

# **Worker Retention and Factors Associated With Retirement**



## **Wyoming Department of Employment Research & Planning**

Tom Gallagher, Manager  
246 S. Center  
Casper, WY 82601  
(307) 473-3807



## **Authors**

Tom Gallagher, Manager  
Dr. Mark A. Harris, Sociologist  
Sylvia Jones, Senior Research Analyst  
Lisa Knapp, Research Analyst  
Doug Leonard, Senior Research Analyst  
Sara Saulcy, Senior Research Analyst

## **Reviewers**

David Bullard, Senior Economist  
Carola Cowan, Bureau of Labor  
Statistics Program Supervisor  
Jodi Davey, Administrative Specialist  
Valerie Davis, Senior Economist  
Deana Hauf, Senior Economist  
Margaret Hiatt, Administrative/Survey  
Support Specialist  
Krista Shinkle, Senior Economist  
Carol Toups, Senior Economist  
Sherry Wen, Senior Economist

## **Editor**

Phil Ellsworth, Information Specialist

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# Introduction

Compensation, life cycle, social insurance, work place and market factors, push, pull and tug at worker job holding and changing. This study is driven in large part by life cycle change and demographics. But there are a range of factors at play.

Government workers in Wyoming are among the oldest in the labor market. Consequently, State government needs to be keenly aware of and planning for a large part of the workforce leaving employment with state government as a function of retirement. Additionally, employees in the Department of Employment (DOE) are older than employees in much of government. This fact adds an element of urgency to research in support of human resource planning for the retention of workers and the transfer of institutional knowledge.

This study reveals that a share of employees would be willing to return to work after retirement, and that training for advancement is an area of interest for many employees. The research also identifies areas where action may be needed to increase the likelihood that employees are retained in DOE for longer periods, minimizing the cost of replacement.

A large body of literature supports what has come to be known as “succession planning”. The reference articles used to support this study (see Appendix C) generally focus on the issues of retention and factors associated with retirement. Retirement intentions and factors associated with them, especially among the boom generation, have major implications for Social Security, Medicare and Medicaid, the health care delivery system, and public and private retirement systems, and much has been done to study them.

Just as age by itself is not a reliable predictor of retirement, the retention in the Department of workers in general is not exclusively a function of compensation. More than 80% (249 of 306 employees as of 10/17/06) of DOE employees completed and returned a mail questionnaire which tapped their assessment of the Department as a place to work, their plans to leave the Department and their reasons for leaving, and their family circumstances. Key elements in the decision to retire are the availability of health insurance, the presence of dependants needing health insurance, household income, education, and the quality of the work environment and experience. Concerning the last factor, respondents generally view DOE positively as a place to work. However, the report also suggests that there are areas needing additional research.

In September 2006, the 306 employees of Wyoming’s Department of Employment (DOE) were substantially older than all employees in State and local public administration (see: <http://doe.state.wy.us/lmi/wfdemog/govt05.htm>). Employees ages 55 to 64 made up 26.1% of all DOE employees in comparison to 16.8 % of all employees in public administration. Employees ages 45 to 54 comprised 30.1% of all DOE workers in comparison to 26.6 % among public employees in general. A substantially greater proportion of DOE employees are female (69.7%) than is the case in State and local government as a whole (44.2%). Given the age distribution, history of exits from the Debarment, and what employees reported to R&P, we expect an exit

rate of a little more than 10% (n=32) over the next 12 months. This is a normal rate of attrition for the Department.

Not only are the Department's workers older, and approaching traditional retirement age relatively soon, in comparison to other workers in government, they are also at, or approaching, an age when it is not unusual for Wyoming State government employees to change jobs. State government employees who leave their jobs in government are highly likely to move to a new job elsewhere in government. It appears that the transferability of benefits within state government allows employees to seek higher wages through job changing with little cost in the form of lost benefits accruing to the job changer.

The staffing pattern of the Department is dominated by Government Program Eligibility Interviewers (25.2%), Accountants and Auditors (10.1%), General Office Clerks (7.2%), and Occupational Health and Safety Specialists (5.2%) based on the Standard Occupational Classification System. These occupations represent functions and skills generally in demand across the public sector and much of the private sector. Presently, the supply of labor in Wyoming's labor market is very limited and wages are climbing rapidly in selected geographic areas. We anticipate that conditions of strong localized competition for labor will remain for at least the near term (five to eight years).

Given the occupations that are dominant in DOE, it was anticipated that these occupations would appear prominently in responses to the survey when employees were asked about their short-term plans for leaving. The report also illustrates how these occupational exits can be converted to generic skills groupings. However, the report does not suggest how to obtain job specific categories of knowledge required to sustain each set of positions.

This report is supported by two major sources of empirical information, administrative records and a mail questionnaire distributed to all DOE employees. Administrative records and survey results complement one another. The findings from administrative records provide a description of how many employees leave DOE and their destination at exit (e.g. private sector, other government, or retirement) that are quite similar to the survey finding based on the prospective or planned exits from DOE found in survey results.

The purpose of scientific research is prediction. Toward that end, a modeling technique similar to that used in Unemployment Insurance Profiling to determine the probability of exhausting benefits, was used to attempt to predict the probability that an employee would indicate an intention to exit. Unfortunately, the incidence of reported intention of leaving in the next twelve months was relatively small which constrained the value of the modeling analysis. However, the results are presented here because of the potential they offer in a larger setting and over time.

Each research technique (surveys, focus groups, analysis of administrative records) provides a unique venue of information, but is not by itself the answer to all questions. Surveys can be substantively influenced by transitory events. State employees, within weeks of the survey, received a 3.5% salary increase during a period when out of pocket expenses for gasoline were soaring. The value of research can

often be judged by the extent to which it allows one to refine questions for the next query.

Finally, survey non-respondents represent slightly less than 20% of the Department's employees. There are few visible differences between respondents and non-respondents. However, there is an indication that two under-represented occupations are likely to be mission critical. Beyond this, we cannot determine the extent of any theoretically relevant characteristic distinguishing respondents from non-respondents. What this means is that solutions developed to address issues identified in the report may meet the needs of, and resolve the circumstances for, the 80% of employees who responded while having no effect, a negative effect, or no known effect on those who did not respond.

# Methodology: How We Did It

Research and Planning (R&P) created the Workforce Planning Survey by a series of steps. First we reviewed the relevant professional literature pertaining to issues of employee satisfaction and retirement (see references section). From the literature R&P developed questions relevant to matters of concern for the Department of Employment and used them to design a four-page questionnaire that includes sections on satisfaction, retirement or other plans to leave, and demographics.

## Pre-Test

When the questionnaire design was completed, copies of the questionnaire were taken to the Wyoming Department of Transportation's (DOT) Casper office, to be pre-tested. Seven DOT employees volunteered to complete the questionnaire. The volunteers were then asked questions regarding ease of completion, the logic of the flow, and the completion time. R&P used these answers to improve the questionnaire. It was determined that the questionnaire took an average of 15 minutes to complete, and this was noted on the final questionnaire form.

## Initial Mailings

Employee addresses were provided to R&P by the Department of Employment Human Resources staff. Before mailing any questionnaires, R&P attempted to refine and update these addresses by matching them to addresses from the Wyoming Department of Transportation. Of the 309 addresses in the file, 69 (22.3%) addresses showed some discrepancy. Those employees that had address discrepancies were sent an email requesting an update. Each employee was assigned a random, confidential identification number, and was mailed a copy of the questionnaire, a cover letter explaining the purpose of the survey and confidentiality measures, and a stamped, addressed return envelope. This first mailing was sent to 309 employees between September 12, 2006, and September 25, 2006, and yielded a valid response rate of 55.8%. Those who had not responded were sent a second mailing between September 26, 2006 and October 6, 2006, which increased the response rate to 75.1%.

## Phone Follow-Up

Beginning October 9, R&P staff made follow-up phone calls to non-respondents. The purpose of the phone calls was to inform employees of the importance of their participation, request that questionnaires be returned, and answer questions regarding confidentiality practices. Among those who had not returned their questionnaires, several had changes of address that were not identified during the initial address refinement process. These people had not received either of the previous mailings, so their addresses were updated and they were sent a questionnaire packet. There were also three people who were no longer DOE employees and who were subsequently removed from the data set leaving a final N of 306. Also, a number of people had not returned their questionnaires because they were concerned about the ability of R&P to keep their individual responses confidential. These people were informed regarding the laws related to the Workforce Investment Act (see 29 USC sec. 491-2 (a)(2) at: <http://doe.state.wy.us/LMI>

/section309.htm) governing R&P's ability to gather data which state that that data must be kept confidential. Lastly, some employees did not return a questionnaire because they had recently been hired and did not feel able to answer many questions due to a lack of information. Recent hires were advised to answer as best they could or to choose "don't know" as an answer.

After the follow-up phone calls were completed, a third mailing was sent on October 10, 2006. R&P closed data collection on October 17, 2006, for purposes of completing the analysis on time, but surveys have continued to arrive and will be used in subsequent reports. As of October 17, 2006, 246 (80.4%) valid responses were received. Of the 60 surveys that are not included in the analysis, 13 (4.2%) were refusals (those who actively declined to fill out the survey), and 47 (15.4%) not returned.

### **Other Data Sources**

In addition to data gathered from the survey questionnaire, administrative data sources were utilized to capture other useful information. This practice reduces respondent burden while increasing available data. Age and gender were captured from the Department of Transportation's Drivers' License Database. Wage Records were utilized to determine tenure with DOE as well as quarterly wages and prior work history.

# Department of Employment Demographics

The workforce questionnaire was sent to all 306 Department of Employment employees, of which 246 responded. Of these respondents, 201 planned to stay in their positions for more than 12 months, 12 planned to leave within the next year for retirement, and 20 planned to leave for reasons other than retirement. These three categories of respondents will be analyzed separately in this chapter.

Of those who planned to stay in their position for more than 12 months, 67.7% are female, 34.2% are between the ages of 45 and 54, and 29% are older than 54 years, 74.9% are married, almost half (46.8%) have dependents under the age of 26 years, and 84% have at least some college education. Also, 42.2% of these employees have a family income of at least \$70,000.

In general DOE employees are well educated. Eighty-four percent have some college education. Almost half (48.0%) of workers under 35 and those between 35 and 44 years (48.9%) have at least a bachelor's degree, compared to 40% of 45- to 54-year-olds and 47.1% of 55- to 64-year-olds.

Respondents indicating an intent to retire in the next 12 months followed expected patterns set forth in the literature. The largest age group among those planning to retire is 55-64 (75%), followed by 65 years or older (25%). Slightly more of these respondents (58.3%) are male than female, 91.7% are married, and none of them has dependents under age 26.

According to the literature, people are more likely to retire if their spouse has insurance that will cover them until they reach Medicare eligibility age (Uccello, 1998). Although there was no question in the survey that explicitly asked about alternate insurance coverage, 66.7% of those 55-64 have individual insurance, which suggests the presence of alternative sources of insurance that will cover them until they are able to access Medicare benefits.

Those with higher household incomes are more likely to retire early because they are more likely to be financially prepared for retirement (Uccello, 1998). According to this survey, 50% of all those planning to retire in the next 12 months have a family income of at least \$70,000, and 2 out of 3 in the 55-64 age range have family incomes at or above \$70,000.

Several respondents indicated that they planned to leave the Department in the next 12 months for reasons other than retirement. These reasons included taking another state government job, taking a private sector job, or relocating. Of the respondents who indicated they plan to leave for any of these reasons, 70.0% are female. In general, 64.3% of females who plan to leave are married, compared to 40% of males, 64.3% of females have dependents younger than 26 compared to 20% of males, and 78.6% of females have at least some college, compared to 100% of males.

When quarterly wages are divided into quintiles, 58.9% of these women are in the bottom two quintiles of wages, compared to only 16.7% of men. Harris (2006) found

that women who left positions state government jobs with pay below market rates and took jobs in the private sector had an increase of 9.7% in wages. It is possible that women plan to leave their positions with the Department to increase their financial status elsewhere. Of those responding to question 8, 23.8% disagreed with the statement that they were paid fairly compared to similar positions outside DOE, while 19.8 strongly disagreed with that statement.

# Employee Satisfaction, Organizational Commitment, and Role Conflict

Strategies to retain workers depend on a knowledge of organizational strengths and weaknesses. This chapter addresses three theoretical themes of the Department of Employment's (DOE) workforce planning survey: employee satisfaction, organizational commitment, and role conflict. A subset of employee satisfaction, satisfaction with compensation, is also addressed. We examine these themes on the basis of age and employees' intent to leave DOE within 12 months. Lastly we discuss the theory used to develop the questionnaire and the methods used to analyze the data beginning on 15.

The three concepts of employee satisfaction, organizational commitment, and role conflict were measured with questions which asked employees to "score" their agreement or disagreement with statements about their work environment. The first statement on the survey, for example, is "At the Department of Employment my performance on the job is evaluated fairly" could be responded to with five levels of response from 1 = Strongly Disagree to 5 = Strongly Agree. The higher the score, the greater the level of satisfaction. (Appendix A, Table A1 contains the distribution of respondent answers.) Generally, the approach to measuring abstract concepts that the literature defines as relevant to the retention of employees, involves the use of several statements and then an averaging across those statements to obtain an index score. In this case an index score of 3.5 could be interpreted to mean satisfaction with the Department as a place of work that is greater than an ambivalent sentiment but less than outright agreement (which equals an average score of 4). The literature suggests that more satisfied, committed individuals that have a clearly defined role in the organization are more likely to stay or be retained by the employer.

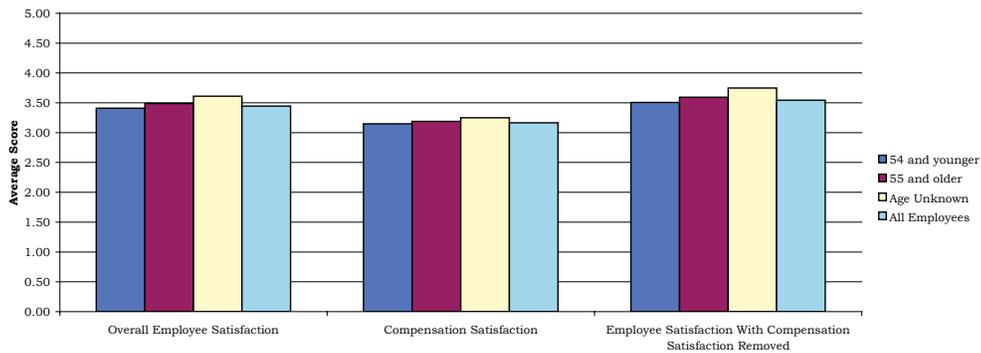
## Results

The results of the three themes are shown in Figures 1 through 4. Employee satisfaction is illustrated in figures 1 and 2, while figures 3 and 4 describe organizational commitment and role conflict. Figures 1 and 3 are the results by age group, while figures 2 and 4 show the results on the basis of intent to leave DOE within 12 months.

## Employee Satisfaction

Figures 1 and 2 illustrate average employee satisfaction scores. The overall employee satisfaction score is the average of all scores for questions 1 through 14 of the survey. In an effort to evaluate the impact of the sub-theme of compensation satisfaction, employee satisfaction was split into the categories of overall employee satisfaction, compensation satisfaction, and employee satisfaction with compensation satisfaction removed (see figures 1 and 2, pages 9 and 10, respectively). The score for compensation satisfaction is the average of questions 7 through 10. The score for employee satisfaction with compensation satisfaction removed is the average of questions 1 through 6 and 11 through 14. It is intended to show employees' satisfaction when compensation satisfaction is excluded as a theme.

Figure 1: Wyoming Department of Employment Average Employee Satisfaction Scores,<sup>a</sup> by Age Group



<sup>a</sup>Overall employee satisfaction is the average score for questions 1-14. The average score for compensation satisfaction is for questions 7-10. The average score for employee satisfaction less compensation satisfaction is for questions 1-6 and 11-14. Scores are computed from a scale where 1 is strongly disagree and 5 is strongly agree.

Overall, employees report an average satisfaction score of 3.45. Employees without a known age (probably the most recent hires) report the highest overall satisfaction (3.61), while the lowest score was for employees 54 and younger (3.41). The average score for employees 55 and older is 3.49.

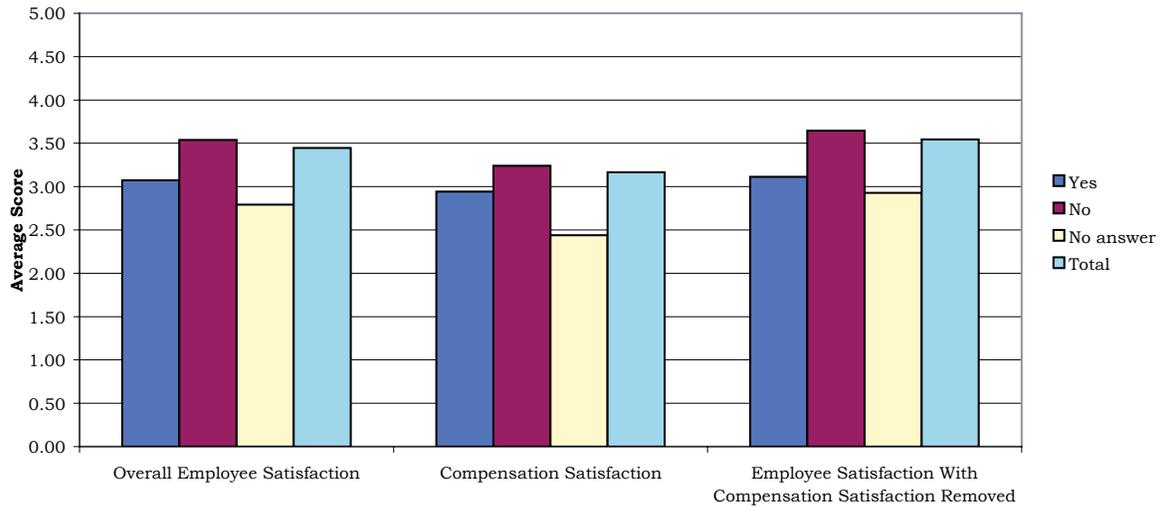
### Compensation

When compensation satisfaction is measured separately from overall satisfaction, the scores are slightly lower. The average satisfaction score for compensation drops from 3.45 to 3.17 (-0.28). The average score for employees 54 and younger was 3.15; for employees 55 and older, the average was 3.19. Employees without a known age have an average score of 3.25.

The last four bars of Figure 1 show average employee satisfaction when compensation satisfaction scores are excluded. Average scores for all three age groups, as well as for all employees, increase when compensation satisfaction is excluded. The average score for all employees increases from 3.45 to 3.55 (+.10). Both groups of workers with known ages also show increases of .10, from 3.41 to 3.51 for employees 54 and younger, and from 3.49 to 3.59 for workers 55 and older. The largest increase in satisfaction was for workers with an unknown age (+.14; 3.61 to 3.75).

Figure 2 shows that there is greater variation in employee satisfaction when accounting for employees' intent to leave DOE within 12 months. As the literature indicates, employees who are more satisfied are less likely to report that they intend to leave employment. Conversely, employees reporting that they intend to leave DOE show lower average satisfaction scores. Employees who state they *do not* intend to leave DOE report overall employee satisfaction, compensation satisfaction, and employee satisfaction with compensation satisfaction removed scores of 3.54, 3.24, and 3.65, respectively.

**Figure 2: Wyoming Department of Employment Average Employee Satisfaction Scores,<sup>a</sup> by Intent to Leave DOE within 12 Months**



<sup>a</sup>Overall employee satisfaction is the average score for questions 1-14. The average score for compensation satisfaction is for questions 7-10. The average score for employee satisfaction is for questions 1-6 and 11-14. Scores are computed from a scale where 1 is strongly disagree and 5 is strongly agree.

Employees who reported their intent to leave the agency within 12 months have scores for the three categories (employee satisfaction, compensation satisfaction, and employee satisfaction with compensation satisfaction removed) of 3.07, 2.94, and 3.11, respectively.

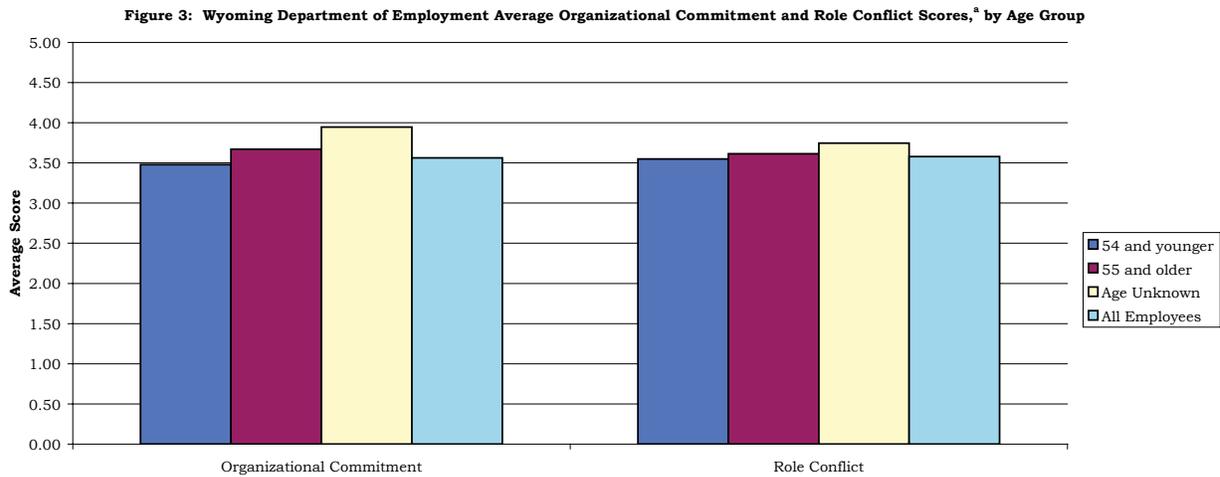
There were 11 employees among respondents who did not answer question 36 (“Do you plan to leave the DOE within the next 12 months?”) Employees who did not respond to question 36 about their intent to leave within 12 months had the lowest scores on satisfaction, commitment, and role conflict. The average overall employee satisfaction score for these respondents was 2.79, which was .66 lower than the average for all employees (3.45). Compensation satisfaction scores were 0.73 lower than the average (2.44 compared to 3.17), while the score for employee satisfaction with compensation satisfaction removed was 0.62 lower (2.93 for no answer compared to 3.55 for all employees).

### **Organizational Commitment and Role Conflict**

Average scores for organizational commitment and role conflict are shown in Figure 3 and Figure 4 (see page 11). Organizational commitment refers to how well an organization’s goals mesh with individuals’ goals, while role conflict refers to the degree of compatibility of staff’s expectations with policy makers. Note, however, that there is a difference in scales. For organizational commitment, the scale is 1 equals strongly disagree and 5 is strongly agree. For role conflict, 1 is never and 5 is frequently. The interpretation, however, is similar: the higher the score, the higher the levels of compatibility.

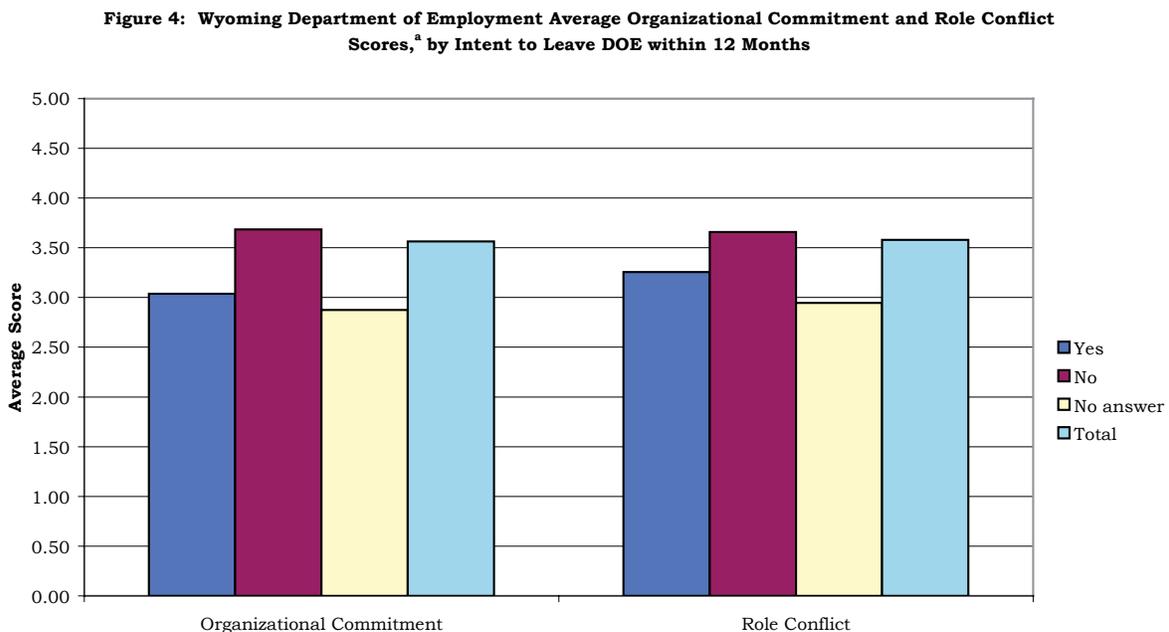
For all employees, the average organizational commitment score was 3.56; for role conflict, the average score was 3.58. As with employee satisfaction, those with an

unknown age had higher scores for the two themes than did the other two age groups (see Figure 3), with an average score of 3.95 for organizational commitment and 3.75 for role conflict.



<sup>a</sup>The average score for organizational commitment is for questions 15-18. The role conflict average score is for questions 19-29. Questions 15-18 use a scale where 1 is strongly disagree and 5 is strongly agree. Questions 19-29 use a scale where 1 is never and 5 is frequently. Selected questions from 19-29 were reverse coded.

Figure 4 illustrates role conflict on the basis of employees' intent to leave DOE within 12 months. Again, a pattern similar to employee satisfaction emerges: employees who do not intend to leave the agency show the highest scores for the two themes (3.68 and 3.66 for organizational commitment and role conflict, respectively), while employees who did not report their intent to leave on question 36 showed lower average scores (organizational commitment = 2.88; role conflict = 2.95).

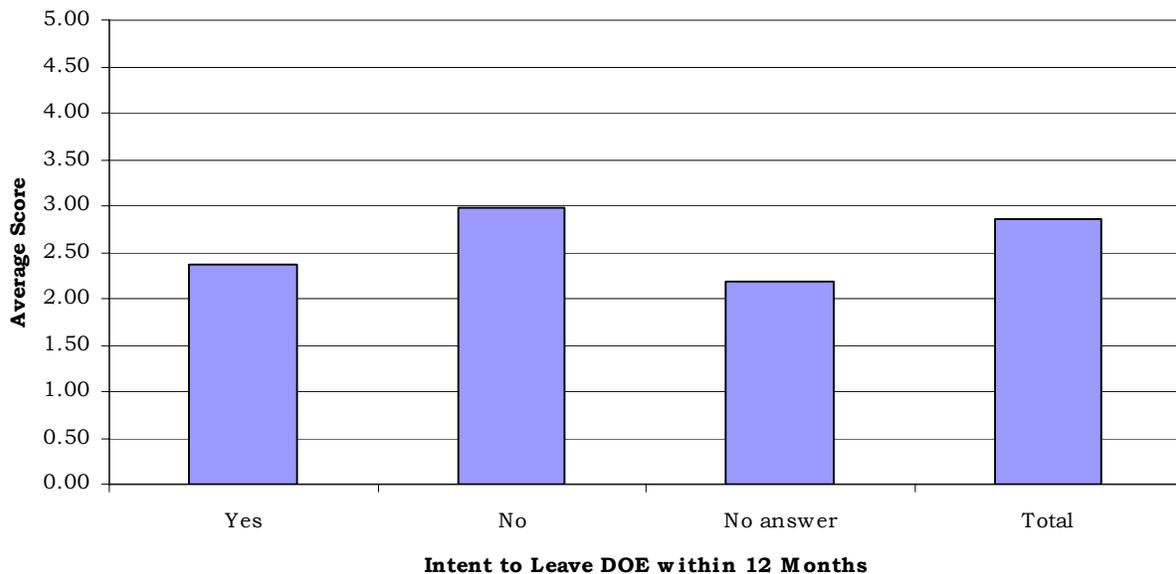


<sup>a</sup>The average score for organizational commitment is for questions 15-18. The role conflict average score is for questions 19-29. Questions 15-18 use a scale where 1 is strongly disagree and 5 is strongly agree. Questions 19-29 use a scale where 1 is never and 5 is frequently. Selected questions from 19-29 were reverse coded.

## Fear of Reprisal – Intent to Leave

An outcome which we did not anticipate was that employees who did not report their intent to leave the agency (question 36: “Do you plan to leave the DOE in the next 12 months?”) had the lowest average scores across all three themes. We measured the average score for question 12, “At the Department of Employment we can speak our minds without fear of reprisal” against employees’ reported intent to leave or stay with the agency. As can be seen in Figure 5, employees who did not report their intentions to stay with the agency had a lower average score for question 12 than DOE employees overall (2.18 compared to 2.86 for all employees). While the number of employees not reporting their intentions in response to question 36 is fairly low (11 out of 306 employees), this result may merit further research. The number identified with intent to leave may be underestimated.

**Figure 5: Average Score for, "At the Department of Employment we can speak our minds without fear of reprisal<sup>a</sup>," by Intent to Leave DOE within 12 Months**



<sup>a</sup>Based on a scale from 1-5 where 1 is strongly disagree and 5 is strongly agree.

## Theory

Employee satisfaction, organizational commitment, and role conflict routinely appear in the literature as relevant to employees’ intent to stay or leave an organization (e.g., House, Lirtzman, & Rizzo, 1970; Daly & Dee, 2006). Questions 1 through 29 are the questions that address these themes. Response frequencies are included in the Appendix.

Employee satisfaction refers to perceptions about the quality of an organization as a place to work. Satisfaction includes emotive satisfaction (e.g., my supervisor seems to care about me as a person) and instrumental satisfaction (e.g., I feel that the State

of Wyoming's retirement program will sufficiently meet my retirement needs in the future). Questions 1 through 14 formed the basis of the theme Employee Satisfaction.

A subset of employee satisfaction that we examine is satisfaction with compensation. Compensation satisfaction can be thought of as "the perceived fairness of the amounts of compensation employees receive" (Folger & Konovsky, 1989, p. 115). Compensation satisfaction is reflected in questions 7 through 10.

Lastly, to isolate the effects of compensation with regards to employee satisfaction, we sought to examine employee satisfaction excluding compensation satisfaction. This sub-theme is reflected in questions 1 through 6 and 11 through 14.

Organizational commitment relates to employee satisfaction. It describes how well an organization's goals fit with employees' individual goals (Daly and Dee, 2006). This theme is described by questions 15 through 18.

Role conflict refers to the degree of incompatibility of expectations between a staff member and those who set organizational policy (e.g., supervisors, administrative personnel) (Daly and Dee, 2006). Questions 19 through 29 form the basis of this theme.

## **Methods**

Each of the three themes (satisfaction, organizational commitment, and role conflict) were based on a 5-point scale and included a "don't know" option. Additionally, some employees opted not to answer a particular question or set of questions. Employee satisfaction and organizational commitment used scales where 1 is "strongly disagree" and 5 is "strongly agree." Role conflict used a scale where 1 is "never" and 5 is "frequently."

Average scores for each theme and sub-theme were computed for individuals by summing the scores for the questions which constituted a particular theme or sub-theme then dividing the sum by the number of valid responses. For a response to a question to be valid, a person had to report a value from 1 to 5; don't know or no answer are invalid responses. In order to include as much data as possible in the three themes, we determined that, for a set of responses to be included in the average score for a theme, at least half of the questions required valid responses. For example, if two of the four scores for an individual were valid for organizational commitment (questions 15-18), then the valid scores were summed then divided by two to create an average organizational commitment score. Once average scores by individual were computed for the themes and sub-themes, then average scores for all employees and subcategories of employees were calculated.

Each of the themes was examined in two ways: age and employee intentions to leave DOE within 12 months. Age group was split into two types: 54 and younger, and 55 and older. Additionally, some employees' ages were unknown at the time of the survey. Prior research suggests that employees' intentions to leave when they are younger tend to be different from when they are 55 and older (i.e., nearing retirement). We anticipate that, as the rate of employees retiring increases, the reasons people exit the agency will change. The survey serves as a baseline for the agency in this regard.

The second way in which the themes were evaluated was on the basis of employees' intentions to leave the agency within 12 months. This helps to better understand which factors contribute to employees' decisions to maintain their employment with DOE.

While the scores help to describe employees' perceptions, be aware that significance testing was not conducted. On the surface, the themes suggest certain areas that deserve further research (e.g., employees who did not report their intentions to leave DOE in 12 months). Conducting significance testing would help to determine which of the themes are important contributors to employees' intentions to stay with or leave the agency.

## **Conclusion**

Overall, employees report that they are satisfied with their employment with DOE. They are satisfied with the work they do and with whom they work. Additionally, the agency's goals are generally compatible with individuals' goals. However, the sub-themes suggest that compensation is an area which may deserve attention. There also seems to be some concerns about individuals' comfort level with being open with their opinions and intentions. This is particularly apparent with regards to employees who did not report their intentions to leave the Department in the near future. Additional analysis and research would help better identify the magnitude and significance of the concerns brought out by this survey.

# DOE Occupations of Concern Due to Exits and Retirement

This chapter examines the occupations of Department of Employment (DOE) employees who plan to leave in the next 12 months as well as those with a planned timeline for retirement beyond one year. Given small cell sizes, what can be reported in the following occupational analysis of survey data is limited by confidentiality restrictions.<sup>1</sup>

## Twelve Month Exiters

Thirty-two persons reported plans to leave employment with DOE in the next 12 months (see Table 1). Of these 32 prospective exiters, 12 (37.5%) plan on retiring and an equal number are seeking employment elsewhere. Of those seeking other employment, five are intending to work in another state department and seven plan to work outside of state government. Those who relocate may intend to seek employment in another state.

**Table 1: Reason For Leaving Among Planned Exiters**

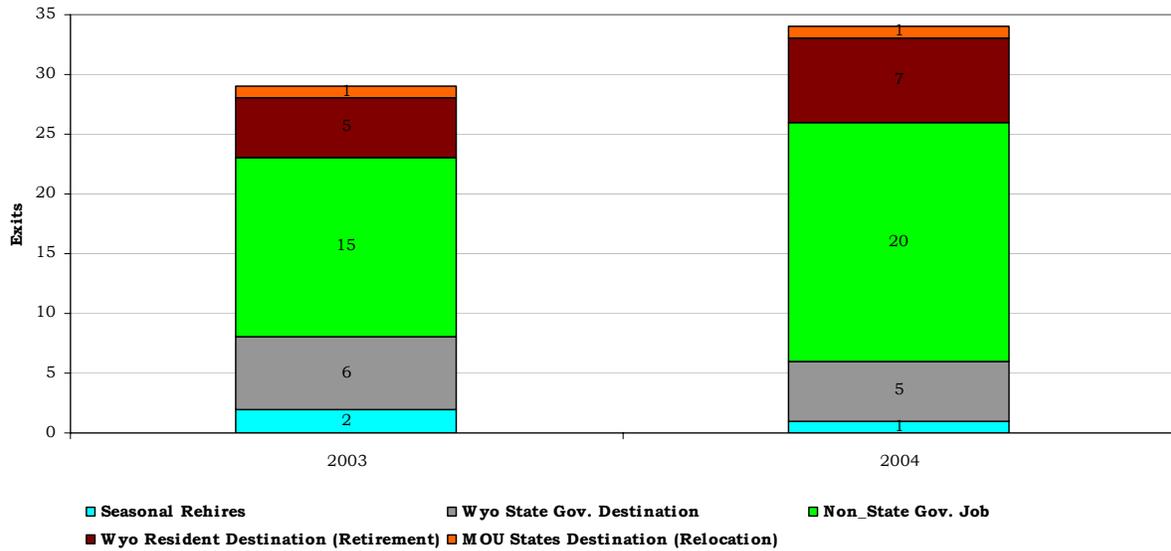
	<b>n</b>	<b>%</b>
State Gov. Job	5	15.6%
Non-State Gov. Job	7	21.9%
Relocating	ND	ND
Retirement	12	37.5%
Other	5	15.6%
Did not Answer	ND	ND
<b>Total</b>	<b>32</b>	<b>100.0%</b>

ND = Not disclosable due to confidentiality

The reasonableness of the volume and distribution of exits among survey respondents can be compared to the number and primary destination of DOE exits as revealed in historical Wage Records (see Figure 1, page 16). The total volume and distribution of planned exits among survey respondents is very similar to that found in Wage Records for the two most recent years of available data. As determined from Wage Records, 29 people exited DOE in 2003 and 34 exited in 2004.

<sup>1</sup> Cells in tables have a minimum of 3 cases and, at times, cells with more than 3 cases are not disclosed when deductive disclosure is an issue.

Figure 1: Destination of Exits for Wyoming DOE



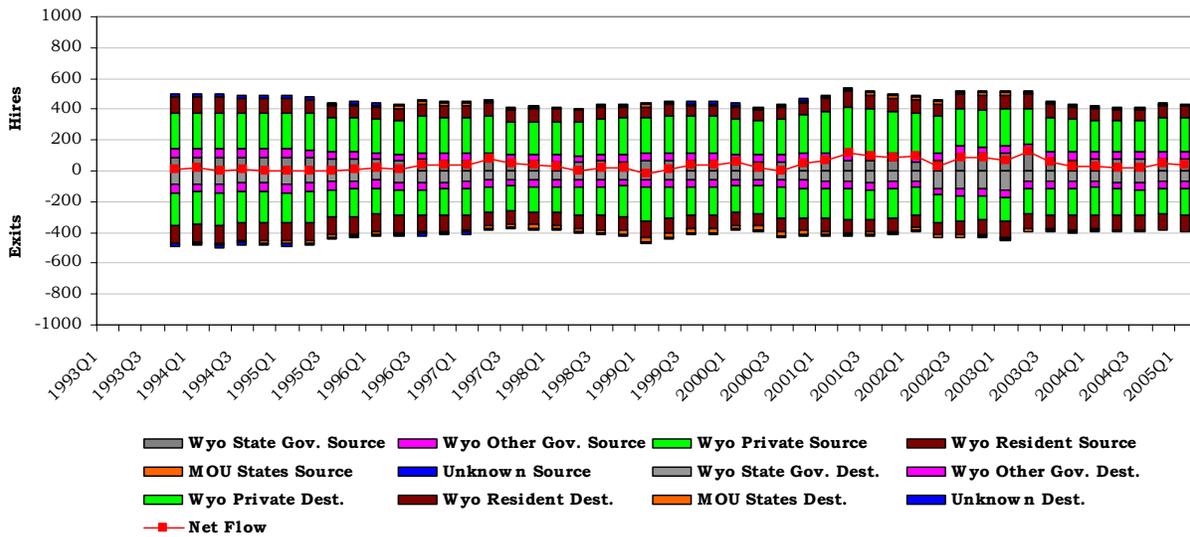
For illustrative purposes, of those who exited in 2003, one went to a neighboring state (e.g., relocated), six went to work in another state government agency, 15 went to work in Wyoming outside of state government, five presumably retired, and two went back to work for DOE after an absence of at least one quarter (e.g., seasonal rehiring). Wage Records reveals fewer retirements and more work outside DOE than the current survey data. This is not surprising given the aging of DOE employees over time (see Figure 2). In the future, retirement may drive up the volume of exits as well as the percentage of exiters who retire. This can be tracked on a quarterly basis using Wage Records.

Figure 2: Age Trends in Wyoming State Government

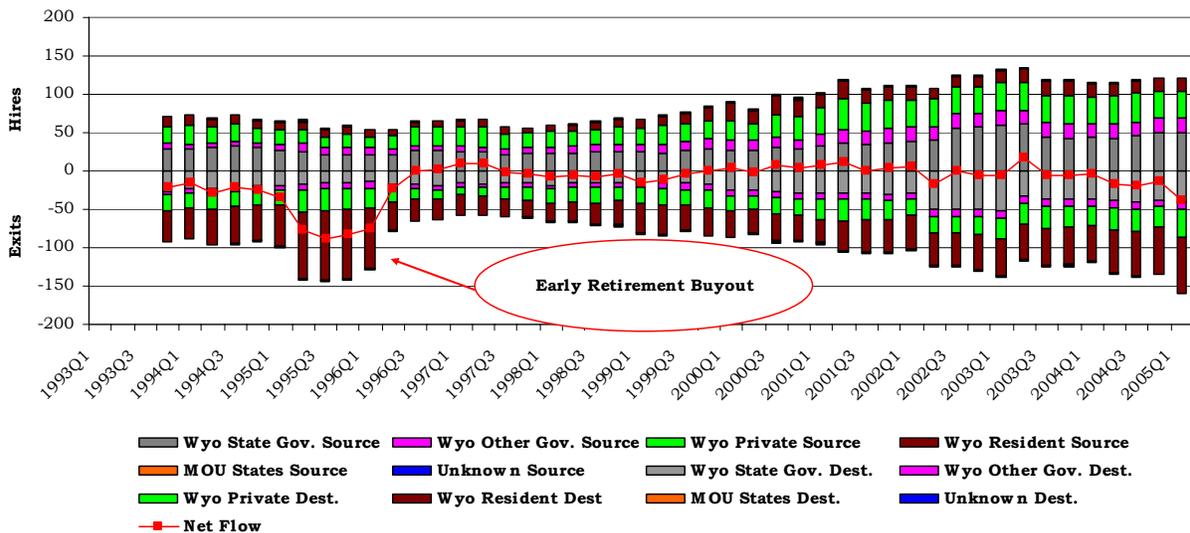


Exiting for retirement is expected among older workers and exiting to employment outside DOE is not surprising given the current energy boom. Exiting to other agencies may be seen as a mechanism for career advancement representing a cost to the agency (e.g., lost productivity, recruitment, training) but not a loss of talent from state government and no forfeiture of individual benefits. Longitudinal Wage Records (see Figures 3 and 4; larger versions are shown in Appendix D) analysis among state government reveals considerable movement of employees between agencies, particularly among workers 55 or older (see Figure 4). Inter-departmental movement may be expected to increase as the percentage of older workers increases.

**Figure 3: Source of Hires and Destination of Exits for State Government Among Employees Less Than 55 Years Old, Four Quarter Moving Average**



**Figure 4: Source of Hires and Destination of Exits for State Government Among Employees 55 or Older, Four Quarter Moving Average**



Planned exiters are examined using Standard Occupational Classification (SOC) codes (see Table 2). This analysis is strongly affected by confidentiality restrictions, but does reveal that a number of Eligibility Interviewers, Government Programs plan to leave in the next 12 months (12). Other noteworthy occupations include, Accountants and Auditors; Occupational Health and Safety Specialists; and Office Clerks, General with three planned exiters from each occupation (i.e., 9 total). Exiting Occupational Health and Safety Specialists account for 18.8 percent of the occupation whereas the other exiters account for a smaller portion of their occupational incumbents (see Table 2).

**Table 2: Standard Occupational Classification Distribution of Planned Exiters**

<b>SOC</b>	<b>SOC Description</b>	<b>Planned Exiters</b>	<b>%</b>	<b>All Employees</b>	<b>Exiters as a Percent of Occupation (Row %)</b>
Unknown	Unknown	ND	ND	26	ND
11-3011	Administrative Services Managers	ND	ND	9	ND
11-9199	Managers, All Other	ND	ND	7	ND
13-2011	Accountants and Auditors	3	9.4%	31	9.7%
15-1031	Computer Software Engineers, Applications	ND	ND	10	ND
15-1071	Network and Computer Systems Administrators	ND	ND	11	ND
19-3011	Economists	ND	ND	12	ND
29-9011	Occupational Health and Safety Specialists	3	9.4%	16	18.8%
43-4061	Eligibility Interviewers, Government Programs	12	37.5%	77	15.6%
43-6011	Executive Secretaries and Administrative Assistants	ND	ND	13	ND
43-9061	Office Clerks, General	3	9.4%	22	13.6%
All Other SOC		0	0.0%	72	0.0%
<b>Total</b>		<b>32</b>	<b>100.0%</b>	<b>306</b>	<b>10.5%</b>

ND = Not disclosable due to confidentiality

### Retirement Plans

One hundred and ninety-five employees indicated an intention to retire in either one to three years, three to five years, or five or more years. Five or more years provides a longer range window of planning. Shorter timeframes for retirement require more immediate response. The first two categories are collapsed to increase reporting and avoid confidentiality concerns.

Top occupations where retirements will be occurring from one to five years include Accountants and Auditors (6); Occupational Health and Safety Specialists (5); First-Line Supervisors/Managers of Office & Administrative Support Workers (4); and

Managers, All Other (4). In all, 39 employees plan to retire in one to five years (see Table 3).

**Table 3: Planned Retirement by Standard Occupational Classification (SOC)**

<b>SOC code</b>	<b>Description</b>	<b>1-5 years</b>	<b>% of Occ.</b>	<b>5+ years</b>	<b>% of Occ.</b>	<b>Planned Retirement</b>	<b>% of Occ.</b>	<b>Total Occ.</b>
	Unknown SOC <sup>a</sup>	ND	ND	11	42.3%	ND	ND	26
13-2011	Accountants and Auditors	6	19.4%	16	51.6%	22	71.0%	31
23-1021	Administrative Law Judges, Adjudicators, and Hearing Officers	ND	ND	ND	ND	ND	ND	3
11-3011	Administrative Services Managers	ND	ND	4	44.4%	ND	ND	9
43-3031	Bookkeeping, Accounting, and Auditing Clerks	ND	ND	ND	ND	3	75.0%	4
13-1041	Compliance Officers, Except Agr., Construction, Health and Safety, and Transportation	ND	ND	ND	ND	ND	ND	7
11-3021	Computer and Information Systems Managers	ND	ND	ND	ND	3	100.0%	3
15-1031	Computer Software Engineers, Applications	ND	ND	5	50.0%	ND	ND	10
47-4011	Construction and Building Inspectors	ND	ND	ND	ND	ND	ND	4
19-3011	Economists	0	0.0%	9	75.0%	9	75.0%	12
43-4061	Eligibility Interviewers, Government Programs	ND	ND	45	58.4%	ND	ND	77
13-1071	Employment, Recruitment, and Placement Specialists	ND	ND	ND	ND	ND	ND	1
43-6011	Executive Secretaries and Administrative Assistants	ND	ND	7	53.8%	ND	ND	13
43-1011	First-Line Supervisors/Managers of Office & Administrative Support Workers	4	33.3%	6	50.0%	10	83	12
11-1021	General and Operations Managers	ND	ND	ND	ND	3	42.9%	7
11-3049	Human Resources Managers, All Other	ND	ND	ND	ND	ND	ND	1
11-9199	Managers, All Other	4	57.1%	ND	ND	ND	ND	7
15-1071	Network and Computer Systems Administrators	ND	ND	8	72.7%	ND	ND	11
29-9011	Occupational Health and Safety Specialists	5	31.3%	6	37.5%	11	68.8%	16
43-9061	Office Clerks, General	ND	ND	12	54.5%	ND	ND	22
27-3031	Public Relations Specialists	ND	ND	ND	ND	ND	ND	1
43-4171	Receptionists and Information Clerks	ND	ND	ND	ND	ND	ND	5
29-1111	Registered Nurses	ND	ND	7	77.8%	ND	ND	9
43-6014	Secretaries, Except Legal, Medical, and Executive	ND	ND	4	33.3%	ND	ND	12
11-9151	Social and Community Service Managers	ND	ND	ND	ND	ND	ND	1
13-1073	Training and Development Specialists	ND	ND	ND	ND	ND	ND	1
All Other SOC		ND	ND	ND	ND	ND	ND	1
<b>Total</b>		<b>39</b>	<b>12.7%</b>	<b>156</b>	<b>51.0%</b>	<b>195</b>	<b>63.7%</b>	<b>306</b>

<sup>a</sup>Unknown SOCs may include may include occupations for which there is no standard classification (e.g. AWECs) or new hires for whom no administrative data exists.

Top occupations in the five or more year retirement timeframe include Eligibility Interviewers, Government Programs (45); Accountants and Auditors (16); Office Clerks, General (12); Economists (9); Network and Computer Systems Administrators (8); Executive Secretaries and Administrative Assistants (7); Registered Nurses (7), First-Line Supervisors/Managers of Office & Administrative Support Workers (6); and Occupational Health and Safety Specialists (6). One hundred fifty six employees plan to retire in five or more years (i.e., approximately one half of total employment in DOE) (see Table 3).

Given the emergence in both the short- and long-term retirement horizons, several occupations may be of concern for DOE to include: Accountants and Auditors; First-Line Supervisors/Managers of Office & Administrative Support Workers; and Occupational Health and Safety Specialists (see Table 3). A strategy to offer training and skills development may be particularly important to incumbent staff to back fill vacancies in these occupations as they occur.

Skills sets needing development for incumbents not planning short-term retirement can be explored utilizing O\*NET (<http://online.onetcenter.org/>). O\*NET is an on-line tool that can be utilized to identify knowledge, skill, and abilities (KSA) for associated SOC codes. As an example, mathematical skills associated with Accountants (13-2011.01) include arithmetic, algebra, geometry, calculus, statistics, and their applications. Any occupation of concern can be explored in this manner (see Table 4, page 10). Overlapping KSA's can be identified across occupations so that broad based training can be developed (Jones, 2006).

**Table 4: O\*NET Knowledge, Skills, and Abilities for Accountants (13-2011.01)**

**Knowledge:**

**Mathematics** - Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.

**Economics and Accounting** - Knowledge of economic and accounting principles and practices, the financial markets, banking and the analysis and reporting of financial data.

**English Language** - Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.

**Customer and Personal Service** - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.

**Computers and Electronics** - Knowledge of circuit boards, processors, chips, electronic equipment, and computer hardware and software, including applications and programming.

**Skills:**

**Mathematics** - Using mathematics to solve problems.

**Active Listening** - Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

**Critical Thinking** - Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

**Monitoring** - Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.

**Judgment and Decision Making** - Considering the relative costs and benefits of potential actions to choose the most appropriate one.

**Abilities:**

**Problem Sensitivity** - The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.

**Deductive Reasoning** - The ability to apply general rules to specific problems to produce answers that make sense.

**Information Ordering** - The ability to arrange things or actions in a certain order or pattern according to a specific rule or set of rules (e.g., patterns of numbers, letters, words, pictures, mathematical operations).

**Mathematical Reasoning** - The ability to choose the right mathematical methods or formulas to solve a problem.

**Oral Expression** - The ability to communicate information and ideas in speaking so others will understand.

**Written Expression** - The ability to communicate information and ideas in writing so others will understand.

Source: <http://online.onetcenter.org/>

## Conclusions

SOC analysis of 12 month exiters and planned retirees reveals that a number of occupations may be impacted. The replacement of exiting and retiring Accountants and Auditors may be an area of particular focus. Several Eligibility Interviewers, Government Programs plan to leave within 12 months and a large number plan to retire in the timeframe of five or more years (45). Depending upon the nature of the occupation (e.g., entry vs. skilled) a variety of training and/or recruitment strategies can be utilized to attract and retain DOE employees.

# If We Build It, Will They Stay?

As Wyoming's large baby boom population continues to age, it may become necessary to retain a percentage of those workers in the workforce in order to fill labor shortages. This is especially true in industries predominantly staffed by women who are nearing retirement age. The Wyoming Department of Employment (DOE), currently staffed by almost 70% women (69.7%), most of which are over age 45, is a perfect example. If the retirement age in DOE is 65, up to 28.4% of those now employed will be retired within ten years and 58.5% within 20 years. In order to successfully plan for the expected labor shortages, it is important to discover what individuals feel is the normal age of retirement as well as the circumstances in which the same individuals may continue to work after retirement.

Brown (2006) showed that a person's view of "typical" retirement age is a strong predictor of when they, themselves, will retire. Because of this it is prudent to ask DOE employees what they felt was the average age of retirement for people their age. The results are seen in Table 1 (see page 23). Respondents answered the question slightly differently than expected. Of the 240 individuals who responded to the question, 13 (5.4%) wrote in an age range rather than selecting a discrete age value. Another 86 (35.8%) selected a value of "Don't Know". Surprisingly, the largest percentage of "Don't Know" values did not occur in the youngest age groups, as would be expected. Instead, the percentages were about the same between the younger and the older respondents. Workers under age 55 had a slightly higher percentage (36.8%) than those 55 and older (35.4%).

As expected, only a few respondents (7, or 2.9%) indicated the typical retirement age is less than 60. Interestingly, all those who selected a value younger than 60, were themselves, younger than 60. At the other end of the spectrum, a similar number (6, or 2.5%) of people selected a value over age 67. The majority of responses fell within the middle range. Retirement at age 65 was the most popular answer with a total of 45 (18.8%) individuals selecting the option. Age 60 was next with 14.2% (34) of the total. Within the middle range, age 63-64 was the least common choice with only 3.3% of the total.

Retirement at age 65 was the most popular choice among the younger age groups and was tied as the most popular choice among the older age groups. Of individuals younger than 55, 19.4% selected the option. Workers 55 and older were evenly split between age 62 and age 65 as the expected retirement age. Each age received 17.1% of the votes.

Questions 41 through 43 investigate the circumstances in which individuals may continue to work after retirement. If it becomes necessary to retain workers past retirement age, it will be vital to understand which options are most appealing. For example, it would be useless to offer seasonal employment to retirees if none of the workers would be interested in working a seasonal job.

**Table 1: (Q40) What do you feel is the average age of retirement for people your age \* Age Group Crosstabulation**

		Age Group		Total
		< 55	55+	
<b>&lt; 60</b>	Count	7	0	7
	% within Age Group	4.3%	0.0%	2.9%
<b>60</b>	Count	26	8	34
	% within Age Group	15.9%	10.5%	14.2%
<b>61</b>	Count	ND	NA	4
	% within Age Group			1.7%
<b>62</b>	Count	18	13	31
	% within Age Group	11.0%	17.1%	12.9%
<b>63 or 64</b>	Count	4	4	8
	% within Age Group	2.4%	5.3%	3.3%
<b>65</b>	Count	32	13	45
	% within Age Group	19.5%	17.1%	18.8%
<b>67</b>	Count	NA	NA	6
	% within Age Group			2.5%
<b>&gt; 67</b>	Count	NA	NA	6
	% within Age Group			2.5%
<b>Age range</b>	Count	7	6	13
	% within Age Group	4.3%	7.9%	5.4%
<b>Don't know</b>	Count	58	28	86
	% within Age Group	35.4%	36.8%	35.8%
<b>Total</b>	<b>Count</b>	<b>164</b>	<b>76</b>	<b>240</b>
	<b>% within Age Group</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Table 2 shows that the further away people are from retirement age, the more uncertain they are as to whether or not they will work after retirement. Among those 55 and older, only 11.3% (8) individuals reported they did not know if they planned to work after retirement. The percentage increased to 14.9% among 45-54 year-olds, 28.3% among 35-44 year-olds, and 30.0% among those under age 35.

**Table 2: (Q41) How likely are you to work after retirement \* Age Group Crosstabulation**

		Age Group				Total
		<35	35-44	45-54	55+	
<b>Very Likely</b>	Count	4	10	25	20	59
	% within Age Group	13.3%	18.9%	33.8%	28.2%	25.9%
<b>Likely</b>	Count	7	17	26	25	75
	% within Age Group	23.3%	32.1%	35.1%	35.2%	32.9%
<b>Neither likely nor unlikely</b>	Count	2	3	8	5	18
	% within Age Group	6.7%	5.7%	10.8%	7.0%	7.9%
<b>Unlikely</b>	Count	6	ND	NA	9	19
	% within Age Group	20.0%			12.7%	8.3%
<b>Very Unlikely</b>	Count	NA	NA	NA	4	12
	% within Age Group				5.6%	5.3%
<b>Not at all</b>	Count	NA	NA	NA	NA	2
	% within Age Group					0.9%
<b>Don't know</b>	Count	9	15	11	8	43
	% within Age Group	30.0%	28.3%	14.9%	11.3%	18.9%
<b>Total</b>	<b>Count</b>	<b>30</b>	<b>53</b>	<b>74</b>	<b>71</b>	<b>228</b>
	<b>% within Age Group</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Of those who selected a value other than “Don’t Know,” the majority chose “Likely” or “Very Likely.” This indicates that overall, most individuals in the Department of Employment expect to work after retirement. The only age groups that differed from this finding was the under 35 group which was about evenly split between “Unlikely” and “Likely”.

Table 3 illustrates that of those who plan to work after retirement, the majority (58%) are most likely to engage in part-time work. Occasional work is a distant second with 17.8% selecting the option. Only 8.9% expect to work full-time and 11.8% expect to work as an independent contractor.

**Table 3: (Q42) If you plan to work after retirement, what type of work are you most likely to engage \* Age Group**

		<b>Age Group</b>				
		<b>&lt;35</b>	<b>35-44</b>	<b>45-54</b>	<b>55+</b>	<b>Total</b>
<b>Full time</b>	Count	NA	7	4	NA	15
	% within Age Group		20.6%	6.5%		8.9%
<b>Part time</b>	Count	8	18	41	31	98
	% within Age Group	42.1%	52.9%	66.1%	57.4%	58.0%
<b>Ind. Contractor</b>	Count	NA	NA	NA	9	20
	% within Age Group				16.7%	11.8%
<b>Occasional</b>	Count	9	4	7	10	30
	% within Age Group	47.4%	11.8%	11.3%	18.5%	17.8%
<b>Other</b>	Count	NA	NA	NA	NA	6
	% within Age Group					3.6%
<b>Total</b>	<b>Count</b>	<b>19</b>	<b>34</b>	<b>62</b>	<b>54</b>	<b>169</b>
	<b>% within Age Group</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

As seen in Tables A58 through A64 (see Appendix A), if people are willing to return to work for the Wyoming state government after retirement, they are most likely to seek part-time work. However, the overwhelming majority does not appear interesting in committing themselves to any of the return options. The older age groups consistently appear more interested in the options than do the younger groups. However, this is consistent with the idea that as people get closer to retirement age, they become more aware of their retirement options and whether or not remaining in the labor force will be required.

Table 4 (see page 25) shows the number of respondents who indicated willingness to return as an independent contractor in their same position. Overall, one-third (34.1%) of people were willing to do so. Those age 55 and older were the most willing almost half (46.4%) of respondents indicating they would be willing to return with a contract. Those under age 35 were the least willing as only 16.7% marked the “yes” box.

**Table 4: (Q43a) Willing to come back to work for state--INDEPENDENT CONTRACTOR IN SAME POSITION \* Age Group**

		<b>Age Group</b>				
		<b>&lt;35</b>	<b>35-44</b>	<b>45-54</b>	<b>55+</b>	<b>Total</b>
<b>Yes</b>	Count	5	18	22	32	77
	% within Age Group	16.7%	34.6%	29.3%	46.4%	34.1%
<b>Box not checked</b>	Count	25	34	53	37	149
	% within Age Group	83.3%	65.4%	70.7%	53.6%	65.9%
<b>Total</b>	<b>Count</b>	<b>30</b>	<b>52</b>	<b>75</b>	<b>69</b>	<b>226</b>
	<b>% within Age Group</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Table 5 addresses the number of respondents who were interested in returning to the Department of Employment in a different position. Almost one in five (19.5%) indicated they would be willing to do so. The highest percentage (28.6%) of positive responses was found among those 55 and older. This finding suggests that a fairly significant percentage of DOE employees want a change. Perhaps they no longer feel challenged and simply want something different. If this is true, by simply exchanging job duties, DOE could potentially retain 20% of expected retirees.

**Table 5: (Q43b) Willing to come back to work for state--DIFFERENT JOB ASSIGNMENT IN DOE \* Age Group**

		<b>Age Group</b>				
		<b>&lt;35</b>	<b>35-44</b>	<b>45-54</b>	<b>55+</b>	<b>Total</b>
<b>Yes</b>	Count	3	9	14	18	44
	% within Age Group	10.0%	17.3%	18.7%	26.1%	19.5%
<b>Box not checked</b>	Count	27	43	61	51	182
	% within Age Group	90.0%	82.7%	81.3%	73.9%	80.5%
<b>Total</b>	<b>Count</b>	<b>30</b>	<b>52</b>	<b>75</b>	<b>69</b>	<b>226</b>
	<b>% within Age Group</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

The number of individuals who said they would be willing to return to Wyoming state government if they could change agencies is shown in Table 6 (see page 26). Again, approximately one in five (20.8%) of the total checked the “yes” box, suggesting they would be willing to change agencies. In this case, the age groups 35-44 (23.1%), 45-54 (21.3%), and 55+ (20.3%) were all fairly similar. If the same results are found in other state agencies, perhaps a solution for 20% of the exiting labor is to allow employees to “swap” positions with employees of other agencies. Combined with Table 4, it seems evident that many employees of DOE simply want new challenges.

**Table 6: (Q43c) Willing to come back to work for state--EMPLOYMENT W/ DIFFERENT AGENCY \* Age Group**

		Age Group				
		<35	35-44	45-54	55+	Total
<b>Yes</b>	Count	5	12	16	14	47
	% within Age Group	16.7%	23.1%	21.3%	20.3%	20.8%
<b>Box not checked</b>	Count	25	40	59	55	179
	% within Age Group	83.3%	76.9%	78.7%	79.7%	79.2%
<b>Total</b>	<b>Count</b>	<b>30</b>	<b>52</b>	<b>75</b>	<b>69</b>	<b>226</b>
	<b>% within Age Group</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Table 7 shows that over half (51.8%) of respondents indicated that they would be willing to work part-time for the State of Wyoming after retirement. This percentage was highest among the those 55 and older (58.0%) and the 45-54 year-olds (57.3%). This is consistent with the findings in Table 42 which indicated that 58% of employees expect to work part-time after retirement. Because of the similarities in the results of both questions, it seems logical to expect that if workers are going to work part-time after retirement, they are likely to remain with DOE to do so.

**Table 7: (Q43d) Willing to come back to work for state--PART-TIME WORK \* Age Group**

		Age Group				
		<35	35-44	45-54	55+	Total
<b>Yes</b>	Count	11	23	43	40	117
	% within Age Group	36.7%	44.2%	57.3%	58.0%	51.8%
<b>Box not checked</b>	Count	19	29	32	29	109
	% within Age Group	63.3%	55.8%	42.7%	42.0%	48.2%
<b>Total</b>	<b>Count</b>	<b>30</b>	<b>52</b>	<b>75</b>	<b>69</b>	<b>226</b>
	<b>% within Age Group</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

Table 8 illustrates the number of respondents who were not willing to return to state government at all. Only 14 (6.2%) individuals chose this option. The largest percentage was found among the youngest age group (16.7%). No one in the 35-44 year-old group marked the box to suggest they would not come back.

**Table 8: (Q43e) Willing to come back to work for state--NONE \* Age Group**

		Age Group				
		<35	35-44	45-54	55+	Total
<b>Yes</b>	Count	5	0	5	4	14
	% within Age Group	16.7%	0.0%	6.7%	5.8%	6.2%
<b>Box not checked</b>	Count	25	52	70	65	212
	% within Age Group	83.3%	100.0%	93.3%	94.2%	93.8%
<b>Total</b>	<b>Count</b>	<b>30</b>	<b>52</b>	<b>75</b>	<b>69</b>	<b>226</b>
	<b>% within Age Group</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

As can be seen in Table 9 (see page 27), only ten (4.4%) respondents said they would return to state government for “Other” options. The percentage of younger and older workers who selected “yes” to this choice was approximately equal (4.5% and 4.3% respectively).

**Table 9: (Q43f) Willing to come back to work for state--OTHER \* Age Group**

		Under 55	55+	Total
<b>Yes</b>	Count	7	3	10
	% within Age Group	4.5%	4.3%	4.4%
<b>Box not checked</b>	Count	150	66	216
	% within Age Group	95.5%	95.7%	95.6%
<b>Total</b>	<b>Count</b>	<b>157</b>	<b>69</b>	<b>226</b>
	<b>% within Age Group</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

About 20 percent (23.5%) of respondents indicated they did not know if they would be willing to return to the State of Wyoming after retirement. Table 10 shows that the percentage was highest among the youngest age groups, 34.6% in 35-44 year-olds and 33.3% in the under 35 group. This is logical since the youngest workers are the least likely to know their situation after retirement.

**Table 10: (Q43g) Willing to come back to work for state--DON'T KNOW \* Age Group**

		Age Group				Total
		<35	35-44	45-54	55+	
<b>Yes</b>	Count	10	18	15	10	53
	% within Age Group	33.3%	34.6%	20.0%	14.5%	23.5%
<b>Box not checked</b>	Count	20	34	60	59	173
	% within Age Group	66.7%	65.4%	80.0%	85.5%	76.5%
<b>Total</b>	<b>Count</b>	<b>30</b>	<b>52</b>	<b>75</b>	<b>69</b>	<b>226</b>
	<b>% within Age Group</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

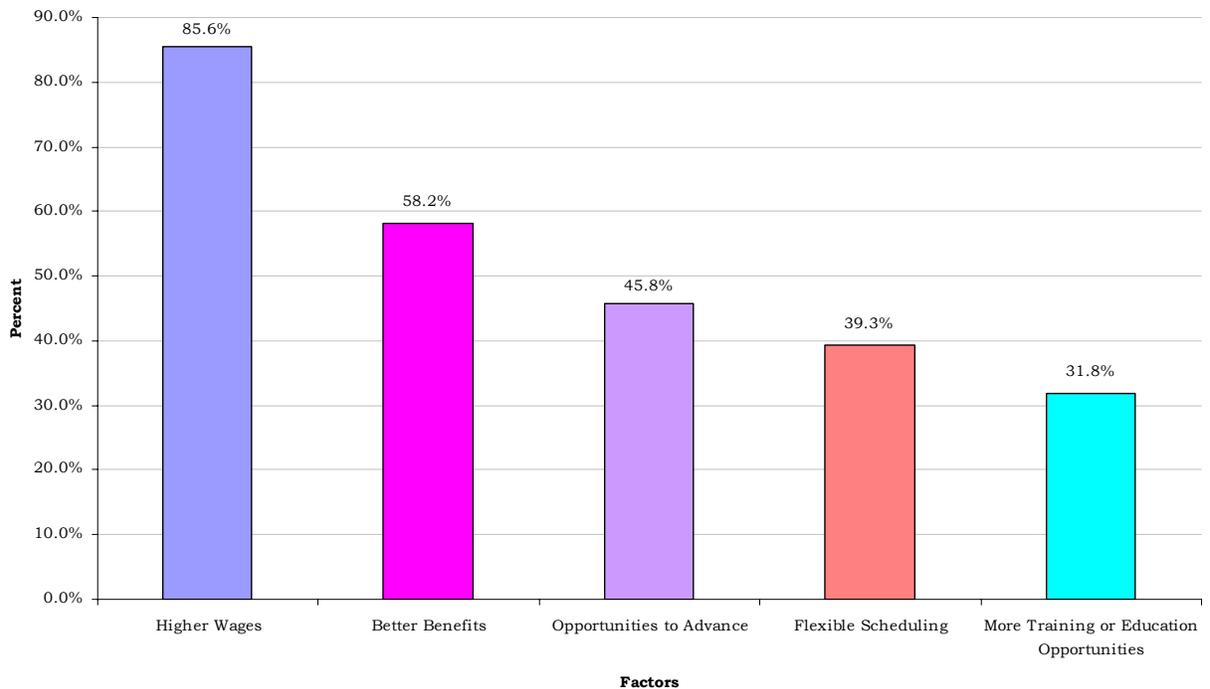
Overall it seems clear that most DOE employees expect to retire around age 65, they expect to work part-time after retirement, and most are willing to stay with the State of Wyoming for that part-time work, especially if they are allowed to change jobs.

# Influencing Factors

Figure 1 shows the top five factors that would, all things being equal, influence employees to take a job outside the DOE. The most obvious factor is higher wages (85.6%). Other factors that were rated as influencing an employee's decision to leave include better benefits (58.2%), more opportunity for career advancement (45.8%), flexible schedules (39.3%), and more training or better education opportunities (31.8%). These results emphasize outcomes from the job satisfaction section of the survey. For instance, 26.0% of employees did not feel they are paid well compared to other DOE employees, 43.7% felt they are not paid well compared to similar positions outside the DOE, and 39.8% are not satisfied with the advancement opportunities offered by the DOE.

Some factors stand out as not being very important to employees. For example, only 1% of employees would take a different job because of the quality of work produced by that employer, and only 5% of employees would change jobs for one that included fewer non-work related tasks. Other factors that scored low are more autonomy (10.9%), better staffing (12.9%), and different location (14.9%). Overall, results suggest Department employees are happy with the work they do, but, given the opportunity, would seek out better total compensation opportunities.

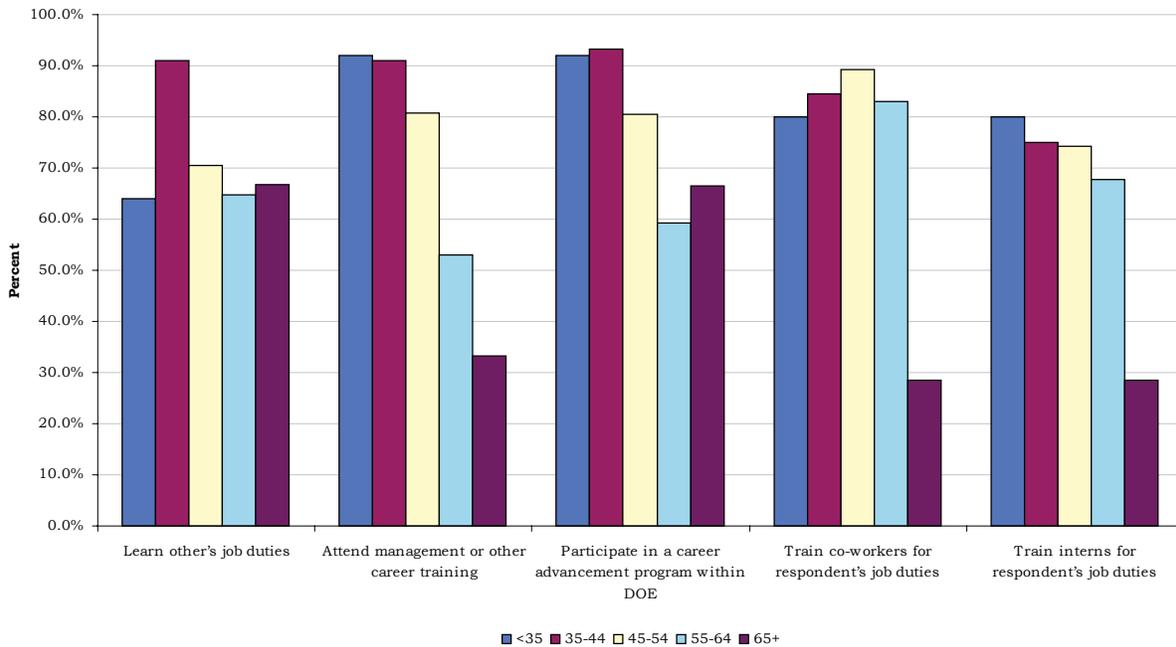
Figure 1: Factors That Would Influence the Decision to Take a Job Outside of the Department of Employment



# Activities Related to Training

The Figure shows the percentage of respondents willing to participate in specific activities that would be useful to build a pool of qualified employees to fill positions that may open as people retire or leave for other jobs. The statistics for the first three activities, which measured an individual’s willingness to learn other’s job duties, attend management or career training, or participate in career advancement programs within DOE, only include those people who do not intend to leave their positions in the next 12 months. The statistics for the other two activities, which measured the employee’s willingness to train other DOE employees in their job duties or to train interns in their job duties, include responses from all employees regardless of their plans to leave.

Figure 1: Percent of Employees Who Responded They Would be Likely or Very Likely to Participate in the Following Activities by Age Group



In terms of activities that involve learning new duties or taking courses to prepare for job advancement, more of those in the younger age categories (54 or younger) stated they were likely or very likely compared to older individuals. In particular, the opportunity to attend management training is appealing to those under 35 (92.0%) and those between 35 and 44 (91.1%), as is the prospect of a DOE career advancement program (92.0% and 93.3%, respectively). Respondents between 35 and 44 years old showed more interest (90.9%) than other age groups in learning the duties of other co-workers. Although no questions specifically asked why respondents answered questions as they did, it is possible younger workers are new to their positions and are still learning their own duties or deciding if they want to stay. Those who are 35 to 44 are possibly more settled into their careers and are looking for ways to advance. Those who are older may be in higher positions already and are looking towards retirement.

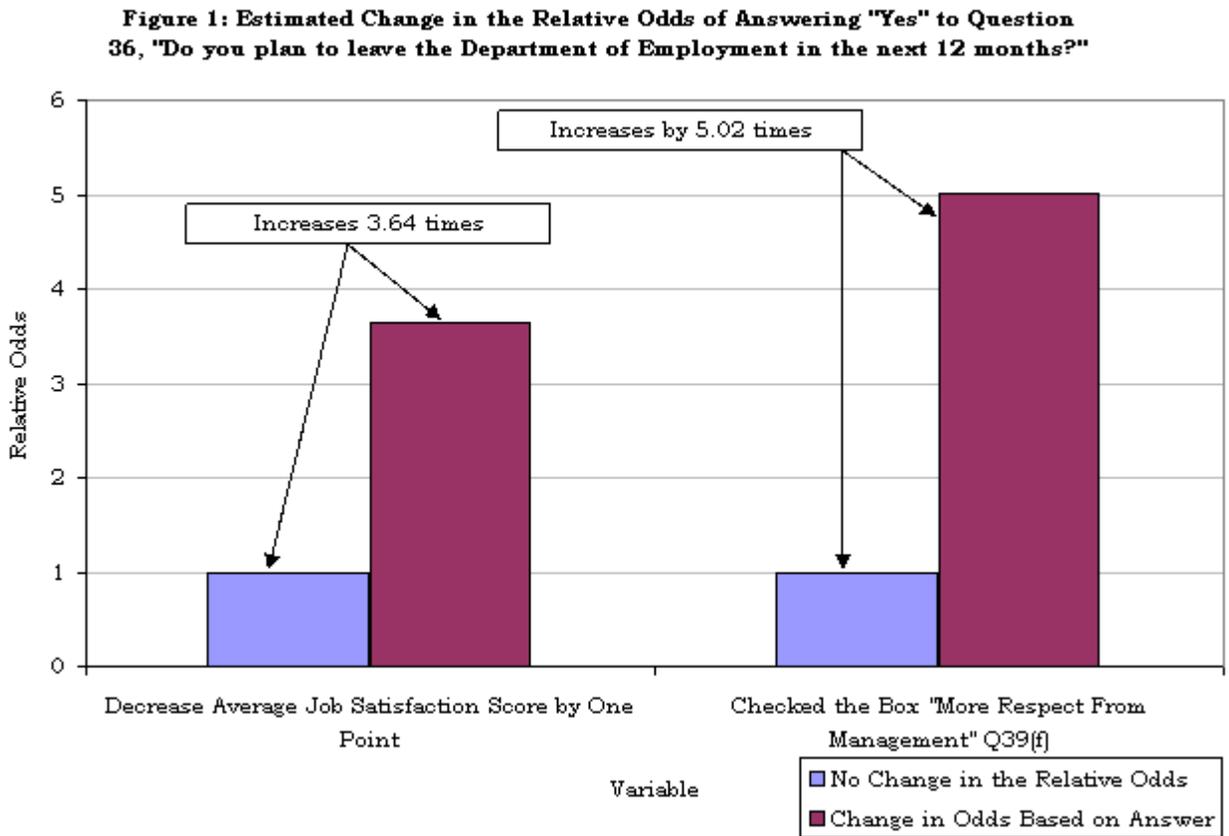
Employees who are 65 or older are least willing to participate in activities that require training co-workers or interns. Only 28.6% said they would be likely or very likely to participate in either activity. Interest in training one's co-workers was generally higher for the other age groups. Those who are 45 to 54 are most likely to participate in training co-workers (89.2%), and at least 80% of each of the other age groups said they would be likely or very likely to participate in training activities.

Willingness to train interns was somewhat less appealing to all age groups than training co-workers. The youngest age group, those younger than 35, showed the most willingness to participate in this activity (80.0%), and those likely or very likely to participate in this activity in the other groups ranged from 67.7% (55 to 64 years) to 75.0% (35 to 44 years). This may be because interns have short employment durations, and the training cost does not seem worth the investment.

# Using Model Building to Analyze Respondent Answers

An alternative method by which survey data may be analyzed is modeling. In this case, we attempt to quantify the relationship between respondent answers to Question 36, “Do you plan to leave the Department of Employment in the next 12 months?”, and other collected survey data. The modeling approach is not without its limitations. First, there are a limited number of responses available for analysis, which reduces the number of explanatory variables available for use. When a limited number of available responses exist, the modeling program often fails to converge to a solution, which yields no useful results. Second, the number of available responses is further reduced by missing question responses. This type of data loss limits our ability to generalize a solution to the universe of DOE employees. Therefore, this analysis should be considered more descriptive than predictive in nature.

The constructed model used Question 36 as the dependent variable (i.e., the variable we are trying to predict). All other variables thought to have a relationship with Question 36 were introduced to the model either one at a time or in combinations. The results of the analysis are shown in the Figure. Model building details are shown in the Appendix. The final combination of explanatory variables was the only one which yielded statistically significant coefficients.



The Figure displays the change in the relative odds that a respondent answered “Yes” to Question 36 based on the included explanatory variables. The two variables used in the model were the respondent’s average score on the job satisfaction questions and Question 39(f) “Which factor would lead you to take a different job – more respect from management”. The Figure shows that for each point average job satisfaction declines, the odds of answering “Yes” to Question 36 increases by 3.64 times (1/.275) when controlling for the answer to Question 39(f). Likewise, for those respondents checking Question 39(f), their relative odds of answering “Yes” to question 36 is 5.02 times that of someone who did not check that box when controlling for average satisfaction score. Note that this model applies to all potential separations from DOE, including retirement.

The results indicate that if DOE management wishes to retain workers, increasing their satisfaction and making them feel they have management’s respect appear to be important. However, the findings should be viewed in light of the caveats specified above and additional information in the Appendix which detail the model’s explanatory power.

# Anonymity, Confidentiality, and Response Bias

On September 12, 2006, the Research & Planning (R&P) Section of the Department of Employment (DOE) mailed a questionnaire and cover letter to all DOE employees. The first mailing generated a 55.8% response rate. Two subsequent mailings and a series of phone call reminders (during the week of October 9) were made to employees who did not respond to previous mailings. The cover letter requested that employees complete the questionnaire in support of the Department’s “human resource planning” efforts and concluded by stating that “Only those employees of R&P requiring access to confidential forms for purposes of studying workforce needs will have access to individual employee information.” In response to our collection efforts, four out of five employees returned their questionnaires to us with usable information by October 17.<sup>2</sup> Based on our analysis of the characteristics of respondents and non-respondents, it appears that the survey results represent an unbiased profile of the Department’s employees.

<b>Anonymity</b>	<b>Confidentiality</b>
<ul style="list-style-type: none"> <li>• Researcher does not know the identity of the respondent.</li> <li>• The identity of the respondent is known only to the respondent.</li> <li>• Cannot determine whether the respondent is representative of the population (e.g. If only males respond to a question).</li> </ul>	<ul style="list-style-type: none"> <li>• Researcher knows the respondent’s identity.</li> <li>• Researcher pledges not to disclose the respondent’s identity.</li> <li>• Statutes prohibit disclosure.</li> <li>• Disclosure may result in legal repercussions.</li> </ul>

In order to manage the data collection effort, each questionnaire was assigned a survey control number. Some employees indicated to R&P that this meant that the questionnaire was not “anonymous”. Cover letter content, employee specific salutation in the cover letter, use of a control number, and the promise of confidentiality convey the idea that selected individuals within R&P would know who respondents were but that the privacy of individual respondents would be protected by R&P. “Statistical use” in this context means that information considered to be private is used exclusively for purposes of managing the survey and producing summary reports in a manner that protects the confidentiality of individuals.

## Privacy Protection

Statistical use of individually identifiable information is essential to the management of multiple mailings to employees in order to prevent duplicate entries in

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<sup>2</sup> Several usable questionnaires were returned after October 17 and will be included in tabulations after completion of the initial report on October 25, 2006.

the analysis file, to match returned questionnaires to other data, and to determine the extent to which respondents differ in some systematic way from non-respondents. As a statistical entity, R&P is prohibited from obtaining information for statistical purposes and subsequently using the information, or permitting the use of that information, for non-statistical purposes affecting the rights, privileges, or well-being of individual respondents.

### **Evaluating Non-Response**

The privacy of individual respondents within R&P is protected by making access to identifiable information available only to two analysts who manage the mailing and file merger processes. Once these tasks are complete, files with individually identifiable information are secured by IT. Only a working file with a control number in place of deleted employee name, social security number, and work location remains for R&P's analysis. Managing a survey for valid and reliable results requires the use of unique identifiers that are normally only available to researchers in the form of information that is considered private. To produce sound research, access to private information is usually granted under the condition of confidentiality. Complete anonymity is only possible in non-scientific surveys which have little, if any, valid results or beneficial outcomes.

Data collection efforts which capture information about only a part of the population must be evaluated in terms of the extent to which the results represent the views, reported behaviors, and perceptions of the entire population. In the current environment, the question is whether or not the 80% plus of DOE employees who responded can be said to be representative of all DOE employees. Based on factors we can readily identify for both respondents and non-respondents, both populations seem quite similar. Males and females responded in equal proportions with 81.6% and 81.5% respectively (gender was unavailable for 12 respondents). Respondents were slightly older (age 48) than non-respondents (age 44), slightly more tenured (8 years compared to 7.2 years) and earned slightly more (+ 3.6%) than non-respondents. Based on these factors, what we can say from the data collection results about employees as a whole in the Department should be reasonably close to the views and perceptions of all employees.

On the other hand, there is reason for selected reserve in generalizing findings from the 80% responding to all DOE employees. First, item non-response (or "Don't Know") may be more prevalent among those with short-term tenure in the Department. Further research is needed to determine how we should treat this segment of employees in future collections and analysis. Second, it is not clear that unmeasured but important differences exist between those responding to the first mailing and those responding only after a telephone call and the third mailing, and those not responding at all. Anecdotal evidence from the telephone reminder calls suggests that in a small number of instances, employees felt intimidated by the data collection process. (Some non-responses were a function of seasonal factors such as hunting season and vacation, or in some cases illness during the reference period of the survey. These non-respondents could be considered similar to respondents because, had these other activities not taken place they may well have responded.) Finally, responses of 60% or less were recorded for three occupations, of which two (e.g. a manager classification) could be considered mission-critical functions. Under-

representation of key occupations among respondents limits our capacity to claim that what is generally true about most employees is always true of all employees.

The capacity to pinpoint areas of caution when generalizing from respondents to the Department as a whole is completely dependant on our capacity to link private administrative information about employees to questionnaires using information held in confidence.

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# Appendix A

**No answer** = Respondent did not mark an answer for a particular question even though he or she filled out the rest of the survey. This is also referred to as an item non-response.

**Non-response** = Those employees who did not return their survey

**Refused** = Those who mailed the survey in but wrote on it that they refused to fill it out.

**Missing due to skip** = The questionnaire had a specific skip pattern in which certain people were not asked to answer some questions. For example, people who did not intend to leave the Department in the next 12 months were asked to skip the question that asked why they planned to leave.

**DK** = The respondent answered “don’t know” to a question.

## Frequency Table

<b>Table A1 (Q1) My performance on the job is evaluated fairly.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Strongly Disagree	13	4.2	5.3
	Disagree	26	8.5	10.5
	Neither Agree nor Disagree	49	16.0	19.8
	Agree	98	32.0	39.7
	Strongly Agree	47	15.4	19.0
	Don't know	14	4.6	5.7
	Total	247	80.7	100.0
	<b>Missing</b>	No Answer	2	0.7
Non-response		44	14.4	
Refused		13	4.2	
Total		59	19.3	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A2 (Q2) The mission/purpose of DOE makes me feel my job is important.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Strongly Disagree	10	3.3	4.1
	Disagree	20	6.5	8.1
	Neither Agree nor Disagree	53	17.3	21.5
	Agree	113	36.9	45.9
	Strongly Agree	44	14.4	17.9
	Don't know	6	2.0	2.4
	Total	246	80.4	100.0
	<b>Missing</b>	No Answer	3	1.0
Non-response		44	14.4	
Refused		13	4.2	
Total		60	19.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A3 (Q3) My co-workers are committed to doing quality work.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Strongly Disagree	5	1.6	2.0
	Disagree	23	7.5	9.3
	Neither Agree nor Disagree	44	14.4	17.9
	Agree	115	37.6	46.7
	Strongly Agree	51	16.7	20.7
	Don't know	8	2.6	3.3
	Total	246	80.4	100.0
	<b>Missing</b>	No Answer	3	1.0
Non-response		44	14.4	
Refused		13	4.2	
Total		60	19.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A4 (Q4) I have some control over what I want to accomplish.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Strongly Disagree	12	3.9	4.8
	Disagree	21	6.9	8.5
	Neither Agree nor Disagree	28	9.2	11.3
	Agree	120	39.2	48.4
	Strongly Agree	67	21.9	27.0
	Total	248	81.0	100.0
<b>Missing</b>	No Answer	1	0.3	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	58	19.0	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A5 (Q5) My supervisor cares about me as a person.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Strongly Disagree	11	3.6	4.4
	Disagree	16	5.2	6.4
	Neither Agree nor Disagree	36	11.8	14.5
	Agree	84	27.5	33.7
	Strongly Agree	100	32.7	40.2
	Don't know	2	0.7	0.8
	Total	249	81.4	100.0
<b>Missing</b>	Non-response	44	14.4	
	Refused	13	4.2	
	Total	57	18.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A6 (Q6) Someone other than my supervisor cares about me as a person.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Strongly Disagree	4	1.3	1.6
	Disagree	10	3.3	4.0
	Neither Agree nor Disagree	28	9.2	11.3
	Agree	112	36.6	45.2
	Strongly Agree	85	27.8	34.3
	Don't know	9	2.9	3.6
	Total	248	81.0	100.0
<b>Missing</b>	No Answer	1	0.3	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	58	19.0	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A7 (Q7) Compared to others in similar positions at DOE I think I'm paid fairly.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Strongly Disagree	29	9.5	11.6
	Disagree	36	11.8	14.5
	Neither Agree nor Disagree	46	15.0	18.5
	Agree	80	26.1	32.1
	Strongly Agree	42	13.7	16.9
	Don't know	16	5.2	6.4
	Total	249	81.4	100.0
<b>Missing</b>	Non-response	44	14.4	
	Refused	13	4.2	
	Total	57	18.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A8 (Q8) Compared to others in similar positions outside DOE I think I'm paid fairly.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Strongly Disagree	49	16.0	19.8
	Disagree	59	19.3	23.8
	Neither Agree nor Disagree	45	14.7	18.1
	Agree	57	18.6	23.0
	Strongly Agree	17	5.6	6.9
	Don't know	21	6.9	8.5
	Total	248	81.0	100.0
	<b>Missing</b>	No Answer	1	0.3
Non-response		44	14.4	
Refused		13	4.2	
Total		58	19.0	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A9 (Q9) At least one of the state's insurance plans sufficiently meets my needs.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Strongly Disagree	11	3.6	4.5
	Disagree	31	10.1	12.6
	Neither Agree nor Disagree	43	14.1	17.5
	Agree	112	36.6	45.5
	Strongly Agree	36	11.8	14.6
	Don't know	13	4.2	5.3
	Total	246	80.4	100.0
	<b>Missing</b>	No Answer	3	1.0
Non-response		44	14.4	
Refused		13	4.2	
Total		60	19.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A10 (Q10) The state's retirement program will meet my future needs.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Strongly Disagree	19	6.2	7.6
	Disagree	53	17.3	21.3
	Neither Agree nor Disagree	61	19.9	24.5
	Agree	59	19.3	23.7
	Strongly Agree	19	6.2	7.6
	Don't know	38	12.4	15.3
	Total	249	81.4	100.0
<b>Missing</b>	Non-response	44	14.4	
	Refused	13	4.2	
	Total	57	18.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A11 (Q11) The DOE does an adequate job at keeping employees informed.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Strongly Disagree	24	7.8	9.7
	Disagree	37	12.1	14.9
	Neither Agree nor Disagree	79	25.8	31.9
	Agree	85	27.8	34.3
	Strongly Agree	20	6.5	8.1
	Don't know	3	1.0	1.2
	Total	248	81.0	100.0
<b>Missing</b>	No Answer	1	0.3	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	58	19.0	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A12 (Q12) At the DOE we can speak our minds without fear of reprisal.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Strongly Disagree	46	15.0	18.5
	Disagree	41	13.4	16.5
	Neither Agree nor Disagree	68	22.2	27.3
	Agree	68	22.2	27.3
	Strongly Agree	16	5.2	6.4
	Don't know	10	3.3	4.0
	Total	249	81.4	100.0
	<b>Missing</b>	Non-response	44	14.4
Refused		13	4.2	
Total		57	18.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A13 (Q13) I am satisfied with the advancement/promotion opportunities at the DOE.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Strongly Disagree	36	11.8	14.5
	Disagree	64	20.9	25.7
	Neither Agree nor Disagree	73	23.9	29.3
	Agree	49	16.0	19.7
	Strongly Agree	15	4.9	6.0
	Don't know	12	3.9	4.8
	Total	249	81.4	100.0
	<b>Missing</b>	Non-response	44	14.4
Refused		13	4.2	
Total		57	18.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A14 (Q14) I am satisfied with the DOE as a place to work.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Strongly Disagree	10	3.3	4.0
	Disagree	23	7.5	9.2
	Neither Agree nor Disagree	42	13.7	16.9
	Agree	138	45.1	55.4
	Strongly Agree	36	11.8	14.5
	Total	249	81.4	100.0
	<b>Missing</b>	Non-response	44	14.4
Refused		13	4.2	
Total		57	18.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A15 (Q15) I speak highly of the DOE to others.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Strongly Disagree	4	1.3	1.6
	Disagree	18	5.9	7.3
	Neither Agree nor Disagree	60	19.6	24.4
	Agree	118	38.6	48.0
	Strongly Agree	45	14.7	18.3
	Don't know	1	0.3	0.4
	Total	246	80.4	100.0
<b>Missing</b>	No Answer	3	1.0	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	60	19.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A16 (Q16) I am proud to tell others I am part of the DOE.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Strongly Disagree	8	2.6	3.3
	Disagree	20	6.5	8.1
	Neither Agree nor Disagree	61	19.9	24.8
	Agree	111	36.3	45.1
	Strongly Agree	46	15.0	18.7
	Total	246	80.4	100.0
	<b>Missing</b>	No Answer	3	1.0
Non-response		44	14.4	
Refused		13	4.2	
Total		60	19.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A17 (Q17) The DOE inspires my best job performance.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Strongly Disagree	12	3.9	4.9
	Disagree	39	12.7	15.8
	Neither Agree nor Disagree	81	26.5	32.8
	Agree	89	29.1	36.0
	Strongly Agree	25	8.2	10.1
	Don't know	1	0.3	0.4
	Total	247	80.7	100.0
<b>Missing</b>	No Answer	2	0.7	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	59	19.3	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A18 (Q18) The DOE is a great place to work.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Strongly Disagree	8	2.6	3.2
	Disagree	29	9.5	11.7
	Neither Agree nor Disagree	66	21.6	26.6
	Agree	112	36.6	45.2
	Strongly Agree	32	10.5	12.9
	Don't know	1	0.3	0.4
	Total	248	81.0	100.0
<b>Missing</b>	No Answer	1	0.3	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	58	19.0	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A19 (Q19) I feel certain about how much authority I have.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Never	8	2.6	3.3
	Rarely	34	11.1	13.8
	Occasionally	53	17.3	21.5
	Sometimes	80	26.1	32.5
	Frequently	61	19.9	24.8
	Don't Know	10	3.3	4.1
	Total	246	80.4	100.0
<b>Missing</b>	No Answer	3	1.0	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	60	19.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A20 (Q20) I have to do things that should be done differently. (REVERSE CODED)</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Frequently	18	5.9	7.3
	Sometimes	62	20.3	25.3
	Occasionally	79	25.8	32.2
	Rarely	60	19.6	24.5
	Never	18	5.9	7.3
	Don't Know	8	2.6	3.3
	Total	245	80.1	100.0
<b>Missing</b>	No Answer	4	1.3	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	61	19.9	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A21 (Q21) I work under incompatible policies and guidelines. (REVERSE CODED)</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Frequently	38	12.4	15.6
	Sometimes	92	30.1	37.7
	Occasionally	56	18.3	23.0
	Rarely	37	12.1	15.2
	Never	12	3.9	4.9
	Don't Know	9	2.9	3.7
	Total	244	79.7	100.0
<b>Missing</b>	No Answer	5	1.6	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	62	20.3	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A22 (Q22) I know what my responsibilities are.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Never	3	1.0	1.2
	Rarely	4	1.3	1.6
	Occasionally	13	4.2	5.3
	Sometimes	68	22.2	27.5
	Frequently	159	52.0	64.4
	Total	247	80.7	100.0
<b>Missing</b>	No Answer	2	0.7	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	59	19.3	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A23 (Q23) I have to buck a rule or policy in order to carry out an assignment. (REVERSE CODED)</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Frequently	80	26.1	32.5
	Sometimes	93	30.4	37.8
	Occasionally	26	8.5	10.6
	Rarely	29	9.5	11.8
	Never	9	2.9	3.7
	Don't Know	9	2.9	3.7
	Total	246	80.4	100.0
<b>Missing</b>	No Answer	3	1.0	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	60	19.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A24 (Q24) I know exactly what is expected of me.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Never	6	2.0	2.4
	Rarely	12	3.9	4.9
	Occasionally	23	7.5	9.4
	Sometimes	77	25.2	31.4
	Frequently	126	41.2	51.4
	Don't Know	1	0.3	0.4
	Total	245	80.1	100.0
<b>Missing</b>	No Answer	4	1.3	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	61	19.9	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A25 (Q25) I receive incompatible requests from two or more people. (REVERSE CODED)</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Frequently	48	15.7	19.7
	Sometimes	105	34.3	43.0
	Occasionally	35	11.4	14.3
	Rarely	32	10.5	13.1
	Never	17	5.6	7.0
	Don't Know	7	2.3	2.9
	Total	244	79.7	100.0
<b>Missing</b>	No Answer	5	1.6	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	62	20.3	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A26 (Q26) I work on unnecessary things. (REVERSE CODED)</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Frequently	48	15.7	19.6
	Sometimes	107	35.0	43.7
	Occasionally	37	12.1	15.1
	Rarely	34	11.1	13.9
	Never	15	4.9	6.1
	Don't Know	4	1.3	1.6
	Total	245	80.1	100.0
<b>Missing</b>	No Answer	4	1.3	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	61	19.9	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A27 (Q27) I have to work under vague directives or orders. (REVERSE CODED)</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Frequently	44	14.4	17.9
	Sometimes	81	26.5	32.9
	Occasionally	56	18.3	22.8
	Rarely	42	13.7	17.1
	Never	20	6.5	8.1
	Don't Know	3	1.0	1.2
	Total	246	80.4	100.0
<b>Missing</b>	No Answer	3	1.0	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	60	19.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A28 (Q28) I do not have enough time to get everything done at work. (REVERSE CODED)</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Frequently	24	7.8	9.8
	Sometimes	78	25.5	31.7
	Occasionally	45	14.7	18.3
	Rarely	51	16.7	20.7
	Never	46	15.0	18.7
	Don't Know	2	0.7	0.8
	Total	246	80.4	100.0
<b>Missing</b>	No Answer	3	1.0	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	60	19.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A29 (Q29) My workload is too heavy. (REVERSE CODED)</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Frequently	33	10.8	13.4
	Sometimes	60	19.6	24.4
	Occasionally	81	26.5	32.9
	Rarely	44	14.4	17.9
	Never	26	8.5	10.6
	Don't Know	2	0.7	0.8
	Total	246	80.4	100.0
<b>Missing</b>	No Answer	3	1.0	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	60	19.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A30 (Q30) Learn other's job duties.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Very Unlikely	14	4.6	5.7
	Unlikely	18	5.9	7.3
	Neither Likely nor Unlikely	37	12.1	15.1
	Likely	77	25.2	31.4
	Very Likely	96	31.4	39.2
	Don't Know	3	1.0	1.2
	Total	245	80.1	100.0
	<b>Missing</b>	No Answer	4	1.3
Non-response		44	14.4	
Refused		13	4.2	
Total		61	19.9	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A31 (Q31) Attend management or other training for your career advancement.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Very Unlikely	9	2.9	3.7
	Unlikely	19	6.2	7.7
	Neither Likely nor Unlikely	31	10.1	12.6
	Likely	77	25.2	31.3
	Very Likely	106	34.6	43.1
	Don't Know	4	1.3	1.6
	Total	246	80.4	100.0
	<b>Missing</b>	No Answer	3	1.0
Non-response		44	14.4	
Refused		13	4.2	
Total		60	19.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A32 (Q32) Participate in a career advancement program within the DOE.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Very Unlikely	13	4.2	5.3
	Unlikely	14	4.6	5.7
	Neither Likely nor Unlikely	28	9.2	11.4
	Likely	75	24.5	30.5
	Very Likely	110	35.9	44.7
	Don't Know	6	2.0	2.4
	Total	246	80.4	100.0
<b>Missing</b>	No Answer	3	1.0	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	60	19.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A33 (Q33) Train co-workers for your job duties.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Very Unlikely	9	2.9	3.7
	Unlikely	6	2.0	2.4
	Neither Likely nor Unlikely	27	8.8	11.0
	Likely	84	27.5	34.1
	Very Likely	117	38.2	47.6
	Don't Know	3	1.0	1.2
	Total	246	80.4	100.0
<b>Missing</b>	No Answer	3	1.0	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	60	19.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A34 (Q34) Train interns about your job duties.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Very Unlikely	20	6.5	8.1
	Unlikely	16	5.2	6.5
	Neither Likely nor Unlikely	34	11.1	13.8
	Likely	71	23.2	28.9
	Very Likely	102	33.3	41.5
	Don't Know	3	1.0	1.2
	Total	246	80.4	100.0
	<b>Missing</b>	No Answer	3	1.0
Non-response		44	14.4	
Refused		13	4.2	
Total		60	19.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A35 (Q35) If you left your job tomorrow, someone in your unit could immediately take over.</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	All job duties	85	27.8	35.3
	Most job duties	64	20.9	26.6
	Some job duties	81	26.5	33.6
	No job duties	2	0.7	0.8
	Don't know	9	2.9	3.7
	Total	241	78.8	100.0
	<b>Missing</b>	Missing due to skip	2	0.7
No Answer		6	2.0	
Non-response		44	14.4	
Refused		13	4.2	
Total		65	21.2	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A36 (Q36) Do you plan to leave the DOE in the next 12 months?</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Yes	33	10.8	14.0
	No	203	66.3	86.0
	Total	236	77.1	100.0
<b>Missing</b>	Missing due to skip	2	0.7	
	No Answer	11	3.6	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	70	22.9	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A37 (Q37) If yes, what is your primary reason for leaving?</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	State gov. job	5	1.6	15.2
	Non-state gov. job	9	2.9	27.3
	Relocating	2	0.7	6.1
	Retiring	12	3.9	36.4
	Other	5	1.6	15.2
	Total	33	10.8	100.0
<b>Missing</b>	Missing due to skip	205	67.0	
	No Answer	11	3.6	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	273	89.2	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A38 (Q38) When do you plan to retire?</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	1 to less than 3	11	3.6	4.7
	3 to less than 5	28	9.2	12.1
	More than 5	159	52.0	68.5
	Don't know	34	11.1	14.7
	Total	232	75.8	100.0
<b>Missing</b>	Missing due to skip	14	4.6	
	No Answer	3	1.0	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	74	24.2	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A39 (Q39a) Which factor would lead you to take a different job? --HIGHER WAGES</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Yes	200	65.4	86.2
	Box not checked	32	10.5	13.8
	Total	232	75.8	100.0
<b>Missing</b>	Missing due to skip	14	4.6	
	No Answer	3	1.0	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	74	24.2	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A40 (Q39b) Which factor would lead you to take a different job? --BETTER BENEFITS</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Yes	130	42.5	56.0
	Box not checked	102	33.3	44.0
	Total	232	75.8	100.0
<b>Missing</b>	Missing due to skip	14	4.6	
	No Answer	3	1.0	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	74	24.2	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A41 (Q39c) Which factor would lead you to take a different job? --TRAINING OPP/EDUCATION</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Yes	77	25.2	33.2
	Box not checked	155	50.7	66.8
	Total	232	75.8	100.0
<b>Missing</b>	Missing due to skip	14	4.6	
	No Answer	3	1.0	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	74	24.2	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

**Table A42 (Q39d) Which factor would lead you to take a different job? --FLEXIBLE SCHEDULING**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Yes	90	29.4	38.8
	Box not checked	142	46.4	61.2
	Total	232	75.8	100.0
<b>Missing</b>	Missing due to skip	14	4.6	
	No Answer	3	1.0	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	74	24.2	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

**Table A43 (Q39e) Which factor would lead you to take a different job? --MORE RECOGNITION**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Yes	52	17.0	22.4
	Box not checked	180	58.8	77.6
	Total	232	75.8	100.0
<b>Missing</b>	Missing due to skip	14	4.6	
	No Answer	3	1.0	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	74	24.2	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A44 (Q39f) Which factor would lead you to take a different job? --MORE RESPECT FROM MANAGEMENT</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Yes	66	21.6	28.4
	Box not checked	166	54.2	71.6
	Total	232	75.8	100.0
<b>Missing</b>	Missing due to skip	14	4.6	
	No Answer	3	1.0	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	74	24.2	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A45 (Q39g) Which factor would lead you to take a different job? --FEWER NON-RELATED JOB TASKS</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Yes	11	3.6	4.7
	Box not checked	221	72.2	95.3
	Total	232	75.8	100.0
<b>Missing</b>	Missing due to skip	14	4.6	
	No Answer	3	1.0	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	74	24.2	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A46 (Q39h) Which factor would lead you to take a different job? --BETTER STAFFING</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Yes	34	11.1	14.7
	Box not checked	198	64.7	85.3
	Total	232	75.8	100.0
<b>Missing</b>	Missing due to skip	14	4.6	
	No Answer	3	1.0	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	74	24.2	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A47 (Q39i) Which factor would lead you to take a different job? -- OPPORTUNITIES FOR ADVANCEMENT</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Yes	115	37.6	49.6
	Box not checked	117	38.2	50.4
	Total	232	75.8	100.0
<b>Missing</b>	Missing due to skip	14	4.6	
	No Answer	3	1.0	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	74	24.2	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A48 (Q39j) Which factor would lead you to take a different job? --MORE AUTONOMY</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Yes	26	8.5	11.2
	Box not checked	206	67.3	88.8
	Total	232	75.8	100.0
<b>Missing</b>	Missing due to skip	14	4.6	
	No Answer	3	1.0	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	74	24.2	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

**Table A49 (Q39k) Which factor would lead you to take a different job? --PERSONAL INTEREST IN THE WORK**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Yes	50	16.3	21.6
	Box not checked	182	59.5	78.4
	Total	232	75.8	100.0
<b>Missing</b>	Missing due to skip	14	4.6	
	No Answer	3	1.0	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	74	24.2	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

**Table A50 (Q39l) Which factor would lead you to take a different job? --DIFFERENT LOCATION**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Yes	32	10.5	13.8
	Box not checked	200	65.4	86.2
	Total	232	75.8	100.0
<b>Missing</b>	Missing due to skip	14	4.6	
	No Answer	3	1.0	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	74	24.2	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

**Table A51 (Q39m) Which factor would lead you to take a different job? --QUALITY OF WORK PRODUCED BY AGENCY**

		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Yes	6	2.0	2.6
	Box not checked	226	73.9	97.4
	Total	232	75.8	100.0
<b>Missing</b>	Missing due to skip	14	4.6	
	No Answer	3	1.0	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	74	24.2	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A52 (Q39n) Which factor would lead you to take a different job? --OTHER</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Yes	14	4.6	6.0
	Box not checked	218	71.2	94.0
	Total	232	75.8	100.0
<b>Missing</b>	Missing due to skip	14	4.6	
	No Answer	3	1.0	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	74	24.2	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A53 (Q40) What do you feel is the average age of retirement for people your age?</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	50	1	0.3	0.4
	55	5	1.6	2.1
	59	1	0.3	0.4
	60	36	11.8	14.9
	61	4	1.3	1.7
	62	31	10.1	12.9
	63	6	2.0	2.5
	64	2	0.7	0.8
	65	48	15.7	19.9
	67	6	2.0	2.5
	68	2	0.7	0.8
	70	5	1.6	2.1
	Don't know	94	30.7	39.0
	Total	241	78.8	100.0
	<b>Missing</b>	No answer	1	0.3
Non-response		44	14.4	
Refused		13	4.2	
Missing due to skip		2	0.7	
No answer		5	1.6	
Total	65	21.2		
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A54 (Q41) How likely are you to work after retirement?</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Very Likely	63	20.6	26.0
	Likely	77	25.2	31.8
	Neither likely nor unlikely	20	6.5	8.3
	Unlikely	21	6.9	8.7
	Very Unlikely	13	4.2	5.4
	Not at all	2	0.7	0.8
	Don't know	46	15.0	19.0
	Total	242	79.1	100.0
<b>Missing</b>	Missing due to skip	2	0.7	
	No Answer	5	1.6	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	64	20.9	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A55 (Q42) If you plan to work after retirement, what type of work are you most likely to engage?</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Full time	16	5.2	7.0
	Part time	103	33.7	45.4
	Ind. Contractor	20	6.5	8.8
	Occasional	32	10.5	14.1
	Other	6	2.0	2.6
	Don't know	50	16.3	22.0
	Total	227	74.2	100.0
<b>Missing</b>	Missing due to skip	4	1.3	
	No Answer	18	5.9	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	79	25.8	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A56 (Q43a) Willing to come back to work for state? --INDEPENDENT CONTRACTOR IN SAME POSITION</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Yes	80	26.1	33.3
	Box not checked	160	52.3	66.7
	Total	240	78.4	100.0
<b>Missing</b>	Missing due to skip	4	1.3	
	No Answer	5	1.6	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	66	21.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A57 (Q43b) Willing to come back to work for state? --DIFFERENT JOB ASSIGNMENT IN DOE</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Yes	45	14.7	18.8
	Box not checked	195	63.7	81.3
	Total	240	78.4	100.0
<b>Missing</b>	Missing due to skip	4	1.3	
	No Answer	5	1.6	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	66	21.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A58 (Q43c) Willing to come back to work for state? --EMPLOYMENT W/ DIFFERENT AGENCY</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Yes	47	15.4	19.6
	Box not checked	193	63.1	80.4
	Total	240	78.4	100.0
<b>Missing</b>	Missing due to skip	4	1.3	
	No Answer	5	1.6	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	66	21.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A59 (Q43d) Willing to come back to work for state? --PART-TIME WORK</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Yes	126	41.2	52.5
	Box not checked	114	37.3	47.5
	Total	240	78.4	100.0
<b>Missing</b>	Missing due to skip	4	1.3	
	No Answer	5	1.6	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	66	21.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A60 (Q43e) Willing to come back to work for state? --NONE</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Yes	14	4.6	5.8
	Box not checked	226	73.9	94.2
	Total	240	78.4	100.0
<b>Missing</b>	Missing due to skip	4	1.3	
	No Answer	5	1.6	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	66	21.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A61 (Q43f) Willing to come back to work for state? --OTHER</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Yes	10	3.3	4.2
	Box not checked	230	75.2	95.8
	Total	240	78.4	100.0
<b>Missing</b>	Missing due to skip	4	1.3	
	No Answer	5	1.6	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	66	21.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A62 (Q43g) Willing to come back to work for state? --DON'T KNOW</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Yes	58	19.0	24.2
	Box not checked	182	59.5	75.8
	Total	240	78.4	100.0
<b>Missing</b>	Missing due to skip	4	1.3	
	No Answer	5	1.6	
	Non-response	44	14.4	
	Refused	13	4.2	
	Total	66	21.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A63 (Q44) Which state group health insurance plans do you participate?</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Individual	109	35.6	44.1
	Family	91	29.7	36.8
	Split	12	3.9	4.9
	None/spouse plan	21	6.9	8.5
	Other or none/no coverage	13	4.2	5.3
	Don't know	1	0.3	0.4
	<b>Total</b>	<b>247</b>	<b>80.7</b>	<b>100.0</b>
<b>Missing</b>	No Answer	2	0.7	
	Non-response	44	14.4	
	Refused	13	4.2	
	<b>Total</b>	<b>59</b>	<b>19.3</b>	
<b>Total</b>	<b>306</b>	<b>100.0</b>		

<b>Table A64 (Q45) What is your marital status?</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Married or co-habiting	182	59.5	74.3
	Not married	63	20.6	25.7
	<b>Total</b>	<b>245</b>	<b>80.1</b>	<b>100.0</b>
<b>Missing</b>	No answer	4	1.3	
	No response	44	14.4	
	Refused	13	4.2	
	<b>Total</b>	<b>61</b>	<b>19.9</b>	
<b>Total</b>	<b>306</b>	<b>100.0</b>		

<b>Table A65 (Q46) Do you have dependents under age 26?</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Yes	111	36.3	45.5
	No	133	43.5	54.5
	<b>Total</b>	<b>244</b>	<b>79.7</b>	<b>100.0</b>
<b>Missing</b>	No Answer	5	1.6	
	Non-response	44	14.4	
	Refused	13	4.2	
	<b>Total</b>	<b>62</b>	<b>20.3</b>	
<b>Total</b>	<b>306</b>	<b>100.0</b>		

<b>Table A66 (Q47) What is the highest level of education you have received?</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	Less than HS or HS grad	36	11.8	14.6
	Some college or Associate's Degree	95	31.0	38.6
	Bachelor's	83	27.1	33.7
	Grad/Prof	29	9.5	11.8
	Other	3	1.0	1.2
	Total	246	80.4	100.0
	<b>Missing</b>	No Answer	3	1.0
Non-response		44	14.4	
Refused		13	4.2	
Total		60	19.6	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

<b>Table A67 (Q48) Combined total family income?</b>				
		<b>Frequency</b>	<b>Percent</b>	<b>Valid Percent</b>
<b>Valid</b>	< 20,000	11	3.6	5.0
	20,000 - 29,999	15	4.9	6.8
	30,000 - 39,000	17	5.6	7.7
	40,000 - 49,999	21	6.9	9.5
	50,000 - 59,000	31	10.1	14.1
	60,000 - 69,000	21	6.9	9.5
	70,000 - 79,000	31	10.1	14.1
	80,000 - 99,999	36	11.8	16.4
	100,000 - 124,999	28	9.2	12.7
	125,000+	9	2.9	4.1
	Total	220	71.9	100.0
<b>Missing</b>	No Answer	28	9.2	
	Non-response	44	14.4	
	Refused	14	4.6	
	Total	86	28.1	
<b>Total</b>		<b>306</b>	<b>100.0</b>	

# Appendix B

## Logistic Regression

<b>Case Processing Summary</b>			
<b>Unweighted Cases(a)</b>		<b>n</b>	<b>%</b>
Selected Cases	Included in Analysis	223	89.6
	Missing Cases	26	10.4
	<b>Total</b>	<b>249</b>	<b>100.0</b>
Unselected Cases		0	0.0
<b>Total</b>		<b>249</b>	<b>100.0</b>

a. If weight is in effect, see classification table for the total number of cases.

<b>Dependent Variable Encoding</b>		
<b>Original Value</b>	<b>Internal Value</b>	
No		0
Yes		1

<b>Categorical Variables Codings</b>			
		<b>Frequency</b>	<b>Parameter coding (1)</b>
q39f	1	61	1.000
	2	162	0.000

## Block 0: Beginning Block

<b>Classification Table<sup>a,b</sup></b>					
<b>Observed</b>			<b>Predicted</b>		<b>Percentage Correct</b>
			<b>Plan to Leave in 12 Months</b>		
			<b>No</b>	<b>Yes</b>	
Step 0	Plan to Leave in 12 Months	No	202	0	100.0
		Yes	21	0	0.0
<b>Overall Percentage</b>					<b>90.6</b>

a. Constant is included in the model.

b. The cut value is .200

<b>Variables in the Equation</b>		<b>B</b>	<b>S.E.</b>	<b>Wald</b>	<b>df</b>	<b>Sig.</b>	<b>Exp(B)</b>
Step 0	Constant	-2.264	0.229	97.481	1	0.000	0.104

<b>Variables not in the Equation</b>			<b>Score</b>	<b>df</b>	<b>Sig.</b>
Step 0	Variables	avgempsat	20.120	1	0.000
		q39f(1)	22.663	1	0.000
	Overall Statistics		31.156	2	0.000

## Block 1: Method = Enter

<b>Omnibus Tests of Model Coefficients</b>		<b>Chi-square</b>	<b>df</b>	<b>Sig.</b>
Step 1	Step	29.827	2	0.000
	Block	29.827	2	0.000
	Model	29.827	2	0.000

<b>Model Summary</b>			
<b>Step</b>	<b>-2 Log likelihood</b>	<b>Cox &amp; Snell R Square</b>	<b>Nagelkerke R Square</b>
1	109.362(a)	0.125	0.270

a. Estimation terminated at iteration number 6 because parameter estimates changed by less than .001.

<b>Hosmer and Lemeshow Test</b>			
<b>Step</b>	<b>Chi-square</b>	<b>df</b>	<b>Sig.</b>
1	5.792	8	0.670

<b>Contingency Table for Hosmer and Lemeshow Test</b>						
		<b>Plan to Leave in 12 Months = No</b>		<b>Plan to Leave in 12 Months = Yes</b>		
		<b>Observed</b>	<b>Expected</b>	<b>Observed</b>	<b>Expected</b>	<b>Total</b>
Step 1	1	24	23.791	0	0.209	24
	2	20	20.715	1	0.285	21
	3	22	21.580	0	0.420	22
	4	25	24.339	0	0.661	25
	5	21	22.225	2	0.775	23
	6	25	24.777	1	1.223	26
	7	21	20.179	1	1.821	22
	8	18	18.657	4	3.343	22
	9	17	17.144	6	5.856	23
	10	9	8.591	6	6.409	15

<b>Classification Table(a)</b>					
<b>Observed</b>			<b>Predicted</b>		<b>Percentage Correct</b>
			<b>Plan to Leave in 12 Months</b>		
			<b>No</b>	<b>Yes</b>	
Step 1	Plan to Leave in 12 Months	No	175	27	86.6
		Yes	9	12	57.1
<b>Overall Percentage</b>					<b>83.9</b>

a. The cut value is .200

<b>Variables in the Equation</b>							
		<b>B</b>	<b>S.E.</b>	<b>Wald</b>	<b>df</b>	<b>Sig.</b>	<b>Exp(B)</b>
Step 1(a)	avgempsat	-1.292	0.421	9.426	1	0.002	0.275
	q39f(1)	1.613	0.536	9.050	1	0.003	5.020
	Constant	1.096	1.376	0.634	1	0.426	2.991

a. Variable(s) entered on step 1: avgempsat, q39f.

<b>Casewise List(b)</b>						
<b>Case</b>	<b>Selected Status(a)</b>	<b>Observed</b>	<b>Predicted</b>	<b>Predicted Group</b>	<b>Temporary Variable</b>	
		<b>Plan to Leave in 12 Months</b>			<b>Resid</b>	<b>ZResid</b>
2	S	Y**	0.064	N	0.936	3.820
12	S	Y**	0.012	N	0.988	8.891
84	S	Y**	0.034	N	0.966	5.296
130	S	Y**	0.038	N	0.962	5.057
211	S	Y**	0.133	N	0.867	2.549
228	S	Y**	0.039	N	0.961	4.980

a. S = Selected, U = Unselected cases, and \*\* = Misclassified cases.

b. Cases with studentized residuals greater than 2.000 are listed.

# Appendix C

## Resources Used for the Development of Survey Methodology and Instrument

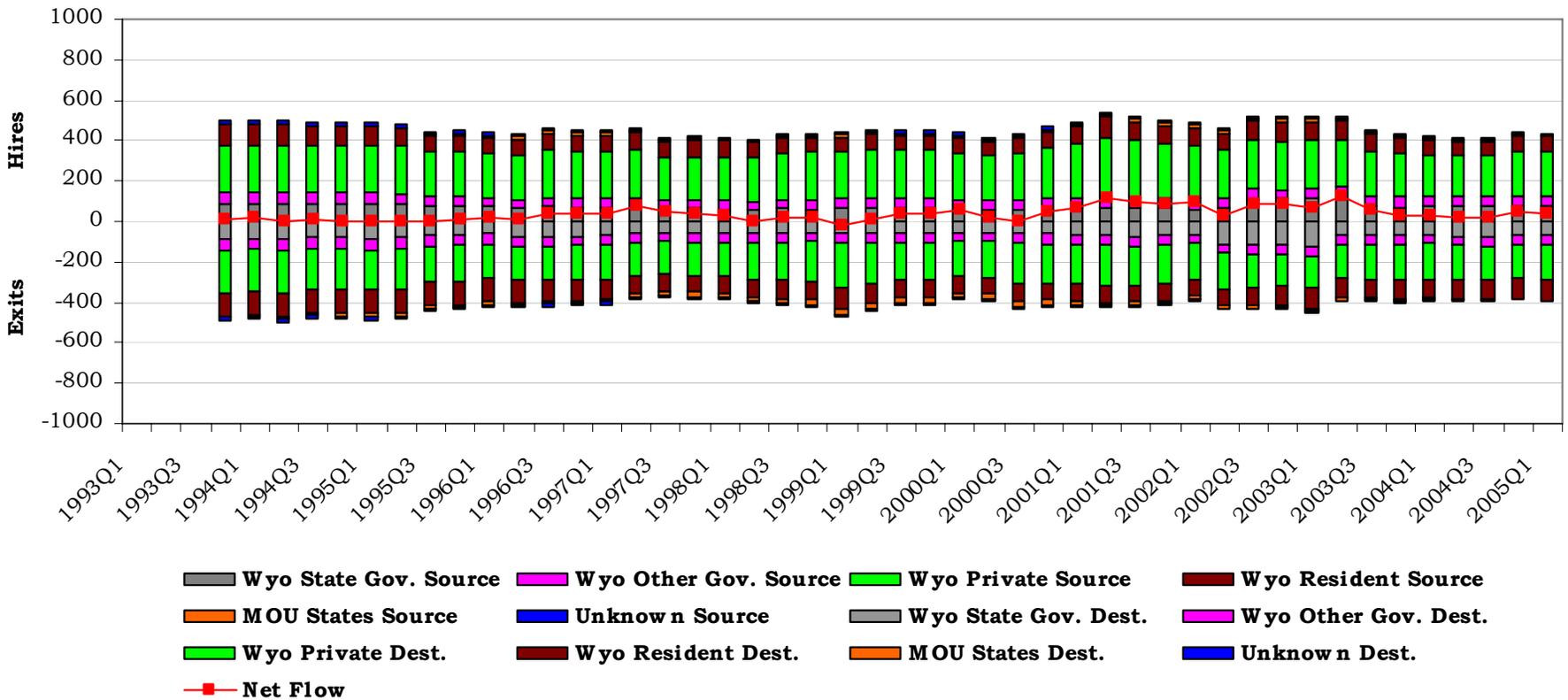
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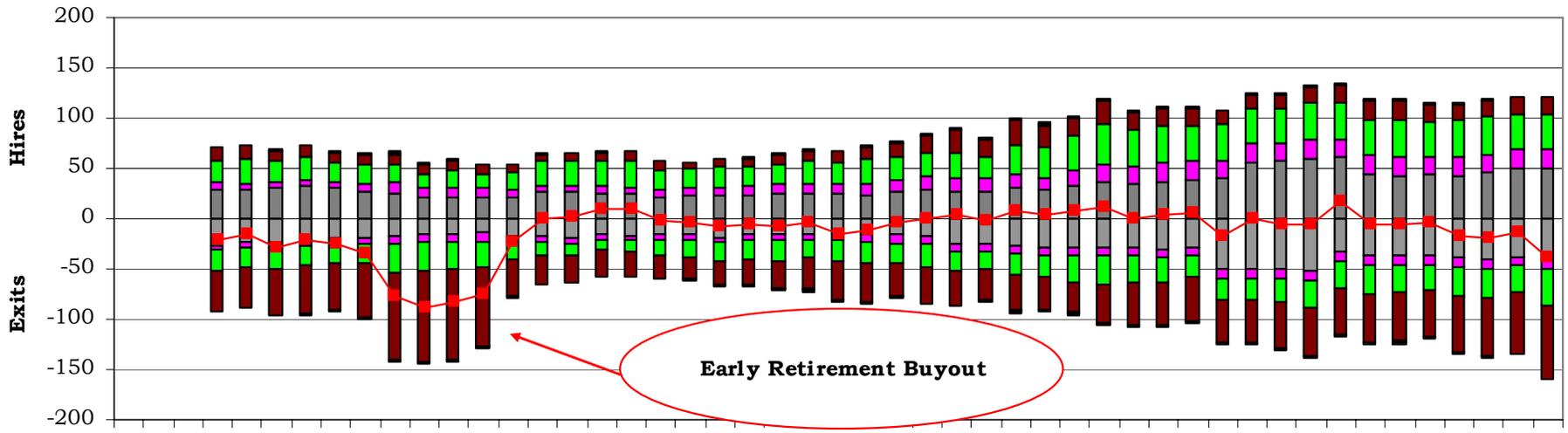
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# Appendix D

**Figure 3: Source of Hires and Destination of Exits for State Government Among Employees Less Than 55 Years Old, Four Quarter Moving Average**



**Figure 4: Source of Hires and Destination of Exits for State Government Among Employees 55 or Older, Four Quarter Moving Average**



- |                         |                         |                        |                        |
|-------------------------|-------------------------|------------------------|------------------------|
| ■ Wyo State Gov. Source | ■ Wyo Other Gov. Source | ■ Wyo Private Source   | ■ Wyo Resident Source  |
| ■ MOU States Source     | ■ Unknown Source        | ■ Wyo State Gov. Dest. | ■ Wyo Other Gov. Dest. |
| ■ Wyo Private Dest.     | ■ Wyo Resident Dest     | ■ MOU States Dest.     | ■ Unknown Dest.        |
| —■— Net Flow            |                         |                        |                        |

# Appendix E



THE STATE OF WYOMING

DAVE FREUDENTHAL  
GOVERNOR

P.O. BOX 2760  
CASPER, WY 82602

*Department of Employment*

RESEARCH AND PLANNING SECTION

(307) 473-3807

October 10, 2006

Dear:

The Research and Planning (R&P) Section of the Department of Employment has been asked to assist the Department in a study supporting human resource planning. R&P asks you to help by completing the enclosed confidential form and returning it in the enclosed self-addressed stamped envelope (if it is convenient for you, fax to me at 307-473-3806). The form includes questions about your perceptions of the work environment and some of your personal circumstances that may affect your career decisions. For most of you, the form will take less than 15 minutes to complete. Results of the study will be published in summary, statistical form in *Trends* (see <http://doe.state.wy.us/lmi/>).

The information provided will be used exclusively for the study of workforce needs and will only leave R&P in statistical form. No individual employee, section, or location will be identifiable. Pursuant to the Workforce Investment Act, information collected by R&P may only be used for statistical purposes, (see 29 USC sec. 491-2 (a)(2) at: <http://doe.state.wy.us/lmi/section309.htm>.) Only those employees of R&P requiring access to confidential forms for purposes of studying workforce needs will have access to individual employee information.

To protect the confidentiality of your response, please do not include your name or return mail information on the return envelope.

Please mail or fax your responses by Tuesday, October 17, 2006. Thank you for your assistance.

A handwritten signature in black ink that reads "Tom Gallagher".

Tom Gallagher  
Manager, Research and Planning

enclosures

**Department of Employment Workforce Planning Survey**

Rev. 09/2006



Wyoming Department of Employment  
 Research & Planning  
 P.O. Box 2760  
 Casper, WY 82602  
 Tel. (307) 473-3835 Fax (307) 473-3806  
<http://doe.state.wy.us/LMI/>

Survey Date: September 2006  
**Please mail form by September 16, 2006.**

**We expect this form to take no more than 15 minutes to complete**  
 (ID Number)

**All data collected by Research and Planning must, by the Workforce Investment Act (see: 29 USC sec. 491-2 (a)(2)), be held in the strictest confidence, with results published only as summary statistics. The information you provide to us will be held confidential to the extent permitted by law.**

**Section A**

Using the provided scale of 1 to 5 where 1 means that you **strongly disagree** and 5 means that you **strongly agree**, please circle **one response** that best describes your response to each of the following statements. Remember, there are no wrong answers and your responses will be kept confidential.

	1=Strongly Disagree	2=Disagree	3=Neither Agree Nor Disagree	4=Agree	5=Strongly Agree	DK=Don't Know
1. At the Department of Employment my performance on the job is evaluated fairly.	1	2	3	4	5	DK
2. The mission/purpose of the Department of Employment makes me feel my job is important.	1	2	3	4	5	DK
3. My co-workers are committed to doing quality work.	1	2	3	4	5	DK
4. I have some control over what I am suppose to accomplish (my job objectives).	1	2	3	4	5	DK
5. My supervisor seems to care about me as a person.	1	2	3	4	5	DK
6. Someone other than my supervisor seems to care about me as a person.	1	2	3	4	5	DK
7. Compared to other people doing similar work <b>at</b> the Department of Employment, I think I am paid fairly.	1	2	3	4	5	DK
8. Compared to other people doing similar work <b>outside</b> the Department of Employment, I think I am paid fairly.	1	2	3	4	5	DK
9. At least one of the State of Wyoming's health insurance plans sufficiently meets my needs.	1	2	3	4	5	DK
10. I feel that the State of Wyoming's retirement program will sufficiently meet my retirement needs in the future.	1	2	3	4	5	DK
11. The Department of Employment does an adequate job of keeping employees informed about matters affecting us.	1	2	3	4	5	DK
12. At the Department of Employment we can speak our minds without fear of reprisal.	1	2	3	4	5	DK
13. I am satisfied with the advancement or promotion opportunities within the Department of Employment	1	2	3	4	5	DK
14. Overall, I am satisfied with the Department of Employment as a place to work.	1	2	3	4	5	DK

**Section B**

	1=Strongly Disagree	2=Disagree	3=Neither Agree Nor Disagree	4=Agree	5=Strongly Agree	DK=Don't Know
15. I speak highly of the Department of Employment to others.	1	2	3	4	5	DK
16. I am proud to tell others I am part of the Department of Employment.	1	2	3	4	5	DK

**Section B Continued**

	1=Strongly Disagree	2=Disagree	3=Neither Agree Nor Disagree	4=Agree	5=Strongly Agree	DK=Don't Know
17. The Department of Employment inspires my best job performance.	1	2	3	4	5	DK
18. The Department of Employment is a great place to work.	1	2	3	4	5	DK

**Section C**

For the following statements please rate how often you feel that each is true for your circumstances. Please use a scale of 1 to 5 where 1 means that you feel the statement is **never** true and 5 means that you feel the statement is **frequently** true.

	1=Never	2=Rarely	3=Occasionally	4=Sometimes	5=Frequently	DK=Don't Know
19. I feel certain about how much authority I have.	1	2	3	4	5	DK
20. I have to do things that should be done differently.	1	2	3	4	5	DK
21. I work under incompatible policies and guidelines.	1	2	3	4	5	DK
22. I know what my responsibilities are.	1	2	3	4	5	DK
23. I have to buck a rule or policy in order to carry out an assignment.	1	2	3	4	5	DK
24. I know exactly what is expected of me.	1	2	3	4	5	DK
25. I receive incompatible requests from two or more people.	1	2	3	4	5	DK
26. I work on unnecessary things.	1	2	3	4	5	DK
27. I have to work under vague directives or orders.	1	2	3	4	5	DK
28. I do not have enough time to get everything done at work.	1	2	3	4	5	DK
29. My workload is too heavy.	1	2	3	4	5	DK

**Section D**

For the following activities please rate how likely you would be to participate using a scale of 1 to 5 where 1 means that you would be **very unlikely** and 5 means that you would be **very likely** to participate. Please circle **one** response.

	1=Very Unlikely	2=Unlikely	3=Neither Likely Nor Unlikely	4=Likely	5=Very Likely	DK=Don't Know
30. Learn others' job duties.	1	2	3	4	5	DK
31. Attend management or other training for your career advancement.	1	2	3	4	5	DK
32. Participate in a career advancement program within the Department of Employment if such a program were to exist.	1	2	3	4	5	DK
33. Train co-workers for your job duties.	1	2	3	4	5	DK
34. Train interns about your job duties.	1	2	3	4	5	DK

If you have **previously retired** from a position in state government but have returned, please mark the box and **skip to question #44**.

If you have **never retired** from a position with the State of Wyoming, please **continue to question #35**.

**Section E**

For the following questions, please place a mark next to the response you feel best describes your situation.

35. If you left your job tomorrow, someone in your unit could immediately take over (please select one):

- All of your job duties
- Most of your job duties
- Some of your job duties
- None of your job duties
- Don't know

36. Do you plan to leave employment with the Department of Employment within the next 12 months?

- Yes
- No (*please skip to question #38*)

37. If you answered **YES** to question #36, what is your **primary** reason for leaving? (Please select one)

- Taking another job in state government
- Taking another job outside state government
- Family status change  
(e.g., marriage, divorce, birth of a child)
- Relocating
- Continuing education
- Retiring (*please skip to question #40*)
- Other (specify: \_\_\_\_\_)

38. Do you plan to retire (please select one):

- In more than 1 year to less than 3 years
- In more than 3 years to less than 5 years
- More than 5 years
- Don't know

39. Even if you do not have definite plans for leaving the Department of Employment, which of the following factors, if offered by a different employer, would lead you to take a job somewhere else. (Please select all that apply)

- Higher wages
- Better benefits
- Training opportunities/education
- Flexible scheduling
- More recognition
- More respect from management
- Fewer non-related job tasks
- Better staffing
- Opportunities for advancement
- More autonomy
- More personal interest in the work
- Different location
- Quality of work produced by agency
- Other (specify: \_\_\_\_\_)

40. What do you feel is the usual retirement age for people who work with you or have the same type of job as you? (Please select one)

- \_\_\_\_\_ years of age
- Don't know

41. How likely are you to work after retirement?

- Very likely
- Likely
- Neither likely nor unlikely
- Unlikely
- Very Unlikely
- Don't know
- Not at all (*skip to question #44*)

42. If you plan to work after retirement, in what type of work are you most likely to engage? (Please select one)
- |  |   |
|--|---|
| <input type="checkbox"/> Full-time work        | <input type="checkbox"/> Occasional if needed |
| <input type="checkbox"/> Part-time work        | <input type="checkbox"/> Other                |
| <input type="checkbox"/> Independent contracts | <input type="checkbox"/> Don't know           |

43. Under what circumstance(s) after retirement might you be willing to return to work for the State of Wyoming? (Please select all that apply)
- As an independent contractor in my old position with the Department of Employment
  - Different job assignment within the Department of Employment
  - Employment in a different state government agency
  - Part-time employment
  - None
  - Other (specify: \_\_\_\_\_)
  - Don't know

**Section F**

44. In which of the state's group health insurance plans do you participate? (Please select one)
- Individual coverage
  - Family coverage
  - Split coverage
  - None, I am covered by my spouse or another family member's insurance plan
  - None, I do not have health insurance coverage
  - Other (specify: \_\_\_\_\_)

45. What is your marital status? (Please select one)
- |                                  |                                   |                                      |
|----------------------------------|-----------------------------------|--------------------------------------|
| <input type="checkbox"/> Married | <input type="checkbox"/> Divorced | <input type="checkbox"/> Co-habiting |
| <input type="checkbox"/> Single  | <input type="checkbox"/> Widowed  |                                      |

46. Do you have dependents that are 26 years old or younger?
- Yes
  - No

47. What is the highest level of education you have completed? (Please select one)
- Less than high school graduate
  - High school graduate (includes equivalency)
  - Some college or associate's degree
  - Bachelor's degree
  - Graduate or professional degree
  - Other (specify: \_\_\_\_\_)

48. What was the combined total pre-tax income in your household in the past 12 months? (Please select one)
- |   |   |
|---|---|
| <input type="checkbox"/> Less than \$20,000   | <input type="checkbox"/> \$70,000 to \$79,999   |
| <input type="checkbox"/> \$20,000 to \$29,999 | <input type="checkbox"/> \$80,000 to \$99,999   |
| <input type="checkbox"/> \$30,000 to \$39,999 | <input type="checkbox"/> \$100,000 to \$124,999 |
| <input type="checkbox"/> \$40,000 to \$49,999 | <input type="checkbox"/> \$125,000 to \$149,999 |
| <input type="checkbox"/> \$50,000 to \$59,999 | <input type="checkbox"/> \$150,000 to \$199,999 |
| <input type="checkbox"/> \$60,000 to \$69,999 | <input type="checkbox"/> \$200,000 or more      |

49. Comments: \_\_\_\_\_