



A Different Approach to Recruitment and Retention Challenges

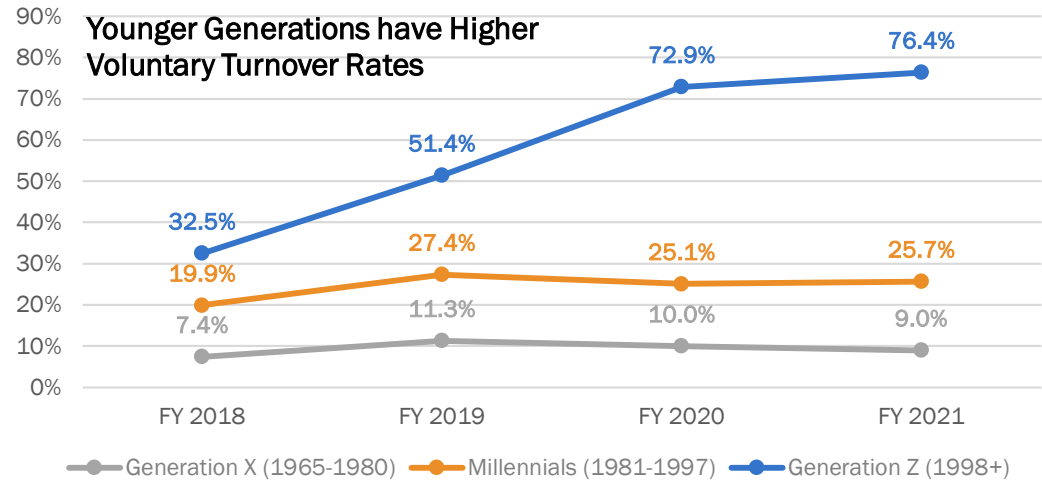
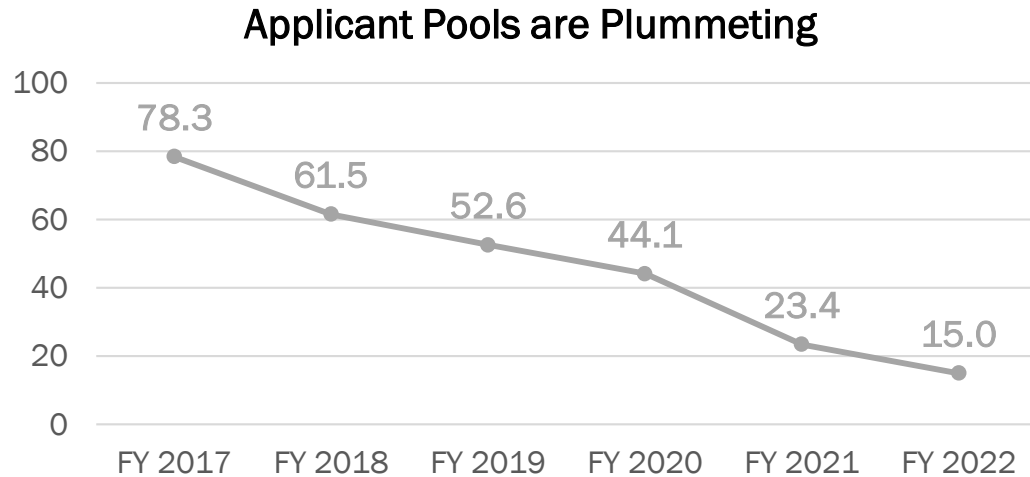
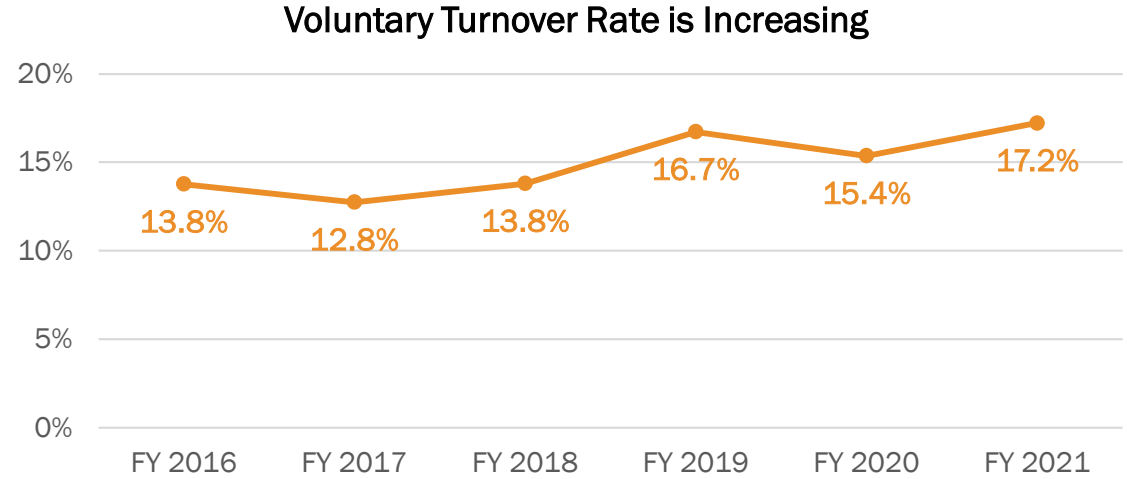
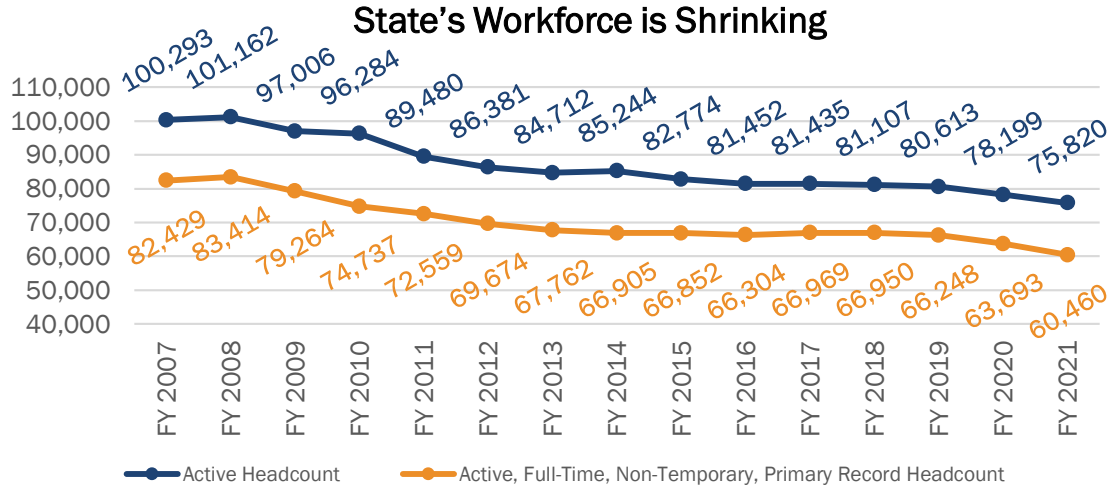
Al Howell, Deputy Commissioner, HRA
Department of Administrative Services



AGENDA

- What is Going On?
 - State Workforce Challenges
- How is DOAS/HRA Responding?
 - Workforce Strategy Initiative (WSI)
- What Does this have to do with us?
 - Accounting WSI Workgroup
- What did we Learn?
 - A Different Approach
- Questions and Answers

What Is Going On?



*Based on TeamWorks HCM and Team Georgia Careers enterprise tools

Consequences

Separations Exceed Hires

- TeamWorks HCM shows the difference for FY 2019 and FY 2020 as more than 1,000 each year. For FY 2021 it was more than 3,000.

Less Qualified Applicants

- Carl Vinson Institute recent interviews with Law Enforcement and Accounting hiring agencies indicate an average rate of 45% and 35% of applicants are qualified, respectively.

High Turnover Cost

- Society for Human Resource Management (SHRM) reports that the cost of turnover is between 50% and 75% of the personnel cost (noting it varies with training requirements, time to fill a vacancy, and burden to remaining team members).

Lower Productivity

When you look at the cost to replace JCOs this past fiscal year it was almost \$3,000,000.
– DJJ Commissioner

The ship of state is sailing towards an iceberg. Who is going to run the state in the next 5 to 10 years?
– Agriculture Commissioner

75% of Foresters have less than 3 years experience.
– Forestry Commissioner

DOAS/HRA is responding to these Challenges:

Workforce Development Project

- Develop specific workforce development strategies and career paths for key occupation areas.
- Form strategic partnerships
- Target job families that cross multiple agencies
- **Goal: to develop and implement strategies and programs to boost employment and interest in state jobs.**

Who are the partners?

- The Department of Administrative Services Human Resources Administration
- The Georgia Department of Education
- The Technical College System of Georgia
- The University System of Georgia
- Carl Vinson Institute of Government
- Supported by the Office of Planning and Budget

Workforce Strategy Initiative

- Kickoff webinar (January 14) – to highlight challenges and put gather initial input from stakeholders
- Meeting (March 4) - identify the priority occupations (5) and hold initial strategy discussions
- Workgroup meetings - each occupation strategy team will meet and develop strategies and action plan

How were the priority occupations be selected?

- At the meeting on March 4, the priority occupations were identified and discussed
- The criteria for selecting include the below:
 - State reach (Both Rural and Urban)
 - Job is in three or more agencies
 - Applicable to a statewide approach
 - None of the studies are in the same job family
 - At least one study has a clear career progression
 - At least one study is for a client- facing job family
 - Strategy is actionable within 3 years

Priority Job Families

- Accounting
- POST Certified Law Enforcement
- Social Services Program Consultant
- IT
- Procurement

Workgroup Meeting Summary

Meeting 3

Implementation Plan

Strategies Brainstorm

Goal Area Identification

Baseline Recruitment and Retention Data

Employee Interviews and Perceptions

Brainstorming: Opportunities, Barriers, Aspirations

Education Partner Perspectives

Employer Perspectives

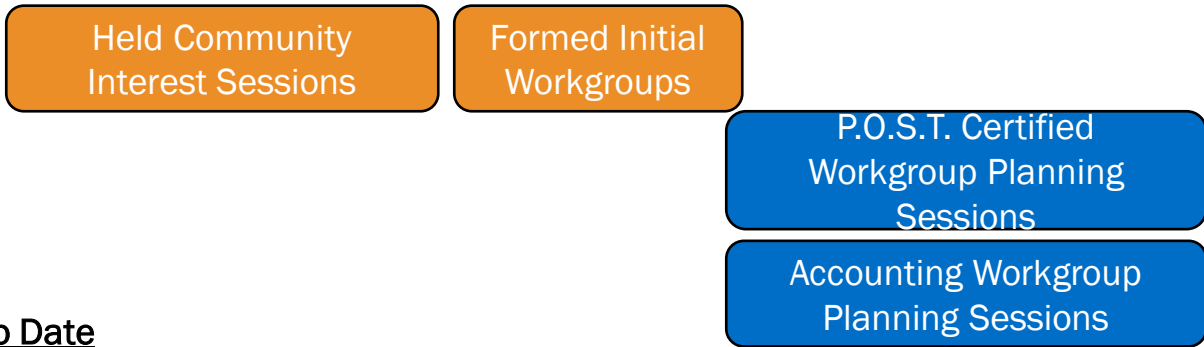
Data Gathering and Analysis

Meeting 2

Meeting 1



Workforce Strategies Initiative – Initial Steps Timeline



To Date

- Directed resources to support initial work with Carl Vinson Institute to develop partnerships and workgroups
- First Two Workgroups have had 40+ participants from 15+ entities each
- Have developed plans to partner and share to further statewide progress
- DOAS has stepped-up to convene, will maintain a coordinating role, and will lead some group initiatives



Upcoming... much more work to do

What Does This Have to do with Us? Accounting Workgroup

Kris Martins, SAO, Chair

Monique Simmons, SRTA, Co-Chair

Goal Areas

Academic
Partnerships

Enterprise
Careers and
Progression

Marketing

Training and
Professional
Development

Accounting workgroup short-term action items

Academic Partnerships

- Establish a state speakers bureau for education partners
- Participate in high school and college career fairs
- Create governmental/nonprofit accounting pathways in high schools
- Partner with colleges to create governmental accounting certificate programs
- Partner with CVIOG to create on-demand training videos for entry level governmental accounting

Enterprise Careers and Progression

- Form a standing workgroup to coordinate enterprise accounting training and workforce needs

Marketing

- Develop videos to explain state jobs in accounting

Training and Professional Development

- Partner with active CGFMs in state government to create a focus group to increase/encourage CGFMs certification

Long-Term Approach

Awareness and Interest

Marketing and Recruiting

- Successful branding and marketing
- Targeted recruitment strategies

Skills and Understanding

Talent Pipelines

- Strategic partnerships
- Limit duplication, additional costs, and competition

Workplaces and Fit

Retention Strategies and Employee Experience

- More data to drive recruitment and retention
- Determining strategies for the new workforce

How Can You Get Involved?

Kris Martins, SAO, Chair

- Speakers Bureau
- Standing Accounting Workgroup

Question and Answer

Thank You!

