



Integrating Millennials into the Public Sector

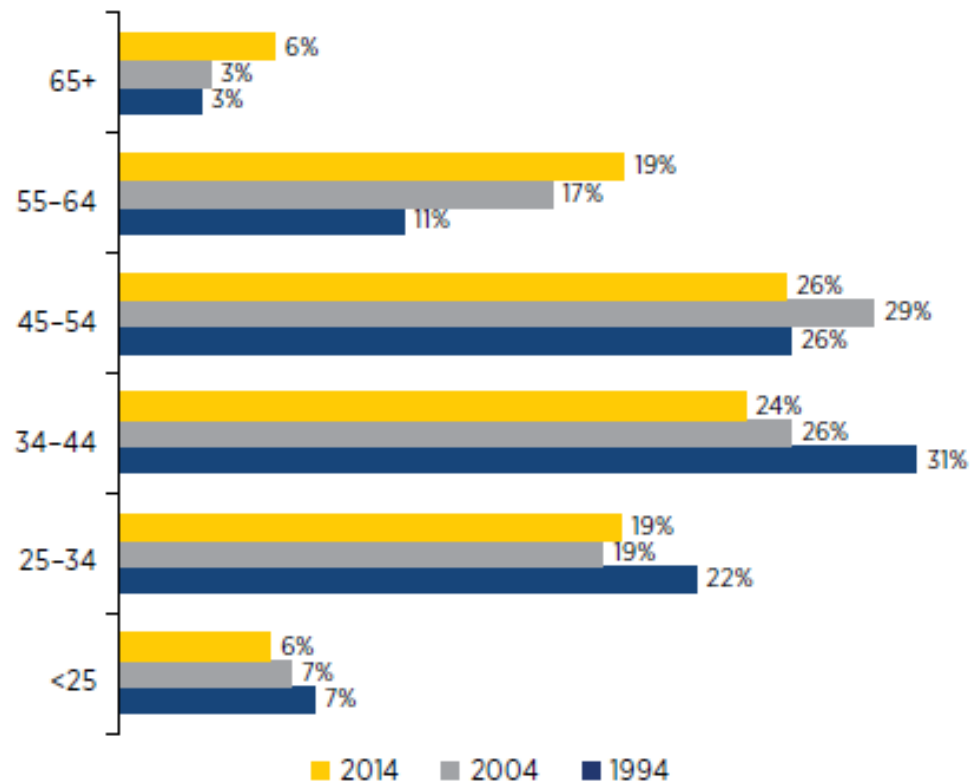
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Demographics: Where are we now?

- Shifting generational balance
- Public sector workforce is graying
- Millennials make up 24.5% of government sector employees, compared to 33.7 in the private sector
- GenX and Millennials compete for advancement as Boomers retire

Demographics: Where are we now?

Age Ranges of the Local Government Workforce



Source: SLGE analysis of <https://cps.ipums.org/cps/0>

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What are the Challenges for the Public Sector?

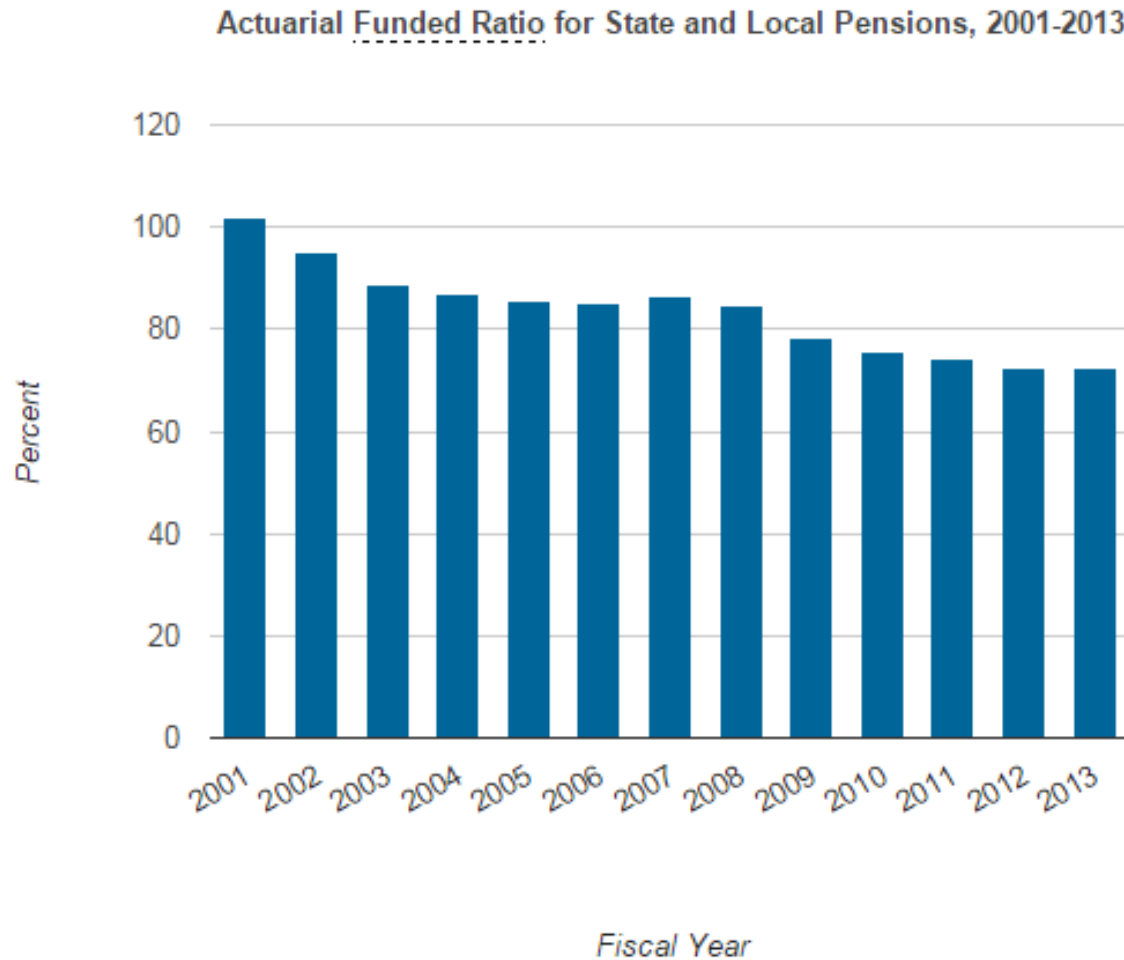
- Baby Boomers are retiring
- Workforce that replaces them looks different; has different expectations of employers and employment
- Increased competition for talent among public, nonprofit, and private sectors



What are the Challenges for the Public Sector?

- Budget challenges, legacy costs, and certain political environments make it difficult for the public sector to compete with the private sector when it comes to wages.

Public Pension Tsunami: Fact vs. Fiction





The Public Sector faces significant challenges attracting and retaining talent in the years ahead.

- According to conventional wisdom, Millennials have little interest in a traditional, single-employer career path
- If younger workers are not motivated by the promise of a stable job and a good pension in 30 years, how can government agencies attract and motivate them?





Download the report at
<http://slge.org/publications/local-government-workforce-of-tomorrow>

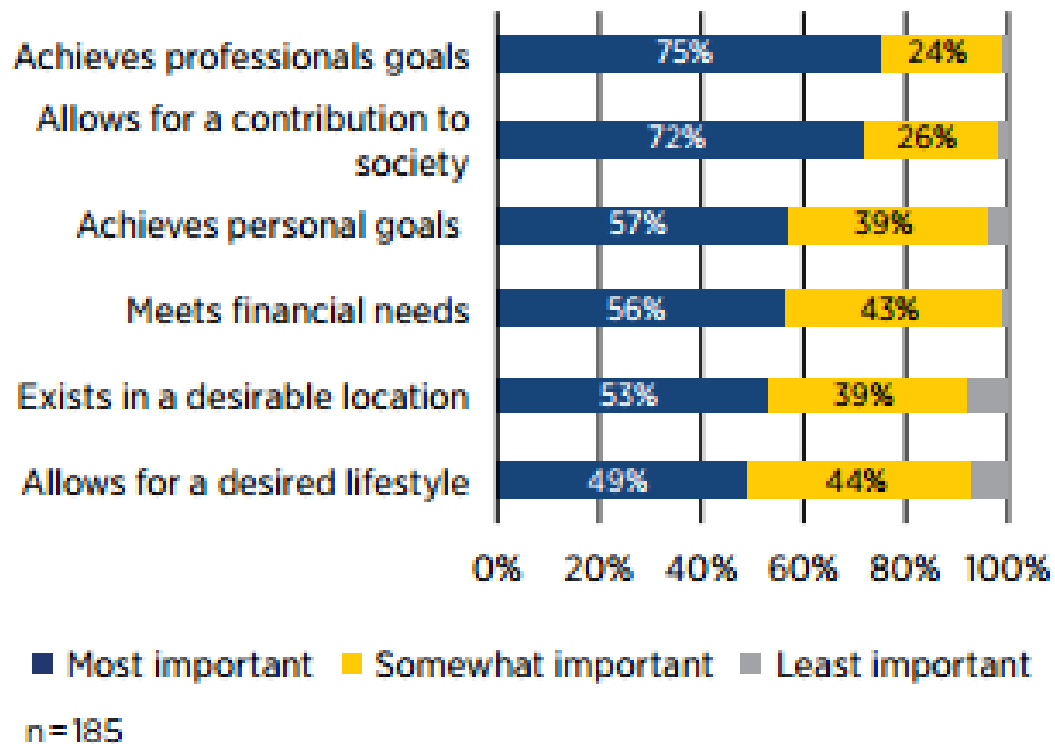
What do Millennial Employees Want?

1. Competitive salary (59%)
2. Opportunity to make a difference (58%)
3. Opportunities for promotion and career advancement (57%)
4. Work-life balance (52%)
5. Variety of work to keep job interesting (42%)

Source: SLGE Survey of MPA and Undergraduate Students – May 2015

What do Millennial Employees Want?

Factors Influencing Career Opportunities



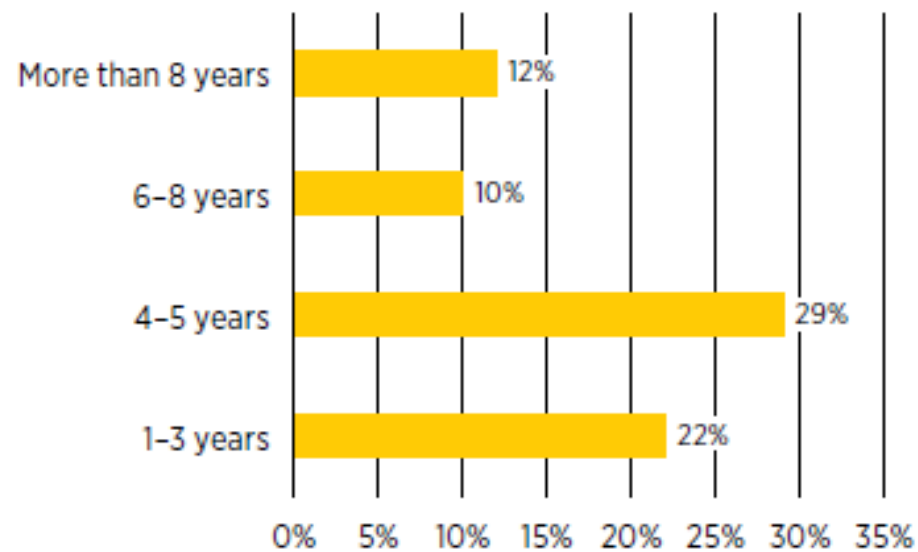
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Myth: Millennials have higher turnover rates than previous generations

- Studies supporting this belief are often based on age-specific tenure
- Millennials, on average, are staying in school longer and entering the labor force at older ages
- In reality, turnover rates for Millennials in government are lower now than they were among their Generation X colleagues in 2006.

SLGE Student Survey Results


Expected Tenure with Local Government Employer



n=185



Myth: Millennials no longer view government as an “employer of choice”

- Many government employers fear it is harder to recruit Millennials
 - Younger workers interested in public service have innovative types of employers and careers to choose from
 - Are MPA students really choosing NGO's, nonprofits, or social entrepreneurship over government?
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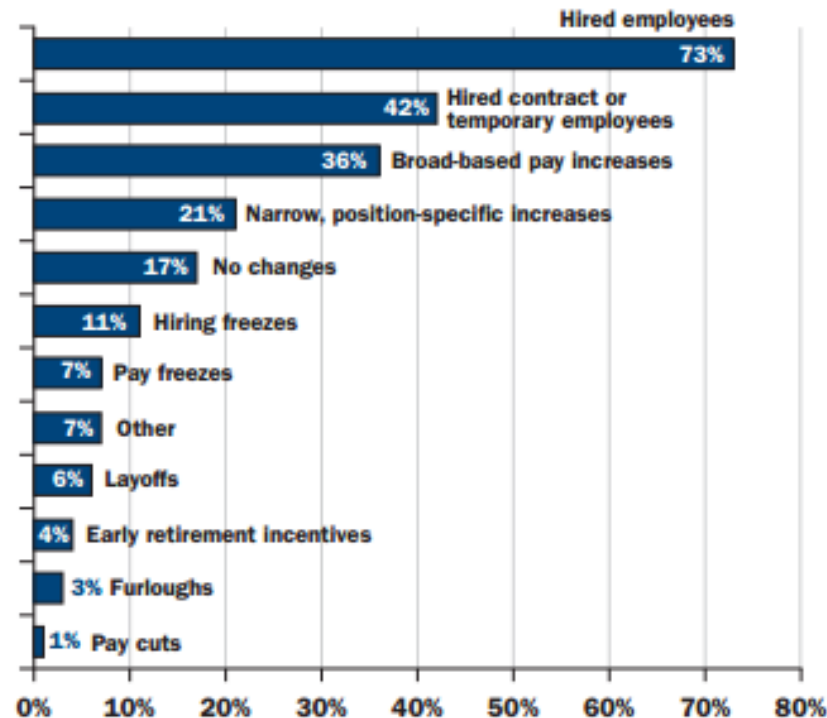
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Myth: Millennials no longer view government as an “employer of choice”

- Shift toward nontraditional public service oriented career options may be a temporary result of slowdowns in government hiring
- In 2015, state and local governments reported increases in hiring for the second year in a row.

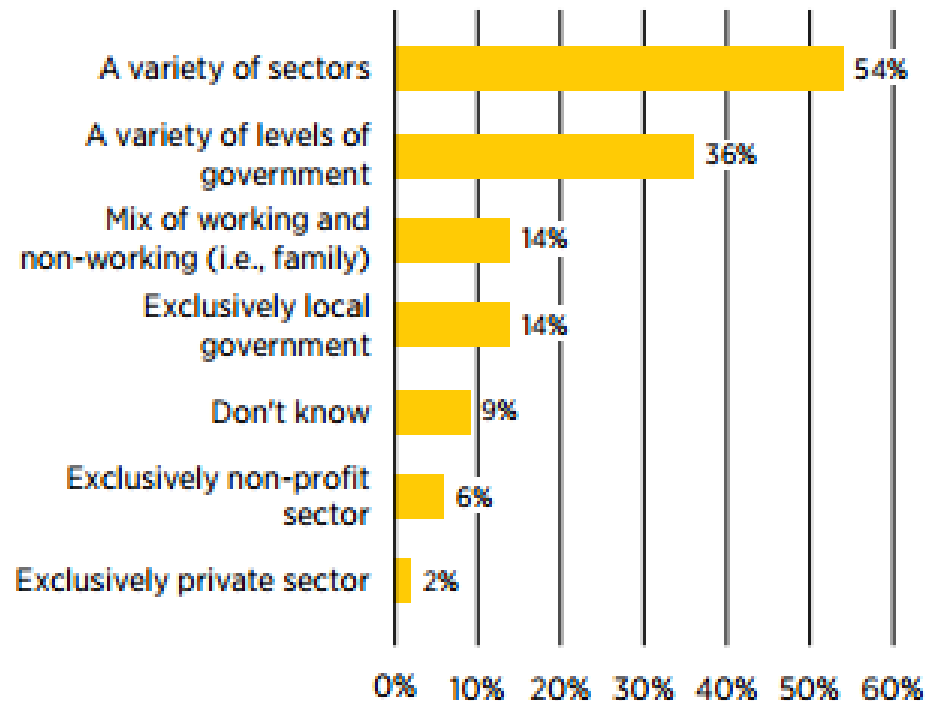
Workforce Changes

2) Which of the following workforce changes has your government implemented over the past year? (n = 334)



Note: "Other" changes offered were: intensive hiring review; reduction through reorganization; new compensation structures; negotiated salary increases; class and compensation studies; adjusted compensation philosophy; hired back retirees.

Long-Term Career Goals



n=185

Looking Ahead: Six Action Steps to Build the Workforce of Tomorrow

1. Reinvent human resources
2. Revamp antiquated policies and practices
3. Build a brand that tells the great story of public service
4. Focus on talent management, leadership development, and succession planning



Looking Ahead: Six Action Steps to Build the Workforce of Tomorrow

5. Create a culture that values and engages employees in meaningful ways
6. Leverage technology, data, and automation to improve operations and provide employees with the tools they need to be highly productive and successful



Questions??

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