

Boosting Public Sector Workforce Recruitment and Retention

NASAA Webinar
June 22, 2023

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Promote excellence in state and local government and other public service organizations so they can attract and retain talented public servants



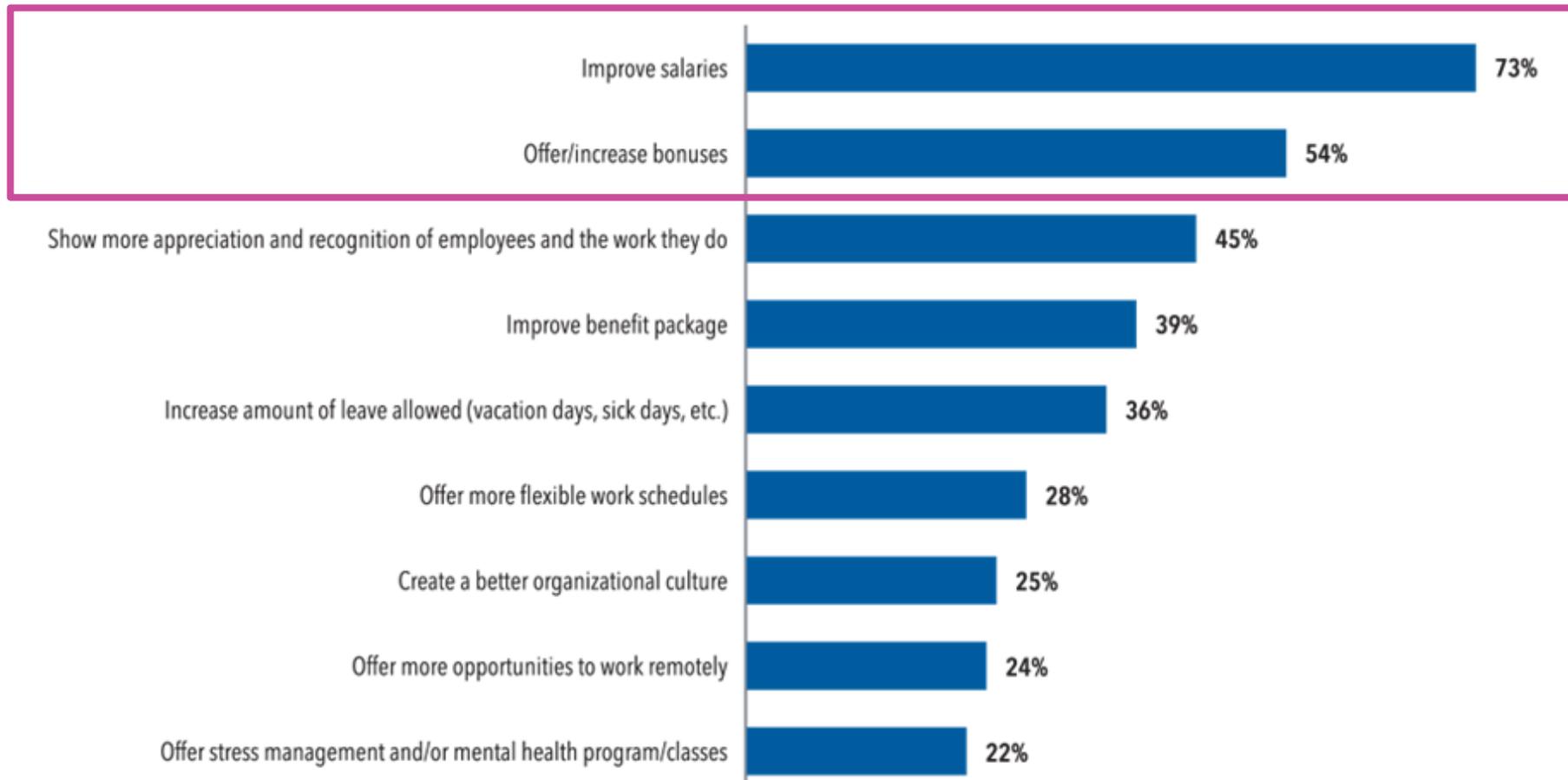
7 Strategies to Bolster Recruitment and Retention

1. Increase Compensation



Top Retention Recommendations by Public Sector Employees

Figure 33 **What do you feel your organization could do to retain more employees?** (Select all that apply)





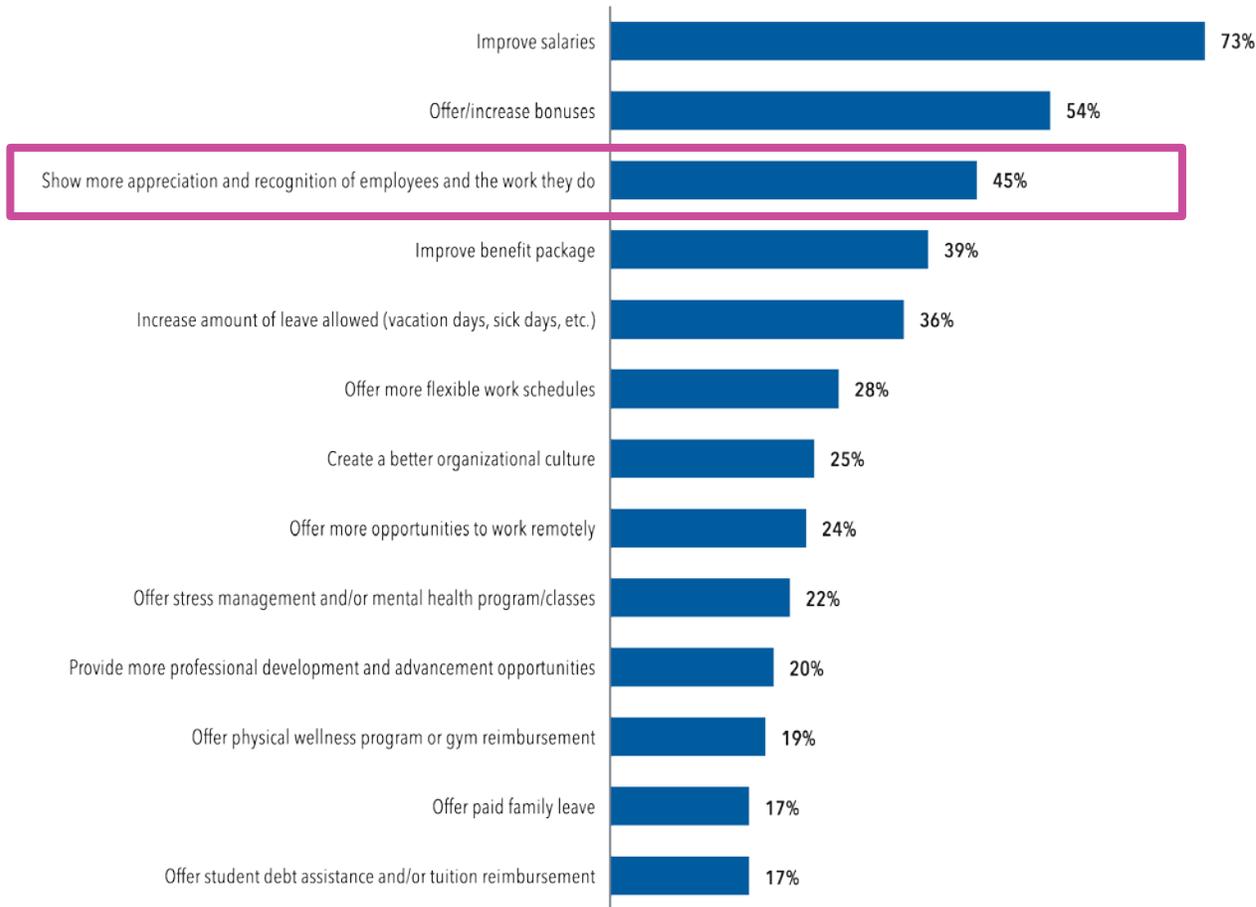
But increasing compensation isn't always feasible...

- While only 55% of HR managers feel the wage compensation that they offer their employees is competitive with the labor market, **89% feel the benefits compensation offered is competitive.**
- Focus on communicating full value of total compensation package
 - Only **39%** of employees are very or extremely **satisfied with the communication** they receive from their employer about the **total value of their compensation** (including salary, retirement, insurance, bonuses, other employer-provided benefits)

2. Show Appreciation and Recognition

Showing Appreciation and Recognition

Figure 33 **What do you feel your organization could do to retain more employees?** (Select all that apply)



Sample forms of recognition:

- Provide more flexible work schedules
- Acknowledge individuals at team meetings
- Write personalized thank you notes to employees
- Highlight employees who have gone "above and beyond"
- Showcase staff to the wider community

Source: [State and Local Government Employees: Morale, Public Service Motivation, Financial Concerns and Retention](#)

3. Provide Financial Wellness Resources



Financial Literacy Program Participation and Interest



40% of all survey respondents report being **offered** a financial literacy or financial education program by their employer



35% of those offered a program have **participated** in their employer's financial literacy program



67% of non-participants and those without a program say they would be **likely to participate** in such a program in the near future or if offered one



This is **up from 29%** in 2019



Opportunity for employers to fill unmet employee interest and need

Benefits of Financial Literacy Programs



68%

of program participants are very or somewhat **satisfied** with the financial literacy program offered through their employer

Participants say the program has:

Led them to make **changes to their financial behaviors** – **68%**



Bolstered their overall financial health – **62%**



Made them **less worried** about their finances and **more productive** at work – **60%**



Improved their general morale at work – **52%**



4. Prioritize Employee Mental Health and Well-Being

Employees are stressed, burnt-out, and anxious

Figure 17 **What emotions have you felt about your job this year?** (Select all that apply)

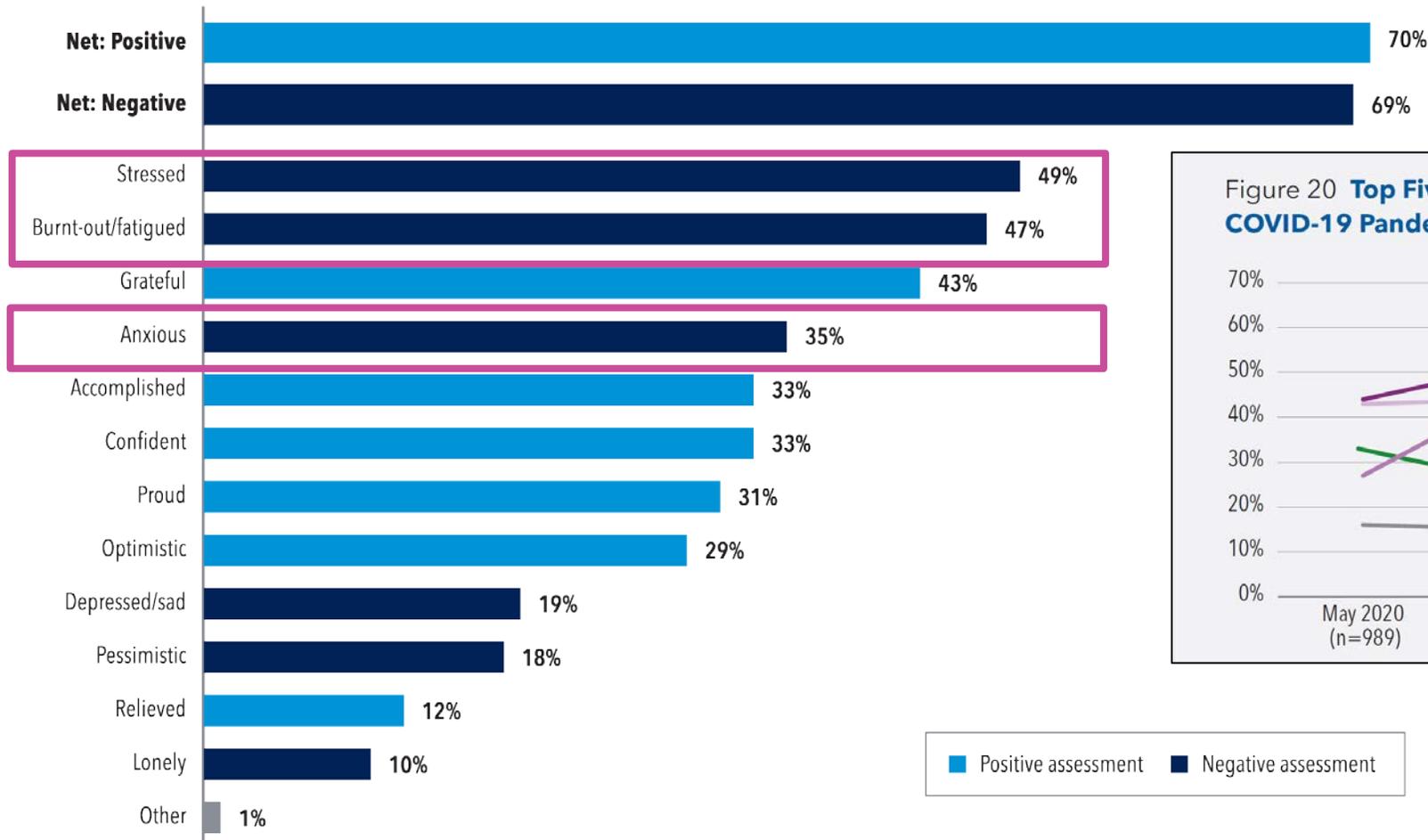
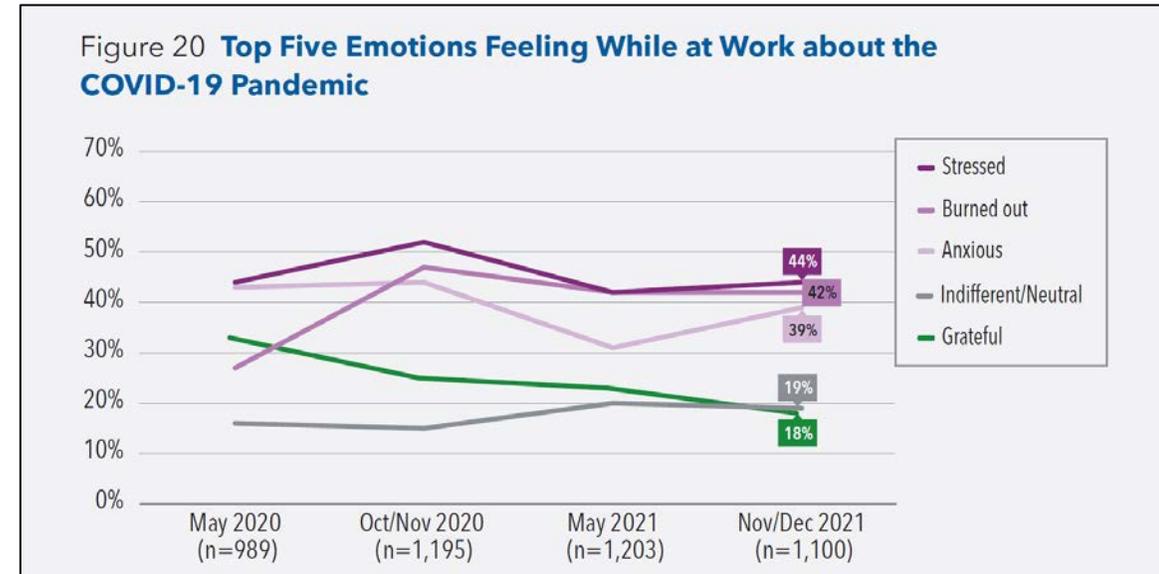


Figure 20 **Top Five Emotions Feeling While at Work about the COVID-19 Pandemic**

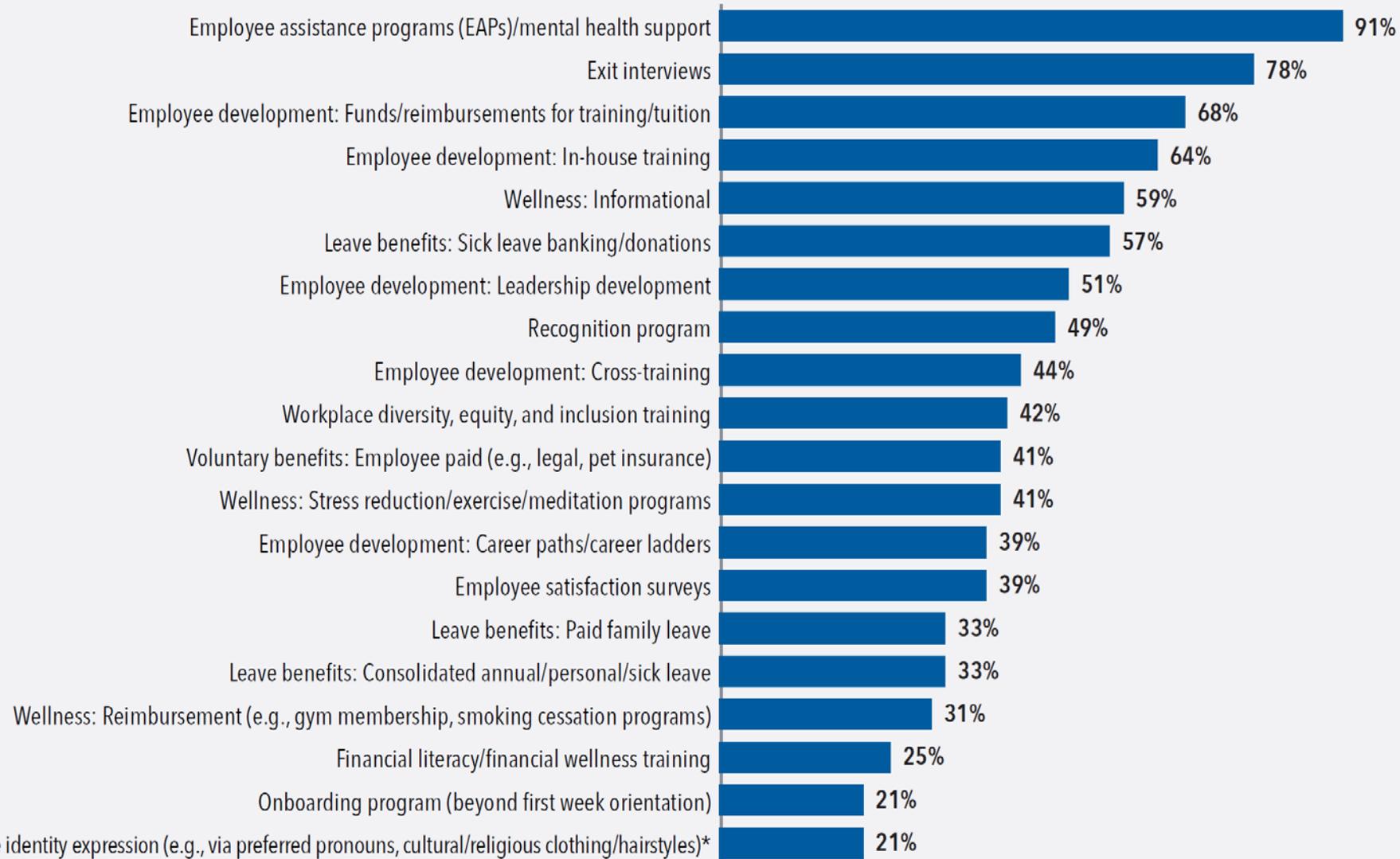


■ Positive assessment ■ Negative assessment

Source: [State and Local Government Employees: Morale, Public Service Motivation, Financial Concerns and Retention; Survey Results: Continued Impact of COVID-19 on Public Sector Employee Job and Financial Outlook, Satisfaction, and Retention](#)



Figure 25 **Which of the following programs does your organization currently use to encourage employee retention and development?** (Check all that apply) (n = 219)



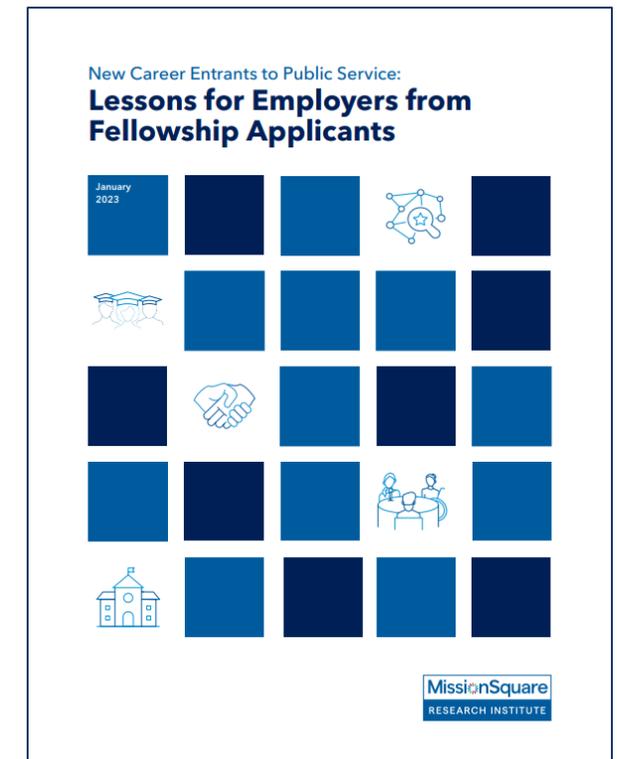
Go beyond the standard EAP program offering and **provide additional supports** to improve employee health and well-being

5. Emphasize Employee Impact on Community



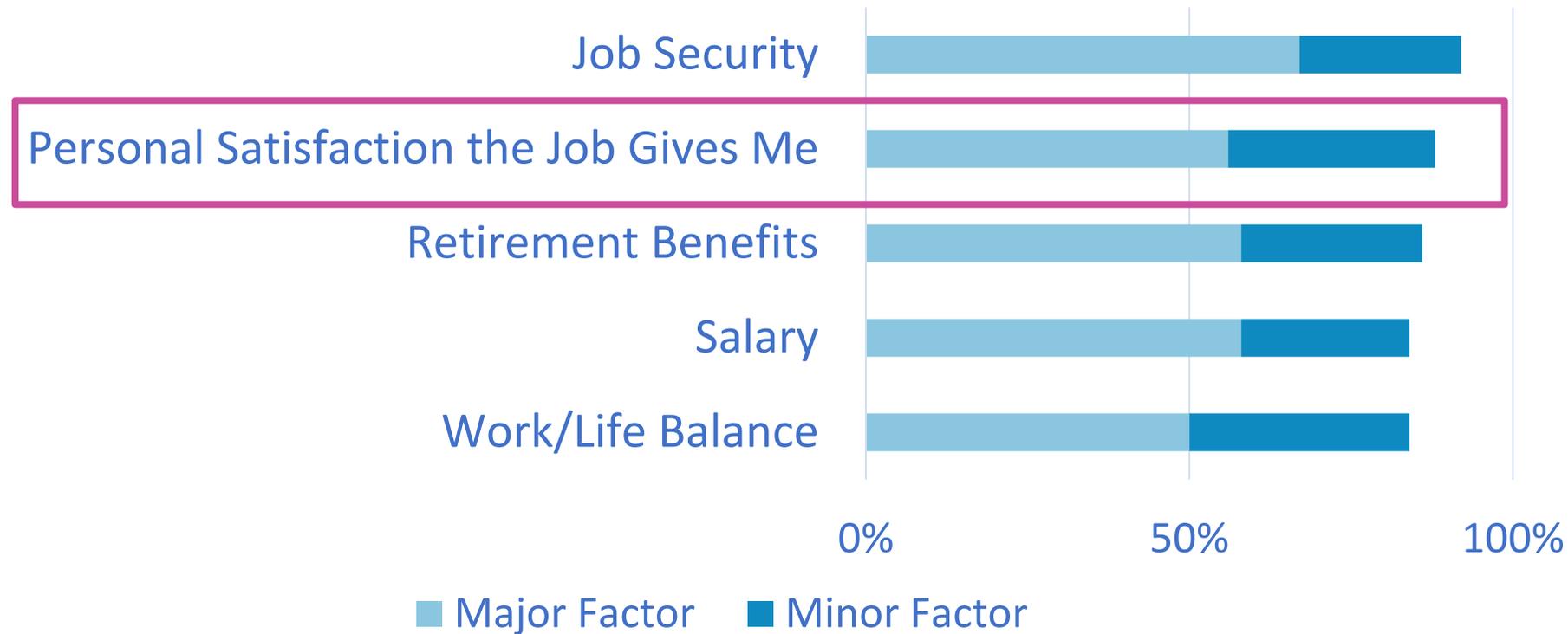
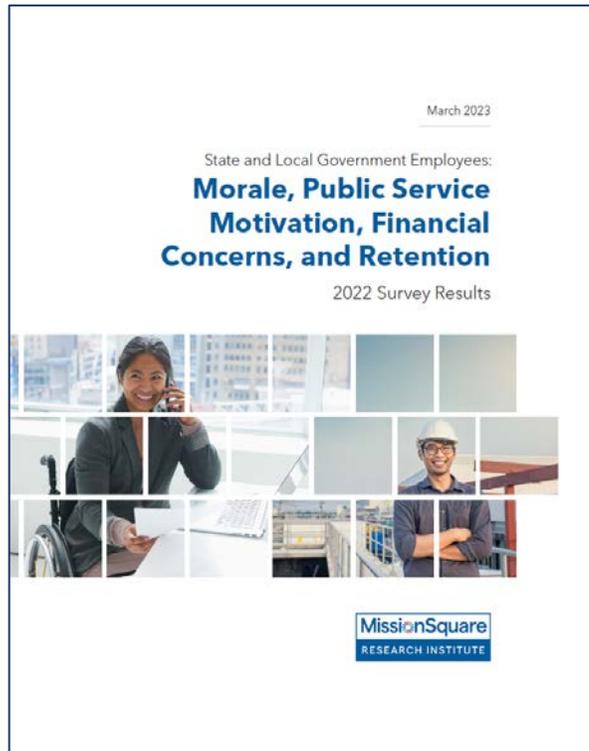
How Early Career Entrants Rank Various Workplace Aspects

- #1** - Meaningful Work / Mission
- #2** - Workplace Culture
- #3** - Compensation and Benefits
- #4** - Professional Development
- #5** - Location
- #6** - Organizational Reputation
- #7** - Hiring Process and Timeline





Top Factors Attracting Current State and Local Employees to Current Public Sector Job



6. Implement Workforce DEI Initiatives

Impacts of Workforce Diversity, Equity, and Inclusion



Greater inclusion of women in public sector leadership is positively correlated to economic development results.

Staff diversity has been shown to have a positive impact on **productivity, quality decision making, and financial success.**



Impacts of Workforce Diversity, Equity, and Inclusion



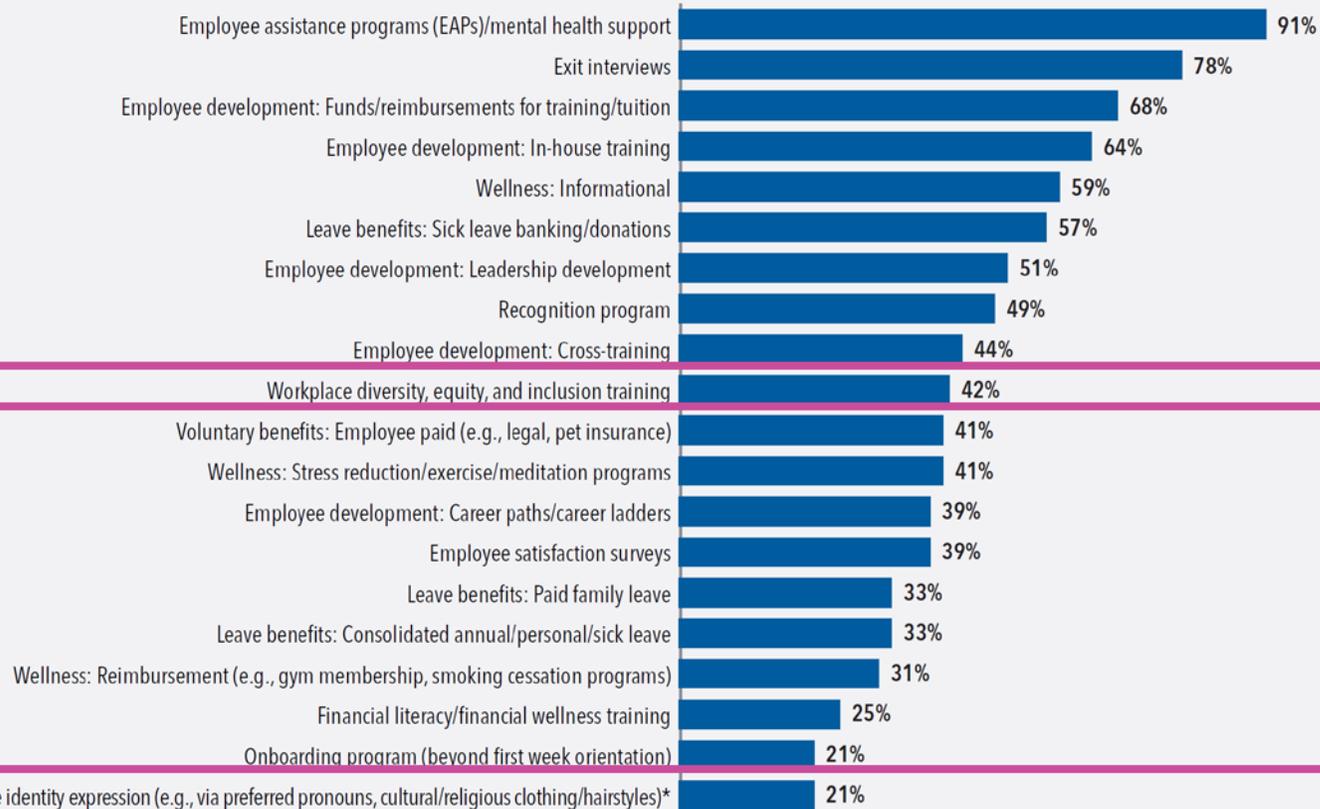
Acceptance feeds not only a general sense of comfort and belonging, but also a **56%** improvement in employee job performance

Almost **10% of LGBTQIA+ employees have left an employer** due to feeling unwelcome



DEI as a Priority for Employers vs. Employees

Figure 25 Which of the following programs does your organization currently use to encourage employee retention and development? (Check all that apply) (n = 219)

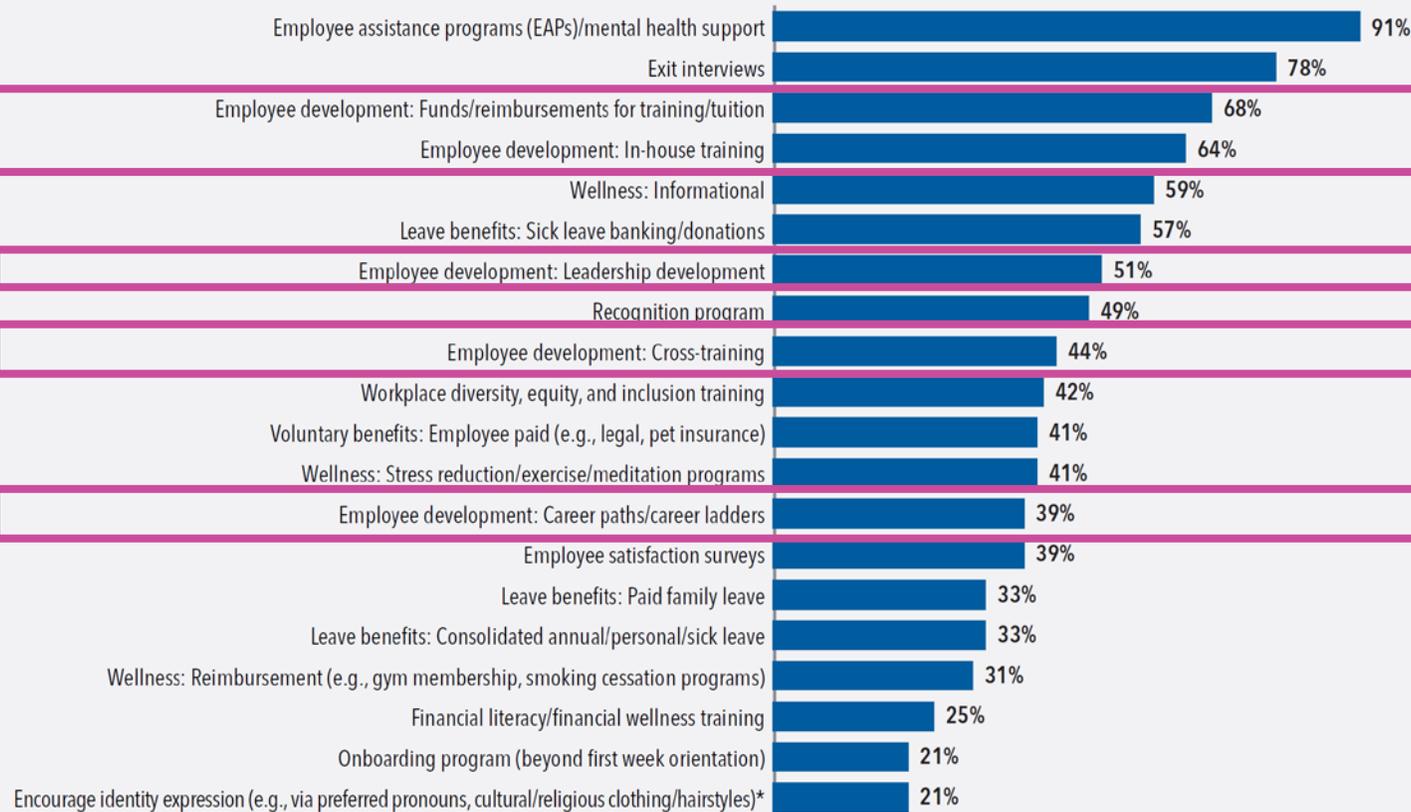


But **63%** of 35 and under public sector workers say that it's **important** that their workplace creates an **inclusive and welcoming environment** for all identities.

7. Foster Employee Development and Succession Planning

Develop talent and leadership potential throughout organization

Figure 25 **Which of the following programs does your organization currently use to encourage employee retention and development?** (Check all that apply) (n = 219)



To preserve institutional knowledge and maximize retention of remaining staff, prioritize:

- Training
- Mentoring
- Job rotation opportunities



Figure 31 **What workforce initiatives have been most successful and what results have you achieved?** (open response; keywords cited)



Q&A

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