A photograph of the Georgia State Capitol building, featuring a prominent gold dome and classical architectural details. In the foreground, a bronze equestrian statue of General Gordon stands on a stone pedestal. The scene is set against a clear blue sky with some light clouds. A semi-transparent purple rectangular box is overlaid on the left side of the image, containing the title text in white.

State of Georgia 2018 Workforce Summary

Georgia Department of Administrative Services
Improving efficiency, compliance, and workplace performance

Introduction

The state operates a large, diverse workforce, which currently encompasses five distinct generations. Seasoned workers are nearing retirement at a rapid, yet predictable rate, while younger generations are less enchanted by a traditional career path.

Research indicates that younger workers in the United States no longer expect to form long-term psychological contracts with their employers. A 2007 journal article about Georgia's 1996 Merit System Reform Act notes the changing nature of the workforce. The author concludes that "at-will employment may suit the next generation of workers, who enter the workforce anticipating that their career path will involve a number of different jobs with different organizations."

That at-will employment is mutually attractive to both the state and its employees is reflected in the annual turnover rate of 19.5%. This figure includes not only retirements and terminations, but also (and substantially) "voluntary" turnover, which accounts for those who leave to pursue opportunities of their own choosing. Voluntary turnover creates service delivery challenges as there is generally unplanned lost productivity, increased burdens on colleagues, increased recruiting costs, increased training costs and reduction in morale.

The portion of the state's budget devoted to personnel costs, especially increasing benefit expenses, is significant. Taxpayer resources are not limitless; therefore, continuous refinement of the ways by which vital services are delivered is important. Agency leaders must acknowledge employment trends and embrace organizational change so that the state is able to deliver essential services efficiently and effectively in the future.

State leaders must recognize that much has changed over the past 20 years, and organizational change is certain to continue. The state workforce will look different tomorrow than it did yesterday, or even today. How people work will change. It is in the interest of the state and every agency to anticipate this change and plan effectively.

The FY 2018 Workforce Report is not a playbook of solutions – which are undoubtedly complicated and likely unique to individual agencies or groups of agencies that are similar – but rather this report offers insightful data and analysis to encourage collective leadership thinking.

Please note:

1. This report only reviews entities in the TeamWorks implementation of Oracle PeopleSoft HCM under the purview of the State Account Office. There is no data included from the University System of Georgia.
2. Unless stated otherwise, the counts reflect full-time, benefit eligible employees.
3. When listing entities, the counts will include administratively attached agencies as well when they share a company number.

Executive Summary

Recruiting will become a core competence. Although holding at 19.5% turnover for FY 2018, there is room to find improvement. Though the root cause is debatable, it is undeniable modern job candidates are less likely to seek career-long employment with a single employer. Recruiting talented individuals – and harnessing their capabilities during their state employment – will need to become a core competency of every state entity as consistent churn is to be expected for at least the near-term.

Talent Development should also be a core competence. State entities must first have a clear understanding of the competencies needed to support their statutory missions. Talent must be aligned and developed to sustain effective operations. Organizational effectiveness will result not just from recruiting key talent, but from nurturing teams and challenging staff to grow at every level in the organization. This includes clearly defined expectations and appropriate engagement in decision-making. Too often, managers neglect talent development, then seek “been there, done that” experience to solve for critical needs. Coaching and performance management will be in greater demand as the dynamics in the workforce change and as talent expects to learn before they leave for other opportunities.

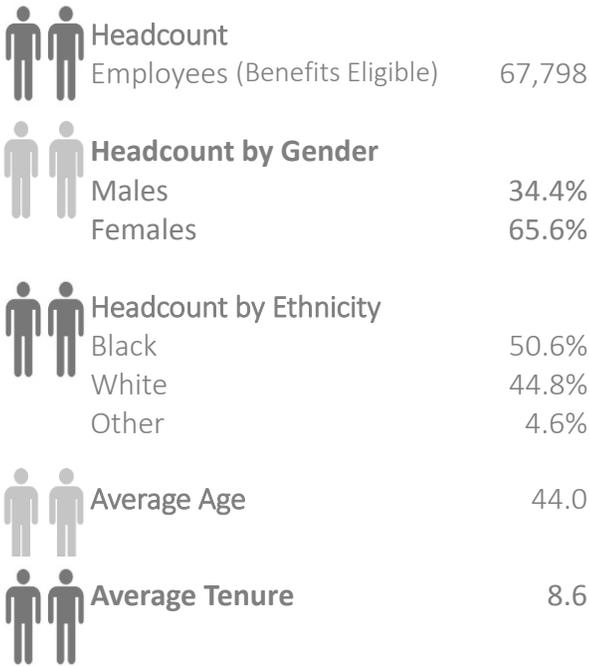
Generational differences require a culture of adaptability. Though not necessarily reflected in senior leadership, younger generations constitute a major segment of the workforce today. Soon the Millennial generation will be the largest active cohort. The results of this change may take many forms, including increased demands for non-standard work arrangements (i.e., mobile technology, flexible schedules) and challenges to traditional organizational and decision-making structures. State entities that adapt to an evolving workforce are most likely to realize organization goals and mission-oriented objectives by attracting, developing and retaining talent in such a supportive employee culture.

Impending retirements will yield a substantial knowledge and experience gap. In addition to the congratulations and the cakes, retirements mean potentially lost experience and expertise. As a large portion of the workforce will be able to retire in the next five years, state entities must be conversant in succession planning, management development and knowledge management strategies. Excelling at recruiting and developing talent will be more apparent as only those organizations with a pipeline of new leaders will continue to fulfill their core missions into the future.

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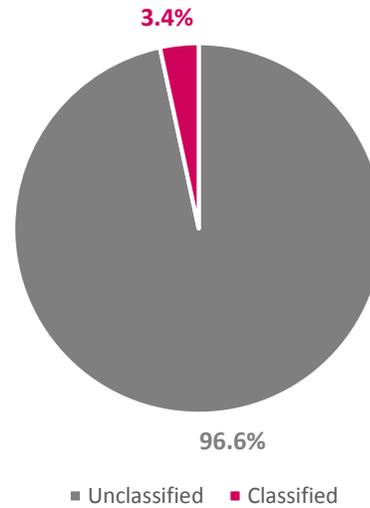
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FY 2018 Demographics

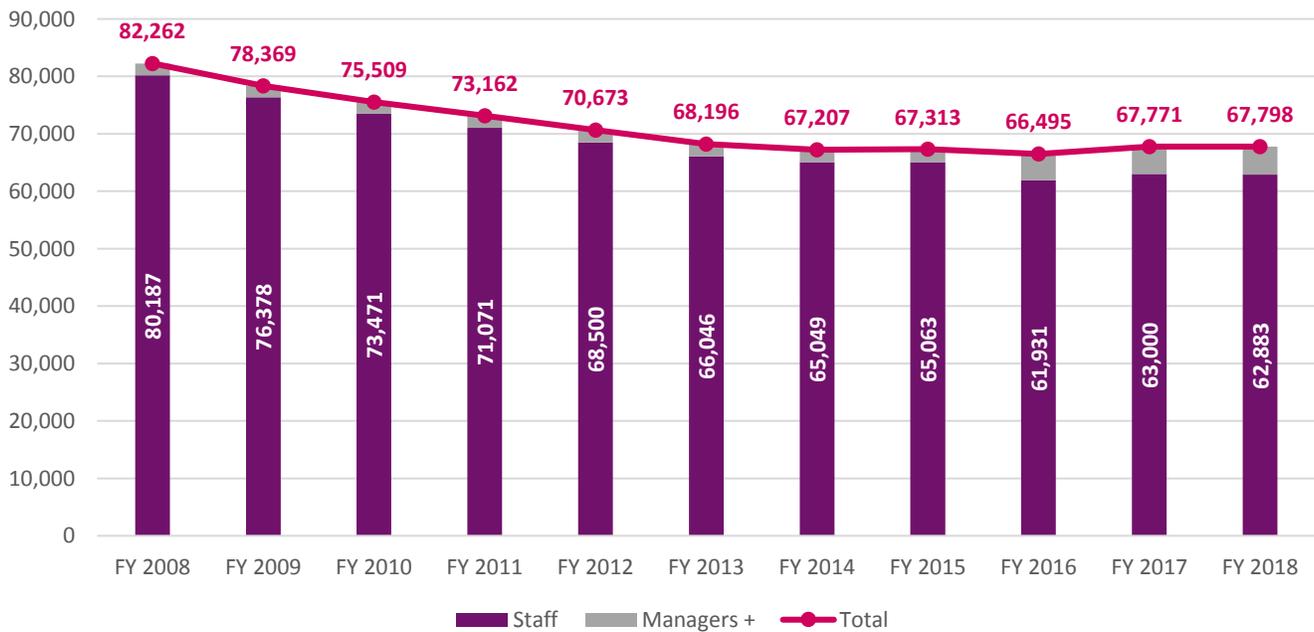


FY 2018 Classification

State law prohibits additional employees to be enrolled into the Classified service after June 30, 1996. Since then all new employees are in the unclassified service, which is defined as “employment at will.”

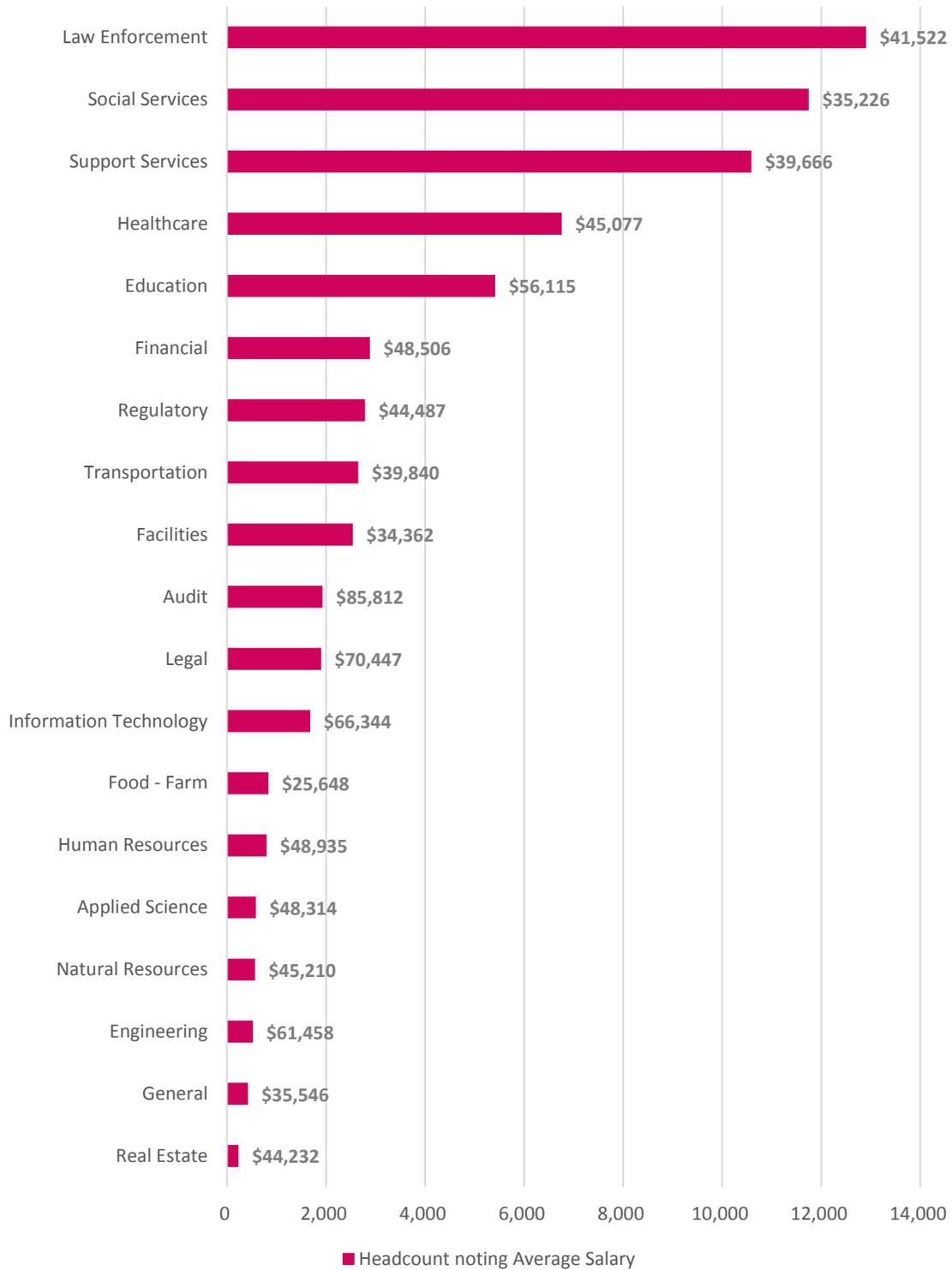


Headcount by Fiscal Year



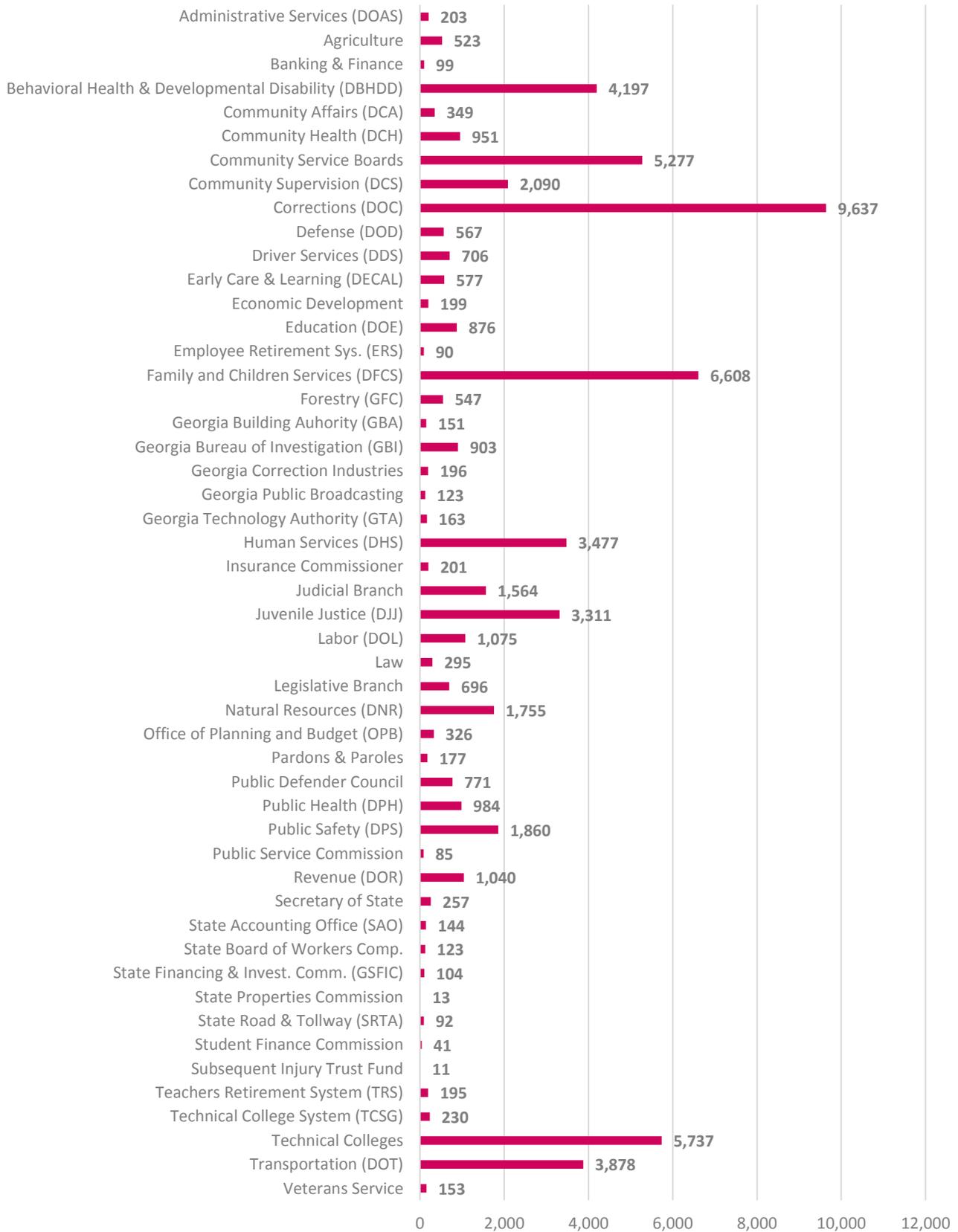
Note: As a result of the Job Classification and Career Pathing project (effective Jan 1, 2016), many positions previously categorized as supervisors or non-managers moved into manager roles.

FY 2018 Headcount and Average Salary by Job Family

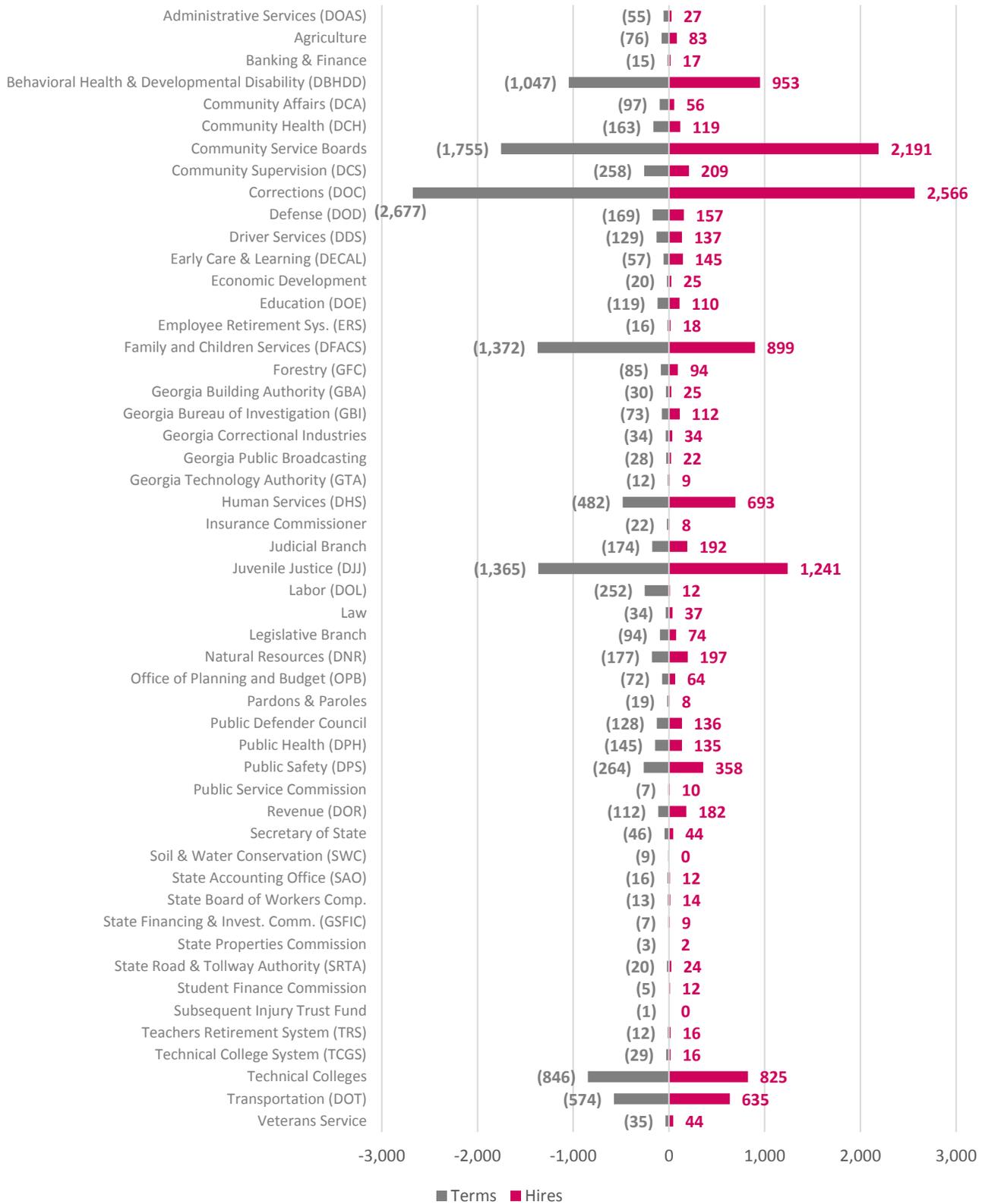


Support Services includes administrative, clerical and customer service positions, operations and program/project support and management positions, as well as, marketing and sales positions.

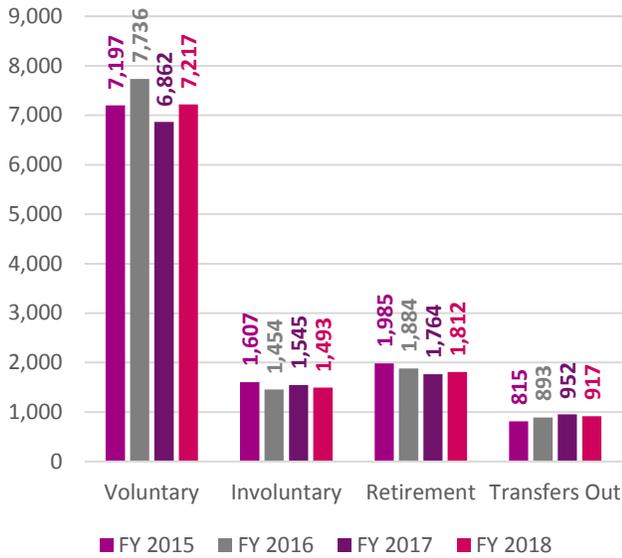
FY 2018 Headcount by Agency (may include administratively attached)



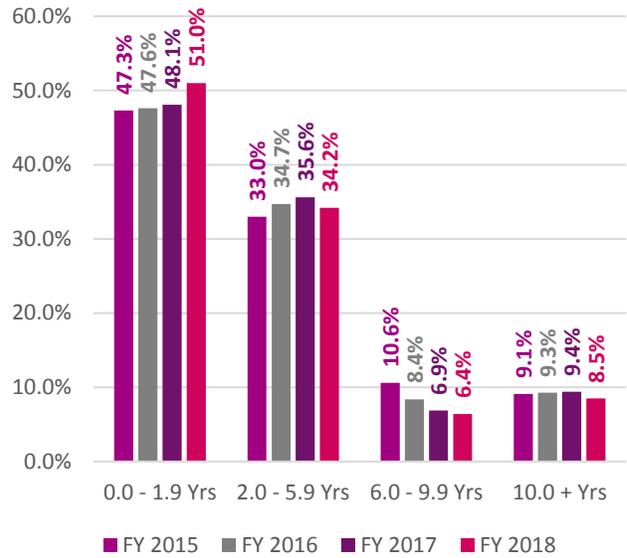
FY 2018 Termination and Hiring Activity by Agency (may include administratively attached)



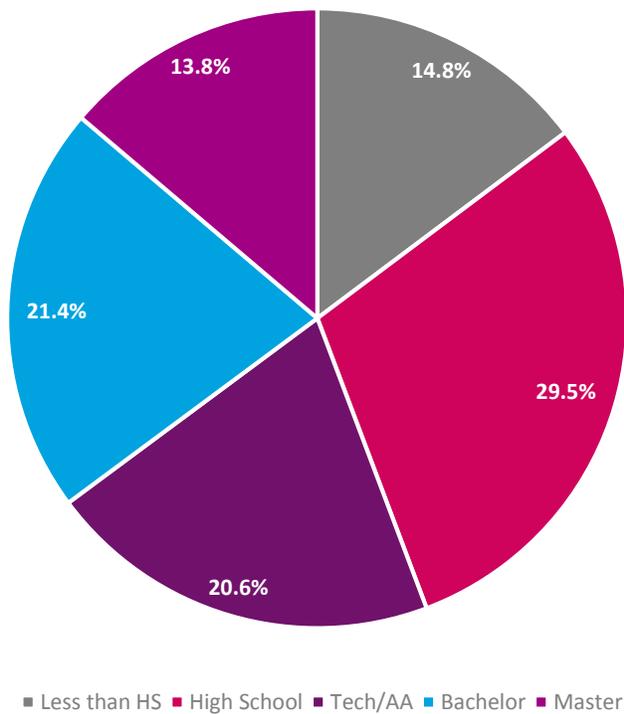
Terminations by Type by Fiscal Year



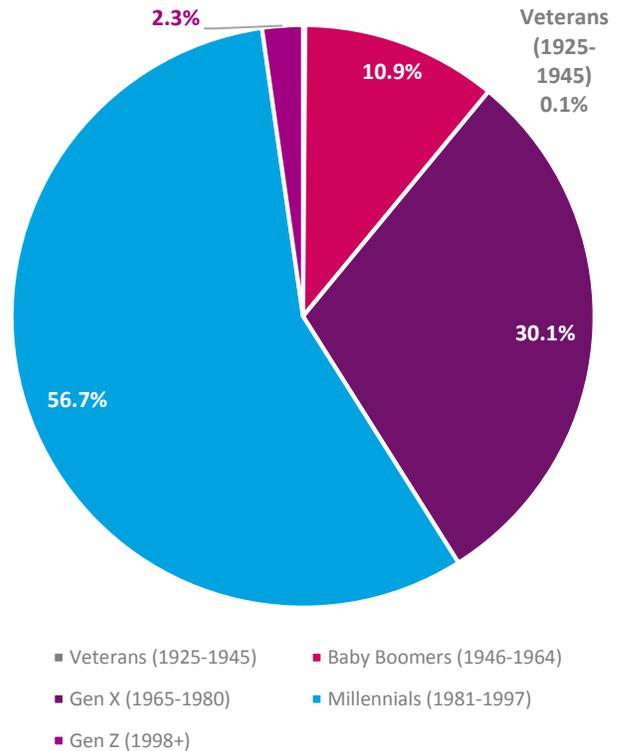
Voluntary Terminations by Tenure by Fiscal Year



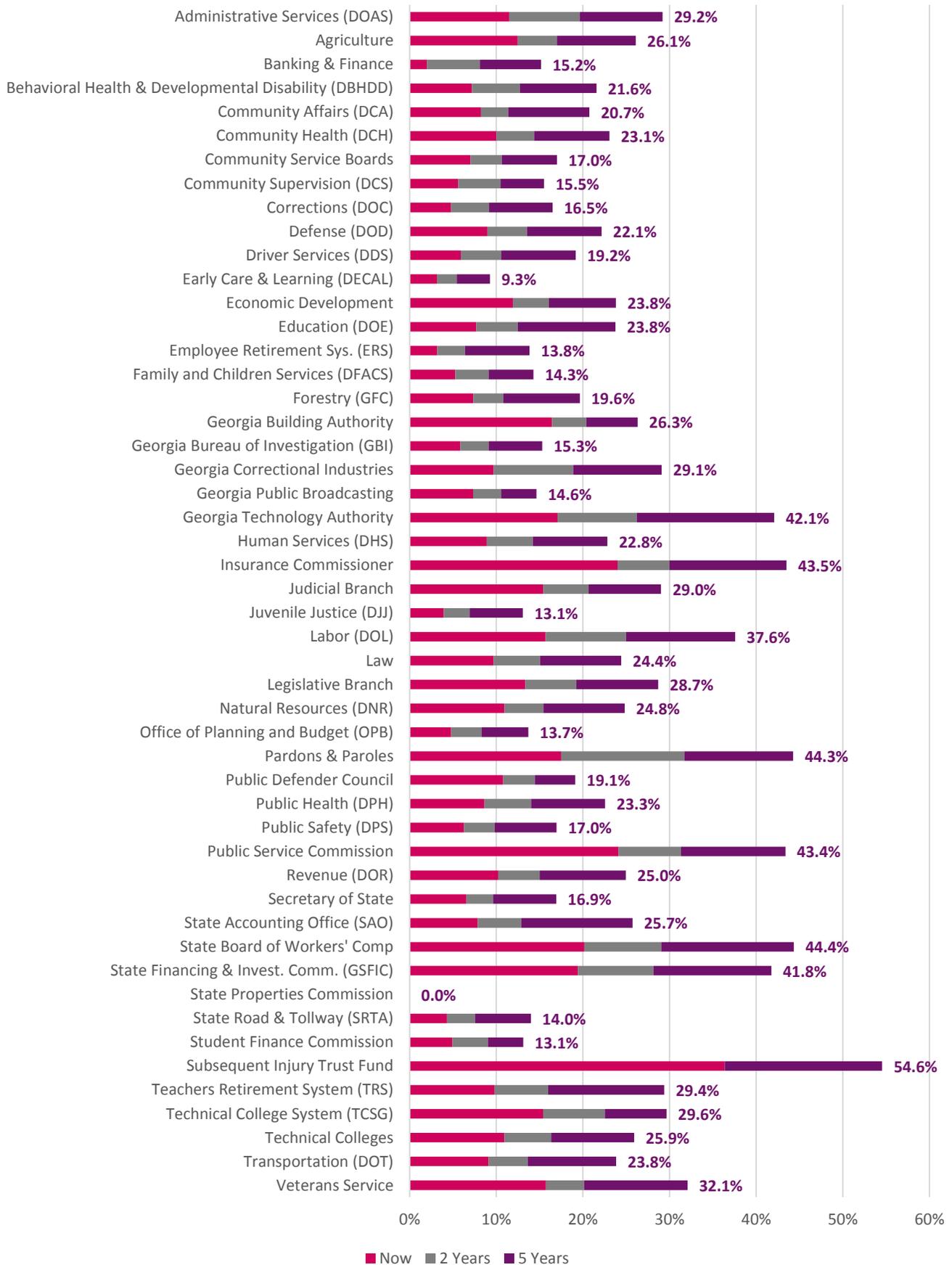
FY 2018 Hires by Education Level



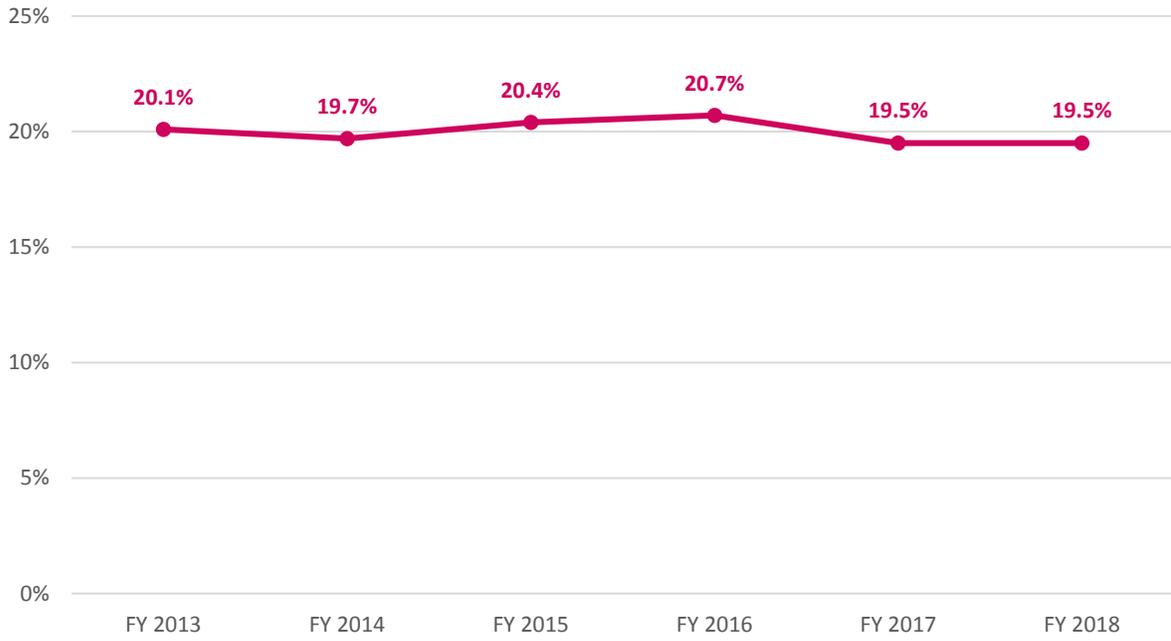
FY 2018 Hires by Generation



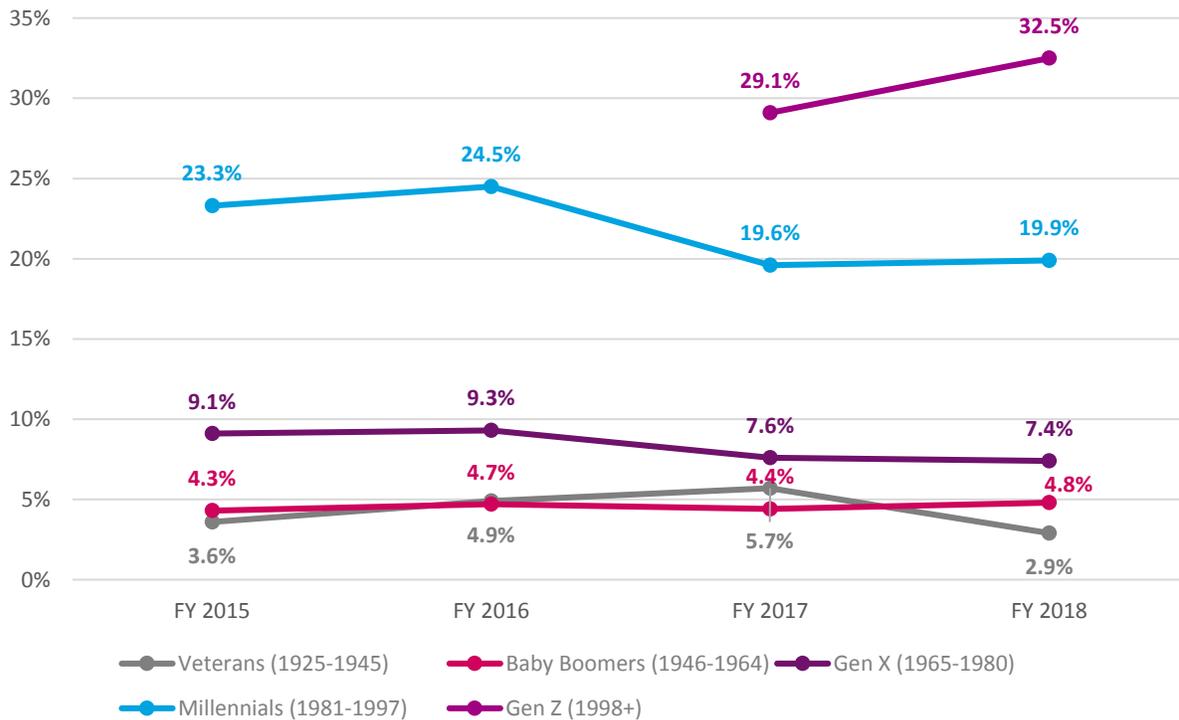
FY 2018 Retirement Eligibility by Agency (may include administratively attached)



Turnover Trend by Fiscal Year



Voluntary Turnover by Generations by Fiscal Year





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