

The Turnover Tsunami is here.. Life Jacket or Surfboard?



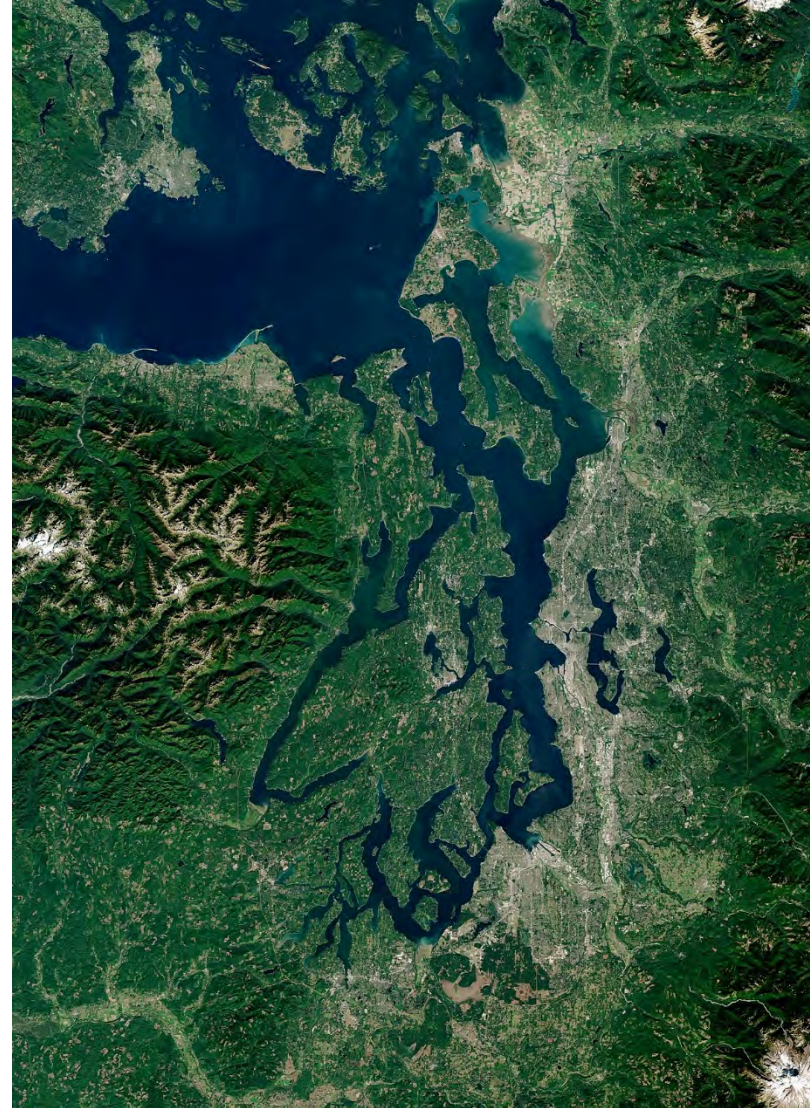
NASCA 2021
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More than 50% of employees nationally are applying for or planning to change jobs



Puget Sound CD's - in about a year

- 7 out of 11 CD managers left
- 3 out of 11 fiscal leads left





- Expensive
- Additional workload
- Domino effect
- Project timetables slip
- Balls get dropped
- New folks learning on the job
- Reputational risk
- Etc.

Why? – National survey

Insufficient pay? (53%)

Benefits?(36%)

Wanting a new challenge/advancement (33%)

Work life balance (42%)

The boss (56%..)

First year in a new job highest rate - hiring, culture or onboarding issues?

Higher rate for people of color – how is the organizational culture?

Is turnover all bad? - heck no!



- Clean slate/start out right
- More opportunity for folks to learn and grow
- More transparent, explicit and durable
- Increasing diversity of workforce – new ideas and perspectives
- Facilitates reorganization/retooling/program changes
- The world is changing so quickly– it shakes things up
- Never let a good crisis go to waste!

Retention intervention points

- Are CD pay and benefits competitive?
 - Share examples, comps, process coaching
- Do CD's have good managers? For today's workforce?
 - Coaching, trainings, informal mentorship
 - More formalized mentorship program in development
- Welcoming culture for new employees?, for diverse new hires?
 - Coaching, connect with training, host anonymous surveys
- Are onboarding processes helping employee's "stick"
 - Examples, coaching, training, tools
- **Emphasize connection of tasks to the greater purpose**

Mission Valance (a.k.a public sector motivation) our edge!

