

RECRUITMENT AND RETENTION OF PUBLIC EMPLOYEES

Sara Grove, Michael Moltz, and Michael Greenberg,
Shippensburg University

Tammy Shearer, Cumberland County Recorder of Deeds

Lisa Schaefer, County Commissioners Association of
Pennsylvania

ABSTRACT

According to *Governing* (May 12, 2022), state and local governments are experiencing high degrees of employee turnover, with the number of job openings reaching the highest level in decades. Coming out of the COVID pandemic, prospective employees are often seeking positions that promote flexibility, including the ability to work remotely.

This panel discussion will focus on strategies to improve public sector recruitment and retention efforts by discussing the importance of work-life balance to the changing labor market. Panelists will consider the feasibility of solutions for smaller organizations as well as hear from municipal government employees on solutions implemented in their workplaces. Panel members include faculty members from Shippensburg University's Master of Public Administration program and practitioners from municipal government across the Commonwealth.

OVERVIEW

- Dr. Mike Moltz – The Importance of Work-Life Balance for Public Sector Workers
- Ms. Tammy Shearer – COVID-Created Opportunities: Cumberland County Recorder of Deeds Office
- Ms. Lisa Schaffer – COVID-Created Opportunities: County Commissioners Association of Pennsylvania
- Dr. Michael Greenberg – Building Forward
- Question and Answer Session – Moderated by Dr. Grove

Mike Moltz

The Importance of Work-Life Balance
for Public Sector Workers

WORK-LIFE BALANCE

- What is Work-Life Balance?
 - Balance between work commitments and private-life commitments
 - Often measured as time commitments
 - Amount of time at work vs. amount of time in private-life commitments
 - Can also be measured as the flexibility to determine your own schedule
 - Differences among private-life activities
 - Leisure time or time spent on hobbies
 - Time with family
 - Time with friends

WORK-LIFE BALANCE

- Work-Life Balance and Recruitment & Retention
 - Important for prospective employees
 - Helps attract job applicants
 - Good match between applicant's preferences and work-environment
 - More job applicants
 - Employees reporting lower work-life balance = more likely to look for another job
 - Reduce turnover rates = lower personnel costs

WORK-LIFE BALANCE

- Work-Balance and Job Satisfaction
 - Significant contributions to job satisfaction
 - Employees with more work-life balance = higher job satisfaction
 - Job satisfaction linked to numerous outcomes
 - Employee performance
 - Organizational outcomes
 - Mental health
 - Turnover intentions



WORK-LIFE BALANCE

- Factors contributing to work-life balance
 - Flexible work arrangements (location, time, modality)
 - More time for private-life activities
 - Ability for employees to have greater control over their schedules
 - Family-friendly and inclusive workplace policies

Tammy Shearer

COVID-Created Opportunities:
Cumberland County Recorder of Deeds
Office

COVID-CREATED OPPORTUNITIES

- Before the COVID-19 pandemic, no one thought the staff at the Recorder of Deeds Office could work remotely.
- Today, the Office receives over 88% of our documents electronically for recording.

COVID-CREATED OPPORTUNITIES

- Cumberland County's IT Department upgraded our Cloud based systems improving our opportunity to implement a hybrid model of teleworking and in-office work.
- Our records are now searchable, 24 hours a day, 7 days a week.

COVID-CREATED OPPORTUNITIES

- The results are that the Office has been more efficient.
- The Office has been able to provide much-needed opportunities to our employees.
- The Office has extended work hours to assist those who use our office's services.

Lisa Schaefer

COVID-Created Opportunities:
County Commissioners Association of
Pennsylvania

COVID-CREATED CHALLENGES

- The same opportunities created by COVID also cause challenges
 - A desire for more flexibility and virtual options
 - Economic forces on employee pay
- Other factors that come into play
 - A more passionate/angry constituency
 - Philosophical feelings about remote vs. in-person work

COVID-CREATED CHALLENGES

- Not all public service jobs lend themselves to virtual options
 - 911, mental health and substance abuse services, child welfare
- Broadband service is still lacking in many parts of our state
- How do we redefine what “public service” means?
- How do we continue to create a sense of a higher purpose?

Michael Greenberg

Building Forward

BUILDING FORWARD

- What are continuing employee expectations about working for government in the post-COVID era?
- What are prospective employees looking for as they seek jobs in the public sector?

BUILDING FORWARD

- How is technology helping reimagine the post-COVID workplace?
- How do managers use technology to improve efficiency and monitor employee performance?

QUESTIONS?

CONTACT INFORMATION

Sara Grove – sagrov@ship.edu

Mike Moltz – mcmoltz@ship.edu

Tammy Shearer – tlshearer@cumberlandcountypa.gov

Lisa Schaefer – lschaefer@pacounties.org

Michael Greenberg – megree@ship.edu