



# **SURVEY FINDINGS**

## **A Tidal Wave Postponed: The Economy and Public Sector Retirements**

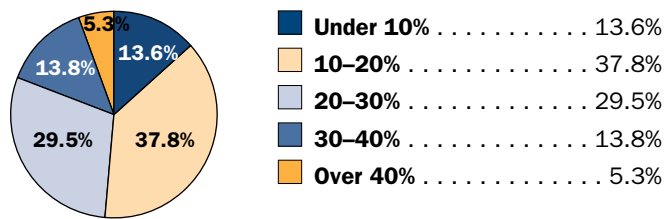
**May 2009**

# A Tidal Wave Postponed: The Economy and Public Sector Retirements

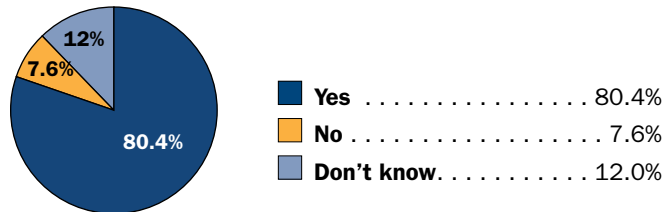
An electronic survey conducted by The Center for State and Local Government Excellence among 5,125 members of the International Public Management Association for Human Resources (IPMA-HR) and the National Association of State Personnel Executives (NASPE) from April 9 to 25, 2009. Four hundred sixty members took part in the survey. (*N* = number of respondents to each question)

## Delayed Retirements

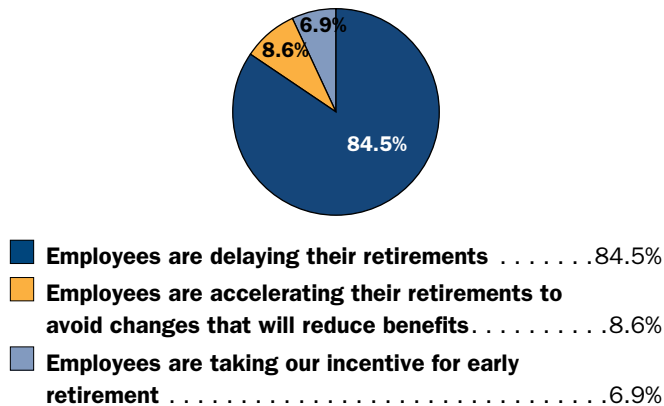
1) What percentage of your employees is eligible to retire in the next five years? (*N* = 455)



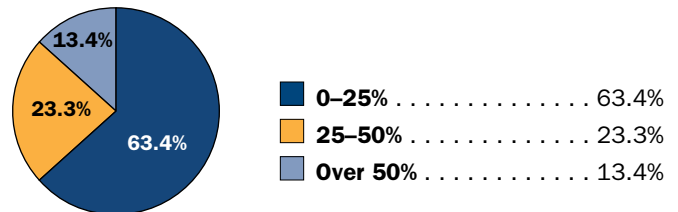
2) Is the slumping economy affecting the timing of retirements? (*N* = 460)



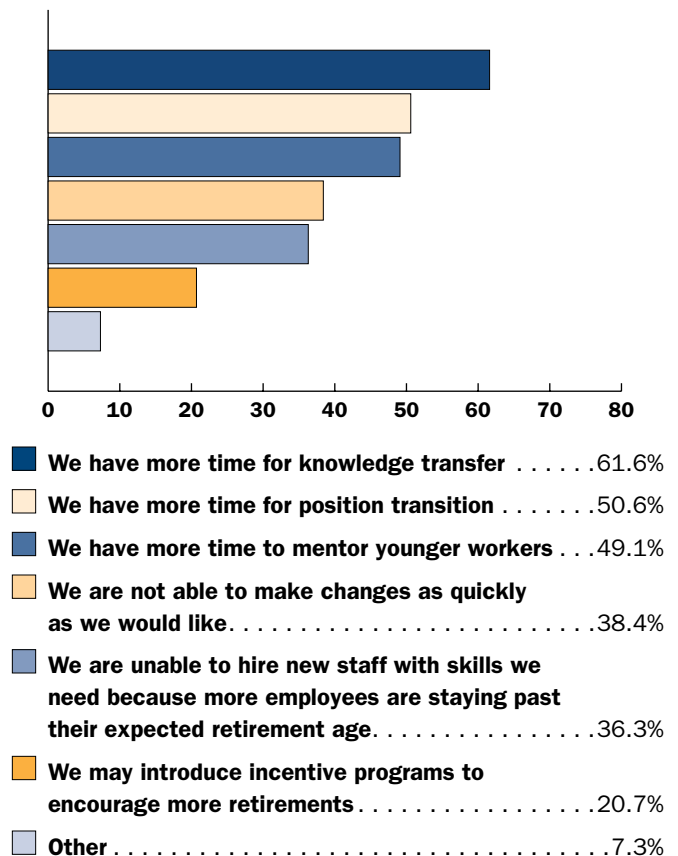
3) If yes, which best describes how retirements are affected? (*N* = 348)



4) If employees are delaying their retirements, what percentage of eligible employees is doing so? (*N* = 322)

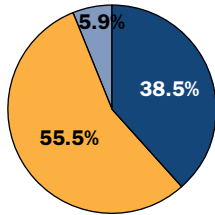


5) If employees are delaying their retirements, please check all the boxes that apply to your situation: (*N* = 328)



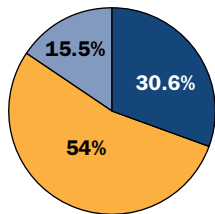
## Workforce Planning

6) Do you have a workforce development plan?  
(N = 454)



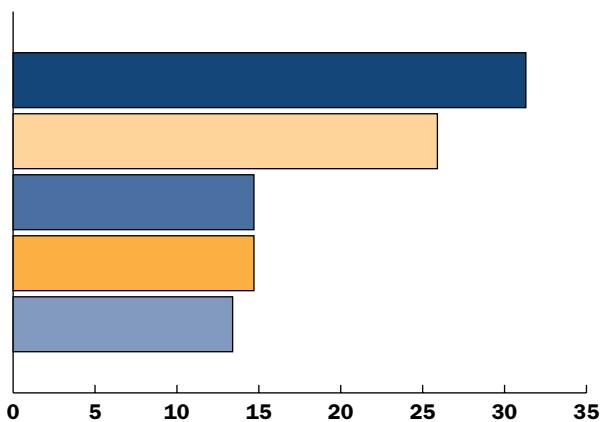
<span style="color: #004a87;">■</span> <b>Yes</b> .....	38.5%
<span style="color: #f4a460;">■</span> <b>No</b> .....	55.5%
<span style="color: #a6c9ec;">■</span> <b>Don't know</b> .....	5.9%

7) If yes, have you made changes in your workforce development plan? (N = 252)



<span style="color: #004a87;">■</span> <b>Yes</b> .....	30.6%
<span style="color: #f4a460;">■</span> <b>No</b> .....	54.0%
<span style="color: #a6c9ec;">■</span> <b>Don't know</b> .....	15.5%

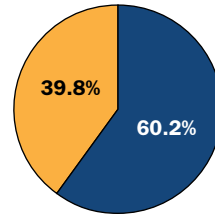
8) If you have made changes, please check all that apply: (N = 224)



<span style="color: #004a87;">■</span> <b>We don't have a formal workforce development plan</b> .....	31.3%
<span style="color: #f4a460;">■</span> <b>We are following our existing workforce plan</b> .....	25.9%
<span style="color: #004a87;">■</span> <b>We have increased our staff development</b> .....	14.7%
<span style="color: #f4a460;">■</span> <b>Don't know</b> .....	14.7%
<span style="color: #a6c9ec;">■</span> <b>We have reduced our staff development efforts</b> .....	13.4%

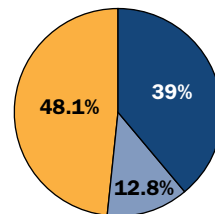
## Layoffs

9) Is your state government implementing layoffs?  
(N = 379)



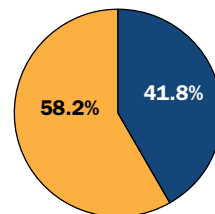
<span style="color: #004a87;">■</span> <b>Yes</b> .....	60.2%
<span style="color: #f4a460;">■</span> <b>No</b> .....	39.8%

10) If yes, are the layoffs based: (N = 187)



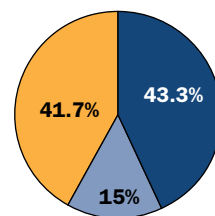
<span style="color: #004a87;">■</span> <b>Solely on seniority</b> .....	39.0%
<span style="color: #a6c9ec;">■</span> <b>On special skill sets</b> .....	12.8%
<span style="color: #f4a460;">■</span> <b>Other</b> .....	48.1%

11) Is your local government implementing layoffs?  
(N = 419)

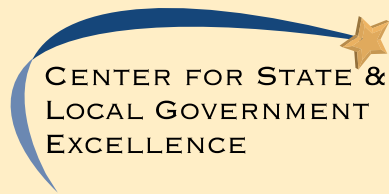


<span style="color: #004a87;">■</span> <b>Yes</b> .....	41.8%
<span style="color: #f4a460;">■</span> <b>No</b> .....	58.2%

12) If yes, are the layoffs based: (N = 180)



<span style="color: #004a87;">■</span> <b>Solely on seniority</b> .....	43.3%
<span style="color: #a6c9ec;">■</span> <b>On special skill sets</b> .....	15.0%
<span style="color: #f4a460;">■</span> <b>Other</b> .....	41.7%



## About the Center for State and Local Government Excellence

The Center for State and Local Government Excellence helps state and local governments become knowledgeable and competitive employers so they can attract and retain a talented and committed workforce. The Center identifies best practices and conducts research on competitive employment practices, workforce development, pensions, retiree health security, and financial planning. The Center also brings state and local leaders together with respected researchers and features the latest demographic data on the aging work force, research studies, and news on health care, recruitment, and succession planning on its web site, [www.slge.org](http://www.slge.org).

The Center's five research priorities are:

- Retirement plans and savings
- Retiree health care
- Financial education for employees
- Talent strategies and innovative employment practices
- Workforce development