



Georgia State Government FY2014 Workforce Report

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Department of Administrative Services

Human Resources Administration Division

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Executive Summary

Information in this report provides a snapshot of the State's Workforce for Fiscal Year 2014. The first section containing Tables 1 through 4 provides a basic overview of all state entities. The remainder of the report focuses on Executive Branch entities. Only entities utilizing the State's enterprise HRIS were examined. The following Executive Summary highlights the main takeaways and recommended talent management initiatives.

Top 4 Takeaways

1. Workforce. The State's benefit-eligible workforce continues to shrink, although at a slower rate year-over-year of 1%. This headcount was supplemented by contingent employees of various categories at a year-over-year increase from roughly 11% to 13%. In the aggregate, agencies relied on roughly an additional 900 individuals from staffing agencies to fulfill their missions. These numbers do not reflect hired independent contractors.
2. Demographics. Workforce age and tenure is slowly declining as Generation Y employees, soon to be joined by the post-Millennial generation, replace Baby Boomers and Generation X employees at a rate of about 2% per year.
3. Turnover. The general turnover rate continues to climb, with voluntary turnover remaining the primary driver and accounting for 60% of all separations. Nearly 50% of resignations occur within two years of hire, roughly half of which are tendered by the Generation Y group. These employees were typically hired into core state functions of law enforcement, healthcare, and social services. Table 23 demonstrates the turnover "churn" by job family. Hiring activity increased by 10% to keep pace with turnover. While certain IT, HR, Financial, and healthcare jobs experienced significant gaps between hires and separations, the single job with the highest turnover rate remained Correctional Officers. Significantly, fifteen employers are experiencing turnover at a rate that exceeds the State's general turnover.
4. Retirements. The number of retirements this year returned to a normal level. However, within 5 years the number of employees eligible for retirement will increase from 10% to 25%, with roughly 1/3 occurring among management ranks. This prediction is conservative as it is based on service retirement data, and does not account for an earlier retirement age for certain law enforcement positions, forfeited leave balances applied toward creditable time, or state employment preceding a break in service.

Recommended Actions & Aligned Initiatives

- 1) External forces such as increased jobs, a growing population that exceeds the national growth rate, and recovering economy present deep talent management challenges for the State. Specific strategies described below roll up to a general strategy to focus on making better selections and keeping high-performing talent.
- 2) Agencies will be specifically challenged with increased Personal Services costs this year due to the Affordable Health Care Act. Contingent employees that were previously not eligible for benefits will now be eligible for state-subsidized healthcare if they meet the new federal threshold for full-time employment. The state has elected to utilize a standardized look-back measurement period to control or defer these costs until eligibility is confirmed. Costs associated with hires from staffing agencies remains under review. Agencies have been equipped to closely monitor and control working hours in a planned manner.
- 3) Based on the level of hiring activity, attracting talent in general is not the state's primary challenge. With certain job-specific exceptions, applicant response to job postings remains robust, and the number of new hires as a percentage of the workforce is significant. The turnover rate and how soon employees leave after hire suggests instead that there are opportunities for better fit selections, a different approach to job training, and other opportunities.

Enterprise-level initiatives underway and designed to assist agencies with the above challenges:

- Data sharing to promote awareness, provide benchmarks, and focus talent management efforts
 - Implementation of an applicant tracking system to automate routine hiring activities and free up time to focus on more strategic selection and retention efforts; provide insight into talent sources; and quantify talent quality at hire
 - In-depth study of the two jobs with the highest turnover in the state. Recruitment and retention strategies were shared with the impacted agencies for consideration. One agency will consider piloting a program designed to assist with better selection decisions
 - Business case for implementing a learning management system to increase training reach and accommodate various learning styles without increasing headcount or travel costs
- 4) The State will continue to be challenged in keeping high-performing employees due to increased employment options and changing workforce characteristics and attitudes. Heavy focus should remain on strategic retention efforts.

Enterprise-level focus this year designed to assist agencies with the above challenges:

- Learning what benefits the changing workforce wants. A statewide employee survey was launched with open enrollment this year.
 - Learning why employees are resigning by seeking exit interview data from agencies already collecting it, and standardizing an exit interview process
 - Standardizing the employee experience through implementation of an applicant tracking system with embedded enterprise and agency branding; development of an onboarding program; updating board rules, issuing policy advisories, and launching a statewide HR audit to promote clear workplace expectations and higher employee engagement.
 - Standardizing job classification and pay administration actions, and building a foundation to make career paths visible to employees (Job Classification & Career Path Project)
 - Building a common manager training curriculum and building leadership competencies into the State's performance management program and system to promote individual development and training plans
- 5) Certain agencies are additionally vulnerable to double digit attrition due to retirement over the next two years. These agencies should immediately identify impacted jobs most critical to their strategic plans, determine if there is potential internal talent, and create individual development plans to train and transfer knowledge to such talent within the given timeframe. Where internal talent is not available or ready, the timing and budget planning for recruiting and hiring replacements should be a priority to secure business continuity.

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Table 1: FY2013/FY2014 Workforce Comparison

	FY2013	FY2014
Total Benefit Eligible	68,696	68,012¹
Employees By Classification		
Classified	5,977 (8.70%)	4,864 (7.15%)
Unclassified	62,719 (91.30%)	63,148 (92.85%)
Compensation By Pay Plan²:		
Statewide Salary Plan (SWD)	58,363	57,439
Average Salary	\$35,593.38	\$36,249.50
Statewide Executive Plan (SRE)	709	677
Average Salary	\$107,492.20	108,363.47
Average Salary on all other plans	9,624	9,896
Average Salary	\$54,112.42	\$54,536.40
Gender Composition of Workforce:		
Males	25,598 (37.26%)	25,268 (37.16%)
Females	42,979 (62.56%)	42,679 (62.76%)
Ethnic Composition of Workforce:		
American Indian	121 (0.18%)	122 (0.18%)
Asian	784 (1.14%)	780 (1.15%)
Black	32,748 (47.28%)	32,632 (47.98%)
Hispanic	1,097 (1.60%)	1,097 (1.61%)
Multi-Race	660 (0.96%)	667 (0.98%)
Pacific Islander	162 (0.24%)	164 (0.24%)
White	33,394 (48.61%)	32,550 (47.86%)
Average Age	44.3	44.2
Average Tenure	9.5	9.4
Retiree Eligible	~	11.65%
Overall Turnover Rate	17.88%	18.04%

- The states' workforce continues to decrease, however at a slower pace than prior years
- Average salaries for both the Statewide (SWD) Salary Plan and Statewide Executive Plan experienced marginal increases
- The racial and gender make-up of the workforce remains largely unchanged from FY13

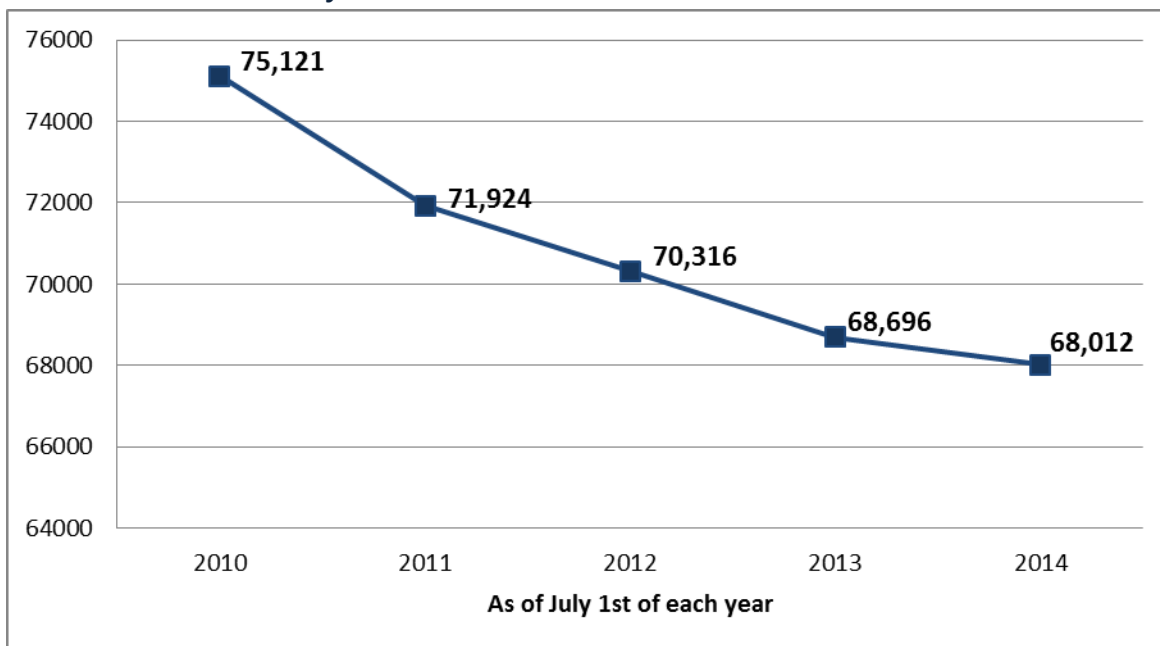
¹ Georgia state government workforce consists of full time and part time (non-temporary) benefit eligible employees as well as a number of temporary, non-benefit eligible employees such as time limited, temporary, casual or seasonal. A small portion of these temporary employees receive benefits. Effective FY13, total employees include any benefit eligible position. Headcount total are all benefit eligible employee totals as of 7/1/14 from the state of Georgia PeopleSoft HCM system and excludes Board of Regents.

² The state of Georgia has a total of 36 Pay Plans. See Appendix K for a complete listing of salary plans by group

Table 2: Workforce Breakdown By Branch of Government

Branch	Count	% Chg	% of Total	Avg Salary	% Chg.
Executive	49775	-1.52%	73.19%	\$38,323.62	1.85%
Authorities, Boards & Commissions	1169	4.28%	1.72%	\$50,290.13	1.62%
County Public Health	4032	-5.49%	5.93%	\$37,385.56	2.85%
Technical College System	5651	0.93%	8.31%	\$47,592.15	0.91%
Judicial Branch	1440	0.49%	2.12%	\$71,315.16	2.44%
Legislative Branch	729	0.14%	1.07%	\$46,280.76	3.38%
Community Service Boards ³	5216	4.15%	7.67%	\$33,114.88	0.13%
Grand Total	68012	-1.00%	100.00%	\$39,628.14	1.79%

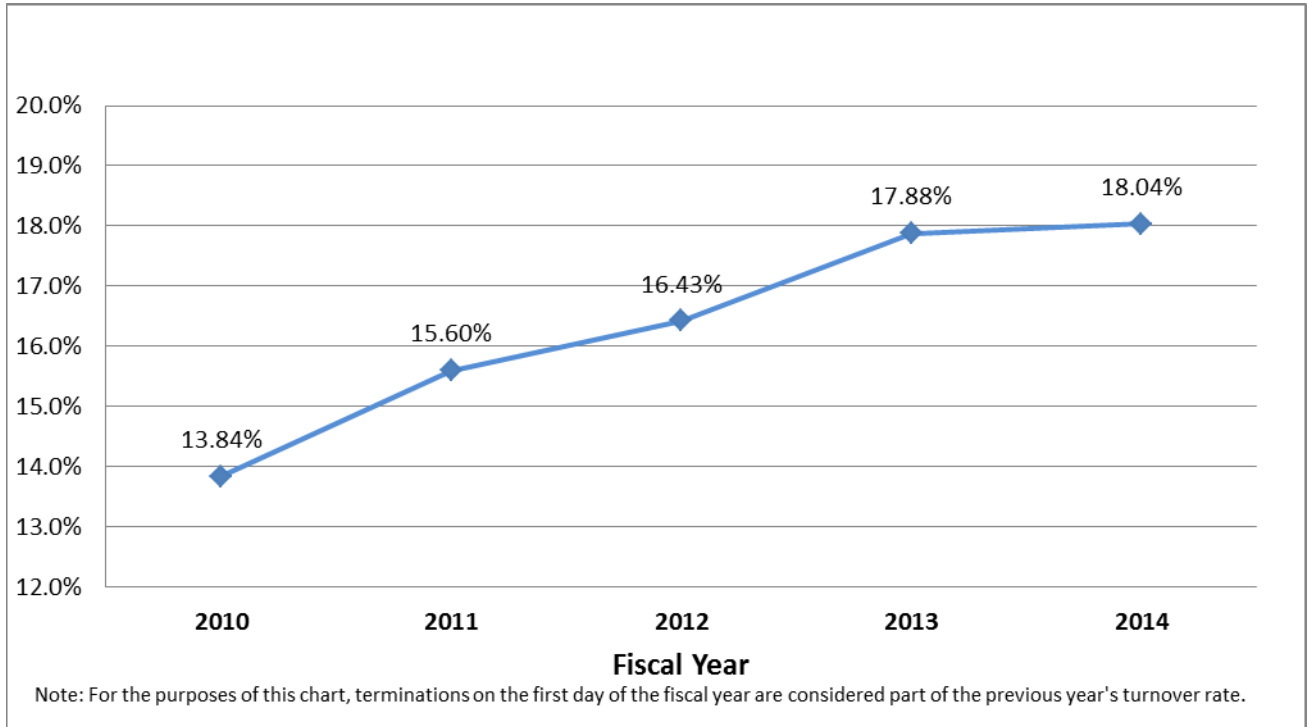
Table 3: Headcount By Fiscal Year



- Public Health Districts and Executive Branch departments experienced the greatest percentage decline in their workforce
- Most of the entities of government experienced a slight increase in salaries on average
- The state’s overall headcount saw a decline of approximately 1% during FY14

³ Effective FY13, Executive Branch totals exclude Community Service Boards (CSB), which total over 5,000 employees. Note: CSB headcount total may be inaccurate as some of these entities may not be updating the state’s HRIS TeamWorks (PeopleSoft HCM)

Table 4: Turnover Trend By Fiscal Year

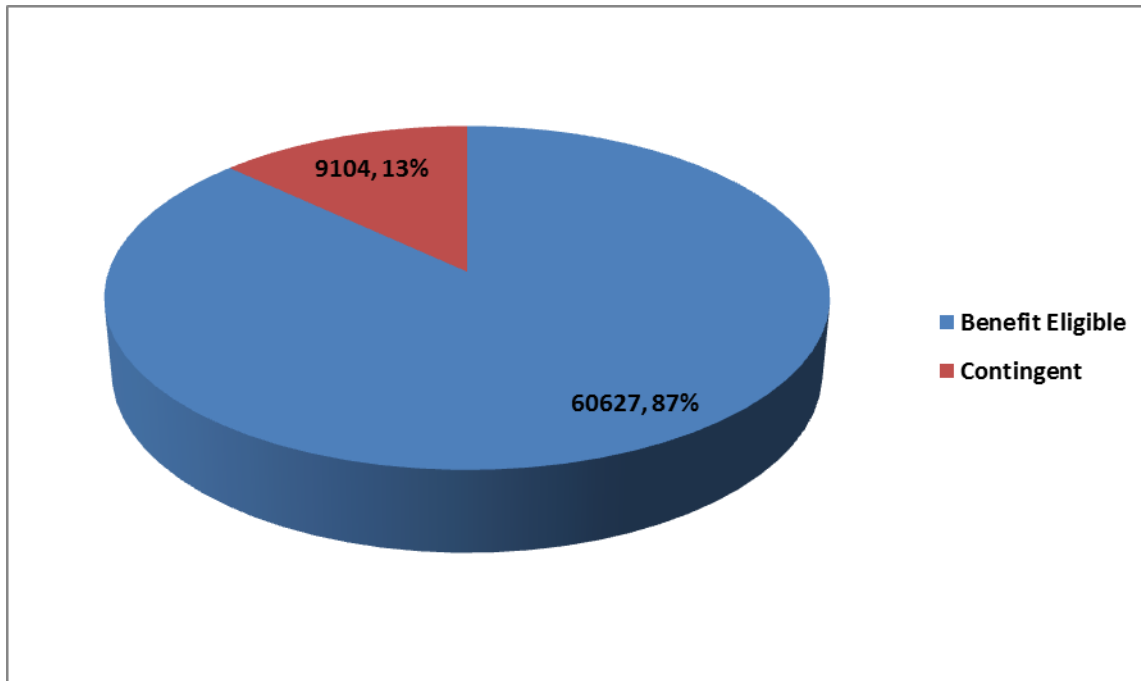


- As the average headcount declined, the turnover rate for the state increased each year of the last five fiscal cycles. Turnover for FY13 was additionally driven by an increase in Employees' Retirement System retirements due to the change in tax offset provisions for benefits.
- FY14 saw a return to more normal separations for retirements; however the turnover rate increased slightly due to increases in both involuntary separations (15.88%) and voluntary separations (7.65%).

Georgia State Government

EXECUTIVE BRANCH

Table 5: Employment Category



- Nearly 87% of the Executive Branch workforce is comprised of full time benefit eligible employees who are able to participate in the state’s full benefit package.
- The remaining 13%⁴ of the workforce are temporary workers who can take many forms, including, seasonal workers, interns and/or student workers, rehired retirees or casual on-call employees. These workers are usually paid on an hourly basis and may have periods during the fiscal year in which no hours are worked. An agency breakdown of this distribution is found in **Exhibit A: Workforce Breakdown By Agency (p.29)**
- The remainder of the Executive Branch section of this report is focused on the benefit eligible portion of the workforce

⁴ Contingent workforce numbers are comprised of employees who recorded hours worked during FY14 in state of Georgia PeopleSoft Payroll. This count does not include DFACs or PH Districts who utilize separate payroll systems.

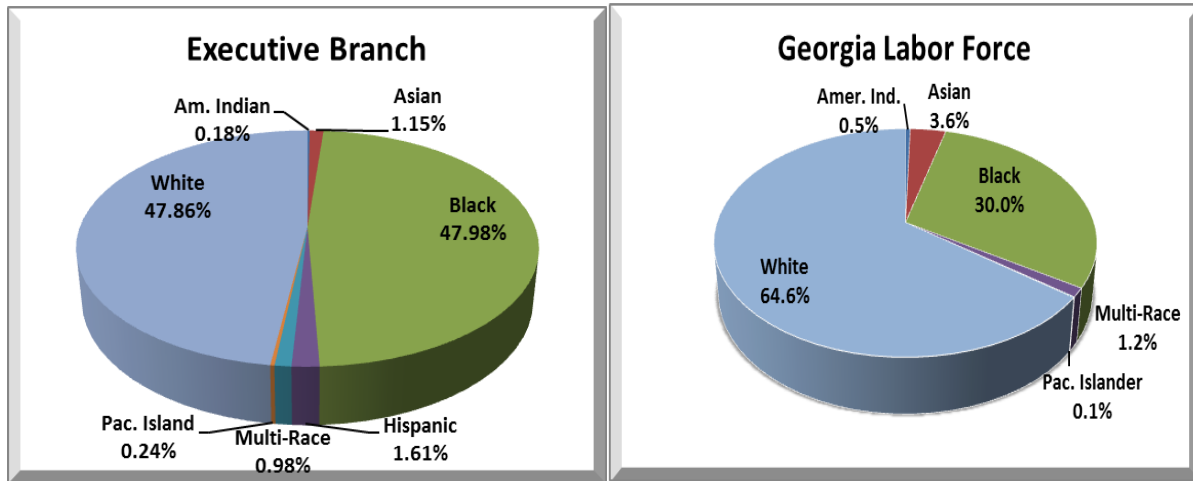
Table 6: Executive Branch FY14 Workforce Profile

Profile of FY2014 Georgia State Government Executive Branch⁵			
	FY13	FY14	% Change
Number:	61527	60627	-1.5%
Full-Time	61463	60566	-1.5%
Part-Time	64	61	-4.7%
Classified	5515	4439	-19.5%
Average Age	44.1	44	-0.2%
Average Salary	\$38,622.73	\$39,355.89	1.9%
Average Years of Service	9.7	9.5	-2.1%
Percent Minorities	51.9%	52.6%	1.5%
Percent Female	61.3%	61.5%	0.2%
Highlights of FY14 Workforce			
Employment			
Number of Total Hires	8975	9813	9.5%
Percent of Hires Female / Minorities	58.41%	60.20%	3.1%
Percent of Hires Minorities	61.52%	62.30%	1.3%
Average Age of New Hire (FT)	34	34.8	2.4%
Turnover			
Overall Turnover Rate	17.70%	17.72%	0.1%
Total Number of Separations	11,129	10,823	-2.7%
Percent Voluntary Resignations	58.33%	63.63%	9.1%
Percent Retirements	25.47%	17.09%	-32.9%
Percent Involuntary Terminations	15.26%	18.22%	19.4%
Gender			
Female	61.31%	61.46%	0.24%
Male	38.55%	38.50%	-0.13%
Ethnicity			
American Indian	0.18%	0.18%	0.00%
Asian	1.11%	1.13%	1.80%
Black	47.85%	48.55%	1.46%
Hawaiian Pacific Islander	0.20%	0.20%	0.00%
Hispanic	1.68%	1.70%	1.19%
MultiRace	0.86%	0.89%	3.49%
White	48.13%	47.36%	-1.60%
Retirement			
Employees Retired	2834	1850	
Percent of Employees Eligible to Retire ⁶	10.70%	10.01%	

⁵ Effective FY2013, Executive Branch excludes Community Service Boards (CSB) which total over 5,000 employees. Board of Regents are also not included in Executive branch employee count

⁶ Retirement eligibility figures are based on tenure and age records from the states' PeopleSoft HCM system and do not reflect service credit which may have been purchased from the Employees' Retirement System

Table 7: Ethnic Group Distribution⁷



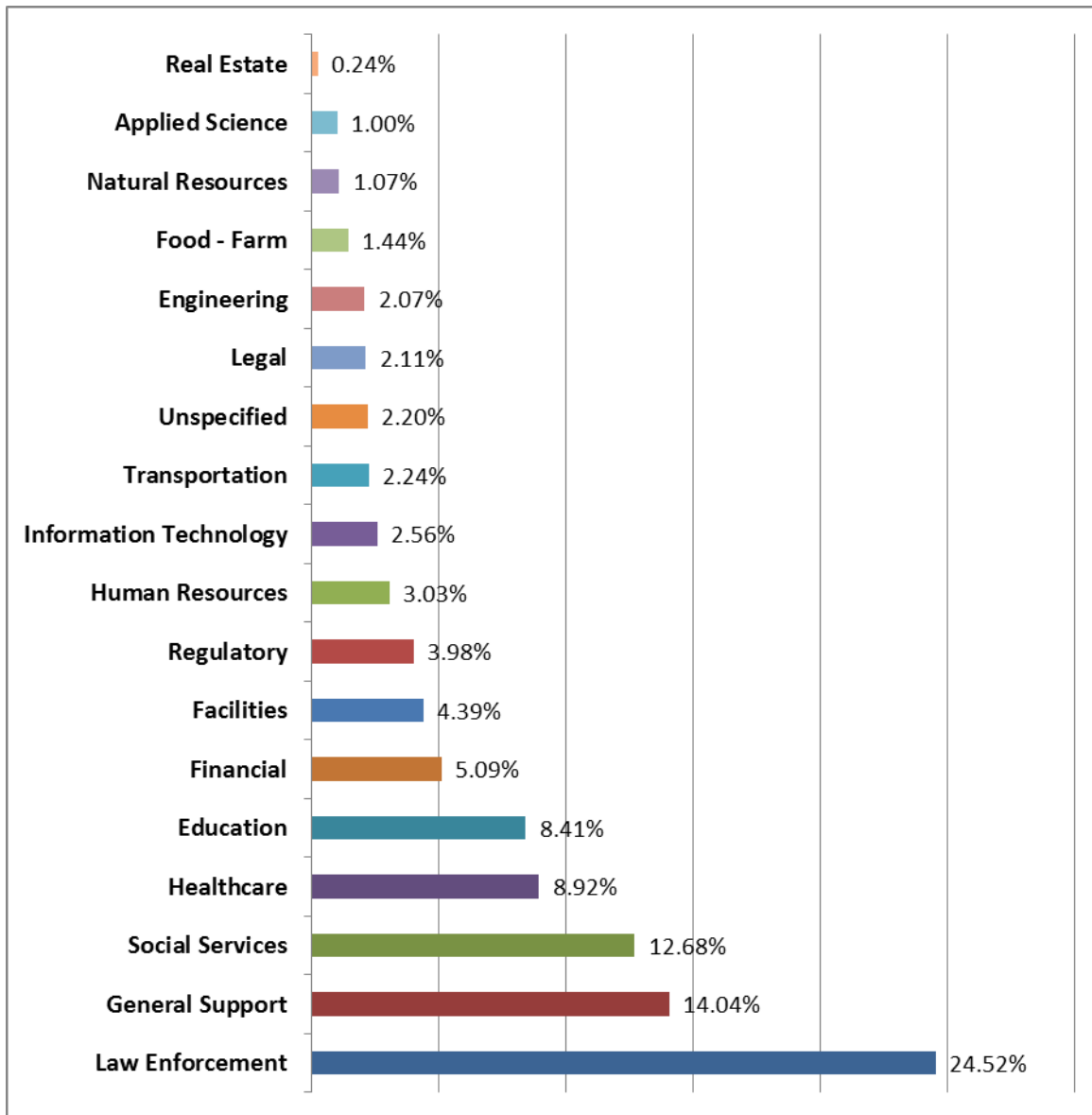
- Minorities represent approximately 52% of the Executive Branch workforce. Comparatively, Georgia’s labor force is made up of approximately 35% minorities

Benchmark - Southeast States ⁸	% Minorities
Alabama	41.9%
Mississippi	52.5%
Tennessee	24.4%
Florida	39.4%
North Carolina	35.6%
South Carolina	36.1%

⁷ Georgia Labor Force Source: Annual Estimates of the Resident Population By Sex, Age, Race and Hispanic Origin for the United States: April 1, 2010 to July 1, 2012 Age Source: US Census Bureau, Population Division Release Date: June 2013

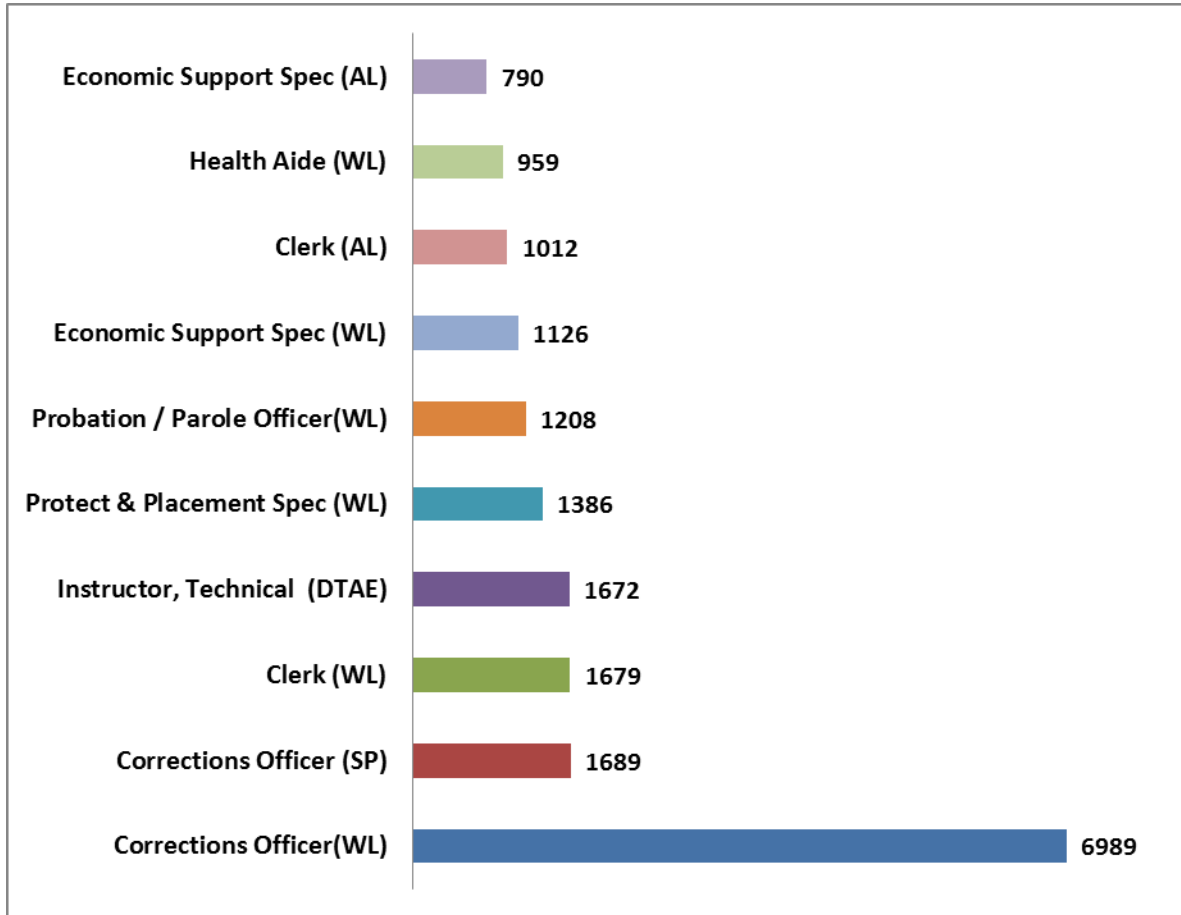
⁸ Benchmark – Southeast States Source: **AL**- FY13 data provided by AL State Personnel, Governmental Relations, **MS** – FY13 Mississippi Annual Report, **TN** – TN Dept of Human Resources, Organizational Performance Division, **NC** – NC Office of State Human Resources, NC State Employment Government Statistics as of 7/31/14, **SC** – SC Budget & Control Board 2013-2014 Second Quarter Statewide Workforce Planning Data

Table 8: Workforce Breakdown By Job Family



- The state’s benefit eligible workforce is comprised of 17 job families with nearly 70% of the workforce concentrated in five job families including; Law Enforcement, General Support, Social Services, Healthcare & Education
- Twenty-five percent of the workforce is in law enforcement positions.
- The state is implementing an updated job classification system in FY15 which is not anticipated to greatly impact the percentage distribution
- **See Exhibit B: Workforce Breakdown By Job Family (p. 31)**

Table 9: Workforce By Most Populous Jobs



- The ten jobs listed above account for 30% of the state’s workforce and represent the most populous jobs concentrated in the top five job families.
- See **Exhibit C: Workforce Breakdown By Most Populous Jobs (p. 32)** for additional information

Table 10: Age & Tenure By Classification

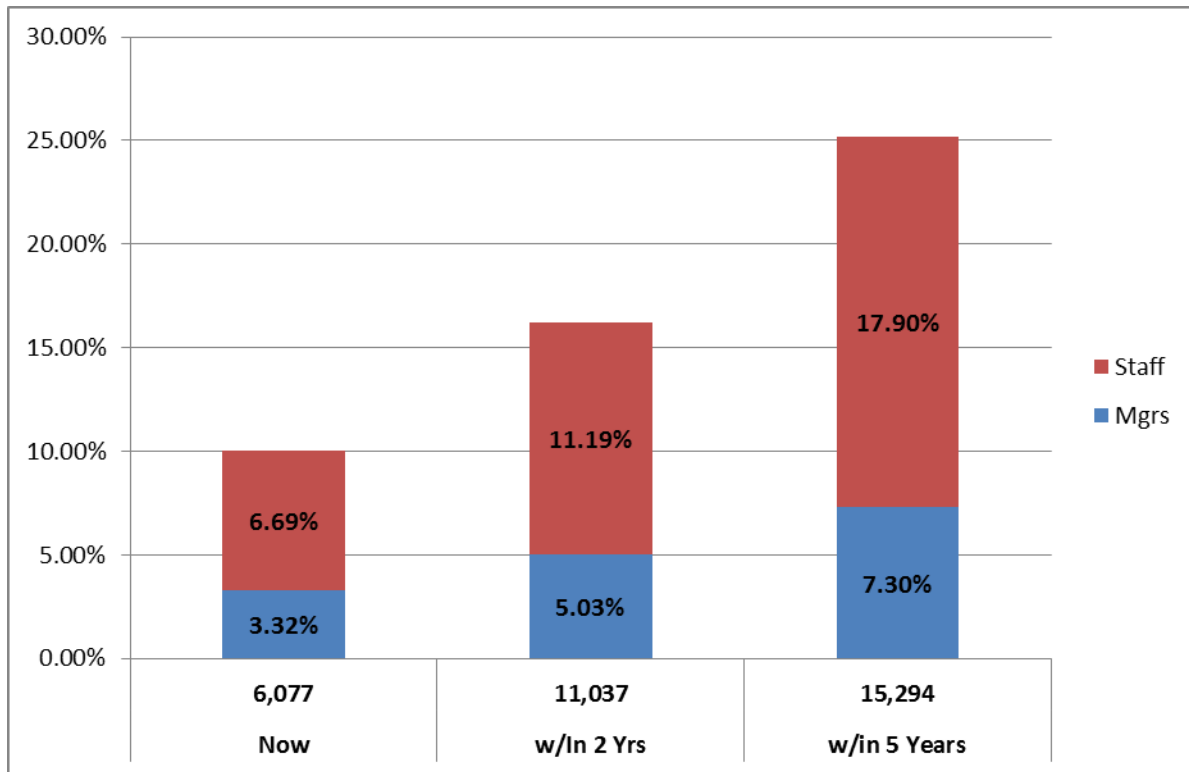
Status	% of Workforce	Avg. Age	Avg. Tenure
Classified	7.15%	52.5	23.2
Unclassified	92.85%	43.6	8.3
Grand Total	100.00%	44.2	9.4

- The overall average age for the state’s Executive Branch workforce remains at 44 years while the average tenure is now at 9.4
- The number of employees in the states classified service continues to decrease, representing just over 7% of the workforce. On average, these employees have more than 23 years of service

Benchmark - Southeast States	Avg. Age	Avg Tenure	% w/ Classified Status
Alabama	45.9	NA	92%
Mississippi	43.8	11.6	80.2%
Tennessee	47.2	11.9	87.7%
Florida	44.5	9.8	81.60%
North Carolina	46.10	11.2	Not available
South Carolina	46.1	11.2	Not available

- The average age of Executive Branch employees is comparable to those of other states in the southeast
- Georgia’s Executive Branch workforce has an average tenure that is lower than our neighbors in the southeast.

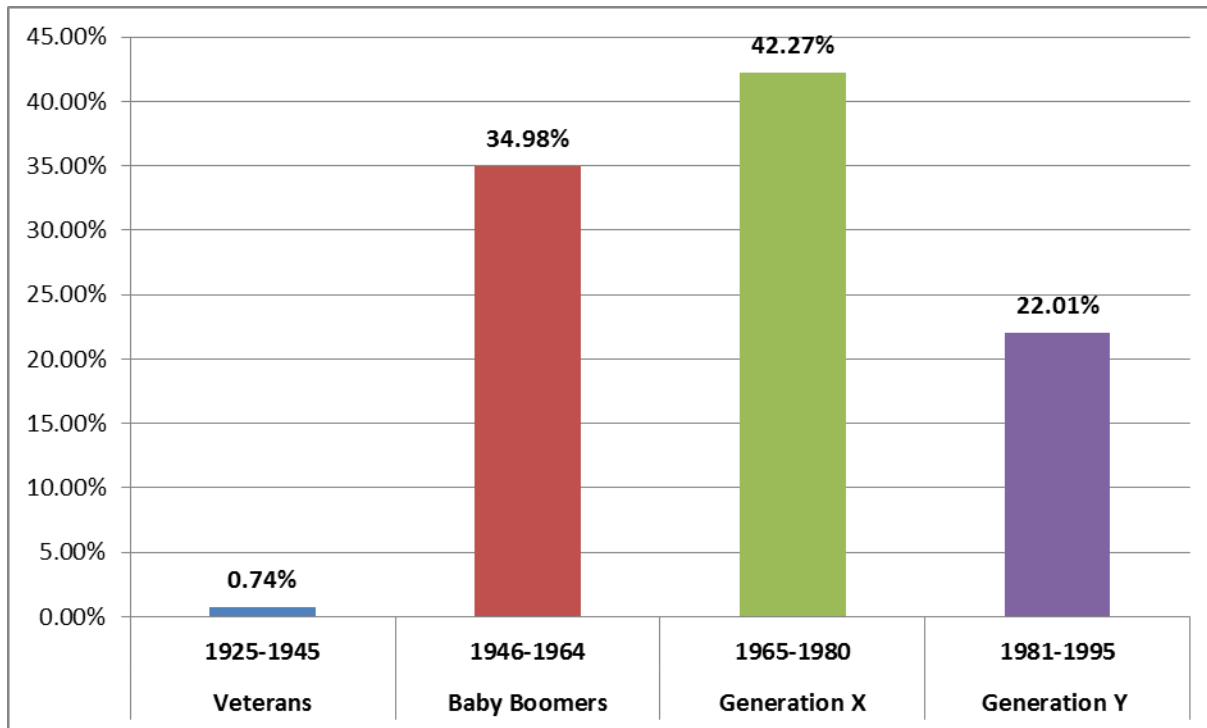
Table 11: Retirement Eligibility⁹



- Currently, just over 10% of the state’s executive branch workforce is eligible to retire
- Within five years, this number increases to approximately 25% of the state’s workforce
- The rate of retirement eligibility illustrates the need for timely succession planning and knowledge transfer strategies for management and other key positions within state government
- **See Exhibit D: Retiree Eligibility By Agency (p. 33)**

⁹ Retirement eligibility figures are based on tenure and age records from the states’ PeopleSoft HCM system and do not reflect service credit which may have been purchased from the Employees’ Retirement System

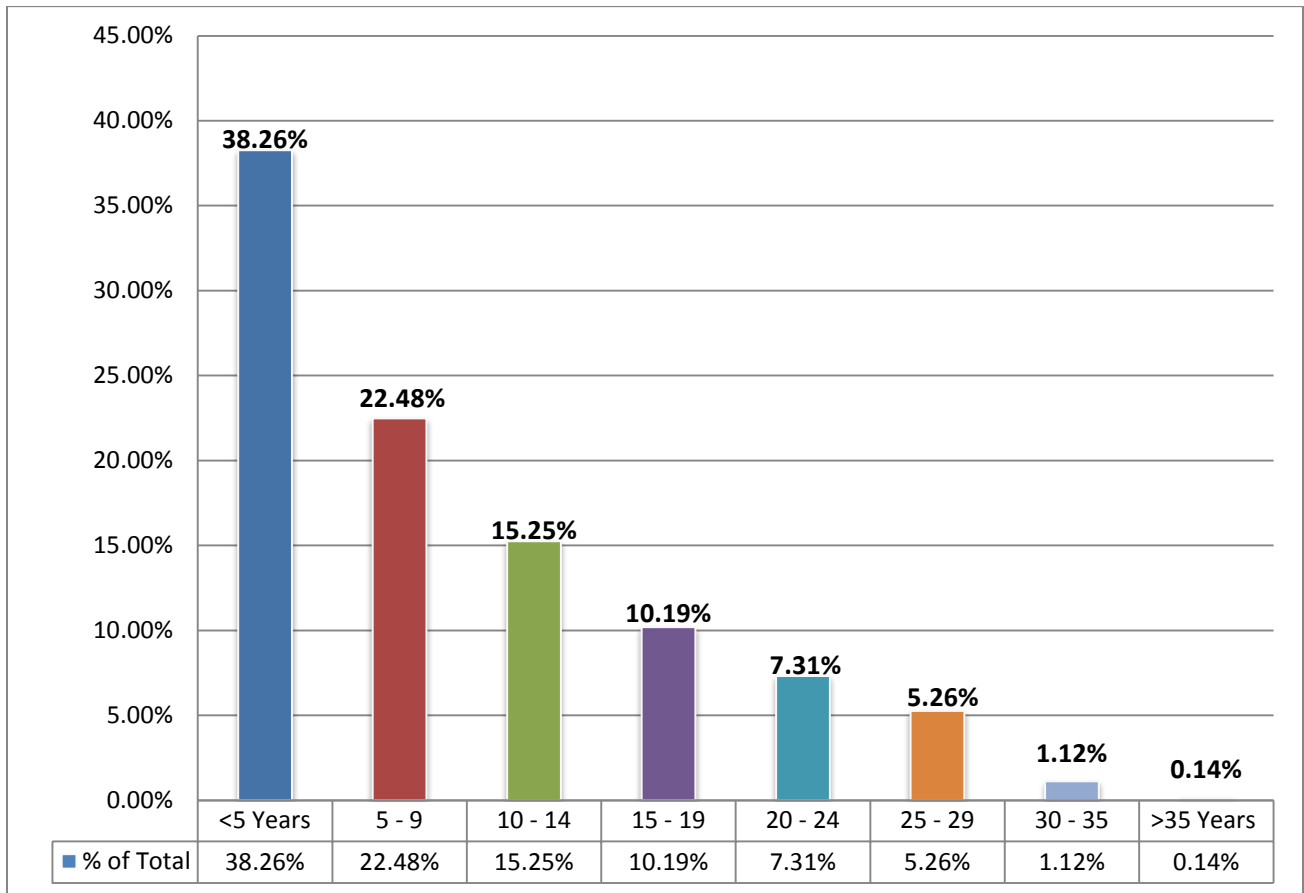
Table 12: Workforce By Generations¹⁰



- Generation X represents the largest portion of the state’s workforce. This percentage will grow as baby boomers continue to retire.
- The state continues to attract Generation Y workers however, many don’t stay beyond the 1 -2 year mark. **See Table 21: Voluntary Separations By Generations (p. 25)**

¹⁰ Generations as defined by SHRM Workplace Visions, Volume Number 4, 2007 Generational Differences: Myths & Realities

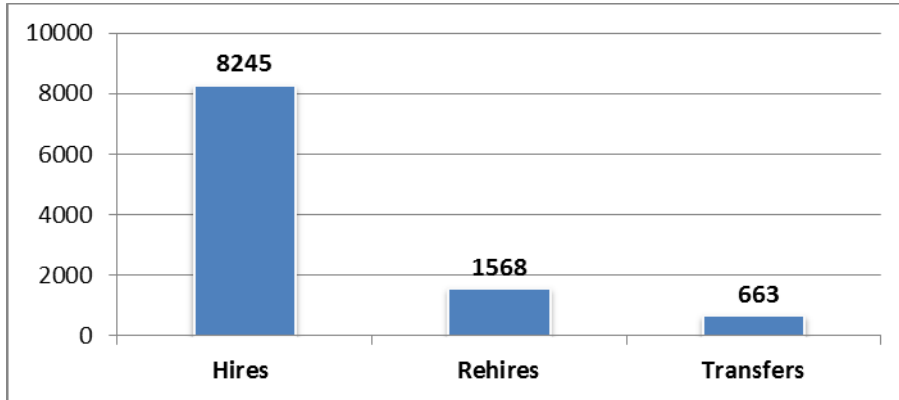
Table 13: Tenure Distribution



- More than 35% of the state’s workforce has less than five years of service. As indicated in the Separations section, many workers in entry level positions typically exit state government between 1 – 2 years of service.

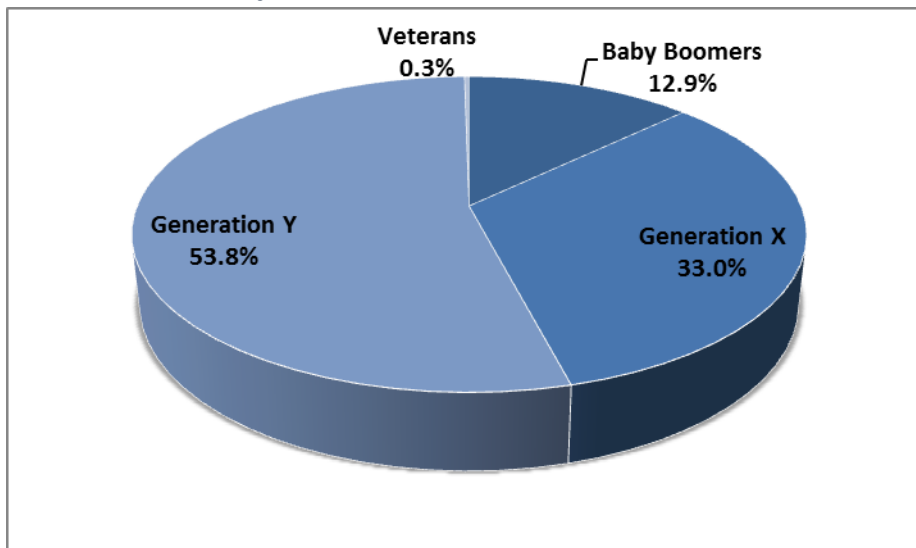
TALENT ACQUISITION

Table 14: Hiring Activity By Category



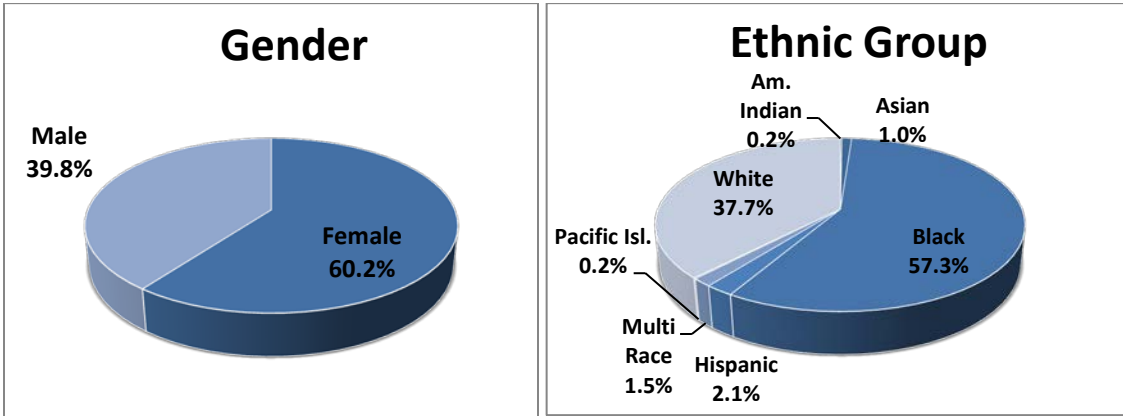
- FY14 hires compare very similarly to FY13 with approximately 78% of all openings filled by first time hires to the state. Another 15% were filled by those returning to state government and the remaining 6.3% were filled by inter-agency transfers

Table 15: Hires By Generation



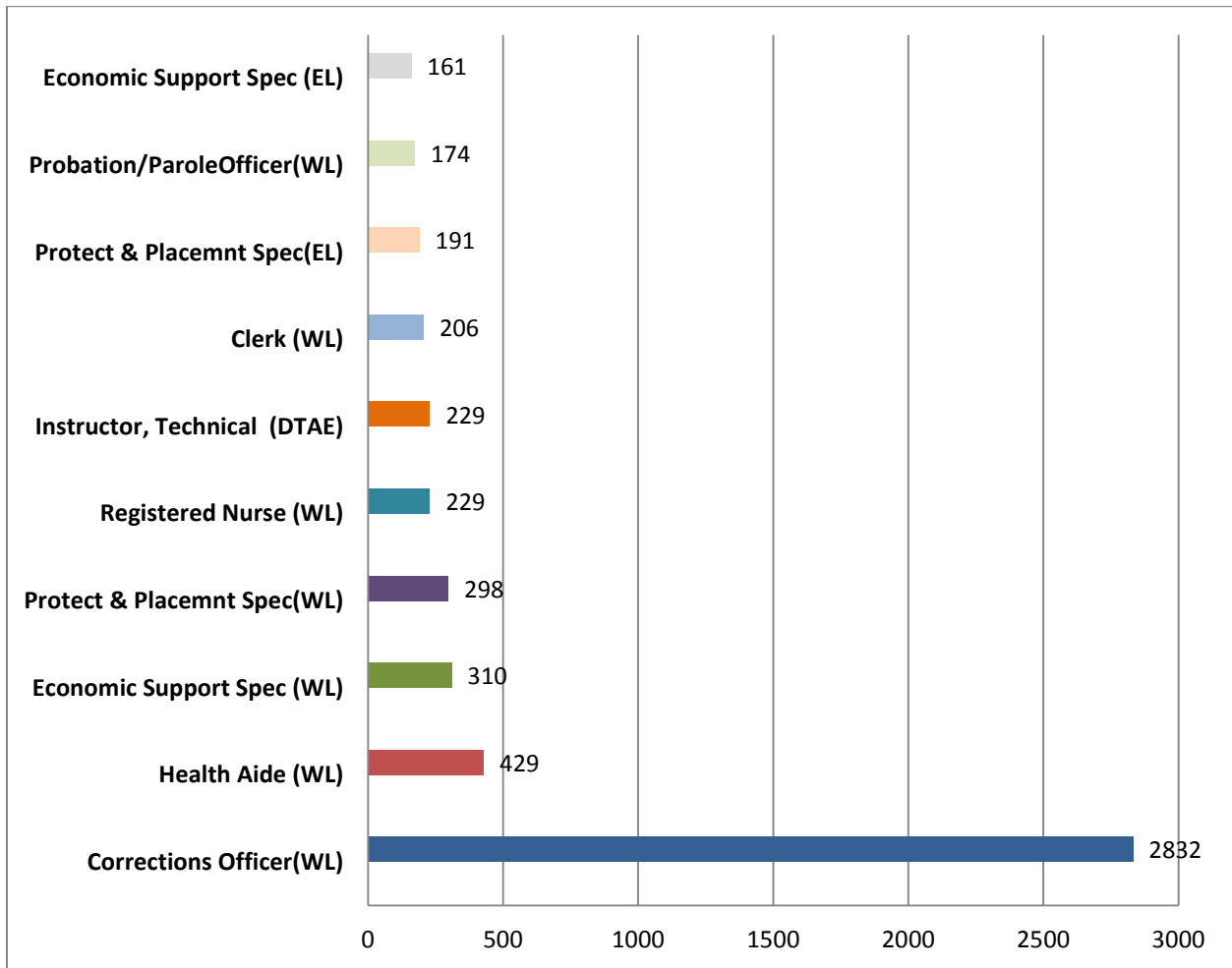
- More than 50% of hires to the state were Generation Y workers (born 1981 -1995)
- Many of the Generation Y workers fill entry level positions in difficult to retain jobs such as Corrections Officer, Health Aide workers, Parole Officers, and Protect & Placement Specialists

Table 16: Hires By Gender & Ethnic Group Distribution



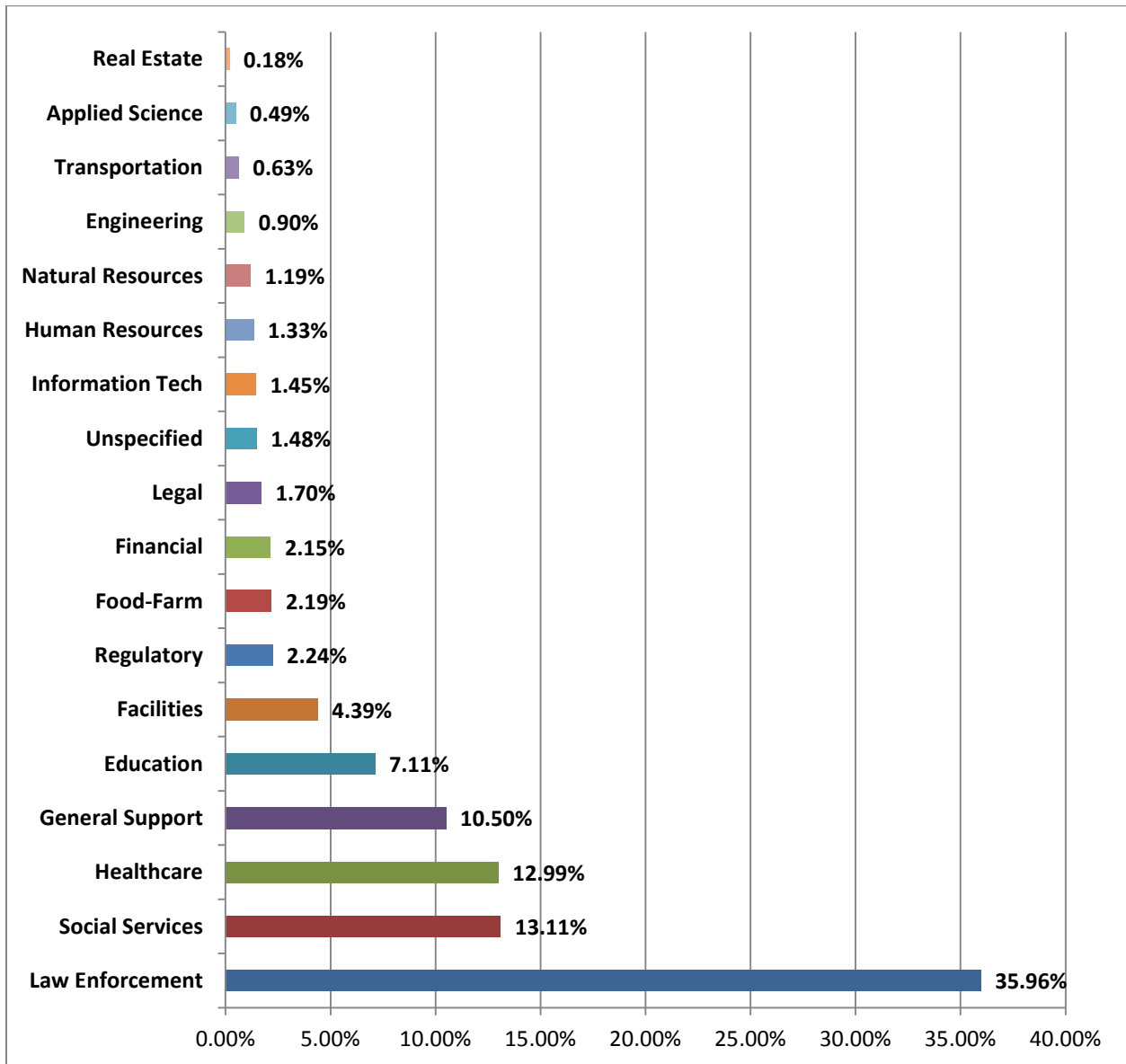
- Hires to the state in FY14 remained predominately female, while more than 94% of all hires are either White or Black
- With the exception of Law Enforcement positions, females outnumber male hires in all of the top job classifications hired in FY14. **See Exhibit E: Top 20 Job Classifications Hired (p. 35)**
- Minorities continue to make-up more than 60% of all hires to the state

Table 17: Top 10 Job Classifications Hired



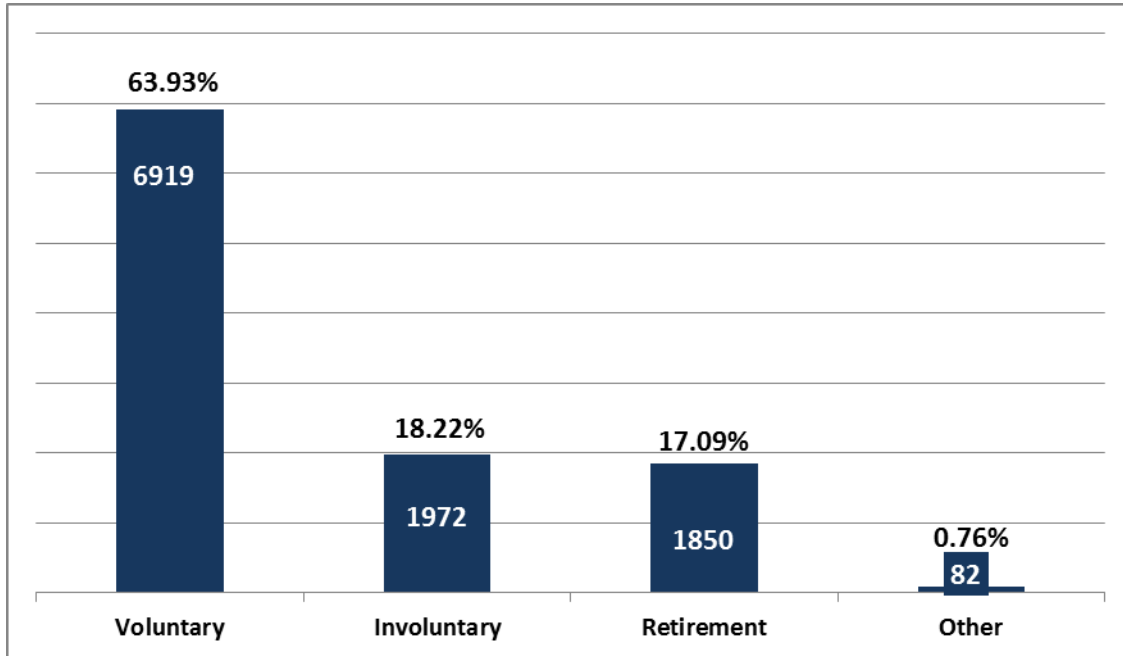
- Corrections Officers continued to account for nearly 30% of all hiring for the executive branch in FY14
- **See Exhibit E: Top 25 Job Classifications Hired (p.35)** for additional information

Table 18: Hires By Job Family



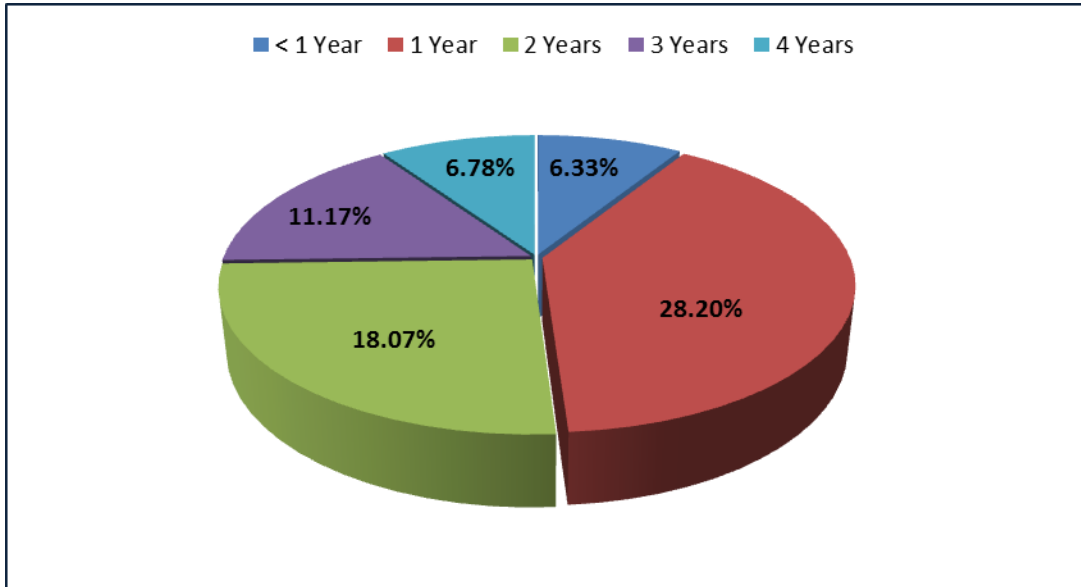
SEPARATIONS

Table 19: Separations By Major Category



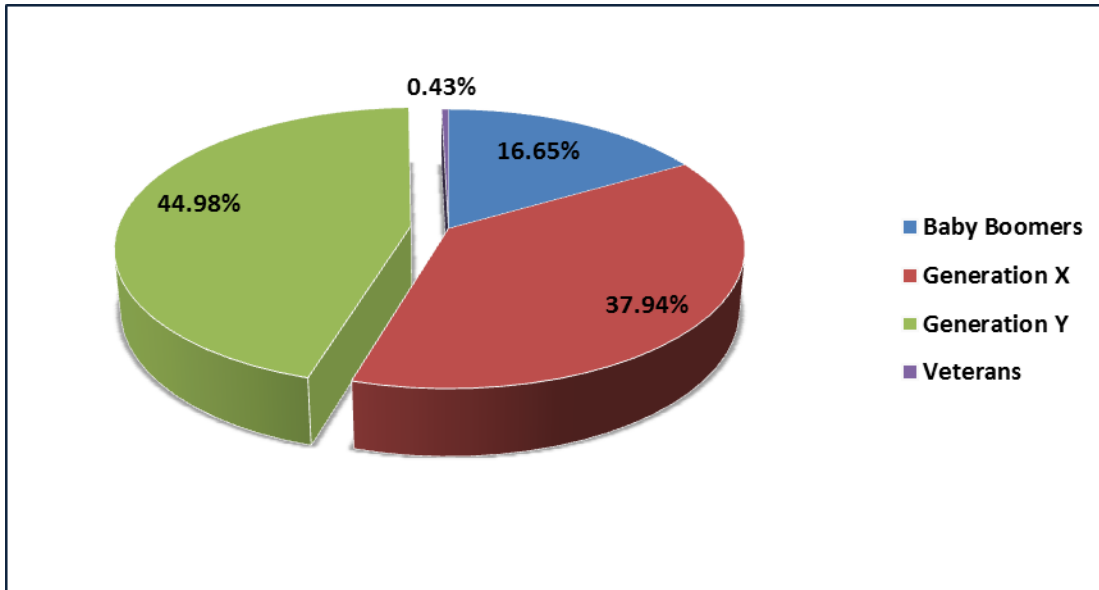
- Voluntary separations increased to nearly 64% of all separations for the executive branch
- Involuntary separations also increased as reductions in staff were experienced in several agencies including the Departments of Behavioral Health & Developmental Disabilities, Public Health, and Human Services
- Retirements experienced a decline from a five year high of 25% in FY13
- See **Exhibit G: Agency Turnover Breakdown (p. 37)**

Table 20: Voluntary Separations By Tenure



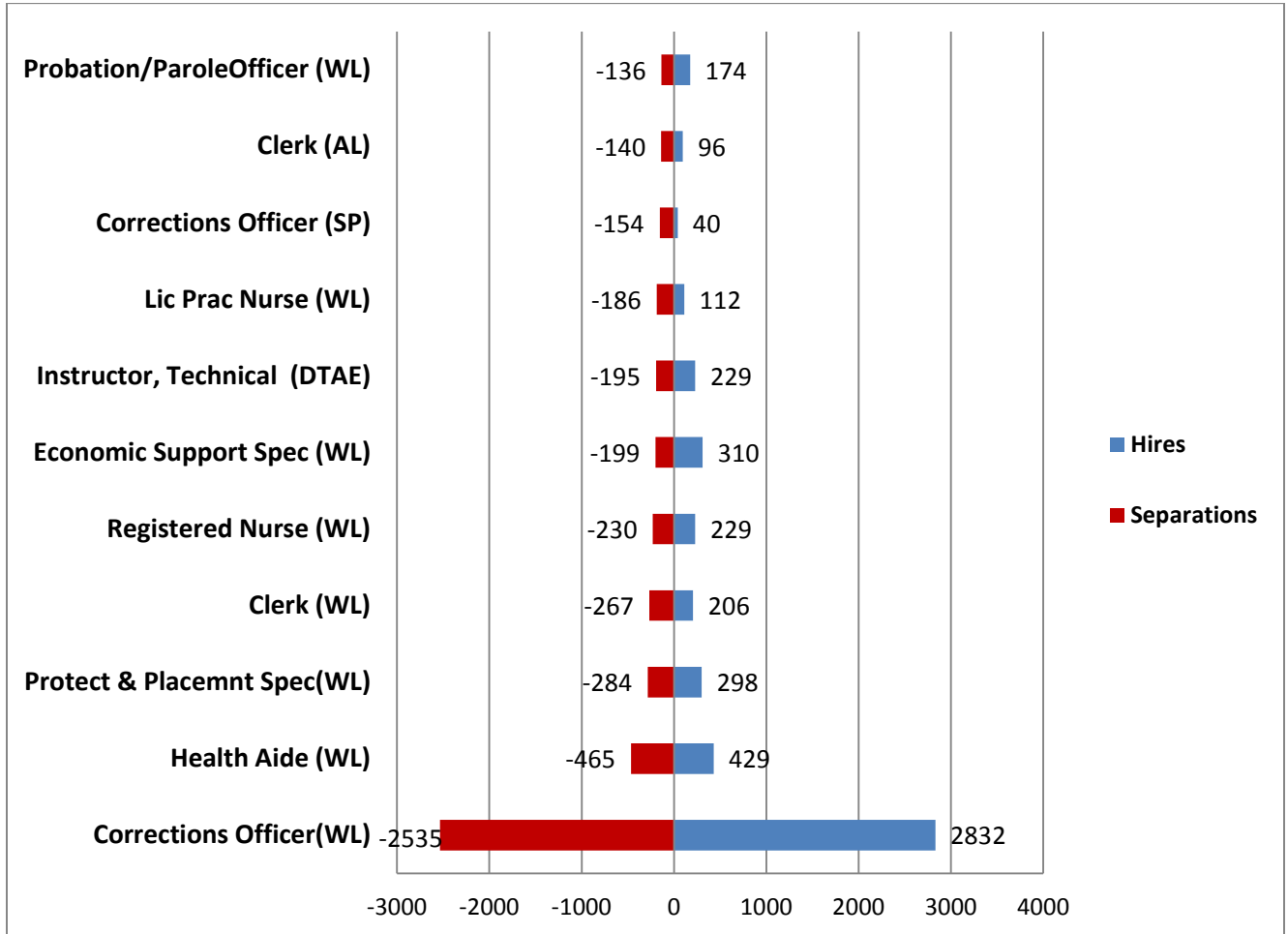
- Over 45% of all voluntary separations occur between 1 – 2 years of service signaling an opportunity for the state to improve in areas such as job fit and employee onboarding during the recruitment and selection process

Table 21: Voluntary Separations By Generations



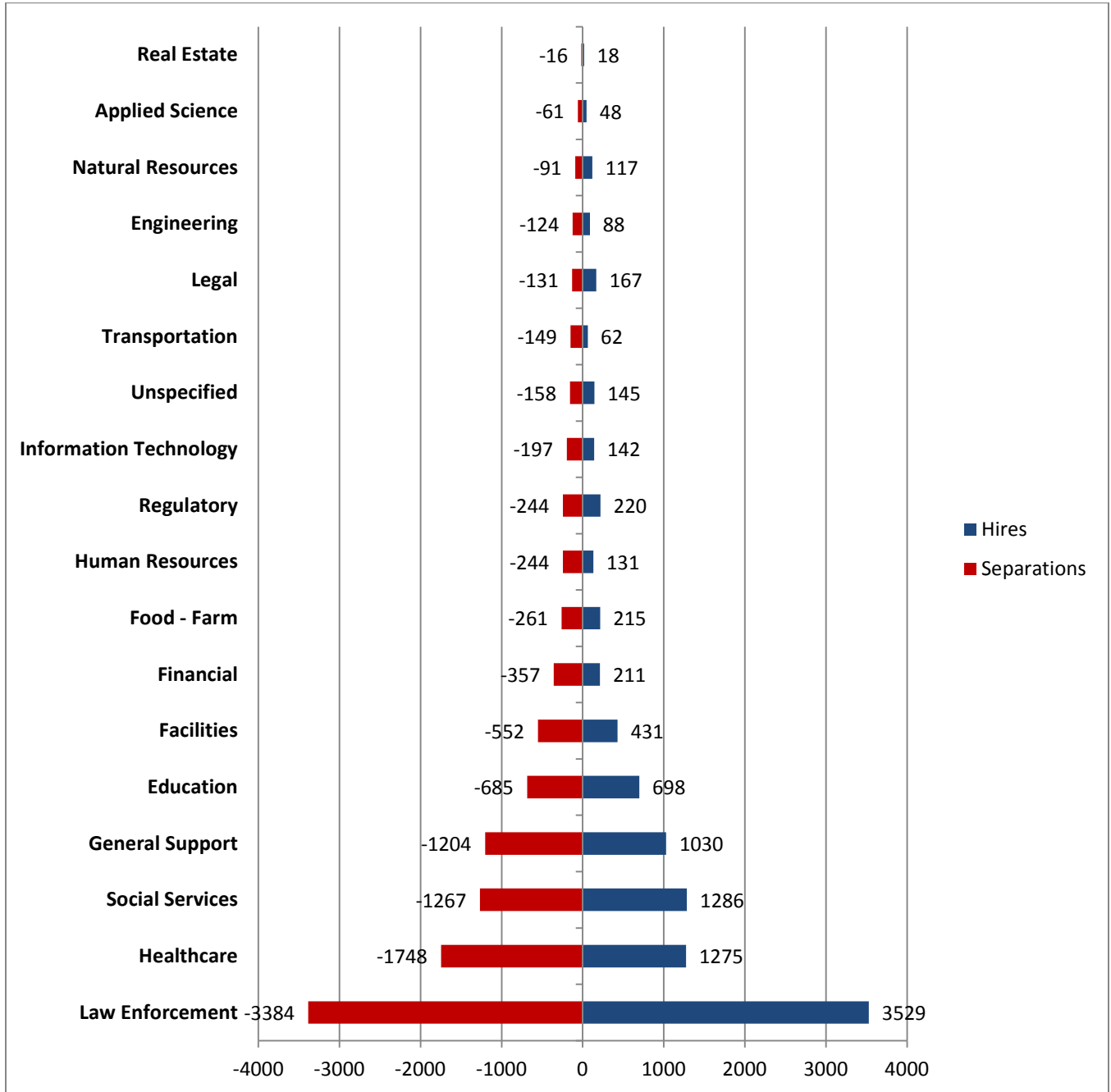
- Generation Y workers left state government in greater numbers than any other group during FY14

Table 22: Top Separations By Job w/Hires Comparison



- Of the jobs which experienced the most turnover during FY14, Health Aide workers, LPNs and supervisory Corrections Officers lost more than were hired externally during the fiscal year.

Table 23: Job Family Separations/Hires Comparison



- The Healthcare job family lost substantially more resources than were hired externally during the fiscal period. This job family includes nurses and health aid workers, typically one of the most difficult positions to fill and retain workers. Additionally, healthcare positions were impacted in reductions in force during FY14.

Georgia State Government

EXECUTIVE BRANCH

E X H I B I T S

Exhibit A: Workforce Breakdown By Agency

Co	Entity	Classified	Unclassified	Grand Total	Contingent	Overall Total	Contingent Workforce %
427	Department of Human Services	648	8427	9075	931	10006	9.30%
128	DHR - Public Health	413	3619	4032	NA	NA	NA
129	DHR - BOCOP	23	210	233	NA	NA	NA
402	Ga. Dept. of Agriculture	89	439	528	66	594	11.11%
403	Ga. Dept. of Admin. Services	7	205	212	9	221	4.07%
405	Department of Public Health	52	889	941	31	972	3.19%
406	GA Dept of Banking & Finance	2	97	99	4	103	3.88%
407	State Accounting Office		118	118	0	118	0.00%
408	Office of Comm. of Insurance	33	201	234	8	242	3.31%
409	GA State Fin. & Invest. Comm.		97	97	4	101	3.96%
410	State Properties Commission		10	10	1	11	9.09%
411	Ga. Dept. of Defense	32	420	452	67	519	12.91%
414	Ga. Dept. of Education	75	786	861	83	944	8.79%
415	Technical College System of GA	4	212	216	34	250	13.60%
416	Ga. Employees Retirement Sys.	3	87	90	3	93	3.23%
419	Ga. Dept of Community Health	28	826	854	26	880	2.95%
420	Georgia Forestry Commission	96	441	537	111	648	17.13%
422	Office of Planning and Budget	7	373	380	24	404	5.94%
428	Ga. Dept. of Community Affairs	1	374	375	13	388	3.35%
429	Dept of Economic Development	9	174	183	43	226	19.03%
440	Ga. Dept. of Labor	132	1268	1400	110	1510	7.28%
441	Dept Behavioral Hlth& Dev Disb	369	4198	4567	582	5149	11.30%
442	Georgia Department of Law		245	245	10	255	3.92%
461	Dept. of Juvenile Justice	68	3565	3633	355	3988	8.90%
462	Ga. Dept. of Natural Resources	129	1538	1667	570	2237	25.48%
465	State Board Pardons & Paroles	112	554	666	1	667	0.15%
466	Ga. Dept. of Public Safety	367	1431	1798	55	1853	2.97%
467	Ga. Dept. of Corrections	986	10899	11885	254	12139	2.09%
469	Dept of Early Care & Learning	4	261	265	9	274	3.28%
470	Ga. Public Service Commission	7	77	84	0	84	0.00%
471	Ga. Bureau of Investigation	112	647	759	7	766	0.91%
474	Department of Revenue	131	871	1002	0	1002	0.00%
475	Ga. Dept. of Driver Services	30	622	652	228	880	25.91%
476	Ga. Student Finance Commission	8	30	38	0	38	0.00%
478	Secretary of State	18	212	230	37	267	13.86%
480	GA Soil & Water Conservation		36	36	3	39	7.69%
482	Ga. Teachers Retirement Sys.	8	182	190	0	190	0.00%
484	Ga. Dept. of Transportation	407	3717	4124	138	4262	3.24%
488	Ga. Dept. of Veterans Service	1	142	143	3	146	2.05%
489	Subsequent Injury Trust Fund		19	19	1	20	5.00%

Co	Entity	Classified	Unclassified	Grand Total	Contingent	Overall Total	Contingent Workforce %
490	State Board of Workers' Comp	14	121	135	0	135	0.00%
492	Ga Public Defender Standards		742	742	33	775	4.26%
800	Technical Colleges		5651	5651	4269	9920	43.03%
900	Georgia Building Authority		161	161	10	171	5.85%
921	Ga. Correctional Industries	14	174	188	7	195	3.59%
922	George L. Smith II - GWCCA		449	449	939	1388	67.65%
927	State Road & Tollway Authority		52	52	3	55	5.45%
976	GA Regional Trans Authority		31	31	1	32	3.13%
977	Georgia Public Broadcasting		111	111	10	121	8.26%
980	Georgia Technology Authority		177	177	9	186	4.84%
Gra		4439	56188	60627	9104	69731	13.06%

Exhibit B: Workforce Breakdown By Job Family

Job Family	Count	% of Total	% Chg. FY13	Avg Salary
Real Estate	148	0.24%	5.7%	\$ 42,179.89
Applied Science	605	1.00%	-2.6%	\$ 44,252.61
Natural Resources	648	1.07%	2.9%	\$ 41,769.03
Food - Farm	871	1.44%	-6.4%	\$ 23,874.48
Engineering	1255	2.07%	-3.0%	\$ 52,031.10
Legal	1281	2.11%	4.3%	\$ 55,946.49
Unspecified	1335	2.20%	4.9%	\$ 75,760.00
Transportation	1360	2.24%	1.7%	\$ 29,925.87
Information Technology	1555	2.56%	-2.6%	\$ 59,816.01
Human Resources	1835	3.03%	-3.7%	\$ 39,209.25
Regulatory	2413	3.98%	-0.3%	\$ 46,111.11
Facilities	2662	4.39%	-0.3%	\$ 31,140.78
Financial	3083	5.09%	-3.8%	\$ 44,133.57
Education	5096	8.41%	2.0%	\$ 53,601.60
Healthcare	5409	8.92%	-9.6%	\$ 39,316.28
Social Services	7690	12.68%	-0.2%	\$ 33,483.45
General Support	8513	14.04%	-2.1%	\$ 34,459.98
Law Enforcement	14868	24.52%	-0.2%	\$ 33,259.15
Grand Total	60627	100.00%	-1.5%	\$ 39,355.89

Exhibit C: Workforce Breakdown By Most Populous Jobs

Job Title	% of Workforce	Count	Avg Salary	% Chg. FY13
Corrections Officer(WL)	11.53%	6989	\$27,692.86	-10.1%
Corrections Officer (SP)	2.79%	1689	\$31,204.62	58.3%
Clerk (WL)	2.77%	1679	\$24,012.63	-10.2%
Instructor, Technical (DTAE)	2.76%	1672	\$54,658.27	2.1%
Protect & Placement Spec(WL)	2.29%	1386	\$33,026.99	0.0%
Probation / Parole Officer(WL)	1.99%	1208	\$34,019.16	2.2%
Economic Support Spec (WL)	1.86%	1126	\$26,531.00	-0.9%
Clerk (AL)	1.67%	1012	\$26,841.68	-0.7%
Health Aide (WL)	1.58%	959	\$20,900.10	-10.7%
Economic Support Spec (AL)	1.30%	790	\$29,558.36	-30.5%
Secretary (AL)	1.03%	623	\$26,963.41	-8.8%
Financial Ops Gen (AL)	0.94%	569	\$30,242.89	-6.7%
Beh Health/Counselor (WL)	0.87%	527	\$34,065.52	-4.7%
Registered Nurse (WL)	0.82%	498	\$45,484.29	-10.1%
Child Supt Svcs Offcr (AL)	0.65%	397	\$32,741.74	-0.5%
Protect & Placement Spec (SP)	0.65%	394	\$39,953.00	1.8%
Registered Nurse (SP)	0.65%	392	\$55,506.62	-8.0%
MG1: Business Operations	0.64%	385	\$73,902.97	10.6%
Lic Prac Nurse (WL)	0.63%	381	\$29,033.43	-20.3%

Exhibit D: Retiree Eligibility By Agency

Co	Agency	Total Headcount	Avg Age	Avg Tenure	Eligible Now	% Eligible Now	Eligible w/in 2 Yrs	% Eligible w/in 2 Yrs
128	DHR - Public Health	4032	45.0	10.2	474	11.8%	710	17.6%
129	DHR - BOCOP	233	44.8	7.9	14	6.0%	25	10.7%
402	Ga. Dept. of Agriculture	528	45.8	10.6	85	16.1%	110	20.8%
403	Ga. Dept. of Admin. Services	212	47.4	8.8	22	10.4%	36	17.0%
405	Department of Public Health	941	45.9	9.3	109	11.6%	159	16.9%
406	GA Dept of Banking & Finance	99	38.8	10.4	10	10.1%	19	19.2%
407	State Accounting Office	118	46.2	7.2	7	5.9%	13	11.0%
408	Office of Comm. of Insurance	234	48.7	11.8	52	22.2%	68	29.1%
409	GA State Fin. & Invest. Comm.	97	51.7	10.0	16	16.5%	26	26.8%
410	State Properties Commission	10	43.3	10.5	0	0.0%	1	10.0%
411	Ga. Dept. of Defense	452	47.6	8.2	38	8.4%	60	13.3%
414	Ga. Dept. of Education	861	48.2	7.0	80	9.3%	128	14.9%
415	Technical College System of GA	216	49.7	11.8	30	13.9%	47	21.8%
416	Ga. Employees Retirement Sys.	90	43.5	8.3	5	5.6%	9	10.0%
419	Ga. Dept of Community Health	854	46.7	9.5	103	12.1%	148	17.3%
420	Georgia Forestry Commission	537	42.1	11.0	53	9.9%	81	15.1%
422	Office of Planning and Budget	380	41.8	6.9	25	6.6%	38	10.0%
427	Department of Human Services	9075	43.4	10.0	926	10.2%	1498	16.5%
428	Ga. Dept. of Community Affairs	375	47.2	10.4	51	13.6%	70	18.7%
429	Dept of Economic Development	183	42.5	8.6	19	10.4%	28	15.3%
440	Ga. Dept. of Labor	1400	49.4	11.3	171	12.2%	324	23.1%
441	Dept Behavioral Hlth& Dev Disb	4567	44.5	7.8	398	8.7%	649	14.2%
442	Georgia Department of Law	245	44.8	9.6	31	12.7%	38	15.5%
461	Dept. of Juvenile Justice	3633	41.5	7.2	168	4.6%	312	8.6%
462	Ga. Dept. of Natural Resources	1667	45.3	12.6	237	14.2%	356	21.4%
465	State Board Pardons & Paroles	666	43.3	13.7	116	17.4%	190	28.5%
466	Ga. Dept. of Public Safety	1798	40.7	11.2	200	11.1%	306	17.0%
467	Ga. Dept. of Corrections	11885	40.4	9.0	850	7.2%	1520	12.8%
469	Dept of Early Care & Learning	265	42.6	7.6	14	5.3%	27	10.2%
470	Ga. Public Service Commission	84	50.1	12.1	19	22.6%	23	27.4%
471	Ga. Bureau of Investigation	759	40.5	10.5	74	9.7%	117	15.4%
474	Department of Revenue	1002	46.8	10.5	165	16.5%	222	22.2%
475	Ga. Dept. of Driver Services	652	43.6	8.0	57	8.7%	92	14.1%
476	Ga. Student Finance Commission	38	52.1	14.8	15	39.5%	16	42.1%
478	Secretary of State	230	45.5	7.5	27	11.7%	38	16.5%
480	GA Soil & Water Conservation	36	43.7	9.8	2	5.6%	4	11.1%

Co	Agency	Total Headcount	Avg Age	Avg Tenure	Eligible Now	% Eligible Now	Eligible w/in 2 Yrs	% Eligible w/in 2 Yrs
482	Ga. Teachers Retirement Sys.	190	45.6	10.7	20	10.5%	29	15.3%
484	Ga. Dept. of Transportation	4124	45.6	13.1	602	14.6%	974	23.6%
488	Ga. Dept. of Veterans Service	143	51.9	8.6	24	16.8%	35	24.5%
489	Subsequent Injury Trust Fund	19	52.3	13.5	3	15.8%	7	36.8%
490	State Board of Workers' Comp	135	50.2	13.9	27	20.0%	35	25.9%
492	Ga Public Defender Standards	742	44.7	6.1	24	3.2%	115	15.5%
800	Technical Colleges	5651	47.8	8.4	576	10.2%	919	16.3%
900	Georgia Building Authority	161	48.8	10.9	33	20.5%	43	26.7%
921	Ga. Correctional Industries	188	49.1	12.0	32	17.0%	54	28.7%
922	George L. Smith II - GWCCA	449	42.9	7.2	34	7.6%	56	12.5%
976	GA Regional Trans Authority	31	42.9	6.5	1	3.2%	2	6.5%
977	Georgia Public Broadcasting	111	45.6	8.7	15	13.5%	21	18.9%
980	Georgia Technology Authority	177	49.5	10.4	17	9.6%	37	20.9%

Exhibit E: Top 20 Job Classifications Hired

Job Code Descr	Female	Male	Unknown	Total	Avg. Age	% of Overall Hiring
Corrections Officer(WL)	1203	1629		2832	29.2	28.86%
Health Aide (WL)	239	189	1	429	33.6	4.37%
Economic Support Spec (WL)	270	40		310	34.0	3.16%
Protect & Placement Spec(WL)	275	23		298	32.7	3.04%
Registered Nurse (WL)	198	29	2	229	40.7	2.33%
Instructor, Technical (DTAE)	126	102	1	229	43.0	2.33%
Clerk (WL)	193	11	2	206	36.8	2.10%
Protect & Placement Spec(EL)	171	20		191	29.9	1.95%
Probation/Parole Officer(WL)	90	84		174	31.0	1.77%
Economic Support Spec (EL)	144	17		161	34.6	1.64%
Food Svc Operation Wkr (SP)	95	24		119	39.9	1.21%
Lic Prac Nurse (WL)	102	9	1	112	39.0	1.14%
Driver Examiner (EL)	84	17		101	32.2	1.03%
Protect & Placement Spec(AL)	89	10		99	31.5	1.01%
Clerk (AL)	89	7		96	38.3	0.98%
Customer Service Spec (WL)	64	27		91	30.7	0.93%
Housekeeper (EL)	58	31		89	38.8	0.91%
Trooper Cadet (AL)	1	80		81	30.5	0.83%
Ranger (EL)	3	66		69	33.4	0.70%
Legal Officer (WL)	38	31		69	31.4	0.70%

Exhibit F: Hiring Activity By Job Family

Job Family	Female	Male	Unknown	Total	Avg. Age	% of Overall Hiring
Law Enforcement	1491	2038		3529	30.2	35.96%
Social Services	1135	151		1286	33.8	13.11%
Healthcare	966	304	5	1275	36.6	12.99%
General Support	878	147	5	1030	36.8	10.50%
Education	458	237	3	698	42.0	7.11%
Facilities	104	326	1	431	41.6	4.39%
Regulatory	135	85		220	37.5	2.24%
Food-Farm	154	61		215	39.0	2.19%
Financial	178	33		211	40.4	2.15%
Legal	101	66		167	35.9	1.70%
Unspecified	63	81	1	145	39.8	1.48%
Information Tech	52	90		142	41.3	1.45%
Human Resources	105	26		131	42.6	1.33%
Natural Resources	15	102		117	33.1	1.19%
Engineering	22	66		88	34.8	0.90%
Transportation	5	57		62	41.8	0.63%
Applied Science	33	15		48	31.9	0.49%
Real Estate	7	11		18	45.0	0.18%

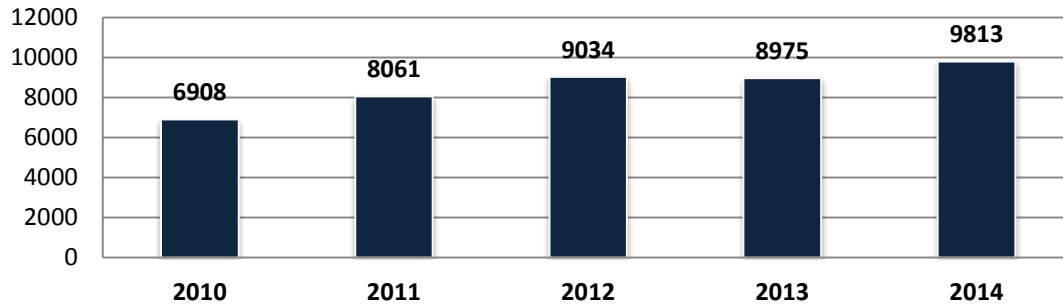
Exhibit G: Agency Turnover Breakdown

Entity	Involuntary	Other	Retirement	Voluntary	Transfers Out	Grand Total	Turnover Rate
Ga. Dept. of Corrections	304	17	333	1994	96	2744	23.0%
Department of Human Services	285	17	326	940	231	1799	19.6%
Dept Behavioral Hlth& Dev Disb	501	6	180	887	130	1704	35.5%
Dept. of Juvenile Justice	116	8	54	720	57	955	26.5%
DHR - Public Health	204	3	114	395	53	769	18.7%
Technical Colleges	98	9	121	443	64	735	13.1%
Ga. Dept. of Transportation	112	4	171	193	17	497	11.8%
Ga. Dept. of Labor	44		70	115	18	247	16.8%
Ga. Dept. of Public Safety	4	2	56	125	19	206	11.5%
Department of Public Health	52	1	25	71	27	176	18.6%
Ga. Dept. of Natural Resources	22	1	54	80	10	167	9.8%
Department of Revenue	25	2	50	56	12	145	13.7%
Ga. Dept. of Education	17	1	29	90	5	142	16.3%
Ga. Dept. of Driver Services	18		17	97	7	139	22.0%
Ga. Dept of Community Health	15	2	32	65	12	126	16.9%
Office of Planning and Budget	8		5	64	24	101	23.5%
Ga. Dept. of Defense	13		18	62	4	97	21.2%
Ga Public Defender Standards	9		6	62	8	85	11.6%
George L. Smith II - GWCCA	19	1	10	49	4	83	19.3%
Ga. Dept. of Agriculture	15		32	30	5	82	15.8%
Georgia Forestry Commission	8		16	45	4	73	14.0%
Ga. Bureau of Investigation	2	2	22	37	2	65	8.8%
Ga. Dept. of Community Affairs	4		13	30	11	58	15.2%
State Board Pardons & Paroles	3	1	11	31	9	55	8.3%
Secretary of State	17		4	25	7	53	23.5%
Ga. Correctional Industries	4	1	8	25	7	45	22.8%
Dept of Early Care & Learning	5		6	15	5	31	12.8%
Georgia Building Authority	6		14	6	4	30	18.7%
Ga. Dept. of Admin. Services	5		3	14	7	29	13.6%
DHR - BOCOP	6		3	19	0	28	12.5%
Technical College System of GA		3	4	16	3	26	12.3%
Georgia Department of Law	2		2	11	9	24	9.9%
State Accounting Office	2		4	7	9	22	19.3%
Dept of Economic Development	1	1	2	14	3	21	13.5%
Georgia Public Broadcasting	6		3	12	0	21	19.1%
GA Dept of Banking & Finance			3	14	1	18	19.6%
Office of Comm. of Insurance	1		3	13	0	17	7.4%
Ga. Teachers Retirement Sys.	2		6	6	1	15	8.0%
Georgia Technology Authority	1		1	8	2	12	6.8%
GA Regional Trans Authority	2			8	1	11	34.6%

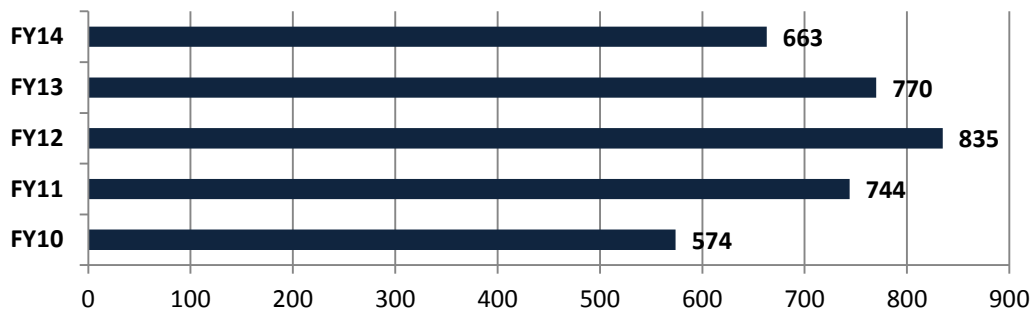
Entity	Involuntary	Other	Retirement	Voluntary	Transfers Out	Grand Total	Turnover Rate
GA State Fin. & Invest. Comm.	4		3	3	0	10	9.8%
Ga. Dept. of Veterans Service	1		3	5	1	10	7.1%
State Board of Workers' Comp	3		2	5	0	10	7.3%
State Road & Tollway Authority	2		1	4	1	8	15.4%
Ga. Employees Retirement Sys.	1		2	2	1	6	6.8%
Ga. Student Finance Commission			3	2	0	5	12.6%
State Properties Commission	1		1	2	0	4	35.0%
GA Soil & Water Conservation	1		2	1	0	4	11.1%
Ga. Public Service Commission			1	1	1	3	3.6%
Subsequent Injury Trust Fund	1		1		0	2	10.3%

Exhibit H: Trends in Hiring

Overall Hiring



Transfers



Avg FT Hire Salary

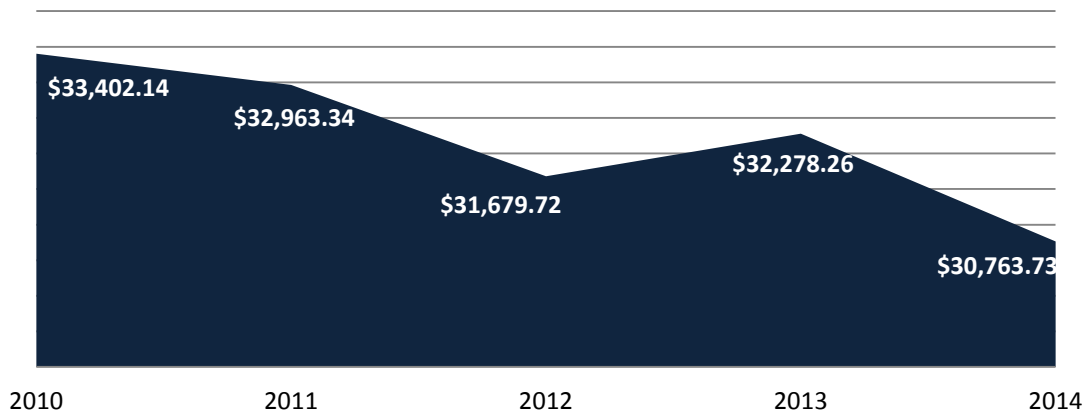
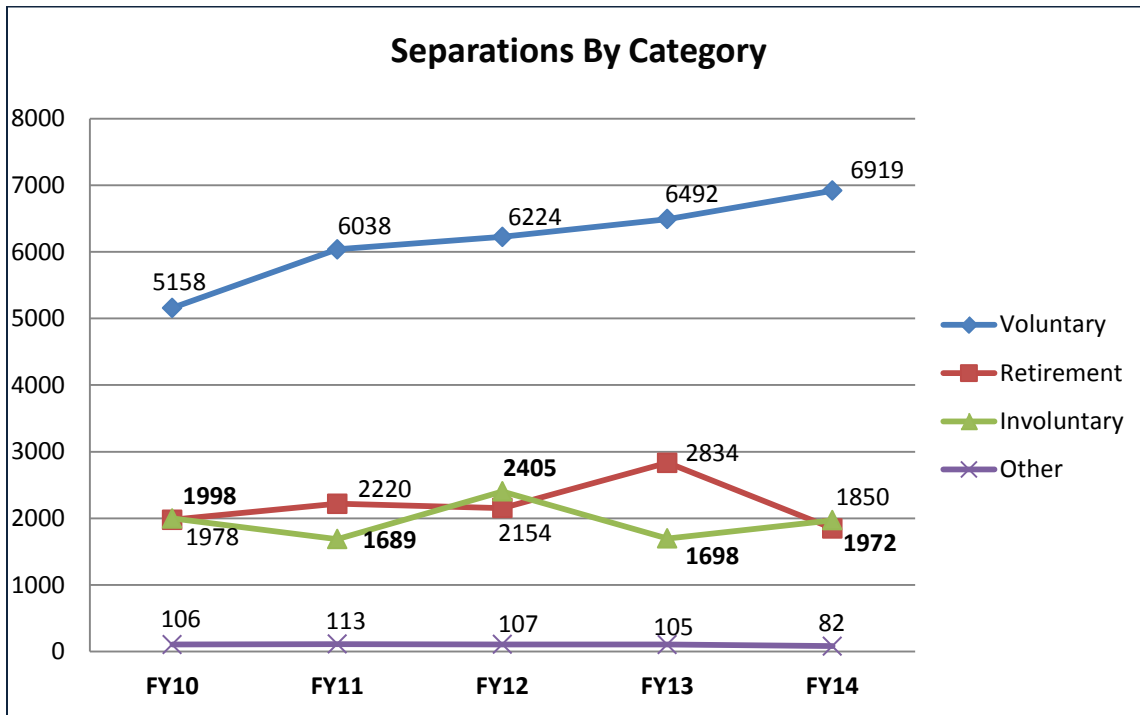
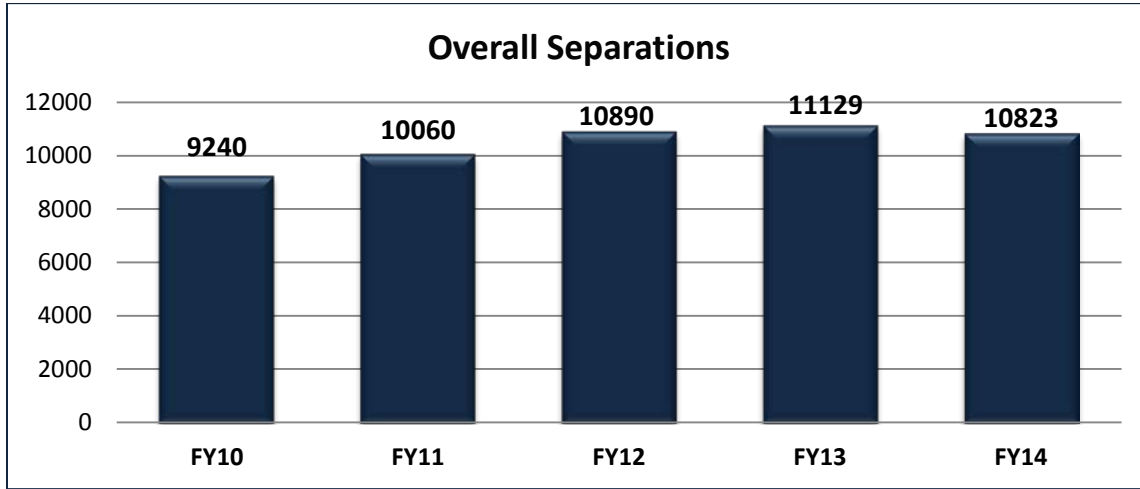


Exhibit I: Trends in Separation



Average Tenure At Separation

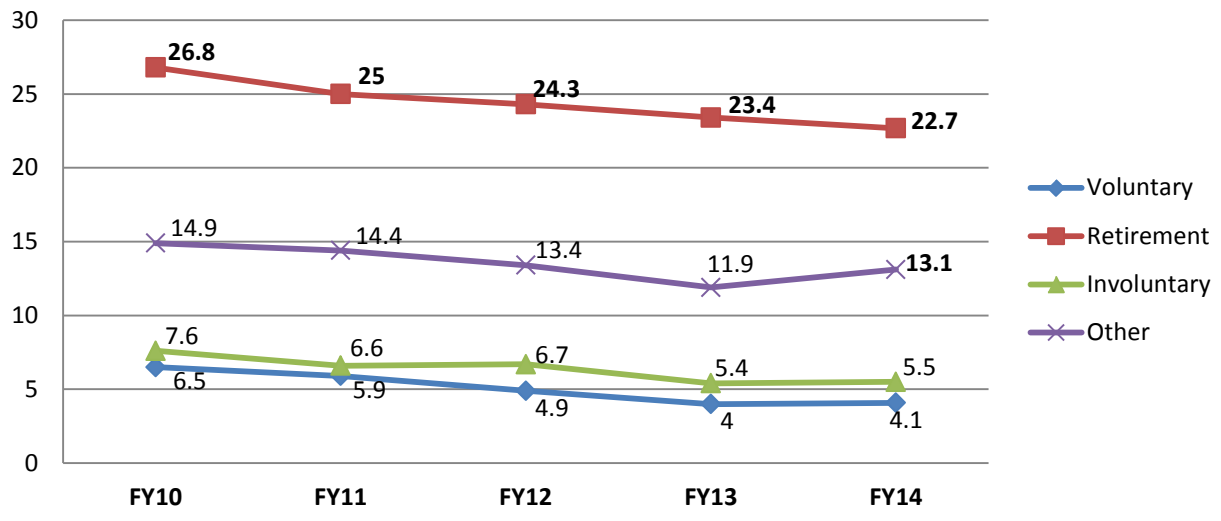


Exhibit J: Separations Major Category Descriptions

	Action	Reason	Description	Short Desc	Category
OTHER	TER	DEA	Death	Death	Other
	TER	KLD	Killed in Line of Duty	KilledDuty	Other
INVOLUNTARY	TER	ATT	Attendance	Attendance	Involutary
	TER	CON	Misconduct	Misconduct	Involutary
	TER	DIS	Dismissal	Dismissal	Involutary
	TER	DRG	Drug Testing	Drug Test	Involutary
	TER	MIS	Misstatement on Application	Misstatemt	Involutary
	TER	NPR	No Position Return From Leave	Con Leave	Involutary
	TER	RIF	Reduction in Force	RIF	Involutary
	TER	RLS	Release	Release	Involutary
	TER	TAR	Tardiness	Tardiness	Involutary
	TER	UNS	Unsatisfactory Performance	Unsat Perf	Involutary
	TER	INS	Insubordination	Insubordin	Involutary
	TER	VIO	Violation of Rules	Violation	Involutary
RETIREMENT	TER	RTM	Retirement	Retirement	Retirement
VOLUNTARY	TER	CHI	Child/House Care	Child/Hse	Voluntary
	TER	EES	Dissatisfied w/Fellow Employee	Employees	Voluntary
	TER	FAM	Family Reasons	Family Rsn	Voluntary
	TER	FOR	Forfeiture of Position	Forfeit	Voluntary
	TER	HEA	Health Reasons	Health	Voluntary
	TER	HRS	Dissatisfied with Hours	Hours	Voluntary
	TER	ILL	Illness in Family	Illness	Voluntary
	TER	LOC	Dissatisfied with Location	Location	Voluntary
	TER	LVE	Failure to Return from Leave	Leave	Voluntary
	TER	MAR	Marriage	Marriage	Voluntary
	TER	PAY	Dissatisfied with Pay	Pay	Voluntary
	TER	PER	Personal Reasons	Personal	Voluntary
	TER	PLE	Paid Leave Exhausted	Lv Exhaust	Voluntary
	TER	POL	Dissatisfied w/Comp. Policies	Comp Polic	Voluntary
	TER	PRE	Presumptive Resignation	Presume	Voluntary
	TER	PRM	Dissatisfied w/Promotion Opps	Promo Opps	Voluntary
	TER	PSE	Private Sector Employment	PriSectEmp	Voluntary
	TER	PTD	Partial/Total Disability	Pt/Tot Dis	Voluntary
	TER	REF	Refused Transfer	Refus Xfer	Voluntary
	TER	REL	Relocation	Relocation	Voluntary
	TER	RES	Resignation	Resignatn	Voluntary
	TER	RTS	Return to School	School	Voluntary
	TER	SUP	Dissatisfied with Supervision	Supervisn	Voluntary
	TER	TRA	Transportation Problems	Transportn	Voluntary
	TER	TYP	Dissatisfied w/Type of Work	Work Type	Voluntary
	TER	WOR	Dissatisfied w/Work Conditions	Work Conds	Voluntary
	TER	MUT	Mutual Consent	Mut Consnt	Voluntary

Exhibit K: State of Georgia Salary Plans

STATE OF GEORGIA SALARY PLAN	
Salary Plan Code	Description
STATEWIDE SALARY PLAN	
SWD	Statewide Salary Plan
HOURLY	
CHW	Casual Hourly Worker
TPW	Technical Professional Worker
SENIOR EXECUTIVE PLAN	
SRE	Senior Executive Salary Plan
SPECIALIZED OCCUPATIONAL PLAN	
MD1	Physicians Salary Plan
ALTERNATIVE	
APO	AlternativePayOnly-NoSlryNoHrs
INDEPENDENT SALARY PLANS	
404	Dept of Audits Salary Plan
442	Dept of Law Salary Plan
444	General Assembly Salary Plan
482	TRS Staff Salary Plan
922	GA World Congress Center Auth
977	GA Public Broadcasting Sal Pln
FIC	GSFIC Salary Plan
GCI	GA Correctional Industries
GTA	GA Technology Auth Sal Plan
430	Judicial Branch Salary Plan
DA1	District Attorney Salary Plan
DAI	D.A. Investigator Salary Plan
DS1	D.A. Secretaries Salary Plan
ADA	Asst District Atty Salary Plan
J01	Superior Court Judges Sal Plan
JS1	Judges Secretaries Salary Plan
LC1	Superior Ct Law Clerk Sal Plan
S00	10 Mo DOE (200 Days) Sal Plan
S10	10 Mo DOE (210 Days) Sal Plan
T00	DOE Teachers 200 Day Sal Plan
T10	DOE Teachers 210 Day Sal Plan
TEA	TCSG Teachers 12Mo Salary Plan
TEB	TCSG Teachers 11Mo Salary Plan
TEC	TCSG Teachers 10Mo Salary Plan
TED	TCSG Teachers 9Mo Salary Plan
SUP	TCSG Support Staff Salary Plan
EDS	Education Supv Sal Plan (2080)
PRN	Education Prin Sal Plan (2080)
TCH	Teachers Salary Plan (2080)

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