

Innovation Webinar Series: Innovations in Public Sector Workforce and Human Resources Practices

Logistics

- This webinar is being recorded.
- Recording link and slides will be posted on our website.
- Click on the **Closed Caption** icon to enable live captions.
- Use the **Chat** feature to ask questions to our panelists and staff, as well as to engage with other participants.

Our Plan for Today

Context Setting by
PHAB and
MissionSquare
Research Institute

Panel Discussion
with Workforce
Innovators

Q&A with
Attendees

Why We are Here

- Discuss workforce challenges and strategies
- Share innovations, leading practices, and emerging ideas
- Ensure equity-focused approaches



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Public Sector Recruitment and Retention Challenges

PHNCI Innovations webinar
February 21, 2023

MissionSquare
RESEARCH INSTITUTE

MissionSquare Research Institute

Promote excellence in state and local government and other public service organizations so they can attract and retain talented public servants





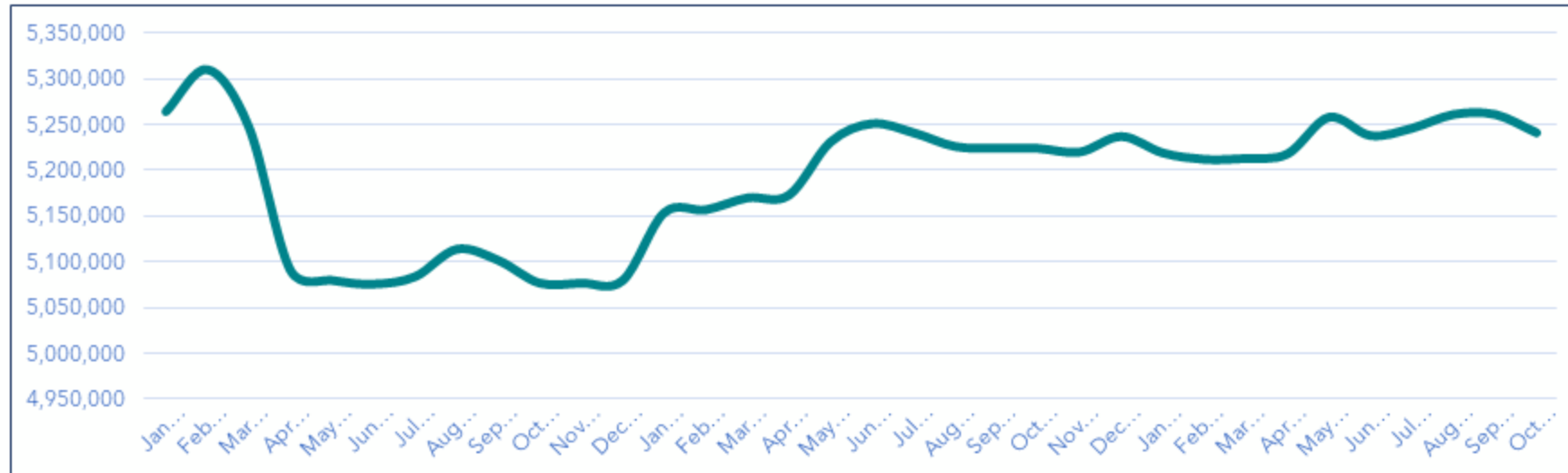
Setting the Stage

- From the start of the declared public health emergency (February 2020) to December 2022, state and local employment levels are down approximately 2.3% or around 452,000 positions.
- As of November 2022, the state and local government job opening rate is 4.3%. The quit rate was 1%. Both have remained elevated since the start of the COVID-19 pandemic, and are higher than any rates in the 20 years prior.
- The other separations rate, which includes retirements, was at a 20 year high in the Summer of 2020 and again in the Fall of 2021, almost twice the typical rate. It has only gone down slightly since then.

Sources: BLS Current Employment Statistics (Dec. 2022 data is preliminary); BLS Job Openings and Labor Turnover Survey (Nov. 2022 data is preliminary)



State Government - Employment Levels The past few years...

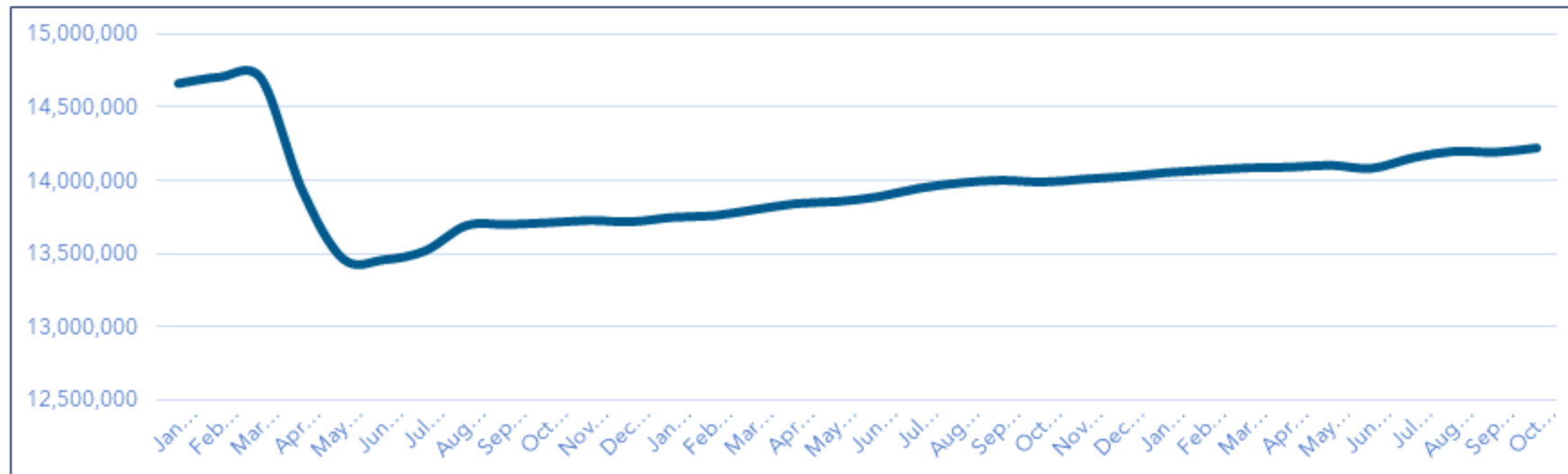


- February 2020 marked (all-time) peak employment and the declaration of the public health emergency
- Since February 2020, state employment has been reduced by 56,000 positions or -1.1%

Source: BLS Current Employment Statistics (Sept and Oct data is preliminary) and Occupational Employment and Wage Statistics.



Local Government - Employment Levels The past few years...



- February 2020 marked (all-time) peak employment and the declaration of the public health emergency
- Since February 2020, local employment has been reduced by 485,000 positions or -3.3%

Source: BLS Current Employment Statistics (Sept and Oct data is preliminary) and Occupational Employment and Wage Statistics.



Employment Changes for Specific Government Industries, since February 2020

- State Government
 - Education: +16,799 or +0.6%
 - Hospitals: +17,700 or +4.5%
 - General Administration: -55,500 or -3.0%

- Local Government
 - Education: -309,400 or -3.8%
 - Utilities: -1,700 or -0.7%
 - Transportation: -17,800 or -6.0%
 - Hospitals: -11,400 or -1.7%
 - General Administration: -90,699 or -2.1%

Source: BLS Current Employment Statistics (Most recent Sept data is preliminary)



Looking Ahead - Employment Projections 2021-2031

- State Government : -6.0%
- Local Government : +1.4%

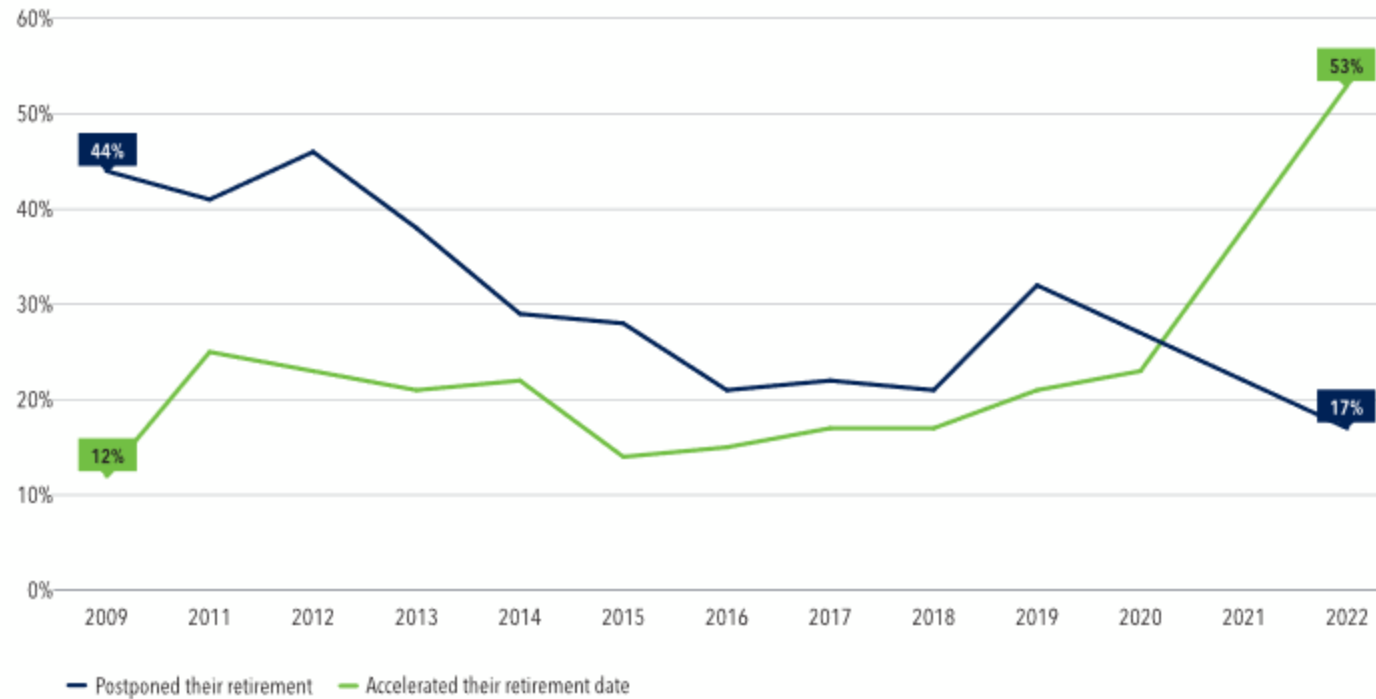
- Examples of occupations with notable changes...
 - Medical and Health Science Managers: +24.7% (local level)
 - Management Analysts: +15.4% (state level)
 - Construction Managers: +14.3% (local level)
 - Operations Research Analysts: +10.6% (state level)

 - Parking Enforcement Workers: -37.7% (local level)
 - Payroll and Timekeeping Clerks: -23.1% (state level)
 - Executive Secretaries and Executive Administrative Assistants: -27.9% (state level)
 - Switchboard Operators: -27.3% (local level)



1. Aging Workforce and Accelerating Retirements

Figure 17b **Over the past year, what changes, if any, have your retirement-eligible employees made regarding their plans for retirement? (Detail, 2009-2022)**



NOTE: Responses sum to more than 100% because some jurisdictions reported more than one type of action taken. This survey was not conducted in 2010.

Source: [State and Local Workforce Survey 2022](#)



2. Burnout and Stress from the COVID-19 Pandemic

Figure 15 **Change in Number of People Leaving Organization Voluntarily Since Start of Pandemic, Nov/Dec 2021** (n=1,100)

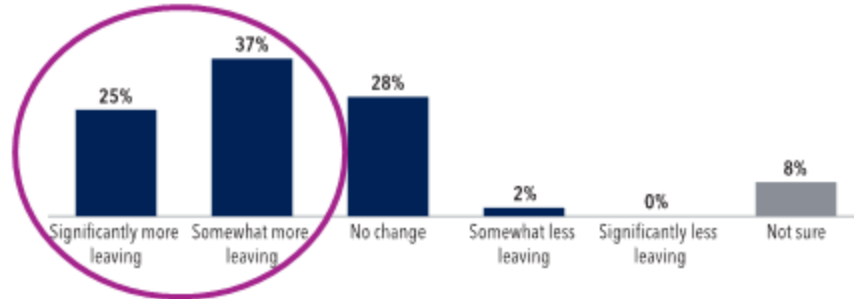
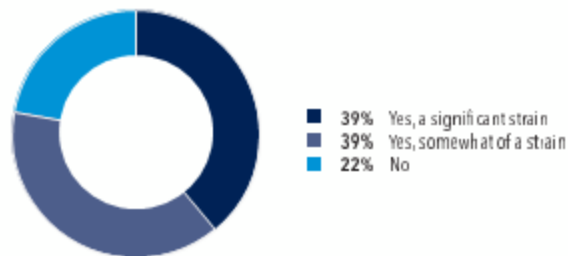
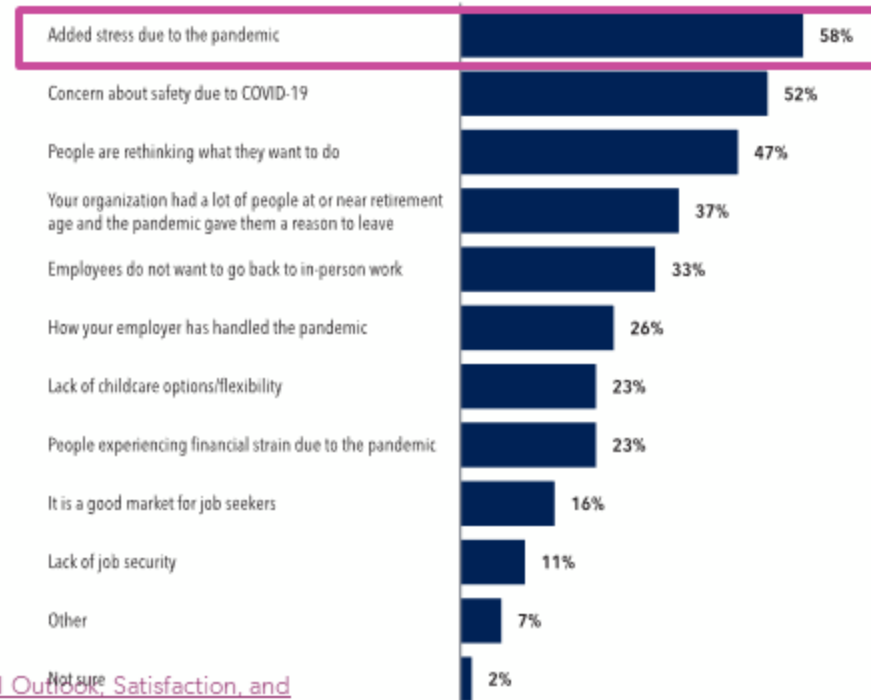


Figure 17 **Strain on Workload Due to Increase in Number of People Leaving Voluntarily? Nov/Dec 2021** (n=664)



Source: [Continued Impact of COVID-19 on Public Sector Employee Job and Financial Outlook, Satisfaction, and Retention](#)

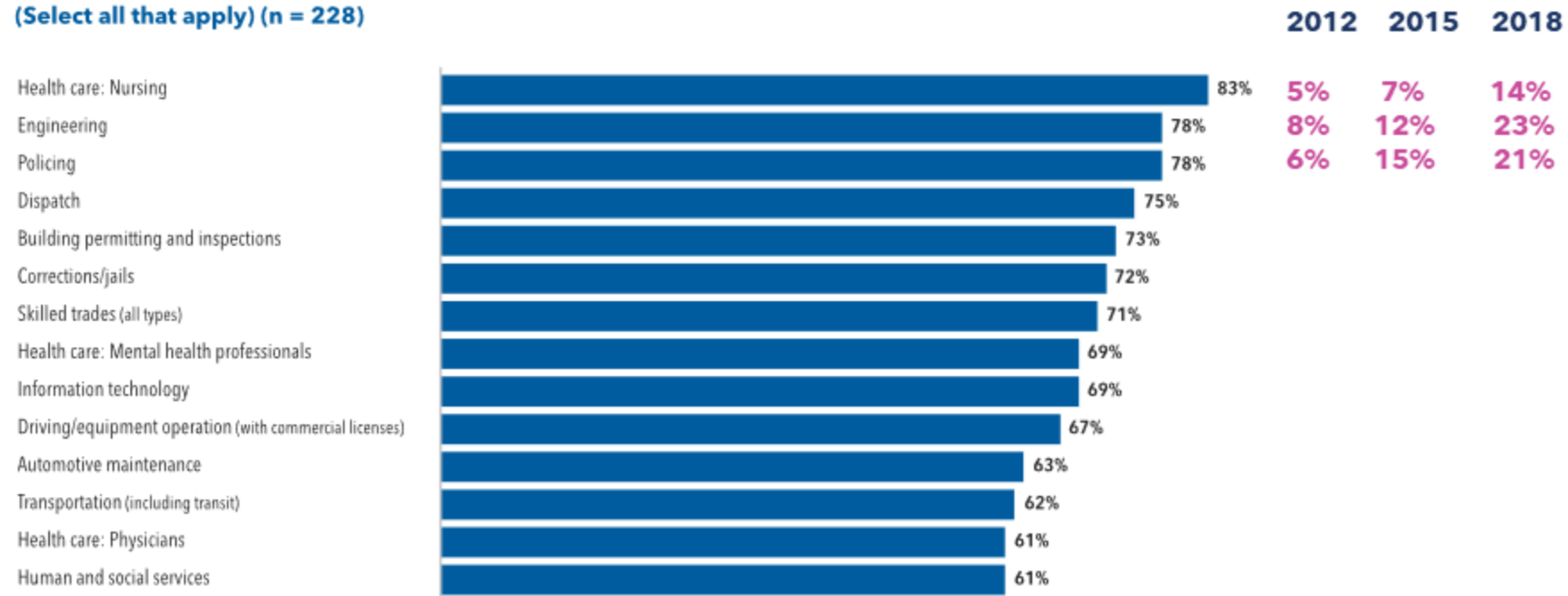
Figure 16 **Major Factors Causing Increase in Number of People Leaving Voluntarily, Nov/Dec 2021** (n=664)





3. Hard-to-Fill Positions

Figure 8 **Over the past year, what positions, if any, has the organization had a hard time filling?**
(Select all that apply) (n = 228)



Source: [State and Local Workforce Survey 2022](#)



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