MICHIGAN MUNICIPAL LEAGUE
CONVENTION 2023

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#MMLCONV**

Staffing Secrets of an HR Pro

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30 years helping organizations identifying and solving employee engagement and leadership development challenges

AGENDA

Secrets in YOUR control

Current workforce trends

Factors that influence retention and engagement

Attracting and hiring talent like a pro

POLL

What is your biggest challenge?

- **Finding talent**

- **Retaining talent**

- **Dealing with disengagement (grumpiness/negativity) in the workplace**

- **Manager effectiveness**

- **Onboarding and orienting new hires**

POLL

What is your biggest challenge?

Select only one choice.

ⓘ Start presenting to display the poll results on this slide.

CURRENT STATE OF THE WORKFORCE

9.6 Million
Job Openings

6.4 Million
Job Seekers

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Source: BLS.gov (August 2023)

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WORKFORCE TRENDS BY THE NUMBERS

51% — What percentage of the workforce is currently watching postings or actively looking

52% of public sector

20% — What percentage of the workforce is being actively recruited right now

68% — What percentage of the workforce quit their job without another lined up?

70% — What percentage of Gen Z and Millennials planned to leave their job in 2023

Source: Forbes
Source: Gallup.com   Source: Linkedin.com

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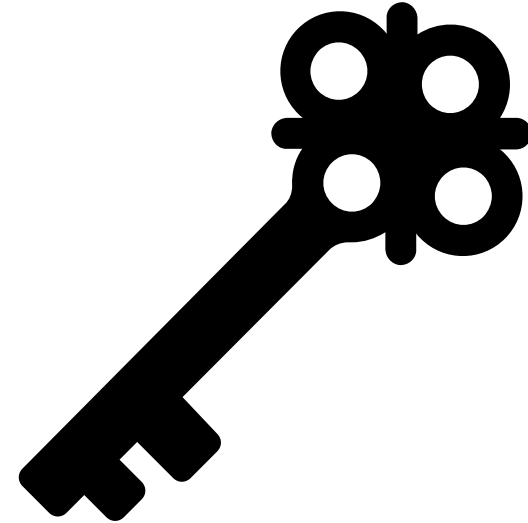Source: MissionSquare Research Institute

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AND

75% What percentage of turnover is preventable?

69% What percentage would consider staying if something changed?

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SECRET #1

Turnover is mostly in your control

POLL

Why are so many employees wanting to leave or leaving?

- **Compensation**
- **Work-life balance**
- **Physical or mental health challenges**
- **Don't feel valued at work**
- **Relationship with their manager**
- **Don't feel a sense of belonging**

Why are so many employees wanting to leave or leaving?

What is the main reason. Select only one choice.

ⓘ Start presenting to display the poll results on this slide.

THE GREAT DISCONNECT

- Are employers perpetuating this trend?
- Do you know what employees are running from?
- Do you know what they are running toward?

Reasons **employers** said people were leaving

- Compensation
- Work-life balance
- Physical or mental health

Reasons **employees** said people were leaving

- Didn't feel valued
- Their manager
- Didn't feel a sense of belonging

Source: McKinsey

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BUT WHAT ABOUT THE PAY...

It takes at least a

20% raise

to recruit someone away from an environment
(or manager) that engages them

Pay is important but a small factor in turnover intention

A good work environment is a bigger predictor that includes
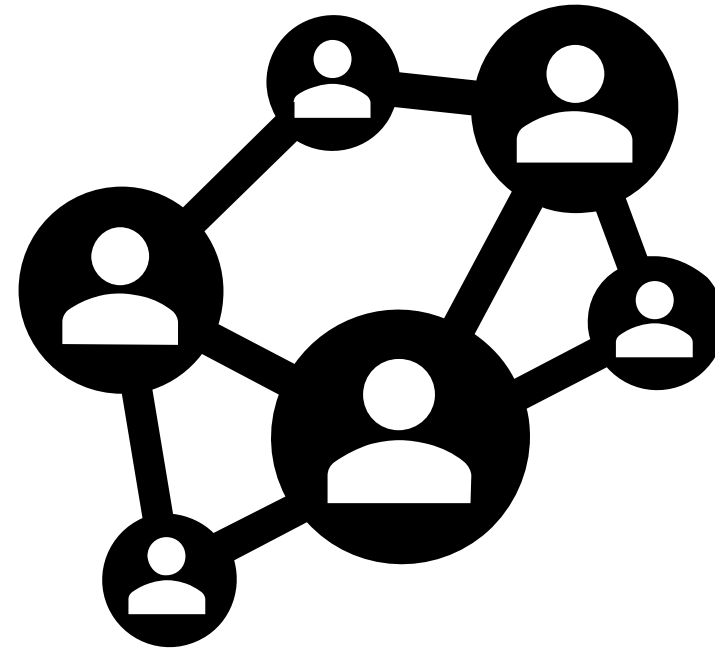decision making, procedural justice and manager support

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IN THE PUBLIC SECTOR

There are **695,000** fewer people employed in state and local government jobs than before COVID

Why?

- More opportunities to work remotely

- Competition with private sector – better pay, more advancement

- Burnout – working conditions took a toll during COVID 19 for essential workers

- Baby Boomer retirements or exiting

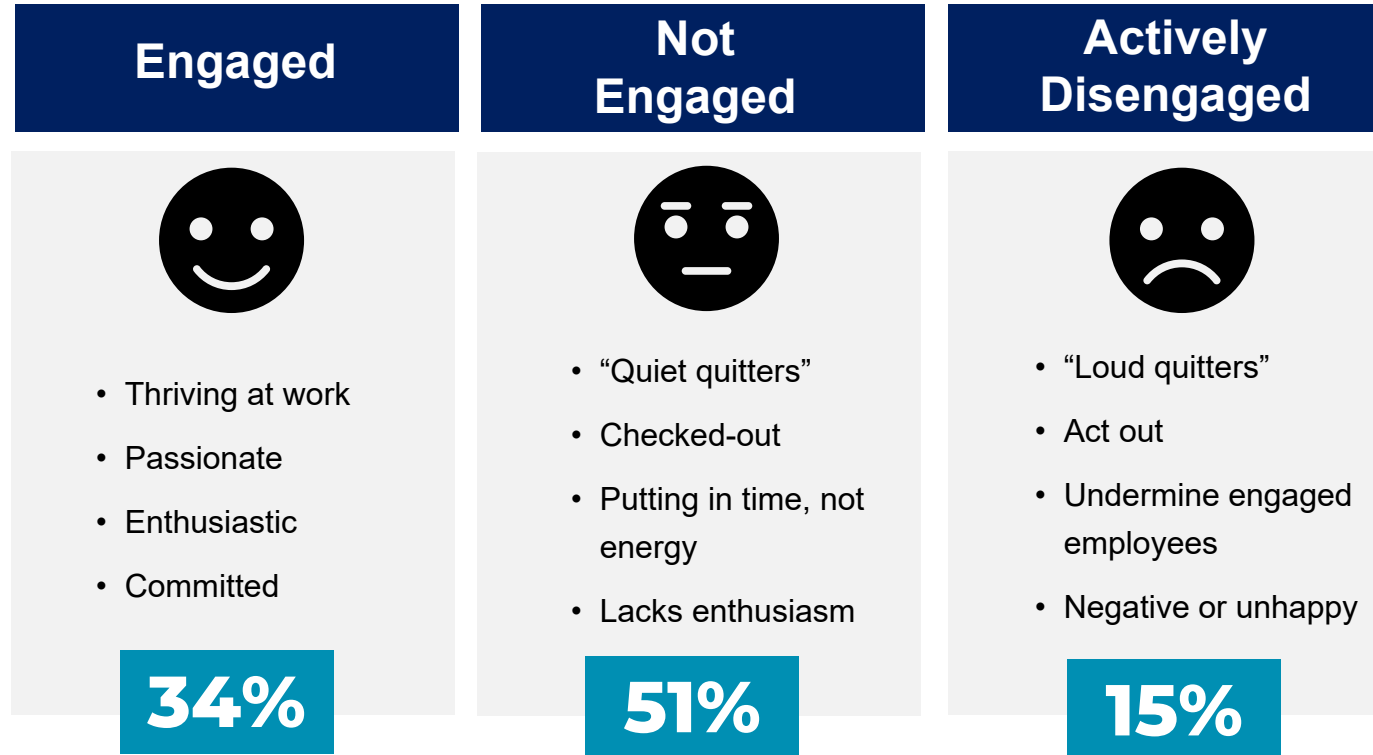- Life re-evaluation – considerations of flexibility, schedule/work demands
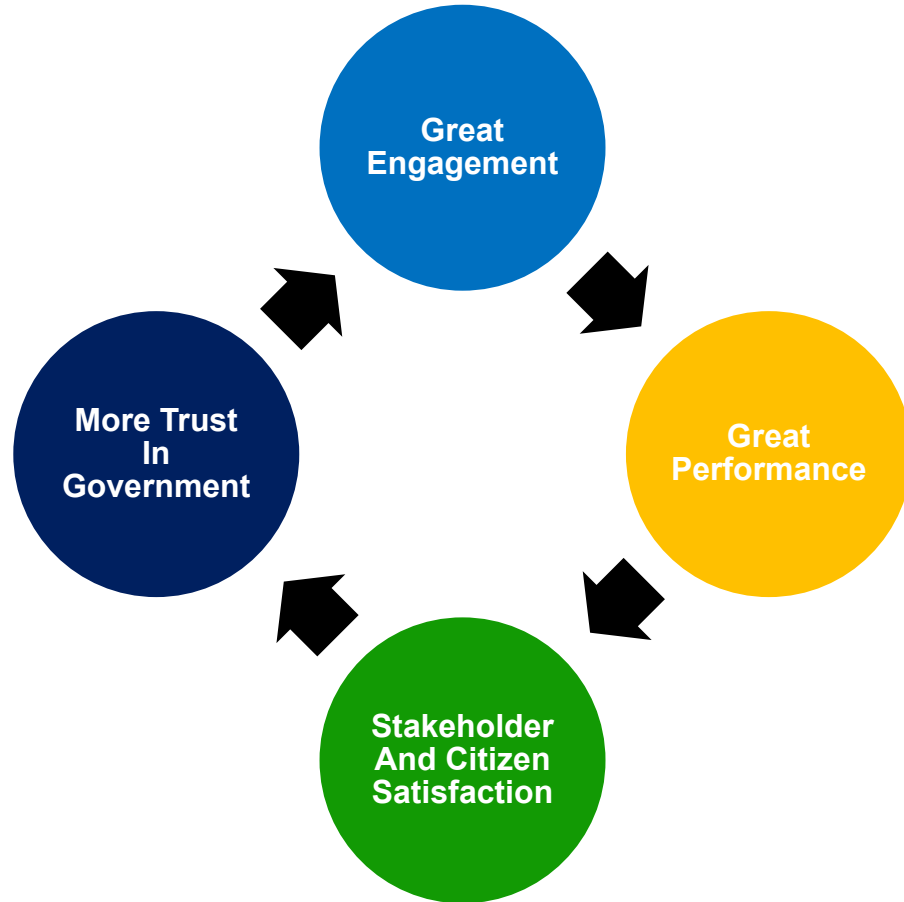
LETS CONNECT THE DOTS

REDUCING TURNOVER THROUGH EMPLOYEE ENGAGEMENT

Engaged	Not Engaged	Actively Disengaged
• Thriving at work • Passionate • Enthusiastic • Committed	• "Quiet quitters" • Checked-out • Putting in time, not energy • Lacks enthusiasm	• "Loud quitters" • Act out • Undermine engaged employees • Negative or unhappy
34%	**51%**	**15%**

PUBLIC WORKFORCE

Great Engagement

Great Performance

Stakeholder And Citizen Satisfaction

More Trust In Government

CPS HR Institute for Public Sector Employee Engagement *(Not Gallup)*

44% of private sector are engaged

38% public sector are engaged
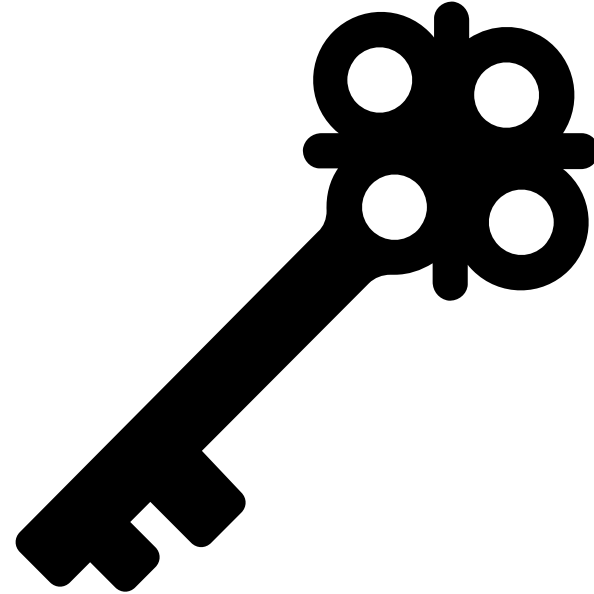
Which public employees are most engaged?

Local	**44%**
State	**34%**
Federal	**29%**

SOURCE: CPS HR

WHY ENGAGEMENT MATTERS

Absenteeism — 81% Lower
Turnover (high turnover orgs) — 18% Lower
Turnover (low turnover orgs) — 43% Lower
Shrinkage — 28% Less
Safety Incidents — 64% Fewer
Wellbeing — 66% Higher
Quality Incidents — 41% Fewer
Customer Metrics — 10% Higher
Productivity — 14% Higher
Sales — 18% Higher
Profitability — 23% Higher

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Gallup State of the American Workforce

Source: Gallup State of the American Workforce

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ENGAGEMENT IS ABOUT MEETING THE MOST IMPORTANT EMPLOYEE NEEDS

What are they?

Good consistent direction

- ☐ Clear expectation, goals and priorities
- ☐ Regular communication and touchpoints on workload

Manager support

- ☐ Acknowledgement and recognition for good work
- ☐ Feel like someone cares about them as a person
- ☐ Care about my future growth and development planning
- ☐ Opportunity to use strengths in the job

Teamwork (Sense of meaning and belonging)

- ☐ Clear purpose and connection to the mission
- ☐ Ability to share ideas and thoughts
- ☐ Strong relationships with team members
- ☐ Team recognition

Growth

- ☐ Regular feedback and progress discussions
- ☐ Opportunity to learn and try new things

WHAT ARE UNIQUE FACTORS AND CHALLENGES INFLUENCING PUBLIC EMPLOYEES

Factor	Actions
Motivation comes from serving others	Focus on highlighting citizen meaning, see, share front line impacts
Frequent changes in leadership	Build strong brand based on values and goals
Rules/policies/ordinance	Educated leadership to manage with support and fairness
Strong union influence	Build good relationships with union representatives
Public visibility of government	Educate employees on public perception, best practices and create strong brand
Negative attitudes about government	Share stories of citizen impact
Harder to measure success	Focus on values, meanings and impact stories

Source: CPS HR

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MANAGERS INFLUENCE ENGAGEMENT MORE THAN ANY OTHER FACTOR

70%

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

59%

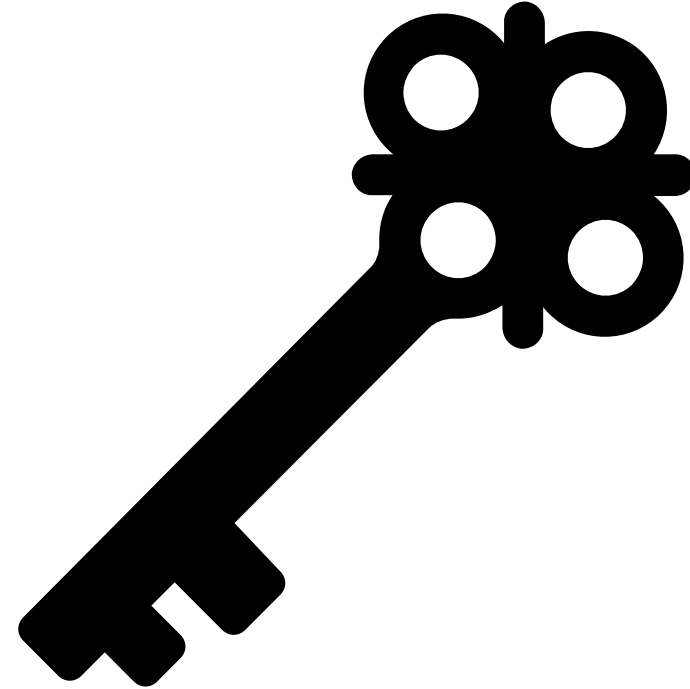An employee is 59% more likely to be engaged if their manager is

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SECRET #3

Reduce turnover and create engagement by meeting employees most important needs

And equip managers

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ATTRACTION AND RECRUITMENT

- Consider, create and emphasize a brand
- Evaluate your hiring process
- Onboard successfully

FOUR STEPS TO ATTRACT THE BEST CANDIDATES

Culture of engagement

Paint a picture of your brand at EVERY Step

Improve hiring practices

Successful onboarding experience

POLL

At what point do we start creating engagement with our employees?

- Website/posting – when they access the job posting
- Application – when they submit their application or inquiry
- First contact with the candidate
- Interview – when they participate in a job screening or interview
- First day – when they arrive to work on their first day
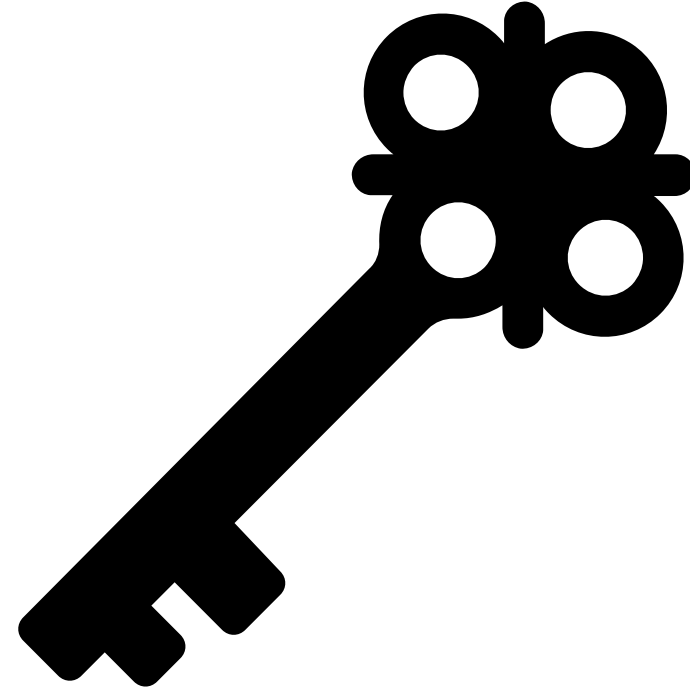- At the one-month point
- At the six-months point

POLL

When does engagement start?

ⓘ Start presenting to display the poll results on this slide.

ATTRACTION BEGINS WITH YOUR BRAND

Why would people want to work for your organization?

What do people know about your organization?

What do they think about your organization?

What do they say about it?

What makes you different?

THAT IS YOUR BRAND

CREATING A BRAND

What brand do you want?

- Paint a picture of your brand at every interaction internally and externally
- **Share your organization's history and vision for the future**
- A brand should appeal to a candidates values, motivation and pride
- Share stories of community impact and of individuals
- Leverage social media to get the word out

ONCE THEY ARE ATTRACTED...
ENGAGE THEM IN THE HIRING PROCESS..

Does your hiring process represent your brand and culture? Does it engage your candidates and new hires? Consider the following:

- ☐ Look/feel of your website/posting
- ☐ How does the posting look?
- ☐ Employee pictures or stories (like me?)
- ☐ Citizen impact stories or metrics?
- ☐ How easy is it to apply? *Test it*
- ☐ How responsive are you? How quickly to you return messages?

- ☐ How long is the process? Weeks?
- ☐ Do candidates feel special and wanted?
- ☐ Is the person interacting with candidates friendly and welcoming?
- ☐ Do you stay connected to them during the process with updates?
- ☐ Do you let them know promptly if they are not selected?

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AND ON THEIR FIRST DAY THROUGH THE FIRST SIX MONTHS WITH GREAT ONBOARDING

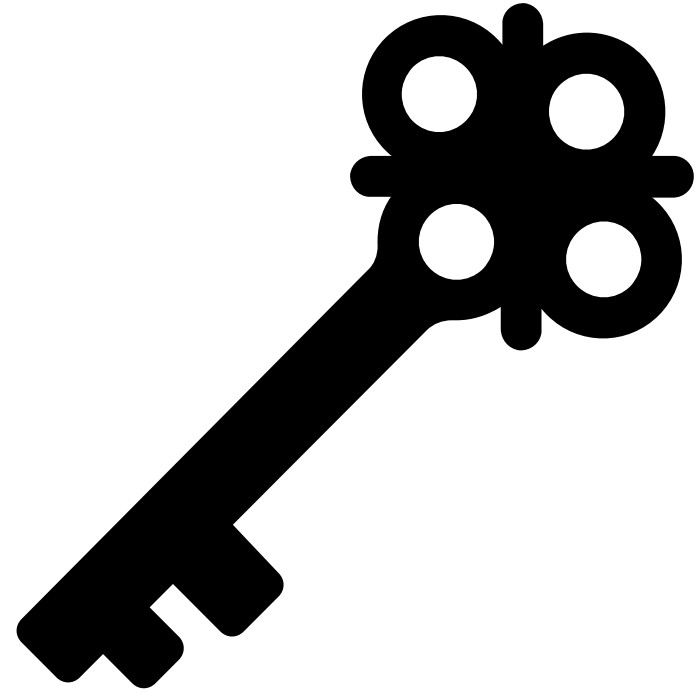**23%** Will turnover before their first anniversary

69% More likely to stay with a company for 3 years if they experience great onboarding

How well do you engage your new hires. Do you do the following:

☐ Is their workstation ready for their arrival
☐ Does the job match the described job
☐ Do you connect the new hire with others
☐ Do they have a mentor/buddy?

☐ Do you check-in frequently?
☐ Is your brand represented throughout?
☐ Are managers trained to support?
☐ Do you have a plan for first 6 months?

YOUR CHECKLIST

☐ Measure or evaluate your engagement

☐ Evaluate how well you are doing at meeting employees most important needs

☐ Are your managers trained to navigate today's workplace challenges?

☐ Evaluate how well you are sharing your organization's brand. What do citizens think?

☐ How well does your hiring process represent your brand and engage your candidates?

☐ Do you have an onboarding process? Does it included your brand at every step

END