



# Get in the Game: Understanding Today's Workforce Playing Field

**Center for State and Local Government Excellence  
National Association of State Personnel Executives  
Tuesday, July 24, 2018**



# Webinar Presenters



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## **Center for State and Local Government Excellence**

*Promote excellence in local and state governments so they can attract and retain talented public servants.*



## **Center for State and Local Government Excellence**

- Workforce demographics and development
- Public sector retirement benefits
- Health and wellness benefits

# SLGE / IPMA-HR / NASPE Workforce Survey Series

- Initial survey in 2009 on state/local workforce and the recession
- Larger trends in recruitment, retention, benefits, and other key workforce issues

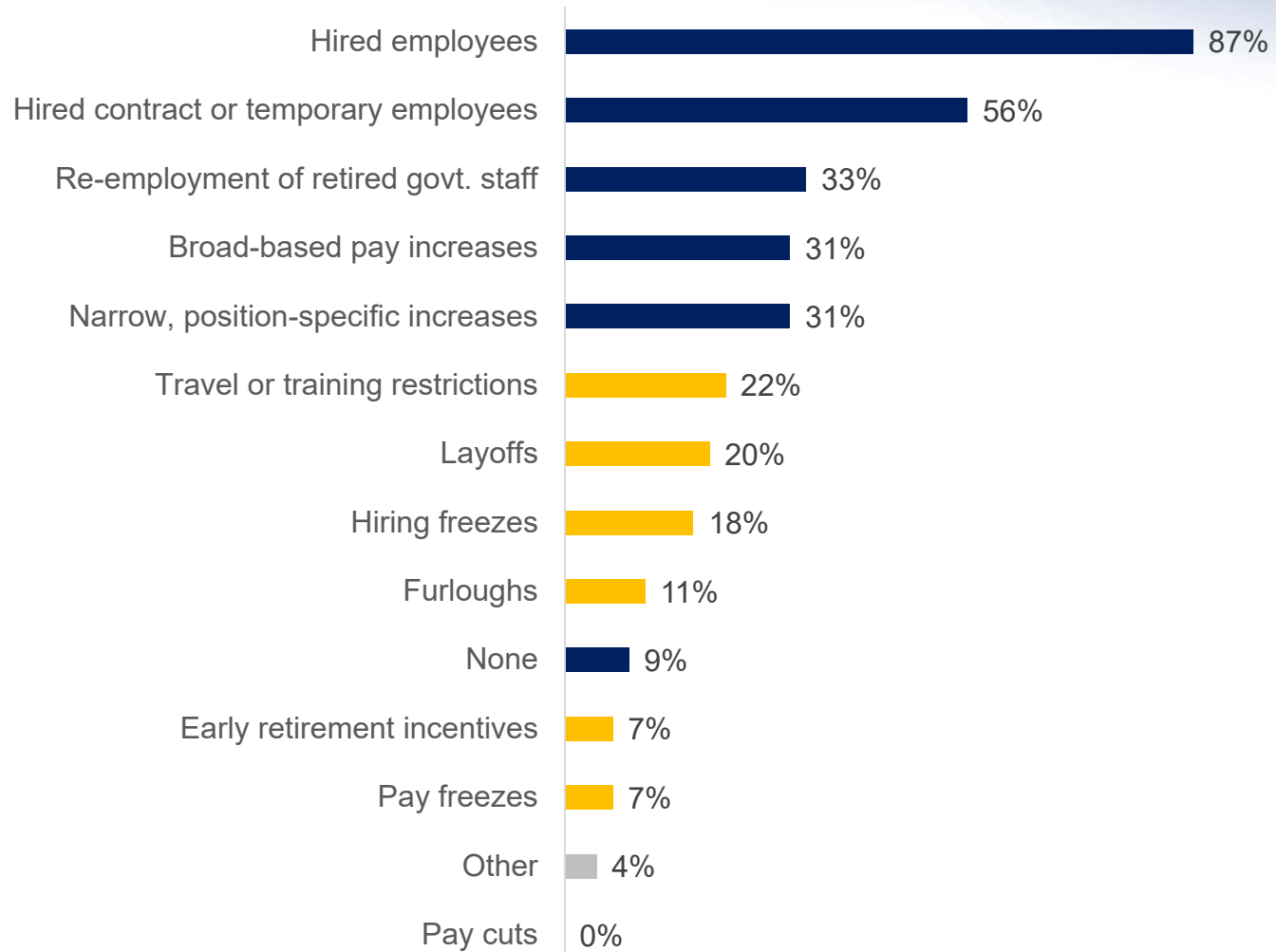


The background of the slide features a stylized, semi-transparent American flag with stars and stripes. The stars are white and the stripes are light blue and white.

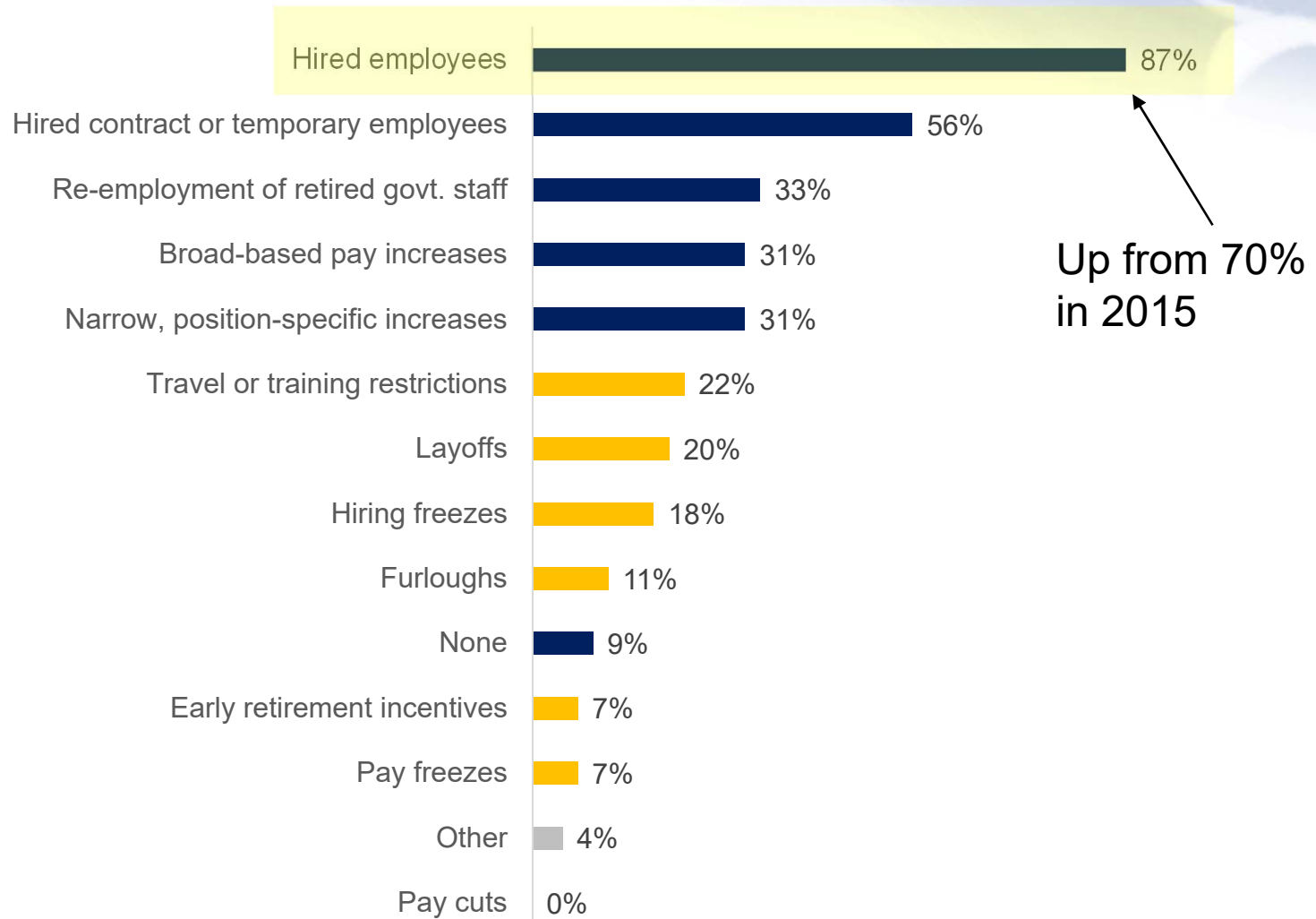
## **2018 Survey Results State agencies only**

- Employment/compensation cuts have slowed
- Recruiting is becoming more difficult
- Flexibly employment practices prevalent
- Benefit changes focused on employee contributions

# Recent Employment Actions

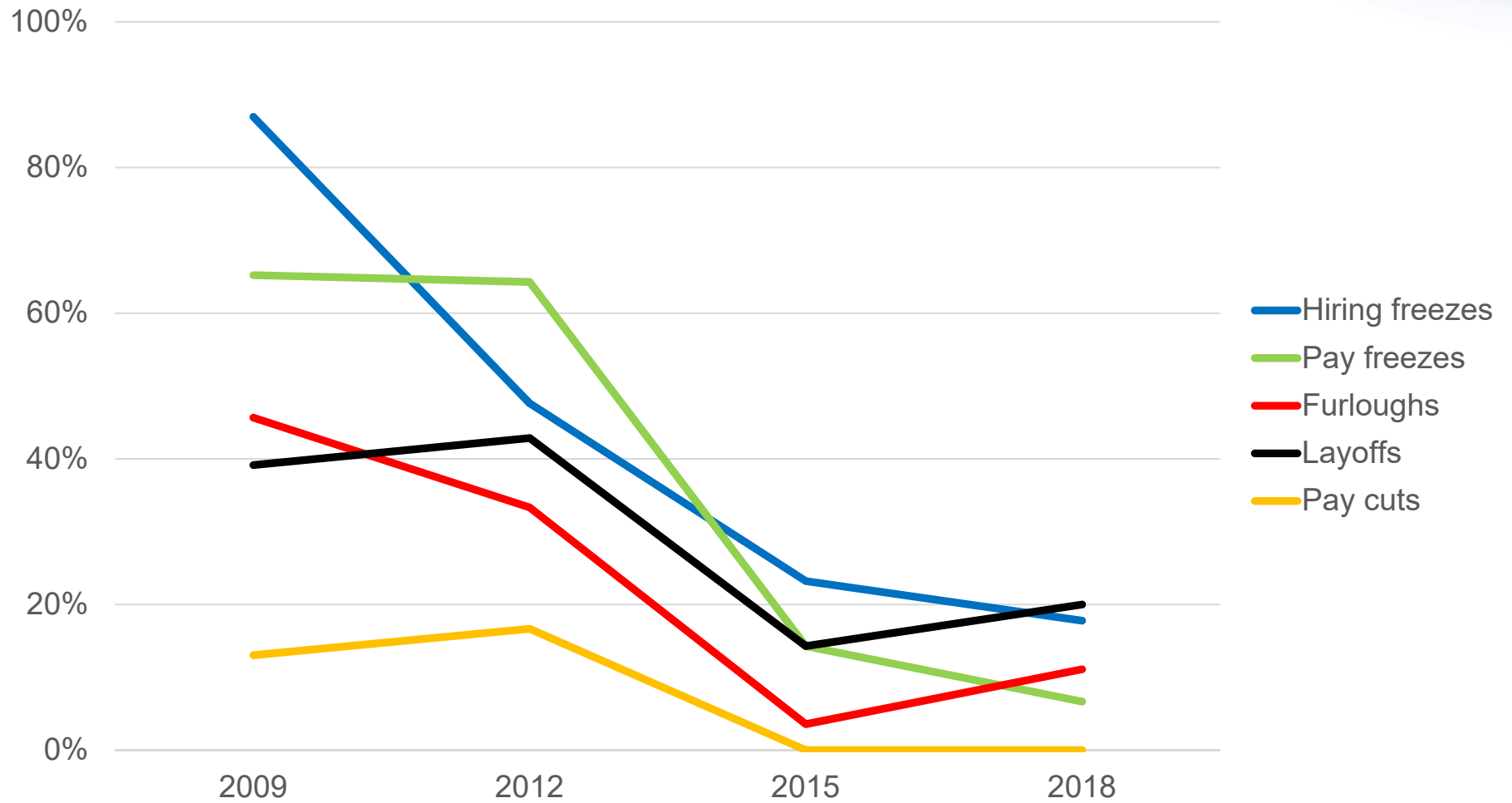


# Recent Employment Actions

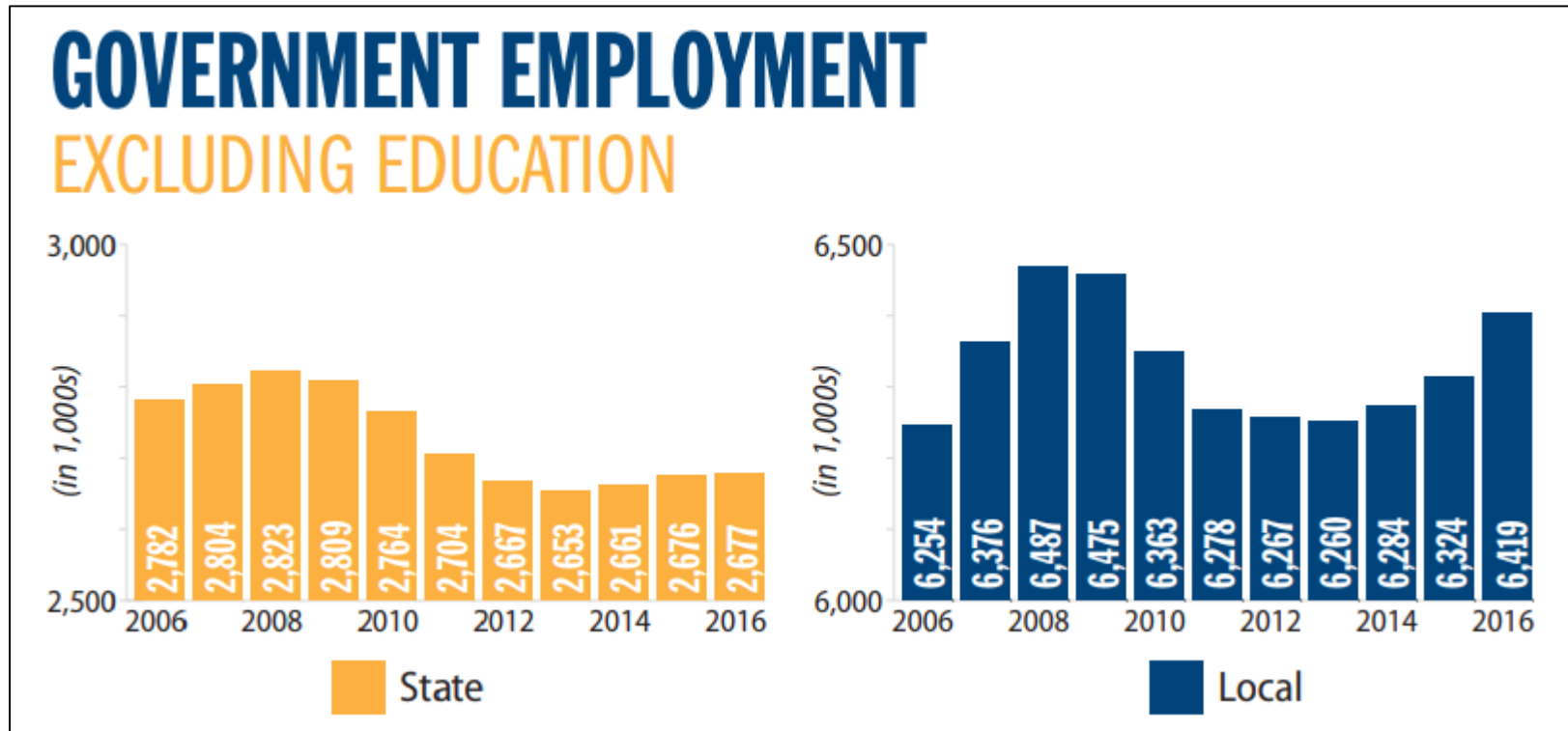




# Employment Actions: Trend



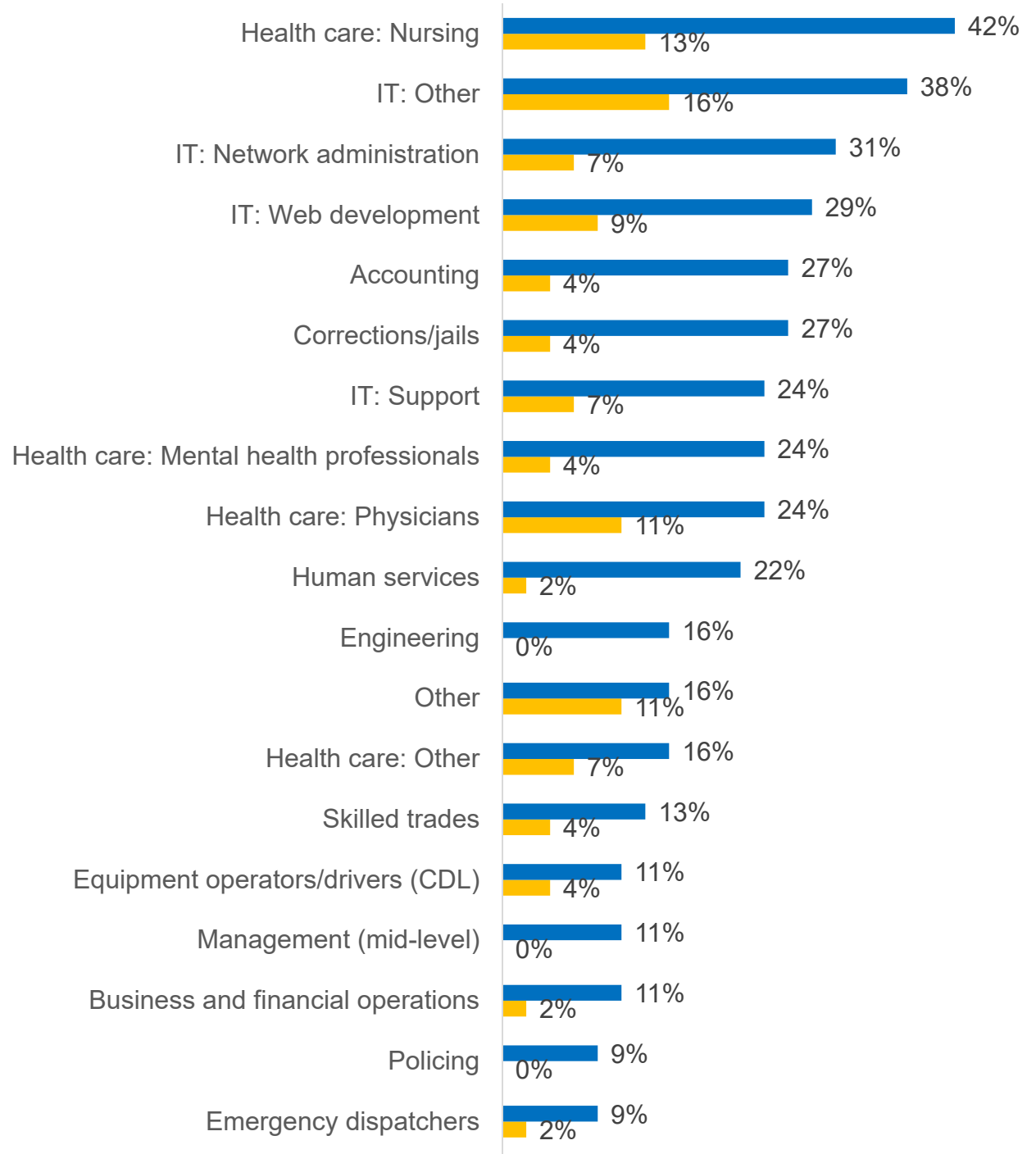
# Overall Employment



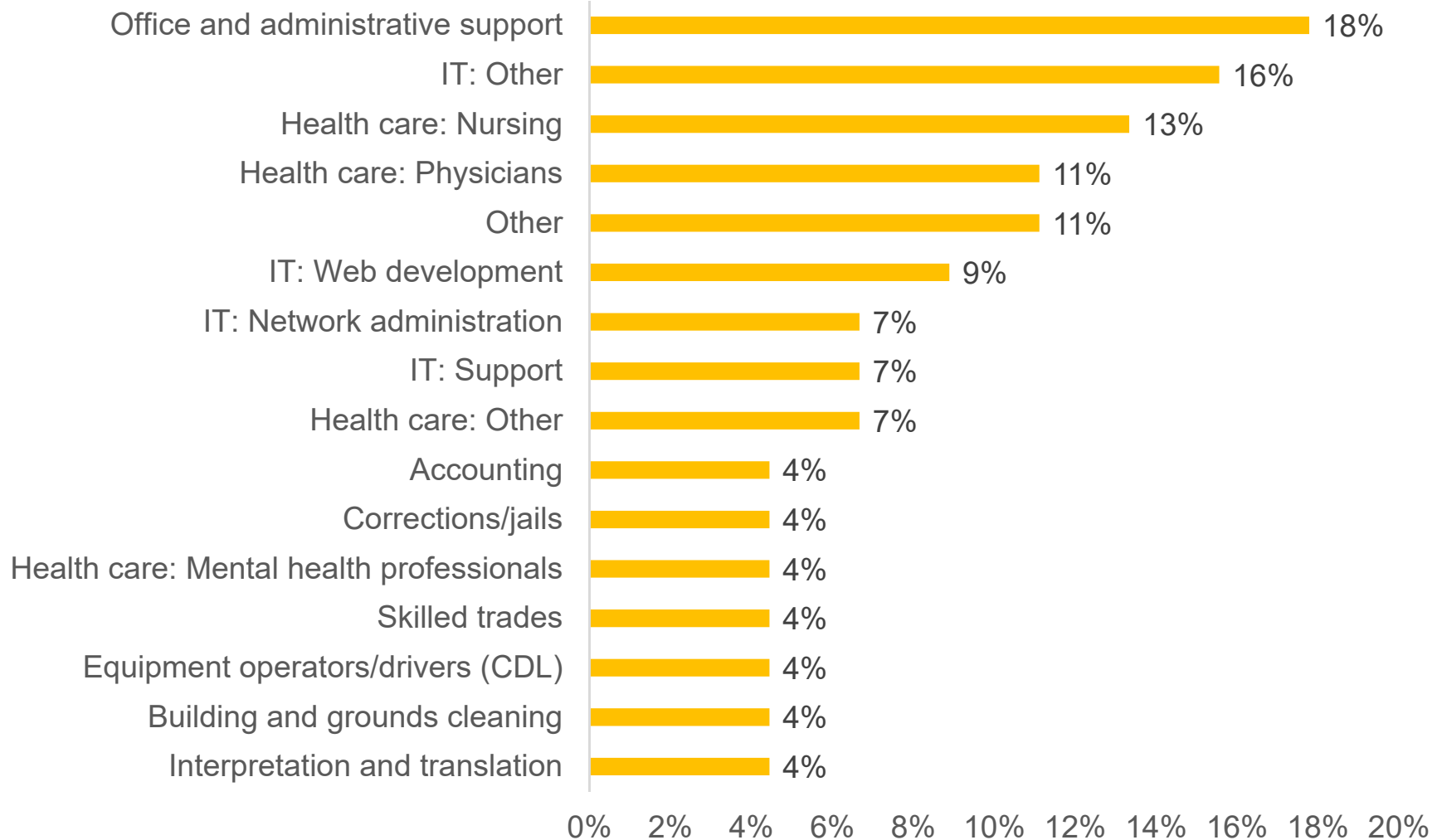
See: [slge.org/wp-content/uploads/2018/02/2017-SLGE-infographic-workforce-trends.pdf](http://slge.org/wp-content/uploads/2018/02/2017-SLGE-infographic-workforce-trends.pdf)



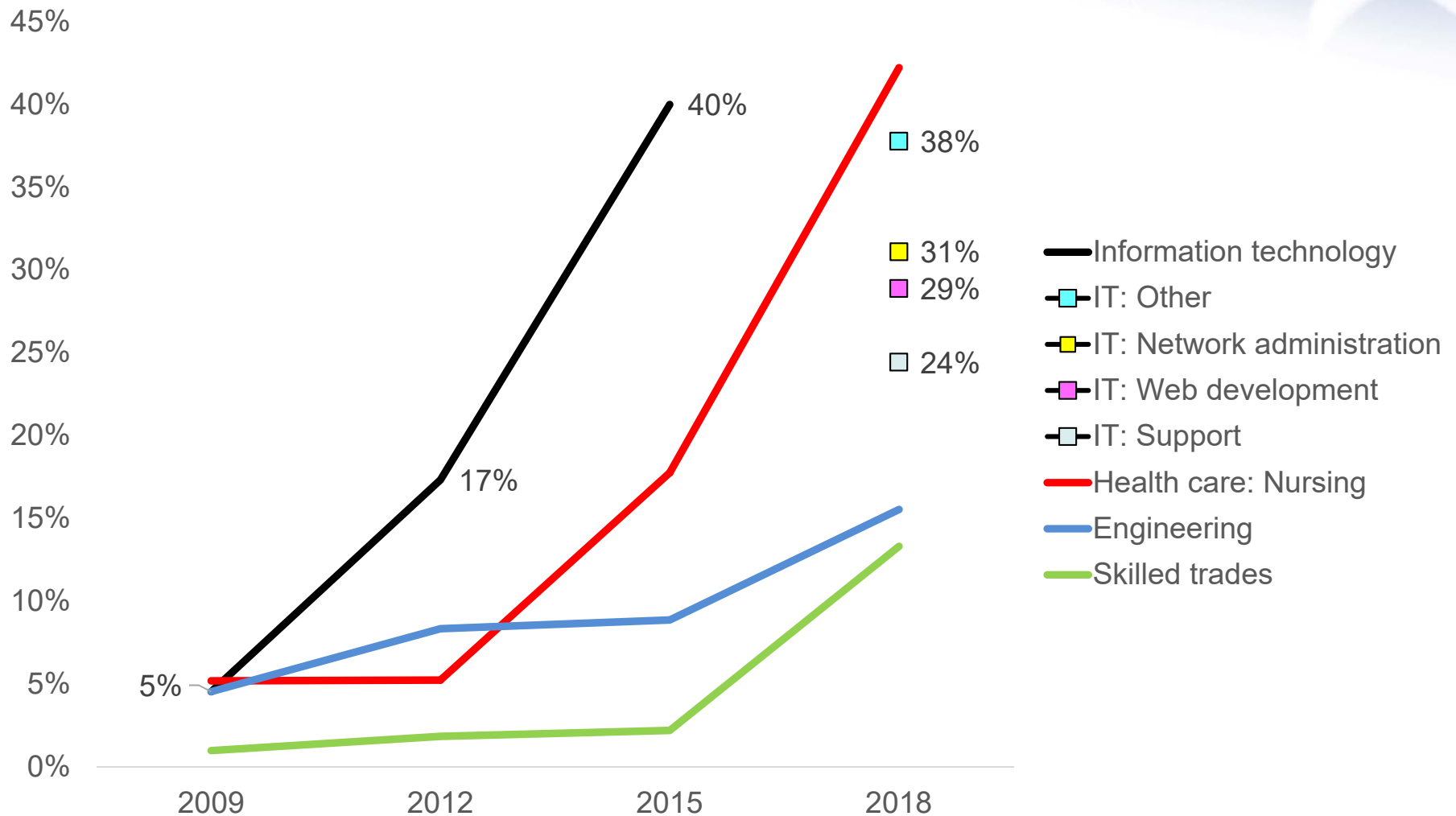
# Hard to Fill Positions



# Gig Economy Positions

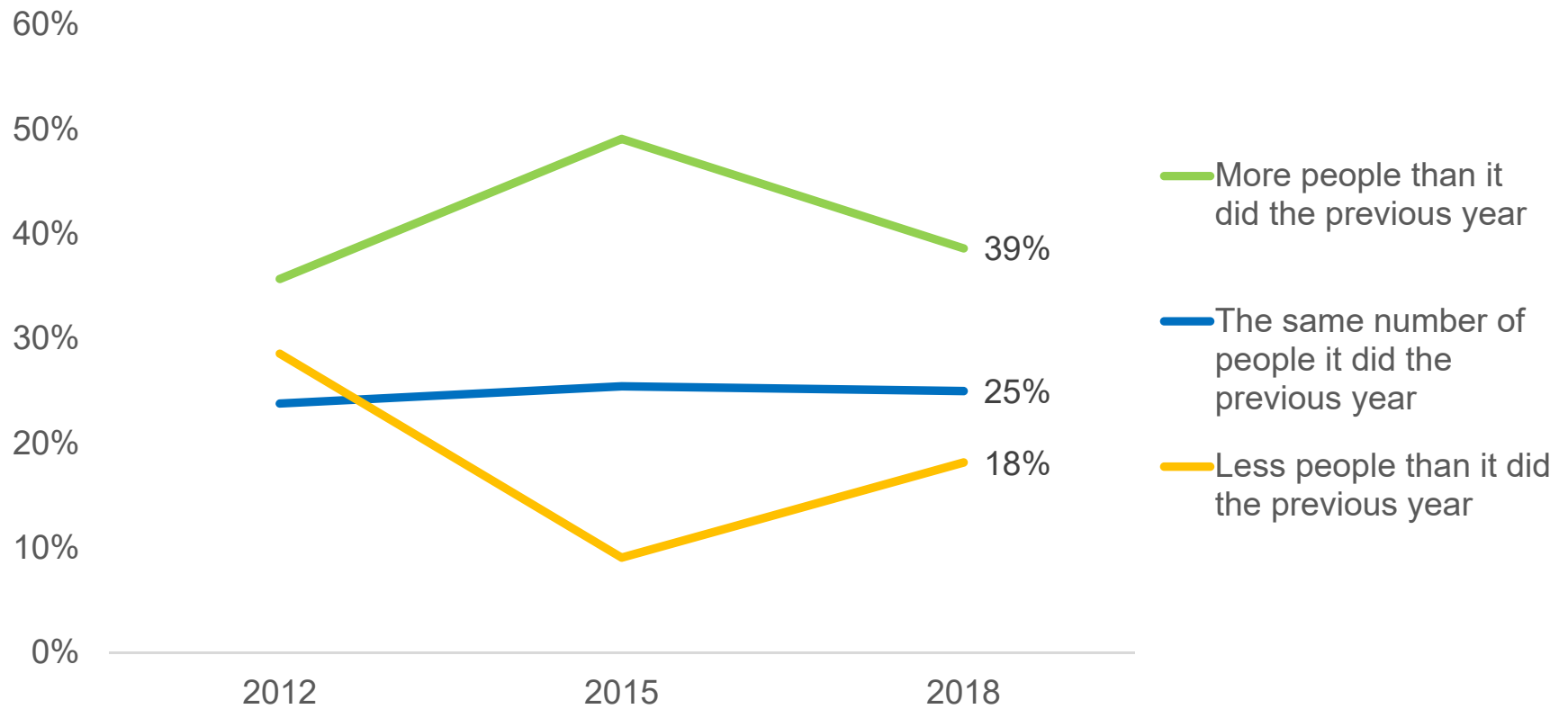


# Hard to Fill Positions: Trend

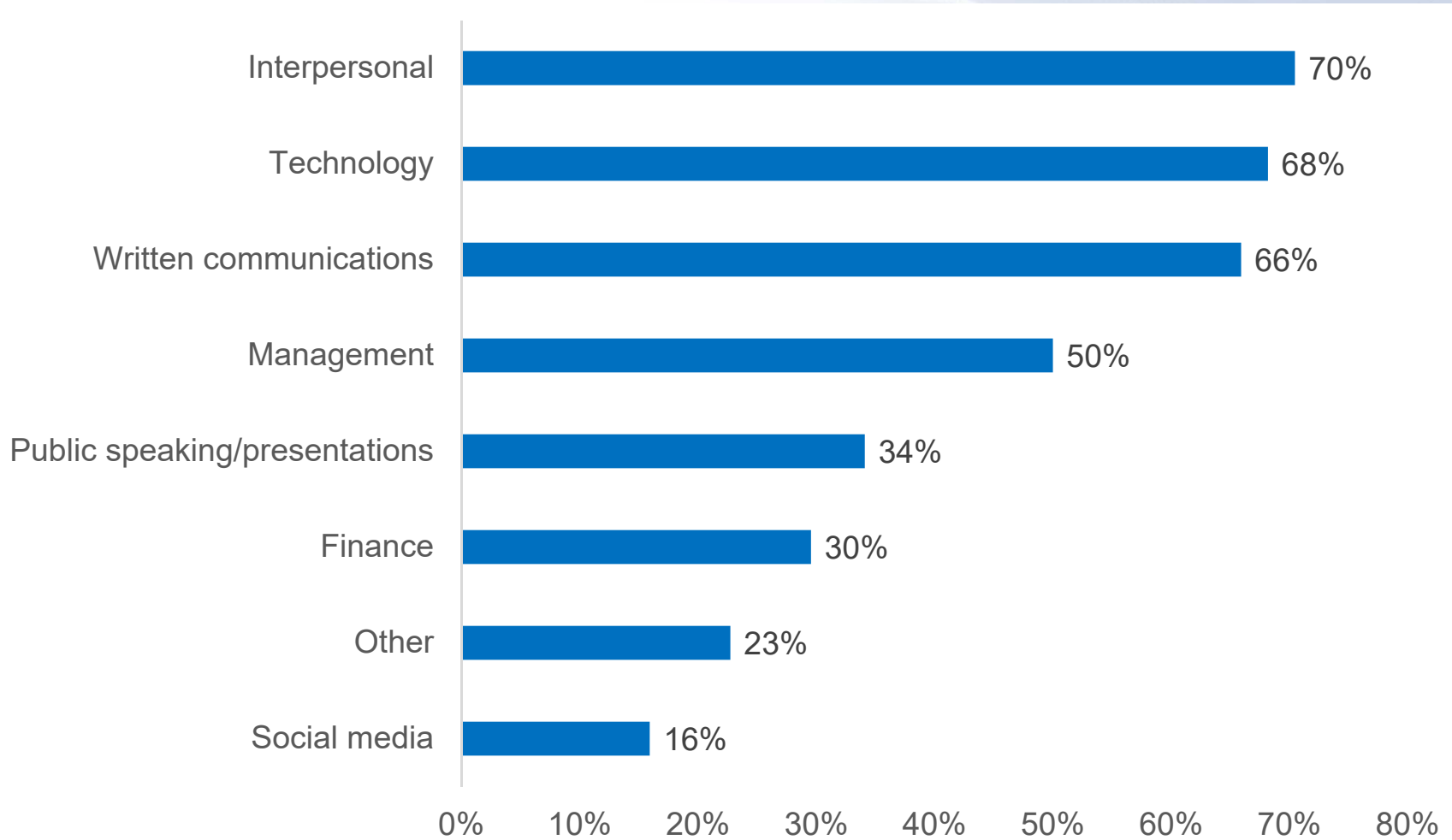


# Hiring: Trend

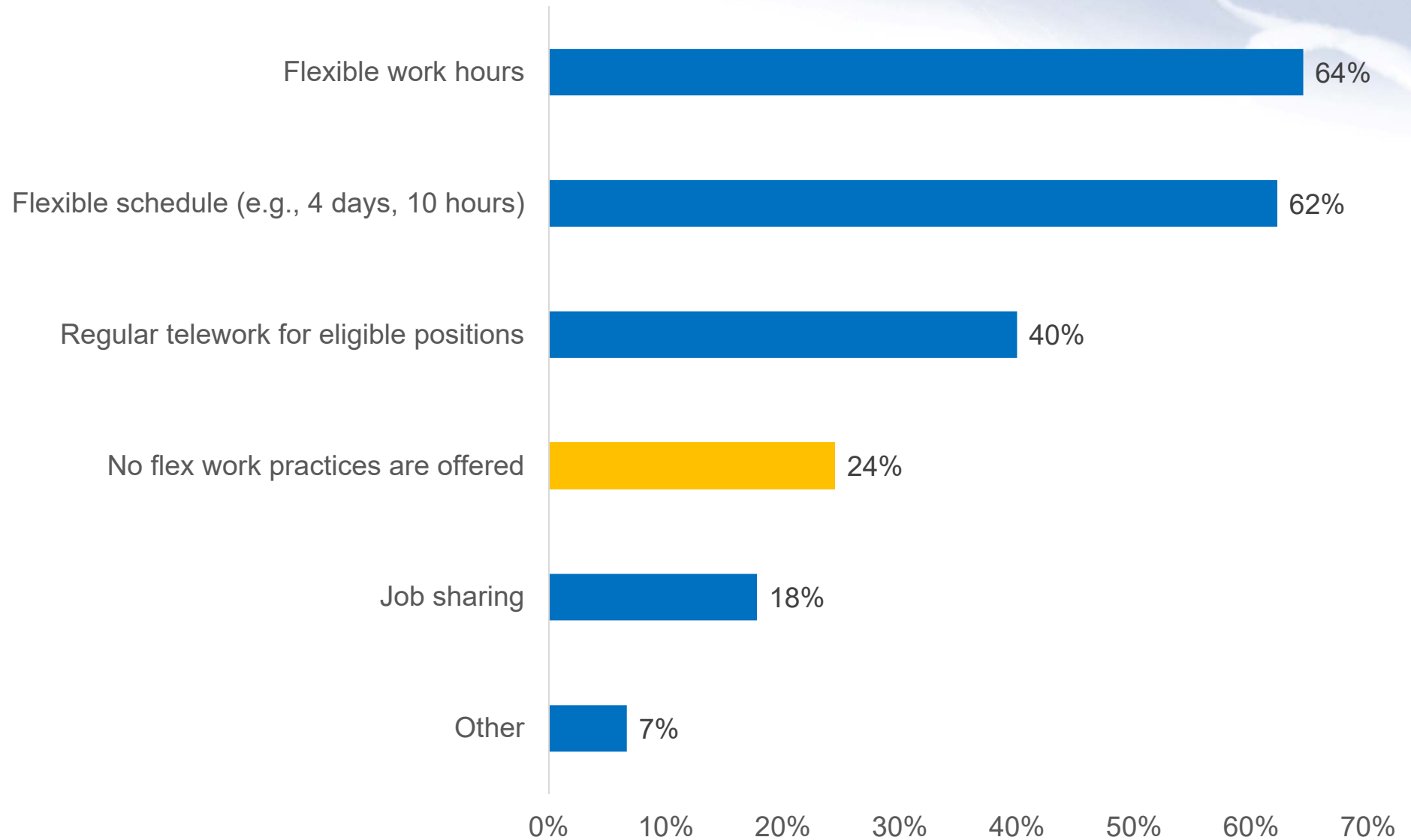
## Compared to the prior fiscal year



# Skills Sought

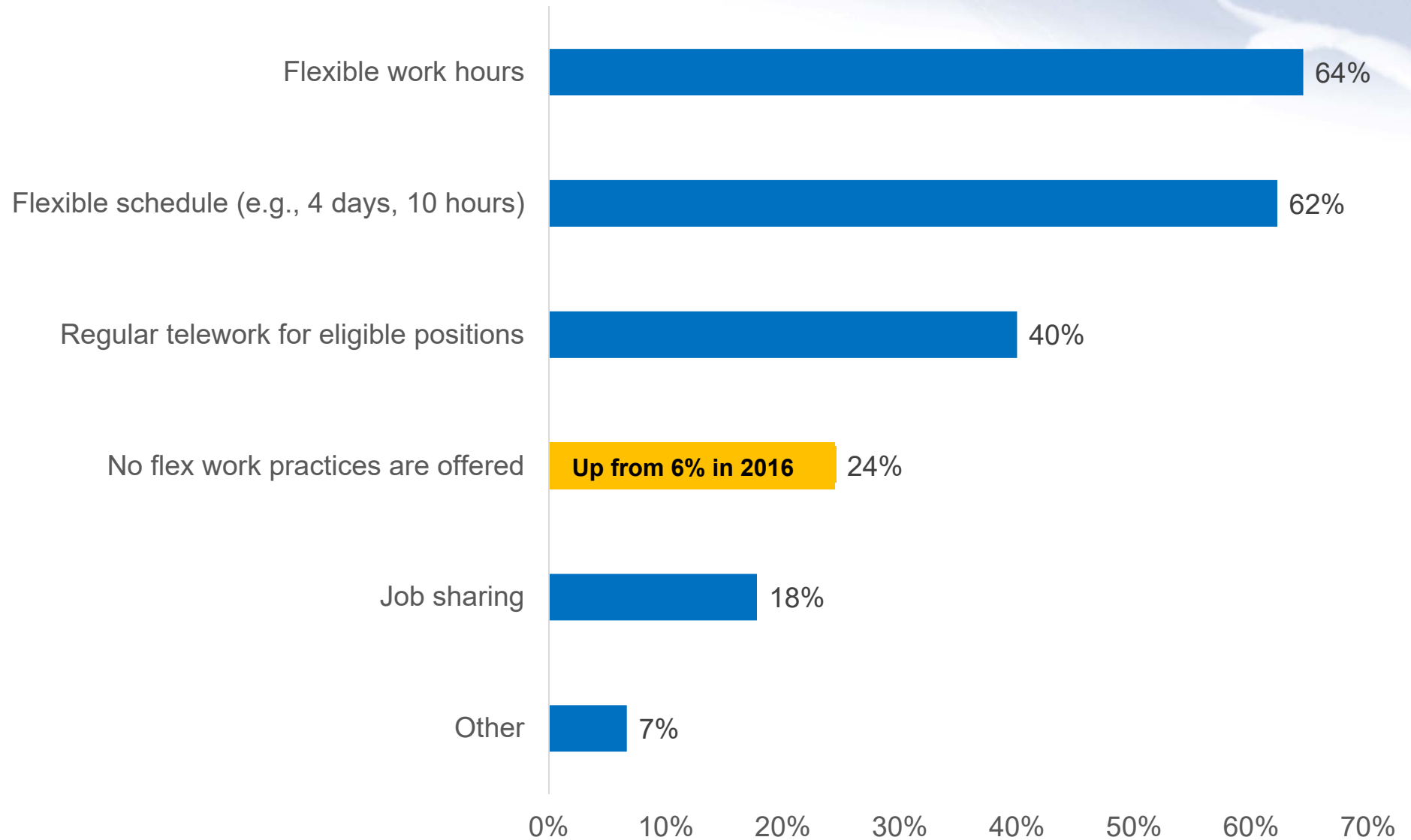


# Flexible Employment Practices

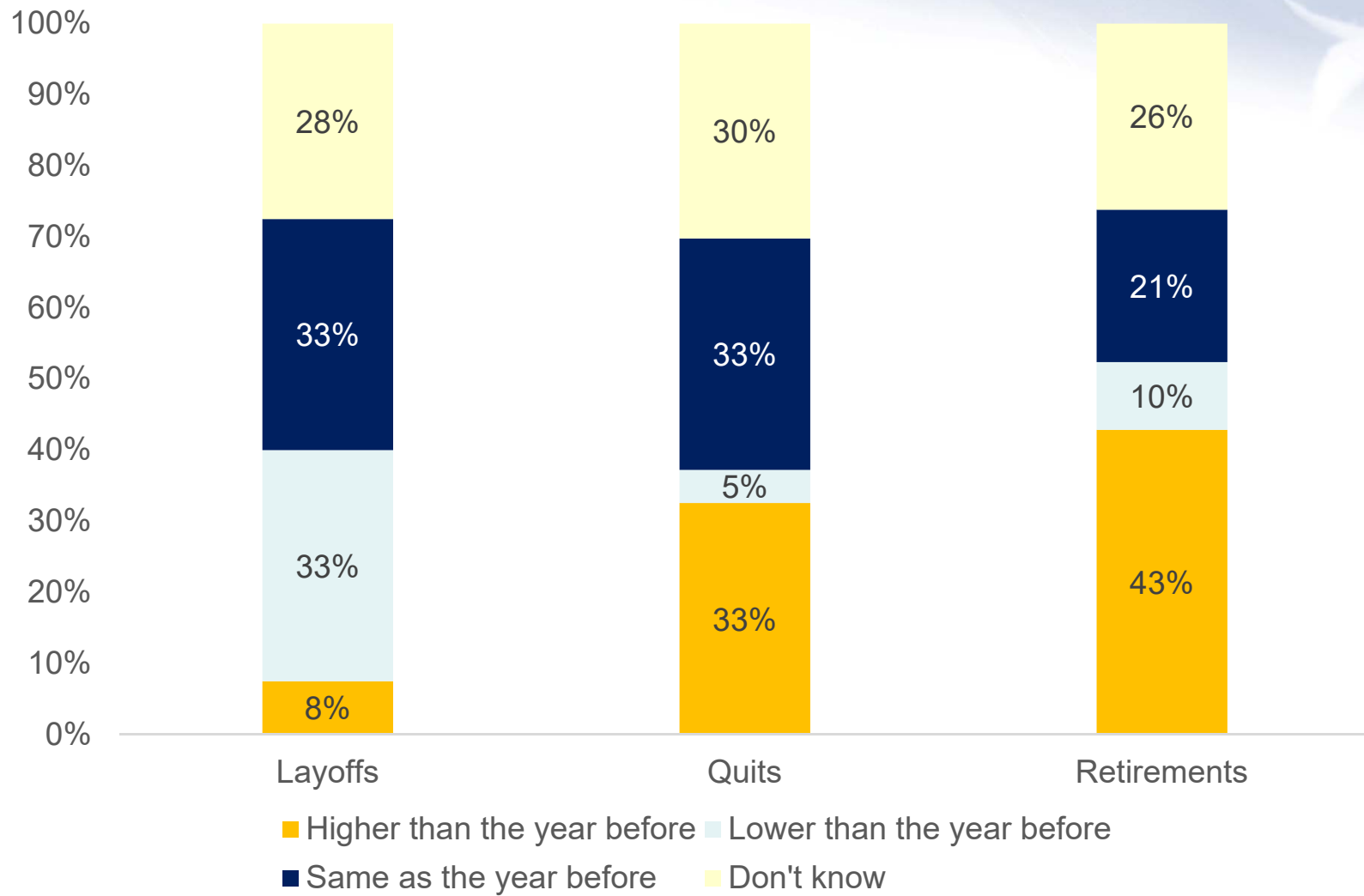




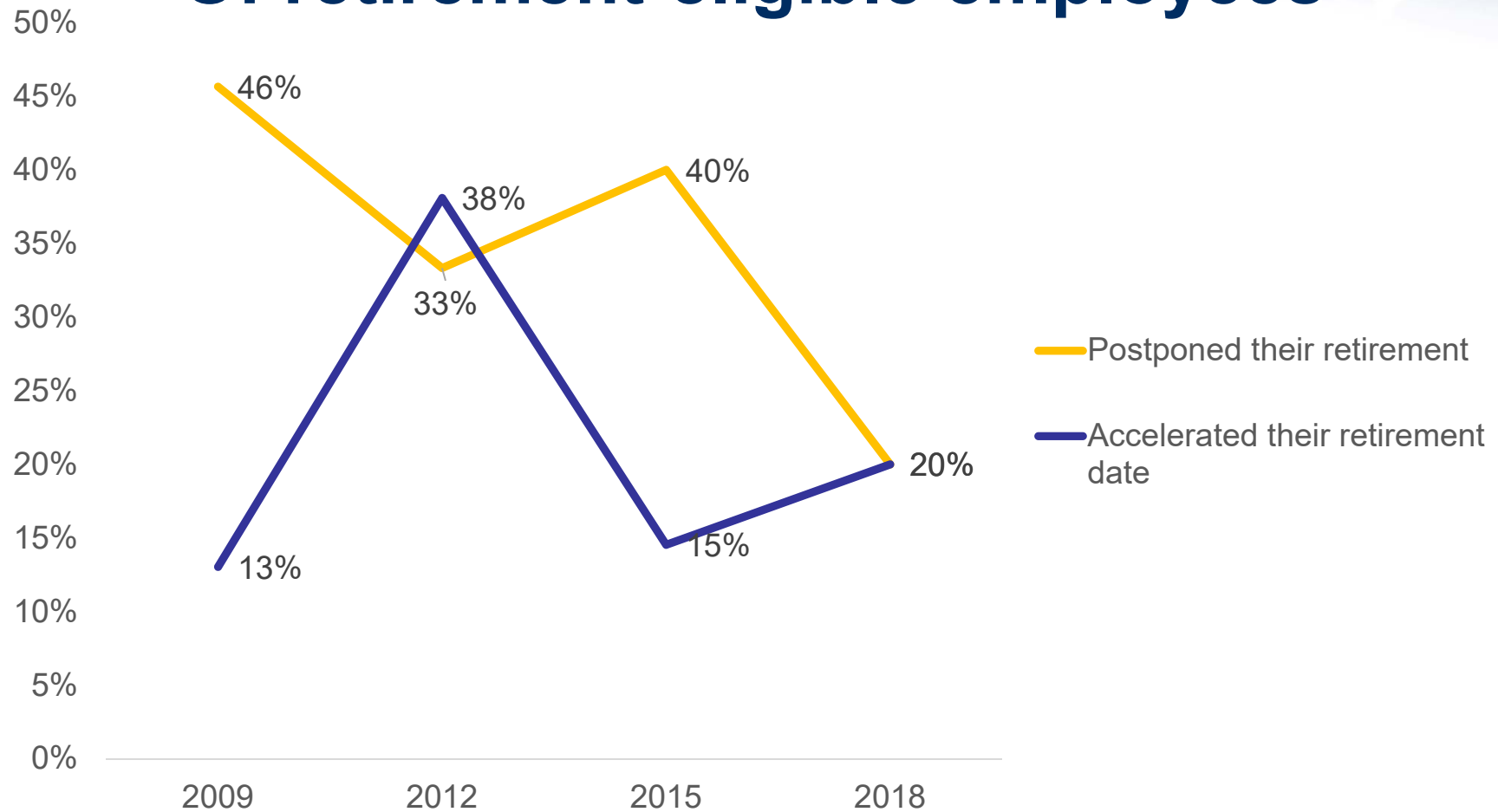
# Flexible Employment Practices



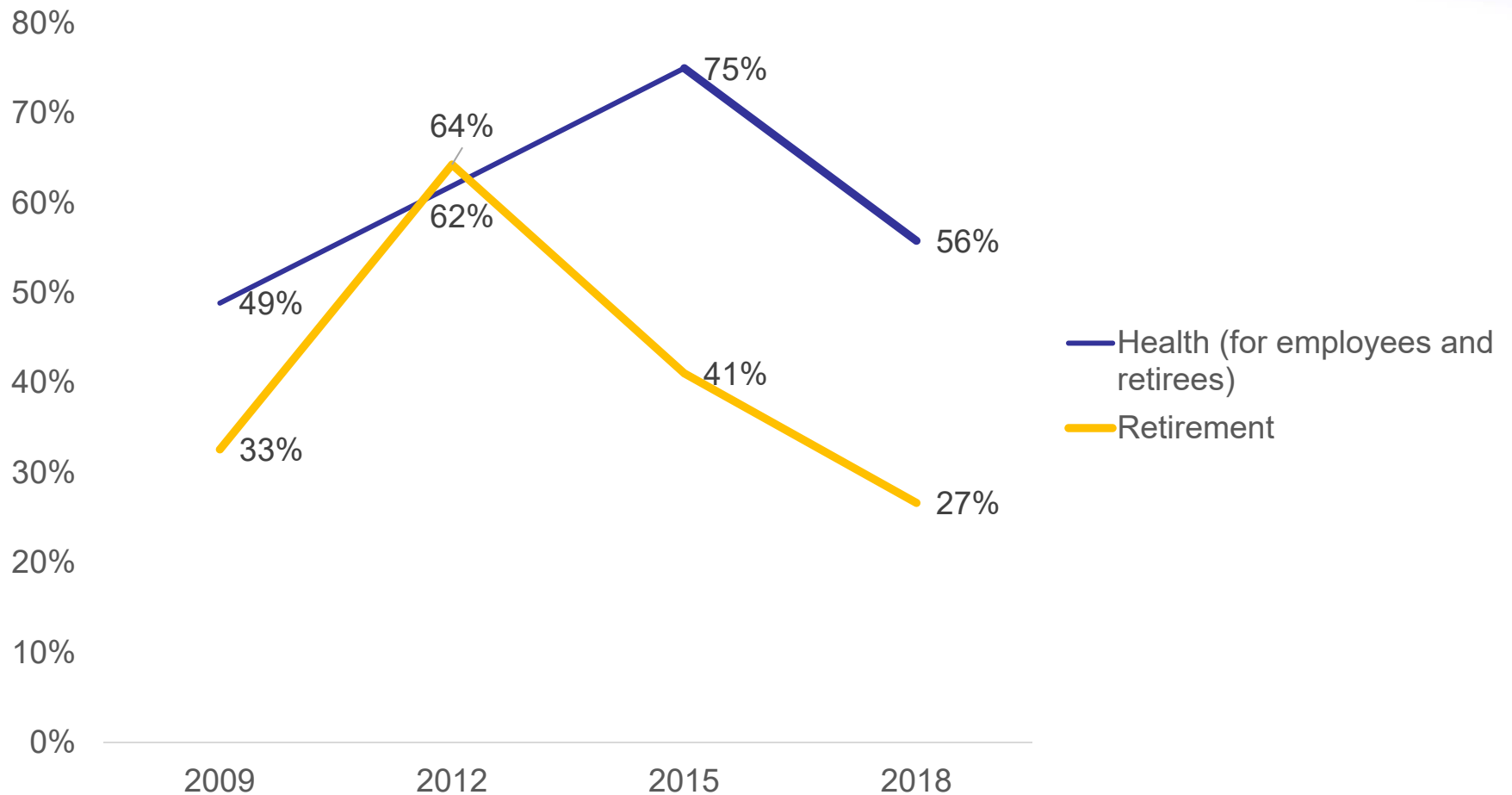
# Separations



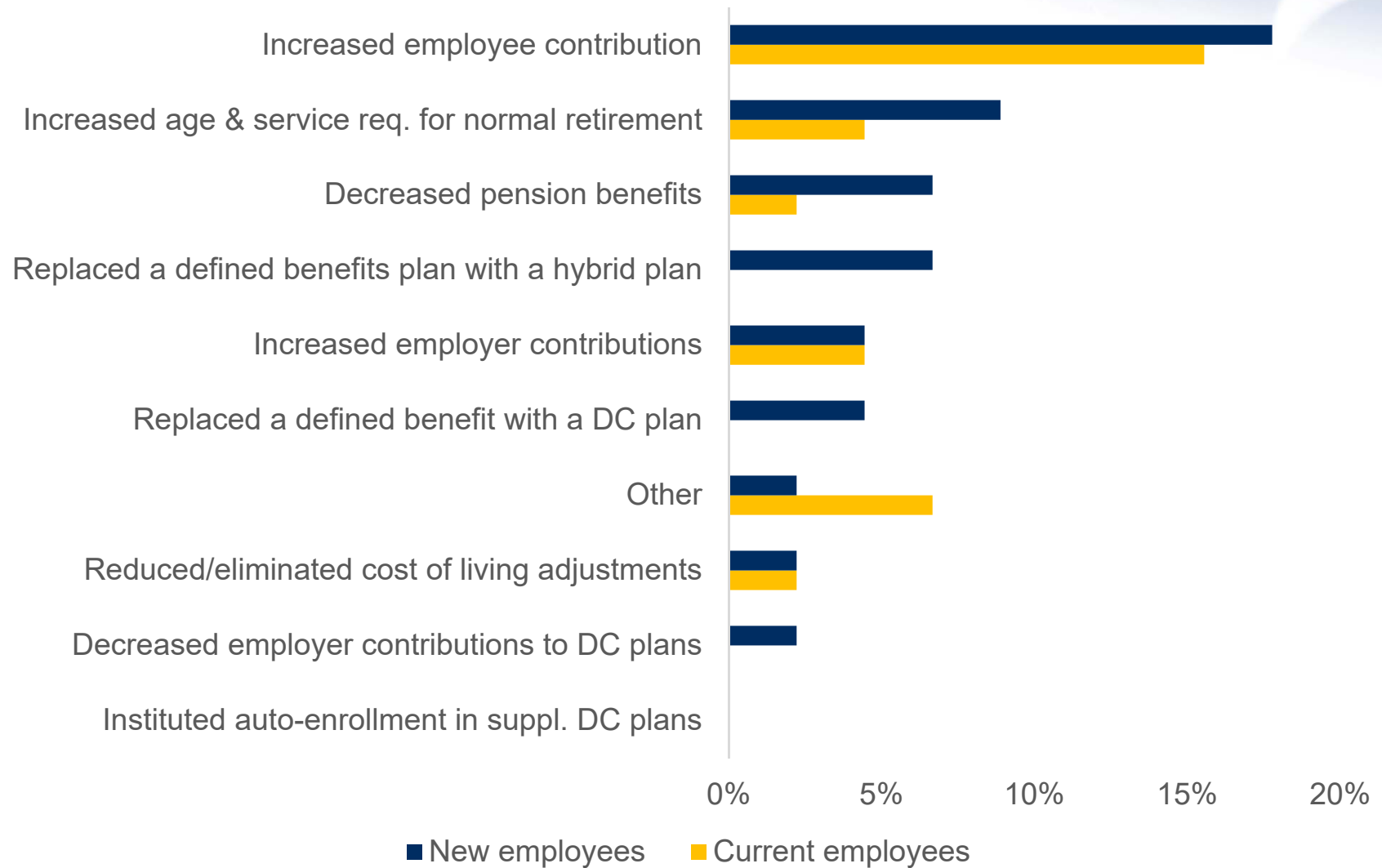
# Retirement Planning: Of retirement-eligible employees



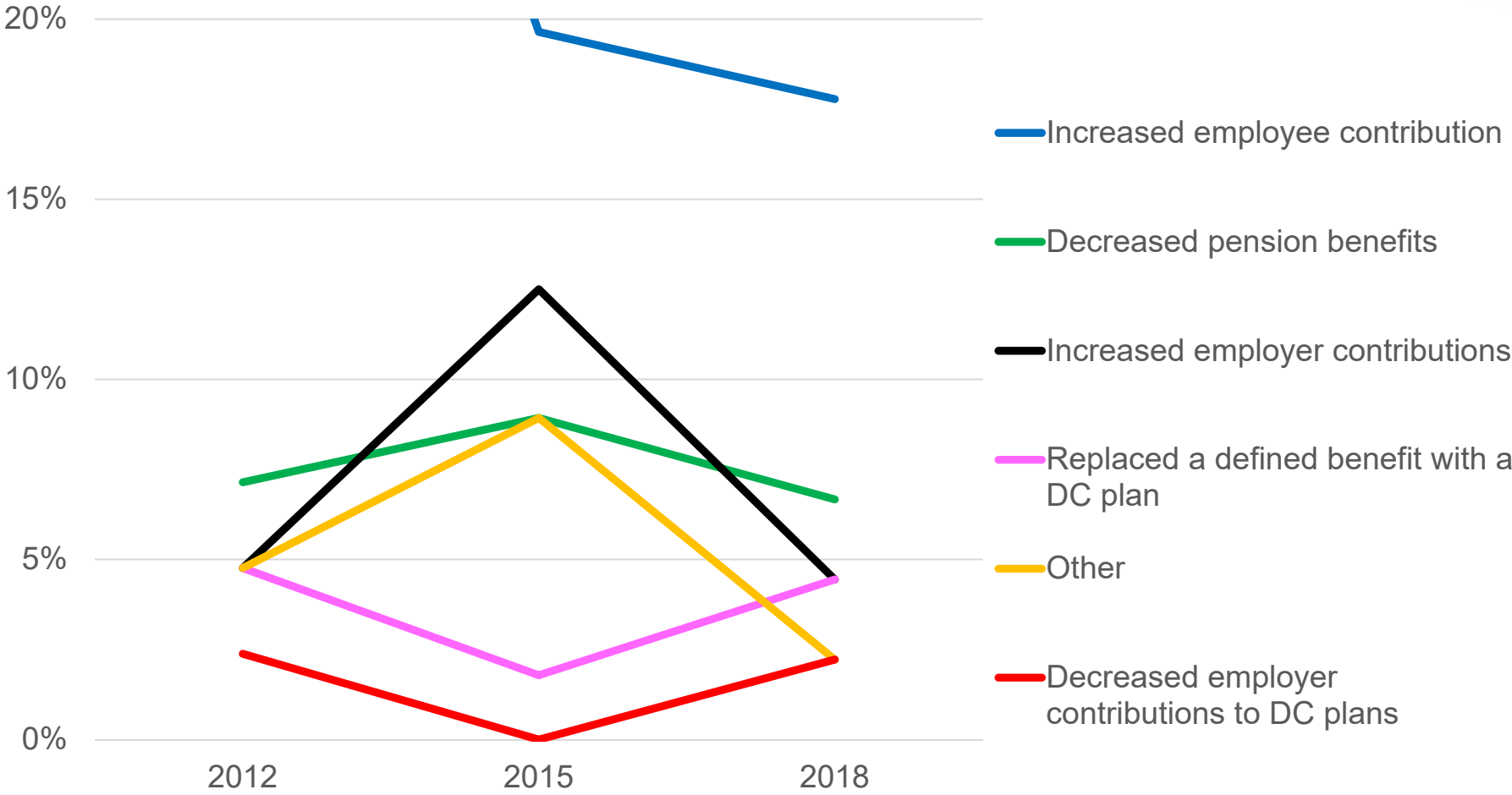
# Changes in Retirement and Health Benefits, Compared to the Prior Year



# Retirement Changes



# Retirement Changes for New Employees: Trend





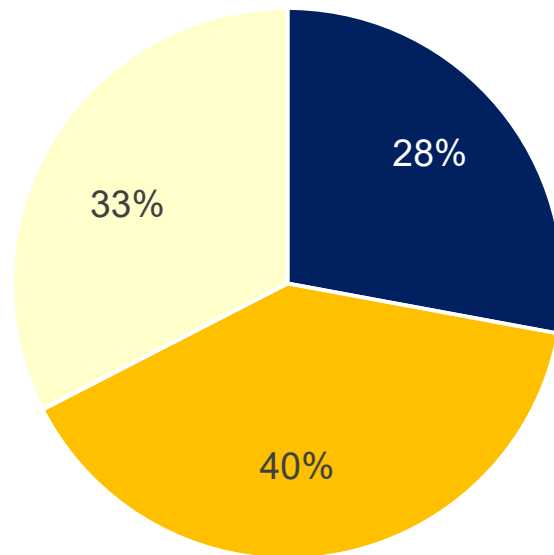
## Impact of Cuts?

↓ 2.9 %

Private sector wage of new hires (prior to being hired by state/local government)

*Authors of brief: L. Quinby, G. Sanzenbacher, and J. Aubry (BC-CRR)*

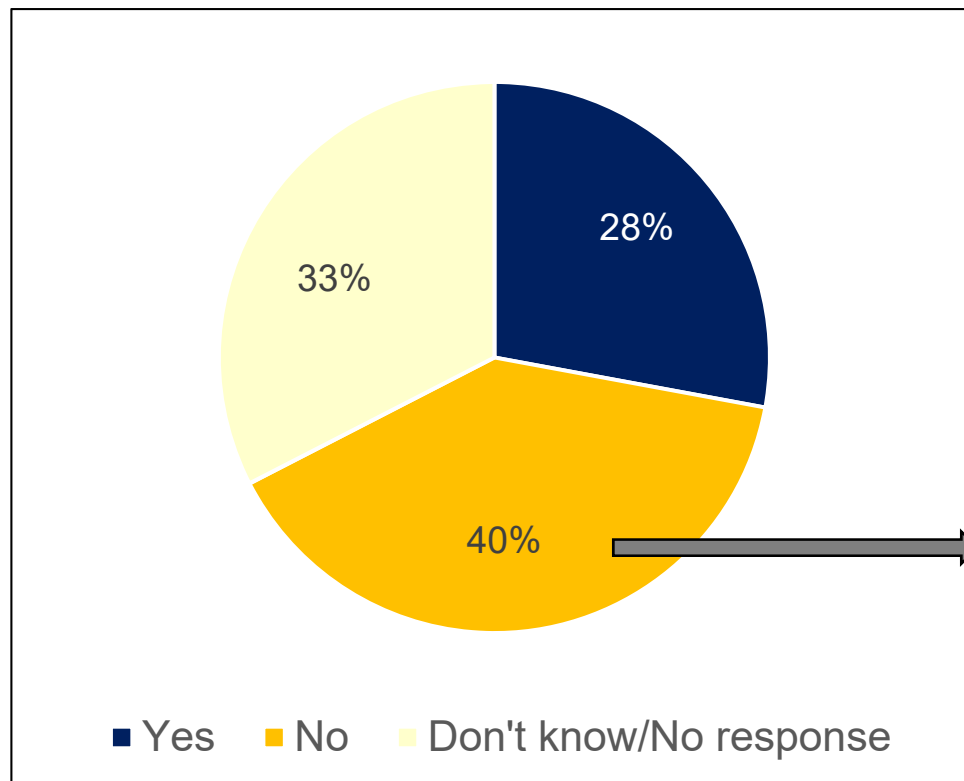
# Are your employees financially prepared for retirement?



■ Yes ■ No ■ Don't know/No response

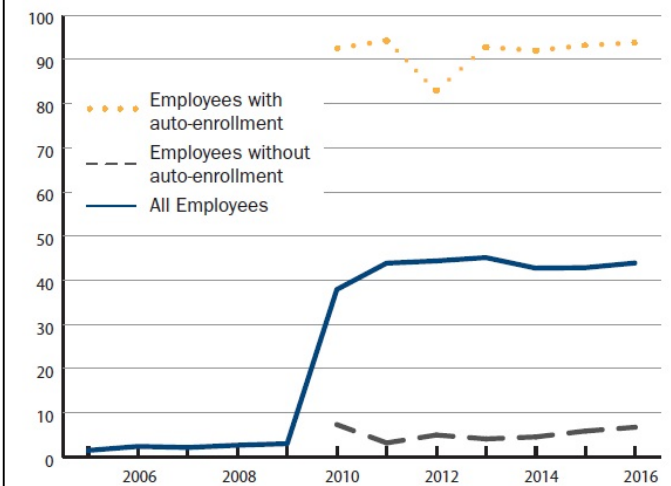


# Are your employees financially prepared for retirement?



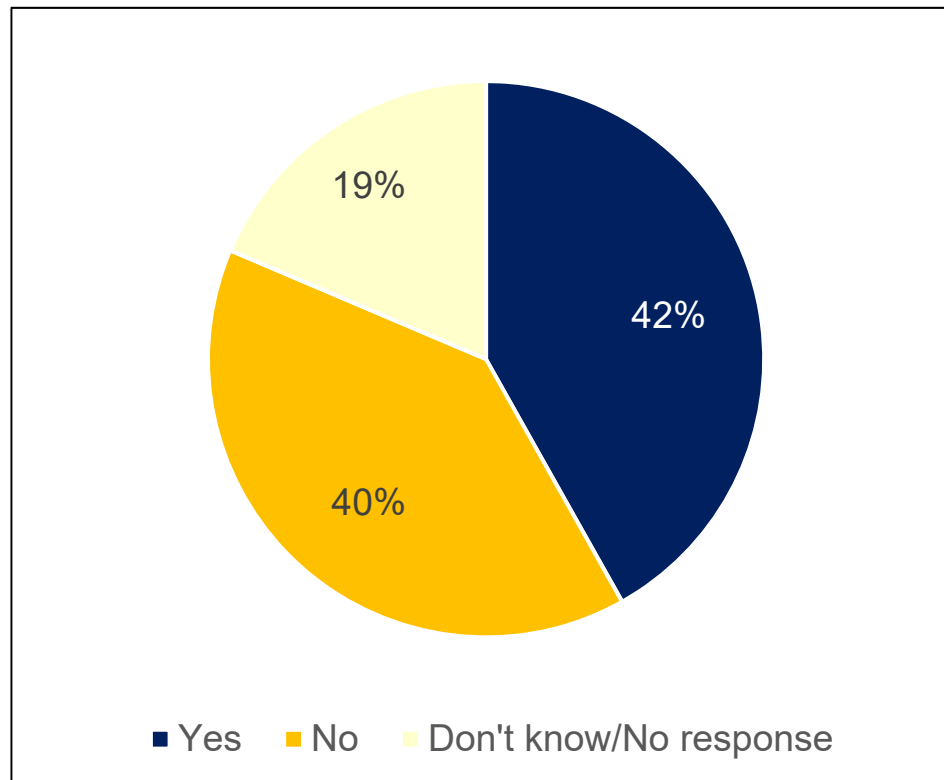
## Auto-Enrollment

**Chart 1.** Participation rate to the SRP in the first year of employment



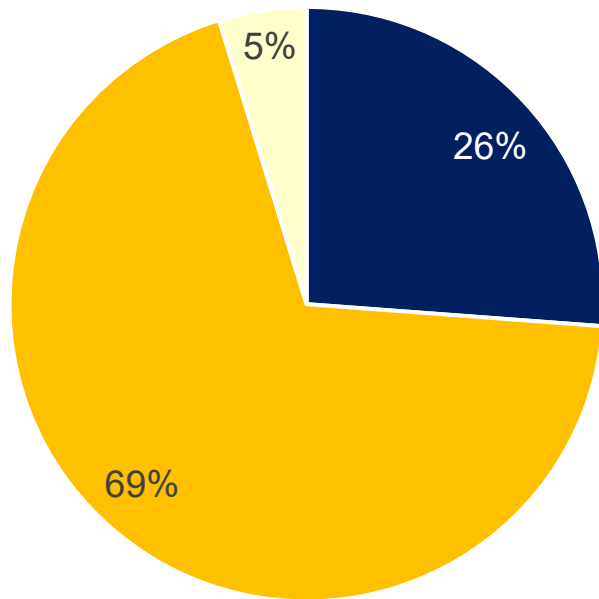
See: [slge.org/wp-content/uploads/2018/03/AutoEnrollmentSDPE.pdf](http://slge.org/wp-content/uploads/2018/03/AutoEnrollmentSDPE.pdf)

# Does your agency offer financial literacy programs?

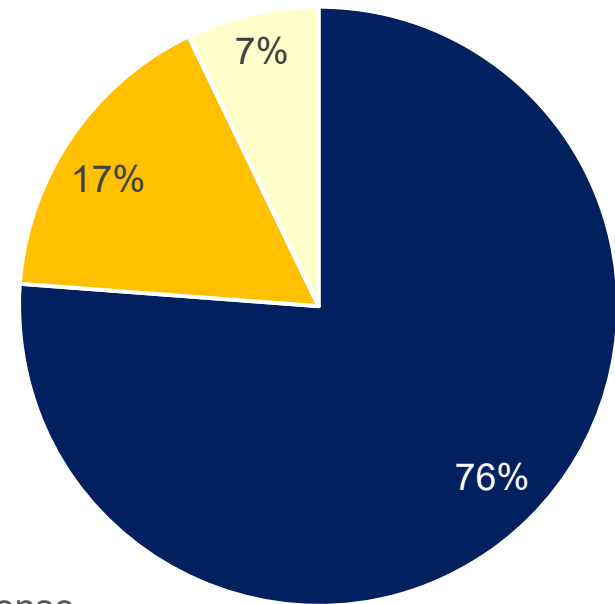


# Do you feel the compensation you offer is competitive with the labor market?

## Wages:

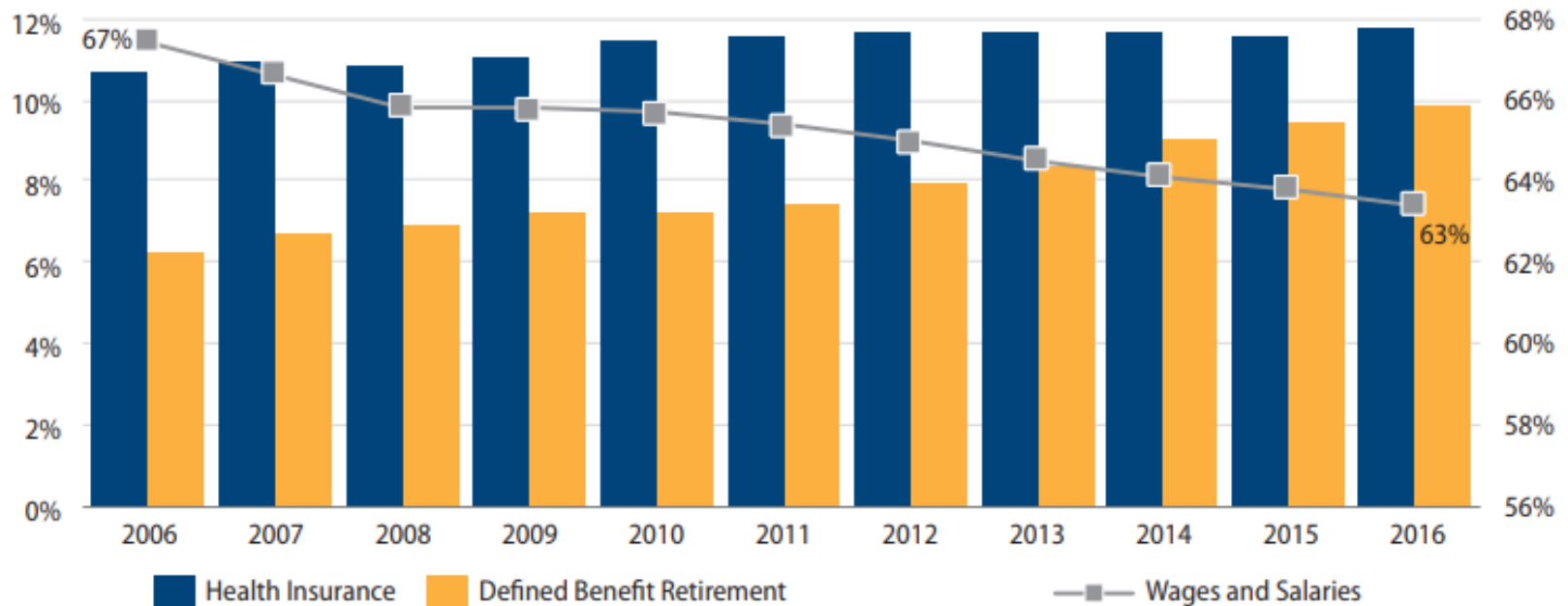


## Benefits:



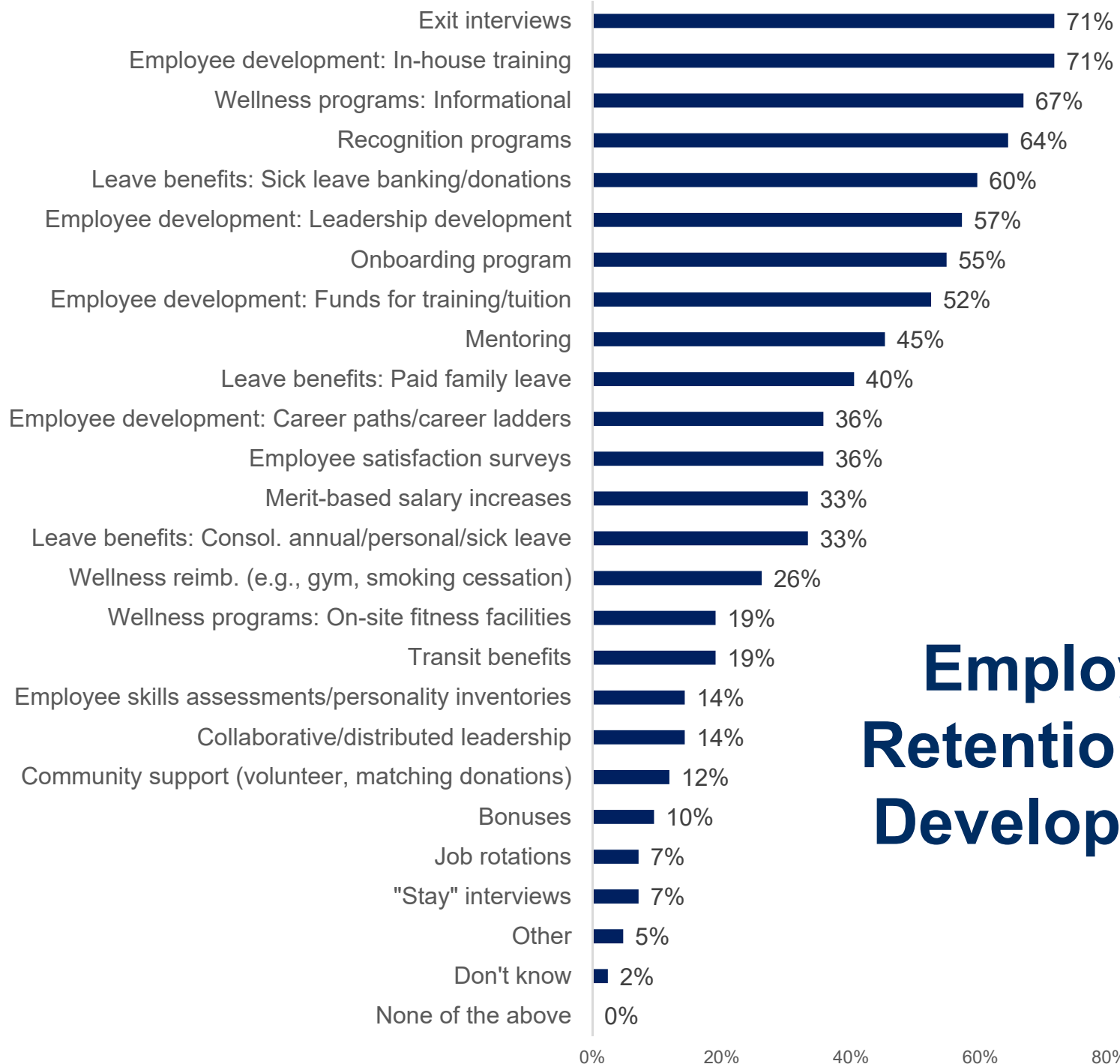
- Yes
- No
- Don't know/No response

## SHARE OF TOTAL COMPENSATION



Source: *State and Local Government Wages and Salaries, Health, and Defined Benefits for All Occupations; Cost per hour worked*<sup>1</sup>

See: [slge.org/wp-content/uploads/2018/03/2017-SLGE-State-and-Local-Government-Compensation-Infographic.pdf](http://slge.org/wp-content/uploads/2018/03/2017-SLGE-State-and-Local-Government-Compensation-Infographic.pdf)



# Employee Retention and Development





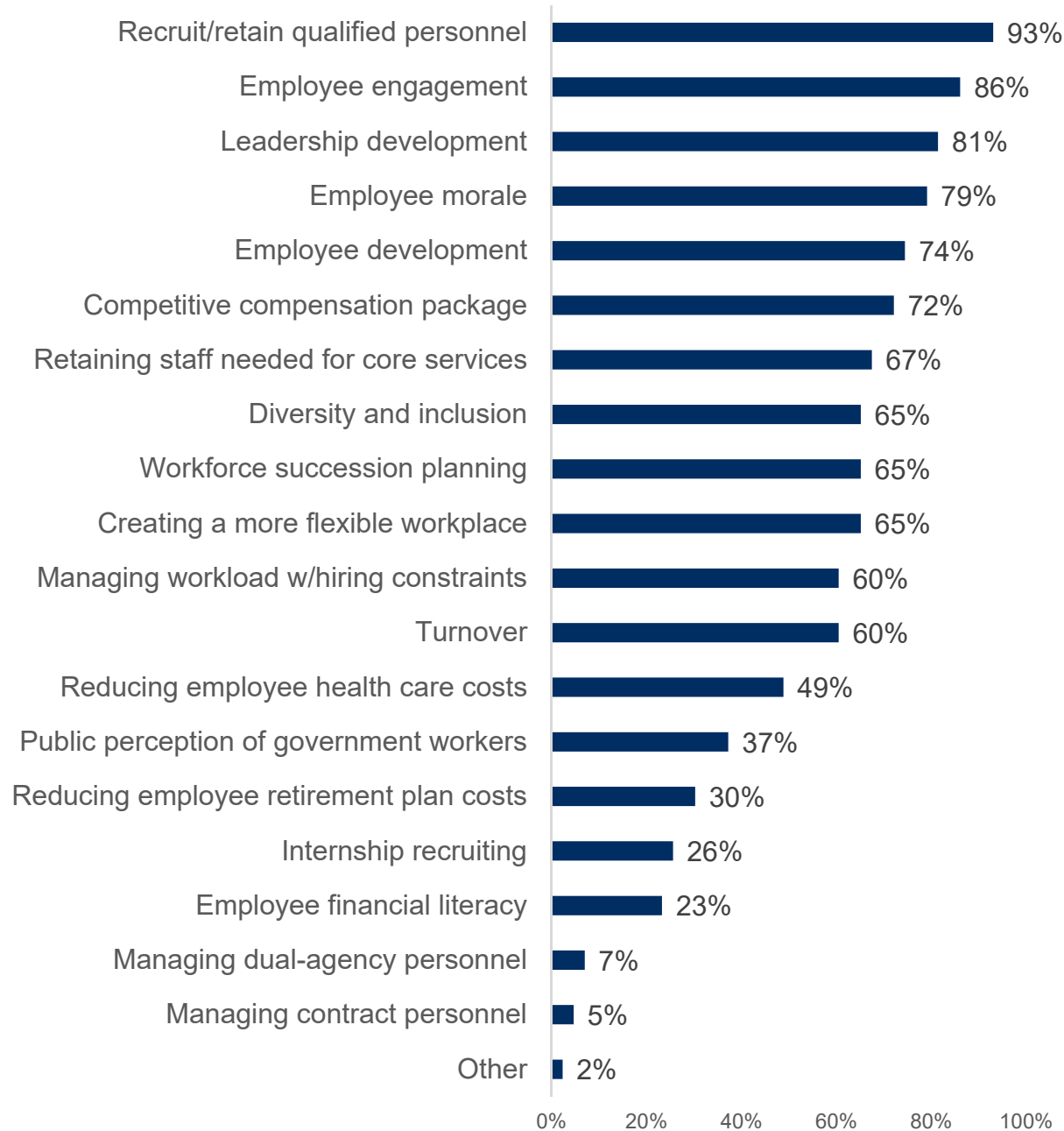
# Looking Ahead...

## Challenges:

- Recruitment
- Compensation
- Managing workload
- Turnover

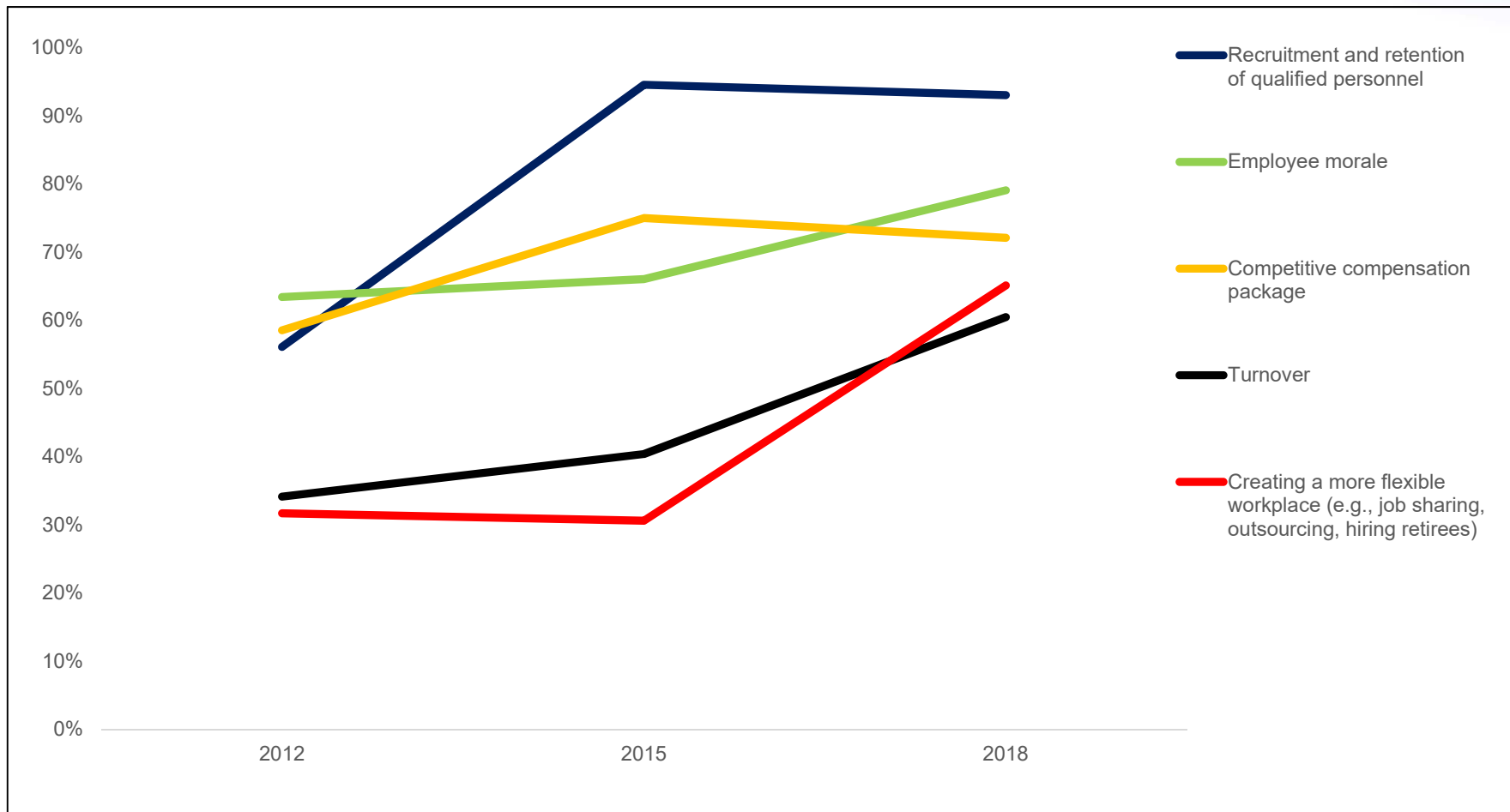
## Opportunities:

- Employee and leadership development
- Maintaining morale
- Fostering diversity and inclusion





# Looking Ahead: Trend








# Aligning Leadership Goals and Workforce Strategies – Citizens

## OVERALL FOCUS

- Better customer service
- Support and continuation of programs
- Deliver high-quality service
- Branding and perception of state government

## HR/WORKFORCE IMPACT

- Employee performance management
  - Classification and Compensation Programs
  - Aging workforce
  - Recruiting and Retaining Top Talent
  - Employee Engagement Programs
- 



# Aligning Leadership Goals and Workforce Strategies – Fiscal Constraints

## OVERALL FOCUS

- Reducing operating expenses and waste
- Transparency and accountability to taxpayers
- Media Scrutiny
- Improve Efficiency - Do More With Less

## HR/WORKFORCE IMPACT

- Classification/Compensation Programs
- Healthcare Benefit Programs
- Digitalization/Modern Benefit Programs



# Aligning Leadership Goals and Workforce Strategies – Economic Development

## OVERALL FOCUS

- Investments in public safety, education and health and human services
- Attract new businesses
- New and expanded revenue opportunity

## HR/WORKFORCE IMPACT

- Succession Planning
- Aging Workforce
- Recruit and Retain Top Talent



## Creating top talent strategies

A clear and relevant  
organizational  
**mission and vision**

Conduct an  
**analysis** of the  
human capital  
needed to  
accomplish mission

Identify talent **gaps**

Develop and  
implement **plans** for  
current and future  
talent needs





## Talent Solutions

ROI

Merit  
Systems

Recruitment

Applicant  
Experience

Sell State  
Government





## Talent Solutions

Pay

Mutual  
Value

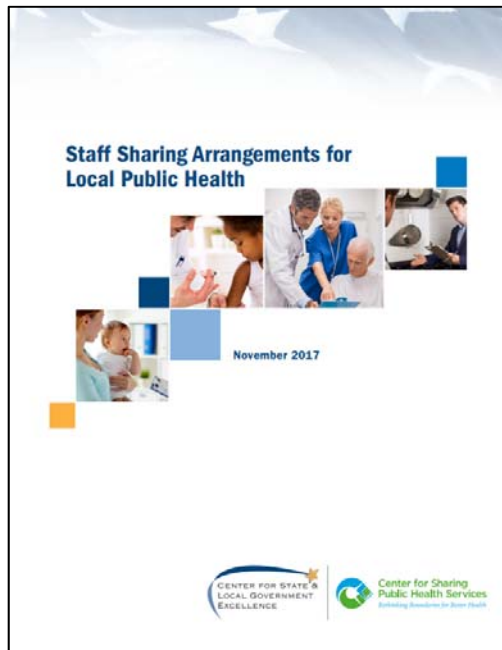
Career

Continuous  
Learning



# Recent SLGE Workforce Research


Succession Planning →



← Staff Sharing  
for Public Health



## Current Workforce Projects

- (1) Managing the Future State/Local Workforce and  
(2) Future Workforces of Transportation Agencies
  - Local Government Financial Literacy
  - Cross-Jurisdictional Staff Sharing for Public Health
  - 2019 Workforce Survey
- 





# Questions?

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