

Department of Administrative Services

Lead. Empower. Collaborate.

Georgia 2023 Fiscal Management Conference

DOAS - Human Resources Administration Division



Georgia

Department of
Administrative Services



Al Howell

GA Department of Administrative Services

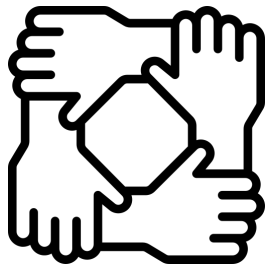
Deputy Commissioner, Human Resources Administration

The State of Georgia's Workforce





Workforce Strategies Initiative (WSI)



Deloitte.



**UNIVERSITY OF
GEORGIA**
Carl Vinson
Institute of Government



- **HRA FY23 Workforce Report**
- **HRA Retention Study**
- **Enterprise Employee Survey/Focus Groups**



**QR Code – Full Copy of HRA
Retention Study Document**



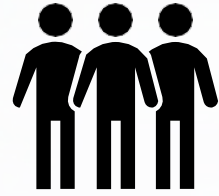
KEY INSIGHTS: State of Georgia Workforce

Demographics



70,114

Employees



46.2

Average Age



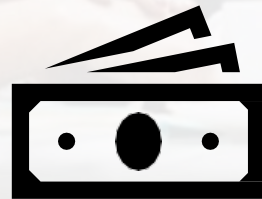
25%

Eligible for Early Retirement In 5 yrs.



1.04

GA Overall Average Compa-Ratio



8 Years

Average Tenure



\$43,794

Average Salary



39%

Bachelors Degree or Higher



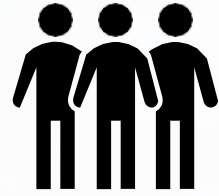
6.4 Years

Average Tenure At Separation



70,114

Employees



46.2

Average Age



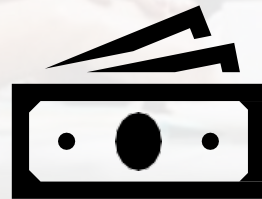
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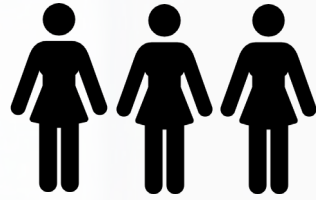
6.4 Years

Average Tenure At Separation



66.9%

Female Employees



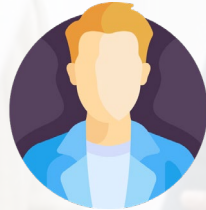
32.7%

Male Employees



30.5%

Caucasian (White) Employees



62.4%

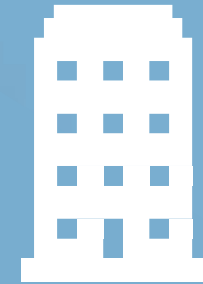
African American (Black) Employees





20.1%

Home/Remote



48.3%

On-Site Office

5 GENERATIONS IN THE WORKPLACE

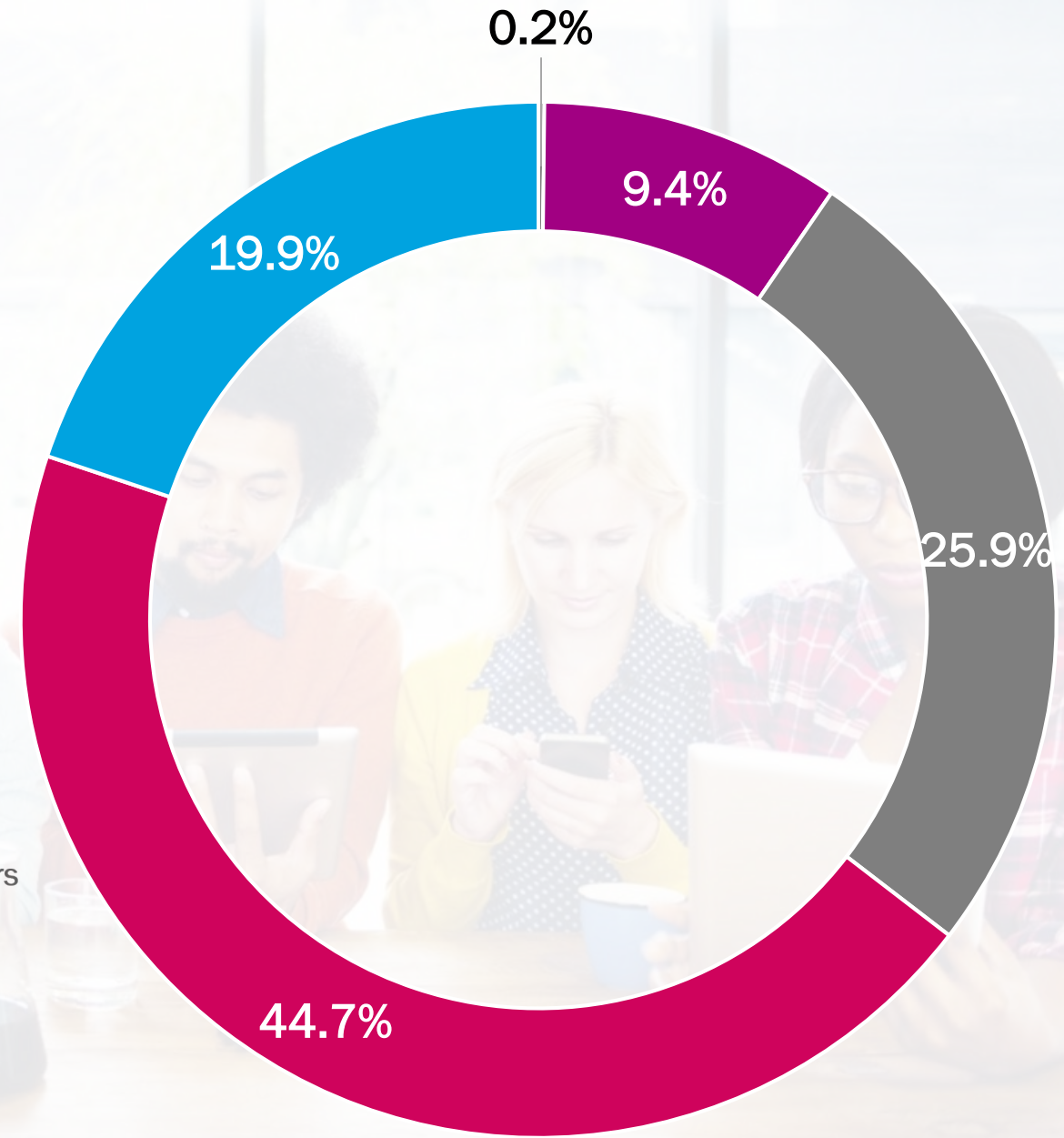
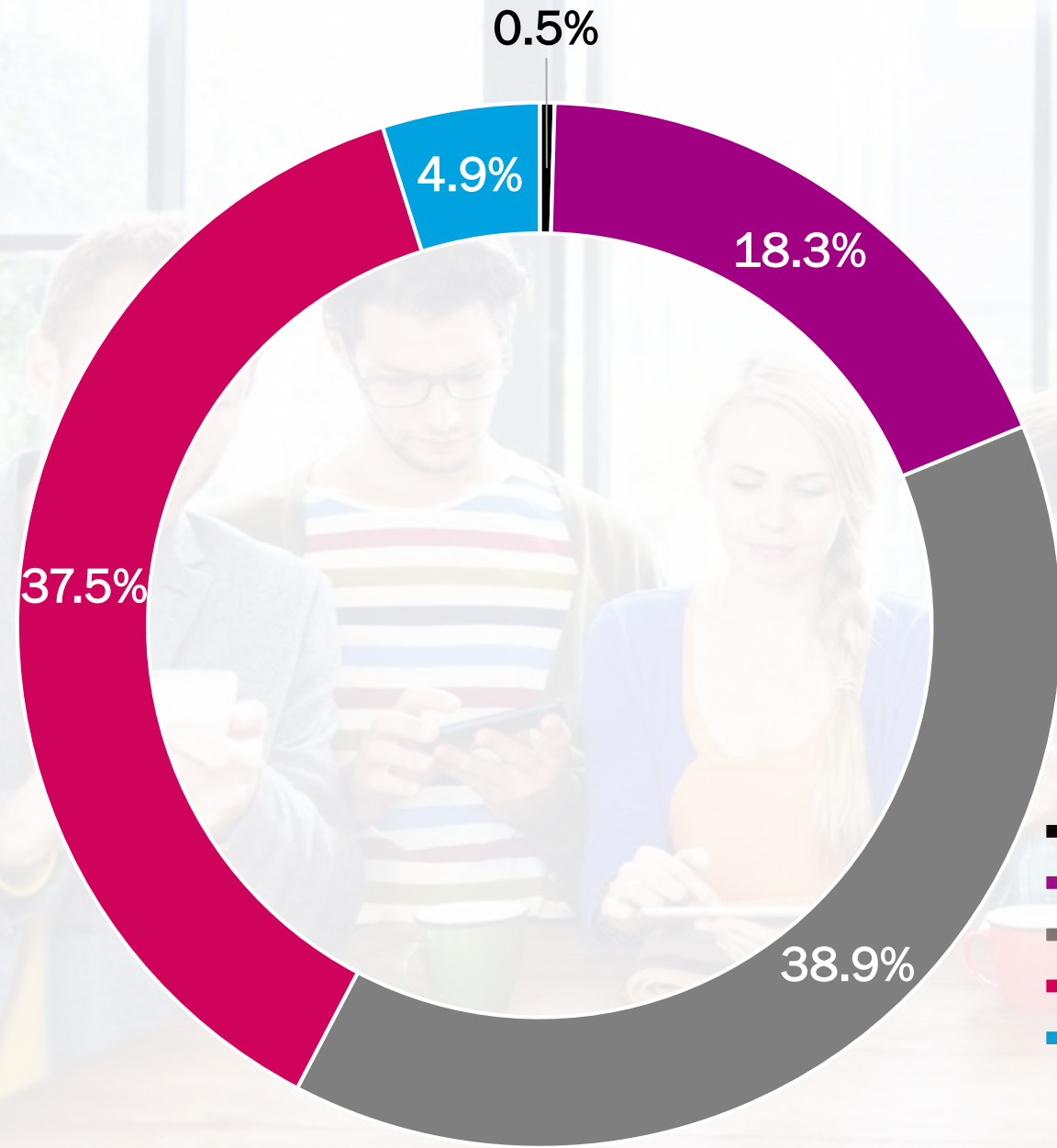
KEY INSIGHTS: State of Georgia Workforce

Generational Footprint



Employees by Generation FYE 2023

Hiring by Generation FY 2023



- Veterans
- Baby Boomers
- Generation X
- Millennials
- Generation Z

Credit: DOAS Planning and Performance
Source: TeamWorks HCM

Composition of Workforce by Generation

Veterans (1925-1945)

0.04%

Baby Boomers (1946-1964)

6.4%

Generation X (1965-1980)

26.6%

Millennials (1981-1997)

49.1%

Generation Z (1998+)

17.9%

0% 10% 20% 30% 40% 50% 60%

Credit: DOAS Planning and Performance
Source: TeamWorks HCM

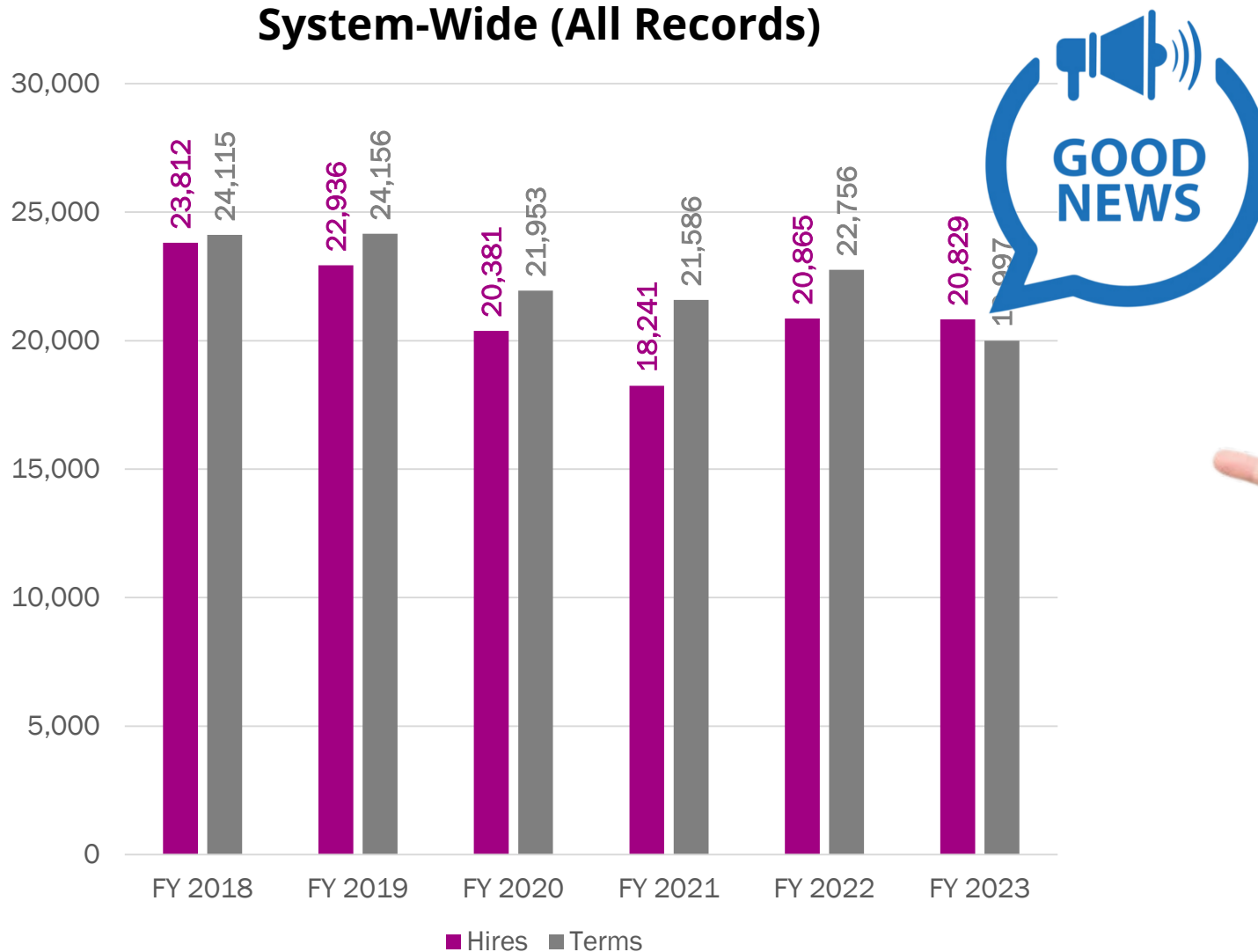
KEY INSIGHTS: State of Georgia Workforce

Positive Trends and Employee Sentiment



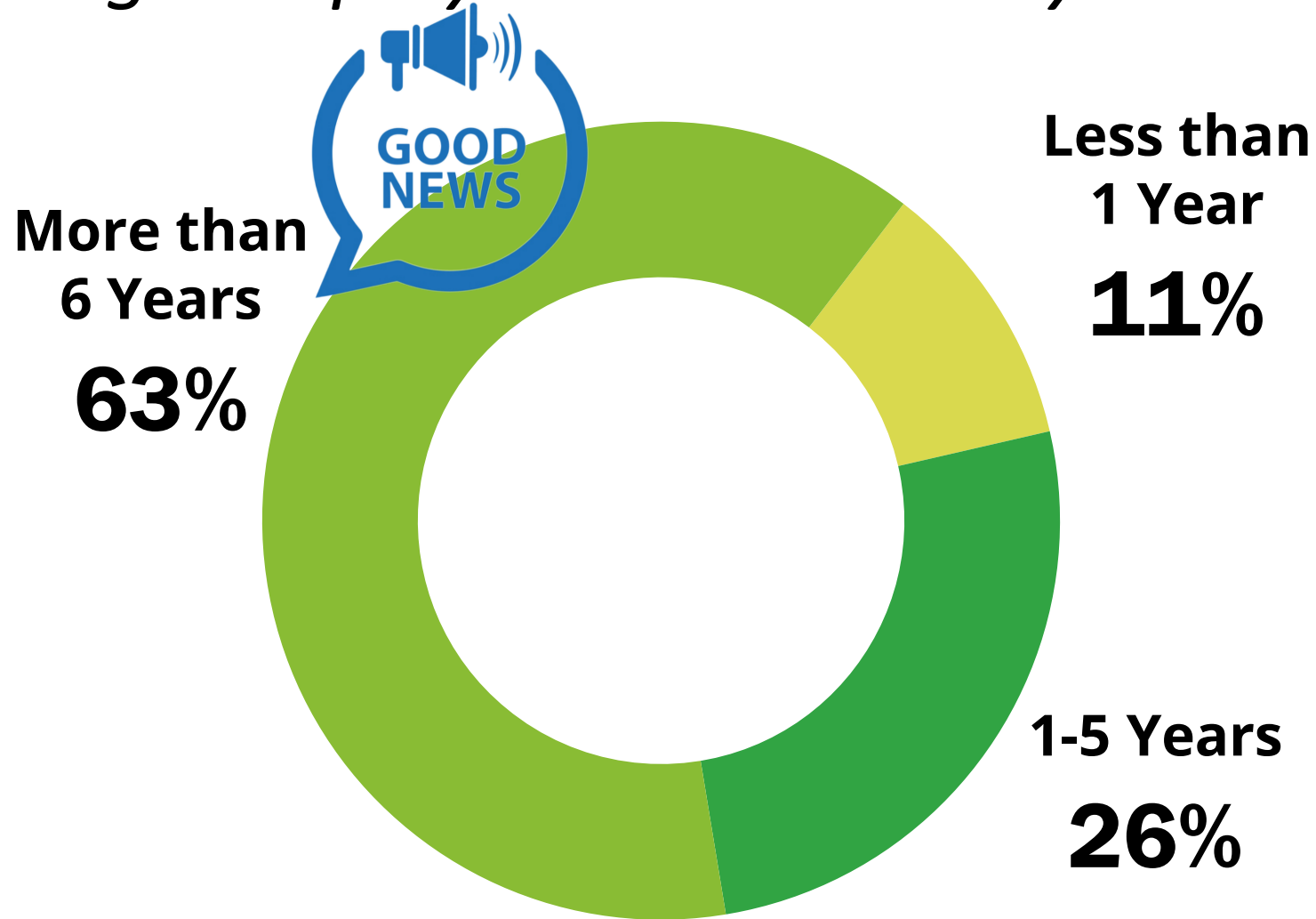
KEY STATISTICS: State of Georgia Workforce

Separations Exceed Number of Hires



KEY STATISTICS: State of Georgia Workforce

High Employee Intent To Stay



KEY STATISTICS: State of Georgia Workforce

High Employee Agreement Feedback



State of Georgia Organizational Culture



Agency Organizational Culture



Job Satisfaction



Relationships with Management



Development and Support



Leadership and Management



Team Dynamics



BREAKING

NEWS



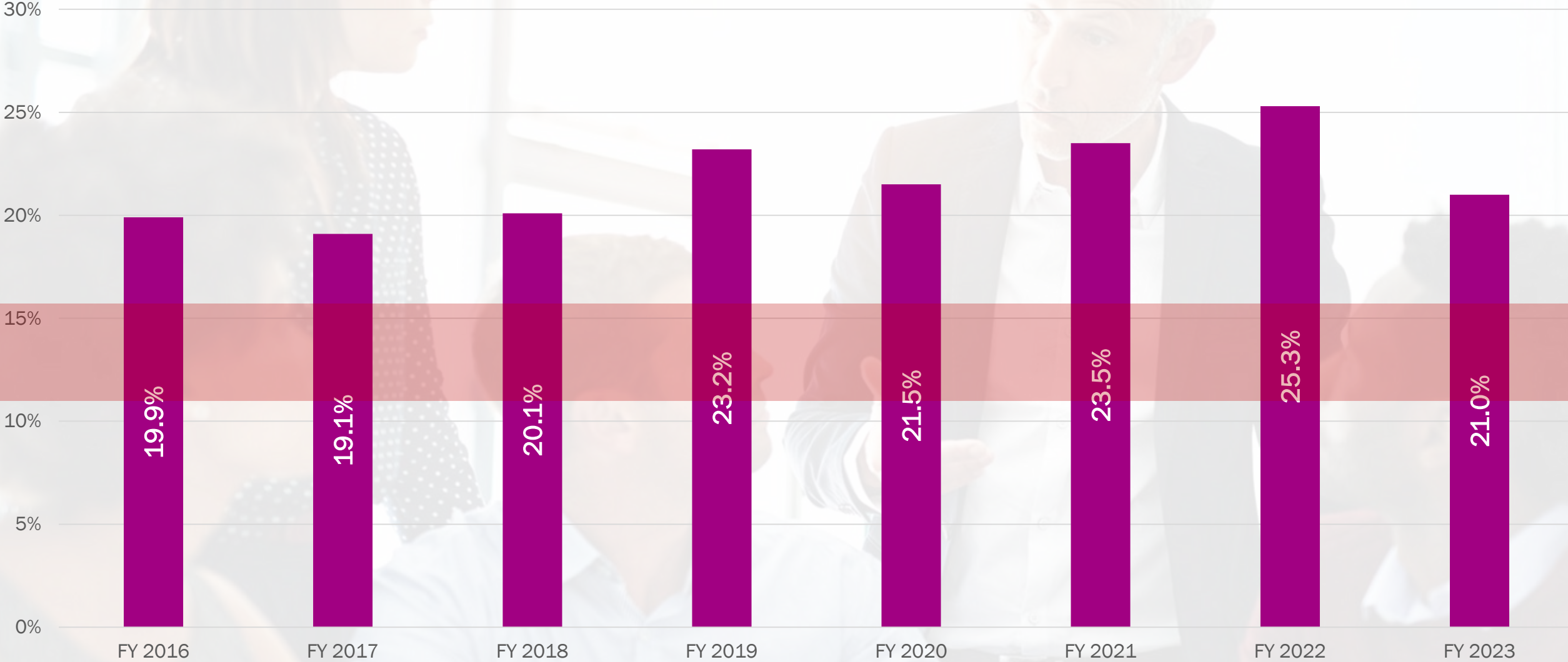


EMPLOYEE
TURNOVER



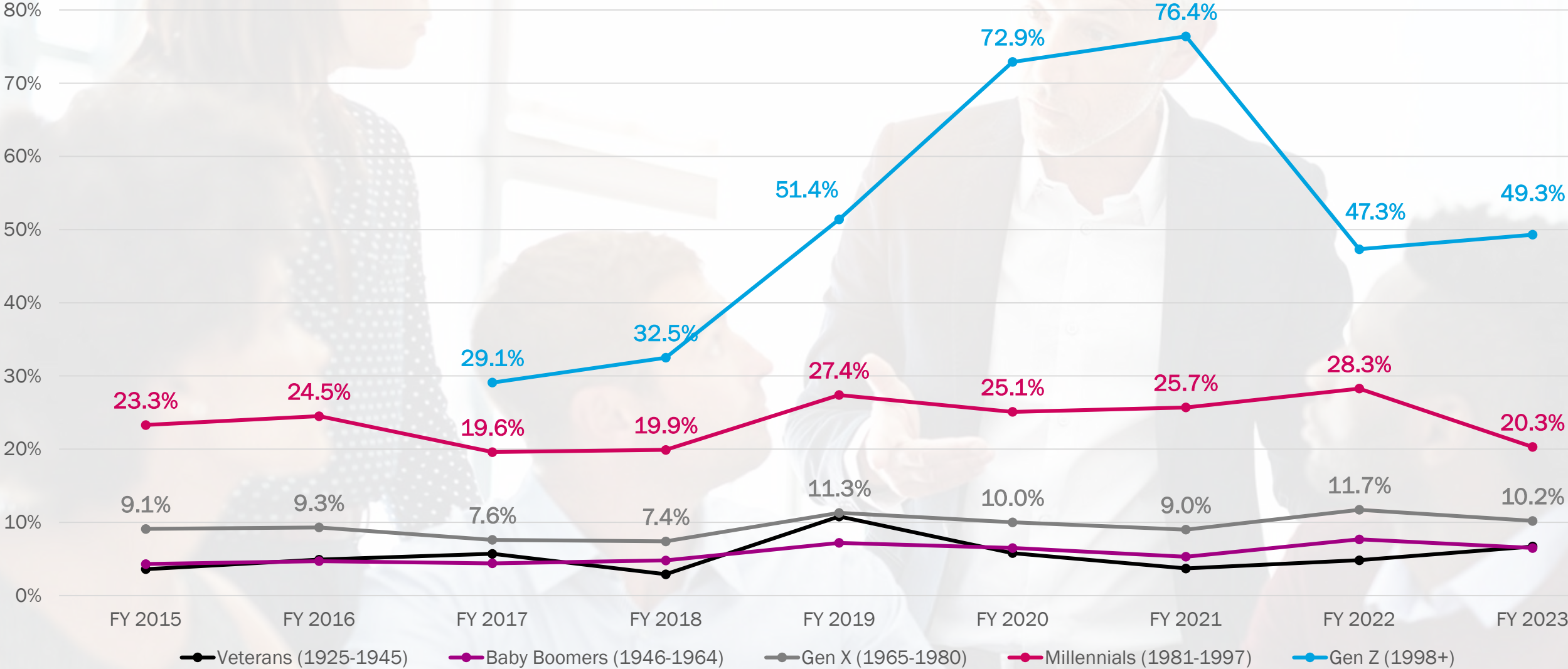
Annual Turnover Rate by Fiscal Year

System-Wide, FT, Non-Temp., 0 Rec.

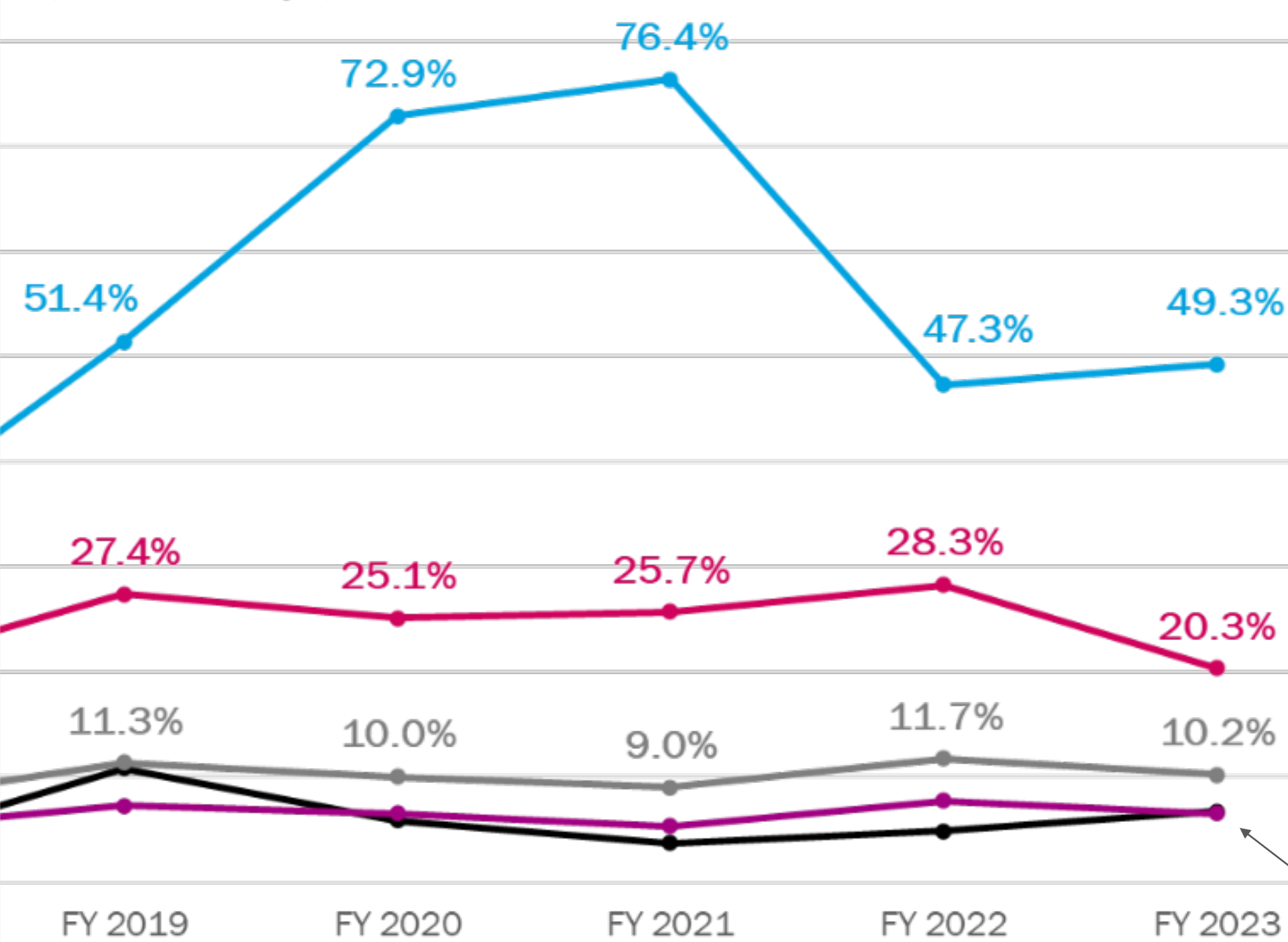


Annual Turnover by Generation Group

Exec. Branch, FT, Non-Temp., 0 Rec.



Percentage (%) of Workforce by Generation



17.9%

49.1%

26.6%

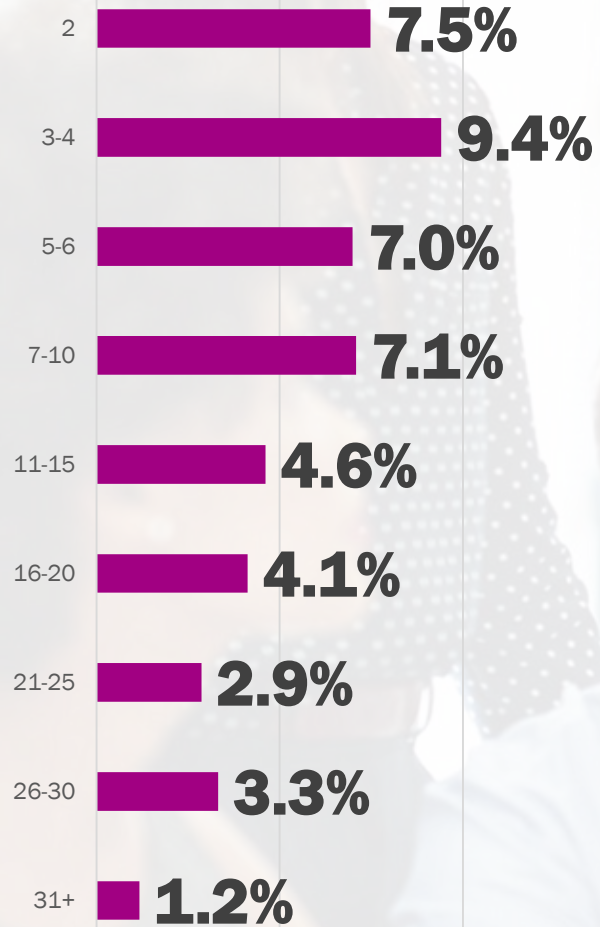
6.4%
(*Baby Boomers/Veterans Combined)

Additional Turnover Insights



52.9%

Tenure at Separation in Years



0% 5% 10% 15% 20% 25% 30% 35%



GA Senate Bill 3: Reduce Barriers To State Employment





- Reduce the number of jobs which require a four-year college degree
- Revise minimum qualifications significantly regarding education and experience requirements
- Increase the job applicant and talent pool

The WAR for Talent



Employee
Retention



Top Drivers of Talent Retention



**Strong
Connection
To Mission**

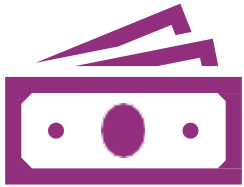


**Remote Work
Options and Work
Life Balance**



**Retirement
and Benefits
Satisfaction**

Top Drivers of Talent Attrition



**Noncompetitive
Compensation**



**Negative Work
Environment (Mgr.)**



**Limited
Professional
Development**

Talent Retention Insight: Outside Employment

69%

Have considered
outside employment
in the last 12 months



A small, brown and white dog, possibly a Chihuahua, is sitting on a light-colored wooden floor. The dog is looking up and to the right towards a framed sign. The sign has a dark blue background and a light-colored wooden frame. The text on the sign is written in white, bold, sans-serif capital letters. The dog has large, upright ears and a black collar with a tag. The background is a light-colored wooden wall with vertical planks.

**WE NEED
YOUR HELP!**

14 Recommendations Across the Talent Journey

ATTRACT



1. **Design employer brand strategy** with mission and impact at the center
2. **Expand talent sourcing** to include nontraditional populations
3. **Review compensation philosophy** that includes regular compensation and benefits analysis and transparent communications
4. **Redefine/define job architecture and requirements** and expand successful apprenticeship/internship programs
5. **Modernize technical infrastructure** to support current and future work demands

ENGAGE



6. **Standardize and expand opportunities for hybrid and remote work**
7. **Increase change management and communication efforts** to elevate transparency
8. **Conduct regular employee engagement activities** to gather ongoing employee sentiment
9. **Develop accessible reporting mechanisms** and escalation processes

DEVELOP

10. **Design pre-management and management training programs**
11. **Establish Employee Training and Continued Education Programs**
12. **Formalize role progression** and expand rotational programs
13. **Define State-wide desired outcome of performance management processes** to develop uniform evaluations and encourage ongoing feedback
14. **Establish a succession planning framework**



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Which two (2) ATTRACT recommendations do you feel are most important and should be placed at the top of the priority list?

ⓘ Start presenting to display the poll results on this slide.

slido



Which two (2) ENGAGE recommendations do you feel are most important and should be placed at the top of the priority list?

① Start presenting to display the poll results on this slide.

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Which two (2) DEVELOP recommendations do you feel are most important and should be placed at the top of the priority list?

ⓘ Start presenting to display the poll results on this slide.

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Retention Study Document**





That's all Folks!