

JLARC Staff Survey of State Agencies About Compensation

In Fall 2007, JLARC staff surveyed agencies that, according to DHRM records, employed classified staff. The survey was administered on-line using JLARC staff's survey software. The survey included two parts. Part one included general questions about the total compensation package and its components the agency offers its employees, and allowed agencies to voice any concerns or problems with recruiting, retaining, or motivating the workforce as a whole. Part two was optional, but recommended if the agency is having difficulties recruiting, retaining, or motivating employees in specific career groups or job roles, and/or in specific parts of the state.

Ninety-one percent, or 132 of the 145 agencies notified of the survey, responded to the survey. These 132 agencies employed 62,833 classified staff, which was 88 percent of total State classified employment. There was no discernable pattern in agency type or size among the remaining 13 agencies that did not respond.

Results are provided for part one of the survey which consisted of seven sections: total compensation, salary structure, retirement benefits, health care benefits, leave benefits and other flexibilities, role of compensation in recruiting, retaining, and motivating employees, and options for further consideration. Many of the questions allowed agencies to select multiple choices, therefore, column percentages for these questions total over 100 percent. Such questions are noted in the document. Because multiple selections could be made, the count of total responses represents the number of employees answering the question, rather than the summation of the responses.

Total Compensation

5. Overall, please estimate the extent to which your agency's employees are satisfied with their total compensation (i.e., salary and benefits).

	Count	Percent
Most employees are very satisfied	7	5%
Most employees are moderately satisfied	79	60%
Most employees are not very satisfied	36	27%
Most employees are very dissatisfied	9	7%
Total Responses:	131	100%

6. Please indicate the extent to which you agree with the following statements:

	Agree Strongly	Agree Somewhat	No Opinion	Disagree Somewhat	Disagree Strongly
The total compensation my agency can offer allows us to attract top talent.	5%	25%	4%	47%	19%
	6	33	5	62	25
The total compensation my agency can offer allows us to attract staff who are sufficiently qualified, but not necessarily the top talent.	18%	63%	1%	15%	5%
	23	82	1	19	6
The total compensation my agency can offer allows us to maintain a sufficient workforce to achieve its mission.	13%	51%	2%	27%	7%
	17	67	3	35	9
The total compensation my agency can offer allows us to motivate employees to be efficient and effective.	3%	30%	6%	45%	16%
	4	39	8	59	21

7. Overall, how do the following elements of the total compensation package that your agency offers compare with what is offered by other employers with which your agency competes for employees?

	Lower/Less Desirable Compared to Other Employers	About the Same Compared to Other Employers	Better/More Desirable Compared to Other Employers
Salary	83%	13%	4%
	109	17	5
Benefits	4%	49%	47%
	5	64	62
Work environment	20%	51%	29%
	26	67	38

Salary Structure

8. Please indicate the extent to which you agree with the following statements about the State's salary structure (pay bands, pay practices, etc.).

	Agree Strongly	Agree Somewhat	No Opinion	Disagree Somewhat	Disagree Strongly
The current salary structure gives my agency the <u>tools and flexibility</u> to reward employees who do a good job and/or perform beyond expectations.	21%	38%	0%	21%	19%
	28	50	0	28	25
My agency has the <u>funding</u> to reward employees who do a good job and/or perform beyond expectations.	4%	15%	3%	37%	42%
	5	19	4	48	55
The current salary structure gives my agency the <u>tools and flexibility</u> to make meaningful distinctions among employees based on their performance.	11%	32%	2%	27%	29%
	14	42	2	35	38
My agency has the <u>funding</u> to make meaningful distinctions among employees based on their performance.	2%	12%	3%	39%	44%
	2	16	4	51	58
The current salary structure gives my agency the <u>tools and flexibility</u> to pay new employees appropriate salaries, and adjust the salaries of current employees as appropriate.	20%	40%	0%	24%	15%
	26	53	0	32	20
My agency has the <u>funding</u> to pay new employees appropriate salaries, and adjust the salaries of current employees as appropriate.	3%	13%	3%	38%	42%
	4	17	4	50	55

9. In the previous question, you indicated that your agency has the funding to reward employees, make meaningful distinctions among employees based on their performance, and/or pay employees appropriate salaries. Is this funding primarily General Funds or non-General Funds?

	Count	Percent
Primarily General Funds	17	63%
Primarily non-General Funds	10	37%
Total Responses:	27	100%

12. What is the effect of salary compression on your agency?		
	Count	Percent
Reduces employee morale and motivation	64	94%
Existing employees resent new hires	51	75%
Existing employees leave the agency for new jobs	42	62%
Allows us to bring in new staff with new skills	12	18%
Other	8	12%
Inhibits office productivity	6	9%
Little or no effect	1	1%
Total Responses:	68	*See Note

*Total does not equal 100% because employees could choose more than one answer.

13. What career group has the most significant salary compression issues in your agency?		
	Count	Percent
Administration and office support	10	16%
Direct service	10	16%
Security services	8	13%
Nursing/physician assistance services	6	10%
Building trades	4	6%
Information technology	3	5%
Law enforcement	3	5%
Public safety compliance	3	5%
Natural resources	2	3%
Program administration	2	3%
Architecture and engineering services	1	2%
Education administration	1	2%
Environmental services	1	2%
Financial services	1	2%
Health care technology	1	2%
Housekeeping and apparel services	1	2%
Laboratory and research services	1	2%
Minerals regulatory services	1	2%
Policy analysis and planning	1	2%
Probation and parole	1	2%
Public relations and marketing	1	2%
Transportation operations	1	2%
Total Responses:	63	100%

Retirement

14. Please indicate the extent to which you agree with the following statements about the State's retirement benefits:					
	Agree Strongly	Agree Somewhat	No Opinion	Disagree Somewhat	Disagree Strongly
The State's retirement benefits are an effective recruiting tool for prospective employees with little or no work experience.	16%	39%	6%	29%	10%
	21	51	8	38	13
The State's retirement benefits are an effective recruiting tool for prospective mid-career employees with relevant experience.	18%	64%	5%	10%	4%
	23	83	6	13	5
The State's retirement benefits are an incentive for recently hired employees to stay with my agency.	7%	34%	10%	44%	6%
	9	44	13	57	8
The State's retirement benefits are an incentive for longer-tenured, skilled, and experienced employees to stay with my agency.	49%	43%	1%	5%	2%
	64	56	1	7	2
The State's retirement benefits meet my agency's needs for addressing long-tenured but motivationally challenged employees.	11%	27%	24%	26%	11%
	15	35	32	34	15
The State's retirement benefits meet my agency's needs for addressing long-tenured employees who are no longer physically able to perform their jobs.	19%	42%	22%	12%	5%
	25	54	29	16	6
The State's retirement benefits are adequate to allow long-tenured employees to retire.	15%	46%	3%	25%	11%
	20	60	4	33	14

15. How could the retirement benefits be changed to better recruit and/or retain employees?		
	Count	Percent
Increase funding for health care in retirement	71	89%
Pay more in retirement benefits / increase the multiplier	60	75%
Provide a higher employer match for the deferred compensation plan	59	74%
Better educate employees about the value of the current retirement benefit	15	19%
Make the retirement benefits more portable	9	11%
Allow employees to retire earlier	8	10%

Allow employees to borrow against retirement funds	4	5%
Other	4	5%
Total Responses:	80	*See Note

*Total does not equal 100% because employees could choose more than one answer.

16. Does your agency have an interest in phased retirement, which allows employees to continue working (generally on a reduced schedule or part-time basis) while drawing retirement benefits?		
	Count	Percent
Yes	93	72%
No	10	8%
Don't know	26	20%
Total Responses:	129	100%

Health Care Benefits

17. Please indicate the degree to which you agree with the following statements about the State's health care benefits:					
	Agree Strongly	Agree Somewhat	No Opinion	Disagree Somewhat	Disagree Strongly
The health insurance plans are an effective recruitment tool for prospective employees that are single and/or have no children.	23%	63%	5%	7%	2%
	31	83	7	9	2
The health insurance plans are an effective recruitment tool for prospective employees that have families.	45%	51%	2%	2%	0%
	59	67	3	3	0
The health benefits offered by the State are an incentive for current employees to stay with my agency.	27%	53%	8%	11%	1%
	35	70	11	15	1
The health care approach encourages my agency's workforce to be healthy and productive.	14%	44%	20%	17%	5%
	19	58	26	23	6
The health insurance plans enable employees to access health services/medications they need.	42%	54%	2%	2%	0%
	55	71	3	3	0

18. How could the State's health care benefits be changed to better recruit and/or retain employees?		
	Count	Percent
Have the State pay a higher portion of premium costs	15	63%
Reduce employee out-of-pocket costs (co-payments, co-insurance, deductibles, etc.)	15	63%
Increase the number of services/procedures that are covered	8	33%
Contribute an equal amount for single and family coverage, or provide cash or credit to employees with single coverage	6	25%
Increase the number of health plans available	6	25%
Adjust employee premiums/cost-sharing based on salary	3	13%
Increase the number of participating doctors/providers	3	13%
No changes needed	2	8%
Other (see below)	1	4%
Total Responses:	24	*See Note

*Total does not equal 100% because employees could choose more than one answer.

19. How could the health insurance plan be changed to improve employee health and productivity?		
	Count	Percent
Adjust premium rates based on lifestyle factors, such as smoking status or other risk factors	17	59%
Reduce employee out-of-pocket costs (co-payments, co-insurance, deductibles, etc.)	15	52%
Have the State pay a higher portion of premium costs	9	31%
Increase the types of services/procedures that are covered	9	31%
Adjust employee premiums/cost-sharing based on salary	5	17%
Other	4	14%
Increase the number of health plans available	3	10%
No changes needed	3	10%
Increase the number of participating doctors/providers	2	7%
Total Responses:	29	*See Note

*Total does not equal 100% because employees could choose more than one answer.

Leave Benefits and Other Flexibilities

20. Please indicate the degree to which you agree with the following statements about the State's leave benefits:

	Agree Strongly	Agree Somewhat	No Opinion	Disagree Somewhat	Disagree Strongly
The leave structure is an effective recruitment and retention tool for employees that have fewer years of service and/or are single.	24% 31	48% 62	10% 13	15% 20	3% 4
The leave structure is an effective recruitment and retention tool for employees that have more years of service and/or have families.	39% 50	47% 61	3% 4	11% 14	0% 0
The leave structure is an important tool to keep morale and productivity high.	28% 36	48% 62	10% 13	12% 15	2% 3
The leave structure reduces agency productivity.	6% 8	22% 28	11% 14	43% 56	18% 24
The leave structure is confusing for employees and complicated to administer.	12% 16	19% 25	5% 6	39% 51	25% 32
The number of State holidays inhibits my agency's ability to do its work and/or provide services to customers.	2% 2	6% 8	3% 4	35% 45	55% 71
Employees in my agency are typically able to utilize their leave.	28% 37	52% 68	0% 0	18% 24	1% 1

21. How, if at all, should the State's leave benefits be changed?

	Count	Percent
Allow employees to cash in or accrue unused sick and personal/family leave or roll over for retirement	95	73%
Allow employees to select fewer days of annual leave and/or holidays and receive cash instead	63	48%
Combine all leave into a single category that employees can use for any purpose	61	47%
Give employees the option to purchase additional leave	28	22%
Provide additional leave	15	12%
No changes needed	13	10%
Other	13	10%
Allow employees to select a lower salary and more days of annual leave	4	3%
Provide all employees an equal number of leave days regardless of	3	2%

length of service		
	Total Responses:	130 *See Note

*Total does not equal 100% because employees could choose more than one answer.

22. How important are the following leave benefits and flexibilities for your agency to maintain a stable and productive workforce?				
	Very Important	Somewhat Important	Not Important	Not Offered to Most Employees
Paid holidays	84%	15%	1%	0%
	110	20	1	0
Annual leave	92%	8%	0%	0%
	121	10	0	0
Family and personal leave	83%	16%	1%	0%
	109	21	1	0
Sick leave	87%	13%	0%	0%
	114	17	0	0
Other leave (for example, community service)	24%	54%	21%	0%
	32	71	28	0
Wellness program	27%	63%	8%	2%
	35	83	11	2
Long-term care insurance	29%	53%	18%	0%
	38	70	23	0
Employee Assistance Program	37%	51%	11%	0%
	49	67	15	0
Flexible reimbursement accounts (medical and dependent care)	47%	39%	14%	0%
	62	51	18	0
Life insurance	79%	19%	2%	0%
	103	25	3	0
Short and long-term disability	84%	16%	0%	0%
	110	21	0	0
Telecommuting	26%	35%	12%	27%
	34	46	16	35
Flexible work schedules	46%	37%	3%	14%

	60	49	4	18
Compressed work weeks	23%	35%	12%	29%
	30	46	16	38
Subsidized transportation	11%	29%	22%	38%
	14	38	29	50
Tuition assistance	46%	40%	4%	10%
	60	52	5	13

23. If some of the benefits/flexibilities listed in question 22 are not offered to all employees in your agency, what effect do you think offering these benefits/flexibilities to all or more of your employees would have on your ability to recruit and retain workers and keep them productive?

	Count	Percent
Very positive effect	11	19%
Somewhat positive effect	19	33%
Neither positive nor negative effect	22	39%
Somewhat negative effect	4	7%
Very negative effect	1	2%
Total Responses:	57	100%

24. Are there flexibilities or benefits that are not available to your agency that you think would have a very positive impact on your ability to recruit and retain workers and keep them productive? If yes, select up to three.

	Count	Percent
On-site child care or child care assistance	83	63%
More wellness benefits such as subsidized gym or Weight Watchers' memberships, on-site or State fitness centers, etc.	66	50%
College tuition assistance for State employee dependents	65	50%
Enhanced ability to offer small cash bonuses or other cash equivalent rewards	62	47%
Free parking	24	18%
Better compensation for overtime work or work on holidays	23	18%
Subsidized transportation	19	15%
Other	10	8%
No changes needed	3	2%
Total Responses:	131	*See Note

*Total does not equal 100% because employees could choose more than one answer.

Role of Compensation in Recruiting, Retaining, and Motivating Employees

25. Please indicate the extent to which your agency has problems with the following:				
	Great Extent	Moderate Ex- tent	Little Extent	No Extent
Recruiting new employees	25%	56%	17%	2%
	33	74	22	3
Retaining employees	19%	49%	29%	3%
	25	65	38	4
Motivating employees	24%	55%	18%	3%
	32	72	23	4

Recruiting New Employees

26. To what extent does compensation affect your agency's ability to <u>recruit</u> employees?		
	Count	Percent
Compensation is the sole reason for our recruiting difficulties	5	15%
Compensation is one of the primary reasons, but there are also other reasons	26	79%
Compensation is one of many reasons for our recruiting difficulties, but not the primary reason	1	3%
Compensation plays no role in our recruiting difficulties	1	3%
Total Responses:	33	100%

27. What specific elements of compensation make it difficult for your agency to recruit new employees?		
	Count	Percent
Salary levels are not competitive with what other employers offer	28	93%
Salary increases are minimal and/or not based on performance	22	73%
Salary levels are not adequate to allow employees to afford basic living expenses	14	47%
Mix of salaries and benefits is not attractive/desirable	5	17%
Insufficient flexibilities to manage work/life balance	4	13%
Health benefits in retirement are not competitive with what other employers offer	2	7%
Other	2	7%
Lack of flexibility (such as flexible schedule or telecommuting)	1	3%
Lack of tuition assistance and/or educational benefits	1	3%
Other employers offer additional benefits that the State does not offer	1	3%
Total Responses:	30	*See Note

*Total does not equal 100% because employees could choose more than one answer.

28. How do your agency's difficulties recruiting employees affect your agency's performance?		
	Count	Percent
Less able to achieve mission	15	50%
Quality of service and/or product suffers	16	53%
Unsatisfactory customer service	2	7%
Decreased efficiency and/or timeliness	21	70%
Unable to perform beyond minimum requirements/expectations	12	40%
Decreased client/customer safety	8	27%
Little or no effect	1	3%
Too difficult to generalize across workforce	2	7%
Other	1	3%
Total Responses:	30	*See Note

*Total does not equal 100% because employees could choose more than one answer.

29. How do your agency's difficulties recruiting employees affect your current employees?		
	Count	Percent
Increases their workload because of vacancies	26	87%
Increases their overtime	17	57%
Low employee morale or motivation	15	50%
Decreases efficiency and/or timeliness	10	33%
Employees unable to use their leave	9	30%
Increases employee absences/injuries	6	20%
Other	2	7%
Decreases employee safety	1	3%
Total Responses:	30	*See Note

*Total does not equal 100% because employees could choose more than one answer.

30. What non-compensation challenges make it difficult for your agency to recruit new employees?		
	Count	Percent
Lack of qualified candidates	2	100%
Difficult working conditions	1	50%
Schedule difficulties / shift work	1	50%
Total Responses:	2	*See Note

*Total does not equal 100% because employees could choose more than one answer.

31. In general, the organizations my agency competes with for staff:		
	Count	Percent
Pay a higher salary for the same work responsibilities and environment	14	45%
Pay a higher salary, but for a less demanding or different work environment	9	29%
Pay a higher salary, but for a more demanding or different work environment	2	6%
Pay about the same salary, but for a less demanding or different work environment	2	6%
Pay about the same salary for the same work responsibilities and environment	1	3%
Pay about the same salary, but for a more demanding or different work environment	1	3%
Too difficult to generalize across workforce	1	3%
Other	1	3%
Total Responses:	31	100%

32. Indicate the extent to which you agree with the following statements about the State's salary levels:						
	Agree Strongly	Agree Somewhat	No Opinion	Disagree Somewhat	Disagree Strongly	Too Difficult to Generalize Across Workforce
The salary levels in my agency are generally adequate given the work environment	3% 1	6% 2	0% 0	25% 8	63% 20	3% 1
In combination with the benefits offered, the salaries in my agency are appropriate given the work environment	3% 1	9% 3	0% 0	34% 11	47% 15	6% 2

[Retaining Employees](#)

33. To what extent does compensation affect your agency's ability to <u>retain</u> employees?		
	Count	Percent
Compensation is the sole reason for our retention difficulties	3	12%
Compensation is one of the primary reasons but there are also other reasons	21	84%
Compensation is one of many reasons for our recruiting difficulties but not the primary reason	1	4%
Total Responses:	25	100%

34. What specific elements of compensation make it difficult for your agency to retain employees?		
	Count	Percent
Salary levels are not competitive with what other employers offer	22	96%
Salary increases are minimal and/or not based on performance	14	61%
Salary compression (i.e., salaries for longer-term employees are similar to salaries for new employees)	14	61%
Salary levels are not adequate to allow employees to afford basic living expenses	13	57%
Health benefits in retirement are not competitive with what other employers offer	2	9%
Other	2	9%
Lack of employer-subsidized child care assistance	1	4%
Lack of tuition assistance and/or educational benefits at current job	1	4%
Total Responses:	23	*See Note

*Total does not equal 100% because employees could choose more than one answer.

35. How do your agency's retention difficulties affect your agency's performance?		
	Count	Percent
Quality of service and/or product suffers	13	57%
Decreased efficiency and/or timeliness	13	57%
Less able to achieve mission	12	52%
Unable to perform beyond minimum requirements/expectations	12	52%
Decreased client/customer safety	9	39%
Unsatisfactory customer service	2	9%
Less than optimal use of State funds	2	9%
Other	1	4%
Total Responses:	23	*See Note

*Total does not equal 100% because employees could choose more than one answer.

36. How do your agency's retention difficulties affect your employees?		
	Count	Percent
Increases their workload because of vacancies	20	87%
Increases their overtime	10	43%
Low employee morale or motivation	10	43%
Decreases efficiency and/or timeliness	8	35%
Increases employee absences/injuries	7	30%
Employees unable to use their leave	5	22%
Decreases employee safety	2	9%
Other	2	9%
Total Responses:	23	*See Note

*Total does not equal 100% because employees could choose more than one answer.

37. What non-compensation reasons make it difficult for your agency to retain employees?		
	Count	Percent
Job is too stressful	1	100%
Poor management and/or supervisor	1	100%
Schedule difficulties / shift work	1	100%
Total Responses:	1	*See Note

*Total does not equal 100% because employees could choose more than one answer.

38. Indicate the extent to which you agree with the following statements about the State's salary levels:						
	Agree Strongly	Agree Somewhat	No Opinion	Disagree Somewhat	Disagree Strongly	Too Difficult to Generalize Across Workforce
The salary levels in my agency are generally adequate given the work environment	0%	0%	0%	21%	79%	0%
	0	0	0	5	19	0
In combination with the benefits offered, the salaries in my agency are appropriate given the work environment	0%	13%	0%	30%	57%	0%
	0	3	0	7	13	0

39. In general, the organizations my agency competes with for staff:		
	Count	Percent
Pay a higher salary for the same work responsibilities and environment	13	54%
Pay a higher salary, but for a less demanding or different work environment	6	25%
Pay a higher salary, but for a more demanding or different work environment	1	4%
Pay about the same salary, but for a more demanding or different work environment	1	4%
Pay a lower salary, but for a more demanding or different work environment	1	4%
Pay about the same salary, but for a less demanding or different work environment	1	4%
Other	1	4%
Total Responses:	24	100%

Motivating Employees

40. To what extent does compensation make it difficult for your agency to <u>motivate</u> employees to efficiently and effectively perform their job responsibilities?		
	Count	Percent
Compensation is the sole reason for our motivation difficulties	1	3%
Compensation is one of the primary reasons but there are also other reasons	21	66%
Compensation is one of many reasons for our motivation difficulties but not the primary reason	9	28%
Too difficult to generalize across workforce	1	3%
Total Responses:	32	100%

41. What specific elements of compensation make it difficult to motivate employees to efficiently and effectively perform their job responsibilities?		
	Count	Percent
Salary compression (i.e., salaries for longer-term employees are similar to salaries for new employees)	17	81%
Salary levels are too low	16	76%
Salary increases are minimal and/or not based on performance	15	71%
Inadequate flexibility for employees to balance work and life	6	29%
Other	2	10%
Retirement plan does not allow employees the flexibility to retire or change jobs when they are not sufficiently motivated	1	5%
Total Responses:	21	*See Note

*Total does not equal 100% because employees could choose more than one answer.

42. What non-compensation reasons make it difficult for your agency to motivate employees to efficiently and effectively perform their job responsibilities?		
	Count	Percent
Supervisors do not recognize individual work contributions	4	44%
Working conditions are difficult	3	33%
Supervisors do not make employees feel appreciated/valued	3	33%
Employees are run down out because there's not an appropriate work/life balance	3	33%
Poor management	2	22%
Job is difficult, stressful, and/or not highly desirable	2	22%
Work environment is not desirable	2	22%
Poor morale	2	22%
Other	2	22%
Too difficult to generalize across workforce	1	11%
Total Responses:	9	*See Note

*Total does not equal 100% because employees could choose more than one answer.

43. This study is being conducted in two phases. Phase II will be conducted in 2008 and will examine options that the State may wish to consider related to compensation. Please indicate your agency's level of interest in JLARC further investigating each of the following options during Phase II of its compensation study.

	Very Interested	Moderately Inter- ested	Not Interested at All
Allow employees to choose their total "mix" of salaries and benefits up to a certain value	39% 49	42% 53	19% 24
Provide more funding for agencies to use existing pay practices	88% 115	11% 15	1% 1
Increase salaries for all employees	63% 81	31% 40	6% 8
Increase salaries for specific job roles / geographic locations to address recruiting, retention, and/or motivation challenges	66% 85	26% 34	8% 10
Increase salaries for specific job roles / geographic locations to allow certain employees to more easily meet basic living expenses	52% 67	34% 44	13% 17
Convert across-the-board salary increases to performance-based increases	51% 66	27% 35	22% 28
Reduce State share of health insurance premium, increase employee share	5% 7	7% 9	88% 112
Reduce out-of-pocket health care costs for employees	57% 72	34% 43	9% 12
Set State share of health insurance premium based on employee's salary level (e.g., lower income employees pay less, higher income employees pay more)	9% 11	27% 35	64% 82
Increase emphasis on wellness programs and preventive care	45% 58	48% 61	7% 9
Increase amount of retiree health insurance credit	86% 111	12% 16	2% 2
Discontinue retiree health insurance credit, but create new	14%	38%	48%

savings vehicle to allow the State and employees to save for health care costs in retirement while they work	18	48	62
Allow employees to exchange unused sick leave while working for contributions towards health care costs in retirement	66%	29%	5%
Increase years of service and age requirements for retirement	87	38	6
Decrease years of service and age requirements for retirement	2%	6%	91%
Return to having employees pay the five percent employee contribution for their retirement funding	3	8	118
Increase the benefit multiplier for the retirement plan	23%	41%	37%
Implement a “graduated multiplier” that provides a higher retirement benefit the longer an employee stays with the State	29	52	47
Allow employees to enter “phased retirement” where they can work fewer hours, but not completely retire	2%	9%	90%
Increase the amount of the cash match offered in the 457 deferred compensation plan	2	11	114
Increase the benefit multiplier, but employees would not earn Social Security credit while working for the State	65%	31%	5%
Allow employees the option to participate in a “hybrid” retirement plan that relies more on a defined contribution component, but also has a defined benefit component with a lower benefit multiplier	82	39	6
Allow employees the option to participate in a defined contribution retirement plan, with no defined benefit component, but with portability	60%	33%	7%
Combine current leave categories (i.e., sick, annual, family)	77	42	9
	62%	33%	5%
	80	42	7
	85%	14%	1%
	110	18	1
	10%	20%	70%
	13	25	87
	5%	50%	45%
	6	63	56
	12%	47%	41%
	15	59	52
	36%	39%	26%

leave, etc.) into fewer categories	46	50	33
Combine all leave into a single category that employees can use for any purpose	41%	32%	27%
	53	41	35
Combine all leave into a single category that employees can use for any purpose and slightly reduce the amount of leave provided to employees	10%	28%	62%
	13	35	79
Provide cash or other compensation for unused leave at the end of each year	66%	24%	10%
	86	31	13
Give employees the same amount of leave regardless of length of employment	3%	6%	91%
	4	8	117
Increase opportunities to provide training or tuition assistance	58%	38%	5%
	75	49	6
Further utilize telecommuting	47%	35%	18%
	61	46	23
Further utilize flexible/part-time work schedules	49%	38%	12%
	64	50	16
Provide employees with child care assistance	49%	41%	10%
	63	52	13
Provide employees with transportation assistance	32%	34%	34%
	41	44	43