

STATE OF GEORGIA
2020
WORKFORCE
SUMMARY



Georgia Department of Administrative Services
Lead. Empower. Collaborate.

Introduction

The state operates a large, diverse workforce, which currently encompasses five distinct generations. Seasoned workers are nearing, yet delaying, retirement while younger generations are less enchanted by a traditional career path as they enter the workforce in larger numbers. Research indicates that younger workers in the United States no longer expect to form long-term commitments with their employers.

Turnover 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, recruiting costs, training costs, and impacts to organizational 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 explore organizational change so that the state is able to deliver essential services efficiently and effectively in the future.

This reporting period witnessed the unprecedented impact of the coronavirus pandemic upon the state workforce. The pandemic prompted the widespread adoption of remote work and other alternative work options. As a result, more state employees were conducting their work virtually and during various times of the day. These changes not only helped to minimize the spread of the coronavirus, they also illustrated how technology continues to change when, where, and how work is performed. In addition, this experience also illustrated the need to consider flexible work scheduling and work-from-home not as an employment perk, but as a viable strategic recruitment and retention tool. By adapting to the needs of the modern workforce, the ability to attract and retain highly talented employees is improved.

It is in the interest of the state and every agency to embrace this evolution and evolve themselves. This FY 2020 Workforce Report is not a playbook of solutions – which are potentially complex and probably unique to individual employers – but rather this report shares selected data to encourage collective leadership thinking about what we can anticipate and shape our organizations to include.

Please note:

This report only reviews entities in the TeamWorks implementation of Oracle PeopleSoft HCM under the purview of the State Accounting Office. There is no data included from the University System of Georgia.

Unless stated otherwise the counts reflect active, non-temporary, full-time employees on their primary employment record.

When listing entities, the counts will include administratively attached agencies as well when they share a company number in TeamWorks.

Executive Summary

Recruiting is now a core competence. Recruiting talented individuals – and harnessing their capabilities during their state employment – is a constant need in every state entity as employee churn is expected to continue. As turnover has become a part of normal business operations those who hone expertise in finding and engaging new employees will outpace peers and be more effective. State entities should consider opportunities to find partners and readily use internships and other entry-level positions tied to career ladders to bolster their organizations' chances for future success.

Talent Development will be an everyday need. State entities must outline the competencies needed to support their statutory missions. Talent must be found and aligned with those needs, but further developed to sustain effective operations. Nurturing teams and challenging staff to grow at every level in the organization is important for morale and success. This includes clearly defined expectations and appropriate engagement in decision-making processes. Coaching and performance management will shift into everyday topics as the workforce changes. This is because more employees expect to have continuous reinforcement as well as to learn new skills before they leave for other opportunities in just a few years.

Turnover poses risk for substantial knowledge and experience gaps. Although more workers than anticipated are working past traditional retirement ages, those retirements will risk a loss of experience and expertise for your organizations and your customers. As more of the current workforce retires state entities must be up to date in succession planning, management development, and knowledge management strategies. Turnover at any level can limit effectiveness for agency missions, and can accrue notable costs with consistent churn. Supporting talent development and information sharing will be more integral as tenure and expected career length trend downward for all levels in nearly all organizations.

Workplaces and their cultures will see some changes. Although it was anticipated that the younger generations would strongly demand more flexible working arrangements, we see that with the public health emergency that all cohorts were interested in this flexibility. The changes in offices, work arrangements, and service delivery have been great and widespread. Many applications involved technology and reconsidering what was necessary to complete the agency's mission. As working arrangements have shifted so too are connections between staff, the relationship with clients, and likely the organization's culture as well as the duration of the pandemic lengthens and employees churn.

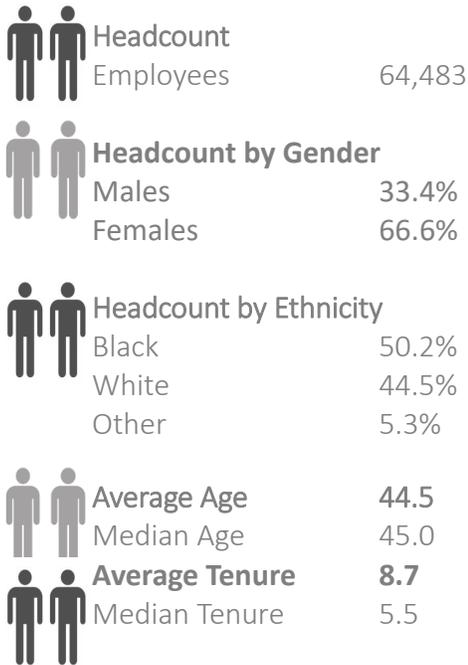
Non-workforce changes in the workplace will be important. As expected, limited economic growth will demand constrained funding and staffing levels. While the search for efficiencies is appropriate, it is helpful to note that it does not inherently involve a human resources connection. As some consider consolidating responsibilities, others may explore outsourcing, automating, or eliminating functions. Keeping abreast of such organizational resource plans and contingencies will be vital in helping apply strategies for avoiding burnout, low morale, or mistrust in the workplace.

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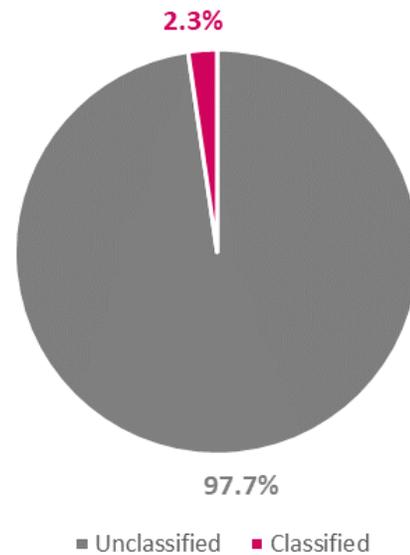
FY 2020 Demographics

(including non-temporary part-time)



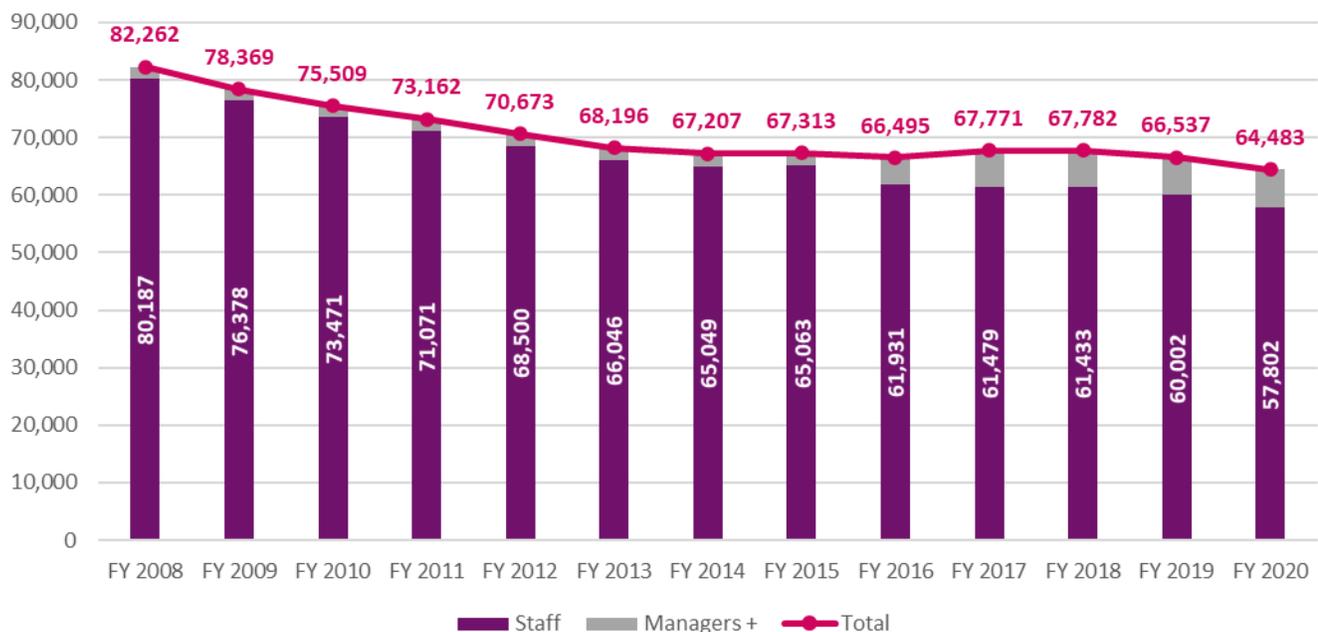
FY 2020 Classification

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."



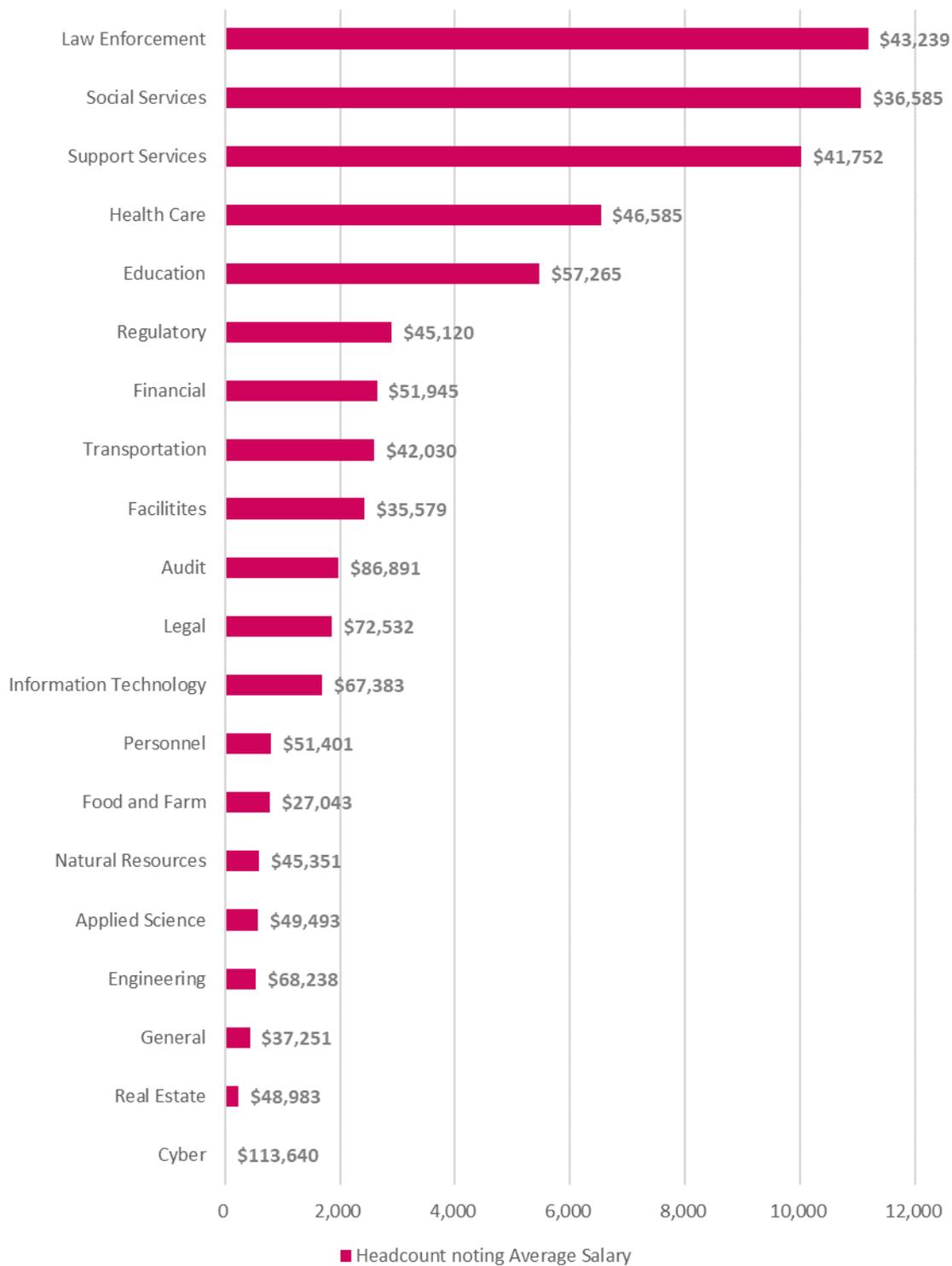
Headcount by Fiscal Year

(including non-temporary part-time)



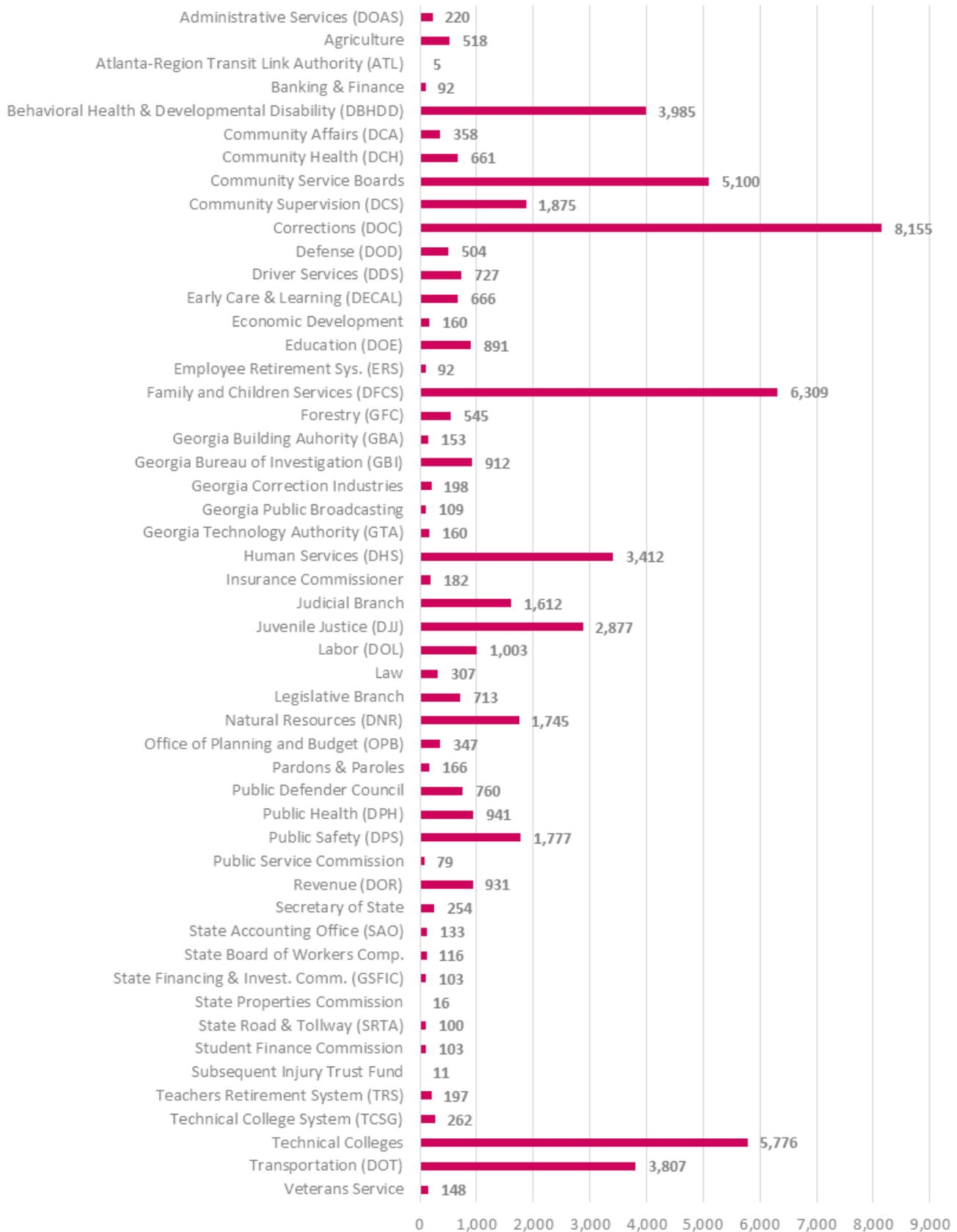
Note: As a result of the Job Classification and Career Pathing project (effective Jan 1, 2016), many positions previously categorized as supervisors or non-managers moved into manager roles.

FY 2020 Headcount and Average Salary by Job Family



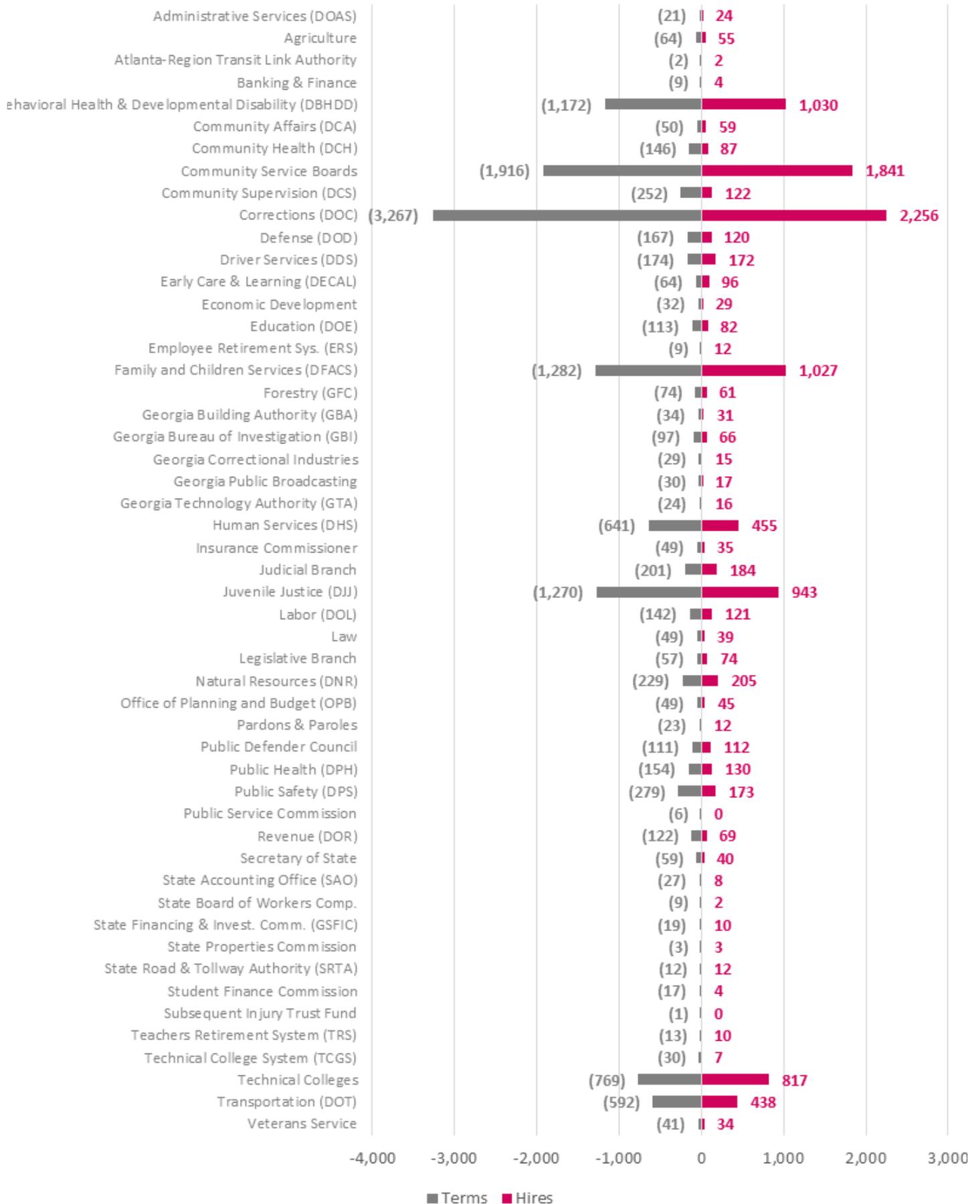
Support Services includes administrative, clerical and customer service positions, operations and program/project support and management positions, as well as marketing and sales positions.

FY 2020 Headcount by Agency (may include administratively attached)

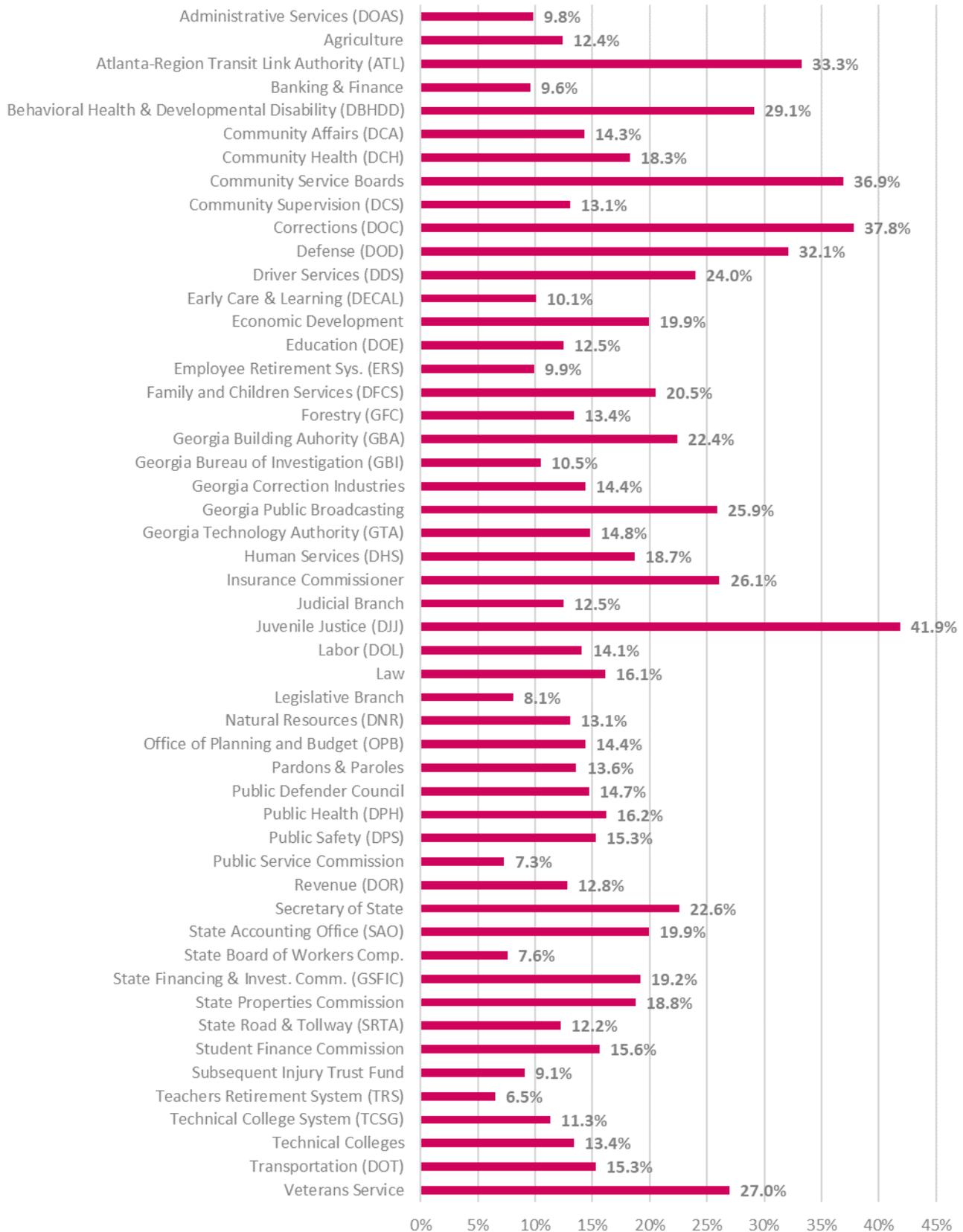


FY 2020 Termination and Hiring Activity by Agency

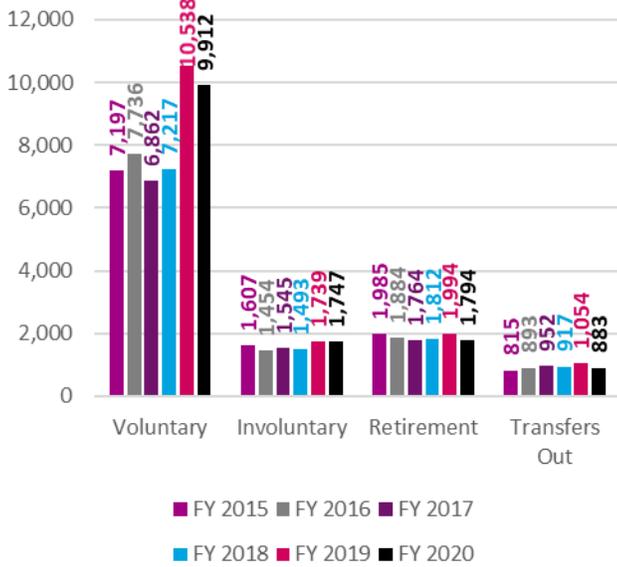
(may include administratively attached)



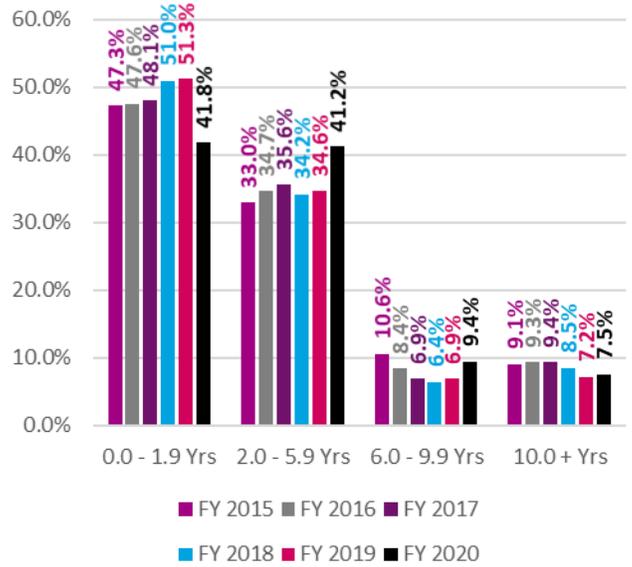
FY 2020 Turnover Rate by Agency (may include administratively attached)



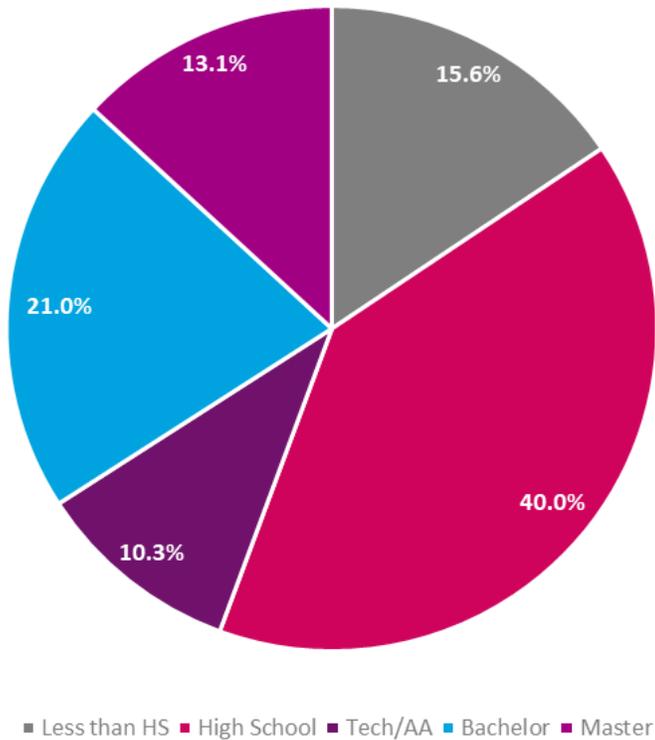
Terminations by Type by Fiscal Year



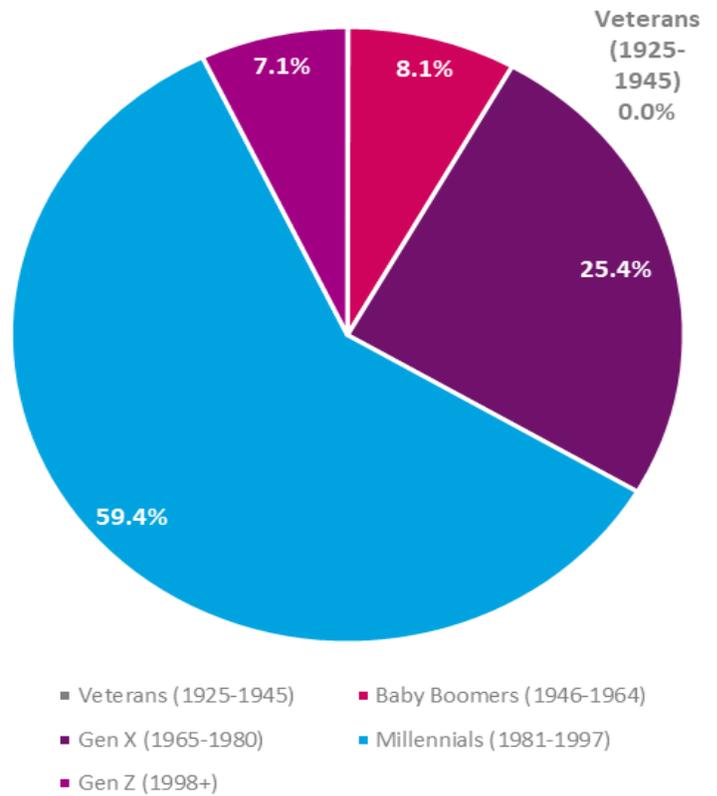
Voluntary Terminations by Tenure by Fiscal Year



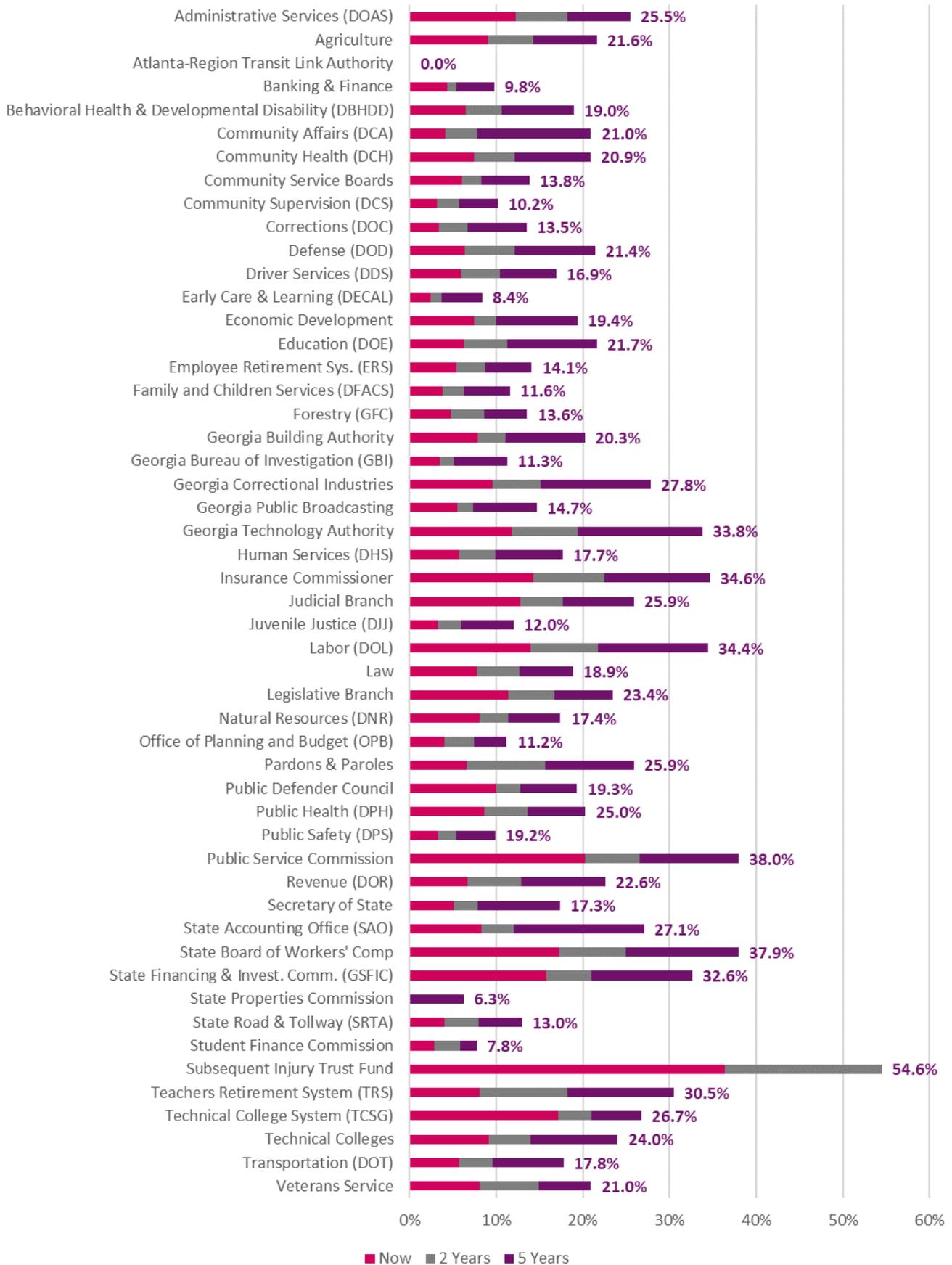
FY 2020 Hires by Education Level



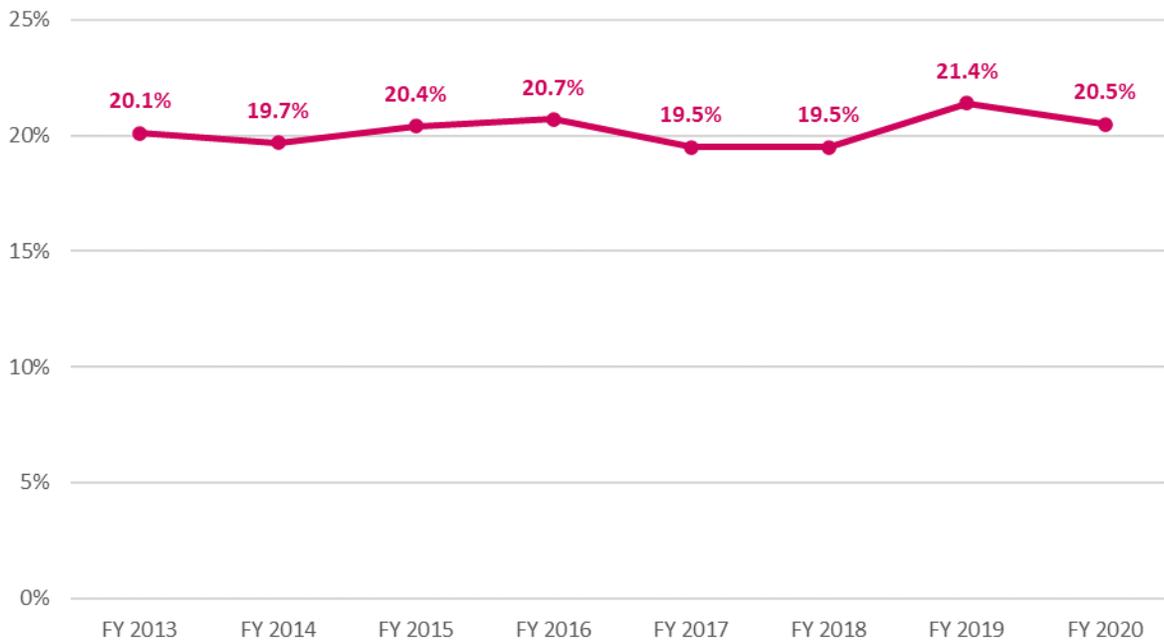
FY 2020 Hires by Generation



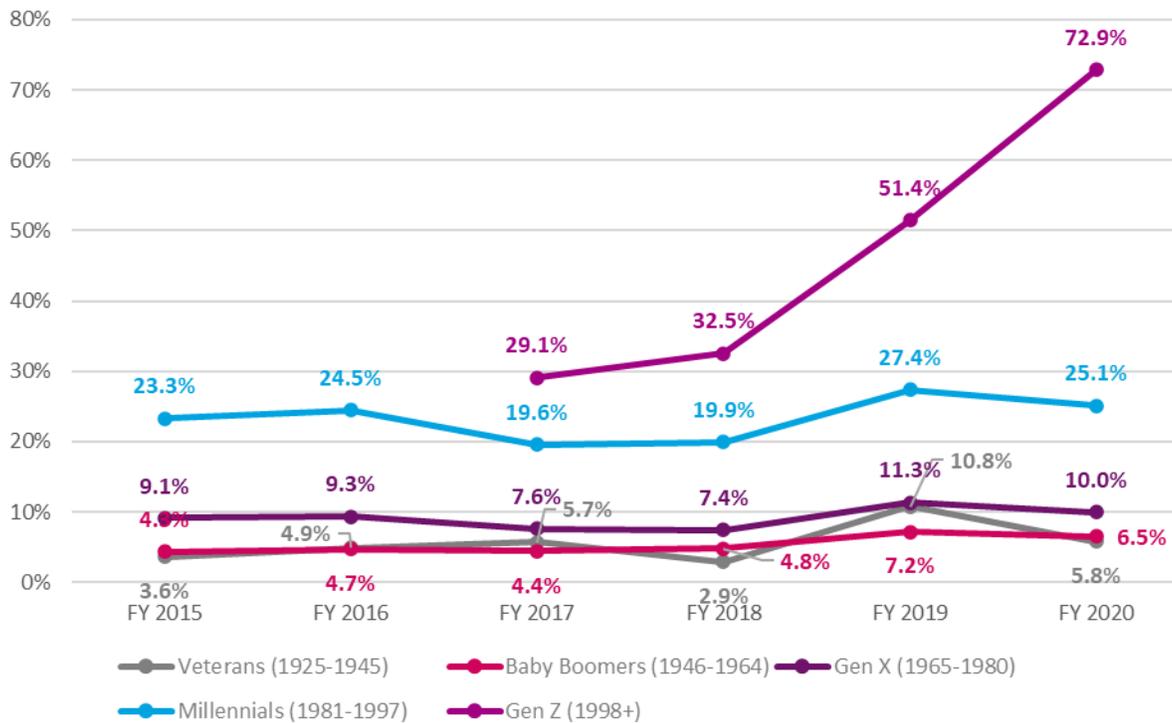
FY 2020 Retirement Eligibility by Agency (may include administratively attached)



Turnover Trend by Fiscal Year



Voluntary Turnover by Generations by Fiscal Year





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