



Attracting talent: rebranding the government's financial sector

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Here with you today....



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Agenda

- 01 Why choose the public sector?
- 02 Defining your culture and hiring opportunities
- 03 Recruitment efforts
- 04 Talent retention

Why choose the public sector?

Workforce experience

Workforce experience is broadly defined as the sum of an individual's experience at work and how team members feel about their organization, shaped by relationships that impact overall worker satisfaction.

THE PEOPLE I WORK WITH

The people I manage, report to, and collaborate with.

- **Why it matters:** recognition from managers impacts talent retention.

THE SENSE OF BELONGING I FEEL

The worthiness that my organization creates as a diverse community.

- **Why it matters:** sense of belonging leads to increased job performance and reduction in turnover.

HOW I GROW AS A HUMAN

The education and exposure I receive fosters my growth.

- **Why it matters:** workers at high-performing organizations more likely to achieve their goals.

HOW WORK AFFECTS MY LIFE

My well-being and how my worthiness is reflected.

- **Why it matters:** attending to well-being increases worker satisfaction.

THE ORGANIZATION'S MISSION

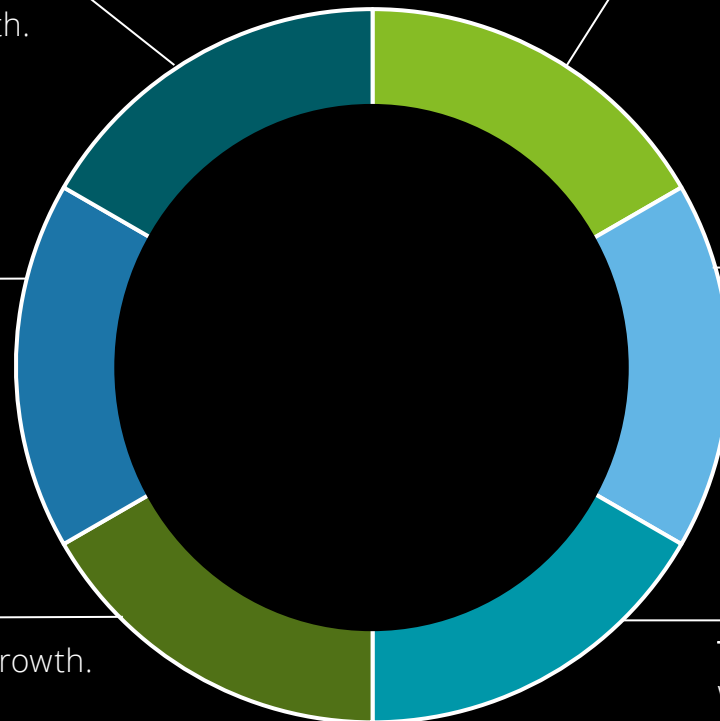
The mission, purpose, and how my organization helps connect me with society.

- **Why it matters:** workers identify with their organization's purpose.

THE PLACES I DO WORK


The places where I do work and the physical space in which work gets done.

- **Why it matters:** flexibility in the workplace improves productivity and reduces workplace stress.



Ways to differentiate from the private sector

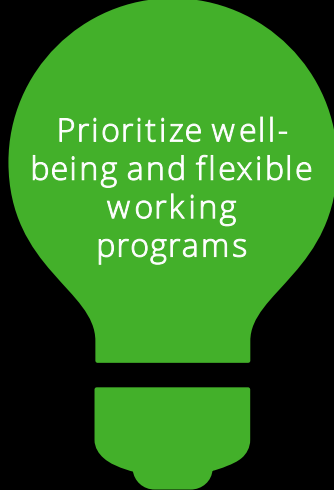
The government offers numerous benefits to compete with the private sector outside of traditional compensation packages.



Offer a sense of purpose or mission focus

Focus on purpose and impact of role, agency fit, and candidate fit.


Considerations: Focus on problems to be solved, impact to community, and what sets your agency apart.



Prioritize well-being and flexible working programs

Well-being and flexible work programs are at the forefront of consideration for many individuals.

Considerations: prioritize well-being activities and talk through the organization's flexible work and well-being programs with candidates.



Emphasize the organization's stability

Secure employment is a top desire amongst prospective employees.

Considerations: speak about the organization's longevity, and the job security provided by that longevity.



Pension and other benefits

Benefits are a component of total compensation and government benefits often compete or exceed those seen in the private sector.

Considerations: emphasize the long-term value of pensions and other benefits, such as expanded health coverage.

How did you define your culture? How did you identify hiring opportunities?

Define your culture

Organizational culture is the sum of an organization's ideals, values, expectations, and practices. How do you define your organization's culture?

Professionals rated the following attributes highest amongst a prospective employer:

Impact, significance, and purpose.

Professional training and development opportunities.

Secure employment and a friendly working environment.

Investment in well-being and mental health.

Flexible working conditions and encouragement of work-life balance.

Clear path for advancement and growth opportunities.

Source: Universum Talent Research 2022, The Deloitte Ideal Employer Brand Report: The 2022 Students Survey, June 26th, 2023.

Know your hiring needs

Effective hiring requires a solid strategy, reliable market data, and an understanding of needed competencies.



Define your strategy

Identify positions of need and basic requirements. Are workloads changing? are departments reorganizing? Are new skillsets needed?



Collect market data

Leverage available data sources to match competencies, education, training, experience, and credentialing with organizational needs.



Identify desired competencies

Which skills, knowledge, credentials, and abilities are required for each role? Is there flexibility within roles for candidates with non-traditional backgrounds?

How did you recruit?

Re-defining the brand

In today's job market, it's important to understand how candidates view public sector employment. A clearly defined brand empowers recruiting teams and enables them to articulate the organization's strengths to candidates more effectively.



Defining the brand you want to market:

- Focus on the importance of your mission and its positive impacts on communities and the world beyond.
- Emphasize how your organizational culture and values foster an environment for innovation and growth in your professional space.



You want candidates to understand:

- Fulfillment derived through public service.
- The diversity of opportunities and experiences public service can provide for professional growth and development.
- How skills across disciplines contribute to the organization's mission.



Actions to consider

- Develop a faculty and professional association engagement plan to educate professional and academic communities about your organization.
- Focus on sharing stories about the achievements of your people and organization, and the impacts they have made on communities.
- Identify opportunities to engage with and educate the public (e.g., speaking engagements, lectures, sharing research, or curriculum development).
- Invest in the well-being, professional growth, and development of employees.

Who you should be targeting

For the organization to achieve desired results in the long term, it is essential to build a pipeline of high-performing candidates.



Identify new recruiting channels

Consider targeting prospective employees for roles in accounting, finance, and technology from non-traditional disciplines like engineering, mathematics, and data science.



Introduce new talent models

New talent models and job classifications can attract previously untapped talent (e.g., advertising data scientist roles instead of government program analyst roles.)



Network with campus faculty and professional organizations

Meet with faculty to explain your organization's opportunities. Tap into new organizations with focuses outside of business, such as engineering societies or women in technology. Leverage local chapters of national organizations.



Collaborate with other organizations for hiring events

Recruit alongside a partner organization and consider collaborating for in-person or virtual events such as career fairs, informational sessions, etc., to source candidates together.

Building your candidate pipeline

New ideas to consider when sourcing talent.



What are you doing to
retain talent?

Talent Retention




"The 2022 Gallup Survey of roughly 67,000 people found
that only 32% of workers
are engaged with their work compared with
36% in 2020."

"America, we have a problem. People aren't feeling engaged at work." [Less than a third of U.S. workers feel engaged at work, Gallup finds : NPR | January 5, 2023](#)




Retention factors: significance

Understanding the connection between the work and its impact to the community is an essential component in attaining fulfillment through passion for the organization's mission and its public service.

Factors

-  Organizational mission and how each role fits into that mission.
-  How an employee's work positively impacts the community around them.
-  **Questions employees ask themselves:**
 - How does my work impact the lives of others?
 - Does my work matter to the organization's goals?

Actions

-  Create opportunities for employees to witness the impact of their work in communities firsthand.
-  Cross-train employees to break down silos and develop a better understanding of how roles fit within the bigger picture.
-  Clearly communicate how an employee's work contributes to the goals of the organization.

Retention factors: appreciation

Affirming teammates by making them feel known & appreciated.

Factors



Appreciation is a major component of employee satisfaction.



Positive relationships between employees and managers are critical to job satisfaction.



Questions employees ask themselves:

- Where do I want to go?
- How can I get there?

Actions



Formally recognize and celebrate achievements.



Identify the differences in working styles across your team and be flexible in your leadership style.

- Establish regular check-ins & well-being chats.
- Encourage PTO use.



Communicate the organization's direction and how each role contributes to the overall mission.

Retention factors: evaluation

Provide teammates with a tangible means of assessing the quality of performance. Remember, feedback goes both ways.

Factors



To do well, employees need:

- A sense of ownership.
- Purpose and meaning.
- A sense of empowerment.
- Manager relationship built on mutual accountability.



Questions employees ask themselves:

- How well am I performing?
- What are the implications of my performance?
- Will my manager provide honest feedback?

Actions



Establish a clear understanding of accountability with your employees.

- Provide regular feedback to employees.
- Create opportunities for employees to give feedback.



Set clear expectations for work and performance.

- Clearly define the path to progression.



Create growth opportunities for employee capabilities and interests.

- Provide training and development.
- Create opportunities to participate in interesting projects.

Q&A

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