

Retention of Older Workers

Agency	Flex Schedule	Reduced Schedule	Mentoring	Leadership	Rehire Retirees	Retiree Health Ins	Other	Comments
Housing Finance Agency								<p>"...not had much experience in this area. However, if we were to hire a retiree, the most important would be health insurance. Yes, we have the PERS Retiree Health Plan, but it is still a major expense for retirees. It is lessened somewhat when Medicare kicks in. If it were me, having the health insurance premium paid would be #1, updating computer proficiency #2, flexible scheduling #3. Not so sure about mentoring and leadership for retirees. Mentoring, leadership and, of course, flexible or reduced schedules might be good for retaining older workers and keeping them in the workforce longer."</p>
P&A	Y	Y						<p>"We do offer flex time, generally, for most of our staff. They often need to attend meetings or events outside of the 8-5 Monday – Friday schedule, so they are allowed to flex time when this happens and also, if approved by their supervisor, for other reasons (including "stuff" for parents with kids still at home). We have more folks staying on, even though they have met the rule of 85, because they can't really afford to retire. I believe the main reason is that they are not Medicare eligible yet (because of age) and are concerned about health care costs. They need the State's health care coverage. This is a plug for the State continuing to pick up the full premium for health care coverage..."</p>

Council on the Arts							"...not been an issue for our small agency as yet. I have staff person retiring in 2010 and hope to be able to utilize her lengthy experience with our agency through doing some contract/consulting work. She would not be given any benefits with that scenerio."
Agriculture	Y	Y			Y		"In Ag Mediation, we have for quite some time now hired retired bankers and other ag professionals who are looking for less than fulltime employment and a schedule with flexibility. We also retained a previously full-time weed specialist by offering a half-time, flexible schedule."
Legal Council for Indigents							"We haven't had the opportunity to flex although I am a big believer of flex work schedules, if possible. One of the issues older workers seem to have is the utilization of accrued leave for medical appointments. Instead of having babies and going to daycares for emergencies they have their own medical issues and appointments. One idea to relieve the anxiety of using up all their leave is to look at the availability of doing projects or work at home with a laptop or on the weekend in lieu of during the week, if they wish. Another idea is to allow them to work through lunch or come in early or stay late a couple of days a week. <u>We do</u> not pay health insurance for temps and I was not sure on the protocol of that. "
Insurance	Y	Y					"We offer a flexible schedule starting at 7 a.m. until 6 p.m. Staff choose from a variety of models including those that allow for longer or shorter lunch hours; taking every other Friday afternoon off, etc. In the past, we have allowed staff to go from full-time to part-time... We have made a conscious effort to promote professional development among staff as well as cross-training..."

Dept of Transportation	Y	Y	Y	Y	3	?	Y	"Employees are allowed to work 4 ten-hour days, 4 nine hour days and 1 four-hour days in addition to the typical 5 day eight-hour schedule. --- To a large extent the positions are set up based on business needs, not as a benefit to employees. One of the 5 1/2-time employees has worked a reduced schedule do to health issues. The remainder of the employees would much prefer a full time job if available. --- As above, NDDOT is now beginning its sixth year offering a formal mentoring program. --- NDDOT has an extensive multi-level leadership program that could potentially touch every employee." See attached document for extensive detail. Dot has several other programs including a Career Pathing program designed to review jobs to create opportunities for career growth and advancement. Many of their other programs deal with recruitment issues..see attached document.
ND Developmental Center	Y	Y			Y			"We have a two former employees working an hourly wage. We are not paying any health insurances at this time (0 for 2). Instead, we agreed upon a higher hourly wage to compensate the insurance benefit costs. Both employees are working flexible schedules."
ND University System	Y	Y			Y			Flex and reduced time schedules are "not a centralized procedure, determined by department if it can meet the business need." "We are hiring some retirees on timeslip - no benefits." There is not a mentoring program for staff but there is a formal one for faculty. We have training programs offered through Human Resources-not mandatory.
Department of Corrections					Y			"...we have hired several retired state employees, some are ours and others have retired from other state agencies. The different areas that we have these folks for are Surveillance Officers, Transport Officers, Instructor, substitute teacher, and in the business areas for special projects. These folks are all temporay employees and we are not paying health insurance for them--generally they all work on an hourly basis determined by the needs of the department and their availability."

State Auditor	Y				Y		"The only thing I can think of is offering flexible schedules. To be honest, it isn't usually the older workers that we have trouble retaining. We have hired back a couple of retirees on a limited part time basis – no benefits are given."
Division of Independent Study	Y	Y			Y		"Flexible schedules are offered to all employees however some choose not to participate. For employees that utilize a flex schedule, we require that there is enough coverage in their departments which allows appropriate staffing during peak demand hours." ... "At this time, we are looking into the possibility of offering reduced schedules for upcoming retirees. We will be starting this with one future retiree where the employee will be going from fulltime classified to halftime. The employee will still qualify for the state benefits program." We do not currently have a mentoring program in place; however, this is something we would like to implement especially since we will be having a number of employees retiring in the near future.
Department of Human Services	Y	Y			Y	Y	"Rehiring of some staff after their retirement in a part-time capacity. At this point we are not paying for health insurance due to the cost; however, may consider it in the future. ... Job sharing—allowing a retiree to move to a part-time FTE and work at a reduced schedule while hiring someone else to work the remaining part-time FTE. ... Flexible scheduling—as our workforce has aged we have continued to allow for greater flexibility in work schedules such as early mornings, late afternoons, etc. as long as services to clients are not impacted and work continues to be performed in a satisfactory manner. ... telecommuting—we are allowing employees (all age groups) to participate in telecommuting when it serves both the employee's needs and the Department's needs." We have a leadership group which exposes group members to all areas of the Dept., and includes leadership training exercises, speakers, and other activities. Not necessarily pertinent to retaining retirees, but something we are investing in for all ages of our workforce.

Adjutant General	Y				Y		<p>We have hired retirees back into mostly temporary positions. We do not pay for health insurance premiums for the temps. That is at their cost. Some of the retiree's that have come back to us are in full-time positions and those employees would be receiving the full benefit package.</p>
ND Parks & Recreation					Y		<p>We do hire retirees...probably have at least one in every state park. They have the time and are usually excellent at what they do. We have talked about paying for benefits, now that we can, but it wasn't budgeted for this biennium.</p>