Becoming an Employer of Choice in the New World of Work

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Key Points

- **Organizations must adapt to the new world of work**

- **To become an employer of choice – a great place to work – build employee engagement**

- **Build engagement by providing a positive employee experience**

- **Measure the experience with data**

- **Talent is everyone's job**

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UKG – Ultimate Kronos Group

Leading Comprehensive HCM

Powerful and 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

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The New (Post-Pandemic) World of Work

Changed employee expectations – flexibility, voice, wellbeing

Employees re-evaluating priorities – "great reassessment" → intense competition to attract/retain talent

Major demographic changes

Remote vs. on-site (front-line) employees – different needs and expectations

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Where Remote-Capable Employees are Working

Employees are returning to the office — but with more remote work flexibility than ever.

— % Exclusively remote   — % Hybrid   - - % On-site

Data are among U.S. full-time, remote-capable employees.

GALLUP

Values shown on chart: 52, 27, 21

Years: 2019, 2020, 2021, 2022, 2023

"Defeated CEOs are now conceding that hybrid working is here to stay – a year after 62% said they expected a full-time return to office by 2026"

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- **3.5 million job quits/month**

- **People continue to rethink what they want out of work – and life**

- **1.6 jobs for every job seeker**

- **492,000 vacancies in state/local government – only 182,000 hires**

- **SLG ratio of vacancies to hires = 2.7**

- **Private sector = 1.5**

"Government Worker Shortages Worsen Crisis Response"

Retention Challenges

State and Local Government Employees: **Morale, Public Service Motivation, Financial Concerns, and Retention** — MissionSquare RESEARCH INSTITUTE

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

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Resign, Resigned, or Re-sign?

Pandemic-era job quitters and their managers wish they had a do-over
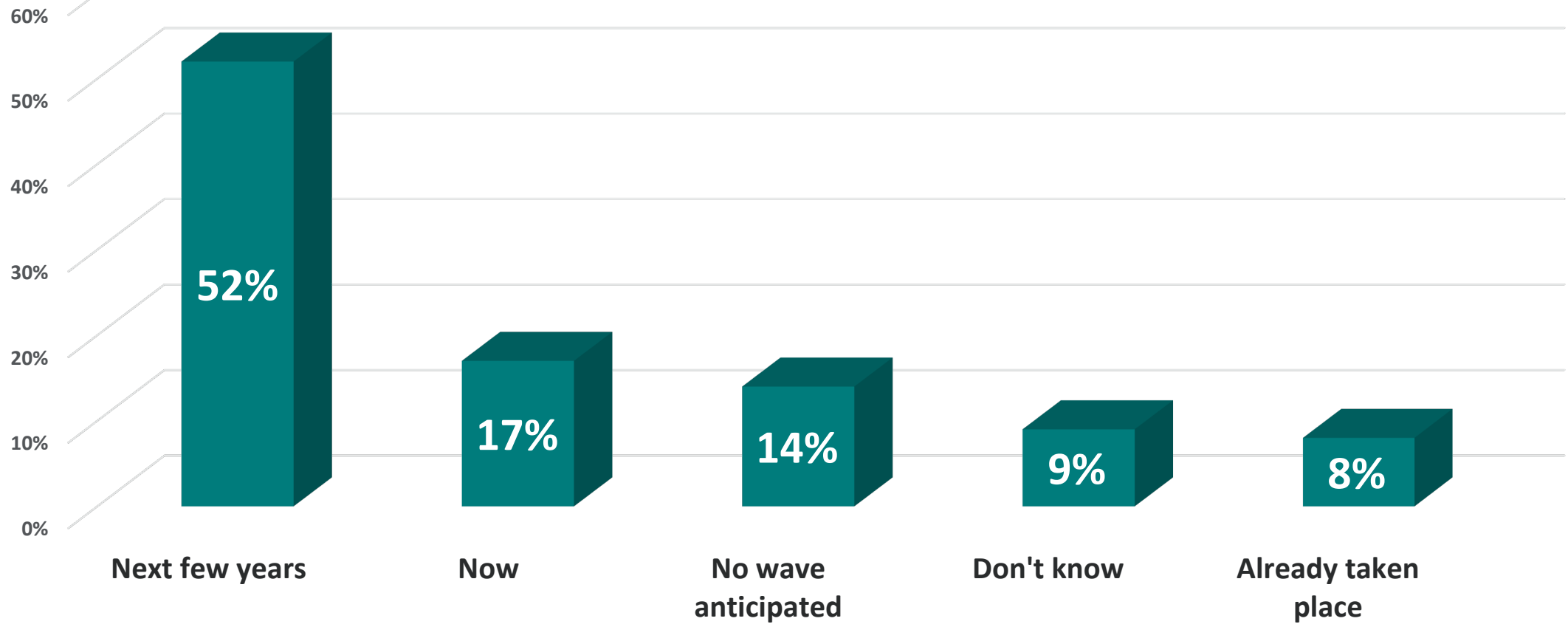
43% GLOBALLY
"I was better off in my old job."

41% GLOBALLY
"I quit my job too quickly."

Globally, job changers miss the following most:

38% My peers/coworkers

31% Familiarity/comfort in the role

22% The customers served

19% Compensation/pay

16% Work-life balance

When Will Retirements Take Place?

MissionSquare Research Institute

To Be an Employer of Choice ...

... Build Employee Engagement

Engaged Employees

Proud

Valued

Heard and Trusted

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Engaged Employees

- Have strong relationships in organization
- Go extra mile for customers
- Volunteer ideas
- Work hard – and smart
- Will stay – even for less money
- Recommend organization as good place to work
- Show up for work
- Get things done

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Why Does Engagement Matter?

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OPEN

Top Pet Insurance For Your Dog

Search Top Pet Insurance For Your Dog Today. Custom Options For You.

This cat is just pretending to be a dog for the health insurance. We've seen it a million times.
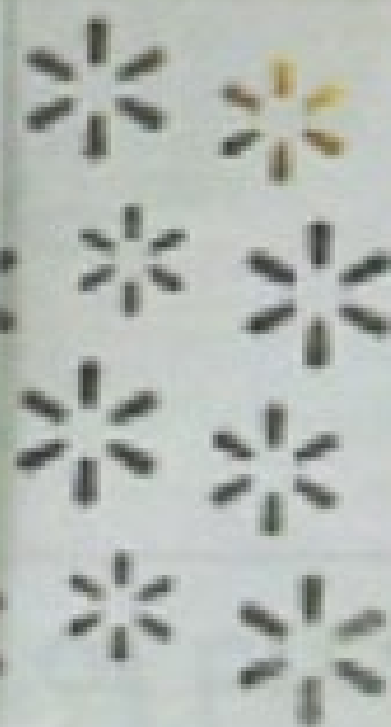
Clearance

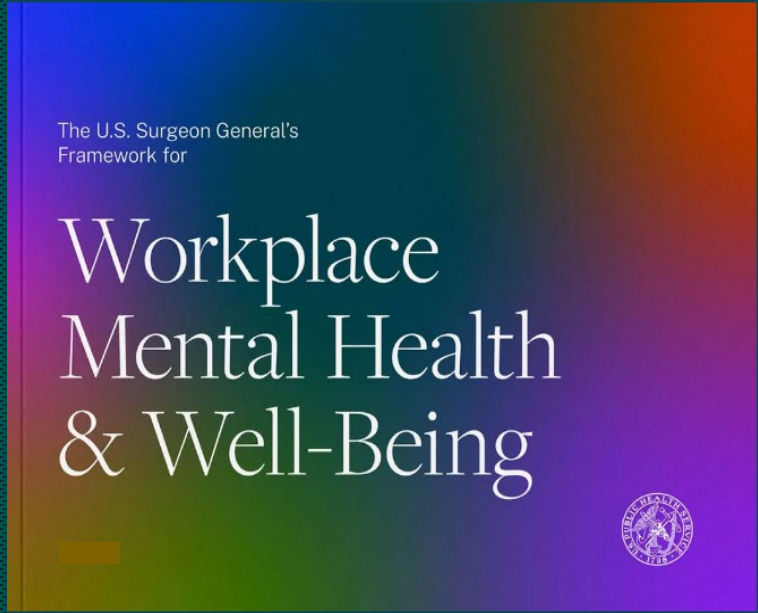Was: $19⁹⁸

$40

Great Places to Work Have Engaged Employees

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

Great Place To Work® Certified 2024 USA

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Engaged Employees in Government:

- 10 times more likely to believe organization is achieving mission

- Twice as likely to believe they influence cost savings

- 3 times more likely to say they influence customer service

- 3 times more likely to stay with the organization

- 4 times as likely to say their mental health is good or very good

Institute for Public Sector
Employee Engagement

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The U.S. Surgeon General's Framework for

Workplace Mental Health & Well-Being

76%
of U.S. workers reported at least one symptom of a mental health condition.
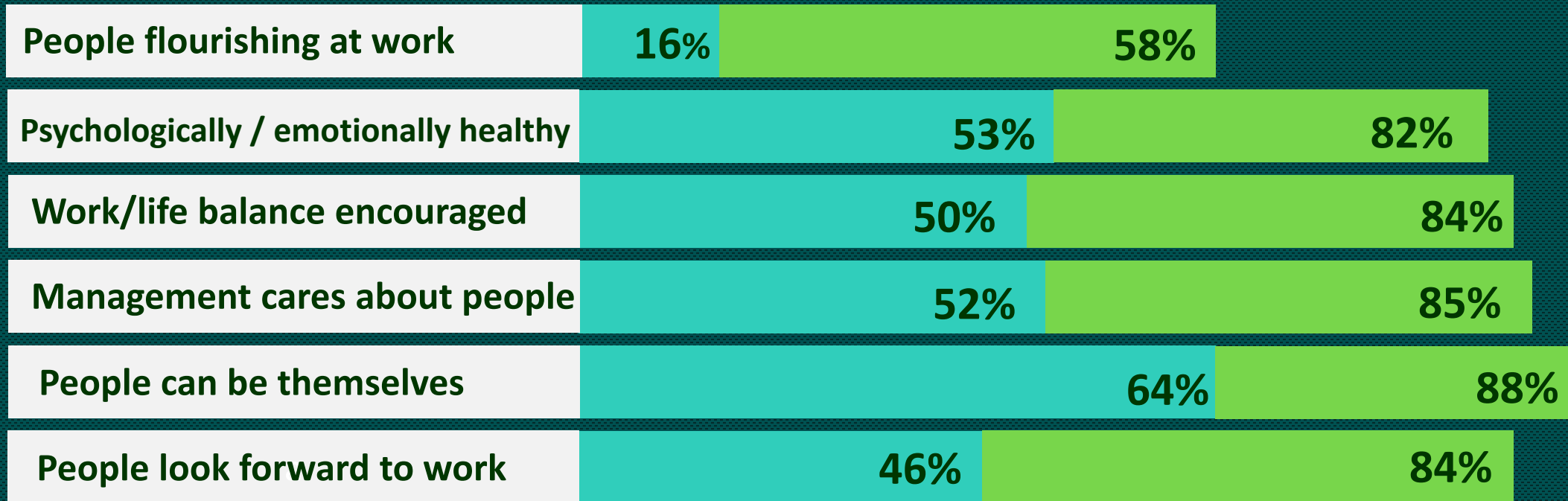
84%
of respondents said their workplace conditions had contributed to at least one mental health challenge.

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"

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Wellbeing at Great Places to Work

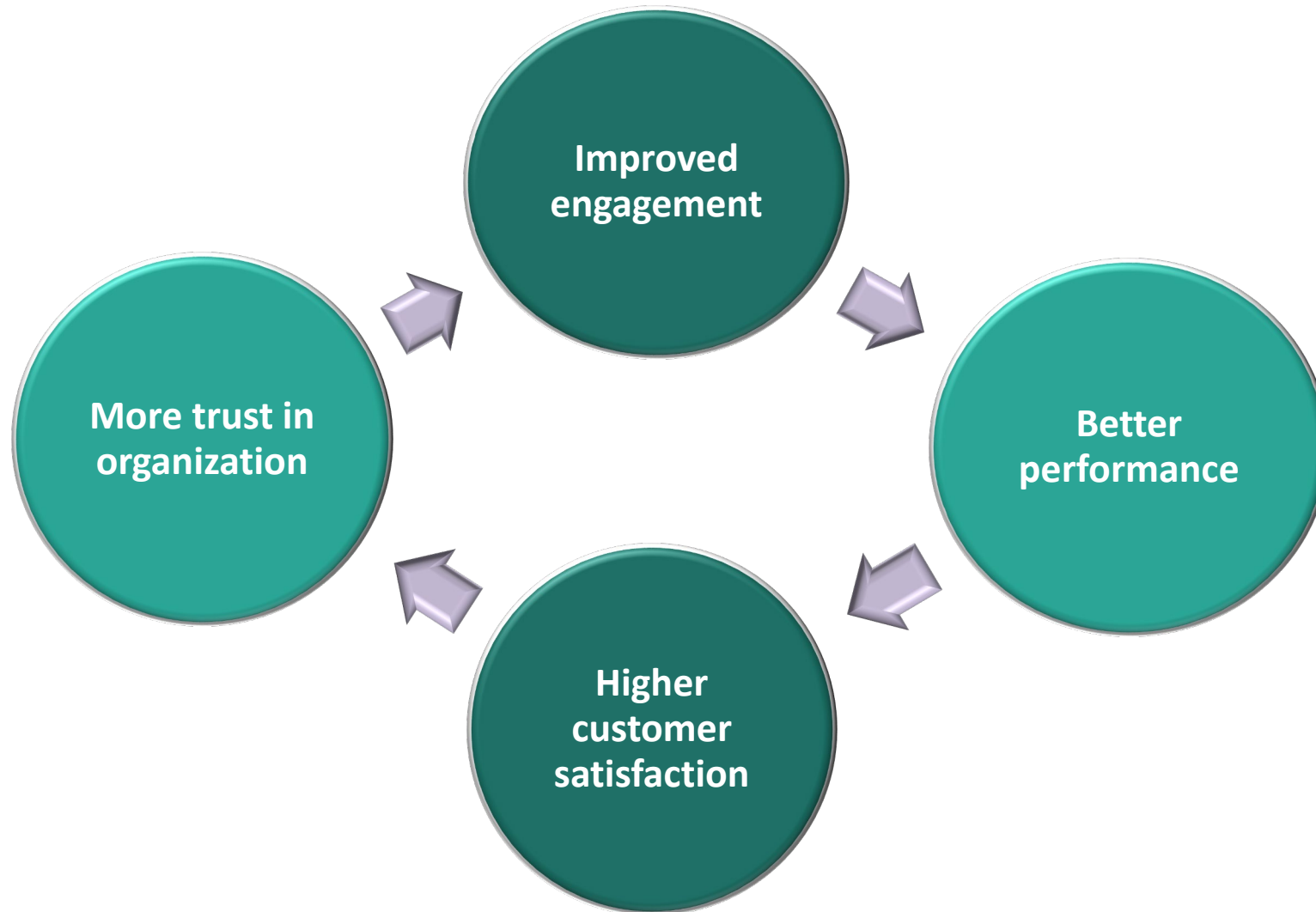|	Average Workplaces	Certified Workplaces
People flourishing at work	16%	58%
Psychologically / emotionally healthy	53%	82%
Work/life balance encouraged	50%	84%
Management cares about people	52%	85%
People can be themselves	64%	88%
People look forward to work	46%	84%

Average Workplaces   **Certified Workplaces**

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Purpose at Work Predicts if Employees Will Stay or Quit Their Jobs
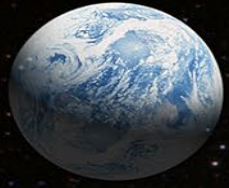
"I help send men to the moon"

Engagement Value Chain

How Do We Build Engagement?

Create a Positive Employee Experience

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The Employee Experience – Moments That Matter

Apply

Interview

Get the job

Onboard

Set goals

Enroll in benefits

Get paid

Access pay data

View schedule

Request day off

Clock in/out

Swap shifts

View accrued hours

Take vacation

Attest to hours

Submit timecard

Attend training

Request leave of absence

Take sick day

Complete assigned work

Review performance

Learn skills for next job

Get promoted

Leave (Retire)

DAILY
WEEKLY
MONTHLY
YEARLY
ONCE

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Positive Employee Experience: The Business Case

BUSINESS OUTCOMES

INNOVATION OUTCOMES

2.4x more likely to **delight customers**

5.2x more likely to be a **great place to work**

3.7x more likely to **adapt well to change**

2.2x more likely to exceed financial targets

5.1x more likely to create a **sense of belonging**

5.1x more likely to **engage and retain employees**

4.3x more likely to **innovate effectively**

PEOPLE OUTCOMES

Josh Bersin

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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."

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Actual Employee Reviews – These?

indeed

1.0 ★☆☆☆☆ Not a cohesive team environment

1.0 ★☆☆☆☆ Miserable Place to Work

1.0 ★☆☆☆☆ Join for the mission and leave because of management

glassdoor

1.0 ★☆☆☆☆ Horrible

1.0 ★☆☆☆☆ Not a good place to work at

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Or These?

indeed

glassdoor

5.0   i loved it!
★★★★★

5.0   fun place
★★★★★

5.0   Perfect Place to Work
★★★★★

5.0   Love working here
★★★★★

5.0   Great place to work
★★★★★

5.0   Great agency
★★★★★

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

59% of job seekers would not *apply* to an organization with a bad reputation – even if they were unemployed!

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Leadership Behaviors That Create Great Workplaces

Behaviors That Build a Culture of Trust
A Checklist for Leaders

Ask yourself these questions to assess your personal behavior and become aware of the daily practices that encourage a culture of trust in your workplace:

- ❑ Am I listening to my employees and seeking their ideas, suggestions, and opinions?

- ❑ Am I open to employee ideas and including those ideas in the decision-making process?

- ❑ Am I setting and communicating consistent expectations regarding team and individual performance objectives?

- ❑ Do I tell employees the truth and follow through by doing what I say I am going to do, even when it is difficult?

- ❑ Am I treating everyone, no matter who they are or what their role is, with the same dignity and respect that I expect and would like to receive without bias, judgment, or personal favoritism?

- ❑ Are my career goals or personal agendas interfering with my team's performance and my commitment to my employees' success?

- ❑ Do I demonstrate concern and care for each employee, workgroup, and department?

- ❑ Do I set a good example and conduct myself in a manner consistent with the organization's mission, vision, and values?

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Recognition Drives Positive Experience

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

Quantum Workplace

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)**

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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

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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** →
• Extend personal welcome to employee • Communicate first day logistics to employee • Send paperwork in advance and/or online portal access • Prepare for employee	• 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	• Ensure direct managerial involvement • Set performance expectations and job scope • Assign meaningful work • Communicate resources or networks required for work	• Provide essential training • Monitor performance and provide feedback • Obtain feedback through new hire survey and other means	• 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**

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New Employee Onboarding Guide

How Do We Know If We Are a Great Place to Work?

Collect and Analyze Data!

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What Kind of Data?

Applicant pool	**Diversity**
Retention/ turnover	**Pay equity**
Overtime	**Focus groups**
Exit and stay interviews	**Engagement surveys**

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Engagement – Interest or Action?

	Employee engagement important	Survey employees
	72%	39%

MissionSquare Research Institute

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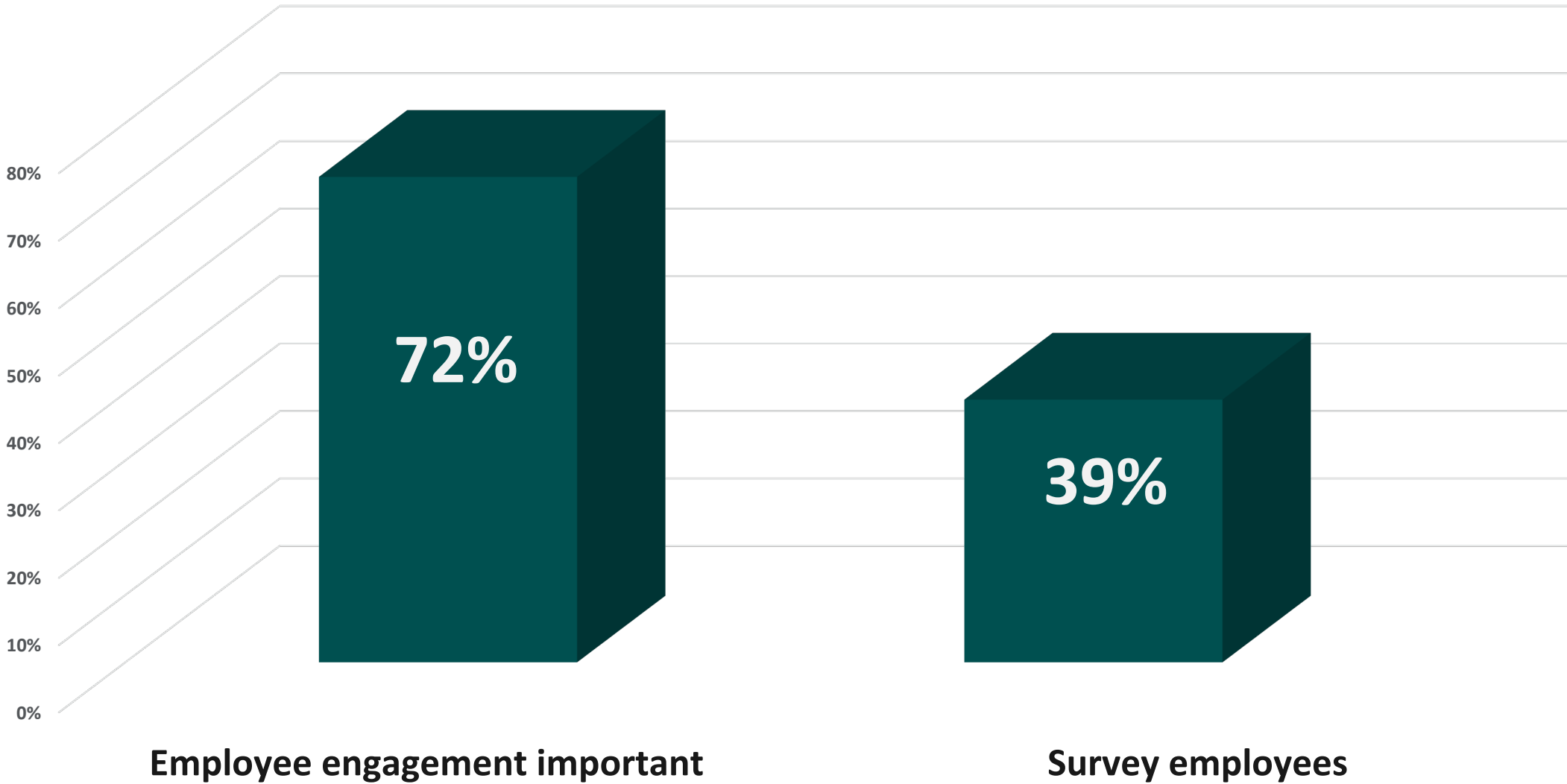
Fastest-Growing Jobs in the U.S.

2023
Jobs on the Rise
United States
Linked**in**

5. Employee Experience Manager

3. Diversity and Inclusion Manager

2. Human Resources Analytics Manager

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Attracting and Retaining Talent

- **Market job opportunities**
- **Understand, build, and manage your brand**
- **Measure and build engagement**
- **Customize the employee experience, including with technology**
- **Onboard effectively**
- **Provide flexibility**
- **Recognize employee contributions**
- **Measure the experience with data**
- **Lead by listening – and then acting**

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100 Best Companies to Work For

FORTUNE

How Much Do You Know About Government?

- **Test your knowledge**

- **Access additional resources**

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Questions and More Information

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