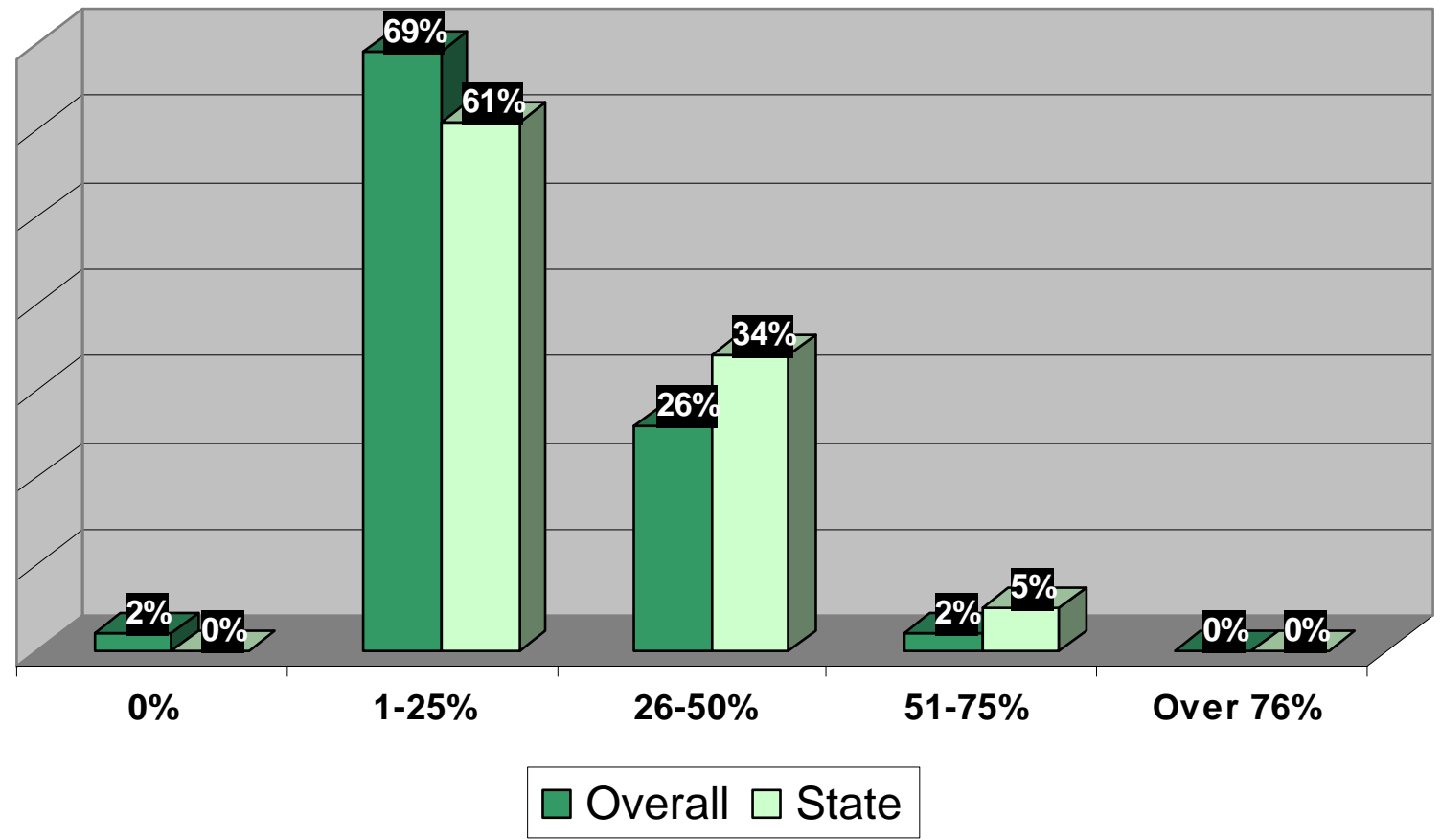


# Gauging and responding to the impact of the aging workforce on the public sector

Presentation to 2007 NASCIO Annual Meeting  
October 2007

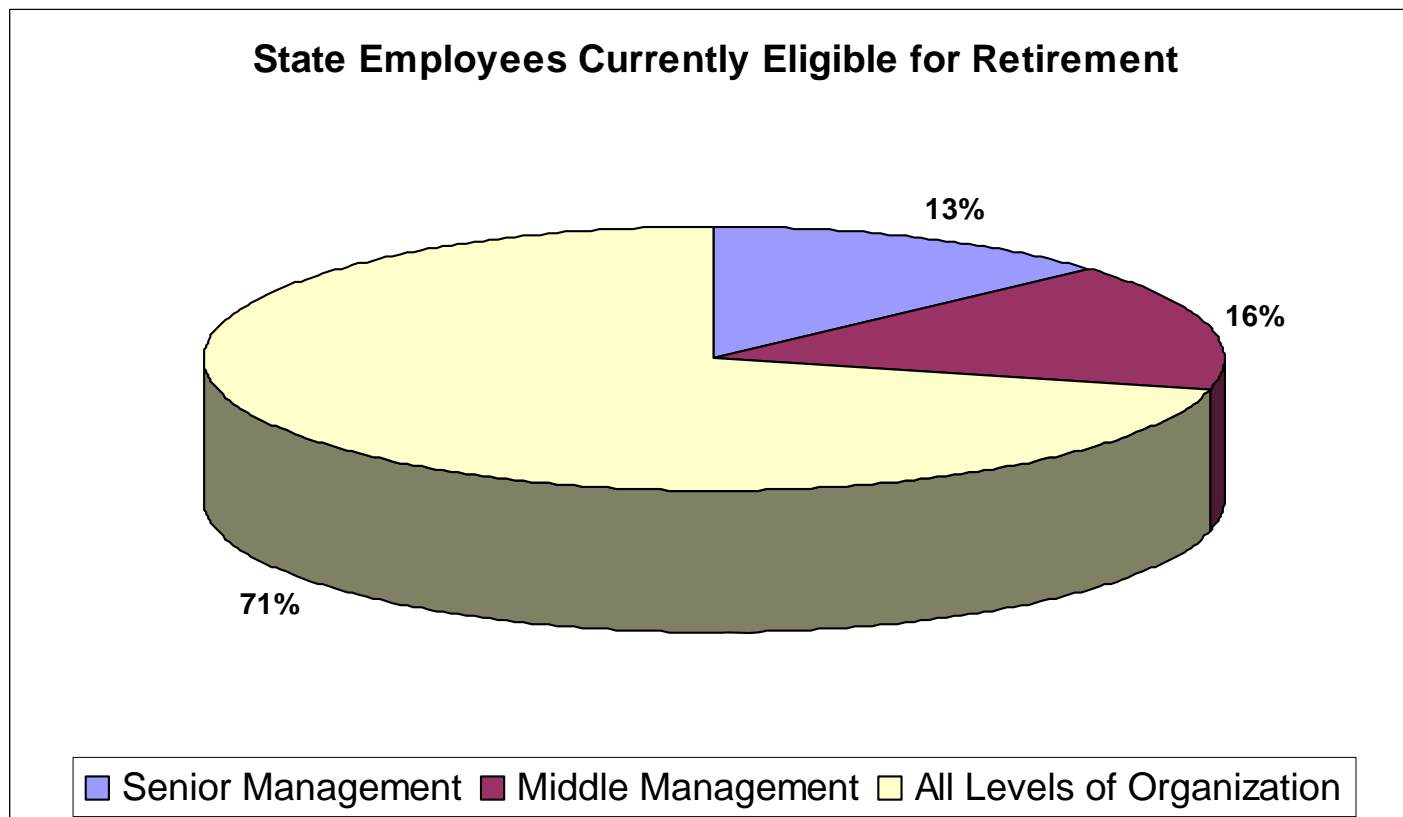
# Retirement-Eligible Employees

Percentage of Current Employees Eligible for Retirement



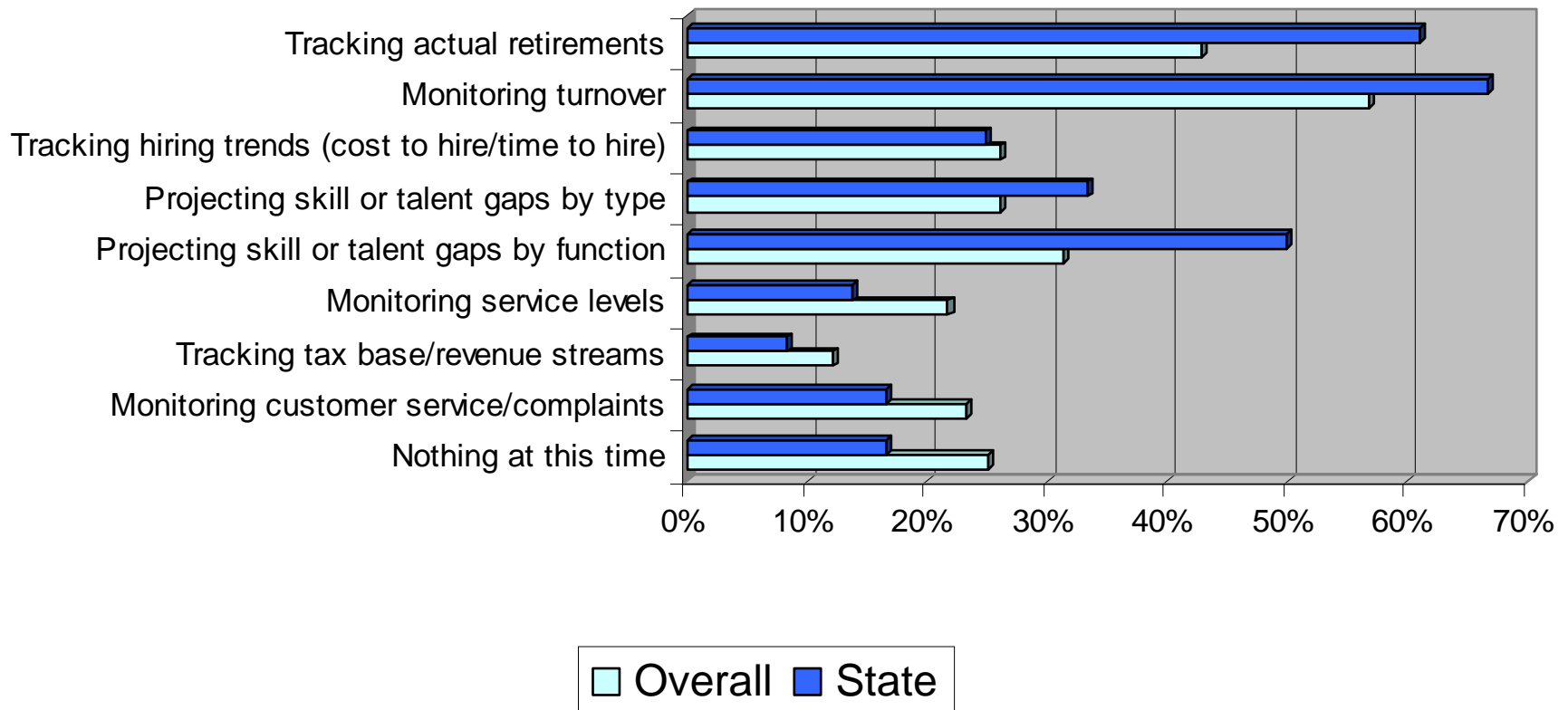
# Anticipated Employee Retirements

- » 68% of responding State organizations anticipate between 1-25% of their workforce will retire in the next five years while 29% anticipate between 26-50% will retire.



# Assessing the Impact

**What is your organization doing to assess the potential impact of the Aging Workforce?**



# Recruiting

## » Current state of play

- 58% of respondents do not believe that sufficient talent already exists in the organization to fill positions left by retiring workers.
- 71% of overall respondents feel that competition with the private sector for talent is increasing.

## » Strategies viewed as most effective

- Bad economy
- Overall, consistent marketing strategy
- Career fairs and/or outreach at colleges and universities
- Web-based recruiting and use of online applications
- Internships
- Streamlining the application process
- Improved training for recruiters

## » Other strategies being considered:

- On-line testing and screening
- Overhaul of interview rules
- College loan repayment and development of bonus opportunities tied to performance
- Dedicated computer kiosks for applications and employment information

# Training

## » **Current state of play**

- Alignment of training opportunities and organization's mission: On a 1-5 scale: 3.3
- 78% of State respondents have an e-Learning system in place.

## » **Strategies viewed as being most effective in improving training and employee development:**

- Mandatory supervisor/manager training
- Succession planning
- Improved needs assessments
- Collaboration with universities or professional associations
- E-learning or automated administration and registration for training opportunities
- Tuition reimbursement
- Train the trainer

## » **Other strategies being considered:**

- Video conferencing
- Distance learning opportunities
- In-house specialized training
- Subsidies for formal education and/or training

# Retention

## » **Current state of play**

- Only 20% say the majority of their positions are filled with internal candidates
- Only 14% says that the majority of positions have formal career paths

## » **Strategies viewed as being most effective**

- More development and training opportunities
- More comprehensive employee tracking (better information on current employees)
- Identification of competencies for critical positions
- Employee recognition programs
- Employee satisfaction surveys

## » **Other strategies being considered**

- Pay for performance
- Improved compensation or benefits packages
- Skills gap analysis

# Knowledge Management

## » Current state of play

- Nearly 90% expect significant program setback as a result of knowledge loss
- 65% expect a loss in efficiency and 55% a loss in time
- Yet only 14% of all responding state organizations have a Knowledge Management plan in place

## » Strategies viewed as being most effective

- Cross-training
- One-to-one mentoring
- Exit interviews
- Documenting processes and procedures