

State and Local Government Workforce 2021

Wednesday, May 19, 2021



Webinar Presenters



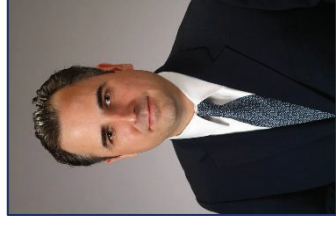
Leslie Scott, Executive Director, National Association of State Personnel Executives



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

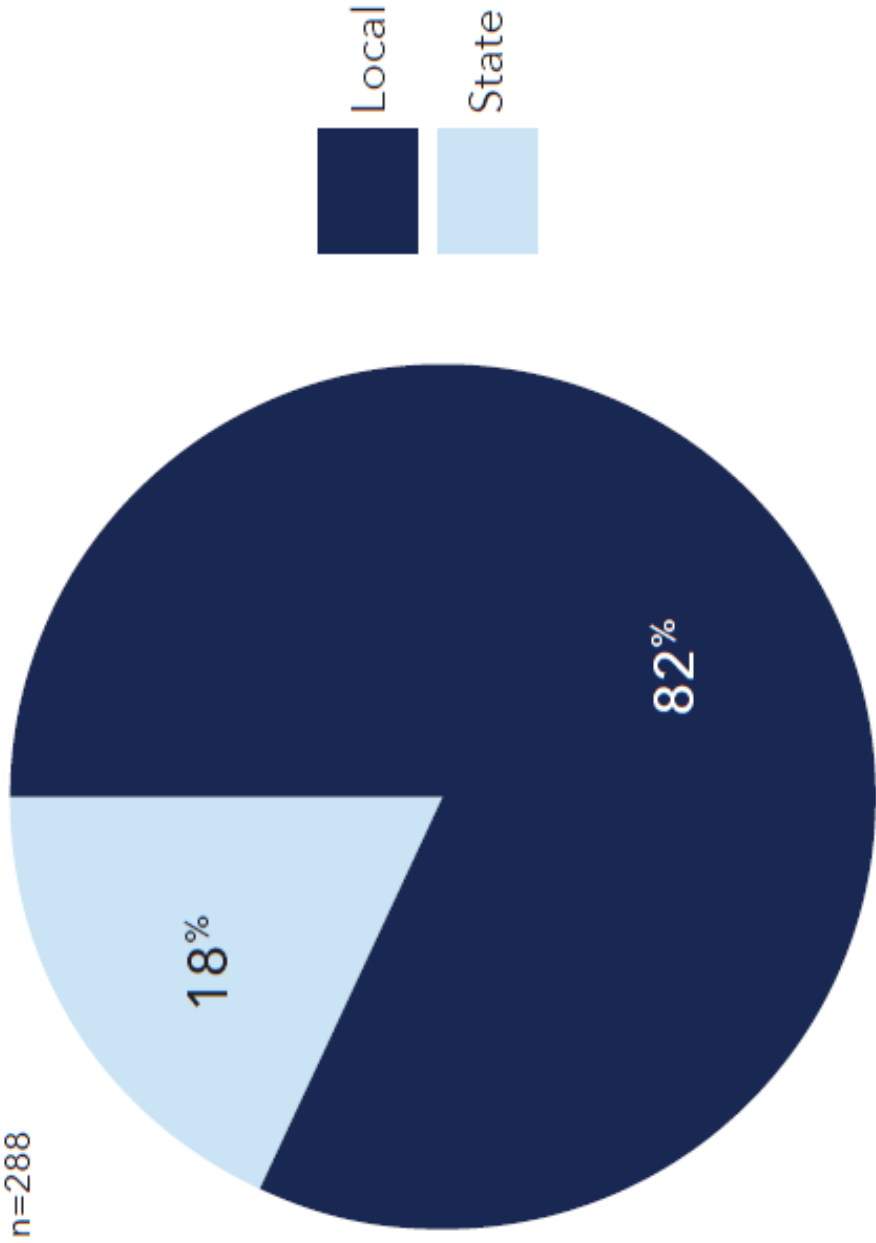
- Initial survey in 2009 on state/local workforce and the recession
- Larger trends in recruitment, retention, benefits, and other key workforce issues



2021 Respondents

Figure 1: Respondents by Type of Government

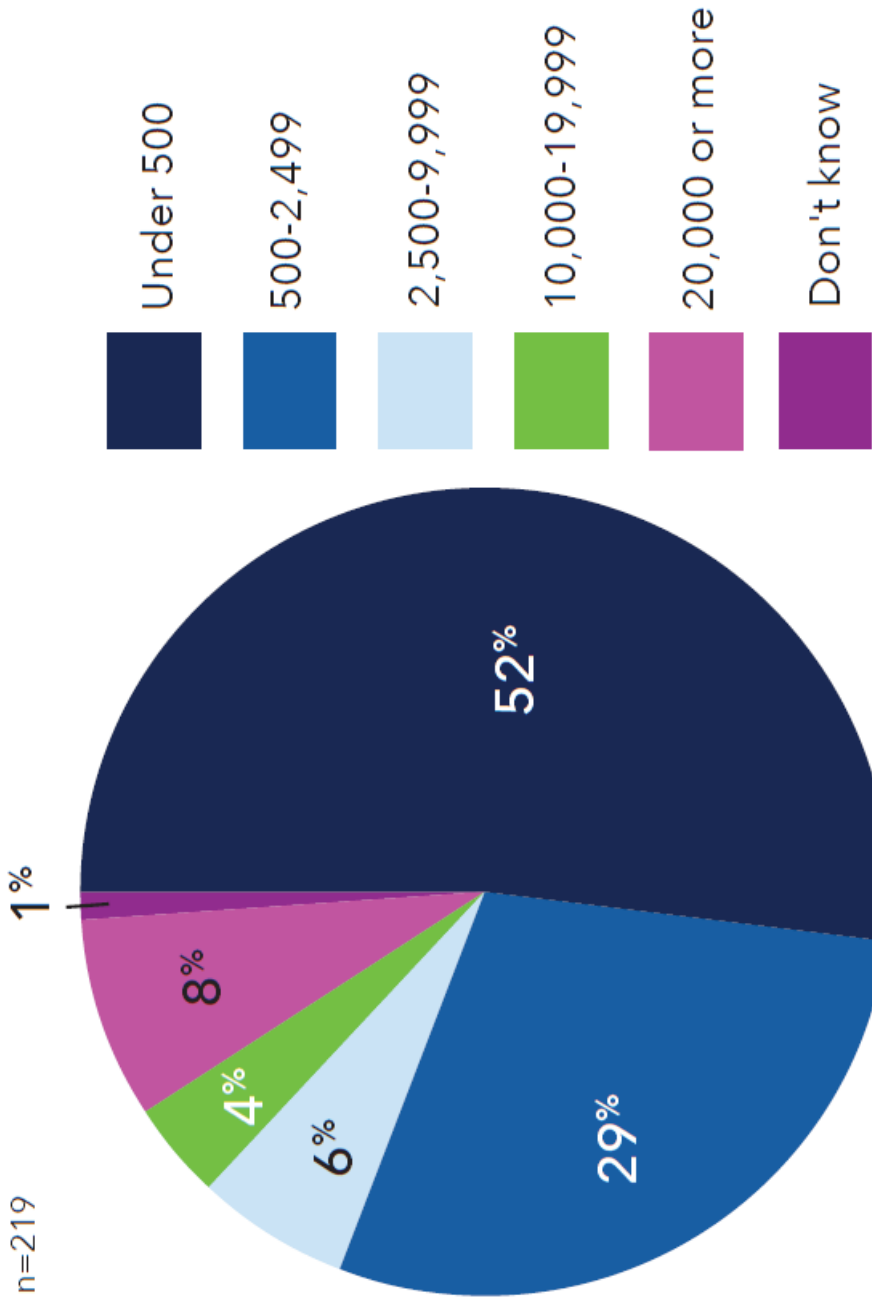
n=288



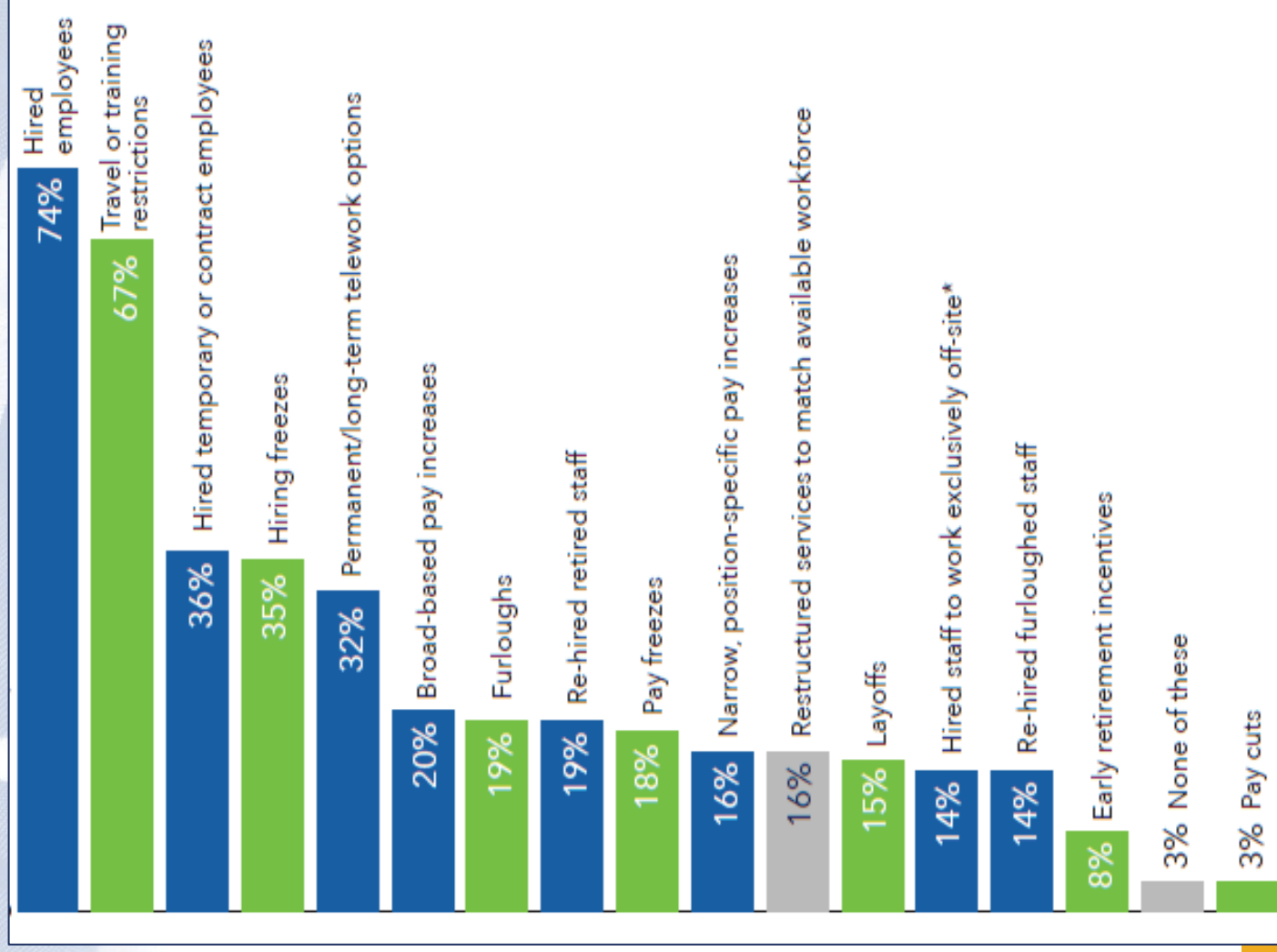
2021 Respondents – By Size

Figure 2: Number of Full-Time Equivalent Employees

n=219



Employment Actions

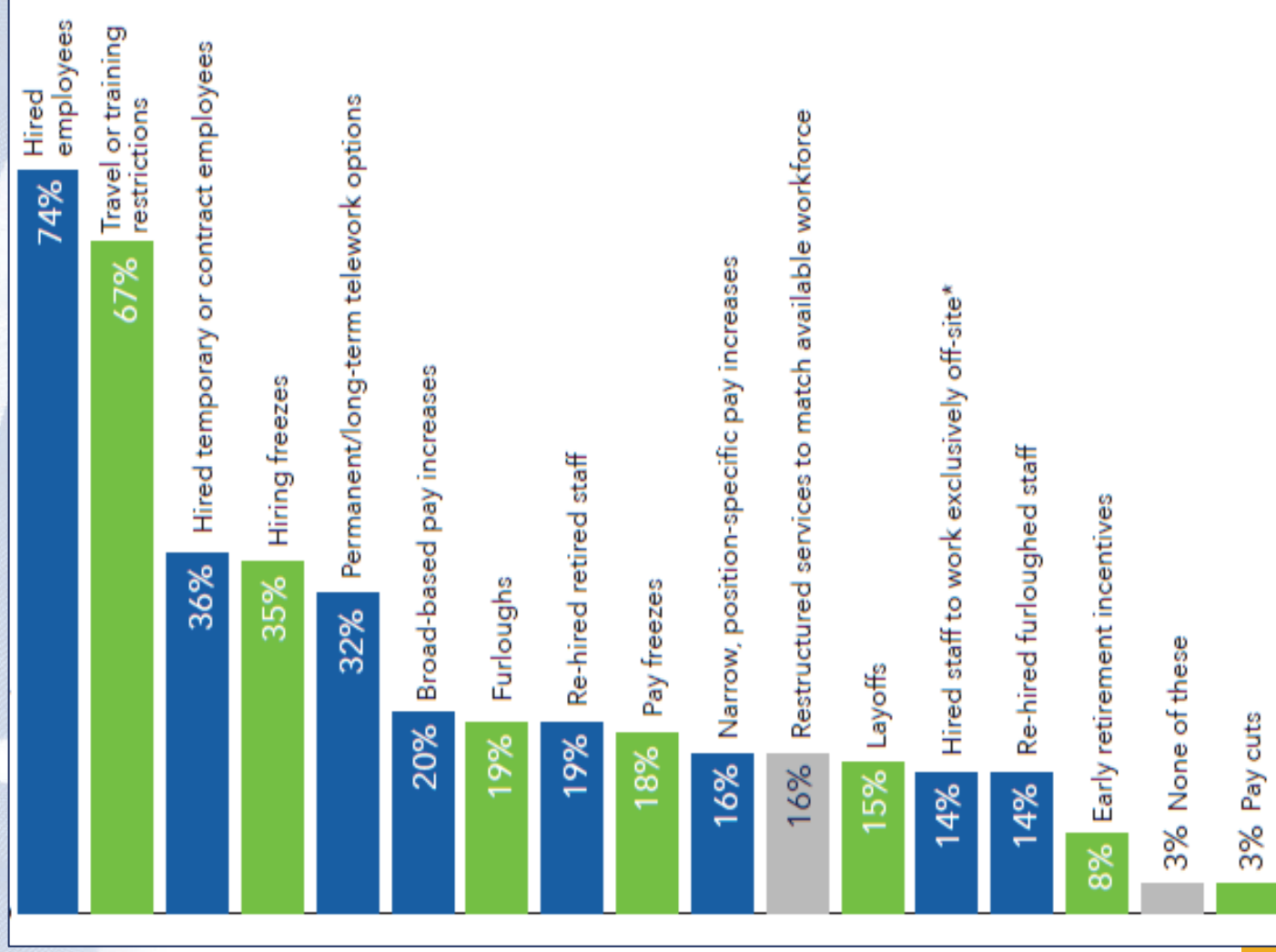


Employment Actions

27% Local
61% State

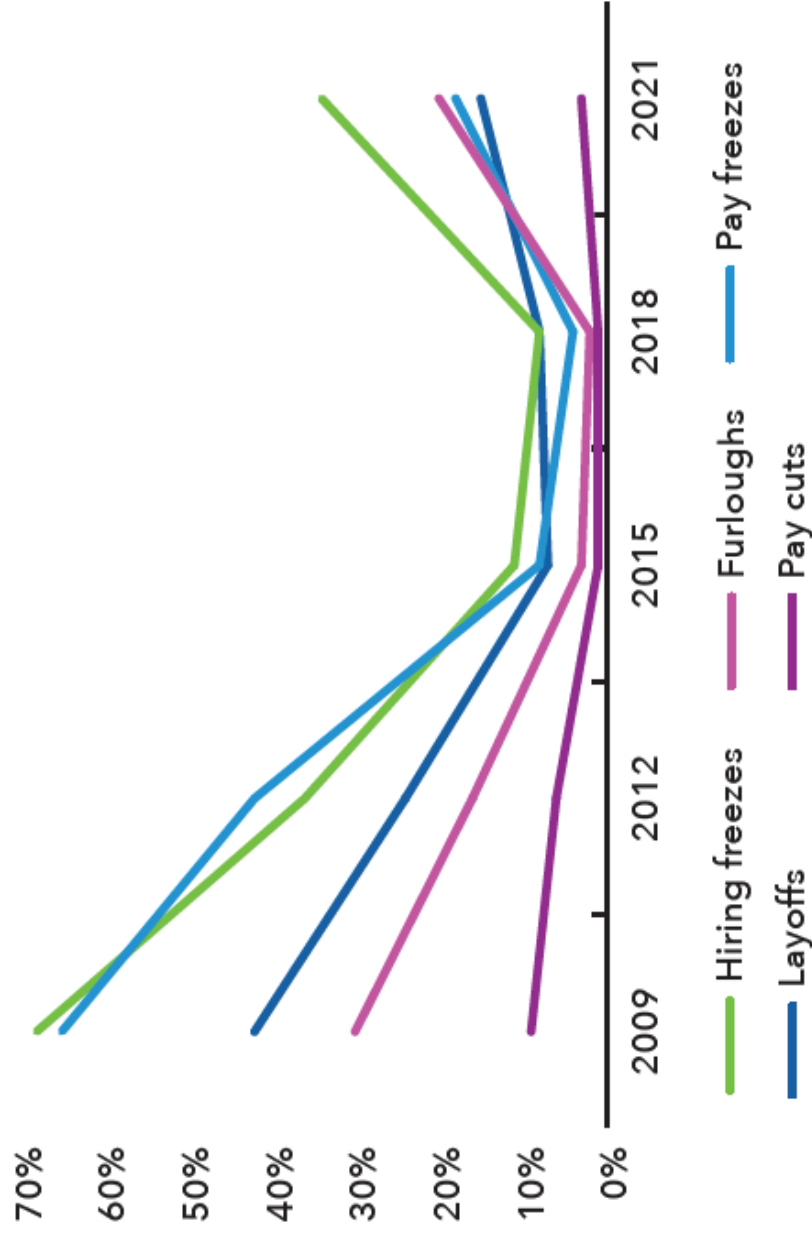
22% Local
7% State

13% Local
48% State



Employment Actions: Trends

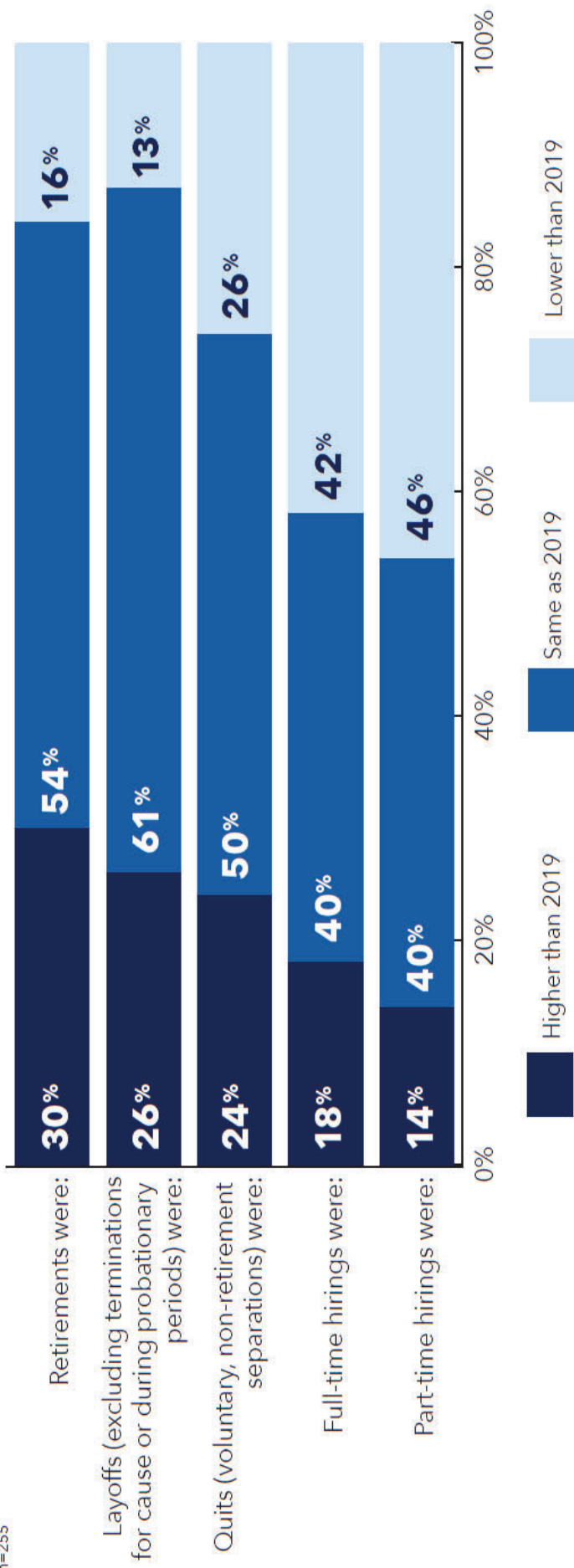
Figure 3B: Workforce changes implemented over the past year



Changes in Workforce vs. Prior Year

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

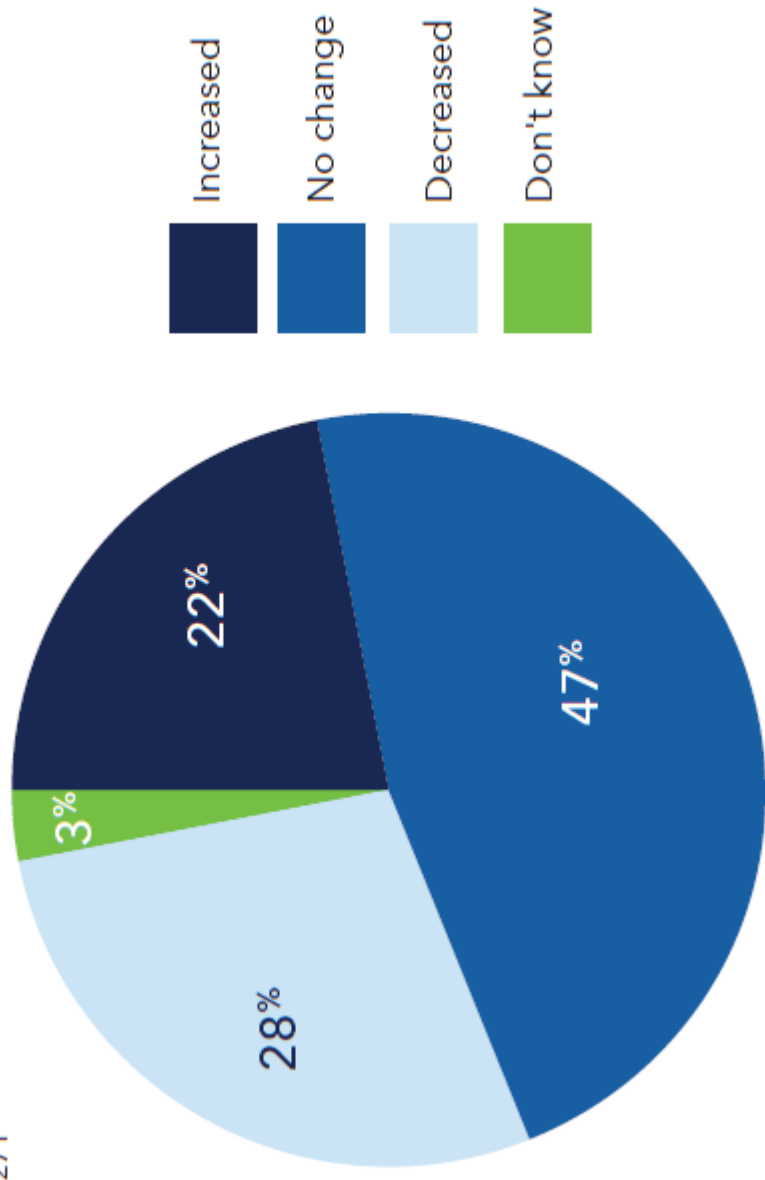
n=255



Changes in Workforce vs. Prior Year

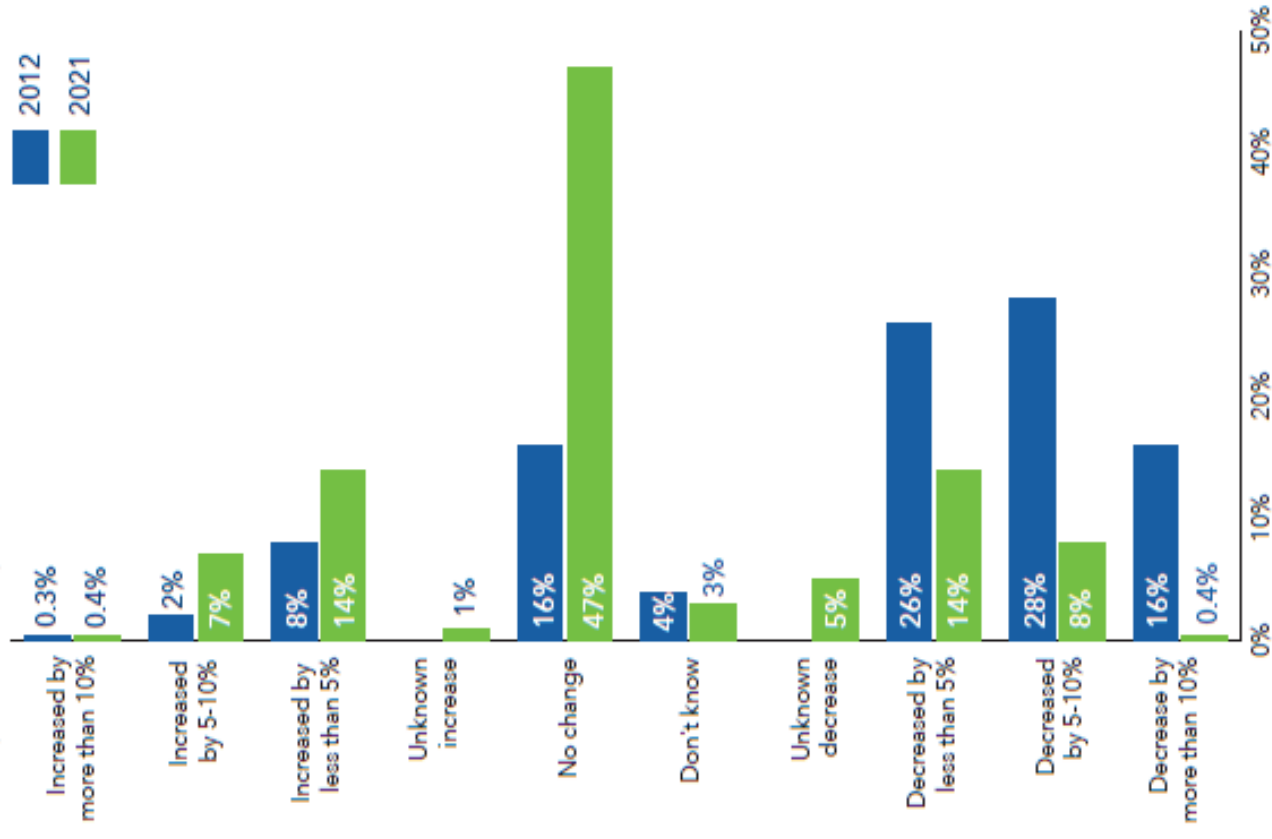
Figure 5: How, if at all, the size your full-time workforce changed over the last year

n=271



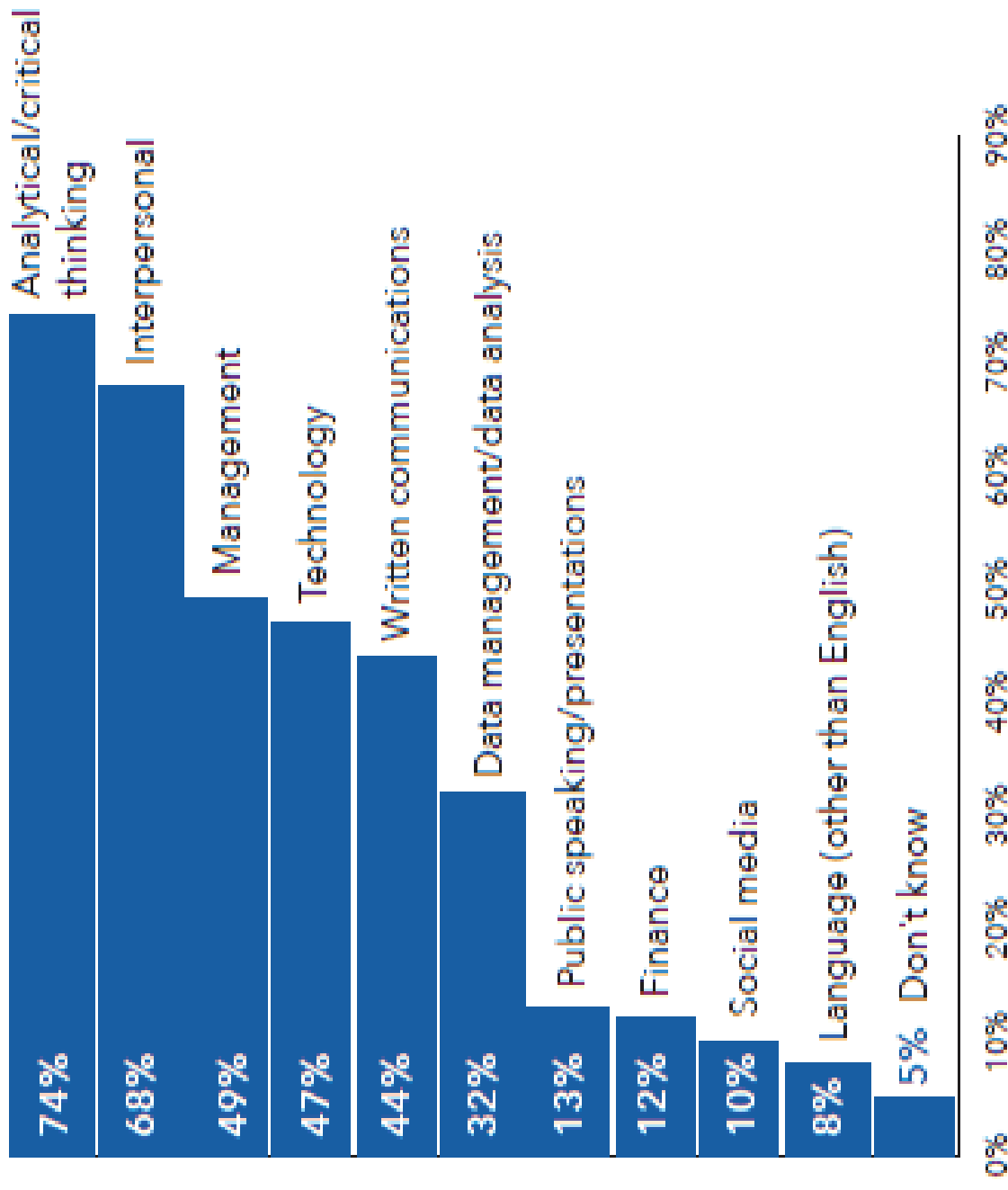
Overall Workforce Changes Compared to 2008-2012

Figure 5B: Overall change in workforce 2008-2012 and change in full-time workforce in the last year
2012 survey, n=320. 2021 survey, n=269.



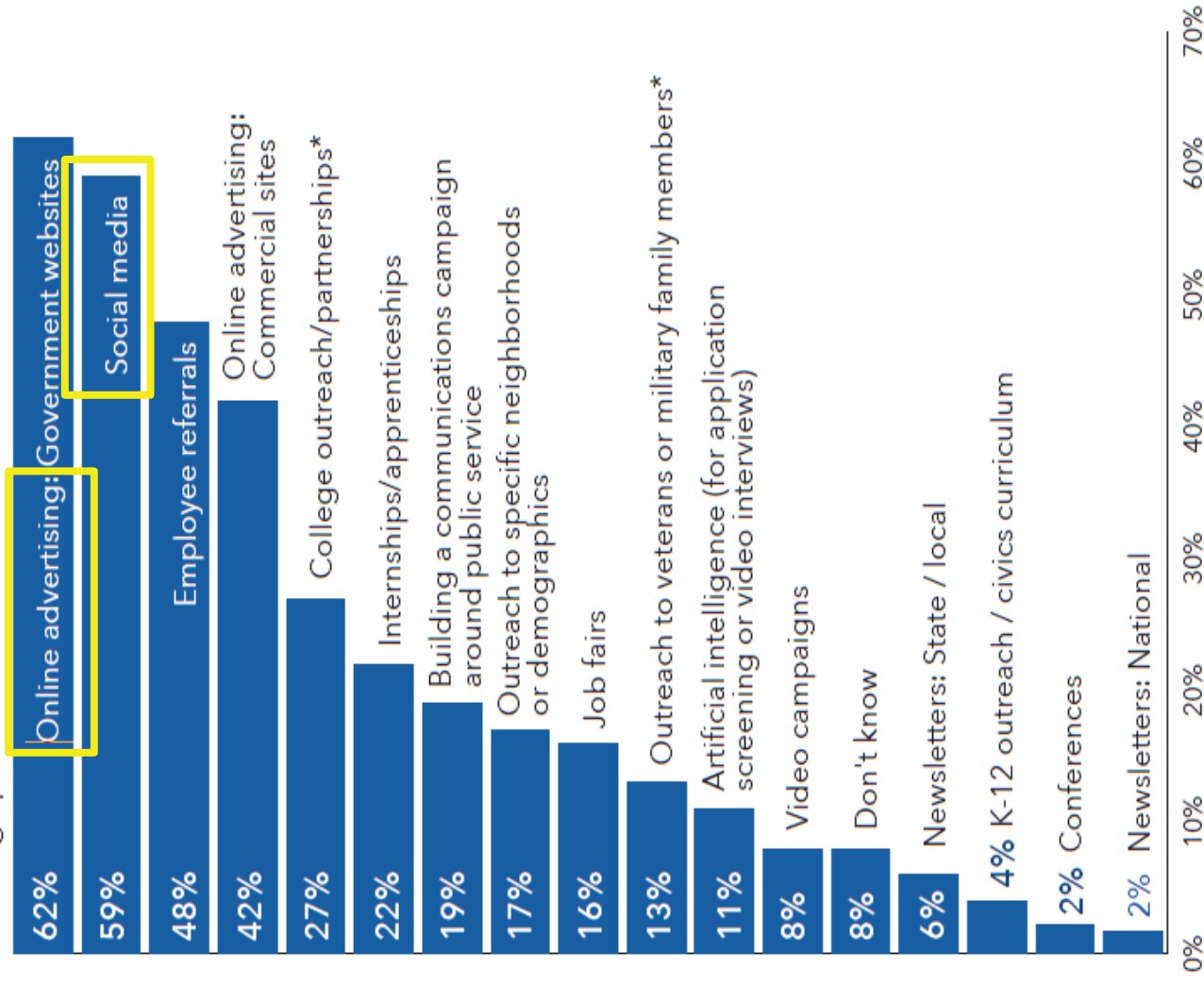
Skills Sought

Figure 6: Looking broadly at your workforce, what general skill sets are needed? n=248



Most Successful Recruitment Practices - Online

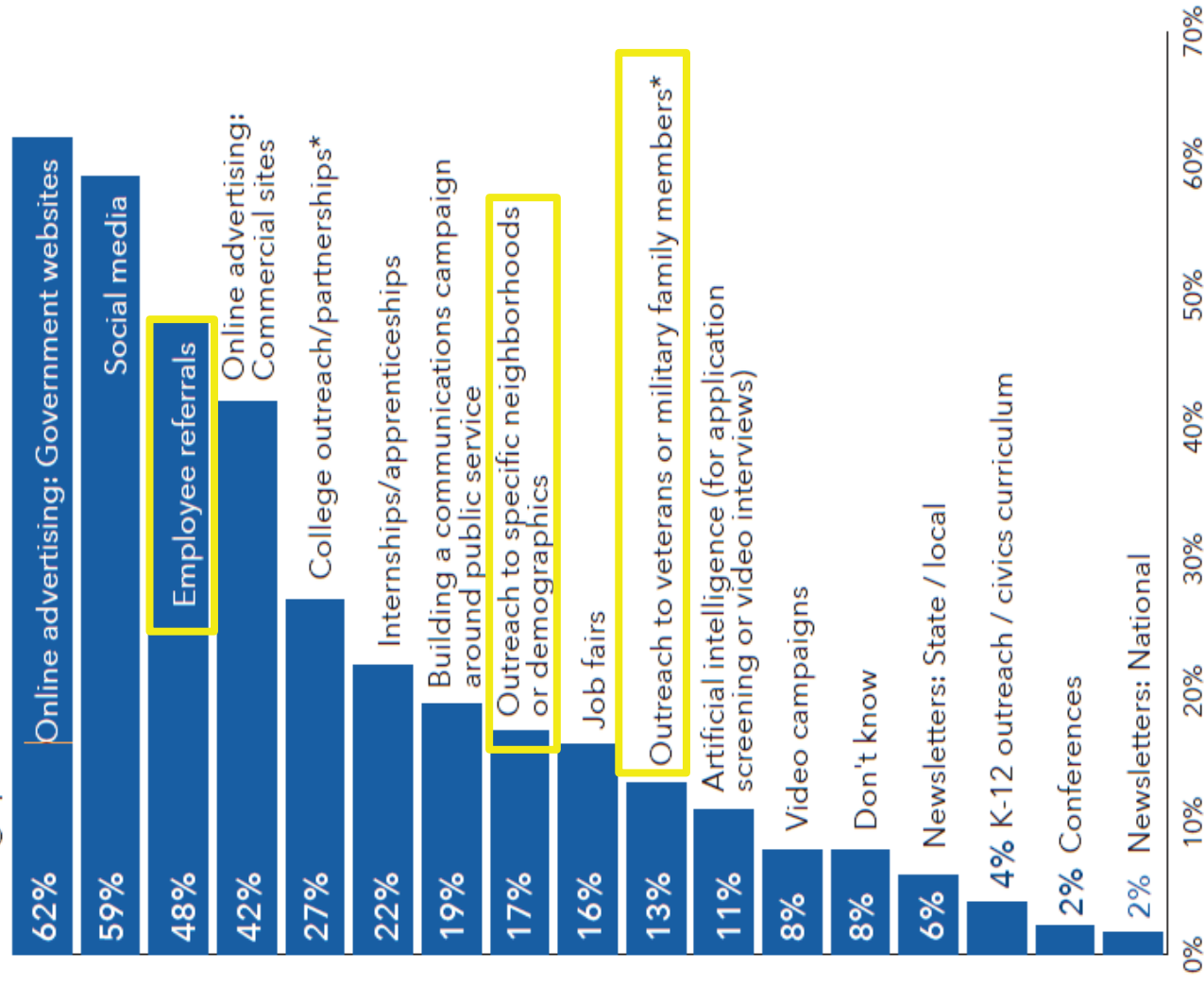
Figure 7: What recruitment practices are most successful in reaching qualified candidates? n=249



* Items shown with an asterisk were new to the survey in 2021.

Most Successful Recruitment Practices - Personal

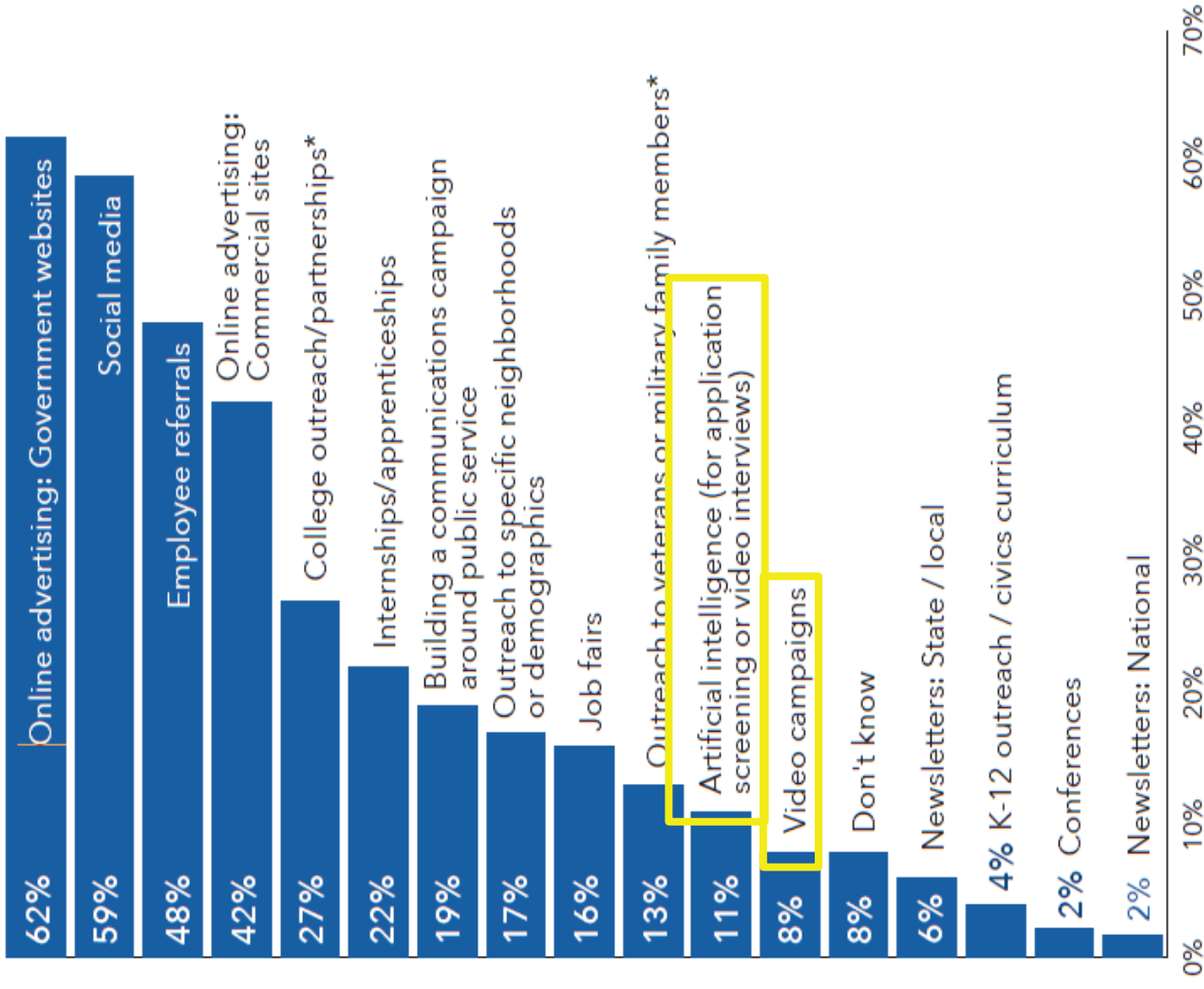
Figure 7: What recruitment practices are most successful in reaching qualified candidates? n=249



* Items shown with an asterisk were new to the survey in 2021.

Most Successful Recruitment Practices – Tech-Enabled

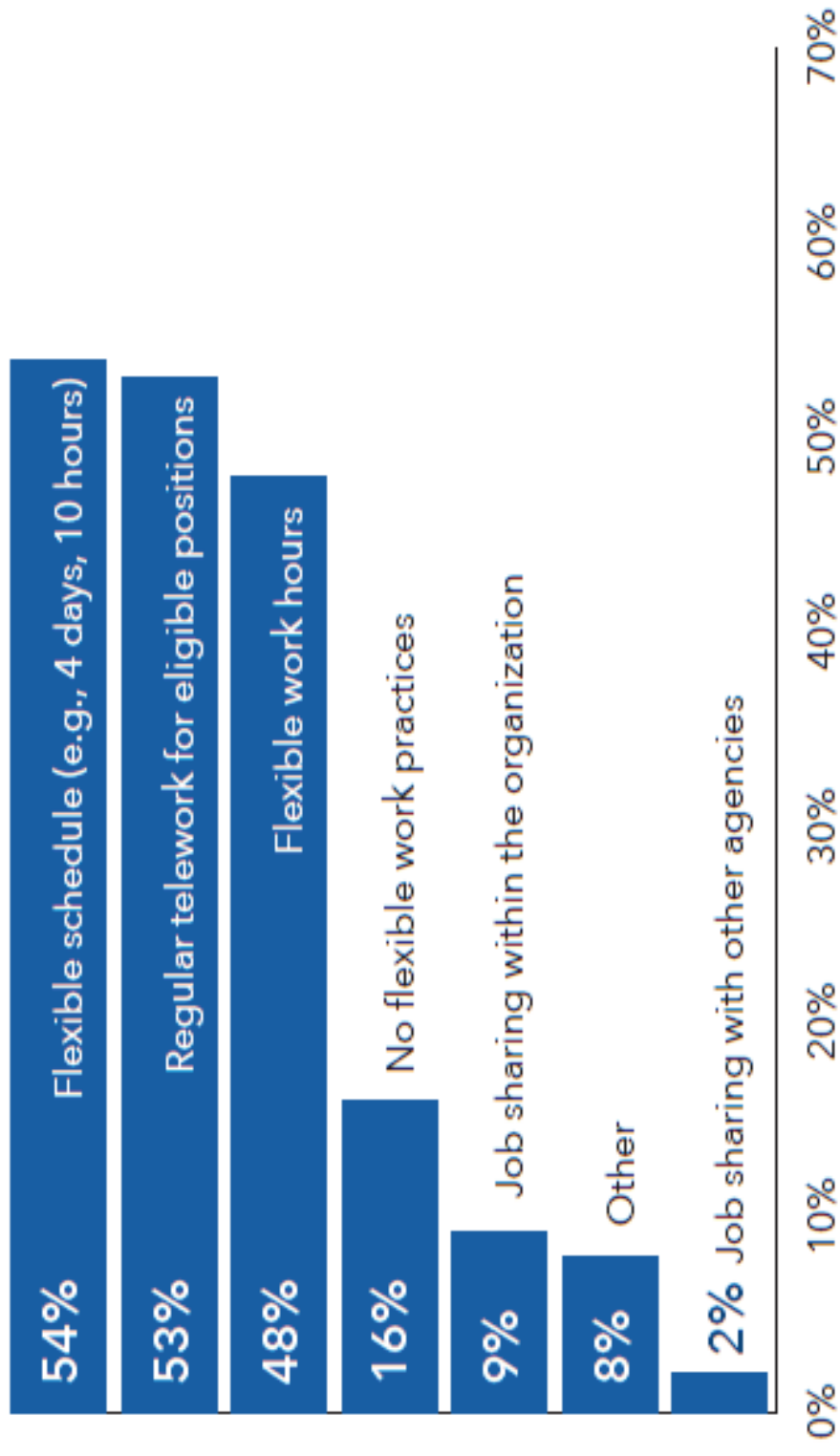
Figure 7: What recruitment practices are most successful in reaching qualified candidates? n=249



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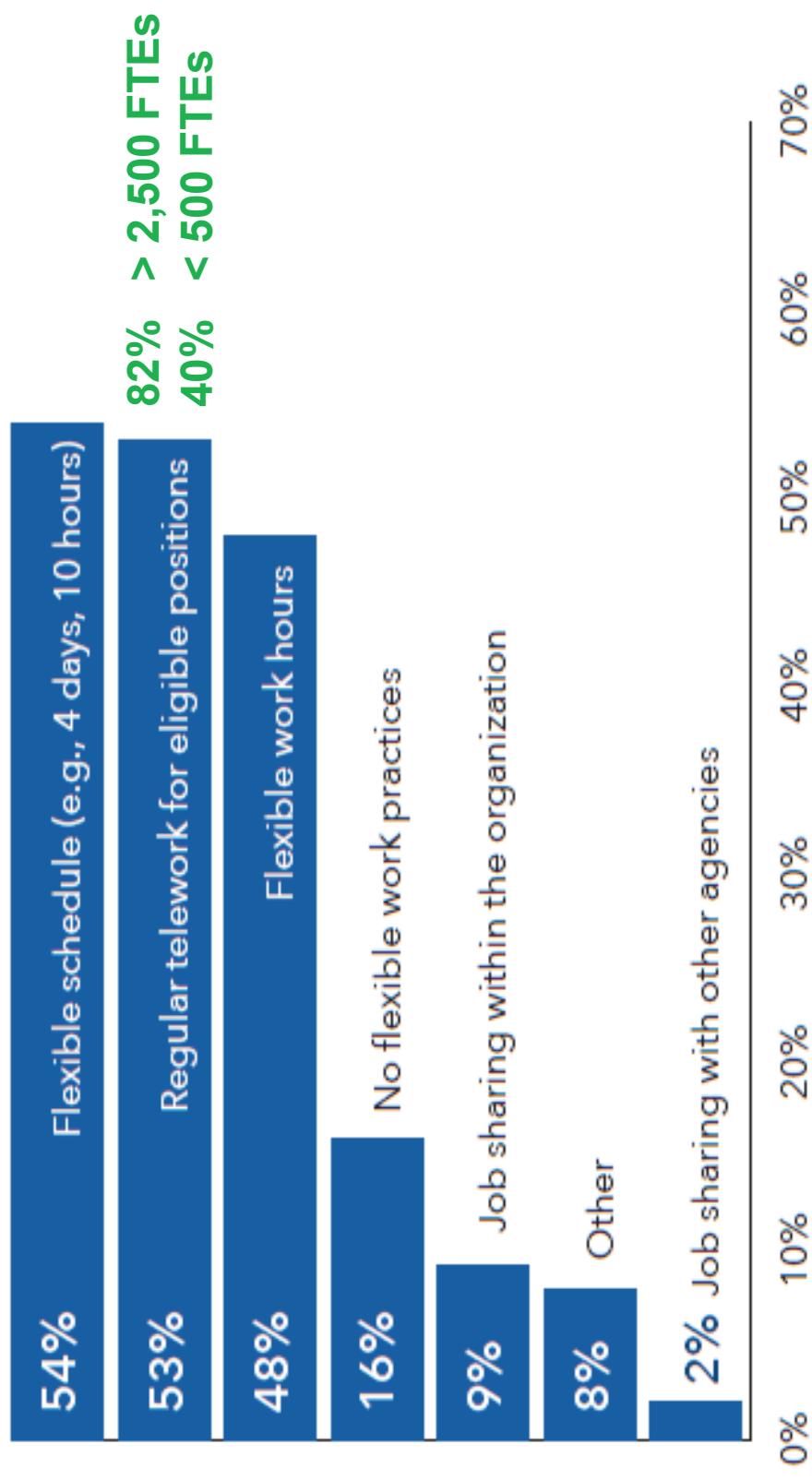
Flexible Employment Practices

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



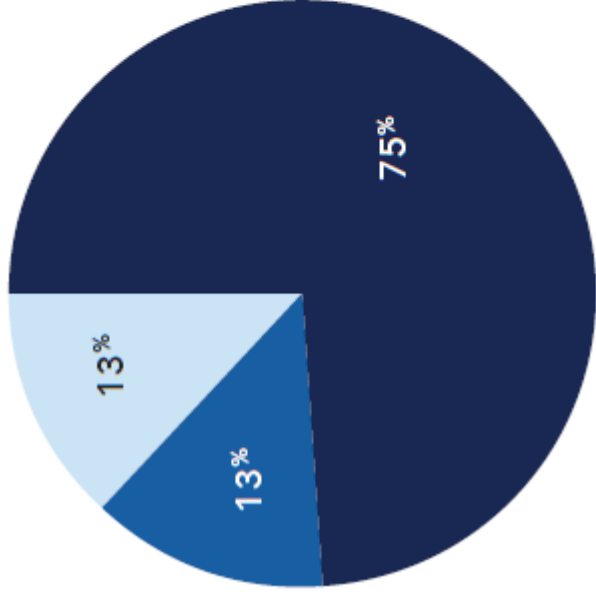
Flexible Employment Practices

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

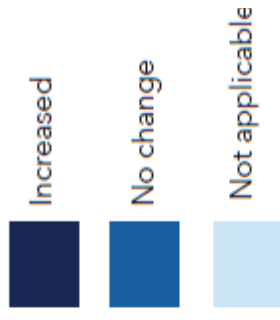
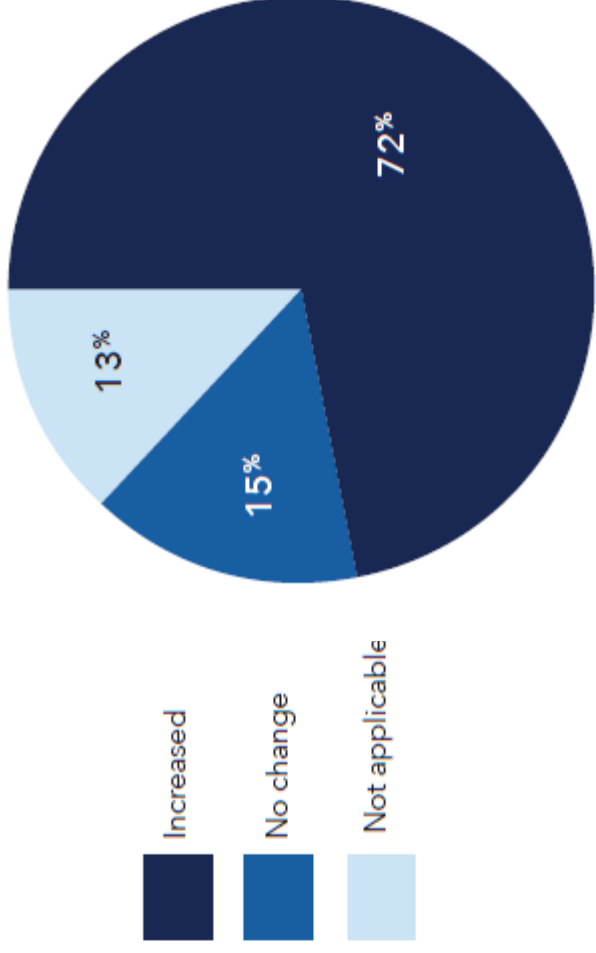


Change in Flexible Employment Practices

Number Eligible



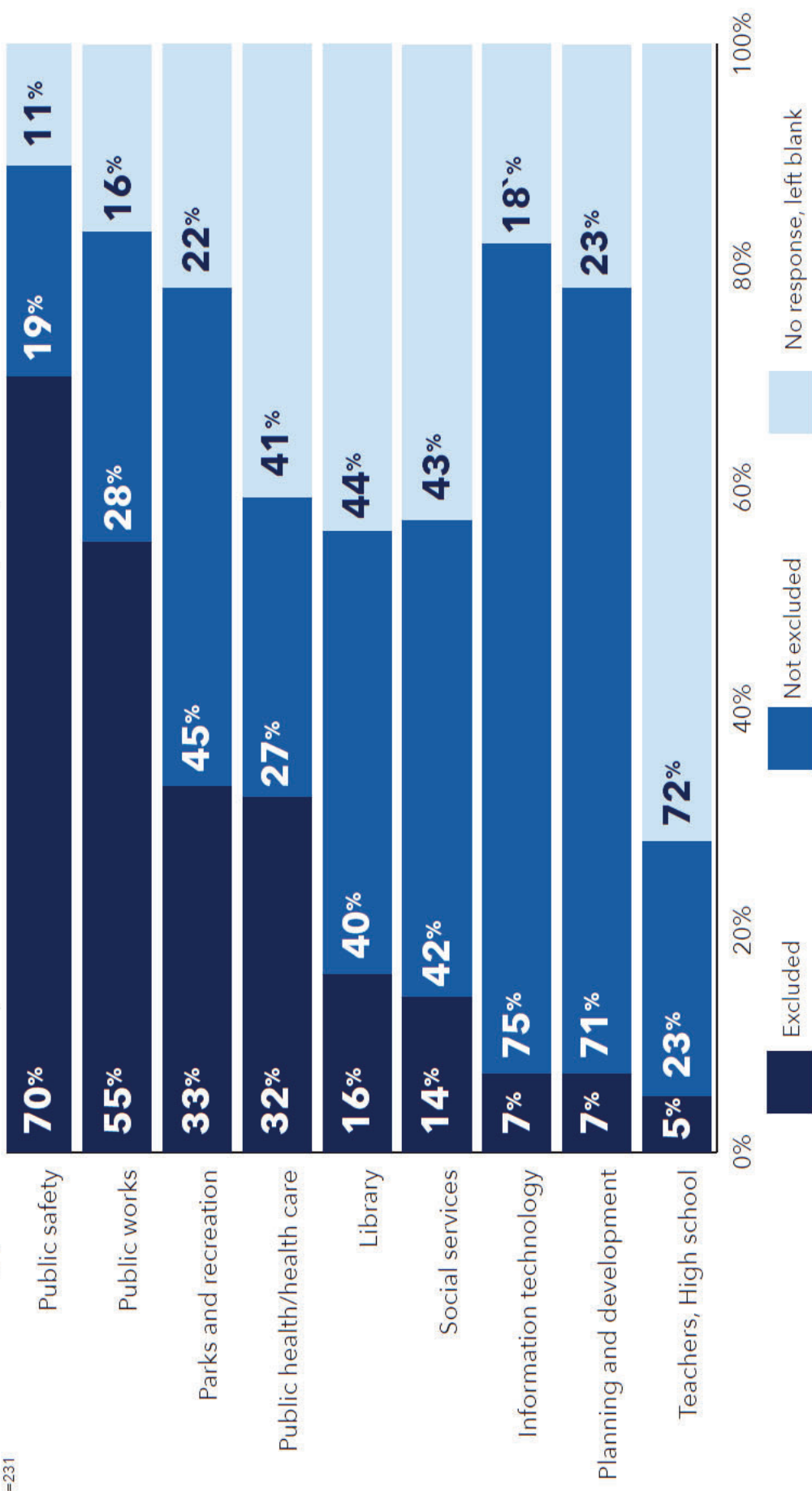
Range of Programs



Flexible Employment Practices Exclusions

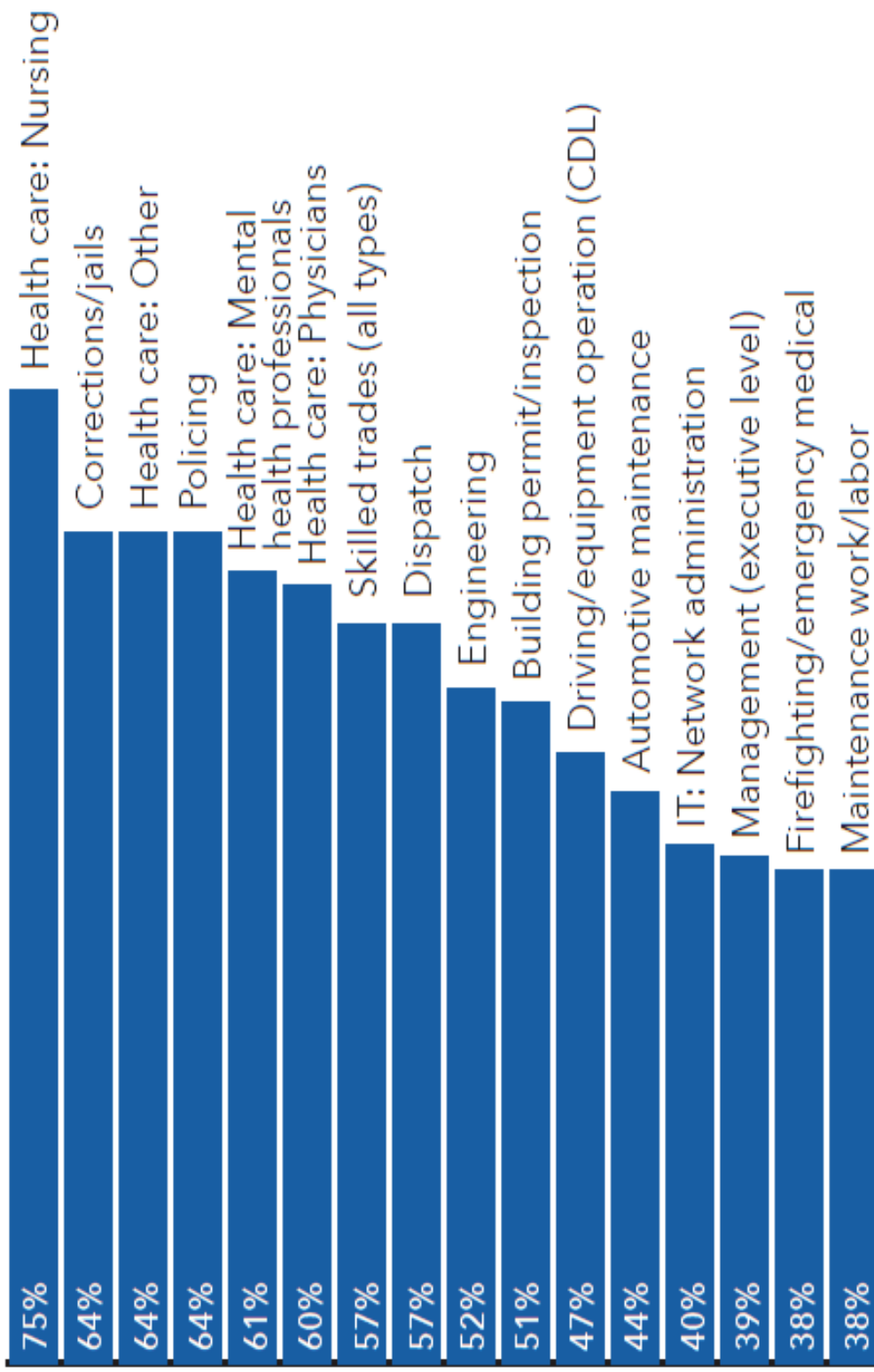
Figure 11: What, if any, job classifications or departments are excluded from flexible workplace policies?

n=231

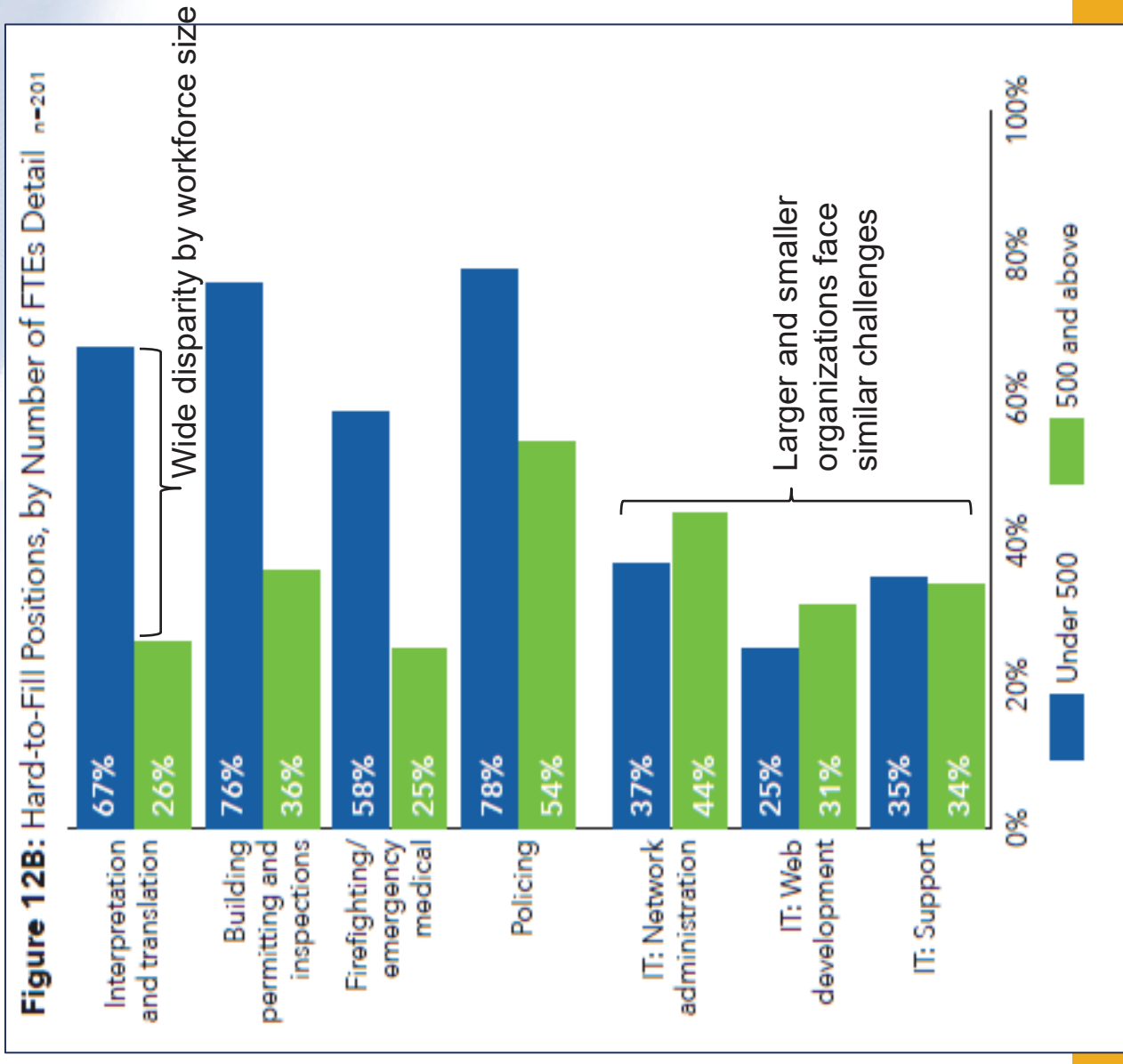


Hard-to-Fill Positions

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

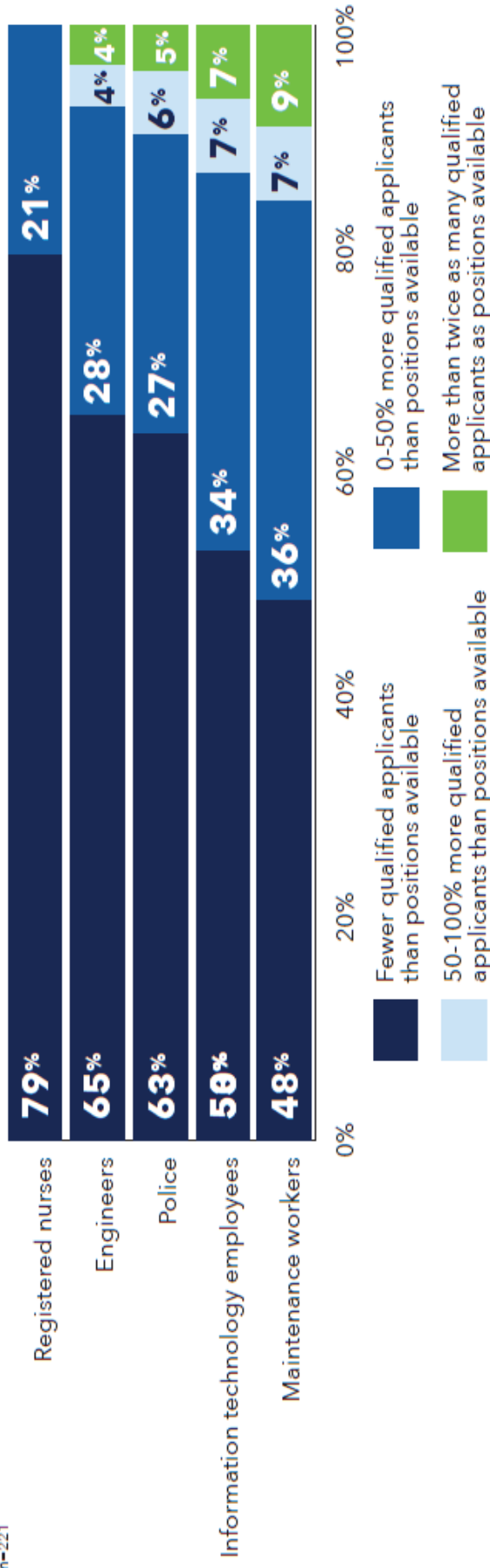


Hard-to-Fill Positions



Number of Applicants – Fewer than positions available

Figure 13: Number of applicants this past year compared to the number of positions available
n=221



NOTE: Excludes those responding "not applicable, no such recruitments," or "don't know."



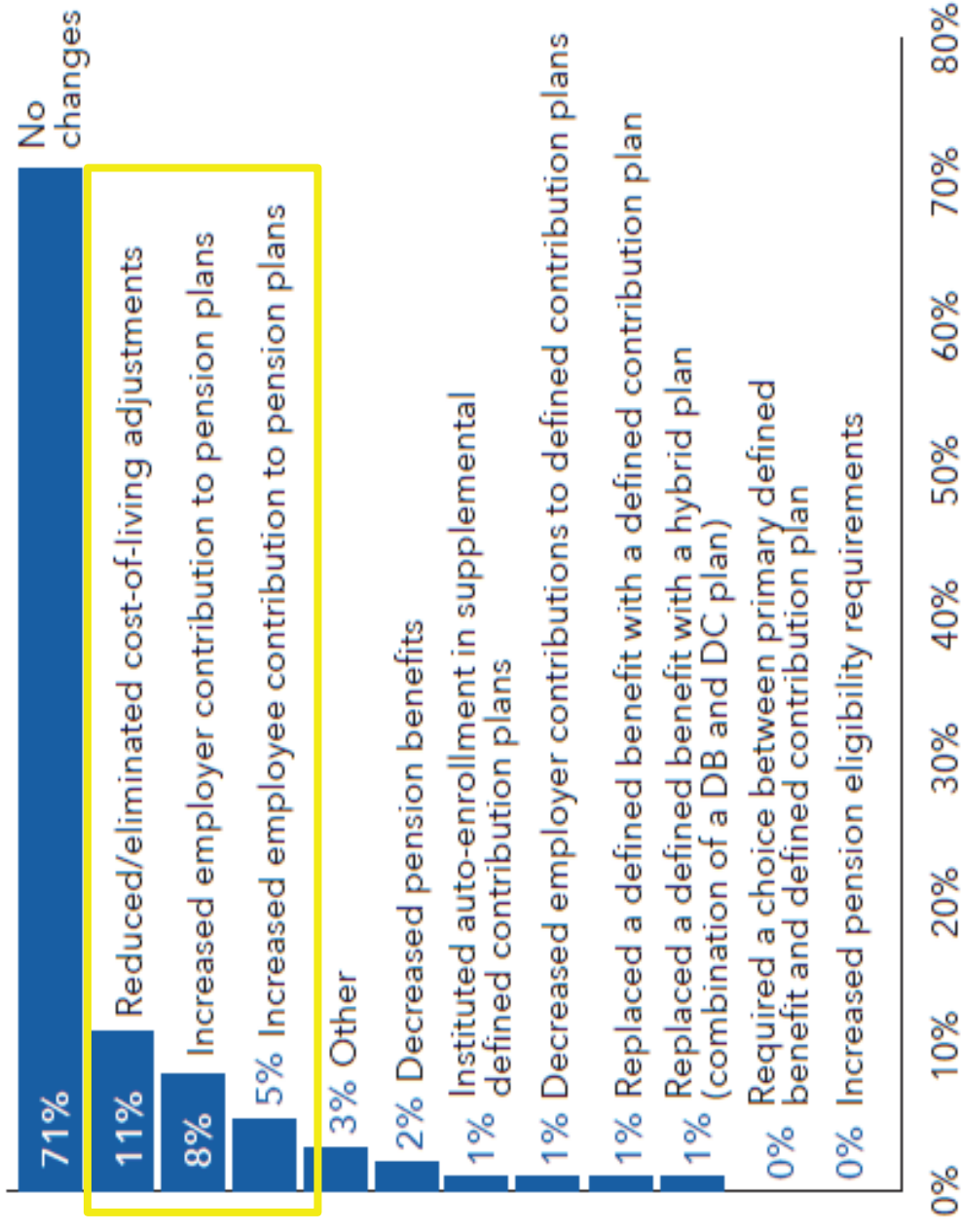
Retirement Plans

71% made no changes,
either for current or new
employees

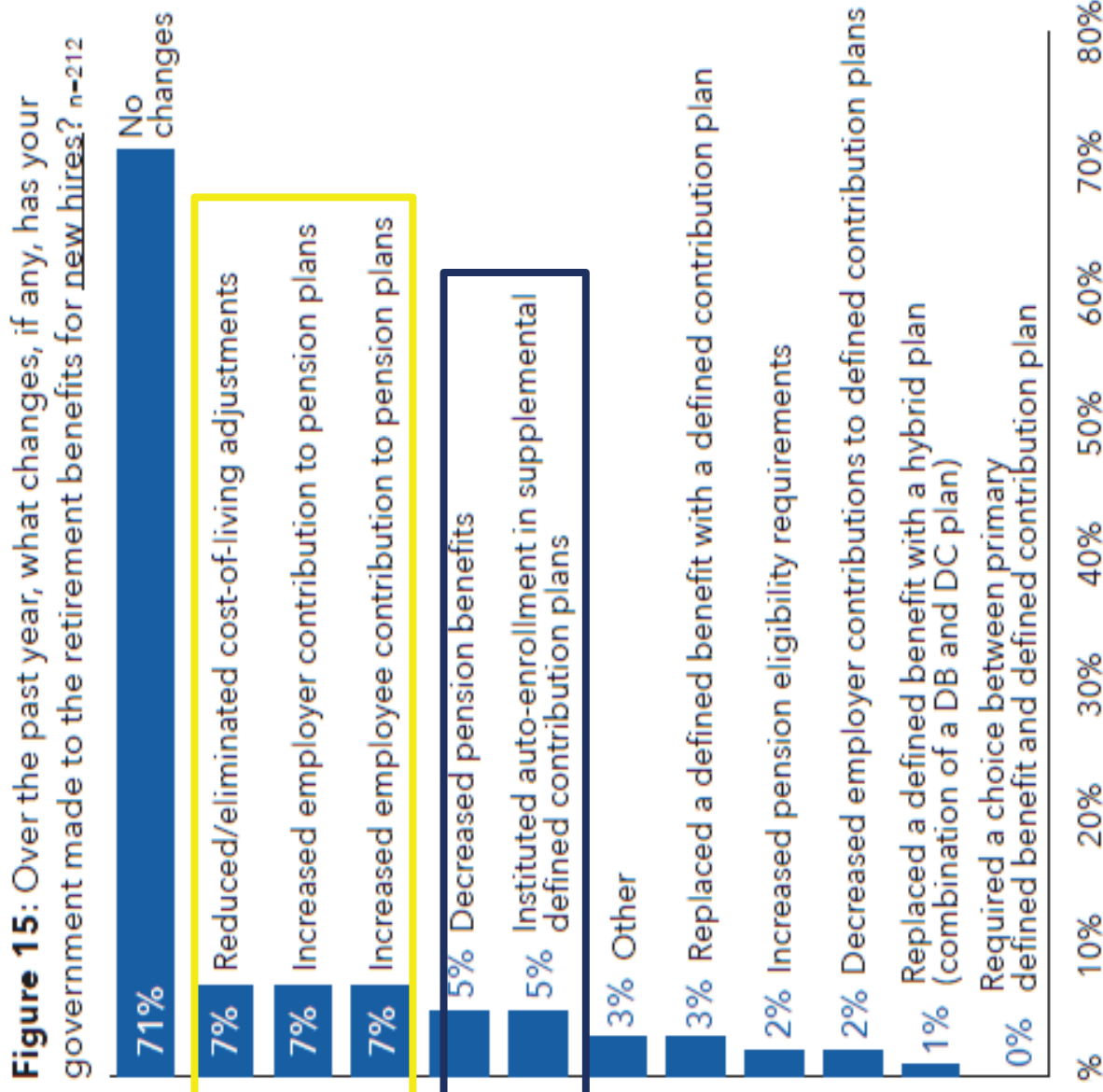


Changes Made to Retirement Benefits: Current Employees

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

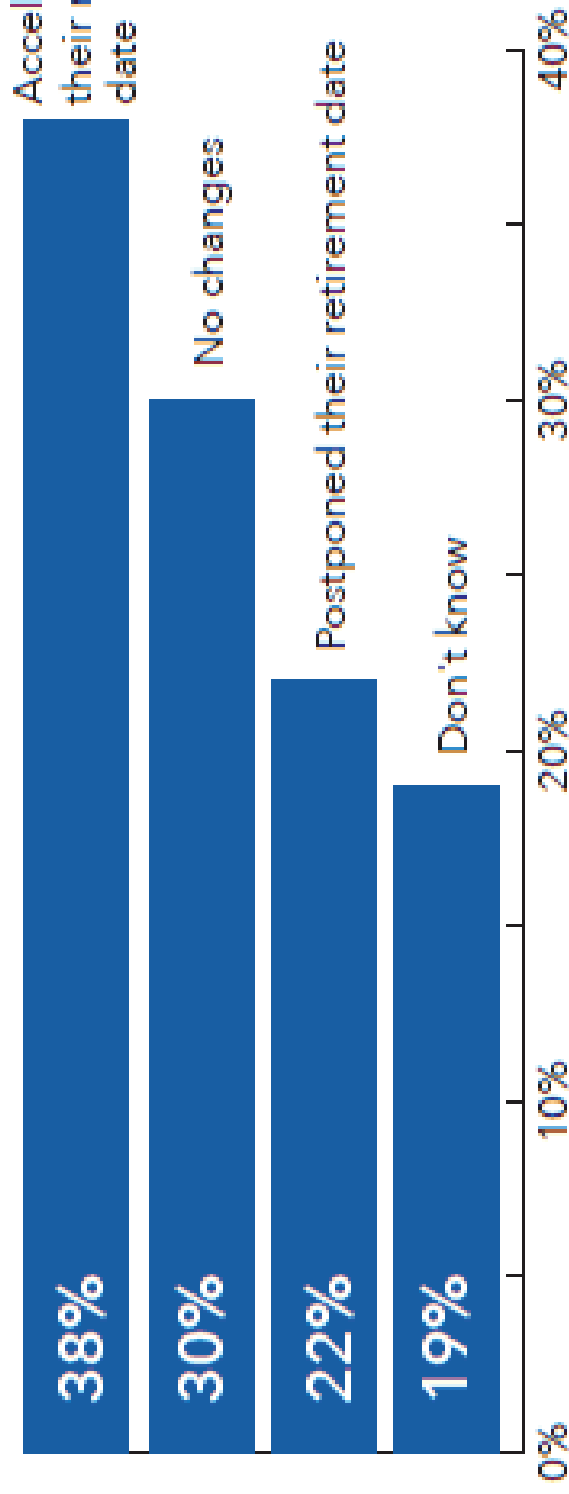


Changes Made to Retirement Benefits: New Employees



Actions by Retirement-Eligible Staff in Prior Year

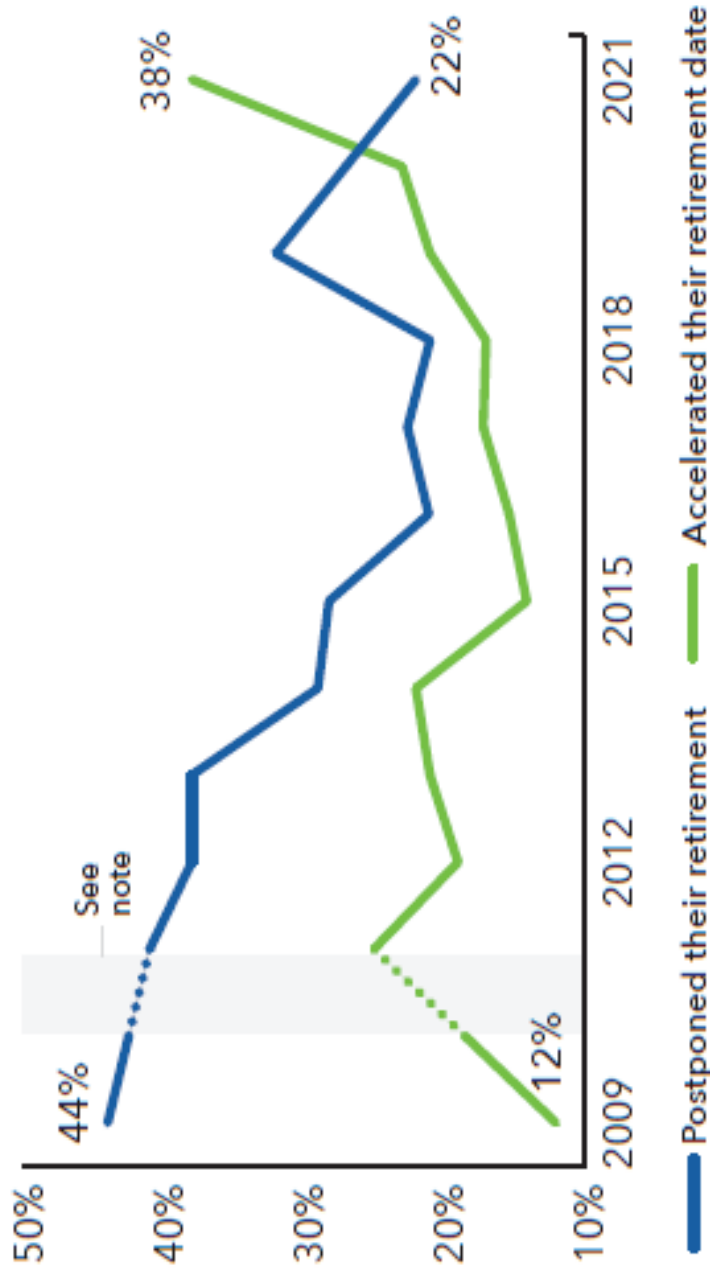
Figure 16: Over the past year, what changes, if any, have your retirement-eligible employees made regarding their plans for retirement? *n*=223



NOTE: Responses sum to more than 100% because some jurisdictions reported more than one type of action taken.

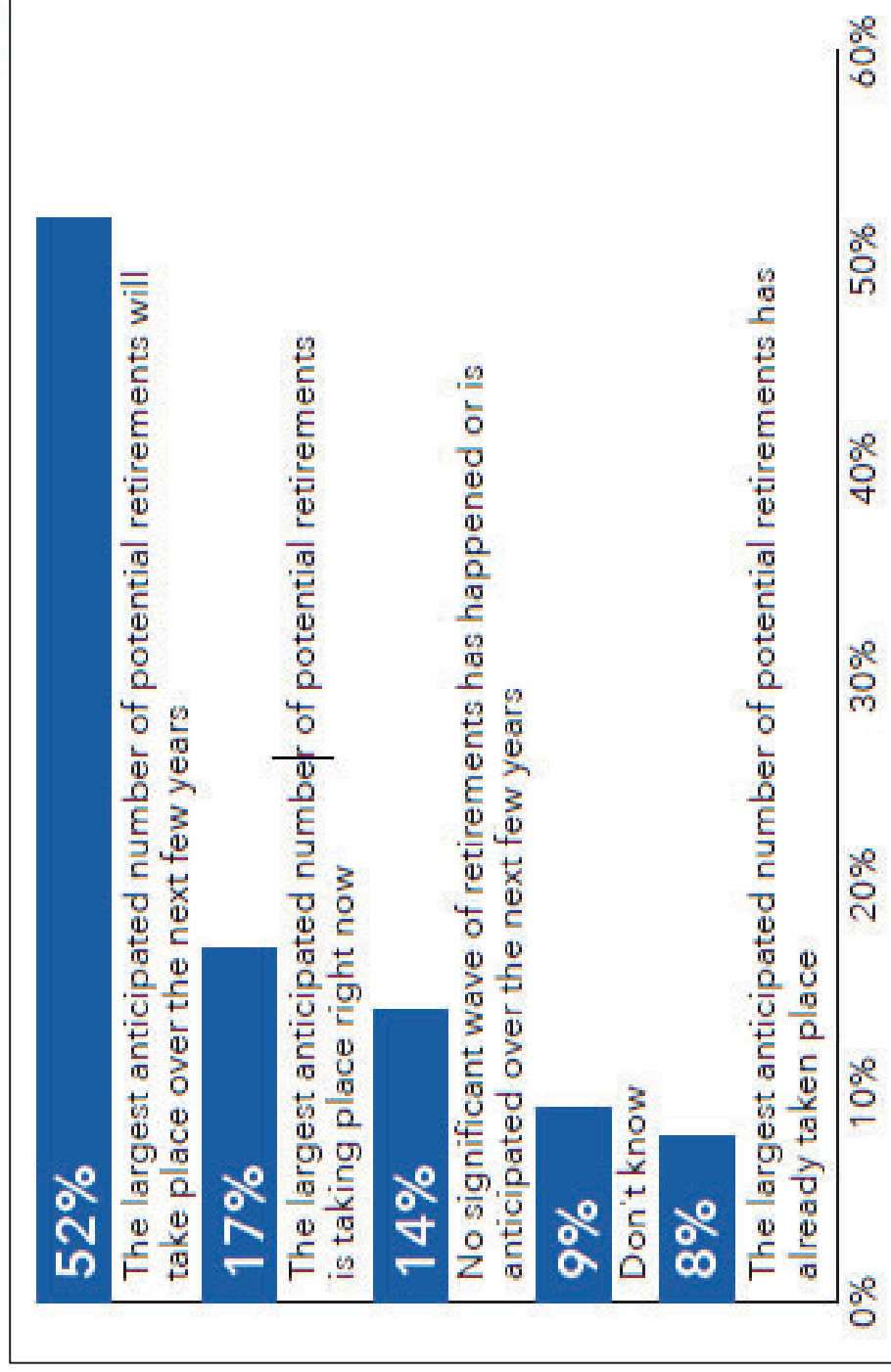
Actions by Retirement-Eligible Staff in Prior Year

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



NOTE: This survey was not conducted in 2010.

Anticipated Wave of Retirements



Employees and COVID-19

Figure 8. Perceived Risk of Exposure to COVID at Work

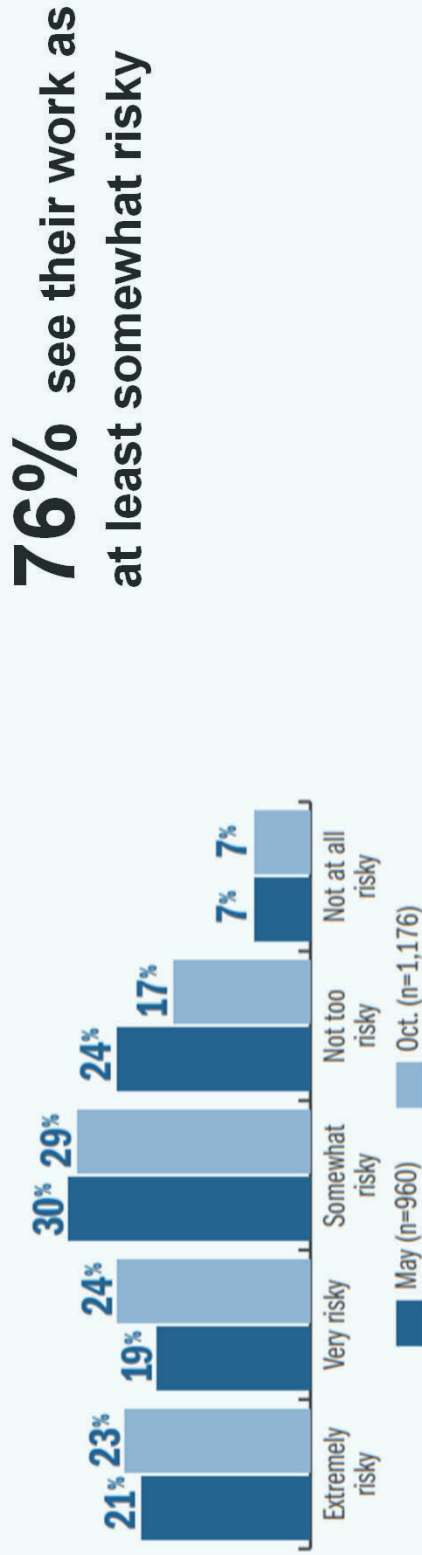
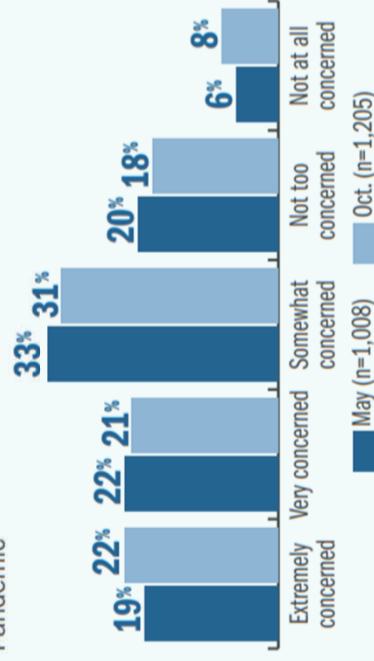


Figure 26. Concern about Being Able to Save Enough to Be Financially Secure Throughout Retirement Due to Pandemic



Employees and COVID-19

Figure 8. Perceived Risk of Exposure to COVID at Work

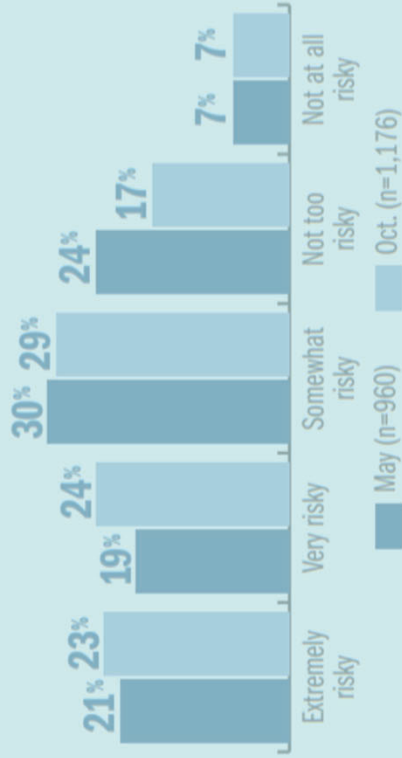
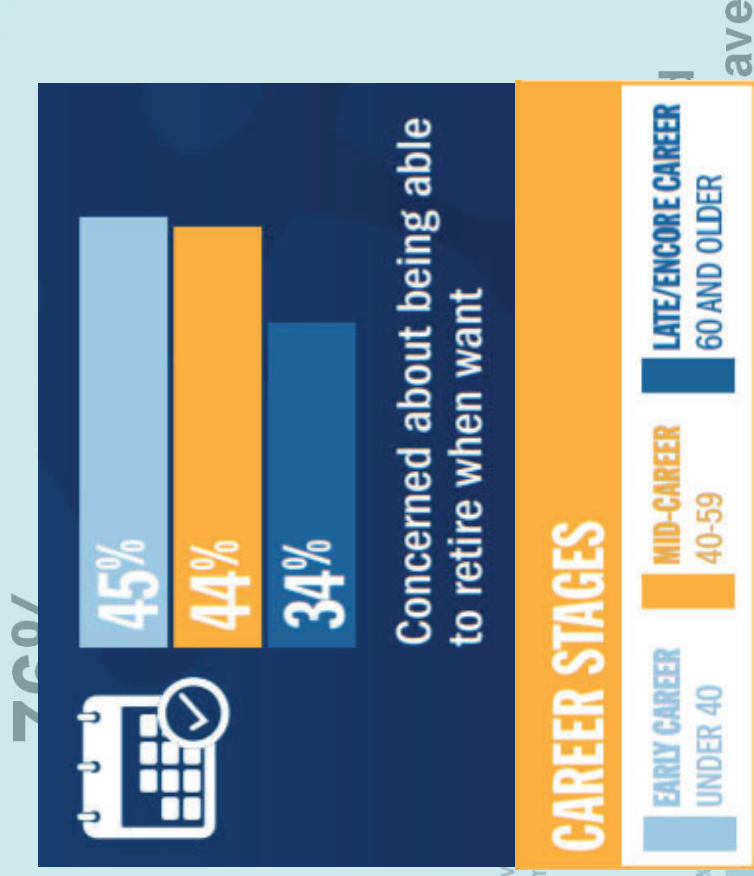
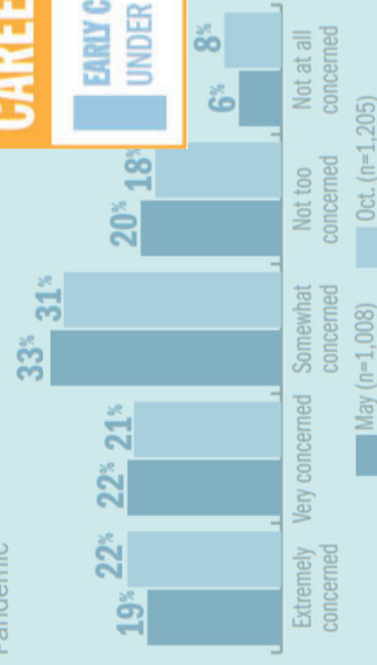
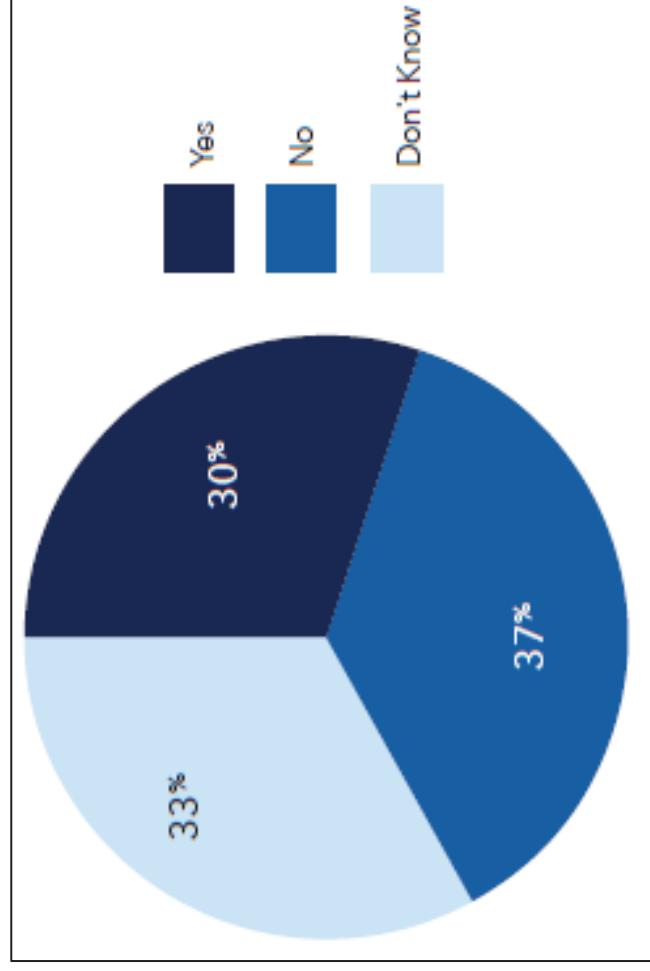


Figure 26. Concern about Being Able to Save to Be Financially Secure Throughout Retirement Pandemic

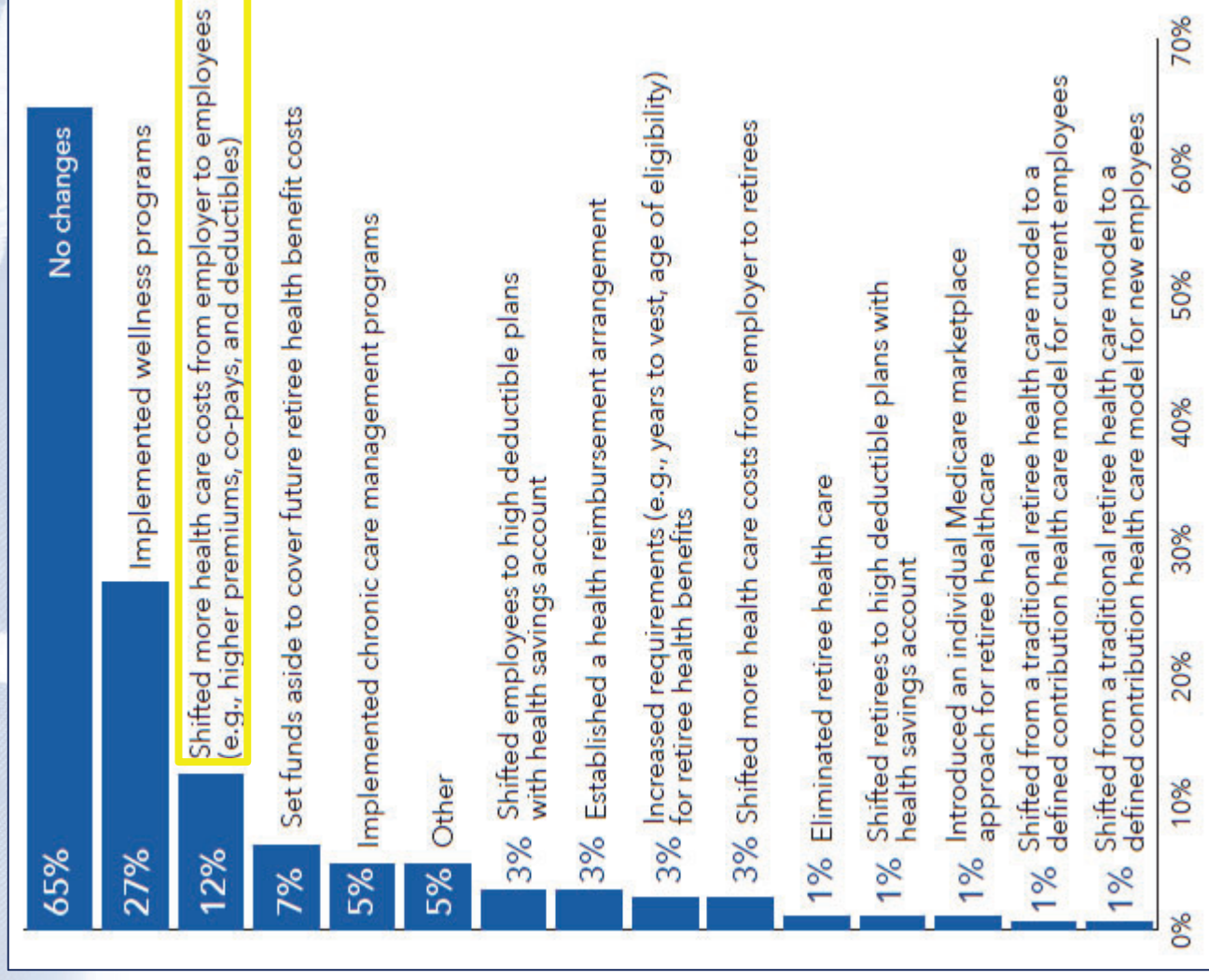


enough for retirement due to the pandemic

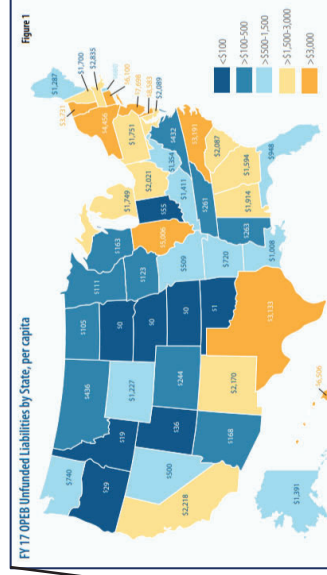
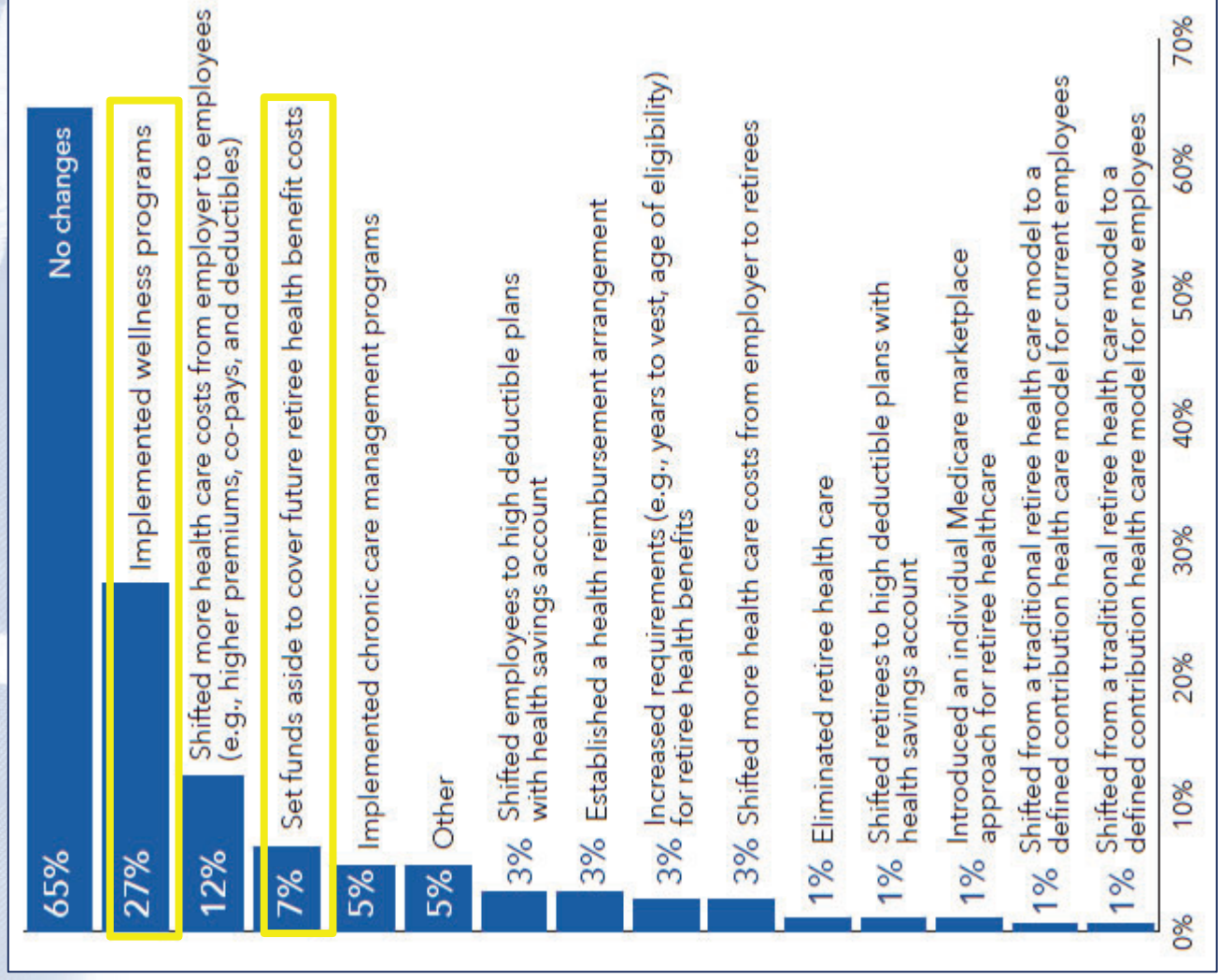
Are your employees financially prepared for retirement?



Health Benefit Changes



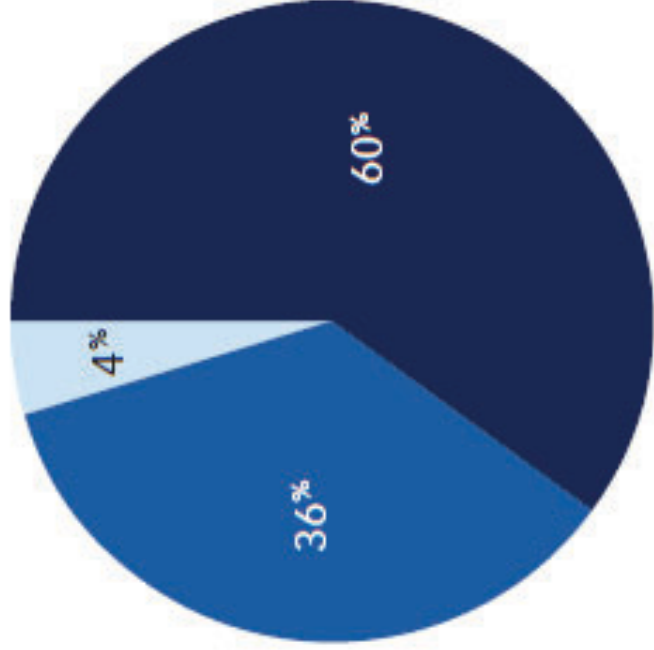
Health Benefit Changes



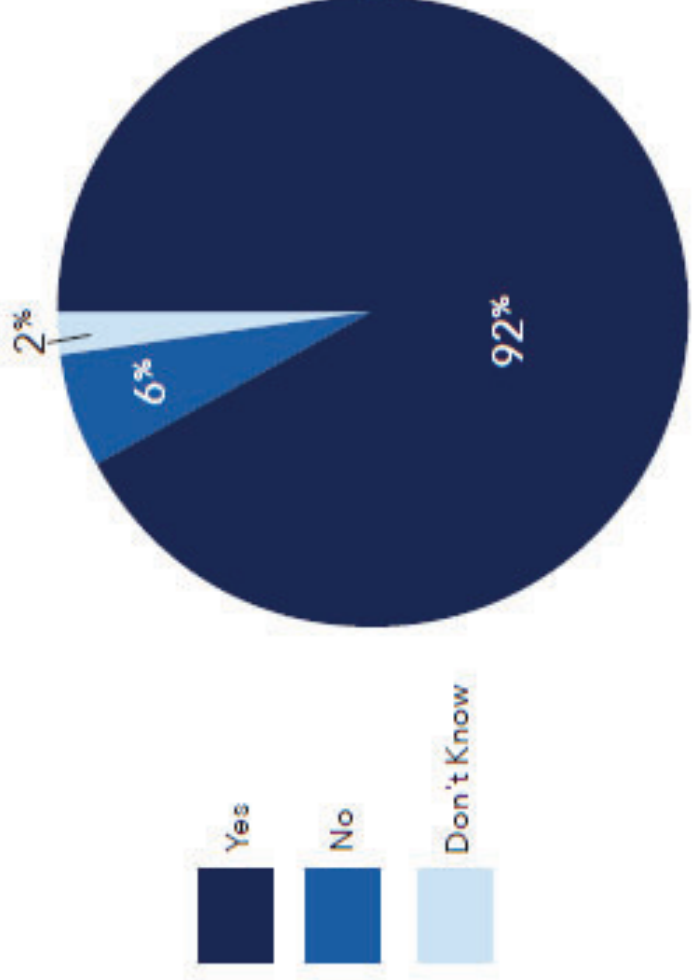
See also [Other Post-Employment Benefits \(OPEBs\) by State](#)

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

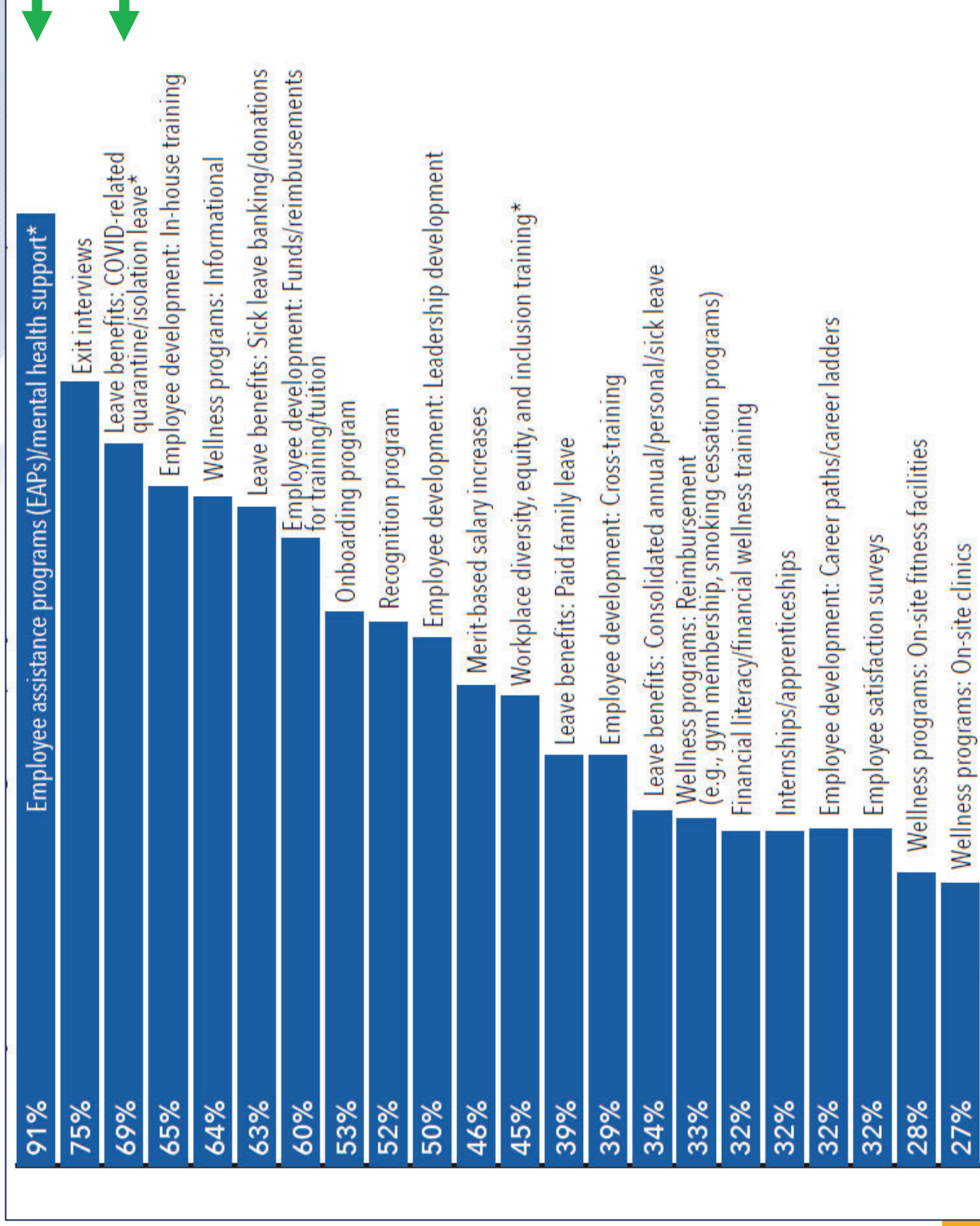
Wages:



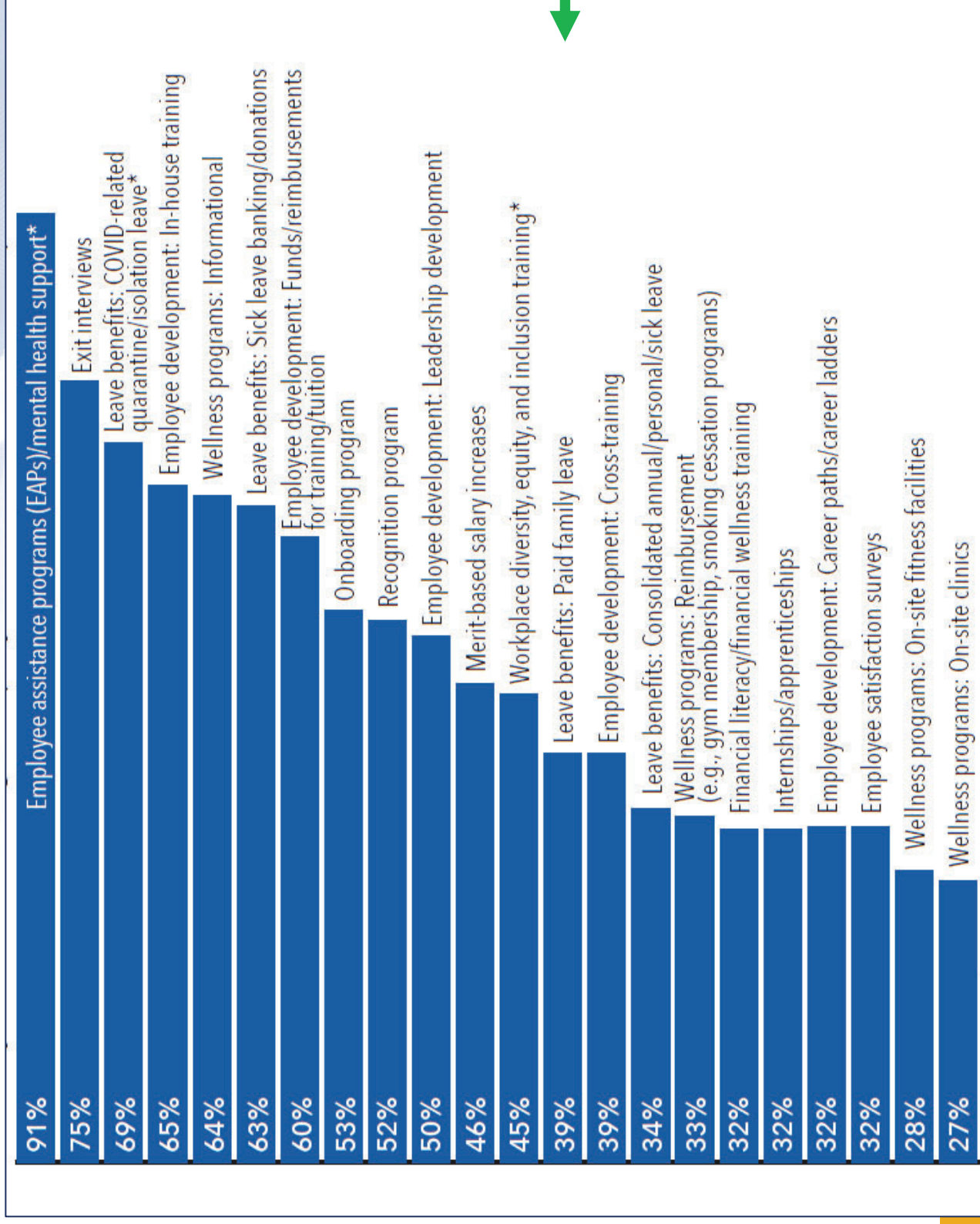
Benefits:



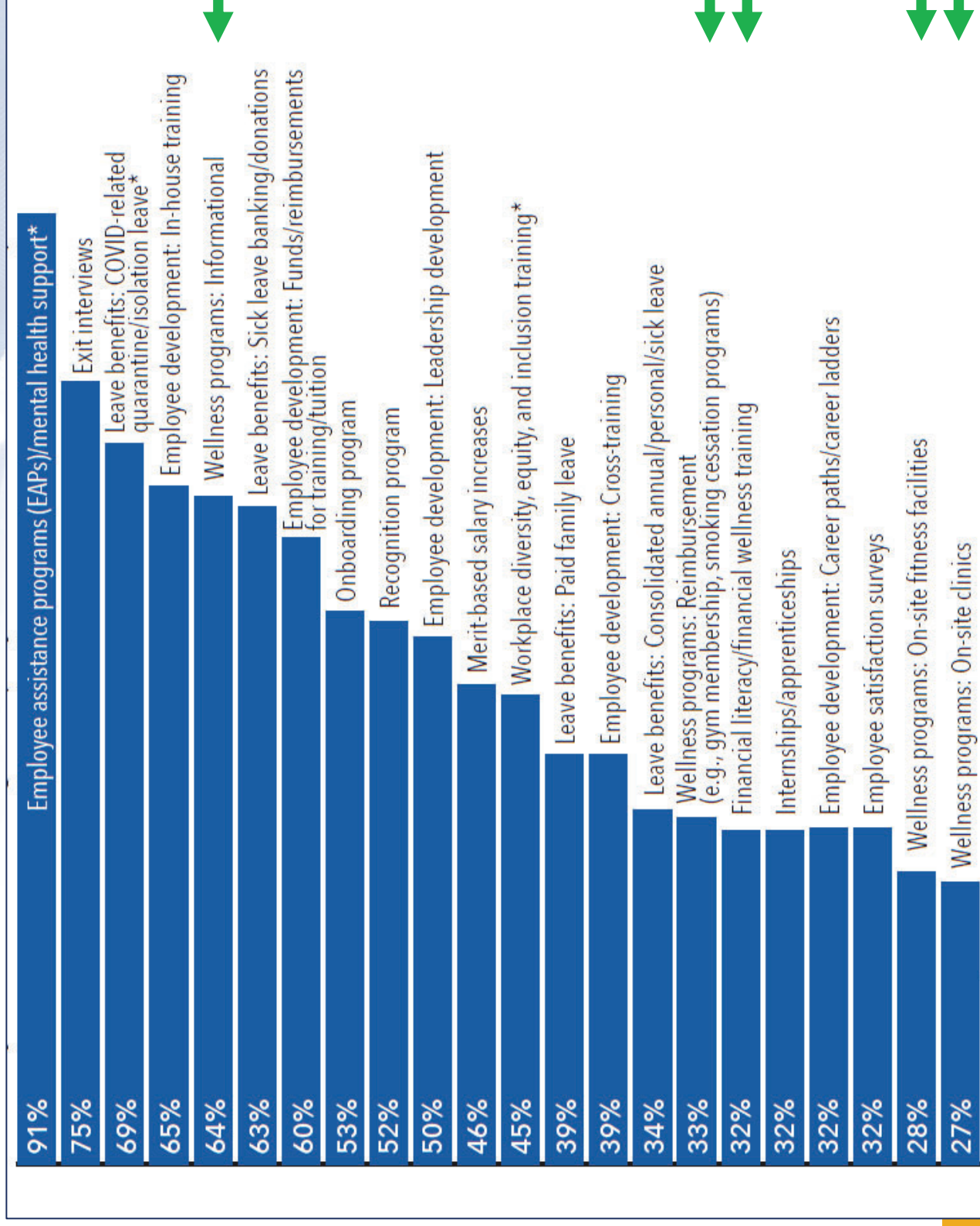
Employee Retention and Development



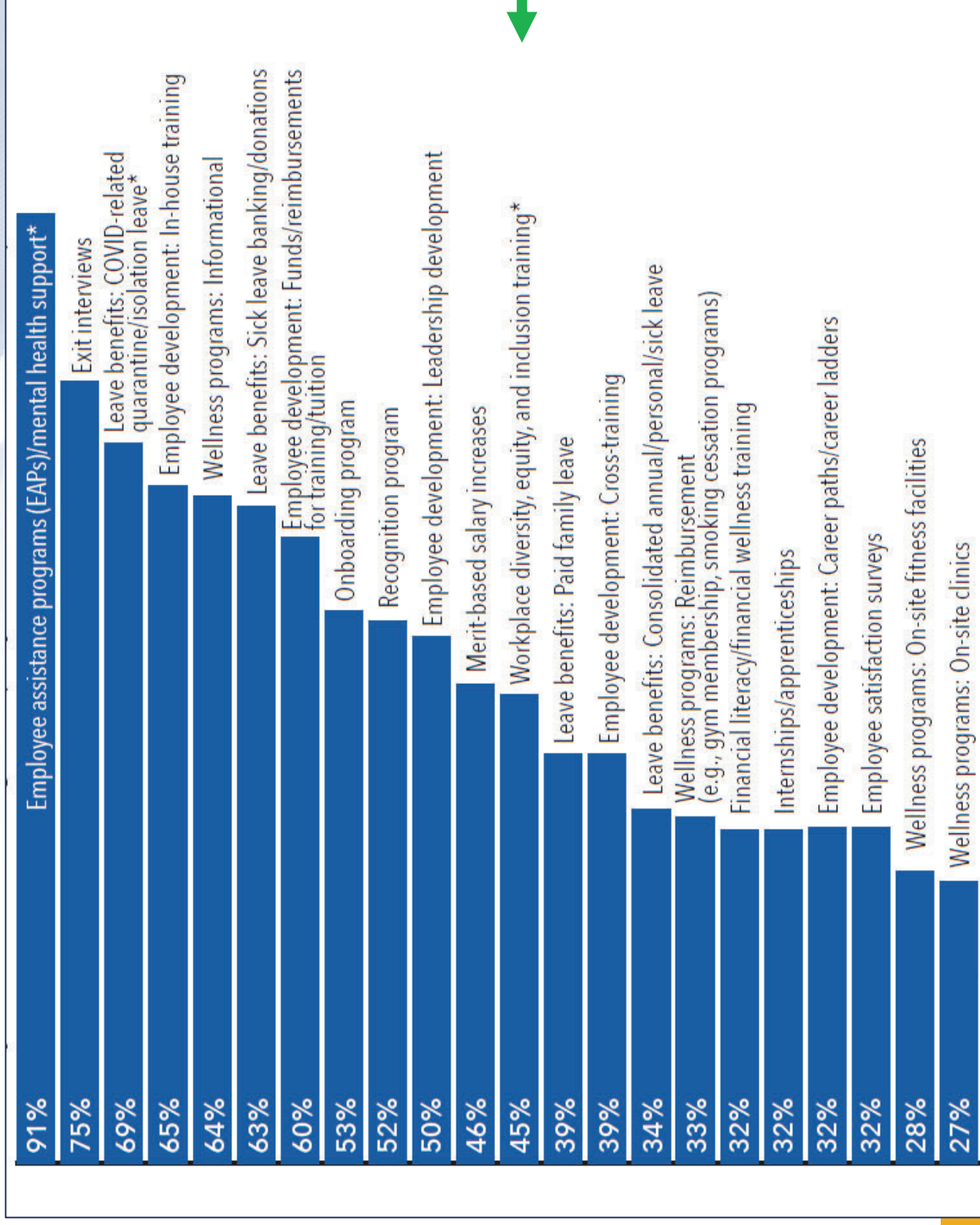
Employee Retention and Development



Employee Retention and Development



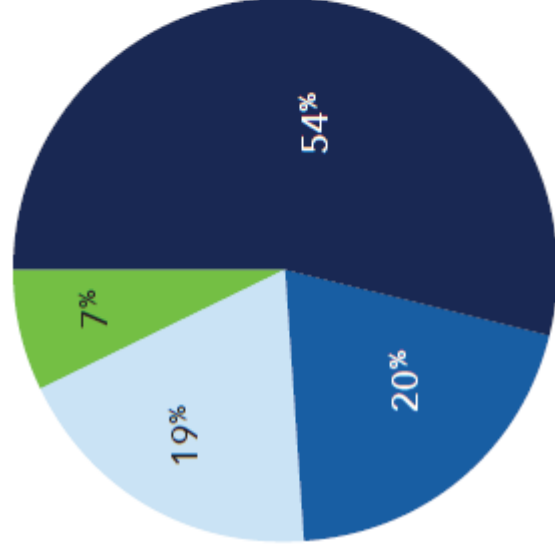
Employee Retention and Development



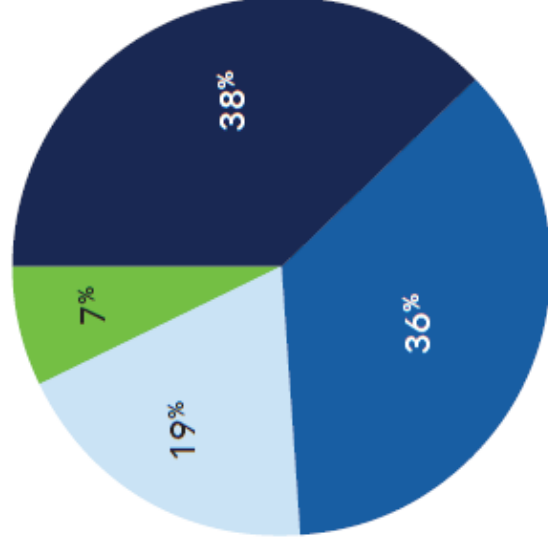
Diversity, Equity, and Inclusion

Composition of the Workforce, by:

Gender



Race/Ethnicity

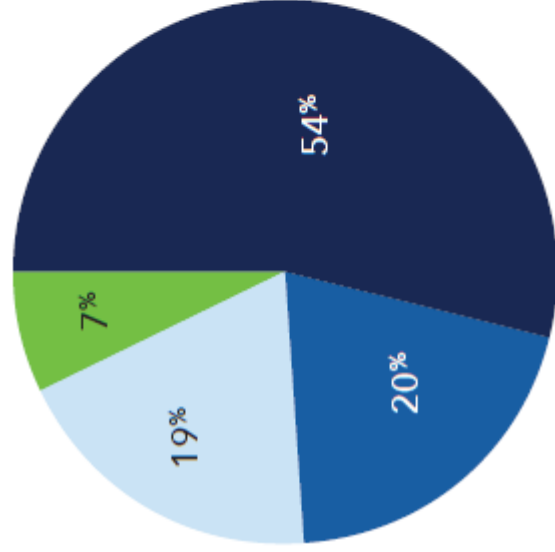


- Reflective of the community
- Not as representative as it could be. We are addressing via targeting recruitment campaign.
- Not as representative as it could be. There are no targeted recruitment or retention efforts.
- Don't know

Diversity, Equity, and Inclusion

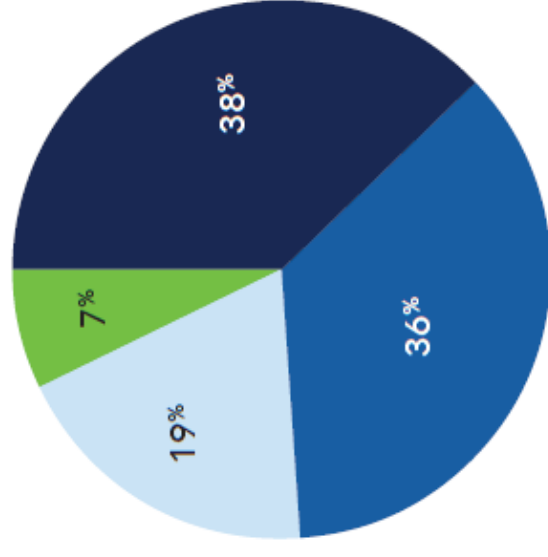
Composition of the Workforce, by:

Gender



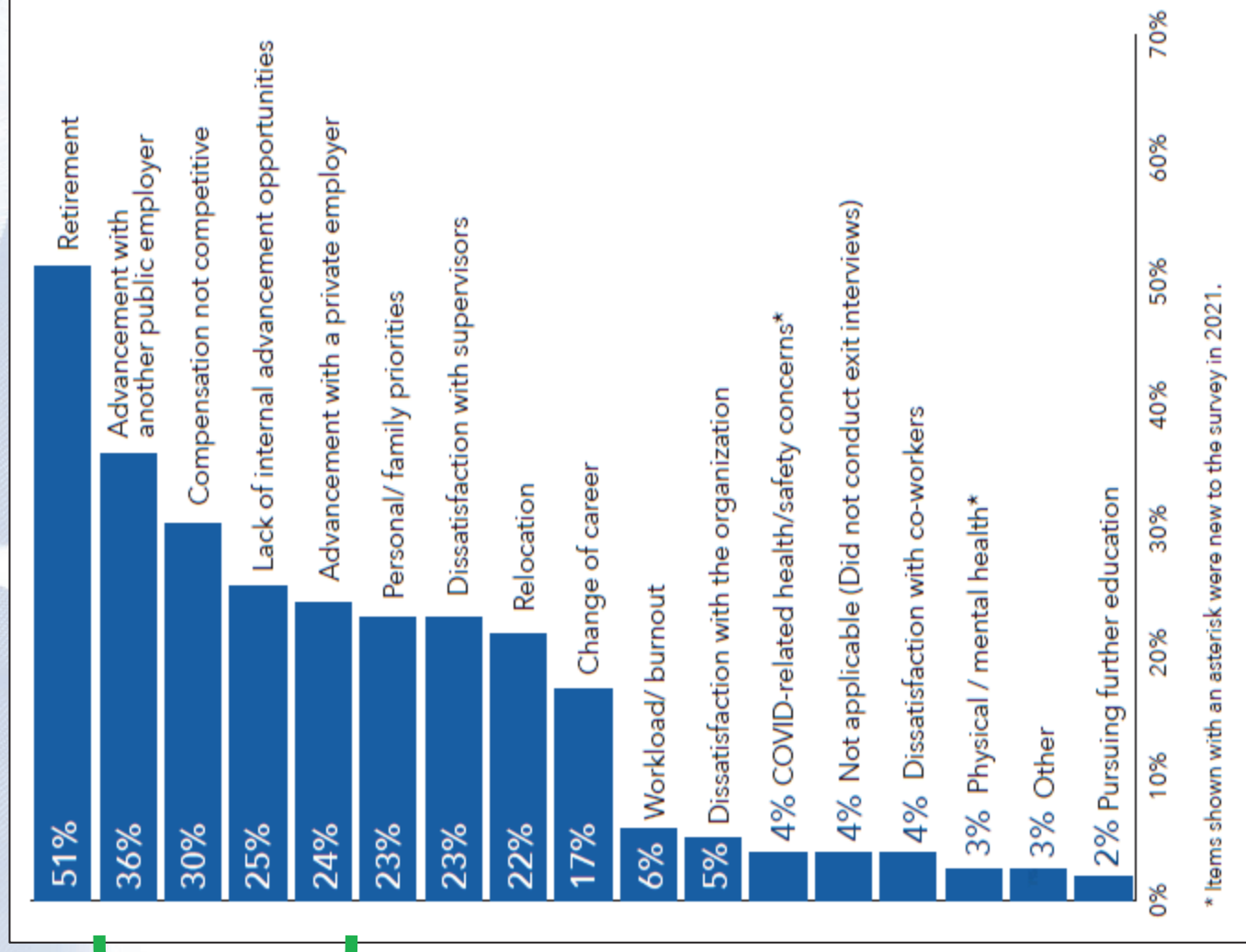
56% w/ 500+ FTEs

Race/Ethnicity

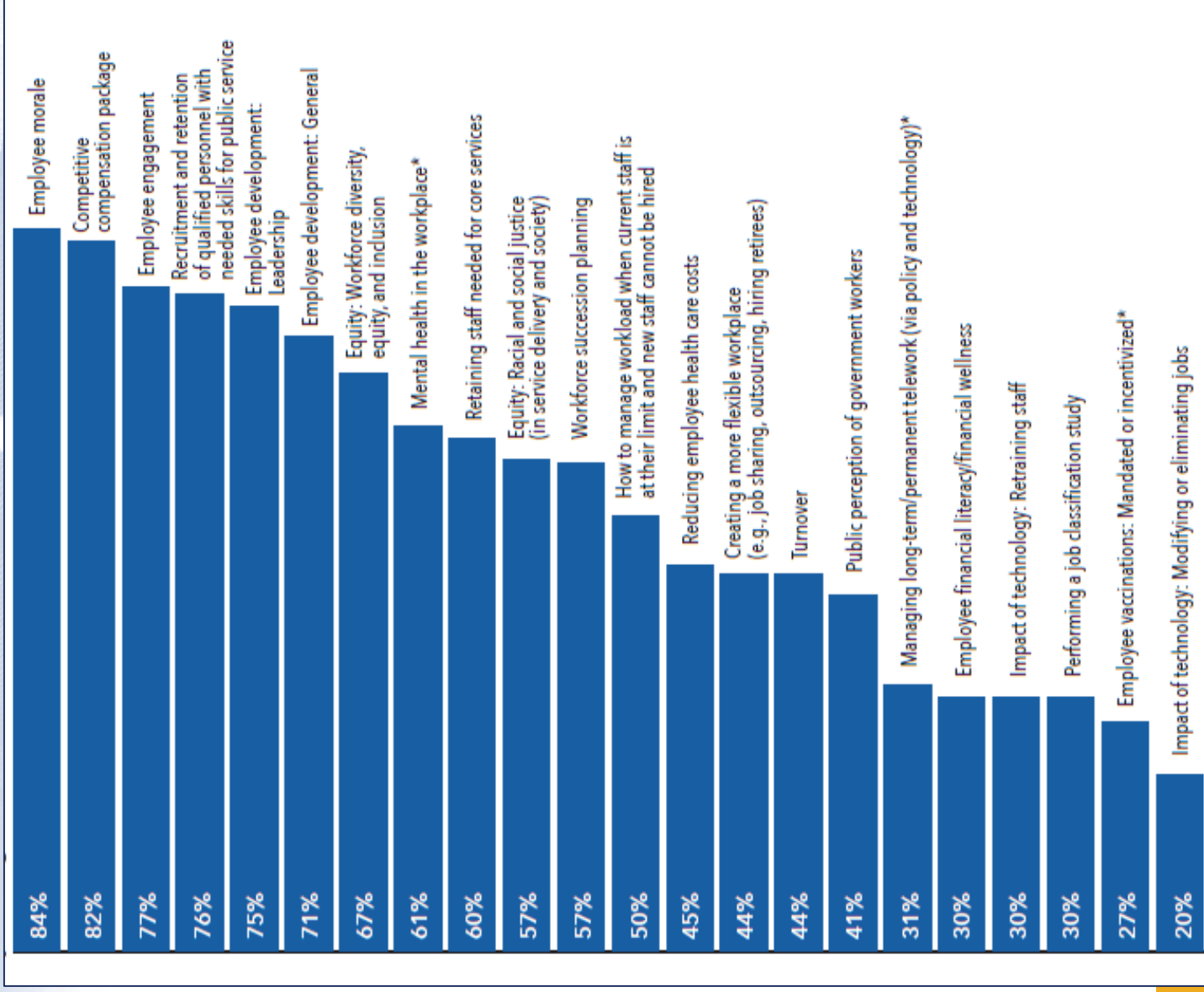


20% w/ < 500 FTEs

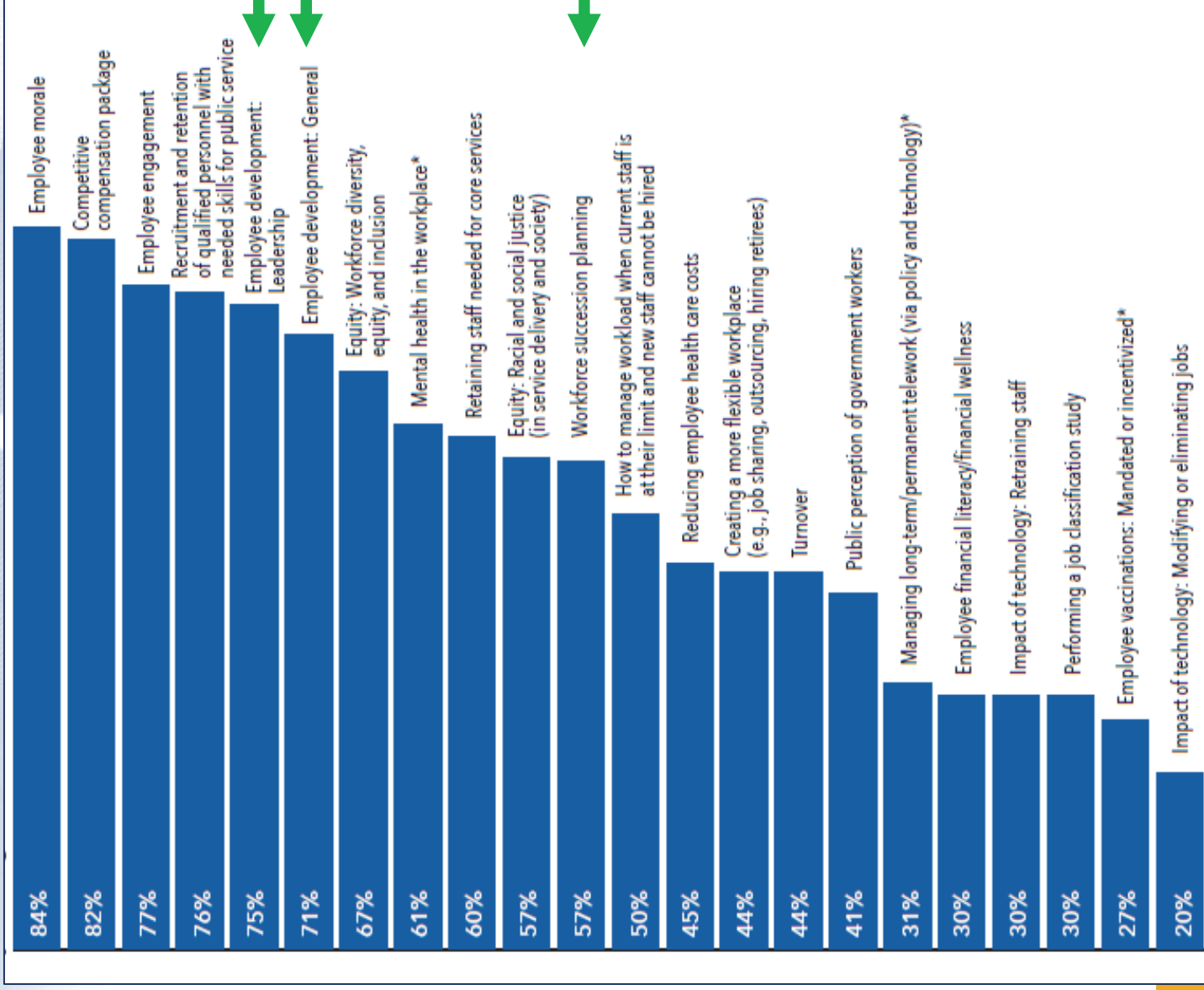
Exit Interview Comments



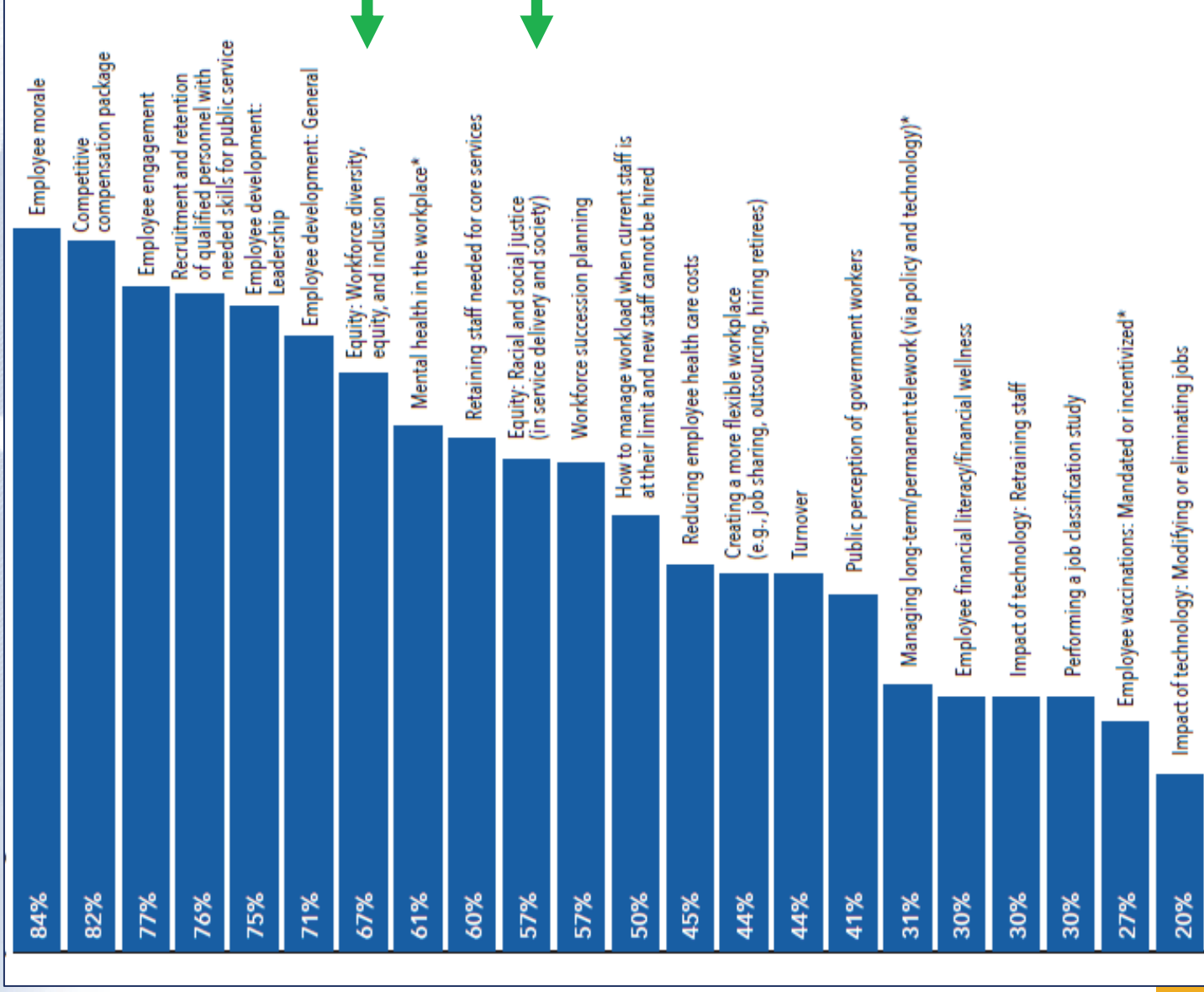
Looking Ahead...



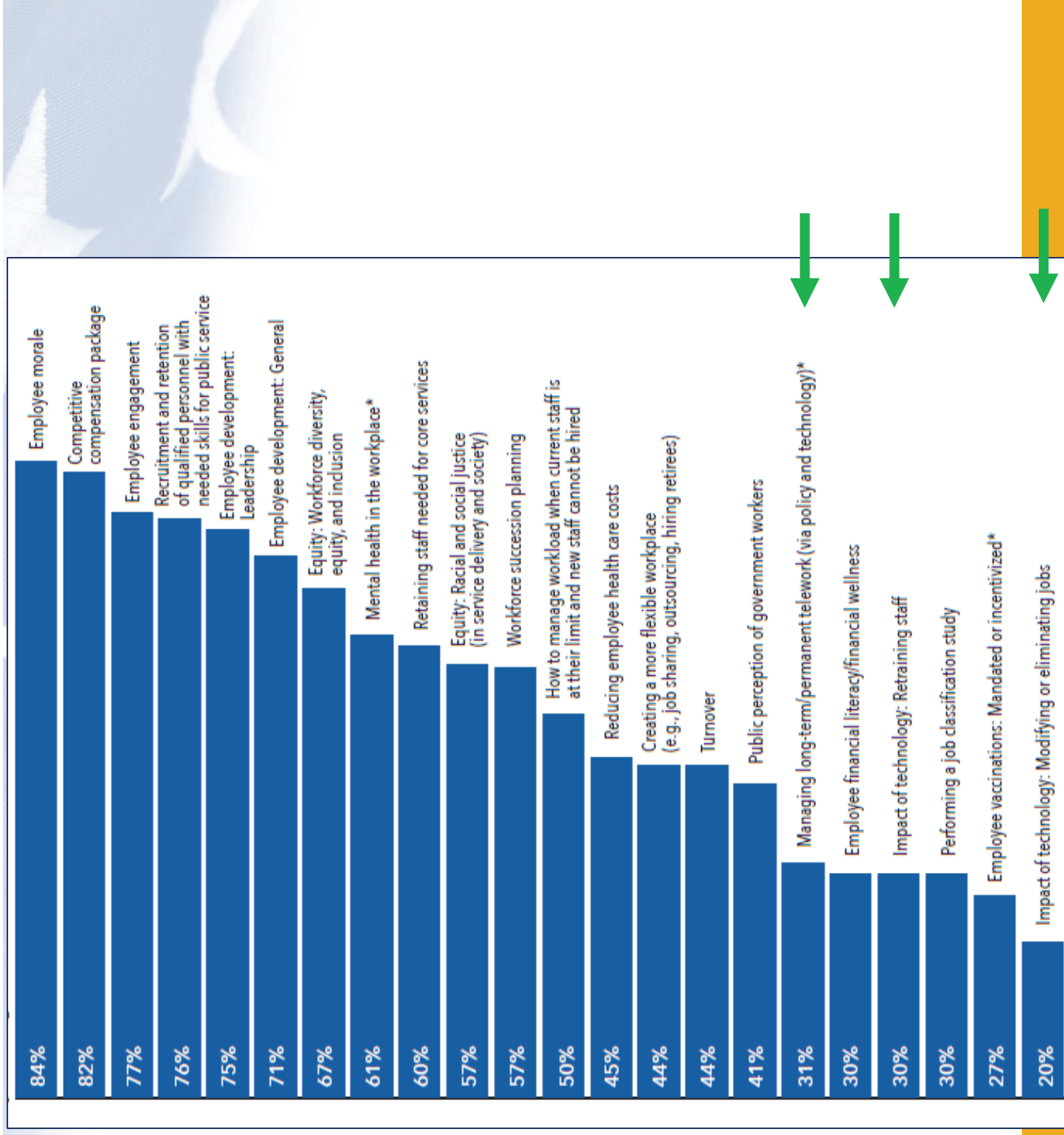
Looking Ahead...



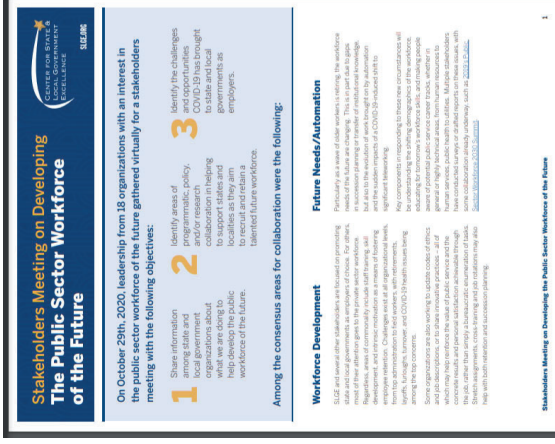
Looking Ahead...



Looking Ahead...



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

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