Understanding the State Workforce

Participant Guide
# Table of contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table of contents</td>
<td>2</td>
</tr>
<tr>
<td>Course resources</td>
<td>4</td>
</tr>
<tr>
<td>Learning outcomes</td>
<td>6</td>
</tr>
<tr>
<td>Contact information</td>
<td>6</td>
</tr>
<tr>
<td>Public Service</td>
<td>7</td>
</tr>
<tr>
<td>Difference between Public Sector and Private Sector services</td>
<td>7</td>
</tr>
<tr>
<td>Public service values</td>
<td>7</td>
</tr>
<tr>
<td>What serving provides to you</td>
<td>8</td>
</tr>
<tr>
<td>Goals of Public Service</td>
<td>8</td>
</tr>
<tr>
<td>Pendleton Civil Service reform Act</td>
<td>9</td>
</tr>
<tr>
<td>Oklahoma Merit System</td>
<td>9</td>
</tr>
<tr>
<td>State employment classification system</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Classified employment</td>
</tr>
<tr>
<td></td>
<td>Unclassified employment</td>
</tr>
<tr>
<td>Classification processes</td>
<td>11</td>
</tr>
<tr>
<td>State of Oklahoma workforce</td>
<td>12</td>
</tr>
<tr>
<td></td>
<td>State employee</td>
</tr>
<tr>
<td></td>
<td>State Senate</td>
</tr>
<tr>
<td></td>
<td>House of Representatives</td>
</tr>
<tr>
<td>Primary objective of state legislator</td>
<td>15</td>
</tr>
<tr>
<td>Who we serve as public servants</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>Citizens of Oklahoma</td>
</tr>
<tr>
<td></td>
<td>State Agencies</td>
</tr>
<tr>
<td></td>
<td>The State of Oklahoma: Governor</td>
</tr>
<tr>
<td>Benefits of Public Service</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Purpose:</td>
</tr>
<tr>
<td></td>
<td>Community:</td>
</tr>
<tr>
<td></td>
<td>Perks:</td>
</tr>
<tr>
<td></td>
<td>Growth:</td>
</tr>
</tbody>
</table>
## Challenges of Public Service

Politics: ................................................................. 22
Perception:.............................................................. 22
The Silver Tsunami effect: ........................................ 24
Succession Planning:............................................... 25
Resources:............................................................. 26
Retention/Recruitment:............................................ 26
Constant Change:.................................................. 26

## Employee Engagement

Why measure employee perceptions?............................. 28
Benefits of employee engagement.................................. 29

## Service-Learning

Impact of service-learning........................................... 29

## Future of Public Service

Service development framework.................................. 30
Phase one:............................................................. 31
Phase two:............................................................ 31
Phase three:.......................................................... 31
Phase four:........................................................... 31
Phase five:............................................................ 32

## Roadmap to the Future

Agencies working closely together................................ 33
Engaging the public.................................................. 33
Establishing connections with stakeholders from outside government. ................. 33

## Actions for the future

Break down communication walls:................................ 34
Lower resistance to change:........................................ 34
Address aversion to risk and fear of failure:..................... 34
Course resources


Videos:
- The Boll Weevil: https://www.youtube.com/watch?v=6qTo30r8LCw
- Why Public Service? https://www.youtube.com/watch?v=zoTeTsVavck
- Government 5.0: The Future of Public Services. https://www.youtube.com/watch?v=SZFFIKL4_sE&t=339s

Websites:
Learning outcomes

**Title of lesson:** Understanding State Workforce.

**Course overview:**

The purpose of this course is to help CPM participants gain applicable knowledge in understanding what public is and what service looks like in the State of Oklahoma. Content is based upon practical approaches relevant for professional and personal development.

**Objectives:**

At the end of this course, students will be able to:

1. Define public service and what it means to society.
2. Examine why public service is important and how public service impacts the State of Oklahoma.
3. Explore what the State of Oklahoma Merit System is and its purpose.
4. Explore what the state workforce looks like.
5. Analyze who State of Oklahoma employee’s serve.
6. Examine the benefits of public service.
7. Examine the challenges of public service.

**Contact information**

For assistance and questions, please contact:

Statewide Learning Services at: slstraining@omes.ok.gov.
Public Service

Public service is a service intended to serve all members of a community. It is usually provided by government to people living within its jurisdiction, either directly (through the public sector) or by financing provision of services.

Difference between Public Sector and Private Sector services

Examples of public service:
- Police and Fire services.
- Health care and emergency transportation.
- Housing and food assistance.
- Public education and public transportation.
- Local court system and public libraries.

Examples of private sector service:
- Electronic goods.
- Personal vehicles.
- Private education.

Public service values

- Transparency
- Accountability
- Ethics
- Professionalism
- Leadership

Transparency, in the public sector, ensures that citizens have availability to all information that is considered open and free to public viewing.

The goal is to serve citizens to the best of our ability, and if there is no transparency, then significant damage can occur to those communities we serve.

Accountability is to follow a standard of professionalism in the workplace. Additionally, it means to understand that the citizens of Oklahoma are funding our professional activities. Accountability is an important aspect of the functionality of any organization, public or private.

Essentially, it reminds individuals that while they are employed by a professional organization, they will be held liable for their actions. In order to function properly, leadership must be held to a high degree of ethical standards.
Specifically, ethics calls for public servants to display integrity, and be mindful of laws and regulations. Furthermore, this must be accomplished in order to successfully practice and promote transparency of government.

**Professionalism** is an important core value when considering the prestigious nature of public service. To be professional, is to understand the importance of our jobs in the public sector, to have respect for ourselves, and the agencies that we represent. Without professionalism in public service, the overall perception of our work and our organizations would undoubtedly falter.

There are few organizations in the public sector that are able to flourish without proper **leadership**. Practicing leadership is setting an example of professionalism for staff members and possessing the motivation to achieve organizational goals. Strong leaders who adhere and practice these core values, will help push public service into a growing and prosperous future.

**What serving provides to you.**

Every individual has a reason they are driven to serve the public. One common connection is a strong ethical value to do the right things. By serving, public workers strengthen their ability to nurture and generate compassion to helping those in need.

Serving keeps us connected to the world and our community, while challenging us to be the best we can be, every single day. As public servants, you have the opportunity to problem-solve real world issues, and create solutions to address those needs.

Serving also grants us the opportunity to view the world through different lenses. Public servants now become more aware of their behaviors and emotions within their professional and personal lives and daily actions.

**Goals of Public Service**

- **Delivering information to the public**
- **Forward thinking innovation**
- **Developing state employees and agencies**

First goal, **delivering information to the public**. This focuses on making public information widely available, within different accessible outlets. By doing this, the state is providing a service that is making information accessible and engaging, while delivering effective and efficient products to the larger community.

Second goal, **forward thinking innovation**, looks to grow state services, while creating new ways of delivering services to the public. Specific services include, strategic planning, collaboration between the state and the community, and generating evaluations for purposeful data collection. With data, agencies have access to real-time
information to create stronger services, while making changes to current products with the customer needs in mind.

Third goal, **developing state employees and agencies**. These services include, succession planning, professional development, and employee engagement opportunities.

With employee engagement, state employees have the opportunity to interact with many different levels every day. This includes different cultures, races, and levels of leadership throughout the entire state system. Engagement creates a strong bond to one's work, and nurtures an environment of equality and acceptance of diversity.

Other areas of development include, strategic human resources management, progressive discipline techniques and performance management processes. Before we get to the topic of the merit system, let's check to see what we have learned up to this point.

**Pendleton Civil Service reform Act**

On January 16, 1883, the Pendleton Civil Service Reform Act was signed into law. Drafted by George H. Pendleton, the act called for selection of government jobs to be filled by competitive exam, rather than ties to politicians. This guaranteed the rights of citizens to compete for federal appointment without regard to politics, religion, race, or national origin.

The act also made it illegal to fire or demote current government officials for political reasons. In addition, the law also created the United States Civil Service Commission.

This commission oversees civil service examinations and outlawed the use of assessment fees, that political appointees were expected to pay to their respective political parties, as the price for their appointments. Jump back to today and let's see how this reform has shaped the public service hiring process and merit classification system.

**Oklahoma Merit System**

- *The purpose of the merit system is to promote, and hire government employees based on their ability to perform a job. Today, government positions are not handed out as favor for votes, or for political funding. To serve, individuals must prove they can perform the essential duties of that position, and prove those skills by examination and demonstration.*

The Oklahoma merit protection system, places public service jobs into two job classifications, classified and unclassified service. But before we discuss the difference, it is important to review the Oklahoma Personnel Act.
The purpose of the act is to protect the public from improper use of authority, protect public officials, and employees from unwarranted assaults on their integrity, and to enforce the protections for classified employees, and citizens under the Merit System.

Further, the act also establishes a system to recruit, select, develop, and maintain an effective and responsive work force; provides for administrative flexibility, and adequate and reasonable protection, and security for those who have entered and will enter into the service of the state.

State employment classification system

Under the current merit system, all classified employees fall under the jurisdiction of, the Oklahoma Merit System of Personnel Administration.

- **Classified employment**
- **Unclassified employment**

Classified employment

Classified employees and positions are subject to, the policies and procedures for the selection, hiring, retention, advancement, career development, job classification, salary administration, discipline, discharge, and other related activities, all in accordance with principles of merit and fitness.

Further, the Oklahoma Supreme Court has ruled that, classified employees hold a property interest in continued employment that cannot be deprived without the due process of law. What this means is, since that employee tested, and demonstrated the necessary skills to perform that job, he, or she, now owns the right to perform those specific duties.

Furthermore, they cannot be fired, or disciplined, without the right to representation and litigation.

Unclassified employment

In unclassified service, employees and positions are considered, At-Will employment. Employees and positions that fall under unclassified service are excluded from the coverage of the Oklahoma Merit System of Personnel Administration.

Unclassified employees serve at the pleasure of their appointing authorities, and may be separated from service at any time, with, or without cause. Unless specifically provided, positions in the unclassified service are not subject to any of the provisions of the Oklahoma Personnel Act, or the rules, and regulations promulgated thereunder, except leave regulations.
Classification processes

- **Hiring process**
- **Veterans preference**
- **Compensation**
- **Benefits**

The **hiring process**, in regard to how employees are considered for service positions, is different between the two classifications. In classified hiring, candidates go through what is referred to as, the vetting process.

This process takes into account, candidate qualifications, examination scores, and proper investigation to ensure individuals are suitable for public work. Qualified candidates are placed in ranking order, and the top ten are selected for interviews with the hiring agency.

The top ten consideration process is referred to as, **the rule of ten**. Unclassified positions do not go through the vetting process, or the rule of ten. Unclassified candidates are selected, interviewed, and hired at the agency level, and at the discretion of the hiring manager.

Candidates must still be able to meet position requirements, but are not required to test for skill levels. **Veterans preference** give veteran applicants a place in front of the hiring line, when competing for classified positions. Even if other, non-veteran candidates are more qualified, and scored higher on examination, veterans are given additional points for their time in service.

Veterans or their unmarried surviving spouses get five points added to their employment test. Disabled war veterans get ten points, and disabled war veterans with at least a 30% disability are automatically placed at the top of the selection list and selected for hire. Veterans preference does not apply to unclassified positions. Compensation for both classifications also differ.

**Classified service pay** is based on legislative law and job position codes. All classified employees are paid within a salary range determined by the job classification, and assigned job code.

Employee's receive salary step increases, in accordance with the rules covering the position, until the employee reaches the top step of the salary range, after which, there are no more salary increases.

**Unclassified compensation** is based on market trends and data collected on similar job families.

State provided **benefits** do not differ between classified and unclassified employees.
By the numbers, as of 2020, there are 32,500 public service employee's working for the State of Oklahoma.

- Of those employed, 58.73% are identified as female, and 41.27% as male, with an average age of 46 years old. 62.49% are currently employed as classified service, and protected by merit law. 37.51% are currently employed as unclassified, and do not have merit protection rights.
- The median state tenure is approximately 8 years of service.
This graph generates a clearer picture of the exact breakdown of the state workforce. Press the pause button, and review the graph to gain better understanding of the representation of state employee's. Once you are ready, press play to continue.

Along with the diverse ethnical composition, the generational breakdown of state employee's is also just as diverse. This graphic shows the exact breakdown between five generational categories; traditionalist, born between 1900 to 1945; baby boomers, born between 1946 to 1964; generation x, born between 1965 to 1980; millennials, born between 1981-2000; and generation z, born between 1995 to 2015.

As you can see, the majority of state employee's fall within the baby boomer, to the millennial generation span. Later in the course, you will discover how the baby boomer generation is predicted to produce a retirement challenge called the silver tsunami. Also represented, is the average number of years served by state employee's.

As you can see, the greatest time in service is between 5 to 10 years, with 20 years or more coming in second. What this graph shows is the majority of state employee's enter public service as a long-term career choice.
The Oklahoma Senate is comprised of 48 seats, divided equally among the state’s 48 senatorial districts. Currently, there are 47 Senate members, with one vacant spot. Political affiliation breakdown is; 38 Republicans, and 9 Democratic representatives.

Of the 47 senators, 9 are female, and 38 are male.

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The Oklahoma House of Representatives is comprised of 101 seats, and divided equally among the state’s house districts.

Currently, there are 100 members, with one vacant spot. Political affiliation breakdown is; 77 Republicans, and 23 Democratic representatives.

Of the 101 representatives, 23 are female, and 77 are male.

Primary objective of state legislator

Primary objectives of state legislature can be broken down into three main functions.

- First, members perform law making responsibilities by; researching, writing, and, passing new legislation.
- Second, members represent their constituents, and work to meet requests for help from citizens within their respective districts.
- And third, members perform an oversight function for the executive branch. This includes the Office of the Governor, and other elected leaders. Additionally, state legislature approves or rejects governor appointments, and contributes to creating the annual state budget.
Who we serve as public servants

Citizens of Oklahoma

- Data reflects information collected in 2019.
- At the time of reporting, the total population of Oklahoma was, 3.94 million citizens.
- The median age was 36.3 years old, with a gender makeup of, 50.5% female, and 49.5% male.
- Median household incomes was $51,924 per year.
Citizens of Oklahoma

**Poverty rate**
15.6%

**Poverty-Children under 18**
21.7%

**Uninsured in Oklahoma**
14.2%

- At the time of reporting, the national poverty rate stood at 13.1%.
- Currently, Oklahoma's rate is 15.6%.
- Nearly 1 in 6 Oklahoma citizens were living with incomes that fell below the poverty line.
- With the onset of the COVID-19 pandemic, the percentage of Oklahoman's living within the poverty gap, may increase significantly.
- The child poverty rate in Oklahoma was 21.7%, with single-parent families standing at 38%.
- The uninsured population stood at 14.2%.

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State Agencies

Total agency number
117+ agencies

Purpose
Frontline services
Regulatory services
Support services

Agency Breakdown

<table>
<thead>
<tr>
<th>Agency categories</th>
<th>Agency listing website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business and Employment (7)</td>
<td></td>
</tr>
<tr>
<td>Community and Culture (11)</td>
<td></td>
</tr>
<tr>
<td>Education (53)</td>
<td></td>
</tr>
<tr>
<td>Environmental and Natural Resources (28)</td>
<td></td>
</tr>
<tr>
<td>Family and Health (34)</td>
<td></td>
</tr>
<tr>
<td>Financing (12)</td>
<td></td>
</tr>
<tr>
<td>General Services (22)</td>
<td></td>
</tr>
<tr>
<td>Information Technology (2)</td>
<td></td>
</tr>
<tr>
<td>Insurance (3)</td>
<td></td>
</tr>
<tr>
<td>Labor (5)</td>
<td></td>
</tr>
<tr>
<td>Legal (17)</td>
<td></td>
</tr>
<tr>
<td>Legislative (6)</td>
<td></td>
</tr>
<tr>
<td>Libraries and History (4)</td>
<td></td>
</tr>
<tr>
<td>Online Licensing (13)</td>
<td></td>
</tr>
<tr>
<td>Public Safety and Corrections (15)</td>
<td></td>
</tr>
<tr>
<td>Taxes (2)</td>
<td></td>
</tr>
<tr>
<td>Transportation (7)</td>
<td></td>
</tr>
</tbody>
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With over 117 agencies in Oklahoma, there are many that engage in policy development, guideline execution, legal services, state publications, and health regulations.
When developing an understanding of agency functions, it's important first to know whether it's a front line, regulatory, or support service agency.

Front line service agencies are the ones who provide face-to-face interaction with the citizens of Oklahoma.

These agencies include, The Oklahoma Employment Security Commission, Libraries Department, Health Care Authority, and Human Services Department, just to name a few.

Regulatory service agencies are those charged with developing and enforcing Governor approved rules and guidelines that protect the safety and well-being of state citizens.

These agencies include, Public Safety Department, Workers' Compensation Commission, and, the ABLE Commission; again, just to name a few.

Support services are agencies that provide support to other agencies.

The Office of Management and Enterprise Services is an example of a support agency that provides support in the forms of, but not limited to, information technology, learning and skill development, human resources, and payroll processes.

Notes:
The State of Oklahoma: Governor

- As the head of State, Governor Kevin Stitt leads Oklahoma to preserve the rights, and protect the citizens of Oklahoma.
- By serving as the chief executive of the Oklahoma executive branch; Governor Stitt works in conjunction with agency leaders to make sure citizens are having their needs met through quality services.
- The governor of Oklahoma is also Commander-in-chief of the Oklahoma National Guard when not called into federal use.
- Key responsibilities include; State of the State address, submitting the annual state budget, and preserving the peace in the state of Oklahoma.
- Term to serve as acting Governor is four years.

Benefits of Public Service

- Purpose
- Community
- Perks
- Growth

Purpose:

It cannot be overlooked that working in public service provides a significant source of personal fulfillment.

Feeling as if you’re working for a purpose is important; after all, you will spend thousands of hours at your job every year, and work is often closely tied to your sense of identity and accomplishment.

Regardless of where your passions lie, public service presents many benefits, and growth opportunities.

Often, when you ask someone why they entered public service, the answer is, “I wanted to make a difference in my community”.

What that looks like varies from person to person.

For some, it’s rewriting public policy to effect change in a specific community, while for others it’s working in the field, providing assistance to those in need.

It's the common bond of purpose that drives you every day to be the best, and provide quality services to your community.

Community:

First and foremost, consider yourself a community of public servants.

Think about the services your agency provides, and the responsibilities you have, to being good stewards of public funds.
Funds are allocated among state agencies to meet the needs of the people, and to keep communities running safely, and efficiently. Your time, and energy while in service should directly benefit the citizens of Oklahoma.

Second, entering public service, provides the opportunity to become a steward of change, and contribute to the improvements that are vital to quality of life.

Social change matters; and public servants are increasingly becoming agents of change by creating more equitable social conditions within their communities.

A great deal of public service is focused on economics, and creating more efficient, and sustainable services and agencies, but there’s also an increasing focus on changing how policies, and programs are administered to create more equitable conditions.

From tackling issues related to racism, and civil liberties, to building support for citywide recycling programs, the opportunities for influencing social change through public service are diverse, and plentiful.

Perks:

- Benefits package
- Job Stability
- Work/Life Balance
- Loan forgiveness

First is the generous benefits package. Public service positions have reasonably competitive salaries that are attached to excellent benefits packages.

You will receive paid vacation and sick days, paid federal holidays, and the opportunity to participate in government pension and retirement plans.

Second, job stability. The private sector is extremely volatile. That unpredictability often leads to a non-stop cycle of change which could result in unexpected layoffs, that lead to high turnover rates. Public service employment has its own roller coaster effect as states revenues fluctuate. Remember, classified employees own the rights to their jobs, and cannot be fired without the due process of law.

Although unclassified employees are not protected by merit rule, there are progressive actions in place to ensure fair treatment, and provide training to increase success.

Third, work/life balance. With public service employment, employees enjoy generous time off. They also enjoy having the flexibility to telecommute from home, and working with leadership to enhance special arrangements to better suit employee lives.

And fourth, loan forgiveness. By providing your knowledge and dedication to public service work with 10 years of service, specific student loans are forgiven.

Growth:

As state employee's, you have boundless opportunities to gain new skills every day.
Almost every agency in the state has a dedicated training team that offers specific learning opportunities for their employee's, and collaborate across agencies to extend opportunities for a more comprehensive course offering.

The Office of Management and Enterprise Services has a dedicated team of certified, passionate team of individuals that research, design, and facilitate courses with state employee needs in mind.

Statewide Learning Services offers over 60 different courses, across a wide range of topics, so that agencies have multiple options, and are able to customize their learning experience.

As public servants, you have one of the greatest learning opportunities of all. You work in a diverse environment with many different cultures, with a wide range of generational knowledge.

You gain new skills every day with your interactions in the office, and with your fellow agency members. These learning experiences are the hidden gems of public service, and what builds a community of leaders like you.

**Challenges of Public Service**

- Politics
- Perception
- The Silver Tsunami effect
- Resources
- Retention/Recruitment
- Constant Change

**Politics:**

Rules and regulations exist for a reason. But those guidelines can hinder, or be seen as roadblocks to advancement. Politics of state government is a huge challenge public servant’s face every day. Bureaucratic red tape affects everyone differently, and plays a part in every state employee, and affects the entire system.

Challenges can range from; lack of citizen voices when developing policy; perceived unfair distribution of public funds in budget development; lack of program funding; disruptions in daily work; and media reporting on current political/environmental events.

**Perception:**

As servants to the public, it’s important to build trust within your communities. Public perception of the work you do, will always be a challenging mountain to conquer due to past actions, and years of negative image. Citizen awareness, and interaction between citizens and officials, has a powerful impact on community opinion, support for state agencies, and respect for elected and appointed officials.

Image is ranked high, right along with improving, and maintaining services that are important to the state of Oklahoma, its sustained growth, and prosperity.
The challenge with maintaining image can be better understood when looking at these specific areas: accountability; communications; transparency; and integrity.

Accountability is an important element of good government. It is about the relationship between the State, its citizens, and the extent to which the State is answerable for its actions. When questionable actions are ignored, or when public funds are misused, those actions erode the public trust, and create a negative image.

Communication is key when building trust, and goes hand in hand with accountability. With today’s digital technology, and available resources to information, improper communication tactics cannot be ignored. To build, and maintain a positive image, state employee’s, and elected officials must be open, and honest with public information. This means not to hide, or misinterpret information that will become available to the public.

Effective public communication requires transparency, which strengthens public sector accountability, and promotes fairer, and more effective and efficient governance. Transparency refers to state agencies openness about its activities – the extent to which it provides information about what it is doing, where, and how this takes place, and how it is performing.

The challenge with transparency happens when dialogue between state entity’s and citizens breakdown, and information provided is false, and disengaging.

Integrity is about exercising power in a way that is true to the values, purposes, and duties for which that power is entrusted to, or held by public servants.

Where integrity becomes a challenge to public service, is when power is abused.

When public interest are largely ignored, powers are used in irresponsible ways, decisions are based off of personal interests, and improper conduct is awarded; public perception will always be negative towards public service, and to those that serve.

Notes:
The Silver Tsunami effect:

This term is used to describe a potential effect where a large number of Baby Boomers retire from public service, within a very short period of time.

This would leave agencies with a large number of job vacancies, resulting in a loss of institutional knowledge, gaps in managerial roles, and potential decreases in productivity.

Baby Boomers, who make up a large percentage of the workforce, will be eligible for retirement within the next 10 years, based on typical retirement eligibility rules.

From this graph, you can see of the entire state workforce, 9,302 employee's falls into the Baby Boomer generation.

The challenge becomes, if all those eligible employee's retired at once, the vacancy gap in pivotal roles could potentially be critical for state agencies, and the services they provide.
The potential retirement tsunami may be lessened because state employees tend to work five years or longer past retirement eligibility. On average, only 21.45% of employees who are eligible for retirement, actually do retire.

From this graph, you can see the number of employees who were eligible for retirement between the years 2010 to 2019. The orange section represents the total number of employee's that were eligible, but delayed retirement. The blue section represents those employee's that did retire.

**Succession Planning:**

With more Baby Boomers delaying the retirement process, and working past the traditional retirement age, this could potentially create a bottleneck in the system, where upcoming employees lack advancement opportunities for positions that are occupied by those past retirement age. To meet these challenges, agency leaders need to begin the process of succession planning.

Through succession planning, this will allow agencies to prepare for vacancies by developing their employees, so they are ready to fulfill crucial vacancies when the time arises. Succession planning also outlines a career ladder for employees who may be stuck behind a bottleneck, and helps reduce the amount of turnover within state agencies.
Resources:

Because of the digital move, the modern citizen expects a similar user-friendly experience from the public sector, and the services you provide. This means one thing; if your agency isn’t modernizing, and planning for the future, it has already fallen behind.

The first challenge of technology is making sure citizens have easy access to information that keeps them active, and engaged. Citizen’s need the ability to access information at any time, on demand, and on different formats. Citizens can already perform nearly any task imaginable with a few taps on their phone, and they expect the same experience from services provided by the state.

The second challenge is updating obsolete processes. Paper was once the only way for agencies to get the job done, while being able to keep a record of that work for later reference. Paper is an expensive, time-consuming, and environmentally destructive obstacle to getting work done. Digital record management software, and cloud-based storage is the way to go to achieve modern standards.

The third challenge is, replacing outdated technology. The unique procurement procedures, especially in state government, means that upgrading to new technology can take a long time. Along with time, the challenge becomes maintaining a significant level of security with personal information, and finding cost efficient ways to implement those new systems into action.

Retention/Recruitment:

Along with maintaining an aging workforce; recruiting and retaining workers with skill sets associated with public service is a recurring concern. The challenge becomes, attracting a younger workforce who possess the desirable skills needed; offering competitive salaries; and retaining service through advancement, and skills development.

With a lack of vacant positions, and below market wages; younger employees either get stuck in a waiting pattern, or leave the system for greater earning opportunities. By developing, and promoting through a talent pipeline; agencies will be better equipped to fill vacancy gaps left behind by the baby boomers with current employees who are able, trained, and have the skills necessary to take over those critical roles.

Constant Change:

Change is constant in government; and all State employee’s will face change at some point in their service career. This change can range from; changes in leadership; changes in legislation, and policies that affect work duties and processes; changes to work environment and practices; and to changes in budgets, and state economy.

To meet this challenge head on, state employees need to understand that change isn’t always easy. Change is difficult, and sometimes necessary to keep progress moving forward.

To help with negative change reactions by public employees, learning opportunities in change management have been implemented to help guide employees through the
change process. If you, or a co-worker ever experience negative reactions to changes in the workplace, reach out to your supervisor, and talk about your thoughts, and concerns. The first step to better understand change is to speak openly, and release all negative reactions. Change isn't something to ignore, but to embrace, and grow from.

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Employee Engagement

The Oklahoma State Employee Engagement Survey is an annual survey that assesses employee perceptions at Oklahoma state agencies. The survey measures employee attitudes toward work climate, and culture, as well as satisfaction, and engagement with various aspects of employment at Oklahoma state agencies.

Fiscal year 2019, marked the first distribution of the survey to Oklahoma employees, standardizing measurement of employee engagement for Oklahoma government. This measurement approach provided statewide aggregates for comparison with agency, and cabinet-specific results, and allows benchmarking both within and between cabinets.

Why measure employee perceptions?

The survey provides an opportunity for Oklahoma state employees:

- To have their voices heard. Research suggest that, employees with positive job, and workplace perceptions are more committed to their organizations, and less likely to express intentions to quit their jobs.
- In addition, the survey gives insight to state agencies on where they stand now with regard to employee opinions, as well as how they can improve.
- Because the survey will be administered annually, it allows for tracking improvements, and problem areas over time.

So, what exactly is employee perception, and how is it measured.

The survey measures employees’ opinions of various aspects of their experiences at work, including areas such as leadership, supervisors, communication, management responsiveness, and compensation.

Two measures of focus in this report are measures of employee engagement and employee satisfaction.

Both engagement and satisfaction are associated with higher employee productivity and retention. The survey defines employee engagement as the extent to which employees are committed to their work, motivated to give their best effort, and absorbed in their work responsibilities.

Employee satisfaction is defined as how respondents feel about their work and workplace. Although both engagement and satisfaction are measures of employee opinions, there is a distinct difference between the two.

Employee engagement assesses how employees think about their work experiences, while satisfaction measures how employees feel about their work experiences. For example, an employee could be very engaged in their work but be simultaneously dissatisfied with their supervisor.

By measuring both engagement and satisfaction, agency and cabinet leadership can gain a more comprehensive view of the workplace to potentially increase organizational performance and decrease turnover.
Benefits of employee engagement

- Provides a benchmark for comparison.
- Identifies area of strengths and areas of improvement.
- Provides predictive insight to managers.
- Annual side-by-side comparison tool.
- Identifies needed training opportunities for agencies.

Service-Learning

Service-learning can be defined as an experience through which learners are engaging in thoughtfully organized actions, in response to community needs.

Service-learning experiences are designed to be shared exchanges of knowledge, and resources accomplished through service and reflection. Participating in service-learning opportunities promotes civic engagement and focuses on an equal balance learning development, and community well-being.

The services you, and your agencies provide, are making a difference in the civic life of your communities. As public servants, you are fully connected to, and promote civic engagement every day. By engaging in service learning, and civic engagement opportunities, you are developing a combination of knowledge, skills, values, and motivation to make those differences.

This is why service learning is important, and naturally linked to public service.

Impact of service-learning

The impact of service learning goes far beyond the traditional learning experience. These opportunities allow employees to apply knowledge within experiential environments, to gain deeper understanding of self, and meaningful involvement within their communities. Service-learning brings awareness of issues in the community, and helps develop a sense of responsibility to problem-solve, and address those issues.

Participating in service-learning exposes employees to diverse communities, and helps breakdown biases, and cultural misconceptions. Service-learning allows for development of civic responsibility, and planning for future involvement.
To move into the future, government leaders and agencies will need to shift their business model mindset, and begin embracing a citizen model way of thinking. This will ensure that state agencies are able, and prepared to serve the citizens of the twenty-first century.

This framework could help service development move from a business model, too a more citizen focused approach. This framework also shows an evolution process when developing new services, and the key questions that leaders need to ask themselves to meet future trends.

There are five evolution phases:

- Emergence
- Industrializing
- Automation
- Digitalizing
- Personalization phase

Each phase has different mindsets, with different key performance indicators, and different ways of service delivery. Along with each phase, comes some unique questions that help push leaders forward.
**Example to using the framework:**

To provide a foundation, let's say a social challenge has been presented to you. Your team has spent several months brainstorming, and gathering ideas to meet this challenge head on. Finally, you have a service you feel will meet this particular need.

**Phase one:**

By presenting this solution, you have entered into phase one, the emergence of a service. Your team has designed, what they consider, a quality service that is accessible by those who need it most, and would run smoothly on current systems.

**Key performance indicators:** Quality, accessibility, and integration.

- Ask the question: is this service really accessible to everyone? If the answer is no, then you move onto phase two.

**Phase two:**

In the industrialization phase, you would ask the questions, "how can I scale up, and make this service available to everyone, and how can service accessibility be expanded for equitable delivery?"

Here, your **key performance indicator would be equitability.**

If you discover your service really isn't equitable, and accessible to everyone, then you redesign, and move onto phase three.

**Phase three:**

The automation phase allows you to ask, 'by making the service equitable, did we create a cash burning, resource heavy service that isn't practical to maintain'.

The **key performance indicators** in phase three are practicality, and resourcefulness.

Again, your team discusses, and trims excess fat from the service. After trimming, and making some redesigns based off questions asked, you now have a lean, resourceful service that is somewhat accessible across a few platforms that is easily maintained by current government standards.

But now you realize your service is alone.

Information is only available to those connected to your agency and know where to find it. Now the question becomes, 'how can I connect, and partner with other agencies to make this new service known.'

**Phase four:**

A key performance indicator would be partnering with state agencies, and have your service information linked to those agency websites, social media outlets, and other public relation communications.

The main point is getting your service known.
Note:

Up to this point, you have been in a business model mindset. All the brainstorming, all the questions asked to get your service to this point, have been centered around the greater good of the state, and what the agency can do.

By asking the question, who is this service for, moves your development into the desirable phase of, personalization.

Phase five:

Here, you gain better understanding of citizen needs by going out into the community, and asking what they want to experience in service delivery. Doing this, will move you from a business mindset, to a citizen focused approach.

The key performance indicator is, do citizens want to use the service.

This suggested framework is desirable for future progress in service development. This would require a huge culture shift in the way state leaders think, but is doable with time.

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Roadmap to the Future

Agencies collaborating internally.

For government to thrive in the future, agencies will need to do a better job of collaborating internally.

Agencies working closely together.

Agencies do not always seek opportunities to collaborate with other agencies, but doing so can improve how they deliver on their missions and services to the public.

Engaging the public.

If government is to excel in the next decade, agencies must work more effectively with the people they serve.

Establishing connections with stakeholders from outside government.

A future government should draw on outside stakeholders to help accomplish future goals.
Actions for the future

- Break down communication walls
- Lower resistance to change
- Address aversion to risk and fear of failure

Break down communication walls:

For state government to flourish in the future, it must develop more robust, and broad-based connections. To make stronger connections between agencies, there must be a breakdown of silos. Silos inhibit collaboration, preventing government from using potential resources to their fullest, and getting the most out of the current workforce.

Agency leaders, and state employee’s must buy into the idea. But this is more than just the simple act of sharing information. Ultimately, this is more about changing a long-standing government culture, and will require everyone’s help to fix the problem.

Lower resistance to change:

For a future government to build more robust connections, agencies will have to try new ways of doing things. Yet resistance to change can stand in the way. Even the most spirited employees have a natural tendency to say, “Well, we have always done it this way, why change”.

For state government to prosper, there needs to be openness to new ideas, while taking lessons learned from past mistakes to bring balance. Change is possible, but for change to happen, there needs to be no fear of shaking up the status quo. It begins by empowering leaders to value the possibilities of new ways, and supportively demonstrating that to employee’s.

Address aversion to risk and fear of failure:

It can be risky for employees, and agencies to experiment or try something new, and success may only come after many rounds of trial and error. Yet government can be risk-averse, and hostile to failure. It’s important that employees have a safe environment to learn; grow, and take risk without the fear of failure being used as a weapon.

How many state employee’s say, "Okay, I got burned once trying, so now I am going to do what I am asked to do, and not put my neck out again". To change the culture of fear, and move from compliance behavior, leadership must employ a ‘failure is growth, and failure is ok’ work environment mind set.