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GA DOAS Human Resources Administration (HRA)

Retention Study Initial Findings & Recommendations Report

June 9, 2023

Georgia™ DOAS

What's Included in this Document

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Background, Approach, and Summary Insights

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National Workforce Trends

Shifting workforce trends across the country during the COVID-19 pandemic has forced the private and public sector to reevaluate their workforce.

In March 2023, employers hired **6.1M people.**[1]

About **3.9M people quit their jobs** in March, while 1.8M people were laid off or discharged.[1]

*State-wide FY22 staffing gap saw **1,891 more separations than hires** due to the record-high **25% turnover rate.***

*The FY22 voluntary turnover rate was **28.3% for Millennials and 47.3% for GenZ.***

15.9M people in the U.S. moved during the pandemic according to USPS data[2]

&

47% of leaders are likely to **consider applying for jobs not near their homes** in the next year[3]

In a 2021 survey of state and local government agencies, **38%** said their retirement-eligible employees are **accelerating retirement plans**

24.8% of Executive Branch Employees** are eligible for early **retirement within 5 years.

Roughly **1 in 4 job postings (24%)** in the U.S. no longer requiring degrees, **up from 15% in 2020**[4]

Data from State of Georgia TeamWorks Fiscal Year 2022 Workforce Report

1. Bureau of Labor and Statistics; 2. Coronavirus Moving Study Shows More Than 15.9 Million People Moved During COVID-19 | MYMOVE (November 2022); 3. "2022 Work Trend Index: Annual Report" Microsoft (March 2022); 4. "The Next Era of Work Will Be About Skills, Not Pedigree," LinkedIn Talent Blog, January 10th, 2023

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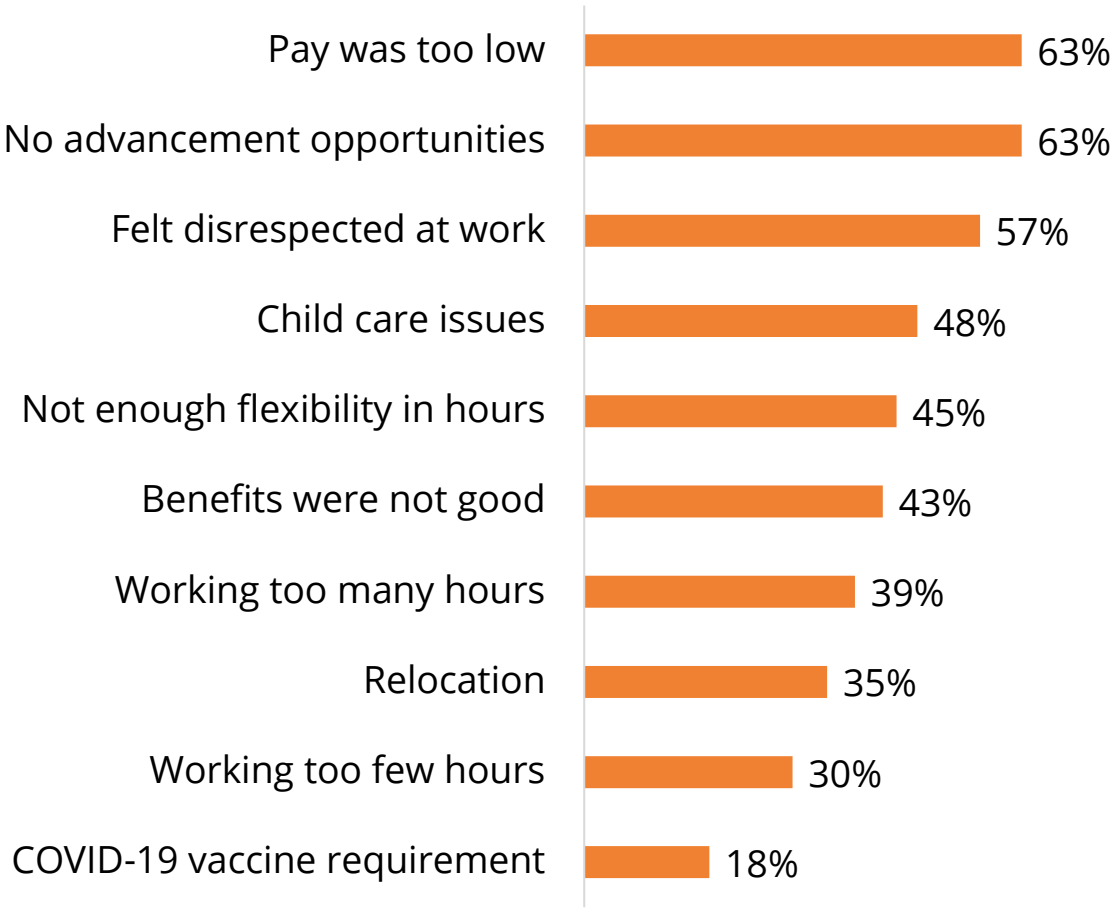
Top Reasons Nationally Around Attrition

Based on Pew Research in 2021, below shows the top reasons workers are seeking employment elsewhere. The top two reasons are also reflected in our survey results for Georgia.



Data from State of Georgia TeamWorks Fiscal Year 2022 Workforce Report

*Specific **reasons** for high turnover are **largely unknown** at the State of Georgia, **as 78% of terminations are coded as generic "Resignation"**.*

Low pay was the top reason US workers quit during the Great Resignation of 2021

...and **the pace of quits has slowed only slightly in 2022**

Quitters are likely getting different (**presumably better**) **jobs**

78% of those who quit a job say they are **still employed**

[1] *Pew Research Center* *The Great Resignation: Why workers say they quit jobs in 2021 | Pew Research Center*

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Georgia's Current Efforts to Address Workforce Challenges

The State of Georgia's workforce challenges are experienced across State agencies. Given today's talent crunch, Georgia is exploring ways to enhance retention along with addressing recruitment.

Current Workforce Efforts

1. **Standing up Workgroup Strategies Initiative Workgroups (WSIW)** to develop and implement strategies to boost interest in state jobs, increase talent pipelines, and implement solutions for the groups and ultimately, enterprise-wide.

2. **Conducting a Retention Study** to explore drivers of retention and attrition across State agencies to develop and prioritize recommendations.

   Focus of this Report

3. **Conducting a Statewide Review of Minimum Job Qualifications** through a review of job qualifications requiring a college degree and implement changes to tap into non-degree workers with experience-based qualifications and increase diversity in the state government workforce.

4. **Establishing a New Recruiting and Retention Unit** within HRA to provide additional assistance to HR departments and address the State's workforce challenges.

Desired Outcomes

- **Streamline** and **innovate** the ways the State identifies **potential talent**
- **Prepare employees** with the **skills** and **capabilities** for success on the job
- **Keep them employed**, **engaged**, and **growing** throughout a meaningful career with the State

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Retention Study Project Approach

This three-sprint effort will assess and produce a Retention Study for HRA in order to better understand and respond to the State of Georgia's workforce, culture, and drivers of attrition and retention.

Our Approach

	Sprint 1: Discover	Sprint 2: Design	Sprint 3: Develop
ACTIVITIES	• Intake and synthesize job & retention data for key workgroups • Conduct additional external empirical research • Schedule and host supplemental focus groups and interviews	• Build key recommendations and strategies to enable retention within key workgroups • Conduct empirical research to address high rates of employee turnover • Finalize lab agenda, timing, and attendees	• Host Executive Leadership Focus Group to review and prioritize recommendations.
DELIVERABLES	**Findings Report** Report containing descriptive and analytical insights on the current State workforce.	**Retention Study Initial Findings & Recommendations Report** Key recommendations and strategies to support retention and engagement based on data analysis from Sprint 1.	**Executive Leadership Focus Group Outputs** Conduct an immersive, in-person executive leadership focus group to examine study findings and review recommendations.

Focus of this Report

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Details of This Report

This deliverable provides analysis of existing State of Georgia data along with data collected from our employee engagement survey, exit survey pilot, focus groups, environmental scan of workforce trends, and recommendations and actions.

HRA will continue to socialize findings from:

Environmental Scan of Current National and State Workforce Trends

Environmental scan to gather current workforce trends across the state and the nation that will lead to additional findings and case studies presented as part of our Findings and Recommendations Report.

HR Data

Workforce data was analyzed to develop current state insights around the workforce and identify trends.

- Demographics
- Education
- Turnover
- Retirement
- Salaries

Employee Engagement and Exit Survey Pilot

A State-wide* survey assessed employees' perspectives on culture, engagement, and retention.

- Employee experience
- Culture sentiment
- Job satisfaction
- Key drivers of retention/attrition
- Sentiment on voluntary separations
- Sentiment on future career trajectory

Focus Groups

5 WSIW, 9 workforce-wide, and 1 executive focus groups were conducted to provide context around retention drivers.

- Retention challenges
- Key drivers of retention
- Key drivers of voluntary separation
- Efforts to address retention concerns and their effectiveness
- Trends across jobs and agencies

Recommendations

14 recommendations based on insights gathered from the activities of the Retention Study.

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The survey participants are limited to the 62 agencies listed on Appendix: Responding Agencies

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.*

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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*

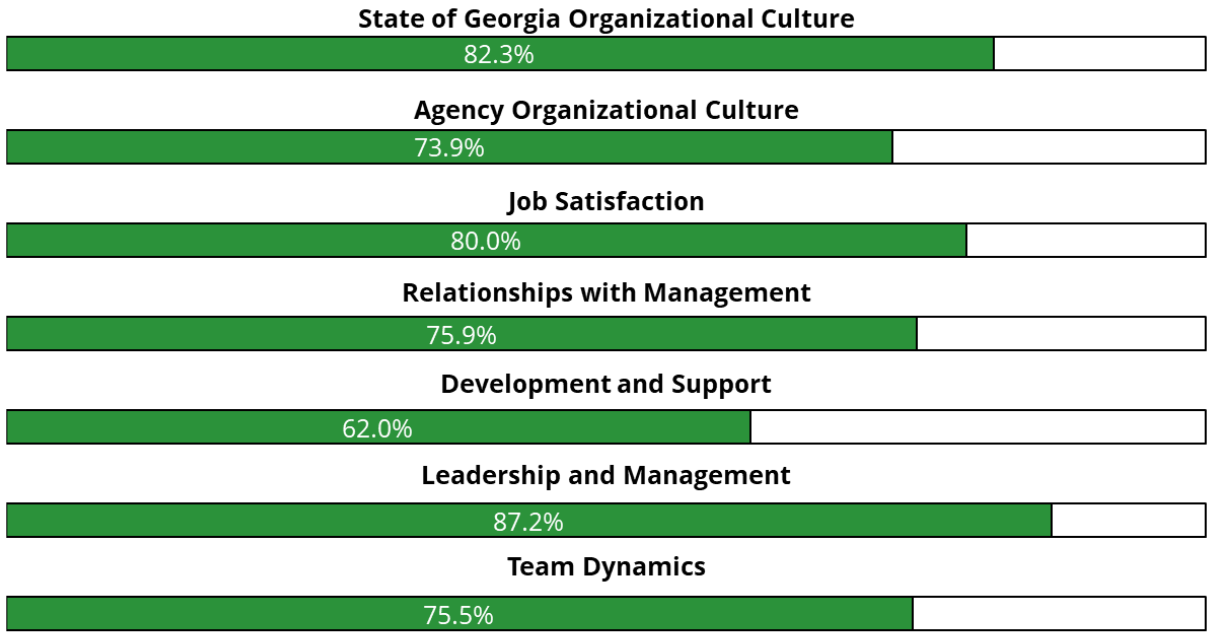
63.6%
Of participants had a Bachelor's degree or higher

63%
Intend to stay employed with the State for 6+ years

11%
New-hires with tenure ≤ 1 year

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

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 of 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

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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

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

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

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Summary Insights: Exit Survey Results

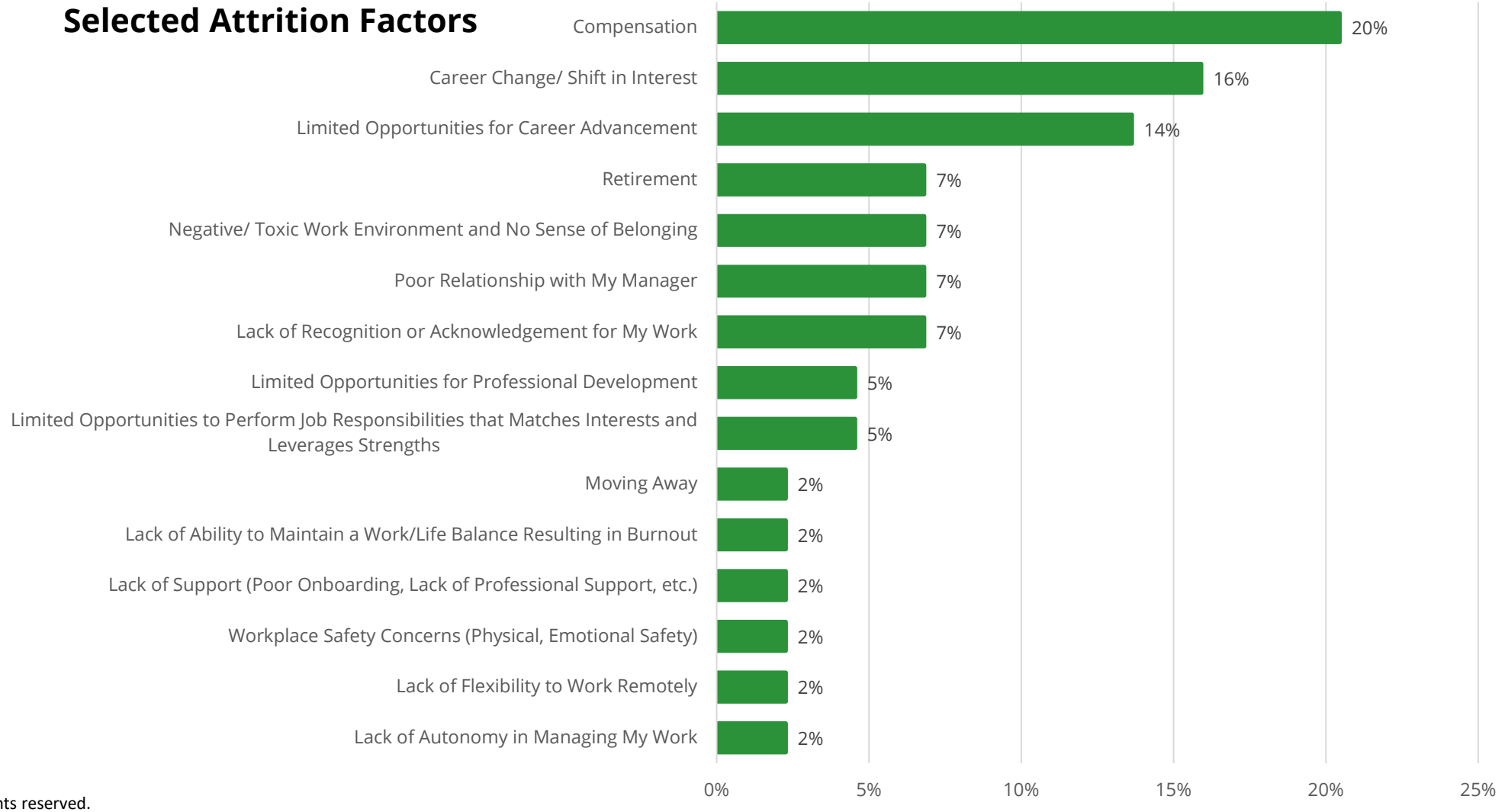
The team conducted an Employee Exit Survey to gather more insight as to why employees are ending their employment with the State. Employees selected all applicable attrition factors.

16
Employees

60%
Of employees are Generation X or older

8
Agencies Represented

Selected Attrition Factors



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Georgia's Workforce by the Numbers

- ***Analysis was conducted from PeopleSoft HR data extract of employee records and transaction logs from 2017-2022.***
- *Employee Records were used to calculate agency-wide headcounts, demographics, and salaries for Active, Full-Time, Regular*, Primary records.*
- ***Transaction Logs documenting HR transaction data*** *regarding the hiring and separations were used for agency-wide annual turnover information.*
- *The following groups are* ***excluded*** *from this analysis:*
  - *University System of Georgia*
  - *County Boards of Health*
  - *Community Service Boards*

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Key Statistics: State of Georgia Workforce

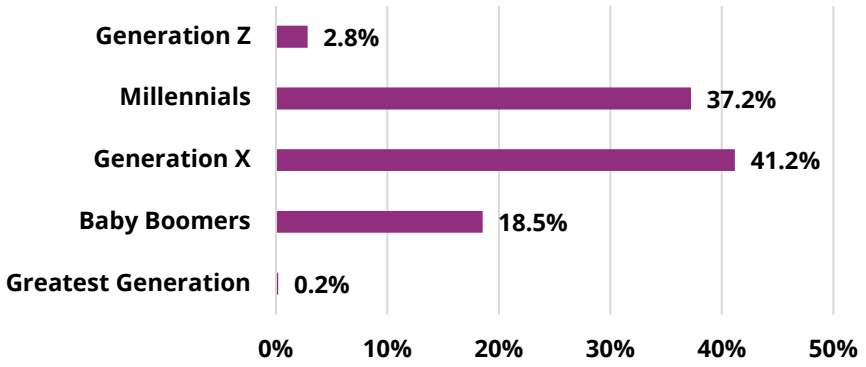
High-level HR statistics* shape the understanding of the current-state workforce of State of Georgia agencies.

50,850
Employees

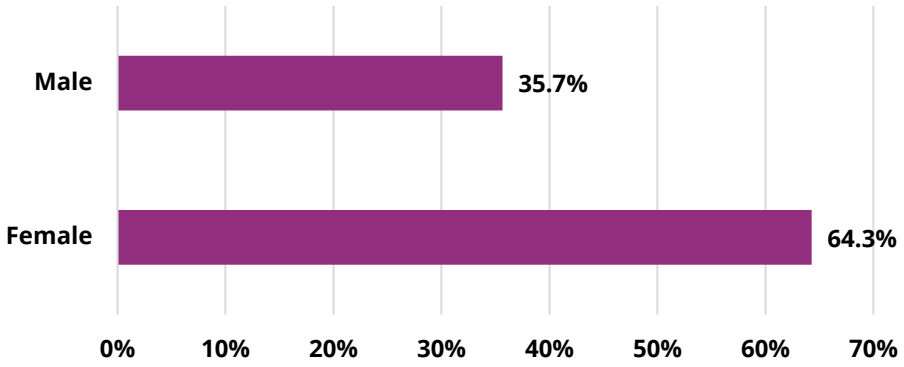
9.22 Years
Average Tenure

23.0%
FY22 Annual Turnover

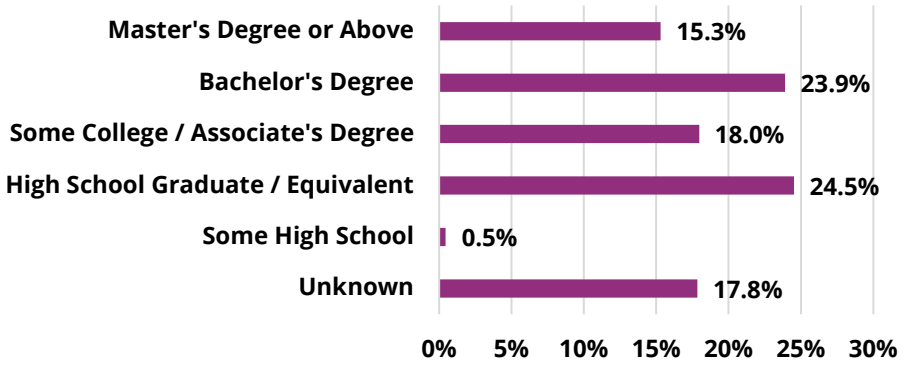
Workforce By Generation



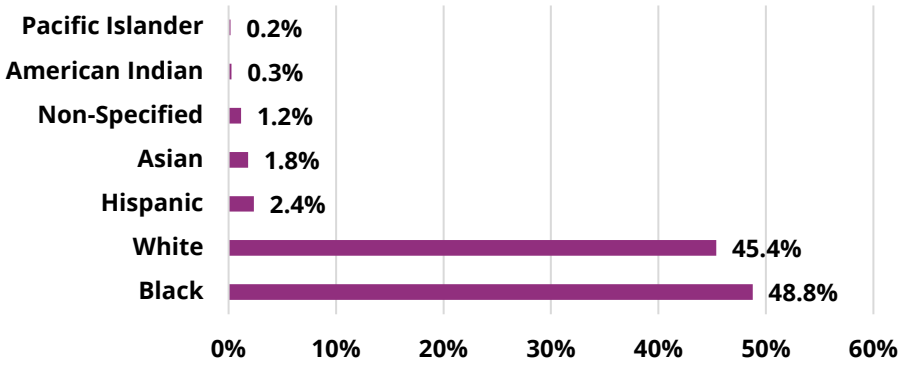
Workforce By Gender†



Highest Education Level



Workforce by Race



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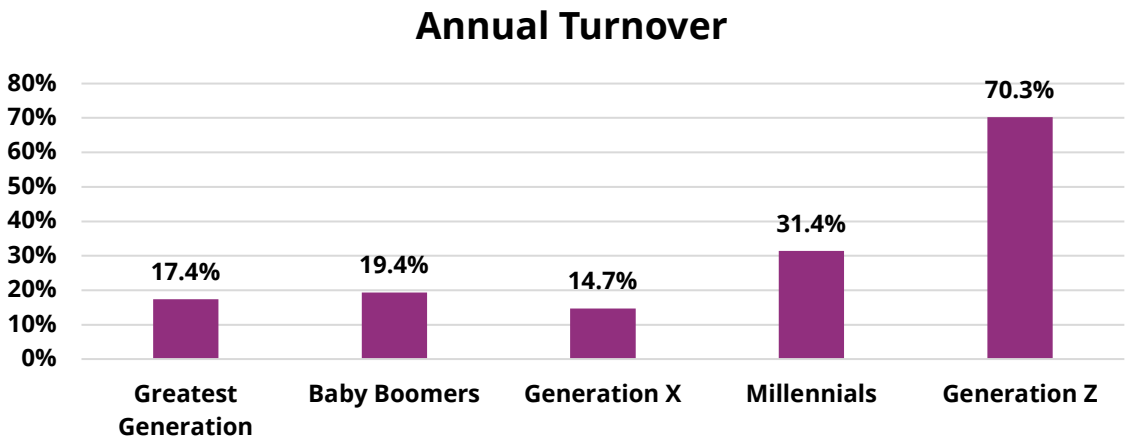
*Active, Full-Time, Regular (excluding Perm lbr and Temporary), Primary records as of 7/1/2022 Employee Records † Excludes Unspecified / Unknown

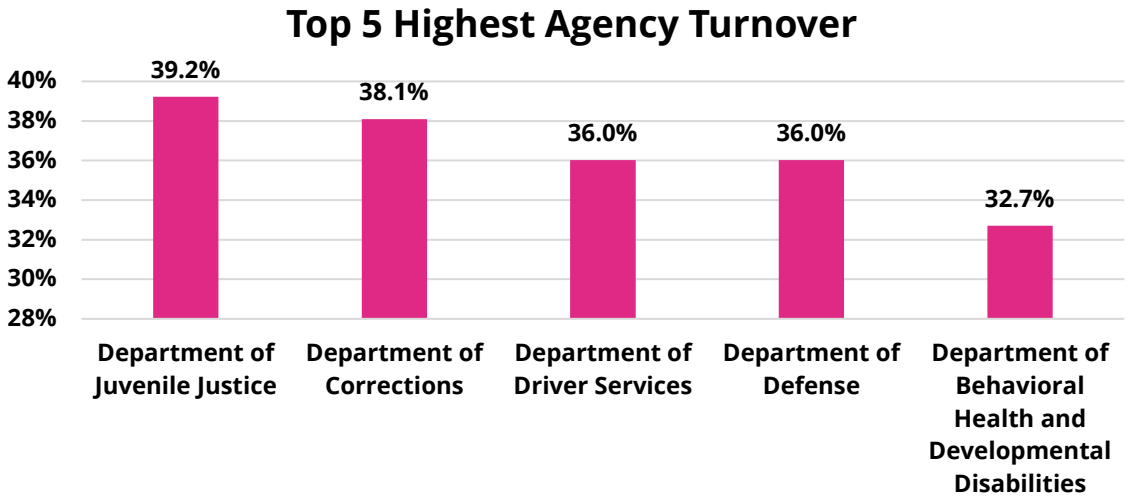
Turnover – FY* 2022

Annual turnover rates can be categorized by both generational demographics and agency to target retention and recruitment strategies to groups prone to separation from State employment.

23.0%
Annual Turnover

6.4 Years
Average Tenure At Separation





Insights

- The turnover rate for Generation Z † is over 2.5 times higher than the average turnover rate.
- The turnover rate for Millennials is 1.5 times higher than the average turnover rate.
- As Baby Boomers continue to retire and Generation X approaches retirement, it is crucial to improve retention rates among younger generations.

Note: *Annual Turnover is calculated by dividing the total number of separations by the average number of employees at the beginning and end of the fiscal year.*

**FY from July 7/1/2021 – 7/1/2022*
† Generation ranges included in Appendix

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Retirement Eligibility

Retirement eligibility can be used to flag potential staffing risks at agencies that may experience a large proportion of employees exiting over the next five years.

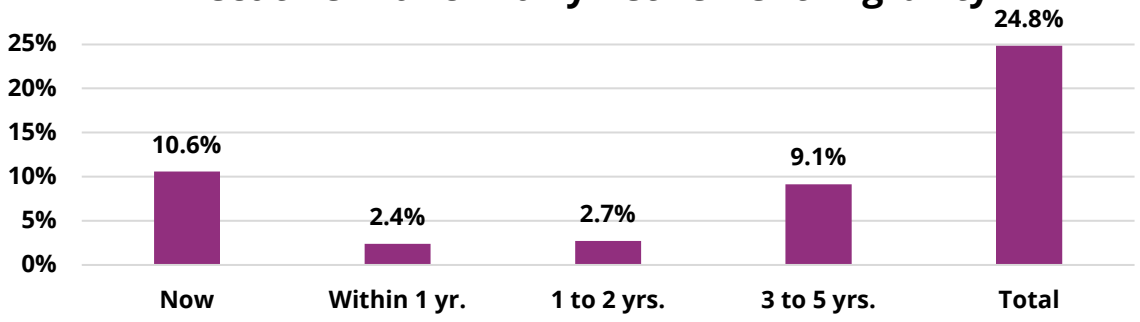
24.8%

Executive Branch Employees Eligible for Early Retirement within 5 Years

6.3%

Higher than the State's entire Baby Boomer employee population

Executive Branch Early Retirement Eligibility



Top 5 Executive Branch Agencies by % of Employees Eligible for Early Retirement within the Next 5 Years and Agency Generational Composition*

Agency	% Eligible	Millennial Turnover
State Board of Workers' Compensation	59.6%	27.6%
State Board of Pardons and Paroles	45.3%	8.8%
Technology Authority	42.9%	18.3%
State Finance and Investment Commission	41.8%	29.4%
Public Service Commission	40.0%	24.3%

Insights

- Nearly a quarter of the workforce will be eligible for early retirement within the next 5 years.
- Agencies with high percentages of retirement eligibility and turnover rates among younger generations are at a higher risk of staffing issues.

*Agencies with at least 50 employees

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Salary Analysis

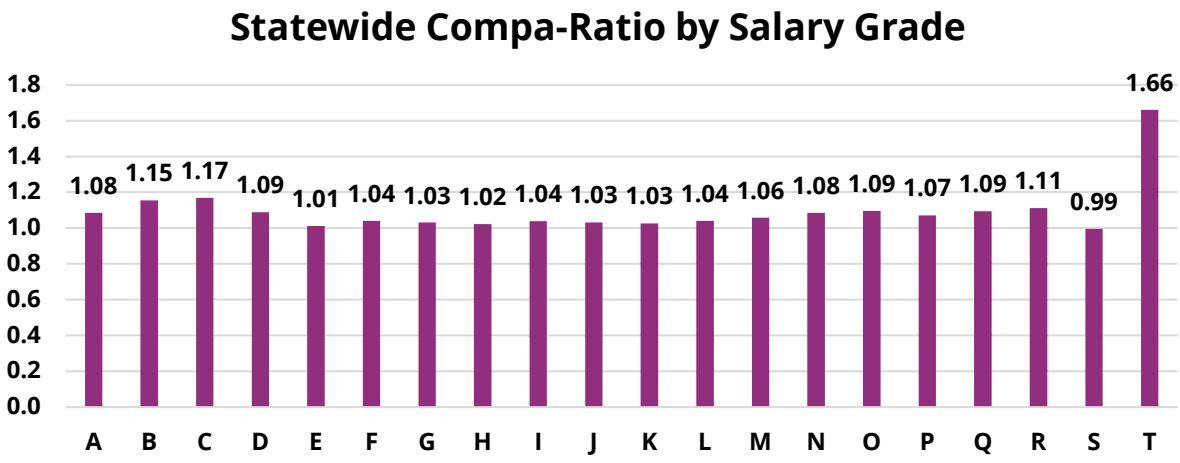
The average compa-ratio can be used to identify high-turnover positions that are being paid less than the midpoint salary for the given pay grade.

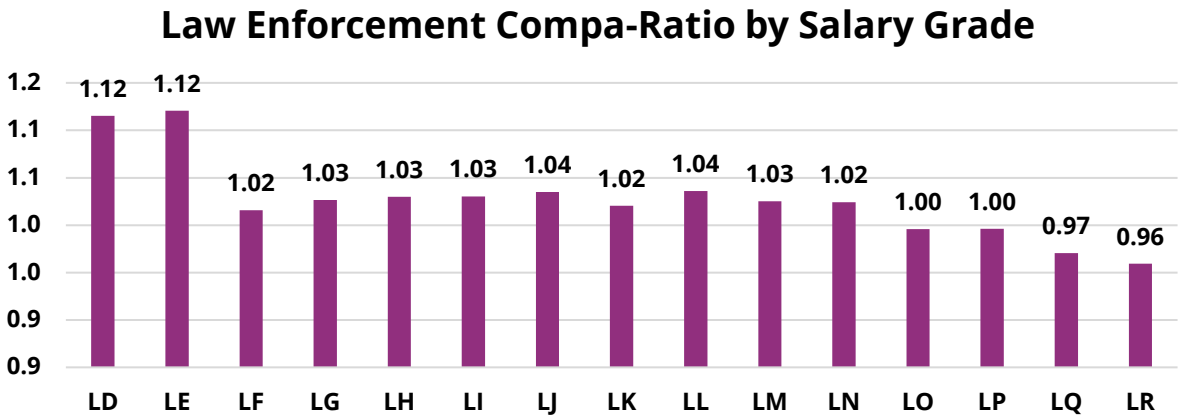
1.04

GA Overall Average Compa-Ratio

9.22 Years

Average Tenure of Employees





Insights

- 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 structures.
- This analysis is in the context of the State as opposed to equivalent external compensation salary ranges.

Note: *Compa-ratio = average salary / salary midpoint.* ***1.0 ratio*** *indicates the salary grade is paid, on average,* ***equal*** *to the salary midpoint for that position.* ***>1.0 ratio*** *indicates the salary grade is paid, on average,* ***more*** *than the salary midpoint.* ***<1.0 ratio*** *indicates the salary grade is paid, on average,* ***less*** *than the salary midpoint.*

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Salary Analysis of Top Turnover Agencies

The below chart highlights low compa-ratios and salary differences of positions at high-turnover agencies.

Georgia DOAS

Low Compa-Ratio Positions Among High Turnover Agencies*

Agency	Salary Grade	Compa- Ratio	Salary Difference to Salary Grade Midpoint (-$)
Department of Juvenile Justice	F	0.939	2,166.16
	G	0.947	2,050.78
	K	0.901	5,426.82
	LN	0.934	5,296.98
Department of Corrections	J	0.935	3,267.05
	LO	0.929	6,292.02
	LQ	0.887	12,479.08
Department of Driver Services	D	0.934	1,994.20
	E	0.925	2,451.29
	F	0.933	2,368.99
	G	0.920	3,129.70
	I	0.890	5,071.76
	J	0.822	8,983.89
	K	0.902	5,383.39
	L	0.947	3,246.43
	M	0.931	4,736.59

Insights

- Compa-ratio defines how close an employee earnings are to the midpoint of their salary band. Ratios below 1 represent employees that are paid less than their salary band's midpoint.
- Among some of the agencies with the highest turnover rates, there are positions that have low compa-ratios compared to the rest of the organization.

*More than 3 Employees with compa-ratio less than 95%

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Education Levels

Employee education demographics informs the State of Georgia on workforce recruitment and the career pathing options of agency-specific employment tracks.

25%
High School Graduate / Equivalent

18%
Some College / Associate's Degree

24%
Bachelor's Degree

15%
Master's Degree or Above

Top 5 Agencies by % of Highest Education Level

High School Graduate / Equivalent

Agency*	% of Employees
Correctional Industries	47.6%
Department of Transportation	46.3%
Department of Public Safety	42.3%
Department of Corrections	42.2%
Building Authority	41.2%

Some College / Associate's Degree

Agency	% of Employees
Department of Veterans Service	42.4%
Department of Corrections	34.1%
Department of Driver Services	34.1%
Department of Public Safety	33.4%
Central Georgia Technical College	32.1%

Bachelor's Degree

Agency	% of Employees
Department of Banking and Finance	69.3%
Department of Community Supervision	63.1%
Public Telecommunications Commission	61.3%
Teachers Retirement System	51.5%
Department of Audits and Accounts	51.0%

Master's Degree or Above

Agency	% of Employees
Public Defender Council	53.6%
Prosecuting Attorneys Council	50.1%
Department of Law	45.8%
Atlanta-Region Transit Link Authority	42.3%
Athens Technical College	41.9%

Insights

- The State of Georgia employs individuals across all ranges of education.
- Education level differs across agencies.
- Over 66% of the workforce has an education level ranging from high school to college graduate.
- 25% of Georgia's workforce has a high school diploma or equivalent degree.

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*Excluding nontarget population Department of DHR – BOCOP

*Employee Engagement Survey Findings and Insights**

State of Georgia employees were asked their level of agreement across a six-point Likert scale to the following themes:

- *State of Georgia and Agency Culture*
- *Job Satisfaction*
- *Relationship with Management*
- *Development and Support*

Additional sections were completed by team leads, managers, and senior leaders:

- *Leadership and Management*
- *Team Dynamics*

State of Georgia Employees were asking to rank the below factors for retention and attrition:

- *Autonomy in managing work*
- *Work from home flexibility*
- *Recognition for work*
- *Relationship with management*
- *Work environment*
- *Opportunity to leverage skills & interests*
- *Career advancement*
- *Professional development*
- *Work/life balance*
- *Compensation*
- *Benefits*

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**Analysis on survey data pulled as of 5/4/23.*

Survey Participation Workforce Statistics

As part of the Retention Study, an employee engagement survey was distributed to target agencies across the State to capture employee sentiment. Participation ranged across 62 agencies and captured all ranges of tenures, education, and generations.

24.9%
Participation Rate

56.5%
Of Participants were Generation X or older

42.4%
Have been with the State for 11+ years

12,433
Employee Responses

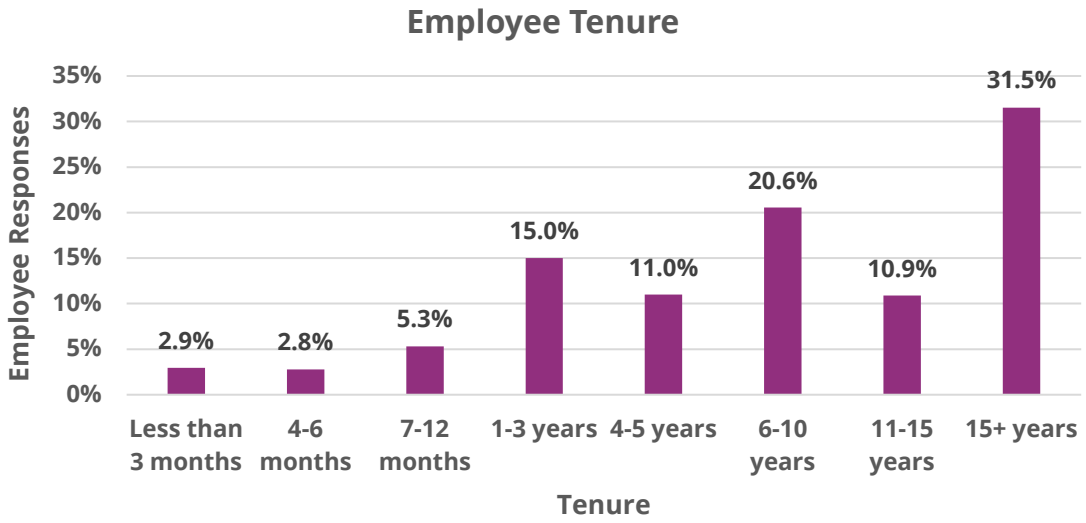
20.1%
Primary Work Location = Home/Remote

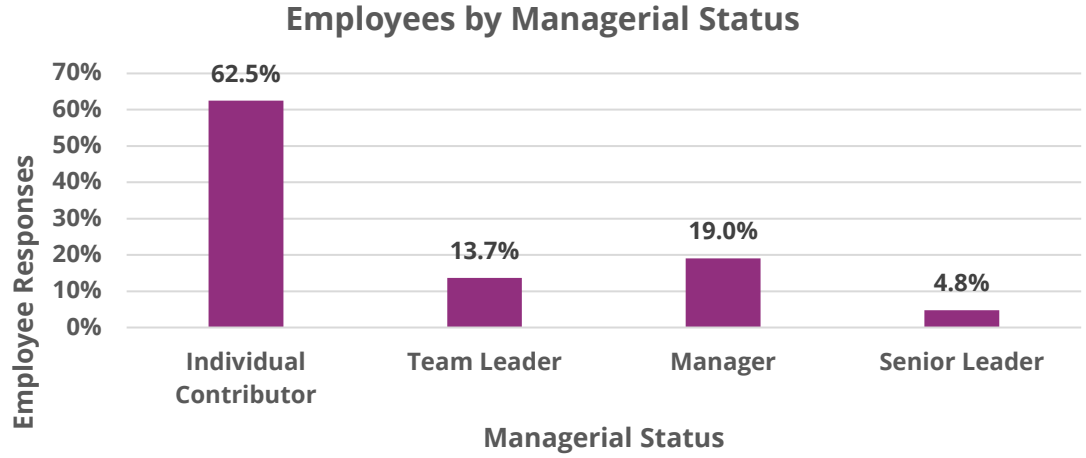
11%
New-hires with tenure ≤ 1 year

62
Agencies Represented*

48.3%
Primary Work Location = Office

11.6%
1st Generation College Student





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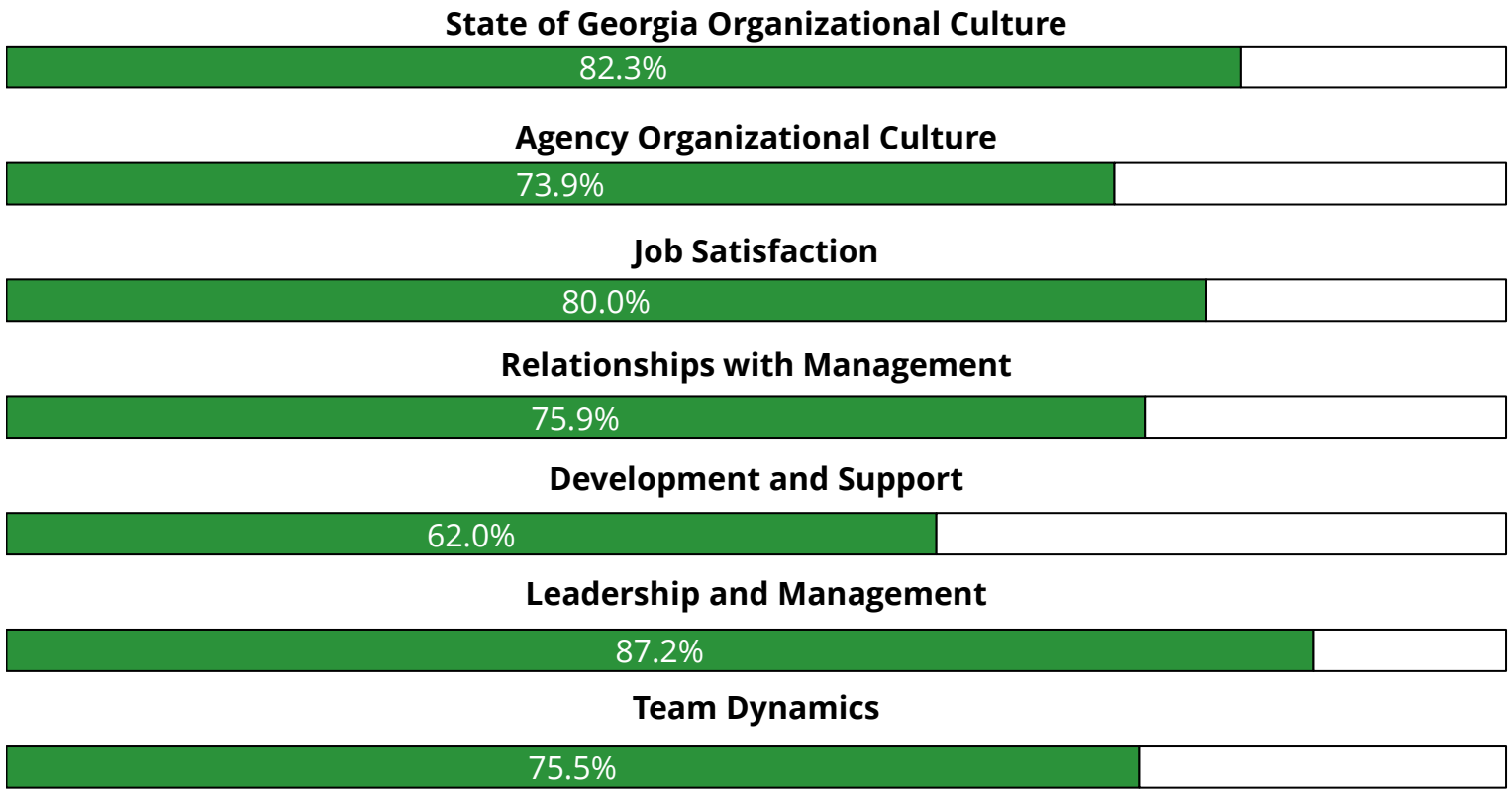
Technical Colleges (TC) are considered independent agencies for this calculation, see Appendix: Responding Agencies.

Summary of Employee Engagement Survey Results

Participant were asked their level of agreement to positive statements related to a variety of themes indicative of employee engagement. Overall agreement and strong agreement rate for the survey was 77%.

Overall Employee Engagement Agreement and Strong Agreement Rates* to Positive Statements Related to the Following Themes:



Insights

- The average agreement and strong agreement rate for all sections in the Employee Engagement survey is 77%.
- Leadership and Management, State of Georgia Organizational Culture, and Job Satisfaction-related statements have the top three agreement and strong agreement rates.
- Development and Support-related statements have the lowest agreement and strong agreement rates at 62%.

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Agreement and strong agreement rates include responses of "Agree" and "Strongly Agree"

State of Georgia Organizational Culture

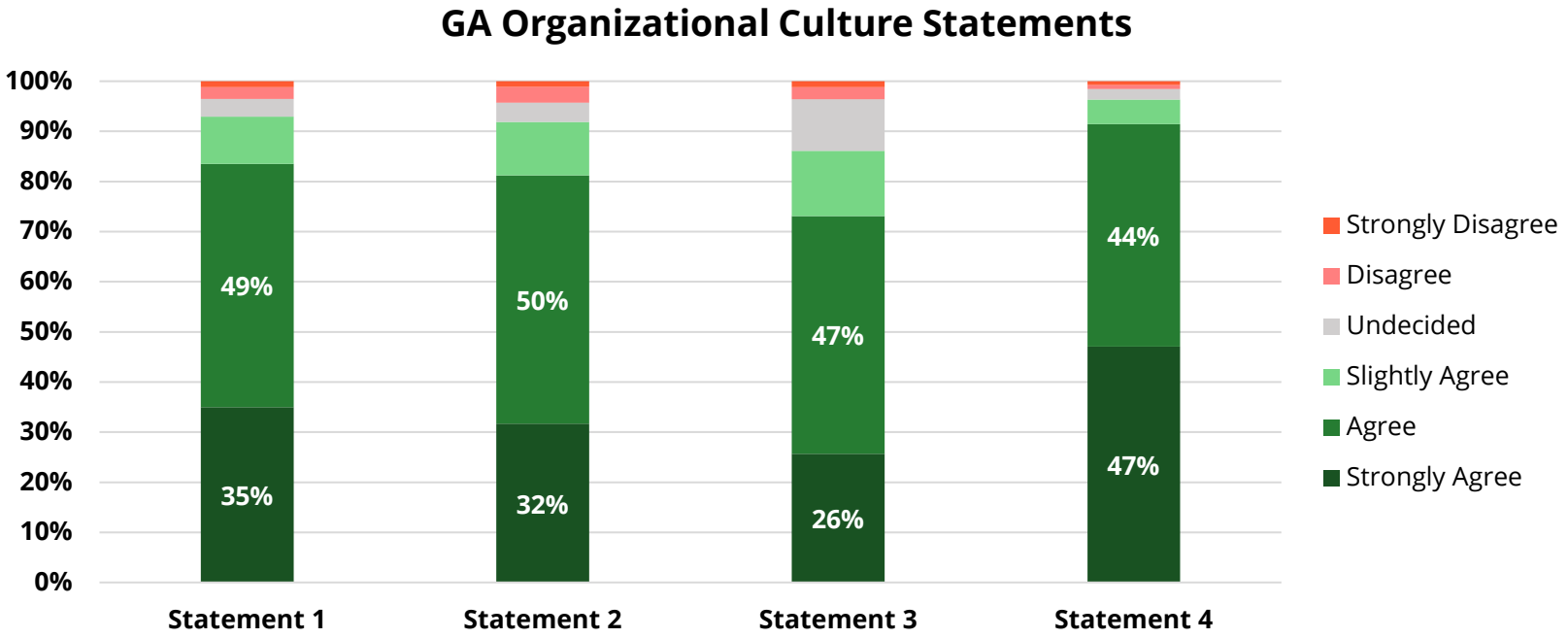
Participants were asked to indicate their level of agreement with statements relating to the culture, goals, and values of the State of Georgia.

Statement 1: I enjoy working for the State of Georgia.

Statement 2: I am aware of the State of Georgia's mission, organizational goals, and business priorities.

Statement 3: State of Georgia's organizational goals align with my values.

Statement 4: I understand how my job contributes to the State of Georgia's success.



Insights

- Participants agree or strongly agree at rates of 70% or higher with every statement related to State of Georgia organizational culture.
- Participants agree or strongly agree they enjoy working for the State of Georgia (83.5%) and understand how their jobs contribute to the state's success (91.4%).
- Over 13% of participants express disagreement or uncertainty about whether the State of Georgia's organizational goals align with their values.

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Agency Organizational Culture (Statements 1-4)

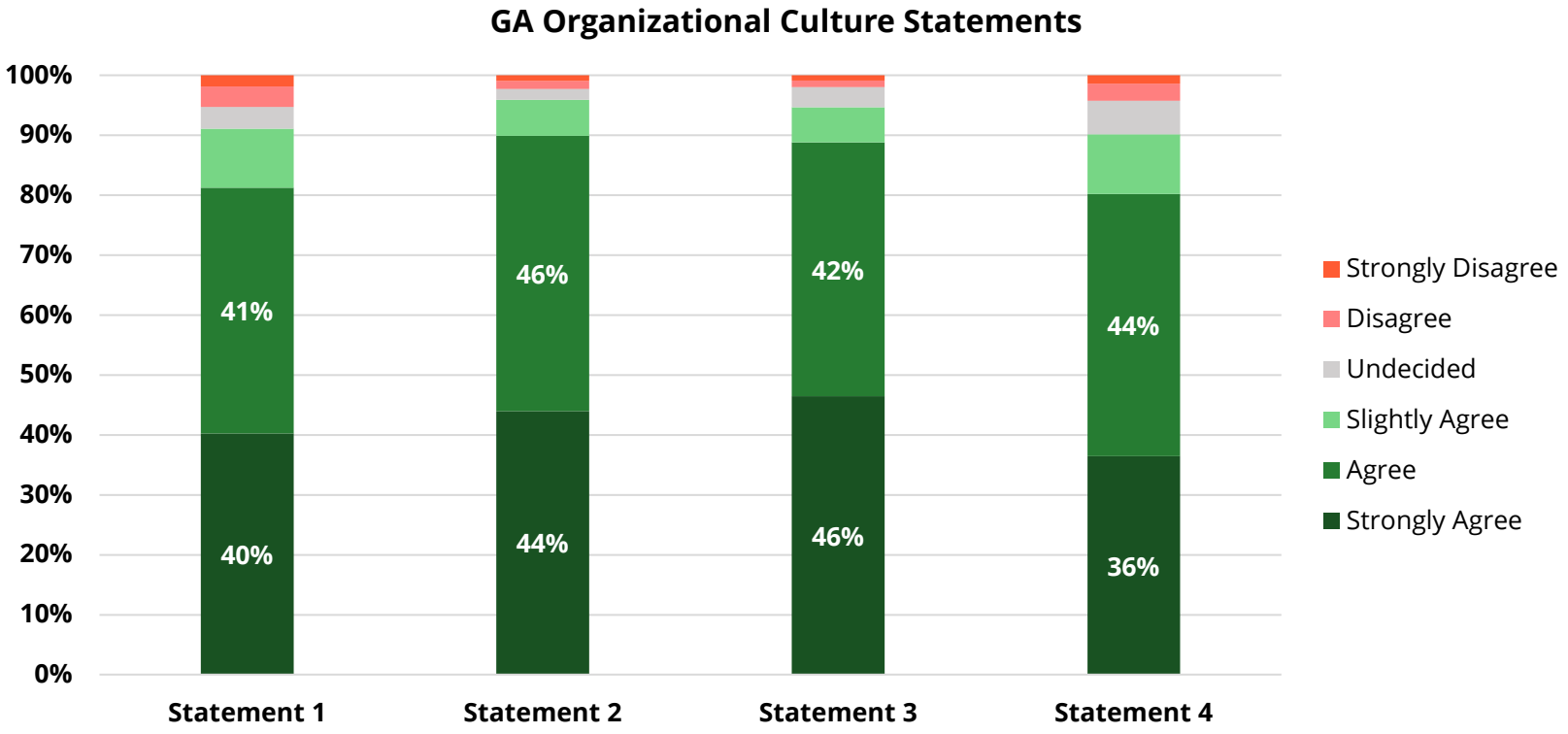
Participants were asked to indicate their level of agreement with statements relating to the culture, goals, and values of their agency.

Statement 1: I enjoy working for my agency.

Statement 2: I am aware of my agency's mission, organizational goals, and business priorities.

Statement 3: I believe in the mission of my agency.

Statement 4: My agency's organizational goals align with my values.



Insights

- Participants agree or strongly agree at rates of 80% or higher with the first four statements related to agency organizational culture.
- Approximately 10% of participants disagree, strongly disagree, or are undecided about whether they enjoy working for their agency or if their agency's organizational goals align with their values.

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Agency Organizational Culture (Statements 5-8)

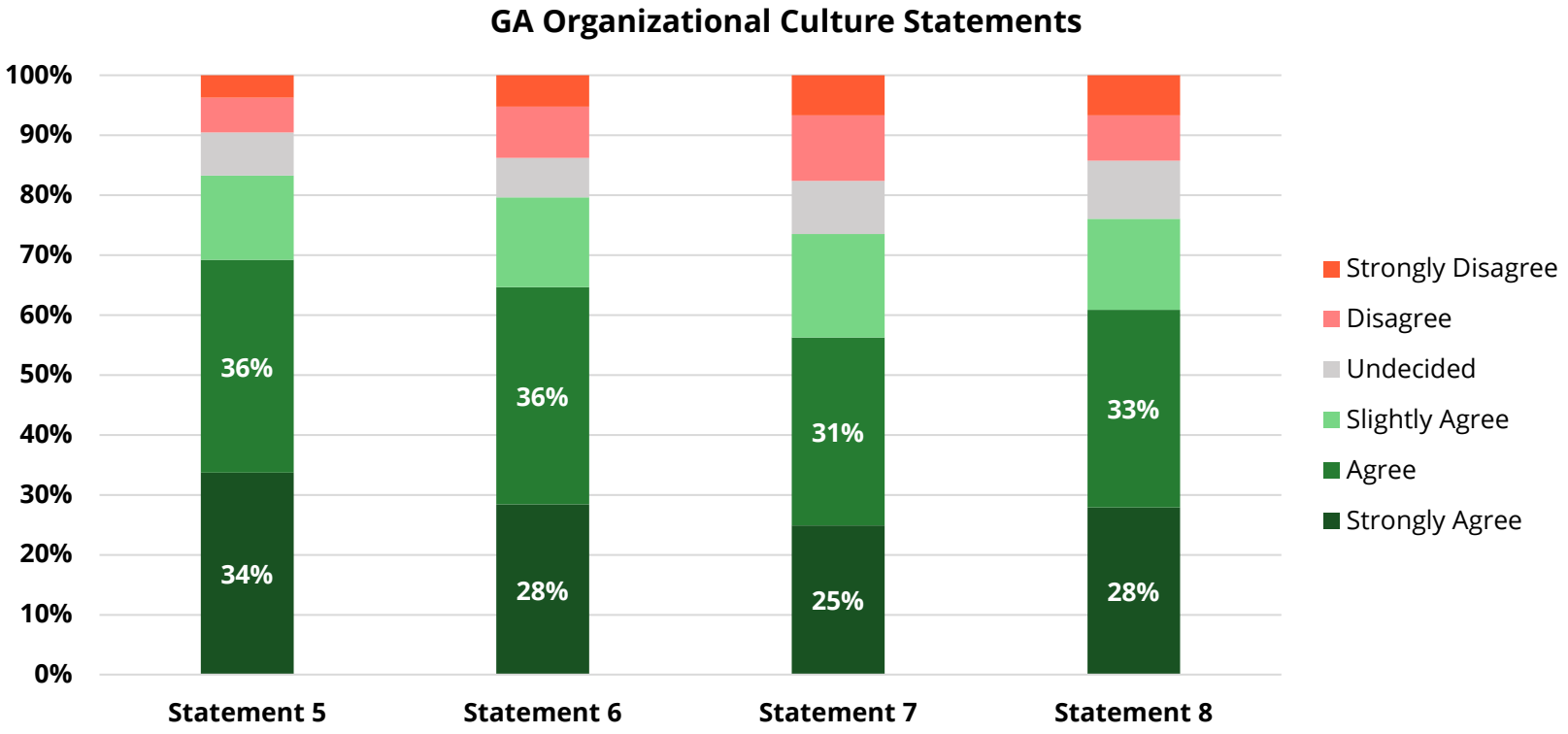
Participants were asked to indicate their level of agreement with statements relating to the culture, goals, and values of their agency.

Statement 5: I would recommend my agency as a great place to work.

Statement 6: My agency's leadership communicates organizational goals and priorities in meaningful ways.

Statement 7: My agency is dedicated to coaching and mentoring.

Statement 8: My agency cares about my well-being.



Insights

- Participants agree or strongly agree with statements five through eight related to agency organizational culture at a rate of approximately 60%.
- Agency dedication to coaching and mentoring shows the highest rate of disagreement (17.6%) within the agency organizational culture section.

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Job Satisfaction (Statements 1-4)

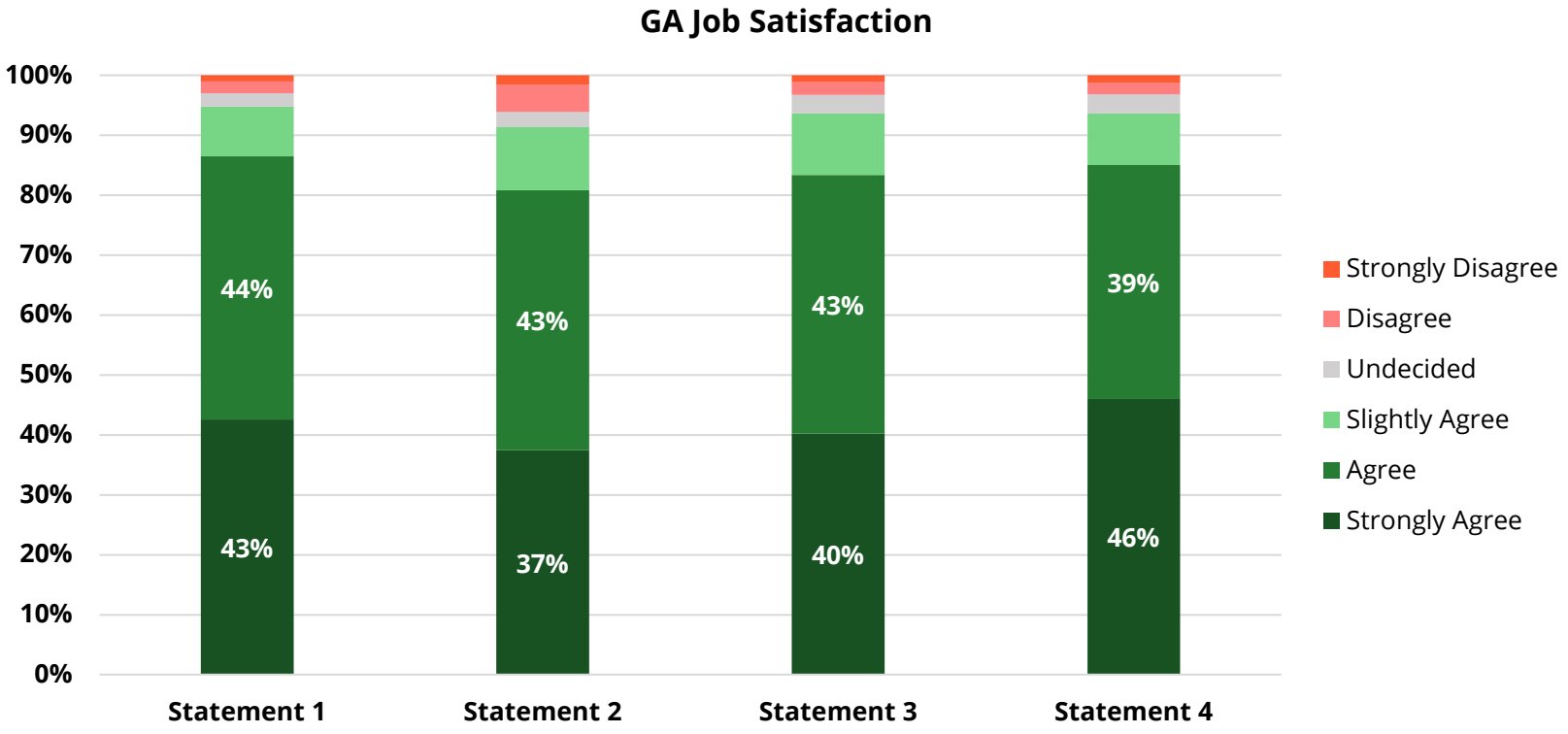
Participants were asked to indicate their level of agreement with statements relating to how they perform tasks and manage responsibilities.

Statement 1: I understand what is expected of me to be successful in my role.

Statement 2: The work I do on a daily basis matches what I would expect for my job.

Statement 3: I enjoy doing my job and tasks related to it.

Statement 4: I feel like the work I am doing is meaningful and creates value.



Insights

- Participants agree or strongly agree with the first four statements related to job satisfaction at rates of 80% and above (higher than statements 5-12).
- For each of the four statements, less than 2% of participants strongly disagree.

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Job Satisfaction (Statements 5-8)

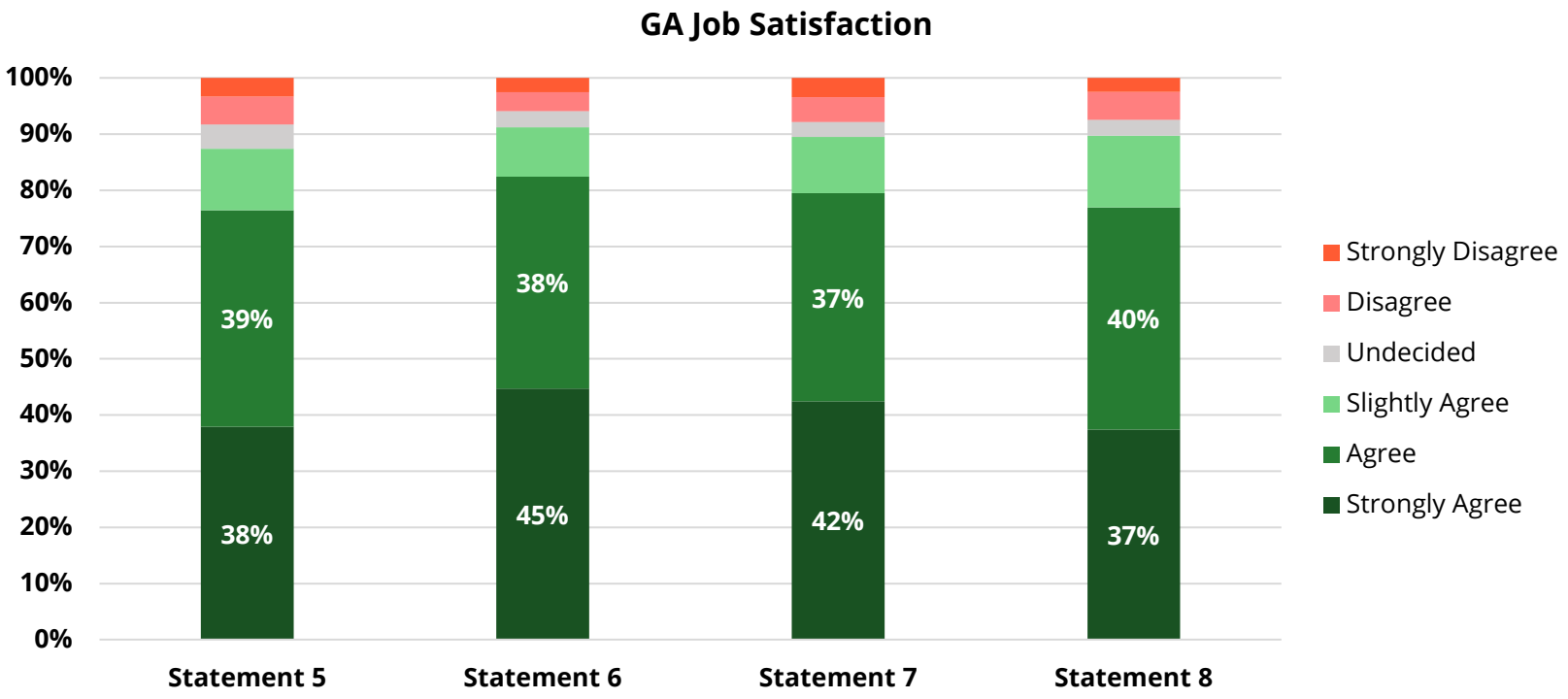
Participants were asked to indicate their level of agreement with statements relating to how they perform tasks and manage responsibilities.

Statement 5: I feel comfortable being my authentic self at work.

Statement 6: I feel trusted to do my job.

Statement 7: I have flexibility to conduct my work in a way that suits me as long as my work is done well and on schedule.

Statement 8: I am provided with the technology I need to do my job well.



Insights

- Participants agree or strongly agree with statements five through eight on job satisfaction at rates of 75% or above (lower than statements 1-4 but higher than statements 9-12).
- For each of the four statements, less than 9% of participants disagree or strongly disagree.

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Job Satisfaction (Statements 9-12)

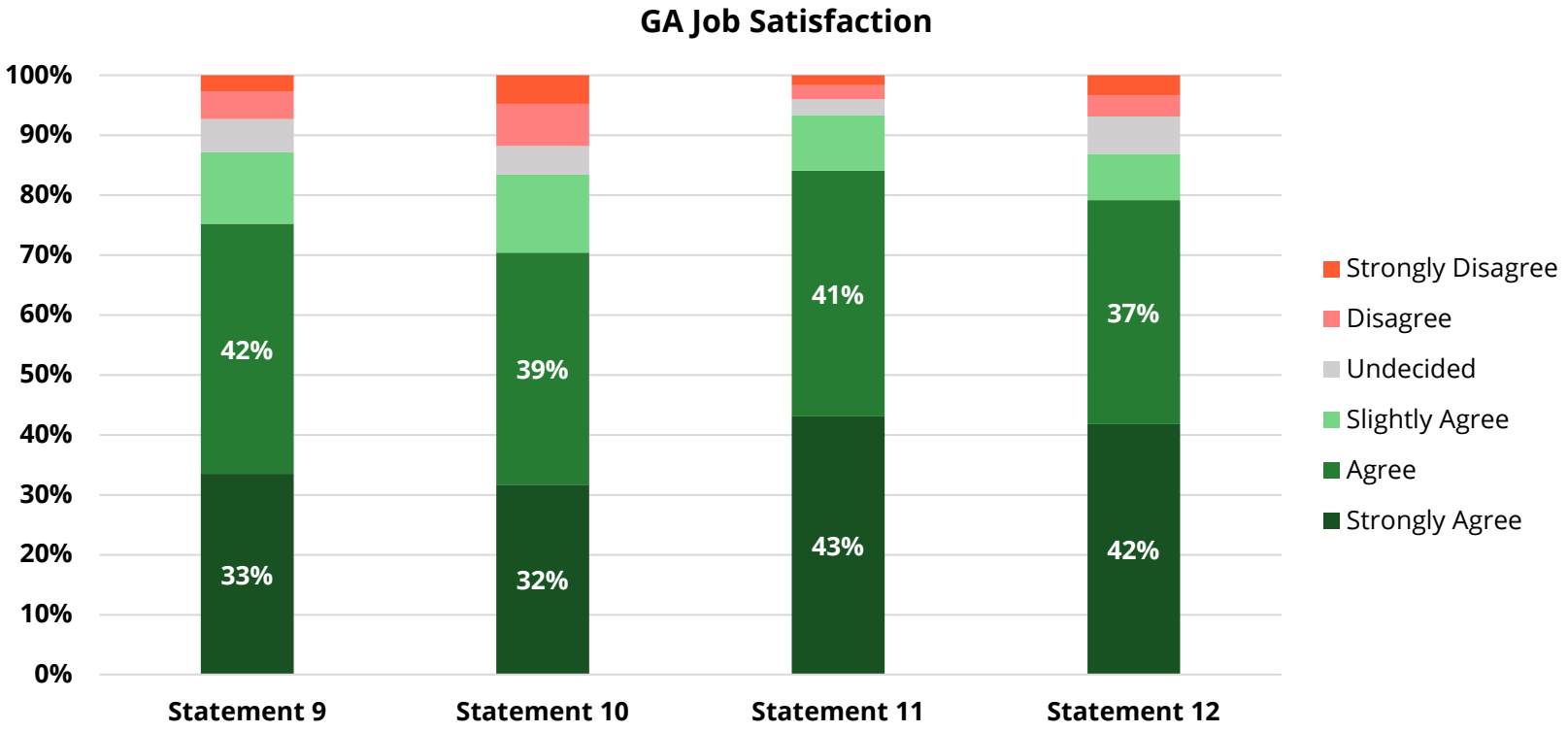
Participants were asked to indicate their level of agreement with statements relating to how they perform tasks and manage responsibilities.

Statement 9: I understand how my performance is measured.

Statement 10: My workload is manageable and I can maintain my well-being / work life balance with this job.

Statement 11: I know who to ask for help when I am unsure how to approach an issue or obstacle.

Statement 12: I am encouraged to report potentially unsafe conditions without fear of retaliation.



Insights

- Participants agree or strongly agree with statements nine through twelve on job satisfaction at rates of 70% or higher (lower than statements 1-8).
- Approximately 12% of participants disagree or strongly disagree with having a manageable workload and work-life balance.

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Relationships with Management (Statements 1-5)

Participants were asked to indicate their level of agreement with statements relating to their relationship with their direct manager.

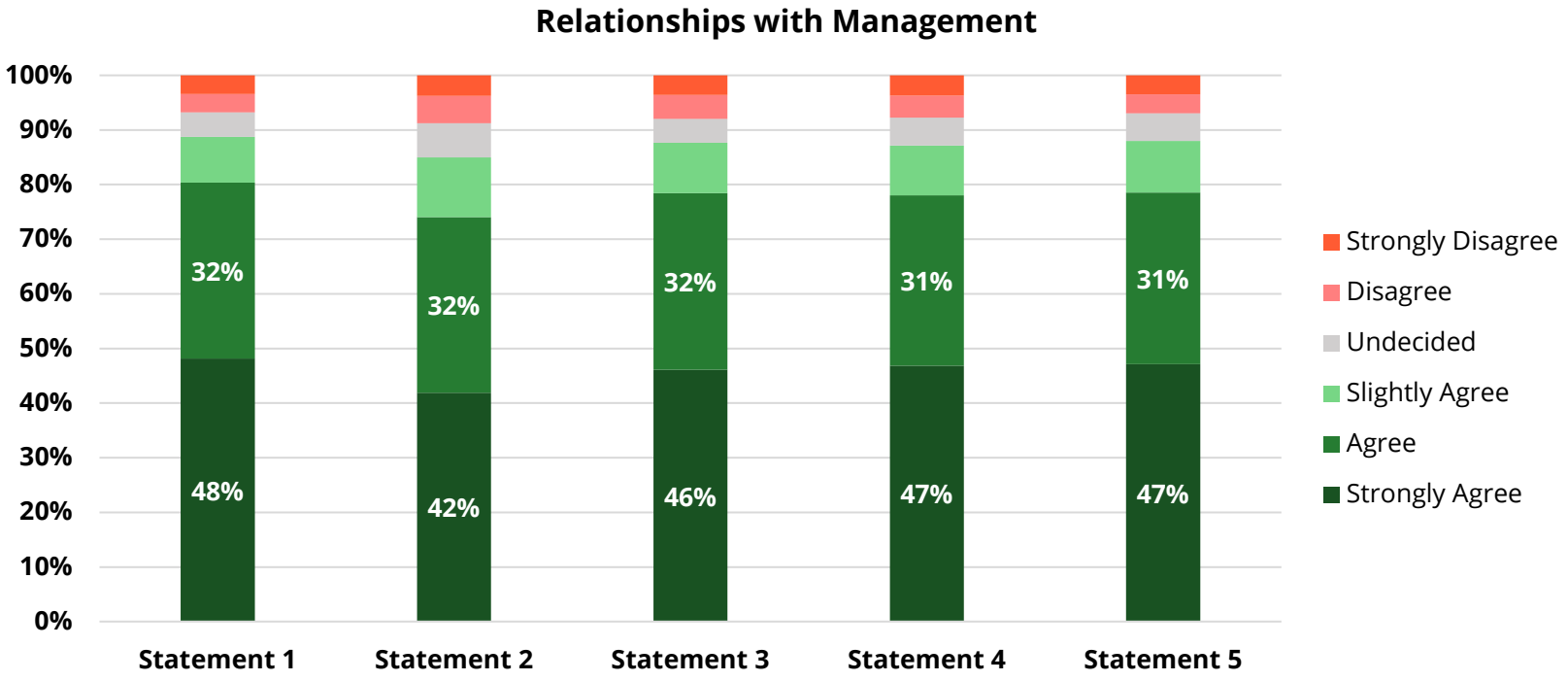
Statement 1: My manager promotes a positive work environment.

Statement 2: My manager seeks to build a meaningful personal relationship with me.

Statement 3: I feel comfortable communicating my point of view when collaborating with my manager.

Statement 4: I can rely on support from my manager when faced with challenging situations or dilemmas.

Statement 5: My manager shows appreciation for the work I do.



Insights

- Participants agree or strongly agree with statements one through five related to their relationship with their manager at rates of 74% or higher.

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Relationships with Management (Statements 6-9)

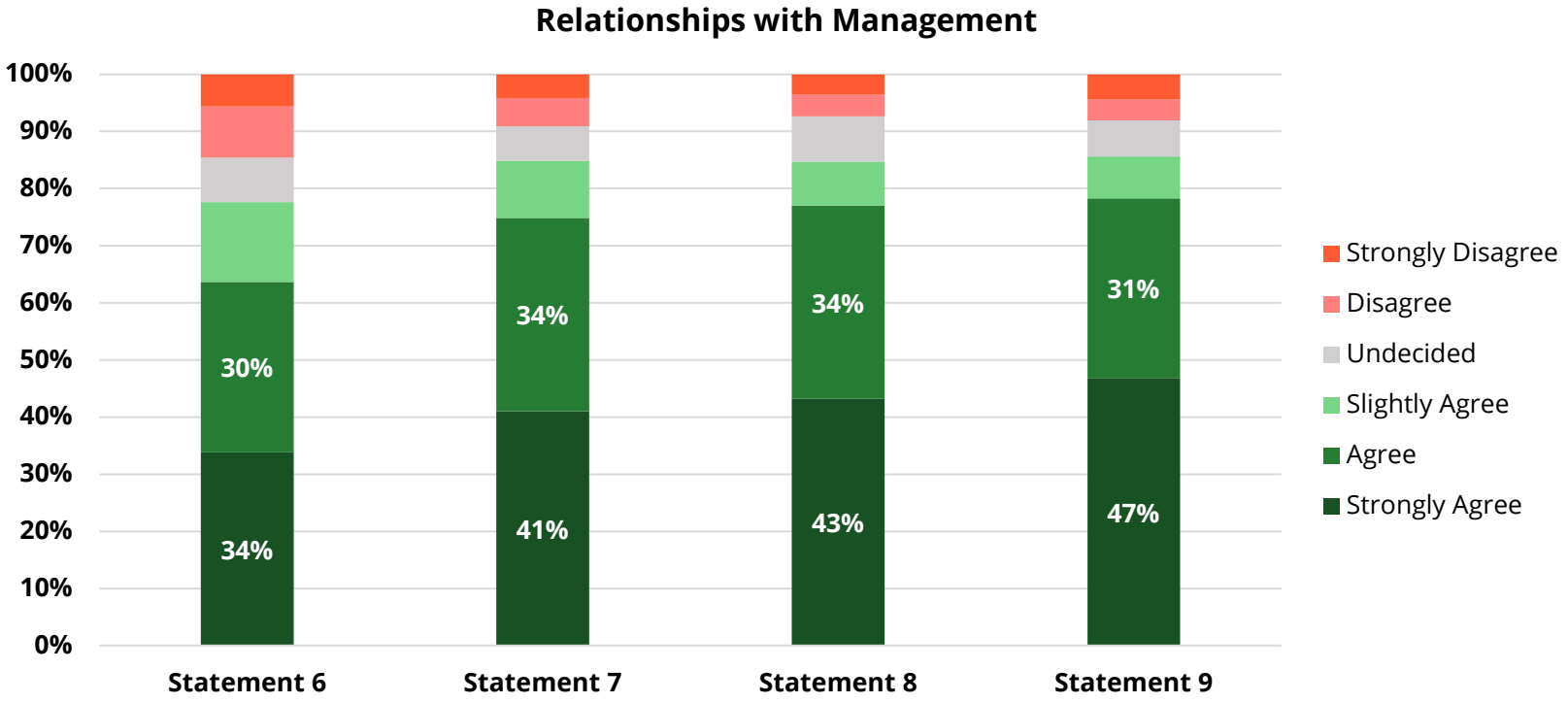
Participants were asked to indicate their level of agreement with statements relating to their relationship with their direct manager.

Statement 6: My manager and I regularly discuss professional development opportunities and encourages me to participate in them.

Statement 7: My manager communicates feedback in a clear and constructive manner.

Statement 8: My manager fairly evaluates my contributions.

Statement 9: My manager treats team members fairly.



Insights

- 75% or more of the participants agree or strongly agree with statements 7, 8, and 9.
- Statement 6 sees the lowest levels of agreement as participants agree or strongly agree at a rate of 64%.

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Development and Support (Statements 1-5)

Participants were asked to indicate their level of agreement with statements relating to professional development and support while working at the State of Georgia.

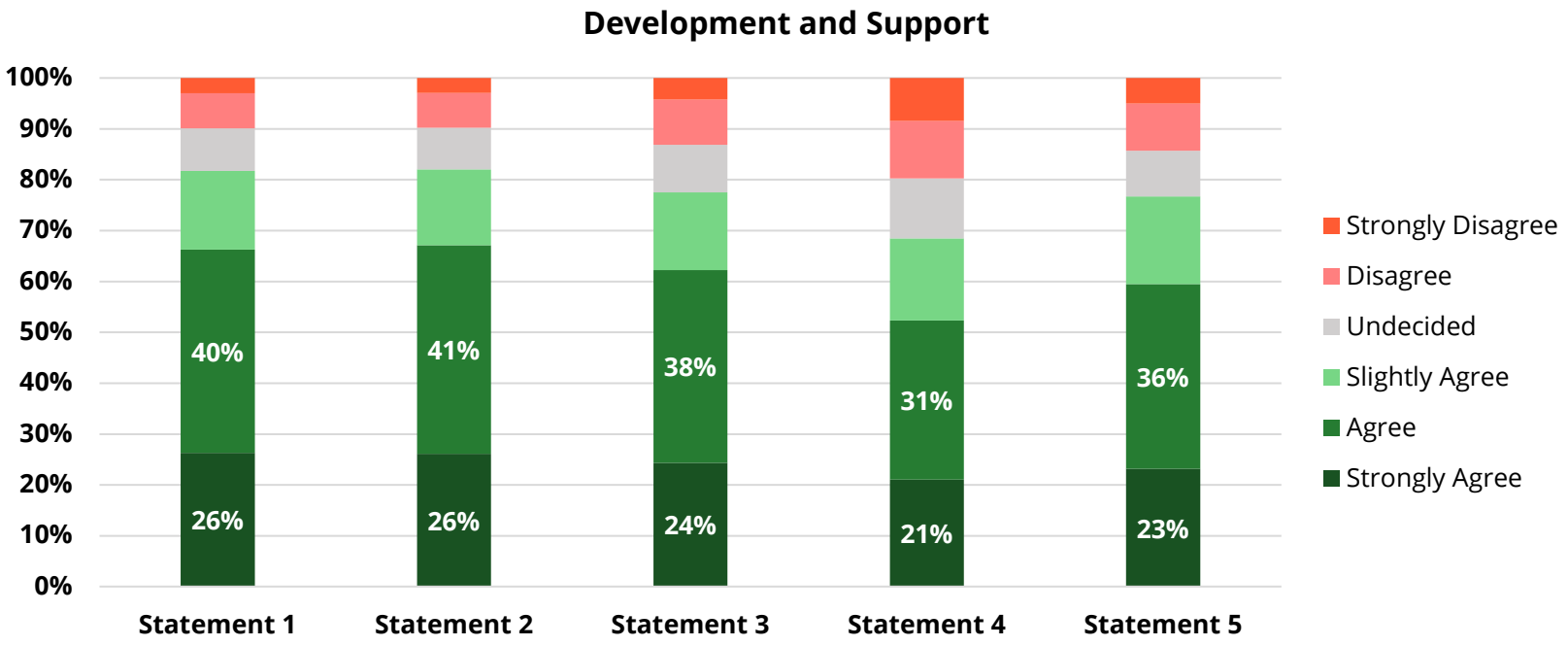
Statement 1: I can set goals on what I want to do with my career and achieve them.

Statement 2: I know what steps to take for my professional development to achieve my career goals.

Statement 3: I have a clear understanding of my career path and opportunities within the State of Georgia.

Statement 4: I believe there are fair and equitable opportunities for promotions and advancement within the State of Georgia.

Statement 5: The State of Georgia provides training / development opportunities relevant to me and my role.



Insights

- Compared to other survey areas, the professional development scores rank last as participants agree or strongly agree at an average rate of 62.0% across all statements.
- Fair and equitable promotion opportunities has the lowest agreement levels across statements one through five in professional development.

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Development and Support (Statements 6-9)

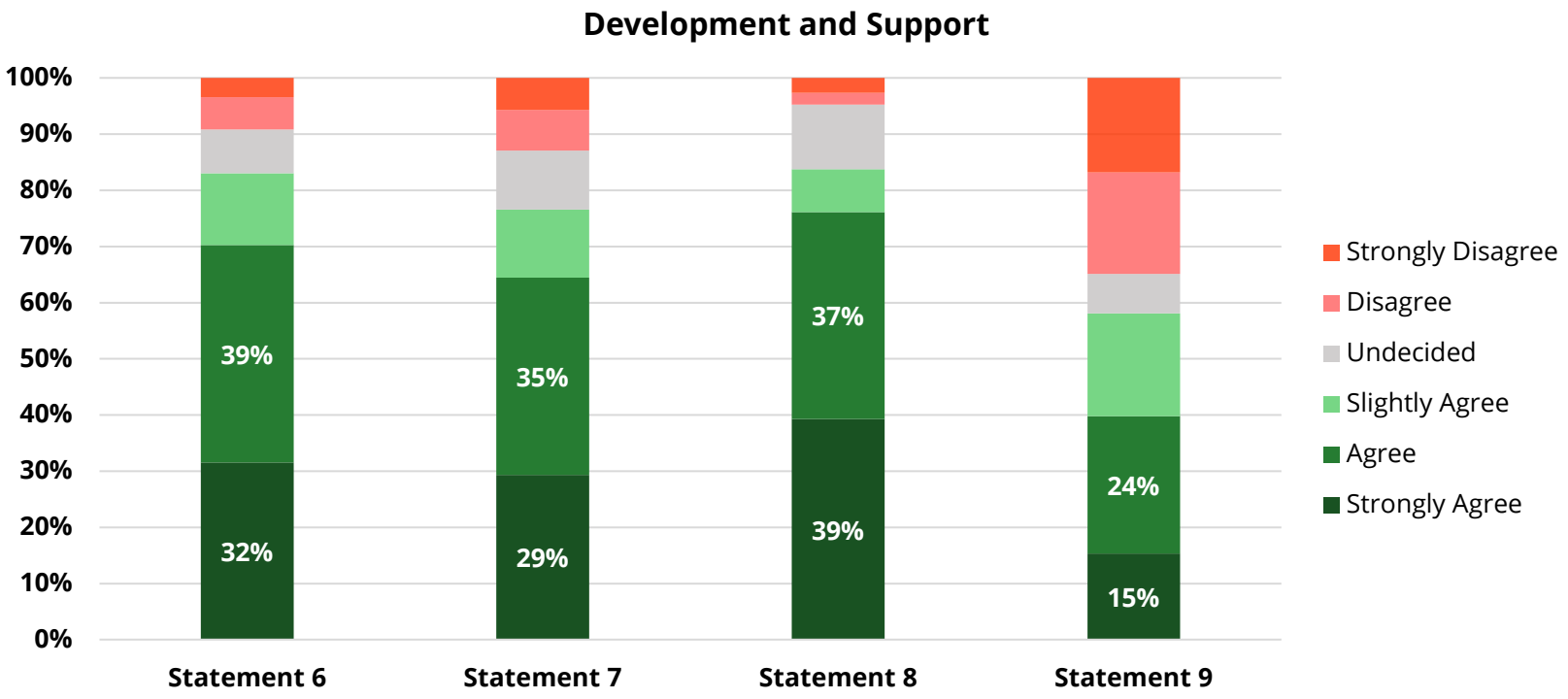
Participants were asked to indicate their level of agreement with statements relating to professional development and support while working at the State of Georgia.

Statement 6: My manager and/or colleagues support and encourage me to participate in training and professional development activities.

Statement 7: I feel supported by my manager and leadership to advance my career with the State of Georgia.

Statement 8: For the foreseeable future, I plan to work for the State of Georgia.

Statement 9: I am fairly compensated for my work at the State of Georgia.



Insights

- Statement 8 has the highest rate of agreement and strong agreement* out of all professional development statements.
- Statement 9 regarding compensation sentiment is the lowest rate of agreement and strong agreement, at under 40%.

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Agreement and strong agreement rates include responses of "Agree" and "Strongly Agree"

Leadership and Management (Statements 1-5)

Team leads, managers, and senior leaders* were asked to indicate their level of agreement with self-assessment statements relating to their skills as a team lead, manager, or senior leader.

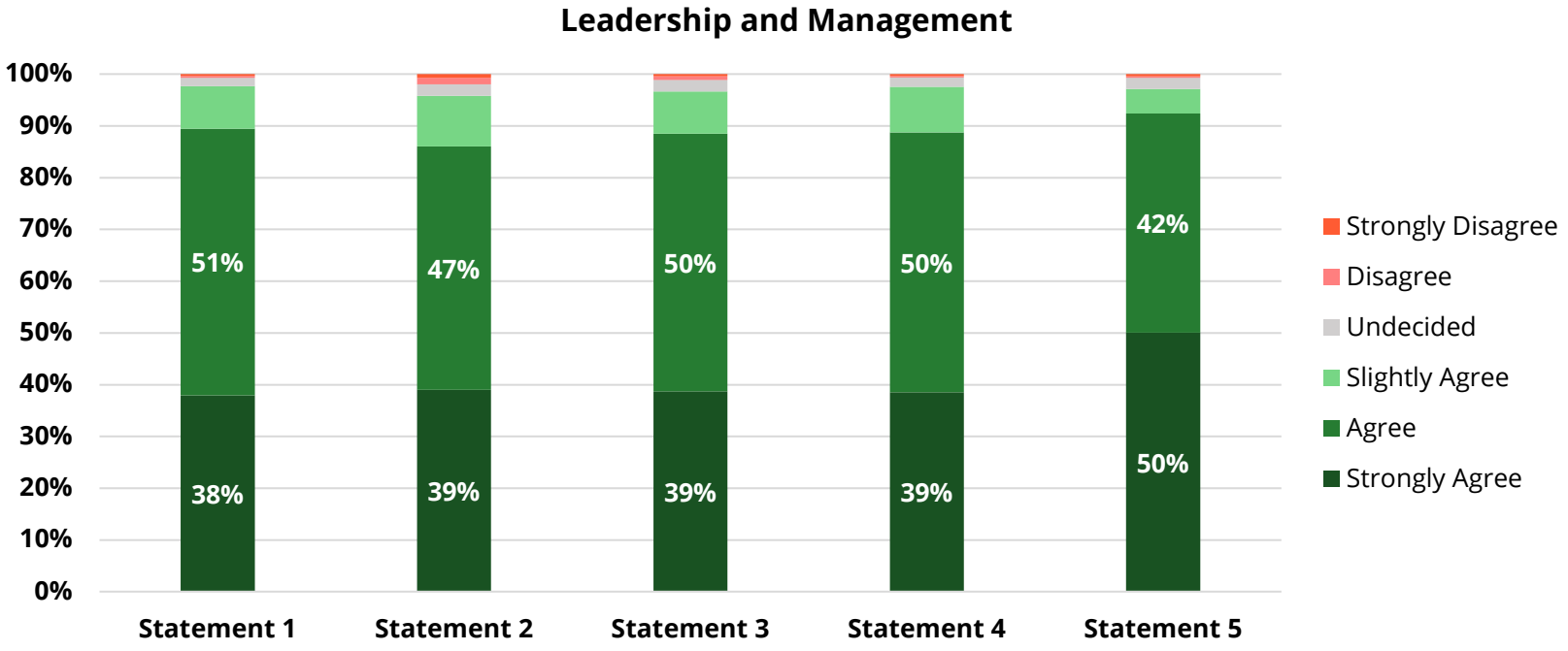
Statement 1: I know how to effectively lead and manage.

Statement 2: I trust that people I manage work hard to perform their jobs.

Statement 3: I understand how to evaluate and measure the productivity and performance of my direct reports.

Statement 4: I know how to provide constructive feedback and coach my staff.

Statement 5: I support my staff in pursuing skills / professional development opportunities that are open to them.



Insights

- Rates above 85% of agreement and strong agreement were recorded among team lead, manager, and senior leader participants with leadership and management statements.

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** Team leads, managers, and senior leaders account for 37.5% of participants*

Leadership and Management (Statements 6-9)

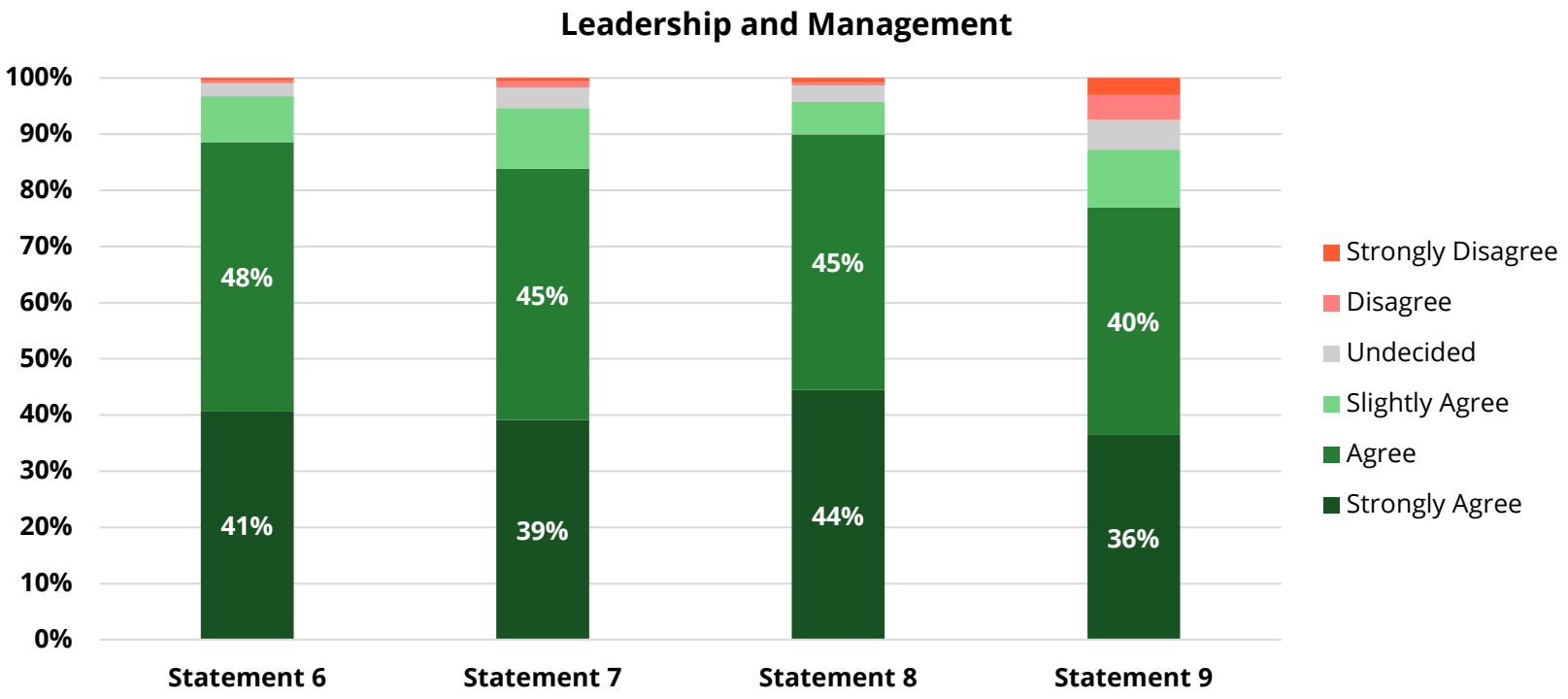
Team leads, managers, and senior leaders* were asked to indicate their level of agreement with self-assessment statements relating to their skills as a team lead, manager, or senior leader.

Statement 6: I know how to support the wellbeing of my staff.

Statement 7: I understand how to support my staff to advance in their careers.

Statement 8: I understand how to consider diversity, equity, and inclusion in my management style.

Statement 9: I feel supported by leadership to make decisions on how I manage my team that will lead to the greatest outcome.



Insights

- Team lead, manager, and senior leader participants agree or strongly agree at rates of 75% or higher with the statements 6-9.
- Team lead, manager, and senior leader participants disagree, strongly disagree, or are undecided about feeling supported by leadership when making decisions on how to manage their teams at a rate of 12.7%.

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** Team leads, managers, and senior leaders account for 37.5% of participants*

Team Dynamics

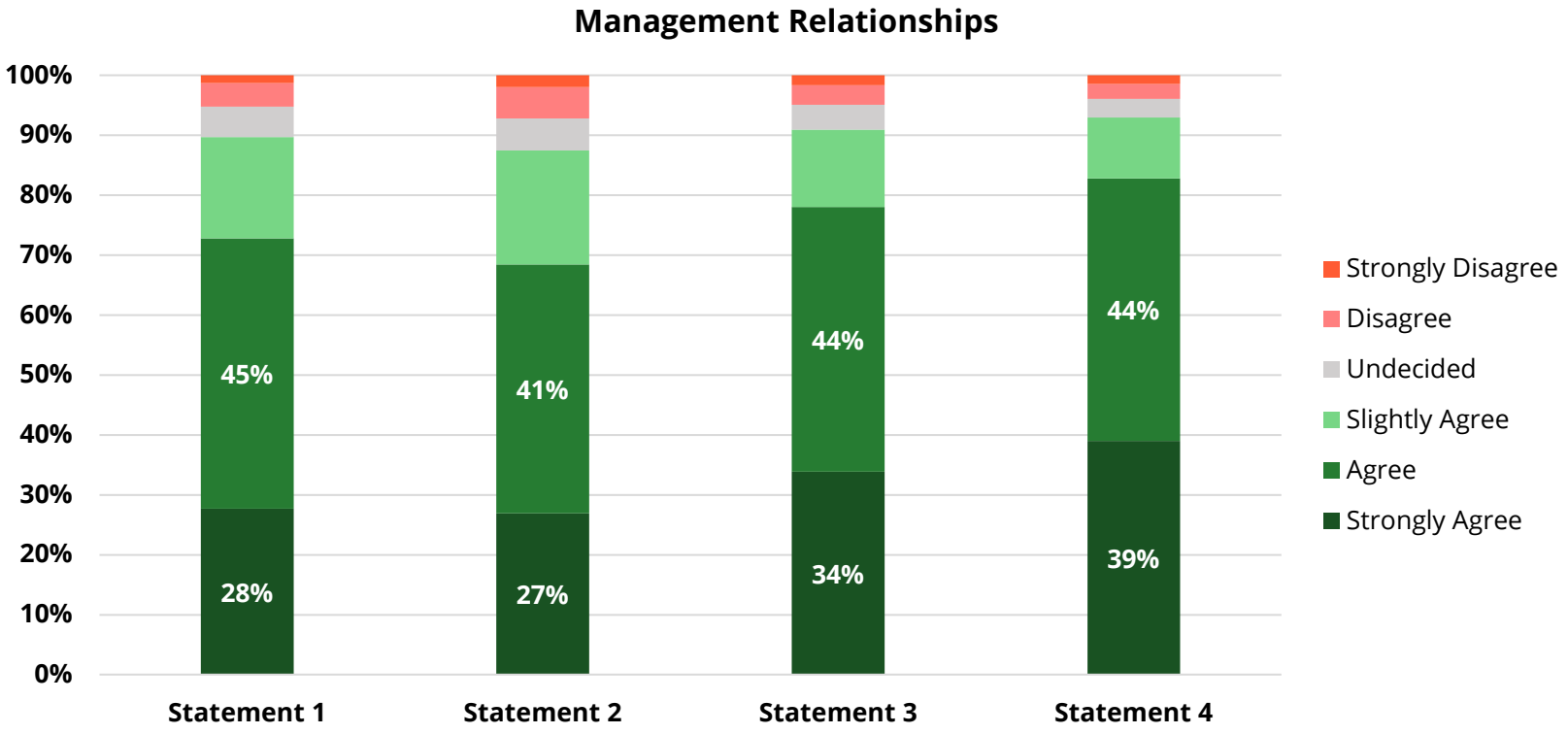
Team leads, managers, and senior leaders were asked to indicate their level of agreement with statements relating to their relationships and team dynamics with those they manage.

Statement 1: The people I work with seek to build personal relationships with each other.

Statement 2: People I work with are open to innovation and new ways of thinking.

Statement 3: People I work with give credit to each other's contributions.

Statement 4: People I work with treat each other with respect.



Insights

- Around 70% of team lead, manager, and senior leader participants agree or strongly agree with statements on management relationships.
- About 5% of team lead, manager, and senior leader participants were undecided as to whether the people they work with seek to build personal relationships and are open to innovation and new ways of thinking.

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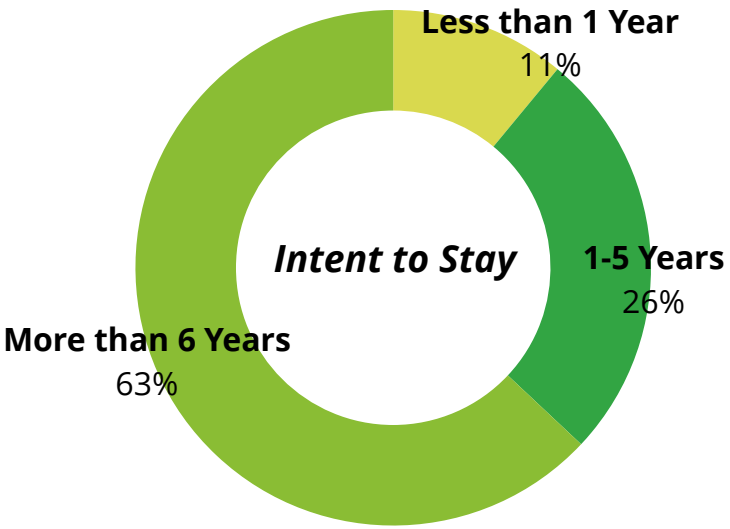
** Team leads, managers, and senior leaders account for 37.5% of participants*

Overview of Employee Intent to Stay

Participants were asked various questions to evaluate how long they intend to continue working for the State of Georgia and key factors driving retention.



What we're hearing from Employees:

Employees enjoy:

- *Retirement and legacy pension plan*
- *Organization mission and values*
- *Job security*

Employees dislike:

- *Cost of Living Adjustments (COLAs) viewed as raises & are not sufficient*
- *The lack of department resources*
- *Change of pension and 401K*
- *Compensation is not linked to performance*

Insights

- Two critical employment drivers are shared across retention and attrition factors (Work/Life Balance, and Work Environment), indicating that these two reasons play a crucial role in determining whether the employee remains with the State or not.
- 63% of employees have indicated their intention to remain in the State's workforce for at least six or more years.

Top 5 Reasons For:

Attrition:

1. Compensation
2. Limited Career Opportunities
3. Negative Work/Life Balance
4. Negative Work Environment
5. Lack of Location Flexibility

Re-employment:

1. Positive Work/Life Balance
2. Leverage Skills & Interests
3. Benefits
4. Positive Work Environment
5. Location Flexibility

Retention:

1. Positive Work/Life Balance
2. Leverage Skills & Interests
3. Benefits
4. Positive Work Environment
5. Workplace Autonomy

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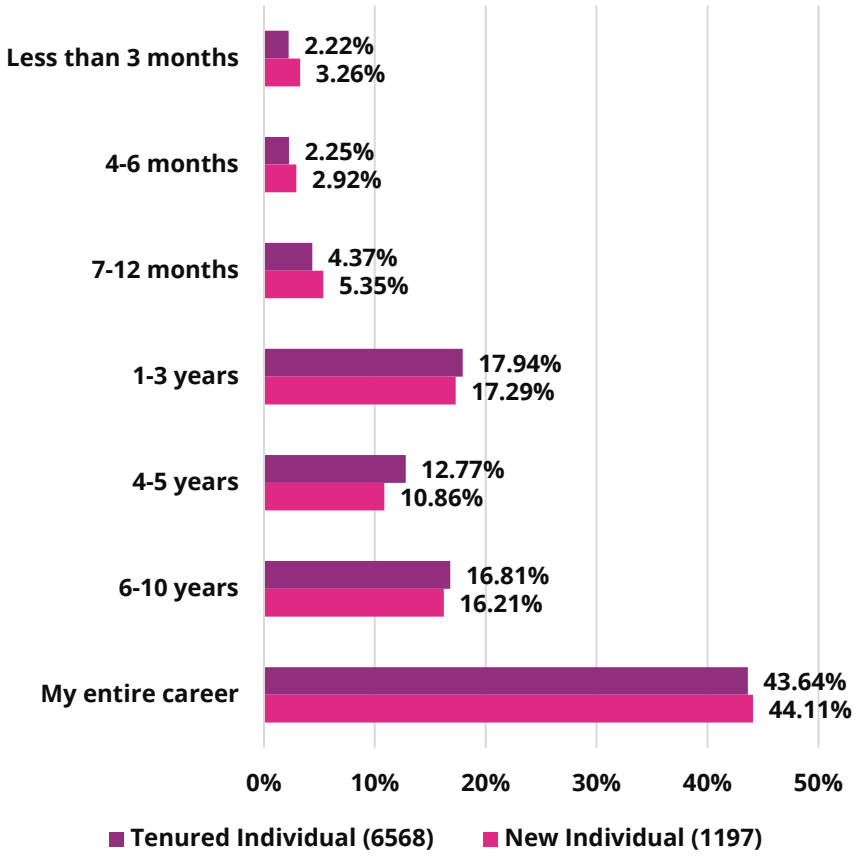
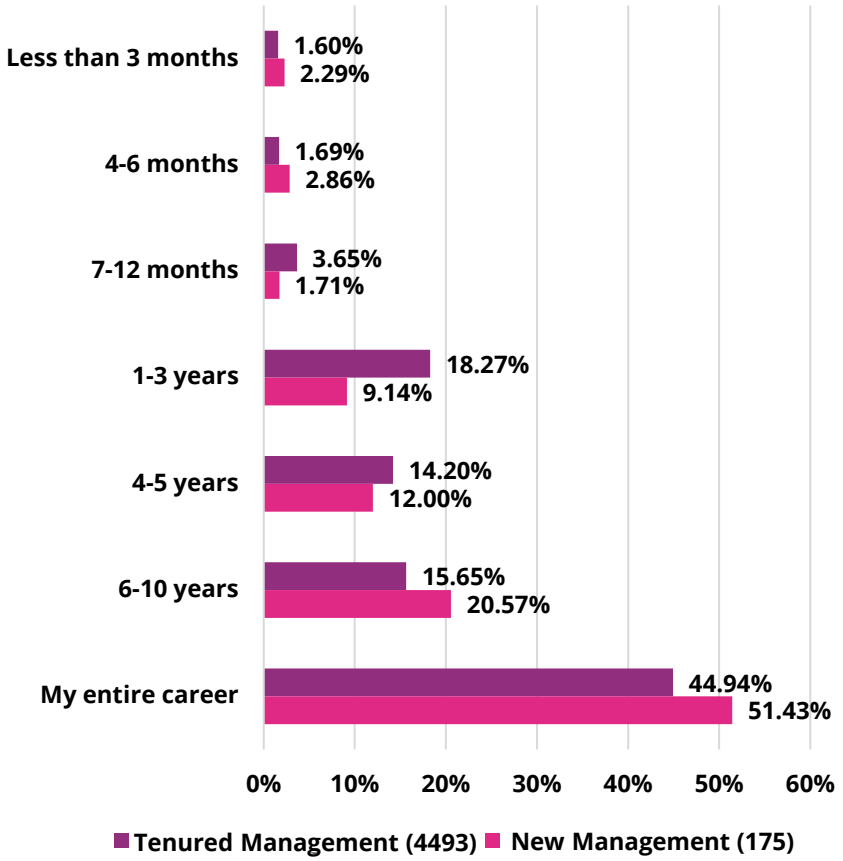
Intent to Stay by Tenure and Management Level

Participants' intention to stay with the State of Georgia can be further divided by Tenured and New Hire Status*.

Individual Intent to Stay



Management† Intent to Stay



Insights

- Along the dimensions of managerial status and new hire status, the intent to stay employed with the State remains relatively constant.
- More than 61% of State's new hires indicate that they intend to stay employed with the state for six or more years.

*New Hire Status includes employees who have been employed with the State for less than one full year
†Management encompasses Team Leads, Managers, and Senior Leaders

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Top 5 Attrition Drivers

Participants were asked to rank their top reasons they would leave State employment.

Top 5 Reasons to Leave:

#1 Compensation

Participant would leave due to compensation.

79.0% of participants ranked Compensation in their top 5 reasons for attrition.

#2 Limited Career Opportunities

Participant would leave due to limited opportunities for career advancement.

62.3% of participants ranked Limited Career Opportunities in their top 5 reasons for attrition.

#3 Work/Life Balance

Participant would leave due to lack of ability to maintain work/life balance resulting in burnout.

52.5% of participants ranked Work/Life Balance in their top 5 reasons for attrition.

#4 Negative Work Environment

Participant would leave due to a negative/toxic work environment and no sense of belonging.

49.3% of participants ranked Negative Work Environment in their top 5 reasons for attrition.

#5 Lack of Location Flexibility

Participant would leave to due a lack of flexibility to work remotely.

41.9% of participants ranked Lack of Location Flexibility in their top 5 reasons for attrition.

Insights

- Attrition drivers relate to job satisfaction, compensation, and negative work environments.
- Notably, Work Environment and Work/Life balance are listed in both retention and attrition drivers.
- The most ranked number one reason for employee considering leaving State employment is compensation.

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Top 5 Retention Drivers

Participants were asked to rank their top reasons for continuing to remain employed with the State.

Top 5 Reasons to Stay:

#1 Work/Life Balance

Participant would stay for the ability to maintain a work/life balance.

69.8% of participants ranked Work/Life Balance in their top 5 reasons for retention.

#2 Leverage Skills & Interests

Participant would stay for the opportunities to perform job responsibilities that match my interests and leverages my strengths.

58.2% of participants ranked Leverage Skills & Interests in their top 5 reasons for retention.

#3 Benefits

Participant would stay for the overall benefit/benefits that I can take advantage of.

55.3% of participants ranked Benefits in their top 5 reasons for retention.

#4 Positive Work Environment

Participant would stay for a positive work environment and a sense of belonging in the workplace.

54.9% of participants ranked Positive Work Environment in their top 5 reasons for retention.

#5 Workplace Autonomy

Participant would stay for the autonomy in managing their work.

54.8% of participants ranked Workplace Autonomy in their top 5 reasons for retention.

Insights

- Top retention drivers align closely with job satisfaction, benefits outside of compensation, and positive work environments.

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Top 5 Re-Employment Drivers

Participants were asked the reasons they returned to the State workforce, if applicable.

Top 5 Reasons to Return:

#1 Work/Life Balance

Participant returned for the ability to maintain a work/life balance.

47.9% of participants indicated Work/Life Balance was one of their reasons for returning.

#2 Leverage Skills & Interests

Participant returned for the ability to perform job responsibilities that matches their interests and leverages their strengths.

46.5% of participants indicated Leverage Skills & Interests was one of their reasons for returning.

#3 Benefits

Participant returned to take advantage of overall benefit/benefits.

36.9% of participants indicated Benefits was one of their reasons for returning.

#4 Positive Work Environment

Participant returned for a positive work environment and a sense of belonging in the workplace.

33.8% of participants indicated Positive Work Environment was one of their reasons for returning.

#5 Location Flexibility

Participant returned for the flexibility to work remotely.

30.6% of participants indicated Location Flexibility was one of their reasons for returning.

Insights

- 2635 participants indicated they have separated from the State and were re-hired.
- The key factors leading employees to return to the State of Georgia workforce are nearly identical to the reasons employees cite for why they remain with the State.
- The only reason different than the top five retention factors is flexibility to work remotely.

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Additional Retention and Attrition Factors

Participants were asked if there were any other factors critical to determining whether to stay employed with the State or leave.

Retention Factors

- Legacy Pension and Retirement
- Strong Sense of Agency Mission
- Job Security

Attrition Factors

- Cost of Living Adjustments Used as Justification to Delay Raises / Not Keeping Up
- Lack of Transparency in Compensation and Promotions
- Part-Time Employees and Adjunct Professors Don't See Adequate Benefits

Insights

- Employees specifically expressed their perceptions of the legacy pension versus the new pension plan, with legacy-qualified employees noting it as a key retention factor and other employees expressing discontent with the new pension and 401K plans.
- Employees noted confusion and frustration relating to compensation rates and how promotions are determined.

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Focus Group Findings and Insights

5 | ***One focus group each*** *for the* ***five*** *identified* ***Workforce Strategies Initiative Workgroups (WSIW)***

9 | ***Focus groups sessions*** *spanning the* ***overall State of Georgia workforce.***

Selection*: Employees volunteered for the focus groups via the survey. Participants were randomly selected from agencies with at least 5 but no more than 100 survey responses and the top 18 response rate agencies.*

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WSI Focus Group Key Findings: Law Enforcement

Deloitte facilitated five WSI Focus Groups throughout April to gain insight into the talent experience of employees assigned to specific job families.

	Focus Group Insights	WSI Recommendations*
Compensation	• Lack of standardization around raises leads to employees feeling undervalued and unappreciated.	**Barrier**: Pay and compensation **Aspiration**: Develop pay-scale and steps
Geography	• Corrections employees prefer assignments closer to home. • Police struggle with recruitment/retention in less desirable areas.	New Insight
Training	• Employees want virtual trainings to be expanded.	**Goal**: Provide and fund work-related professional development, including education, certifications, and degree programs.
Transfers	• Law enforcement employees must resubmit personal documents for new department applications, like birth certificates. This increases the effort required to transfer between State agencies.	**Goal**: Transfer records of potential applicants to the agency that best meets applicant qualifications.

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*WSI Recommendations quoted from the respective Workgroup Workforce Report

WSI Focus Group Key Findings: Information Technology

Deloitte facilitated five WSI Focus Groups throughout April to gain insight into the talent experience of employees assigned to specific job families.

	Focus Group Insights	WSI Recommendations*
Compensation	• IT struggles to retain young employees due to limited career growth and inadequate compensation. • Gen Z employees typically stay for only 1-2 years. • Employees would welcome a salary study to review compensation.	**Barrier**: Pay and compensation **Aspiration**: Improve salaries
Training	• Trainings improve skill retention among employees. • Inadequate management training leads to strained manager-staff relationships and staff turnover.	**Aspiration**: Work collaboratively with education partners to provide skill sets needed by agencies. **Goal**: Identify appropriate training and education, and how to fund these opportunities.
Technology	• Outdated technology hinders employees from performing job-related tasks.	New Insight
Succession Planning	• Lack of succession planning often leaves gap in team capabilities and loss of knowledge.	New Insight
Barriers to Entry	• Degree requirement for jobs prevent capable talent from joining.	**Aspiration**: Re-adjust entry-level requirements. **Goal**: Review current job descriptions and qualifications.

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*WSI Recommendations quoted from the respective Workgroup Workforce Report

WSI Focus Group Key Findings: Social Services

Deloitte facilitated five WSI Focus Groups throughout April to gain insight into the talent experience of employees assigned to specific job families.

	Focus Group Insights	WSI Recommendations*
Compensation	• Nurses often leave for travel agency jobs due to higher pay.	**Barrier**: Pay and compensation, Competition in hiring from the private sector. **Goal**: Offer a Social Services Georgia certification for a salary supplement or pay increase.
Retention	• Post-COVID-19, employee application pool and retention increased, with a 12% growth in retention from 2021 to 2022. Hospitals have 80% of Social Service employees and the highest turnover.	New Insight
Professional Development	• Social Services offers a successful intern program with clinical supervision for nursing degrees, compensation, and a supervisor trainee role post-graduation.	**Opportunity**: Develop internship programs. **Goal**: Develop a statewide approach to creating internship and mentorship opportunities.
Employee Well-Being	• Empathy burnout is high. • Concern for physical safety and reputation of the field have a negative effect on recruiting.	New Insight

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*WSI Recommendations quoted from the respective Workgroup Workforce Report

WSI Focus Group Key Findings: Accounting

Deloitte facilitated five WSI Focus Groups throughout April to gain insight into the talent experience of employees assigned to specific job families.

	Focus Group Insights	WSI Recommendations*
Management	• Accounting professionals often transfer to a different State Agency for managerial roles. • Lack of communication from management leads to distrust. • Manager training should cover virtual employee management.	New Insights
Internships	• Accounting runs a successful internship program that provide interns fulltime offers upon graduation.	**What's Working**: Internships **Opportunity**: Work with the Fiscal Management Council to advertise internships and entry-level positions. **Aspiration**: Develop an internship program on an enterprise level.
Seasonality	• Seasonality results in employee burnout.	New Insight
Standardization	• No State-wide standardization of the use of individual accounting job codes leads to differing talent experiences.	New Insight
Technology	• Software tends to be outdated and automatable processes remain manual.	New Insight

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*WSI Recommendations quoted from the respective Workgroup Workforce Report

WSI Focus Group Key Findings: Procurement

Deloitte facilitated five WSI Focus Groups throughout April to gain insight into the talent experience of employees assigned to specific job families.

	Focus Group Insights	WSI Recommendations*
Compensation	• Compensation is below market.	**Barrier**: The benefits and pay are not competitive with private industry.
Perceived Value	• Lack of leadership understanding surrounding procurement leads to employee underappreciation. • Procurement is in the process of shifting from tactical procurement to strategic procurement.	**Goal**: Host procurement outreach events with state agencies to educate about procurement and related careers.
Standardization & Barriers to Entry	• There is no dedicated job family for procurement. • Degree requirement for entry level positions prevent capable talent from joining.	**Opportunities**: Standardize job codes, pay scales, responsibilities, and job titles across agencies. **Barrier**: There is not a clear pathway to procurement. **Strategy**: Review entry-level requirements to ensure they are not a barrier to entry.
Changing Workforce	• Younger employees struggle with limited career growth and unengaging projects, affecting retention. An increase of leadership retiring has resulted in fewer mentors and loss of institutional knowledge.	New Insight

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*WSI Recommendations quoted from the respective Workgroup Workforce Report

Employee Engagement Focus Group Participation

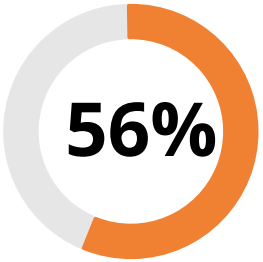
From April 27th – May 4th, Deloitte hosted nine Employee Engagement Focus Groups to gain further insight into the talent experience of State employees.

1485
Employees Volunteered

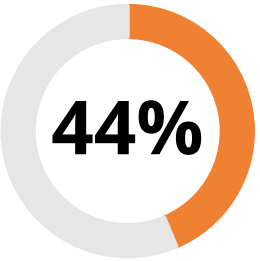
81
Employees Participated

29
Agencies Represented

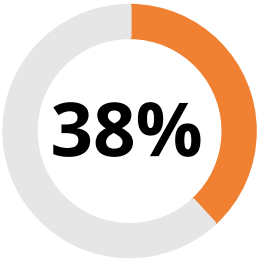
8.53
Years Average Tenure



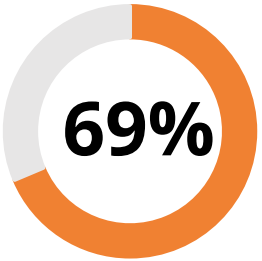
Of participants **identify as a team lead or manager**



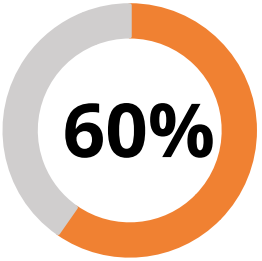
Of participants **identify as an individual contributor**



Of participants **have transferred State agencies**



Of participants **have considered outside employment in the last 12 months**



Of participants **would talk to their managers to switch roles or transfer agencies before ending their employment with the State.**

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Focus Group Findings: Retention Drivers

Key themes, trends, and employee insights from the Employee Engagement Focus Groups support trends seen in the Employee Engagement Survey.

	Strong Connection to the Mission	Remote Work Options & Work Life Balance	Retirement & Benefits Satisfaction
Key Trends	• Belief in the importance of state government work • Connection to mission of agency	• Remote work policies are inconsistently implemented across the State and agency • Desire for increased opportunities for hybrid and remote work • Remote work opportunities drive positive sentiments regarding work/life balance	• Competitive health insurance plan • New retirement plan (pension and 401k) less favorable • Desire for increased focus on wellness
Key Employee Insights	• Across agencies, employees enjoy positively affecting lives and making their communities better • "I love to experience firsthand how tax dollars are helping the State"	• 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	• Majority of employees with tenures over 10+ years stated the pension plan as a primary reason for their long-term employment with the State • Many employees expressed an interest in more wellness benefits
Survey Question(s) Alignment	• State of Georgia & Agency Organizational Culture: Statement 3	• Job Satisfaction: Statement 7	• N/A

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Focus Group Findings: Attrition Drivers

Key themes, trends, and employee insights from the Employee Engagement Focus Groups support trends seen in the Employee Engagement Survey.

	Limited Professional Development Opportunities	Noncompetitive Compensation	Poor Management Experience
Key Trends	• Lack of professional development opportunities • Limited leadership support on professional development • Lack of transparency into the promotion process • Transfers to different State agency to continue career progression	• Tenured employees frustrated by lack of raises • Low compensation resulting in unlivable wage • Concerns around new hires making the same as tenured employees	• Lack of feedback mechanisms to report poor management behavior • Lack of leadership support in difficult management situations • Limited and inconsistent management training results in managers lacking critical soft skills
Key Employee Insights	• An agency denied funding for an employee to attend a conference because the conference didn't align with the agency's values	• Many tenured employees discussed how few raises they have received • Employees expressed the $5000 cost of living adjustment in July was not enough	• Multiple employees switched agencies or teams to escape bad management situations • Many employees stated feedback on managers given to leadership was often ignored
Survey Question(s) Alignment	• Development and Support: Statements 1-7	• Development and Support: Statement 8	• Relationships with Management: Statements 1-9

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Focus Group Findings: Other Experiences

Key themes, trends, and employee insights from the Employee Engagement Focus Groups support trends seen in the Employee Engagement Survey.

	Lack of Leadership Transparency	Outdated Technology & Processes	Employee Burnout
Key Trends	• Lack of employee involvement in changes of policies • High turnover of executive leadership leads to agency/team stagnation on previous initiatives and core activities as leadership defines a new vision • Uniformed decision making by leadership that affects staff	• Lack of digitalization of paper heavy processes • Outdated software, laptop, and technological practices • Outdated fax numbers, phone numbers, and email addresses on agency websites	• High vacancies in teams across all agencies • Entire workloads of former employees given to current employees
Key Employee Insights	• Employees expressed frustration in how State politics affect their job status and policy • Employees feel like selective talking points during political elections rather than being continuously valued. • Employees feel unheard and ignored by leadership	• Employees at technical colleges stated the paper heavy admission process often confuses high school college guidance counselors and students • Employees can't contact other State agencies due to outdated contact information	• Employees often feel like they are rewarded for good work with more work • High vacancies lead to increased burnout amongst staff
Survey Question(s) Alignment	• Agency Organizational Culture: Statement 6	• Job Satisfaction: Statement 8	• Job Satisfaction: Statement 10

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Employee Exit Survey Pilot Findings & Insights

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Key Statistics: Employee Exit Survey Pilot

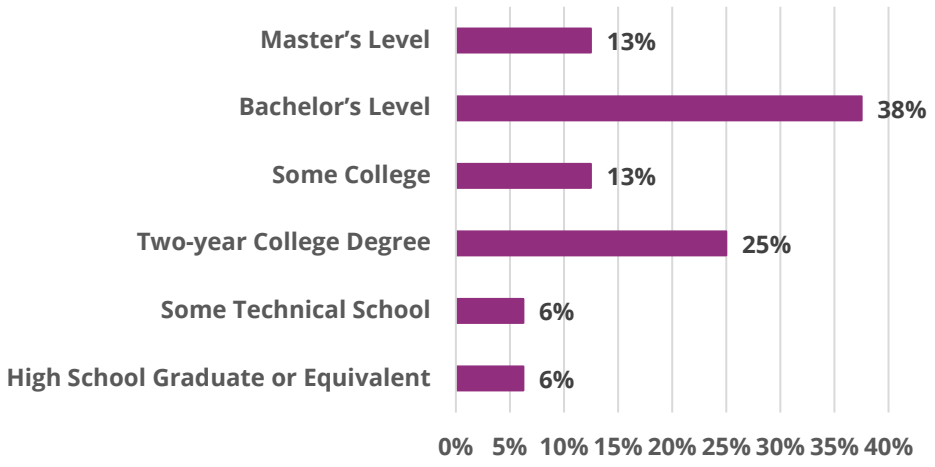
An exit survey was piloted during the Retention Study and was incorporated into agency's' offboarding process to capture demographics of employees leaving and key drivers of attrition. Former employee participants equally represented female and male.

16
Employees

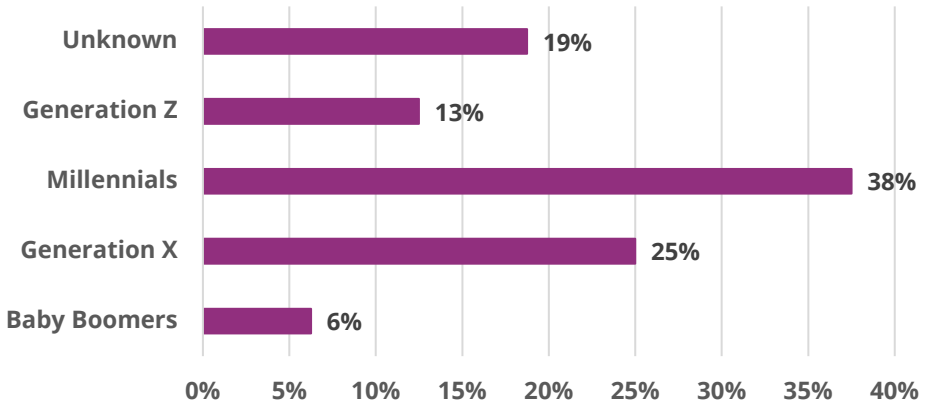
4.81 Years
Average Tenure

88%
of Employees Identified as Team Members

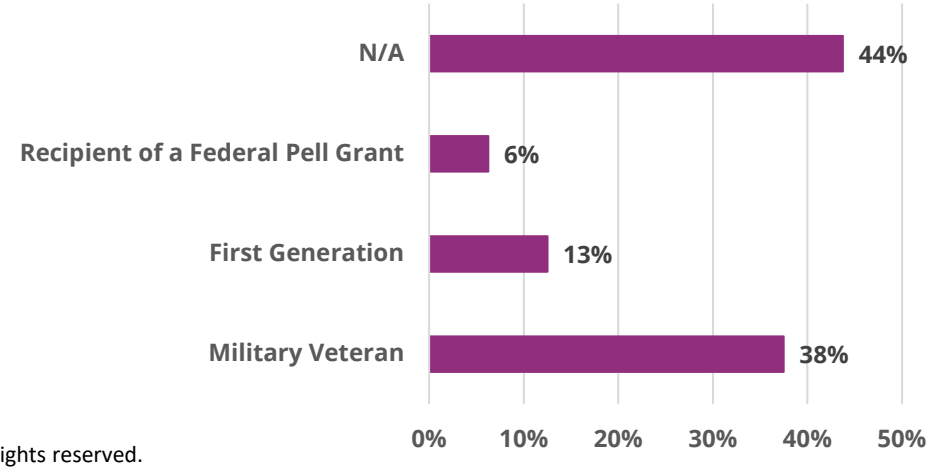
Former Employees' Education Level



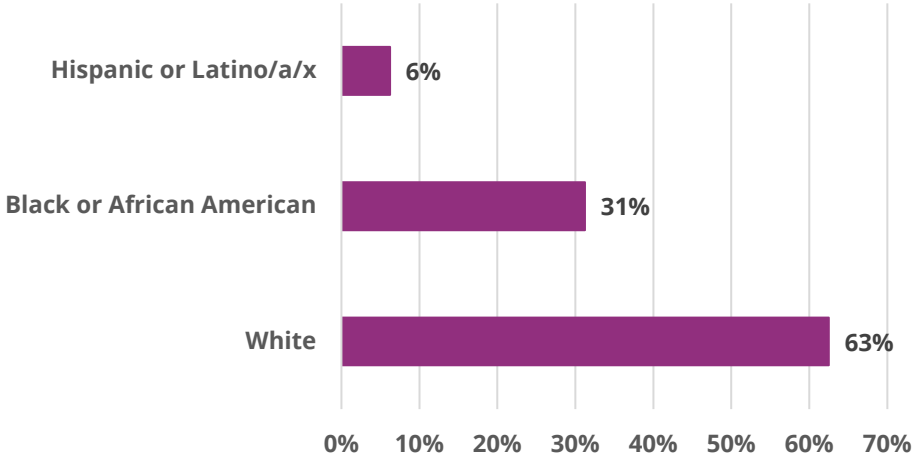
Former Employees' Generation



Former Employees' Other Identities



Former Employees' Race/ Ethnicity



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Top Attrition Factors

Former employees' sentiments indemnified top attrition factors as well as insight into when these employees typical leave, from what agencies, and from what job families.

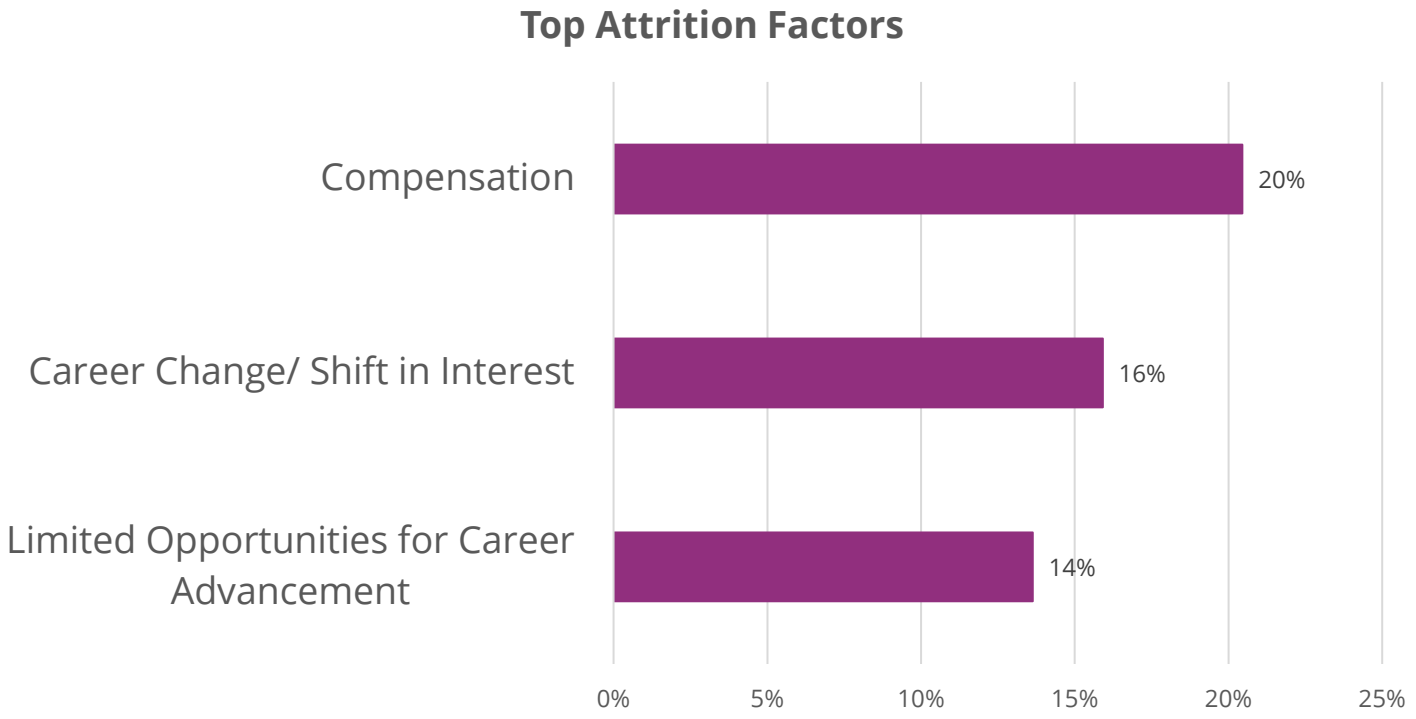
10
Job Families Represented*

8
Agencies Represented*

25%
Primary Work Location = Home/Remote

69%
Primary Work Location = Office

63%
Former Employees with tenure ≤ 3 years



Though 78% of terminations are coded as generic "Resignation", *these* ***top 3 attrition factors*** *from the Employee Exit Survey* ***provide valuable insight as to why employees are leaving the State****.*

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Full list of job families and agencies can be found in the Appendix: Employee Exit Survey Agencies and Job Families.

Recommendations

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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**

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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

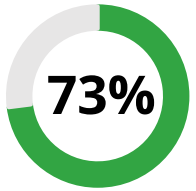
- **Leverage** brand and campaign strategy in recruitment efforts
- **Align** on State of Georgia brand
- **Align** on agency-specific brand strategy

Insights to Consider:

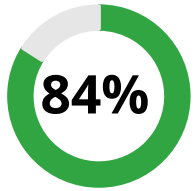
From the Employee Engagement Survey:

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"**

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**

***WSI Recommendation**

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

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 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**

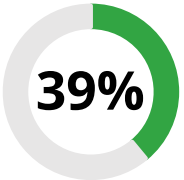
OUTCOMES

- **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

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

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)

***WSI Recommendation**

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**

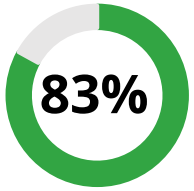
OUTCOMES

- **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

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:

42% Of participants **ranked lack of location flexibility** in their **top 5 reasons they would consider leaving the State**

31% Of participants re-employed with the State cited **location flexibility as a factor for returning**

79% 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 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

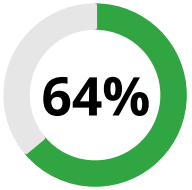
- **Create an Organizational Culture that Integrates Change Management for All Projects that Impact Employees**
- **Incorporate Human Center Designed Practices into Policy Development**
- **Highlight Agency Wins**
- **Develop Clear Communications Around Eligibility and Process For Raises**

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 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 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

Insights to Consider:

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

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 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

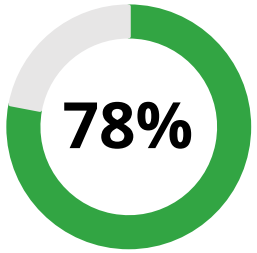
- **Promote Awareness of Office of Inspector General (OIG) Reporting Processes**
- **Establish Escalation Processes and Accountability Measures**

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

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 10: **Design Pre-Management and Management Training Programs**

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

Insights to Consider:

From the Employee Engagement Survey:

85%

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

75%

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

- Support wellbeing and career advancement of employees
- Implement diversity practices into their management style

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

***WSI Recommendation**

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

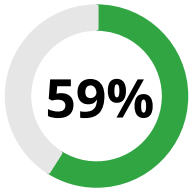
- **Implement a Standardized Onboarding Process**
- **Build Training Library for Critical Skills***
- **Decide the Role of Continued Education in Employee Development***

OUTCOMES

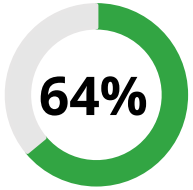
- **Foster** a well-prepared and adaptable workforce
- **Equip** employees with the functional and technical abilities to promote professional growth
- **Support** career growth and advancement opportunities
- **Cultivate** a safer and more effective organization

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

***WSI Recommendation**

Recommendation 12: **Formalize Role Progression**

CHALLENGE

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

ACTIONS

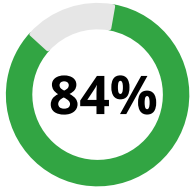
- **Formalize Career Ladders***
- **Develop Rotational Programs**

OUTCOMES

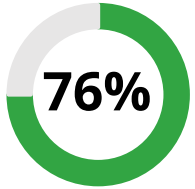
- **Promote** clarity for career opportunities with the state
- **Encourage** professional development
- **Engage** employees by promoting different work experiences

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**

***WSI Recommendation**

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

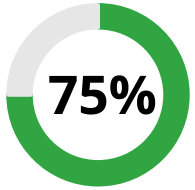
- **Determine Outcome of Performance Management Processes**
- **Create and Implement a Uniform Performance Evaluation Scale**
- **Create Culture Around Receiving and Giving Feedback and Career Trajectory Discussions**

OUTCOMES

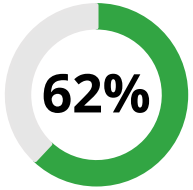
- **Establish** a performance-driven culture to drive an efficient and capable workforce
- **Enhance** employee motivation engagement
- **Gather** holistic perspectives to promote growth and development of employees
- **Ensure** that employees at all levels feel heard

Insights to Consider:

From the Employee Engagement Survey:



Of **participants agree** with the statement "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 14: **Establish a Succession Planning Framework**

CHALLENGE

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

ACTIONS

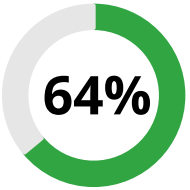
- **Provide Additional Mentorship and Support to Identified Employees to Prepare Them for the Next Role***
- **Identify Next Generation of Leaders Early**
- **Promote High Performers' Engagement**

OUTCOMES

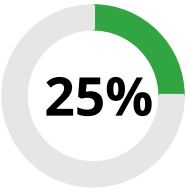
- **Reward** high-performers across the State
- **Improve** leadership and management transitions
- **Prepare** future management to perform at the next level

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

***WSI Recommendation**

Next Steps

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Gathering Additional Feedback

HRA will continue to socialize findings from the employee engagement and exit survey, focus group results, and subsequent recommendations and actions across the State to gather additional feedback from various stakeholder groups.

HRA will continue to socialize findings from:

Employee Engagement Survey	Exit Survey Pilot	Focus Groups	Recommendations and Actions
A State-wide* survey assessed employees' perspectives on culture, engagement, and retention.	An exit survey was piloted during the retention study and was incorporated into agency's offboarding process to capture demographics of employees leaving and key drivers of attrition.	5 WSIW, 9 workforce-wide, 1 executive leadership focus groups were conducted to provide context around retention drivers.	Based on data analysis of the employee engagement and exit survey, and focus group results, 14 recommendations were developed.

*The survey participants are limited to the 62 agencies.

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Appendix

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Data Insights Approach

Data Collection from HRA provides valuable benchmarking statistics for cross-agency and external comparisons.

Data Sets Used

Employee Records 2017-2022

This data set provides **bi-annual employee record data** which will be used for agency-wide headcounts, demographics, and salaries

Transaction Logs 2017-2022

This data set provides **HR transaction data** regarding the hiring and separations of employees over time which will be used for agency-wide annual turnover information

Excluded Groups

The following groups are **excluded** from the Initial Data Insights analysis:

- University System of Georgia
- County Boards of Health
- Community Service Boards
- Employees not listed as Active, Full-Time, Regular*, Primary record

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Regular excludes SCOA Types listed as "Perm lbr" and "Temporary"

Employee Engagement Survey Approach

The Employee Engagement Survey is composed of two main sections which capture key themes and factors relating to retention.

Likert Questions

State of Georgia employees were asked their level of agreement with positive statements regarding the themes below:

State of Georgia Organizational Culture
Do employees feel aligned with the State of Georgia Culture and Vision?

Agency Organizational Culture
Do employees feel aligned with their Agency Culture and Vision?

Job Satisfaction
Are employees satisfied with their role, workload, flexibility, and work/life balance?

Relationships with Management
Do employees feel valued, empowered, and understood by management to perform their tasks?

Leadership and Management
Is management and leadership confident in its training and ability to manage employees?

Management Relationships
How does management and leadership feel about their team dynamics?

Professional Development
Do employees feel supported to continue their continued education, career progression, and general professional development?

Ranking Questions

State of Georgia Employees were asking to rank the below factors for retention, attrition, and re-hiring

1. **Autonomy in managing work**
2. **Work from home flexibility**
3. **Recognition for work**
4. **Relationship with management**
5. **Work environment**
6. **Job alignment to strengths and interests**
7. **Career advancement**
8. **Professional development**
9. **Work/life balance**
10. **Compensation**
11. **Benefits**

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Focus Group Approach

WSI and Employee Engagement Focus groups were performed to generate additional insights and provide context to the survey responses and workforce data analysis.

Conducting Effective Focus Groups

WSI Focus Groups

5 | **One focus group each** for the **five** identified **Workforce Strategies Initiative Workgroups (WSIW).**

Selection: Participants for each Workforce Strategy Initiative Workgroup focus group were identified by HRA and WSIW leaders.

Questions asked in the WSI Focus Groups covered a range of topics including:

- WSI Workgroup Efforts
- Retention
- Top Factors Behind Employees Departure
- Employee Engagement Efforts

Employee Engagement Focus Groups

9 | **Focus groups sessions** spanning the **overall State of Georgia workforce.**

Selection: Employees volunteered for the focus groups via the survey. Participants were randomly selected from agencies with at least 5 but no more than 100 survey responses and the top 18 most response rate agencies.

Questions asked in the Employee Engagement Focus Groups covered a range of topics including:

- Enjoyment and Challenges of the Job
- Professional Development
- Factors for Considering Outside Employment
- Factors for Continuing Employment
- Retention

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Generation Ranges

Generation	Birth Years
Greatest Generation	1936 - 1945
Baby Boomers	1946 – 1964
Generation X	1965 – 1979
Millennials	1980 – 1997
Generation Z	1998 – 2004

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HR Data Extract Agencies

Agency			
Administrative Office of the Courts	Department of Banking and Finance	Department of Veterans Service	Southeastern Technical College
Albany Technical College	Department of Behavioral Health and Developmental Disabilities	Employees Retirement System	Southern Crescent Technical College
Athens Technical College	Department of Community Affairs	Forestry Commission	Southern Regional Technical College
Atlanta Technical College	Department of Community Health	General Assembly of Georgia	State Accounting Office
Atlanta-Region Transit Link Authority	Department of Community Supervision	Gwinnett Technical College	State Board of Pardons and Paroles
Augusta Technical College	Department of Corrections	Lanier Technical College	State Board of Workers' Compensation
Building Authority	Department of Defense	North Georgia Technical College	State Finance and Investment Commission
Bureau of Investigation	Department of Driver Services	Northwestern Technical College	State Properties Commission
Central Georgia Technical College	Department of Early Care and Learning	Oconee Fall Line Technical College	State Road and Tollway Authority
Chattahoochee Technical College	Department of Economic Development	Office of Commissioner of Insurance	Student Finance Commission
Coastal Pines Technical College	Department of Education	Office of Planning and Budget	Subsequent Injury Trust Fund
Columbus Technical College	Department of Human Services	Ogeechee Technical College	Superior Courts
Commission on the Holocaust	Department of Juvenile Justice	Piedmont Technical College	Supreme Court
Correctional Industries	Department of Labor	Prosecuting Attorneys Council	Teachers Retirement System
Court of Appeals	Department of Law	Public Defender Council	Technical College System of GA
DHR – BOCOP	Department of Natural Resources	Public Service Commission	Technology Authority
DHS - Division of Family and Children Services	Department of Public Health	Public Telecommunications Commission	Vocational Rehabilitation Agency
Department of Administrative Services	Department of Public Safety	Savannah Technical College	West Georgia Technical College
Department of Agriculture	Department of Revenue	Secretary of State	Wiregrass Technical College
Department of Audits and Accounts	Department of Transportation	South Georgia Technical College	

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Employee Engagement Survey Responding Agencies

Agency		
Albany Technical College	Department of Early Care and Learning	Office of Commissioner of Insurance
Athens Technical College	Department of Economic Development	Office of Planning and Budget
Atlanta Technical College	Department of Education	Ogeechee Technical College
Atlanta-Region Transit Link Authority	Department of Human Services	Savannah Technical College
Augusta Technical College	Department of Juvenile Justice	South Georgia Technical College
Building Authority	Department of Labor	Southeastern Technical College
Bureau of Investigation	Department of Law	Southern Crescent Technical College
Central Georgia Technical College	Department of Natural Resources	Southern Regional Technical College
Chattahoochee Technical College	Department of Public Health	State Accounting Office
Coastal Pines Technical College	Department of Public Safety	State Board of Workers' Compensation
Columbus Technical College	Department of Revenue	State Finance and Investment Commission
Department of Administrative Services	Department of Transportation	State Properties Commission
Department of Agriculture	Department of Veterans Service	State Road and Tollway Authority
Department of Audits and Accounts	DHS - Division of Family and Children Services	Student Finance Commission
Department of Banking and Finance	Employees Retirement System	Teachers Retirement System
Department of Behavioral Health and Developmental Disabilities	Forestry Commission	Technical College System of GA
Department of Community Affairs	Gwinnett Technical College	Technology Authority
Department of Community Health	Lanier Technical College	Vocational Rehabilitation Agency
Department of Community Supervision	North Georgia Technical College	West Georgia Technical College
Department of Defense	Northwestern Technical College	Wiregrass Technical College
Department of Driver Services	Oconee Fall Line Technical College	

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Employee Exit Survey Agencies and Job Families

Agency	Number of Participants
Columbus Technical College	1
Court of Appeals	1
Department of Corrections	4
Department of Public Health	1
Department of Public Safety	2
Department of Revenue	3
Ogeechee Technical College	3
Southern Crescent Technical College	1

Job Family	Number of Participants
Auditing (State Active Study, District Attorneys, etc.)	1
Education and Training	2
Facilities and Equipment	2
Financial Management	2
Food and Farm	1
Health Care	1
Human Resources	1
Law Enforcement	4
Social Services	1
Support Services	1
Health Care	1
Human Resources	1
Law Enforcement	4
Social Services	1
Support Services	1

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Case Studies

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EMPLOYER BRAND STRATEGY

INDUSTRY INSIGHTS

"Employer branding is gradually becoming **more important** in C-suite conversations, but it's still a **relatively new concept."**

☆☆☆

"This evolution in thinking has undoubtedly been accelerated by the Covid-19 pandemic, which put immense pressure on leaders to **not just communicate their values** but also to **demonstrate them**.

In the face of difficult decisions, employers suddenly had to decide whether their **professed ideals and "north stars"** were real and substantive or mere lip service. They gained a **heightened awareness** of the importance of organizational **purpose, team cohesion,** and **employee experience**."

Source: Harvard Business Review, "Make your employer brand stand out in the talent marketplace"

Related Recommendations
- Recommendation 1
- Recommendation 5

Georgia DOAS

CASE STUDY

Becoming an Employer of Choice in a Tight Labor Market

ISSUE

A large national retailer needed an **employer brand strategy** to **attract** and **retain talent** across a **wide spectrum of jobs**.

SOLUTION

To effectively communicate and engage with these disparate audiences, the organization developed an **overall employer brand, then tailored the goals and language for each department**. They created **micro content** designed to resonate with each department. They included mobile applications for job applications, considering this would be critical to meet their **applicants' needs.**

IMPACT

The company's applicant pool grew significantly, including a diverse mix of backgrounds and jobs. **Weaving these differences into a coherent, unifying brand – with targeted messaging to each community – was critical to success**. The use of technology also shaped their brand as more modern and innovative.

NONTRADITIONAL POPULATIONS FOR TALENT SOURCING

INDUSTRY INSIGHTS

5 Million more job openings than people looking for work[1], yet **unemployment rates** are:

- **27%** for formerly incarcerated individuals[2],
- **8%** for individuals with disabilities[3],
- **6%** for Black Americans[4], and
- **3.7%** overall[5]

[1] *https://www.bls.gov/news.release/jolts.nr0.htm*
[2] *https://go.manpowergroup.com/hubfs/Talent%20Shortage%202022/MPG-Talent-Shortage-Infographic-2022.pdf*
[3] *https://www.route-fifty.com/finance/2022/07/states-and-localities-are-planning-billions-arpa-workforce-spending/374214/*
[4] *https://https://cew.georgetown.edu/cew-reports/3pathways/*

Related Recommendations
- Recommendation 2
- Recommendation 3
- Recommendation 8

Georgia DOAS

CASE STUDY

Second Chance Employers

ISSUE

Organizations are **facing challenges filling job openings** across the US because of the **labor shortage**.

SOLUTION

There is an opportunity to **hire people who were formerly incarcerated** given their high unemployment rates and systemic lack of opportunity. **The Second-Chance Model** leads to the design of supports that focus on supporting the social justice needs of employees and their continued development in the workforce. Supports are viewed as an investment, one with very positive return.

IMPACT

19 companies that fund The Source, a nonprofit designed to support second-chance and other marginalized workers**, report a 219% return on investment**. Studies evidence hires from this population as being **more engaged and loyal**, a recipe for **profitability**. There are also considerable societal benefits: **safer communities, stronger families, reduced racial disparity** in economic outcomes**,** and better use of **taxpayer funds.**

MOBILIZING THE FUTURE OF WORK

INDUSTRY INSIGHTS

86% of executives believe **automation** will enable their employees to focus more on **creative** and **human skill-based work.**

Surveyed executives believe **automation** is helping companies **perform better** by...

- **Retaining Employees - 85%**
- **Saving Time - 71%**
- **Improving Productivity - 63%**

Source: UiPath 2021 Survey
Source: Kelly, Jack. "AI-Powered Bots May Be The Answer to the Great Resignation and War for Talent," Forbes. January 20, 2022.

Related Recommendations
- Recommendation 3
- Recommendation 5
- Recommendation 8
- Recommendation 11

Georgia DOAS

CASE STUDY

Transforming direct care service delivery

ISSUE

Core Services of Northeast Tennessee sought to improve their direct care employees through **technology** and **culture** for **better service delivery**.

SOLUTION

Core Services implemented improvements on **technology**, **employee engagement**, **development**, and **benefits** including:

1. **Enabling technology** for evolving roles and responsibilities
   - Tablets for video communication
   - Smart technology to lock and unlock doors
   - Automated medication dispensers, reducing time employees perform that task, which led to a savings of $10,000/week
2. Worker council for **discussing problems and sharing ideas**.
3. **Training** by the State and Council on **Quality and Leadership**
4. **Benefits** including bonuses for overtime and flexible schedules

IMPACT

Savings created opportunities to **promote employees** to supervisory or other positions and to **improve employee benefits**. Turnover rates fell by 50% and vacancy rates are at 4%, well below the national average. Employees **receive raises if they complete training** with the National Alliance for Direct Support Professionals.

FORMALIZING ROLE PROGRESSION

INDUSTRY INSIGHTS

50% of Gen Zs and **49% of Millennials** think it will become **harder** or **impossible to get a promotion.**

"In a 2021 survey of **state and local** government agencies, **38%** said their **retirement-eligible employees** are **accelerating retirement plans."**

Source: Deloitte 2023 Gen Z and Millennial Report'
Source: Deloitte, "Government can win the talent race – here's how"

Related Recommendations
- Recommendation 4
- Recommendation 10
- Recommendation 11
- Recommendation 12

Georgia DOAS

CASE STUDY

Wisconsin's Direct Care Training and Career Pathways

ISSUE

In Wisconsin, **1 in 4 direct care positions** are **vacant** and **20,000 home care workers** are needed by 2024. If this issue was not addressed, over 100,000 beneficiaries of long-term care services **would not get the services** they need and deserve.

SOLUTION

In 2022, Wisconsin enhanced funding to implement **State-wide training modules** that align with a **direct care career ladder** and offer grant funding opportunities for providers to invest in **workforce training**, including the **development and implementation** of **specialized direct care and manager training programs**. Wisconsin's Department of Health Services (DHS) partnered with the University of Wisconsin Green Bay to support **curriculum development** and **gather input on core competencies**.

IMPACT

Students will be able to take a **proctored competency test** and **gain certification**. Certified direct care employees will then **enter the Wisconsin Certified Direct Care Professional Registry**, which will **track future training, testing, employment and retention**. This program is expected to launch in early 2023.

MANAGEMENT TRAINING

INDUSTRY INSIGHTS

New Workforce Strategy Key Shifts:

- **23% of organizations say their leaders** have the **capabilities to navigate** a constantly evolving workplace.
- **15% of organizations say** their leaders are very ready to **inclusively lead** an **expanding workforce** or **consider broader societal and environmental risks** when making workforce decisions.
- **18% of organizations say** their leaders are ready to **develop the right workplace model.**

Source: Deloitte 2023 Gen Z and Millennial Report'
Source: Deloitte, "Government can win the talent race – here's how"

Related Recommendations
- Recommendation 10
- Recommendation 12
- Recommendation 14

Georgia DOAS

CASE STUDY

A Multipronged Approach to Developing Future Leaders

ISSUE

In 2020, an internal analysis at a large insurer revealed that **at least 50%** of **its top executive officers** were **eligible for retirement in five years**.

SOLUTION

This impending gap led the training team to develop a **leadership program**. The key to success was **various learning activities** while **considering different learning styles** to keep the program interesting. **Feedback was collected** to **ensure the program stayed fresh** with long-term strategy. The program thrived due to:

1. **Executive** sponsorship and access
2. **Refined** tools to **identify candidates**
3. **Diverse** programing

IMPACT

As a result, more than **one-third of the participants** from the first two cohorts have **moved into executive leadership positions**.

HYBRID WORK: A TOP PRIORITY

INDUSTRY INSIGHTS

68% of workers say **a hybrid workplace model is ideal**.

- **77% of Gen Zs** and **75% of Millennials** who are **in remote or hybrid roles** would consider **looking for a new job** if their employer **asked them to work on site full time.**
- **1** of **6** would **immediately start looking** for a new role.
    - **Ethnic minorities**, **LGBT+ respondents**, and **those with disabilities** are **more likely**

Source: Deloitte, "Preparing for the Future of Government Work While Addressing Current Challenges"
Source: Deloitte 2023 Gen Z and Millennial Survey

Related Recommendations
- Recommendation 3
- Recommendation 4
- Recommendation 5
- Recommendation 6

Georgia DOAS

CASE STUDY

Remote Work Strategy at Georgia Institute of Technology

ISSUE

With the current remote model allowing flexibility for some and creating challenges for others, a **holistic review of all roles** was needed to create **policies and practices** that allow all employees to work in the **ideal, adaptive environment** for their role in the institution.

SOLUTION

Recommendations were created based on **Future of Work trends**, **data collection**, and **stakeholder responses** to gain a better understanding of **functions** and **how each role can still thrive in a flexible work environment**. The strategy was centered around the student experience and incorporated culture, equity, technology, policy, talent lifecycle and space/physical environment considerations. **11 personas** were designed to understand types of roles and the **impact of hybrid work**.

IMPACT

A **Campus Action Plan** was created factoring in the preferences of employees as well as **feasibility** to **maintain adaptive work** while still holding employees responsible for their work responsibilities. It also **proposed flexible working options** and **benefits**. The Action Plan identified **short** and **long-term steps** to implement in a timely, effective manner.

HUMAN CENTERED CHANGE

INDUSTRY INSIGHTS

Change efforts aren't delivering results...

- **57%** of workers polled lacked confidence that change efforts would have desired effects.
- **70%** of large-scale change initiatives fail to meet long-term goals.

...causing Change Fatigue...

- **65%** of executives, managers, and employees have experienced Change Fatigue.
- **77%** of people surveyed said their organization had reached a point of "change saturation."

...and demand for a better approach.

- **92%** believed **better change management** would **improve the customer experience they provide to citizens**.
- **72%** believed **better change management** would have **positive outcomes on their mission-driven projects**.

Source: Deloitte, "Government & Public Sector Human-Centered Design"

Related Recommendations
- Recommendation 5
- Recommendation 7
- Recommendation 11

Georgia DOAS

CASE STUDY

Human-Centered Policymaking

ISSUE

The Medicare Access & CHIP Reauthorization Act of 2015 (MACRA) required CMS to make improvements to the HealthCare.gov website. They had to conduct a **public awareness campaign**, **build the technical platforms**, and **strategize the work necessary** to administer the program. CMS had to

- **Educate** millions of physicians and healthcare providers about new rules they were creating, which would affect the physician's pay.
- Build a **user-friendly set of online tools** for healthcare professionals

SOLUTION

Feedback from doctors in the field was used **to design an iterative, user-centered approach** which was important for both the implementation and the policy itself. With the goals of **high participation, performance improvement, and low burden** (especially for small practices and rural doctors), the agency was tasked to use **agile methodologies** to support those goals.

IMPACT

CMS released the website and received **strong accolades on social media from across the healthcare industry for its usefulness and design**. USDS believed collecting this positive feedback generated political will for similar agile and design-led interventions in the future. Since then, they have **continued to use a human-centered approach** for subsequent policy changes.

PROMOTING EMPLOYEE ENGAGEMENT

INDUSTRY INSIGHTS

"While only **32%** of U.S. employees overall were **engaged in 2022,** there are organizations that have **more than doubled this percentage.**"

New Workforce Strategy Key Shifts:

- Organizational **culture** and **values** to **guide business decisions**
- Performance, collaboration, employee well-being, and the customer at the **center of how work gets done**
- Strong **connection** between managers and employees
- **Equipping managers** with skills and tools to have ongoing meaningful conversations with employees

Source: Gallup, "US Employee Engagement Needs a Rebound in 2023"

Related Recommendations
- Recommendation 7
- Recommendation 8

Georgia DOAS

CASE STUDY

Engagement as a Tool to Foster High-Level Employee Performance

ISSUE

A logistics company faced **high employee turnover**. Exit interviews suggested **employee engagement** was low and was impacting its bottom line. The central HR team was tasked with assessing solutions that can be implemented to address concerns.

SOLUTION

An employee engagement program was launched that included a survey and follow-up action plan. The central HR team worked with department managers to develop techniques and ideas for improving results and initiating solutions specific to their offices. When an initiative was tested and successful, they would scale the program to other departments.

1. **Identify your weaknesses** and respond to these areas
2. **Execute leadership actions** to drive sustained results
3. **Challenge your organization** to go above and beyond

IMPACT

After two years, **engagement scores** surpassed the 90th percentile benchmark in 5 of the eight core measurements. They saw **improvements in the scores, decreased attrition rates, and improved profitability**.

TRAINING FOR THE FUTURE

INDUSTRY INSIGHTS

58% of the workforce **needs new skills to get their jobs done.**

Organizations that embed a skills-based approach are....

- **63% more likely to achieve results** than those that have not adopted skills-based practices[1]
- **77% of business and HR executives** say flexibly moving skills is **critical to navigating future disruptions**[1]
- **66% of workers** say they would be **more likely to be attracted to and remain at an organization** that values and makes decisions based on their skills and potential[1]

Source: Deloitte 2023 Global Human Capital Trends Report

Related Recommendations
- Recommendation 10
- Recommendation 11
- Recommendation 12
- Recommendation 14

Georgia DOAS

CASE STUDY

Training Future Leaders

ISSUE

A multinational technology company with a variety of organizational functions faced challenges with **succession planning** and **skill development**. The company wanted to make sure the **values and culture** established by the founder were maintained with the **next generation** of employees.

SOLUTION

The company created a **corporate university with immersive, hands-on training programs to promote leadership development.** Curriculum includes the history of the organization and lessons from outside the company. The university targets high potential mid-level management and is invitation only.

IMPACT

The organization demonstrated a **commitment to learning, increase in employee engagement,** and had a strategy to maintain **knowledge management** of leadership best practices that align with the **company's vision and goals.** Participants felt **more motivated** and **empowered** since they felt like **leadership cared** about their development. The program supported the next generation of leaders and succession planning.

PERFORMANCE MANAGEMENT

INDUSTRY INSIGHTS

60% of Gen Zs want **multiple check-ins** with their manager.

New Workforce Strategy Key Shifts:

- Transition from "management by walking around" to **outcomes-oriented approaches**
- Focus on **workforce engagement**
- A culture of **ongoing feedback** with a focus on **embedding performance management into work**

Source: Deloitte, "Preparing for the Future of Government Work While Addressing Current Challenges"

Related Recommendations
- Recommendation 5
- Recommendation 11
- Recommendation 13

Georgia DOAS

CASE STUDY

A Culture of Performance Management

ISSUE

An energy company had a performance management system that had **no cascading objectives**, discussed performance **only during annual reviews**, and no **360-degree feedback tools**.

SOLUTION

The company created a new approach that relies on continuous dialogue and sharing accountability. Rather than a formal, once-a-year performance discussions, managers and their direct reports hold **regular, informal "touchpoints"**. Managers were provided **performance management training courses** to enhance their approaches. A custom online system helps to track performance discussion notes and documents to **compile performance data**.

IMPACT

The company is now considered a leader in performance management. Managers learned to **coach rather than critique**. **Feedback is tailored** to the employee. Development is **forward looking and ongoing**. Data can be used to make **performance-based decisions like promotions**.

IDENTIFYING THE NEXT GENERATION OF LEADERS

INDUSTRY INSIGHTS

74% of **Gen Zs** and **Millennials** say they would **separate** from their companies because of a **lack of support** when it comes to **building skills** and **providing career opportunities.**

"Employees feel **empowered** to **seek out an employer** that truly **supports their long-term career goals and ambitions**."

Source: Fortune, "Millennials, Gen Z want skill development at work or they'll quit"

Related Recommendations

- Recommendation 2
- Recommendation 7
- Recommendation 8
- Recommendation 11
- Recommendation 14

Georgia DOAS

CASE STUDY

Attracting and Retaining Millennial Talent

ISSUE

A large construction company sought to **revamp the way it engages with millennials** within their organization to ensure they feel **valued**, **empowered**, and **critical to the success** of the organization. They sought to improve recruiting, engagement, and retention of new hires.

SOLUTION

The company established a "**Young Professional Group**" that aims to keep millennials invested in and **aware of the different innovations** at the company. The YPG hosts a wide variety of **social and development activities**, **panels**, **networking events**, and **mentorship opportunities** to connect and **engage millennials with each other** and **senior leadership**.

IMPACT

The company was able to help foster the **culture** and **connection** between **employees across generations**. As **new hires**, **all are invited** to provide **equitable access** to these opportunities.