

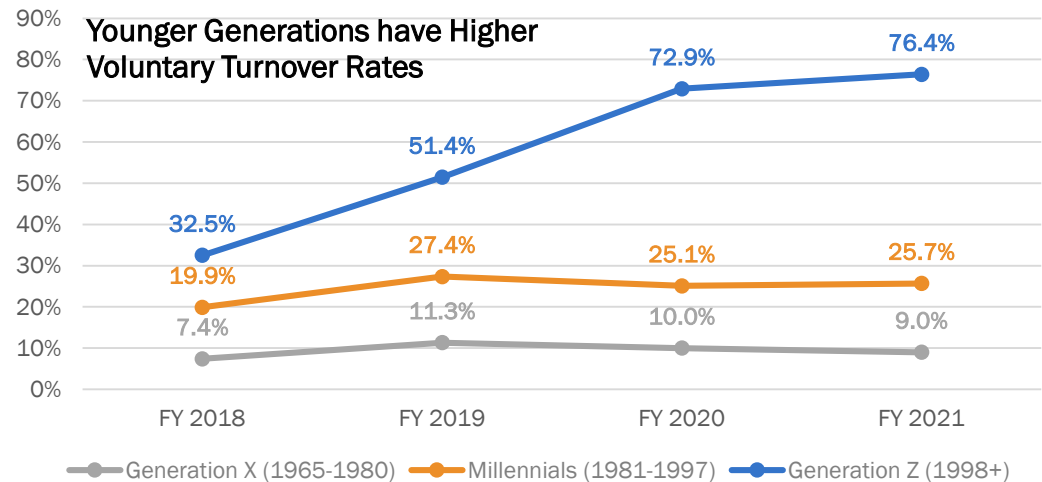
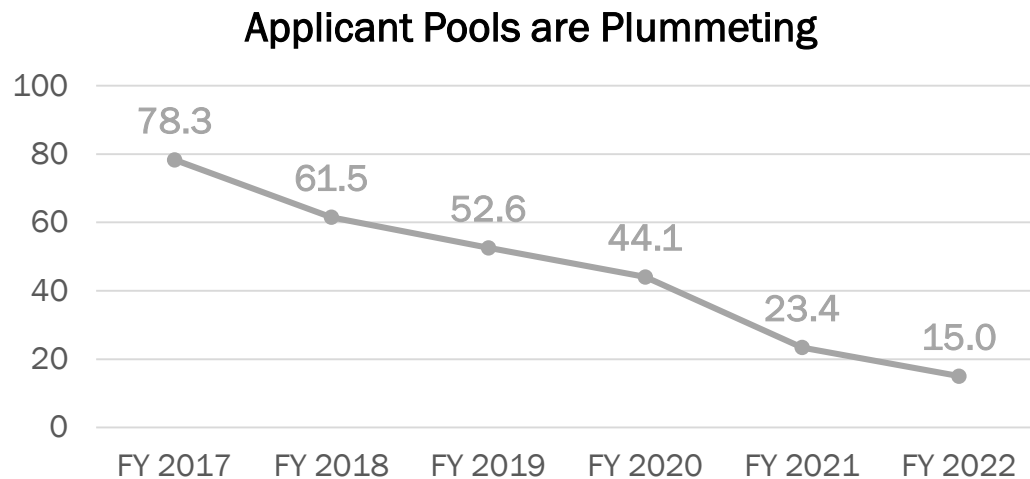
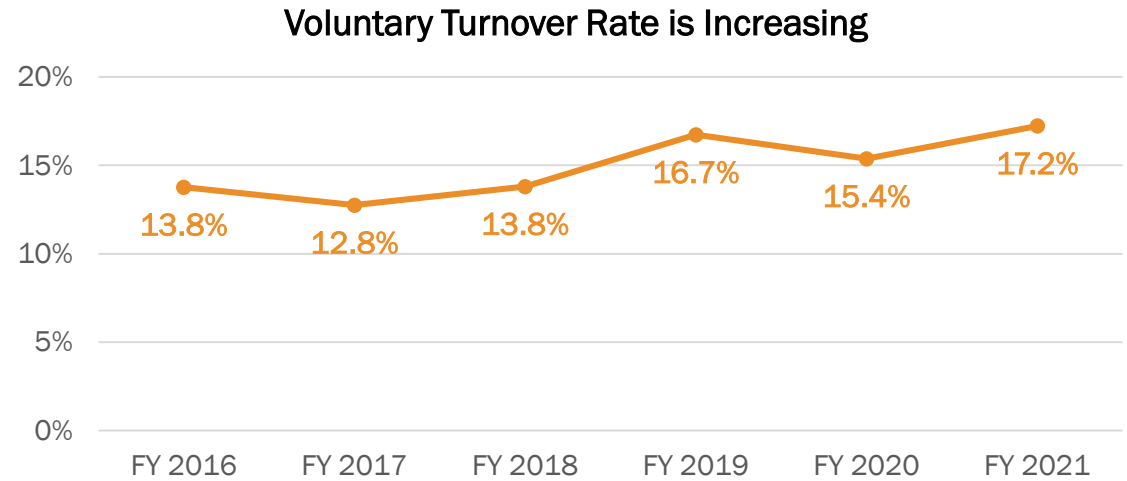
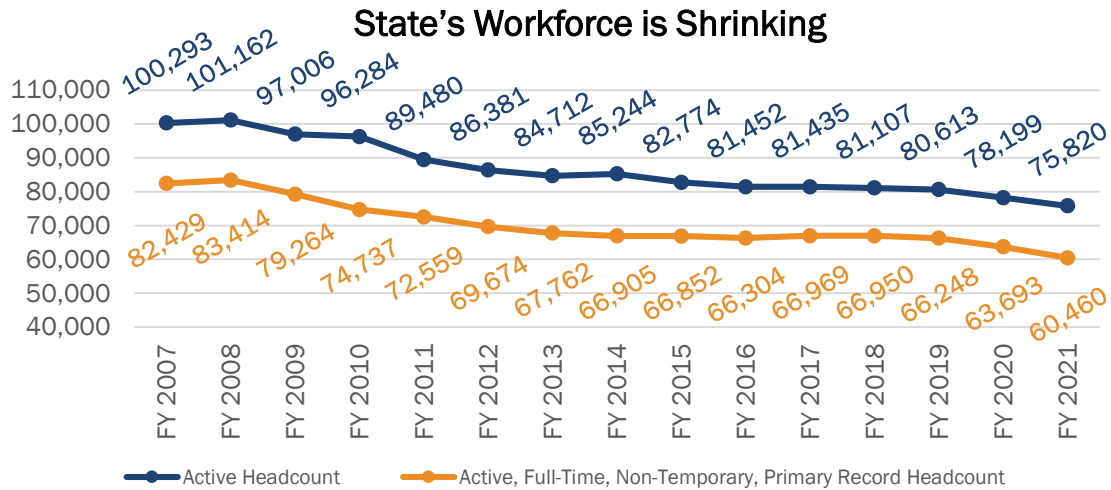


# A Different Approach to Recruitment and Retention Challenges

Al Howell, Deputy Commissioner, HRA  
Department of Administrative Services



# Current State and Challenges



\*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

# Workforce Strategies Initiative – Initial Steps Timeline

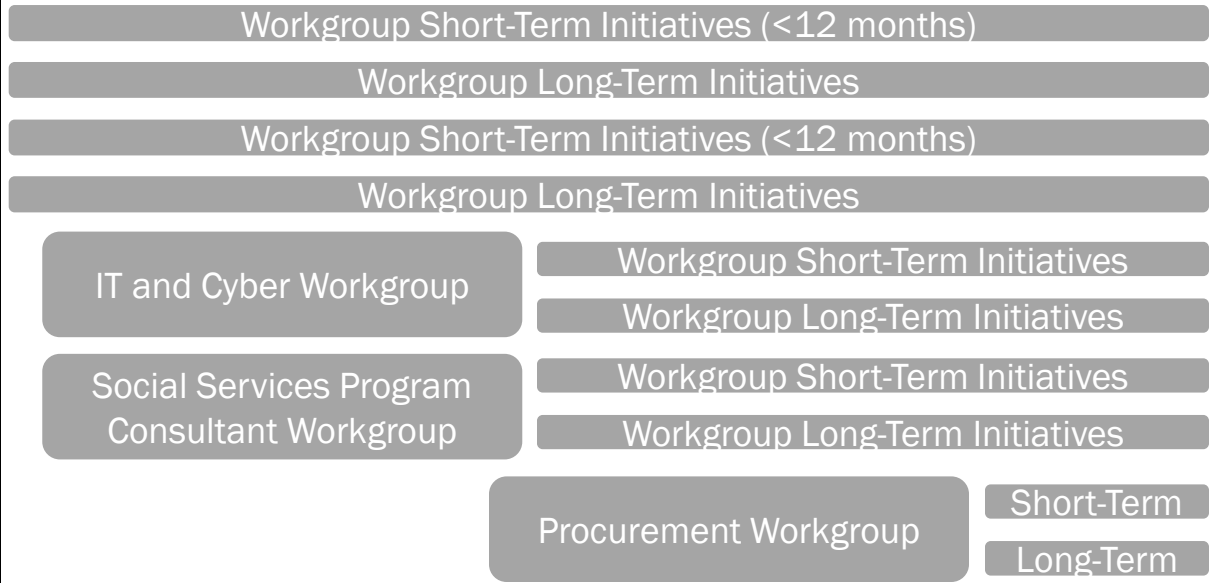
Jan 2022	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan 2023	Feb
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Held Community Interest Sessions

Formed Initial Workgroups

P.O.S.T. Certified Workgroup Planning Sessions

Accounting Workgroup Planning Sessions



# Accounting Workgroup Chair and Co-chair

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Kris Martins, SAO, Chair

Monique Simmons, SRTA, Co-Chair

# State Workforce Strategy: Workgroup Meetings

## Meeting 1

Zoom  
3 Hours

### Discovery and Needs Assessment

- Orientation: How we will do our work.
- Discuss: What does success look like for this effort?
- Data Sharing
- Employer Input
- Education Partners Input
- Opportunities, Barriers, Aspirations

Check in with Chair and Co-chair

Poll to prioritize

## Meeting 2

*In-person*  
6 Hours

### Goals and Strategies

- Follow ups from Meeting 1
- Employee interviews
- Priority - opportunities, barriers, aspirations
- Discuss priorities
- Identify goal areas
- Develop strategies
- Revisit: What does success look like for this effort?

Check in with Chair and Co-chair

Refine goals and strategies as needed

Reality Check

## Meeting 3

Zoom  
3 Hours

### Action Plan / Implementation

- Recap meeting 2
- Review goals and strategies
- Reconfirm priorities and indicators of progress and success
- Discuss implementation plan
- Assign projects for the next 12 months

Finalize Report and Implementation Plan

# Workgroup Meeting Summary

Meeting 3

Implementation Plan

Meeting 2

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 1



# 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