

GEORGIA DEPARTMENT OF ADMINISTRATIVE SERVICES WORKFORCE REPORT

SOCIAL SERVICES WORKGROUP

GEORGIA
WORKFORCE
STRATEGIES
INITIATIVE



GOAL To develop and implement strategies and programs to boost employment and interest in state jobs

TAKEAWAYS FROM INTERVIEWS WITH SOCIAL SERVICES PROGRAM CONSULTANTS OR EQUIVALENT TITLES



People in these roles care about the communities they serve and about making a difference in people's lives.



The high stress of the job due to high turnover rates, understaffing, high demand of resources, and challenges with clients needs to be combatted by support systems in each agency.



There is a need to change public perceptions of social services jobs by showing the supports people in these roles provide.



EMPLOYER PERSPECTIVES

BARRIERS TO RECRUITMENT AND RETENTION

- Increased demand for social workers in other fields creating competition
- Applicants unclear about what entry-level jobs in this field require
- Salaries not competitive for the degrees required
- Limited staff resources and time

OPPORTUNITIES AND IDEAS

- Present a clear and consistent message about the mission and values of each agency
- Recruit from across all regions of the state
- Participate in job fairs

EDUCATION PARTNER PERSPECTIVES: EXISTING PROGRAMS

TECHNICAL COLLEGE SYSTEM OF GEORGIA

- Associate degrees in social work and social work assistant, a diploma program, and technical certificates of credit

UNIVERSITY SYSTEM OF GEORGIA

- Human services programs

GEORGIA DEPARTMENT OF EDUCATION

- Interested in developing a social services pathway for elementary, middle, and high school students

OPPORTUNITIES

Improve state marketing and branding.

Partner with colleges and universities.

Develop internship programs.

Create opportunities for midcareer progression.

Show current employees that they are valued and appreciated.

BARRIERS

Pay and compensation

Lack of clear professional development opportunities

Need to be creative about showing gratitude and appreciation to current state employees

Competition in hiring from the private sector

Review minimum and required qualifications

ASPIRATIONS

Ensure social services job descriptions reflect the actual job duties.

Create a curriculum with education partners that maps skills to specific agencies.

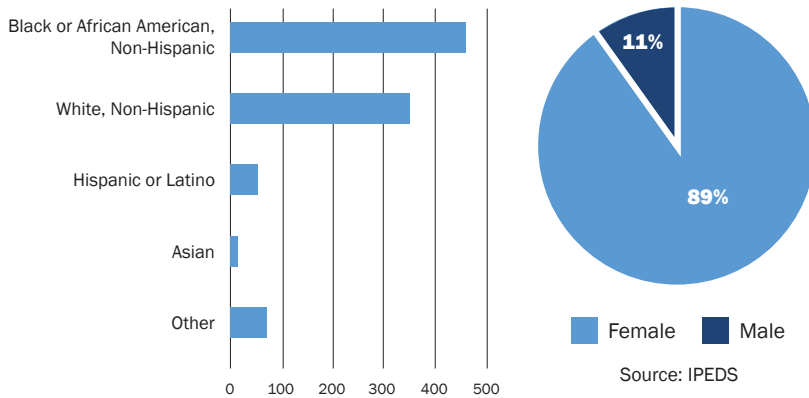
Create a plan to cultivate younger team members' continuing education.

Create "day-in-the-life" videos.

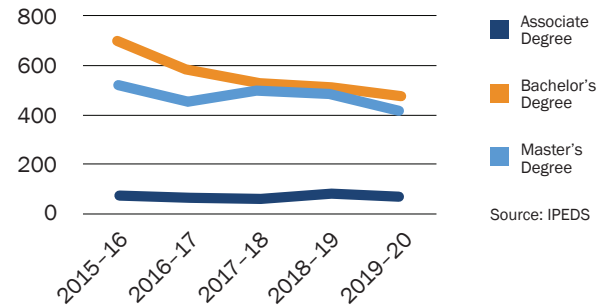
Develop succession planning.

STATE WORKFORCE DATA AND TRENDS

SOCIAL SERVICE DEGREES GRADUATES IN GEORGIA 2015-2020 (associate, bachelor's, and master's degrees)



SOCIAL SERVICES DEGREES AWARDED IN GEORGIA 2015-2020



Most graduates of academic programs in Georgia that align with the social services sector are female and the majority are Black.

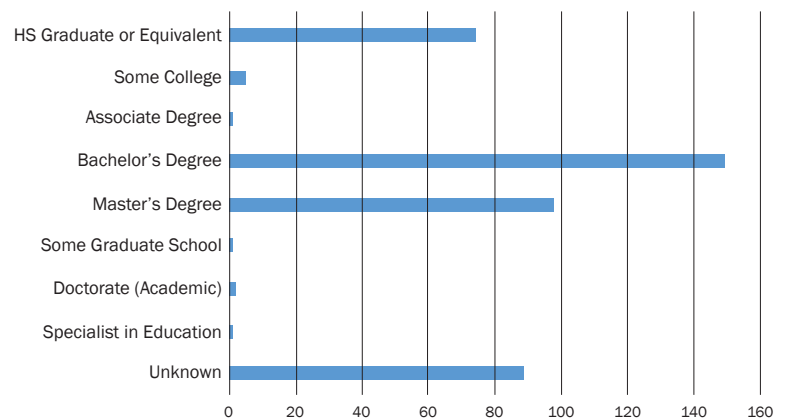
The number of social services-related bachelor's and master's degrees awarded in Georgia declined between 2015 and 2020, while associate degrees awarded remained flat.

STATE GOVERNMENT EMPLOYMENT: SOCIAL SERVICES PROGRAM CONSULTANT SNAPSHOT 2018 AND 2021

Agency	June 2018 Employee Count	June 2021 Employee Count	Percent Change	FY 2021 Turnover Rate	FY 2021 Hires/Rehires	FY 2021 Separations
All Agency Totals (12)	424	418	-1.4%	7.9%	12	33
Department of Human Services	224	223	-0.4%	7.3%	2	17
Department of Juvenile Justice	48	53	10.4%	0.0%	1	0
Department of Labor	40	41	2.5%	10.1%	2	4
Department of Behavioral Health and Developmental Disabilities	44	40	-9.1%	21.9%	3	9
Department of Corrections	30	20	-33.3%	0.0%	0	0
All Other Agencies	38	41	7.9%	9.2%	4	3

The Social Services Program Consultant role is present across multiple agencies and touches many aspects of the social services field. Although limited at this job level, **turnover is much higher for entry-level positions**, such as in the as **Social Services Specialist (32.0%)** and **Economic Support Specialist roles (16.8%)** and disrupts the pathway to this role. The workgroup focused on the Social Services Program Consultant position to better understand this pathway.

EDUCATION LEVEL AT TIME OF HIRE FOR STATE SOCIAL SERVICES PROGRAM CONSULTANT JOBS 2021



Source: Georgia Department of Administrative Services, Human Resources Administration Division, Team Georgia Careers

Note: Unknown = A hire that did not use Team Georgia Careers

GOALS AND STRATEGIES



Marketing

- Develop a marketing plan for jobs in social services.



Partnerships and Collaborations

- Create a culture of collaboration across state agencies.
- Partner with high schools and postsecondary institutions.



Mentorships and Internships

- Develop a statewide approach to creating internship and mentorship opportunities.



Professional Development

- Offer a Social Services Georgia certification for a salary supplement or pay increase.
- Develop an action plan for statewide goal setting and performance management.

SHORT-TERM ACTION ITEMS

12-MONTH ACTION PLAN



Marketing

- Meet quarterly as a workgroup to brainstorm and share ideas and information around marketing and recruiting.
- Identify agency brand ambassadors.
- Use QR codes and SMS for job applications.



Partnerships and Collaborations

- Provide updates of upcoming community and education partner events at quarterly workgroup meetings.
- Connect hiring managers across agencies and departments to develop relationships and a resume-sharing process for candidate transfer between agencies.
- Attend regional career days and career fairs at high schools and TCSG and USG institutions.
- Identify collaborations (such as cost-sharing) with higher education institutions to create paid internship/ fellowship opportunities.



Mentorships and Internships

- Promote Team Georgia Careers as the central repository for internship postings.
- Identify key contacts at education institutions.
- Develop SkillBridge and Army Career Skills Program agreements with US military partners.
- Catalog existing paid and nonpaid internship and mentorship programs at each state agency.
- Develop an internship and mentorship toolkit for agencies, including rules and best practices.

Thank you to all the steering committee and workgroup participants that made this project possible.

COMMITTEE CO-CHAIRS

Melody DeBussey
Georgia Department of
Human Services

Nelsondria Brown
Georgia Department of Behavioral Health
and Developmental Disabilities

PARTICIPATING AGENCIES

Carl Vinson Institute of Government

**Georgia Department of Administrative
Services**

**Georgia Department of Behavioral
Health and Developmental Disabilities**

**Georgia Department of Early Care and
Learning**

Georgia Department of Education

Georgia Department of Human Services

Georgia Department of Juvenile Justice

Georgia Department of Public Health

Georgia Department of Veterans Service

**Georgia Division of Family & Children
Services**

Georgia State University

**Georgia Vocational Rehabilitation
Agency**

Gordon State College

**Pathways Center Community Service
Board**

Technical College System of Georgia

University System of Georgia

WORKGROUP MEMBERS

Joanne Ardovini
Gordon State College

Steven Carter-Williams
Georgia Department of Juvenile Justice

Yvette Daniels
Georgia Department of Public Health

Arnita Dent
Georgia Department of Human Services

Kerry Dyer
Georgia Department of Veterans Service

Stephanie Ellis
Pathways Center

Mark Green
Georgia Department of Behavioral Health
and Developmental Disabilities

Kathryn Hornsby
Technical College System of Georgia

Christopher Lampley
Georgia Department of Juvenile Justice

Sandra Martin
Georgia Department of Education

Ashley Parham
Georgia Division of Family and Children
Services

Katrina Patterson
Georgia Department of Juvenile Justice

Patricia Ross
Georgia Department of Veterans Service

Vickie Rundbaken
Georgia Department of Education

Cynthia Searcy
Georgia State University

Sheryl Wilhite
Georgia Department of Early Care and
Learning

Maureen Williams
Georgia Department of Human Services

Rebecca Williamson
Georgia Vocational Rehabilitation Agency

SPONSOR

Commissioner Rebecca Sullivan
Georgia Department of
Administrative Services

STEERING COMMITTEE MEMBERS

Meaghan Carver
Governor's Office of Planning and Budget

Steven Ferguson
Technical College System of Georgia

Chris Green
University System of Georgia

Christine Greene
Georgia Department of Administrative
Services

Quint Hill
University System of Georgia

Al Howell
Georgia Department of Administrative
Services

Matt Jones
Georgia Department of Education

Bo McDaniel
Georgia Department of Administrative
Services

Patrick McKeon
Georgia Department of Administrative
Services

Ray Perren
Technical College System of Georgia

Daniel Regenstein
Georgia Department of Administrative
Services

Arveeta Turner
Georgia Department of Education

**CARL VINSON INSTITUTE OF
GOVERNMENT FACILITATION TEAM**

David Tanner

Anna Wrigley Miller

Hadley Rawlins

Beverly Johnson

Ilecia Smith

