



**JOBS WITH
PURPOSE**
MUNICIPAL WORKFORCE
DEVELOPMENT INITIATIVE

Jobs With Purpose Project Update August 2, 2022

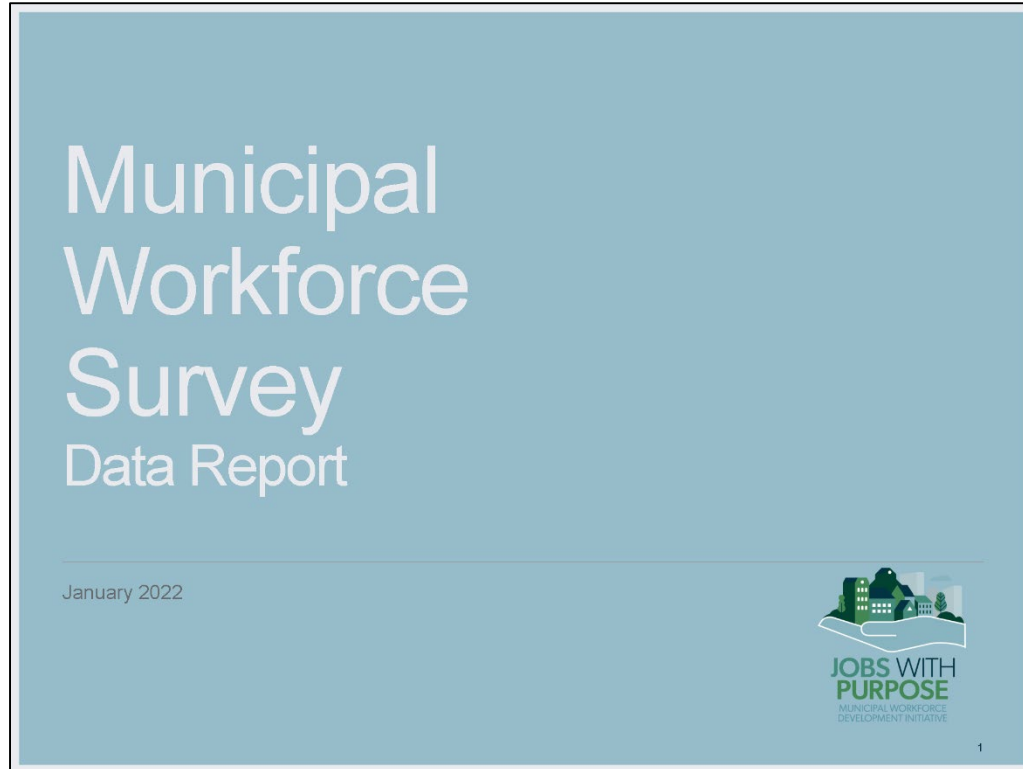


**Carl Vinson
Institute of Government
UNIVERSITY OF GEORGIA**

Jobs with Purpose Needs Assessment Overview



Needs Assessment Report



Access the full report:
gacities.com/workforceneeds

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| | <ul style="list-style-type: none">+ More than 85% of municipalities reported difficulty attracting applications.+ Difficulty attracting applications varies by function.+ About half of municipal governments currently have skill shortages or anticipate them in the next 12–24 months. | <ul style="list-style-type: none">+ Municipal government workers are slightly older than the US average but have a lower turnover rate.+ Smaller cities reported the fewest challenges retaining employees.+ Employees reported leaving municipal service for a variety of reasons.+ Employee retention and development programs are hit and miss. | <ul style="list-style-type: none">+ Municipalities are typically less competitive with wages than other benefits.+ Regardless of municipality size, most respondents shared that they cannot pay what applicants demand.+ Flexible work options are not common in Georgia municipalities. | <ul style="list-style-type: none">+ In 2021, municipalities were significantly more likely to hire employees and increase pay than to cut either.+ The positive employment trend is expected to continue in 2022.+ Succession and workforce planning may need more attention.+ Municipalities vary in their diversity, equity, and inclusion efforts. |



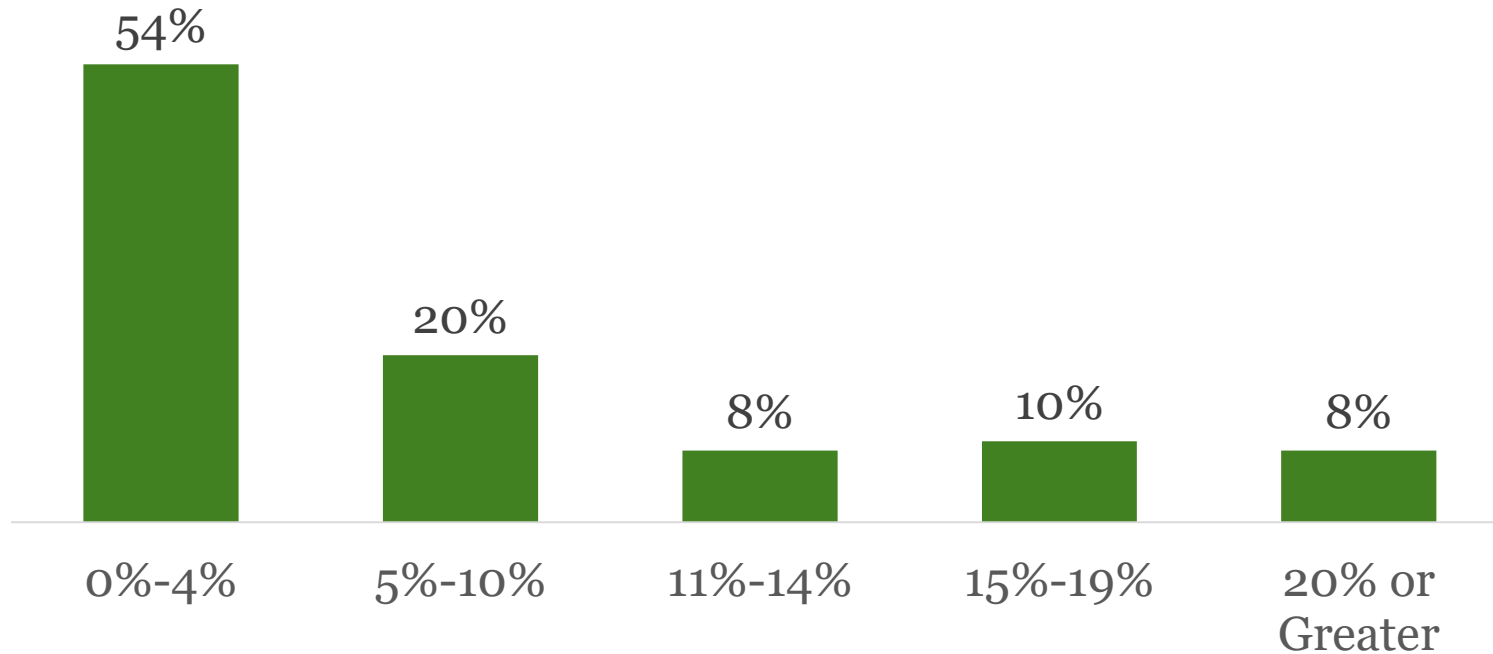
Survey Overview

- Survey sent to 528 HR points of contact for Georgia municipalities on August 17 and two follow-up reminders
- 200 municipalities returned a survey for a response rate of 38%.
- Survey responses included 15,000 total employees (full-time, part-time, and seasonal)
- Response rate by GMA district varied from 28% to 61%



Turnover rates in municipal government are lower than the economy as a whole

What was your employee turnover rate in 2020?



Estimated* Georgia
Municipal Government
2020 Turnover Rate: 7.3%

*Estimated using a midpoint method

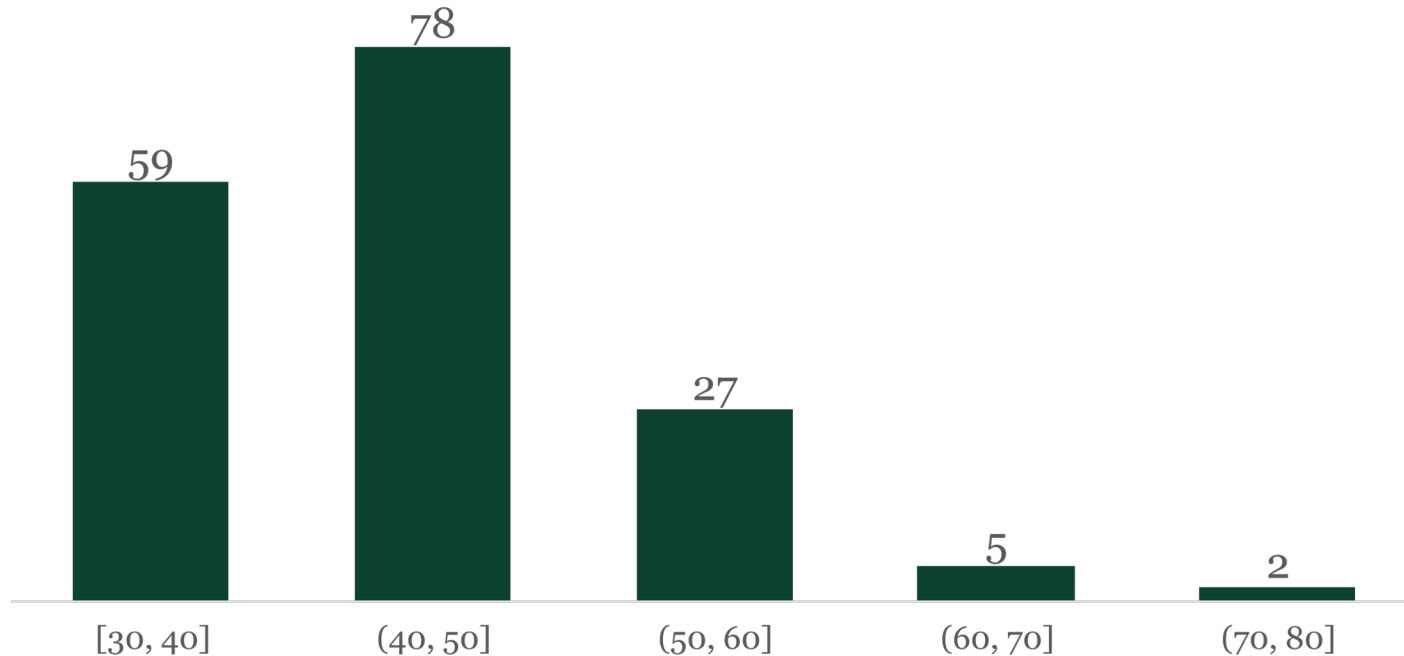
Estimated US Economy
Turnover Rate**: 57.3%

**US Bureau of Labor Statistics, JOLTS



Workers in municipal government are slightly older than the US average

What is your average employee age?



Georgia Municipal
Government Average
Age: **45.2**

US Workforce
Average Age*: **42.8**

*US Bureau of Labor Statistics,
Employment Projections



Top 3 most common strategies



Social Media
(48%)



Online
Advertising
(45%)



Employee
Referral
(44%)

Top 3 least common strategies



Building a
communications
campaign around
public service
(11%)



Postsecondary
education
outreach
(11%)



K-12 outreach/
civics curriculum
(5%)

**31% of cities
reported not
using any
common
recruitment
strategies.**

Top reasons for leaving municipal government



**Career
change**
(25%)



Compensation
(24%)



**Opportunity
with
another
public
employer**
(21%)



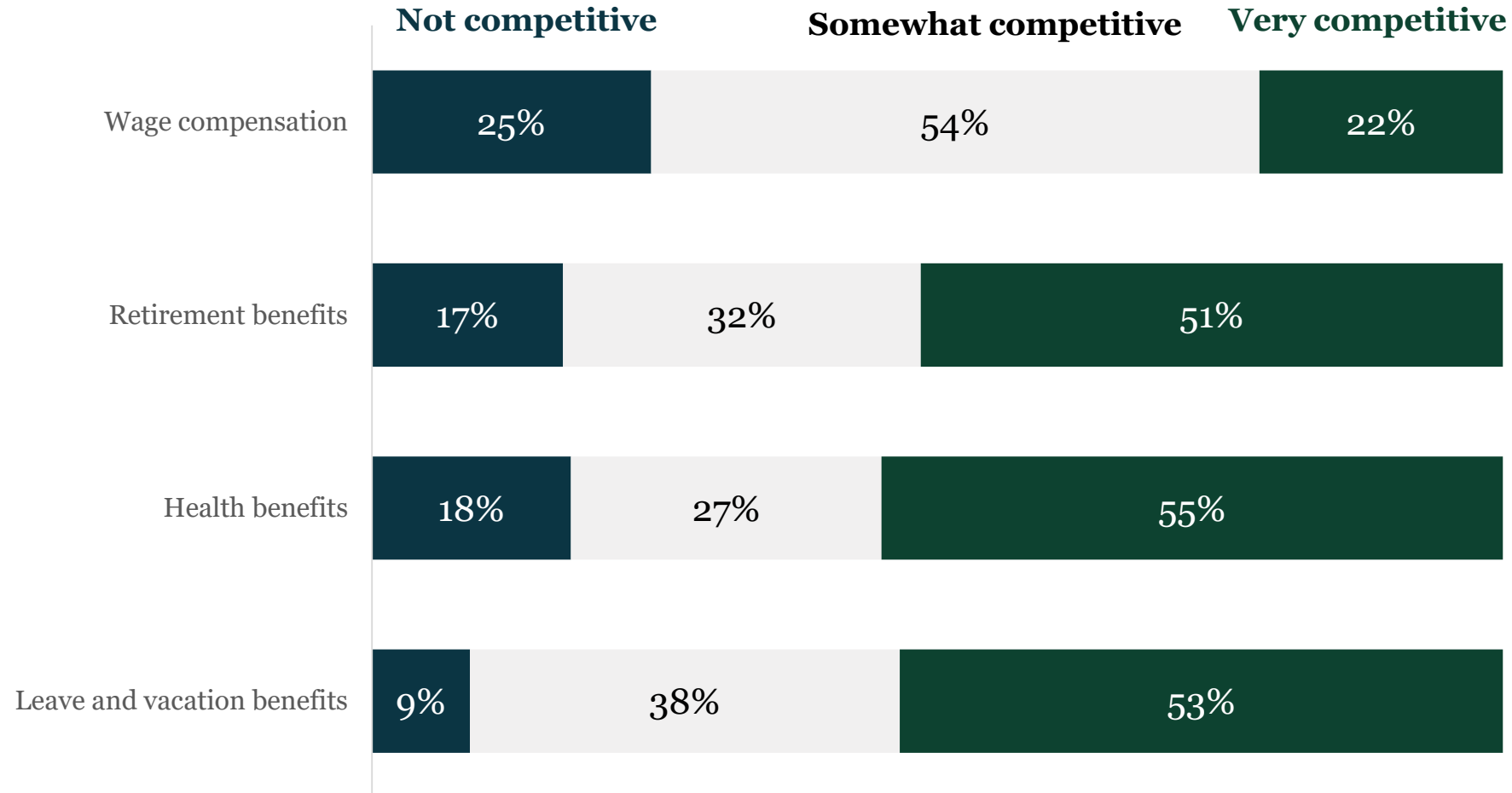
Retirement
(21%)



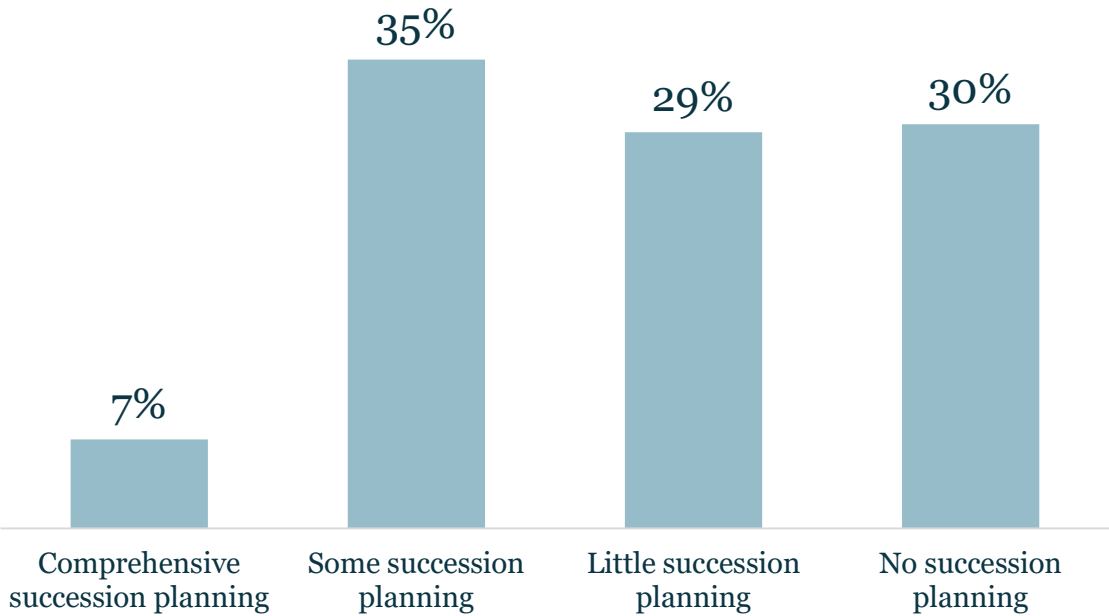
**Opportunity
with a private
employer**
(19%)

34% of respondents did not conduct exit interviews

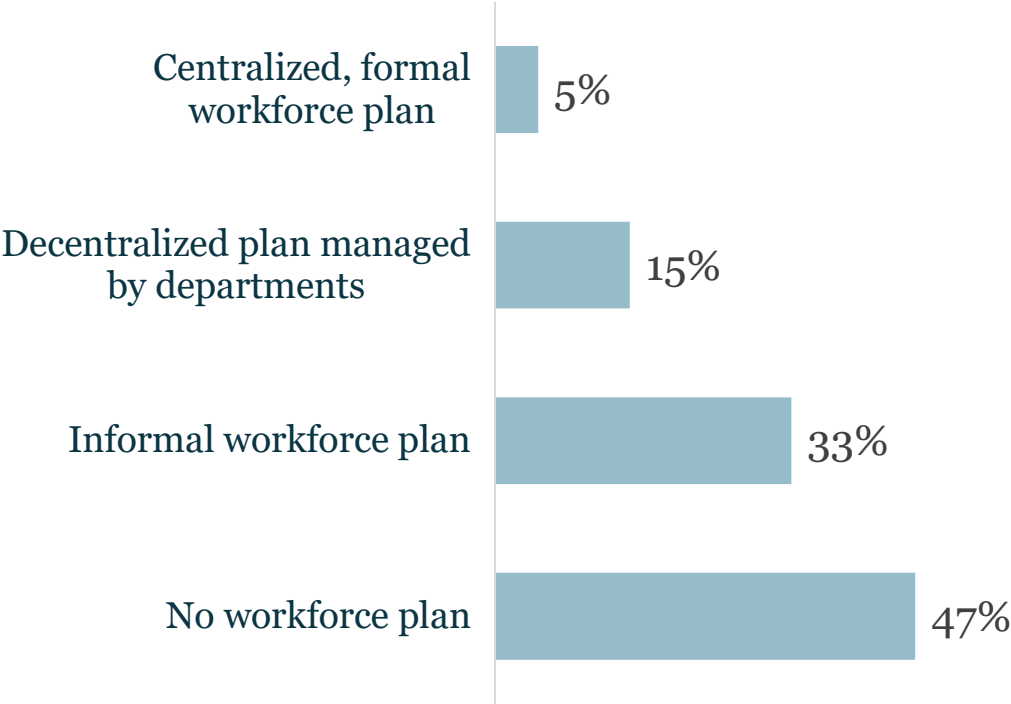
To what extent do you believe the total rewards you offer your employees are competitive with the labor market?



Which of the following best describes your municipal government's succession planning process?

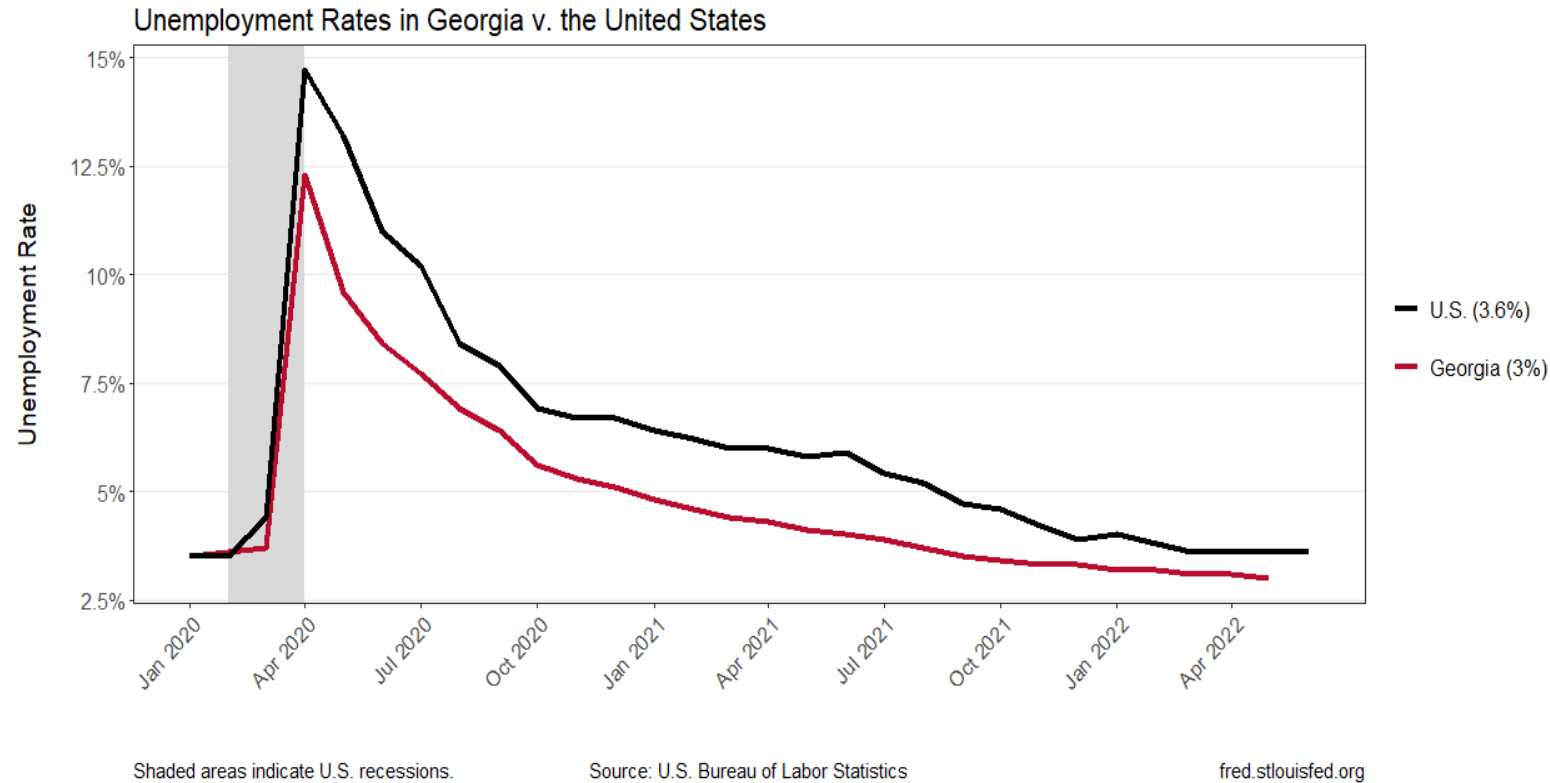


What type of workforce plan, if any, does your municipal government have?

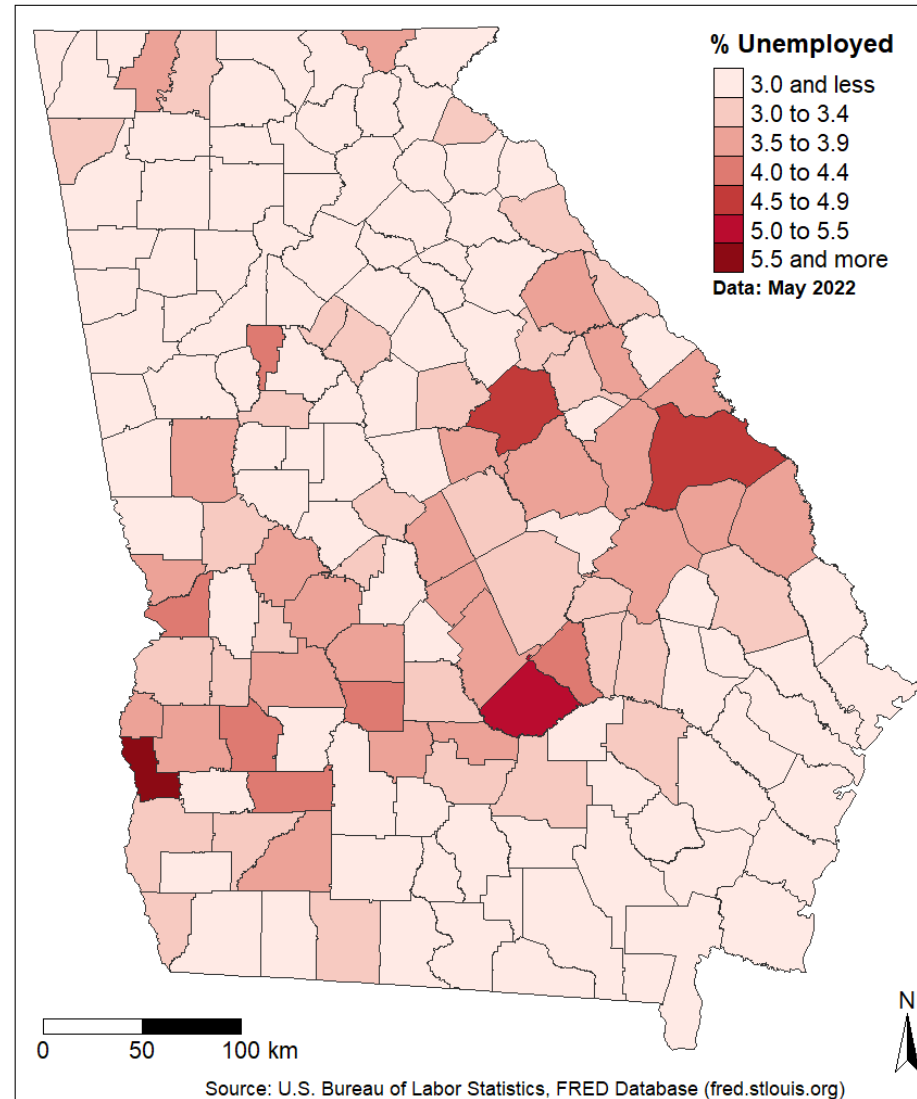


Current Labor Market Highlights

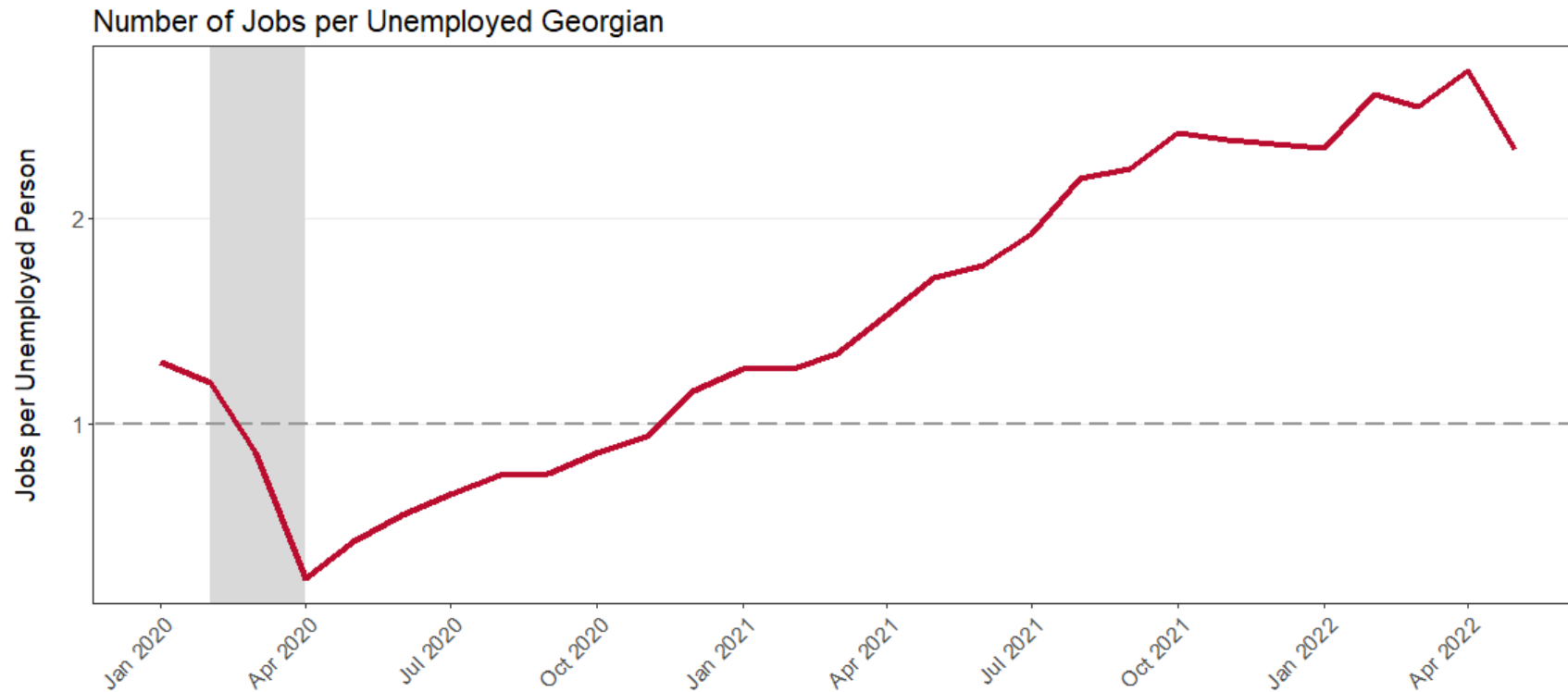
Georgia is experiencing record low unemployment levels



While unemployment is low across Georgia, there are still parts experiencing higher unemployment levels



There are about 2.5 job openings per unemployed Georgian

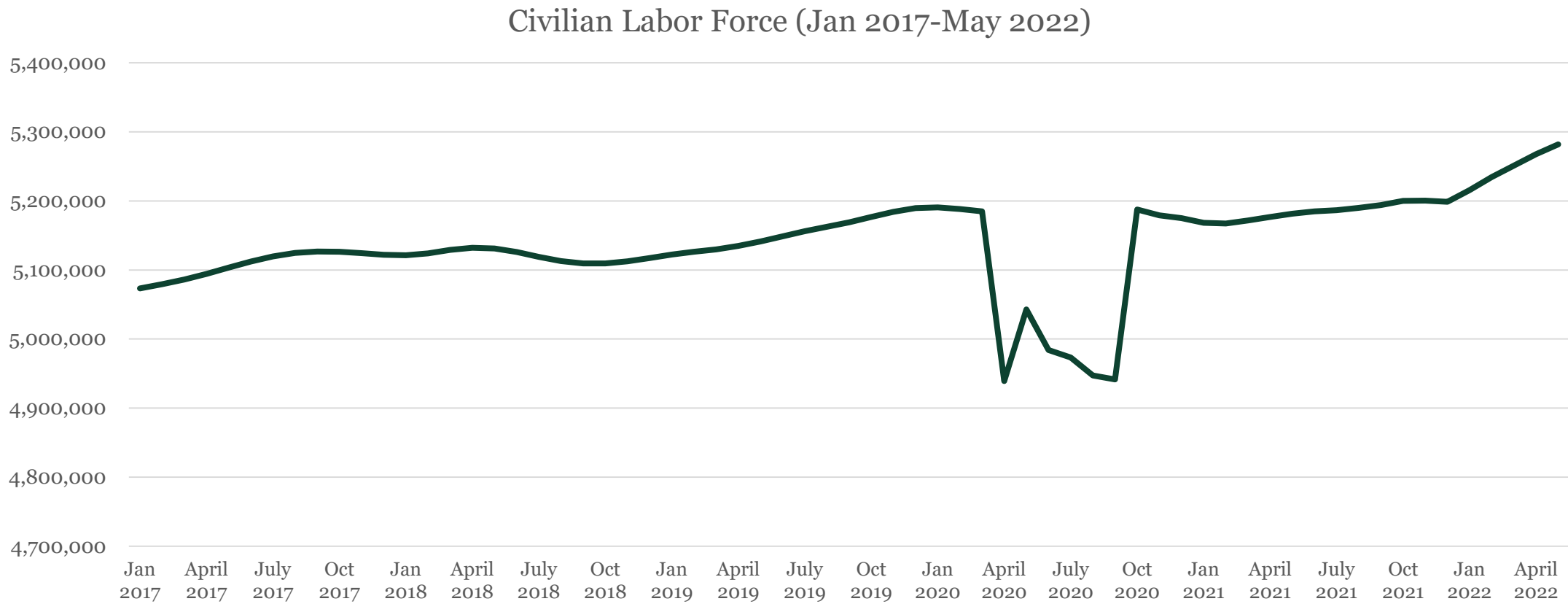


Shaded areas indicate U.S. recessions.

Source: U.S. Bureau of Labor Statistics, JOLTS Database

bls.gov

The labor force is back to pre-pandemic levels plus more



Strategy, Playbook, and Resources

JOBS WITH PURPOSE

GEORGIA MUNICIPAL WORKFORCE DEVELOPMENT STRATEGY AND PLAYBOOK 2022



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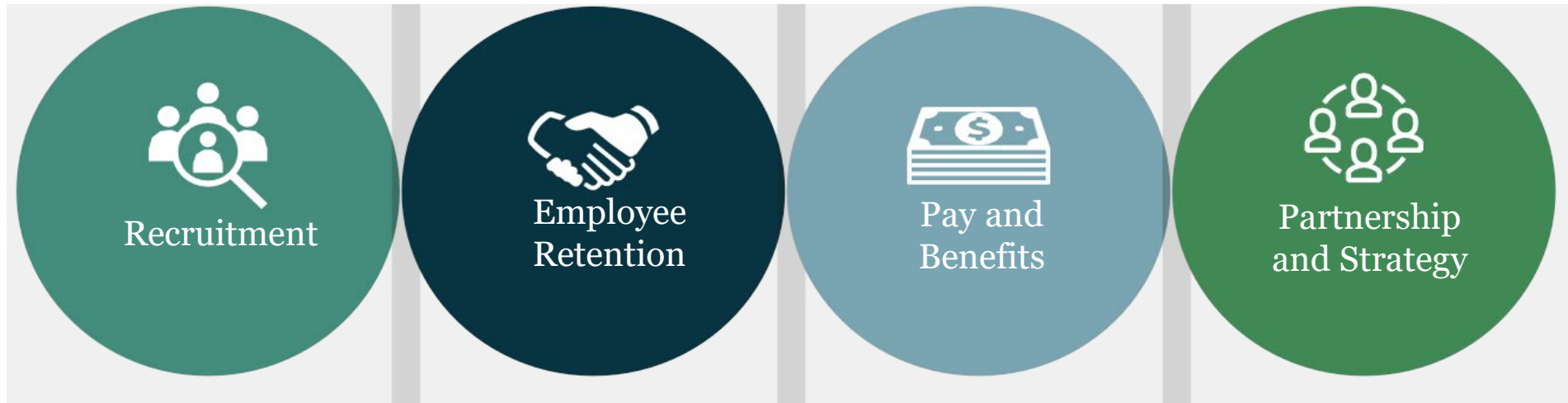


GMA And GCS Actions To Support Workforce Development Efforts Of Cities

- ✓ Develop tools and resources to promote public service careers
- ✓ Coordinate with local government professional associations around workforce development
- ✓ Offer grants to cities for consulting and other supportive services
- ✓ Develop and maintain a statewide strategic partnerships
- ✓ Convene educational sessions for elected officials and city staff
- ✓ Serve as the state's municipal workforce development convener
- ✓ Develop a talent management library and toolbox



Strategy Areas



Recruitment

Enhance recruitment efforts through a more formalized marketing and outreach program.

Engage in intentional educational outreach to schools, colleges, and universities to promote careers and recruit candidates.

Create opportunities for secondary and postsecondary teachers to complete externships in municipal government departments.

Employee Retention

Develop and implement an internal communication strategy.

Create an employee cross-training program.

Develop and support career pathways to aid employee growth.

Train and mentor supervisors.

Pay and Benefits

Regularly assess pay and benefits.

Conduct a regional benchmarking study for high-turnover jobs.

Implement a financial literacy program for staff members.

Enhance communication of the total value of benefits.

Partnership and Strategy

Develop a municipal workforce needs assessment and action plan.

Regularly engage with local workforce partners.

Develop a succession plan.

Find the full strategy report, needs assessment report, and talent management resource library at **gacities.com/workforcedevelopment**



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Jobs With Purpose: Municipal Workforce Development Initiative was launched by GMA and Georgia City Solutions in 2021 with the goal of helping local leaders across the state proactively address their workforce development needs.



Explore



Recruitment



Retention



Pay & Benefits



Planning/Partnerships



Starts with Me Campaign Resources

Reflection in the Chat

1) Which of the four strategy areas will your city likely focus on first? Why?

2) What kind of additional assistance and resources might your city need to succeed with municipal workforce development?

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Thanks!

Greg Wilson

Assistant Director

Carl Vinson Institute of Government, University of Georgia

gjwilson@uga.edu

(706) 542-6271

