UNLOCK THE SECRET TO PUBLIC SECTOR STAFFING

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EMPOWER YOUR PURPOSE

Today's discussion

We will focus on the strategies to navigating the challenging public sector work environment.

- The state of todays workforce

- Challenges facing Public Sector

- Ways to enhance recruiting efforts in the Public Sector

- How to retain the talent you have
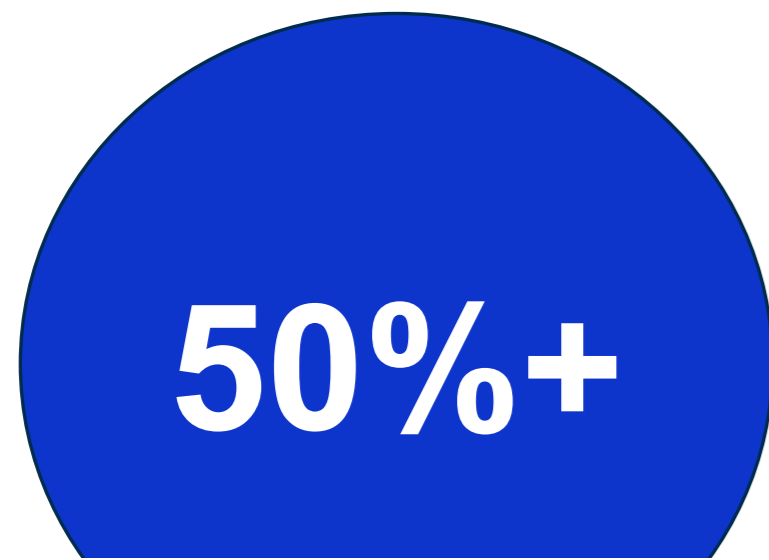
CURRENT STATE
OF THE WORKFORCE
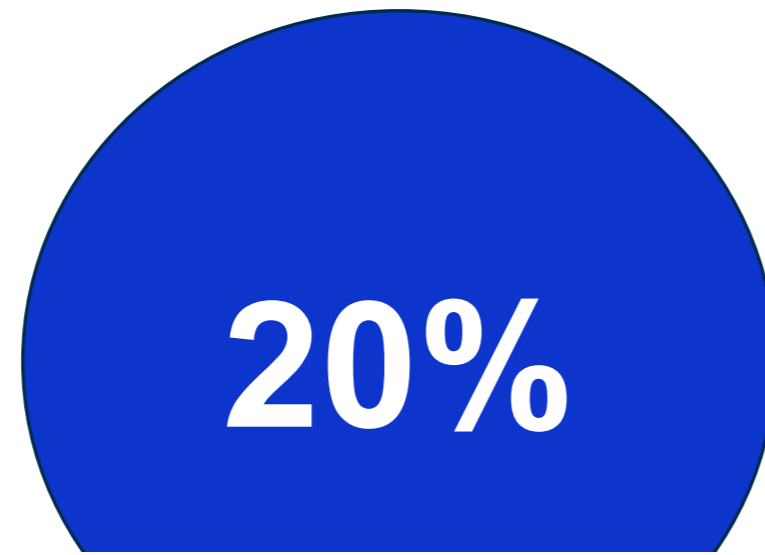
10.4 Million
Job Openings

6 Million
Job Seekers

Source: BLS.gov

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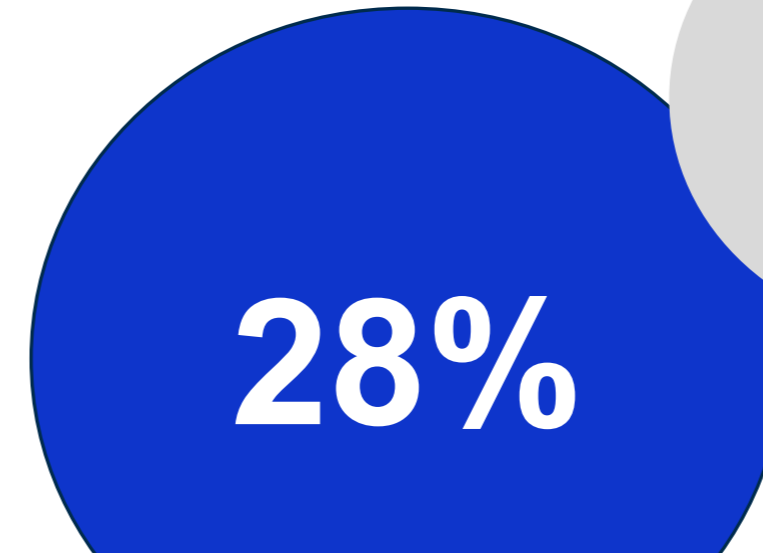
CURRENT WORKER TRENDS
"THE GREAT RESIGNATION"

50%+

Are currently looking at postings, openings or actively looking
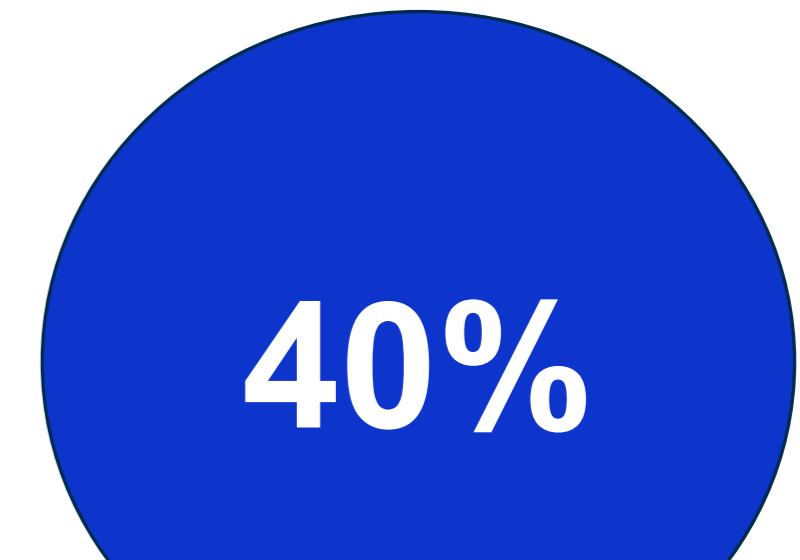
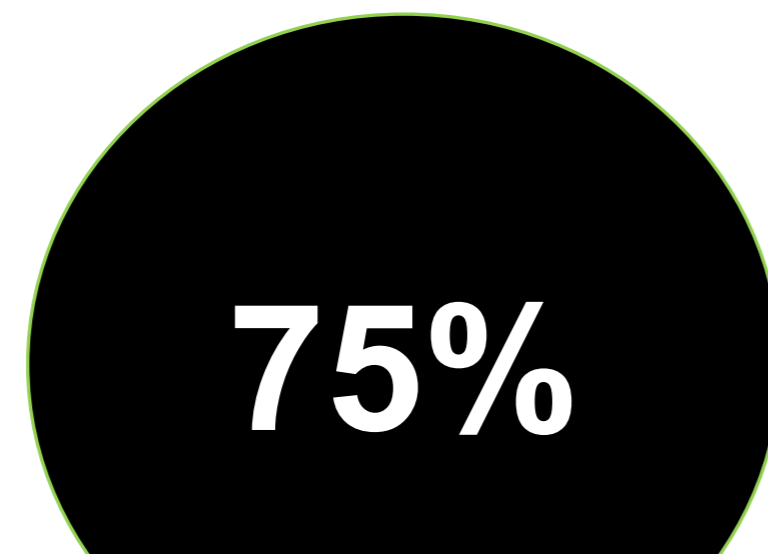**20%**

Are being actively recruited right now

28%

Would quit their job without having a new one

38% have since 2021

40%

Are at least somewhat likely to leave their job in 3-6 months

And

75%

Of turnover is preventable

69%
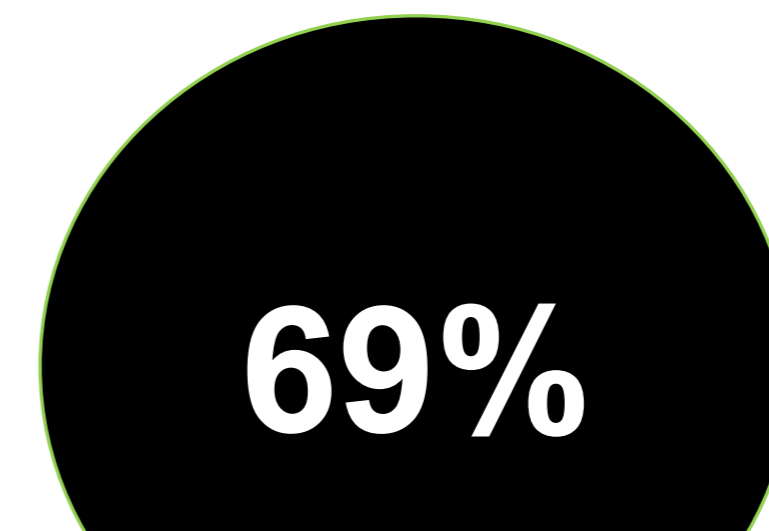
Would consider staying if things changed

Source: Forbes

Source: Gallup.com

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Public Sector Challenges

- The reduction in funding for public sector organizations

- Limited/restricted resources

- Intense competition for top talent

- Nature of the work impacts flexible work environment

- Behind the times

- Political Environment/Public Perception

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Six Recruiting Strategies to Optimize Public Sector Hiring

Use Technology

Public Sector recruiting often involves antiquated processes and outdated technology

Build a pipeline of younger candidates

Accelerated retirements have left an opportunity to focus younger candidates to connect to the mission of the organization

Focus on Diversity

Recruiting and hiring a diverse workforce positions the organization to have the best talent from all backgrounds.

Update Recruitment Practices/Processes

Public sector recruitment processes are behind the times and involves lengthy time delays and lost candidates.

Brand your Organization

Creating a positive image and reputation of the organization will help attract potential employees

Focus on Employee Engagement

Employees look for a good culture, positive work environment where they can thrive.

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1. Use of Technology

- Applicant Tracking Systems
  - Interactive Tacking
  - Integrated Systems
- Create Registration Data Base
- Create a Mobile Friendly Application Process
- Ensure you have Communication Options
- Electronic Employee Onboarding Experience

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Polling Question #1

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2. Build a Pipeline of Younger Candidates

- Text Enabled Comprehensive Experience

- Increase Responsiveness to Applicants

- Modernize Processes and Embrace Technology

- Evaluate Remote and Hybrid Options

- Identify Growth and Development Plans

- Connect Employees to the Mission

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3. FOCUS on DIVERSITY

- Partner with community organizations

- Target Recruiting events that cater to diverse candidates

- Use inclusive language in job postings

- Develop diversity goals and metrics

- Added Benefits with this strategy

- Build trust and relationships with the Community

- Improve the organizations reputation

- Create a more positive perception among potential candidates

- Increased talent pool

- Increase your diversity which leads to innovation and creativity

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4. Update Recruiting Practices

- Re-evaluate/ update Job Descriptions

- Develop Engaging Job Postings

- Active vs Passive Recruiting

- Streamline the Process

- Enlist Employees in the Effort

- Focus on the Entire Employee Experience

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Recruiting – Things Consider

Timing	When are you recruiting?
Job Boards	Are they working for you?
Website posting	Are postings easy to find?
Content of posting	What does it say about YOU?
Length of time to apply	How long does it take to apply?
Mobile friendly	How easy is it to apply?
Length of time to act on application	How long will an applicant wait?
Employee Experience	What does that first interaction look like?

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Polling Question #2

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Employee Experience

- Starts with the first interaction

- Communicate with purpose, passion

- Make onboarding memorable

- Leave no doubt about who you are and how they fit

- Connect them to a mentor/buddy

- Ensure they have the tools they need

- Provide opportunity for feedback

- HR touch base 30 -60 -90 days

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5. Branding Public Sector Employers

- Identify the organization's mission and values

- Create a strong employer value proposition

- Leverage social media and other digital channel

- Highlight employees

- Highlight your successes

- Showcase your WOW

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Prepared to Recruit

Enhance Technology, Update Recruiting Processes

Brand your Organization – Focus on your Vision Mission and Values

Focus on Diversity, and Building a Pipeline of Candidates

Compensation and Benefit Review

Create a Welcoming and Engaging Experience for the Candidate

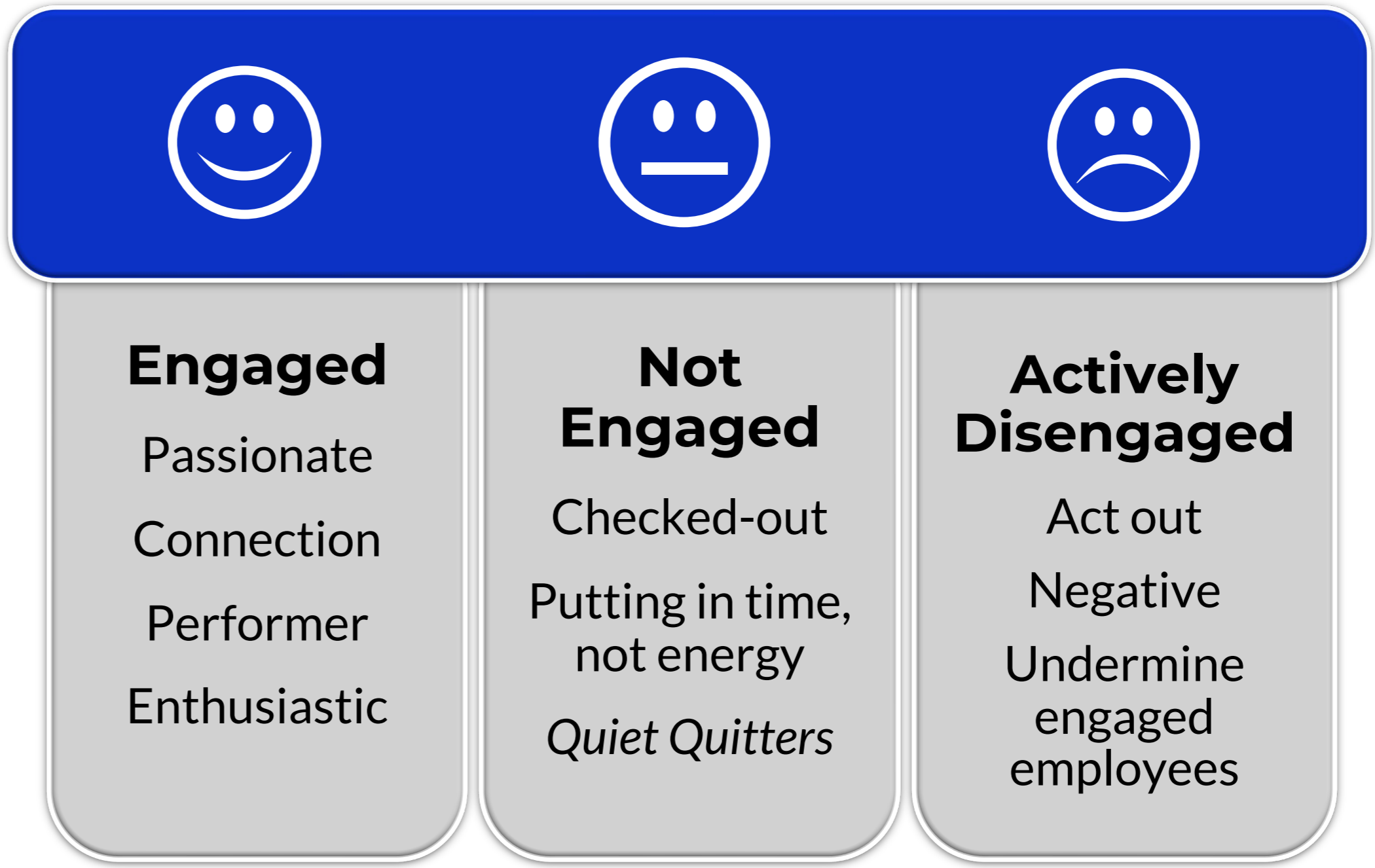Rehmann

Polling Question #3

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EMPLOYEE ENGAGEMENT TRENDS
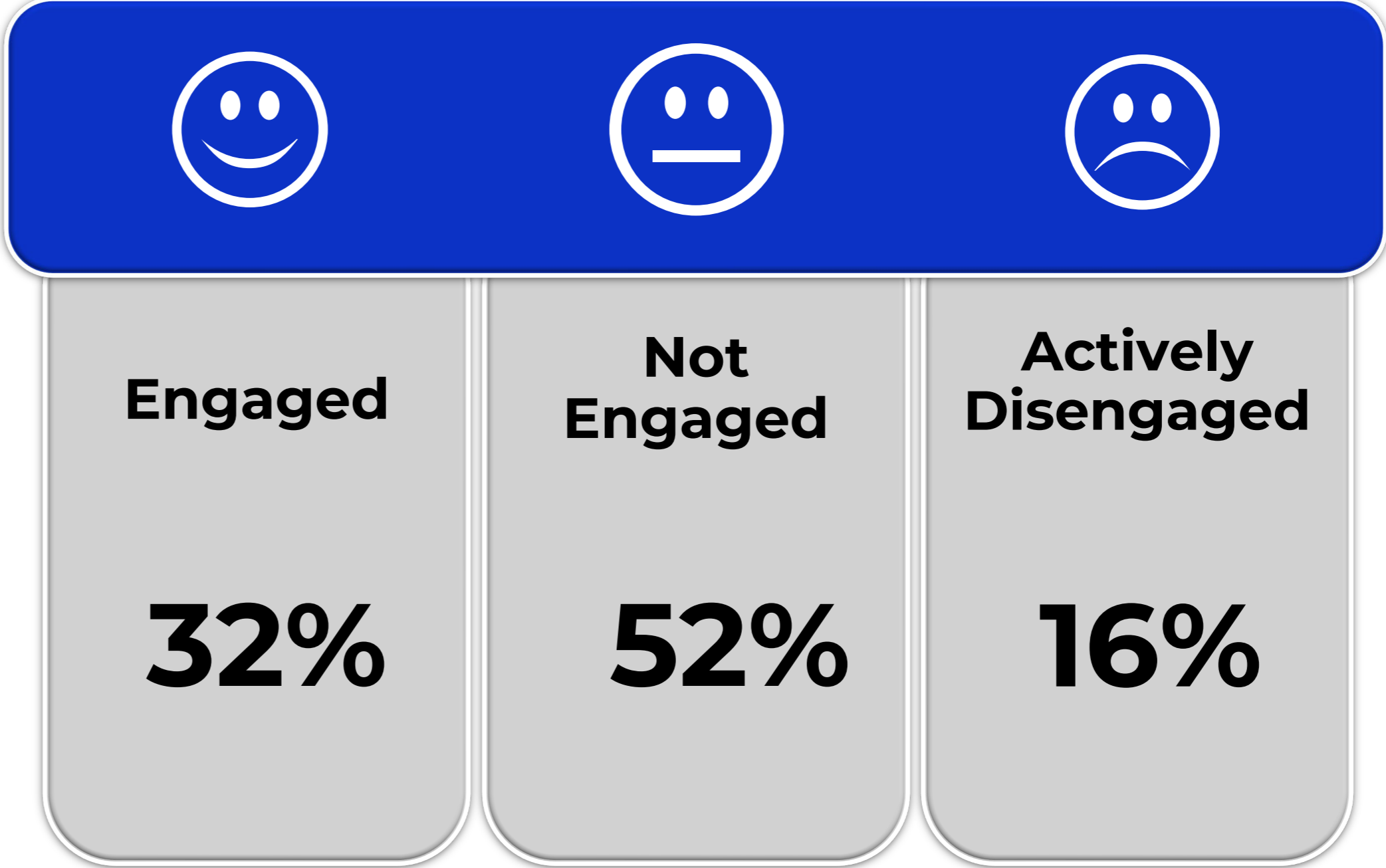
EMPLOYEE ENGAGEMENT

Employee engagement is a state of mind in which employees feel **passionate** about their jobs, are **committed** to the organization and want to put **discretionary effort** into their work.

Three Categories

🙂	😐	🙁
Engaged	**Not Engaged**	**Actively Disengaged**
Passionate	Checked-out	Act out
Connection	Putting in time, not energy	Negative
Performer	*Quiet Quitters*	Undermine engaged employees
Enthusiastic		

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Three Categories

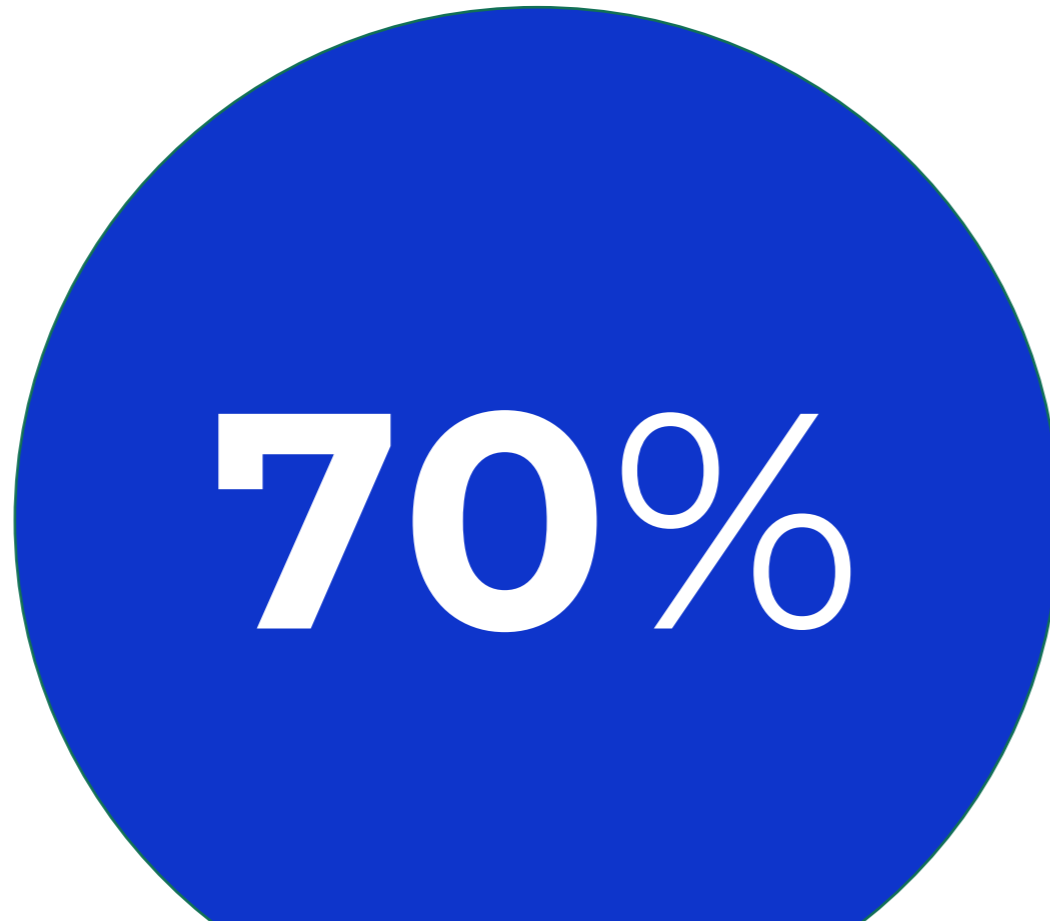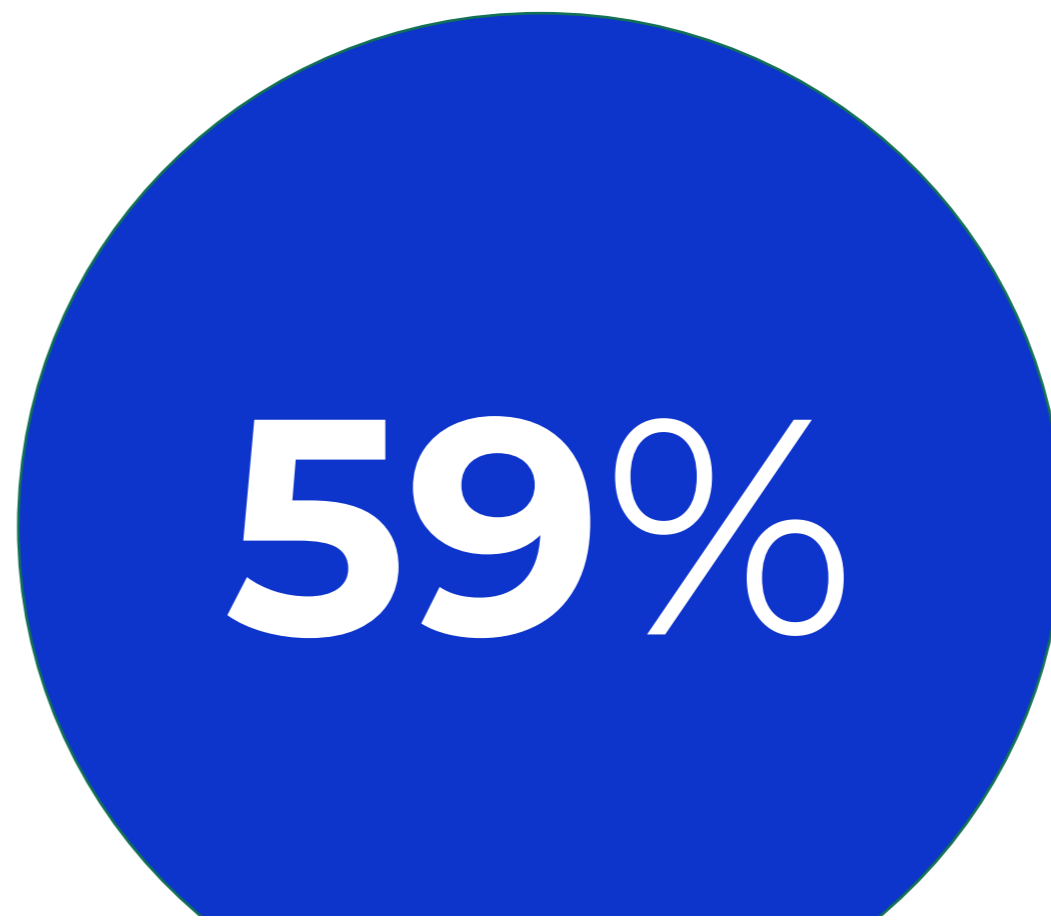| 🙂 Engaged	😐 Not Engaged	🙁 Actively Disengaged
32%	**52%**	**16%**

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Our ability to successfully navigate the challenges and attract and retain our best talent lies with our **MANAGERS!**

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Managers Influence Engagement more
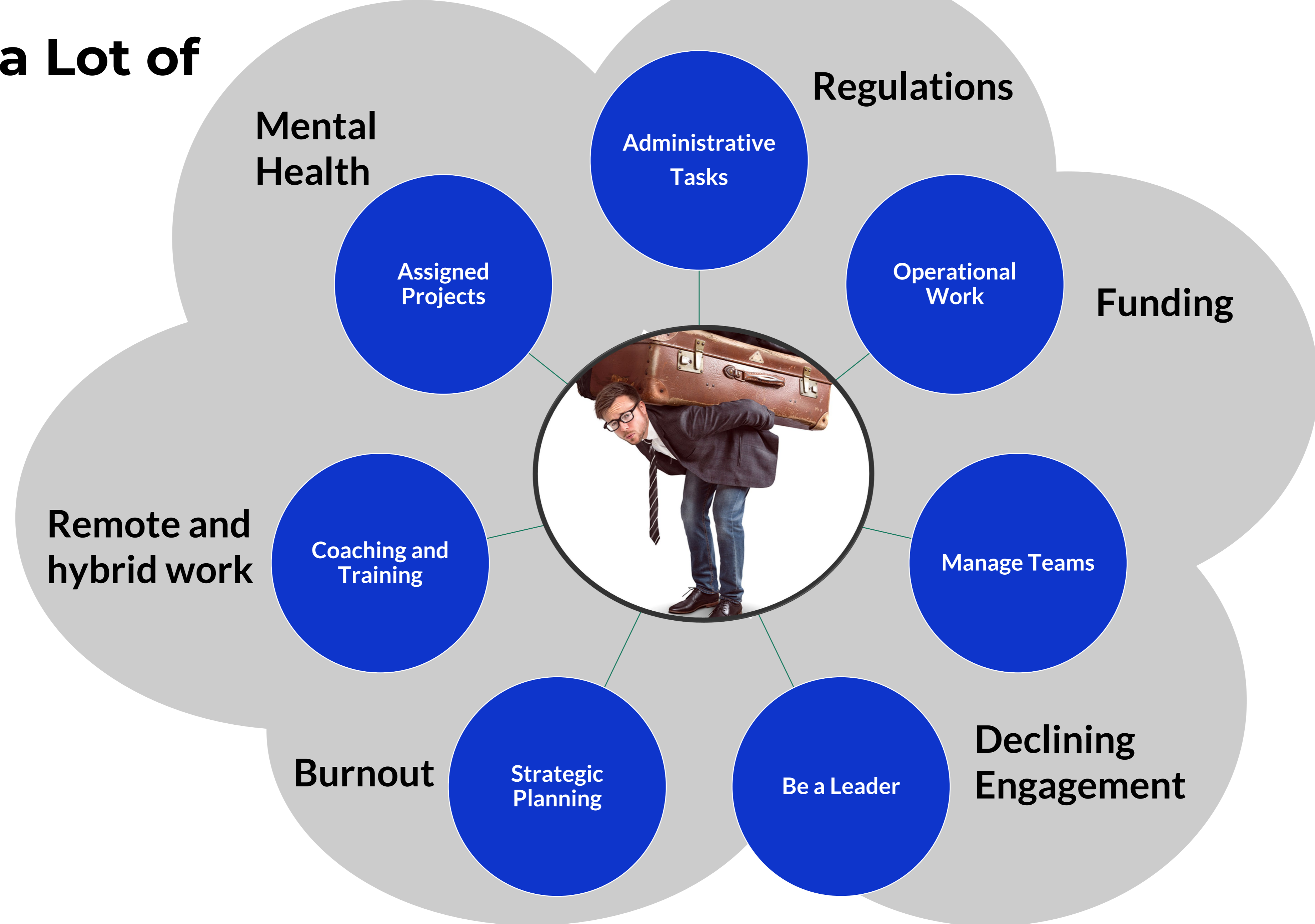## than any other factor

70%

Managers actions account for 70% of the employee's engagement

59%

An employee is 59% more likely to be engaged if their manager is

Source: Gallup

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We Ask a Lot of them

Regulations

Mental Health

Administrative Tasks

Assigned Projects

Operational Work

Funding

Remote and hybrid work

Coaching and Training

Manage Teams

Burnout

Strategic Planning

Be a Leader

Declining Engagement

OC Tanner

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Our Managers May Be Struggling
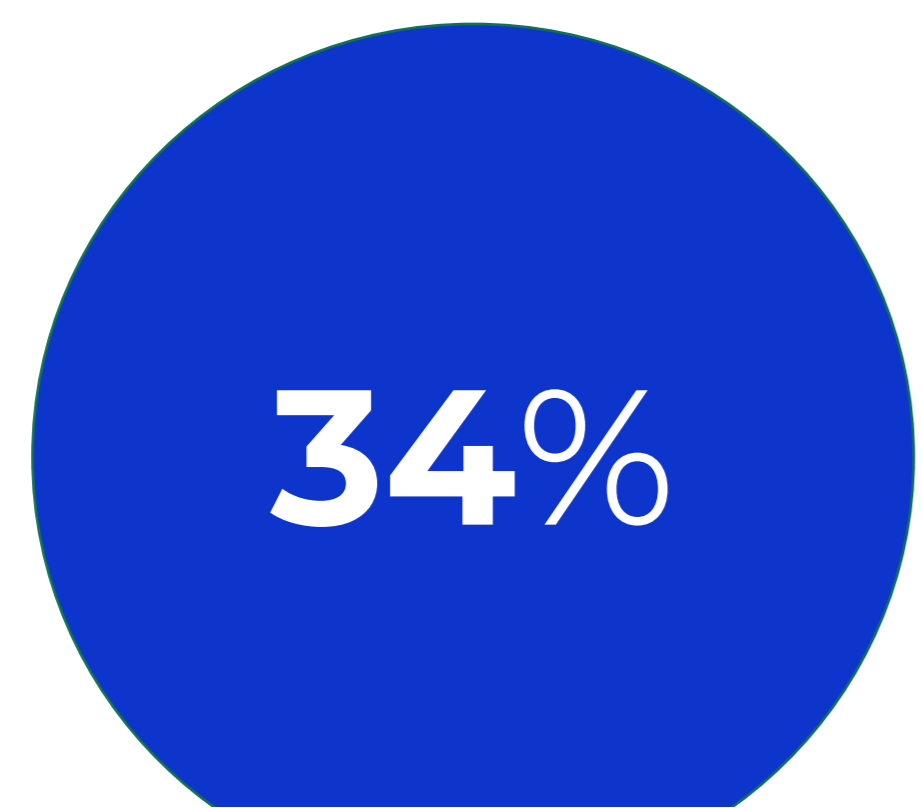
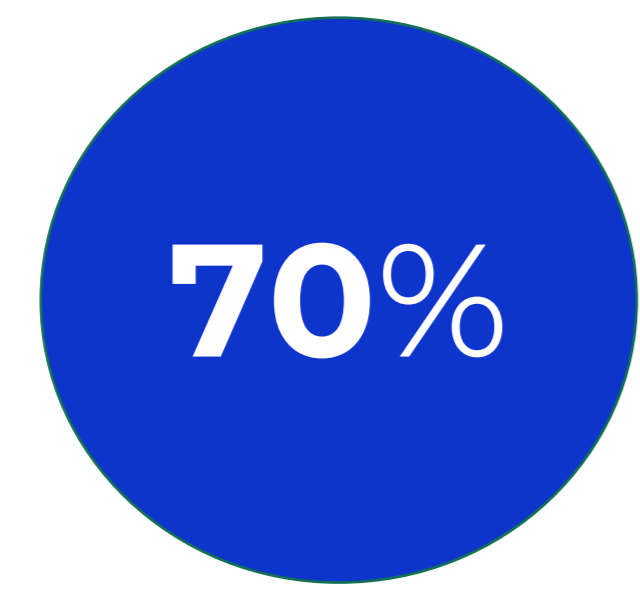**34**% Are engaged
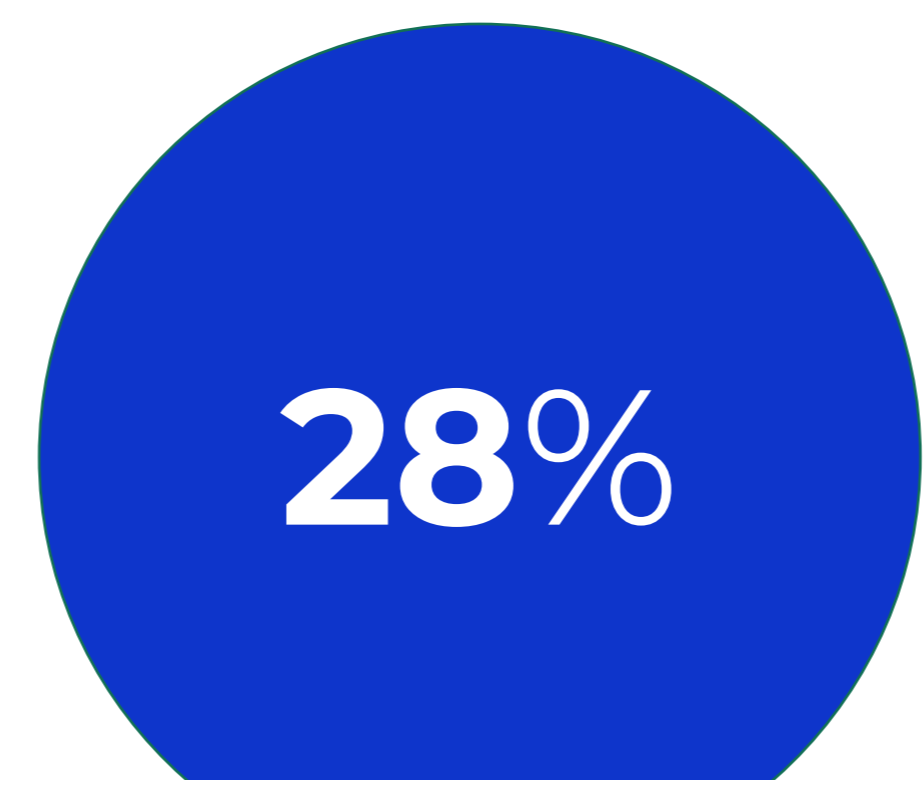
28% Report feeling burned out
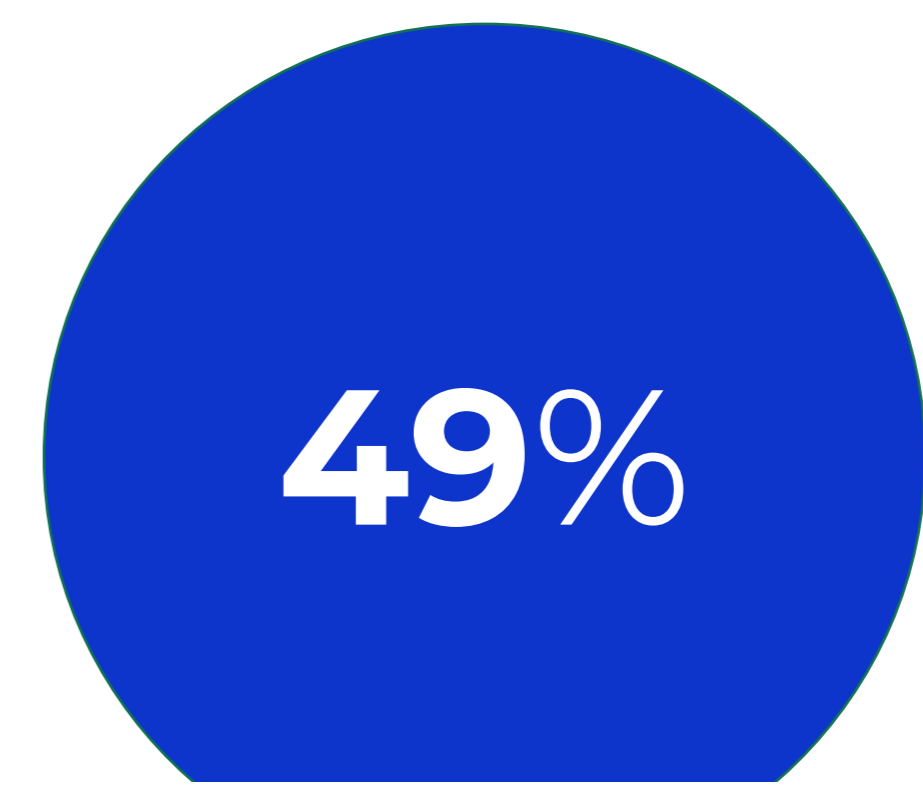
49% Are currently watching postings

70% would take a pay cut right now for a job that better supports their mental wellness

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We Don't Prepare Them

We promote people into manager   because:
- Tenure/time in job as individual contributor
- Success in non-managerial role

We give full responsibility to lead a team

We provide little or no training and guidance and expect great work

10%

of managers have the natural ability to manage and lead well

And in this unique environment, when asked if they received training the responses were:

7% Had required training or coaching

19% Had optional training opportunities

15% Had informal advice and tips provided

57% HAD NO FORMAL OR INFORMAL TRAINING

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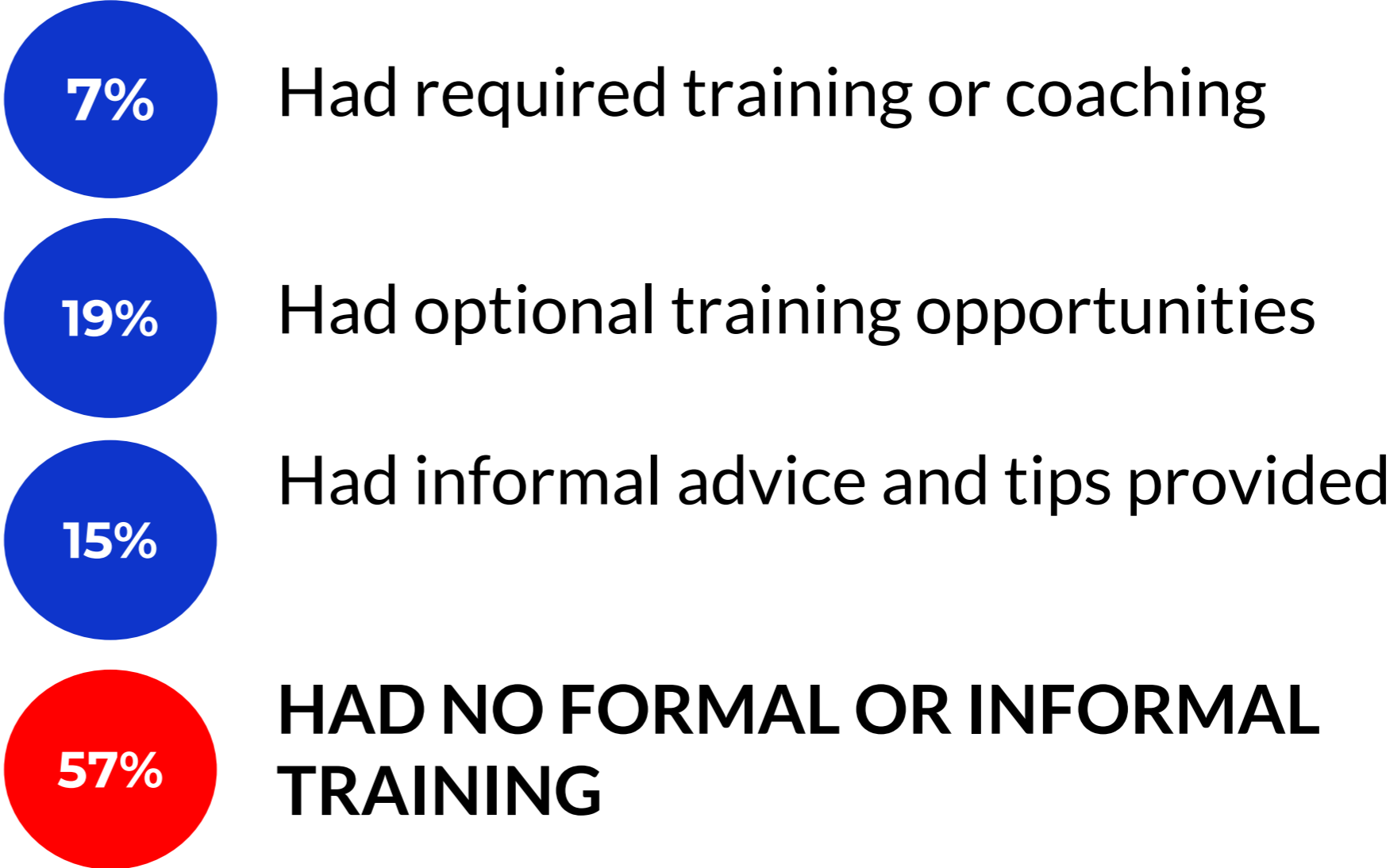
Help Managers Help Us!

Helping Managers Impact Employee Engagement

1 Clarify Expectations

2 Provide Feedback

3 Communicate

4 Create Growth and Development Opportunities

5 Focus on Employee Wellbeing

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Polling Question #4

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CLARIFY EXPECTATIONS

Expectations Numbers

1

46%
Of employees strongly agree they know what is expected of them at work

43%
Of **managers** believe that they are actively helping employees set priorities

22%
Of **employees** strongly agree that their manager continually helps them clarify work priorities

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1 To Clarify Expectations

Be frequent, clear and consistent

☐ Provide time/resources/training to managers

☐ Give Managers the information they need to do carry out their jobs

☐ Ensure Managers are aligned with new leadership expectations

☐ Provide consistent direction and templates

☐ Create expectation/goal plan for every employee

☐ Discuss progress during daily/weekly/monthly communication

☐ Define excellence in each role

☐ Proactively explore workload and priorities asking open ended questions

☐ CONSISTENTLY APPLY POLICIES AND PROCEDURES

☐ Model what you want to see more of

☐ Define expectations of mission and values

☐ Address performance problems promptly

Bonus note: If you say or think "they should know…" you are assuming, and it should be checked and clarified

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POSITIVE FEEDBACK

2 **Positive Feedback Numbers**

60% What percent of managers believe they do a good job recognizing good work?

17% What percentage of managers strongly agree they receive the right amount of recognition for the work they do?

34% What percent of employees strongly agree that their manager gives them recognition when they do good work?

22% What percentage of individual contributors strongly agree they receive the right amount of recognition for the work they do?

- Employees are **4x** as likely to be **engaged** if they strongly agree they get the right amount of recognition for the work they do
- Employees who do not feel adequately recognized are **2x** more likely to say they are **leaving their company** in the next year
- Employees who receive **daily** feedback from their manager are **3x** more likely to be **engaged** than those who receive it **once a year** or less
- When employees strongly agree that they have received recognition or praise in the **past week**, they are **39% less likely** to be looking for a different job

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2

Positive Feedback

Guidelines: Include it in your already established practices

☐ Provide time/resources/training to managers

☐ Develop recognition programs where there are none

☐ Spotlight teams and managers who exemplify the behaviors you wish to see

☐ Communicate recognition resources to managers

☐ Don't miss an opportunity to acknowledge contributions of individuals

☐ Acknowledge all team members once a week

☐ Recognize equally among all team members

☐ Make it a regular agenda item in all meetings

☐ Encourage peer to peer recognition through structures and/or contests and modeling

☐ Don't rely on annual/quarterly awards

☐ Positive feedback should be balanced with constructive feedback
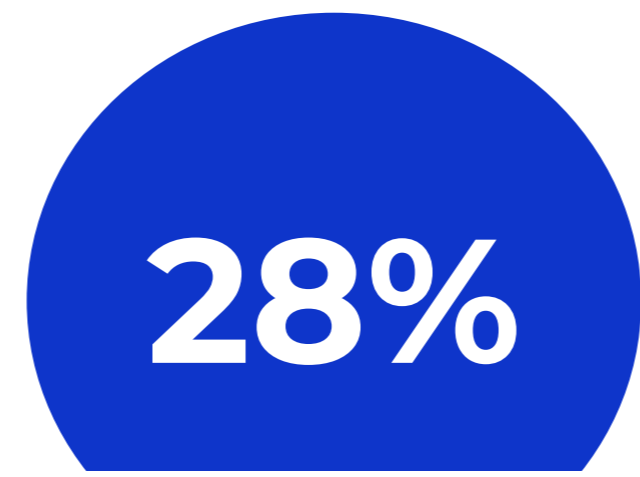
☐ Hold managers accountable to providing it

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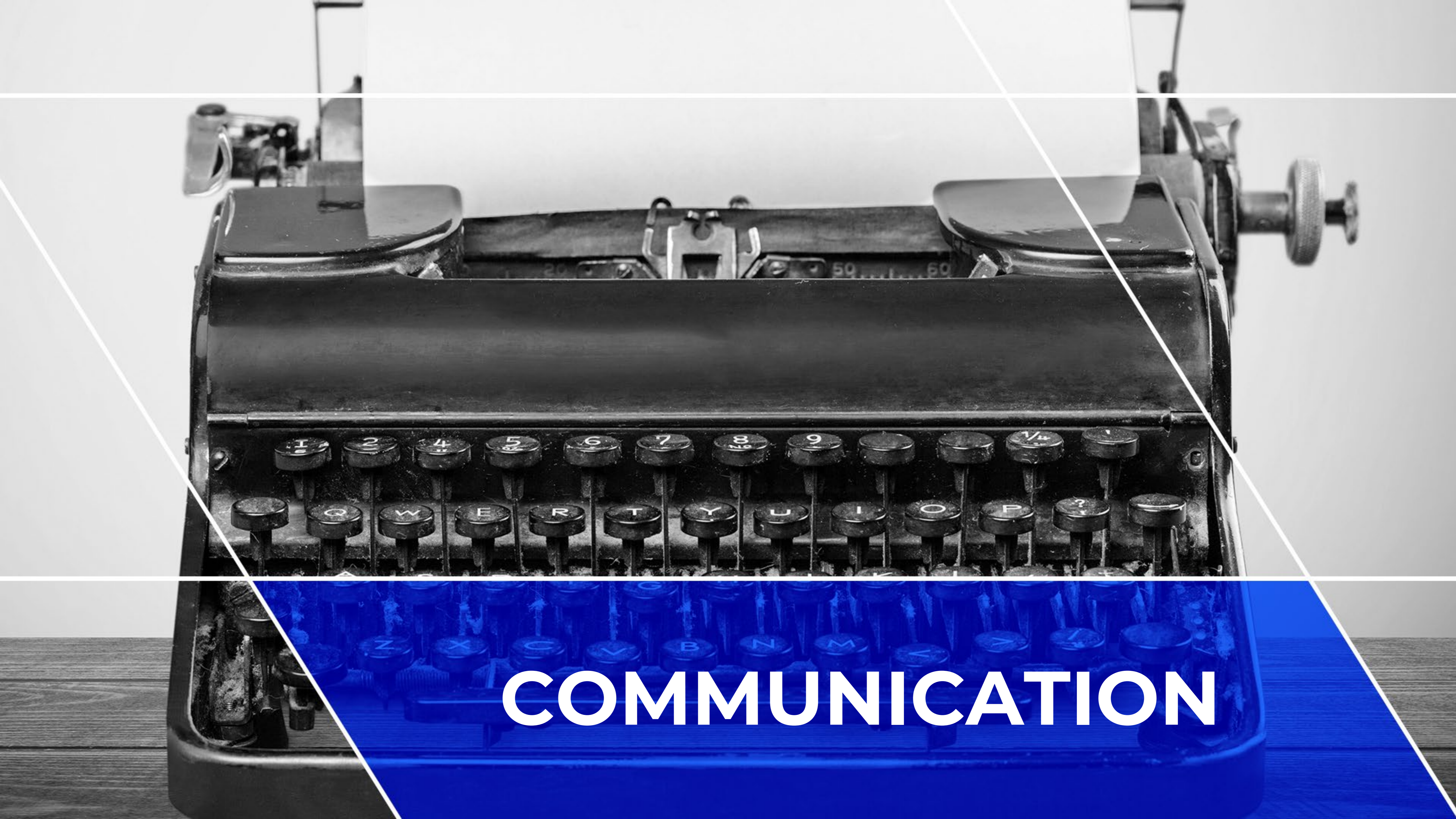
COMMUNICATION

3 Communication Numbers

7%
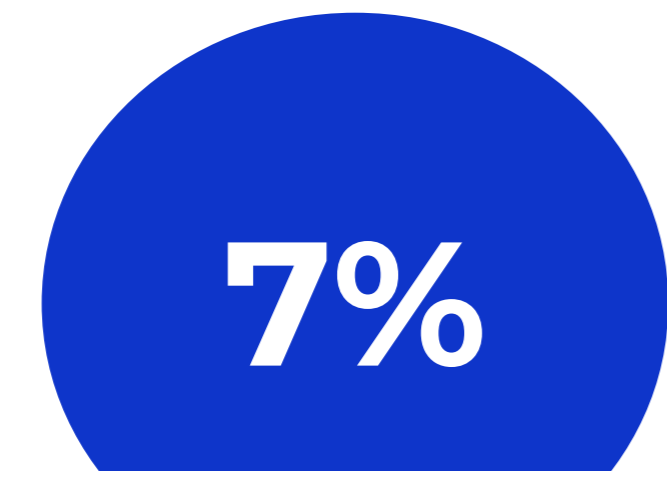
What percent of US workers agree communication is accurate, timely and open where they work?

28%

What percent of employees agree their supervisor keeps them informed?

18%
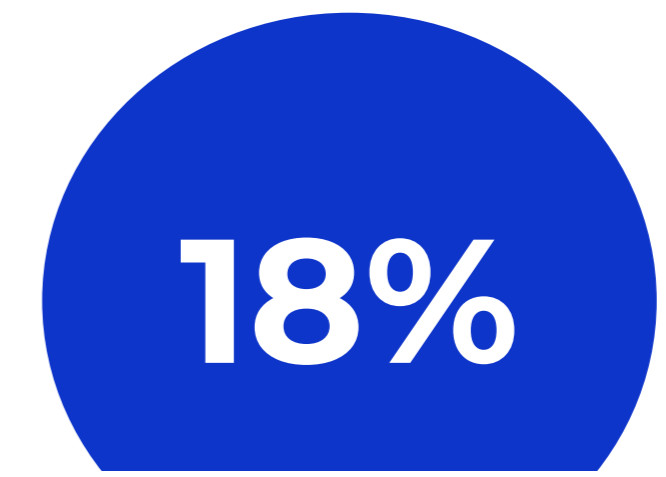
What percent of employees agree leadership communicates effectively?

Employees who have at least one meaningful conversation each week with their manager are nearly **4x** as likely to be engaged at work

Only **29%** agree that their opinions count at work

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3 Communication

Guidelines:

- ☐ Provide time/resources/training to managers
- ☐ Provide tools/templates guidelines for managers
- ☐ Consider all staff meetings to communicate important messages to all employees
- ☐ Set communication expectations for everyone
- ☐ Communicate DAILY with each employee
- ☐ Require managers conduct 1:1 meetings
- ☐ Require regular team meetings
- ☐ Use multiple methods of communication
- ☐ Increase transparency
- ☐ Provide collaborative opportunities for managers to talk together
- ☐ Keep managers up to date on changes and other critical information to cascade to their team

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CREATE GROWTH AND DEVELOPMENT OPPORTUNITIES

4

Employee Development Numbers

37% — What percent of **managers** agree that they invest in their employee's development?

25% — What percent of **employees** agree that their manager invests in their professional development?

50% — What percent of employees said they have had opportunities to learn and grow?

70% — What percent of employees say they do not possess the skills they need to become experts in their job?

17% of workers say their manager has made an investment in them

The percentage of hybrid and fully remote workers younger than 35 who strongly agree that someone encourages their development at work has dropped by **12 points** from 2019 to 2022

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4 Employee Development

Guidelines: Education and development plans

- ☐ Educate managers on development and career planning and how to be a coach
- ☐ Require managers create and implement development plans for all employees
- ☐ Provide tools/templates guidelines for managers
- ☐ Communicate internal job posting process
- ☐ Share educational reimbursement/policies
- ☐ Understand ALL employees need and want development
- ☐ Invest in learning resources for the organization and manager use
- ☐ Educate managers on available learning options and tools
- ☐ Include development dialog as a standing agenda item for 1:1 and team meetings
- ☐ Provide shadowing and mentorship opportunities

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Polling Question #5

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FOCUS ON EMPLOYEE WELL-BEING

5 Well-Being By the Numbers

71% — Workers who say work negatively impacts their home life

64% — Workers who would take a pay cut for a job that better supports their mental wellness
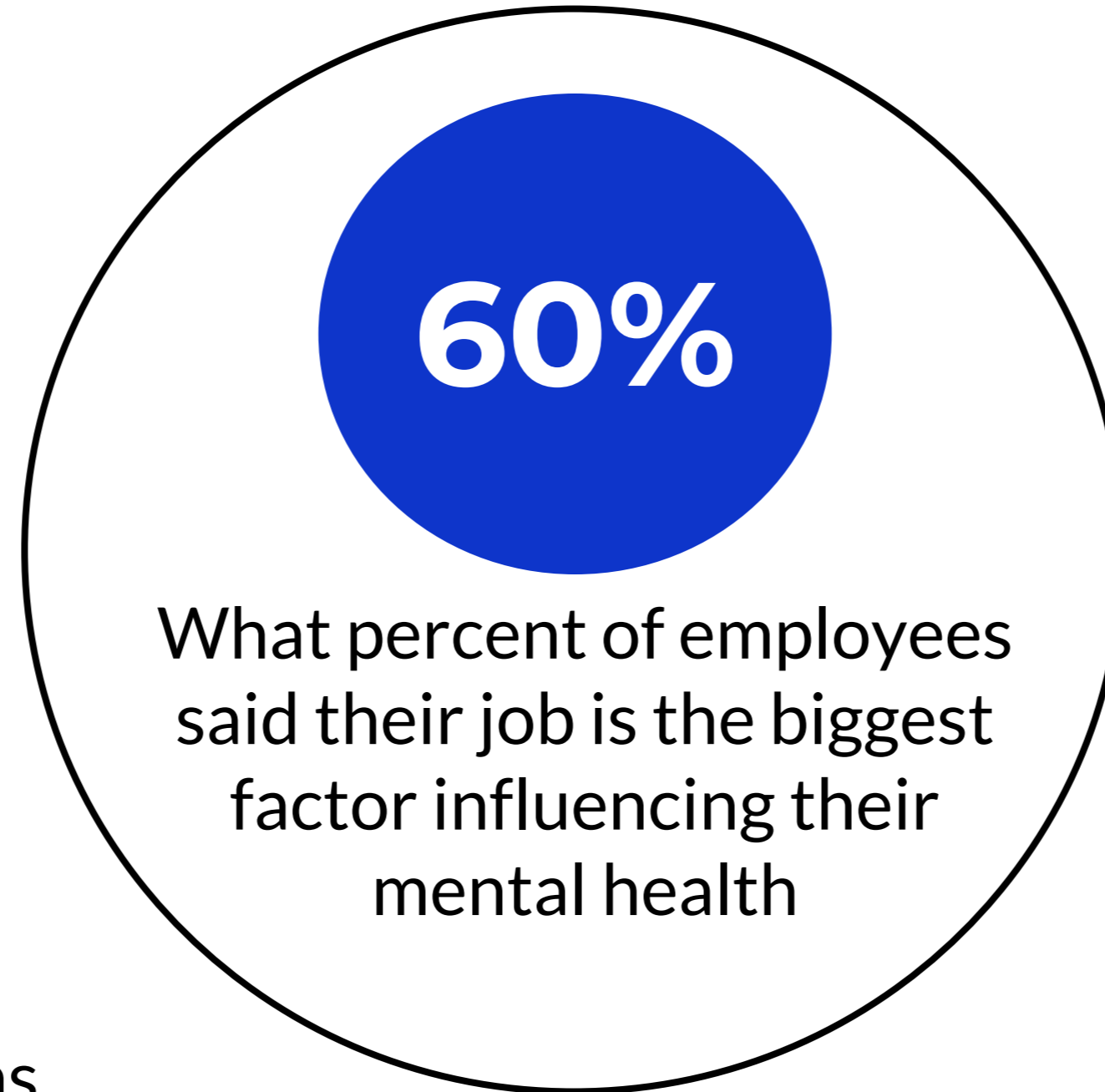
24% — What percent of workers strongly agree that well-being is cared about by their employers

69% — Workers who say their manager has a big impact on their mental health

38% — Workers who say they don't talk to their manager about it

60%
What percent of employees said their job is the biggest factor influencing their mental health

Burned out employees are **2.6x** more likely to be actively seeking another job

41% — Workers who say they experience daily worry

50% — Workers who say they experience daily stress

22% — Workers who say they experience daily sadness

28% — Managers who are burned out

27% — Individual contributors who are burned out

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5 Well-Being

Focus on the human side

- ☐ Focus on employee engagement items 1-4
- ☐ Learn and share available internal resources if needed
- ☐ Show interest in workers – ask questions
- ☐ Build trust by sharing, asking and listening
- ☐ Discuss workload and priority frequently
- ☐ Communicate/connect daily with everyone

- ☐ Discuss future opportunities and development
- ☐ Create regular opportunities for workers to gather
- ☐ Foster a caring and fun environment
- ☐ Treat every employee fairly (no favorites)
- ☐ Communicate with empathy
- ☐ Show you care about your workers

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A TEAM OF SUPPORT

- Helping you create a plan identify and solve your engagement / recruiting challenges and move you closer to your goals

- We can provide:

- Custom Engagement Surveys

- Compensation Studies

- Leadership Training and Mentorship

- Technology and Process Improvements.

- Recruiting

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The success of your organization depends on the quality of the employees that you recruit and retain.

By implementing the strategies and best practices that we have discussed today, you can build a strong and effective workforce that will help you achieve your goals and serve your organization.

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