



Reimagine the Employee Experience

A Guide for Public
Sector Organizations



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The Current State of the Public Sector Employee Experience

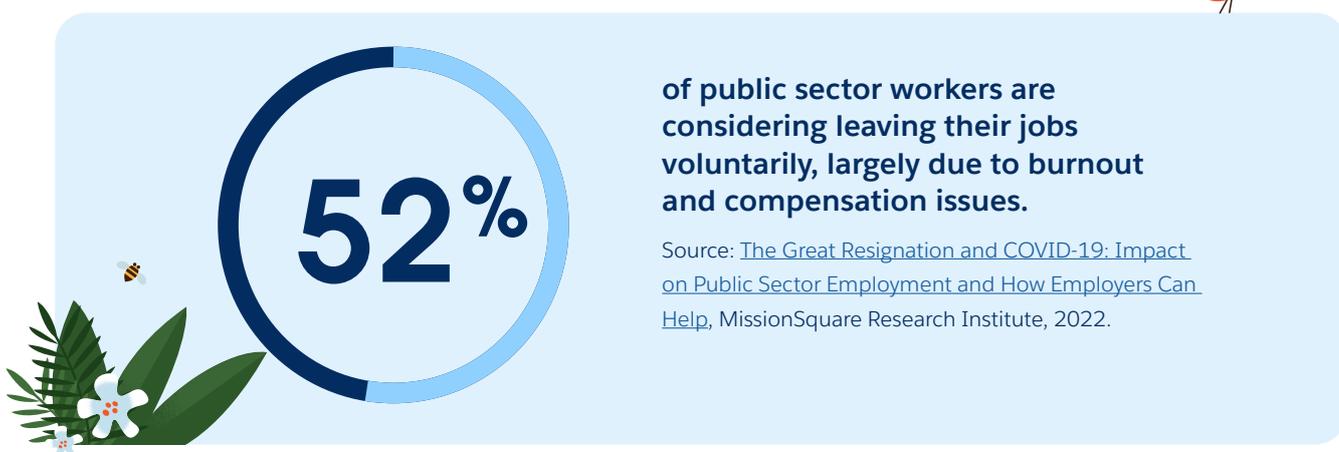


Much like companies large and small, the public sector has experienced tumultuous changes in the workforce, contending with unforeseen difficulties that included pandemic-induced work from home, illnesses, retirements, resignations, and increasing threats of cyber intrusions from nefarious actors.

And yet, as we define the above landscape that is now the established “new normal,” we know organizations will continue to face employee engagement and retention challenges, including the recently coined “Great Resignation,”^[1] used to describe the increasing trend of resignations as more people quit their current employment or seek early retirement.

The impending cliff of resignations presents a potential crisis for a workforce that already faced a significant retirement wave *before* the pandemic!

The race for talent has only just begun; with an increasing number of open positions, government executives will face unprecedented pressure to attract candidates to the workforce. So, how do you appeal to and retain a candidate that is in high demand, in a competitive market, with limited resources and governmental constraints?



¹ <https://hbr.org/2021/09/who-is-driving-the-great-resignation>

² <https://www.slge.org/wp-content/uploads/2021/05/statelocalworkforce2021.pdf>



Reimagining the Employee Experience

The key to attracting and retaining top talent lies partly in reimagining the function of staffing and considering the entire Employee Experience. Private enterprises know that referrals and positive employee ratings account for a significant proportion of their successful candidate pool. For example, in the most recent MissionSquare Research Institute survey, employee referrals accounted for 48% of qualified candidates for state and local government positions. ^[2]

If your agency could start from scratch, how would you answer these questions?

- » How would we onboard new hires?
- » How could we empower employees?
- » How would employees collaborate?
- » How would we work in the “new normal?”

Employee Experience likely conjures an image of elaborate benefits, such as ping-pong tables and bean bags, but employees are much more likely to be engaged and fulfilled in an environment that is meeting their expectations—one that is digitally enabled and modernized— and reflects current experiences in the commercial world.

Our expectations at work are driven by our experiences as consumers. As individuals, we live in a world with efficient digital experiences.

When information or customer service is needed, it's just a few clicks away. These interactions public servants experience throughout their personal lives are often in stark contrast with what it is like to be an employee in a Public Sector organization. It is often difficult to find answers, communication is siloed, processes are paper-based, and, in many cases, there are inefficient or non-existent self-service capabilities.

As remote work expands and agencies have fewer opportunities to instill workplace culture by traditional means, the systems employees use will play a bigger role in determining employee engagement. These systems, if done well, will facilitate work while also promoting connected employee experiences that drive up loyalty, morale, and retention. Poorly-conceived systems will erode connections between workers and agencies.

Luckily, according to research,^[3] many agencies don't need to undergo expensive, whole-scale changes to incorporate employee experience. Even small steps can improve an employee's experience—from the start of their recruitment journey to their last day of service. Here are a few actionable methods to evaluate when reimagining the employee experience.

³ www.accenture.com/us-en/blogs/federal-viewpoints/creating-an-employee-experience-to-empower-the-federal-workforce





Foster Distributed Teamwork From Anywhere

Even before the pandemic, aligning individuals and teams—much less entire public service organizations—around the same initiatives proved challenging. The rapid shift to remote work made a complicated task even more complex as teams scrambled to orient everyone in the same direction. Many service leaders assume that alignment works best when everyone is in the same location.

With an increase in remote work and dispersed teams, it is important that organizations provide employees with tools that can foster the types of collaboration and serendipitous innovation that usually results from in-person interaction.

Today's work-from-anywhere world requires a digital HQ—a place that connects teams, tools, customers and partners across time zones and physical spaces. With a digital HQ, everyone has immediate access to the information, tools, and people they need to get work done. Slack channels, dedicated spaces for sharing information, nurture a knowledge-sharing culture by encouraging peer-to-peer support and crowdsourcing for common topics.



Slack has cut through the organization and allowed people with diverse backgrounds and skill sets to interact in a productive way that keeps everyone on the same page.

JED POSTER
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Onboard Faster with Knowledge Sharing

Giving new hires a warm, professional welcome, with clear access to important information, turns new-job jitters into focused engagement. New employees are called to contribute quickly, but it can be difficult if a healthy knowledge sharing culture does not exist. When systems don't enable the free flow of knowledge, the organization is setting up a culture of silos, hindering its mission and slows down productivity.

How it Works

When teammates can easily access and contribute to shared knowledge, everyone at your organization can work smarter, faster, and more productively. Slack makes it easier to onboard by making knowledge more accessible.

Onboarding can be sped up with a #welcome channel in Slack. Similar to a new hire orientation, it gives new employees a place to ask questions, meet other team members and find the most important agency information, including key policies.

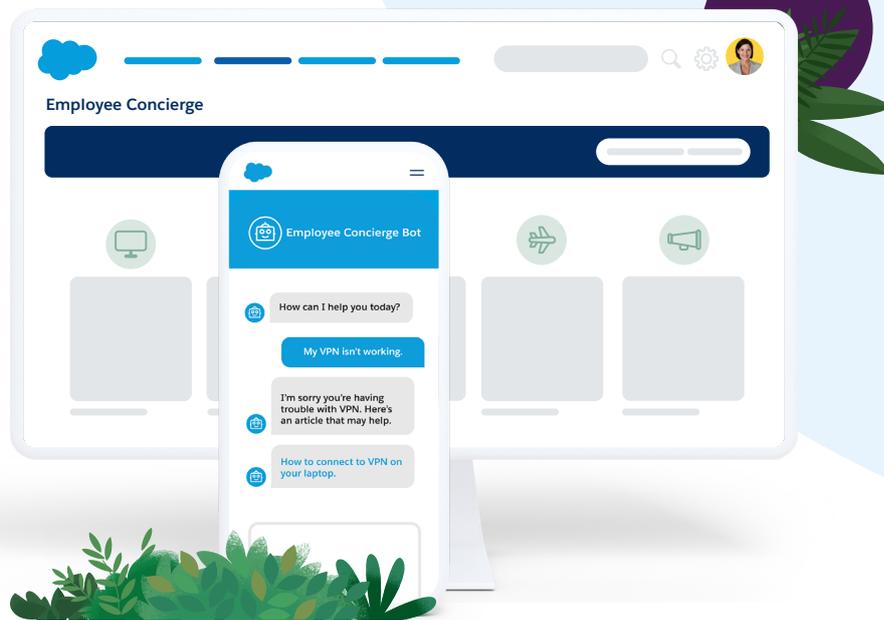
Public Sector organizations can also create unique channels for each new-hire cohort (e.g., #new-hires-april) to form private mini-communities of mutual support to share learnings and ask questions. As employees continue to get up to speed, [Slack's search features](#) are there to help. For instance, new or experienced team members can search for any topic or keyword to find all the relevant files, conversations and subject-matter experts. Rather than trying to remember where that last update was located, employees can simply search for it in Slack.



Treat Employees Like Valued Customers

A customer-centric employee experience is necessary to not only attract top candidates, but also to help employees work efficiently in a modern digital age. Digital technology can help foster customer-centric experiences, and as organizations continue to explore the digital workplace, technology will play an increasingly significant role in our work environment. Here are a few ways to treat employees like valued customers.





Empower Employees with Answers

Just as consumers go to Google or Bing for immediate answers, what if your organization had a searchable knowledge base? Help empower your employees to be successful from anywhere by putting IT and HR answers at their fingertips. Employee Concierge is one single pane of glass that centralizes everything employees need to do their best work. Through a connected experience, employees with IT or HR needs can be given access to Knowledge articles, personalized communications, employee profiles, and agency announcements. They can also track support tickets and access third-party apps through single sign-on. From the employee's perspective, an immediate answer with clear next steps is greatly appreciated.

Employee Concierge can be built and tailored with low code drag and drop builders. With the mobile power of the Salesforce platform, Employee Concierge is available through any device—mobile, desktop, and tablet.

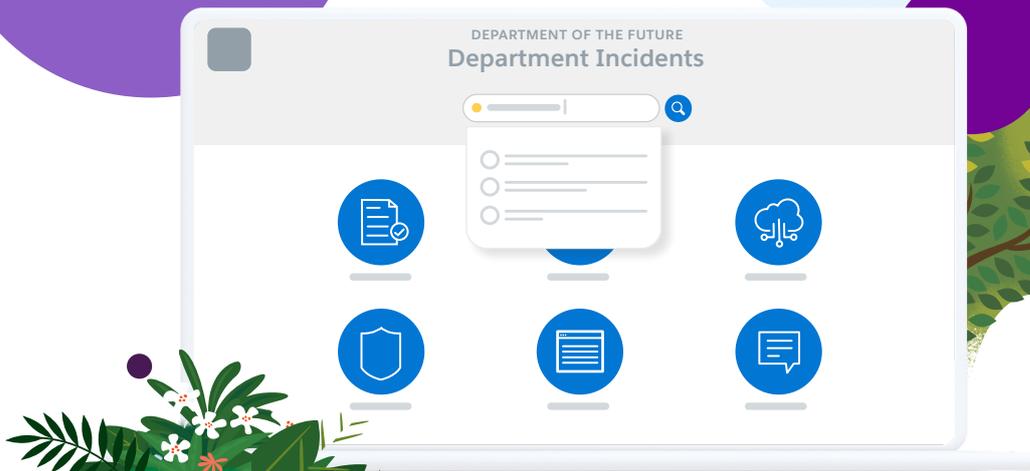
How it Works

Using the Global Search feature, employees can look across the Knowledge articles written and managed by your IT agents, HR team, and other Knowledge Authors. These articles can address information such as common questions, policy updates, and how to submit personnel action requests. Giving employees access to answers to common questions helps your IT and HR specialists spend more time on complex issues.

Employees can access these articles to find answers quickly and intuitively, and can even provide feedback on individual articles. Global Search also provides Employees the ability to search across their existing or previously open cases.



Employees can use Global Search to find relevant articles, cases, and discussions.

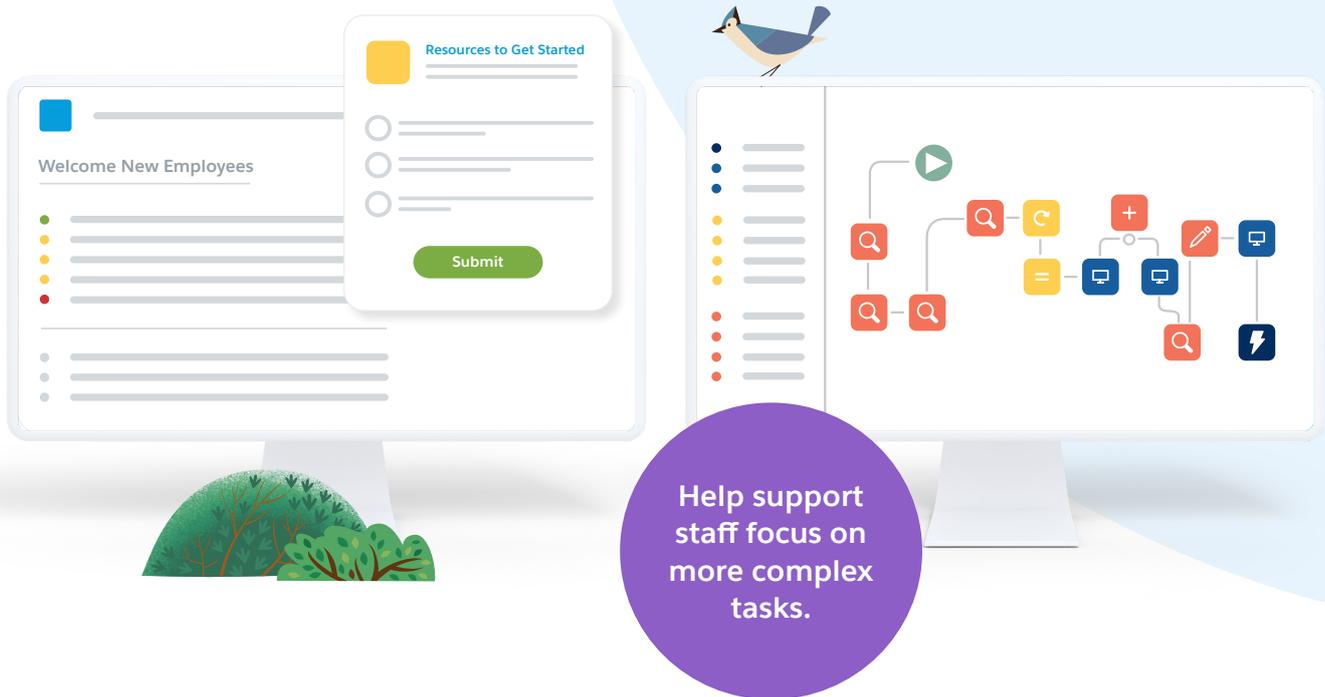


Streamline Service Requests

If employees can't resolve an issue through a Knowledge article, they can log a support ticket from within the Employee Concierge hub, removing the need to move to another application or website. Employees can also be guided through predefined business processes for capturing tickets and providing required information. These guided processes create a standard mechanism for capturing and validating information, and routing newly-created tickets, incidents, or other records to the appropriate service desk resources.

How it Works

When employees need to connect with IT or HR resources for additional assistance, they can connect to specialists across departments using multiple channels for communication like Slack or engage with a configured Salesforce Bot. Salesforce Bots can provide employees the ability to perform standard actions such as finding Knowledge articles and retrieving or updating a case status, including uploading documentation and other required information. Bots can seamlessly assign cases and tasks to the appropriate IT or HR agents with the right skillset to support the needs of the customer. If needed, Bots also can identify an agent whom the employee may have previously worked with. When agents join the conversation, they can see all the previous interactions between the employee and the Bot, and can jump right in to help.



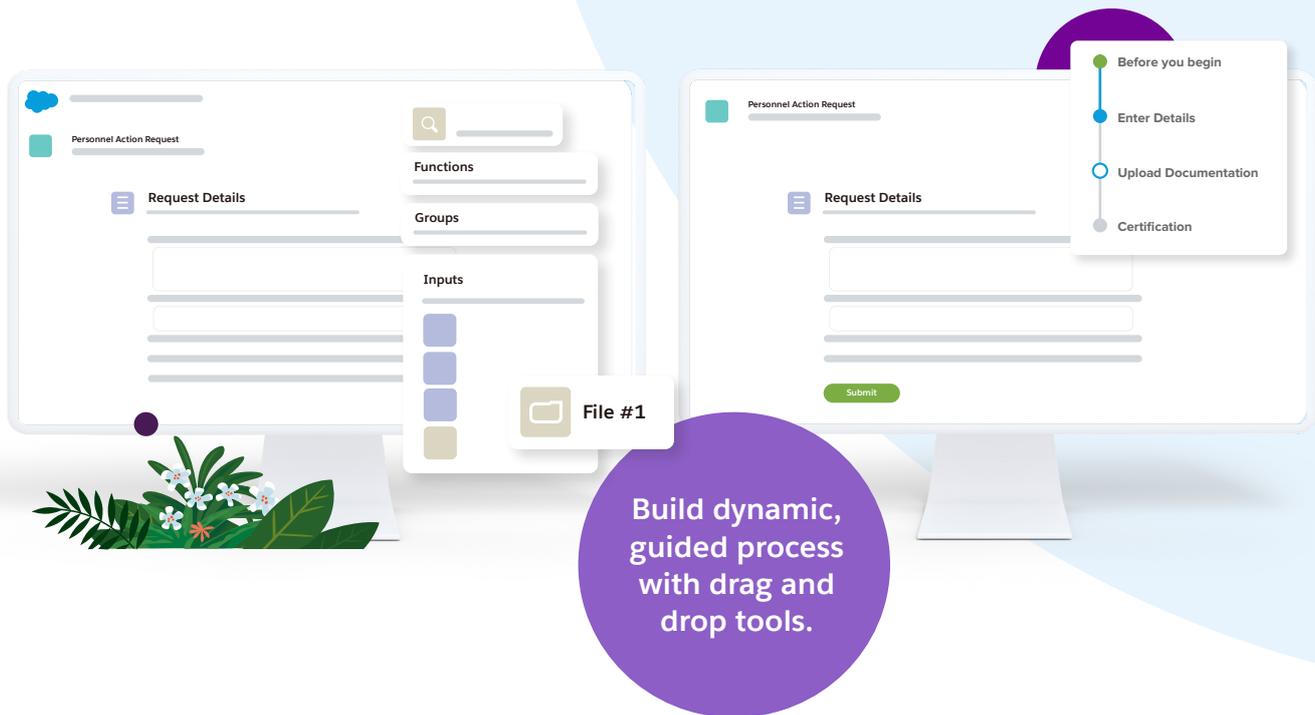
Automate Repetitive Tasks

Doing more with less is a constant, daunting problem faced by Public Sector organizations. Luckily, new Robotic Process Automation (RPA) technologies can reduce the amount of time staff spend on repetitive and routine activities, allowing more time to be spent on jobs requiring greater complex problem solving and human judgment. [4]

How it Works

Simple HR action requests or tech cases such as onboarding a new employee or resolving an issue with VPN connectivity can be resolved without needing to interact with an HR or IT representative. Building automatic workflows with no code tools helps support staff concentrate on more complex tasks.

⁴ <https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/Innovation/deloitte-uk-innovation-the-new-machinery-of-govt.pdf>



Turn Opaque Paper Process into Speedy, Digital Flows

Often the contrast between the modern employee's expectations and what is delivered is most stark when it comes to paper processes. Public Sector employees face difficulties in finding the appropriate form, correctly completing it, even printing it, and then they can get stuck in an opaque waiting period. Making forms digital also helps with accessibility. How many HR processes or personal action requests could be digitally reimaged in your agency?

How it Works

With a few clicks and zero coding, agencies can create dynamic digital experiences that turn paper processes into guided, step-by-step tasks. Since the steps automatically update based on user input, only the necessary information is required and the overall process is fast-tracked to completion.

If an employee wanted to designate a beneficiary or if a service member wanted to reenlist, they could search in the Concierge Hub and quickly find the appropriate digital form. As they start the guided process, they transparently see the steps involved, and the form dynamically updates based on their input. Any form—from HR Personnel to budgeting and contracting—can be digitized. Once completed, the form can be signed electronically and a PDF copy can be created.

Build a Diverse Workforce with Data



Data isn't only critical to building the foundation for a new, modernized HR strategy. It's essential for tackling complex processes and issues such as diversity, equity, and inclusion (DE&I). As many legacy personnel management systems await much-needed replacement, organizations can integrate modern platforms to access and analyze their workforce demographics and HR process data.

How it Works

A [U.S. Federal agency](#) is exploring new ways to understand employee perspectives. One such method is to increasingly merge employee surveys with systems data and transactional workforce information to gain rich insight into how people experience work differently. The agency sees this as a tremendous opportunity to support diversity and equity, aligning with the Biden Administration's recent Executive Order calling for equity in federal agencies [5].

In the agency's recruitment and hiring processes, "funnel" visualizations with Tableau offer a crucial

understanding of where diversity gaps appear in the hiring process. The team analyzes recruitment initiatives further upstream in the process to gain valuable insights into where applications get traction, which resumes lead to interviews, and which candidates are hired and retained. This upstream shift will also help identify the root cause of diversity gaps and help create effective solutions. A similar process shift for career development programs can also help understand not just who was selected, but who else applied. These agency priorities are central to its People Analytics strategy.

The Time for Change is Now

With the right tools, the Public Sector can hire and retain the next generation of talent with customer-centric employee experiences. To learn more, connect with a [government solution expert](#).

⁵ <https://www.whitehouse.gov/briefing-room/presidential-actions/2021/06/25/executive-order-on-diversity-equity-inclusion-and-accessibility-in-the-federal-workforce/>





Thank You

