



**CITY OF ATLANTA  
DEPARTMENT OF HUMAN RESOURCES**

**QUARTERLY REPORT**

**DECEMBER 11, 2019**

PRESENTED BY  
INTERIM COMMISSIONER JEFFREY B. NORMAN



## VISION

One DHR working to manifest the **realization** of the Mayor's Strategic Vision of a **World-Class Workforce** who meets business needs in an efficient and timely manner, while providing excellent customer service to One Atlanta.





## OVERVIEW

- The Priority Metric for HR
- New and Improved Onboarding and Recruitment Process
- Establishment of the Vacancy Review Board
- Quarterly Statistics





## THE PRIORITY METRIC FOR HR

### TIME TO FILL

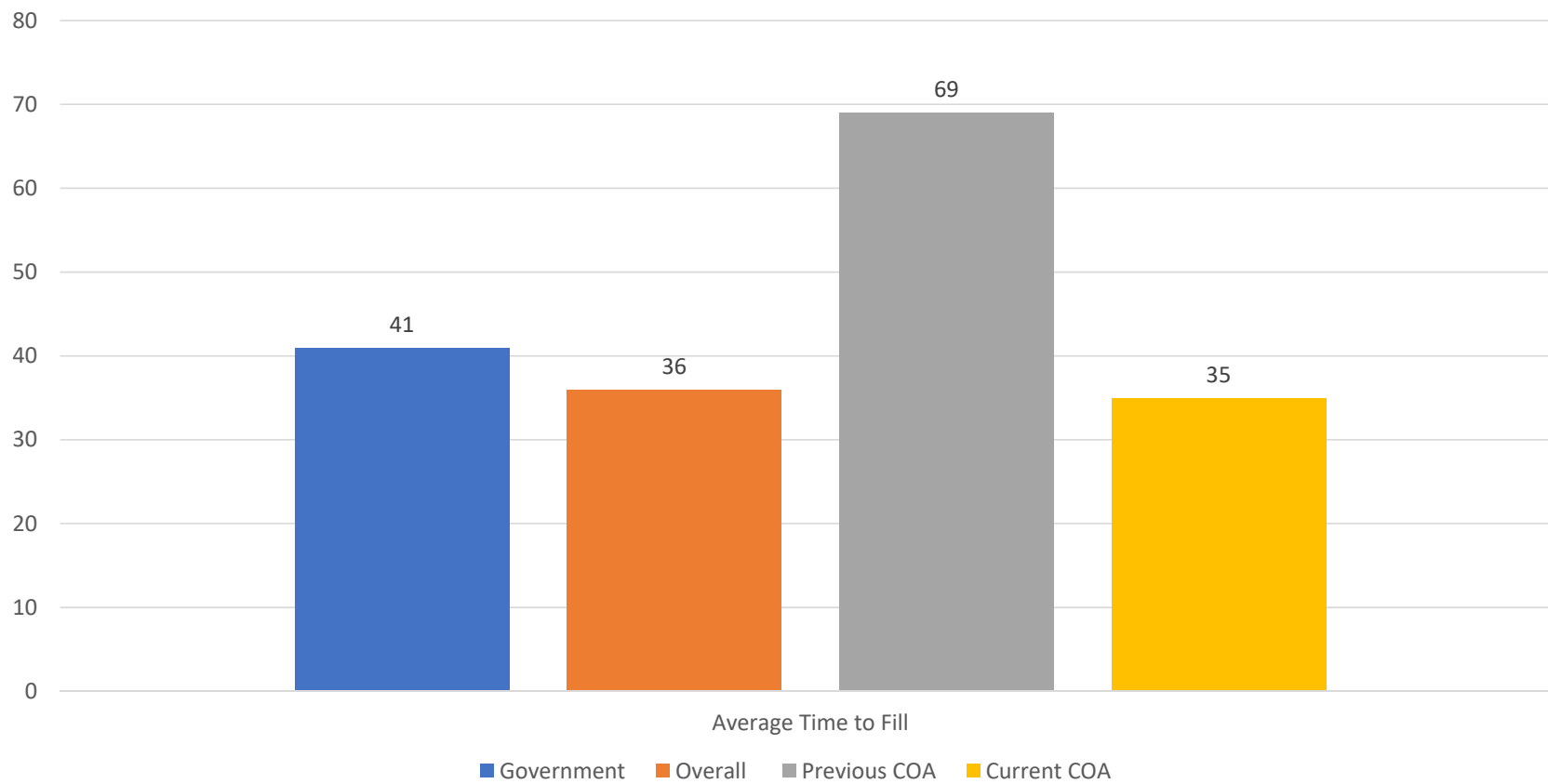


The entire time it takes to hire a candidate from the time a job requisition becomes open, to the time the job requisition is closed.





## HR Benchmarks





## HR ONBOARDING AND RECRUITMENT ENHANCEMENTS

- New Standard Operating Procedure (SOP) to Govern the Recruitment and Onboarding Process Citywide
- New Request to Fill Process (RTF) to replace the existing Personnel Transaction Authorization Process (PTAF) and Extra Help Authorization Form
- New Vacancy Review Board
- Citywide Rollout (December 2, 2019)





## VACANCY REVIEW BOARD

### PURPOSE

---

- Review current vacancies and expedite approvals
- Prioritize how position vacancies are filled based upon business need and financial feasibility
- Establish and monitor metrics to assess ongoing onboarding efficiency





## VACANCY REVIEW BOARD MEMBERSHIP

---



- Chief Operating Officer/Deputy Chief Operating Officer(s)
- Chief of Staff/ Deputy Chief of Staff(s)
- Chief Financial Officer/Deputy Chief Financial Officer(s)
- Director of Innovation and Performance
- HR Commissioner/Deputy HR Commissioner(s)





## VACANCY REVIEW COMMITTEE JUSTIFICATION ANALYSIS

---

WORK  
LEARN



GROW  
THRIVE



- Is this position funded in the current budget?
- Is the position being backfilled or is it a new hire?
- How does this position support service delivery to customers?
- How does this position support the goals of the strategic plan?
- What would be the consequences of not filling this position?

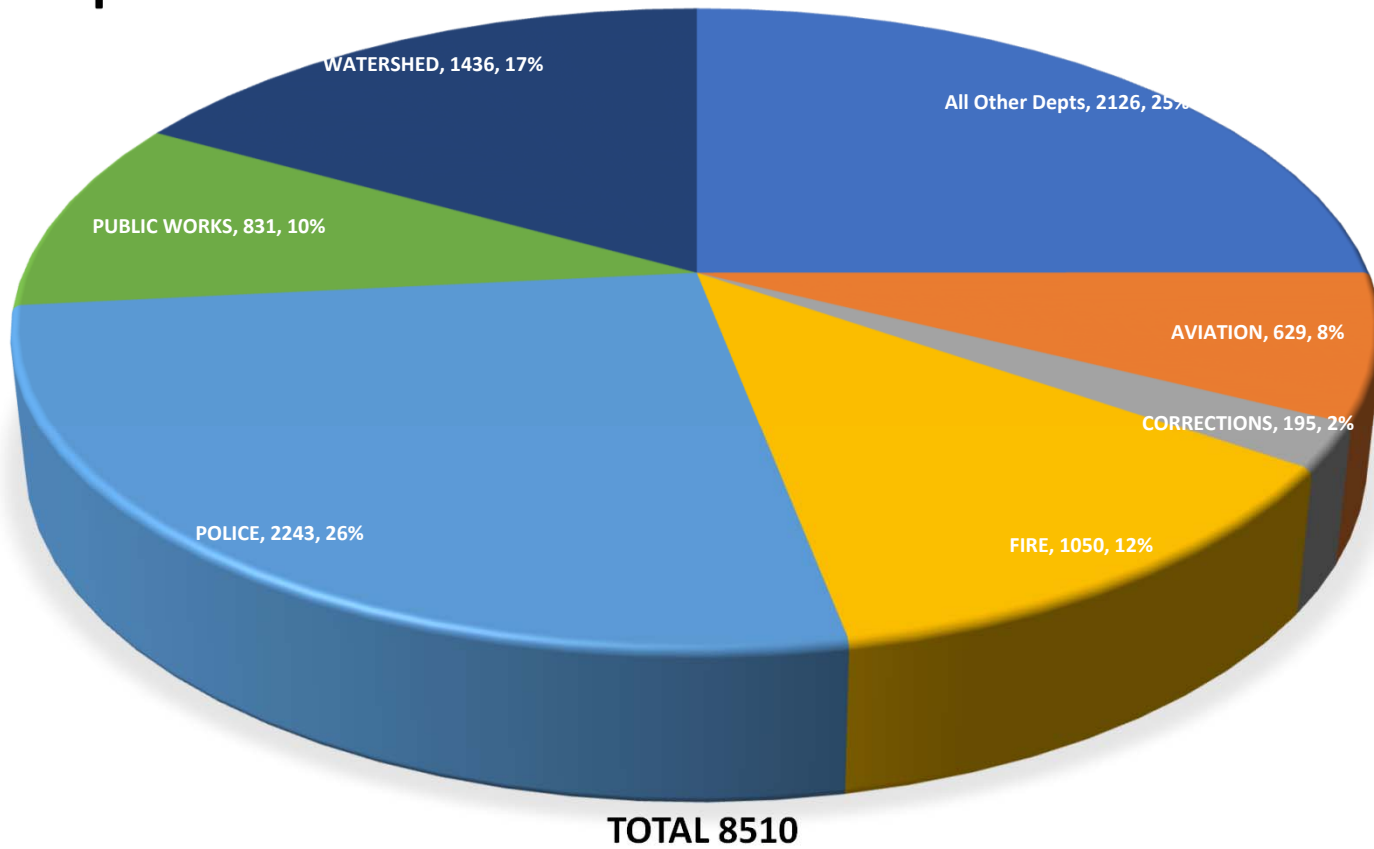


## QUARTERLY STATISTICS



# HEADCOUNT AS OF DECEMBER 6, 2019

## By Department





# ALL OTHER DEPARTMENTS

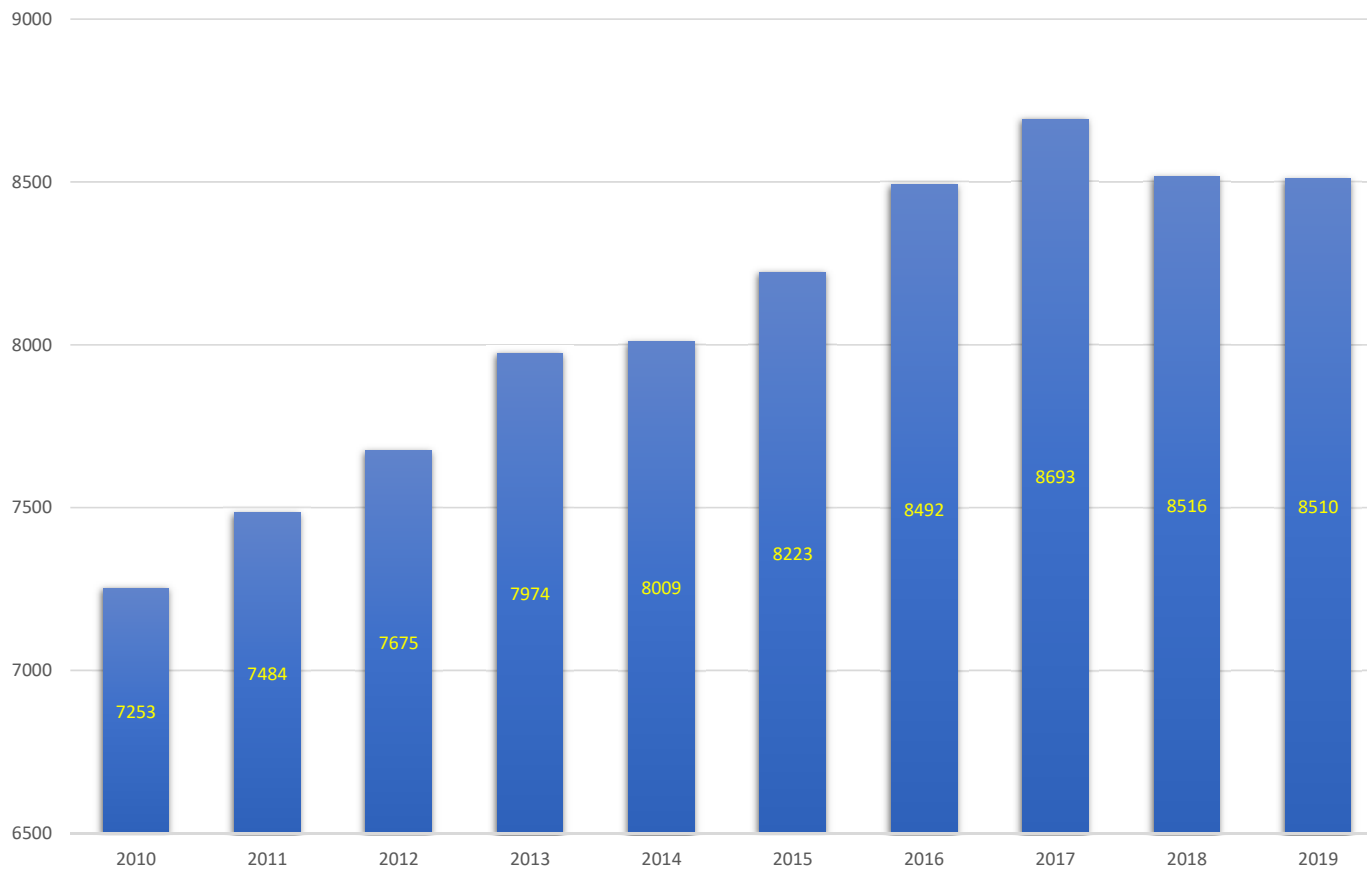
## By Count



All Other Depts	
Division	Total
AIM	144
AUD	18
CCN	110
CRB	9
DCP	242
DCS	108
DHR	128
DOF	144
DOP	61
EAM	116
ETH	7
EXE	231
JDA	143
LAW	84
PDA	33
PRC	470
SOL	78
<b>Grand Total</b>	<b>2126</b>

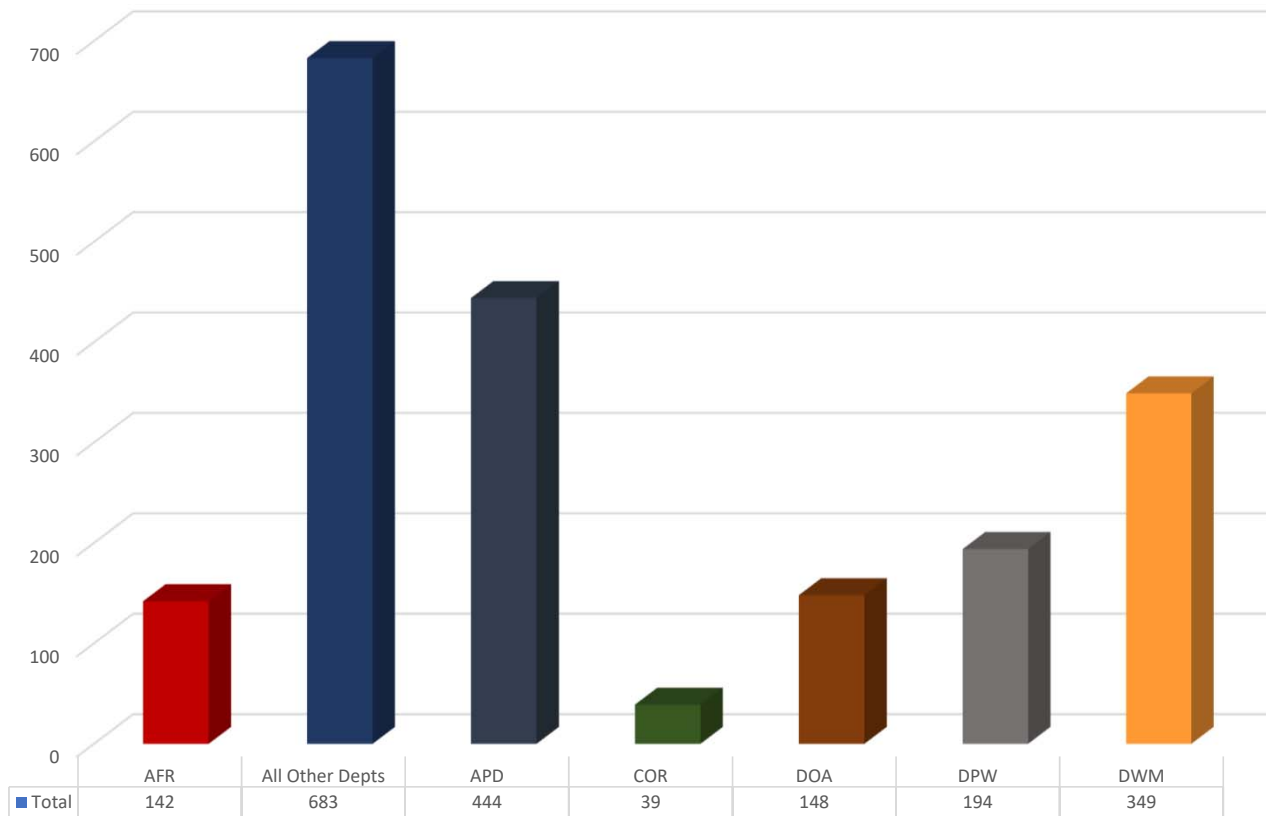


## HEADCOUNT TOTALS (10 YEARS)





## VACANCIES AS OF DECEMBER 6, 2019



**Total Vacancies 1999**



## OTHER DEPARTMENTS By Count

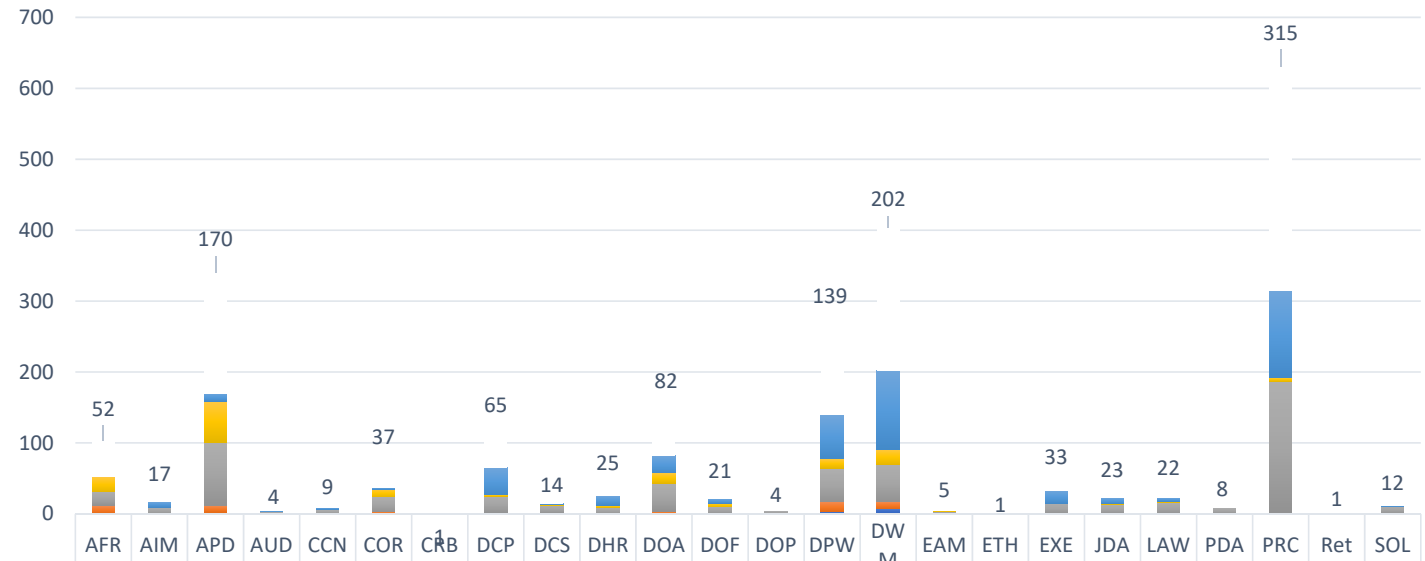


All Other Depts	
Division	Total
AIM	22
AUD	1
CCN	18
DCP	81
DCS	18
DHR	31
DOF	28
DOP	26
EAM	21
ETH	4
EXE	122
JDA	41
LAW	20
PDA	15
PRC	223
SOL	12
<b>Grand Total</b>	<b>683</b>



# TERMINATIONS (January 1, 2019 – December 6, 2019)

COA Terminations (FY 2019)  
By Department and Reason Code



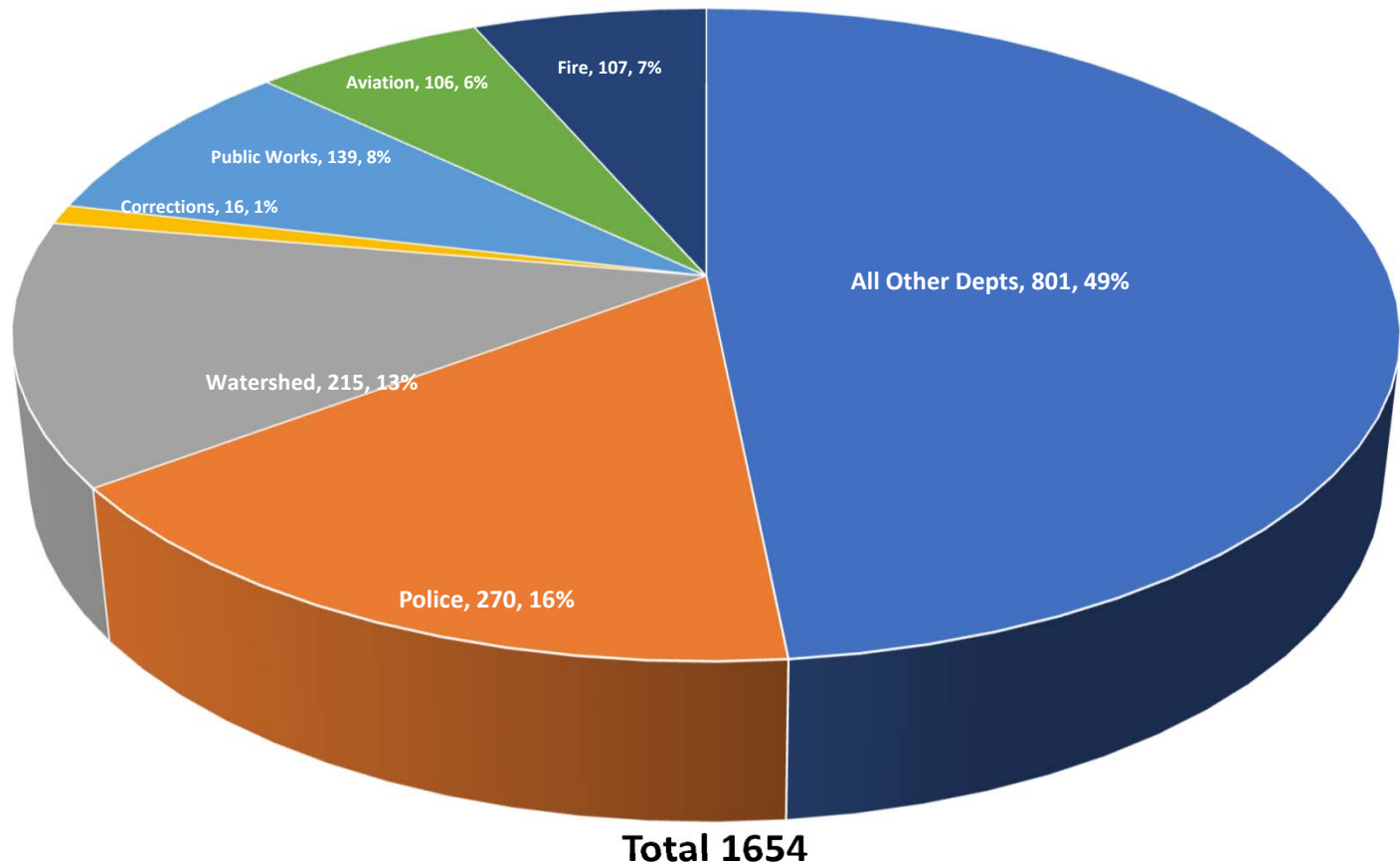
	AFR	AIM	APD	AUD	CCN	COR	CRB	DCP	DCS	DHR	DOA	DOF	DOP	DPW	DW M	EAM	ETH	EXE	JDA	LAW	PDA	PRC	Ret	SOL
<b>TOTAL</b>	52	17	170	4	9	37	1	65	14	25	82	21	4	139	202	5	1	33	23	22	8	315	1	12
<b>TERMINATION</b>		8	11	1	3	2		38	1	13	24	6		61	111		1	18	8	4		123		1
<b>RETIREMENT</b>	21		58			11		2	1	3	15	5		14	22	1			2	2		5		
<b>RESIGNATION</b>	19	9	89	3	6	21	1	24	11	9	39	10	4	47	52	4		15	13	16	8	186	1	11
<b>DISMISSED</b>	11		10			2			1		4			13	9							1		
<b>DECEASED</b>	1		2			1		1						4	8									







## HIRES/REHIRES (January 2019 – December 2019)





## OTHER DEPARTMENTS

### By Count



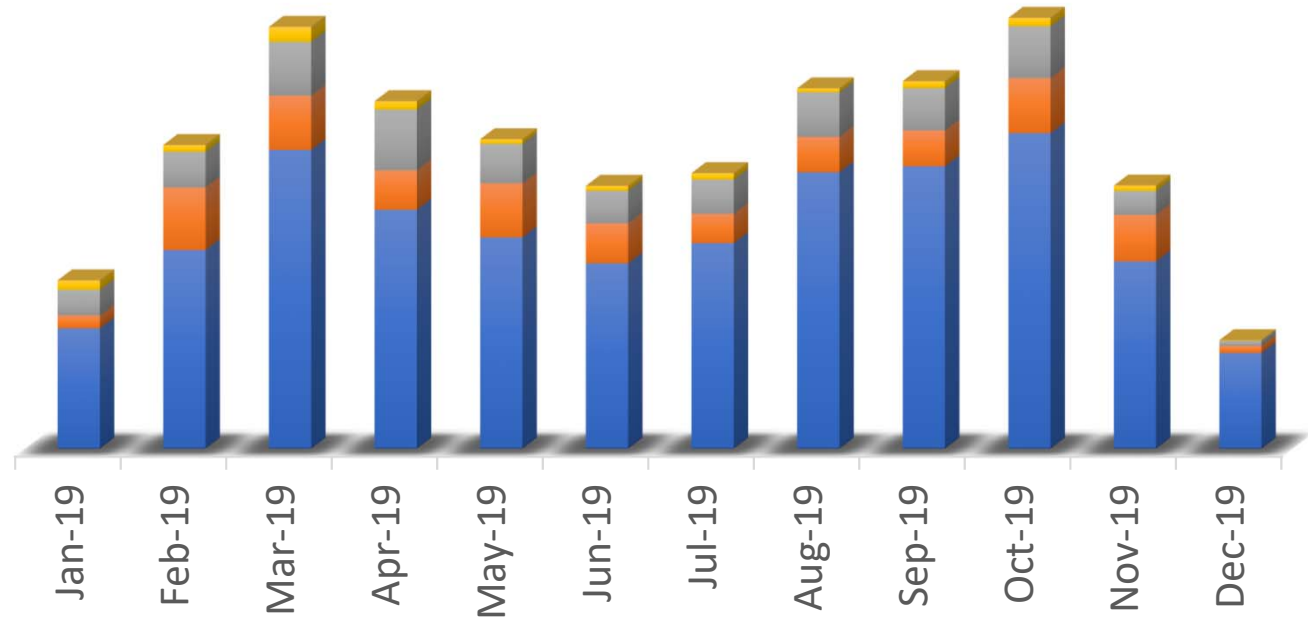
All Other Depts	
Division	Total
AIM	8
AUD	3
CCN	30
CRB	2
DCP	51
DCS	21
DHR	13
DOF	16
DOP	7
ETH	2
EXE	100
JDA	17
LAW	34
PDA	6
PRC	481
SOL	10
<b>Grand Total</b>	<b>801</b>



# TALENT ACQUISITION (January 7, 2019 – December 6, 2019) By Month/Source

**WORK  
LEARN**

**GROW  
THRIVE**



	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19
■ Social Media	201	143	313	176	99	102	136	82	146	176	114	11
■ Referral/Career Fair	533	738	1114	1260	817	677	707	927	879	1075	495	106
■ External Job Board	265	1301	1128	818	1124	834	614	734	745	1144	968	150
■ COA Career Portal	2504	4135	6215	4972	4397	3855	4275	5749	5874	6562	3898	1989



# STRATEGIC PRIORITIES



**WORK  
LEARN**

**GROW  
THRIVE**



**WORK  
LEARN**



**GROW  
THRIVE**



# QUESTIONS?

