

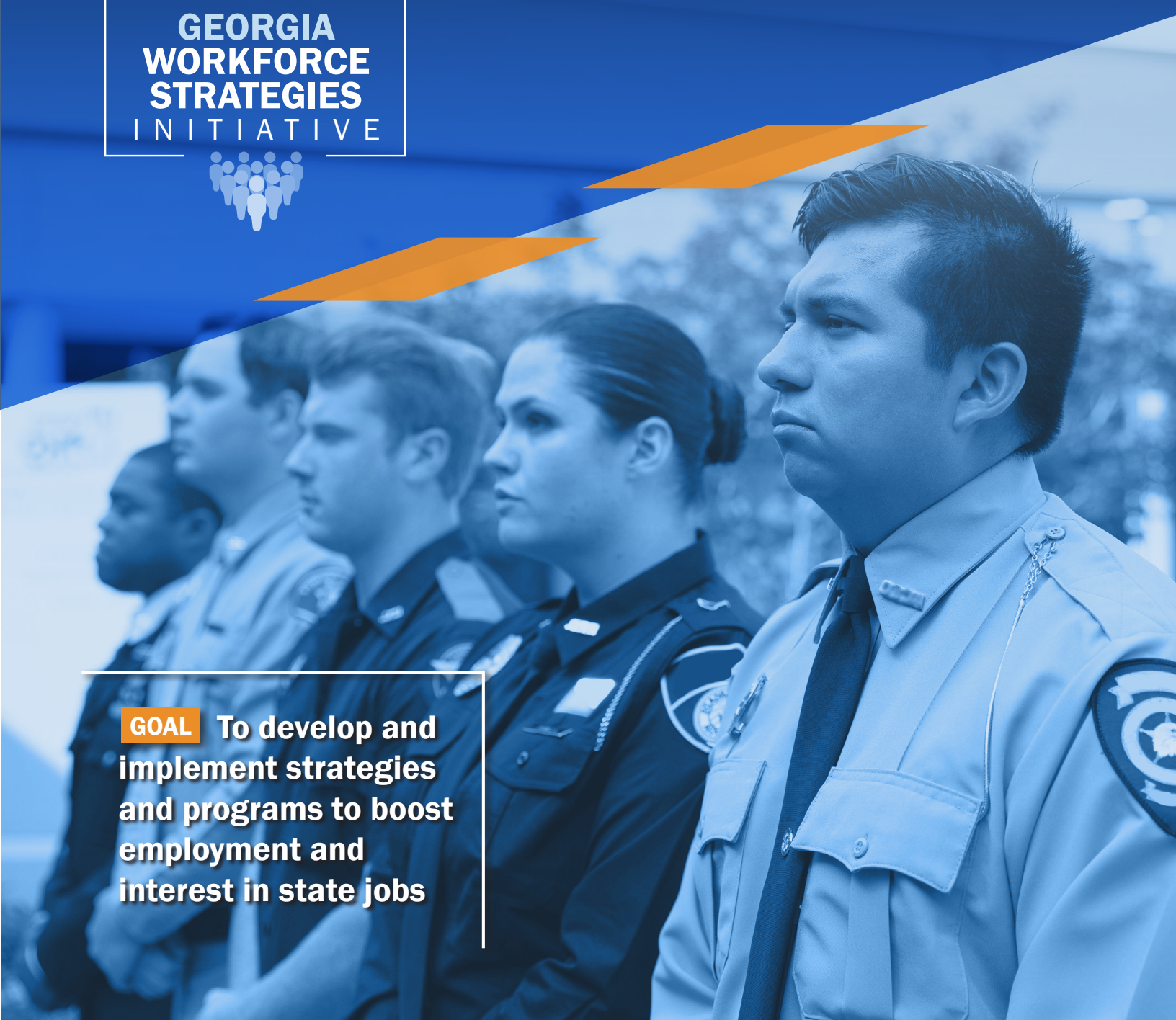
# GEORGIA DEPARTMENT OF ADMINISTRATIVE SERVICES WORKFORCE REPORT

## LAW ENFORCEMENT 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 ENTRY-LEVEL LAW ENFORCEMENT EMPLOYEES



**Expand the net by increasing recruitment among people without a military background or family history of law enforcement/ public safety employment**



**Need to better inform the public about the array of law enforcement jobs across state agencies**

Emphasize the diversity of roles within law enforcement and public safety

Stress that anyone interested in law enforcement can find a career with the state



**Highlight the career pathways in law enforcement available to adolescents and young adults (under age 21)**

“We really need to show the variety. People have a limited scope of what law enforcement officers do ... it’s not just pulling people over.”

Entry-level law enforcement employee

## EMPLOYER PERSPECTIVES

### WHAT'S WORKING

- Current employees are the best recruiters
- Social media

### BARRIERS TO RECRUITMENT AND RETENTION

- Compensation
- Competition from local and federal governments
- Negative public perception

### OPPORTUNITIES AND IDEAS

- Allow covered tattoos
- Assign officers closer to home
- Expand partnerships with TCSG, USG, GDOE

## EDUCATION PARTNER PERSPECTIVES: EXISTING PROGRAMS

### TECHNICAL COLLEGE SYSTEM OF GEORGIA

- Law enforcement academies: 5 regional TCSG programs

### UNIVERSITY SYSTEM OF GEORGIA

- Summer program at University of West Georgia for criminology students; combines a bachelor’s education with law enforcement officer training; students graduate with law enforcement certification

### GEORGIA DEPARTMENT OF EDUCATION

- Programs in middle school and high school
- Career pathways and career technical student organizations
- Certifications

### GEORGIA MILITARY COLLEGE

- Degree offerings for law enforcement, additional support for students in law enforcement programs (scholarships, discounts, grants)

## OPPORTUNITIES

Combine recruitment efforts statewide.

Establish recruitment days with all partners.

Develop stronger partnerships as a state with the military.

Reward employees when they reach educational milestones.

Benchmark state benefits and compensation packages with other state and local agencies.

## BARRIERS

Pay and compensation

Negative media coverage

Lack of step-raises in pay-scale grades over time

Prior life choices that disqualify candidates

Candidates with different expectations

## ASPIRATIONS

Develop marketing tools as a state.

Develop pay scale and steps.

Create a summit for middle and high school students to learn about law enforcement careers with the state.

Create regional middle and high school career days.

Establish a tuition reimbursement program for professional development.

# STATE WORKFORCE DATA AND TRENDS



- ✓ Declining employee counts and high turnover rates in jobs requiring law enforcement certification signal the need for increased recruitment efforts.
- ✓ Education levels at the time of hire show that most entry-level law enforcement-certified employees have a high school diploma as their highest level of education, followed by a bachelor's degree. These findings highlight the importance of building partnerships with high schools and colleges.

## STATE GOVERNMENT EMPLOYMENT ENTRY-LEVEL LAW ENFORCEMENT POSITIONS, 2018 AND 2021

Agency	Job	June 2018 Employee Count	June 2021 Employee Count	Percent Change	FY21 Turnover Rate	Hires/Rehires	Separations
Department of Community Supervision	Community Supervision Officer 1	292	168	-42.5%	20.4%	72	32
Department of Juvenile Justice	Probation Officer 1	69	51	-26.1%	9.3%	1	5
Department of Public Safety	Trooper Cadet	80	35	-56.3%	156.2%	73	38
DPS- Motor Carrier Compliance Division	Public Safety Cadet 1	14	28	100%	20.8%	18	4
Department of Natural Resources	Conservation Ranger 1	31	8	-74.2%	39.6%	10	3
Department of Corrections and Department of Juvenile Justice	Correctional Officer 1	872	504	-42.2%	159.2%	1047	878

**11,259**

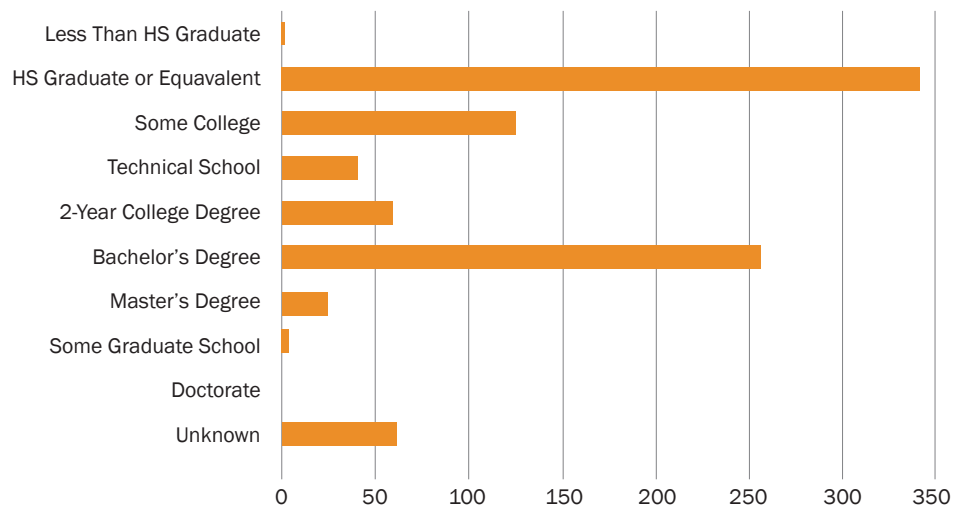
June 2018

**8,938**

June 2021

**Number of people working in law enforcement in state government**

## EDUCATION LEVEL OF ENTRY-LEVEL LAW ENFORCEMENT JOBS AT TIME OF HIRE FISCAL YEAR 2021



Source: DOAS, Human Resources Administration Division, Team Georgia Careers  
 Note: Unknown = A hire who did not use Team Georgia Careers

# GOALS AND STRATEGIES



## Marketing and Branding

- Develop a law enforcement / public safety social media campaign.
- Produce videos to promote jobs in law enforcement and public safety across state government.



## Enterprise Recruiting

- Transfer records of potential applicants to the agency that best meets applicant qualifications.
- Create workflow tools in NextGen HR systems to have more centralized recruiting features and to share applications.
- Develop education programs to help middle and high school students understand actions that may disqualify them from jobs in law enforcement.
- Create and maintain state law enforcement partnerships.



## Partnerships and Collaborations

- Establish a bi-annual multi-agency career fair.
- Expand partnerships with US military branches and programs.
- Expand partnerships between high schools and postsecondary education.



## Career Development

- Provide and fund work-related professional development, including education, certifications, and degree programs.
- Develop career pathways for law enforcement, including entry-level to career law enforcement officers.

# SHORT-TERM ACTION ITEMS

## 12-MONTH ACTION PLAN



### Marketing and Branding

- Learn from the Georgia Department of Corrections pilot about how to use social media to target potential recruits.
- Produce day-in-the-life videos with newer hires that include agency head interviews.



### Enterprise Recruiting

- Create a career workgroup to share applicants.
- Provide a list of disqualifications to high school and college career centers, academies, and CTAE (Career, Technical, and Agricultural Education) programs.
- Make disqualifiers information available at job fairs and career days.
- DOAS will facilitate regular law enforcement workgroup meetings, track statistics, and check in quarterly.



### Partnerships and Collaborations

- Partner with Georgia Department of Education CTAE for a high school career fair/ summit.
- Create a regional career fair with Georgia Military College, TCSG, and other higher education partners.
- Create opportunities for CTAE teachers and school counselors to learn more about law enforcement job opportunities in state government.
- Expand the Department of Natural Resources partnership with the military to other law enforcement agencies.



### Career Development

- Embed law enforcement certification programs or public safety certification into associate and bachelor's degree programs (pilot at the University of West Georgia and Georgia Military College).
- Market the new HOPE career grants for law enforcement.

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

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Georgia Department of Community Supervision

Georgia Department of Corrections

Georgia Department of Education

Georgia Department of Juvenile Justice

Georgia Department of Natural Resources

Georgia Department of Public Safety

Georgia Department of Revenue

Georgia Environmental Protection Division

Georgia Forestry Commission

Georgia Military College

Georgia Piedmont Technical College

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