

**Initiative for Gender Equity in the Public Sector**  
**Research Translation Brief**

**Inclusive Work Practices: Turnover Intentions Among LGBT Employees of the U.S. Federal Government**

*Journal of Public Affairs Education*  
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### **In a Nutshell**

LGBT employees in the U.S. federal government face discrimination and higher turnover intentions compared to heterosexual employees. Inclusive work practices and agency type impact LGBT turnover intentions. To reduce turnover among LGBT federal employees, agencies should focus on creating fair, cooperative and empowering work environments, particularly in redistributive agencies.

### **The Problem**

LGBT federal employees experience workplace discrimination and higher turnover intentions compared to heterosexual employees. This leads to increased costs for the government and indicates unequal treatment of LGBT individuals in federal workplaces.

### **New Insights for Addressing the Problem**

- LGBT federal employees express higher turnover intentions than heterosexual employees
- Inclusive practices like fairness, cooperation and empowerment reduce turnover intentions among LGBT employees
- LGBT employees in redistributive agencies are less likely to express turnover intentions than those in distributive and regulatory agencies
- Contrary to expectations, LGBT employees who perceive their environment as open and supportive are more likely to express turnover intentions

### **Why Are These Insights Important?**

- Reveals specific factors impacting LGBT employee retention in federal government

- Identifies agency types where LGBT employees are more likely to stay
- Highlights the complex relationship between perceived inclusivity and LGBT turnover intentions
- Provides guidance for federal agencies to improve LGBT employee retention and workplace equity

## What Should Decision Makers Do?

Federal agency leaders and HR managers should:

- Implement fair, cooperative and empowering workplace practices
- Focus LGBT retention efforts in distributive and regulatory agencies
- Look beyond surface-level inclusivity to address deeper issues of LGBT workplace integration
- Provide resources like gender-neutral restrooms and inclusive healthcare coverage

## What Do We Still Need to Know?

- How intersectionality impacts LGBT federal employee experiences
- Comparative analysis of LGBT inclusion across government levels and sectors
- How to further develop inclusive, non-discriminatory workforce practices as LGBT rights continue to evolve
- Reasons behind higher turnover intentions among LGBT employees in open/supportive environments

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