

Deloitte.



GA DOAS Human Resources Administration (HRA)

Retention Study Findings & Recommendations

June 29, 2023

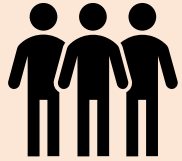


Summary Insights: HR Data Analysis

The following data points summarize high level findings across analysis of PeopleSoft data.



50,850
Employees



60%
Of employees are
Generation X or older



39%
Of employees have a
Bachelor's Degree
or Above



23.0%
FY22 Annual Turnover



6 Years
Average Tenure
At Separation



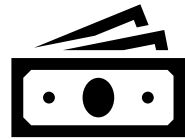
9 Years
Average Tenure of
Employees



24.8%
Executive Branch Employees
Eligible for Early Retirement
within 5 Years

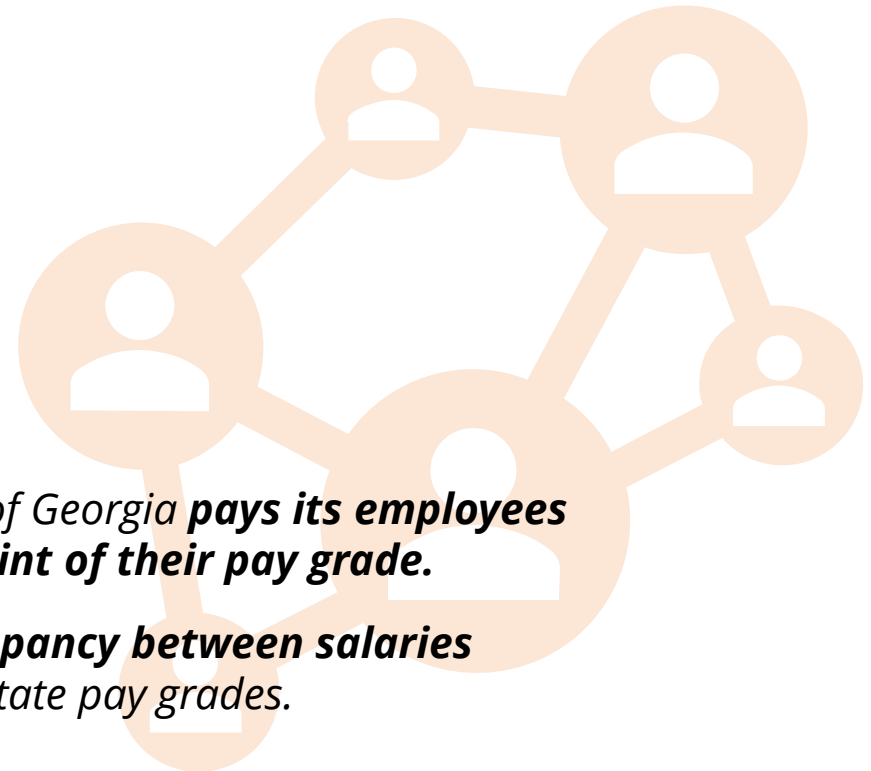


6.3%
Higher than the State's
entire Baby Boomer
employee population



1.04
GA Overall Average
Compa-Ratio

- *On average, the State of Georgia pays its employees more than the midpoint of their pay grade.*
- *There is limited discrepancy between salaries within the two major State pay grades.*



Summary Insights: Survey Results

Results of the employee engagement survey are summarized below and includes participation statistics, agreements across Likert scale questions to positive statements organized by theme, and top 3 reasons identified around attrition, re-employment, and retention.



12,433

Employee Responses



56.5%

Of Participants were Generation X or older



62

Agencies Represented*



63.6%

Of participants had a Bachelor's degree or higher



63%

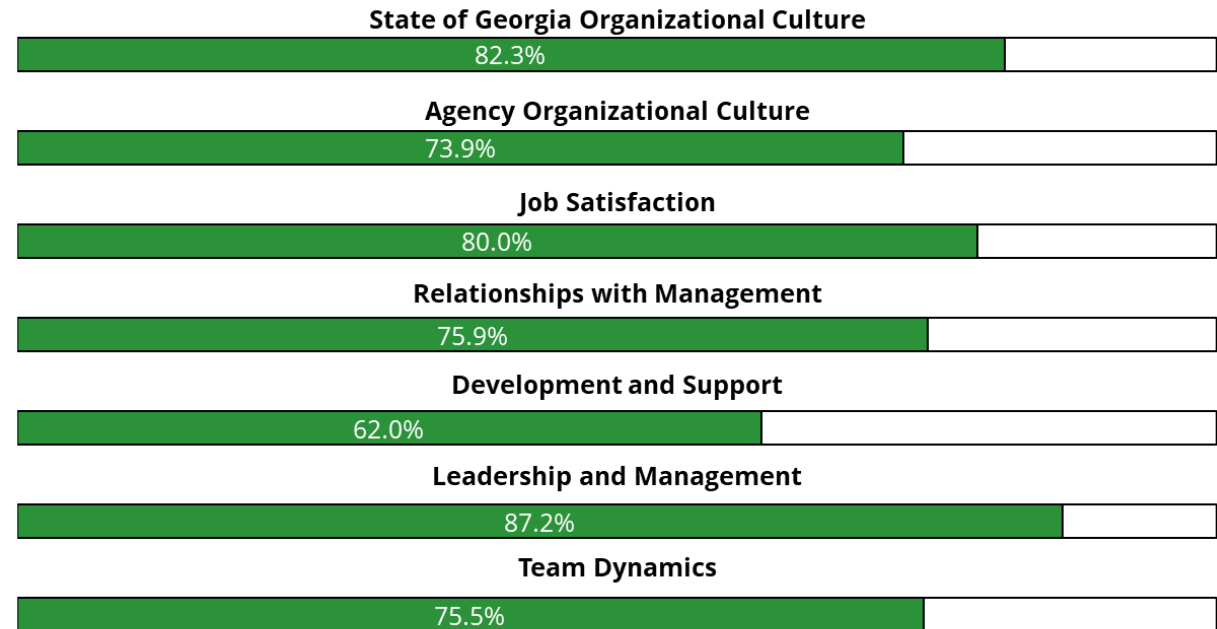
Intend to stay employed with the State for 6+ years



11%

New-hires with tenure ≤ 1 year

Participant were asked their level of agreement (Agree and Strongly Agree shown below) to positive statements related to the following themes:



Top 3 Reasons For:

Attrition:

1. Compensation
2. Limited Career Opportunities
3. Negative Work/Life Balance

Re-employment:

1. Positive Work/Life Balance
2. Leverage Skills & Interests
3. Benefits

Retention:

1. Positive Work/Life Balance
2. Leverage Skills & Interests
3. Benefits

*Technical Colleges (TC) are considered independent agencies for this calculation

Summary Insights: Focus Group Results

In addition to data analysis and survey results, the team conducted 13 focus groups. High-level findings from across these focus groups are summarized below.



1,485

Employee opted in to participate



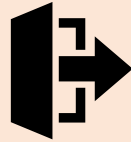
81

Participants



29

Agencies Represented*



69%

Have considered outside employment in the last 12 months



8.5 Years

Average tenure of participants



60%

Would find new roles/transfer agencies before leaving State employment

Drivers of Retention:



Strong Connection to Mission



Remote Work Options & Work/Life Balance



Retirement & Benefits Satisfaction

Drivers of Attrition:



Limited Professional Development Opportunities



Noncompetitive Compensation



Poor Management Experience

Additional Focus Areas of Participants:



Lack of Leadership Transparency



Outdated Technology & Processes



Employee Burnout

*Technical Colleges (TC) are considered independent agencies for this calculation

Summary Insights: Pilot Exit Survey Results

The team conducted an Employee Exit Survey pilot to gather more insight as to why employees are ending their employment with the State. Employees selected all applicable attrition factors.



16

Employees



60%

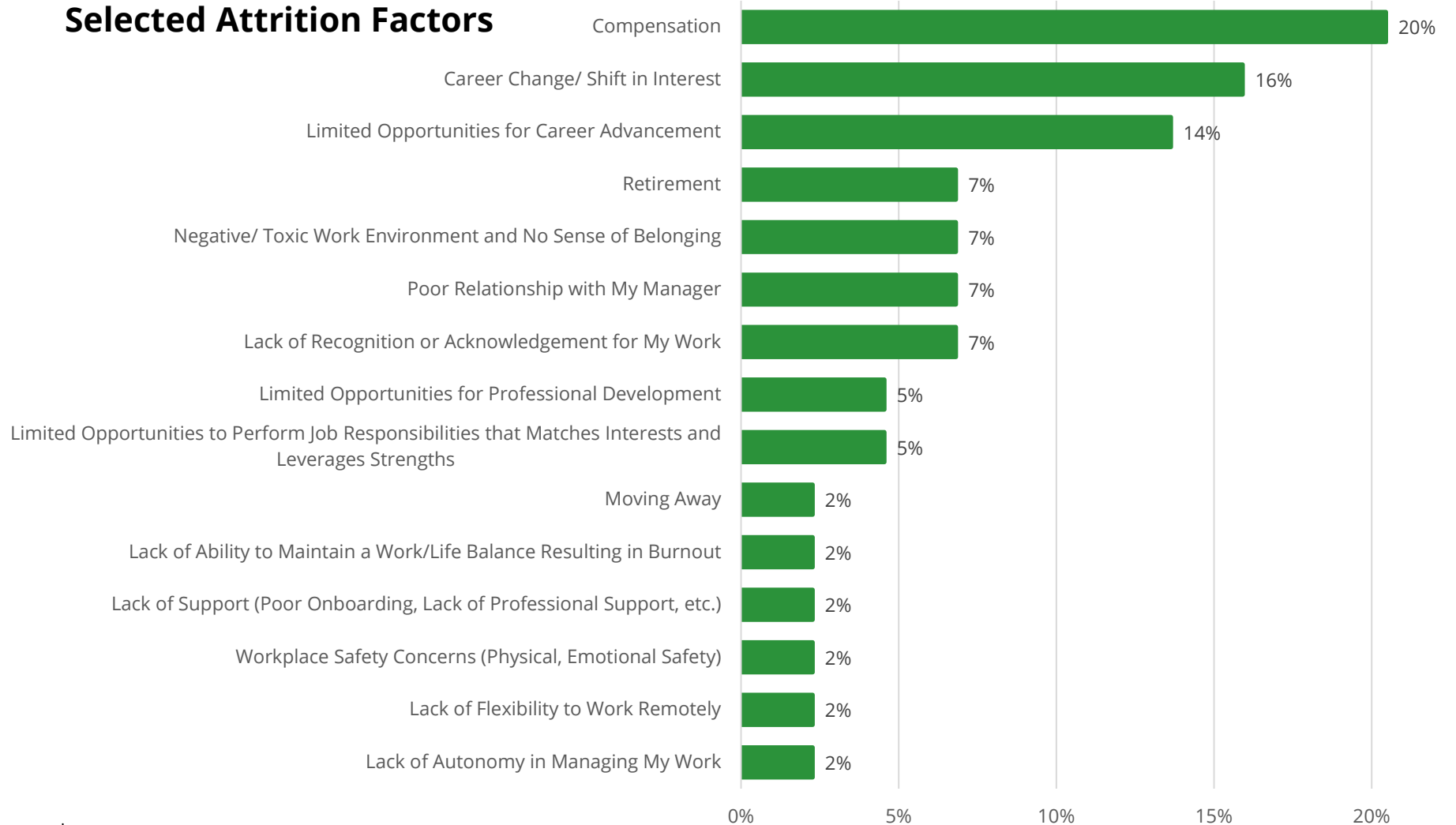
Of employees are Generation X or older



8

Agencies Represented

Selected Attrition Factors



Recommendations Across the Talent Journey

Based on the information collected throughout the Retention Study, the team developed 14 recommendations for the State of Georgia to consider.

ATTRACT



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

ENGAGE



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

DEVELOP

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





Recommendation 1: Design Employer Brand Strategy

CHALLENGE

There is a strong employee connection to the Agency and State mission that does not translate to the State's marketplace brand.

ACTIONS

- Leverage Mission and Impact of State Work as Part of the State and/or Agency Employer Brand*

OUTCOMES

- Leverage brand and campaign strategy in recruitment efforts
- Align on State of Georgia brand
- Align on agency-specific brand strategy

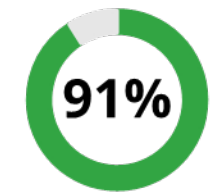
Insights to Consider:



From the Employee Engagement Focus Groups:

- Majority of employees identified **connection to mission and agency** as one of the factors **they enjoyed most about being a State employee and as a top reason they continue their employment** with their agency
- Employees mentioned **positively impacting the residents and the State as a key driver of retention**

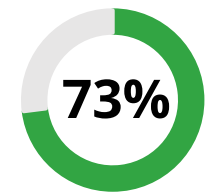
From the Employee Engagement Survey:



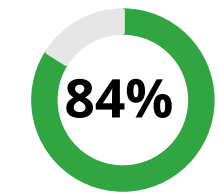
Of participants agree with the statement "I enjoy working for the State of Georgia"



Of participants agree with the statement "My agency's organizational goals align with my values"



Of participants agree with the statement "State of Georgia's organizational goals align with my values"



Of participants agree with the statement "I understand how their job contributes to the State's success"



Insights to Consider:



From the WSI Focus Groups:

- Agencies **rehire retirees as part time workers** to reduce employee vacancies (Accounting)
- Employees discussed **how degree requirements prevent capable talent from applying** to entry level positions (IT)
- Employees discussed a **loss of culture and mentors as a result of increased number of retirees** (Procurement)

From the Employee Engagement Focus Groups:

- Many employees cite **vacancies as a key contributor to negative work/life balance** due to increase workload
- There have been teams within the State that have **completely turned over multiple times** over the past few years

Recommendation 2: Expand Talent Sourcing to Include Nontraditional Populations

CHALLENGE

Georgia is facing a drop in job applicants and high vacancies across the State.

ACTIONS

- **Boomerang Retirees**
- **Re-evaluate Hiring Processes and Develop Support Programs**
- **Inform Employees on How to Mitigate and Avoid Potential Biases**

OUTCOMES

- **Increase** mentorship opportunities for less tenured employees
- **Identify** new populations to target during recruitment
- **Reduce** likelihood of bias in the recruitment process



Recommendation 3: Review Compensation Philosophy

CHALLENGE

Georgia is facing a drop in job applicants and high vacancies across the State.

ACTIONS

- **Develop Compensation Strategy**
- **Scale Wellness Initiatives**
- **Enhance Creative Incentives**

OUTCOMES

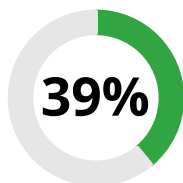
- **Boost** employee engagement
- **Compete** with the wider labor market
- **Attract** candidates with competitive compensation and benefits package
- **Increase** retention among existing employees

Insights to Consider:



From the Employee Engagement Survey:

- **79.0%** of participants ranked **compensation** in their **top 5 reasons they would consider leaving the State**
- **55.3%** of participants ranked **benefits** in their **top 5 reasons for retention**



Of participants agree with the statement "I am **fairly compensated for my work at the State of Georgia**"



From the WSI Focus Groups:

- **Lack of standardization around raises** leads to employees feeling undervalued and unappreciated (Law Enforcement)
- IT **struggles to retain young employees** due to limited career growth and **inadequate compensation** (IT)
- **Compensation is below market;** employees leave jobs due to higher pay (Nurses & Procurement)



From the Employee Engagement Focus Groups:

- Many employees expressed an **interest in more wellness benefits**
- Majority of employees with **tenures over 10+ years stated the pension plan as a primary reason** for their long-term employment with the State
- Cost of Living Adjustments (COLAs) viewed as raises & are not sufficient



Insights to Consider:



From the WSI Focus Groups:

- Social Services offers a **successful intern program with clinical supervision** for nursing degrees with compensation and a supervisor trainee role post- graduation (Social Services)
- Accounting runs a **successful internship program that provide interns full-time offers** upon graduation (Accounting)
- **Lack of State-wide standardized accountant job description** leads to differing talent experiences (Accounting)



From the Employee Engagement Focus Groups:

- Multiple employees **voiced frustration around the lack of career development opportunities due to educational requirements**
- Many employees expressed **wanting to see job experience be a metric used to determine qualifications for jobs in lieu of degree requirements** (including promotions and new hires)

Recommendation 4: Redefine/Define Job Architecture and Requirements

CHALLENGE

Job requirements are not applied uniformly across the State. With Georgia's new SB3 legislation, job requirements will be reevaluated.

ACTIONS

- **Develop Agency-specific Hybrid Work Strategy that Includes Decision Making Criteria for Managers**
- **Re-evaluate Job Requirements***

OUTCOMES

- **Increase** candidate pools by creating additional entry pathways
- **Attract** candidates from a variety of different educational and career backgrounds



Recommendation 5: Modernize Technical Infrastructure

CHALLENGE

Various infrastructure across the State is in need of modernization to incorporate new technologies and optimize processes.

ACTIONS

- **Modernize Technical Infrastructure to Support Internal Operations and Public Facing Resources**

OUTCOMES

- **Digitize** day-to-day processes and operations
- **Improve** communication between agencies
- **Provide** necessary resources to complete work
- **Attract** younger generations with modern infrastructures

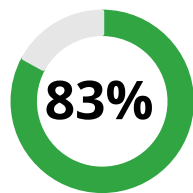
Insights to Consider:



From the Employee Engagement Survey:



Of participants agree with the statement “I am provided with the technology I need to do my job well”



Of participants agree with the statement “My workload is manageable and I can maintain my well-being / work-life balance with this job”



From the WSI Focus Groups:

- **Resubmission of documents** for transfer applications, like birth certificates, **leads to complicated transfers between State agencies** (Law Enforcement)
- **Outdated technology** hinders job ability and does not attract new talent (IT)
- **Software tends to be outdated** and automatable **processes remain manual** (Accounting)



From the Employee Engagement Focus Groups:

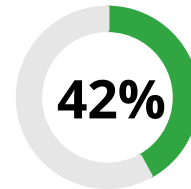
- Lack of digitalization of **paper-heavy processes** leads to more in-office work
- **Outdated software**, laptop, and technological practices **create inefficiencies**
- Outdated contact information on agency websites means **employees can't contact other State agencies**
- There **are not enough mission-critical software licenses provisioned**, leading to sharing of logins
- **Limited access to cars affects employees' ability** to execute job responsibilities effectively



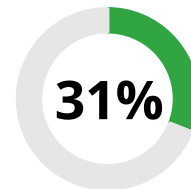
Insights to Consider:



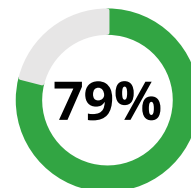
From the Employee Engagement Survey:



Of participants ranked **lack of location flexibility** in their **top 5 reasons they would consider leaving the State**



Of participants re-employed with the State cited **location flexibility as a factor for returning**



Of participants **agree** with the statement "I have **flexibility to conduct my work in a way that suits me as long as my work is done well and on schedule**"



From the WSI Focus Groups:

- Multiple employees vocalized **remote work as a primary reason to continue employment** with their agency
- Many employees **cited lack of remote work opportunities as reasons previous co-workers terminated their employment** with the State



From the Employee Engagement Focus Groups:

- Many employees **stated hybrid/remote work policies are decided by managers (or presidents in the case of technical colleges) leading to unstandardized remote policies** within agencies as well as departments
- Many employees expressed **remote/hybrid work options as a primary reason they continue their employment** with the State
- Many employees expressed **colleagues left their jobs at the State for jobs that offered remote/ hybrid work options**

Recommendation 6: Standardize and Expand Opportunities for Hybrid and Remote Work

CHALLENGE

Employee experiences with hybrid and flexible work locations vary significantly depending on which agency or leadership they work for.

ACTIONS

- **Promote State-wide Remote Work Guidelines to Share with Agencies and Encourage Agencies to Adopt a Hybrid Work Strategy**
- **Develop Agency-specific Hybrid Work Strategy that Includes Decision Making Criteria for Managers**

OUTCOMES

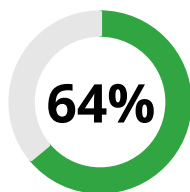
- **Standardize** employee experience with hybrid work across the State
- **Offer** a higher degree of autonomy in completion of everyday tasks
- **Retain** employees by offering flexibility as an incentive



Insights to Consider:



From the Employee Engagement Survey:



Of **participants agree** with the statement **“My agency’s leadership communicates organizational goals and priorities in meaningful ways”**



From the WSI Focus Groups:

- **Lack of standardization around who received raises left excluded employees feeling under appreciated and undervalued** (Law Enforcement)
- **Employees want clear communication about who receives raises, how much, and why** (Law Enforcement)



From the Employee Engagement Focus Groups:

- **Employees stated lack of employee involvement in policy development leads to problematic implementations on the ground level**
 - This includes departmental moves from one agency to another
- **High turnover of executive leadership creates agency stagnancy** and decreases team progress
- **Employees are frustrated about the effect of State politics on their job status and agency policies**

Recommendation 7: Increase Change Management, Communication Efforts to Elevate Transparency

CHALLENGE

Lack of communications and transparency around policy changes, impacts, and how decisions are made has led to employee confusion and dissatisfaction.

ACTIONS

- **Create an Organizational Culture that Integrates Change Management for All Projects that Impact Employees**
- **Incorporate Human Center Designed Practices into Policy Development**
- **Highlight Agency Wins**
- **Develop Clear Communications Around Eligibility and Process For Raises**

OUTCOMES

- **Promote** employee understanding of State and agency operations
- **Improve** the quality of agency policy by incorporating employee insights
- **Reinforce** employee commitment to agency mission through seeing success cases



Insights to Consider:



From the Employee Engagement Focus Groups:

- Employees **expressed excitement about the Retention Study and the opportunity to share** their feedback via survey and focus groups
- Employees **eagerly await to see what recommendations are implemented** and how their talent experience changes
- Employee **want an increase of employee engagement activities** to provide feedback on their employment
- Employees spoke of **wanting an established exit procedure** to become aware as to why co-workers leave

Recommendation 8: Conduct Regular Employee Engagement Activities

CHALLENGE

There are variations across Agencies in conducting employee engagement activities.

ACTIONS

- Institutionalize Routine Employee Engagement Activities and Pulsing
- Standardize Employee Exit Procedures

OUTCOMES

- **Collect** employee feedback about their talent experience throughout the year
- **Determine** the most common separation reasons
- **Identify** key trends on why employees leave in the exit procedures
- **Improve** the employee talent experience based on insights collected



24.9%

Participation Rate



12,433

Employee Responses



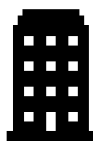
62

Agencies Represented*



11%

New-hires with tenure ≤ 1 year



48.3%

Primary Work Location = Office



42.4%

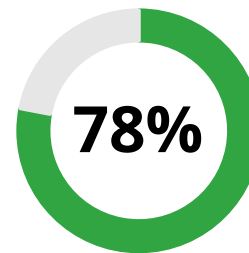
Have been with the State for 11+ years



Insights to Consider:



From the Employee Engagement Survey:



Of participants agree with the statements:

- “I feel comfortable communicating my point of view when collaborating with my manager.”
- “I can rely on support from my manager when faced with challenging situations or dilemmas.”
- “My manager treats team members fairly.”



From the Employee Engagement Focus Groups:

- Numerous employees shared stories of transferring departments, agencies, or separate from the State to avoid poor management due to a lack of escalation process and ability to report manager’s behavior
- Employees who did report managers stated agency leadership often sided with management or would not address the issue
- Multiple employees stated managers with high turnover rates remain employed at the State
- Many employees are unsure of HR’s role and intentions in the escalation process

Recommendation 9: Develop Accessible Reporting Mechanisms and Escalation Processes

CHALLENGE

There is a lack of awareness of existing feedback mechanisms and escalation processes in place for employees to feel comfortable raising issues.

ACTIONS

- Promote Awareness of Office of Inspector General (OIG) Reporting Processes
- Establish Escalation Processes and Accountability Measures

OUTCOMES

- Support employees navigating difficult work situations
- Create a culture of honest feedback without fear of retaliation
- Inform employees about HR and their role in escalation processes



Recommendation 10: Design Pre-Management and Management Training Programs

Insights to Consider:

CHALLENGE

There is a lack of understanding of management expectations along with limited management trainings offered.

ACTIONS

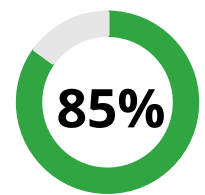
- Develop Cohort-Based Pre-Management and Training Programs
- Create Training Materials for New and Existing Managers
- Develop Standardized Criteria for Manager Expectations*

OUTCOMES

- **Grow** new and current leaders to be more effective managers
- **Improve** the employee-manager relationship across agencies
- **Define** manager performance expectations
- **Identify** leaders who are not meeting those expectations



From the Employee Engagement Survey:



Of **manager participants** agree they know how to:

- Effectively lead and manage
- Evaluate and measure productivity of a team
- Provide constructive criticism
- Support employees in pursuing skills/professional development opportunities



From the WSI Focus Groups:

- Employees noted **inadequate management training strained manager-employee relationships and resulted in high turnover (IT)**



From the Employee Engagement Focus Groups:

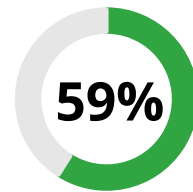
- Employees expressed **lack of management training resulted in numerous managers lacking soft skills**
- Employees expressed a **desire for a robust management program** to:
 - Train managers on management skills
 - Set expectations of a good manager
 - Prepare managers for day-to-day responsibilities



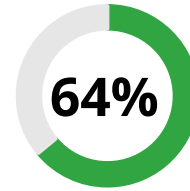
Insights to Consider:



From the Employee Engagement Survey:



Of participants agree with the statement "The State of Georgia provides training/development opportunities relevant to me and my role"



Of participants agree with the statement "I feel supported by my manager and leadership to advance my career with the State of Georgia"

From the WSI Focus Groups:

- Employees expressed a **desire for virtual trainings to be expanded** (Law Enforcement)
- Employees noted **training improves skills and retention of employees** (IT)

From the Employee Engagement Focus Groups:

- Employees expressed **lack of professional development opportunities lead to boredom and the inability to retain their expertise in certain skills**
- Multiple employees stated while management or leadership were supportive of professional development, **opportunities are limited due to funding and employees must find trainings or courses on their own**
- Employees are **unclear on which professional development opportunities directly contribute to their career progression**
- Employees stated **lack of a standardize onboarding training contributed to high turnover rate** for some entry level jobs

Recommendation 11: Enhance Employee Training and Continued Education Programs

CHALLENGE

Employees struggle to adjust to their new roles at the State without a robust onboarding program and are not aware of trainings they can take advantage of.

ACTIONS

- **Implement a Standardized Onboarding Process**
- **Build Training Library for Critical Skills***
- **Decide the Role of Continued Education in Employee Development***

OUTCOMES

- **Foster** a well-prepared and adaptable workforce
- **Equip** employees with the functional and technical abilities to promote professional growth
- **Support** career growth and advancement opportunities
- **Cultivate** a safer and more effective organization



Recommendation 12: Formalize Role Progression

CHALLENGE

Employees do not have clear career pathways to maintain tenure with the State.

ACTIONS

- Formalize Career Ladders*
- Develop Rotational Programs

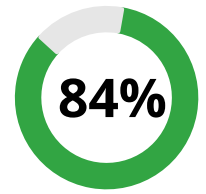
OUTCOMES

- **Promote** clarity for career opportunities with the state
- **Encourage** professional development
- **Engage** employees by promoting different work experiences

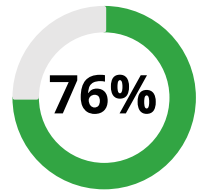
Insights to Consider:



From the Employee Engagement Survey:



Of manager participants agree with the statement "I understand how to support my staff to advance in their careers"



Of participants agree with the statement "I feel supported by my manager and leadership to advance my career with the State of Georgia"



From the WSI Focus Groups:

- **Limited career ladder** leads to people **leaving for promotion opportunities** (Procurement)
- **Lack of standardization in accountant's job descriptions** State-wide lead to **differing experiences** and accountants **transferring agencies to continue their career development** (Accounting)
- Currently law enforcement **struggles with recruitment in less desirable geographic areas** (Law Enforcement)



From the Employee Engagement Focus Groups:

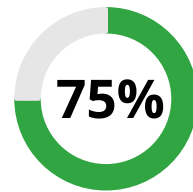
- Multiple employees spoke to how **onboarding lacks career trajectory conversations**
- Many employees expressed **frustration with limited career growth/promotion opportunities**
- Employees expressed frustration with the **lack of clarity around promotions**
- Oftentimes, employees feel like **leadership favorites receive promotions over qualified individuals**
- There is **no clear connection** between **trainings/professional development opportunities and promotions**



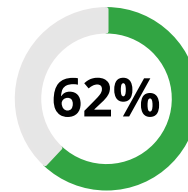
Insights to Consider:



From the Employee Engagement Survey:



Of participants agree with the statement "I understand how my performance is measured"



Of participants agree with the statement "I feel supported by my manager and leadership to advance my career with the State of Georgia"



From the Employee Engagement Focus Groups:

- There are **no standardized evaluation procedures** within departments, agencies, and the State
- Employees don't understand how performance is tied to compensation
- Employees want **career trajectory, professional development, and mentorship to be incorporated in evaluations** and checks in with managers
- Managers stated **evaluations are busy work** since evaluations don't factor into any incentives
- Employees **want a standardize evaluation to rate managers and leadership's** performances
- Managers have **no insight on their effectiveness** amongst their employees

Recommendation 13: Define State-wide Desired Outcome of Performance Management Processes

CHALLENGE

There is a lack of standardized performance evaluation procedures and limited feedback mechanisms, which leads to unclear expectations.

ACTIONS

- **Determine Outcome of Performance Management Processes**
- **Create and Implement a Uniform Performance Evaluation Scale**
- **Create Culture Around Receiving and Giving Feedback and Career Trajectory Discussions**

OUTCOMES

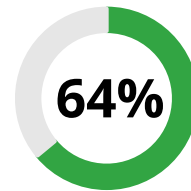
- **Establish** a performance-driven culture to drive an efficient and capable workforce
- **Enhance** employee motivation engagement
- **Gather** holistic perspectives to promote growth and development of employees
- **Ensure** that employees at all levels feel heard



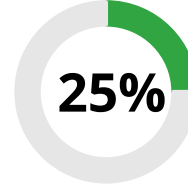
Insights to Consider:



From the Employee Engagement Survey:



Of participants agree with the statement "My agency is dedicated to coaching and mentoring"



Of executive branch employees are eligible for early retirement within 5 years



From the WSI Focus Groups:

- Employees discussed how a **lack of succession planning often leaves gaps in their teams' capabilities and loss of knowledge (IT)**



From the Employee Engagement Focus Groups:

- Multiple employees **cited lack of succession planning/knowledge transfer as a challenge** for working for their agency
- **Lack of succession planning led to new employees spending time deciphering** what has been done vs what needs to be done
- **Without institutionalized succession and knowledge transfer processes, responsibilities end up with individuals** who are committed to the success of the agency

Recommendation 14: Establish a Succession Planning Framework

CHALLENGE

24.8% of Executive branch employees are eligible for early retirement within 5 years.

ACTIONS

- **Provide Additional Mentorship and Support to Identified Employees to Prepare Them for the Next Role***
- **Identify Next Generation of Leaders Early**
- **Promote High Performers' Engagement**

OUTCOMES

- **Reward** high-performers across the State
- **Improve** leadership and management transitions
- **Prepare** future management to perform at the next level