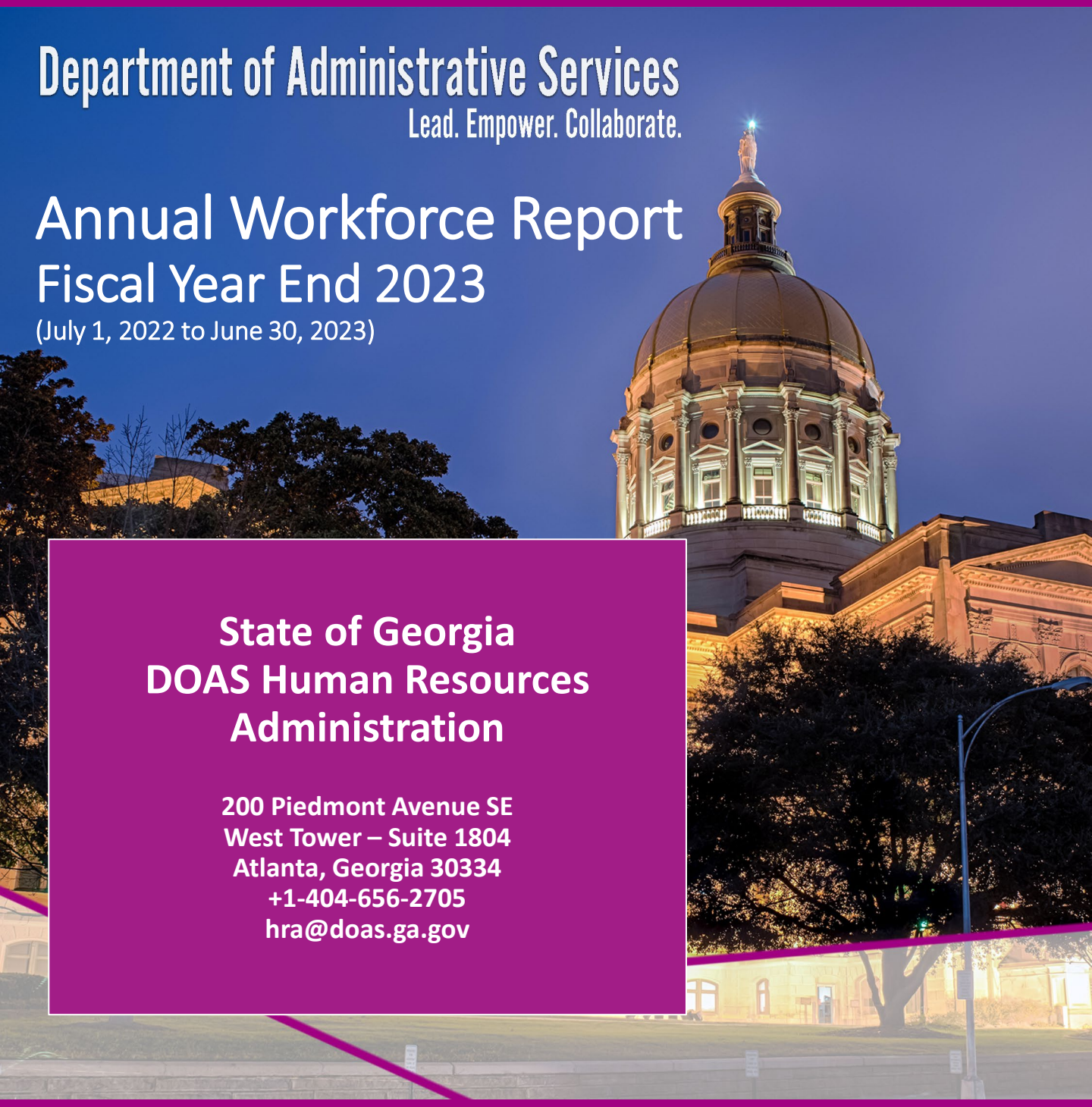
Department of Administrative Services

Lead. Empower. Collaborate.

Annual Workforce Report

Fiscal Year End 2023

(July 1, 2022 to June 30, 2023)



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Executive Summary (1)

The State of Georgia's Annual Workforce Report, which follows below, serves as a critical tool for identifying data-driven trends to enhance the management of the state's human resources. It is a product of the Human Resources Administration (HRA) division of the Georgia Department of Administrative Services (DOAS) and relies on data from TeamWorks Human Capital Management (HCM). The data presented in this report covers Fiscal Year (FY) 2023, spanning from July 1, 2022, to June 30, 2023.

In FY 2023, several notable workforce improvements were observed, not only in comparison to the preceding fiscal year but also in comparison to several prior years. This report will address both positive and negative outcomes within the state government's workforce. Additionally, it will highlight the results of an enterprise-level retention study conducted from March – June 2023 and actions taken to address various concerns. One key finding is that work-life balance plays a crucial role in determining retention rates.

Key Insights from the FY 2023 Workforce Report include the following:

- System-wide average annual compensation increased 7.7% compared to FY 2022.
- System-wide median annual compensation increased 5.5% compared to FY 2022.
- System-wide number of active, full-time, non-temporary employees increased by 3.5% compared to FY 2022.
- System-wide turnover rate for full-time, non-temporary employees was down 4.3% (17% relative decrease), and the related voluntary turnover rate for the same population decreased by 4.2%, both compared to FY 2022.

The 3.5% increase in system-wide full-time, non-temporary employees represents only the second such increase in the past 15 years. This encouraging trend has been clear since April 2022, when the number of hiring events began consistently to exceed the total number of separations nearly every month. The timing of this inflection point coincided directly with the implementation of $5,000 salary increases recommended by Governor Kemp and approved by the Georgia General Assembly. The increases in hiring, the decreases in separations, and the larger employee population all contributed to the decrease in the turnover rate by FY 2023.

While the system-wide voluntary turnover rate decreased, it's worth noting that the voluntary turnover rate for Generation Z (born after 1998) in the Executive Branch increased by 2% over the previous fiscal year. In fact, Generation Z is experiencing the highest voluntary turnover rate among all generations. The reasons behind this trend warrant further investigation. Conversely, voluntary turnover among millennials (1981-1997) in the Executive Branch decreased by an impressive 8% from FY 2022, marking the most significant decrease since FY 2016. Voluntary turnover rates for both Generation X (born 1965-1980) and Baby Boomers (1946-1964) in the Executive Branch decreased slightly.

From a generational perspective, the state's workforce is continuing to rebalance toward younger cohorts. Millennials and Generation Z employees now constitute 43% of the Executive Branch's core workforce. Moreover, these two generations accounted for 67% of the Executive Branch core workforce hiring events in FY 2023. This represents a growing trend over the past several years.

Executive Summary (2)

Looking ahead, 27.5% of executive branch full-time employees will become eligible for early retirement within the next five (5) years, while 22.8% will be eligible for full retirement in the same timeframe. Thus, it is imperative that effective knowledge transfer programs are in place to capture institutional knowledge.

Despite the improvements in staffing, challenges persist. Addressing these concerns, DOAS HRA has maintained a productive partnership with various educational institutions through the Workforce Strategies Initiative (WSI). This initiative, launched in January 2022, aims to enhance talent acquisition and retention strategies across the state government enterprise. Moreover, DOAS HRA established a new internal unit to focus on recruitment and retention. This unit will play a vital role in fostering partnerships between state agencies, state educational institutions, and military organizations to create new talent pipelines and enhance existing ones.

In June 2023, DOAS HRA conducted a one-day in-person Workforce Summit and Solutions Expo at the Georgia Public Safety Training Center in Forsyth. This event brought together education practitioners, agency leaders, state HR professionals, and other stakeholders to share resources and insights to address recruitment and retention issues. Approximately 165 individuals representing over 40 state agencies participated in the event.

In addition, during March – June 2023, DOAS HRA conducted an enterprise-level retention study in partnership with Deloitte Consulting. The purpose of the study was to explore the drivers of retention and attrition across state agencies. It included an employee sentiment survey and 13 focus groups. 12,433 employees (25% response rate) from 62 agencies responded to the study's survey, and about 100 participated in the focus groups. Some notable survey findings include:

Reasons for Attrition
- Inadequate compensation
- Limited career opportunities
- Negative work-life balance

Reasons for Re-employment
- Positive work-life balance
- Performing work that matches interests and strengths
- State benefits

Reasons for Retention
- Positive work-life balance
- Performing work that matches interests and strengths
- State benefits

Executive Summary (3)

Based on the data and findings of the study, 14 specific recommendations were proposed for the state of Georgia, categorized into three areas:

Attracting Employees:
- Design employer brand strategy built around the mission
- Expand talent sourcing to include non-traditional populations
- Review and communicate a transparent compensation philosophy
- Redefine job architecture and requirements and expand apprenticeship/internship programs
- Modernize technical infrastructure to support current and future work demands

Engaging Employees:
- Standardize and expand hybrid and remote work opportunities
- Enhance change management and communication efforts
- Conduct regular employee engagement activities
- Develop accessible reporting mechanisms and escalation processes

Developing Employees:
- Design pre-management and management training programs
- Establish employee training and continuing education programs
- Formalize role progression and expand rotational programs
- Define statewide performance management processes to encourage ongoing feedback
- Establish a succession planning framework

DOAS HRA continues to share the findings of the retention study and recommendations with the state human resource community and key stakeholders. The additional feedback will help to identify the most pressing issues and help to prioritize them based on the impact and feasibility of implementation.

Moreover, the state of Georgia has initiated the Next Generation Enterprise Resource Planning (ERP) Project (NextGen) in collaboration with the State Accounting Office, the Georgia Department of Administrative Services, and the Georgia Technology Authority. This multi-year project will transform various aspects of state operations, including human resources, financials, and procurement, that will support future recruitment and retention efforts.

Additionally, DOAS HRA continues to support proactive recruitment strategies by state agencies, including participation in job fairs, hosting hiring events and running social media recruitment campaigns.

In summary, the State of Georgia is actively and successfully addressing recruitment and retention challenges within its workforce through data-driven insights, strategic partnerships, and innovative initiatives.

Focus Areas (1)

Staffing

In a noteworthy development, the number of systemwide active, full-time, non-temporary employees has increased by 3.5%, marking the first such increase in 15 years. Furthermore, there has been a significant uptick in the number of employment applicants, with a 20% increase from FY 2022.

The state continues to rebalance toward younger cohorts. In FY 2023, Millennials constituted the most hires at 44.6% of Executive Branch hires. Generation Z, the youngest generation in the state's workforce, represented 21.9% of FY 2023 Executive Branch hires. As expected, Generation Z's representation has grown steadily as they enter the workforce in greater numbers. In FY 2018, they represented just over 2% of Executive Branch hires.

In a bid to provide additional recruitment support to agencies, DOAS HRA initiated a new advertising campaign to brand the state as an employer of choice. Engaging a marketing firm for the first time, DOAS HRA invested in advertising across various channels, including radio, digital billboards, and digital pop-up ads. This campaign led to a 23% increase in employment applications during the duration of the campaign. Thus, this underscored the effectiveness of enterprise-level branding in attracting greater quantities of candidates.

HRA Recommendations

DOAS HRA is currently exploring funding enterprise-level advertising to attract larger applicant pools. This decision is based upon the successful FY 2023 branding campaign that resulted in a 23% increase in job applicants and feedback from the WSI workgroups.

Additionally, agencies should prioritize providing timely feedback to candidates, dedicate adequate staff to the recruiting function, and invest in the development of recruiters. Optimizing the recruiting process includes transitioning away from paper employment applications, creating appealing and informative job postings, and launching social media recruiting campaigns. Agencies should employ these strategies to enhance their ability to attract and hire the next generation of qualified talent.

HRA Enterprise Talent Management Services (ETMS) has already established social media campaigns that state employers can use as models for their recruiting efforts. ETMS also consults with agency HR staff to review recruiting processes and leverage existing software tools in order to reduce the time to fill vacant positions.

Candidates should be well-informed about the benefits of working in the public sector, including schedule flexibility, time off, health insurance, flexible benefits, extensive pension plans, and employee assistance programs. Such benefits make public sector work more appealing.

Focus Areas (2)

Turnover

The state's overall turnover rate decreased by 4.3% in FY 2023 compared to FY 2022. This represents the most significant year-over-year improvement since 2020 and only the second year of improvement since 2016. The employee engagement and retention study revealed that the top three (3) reasons for turnover are inadequate compensation, limited career opportunities, and negative work-life balance.

Notably, the most significant turnover continues to affect the state's youngest workers. Millennials (aged 25-41) and Generation Z (aged 24 and younger) are leaving state employment in significant numbers. The Executive Branch FY 2023 voluntary turnover rate was 20.3% for Millennials and 49.3% for Generation Z. Most of the voluntary turnover for these groups occurs within one (1) year or less of service with the state. It's important to note that high turnover, as explained by the Society of Human Resources Management (SHRM), can lead to service delivery challenges, decreased productivity, and reduced employee morale.

HRA Recommendations

Equipped with results from the recent retention study and feedback from WSI workgroups and partners, the new HRA Recruitment and Retention unit will continue to share the findings of the study with key stakeholders and assist agencies in developing action plans to address the root causes of high turnover.

Agencies should maintain a focus on career development by implementing mentorship and leadership development programs. Specialized developmental opportunities for younger workers to expedite their career advancement and promotion readiness may be necessary. Additionally, supporting employees in earning professional certifications and providing additional training can help to retain the modern workforce. This is important for Millennials and Generation Z, who expect development opportunities to be part of their employment experience.

Focus Areas (3)

Retention

Given that retaining current employees is a cost-effective approach to meeting staffing challenges, DOAS HRA conducted an enterprise-level retention study in partnership with Deloitte Consulting. The purpose of the study was to explore the drivers of retention and attrition across state agencies. It consisted of an employee engagement survey and 13 focus groups. 12,433 employees (25% response rate) from 62 agencies responded to the study's employee engagement survey.

This study gathered feedback on various themes, including organizational culture, job satisfaction, relationships with management, development and support, leadership, and team dynamics. The study's findings indicated that the top three (3) drivers of attrition included inadequate compensation, limited career opportunities, and negative work-life balance. The study also featured 13 focus groups, which provided additional insight into the drivers of retention and attrition. Based on the data and findings, 14 specific recommendations were proposed for the state of Georgia, categorized into three (3) areas: attracting employees, engaging employees, and developing employees.

HRA Recommendations

Findings from the study provide valuable data to guide future retention efforts. For example, data from the study supports offering hybrid work options and upskilling current employees to retain talent. Efforts should be made to develop, implement, and promote a robust career path along with a performance management program that offers clear and concise goals, frequent conversations with supervisors, individual development plans, and career mapping. Such a program is aligned with the expectations and preferences of Millennials and Generation Z.

Investment should be made in training that enhances front-line supervisors' coaching and development skills. Identifying high-potential employees and implementing management/leadership development programs for this group will contribute to employee retention. Also, as indicated by the study, more effort should be made to promote state benefits and remind employees of the additional rewards provided by the state, including health benefits, employee assistance programs, retirement contributions, and employee discount plans and opportunities.

Focus Areas (4)

Retirements

A substantial portion of the retirement plan-eligible Executive Branch employee population is eligible for full retirement. Seven percent may retire immediately, with an additional 2% within one (1) year. Approximately 20% of the retirement plan-eligible population may enter full retirement in less than five (5) years.

When considering early retirement, the percentage of retirement plan-eligible Executive Branch employees who may do so immediately increases to 10.8%, with 13.2% eligible after one (1) more year. Overall, the percentage of retirement plan-eligible Executive Branch employees who may retire early within the coming five (5) years is 27.5%.

Nine executive branch agencies face immediate experience drain risks, with over 30% of their population eligible for early retirement within the following two (2) years. An additional 22 executive branch agencies have workforces with 20-29% of their population eligible for early retirement within two (2) years.

HRA Recommendations

To prepare for the departure of experienced employees, agencies should initiate succession planning and knowledge-transfer initiatives. This entails identifying critical roles affected by retirements, exploring internal talent pools to fill these roles, and creating individual development and readiness plans to train and transfer knowledge within the designated timeframe. Where internal talent is unavailable or unprepared, planning for recruiting and hiring replacements should be a priority to ensure business continuity.

In other words, we need to make current and prospective employees more aware of the significant benefits of public service in order to attract and retain a competent and content workforce.

Programs and Scope of Services (1)

DOAS Human Resources Administration provides resources and services to assist agencies in developing a modern workforce ready to meet the challenges of now and the future.

Policy and Compliance

State Personnel Board / Policy Compliance Support

The state operates under a framework of uniform human resources policies and practices that support compliance with employment laws and regulations and promote effective talent management. The HRA Policy and Compliance team works with the State Personnel Board (SPB) to establish the majority of this framework within a series of SPB rules. The Board rules apply to those entities that fall within the definition of "department" or "agency" in O.C.G.A. § 45-20-2(6) – generally the executive branch of the state, except for the BOR and state authorities. In addition, other guidance is issued in the form of statewide policies – often jointly with partner enterprise agencies. The human resources guidelines established by the SPB rules and other statewide policies provide guidance for a variety of human resources management areas, including developing internal processes for hiring and recruiting, absence management, classification, compensation, performance management, substance abuse testing, recordkeeping, veterans' preference, classified employee requirements, the medical and physical exam program (MAPEP), teleworking, overtime, and sexual harassment prevention. Each agency has the discretion to tailor its internal human resources policies and practices to fit its culture and other business needs, provided the provisions fall within the statewide framework.

The Policy and Compliance unit offers consultation and resources to support compliance with the SPB rules (including the SPB's MAPEP rules), other statewide policies, and federal employment laws such as the Family and Medical Leave Act of 1993, the Americans with Disabilities Act of 1990, as amended; the Fair Labor Standards Act of 1938; and the Title VII of the Civil Rights Act of 1964 (Equal Employment Opportunity) as well as statewide initiatives including the Statewide Sexual Harassment Prevention Program and Human Trafficking Awareness. In accordance with Executive Order 01.14.19.02, the HRA Policy and Compliance unit adopted a joint statewide policy with the Office of the State Inspector General to implement the Statewide Sexual Harassment Prevention Program and developed sexual harassment prevention training for executive branch employees and managers/supervisors. Ongoing work includes collecting a report of Sexual Harassment Prevention training numbers annually and updating the training and statewide policy as necessary.

To assist in assessing and improving compliance with state and federal rules, regulations, and laws, the Policy and Compliance team completes a human resources assessment of randomly selected state entities each fiscal year as provided for in O.C.G.A. § 45-20-1(6). The selected state entities are provided best practices and individualized meetings to review assessment findings and identify areas of improvement.

Reduction in Force

HRAs Policy and Compliance unit also review agency reduction in force plans. In accordance with SPB Rule 4, *Reduction in Force*, the Policy and Compliance unit reviews submitted plans for compliance with the rule's requirements and provides consultation to agencies on adverse impact and other legal risks of a reduction in force. The unit then submits the plans to the Governor's Office of Planning and Budget for a fiscal review of available funds and approval.

Programs and Scope of Services (2)

Substance Abuse Testing Program

The Policy and Compliance unit additionally manages the Statewide Substance Abuse Testing Program. The Substance Abuse Testing Program is governed by SPB Rule 21 and subrules 21A-H as well as the U.S. Department of Transportation Regulations for Workplace Drug and Alcohol Testing Program, the Federal Motor Carrier Safety Administration's Substance Abuse Program for Drivers of Commercial Motor Vehicles, the Federal Transit Administration's Prevention of Alcohol Misuse and Prohibited Drug Use in Transit Operations, and the United States Coast Guard Rules for the Safe Operation of Vessels and Safety Management Systems. In addition to providing compliance support, the unit manages the state's third-party administrator of substance abuse testing (currently First Hospital d/b/a First Source Solutions). In accordance with O.C.G.A. § 45-20-90, et seq. and O.C.G.A. § 45-20-100, et seq., the Policy and Compliance team works with state entities to determine the positions and groups of positions that regularly perform high-risk work where inattention to duty or errors in judgment while on duty have the potential for significant risk of harm to the employee or others. DOAS is further tasked with establishing and maintaining a list of laboratories and collection sites qualified to conduct drug tests which the Policy and Compliance unit posts monthly on the DOAS HRA website. In addition to training on substance abuse testing generally (such as training on the use of on-site drug testing collections), the Policy and Compliance unit provides training programs on its website, which help agencies with complying with U.S. Department of Transportation requirements for supervisor training on reasonable suspicion.

Employee Complaint Resolution Procedure

Pursuant to SPB Rule 20, *Employee Complaint Resolution Procedure*, the Policy and Compliance unit collects reports on an annual basis from each executive branch entity subject to the SPB rules information reflecting the number, nature, and disposition of employee complaints filed.

Talent Acquisition

Team Georgia Careers

The Talent Acquisition unit focuses on providing tools and solutions to assist state entities in attracting, selecting, and hiring a talented workforce under the directive provided in O.C.G.A. § 45-20-1 to provide a system of personnel administration that will "attract, select, and retain the best employees based on merit." In addition to providing the Team Georgia Careers (TGC) fully automated statewide talent management/applicant tracking solution, the Talent Acquisition unit provides guidance and tools for performance management processes and practices.

The TGC applicant tracking system (Taleo) provides a platform where state entities can utilize a common employment application form and integrated tools (including substance abuse testing) to screen applicants with minimum and preferred job qualifications consistent with the Statewide Job Classification System. The TGC applicant tracking system allows state recruiters and hiring managers to accomplish the entire selection process in a "touchless" manner when using it in conjunction with the TeamWorks HCM system (PeopleSoft), in which minimal data entry is required to hire a candidate. In FY20, over 82 agencies used TGC to recruit and select applicants. Agencies posted 10,791 job vacancies, 2,176,143 applicants viewed TGC, and 424,320 applied to agency job vacancy announcements. This means TGC provided an average of 40 applicants per job opening for agencies to select and hire from at no additional cost to the agency.

Programs and Scope of Services (3)

The Talent Acquisition Support unit has also developed a university relations program to promote the state of Georgia as an employer of choice. The team has partnered with ten colleges and universities throughout the state to advertise career opportunities, participate in career-related events (industry nights, panel discussions, resume reviews, mock interviews, senior academies, etc.), and serve as brand ambassadors on campus when they are not available. The team also provides consulting services to agencies looking to build their campus presence and/or develop internship programs.

Talent Acquisition Resources

In addition to management of the TGC platform, the Talent Acquisition unit provides the following resources to assist with the recruitment and hiring of talented candidates: Onboarding process template; exit interview process template; I-9 employment verification training; exit interview template; new employee orientation checklist; new employee announcement template; new employee greeting sample; staff biography template; veterans' preference decision tree; sample recruitment and pre-offer screening process steps; and guidelines for Team Georgia careers functions.

Performance Management

In the area of performance development, the Talent Acquisition team provides support, guidance, and tools to state entities on the use of the ePerformance Tool and compliance with SPB Rule 14, *Performance Management*, and the State of Georgia's Core Competencies. A performance management toolkit is also provided that equips agencies with forms, templates, job aids, and e-learning materials for the performance evaluation process.

Compensation

Classification and Compensation Services

In accordance with O.C.G.A. § 45-20-1(c), it is the responsibility of the Compensation unit to establish and maintain the state's job classification and compensation structure and, in consultation with agencies, establish state-wide criteria for the implementation of associated rules and policies. The Compensation team maintains and updates the state's classification system, including the state salary plans and job descriptions grouped into 18 occupational families, which are used to classify agency positions into the appropriate jobs. Position-specific information is maintained at the agency level. Each occupational family has a separate job code catalog, which identifies broad, generic information about each classification that is used as reference documents for the job codes, job titles, job summaries, and entry qualifications and pay grades entered into the TeamWorks HCM system (also known as PeopleSoft). Additionally, the Compensation unit is responsible for assigning new positions to appropriate jobs within the classification plan and periodically assessing the classification of positions for consistency across agencies. The unit ensures that affected agencies of any requested changes of established criteria are first surveyed and notified of changes and that PeopleSoft and the job code catalogs are updated.

Programs and Scope of Services (4)

Faithful Service Award Program

The Compensation unit also manages the Faithful Service Award program, which the Georgia General Assembly established to help attract and retain employees by recognizing their service to the citizen of Georgia. Through this program, approximately 13,000 state employees are recognized annually, beginning with five years of total service and then every five years thereafter. Employees completing 10, 20, 25, 30, 35 and 40 years of service receive a service award certificate and lapel pin. Employees with 5, 15 and over 40 years of service receive an award certificate. The Compensation unit ensures that award certificates and pins are distributed each month to state employees through their agency's human resources offices. HRA works with Georgia Correction Industries (GCI) to process initial orders for the certificates and pins each month. GCI produces and sends the certificates and pins to the employing agency for distribution to the eligible employee. If a request for certificate reprints is received, HRA reprints the certificates and sends them to the employing agency. As part of the management of the program, the Compensation unit ensures that GCI has the necessary supplies each month for processing the requests, including certificate paper, certificate cardstock, and pins, and places orders with supply vendors as necessary.

Georgia State Charitable Contributions Program

The Georgia State Charitable Contributions Program (GASCCP) also falls within the Compensation unit's responsibilities, with the compensation manager overseeing the program as of the 2nd quarter of 2021. The GASCCP culminates in a charitable giving two-month campaign each year in the Fall that allows the state of Georgia employees to make contributions to a charity of their choice from a list of vetted and approved independent charities and federations through reoccurring payroll deductions or one-time donations. More than 140,000 state and Board of Regent employees are eligible to participate. Each year the HRA team accepts electronic applications from individual charities and federations to participate in the program and vets each applicant against criteria for participation provided in O.C.G.A. § 45-20-50, et seq. Pursuant to state law, the SPB must approve the list each year. HRA approves the annual operating budget and administrative duties of the program and manages the third-party vendor (currently America's Charities) that is used to host the charitable giving platform through which an employee selects the contribution amount and the charity or federation to provide the contributions.

The BOR utilizes a separate platform for their employees to pledge. HRA supports the GASCCP coordinators that run the campaign for their agencies by providing training and tools to encourage employee participation and answering questions about how to participate. HRA also meets weekly/bi-weekly (depending on the program phase) with the vendor to ensure the award process for agencies that meet the campaign's winning criteria and coordinator recognition are completed (plaques, certificates, and letters), to ensure agency GASCCP coordinator information is up to date, to provide platform requirements (theme, campaign dates, other updates) and to complete other necessary administrative tasks including ensuring eligible employee HR/payroll (including PeopleSoft) census files are up to date and submitted timely to the vendor for employee setup purposes in the portal, the pledge files are provided back to the agencies for the payroll deductions, and review and approval of program materials. The vendor also provides reports, manages the monies collected, and distributes them according to a formula based on employee selections and program costs at the end of each quarter for the campaign.

Programs and Scope of Services (5)

Your Total Rewards
The Compensation unit also manages the Your Total Rewards program, as of January 1, 2021, which provides employee awareness about the total compensation and rewards they receive from a combination of direct compensation and the value of indirect compensation, which includes the state's benefits, retirement, work-life options, and development and career opportunities. The Your Total Rewards program is currently available to TeamWorks agencies only. The Your Total Rewards e-statement is accessible with the state's GaBreeze Benefit Center (which also houses the flexible benefits plan eligibility and enrollment platform and Retirement System of Georgia platform).

Benefits

The Benefits unit administers various programs designed to recruit and retain employees to help create a total rewards package, including the Flexible Benefits Program, the Employee Assistance Program (EAP), the Employee Discount Program, and the Employee Purchasing Program.

Flexible Benefits / Employee Benefit Plan Council
The Flexible Benefits Program, on behalf of the Employee Benefit Plan Council, offers fourteen (14) separate benefits to state employees, public schoolteachers, and public school system employees pursuant to O.C.G.A. § 45-18-50, et seq. The benefits offered include dental, vision, life insurance, short- and long-term disability, specified illness, long-term care, legal services, and flexible spending accounts. The Flexible Benefits team presents contract renewals, requests to release RFPs and award contracts, open enrollment statistics, and recommended plan changes to the Employee Benefit Plan Council for their consideration and review throughout the year. The Flexible Benefits unit utilizes a third-party enrollment and eligibility vendor to provide a platform ("GaBreeze") for eligible participants to enroll in benefits and modify benefit elections, including when qualifying events occur. Alight posts reports and file layouts for the reports on their employer website. The services provided by Alight include: administration of the eligibility rules; processing of enrollment events; reporting of enrollment and premium totals (transferring data / file interfaces between the state's PeopleSoft TeamWorks system for payroll deductions and other "manual" systems); provision of a Benefits Call Center for flexible benefits users; acts as the COBRA (Consolidated Omnibus Budget Reconciliation Act) administrator for the Flexible Benefits Program (handling the provision of applicable notices, eligibility, and direct billing for COBRA participants; initiates billing process for other direct bill participates such as those on protected leaves of absence; financial manager services reporting and support; provision of an employer website for online reporting tools; provision of Your Total Rewards information; emails or mails communications on behalf of HRA or the flexible benefits providers; assists with updating the flexible benefits plan documents; and maintains data relating to the program; and provides compliance and government reporting support including HIPAA. When a participant's appeal of an action relating to their flexible benefit participation cannot be handled by Alight, it is escalated to the HRA team, who have a formal appeal process to consider each circumstance and ensure consistency in results. The Flex team also works each open enrollment to ensure the contracts with the individual flexible benefits providers are renewed, and any changes to the services or fees associated are updated with Alight, and within the open enrollment materials, including the You Decide Guide, the website, and the benefits fairs (in-person/virtual). Furthermore, throughout the year, various updates or changes to the flexible benefits plan arise due to Federal law changes or relief (such as the COVID-related relief implemented under the CARES Act and the American Recovery Plan Act). The Flexible Benefits team also works with DOAS Legal to review and approve Power of Attorney requests for flexible benefit plan participants. Annual stewardship meetings are held with the flexible benefits vendors as part of the vendor management process.

Programs and Scope of Services (6)

Employee Assistance Program

The Benefits team also holds responsibility for managing the Employee Assistance Program, which provides professional, confidential support services and information for a variety of life areas, including family issues, workplace issues, stress management, parenting, anxiety, aging, relationships, grief, alcohol/drugs, depression, and abuse. The vendor KEPRO holds the current contract and provides a website through which employees may search for available services and make requests. Per State Personnel Board Rule 30, the program managed by HRA is optional for entities to participate in, with the cost being provided on a per-employee headcount basis with three different tier levels of services. The Flexible Benefits team manages the vendor's performance, including quarterly meetings to review aggregate utilization reports and serve as a conduit between the participating entities and the vendor. Each year in May, the Benefits team notifies the agencies about the annual contract renewal/join process for the upcoming fiscal year, beginning July 1, and responds to agency questions about the renewal process, which can be done anytime throughout the year. Most agencies renew effective July 1 each year.

Employee Discount Program

The Benefits team reviews requests to offer state employees discounts and provides an application and policy to which the participating companies must adhere for participation. If a discount is approved to be offered, then information relating to that discount is hosted on the Team Georgia website's discount page.

Employee Purchasing Program

Pursuant to O.C.G.A. §45-7-56, the Benefits unit has managed the Employee Purchasing Program, under which employees are provided the opportunity to purchase consumer products through payroll deductions. This program was established by a house bill during the 2015 legislative session. The Benefits unit manages the vendor, currently Purchasing Power, with annual meetings to review the usage of the program and to review requests by the vendor for modifications to the program. In addition, the Benefits team coordinates three annual marketing campaigns between Purchasing Power and Alight to produce and mail postcards/flyers to a subset of employees.

Marketing/Communications

HRA uses MailChimp to send out mass emails to agencies for the various programs described above. HRA uses Oracle CRM to manage the email lists used for the emails. MailChimp provides metrics and handles the "unsubscribe" feature mass emails require. Each program works with HRA Marketing/Communication to update website content in ARC, DOAS, Team Georgia, and Team Georgia Careers. Each quarter HRA produces the HRA Horizons newsletter. Beginning in June 2021, a new quarterly newsletter, The Benefits Advantage, was published. Both newsletters are intended to provide guidance and raise awareness of HRA programs, compliance, and industry trends. In addition, HRA creates and distributes advisories as needed. In FY22, HRA will supplement the standard communication methods, like websites, emails, and community meetings with podcasts, and increase its social media presence through marketing campaigns.

Employee Records Overview

System-Wide

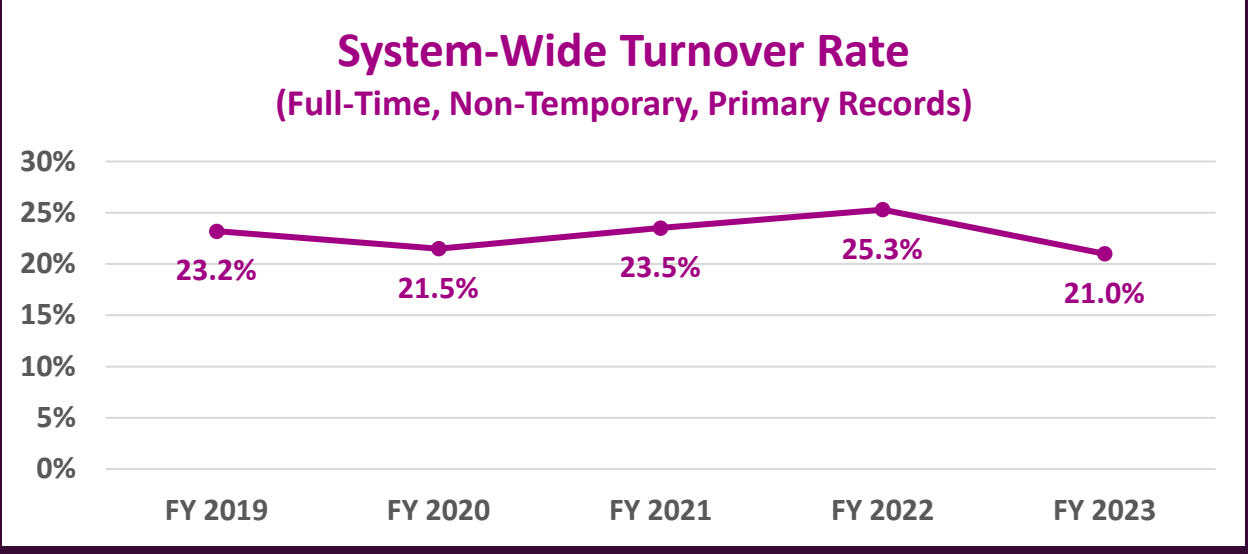
Employee records included here are non-separated employees from all entities currently using the TeamWorks HCM system as of Fiscal Year End (FYE) of June 30, 2023.

Section Highlights

- System-Wide Employee Records increased compared to the prior fiscal year-end when looking at the Active, Full-Time, Non-Temporary, Primary Records component. That amount has generally been declining since its peak at FYE 2008.

System-Wide Item	FYE 2023	Change from FYE 2022	Change from Peak (FYE 2008)
Current Employee Records	**70,114**	**-5.9%**	**-30.7%**
Active, Full-Time, Non-Temporary, Primary Records	**61,864**	**+3.5%**	**-25.8%**

- The calculated turnover rate declined compared to recent years, which appears in other sections as well, but is at its lowest level since FY 2018.

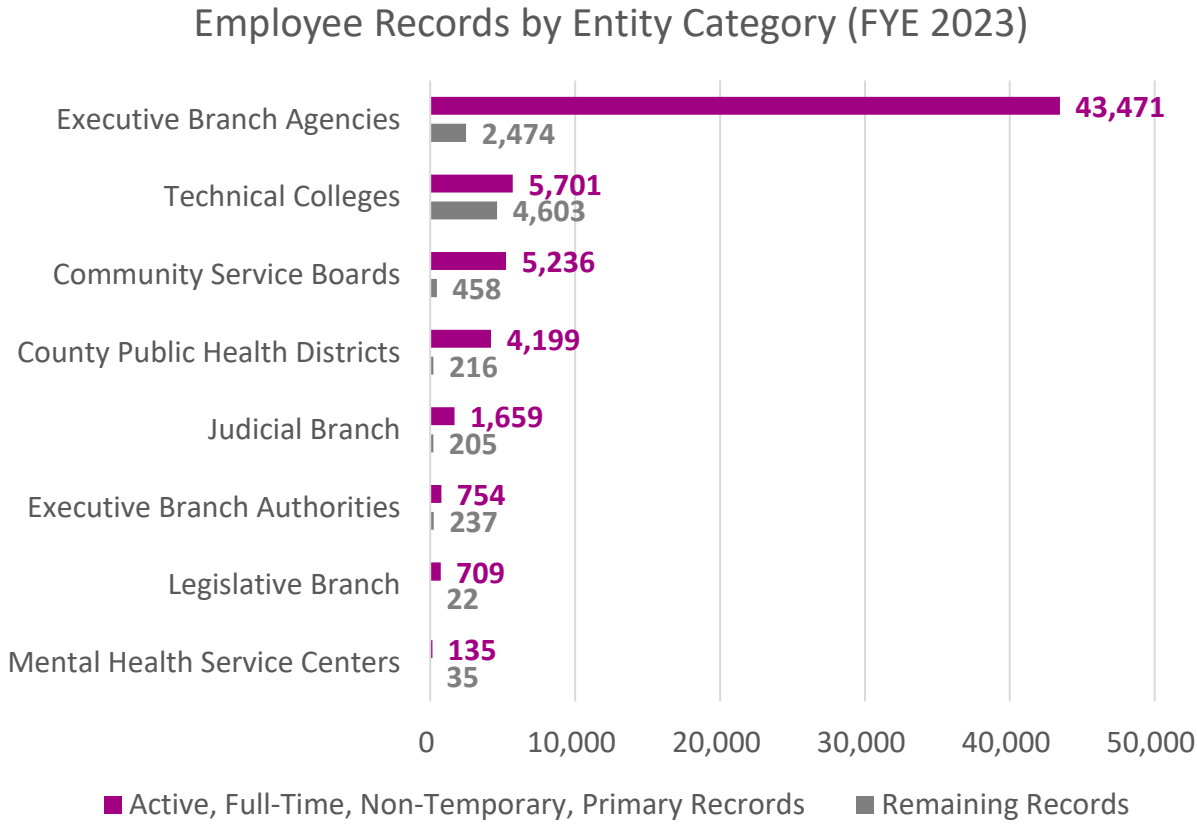


Employee Records and Characteristics

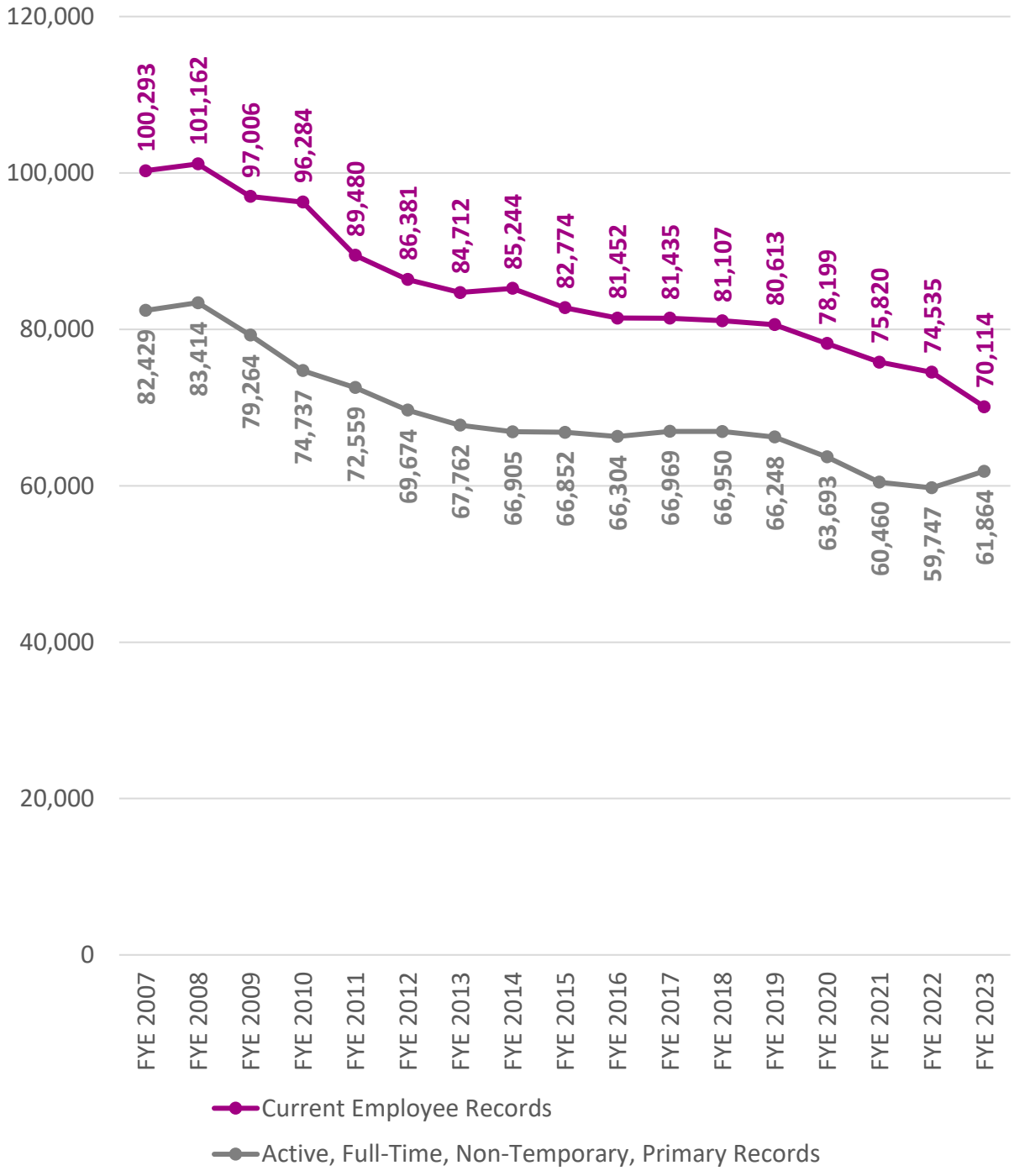
	FYE 2019	FYE 2020	FYE 2021	FYE 2022	FYE 2023
Current Employee Records	80,613	78,199	75,820	74,535	70,114
Current Employee Records by Record Types					
Full-Time, Non-Temporary, Primary Record	66,248	63,693	60,460	59,747	61,864
Contingent Employees	14,365	14,506	15,360	14,788	8,250
Current Employee Records by Classification					
Classified	1,891	1,525	1,270	1,039	929
Unclassified	78,722	76,674	74,550	73,496	69,185
Current Employee Records by Gender					
Females	51,979	50,732	49,304	48,367	46,393
Males	27,847	27,313	26,299	25,877	23,505
Current Employee Records by Ethnicity					
Black	38,438	36,866	35,095	34,261	33,935
White	37,083	35,595	34,615	33,921	31,496
Hispanic	1,884	2,005	2,065	2,105	2,054
Asian	1,233	1,318	1,389	1,369	1,305
American Indian/Native American	193	192	198	191	167
Pacific Islander	182	194	182	172	130
Non-Specified	1,600	2,029	2,276	2,516	1,027
Current Employee Records and Age					
Average Age	44.9	45.0	45.6	46.0	46.2
Median Age	45.3	45.4	46.1	46.4	46.6
Current Employee Records and Tenure					
Average Tenure	8.55	8.68	8.97	7.87	8.09
Median Tenure	5.28	5.53	5.99	4.91	5.00

Employee Records by Entity Category (FYE 2023)

Entity Category	Current Employee Records	Proportion of Current Employee Records	Active, Full-Time, Non-Temporary, Primary Records
State Government			
Executive Branch	**57,240**	**81.6%**	**49,926**
Departments, Boards, Commissions, Offices, Bureau	45,945	65.5%	43,471
Authorities	991	1.4%	754
Technical Colleges	10,304	14.7%	5,701
Judicial Branch	**1,864**	**2.7%**	**1,659**
Legislative Branch	**731**	**1.0%**	**709**
Sub-Total	**59,835**	**85.3%**	**52,294**
Local/Affiliate Government			
County Public Health	4,415	6.3%	4,199
Community Service Boards	5,694	8.1%	5,236
Mental Health Service Centers	170	0.2%	135
Sub-Total	**10,279**	**14.7%**	**9,570**
Totals	**70,114**	**100%**	**61,864**



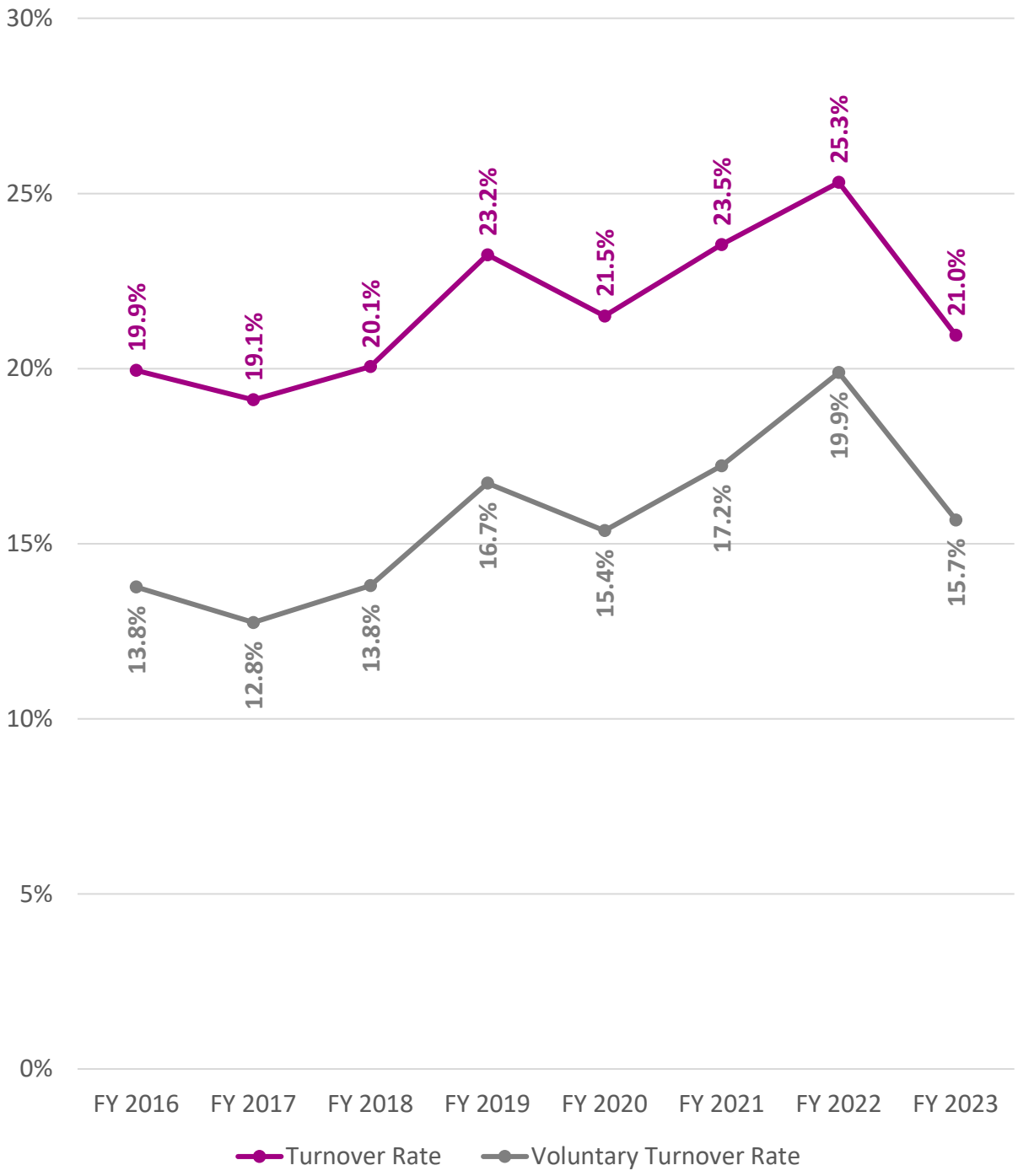
Employee Records by Record Type



Employee Records by Salary Plan

	FYE 2019	FYE 2020	FYE 2021	FYE 2022	FYE 2023
Current Employee Records by Salary Plan:					
Statewide (SWD) Plan Count	45,325	43,818	42,208	41,993	43,794
Average Annual Compensation Rate	$43,195	$42,842	$43,830	$49,939	$53,809
Median Annual Compensation Rate	$37,129	$38,000	$38,927	$44,018	$46,427
Law Enforcement (LAW) Plan Count	11,883	10,852	9,439	9,092	9,374
Average Annual Compensation Rate	$42,817	$43,486	$46,574	$53,340	$56,398
Median Annual Compensation Rate	$36,832	$37,402	$42,377	$49,072	$51,983
Statewide Executive (SRE) Plan Count	733	726	717	780	791
Average Annual Compensation Rate	$120,663	$122,284	$124,087	$131,157	$135,196
Median Annual Compensation Rate	$117,934	$119,646	$121,154	$128,075	$135,473
All Other Approved Plans Count	22,672	22,803	23,456	22,670	16,155
Average Annual Compensation Rate	$38,185	$38,133	$37,818	$40,867	$48,749
Median Annual Compensation Rate	$30,160	$30,763	$30,160	$34,486	$47,000

System-Wide Turnover Rates
(Full-Time, Non-Temporary, Primary Records)



Employee Records Overview

Executive Branch

Employee records included here are non-separated employees from Executive Branch entities currently using the TeamWorks HCM system as of Fiscal Year End (FYE) on June 30, 2023.

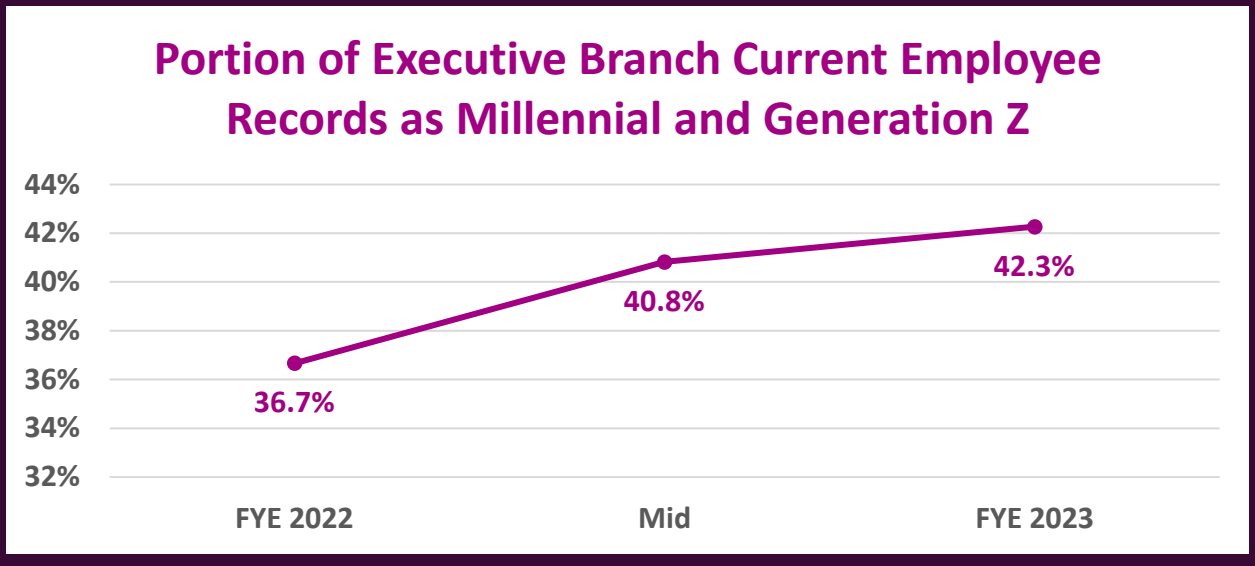
The Executive Branch could include departments, agencies, boards, bureaus, commissions, offices, and authorities, and the Technical College system and its schools.

Section Highlights

- Executive Branch Employee Records increased compared to the prior fiscal year-end when looking at the Active, Full-Time, Non-Temporary, Primary Records component. The contingent (remaining) records saw a decrease in part due to the end of active state service within the Department of Defense.

Executive Branch Item	FYE 2023	Change from FYE 2022
Current Employee Records	57,240	-6.4%
Active, Full-Time, Non-Temporary, Primary Records	49,926	+3.0%

- We are also continuing to see an increase in the proportion of the workforce that is composed of younger cohorts of Millennials and Generation Z. The increase from the end of Fiscal Year 2022 was 5.6 percentage points.



Employee Records and Characteristics

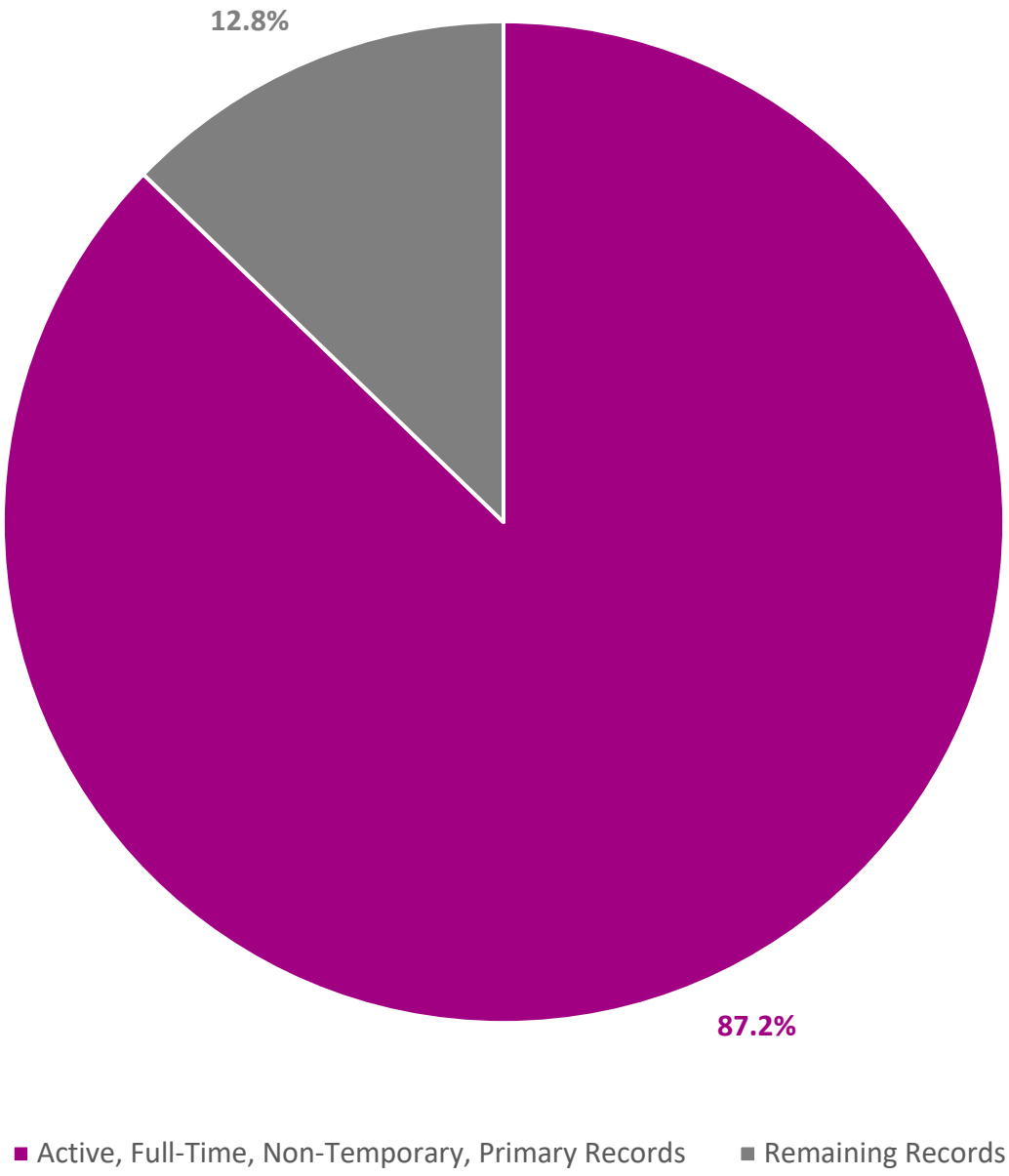
	FYE 2018	FYE 2019	FYE 2020	FYE 2021	FYE 2022	FYE 2023
Executive Branch Current Employee Records	67,565	66,963	64,854	62,218	61,179	57,240
Time						
Full-Time	56,829	56,900	55,881	52,497	51,641	50,861
Part-Time	10,736	10,063	8,973	9,721	9,538	6,379
Permanence						
Regular	56,612	55,775	53,189	50,138	49,726	51,204
Permanent Labor	152	155	156	132	112	75
Temporary Labor	10,801	11,033	11,509	11,948	11,341	5,961
Primacy						
Primary Records	55,555	54,791	52,507	49,335	48,926	50,447
Non-Primary Records	12,010	12,172	12,347	12,883	12,253	6,793
Classification						
Classified	1,692	1,341	1,071	865	647	551
Unclassified	65,873	65,622	63,783	61,353	60,532	56,689
Gender						
Female	41,830	41,309	40,265	38,670	37,974	36,382
Male	25,677	24,931	24,495	23,404	23,006	20,736
Ethnicity						
Black	33,245	32,743	31,417	29,468	28,720	28,468
White	31,124	30,118	28,775	27,808	27,277	25,231
Hispanic	1,265	1,348	1,398	1,421	1,460	1,411
Asian	1,039	1,036	1,103	1,147	1,132	1,083
American Indian/Native American	169	166	162	168	165	151
Hawaiian Pacific Islander	126	126	143	129	116	82
Non-Specified	597	1,426	1,856	2,077	2,309	814
Age						
Average Age	43.8	44.6	44.8	45.5	45.7	46.1
Median Age	44.2	45.0	45.2	46.0	46.2	46.5
Tenure						
Average Tenure	8.85	8.8	8.96	9.31	8.10	8.37
Median Tenure	5.76	5.66	5.87	6.45	5.21	5.88

Employee Records and Characteristics

	FYE 2018	FYE 2019	FYE 2020	FYE 2021	FYE 2022	FYE 2023
Executive Branch, Active, Full-Time, Non-Temporary, Primary Records	55,417	54,654	52,369	49,279	48,451	49,926
Classification						
Classified	1,691	1,336	1,067	862	641	545
Unclassified	53,726	53,318	51,302	48,417	47,810	49,381
Gender						
Female	34,725	34,575	33,352	31,605	31,225	32,340
Male	20,672	20,066	19,005	17,654	17,194	17,527
Ethnicity						
Black	28,878	28,457	27,187	25,195	24,623	25,787
White	23,998	23,534	22,535	21,443	21,064	21,286
Hispanic	1,024	1,084	1,080	1,075	1,154	1,223
Asian	821	832	829	849	864	885
American Indian/Native American	130	130	120	119	127	119
Hawaiian Pacific Islander	88	94	99	88	82	61
Non-Specified	478	523	519	510	537	565
Age						
Average Age	43.8	43.9	44.4	45.0	45.1	45.6
Median Age	44.0	44.0	45.0	46.0	46.0	46.1
Tenure						
Average Tenure	8.86	8.81	8.97	9.31	9.23	8.94
Median Tenure	5.78	5.66	5.91	6.45	6.49	6.16

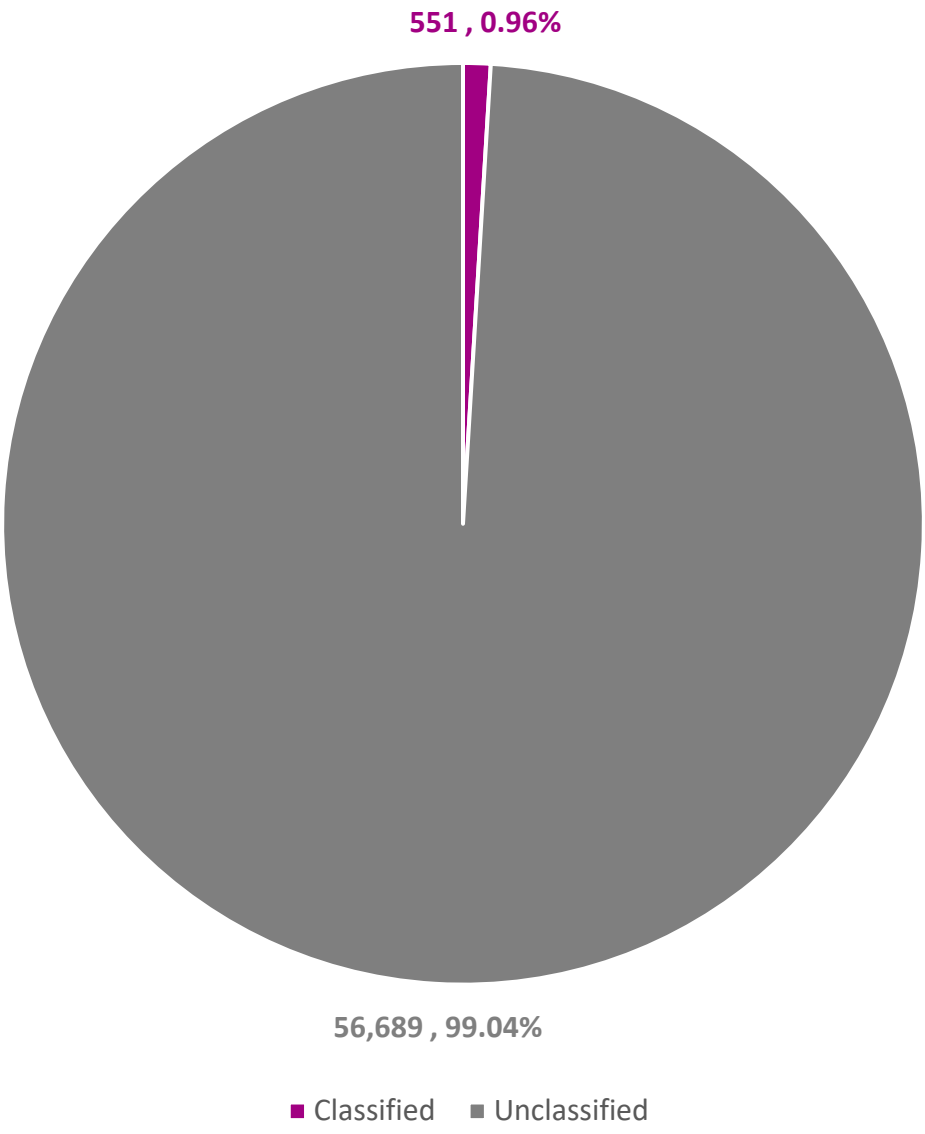
Employee Records by Segment

Executive Branch (FYE 2023)	Count
Active, Full-Time, Non-Temporary, Primary Records	49,926
Remaining Records	7,314
Total	**57,240**



Employee Records by Classified Service

FYE 2023	Count	Portion of Workforce	Average Age	Average Tenure
Executive Branch Current Employee Records				
Classified	551	0.96%	55.3	24.83
Unclassified	56,689	99.04%	46.1	8.21
Executive Branch Active, Full-Time, Non-Temporary, Primary Records				
Classified	545	1.09%	55.3	24.97
Unclassified	49,381	98.91%	45.5	8.76



Employee Records by Company Code (1)

Company Code	Entity Name (may include administratively attached agencies)	Active, Full-Time, Non-Temporary, Primary Records	Remaining Records	Total
127	DHS - Division of Family and Children Services	6,605	54	6,659
402	Department of Agriculture	495	11	506
403	Department of Administrative Services	232	17	249
405	Department of Public Health	1,072	23	1,095
406	Department of Banking and Finance	85	--	85
407	State Accounting Office	125	7	132
408	Office of Commissioner of Insurance	236	6	242
409	State Finance and Investment Commission	96	17	113
410	State Properties Commission	14	--	14
411	Department of Defense	411	225	636
412	Vocational Rehabilitation Agency	721	23	744
414	Department of Education	967	41	1,008
415	Technical College System of GA	446	29	475
416	Employees Retirement System	94	11	105
419	Department of Community Health	668	114	782
420	Forestry Commission	534	3	537
422	Office of Planning and Budget	369	64	433
427	Department of Human Services	2,247	33	2,280
428	Department of Community Affairs	459	65	524
429	Department of Economic Development	149	9	158
440	Department of Labor	811	4	815
441	Department of Behavioral Health and Developmental Disabilities	3,312	117	3,429
442	Department of Law	315	7	322
461	Department of Juvenile Justice	2,315	59	2,374
462	Department of Natural Resources	1,749	31	1,780
465	State Board of Pardons and Paroles	173	--	173
466	Department of Public Safety	1,808	37	1,845
467	Department of Corrections	6,256	586	6,842
469	Department of Early Care and Learning	671	1	672
470	Public Service Commission	86	--	86
471	Bureau of Investigation	1,024	18	1,042
474	Department of Revenue	888	171	1,059
475	Department of Driver Services	794	42	836
476	Student Finance Commission	114	24	138
477	Department of Community Supervision	1,800	91	1,891
478	Secretary of State	246	403	649

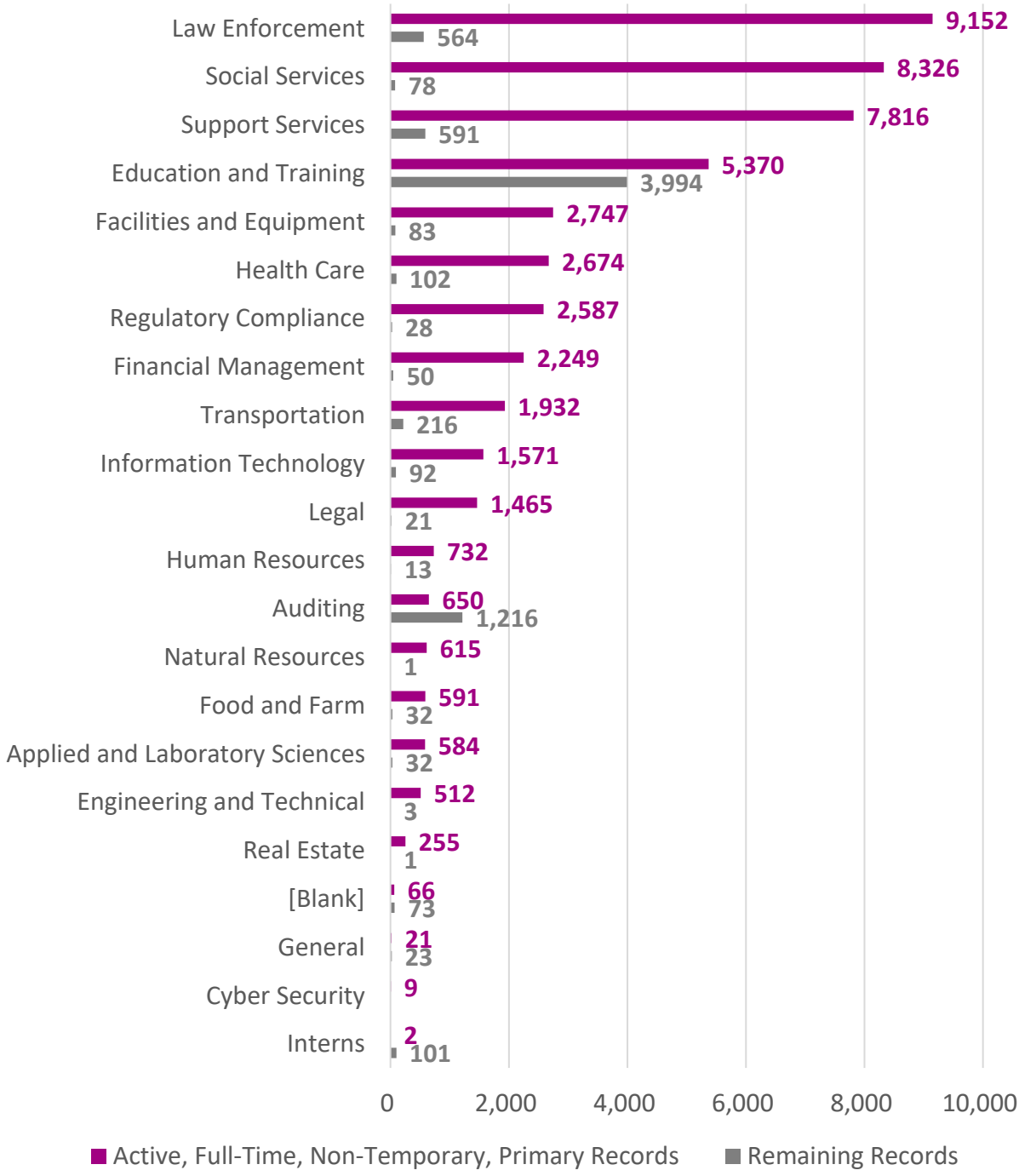
Employee Records by Company Code (2)

Company Code	Entity Name (may include administratively attached agencies)	Active, Full-Time, Non-Temporary, Primary Records	Remaining Records	Total
482	Teachers Retirement System	198	9	207
484	Department of Transportation	3,804	55	3,859
488	Department of Veterans Service	146	9	155
489	Subsequent Injury Trust Fund	7	6	13
490	State Board of Workers' Compensation	116	4	120
492	Public Defender Council	810	48	858
495	Commission on the Holocaust	3	--	3
817	Oconee Fall Line Technical College	142	91	233
818	Coastal Pines Technical College	219	106	325
820	Albany Technical College	191	283	474
822	Athens Technical College	255	157	412
823	Atlanta Technical College	247	245	492
824	Augusta Technical College	240	158	398
826	West Georgia Technical College	332	298	630
827	Chattahoochee Technical College	474	318	792
828	Columbus Technical College	219	135	354
829	Northwestern Technical College	303	298	601
830	Piedmont Technical College	197	181	378
831	Southern Crescent Technical College	253	153	406
832	Gwinnett Technical College	396	479	875
834	Lanier Technical College	249	368	617
835	Central Georgia Technical College	559	469	1,028
837	Southern Regional Technical College	315	101	416
838	North Georgia Technical College	174	161	335
841	Savannah Technical College	241	196	437
842	South Georgia Technical College	129	97	226
843	Southeastern Technical College	142	105	247
844	Ogeechee Technical College	146	144	290
848	Wiregrass Technical College	278	60	338
900	Building Authority	152	1	153
921	Correctional Industries	179	6	185
927	State Road and Tollway Authority	92	20	112
977	Public Telecommunications Commission	115	193	308
980	Technology Authority	189	6	195
996	Atlanta-Region Transit Link Authority	27	11	38
Totals		**49,926**	**7,314**	**57,240**

Employee Records by Job Family (1)

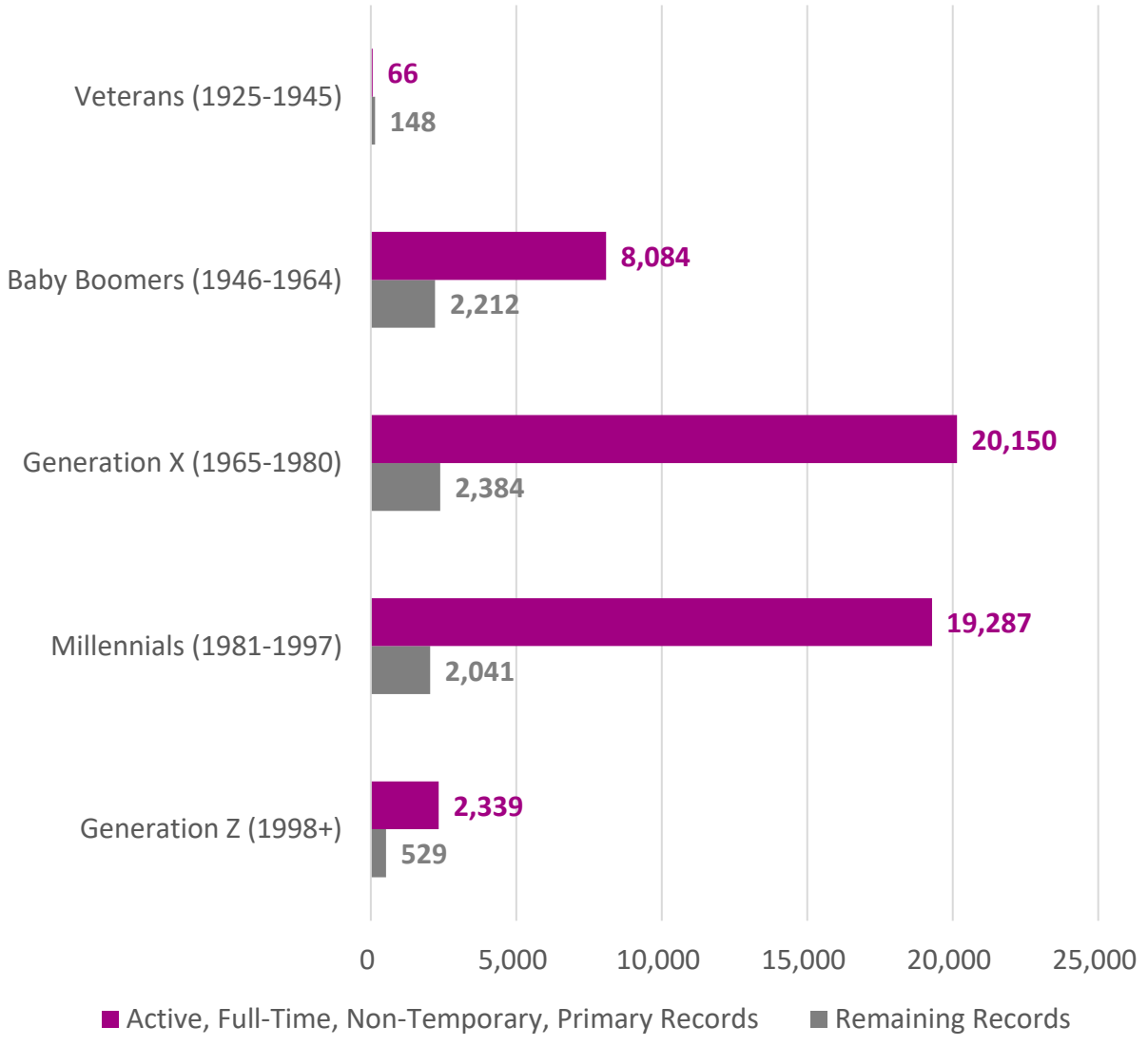
Job Family	Active, Full-Time, Non-Temporary, Primary Records	Remaining Records
Applied and Laboratory Sciences	584	32
Auditing	650	1,216
Cyber Security	9	--
Education and Training	5,370	3,994
Engineering	512	3
Facilities and Equipment	2,747	83
Financial Management	2,249	50
Food and Farm	591	32
General	21	23
Health Care	2,674	102
Human Resources	732	13
Information Technology	1,571	92
Interns	2	101
Law Enforcement	9,152	564
Legal	1,465	21
Natural Resources	615	1
Real Estate	255	1
Regulatory Compliance	2,587	28
Social Services	8,326	78
Support Services	7,816	591
Transportation	1,932	216
[Blank]	66	73
Totals	**49,860**	**7,241**

Employee Records by Job Family (2)

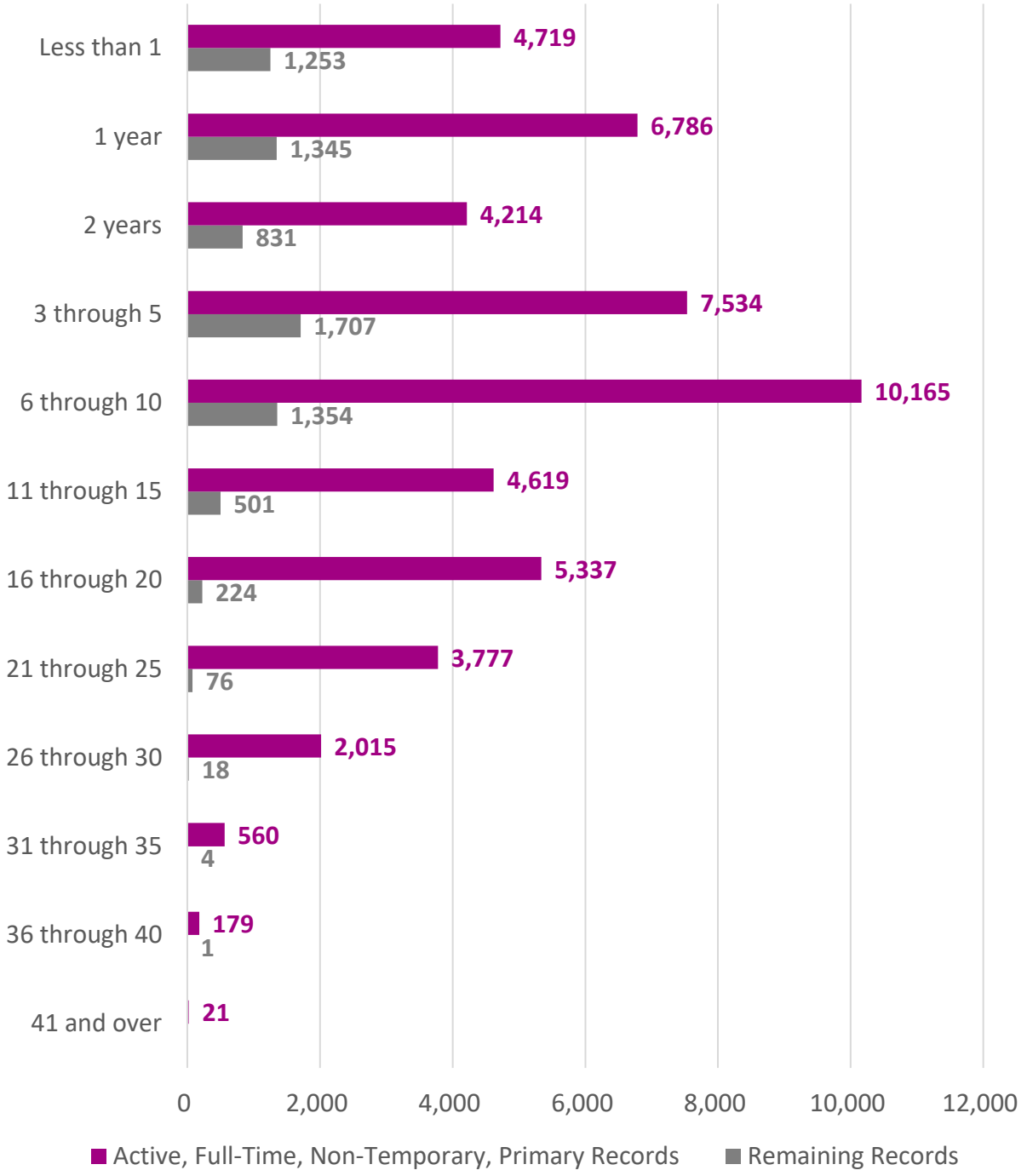


Employee Records by Generation

Generation	Active, Full-Time, Non-Temporary, Primary Records	Remaining Records	Total
Veterans (1925-1945)	66	148	214
Baby Boomers (1946-1964)	8,084	2,212	10,296
Generation X (1965-1980)	20,150	2,384	22,534
Millennials (1981-1997)	19,287	2,041	21,328
Generation Z (1998+)	2,339	529	2,868
Totals	**49,926**	**7,314**	**57,240**



Employee Records by Tenure (in years)



Special thanks to the Employees Retirement System of Georgia (ERSGA) for their partnership to have the up-to-date retirement eligibility determinations summarized here.

For specific information about your entity please contact your assigned Workforce Planning Coordinator with ERSGA.

Retirement Eligibility

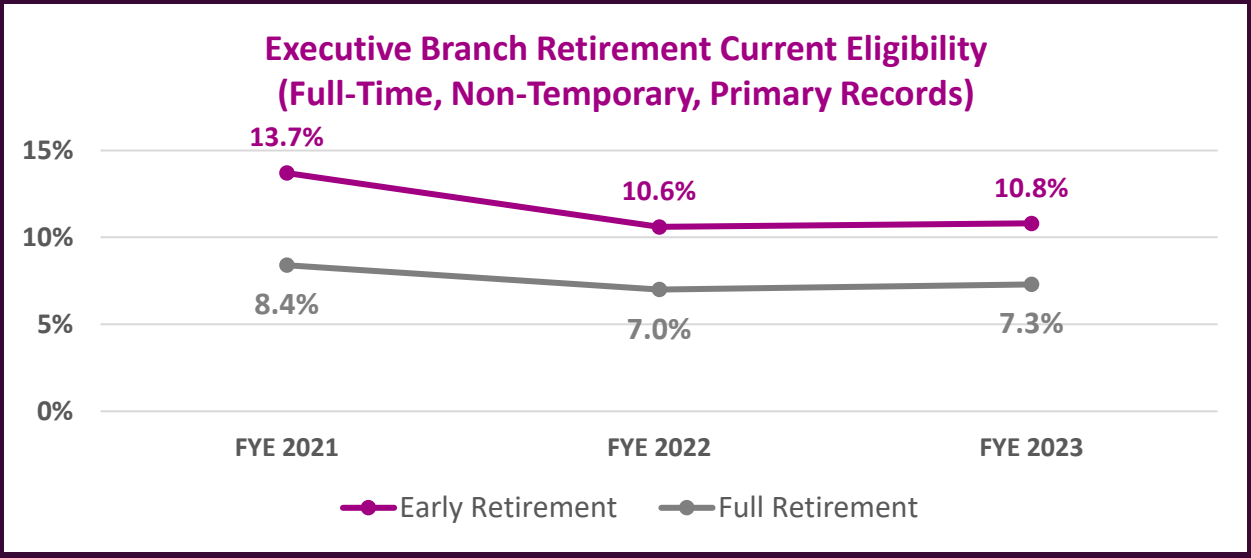
Executive Branch

Included here are for Executive Branch entities using the TeamWorks HCM system during Fiscal Year 2023 (between July 1, 2022 and June 30, 2023).

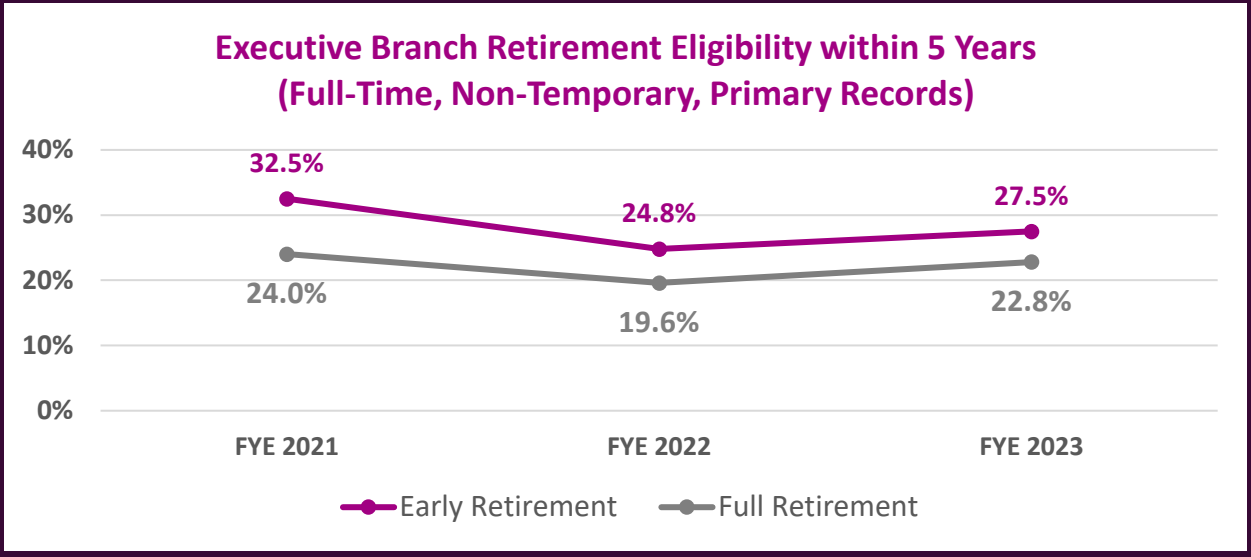
The Executive Branch could include departments, agencies, boards, bureaus, commissions, offices, and authorities, and the Technical College system and its schools.

Section Highlights

- The portion of current Executive Branch full-time, non-temporary, primary records eligible to retire early today is over 10%.



- The portion of current Executive Branch full-time, non-temporary, primary records eligible for full retirement within the next 5 years is back over 20%.



Retirement Eligibility Proportions

Full Retirement Eligibility by Company Code (1) Full-Time, Non-Temporary, Primary Records

Entity Name (may include administratively attached agencies)	Company Code	Now	Within 1 Year	1 to 2 Years	3 to 5 Years	Cumulative within 5 Years
DHS - Division of Family and Children Services	127	5.1%	1.6%	3.8%	6.9%	17.5%
Department of Agriculture	402	12.3%	2.4%	3.0%	10.7%	28.5%
Department of Administrative Services	403	12.9%	3.4%	8.6%	7.3%	32.3%
Department of Public Health	405	10.1%	1.3%	4.8%	7.9%	24.1%
Department of Banking and Finance	406	3.5%	2.4%	2.4%	10.6%	18.8%
State Accounting Office	407	12.8%	0.8%	6.4%	18.4%	38.4%
Office of Commissioner of Insurance	408	14.4%	1.7%	4.2%	9.3%	29.7%
State Finance and Investment Commission	409	16.7%	4.2%	1.0%	19.8%	41.7%
State Properties Commission	410	0.0%	7.1%	0.0%	28.6%	35.7%
Department of Defense	411	8.0%	1.9%	7.5%	11.7%	29.2%
Vocational Rehabilitation Agency	412	10.7%	2.6%	7.2%	13.0%	33.6%
Department of Education	414	7.1%	2.2%	3.3%	9.4%	22.0%
Technical College System of GA	415	11.7%	2.7%	5.2%	6.5%	26.0%
Employees Retirement System	416	8.5%	1.1%	3.2%	6.4%	19.1%
Department of Community Health	419	10.2%	2.4%	6.9%	13.2%	32.6%
Forestry Commission	420	6.9%	1.9%	5.2%	10.1%	24.2%
Office of Planning and Budget	422	4.9%	1.9%	5.7%	7.6%	20.1%
Department of Human Services	427	7.9%	2.5%	4.8%	9.3%	24.5%
Department of Community Affairs	428	6.8%	2.4%	4.6%	8.1%	21.8%
Department of Economic Development	429	14.8%	2.7%	4.7%	5.4%	27.5%
Department of Labor	440	15.5%	2.5%	9.2%	9.7%	37.0%
Department of Behavioral Health and Developmental Disabilities	441	9.9%	2.6%	5.7%	9.7%	27.8%
Department of Law	442	9.5%	2.9%	3.2%	5.7%	21.3%
Department of Juvenile Justice	461	6.1%	1.9%	5.3%	9.5%	22.8%
Department of Natural Resources	462	10.0%	1.6%	4.4%	9.2%	25.2%
State Board of Pardons and Paroles	465	20.8%	2.3%	6.9%	6.4%	36.4%
Department of Public Safety	466	6.8%	1.7%	5.0%	7.1%	20.7%
Department of Corrections	467	5.2%	2.2%	5.7%	9.5%	22.6%
Department of Early Care and Learning	469	4.5%	1.6%	3.1%	8.5%	17.7%
Public Service Commission	470	16.3%	5.8%	4.7%	9.3%	36.0%
Bureau of Investigation	471	6.1%	2.1%	3.4%	6.0%	17.5%
Department of Revenue	474	13.3%	2.6%	6.3%	10.7%	32.9%
Department of Driver Services	475	6.3%	1.5%	3.0%	7.2%	18.0%
Student Finance Commission	476	6.1%	0.0%	1.8%	27.2%	35.1%
Department of Community Supervision	477	5.9%	1.3%	4.4%	7.6%	19.2%
Secretary of State	478	8.5%	1.2%	6.1%	7.3%	23.2%

Full Retirement Eligibility by Company Code (2) Full-Time, Non-Temporary, Primary Records

Entity Name (may include administratively attached agencies)	Company Code	Now	Within 1 Year	1 to 2 Years	3 to 5 Years	Cumulative within 5 Years
Teachers Retirement System	482	18.2%	2.5%	8.1%	11.6%	40.4%
Department of Transportation	484	6.9%	2.0%	6.6%	10.4%	25.9%
Department of Veterans Service	488	10.3%	1.4%	4.8%	14.4%	30.8%
Subsequent Injury Trust Fund	489	57.1%	0.0%	0.0%	0.0%	57.1%
State Board of Workers' Compensation	490	26.7%	5.2%	6.0%	14.7%	52.6%
Public Defender Council	492	8.8%	1.9%	3.5%	8.3%	22.3%
Commission on the Holocaust	495	0.0%	33.3%	0.0%	33.3%	66.7%
Oconee Fall Line Technical College	817	3.5%	0.7%	0.7%	4.2%	9.2%
Coastal Pines Technical College	818	4.1%	0.0%	4.1%	4.1%	12.3%
Albany Technical College	820	5.2%	1.6%	3.7%	9.4%	19.9%
Athens Technical College	822	2.0%	0.0%	1.2%	3.9%	7.1%
Atlanta Technical College	823	2.0%	0.8%	3.6%	7.7%	14.2%
Augusta Technical College	824	7.1%	1.7%	4.6%	6.7%	20.0%
West Georgia Technical College	826	5.7%	0.9%	4.2%	3.6%	14.5%
Chattahoochee Technical College	827	4.6%	1.5%	2.1%	4.4%	12.7%
Columbus Technical College	828	2.7%	1.8%	3.7%	4.1%	12.3%
Northwestern Technical College	829	6.3%	2.0%	4.3%	6.3%	18.8%
Piedmont Technical College	830	3.6%	1.0%	4.1%	5.1%	13.7%
Southern Crescent Technical College	831	3.2%	0.4%	1.2%	7.9%	12.6%
Gwinnett Technical College	832	3.0%	0.8%	4.0%	8.8%	16.7%
Lanier Technical College	834	4.0%	0.8%	5.2%	6.8%	16.9%
Central Georgia Technical College	835	6.6%	2.1%	3.9%	6.6%	19.3%
Southern Regional Technical College	837	5.7%	1.0%	2.5%	6.3%	15.6%
North Georgia Technical College	838	4.6%	0.6%	2.3%	9.2%	16.7%
Savannah Technical College	841	1.2%	1.2%	3.3%	6.6%	12.4%
South Georgia Technical College	842	6.2%	0.0%	1.6%	11.6%	19.4%
Southeastern Technical College	843	4.9%	0.7%	1.4%	4.9%	12.0%
Ogeechee Technical College	844	0.7%	0.7%	2.1%	0.7%	4.1%
Wiregrass Technical College	848	0.4%	0.4%	2.2%	4.7%	7.6%
Building Authority	900	8.6%	3.3%	7.2%	9.2%	28.3%
Correctional Industries	921	10.6%	5.0%	11.7%	15.6%	43.0%
State Road and Tollway Authority	927	7.6%	2.2%	3.3%	9.8%	22.8%
Public Telecommunications Commission	977	6.1%	0.0%	6.1%	9.6%	21.7%
Technology Authority	980	12.2%	1.6%	10.6%	10.1%	34.4%
Atlanta-Region Transit Link Authority	996	7.4%	0.0%	11.1%	3.7%	22.2%
Totals		**7.3%**	**1.9%**	**4.9%**	**8.7%**	**22.8%**

Early Retirement Eligibility by Company Code (1) Full-Time, Non-Temporary, Primary Records

Entity Name (may include administratively attached agencies)	Company Code	Now	Within 1 Year	1 to 2 Years	3 to 5 Years	Cumulative within 5 Years
DHS - Division of Family and Children Services	127	9.1%	1.9%	4.2%	7.0%	22.3%
Department of Agriculture	402	17.0%	2.4%	3.8%	10.3%	33.5%
Department of Administrative Services	403	18.1%	3.4%	7.8%	7.3%	36.6%
Department of Public Health	405	12.6%	1.7%	5.5%	8.0%	27.8%
Department of Banking and Finance	406	12.9%	1.2%	7.1%	4.7%	25.9%
State Accounting Office	407	16.8%	0.8%	6.4%	17.6%	41.6%
Office of Commissioner of Insurance	408	16.5%	3.0%	5.1%	8.1%	32.6%
State Finance and Investment Commission	409	18.8%	6.3%	1.0%	16.7%	42.7%
State Properties Commission	410	7.1%	14.3%	7.1%	14.3%	42.9%
Department of Defense	411	10.9%	1.5%	7.8%	11.4%	31.6%
Vocational Rehabilitation Agency	412	14.6%	4.7%	8.2%	12.9%	40.4%
Department of Education	414	8.3%	2.4%	3.8%	9.3%	23.8%
Technical College System of GA	415	13.9%	2.7%	7.0%	9.0%	32.5%
Employees Retirement System	416	10.6%	3.2%	2.1%	10.6%	26.6%
Department of Community Health	419	12.9%	3.4%	9.0%	12.6%	37.9%
Forestry Commission	420	13.7%	3.6%	7.9%	5.1%	30.1%
Office of Planning and Budget	422	7.6%	2.4%	5.4%	8.7%	24.1%
Department of Human Services	427	12.6%	2.9%	5.2%	9.6%	30.3%
Department of Community Affairs	428	10.9%	2.0%	5.2%	7.0%	25.1%
Department of Economic Development	429	17.4%	1.3%	7.4%	6.0%	32.2%
Department of Labor	440	21.2%	3.1%	9.1%	9.9%	43.3%
Department of Behavioral Health and Developmental Disabilities	441	11.9%	2.4%	6.0%	10.9%	31.2%
Department of Law	442	12.1%	2.5%	5.4%	6.7%	26.7%
Department of Juvenile Justice	461	9.3%	2.9%	7.2%	9.2%	28.7%
Department of Natural Resources	462	15.4%	2.3%	6.1%	7.3%	31.1%
State Board of Pardons and Paroles	465	29.5%	2.3%	9.8%	3.5%	45.1%
Department of Public Safety	466	10.7%	2.2%	5.4%	6.4%	24.6%
Department of Corrections	467	10.1%	2.7%	6.5%	9.5%	28.8%
Department of Early Care and Learning	469	6.4%	1.8%	4.3%	9.4%	21.9%
Public Service Commission	470	20.9%	3.5%	9.3%	10.5%	44.2%
Bureau of Investigation	471	9.9%	2.0%	6.3%	5.0%	23.1%
Department of Revenue	474	15.7%	2.6%	6.9%	11.0%	36.1%
Department of Driver Services	475	7.6%	1.9%	2.6%	7.7%	19.8%
Student Finance Commission	476	6.1%	0.0%	1.8%	28.1%	36.0%
Department of Community Supervision	477	10.7%	2.9%	5.8%	7.5%	26.9%
Secretary of State	478	8.9%	1.2%	7.7%	8.1%	26.0%

Early Retirement Eligibility by Company Code (2) Full-Time, Non-Temporary, Primary Records

Entity Name (may include administratively attached agencies)	Company Code	Now	Within 1 Year	1 to 2 Years	3 to 5 Years	Cumulative within 5 Years
Teachers Retirement System	482	23.7%	4.0%	8.1%	11.1%	47.0%
Department of Transportation	484	13.0%	2.9%	7.6%	11.5%	35.0%
Department of Veterans Service	488	10.3%	1.4%	5.5%	15.1%	32.2%
Subsequent Injury Trust Fund	489	57.1%	0.0%	0.0%	42.9%	100.0%
State Board of Workers' Compensation	490	38.8%	2.6%	5.2%	10.3%	56.9%
Public Defender Council	492	9.1%	1.7%	3.7%	9.3%	23.8%
Commission on the Holocaust	495	0.0%	33.3%	0.0%	33.3%	66.7%
Oconee Fall Line Technical College	817	4.2%	1.4%	1.4%	2.8%	9.9%
Coastal Pines Technical College	818	5.0%	0.0%	3.7%	3.7%	12.3%
Albany Technical College	820	6.8%	2.1%	3.7%	9.4%	22.0%
Athens Technical College	822	2.0%	0.4%	1.2%	3.5%	7.1%
Atlanta Technical College	823	2.8%	0.8%	3.6%	8.1%	15.4%
Augusta Technical College	824	8.8%	2.1%	3.3%	7.1%	21.3%
West Georgia Technical College	826	5.7%	1.2%	4.5%	3.6%	15.1%
Chattahoochee Technical College	827	4.6%	1.5%	2.3%	4.9%	13.3%
Columbus Technical College	828	3.7%	1.8%	4.6%	3.7%	13.7%
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Piedmont Technical College	830	4.1%	1.0%	3.6%	5.6%	14.2%
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Central Georgia Technical College	835	7.5%	2.3%	3.6%	7.0%	20.4%
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South Georgia Technical College	842	6.2%	0.8%	2.3%	14.7%	24.0%
Southeastern Technical College	843	5.6%	1.4%	1.4%	5.6%	14.1%
Ogeechee Technical College	844	2.1%	0.0%	1.4%	0.7%	4.1%
Wiregrass Technical College	848	0.4%	0.7%	1.8%	4.7%	7.6%
Building Authority	900	10.5%	3.9%	7.9%	8.6%	30.9%
Correctional Industries	921	19.0%	6.1%	7.8%	12.8%	45.8%
State Road and Tollway Authority	927	10.9%	3.3%	2.2%	10.9%	27.2%
Public Telecommunications Commission	977	7.8%	0.0%	7.8%	9.6%	25.2%
Technology Authority	980	17.5%	2.6%	9.5%	11.6%	41.3%
Atlanta-Region Transit Link Authority	996	14.8%	0.0%	3.7%	7.4%	25.9%
Totals		**10.8%**	**2.4%**	**5.6%**	**8.7%**	**27.5%**

Hiring Events

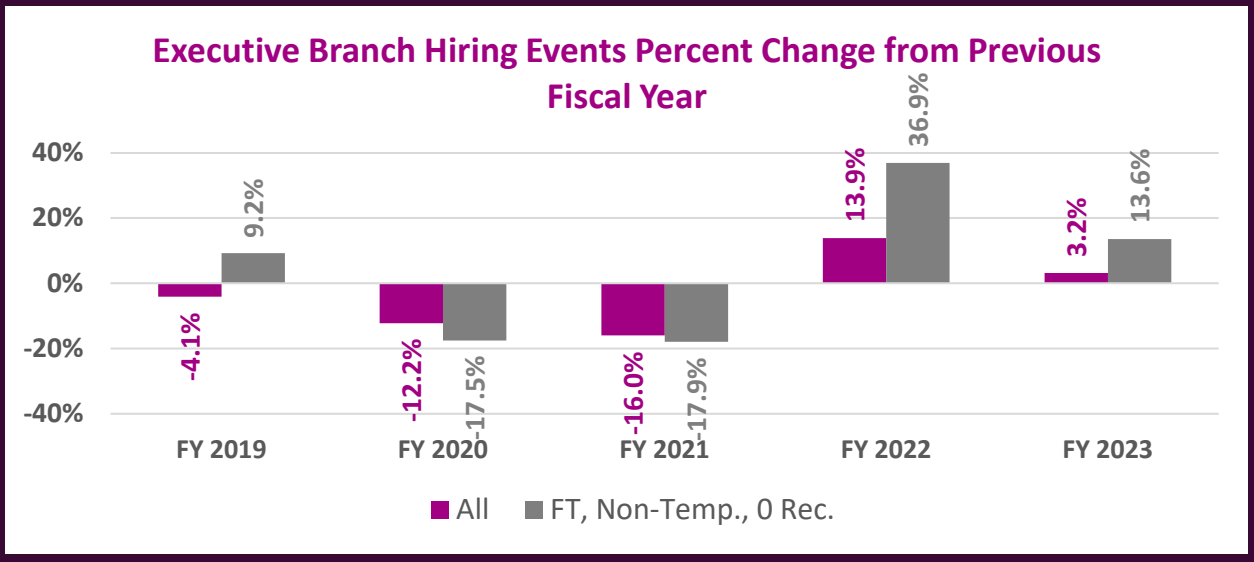
Executive Branch

Events included here are for Executive Branch entities using the TeamWorks HCM system during Fiscal Year 2023 (between July 1, 2022, and June 30, 2023).

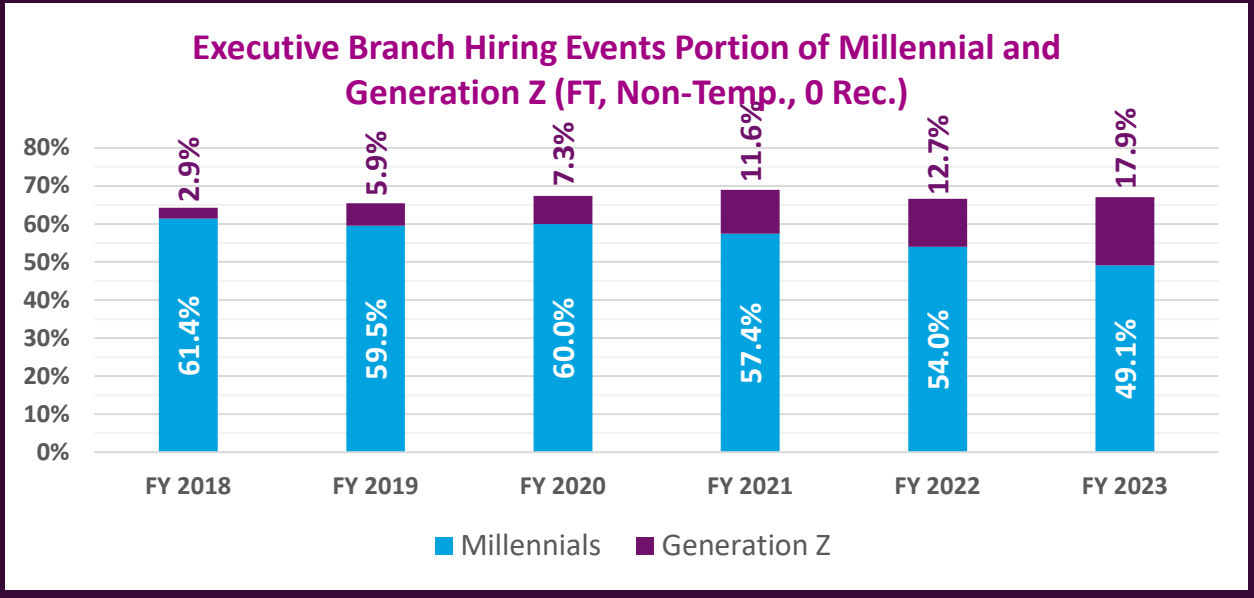
The Executive Branch could include departments, agencies, boards, bureaus, commissions, offices, and authorities, and the Technical College system and its schools.

Section Highlights

- Executive Branch Hiring Events are greater than in previous years, recording a second consecutive fiscal year of growth.



- We are also continuing to that the younger cohorts of Millennials and Generation Z compose some 65% of hiring events or more.



Hiring Events by Type (1)

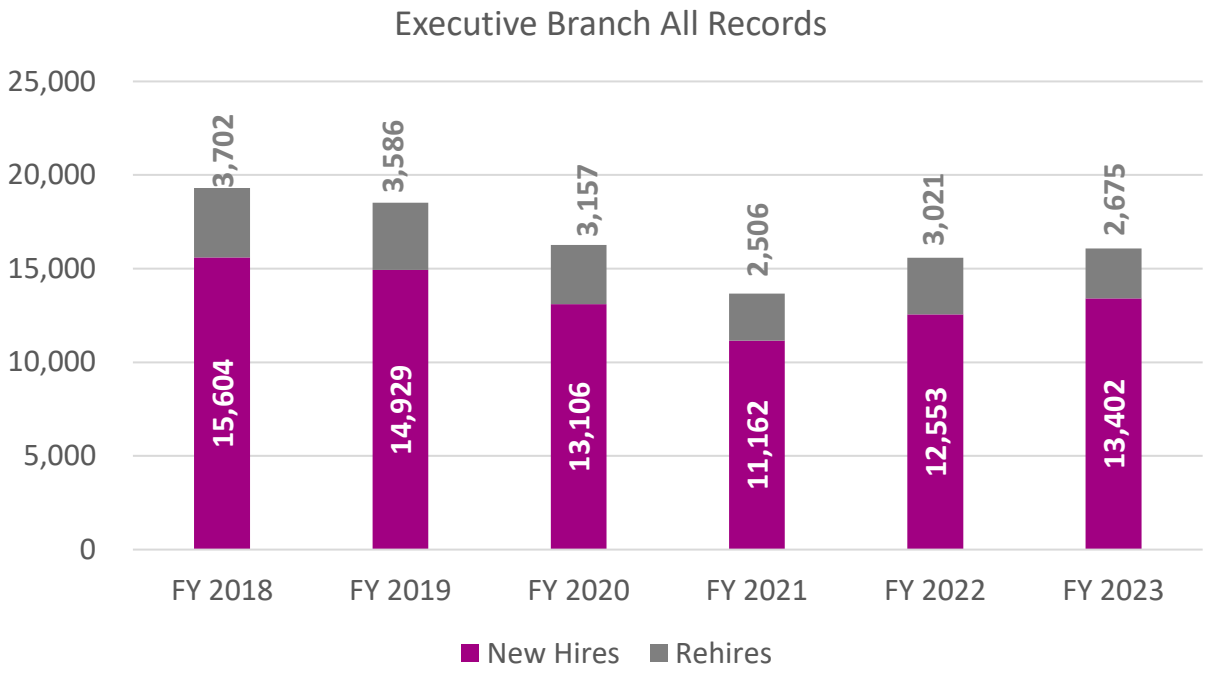
Executive Branch Employee Records

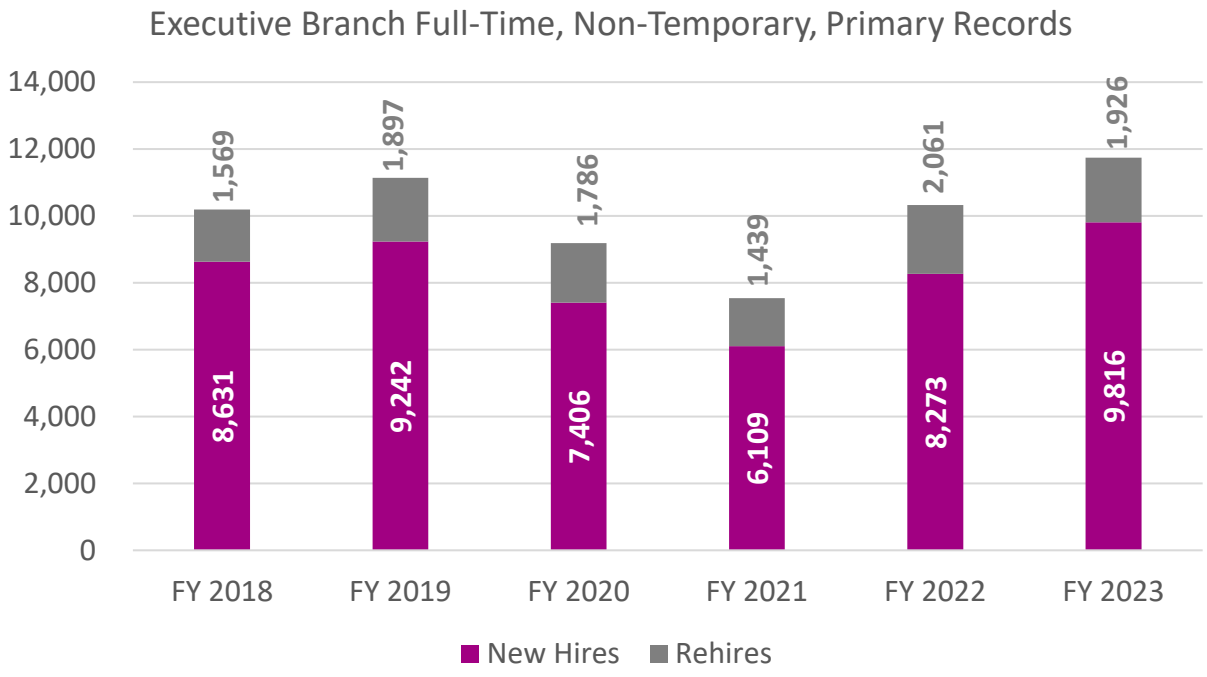
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Hiring						
Total Hiring	19,306	18,515	16,263	13,668	15,574	16,077
Hires by Type						
New Hires	15,604	14,929	13,106	11,162	12,553	13,402
Rehires	3,702	3,586	3,157	2,506	3,021	2,675
Hire Characteristics						
Average Age of Hires	35.2	35.4	35.7	35.7	37.2	37.2
Median Annual Compensation Rate of Hire	$25,000	$27,936	$27,936	$29,120	$31,040	$36,366

Executive Branch, Active, Full-Time, Non-Temporary, Primary Records

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Hiring						
Total Hiring	10,200	11,139	9,192	7,548	10,334	11,742
Hires by Type						
New Hires	8,631	9,242	7,406	6,109	8,273	9,816
Rehires	1,569	1,897	1,786	1,439	2,061	1,926
Hire Characteristics						
Average Age of Hires	35.2	35.4	35.7	35.7	37.3	37.2
Median Annual Compensation Rate of Hire	$30,000	$31,040	$31,040	$31,040	$34,185	$38,040

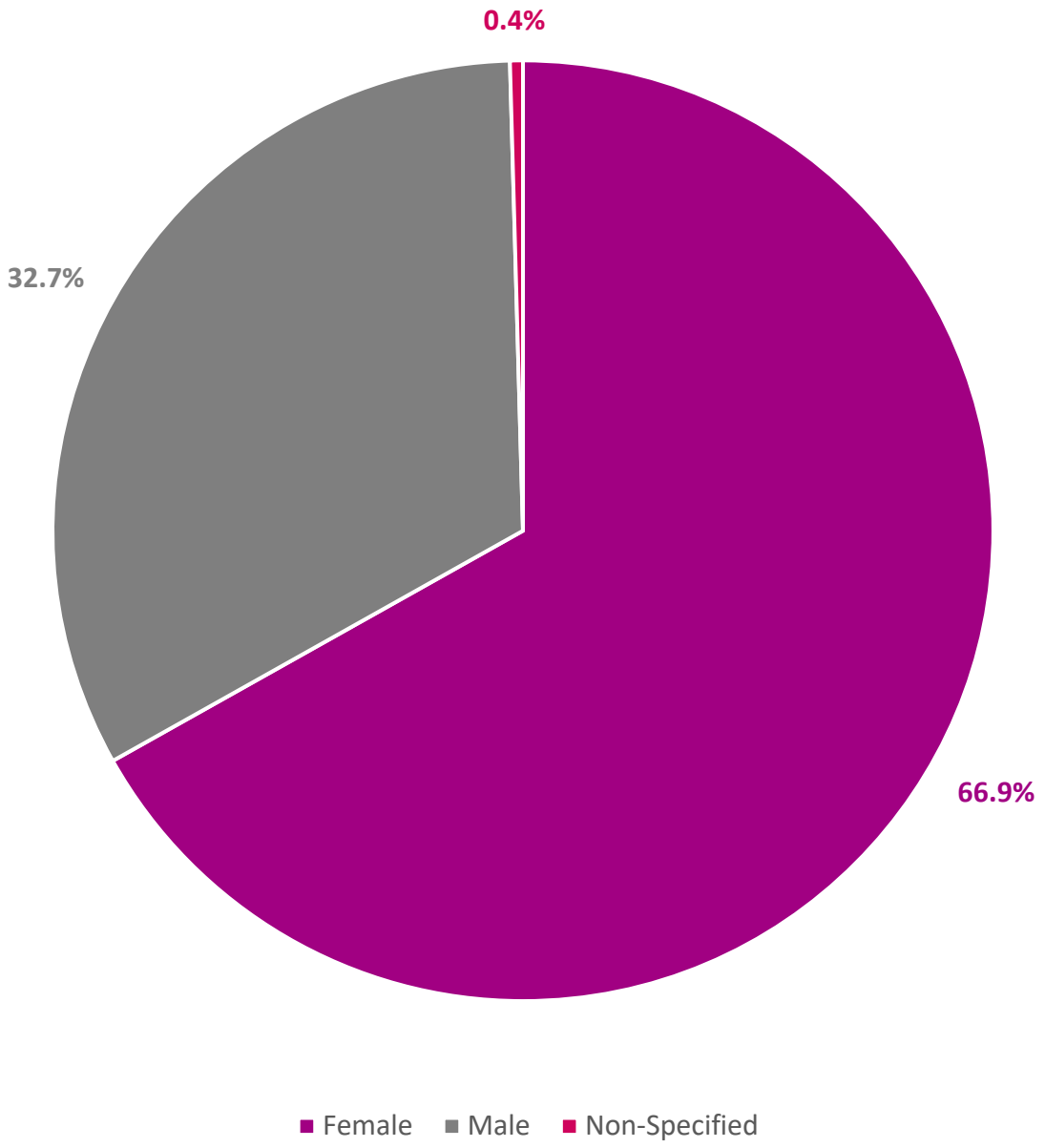
Hiring Events by Type (2)





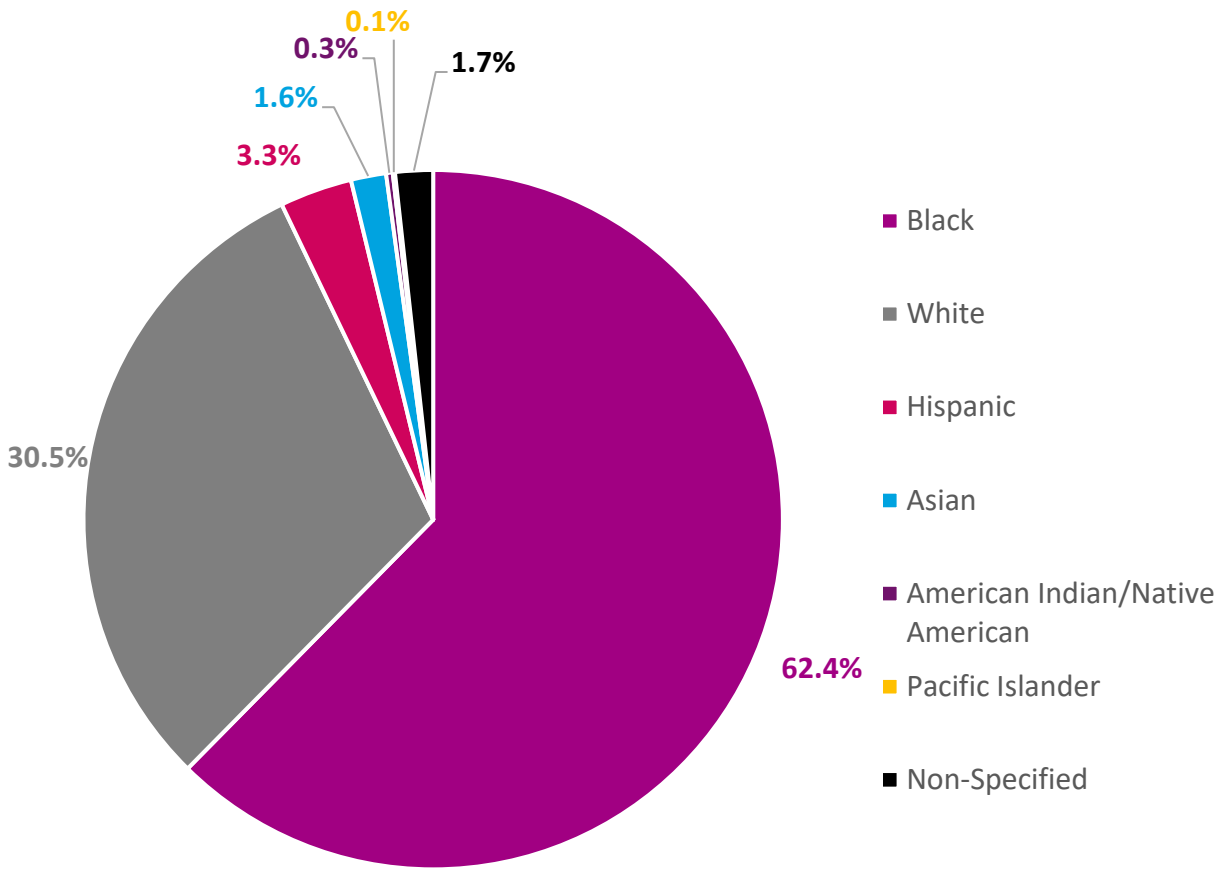
Hiring Events by Gender

Executive Branch Full-Time, Non-Temporary, Primary Records	Count
Female	7,851
Male	3,839
Non-Specified	52
Total	**11,742**



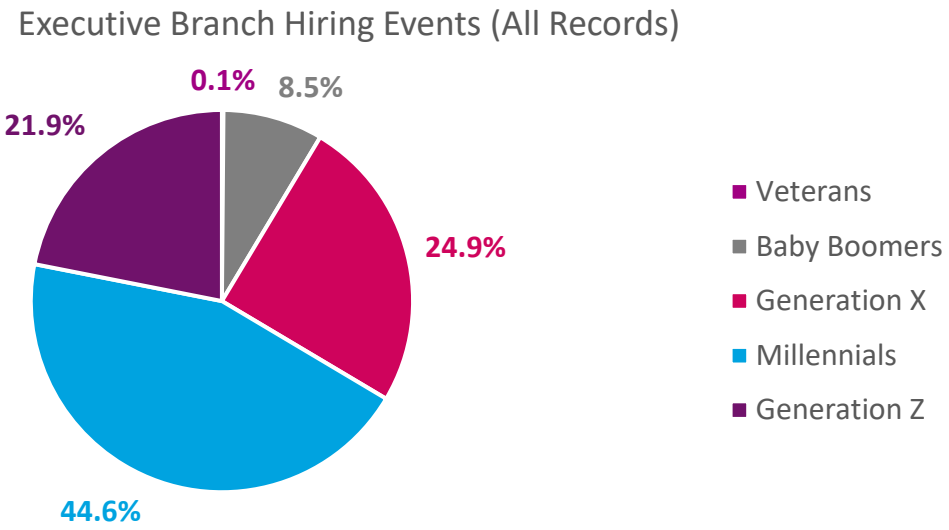
Hiring Events by Ethnicity

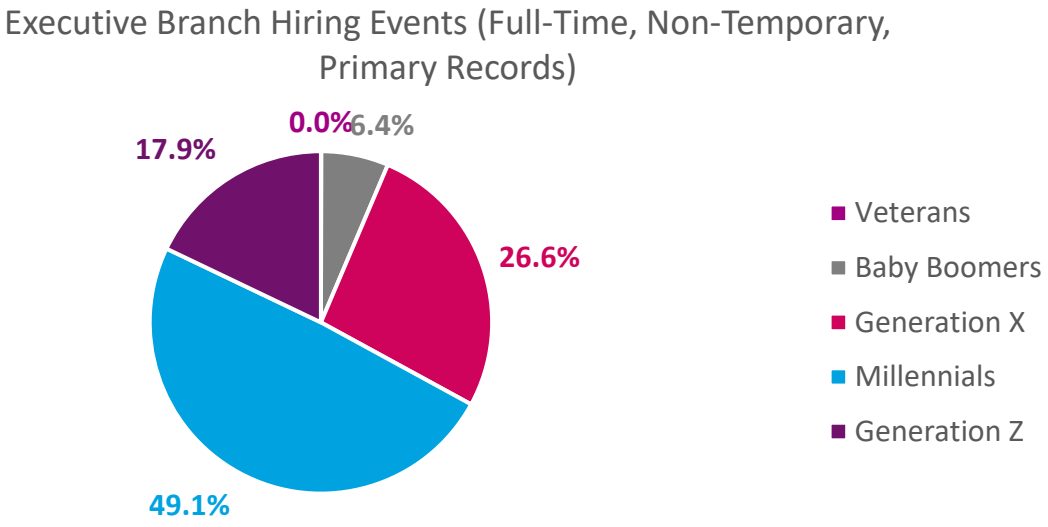
Executive Branch Full-Time, Non-Temporary, Primary Records	Count
Black	7,326
White	3,579
Hispanic	393
Asian	191
American Indian/Native American	36
Pacific Islander	12
Non-Specified	205
Total	**11,742**



Hiring Events by Generation

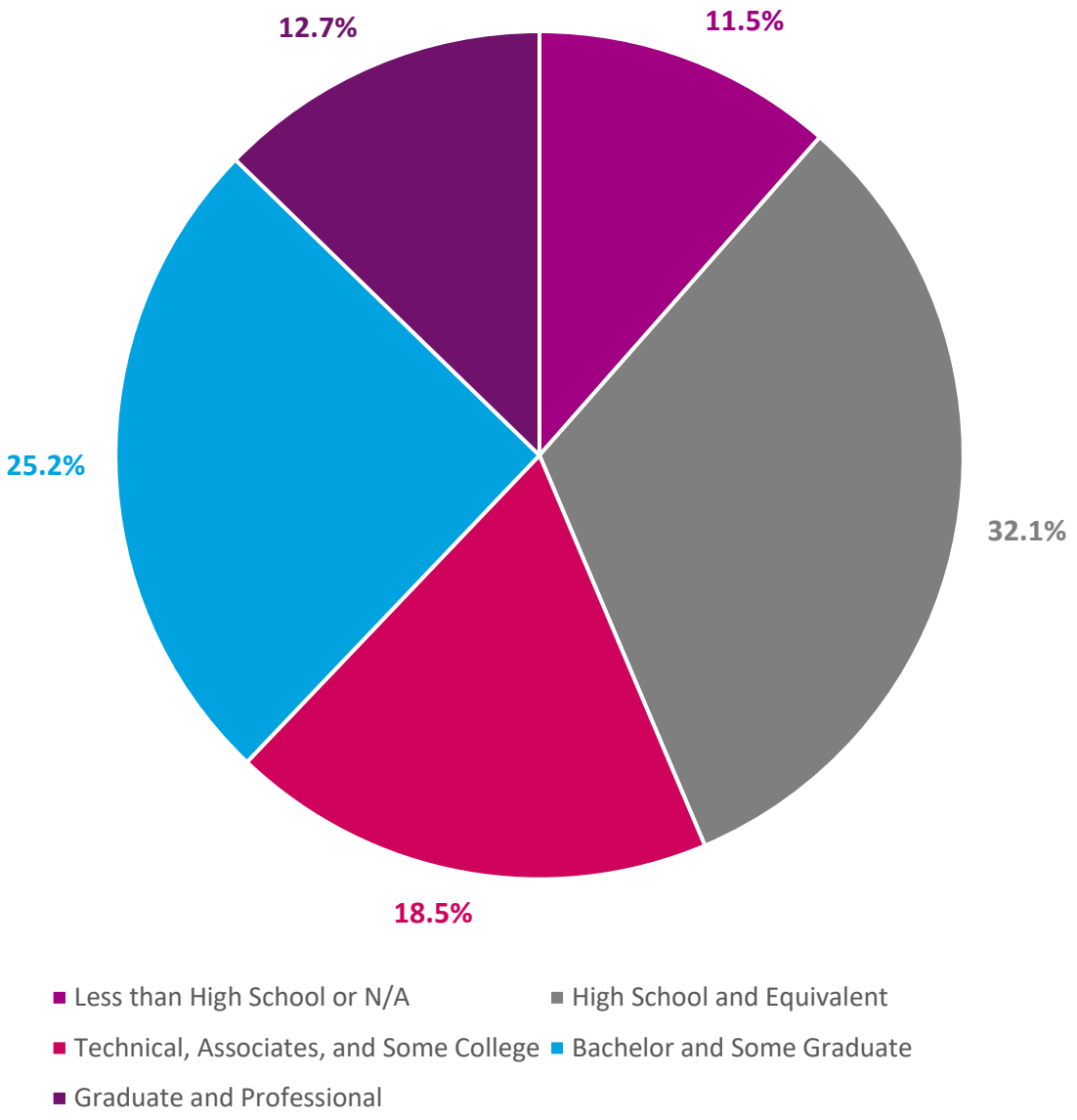
Generations	Executive Branch All Records	Executive Branch Full-Time, Non-Temporary, Primary Records
Veterans (1925-1945)	21	5
Baby Boomers (1946-1964)	1,362	746
Generation X (1965-1980)	4,009	3,118
Millennials (1981-1997)	7,164	5,770
Generation Z (1998+)	3,521	2,103
Totals	**16,077**	**11,742**





Hiring Events by Reported Education Level

Executive Branch Full-Time, Non-Temporary, Primary Records	Count
Less than High School or N/A	1,346
High School and Equivalent	3,761
Technical, Associates, and Some College	2,166
Bachelor and Some Graduate	2,945
Graduate and Professional	1,490
Total	**11,708**



Separation Events

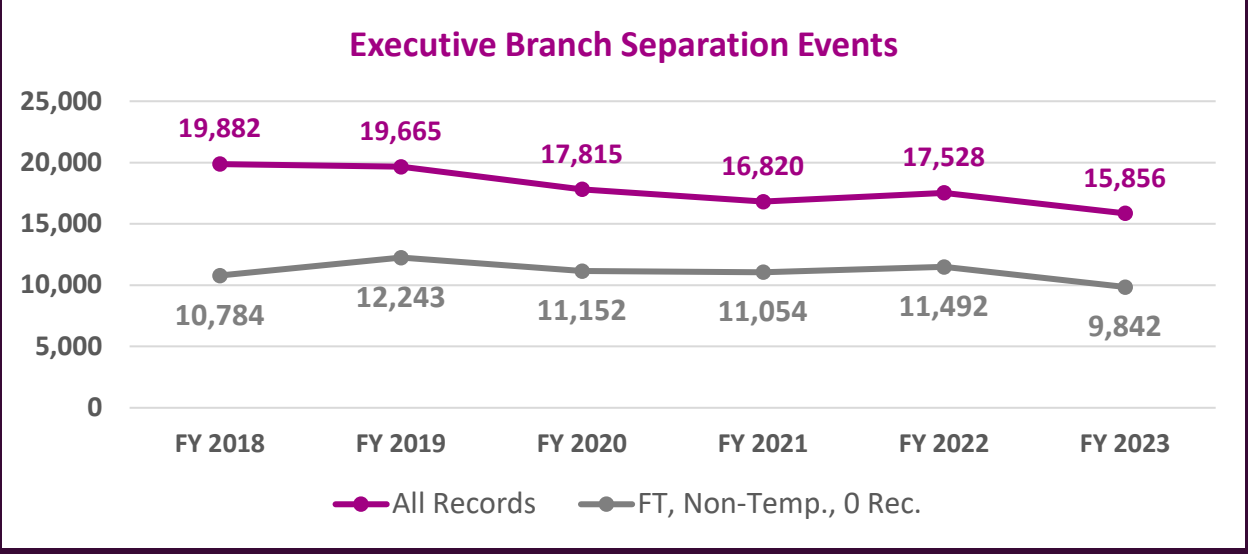
Executive Branch

Events included here are for Executive Branch entities using the TeamWorks HCM system during Fiscal Year 2023 (between July 1, 2022, and June 30, 2023).

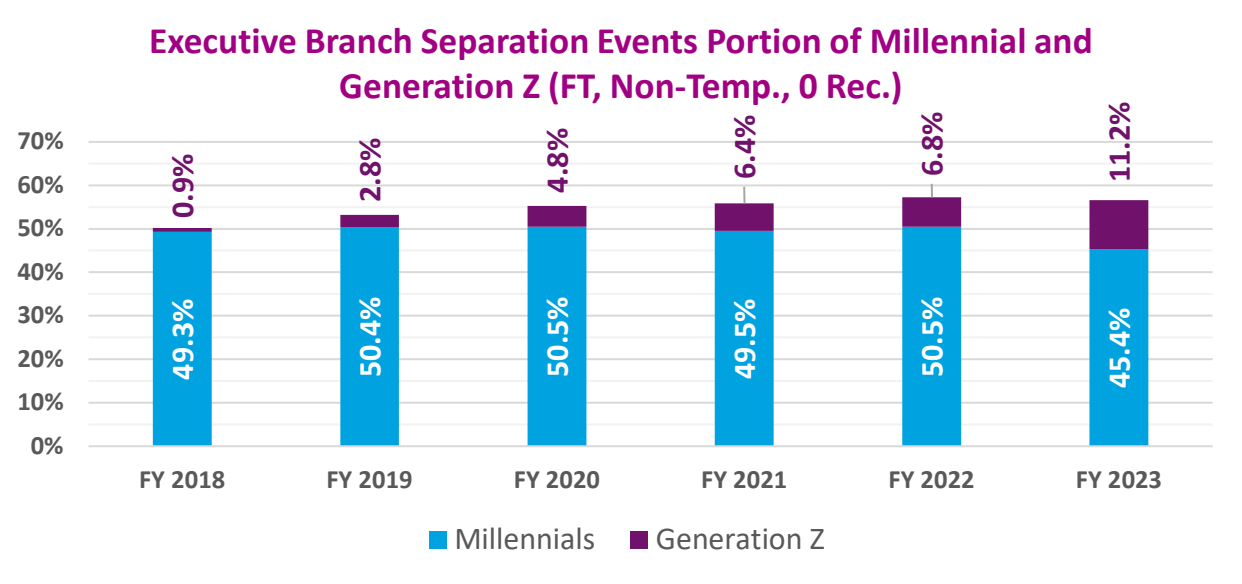
The Executive Branch could include departments, agencies, boards, bureaus, commissions, offices, and authorities, and the Technical College system and its schools.

Section Highlights

- Executive Branch Separation Events are fewer than the previous year.



- We also see that the younger cohorts of Millennials and Generation Z compose over 50% of separation events as well.



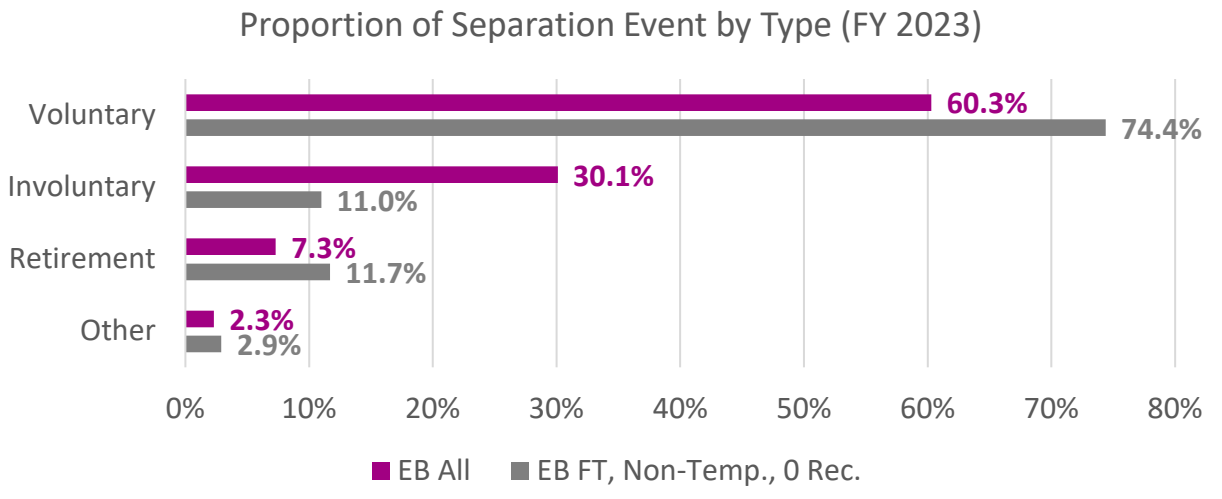
Separation Events by Type (1)

Executive Branch Current Employee Records

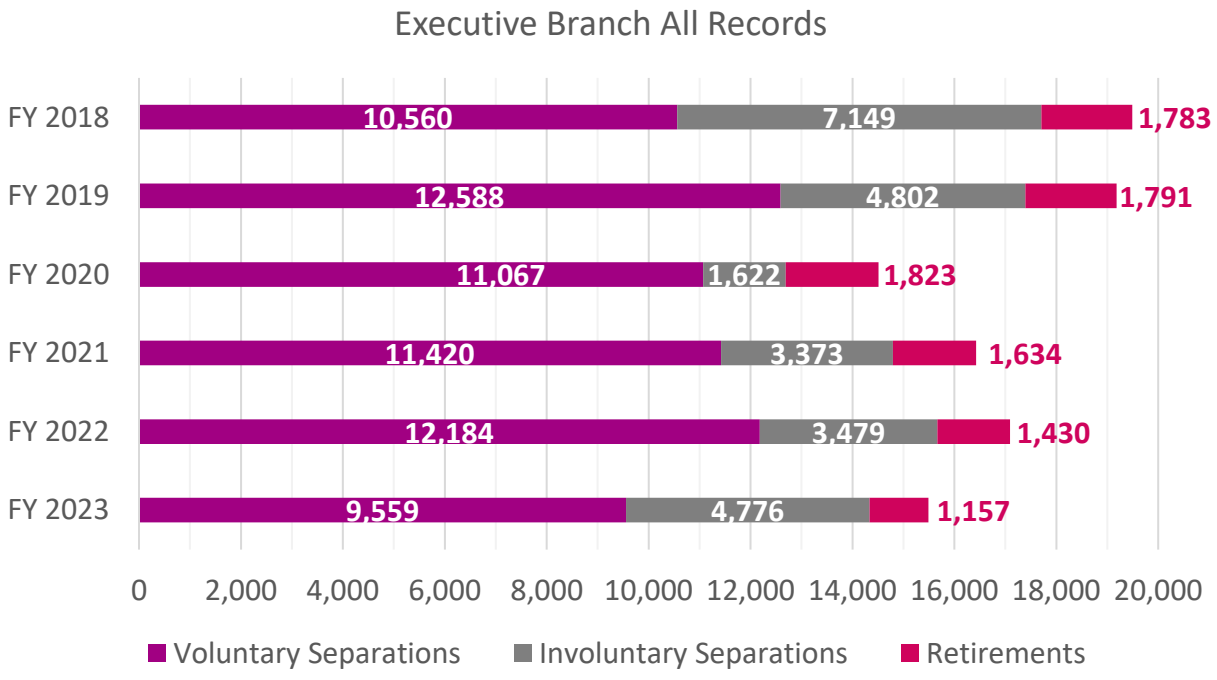
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Separation Events						
Total Separations	19,882	19,665	17,815	16,820	17,528	15,856
Separations by Type						
Voluntary Separations	10,560	12,588	11,067	11,420	12,184	9,559
Involuntary Separations	7,149	4,802	1,622	3,373	3,479	4,776
Retirements	1,783	1,791	1,823	1,634	1,430	1,157
Turnover Rate Calculation						
Monthly Average Headcount	68,304	67,176	65,787	63,233	60,023	60,292
Turnover Rate	29.10%	29.30%	27.10%	26.60%	29.20%	26.30%
Voluntary Turnover Rate	15.50%	18.70%	16.80%	18.10%	20.30%	15.85%

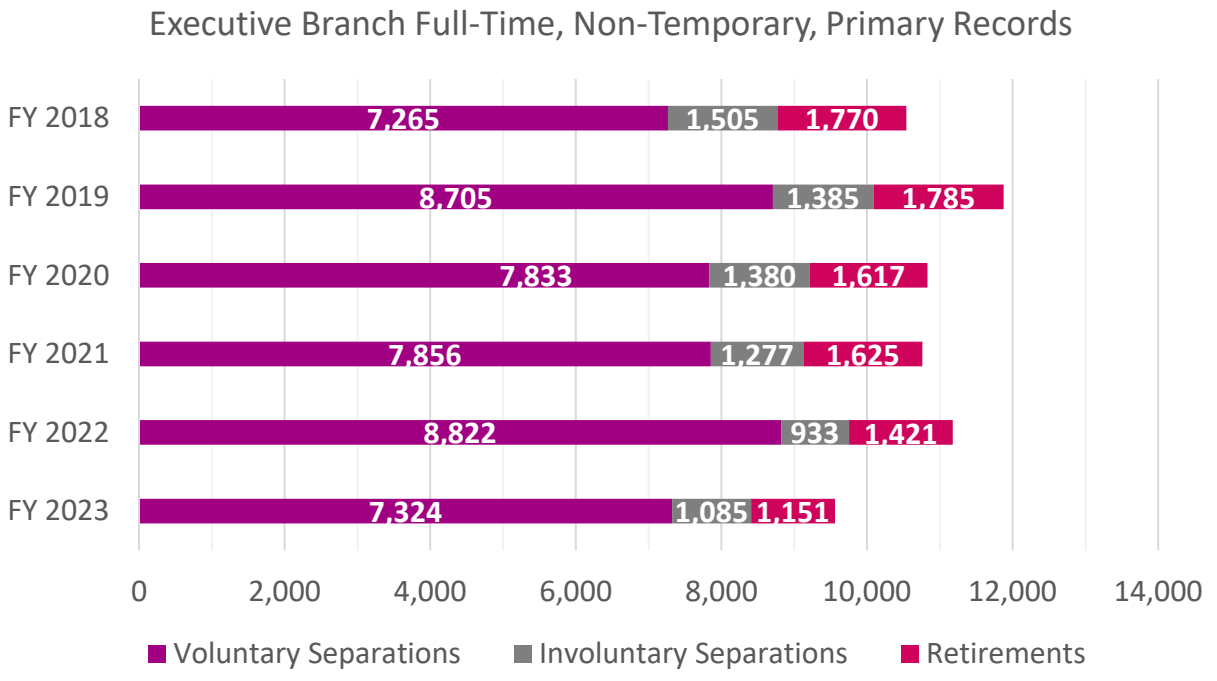
Executive Branch, Active, Full-Time, Non-Temporary, Primary Records

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Separation Events						
Total Separations	10,784	12,243	11,152	11,054	11,492	9,843
Separations by Type						
Voluntary Separations	7,265	8,705	7,833	7,856	8,822	7,324
Involuntary Separations	1,505	1,385	1,380	1,277	933	1,085
Retirements	1,770	1,785	1,617	1,625	1,421	1,151
Turnover Rate Calculation						
Monthly Average Headcount	55,982	54,799	53,516	50,204	48,263	49,150
Turnover Rate	19.3%	22.3%	20.8%	22.0%	23.8%	20.0%
Voluntary Turnover Rate	13.0%	15.9%	14.6%	15.6%	18.3%	14.9%

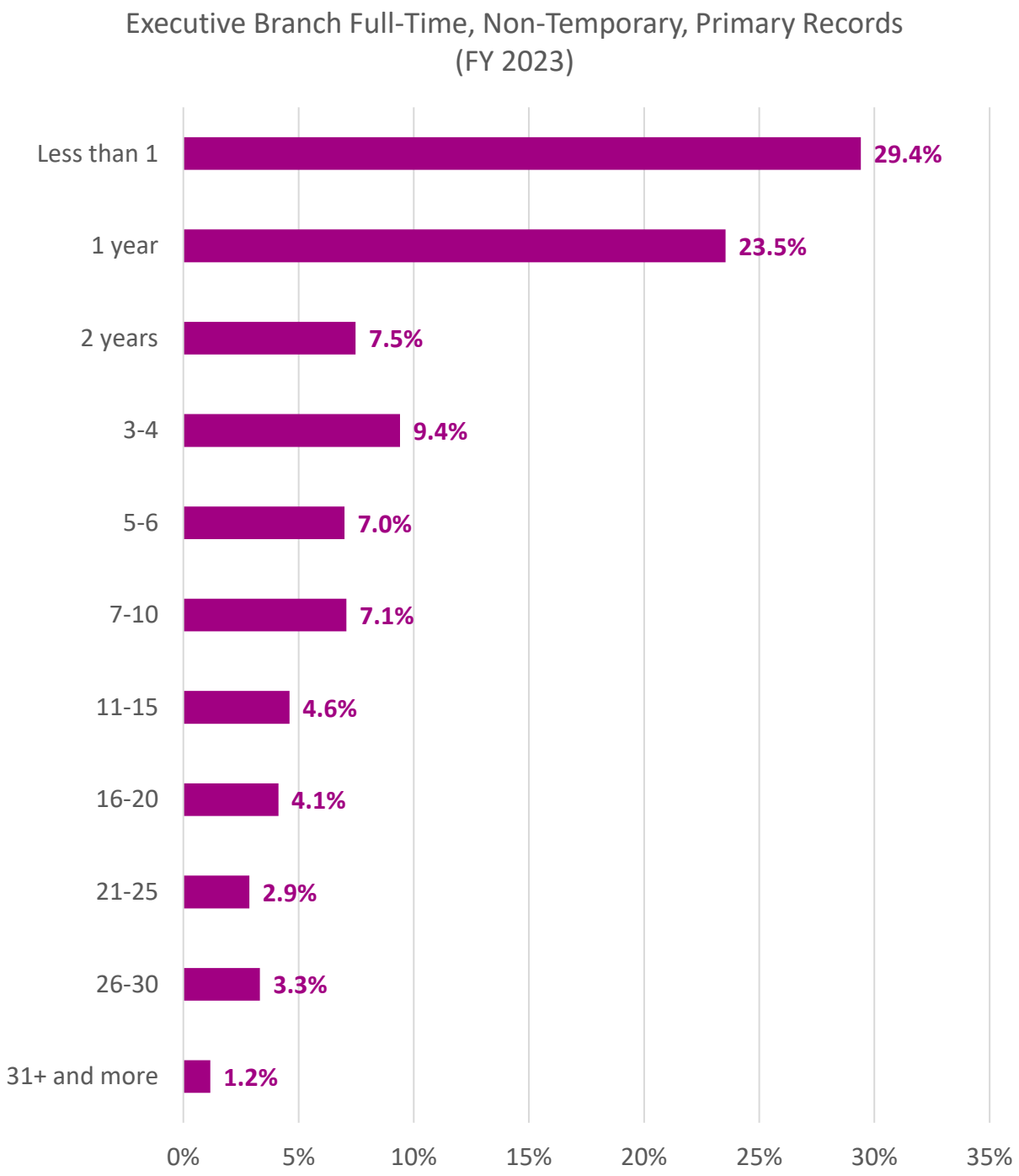


Separation Events by Type (2)

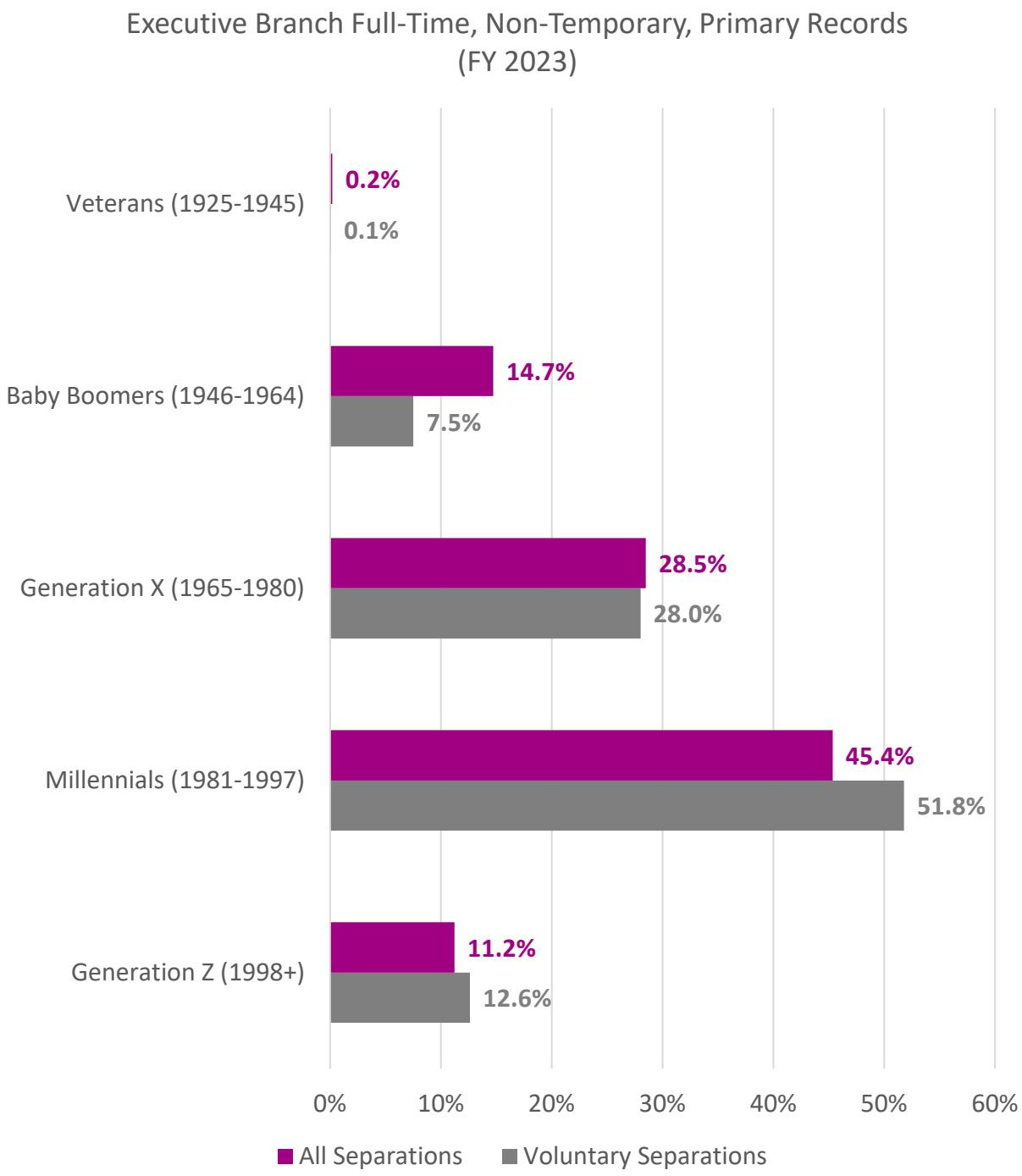




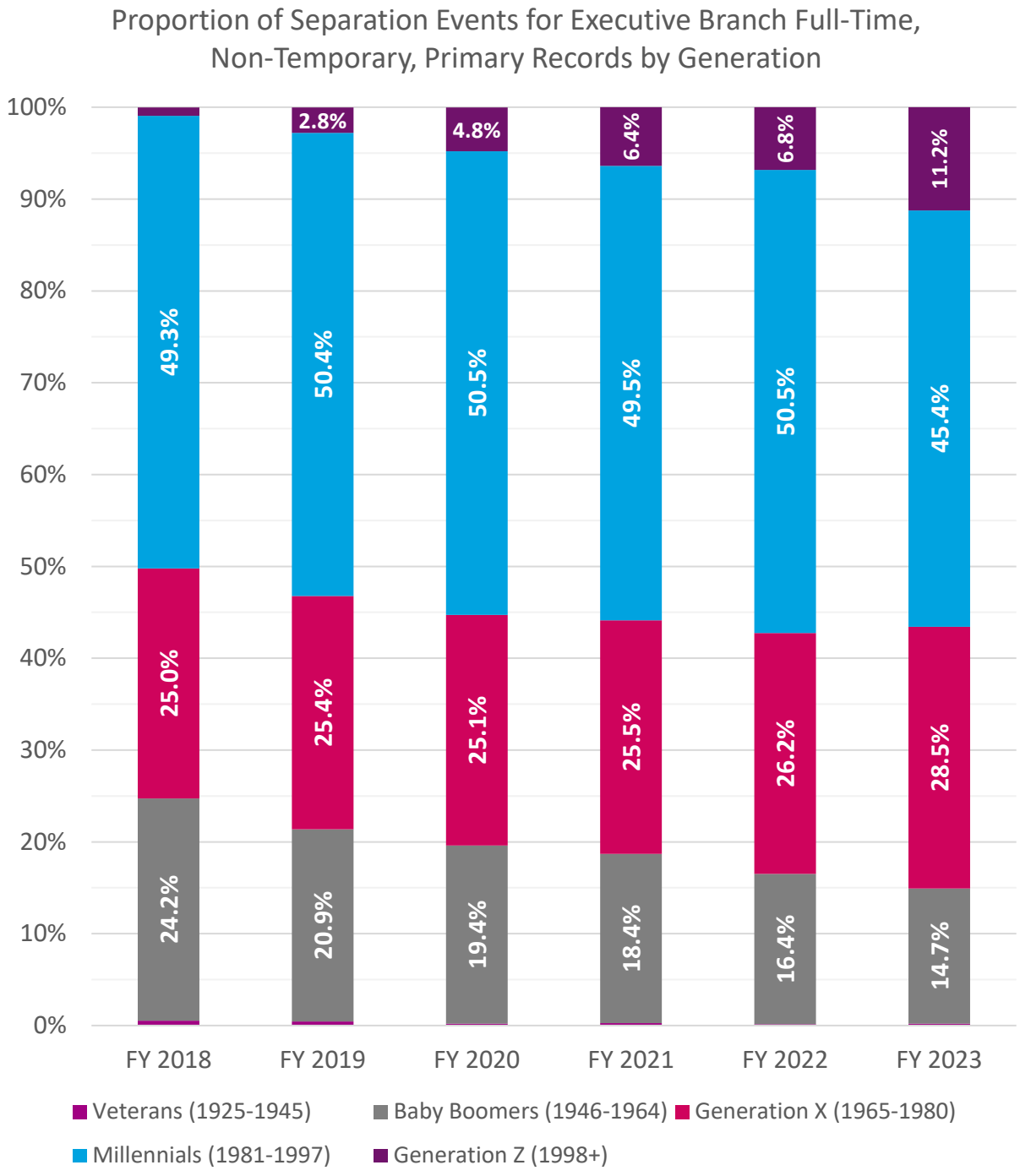
Separation Events by Tenure (in years)



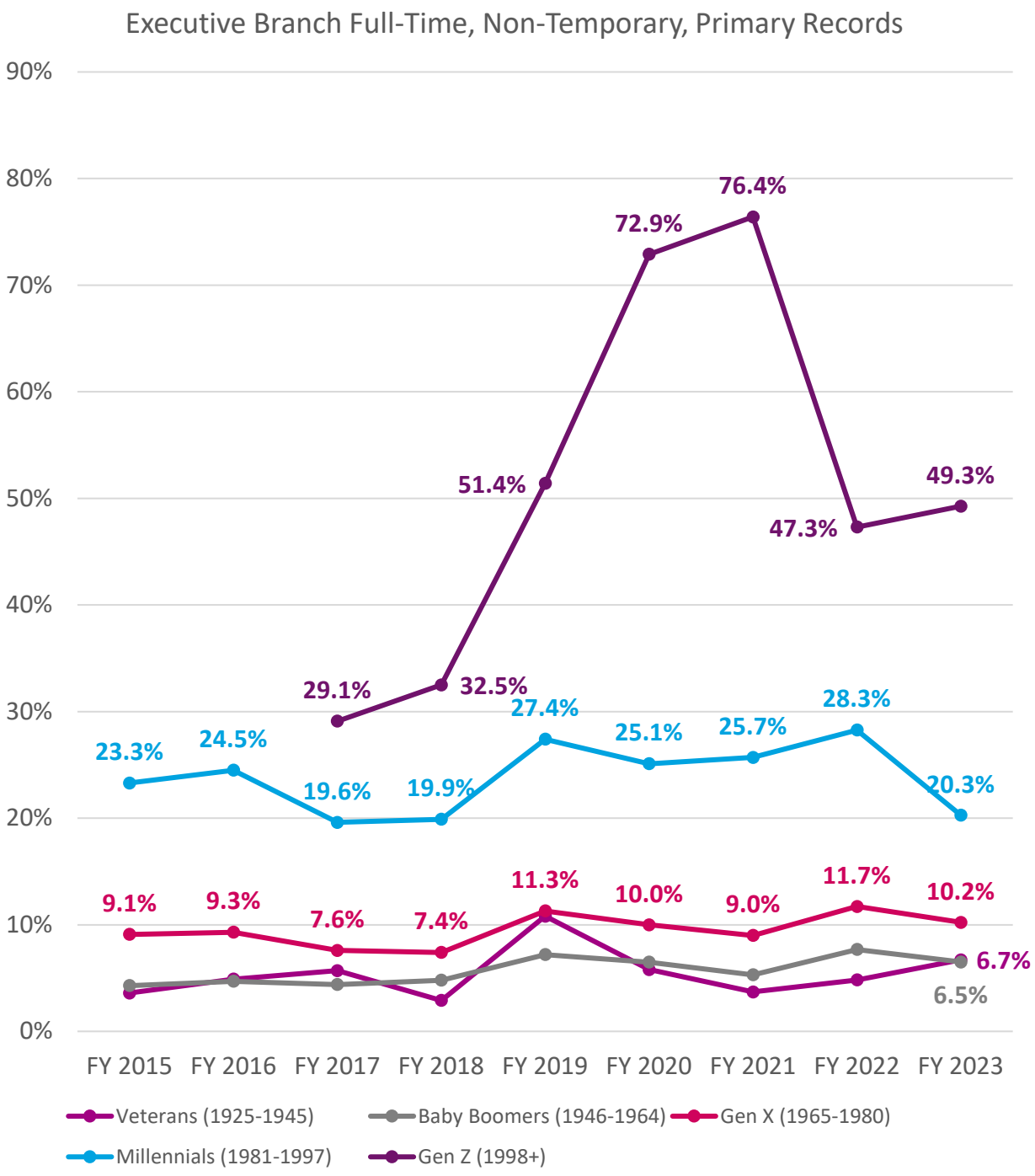
Separation Events by Generation (1)



Separation Events by Generation (2)



Voluntary Turnover Rate by Generation



Comparisons and Retention

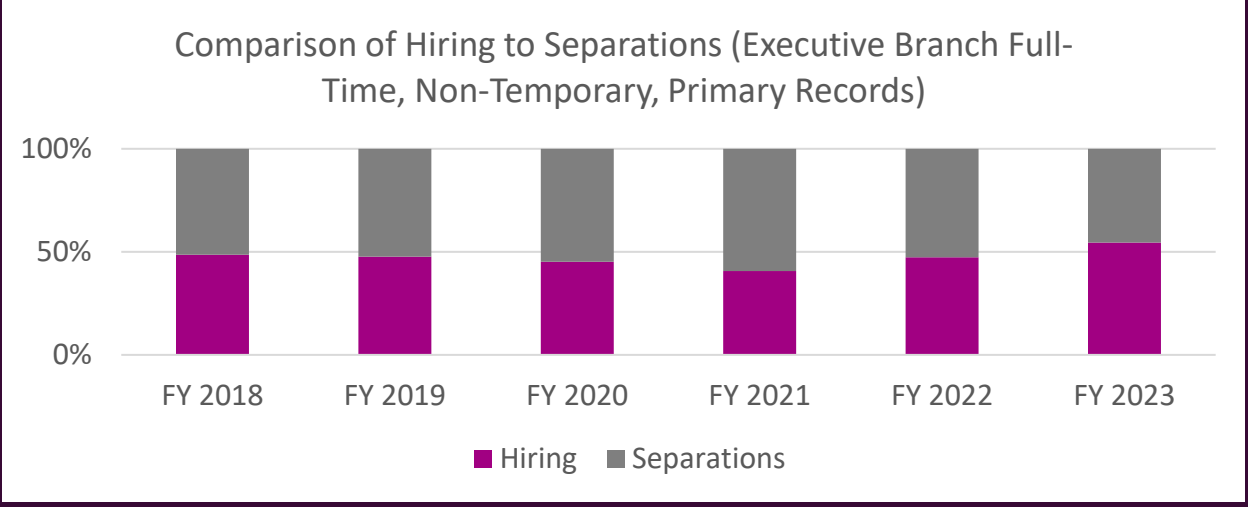
Executive Branch

Employee records included here are for Executive Branch entities using the TeamWorks HCM system through Fiscal Year End 2023 (June 30, 2023) and previous annual periods.

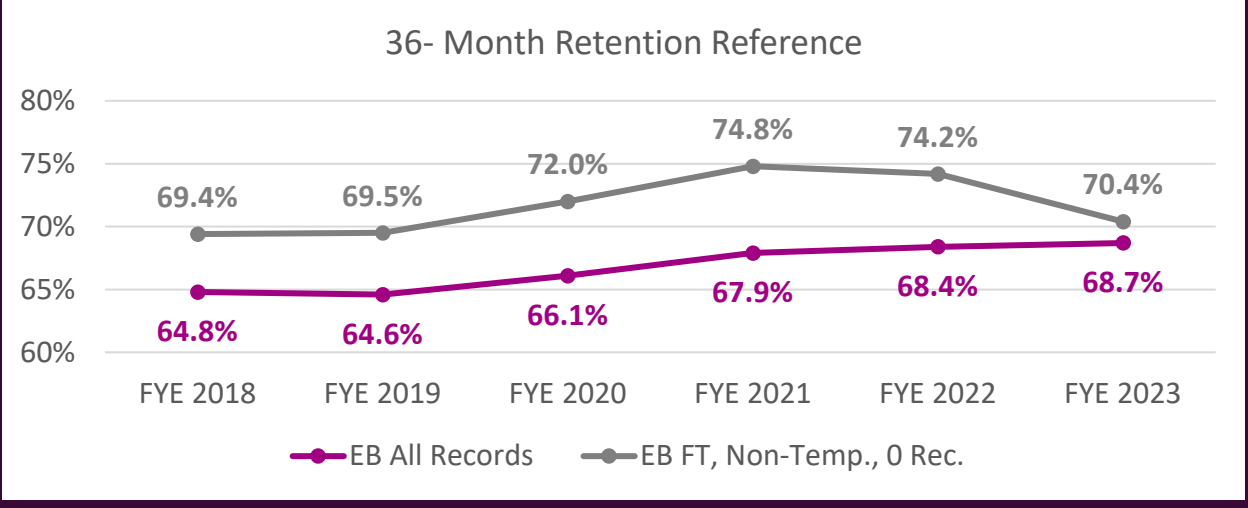
The Executive Branch could include departments, agencies, boards, bureaus, commissions, offices, and authorities, and the Technical College system and its schools.

Section Highlights

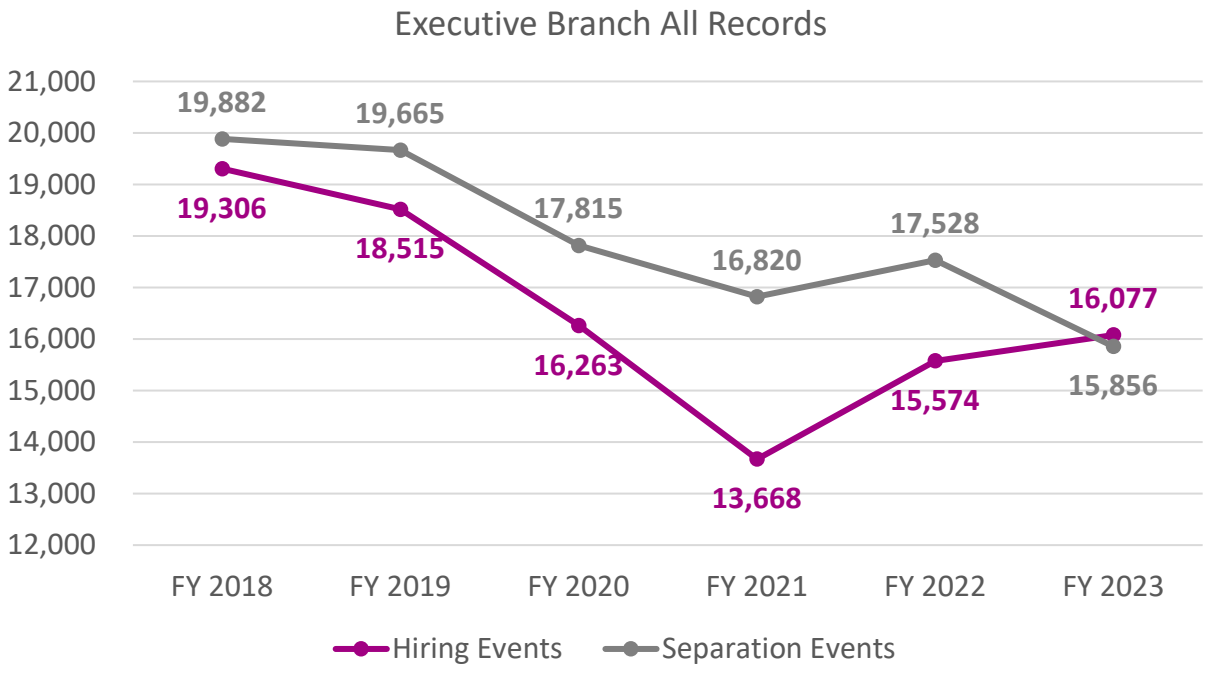
- In addition to seeing hiring events increase and separation events decrease, they resulted in more hiring events than separation events for the first time in several years, which helped stabilize and grow the employee population.

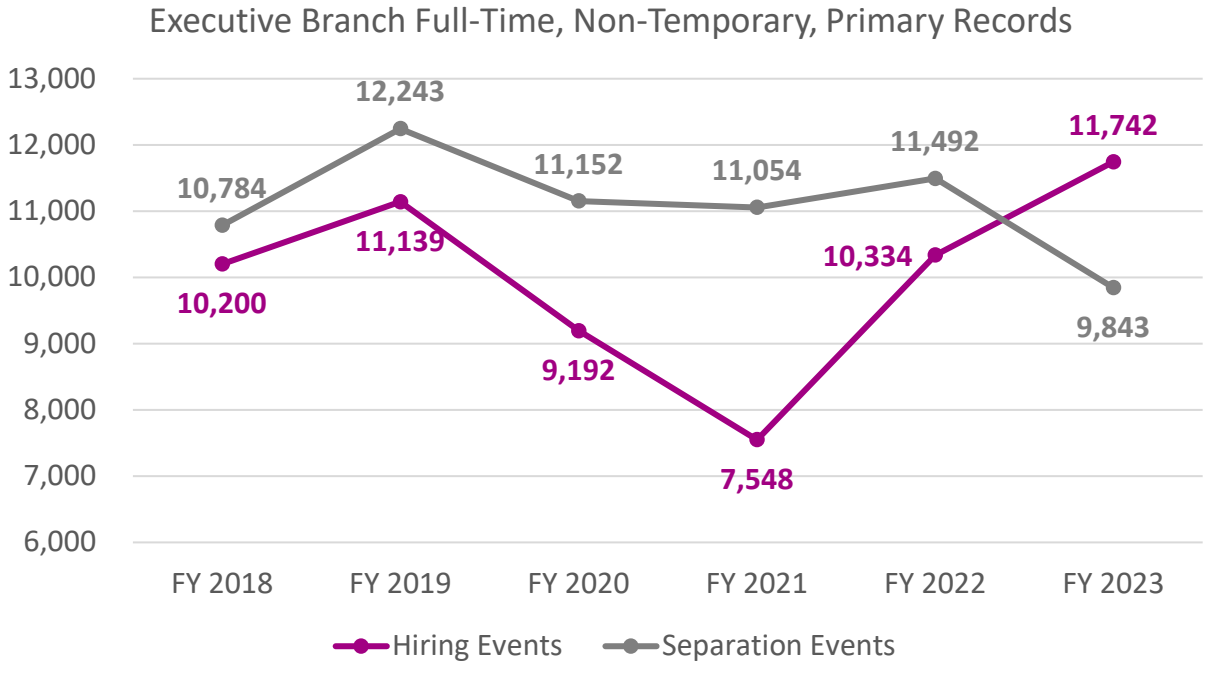


- In recent years, we have seen a modest increase in the three-year retention reference, especially in the Executive Branch overall.

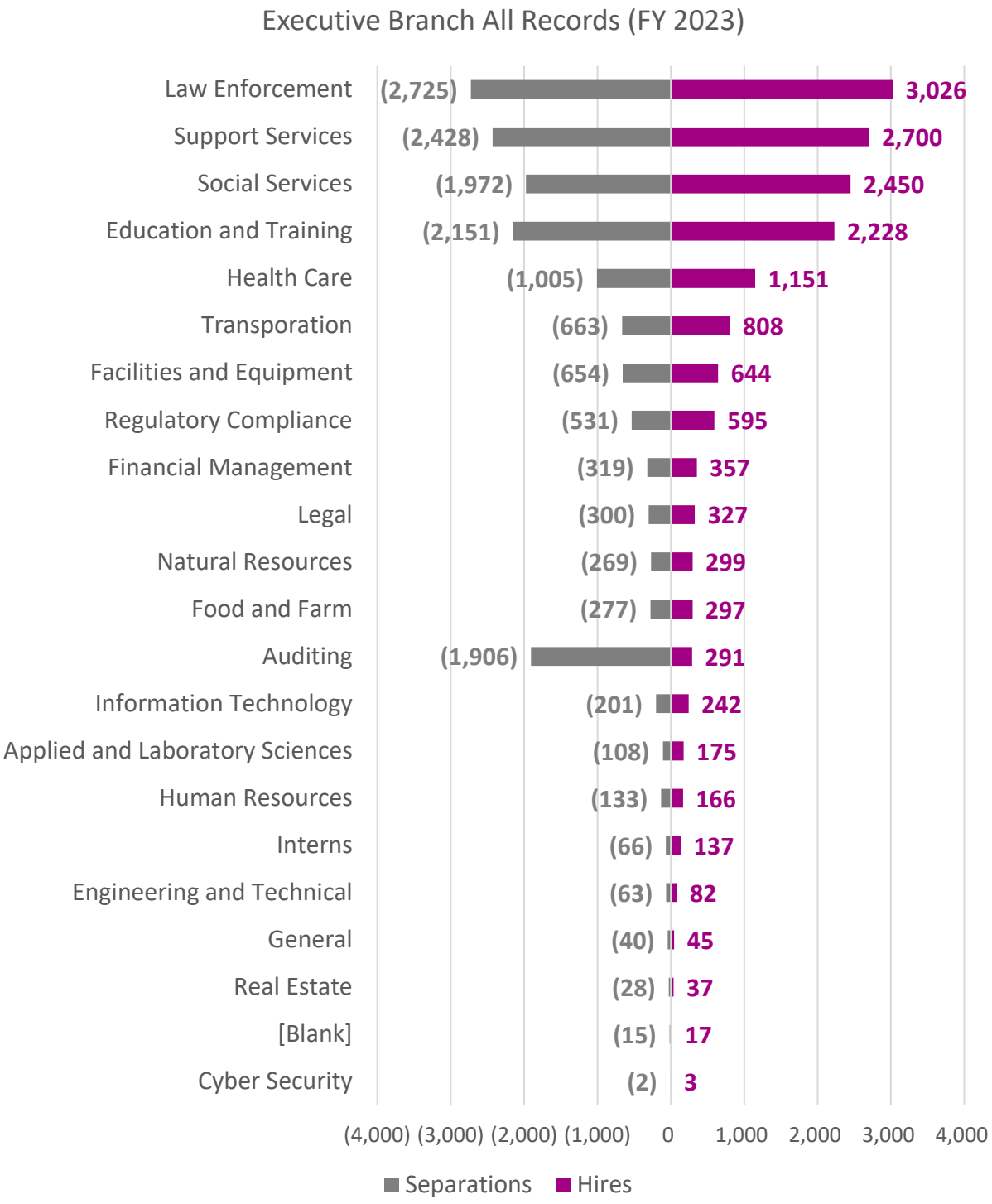


Hiring and Separation Comparisons

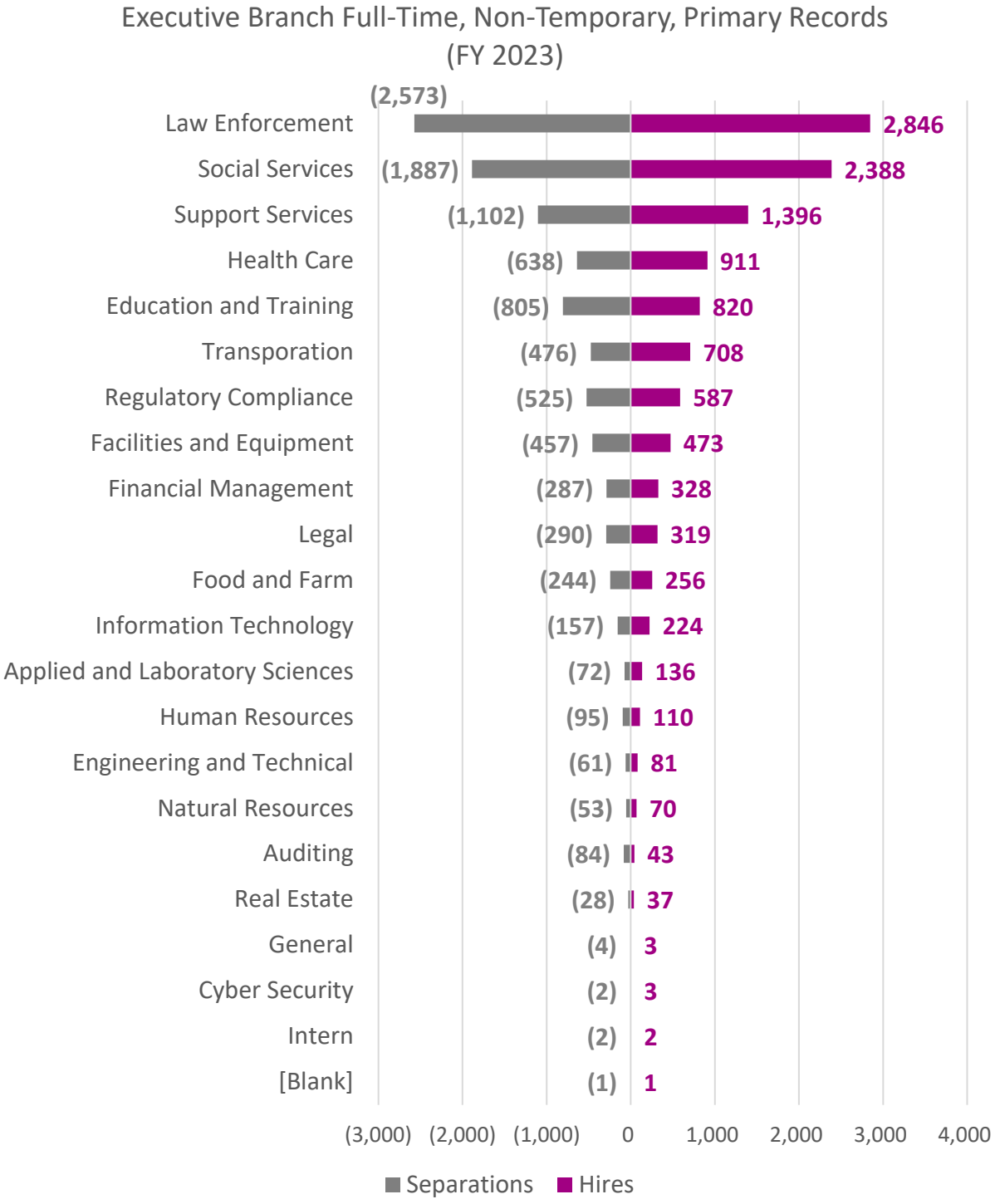




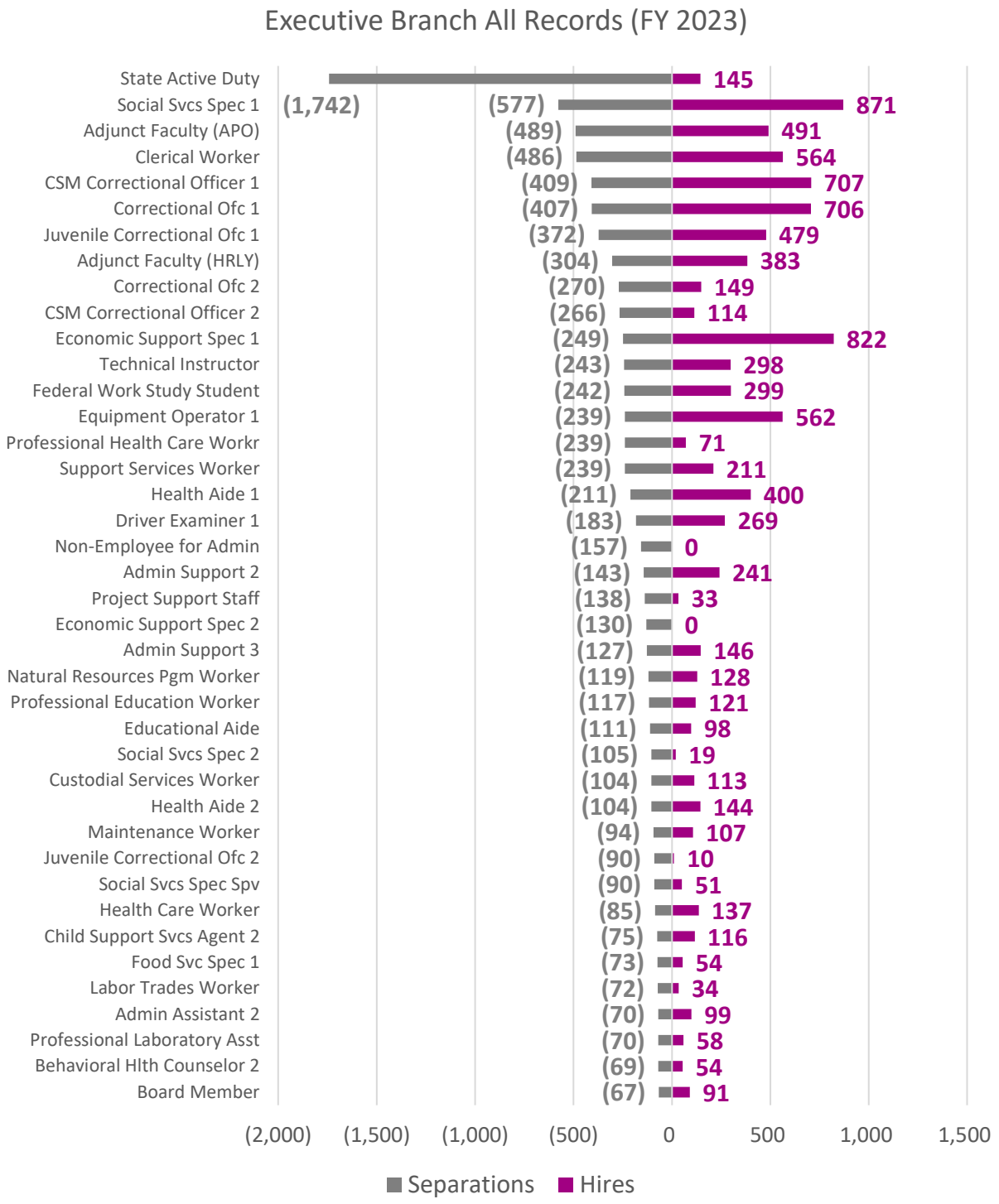
Hiring and Separation Comparisons by Job Family (1)



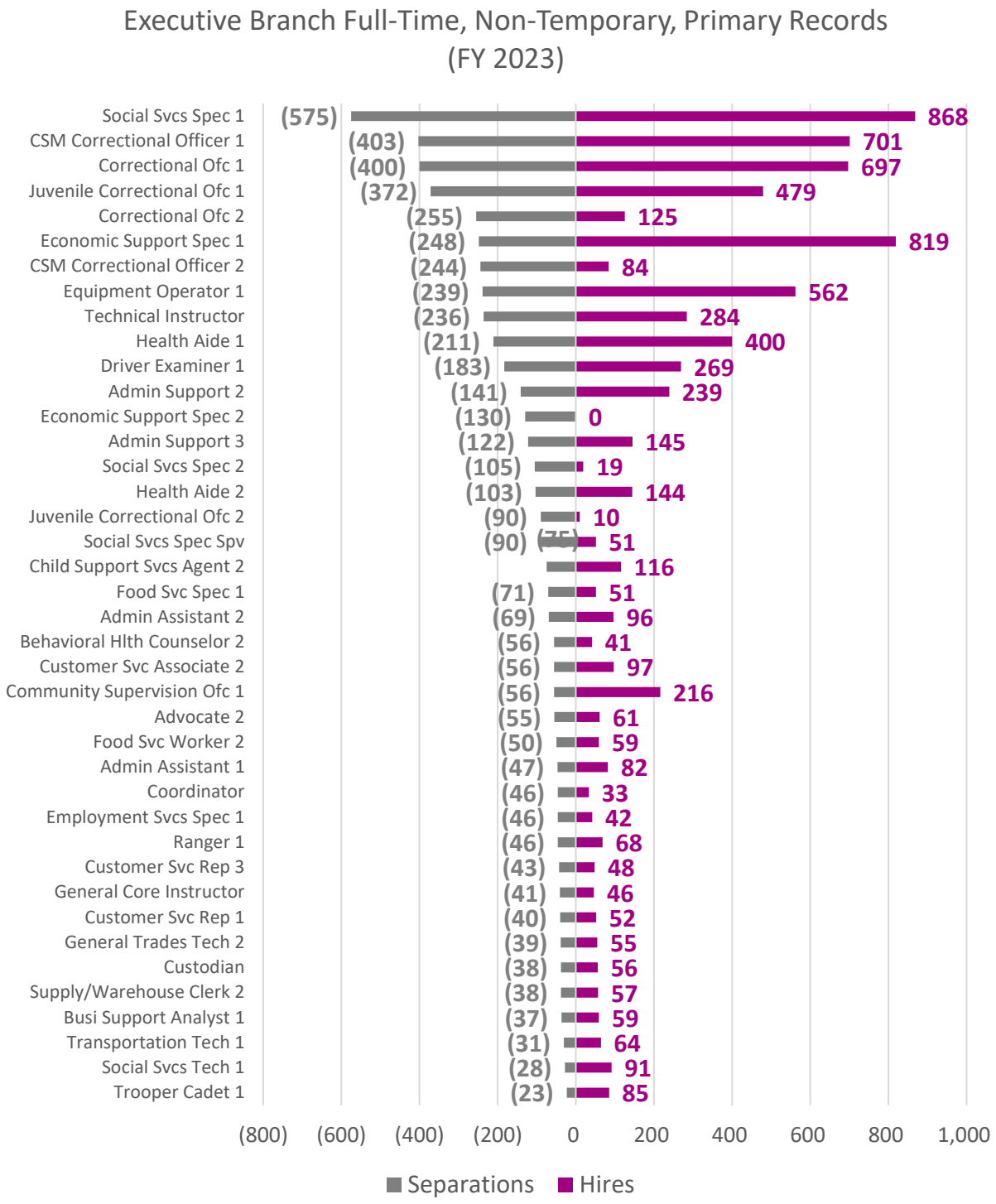
Hiring and Separation Comparisons by Job Family (2)



Hiring and Separation Comparisons by Job Code (1)



Hiring and Separation Comparisons by Job Code (2)



Retention Reference Calculations (1)

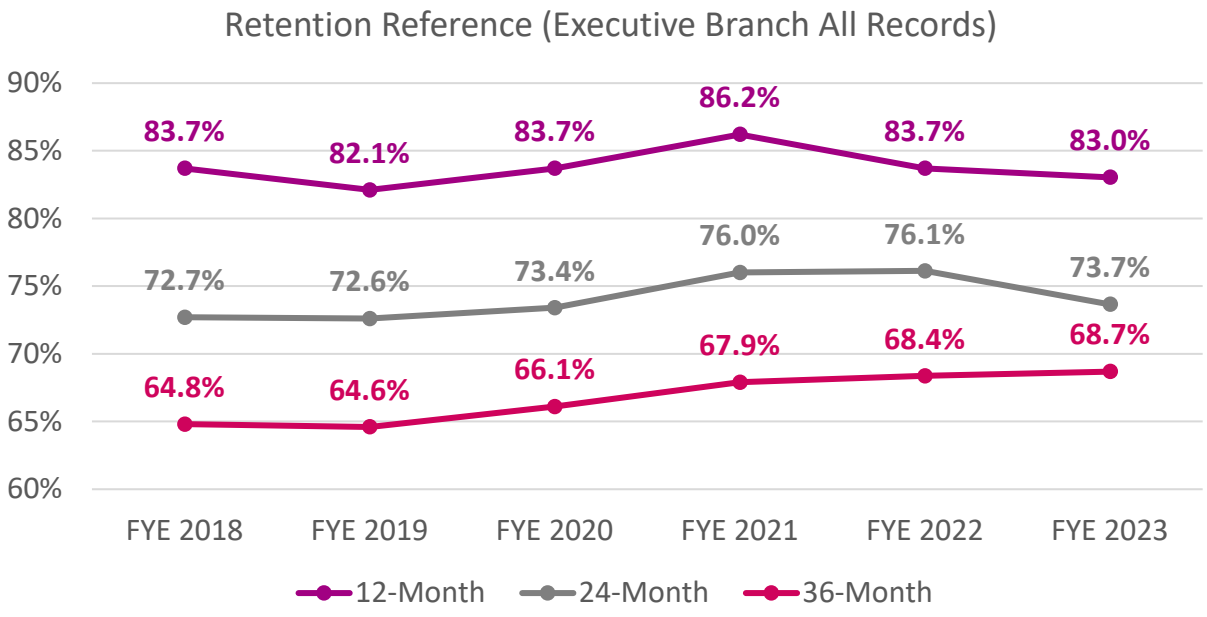
Executive Branch Current Employee Records

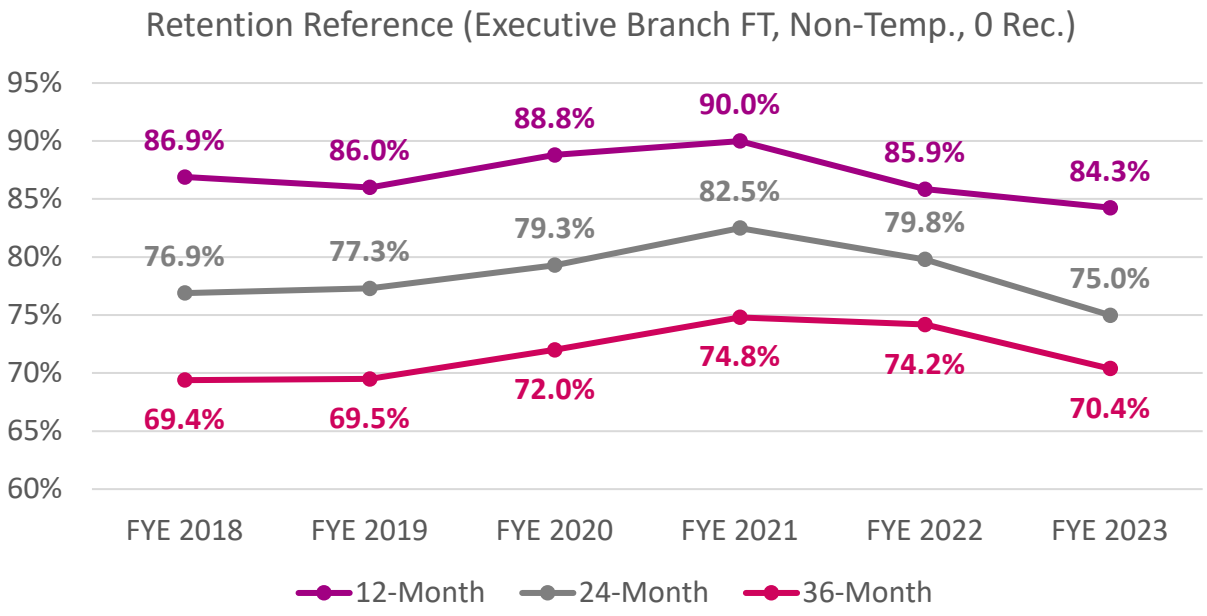
	FYE 2018	FYE 2019	FYE 2020	FYE 2021	FYE 2022	FYE 2023
Retention Reference of Active Records						
Active 12 Months Prior	83.7%	82.1%	83.7%	86.2%	83.7%	83.0%
Active 24 Months Prior	72.7%	72.6%	73.4%	76.0%	76.1%	73.6%
Active 36 Months Prior	64.8%	64.6%	66.1%	67.9%	68.4%	68.7%
Active 48 Months Prior					62.1%	63.9%
Active 60 Months Prior						58.6%

Executive Branch, Active, Full-Time, Non-Temporary, Primary Records

	FYE 2018	FYE 2019	FYE 2020	FYE 2021	FYE 2022	FYE 2023
Retention Reference of Active Records						
Active 12 Months Prior	86.9%	86.0%	88.8%	90.0%	85.9%	84.3%
Active 24 Months Prior	76.9%	77.3%	79.3%	82.5%	79.8%	75.0%
Active 36 Months Prior	69.4%	69.5%	72.0%	74.8%	74.2%	70.4%
Active 48 Months Prior					68.0%	65.9%
Active 60 Months Prior						60.7%

Retention Reference Calculations (2)





Retention Reference by Company Code (1)

Entity Name (may include administratively attached agencies)	Company Code	Active, Full-Time, Non-Temporary, Primary Records FYE 2023	Percent Active FYE 2022	Percent Active FYE 2021	Percent Active FYE 2020	Percent Active FYE 2019	Percent Active FYE 2018
DHS - Division of Family and Children Services	127	6,605	76.9%	66.5%	62.7%	58.4%	55.2%
Department of Agriculture	402	495	88.3%	80.4%	74.1%	69.3%	63.8%
Department of Administrative Services	403	232	91.8%	81.5%	78.0%	75.0%	69.8%
Department of Public Health	405	1,072	88.2%	78.2%	69.7%	64.5%	59.3%
Department of Banking and Finance	406	85	90.6%	84.7%	82.4%	81.2%	77.6%
State Accounting Office	407	125	94.4%	85.6%	82.4%	79.2%	72.0%
Office of Commissioner of Insurance	408	236	80.5%	65.3%	58.9%	54.2%	48.7%
State Finance and Investment Commission	409	96	78.1%	68.8%	59.4%	56.3%	54.2%
State Properties Commission	410	14	100.0%	92.9%	92.9%	71.4%	64.3%
Department of Defense	411	411	80.5%	70.8%	64.5%	59.1%	54.7%
Vocational Rehabilitation Agency	412	721	85.0%	78.8%	76.4%	73.9%	65.9%
Department of Education	414	967	88.8%	76.4%	70.3%	66.9%	57.5%
Technical College System of GA	415	446	86.5%	76.7%	75.8%	73.5%	67.0%
Employees Retirement System	416	94	88.3%	77.7%	77.7%	69.1%	63.8%
Department of Community Health	419	668	87.6%	79.6%	76.5%	71.7%	67.1%
Forestry Commission	420	534	89.0%	78.7%	71.9%	68.7%	63.5%
Office of Planning and Budget	422	369	86.7%	74.8%	68.8%	61.8%	51.2%
Department of Human Services	427	2,247	88.6%	81.0%	77.3%	71.2%	66.4%
Department of Community Affairs	428	459	83.7%	66.4%	59.0%	52.9%	47.7%
Department of Economic Development	429	149	84.6%	72.5%	64.4%	53.0%	49.7%
Department of Labor	440	811	93.1%	81.6%	76.8%	71.3%	67.2%
Department of Behavioral Health and Developmental Disabilities	441	3,312	79.8%	72.9%	69.1%	63.4%	58.8%
Department of Law	442	315	84.4%	76.2%	70.5%	64.8%	60.3%
Department of Juvenile Justice	461	2,315	80.2%	71.5%	67.9%	65.4%	59.5%
Department of Natural Resources	462	1,749	89.3%	79.4%	73.1%	68.4%	61.3%
State Board of Pardons and Paroles	465	173	94.8%	86.1%	82.7%	81.5%	76.3%
Department of Public Safety	466	1,808	87.9%	78.4%	72.5%	69.6%	64.0%
Department of Corrections	467	6,256	79.8%	71.6%	68.3%	64.7%	60.1%
Department of Early Care and Learning	469	671	89.1%	80.9%	78.2%	70.0%	63.0%
Public Service Commission	470	86	88.4%	76.7%	72.1%	72.1%	72.1%
Bureau of Investigation	471	1,024	90.2%	78.7%	71.9%	67.7%	61.5%
Department of Revenue	474	888	90.1%	83.9%	78.8%	69.9%	66.9%
Department of Driver Services	475	794	76.1%	58.6%	51.3%	45.8%	40.6%
Student Finance Commission	476	114	93.0%	83.3%	80.7%	80.7%	72.8%
Department of Community Supervision	477	1,800	87.7%	82.3%	79.2%	76.2%	71.6%
Secretary of State	478	246	80.1%	67.1%	58.5%	54.5%	48.4%

Retention Reference by Company Code (2)

Entity Name (may include administratively attached agencies)	Company Code	Active, Full-Time, Non-Temporary, Primary Records FYE 2023	Percent Active FYE 2022	Percent Active FYE 2021	Percent Active FYE 2020	Percent Active FYE 2019	Percent Active FYE 2018
Teachers Retirement System	482	198	94.9%	87.4%	83.8%	80.3%	78.3%
Department of Transportation	484	3,804	84.3%	75.5%	71.2%	67.3%	61.5%
Department of Veterans Service	488	146	81.5%	65.1%	64.4%	56.8%	50.7%
Subsequent Injury Trust Fund	489	7	100.0%	100.0%	100.0%	100.0%	100.0%
State Board of Workers' Compensation	490	116	88.8%	81.9%	78.4%	78.4%	76.7%
Public Defender Council	492	810	83.3%	71.2%	64.6%	61.6%	55.3%
Commission on the Holocaust	495	3	100.0%	100.0%	100.0%	100.0%	66.7%
Oconee Fall Line Technical College	817	142	90.8%	84.5%	76.8%	71.1%	68.3%
Coastal Pines Technical College	818	219	86.3%	72.1%	62.1%	54.3%	47.9%
Albany Technical College	820	191	92.7%	80.1%	73.8%	71.2%	68.1%
Athens Technical College	822	255	86.3%	78.8%	71.4%	66.3%	61.2%
Atlanta Technical College	823	247	82.2%	68.4%	66.0%	58.7%	54.7%
Augusta Technical College	824	240	91.7%	82.9%	76.3%	70.8%	67.5%
West Georgia Technical College	826	332	84.3%	74.7%	69.9%	68.1%	63.9%
Chattahoochee Technical College	827	474	90.3%	81.2%	76.6%	69.2%	63.9%
Columbus Technical College	828	219	88.6%	76.7%	69.9%	66.2%	61.6%
Northwestern Technical College	829	303	93.1%	85.1%	78.9%	75.2%	68.0%
Piedmont Technical College	830	197	91.4%	81.2%	75.6%	69.0%	66.5%
Southern Crescent Technical College	831	253	93.7%	85.0%	78.7%	70.8%	65.2%
Gwinnett Technical College	832	396	86.6%	78.0%	72.2%	67.4%	58.1%
Lanier Technical College	834	249	94.0%	87.1%	81.9%	73.9%	64.7%
Central Georgia Technical College	835	559	87.5%	78.2%	73.3%	68.3%	63.3%
Southern Regional Technical College	837	315	90.2%	82.9%	79.7%	75.6%	62.2%
North Georgia Technical College	838	174	93.7%	84.5%	79.3%	73.6%	68.4%
Savannah Technical College	841	241	90.9%	76.3%	69.3%	61.8%	57.7%
South Georgia Technical College	842	129	90.7%	85.3%	82.2%	76.0%	72.1%
Southeastern Technical College	843	142	93.7%	88.0%	78.2%	71.8%	66.2%
Ogeechee Technical College	844	146	87.0%	80.1%	74.0%	69.2%	63.0%
Wiregrass Technical College	848	278	87.4%	78.4%	72.3%	66.5%	61.5%
Building Authority	900	152	82.2%	61.8%	56.6%	51.3%	45.4%
Correctional Industries	921	179	91.6%	86.6%	81.6%	75.4%	69.8%
State Road and Tollway Authority	927	92	84.8%	75.0%	70.7%	60.9%	59.8%
Public Telecommunications Commission	977	115	94.8%	80.0%	73.9%	64.3%	60.0%
Technology Authority	980	189	85.2%	78.3%	73.5%	70.4%	67.2%
Atlanta-Region Transit Link Authority	996	27	88.9%	66.7%	59.3%	51.9%	44.4%
Totals		**49,926**	**84.3%**	**75.0%**	**70.4%**	**65.9%**	**60.7%**

Retention Reference Within Company Code (1)

Entity Name (may include administratively attached agencies)	Company Code	Active, Full-Time, Non-Temporary, Primary Records FYE 2023	Percent Active in Same Code FYE 2022	Percent Active in Same Code FYE 2021	Percent Active in Same Code FYE 2020	Percent Active in Same Code FYE 2019	Percent Active in Same Code FYE 2018
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Department of Administrative Services	403	232	83.2%	70.3%	65.9%	59.5%	53.9%
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State Accounting Office	407	125	91.2%	78.4%	72.0%	64.0%	52.8%
Office of Commissioner of Insurance	408	236	78.4%	55.5%	46.6%	41.1%	36.9%
State Finance and Investment Commission	409	96	76.0%	63.5%	55.2%	52.1%	47.9%
State Properties Commission	410	14	100.0%	92.9%	92.9%	71.4%	50.0%
Department of Defense	411	411	79.1%	68.6%	62.0%	56.2%	50.4%
Vocational Rehabilitation Agency	412	721	82.1%	73.0%	0.0%	0.0%	0.0%
Department of Education	414	967	87.3%	73.9%	67.0%	63.6%	53.5%
Technical College System of GA	415	446	49.1%	41.7%	39.9%	37.2%	31.8%
Employees Retirement System	416	94	87.2%	74.5%	73.4%	64.9%	59.6%
Department of Community Health	419	668	83.7%	71.6%	65.6%	60.2%	54.8%
Forestry Commission	420	534	88.8%	78.7%	70.8%	67.8%	62.0%
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Department of Human Services	427	2,247	83.8%	71.1%	66.0%	56.2%	49.7%
Department of Community Affairs	428	459	81.0%	61.0%	52.5%	44.4%	38.8%
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Department of Community Supervision	477	1,800	84.6%	78.4%	74.6%	70.8%	65.6%
Secretary of State	478	246	76.4%	62.2%	54.1%	50.0%	43.1%

Retention Reference Within Company Code (2)

Entity Name (may include administratively attached agencies)	Company Code	Active, Full-Time, Non-Temporary, Primary Records FYE 2023	Percent Active in Same Code FYE 2022	Percent Active in Same Code FYE 2021	Percent Active in Same Code FYE 2020	Percent Active in Same Code FYE 2019	Percent Active in Same Code FYE 2018
Teachers Retirement System	482	198	94.4%	86.4%	81.8%	78.8%	74.7%
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Central Georgia Technical College	835	559	86.2%	76.0%	71.7%	66.0%	60.1%
Southern Regional Technical College	837	315	88.6%	80.6%	75.9%	71.4%	57.1%
North Georgia Technical College	838	174	92.5%	83.3%	75.9%	70.1%	65.5%
Savannah Technical College	841	241	89.2%	73.4%	66.0%	57.3%	52.7%
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Correctional Industries	921	179	87.2%	74.9%	64.8%	58.7%	46.4%
State Road and Tollway Authority	927	92	77.2%	62.0%	56.5%	47.8%	45.7%
Public Telecommunications Commission	977	115	93.9%	79.1%	73.0%	64.3%	60.0%
Technology Authority	980	189	75.1%	61.4%	56.1%	51.9%	47.1%
Atlanta-Region Transit Link Authority	996	27	85.2%	63.0%	48.1%	7.4%	3.7%
Totals		**49,926**	**84.3%**	**75.0%**	**70.4%**	**65.9%**	**60.7%**

Retention Reference by Generation

Generation Group (Years Born)	Active, Full-Time, Non-Temporary, Primary Records FYE 2023	Percent Active FYE 2022	Percent Active FYE 2021	Percent Active FYE 2020	Percent Active FYE 2019	Percent Active FYE 2018
Veterans (1925-1945)	66	95.5%	90.9%	87.9%	87.9%	81.8%
Boomers (1946-1964)	8,084	93.6%	88.7%	85.8%	82.8%	78.2%
Gen X (1965-1980)	20,150	90.3%	83.9%	80.8%	77.5%	73.5%
Millenials (1981-1997)	19,287	79.1%	66.7%	60.3%	53.8%	47.1%
Gen Z (1998+)	2,339	42.3%	18.9%	9.7%	6.5%	2.7%
Totals	**49,926**	**84.3%**	**75.0%**	**70.4%**	**65.9%**	**60.7%**

Generation Group (Years Born)	Active, Full-Time, Non-Temporary, Primary Records FYE 2023	Percent Active in Same Code FYE 2022	Percent Active in Same Code FYE 2021	Percent Active in Same Code FYE 2020	Percent Active in Same Code FYE 2019	Percent Active in Same Code FYE 2018
Veterans (1925-1945)	66	92.4%	87.9%	84.8%	84.8%	78.8%
Boomers (1946-1964)	8,084	92.0%	86.2%	81.2%	77.2%	72.1%
Gen X (1965-1980)	20,150	88.0%	80.1%	74.9%	70.5%	65.8%
Millenials (1981-1997)	19,287	76.6%	62.2%	54.1%	47.1%	40.3%
Gen Z (1998+)	2,339	40.7%	16.9%	8.6%	5.5%	2.3%
Totals	**49,926**	**82.0%**	**71.2%**	**64.8%**	**59.5%**	**54.0%**

Transfers and Broader Turnover

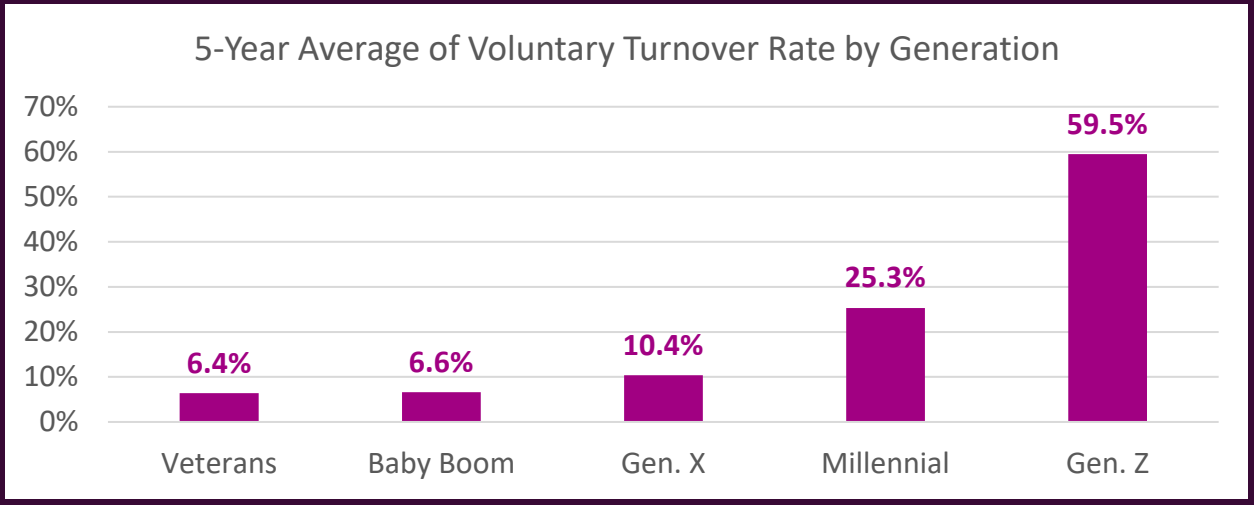
Executive Branch

Events included here are for Executive Branch entities using the TeamWorks HCM system during Fiscal Year 2023 (between July 1, 2022, and June 30, 2023).

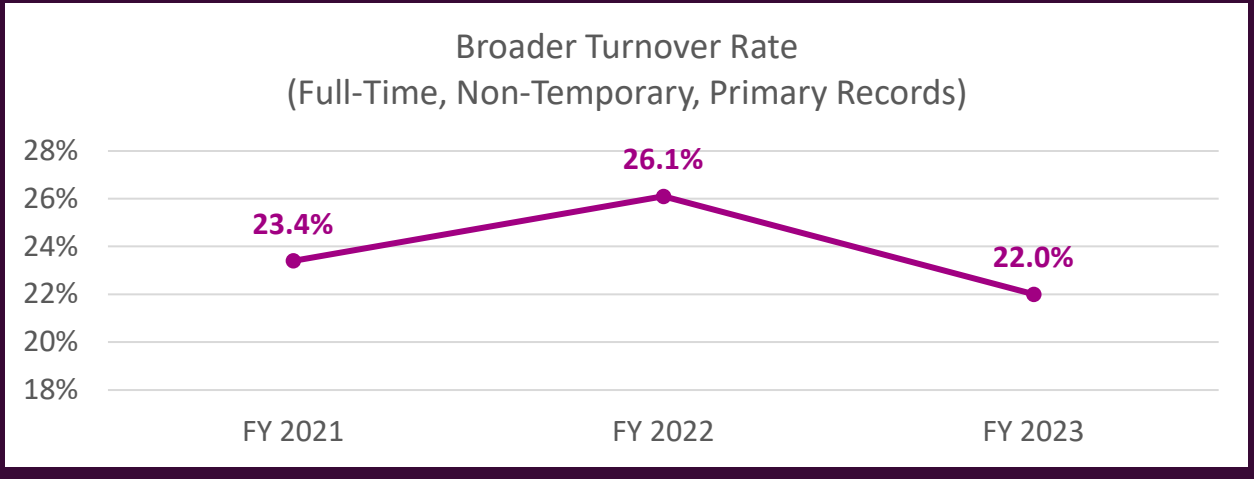
The Executive Branch could include departments, agencies, boards, bureaus, commissions, offices, and authorities, and the Technical College system and its schools.

Section Highlights

- As we have seen for several years, younger cohorts exhibit a higher voluntary turnover rate (nearly twice as likely with each younger generation), indicating that continued recruitment cycles will be more likely in the future.



- Although still developing, of potential note is that the broader turnover rate (including intra-state transfers) declined to below FY 2021 levels.



Turnover and Transfers by Company Code (1) Full-Time, Non-Temporary, Primary Records

Entity Name (May include Administratively Attached Agencies)	Company Code	Voluntary Separations	Involuntary Separations	Retirement	Other	Transfers to Another Company Code
DHS - Division of Family and Children Services	127	1,247	107	114	24	141
Department of Agriculture	402	56	7	17		7
Department of Administrative Services	403	27	5	7	1	7
Department of Public Health	405	111	44	23	5	17
Department of Banking and Finance	406	9		3	1	
State Accounting Office	407	12	1	3		8
Office of Commissioner of Insurance	408	29	6	3	1	2
State Finance and Investment Commission	409	6	3	8		3
State Properties Commission	410	1				
Department of Defense	411	95	13	8	2	2
Vocational Rehabilitation Agency	412	151	13	40	4	20
Department of Education	414	65	4	27		6
Technical College System of GA	415	31	4	12	1	7
Employees Retirement System	416	4	2	2		
Department of Community Health	419	62	18	12		16
Forestry Commission	420	57	7	9	1	7
Office of Planning and Budget	422	38	4	5		16
Department of Human Services	427	295	37	42	6	114
Department of Community Affairs	428	59	4	11	2	8
Department of Economic Development	429	29		1		3
Department of Labor	440	103	22	39	2	194
Department of Behavioral Health and Developmental Disabilities	441	485	145	54	17	29
Department of Law	442	37	2	7	1	7
Department of Juvenile Justice	461	733	103	46	11	48
Department of Natural Resources	462	139	16	33	1	10
State Board of Pardons and Paroles	465	6	1	5		4
Department of Public Safety	466	127	21	60	5	15
Department of Corrections	467	1,389	216	193	156	73
Department of Early Care and Learning	469	59	3	6	1	15
Public Service Commission	470	4	1			
Bureau of Investigation	471	72	3	20	1	6
Department of Revenue	474	86	5	13	2	17
Department of Driver Services	475	256	21	18	1	19
Student Finance Commission	476	5	2	3		1
Department of Community Supervision	477	123	35	27	2	26
Secretary of State	478	39	14	3	1	1

Turnover and Transfers by Company Code (2) Full-Time, Non-Temporary, Primary Records

Entity Name (May include Administratively Attached Agencies)	Company Code	Voluntary Separations	Involuntary Separations	Retirement	Other	Transfers to Another Company Code
Teachers Retirement System	482	8		3		2
Department of Transportation	484	408	70	112	11	22
Department of Veterans Service	488	34	4	2		1
Subsequent Injury Trust Fund	489					
State Board of Workers' Compensation	490	2		5	2	1
Public Defender Council	492	117	15	8	1	8
Commission on the Holocaust	495					
Oconee Fall Line Technical College	817	7		3	2	
Coastal Pines Technical College	818	26	3	8		2
Albany Technical College	820	26	6	4		1
Athens Technical College	822	32	4	4	1	2
Atlanta Technical College	823	33	9	7	1	3
Augusta Technical College	824	26	3	9		
West Georgia Technical College	826	50	3	9	2	5
Chattahoochee Technical College	827	52	6	5	2	2
Columbus Technical College	828	29	11	7		2
Northwestern Technical College	829	13	2	8		2
Piedmont Technical College	830	17	3	4	2	6
Southern Crescent Technical College	831	27	3	8		
Gwinnett Technical College	832	54	14	3		8
Lanier Technical College	834	16		1	2	1
Central Georgia Technical College	835	55	10	14	2	3
Southern Regional Technical College	837	17	6	6		3
North Georgia Technical College	838	24		3		1
Savannah Technical College	841	44	3	11		2
South Georgia Technical College	842	17		2	1	2
Southeastern Technical College	843	15	1	2	1	1
Ogeechee Technical College	844	19	1	3		4
Wiregrass Technical College	848	44	1	5		2
Building Authority	900	16	7	3	1	6
Correctional Industries	921	22	4	6	1	4
State Road and Tollway Authority	927	7	2		1	3
Public Telecommunications Commission	977	3	3	3		
Technology Authority	980	13	2	9	1	4
Atlanta-Region Transit Link Authority	996	4				
Totals		**7,324**	**1,085**	**1,151**	**283**	**952**

Broader Turnover by Company Code (1)

Full-Time, Non-Temporary, Primary Records

Entity Name (May include Administratively Attached Agencies)	Company Code	Average Employee Records	Separations	Transfers to Another Company Code	Turnover Rate	Broader Turnover Rate
DHS - Division of Family and Children Services	127	6,186	1,492	141	24.1%	26.4%
Department of Agriculture	402	495	80	7	16.2%	17.6%
Department of Administrative Services	403	227	40	7	17.6%	20.7%
Department of Public Health	405	1,057	183	17	17.3%	18.9%
Department of Banking and Finance	406	88	13		14.9%	14.9%
State Accounting Office	407	131	16	8	12.2%	18.3%
Office of Commissioner of Insurance	408	225	39	2	17.3%	18.2%
State Finance and Investment Commission	409	93	17	3	18.3%	21.5%
State Properties Commission	410	14	1		7.1%	7.1%
Department of Defense	411	405	118	2	29.2%	29.7%
Vocational Rehabilitation Agency	412	790	208	20	26.3%	28.9%
Department of Education	414	960	96	6	10.0%	10.6%
Technical College System of GA	415	354	48	7	13.6%	15.5%
Employees Retirement System	416	92	8		8.7%	8.7%
Department of Community Health	419	656	92	16	14.0%	16.5%
Forestry Commission	420	526	74	7	14.1%	15.4%
Office of Planning and Budget	422	363	47	16	12.9%	17.3%
Department of Human Services	427	2,276	380	114	16.7%	21.7%
Department of Community Affairs	428	459	76	8	16.6%	18.3%
Department of Economic Development	429	149	30	3	20.1%	22.2%
Department of Labor	440	939	166	194	17.7%	38.3%
Department of Behavioral Health and Developmental Disabilities	441	3,168	701	29	22.1%	23.0%
Department of Law	442	309	47	7	15.2%	17.5%
Department of Juvenile Justice	461	2,366	893	48	37.7%	39.8%
Department of Natural Resources	462	1,720	189	10	11.0%	11.6%
State Board of Pardons and Paroles	465	174	12	4	6.9%	9.2%
Department of Public Safety	466	1,781	213	15	12.0%	12.8%
Department of Corrections	467	6,212	1,954	73	31.5%	32.6%
Department of Early Care and Learning	469	656	69	15	10.5%	12.8%
Public Service Commission	470	83	5		6.0%	6.0%
Bureau of Investigation	471	1,009	96	6	9.5%	10.1%
Department of Revenue	474	871	106	17	12.2%	14.1%
Department of Driver Services	475	799	296	19	37.1%	39.4%
Student Finance Commission	476	115	10	1	8.7%	9.6%
Department of Community Supervision	477	1,732	187	26	10.8%	12.3%
Secretary of State	478	240	57	1	23.8%	24.2%

Broader Turnover by Company Code (2)

Full-Time, Non-Temporary, Primary Records

Entity Name (May include Administratively Attached Agencies)	Company Code	Average Employee Records	Separations	Transfers to Another Company Code	Turnover Rate	Broader Turnover Rate
Teachers Retirement System	482	198	11	2	5.6%	6.6%
Department of Transportation	484	3,725	601	22	16.1%	16.7%
Department of Veterans Service	488	146	40	1	27.4%	28.1%
Subsequent Injury Trust Fund	489	7			0.0%	0.0%
State Board of Workers' Compensation	490	112	9	1	8.1%	9.0%
Public Defender Council	492	800	141	8	17.6%	18.6%
Commission on the Holocaust	495	3			0.0%	0.0%
Oconee Fall Line Technical College	817	139	12		8.6%	8.6%
Coastal Pines Technical College	818	217	37	2	17.1%	18.0%
Albany Technical College	820	190	36	1	19.0%	19.5%
Athens Technical College	822	252	41	2	16.3%	17.1%
Atlanta Technical College	823	240	50	3	20.8%	22.1%
Augusta Technical College	824	246	38		15.5%	15.5%
West Georgia Technical College	826	325	64	5	19.7%	21.2%
Chattahoochee Technical College	827	475	65	2	13.7%	14.1%
Columbus Technical College	828	227	47	2	20.7%	21.6%
Northwestern Technical College	829	302	23	2	7.6%	8.3%
Piedmont Technical College	830	197	26	6	13.2%	16.3%
Southern Crescent Technical College	831	260	38		14.6%	14.6%
Gwinnett Technical College	832	388	71	8	18.3%	20.3%
Lanier Technical College	834	242	19	1	7.8%	8.3%
Central Georgia Technical College	835	550	81	3	14.7%	15.3%
Southern Regional Technical College	837	313	29	3	9.3%	10.2%
North Georgia Technical College	838	180	27	1	15.0%	15.5%
Savannah Technical College	841	251	58	2	23.2%	23.9%
South Georgia Technical College	842	131	20	2	15.3%	16.8%
Southeastern Technical College	843	142	19	1	13.4%	14.1%
Ogeechee Technical College	844	152	23	4	15.1%	17.7%
Wiregrass Technical College	848	279	50	2	17.9%	18.6%
Building Authority	900	153	27	6	17.7%	21.6%
Correctional Industries	921	181	33	4	18.2%	20.4%
State Road and Tollway Authority	927	91	10	3	11.0%	14.4%
Public Telecommunications Commission	977	115	9		7.8%	7.8%
Technology Authority	980	178	25	4	14.1%	16.3%
Atlanta-Region Transit Link Authority	996	27	4		14.9%	14.9%
Totals		**49,150**	**9,843**	**952**	**20.0%**	**22.0%**

Compensation

Executive Branch

Events included here are for Executive Branch entities using the TeamWorks HCM system during Fiscal Year 2023 (between July 1, 2022, and June 30, 2023).

The Executive Branch could include departments, agencies, boards, bureaus, commissions, offices, and authorities, and the Technical College system and its schools.

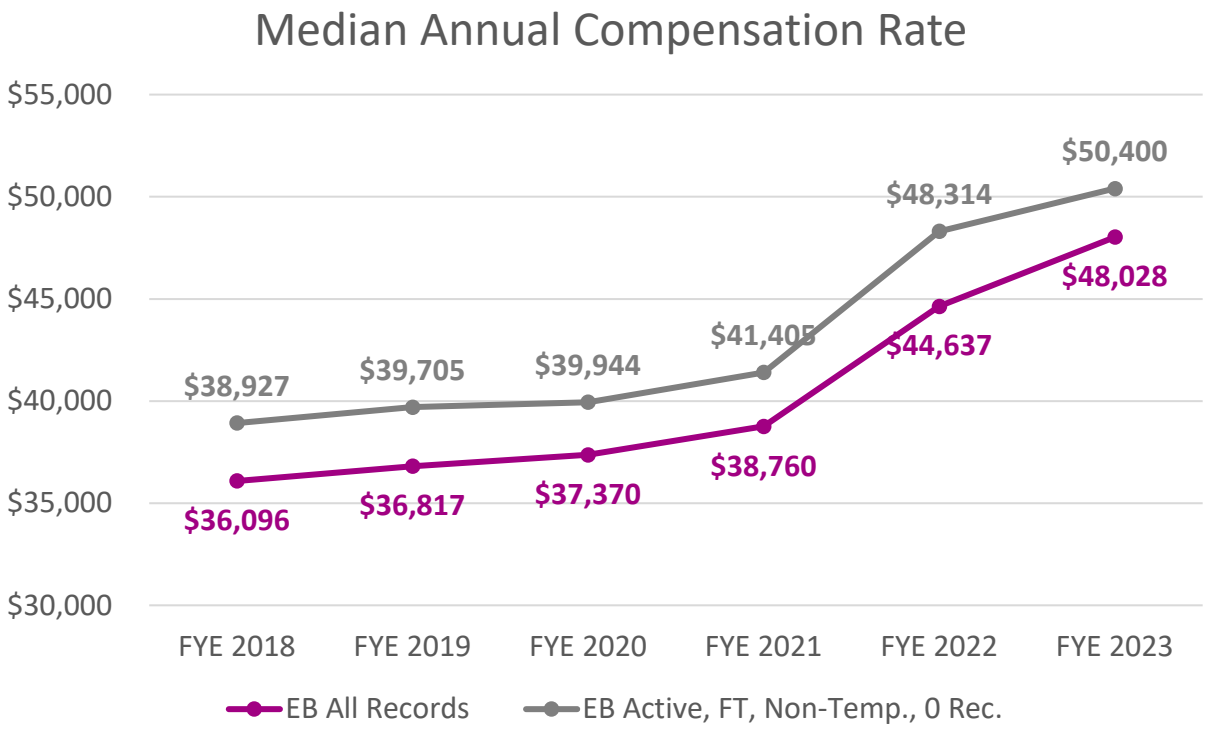
Overall Compensation Rate Trend

Executive Branch All Records

	FYE 2018	FYE 2019	FYE 2020	FYE 2021	FYE 2022	FYE 2023
Compensation Rate						
Median Annual Compensation Rate	$36,096	$36,817	$37,370	$38,760	$44,637	$48,028

Executive Branch, Active, Full-Time, Non-Temporary, Primary Records

	FYE 2018	FYE 2019	FYE 2020	FYE 2021	FYE 2022	FYE 2023
Compensation Rate						
Median Annual Compensation Rate	$38,927	$39,705	$39,944	$41,405	$48,314	$50,400



Median Compensation Rate by Job Family

Job Family	Active, Full-Time, Non-Temporary, Primary Records Median Annual Compensation Rate	Remaining Records Median Annual Compensation Rate
Applied and Laboratory Sciences	$58,870	$27,144
Auditing	$132,000	$0
Cyber Security	$74,329	--
Education and Training	$62,000	$19,937
Engineering	$73,500	$66,820
Facilities and Equipment	$43,000	$22,838
Financial Management	$53,000	$37,700
Food and Farm	$34,619	$31,250
General	$63,000	$18,720
Health Care	$46,068	$37,752
Human Resources	$57,007	$37,544
Information Technology	$70,042	$0
Interns	$32,500	$30,160
Law Enforcement	$52,236	$37,700
Legal	$67,822	$43,927
Natural Resources	$50,039	$51,152
Real Estate	$55,361	$61,039
Regulatory Compliance	$49,101	$39,402
Social Services	$43,309	$35,531
Support Services	$46,101	$12,480
Transportation	$57,398	$93,600
[Blank]	$39,802	$0
Total	**$50,400**	**$16,796**

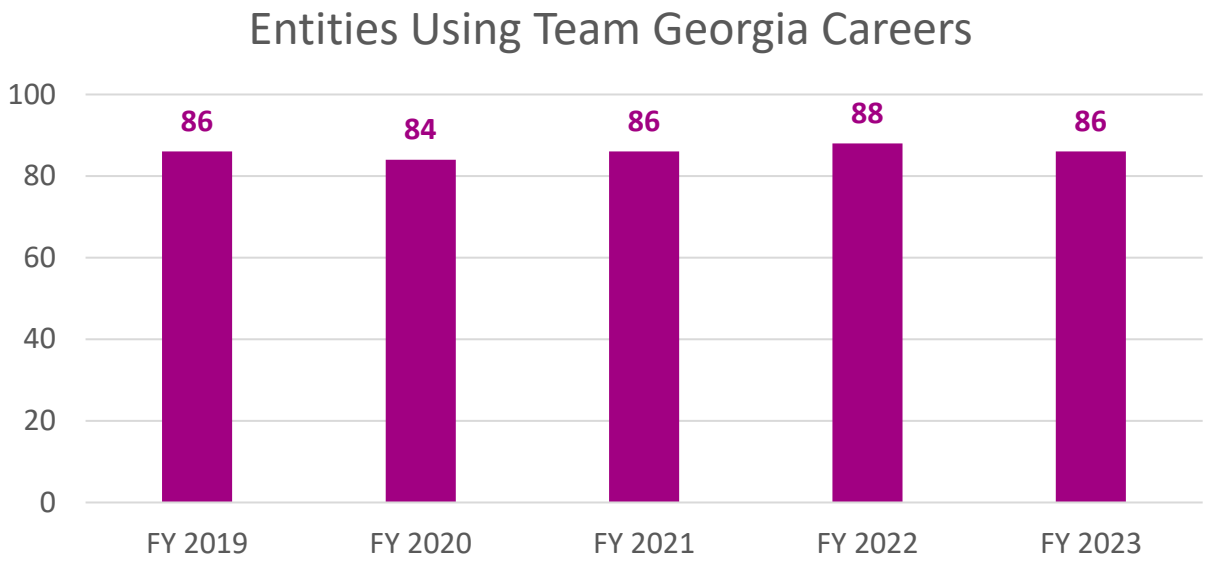
Recruitment

System-Wide

Events included here are for all entities using the Team Georgia Careers system during Fiscal Year 2023 (between July 1, 2022, and June 30, 2023).

Entities could include departments, agencies, boards, bureaus, commissions, offices, and authorities, and the Technical College system and its schools. Additionally included could be units of the legislative and judicial branches.

Team Georgia Careers Summary



Performance Development

Executive Branch

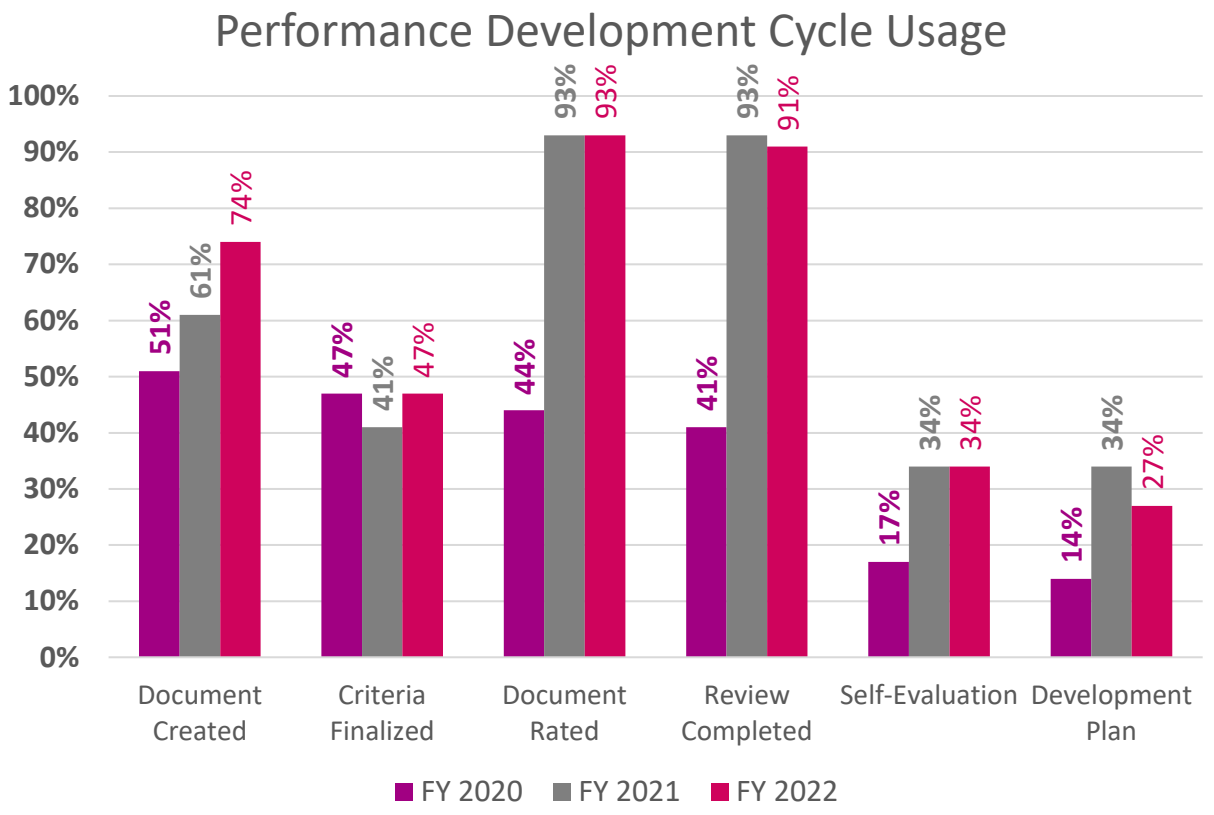
Included here are Executive Branch entities using the TeamWorks HCM system's ePerformance tool for performance development during Fiscal Year 2022 (between July 1, 2021, and June 30, 2022).

Customers could include departments, agencies, boards, bureaus, commissions, offices, and authorities, and the Technical College system and its schools.

ePerformance Tool Usage Summary

FY 2022

Number of Entities Using Tool	Number of Employees Covered	Portion of Employees Rated Scored at Satisfactory or Higher
32	**59,747**	**82%**



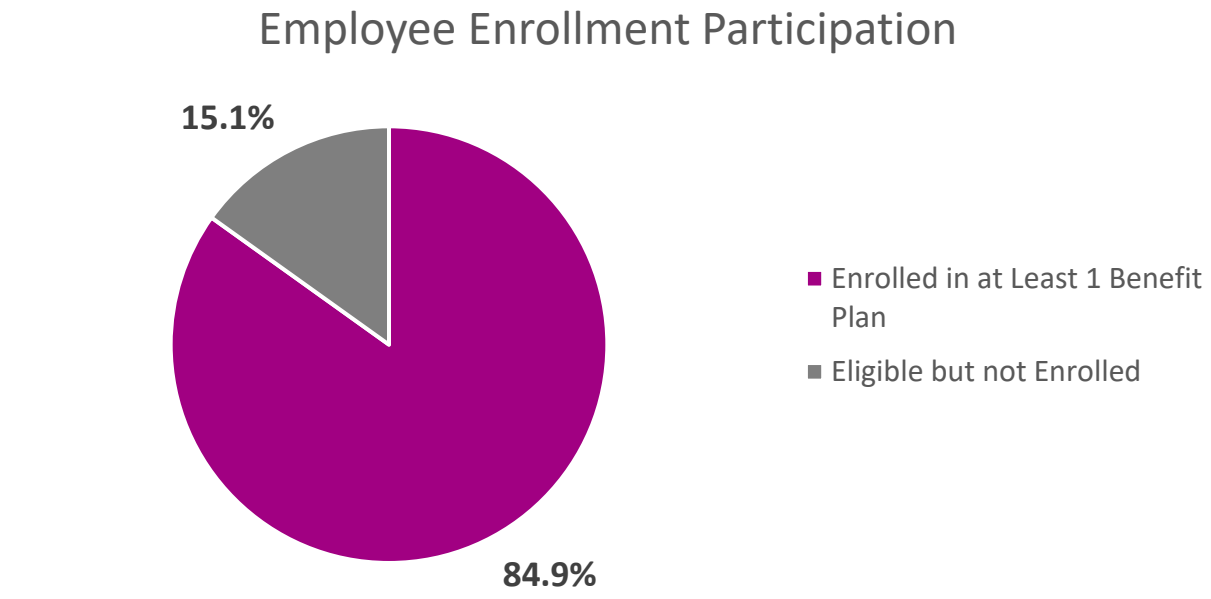
Flexible Benefits

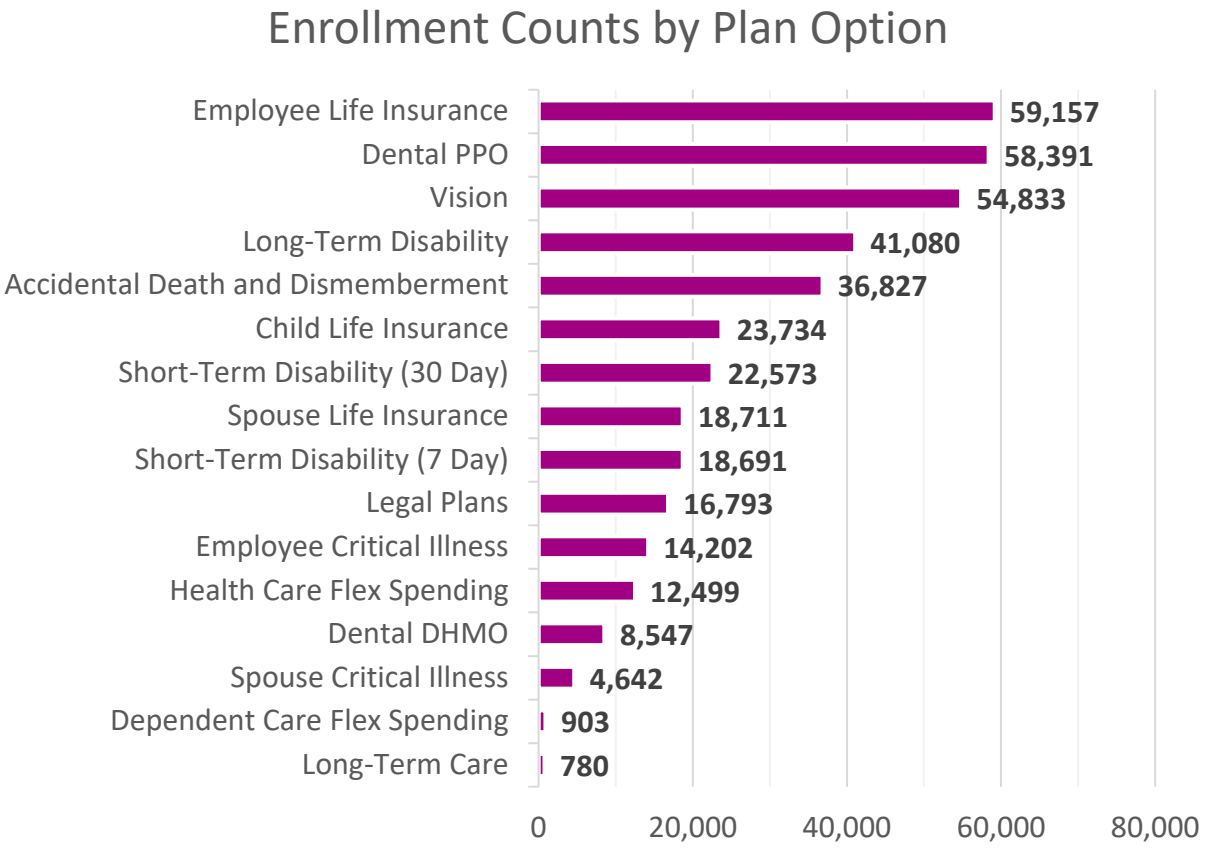
State Customers

This section considers state entities using the Flexible Benefits program for annual open enrollment for the 2023 program year (for coverage during calendar year 2023).

Customers could include departments, agencies, boards, bureaus, commissions, offices, and authorities, and the Technical College system and its schools.

Flexible Benefits Program: Annual Open Enrollment for Plan Year 2023

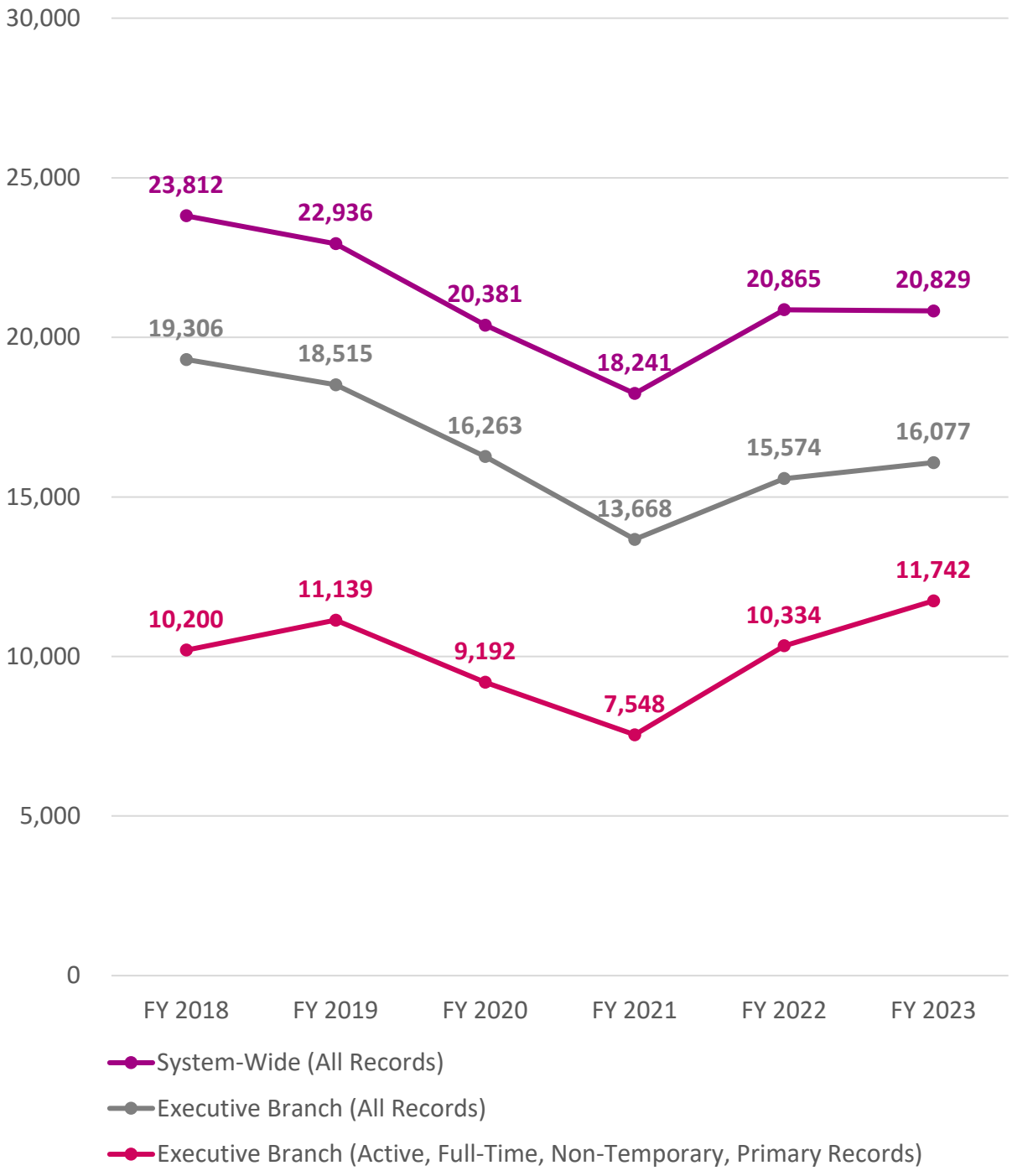




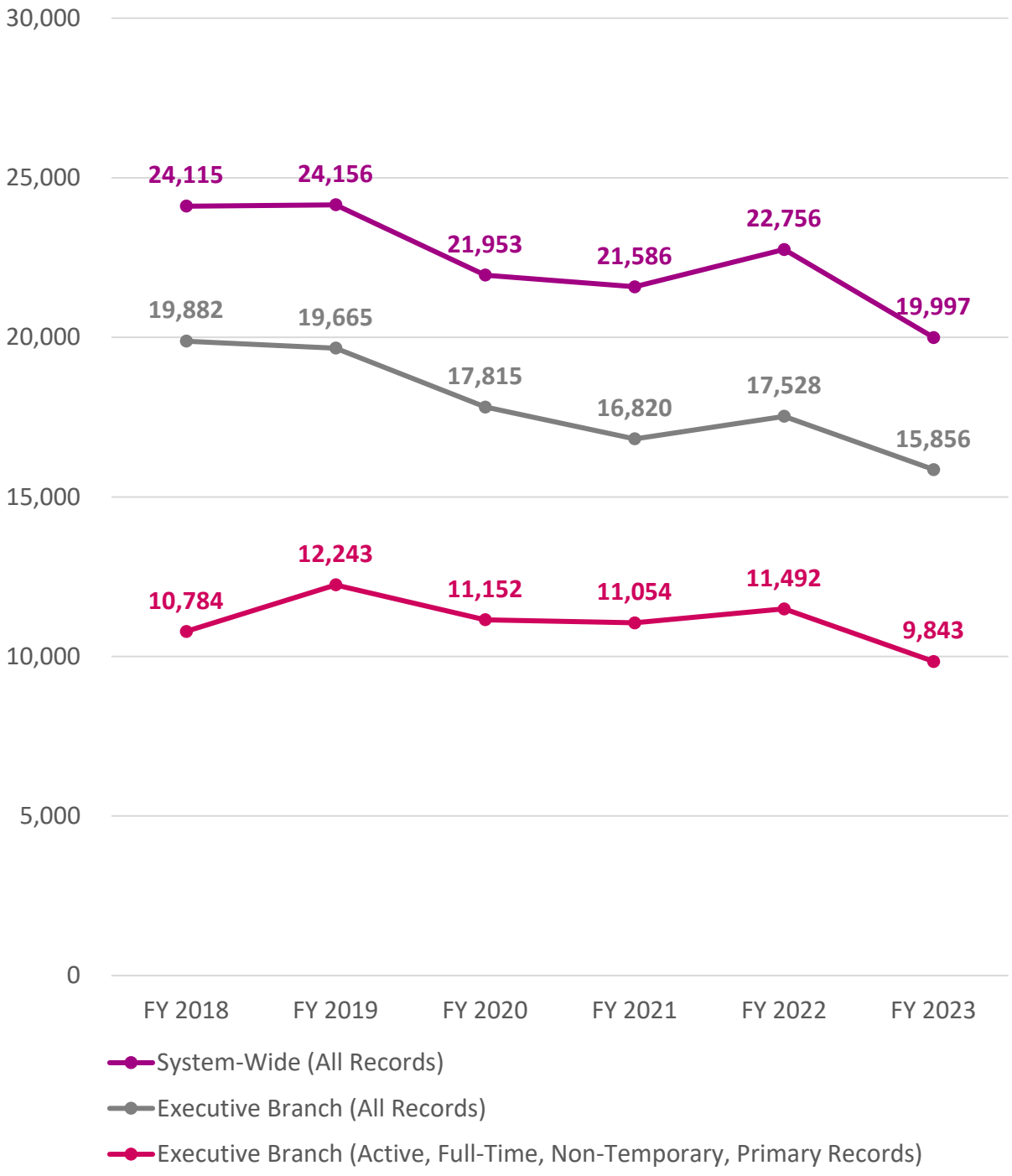
Appendix

Hire Median Annual Compensation Rate

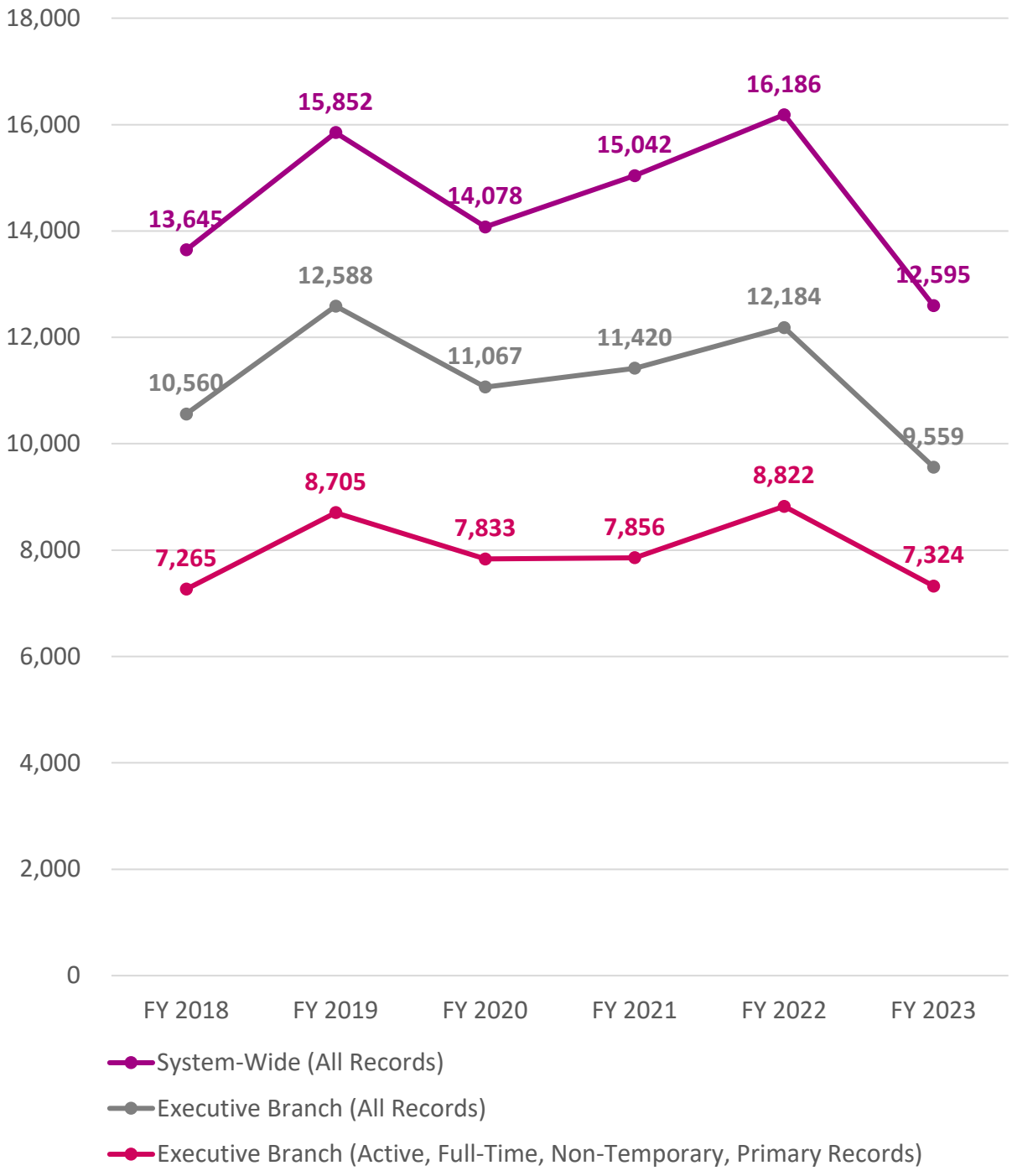
Hires by Fiscal Year



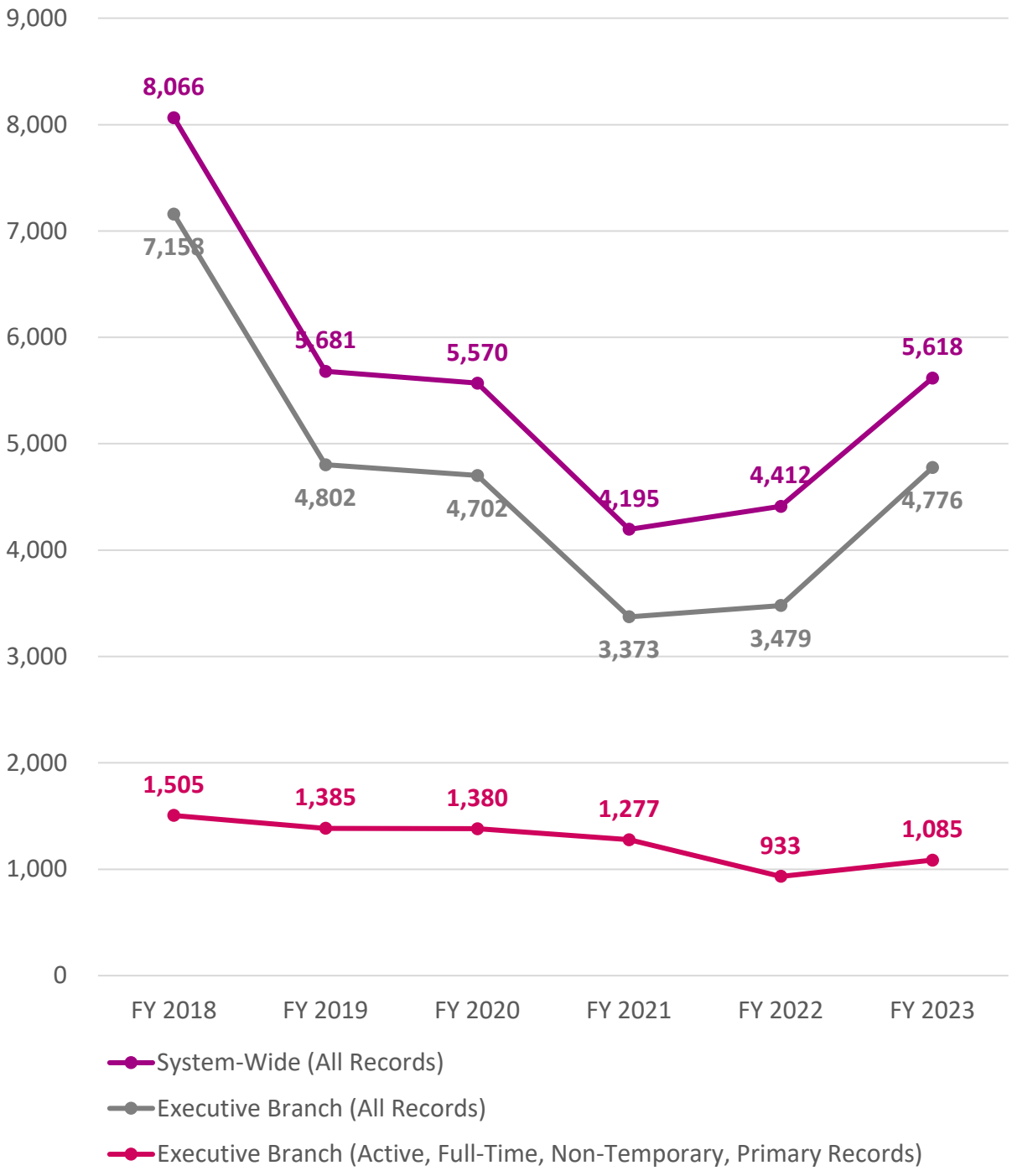
Separations by Fiscal Year



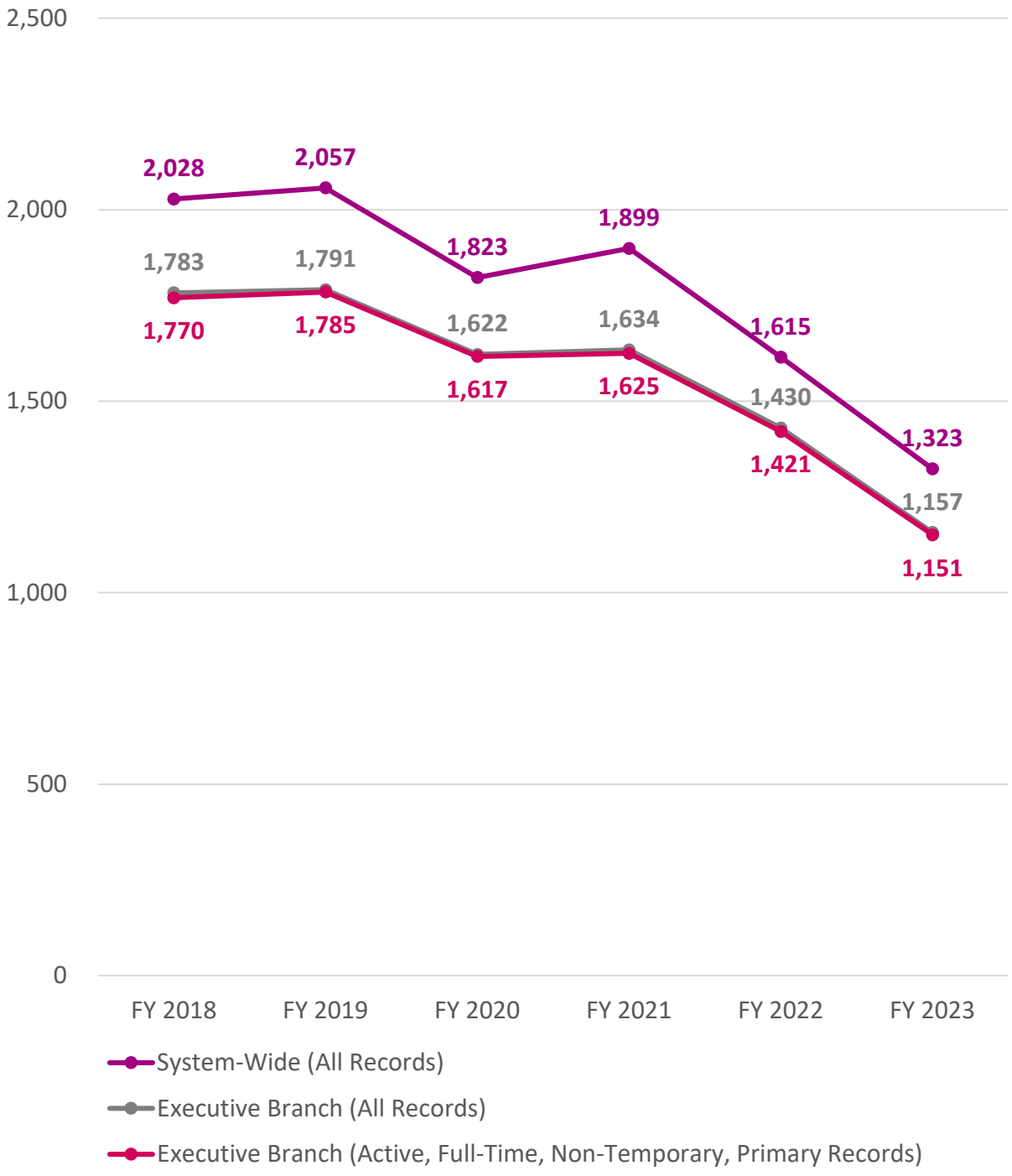
Voluntary Separations by Fiscal Year



Involuntary Separations by Fiscal Year



Retirements by Fiscal Year



Average Tenure at Separation by Fiscal Year (System-Wide)

Average Tenure at Separation by Fiscal Year (Executive Branch All Records)

Average Tenure at Separation by Fiscal Year (Executive Branch Full-Time, Non-Temporary, Primary Records)

Reference Table on Termination Reason Codes

Reason Code	Description	Type
ATT	Attendance	Involuntary
CAR	Career Change	Voluntary
CER	Change Employment Record	Voluntary
CHI	Child/House Care	Voluntary
CON	Misconduct	Involuntary
DEA	Death	Other
DIS	Dismissal	Involuntary
DRG	Drug Testing	Involuntary
EES	Dissatisfied w/Fellow Employee	Voluntary
FAM	Family Reasons	Voluntary
FOR	Forfeiture of Position	Voluntary
FRE	End Foreign Employment AUS	Voluntary
HEA	Health Reasons	Voluntary
HRS	Dissatisfied with Hours	Voluntary
ILL	Illness in Family	Voluntary
ILO	In Lieu of Termination	Voluntary
INS	Insubordination	Involuntary
JNM	Job Did Not Meet Expectations	Voluntary
KLD	Killed in Line of Duty	Other
LOC	Dissatisfied with Location	Voluntary
LVE	Failure to Return from Leave	Voluntary
MAR	Marriage	Voluntary
MIS	Misstatement on Application	Involuntary
MSL	Move Between State and Local	Voluntary
MUT	Mutual Consent	Voluntary
NPR	No Position Return From Leave	Involuntary
OBS	Become Self-Employed	Voluntary
PAY	Dissatisfied with Pay	Voluntary
PER	Personal Reasons	Voluntary
PLE	Paid Leave Exhausted	Voluntary
POL	Dissatisfied w/Comp. Policies	Voluntary
PRE	Presumptive Resignation	Voluntary
PRM	Dissatisfied w/Promotion Opps	Voluntary
PSE	Private Sector Employment	Voluntary
PTD	Partial/Total Disability	Voluntary
REF	Refused Transfer	Voluntary
REL	Relocation	Voluntary
RES	Resignation	Voluntary
RHA	Repeal Incorrect Hire Action	Other
RIF	Reduction in Force	Involuntary
RLS	Release	Involuntary
RTM	Retirement	Retirement
RTS	Return to School	Voluntary
SUP	Dissatisfied with Supervision	Voluntary
TAR	Tardiness	Involuntary
TMP	End Temporary Employment	Involuntary
TRA	Transportation Problems	Voluntary
TYP	Dissatisfied w/Type of Work	Voluntary
UNS	Unsatisfactory Performance	Involuntary
VIO	Violation of Rules	Involuntary
WOR	Dissatisfied w/Work Conditions	Voluntary

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