Moving Past the Great Resignation: Employer Strategies for the New Normal
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PERMA (Public Employer Risk Management Association) provides municipal employers across New York State with the best possible workers' compensation coverage and risk management services for the most reasonable cost.
Ian Coyle
County Administrator
Livingston County
Is It a Great Resignation?

The Great Upgrade

The Great Questioning

"It’s always seemingly great."

The Great Reprioritization
4.5 Million
Americans quit their jobs in March (08/2022 = 4.2 mill)

11.5 Million
Posted openings by Employers in March (10/2022 = 10.7 mill)

HIGHEST LEVELS EVER RECORDED

PLUS – Per Summer 2022 report, Private Sector jobs have recovered;
Public sector still 3-5% below peak
The share of unemployed Americans who quit or voluntarily left their jobs and immediately began looking for new employment rose to **15.9%** in September, according to the jobs report published October 7 by the Bureau of Labor Statistics. This is the highest level of so-called “job leavers” ... since 1990, and indicates the so-called **Great Resignation is far from over**.
WHY IS THIS AN ISSUE FOR LOCAL GOVERNMENT?

- Pay
- Coolness factor
- Police sentiments
- Remote work / flexibility
- Health insurance
- Additional options
- Bureaucracy / red tape
- Culture
THE EVOLVING WANTS OF THE PUBLIC SECTOR WORKER

- Schedule Flexibility
- Remote Work & Flex Hours
- Healthy Work Environment
- Physical & Mental Wellness
- Job Duty Flexibility
- Recognition & Respect
SHOULD I STAY OR SHOULD I GO?

Top 3 Reasons They Stay:
Compensation
Meaningful Work
Workplace Flexibility

Top 3 Reasons They Go:
Lack of Career Development
Leadership Issues
Compensation

Reasons for public-sector employees planning to stay at or leave current role in the next 3–6 months

<table>
<thead>
<tr>
<th>Reasons for staying, % of respondents (n = 1,118)</th>
<th>Reasons for leaving, % of respondents (n = 385)</th>
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<tr>
<td>Compensation</td>
<td>Career development</td>
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<tr>
<td>Meanings work</td>
<td>Leadership</td>
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<td>Workplace flexibility</td>
<td>Compensation</td>
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<td>Geography</td>
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40 percent (of those surveyed) said they were thinking of leaving due to uncaring and uninspiring leadership, compared with 29 percent of respondents in our global survey. This suggests that:

GOVERNMENT LEADERS WHO INSPIRE THEIR WORKERS ... PLAY A CRUCIAL ROLE IN TALENT RETENTION

Why is this an issue in New York’s Counties?

- Tier 5, 6
- Economy
- Cost of living in NY and remote work/flexibility (THIS is also an opportunity!)
- Insurance costs
- Red tape/bureaucracy
They will eventually come back to work, right?
Opportunities
Opportunities

1. Total Compensation Strategy
2. Training / Professional Development
3. Mission-Orientation of Public Service Work
4. Culture / Recognition
5. Pay, Yes Pay
6. Community Quality of Life / Demographics
Community Quality Of Life / Demographics

✓ Counties should be looking outside of the organizational walls and using their platform of service delivery to improve the “conditions” of living in their communities.

✓ Housing

✓ Poverty

✓ Parks & Recreation and Cultural attractions

✓ Offerings, events, festivals, etc.
Strategies
Strategies

- Review compensation
- Stay interviews
- Exit interviews
- Onboarding Improvements
- Pre-employee experience
- Leadership Development Programs

Culture
- Targeted investments
- Technology
- Recruitment ads
- Update job descriptions
- Coaching/Mentoring

DEI efforts
- Pre-employment programs
- Remote work
- Work-life balance
- Wellness and supports
More Strategies

On-the-Spot Hiring Events
Internal Training Programs
Engagement with High Schools, BOCES
Quickening of the Hiring Process from Start-Finish

Value Proposition, Public Service Motivation, “Counties Matter”

Public Engagement, Town Halls and Resident Forums
Non-Traditional Candidate Pools
Formal Recognition and Appreciation Events/Programs
Final Thoughts

- Value Propositions
- Benefit Alignment
- Tell Your Story / Start Young
- Invest & Train
- Rightsizing Pay
- Support/Mental Health
- Career Paths
- Right People / Right Places
Thank you!