



# People Forward: Human Capital Trends and Innovations Georgia

This factsheet provides an overview of state personnel trends and processes identified as part of *Grading the States 2008*, the Pew Center on the States' 50-state report card on state government management. To assess state performance in the People category, the Government Performance Project team examined how well a state manages its employees. Among many other factors, the team of management experts reviewed how state human resource systems go about hiring, retaining, developing and rewarding high performing employees. For full grading criteria, additional data reports, and a variety of promising new practices in recruitment strategies and leadership development identified during the course of the study, access the full report, *People Forward: Human Capital Trends and Innovations*, at [www.pewcenteronthestates.org/gpp](http://www.pewcenteronthestates.org/gpp).

## Criterion 1 Conducting and updating a thorough analysis of a state's human capital needs.

### Observations

- Georgia has a competency-based workforce planning program designed to integrate strategic direction, budget requests, workforce plans and technology needs into a single, published document.
- All agencies have workforce plans that are formally developed by agencies and reviewed by the central HR management agency.
- Georgia has a full data warehouse integrated into agency functions and is in the process of implementing a suite of PeopleSoft Human Capital Management tools that will enhance the state's workforce analytics, data warehouse and workforce scorecard system.
- The state has a robust and performance-driven competency dictionary. Competencies factor into compensation, performance appraisal, selection, training and workforce planning.

## Criterion 2 Acquiring the employees a state needs.

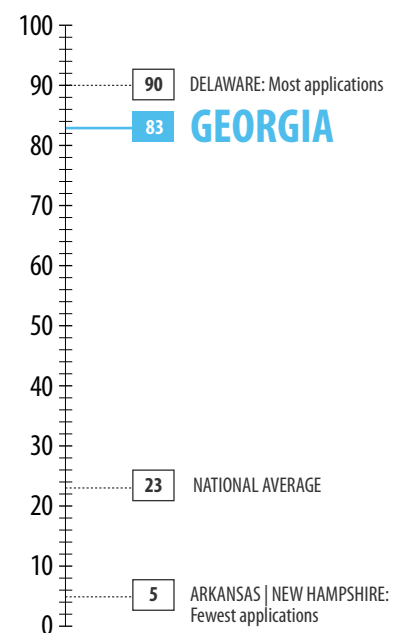
| Average time to fill open nonclassified positions | Average number of applications per nonclassified job opening | New hire turnover rates |    |
|---|--|-------------------------|----|
| 45 days* <sup>1</sup>                             | 83* <sup>1</sup>   | Voluntary               | NA |
|   |  | Involuntary             | NA |

### Observations

- The Georgia Job Site is a powerful recruitment tool from the standpoint of usability (online application feature and navigability), but the site is lacking in breadth of content.
- The state's new hire voluntary separation rate is approximately 2 percent; minimal time-to-hire and a high number of applications per open position demonstrate Georgia's ability to attract high-quality applicants and to hire them in a timely manner.
- The Georgia branding program, "Put Your Dreams in Motion," is based on a total compensation strategy adopted by the multi-agency Recruitment Advisory Council.

<sup>1</sup> In 1996 Georgia mandated that all employees hired or promoted after July 1 of that year would be included in the state's nonclassified workforce, serving on an "at will" basis. For several key indicators, GPP used data regarding Georgia's nonclassified workforce as the basis of comparison with other states.

### APPLICATIONS PER OPEN CLASSIFIED POSITION



**Criterion 3** Retaining a skilled workforce.

| Nonclassified job turnover rates |       |
|----------------------------------|-------|
| Total                            | 21.0% |
| Voluntary                        | 15.8% |
| Involuntary                      | 3.0%  |
| Retired                          | 1.1%  |
| Layoff                           | 1.1%  |

|  |                    |
|--|--------------------|
| Total classified compensation (2007 dollars)                       | \$59,400           |
| Fringe benefits as a percentage of salary, nonclassified employees | 40.9% <sup>2</sup> |
| Percentage of health insurance premiums paid by employees          | 25.0%              |
| Grievances per 1,000 classified employees                          | 0                  |

<sup>2</sup>See note under Criterion 2.

**Criterion 4** Developing a state's workforce.

| Average hours of training |    |
|---------------------------|----|
| Per employee              | 21 |
| Per manager               | 23 |

| Training expenditure                  |       |
|---------------------------------------|-------|
| As a percentage of total payroll cost | 5.0%  |
| Per employee                          | \$225 |
| Per manager                           | \$250 |

| Employee development                       |       |
|--|-------|
| Total number of development programs       | 11    |
| Hours in senior leadership program         | NA    |
| Percentage of employees with a career plan | 85.0% |

**Observations**

- Georgia is one of the few states that has a published training and development plan, including a gap analysis and cost/benefit analysis for each of several training initiatives.
- Georgia has a robust Learning Management System and a Workforce Development Advisory Council that drive developmental efforts.
- Promotion and transfer rates in Georgia are well above average and complement the high number of employees with a career plan, showing the existence of opportunities for career advancement.
- The Georgia Leadership Institute is designed specifically for senior leadership development and offers several competency-based programs to drive the development of managers.

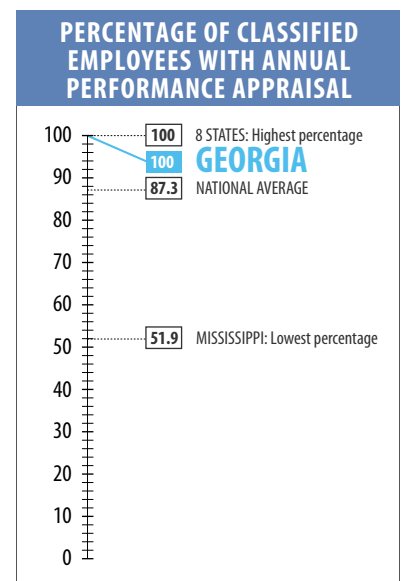
**Criterion 5** Managing a state's workforce performance programs effectively.

| Percentage of nonclassified employees with an annual performance appraisal | Time to terminate classified employees for |         |
|--|--|---------|
| 100.0% <sup>3</sup>  | Performance problems                       | 23 days |
|  | Behavior problems                          | 23 days |

<sup>3</sup>See note under Criterion 2.

**Observations**

- Georgia's Performance Management system is a competency-based approach to performance appraisals that creates a workplace culture driven by employee responsiveness to agency and state objectives.
- All employees are eligible for pay-for-performance compensation, and 91 percent of employees received such compensation in FY06. Compensation decisions are linked to performance appraisals.
- The Merit System Reform Act made the grievance and appeals process available to the state's nonclassified employees.



The Government Performance Project examined human capital management operations in all 50 states. States that did not submit sufficient data for inclusion in these data tables were assessed based on public documents and interviews. Information marked by an asterisk (\*) was extracted from state sources independently of the GPP survey. "NA" indicates insufficient data. The information included in this report is current as of February 1, 2008.