Webinar Presenters

Leslie Scott, Executive Director, National Association of State Personnel Executives

Cara Woodson Welch, Executive Director, International Public Management Association for Human Resources

Gerald Young, Senior Research Associate, Center for State and Local Government Excellence at ICMA-RC

Joshua Franzel, Managing Director, Center for State and Local Government Excellence at ICMA-RC
Center for State and Local Government Excellence at ICMA-RC

Promote excellence in local and state governments so they can attract and retain talented public servants.
2021 Survey Results

- Job cuts have returned
- More flexible employment practices
- Recruiting remains a challenge
- Benefit changes focused on employee contributions
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
Figure 1: Respondents by Type of Government

- Local: 82%
- State: 18%

n=288
Figure 2: Number of Full-Time Equivalent Employees

- Under 500: 1%
- 500-2,499: 8%
- 2,500-9,999: 6%
- 10,000-19,999: 29%
- 20,000 or more: 52%
- Don’t know: 4%
Employment Actions

- 74% Hired employees or training restrictions
- 67% Hired temporary or contract employees
- 36% Travel or training restrictions
- 35% Hiring freezes
- 32% Permanent/long-term telework options
- 20% Broad-based pay increases
- 19% Furloughs
- 19% Re-hired retired staff
- 18% Pay freezes
- 16% Narrow, position-specific pay increases
- 16% Restructured services to match available workforce
- 15% Layoffs
- 14% Hired staff to work exclusively off-site
- 14% Re-hired furloughed staff
- 8% Early retirement incentives
- 3% None of these
- 3% Pay cuts
Employment Actions

- Hired employees: 74%
- Travel or training restrictions: 67%
- Hired temporary or contract employees: 36%
- Hiring freezes: 35%
- Permanent/long-term telework options: 32%
- Broad-based pay increases: 20%
- Furloughs: 19%
- Re-hired retired staff: 19%
- Pay freezes: 18%
- Narrow, position-specific pay increases: 16%
- Restructured services to match available workforce: 16%
- Layoffs: 15%
- Hired staff to work exclusively off-site*: 14%
- Re-hired furloughed staff: 14%
- Early retirement incentives: 8%
- None of these: 3%
- Pay cuts: 3%
Employment Actions: Trends

**Figure 3B:** Workforce changes implemented over the past year

- Hiring freezes
- Furloughs
- Pay freezes
- Layoffs
- Pay cuts
Changes in Workforce vs. Prior Year

Figure 4: Changes in the size of your government workforce in 2020

- Retirements were: 30% Higher than 2019, 54% Same as 2019, 16% Lower than 2019
- Layoffs (excluding terminations for cause or during probationary periods) were: 26% Higher than 2019, 61% Same as 2019, 13% Lower than 2019
- Quits (voluntary, non-retirement separations) were: 24% Higher than 2019, 50% Same as 2019, 26% Lower than 2019
- Full-time hirings were: 18% Higher than 2019, 40% Same as 2019, 42% Lower than 2019
- Part-time hirings were: 14% Higher than 2019, 40% Same as 2019, 46% Lower than 2019
Changes in Workforce vs. Prior Year

Figure 5: How, if at all, the size your full-time workforce changed over the last year
n=271

- Increased: 47%
- No change: 28%
- Decreased: 3%
- Don't know: 22%
Overall Workforce Changes Compared to 2008-2012
Figure 6: Looking broadly at your workforce, what general skill sets are needed? n=248

- 74% Analytical/critical thinking
- 68% Interpersonal
- 49% Management
- 47% Technology
- 44% Written communications
- 32% Data management/data analysis
- 13% Public speaking/presentations
- 12% Finance
- 10% Social media
- 8% Language (other than English)
- 5% Don’t know
Most Successful Recruitment Practices - Online

Figure 7: What recruitment practices are most successful in reaching qualified candidates? n=249

- Online advertising: Government websites (62%)
- Social media (59%)
- Employee referrals (48%)
- Online advertising: Commercial sites (42%)
- College outreach/partnerships* (27%)
- Internships/apprenticeships (22%)
- Building a communications campaign around public service (19%)
- Outreach to specific neighborhoods or demographics (17%)
- Job fairs (16%)
- Outreach to veterans or military family members* (13%)
- Artificial intelligence (for application screening or video interviews) (11%)
- Video campaigns (8%)
- Don't know (8%)
- Newsletters: State / local (6%)
- K-12 outreach / civics curriculum (4%)
- Conferences (2%)
- Newsletters: National (2%)

* Items shown with an asterisk were new to the survey in 2021.
Most Successful Recruitment Practices - Personal

**Figure 7: What recruitment practices are most successful in reaching qualified candidates? n=249**

- **62%** Online advertising: Government websites
- **59%** Social media
- **48%** Employee referrals
- **42%** Online advertising: Commercial sites
- **27%** College outreach/partnerships*
- **22%** Internships/apprenticeships
- **19%** Building a communications campaign around public service
- **17%** Outreach to specific neighborhoods or demographics
- **16%** Job fairs
- **13%** Outreach to veterans or military family members*
- **11%** Artificial intelligence (for application screening or video interviews)
- **8%** Video campaigns
- **8%** Don’t know
- **6%** Newsletters: State / local
- **4%** K-12 outreach / civics curriculum
- **2%** Conferences
- **2%** Newsletters: National

* Items shown with an asterisk were new to the survey in 2021.
Most Successful Recruitment Practices – Tech-Enabled

Figure 7: What recruitment practices are most successful in reaching qualified candidates? n=249

- 62% Online advertising: Government websites
- 59% Social media
- 48% Employee referrals
- 42% Online advertising: Commercial sites
- 27% College outreach/partnerships*
- 22% Internships/apprenticeships
- 19% Building a communications campaign around public service
- 17% Outreach to specific neighborhoods or demographics
- 16% Job fairs
- 13% Outreach to veterans or military family members*
- 11% Artificial intelligence (for application screening or video interviews)
- 8% Video campaigns
- 8% Don't know
- 6% Newsletters: State/local
- 4% K-12 outreach/civics curriculum
- 2% Conferences
- 2% Newsletters: National

* Items shown with an asterisk were new to the survey in 2021.
Figure 8: What flexible work practices does your organization offer? n = 229

- Flexible schedule (e.g., 4 days, 10 hours): 54%
- Regular telework for eligible positions: 53%
- Flexible work hours: 48%
- No flexible work practices: 16%
- Job sharing within the organization: 9%
- Other: 8%
- Job sharing with other agencies: 2%
Flexible Employment Practices

Figure 8: What flexible work practices does your organization offer? n = 229

- 54% Flexible schedule (e.g., 4 days, 10 hours)
- 53% Regular telework for eligible positions
- 48% Flexible work hours
- 16% No flexible work practices
- 9% Job sharing within the organization
- 8% Other
- 2% Job sharing with other agencies

82% > 2,500 FTEs
40% < 500 FTEs
Change in Flexible Employment Practices

**Number Eligible**
- Increased: 75%
- No change: 15%
- Not applicable: 13%

**Range of Programs**
- Increased: 72%
- No change: 15%
- Not applicable: 13%
Flexible Employment Practices Exclusions

Figure 11: What, if any, job classifications or departments are excluded from flexible workplace policies? (n=231)

- Public safety: 70% excluded, 19% not excluded, 11% no response
- Public works: 55% excluded, 28% not excluded, 16% no response
- Parks and recreation: 33% excluded, 45% not excluded, 22% no response
- Public health/health care: 32% excluded, 27% not excluded, 41% no response
- Library: 16% excluded, 40% not excluded, 44% no response
- Social services: 14% excluded, 42% not excluded, 43% no response
- Information technology: 7% excluded, 75% not excluded, 18% no response
- Planning and development: 7% excluded, 71% not excluded, 23% no response
- Teachers, High school: 5% excluded, 23% not excluded, 72% no response
Hard-to-Fill Positions

Figure 12: Hard-to-Fill Positions n=228

- 75% - Health care: Nursing
- 64% - Corrections/jails
- 64% - Health care: Other
- 64% - Policing
- 61% - Health care: Mental health professionals
- 60% - Health care: Physicians
- 57% - Skilled trades (all types)
- 57% - Dispatch
- 52% - Engineering
- 51% - Building permit/inspection
- 47% - Driving/equipment operation (CDL)
- 44% - Automotive maintenance
- 40% - IT: Network administration
- 39% - Management (executive level)
- 38% - Firefighting/emergency medical
- 38% - Maintenance work/labor
Hard-to-Fill Positions

Wide disparity by workforce size

Larger and smaller organizations face similar challenges
Number of Applicants – Fewer than positions available

Figure 13: Number of applicants this past year compared to the number of positions available

<table>
<thead>
<tr>
<th>Profession</th>
<th>Fewer qualified applicants than positions available</th>
<th>0-50% more qualified applicants than positions available</th>
<th>50-100% more qualified applicants than positions available</th>
<th>More than twice as many qualified applicants as positions available</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered nurses</td>
<td>79%</td>
<td>21%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Engineers</td>
<td>65%</td>
<td>28%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>Police</td>
<td>63%</td>
<td>27%</td>
<td>6%</td>
<td>5%</td>
</tr>
<tr>
<td>Information technology employees</td>
<td>58%</td>
<td>34%</td>
<td>7%</td>
<td>7%</td>
</tr>
<tr>
<td>Maintenance workers</td>
<td>48%</td>
<td>36%</td>
<td>7%</td>
<td>9%</td>
</tr>
</tbody>
</table>

NOTE: Excludes those responding “not applicable, no such recruitments,” or “don’t know.”
71% made no changes, either for current or new employees.
Changes Made to Retirement Benefits:

Current Employees

Figure 14: Over the past year, what changes, if any, has your government made to the retirement benefits for current employees? n=210

- 71% No changes
- 11% Reduced/eliminated cost-of-living adjustments
- 8% Increased employer contribution to pension plans
- 5% Increased employee contribution to pension plans
- 3% Other
  - 2% Decreased pension benefits
  - 1% Instituted auto-enrollment in supplemental defined contribution plans
  - 1% Decreased employer contributions to defined contribution plans
  - 1% Replaced a defined benefit with a defined contribution plan
  - 1% Replaced a defined benefit with a hybrid plan (combination of a DB and DC plan)
  - 0% Required a choice between primary defined benefit and defined contribution plan
  - 0% Increased pension eligibility requirements
Changes Made to Retirement Benefits:

New Employees

Figure 15: Over the past year, what changes, if any, has your government made to the retirement benefits for new hires? n=212

- 71% No changes
- 7% Reduced/eliminated cost-of-living adjustments
- 7% Increased employer contribution to pension plans
- 7% Increased employee contribution to pension plans
- 5% Decreased pension benefits
- 5% Instituted auto-enrollment in supplemental defined contribution plans
- 3% Other
- 3% Replaced a defined benefit with a defined contribution plan
- 2% Increased pension eligibility requirements
- 2% Decreased employer contributions to defined contribution plans
- 1% Replaced a defined benefit with a hybrid plan (combination of a DB and DC plan)
- 0% Required a choice between primary defined benefit and defined contribution plan
Actions by Retirement-Eligible Staff in Prior Year

**Figure 16:** Over the past year, what changes, if any, have your retirement-eligible employees made regarding their plans for retirement? n=223

- **38%** Accelerated their retirement date
- **30%** No changes
- **22%** Postponed their retirement date
- **19%** Don’t know

**NOTE:** Responses sum to more than 100% because some jurisdictions reported more than one type of action taken.
Actions by Retirement-Eligible Staff in Prior Year

Figure 16B: Over the past year, what changes, if any, have your retirement-eligible employees made regarding their plans for retirement? (Detail, 2009-2021)

- Blue line: Postponed their retirement
- Green line: Accelerated their retirement date

NOTE: This survey was not conducted in 2010.
Anticipated Wave of Retirements

- **52%**
  The largest anticipated number of potential retirements will take place over the next few years

- **17%**
  The largest anticipated number of potential retirements is taking place right now

- **14%**
  No significant wave of retirements has happened or is anticipated over the next few years

- **9%**
  Don’t know

- **8%**
  The largest anticipated number of potential retirements has already taken place
Employees and COVID-19

76% see their work as at least somewhat risky

74% are at least somewhat concerned about being able to save enough for retirement due to the pandemic

Employees and COVID-19

76% see their work as at least somewhat risky.
74% are at least somewhat concerned about being able to save enough for retirement due to the pandemic.

Concerned about being able to retire when want:
- 45% Early Career
- 44% Mid-Career
- 34% Late/Encore Career

Are your employees financially prepared for retirement?
### Health Benefit Changes

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Change Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>65%</td>
<td>No changes</td>
</tr>
<tr>
<td>27%</td>
<td>Implemented wellness programs</td>
</tr>
<tr>
<td>12%</td>
<td>Shifted more health care costs from employer to employees (e.g., higher premiums, co-pays, and deductibles)</td>
</tr>
<tr>
<td>7%</td>
<td>Set funds aside to cover future retiree health benefit costs</td>
</tr>
<tr>
<td>5%</td>
<td>Implemented chronic care management programs</td>
</tr>
<tr>
<td>5%</td>
<td>Other</td>
</tr>
<tr>
<td>3%</td>
<td>Shifted employees to high deductible plans with health savings account</td>
</tr>
<tr>
<td>3%</td>
<td>Established a health reimbursement arrangement</td>
</tr>
<tr>
<td>3%</td>
<td>Increased requirements (e.g., years to vest, age of eligibility) for retiree health benefits</td>
</tr>
<tr>
<td>3%</td>
<td>Shifted more health care costs from employer to retirees</td>
</tr>
<tr>
<td>1%</td>
<td>Eliminated retiree health care</td>
</tr>
<tr>
<td>1%</td>
<td>Shifted retirees to high deductible plans with health savings account</td>
</tr>
<tr>
<td>1%</td>
<td>Introduced an individual Medicare marketplace approach for retiree healthcare</td>
</tr>
<tr>
<td>1%</td>
<td>Shifted from a traditional retiree health care model to a defined benefit model for current employees</td>
</tr>
<tr>
<td>1%</td>
<td>Shifted from a traditional retiree health care model to a defined benefit model for new employees</td>
</tr>
</tbody>
</table>
### Health Benefit Changes

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Change Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>65%</td>
<td>No changes</td>
</tr>
<tr>
<td>27%</td>
<td>Implemented wellness programs</td>
</tr>
<tr>
<td>12%</td>
<td>Shifted more health care costs from employer to employees (e.g., higher premiums, co-pays, and deductibles)</td>
</tr>
<tr>
<td>7%</td>
<td>Set funds aside to cover future retiree health benefit costs</td>
</tr>
<tr>
<td>5%</td>
<td>Implemented chronic care management programs</td>
</tr>
<tr>
<td>5%</td>
<td>Other</td>
</tr>
<tr>
<td>3%</td>
<td>Shifted employees to high deductible plans with health savings account</td>
</tr>
<tr>
<td>3%</td>
<td>Established a health reimbursement arrangement</td>
</tr>
<tr>
<td>3%</td>
<td>Increased requirements (e.g., years to vest, age of eligibility) for retiree health benefits</td>
</tr>
<tr>
<td>3%</td>
<td>Shifted more health care costs from employer to retirees</td>
</tr>
<tr>
<td>1%</td>
<td>Eliminated retiree health care</td>
</tr>
<tr>
<td>1%</td>
<td>Shifted retirees to high deductible plans with health savings account</td>
</tr>
<tr>
<td>1%</td>
<td>Introduced an individual Medicare marketplace approach for retiree healthcare</td>
</tr>
<tr>
<td>1%</td>
<td>Shifted from a traditional retiree health care model to a defined contribution health care model for current employees</td>
</tr>
<tr>
<td>1%</td>
<td>Shifted from a traditional retiree health care model to a defined contribution health care model for new employees</td>
</tr>
</tbody>
</table>

See also [Other Post-Employment Benefits (OPEBs) by State](#)
Do you feel the compensation you offer is competitive with the labor market?

**Wages:**
- Yes: 60%
- No: 36%
- Don't Know: 4%

**Benefits:**
- Yes: 92%
- No: 6%
- Don't Know: 2%
<table>
<thead>
<tr>
<th>Percent</th>
<th>Benefit Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>91%</td>
<td>Employee assistance programs (EAPs)/mental health support*</td>
</tr>
<tr>
<td>75%</td>
<td>Exit interviews</td>
</tr>
<tr>
<td>69%</td>
<td>Leave benefits: CCVID-related quarantine/isolation leave*</td>
</tr>
<tr>
<td>65%</td>
<td>Employee development: In-house training</td>
</tr>
<tr>
<td>64%</td>
<td>Wellness programs: Information</td>
</tr>
<tr>
<td>63%</td>
<td>Leave benefits: Sick leave banking/donations</td>
</tr>
<tr>
<td>60%</td>
<td>Employee development: Funds/reimbursements for training/tuition</td>
</tr>
<tr>
<td>53%</td>
<td>Onboarding program</td>
</tr>
<tr>
<td>52%</td>
<td>Recognition program</td>
</tr>
<tr>
<td>50%</td>
<td>Employee development: Leadership development</td>
</tr>
<tr>
<td>46%</td>
<td>Merit-based salary increases</td>
</tr>
<tr>
<td>45%</td>
<td>Workplace diversity, equity, and inclusion training*</td>
</tr>
<tr>
<td>39%</td>
<td>Leave benefits: Paid family leave</td>
</tr>
<tr>
<td>39%</td>
<td>Employee development: Cross-training</td>
</tr>
<tr>
<td>34%</td>
<td>Leave benefits: Consolidated annual/personal/sick leave</td>
</tr>
<tr>
<td>33%</td>
<td>Wellness programs: Reimbursement (e.g., gym membership, smoking cessation programs)</td>
</tr>
<tr>
<td>32%</td>
<td>Financial literacy/financial wellness training</td>
</tr>
<tr>
<td>32%</td>
<td>Internships/apprenticeships</td>
</tr>
<tr>
<td>32%</td>
<td>Employee development: Career paths/career ladders</td>
</tr>
<tr>
<td>32%</td>
<td>Employee satisfaction surveys</td>
</tr>
<tr>
<td>28%</td>
<td>Wellness programs: On-site fitness facilities</td>
</tr>
<tr>
<td>27%</td>
<td>Wellness programs: On-site clinics</td>
</tr>
<tr>
<td>Percentage</td>
<td>Employee Feature</td>
</tr>
<tr>
<td>------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>91%</td>
<td>Employee assistance programs (EAPs)/mental health support*</td>
</tr>
<tr>
<td>75%</td>
<td>Exit interviews</td>
</tr>
<tr>
<td>69%</td>
<td>Leave benefits: COVID-related quarantine/isolation leave*</td>
</tr>
<tr>
<td>65%</td>
<td>Employee development: In-house training</td>
</tr>
<tr>
<td>64%</td>
<td>Wellness programs: Informational</td>
</tr>
<tr>
<td>63%</td>
<td>Leave benefits: Sick leave banking/donations</td>
</tr>
<tr>
<td>60%</td>
<td>Employee development: Funds/reimbursements for training/tuition</td>
</tr>
<tr>
<td>53%</td>
<td>Onboarding program</td>
</tr>
<tr>
<td>52%</td>
<td>Recognition program</td>
</tr>
<tr>
<td>50%</td>
<td>Employee development: Leadership development</td>
</tr>
<tr>
<td>46%</td>
<td>Merit-based salary increases</td>
</tr>
<tr>
<td>45%</td>
<td>Workplace diversity, equity, and inclusion training*</td>
</tr>
<tr>
<td>39%</td>
<td>Leave benefits: Paid family leave</td>
</tr>
<tr>
<td>39%</td>
<td>Employee development: Cross-training</td>
</tr>
<tr>
<td>34%</td>
<td>Leave benefits: Consolidated annual/personal/sick leave</td>
</tr>
<tr>
<td>33%</td>
<td>Wellness programs: Reimbursement (e.g., gym membership, smoking cessation programs)</td>
</tr>
<tr>
<td>32%</td>
<td>Financial literacy/financial wellness training</td>
</tr>
<tr>
<td>32%</td>
<td>Internships/apprenticeships</td>
</tr>
<tr>
<td>32%</td>
<td>Employee development: Career paths/career ladders</td>
</tr>
<tr>
<td>32%</td>
<td>Employee satisfaction surveys</td>
</tr>
<tr>
<td>28%</td>
<td>Wellness programs: On-site fitness facilities</td>
</tr>
<tr>
<td>27%</td>
<td>Wellness programs: On-site clinics</td>
</tr>
<tr>
<td>Percentage</td>
<td>Description</td>
</tr>
<tr>
<td>------------</td>
<td>-------------</td>
</tr>
<tr>
<td>91%</td>
<td>Employee assistance programs (EAPs)/mental health support*</td>
</tr>
<tr>
<td>75%</td>
<td>Exit interviews</td>
</tr>
<tr>
<td>69%</td>
<td>Leave benefits: CCVID-related quarantine/isolation leave*</td>
</tr>
<tr>
<td>65%</td>
<td>Employee development: In-house training</td>
</tr>
<tr>
<td>64%</td>
<td>Wellness programs: Informational</td>
</tr>
<tr>
<td>63%</td>
<td>Leave benefits: Sick leave banking/donations</td>
</tr>
<tr>
<td>60%</td>
<td>Employee development: Funds/reimbursements for training/tuition</td>
</tr>
<tr>
<td>53%</td>
<td>Onboarding program</td>
</tr>
<tr>
<td>52%</td>
<td>Recognition program</td>
</tr>
<tr>
<td>50%</td>
<td>Employee development: Leadership development</td>
</tr>
<tr>
<td>46%</td>
<td>Merit-based salary increases</td>
</tr>
<tr>
<td>45%</td>
<td>Workplace diversity, equity, and inclusion training*</td>
</tr>
<tr>
<td>39%</td>
<td>Leave benefits: Paid family leave</td>
</tr>
<tr>
<td>39%</td>
<td>Employee development: Cross-training</td>
</tr>
<tr>
<td>34%</td>
<td>Leave benefits: Consolidated annual/personal/sick leave</td>
</tr>
<tr>
<td>33%</td>
<td>Wellness programs: Reimbursement (e.g., gym membership, smoking cessation programs)</td>
</tr>
<tr>
<td>32%</td>
<td>Financial literacy/financial wellness training</td>
</tr>
<tr>
<td>32%</td>
<td>Internships/apprenticeships</td>
</tr>
<tr>
<td>32%</td>
<td>Employee development: Career paths/career ladders</td>
</tr>
<tr>
<td>32%</td>
<td>Employee satisfaction surveys</td>
</tr>
<tr>
<td>28%</td>
<td>Wellness programs: On-site fitness facilities</td>
</tr>
<tr>
<td>27%</td>
<td>Wellness programs: On-site clinics</td>
</tr>
</tbody>
</table>
### Employee Retention and Development

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Program Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>91%</td>
<td>Employee assistance programs (EAPs)/mental health support*</td>
</tr>
<tr>
<td>75%</td>
<td>Exit interviews</td>
</tr>
<tr>
<td>69%</td>
<td>Leave benefits: COVID-related quarantine/isolation leave*</td>
</tr>
<tr>
<td>65%</td>
<td>Employee development: In-house training</td>
</tr>
<tr>
<td>64%</td>
<td>Wellness programs: Informational</td>
</tr>
<tr>
<td>63%</td>
<td>Leave benefits: Sick leave banking/donations</td>
</tr>
<tr>
<td>60%</td>
<td>Employee development: Funds/reimbursements for training/tuition</td>
</tr>
<tr>
<td>53%</td>
<td>Onboarding program</td>
</tr>
<tr>
<td>52%</td>
<td>Recognition program</td>
</tr>
<tr>
<td>50%</td>
<td>Employee development: Leadership development</td>
</tr>
<tr>
<td>46%</td>
<td>Merit-based salary increases</td>
</tr>
<tr>
<td>45%</td>
<td>Workplace diversity, equity, and inclusion training*</td>
</tr>
<tr>
<td>39%</td>
<td>Leave benefits: Paid family leave</td>
</tr>
<tr>
<td>39%</td>
<td>Employee development: Cross-training</td>
</tr>
<tr>
<td>34%</td>
<td>Leave benefits: Consolidated annual/personal/sick leave</td>
</tr>
<tr>
<td>33%</td>
<td>Wellness programs: Reimbursement (e.g., gym membership, smoking cessation programs)</td>
</tr>
<tr>
<td>32%</td>
<td>Financial literacy/financial wellness training</td>
</tr>
<tr>
<td>32%</td>
<td>Internships/apprenticeships</td>
</tr>
<tr>
<td>32%</td>
<td>Employee development: Career paths/career ladders</td>
</tr>
<tr>
<td>32%</td>
<td>Employee satisfaction surveys</td>
</tr>
<tr>
<td>28%</td>
<td>Wellness programs: On-site fitness facilities</td>
</tr>
<tr>
<td>27%</td>
<td>Wellness programs: On-site clinics</td>
</tr>
</tbody>
</table>
Diversity, Equity, and Inclusion

Composition of the Workforce, by:

**Gender**
- Reflective of the community: 54%
- Not as representative as it could be. We are addressing via targeting recruitment campaign: 20%
- Not as representative as it could be. There are no targeted recruitment or retention efforts: 19%
- Don’t know: 7%

**Race/Ethnicity**
- Reflective of the community: 38%
- Not as representative as it could be. We are addressing via targeting recruitment campaign: 36%
- Not as representative as it could be. There are no targeted recruitment or retention efforts: 19%
- Don’t know: 7%
Diversity, Equity, and Inclusion

Composition of the Workforce, by:

Gender

- 54% Reflective of the community
- 20% Not as representative as it could be. We are addressing via targeting recruitment campaign.
- 19% Not as representative as it could be. There are no targeted recruitment or retention efforts.
- 7% Don't know

Race/Ethnicity

- 38% Reflective of the community
- 36% Not as representative as it could be. We are addressing via targeting recruitment campaign.
- 7% Not as representative as it could be. There are no targeted recruitment or retention efforts.
- 19% Don't know

56% w/ 500+ FTEs

20% w/ < 500 FTEs
Exit Interview Comments

- Retirement: 51%
- Advancement with another public employer: 36%
- Compensation not competitive: 30%
- Lack of internal advancement opportunities: 25%
- Advancement with a private employer: 24%
- Personal/family priorities: 23%
- Dissatisfaction with supervisors: 23%
- Relocation: 22%
- Change of career: 17%
- Workload/burnout: 6%
- Dissatisfaction with the organization: 5%
- COVID-related health/safety concerns*: 4%
- Not applicable (Did not conduct exit interviews): 4%
- Dissatisfaction with co-workers: 4%
- Physical/mental health*: 3%
- Other: 3%
- Pursuing further education: 2%

* Items shown with an asterisk were new to the survey in 2021.
<table>
<thead>
<tr>
<th>Percentage</th>
<th>Issue Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>84%</td>
<td>Employee morale</td>
</tr>
<tr>
<td>82%</td>
<td>Competitive compensation package</td>
</tr>
<tr>
<td>77%</td>
<td>Employee engagement</td>
</tr>
<tr>
<td>76%</td>
<td>Recruitment and retention of qualified personnel with needed skills for public service</td>
</tr>
<tr>
<td>75%</td>
<td>Employee development: Leadership</td>
</tr>
<tr>
<td>71%</td>
<td>Employee development: General</td>
</tr>
<tr>
<td>67%</td>
<td>Equity: Workforce diversity, equity, and inclusion</td>
</tr>
<tr>
<td>61%</td>
<td>Mental health in the workplace*</td>
</tr>
<tr>
<td>60%</td>
<td>Retaining staff needed for core services</td>
</tr>
<tr>
<td>57%</td>
<td>Equity: Racial and social justice (in service delivery and society)</td>
</tr>
<tr>
<td>57%</td>
<td>Workforce succession planning</td>
</tr>
<tr>
<td>50%</td>
<td>How to manage workload when current staff is at their limit and new staff cannot be hired</td>
</tr>
<tr>
<td>45%</td>
<td>Reducing employee health care costs</td>
</tr>
<tr>
<td>44%</td>
<td>Creating a more flexible workplace (e.g., job sharing, outsourcing, hiring retirees)</td>
</tr>
<tr>
<td>44%</td>
<td>Turnover</td>
</tr>
<tr>
<td>41%</td>
<td>Public perception of government workers</td>
</tr>
<tr>
<td>31%</td>
<td>Managing long-term/permanent telework (via policy and technology)*</td>
</tr>
<tr>
<td>30%</td>
<td>Employee financial literacy/financial wellness</td>
</tr>
<tr>
<td>30%</td>
<td>Impact of technology: Retraining staff</td>
</tr>
<tr>
<td>30%</td>
<td>Performing a job classification study</td>
</tr>
<tr>
<td>27%</td>
<td>Employee vaccinations: Mandated or incentivized*</td>
</tr>
<tr>
<td>20%</td>
<td>Impact of technology: Modifying or eliminating jobs</td>
</tr>
</tbody>
</table>
Looking Ahead…

- Employee morale (84%)
- Competitive compensation package (82%)
- Employee engagement (77%)
- Recruitment and retention of qualified personnel with needed skills for public service (76%)
- Employee development: Leadership (75%)
- Employee development: General (71%)
- Equity: Workforce diversity, equity, and inclusion (67%)
- Mental health in the workplace* (61%)
- Retaining staff needed for core services (60%)
- Equity: Racial and social justice (in service delivery and society) (57%)
- Workforce succession planning (57%)
- How to manage workload when current staff is at their limit and new staff cannot be hired (50%)
- Reducing employee health care costs (45%)
- Creating a more flexible workplace (e.g., job sharing, outsourcing, hiring retirees) (44%)
- Turnover (44%)
- Public perception of government workers (41%)
- Managing long-term/permanent telework (via policy and technology)* (31%)
- Employee financial literacy/financial wellness (30%)
- Impact of technology: Retraining staff (30%)
- Performing a job classification study (30%)
- Employee vaccinations: Mandated or incentivized* (27%)
- Impact of technology: Modifying or eliminating jobs (20%)
Related Workforce Research

- COVID impacts, Workforce of the Future, Public Service Employment
- Public Health and K-12 Workforce
- Emergency Savings
- HR2020
Q&A and Follow-up

SLGE.ORG
Twitter: @4GovtExcellence

IPMA-HR.ORG
Twitter: @IPMAHR

NASPE.NET
Twitter: @NASPEStateHR