



# Why belonging matters now more than ever

Fostering a sense of belonging among public service employees makes all the difference

Global Public Service Research

# Introductions from Accenture



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# Menti Poll

Picture yourself on your best day at work.  
What made it so great?



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# Understanding **belonging**

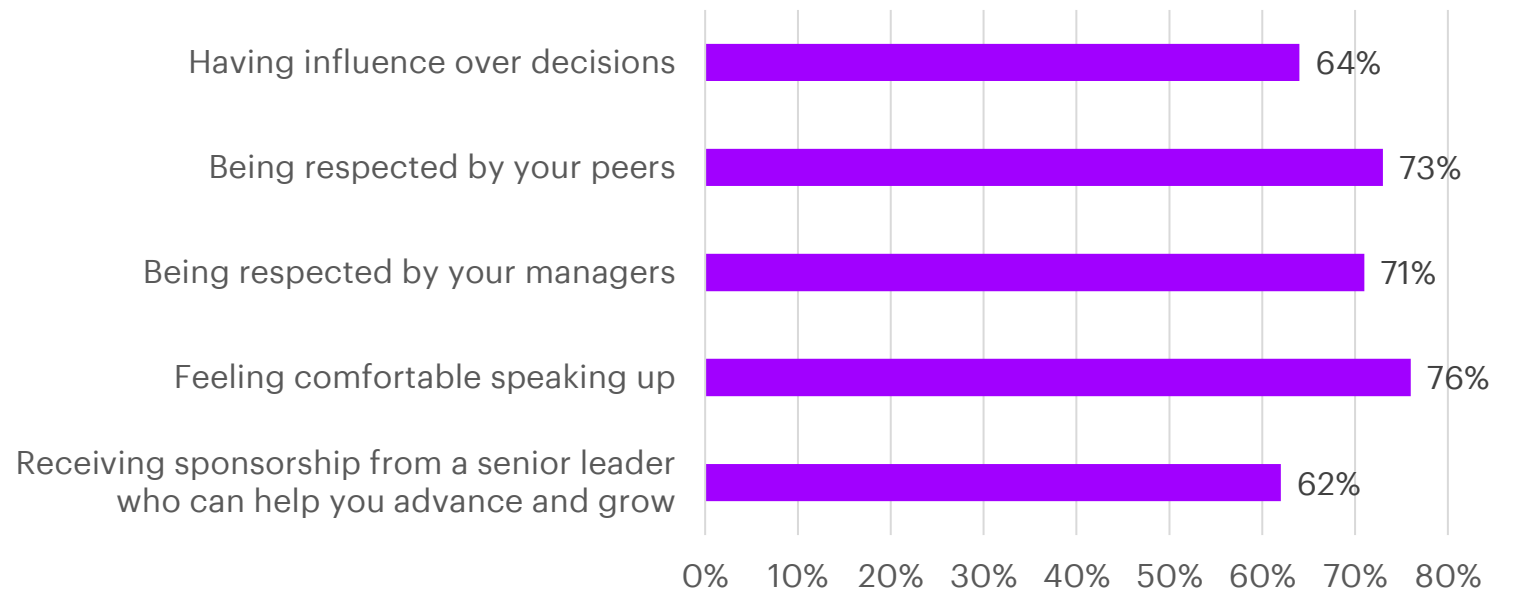
When the right people are at the table (**Diversity**) and have access to equitable experiences (**Inclusion**) all people will experience a culture of **Belonging**.





# Almost 1/3 of government citizen-engagement employees **feel they don't belong**

## Dimensions of Belonging, Public Sector Employees



# The implications are **significant**

## Citizen **approval**



**71%**

(vs. 69% across all industries) of Promoters feel that diverse representation within the organizations they **support is important.**



**67%**

(vs. 63% across all industries) of Gen Z customers feel diverse representation within the organizations they support is important (**vs. 54% of Baby Boomers**).

## Employee **success**\*



**51%**

of employees with a strong sense of belonging would recommend their company as a great place to work, compared to four percent with a low sense of belonging.



**45%**

of employees with a strong sense of belonging report being their most productive self at work compared to six percent with a low sense of belonging.

\*Findings from the Achievers Workforce Institute 2021 Culture Report



# Menti Poll

How much more human potential can government leaders unlock by improving the everyday experience of their employees?

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# What is the path **forward**?

**Government Leaders can unlock up to**

**5x** more

human potential by improving the everyday experience of their employees. In doing so, leaders can go beyond inclusion and make everyone feel like they truly belong.





# Government employees' sense of belonging hinges on feeling **Net Better Off**

Companies can unlock their peoples' full potential by meeting the six fundamental human needs through work. We call this framework **Net Better Off** (NBO).

Our research found that **64 percent** of a person's potential—defined by their ability to use their skills and strengths at work—is influenced by whether or not they feel better off across these six dimensions. Less than 9 percent is influenced by factors like education and company size.

To unlock potential by increasing belonging, leaders can focus on employee **Moments & Experiences**

Learn more: [Net Better Off](#)



# Employee 'Moments that Matter'

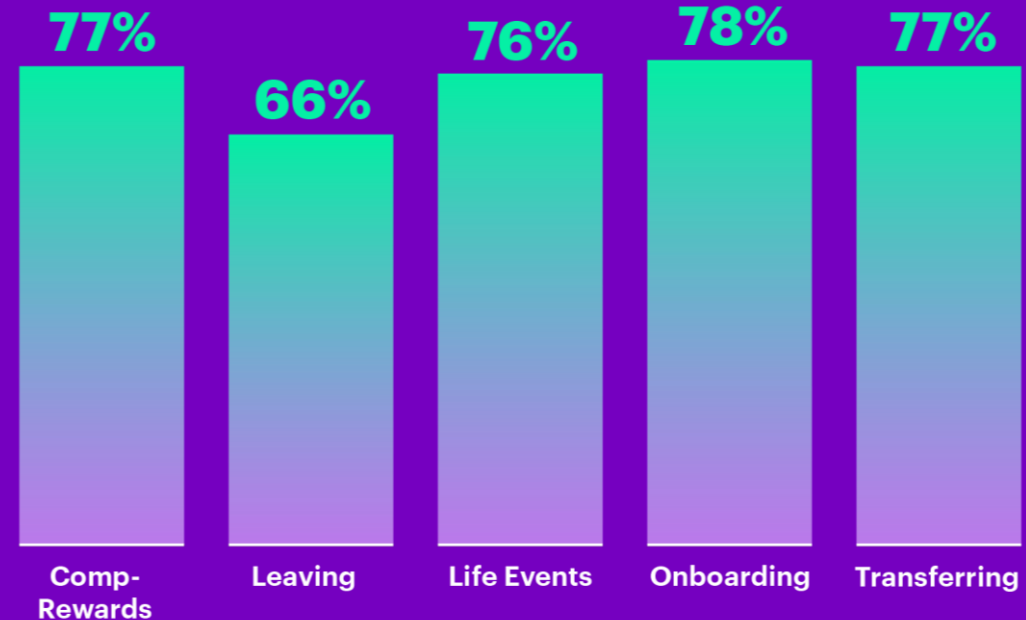
## Moments that Matter

- Onboarding
- Rewards
- Transferring
- Life Events
- Leaving

**Approximately 25% of government workers feel unsupported across major career milestones.**

By getting the moments that matter right, public sector leaders can drive up Net Better Off scores by up to **4.3x** (vs. 3.2x across all industries)

**Degree of support felt across 'Moments that Matter' by frontline citizen-engagement workers**



\*Numbers refer to the uptick in NBO when the moments that matter and experience levers are maximized.



# Employee 'Everyday Experience'

## Everyday Experiences

- Empowerment
- Communication
- Diversity
- Customer-Centric

There are **10 everyday experience levers that leaders must get right (4 are essential)**, and there's ample room to grow. When public sector leaders get the day-to-day experiences right, they can increase Net Better Off even more.

	Lever	Definition	Average Support (1-5)
<b>Essential People Skills</b>	<b>A. Empowerment</b>	Making people feel that they have the autonomy to support advancement	<b>4.03</b>
	<b>B. Communication</b>	Sharing relevant information when people need it and delivering with empathy and transparency	4.20
	<b>C. Diversity</b>	Holding leaders accountable for welcoming, progressing and valuing the contributions of all people at all levels	4.10
	<b>D. Citizen-Centric</b>	Valuing and rewarding behaviors that drive a positive citizen experience	4.07
<b>Organizational Factors</b>	<b>E. Skilling</b>	Providing opportunities for skill building to meet organizational objectives	4.06
	<b>F. Dependence</b>	Rules and processes that limit people's contribution to achieving desired outcomes	3.22
	<b>G. Governance</b>	Practices and processes that impede people's agility	3.19
	<b>E. Technology</b>	Providing the appropriate infrastructure and real-time digital support which keeps people connected	<b>4.16</b>
<b>Individual Factors</b>	<b>H. Self-Efficacy</b>	Believing in one's own ability to meet work demands	4.24
	<b>I. Growth Mindset</b>	Enabling people with greater ownership and influence over organizational outcomes	<b>4.24</b>


\*Numbers refer to the uptick in NBO when the moments that matter and experience levers are maximized.



A woman with dark hair, wearing a light-colored off-the-shoulder top, is seated at a table in a restaurant. She is looking towards a man who is seated in a wheelchair. The man is wearing a light-colored shirt and is holding a white mug. They are both smiling and appear to be in conversation. The table is set with a white tablecloth, a small potted plant, a bowl, and some food. The background shows a window with a view of a building.

What the **future** can hold





Public sector leaders drive up NBO scores when they scale equitable experiences. This creates a **thriving culture of diversity, inclusion and belonging, and results in better outcomes for citizens** interacting with government services.



# Menti Poll

What is your confidence level that you can do something to foster belonging in the workplace?

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# Commitment Statement

What action will you commit to make to foster belonging in the workplace?

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# THANK YOU!

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Full research can be found here: <https://www.accenture.com/id-en/insights/public-service/why-belonging-matters-now-more-than-ever>

For more information, please contact Meg Hare at [meg.hare@accenture.com](mailto:meg.hare@accenture.com)





# Research **Methodology**

Between September and November 2020, Accenture Research surveyed 1,209 **frontline government workers\*** and 640 customers of government services\*\* across 12 countries were included (Argentina, Brazil, Canada, China, France, Germany, Japan, South Africa, Spain, United Kingdom, United States, and Mexico). Public service includes those serving in governments at the local/city, state/provincial, or national bureaucracies.

Factor analyses were used to determine the People Experience levers, while Linear Regression was used to determine their relationship worker outcomes.

**1,209**  
surveys completed by  
frontline government workers

**640**  
surveys completed by customers  
of government services

**12**  
countries included  
in the survey

\*frontline workers: government workers who directly engage with and provide help to citizens/customers, OR those that provide support for those that engage directly, but themselves do not engage directly. \*\*Customer service interaction with a government service could include: inquiry regarding driver's license, voter registration, property tax, postal service, courthouse, hours of operation, etc.)