An Institution That Works
Staff Perceptions on a Strong Legislative Workplace

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Respondent Demographics
Level of Management Responsibility

- Little to no management responsibilities
- Mid-level manager
- Executive/top level manager
Respondents by Age Group
How concerned are you about the issue of staff retention in your legislature, chamber or office?
Key Findings – Turnover
How many years from now do you anticipate leaving legislative staff service?

- 45% 0-5
- 26% 6-10
- 14% 11-15
- 16% 16 years or more
When I’ll Leave by Age Cohort
Director/HR Staff Survey: Factors Contributing to Turnover

- Compensation
- Limitations on career advancement
- Tie: Retirements and lack of workplace flexibility
- Workload

All Staff Survey: Factors Contributing to Turnover

- Compensation
- Workplace Flexibility
- Tie: Colleagues and/or managers and career opportunities
- Tie: Benefits/nature of the work itself
Unfair favoritism/benefits
Different ways of thinking
Lack of trust in workers
Communication
Lack of support
Job Instability/Term Limits
Competitive Job Market
Work/Life Balance
Partisanship and Polarization
High Demand/Work Load
Flexibility/Remote Work
Career Advancement/Prof. Development
Compensation/Benefits
COVID-19
Clear Goals
Continuity
Appreciation
DEI
Adaptability
Safety
Burnout
Culture
HR issues
Lack skills
Accountability
Respect/Civility
People change jobs more often
Turnover is self perpetuating
Returning Staff
Need Exit interviews
Pride (beneath them attitude)
Key Findings – Retention
How likely are you to make legislative service your primary career?

16% Unlikely
30% Likely
49% Extremely likely
Likely to Make My Primary Career by Age Cohort
Director/HR Staff Survey: Factors Contributing to Retention

Nature of the work
Benefits
Colleagues and/or managers
Tie: Strong organization culture, workplace flexibility, compensation

All Staff Survey: Factors Contributing to Retention

Compensation
Workplace Flexibility
Colleagues and/or managers
Benefits
What Makes for an Effective Workplace, How NCSL Can Help
How Important is Each to an Effective Legislative Workplace?
Requested Resources from NCSL

- Best practices
- Recruitment and retention strategies
- Turnover rates
- Salary research
What makes your legislative workplace effective?

What could improve it?