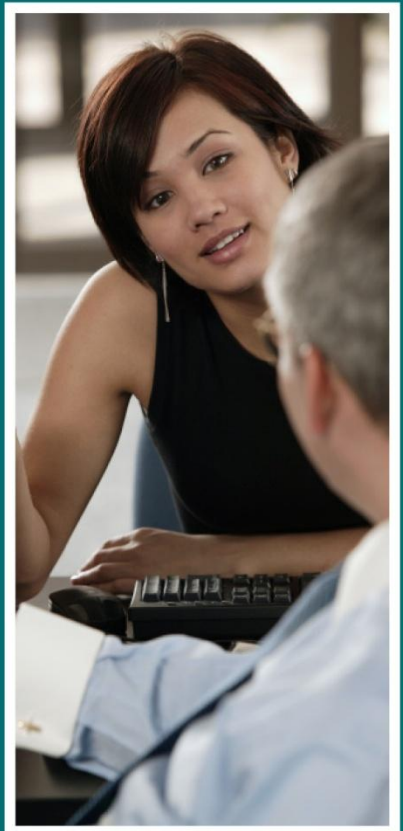


Enterprise Workforce Report



Workforce Services Division



State Personnel Administration

Table of Contents

Executive Summary	1
Workforce Planning Model.....	2
Georgia State Government Workforce Demographics	3
Georgia’s Strategic Policy Areas.....	4
Workforce Forecast & Trends	5
Environmental Scan.....	6
Staffing, Competency and Diversity Gap Analysis	12
Best Workforce Practices Among the States	14
Workforce Strategies.....	15
Succession Planning: A Key Strategy for Retaining Institutional Knowledge	17
Georgia’s Response to Address Workforce Challenges.....	18
Compensation Planning.....	18
Employee Benefits (Flexible Benefits)	18
Work Away Program.....	18
HR Shared Services	19
Strategic Recruitment.....	19
Employment Testing and Assessments.....	19
Employee Recognition – Faithful Service Awards	20
Enterprise Recommendations.....	21
Workforce Case Study	23
Conclusion.....	24
References	25

Appendix.....	27
Workforce Highlights	28
Executives: Workforce Tenure & Salary Observations	29
Turnover	30
Turnover Job Costs by Job Title (Top 25).....	30
Turnover Job Costs by Job Family.....	31
Turnover by Agency.....	32
Turnover by Ethnic Group	34
Turnover by Age Group	34
Turnover by Tenure group.....	34
Monthly Activity	34
8-Year Turnover Trend	36
Retirement.....	37
Retirement Trend	37
Hires.....	38
Employee Hiring Activity in State of Georgia.....	38
Employee Demographics	41
Employees by Branch of Government and Other.....	41
Agency Employees by Department	42
Employees by Region.....	44
Employees in the Largest State Institutions	45
Employees by Salary Grade (SWD plan only)	46
Salary Grade Distribution	47
Employees by Occupational Area	48
Employees by Occupational Level	48
Ethnic Group and Gender Distribution:.....	49
Employees in Jobs with the Largest Number of Incumbents by Pay Grade	50
Employees by Age and Tenure Categories	53

Executive Summary

On an annual basis, the State Personnel Administration (SPA) assesses its human capital resources and provides workforce recommendations to the General Assembly for legislative approval and funding. The Enterprise Workforce Report identifies common trends that impact the state's workforce and ultimately the services that are rendered to Georgia's citizens. State agencies continue to support Georgia in becoming the "Best Managed State" by identifying and implementing workforce strategies that will yield a competent, knowledgeable, and skilled workforce. The following report contains aggregated data from workforce and strategic plans submitted for FY11.

Environmental scanning for FY11 indicates Georgia faces high unemployment rates, rising incarceration rates, increasing primary and secondary school enrollments and a quickly growing population. Consequently, the state's workforce is dealing with increased workloads and rising expectations to do "more with less". Workforce challenges are further exacerbated due to training and development needs, as well as, high voluntary turnover within critical jobs in the law enforcement and health fields. Additionally, pending retirements and the need for effective management of generational differences in the workplace reinforce the importance of workforce planning.

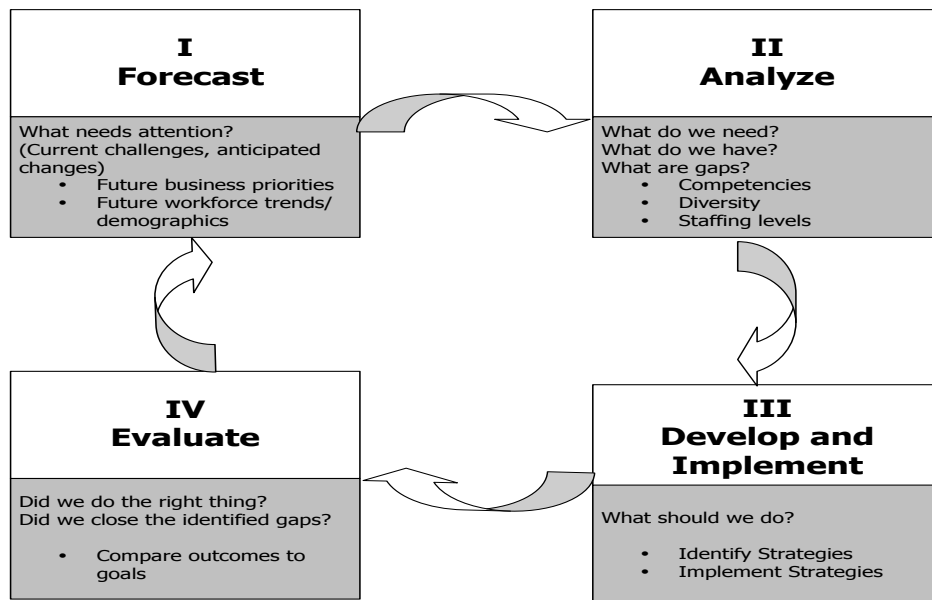
Approximately 85% of agencies that submitted workforce plans recommended human resource strategies that will assist them with training and development of current employees, as well as, help with coaching employees. Agencies recognize talent is essential for success and understand the need for developing their employees. As high potential performers are preparing to assume positions of leadership, the state has taken steps to save its institutional knowledge. Georgia continues to focus on enterprise succession planning initiatives through the Georgia Leadership Institute's Executive Leadership Development Program. Effective succession planning fosters management development and helps sustain a competent workforce.

The return-on-investment associated with the implementation of human resource strategies to close agency workforce gaps is projected to exceed \$22.5 million versus the implementation costs of \$864,202. The implementation of these strategies will provide a substantial savings across the enterprise.

Workforce Planning Model

The State of Georgia has been engaged in Workforce Planning since 2001. Workforce planning is a systematic, proactive process, which aligns strategic planning, human capital, and budgeting to meet organizational goals and objectives. Agencies across the state designed, and now operate under the following four-step model:

- Forecasting mission critical talent needs
- Analyzing current workforce and talent supply
- Developing and implementing strategies
- Evaluating strategies to close staffing, competency and diversity gaps



Georgia's Workforce Planning Law

Each agency shall develop an annual workforce plan according to statewide criteria and guidelines and shall provide a report of such plan annually to the State Personnel Administration for incorporation into the statewide workforce plan to be submitted to the Governor and the General Assembly. (O.C.G.A. 45-20-1- section E)

Georgia State Government Workforce Demographics

Total employees ¹ regular/benefit-eligible:	75,121
Employees by classification status	
Classified:	11,181
Unclassified:	63,940
Total number of employees on Statewide Salary Plan (SWD)	65,029
Total number of employees on Senior Executive Plan (SRE)	630
Total number of employees on other salary plans (i.e., agency specific, medical, teachers, judicial and legislative branches)	9,462
Gender composition of workforce ² :	
Males	37.3%
Females	62.8%
Ethnic/racial composition of workforce ³ :	
Caucasian	50.5%
African American	45.9%
Hispanic	1.4%
Asian	1.0%
Average Salary – All Employees	\$38,024 (up 2.8%)
Average Age	45 (no change)
Average Tenure	9 years (no change)
Total Overall Turnover Rate	13.8% (up from 13.6%)

¹ Employee count includes all non-temporary employees working in state agencies utilizing the PeopleSoft HRMS system as of July 1, 2010.

² Totals may add to more or less than 100% due to rounding.

³ Multiracial, Hawaiian/Pacific Islander, American Indian equal approximately 1.4% of the state's workforce combined.

Georgia's Strategic Policy Areas

Policy Area	State Goal	Agency
Educated Georgia	<ul style="list-style-type: none"> • Improve student achievement • Enhance the quality of the education workforce • Improve workforce readiness skills 	<ul style="list-style-type: none"> • Bright from the Start • Education, State Board of • Student Finance Commission, Georgia • Teachers' Retirement System • Technical College System of Georgia
Healthy Georgia	<ul style="list-style-type: none"> • Encourage healthy lifestyles through preventative care, disease management and early intervention • Improve access to quality health care at an affordable cost • Promote the most productive and independent lifestyle possible for Georgia's vulnerable citizens • Deliver health care programs efficiently and effectively • Encourage healthy lifestyles through preventative care, disease management and early intervention 	<ul style="list-style-type: none"> • Behavioral Health and Developmental Disabilities • Community Health, Dept of • Human Services, Dept of • Veterans Service, Dept of
Safe Georgia	<ul style="list-style-type: none"> • Promote safe communities and stable families where children can thrive • Provide a safe environment where Georgians live, work and play • Provide a safe and secure state by effectively managing and rehabilitating offenders • Promote homeland security and emergency preparedness for natural and man-made disasters or acts of terrorism • Reduce loss of life and injury on Georgia's roads 	<ul style="list-style-type: none"> • Corrections, Dept of • Defense, Dept of • Investigation, Georgia Bureau of • Juvenile Justice, Dept of • Pardons and Paroles, State Board of • Public Safety, Dept of • Public Safety Training Center
Growing Georgia	<ul style="list-style-type: none"> • Increase quality jobs and promote innovation and investment in Georgia • Expand the economic impact of tourism and recreation throughout the state • Improve mobility of people and goods within and through the state and metro Atlanta area • Improve overall environmental quality and conservation practices 	<ul style="list-style-type: none"> • Agriculture, Dept of • Community Affairs, Dept of • Economic Development, Dept of • Environmental Facilities Authority, Georgia • Transportation, Dept of
Best Managed State	<ul style="list-style-type: none"> • Employ an enterprise approach and best practices in its financial management • Deliver faster, friendlier, and easier state services • Manage Georgia's infrastructure and be accountable stewards of its assets • Make state government an attractive place to work and build a career • Create assets for Georgia's decision makers to access quality information through integrated enterprise systems 	<ul style="list-style-type: none"> • Accounting Office, State • Administrative Hearings, Office of State • Administrative Services, Dept of • Audits and Accounts, Dept of • Banking and Finance, Dept of • Children and Families, Governor's Office for • Driver Services, Dept of • Employees' Retirement System • Forestry Commission, State • Gov's Office of Customer Service • Insurance, Office of Commissioner • Labor, Dept of • Law, Dept of • Natural Resources, Dept of • Gov's Office of Planning and Budget • Public Service Commission • Professional Standards Commission, Georgia • Revenue, Dept of • Secretary of State • Soil & Water Conservation Comm. • State Personnel Administration • Technology Authority, Georgia • Treasury and Fiscal Services, Office of • Workers' Comp, State Board

Workforce Forecast & Trends

Forecasting involves projecting trends and priorities that could affect the workforce. Pending retirements, lagging compensation, vacant positions because of budget shortfalls, voluntary turnover and the need for more professional development are trends most cited by agencies in their workforce plan submissions.

Workforce Trend (29 agencies)	% of Agencies Reported	Forecast – Agency Description(s)
Retirement	72%	Aging workforce...senior/tenured knowledge workers will soon be exiting the workforce.
Compensation Constraints	72%	Salary lags labor market – impacts ability to effectively compete with private sector.
Vacant Positions due to Budgetary Constraints	66%	Forced to operate with long-term vacancies – impacts effective delivery service to Georgia citizens and visitors.
Voluntary Turnover	62%	High resignation rates among employees have led to an inadequate labor supply in some critical jobs.
Professional Development	62%	Professional development is necessary to retain and develop employees for job enhancement, rotation and enrichment. Training is essential for ensuring employees are knowledgeable with respect to industry best practices.

Critical Positions by Job Family

A critical position is identified as one that is vital to an agency's operation. When critical positions are inadequately staffed, state agencies have difficulty in functioning properly and providing essential services. State agencies identified their most critical positions. The following analysis groups the positions by job family classification.

Job Family	% of Identified Critical Positions
Public Safety/Corrections/Investigations	22.1%
General Support Services	13.0%
Financial Management/Revenue	10.4%
Unspecified	7.8%
Social Services/Counseling	6.5%
Regulatory Compliance	6.5%
Legal	6.5%
Parks, Recreation, and Natural Resource Mgt	5.2%
Education, Instruction, and Testing	5.2%
Health Care	5.2%
Information/Telecommunication Systems	5.2%
Personnel Administration	2.6%
Facilities, Materials, and Equipment	1.3%
Engineering/Technology Support	1.3%
Laboratory Services/Physical Sciences	1.3%
Grand Total	100.0%

Environmental Scan

Key Findings	<ul style="list-style-type: none">▪ Georgia's population will increase by 46.8% between 2000 and 2030.▪ 1 out of 3 people moving to Georgia are immigrants.▪ Almost 80% of employers expect an increase of employees working past their desired retirement age.▪ About 45% of employers expect difficulty in retaining critical-skill employees; 41% expect difficulty in attracting them.
---------------------	---

Population Growth in Georgia

- Georgia is expected to have over 12 million people in 2030, taking it from the 10th most populous state in the nation in 2000 to number 8 in 2030.
- Two of Georgia's metropolitan statistical areas rank among the country's 25 fastest growing areas. Gainesville, with a growth rate of 29%, ranks 9th and Atlanta-Sandy Springs-Marietta ranks 22nd among the nation's 363 metropolitan areas. Within the Atlanta MSA, six counties have experienced growth rates exceeding 40% (Barrow, Cherokee, Forsyth, Henry, Newton and Paulding).

Source: Georgia Governor's Office of Planning and Budget, 2009

Georgia's growing population impacts agencies' ability to provide essential services to Georgia's citizens and visitors.

An Aging Population

- The average life expectancy in the United States is projected to increase from 78 in 2010 to 83.1 years in 2050, a clear indication of an aging population.
- Between 2000 and 2030, the population of individuals age 65 and older is expected to increase 143%.
- By 2030, the U.S. Census Bureau projects the 65 and over population to be twice as large as it was in 2000; constituting 72 million people (20% of the national population).

Source: Georgia Governor's Office of Planning and Budget, 2009

- Between 2008 and 2018, the "55 and older" age bracket of the workforce is expected to grow by 43%. The group of workers between ages 65 and 74 is expected to grow 81.4% between 2008 and 2018.

Source: Bureau of Labor Statistics, 2010

Signs of a Recovering, But Still Uncertain Economy...

- According to the Conference Board, the number of job openings in the United States increased 12.3% between January 2010 and May 2010.
- According to the Bureau of Labor Statistics, The state's unemployment rate has been approximately 10.0% since July 2009. As of July 2010, the unemployment rate decreased slightly to 9.9%.
- According to the U.S. Department of Labor, the unemployment rate is projected to drop from approximately 10% in 2010 to 5% in 2013.
- According to the Conference Board, the number of new online advertisements for the positions in the State of Georgia was almost 65,000 in June 2010. This was an increase of 25% from the same period in 2009.
- According to the Bureau of Labor Statistics, the U.S. labor market increased by approximately 723,000 jobs between January 2010 and August 2010.

Georgia's agencies are taking a proactive stance to attract and retain the best talent due to increased competition among applicants in the labor market. Effective recruitment, development and retention strategies are critical in becoming an "employer of choice".

The Impact of Social Networking on Employee Engagement

- About 45% of Generation Y employees (born between 1980 and 1988) interact with social networking sites between 30 and 60 minutes per day for learning at work. About one-third of Generation X employees (born between 1965 and 1979)...
- Almost 83% of employees expect to use social media to facilitate training over the next three years.
- ...Employers that are not embracing social networking risk being overshadowed, as undergraduates become increasingly social media savvy and expect businesses to do the same.

Source: WorldatWork, 2009

Innovative employers have implemented policies in the area of social networking to encourage their employees to use this form of communication. The State of Georgia is actively researching social networking trends and identifying best practices for public sector entities.

Turnover

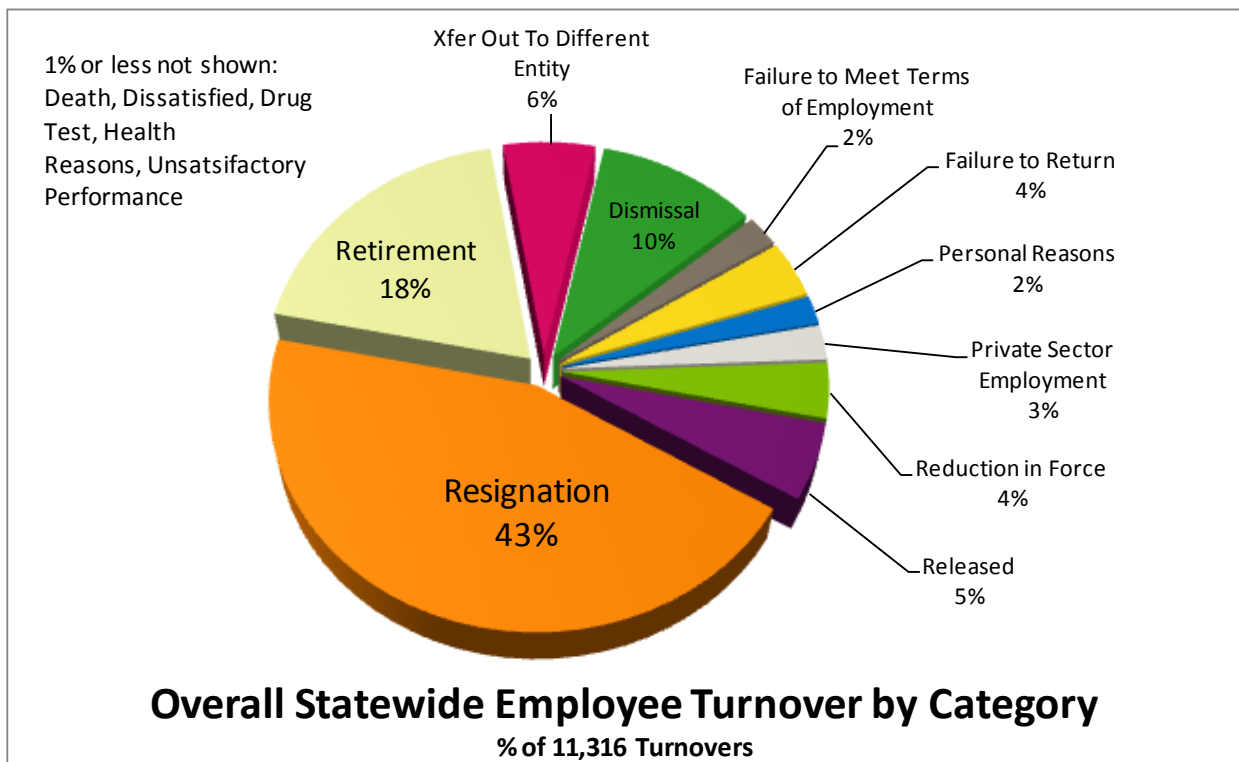
As of June 2010, overall turnover benchmarks in other workforce sectors include:

<u>Workforce Sector</u>	<u>Turnover Rate</u>
Private Sector	20.4%
State of Georgia	13.8%
Federal Government	10.8%
State and Local Government	8.4%

- Almost half of U.S. employees between ages 20 and 24 have been with their current employer for a year or less, 13% have up to 23 months, and 12% have two years of tenure. These statistics reinforce the importance of generating early employee engagement to increase retention, build long-lasting relationships, and develop emerging leaders.

Source: Bureau of Labor Statistics, 2010

Employee Turnover by Category



- For FY10, the external⁴ turnover rate in the state including all voluntary and involuntary terminations was 13.8%.
- The total external voluntary turnover rate (including retirements) in the State of Georgia is currently 10.4% (7,992 total voluntary terminations).

⁴ External turnover includes former state employees who leave state government due to resignation, layoff or retirement. Agency transfers are not classified as external turnover.

- The involuntary turnover rate increased to 3.3% from 3.2% last FY (2,545 total involuntary terminations).
- Resignations decreased from 45% to 43%.
- Retirements slightly increased from 17% to 18.5%.
- Reductions in Force and other releases remained at 9%.
- The percentage of interagency transfers decreased to 5.8%. Dismissals were relatively unchanged.

Generational Differences

According to Randstad USA's 2008 WorldAtWork survey:

- While 54% of employees are expected to look for a new job after the recession ends, 71% of Generation Y is expected to do the same. With strategic positioning and marketing, Georgia can take advantage of this resurgence of younger candidates from the labor pool.
- 51% of Baby Boomers and 66% of Matures have little or no interaction with Generation Y colleagues in the workplace, complicating the transfer of institutional knowledge from older to younger workers.
- With strong social skills, Generation X has the most potential to bridge the knowledge gap between Baby Boomers and Generation Y.

The following is a list of terms and key characteristics used to describe co-workers in same generational cohort:

Generation Y (born 1980 – 1988)	Generation X (born 1965 – 1979)	Baby Boomers (born 1946 – 1964)	Matures (born 1900 – 1945)
<ul style="list-style-type: none"> • Makes personal friends at the workplace • Sociable • Thinks out of the box • Open to new ideas • Friendly 	<ul style="list-style-type: none"> • Confident • Competent • Willing to take responsibility • Willing to put in the extra time to get the job done • Ethical 	<ul style="list-style-type: none"> • Strong work ethic • Competent • Ethical • Ability to handle a crisis • Willing to take on responsibility • Good communication skills 	<ul style="list-style-type: none"> • Strong work ethic • Ethical • Committed to the company • Competent • Confident

Source: WorldAtWork Study, 2008

Generational differences have also had an impact on the state's workforce. As of July 2010, generational differences reflected in the state's workforce include:

- Approximately 49% of the workforce is currently over age 45.
- The state's average employee age is 44.9.
- Approximately 19% of employees are over age 55.
- Average age of employees when hired is 35 years.
- Georgia has nine agencies where the average employee age is 50 or older: Georgia Student Finance Commission, Subsequent Injury Trust Fund, Department of Veterans Service, Superior Courts, Georgia Correctional Industries, Supreme Court, Georgia Building Authority, Office of Insurance and Safety Fire Commissioner and State Board of Workers' Compensation.
- Five agencies in Georgia with the youngest population include the Department of Audits, Juvenile Justice, Department of Corrections, Department of Public Safety, Department of

Human Services, Division of Family and Children Services and Georgia Bureau of Investigations (average age under 43).

- The Department of Veterans Services, Georgia State Financing and Investment Commission, Superior Courts, and the Department of Education have an average employee age at hire of 40 or higher.
- The Department of Public Safety and Department of Audits have an average employee age at hire of less than 30.

As Baby Boomers continue to retire, there will be a loss of institutional knowledge if it is not transferred to younger employees. The State of Georgia encourages employees of all generations to work together to ensure knowledge is shared among employees and retained in the organization.

Tenure

- In the United States, state government employees had a median tenure of 6.5 years, almost double the median tenure of private sector employees of 3.6 years. Longer tenure among workers in public sector is partially explained by a higher share of workers age 35 and over.

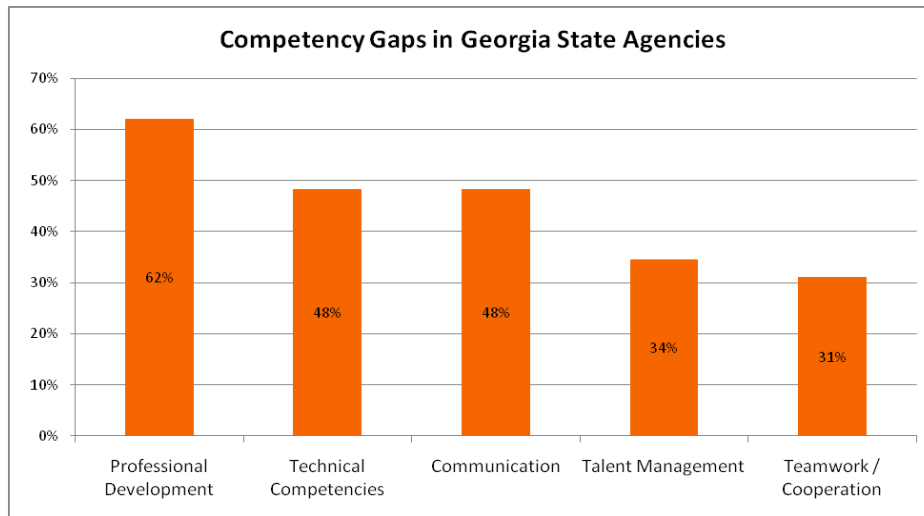
Source: Bureau of Labor Statistics, 2010

The following are some facts regarding tenure of Georgia state government employees:

- The average tenure of state employees is 9.8 years.
- About 38% of state employees have been employed with the state five years or less.
- Approximately 23% of state employees have six to ten years of employment with the state.
- Public Defender Standards Council, State Road and Tollway Authority, the Department of Education, Department of Juvenile Justice, Georgia Regional Transportation Authority, Georgia World Congress Center and Georgia State Financing and Investment Commission have average employee tenure of less than 8 years.
- The Georgia Student Finance Commission's average employee tenure is in excess of 17 years.

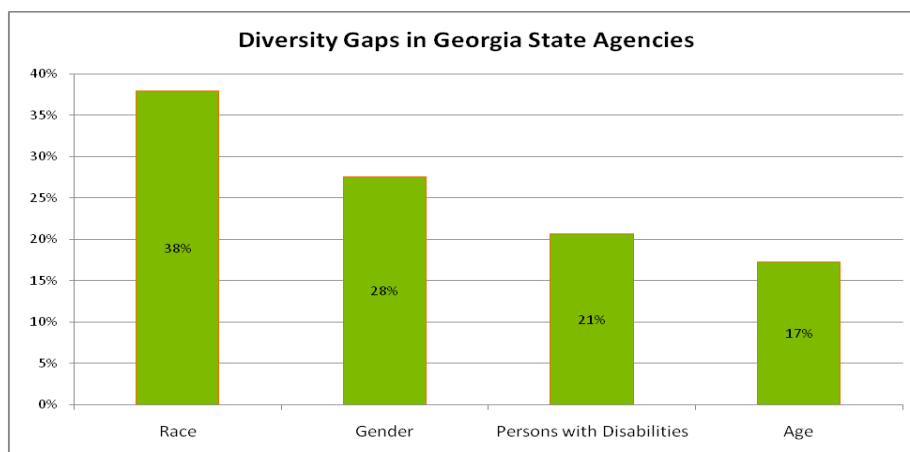
Staffing, Competency and Diversity Gap Analysis

Competency gaps are categorized in Georgia as either behavioral or technical. A **behavioral competency** is defined as behavior, knowledge, skills, abilities, and other characteristics that contribute to individual success in the organization. They can apply to all or most jobs in an organization or be specific to a job family, career level, or position. A **technical competency** is specific knowledge and skills needed to perform one's job effectively. Technical competencies are job specific and relate to success in a given job or job family.



The top five reasons for competency gaps in state agencies are professional development, technical competencies, communication, talent management, and teamwork and cooperation.

Diversity gaps⁵ are present when employee demographics are not reflective of the communities/customers agencies serve with respect to age, race, gender and persons with disabilities.

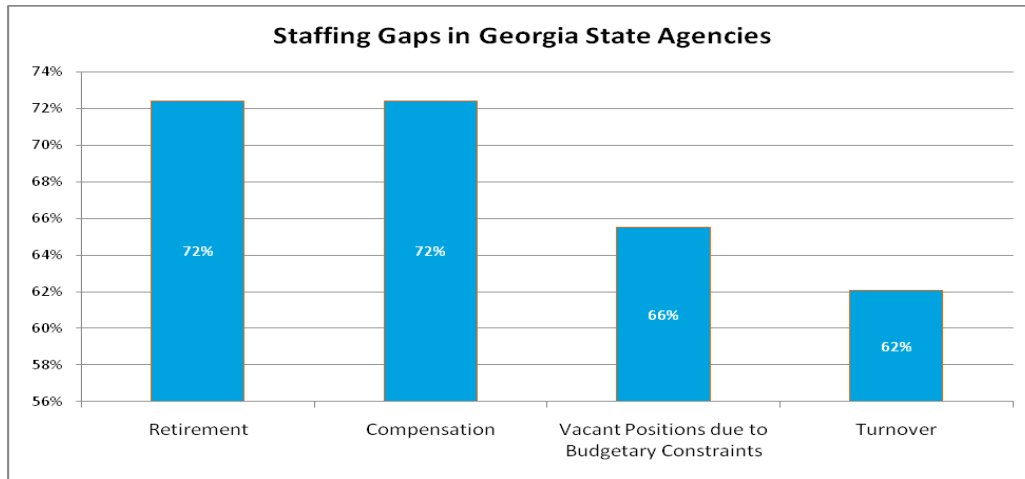


Agencies reported challenges with respect to their ability to attract and retain persons with disabilities, as well as, other employees based on race, gender and age.

No study has identified how many Americans have non-visible disabilities, but more than 18% of Americans report some level of disability. (Henneman, 2010)

⁵ Asians and Hispanics are underrepresented in Georgia state government. (see the Comparison Between State Government and Georgia's Labor Force table on p. 49)

Staffing gaps focus on issues, such as, unequal supply and demand of staff in key positions. When creating workforce plans, agencies identified critical positions that were most affected by attrition or were the most difficult to fill.



The top four reasons for staffing gaps in state agencies are pending or recent retirements, compensation, vacant positions due to budgetary constraints and voluntary turnover.

A trend analysis was conducted to determine the significance of staffing implications identified via agency **strategic plans** submitted in HORIZON, Georgia's enterprise strategic planning database. Several agencies identified strategic initiatives that require an additional one to three staff members; however, most agencies indicated no additional staff would be needed, or no funding is available for additional staff. Increased turnover (due in part to pending retirements) was forecasted by several agencies. Health care professionals were identified as the most prevalent occupational growth area where additional staff will be needed.

Best Workforce Practices Among the States

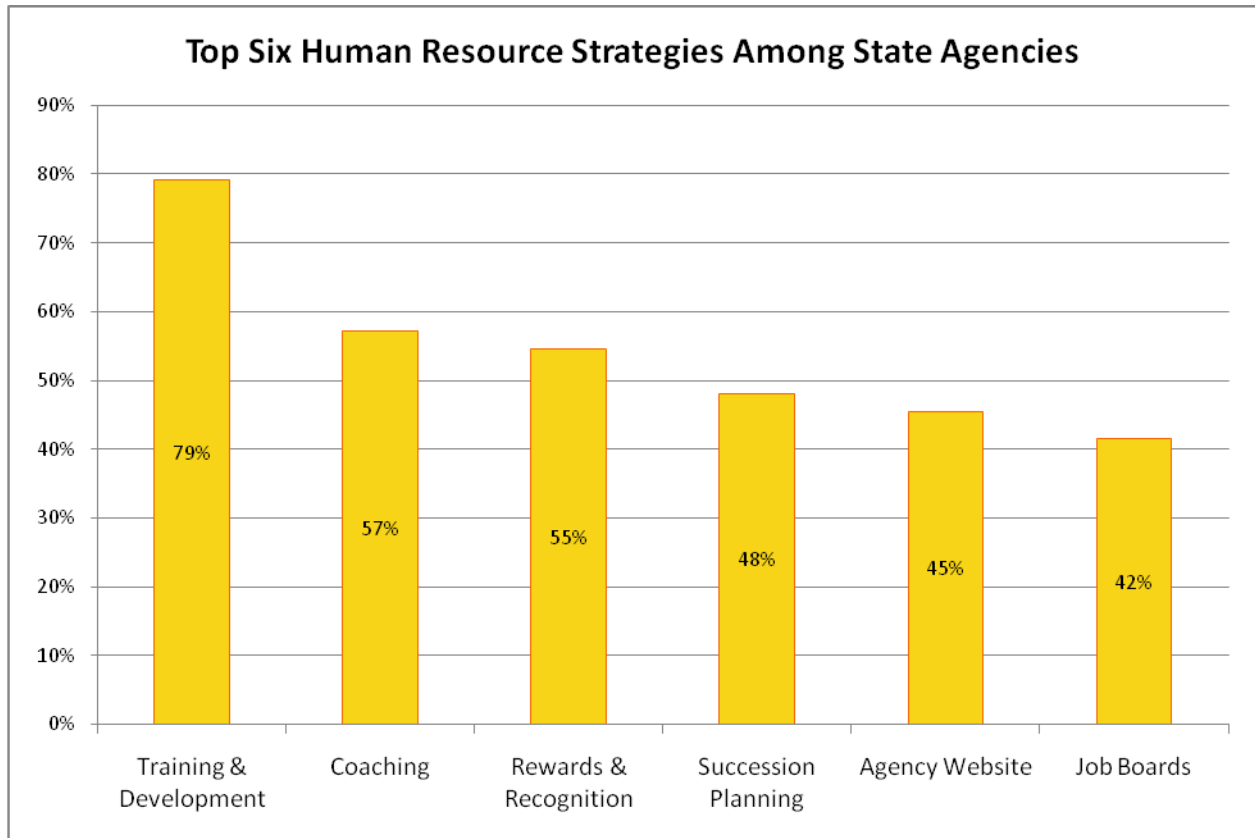
Best practices exercised by other states include:

- Increasing dependence on new technology to increase the number of highly qualified applicants. States that feature useful and relevant Web content have significantly lower voluntary turnover rates among new hires. Pertinent workforce topics would include information covering compensation and benefits, career advancement opportunities, workplace culture, and the importance of public service.
- Implementing retention strategies to avert high costs associated with turnover. The PEW Center on the States found that compensation and benefits were the most important predictors of employee retention. Deficiencies in financial flexibility have caused some states to adopt the following retention tools.
 - **Retention-based pay increases** where salary increases are reserved for critical cases where limited supply of practitioners may exist.
 - **Flexible work arrangements** such as flex-time, telecommuting and compressed work weeks also provide additional financial benefits to the states because such schedules can provide longer service hours without adding staff, reduce traffic congestion by staggering hours and save money on office space and energy use.
 - **Non-monetary recognition of good performance** helps to intrinsically motivate employees to remain engaged in their respective jobs.
- Emphasizing the importance of training to increase bench strength. Training is essential to prepare high potential performers to take the place of those who will become eligible for retirement in the coming years. Classroom training can be expensive, but may be a worthy investment in the long-run. Web-based training is becoming increasingly crucial because it is less expensive and allows states to offer a wider base of training curriculum. Some states also partner with their state university systems to capitalize on the instructional systems that are already in place (Pew Center on the States, 2009).

Workforce Strategies

Human resource strategies that will be executed in Georgia to close workforce gaps have been grouped into three categories; Recruitment, Retention, and Development.

The top six strategies for state agencies are training and development, coaching, rewards and recognition, succession planning, agency websites and job boards. Resources used to support the top strategies include:



Training & Development

- Encouraging employees to collaborate with professional associations to enhance specialized expertise through courses, meetings and networking sessions.
- Providing opportunities for employees to secure certifications in their respective fields.
- Creating Individual Development Plan (IDP) for employees and establish management review process to assess progress.

High performers are nearly 40% more likely to have a process that enables them to identify development gaps in their next generation of leaders. They are more likely to use tools and training to develop leadership competencies, and to gather data to gauge the programs' effectiveness afterward. (Kiger, 2010)

Coaching

- Discovering, clarifying, and aligning with what an employee wants and needs to achieve in the workplace by interviewing, informal discussions, and observations.
- Encouraging employees' self-discovery by questionnaires, career assessments, and personality assessments.
- Eliciting employee-generated solutions and strategies by hands-on activities that transfer key skills to the "live" environment.

Source: International Coach Federation, 2010

Rewards & Recognition

- Participating in reward and recognition programs, where individuals and work teams are identified for their achievement.
- Increasing employee engagement and workplace satisfaction by assigning employees to projects that will provide them with growth and development.

In the book *Drive: The Surprising Truth About What Motivates Us*, author Daniel H. Pink asserts that financial rewards motivate people only when tasks are routine. According to Pink, when a job demands creative thinking, anticipated performance-based financial incentives can actually decrease motivation by focusing attention on the reward, not the task. Pink says the best reward for creative work is intangible and that praise and positive feedback are much less corrosive than cash and trophies. (Testa, 2010)

Succession Planning

- Identifying and developing candidates for key leadership and professional positions.
- Preparing high-potential performers to assume leadership positions before senior-level vacancies become available.

Georgia state agencies may engage high potential performers in leadership development by using the following resources:

- Executive Leadership Development Program (ELDP)
- Georgia Leadership Institute (GLI)
- Individual Development Plan (IDP)
- Leadership Competency Seminars
- Executive Team Led Discussions/Meetings
- Mentors

Agency Website/Job Boards

- Utilizing www.careers.ga.gov, the state's central job posting website, to attract and recruit new talent.
- Ensuring agency websites are user-friendly, leading to a larger, more qualified recruitment pool.

Succession Planning: A Key Strategy for Retaining Institutional Knowledge

Employee turnover is inevitable. It is broadly seen as a problem – there are widely understood costs –but there are positive effects (e.g., development/promotional opportunities for employees who remain, and at times, the opportunity to bring in new employees with new ideas and possibly higher levels of energy). Planning for those vacancies is sound management, regardless of the economy. (Wilder & Risher, 2010)

Succession planning is an effective human resource strategy for ensuring that institutional knowledge is not lost when a group of employees leave an organization.

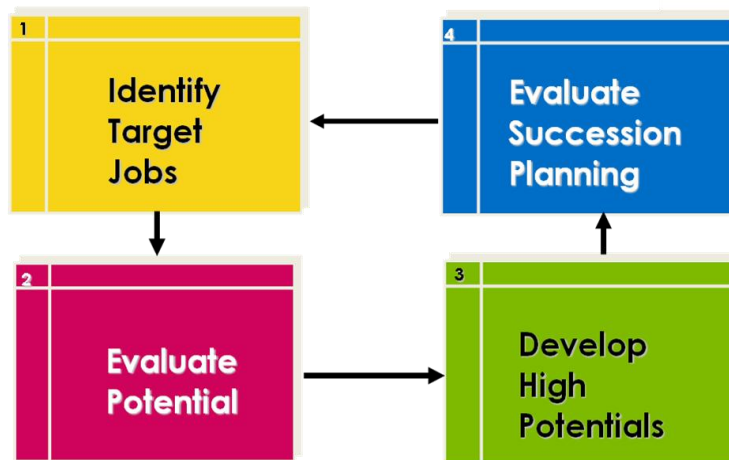
SPA works closely with agencies in creating the infrastructure for the succession plan. Consultative services include:

- Providing training to agencies for key team members on the essentials of succession planning
- Participating in agency task forces to facilitate the creation of the succession planning infrastructure
- Assisting agencies in creating valid succession planning measures

There are four steps in Georgia’s Succession Planning model:

1. Identify target jobs
2. Evaluate potential
3. Develop high-potential performers, and
4. Evaluate the succession planning process

Georgia’s Succession Planning Model



During the succession planning process, employees with the most potential for success in targeted positions are examined. Ideally, agencies will focus resources on employees who are capable of advancing beyond their present job level. Potential employees should be exemplary performers who are capable of taking on greater responsibility and are interested in becoming future leaders.

Georgia's Response to Address Workforce Challenges

SPA continues to make progress helping Georgia become the “best managed” state in the nation. In partnership with other state agencies, SPA executed and continued to develop several enterprise-wide initiatives to address workforce challenges during FY10. Georgia’s workforce initiatives are detailed below.

Compensation Planning

In July 2009, SPA conducted a survey of state agencies’ overall satisfaction with the newly implemented job classification system. The goal of the survey was to receive agencies’ feedback of the new system one year after implementation. The data gathered from the survey was evaluated and utilized to improve the overall job classification system. The job descriptions have been revised and are scheduled for execution during the first quarter of FY11.

Due to the state’s current budget situation and fiscal constraints, the implementation of the new pay system has been put on hold. SPA is currently researching alternate methods to successful completion of this phase of the project in this economic environment.

Employee Benefits (Flexible Benefits)

SPA announced the implementation of the *GaBreeze – Your Benefits Resource (YBR)*, the new flexible benefits administration system in April 2010. As part of this new system, employees experience a comprehensive, self-service system for managing their benefits 24 hours, seven days a week. They are able to receive valuable information such as coverage details, claim forms, find benefit providers, make beneficiary updates and enroll in benefits during the annual enrollment period. For those employees without access to a computer, a benefits customer service center is only a phone call away. Subsequently, *Your Total Rewards (YTR)* was introduced and includes a personalized, online solution that gives employees a real-time summary of the total value of their pay and benefits. This summary illustrates the total investment that the state provides the employee, which is an excellent tool for attracting and retaining top talent. *GaBreeze* allows employees to manage their own benefits through automation, resulting in multiple efficiencies and cost savings to agencies and the benefits administration process.

SPA also renegotiated benefit vendor contracts that resulted in approximately \$20 million in benefit savings and benefit enhancements to employees. Additionally, premium reductions along with some increases in coverage occurred during the 2008-2010 plan years.

Work Away Program

The Work Away Program is a statewide initiative that encourages telework and flexible work scheduling options for eligible employees. Telework offers employees a more productive working environment with fewer distractions. Both telework and scheduling options have been shown to positively influence job performance, job satisfaction, employee morale, and absenteeism. Currently

45% of state employees participate in the program. Through participating state agencies, the increase in monthly commute miles saved ranges from 5.9 million to 6.1 million.

Workforce flexibilities can generate a wide range of benefits, including cost savings on real estate, infrastructure and energy use; and improve how agencies deliver services. Teleworking and other flexibilities can also help recruit and retain talent; improve employee performance, job satisfaction and work-life balance; and decrease the costs of commuting by getting employees off the road or by allowing nontraditional hours that can shorten commutes. For society as a whole, telework is a way to relieve traffic congestion and reduce auto emissions that pollute the environment. (Lavigna, 2010)

HR Shared Services

SPA implemented an HR Shared Services model as a new business strategy. The purpose of the strategy is to improve efficiency, reduce costs of human resource delivery, and promote HR best practices across the enterprise. With the Shared Services model, SPA functions as a centralized organization that handles the transactional component of HR. Combining Shared Services with SPA's existing strategic role makes SPA a full-service HR organization and leverages HR expertise across the enterprise. Agencies participating in the Shared Services model are able to focus on their core mission while SPA handles their HR needs. SPA Shared Services' customer base is expected to grow to at least 20 agencies by the end of the fiscal year. Over 900 state employees are currently covered by the Shared Services business model. HR Shared Services has already reduced administrative costs, reduced transaction errors and generated greater employee satisfaction. Currently, up to 2,900 HR transactions are performed each month with an estimated fiscal savings of \$1 million in the first year. In future years, shared services will create savings of at least \$3 million annually.

Strategic Recruitment

The enhanced Careers.ga.gov website will host a role-based applicant tracking system (ATS) with new features such as resume parsing, keyword and database searches. These are only a few of the enhancements that will allow agency representatives to source for the "right talent" by identifying specific skills, education, experience, and certifications. The ATS will help to significantly reduce the time required to fill positions for state agencies.

Employment Testing and Assessments

SPA launched the state's WorkReady Assessment Center at the Floyd Towers in Atlanta. Implementation included partnering with the statewide Work Keys (WorkReady) program to leverage an existing tool to deliver automated testing services to state job applicants. More than 18,000 pre-employment tests and 2,000 assessments have been administered. In conjunction with the implementation of Work Keys, SPA implemented Rapid Process Improvement (RPI) for the testing center located at the Floyd Towers. As a result, we have seen improvements in customer service delivery due to reduced wait times by the test candidates.

In May 2010, computerized pre-employment testing replaced paper-based testing at the Atlanta Assessment Center. The application administers examinations and interfaces with Careers.ga.gov to post exam scores.

Benefits of the computerized testing include:

- Faster exam scoring for applicants and agency hiring managers
- Cost savings due to the elimination of paper exams and mailed applicant notifications
- Reduce the need for physical storage space
- Better scheduling and allocation of staff
- Greater accessibility to examination statistics

Expansion of computerized testing to satellite locations is planned for FY11.

Employee Recognition – Faithful Service Awards

The Faithful Service Awards Program was established by the Georgia General Assembly to help attract and retain employees by recognizing their service to the citizens of the State of Georgia. Through this program, approximately 13,000 state employees are recognized annually, beginning with five years of total service and every five years thereafter.

Enterprise Recommendations

According to a survey conducted by the Center for State and Local Excellence late last year with IPMA-HR and the National Association of State Personnel Executive (NASPE), economic realities are consuming much of the time and attention of human resource managers; most states and localities have had to impose hiring freezes (65%), pay freezes (62%), layoffs (40%) or furloughs (30%). (Kellar, 2010)

The State of Georgia has taken a strategic approach to manage the volatile economic pressure impacting state employees:

- Implement HR Shared Services to allow agencies to focus on their core business, and maximize productivity and cost savings across the enterprise.
- Identify creative methods by which state government can attract and retain top talent. Boosting marketing efforts that highlight benefits of state government such as substantial paid time off policies and flexible work programs (e.g., telework, four-day workweeks, etc.) are great incentives for prospective employees. Agencies are encouraged to promote the use of flexible scheduling options to help employees balance work and life (e.g., elder care) and save money, primarily in commuting expenses.
- Expand best practices that foster good working relationships between generations and help retain institutional knowledge such as succession planning, mentoring, coaching, team building and knowledge management.
- Invest in employee training and development, particularly in the areas of technical proficiency, and the development of “soft skills”, such as, team leadership and customer service.
- Leverage older workers through part-time or phased retirement programs that provide increased work-life balance.
- Create a “Career Exchange Program” or an inter-agency job rotation program in which an employee works at various agencies to gain a broader perspective of the enterprise. This initiative may work best as a college internship program for recent college graduates who can make rotations in entry-level positions through several agencies in the first few years of state government employment. After the program has been completed, interns can secure employment in state government in existing vacancies throughout the enterprise.
- Encourage central office employees to work in the field to get a better understanding of the work, which can also help guide decision making among senior leaders.
- Conduct exit interviews for all employees that leave state government, which will provide agencies and the enterprise more specific and possibly candid reasons for turnover. Thereby, an enterprise action plan could be developed based on interview feedback especially in jobs with labor shortages and high turnover.
- Develop and maintain a knowledge management system to capture processes and procedures performed by employees who are in critical single incumbent positions and are eligible to retire (current and at-risk in the next three years). An effective knowledge management (and succession planning) process can help avoid disruptions to its business and leadership functions.
- Encourage employee development by allowing employees to attend state colleges and universities at a reduced rate, provide tuition reimbursement, and support and/or reward (e.g., purchase study

materials, pay for training courses, provide salary adjustments) employees for educational achievements (e.g., college degree, license, certification). Developing employees who earn college degrees in careers that are experiencing labor shortages can be beneficial for the enterprise (e.g., healthcare, social services, etc.).

- Implement policies to encourage agencies' presence on social networking websites like LinkedIn and Facebook. These websites can expose agencies to a new applicant pool and attract emerging leaders using innovative applicant sources. Social networking websites can also be used to help communicate the employer brand. Job boards can also be used in partnership with agency websites to boost hiring of highly qualified candidates.

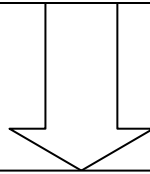
Workforce Case Study

The following business case is an example of how the Department of Banking and Finance links the state's strategic goals to its respective workforce challenges. The case also identifies gap-closing strategies to address an emerging staffing gap. The critical positions highlighted in this case study are Assistant Financial Examiner, Financial Examiner 1, and Financial Examiner 2. Examiners perform one of the core functions in the agency.

State Strategic Goal Growing Georgia

Banking and Finance's Mission: Our Mission is to promote safe, sound, competitive financial services in Georgia through innovative, responsive regulation and supervision.

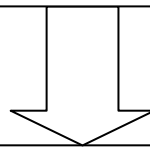
Statewide Indicator: Ensure the well-being of the workforce. The workforce is professional, educated, highly trained, healthy and experienced to achieve the department's mission.



Workforce Challenges

Economic Crisis Impact on Banking Industry: Turnover, Non-Competitive Compensation, Diversity and Competency Gaps

The Examiner positions require professional, educated and highly trained individuals in order to effectively achieve the agency's mission. The department struggles to meet its examination responsibilities because there is a limited pool of qualified examiners, and the agency has undergone a reduction in force.



Strategies to Close Staffing, Diversity and Competency Gaps

- Establishment of Team Building Events
- On-The-Job Training and Coaching for entry-level Examiners
- Leadership Development training – as needed basis, and as budget permits
- Alternative Work Schedules/Teleworking
- Rewards and Recognition Initiatives
- Succession Planning

Conclusion

Workforce planning is vital to ensuring that agencies are able to provide quality services to the citizens of Georgia. Since 2001, workforce planning has helped the State of Georgia understand where agencies need the most support in the areas of recruitment, retention and development. SPA has worked closely with agencies to strategically facilitate partnerships by connecting agencies experiencing similar workforce challenges. Effective planning assists in ensuring the right employees are in positions that are most critical to the state's operations.

Voluntary turnover in Georgia state government is currently 13%; its lowest point in the last eight years. The economic landscape in the last year created financial difficulty for American families with the rise in housing foreclosure rates and unemployment. The data suggests there is a correlation between economic performance and turnover trends. When the economy begins to recover, agencies will compete to attract and retain top talent. It is imperative for the state to continue developing and implementing human resource strategies that retain high performers.

Despite the historically low voluntary attrition figure, turnover has proven to be costly for the state. The cost of turnover amounted to approximately \$519 million during FY10. The state has opportunities to decrease the negative impact to the state's bottom line by assisting state agencies in the execution of human resource strategies cited in the workforce plans. Assuming that key financial variables remain constant in the next fiscal year, the cost of turnover could potentially be reduced by \$37.6 million simply by reducing turnover by 1%.

In addition to managing the problem of high turnover, the state's hiring moratorium has created the need for agencies and individual employees to work harder to accomplish agencies' strategic goals. Even though the number of statewide new hires increased by 35% from FY09, hiring activity has not been restored to levels before the start of the moratorium in March 2008. In light of the state's need to perform more work with less, state agencies have been vigilant in identifying creative and efficient ways to service Georgia citizens.

The outcomes of the workforce planning process provide a conduit for maximizing economies of scale by decreasing state spending and increasing the productivity of state workers. Georgia's approach to workforce planning allows the state to engage in continuous improvement in all operational facets. Georgia has been a trailblazer in leading the nation in workforce planning initiatives and continues to move closer to its goal of becoming the "Best Managed State."

References

- Bureau of Economic Analysis (2010). National Income and Product Accounts Tables. Retrieved August 10, 2010, from <http://www.bea.gov>.
- Bureau of Labor Statistics (2008). Employee Tenure Summary. Retrieved December 10, 2009, from the Bureau of Labor Statistics website: <http://data.bls.gov/>.
- Bureau of Labor Statistics (2010). Economy at a Glance, June 2010. Retrieved August 12, 2010, from <http://www.bls.gov>.
- Bureau of Labor Statistics (2010). Employment, Hours and Earnings from the Current Employment Statistics Survey (National). Retrieved September 16, 2010, from the Bureau of Labor Statistics website: <http://data.bls.gov/>.
- Bureau of Labor Statistics (2010). Job Openings and Labor Turnover Summary. Retrieved September 16, 2010, from the Bureau of Labor Statistics website: <http://www.bls.gov/news.release/pdf/jolts.pdf>.
- Bureau of Labor Statistics (2010). Job Openings and Labor Turnover Summary. Retrieved August 10, 2010, from <http://data.bls.gov>.
- Bureau of Labor Statistics (2010). Local Area Unemployment Statistics. Retrieved September 16, 2010, from the Bureau of Labor Statistics website: <http://data.bls.gov/>.
- Corporate Leadership Council (2005). State of the Workforce 2005: United States. Retrieved September 17, 2009, from the Corporate Leadership Council website: <http://www.corporateleadershipcouncil.com/>.
- Corporate Leadership Council (2010). HR Quarterly News and Trends, Q2 2010. Retrieved August 19, 2010, from <http://www.corporateleadershipcouncil.com>.
- Hansen, F. (2009, July). Everlasting Cuts. *Workforce Management Magazine*, 14-15.
- Henneman, T. (2010, September). Disability: Disclosure Vs. Privacy. *Outfront*, 3.
- International Coaching Federation (2010). About Coaching. Retrieved September 9, 2010, from <http://coachfederation.org/intcoachingweek/about-coaching>.
- Kellar, E. (2010, September). Keeping a Strategic Focus in a Tough Economy. *HR News Magazine*, 12.
- Kiger, P. (2010, May). The Leadership Formula. *Workforce Management*, 25.
- Larson, M. (2008, July). Survey Reveals Alarming Lack of Generational Workplace Interaction. *Workforce Management Magazine*. Retrieved November 12, 2009, from the Workforce Management website: <http://www.workforce.com>.
- Lavigna, B. (2010, September). Expanding Workplace Flexibility: If Not Now, When?. *HR News Magazine*, 27.
- Office of Planning and Budget – State of Georgia (2009). Georgia in Perspective. Retrieved September 25, 2009, from The Office of Planning and Budget's Website: <http://www.opb.state.ga.us/>.

- Randstad North America, LP (2008). 2008 WorldAtWork. Retrieved November 12, 2009, from the Randstad USA website: <http://www.us.randstad.com/2008WorldofWork.pdf>.
- Testa, B. (2008, September). Special Report on Rewards and Incentives: Early Engagement, Long Relationship? *Workforce Management Magazine*. Retrieved October 7, 2009, from <http://www.workforce.com>.
- Testa, B. (2010, August). Post-Recession Incentives: Kudos Vs. Cash. *Workforce Management*, 8.
- The Conference Board (2010). Online Job Demand Basically Unchanged in June, The Conference Board Reports. Retrieved August 17, 2010, from <http://www.conference-board.org/>.
- Toossi, M. (2009, November). Labor Force Projections To 2018: Older Workers Staying More Active. *Monthly Labor Review*. Bureau of Labor Statistics. Retrieved August 13, 2010, from <http://www.bls.gov>.
- U.S. Census Bureau (2008). Retrieved September 25, 2009. <http://www.census.gov/>.
- U.S. Census Bureau, American Community Survey (2008). Retrieved September 25, 2009. <http://www.census.gov/acs/>.
- Wilder, W., & Risher, H. (2010, September). Succession Planning: It Should and Can Be Done. *HR News Magazine*, 18.
- Wingett, Y. (2008, March). As Economy Drags, Job Turnover At County Falls. *AZ Central*. Retrieved December 21, 2009, from the AZ Central website: <http://www.azcentral.com>.
- WorldAtWork (2009). Students Say Social Networking Sites Key to Employee Engagement. Retrieved October 7, 2009, from <http://www.worldatwork.org>.

References within the State Personnel Administration

- Compensation and Benefits Study (2007, March).
- Georgia Leadership Institute: Leading the Way for a New Georgia (2008). Retrieved November 16, 2009, from the State Personnel Administration website: <http://www.spa.ga.gov>.
- Georgia State Government Workforce Report (2008).
- Moodle Project Description (2009).
- Workforce Consulting Services. (2009). *Succession Planning: Developing Georgia's Future Leaders*. Retrieved November 17, 2009.

Appendix

Workforce Highlights

The following summary contains charts, tables and graphs depicting the demographic profile of the workforce, as well as, hiring, salary, turnover rates and other workforce trends. All employee and job related data* have been extracted from the PeopleSoft HCM System, as of July 2010, and represents employee information and transactions with agencies that utilize the PeopleSoft HCMS.

Key data points:

- Georgia's full-time equivalent (FTE) state employee workforce is currently at the lowest level since record keeping in PeopleSoft began (prior to FY 2000).
- The percentage of employees remaining in a Classified status is now 14.9%, down from 16.4% last fiscal year. Eighteen agencies no longer have any classified employees.
- The state continues to employ a considerably higher percentage of females and African-Americans than the overall labor force in Georgia and a smaller percentage of the Hispanic workforce.
- Hiring activity was slightly higher during the 2010 fiscal year, primarily due to a resumption of hiring into correctional occupations. Hiring activity in other occupational areas was mixed.
- Total turnover for Georgia State Government increased only slightly from the level experienced in FY 2009 (up two tenths to 13.8%), with a 10.4% rate of employees voluntarily leaving state government.
- Retirements accounted for 26% (up from 24% last FY) of all external, voluntary turnover during fiscal year 2010.
- Average age is currently (44.9) and the average tenure based on Service Date is currently (9.8).
- It is estimated that approximately 15% of today's workforce will be considered at-risk of retirement within the next 5 years.

To inquire further regarding this and other workforce related information, readers may visit our website at http://www.spa.ga.gov/employees/HR_Analytics.asp or contact the Workforce Analytics Unit at the State Personnel Administration (Jeff.Maile@spa.ga.gov).

*Counts and totals may be inconsistent between tables due to missing data items and/or rounding.

Executives: Workforce Tenure & Salary Observations

Key Findings	<ul style="list-style-type: none"> ▪ Over 70% of executives on the SRE pay plan are between the ages of 45 and 64.
	<ul style="list-style-type: none"> ▪ Almost 20% of executives on the SRE pay plan fulfill the at-risk retirement criteria <ul style="list-style-type: none"> * 60 years of age / 10 years of service * 50 years of age / 30 years of service
	<ul style="list-style-type: none"> ▪ Approximately 50% of executives on the SRE pay plan have less than ten years of tenure in state government.

Executive Compensation Summary

Average Salary \$104,818

Average Age 52 years

Turnover Rate for 2009/2010 15.4%

		Tenure					Total
		0-9	10-19	20-29	30-39	40+	
Age	25-34	22	1				23
	35-44	73	46	9			128
	45-54	87	56	79	17		239
	55-64	105	47	40	16		208
	65-74	12	9	2	1	1	25
	75+	2	1	1	1	2	7
	Total	301	160	131	35	3	630

		Tenure					Total
		0-9	10-19	20-29	30-39	40+	
Age	25-34	3.5%	0.2%				3.7%
	35-44	11.6%	7.3%	1.4%			20.3%
	45-54	13.8%	8.9%	12.5%	2.7%		37.9%
	55-64	16.7%	7.5%	6.3%	2.5%		33.0%
	65-74	1.9%	1.4%	0.3%	0.2%	0.2%	4.0%
	75+	0.3%	0.2%	0.2%	0.2%	0.3%	1.1%
	Total	47.8%	25.4%	20.8%	5.6%	0.5%	100.0%

** Data as of 7/9/2010, executives on the SRE salary plan only*

Turnover

Turnover Job Costs by Job Title (Top 25)

Job Title	Estimated Cost of TO (FY10)	Cost of Overall TO Rank (FY10)	Overall TO* (FY10)	Estimated Cost of TO (FY09)	Cost of Overall TO Rank (FY09)
Beh Health/Counselor (WL)	\$5,132,057	15	14.5%	\$7,324,473	10
Beh Hlth/Provider (WL)	\$7,038,410	10	27.3%	\$5,829,586	15
Clerk (AL)	\$5,794,322	11	9.8%	\$5,573,871	18
Clerk (WL)	\$12,628,995	5	10.8%	\$10,674,837	6
Client Support Worker (WL)	\$19,494,007	3	22.0%	\$9,546,866	7
Comm & Soc Svcs Tech (AL)	\$4,099,779	22	23.0%		
Comm & Soc Svcs Tech (EL)	\$3,593,855	23	27.8%		
Comm & Soc Svcs Tech (WL)	\$5,592,160	12	18.3%	\$5,017,987	19
Corrections Officer (SP)	\$4,729,523	17	11.2%	\$4,356,815	22
Corrections Officer(WL)	\$80,647,845	1	20.4%	\$75,536,366	1
Economic Support Spec (AL)	\$4,553,689	18	8.1%	\$5,812,222	16
Economic Support Spec (WL)	\$7,151,357	9	13.0%	\$9,139,186	8
Food Svc Operation Wkr (WL)	\$4,277,295	19	24.6%		
Health Aide (AL)	\$3,408,674	24	12.9%		
Health Aide (WL)	\$22,561,622	2	29.0%	\$12,641,415	4
Housekeeper (EL)	\$4,156,097	20	16.0%		
Instructor, Technical	\$7,884,624	8	9.4%	\$16,023,551	3
Lic Prac Nurse (WL)	\$8,712,872	7	23.5%	\$7,423,472	9
Probation/Parole Officer(WL)	\$5,514,085	13	8.3%	\$7,022,014	11
Protect & Placement Spec(AL)	\$4,936,288	16	30.6%	\$5,718,326	17
Protect & Placement Spec(SP)	\$3,249,438	25	14.2%		
Protect & Placement Spec(WL)	\$18,705,814	4	21.8%	\$18,702,086	2
Registered Nurse (SP)	\$4,148,538	21	12.3%	\$6,302,869	13
Registered Nurse (WL)	\$9,413,237	6	25.3%	\$11,867,779	5
Secretary (AL)	\$5,372,024	14	8.6%	\$6,215,224	14
Grand Total	\$262,796,607				

Note:

*Overall turnover is calculated at 100% of salary and benefits (includes deaths)

- The estimated total turnover cost for the top 25 jobs is \$262,796,607, an increase of 1.9% from FY09.
- Top 25 jobs comprise 51% of total turnover costs for the enterprise.

EL:	Entry Level
WL:	Working Level
AL:	Advanced Level
SP:	Supervisor

Turnover Job Costs by Job Family

Job Family	Estimated Cost of Overall TO (FY10)	Cost of Overall TO Rank	Overall TO* (FY10)
Education/Instruction/Testing	\$44,274,925	5	12.2%
Engineering/Technology Support	\$5,104,325	15	5.3%
Facilities/Materials/Equipment	\$16,563,842	8	12.3%
Financial Management/Revenue	\$20,617,027	7	8.7%
Food Services/Farm Services	\$7,506,271	13	19.9%
General Support Services	\$51,302,628	4	10.8%
Health Care	\$106,423,197	2	21.9%
Information/Telecommunication Systems	\$12,407,456	10	8.7%
Laboratory Services/Physical Sciences	\$3,571,440	16	8.3%
Legal	\$10,746,619	12	12.3%
Parks/Recreation/Natural Resource Mgt	\$3,431,233	17	9.7%
Personnel Administration	\$12,059,122	11	9.6%
Public Safety/Corrections/Investigations	\$107,949,682	1	16.1%
Real Estate/Property Management	\$918,716	18	8.7%
Regulatory Compliance	\$14,197,878	9	8.7%
Social Services/Counseling	\$62,463,565	3	14.5%
Transportation	\$7,394,346	14	9.3%
Unspecified	\$35,575,255	6	11.2%

Note:

*Overall turnover is calculated at 100% of salary and benefits (includes deaths)

Turnover by Agency

Agency Name	Vol TO (FY10)	Vol TO Rank	Invol TO (FY10)	Overall TO* (FY10)
Accounting Office, State	11.4%	17	8.5%	19.9%
Admin. Office of the Courts	15.2%	8	2.4%	17.6%
Admin. Services, Ga. Dept. of	9.1%	32	2.5%	12.0%
Agriculture, Ga. Dept. of	9.0%	34	2.0%	11.3%
Audits, Ga. Dept. of	11.0%	18	3.7%	15.0%
Banking & Finance, GA Dept of	10.2%	21	4.6%	14.8%
Behavioral Health & Dev. Dis.	13.3%	11	8.8%	22.4%
Community Affairs, Ga. Dept. of	7.6%	44	5.6%	13.2%
Community Health, Ga. Dept of	14.8%	9	0.7%	15.5%
Community Service Boards	15.6%	6	8.9%	24.7%
Corrections, Ga. Dept. of	12.8%	13	1.9%	14.9%
Court of Appeals, Ga.	10.2%	22	0.0%	10.2%
Defense, Ga. Dept. of	9.7%	25	1.1%	10.8%
DHR - BOCOP	8.7%	36	4.6%	13.8%
DHR - DFACS	13.5%	10	2.1%	15.7%
DHR - Public Health	9.8%	24	2.2%	12.1%
Driver Services, Ga. Dept. of	9.1%	31	2.2%	11.3%
Early Care & Learning, Dept of	7.0%	49	2.1%	9.1%
Economic Development, Dept of	11.9%	15	8.5%	20.5%
Education, Ga. Dept. of	12.3%	14	5.6%	17.9%
Employees Retirement Sys., Ga.	4.4%	57	3.3%	7.7%
Fin. & Invest. Comm., GA State	4.2%	58	1.7%	5.9%
Forestry Commission, Georgia	9.0%	35	1.2%	10.3%
Ga Public Defender Standards	9.2%	29	2.0%	11.2%
Ga. Correctional Industries	10.8%	20	1.3%	12.5%
General Assembly of Georgia	6.7%	52	0.4%	7.5%
George L. Smith II - GWCCA	11.4%	16	9.2%	20.6%
Georgia Building Authority	4.7%	56	2.1%	7.8%
Georgia Regional Transportation Authority	10.0%	23	7.5%	17.5%
Human Resources, Ga. Dept. of	9.6%	26	2.1%	12.1%
Insurance, Office of Comm. of	9.2%	30	6.4%	15.6%
Investigation, Ga. Bureau of	7.4%	46	0.7%	8.0%
Juvenile Justice, Dept. of	18.1%	2	6.5%	24.7%
Labor, Ga. Dept. of	9.0%	33	0.5%	9.6%
Law, Georgia Department of	4.9%	55	0.0%	4.9%
Natural Resources, Ga. Dept. of	7.8%	43	2.0%	9.8%
Office of Planning and Budget	8.2%	41	3.5%	12.0%
Pardons & Paroles, State Board	7.1%	48	0.1%	7.2%
Prosecuting Attorney's Council	6.9%	50	1.2%	8.2%
Public Broadcasting, Georgia	9.2%	28	11.3%	20.5%
Public Safety, Ga. Dept. of	6.6%	53	0.4%	7.0%
Public Service Commission, Ga.	7.4%	45	1.1%	8.5%
Revenue, Department of	6.7%	51	1.7%	8.7%
Secretary of State	17.2%	4	4.7%	22.5%
Soil & Water Commission	8.7%	39	0.0%	8.7%
State Personnel Administration	9.6%	27	3.2%	13.8%
State Properties Commission	16.7%	5	0.0%	16.7%
State Road & Tollway Authority	15.5%	7	0.0%	15.5%
Student Finance Commission, Ga.	19.0%	1	2.7%	21.8%
Subsequent Injury Trust Fund	10.9%	19	0.0%	10.9%
Superior Courts of Georgia	8.7%	38	0.2%	9.0%
Supreme Court	8.7%	37	7.0%	15.7%
Teachers Retirement Sys.	3.8%	59	0.0%	3.8%
Technical & Adult Ed., Dept. of	7.1%	47	1.8%	9.7%
Technical Colleges	7.8%	42	1.6%	9.5%

Agency Name	Vol TO (FY10)	Vol TO Rank	Invol TO (FY10)	Overall TO* (FY10)
Technology Authority, Georgia	17.2%	3	3.4%	20.7%
Transportation, Ga. Dept. of	6.0%	54	1.4%	7.5%
Veterans Service, Ga. Dept. of	13.1%	12	1.5%	14.6%
Workers' Comp, State Board of	8.3%	40	2.8%	11.1%

Notes:

* Overall turnover includes deaths, but does not include agency transfers.

* Agency transfers are included in voluntary turnover by agency.

Turnover by Ethnic Group

Ethnic group	Male Overall TO Rate	Female Overall TO Rate	Group Overall TO Rate
Caucasian	12.1%	13.2%	12.7%
African American	16.6%	14.2%	14.9%
Hispanic	18.9%	14.7%	16.0%
Asian	9.8%	11.8%	10.9%
Other	15.8%	16.8%	16.5%
ALL Groups	13.8%	13.8%	13.8%

Turnover by Age Group

	Age Range					
	< 26	26 - 35	36 - 45	46 - 55	56 - 65	> 65
EE's At Beg of FY 2010	3,999	16,261	20,677	23,495	12,504	1,028
Voluntary Terms	784	2,102	1,558	1,528	1,795	225
Voluntary Rate	19.6%	12.9%	7.5%	6.5%	14.4%	21.9%
Total External Terms	1,071	2,781	2,225	2,194	2,138	255
External Rate	26.8%	17.1%	10.8%	9.3%	17.1%	24.8%

Turnover by Tenure group

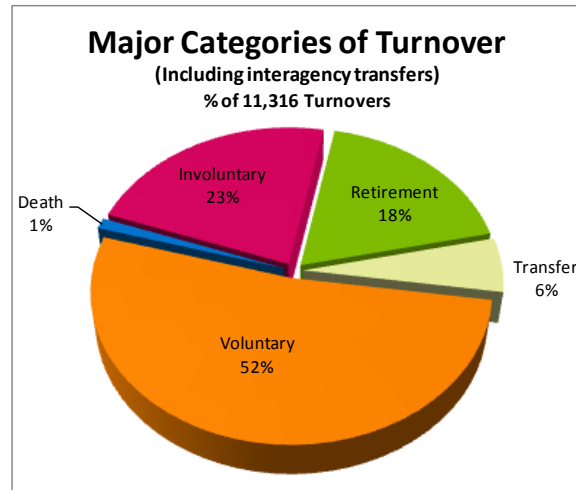
Tenure Range	FTE Employees at Beginning of FY 2010	Voluntarily Terminations During FY 2010	Annualized Voluntary TO Rate	All Employees Leaving State Gov.	Annualized Overall TO for Range
0-5 Years	30,066	4,008	13.3%	5,585	18.6%
Over 5 Years	47,898	3,982	8.3%	5,079	10.6%

- 1,714 employees terminated within one year of their employment with the state.

Monthly Activity

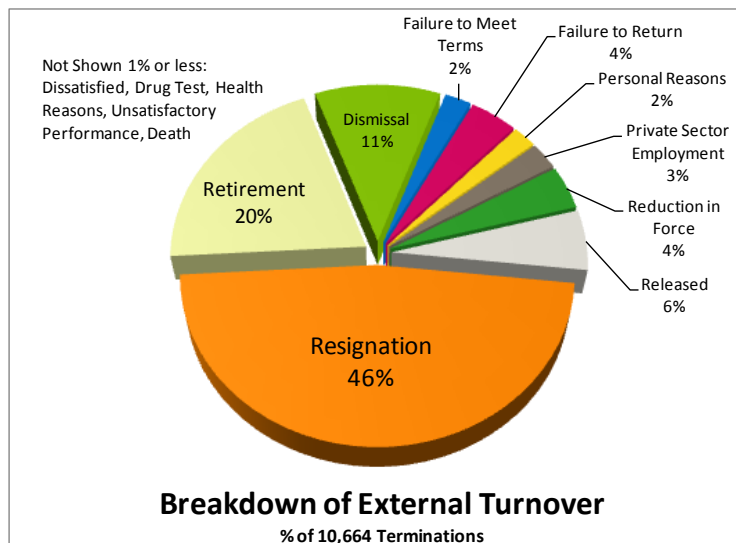
Monthly Activity	July 2009	Aug 2009	Sep 2009	Oct 2009	Nov 2009	Dec 2009	Jan 2010	Feb 2010	Mar 2010	Apr 2010	May 2010	Jun 2010
Termination Actions	1038	945	903	902	656	854	986	833	817	928	891	911
Hiring Actions	745	812	721	664	623	596	677	543	643	696	571	671
Net	-293	-133	-182	-238	-33	-258	-309	-290	-174	-232	-320	-240

Categories of Turnover



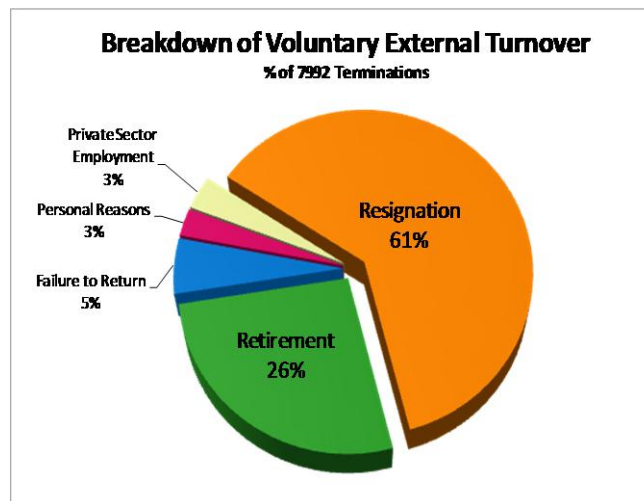
- Of the 11,316 terminations during fiscal year 2010, approximately 70% were voluntary resignations or retirements.
- Voluntary turnover decreased to 52%, this includes resignations and employees departing for professional and personal reasons.
- Involuntary turnover increased from 22% to 23%. These include dismissals, releases, and reductions-in-force.

Reasons of External Turnover



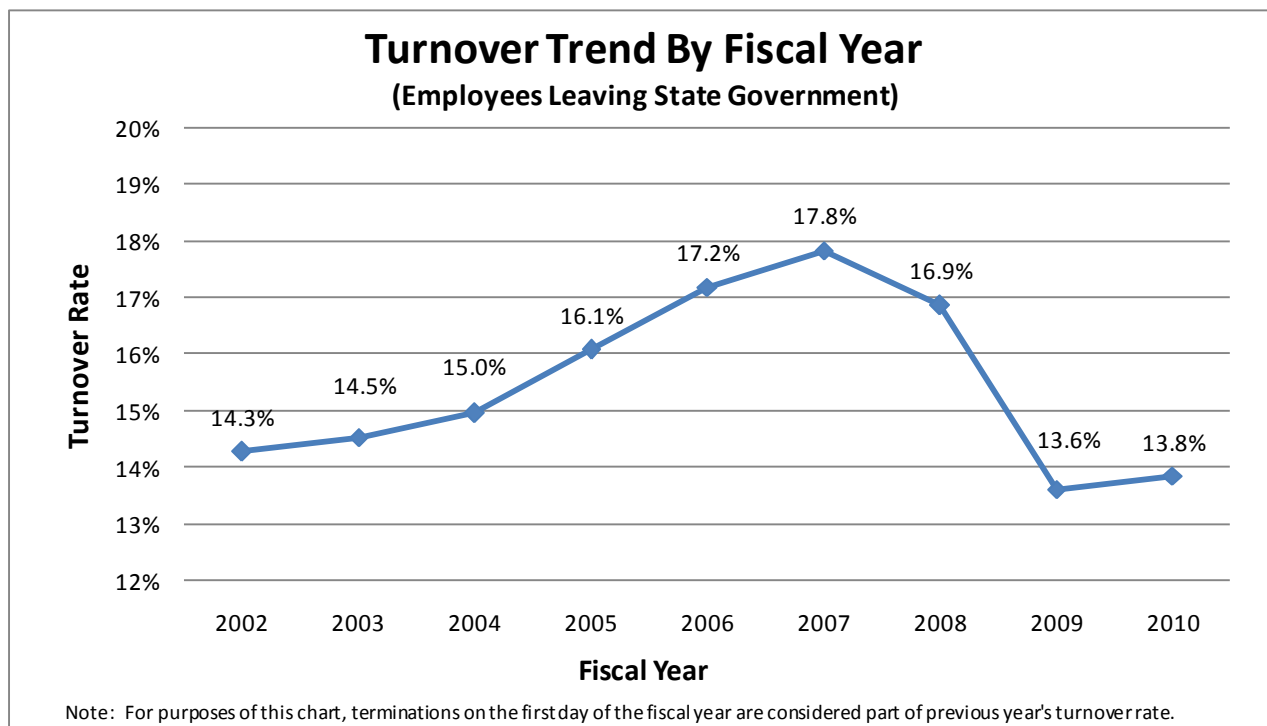
- 75% of external turnover is comprised of employees voluntarily leaving state government (including retirement).
- Involuntary turnover (24%) comprised of 1,139 dismissals and 1,016 layoffs.

Reasons of Voluntary Turnover



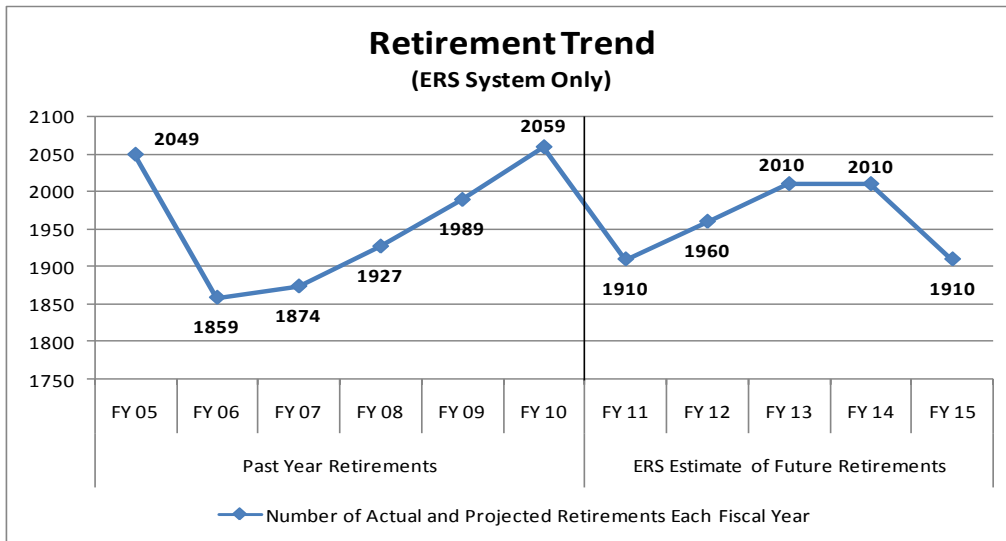
- 61% of all voluntary external terminations in state government are recorded in the generic category of Resignation.

8-Year Turnover Trend



Retirement

Retirement Trend



*** Retirement projection numbers have been adjusted this year to reflect state employee retirements only. Survivor deaths and TRS retirements not included.**

Hires

Employee Hiring Activity in State of Georgia

Top 20 Jobs by Hiring Activity (Fiscal Year 2010)				
Job Title	Hires FY 2010	Hires FY 2009	Differential	% Diff.
Corrections Officer(WL)	1,421	796	625	78.5%
Health Aide (WL)	402	435	-33	-7.6%
Protect & Placement Spec(WL)	240	160	80	50.0%
Registered Nurse (WL)	235	171	64	37.4%
Client Support Worker (WL)	214	264	-50	-18.9%
Instructor, Technical (DTAE)	178	152	26	17.1%
Lic Prac Nurse (WL)	156	165	-9	-5.5%
Clerk (WL)	141	166	-25	-15.1%
Protect & Placement Spec(AL)	119	57	62	108.8%
Beh Hlth/Provider (WL)	86	81	5	6.2%
Food Svc Operation Wkr (WL)	85	80	5	6.3%
Clerk (AL)	72	41	31	75.6%
Housekeeper (EL)	68	109	-41	-37.6%
Probation/Parole Officer(WL)	68	55	13	23.6%
Employment Svcs Spec (WL)	58	62	-4	-6.5%
Food Svc Operation Wkr (SP)	52	18	34	188.9%
Diets & Nutritionists (WL)	50	35	15	42.9%
Comm & Soc Svcs Tech (EL)	48	39	9	23.1%
Comm & Soc Svcs Tech (WL)	48	64	-16	-25.0%
Instructor, General Core	47	24	23	95.8%

- Overall hiring activity during FY10 recovered slightly from last fiscal year, primarily due to hiring into correctional positions. During FY 2010, 6,218 employees new to state government were hired into regular, benefit eligible jobs; up from 5,717 the previous year. There were 11,064 of these new hires in FY 2008.
- Other jobs experiencing increased hiring activity were Protection and Placement Specialists, Registered Nurses and some Food Service Workers.

EL: Entry Level
 WL: Working Level
 AL: Advanced Level
 SP: Supervisor

**New Hires by Occupational Group
(Fiscal Year 2010)**

Occupational Category	Hires FY10	Hires FY09	Differential	% Diff.
Public Safety/Corrections/Investigations	1,641	993	648	65.3%
Health Care	1,637	1,682	-45	-2.7%
General Support Services	644	610	34	5.6%
Social Services/Counseling	577	692	-115	-16.6%
Education, Instruction, and Testing	536	441	95	21.5%
Facilities, Materials, and Equipment	195	221	-26	-11.8%
Food Services/Farm Services	157	113	44	38.9%
Financial Management/Revenue	150	140	10	7.1%
Personnel Administration	113	118	-5	-4.2%
Regulatory Compliance	108	104	4	3.9%
Legal	94	79	15	19.0%
Information/Telecommunication Systems	92	99	-7	-7.1%
Laboratory Services/Physical Sciences	55	34	21	61.8%
Parks, Recreation, and Natural Resource Mgt	18	12	6	50.0%
Transportation	18	44	-26	-59.1%
Engineering/Technology Support	7	74	-67	-90.5%
Real Estate/Property Management	1	5	-4	-80.0%

- Increased hiring of Correctional Officers led to the increase seen in the Public Safety occupational category. This fiscal year has also seen an increase in hiring of Instructors in the Physical Sciences.
- Although increased hiring was seen in the Food Service and Parks/Recreation occupations, hiring activity is still far below levels seen during FY08.
- Although certain specific jobs in Health Care (Nurses) and Social Services (Child Protection & Placement Spec) did experience additional hires, these occupational categories as a whole have continued to decline in activity.
- Hiring in Facilities and Equipment, Personnel Admin, and IT/Telecomm have continued to decline and hiring activity into transportation and Engineering jobs is negligible.

**New Hiring Activity by Agency for FY10
(Includes Temporary Hires)**

Agency Name	New Hires in FY10	Agency Name	New Hires in FY10
Admin. Office of the Courts	18	Ga. Dept. of Transportation	10
Community Service Boards	1,304	Ga. Dept. of Veterans Service	22
Department of Human Services	4,904	Ga. Employees Retirement Sys.	13
Department of Revenue	54	Ga. Public Service Commission	2
Dept Behavioral Hlth& Dev Disb	1,679	Ga. Student Finance Commission	0
Dept of Early Care & Learning	13	Ga. Teachers Retirement Sys.	7
Dept of Economic Development	28	Ga. Dept of Community Health	145
Dept. of Juvenile Justice	437	General Assembly of Georgia	94
DHR - BOCOP	121	George L. Smith II - GWCCA	364
DHR - DFACS	460	Georgia Building Authority	5
DCH - Public Health	846	Georgia Department of Law	11
GA Dept of Banking & Finance	9	Georgia Forestry Commission	140
GA Public Defender Standards	88	Georgia Public Broadcasting	53
GA Regional Trans Authority	8	Georgia Technology Authority	5
GA Soil & Water Conservation	5	Office of Comm. of Insurance	2
GA State Fin. & Invest. Comm.	8	Office of Planning and Budget	135
Ga. Bureau of Investigation	54	Prosecuting Attorneys	49
Ga. Correctional Industries	21	Secretary of State	57
Ga. Court of Appeals	5	State Accounting Office	2
Ga. Dept. of Admin. Services	21	State Board Pardons & Paroles	20
Ga. Dept. of Agriculture	56	State Board of Workers' Comp	5
Ga. Dept. of Audits	21	State Personnel Administration	6
Ga. Dept. of Community Affairs	14	State Properties Commission	2
Ga. Dept. of Corrections	1,265	State Road & Tollway Authority	8
Ga. Dept. of Defense	159	Subsequent Injury Trust Fund	2
Ga. Dept. of Driver Services	50	Superior Courts of Georgia	22
Ga. Dept. of Education	182	Supreme Court	3
Ga. Dept. of Labor	618	Technical College System of GA	65
Ga. Dept. of Natural Resources	329	Technical Colleges	4,020
Ga. Dept. of Public Safety	78	Grand Total	18,124

- Overall hiring in the state for FY10, including part-time and temporary appointments, was 18,124 transactions (compared to 13,475 transactions during the 2009 fiscal year).
- Nearly 90% of the increase in hiring transactions was comprised of time-limited or part-time hires.

Employee Demographics

Employees by Branch of Government and Other

Distribution of Employees by Branch			Percent Change in Employees from Last Year
Branch of Government	Number of Employees	Average Salary	
7/9/2010			
Executive Branch (Inc. DFCS)	55,671	\$36,920.39	-4.5%
Community Service Boards	5,893	\$31,588.18	-5.9%
Technical College System	5,369	\$47,021.95	4.6%
Judicial Branch	1,420	\$70,450.95	-1.4%
Legislative Branch	758	\$44,860.31	-3.3%
County Public Health	4,815	\$35,831.57	2.2%
Authorities, Boards & Commissions	1,195	\$46,737.85	-7.9%
Grand Total	75,121	\$38,024.39	-3.6%

Agency Employees by Department

Distribution of Employees by Department				
AGENCY	Number of Current Employees			% of All Employees
	Classified	Unclassified	Total	
7/9/2010				
Ga. Dept. of Corrections	2,360	10,245	12,605	16.8%
Behavioral Health & Dev. Dis., Dept. of	1,189	5,678	6,867	9.1%
DHR - DFACS	880	5,873	6,753	9.0%
Community Service Boards	869	4,805	5,674	7.6%
Technical College System of GA	2	5,367	5,369	7.1%
Ga. Dept. of Transportation	1,126	3,825	4,951	6.6%
DHR - Public Health	947	3,868	4,815	6.4%
Dept. of Juvenile Justice	194	3,553	3,747	5.0%
Ga. Dept. of Labor	551	3,095	3,646	4.9%
Ga. Dept. of Natural Resources	303	1,807	2,110	2.8%
Ga. Dept. of Human Services	315	1,607	1,922	2.6%
Ga. Dept. of Public Safety	567	1,118	1,685	2.2%
Ga. Dept. of Community Health	182	1,354	1,536	2.0%
Department of Revenue	304	807	1,111	1.5%
Ga. Dept. of Education	125	638	763	1.0%
Prosecuting Attorneys' Council of Georgia		759	759	1.0%
Ga. Bureau of Investigation	214	541	755	1.0%
GA Public Defender Standards		740	740	1.0%
State Board Pardons & Paroles	187	496	683	0.9%
Ga. Dept. of Driver Services	93	570	663	0.9%
Ga. Dept. of Agriculture	185	444	629	0.8%
Georgia Forestry Commission	188	376	564	0.8%
General Assembly of Georgia		474	474	0.6%
Ga. Dept. of Defense	65	398	463	0.6%
Office of Planning and Budget	12	405	417	0.6%
George L. Smith II - GWCCA		413	413	0.5%
Superior Courts of Georgia		406	406	0.5%
Ga. Dept. of Community Affairs	1	389	390	0.5%
Secretary of State	45	248	293	0.4%
Ga. Dept. of Audits		284	284	0.4%
Ga. Dept. of Admin. Services	26	208	234	0.3%

Distribution of Employees by Department				
AGENCY	Number of Current Employees			% of All Employees
	Classified	Unclassified	Total	
Technical College System of GA	4	220	224	0.3%
Ga. Correctional Industries	27	197	224	0.3%
DHR - BOCOP	55	164	219	0.3%
Georgia Department of Law		207	207	0.3%
Office of Comm. of Insurance	47	157	204	0.3%
Dept of Early Care & Learning	8	179	187	0.2%
Ga. Teachers Retirement Sys.	7	178	185	0.2%
Georgia Building Authority		183	183	0.2%
Dept of Economic Development	25	144	169	0.2%
Georgia Technology Authority		159	159	0.2%
State Board of Workers' Comp	20	118	138	0.2%
Georgia Public Broadcasting		130	130	0.2%
Ga. Dept. of Veterans Service	11	118	129	0.2%
Admin. Office of the Courts		126	126	0.2%
GA State Fin. & Invest. Comm.		116	116	0.2%
State Accounting Office		110	110	0.1%
GA Dept of Banking & Finance	6	96	102	0.1%
Ga. Public Service Commission	16	76	92	0.1%
Ga. Employees Retirement Sys.	5	86	91	0.1%
State Personnel Administration	5	83	88	0.1%
Ga. Court of Appeals		74	74	0.1%
Supreme Court		55	55	0.1%
State Road & Tollway Authority	1	49	50	0.1%
Georgia Regional Transportation Authority		36	36	0.0%
GA Soil & Water Conservation		32	32	0.0%
Ga. Student Finance Commission	11	20	31	0.0%
Subsequent Injury Trust Fund	3	24	27	0.0%
State Properties Commission		12	12	0.0%
Total	11,181	63,940	75,121	100.0%

- All employee distribution counts include all active state agencies currently using the PeopleSoft HRMS system. These counts include all regular, benefit-eligible employees on active non-hourly and non-temporary salary plans.

Employees by Region

Distribution of Employees by Region		
State Region	Number of Employees	Percentage
7/9/2010		
Atlanta Region	26,069	34.7%
Macon / Warner Robbins Region	6,747	9.0%
Dublin Region	5,898	7.9%
Rome Region	5,508	7.3%
Augusta Region	5,490	7.3%
Douglas Region	4,239	5.6%
Blakely Region	4,155	5.5%
Savannah Region	4,035	5.4%
Americus Region	3,933	5.2%
Newnan Region	3,689	4.9%
Gainesville Region	3,043	4.1%
Athens Region	2,300	3.1%
Grand Total	75,106	100.0%



Employees in the Largest State Institutions

Distribution of Employees in Largest State Institutions (July 9, 2010)		
Type of Institution	Institution Name	Number of Employees
State Hospitals	Central State Hospital	1,775
	Gracewood State School & Hospital	1,398
	GA Regional Hosp at Atlanta	686
	NW Regional Hosp at Rome	647
	Southwestern State Hospital	487
	GA Regional Hosp at Savannah	389
	West Central Regional at Columbus	348
Correctional Facility	Georgia State Prison	516
	Georgia Diagnostic & Classification Prison	485
	Valdosta State Prison	411
	Augusta State Medical Prison	408
	Hays State Prison	389
	Ware State Prison	373
	Baldwin State Prison	347
	Airedale State Prison	342
	Coastal State Prison	334
	Hancock State Prison	333
	Macon State Prison	331
	Phillips State Prison	329
	Autry State Prison	312
	Metro State Prison	311
Smith State Prison	308	
Rehabilitation Center	Warm Springs Rehabilitation Inst	386
Youth Detention Center	Eastman Youth Development Center	328
	Metro Regional Youth Detention Center	237
	Savannah Regional Youth Detention Center	126
	Richards Regional Youth Detention Center	101
Youth Development Center	Sumter Youth Development Center	204
	Macon Youth Development Center	174
	Augusta Youth Development Center	163
	Muscogee Youth Development Center	106

Employees by Salary Grade (SWD plan only)

Distribution of Employees by Salary Grade*				
SWD Pay Grade	Minimum of Range	Maximum of Range	Current Employees	Percentage
7/9/2010				
5	\$15,080.00	\$23,275.20	508	0.8%
6	\$15,762.46	\$25,174.60	771	1.2%
7	\$17,099.57	\$28,154.35	3,519	5.4%
8	\$18,549.39	\$31,481.91	3,319	5.1%
9	\$20,039.02	\$35,061.61	6,414	9.9%
10	\$22,077.93	\$38,661.83	2,954	4.5%
11	\$24,322.01	\$42,643.98	14,845	22.8%
12	\$26,672.14	\$46,816.96	5,557	8.6%
13	\$29,399.50	\$51,405.73	8,727	13.4%
14	\$32,418.30	\$56,724.24	4,959	7.6%
15	\$35,569.36	\$62,301.82	4,474	6.9%
16	\$39,038.32	\$68,418.29	3,206	4.9%
17	\$43,063.23	\$75,523.31	2,002	3.1%
18	\$47,280.21	\$82,962.30	1,581	2.4%
19	\$52,172.55	\$91,137.94	1,078	1.7%
20	\$57,289.84	\$100,124.90	492	0.8%
21	\$62,923.28	\$110,011.91	337	0.5%
22	\$69,444.17	\$121,480.75	126	0.2%
23	\$76,282.46	\$133,488.49	89	0.1%
24	\$83,796.35	\$146,675.38	3	0.0%
25	\$92,514.85	\$161,997.08	19	0.0%
26	\$101,643.94	\$178,020.83	9	0.0%
Grand Total			64,989	100.0%
*Employees on SWD Salary Plan only.				

- 87% of the regular workforce is assigned to the statewide Salary Plan (SWD).
- Statewide plan employees are assigned to jobs written in a standard format. The jobs are assigned to pay grades and the employee's pay range is determined by the grade assignment of the job.
- The minimum salary of the grade assigned to a job is typically the hiring salary for that job.
- The statewide plan covers employees at all occupational levels from service, clerical, and maintenance workers to division directors.
- Smaller, specialized salary plans cover physicians, teachers at state institutions, technical school employees, authorities, and the judicial and legislative branches.

Salary Grade Distribution

Position in Salary Range	Number of Employees	Percent of All Employees
Lowest Quarter	34,592	53.2%
2nd Quarter	15,852	24.4%
3rd Quarter	9,144	14.1%
Highest Quarter	4,322	6.7%
Over maximum	1,079	1.7%
Grand Total	64,989	100.0%

- 53.2% of employees are in the lowest quartile of their pay grade.
- 77.6% of employees are currently below the midpoints of their pay grades
- 8,342 employees or 12.8% are at the minimum salary of their pay grade.

Employees by Occupational Area

Distribution of Employees by Occupation		
Job Family	Num of Employees	Percent of All Employees
7/9/2010		
Public Safety/Corrections/Investigations	15,657	20.8%
Health Care	10,867	14.5%
General Support Services	10,294	13.7%
Social Services/Counseling	8,933	11.9%
Education, Instruction, and Testing	5,270	7.0%
Financial Management/Revenue	3,697	4.9%
Unspecified	3,424	4.6%
Facilities, Materials, and Equipment	3,248	4.3%
Regulatory Compliance	2,551	3.4%
Personnel Administration	2,274	3.0%
Transportation	1,929	2.6%
Information/Telecommunication Systems	1,807	2.4%
Engineering/Technology Support	1,471	2.0%
Food Services/Farm Services	1,172	1.6%
Legal	1,044	1.4%
Laboratory Services/Physical Sciences	713	0.9%
Parks, Recreation, and Natural Resource Mgt	603	0.8%
Real Estate/Property Management	152	0.2%
Grand Total	75,106	100.0%

Employees by Occupational Level

Distribution of Employee by Occupational Level		
Professional Level	Num of Employees	Percent of All Employees
7/9/2010		
Executive	615	0.9%
Management	3,834	5.8%
Professional	32,642	49.7%
Technical	13,811	21.0%
Support	14,737	22.5%
Grand Total	65,639	100.0%
*SWD and SRE employees only		

Ethnic Group and Gender Distribution:

Comparison Between State Government and Georgia's Labor Force

Gender Totals Percentage of Employees		
Gender	GA State Government	GA Civilian Work Force*
7/9/2010		
Female	62.8%	46.9%
Male	37.2%	53.1%
Total	100.0%	100.0%

Ethnic Group Totals Percentage of Employees		
Ethnic Group	GA State Government	GA Civilian Work Force*
7/9/2010		
African American	45.9%	25.5%
American Indian	0.2%	0.7%
Asian	1.0%	2.1%
Caucasian	50.4%	65.8%
Hawaiian / Pacific Islander	0.2%	0.1%
Hispanic	1.4%	5.1%
Multiracial	0.9%	0.7%
Total	100.0%	100.0%

Gender By Ethnic Group Distribution			
ETHNIC GROUP	Gender	Percentage of Employees	
		Georgia State Government	GA Civilian Work Force*
African American	Female	32.4%	13.7%
	Male	13.4%	11.8%
American Indian	Female	0.1%	0.3%
	Male	0.1%	0.4%
Asian	Female	0.6%	1.0%
	Male	0.5%	1.2%
Caucasian	Female	27.9%	30.0%
	Male	22.5%	35.9%
Hawaiian / Pacific Islander	Female	0.2%	0.0%
	Male	0.1%	0.0%
Hispanic	Female	1.0%	1.5%
	Male	0.4%	3.5%
Multiracial	Female	0.6%	0.3%
	Male	0.3%	0.4%
Grand Total		100.0%	100.0%

Employees in Jobs with the Largest Number of Incumbents by Pay Grade

Grades 5–10: General Support and Service-related Jobs

Job Title	Number of Employees	FY 2010 TO Rate	Minimum Salary	Average Salary	Average Age	Average Tenure
7/9/2010						
Clerk (WL)	2,430	10.8%	\$20,039.02	\$23,970.68	45.1	9.0
Client Support Worker (WL)	1,733	22.0%	\$20,039.02	\$19,780.51	45.5	7.3
Health Aide (WL)	1,657	29.0%	\$20,039.02	\$19,577.42	39.7	5.7
Clerk (AL)	1,049	3.9%	\$22,077.93	\$26,900.24	45.9	10.8
Lic Prac Nurse (WL)	789	23.5%	\$20,039.02	\$28,356.62	46.3	8.0
Secretary (AL)	753	8.6%	\$22,077.93	\$25,639.90	47.7	12.1
Housekeeper (EL)	515	16.0%	\$15,762.46	\$17,077.57	47.0	7.9
Transp/Construction Wkr(AL)	495	6.9%	\$18,549.39	\$26,973.37	46.5	10.1
Health Aide (AL)	486	12.9%	\$20,039.02	\$22,721.39	44.6	9.9
Comm & Soc Svcs Tech (WL)	443	18.3%	\$22,077.93	\$24,338.15	45.4	9.2
Food Svc Operation Wkr (SP)	411	16.5%	\$20,039.02	\$24,258.43	48.7	7.9
Clerk (EL)	405	11.9%	\$18,549.39	\$20,746.11	44.2	7.1
Food Svc Operation Wkr (WL)	365	24.6%	\$18,549.39	\$17,647.18	45.3	6.9
Nurse Assistant (WL)	331	15.7%	\$17,099.57	\$18,263.86	39.5	5.7
Transp/Construction Wkr(WL)	315	7.5%	\$17,099.57	\$24,419.33	41.9	4.6
Secretary (WL)	273	10.8%	\$20,039.02	\$22,059.29	46.3	9.1
Heavy Equip Ops Tech (WL)	262	6.2%	\$20,039.02	\$29,557.49	48.4	14.1
Comm & Soc Svcs Tech (EL)	251	27.8%	\$18,549.39	\$21,219.21	44.7	7.2
Heavy Equip Ops Tech (AL)	238	5.2%	\$22,077.93	\$31,656.07	46.7	15.2
Education Aide (WL)	212	11.7%	\$20,039.02	\$19,305.76	45.6	6.5

Note: On July 1, 2008, the State of Georgia transitioned to a new job classification system. Job-related employee data contained in this report represents the new system and do not reflect the jobs established in the previous system.

Grades 5-10

General Support and Service-related Jobs

- 26.9% of employees
- Average annual salary is \$23,237
- Average tenure is 8.6 years
- Average age is 45.1

Grades 11-14: Paraprofessional, Entry Professional Jobs

Job Title	Number of Employees	FY 2010 TO Rate	Minimum Salary	Average Salary	Average Age	Average Tenure
7/9/2010						
Corrections Officer(WL)	8,458	20.4%	\$26,672.14	\$42,721.93	39.5	7.0
Protect & Placemnt Spec(WL)	1,753	21.8%	\$32,418.30	\$51,408.77	38.4	6.4
Probation/Parole Officer(WL)	1,260	8.3%	\$29,399.50	\$50,626.91	39.0	9.0
Economic Support Spec (WL)	1,066	13.0%	\$24,322.01	\$42,643.98	41.1	8.4
Economic Support Spec (AL)	975	8.1%	\$26,672.14	\$45,421.69	45.5	12.7
Corrections Officer (SP)	854	11.2%	\$29,399.50	\$50,030.18	42.8	10.6
Registered Nurse (WL)	783	25.3%	\$32,418.30	\$56,724.24	47.6	5.8
Financial Ops Gen (AL)	706	7.4%	\$29,399.50	\$43,240.35	48.0	13.3
Beh Health/Counselor (WL)	644	14.5%	\$29,399.50	\$51,215.26	44.7	10.4
Office Admin Generalist (WL)	615	9.0%	\$26,672.14	\$46,708.22	46.7	10.4
Beh Hlth/Provider (WL)	531	27.3%	\$29,399.50	\$47,879.90	42.1	6.8
Employment Svcs Spec (WL)	528	10.5%	\$24,322.01	\$42,643.98	47.6	6.1
Correction Operations	509	7.7%	\$32,418.30	\$52,137.16	45.5	14.8
Child Supt Svcs Officer (WL)	463	11.1%	\$26,672.14	\$46,816.96	42.1	9.7
Business Op Generalist (AL)	397	7.4%	\$32,418.30	\$51,878.30	48.2	13.8
Protect & Placemnt Spec(AL)	367	30.6%	\$32,418.30	\$56,709.75	37.6	4.4
Economic Support Spec (SP)	365	6.8%	\$29,399.50	\$51,405.73	46.8	16.4
Comm & Soc Svcs Tech (AL)	321	23.0%	\$24,322.01	\$42,643.98	46.4	10.1
Bldg/Const Trades Spec(AL)	315	8.8%	\$32,418.30	\$44,214.93	50.4	12.6
Secretary (AL)	296	8.6%	\$26,672.14	\$42,672.17	49.2	12.4
Parole Officer(WL)	289	6.9%	\$29,399.50	\$51,405.73	40.3	10.5
Firefightng Preventn Spec(WL)	283	9.9%	\$26,672.14	\$46,816.96	41.7	10.7
Heavy Equip Ops Tech (SP)	271	8.4%	\$29,399.50	\$44,895.17	48.2	18.7
Customer Service Spec (WL)	259	10.8%	\$26,672.14	\$43,868.48	39.6	8.3

Grades 11-14

Paraprofessional, Entry Professional Jobs

- 52.2% of employees
- Average annual salary is \$32,653
- Average tenure is 9.6 years
- Average age is 43.1 years

Grades 15-26: Professional/Executive Jobs

Job Title	Number of Employees	FY 2010 TO Rate	Minimum Salary	Average Salary	Average Age	Average Tenure
7/9/2010						
Registered Nurse (SP)	583	12.3%	\$43,063.23	\$55,076.17	50.9	11.9
Protect & Placemnt Spec(SP)	393	14.2%	\$35,569.36	\$41,686.84	41.8	10.8
Registered Nurse (AL)	375	11.8%	\$39,038.32	\$47,533.21	48.5	9.4
Business Operations	329	8.9%	\$62,923.28	\$73,242.30	49.7	13.5
State Patrol (AL)	309	5.9%	\$39,038.32	\$48,910.91	41.9	14.9
Business Operation Spec(SP)	281	6.1%	\$47,280.21	\$53,170.32	48.7	14.6
Social Services	274	8.1%	\$43,063.23	\$48,932.19	48.3	17.1
Legal Officer (WL)	244	17.4%	\$43,063.23	\$52,002.32	37.7	3.8
Soc Svcs Prog Consul (WL)	238	8.3%	\$39,038.32	\$48,527.63	48.2	16.0
Programmer (AL)	219	4.1%	\$57,289.84	\$62,770.59	47.9	10.3
Business Operation Spec(AL)	217	9.8%	\$47,280.21	\$46,837.25	47.6	13.2
Planng & Polcy Dev Spec(SP)	215	12.2%	\$57,289.84	\$62,323.82	49.7	11.7
Social Services	208	9.1%	\$69,444.17	\$61,503.86	50.6	18.0
Comp Auditor/Monitor (AL)	202	8.3%	\$47,280.21	\$52,308.53	51.0	10.1
Correction Administration	190	7.9%	\$47,280.21	\$46,138.14	47.0	17.5
Environ Compliance Spec (SP)	177	5.8%	\$47,280.21	\$47,540.59	46.3	13.8
Environ Compliance Spec (AL)	170	7.0%	\$43,063.23	\$44,746.48	44.2	11.0
State Patrol (WL)	170	3.2%	\$35,569.36	\$41,729.40	33.7	6.1
Business Operations	164	12.7%	\$83,796.35	\$93,448.04	51.2	12.5
Engineer-Enviromntl (AL)	157	3.2%	\$52,172.55	\$58,631.51	44.5	10.8
Phy Asst & Practitioner(WL)	157	15.9%	\$43,063.23	\$64,527.30	51.0	11.3
State Patrol (SP)	147	4.6%	\$43,063.23	\$56,116.28	42.0	16.8

Grades 15-26

Professional/Executive Jobs

- 21% of employees
- Average annual salary is \$56,677
- Average tenure is 12.5 years
- Average age is 46.8 years

Employees by Age and Tenure Categories

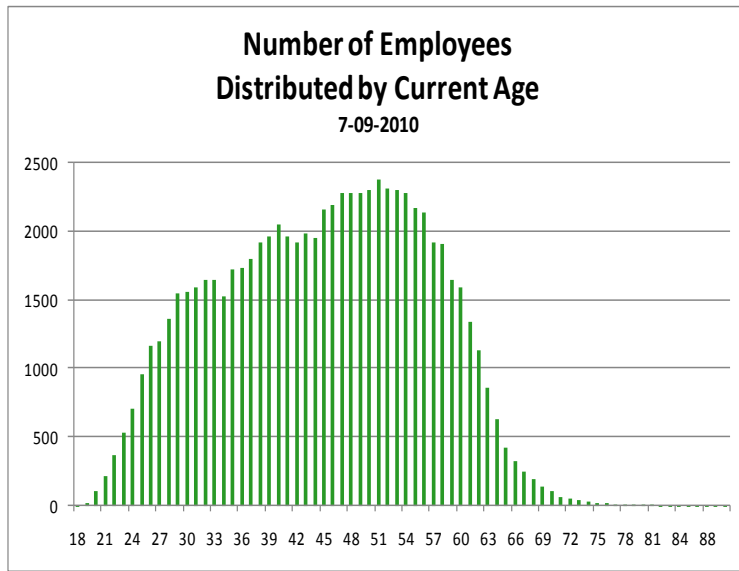
Actual Headcount

Distribution of Employees by Age and Tenure (As of July 9, 2010)							
Tenure	Age Category						Grand Total
	25 and Under	26-35	36-45	46-55	56-65	Over 65	
5 or less	3,300	9,879	7,250	5,612	2,587	272	28,900
5-10	120	4,247	4,943	4,455	2,836	437	17,038
10-15		1,167	3,711	3,288	1,949	308	10,423
15-20		39	2,470	2,794	1,633	184	7,120
20-25			1,210	3,393	1,694	144	6,441
25-30			129	2,373	1,056	77	3,635
Over 30				809	682	66	1,557
Grand Total	3,420	15,332	19,713	22,724	12,437	1,488	75,114

Percentage of Workforce

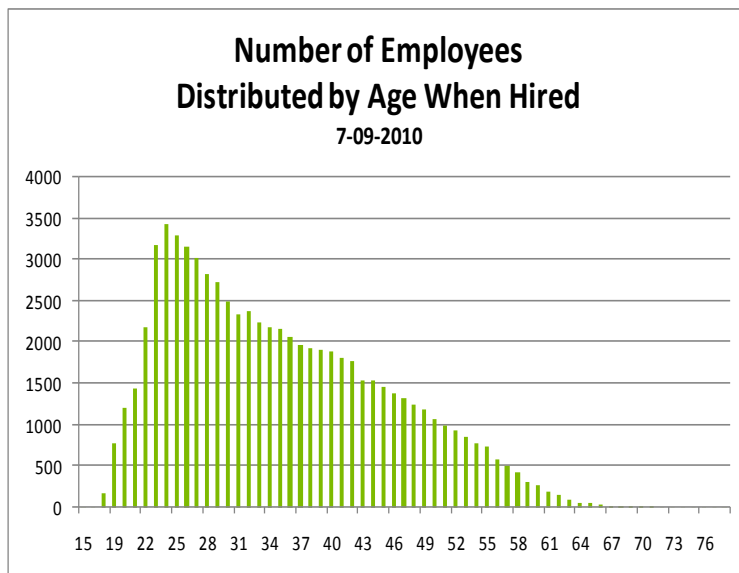
Distribution of Employees by Age and Tenure (As of July 9, 2010)							
Tenure	Age Category						Grand Total
	25 and Under	26-36	36-46	46-56	56-65	Over 65	
5 or less	4.4%	13.2%	9.7%	7.5%	3.4%	0.4%	38.5%
5-10	0.2%	5.7%	6.6%	5.9%	3.8%	0.6%	22.7%
10-15	0.0%	1.6%	4.9%	4.4%	2.6%	0.4%	13.9%
15-20	0.0%	0.1%	3.3%	3.7%	2.2%	0.2%	9.5%
20-25	0.0%	0.0%	1.6%	4.5%	2.3%	0.2%	8.6%
25-30	0.0%	0.0%	0.2%	3.2%	1.4%	0.1%	4.8%
Over 30	0.0%	0.0%	0.0%	1.1%	0.9%	0.1%	2.1%
Grand Total	4.6%	20.4%	26.2%	30.3%	16.6%	2.0%	100.0%

Age of Workforce



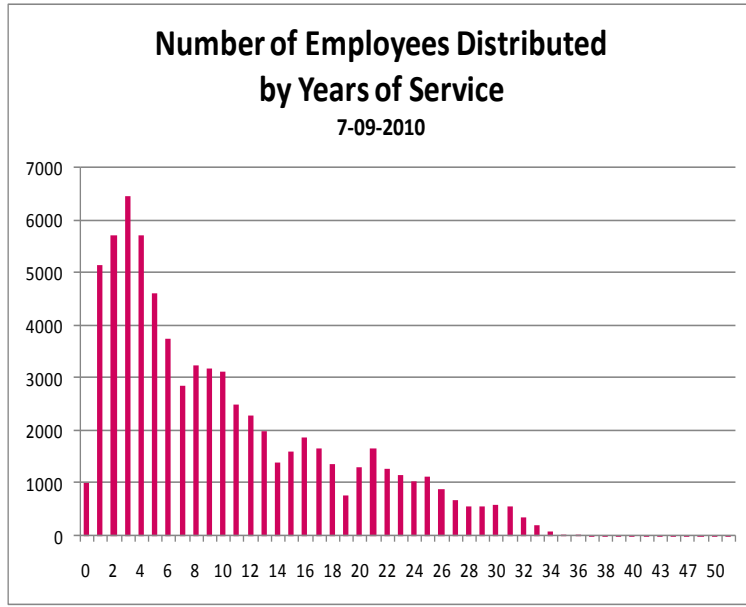
- This year, the state's average employee age is 44.9.
- 18.5% of employees are over the age of 55.
- There are now nine agencies (up from 7 last FY) where the average employee age is 50 or more; Insurance and Worker's Compensation are added to last year's list of GSFC, Subsequent Injury Trust Fund, Veterans Service, Superior Courts, Correctional Industries, Supreme Court and GBA.
- The agencies with the youngest average age are Dept. of Audits, GBI, Juvenile Justice, Corrections, DHR-DFCS, and Public Safety (average age under 43).

Age When Hired



- The average age of employees when they are hired is 35.1 years.
- Two agencies, the Dept. of Public Safety, and Audits have an average employee age at hire of less than 30.
- Four agencies; Veterans Service, GA state Fin and Investment, Superior Courts, and Education have an average employee age at hire of 40 or higher.

Years of Service



- The average tenure of state employees based on reported service date is 9.8 years (up from 9.6 last FY).
- Currently, only Public Defender Standards, Road & Tollway Authority, & the state Fin. & Invest. Comm., have average employee tenure of less than 7 years. Education, DJJ, GSFIC, GRTA & World Congress Center have average tenure of less than 8 years.
- The GA Student Finance Commission has an average employee tenure in excess of 17 years.

For more information regarding Workforce Planning in the State of Georgia, please contact Ann Phillips, Division Director for Workforce Services at (404) 657-3407 or tann.phillips@spa.ga.gov.