



Attracting and Retaining Talent in the New World of Work

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What We'll Cover

1. The new world of work
2. Employee engagement – what it is and why it matters
3. Building engagement by creating a positive employee experience



UKG – Ultimate Kronos Group



Comprehensive Human
Capital Management

Powerful,
Flexible
Payroll

Impactful
HR Service
Delivery

Enterprise
Workforce
Management

Specialty
Scheduling
Solutions

HCM technology facilitates *what* needs to be done to become a great place to work

Better Organizational
Performance

More Connected
Workforces

More Engaged
People

The New World of Work

Changed employee expectations – more flexibility, greater voice

Employees re-evaluating priorities – “great reassessment”

Intense competition to attract and retain talent

Major demographic changes

Remote vs. on-site employees – haves and have nots?

In February, 4M more employees quit as people continue to rethink what they want out of work – and life

1.9 jobs for every job seeker



February:

- **857K vacancies in state/local government**
- **Only 343K hires**

43% who quit said they were better off in their old jobs

The 'Great Resignation' Is Really the 'Great Discontent'

Economy • Analysis

It's not a 'labor shortage.' It's a great reassessment of work in America.

ALL OF THOSE QUITTERS? THEY'RE AT WORK.

Desperate U.S. Cities Pitch Wall Street Style Sign-on Bonuses

LEADERSHIP • BURNOUT

The Great Resignation is coming to decimate the ranks of middle management. The C-Suite should be worried

Opinion | A slow-moving crisis is paralyzing states and cities

Americans Are Done With 5-Days a Week in the Office.

A Full Return to the Office? Does 'Never' Work for You?

The Great Resignation Is Here, and It's Real People are quitting their jobs at a higher than usual rate. What can businesses do to keep their workers? [e](#)

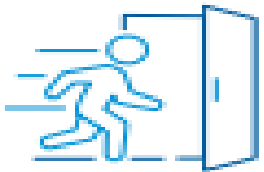
Government Worker Shortages Worsen Crisis Response

State and Local Government Employees:
**Morale, Public Service
Motivation, Financial
Concerns, and Retention**

2022 Survey Results



Retention Challenges



59% are considering **leaving their jobs voluntarily** in the near future



77% agree that the **increase in people leaving their jobs voluntarily has put a strain on their own workload**, with 34% reporting that it has been a significant strain



Meeting Demand for State and Local Public Finance Jobs

SEPTEMBER 2022

“The number one challenge I consistently hear about is attracting and retaining talent – and I’ve heard it described as a crisis for government finance more than once”

Chris Morrill
Executive Director/CEO
GFOA

“Demand for state and local public finance workers is far outstripping the incumbent supply and straining familiar talent pipelines”

Public Finance – Escalating Retirement Risk



Retirement
Just Ahead

- Current public finance workforce – 50,000 employees at retirement age
- Nearly 1/3 will be retirement age within 10 years
- Retirement risk concentrated in Northeast: MA, NH, ME, CN, RI, NJ

To Be an Employer of Choice ...



... Build Employee Engagement

Robert J. Lavigna

Engaging Government Employees

Motivate and Inspire Your People
to Achieve Superior Performance



How Do You Define Employee Engagement?

Employee Engagement

Heightened connection

Personal meaning:

- Pride
- Organization values me

“Discretionary effort”



Why Does Engagement Matter?





MEN



WOMEN



WOME



MEN





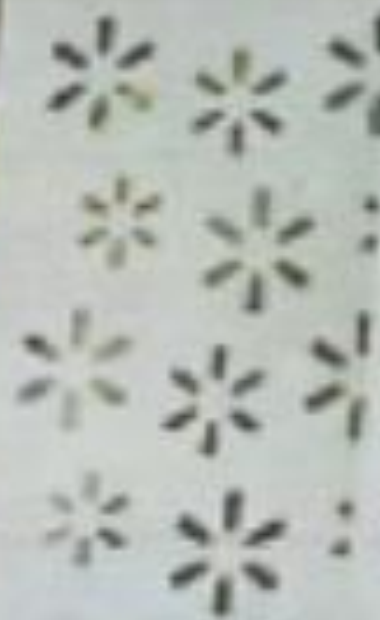
Clearance

Was:

\$1998

\$

40



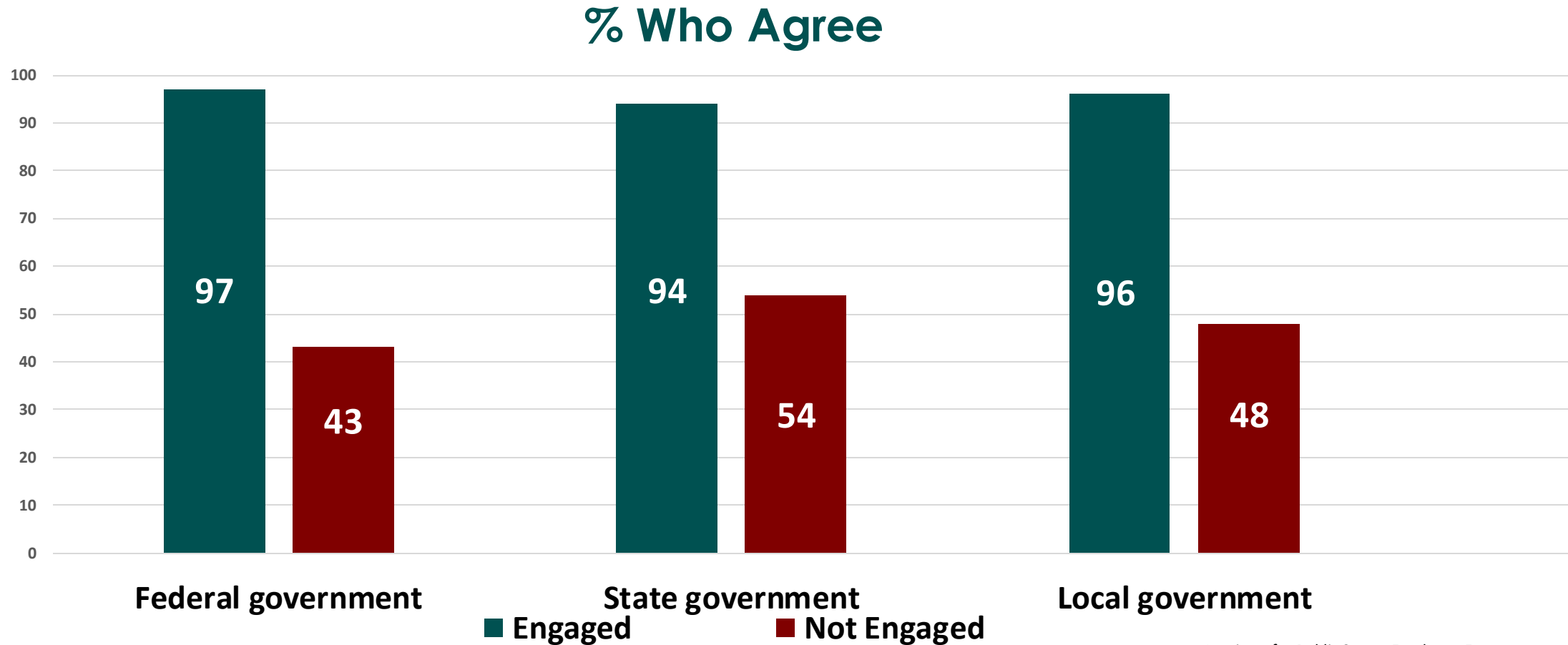
Great Place to Work Certified Organizations Excel

KPIs	Employees ...	Great Place to Work-Certified Organizations	U.S. Average
Productivity	Are given resources needed to do job	81%	52%
<i>Recruitment</i>	<i>Promote their organization to family and friends</i>	<u>86%</u>	<u>54%</u>
<i>Retention</i>	<i>Plan to work there for a long time</i>	<u>84%</u>	<u>55%</u>
Service	Provide excellent customer service	89%	66%
Agility	Believe organization moves fast and innovates	82%	49%



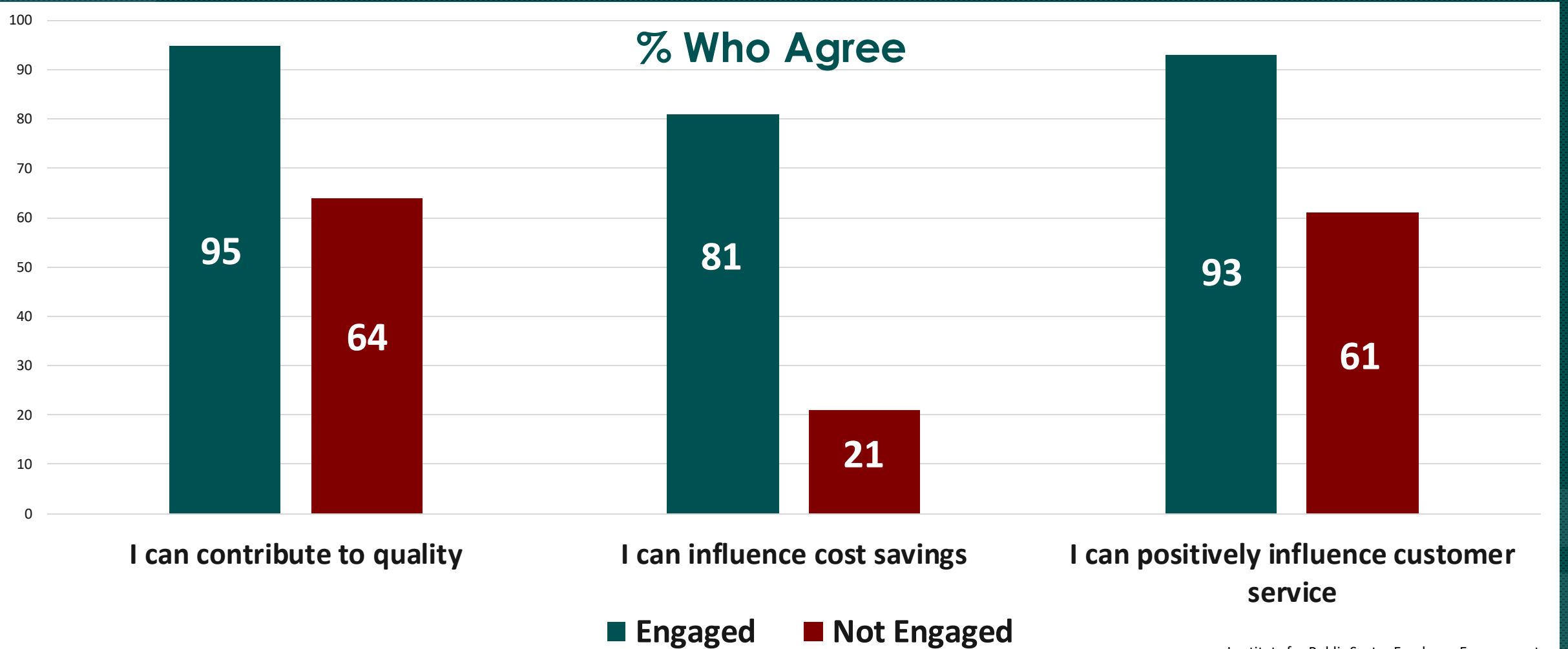
Engagement Drives Mission Success

My Organization Is Successful at Achieving its Mission (% Agree)



Institute for Public Sector Employee Engagement

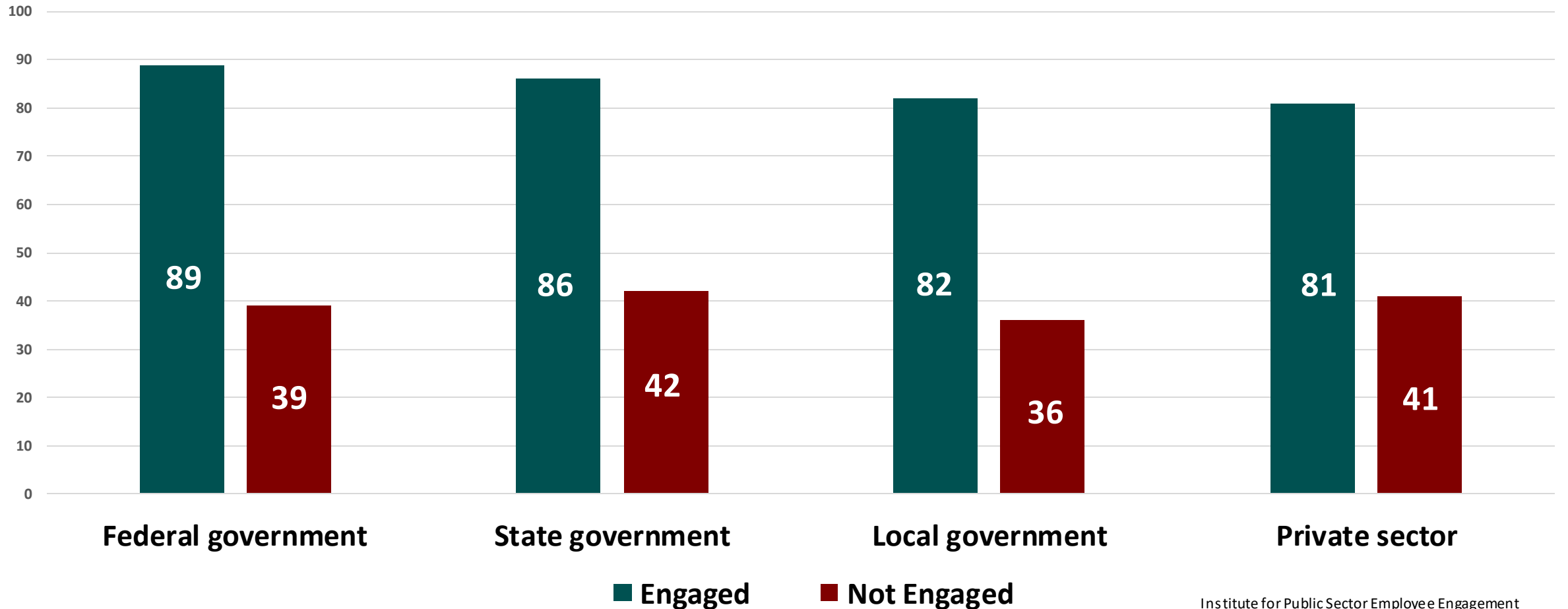
Key Outcomes



Institute for Public Sector Employee Engagement

Engagement Influences Mental Health

How Would You Rate Your Overall Mental Health? (% Good or Very Good)

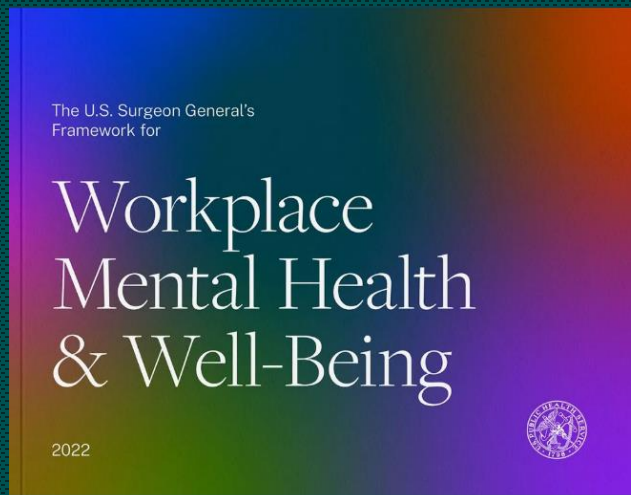


Institute for Public Sector Employee Engagement



“
68% of employees and 81% of the C-suite said that improving their wellbeing was now more important than advancing their career.
”

Deloitte



76%

of U.S. workers reported at least one symptom of a mental health condition.

84%

of respondents said their workplace conditions had contributed to at least one mental health challenge.

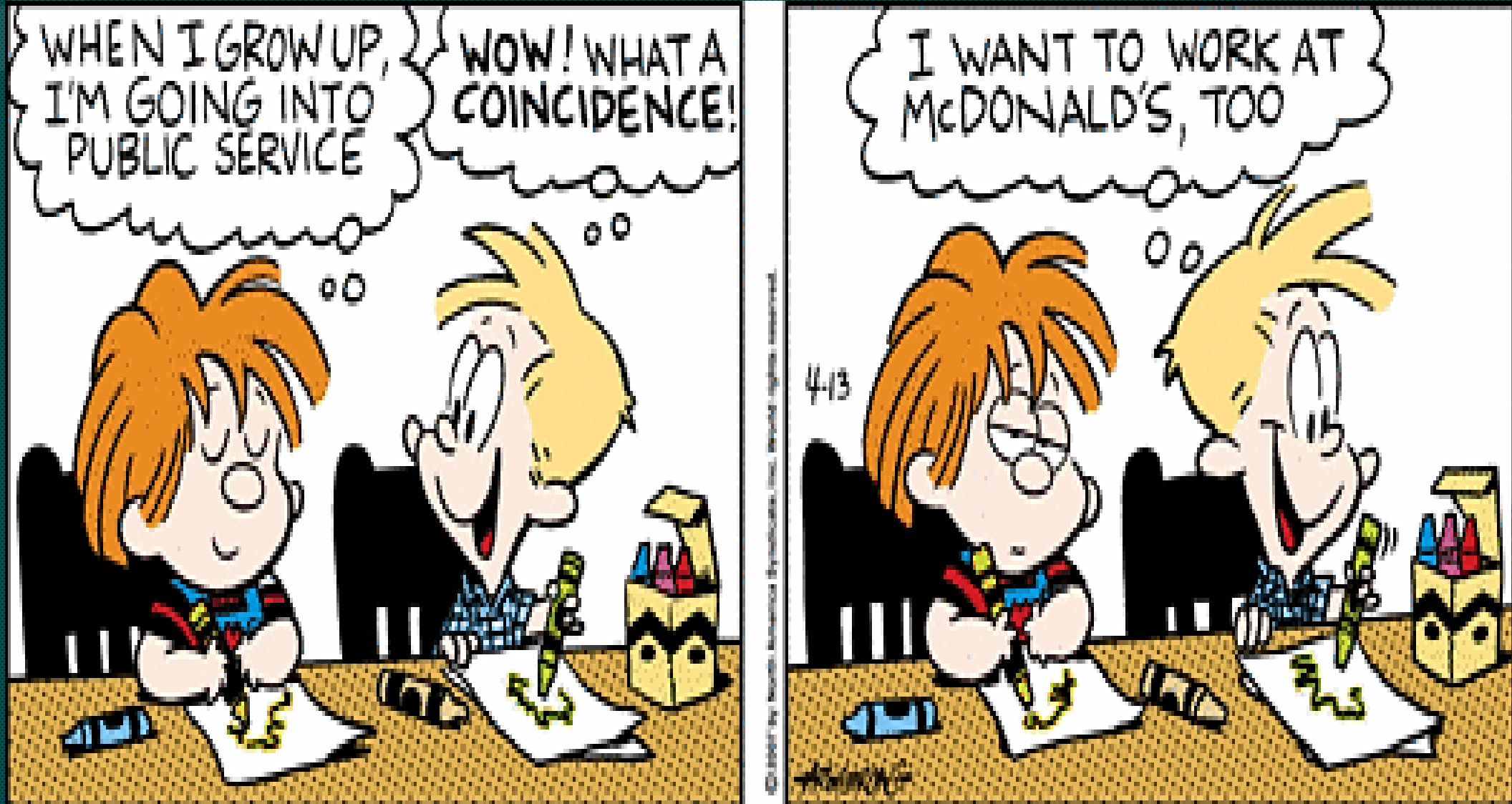
81%

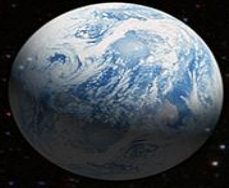
of workers reported that they will be looking for workplaces that support mental health in the future.

“We can build workplaces that are engines of well-being, showing workers that they matter, that their work matters, and that they have the necessary resources and support to flourish”

Purpose at Work Predicts if Employees Will Stay or Quit Their Jobs

Government Needs an Extreme Branding Makeover

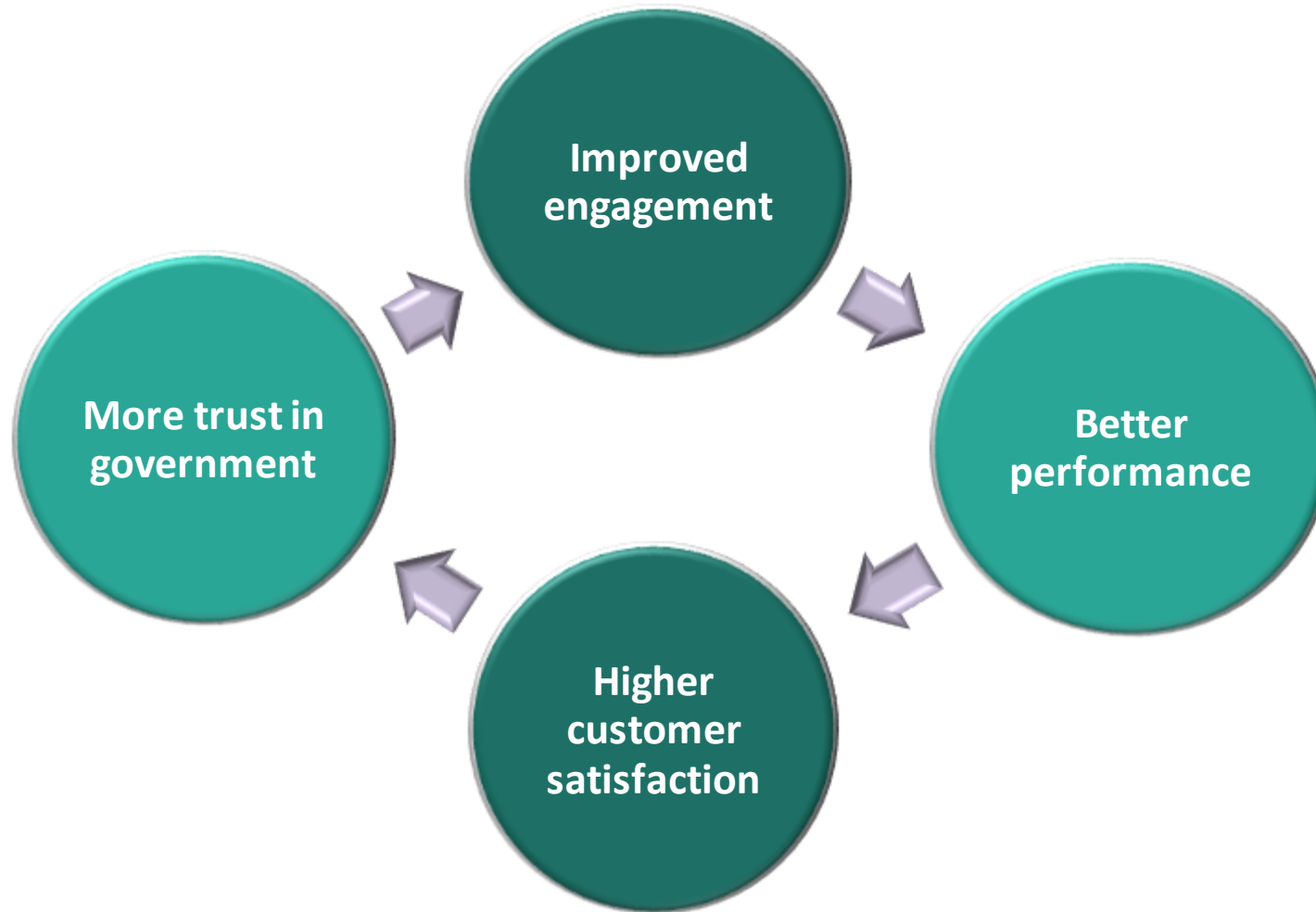




“I help send men to the moon”



Engagement Value Chain



How Much Do You Know About the Public Sector?



- Test your knowledge
- Access additional resources

How Do We Build Engagement?



Create a Positive Employee Experience



What Is the Employee Experience?

All of an employee's interactions with the employer that impact how they feel about their work – and their employer

The Employee Experience

- Attract and hire
- Onboard
- Provide resources
- Train and develop
- Manage performance
- Offer workplace flexibility
- Reward and recognize
- Provide competitive pay/benefits
- Encourage wellbeing
- Build diversity, equity, inclusion
- Help employees transition

Engaged, stable, diverse,
inclusive and high-
performing workforce

- Superior organizational performance
- Positive customer experience

Positive Employee Experience: The Business Case



Positive Employee Experience Attracts Talent

“Engaged cultures will attract people from outside the organization who want to join. What happens internally goes external pretty quickly.”



Actual Employee Reviews – These?



1.0 Run fast and run far!

☆☆☆☆☆

2.0 Intense and unforgiving atmosphere , political at all levels

☆☆☆☆☆

1.0 Overworked Personnel with Management Disaster.

☆☆☆☆☆

2.0 You are stuck in one job for life

☆☆☆☆☆

1.0 Not a good place to work at

☆☆☆☆☆

Or These?



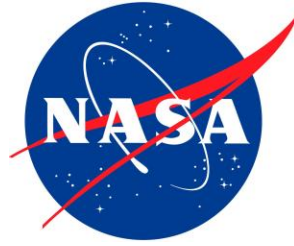
5.0 Great organization
★★★★★

5.0 fun place
★★★★★

5.0 Truly a great experience
★★★★★

5.0 Love working here
★★★★★

5.0 Working with people who are as passionate as I am
★★★★★



Careers at NASA: Explore the Extraordinary, Every Day



*****We're honored to be named the Best Place to Work in the Federal Government for the 11th year in a row!***

NASA is more than astronauts. We are scientists, engineers, IT specialists, HR specialists, accountants, writers, technicians and many other kinds of people working together to break barriers to achieve the seemingly impossible.

How Do We Know if the Employee Experience Is Positive?



Collect and Analyze Data!

What Data?

Applicant
pool

Diversity

Retention/
turnover

Attendance

Overtime

Focus groups

Exit and stay
interviews

Engagement
surveys



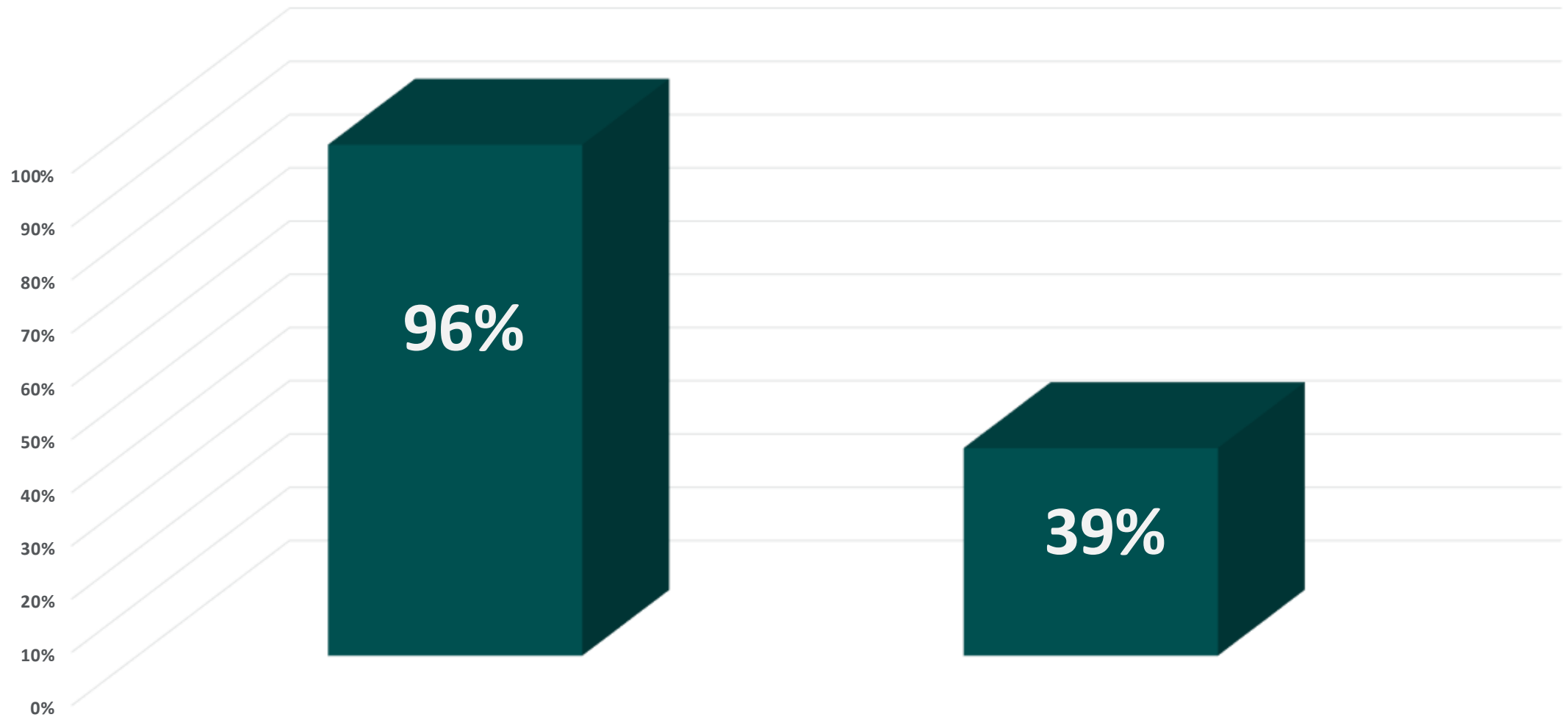
What Makes Employees Stay?



3 out of 4 employees: “listening to and addressing concerns”



Interest or Action?



Employee engagement important

Survey employees

MissionSquare Research

Data – Who's Staying, Who's Leaving?



- Good or poor performers?
- Newer, younger employees?
- Other demographic groups?
- Specific occupations / levels?
- Individual departments, divisions, managers?
- Certain pay levels?

Recognition is a Top Driver of Engagement

When employees believe they will be recognized, they are 2.7 times more likely to be highly engaged



Recognition – It Matters

- 64% leave jobs because they don't feel appreciated
- Only 1 in 3 employees workers receive recognition or praise for good work
- 53% of employees want more recognition from their manager
- 41% want more recognition from co-workers



Recognition “Without Spending a Dime”

- Recognize employee achievements at staff meeting
- Surprise employee with Post-it note of thanks
- Put thank-you note on department bulletin board
- Compliment employee within earshot of others (and word will spread)



Recognition “Without Spending a Dime”

- Mail handwritten note to employee’s home
- Send department-wide email praising employee or team
- Start meetings by recognizing employees and ask employees to recognize each other
- Pull employee aside and ask for his/her opinion



Maximizing Retention – New Employee Onboarding

PRINCIPLES

Align to mission and vision

Connect to culture, strategic goals and priorities

Integrate across process owners

Apply to all employees



ROLES

+ PROCESS OWNERS

+ PROCESS CHAMPIONS

+ EMPLOYEE



PROCESS PHASES AND KEY ACTIVITIES

BEFORE FIRST DAY	FIRST DAY/ ORIENTATION	FIRST WEEK	FIRST 90 DAYS	FIRST YEAR
<ul style="list-style-type: none"> Extend personal welcome to employee Communicate first day logistics to employee Send paperwork in advance and/or online portal access Prepare for employee 	<ul style="list-style-type: none"> Focus on sharing the mission and values Incorporate senior leadership Orient employee to organization and office norms Introduce employee sponsor Meet immediate requirements for employment 	<ul style="list-style-type: none"> Ensure direct managerial involvement Set performance expectations and job scope Assign meaningful work Communicate resources or networks required for work 	<ul style="list-style-type: none"> Provide essential training Monitor performance and provide feedback Obtain feedback through new hire survey and other means 	<ul style="list-style-type: none"> Recognize positive employee contributions Provide formal and informal feedback on performance Create employee development plan



OUTCOMES

High employee **job satisfaction** level

Retention of high-performing employees

Continued **employee engagement** and commitment

Faster time-to-productivity

Key Takeaways

- Permanent evolution in world of work
- Intense competition for talent
- Employee engagement key to attraction, retention and performance
- Positive employee experience builds engagement
- Experience should be measured (e.g., through employee surveys)



“Clients do not come first. Employees come first. If you take care of your employees, they will take care of your clients.”

– Richard Branson





Questions?

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