

# ENTERPRISE WORKFORCE REPORT

## STATE OF GEORGIA



**State Personnel Administration  
Workforce Services Division**



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## Executive Summary

In order to be the “Best Managed State”, Georgia must have a competent, knowledgeable, and skilled workforce to meet the needs of its citizens. Demographical shifts, population growth, and labor shortages are some of the common trends that impact the need for a competent workforce. Georgia’s citizens are also becoming more diverse in terms of age, and the population is growing among certain ethnic groups. Additionally, generational differences among the emerging and existing workforce has influenced the Total Rewards structure in the State.

The State of Georgia employs approximately 82,000 employees with an average tenure of 9 years of service and an overall turnover rate of 18%. The average annual salary for all state employees is \$37,641 and over half of all state employees are unclassified. 46% of the State’s workforce is 45 years of age or older and predominately female.

Specific agencies also identified trends that will impact its operations in the future via workforce plan submissions (only 32 out of 36 executive agency workforce plans are aggregated in this enterprise report). The top four trends cited by executive agencies are turnover, an aging workforce, a limited qualified applicant pool and changing technology. The Workforce Services team also identified enterprise trends (several are listed below):

- Economic challenges have forced some state agencies to close offices and make other adjustments (e.g., reduction in hiring, furloughs, layoffs, etc.) to meet business needs.
- Talent management (e.g., succession planning, recruitment, retention, etc.) and knowledge management are strategies that many agencies will continue to implement to recruit and retain a competent workforce.
- Various legislative changes (e.g., Family Medical Leave Act expansion) may provide employees with greater flexibility in work/life balance and/or may impact agency policies.

### ***What this means for the State***

Talent management will continue to be an important issue due to projected retirements, generational differences in the workplace, labor shortages, and other factors that impact Georgia and the nation.

- Turnover is the highest among jobs in nursing, social services, law enforcement, and among employees with less than 5 years of service; the state enterprise should implement strategies to recruit and retain high performers
- Succession planning will become more important for agencies as an efficient strategy to ensure leadership and business continuity given retirement projections
- Knowledge management will need to be implemented in more agencies to retain institutional knowledge



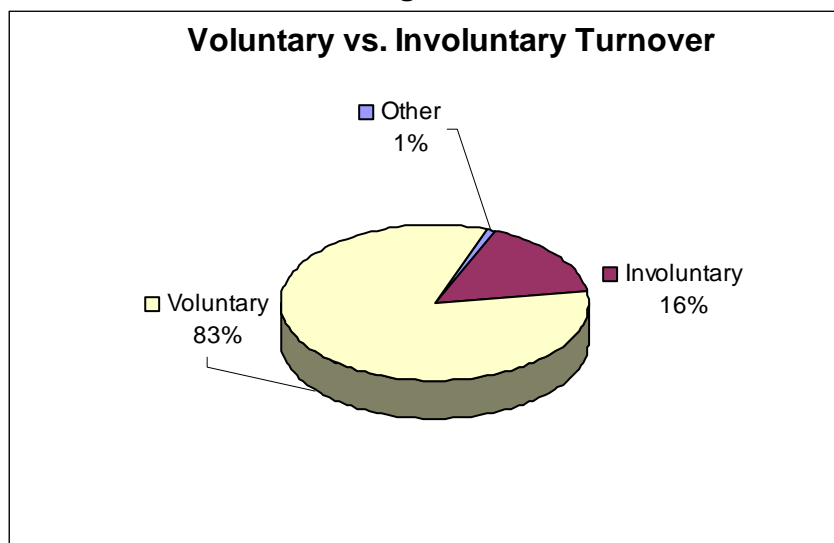
The state will have to meet the demands of aging citizens, and a more diverse customer base, while attracting and retaining an exceptional and diverse workforce. Georgia's population growth will also impact the state's infrastructure.

### ***State of Georgia Workforce Demographics Summary***

<b>Total Employees – 82,001</b>	<b>Unclassified 65,755</b>	<b>Classified 16,246</b>
<b>Average Salary – All Employees</b>	<b>\$37, 641</b>	
<b>Average Salary – Executives</b>	<b>\$104,734</b>	
<b>Average Age</b>	<b>44</b>	
<b>Average Tenure</b>	<b>9 years</b>	
<b>Gender Composition</b>	<b>63% Female / 37% Male</b>	
<b>Overall Turnover Rate</b>	<b>18% (Total voluntary and involuntary)</b>	

#### **Breakdown of Voluntary and Involuntary Turnover for the State of Georgia**

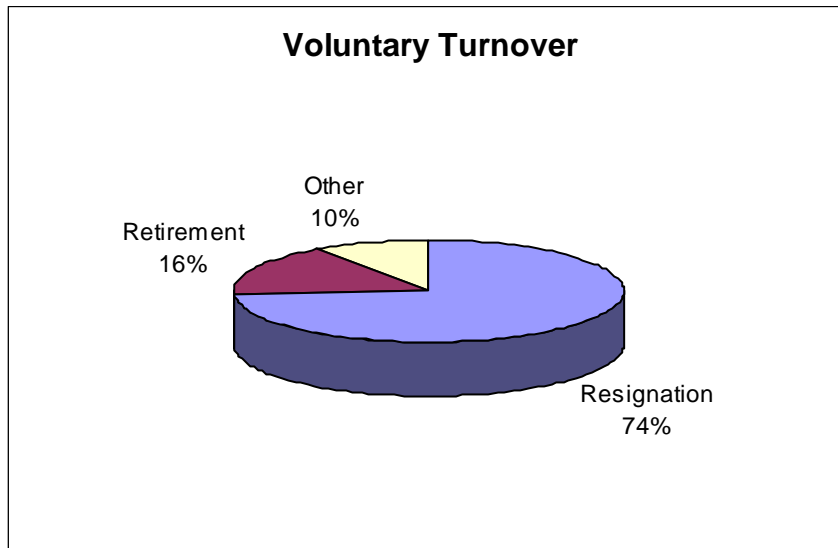
**Figure 1**



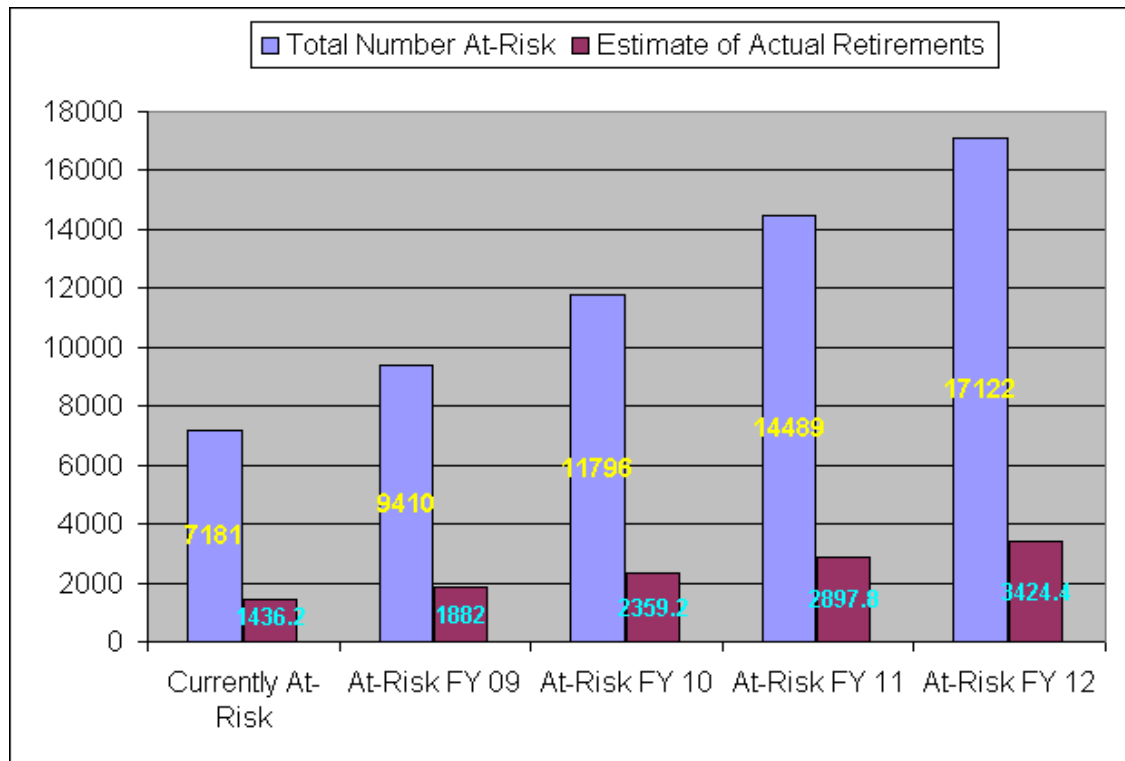
- Voluntary turnover includes retirements and resignations
- The estimated cost of turnover among the top 25 turnover jobs is \$269,399,482.



**Figure 2**



**Figure 3**



- The Employee Retirement System projects 2,500 service-based retirements per year for the next five years in State government. SPA's retirement projections are included in the chart above. The At-Risk Retirement Criteria are as follows:
  - 60 years of age / 10 years of service
  - 50 years of age / 30 years of service
  - 55 years of age / 20 years of service



**Table 1**

<b>Gender Totals: Comparison Between State Government and The Private Sector</b>		
	<b>Percentage of Employees</b>	
<b>Gender</b>	<b>Georgia State Government</b>	<b>Private Sector</b>
Female	63%	47%
Male	37%	53%
<b>Grand Total</b>	<b>100.0%</b>	<b>100.0%</b>

**Table 2**

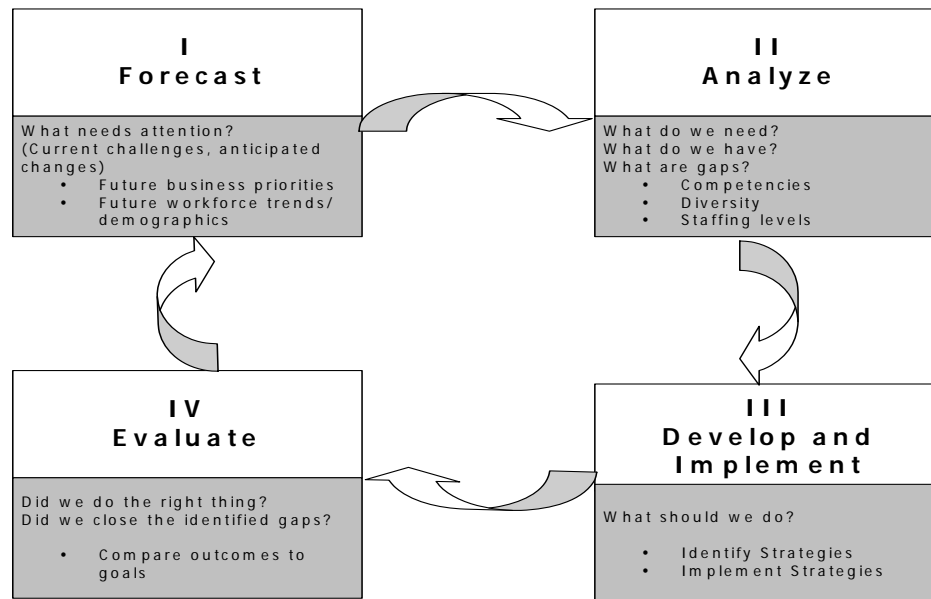
<b>Ethnic Group Totals: Comparison Between State Government and the Private Sector</b>		
	<b>Percentage of Employees</b>	
<b>Ethnic Group</b>	<b>Georgia State Government</b>	<b>Private Sector</b>
AMERIND	0.2%	0.7%
ASIAN	0.9%	2.1%
AFRICAN-AMERICAN	44.9%	25.5%
HISPANIC	1.3%	5.1%
MULTIRACE	0.9%	0.7%
OTHER	0.3%	0.1%
UNKNOWN	0.4%	0.0%
CAUCASIAN	51.2%	65.8%
<b>Grand Total</b>	<b>100.0%</b>	<b>100.0%</b>

- The State's workforce is majority female
- Caucasians make up more than half of the state's workforce
- African-Americans make up 44.9% of the state's workforce
- Asians, Hispanics, American Indians, and other ethnic groups (other than African-American or Caucasian) make up less than 5% of the state's workforce

## State of Georgia's Workforce Planning Model

The Workforce Planning Model includes four steps based on the work of the HR Strategic Initiative Team established in 2006.

Figure 4



### What is Workforce Planning?

Workforce planning is a systematic, proactive process, which aligns strategic planning, human capital (the workforce – your people), and budgeting to meet organizational goals and objectives through:

- Forecasting mission critical talent needs (i.e., competency, staffing, diversity)
- Developing, implementing and evaluating strategies to close gaps

### Workforce Planning Law

State law specifies: (O.C.G.A. 45-20-1- section E) 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 (formerly the Georgia Merit System) for incorporation into the statewide workforce plan to be submitted to the Governor and the General Assembly.



## Workforce Planning Process

Workforce plans submitted by each agency are reviewed annually by the State Personnel Administration. Agency workforce goals, identified gaps, selected strategies, and targeted outcomes are analyzed for prevailing trends and common issues. The result of the agencies Workforce plan submissions are compiled in this report and submitted to the Governor's Office.

## Workforce Plan Analysis

(Based on workforce plan submissions from executive agencies)

<b>Key Findings</b>	<ul style="list-style-type: none"><li>▪ The top four trends cited by agencies' were turnover, an aging workforce, a limited qualified applicant pool, and changing technology as the factors that would impact their agency in the future.</li><li>▪ Retirements and voluntary turnover were cited as the most common staffing gaps.</li><li>▪ Agencies' cited leadership skills as the most needed competency gap in their workforce plans. This observation implies the need to develop current and even future leaders in state government.</li><li>▪ Several agencies mentioned that the workforce is not reflective of the customers serviced, which implies the need for alternative recruitment and development strategies (e.g., recruiting more employees with bi-lingual skills or providing Spanish classes to certain employees).</li><li>▪ At an enterprise level, law enforcement jobs have the highest turnover rates which cost the state over \$20 million dollars.</li></ul>
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The workforce plan analysis is an overall assessment of executive agencies plan submissions to the State Personnel Administration for FY 2009. The workforce plan template entails four sections in which agencies are required to provide information about the following areas, which are based on the workforce plan model:

- Forecast of future trends
- Analysis of Staffing, Competency, and Diversity Gaps
- Agency Strategies'
- Evaluation of strategies

### ***1. Workforce Forecast***

Forecasting involves projecting trends and priorities that could affect the workforce. Aging Workforce, Turnover, Limited/Unqualified Applicant Pool, and Changing Technology were the trends most cited by agencies in their workforce plan submissions.



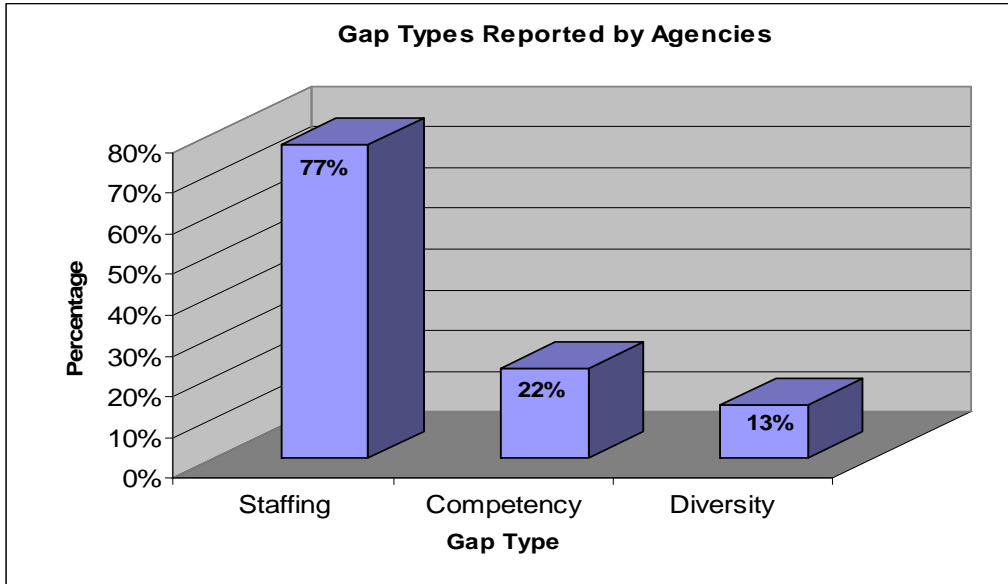
**Table 3**

Trend	% Of Reporting Agencies	Workforce Forecast - Agency Description(s)
Turnover	44%	<ul style="list-style-type: none"> <li>• Turnover due to noncompetitive salaries</li> <li>• Loss of employees to private industry and other government agencies</li> <li>• High turnover and labor supply shortages in certain job classes</li> </ul>
Aging Workforce	44%	<ul style="list-style-type: none"> <li>• Aging workforce and early retirements</li> <li>• Retirements are creating career development challenges</li> </ul>
Limited Qualified Applicant Pool	28%	<ul style="list-style-type: none"> <li>• Limited talent pool</li> <li>• Labor shortages for specialized positions</li> <li>• Ability to afford and attract qualified applicants</li> </ul>
Changing Technology	28%	<ul style="list-style-type: none"> <li>• Changes and advances in technology</li> <li>• Need for updated computer workstations</li> <li>• Technology that keeps pace with customer needs</li> </ul>
Salary/ Compensation Constraints	27%	<ul style="list-style-type: none"> <li>• Salary limitations</li> <li>• Non competitive starting salaries</li> <li>• Low salary levels for mission critical positions</li> <li>• Significant salary compression</li> </ul>
Budget Constraints	25%	<ul style="list-style-type: none"> <li>• Limited resources due to lack of funding</li> <li>• Budget reductions</li> <li>• Downturn in the economy and corresponding funding limits</li> <li>• Budget constraints impacting training</li> </ul>
Lack of Employee Skill and Experience	22%	<ul style="list-style-type: none"> <li>• Lack of competency levels needed to achieve agency's mission</li> <li>• Bi-lingual staff needed</li> <li>• More development of skills within career field</li> </ul>
Work-Life Issues/Job Satisfaction	19%	<ul style="list-style-type: none"> <li>• Employee satisfaction</li> <li>• Relationship between the employee and supervisor</li> </ul>
Lack of Developmental Opportunities	17%	<ul style="list-style-type: none"> <li>• Increased need for leadership preparation</li> <li>• The need for career development and advancement</li> <li>• Limited professional growth potential</li> <li>• Lack of commitment to provide employee development</li> <li>• No formal succession plan</li> </ul>
Changing Demographics	17%	<ul style="list-style-type: none"> <li>• Bi-lingual staff and resources needed</li> <li>• Changing demographics within the State of Georgia</li> </ul>
Political/ Legislative Change	14%	<ul style="list-style-type: none"> <li>• Forthcoming elections and possible new administration</li> <li>• Need for additional staff due to legislative changes</li> <li>• Law mandated the closing of an agency</li> <li>• External legislative agencies dictate level and type of services offered</li> </ul>
Increased Workloads	13%	<ul style="list-style-type: none"> <li>• Heavy demand requires increased travel</li> <li>• Need for additional staff due to legislative changes</li> <li>• Demand driven by community needs</li> </ul>

## 2. Staffing, Competency, and Diversity Gap Analysis

### Gap Types Reported

Figure 5

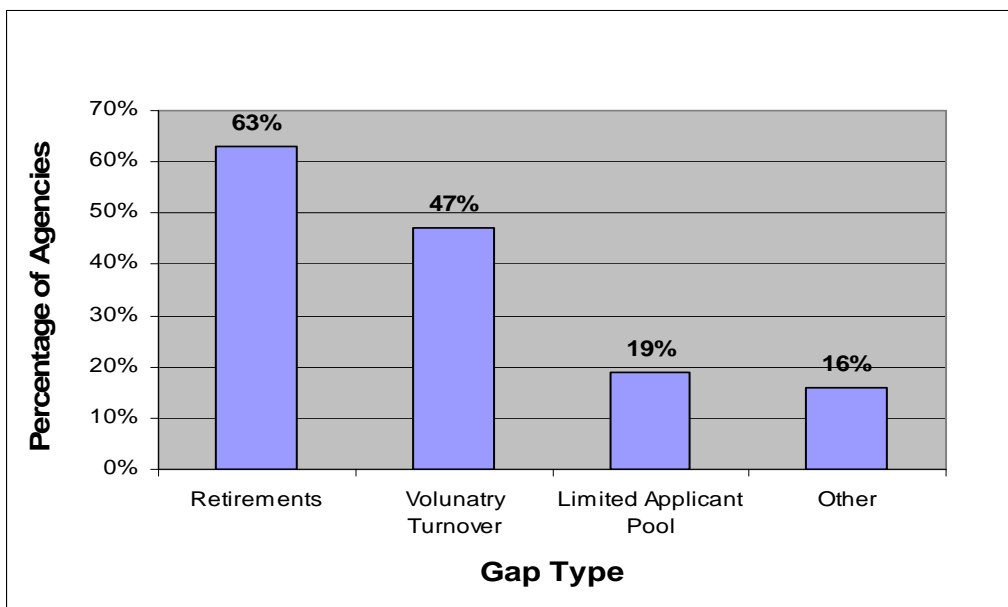


- Most staffing gaps cited by agencies include retirements, turnover, and a limited applicant pool (referenced in the next table).

### Staffing Gaps

Type of staffing gap (turnover, etc.)

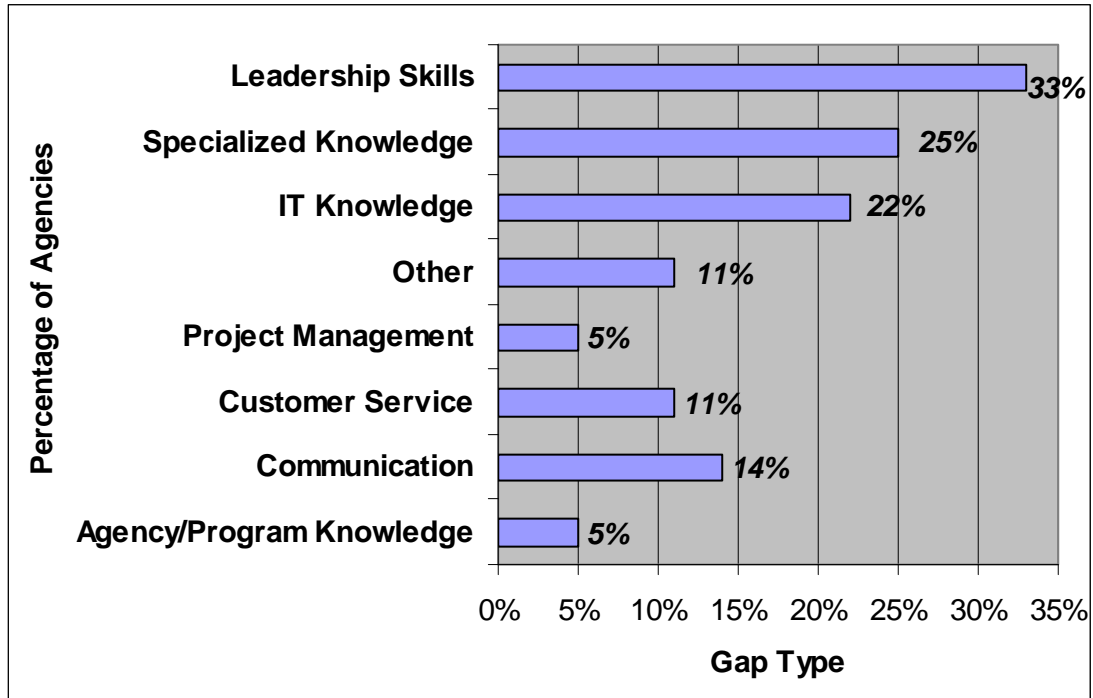
Figure 6





## Competency Gaps

Figure 7



\*Examples of specialized knowledge include finance, accounting, HR, etc.

## Diversity

The primary diversity issue noted by agencies was that Georgia's state workforce is not reflective of the customers it serves.

- Workforce not reflective of customers serviced
- Lack of Spanish speaking staff
- Lack of education and training materials in Spanish

\*Refer to the Ethnic and Gender Group Total tables in the executive summary for more information on the state's workforce composition.



### 3. Additional Enterprise Workforce Analysis

#### Turnover Analysis

##### Top 25 Turnover Job Costs

Table 4

Job Code Description	# In Job at Beginning of FY 07	# Terminations during FY 07	FY 07 Turnover Rate	Average Salary at Beginning of FY	Estimated Cost of Turnover
Correctional Officer	7920	2166	27.35%	\$26,003.79	\$78,853,895.83
Juvenile Correctional Ofcr 1	1352	683	50.52%	\$24,979.40	\$23,885,302.28
Social Serv Case Manager	1400	405	28.93%	\$31,263.65	\$17,726,487.85
Instructor, Technical (DTAE)	1577	224	14.20%	\$52,142.02	\$16,351,736.84
Family Independence Case Mgr 1	1334	336	25.19%	\$26,456.13	\$12,444,963.55
Health Services Tech 1 I/S	1315	441	33.54%	\$18,325.77	\$11,314,332.87
Program Assistant (DHR)	1737	306	17.62%	\$22,264.97	\$9,538,313.58
Houseparent	1036	360	34.75%	\$17,967.09	\$9,055,413.36
Social Serv Provider 1	515	175	33.98%	\$31,899.58	\$7,815,397.35
Physician	168	36	21.43%	\$140,515.90	\$7,082,001.41
Social Services Specialist	350	148	42.29%	\$33,059.66	\$6,849,961.55
Social Serv Tech 2	627	207	33.01%	\$23,262.24	\$6,741,397.73
Attorney, Staff (JUD)	398	74	18.59%	\$61,537.19	\$6,375,253.30
Secretary 2	1195	189	15.82%	\$23,939.03	\$6,334,268.40
Clerk 2, General	943	188	19.94%	\$23,019.95	\$6,058,849.52
Social Serv Case Mgt Assoc	346	157	45.38%	\$26,413.36	\$5,805,657.19
Social Service Case Mgr, Adv	374	132	35.29%	\$31,277.13	\$5,780,014.18
Nurse PH	407	99	24.32%	\$37,319.31	\$5,172,456.23
DFCS Medicaid Eligibility Spec	442	117	26.47%	\$29,211.17	\$4,784,789.32
Nurse Licensed Practical Inpt	365	123	33.70%	\$26,911.51	\$4,634,162.37
Social Serv Tech 1	438	151	34.47%	\$20,532.61	\$4,340,593.33
Social Serv Tech 3	438	109	24.89%	\$27,969.26	\$4,268,109.53
Social Serv Supervisor	476	71	14.92%	\$41,691.24	\$4,144,109.45
Family Independence Case Mgr 2	747	94	12.58%	\$30,714.41	\$4,042,015.83

- Most jobs with the highest turnover costs in state government are in the areas of law enforcement, social services, and health care.
- The estimated **total turnover cost** for the **top 25 jobs** is **\$269,399,482.84**.



## Enterprise Turnover Rates

### Executive Agencies

Executive Agency	Table 5 Involuntary Rate	Voluntary Rate* Includes Retirement	Overall Turnover
Dept. of Agriculture	1.74%	12.30%	14.33%
Dept. of Admin. Services	1.49%	23.76%	25.74%
Dept of Banking & Finance	0.00%	8.55%	8.55%
State Accounting Office	0.00%	28.21%	28.21%
Office of Comm. of Insurance	0.41%	9.35%	9.76%
Dept. of Defense	1.19%	15.27%	16.71%
Dept. of Education	2.50%	25.24%	27.74%
Dept. of Technical & Adult Ed.	2.12%	14.41%	16.95%
Employees Retirement Sys.	2.20%	12.09%	14.29%
Dept of Community Health	1.34%	13.20%	14.54%
Georgia Forestry Commission	0.99%	12.32%	13.30%
Office of Planning and Budget	0.50%	20.45%	21.20%
Dept. of Human Resources	4.87%	16.71%	21.76%
Dept. of Community Affairs	1.31%	11.75%	13.32%
Dept of Economic Development	1.58%	13.16%	14.74%
Dept. of Labor	0.68%	13.71%	14.57%
Georgia Department of Law	0.00%	14.36%	14.36%
State Personnel Administration	0.85%	12.82%	13.68%
Dept. of Juvenile Justice	4.58%	25.28%	30.06%
Dept. of Natural Resources	0.88%	10.71%	11.63%
State Board Pardons & Paroles	0.83%	10.45%	11.28%
Dept. of Public Safety	0.87%	10.89%	11.93%
Dept. of Corrections	2.78%	18.72%	21.65%
Dept of Early Care & Learning	2.26%	13.56%	15.82%
Public Service Commission	0.00%	7.61%	7.61%
Bureau of Investigation	0.13%	8.98%	9.11%
Department of Revenue	1.41%	10.30%	11.96%
Dept. of Driver Services	2.68%	17.02%	19.97%
Student Finance Commission	0.00%	7.32%	9.76%
Secretary of State	1.77%	14.94%	16.71%
Teachers Retirement Sys.	1.12%	6.74%	7.87%
Dept. of Transportation	2.37%	9.70%	12.33%
Dept. of Veterans Service	0.00%	19.67%	19.67%
Subsequent Injury Trust Fund	0.00%	9.68%	9.68%
State Board of Workers' Comp	0.00%	11.18%	11.18%

Most agencies that provide specialized information services, health care, social services and law enforcement have overall turnover rates of 20% or greater.

## Enterprise Workforce Analysis

### Key Findings

- Collaboration among agencies may become more important to meet their business needs (e.g., loan leaders to other agencies).
- Workforce and customer diversity will continue to be important given the needs of the state's citizens (e.g., aging workforce, the need for employees with bi-lingual skills, etc.)
- Flexible schedules and telecommuting options may become more important to recruit and retain employees based on transportation costs and other obligations outside of work.

### *Workforce Planning Team Analysis*

The Workforce Consulting Services team identified high-level trends and critical issues, which will potentially impact the State's workforce. High-level enterprise proposed recommendations were identified to address critical issues that will impact the State's workforce (SPA and other agencies are currently involved in planning and implementing some of the recommendations).

### Enterprise Forecast

- Talent management (e.g., succession planning, workforce development, recruitment, etc.) and knowledge management will continue to be a priority for state agencies and the enterprise given projected retirements and turnover.
- Georgia's population growth will result in an increased demand for State services such as education, healthcare, transportation, public safety, etc.
- More agencies will need employees with bi-lingual skills as Georgia's population increases and becomes more diverse.
- Outsourcing and agency restructuring will become more common as the State looks to improve efficiency and effectiveness.
- Flexible scheduling options (e.g., telework and alternate work schedule) will be utilized by more employees as transportation costs increase. Transportation cost will also impact an employee's employment options based on location and/or flexible scheduling.
- Legislative changes (e.g., Family Medical Leave Act expansion) may provide employees with greater flexibility in work/life balance.
- Georgia's international business partnerships (e.g., KIA manufacturing plant) equates to more jobs and revenue for the State. However, some jobs may leave the State of Georgia due to business partnerships.
- The State will need to remain current with technological changes to meet customer needs for various services (e.g., exclusive online application processes throughout the enterprise).



- The segment of uneducated and/or illiterate citizens could lessen the State's ability to attract workers with the competencies and skills needed to perform effectively in jobs.

## **Enterprise and Workforce Challenges & Issues**

- Economic challenges have prompted some state agencies to close offices and make other types of changes (e.g., reduce hiring, furloughs, layoffs, etc.).
- Recruiting and retaining employees is a common problem for many agencies.
- Labor shortages in healthcare, education and other fields are expected to increase (and have high turnover rates) as the state's population increases.
- Due to limited time and resources, some agencies are not proactive about workforce and succession planning.
- Lack of automated processes prohibits some agencies from remaining current with technological advances to improve efficiency for streamlined processes and better customer service.
- Different values and perceptions among generations could impact retention and recruitment methodologies in the State. For example, Generation X and Y "work to live" versus previous generations that have a "live to work" philosophy. The integration of specific strategies targeted to all generations can help improve recruitment and retention.
- Human resource professionals in some agencies are not considered strategic business partners, and may not be included as SMEs in strategies and/or processes that could impact their agency and/or customer.
- There is no consistency in flexible scheduling (e.g., telework, 4 day work week, etc.) within each agency. For example, a manager with a personal bias against telework may not allow employees to telework even if the job is suitable for telework. Some agencies offer flexible scheduling options and others do not.

## Enterprise Recommendations

Listed below are sample strategies the State could implement to address workforce issues and obstacles (proposed by the Workforce Consulting Services Team).

- 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 State enterprise.
- Conduct exit interviews (by an external party) for all employees that leave state government which will provide agencies and the enterprise more specific and possibly candid reasons for turnover.
  - An enterprise action plan could be developed based on interview feedback especially in jobs with labor shortages and high turnover.
- Employees that work in central office locations should be encouraged to work with employees in the field to get more of an understanding of the work, which can also help guide decision making among management.
- Agencies can 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 the use of flexible scheduling options to help employees balance work and life (e.g., elder care). For example, given the transportation costs in metro Atlanta, some agencies have expanded the telework program to employees whose jobs are suitable for telework.
- Attract the emerging workforce by developing internship programs for high school students.
- 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).
  - Employees that earn college degrees in careers that are experiencing labor shortages can be beneficial for the enterprise (e.g., healthcare, social services, etc.).
- Encourage employees to take foreign language classes (e.g., Spanish, French, etc.) depending on the nature of their jobs and level of interaction with customers.



## Workforce Turnover & Salary Observations

Key Findings	<ul style="list-style-type: none"> <li>▪ On average executives earn over \$100,000 annually and 40% have less than ten years of tenure.</li> <li>▪ The highest turnover rates are in the jobs that involve social services, healthcare, law enforcement, and providing administrative support on pay grades 5-10 and 11-14.</li> <li>▪ Nursing and education are the professional jobs with the highest turnover rates in pay grades 15-27.</li> </ul>
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### *Executive Compensation Summary*

Average Salary	\$104,734.00
Average Age	51 years
Turnover Rate for 2006/2007	15%

**Table 6**

Employees	Tenure						Grand Total
	0-9	10-19	20-29	30-39	40-49	50-59	
Age							
25-34	19	1					20
35-44	48	37	7				92
45-54	60	56	77	13			206
55-64	80	43	42	21	1		187
65-74	7	11	3	2	1		24
75-84				1	1	1	3
<b>Grand Total</b>	<b>214</b>	<b>148</b>	<b>129</b>	<b>37</b>	<b>3</b>	<b>1</b>	<b>532</b>

- About 40% of executives on the SRE pay plan have less than ten years of tenure in State government.
- Most executives are between the ages of 45 and 54 followed by 55 thru 64.



## ***Employee Compensation Summary***

### **Summary of Jobs on Pay Grades 5-10 Jobs with the Highest Turnover Rate for FY07**

<u>Job</u>	<u>Turnover Rate</u>	<u>Average Salary</u>
Equipment Operator I (DOT)	61.99%	\$20,826.81
Houseparent	34.75%	\$17,101.21
Health Services Tech I	33.54%	\$18,919.22

#### *Low-Opportunity, Low-Status Jobs*

- 28% of employees
- Average salary is \$23,523, average tenure is 8 years, and average age is 44

### **Summary of Jobs on Pay Grades 11-14 Jobs with the Highest Turnover Rate for FY07**

<u>Job</u>	<u>Turnover Rate</u>	<u>Average Salary</u>
Juvenile Correctional Ofcr 1	50.52%	\$26,183.42
Social Serv Case Mgt Assoc	45.38%	\$27,375.07
Social Service Case Mgr, Adv	35.29%	\$32,490.92

#### *Paraprofessional, Entry Professional Jobs*

- 53% of employees
- Most employees begin their careers in these jobs and pay grades
- Average salary is \$32,735, average tenure is 8.9 years, and average age is 42

### **Summary of Jobs on Pay Grades 15-27 Jobs with the Highest Turnover Rate for FY07**

<u>Job</u>	<u>Turnover Rate</u>	<u>Average Salary</u>
Nursing Supervisor PH	21.43%	\$49,058.13
Education Program Specialist	20.87%	\$75,834.01
Nurse Practitioner	18.79%	\$61,856.13

#### *Professional/Executive Jobs*

- 19% of employees
- Heavily specialized in program administration
- Average salary is \$56,659, average tenure is 12.8 years, and average age is 46.

**\*Refer to the Appendix B for a complete of jobs for pay grades 5-10, 11-14, and 15-27 with the largest number of incumbents.**



## State of Georgia - Additional Workforce Observations

<b>Key Findings</b>	<ul style="list-style-type: none"> <li>▪ Employees enjoy the work they do in Georgia State Government (Employee Satisfaction Survey)</li> <li>▪ Based on the Employee Satisfaction Survey results, agency commitment to employees' was rated the lowest of all questions (Employee Satisfaction Survey)</li> <li>▪ Total rewards are being realigned to attract the emerging workforce while offering options to the vested workforce</li> </ul>
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### ***Employee Satisfaction***

Fifteen agencies participated in the Employee Satisfaction Survey, which was sponsored by the Georgia Governor's Office of Customer Service. The survey consisted of nine dimensions that include areas such as decision-making, equity/fairness, advancement & training, rewards & recognition, agency leadership, work/life balance, immediate supervisor, and overall employee satisfaction. Employee satisfaction is an area of concern for the State as research supports the correlation to customer satisfaction. The summaries of the survey results are in the following table.

**Four Highest Ranked Items - Table 7**

Item	Dimension
<i>I have the skills needed to excel at my job. (Highest ranked)</i>	Advancement & Training Opportunities
In my positions, I do work worth doing every day. I am expected to work a reasonable work day. (Tie)	Rewards From The Work Itself Work/Life Balance
I enjoy the work I do.	Rewards From The Work Itself
My supervisor supports my need to balance work and family issues.	Work/Life Balance

**Four Lowest Ranked Items - Table 8**

Item	Dimension
<i>I feel my agency is committed to me. (Lowest ranked)</i>	Overall Employee Satisfaction
Agency leaders do a good job of motivating employees.	Agency Leadership
I am satisfied with the opportunity to get a better job in my organization.	Advancement and Training Opportunities
Policies are applied uniformly to all employees.	Equity/Fairness of Decisions

- Based on the survey results, employees seem to enjoy their work and have the skills needed to complete their work.
- However, on the *Overall Employee Satisfaction* dimension, employees rated *I feel my agency is committed to me* the lowest among all survey items.
- Many of the initiatives should ultimately result in improved employee satisfaction.

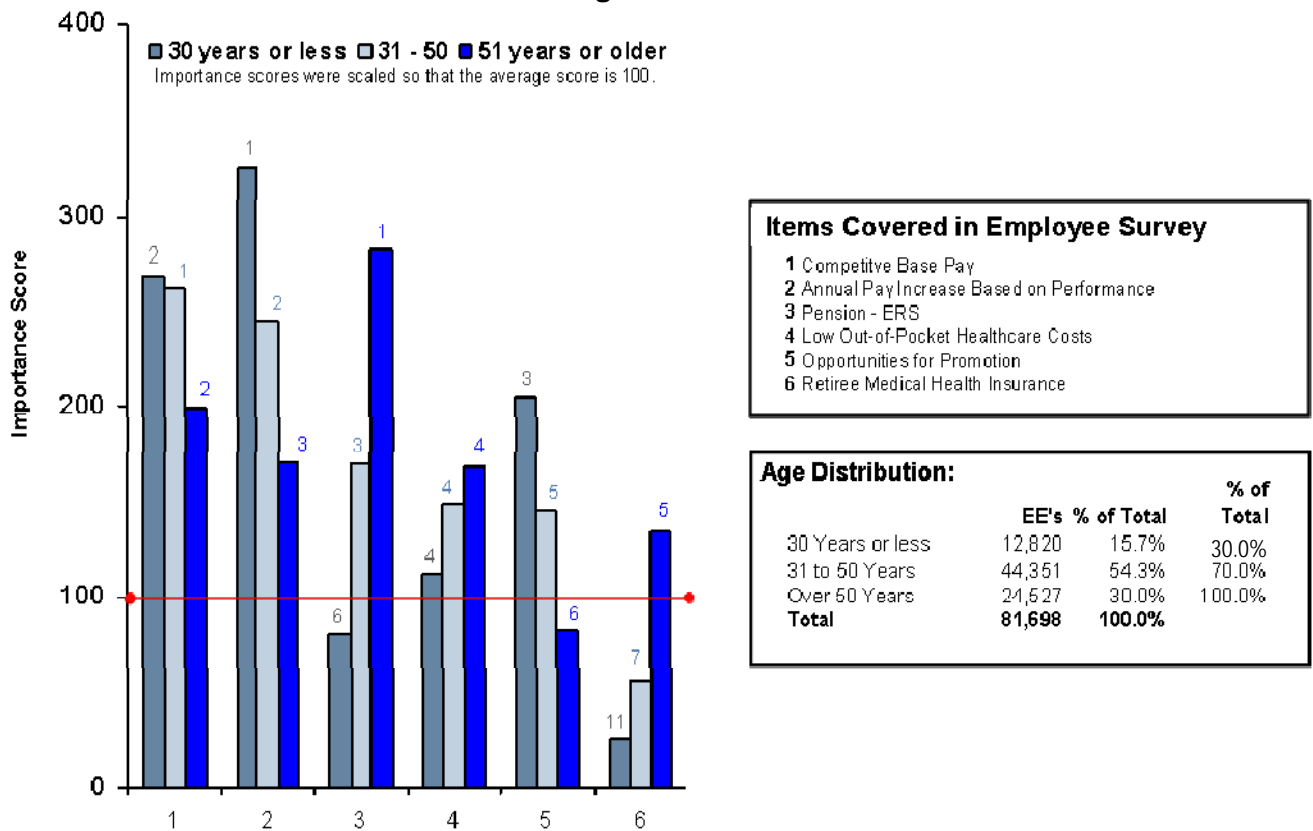


## Total Rewards

### Perceptions of Total Rewards: The Emerging Workforce vs. Vested Workforce

One critical workforce issue that impacts the State of Georgia is the perception of total rewards between Generations X and Y versus the Baby Boomer Generation. For example, the results from the Compensation and Benefits Study by Mercer Consulting, suggest the emerging workforce place more of an emphasis on current cash flow (e.g., competitive base pay) and less emphasis on deferred programs (e.g., pension plan).

Figure 8



The State has taken action to protect the vested workforce while aligning total rewards with the emerging workforce preferences. Refer to the diagram below (also based on the Mercer Study) to see the actions the State will take to address the emerging workforce issue.

Table 9

Current Employees	New Hires
<ul style="list-style-type: none"> <li>▪ Maintain current market position on base pay</li> <li>▪ Keep our pension promise</li> <li>▪ Offer choice</li> <li>▪ Manage our retiree medical trend obligation prudently</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase base pay rates</li> <li>▪ Reduce pension benefits</li> <li>▪ Enhance defined contribution benefits</li> <li>▪ Reduce retiree medical benefits</li> </ul>

## Enterprise Initiatives

### **What is the State of Georgia doing to address workforce issues?**

There are several enterprise-wide initiatives in which Georgia state government is involved in to address challenges that impact its workforce and ultimately Georgia citizens. The initiatives are detailed below.

### ***State Strategic Planning Guidelines***

#### **Description**

The State Strategic Planning Guidelines, the integrated state planning framework, will be used to help the State to...

- Encourage careful stewardship of resources to meet the needs of Georgia citizens
- Plan for the future
- Focus on collaboration and partnerships among agencies
- Understand statewide needs and budget accordingly
- Consider long-term implications of policy and budget decisions
- Meet customer needs
- Provides information for workforce strategies

Ultimately, agencies' workforce goals will be aligned to the State's goals, which are linked to the state five policy areas: Educated, Healthy, Safe, Growing, and Best Managed.

#### **Expected Results**

The new planning framework is a collaborative work among several state agencies that will help ensure accountability in the enterprise. Agencies' workforce goals will ultimately be aligned to the State's goals, which are linked to the state five policy areas: Educated, Healthy, Safe, Growing, and Best Managed.

[www.opb.ga.gov](http://www.opb.ga.gov)

### ***New Competency Management Framework***

#### **Description**

The State of Georgia has introduced 18 newly revised competencies, which will be integrated into all human resource initiatives for talent management. Competencies are attributes, knowledge, skills, abilities or other characteristics that contribute to successful job performance. The state of Georgia's behavioral competency framework consists of the following 18 competencies: 5 statewide core competencies which are required by all state employees, 2 leadership competencies which are required by all managers and other leaders, and 11 additional behavioral competencies.



**Table 10 – Georgia’s Behavioral Competency Framework – SPA 2008**

Statewide Core Competencies		Leadership Competencies
<ul style="list-style-type: none"> <li>▪ Customer Service Orientation</li> <li>▪ Teamwork and Cooperation</li> <li>▪ Results Orientation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Accountability</li> <li>▪ Judgment and Decision Making</li> </ul>	<ul style="list-style-type: none"> <li>▪ Talent Management</li> <li>▪ Transformers of Government</li> </ul>
Behavioral Competencies (Additional)		
<ul style="list-style-type: none"> <li>▪ Communication</li> <li>▪ Conflict Management</li> <li>▪ Creativity and Innovation</li> <li>▪ Cultural Awareness</li> </ul>	<ul style="list-style-type: none"> <li>▪ Flexibility</li> <li>▪ Initiative</li> <li>▪ Negotiation and Influence</li> <li>▪ Professional Development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project Management</li> <li>▪ Teaching Others</li> <li>▪ Team Leadership</li> </ul>

**Expected Results**

The new competency framework has been integrated in the performance management system. The new framework will also allow the state to utilize a consistent approach to assess and develop the workforce.

***Georgia Performance Management Process 2008 & ePerformance***

**Description**

The Georgia Performance Management Process is a systematic, integrated approach that:

- Drives individual and organizational performance
- Promotes and supports the Governor’s vision of being the “Best Managed State”
- Translates organizational goals to individual performance expectations
- Links an employee’s performance expectations to the mission, vision, and goals of the agency and the State
- Articulates what an employee needs to accomplish and how to accomplish these objectives
- Provides a uniform performance management process enterprise-wide

The Performance Management Process will be supported via the PeopleSoft ePerformance Management System. The State will also use a new 5-point scale to evaluate performance versus the current 3-point scale, which included the “Did not meet”, “Met”, and “Exceeded expectations”. The new rating scale will consist of the following five tiers:



**Table 11**

<b>5-point scale for evaluating performance</b>	
<b>Label</b>	<b>Description</b>
Exceptional Performer	Employee exceeded all performance expectations. Employee was an exceptional contributor to the success of his/her department and the State of Georgia. He/she demonstrated role model behaviors. (Tier 5)
Successful Performer – Plus	Employee met all and exceeded most of the established performance expectations. (Tier 4)
Successful Performer	Employee met all performance expectations and may have exceeded some. Employee was a solid contributor to the success of his/her department and the State of Georgia. (Tier 3) <i>(Continued)</i>
Successful Performer – Minus	Employee met most, but failed to meet some performance expectations. Employee needs to further improve in one or more areas of expected job results or behavioral competencies. (Tier 2)
Unsatisfactory Performer	Employee did not meet all or most of the established performance expectations. Employee needs significant improvement in critical areas of expected job results or behavioral competencies. (Tier 1)

**Expected Results**

Based on the Performance Management Initiative Update, performance expectations are communicated clearly with measurable and objective criteria and in the end employees are rewarded for excellence. Employees will also be more engaged in the process and are not surprised at performance review time. Goals will be aligned among the State, agency, managers, and individuals thus employees will see how their individual goals link to the achievement of the State’s goals. From a management perspective, the process can help guide decisions (e.g., training dollars can be spent wisely).

***Job Classification Redesign Project***

**Description**

The purpose of the job redesign was to update and streamline the state’s classification structure, and to reduce the number of duplicate and redundant jobs. More than 3500 jobs were consolidated into approximately 750 new jobs. The new job system is comprised of job descriptions specifically designed to enhance employee performance, training, employee development and advancement.

**Expected Results**

The State utilized best practices to conduct job classification. The process provides a means for employees to grow within their careers, offers greater flexibility, and makes job descriptions more consistent with industry standards.

## ***Renegotiation of State Benefits***

### **Description**

The State has renegotiated and reduced the cost of benefits for state employees. Benefits are a crucial part of employment, which can enhance an employees' personal life.

### **Expected Results**

Reduced benefit costs will result in more take home pay for employees. Other potential results of lower costs are increased employee satisfaction and longer employee tenure in state government. Lower will also be used as a "selling point" to attract potential employees to state government.

## ***Redesigned Recruitment Process***

### **Description**

The previous *JobSite.org* (applicant website) has been redesigned to *careers.ga.gov* which is more user-friendly for job seekers. The State will hire approximately 66,000 new employees over the next five years and many of those new hires will use the *careers.ga.gov* website to apply for opportunities. The website is usually the main point of contact potential applicants interested in employment opportunities in state government. Therefore, it is important that the application process is simple, user-friendly, and efficient.

### **Expected Results**

Agencies will be able to find more qualified candidates in less time. For example, the new process will decrease recruiters' time by 20% as more unqualified applicants are screened out of the pool. The State Personnel Administration also expects to save thousands of dollars annually by using the new recruiting process. The new website can be located at the following link [careers.ga.gov](http://careers.ga.gov).

## ***Enterprise Learning***

Development is a critical aspect to employee retention and growth. Approximately 12,000 managers will retire from state government over the next five years. Succession planning is and will continue to be a crucial development strategy to prepare current employees for leadership positions. Employees in certain critical but non-management positions may also need continuous development in certain competencies to perform effectively.

### **Expected Results**

The expected results from enterprise learning include more productive employees and leaders. Enterprise learning will help to develop high potentials for leadership positions in state government. Based on research, it is more cost effective for organizations to develop their own leaders (current employees) rather than hire external leaders which can allow the enterprise to save money and ultimately increase retention and effectiveness.



## Strategic Plan for Georgia - Agency Assignment to Policy Areas

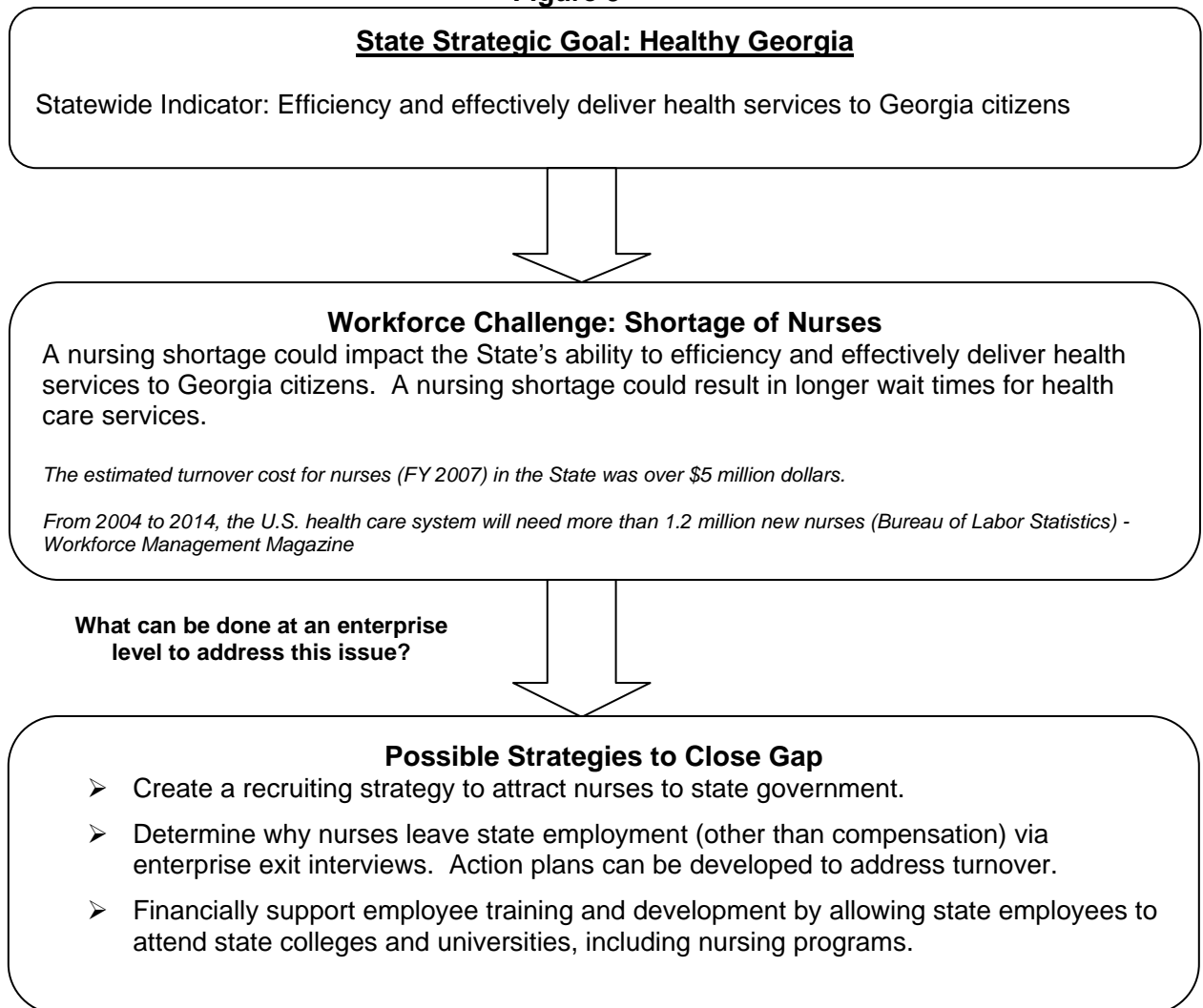
**Table 12**

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

## ***State's Strategic Goals Linkages to Workforce Challenges and Issues***

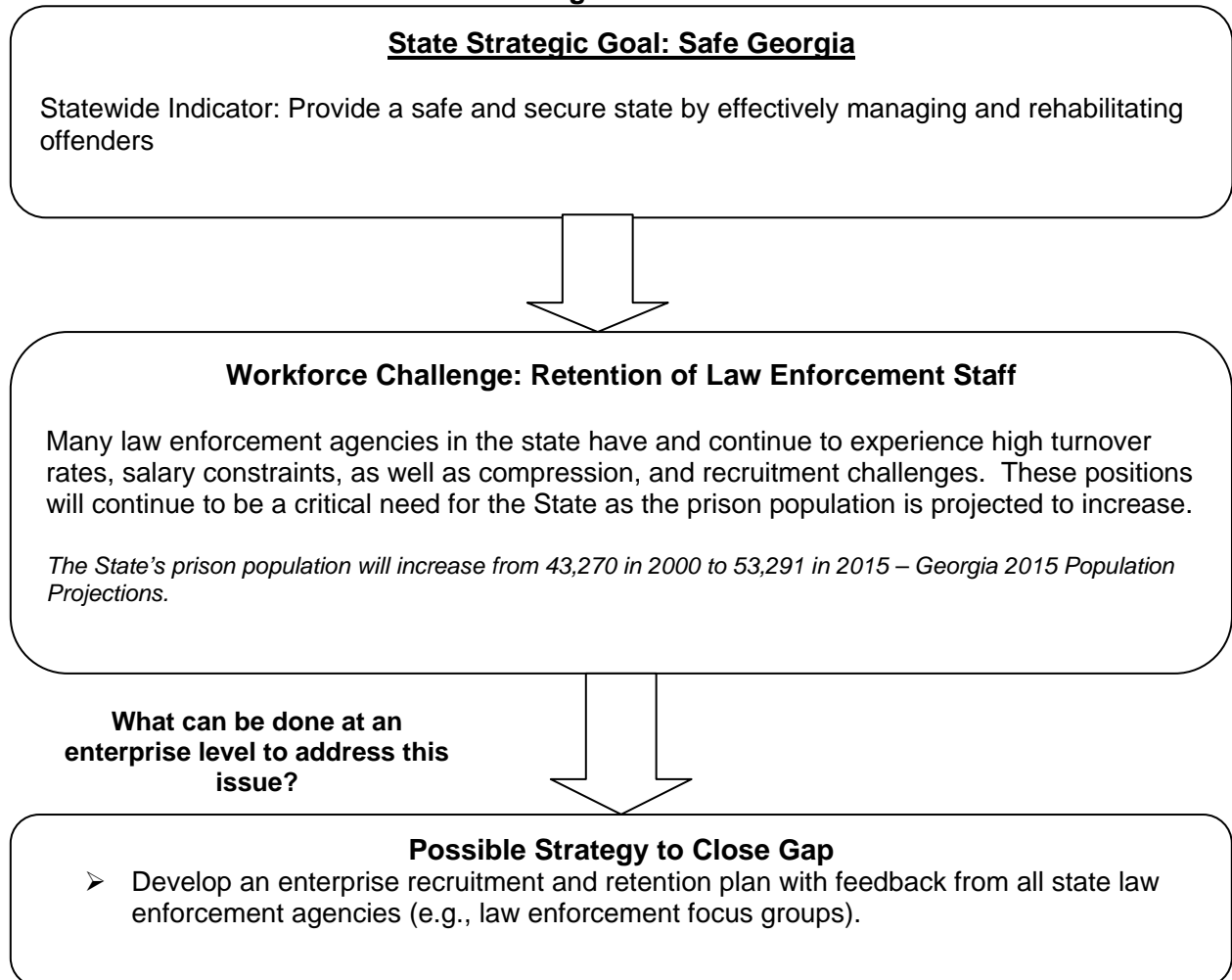
Most enterprise and workforce challenges could impact the achievement of the State's strategic goals. Listed below are the five strategic policy areas (Healthy, Educated, Growing, Safe, and Best Managed) including their linkage to workforce issues, trends and recommendations.

**Figure 9**



Conducting enterprise exit interviews by an external party could result in more candid feedback regarding voluntary turnover and allow the state to create a targeted action plan for recruitment and retention of nurses. Employees also have a better perspective of employers that are willing to invest in their development.

**Figure 10**



Law enforcement agencies are keenly aware of the needs, challenges, and issues that impact its officers. An enterprise analysis of the problems, challenges, and potential solutions including support and action from the State's leaders and SPA could result in reducing turnover among law enforcement positions.



## General Observations and Facts of the Workforce

Key Findings	<ul style="list-style-type: none"><li>▪ Georgia will hire approximately 66,500 new hires over the next five years</li><li>▪ Over 2,000 state employees are expected to retire per year over the next five years. The state's workforce is aging.</li><li>▪ The state will have to meet the demands of aging citizens, an increasing population (which will impact the state's infrastructure), a projected increase in prison population, while meeting the needs of a more diverse customer base.</li><li>▪ Labor shortages in certain careers will increase as the demand for specific services increase.<ul style="list-style-type: none"><li>○ Georgia's student population continues to increase as the number of vacancies for teachers increase. (i.e., in Metro Atlanta).</li></ul></li><li>▪ Generation X is not numerically sufficient to make up for the Baby Boomer exodus.</li></ul>
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### *Facts*

#### State of Georgia & Metro Atlanta

- The Employee Retirement System projects 2,500 service-based retirements per year for the next five years in State government.
- Georgia will hire approximately 66,500 over the next five years.
  - Less than half of new hires will remain employed in State government for more than five years.
  - 46% of the workforce is over the age of 45
  - 16% of the workforce is over the age of 55
- Georgia is the second-most popular destination for interstate moves.
- Georgia's Hispanic population is expected to increase 143% between 2000-2015.
- The State's prison population will increase from 43,270 in 2000 to 53,291 in 2015.
- Increasing population will impact the State's infrastructure. The number of vehicles on the State's highways will increase from 7 million in 2000 to 9 million in 2015.
- Immigrants (legal and illegal) increased their share of all less-educated workers in Georgia, from 7 percent in 2000 to 19 percent by 2006.
- Georgia's workforce is aging; by 2015, 13.6% of GA's population will be 65 and older.
- The Atlanta Public Schools system had 400 to 500 vacancies this school year.
- Georgia's student population is the fourth-fastest growing in the nation. From 1.4 million in 1998, that number will reach 1.5 million in 2008. In just ten years,

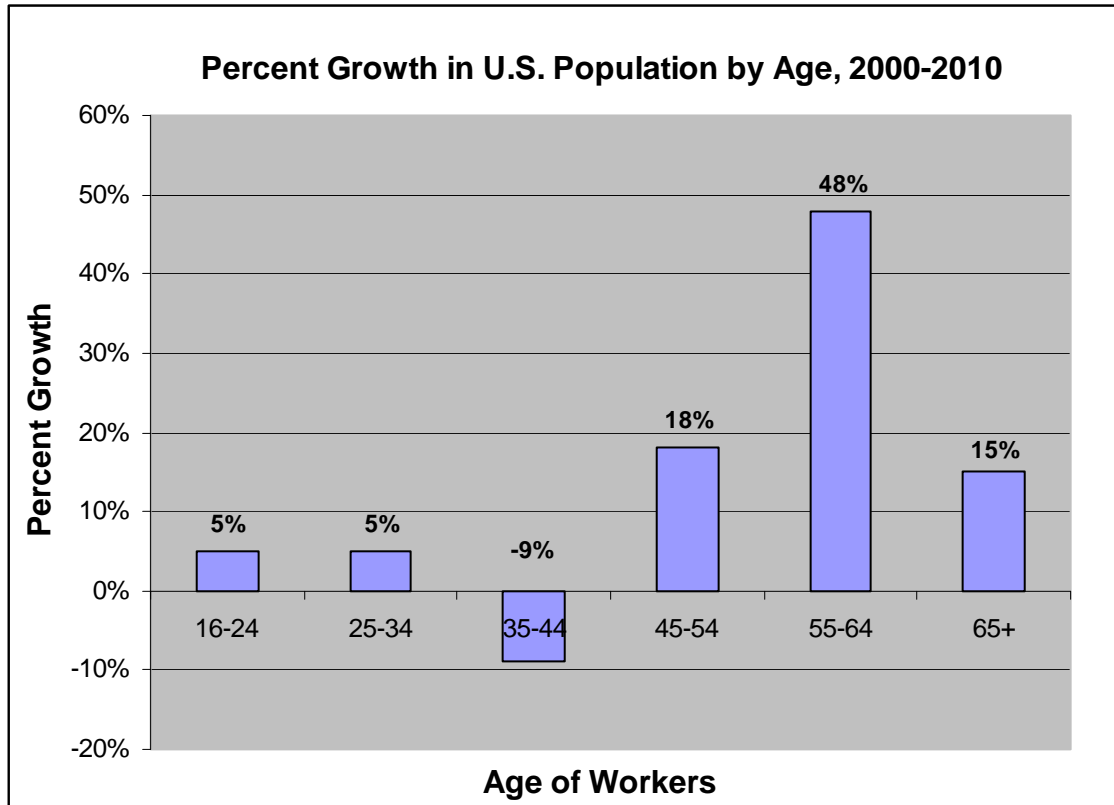


the number of students will increase by 100,000. It could easily surpass 2 million by 2025.

- Georgia's SAT's scores were ranked the lowest in the U.S. until its national ranking improved to 46, up from last place among all states in 2005.

## National Facts

Figure 11

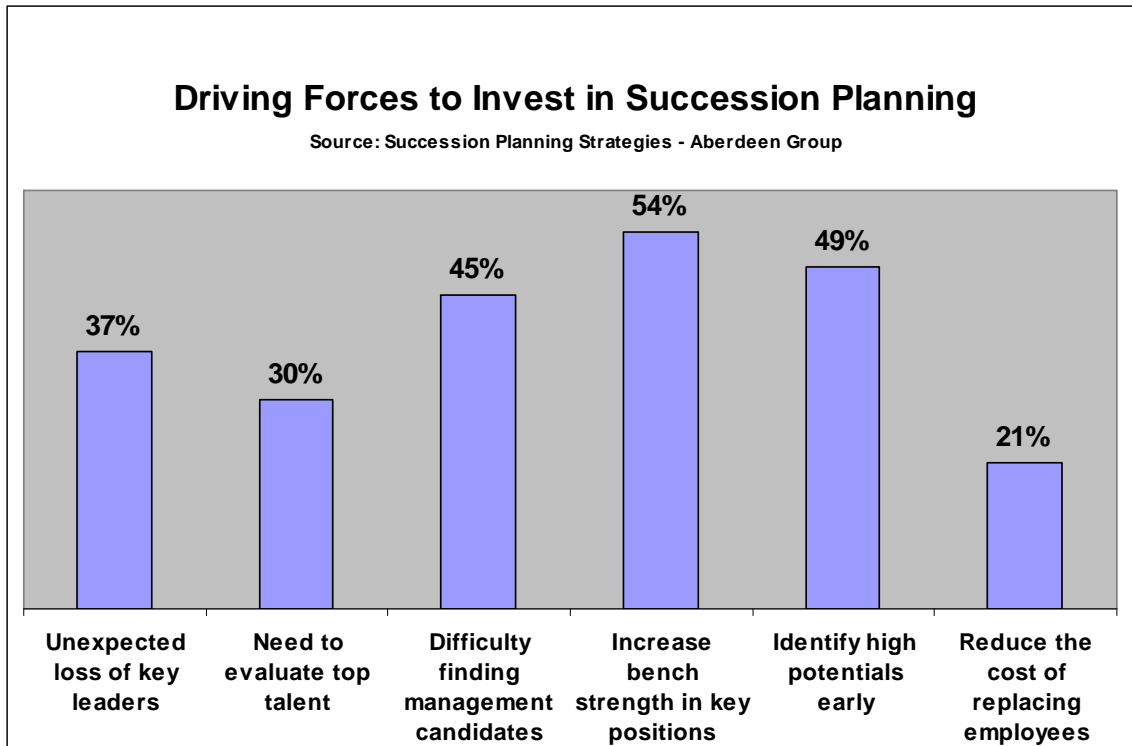


*Preparing for The Talent Wars: Are You Ready? HR News – IPMA-HR January 2008 Issue pg. 10*

- Generations X & Y (those born after 1964) are not numerically sufficient to make up for the Baby Boomer exodus (refer to the chart above)
- The U.S. workforce is aging and there are significant labor shortages in various fields such as healthcare and education
- From 2004 to 2014, the U.S. health care system will need more than 1.2 million new nurses (Bureau of Labor Statistics)
- Teacher shortage that experts say will require 2.2 million teachers over the next decade
  - U.S. schools have about 200,000 vacancies a year in teaching

*Sources cited include the Office of Planning and Budget, USA Today.com, Center for Immigration Studies, Mercer Consulting, Wall Street Journal, Workforce Management, and the Georgia Department of Education.*

Figure 12



*AberdeenGroup (underwritten by AON and insala), Succession Planning Strategies:  
The Right People, for the Right Jobs, at the Right Time*

Bench strength, identifying high potentials early, and the overall retirement projections of Baby Boomers are several of the driving factors for organizations to invest in succession planning

- The Employee Retirement System projects 2,500 service-based retirements per year for the next five years in State government.
- 18.5% of the government workforce, about 290,000 employees will retire by the end of 2010.

Sources cited include NASCIO and IPMA-HR Bulletin



## Generational Differences in the Workplace

- General shortage of workers to replace Baby Boomers that are and will continue to retire from the workforce
- Generation X is not numerically sufficient to make up for the Baby Boomer exodus
- The majority of Generation Y (Echo-Boom Generation) are young and are beginning to enter the workforce

**Table 13**

*S. Smith (2007) - Are Your Generations at Work Slipping Through the Gaps?*

Generation	Characteristics	Closing Gaps/Retention
<b>Baby Boomers</b>	<ul style="list-style-type: none"> <li>• Came of age in 60's flower child fantasy, Vietnam, Hippies, Black Panthers, Space Program Mania</li> <li>• Workaholics – work hours measure worth</li> <li>• Comfortable with the work culture they created</li> <li>• Believe work/life balance is a sign of weakness</li> <li>• Technology brings problems as well as solutions</li> <li>• Like titles and recognition</li> </ul> <p><i>Strength – Service oriented</i> <i>Work Ethic – Driven</i> <i>View of Authority – Crave it</i> <i>Preferred Communication Style – Face to face</i></p>	<ul style="list-style-type: none"> <li>• Needs help in work/life balance programs</li> <li>• Provide elder care programs</li> <li>• Need public recognition and status</li> <li>• Baby Boomers need to be visible and available for younger workers</li> <li>• Use rewards such as pay raises and promotions</li> <li>• Value their history</li> </ul>

\*Note (pertains to only Georgia State Government workforce): The average employee age is 44 years old. 46% of the State's workforce is over the age of 45.

**Table 14**

Generation	Characteristics	Closing Gaps/Retention
<b>Generation X</b>	<ul style="list-style-type: none"> <li>• Grew up in widespread divorce, first "latchkey" kids</li> <li>• Questions authority</li> <li>• Seeks work/life balance</li> <li>• Want open communication regardless of age title, position, or tenure</li> </ul> <p><i>Strength – Work/Life Balance</i> <i>Work Ethic – Balanced</i> <i>View of Authority – Not intimidated</i> <i>Preferred Communication Style – Cell phones, emails</i></p>	<ul style="list-style-type: none"> <li>• Show employees the future</li> <li>• Break the bonds of tradition</li> <li>• Add fun to the workplace</li> <li>• Offer flexibility in schedules</li> <li>• Create continuous learning/training programs</li> <li>• Reward with time off</li> </ul>

\*Note (pertains to only Georgia State Government workforce): 27% of the workforce is 35 years old or younger.



**Table 15**

*S. Smith (2007) - Are Your Generations at Work Slipping Through the Gaps?*

Generation	Characteristics	Closing Gaps/Retention
<p><b>Generation Y</b></p>	<ul style="list-style-type: none"> <li>• Raised in most child centered time, parents scheduled children with activities, and protected by parents in every situation</li> <li>• Like their own work hours</li> <li>• Have high expectations of workplace and people</li> <li>• Want friendly work environments, wants to be challenged, and expect to be paid well</li> </ul> <p><i>Strength – Multitask/ techno-savvy</i>  <i>Work Ethic – Determined</i>  <i>View of Authority – polite</i>  <i>Preferred Communication Style – Internet, cell phones, text messages</i></p>	<ul style="list-style-type: none"> <li>• Assign group projects for Yers</li> <li>• Maintain advanced technology to keep Yers</li> <li>• Companies should create a highly engaging work climate                             <ul style="list-style-type: none"> <li>○ Possess the power to make decisions and act upon them</li> <li>○ Have opportunities to update their knowledge to sustain their effectiveness</li> <li>○ Rewarded for improving the effectiveness of the organization</li> <li>○ Offer flexibility in schedules</li> </ul> </li> <li>• Multiple training and development opportunities</li> <li>• Long-term career progression</li> <li>• Variety in daily work</li> <li>• Dynamic, forward-looking approach to business or field of employment</li> <li>• Caring about employees as individuals</li> </ul> <p>Recruitment strategies – supplement older recruitment methods with newer recruiting technologies such as podcasts and Facebook pages.</p>

*Sources cited for Generational Differences are HR News IPMA-HR and IPMA-HR International Training Conference 2007 - Conference Presentation – Are Your Generations at Work Slipping Through the Gaps?*

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Georgia State Government Workforce Report

Georgia's Behavioral Competency Framework – Georgia Performance Management Process

Job Classification Redesign Study

Mercer Compensation and Benefits Study

Meeting notes/comments from the State Personnel Administration Subject Matter Expert Meeting on 2/28/08.

Performance Management Initiative Update

State of Georgia Workforce Profile Report

Workforce Services - Succession Planning Presentation (references from the Employee Retirement System & State Personnel Administration)



## Appendix

Appendix A: Workforce Profile Report

Appendix B: Workforce Analytics Report



## **Appendix A**

### **Workforce Profile Report**



## Basic Workforce Demographics

- Total Employees; regular/benefit eligible: 82,001
- Employees by classification status
 

Classified:	16,246
Unclassified:	65,755
- Total number of employees on Statewide Salary Plan (SWD) 70,527
- Total number of employees on Senior Executive Plan (SRE) 587
- Total Number of employees on other salary plans (i.e. agency specific, medical, teachers, judicial and legislative branches) 10,887
- Gender Composition of Workforce:
 

Males	=	37.4%
Females	=	62.5%

## State Salaries Compared to Market

### Six-year History\*

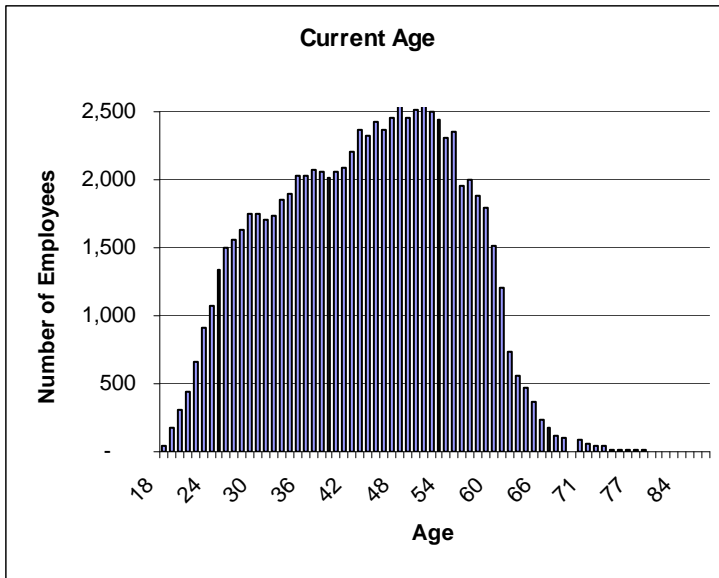
Year	Avg Pay / Mkt Pay	Jobs Benchmarked
2002	86.6	431
2003	84.7	427
2004	83.9	491
2005	85.4	380
2006	89.2	376
2007	87.3	534

(\*Source: State Personnel Administration - Labor Market Composite Study)

- The Average Pay / Market Pay indicate the percentage of market salary that the State of Georgia currently pays based on the number of jobs studied that year.

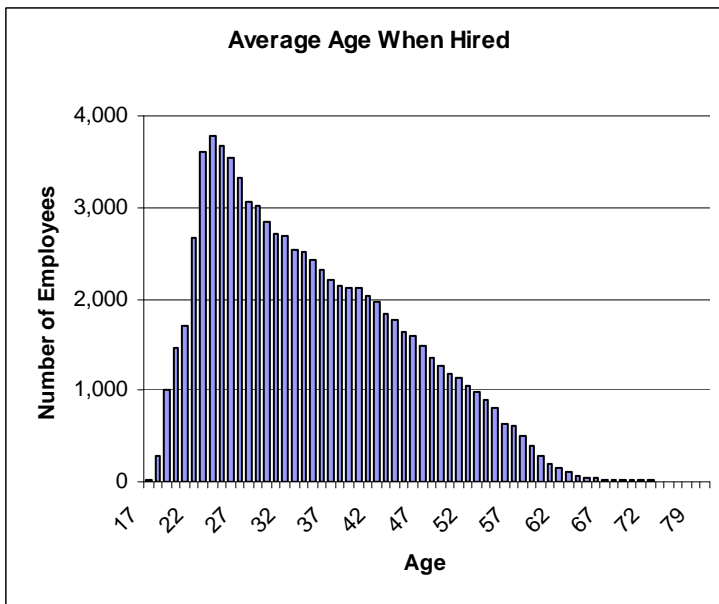


## Average Age of Workforce



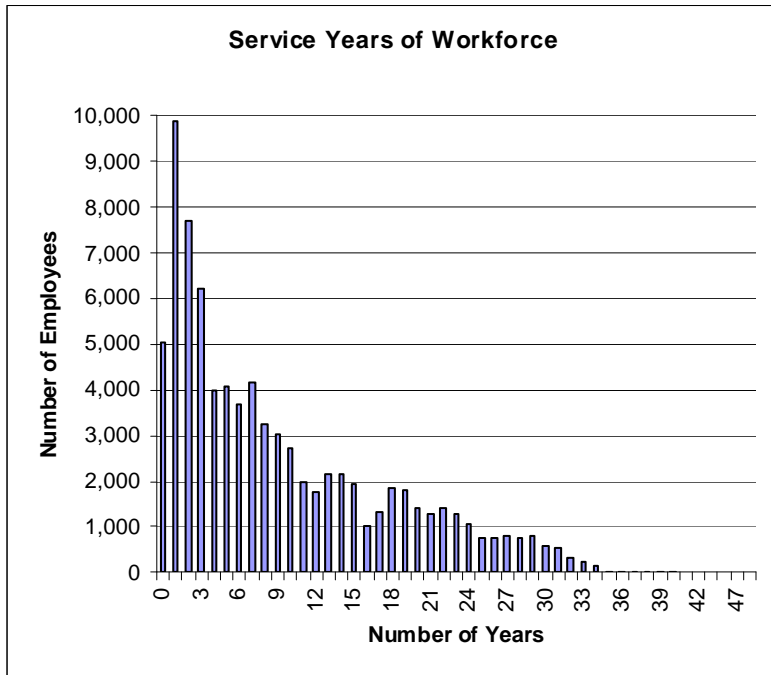
- This year's average age is 44.07.
- 16.5% of employees are over the age of 55.
- In five agencies, the average age is 50 or more; GSFC, Ga. Dept. of Veterans Service, Subsequent Injury Trust Fund, Ga. Correctional Industries, Supreme Court.
- The youngest agencies are Forestry, Public Safety, GBI, Corrections, Juvenile Justice, and Dept. of Audits.

## Average Age When Hired



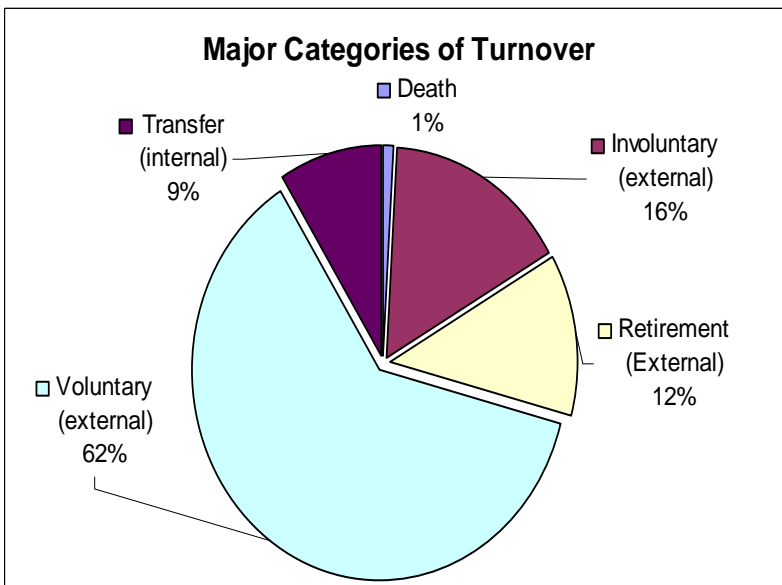
- The average age of employees when they are hired is 34.95 years.
- Two agencies, Forestry and the Dept. of Public Safety have an average age at hire of less than 30.
- Five agencies have an average age at hire of 40 or higher.

## Average Years of Service



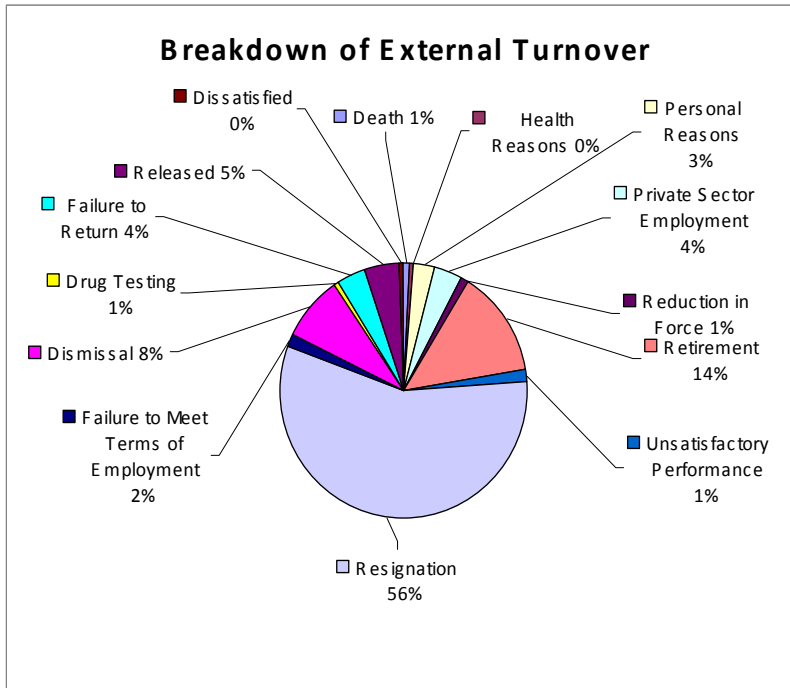
- The average tenure of State employees based on reported service date is 9.24 years.
- Six agencies, Public Defender Standards, Road & Tollway Authority, State Fin. & Invest. Comm., Juvenile Justice, State Accounting Office, Education, and the Office of Planning and Budget have average tenures of less than 8 years.
- The Ga. Student Finance Commission has an average tenure in excess of 17 years.

## Statewide Turnover (Calendar year 2007 data)



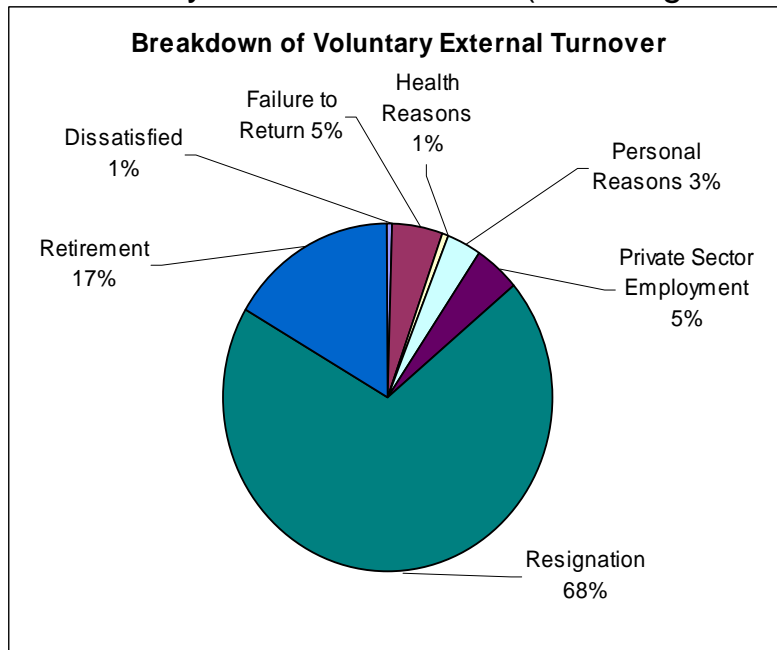
- Voluntary turnover includes resignations and employees departing for professional and personal reasons.
- Involuntary turnovers include dismissals, releases, and reductions in force.
- Of the total amount of turnover, 91% is comprised of employees exiting State Government (external).
- 9% is comprised of interagency transfers (internal).

## External Turnover



- Of the total amount of external turnover, 82% is comprised of employees voluntarily leaving State Government.
- The total external voluntary turnover rate (including retirements) in the State of Georgia is currently 14.79%.
- The involuntary turnover rate is currently 3.17%

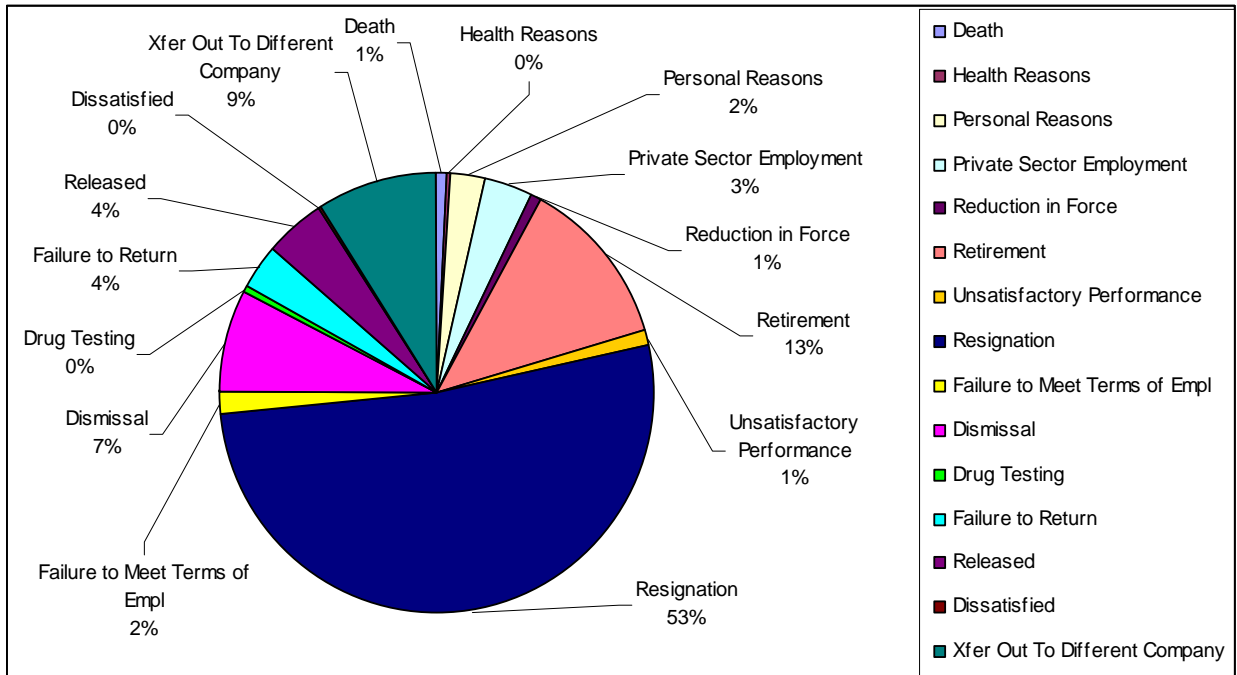
## Voluntary External Turnover (including retirements)



- 68% of all voluntary external terminations in State government are recorded as resignations.
- 2.5% of the workforce retired during 2007.
- Agencies with the highest external voluntary turnover rate are Juvenile Justice (22.89%), Division of Family and Children's Services (17.62%), Corrections (17.38%), Office of Planning and Budget (16.50%), State Accounting Office (16.25), and the Secretary of State (16.10%).



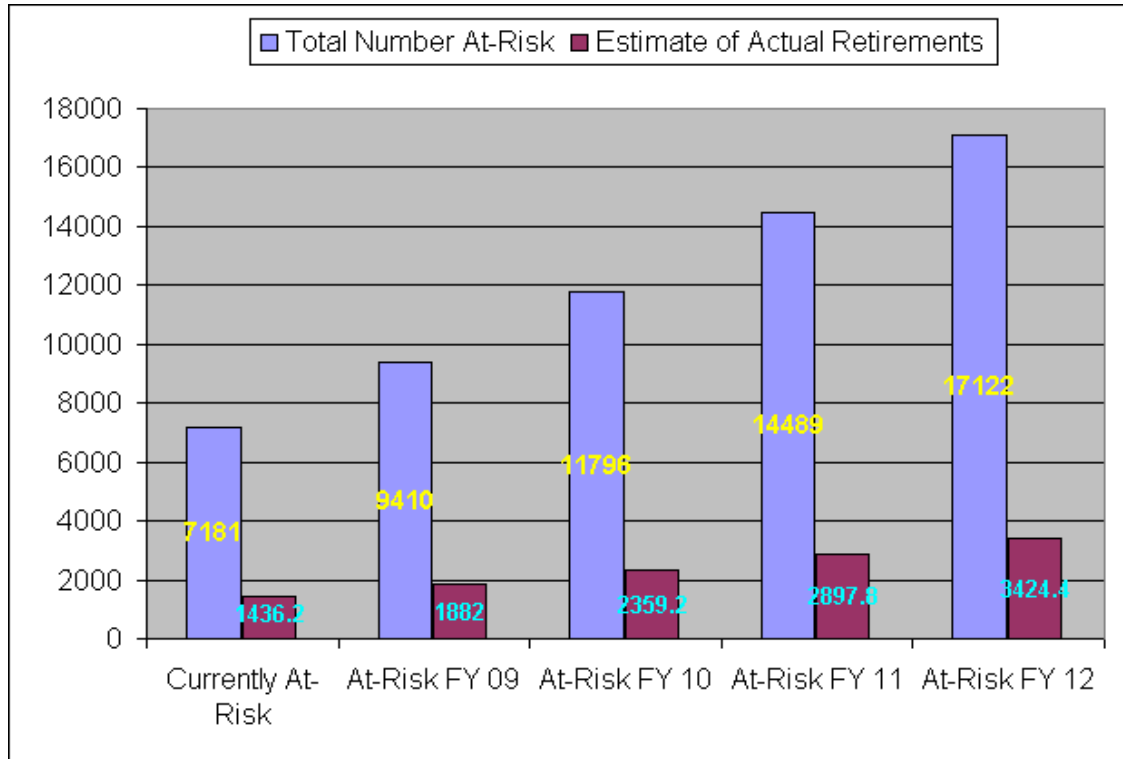
## Overall Statewide Turnover in Georgia



- Total turnover rate in the State including voluntary and involuntary terminations was 17.96% for the 2007 calendar year.



## Retirement Projections



- Based on best estimates, this figure represents the number of State Employees who are or soon will be in age and tenure categories that place them at risk of retirement within the next five years.
- The smaller figure represents an estimate of the actual number of State Employees who will actually retire during the next five years.
- Each year is cumulative on the year before it, thus each year adds employees to the at-risk and estimated retirement figures.



## **Appendix B**

### **Workforce Analytics Report**



**Distribution of Employees by Branch of Government\***

<b>Distribution of Employees by Branch</b>		
<b>Branch</b>	<b>Number of Employees</b>	<b>Average Salary</b>
Executive Branch (incl. DFCS)	61,100	\$36,356.97
Community Service Boards	6,312	\$30,659.99
Technical Schools	5,250	\$45,704.13
Judicial Branch	2,382	\$65,384.78
Legislative Branch (including Dept. of Audits)	831	\$46,085.96
County Public Health	4,907	\$35,281.82
Authorities, Boards & Commissions	1,219	\$52,957.27
<b>Grand Total</b>	<b>82,001</b>	<b>\$37,641.13</b>

- 19.8 % of the workforce is currently listed as in the classified service.



**Distribution of Agency Employees by Department**

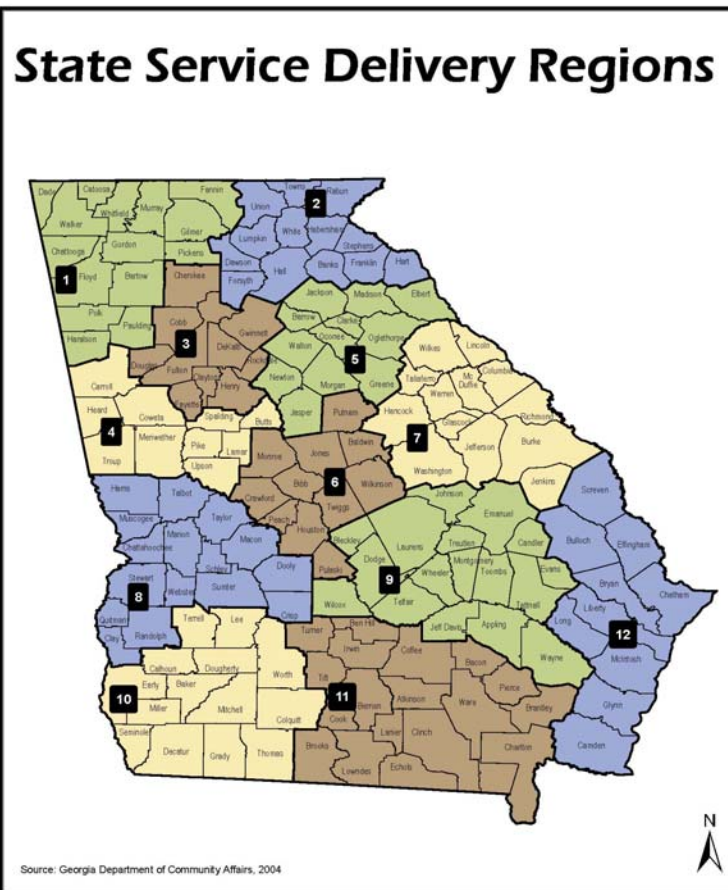
Distribution of Employees by Department (As of January 4,2008)		
Agency	Number of Employees	Percent of All Employees
Ga. Dept. of Human Resources	18,380	22.41%
Ga. Dept. of Corrections	14,443	17.61%
Community Service Boards	6,055	7.38%
Ga. Dept. of Transportation	5,827	7.11%
Technical Schools	5,250	6.40%
DHR - Public Health	4,907	5.98%
Dept. of Juvenile Justice	4,269	5.21%
Ga. Dept. of Labor	3,791	4.62%
Ga. Dept. of Natural Resources	2,507	3.06%
Ga. Dept. of Public Safety	1,721	2.10%
Department of Revenue	1,273	1.55%
Superior Courts of Georgia	1,130	1.38%
Ga. Bureau of Investigation	815	0.99%
Ga. Dept. of Education	791	0.96%
Ga. Dept. of Driver Services	757	0.92%
Ga Public Defender Standards	754	0.92%
State Board Pardons & Paroles	720	0.88%
Ga. Dept. of Agriculture	712	0.87%
Georgia Forestry Commission	641	0.78%
General Assembly of Georgia	502	0.61%
Georgia Technology Authority	497	0.61%
Ga. Dept. of Defense	466	0.57%
Ga. Dept of Community Health	445	0.54%
Office of Planning and Budget	430	0.52%
Ga. Dept. of Community Affairs	421	0.51%
Secretary of State	397	0.48%
Ga. Dept. of Audits	329	0.40%
Dept. of Technical & Adult Ed.	257	0.31%

Distribution of Employees by Department (As of January 4,2008)		
Agency	Number of Employees	Percent of All Employees
DHR - BOCOP	257	0.31%
Office of Comm. of Insurance	255	0.31%
Ga. Dept. of Admin. Services	230	0.28%
Georgia Building Authority	202	0.25%
Georgia Department of Law	199	0.24%
Dept of Economic Development	192	0.23%
Dept of Early Care & Learning	184	0.22%
Ga. Teachers Retirement Sys.	184	0.22%
Georgia Public Broadcasting	171	0.21%
State Board of Workers' Comp	156	0.19%
Ga. Correctional Industries	151	0.18%
George L. Smith II - GWCCA	151	0.18%
Admin. Office of the Courts	146	0.18%
Ga. Dept. of Veterans Service	130	0.16%
GA Dept of Banking & Finance	119	0.15%
Ga. Merit System of Pers. Adm.	109	0.13%
GA State Fin. & Invest. Comm.	108	0.13%
State Accounting Office	107	0.13%
Ga. Public Service Commission	96	0.12%
Ga. Court of Appeals	87	0.11%
Ga. Employees Retirement Sys.	84	0.10%
Supreme Court	66	0.08%
State Road & Tollway Authority	47	0.06%
Ga. Student Finance Commission	41	0.05%
Subsequent Injury Trust Fund	31	0.04%
State Properties Commission	11	0.01%
<b>Grand Total</b>	<b>82,001</b>	<b>100.00%</b>

\* All employee distribution counts include regular, benefit eligible employees in active companies on active non-hourly salary plans, with compensation rates greater than \$1.

**Distribution of Employees by Region** [See Map of Regions Below]

Distribution of Employees by Region (January 4, 2008)			
Region Name	Region Number	Number of Employees	Percent of All Employees
Atlanta Region	3	29,542	36.03%
Macon/Warner Robins Region	6	7,714	9.41%
Savannah Region	12	5,847	7.13%
Augusta Region	7	5,598	6.83%
Rome Region	1	5,502	6.71%
Dublin Region	9	4,654	5.68%
Douglas Region	11	4,504	5.49%
Blakely Region	10	4,165	5.08%
Newnan Region	4	3,822	4.66%
Americus Region	8	3,775	4.60%
Gainesville Region	2	3,394	4.14%
Athens Region	5	2,442	2.98%
Unidentified		1,042	1.27%
<b>Grand Total</b>		<b>82,001</b>	<b>100.00%</b>





**Distribution of Employees in the Largest State Institutions**

Distribution of Employees in the Largest State Institutions (January 4, 2008)		
Type of Institution	Institution Name	Number of Employees
Correctional Facility	Georgia State Prison (Reidsville)	559
	Georgia Diagnostic and Classification Prison (Jackson)	446
	Augusta State Medical Prison (Grovetown)	435
	Valdosta/Lowndes State Prison	422
	Hays State Prison (Trion)	420
	Arrendale State Prison (Alto)	402
	Ware State Prison (Waycross)	375
Rehabilitation Center	Warm Springs Rehabilitation Inst	498
State Hospital	Central State Hospital	1,882
	Gracewood State School & Hospital	1,382
	Georgia Regional Hospital at Atlanta	684
	Northwest Regional Hospital at Rome	661
	Southwestern State Hospital	543
	Georgia Regional Hospital at Savannah	344
	West Central Regional Hospital at Columbus	330
Youth Development Center	Eastman Youth Development Center	315
	Ireland Youth Development Center	309
	Macon Youth Development Center	203
	Sumter Youth Development Center	189
	Augusta Youth Development Center	148



**Distribution of Employees by Salary Grade (SWD plan only)**

<b>Distribution of Employees by Salary Grade (January 4, 2008)</b>						
<b>Pay Grade</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Number of Employees</b>	<b>Percent of All Employees</b>	<b>Cumulative Percentage</b>
005	\$14,597.16	\$18,559.65	\$22,522.14	597	0.85%	0.85%
006	\$15,762.46	\$20,468.53	\$25,174.60	1,013	1.44%	2.28%
007	\$17,099.57	\$22,626.96	\$28,154.35	3,657	5.19%	7.47%
008	\$18,549.39	\$25,015.65	\$31,481.91	3,678	5.22%	12.68%
009	\$20,039.02	\$27,550.32	\$35,061.61	7,425	10.53%	23.21%
010	\$22,077.93	\$30,369.88	\$38,661.83	3,320	4.71%	27.92%
011	\$24,322.01	\$33,482.99	\$42,643.98	16,936	24.01%	51.93%
012	\$26,672.14	\$36,744.55	\$46,816.96	6,161	8.74%	60.67%
013	\$29,399.50	\$40,402.62	\$51,405.73	9,208	13.06%	73.72%
014	\$32,418.30	\$44,571.27	\$56,724.24	5,011	7.11%	80.83%
015	\$35,569.36	\$48,935.59	\$62,301.82	4,880	6.92%	87.75%
016	\$39,038.32	\$53,728.30	\$68,418.29	2,881	4.08%	91.83%
017	\$43,063.23	\$59,293.27	\$75,523.31	2,022	2.87%	94.70%
018	\$47,280.21	\$65,121.26	\$82,962.30	1,639	2.32%	97.02%
019	\$52,172.55	\$71,655.25	\$91,137.94	982	1.39%	98.42%
020	\$57,289.84	\$78,707.37	\$100,124.90	531	0.75%	99.17%
021	\$62,923.28	\$86,467.59	\$110,011.91	328	0.47%	99.63%
022	\$69,444.17	\$95,462.46	\$121,480.75	142	0.20%	99.84%
023	\$76,282.46	\$104,885.48	\$133,488.49	85	0.12%	99.96%
024	\$83,796.35	\$115,235.86	\$146,675.38	5	0.01%	99.96%
025	\$92,514.85	\$127,255.96	\$161,997.08	17	0.02%	99.99%
026	\$101,643.94	\$139,832.39	\$178,020.83	8	0.01%	100.00%
027	\$111,679.77	\$153,663.23	\$195,646.69	1	0.00%	100.00%
<b>Totals:</b>				<b>70,527</b>	<b>100.00%</b>	

- 70,527 employees or 86% of the regular workforce are 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.



**Distribution of Employees by Occupational Level**

<b>Distribution of Employees by Occupational Level (January 4, 2008)</b>			
<b>Occupational Level</b>	<b>Number of Employees</b>	<b>Percent of All Employees</b>	<b>Cumulative Percent</b>
Limited Opportunity (Support Jobs)	20,323	28.11%	28.11%
Paraprofessional/Technical (Technical Jobs)	38,224	52.88%	80.99%
Professional/Management (Professional/Management Jobs)	13,740	19.01%	100.00%
<b>Grand Total</b>	<b>72,287</b>	<b>100.00%</b>	

- We're predominantly low-tech, high-touch.
- Our largest occupational categories: customer service, patient care, inmate supervision, counseling, vocational guidance, program administration.
- Our jobs require person-to-person contact with a personal touch, and they are difficult to automate.
- We're occupationally diverse, with 208 occupational categories covering almost every occupational grouping in standard industrial classification systems.
- Small groups of employees provide specialized and diverse but essential functions (5% of workforce covers 56% of occupational categories).
- Our major occupational categories are all on state and US DOL lists of jobs with highest predicted growth over next decade: Health Aides, Clerical Support Staff, Correctional Officers, Nurses, and General Management.



**Distribution of Employees in Jobs with the Largest Number of Incumbents**

<b>Jobs on Pay Grades 5-10 with Largest Number of Incumbents (January 4, 2008)</b>						
<b>JOBTITLE</b>	<b>Number of Employees</b>	<b>FY07 Turnover Rate</b>	<b>Hiring Salary</b>	<b>Average Salary</b>	<b>Average Tenure</b>	<b>Average Age</b>
Program Assistant (DHR)	1605	17.62%	\$20,029.79	\$23,884.15	7.72	42.99
Health Services Tech 1 I/S	1260	33.54%	\$17,099.57	\$18,919.22	5.96	39.56
Houseparent	976	34.75%	\$17,101.21	\$18,633.68	4.53	43.52
Clerk 2, General	956	19.94%	\$20,034.35	\$24,016.29	7.72	44.05
Secretary 2	912	15.82%	\$20,037.39	\$25,285.22	10.22	46.15
Program Associate (DHR)	878	12.64%	\$22,068.64	\$27,309.75	10.19	44.72
Equipment Operator 3 (DOT)	532	8.47%	\$18,549.39	\$26,855.24	8.93	45.79
Housekeeper	515	21.46%	\$14,597.16	\$17,010.58	7.13	46.59
Instructor 1	453	20.15%	\$18,546.19	\$21,733.95	10.25	46.26
Social Serv Tech 2	451	33.01%	\$20,025.90	\$24,467.73	9.16	44.73
Food Service Supervisor (GDC)	417	33.90%	\$20,039.02	\$24,586.77	5.59	47.11
Equipment Operator 2 (DOT)	406	14.73%	\$17,099.57	\$24,654.27	3.28	40.74
Nurse Licensed Practical Inpt	387	33.70%	\$20,039.02	\$28,187.85	9.10	46.18
Food Service Employee 1	386	25.25%	\$15,762.46	\$17,982.93	6.85	43.73
Secretary 1	357	11.58%	\$18,549.39	\$21,860.45	7.41	44.09
Clerk 1, General	350	21.83%	\$18,549.39	\$20,515.97	5.55	42.78
Nursing Assist, Certified	323	23.30%	\$17,099.57	\$18,607.87	6.00	40.85
Health Services Tech 2 I/S	296	18.13%	\$18,549.39	\$22,552.78	11.73	45.88
Social Serv Tech 1	292	34.47%	\$18,539.46	\$21,592.70	7.52	44.72
Equipment Operator 1 (DOT)	288	61.99%	\$15,762.46	\$20,826.81	0.91	36.41
Maintenance Equipment Oper	274	6.81%	\$20,039.02	\$30,768.03	13.88	47.55
Foreman, Assistant (DOT)	272	4.98%	\$22,077.93	\$31,428.90	12.76	44.41
Forensic Services Tech 1	247	20.11%	\$18,508.31	\$21,860.17	7.19	41.87
Nurse Licensed Practical PH	237	20.32%	\$20,039.02	\$27,755.15	8.31	46.74

**Grades 5-10**

*Low-Opportunity, Low-Status Jobs*

- 28% of employees
- Many are supplementing other income
- Jobs are not viable long-term careers in public or private sector
- Average annual salary is \$23, 5234
- Average tenure is 8.05 years
- Average age is 44

*Low-Opportunity, Not Low-Skill*

- We generally require basic literacy and computer skills.
- We generally require interpersonal and customer service skills.
- We generally require reliability and a good work ethic.



**Distribution of Employees in Jobs with the Largest Number of Incumbents (cont'd)**

<b>Jobs on Pay Grades 11-14 with Largest Number of Incumbents (January 4, 2008)</b>						
<b>JOBTITLE</b>	<b>Number of Employees</b>	<b>FY07 Turnover Rate</b>	<b>Hiring Salary</b>	<b>Average Salary</b>	<b>Average Tenure</b>	<b>Average Age</b>
Correctional Officer	8113	27.35%	\$24,323.26	\$28,165.07	6.06	38.57
Juvenile Correctional Ofcr 1	1388	50.52%	\$24,322.01	\$26,183.42	3.58	36.44
Social Serv Case Manager	1267	28.93%	\$29,352.14	\$32,584.41	5.92	38.18
Family Independence Case Mgr 1	1237	25.19%	\$24,322.01	\$27,459.44	7.24	39.98
Probation Officer 1/2	752	10.67%	\$29,392.74	\$36,847.06	9.52	39.73
Accountant, Paraprofessional	751	10.08%	\$24,328.77	\$29,963.32	12.06	46.66
Sergeant (GDC)	646	7.67%	\$29,391.64	\$33,147.22	10.66	42.85
Family Independence Case Mgr 2	622	12.58%	\$26,668.36	\$32,258.86	11.61	43.74
DOL Services Specialist	535	19.25%	\$24,322.01	\$26,561.51	5.97	45.83
Administrative Assistant	479	12.36%	\$26,652.51	\$35,118.30	11.07	46.26
Child Support Services Agent 2	467	11.42%	\$26,672.14	\$30,015.19	8.40	40.97
DFCS Medicaid Eligibility Spec	448	26.47%	\$24,322.01	\$29,917.11	10.30	43.91
Social Service Case Mgr, Adv	446	35.29%	\$29,399.50	\$32,490.92	3.57	34.99
Counselor	446	9.95%	\$29,399.50	\$34,138.04	9.69	43.43
Social Serv Provider 1	412	33.98%	\$26,685.38	\$34,013.90	7.40	42.76
Family Independence Cs Mgt Sup	402	9.22%	\$29,399.50	\$39,042.01	16.44	46.54
Juvenile Probation/Parole Spec 2	363	15.03%	\$29,399.50	\$31,604.51	4.75	34.31
Social Services Specialist	339	42.29%	\$32,391.59	\$34,625.31	3.83	36.94
Ranger 1	333	15.94%	\$26,672.14	\$29,284.36	9.26	40.27
Social Serv Tech 3	327	24.89%	\$24,329.19	\$29,597.28	11.53	46.73
Nurse PH	323	24.32%	\$32,418.30	\$40,265.59	6.33	45.04
Juvenile Correctional Ofcr 2	313	19.31%	\$26,672.14	\$30,417.17	7.52	40.00
Lieutenant	305	6.44%	\$29,399.50	\$36,653.44	14.79	44.54
Parole Officer	295	12.54%	\$29,399.50	\$39,898.45	9.74	39.78
Secretary 3	294	11.40%	\$24,322.01	\$30,732.89	11.51	46.91
Office Manager	266	14.59%	\$24,352.45	\$30,642.86	13.63	47.33
Administrative Ops Coord 2	254	9.49%	\$29,388.76	\$36,596.57	13.81	46.58
Social Serv Case Mgt Assoc	248	45.38%	\$26,672.14	\$27,375.07	1.91	30.73
Nurse	236	25.30%	\$32,384.00	\$46,161.68	6.25	50.65
Craftsman, Gnrl Trades GDC	229	15.83%	\$24,322.01	\$28,190.39	7.28	48.20
Craftsman, Gnrl Trades	208	16.10%	\$24,322.01	\$28,796.26	11.34	49.23

**Grades 11-14**

*Paraprofessional, Entry Professional Jobs*

- 53% of employees
- Most career employees start here
- Entry level professional jobs in engineering, nursing, accounting
- Average annual salary is \$32,735
- Average tenure is 8.9 years
- Average age is 42.21 years



**Distribution of Employees in Jobs with the Largest Number of Incumbents (cont'd)**

<b>Jobs on Pay Grades 15-27 with Largest Number of Incumbents (January 4, 2008)</b>						
<b>JOBTITLE</b>	<b>Number of Employees</b>	<b>FY07 Turnover Rate</b>	<b>Hiring Salary</b>	<b>Average Salary</b>	<b>Average Tenure</b>	<b>Average Age</b>
Social Serv Supervisor	456	14.92%	\$35,569.36	\$42,920.69	9.88	40.99
Trooper First Class	425	7.57%	\$35,569.36	\$46,366.67	12.18	39.08
Nurse Specialist PH	330	13.33%	\$35,569.36	\$44,729.01	9.40	47.32
Project Administrator	201	7.33%	\$39,021.06	\$53,273.37	13.21	48.38
Nurse Practitioner	154	18.79%	\$43,037.09	\$61,856.13	12.51	49.97
Nurse Charge (Inpatient)	137	15.57%	\$35,569.36	\$50,789.50	9.91	51.93
Program Director 1	131	11.02%	\$43,063.23	\$61,583.07	11.92	49.40
DFCS Field Program Specialist	131	8.63%	\$39,038.32	\$51,124.57	17.18	47.55
Education Program Specialist	128	20.87%	\$47,280.21	\$75,834.01	3.83	51.04
Special Agent 3	127	7.26%	\$43,063.23	\$50,265.54	12.66	40.68
Environmental Engineer 3	124	6.45%	\$47,212.20	\$59,148.41	10.78	44.41
Environmental Specialist 3	121	10.69%	\$35,569.36	\$46,117.99	13.03	45.57
Nurse Manager, County	117	13.22%	\$39,038.32	\$54,363.36	14.95	49.57
Environmental Health Spec 4	103	5.77%	\$35,569.36	\$44,402.71	12.29	44.97
ORS Nurse Surveyor	96	15.53%	\$35,569.36	\$50,407.97	7.53	53.68
EPD Environmental Prgrm Mgr 1	96	4.44%	\$52,172.55	\$63,455.34	15.96	47.03
PHSO Program Consultant 1	94	16.00%	\$35,569.36	\$44,520.17	6.89	42.39
Juvenile Program Manager	83	10.94%	\$35,569.36	\$41,027.04	13.33	42.34
Programmer Analyst 2	81	12.50%	\$39,038.32	\$53,242.23	7.69	44.62
Program Specialist 1 (DCH)	80	13.95%	\$35,569.36	\$41,614.46	9.98	42.10
Nursing Supervisor PH	79	21.43%	\$35,569.36	\$49,058.13	12.42	48.61

**Grades 15-27**

*Professional/Executive Jobs*

- 19% of employees
- Heavily specialized in program administration
- Average annual salary is \$56,659
- Average tenure is 12.8 years
- Average age is 46.5 years



**Employee Hiring Activity in State of Georgia.**

<b>Top 20 Jobs by Hiring Activity (Calendar Year 2007)</b>	
<b>Job Title</b>	<b>New Hires</b>
Correctional Officer	1794
Juvenile Correctional Ofcr 1	650
Health Services Tech 1 I/S	503
Program Assistant (DHR)	334
Equipment Operator 1 (DOT)	316
Houseparent	306
Family Independence Case Mgr 1	273
Instructor, Technical (DTAE)	210
Social Serv Case Mgt Assoc	176
Clerk 2, General	149
Housekeeper	146
Social Serv Case Manager	129
Food Service Employee 1	126
Secretary 2	121
Social Service Case Mgr, Adv	120
Nurse Licensed Practical Inpt	119
DOL Services Specialist	111
Clerk 1, General	101
Food Service Supervisor (GDC)	98
Driver Examiner 1	98

<b>New Hires by Job Family (Calendar Year 2007)</b>	
<b>Job Family</b>	<b>New Hires</b>
Law Enforcement / Public Safety	2988
Health Care	2052
General Support Services	1409
Social Services / Counseling	1069
Education & Testing	700
Facilities & Equipment	496
Transportation	352
Financial Management / Revenue	328
Information Technology & Telecommunications	303
Food Services / Farm Services	266
Regulatory Compliance	225
Personnel Administration	219
Engineering and Technology	179
Legal	122
Parks and Natural Resources	68
Laboratory Services / Physical Sciences	66
Real Estate and Property Management	14



<b>New Hiring Activity by Agency for 2007 (includes Temporary hires)</b>			
<b>Company Name</b>	<b>New Hires in 2007</b>	<b>Company Name</b>	<b>New Hires in 2007</b>
DHR - DFACS	1377	General Assembly of Georgia	230
DHR - Public Health	784	Ga. Merit System of Pers. Adm.	11
DHR - BOCOP	141	Dept. of Juvenile Justice	1139
Community Service Boards	1634	Ga. Dept. of Natural Resources	847
Ga. Dept. of Agriculture	140	State Board Pardons & Paroles	56
Ga. Dept. of Admin. Services	51	Ga. Dept. of Public Safety	193
Ga. Dept. of Audits	59	Ga. Dept. of Corrections	2299
GA Dept of Banking & Finance	5	Dept of Early Care & Learning	16
State Accounting Office	34	Ga. Public Service Commission	15
Office of Comm. of Insurance	26	Ga. Bureau of Investigation	99
GA State Fin. & Invest. Comm.	36	Department of Revenue	431
State Properties Commission	1	Ga. Dept. of Driver Services	133
Ga. Dept. of Defense	213	Secretary of State	104
Ga. Dept. of Education	224	Ga. Teachers Retirement Sys.	16
Dept. of Technical & Adult Ed.	22	Ga. Dept. of Transportation	717
Ga. Employees Retirement Sys.	15	Ga. Dept. of Veterans Service	21
Ga. Dept of Community Health	61	Subsequent Injury Trust Fund	1
Georgia Forestry Commission	196	State Board of Workers' Comp	31
Office of Planning and Budget	162	Ga Public Defender Standards	71
Ga. Dept. of Human Resources	3187	Technical Colleges	4286
Ga. Dept. of Community Affairs	63	Georgia Building Authority	42
Dept of Economic Development	51	Ga. Correctional Industries	9
Admin. Office of the Courts	96	George L. Smith II - GWCCA	769
Ga. Court of Appeals	13	State Road & Tollway Authority	11
Superior Courts of Georgia	136	Georgia Public Broadcasting	55
Supreme Court	7	Georgia Technology Authority	37
Ga. Dept. of Labor	672		
Georgia Department of Law	44	<b>GRAND TOTAL</b>	<b>21089</b>



**Distribution of Employees by Demographic Categories**

<b>Distribution of Employees by Ethnic Group and Gender Comparison Between State Government and The Private Sector</b>			
<b>(January 4, 2008)</b>			
<b>Ethnic Group</b>	<b>Gender</b>	<b>Percentage of Employees</b>	
		<b>Georgia State Government</b>	<b>Private Sector</b>
AMERIND	Female	0.1%	0.3%
	Male	0.1%	0.4%
ASIAN	Female	0.5%	1.0%
	Male	0.4%	1.2%
BLACK	Female	31.7%	13.7%
	Male	13.1%	11.8%
HISPANIC	Female	0.9%	1.5%
	Male	0.4%	3.5%
MULTIRACE	Female	0.6%	0.3%
	Male	0.3%	0.4%
OTHER	Female	0.2%	0.0%
	Male	0.1%	0.0%
NOT REPORTED	Female	0.2%	0.0%
	Male	0.1%	0.0%
WHITE	Female	28.3%	30.0%
	Male	22.9%	35.9%

<b>Gender Totals: Comparison Between State Government and The Private Sector</b>		
<b>Gender</b>	<b>Percentage of Employees</b>	
	<b>Georgia State</b>	<b>Government Private Sector</b>
Female	63%	47%
Male	37%	53%
<b>Grand Total</b>	<b>100.0%</b>	<b>100.0%</b>

*\*Numbers were rounded*



**Distribution of Employees by Demographic Categories (continued)**

<b>Ethnic Group Totals: Comparison Between State Government and the Private Sector</b>		
<b>(January 4, 2008)</b>		
<b>Ethnic Group</b>	<b>Percentage of Employees</b>	
	<b>Georgia State Government</b>	<b>Private Sector</b>
AMERIND	0.2%	0.7%
ASIAN	0.9%	2.1%
BLACK	44.9%	25.5%
HISPANIC	1.3%	5.1%
MULTIRACE	0.9%	0.7%
OTHER	0.3%	0.1%
UNK	0.4%	0.0%
WHITE	51.2%	65.8%
<b>Grand Total</b>	<b>100.0%</b>	<b>100.0%</b>



**Distribution of Employees by Age and Tenure Categories**

Distribution of Employees by Age and Tenure (January 04, 2008)							
Tenure Range	Age Range						Grand Total
	25 or Less	26 to 35	36 to 45	46 to 55	56 to 65	Over 65	
5 or Less	4,894	12,277	9,161	7,140	3,203	221	36,896
6 to 10	64	4,232	5,068	4,667	2,582	249	16,862
11 to 15		870	3,704	3,289	1,884	218	9,965
16 to 20		15	2,467	3,069	1,720	117	7,388
21 to 25			1,156	3,161	1,364	75	5,756
26 to 30			75	2,512	1,112	56	3,755
Over 30			7	709	611	52	1,379
<b>Grand Total</b>	<b>4,958</b>	<b>17,394</b>	<b>21,638</b>	<b>24,547</b>	<b>12,476</b>	<b>988</b>	<b>82,001</b>

Percentages of Employees by Age and Tenure (January 04, 2008)							
Tenure Range	Age Range						Grand Total
	25 or Less	26 to 35	36 to 45	46 to 55	56 to 65	Over 65	
5 or Less	5.97%	14.97%	11.17%	8.71%	3.91%	0.27%	44.99%
6 to 10	0.08%	5.16%	6.18%	5.69%	3.15%	0.30%	20.56%
11 to 15		1.06%	4.52%	4.01%	2.30%	0.27%	12.15%
16 to 20		0.02%	3.01%	3.74%	2.10%	0.14%	9.01%
21 to 25			1.41%	3.85%	1.66%	0.09%	7.02%
26 to 30			0.09%	3.06%	1.36%	0.07%	4.58%
Over 30			0.01%	0.86%	0.75%	0.06%	1.68%
<b>Grand Total</b>	<b>6.05%</b>	<b>21.21%</b>	<b>26.39%</b>	<b>29.94%</b>	<b>15.21%</b>	<b>1.20%</b>	<b>100.00%</b>

- The State workforce is aging; 46% of the workforce is currently over the age of 45; yet over 65% of the workforce has less than 10 years of tenure with the State.



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