



**ERICSA 62ND ANNUAL
TRAINING CONFERENCE & EXPOSITION**

MAY 18-22, 2025

NORFOLK

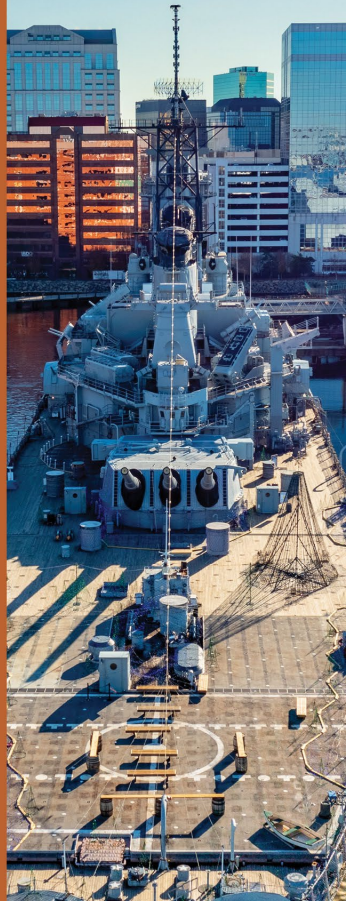
VIRGINIA

Cohesive government: How the public sector can win the talent race

Moderator Ann Marie Oldani – Deloitte Consulting, LLP

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John O'Leary – Deloitte Center for Government Insights



Talent

Collaboration

**Tech that
enhances talent**

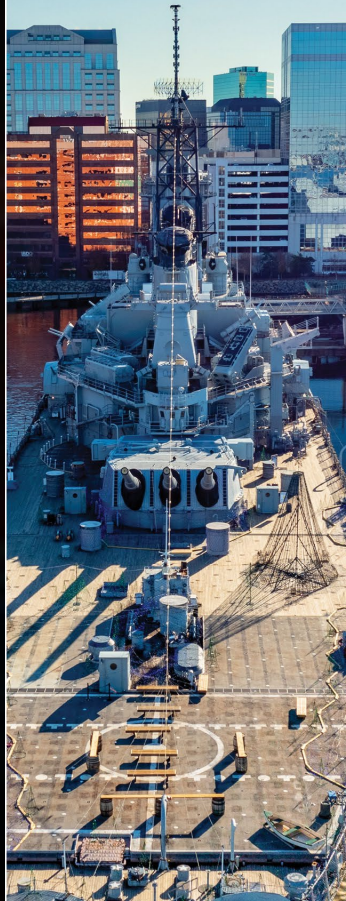


Cohesive government: How the public sector can win the talent race



John O'Leary
Deloitte Center for Government Insights

The new talent landscape





Government can win the talent race—Here's how

Many younger employees value flexibility, purpose, well-being, and more. What can the public sector do to attract and retain this new generation of workers?

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talent race—Here's how

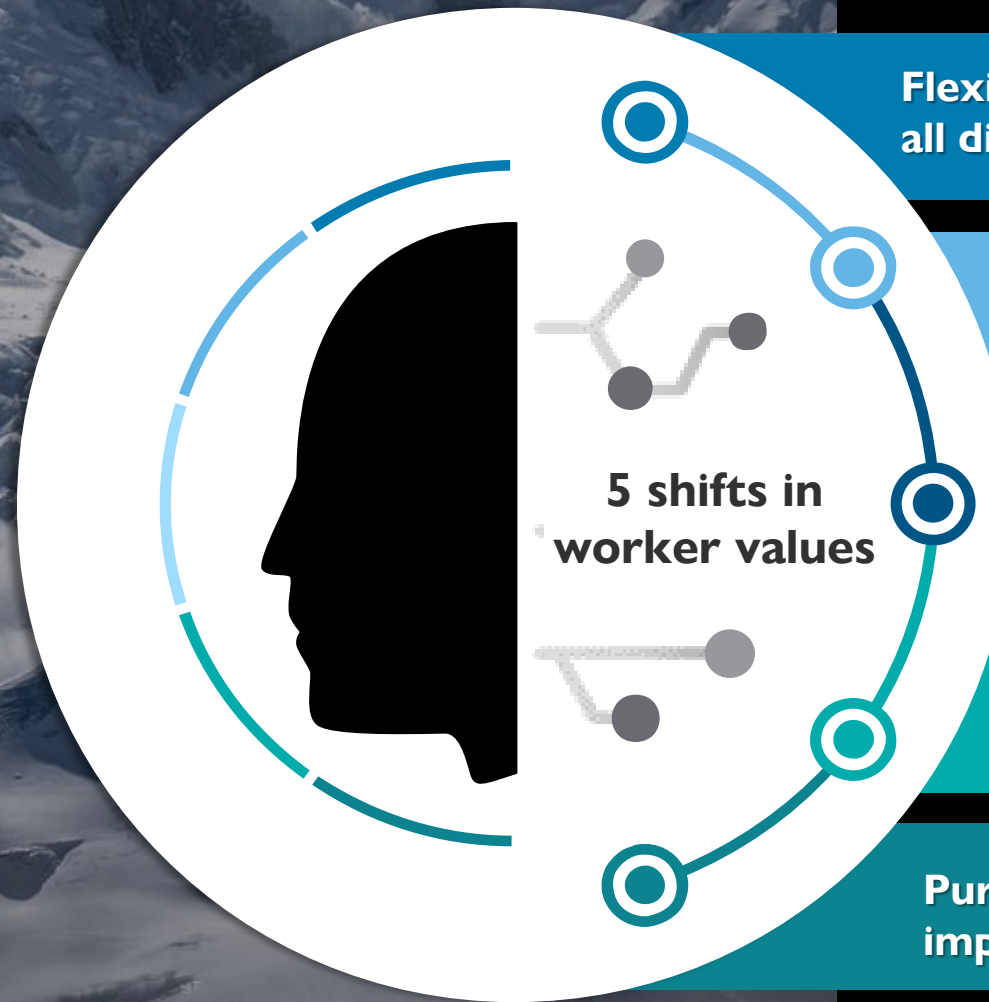
Deloitte Center for Government Insights 2022 study





HAVE WE SEEN A SHIFT IN WORKER VALUES?





**Flexibility across
all dimensions**

**Work that
works for me**

**Entrepreneurial
spirit**

**Focus on
well-being**

**Purpose and
impact**



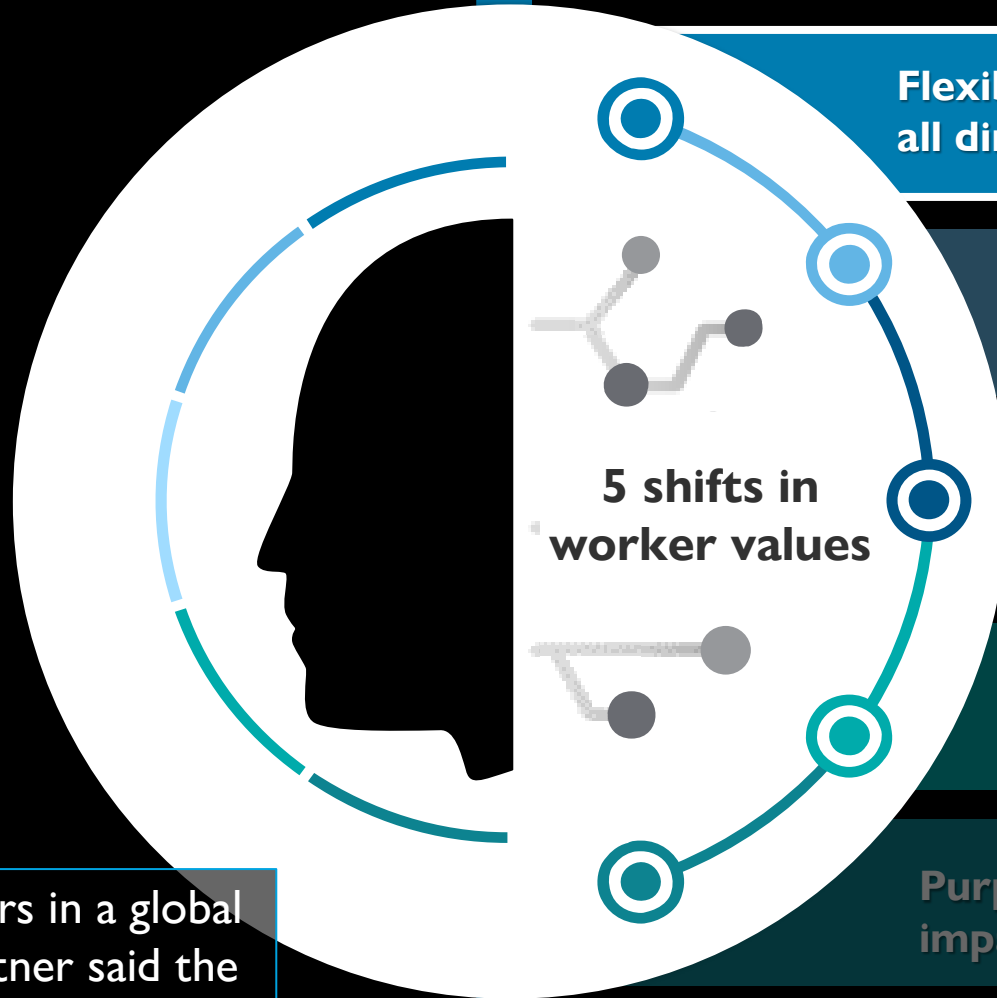
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In a recent survey of 10,000 workers, **95%** of workers wanted flexible hours while **78%** of workers wanted location flexibility

65% of workers in a global survey by Gartner said the pandemic had made them rethink the place that work should have in their life

”



Flexibility across all dimensions

Work that works for me

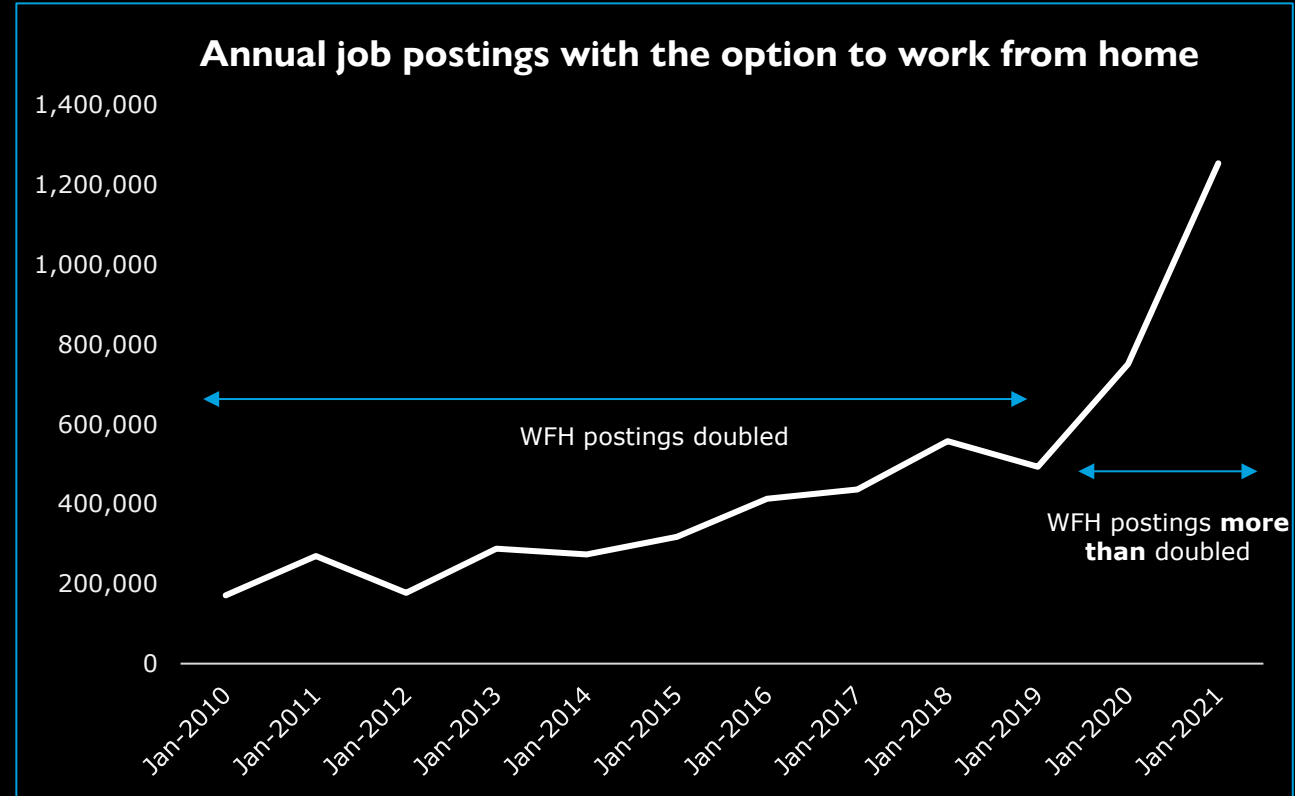
Entrepreneurial spirit

Focus on well-being

Purpose and impact



Hybrid work – a balancing act



Between 2020 and 2021, the percentage of job postings offering work from home **more than doubled** ²

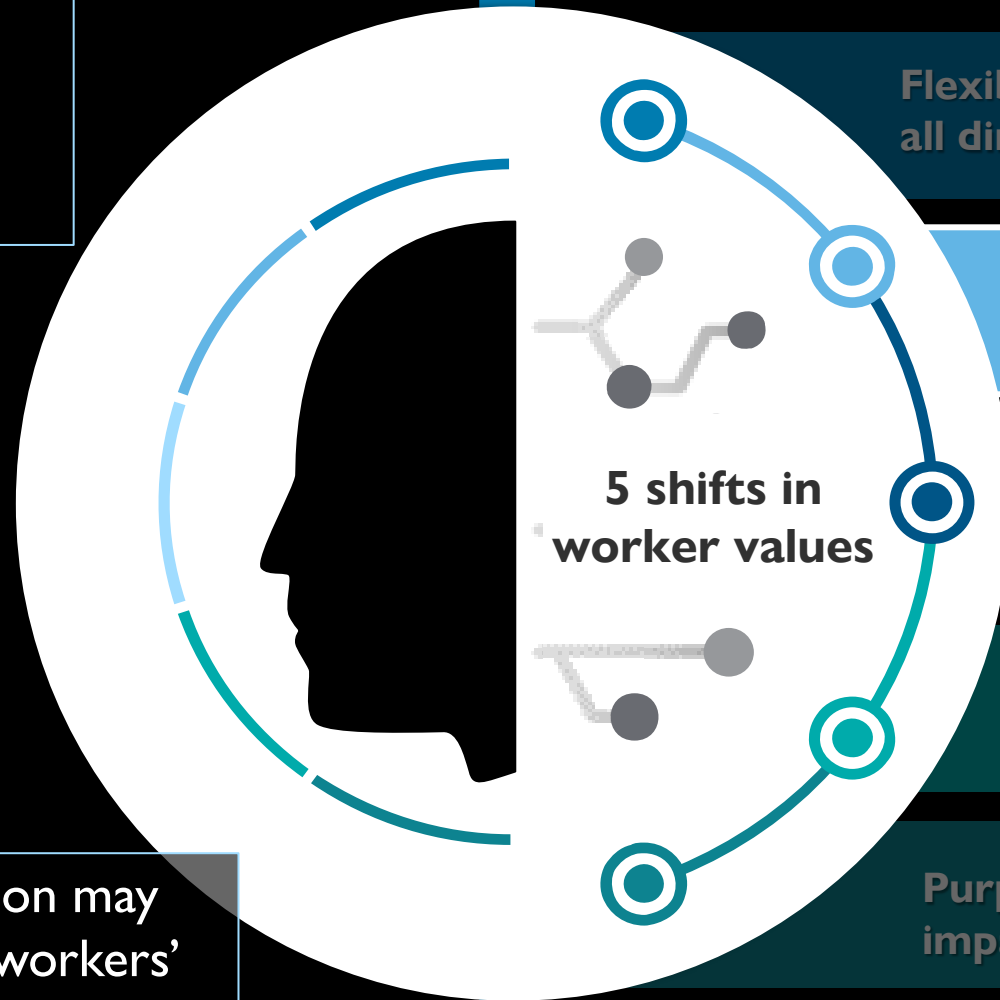
Sources: 1. Work shifts: Hybrid work is the new normal (axios.com) 2. Deloitte analysis of Burning Glass data



Workers often seek jobs that **work for them**. This may mean better compensation, work-life balance, and an environment where they feel a sense of belonging...



Pay matters—and compensation may be an important factors behind workers' employment choices.



Flexibility across all dimensions

Work that works for me

Entrepreneurial spirit

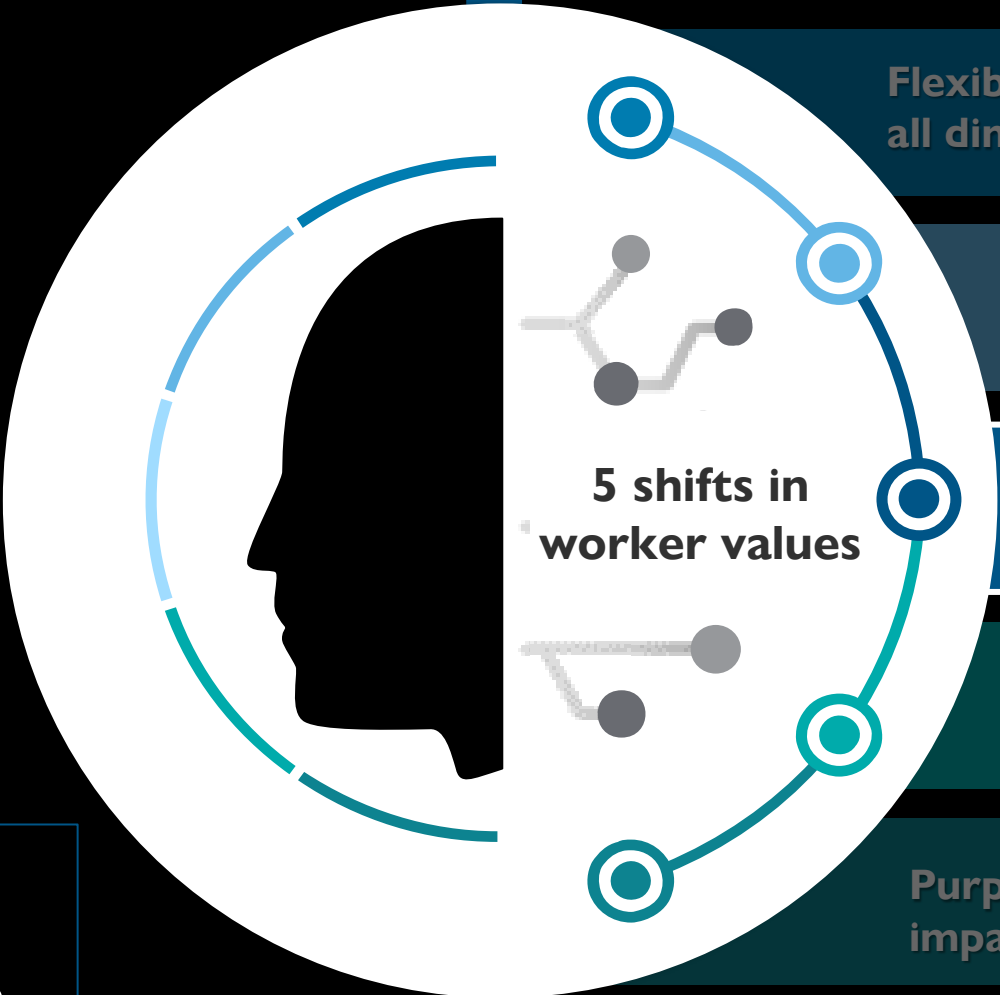
Focus on well-being

Purpose and impact





Workers today are looking for opportunities to tap into their entrepreneurial side with more **agency, autonomy, and diverse projects** in their jobs



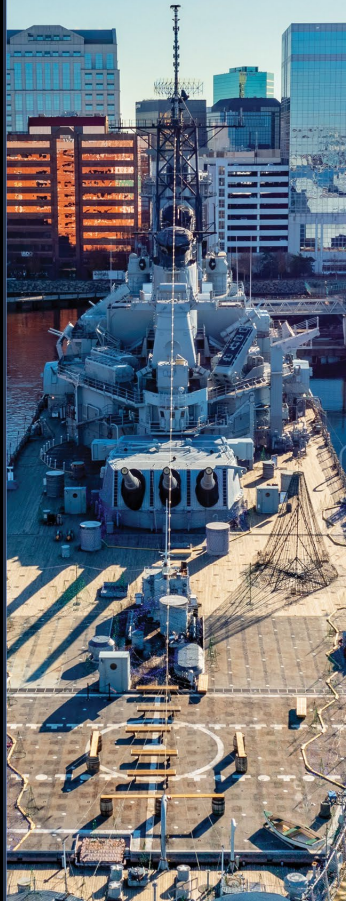
Flexibility across all dimensions

Work that works for me

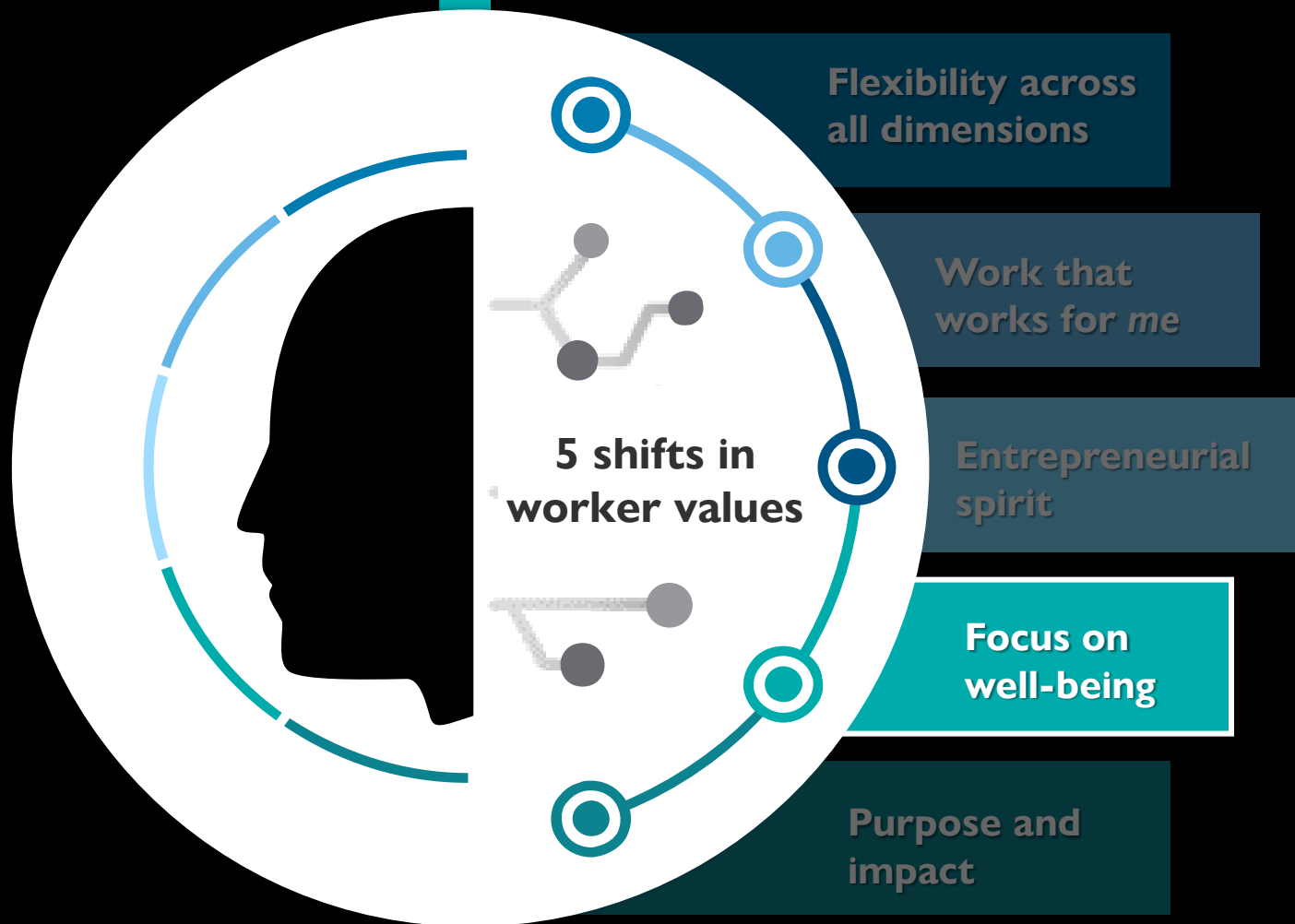
Entrepreneurial spirit

Focus on well-being

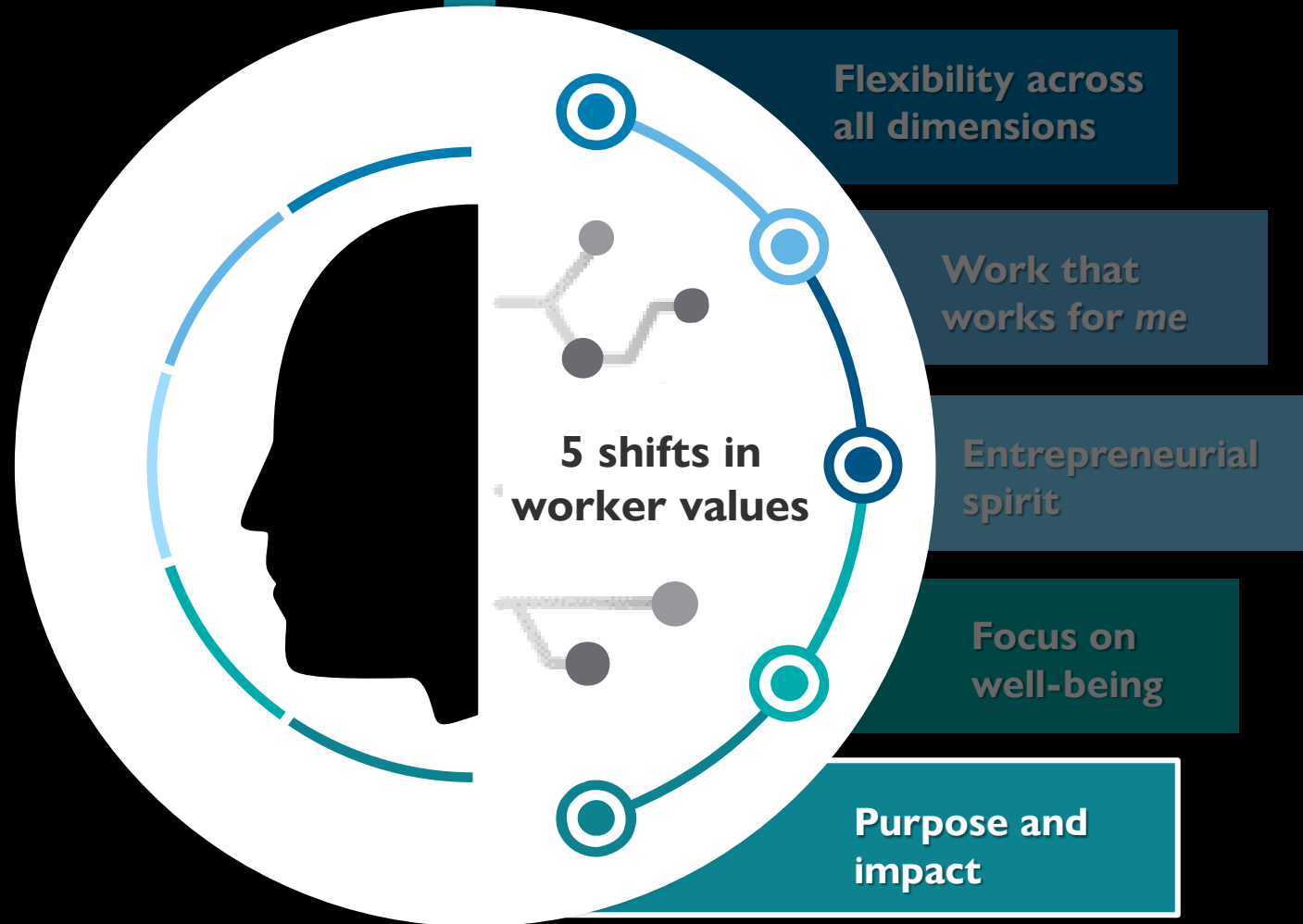
Purpose and impact



In a recent Gallup poll on workplace wants, “*an organization that cares about employees’ well-being*” was in the top three wants across generations and the **#1 priority** for millennials and Gen Z



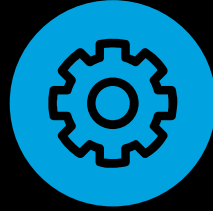
When asked about the most important or very important things personally when choosing a job, **54%** of respondents said making a meaningful contribution to society, while **53%** wanted a job that focuses on helping others



5 Generations in the Workforce



TRADITIONALISTS
(before 1945)



BABY BOOMERS
(1946-1964)



GEN X
(1965-1976)



MILLENNIALS
(1977-1995)



GEN Z
(1996 and after)



Gen Z (born after 1997) is forecast to make up **one-third** of the workforce by 2030

Only **8.1%** of the federal workforce is under the age of 30, compared to **23%** in the private sector.

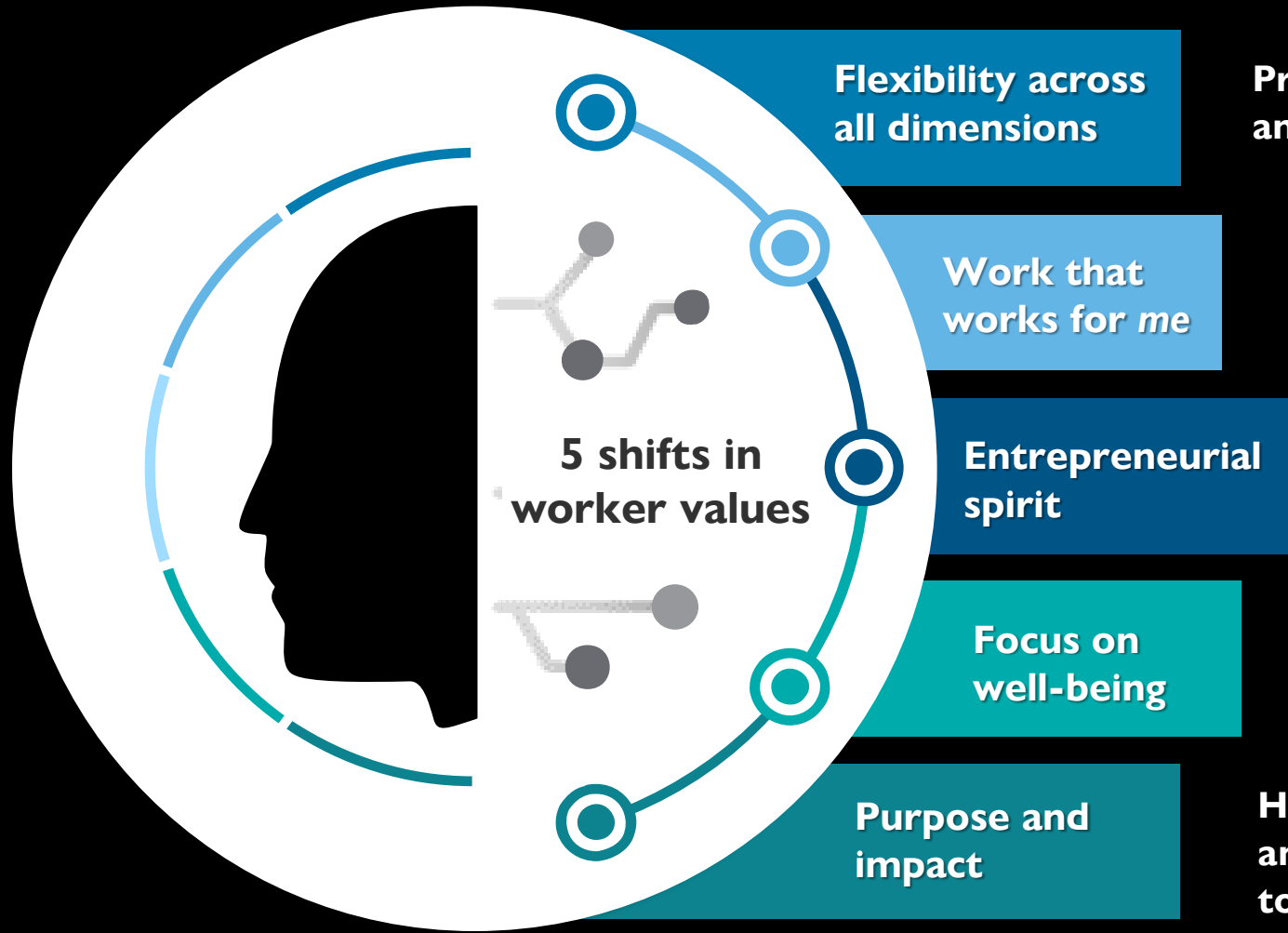
Federal quit-rate-by-age data shows that workers in their 20s are **five times** more likely to quit than those in their 50s.



Sources: 1. White House, "Strengthening the federal workforce,"

2. Naomi Nix, "Gen Z Workers to Triple by 2030, Snap-Commissioned Report Says," Bloomberg, March 10, 2021. 3. Deloitte analysis

Aligning actions with values shifts



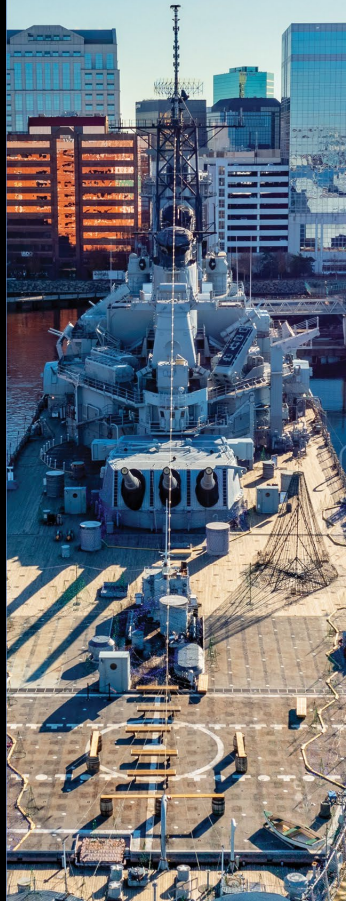
Provide flexibility in the when, how and where of work

Offer fair compensation and create a culture of respect and belonging

Focus on upskilling and professional development opportunities and empower workers to pursue a variety of projects

Support overall well-being in the workplace

Highlight impact of work and mission and create opportunities for workers to contribute





#1



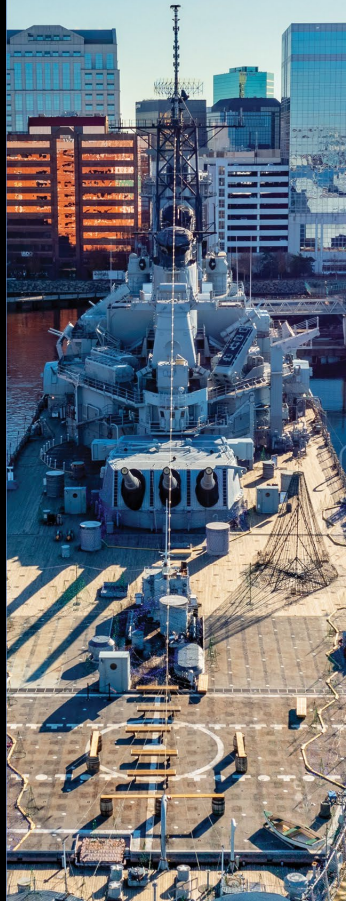
Revisit job descriptions



#2



**Improve the
candidate
experience**

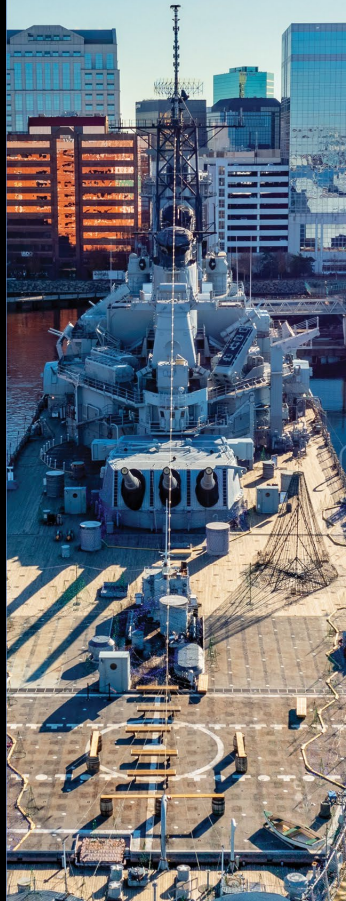




#3



**Make use of flexible policies
that exist**



#4



**Focus on
employee
well being**



#5



Provide visual reminders of impact



#6

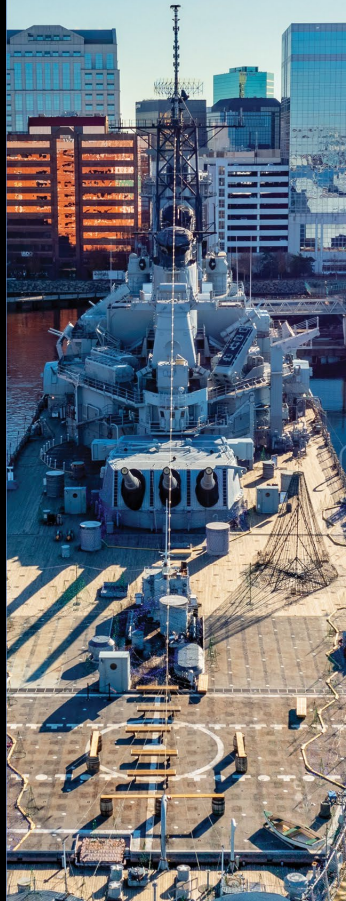


Offer non-monetary recognition

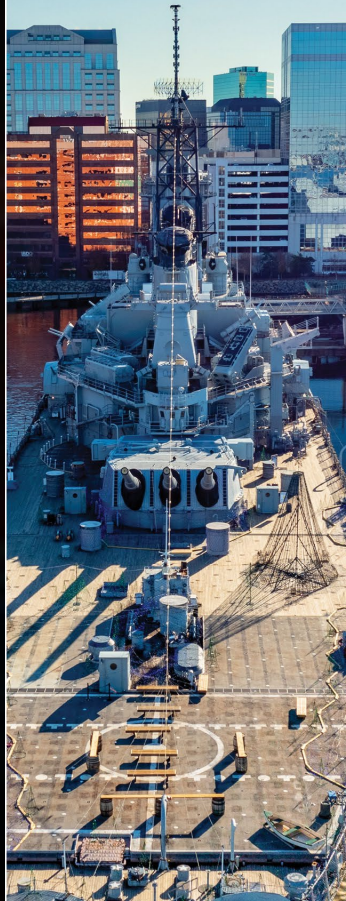


#7

Encourage
training,
upskilling and
passion
projects



Tech, talent and the future





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