

# NEOGOV

A woman with blonde, wavy hair is smiling and gesturing with her right hand while sitting at a desk. In front of her is a laptop, and to her right is a tablet. The background is a blurred office setting. The entire image has a light blue overlay.

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**2023 REPORT**  
**PUBLIC SECTOR HR TRENDS:**  
**EMPLOYEE DEVELOPMENT**

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# EMPLOYEE DEVELOPMENT

## Welcome

The Employee Development Report expands upon the 2023 Trends Report, providing further analysis into employee development and how to improve it at your agency.

Like the 2023 Trends Report, **we used survey data from 725 government HR professionals who represent hundreds of thousands of full time employees.** Our respondents included HR generalists, managers, directors, recruiters, etc. from different types of agencies: city government (40%), county government (30%), state government (17%), and more. The survey was conducted in December of 2022.

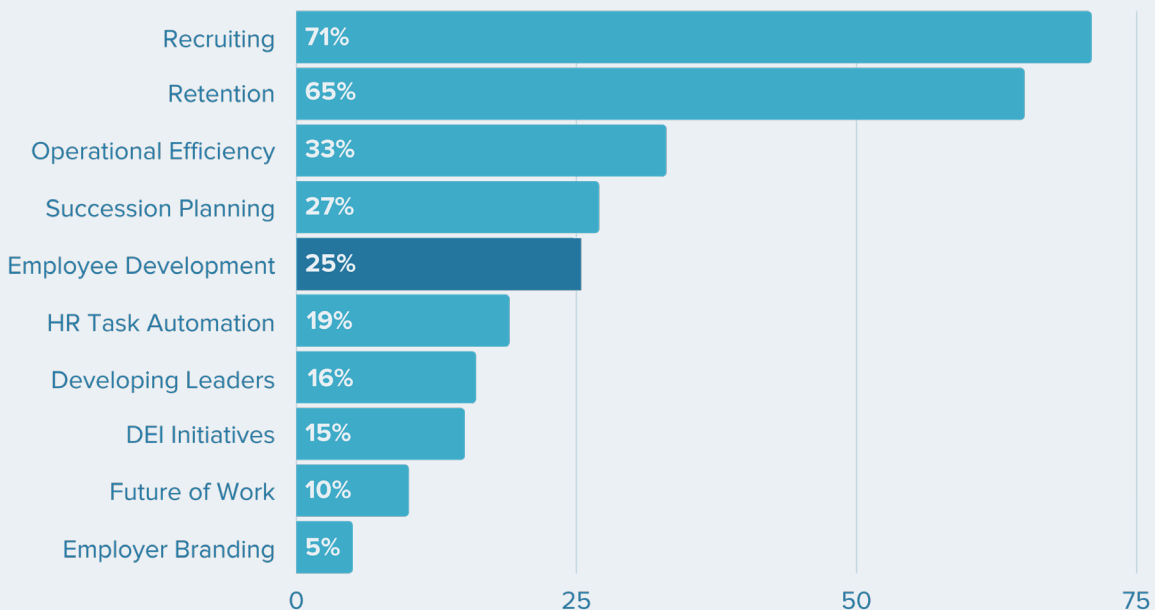
## Overview

**Key Takeaway:** *Providing hands-on development opportunities can foster deeper learning for staff members. Leaders at all levels should be given development opportunities as well, since management skills were reported as needing significant improvement.*

Employee development helps your staff grow in their careers while increasing job satisfaction. **25% of government HR professionals cited employee development as one of their top three priorities in 2023 (Figure 1).** Let's examine **why** it's a top priority and **how** to improve it at your agency.

Figure 1

### Top Priorities in 2023





# Why Employee Development

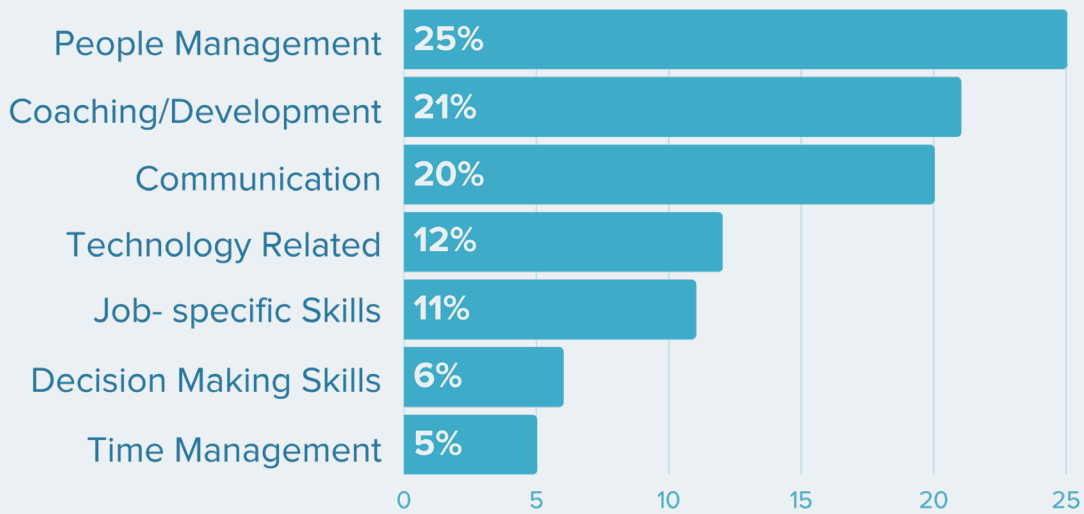
22% of public sector HR pros reported *limited development opportunities* as one of the top three causes of turnover in 2021 and 2022 (Figure 5). Most employees want to grow in their careers, so employee development can help improve agency culture and, ultimately, retention.

HR surveyees cited people management (25%) and coaching/development (21%) as the top employee skills needing improvement in 2023 (Figure 2), pointing to a need for leadership development. How would you rank these at your agency? Each deficit in experience and knowledge is an opportunity for employee development.



Figure 2

## Employee Skills – Areas of Improvement



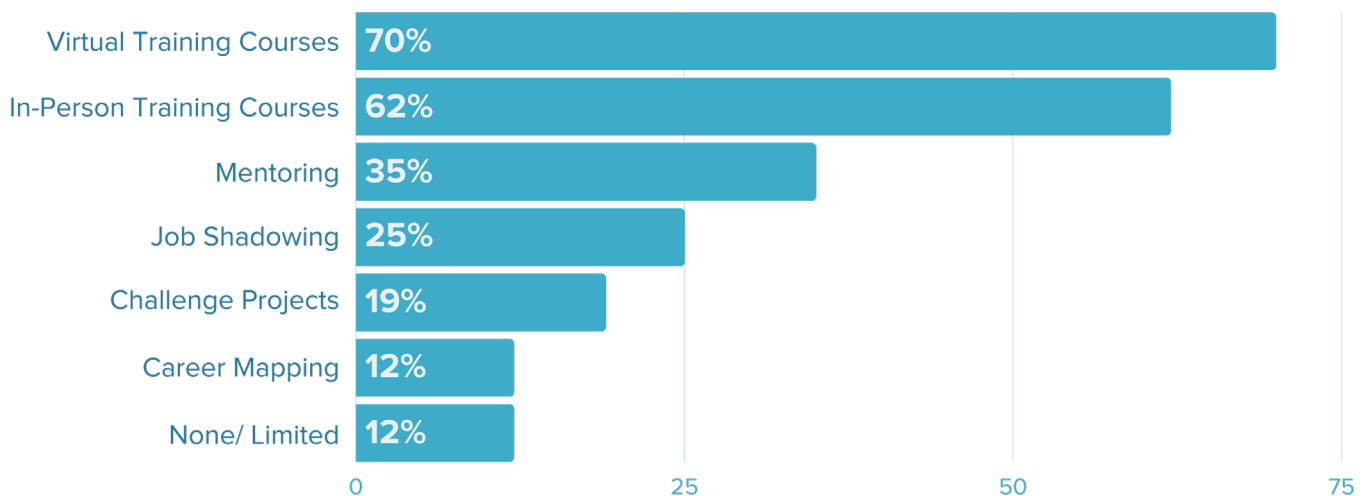


## How to Improve

Government agencies offer a variety of upskilling opportunities, with virtual (70%) and in-person (62%) training courses at the top of the list (Figure 3). While training courses tend to be an easier, traditional form of employee development, more hands-on opportunities like job shadowing and challenge projects can offer deeper learning, as well as accommodate employees with different learning styles.

Figure 3

### Employee Development Opportunities Provided





## Start DEI Reskilling

Many agencies are focused on DEI recruiting, but upskilling and reskilling can be an important part of your DEI program as well. **61% of respondents said they don't have a plan for, or could use improvement on, reskilling female employees and employees of color.** Reskilling those who have interest in another job can help them advance in their careers, increase job satisfaction, and improve DEI at your agency.



### Develop Leadership

Agency leaders need to be developed too. **32% of respondents cited poor management as a top three reason employees have left their agency.** By teaching supervisors how to better communicate (63%), develop their employees (59%), build morale (50%), and more (Figure 4), you can help improve retention at your agency.

Figure 4

### Supervisor Training Areas of Improvement



# NEXT STEPS

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Thanks for reading the  
**Employee Development Report by NEOGOV.**

We hope these peer insights, data analyses, and resources have been helpful.

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