



JOBS WITH PURPOSE

MUNICIPAL WORKFORCE
DEVELOPMENT INITIATIVE



ABOUT THE INITIATIVE

Georgia cities face increasing challenges in recruiting and maintaining a talented and engaged workforce. Competition from the private sector to increasing retirements to shifts in job expectations by potential employees has required city officials to evaluate their recruitment and retention efforts and to think more strategically about their workforce pipeline.

The Jobs with Purpose initiative is designed to assist cities proactively address their workforce needs through investment, planning, and strategy implementation. Using the “Georgia Municipal Workforce Development Strategy and Playbook,” produced by the Carl Vinson Institute of Government (CVIOG) at the University of Georgia in consultation with Georgia Municipal Association’s (GMA) Municipal Workforce Development Advisory Council and funded by Georgia City Solutions, Inc. (GCS), the Jobs with Purpose initiative will address the playbook’s recommended strategies in pilot cities in the following areas:

- Employee Recruitment
- Employee Retention
- Pay and Benefits
- Planning and Strategic Partnerships

Cities will also receive assistance in developing a recruitment strategy based on GMA’s Starts With Me! workforce development campaign. The campaign provides messaging and collateral resources to aid in attracting qualified applicants and provides a simplified repository of materials that can be utilized and incorporated into the overall recruiting and retention efforts.

- Strengthen the municipal workforce pipeline
- Develop municipal career pathways
- Increase interest in city government careers
- Upskilling and reskilling of persons for municipal jobs to provide higher paying jobs and economic mobility.
- Create a model that is scalable and transferable to other cities, regions, and states.

EXPECTED OUTCOMES PARTICIPATING CITIES WILL:

- Complete a workforce needs assessment and identify gaps that need to be addressed.
- Review and understand the local workforce pipeline and needs.
- Identify the local, regional, and state partners that they can collaborate with to meet future workforce-related goals
- Develop an actionable strategy to address their own workforce needs based on any issues raised in the needs assessment and local pipeline evaluation.
- Develop a recruitment strategy using GMA’s Starts With Me! workforce development campaign.

PARTICIPATION PLEDGE PARTICIPATING CITIES WILL:

- Analyze their existing human resources data to provide quantitative statistics
- Provide meeting space for onsite project meetings
- Leadership commits to the ongoing support of the program
- City agrees to participate in annual knowledge sharing and lessons learned forums with other participating cities.

ABOUT THE WORK

2021 NEEDS ASSESSMENT SUMMARY

To develop the most relevant and useful municipal workforce strategy possible, GMA and GCS first invested in an in-depth statewide needs assessment to collect relevant data. These data were then analyzed for trends and themes. Below are four key takeaways that informed the final workforce development strategy.

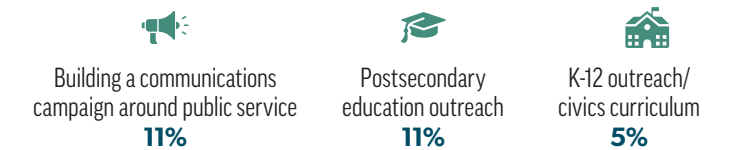
KEY TAKEAWAY 1

While municipality size and job function influence the difficulty of recruiting employees, over 85% of cities reported challenges attracting applicants. Despite these challenges, most cities have continued to use traditional recruitment efforts rather than investing in more intentional strategies.

TOP 3 MOST COMMON STRATEGIES



TOP 3 LEAST COMMON STRATEGIES



KEY TAKEAWAY 2

The 2020 turnover rate for Georgia’s municipal workforce was significantly lower than the national average, but cities still need to support existing employees and consider ways to grow their own internal talent for promotion to retain them in the long run.

KEY TAKEAWAY 3

Georgia municipalities tend to offer better benefits than their private-sector counterparts, but they often struggle to compete on wages.

KEY TAKEAWAY 4

Few cities are undertaking intentional planning around workforce, succession, or diversity, equity, and inclusion. These strategic actions can be hard to make time for but are critical in advancing the organization and the long-term success of the city.



ABOUT GCS



Georgia City Solutions, Inc. (GCS) is a 501(c)(3) organization created in 2018 by the Georgia Municipal Association (GMA) to help cities address the challenges of intergenerational poverty. The mission of GCS is to establish and support innovative programs, solutions and research aimed at building vibrant, economically prosperous, and well-managed cities, and improving the quality of life of municipal residents.

Governed by a 12-member Board of Directors and guided by three advisory councils, the work of GCS promotes economic mobility as a means of combating intergenerational poverty. GCS has successfully launched programs in three initial focus areas including Equity and Inclusion (E&I), Municipal Workforce Development, and Youth Leadership and Engagement. GCS is helping cities create a path forward with its unique approach of scaling, replicating, and customizing programs to suit the needs of each municipal government and partner organization we work with.

CONTACT



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