



# The Great Resignation is Real – Recruiting and Retaining Local Government Employees

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# Data from Mission Square Research Institute

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38% of governments\* say workers are accelerating retirements (in 2008, 44% of governments said workers were *postponing* retirements)

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May 2021 – 45% increase in number of police officer retirements over 2019 data. Resignations also up 18% over 2019 data.

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\*highest in history of survey



# Be Nice to Your Finance Professionals

60% of public finance workers are over the age of 45 and nearly one-third are over the age of 55. Less than 20% are younger than 34.

Source: Association of State Treasurers Study

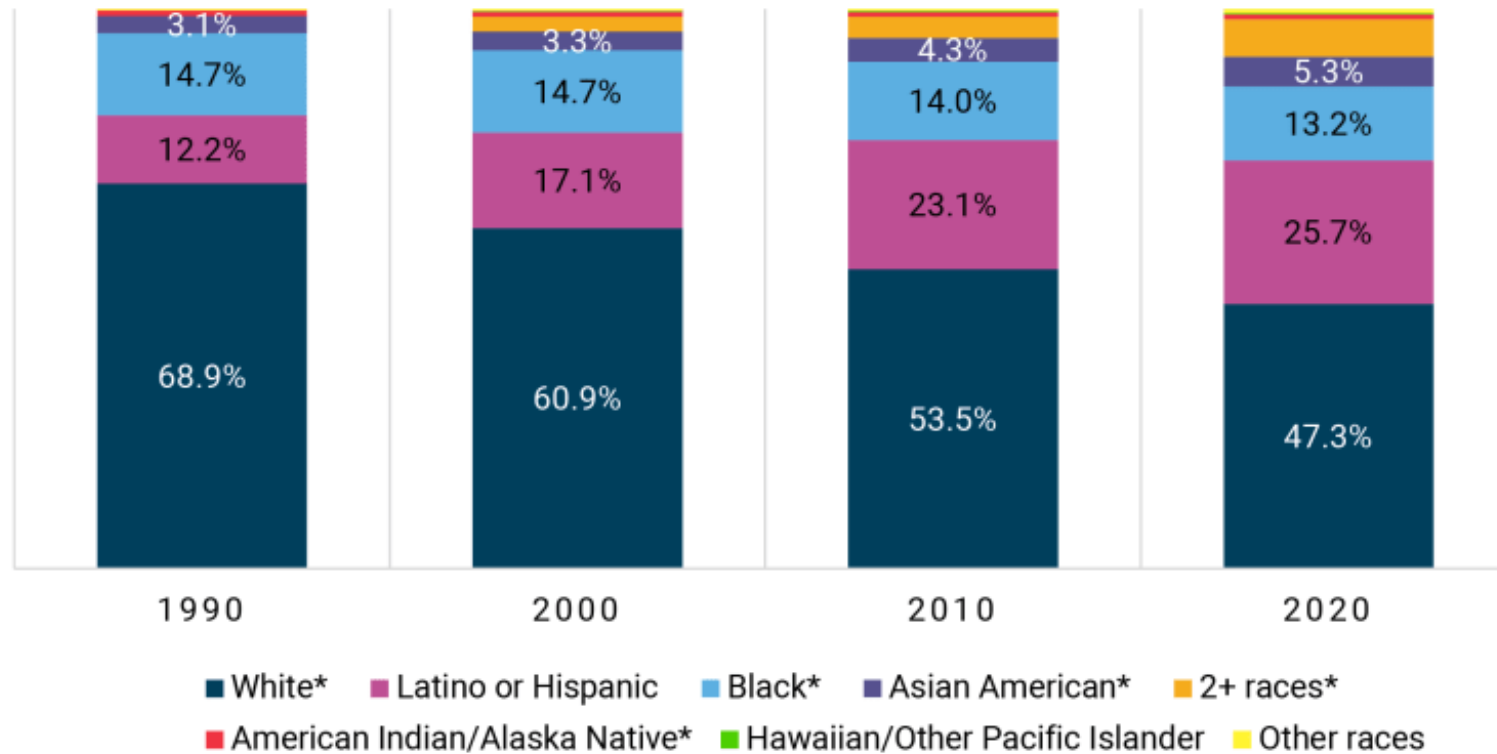


A construction site at sunset, featuring a large crane on the left and several workers silhouetted against the bright orange and yellow sky as they work on a building's steel framework. A heavy load is being lowered by the crane's hook. The scene is filled with the complex structures of scaffolding and steel beams.

Be Even Nicer  
to Your Building  
Officials

# Changing Demographics

**Figure 7. Population under age 18: Race-ethnic profiles, 1990-2020**



\*non-Latino or Hispanic members of race group

Source: William H. Frey analysis of 1980-2020 US decennial censuses.  
Note: For 1990, category 2+ races did not exist and Hawaiians/Other Pacific Islanders were included as part of Asian Americans.



# Changing Attitudes

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83% of Gen Z candidates care about an organization's commitment to diversity and inclusion...

*This matters because...*

Gen Z will comprise 37% of the global workforce, outranking millennials and Gen X.

Monster.com (2020)

# Key Missteps Communities Make in Recruiting (\* and Retention)

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Failure to pay a competitive salary and benefits\*

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Unrealistic or outdated qualifications for position

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Requiring residency

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Not offering a hybrid work option when it is feasible\*

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Lack of outreach

# New Rules of Recruiting – Employer Brand is Everything

- Promote your culture – high employee satisfaction, strong retention numbers
- Be creative – use employee interviews, TikToks, blog posts, short videos
- Caution – Be sure your true culture backs your PR

<https://www.youtube.com/watch?v=iv733-tH1gU>

LinkedIN “How to make a hiring video”.

Source: ELGL – New Rules of Recruiting  
<https://elgl.org/the-new-rules-of-recruiting/>



Important  
Barrier to  
Successful  
Recruiting and  
Successful  
Retention –  
Toxic  
Workplace

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Employees have more choice than ever before and will act on it if they feel threatened

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Future employees will watch Board meetings and look for how employees are treated

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Remember the adage – “Praise Publicly and Criticize Privately”

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What is said on the dais really, really matters to employees

# New Rules for Recruiting – Treat Candidates Well

- Candidates may fit a future opening
  - They will remember your process and talk about it
  - Communicate often and honestly
  - Close the loop
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- Source: ELGL – New Rules of Recruiting
  - <https://elgl.org/the-new-rules-of-recruiting/>



# Grow Your Own!

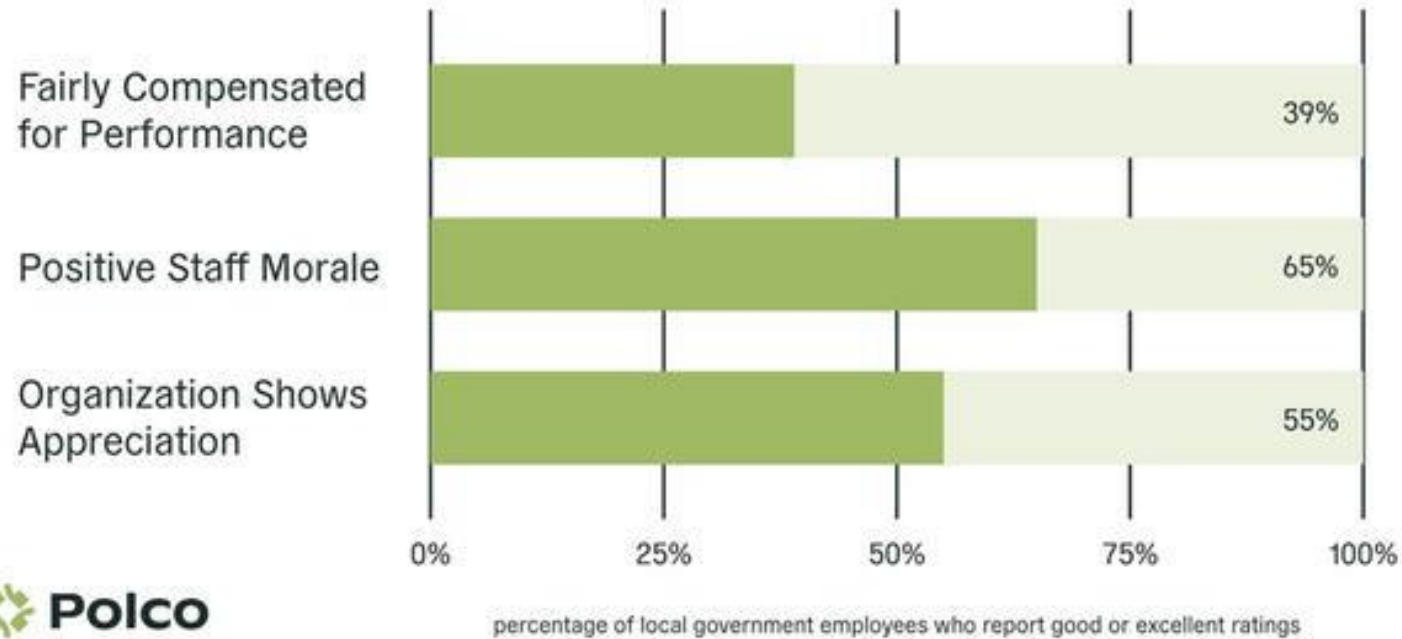
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- Assist employees with certifications (i.e., Public Works)
- Communicate with employees about their aspirations
- Assist employees with further education – flexible scheduling, tuition reimbursement, etc.
- Show your confidence in their abilities!
- Make them feel valued and part of the team!
- Boomerang employees
  - Sometimes they come back! Will they want to?



## Indicators for Staff Retention in Local Government

Data from Polco's The National Employee Survey™



39 percent of respondents believe they are fairly compensated for their level of performance. Only 55 percent feel appreciated for their work. And while 65 percent report positive staff morale, this means 35 percent reported fair or poor ratings. Addressing these areas could help prevent burnout.

# Keep Your Own!

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- Make a good first impression
  - Do your on-boarding procedures say “Welcome to the team”?
- Do Exit Interviews and Employee Stay Interviews
  - Do some of them yourself, don't delegate to HR.
  - Listen carefully to what they say... and then apply what you learn!
- Peel the onion
  - If policy concerns exist, ask why the policy is what it is.
  - Do you still need it or can you change it?
  - Do they favor senior employees? Newer employees?

# Keep Your Own... The Hard Way!

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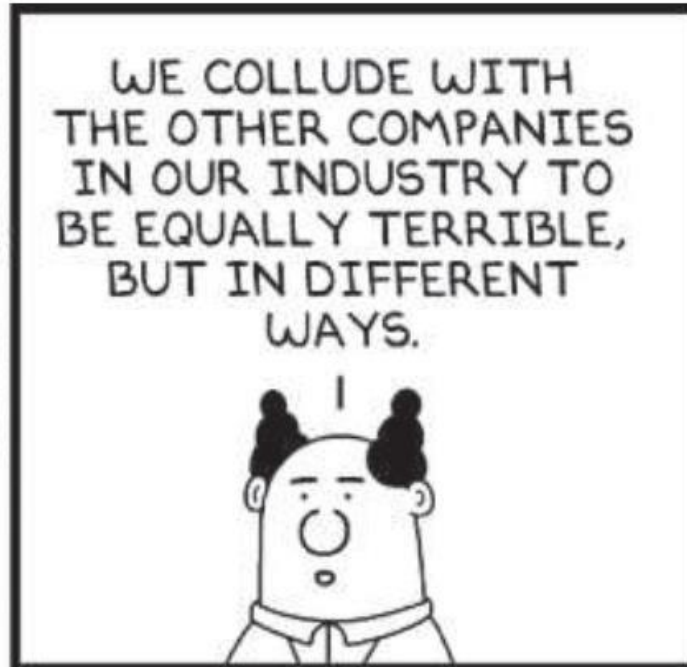
- Check on your Workplace Culture
  - Do job descriptions and position announcements reflect who you are as an organization? Who you want to be?
  - Are employees supported by their managers?
  - Is DEI a real thing in your organization or just a buzz-word? What practices have you undertaken that have made your workplace one of belonging?
  - How are your professional development dollars allocated? Only to senior management or all employees?
  - Do you celebrate enough?
  - Do you allow your employees to take care of themselves... and do your leaders lead by example?

# Don't be this guy...

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# Thank you!

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