

Department of Administrative Services

Lead. Empower. Collaborate.

Quarterly HR Community Meeting

Human Resources Administration

August 15, 2023



Welcome

Al Howell

Deputy Commissioner

Human Resources Administration

Department of Administrative Services

**Quarterly
HR Community Meeting
AGENDA**

**August 15, 2023 10:00am – 12:00pm
Via MS TEAMS**

AGENDA

10:00 AM – 10:05 AM

**Welcome
Al Howell, DOAS**

10:05 AM – 10:25 AM

**NextGen Update
Frederick Jenkins, SAO**

10:25 AM – 10:45 AM

**Flexible Benefits – Open Enrollment
Leneequa Morris, DOAS**

10:45 AM – 11:45 AM

Statewide Retention Study

**Al Howell, DOAS
Statewide Retention Study**

**Introduce Kristy McClendon, DOAS
Manager, Recruitment, and Retention Unit**

**Retention Study Feedback - HR Community
Latatia West, DOAS**

11:45 AM – 12 PM

**Wrap-Up
Al Howell, DOAS**

NextGen Update

Frederick Jenkins
Deputy CIO
State Accounting Office



NextGen Project Updates

HR Community Meeting

8.15.2023



NEXTGEN

sao.ga.gov/NextGen

Background on NextGen Project



What is NextGen?

Enterprise-wide digital transformation effort that will change the way Georgia conducts back-office financial and human resources processes

Modernized cloud-based ERP software solution to replace the 20+ year old PeopleSoft TeamWorks system

Single enterprise platform for consistent, streamlined business processes with a more robust reporting model to enable users to make data-driven business decisions

Support platform to enhance customer service between agencies and to Georgia residents

NextGen Vision & Mission

VISION

To transform state government processes by leveraging secure, flexible, and intuitive technology that promotes transparency, increases efficiency, and enables excellent customer service

MISSION

Continuously optimize user experience and business processes in human capital management, finance and procurement enabled by a unified platform

NextGen Values



Transparency

We build and maintain trust by ensuring that data will be universally accessible to a variety of stakeholders and easily consumable through simplified reporting and visual dashboards.



Integrity

We maintain data to ensure that it can be relied upon to make decisions and all legal and regulatory requirement are met.



Security

We design and configure systems to protect confidentiality, ensure availability, prevent fraud, enable business continuity and maintain security protocols.



Efficiency

Enabled by technology, we foster user self-sufficiency by continuously improving business processes to maximize productivity and reduce manual input.



Customer-focused

We provide our external customers and internal system users with an intuitive, user-friendly experience and maintain a customer service feedback loop.



Accountability

We earn credibility by fulfilling commitments, establishing standardized processes and ensuring a system of checks and balances.

Desired Outcomes



OPTIMIZED WORKFORCE

- Improve employee and organizational efficiency, maximize use of resources and promote collaboration across the enterprise of state government.
- Reduce redundancy of tasks by automating processes to enable employees to increase focus on agency missions.



ENABLED DECISION-MAKING

- Ensure data quality, transparency, and integrity by instituting system-enabled checks and balances and standardizing data elements.
- Provide availability of data for predictive analytics using dashboards available through system-generated reporting as well as ad-hoc capabilities.



MODERN STAKEHOLDER EXPERIENCE

- Enhance user experience through easy-to-use, intuitive technology, accessible training and adoption of standard business processes.
- Ensure stakeholder inclusion in process development and system configuration activities to achieve standardization.



EFFICIENT STEWARDSHIP

- Leverage delivered capabilities to increase transparency of spend and ensure accountability of business operations.

Why do we need NextGen?



Adaptable to the modern workforce with access from any device



End-user friendly interfaces for quicker views and analysis



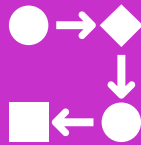
Embedded efficiencies to reduce data entry



Real-time data analytics and dashboard reporting



Streamlined workflow for paperless approvals and controls



Consistent processing of like tasks between agencies



Engaged staff with inherent learning & training tools



Enhanced recruitment with simplified onboarding

Overview of TeamWorks

Administrative applications that deliver back-office tools for statewide organizations

Human Capital Management

HR transactions (Transfers, Promotions, Leaves, Termination, etc.)
Benefits Deduction Management
Compensation
Performance Management
Payroll
Labor Distribution
Employee Self Service
Manager Self Service

New features in future system:

Talent Acquisition / Recruiting
Learning Management

Financial Management

General Ledger
Asset Management
Cash Management and Cost Allocation
Accounts Receivable and Billing
Budgeting/Planning/Forecasting
Accounts Payable
Purchasing
Project Costing
Vendor Management
Purchasing Card
Travel and Expense

New features in future system:

Grants Management
Contract Management

NextGen Phases



PHASE 0

Competitive evaluation

- Evaluating vendors and services including project planning, change management, staffing and backfill
- Identify subject matter experts to participate in analysis
- Process mapping



PHASE 1

Supplier Selection

- Determine build requirements
- Continue process mapping

Current Phase



PHASE 2

Implementation

- Design, development, configuration, testing, training
- Create future statewide support organization



PHASE 3

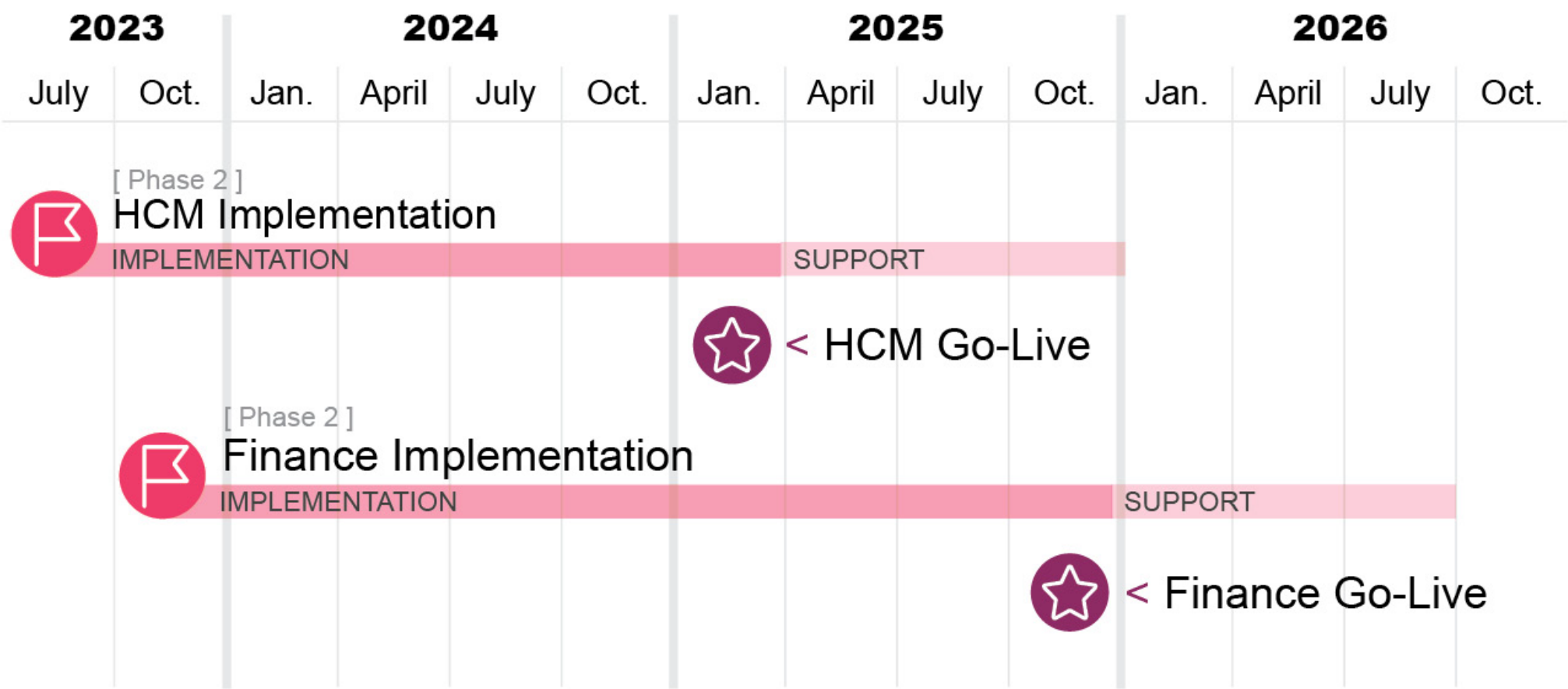
Optimization

- Refine processes
- Deploy additional functionality if needed

Program management, change management, data governance

Project Timeline

PROJECT TIMELINE [by calendar year*]



* State fiscal years (FY) run from July 1 - June 30 (i.e. FY2024 began July 1, 2023)

ERP System Complexity

2,900+

Configuration Requirements

22,654

Active Reports

200+

Processes

1,382

Banks

100+

Interfaces and Applications

1,700+

Budget Trees

74,000

Active Employees

1,800+

Manual ACFR Forms

60,000

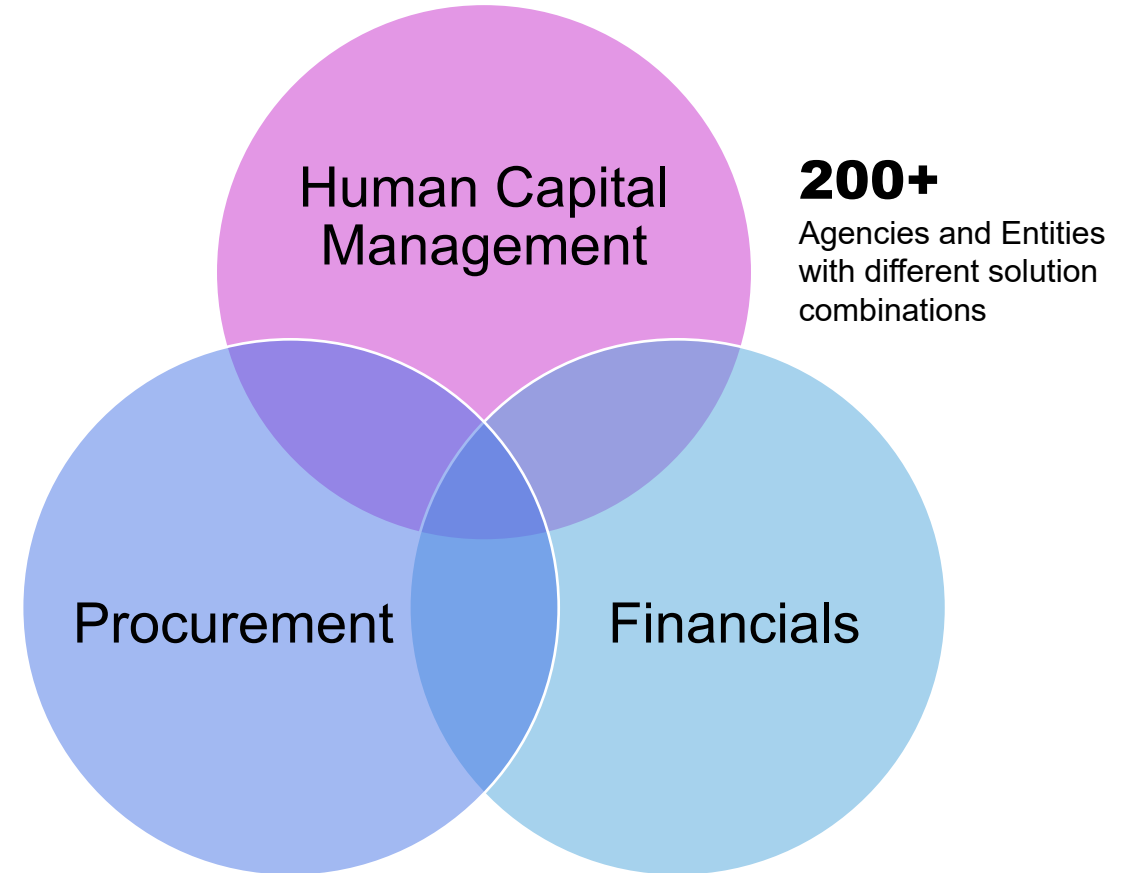
Vendors

710,000

Employee Candidate Records

70,000

Learning Management System Users



Timekeeping for NextGen Project



Timekeeping Reminder for NextGen Project

Record Time

- Anyone who participates in NextGen project activities should record their time.

Use Combination Codes within TeamWorks

- Currently using XX-ERP-IMP
- Training / orientation use XX-ERP-TRN

Timekeeping Code	4XX-ERP-IMP (Implementation)	4XX-ERP-OPS (Operations)	4XX-ERP-TRN (Training)
Example Activities	Design of the chosen path (includes configuration, coding, testing, etc.) Workshops Process Map Review Requirements Review	Maintenance, troubleshooting, etc.	Training costs, including payroll costs, for those preparing, providing or attending training.
Effective Date	As of February 1, 2023	As of future date, SAO will notify when in this stage	Any time period

Combination Code
407-ERP-IMP

Use Spreadsheets if outside of TeamWorks


- Weekly (employees/contractors)
- Quarterly (organization - provide to SAO)


New ERP Timesheet											
Organization Name											
Pay Period Start Date: 2/15/2023											
Pay Period End Date: 2/22/2023											
Employee or Contractor Name: Manager:											
Day											
Monday	Month	Employee or Contractor Name	Employee or Contractor Rate	Implementation Hours (ERP-IMP)	Operational Hours (ERP-OPS)	Training Hours (ERP-TRN)	Total ERP Hours	Implementation Hours x Rate	Operational Hours x Rate	Training Hours x Rate	Total ERP Hours x Rate
Tuesday	Jul-22						-	\$0.00	\$0.00	\$0.00	\$0.00
Wednesday	Aug-22						-	\$0.00	\$0.00	\$0.00	\$0.00
Thursday	Sep-22						-	\$0.00	\$0.00	\$0.00	\$0.00
Friday	Oct-22						-	\$0.00	\$0.00	\$0.00	\$0.00
Saturday	Nov-22						-	\$0.00	\$0.00	\$0.00	\$0.00
Sunday	Dec-22						-	\$0.00	\$0.00	\$0.00	\$0.00
	Jan-23						-	\$0.00	\$0.00	\$0.00	\$0.00
	Feb-23						-	\$0.00	\$0.00	\$0.00	\$0.00
	Mar-23						-	\$0.00	\$0.00	\$0.00	\$0.00
	Apr-23						-	\$0.00	\$0.00	\$0.00	\$0.00
	May-23						-	\$0.00	\$0.00	\$0.00	\$0.00
	Jun-23						-	\$0.00	\$0.00	\$0.00	\$0.00


A Look at Workday





Workday – Employee Dashboard


 MENU





 Search





 5






Good Afternoon, Oscar Hamilton

It's Tuesday, July 25, 2023


Awaiting Your Action





Benefit Event: Oscar Hamilton on 07/03/2023
My Tasks - 17 day(s) ago
DUE 07/14/2023

Waitlist in Course: Workplace Harassment & Discrimination

Your Top Apps


**Dashboards**

**Expenses**




Workday – Employee Dashboard


Awaiting Your Action




Benefit Event: Oscar Hamilton on 07/03/2023
My Tasks - 19 day(s) ago
DUE 07/14/2023




Waitlist in Course: Workplace Harassment & Discrimination
My Tasks - 1 year(s) ago
DUE 06/11/2022





Enroll in Content: Introduction to Workday Learning
My Tasks - 1 year(s) ago
DUE 06/02/2022


 [Go to My Tasks \(5\)](#)


Your Top Apps

 Dashboards

 Expenses

 Benefits

 Favorites

 [View All Apps](#)

Workday – Employee Dashboard

Your Team



Rhonda Mitchell's Birthday is Thursday, July 27, 2023

Send an email to help mark the occasion

[Send an Email](#) 

Timely Suggestions



You Have Assigned Learning Due Soon

Complete this training before Monday, July 25, 2022

[Start Learning](#)

Announcements



Help Us to Create a Great Place to Work for ALL

We are committed to creating a great place to work for ALL...



Good People Know Good People

Our best and most powerful asset are our people and we ...



Annual Picnic

You and your family are cordially invited to attend the...

▼ [View More Announcements](#)



Workday – Employee Dashboard

Recommended for You



Understand Your People Network

Based on your role

[View Org Chart](#)



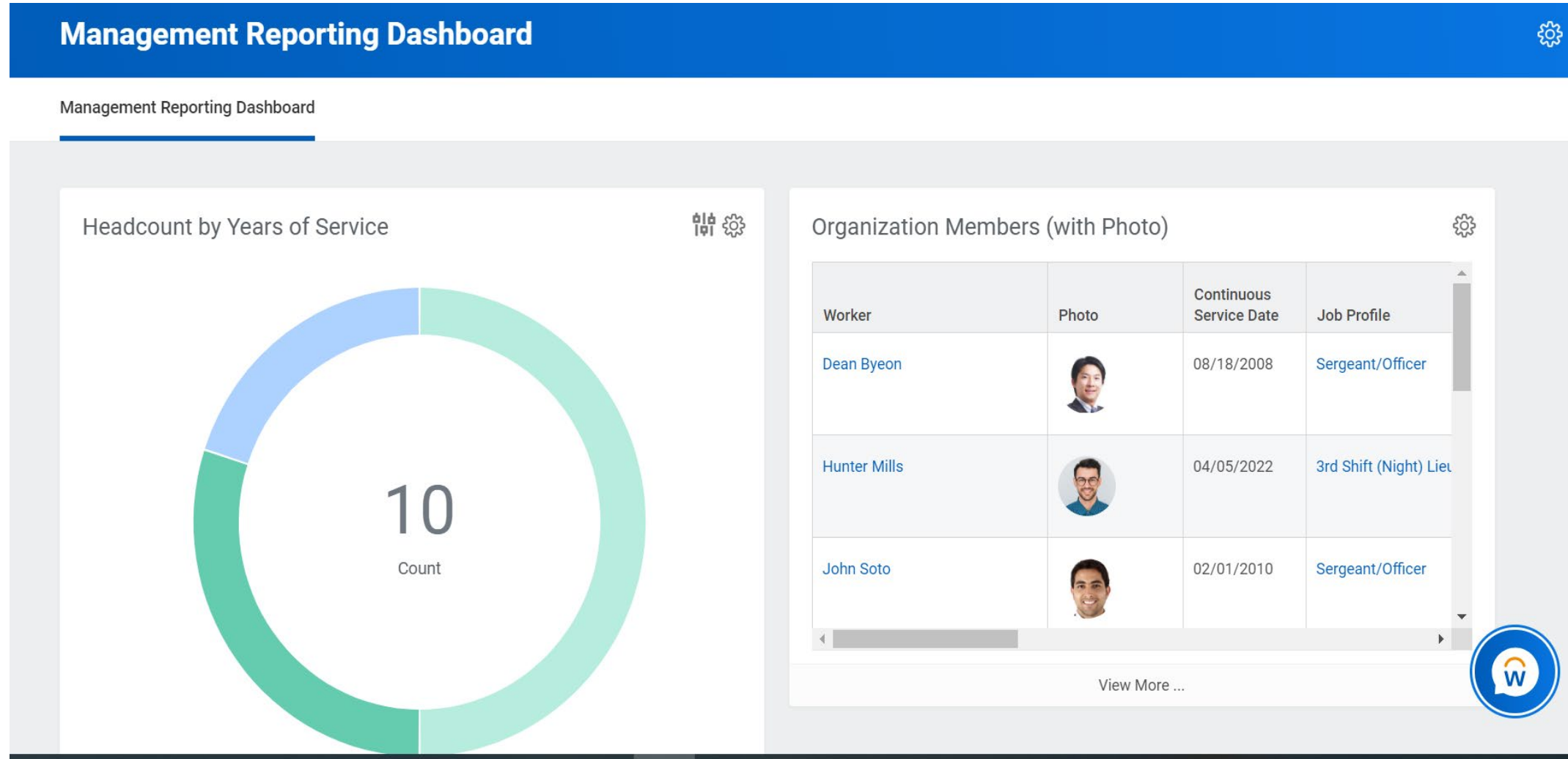
Showcase Your Best Self with Your Profile

Based on your most popular actions

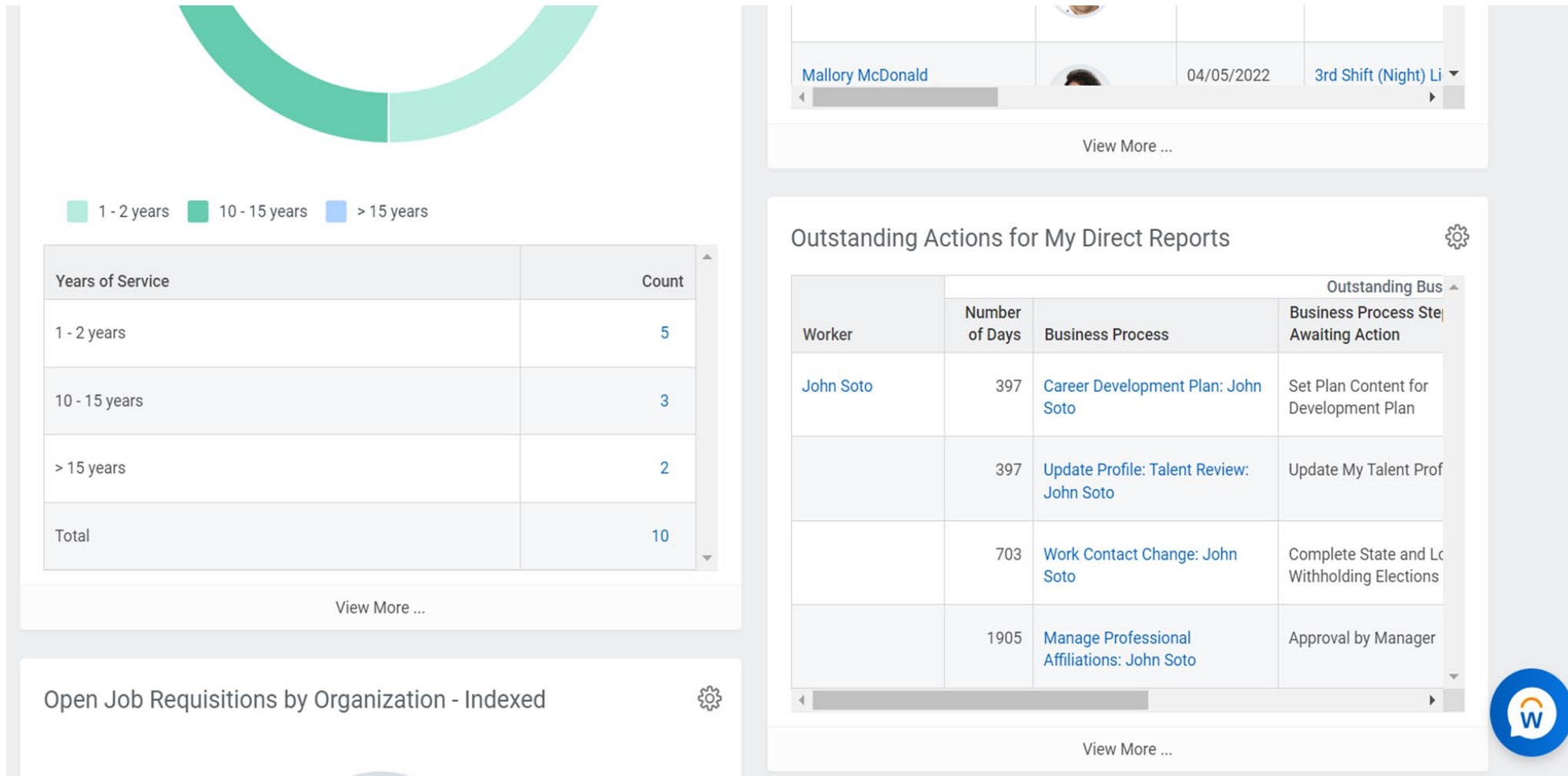
[Manage Profile](#)



Workday – Manager Dashboard



Workday – Manager Dashboard



Workday – Manager Dashboard

Open Job Requisitions by Organization - Indexed

View More ...

Direct Reports Compensation Summary

Employee ID	Employee	Position	Frequ
1360	Dean Byeon	P-1472 Police Officer - Dean Byeon	Hourl
99924	Hunter Mills	P-99935 3rd Shift (Night) Lieutenant - Hunter Mills	Hourl

Affiliations: John Soto

View More ...

Expenses for My Organizations

View More ...

What to Expect when the System Implementer (SI) is Onboard



Implementation Project Approach

Initial Planning and Foundation Decisions (Foundation Data Model)

Two waves of Workday implementation

- **Wave 1: HCM and Payroll**
- Wave 2: Finance and Procurement

Each wave will have the following phases:

- Design
- Build (Configure)
 - Conversion
 - Validation
- Test
- Train
- Deploy

Agency Engagement

Process Mapping – Complete

- Subject Matter Experts (SMEs) from 60 agencies participated
- More than 200 processes mapped
- Thank You!

What's Next:

Provide key business leadership and SMEs in several functional areas

Agency validation and testing

Data Cleansing Activities



- Validation and Testing
 - Reports to position (ePerformance)
 - Requisition data
 - Training records
 - Security access
- Standardization
 - Pay codes and earnings codes
 - How we do personnel actions
 - Definitions
 - Pay
 - Performance
- Clean up data
 - Open Job Requisitions
 - Vacant Positions
 - Departments not being used



| NEXTGEN

Questions about NextGen

sao.ga.gov/NextGen

NextGen@sao.ga.gov

Flexible Benefits Update

Leneequa Morris

Benefits Manager

Human Resources Administration

Department Of Administrative Services

2023 Open Enrollment for Plan Year 2024

Begins: October 16, 2023 at 1:00 a.m. ET

Ends: November 4, 2023 at 12:59 a.m. ET

During Open Enrollment, eligible active employees may:

- Enroll in Flexible Benefits coverage
- Change plan options and/or vendors
- Enroll eligible dependents
- Drop covered dependents
- Decrease or increase coverage tiers
- Discontinue Flexible Benefits plan option(s)

Important Notes:

- Flexible Benefits plan options, excluding the Flexible Spending Accounts (Health Care and/or Dependent Care) will automatically roll over to the Plan Year 2024.
- Flexible Spending Accounts do not automatically roll over. If employees want to continue their FSA(s) contributions for the Plan Year 2024, they must re-enroll during this OE period.



2024 Flexible Benefits Program Enhancements and Changes

Effective January 1, 2024:

- HealthEquity/WageWorks – Health Care Flexible Spending Account (HCFSAs)

2023 HCFSAs Limit	2024 HCFSAs Limit
\$2,850.00	\$3,050

- MetLife One-Up Campaign for Employee Life Insurance is Back!
- Unum Long Term Care (LTC) rates will increase by 9.9% for all plan options

Note: The LTC rates are regulated by GA Office of Insurance Commissioner.

2024 Flexible Benefits Program Enhancements and Changes cont'd

- Dental Implant coverage added to the DHMO, which increases the rates by 2.69%

Cigna DHMO	Plan Year 2023	Plan Year 2024
Employee Only	\$21.95	\$22.52
Employee + Spouse	\$39.98	\$41.04
Employee + Child(ren)	\$49.57	\$50.89
Employee + Family	\$59.13	\$60.71

- Note: The \$.70 administrative fee is included in the monthly rates above.

2024 Flexible Benefits Program Enhancements and Changes cont'd

- The Standard's Short-Term Disability maximum benefit salary limit will increase

STD - 2023	
Benefit Percentage	60% of first \$1,667 of weekly earnings
Maximum Weekly Benefit	\$1,000
Maximum Covered Annual Earnings	\$86,684

STD - 2024	
Benefit Percentage	60% of first \$2,500 of weekly earnings
Maximum Weekly Benefit	\$1,500
Maximum Covered Annual Earnings	\$130,000

- Late Entrant Penalty (60 days) is being removed for this Open Enrollment
- Premiums will increase on participants whose salaries are more than Plan Year 2023 maximum covered annual earnings.

2024 Flexible Benefits Program Enhancements and Changes cont'd

- The Standard's Long-Term Disability maximum benefit salary limit will increase

LTD - 2023	
Benefit Percentage	60% of first \$8,333 of monthly earnings
Maximum Monthly Benefit	\$5,000
Maximum covered annual income	\$100,000

LTD - 2024	
Benefit Percentage	60% of first \$16,667 of monthly earnings
Maximum Monthly Benefit	\$10,000
Maximum covered annual income	\$200,000

- Evidence of Insurability will be waived during this Open Enrollment for employees who have not been previously denied LTD enrollment
- Premiums will increase on participants whose salaries are more than Plan Year 2023 maximum covered annual earnings.

2023 Flexible Benefits Program Enhancements and Changes cont'd

- MetLife's Employee Life, Spouse Life and Child Life rate changes

	PY 2023 MetLife	PY 2024 MetLife		PY 2023 MetLife	PY 2024 MetLife		PY 2023 MetLife	PY 2024 MetLife
	Rates/1000	Rates/1000		Rates/1000	Rates/1000		Rates	Rates
Employee Life			Spouse Life (based on Spouse Age)			Dependent Life Child(ren)		
< age 29	\$0.04	\$0.040	< age 29	\$0.04	\$0.062	\$3,000	\$0.22	\$0.268
30-34	\$0.05	\$0.050	30-34	\$0.05	\$0.078	\$6,000	\$0.44	\$0.537
35-39	\$0.07	\$0.063	35-39	\$0.06	\$0.093	\$10,000	\$0.74	\$0.903
40-44	\$0.09	\$0.073	40-44	\$0.08	\$0.116	\$15,000	\$1.11	\$1.354
45-49	\$0.13	\$0.103	45-49	\$0.11	\$0.159	\$20,000	\$1.48	\$1.806
50-54	\$0.20	\$0.159	50-54	\$0.18	\$0.260			
55-59	\$0.32	\$0.248	55-59	\$0.29	\$0.382			
60-64	\$0.44	\$0.339	60-64	\$0.44	\$0.580			
65-69	\$0.84	\$0.605	65-69	\$0.84	\$1.107			
70+	\$1.36	\$0.952	70+	\$1.36	\$1.792			
AD&D (Employee only)								
All ages	\$0.02	\$0.02						

- MetLife One-Up Campaign for Employee Life Insurance is Back!
- Employee Life rates decreased on certain age bands
- Spouse Life and Child Life rates increased
- No rate changes for the Accidental Death & Dismemberment (AD&D) plan options

2024 Flexible Benefits Program Enhancements and Changes cont'd



- Voya is the new vendor for Critical Illness Insurance, Accident Insurance, Hospital Indemnity Insurance and Cancer Insurance

- Critical Illness Insurance

- Lower Employee and Spouse Critical Illness Rates
- Child Critical Illness Insurance (separate option)
- 2023 age bands will carry over
- Evidence of Insurability requirement has been removed
- Wellness Benefits for all options
- Coverage levels of \$40,000 and \$50,000 are no longer available for new enrollees

Note: Current participants will be grandfathered if they are enrolled in these coverage levels.

Critical Illness, Accident, Hospital Indemnity, and Cancer Plan Highlights

Critical Illness	PY 2023 (Current)	PY 2024 (Voya)
Lump sum benefits	Both provide benefits for: Heart Attack, Stroke, Major Organ Transplant, Renal Failure, Cancer, Coma, Sever Burns, Loss of sight/hearing/speech, Paralysis, Alzheimer's Disease, Coronary Artery Bypass; Child specific benefits: Down Syndrome, Cystic Fibrosis, Cerebral Palsy, Cleft Lip or Palate, Spina Bifida	
	n/a	Voya Enhancements: ALS, Parkinson's Disease, Benign Brain Tumor, Multiple Sclerosis, Bacterial Meningitis, Huntington's Disease, Legionnaire's Disease, Lyme Disease, Muscular Dystrophy, Sickle Cell Anemia, Systemic Lupus, Tuberculosis, COVID 19 Hospitalization, Family Travel Benefits
First Occurrence Benefits	100%	100%
Re-Occurrence Benefits	50%	100%
Additional Occurrence Benefits	50%	100%
Annual Wellness Benefit	\$100 EE and SP only	\$100 EE, SP and Child(ren)

Accident Insurance	PY 2023 (Current)	PY 2024 (Voya)
Schedule of Benefits based on type of accident	PY 2024 plan design mirrors current schedule of benefits with the following Voya Enhancements:	
Fractures	\$360 to \$6,750; close / open reduction	\$360 to \$9,000; closed/open reduction
Dislocations	\$320 to \$3,900; closed / open	\$320 to \$7,200; closed / open

HI and Cancer benefits are new plans for PY 2024


Hospital Indemnity	New Benefit: PY 2024 (Voya)
Lump Sum Benefits	\$1,000 Hospital Confinement
	\$200 per day confinement; 31-day max
	\$400 per day ICU confinement; 10 <u>max</u>
	Medical travel & Companion lodging
Annual Wellness Benefits	\$60 EE and SP only

Cancer	New Benefit: PY 2024 (Voya)
Schedule of Benefits	Benefits paid based on cancer diagnosis, treatments performed, and services rendered
Annual Wellness Screening	\$60 EE, SP, Child(ren)

 PY2024 key enhancements

- Employees can elect any combination of benefits
- All plans are portable

Voya's Rates

Group Critical Illness				
	PY2023 Incumbent AFLAC		PY2024 Voya	
Issue Age Monthly Rates	Employee Rates	Spouse Rates	Employee Rates	Spouse Rates
Maximum Benefit	\$5,000		\$5,000	
18-29	\$3.41	\$3.41	\$2.63	\$2.63
30-39	\$5.03	\$5.03	\$3.83	\$3.83
40-49	\$9.40	\$9.40	\$7.08	\$7.08
50-59	\$15.02	\$15.02	\$11.23	\$11.23
60 +	\$23.28	\$23.28	\$17.33	\$17.33
Maximum Benefit	\$10,000		\$10,000	
18-29	\$5.30	\$5.30	\$4.03	\$4.03
30-39	\$8.54	\$8.54	\$6.43	\$6.43
40-49	\$17.29	\$17.29	\$12.93	\$12.93
50-59	\$28.52	\$28.52	\$21.23	\$21.23
60 +	\$45.04	\$45.04	\$33.43	\$33.43
Maximum Benefit	\$20,000		\$20,000	
18-29	\$9.08	\$9.08	\$6.83	\$6.83
30-39	\$15.56	\$15.56	\$11.63	\$11.63
40-49	\$33.06	\$33.06	\$24.63	\$24.63
50-59	\$55.52	\$55.52	\$41.23	\$41.23
60 +	\$88.57	\$88.57	\$65.63	\$65.63
Maximum Benefit	\$30,000		\$30,000	
18-29	\$12.86	\$12.86	\$9.63	\$9.63
30-39	\$22.58	\$22.58	\$16.83	\$16.83
40-49	\$48.82	\$48.82	\$36.33	\$36.33
50-59	\$82.52	\$82.52	\$61.23	\$61.23
60 +	\$132.09	\$132.09	\$97.83	\$97.83
Child(ren) Rate, all ages 			\$1 = \$5,000 benefit \$2 = \$10,000 benefit \$3 = \$15,000 benefit	

	Accident		Hospital Indemnity (New)		Cancer (New)	
	PY2023 Current	PY2024 Voya	PY2023 Current	PY2024 Voya	PY2023 Current	PY2024 Voya
Monthly	Rates	Rates	Not Offered	Rates	Not Offered	Rates
EE Only	\$9.84	\$6.45		\$12.75		\$19.67
EE + SP	\$16.95	\$12.89		\$25.48		\$33.44
EE + CH	\$9.84	\$13.86		\$23.94		\$21.18
Family	\$16.95	\$20.30		\$36.67		\$34.95

Example: Age 41, \$20,000 CI and AI	PY2023 Rates	PY2024 Rates
EE only	\$42.90	\$31.08
EE+Fam (CH \$5k)	\$83.07	\$70.56

Note: Rates do not include the \$.70 monthly admin fee.

2024 Flexible Benefits Vendors



Dental HMO & Dental PPO



Life & Accidental Death &
Dismemberment, Legal Plans



Short-Term & Long-Term Disability



Eligibility and Enrollment



Vision



Long-Term Care*






Flexible Spending Accounts



Critical Illness Insurance,
Accident Insurance, Hospital
Indemnity Insurance & Cancer
Insurance

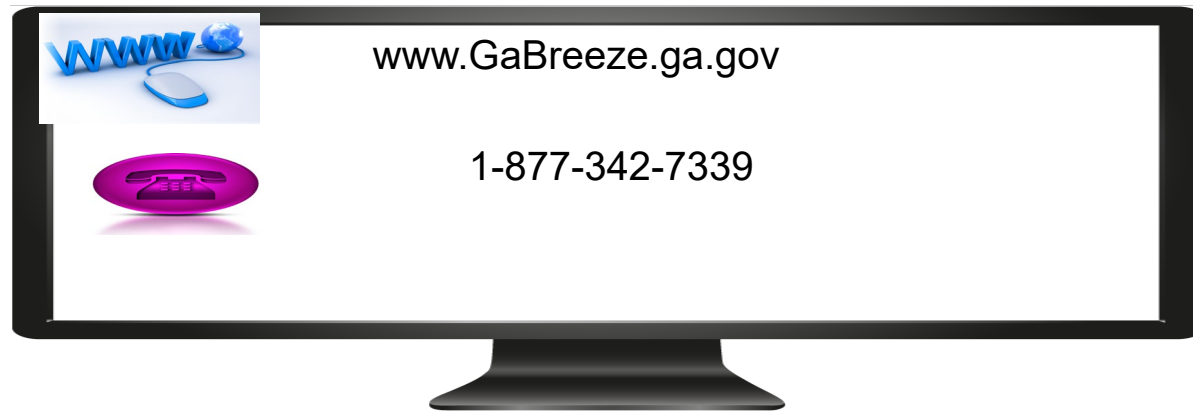
*Long-Term Care is unavailable to new entities on-boarding into the Flexible Benefits Program.

2024 Flexible Benefits Plan Options

- Dental (DHMO & PPO)
- Vision
- Employee Life
- Spouse Life
- Child Life
- Accidental Death & Dismemberment (AD&D)
- Health Care Flexible Spending Account (HCFSA)
- Dependent Care Flexible Spending Account (DCFSA)
- Short-Term Disability (STD)
- Long-Term Disability (LTD)
- Employee Critical Illness
- Spouse Critical Illness
- Child Critical Illness 
- Accident Insurance – 4 tiers
- Hospital Indemnity Insurance – 4 tiers 
- Cancer Insurance – 4 tiers 
- Legal Plans
- Long Term Care (LTC)

Flexible Benefits Program Open Enrollment Resources

- In Person and Virtual Benefits Fairs
- Employee Benefits Handbook, Benefits at-a-Glance, and 2024 rates
- Open Enrollment Benefits Coordinator Training – TBD
- GaBreeze Mobile App
- GaBreeze Benefits Center - Monday – Friday from 8:00 a.m. to 5:00 p.m. ET



Watch for Open Enrollment email reminders.

Dependent Verification Process Reminder



Important Notice from Your Flexible Benefits Program Dependent Verification Process

Dependent Verification grace period extended to
August 31, 2023

If you have not submitted the required documents to verify your dependents, please log into GaBreeze at www.GaBreeze.ga.gov or call 1-877-342-7339

Dependent coverage for dental, vision, spouse/child life, and/or spouse critical illness will **end** on **September 30, 2023**, if the required documents are not provided.



Statewide Retention Study

Al Howell

Deputy Commissioner

Human Resources Administration

Department of Administrative Services

A low-angle photograph of the Georgia State Capitol dome, showing its ornate classical architecture with columns and a balcony, topped by a large, reflective gold dome. The sky is a clear, bright blue.

Deloitte.

GA DOAS Human Resources Administration (HRA)

Retention Socialization Presentation

August 15, 2023



Agenda

1

Review Details of the Retention Report

2

Summary Insights

Briefly discuss survey results & who was included on the surveys.

3

Recommendations



Details of This Report

This deliverable provides analysis of existing State of Georgia data along with data collected from our employee engagement survey and focus groups.

Retention and engagement insights that inform future retention recommendations are based on...



HR Data

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

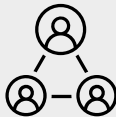
- Demographics
- Education
- Turnover
- Retirement
- Salaries



Employee Engagement and Exit Survey

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 and 9 workforce-wide 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




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 final Recommendations Report.




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



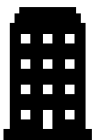
20.1%
Primary Work Location = Home/Remote




11%
New-hires with tenure ≤ 1 year



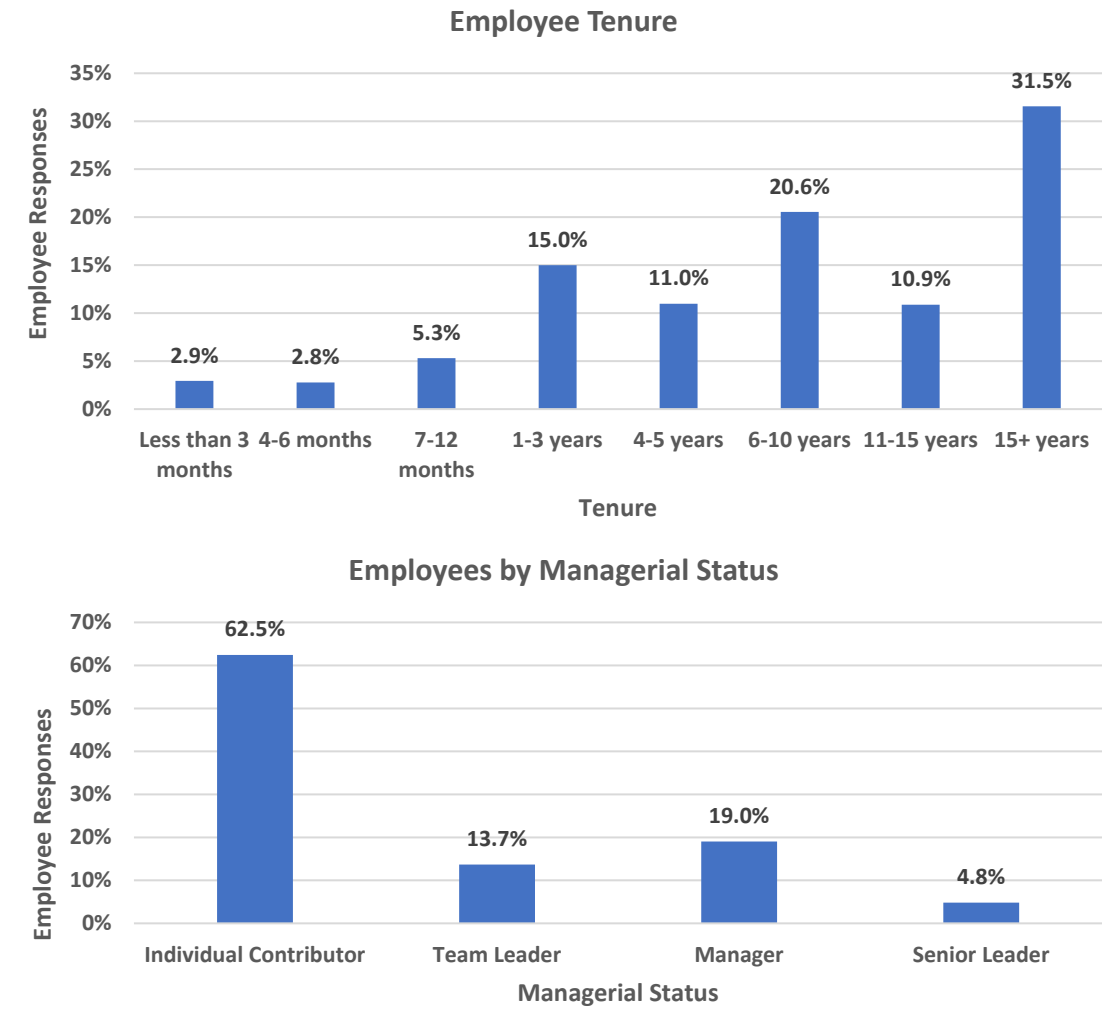
62
Agencies Represented*



48.3%
Primary Work Location = Office



11.6%
1st Generation College Student





Summary Insights: Survey Results

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



12,433

Employee Responses



56.5%

Of Participants were Generation X or older



62

Agencies Represented*



63.6%

Of participants had a Bachelor's degree or higher



63%

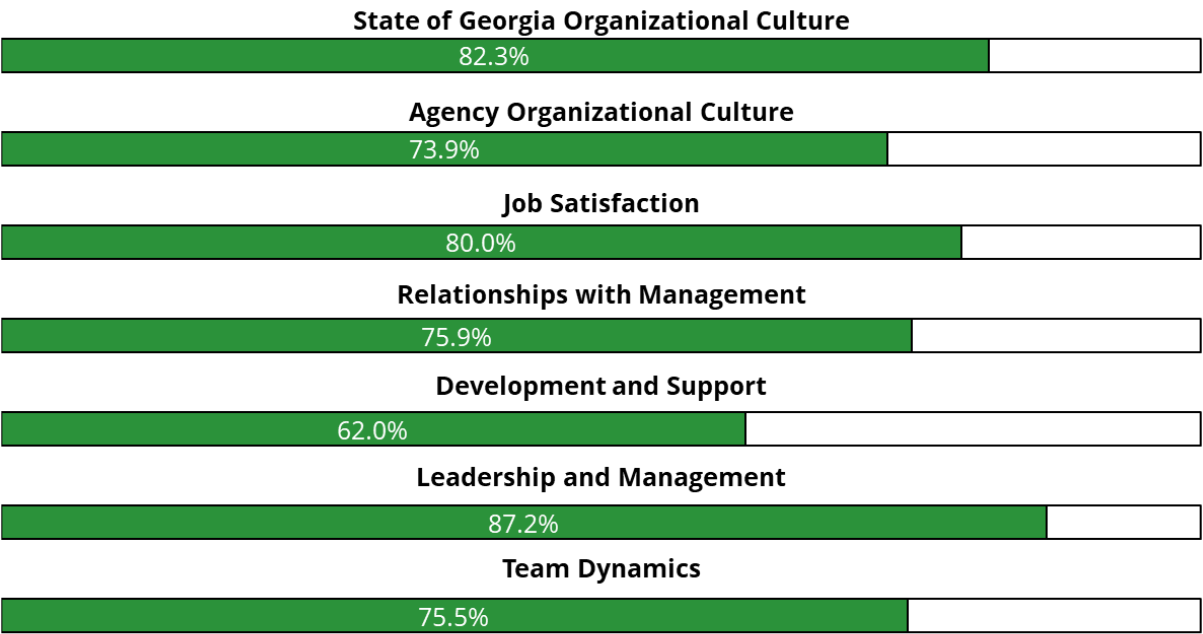
Intend to stay employed with the State for 6+ years



11%

New-hires with tenure ≤ 1 year

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



Top 3 Reasons For:

Attrition:

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

Re-employment:

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

Retention:

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

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



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.



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.

Summary Insights: Focus Group Results

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



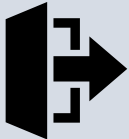
1,485
Employee opted in to participate



81
Participants




29
Agencies Represented*



69%
Have considered outside employment in the last 12 months



8.5 Years
Average tenure of participants



60%
Would find new roles/transfer agencies before leaving State employment

Drivers of Retention:



Strong Connection to Mission



Remote Work Options & Work/Life Balance



Retirement & Benefits Satisfaction

Drivers of Attrition:



Limited Professional Development Opportunities



Noncompetitive Compensation



Poor Management Experience

Additional Focus Areas of Participants:



Lack of Leadership Transparency



Outdated Technology & Processes



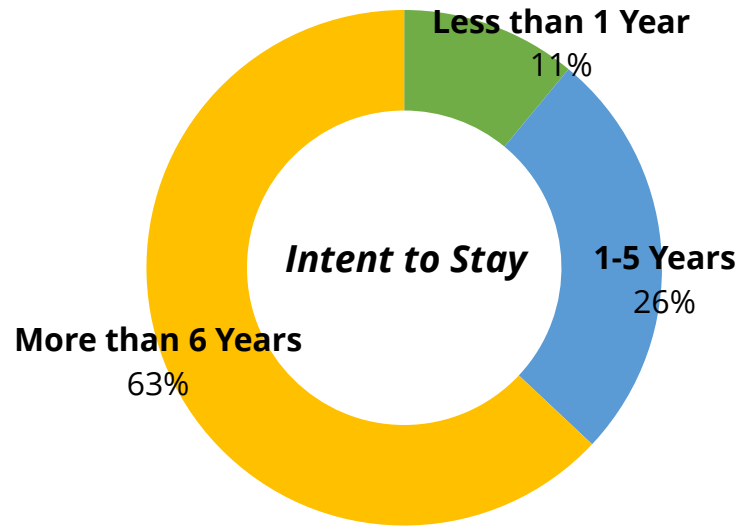
Employee Burnout

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



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. Lack of Work/Life Balance
4. Negative Work Environment
5. Lack of Location Flexibility

Retention:

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

Re-employment:

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



Recommendations Across the Talent Journey

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

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 and physical infrastructure** to support current and future work demands

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**



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. **Create accessible reporting mechanisms** and escalation processes



Next Steps

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

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



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.



Focus Groups

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



Recommendations and Actions

Based on data analysis of the employee engagement and exit survey, and focus group results, 14 recommendations were developed.

Instructions for Using Poll Everywhere

You will submit your response by following the instructions on this slide. Instructions vary depending on whether you are responding via text or online:

1. If responding via text: Use the five-digit number (22333) found below
2. Text HRA160 to the five-digit number (22333)
3. If responding online: Use the web address or QR code shown below.

🌐 When poll is active, respond at **PollEv.com/hra160** 

 Text **HRA160** to **22333** once to join



Meeting Wrap-Up

Al Howell

Deputy Commissioner

Human Resources Administration

Department of Administrative Services

2023 HR Community Meeting Dates



- Tuesday, November 7, 2023

2023 Employee Benefit Plan Council/State Personnel Board Meeting Dates



- Tuesday, November 14, 2023

Statewide Sexual Harassment Prevention Program Key Dates



FY24 SHP Training Dates

- **July 1, 2023 – June 30, 2024:** Start and ending dates of the FY 2024 Training Period
- For more information, click the link to the SHP page below or use the following QR code:
<https://doas.ga.gov/human-resources-administration/sexual-harassment-prevention>



Out-of-State Worker Checklist

- Non-exhaustive resource to assist with identifying compliance tasks with regard to employees conducting business/performing work outside of the state of Georgia.
- The employing agency or entity is responsible for conducting its own research or consulting with legal counsel in order to make informed decisions.
- The employing agency or entity is responsible for complying with all applicable tax and employment/labor laws in the state in which the employee is performing the work.
- This checklist does not cover work being performed outside of the jurisdiction of the United States.
- Available on the HRA website under Additional State Policies.

REGISTER TODAY!



2023 ANNUAL CONFERENCE

fyi

- Theme:** All-Inclusive HR
- Dates:** September 13th through 15th
- Venue:** Augusta Marriott at the Convention Center
- Run/Walk:** September 13th
- Gala:** Sneaker Ball on 9/14/23
- Awards:** Nomination Window Open through 8/25/23
- Credits:** SHRM PDCs & HRCI Re-Certification Credits

Run/Walk Honorary Race Director
Jeff Galloway
U. S. Olympian



Opening Keynote Speaker
Sheree Knowles
HRKS CEO & Founder

Canned Food Drive



All-Inclusive HR
Diversity. Accessibility. Belonging. Equity.

Wrap-up Survey Questions about Meeting Preference

Follow the same instructions as before to respond to the wrap-up questions:

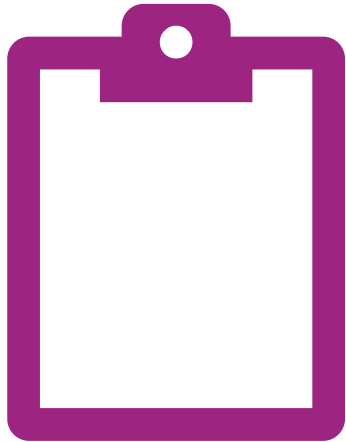
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Meeting Feedback



Please share your thoughts on today's meeting by completing our survey:

<https://survey.alchemer.com/s3/7474979/HR-Community-Meeting-Feedback-August-2023>



Adjournment

Al Howell

Deputy Commissioner

Human Resources Administration

Department of Administrative Services