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FGP FIND GREAT PEOPLE™
TO BUILD GREAT COMPANIES

Keeping Up With Attraction & Retention Strategies In Today's Market

Kathryn Jeremiah MHR, SHRM-SCP
April 2023

TODAY'S SESSION

- Overview of Labor Market
- Trends in Energy Workforce post-pandemic
- Attracting talent
- Engaging and retaining talent
- Integrated Engagement Model



BY THE NUMBERS

Utilities
Unemployment
2.5%

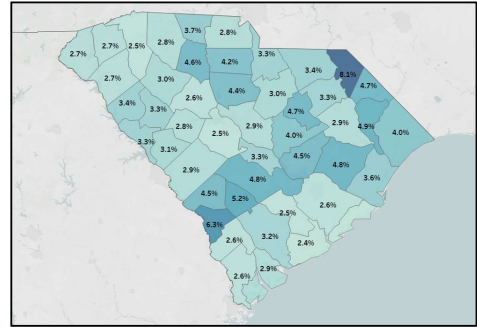
National
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Operating
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US Turnover
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POST PANDEMIC ENERGY WORKFORCE TRENDS

OUTLOOK



Utility careers have a good reputation, as 80% of younger non-utility workers view utility careers positively.



Employee experience has room for improvement. Utilities have invested heavily to improve customer experience but have not focused on employee experience. **It is impossible to separate customer and employee experience, as employees are often the face and voice of the utility.**





Digital skillsets are in higher demand than ever.




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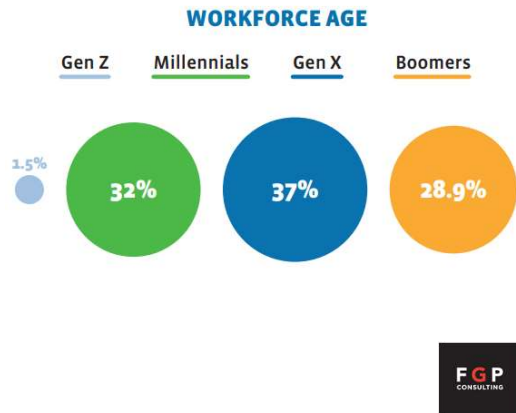
MULTI GENERATIONAL WORKFORCE

- 

Energy workers are getting younger (ages 23-37), but their **turnover is the highest**.
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Energy sector retirement forecasts are decreasing, 9.7% of energy sector workers can retire in the next 5 years.
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Millennial & Gen Z generations are **driven by purpose** and want to make a positive impact on their communities.




POST PANDEMIC ENERGY WORKFORCE TRENDS

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Source: State & Local Workforce 2022 Survey

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“Acquiring the right talent is the most important key to growth.
Hiring was – and still is – the most important thing we do.”

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COMMON RECRUITING CHALLENGES

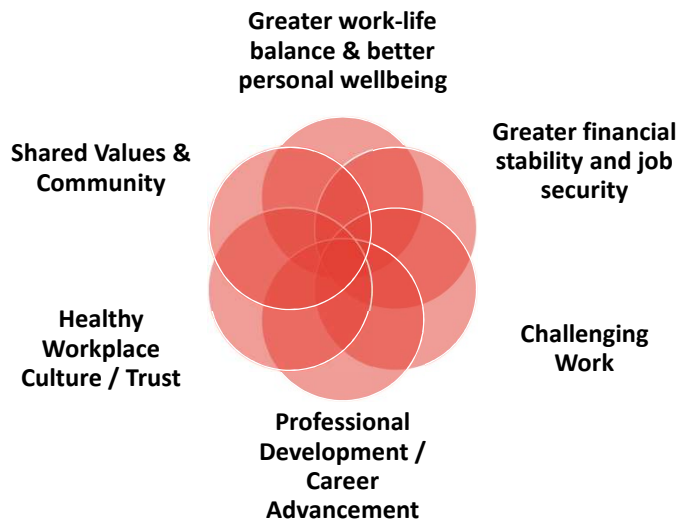
**ATTRACTING &
ENGAGING
QUALIFIED
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**CANDIDATE
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WHAT ARE CANDIDATES LOOKING FOR?



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- 35% of social media users have utilized social media to look for, or research, jobs.
- 21% have applied for a job they first found out about through social media.
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RECRUITING STRATEGIES

→ Assess flexibility

- Part time positions available
- Embrace remote & hybrid work models (larger talent pools)

→ Know and measure your best sources for talent – use the ones that work!

- Review employee referral program; highly effective in most instances
- Assess relocation programs (People want to be in South Carolina!)

→ Embrace technology and efficiencies

- Virtual interviews
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- Use data to inform decision making

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- Actively seek out candidate pools

→ Assess Employee Value Proposition & the Candidate Experience

- EVP articulated throughout the organization and to candidates
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→ Be Creative

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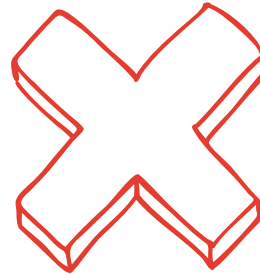
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WHAT HAPPENS WHEN RECRUITMENT IS UNSUCCESSFUL?

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RETENTION

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POST-IT!

Why have you stayed with an employer?



Why have you chosen to leave an employer?



WHY DO EMPLOYEES LEAVE?

Reasons for public-sector employees planning to stay at or leave current role in the next 3–6 months

Reasons for staying, % of respondents (n = 1,118)



Reasons for leaving, % of respondents (n = 385)



Note: People leaving includes individuals who quit, retired, and other separations.
Source: McKinsey Great Attrition 2.0 Survey, April 2022, n = 1,503 for the public sector in the US



TURNOVER

1 US Employee Turnover Statistics at a Glance

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18.9 MILLION

Americans who either exit the labor force or change occupations every year

5.5 MILLION

total number of separations as of Q1 2021

3.5 MILLION

workers who quit their jobs at the beginning of 2020

20%

average turnover rate

2.3%

average quit rate = 3.4 million resignations

1.2%

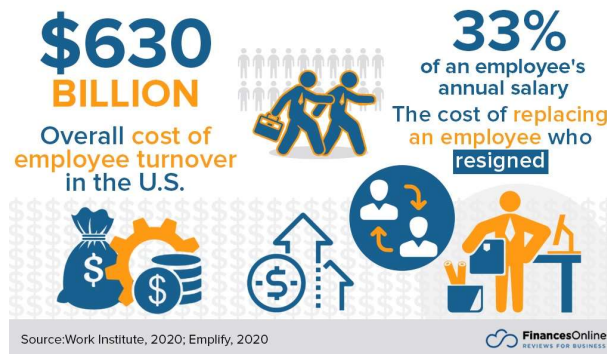
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2 Resignation Rate of Workers by Tenure

Source: Visier



MARKET STATISTICS



We can't afford **NOT** to retain our employees





How do we retain employees?

We engage them!

Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.


ENGAGEMENT STATISTICS

Companies with high levels of employee engagement saw these business outcomes:

- 10% higher customer loyalty
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Source: <https://www.gallup.com/workplace/285674/improve-employee-engagement-workplace.aspx> HubSpot

If you are not engaging your top talent, ***someone else will***



WHAT DOES ENGAGEMENT LOOK LIKE?

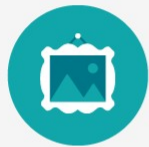
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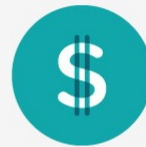
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29% of employees are actually engaged

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QUIET QUITTING



SINGLE MOST INFLUENCING VARIABLE:

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UNDERSTANDING YOUR IMPACT

Manager's Influence = 70% of Employee Engagement



50% of employees leave jobs because of Managers



What can you do to positively
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GIVE EMPLOYEES A REASON TO

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POST PANDEMIC LOCAL GOVERNMENT TRENDS

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Leadership development, career ladder, and apprenticeships programs have been established to support retention & development in local government.



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WE DRIVE OUR FUTURE: INTEGRATED ENGAGEMENT MODEL



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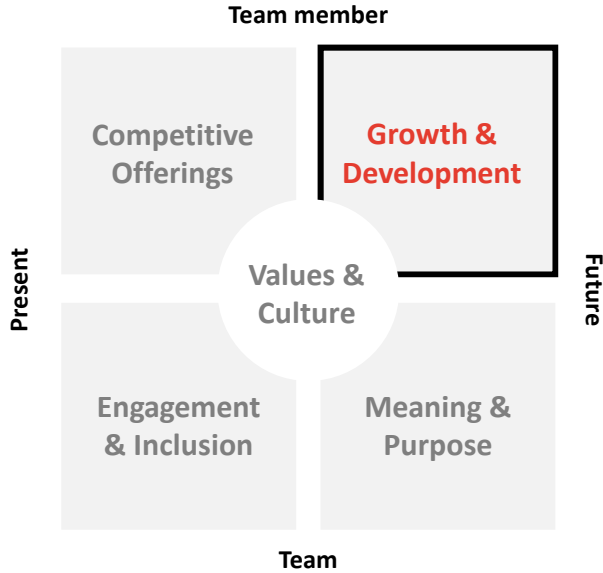
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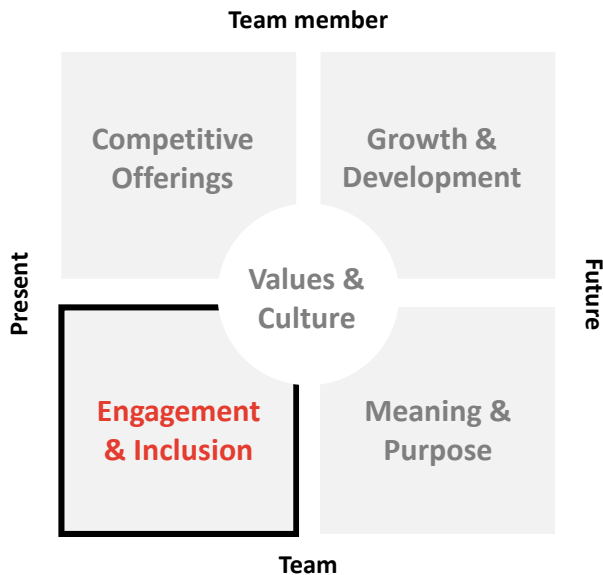
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- Career pathing
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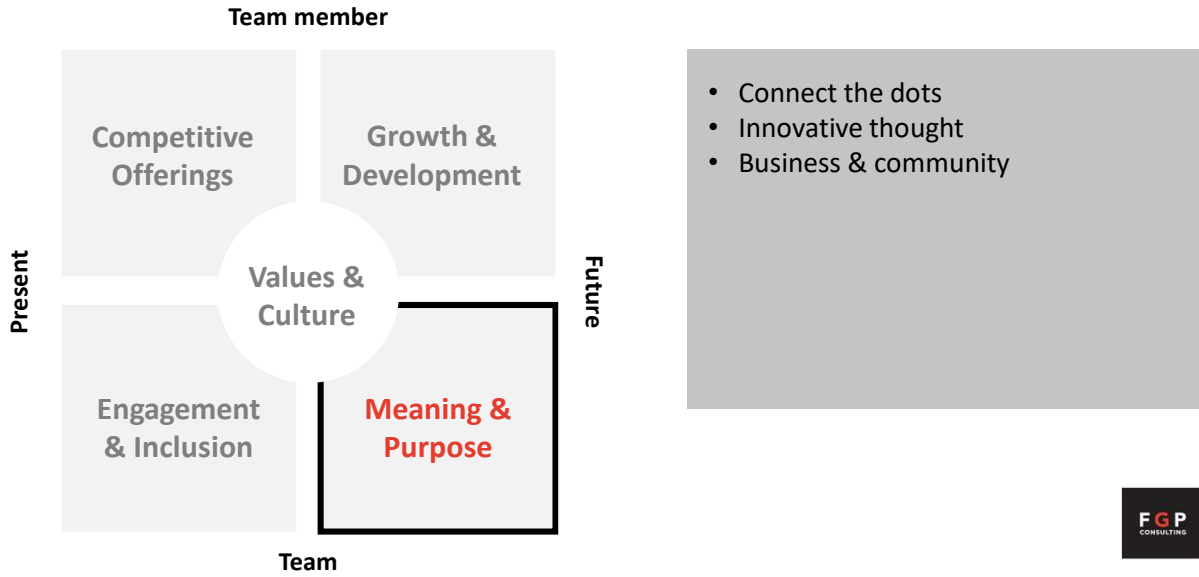
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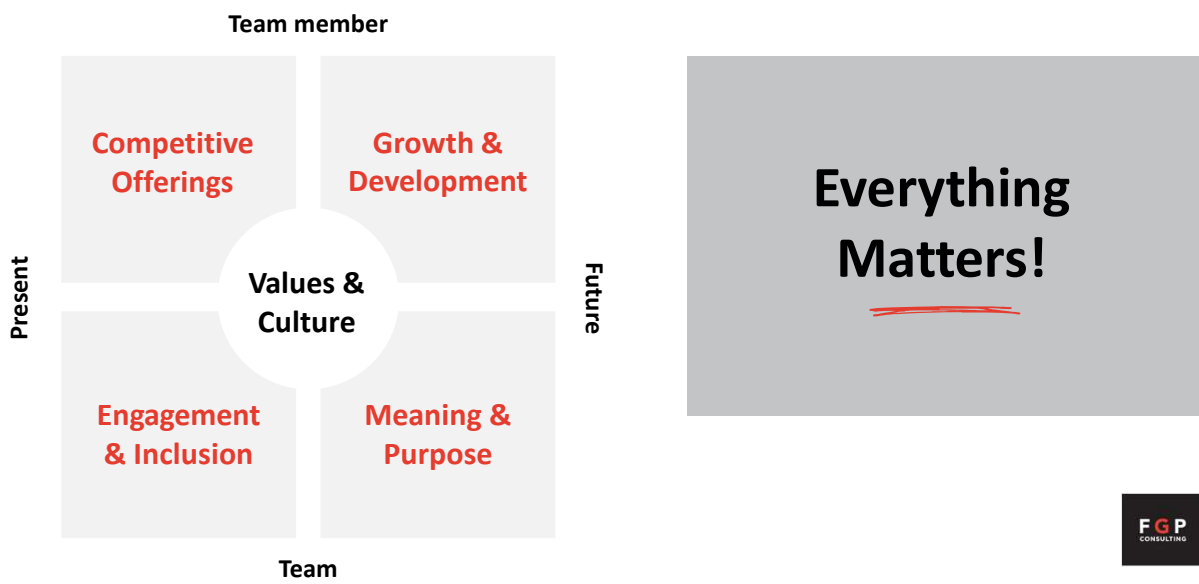
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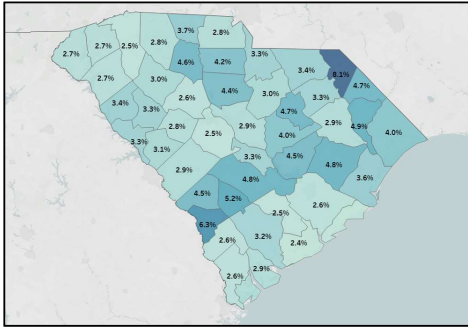
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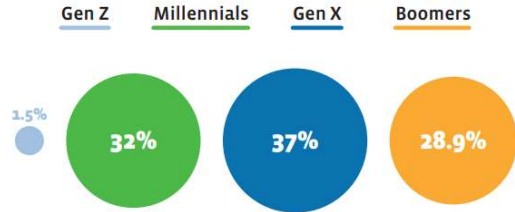


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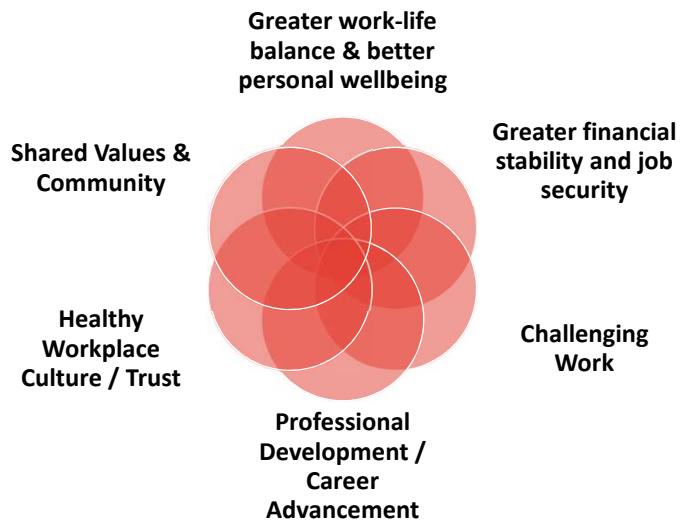
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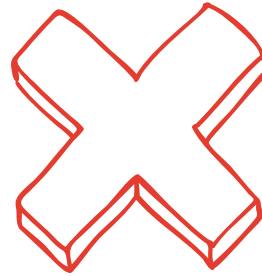
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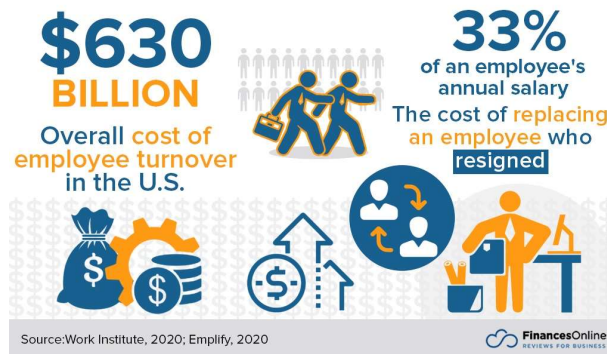
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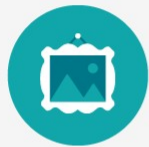
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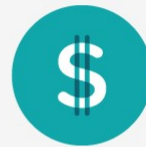
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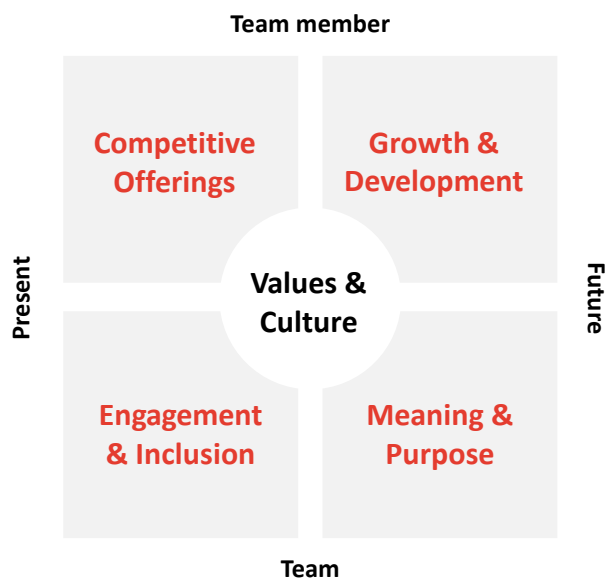
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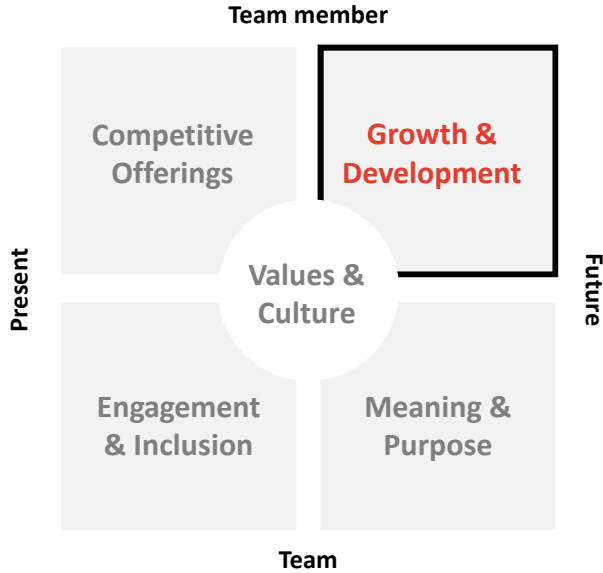


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Source: Accenture Nov 2022 Future of Work Survey

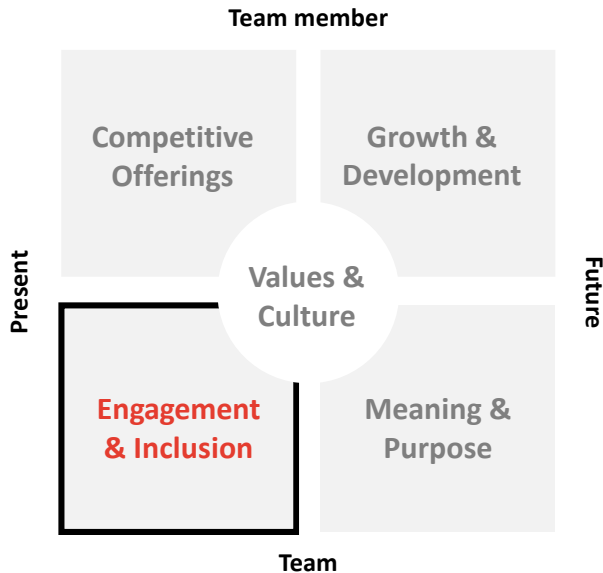
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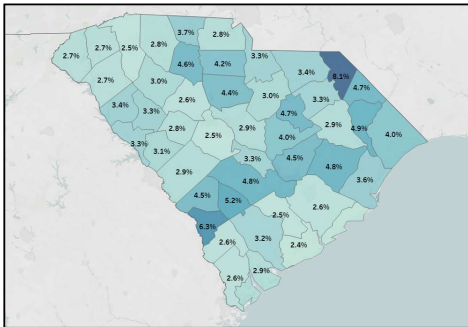
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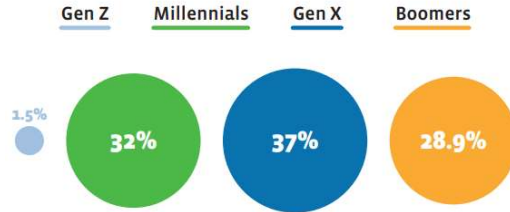


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**GROUP
DISCUSSION**

**WHAT HAVE YOU
SEEN IN YOUR
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Share with your table, then we will summarize as a group.

RECRUITING

“Acquiring the right talent is the most important key to growth.
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COMMON RECRUITING CHALLENGES

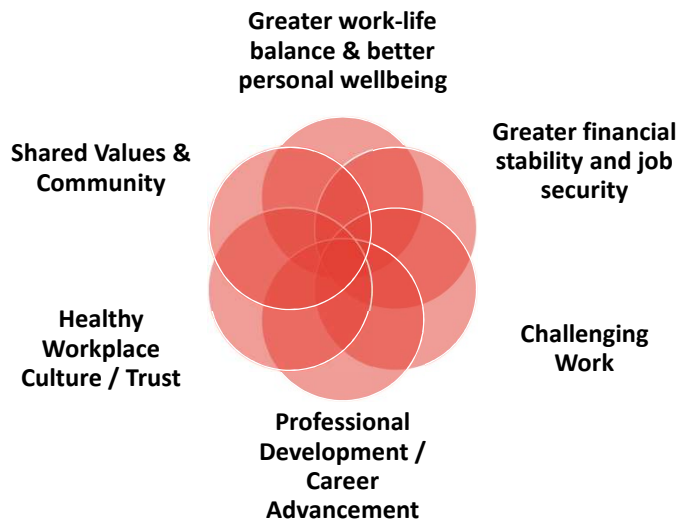
**ATTRACTING &
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Embrace technology and efficiencies

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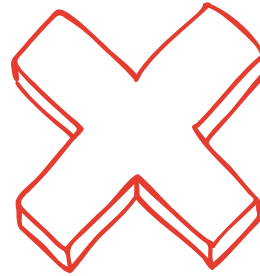
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WHY DO EMPLOYEES LEAVE?

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Reasons for staying, % of respondents (n = 1,118)



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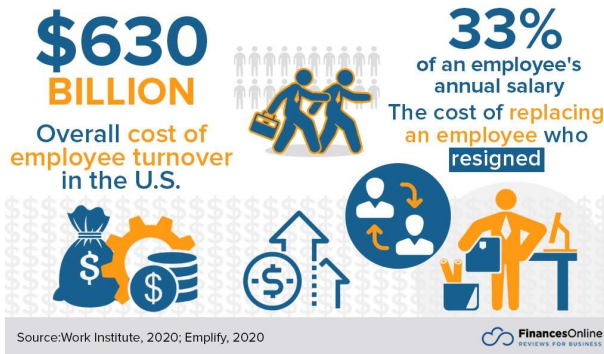
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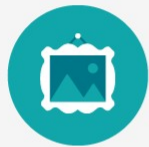
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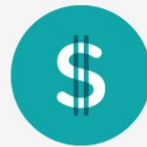
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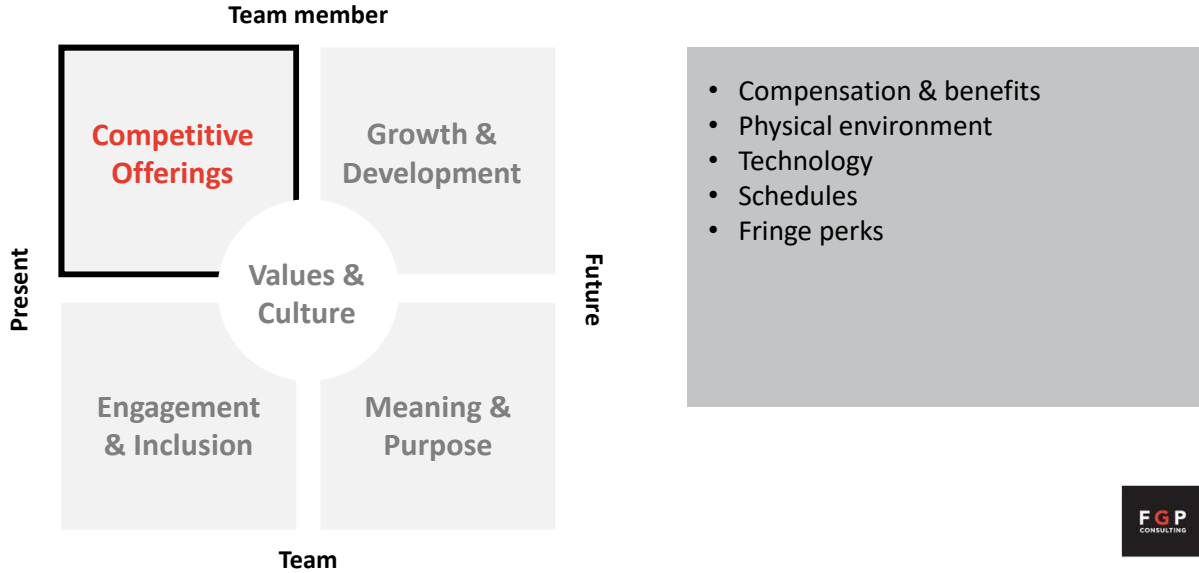
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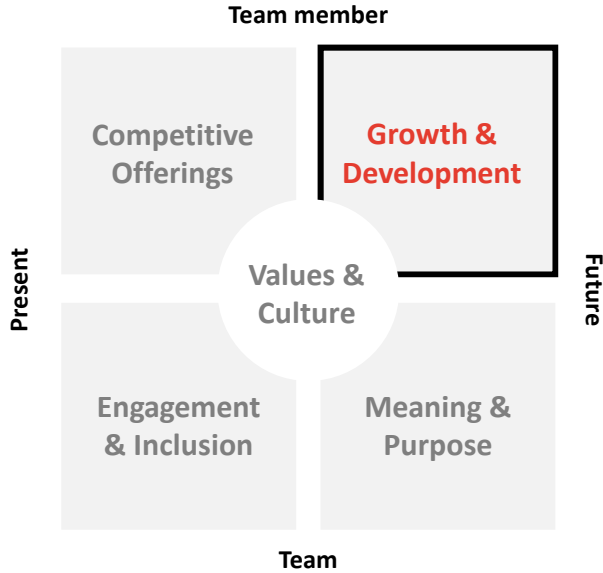
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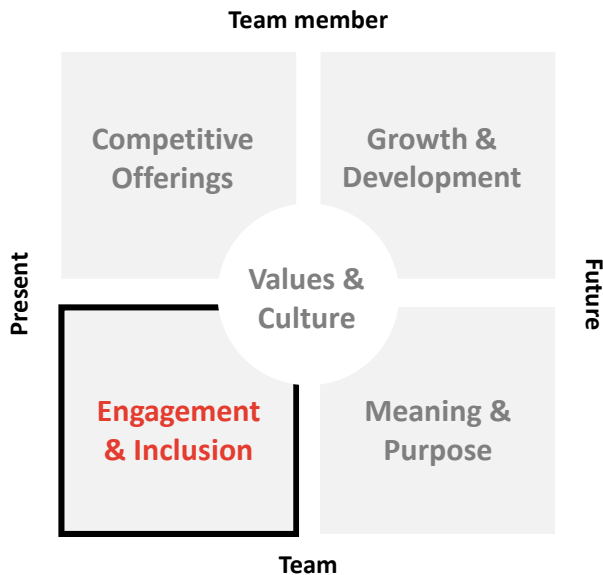
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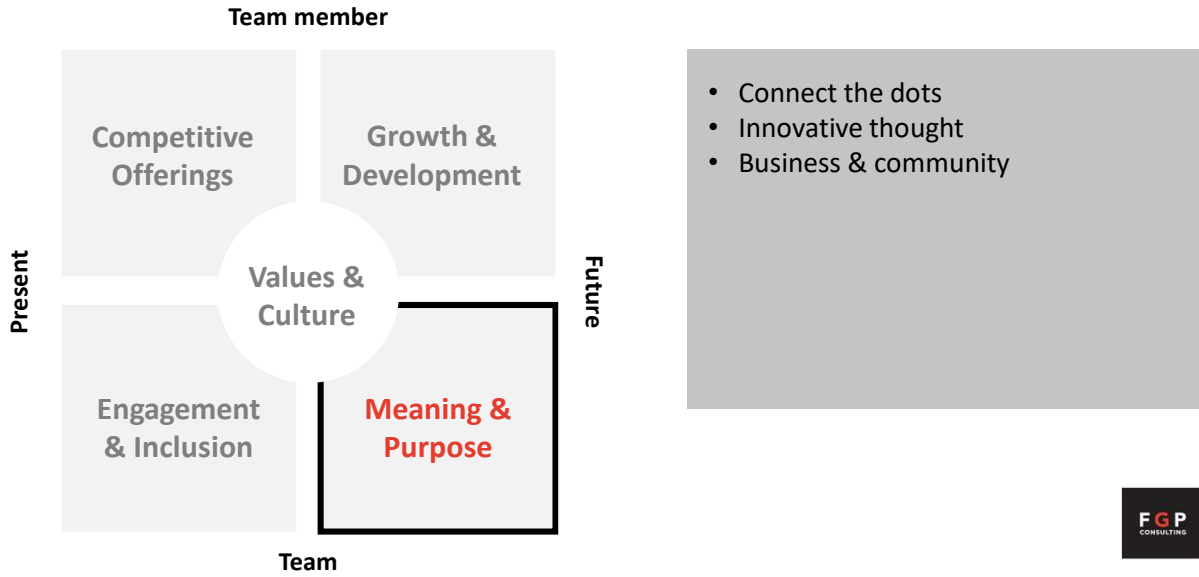
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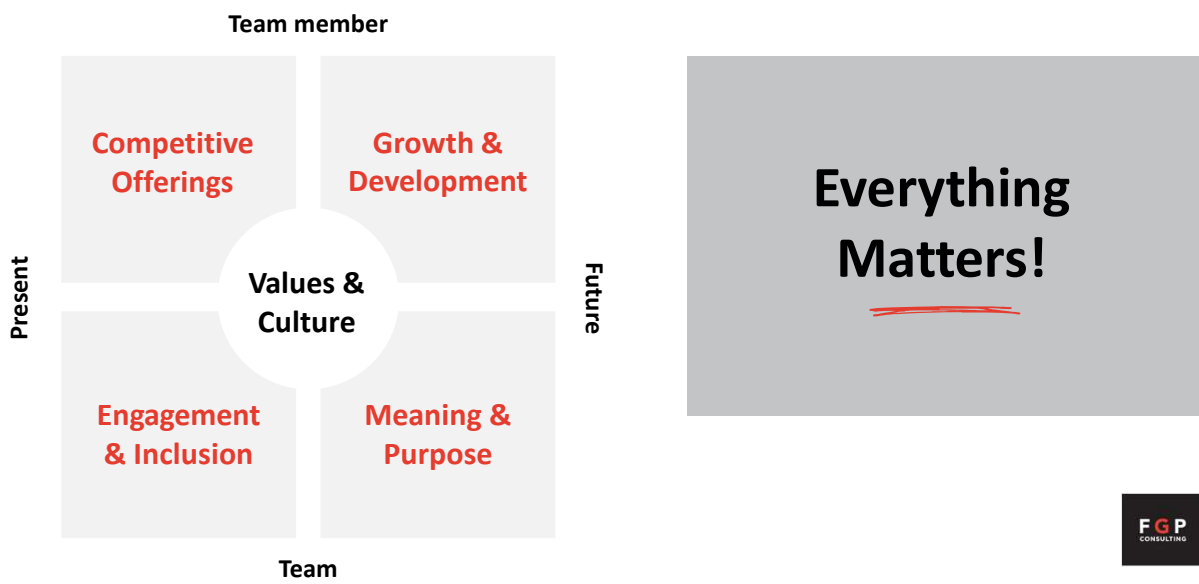
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Keeping Up With Attraction & Retention Strategies In Today's Market

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- Overview of Labor Market
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- Attracting talent
- Engaging and retaining talent
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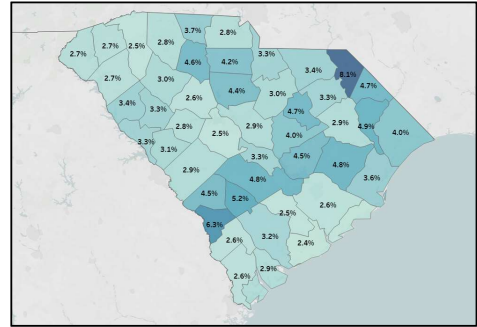
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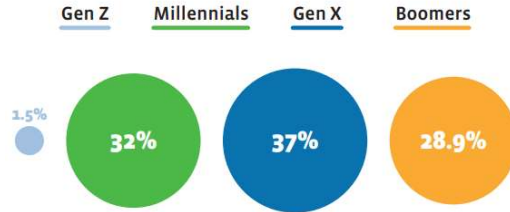


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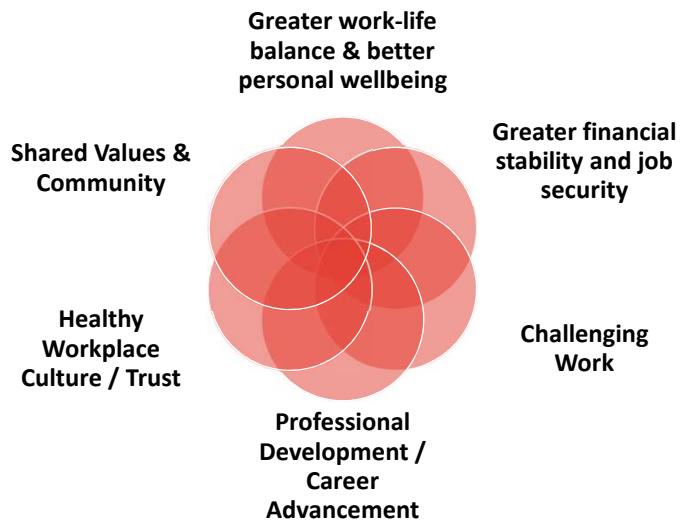
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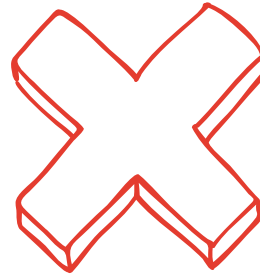
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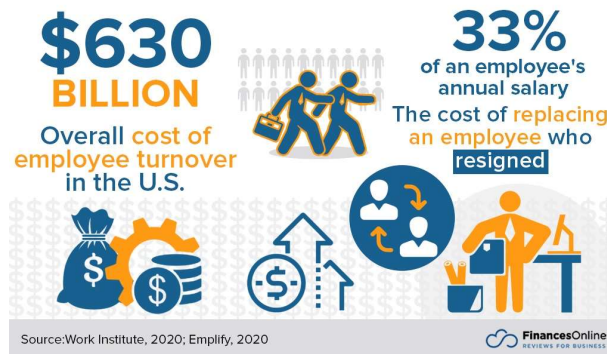
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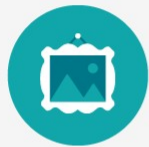
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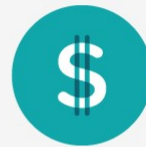
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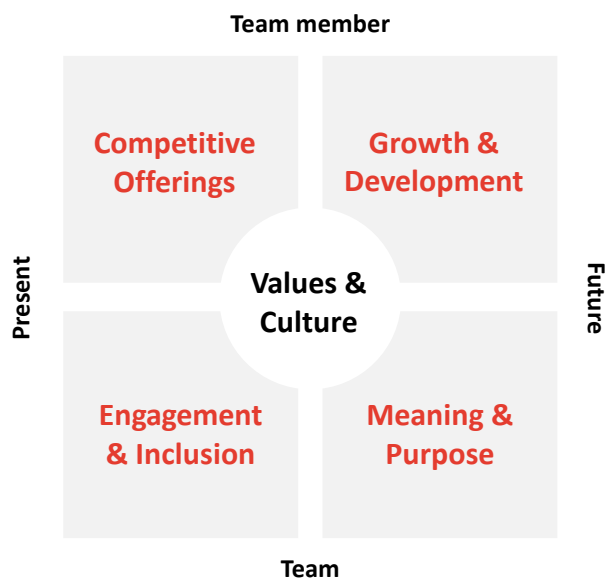
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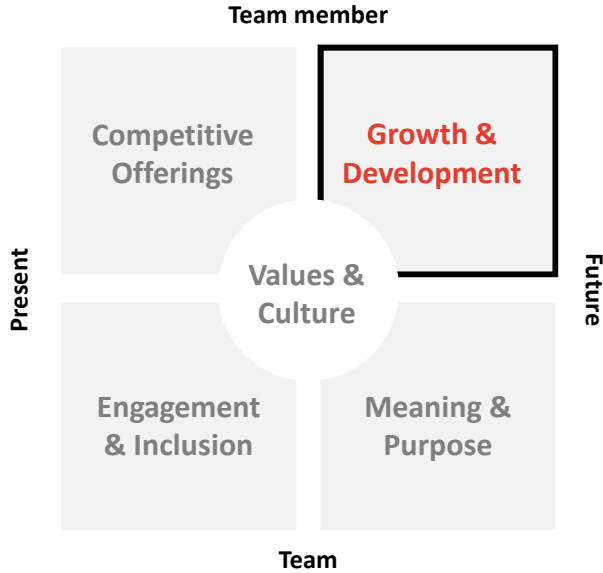


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Source: Accenture Nov 2022 Future of Work Survey

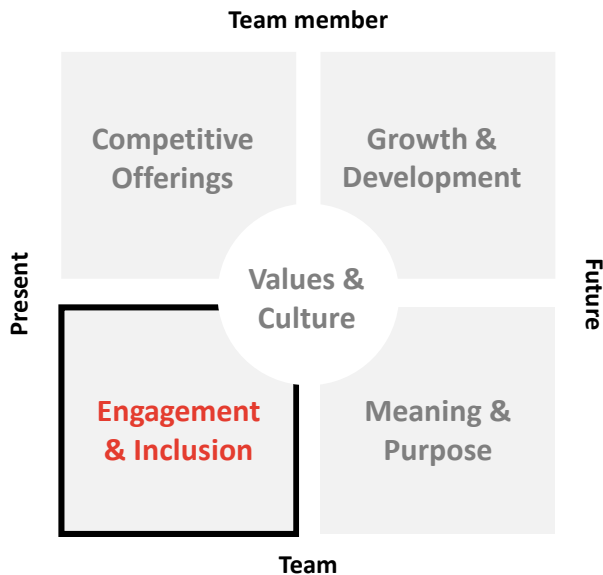
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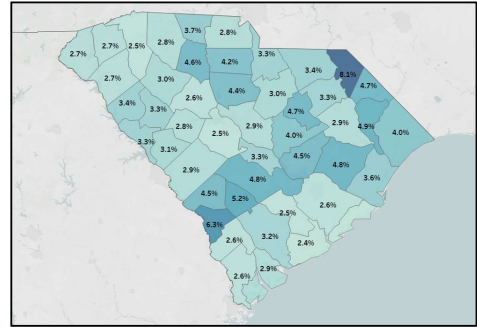
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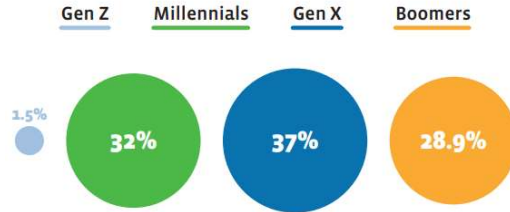


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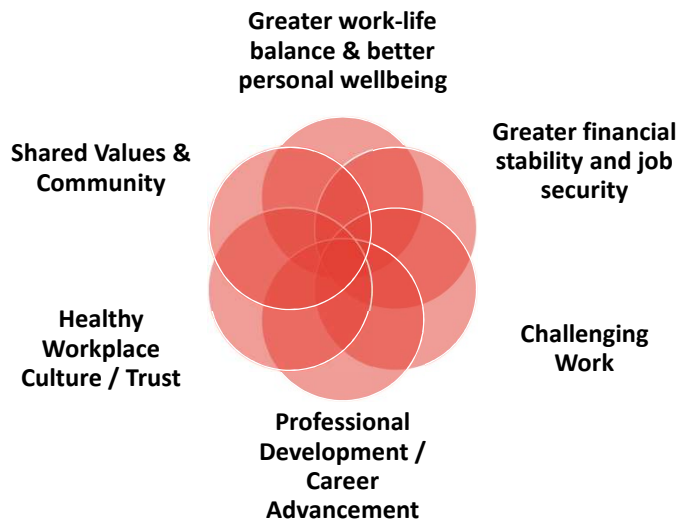
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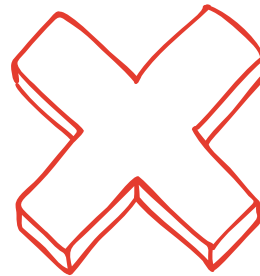
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POST-IT!

Why have you stayed with an employer?



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WHY DO EMPLOYEES LEAVE?

Reasons for public-sector employees planning to stay at or leave current role in the next 3–6 months

Reasons for staying, % of respondents (n = 1,118)



Reasons for leaving, % of respondents (n = 385)



Note: People leaving includes individuals who quit, retired, and other separations.
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total number of separations as of Q1 2021

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average quit rate = 3.4 million resignations

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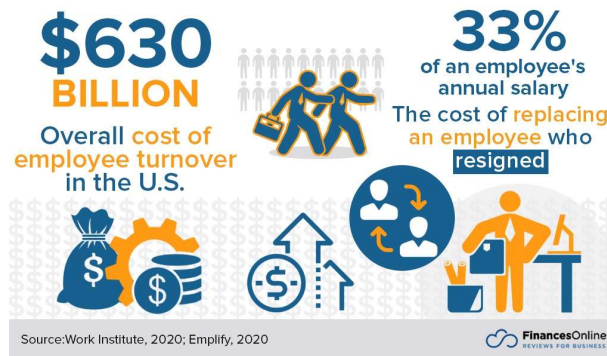
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We can't afford **NOT** to retain our employees



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Source: <https://www.gallup.com/workplace/285674/improve-employee-engagement-workplace.aspx> HubSpot

If you are not engaging your top talent, *someone else will*



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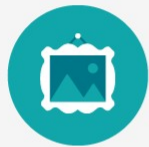
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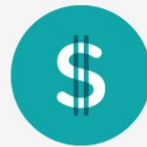
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What can you do to positively
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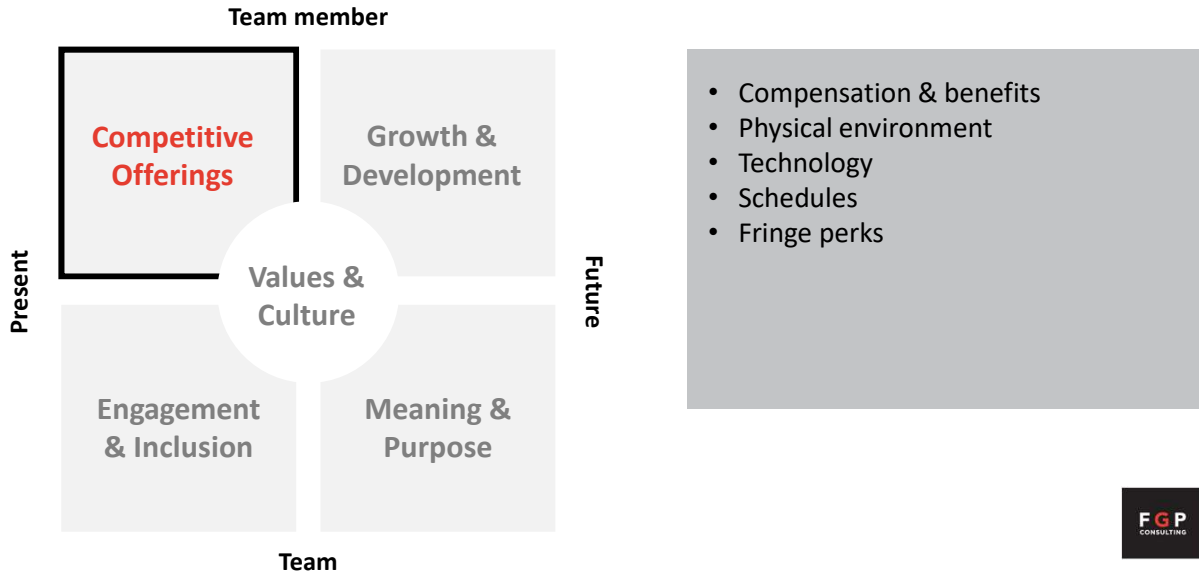
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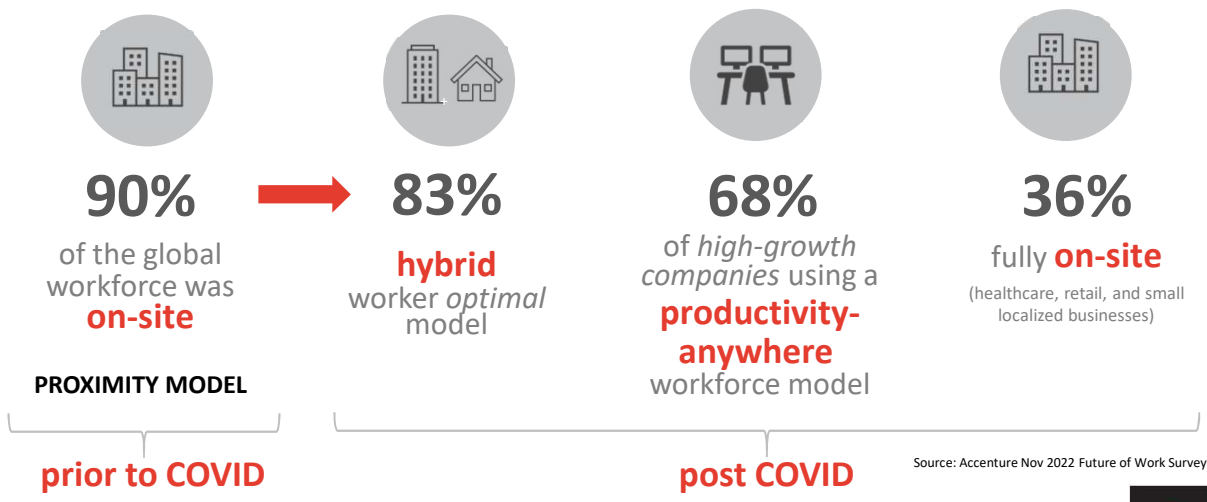
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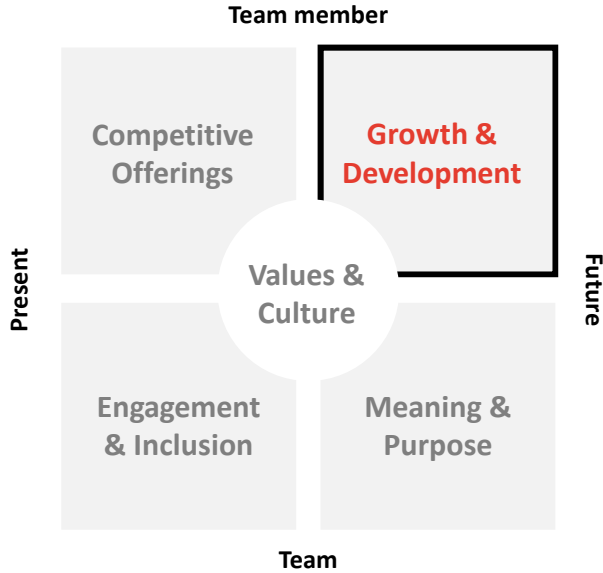
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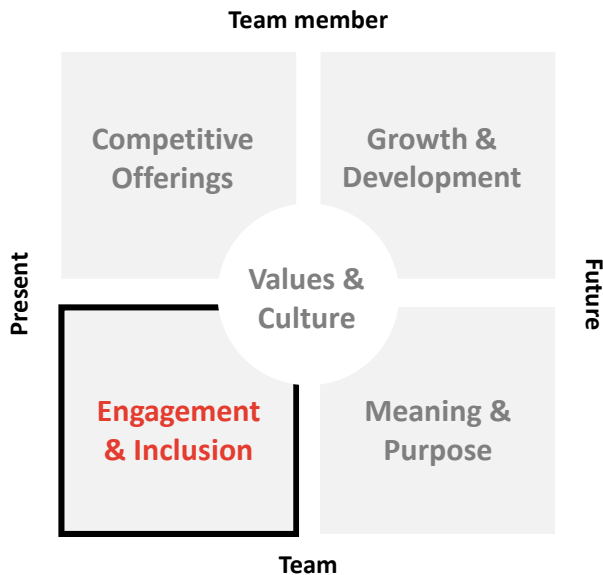
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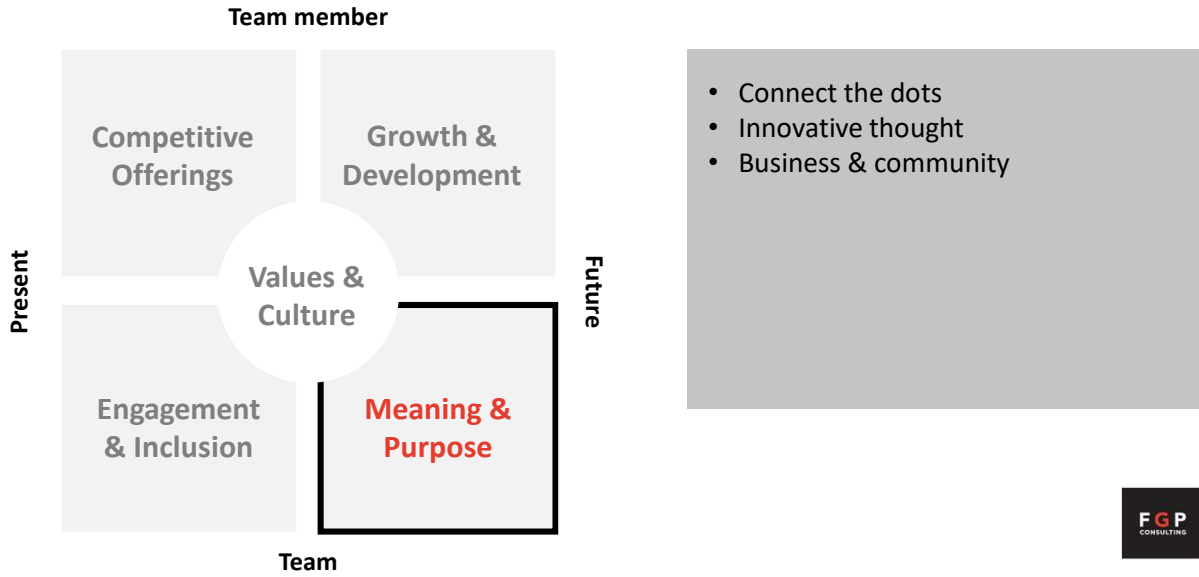
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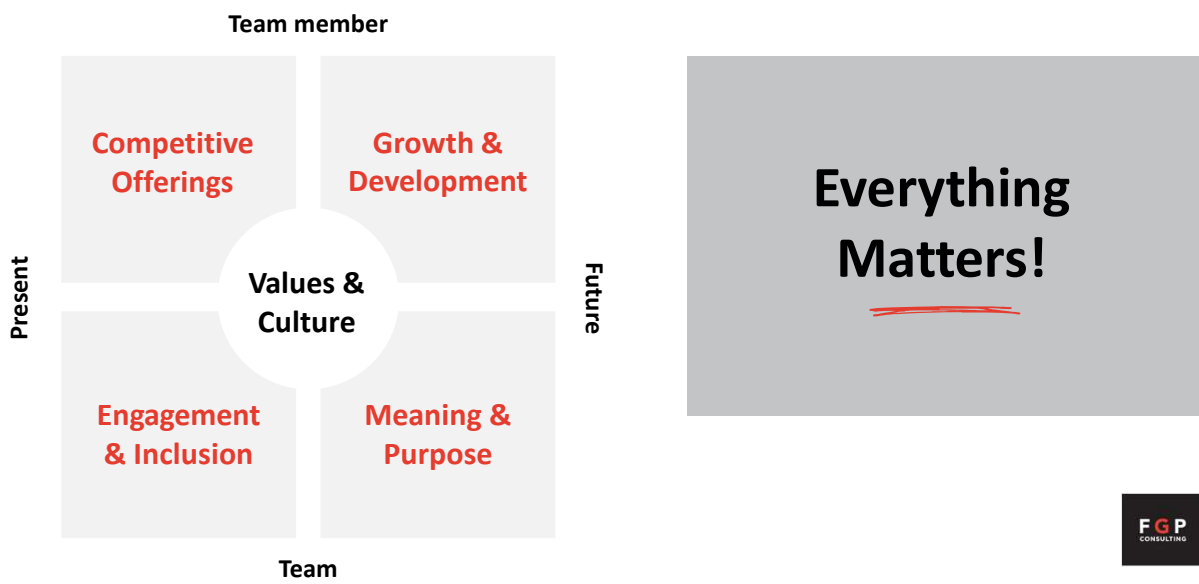
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Questions

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Keeping Up With Attraction & Retention Strategies In Today's Market

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- Overview of Labor Market
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- Engaging and retaining talent
- Integrated Engagement Model



BY THE NUMBERS

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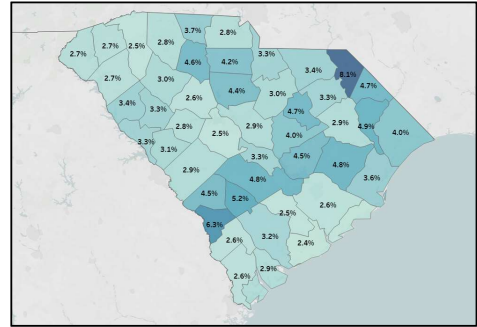
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POST PANDEMIC ENERGY WORKFORCE TRENDS

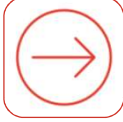
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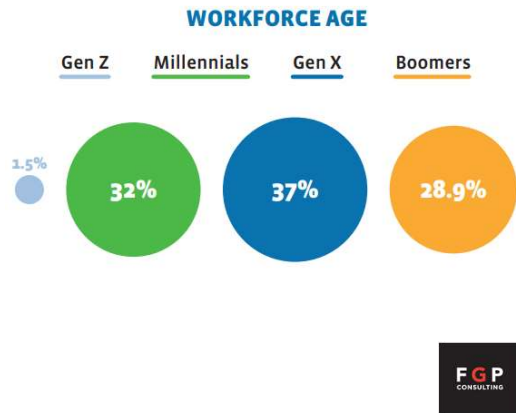
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COMMON RECRUITING CHALLENGES

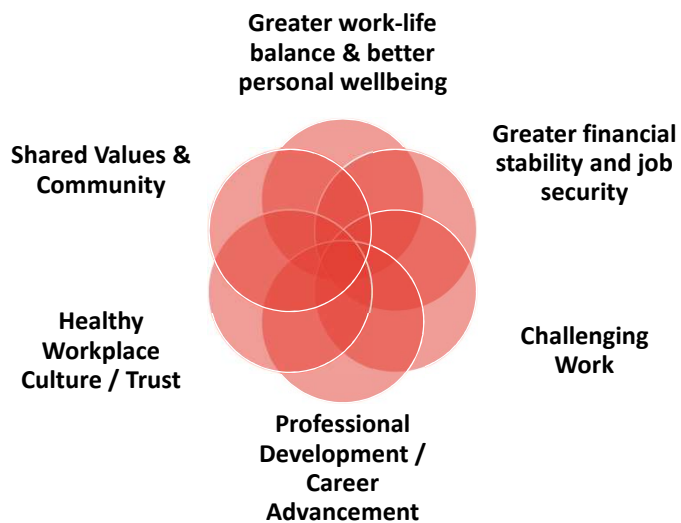
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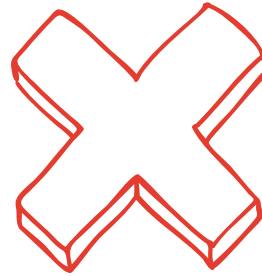
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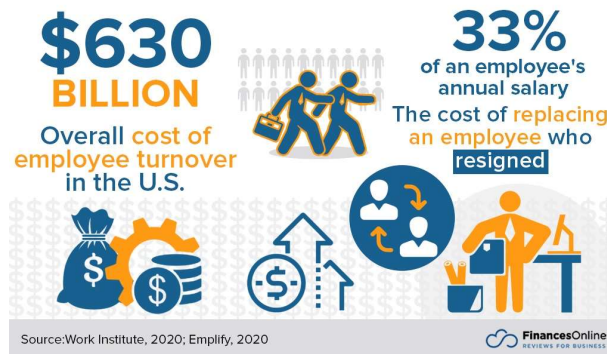
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FGP
CONSULTING

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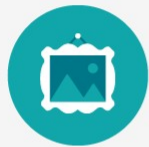
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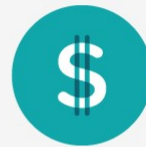
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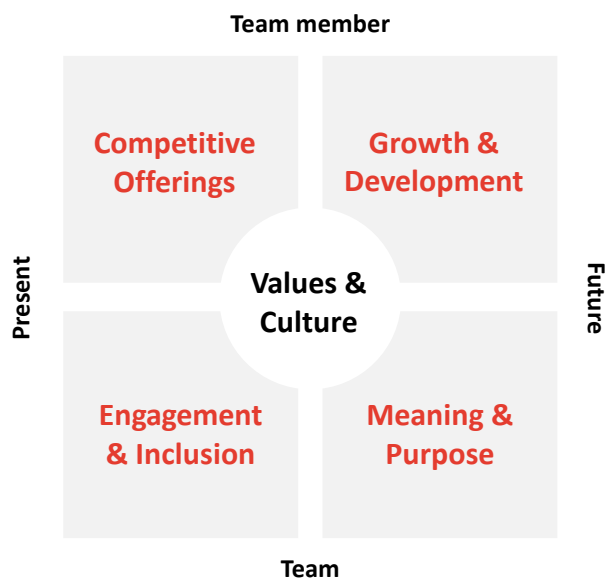
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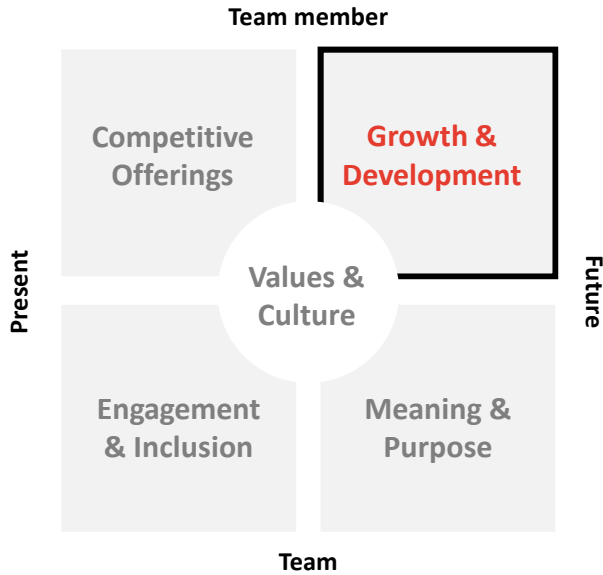
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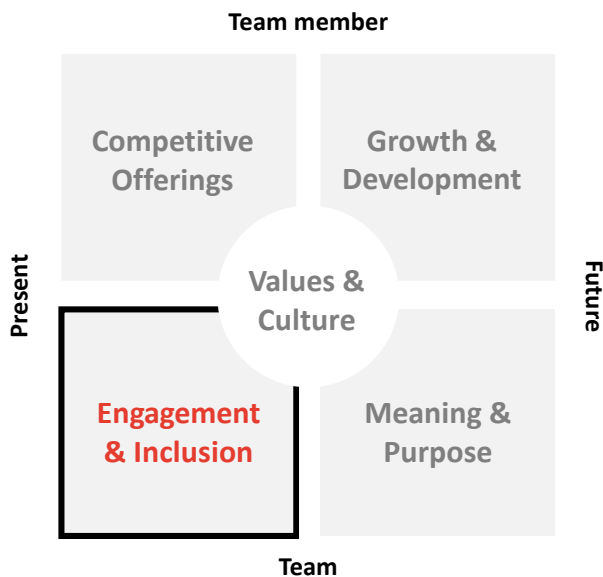
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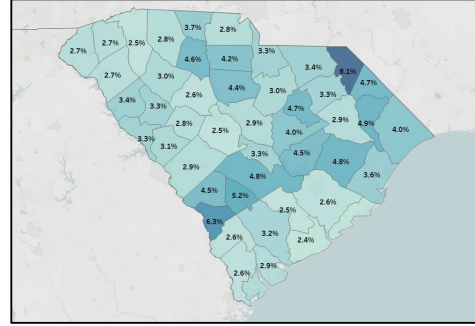
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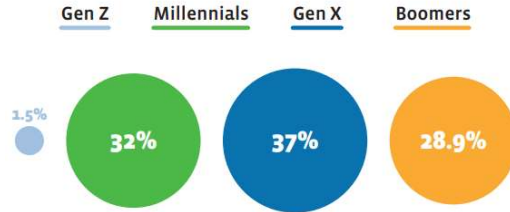


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WORKFORCE AGE



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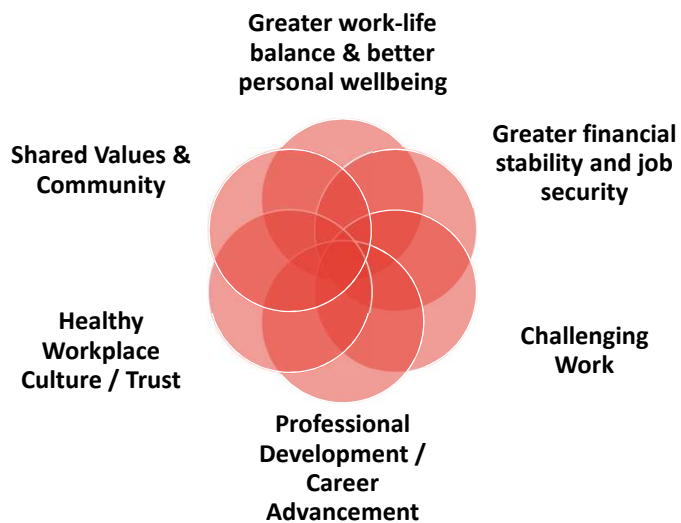
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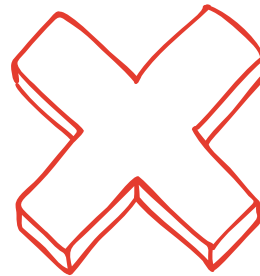
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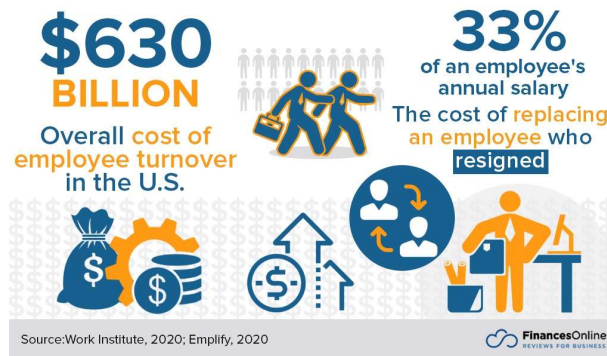
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Source: Visier



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We can't afford **NOT** to retain our employees



How do we retain employees?

We engage them!

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10% higher customer loyalty




18% boost in productivity




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Source: <https://www.gallup.com/workplace/285674/improve-employee-engagement-workplace.aspx> HubSpot

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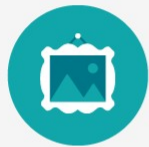
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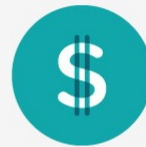
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Manager's Influence = 70% of Employee Engagement



50% of employees leave jobs because of Managers



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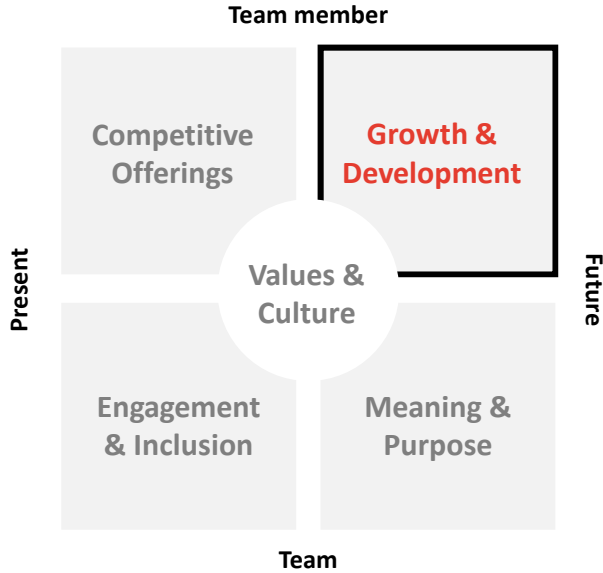


POST COVID PRODUCTIVITY MODEL



Source: Accenture Nov 2022 Future of Work Survey

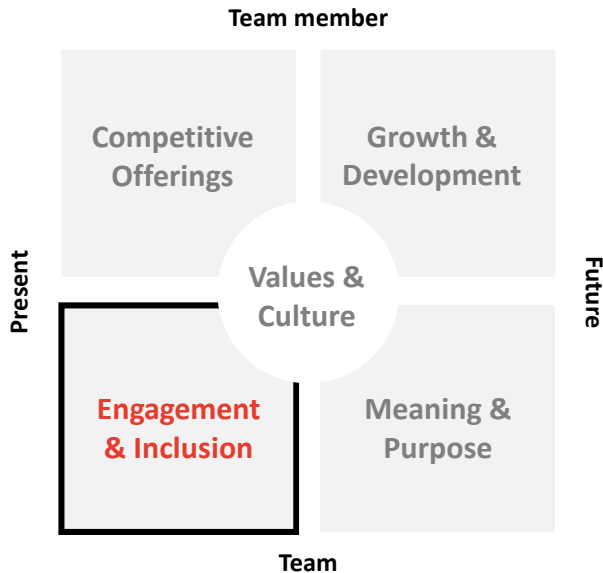
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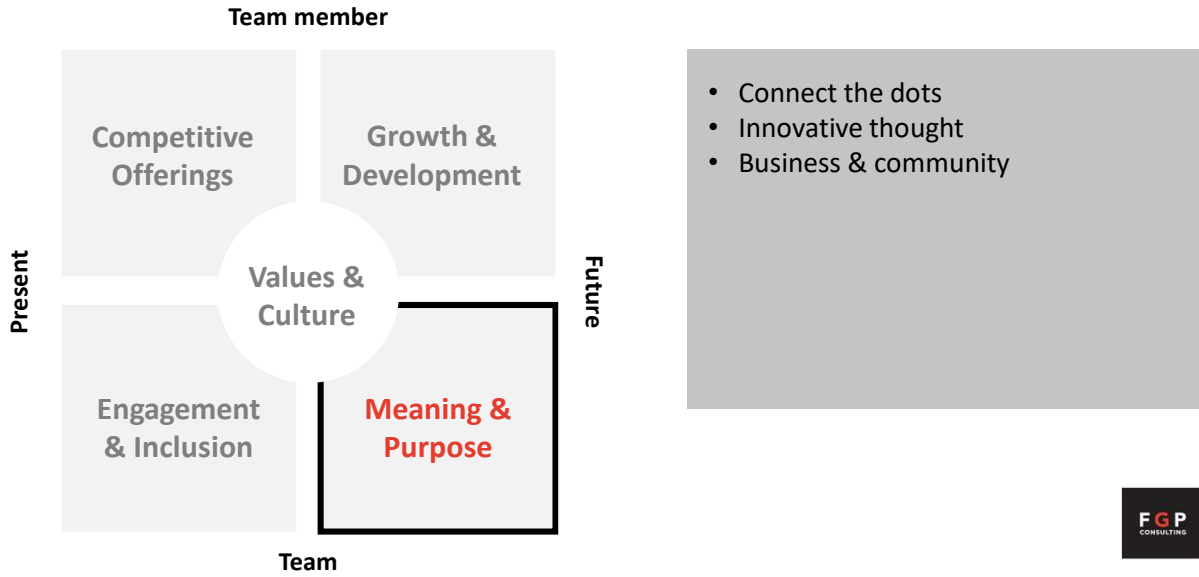
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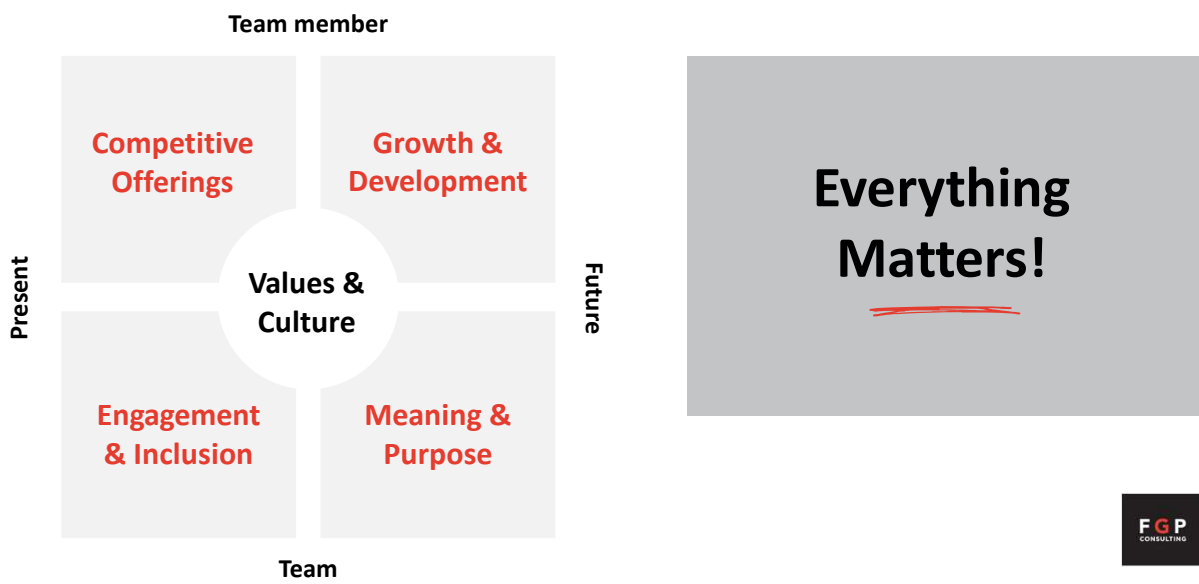
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Keeping Up With Attraction & Retention Strategies In Today's Market

Kathryn Jeremiah MHR, SHRM-SCP
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TODAY'S SESSION

- Overview of Labor Market
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- Attracting talent
- Engaging and retaining talent
- Integrated Engagement Model



BY THE NUMBERS

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2.5%

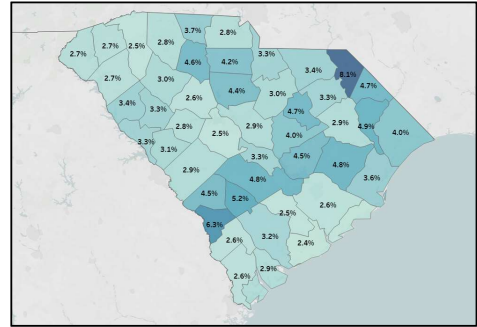
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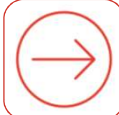
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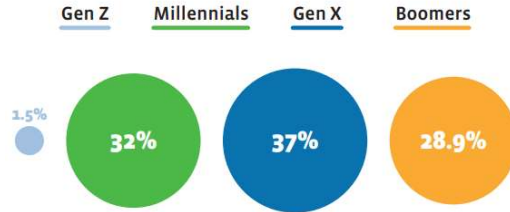


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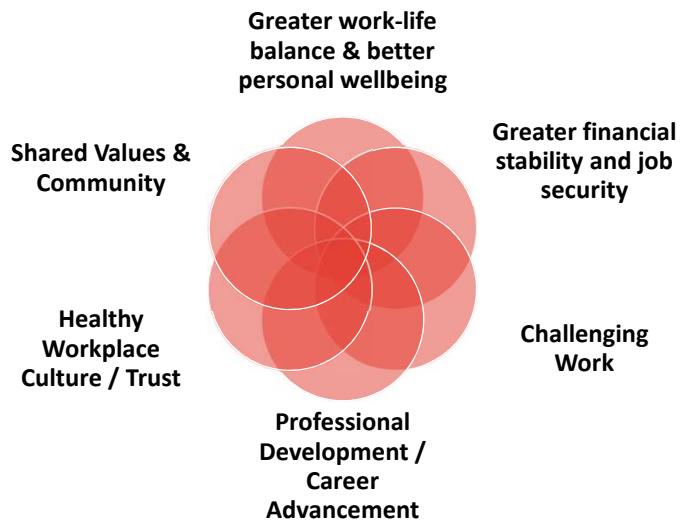
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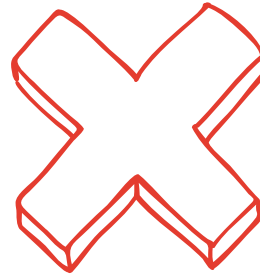
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Reasons for staying, % of respondents (n = 1,118)



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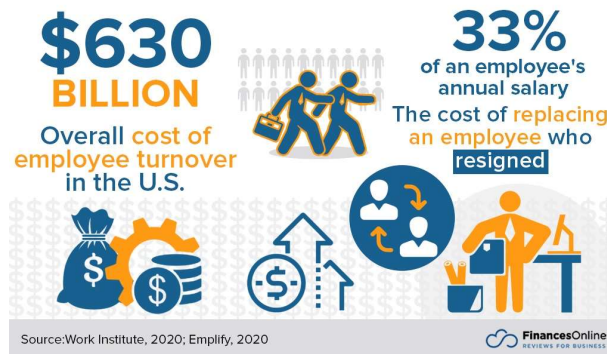
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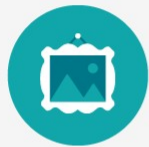
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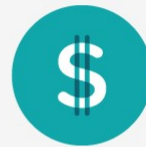
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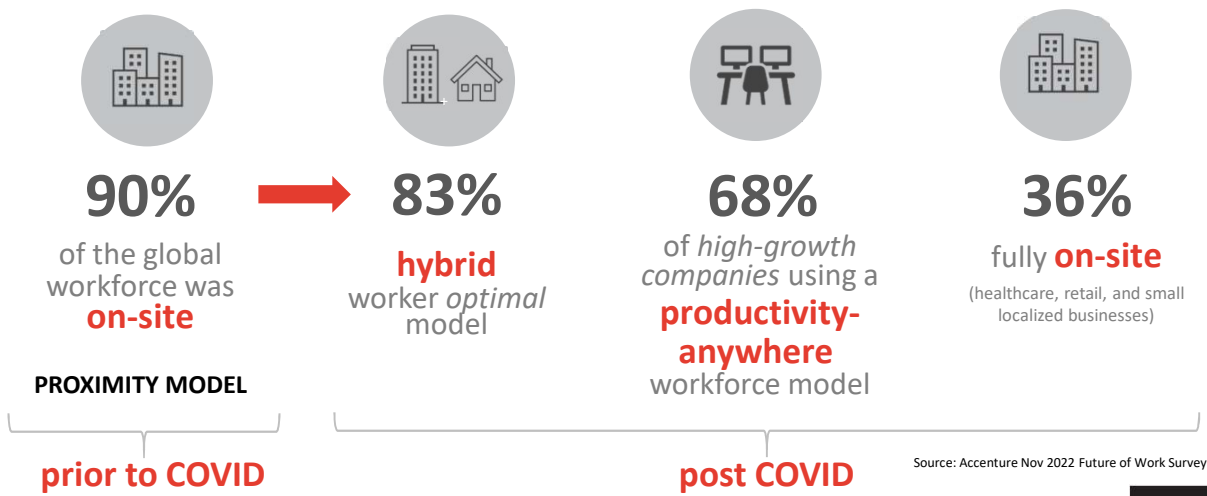
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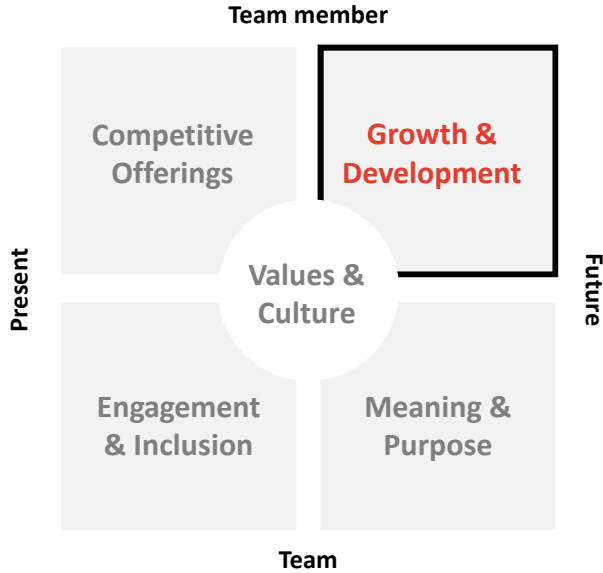
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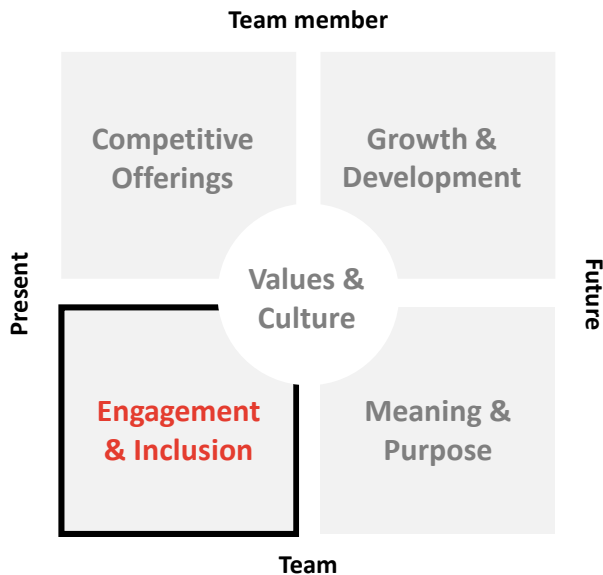
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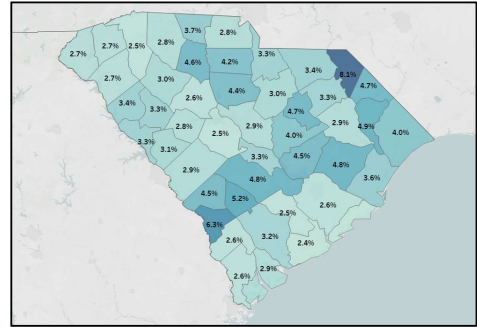
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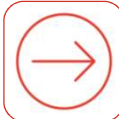
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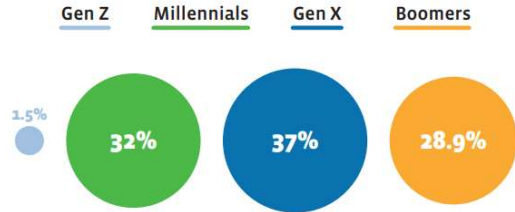


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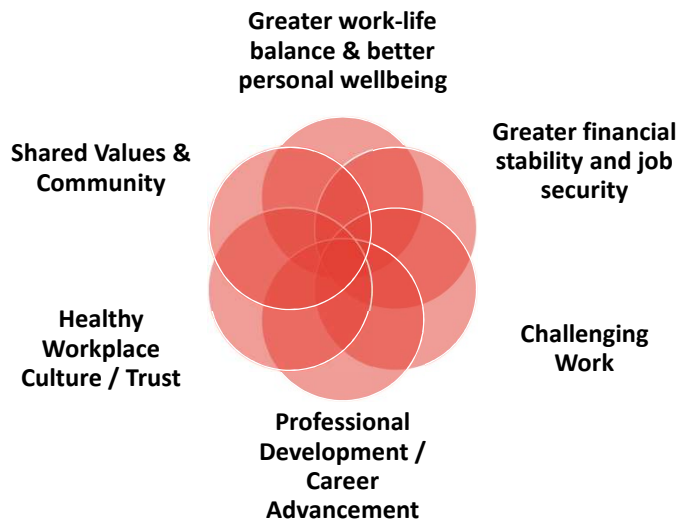
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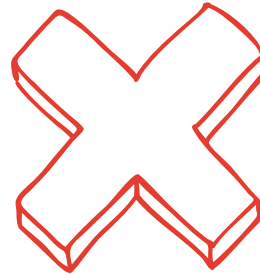
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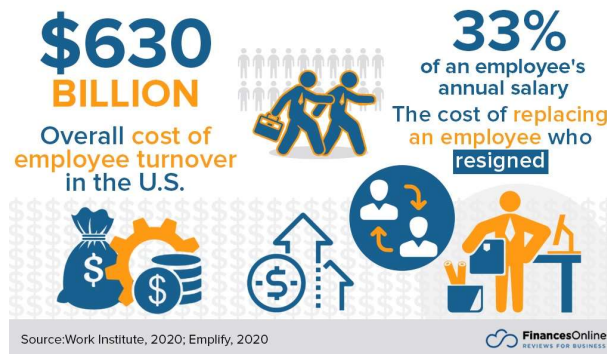
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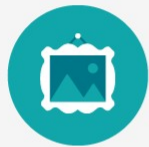
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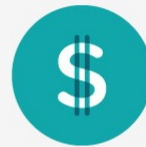
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Manager's Influence = 70% of Employee Engagement



50% of employees leave jobs because of Managers



What can you do to positively
impact or influence

retention?



GIVE EMPLOYEES A REASON TO

STAY



POST PANDEMIC LOCAL GOVERNMENT TRENDS

EMPLOYEE RETENTION & DEVELOPMENT



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WE DRIVE OUR FUTURE: INTEGRATED ENGAGEMENT MODEL



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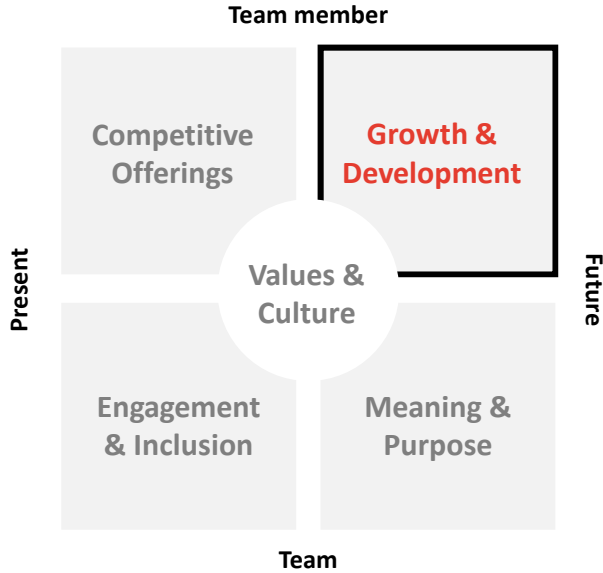


POST COVID PRODUCTIVITY MODEL



Source: Accenture Nov 2022 Future of Work Survey

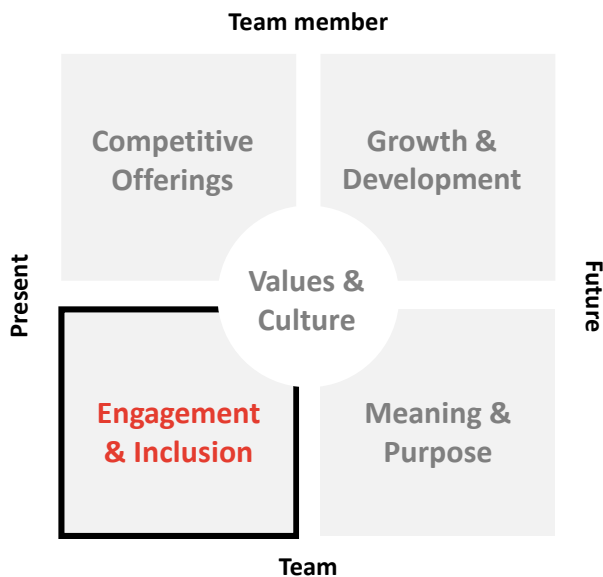
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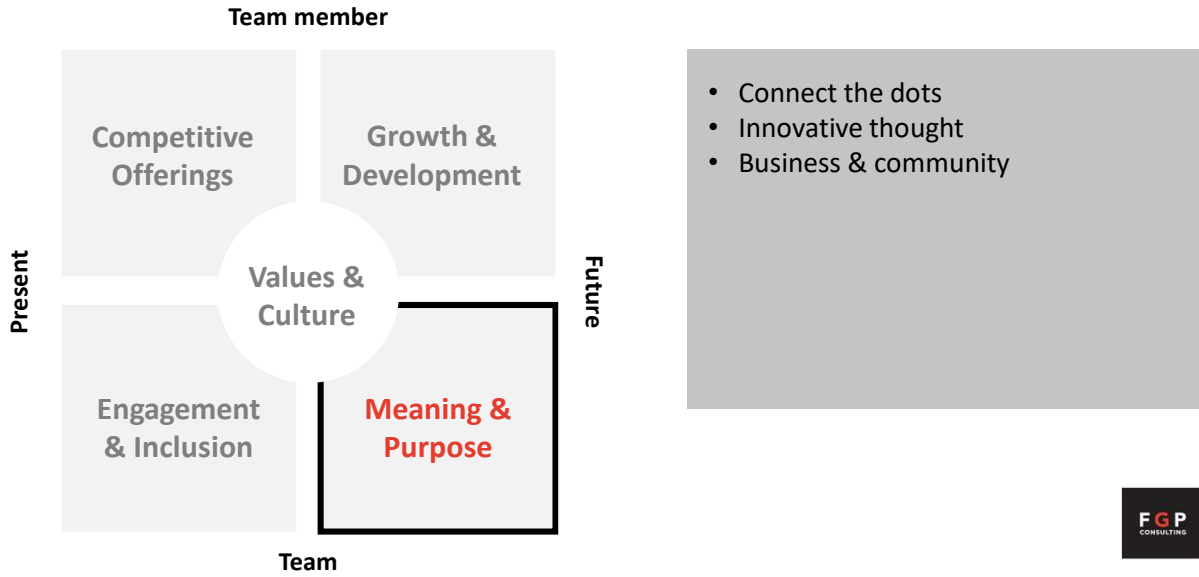
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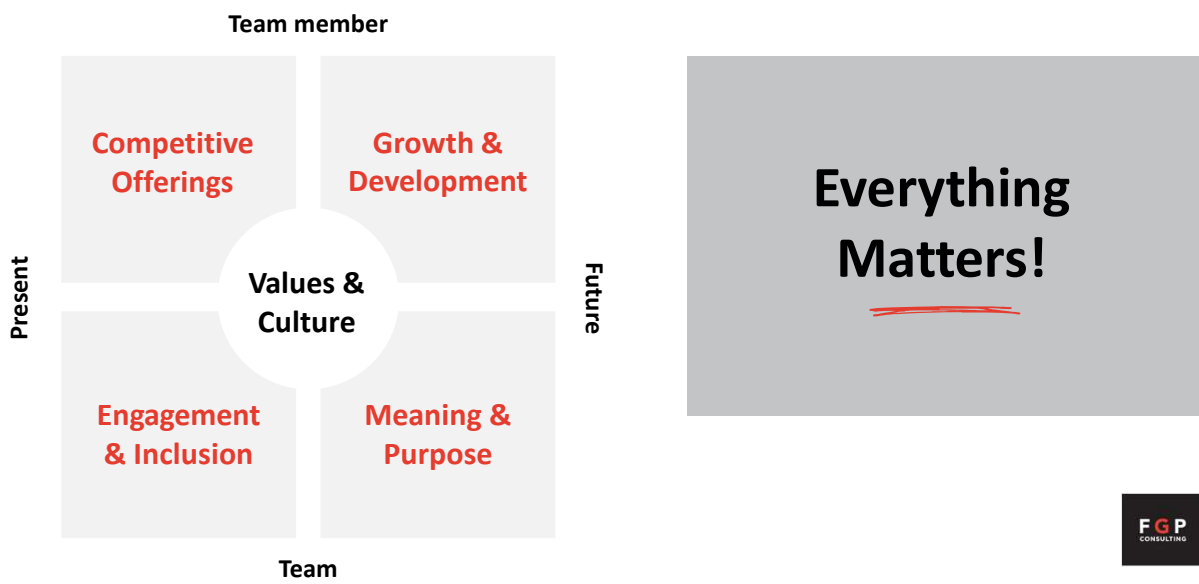
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Questions

Kathryn Jeremiah, kjeremiah@fgp.com, 803-312-2910

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TO BUILD GREAT COMPANIES

Keeping Up With Attraction & Retention Strategies In Today's Market

Kathryn Jeremiah MHR, SHRM-SCP
April 2023

TODAY'S SESSION

- Overview of Labor Market
- Trends in Energy Workforce post-pandemic
- Attracting talent
- Engaging and retaining talent
- Integrated Engagement Model



BY THE NUMBERS

**Utilities
Unemployment**
2.5%

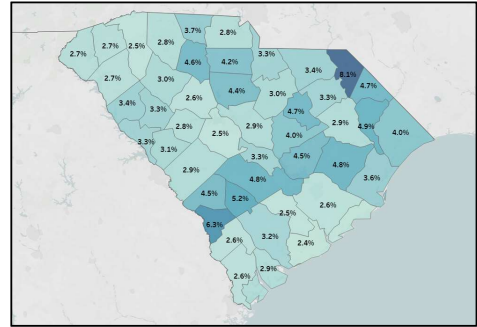
**National
Unemployment
Rate**
3.4%

**South Carolina
Unemployment
Rate**
3.3%

**Operating
Costs Spent on
People**
80%

**Cost to replace
an employee**
50-60%
annual salary

**US Turnover
Cost**
\$170 B



POST PANDEMIC ENERGY WORKFORCE TRENDS

OUTLOOK



Utility careers have a good reputation, as 80% of younger non-utility workers view utility careers positively.



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MULTI GENERATIONAL WORKFORCE



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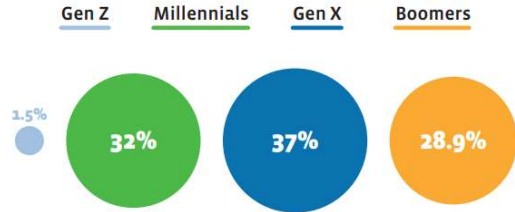


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WORKFORCE AGE



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Hiring was – and still is – the most important thing we do.”

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COMMON RECRUITING CHALLENGES

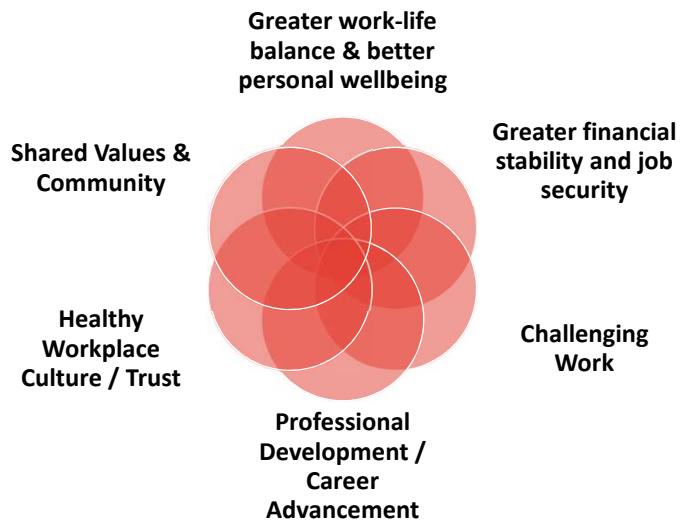
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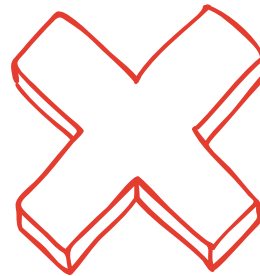
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Why have you stayed with an employer?



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WHY DO EMPLOYEES LEAVE?

Reasons for public-sector employees planning to stay at or leave current role in the next 3–6 months

Reasons for staying, % of respondents (n = 1,118)



Reasons for leaving, % of respondents (n = 385)



Note: People leaving includes individuals who quit, retired, and other separations.
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TURNOVER

1 US Employee Turnover Statistics at a Glance

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18.9 MILLION

Americans who either exit the labor force or change occupations every year

5.5 MILLION

total number of separations as of Q1 2021

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workers who quit their jobs at the beginning of 2020

20%

average turnover rate

2.3%

average quit rate = 3.4 million resignations

1.2%

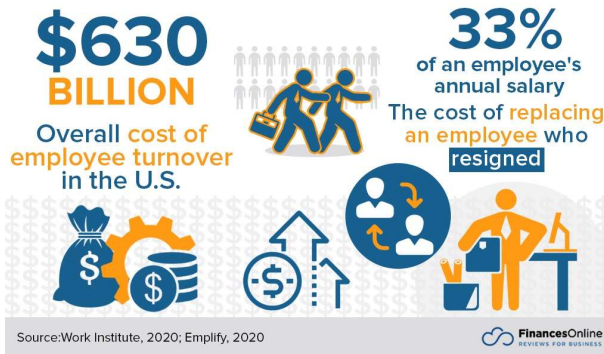
average discharge rate = 1.8 million discharged

2 Resignation Rate of Workers by Tenure

Source: Visier



MARKET STATISTICS



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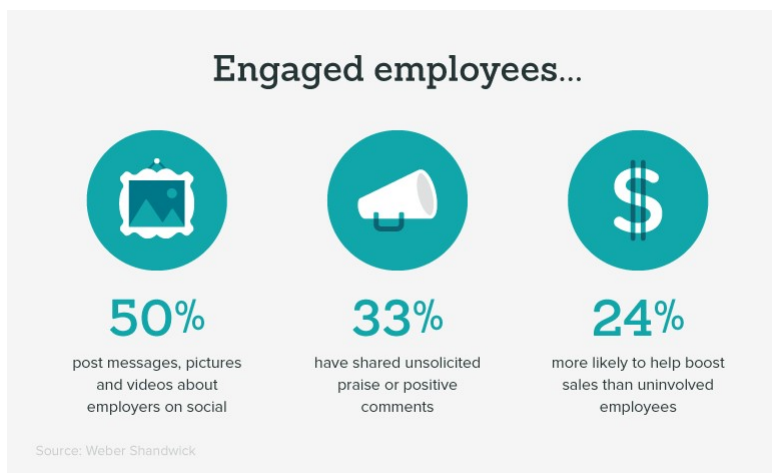
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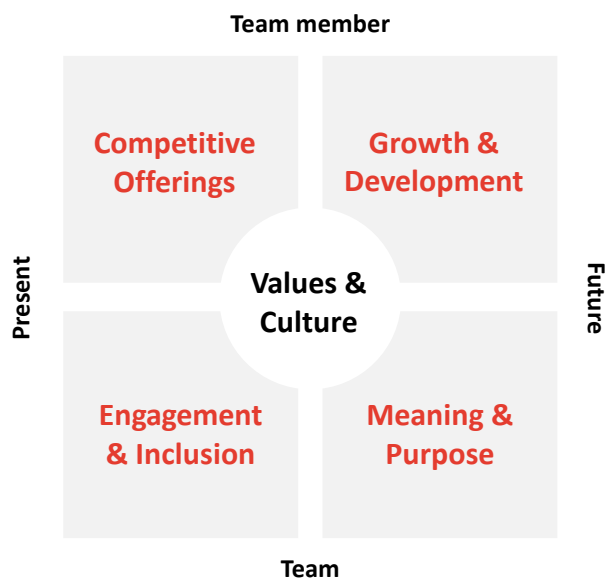
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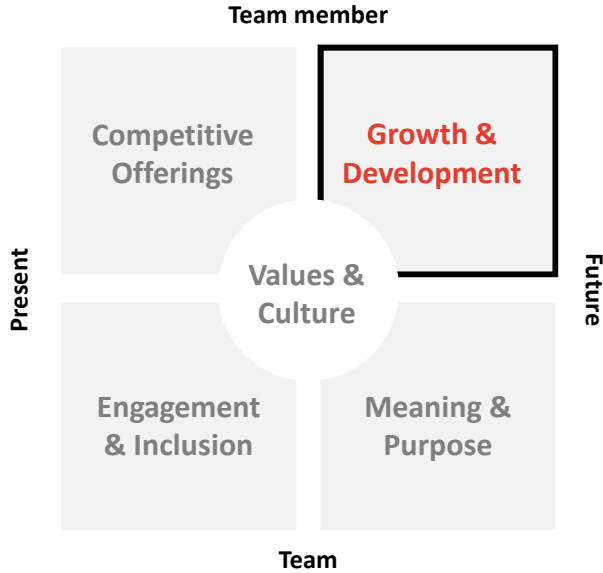
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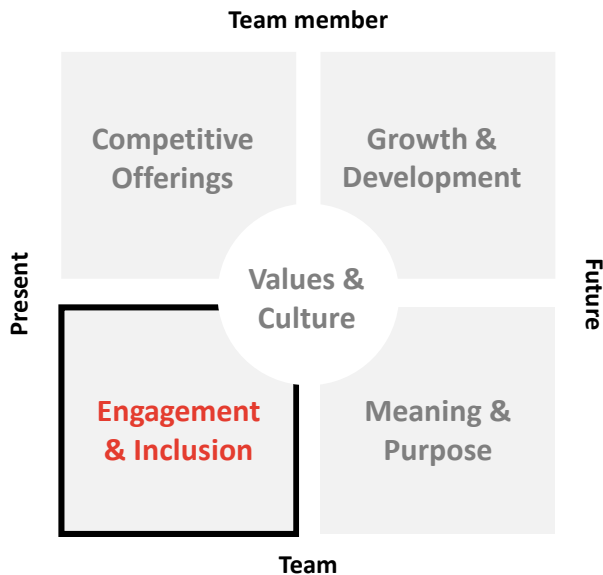
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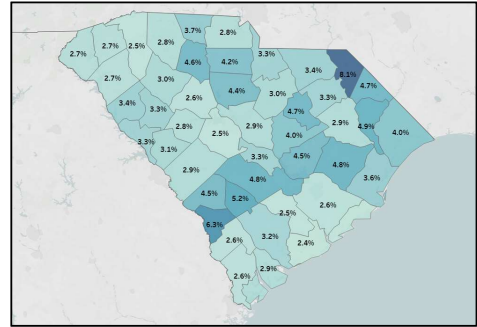
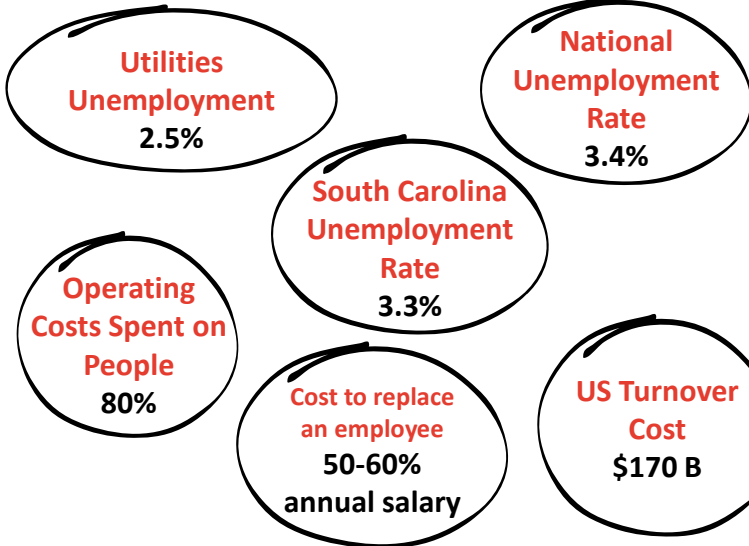
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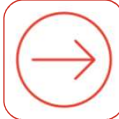


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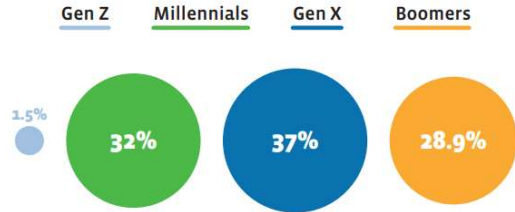


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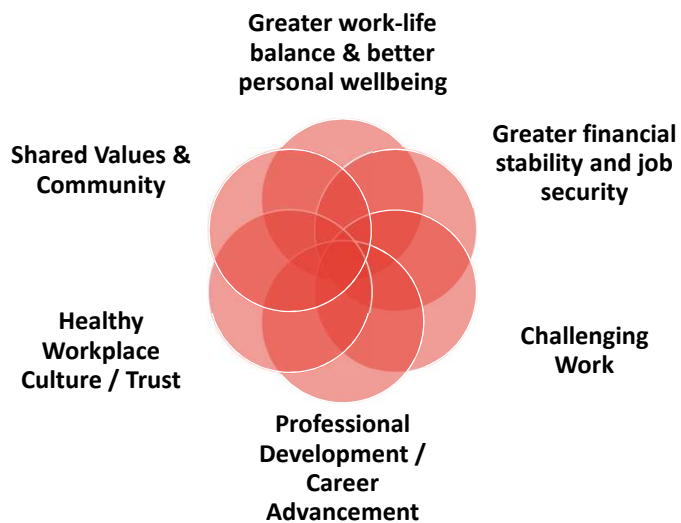
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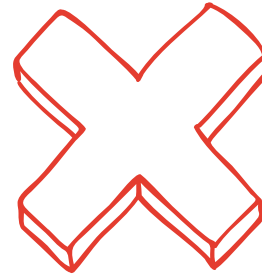
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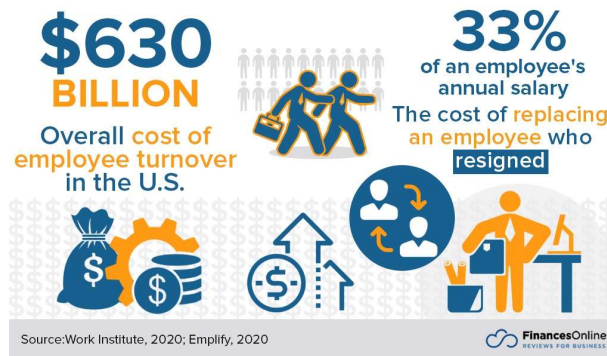
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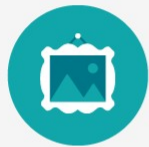
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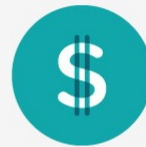
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post messages, pictures and videos about employers on social



33%

have shared unsolicited praise or positive comments



24%

more likely to help boost sales than uninvolved employees

Source: Weber Shandwick



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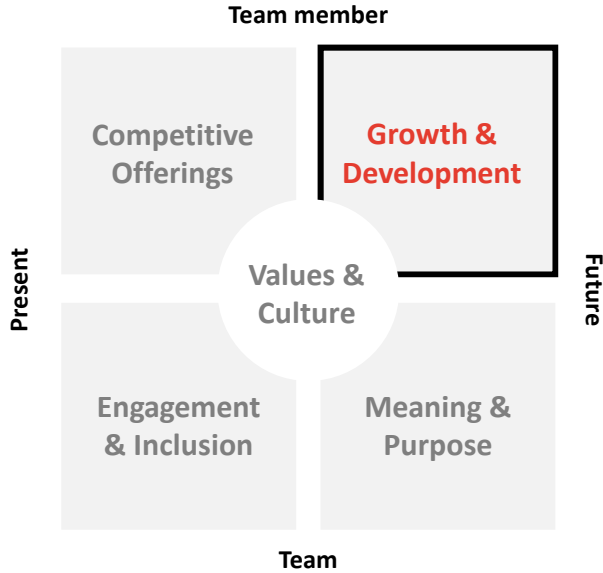
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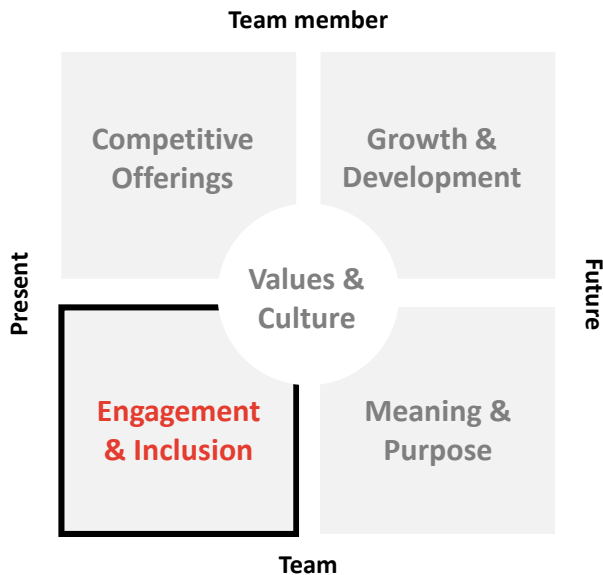
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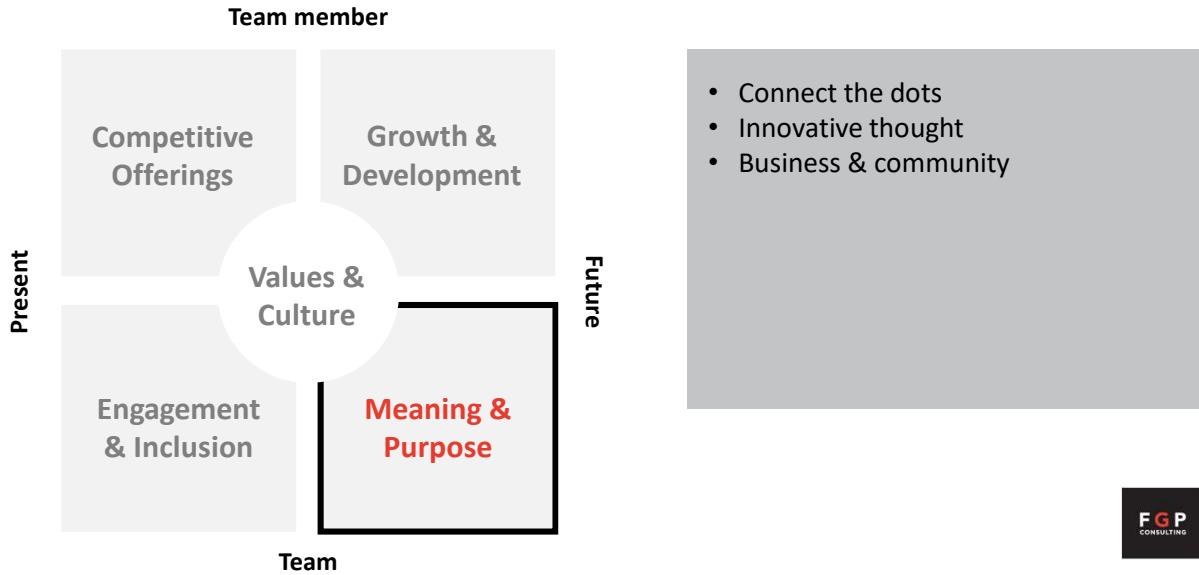
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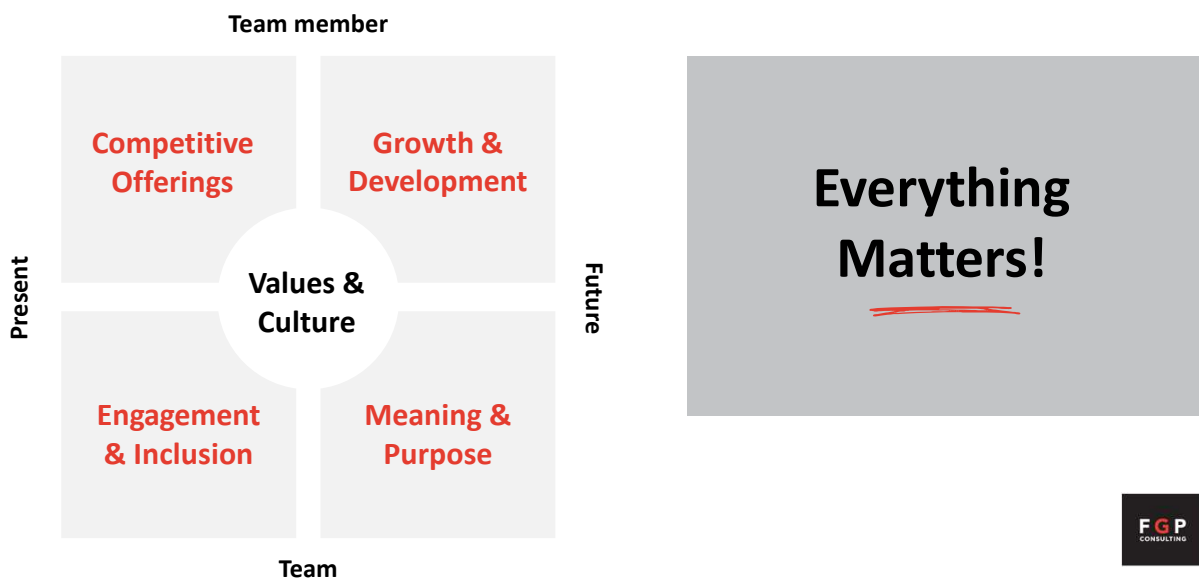
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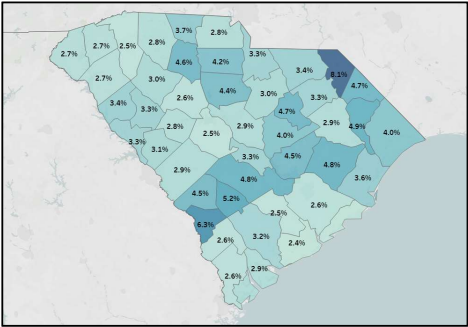


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US Turnover Cost
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POST PANDEMIC ENERGY WORKFORCE TRENDS

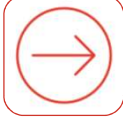
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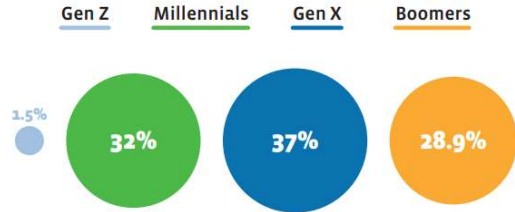


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COMMON RECRUITING CHALLENGES

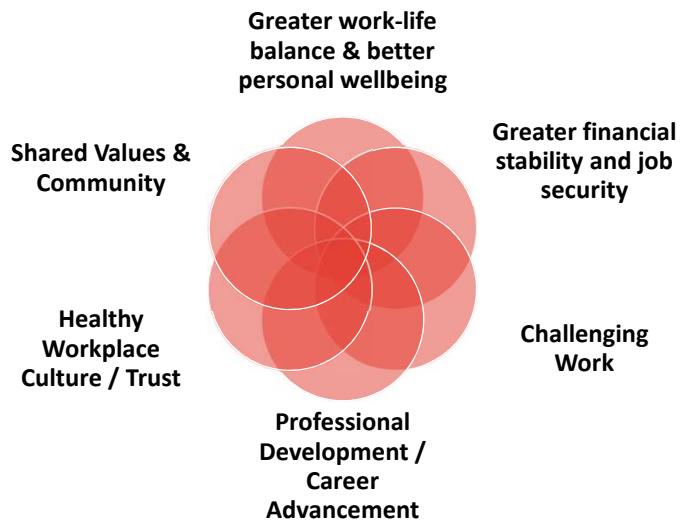
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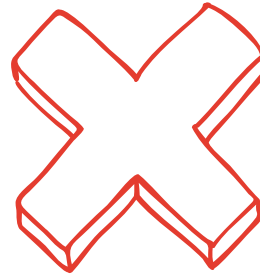
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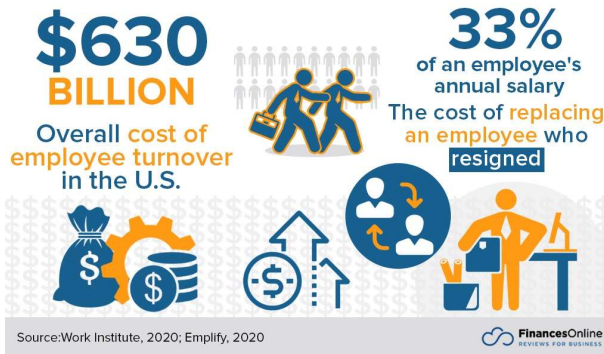
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Companies with high levels of employee engagement saw these business outcomes:

- 10% higher customer loyalty
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Source: <https://www.gallup.com/workplace/285674/improve-employee-engagement-workplace.aspx> HubSpot

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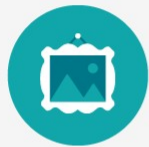
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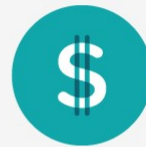
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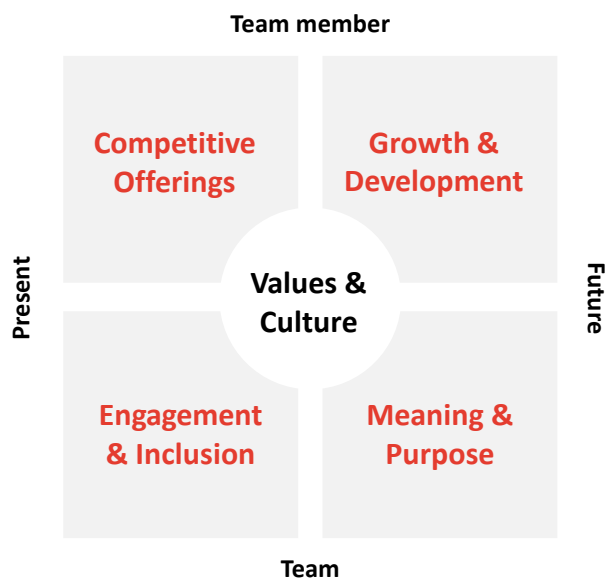
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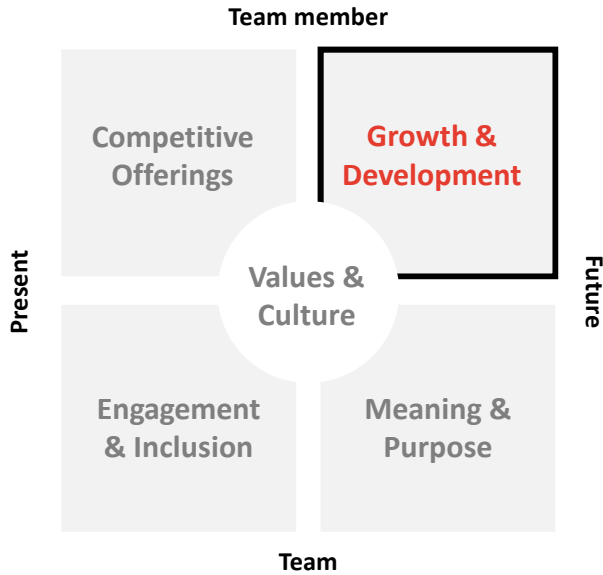
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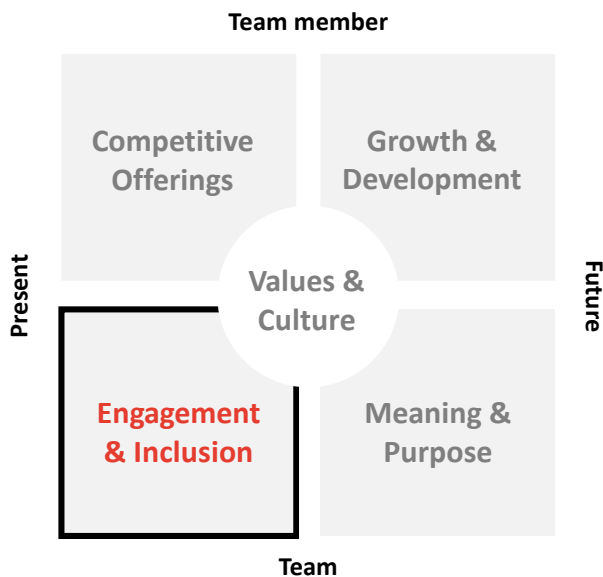
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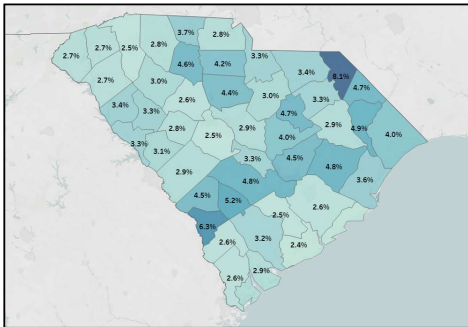
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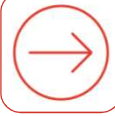
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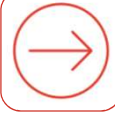


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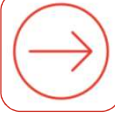
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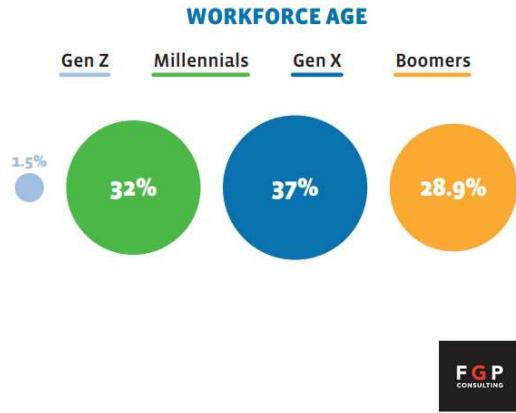
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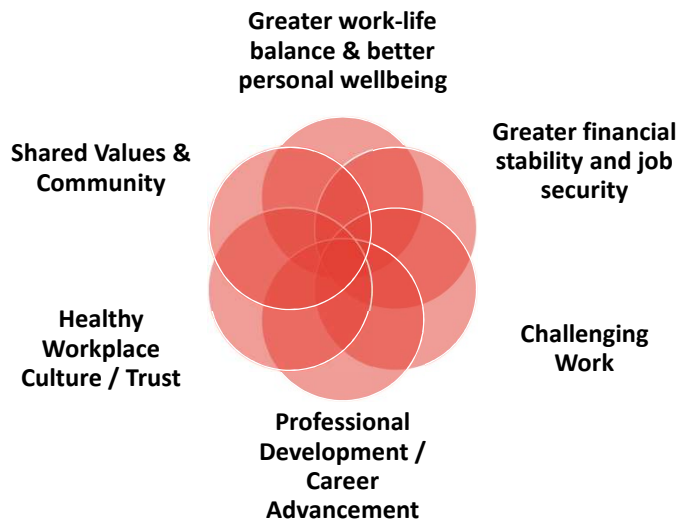
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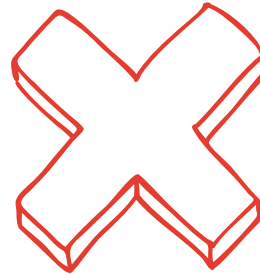
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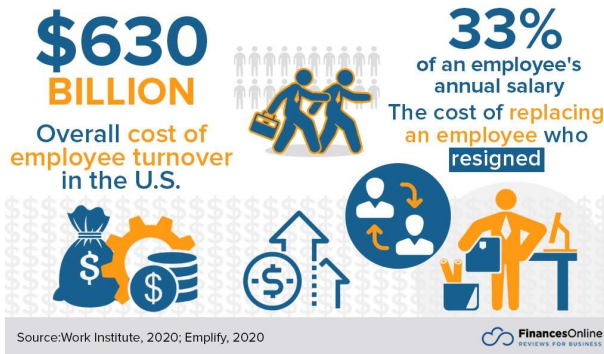
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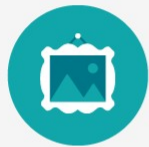
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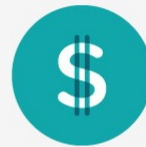
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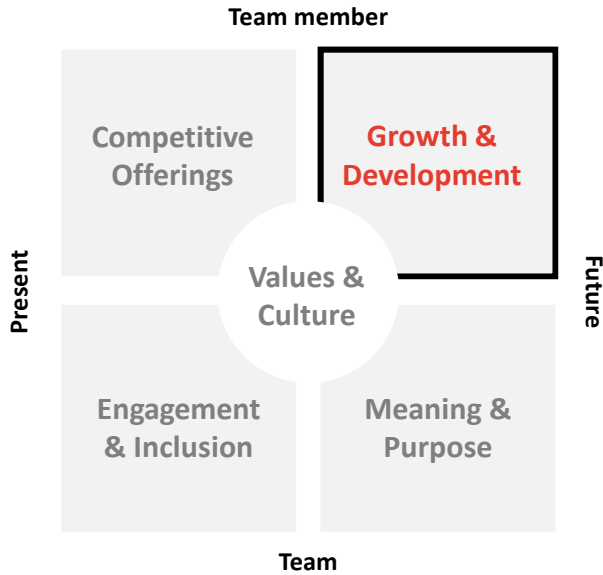


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Source: Accenture Nov 2022 Future of Work Survey

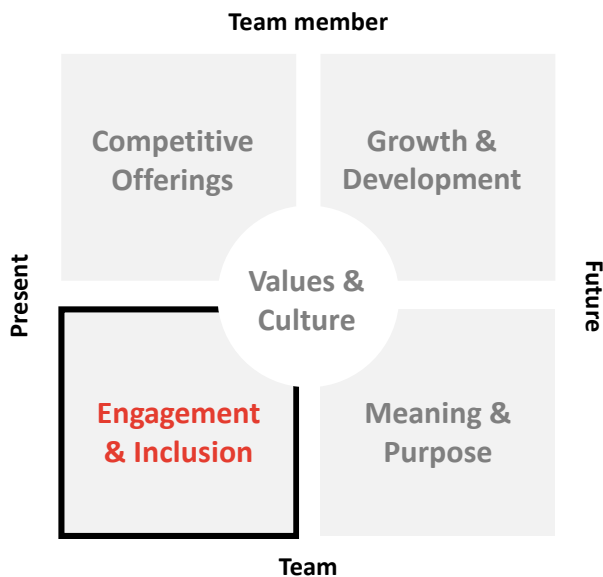
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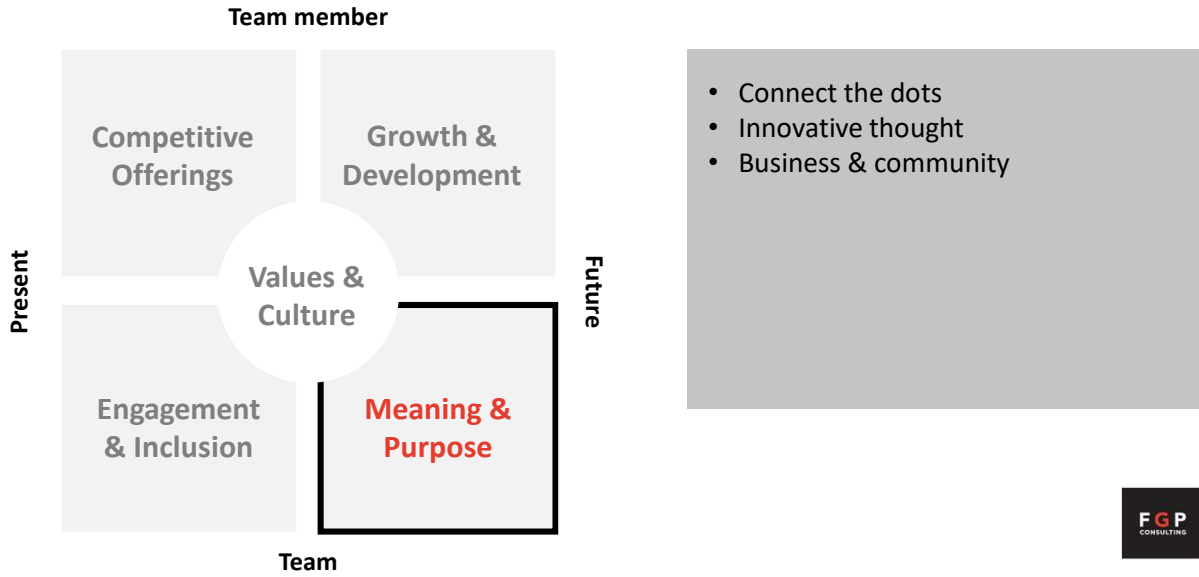
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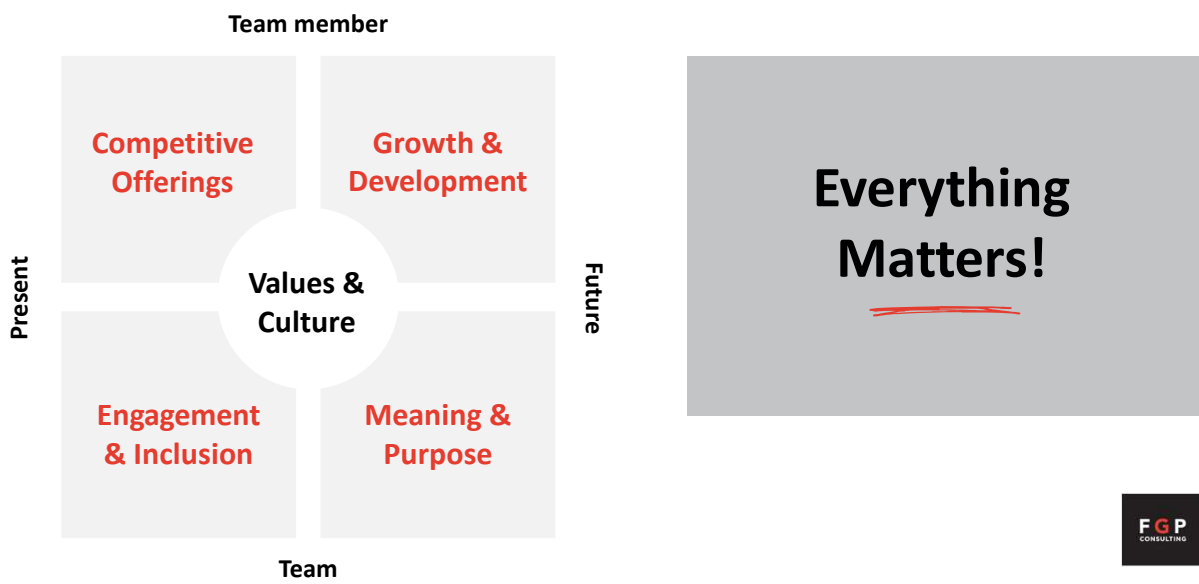
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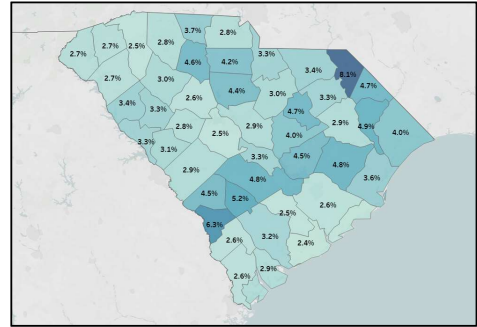
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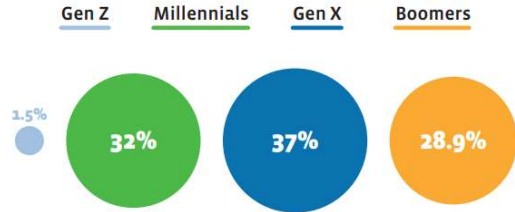


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WHAT HAVE YOU SEEN IN YOUR ORGANIZATION?

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RECRUITING

“Acquiring the right talent is the most important key to growth.
Hiring was – and still is – the most important thing we do.”

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COMMON RECRUITING CHALLENGES

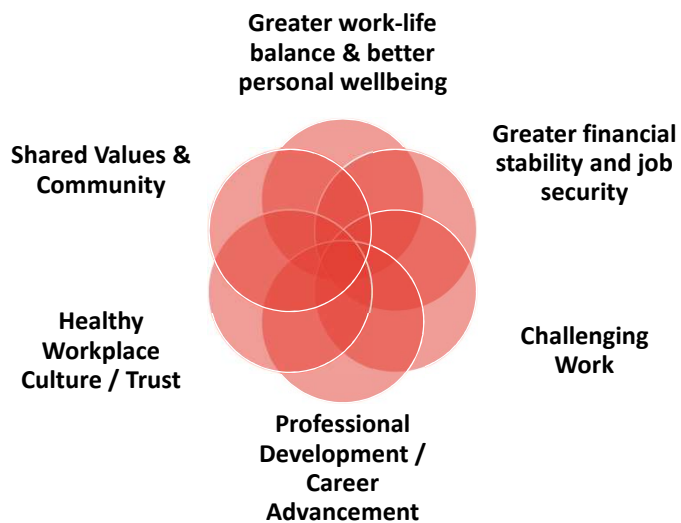
**ATTRACTING &
ENGAGING
QUALIFIED
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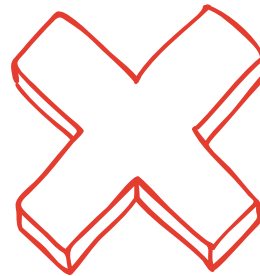
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POST-IT!

Why have you stayed with an employer?



Why have you chosen to leave an employer?



WHY DO EMPLOYEES LEAVE?

Reasons for public-sector employees planning to stay at or leave current role in the next 3–6 months

Reasons for staying, % of respondents (n = 1,118)



Reasons for leaving, % of respondents (n = 385)



Note: People leaving includes individuals who quit, retired, and other separations.
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average turnover rate

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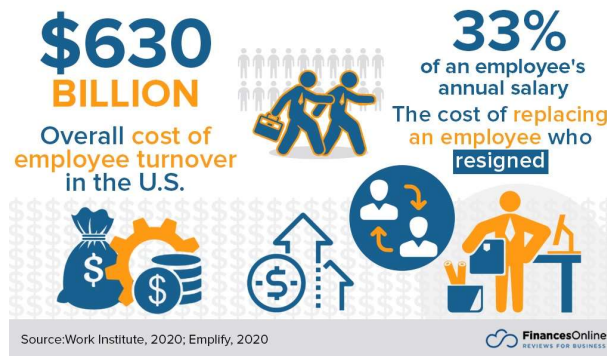
average discharge rate = 1.8 million discharged

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Source: Visier



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We can't afford **NOT** to retain our employees






How do we retain employees?

We engage them!

Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.

ENGAGEMENT STATISTICS



Companies with high levels of employee engagement saw these business outcomes:

- 10% higher customer loyalty
- 18% boost in productivity
- 23% higher profitability
- Up to 43% less turnover
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- 81% lower absenteeism

Source: <https://www.gallup.com/workplace/285674/improve-employee-engagement-workplace.aspx> HubSpot

If you are not engaging your top talent, ***someone else will***



WHAT DOES ENGAGEMENT LOOK LIKE?

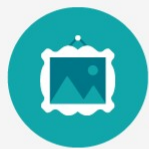
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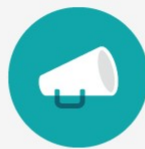
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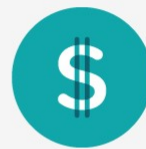
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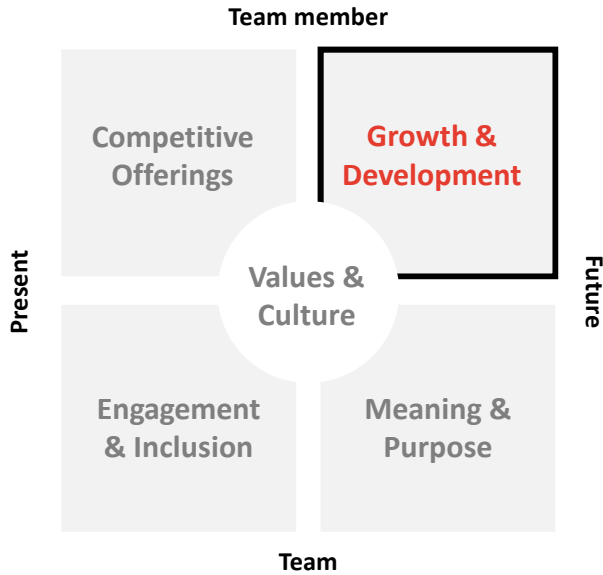
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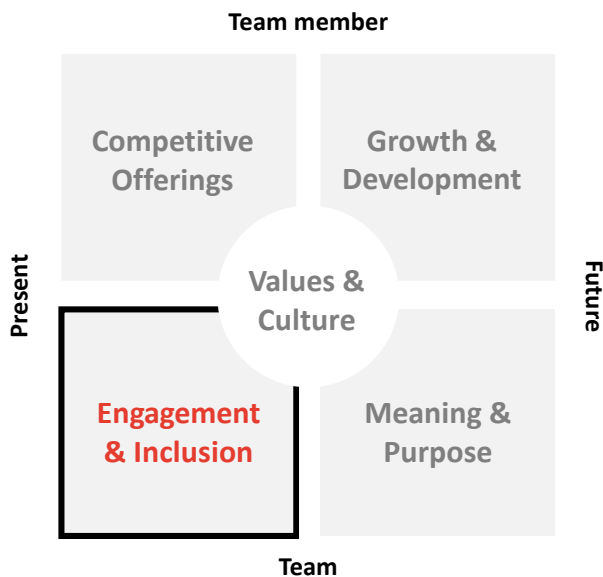
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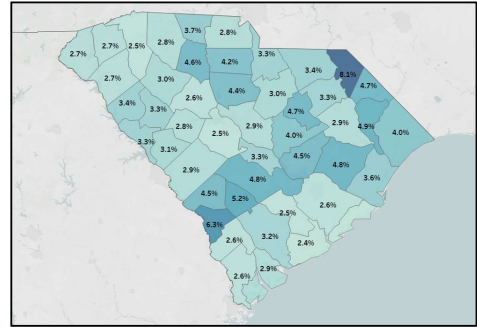
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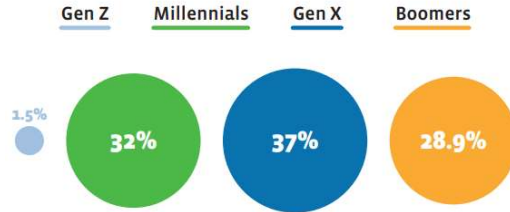


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WORKFORCE AGE



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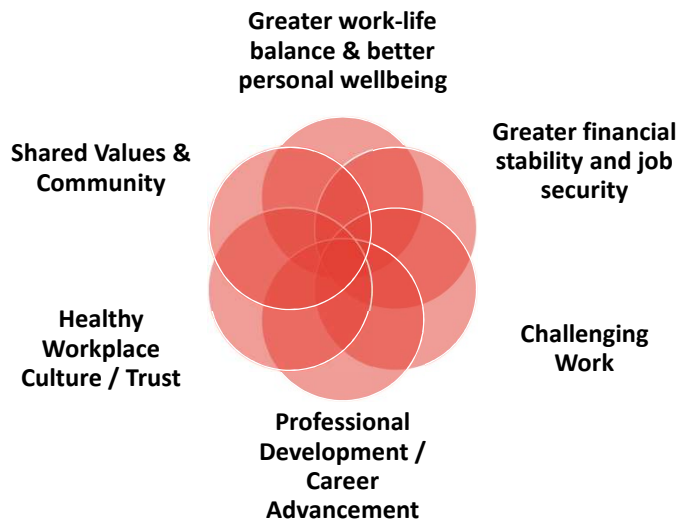
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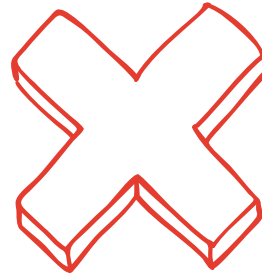
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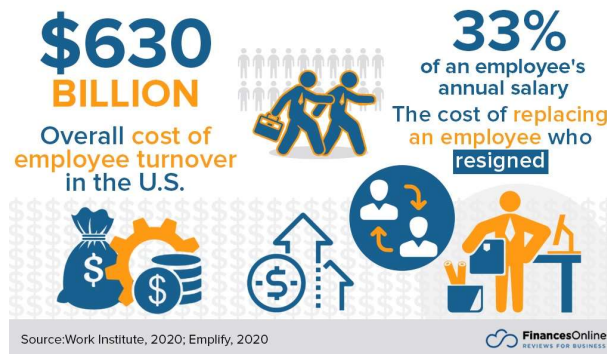
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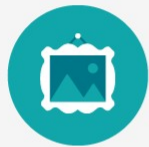
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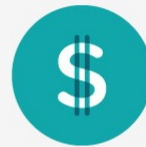
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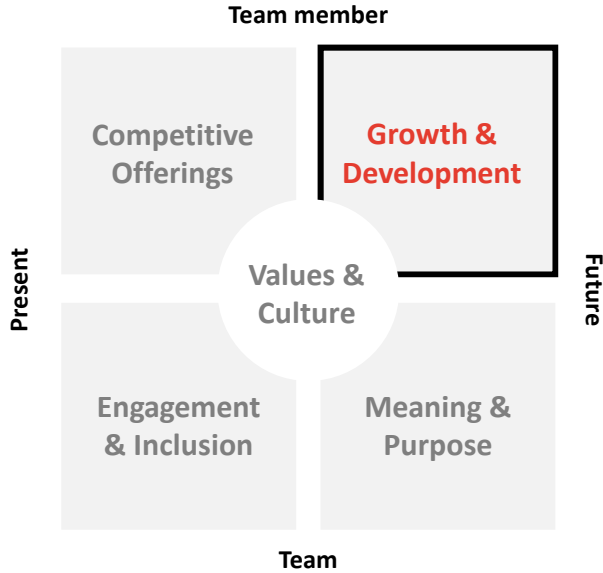
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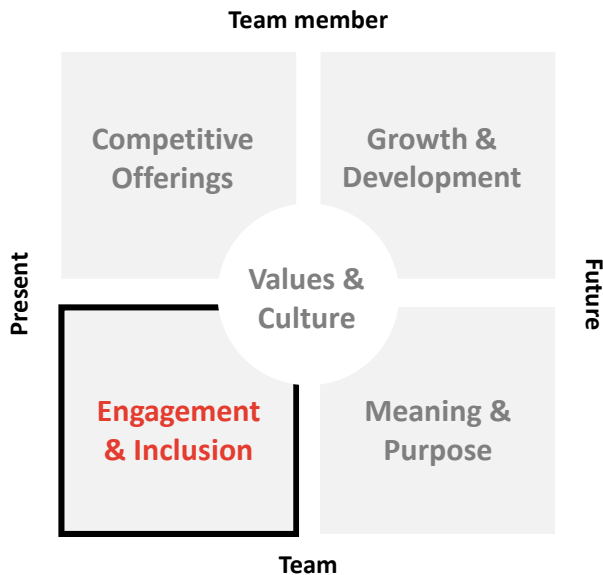
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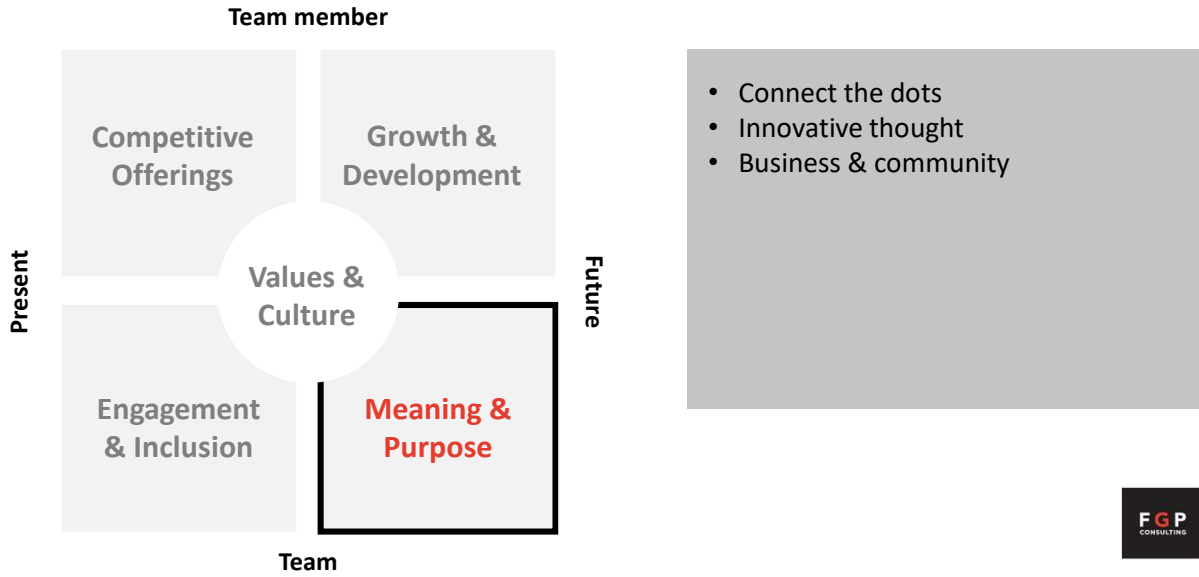
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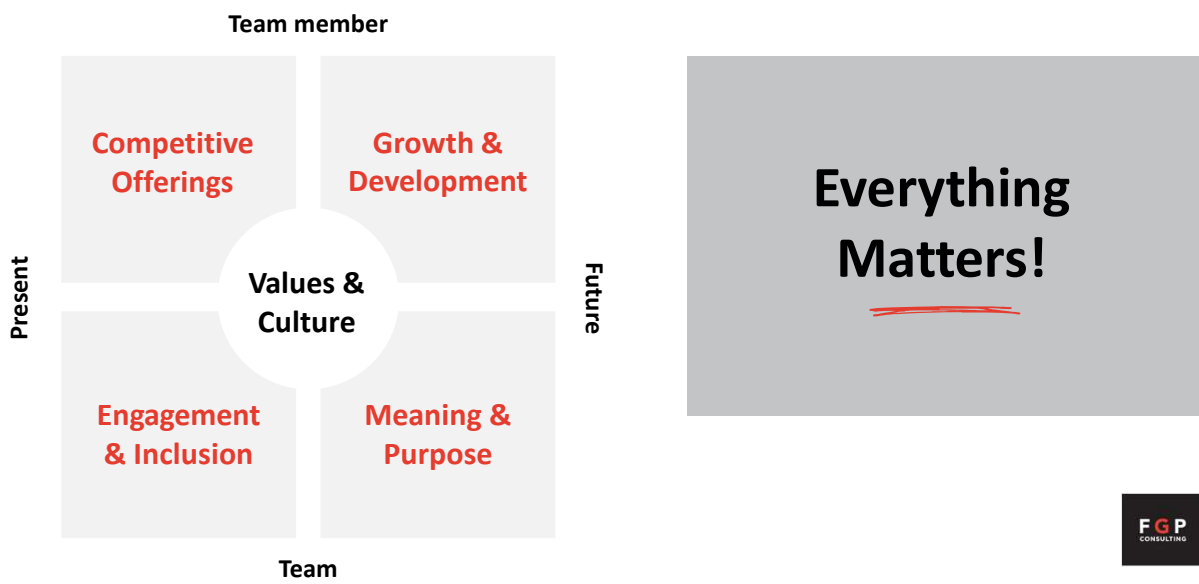
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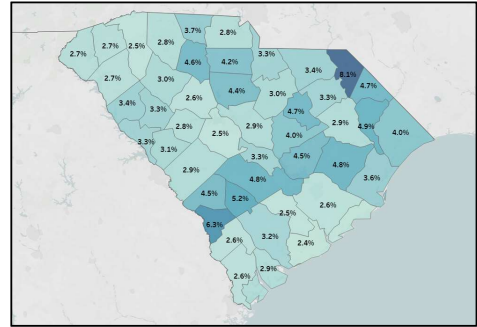
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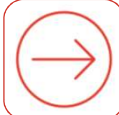
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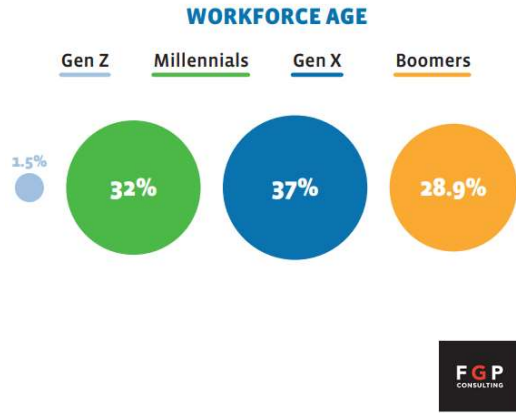
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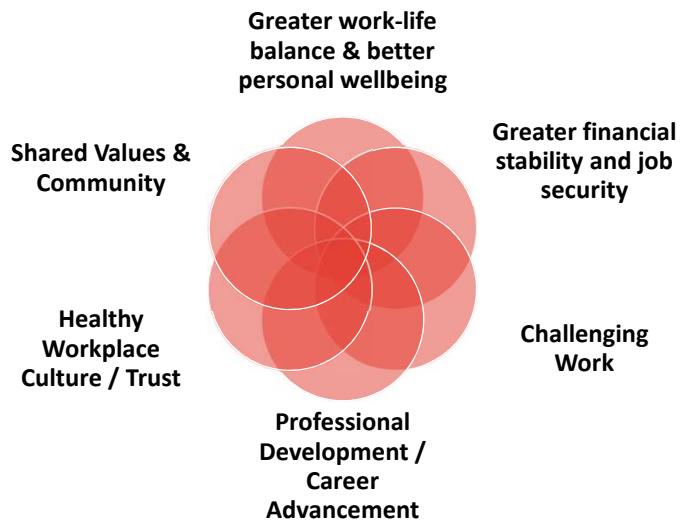
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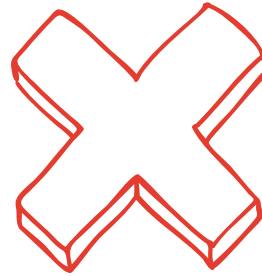
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POST-IT!

Why have you stayed with an employer?



Why have you chosen to leave an employer?



WHY DO EMPLOYEES LEAVE?

Reasons for public-sector employees planning to stay at or leave current role in the next 3–6 months

Reasons for staying, % of respondents (n = 1,118)



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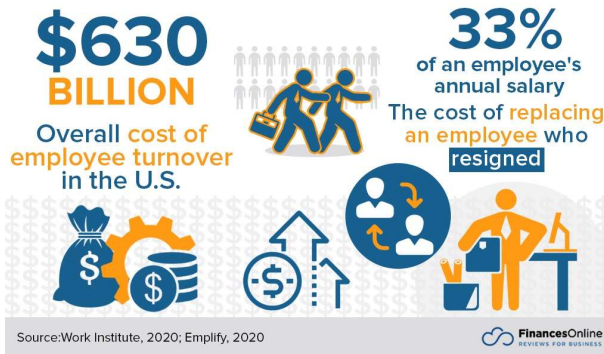
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MARKET STATISTICS



We can't afford **NOT** to retain our employees



How do we retain employees?

We engage them!

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If you are not engaging your top talent, ***someone else will***

FGP
CONSULTING

WHAT DOES ENGAGEMENT LOOK LIKE?

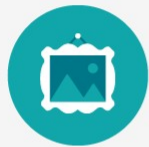
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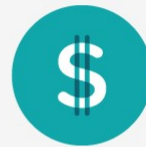
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**QUIET
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SINGLE MOST INFLUENCING VARIABLE:

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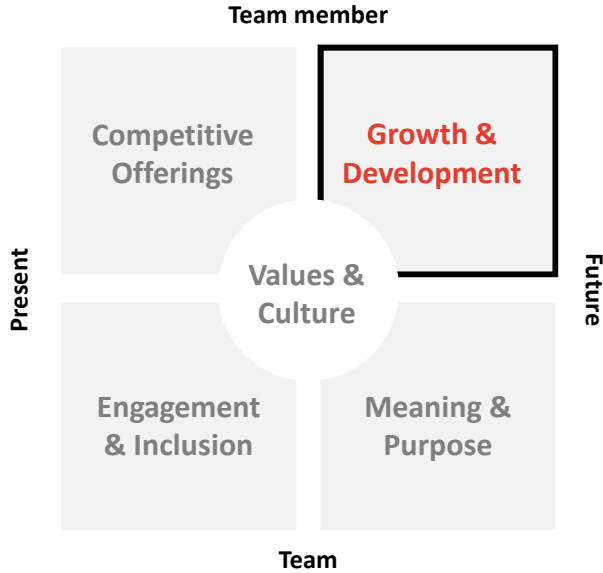


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Source: Accenture Nov 2022 Future of Work Survey

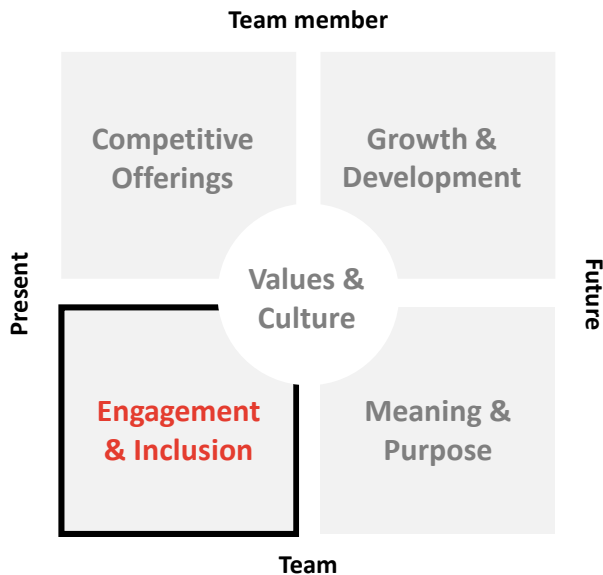
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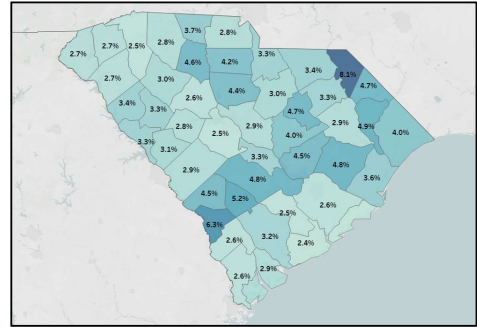
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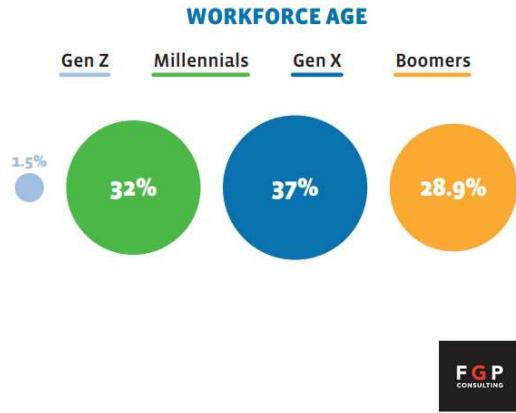
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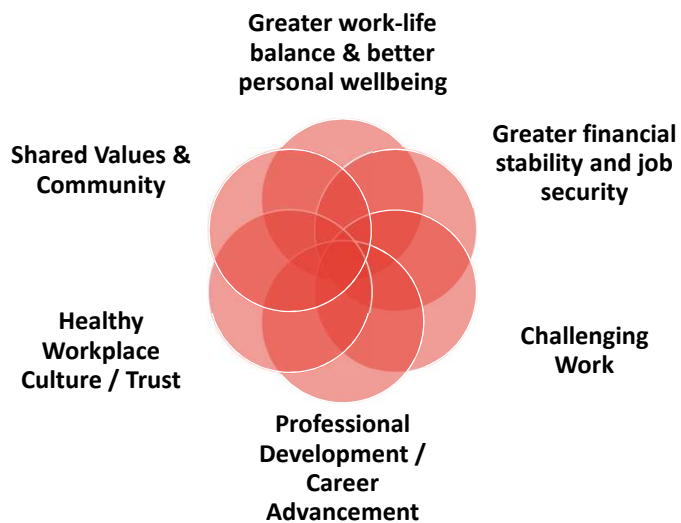
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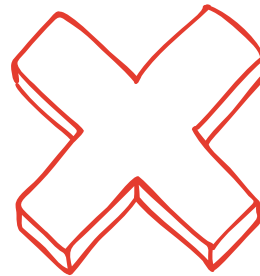
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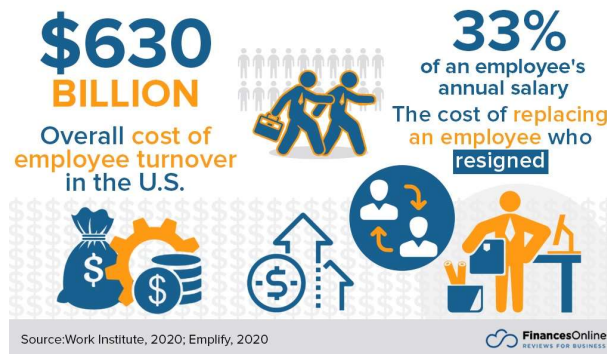
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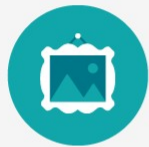
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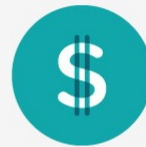
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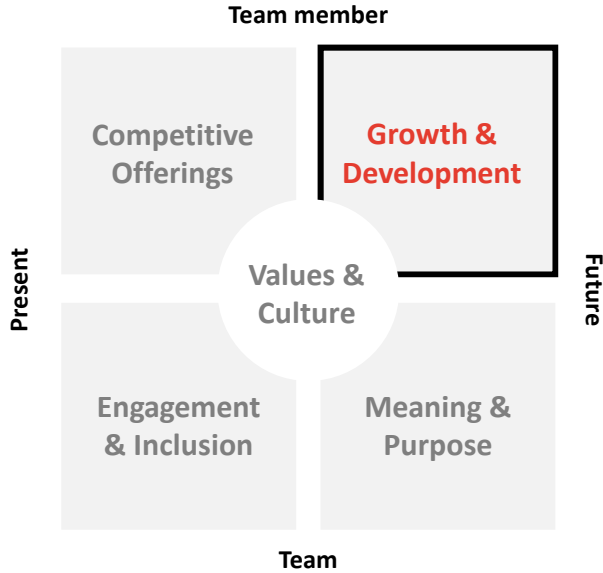
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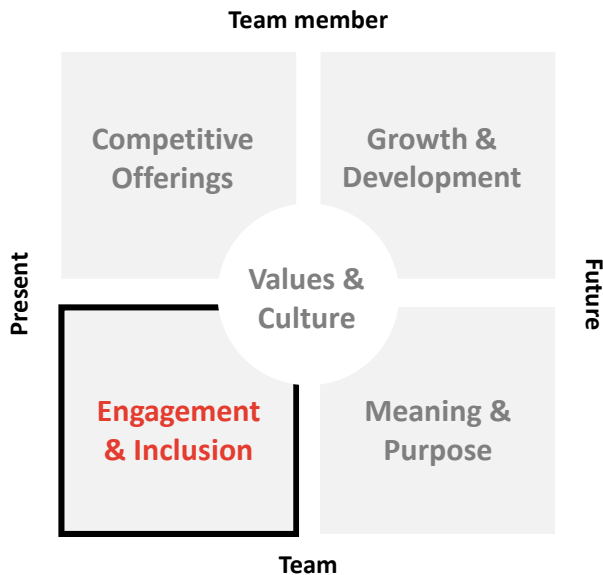
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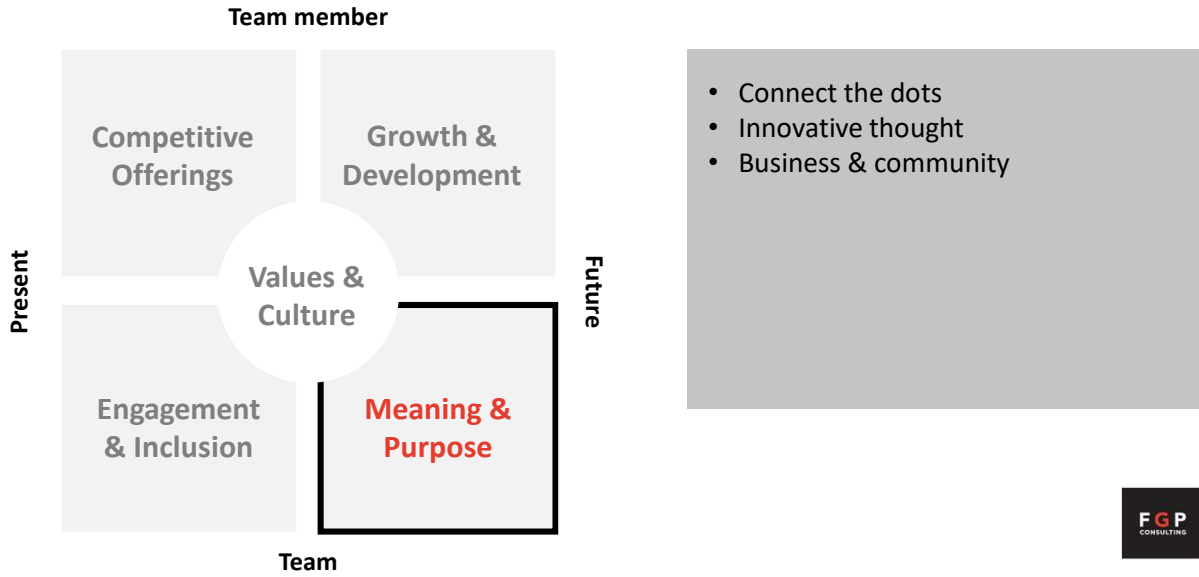
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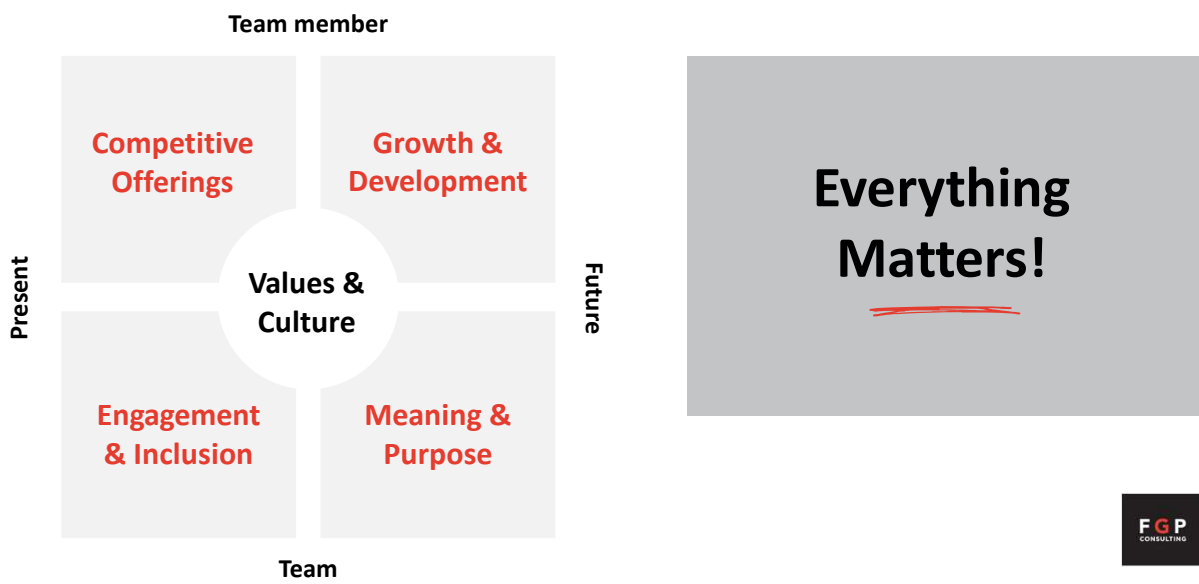
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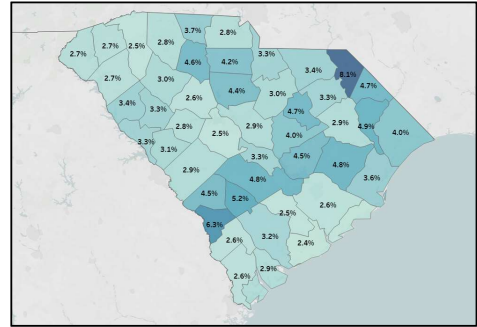
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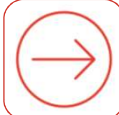
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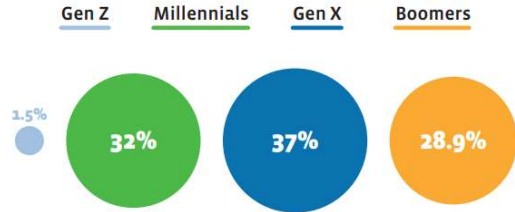


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WORKFORCE AGE



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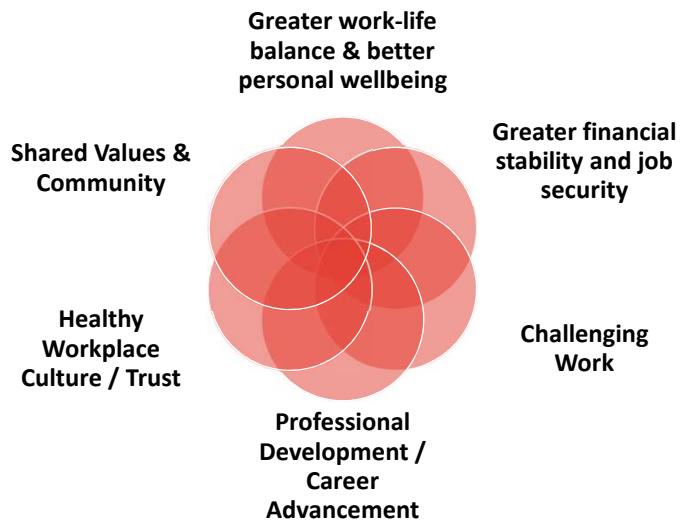
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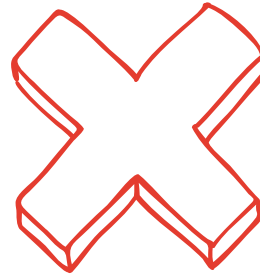
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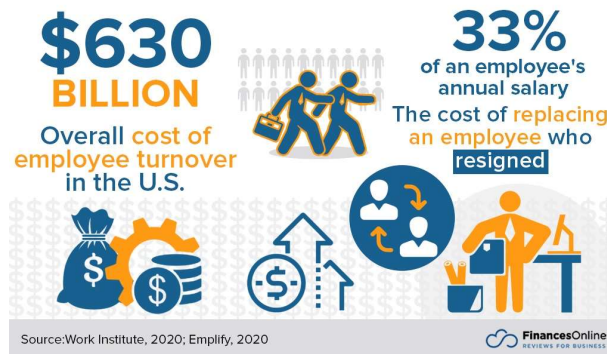
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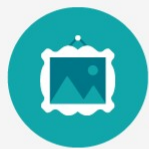
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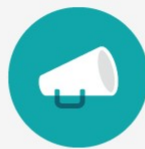
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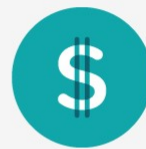
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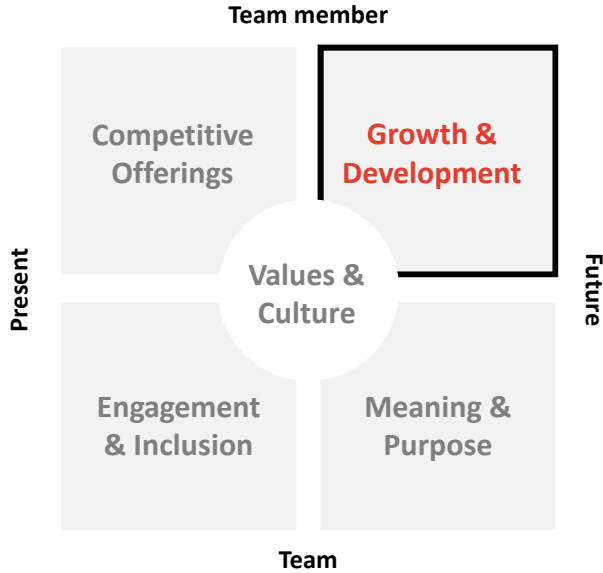
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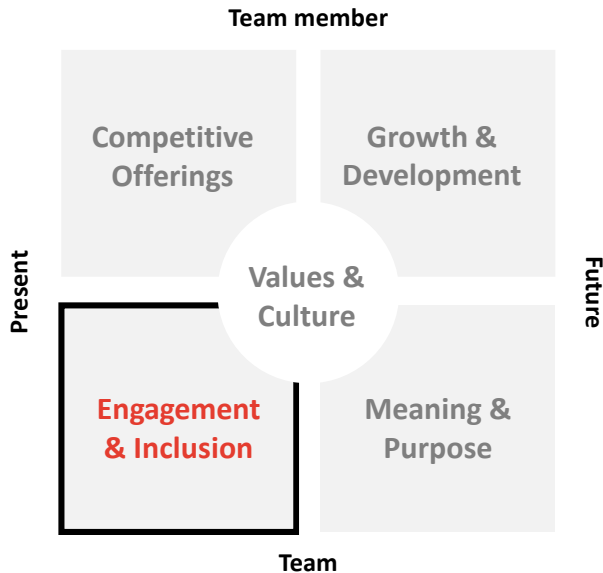
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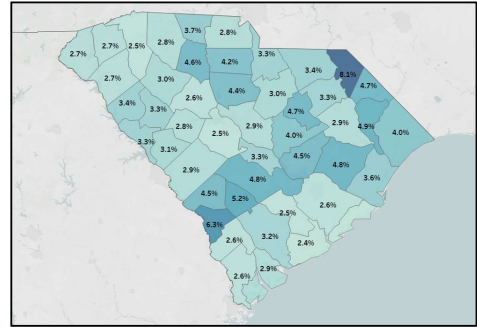
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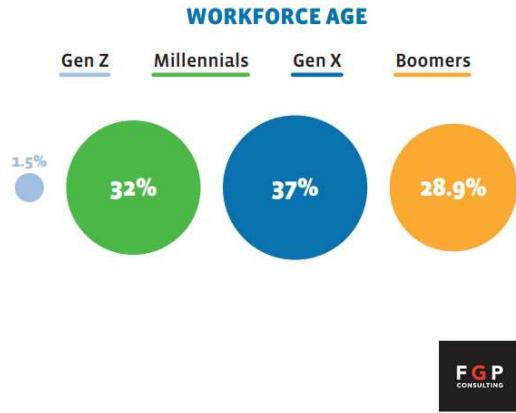
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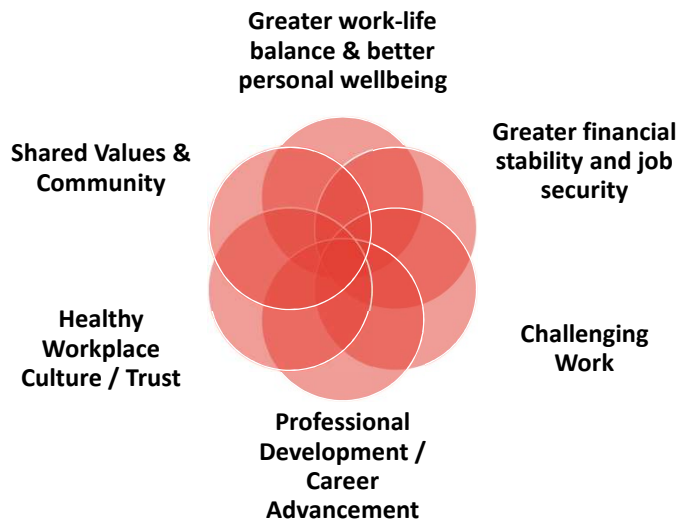
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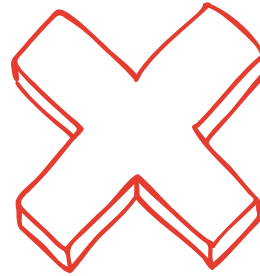
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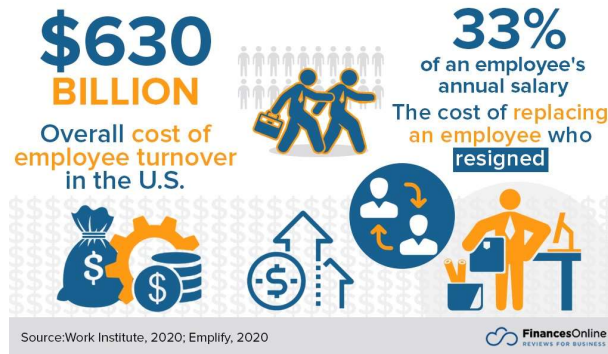
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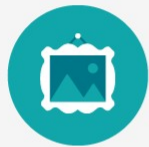
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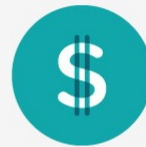
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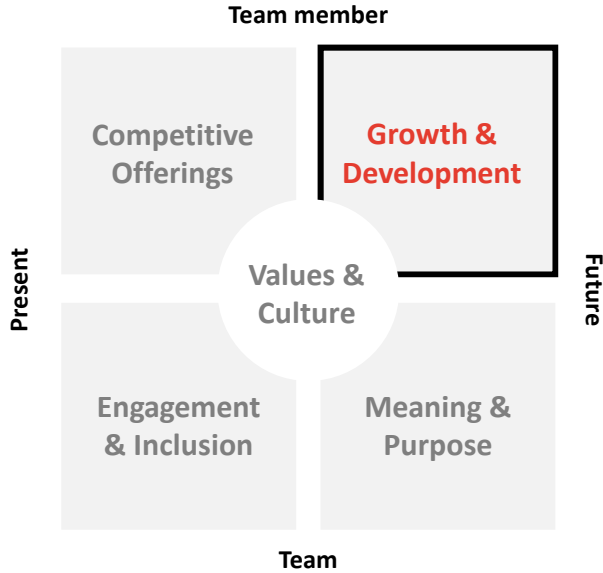


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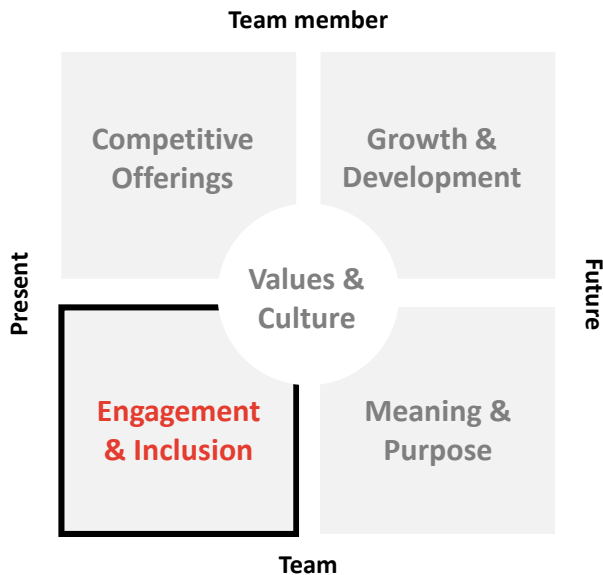
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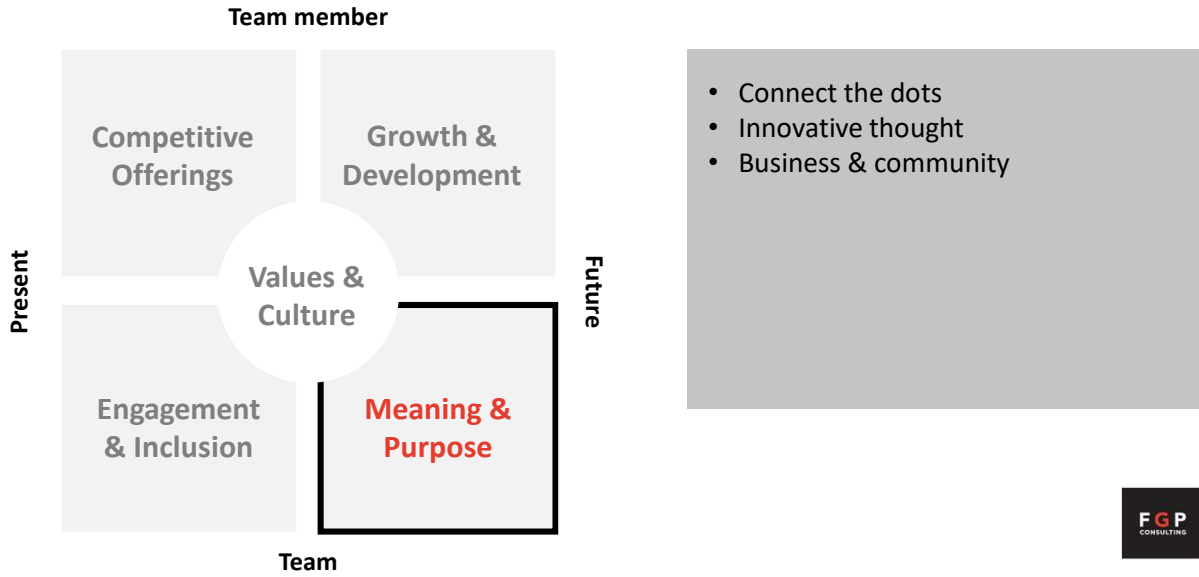
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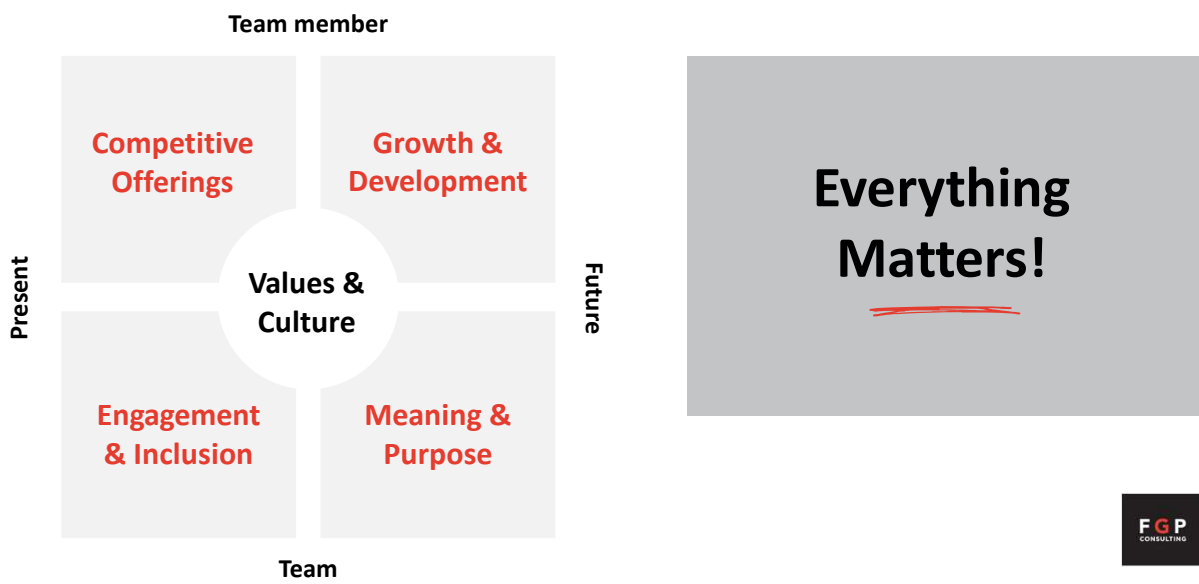
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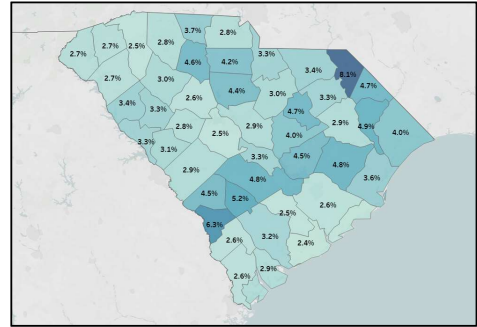
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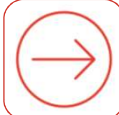
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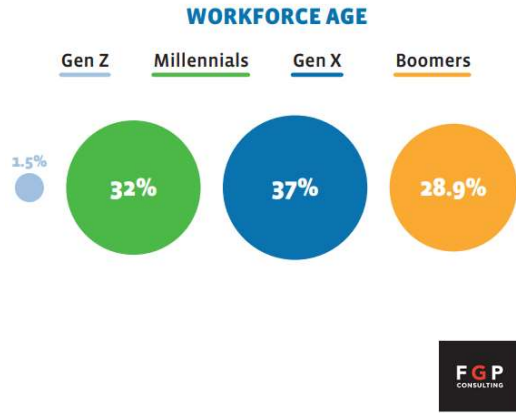
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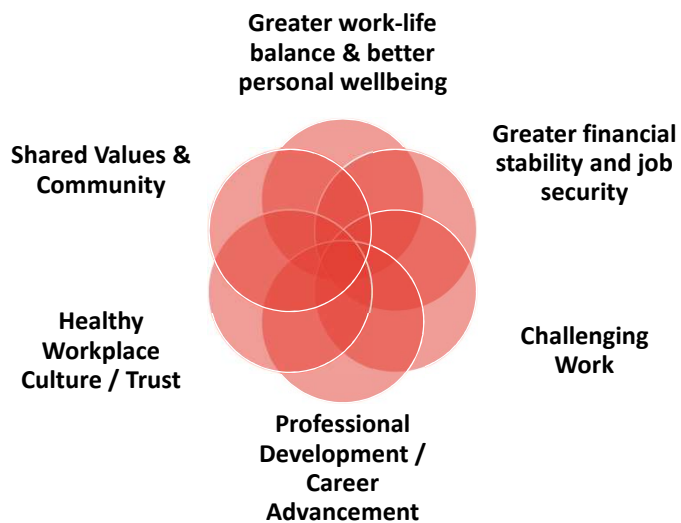
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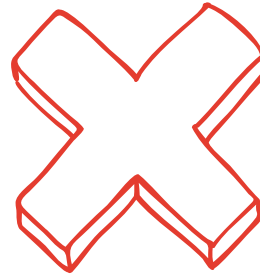
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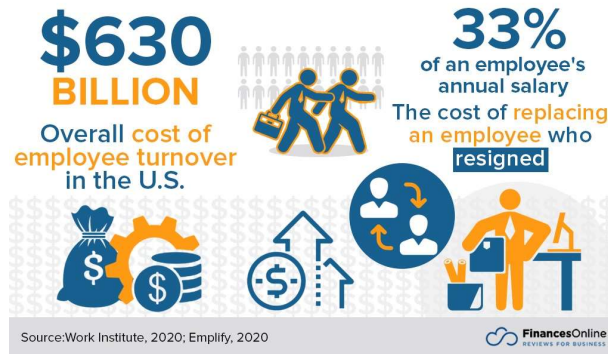
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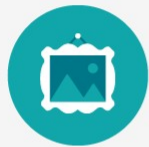
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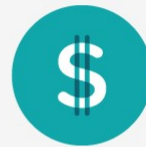
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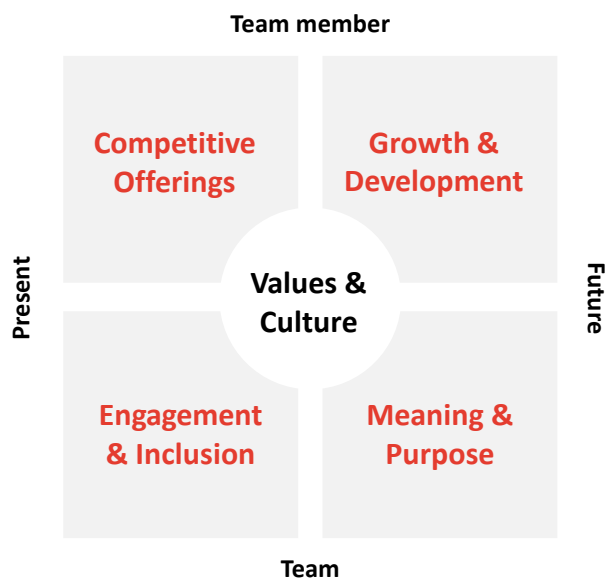
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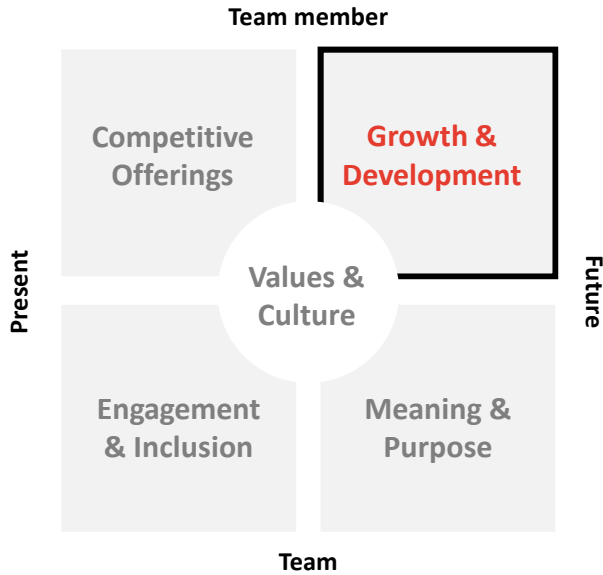
WE DRIVE OUR FUTURE: INTEGRATED ENGAGEMENT MODEL



POST COVID PRODUCTIVITY MODEL



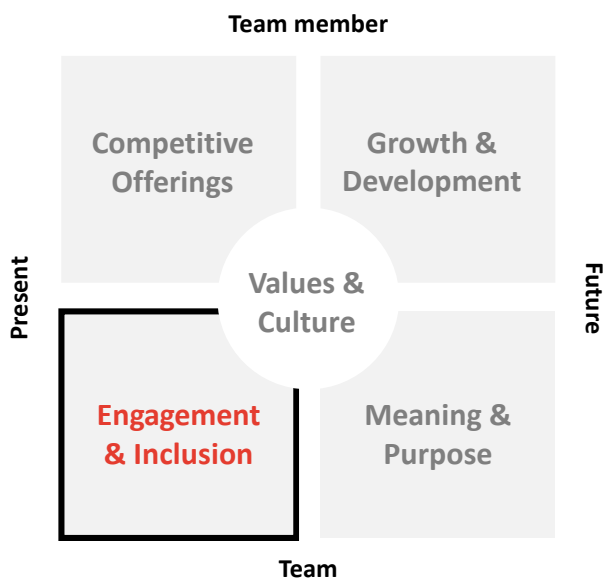
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Questions

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Keeping Up With Attraction & Retention Strategies In Today's Market

Kathryn Jeremiah MHR, SHRM-SCP
April 2023

TODAY'S SESSION

- Overview of Labor Market
- Trends in Energy Workforce post-pandemic
- Attracting talent
- Engaging and retaining talent
- Integrated Engagement Model



BY THE NUMBERS

Utilities
Unemployment
2.5%

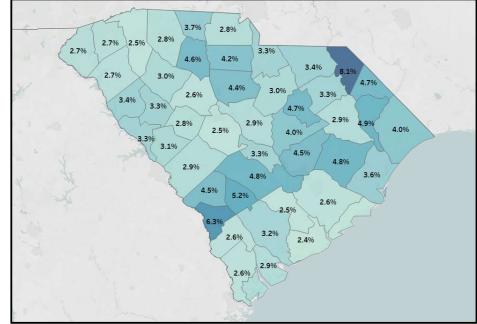
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Operating
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People
80%

Cost to replace
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US Turnover
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POST PANDEMIC ENERGY WORKFORCE TRENDS

OUTLOOK



Utility careers have a good reputation, as 80% of younger non-utility workers view utility careers positively.



Employee experience has room for improvement. Utilities have invested heavily to improve customer experience but have not focused on employee experience. It is impossible to separate customer and employee experience, as employees are often the face and voice of the utility.



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POST PANDEMIC ENERGY WORKFORCE TRENDS

MULTI GENERATIONAL WORKFORCE



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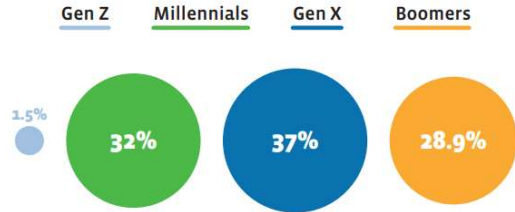


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WORKFORCE AGE



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COMMON RECRUITING CHALLENGES

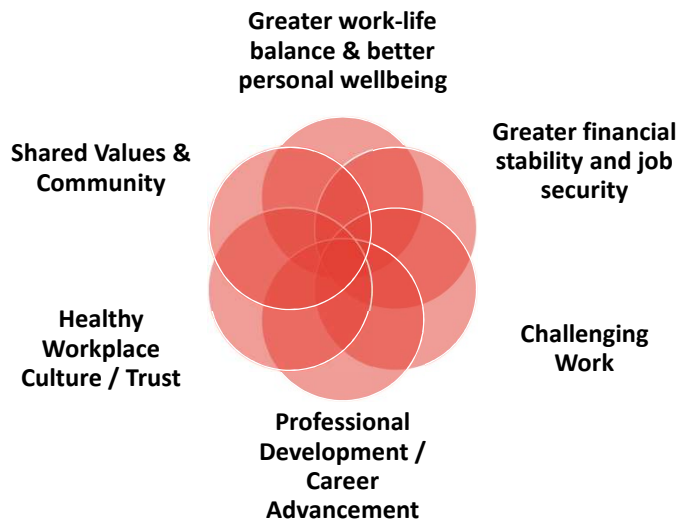
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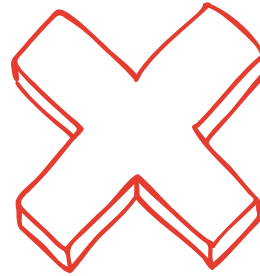
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POST-IT!

Why have you stayed with an employer?



Why have you chosen to leave an employer?



WHY DO EMPLOYEES LEAVE?

Reasons for public-sector employees planning to stay at or leave current role in the next 3–6 months

Reasons for staying, % of respondents (n = 1,118)



Reasons for leaving, % of respondents (n = 385)



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18.9 MILLION

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total number of separations as of Q1 2021

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workers who quit their jobs at the beginning of 2020

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average turnover rate

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average quit rate = 3.4 million resignations

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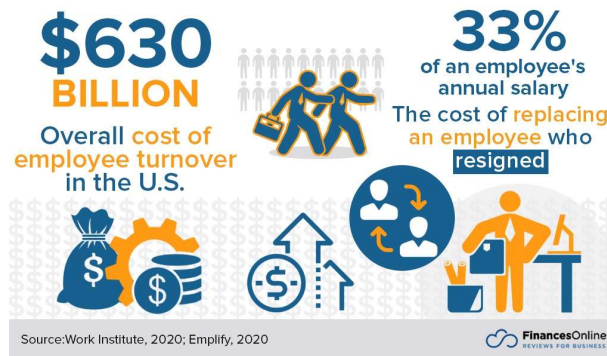
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How do we retain employees?

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Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.

ENGAGEMENT STATISTICS

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FGP
CONSULTING

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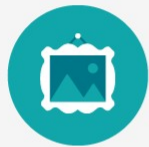
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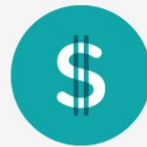
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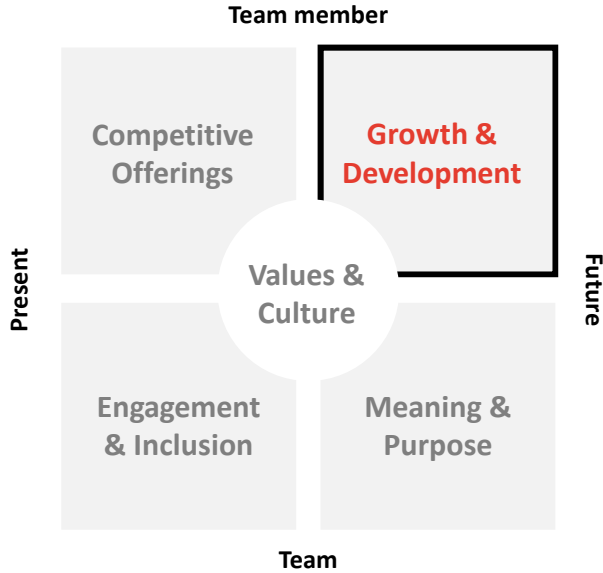
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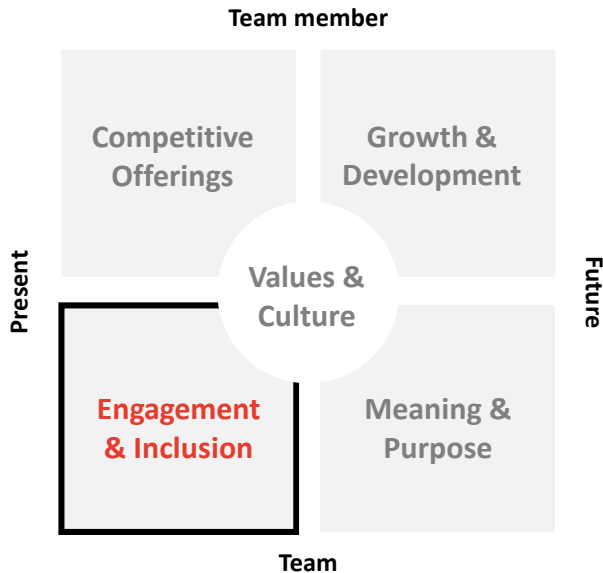
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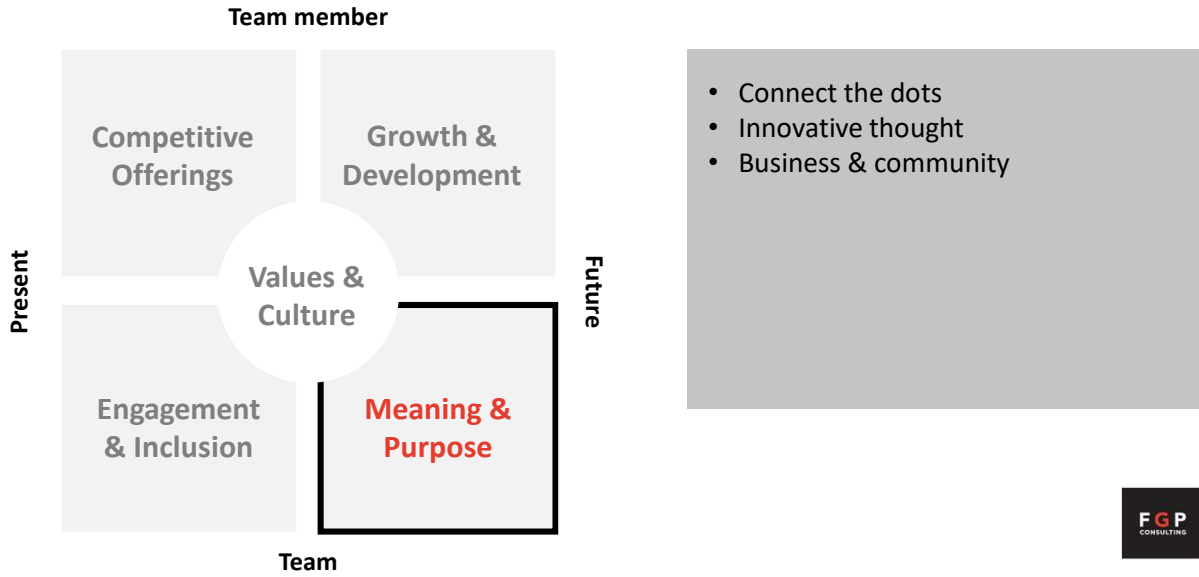
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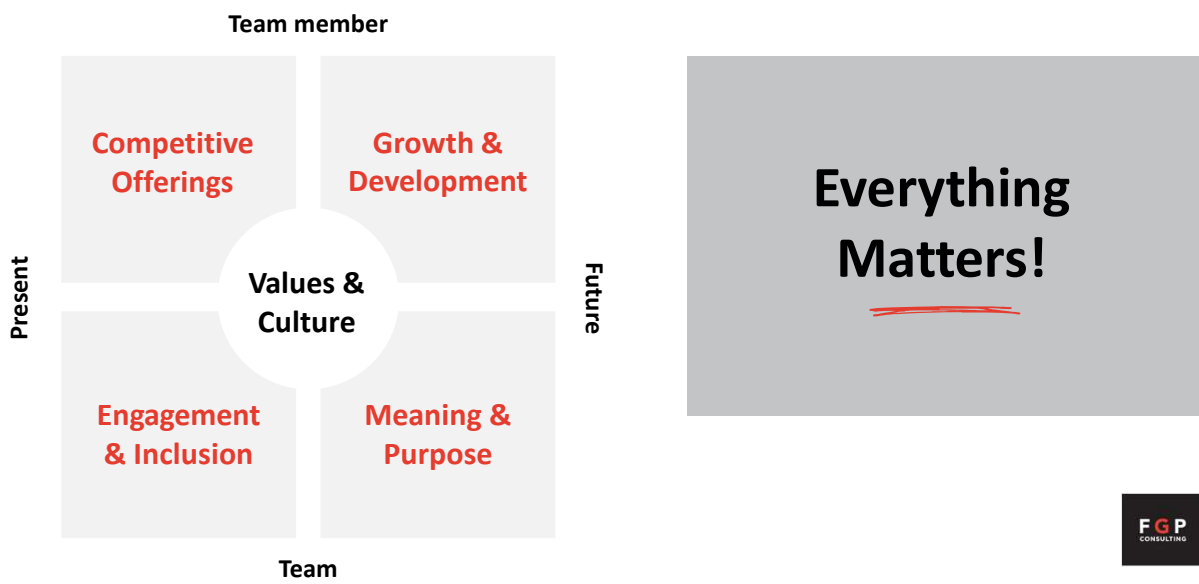
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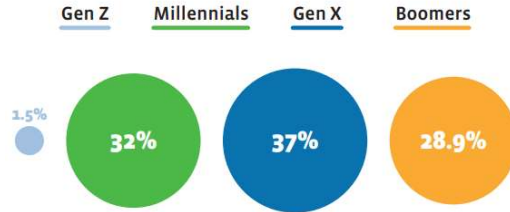


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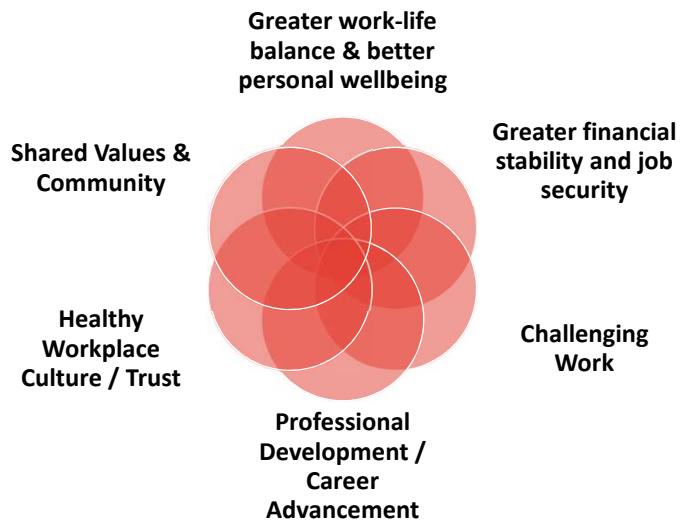
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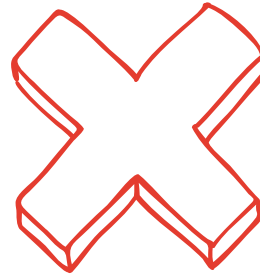
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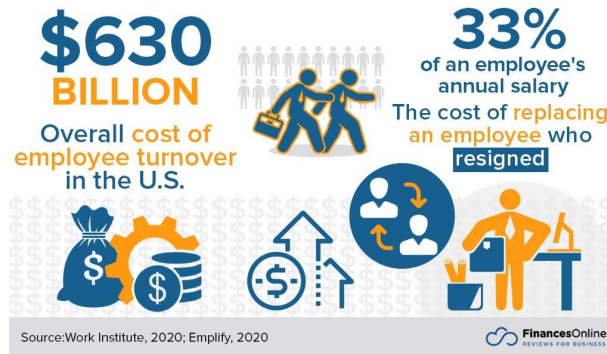
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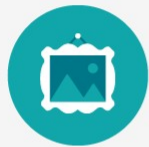
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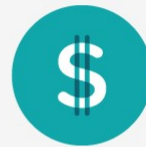
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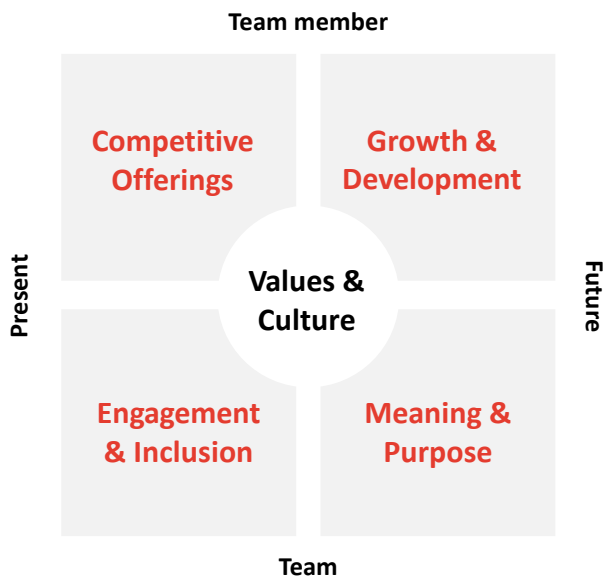
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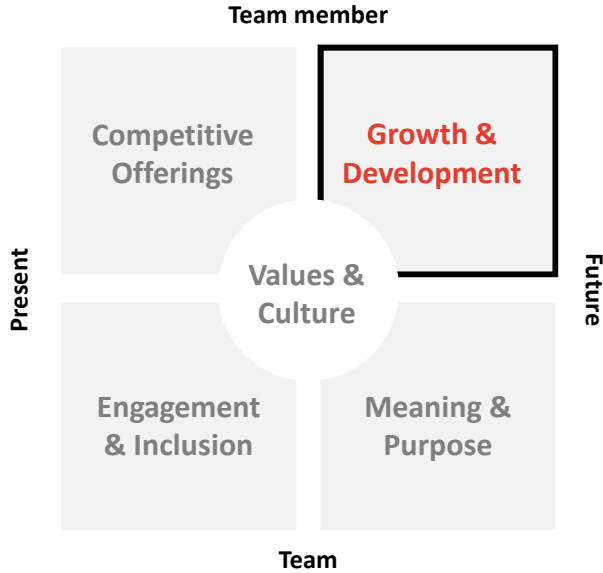
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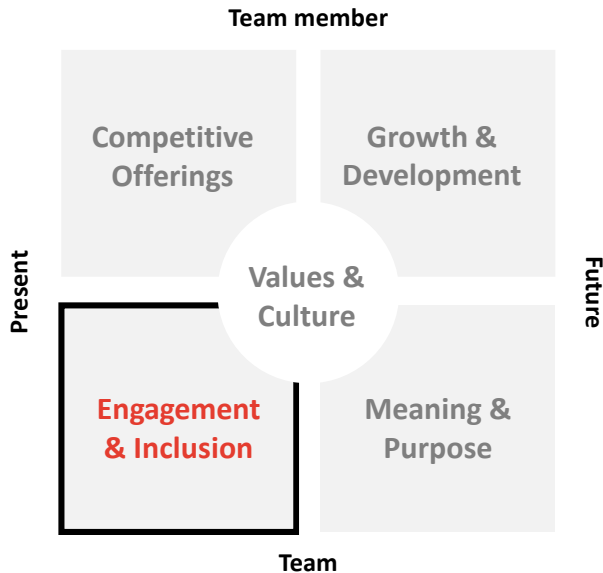
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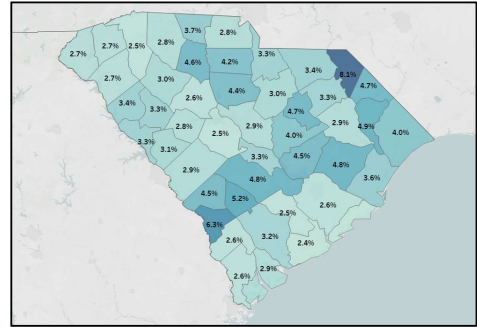
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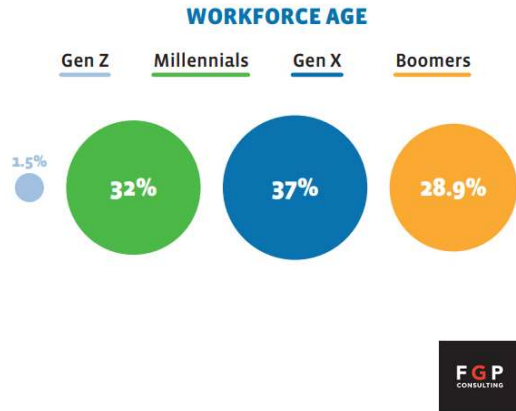
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RECRUITING

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COMMON RECRUITING CHALLENGES

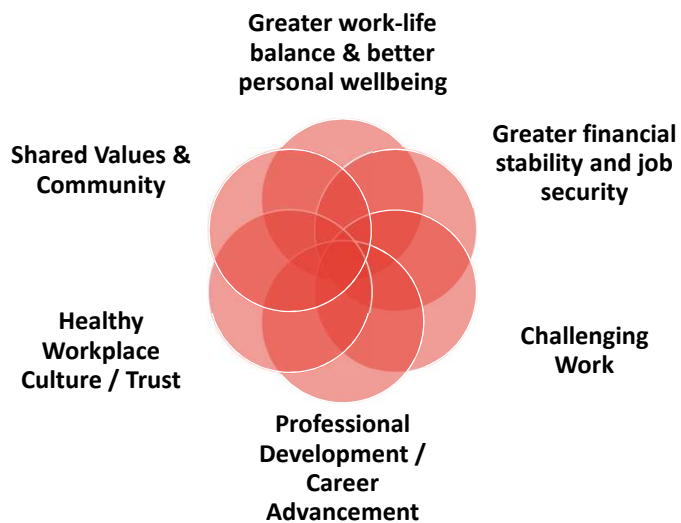
**ATTRACTING &
ENGAGING
QUALIFIED
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**CANDIDATE
EXPERIENCE**

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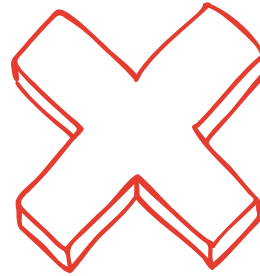
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Why have you stayed with an employer?



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WHY DO EMPLOYEES LEAVE?

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Reasons for staying, % of respondents (n = 1,118)



Reasons for leaving, % of respondents (n = 385)



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Americans who either exit the labor force or change occupations every year

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total number of separations as of Q1 2021

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average turnover rate

2.3%

average quit rate = 3.4 million resignations

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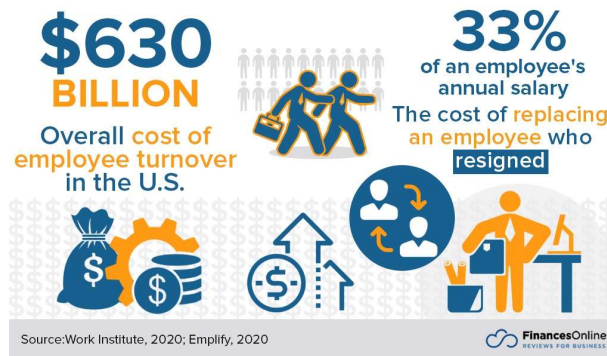
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Manager's Influence = 70% of Employee Engagement



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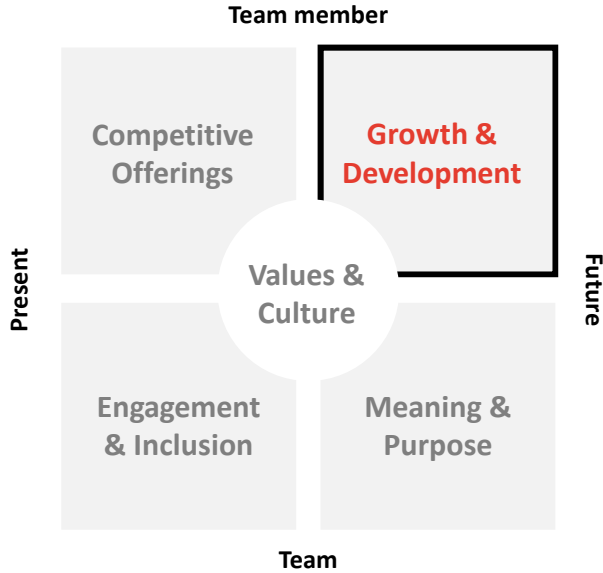


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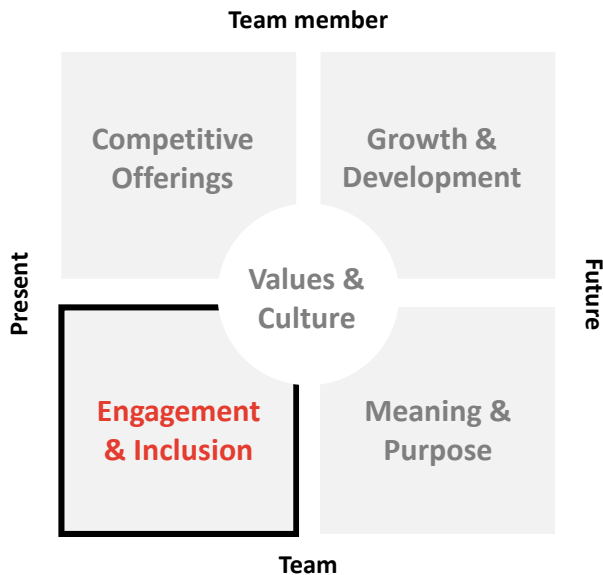
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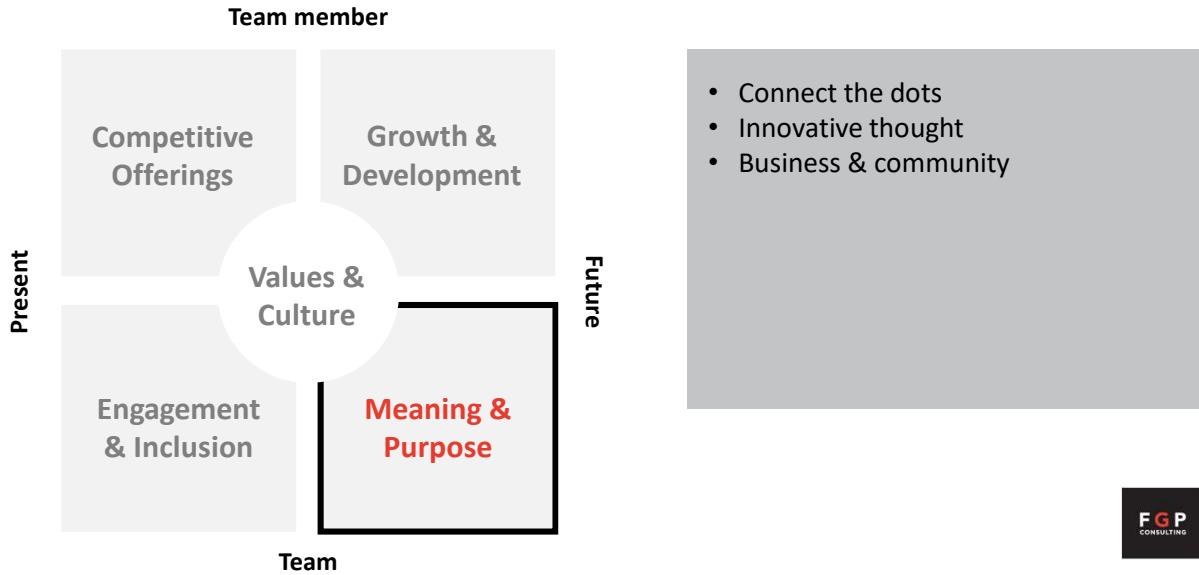
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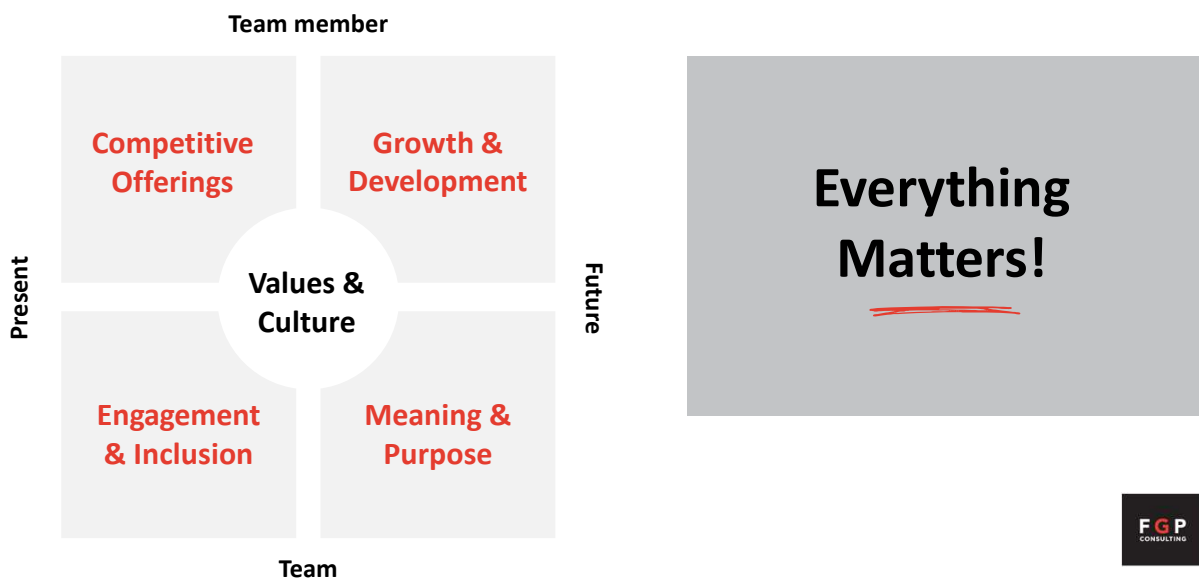
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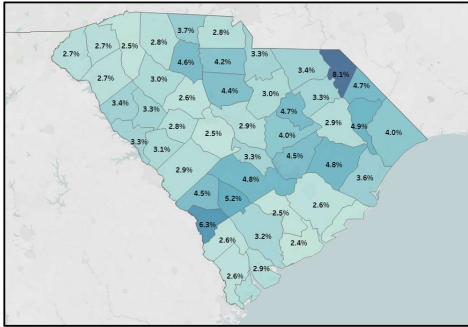


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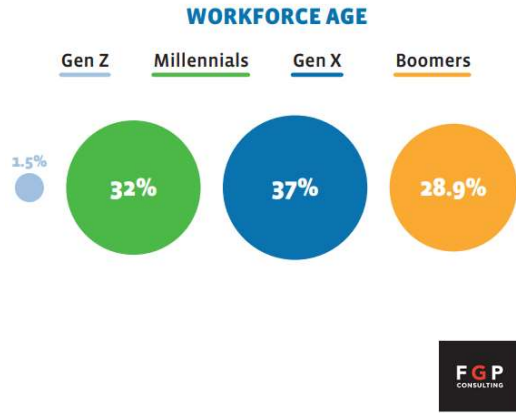
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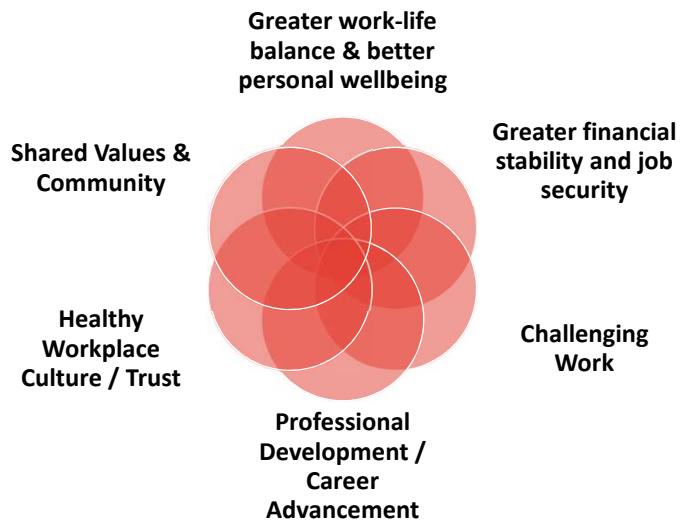
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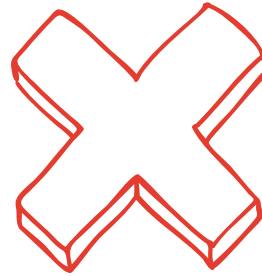
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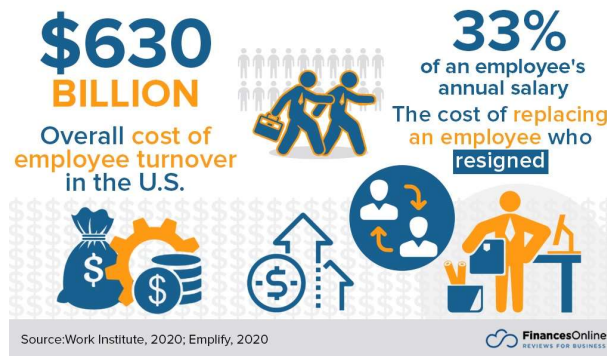
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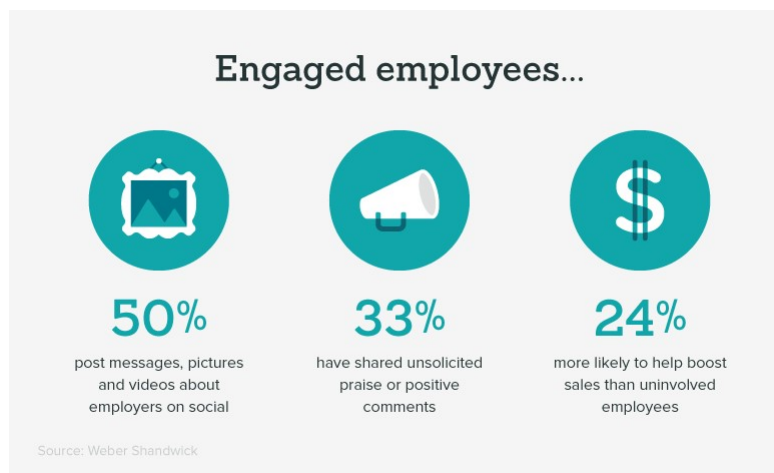
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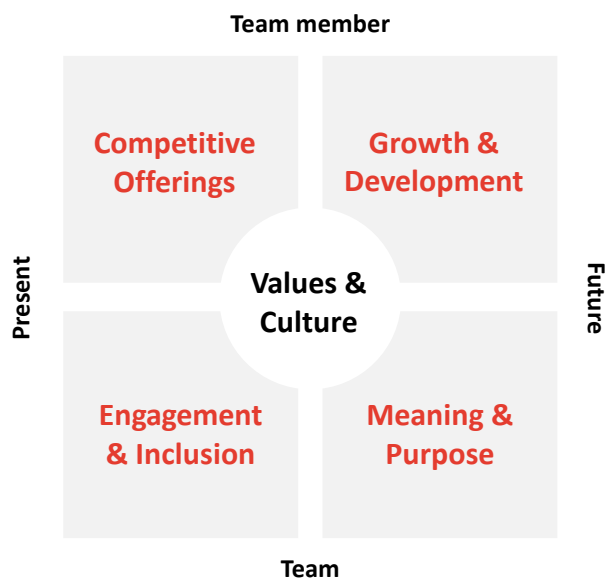
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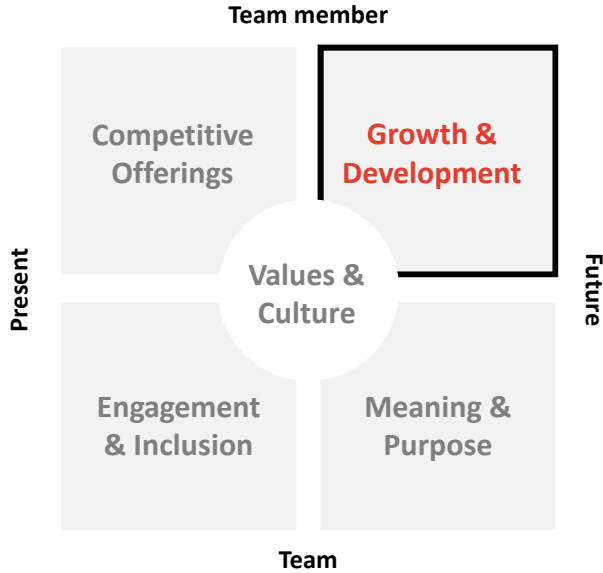


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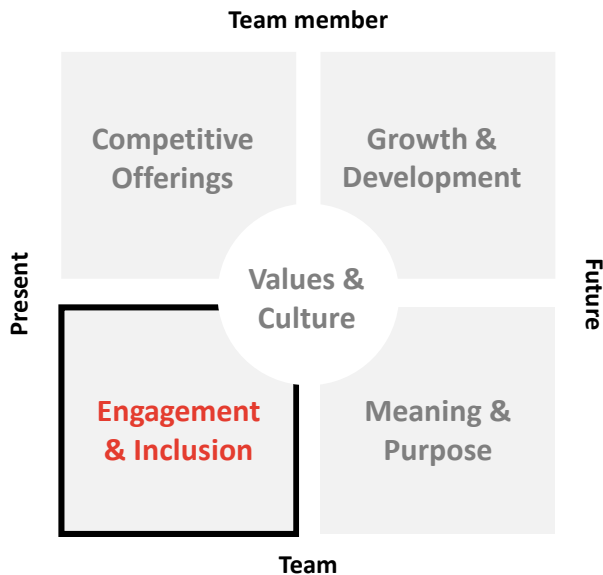
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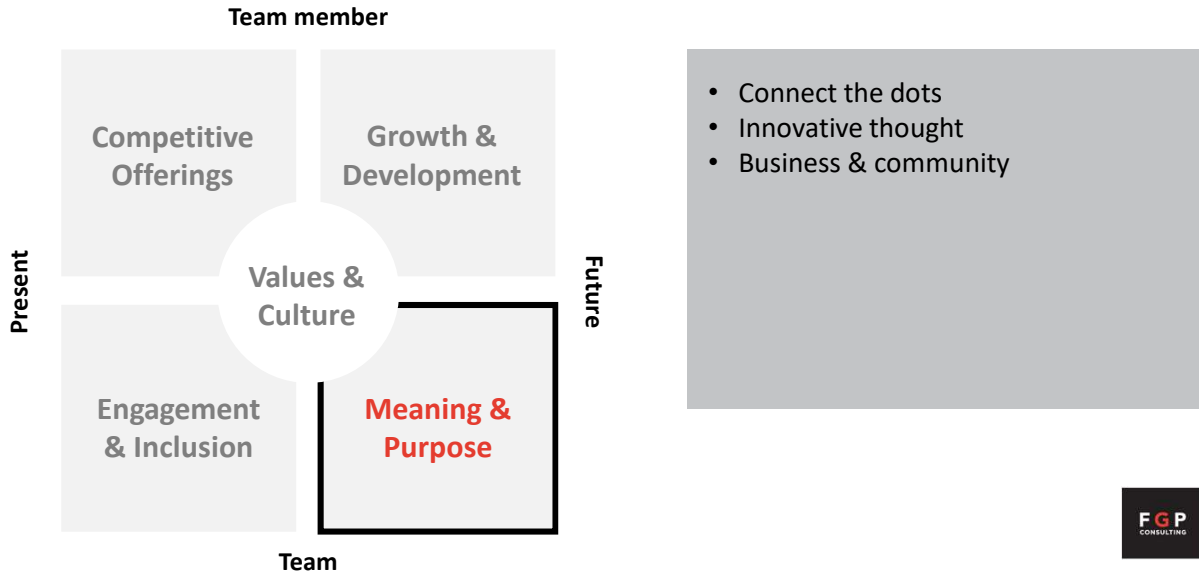
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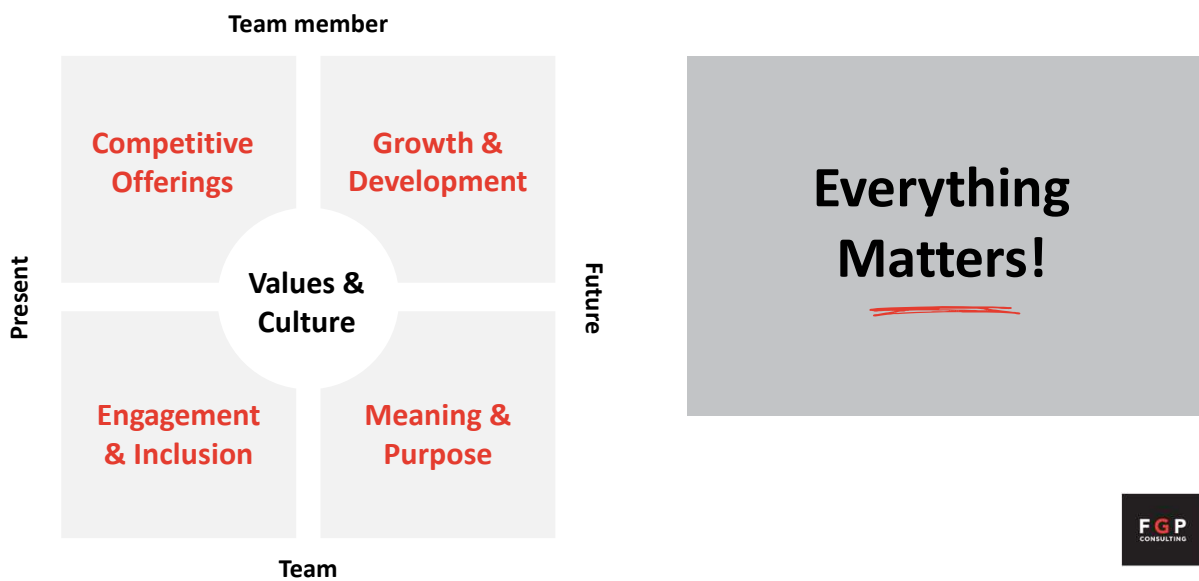
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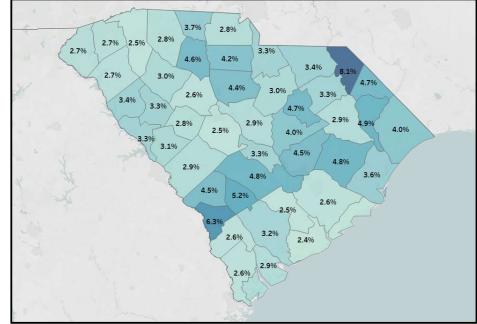
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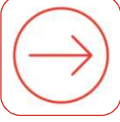
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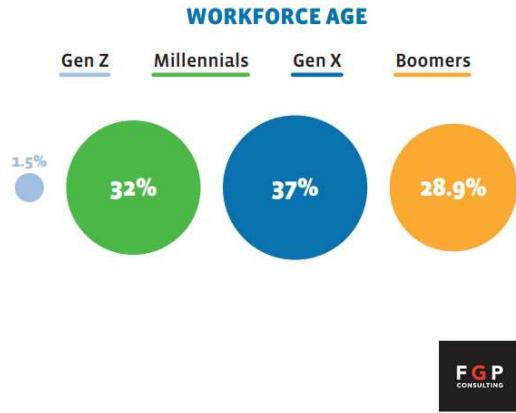
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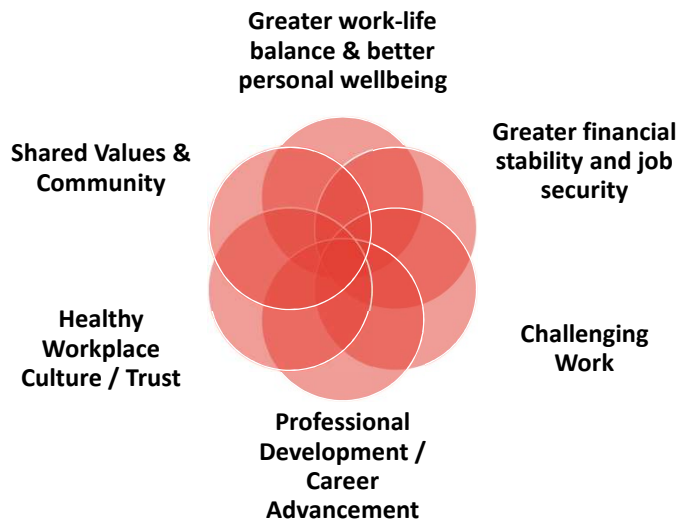
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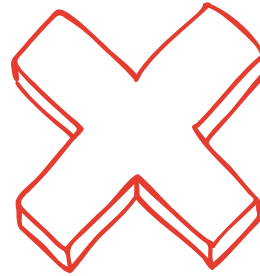
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POST-IT!

Why have you stayed with an employer?



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WHY DO EMPLOYEES LEAVE?

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Reasons for staying, % of respondents (n = 1,118)



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Note: People leaving includes individuals who quit, retired, and other separations.
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average turnover rate

2.3%

average quit rate = 3.4 million resignations

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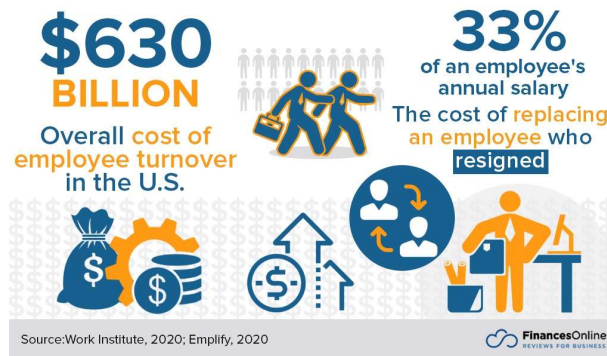
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How do we retain employees?

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Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.

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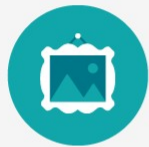
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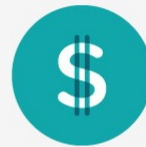
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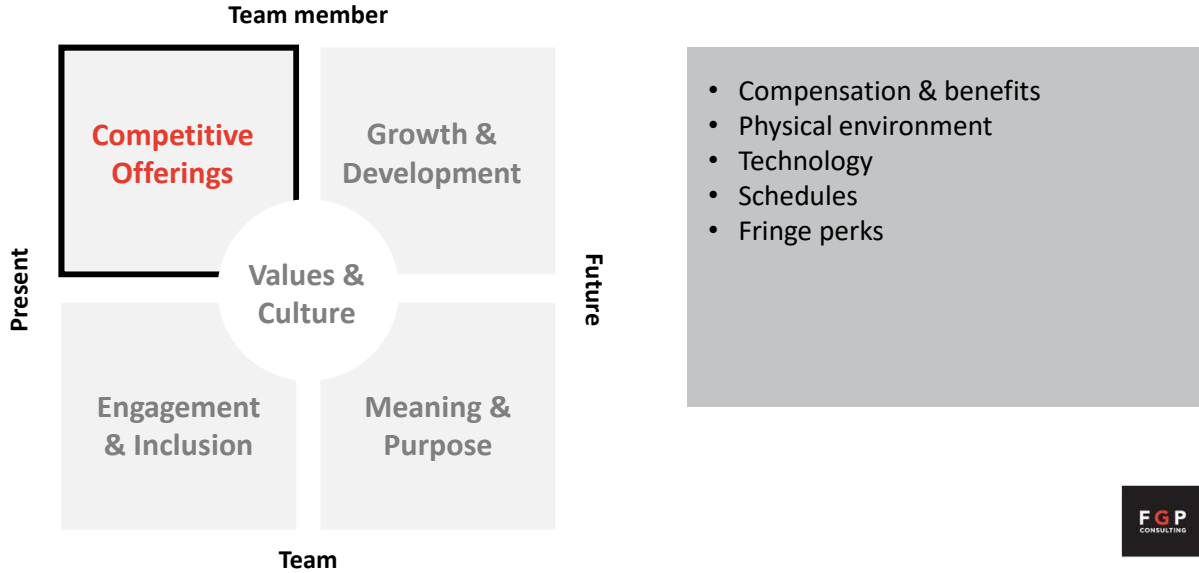
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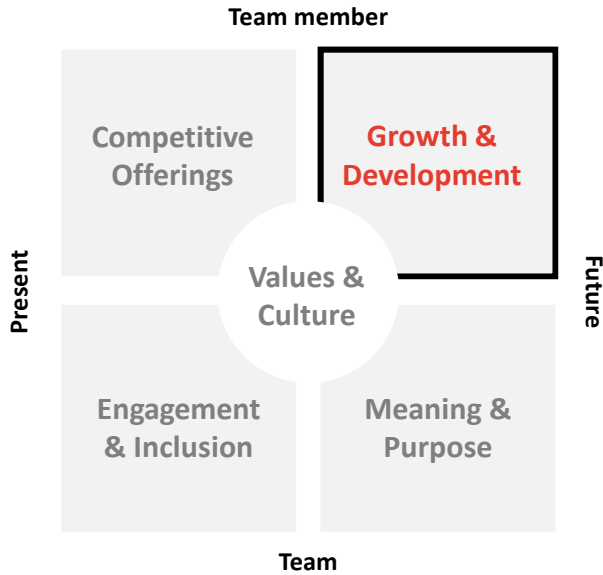
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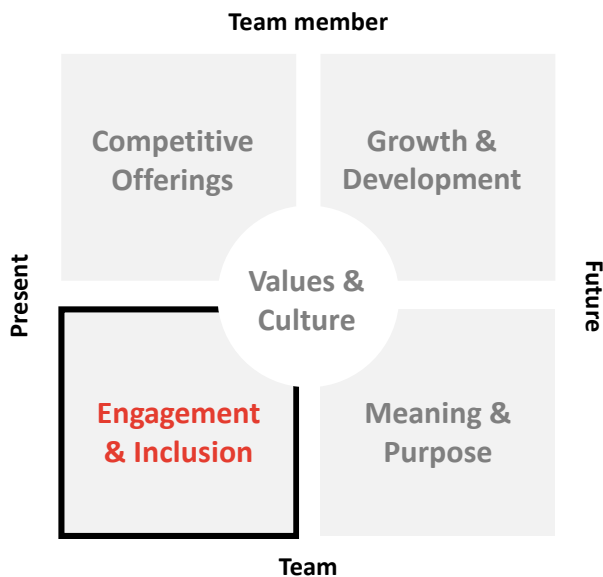
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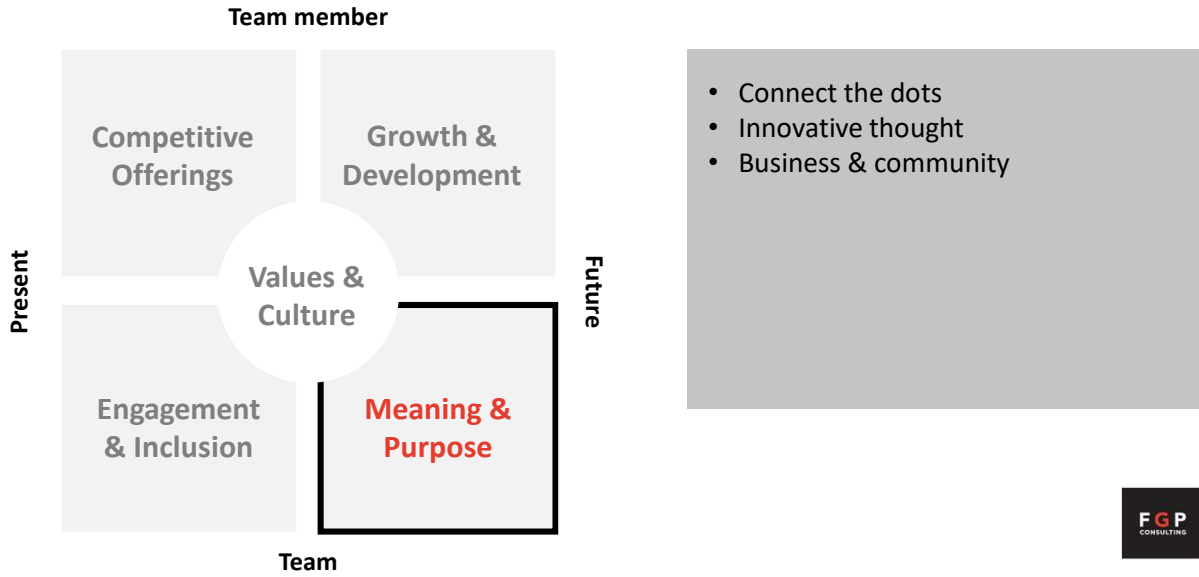
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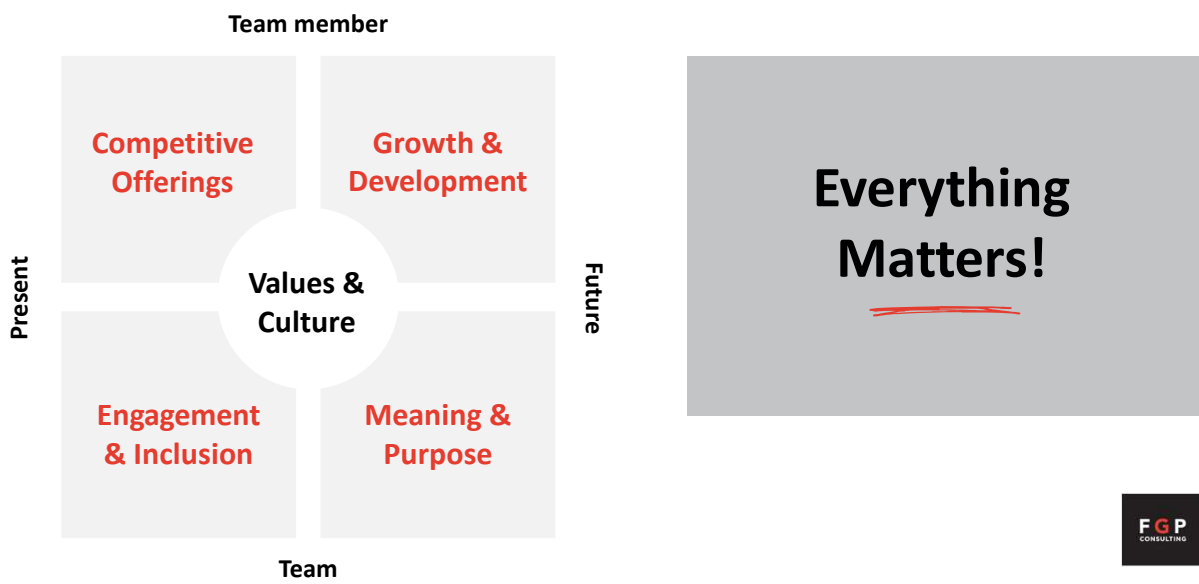
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BY THE NUMBERS

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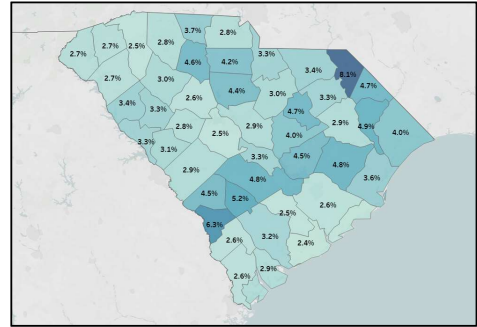
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Operating Costs Spent on People
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Cost to replace an employee
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US Turnover Cost
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POST PANDEMIC ENERGY WORKFORCE TRENDS

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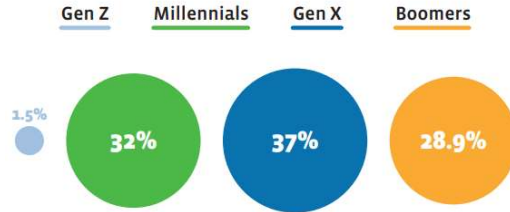


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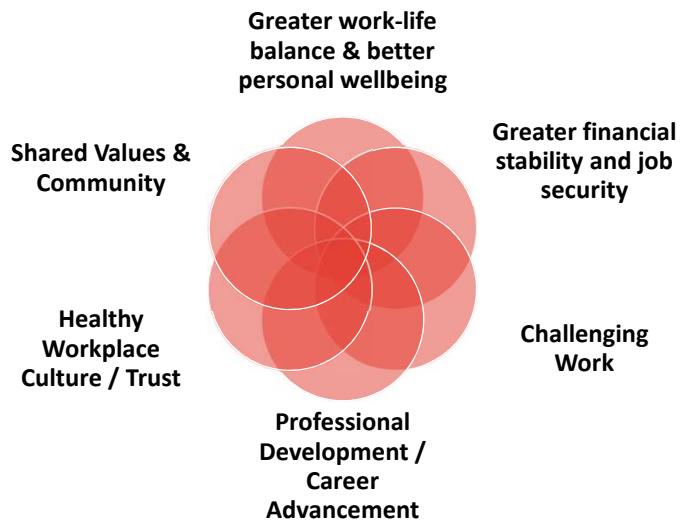
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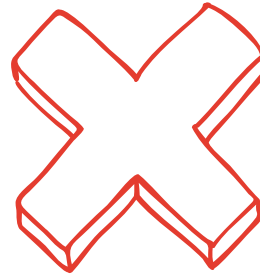
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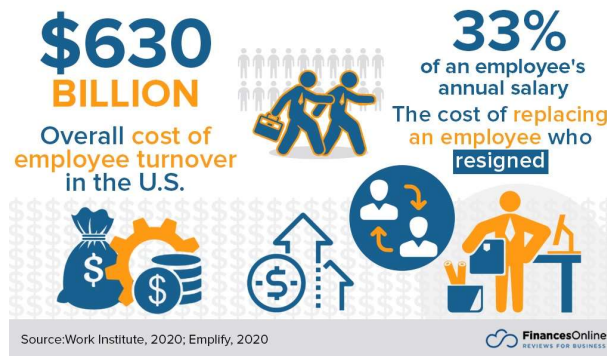
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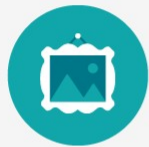
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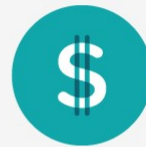
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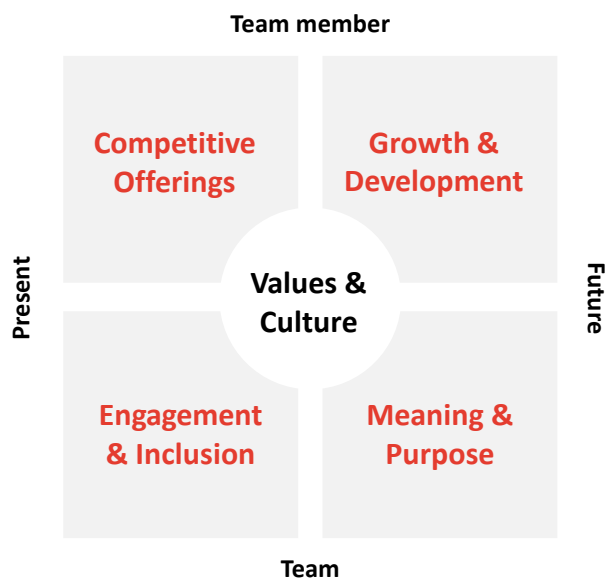
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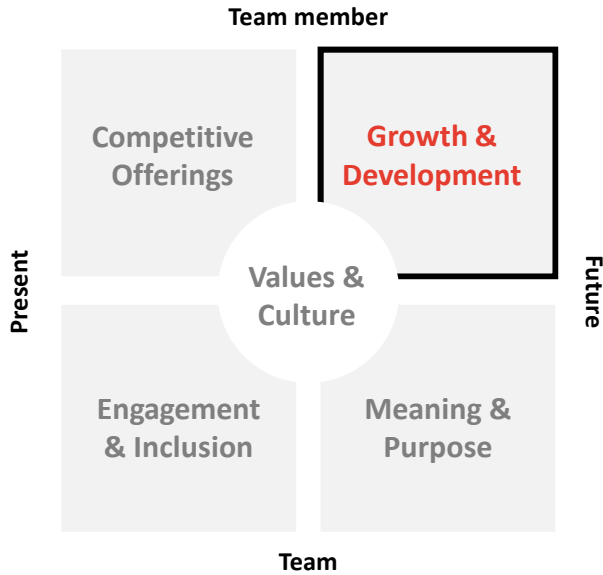


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Source: Accenture Nov 2022 Future of Work Survey

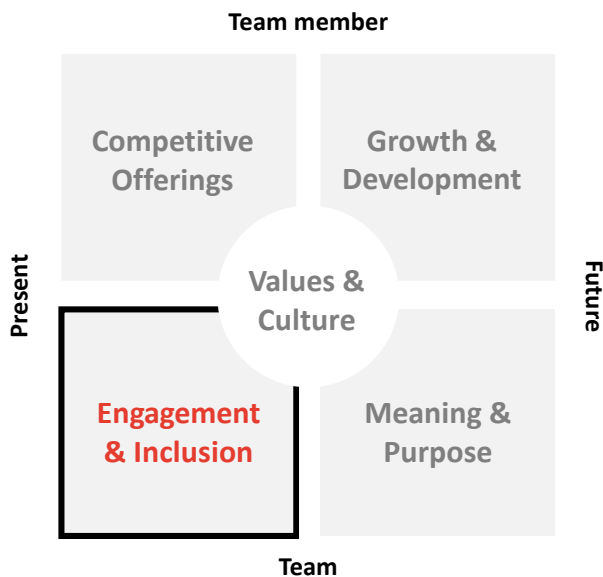
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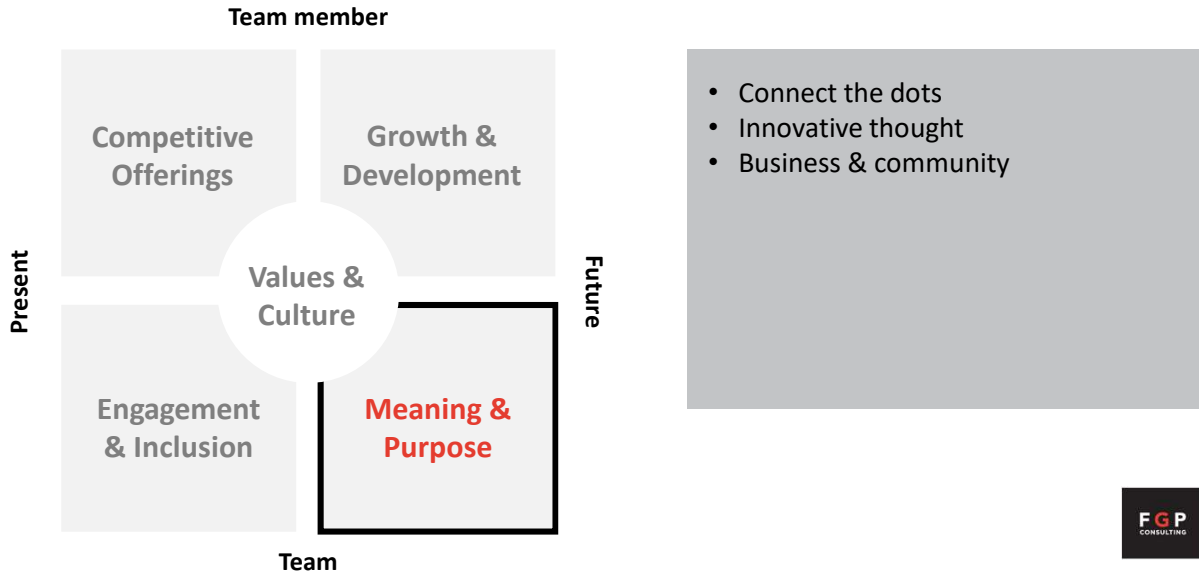
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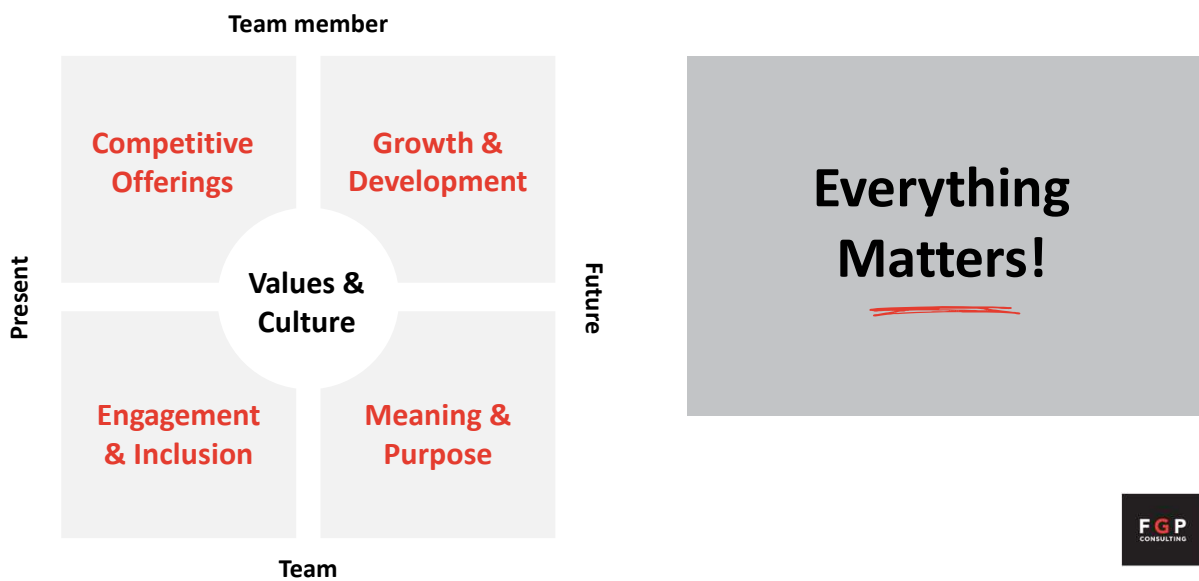
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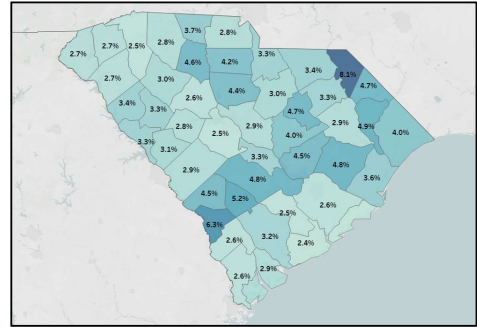
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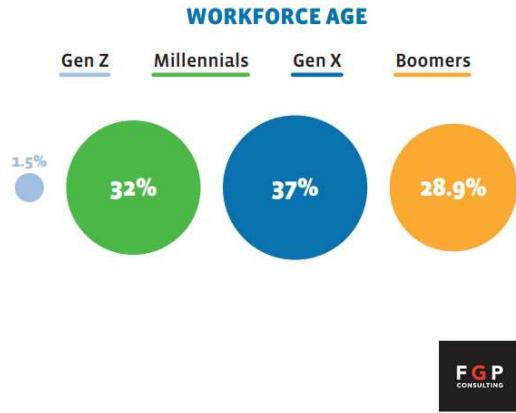
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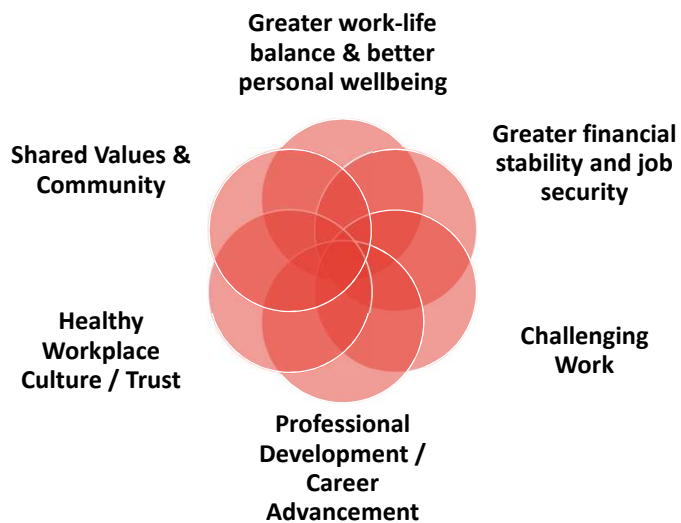
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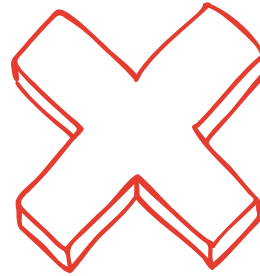
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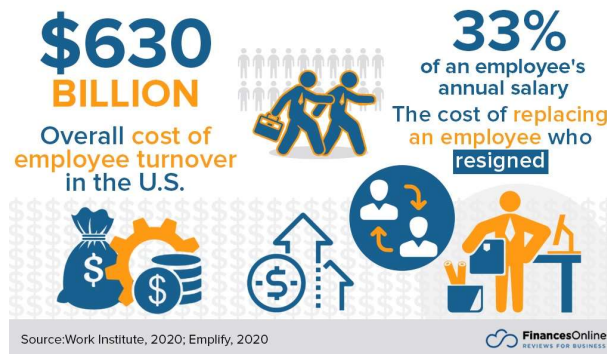
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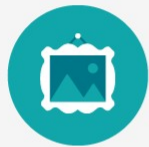
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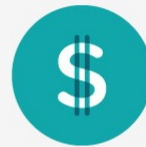
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QUIET QUITTING



SINGLE MOST INFLUENCING VARIABLE:

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UNDERSTANDING YOUR IMPACT

Manager's Influence = 70% of Employee Engagement



50% of employees leave jobs because of Managers



What can you do to positively
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POST PANDEMIC LOCAL GOVERNMENT TRENDS

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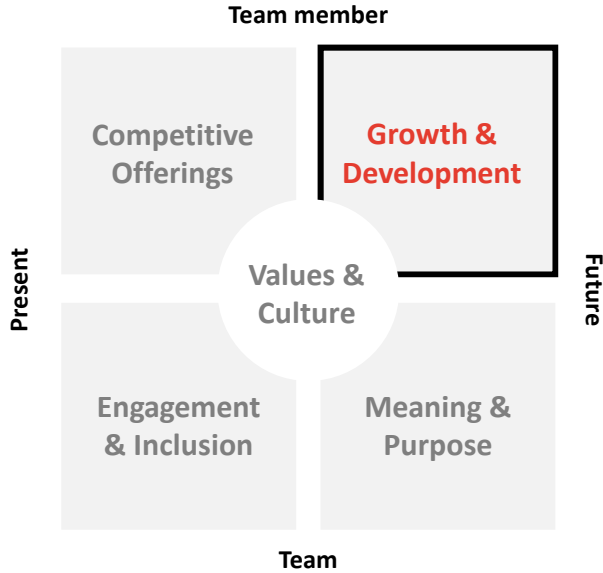
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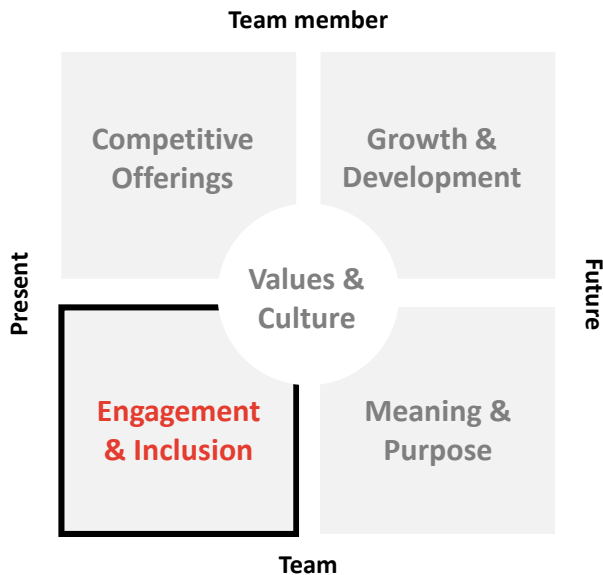
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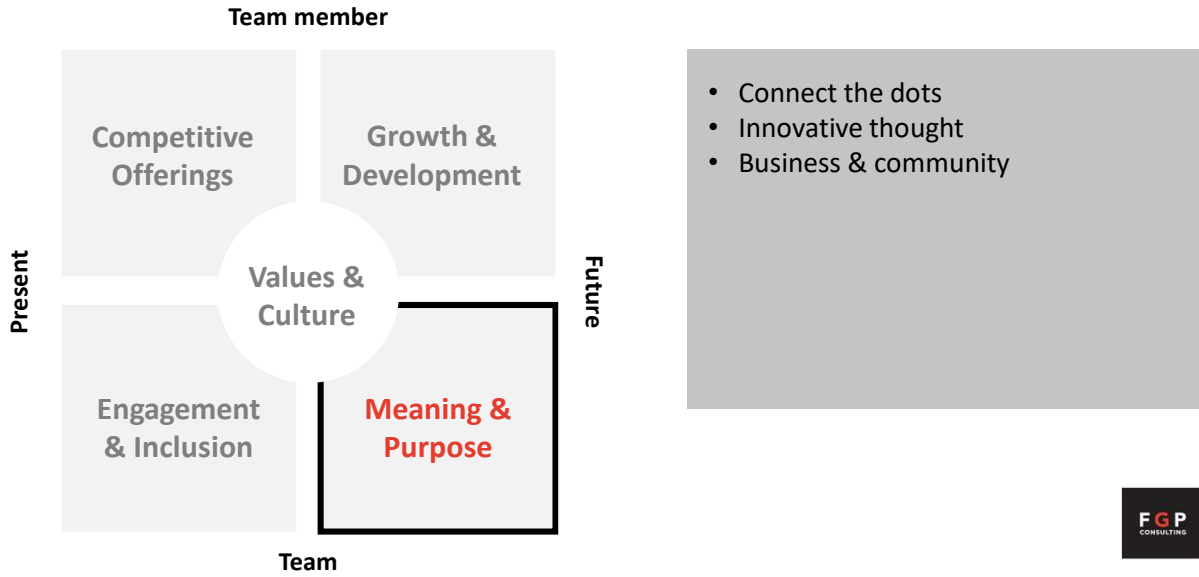
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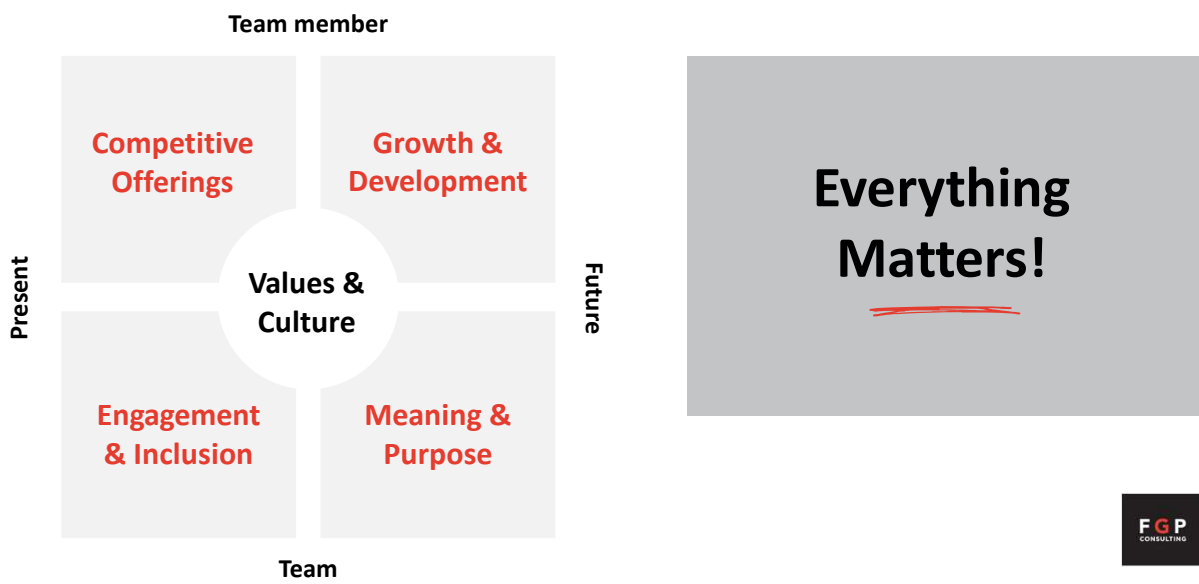
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- Attracting talent
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- Integrated Engagement Model



BY THE NUMBERS

Utilities Unemployment 2.5%

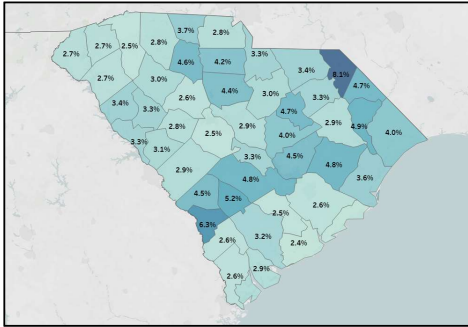
National Unemployment Rate 3.4%

South Carolina Unemployment Rate 3.3%

Operating Costs Spent on People 80%

Cost to replace an employee 50-60% annual salary

US Turnover Cost \$170 B



POST PANDEMIC ENERGY WORKFORCE TRENDS

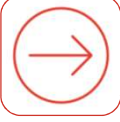
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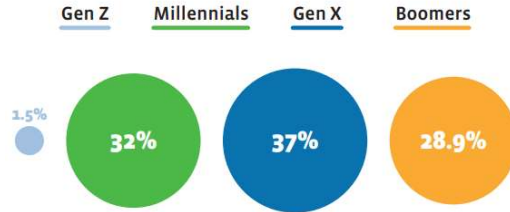


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COMMON RECRUITING CHALLENGES

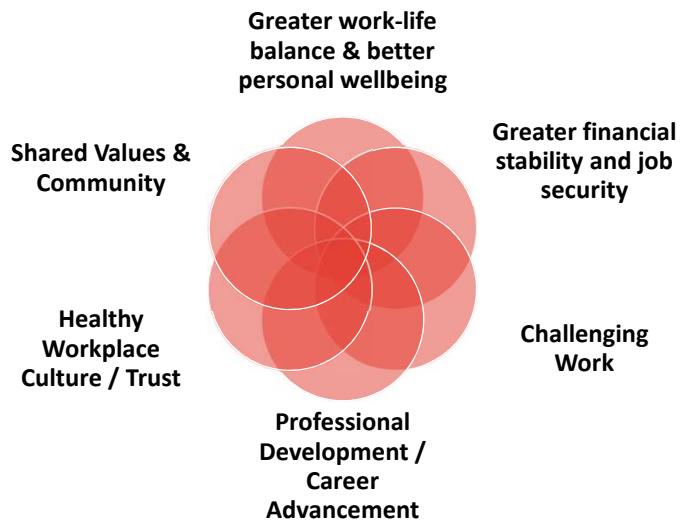
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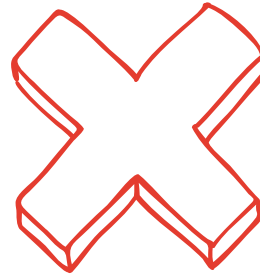
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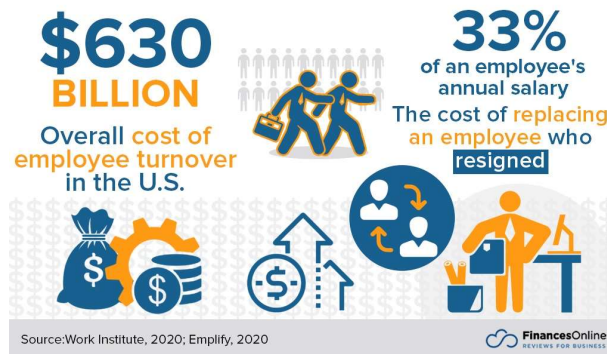
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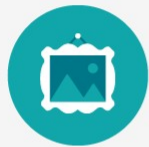
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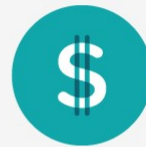
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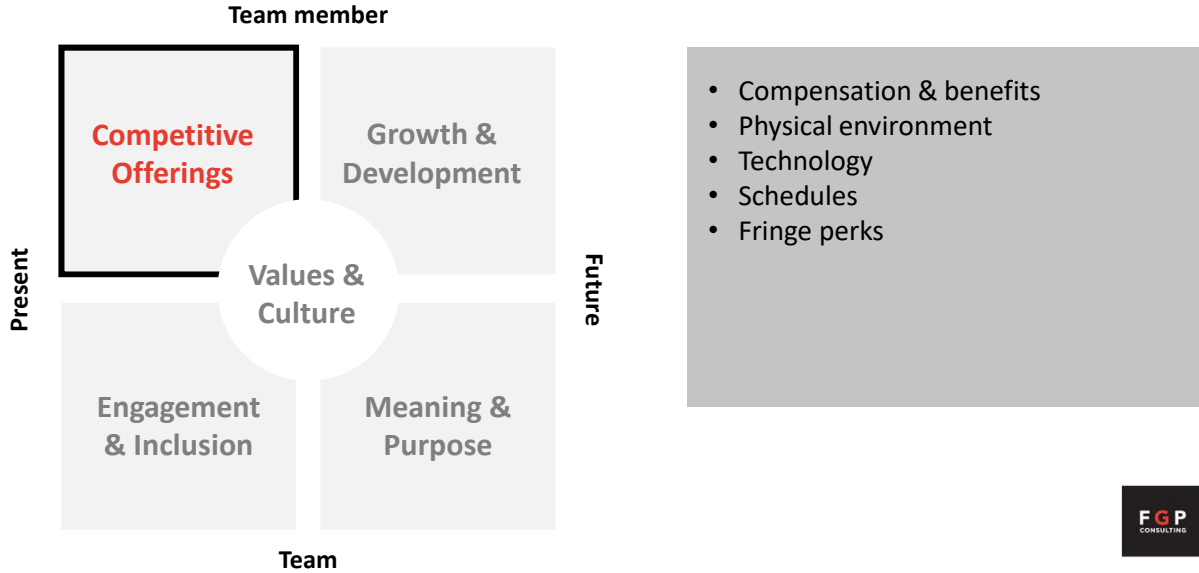
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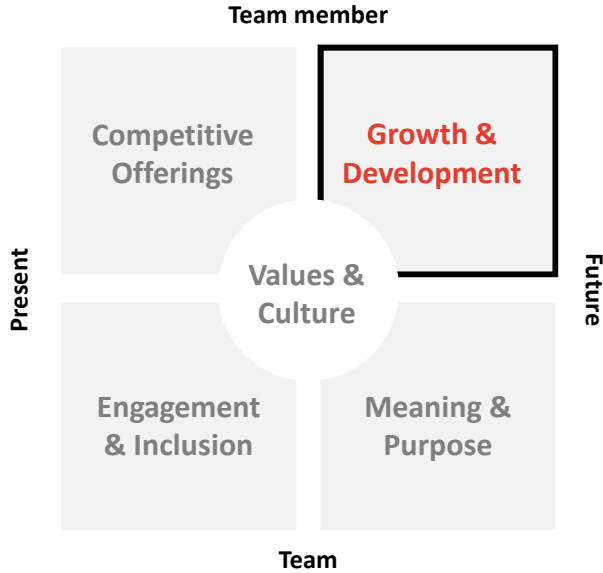


POST COVID PRODUCTIVITY MODEL



Source: Accenture Nov 2022 Future of Work Survey

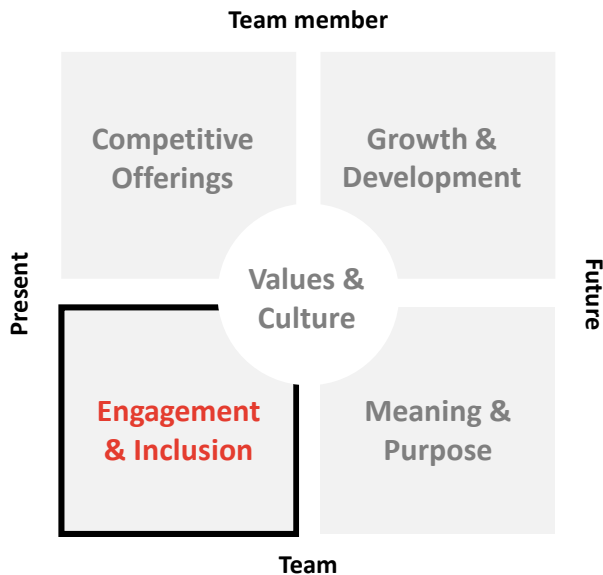
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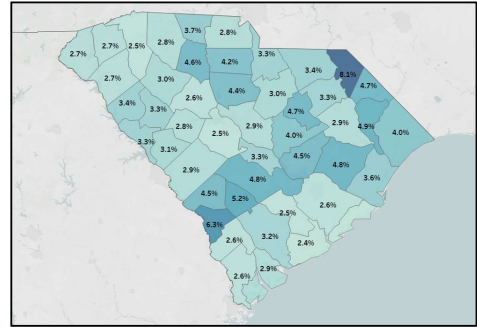
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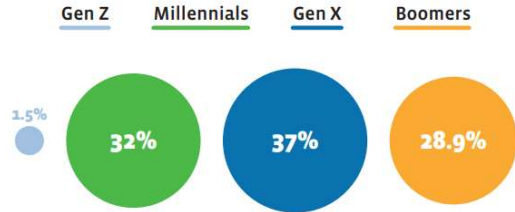


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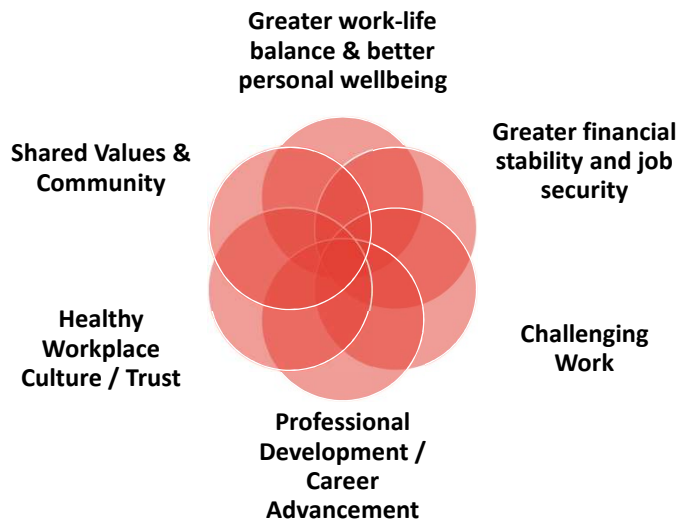
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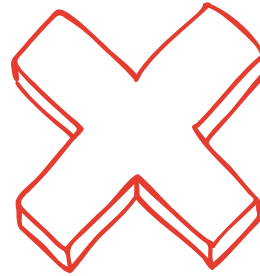
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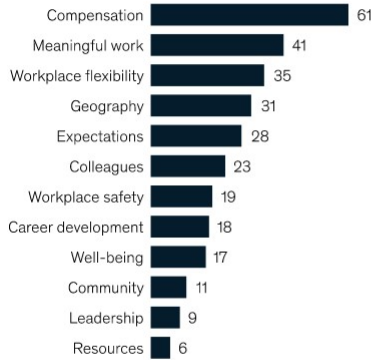
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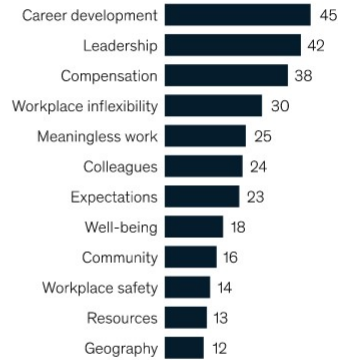
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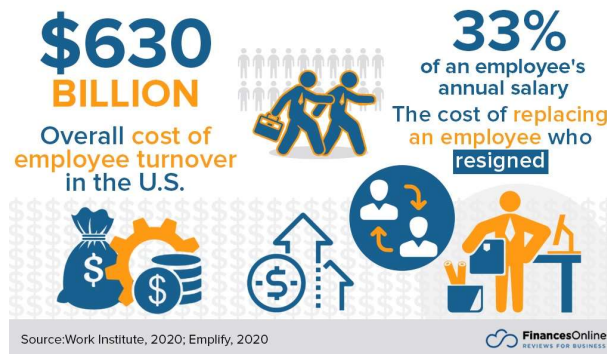
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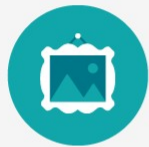
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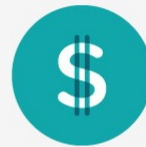
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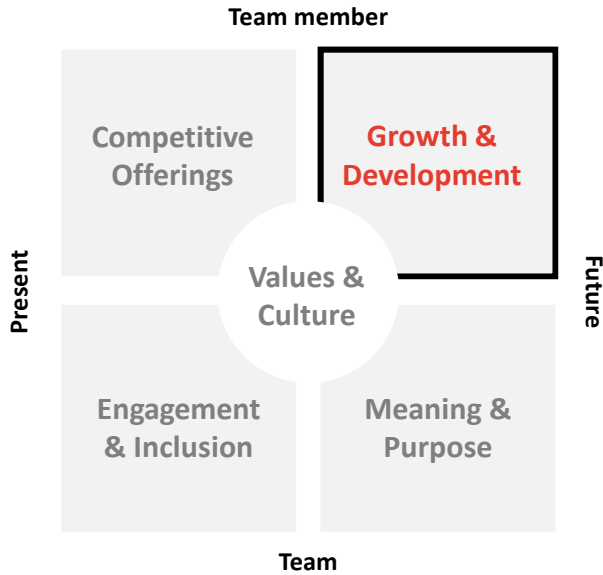
WE DRIVE OUR FUTURE: INTEGRATED ENGAGEMENT MODEL



POST COVID PRODUCTIVITY MODEL



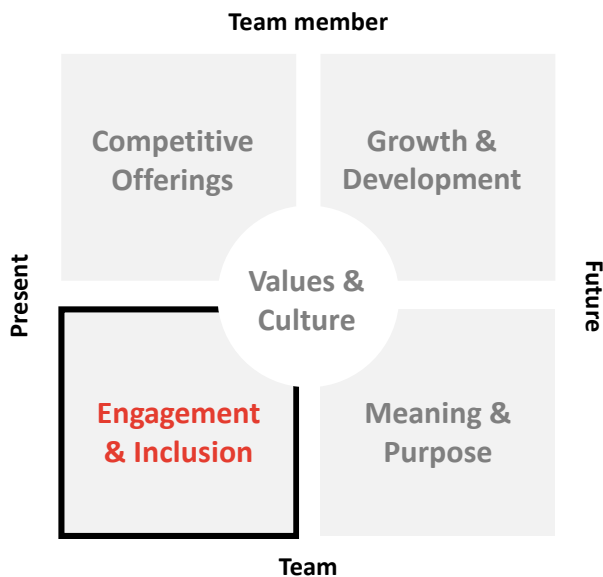
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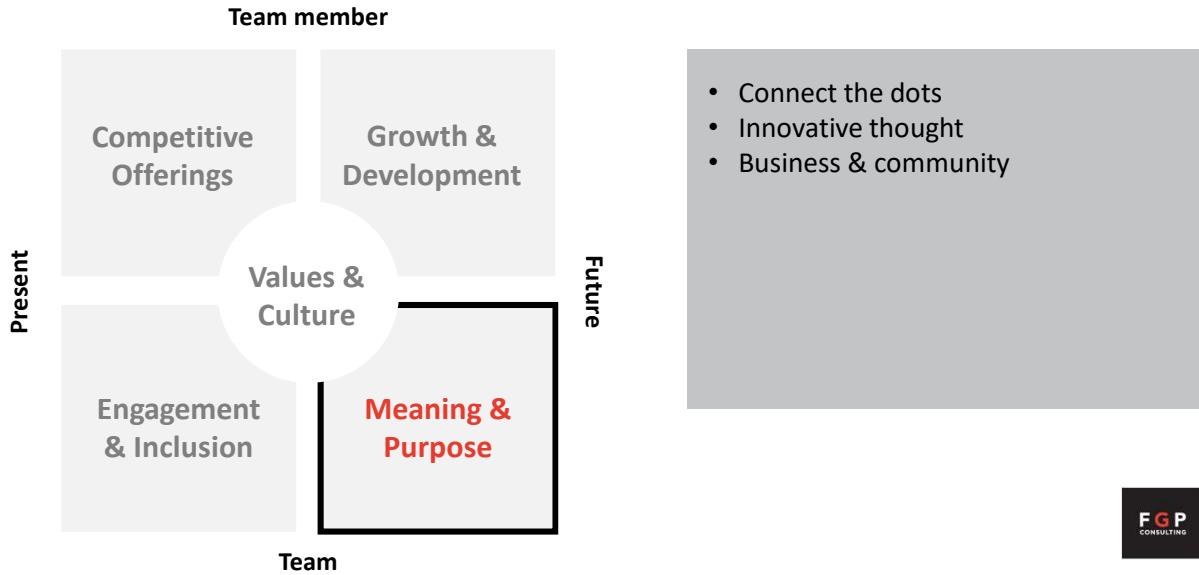
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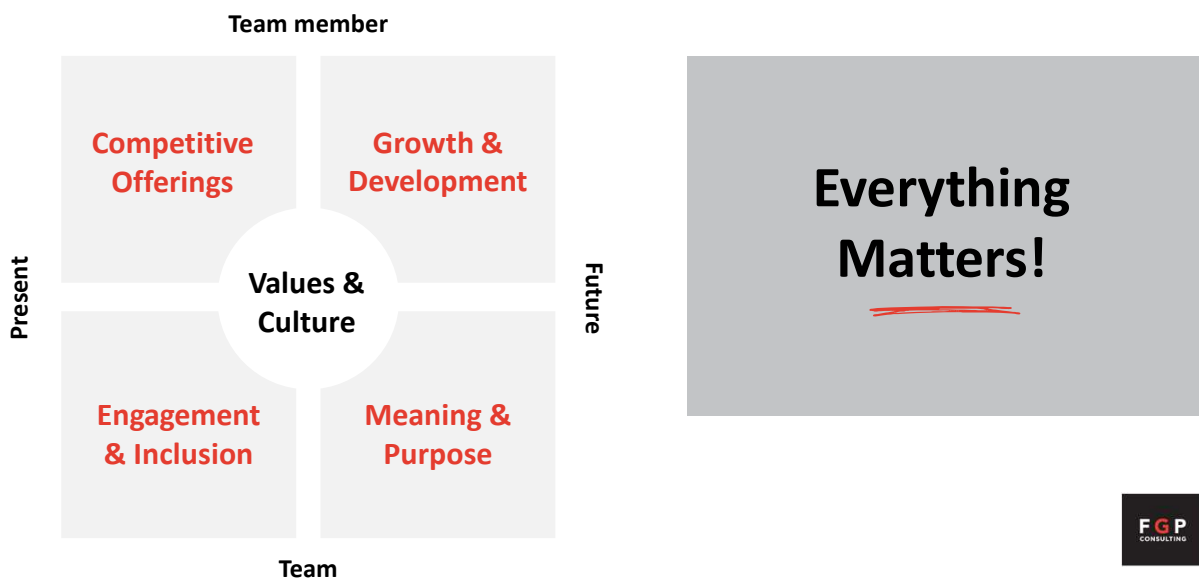
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Kathryn Jeremiah, kjeremiah@fgp.com, 803-312-2910

Thank you for your participation!





FGP FIND GREAT PEOPLE™
TO BUILD GREAT COMPANIES

Keeping Up With Attraction & Retention Strategies In Today's Market

Kathryn Jeremiah MHR, SHRM-SCP
April 2023

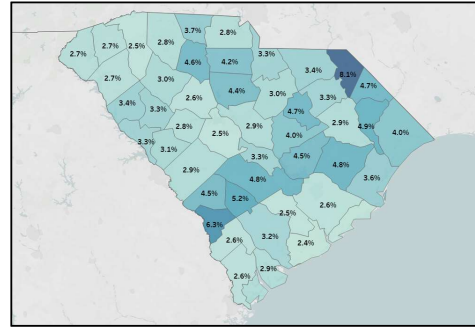
TODAY'S SESSION

- Overview of Labor Market
- Trends in Energy Workforce post-pandemic
- Attracting talent
- Engaging and retaining talent
- Integrated Engagement Model



BY THE NUMBERS

- Utilities Unemployment**
2.5%
- National Unemployment Rate**
3.4%
- South Carolina Unemployment Rate**
3.3%
- Operating Costs Spent on People**
80%
- Cost to replace an employee**
50-60% annual salary
- US Turnover Cost**
\$170 B



POST PANDEMIC ENERGY WORKFORCE TRENDS

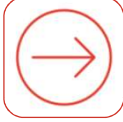
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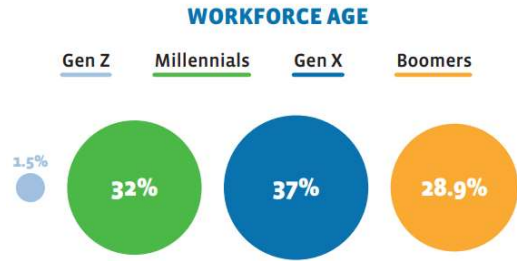
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Followed by lack of internal advancement opportunities and advancement with another public employer



Source: State & Local Workforce 2022 Survey

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COMMON RECRUITING CHALLENGES

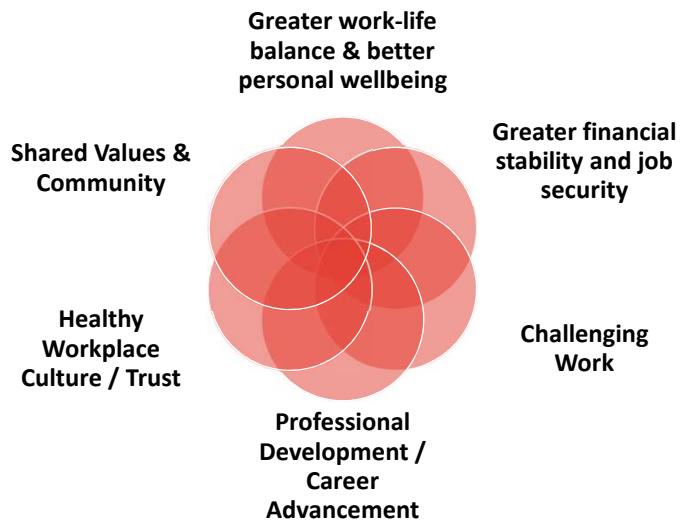
**ATTRACTING &
ENGAGING
QUALIFIED
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**CANDIDATE
EXPERIENCE**

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WHAT ARE CANDIDATES LOOKING FOR?



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RECRUITING STRATEGIES

→ Assess flexibility

- Part time positions available
- Embrace remote & hybrid work models (larger talent pools)

→ Know and measure your best sources for talent – use the ones that work!

- Review employee referral program; highly effective in most instances
- Assess relocation programs (People want to be in South Carolina!)

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- Actively seek out candidate pools

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- EVP articulated throughout the organization and to candidates
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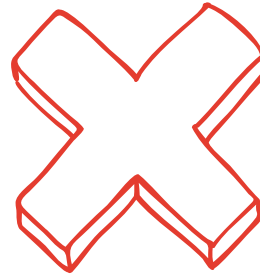
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POST-IT!

Why have you stayed with an employer?



Why have you chosen to leave an employer?



WHY DO EMPLOYEES LEAVE?

Reasons for public-sector employees planning to stay at or leave current role in the next 3–6 months

Reasons for staying, % of respondents (n = 1,118)



Reasons for leaving, % of respondents (n = 385)



Note: People leaving includes individuals who quit, retired, and other separations.
 Source: McKinsey Great Attrition 2.0 Survey, April 2022, n = 1,503 for the public sector in the US



TURNOVER

1 US Employee Turnover Statistics at a Glance

Sources: Aon, Work Institute, US Bureau of Labor Statistics, USA Today

18.9 MILLION

Americans who either exit the labor force or change occupations every year

5.5 MILLION

total number of separations as of Q1 2021

3.5 MILLION

workers who quit their jobs at the beginning of 2020

20%

average turnover rate

2.3%

average quit rate = 3.4 million resignations

1.2%

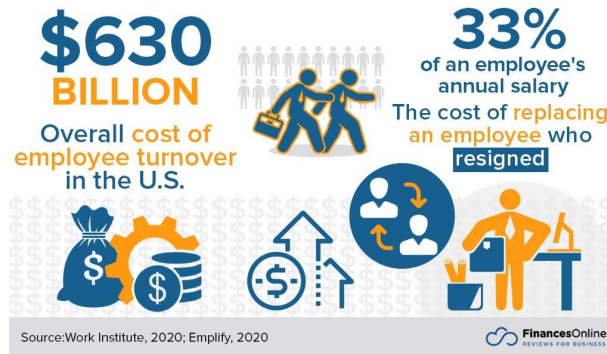
average discharge rate = 1.8 million discharged

2 Resignation Rate of Workers by Tenure

Source: Visier



MARKET STATISTICS



We can't afford **NOT** to retain our employees






How do we retain employees?

We engage them!

Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.

ENGAGEMENT STATISTICS



Companies with high levels of employee engagement saw these business outcomes:

- 10% higher customer loyalty
- 18% boost in productivity
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- Up to 43% less turnover
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Source: <https://www.gallup.com/workplace/285674/improve-employee-engagement-workplace.aspx> HubSpot

If you are not engaging your top talent, ***someone else will***



WHAT DOES ENGAGEMENT LOOK LIKE?

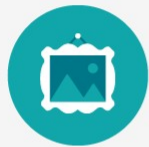
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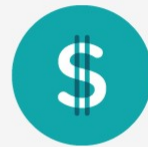
50%

post messages, pictures and videos about employers on social



33%

have shared unsolicited praise or positive comments



24%

more likely to help boost sales than uninvolved employees

Source: Weber Shandwick



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17% of employees are actively disengaged (doing bare minimum)

29% of employees are actually engaged

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QUIET QUITTING



SINGLE MOST INFLUENCING VARIABLE:

RELATIONSHIP

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UNDERSTANDING YOUR IMPACT

Manager's Influence = 70% of Employee Engagement



50% of employees leave jobs because of Managers



What can you do to positively
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GIVE EMPLOYEES A REASON TO

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93% of survey respondents use **employee assistance programs** and **mental health support** to retain and develop talent.



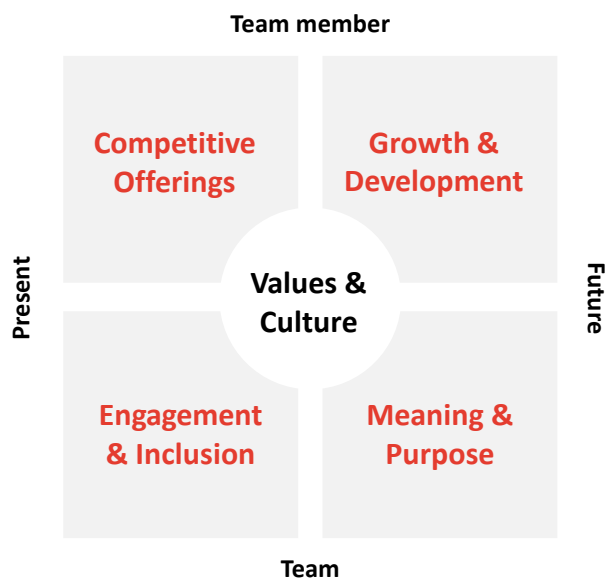
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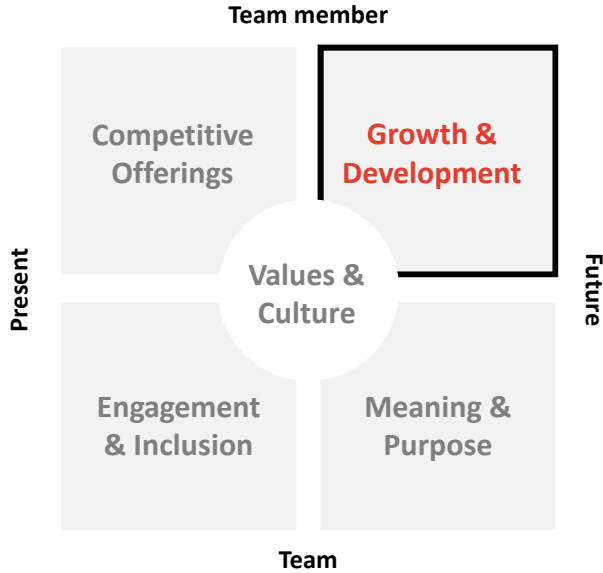
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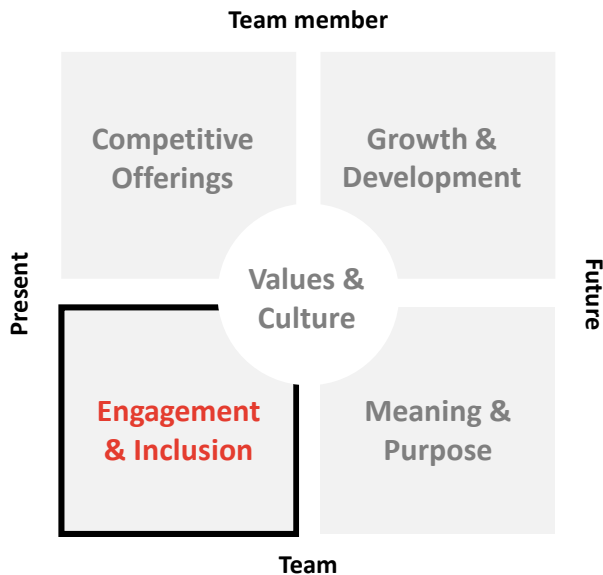
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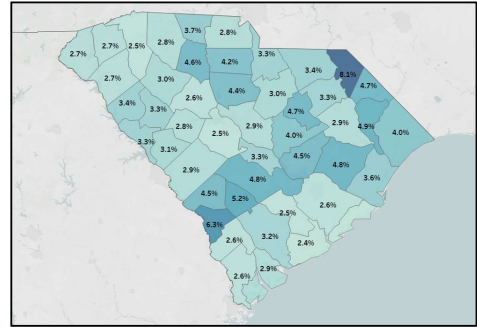
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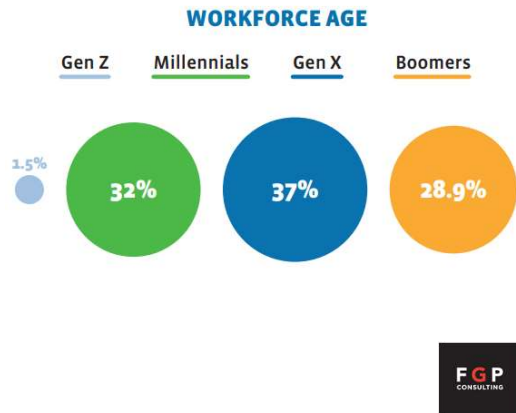
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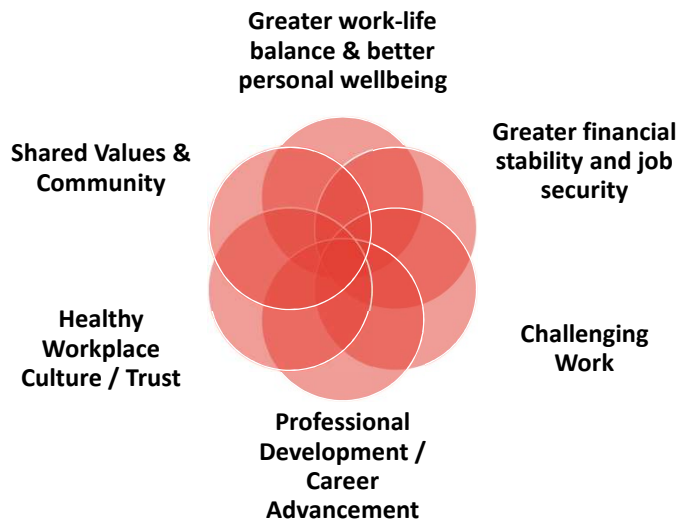
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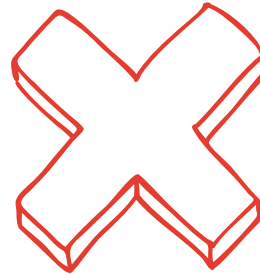
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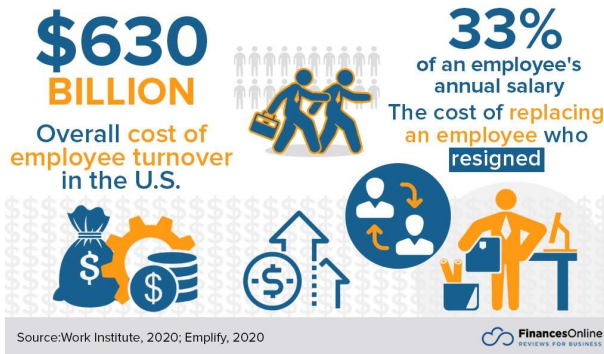
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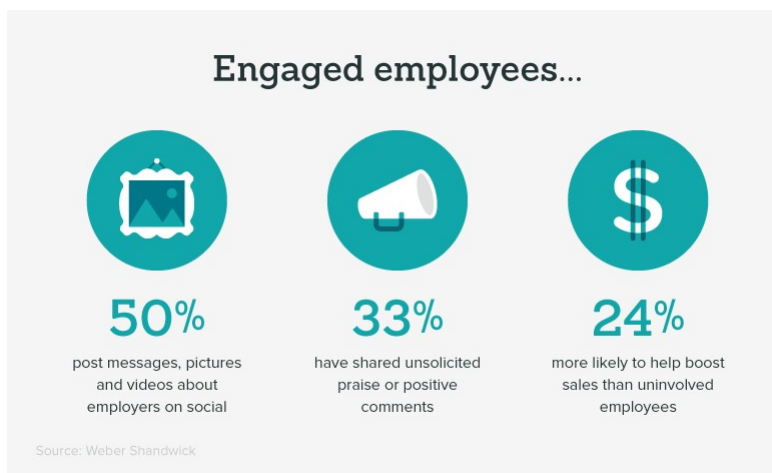
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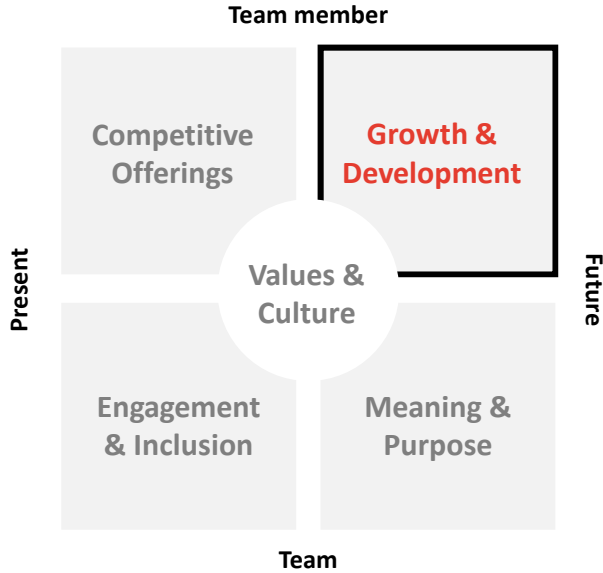
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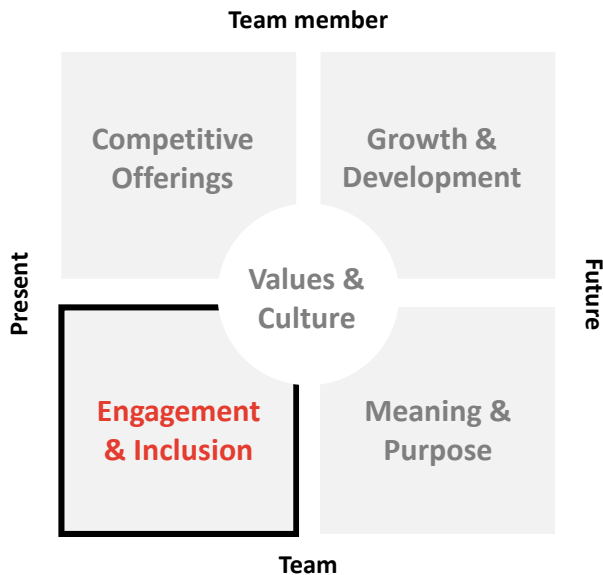
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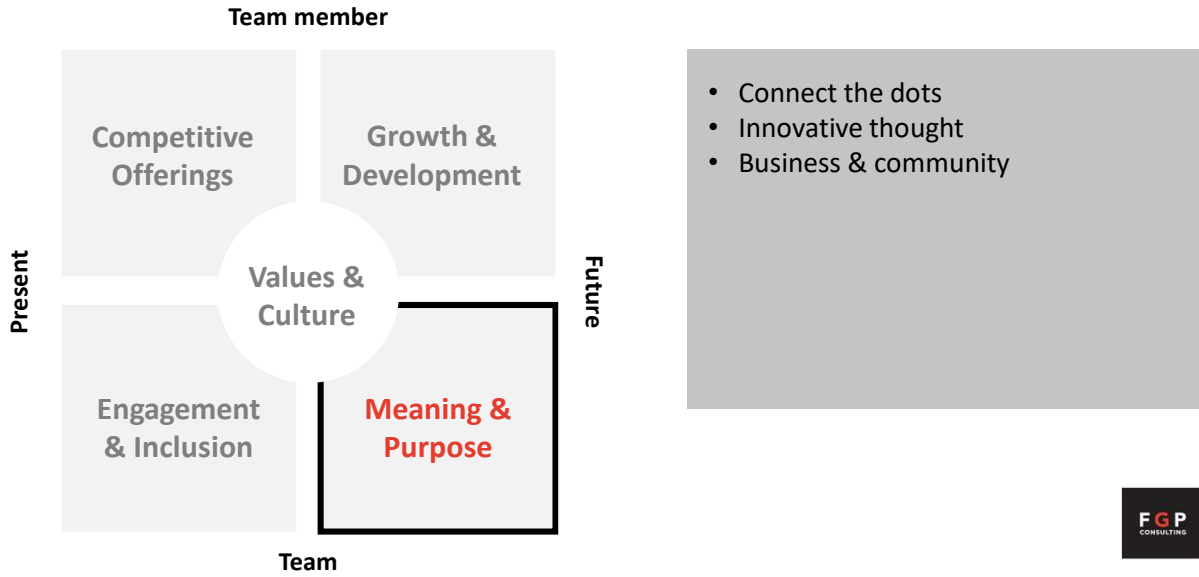
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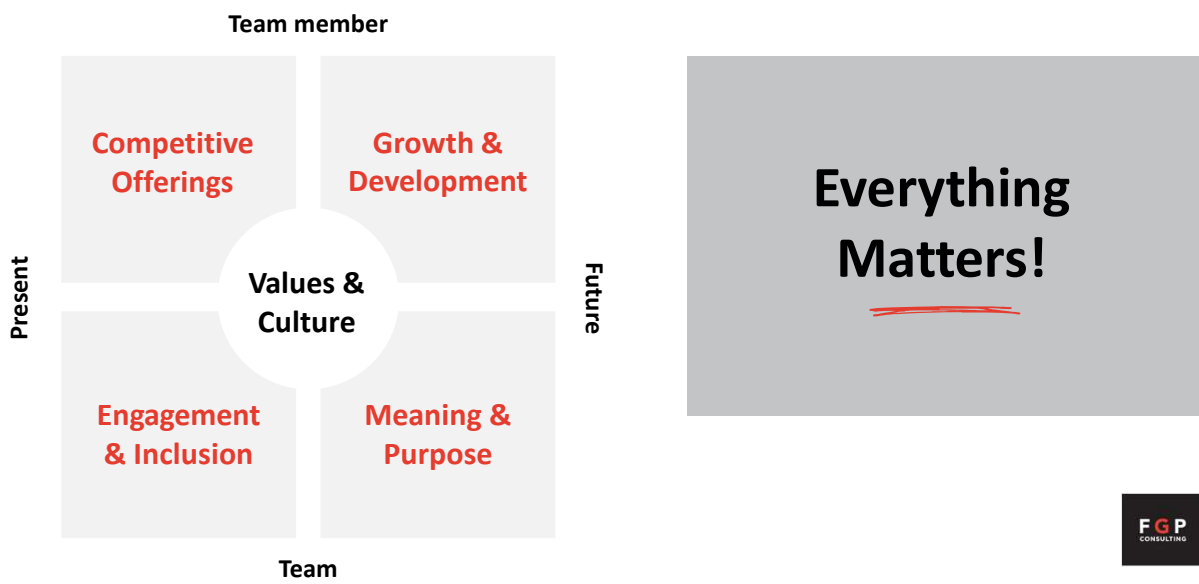
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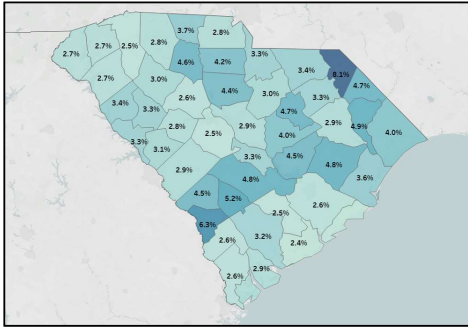
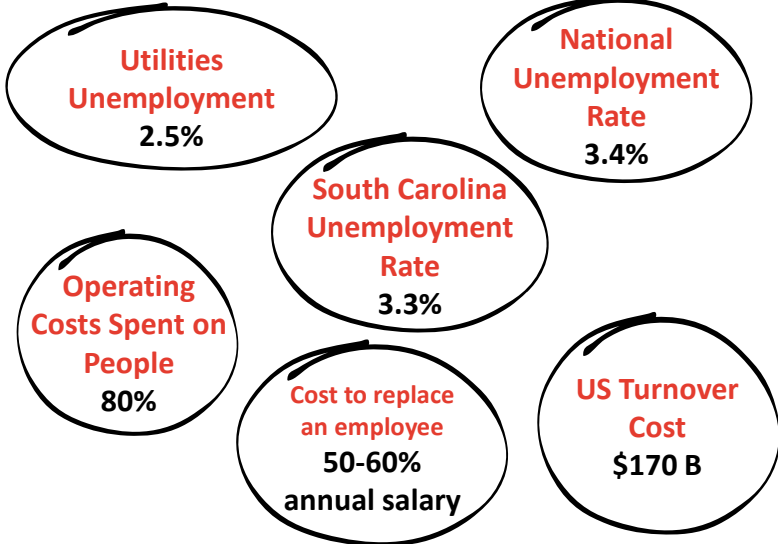
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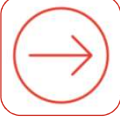
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Employee experience has room for improvement. Utilities have invested heavily to improve customer experience but have not focused on employee experience. It is impossible to separate customer and employee experience, as employees are often the face and voice of the utility.



Digital skillsets are in higher demand than ever.



POST PANDEMIC ENERGY WORKFORCE TRENDS

MULTI GENERATIONAL WORKFORCE



Energy workers are getting younger (ages 23-37), but their **turnover is the highest**.

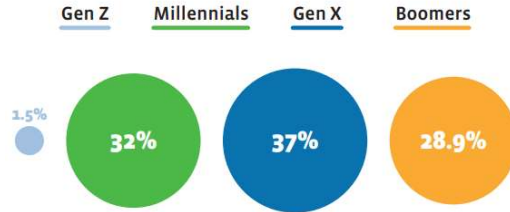


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WORKFORCE AGE



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“Acquiring the right talent is the most important key to growth.
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COMMON RECRUITING CHALLENGES

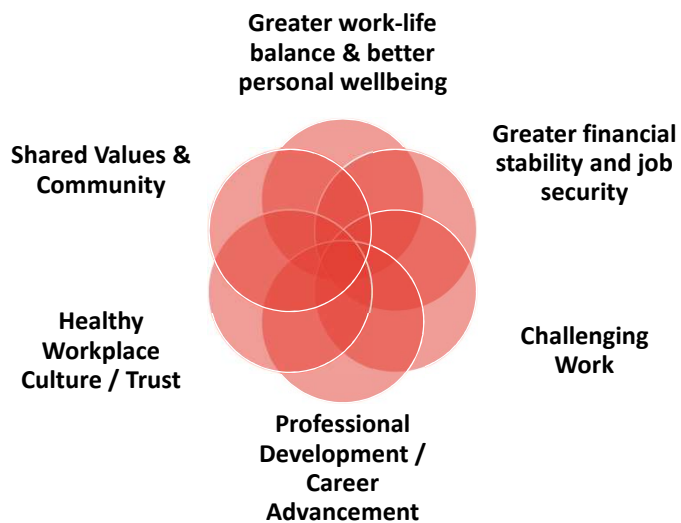
**ATTRACTING &
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QUALIFIED
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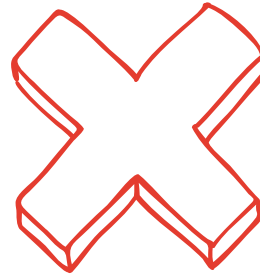
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Why have you stayed with an employer?



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WHY DO EMPLOYEES LEAVE?

Reasons for public-sector employees planning to stay at or leave current role in the next 3–6 months

Reasons for staying, % of respondents (n = 1,118)



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Note: People leaving includes individuals who quit, retired, and other separations.
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total number of separations as of Q1 2021

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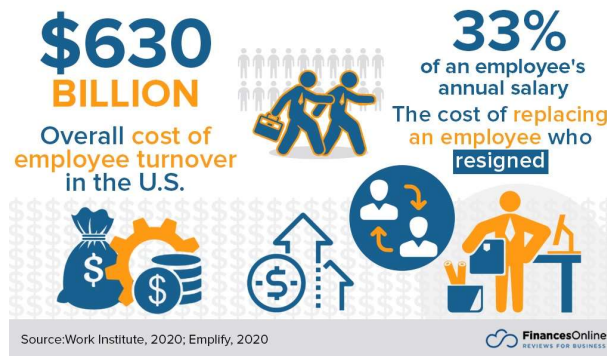
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Source: Visier



MARKET STATISTICS



We can't afford **NOT** to retain our employees






How do we retain employees?

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Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.

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WHAT DOES ENGAGEMENT LOOK LIKE?

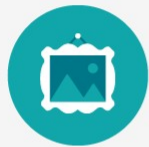
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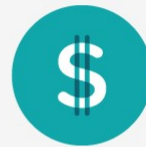
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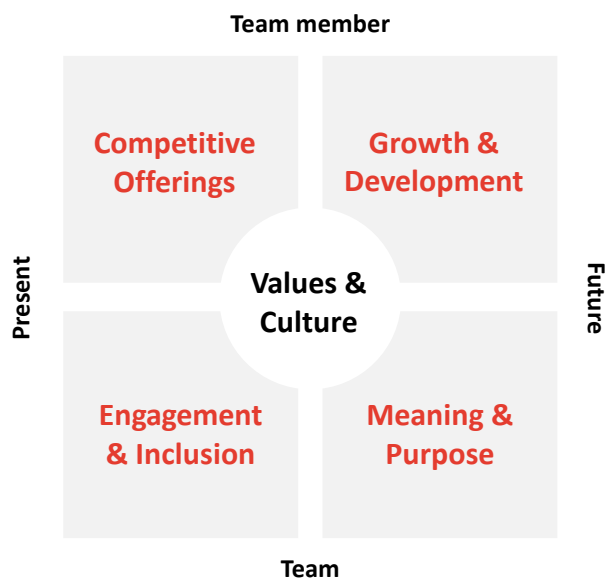
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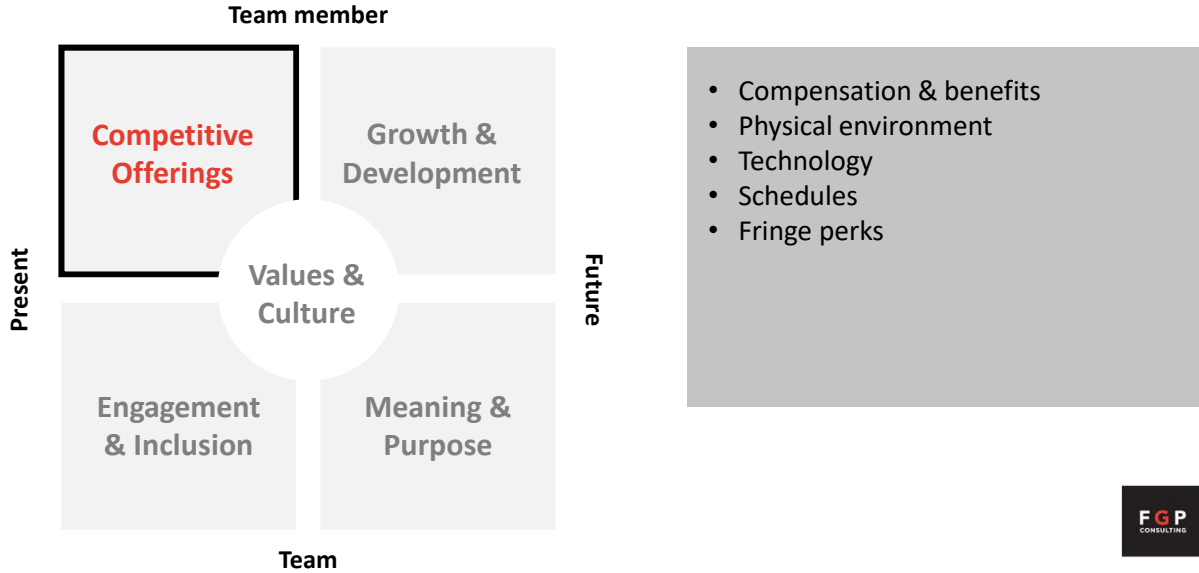
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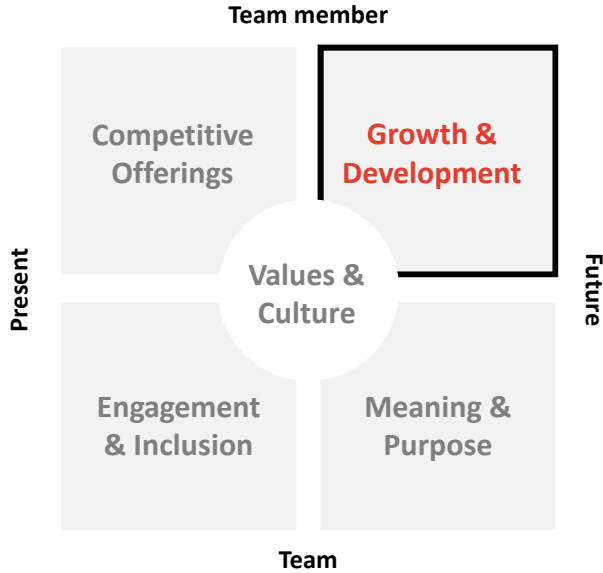
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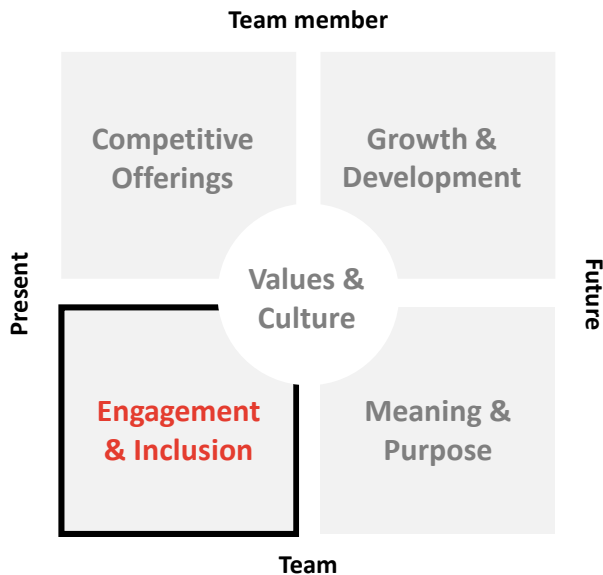
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Questions

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- Trends in Energy Workforce post-pandemic
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- Engaging and retaining talent
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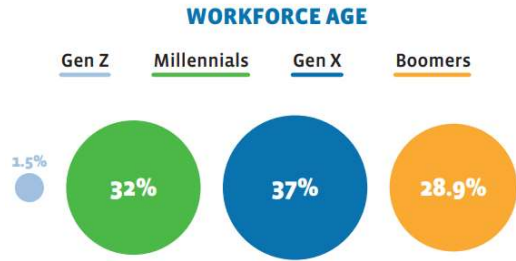
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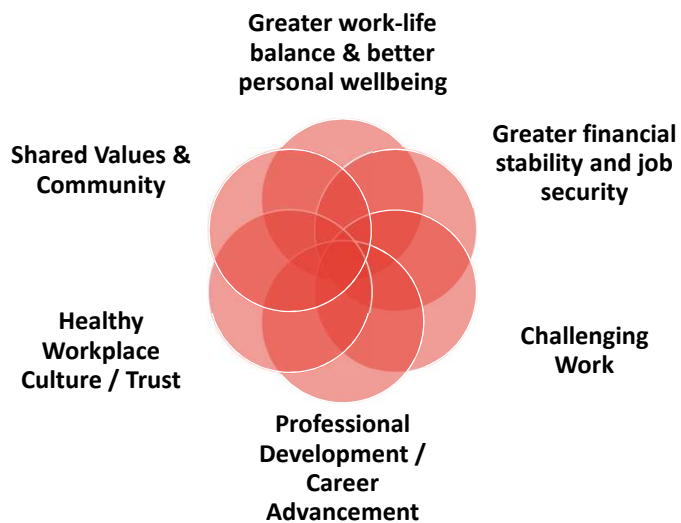
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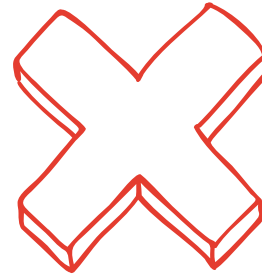
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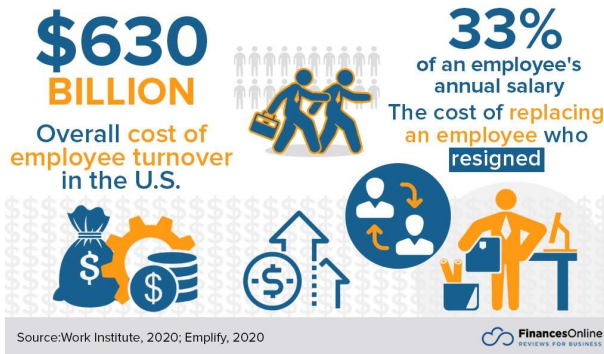
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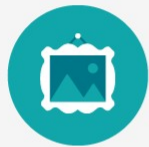
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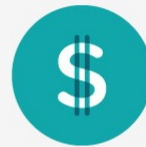
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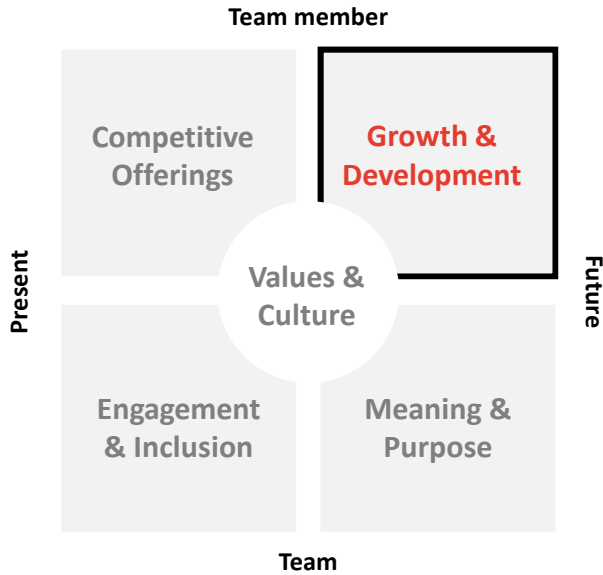
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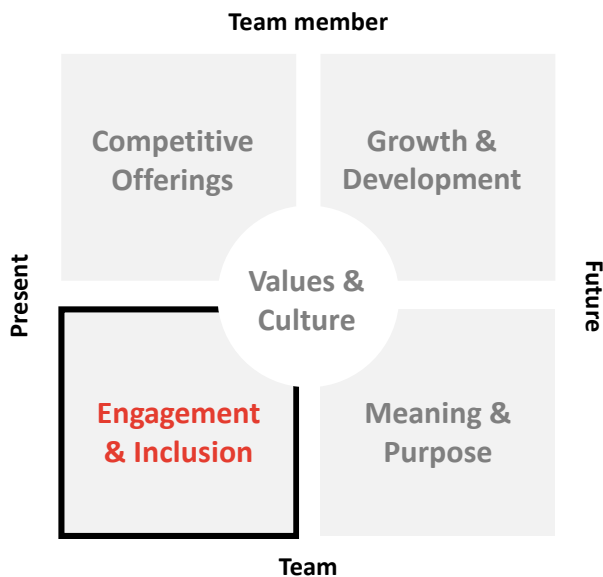
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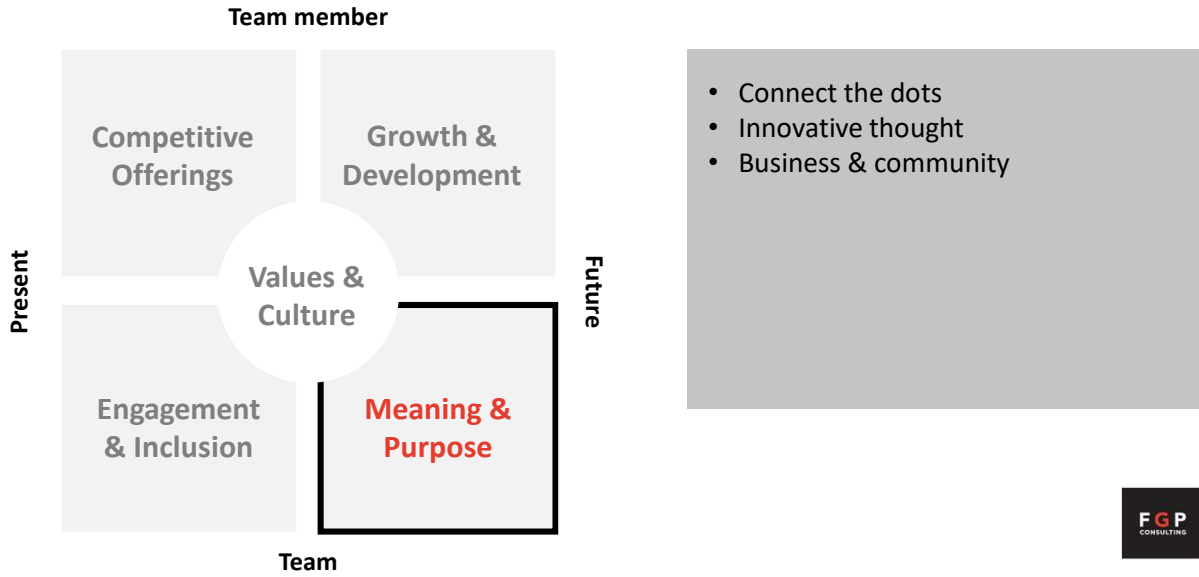
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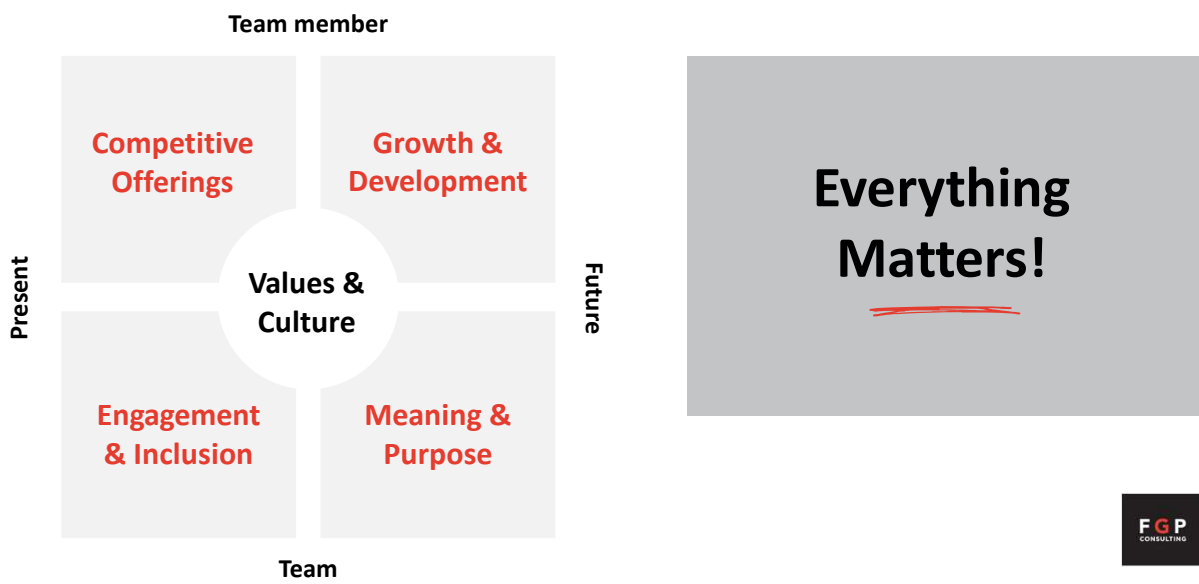
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BY THE NUMBERS

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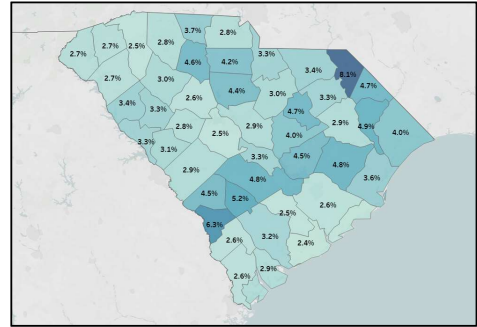
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**Operating
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People**
80%

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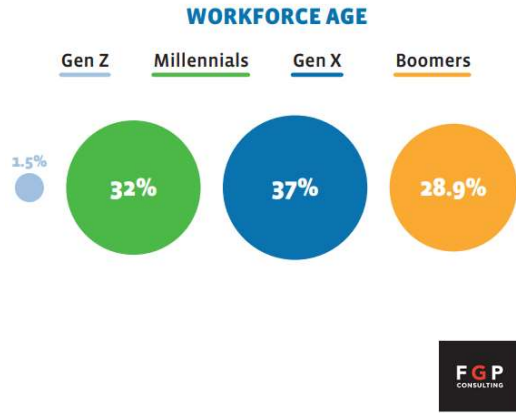
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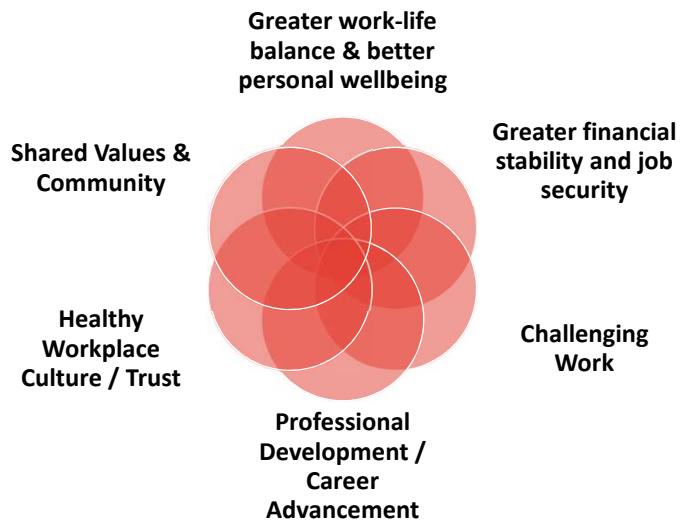
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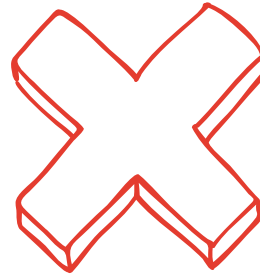
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Why have you stayed with an employer?



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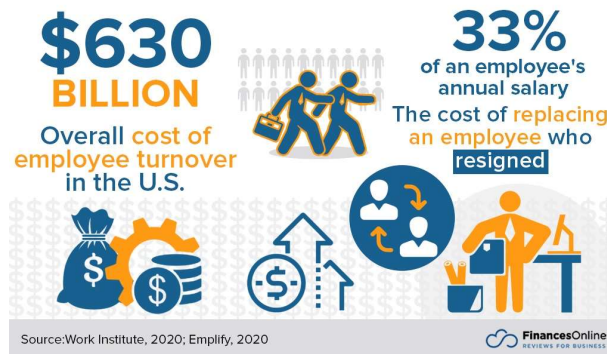
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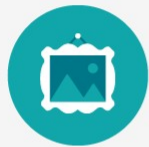
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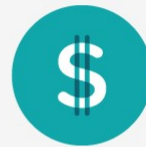
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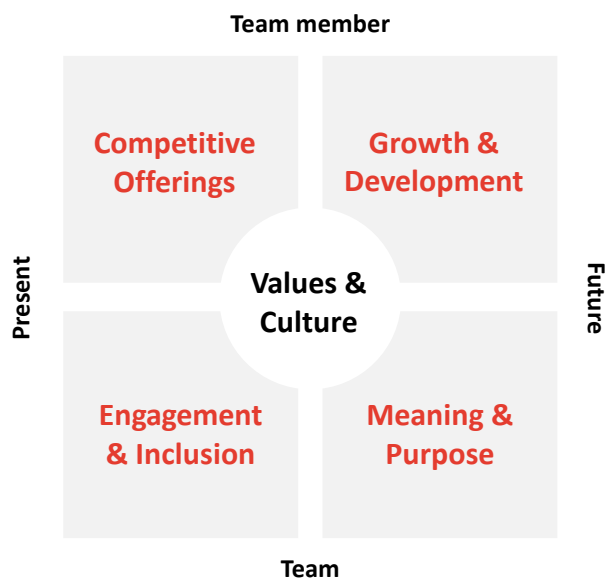
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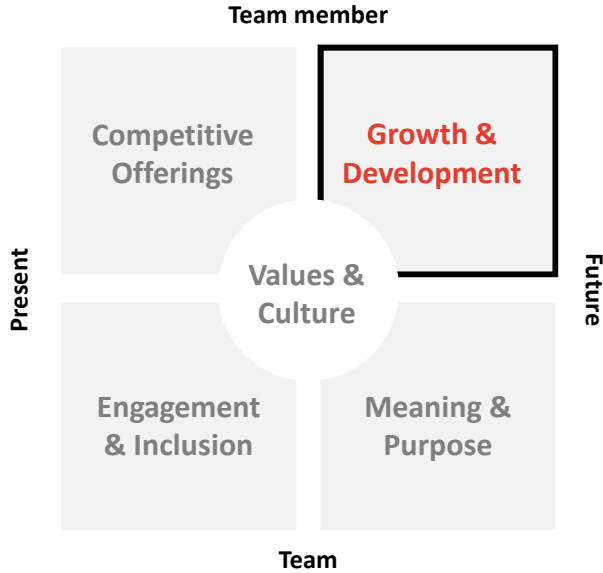
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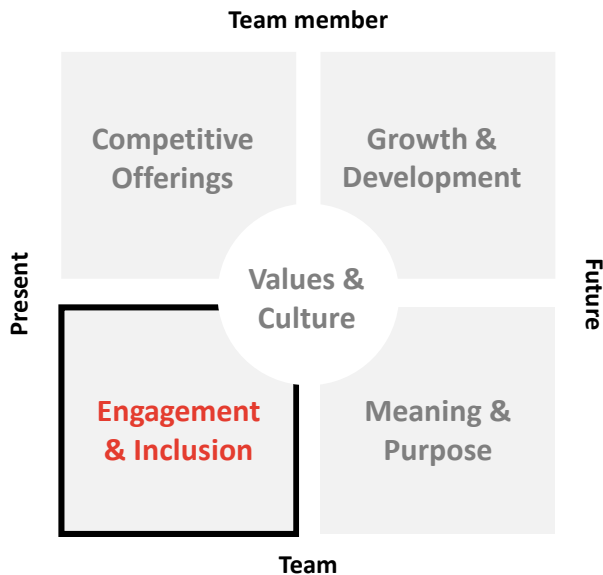
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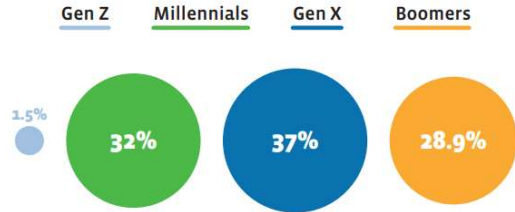


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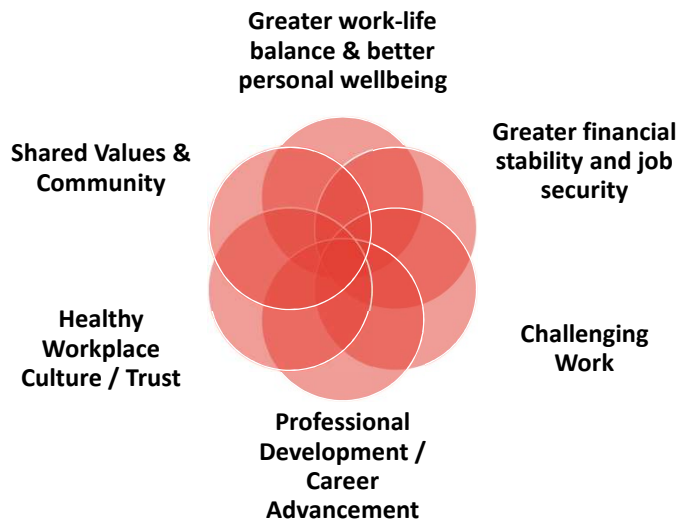
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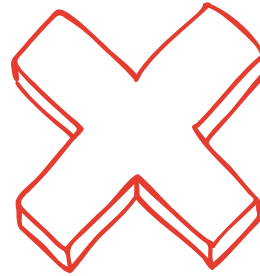
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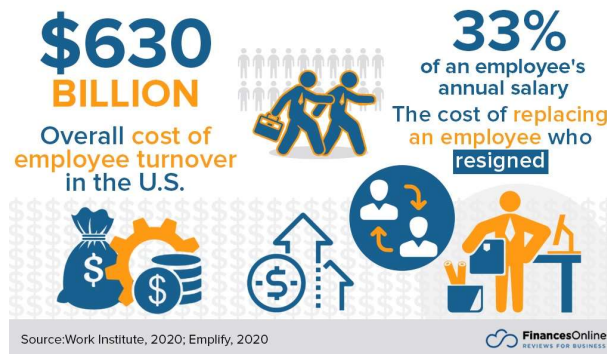
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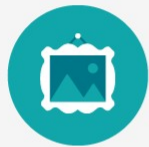
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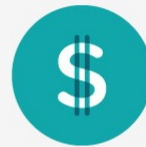
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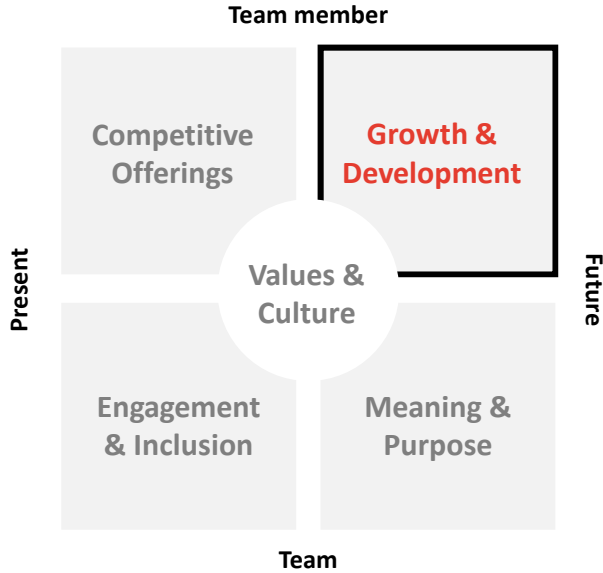


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Source: Accenture Nov 2022 Future of Work Survey

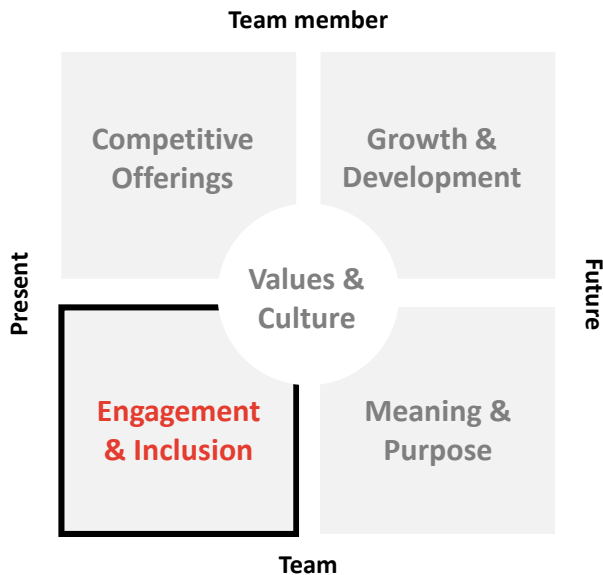
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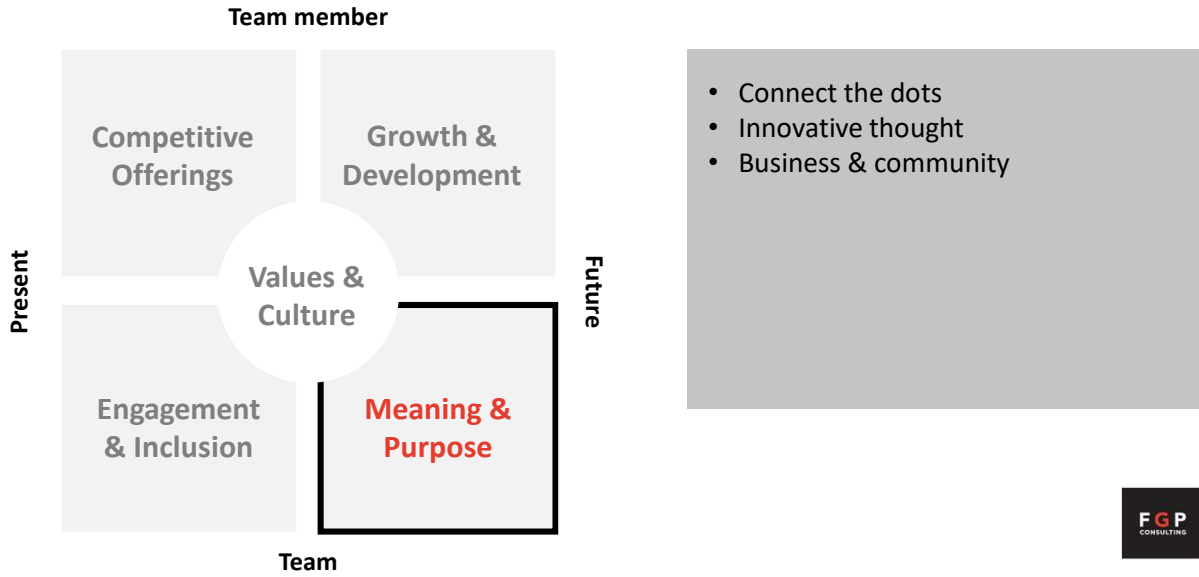
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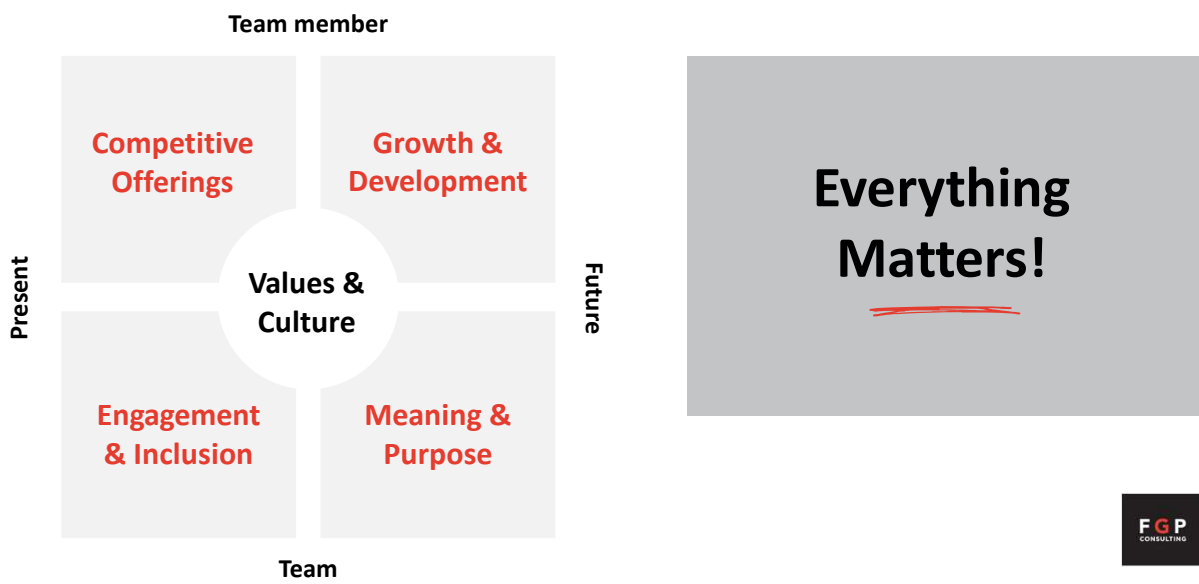
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BY THE NUMBERS

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Unemployment**
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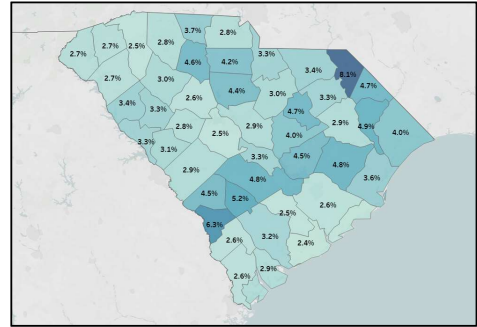
**National
Unemployment
Rate**
3.4%

**South Carolina
Unemployment
Rate**
3.3%

**Operating
Costs Spent on
People**
80%

**Cost to replace
an employee**
50-60%
annual salary

**US Turnover
Cost**
\$170 B



POST PANDEMIC ENERGY WORKFORCE TRENDS

OUTLOOK



Utility careers have a good reputation, as 80% of younger non-utility works view utility careers positively.



Employee experience has room for improvement. Utilities have invested heavily to improve customer experience but have not focused on employee experience. **It is impossible to separate customer and employee experience, as employees are often the face and voice of the utility.**



Digital skillsets are in higher demand than ever.



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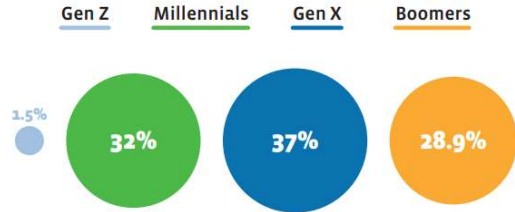


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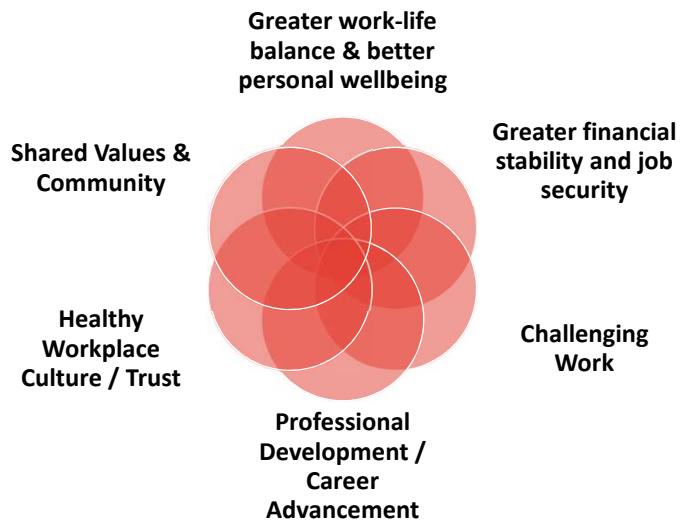
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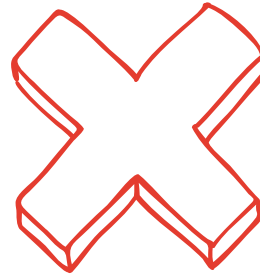
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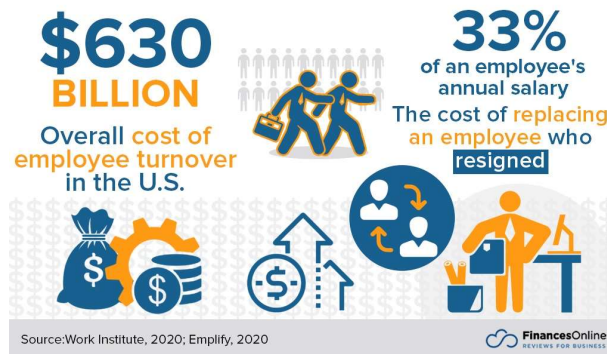
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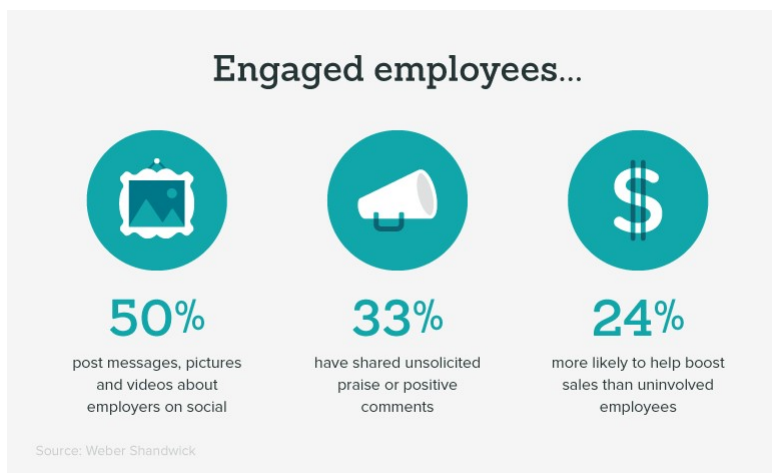
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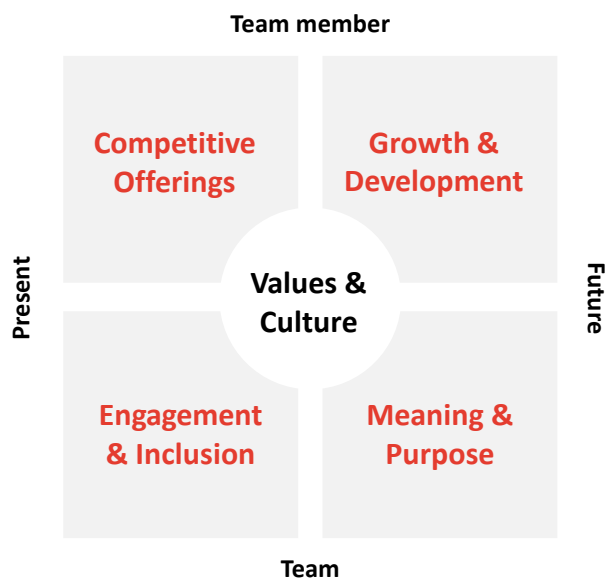
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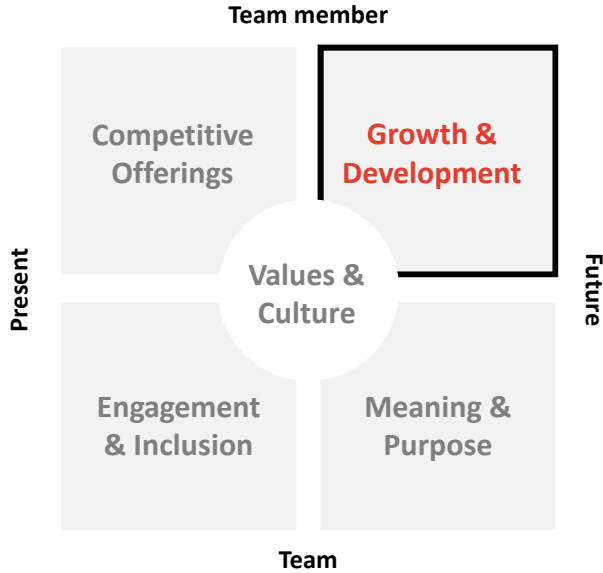
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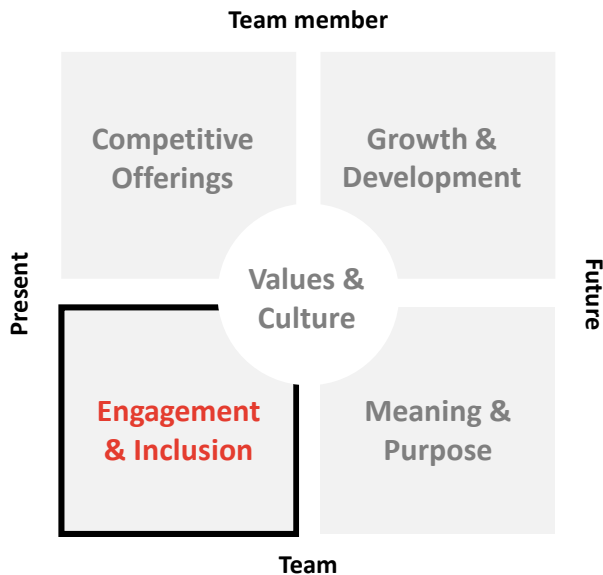
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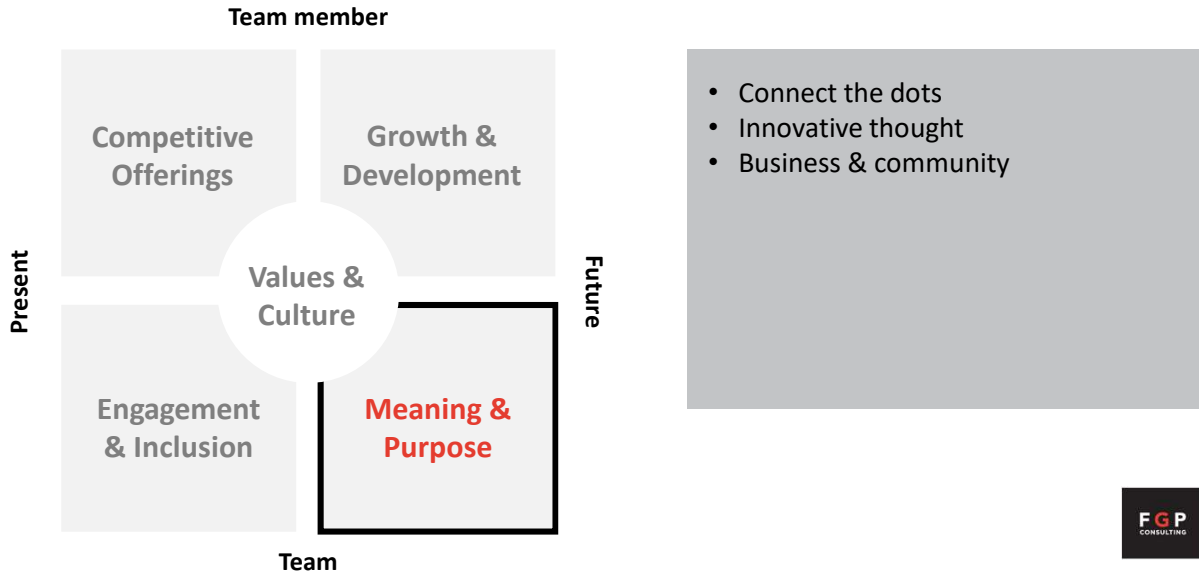
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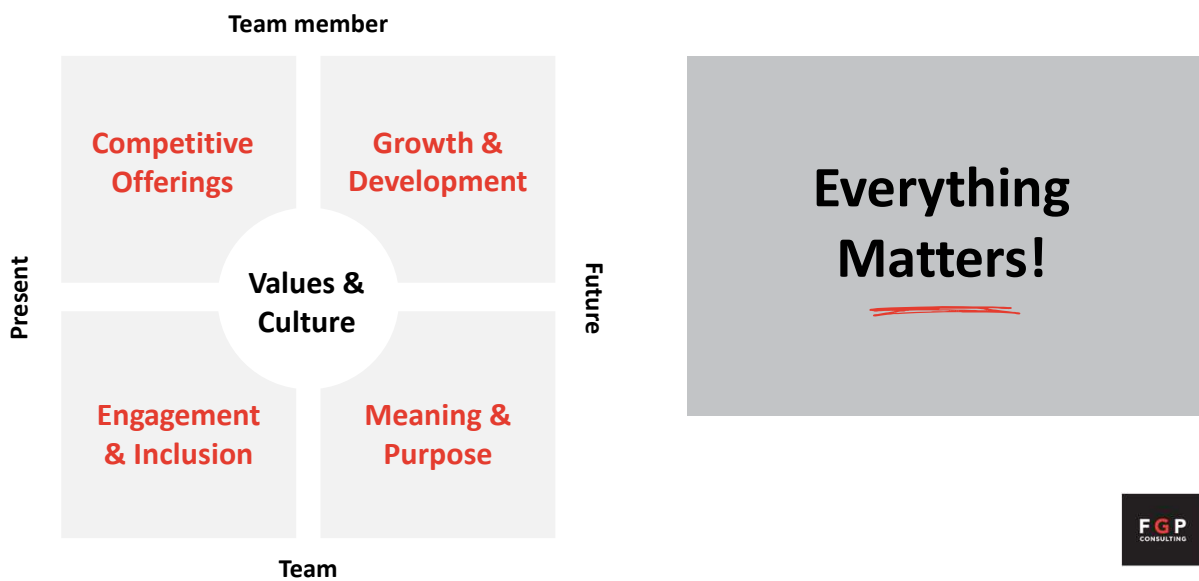
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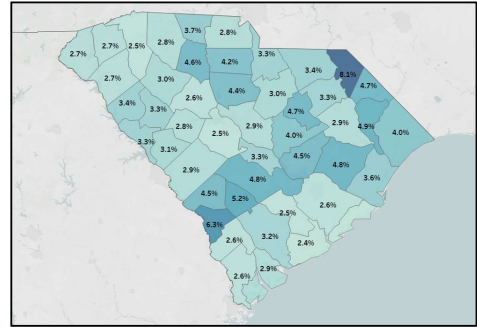
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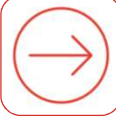
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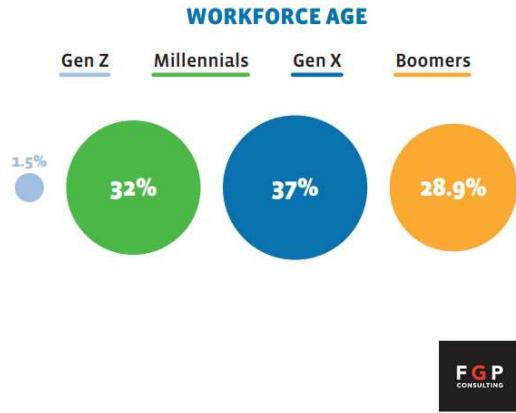
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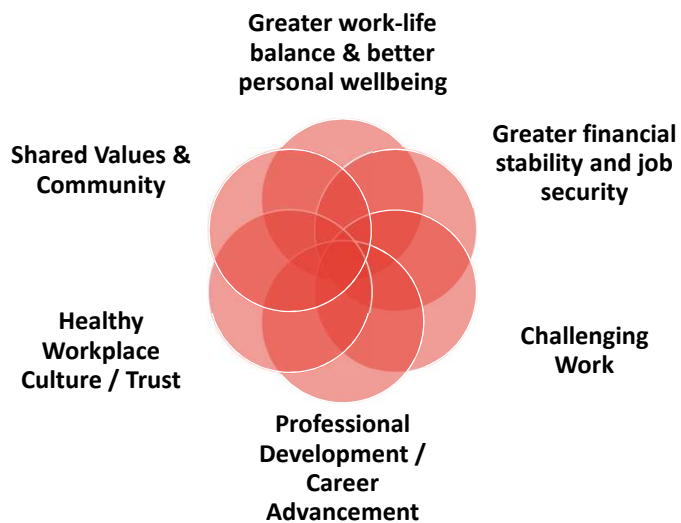
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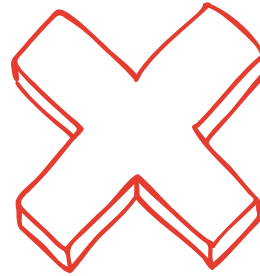
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Reasons for staying, % of respondents (n = 1,118)



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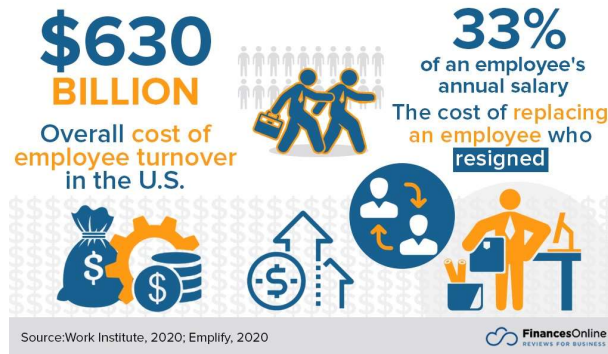
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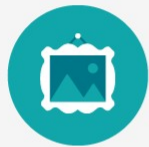
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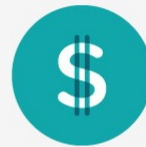
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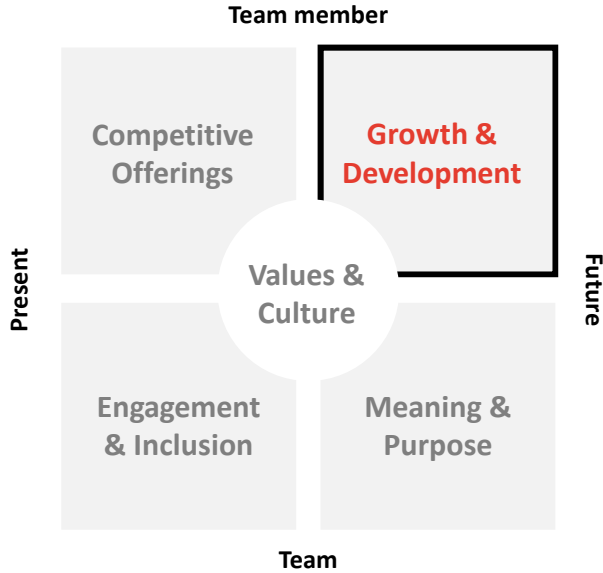
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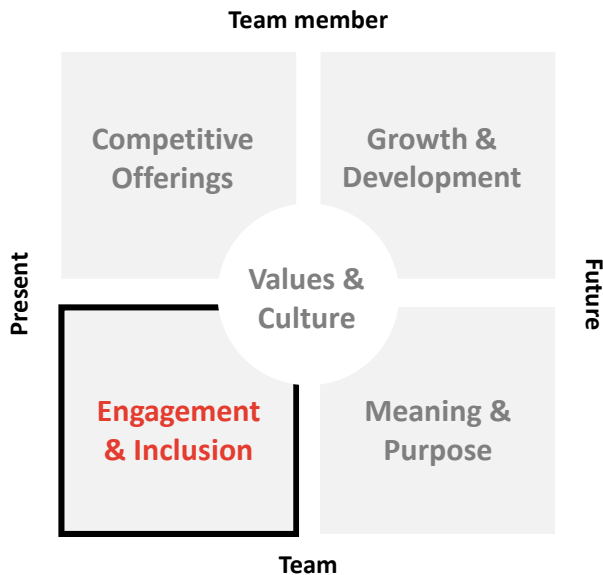
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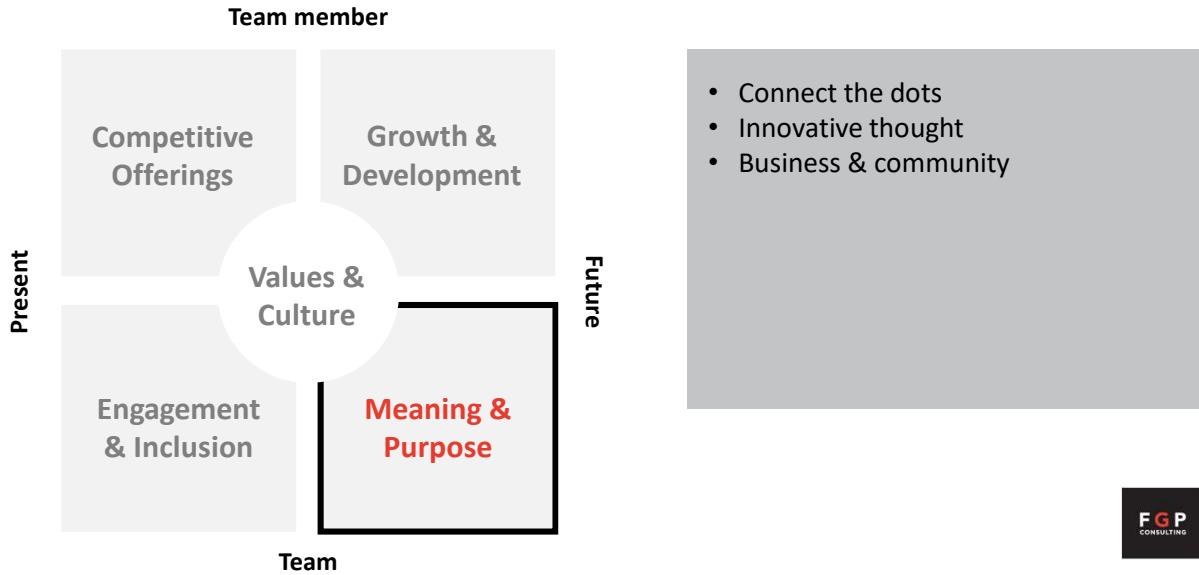
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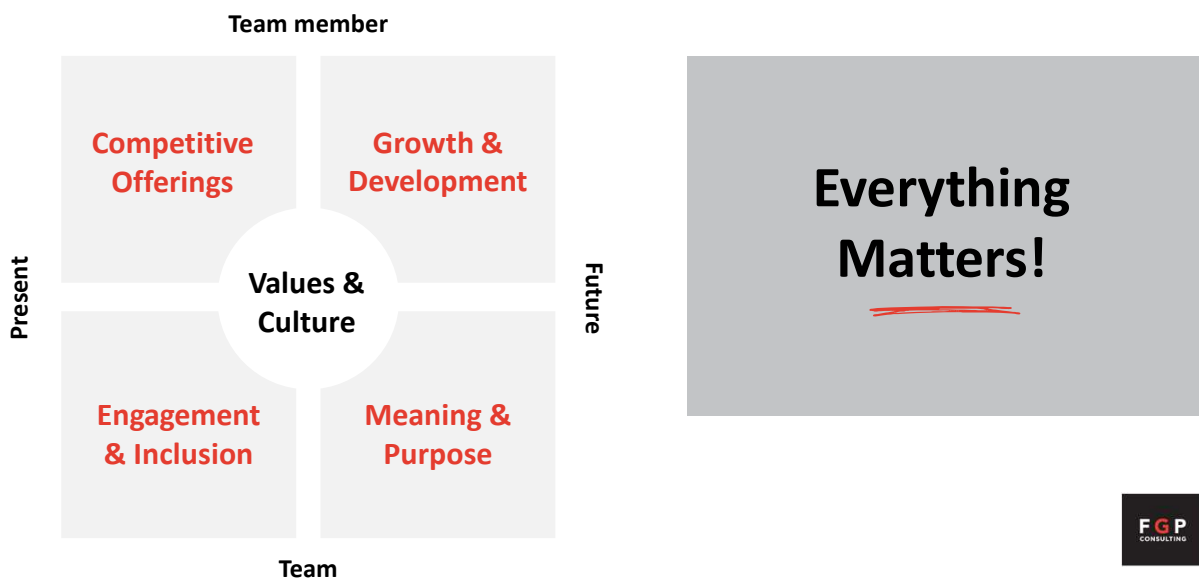
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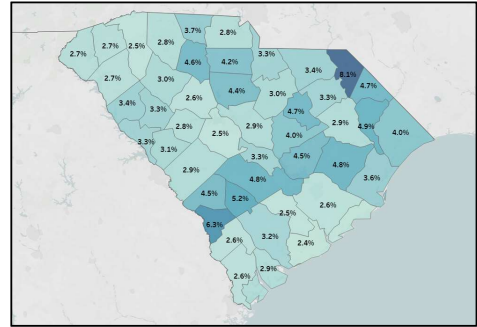
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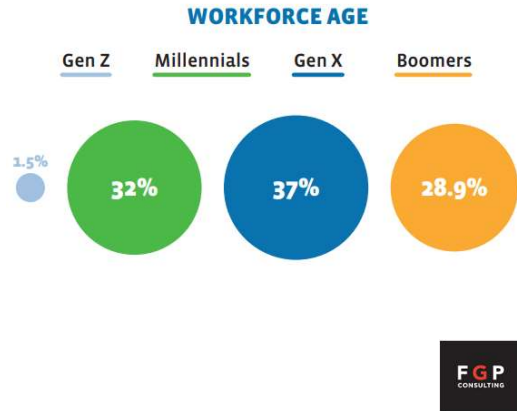
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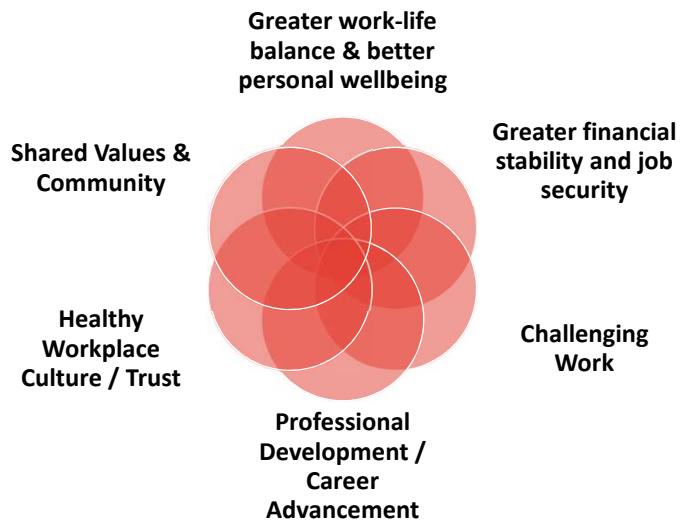
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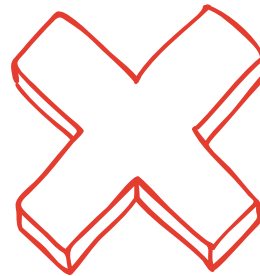
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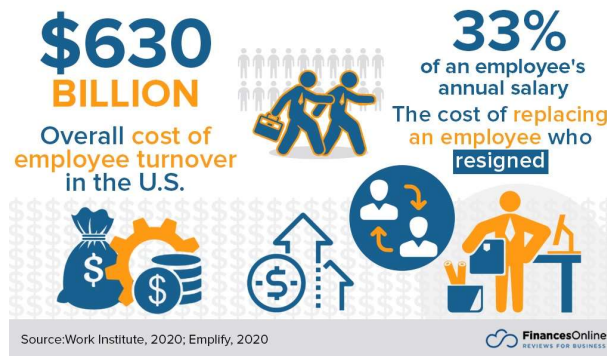
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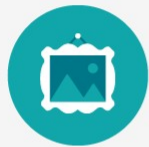
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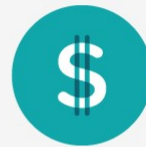
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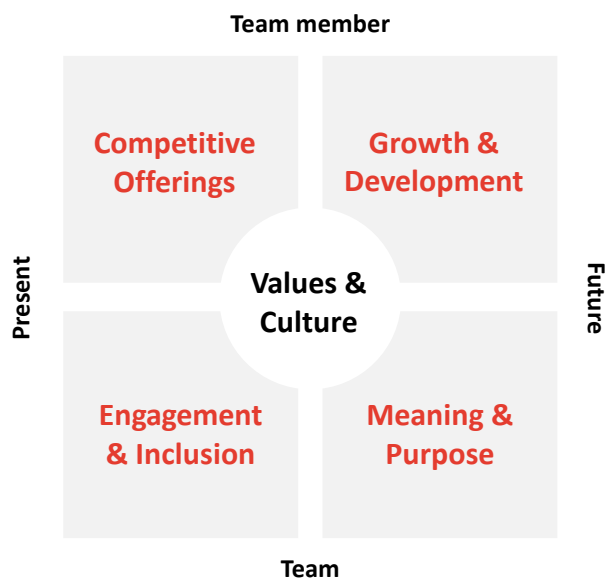
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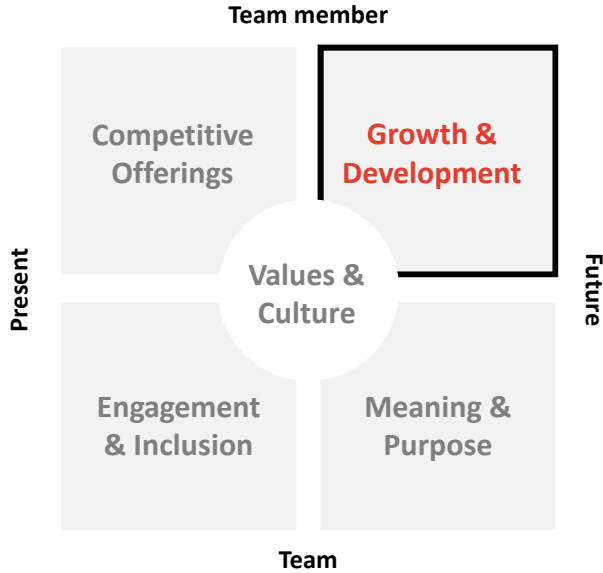
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POST COVID PRODUCTIVITY MODEL



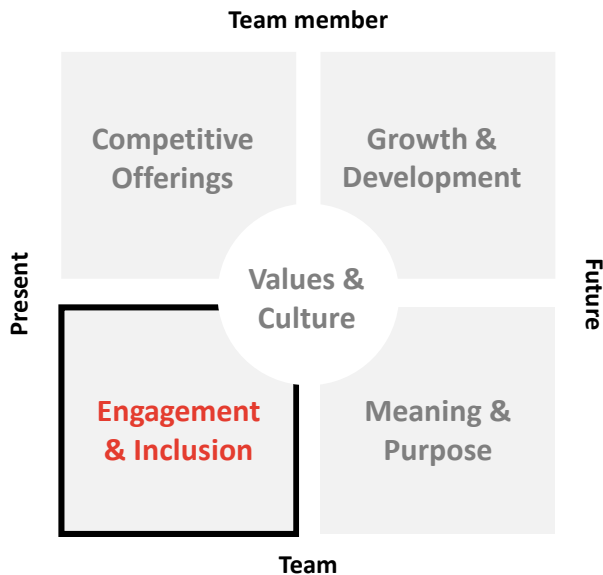
WE DRIVE OUR FUTURE: INTEGRATED ENGAGEMENT MODEL



- Career pathing
- “Boss to Coach” – culture of coaching, change the altitude
- Skill acquisition, development & compensation, job rotations
- Timing and promotions



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- Relational vs. transactional
- Give people a voice
- Cross-collaboration
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Questions

Kathryn Jeremiah, kjeremiah@fgp.com, 803-312-2910

Thank you for your participation!





FGP FIND GREAT PEOPLE™
TO BUILD GREAT COMPANIES

Keeping Up With Attraction & Retention Strategies In Today's Market

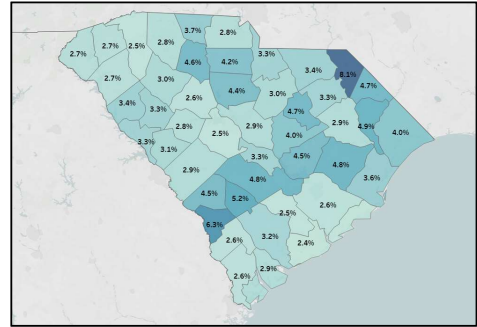
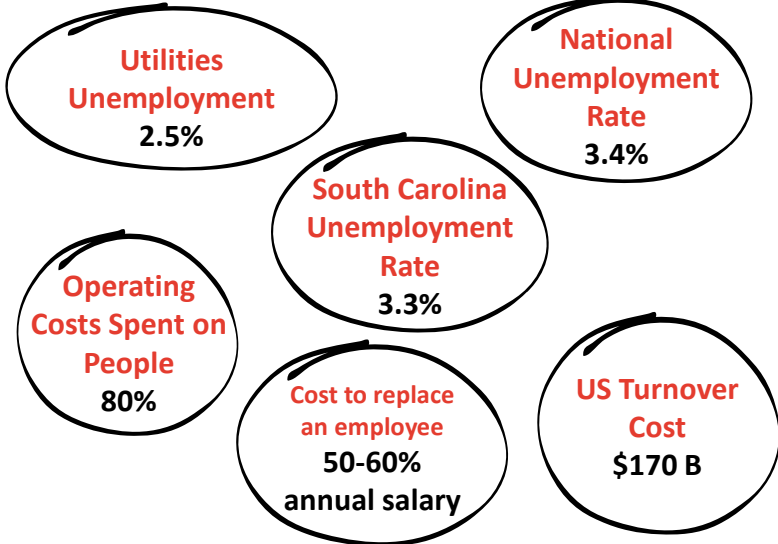
Kathryn Jeremiah MHR, SHRM-SCP
April 2023

TODAY'S SESSION

- Overview of Labor Market
- Trends in Energy Workforce post-pandemic
- Attracting talent
- Engaging and retaining talent
- Integrated Engagement Model



BY THE NUMBERS



POST PANDEMIC ENERGY WORKFORCE TRENDS

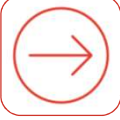
OUTLOOK



Utility careers have a good reputation, as 80% of younger non-utility works view utility careers positively.



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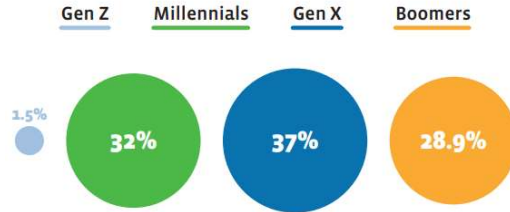


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WORKFORCE AGE



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Source: State & Local Workforce 2022 Survey

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Share with your table, then we will summarize as a group.

RECRUITING

“Acquiring the right talent is the most important key to growth.
Hiring was – and still is – the most important thing we do.”

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COMMON RECRUITING CHALLENGES

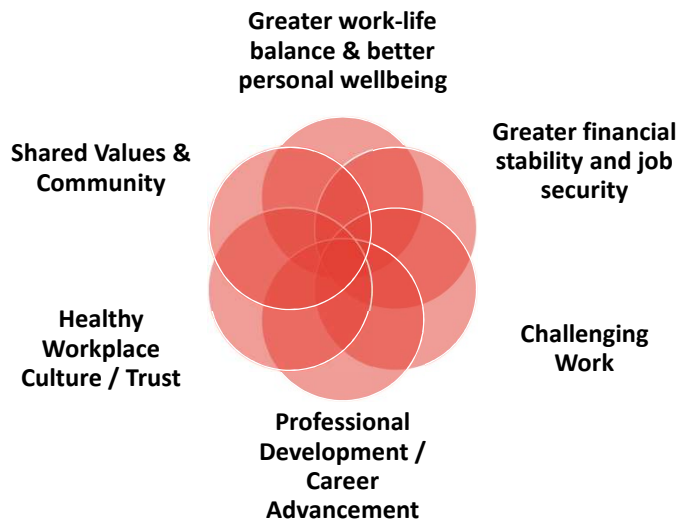
**ATTRACTING &
ENGAGING
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- Incorporate Mission, Vision, Values into interview process, organization brand - *what is your Mission statement and do people identify with the Mission*
- Define value of the job within the city/town and community – *promote sense of purpose*
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Have the job defined

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RECRUITING STRATEGIES

→ Assess flexibility

- Part time positions available
- Embrace remote & hybrid work models (larger talent pools)

→ Know and measure your best sources for talent – use the ones that work!

- Review employee referral program; highly effective in most instances
- Assess relocation programs (People want to be in South Carolina!)

→ Embrace technology and efficiencies

- Virtual interviews
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→ Assess Employee Value Proposition & the Candidate Experience

- EVP articulated throughout the organization and to candidates
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→ Be Creative

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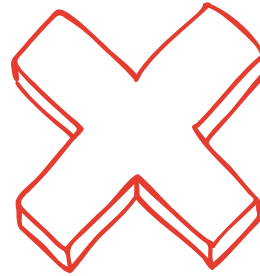
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POST-IT!

Why have you stayed with an employer?



Why have you chosen to leave an employer?



WHY DO EMPLOYEES LEAVE?

Reasons for public-sector employees planning to stay at or leave current role in the next 3–6 months

Reasons for staying, % of respondents (n = 1,118)



Reasons for leaving, % of respondents (n = 385)



Note: People leaving includes individuals who quit, retired, and other separations.
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TURNOVER

1 US Employee Turnover Statistics at a Glance

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18.9 MILLION

Americans who either exit the labor force or change occupations every year

5.5 MILLION

total number of separations as of Q1 2021

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workers who quit their jobs at the beginning of 2020

20%

average turnover rate

2.3%

average quit rate = 3.4 million resignations

1.2%

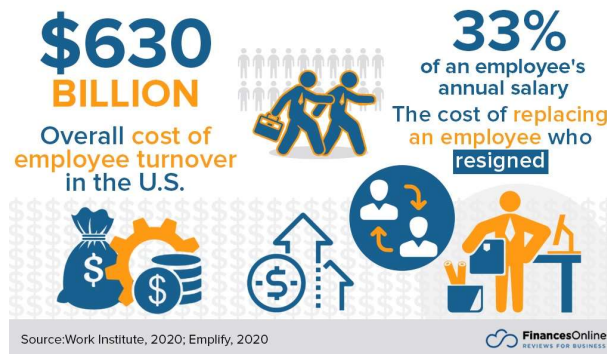
average discharge rate = 1.8 million discharged

2 Resignation Rate of Workers by Tenure

Source: Visier



MARKET STATISTICS



We can't afford **NOT** to retain our employees



How do we retain employees?

We engage them!

Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.

ENGAGEMENT STATISTICS

Companies with high levels of employee engagement saw these business outcomes:



18% boost in productivity



10% higher customer loyalty



23% higher profitability



Up to
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64%
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Source: <https://www.gallup.com/workplace/285674/improve-employee-engagement-workplace.aspx>

HubSpot

If you are not engaging your top talent, ***someone else will***

FGP
CONSULTING

WHAT DOES ENGAGEMENT LOOK LIKE?

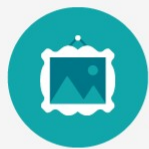
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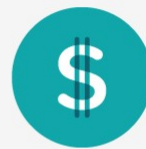
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Manager's Influence = 70% of Employee Engagement



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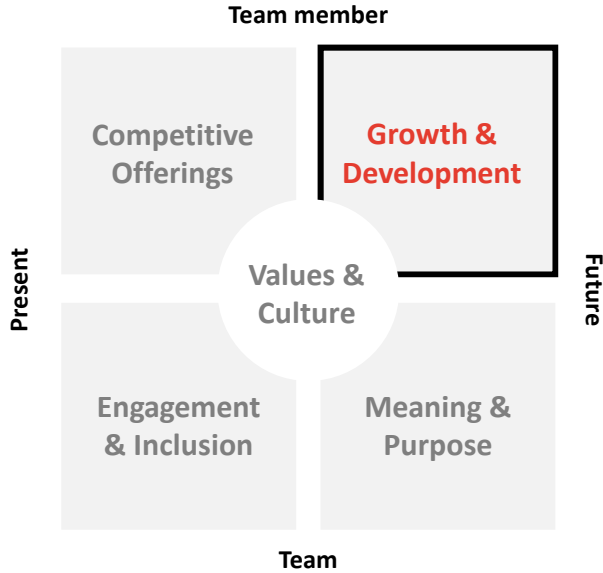
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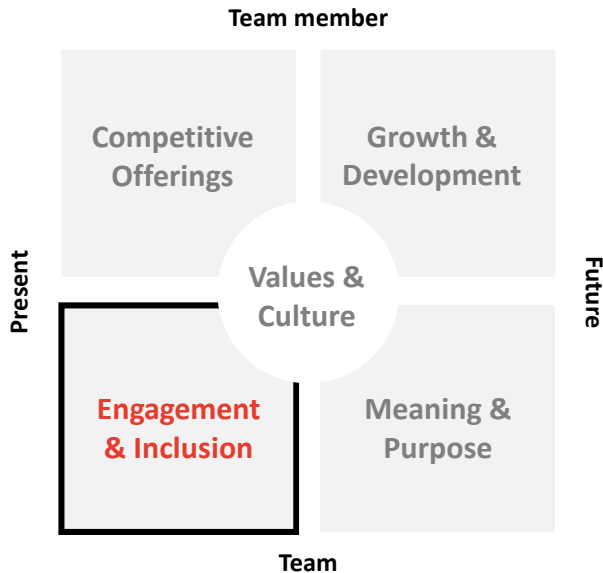
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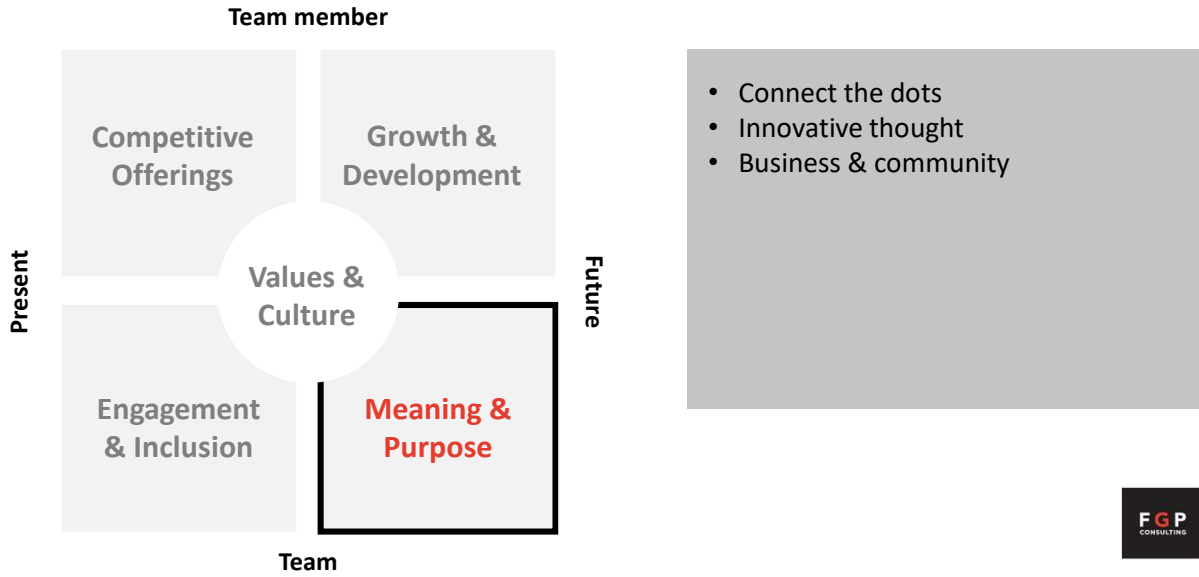
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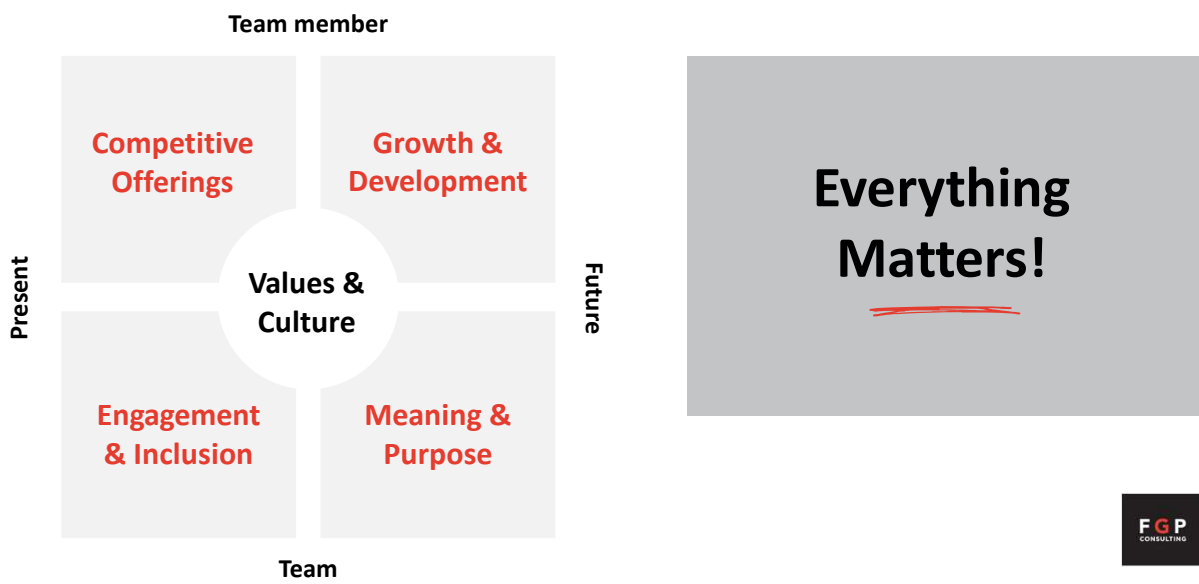
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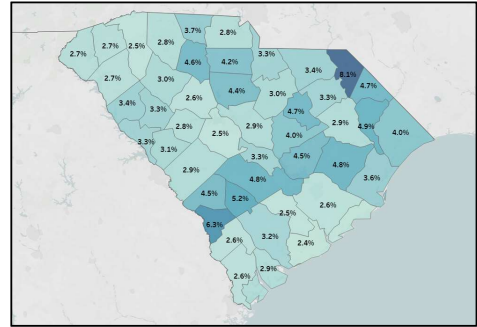
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POST PANDEMIC ENERGY WORKFORCE TRENDS

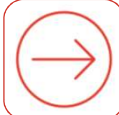
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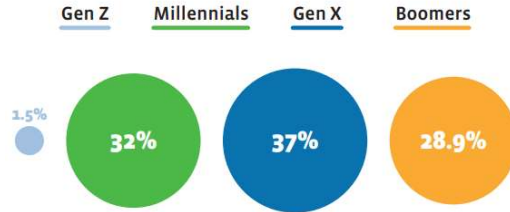


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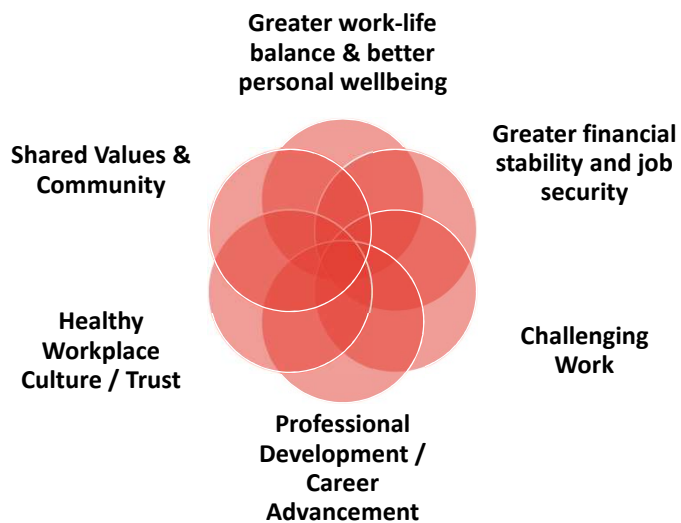
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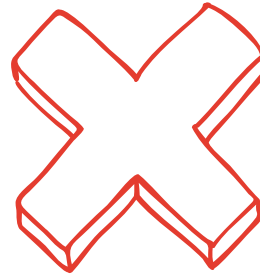
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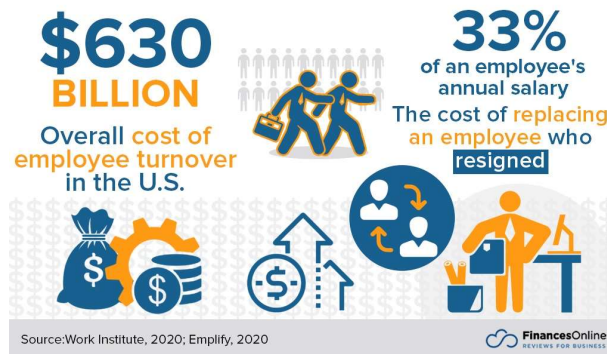
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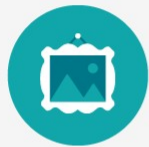
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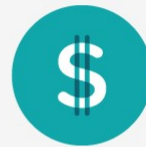
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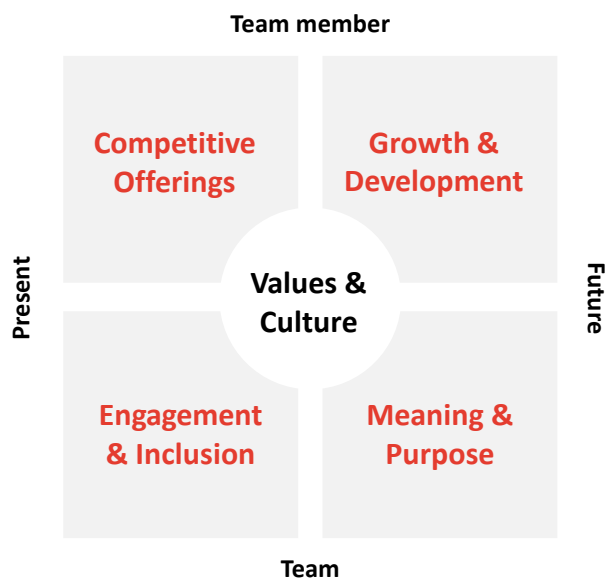
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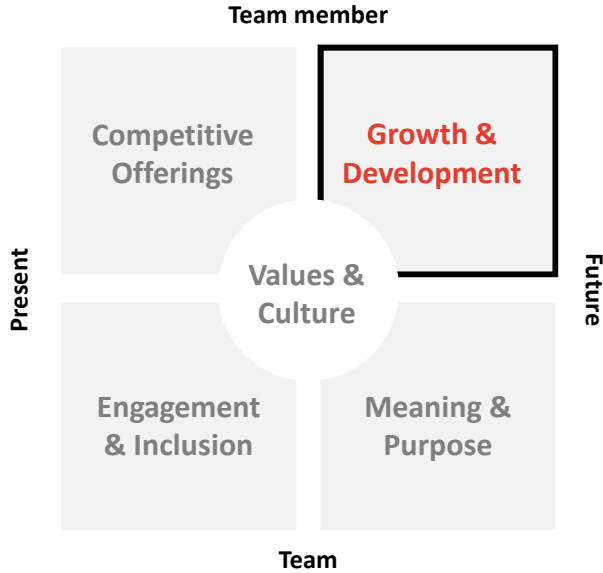
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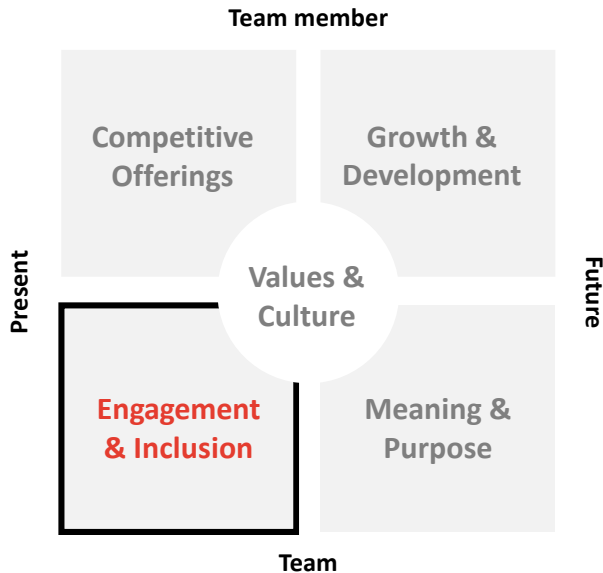
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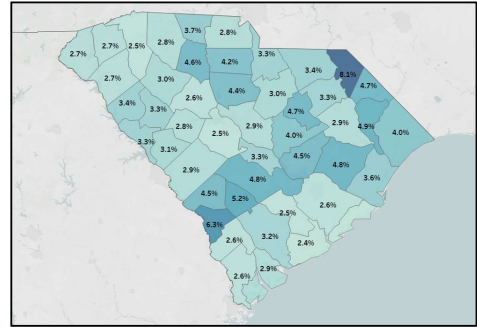
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Energy workers are getting younger (ages 23-37), but their **turnover is the highest**.

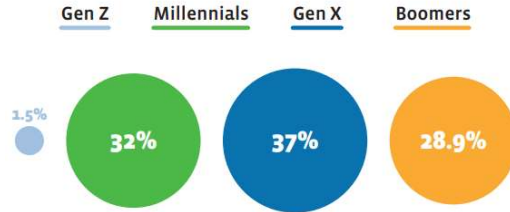


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WORKFORCE AGE



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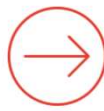
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“Acquiring the right talent is the most important key to growth.
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COMMON RECRUITING CHALLENGES

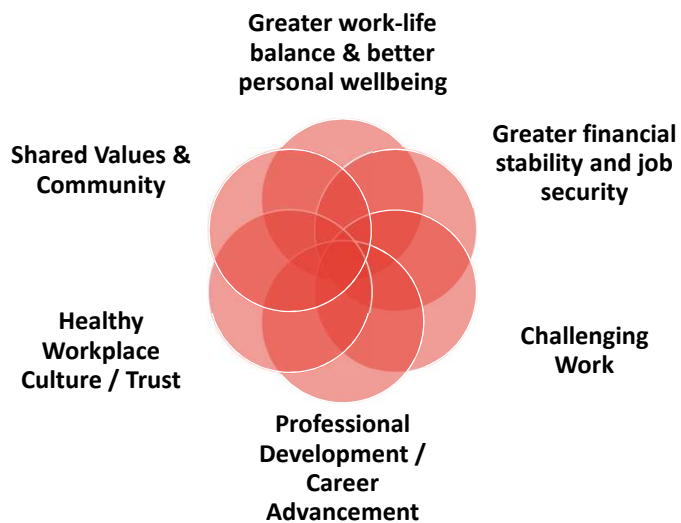
**ATTRACTING &
ENGAGING
QUALIFIED
CANDIDATES**

**CANDIDATE
EXPERIENCE**

**SPEED &
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- Embrace remote & hybrid work models (larger talent pools)

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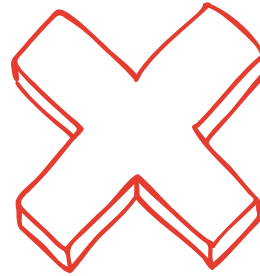
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POST-IT!

Why have you stayed with an employer?



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WHY DO EMPLOYEES LEAVE?

Reasons for public-sector employees planning to stay at or leave current role in the next 3–6 months

Reasons for staying, % of respondents (n = 1,118)



Reasons for leaving, % of respondents (n = 385)



Note: People leaving includes individuals who quit, retired, and other separations.
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TURNOVER

1 US Employee Turnover Statistics at a Glance

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18.9 MILLION

Americans who either exit the labor force or change occupations every year

5.5 MILLION

total number of separations as of Q1 2021

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workers who quit their jobs at the beginning of 2020

20%

average turnover rate

2.3%

average quit rate = 3.4 million resignations

1.2%

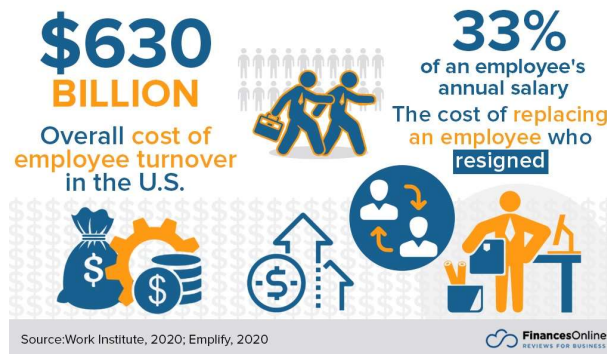
average discharge rate = 1.8 million discharged

2 Resignation Rate of Workers by Tenure

Source: Visier



MARKET STATISTICS



We can't afford **NOT** to retain our employees






How do we retain employees?

We engage them!

Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.

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Companies with high levels of employee engagement saw these business outcomes:

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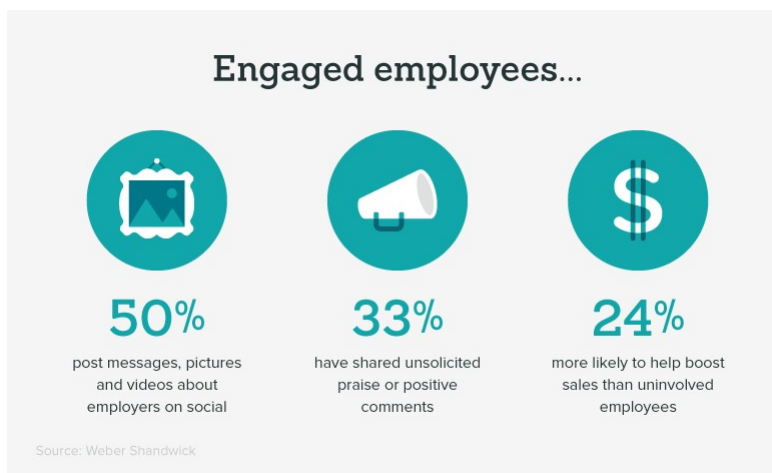
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Manager's Influence = 70% of Employee Engagement



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What can you do to positively
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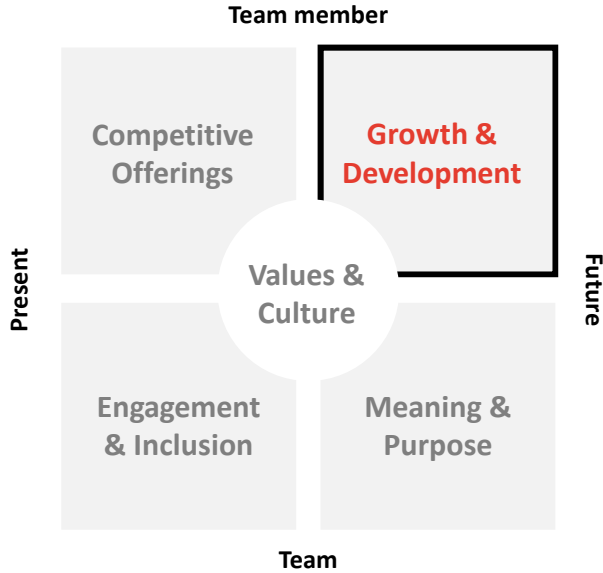
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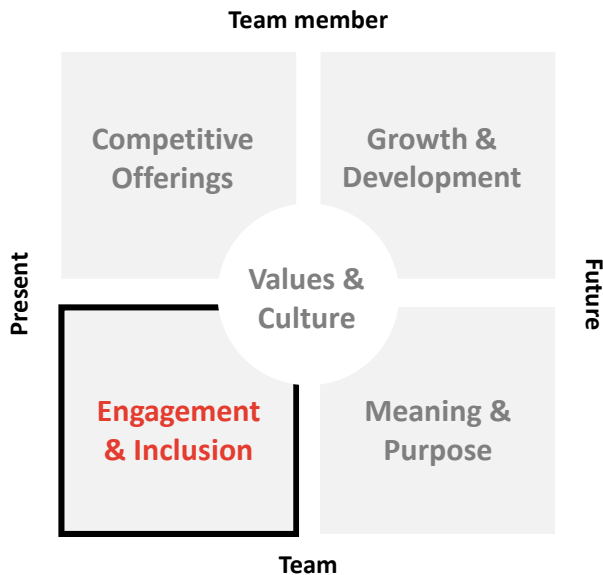
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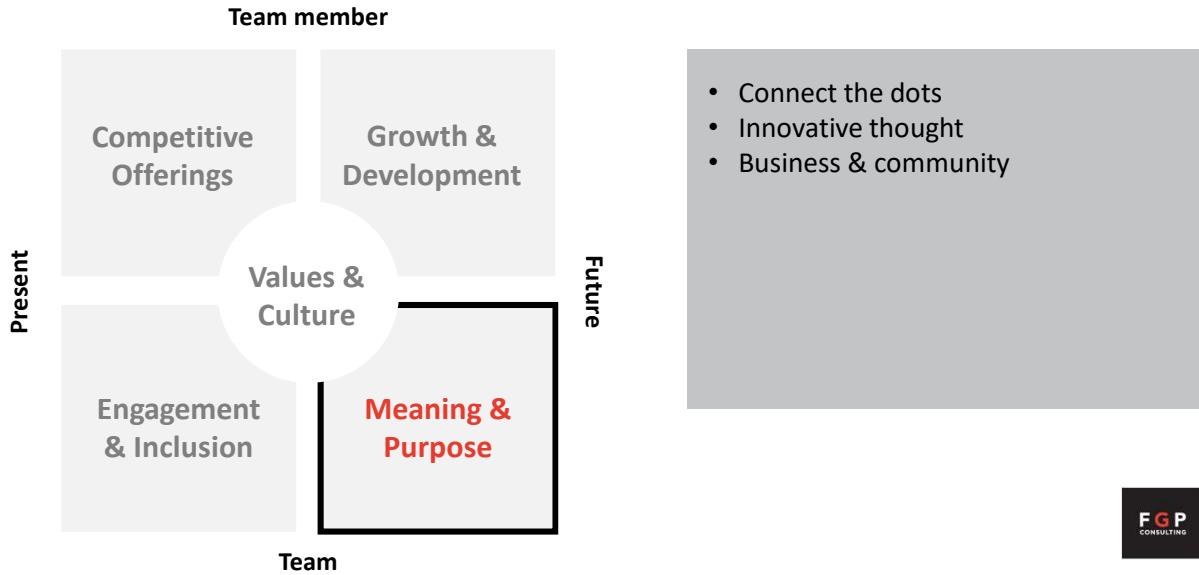
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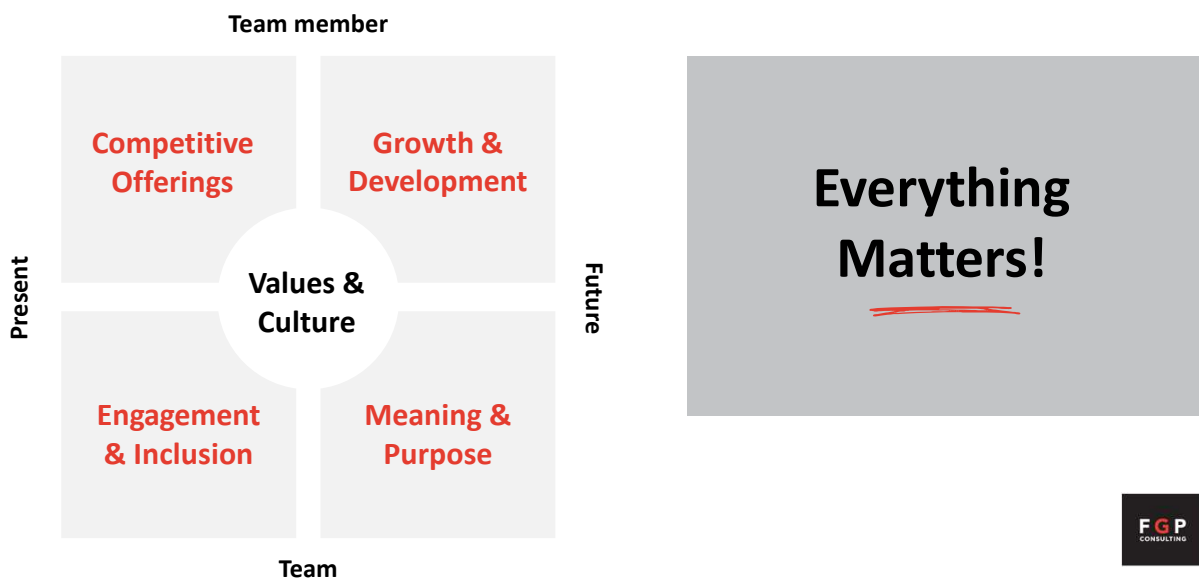
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Questions

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TO BUILD GREAT COMPANIES

Keeping Up With Attraction & Retention Strategies In Today's Market

Kathryn Jeremiah MHR, SHRM-SCP
April 2023

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- Trends in Energy Workforce post-pandemic
- Attracting talent
- Engaging and retaining talent
- Integrated Engagement Model



BY THE NUMBERS

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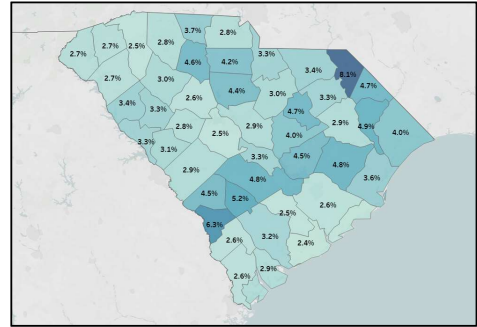
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**South Carolina
Unemployment
Rate**
3.3%

**Operating
Costs Spent on
People**
80%

**Cost to replace
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50-60%
annual salary

**US Turnover
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\$170 B



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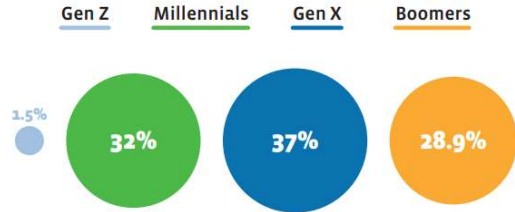


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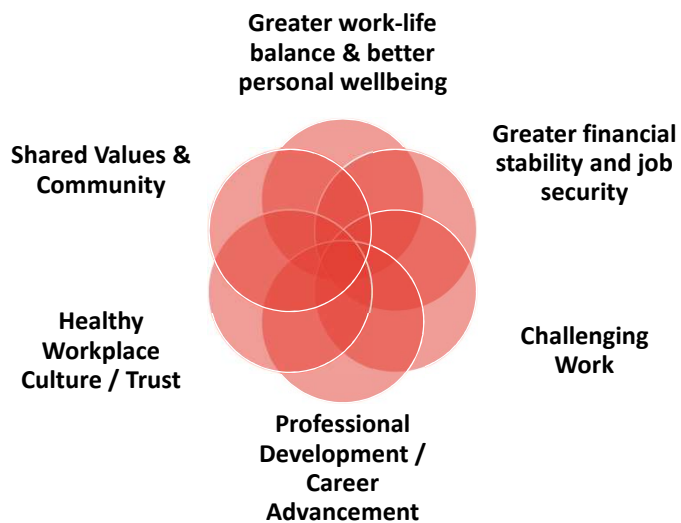
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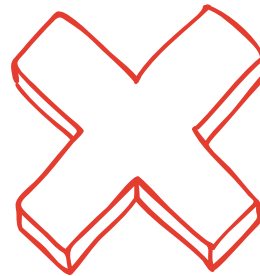
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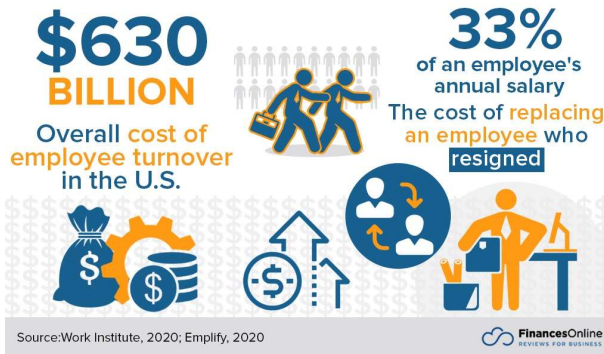
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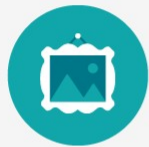
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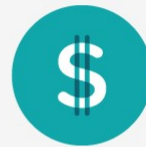
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post messages, pictures and videos about employers on social



33%

have shared unsolicited praise or positive comments



24%

more likely to help boost sales than uninvolved employees

Source: Weber Shandwick



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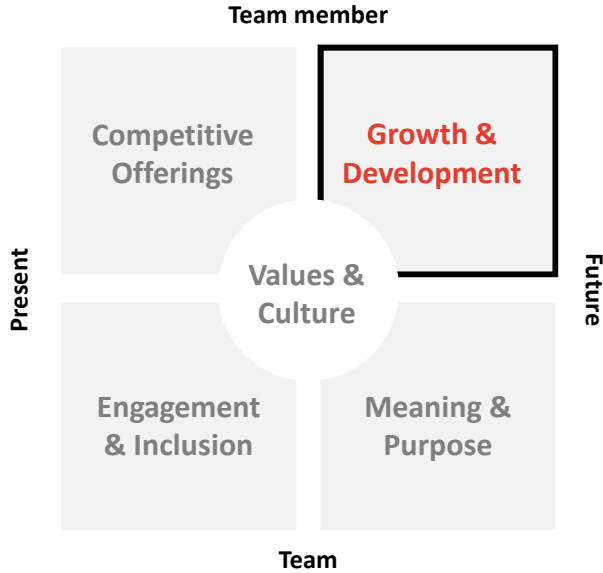
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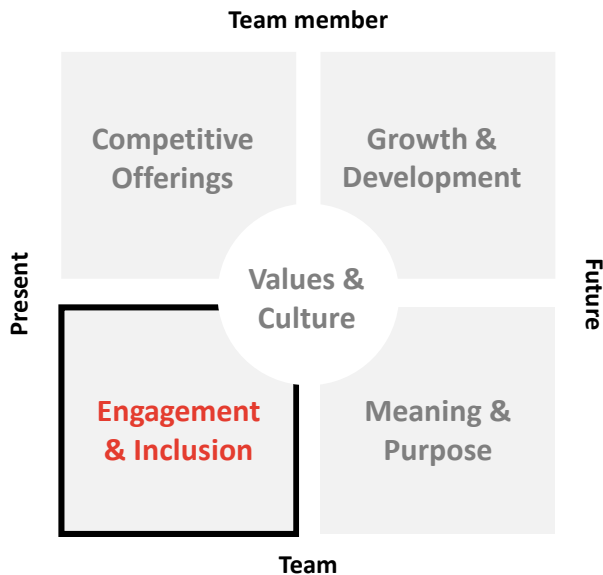
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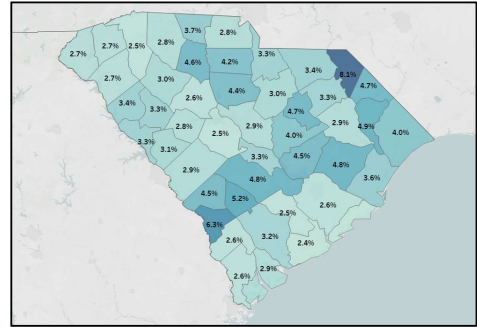
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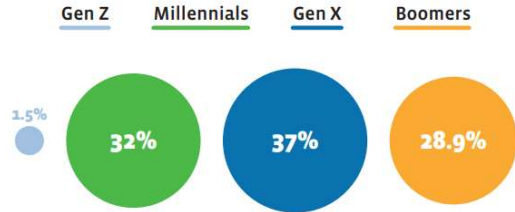


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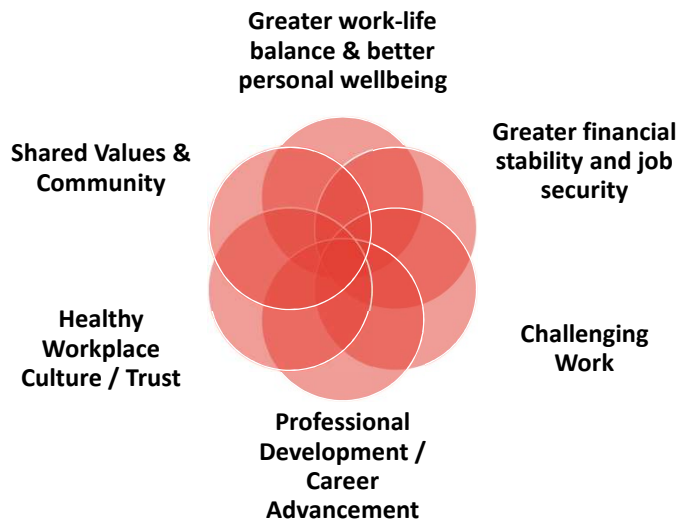
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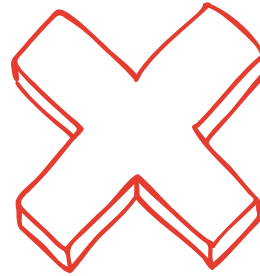
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POST-IT!

Why have you stayed with an employer?



Why have you chosen to leave an employer?



WHY DO EMPLOYEES LEAVE?

Reasons for public-sector employees planning to stay at or leave current role in the next 3–6 months

Reasons for staying, % of respondents (n = 1,118)



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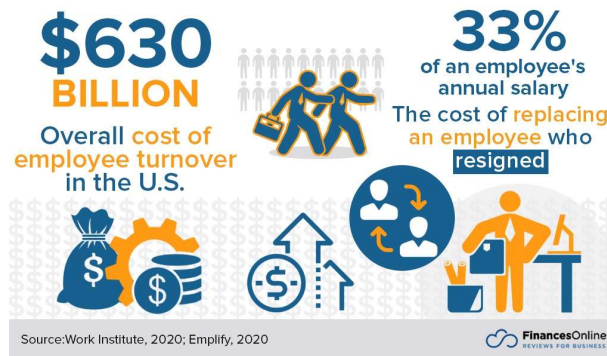
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We can't afford **NOT** to retain our employees






How do we retain employees?

We engage them!

Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.

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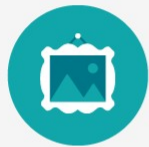
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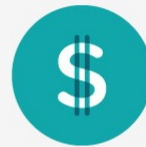
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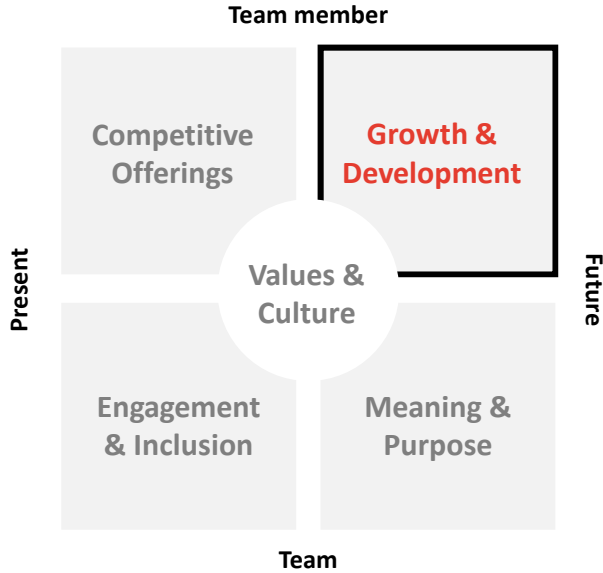


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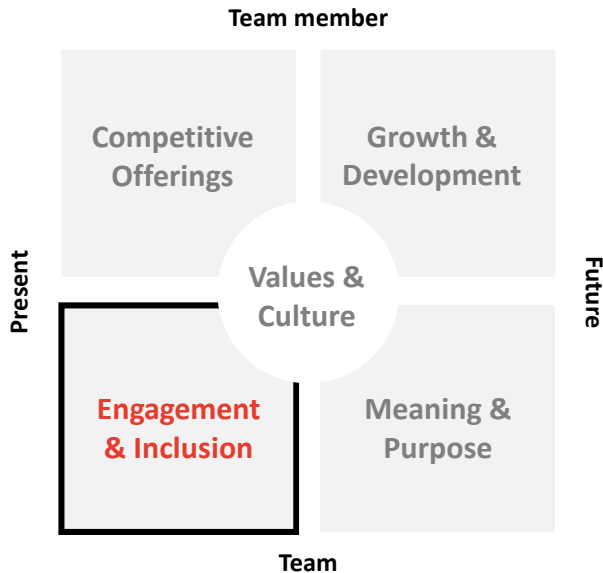
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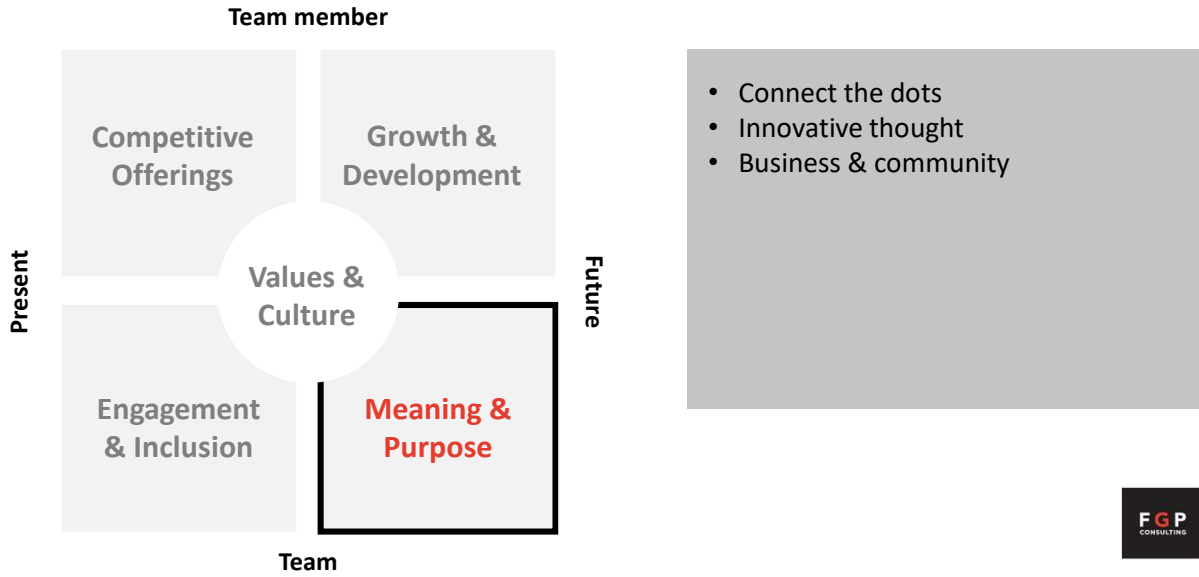
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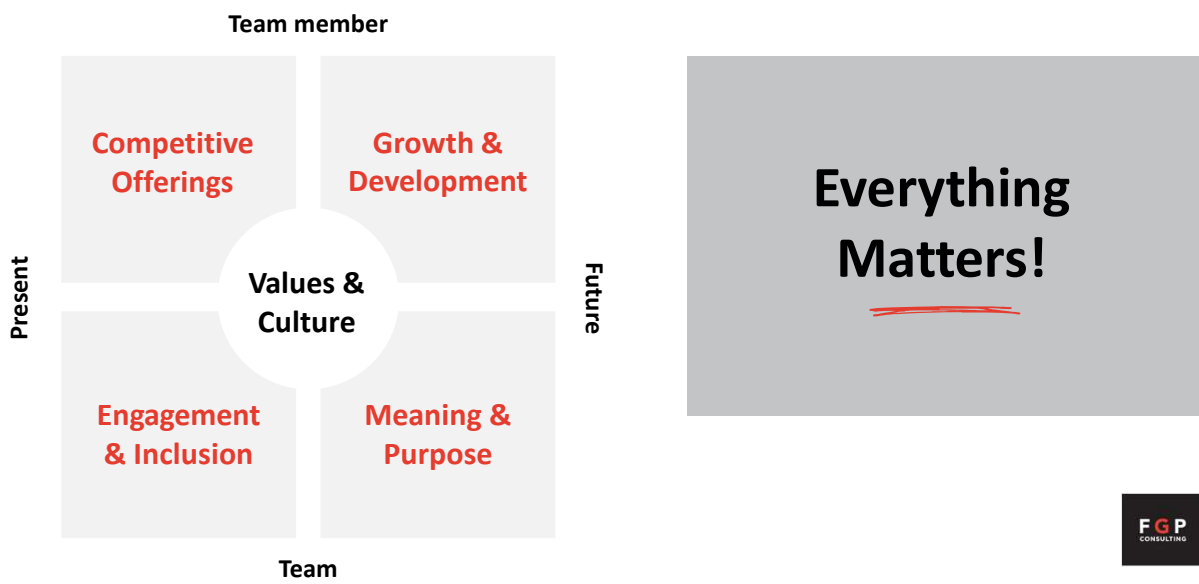
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BY THE NUMBERS

Utilities
Unemployment
2.5%

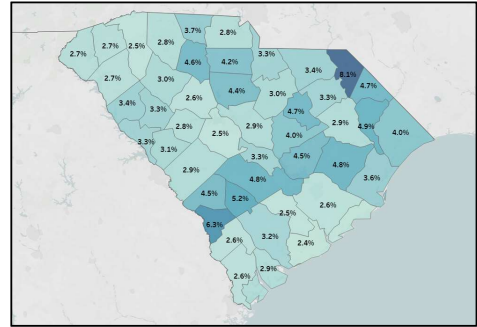
National
Unemployment
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3.4%

South Carolina
Unemployment
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Operating
Costs Spent on
People
80%

Cost to replace
an employee
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annual salary

US Turnover
Cost
\$170 B



POST PANDEMIC ENERGY WORKFORCE TRENDS

OUTLOOK



Utility careers have a good reputation, as 80% of younger non-utility workers view utility careers positively.



Employee experience has room for improvement. Utilities have invested heavily to improve customer experience but have not focused on employee experience. It is impossible to separate customer and employee experience, as employees are often the face and voice of the utility.





Digital skillsets are in higher demand than ever.




POST PANDEMIC ENERGY WORKFORCE TRENDS

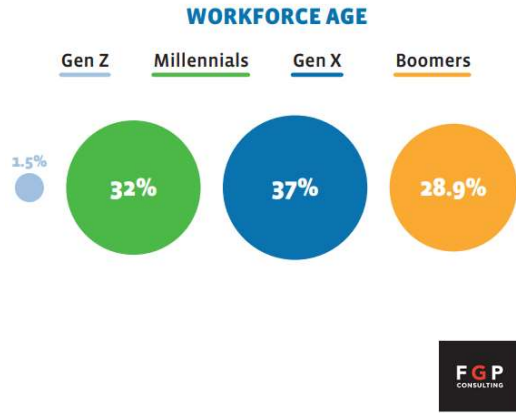
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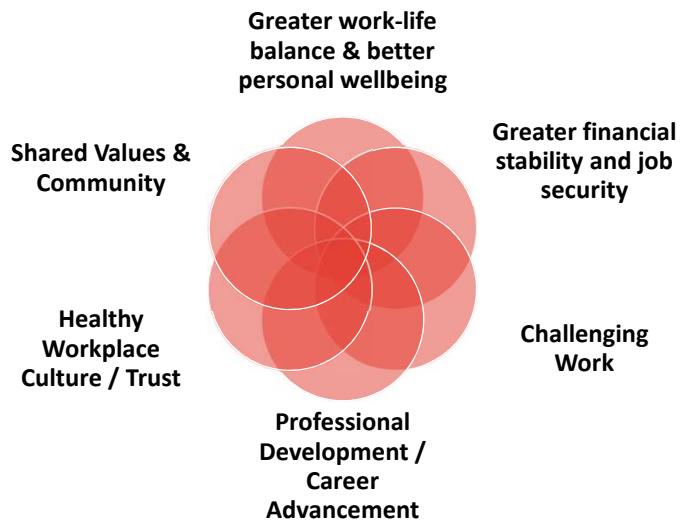
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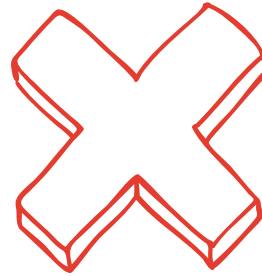
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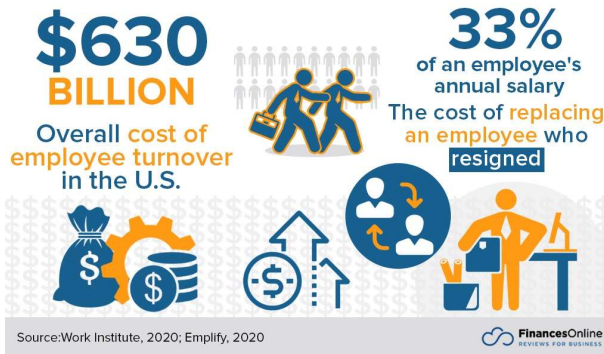
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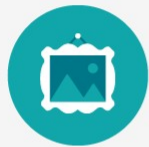
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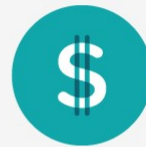
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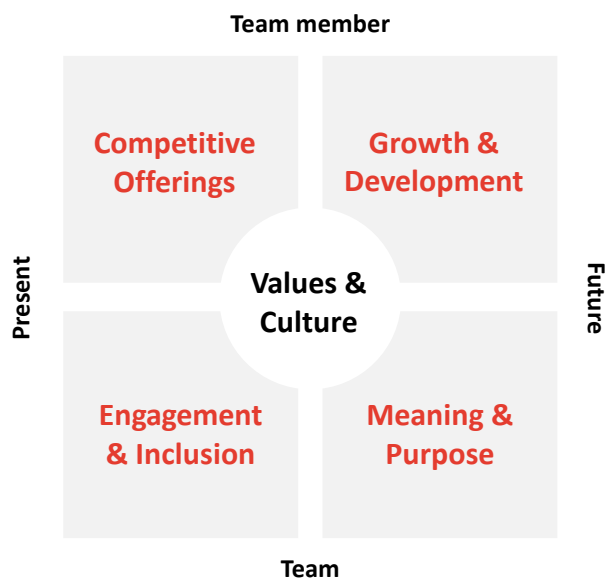
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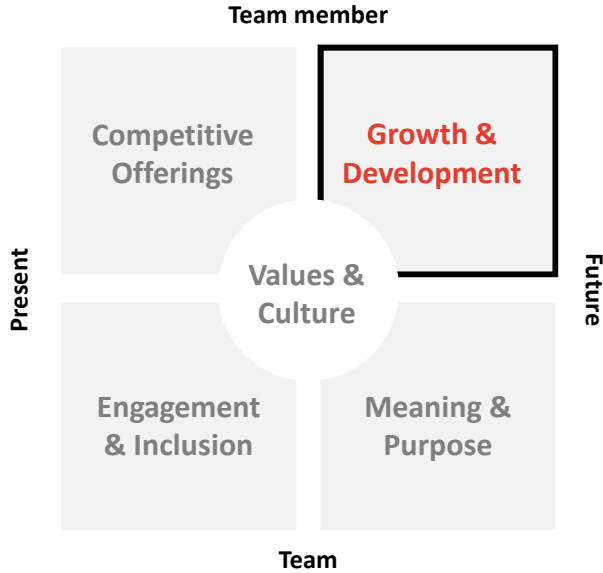


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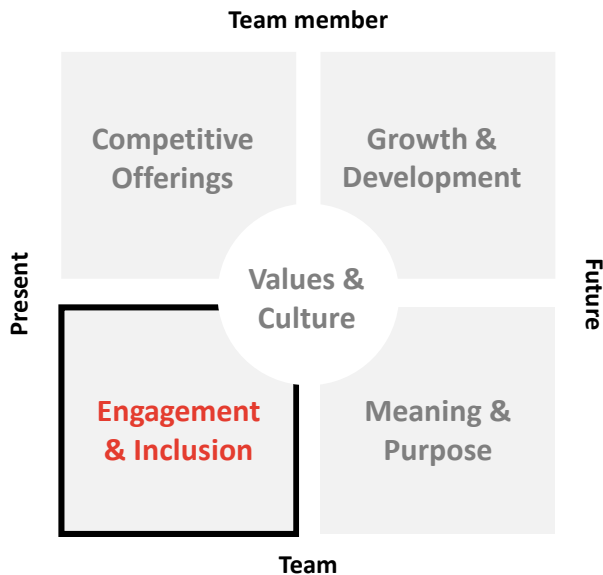
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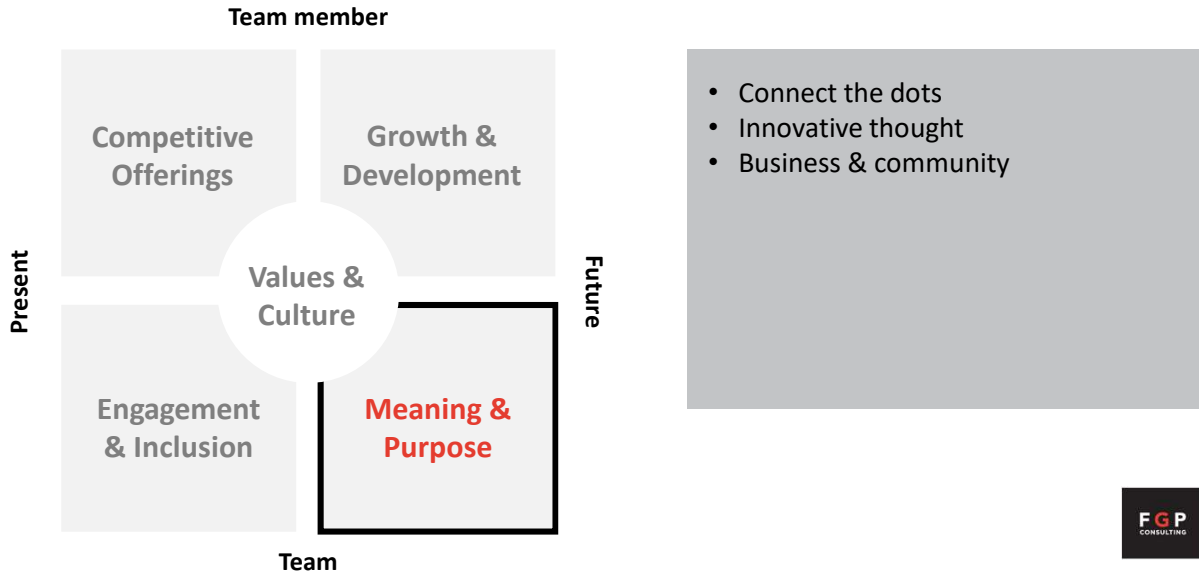
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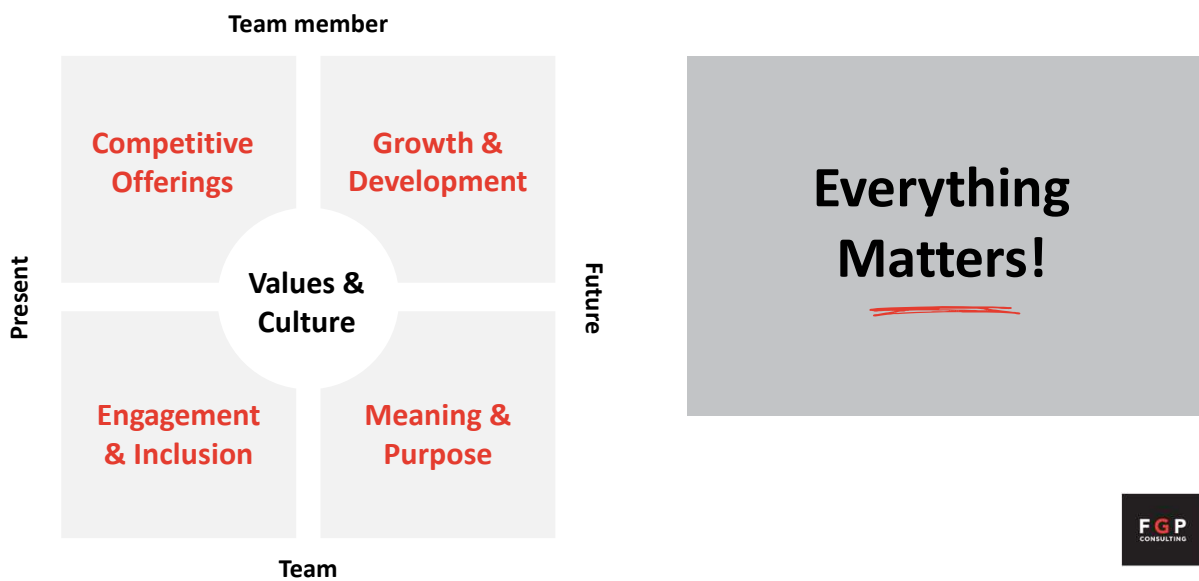
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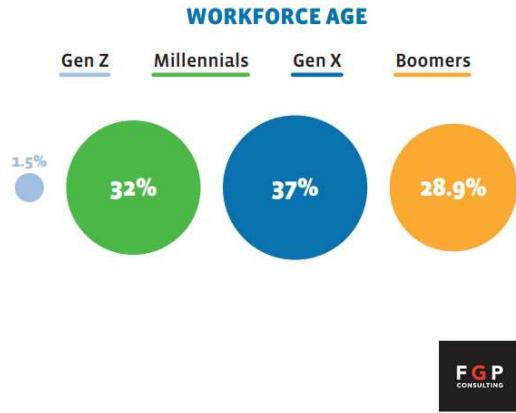
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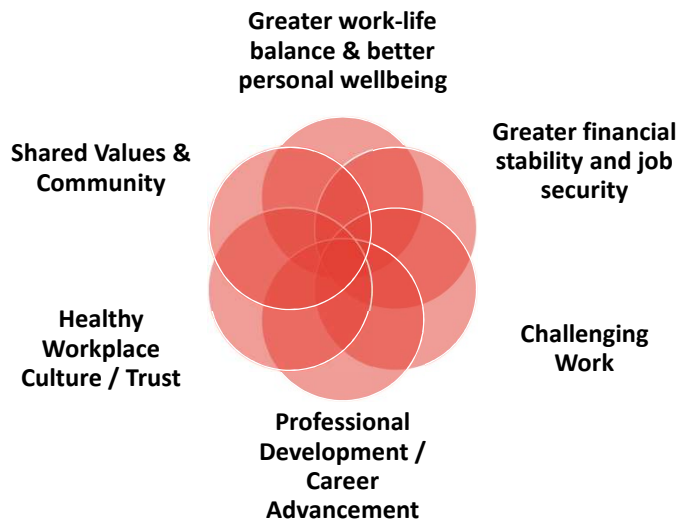
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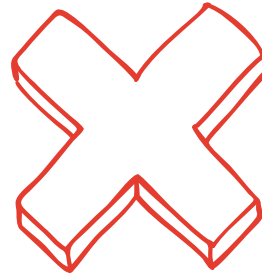
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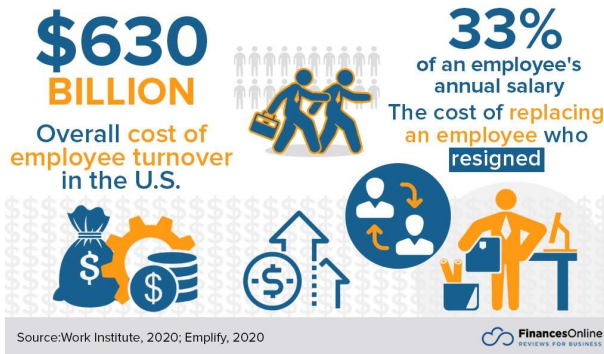
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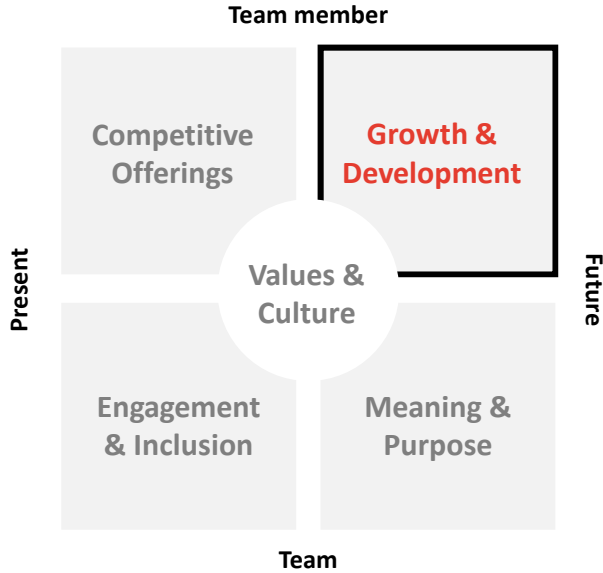
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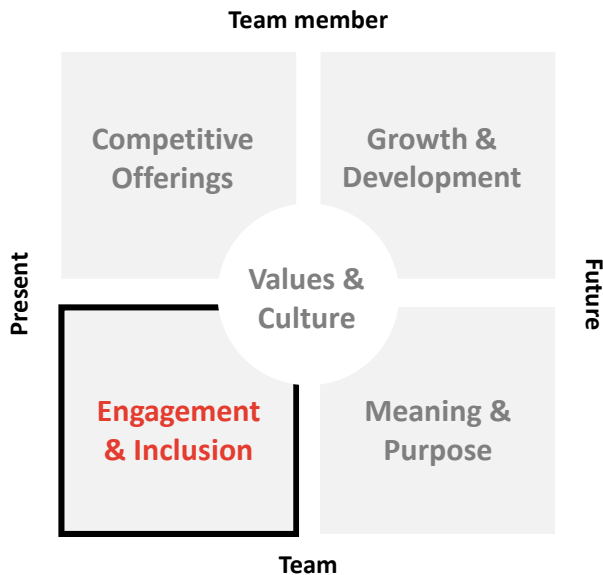
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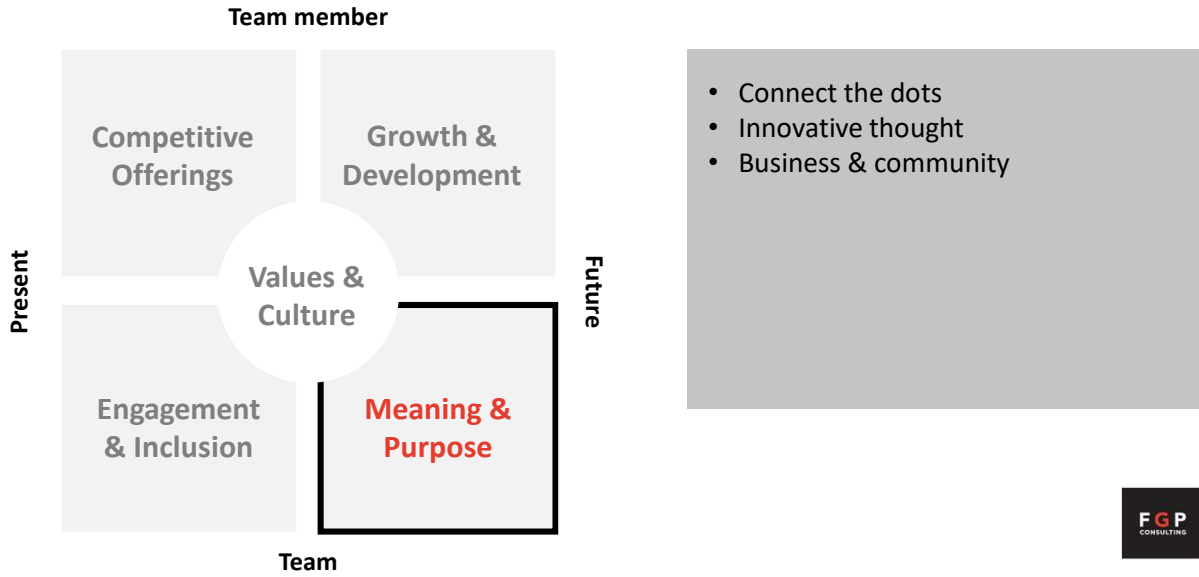
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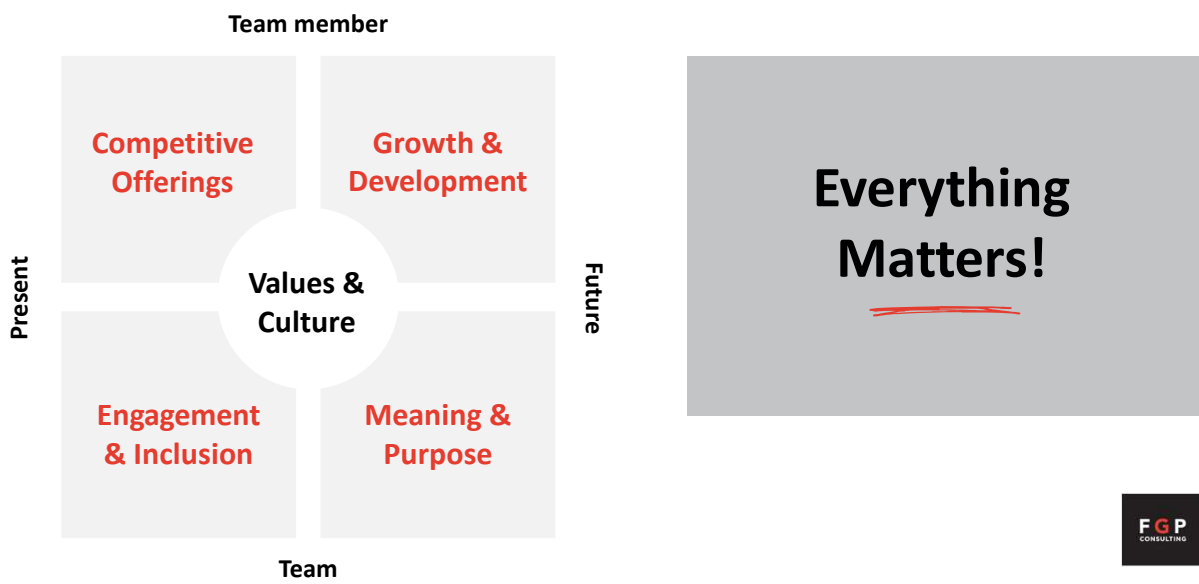
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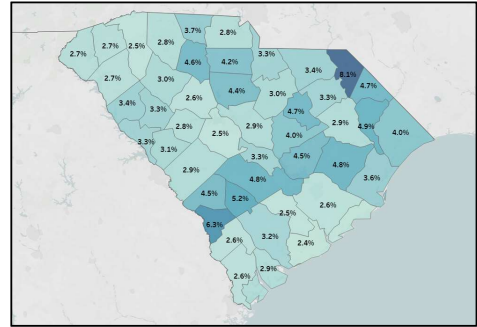
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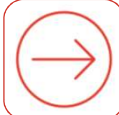
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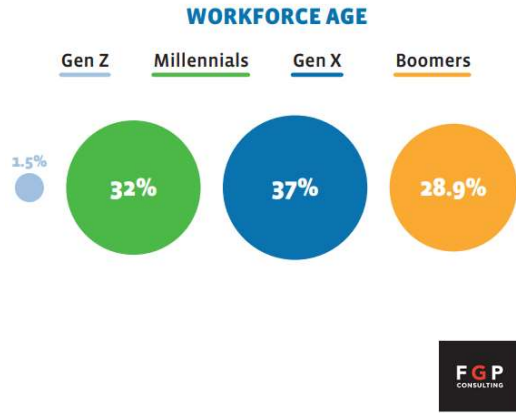
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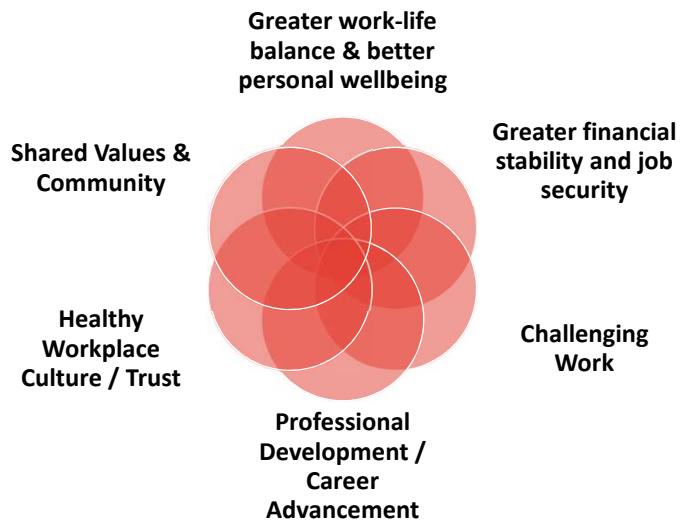
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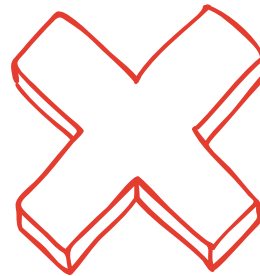
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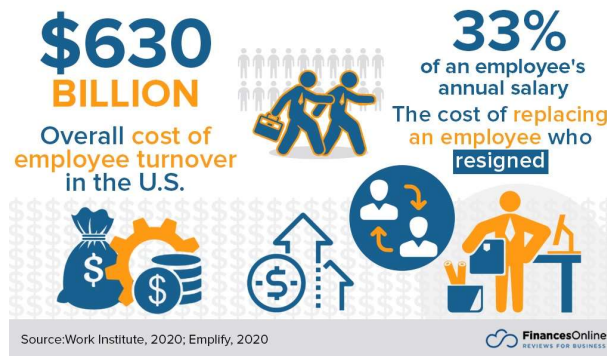
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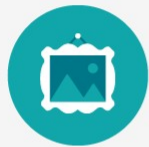
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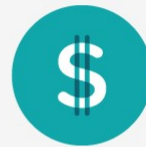
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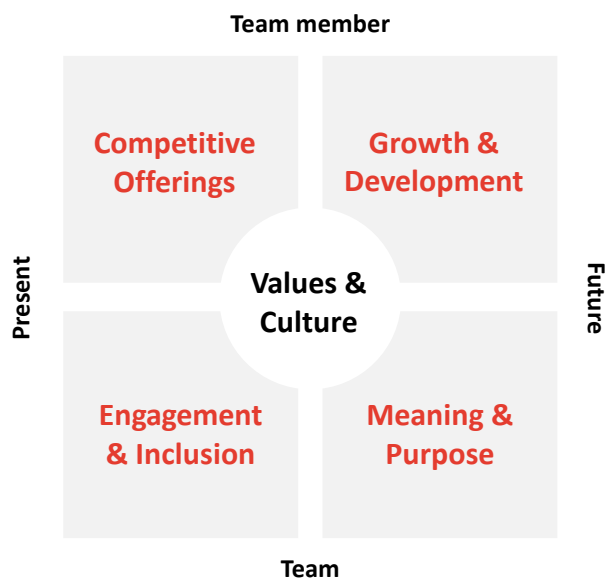
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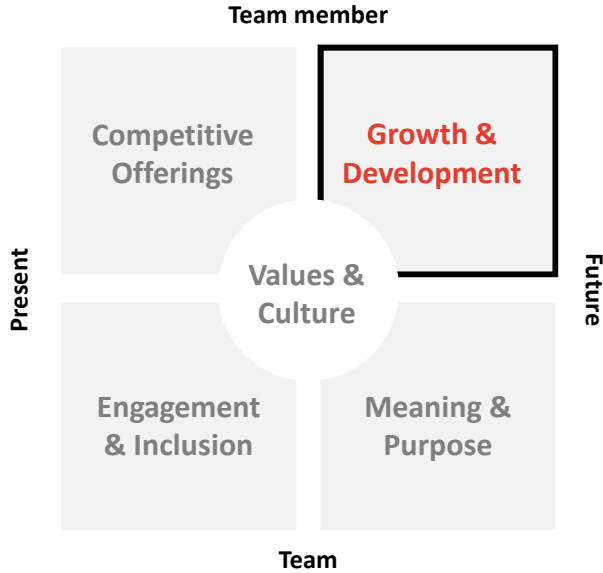
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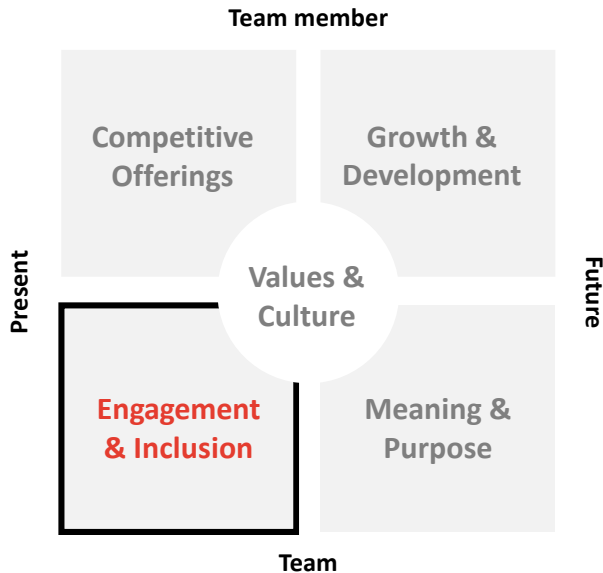
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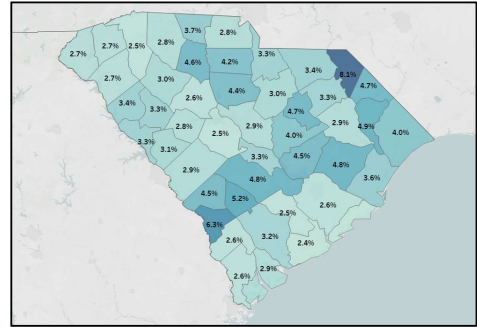
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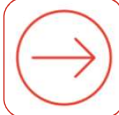


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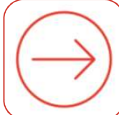
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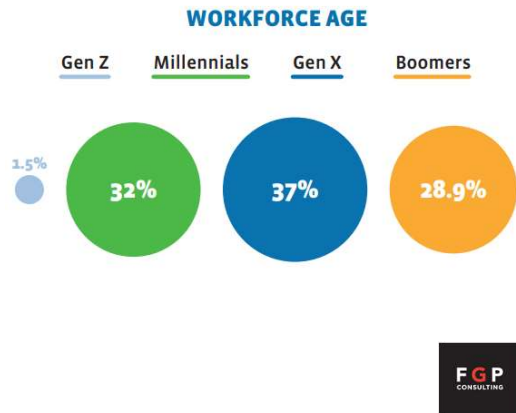
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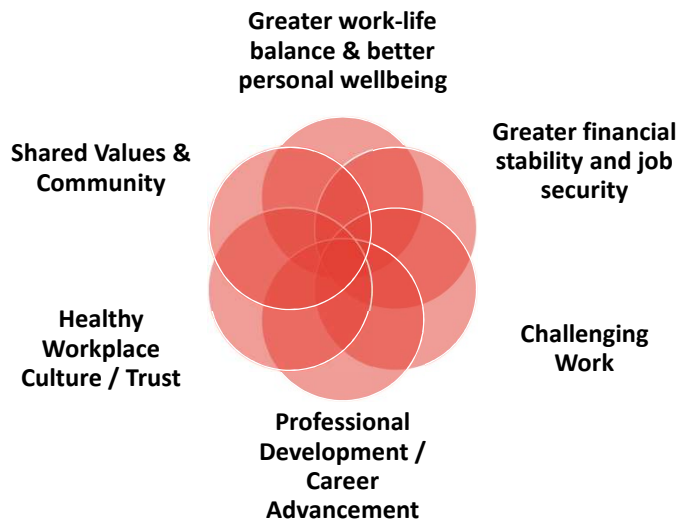
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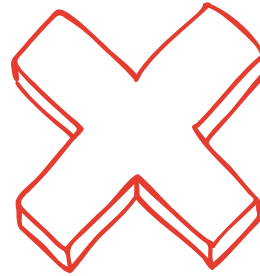
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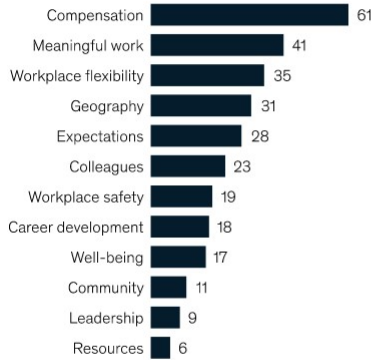
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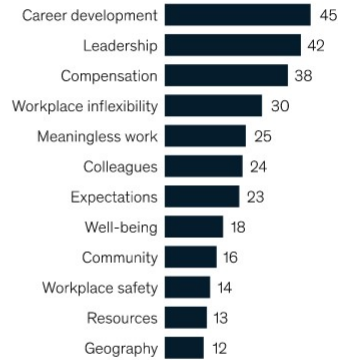
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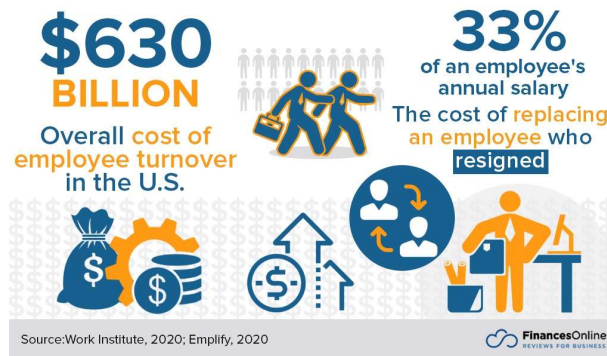
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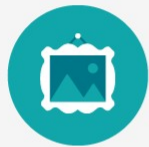
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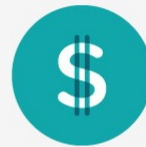
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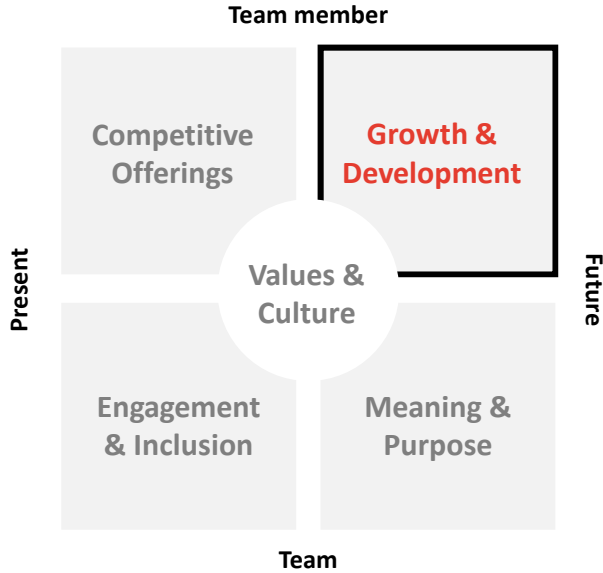
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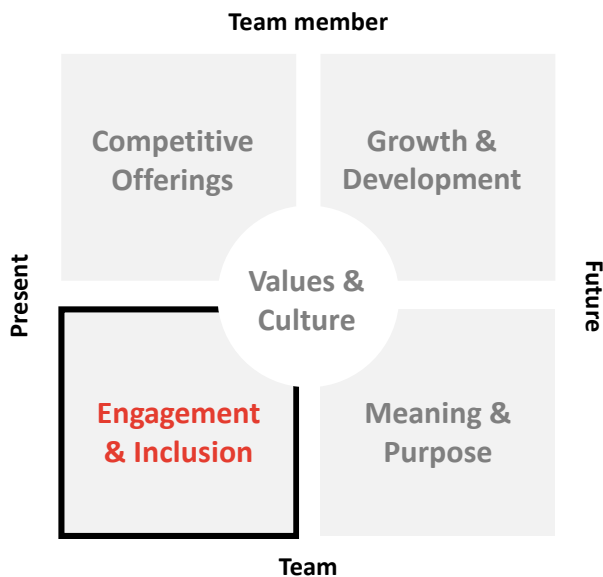
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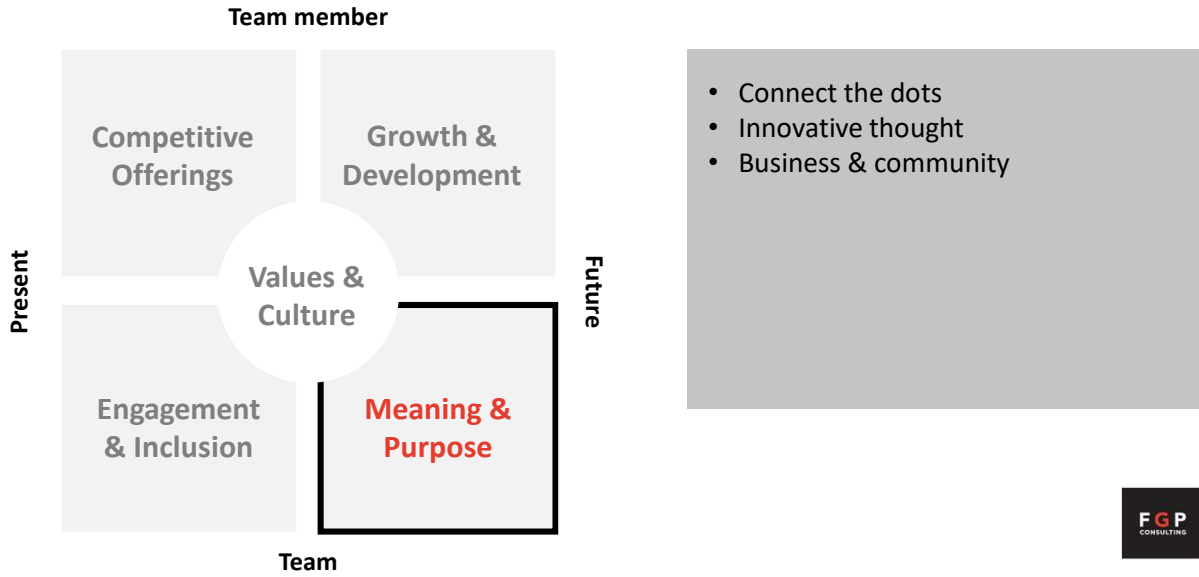
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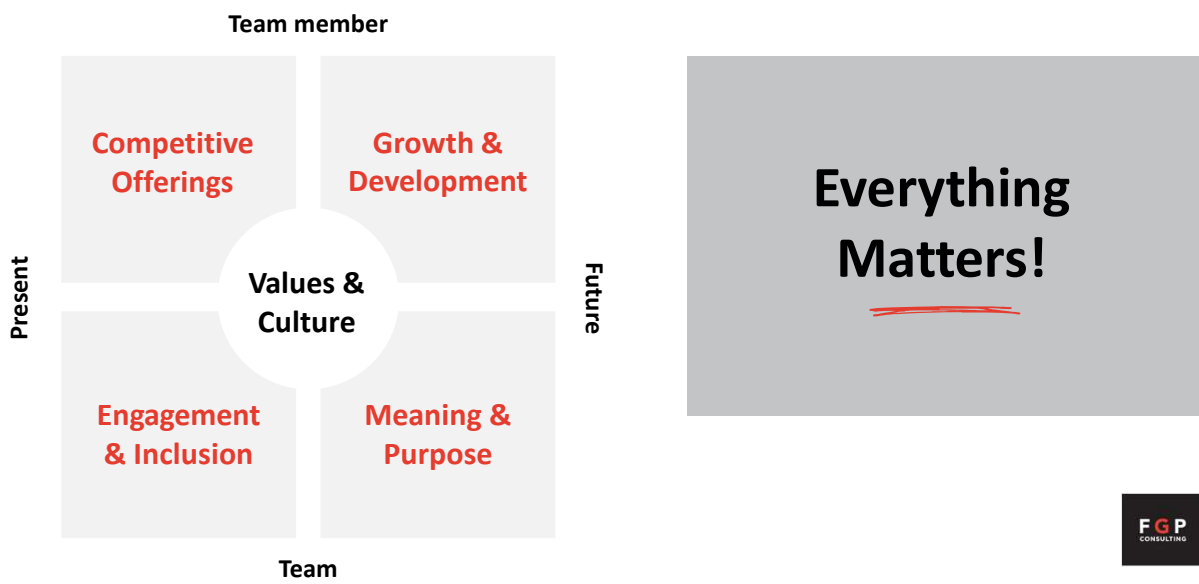
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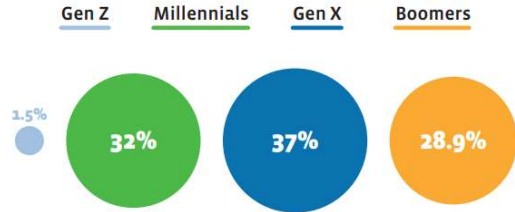


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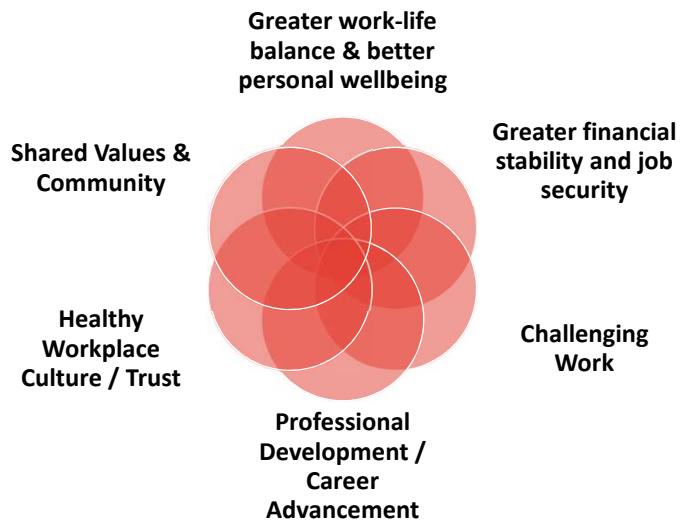
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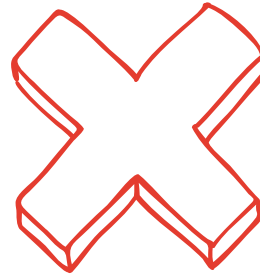
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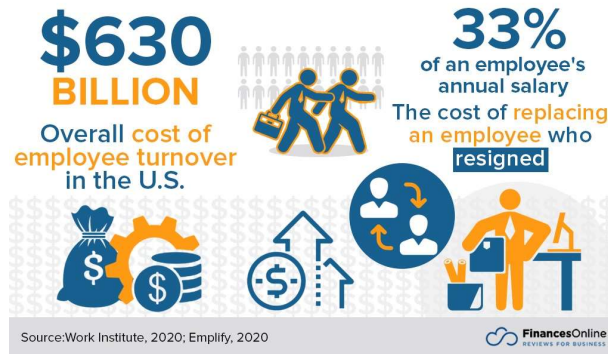
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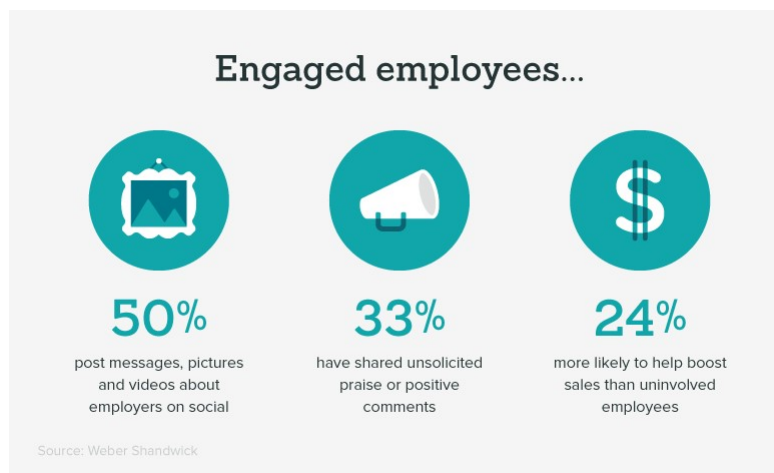
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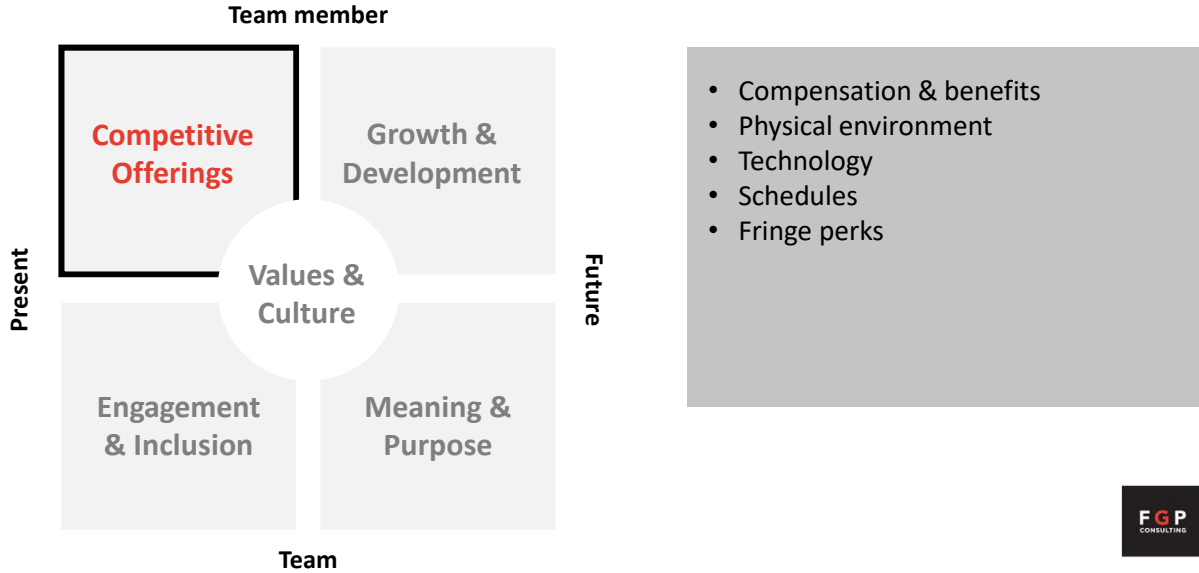
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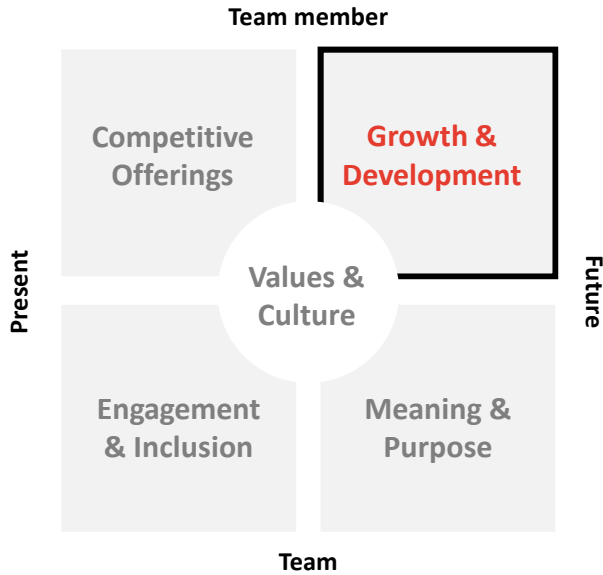
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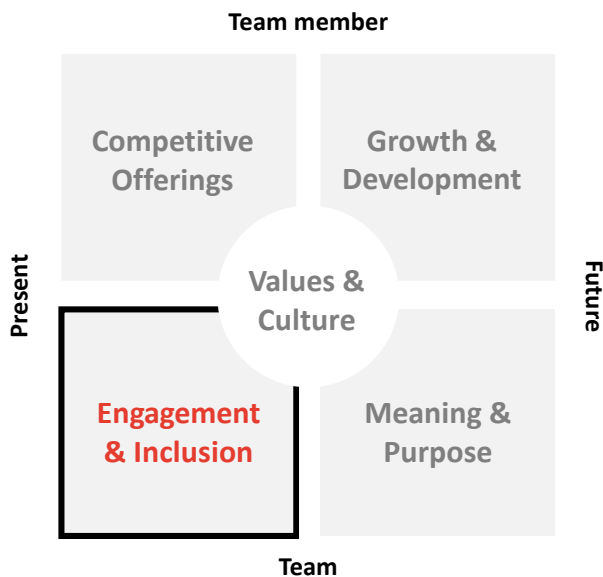
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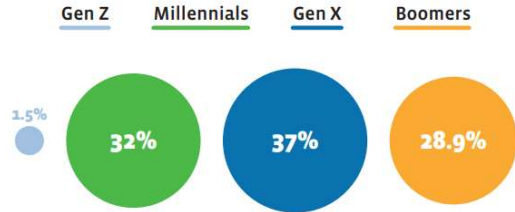


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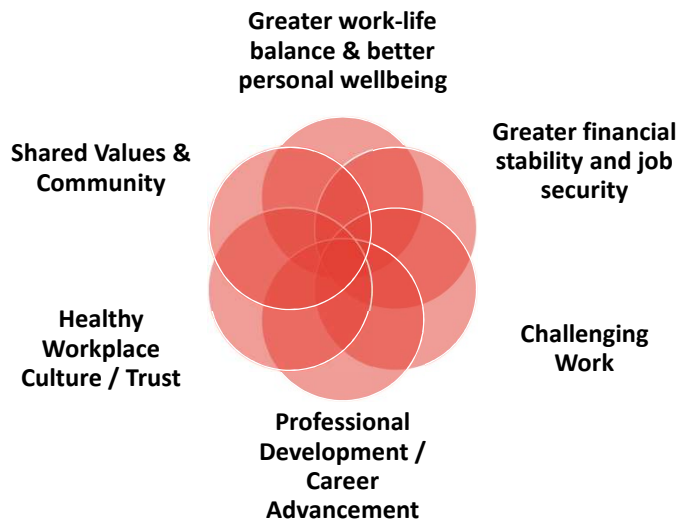
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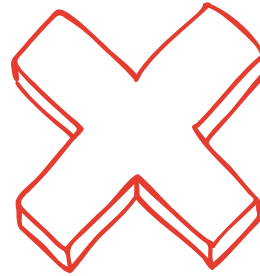
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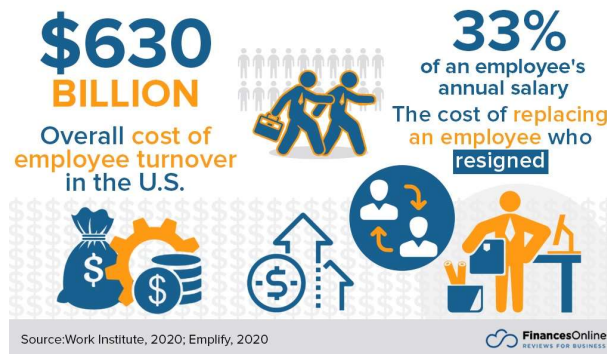
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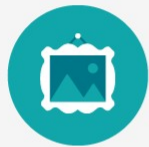
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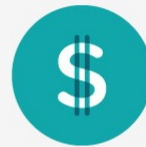
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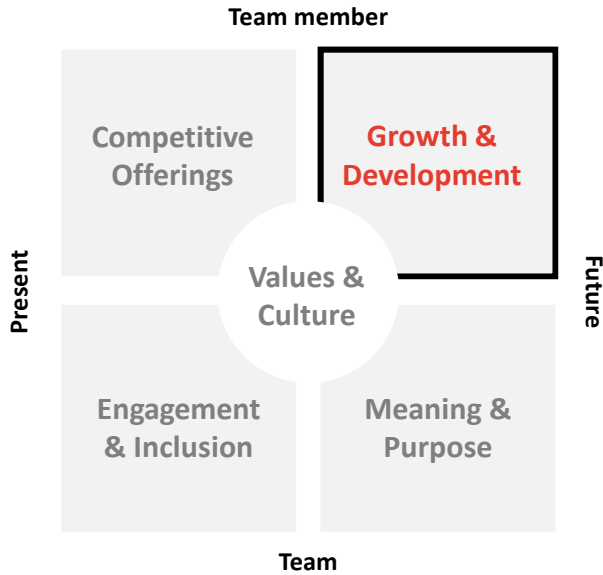
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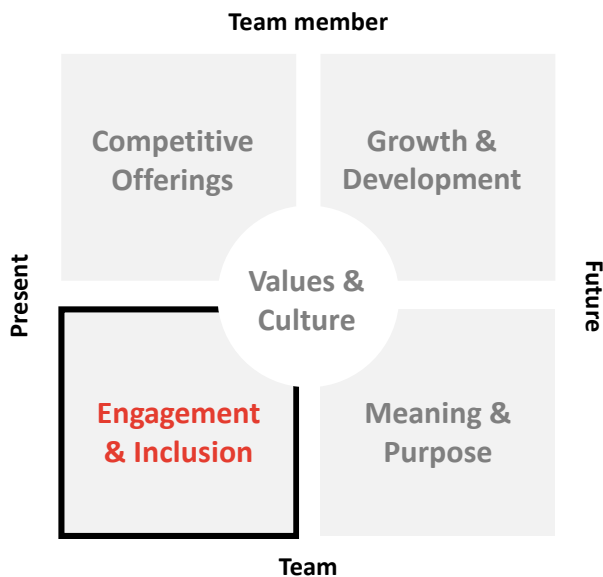
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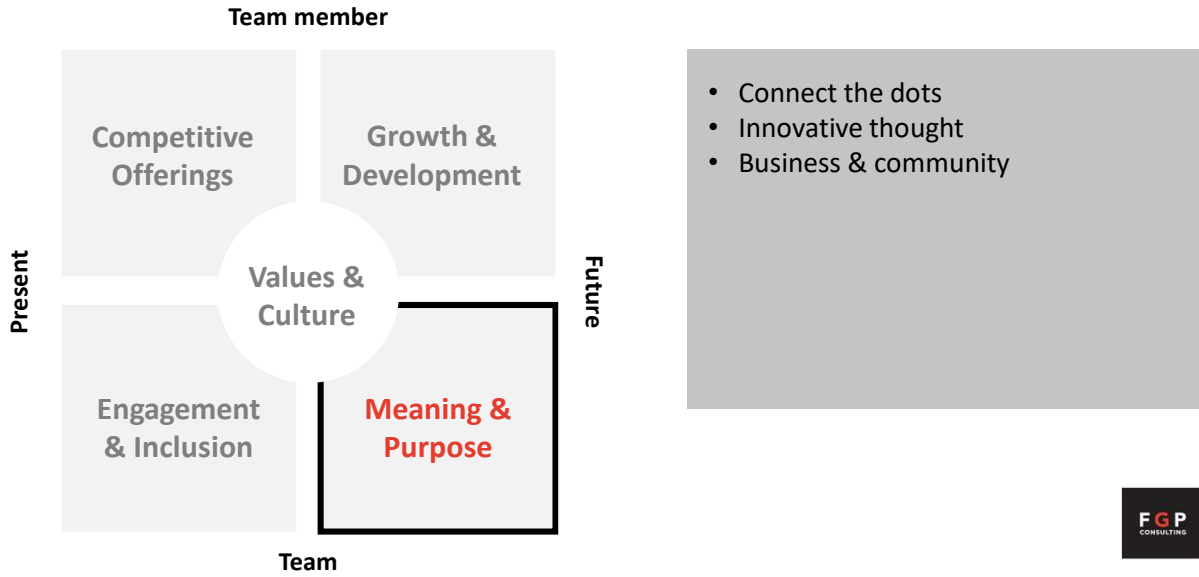
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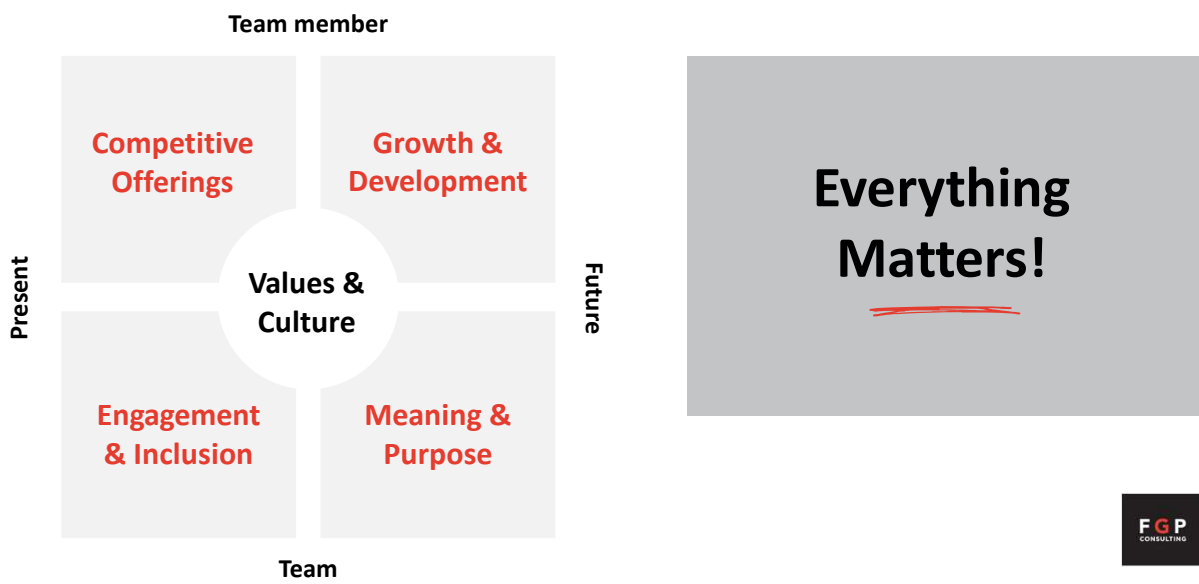
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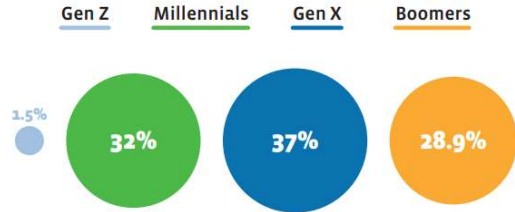


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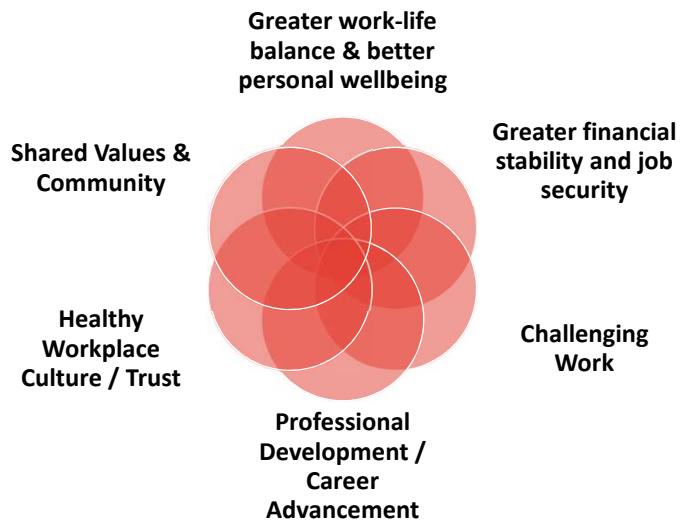
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- Part time positions available
- Embrace remote & hybrid work models (larger talent pools)

→ Know and measure your best sources for talent – use the ones that work!

- Review employee referral program; highly effective in most instances
- Assess relocation programs (People want to be in South Carolina!)

→ Embrace technology and efficiencies

- Virtual interviews
- Applicant Tracking System
- Use data to inform decision making

→ Be Proactive

- Actively seek out candidate pools

→ Assess Employee Value Proposition & the Candidate Experience

- EVP articulated throughout the organization and to candidates
- *Speed* – review internal process and remove unnecessary or non-value-add steps
- High level of communication

→ Be Creative

- “Quiet Hiring” through internal talent mobility, upskilling opportunities, and leveraging alternate methods (alumni networks, gig workers)
- Skills based hiring - Assess candidates solely on skills needed to perform the role vs. credentials and prior experience

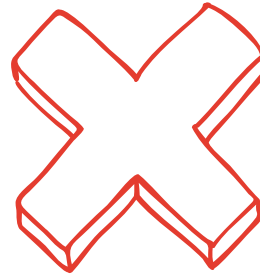
→ Hire Right

- Ensure new hire’s values are aligned with organization’s values during the interview process
- Assess technical, non-technical, and social skills



WHAT HAPPENS WHEN RECRUITMENT IS UNSUCCESSFUL?

- Increased turnover
- Decreased employee engagement
- Employees working longer hours
- Increased overtime
- Increased medical expenses
- Increased workers compensation claims
- Increased mental health issues/needs
- Increased complaints and employee relations issues



RETENTION

“When leaders throughout an organization take an active, genuine interest in the people they manage, when they invest real time to understand employees at a fundamental level, they create a climate for greater morale, loyalty, and, yes, growth.”

Patrick Lencioni, Author of Five Dysfunctions of a Team



POST-IT!

Why have you stayed with an employer?



Why have you chosen to leave an employer?



WHY DO EMPLOYEES LEAVE?

Reasons for public-sector employees planning to stay at or leave current role in the next 3–6 months

Reasons for staying, % of respondents (n = 1,118)



Reasons for leaving, % of respondents (n = 385)



Note: People leaving includes individuals who quit, retired, and other separations.
Source: McKinsey Great Attrition 2.0 Survey, April 2022, n = 1,503 for the public sector in the US



TURNOVER

1 US Employee Turnover Statistics at a Glance

Sources: Aon, Work Institute, US Bureau of Labor Statistics, USA Today

18.9 MILLION

Americans who either exit the labor force or change occupations every year

5.5 MILLION

total number of separations as of Q1 2021

3.5 MILLION

workers who quit their jobs at the beginning of 2020

20%

average turnover rate

2.3%

average quit rate = 3.4 million resignations

1.2%

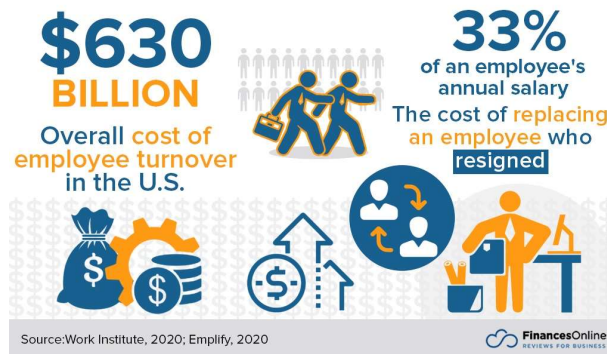
average discharge rate = 1.8 million discharged

2 Resignation Rate of Workers by Tenure

Source: Visier



MARKET STATISTICS



We can't afford **NOT** to retain our employees






How do we retain employees?

We engage them!

Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.

ENGAGEMENT STATISTICS



Companies with high levels of employee engagement saw these business outcomes:

- 10% higher customer loyalty
- 18% boost in productivity
- 23% higher profitability
- Up to 43% less turnover
- 64% fewer workplace accidents
- 81% lower absenteeism

Source: <https://www.gallup.com/workplace/285674/improve-employee-engagement-workplace.aspx> HubSpot

If you are not engaging your top talent, ***someone else will***



WHAT DOES ENGAGEMENT LOOK LIKE?

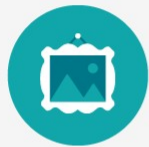
Engagement is the relationship between an organization and its employees.

- An engaged employee is ***fully absorbed by*** and ***enthusiastic*** about their work
- An engaged employee takes ***positive action*** to further the organization's reputation and interests



WHAT DOES ENGAGEMENT LOOK LIKE?

Engaged employees...



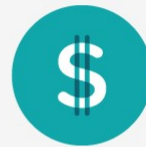
50%

post messages, pictures and videos about employers on social



33%

have shared unsolicited praise or positive comments



24%

more likely to help boost sales than uninvolved employees

Source: Weber Shandwick



ENGAGEMENT STATISTICS

54% of employees are not engaged (simply going through the motions)

17% of employees are actively disengaged (doing bare minimum)

29% of employees are actually engaged

Gallup Poll



QUIET QUITTING



SINGLE MOST INFLUENCING VARIABLE:

RELATIONSHIP

with immediate supervisor



UNDERSTANDING YOUR IMPACT

Manager's Influence = 70% of Employee Engagement



50% of employees leave jobs because of Managers



What can you do to positively
impact or influence

retention?



GIVE EMPLOYEES A REASON TO

STAY



POST PANDEMIC LOCAL GOVERNMENT TRENDS

EMPLOYEE RETENTION & DEVELOPMENT



93% of survey respondents use **employee assistance programs** and **mental health support** to retain and develop talent.



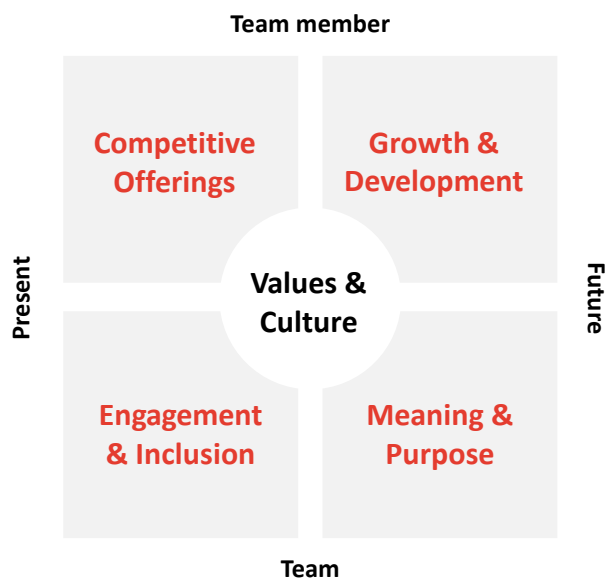
Leadership development, career ladder, and apprenticeships programs have been established to support retention & development in local government.



Rise in **Paid Family Leave** benefits.



WE DRIVE OUR FUTURE: INTEGRATED ENGAGEMENT MODEL



- Evaluate → organization offerings and employee needs
- Change the focus and conversation
- Aligned efforts and strategies across the model
- Continuous measurement & optimization
- Systemic Approach



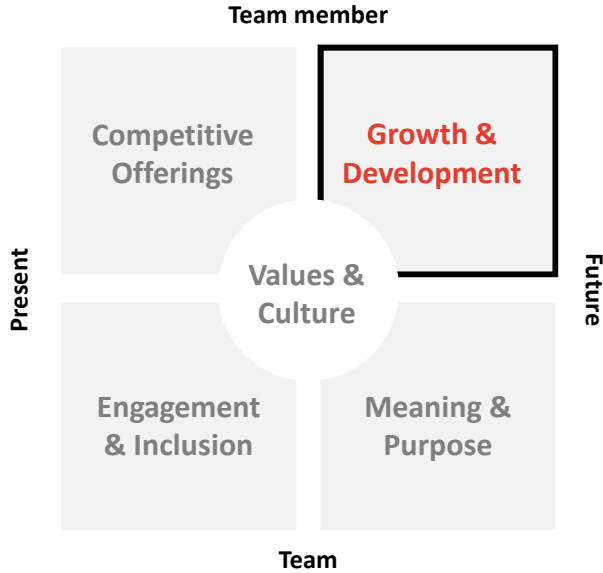
WE DRIVE OUR FUTURE: INTEGRATED ENGAGEMENT MODEL



POST COVID PRODUCTIVITY MODEL



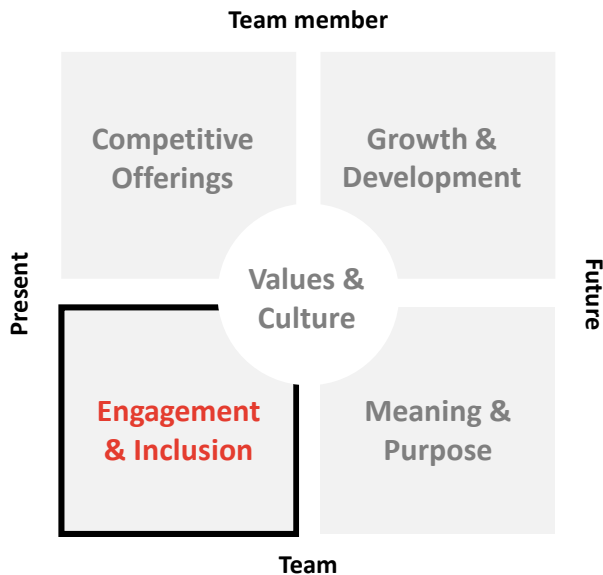
WE DRIVE OUR FUTURE: INTEGRATED ENGAGEMENT MODEL



- Career pathing
- “Boss to Coach” – culture of coaching, change the altitude
- Skill acquisition, development & compensation, job rotations
- Timing and promotions



WE DRIVE OUR FUTURE: INTEGRATED ENGAGEMENT MODEL



- Relational vs. transactional
- Give people a voice
- Cross-collaboration
- Mentoring programs
- Exposure to leaders, other departments, and external partners



WE DRIVE OUR FUTURE: INTEGRATED ENGAGEMENT MODEL



WE DRIVE OUR FUTURE: INTEGRATED ENGAGEMENT MODEL



Questions

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Thank you for your participation!

