

# State of Georgia 2019 Workforce Summary

**Georgia Department of Administrative Services**  
Lead. Empower. Collaborate.





# Introduction

The state operates a large, diverse workforce, which currently encompasses five distinct generations. Seasoned workers are nearing, yet delaying, retirement while younger generations are less enchanted by a traditional career path as they enter the workforce in larger numbers.

Research indicates that younger workers in the United States no longer expect to form long-term psychological contracts with their employers. A 2007 journal article about Georgia's 1996 Merit System Reform Act notes the changing nature of the workforce. The author concludes that "at-will employment may suit the next generation of workers, who enter the workforce anticipating that their career path will involve a number of different jobs with different organizations."

That at-will employment is mutually attractive to both the state and its employees is reflected in the variety of turnover. Turnover includes not only retirements and terminations, but also (and substantially) "voluntary" turnover, which accounts for those who leave to pursue opportunities of their own choosing. Voluntary turnover creates service delivery challenges as there is generally unplanned lost productivity, increased burdens on colleagues, recruiting costs, training costs, and impacts to organizational morale.

The portion of the state's budget devoted to personnel costs, especially increasing benefit expenses, is significant. Taxpayer resources are not limitless; therefore, continuous refinement of the ways by which vital services are delivered is important. Agency leaders must acknowledge employment trends and embrace organizational change so that the state is able to deliver essential services efficiently and effectively in the future.

State leaders must recognize that much has changed over the past 20 years, and organizational change is certain to continue. The state workforce will look different tomorrow than it did yesterday, or even today. We expect that additionally how people work will change. It is in the interest of the state and every agency to anticipate this change and plan effectively.

This FY 2019 Workforce Report is not a playbook of solutions – which are undoubtedly complicated and likely unique to individual agencies or groups of agencies that are similar – but rather this report offers selected data to encourage collective leadership thinking.

## Please note:

1. This report only reviews entities in the TeamWorks implementation of Oracle PeopleSoft HCM under the purview of the State Account Office. There is no data included from the University System of Georgia.
2. Unless stated otherwise the counts reflect non-temporary, full-time employees on their primary employment record.
3. When listing entities, the counts will include administratively attached agencies as well when they share a company number.

# **Executive Summary**

**Recruiting will be a core competence.** Recruiting talented individuals – and harnessing their capabilities during their state employment – will need to become a core competency of every state entity as consistent churn is to be expected for at least the near-term. As turnover has become a part of normal business operations those who hone expertise in finding and engaging new employees will be more effective. State entities should consider opportunities to find partners and readily use entry-level positions with career ladders to build their organizations for future success.

**Talent Development will be a core competence.** State entities must outline the competencies needed to support their statutory missions. Talent must be found and aligned with those needs, but further developed to sustain effective operations. Nurturing teams and challenging staff to grow at every level in the organization is important for morale and success. This includes clearly defined expectations and appropriate engagement in decision-making processes. Coaching and performance management will shift into everyday topics as the workforce changes. This is because more talent expects to have frequent reinforcement as well as to learn new skills before they leave for other opportunities in just a few years.

**Workplaces and their cultures will need some adaptability.** Though not necessarily reflected in senior leadership, younger generations constitute a major segment of the workforce today. Soon the Millennial generation will be the largest active cohort. The results of this change may take many forms, including increased demands for non-standard work arrangements (i.e., mobile technology, flexible schedules) and challenges to traditional organizational and decision-making structures. State entities that adapt to this evolving workforce by recognizing their influences and allowing for conducive channels for those new perspectives are more likely to realize organization goals.

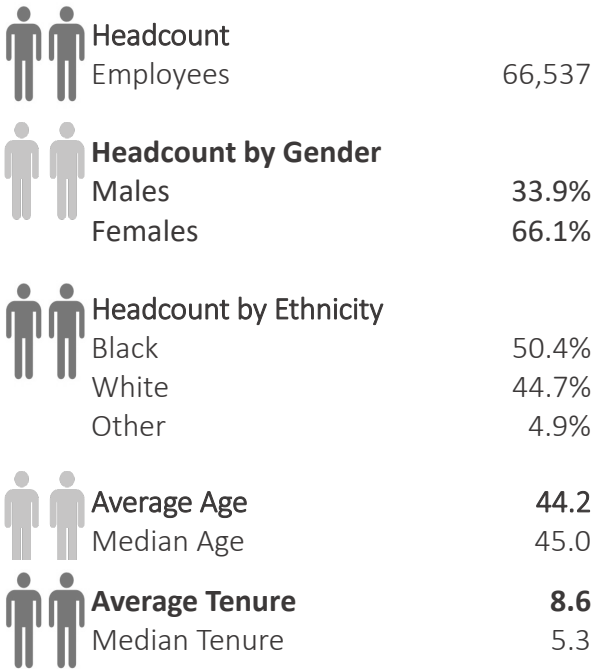
**Turnover continues to risk substantial knowledge and experience gaps.** Although more workers than anticipated are working past traditional retirement ages, those retirements will risk a loss of experience and expertise for your organizations and your customers. As a notable portion of the workforce will be able to retire in the next few years, state entities must be conversant in succession planning, management development, and knowledge management strategies. Turnover at any level can limit effectiveness for agency missions. Supporting talent development and information sharing will be more integral as tenure and expected career length trend downward.

**Non-workforce changes in the workplace may arise.** As policy-makers prepare for the next potential economic recession, the outlook is for constrained funding and staffing levels. While the search for efficiencies is appropriate, it is helpful to note that it does not inherently involve a human resources connection. As some consider consolidating responsibilities, others may explore outsourcing, automating, or elimination functions. Keeping abreast of such organizational resource plans and contingencies will be vital in helping apply strategies for avoiding burnout, low morale, or mistrust in the workplace.

# Table of Contents

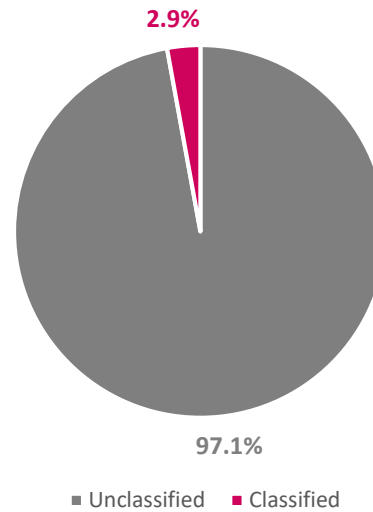
FY 2019 Demographics (Benefits Eligible).....	3
FY 2019 Classification .....	3
Headcount by Fiscal Year .....	3
FY 2019 Headcount and Average Salary by Job Family .....	4
FY 2019 Headcount by Agency.....	5
FY 2019 Employment by County.....	6
FY 2019 Termination & Hiring Activity by Agency .....	7
FY 2019 Turnover Rate by Agency .....	8
Terminations by Type by Fiscal Year.....	9
Voluntary Terminations by Tenure by Fiscal Year .....	9
FY 2019 Hires by Education Level .....	9
FY 2019 Hires by Generation.....	9
FY 2019 Retirement Eligibility by Agency.....	10
Turnover Trend by Fiscal Year .....	11
Voluntary Turnover by Generations by Fiscal Year .....	11

## FY 2019 Demographics (including non-temporary part-time)

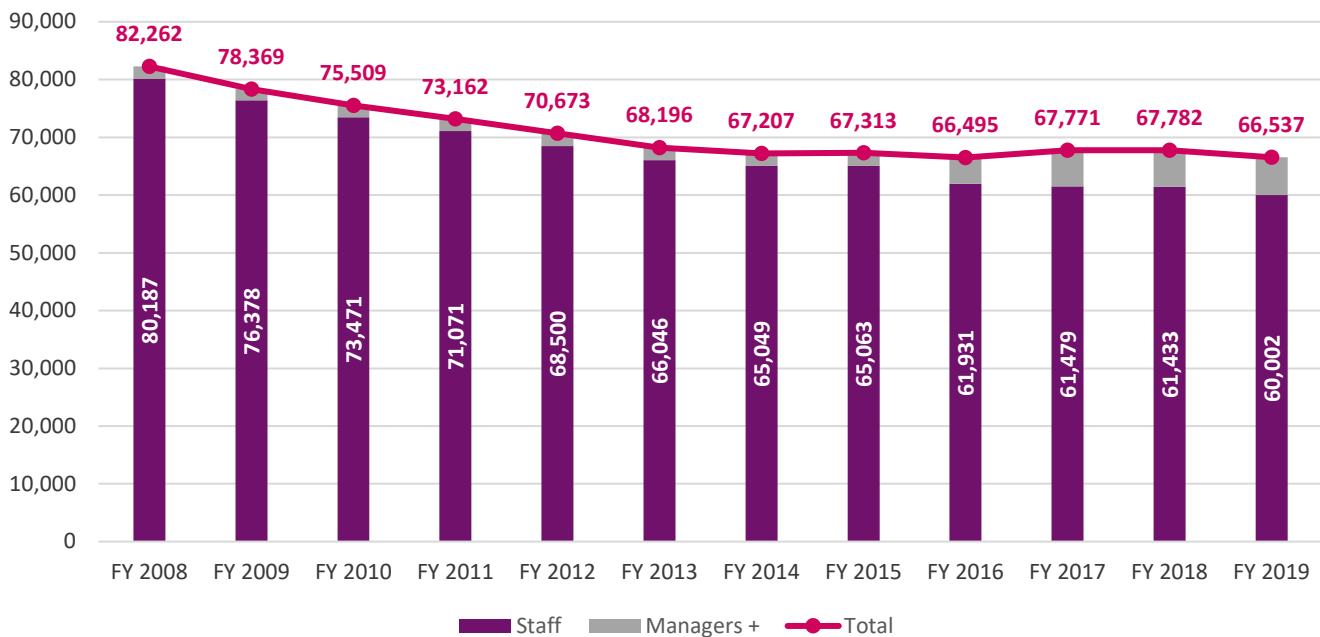


## FY 2019 Classification

State law prohibits additional employees to be enrolled into the Classified service after June 30, 1996. Since then all new employees are in the unclassified service, which is defined as “employment at will.”

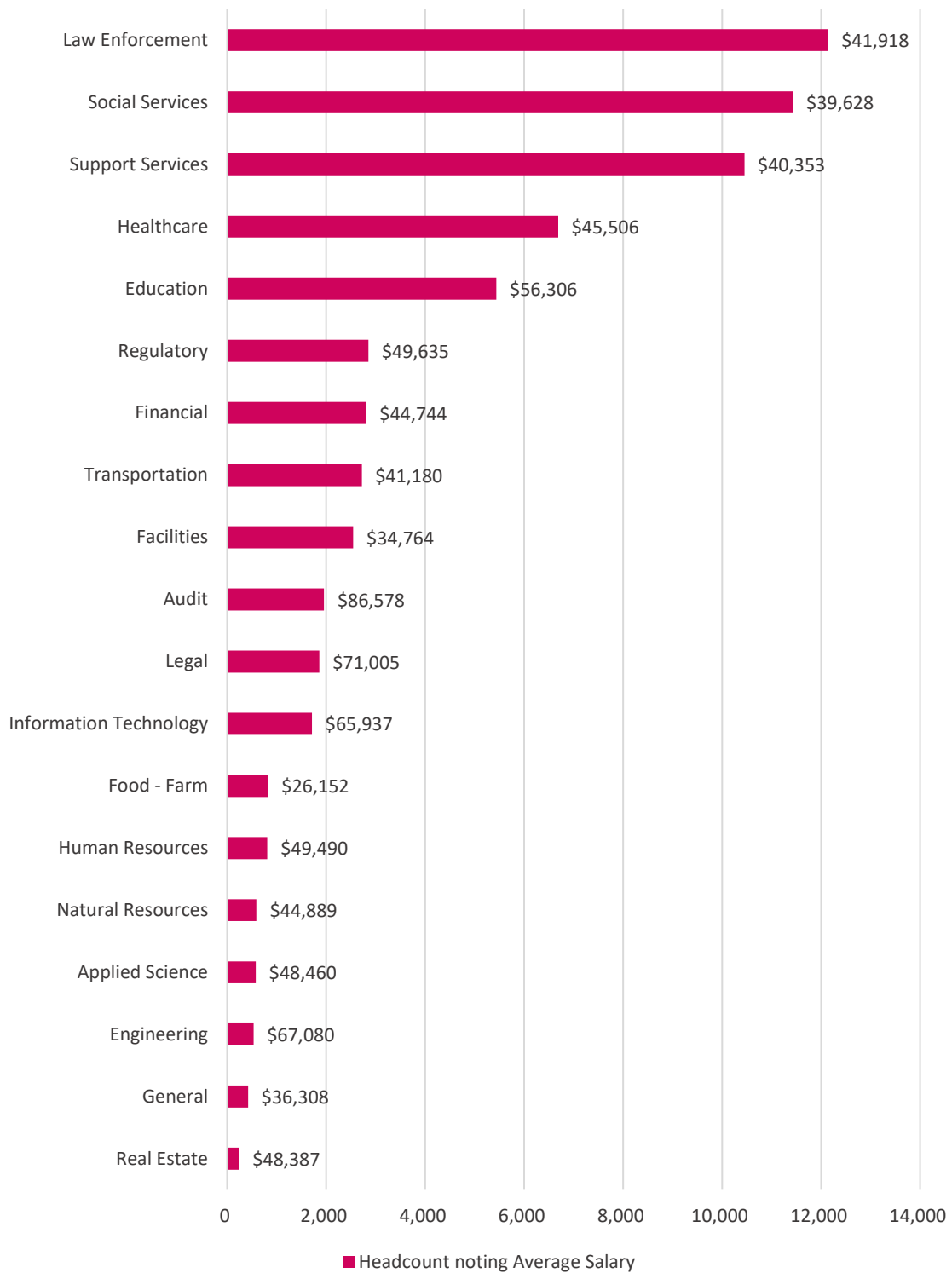


## Headcount by Fiscal Year (including non-temporary part-time)



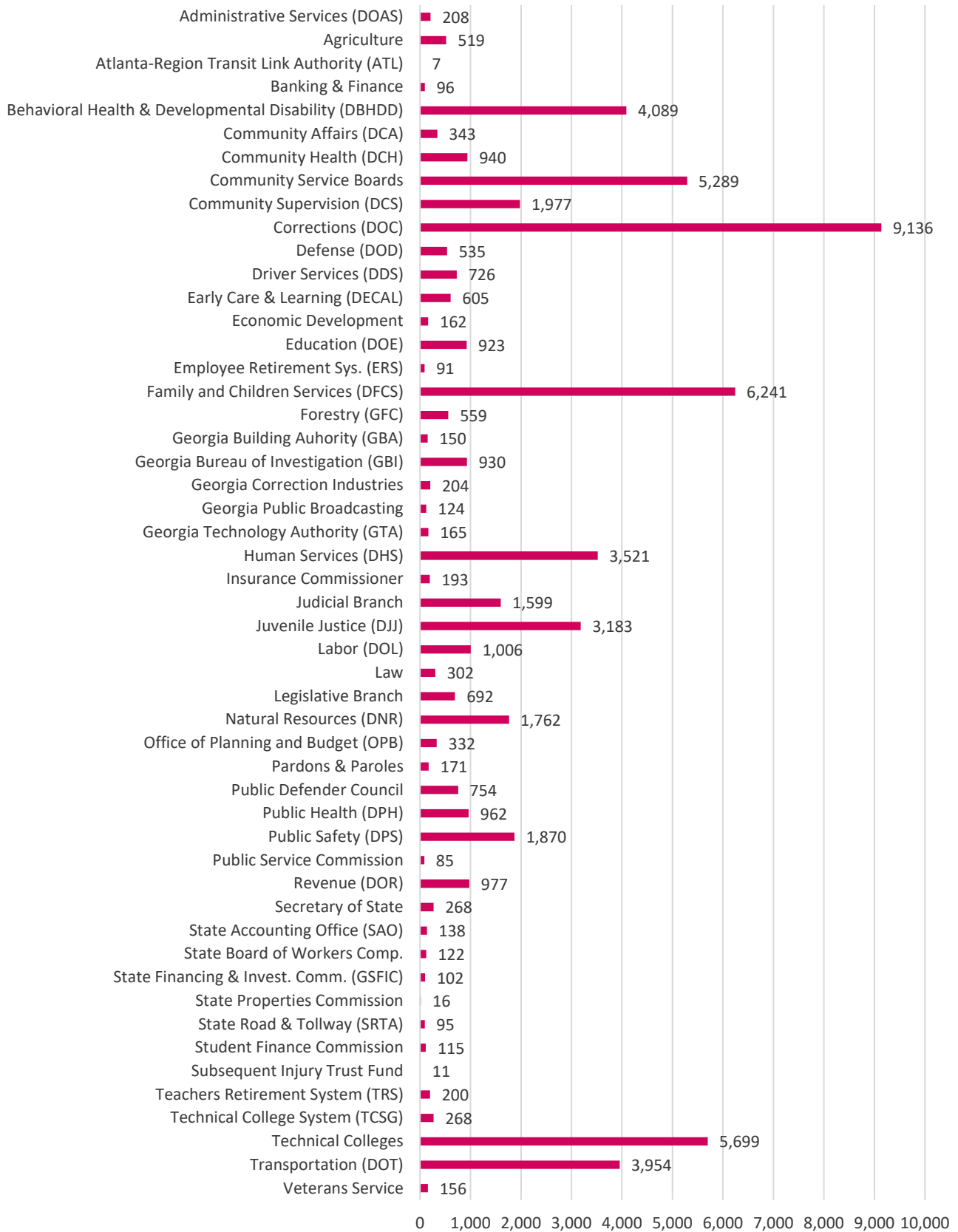
Note: As a result of the Job Classification and Career Pathing project (effective Jan 1, 2016), many positions previously categorized as supervisors or non-managers moved into manager roles.

## FY 2019 Headcount and Average Salary by Job Family



Support Services includes administrative, clerical and customer service positions, operations and program/project support and management positions, as well as, marketing and sales positions.

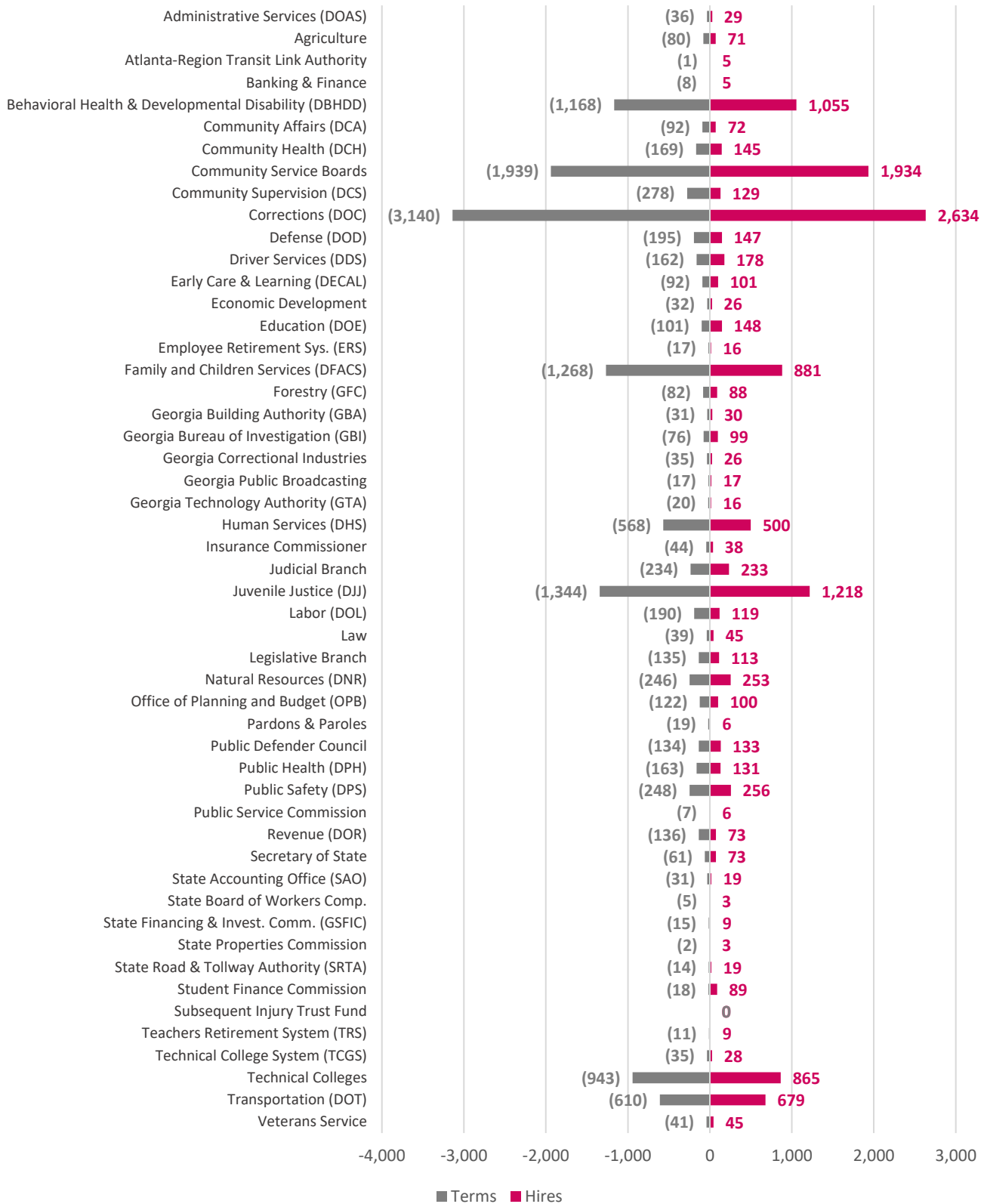
## FY 2019 Headcount by Agency (may include administratively attached)



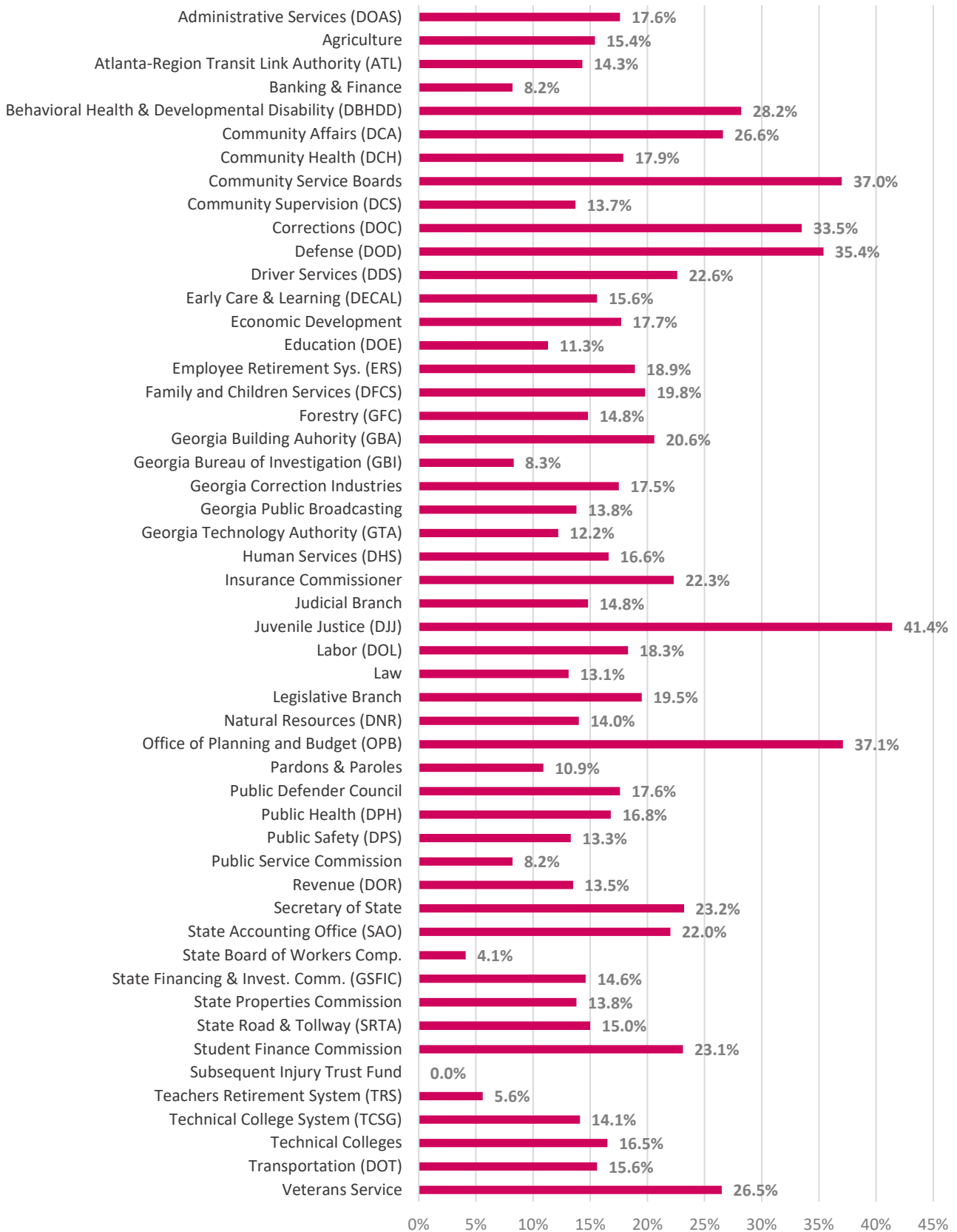




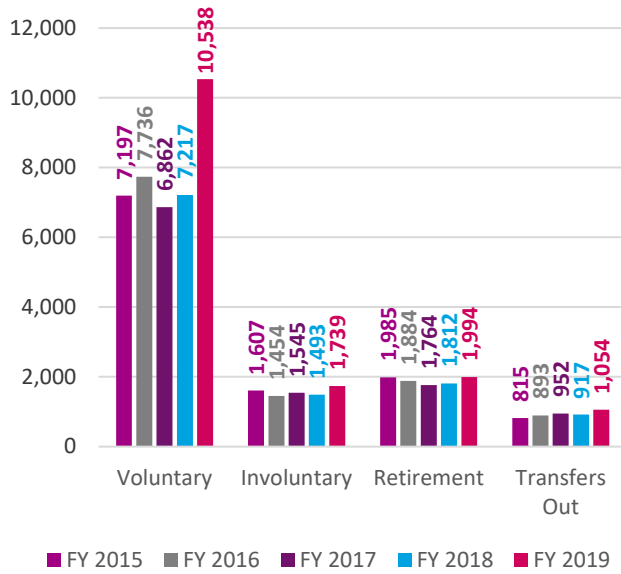
## FY 2019 Termination and Hiring Activity by Agency (may include administratively attached)



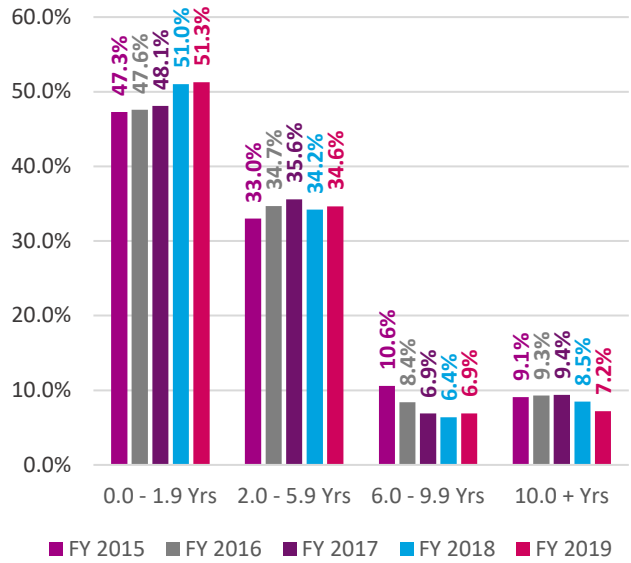
## FY 2019 Turnover Rate by Agency (may include administratively attached)



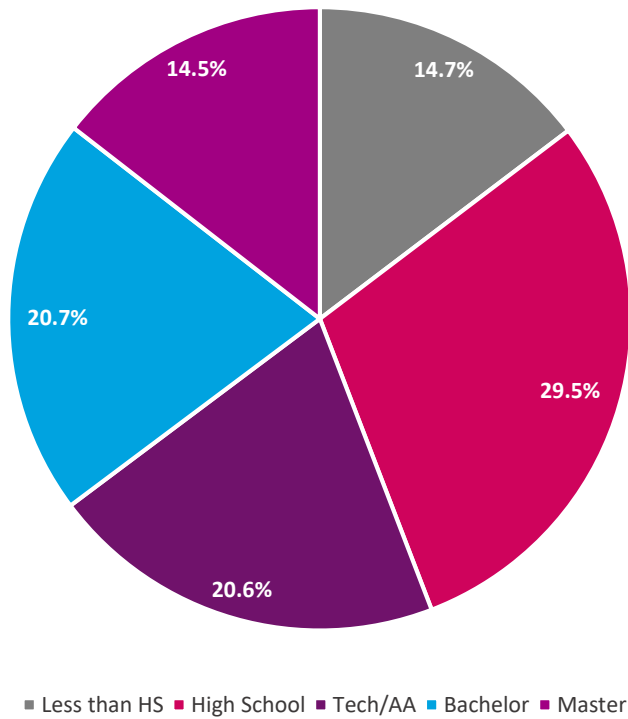
### Terminations by Type by Fiscal Year



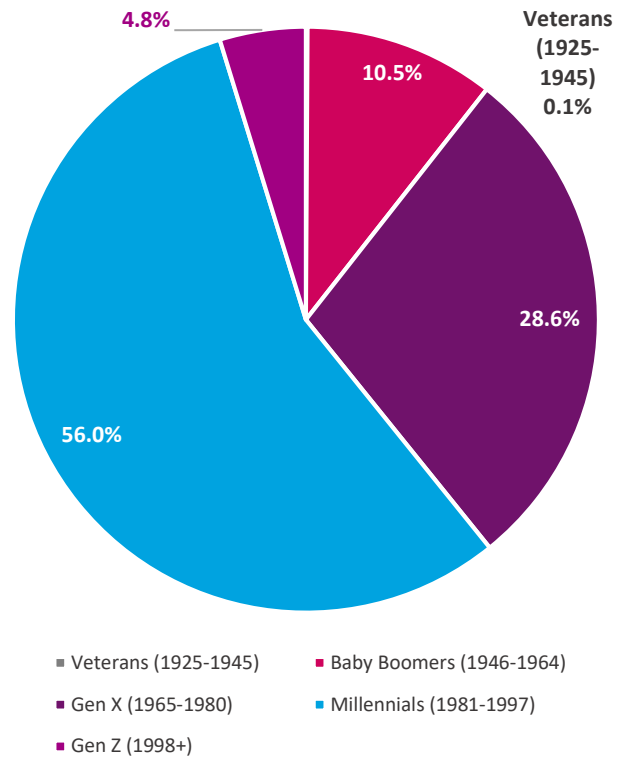
### Voluntary Terminations by Tenure by Fiscal Year



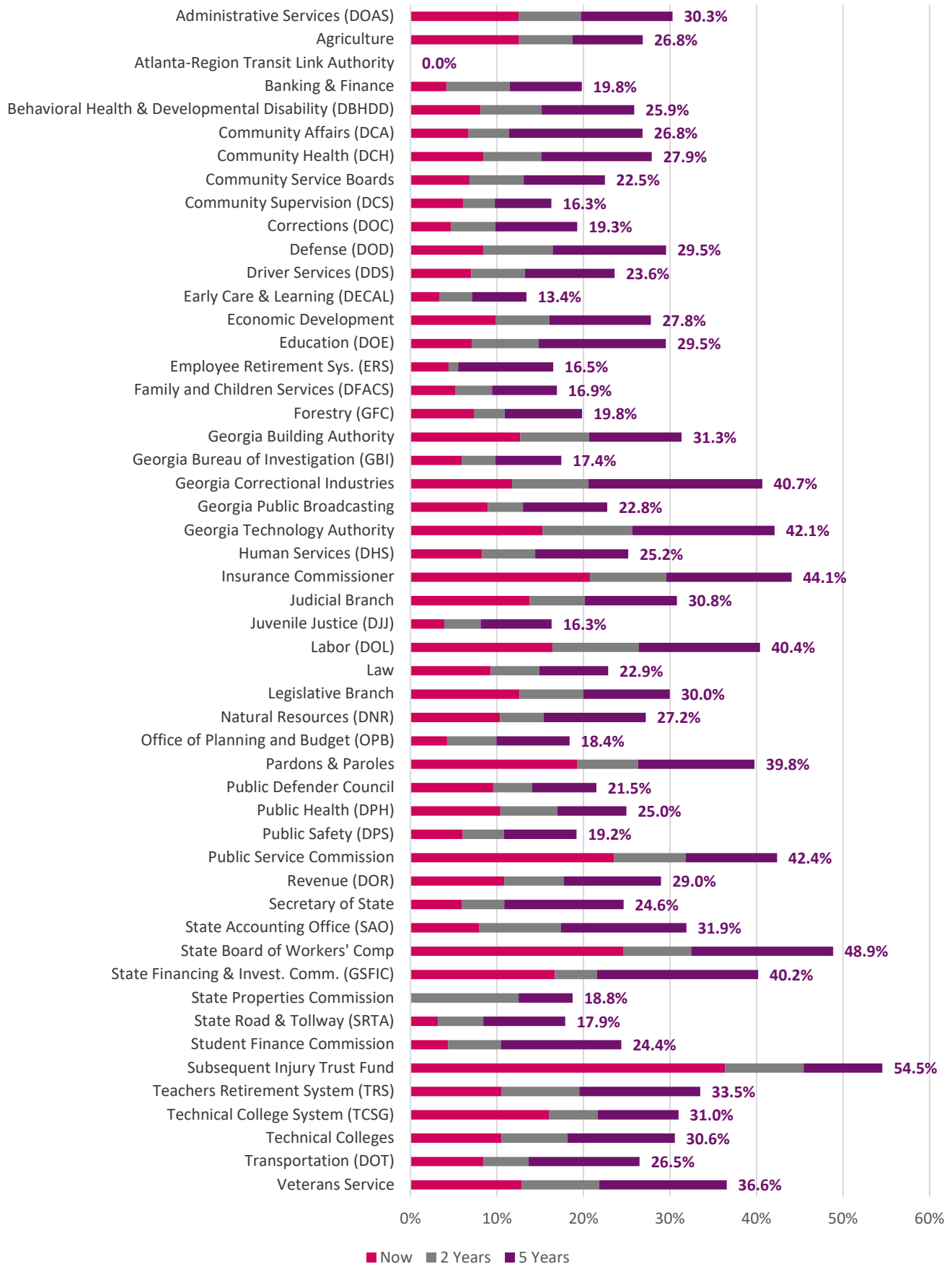
### FY 2019 Hires by Education Level



### FY 2019 Hires by Generation

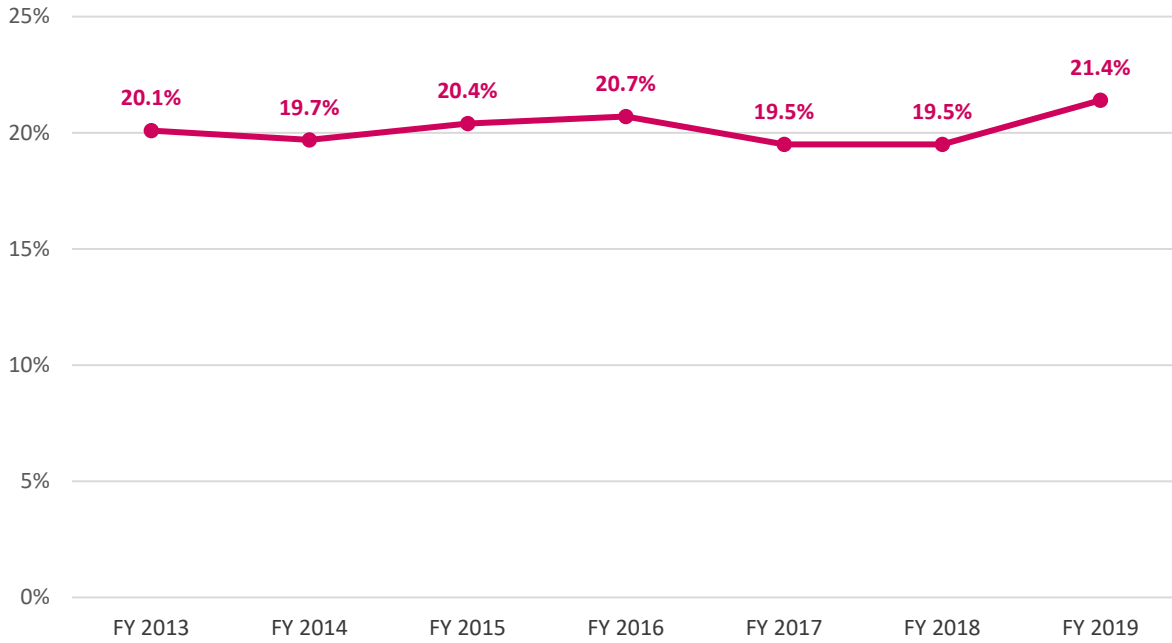


## FY 2019 Retirement Eligibility by Agency (may include administratively attached)

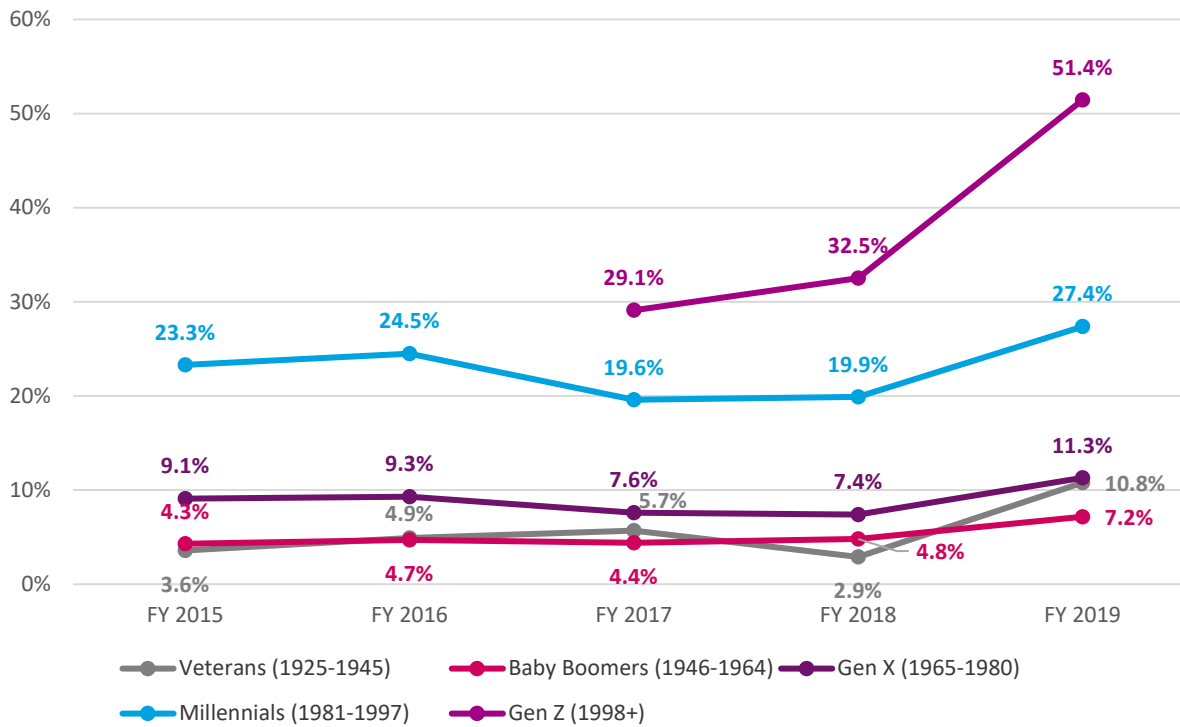




## Turnover Trend by Fiscal Year



## Voluntary Turnover by Generations by Fiscal Year







**Human Resources Administration Division**  
**200 Piedmont Avenue, West Tower, Suite 1206**  
**1- 877 - 318 - 2772**  
**[hra@doas.ga.gov](mailto:hra@doas.ga.gov)**