

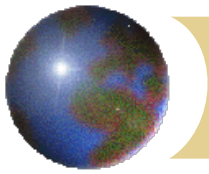
# Recent Trends in Public Sector Human Resource Management

2019 ACSH Annual Conference

Neil Reichenberg

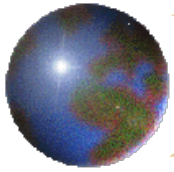
Executive Director

International Public Management Association for  
Human Resources



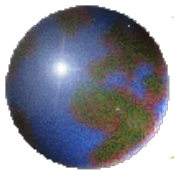
# International Public Management Association for Human Resources

- ❑ Public sector focused human resources association headquartered in Alexandria, VA USA
- ❑ In existence for 113 years
- ❑ Almost 10,000 members
- ❑ Develop innovative solutions and practical resources for public sector HR professionals:
  - Research
  - Publications
  - Professional Development
  - Certification
  - Assessment



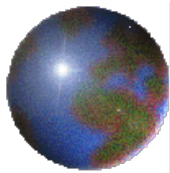
# Building the 21<sup>st</sup> Century Public Service

- ✦ Report by the National Academy for Public Administration (NAPA) in the US concludes:
- ✦ “To govern effectively, government must have the capacity to govern. The bedrock of that capacity is its workforce.”

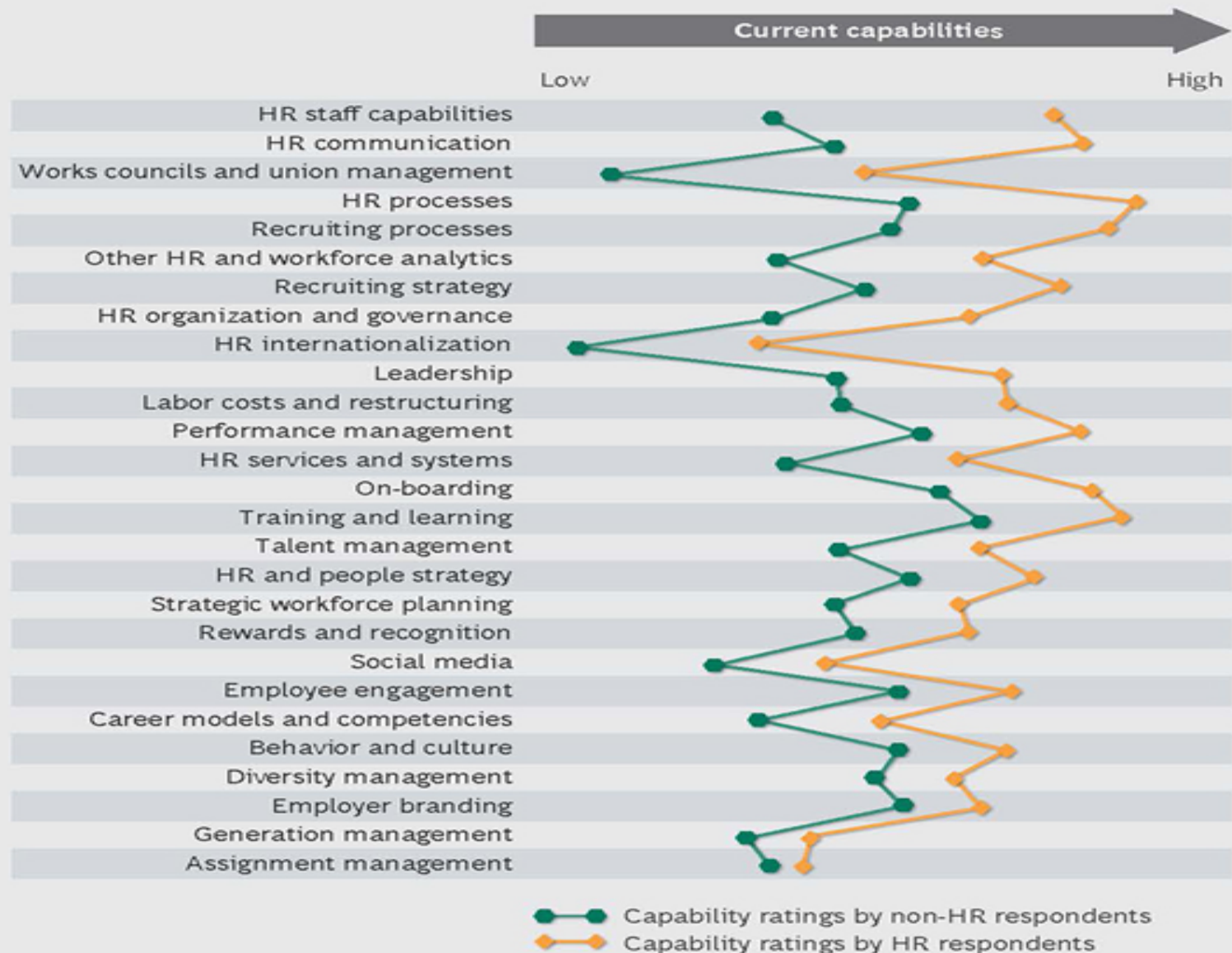


# State of Human Resource Management

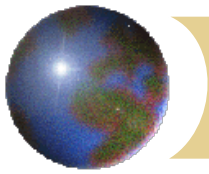
- ❖ Great time to be working in HR
  - ❖ Time of rapid change fueled by technology that is changing jobs & how, where & when work is performed
- ❖ Despite the emphasis on the crucial role that talent plays in organizations, there remains a negative perception of human resource departments
- ❖ HR is still viewed as playing more of a transactional rather than strategic role



## EXHIBIT 5 | HR Respondents Report Higher Capabilities Than Non-HR Respondents Across All Subtopics

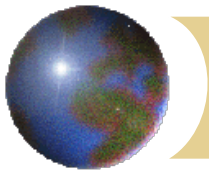


Source: 2014 BCG and WFPMA proprietary Web survey and analysis.  
Note: There were 2,909 HR respondents and 331 non-HR respondents.



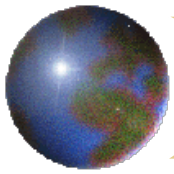
# Recent Trends in Public Sector Human Resource Management

- ✦ Workforce/Succession Planning/Talent Management
- ✦ Employee/Applicant Experience
  - ▣ Employee Engagement
- ✦ Recruitment/Selection/Retention
  - ▣ Skills Shortage
  - ▣ 40% of employees planning to leave
- ✦ Flexibility



# Recent Trends in Public Sector Human Resource Management

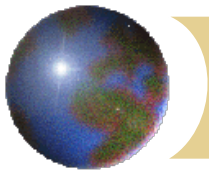
- ⊕ Work-Life Balance/Wellness
- ⊕ Technology/Digital Transformation
  - ⊕ Impact on Jobs/How Work is Performed
- ⊕ Future Workforce
- ⊕ Rewards
  - ⊕ Need for more diverse awards
- ⊕ Learning and Development
- ⊕ Risk Management
- ⊕ Analytics



# Improving the Employee Experience

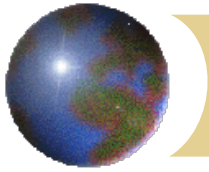
- ❖ Applicants & employees approach work like consumers and want:
  - ❖ A say in where, when & how they work
  - ❖ Perform meaningful work
- ❖ 51% of the HR leaders who responded to the Future of HR Survey cited employee experience as a top priority
- ❖ Improving the employee experience becomes critical for organizations that want to hire & retain top talent
- ❖ Gallup defines the employee experience as the journey an employee takes with your organization





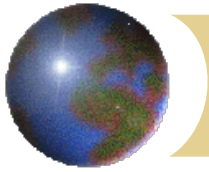
# Flexibility

- ✦ CIPD in Great Britain report cited the following business case for flexible working arrangements:
  - ✦ Attracting a larger talent pool
  - ✦ Improved engagement, job satisfaction & loyalty
  - ✦ Reduced absenteeism & improved well-being
  - ✦ Greater retention



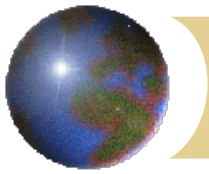
# Well Being

- ✦ Many employers are focusing on the well-being of their employees
- ✦ Studies have shown that more than 40% of workers are facing high levels of stress that negatively affects them
- ✦ Gallup's Global Emotions Report has found that stress levels are rising in several countries



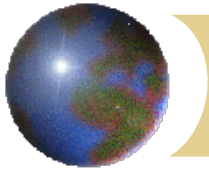
# Work-Life Balance

- ❖ Technology can result in a blurring of work & personal time
- ❖ Ability to manage work-life balance is #1 factor in helping employees thrive at work
- ❖ Workplace stress accounts for about \$190 billion US annually in healthcare costs



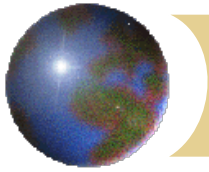
# Impact of Technology

- ❖ 2017 McKinsey Global Institute report predicted that by 2030 globally:
  - ❖ 400 – 800 million individuals could be displaced by automation & need to find new jobs
  - ❖ 6.6 million employees could be displaced in Korea
  - ❖ Up to 100 million in China/1/3 of the US & German workforces/1/2 of the workforce in Japan
  - ❖ Employment in some occupations may not decline, but workers will be performing new tasks



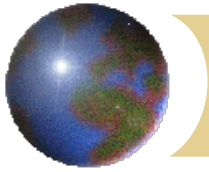
# Impact of Technology

- ❖ US Office of Personnel Management estimates that 45% of all government workforce activities could be automated
  - ❖ While some occupations will see an employment decline other areas such as cybersecurity will have increased demand, but not enough supply of workers
- ❖ Critical challenge for government will be providing job retraining/reskilling of those in government to transform them into the workforce of the future



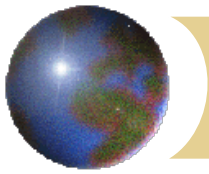
# Digital Transformation

- ✦ “Journey to Digital Transformation” study issued by Deloitte & based on survey of more than 1,200 government officials in 70 countries found that:
  - ✦ Workforce and skills are the most challenging area for digital transformation
  - ✦ Hiring the right talent may require utilizing new recruitment sources, internships/fellowships & hiring for short-term teams & assignments



# Learning and Development

- ✚ 2019 Mercer Global Talent Trends report:
  - ❑ Skills gap is becoming a growing challenge
  - ❑ Organizations are increasing reskilling their employees
    - Concern that they may leave after obtaining new skills
  - ❑ Employees are eager to learn & grow



# Analytics

- ❖ IPMA-HR conducted a study in 2018 on HR Analytics that found 70% of respondents are collecting HR metrics
  - ❖ Over half report using data analysis to improve HR strategy and support
  - ❖ The most common improvement cited was better communication with senior leadership, with almost 70% believing that reporting on HR analytics affected HR's strategic influence either somewhat or to a great deal
  - ❖ However, only 20% reported that their organizations provide training for data collection analysis

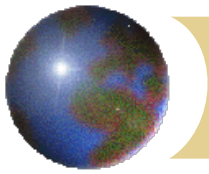




IPMA-HR HR2020 Task Force  
September 2016

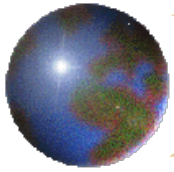
# HR 2020

## Shifting Perspectives: A Vision for Public Sector HR



# HR 2020 Shifting Perspectives: A Vision for Public Sector HR

- ✦ The report is intended as a practical guide for public sector HR professionals
- ✦ The report identifies 3 lenses – Business Acumen, Innovation, Strategic Orientation through which HR strategies should be viewed
- ✦ 5 focus areas included – Leadership, Culture, Talent, Communications, & Technology
- ✦ Website established to share resources & tools – <https://www.ipma-hr.org/stay-informed/research-and-reports/hr-2020-shifting-perspectives>
- ✦ Free Online assessments are available



# Thank You!

✦ For additional information, please contact:

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