



JOBS WITH PURPOSE
MUNICIPAL WORKFORCE DEVELOPMENT INITIATIVE

Jobs with Purpose Needs Assessment Update

February 8, 2022



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

Goals and Application



Better understand the current situation



Roadmap for GCS, GMA, cities, and partner organizations



Generate sustained interest and investment in the topic



Ensure local governments have a sustainable and high-quality workforce



Jobs with Purpose Needs Assessment Takeaways



Needs Assessment Report

Municipal Workforce Survey Data Report

January 2022



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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%



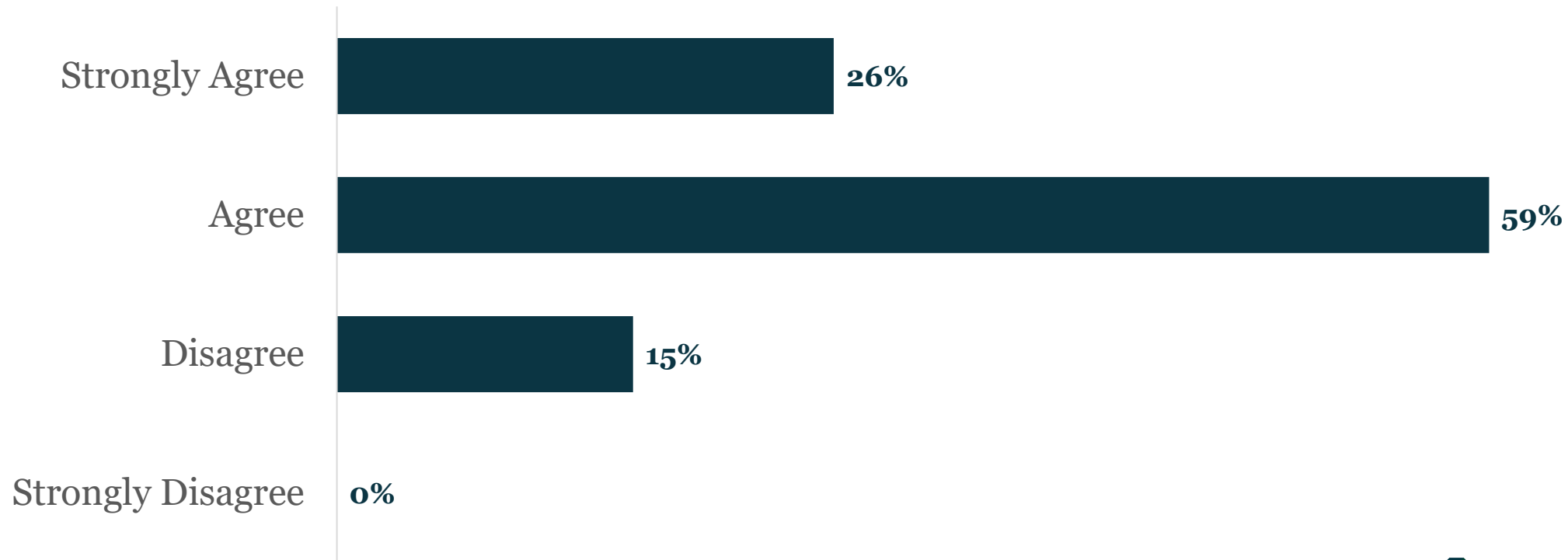
Top Takeaways from the Needs Assessment Phase (1/2)

- 1. Georgia cities face challenges attracting applicants**
2. The level of difficult for attracting and retaining employees varies significantly by function and size
3. Half of Georgia municipalities have a skill shortage or anticipate one in the next 12-24 months
4. Traditional recruitment strategies reign supreme in municipal government
5. Common reasons for leaving include career changes, compensation, opportunity with other public sector employer, retirement, and opportunity with a private sector employer.



Over 85% of responding municipalities reported that it is **difficult** to attract applicants with the skills their municipal government needs

It is difficult to attract applicants with the skills our municipal government needs



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Easiest Functions to Fill

Occupation	% Not Challenging	# of Total Respondents
Human Resources	74%	86
Administration	64%	113
Animal Control	63%	27
Finance	62%	98
Telecomm (internet, cable, phone)	62%	26

Hardest Functions to Fill

Occupation	% Very Challenging	# of Total Respondents
Electricity	42%	24
Police	38%	121
Sanitation/ Landfill	30%	60
Water/ Wastewater	28%	112
Natural Gas	21%	29

Note: Not all municipalities offer all functions. For example, only 24 of responding cities reported offering electricity.



Top 5 Most Challenging Functions to Fill by Municipality Size

	Large	Medium	Small
1	Police	Electricity	Electricity
2	Electricity	Police	Animal Control
3	Finance	Sanitation/Landfill	Transportation Planning
4	Sanitation/Landfill	Water/Wastewater	Natural Gas
5	Water/Wastewater	Natural Gas	Sanitation/Landfill



Electricity and sanitation/landfill
positions were hard for cities
of all sizes to fill.



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Of the following statements, which best describes the overall availability of skills of new hires in your municipal government?

I don't know 7%

We have the skills needed for today and for the next 12 to 24 months 43%

We have the skills needed for today, but may not have the skills needed for the next 12 to 24 months 35%

We don't have the skills needed for today 14%



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

Top 3 most common strategies



Social media
(48%)



Online advertising
(45%)



Employee referrals
(44%)

Top 3 least common strategies



Building a communications campaign around public service
(11%)



Postsecondary education outreach
(11%)



K-12 outreach/civics curriculum
(5%)



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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

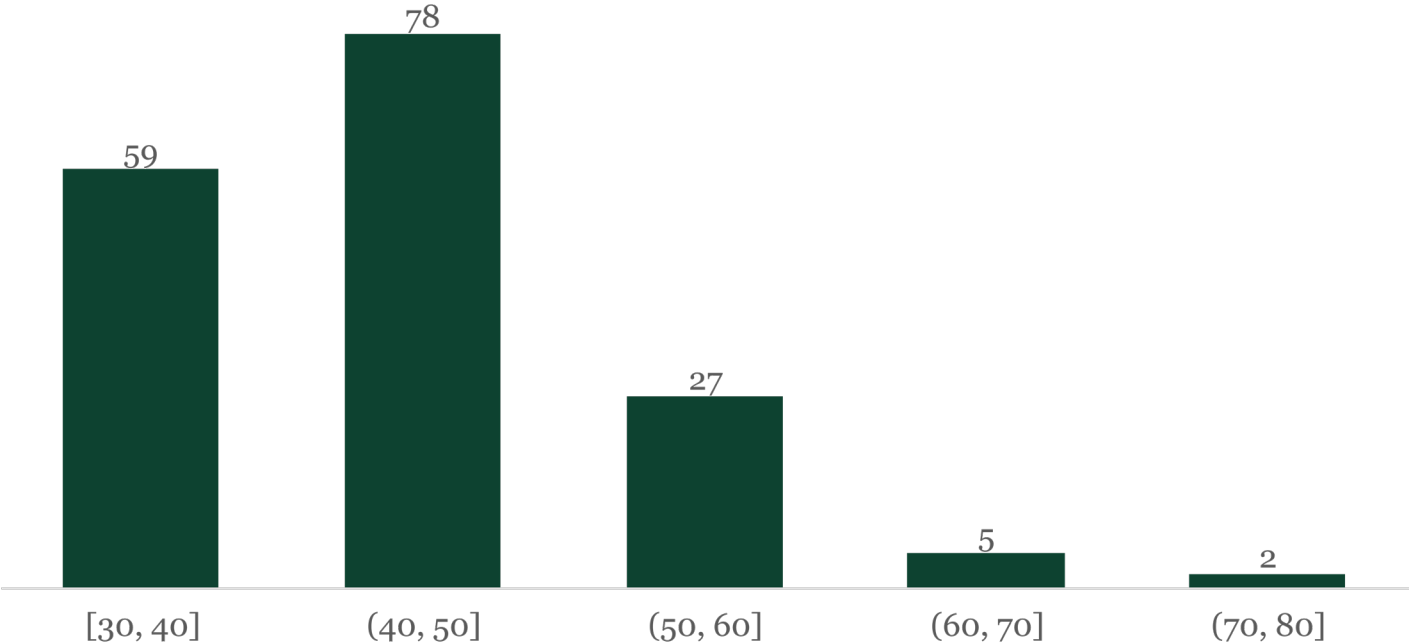
Top Takeaways from the Needs Assessment Phase (2/2)

- 6. Municipal workers are slightly older than the Georgia average, but have a much lower turnover rate**
7. Pay is a top challenge. Other benefits are very competitive
8. Few municipalities employ flexible work options
9. Most municipalities do not have succession plans or workforce plans in place



Workers in municipal government are slightly older than the US average

What is your average employee age?



Georgia Municipal Government Average Age: **45.2**

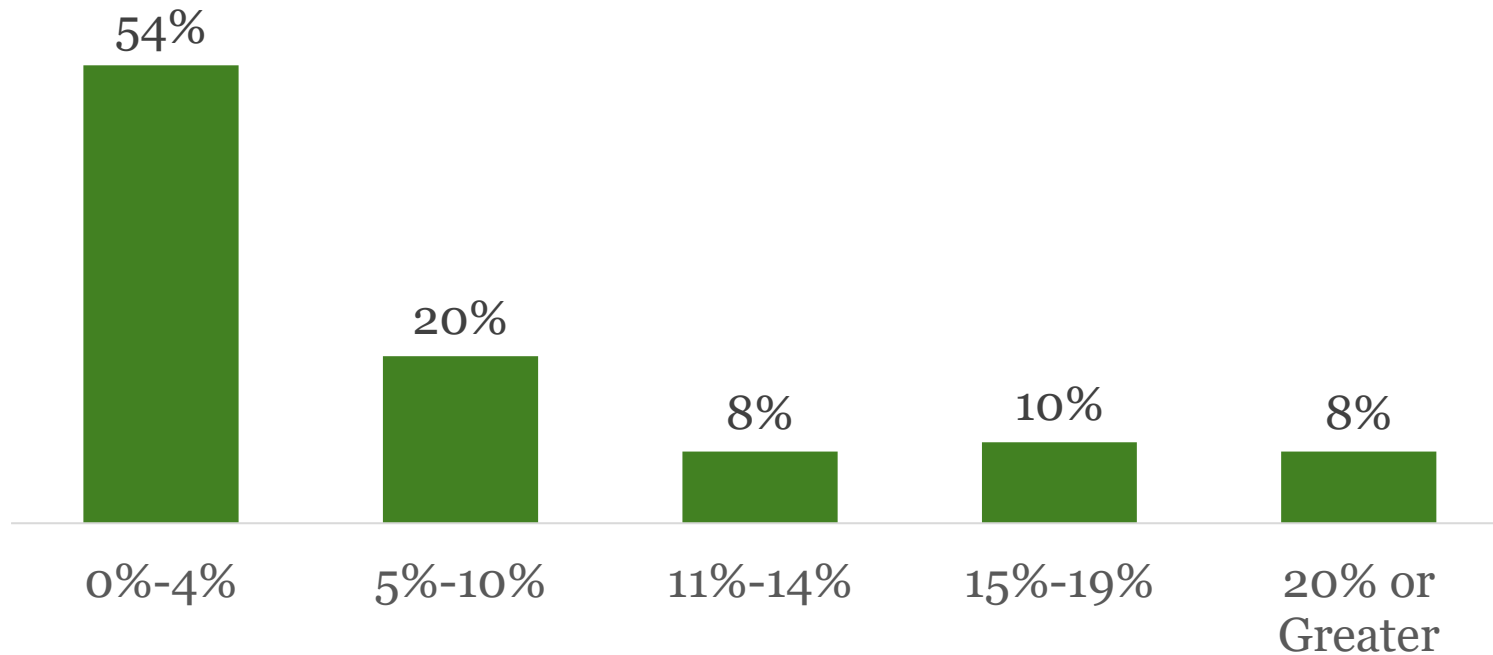
US Workforce Average Age*: **42.8**

*US Bureau of Labor Statistics, Employment Projections



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

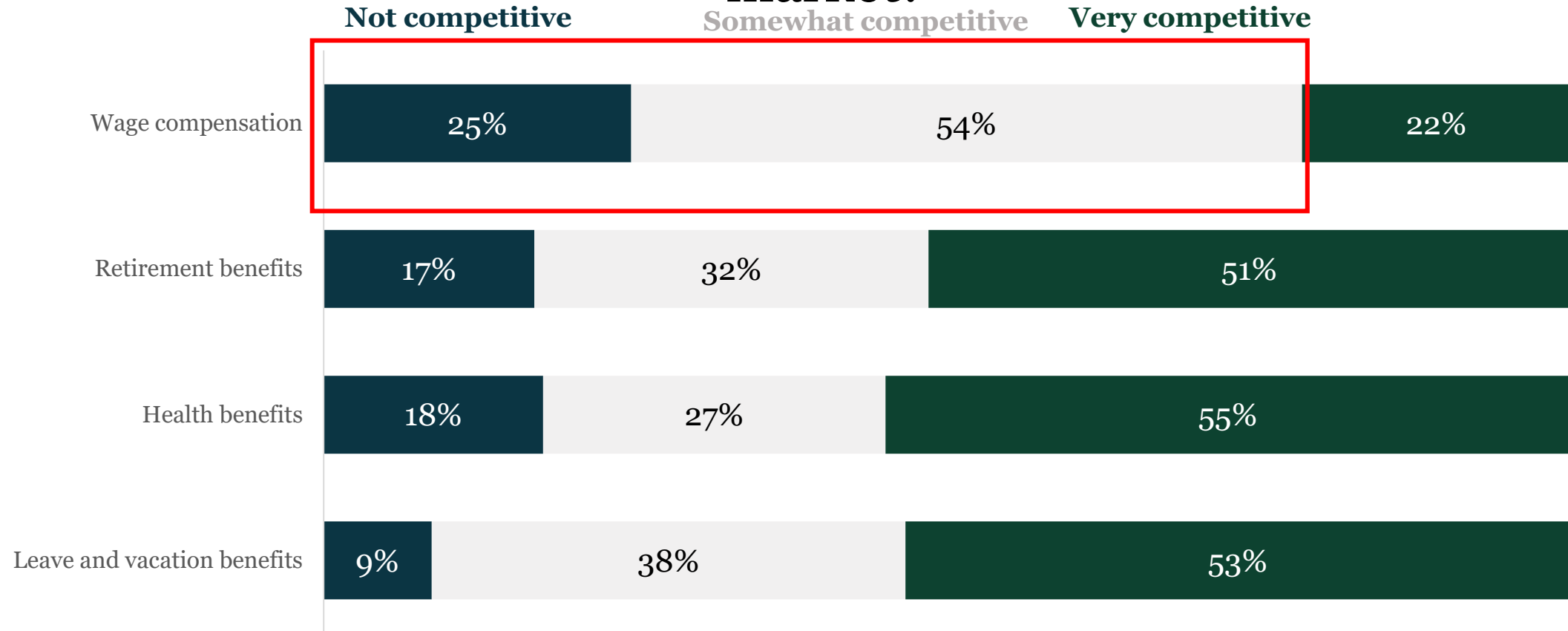


Top Takeaways from the Needs Assessment Phase (2/2)

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



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What flexible work practices does your organization offer?

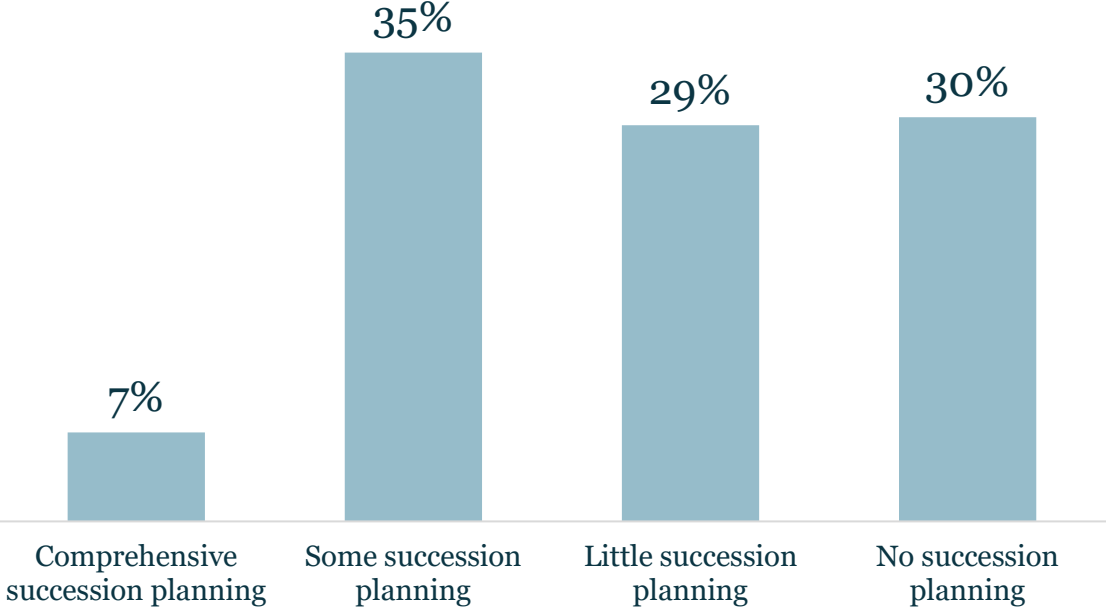


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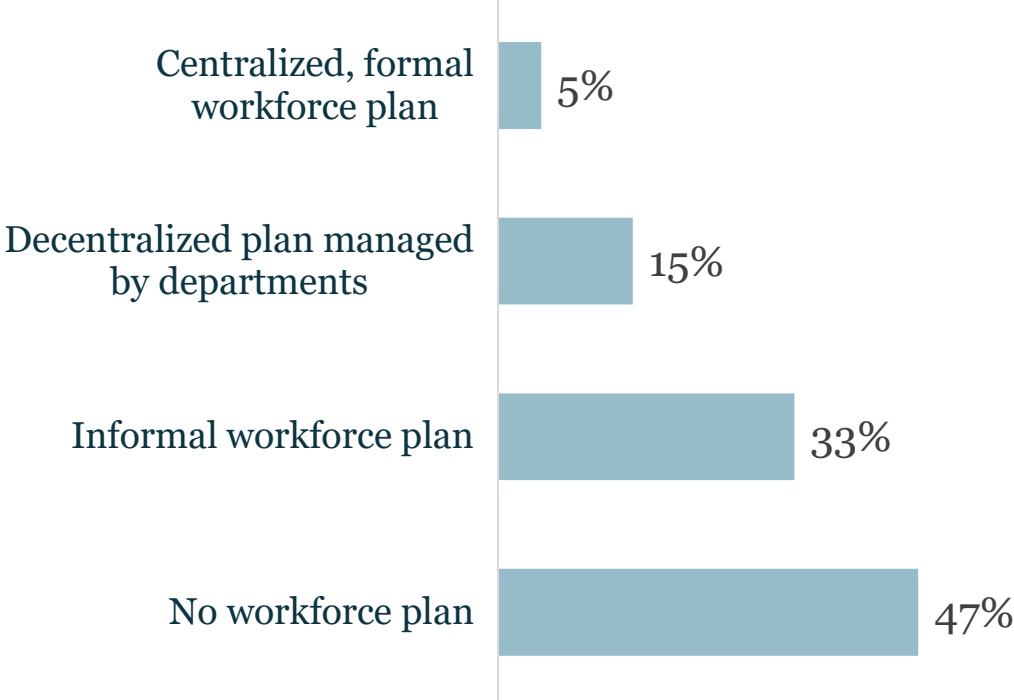
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Which of the following best describes your municipal government's succession planning process?



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



Jobs with Purpose Scope of Work

Phase 1: Needs Assessment

June-December 2021

- Survey of municipal government HR professionals
- Interviews and listening sessions with city leaders
- Review of prior research and national data
- Develop the municipal workforce needs assessment report

Phase 2: Strategy Development

January-June 2022

- Facilitate municipal workforce steering committee meetings
- Identify best practices and resources for potential adoption by GCS, GMA, and partner organization
- Conceptualize and write the GCS/GMA Municipal Workforce Strategy



Thank You!

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