Career Development –
Does your organization have strategies in place to maximize employees' career development at all levels?

And which of the following tools, if any, are being used in your organization?

- Job training 84%
- Performance Management 72%
- Online learning management system 63%
- Workforce and succession planning 58%
- Compensation management 23%
- None of the above 3%
Do you have a formal employee survey process?

In spite of the importance of employee retention to agency success, more than two-thirds of those surveyed do not have a formal process, such as employee opinion surveys or other research tools, for assessing employee engagement.
Career Advancement/Measurement

- Public sector organizations need better tools to manage career advancement. While employees report learning and growing, more direct intervention is needed here:
  - Supervisors need to communicate more about this important topic and have frank conversations on what's working, and where individuals' career paths lie. Praise is a good start but not a substitute for a plan.
  - Younger workers are at greatest risk and retention efforts are needed here ASAP!
  - More tools are needed: job training, performance management, online learning, and workforce planning.
- Every workplace should have a formal process to measure employee engagement.
Employee Retention Concerns

They’re engaged...but for how long??

Only 31% of respondents report they were “very satisfied” with their jobs. Engaged public sector employees are 3 times as likely to report being “very satisfied” in their jobs.

- 28% of respondents said they weren’t likely or definitely wouldn’t recommend their department to a friend.
Employee Retention Concerns Cont'd

How likely are you to leave if your job/working conditions do not improve within the next year?

- Very likely
- Somewhat likely
- Not likely
- Definitely wouldn't

38% of respondents said they were either very or somewhat likely to leave their job if working conditions don’t improve, this number was dramatically higher with the “34 or less” crowd (47%).
How to keep us engaged

Respondents have shared some best practices that work for them:

"Our exec managers have brought in a LEAN consultant and have consistently supported that effort for nearly two years. It is changing our work culture to one of innovation and improvement of processes, and in a way that has increased respect and appreciation for individuals. It succeeds because of honest communication and facilitation, not formalistic methodology."

"Increased opportunities to work on projects outside normal span of responsibility."

"Talk, Listen, Connect, Engage"

"Individual recognition through departmental weekly newsletter, employee breakfast or lunch events sponsored by department heads collectively and paid for personally by them as a thank you to the organization."

"We have developed an agency quality improvement plan with teams that are using QI tools to develop efficiencies in our work. Training in quality improvement has also been provided to all staff. Teams are recognized for their QI projects. We have written several small grants for accreditation and quality improvement that has allowed us to send staff to training out of state that would not otherwise have been possible."

"Started a Leadership Development Pipeline program designed to query employees on a regular frequency as to what position(s) in the organization the employee desires to achieve, along with feedback on what he/she will need in the way of education, training..."

"Motivational speaker/classes; additional benefit for counseling & stress management."

Senior Management have placed a strong emphasis on employee training & development by establishing new programs such as Toastmasters and Advanced Leadership Development Program. They are also in the process of establishing a reward & recognition program and soliciting input from staff as to what types of rewards or recognition would have value for them.

"Spot bonus program for a job well done."
Issue Brief:
Employee Engagement Strategies in Action

- Oregon and the City and Borough of Juneau (CBJ), Alaska have developed programs to help foster a more productive and engaged working environment.
- Oregon Metro conducts an employee satisfaction survey every other year.
- Metro uses performance management throughout the year to coach employees and help them develop professionally.
- CBJ uses a talent management process that includes talent acquisition and selection methodologies; a standardized onboarding process that lasts an entire year and includes required goals, skills and competencies; and an annual training.
Five Takeaways

1. **Advancement** is critical - provide a personalized long-term career plan for every employee and invest in people.

2. Have a formal **measurement system** and use it! Tell employees what you learned and what you are going to do. **Do it.**

3. A strong supervisor is a gateway to satisfaction; a weak supervisor can do great damage to engagement.

4. Public sector employees are motivated by *Making a Difference* and *Serving With Integrity*. These are also great (and different) recruitment messages.

5. Engage staffers (part of the future of the public sector) by allowing them to **innovate** and **recognizing** them for their good work.