



OFFICE OF PLANNING AND BUDGET

Brian P. Kemp
Governor

Kelly Farr
Director

August 20, 2021

MEMORANDUM

TO: Agency Heads
Fiscal Officers

FROM: Kelly Farr, Director *KF*
Office of Planning and Budget

RE: Strategic Hire Process

As you are aware, the Office of Planning and Budget (OPB) initiated a strategic hire process in the fall of 2019. At the time, economic conditions and the need for agency budget reductions made it necessary to ensure agencies were able to adhere to personal services budgets without requiring furloughs or reductions in force to maintain a balanced budget at year end. Additionally, OPB sought to obtain better data regarding positions that faced ongoing recruitment and retention issues to better understand agency staffing needs.

The strategic hire process has allowed OPB to gain valuable insight on those positions for which agencies have had some of the greatest turnover. Since we initiated strategic hires, we have built out the Georgia Data Analytics Center (GDAC), which has allowed our office to develop more dynamic reporting and analysis on agency workforce needs. Governor Kemp has also issued budget instructions to agencies to maintain current spending levels for the current and next fiscal years, and as Georgia's economy continues to grow, we do not anticipate the need for additional cuts to agency budgets.

I have heard from many of you regarding the difficulty of recruiting talent in our current strong labor market, and OPB recognizes your need to act swiftly to replace vacant positions. Therefore, effective immediately, agencies will no longer be required to submit requests for strategic hires through OPB prior to posting an available position. OPB will continue to perform our expenditure analysis of agency budgets and review data available through GDAC to ensure agency personnel actions are in line with budget plans and state human resources policies. OPB also continues to challenge agencies to think critically about high turnover positions and identify opportunities to utilize existing resources to more efficiently deploy job duties or leverage technology to increase employee pay or improve our employees' work environments.

Thank you for all you do on behalf of the State of Georgia and your employees. OPB remains committed to work with each of you to maintain a top notch workforce that will serve the needs of all of our citizens.