



How to Recruit and Retain Employees for the Public Sector During the Great Resignation

Presented by:

The **E**MPLOYER'S
RESOURCE





What Happens When You Combine...

- › A multiyear, global pandemic,
- › With a massive move to working from home,
- › With a jump in inflation,
- › With a surge in digital transformations,
- › With an increase in retirements,
- › With worker shortages,
- › With pent-up demands for change,
- › With other factors?
- › Answer: **“The Great Resignation” of 2021/22**



In 2021 over 47.8 million Americans voluntarily quit their jobs.

U.S. Department of Labor



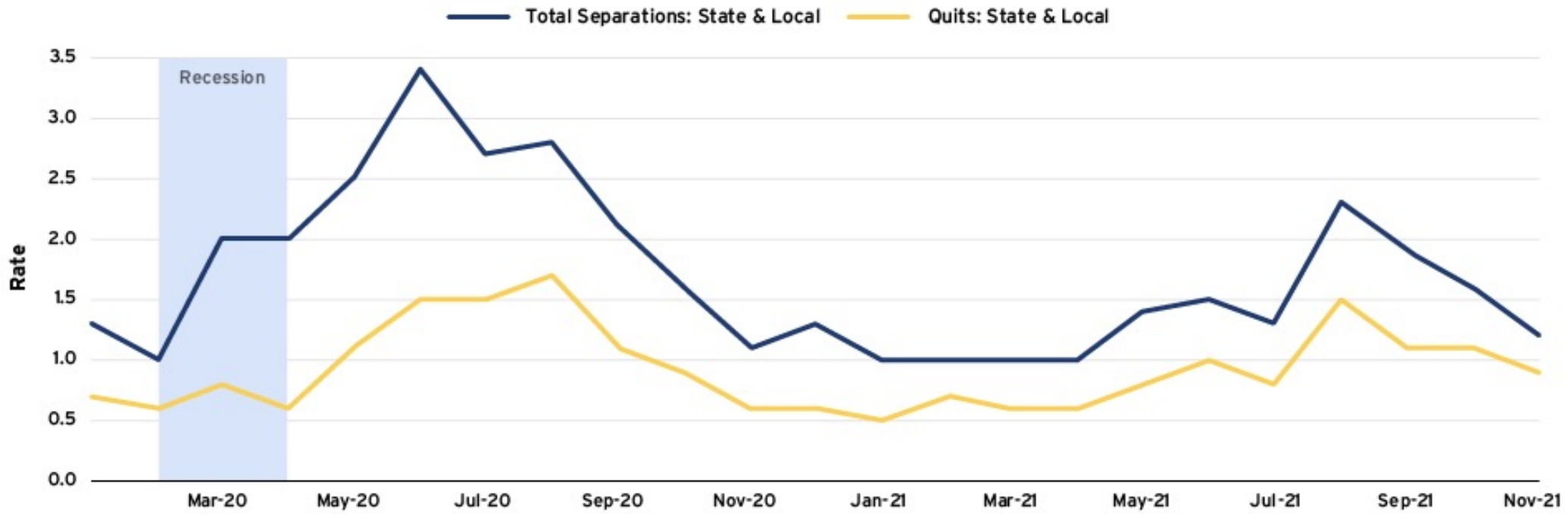
Prevalence

- › 4.0 million quit jobs in April 2021
- › Most prevalent in South, Mid-west, and West
- › Resignations of food service workers at highest rate ever
- › 65% of employees looking for new job – PricewaterhouseCoopers 2021



Prevalence in the Public Service

- › 2020 – 11.7% quit rate (Bureau of Labor Statistics)
 - 2010 – 6.1%
 - 2016 – 9.7%



Source: US Bureau of Labor Statistics





Impact on Public Service

- › 2020 – 11.7% quit rate (Bureau of Labor Statistics)
 - 2010 – 6.1%
 - 2016 – 9.7%
- › More than half of public workers considering leaving jobs (MissionSquare Research Institute, 2022)
- › Local government employment at 19 year low (St. Louis Federal Labor Department, 2021)



Reasons for Resignations

- › Pew Research Study (2021)
 - Low Pay
 - No Opportunities for Advancement
 - Feeling Disrespected

Top reasons why U.S. workers left a job in 2021: Low pay, no advancement opportunities

Among those who quit a job at any point in 2021, % saying each was a ____ why they did so

	Major reason	Minor reason	Net
Pay was too low	37	26	63
No opportunities for advancement	33	30	63
Felt disrespected at work	35	21	57
Because of child care issues*	24	24	48
Not enough flexibility to choose when to put in hours	24	21	45
Benefits weren't good**	23	20	43
Wanted to relocate to a different area	22	13	35
Working too many hours	20	19	39
Working too few hours	16	14	30
Employer required a COVID-19 vaccine	8	10	18

*Among those with children younger than 18 living in the household.

**Question provided health insurance and paid time off as examples.

Note: Figures may not add to subtotals due to rounding.
Source: Survey of U.S. adults conducted Feb. 7-13, 2022.

PEW RESEARCH CENTER



Reasons for Resignation – Harvard Business Review (2022)

- › Retirement
 - Markets, property values, health risks
- › Relocation
 - NOT a significant factor, rates have been declining
- › Reconsideration
 - Reassess what work means in life, shifting priorities, burnout
- › Reshuffling
 - Moving to higher paying jobs
- › Reluctance
 - Prefer remote or hybrid work environment



Reasons for Resignation – Fortune (2021)

Seeking work/life balance
with desire flexibility and freedom of remote work



Reasons for Resignation – Adobe (2022)

Millennials and Generation Z
more likely to be dissatisfied with their work



Reasons for Resignation – Mercer (2022)

Racial minority, low-wage, and frontline workers
more dissatisfied



Reasons for Resignation – Inc. 2022

1. Toxic Culture
2. Job Security and Reorganization
3. High Levels of Innovation (change weary)
4. Failure to Recognize Performance
5. Poor Response to COVID-19

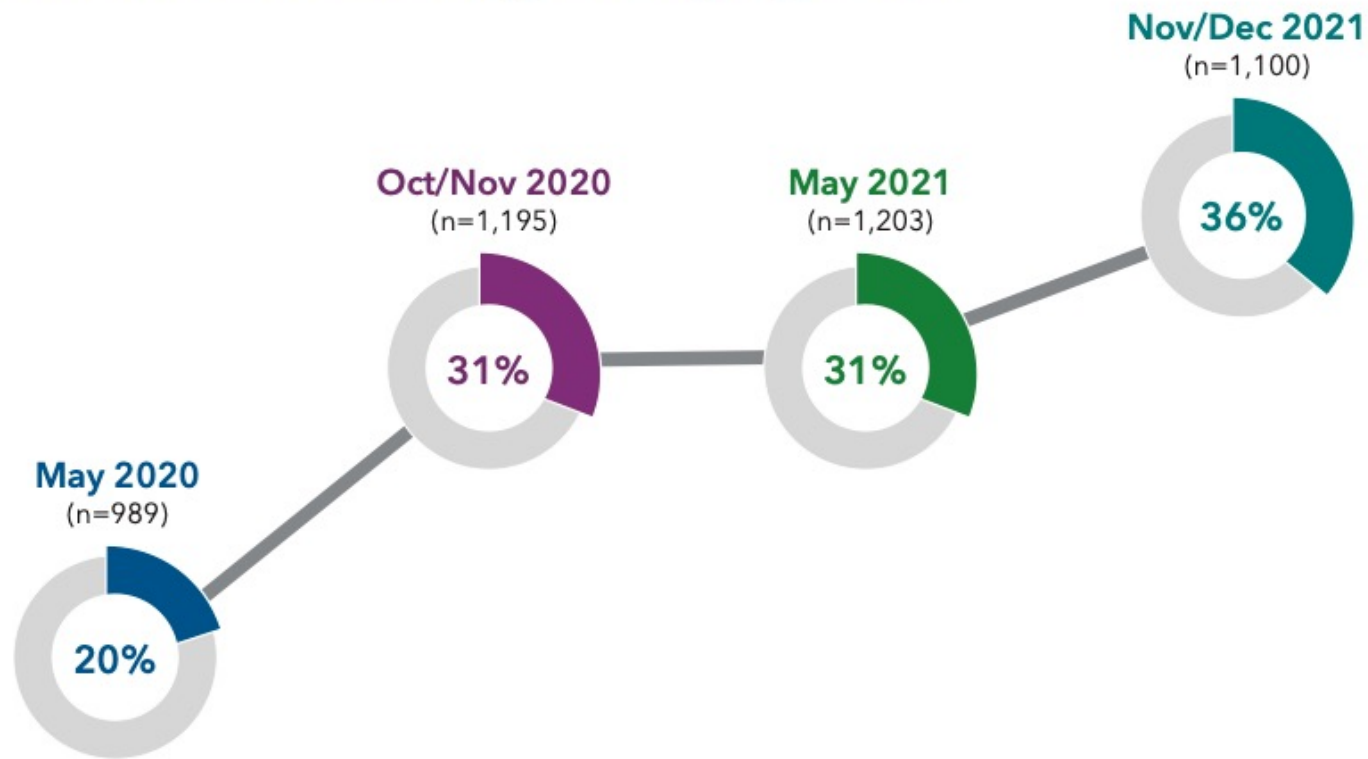


What about the Public Sector?



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Trend in Considering Changing Jobs



25% of those considering changing jobs would like to **leave the government sector entirely**.

6 in 10 say their organization has experienced an **increase in the number of people leaving their jobs voluntarily** since the start of the pandemic.

Why Employees Are Leaving

Top 3 Reasons

Employees Are Considering Changing Jobs

52%

Want a higher salary or a better benefits package

47%

Feel burned out from stress of job during pandemic

36%

Need better work-life balance

Top 3 Reasons

Considering Retiring and/or Leaving the Workforce Entirely

42%

Feel burned out from stress of job during pandemic

37%

Want time to do things that bring joy

26%

Tension have faced working with the public (or students' parents)

Top 3 Reasons

Causing Increase In People Leaving Their Jobs Voluntarily

58%

Added stress due to the pandemic

52%

Concern about safety due to COVID-19

47%

People are rethinking what they want to do



8 in 10 say the increase in number of people leaving voluntarily has **put a strain on their workload.**

Employee Views on How Public Employers Can Curb the Great Resignation

To Reduce Stress

24%

Provide salary increases

15%

Hire more staff or reduce workload

13%

Provide emotional support

To Retain More Employees

62%

Improve salaries

50%

Offer/increase bonuses

38%

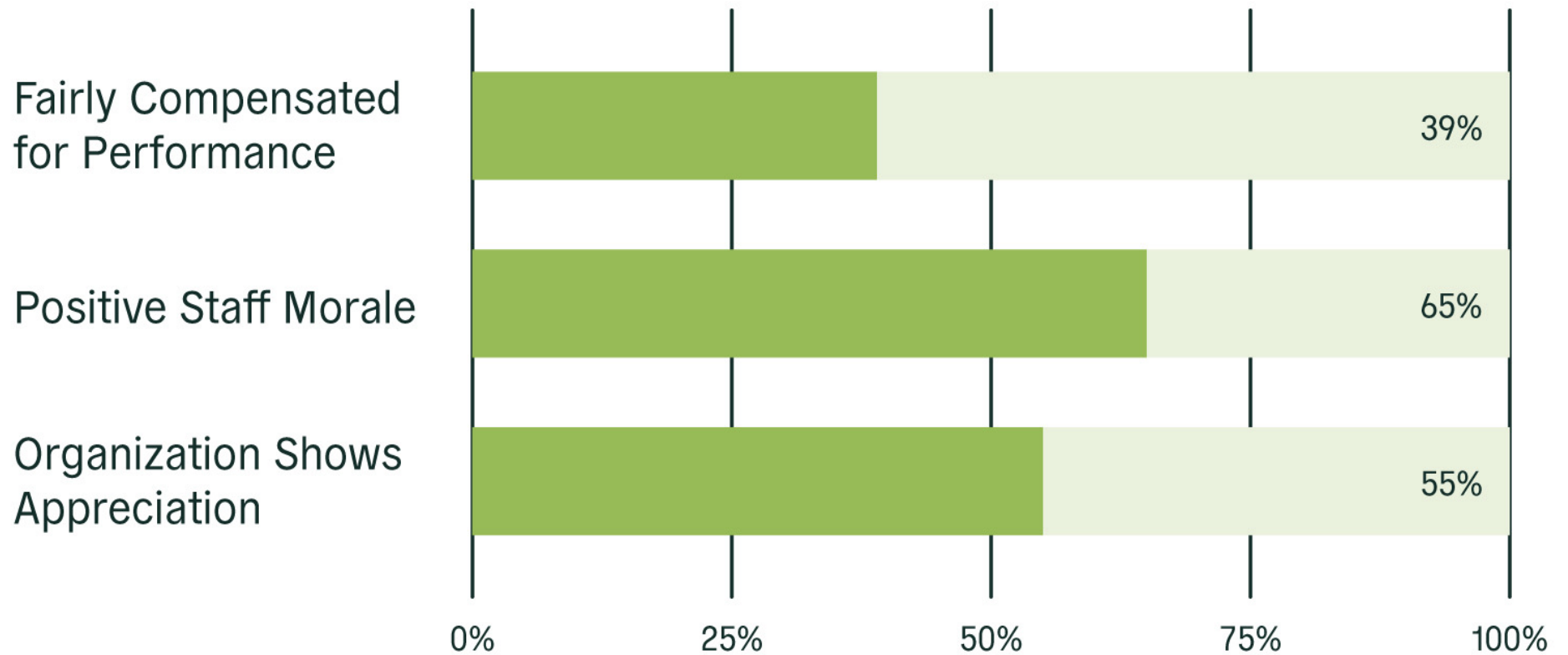
Show more appreciation and recognition of employees and the work they do



Showing **more appreciation** and **recognition** of employees **outranked actions** including improving benefits, increasing amount of leave allowed, offering more flexible scheduling, and offering more opportunities for remote work.

Indicators for Staff Retention in Local Government

Data from Polco's The National Employee Survey™



percentage of local government employees who report good or excellent ratings



Reasons for Resignation – Public Sector

Polco – National Employee Survey – 2021

- › Governments not as agile as private businesses to curb dissatisfaction
- › Hard to modify work
- › Retirements spiked:
 - Tired of political abuse
 - Angry/hateful citizens
 - Fight or flight mode since March 2020



Impact of This:

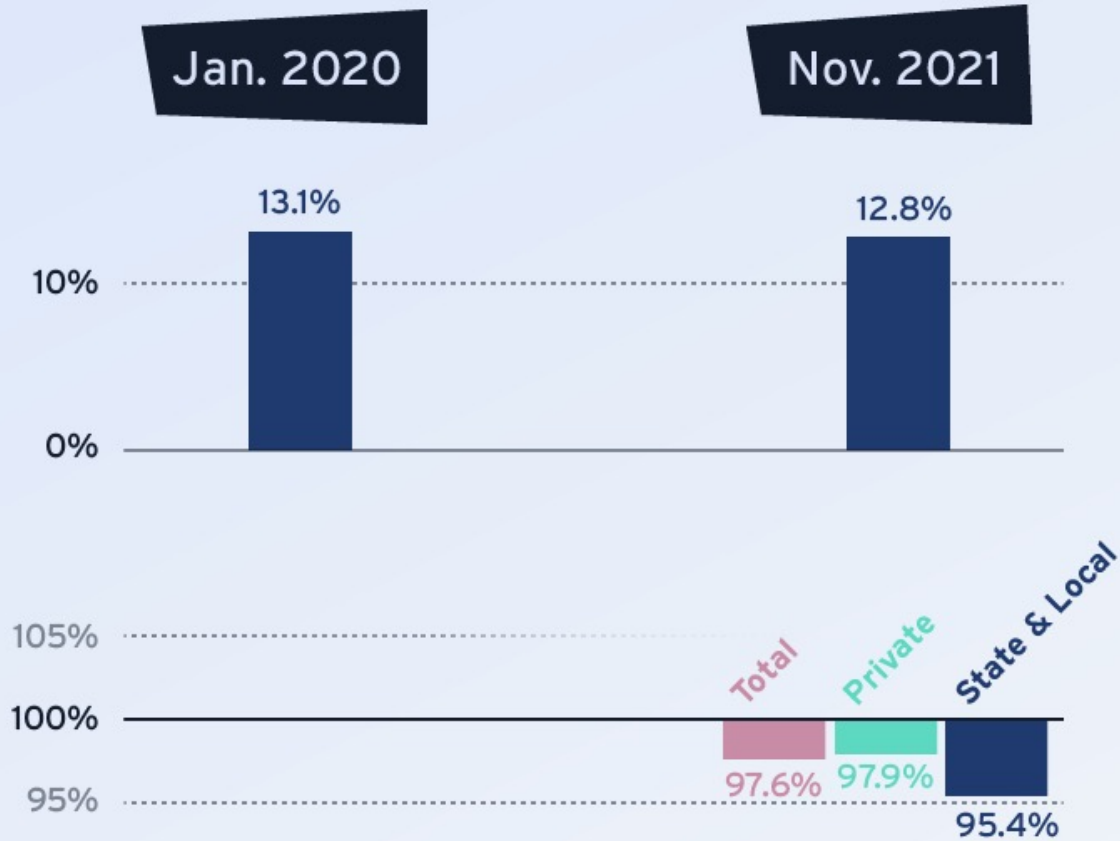
- › Public Sector job openings highest it's been in 20 years
- › Even with higher pay, public sector employers having difficult finding staff with needed skill sets (or at all)
- › Stress and burnout
 - continually training,
 - increase of work load – short staff and sick co-workers,
 - additional safety risks/precautions for health.
- › People seeking roles with more enrichment, more family time, trying entrepreneurship

The Great Resignation

Data show public sector workers are retiring at a greater rate than those in the private sector

Share of all workers employed by state and local governments

Employment as % of prepandemic level

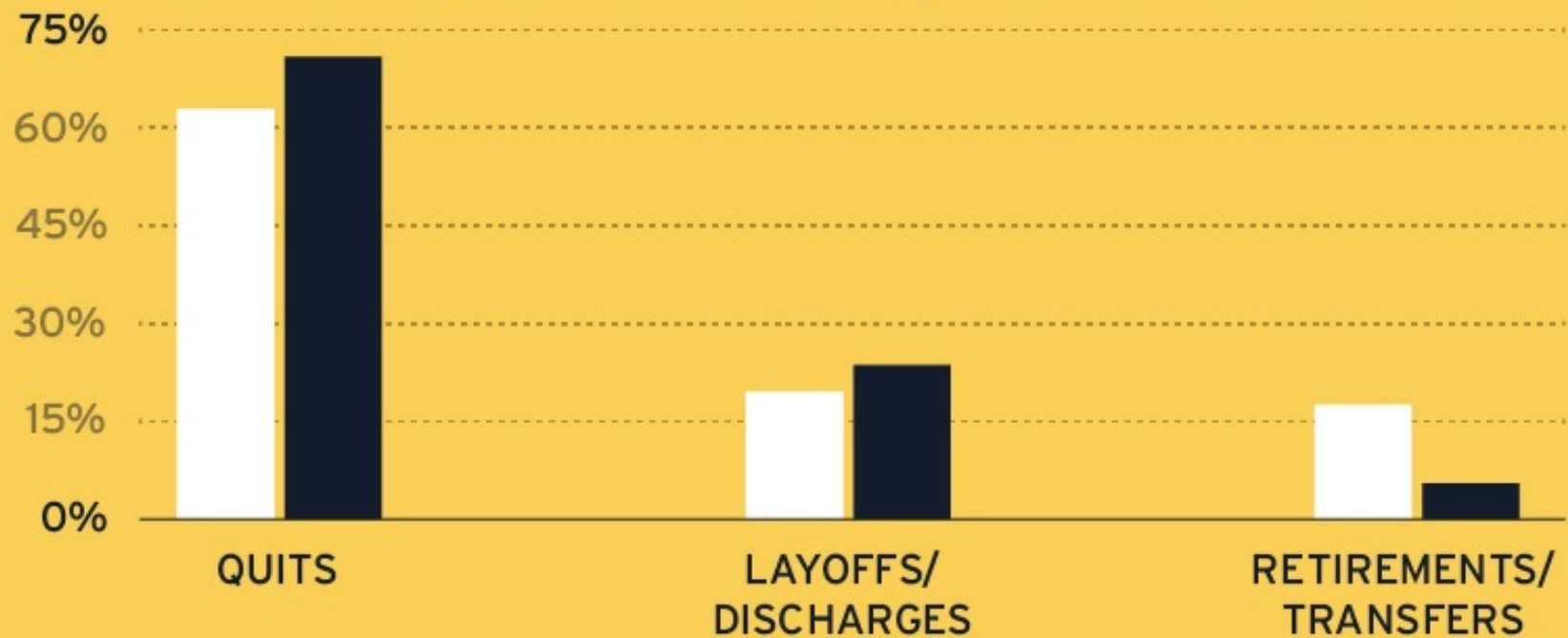


Bureau of
Labor
Statistics

Share of separations attributed by separation type

Q3 2021

State & Local Private





Impact of This:

- › Law Enforcement – largest source of retirements/resignations
 - Increased 45% in 2021
 - Pandemic and cultural perception of policing in America

- › Bench Strength lacking
 - Fewer employees skilled/experienced for leadership roles
 - Employees not staying long-enough to gain skills/experience

WHERE DOES THAT
LEAVE US?

Government positions possess a
valuable quality:

Meaningful Job Experience

Need to think outside the box

Accruing Benefits  Longevity

WHERE DOES THAT LEAVE US?

- › Pay and Benefits
- › Work Structure and Flexibility
- › Career Paths/Advancement
- › Recruiting Efforts
- › Culture
- › Diversity, Equity, Inclusion



Work Structure and Flexibility

- › Flexible scheduling
- › Parental leave/Aging parent leave
- › More contract work
- › Job sharing positions
- › Remote work = bigger hiring pool
- › Evaluate criteria for hire – “must have ...” limits options

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Creating Career Paths



- › Update your Org Chart
- › Define Job Positions
- › Track a Roadmap for Each Skill/Growth Step
- › Identify Training Needs
- › Create Training/Development Plans
- › Track Growth
- › Map Each Employee's Career Path

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Recruiting Considerations

Job seekers want:

- Flexibility
- Well-being
- Purpose
- Competitive Pay
- Good Working Conditions
- Skills Development




Recruiting Considerations

- › Competitive pay and benefits
- › Flexible work arrangements as possible
- › Lay out career path/growth possibilities
- › Reaching all communities
- › Public Sector work connects with individual values
- › Focus on safety and employee health
- › Speed of when you extend a job offer

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*As someone once said,
culture eats strategy for
breakfast.*



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Organizational Culture - Defined

The values, beliefs, underlying assumptions, attitudes, and behaviors shared by a group of people.

“The way we do things here”



An Appropriate and Positive Culture

- › Attracts a high level of talent
- › Keep your top level of talent
- › Creates energy and momentum
- › Can alter an employee's view of work
- › Make the team more efficient and successful



Culture Enhancement Ideas

- › Providing opportunities for training, development, and mobility.
- › Ensuring new hires receive proper onboarding.
- › Acknowledging employee contributions through leadership and peer recognition.
- › Promoting work-life balance.
- › Creating opportunities for remote or hybrid work.
- › Support mental health and employee wellbeing.

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Diversity, Equity, and Inclusion Efforts

The **process** of cultivating an environment that translates the value for differences into **behaviors**.
Inviting various perspectives, approaches and ideas in pursuit of **organizational objectives**.



DEI Initiative Steps

- › Set Goals and Objectives
 - Unique to your organization's goals, needs and what your employees want to see
 - Assess through focus groups, survey, key informants
- › Engage People
 - Organizational Leaders
 - Invested parties at all levels
 - Train everyone!
- › Make it Part of Your Culture
 - Leaders talk the talk and walk the walk
 - Make valuing DEI part of hiring, evaluations, promotions, job assignments

WHERE DOES THAT LEAVE US?

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Thank you for your attention.

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