


Virginia Executive Institute Spring 2023

Transforming Virginia's Public Sector Employee
Retention Model

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Introductions



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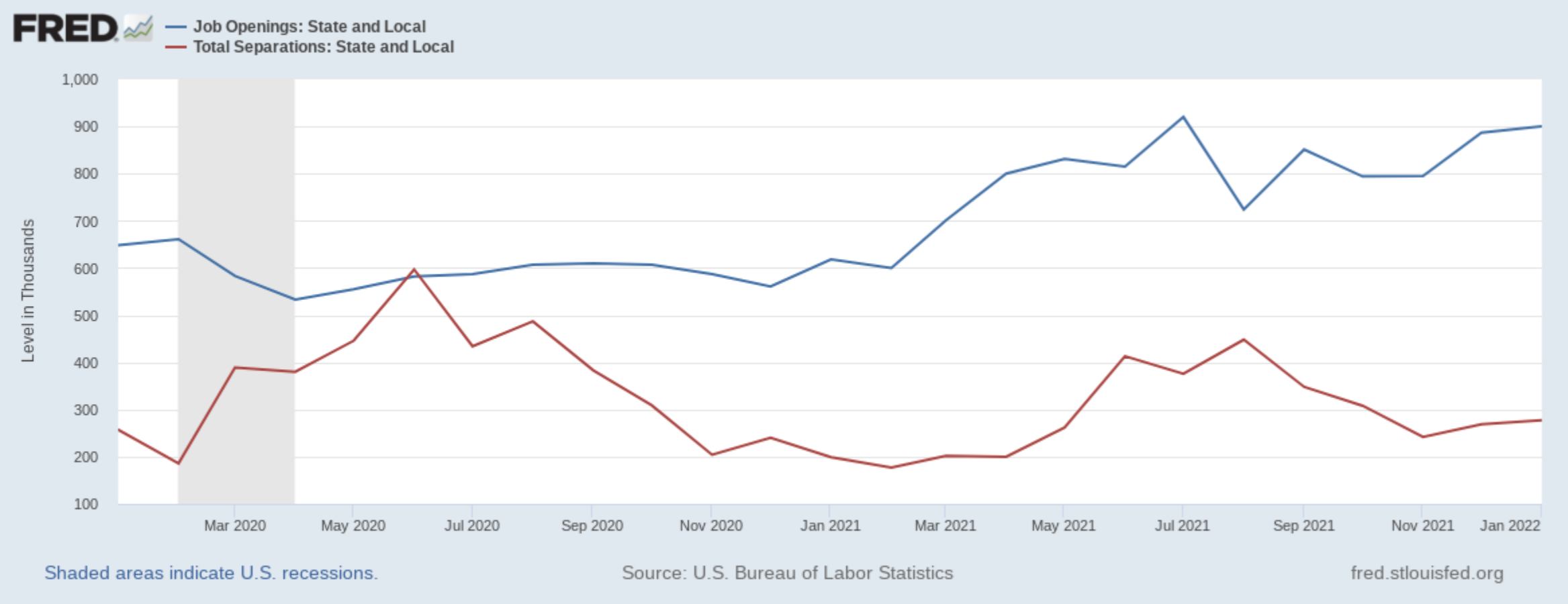


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Retention Challenges Across the US



Top Retention Challenges in Virginia

Compensation

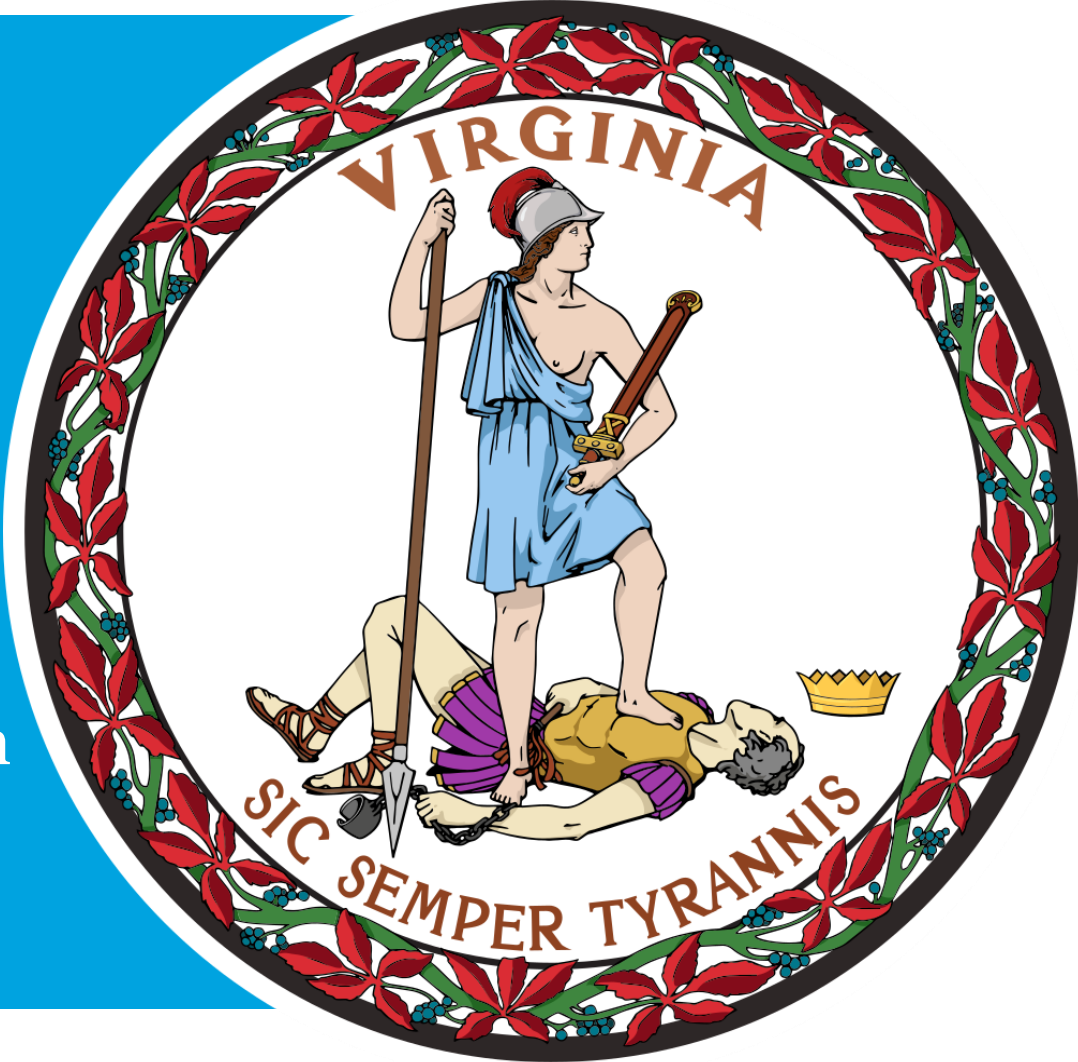
Teleworking

Poor Leadership

Childcare Issues

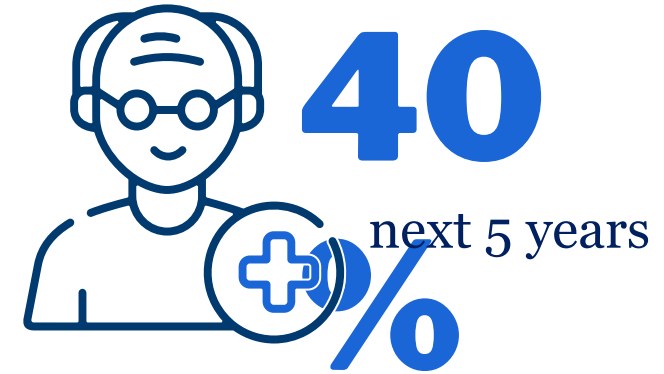
Early Retirement

Overall Dissatisfaction



Why These Challenges Need Attention

- Aging Workforce
- Productivity Loss/Cost Savings
- Narrowed Skill Gaps
- Stronger Customer Relationships
- More Positive Workplace Culture
 - Improved Trust and Collaboration
 - Higher Employee Engagement and Morale
 - Reduced Stress and Burnout
- More Effective Recruitment
- Preservation of Institutional Knowledge



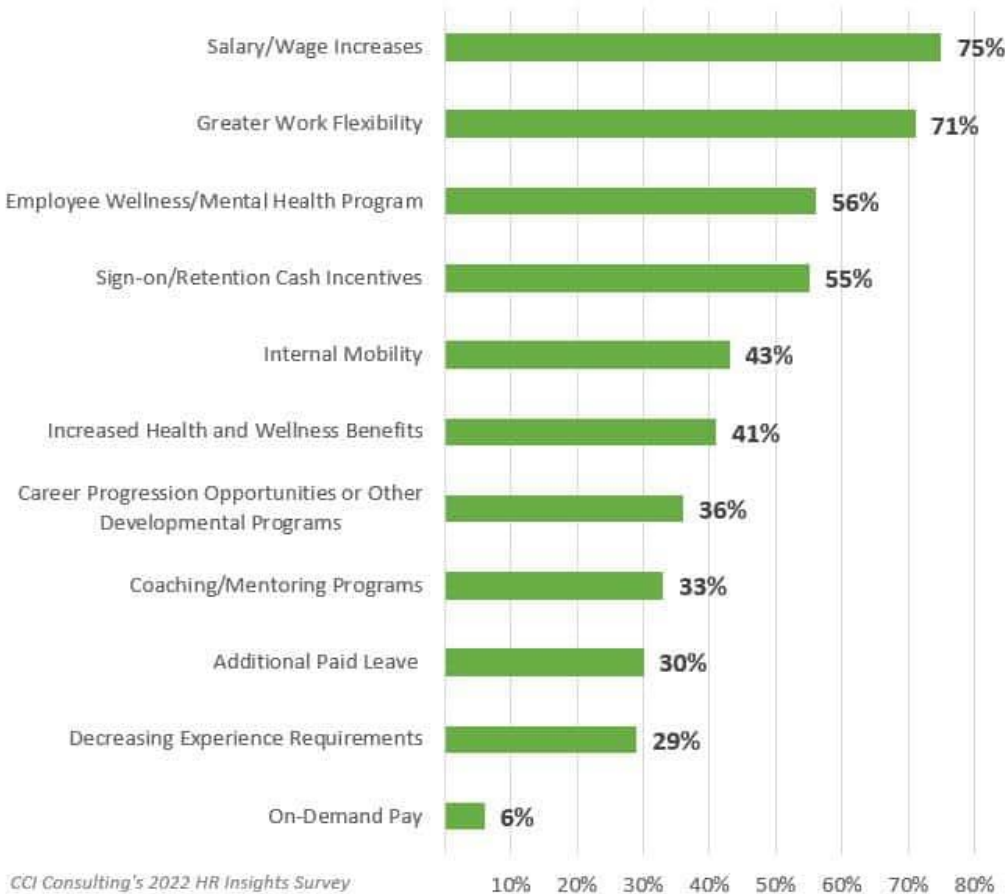
Retention Trends

Money

Opportunity

Health

Actions Organizations Have Implemented to Help Recruit and Retain Key Talent



<https://cciconsulting.com/workforce-trends-and-predictions-for-2023-what-hr-leaders-need-to-know/>

Retention Trends

Frontline Worker Flexibility

Sample Flexibility Options for Employees Who Aren't Knowledge Workers
Illustrative

Role	Retail Employee	On-Site Essential Personnel	IT Field Technician
Flexibility Options	Give employees the choice to schedule and trade their own hours.	Provide employees transparency into the types of projects available to them.	Adjust scheduling as needed (i.e., four 10-hour days, not five eight-hour days).

gartner.com

Gartner.

Source: Gartner © 2021 Gartner, Inc. All rights reserved. PG_3402025

Offer Proactive Rest

26%
increase in employee performance when organisations offer proactive rest through a variety of strategies

Gartner

- PTO before h-demand working periods
- No-meeting Fridays
- Allotted wellness time

Career Experiments

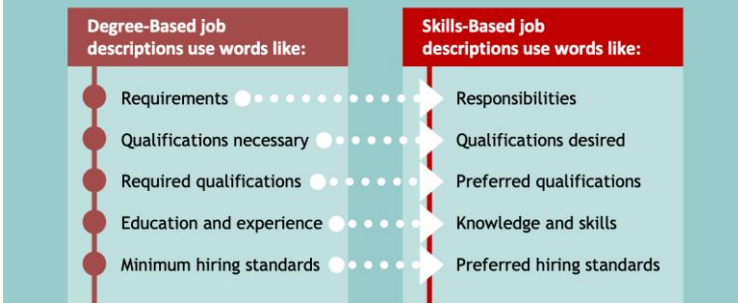
CRAFTING CAREER EXPERIMENTS

TO GROW YOUR CAREERS, REP. AND SKILLS

- Two people doing a job swap one day a week for six months
- “Borrowed brilliance” where people are temporarily borrowed for a set amount of time for a specific project
- An employee has a two-week “holiday” from their day job to learn more about different parts of the organization.

Skills Based Recruiting for Internal Job Opportunities

How to rephrase job descriptions for skills-based hiring



Quiet Hiring

Forbes
How Quiet Hiring Will Shape The Workplace

“Quiet hiring is when an organization acquires new skills without actually hiring new full-time employees...While it can refer to bringing on short-term contractors, it usually means giving current employees more responsibilities beyond their current job description.”

Steps to Transform Retention Model: Rollout

Phase 1

- Obtain consulting services
- Set strategic goals
- Launch state-wide survey

Phase 2

- Gather/analyze survey data
- Build retention initiatives
- Develop communications plan

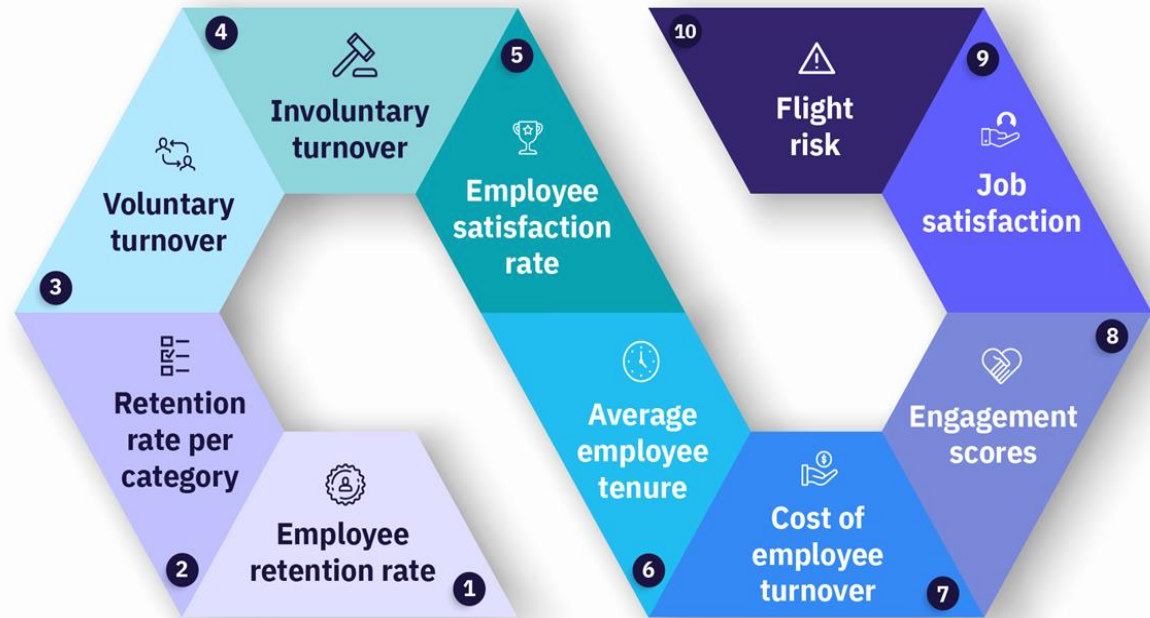
Phase 3

- Initiate communications plan
- Roll out retention initiatives
- Relaunch state-wide survey
- Analyze data – measure success

Measuring Success

- New Hire Retention Rate
- Reduction In Voluntary/Involuntary Turnover Rate
- Reduction In Talent Turnover Rate
- Retention Rate Per Manger
- Increased Employee Satisfaction Rate

Employee Retention Metrics





Questions