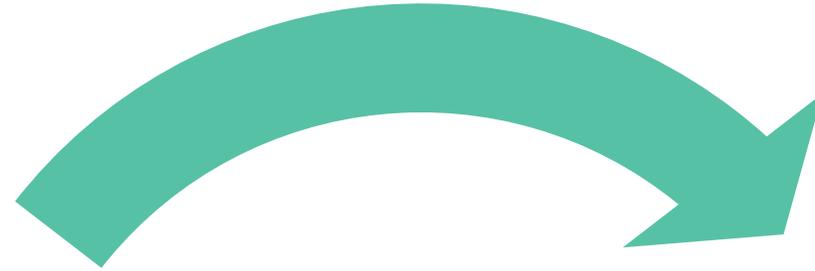
2. Goal and Objectives

Objectives:

- Analyze current recruitment practices in Boston
- Identify barriers to recruitment and retention
- Assess best practices from comparable cities
- Evaluate financial considerations for future recruitment practices

Goal:

Identify and explore effective recruitment strategies for MONUM

provide policy recommendations

3. Policy Options

- Set up MassHire in selected communities
  - Increase accessibility to job resources
  - Tailor training programs to community needs
- Walk-in Wednesdays
  - Flexible hiring events
  - Increase visibility of city jobs
  - Host at multiple locations for accessibility
- High-Quality Benefits
  - Comprehensive benefits package
  - Attract and retain top talent
  - Promote inclusive workplace culture

- Partner with local schools and universities
  - Tap into diverse talent pool
  - Offer internships, job fairs, networking events, and mentorship programs
- Referral programs
  - Incentivize employees to refer candidates
  - Tap into diverse and talented candidate pool
- Build Leadership Development Programs
  - Establish Leadership Academy
  - Offer tailored training and development workshops
  - Implement coaching, mentoring, and evaluation systems

4. Alternatives

- **Efficacy:** Evaluate Alternatives in Boston from an outcome perspective. The higher level of Alternative's Efficacy when the outcome is greater for improving public sector recruitment.
- **Efficiency:** Evaluate Alternatives in Boston from an input-output perspective. The higher the ratio of output to input, the higher the Alternative's Efficiency.
- **Feasibility:** Evaluate Alternatives in Boston from the perspective of implementation difficulty (in technical, social, political and so on). The lower the implementation difficulty, the higher the Alternative's Feasibility.
- **Equity:** Evaluate Alternatives in Boston from the perspective of alternatives coverage. When the public coverage is higher, the Equity of Alternatives is higher.
- **Affordability:** Evaluate Alternatives in Boston from the perspective of economic cost. The lower the economic cost, the higher the Affordability of Alternatives.

	Efficacy	Efficiency	Feasibility	Equity	Affordability
Maintain Current Policy	Low to Medium	Low to Medium	High	Medium	High
Set up MassHire in selected communities	Medium to High	High	High	Medium	Medium to High
Walk-in Wednesdays	Medium to High	High	High	Medium to High	Medium to High
High-Quality Benefits	High	Medium	Low to Medium	Medium	Low
Leadership Development Program	Medium	Medium	Medium to High	Medium to High	High
Partner with local schools and universities	Medium to High	Medium	Medium to High	Medium	High
Referral program	High	High	High	Low to Medium	High

6. Tradeoffs

Set up MassHire in selected communities:
- Moderate implementation difficulty
- Improves access to public sector jobs for targeted communities
- Lacks equity and may exclude other communities
- Transparent selection criteria needed

Walk-in Wednesdays:
- Increases access to job information and candidate pool
- Challenges in event organization and coordinating event spaces
- May require staff time and resources, impacting department work

High-Quality Benefits:
- Attracts top talent, improves workforce quality
- Challenges in budget constraints and policy revisions
- Increased costs affecting overall affordability

Leadership Development Program:
- Offers career advancement and professional growth opportunities
- Challenges in developing a sustainable and effective program
- May not be enough to attract young talent on its own

Partner with local schools and universities:
- Builds a strong pipeline of skilled talent
- Lower costs compared to other policy options
- Limited reach, equity concerns due to focus on students

Referral program:
- High efficacy, efficiency, feasibility, and affordability
- Challenges in establishing eligibility criteria and program integrity
- Potential equity issues; emphasis on inclusivity and alternative strategies needed

5. Recommendations

Set up MassHire in selected communities:

- Addresses targeted recruitment needs
- Improves unemployment rates in specific groups
- Requires formal and informal approval from key stakeholders

Walk-in Wednesdays:

- Increases accessibility and visibility of public sector jobs
- Attracts diverse candidates and promotes inclusive work environment
- Requires proposal review and approval from Human Resources department and possibly higher-level city officials

Referral program:

- Reduces recruitment costs and time-to-hire
- Improves candidate quality and employee engagement
- Requires proposal development, stakeholder engagement, and formal approval from city officials; ongoing monitoring and evaluation for success

Thank You