

2011 NASPE COMMUNICATION AWARD SUBMISSION

Submission Title: 2010 Enterprise Workforce Report

Submission Category: Annual Report/Workforce Plan

Web links to the complete report and the executive summary:

<http://www.spa.ga.gov/agencyservices/pdf/EnterpriseReportFullRep2011.pdf>

<http://www.spa.ga.gov/agencyservices/pdf/EnterpriseReportExeSum2011.pdf>

State: Georgia

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1. Please provide a brief description of the submission.

The state of Georgia's FY 2011 Enterprise Workforce Report, produced annually by the State Personnel Administration (SPA), is an assessment of state government's human capital and provides workforce recommendations to the Governor and General Assembly for legislative approval and funding. The Enterprise Workforce Report is a multi-page document that identifies common trends that impact the state's workforce, policies and ultimately the services that are rendered to Georgia's citizens. It includes a summary of information from 31 state agencies' workforce plans that are included as a module of their strategic and budget plans. The Enterprise Workforce Report, which is closely integrated with the State Strategic Plan, the State Technology Plan and the Governor's Program Budget Initiative, focuses on data analysis and three to five year projections of enterprise-wide workforce gaps and competencies.

Key components of the report include:

- Enterprise HR recommendations for the Governor and General Assembly
- An environmental scan assessing economic, social, demographic, and industry trends
- Georgia's Workforce and Succession Planning Model
- Identification of critical positions, competency needs, and diversity gaps
- Georgia's workforce analytics – forecast, demographics and trends
 - Retirement and Turnover data
 - Compensation data
 - Training and development needs

- Employee Demographics
- Key HR strategies implemented by agencies, and return-on-investment data (ROI)
- Highlights of Georgia's enterprise HR initiatives

2. How long has the submission been in existence?

The FY 2011 Enterprise Workforce Report was created on September 28, 2010 and distributed to the Governor's Office and approximately 250 executives and administrators which included agency/department heads and HR directors. The report was distributed electronically by e-mail (listserv). The full version of the Enterprise Report, as well as a condensed executive summary was also posted to Georgia's Workforce Planning Webpage on September 29, 2010 at

<http://www.spa.ga.gov/agencyervices/pdf/EnterpriseReportFullRep2011.pdf>

3. Why was the submission created?

SPA is responsible for managing the legal requirements of fulfilling Georgia's Workforce Planning Law...which states:

"Each agency shall develop an annual workforce plan according to statewide criteria and guidelines and shall provide a report of such plan annually to SPA for incorporation into the statewide workforce plan to be submitted to the Governor and the General Assembly." (O.C.G.A. 45-20-1- section E)

In addition to the legal mandate, the Enterprise Workforce Report is widely embraced by state leaders and HR directors as an effective business tool and

leading industry best practice. The State Personnel Administration works closely with HR professionals and agency leaders throughout the year to discuss their concerns regarding information included in the report, as well as the current state of the economy and its impact on the workforce, organizational changes, talent acquisition, leadership development and shared services. Succession planning roundtables are held to allow agencies' HR directors to share their best practices, success stories and other challenges. Through this collaboration, Georgia will ensure workforce planning is an integral part of its business operations and culture.

4. How does this submission support the goals and objectives of your agenda/department?

State agencies continue to support Georgia in becoming the "Best Managed State" by identifying and implementing workforce strategies that will yield a competent, knowledgeable, and skilled workforce. The Enterprise Workforce Report contains aggregated data from agencies workforce and strategic plans submitted.

SPA supports state agencies in ensuring that they have the capacity to recruit, develop, and retain a competent and diverse workforce. HR industry standards and best practices indicate Workforce Planning is a critical success factor for organizations to achieve their goals and objectives.

The Workforce Plan for the State of Georgia, like those of its agencies, begins with Georgia's Strategic Plan. It draws upon each agency's workforce plans and builds upon agency-specific analyses of their operating environment, including

their staffing, diversity, and competency gaps along with their strategies to close priority gaps. Georgia's Workforce Plan identifies workforce issues and gaps with statewide priority, and it describes a set of integrated strategies to close those gaps and align Georgia's workforce with state strategic goals and objectives.

5. Have you been able to measure the effectiveness of this submission? If so, how?

Georgia's Enterprise Workforce Report evaluates the effectiveness of workforce planning to date and identifies measures to demonstrate workforce planning success. Georgia has designed a web-based Workforce Planning Tool capable of aggregating the key workforce planning data points from Georgia's state agencies. The web-based tool tracks agency's progress with regard to strategy implementation. During FY10, the projected return-on-investment for the State of Georgia associated with the implementation of HR strategies to close agency workforce gaps is projected to exceed \$22.5 million versus implementation costs of \$864,202.