



## OFFICE OF PLANNING AND BUDGET


Brian P. Kemp  
Governor

Kelly Farr  
Director

December 4, 2019

### MEMORANDUM

TO: Agency Heads and Fiscal Officers

FROM: Kelly Farr 

RE: Fiscal Year 2020 Strategic Hire Process

As of October, OPB is withholding a portion of monthly allotments to ensure agencies manage their budgets in accordance with the four percent budget reduction instructions the Governor issued in July. In those instructions, Governor Kemp asked agencies to think strategically about how to improve business processes by eliminating duplication, better utilizing technology, or other methods of efficiency. This should include thinking strategically about your workforce needs and how to best leverage existing positions and personal services funding to attract and retain talent. With a workforce numbering in the tens of thousands, high turnover rates cost the state financially due to leave payouts, recruitment, and training expenses, while also causing reduced productivity as a result of position vacancies and the loss of trained and experienced employees on the job.

Additionally, in order to make the best possible decisions with regards to agency budgets, it is critical that financial and human resources data in our enterprise information systems be as accurate and up-to-date as possible. The TeamWorks system currently includes hundreds of active positions that are flagged as budgeted but which have been vacant for years. Other positions are incorrectly classified by job class or position title and do not reflect the actual work the employee is responsible for. This makes it difficult to determine actual turnover and vacancy rates for agencies when examining budget requests related to personnel.

Therefore, effective December 15, OPB will institute a strategic hire approval process for state agencies to ensure agencies are thinking critically about how to use vacant positions to restructure how services are delivered and to recruit and retain talented employees. The strategic hire process will apply to any regular, full-time position a state department, authority, or commission seeks to fill at a salary above the state median of \$40,000. OPB has created an online form for your use in requesting to fill these positions. The strategic hire request form is available at <https://opb.georgia.gov/strategic-hires>.

To improve the accuracy and promote consistency in usage of our enterprise data systems, OPB also will begin working with agencies and the State Accounting Office (SAO) to identify those positions which have been vacant for an extended period and are flagged as active and budgeted but which the agency has no plans or budget to fill. Agencies

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should begin inactivating these positions in the TeamWorks system as part of their data cleanup efforts. Once OPB has completed their review of vacant but funded positions, OPB will work with SAO to inactivate any additional remaining aging vacant and unfunded positions in the system. Furthermore, OPB will work with SAO to revise the process for reactivating or adding new positions to the system to maintain greater data integrity moving forward.

Thank you for your assistance in working with OPB to begin the process of addressing critical workforce needs within the state. Through this process, we hope to better identify reasons for employee turnover and opportunities to support and promote a talented workforce, and to leverage existing resources through technology to streamline business processes, improve service delivery, and reduce administrative burdens for our employees. Should you or your staff have any questions, please contact your OPB analyst.

KF/sb

Enclosure