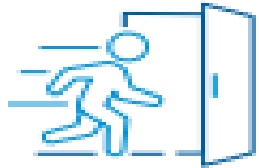


A photograph of two men shaking hands in a business setting. One man is wearing a dark suit, and the other is wearing a light blue shirt and a dark tie. The background shows a brick wall and a window. The image is partially obscured by a large teal circular graphic on the right side.

# Becoming an Employer of Choice in the New World of Work

**Bob Lavigna**  
Senior Fellow – Public Sector

# Retention Challenges – State/Local Government



**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

**To Be an Employer of Choice ...**



**... Build Employee Engagement**

# Employee Engagement

Heightened connection

Personal meaning:

- Pride
- Organization values me

“Discretionary effort”



# Why Does Engagement Matter?

## The Business Case





MEN



WOMEN



WOME



MEN





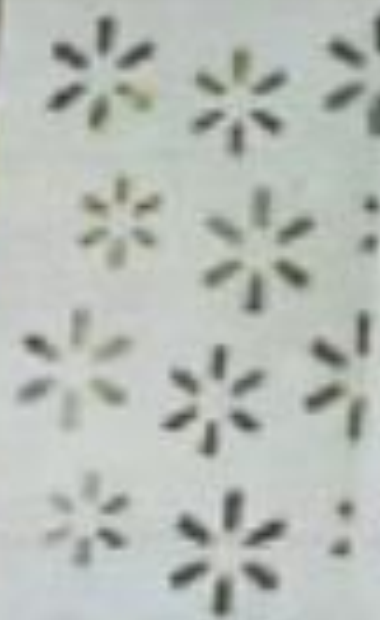
**Clearance**

Was:

**\$1998**

**\$**

**40**



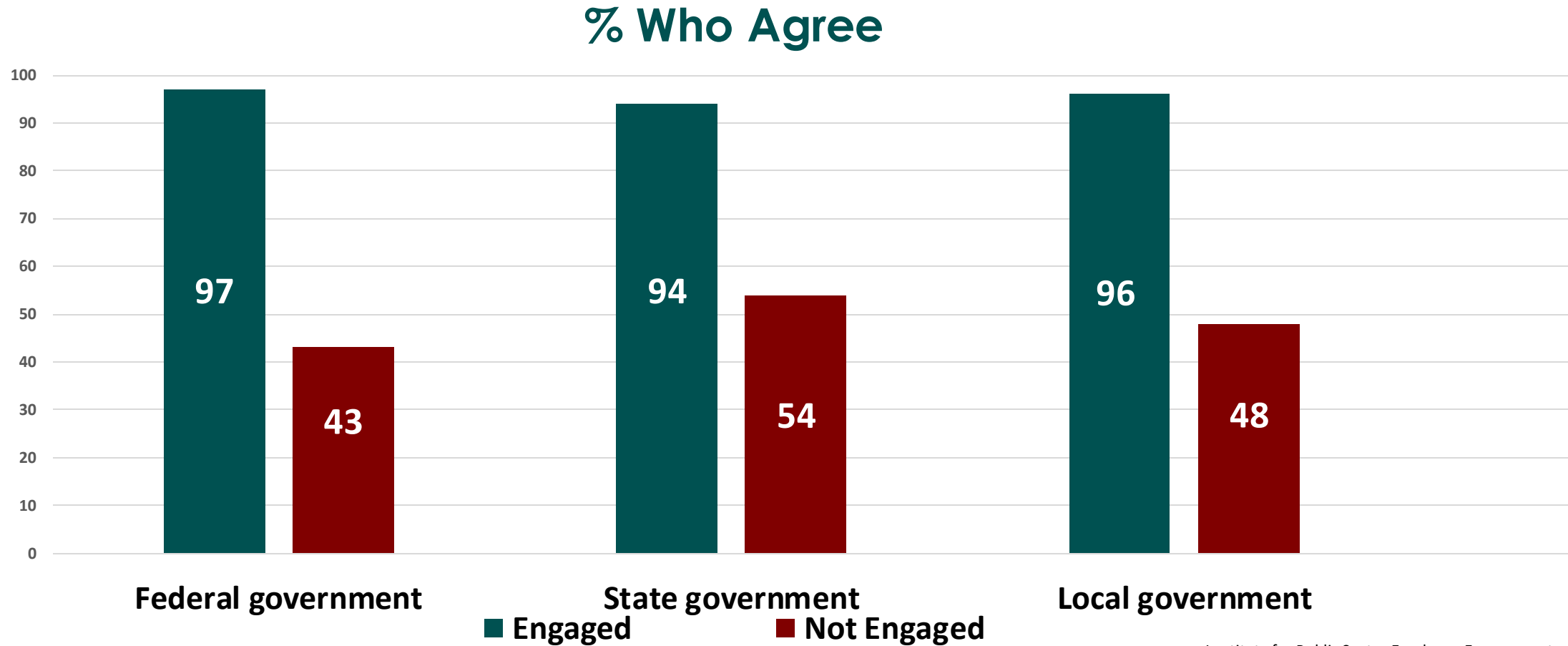
# Great Place to Work Certified Organizations Excel

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%



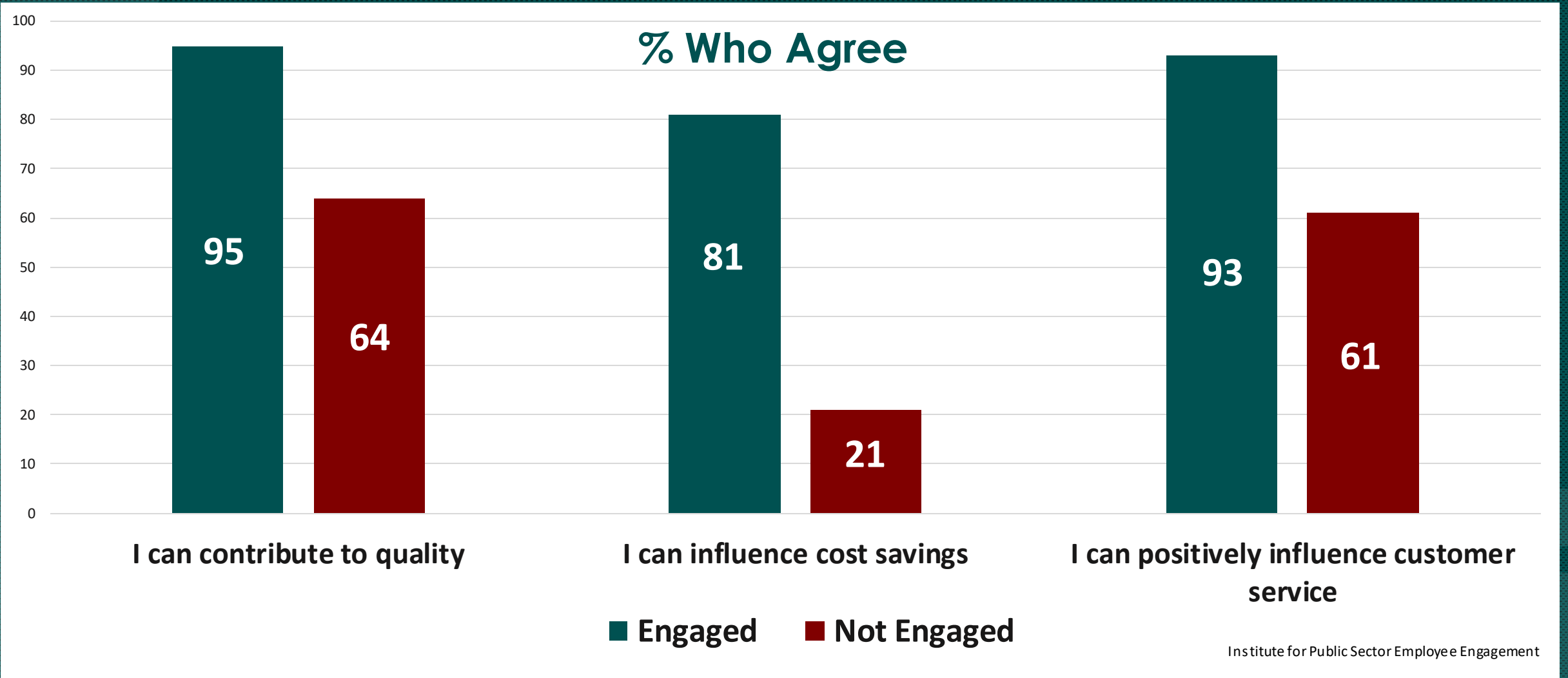
# Engagement Drives Mission Success

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



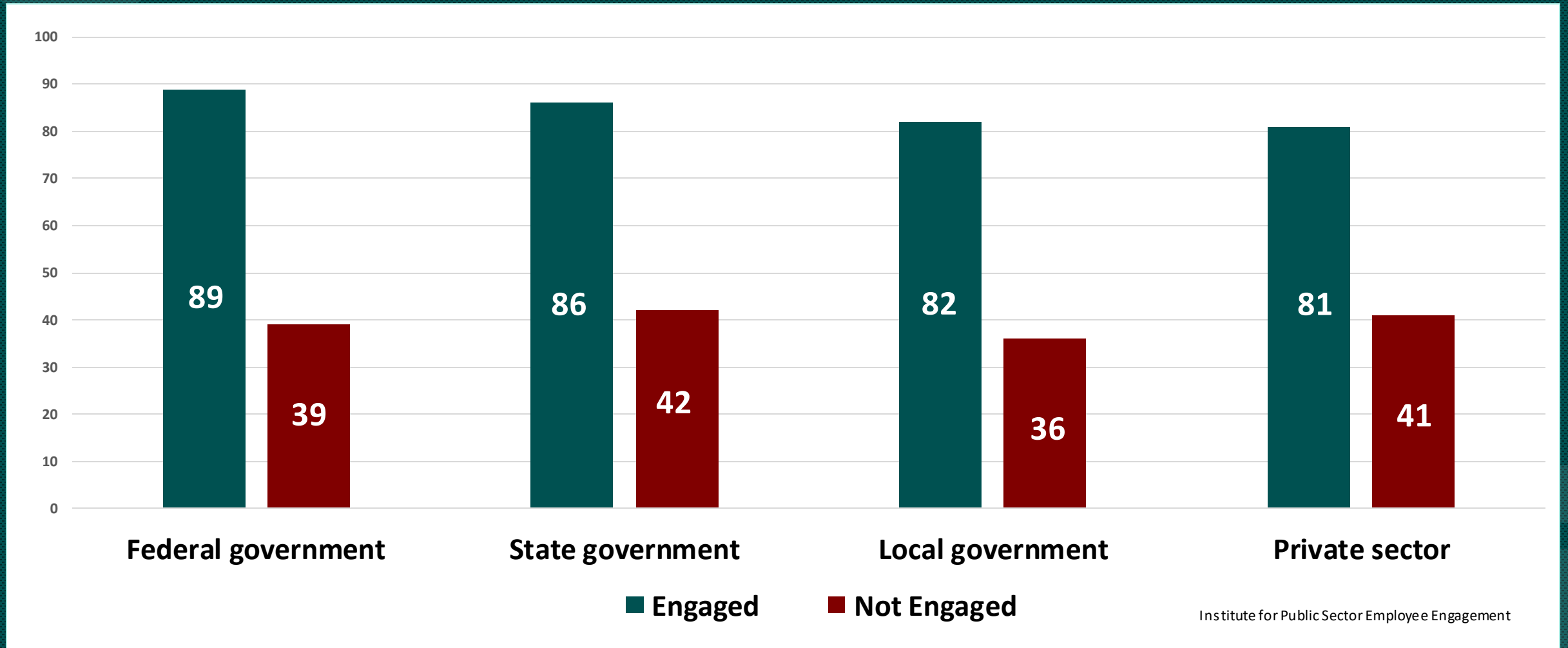
Institute for Public Sector Employee Engagement

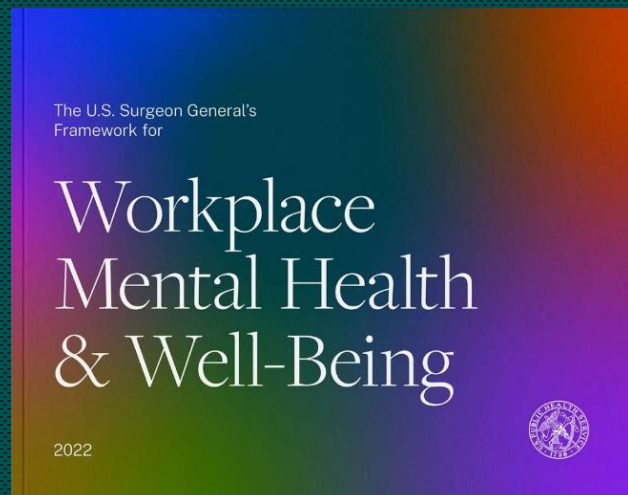
# And Key Outcomes



# Engagement Influences Mental Health

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





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.

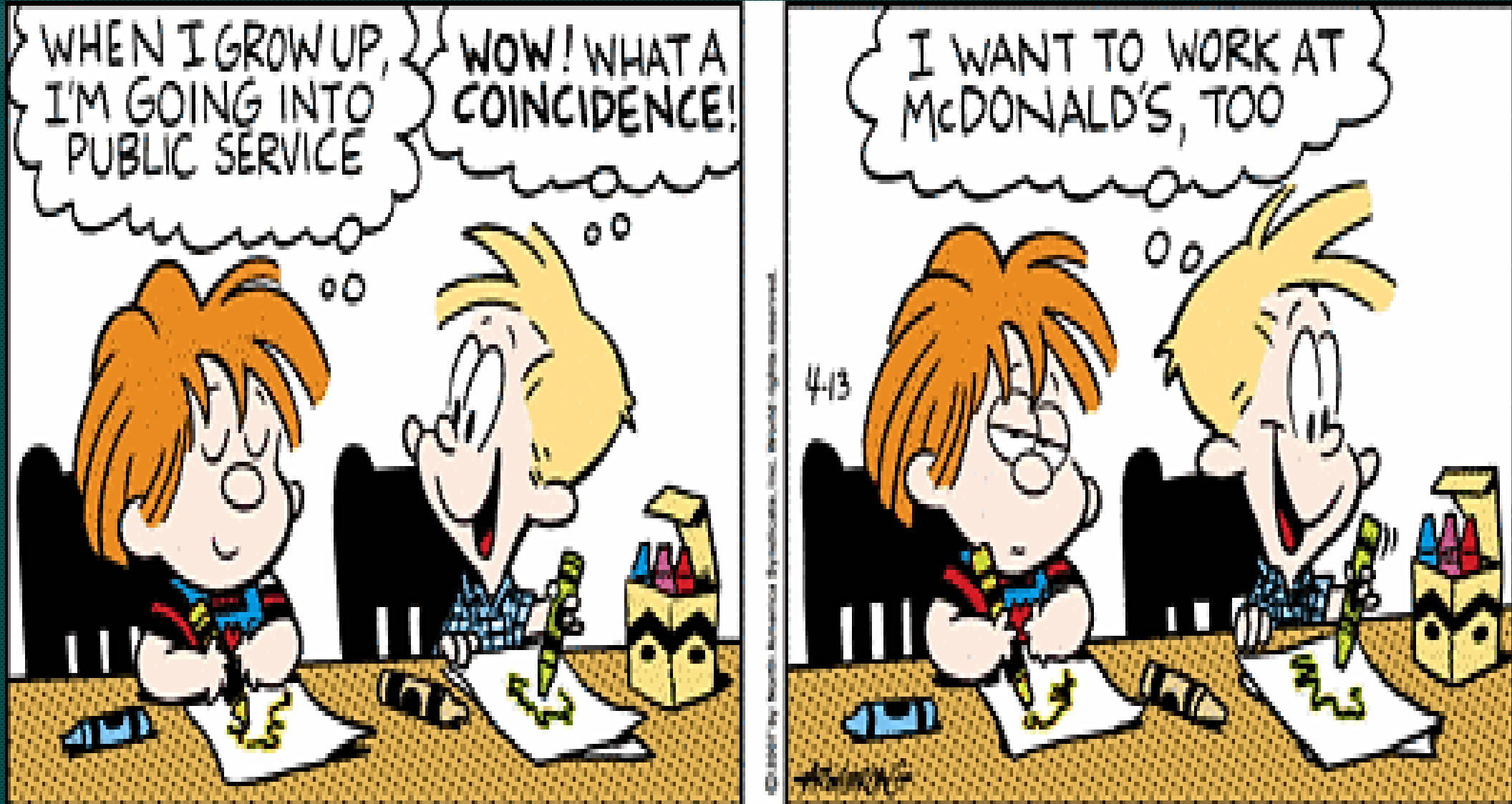
81%

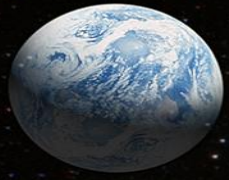
of workers reported that they will be looking for workplaces that support mental health in the future.

**“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”**



# How to 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 competitive pay/benefits
- Provide resources
- Train and develop
- Manage performance
- Offer workplace flexibility
- Recognize achievements
- Encourage wellbeing
- Build diversity, equity, inclusion
- Help employees transition

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

- Superior organizational performance and customer experience

# Positive Employee Experience: The Business Case



# Positive 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**  
.....  
★★★★★  
**Open and Accepting Environment**

**5.0**  
.....  
★★★★★  
**Positive enviroment**

**5.0**  
.....  
★★★★★  
**Great place to work with ample opportunities for advancement & growth**

**5.0**  
.....  
★★★★★  
**Great place to work**

**5.0**  
.....  
★★★★★  
**The Good: They are all inclusive, they train very well, you feel a sense of accomplishment every day.**  
**The Bad: Can't really think of one.**

# 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



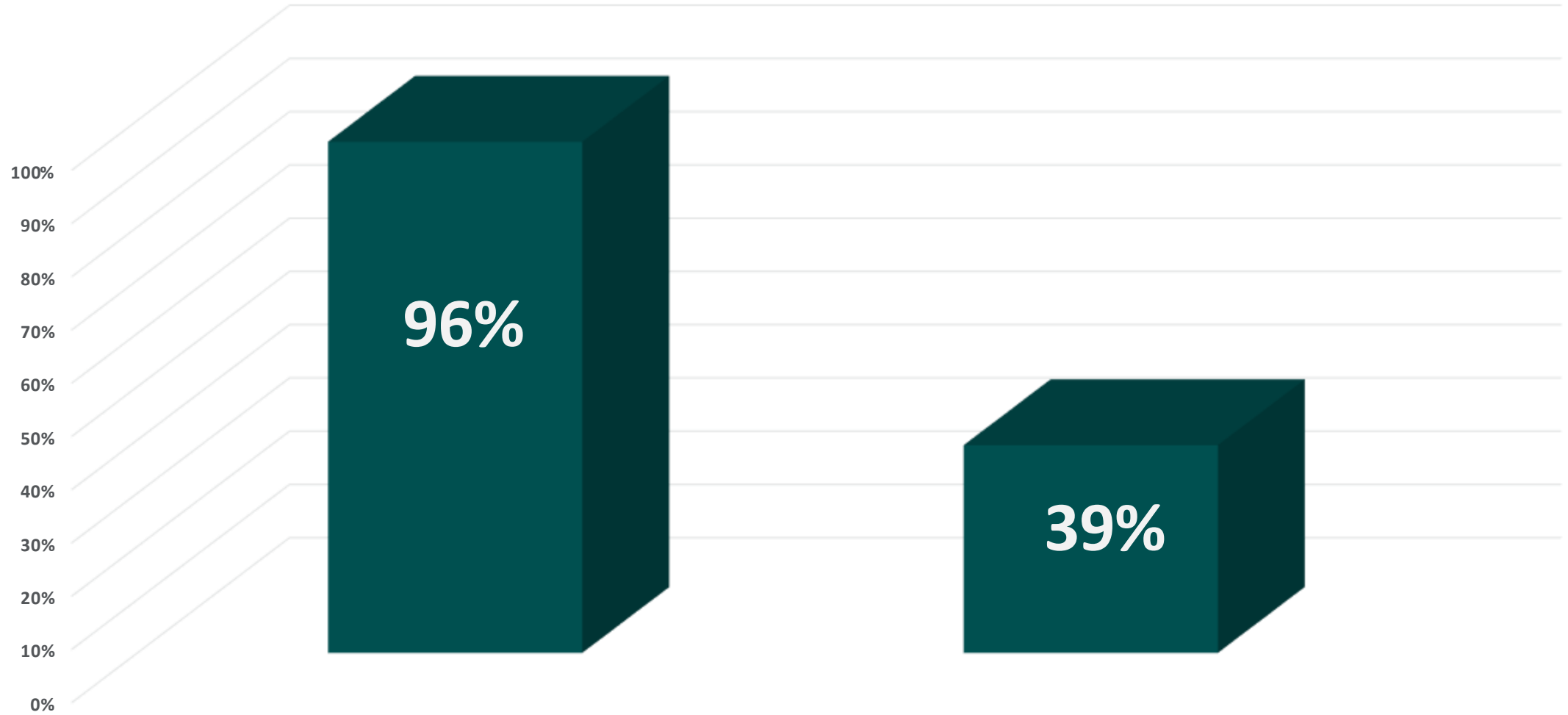
# What Makes Employees Stay?



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



# Interest or Action?



**Employee engagement important**

**Survey employees**

Mission Square Research

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

**– Richard Branson**



# 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)



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# How Much Do You Know About the Public Sector?



- Test your knowledge
- Access additional resources