



Becoming an Employer of Choice in the New World of Work

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Key Takeaways

- 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
- Leaders create great workplaces



UKG – Ultimate Kronos Group



Leading
Comprehensive
HCM

Powerful,
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

The New (Post-Pandemic) World of Work

Changed employee expectations – flexibility, voice, wellbeing

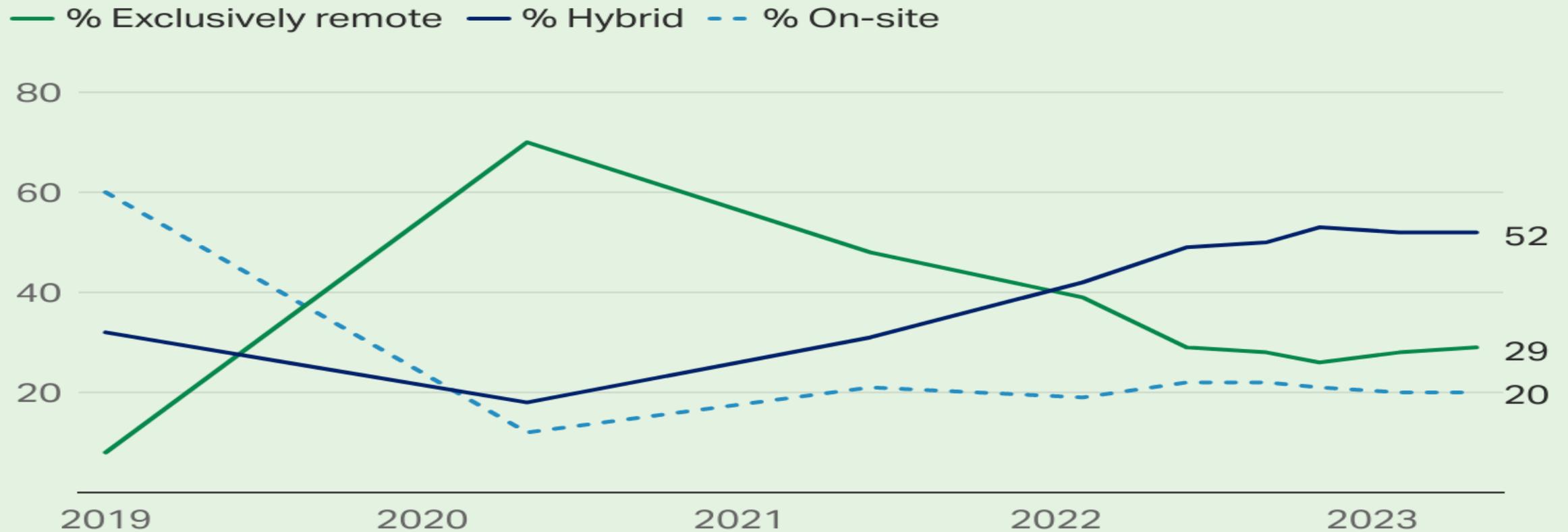
Employees re-evaluating priorities – “great reassessment” → intense competition to attract/retain talent

Major demographic changes

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

Work Locations for U.S. Employees With Remote-Capable Jobs

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



- **3.6 million job quits/month**
- **People continue to rethink what they want out of work – and life**
- **1.6 jobs for every job seeker**



- **549,000 vacancies in state/local government – only 161,000 hires**
- **627,000 fewer state and local government jobs since pandemic**

The Public Sector Workforce Crisis – in Headlines

Wave of Departing Public Health Workers Puts America at Risk

Police Recruiting and Staffing in Prolonged Crisis that is Real, Persistent and Worsening

Survey: 911 call centers lack staff

Economy

Back in the Office? Fine. But not from 9 to 5.

Workers are returning to the office on their own terms as organizations crack down: “That 9 to 5 straight jacket is gone.”

Government Worker Shortages Worsen Crisis Response

The Great Resignation Is Here, and It’s Real – What can we do to keep workers?

Opinion: A slow-moving crisis is paralyzing states and cities

ALL OF THOSE QUITTERS? THEY’RE AT WORK

A Full Return to the Office? Does Never Work for You?

Retention Challenges

March 2023

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

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.”

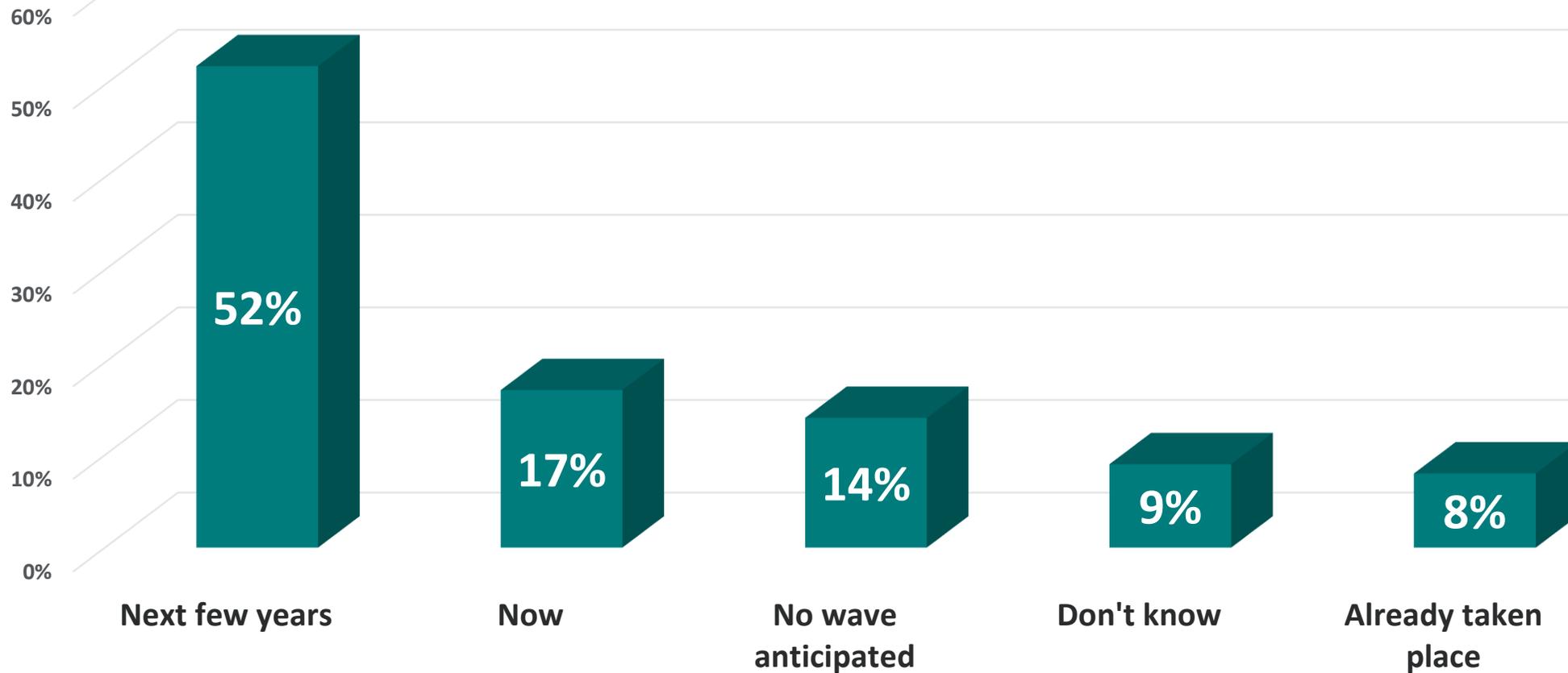
41%
GLOBALLY

“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?



To Be an Employer of Choice ...



... Build Employee Engagement

WE NEED MORE OF
WHAT THE MANAGEMENT
EXPERTS CALL "EMPLOYEE
ENGAGEMENT."



Dilbert.com DilbertCartoonist@gmail.com

I DON'T KNOW THE
DETAILS, BUT IT HAS
SOMETHING TO DO
WITH YOU IDIOTS
WORKING HARDER FOR
THE SAME PAY.



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IS ANY—
THING
DIFFERENT
ON YOUR
END?



I THINK
I'M
SUPPOSED
TO BE
HAPPIER.

Robert J. Lavigna

Engaging Government Employees

Motivate and Inspire Your People
to Achieve Superior Performance



Engaged Employees

Valued



Proud



**Heard and
Trusted**



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

Why Does Engagement Matter?









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

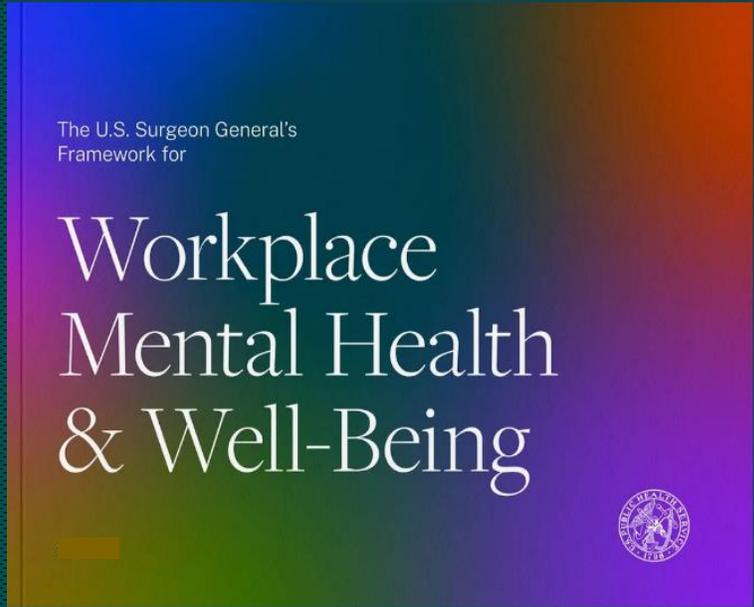
KPIs	Employees say ...	Great Place to Work-Certified Organizations	U.S. Average
Productivity	Are given resources needed to do job	81%	52%
<i>Recruiting</i>	<i>Promote their organization to family and friends</i>	<u>86%</u>	<u>54%</u>
<i>Retention</i>	<i>Plan to work there for a long time</i>	<u>84%</u>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



Engaged Employees in Government:

- 10 times more likely to believe organization is achieving its 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
- 41% less likely to miss work
- 4 times as likely to say their mental health is 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”



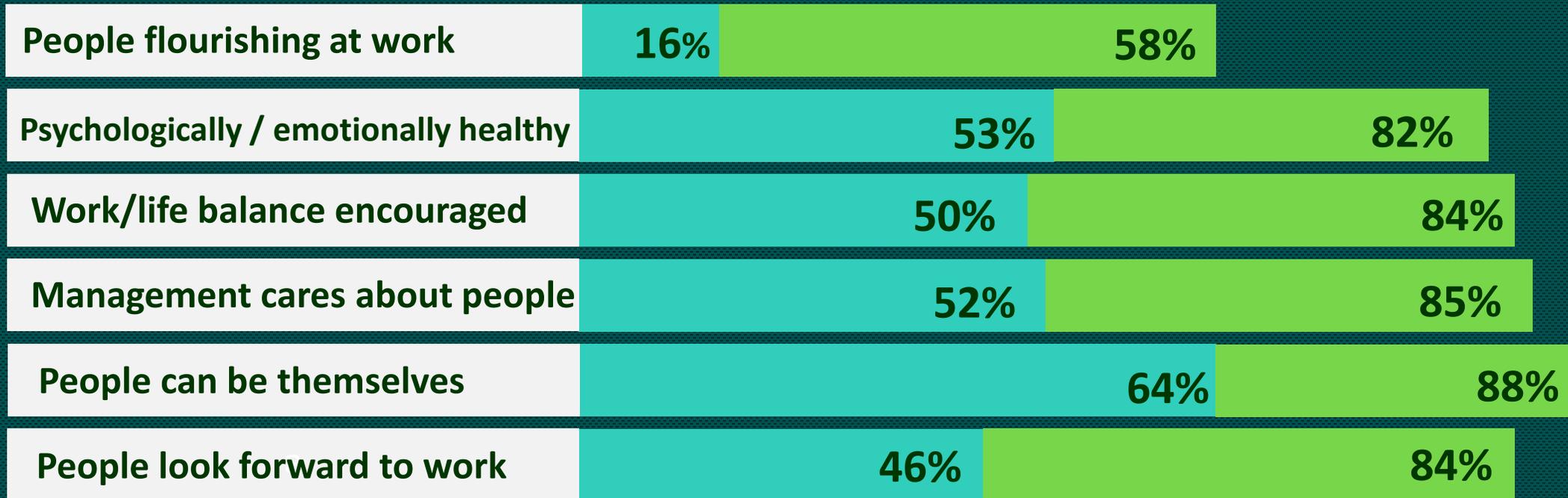
“

68% of employees said that improving their wellbeing was more important than advancing their career

”

Deloitte

Wellbeing at Great Places to Work



Average Workplaces

Certified Workplaces

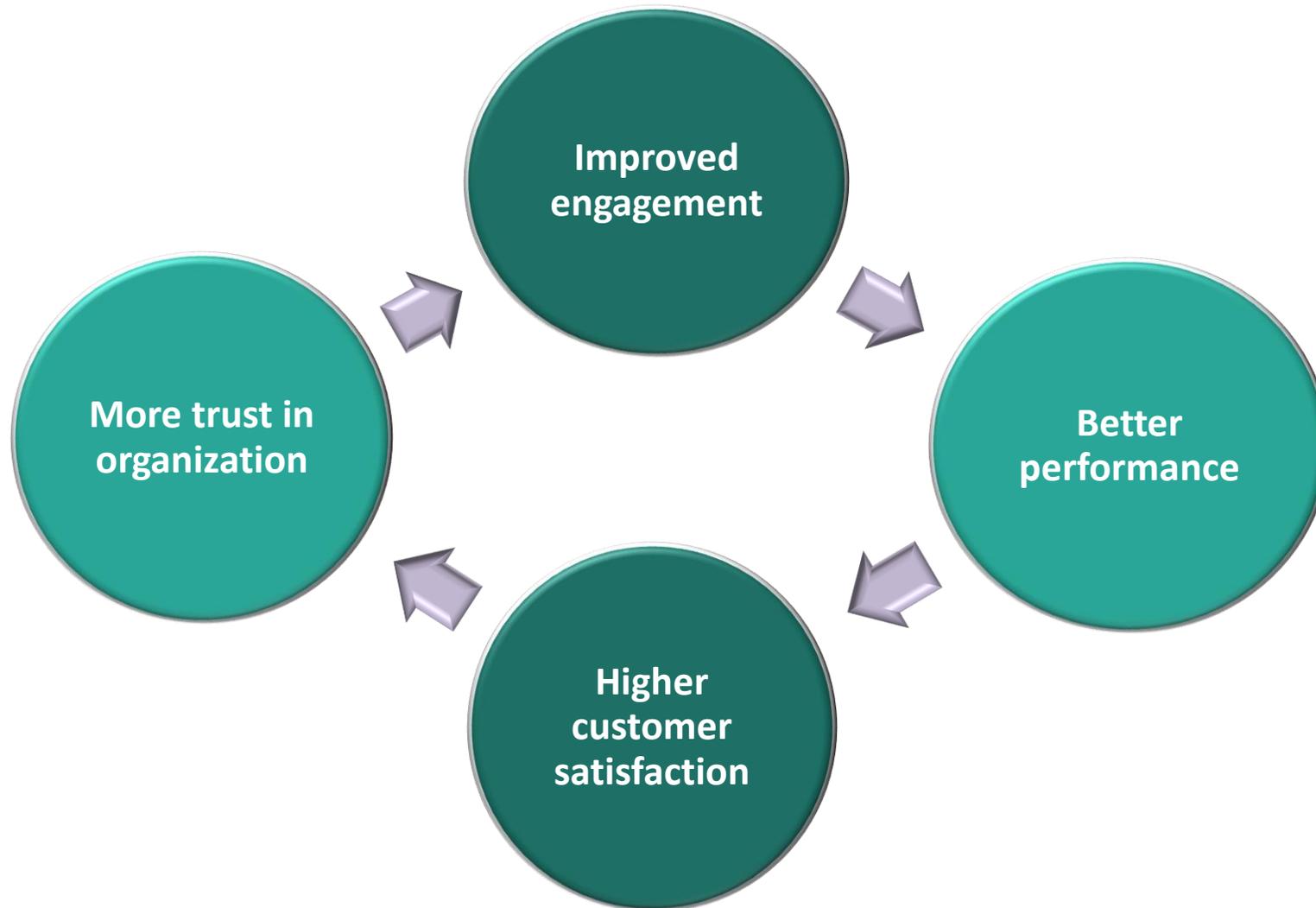
Purpose at Work Predicts if Employees Will Stay or Quit Their Jobs



“I help send men to the moon”



Engagement Value Chain



Most Employees Not Engaged

Global engagement nearly *doubled* in past 15 years ... but only from 12% to 23%

Gallup



U.S.
Local Government:
40% Engaged

Institute for Public Sector Employee Engagement

Globally, disengaged employees represent \$8.8 trillion in untapped productivity

Gallup

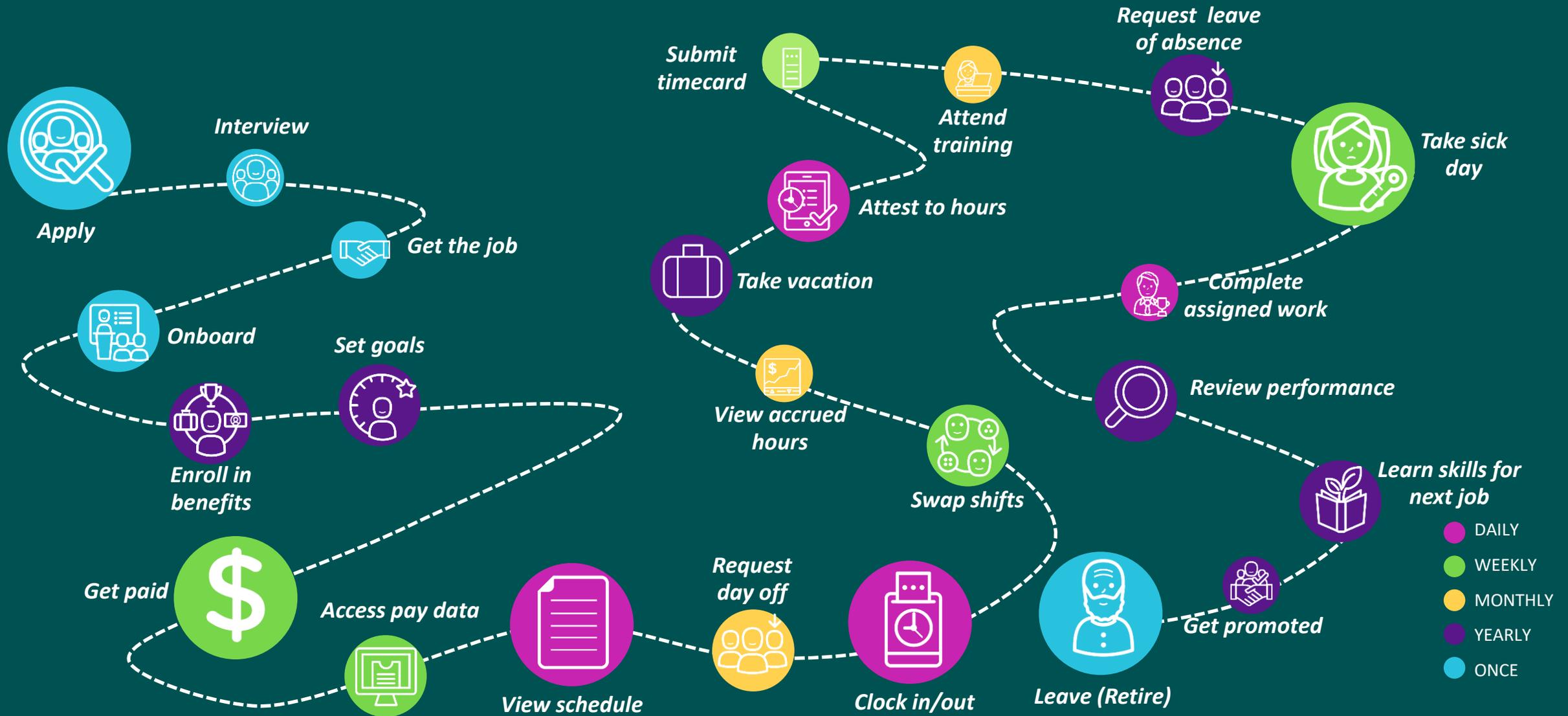
How Do We Build Engagement?



Create a Positive Employee Experience



The Employee Experience – Moments That Matter



Positive Employee Experience: The Business Case

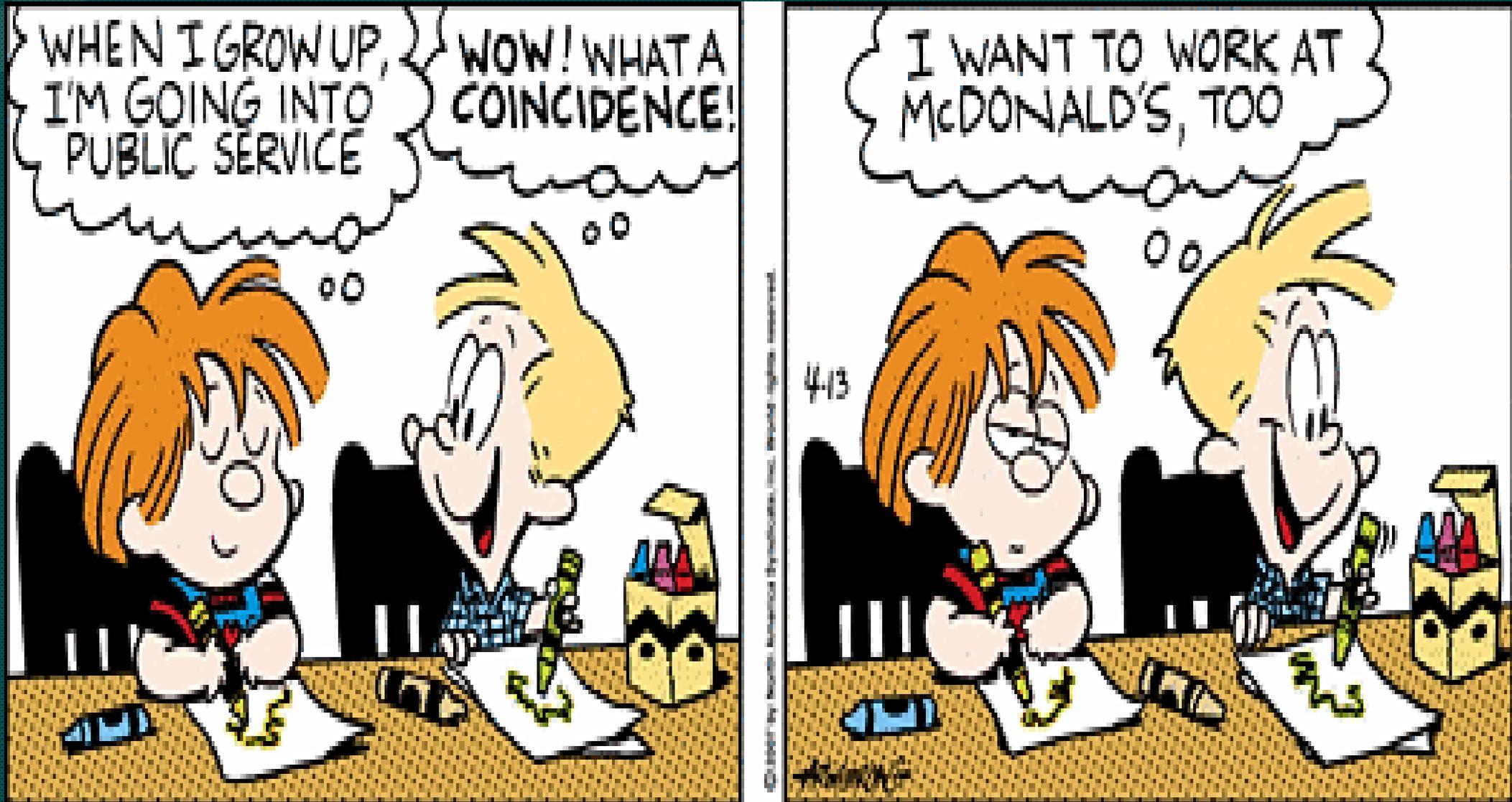


Positive Employee Experience Attracts Talent

“Engaged cultures will attract people from outside the organization who want to join. What happens internally goes external pretty quickly.”



Government Needs a Branding Makeover



Actual Employee Reviews – These?



1.0



Not a cohesive team environment

1.0



Horrible

1.0



Miserable Place to Work

1.0



Not a good place to work at

1.0 Join for the mission and leave because of management



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
★★★★★

9 leadership behaviors that create great places to work



By Bob Lavigna,
Senior Fellow of
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SEPTEMBER 5, 2023

COMMENTARY | Creating a great place to work requires a culture of trust, and leaders who master these nine behaviors will create that culture and more successfully attract and retain talent.



Connecting state and local
government leaders

WORKFORCE

LEADERSHIP

MANAGEMENT PRINCIPLES



Leadership Behaviors That Create Great Workplaces



What Makes a Great Place to Work?

[This is what makes employees happy at work | The Way We Work, a TED series \(youtube.com\)](#)

Recognition Drives Engagement

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)



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



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



Collect and Analyze Data!

What Kind of Data?

Applicant
pool

Diversity

Retention/
turnover

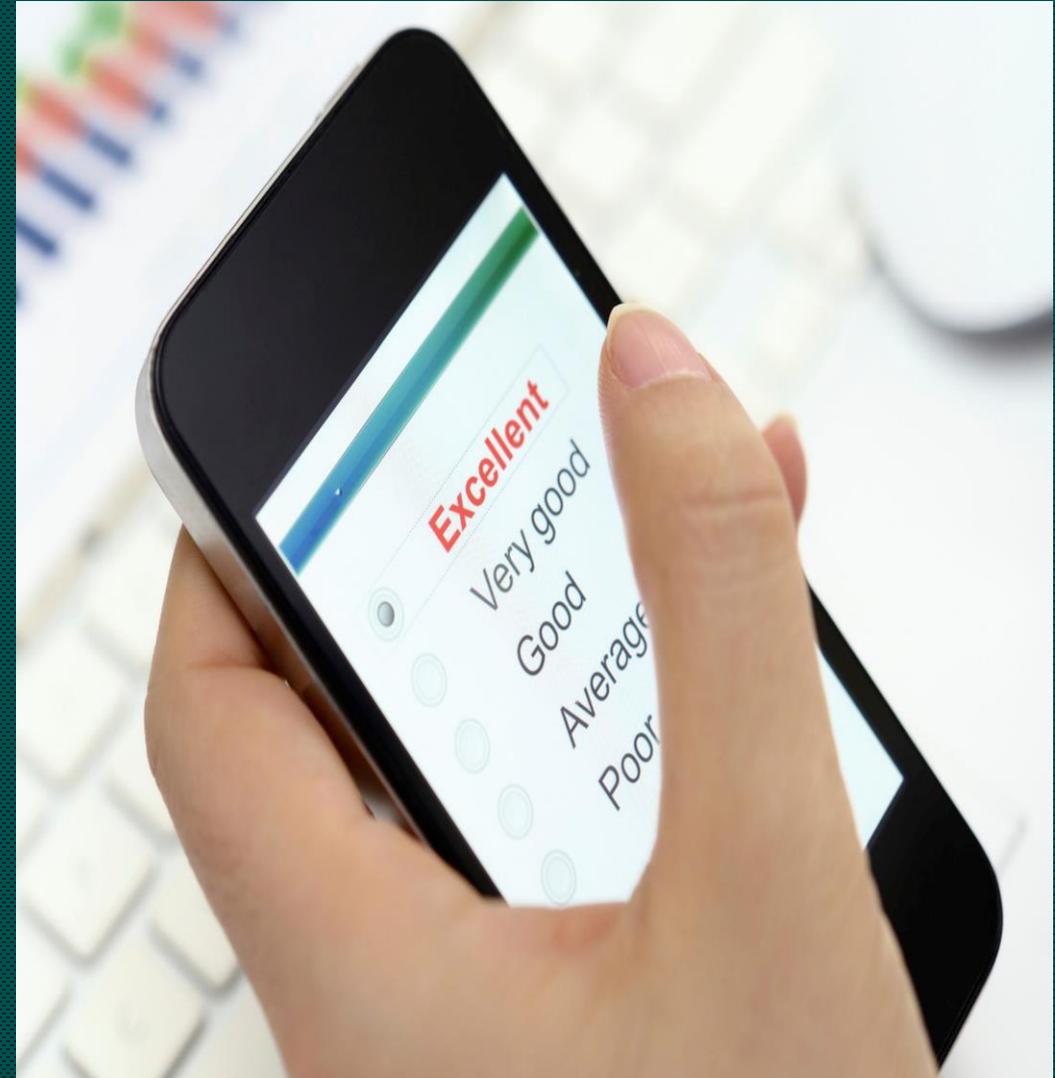
Pay equity

Overtime

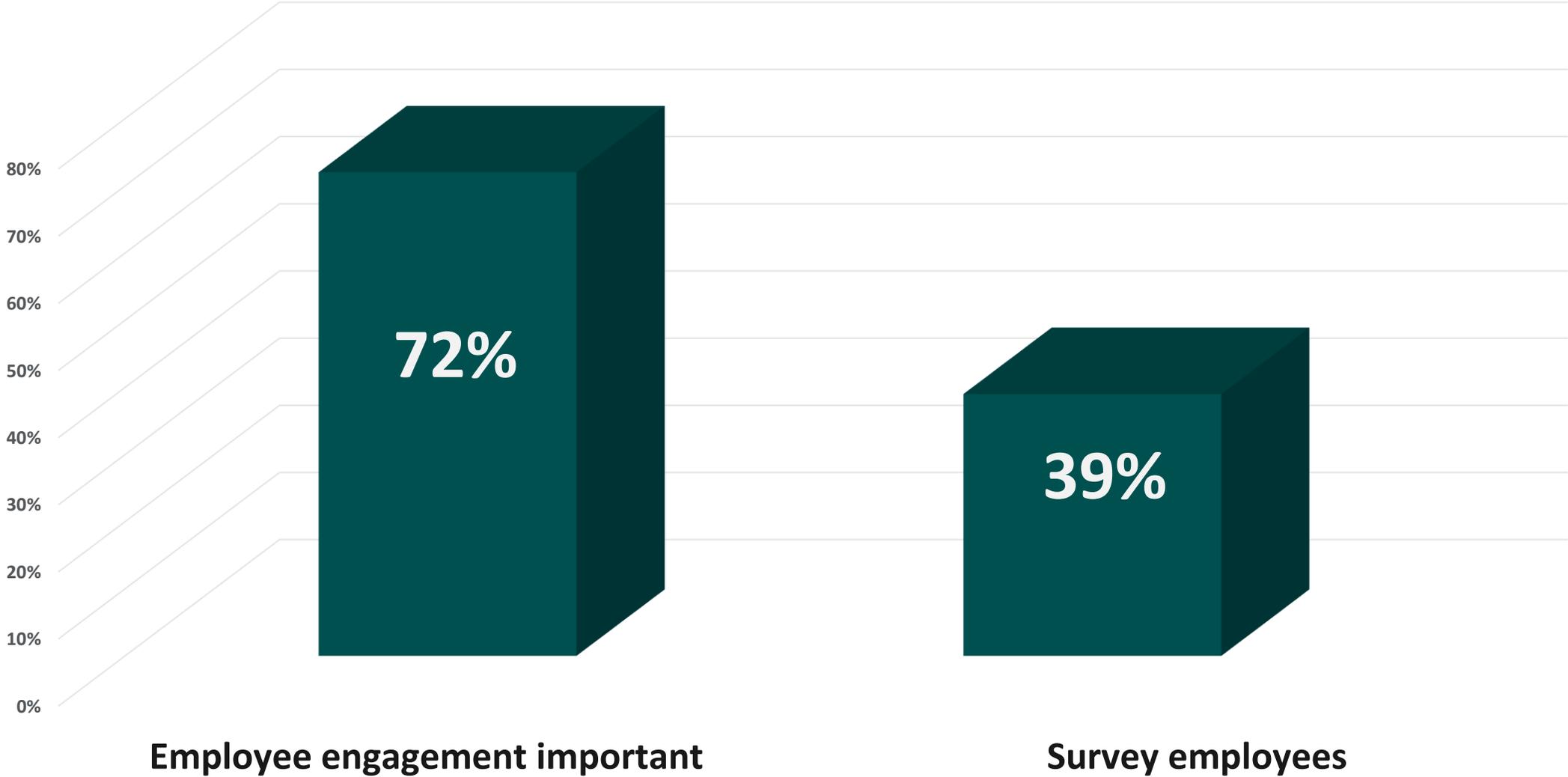
Focus groups

Exit and stay
interviews

Engagement
surveys



Engagement – Interest or Action?



Fastest-Growing Jobs in the U.S.



5. Employee Experience Manager



4. Truck Driver



3. Diversity and Inclusion Manager



2. Human Resources Analytics Manager



1. Head of Revenue Operations

2023

**Jobs on
the Rise**

United States



LinkedIn

Fastest-Growing Jobs in the U.S.



5. Employee Experience Manager



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2023

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LinkedIn

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

– Richard Branson





Questions?

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