State of Georgia
TeamWorks HCM System
Fiscal Year 2022 Workforce Report

July 1, 2021 – June 30, 2022

Department of Administrative Services
Human Resources Administration Division

200 Piedmont Avenue SE
West Tower – Suite 1804
Atlanta, Georgia 30334

T: 1-877-318-2722 or 404-656-2705

hra@doas.ga.gov

Table of Contents

Executive Summary 4

Focus Areas 6

Programs and Scope of Services 9

System-wide Overview

Item 1 System-wide Employee Record Characteristics at Fiscal Year End 16
Item 2 FYE 2022 System-Wide Employee Records by Government Segment, Branch, and Entity Category 17
Item 3 FYE 2022 System-Wide Employee Records by Government Segment and Record Category 17
Item 4 System-wide Employee Records at Fiscal Year End with Record Category 18
Item 5 System-Wide Calculated Turnover Rate by Fiscal Year with Separation Type (Active, Full-Time, Non-Temporary, Primary Records only) 18

Executive Branch: Summaries and Entity Details

Item 6 FYE 2022 Executive Branch Employee Records by Record Category 20
Item 7 FYE 2022 Executive Branch Employee Records by Record Category by Entity 21
Item 8 Executive Branch Headcount Profile by Fiscal Year 23
Item 9 Executive Branch Employee Records Profile by Fiscal Year (Active, Full-Time, Non-Temporary, Primary Records only) 25
Item 10 FY 2022 Executive Branch Headcount by Job Family by Record Category 26
Item 11 FY 2022 Executive Branch Headcount by Job Family with Compensation Rates 27
Item 12 FY 2022 Executive Branch Headcount by Classification with Age and Tenure Summary 27
Item 13 FY 2022 Executive Branch Retirement Eligibility (Active, Full-Time, Non-Temporary, Primary Records only) 28
Item 14 FY 2022 Executive Branch Full Retirement Eligibility by Entity (Active, Full-Time, Non-Temporary, Primary Records only) 29
Item 15 FY 2022 Executive Branch Early Retirement Eligibility by Entity (Active, Full-Time, Non-Temporary, Primary Records only) 31
Item 16 FY 2022 Executive Branch Employee Records by Generation by Record Category 33
Item 17 FY 2022 Executive Branch Headcount by Tenure Groupings by Record Category 34

Executive Branch: Talent Acquisition

Item 18 Executive Branch Hiring by Hire Type by Fiscal Year (All Records) 36
Item 19 Executive Branch Hiring by Hire Type by Fiscal Year (Active, Full-Time, Non-Temporary, Primary Records only) 36
Item 20 FY 2022 Executive Branch Hires Proportion by Generation (Active, Full-Time, Non-Temporary, Primary Records only) 37
Item 21 FY 2022 Executive Branch Hires Proportion by Gender (Active, Full-Time, Non-Temporary, Primary Records only) 37
Item 22 FY 2022 Executive Branch Hires Proportion by Ethnicity (Active, Full-Time, Non-Temporary, Primary Records only) 38

Item 23 FY 2022 Executive Branch Hires Proportion by Reported Highest Education Level (Active, Full-Time, Non-Temporary, Primary Records only) 39

Executive Branch: Separations

Item 24 FYE 2022 Executive Branch Record Longitudinal Retention by Entity (Active, Full-Time, Non-Temporary, Primary Records only) 41
Item 25 FY 2022 Executive Branch Record Longitudinal Retention within Entity by Entity (Active, Full-Time, Non-Temporary, Primary Records Only) 43
Item 26 FY 2021 and FY 2022 Executive Branch Hire Retention by Hiring Period (Active, Full-Time, Non-Temporary, Primary Records only) 45
Item 27 FY 2022 Executive Branch Separations Proportion by Separation Type by Record Category 46
Item 28 FY 2022 Executive Branch Separations Proportion by Tenure Groupings (Active, Full-Time, Non-Temporary, Primary Records only) 47
Item 29 FY 2022 Executive Branch Separations Proportion by Generation (Active, Full-Time, Non-Temporary, Primary Records only) 48
Item 30 FY 2022 Executive Branch Voluntary Separations Proportion by Generation (Active, Full-Time, Non-Temporary, Primary Records only) 48
Item 31 Executive Branch Enterprise Longitudinal Retention by Generation (Active, Full-Time, Non-Temporary, Primary Records only) 49
Item 32 Executive Branch Entity Longitudinal Retention by Generation (Active, Full-Time, Non-Temporary, Primary Records only) 49
Item 33 Executive Branch Voluntary Turnover Rate by Generation by Fiscal Year (Active, Full-Time, Non-Temporary, Primary Records only) 50
Item 34.

Item 34 FY 2022 Executive Branch Hires and Separations Comparison by Job Family (All Records) 51
Item 35 FY 2022 Executive Branch Hires and Separations Comparison by Job Family (Active, Full-Time, Non-Temporary, Primary Records only) 52
Item 36 FY 2022 Executive Branch Hires and Separations Comparison by Selected Job Codes (All Records) 53
Item 37 FY 2022 Executive Branch Hires and Separations Comparison by Selected Job Codes (Active, Full-Time, Non-Temporary, Primary Records only) 54
Item 38 FY 2022 Executive Branch Separations by Separation Type by Entity (All Records) 55
Item 39 FY 2022 Executive Branch Separations by Type by Entity (Active, Full-Time, Non-Temporary, Primary Records only) 57
Item 40 FY 2022 Executive Branch Turnover Rate Calculation by Entity (Active, Full-Time, Non-Temporary, Primary Records only) 59

Talent Acquisition Tool

Item 41 Team Georgia Careers Active Entities Using by Fiscal Year 62
Item 42 Team Georgia Careers Use Summary by Fiscal Year 62
Item 43 FY 2022 Team Georgia Careers Summary Table 63

Flexible Benefits

Item 44	Flexible Benefits Enrollment Summary (Open Enrollment for Plan Year 2022)	65
Item 45	Flexible Benefits Enrollment by Plan Option (Open Enrollment for Plan Year 2022)	65

Appendix

Item 46	Hires by Fiscal Year	67
Item 47	Hire Median Annual Compensation Rate by Fiscal Year	67
Item 48	Separations by Fiscal Year	68
Item 49	Voluntary Separations by Fiscal Year	68
Item 50	Involuntary Separations by Fiscal Year	69
Item 51	Retirements by Fiscal Year	69
Item 52	System-wide Average Tenure at Separation by Separation Type by Fiscal Year (All Records)	70
Item 53	Executive Branch Average Tenure at Separation by Separation Type by Fiscal Year (All Records)	70
Item 54	Executive Branch Average Tenure at Separation by Separation Type by Fiscal Year (Active, Full-Time, Non-Temporary, Primary Records only)	71
Item 55	FY 2022 System-Wide Voluntary and Involuntary Separations by Termination Code	72
Item 56	Termination Reason Code to Separation Type Reference Table	73

Executive Summary

In the Fiscal Year (FY) 2022 (July 1, 2021–June 30, 2022), state employers continued to face major challenges in recruiting, hiring, and retaining quality talent.

The executive branch employee population continued to decrease, further complicating these challenges. According to the 2020 census, Georgia's population grew by 14.4%. However, its executive branch's total employee population dropped by 15.2% over the same 10-year period. Again in FY22, there was a reduction of 1,039 employees within the executive branch.

While the FY22 workforce analysis shows some improvement in attracting new hires, the state experienced another year of record-high turnover. According to the Society of Human Resources Management (SHRM), consistent high turnover can result in service delivery challenges, lost productivity, and reduced employee morale.

In response to the significant concerns with recruitment and retention identified in the FY21 report, DOAS HRA created a partnership with the Department of Education, the Technical College System of Georgia, the University System of Georgia, and the Carl Vinson Institute of Government with support from the Governor's Office of Planning and Budget to address talent needs across the enterprise. These organizations formed a one-of-a-kind partnership, the Workforce Strategies Initiative (WSI), to build talent pipelines in key occupational areas of entry post-certified law enforcement, information technology, social services, accounting, and procurement. In addition, WSI will replicate learnings from these groups to address additional job categories and create enterprise solutions to improve recruitment for all state jobs. The five key areas were selected based on the number of employees within the jobs, the number of agencies with employees in the category, turnover rates, and location across the state.

The system-wide FY22 staffing gap (number of hires minus number of terminations) was 1,891 more separations than hires, compared to 3,345 in FY21. However, staffing gaps remain due to record-high turnover. To address retention difficulties, DOAS HRA is conducting an enterprise-wide assessment to better understand why employees are leaving and develop recommendations based on the findings, focusing on the five groups included in the WSI due to the higher turnover rates in those categories. The retention study is critical because specific reasons for the high turnover remain largely unknown, as agencies continue to code 78% of terminations as simply "Resignation" rather than using one of the 51 separation codes that provide much more detail.

Improvements to technology to capture such details will promote better data analytics and support recruitment and retention. In FY22, the State Accounting Office, the DOAS, and the Georgia Technology Authority initiated the Next Generation Enterprise Resource Planning (ERP) Project (NextGen), which will transform how the state operates in the areas of human resources, learning management, financials, and procurement. NextGen will directly support state employers recruiting and retention efforts by improving data collection for reporting and analytics, expanding recruiting options, improving onboarding, decreasing hiring time, reducing administrative tasks, and delivering learning management content that will increase retention.

To address recruiting and retention, in FY22, the Governor and state legislature provided a $5,000 salary increase to eligible state employees. Due to the salary increase, the median executive branch starting salary rose to $34,185, up 10% over FY21, and the median salary rose to $44,637, up 15% from FY21.

The salary increase was also supplemented with improvements to the state's pension benefits. With the salary increase and benefit improvements taking place in the final months of FY22, the impact on hiring and turnover will be analyzed in the FY23 workforce report.

Complimenting the salary increases and work described above, some state agencies initiated proactive recruitment strategies in FY22. For example, some agencies increased their attendance at job fairs, hosted on-site hiring events, and developed social media recruitment campaigns. To support these efforts, DOAS HRA provided enterprise-wide recruiting advertising, campus visits, digital billboard advertising, social media campaigns, mass transit advertising, and radio advertising. Improvements in attracting new hires in FY22 may be attributed to these efforts.

Notes:
This report primarily provides a snapshot of the state's workforce at the end of FY22 or items that happened through the course of the fiscal year. Previous fiscal year periods are included in some instances to offer additional context. The first section of the report shows a basic overview of all state entities and branches of government, with several following sections focusing on only executive branch entities as maintained within the TeamWorks Human Capital Management (HCM) platform. The TeamWorks HCM system does not cover the Georgia World Congress Center, the Board of Regents (BOR) or its university system units, and several other smaller entities and authorities that do not use the state's enterprise human resources information system (HRIS).

Later portions of the report highlight other programs and systems that HRA maintains as part of its program offerings, and those data sources will be identified.

Focus Areas

Staffing

Compared to FY21, there has been a reduction of 713 full-time employees in FY22. This downward trend over the past 10 years has resulted in a decrease of 12,099 full-time employees. Additionally, the state is attracting fewer candidates for employment as the number of applicants fell to an all-time low in FY22. In February 2022, the average number of job applications per vacancy announcement was only 11.

However, the state has shown the ability to attract the younger generations. Gen Y, also known as millennials (age 25-41), represented 54% of hires in FY22. Over the last five years, Gen Y has been the majority, averaging 57% of total hires. Gen Z (age 24 and younger), the youngest generation in the state's workforce, represented 13% of FY22 hires. As expected, Gen Z hires have increased yearly, with the generation entering the workforce in higher numbers. In FY18, when the first Gen Z was 20 years old, they represented just over 2% of total hires. Gen Y and Z combined account for over 67% of total FY22 hires.

HRA Recommendations

State employers should continue to make efforts to improve the overall candidate experience in the hiring and onboarding process. Shortening the recruiting cycle is key to attracting and hiring talent, and state employers should establish metrics to measure recruiting efforts and use them to make informed, data-driven decisions. In addition, recruiting and onboarding should be as paperless as possible, as younger generations expect easy electronic processes when applying for employment. The NextGen system will meet this expectation as it will provide an integrated approach to talent management where candidates and employers will use one system to complete recruiting and onboarding activities.

Providing candidates with timely feedback, dedicating staff to the recruiting function, and investing in educating recruiting staff will help streamline and enhance the candidate's employment experience. State employers should also optimize the recruiting process by discontinuing paper employment applications, creating attractive and informative job postings, and building social media recruiting campaigns. Agencies should utilize these strategies to increase their ability to attract and hire the next generation of qualified talent.

HRA has established social media campaigns that state employers may use as a model for their recruiting efforts. Additionally, HRA is available to provide consultation to state employers to customize ways to shorten the time to fill positions through process improvement, including leveraging current enterprise technology.

To better attract talent, the state should consider modifying the minimum qualifications for certain positions by removing college degree/certification requirements and allowing an applicant's experience to be a substitute for a degree/certification. According to SHRM, since July 2018, nine in ten employers report being ready to accept candidates without four-year college degrees to fill positions in an increasingly tight labor market.

According to the U.S. Census Bureau, only 28.3% of Georgians over the age of 25 have a bachelor's degree or higher. Thus, changing the college degree requirements for select jobs should have a significant impact on the state's recruiting efforts. By taking this action, the state would expand career opportunities for applicants and employees who have developed their skills through alternative routes such as military service, apprenticeships, technical college, and/or on-the-job training.

Turnover
The state's general turnover rate is at another all-time high, exceeding 25% for the first time. Moreover, the FY22 turnover peak follows a six-year trend, measuring over 20%. In comparison, the turnover rate for all full-time executive branch agency employees is 29.2%. This suggests that essential business operations may be at higher risk of experiencing poor service delivery driven by staffing shortages.

The most significant turnover metric is among the state's youngest workers. Gen Y/millennials (age 25-41) and Gen Z (age 24 and younger) are leaving state employment quickly and in significant numbers. The FY22 turnover rate was 28.3% for millennials and 47.3 % for Gen Z. Gen Z turnover was down markedly, from 76% in FY21 to 47% in FY22. This is the first decrease since FY17 when Gen Z turnover was first measured. HRA is investigating the reasons for this decrease.

HRA Recommendations
To keep younger workers engaged, agencies should intentionally focus on career development experiences by implementing mentorship and leadership development programs. This may require creating unique developmental opportunities for younger workers to accelerate their growth and promotion readiness. Such actions could be supplemented by supporting the earning of professional certifications and providing additional education and training. For the modern workforce, employee development can be used as an important retention tool.

Retention
Every organization must attract and retain the youngest generations to remain relevant. Gen Y/millennials and Gen Z represent over 67% of all hires within the state workforce. However, retaining the youngest generations has been a significant challenge for state employers.

HRA Recommendations
Each agency should develop, implement, and communicate a robust initiative for upward mobility, along with a performance management program that includes clear and concise goals, frequent conversations with supervisors, individual development plans, and career paths to align with the expectations of Gen Y/millennial and Gen Z.

Recent research shows that front-line supervisors significantly impact employee motivation, engagement, and retention. The modern workplace demands a greater emphasis on front-line supervisors operating in more of a "coaching" capacity vs. the traditional "command and control" management style. Development activities or programs that may be offered or provided to front-line supervisors are often ad hoc, sporadic, or too brief to sufficiently build the knowledge and skills necessary to be effective in today's rapidly changing modern workplace. These are a few factors that highlight how important it is for state employers to ensure they make meaningful and consistent investments in the development of their front-line supervisors.

It is also important for state employers to prioritize identifying high-potential employees and implement development programs that prepare them for future front-line supervisor roles.

These efforts combined will help the state of Georgia build a "coaching culture" focused on managing, developing, and retaining the state of Georgia's talent.

Retirements
Large portions of the retirement plan-eligible executive branch employee population are eligible for full retirement. 7% may retire immediately, with an additional 2% within one year. Approximately 20% of the retirement plan-eligible executive branch employee population may enter full retirement in less than five years.

When early retirement is considered, the percentage of retirement plan-eligible employees who may retire immediately rises to 10.6%, and the number who may retire within one-year increases to 13%. Just under 25% of retirement plan-eligible employees may retire early in less than five years.

While retirement eligibility continues to climb, the percentage of eligible employees who retire has not increased over the last five years.

Eleven executive branch employers are vulnerable to immediate experience drain, with over 30% of their population eligible for full retirement within the following year. Fifteen executive branch employers have workforces, with 20%-29% of employees eligible for total retirement.

<u>HRA Recommendations</u>
To prepare for the departure of experienced employees, agencies should initiate succession planning and knowledge transfer initiatives, which would identify impacted jobs most critical to their strategic plans. Agencies should determine if a potential internal talent pool exists to fill those roles and create individual development and readiness 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.

Programs and Scope of Services

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.

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.

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 serves 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.

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.

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.

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 to 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.

System-wide Overview

Headcount and Records from All TeamWorks HCM Entities

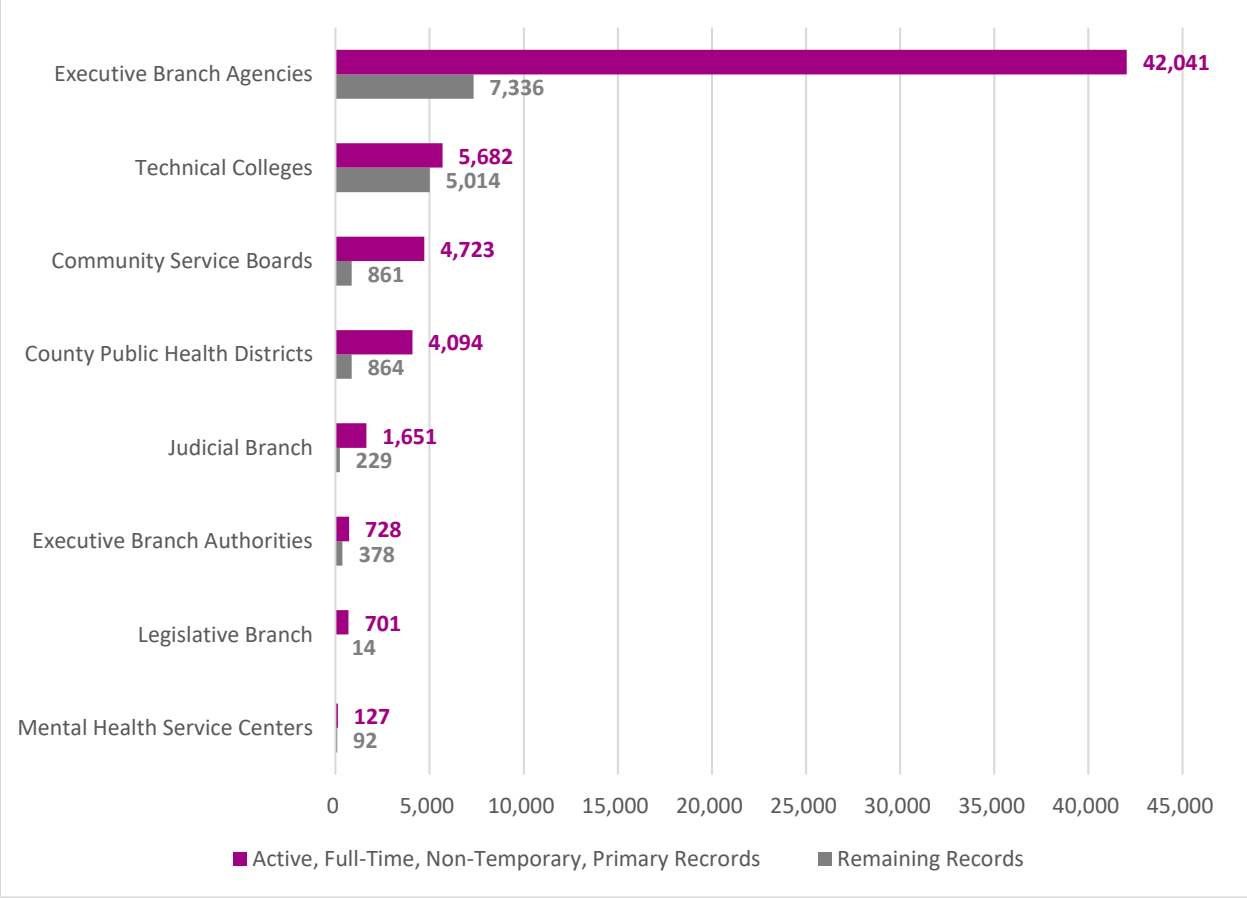
Item 1: System-wide Employee Record Characteristics at Fiscal Year End

	FYE 2019	FYE 2020	FYE 2021	FYE 2022
Current Employee Records				
Active, Full-Time, Non-Temporary, Primary Records	66,248	63,693	60,460	59,747
Remaining Records	14,365	14,506	15,360	14,788
Total	80,613	78,199	75,820	74,535
Current Employee Records by Classification				
Classified	1,891	1,525	1,270	1,039
Unclassified	78,722	76,674	74,550	73,496
Current Employee Records by Pay Plan:				
Statewide Standard Pay Plan (SWD) Headcount	45,325	43,818	42,208	41,993
Median Annual Compensation Rate	$38,454	$38,036	$38,927	$44,018
Law Enforcement Pay Plan (LAW) Headcount	11,883	10,852	9,439	9,092
Median Annual Compensation Rate	$36,912	$38,010	$42,376	$49,072
Senior Executive Pay Plan (SRE) Headcount	733	726	717	780
Median Annual Compensation Rate	$119,646	$119,351	$121,150	$128,075
All Other Approved Pay Plans Headcount	22,672	22,803	23,456	22,670
Median Annual Compensation Rate	$28,560	$31,200	$30,160	$34,486
Current Employee Records by Gender				
Females	51,979	50,732	49,304	48,367
Males	27,847	27,313	26,299	25,877
Current Employee Records by Ethnicity				
Black	38,438	36,866	35,095	34,261
White	37,083	35,595	34,615	33,921
Hispanic	1,884	2,005	2,065	2,105
Asian	1,233	1,318	1,389	1,369
American Indian/Native American	193	192	198	191
Pacific Islander	182	194	182	172
Non-Specified	1,600	2,029	2,276	2,516
Current Employee Records by Years				
Average Age	44.1	44.5	45.0	45.4
Median Age	45.0	45.0	46.0	46.0
Average Tenure	8.55	8.68	8.97	7.87
Median Tenure	5.28	5.53	5.99	4.91

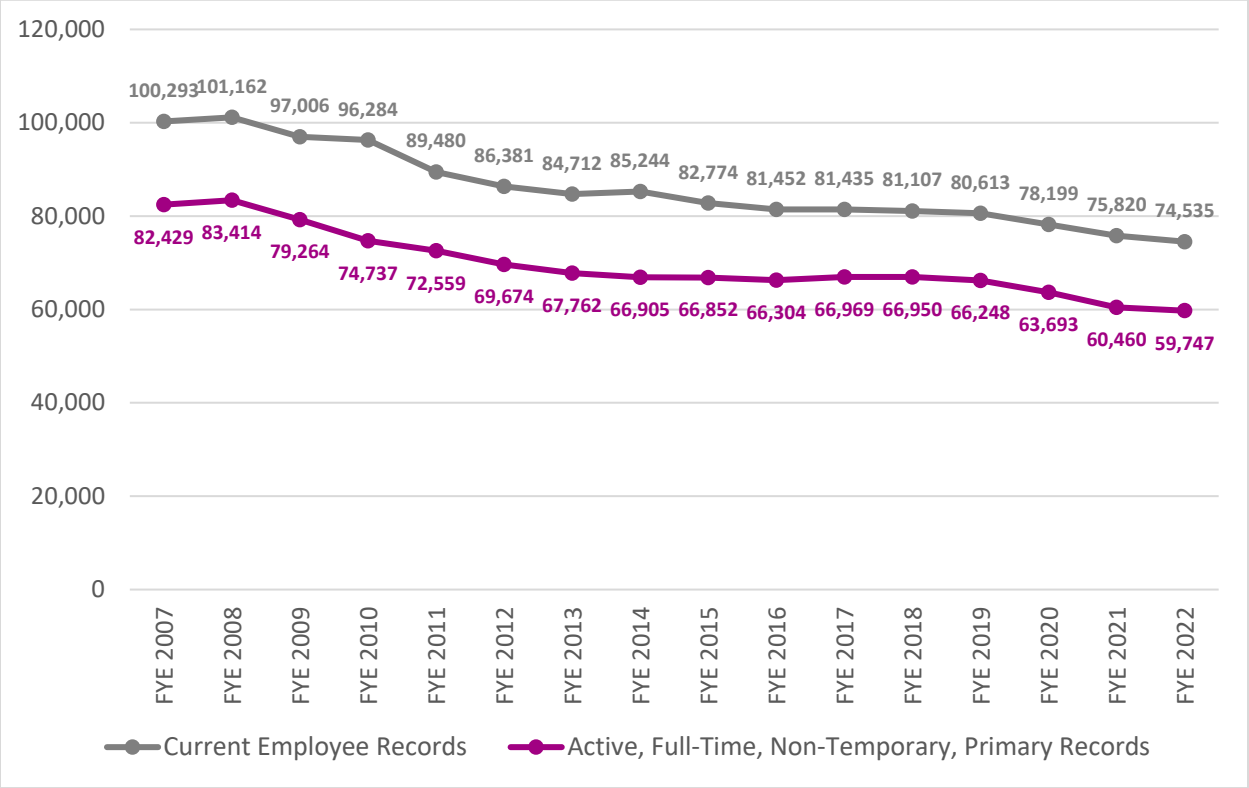
Item 2: FYE 2022 System-Wide Employee Records by Government Segment, Branch, and Entity Category

Entity Category	Current Employee Records	Proportion of Current Employee Records	Active, Full-Time, Non-Temporary, Primary Records
State Government			
Executive Branch	**61,179**	**82.1%**	**48,451**
Departments, Boards, Commissions, Offices, Bureau	49,377	66.2%	42,041
Authorities	1,106	1.5%	728
Technical Colleges	10,696	14.4%	5,682
Judicial Branch	**1,880**	**2.5%**	**1,651**
Legislative Branch	**715**	**1.0%**	**701**
Sub-Total	**63,774**	**85.6%**	**50,803**
Local/Affiliate Government			
County Public Health	4,958	6.7%	4,094
Community Service Boards	5,584	7.5%	4,723
Mental Health Service Centers	219	0.3%	127
Sub-Total	**10,761**	**14.4%**	**8,944**
Totals	**74,535**	**100%**	**59,747**

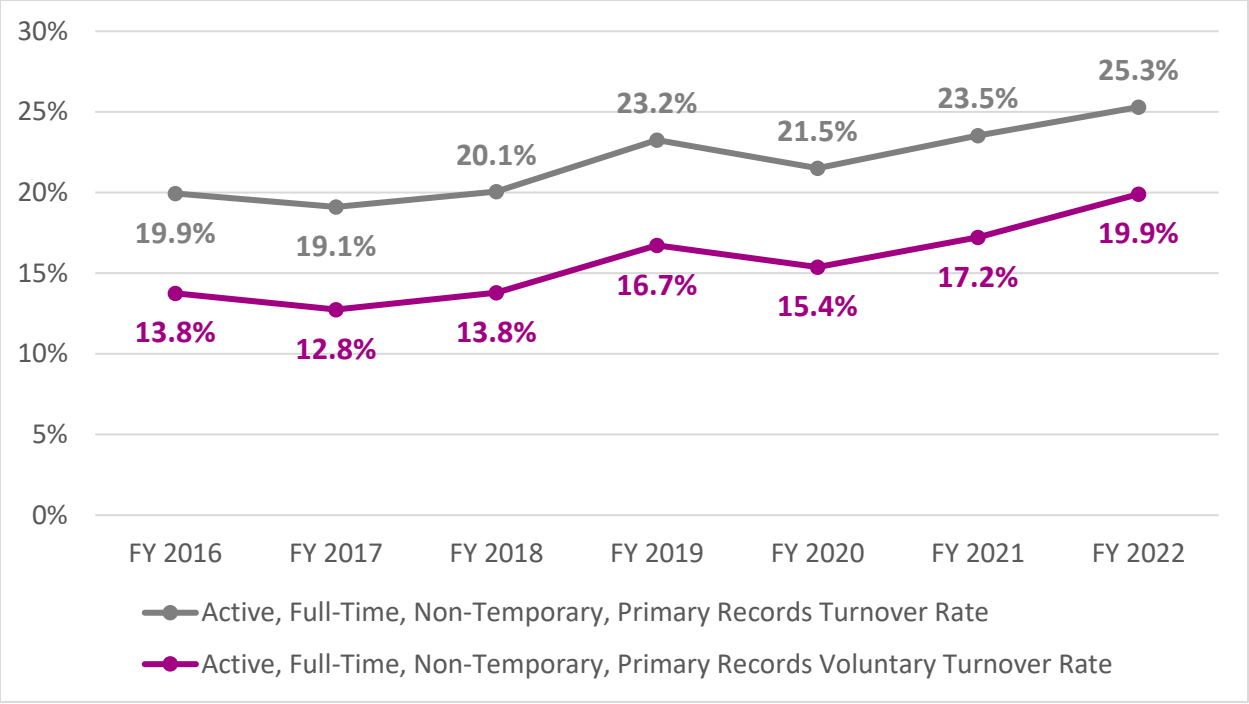
Item 3. FYE 2022 System-Wide Employee Records by Government Segment and Record Category



Item 4. System-wide Employee Records at Fiscal Year End with Record Category



Item 5. System-Wide Calculated Turnover Rate by Fiscal Year with Separation Type (Active, Full-Time, Non-Temporary, Primary Records only)

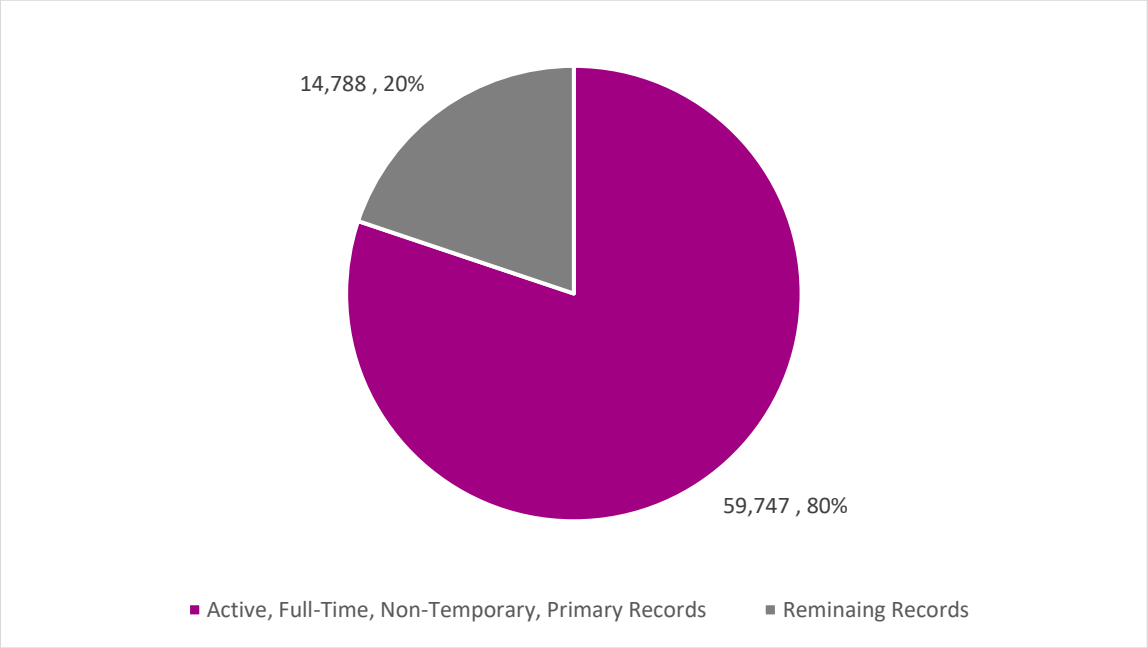


Executive Branch

Summaries and Entity Details

Note: Executive Branch includes Departments, Boards, Commissions, Offices, Bureaus, Agencies, Systems, Authorities, and Technical Colleges using TeamWorks HCM

Item 6. FYE 2022 Executive Branch Employee Records by Record Category



Item 7. FYE 2022 Executive Branch Employee Records by Record Category by Entity

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	6,077	71	6,148
402	Department of Agriculture	497	51	548
403	Department of Administrative Services	227	34	261
405	Department of Public Health	1,050	720	1,770
406	Department of Banking and Finance	88	3	91
407	State Accounting Office	137	22	159
408	Office of Commissioner of Insurance	219	14	233
409	State Finance and Investment Commission	91	23	114
410	State Properties Commission	15		15
411	Department of Defense	400	1,878	2,278
412	Vocational Rehabilitation Agency	809	70	879
414	Department of Education	946	393	1,339
415	Technical College System of GA	246	33	279
416	Employees Retirement System	88	10	98
419	Department of Community Health	641	156	797
420	Forestry Commission	523	71	594
422	Office of Planning and Budget	358	168	526
427	Department of Human Services	2,281	324	2,605
428	Department of Community Affairs	447	70	517
429	Department of Economic Development	154	20	174
440	Department of Labor	1,058	84	1,142
441	Department of Behavioral Health and Developmental Disabilities	2,982	482	3,464
442	Department of Law	306	7	313
461	Department of Juvenile Justice	2,382	267	2,649
462	Department of Natural Resources	1,714	818	2,532
465	State Board of Pardons and Paroles	172	6	178
466	Department of Public Safety	1,758	97	1,855
467	Department of Corrections	6,054	564	6,618
469	Department of Early Care and Learning	652	14	666
470	Public Service Commission	80		80
471	Bureau of Investigation	1,018	28	1,046
474	Department of Revenue	872	125	997
475	Department of Driver Services	797	60	857
476	Student Finance Commission	115	18	133
477	Department of Community Supervision	1,699	64	1,763
478	Secretary of State	235	401	636
482	Teachers Retirement System	198	9	207
484	Department of Transportation	3,615	103	3,718

Company Code	Entity Name (may include administratively attached agencies)	Active, Full-Time, Non-Temporary, Primary Records	Remaining Records	Total
488	Department of Veterans Service	144	12	156
489	Subsequent Injury Trust Fund	7	6	13
490	State Board of Workers' Compensation	109	4	113
492	Public Defender Council	777	30	807
495	Commission on the Holocaust	3	6	9
817	Oconee Fall Line Technical College	139	158	297
818	Coastal Pines Technical College	218	105	323
820	Albany Technical College	200	261	461
822	Athens Technical College	248	240	488
823	Atlanta Technical College	234	274	508
824	Augusta Technical College	255	155	410
826	West Georgia Technical College	321	281	602
827	Chattahoochee Technical College	470	343	813
828	Columbus Technical College	229	114	343
829	Northwestern Technical College	300	310	610
830	Piedmont Technical College	192	223	415
831	Southern Crescent Technical College	263	190	453
832	Gwinnett Technical College	396	550	946
834	Lanier Technical College	237	366	603
835	Central Georgia Technical College	537	450	987
837	Southern Regional Technical College	307	155	462
838	North Georgia Technical College	183	159	342
841	Savannah Technical College	257	219	476
842	South Georgia Technical College	128	119	247
843	Southeastern Technical College	142	115	257
844	Ogeechee Technical College	154	132	286
848	Wiregrass Technical College	272	95	367
900	Building Authority	147	7	154
921	Correctional Industries	189	8	197
927	State Road and Tollway Authority	85	27	112
977	Public Telecommunications Commission	113	306	419
980	Technology Authority	168	17	185
996	Atlanta-Region Transit Link Authority	26	13	39
Totals		**48,451**	**12,728**	**61,179**

Item 8. Executive Branch Headcount Profile by Fiscal Year

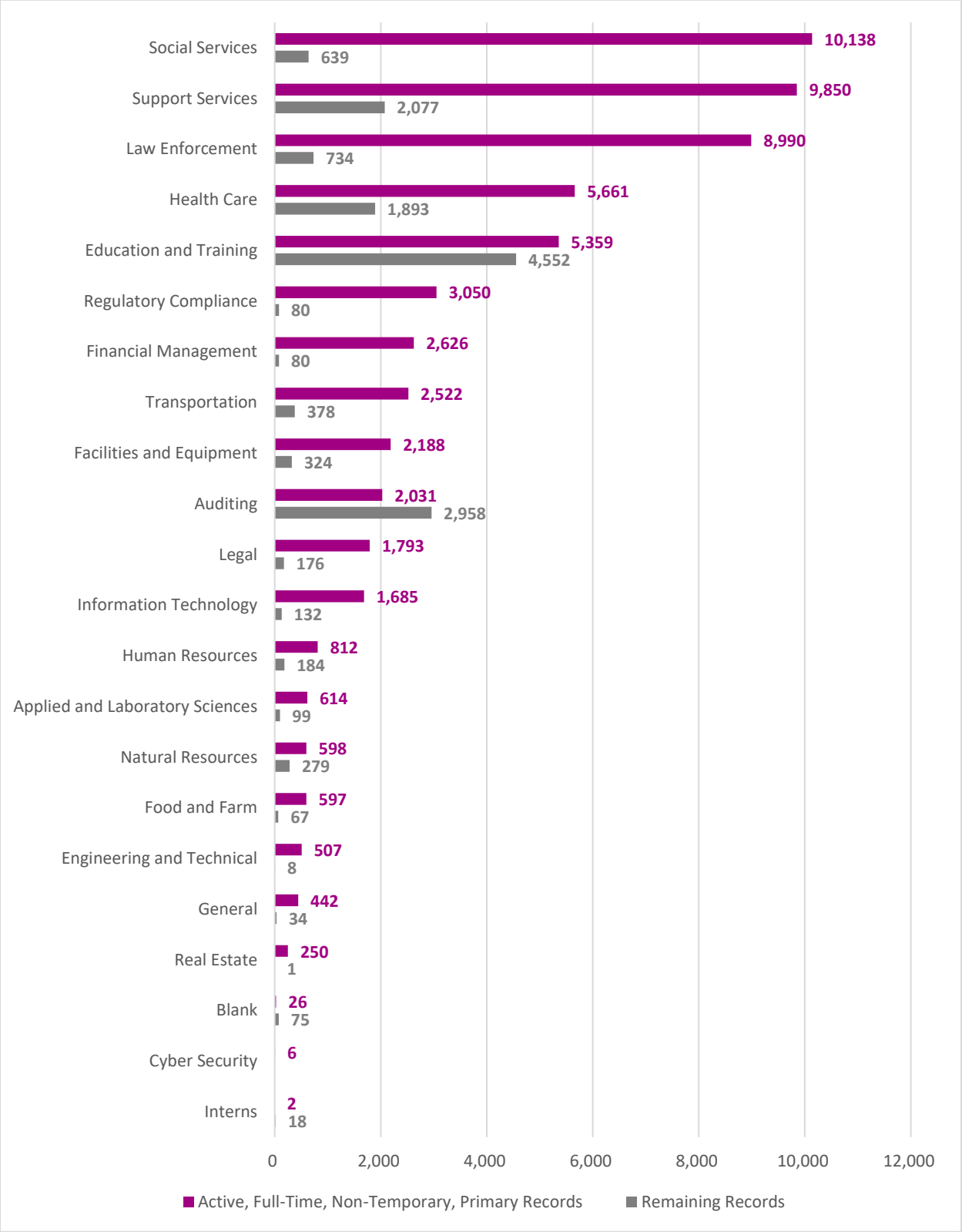
	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Current Employee Records	67,565	66,963	64,854	62,218	61,179
Time					
Full-Time	56,829	56,900	55,881	52,497	51,641
Part-Time	10,736	10,063	8,973	9,721	9,538
Permanence					
Regular	56,612	55,775	53,189	50,138	49,726
Permanent Labor	152	155	156	132	112
Temporary Labor	10,801	11,033	11,509	11,948	11,341
Primacy					
Primary Records	55,555	54,791	52,507	49,335	48,926
Non-Primary Records	12,010	12,172	12,347	12,883	12,253
Classification					
Classified	1,692	1,341	1,071	865	647
Unclassified	65,873	65,622	63,783	61,353	60,532
Gender					
Female	41,830	41,309	40,265	38,670	37,974
Male	25,677	24,931	24,495	23,404	23,006
Ethnicity					
Black	33,245	32,743	31,417	29,468	28,720
White	31,124	30,118	28,775	27,808	27,277
Hispanic	1,265	1,348	1,398	1,421	1,460
Asian	1,039	1,036	1,103	1,147	1,132
American Indian/Native American	169	166	162	168	165
Hawaiian Pacific Islander	126	126	143	129	116
Non-Specified	597	1,426	1,856	2,077	2,309
Age					
Average Age	43.8	43.9	44.3	45.0	45.2
Median Age	44.0	44.0	45.0	46.0	46.0
Tenure					
Average Tenure	8.85	8.80	8.96	9.31	8.10
Median Tenure	5.76	5.66	5.87	6.45	5.21
Compensation Rate					
Median Annual Compensation Rate	$36,096	$36,817	$37,370	$38,760	$44,637
Hiring					
Total Hiring	19,306	18,515	16,263	13,668	15,574
Hires by Type					
New Hires	15,604	14,929	13,106	11,162	12,553
Rehires	3,702	3,586	3,157	2,506	3,021
Hire Characteristics					
Average Age of Hires	35.2	35.4	35.7	35.7	37.2
Median Annual Compensation Rate of Hire	$25,000	$27,936	$27,936	$29,120	$31,040
Turnover					
Total Separations	19,882	19,665	17,815	16,820	17,528

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Turnover by Type					
Voluntary Separations	10,560	12,588	11,067	11,420	12,184
Involuntary Separations	7,149	4,802	1,622	3,373	3,479
Retirements	1,783	1,791	1,823	1,634	1,430
Turnover Rate Calculation					
Monthly Average Headcount	68,304	67,176	65,787	63,233	60,023
Turnover Rate	29.1%	29.3%	27.1%	26.6%	29.2%
Voluntary Turnover Rate	15.5%	18.7%	16.8%	18.1%	20.3%
Retention Reference of Active Records					
Active 12 Months Prior	83.7%	82.1%	83.7%	86.2%	83.7%
Active 24 Months Prior	72.7%	72.6%	73.4%	76.0%	76.1%
Active 36 Months Prior	64.8%	64.6%	66.1%	67.9%	68.4%

Item 9. Executive Branch Employee Records Profile by Fiscal Year (Active, Full-Time, Non-Temporary, Primary Records only)

	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Full-Time, Non-Temp., Primary Records	55,417	54,654	52,369	49,279	48,451
Classification					
Classified	1,691	1,336	1,067	862	641
Unclassified	53,726	53,318	51,302	48,417	47,810
Gender					
Female	34,725	34,575	33,352	31,605	31,225
Male	20,672	20,066	19,005	17,654	17,194
Ethnicity					
Black	28,878	28,457	27,187	25,195	24,623
White	23,998	23,534	22,535	21,443	21,064
Hispanic	1,024	1,084	1,080	1,075	1,154
Asian	821	832	829	849	864
American Indian/Native American	130	130	120	119	127
Hawaiian Pacific Islander	88	94	99	88	82
Non-Specified	478	523	519	510	537
Age					
Average Age	43.8	43.9	44.4	45.0	45.1
Median Age	44.0	44.0	45.0	46.0	46.0
Tenure					
Average Tenure	8.86	8.81	8.97	9.31	9.23
Median Tenure	5.78	5.66	5.91	6.45	6.49
Annual Compensation Rate					
Median Annual Compensation Rate	$38,927	$39,705	$39,944	$41,405	$48,314
Hiring					
Total Hiring	10,200	11,139	9,192	7,548	10,334
Hires by Type					
New Hires	8,631	9,242	7,406	6,109	8,273
Rehires	1,569	1,897	1,786	1,439	2,061
Hire Characteristics					
Average Age of Hires	35.2	35.4	35.7	35.7	37.3
Median Annual Compensation Rate of Hire	$30,000	$31,040	$31,040	$31,040	$34,185
Turnover					
Total Separations	10,784	12,243	11,152	11,054	11,492
Turnover by Type					
Voluntary Separations	7,265	8,705	7,833	7,856	8,822
Involuntary Separations	1,505	1,385	1,380	1,277	933
Retirements	1,770	1,785	1,617	1,625	1,421
Turnover Rate Calculation					
Monthly Average Headcount	55,982	54,799	53,516	50,204	48,263
Turnover Rate	19.3%	22.3%	20.8%	22.0%	23.8%
Voluntary Turnover Rate	13.0%	15.9%	14.6%	15.6%	18.3%
Retention Reference of Active Records					
Showing Active 12 Months Prior	86.9%	86.0%	88.8%	90.0%	85.6%
Showing Active 24 Months Prior	76.9%	77.3%	79.3%	82.5%	79.8%
Showing Active 36 Months Prior	69.4%	69.5%	72.0%	74.8%	74.2%

Item 10. FY 2022 Executive Branch Headcount by Job Family by Record Category



Item 11. FY 2022 Executive Branch Headcount by Job Family with Compensation Rates

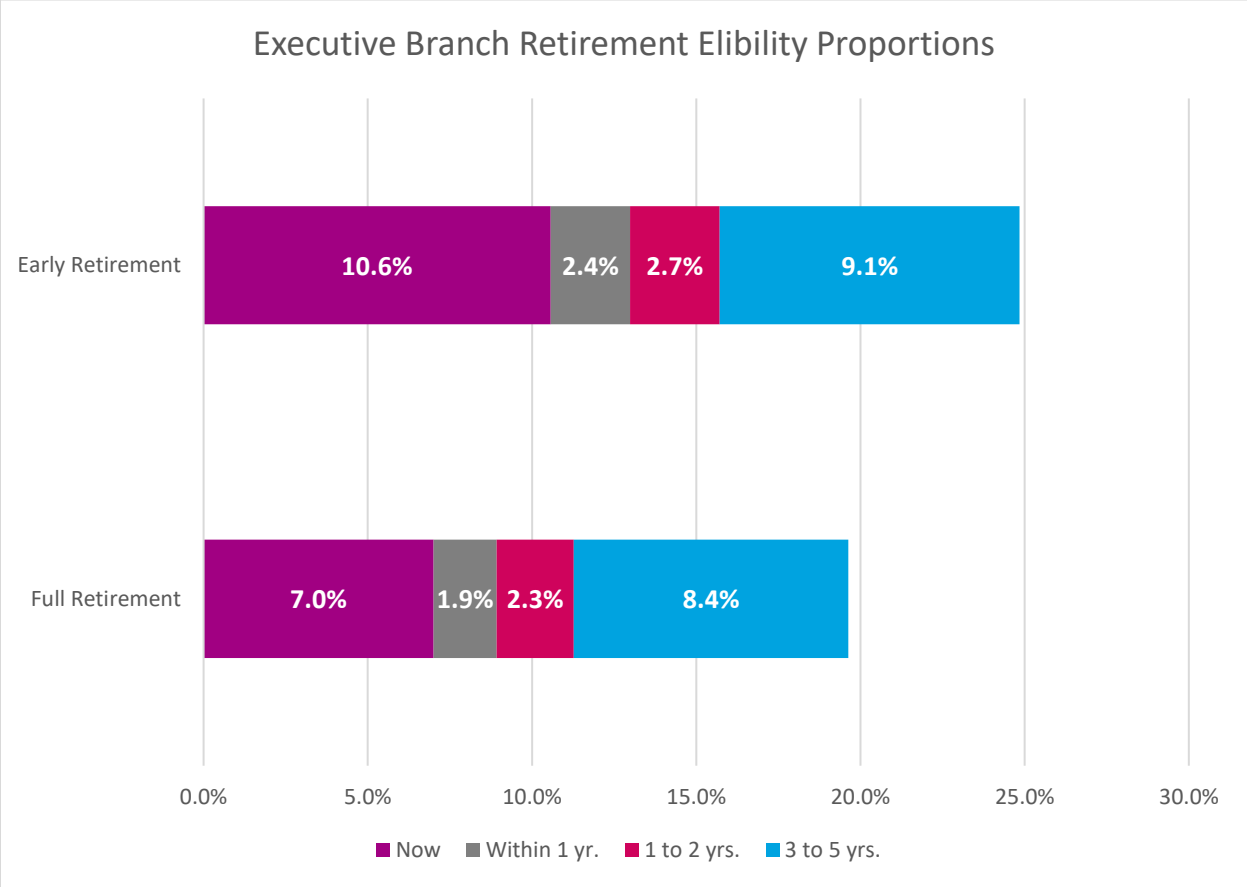
Job Family	Employee Records	Employee Records Median Annual Compensation Rate	Active, Full-Time, Non-Temporary, Primary Records	Active, Full-Time, Non-Temporary, Primary Records Median Annual Compensation Rate
[Blank]	92	$0	23	$52,135
Applied and Laboratory Sciences	675	$56,500	580	$56,500
Auditing	3,499	$0	643	$130,000
Cyber Security	6	$68,665	6	$68,665
Education and Training	9,813	$45,680	5,288	$59,820
Engineering	514	$67,934	506	$67,934
Facilities and Equipment	2,295	$37,496	2,039	$38,747
Financial Management	2,316	$50,450	2,253	$51,000
Food and Farm	639	$31,250	577	$31,345
General	34	$35,100	17	$62,222
Health Care	3,475	$42,056	2,434	$45,300
Human Resources	851	$52,601	681	$53,194
Information Technology	1,618	$65,971	1,499	$67,992
Interns	20	$37,440	2	N/A
Law Enforcement	9,653	$48,488	8,932	$48,810
Legal	1,512	$63,547	1,472	$63,547
Natural Resources	877	$41,018	598	$47,958
Real Estate	242	$51,084	241	$50,900
Regulatory Compliance	2,579	$46,620	2,536	$46,800
Social Services	8,217	$41,818	8,024	$42,000
Support Services	9,420	$40,000	7,634	$43,921
Transportation	2,832	$47,041	2,466	$45,158
Total	**61,179**	**$44,215**	**48,451**	**$48,028**

Item 12. FY 2022 Executive Branch Headcount by Classification with Age and Tenure Summary

	Count	Portion of Workforce	Average Age	Average Tenure
Current Employee Records				
Classified	647	1.06%	55.0	25.77
Unclassified	60,532	98.94%	45.1	7.91
Active, Full-Time, Non-Temporary, Primary Records				
Classified	641	1.32%	55.0	25.87
Unclassified	47,810	98.68%	45.0	9.00

Item 13. FY 2022 Executive Branch Retirement Eligibility (Active, Full-Time, Non-Temporary, Primary Records only)

Note: Data provided in partnership with the Employees Retirement System of Georgia. Please contact your assigned Workforce Planning coordinator for your entity to receive up-to-date information.



Item 14. FY 2022 Executive Branch Full Retirement Eligibility by Entity (Active, Full-Time, Non-Temporary, Primary Records only)

Note: Data provided in partnership with the Employees Retirement System of Georgia. Please contact your assigned Workforce Planning coordinator for your entity to receive up-to-date information

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	5.4%	1.4%	2.1%	7.2%	16.1%
Department of Agriculture	402	11.5%	3.0%	2.6%	6.4%	23.5%
Department of Administrative Services	403	13.7%	3.1%	3.5%	11.9%	32.2%
Department of Public Health	405	10.9%	1.5%	1.7%	6.7%	20.8%
Department of Banking and Finance	406	5.7%	1.1%	3.4%	3.4%	13.6%
State Accounting Office	407	7.3%	3.6%	2.2%	15.3%	28.5%
Office of Commissioner of Insurance	408	13.7%	2.7%	2.3%	8.7%	27.4%
State Finance and Investment Commission	409	17.6%	7.7%	4.4%	6.6%	36.3%
State Properties Commission	410	0.0%	0.0%	6.7%	13.3%	20.0%
Department of Defense	411	8.8%	1.0%	2.3%	12.8%	24.8%
Vocational Rehabilitation Agency	412	11.4%	3.3%	3.5%	10.4%	28.6%
Department of Education	414	6.8%	2.0%	2.4%	5.9%	17.1%
Technical College System of GA	415	10.6%	0.4%	2.4%	5.7%	19.1%
Employees Retirement System	416	6.8%	3.4%	1.1%	3.4%	14.8%
Department of Community Health	419	10.5%	2.3%	2.3%	11.2%	26.4%
Forestry Commission	420	5.7%	1.0%	3.3%	8.6%	18.5%
Office of Planning and Budget	422	4.7%	1.1%	2.2%	8.1%	16.2%
Department of Human Services	427	7.2%	2.0%	2.8%	7.6%	19.6%
Department of Community Affairs	428	5.4%	2.7%	3.4%	8.9%	20.4%
Department of Economic Development	429	10.4%	3.9%	3.2%	6.5%	24.0%
Department of Labor	440	15.5%	2.5%	2.6%	13.0%	33.6%
Department of Behavioral Health and Developmental Disabilities	441	9.8%	2.5%	3.2%	10.7%	26.2%
Department of Law	442	9.2%	3.3%	2.9%	6.9%	22.2%
Department of Juvenile Justice	461	5.3%	2.0%	2.1%	8.7%	18.1%
Department of Natural Resources	462	8.6%	2.6%	2.2%	7.8%	21.2%
State Board of Pardons and Paroles	465	19.2%	3.5%	2.9%	8.7%	34.3%
Department of Public Safety	466	7.1%	1.4%	2.1%	7.7%	18.3%
Department of Corrections	467	4.8%	2.2%	2.8%	9.8%	19.6%
Department of Early Care and Learning	469	3.7%	1.4%	1.7%	7.4%	14.1%
Public Service Commission	470	15.0%	2.5%	6.3%	11.3%	35.0%
Bureau of Investigation	471	5.3%	1.6%	2.6%	6.7%	16.1%
Department of Revenue	474	12.4%	2.9%	2.9%	11.1%	29.2%
Department of Driver Services	475	6.6%	1.6%	1.9%	5.1%	15.3%
Student Finance Commission	476	7.0%	0.9%	0.0%	2.6%	10.4%
Department of Community Supervision	477	5.9%	1.4%	1.4%	6.7%	15.4%
Secretary of State	478	7.2%	2.6%	1.3%	8.5%	19.6%
Teachers Retirement System	482	17.2%	3.0%	3.0%	11.1%	34.3%
Department of Transportation	484	6.7%	2.2%	2.7%	11.2%	22.8%

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
Department of Veterans Service	488	9.7%	1.4%	2.8%	11.8%	25.7%
Subsequent Injury Trust Fund	489	57.1%	0.0%	0.0%	0.0%	57.1%
State Board of Workers' Compensation	490	28.4%	3.7%	6.4%	13.8%	52.3%
Public Defender Council	492	9.3%	1.0%	2.3%	7.3%	19.9%
Commission on the Holocaust	495	0.0%	0.0%	33.3%	0.0%	33.3%
Oconee Fall Line Technical College	817	2.9%	0.7%	0.7%	0.7%	5.0%
Coastal Pines Technical College	818	4.1%	0.0%	0.0%	7.3%	11.5%
Albany Technical College	820	5.0%	1.0%	2.0%	6.5%	14.5%
Athens Technical College	822	1.6%	0.8%	0.0%	1.6%	4.0%
Atlanta Technical College	823	2.6%	0.9%	0.9%	7.7%	12.0%
Augusta Technical College	824	5.9%	2.0%	1.6%	7.5%	16.9%
West Georgia Technical College	826	4.7%	2.5%	1.6%	5.3%	14.0%
Chattahoochee Technical College	827	4.3%	0.9%	1.5%	3.0%	9.6%
Columbus Technical College	828	2.2%	1.3%	2.2%	4.8%	10.5%
Northwestern Technical College	829	6.0%	1.7%	2.0%	5.3%	15.0%
Piedmont Technical College	830	2.1%	1.0%	1.6%	8.9%	13.5%
Southern Crescent Technical College	831	3.8%	0.4%	0.8%	3.8%	8.7%
Gwinnett Technical College	832	2.0%	1.3%	0.8%	6.8%	10.9%
Lanier Technical College	834	1.7%	1.3%	2.1%	7.6%	12.7%
Central Georgia Technical College	835	7.1%	0.9%	2.2%	5.0%	15.3%
Southern Regional Technical College	837	5.2%	2.3%	1.0%	4.6%	13.0%
North Georgia Technical College	838	4.4%	0.5%	0.0%	5.5%	10.4%
Savannah Technical College	841	2.3%	0.8%	0.8%	4.7%	8.6%
South Georgia Technical College	842	5.5%	0.8%	0.0%	5.5%	11.7%
Southeastern Technical College	843	4.2%	0.7%	0.7%	2.1%	7.7%
Ogeechee Technical College	844	0.0%	0.6%	0.6%	2.6%	3.9%
Wiregrass Technical College	848	0.4%	0.0%	0.4%	4.8%	5.5%
Building Authority	900	8.8%	2.7%	3.4%	12.2%	27.2%
Correctional Industries	921	8.5%	3.2%	5.3%	16.9%	33.9%
State Road and Tollway Authority	927	7.1%	1.2%	2.4%	7.1%	17.6%
Public Telecommunications Commission	977	6.2%	1.8%	0.0%	8.0%	15.9%
Technology Authority	980	13.7%	4.2%	2.4%	13.7%	33.9%
Atlanta-Region Transit Link Authority	996	7.7%	0.0%	0.0%	11.5%	19.2%
Totals		**7.0%**	**1.9%**	**2.3%**	**8.4%**	**19.6%**

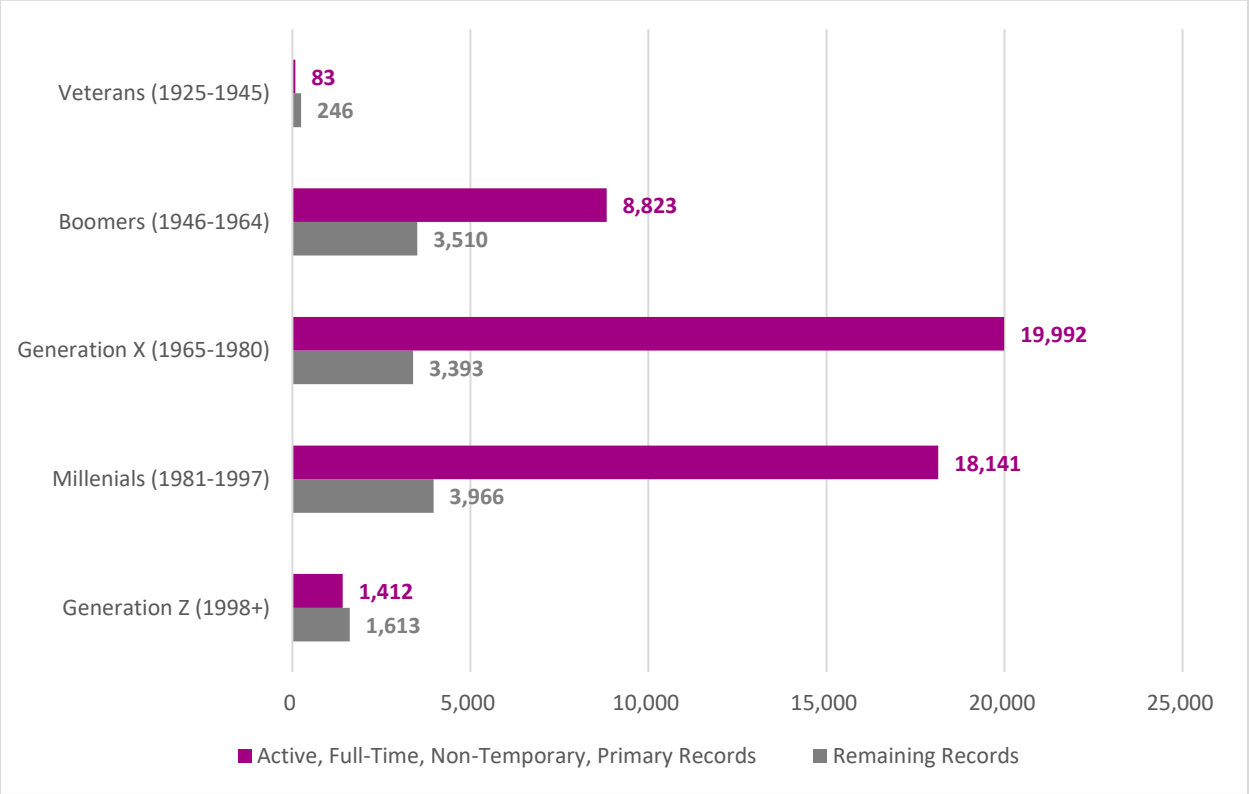
Item 15. FY 2022 Executive Branch Early Retirement Eligibility by Entity (Active, Full-Time, Non-Temporary, Primary Records only)

Note: Data provided in partnership with the Employees Retirement System of Georgia. Please contact your assigned Workforce Planning coordinator for your entity to receive up-to-date information

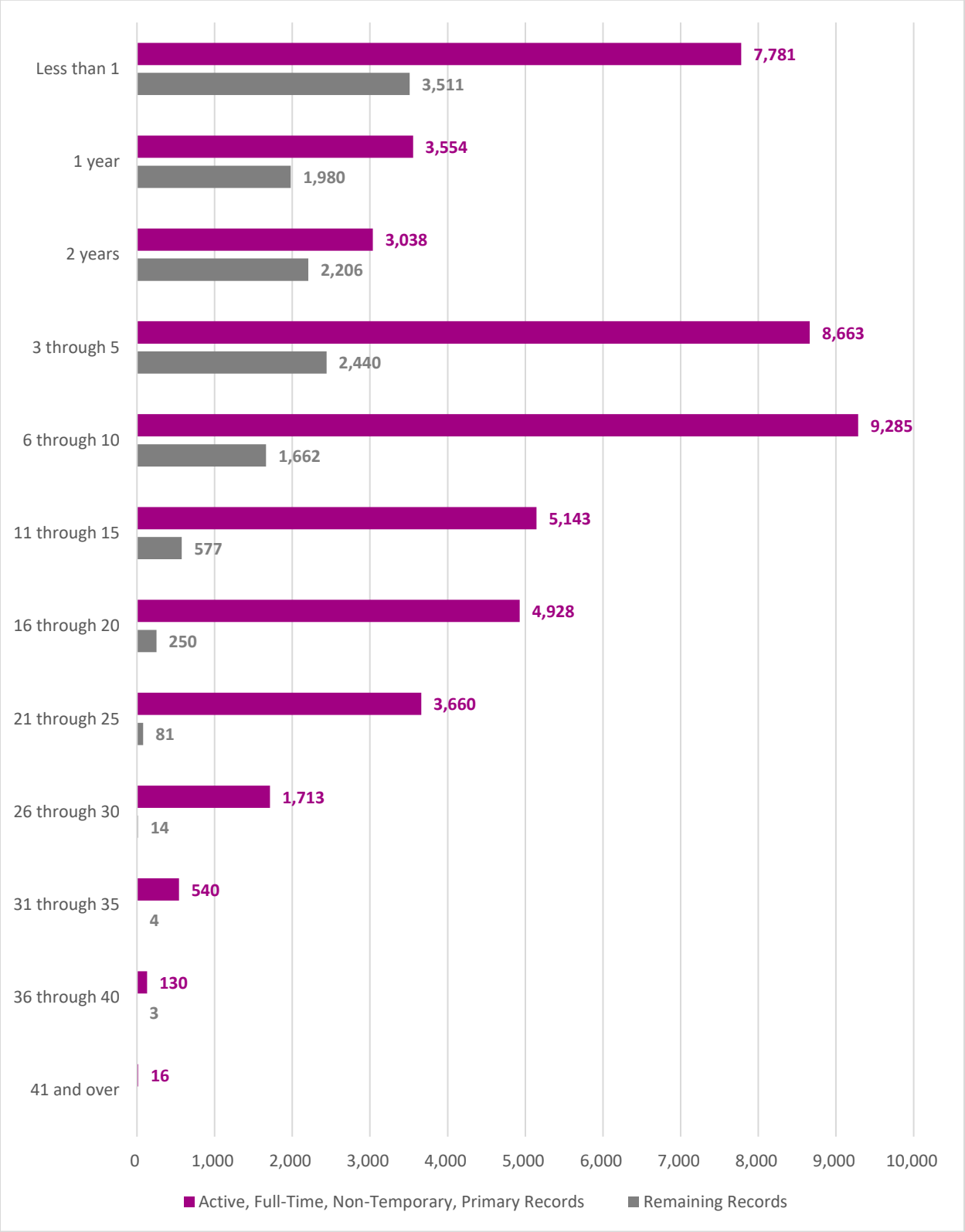
Entity Name (may include administratively attached agencies)	Company Code	Now	Within 1 Year	1 to 2 Years	3 to 5 Years	Cumulative within 5 Years
DHS - Division of Family and Children Services	127	9.6%	1.9%	2.3%	7.5%	21.2%
Department of Agriculture	402	16.3%	3.8%	2.4%	6.2%	28.8%
Department of Administrative Services	403	17.2%	4.4%	3.5%	11.5%	36.6%
Department of Public Health	405	13.0%	1.9%	2.1%	8.4%	25.4%
Department of Banking and Finance	406	9.1%	4.5%	4.5%	5.7%	23.9%
State Accounting Office	407	10.9%	6.6%	1.5%	14.6%	33.6%
Office of Commissioner of Insurance	408	14.6%	4.1%	4.1%	10.0%	32.9%
State Finance and Investment Commission	409	22.0%	6.6%	6.6%	6.6%	41.8%
State Properties Commission	410	0.0%	0.0%	20.0%	13.3%	33.3%
Department of Defense	411	11.5%	1.3%	1.8%	12.8%	27.3%
Vocational Rehabilitation Agency	412	15.6%	3.3%	5.1%	12.4%	36.3%
Department of Education	414	8.0%	2.0%	2.5%	6.7%	19.2%
Technical College System of GA	415	13.8%	1.2%	2.0%	7.3%	24.4%
Employees Retirement System	416	9.1%	3.4%	3.4%	4.5%	20.5%
Department of Community Health	419	12.5%	3.0%	3.4%	14.4%	33.2%
Forestry Commission	420	11.9%	2.7%	4.4%	9.9%	28.9%
Office of Planning and Budget	422	7.8%	1.1%	2.8%	8.4%	20.1%
Department of Human Services	427	11.5%	2.8%	3.0%	8.5%	25.9%
Department of Community Affairs	428	10.5%	1.8%	3.4%	8.5%	24.2%
Department of Economic Development	429	13.0%	3.9%	1.9%	9.1%	27.9%
Department of Labor	440	18.9%	3.1%	3.4%	14.2%	39.6%
Department of Behavioral Health and Developmental Disabilities	441	12.2%	2.5%	2.9%	11.4%	29.1%
Department of Law	442	11.4%	3.3%	2.9%	7.8%	25.5%
Department of Juvenile Justice	461	8.4%	2.4%	3.1%	10.0%	24.0%
Department of Natural Resources	462	14.2%	3.1%	2.6%	9.5%	29.4%
State Board of Pardons and Paroles	465	26.2%	5.2%	2.9%	11.0%	45.3%
Department of Public Safety	466	10.8%	2.1%	2.7%	8.1%	23.8%
Department of Corrections	467	10.0%	3.0%	3.2%	10.2%	26.4%
Department of Early Care and Learning	469	5.2%	1.7%	2.1%	9.2%	18.3%
Public Service Commission	470	20.0%	2.5%	3.8%	13.8%	40.0%
Bureau of Investigation	471	9.3%	2.0%	2.3%	8.9%	22.5%
Department of Revenue	474	15.1%	2.9%	2.8%	11.1%	31.9%
Department of Driver Services	475	7.9%	1.8%	2.1%	5.3%	17.1%
Student Finance Commission	476	7.8%	0.9%	0.0%	1.7%	10.4%
Department of Community Supervision	477	10.5%	1.9%	3.2%	8.7%	24.3%
Secretary of State	478	8.1%	3.0%	1.3%	10.2%	22.6%
Teachers Retirement System	482	21.7%	3.5%	5.1%	8.6%	38.9%
Department of Transportation	484	13.1%	3.4%	3.3%	12.2%	32.0%
Department of Veterans Service	488	9.7%	1.4%	2.8%	12.5%	26.4%

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
Subsequent Injury Trust Fund	489	57.1%	0.0%	0.0%	42.9%	100.0%
State Board of Workers' Compensation	490	40.4%	4.6%	3.7%	11.0%	59.6%
Public Defender Council	492	9.7%	1.2%	2.2%	8.0%	21.0%
Commission on the Holocaust	495	0.0%	0.0%	33.3%	0.0%	33.3%
Oconee Fall Line Technical College	817	3.6%	0.7%	1.4%	1.4%	7.2%
Coastal Pines Technical College	818	5.0%	0.0%	0.0%	6.4%	11.5%
Albany Technical College	820	6.5%	1.5%	2.0%	6.5%	16.5%
Athens Technical College	822	2.0%	0.4%	0.4%	2.0%	4.8%
Atlanta Technical College	823	2.6%	1.7%	0.9%	8.1%	13.2%
Augusta Technical College	824	8.2%	0.8%	2.4%	7.5%	18.8%
West Georgia Technical College	826	5.0%	2.5%	1.6%	5.6%	14.6%
Chattahoochee Technical College	827	4.3%	0.9%	1.5%	3.4%	10.0%
Columbus Technical College	828	3.1%	1.3%	2.2%	5.7%	12.2%
Northwestern Technical College	829	7.0%	2.3%	1.3%	5.7%	16.3%
Piedmont Technical College	830	2.6%	1.0%	1.6%	8.9%	14.1%
Southern Crescent Technical College	831	3.8%	0.4%	1.1%	3.8%	9.1%
Gwinnett Technical College	832	2.0%	1.3%	1.0%	7.1%	11.4%
Lanier Technical College	834	1.7%	1.3%	2.1%	8.4%	13.5%
Central Georgia Technical College	835	7.6%	1.1%	2.4%	4.7%	15.8%
Southern Regional Technical College	837	6.2%	2.3%	1.0%	3.9%	13.4%
North Georgia Technical College	838	4.4%	0.5%	0.5%	6.0%	11.5%
Savannah Technical College	841	2.7%	0.8%	0.8%	4.3%	8.6%
South Georgia Technical College	842	5.5%	0.8%	0.0%	7.8%	14.1%
Southeastern Technical College	843	4.9%	0.7%	1.4%	3.5%	10.6%
Ogeechee Technical College	844	1.3%	1.3%	0.0%	1.9%	4.5%
Wiregrass Technical College	848	0.4%	0.0%	0.7%	4.4%	5.5%
Building Authority	900	10.9%	2.7%	4.1%	13.6%	31.3%
Correctional Industries	921	14.8%	5.3%	6.9%	11.1%	38.1%
State Road and Tollway Authority	927	8.2%	2.4%	3.5%	7.1%	21.2%
Public Telecommunications Commission	977	7.1%	2.7%	0.0%	11.5%	21.2%
Technology Authority	980	18.5%	4.8%	3.6%	16.1%	42.9%
Atlanta-Region Transit Link Authority	996	15.4%	0.0%	0.0%	3.8%	19.2%
Totals		**10.6%**	**2.4%**	**2.7%**	**9.1%**	**24.8%**

Item 16. FY 2022 Executive Branch Employee Records by Generation by Record Category



Item 17. FY 2022 Executive Branch Headcount by Tenure Groupings by Record Category

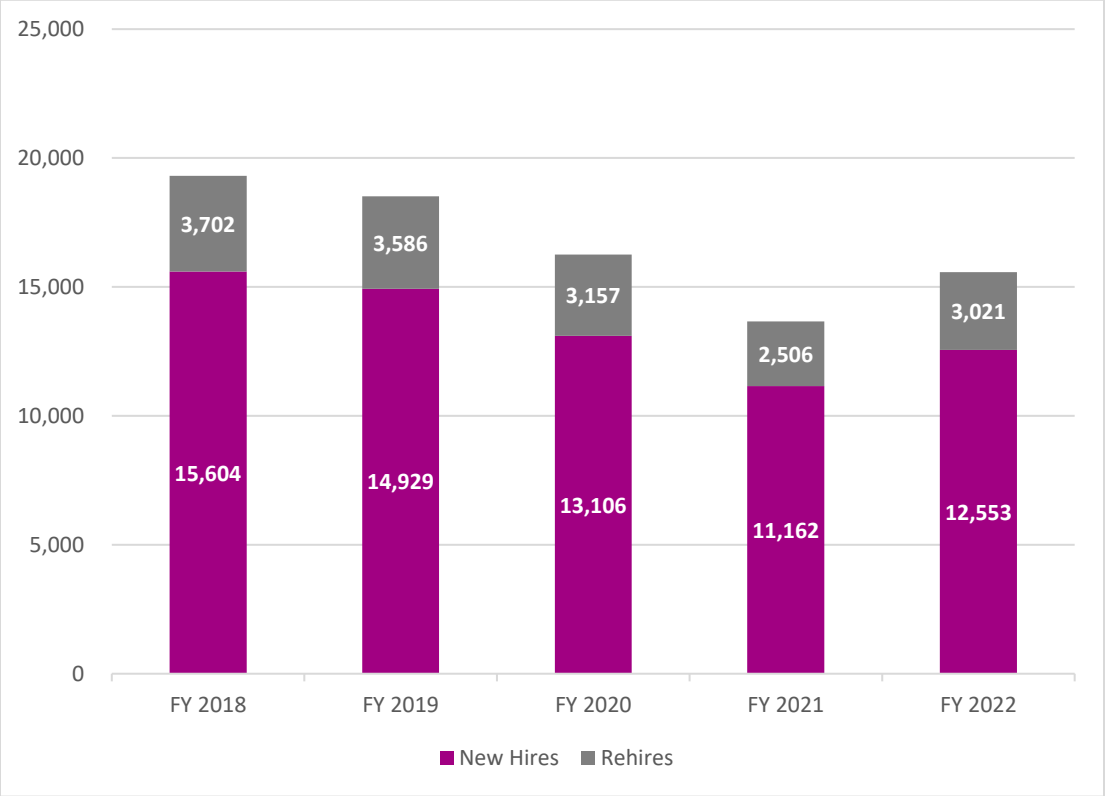


Executive Branch

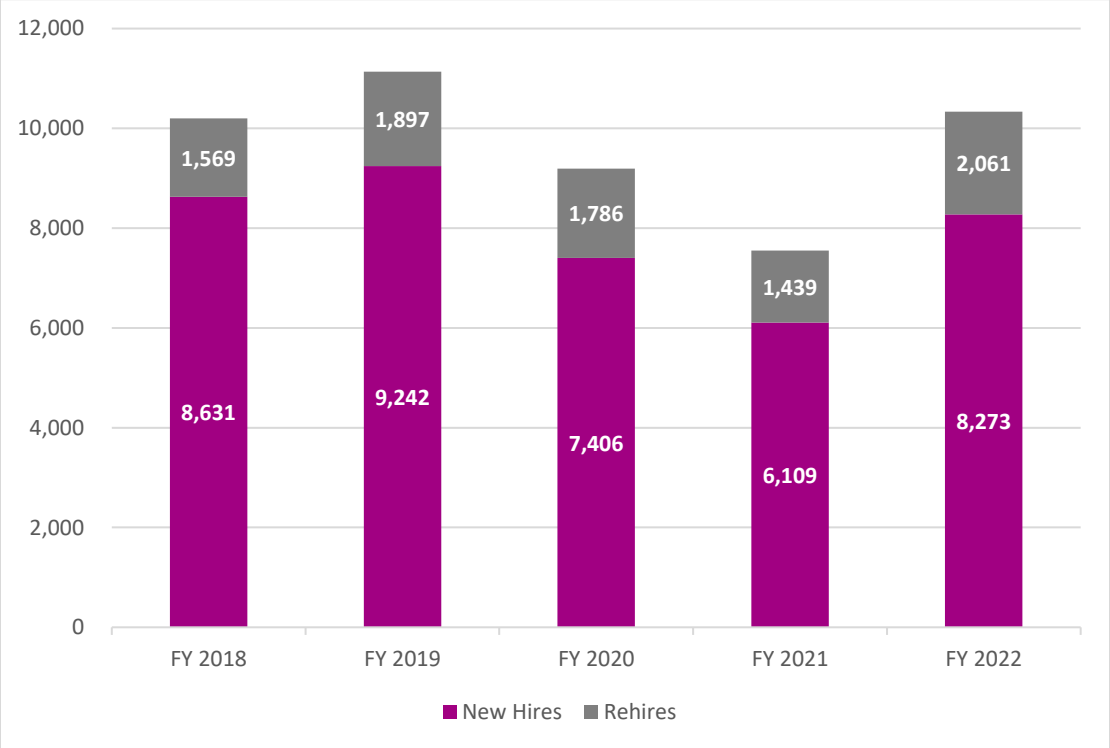
Talent Acquisition

Note: Executive Branch includes Departments, Boards, Commissions, Offices, Bureaus, Agencies, Systems, Authorities, and Technical Colleges using TeamWorks HCM

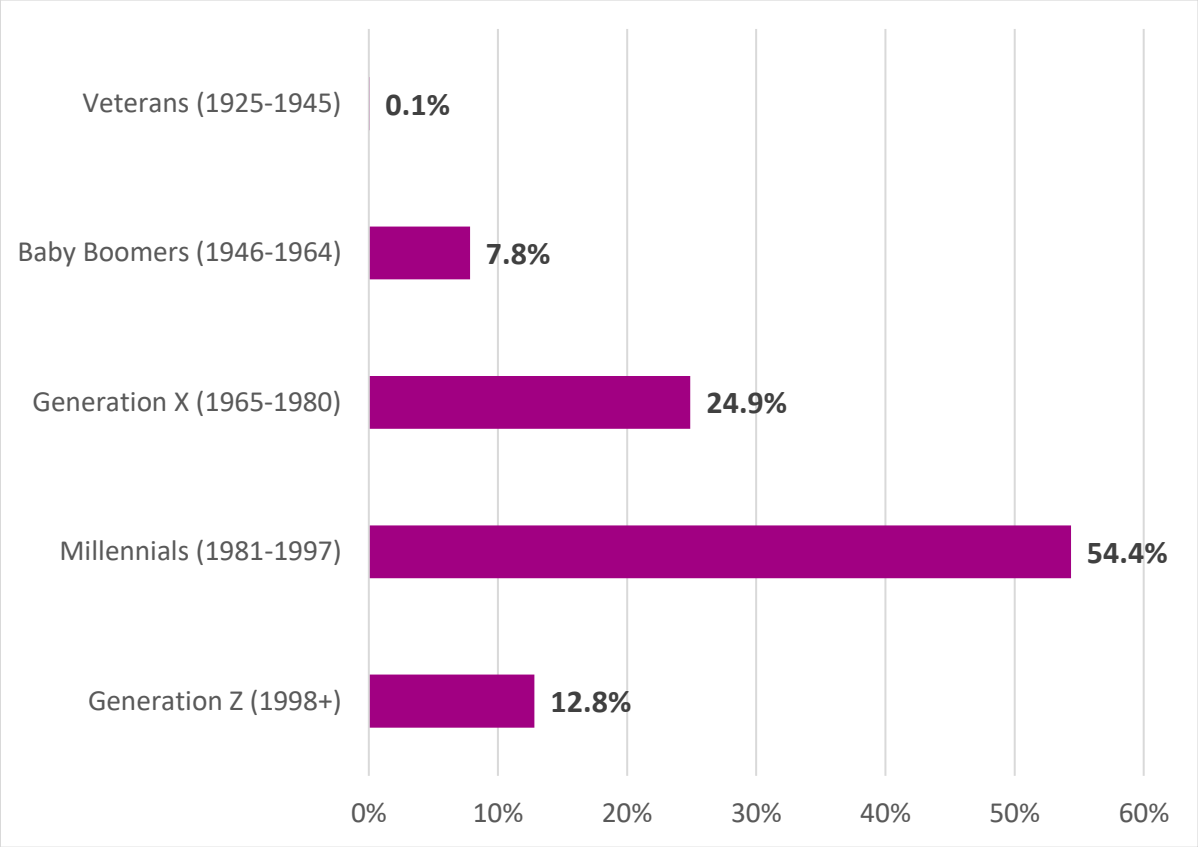
Item 18. Executive Branch Hiring by Hire Type by Fiscal Year (All Records)



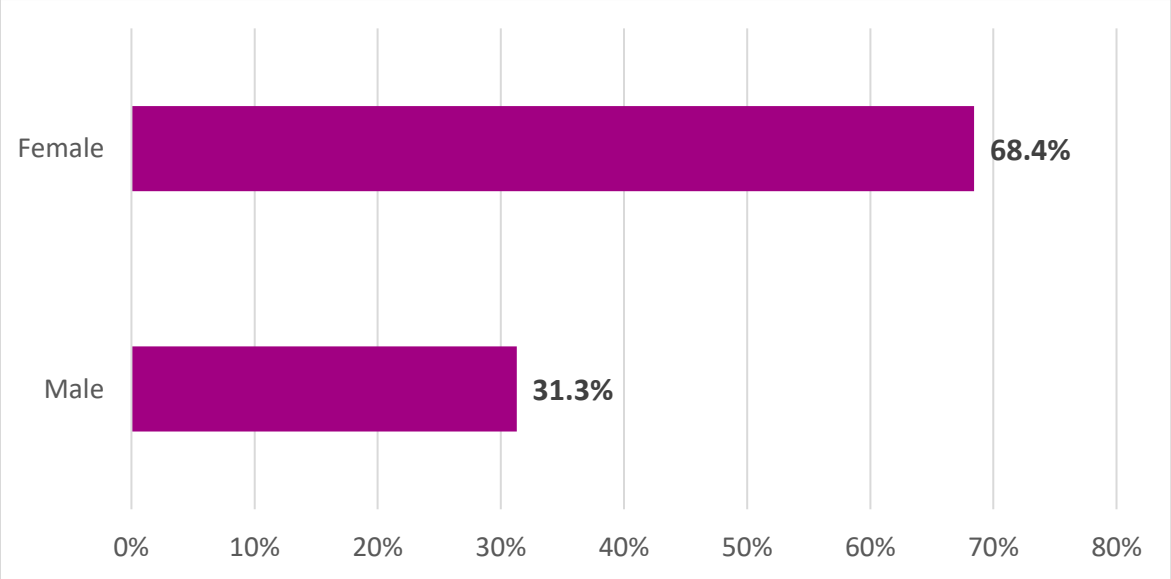
Item 19. Executive Branch Hiring by Hire Type by Fiscal Year (Active, Full-Time, Non-Temporary, Primary Records only)



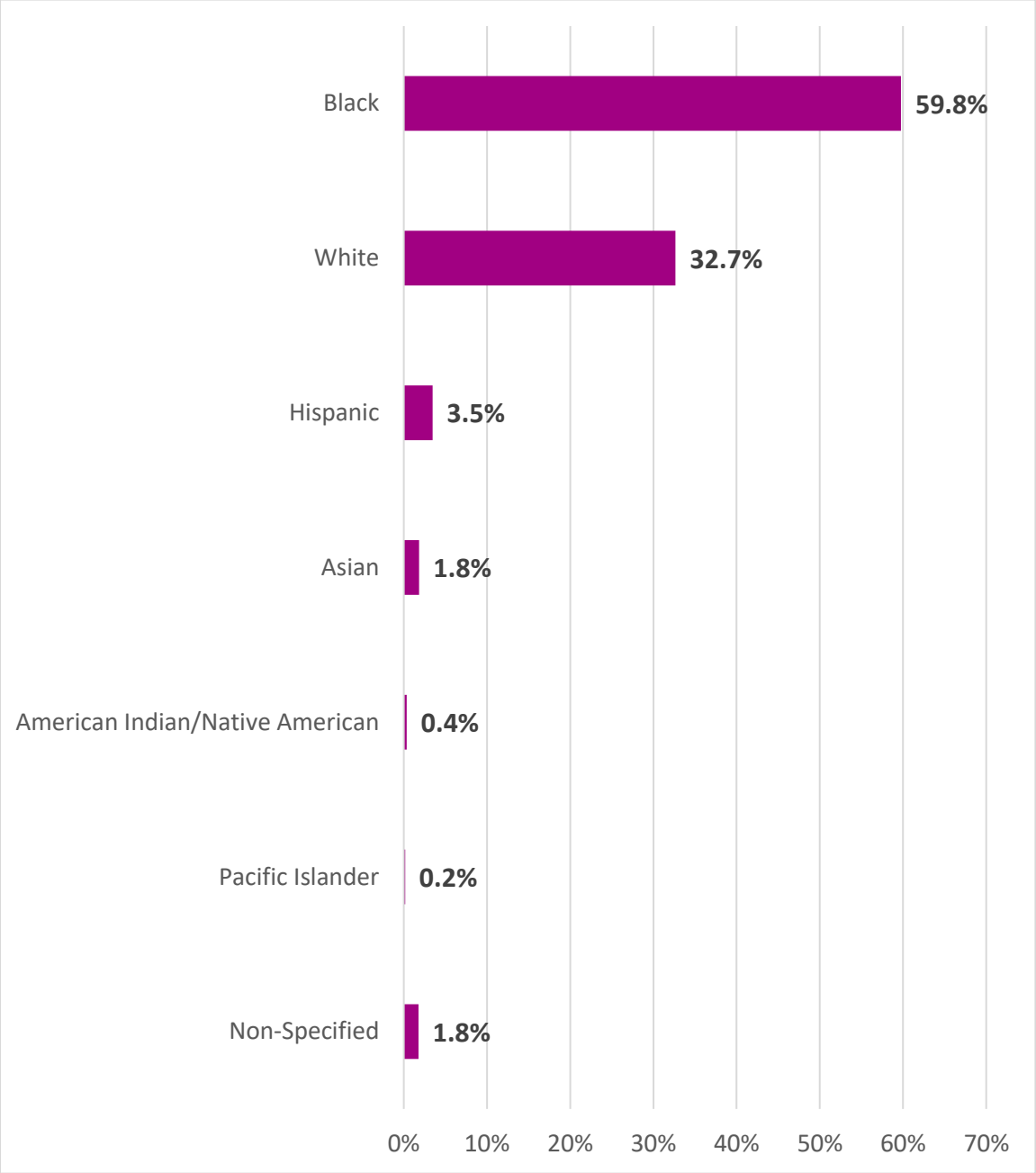
Item 20. FY 2022 Executive Branch Hires Proportion by Generation (Active, Full-Time, Non-Temporary, Primary Records only)



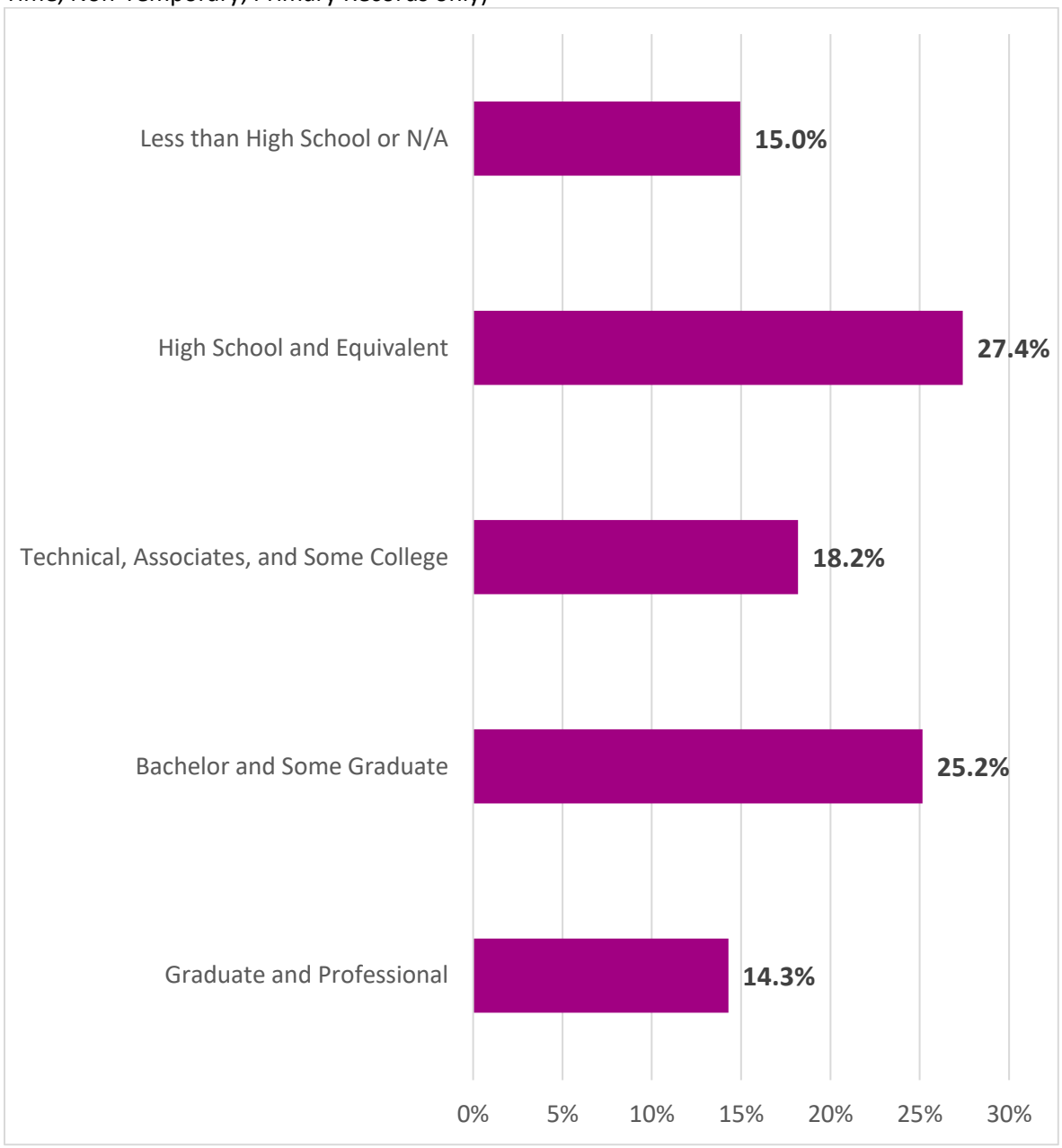
Item 21. FY 2022 Executive Branch Hires Proportion by Gender (Active, Full-Time, Non-Temporary, Primary Records only)



Item 22. FY 2022 Executive Branch Hires Proportion by Ethnicity (Active, Full-Time, Non-Temporary, Primary Records only)



Item 23. FY 2022 Executive Branch Hires Proportion by Reported Highest Education Level (Active, Full-Time, Non-Temporary, Primary Records only)



Executive Branch

Separations

Note: Executive Branch includes Departments, Boards, Commissions, Offices, Bureaus, Agencies, Systems, Authorities, and Technical Colleges using TeamWorks HCM

Item 24. FYE 2022 Executive Branch Record Longitudinal Retention by Entity (Active, Full-Time, Non-Temporary, Primary Records only)

Entity Name (may include administratively attached agencies)	Company Code	Active, Full-Time, Non-Temporary, Primary Records 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	6,077	81.4%	76.1%	70.1%	65.8%
Department of Agriculture	402	497	90.5%	82.5%	75.9%	69.6%
Department of Administrative Services	403	227	87.7%	84.1%	79.3%	74.4%
Department of Public Health	405	1,050	86.6%	76.9%	72.0%	66.2%
Department of Banking and Finance	406	88	93.2%	90.9%	89.8%	85.2%
State Accounting Office	407	137	88.3%	83.2%	79.6%	73.0%
Office of Commissioner of Insurance	408	219	78.5%	70.3%	63.9%	57.5%
State Finance and Investment Commission	409	91	85.7%	75.8%	72.5%	65.9%
State Properties Commission	410	15	93.3%	86.7%	66.7%	60.0%
Department of Defense	411	400	83.5%	73.3%	66.8%	61.8%
Vocational Rehabilitation Agency	412	809	90.4%	85.3%	81.6%	73.1%
Department of Education	414	946	87.0%	80.2%	76.3%	65.1%
Technical College System of GA	415	246	92.7%	91.9%	90.2%	84.6%
Employees Retirement System	416	88	87.5%	86.4%	77.3%	71.6%
Department of Community Health	419	641	88.6%	83.2%	77.4%	71.3%
Forestry Commission	420	523	86.8%	78.8%	75.1%	69.6%
Office of Planning and Budget	422	358	85.8%	77.7%	69.6%	57.3%
Department of Human Services	427	2,281	87.1%	82.2%	75.4%	70.3%
Department of Community Affairs	428	447	75.2%	66.7%	58.2%	52.8%
Department of Economic Development	429	154	85.1%	74.0%	61.7%	57.1%
Department of Labor	440	1,058	84.9%	79.4%	74.1%	68.6%
Department of Behavioral Health and Developmental Disabilities	441	2,982	88.7%	83.0%	75.5%	69.0%
Department of Law	442	306	87.3%	79.4%	71.9%	66.3%
Department of Juvenile Justice	461	2,382	80.4%	74.6%	70.3%	63.1%
Department of Natural Resources	462	1,714	87.8%	80.8%	75.0%	67.0%
State Board of Pardons and Paroles	465	172	90.1%	86.6%	85.5%	79.7%
Department of Public Safety	466	1,758	88.3%	81.2%	77.9%	71.1%
Department of Corrections	467	6,054	84.5%	79.0%	74.0%	68.0%
Department of Early Care and Learning	469	652	90.0%	86.5%	77.8%	69.6%
Public Service Commission	470	80	85.0%	80.0%	80.0%	77.5%
Bureau of Investigation	471	1,018	86.1%	78.3%	73.6%	67.3%
Department of Revenue	474	872	93.1%	87.5%	78.1%	74.1%
Department of Driver Services	475	797	69.1%	59.5%	52.3%	46.0%
Student Finance Commission	476	115	89.6%	84.3%	82.6%	75.7%
Department of Community Supervision	477	1,699	92.9%	88.9%	85.4%	80.4%
Secretary of State	478	235	81.7%	71.9%	66.0%	59.1%
Teachers Retirement System	482	198	91.4%	87.4%	83.8%	81.3%
Department of Transportation	484	3,615	87.0%	81.5%	76.8%	70.1%
Department of Veterans Service	488	144	79.2%	76.4%	66.0%	58.3%
Subsequent Injury Trust Fund	489	7	100.0%	100.0%	100.0%	100.0%

Entity Name (may include administratively attached agencies)	Company Code	Active, Full-Time, Non-Temporary, Primary Records FYE 2022	Percent Active FYE 2021	Percent Active FYE 2020	Percent Active FYE 2019	Percent Active FYE 2018
State Board of Workers' Compensation	490	109	92.7%	89.9%	89.9%	88.1%
Public Defender Council	492	777	82.4%	74.1%	69.1%	61.3%
Commission on the Holocaust	495	3	100.0%	100.0%	100.0%	66.7%
Oconee Fall Line Technical College	817	139	91.4%	81.3%	74.8%	71.2%
Coastal Pines Technical College	818	218	83.5%	71.1%	62.4%	53.7%
Albany Technical College	820	200	83.5%	78.5%	73.5%	71.0%
Athens Technical College	822	248	87.5%	78.6%	73.0%	66.9%
Atlanta Technical College	823	234	82.1%	75.2%	67.9%	63.2%
Augusta Technical College	824	255	88.6%	80.8%	76.5%	69.8%
West Georgia Technical College	826	321	87.5%	82.6%	78.2%	73.5%
Chattahoochee Technical College	827	470	87.9%	82.1%	73.6%	68.5%
Columbus Technical College	828	229	84.3%	76.0%	71.2%	66.8%
Northwestern Technical College	829	300	92.0%	85.7%	81.7%	73.7%
Piedmont Technical College	830	192	89.1%	82.3%	75.0%	70.8%
Southern Crescent Technical College	831	263	90.5%	84.4%	76.4%	70.0%
Gwinnett Technical College	832	396	88.9%	82.3%	75.8%	67.2%
Lanier Technical College	834	237	93.2%	88.6%	81.4%	71.3%
Central Georgia Technical College	835	537	88.3%	83.2%	77.3%	71.3%
Southern Regional Technical College	837	307	91.5%	87.3%	82.1%	65.8%
North Georgia Technical College	838	183	88.5%	80.9%	75.4%	69.4%
Savannah Technical College	841	257	84.8%	74.3%	64.6%	60.3%
South Georgia Technical College	842	128	92.2%	88.3%	82.0%	76.6%
Southeastern Technical College	843	142	93.7%	85.2%	76.8%	69.0%
Ogeechee Technical College	844	154	90.9%	84.4%	78.6%	72.1%
Wiregrass Technical College	848	272	87.9%	81.6%	75.0%	69.9%
Building Authority	900	147	72.8%	66.7%	59.2%	52.4%
Correctional Industries	921	189	91.0%	86.2%	79.9%	73.0%
State Road and Tollway Authority	927	85	87.1%	78.8%	67.1%	67.1%
Public Telecommunications Commission	977	113	85.0%	77.0%	69.0%	63.7%
Technology Authority	980	168	91.1%	85.7%	82.1%	79.2%
Atlanta-Region Transit Link Authority	996	26	73.1%	65.4%	53.8%	46.2%
Totals		**48,451**	**85.9%**	**79.8%**	**74.2%**	**68.0%**

Item 25. FY 2022 Executive Branch Record Longitudinal Retention within Entity by Entity (Active, Full-Time, Non-Temporary, Primary Records Only)

Entity Name (may include administratively attached agencies)	Company Code	Active, Full-Time, Non-Temporary, Primary Records 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
DHS - Division of Family and Children Services	127	6,077	78.2%	71.8%	63.5%	59.1%
Department of Agriculture	402	497	88.7%	79.9%	72.2%	65.4%
Department of Administrative Services	403	227	81.9%	76.7%	67.0%	61.2%
Department of Public Health	405	1,050	80.6%	69.5%	62.4%	55.9%
Department of Banking and Finance	406	88	92.0%	89.8%	83.0%	80.7%
State Accounting Office	407	137	83.2%	75.2%	66.4%	54.7%
Office of Commissioner of Insurance	408	219	70.8%	60.7%	52.5%	46.6%
State Finance and Investment Commission	409	91	80.2%	68.1%	64.8%	58.2%
State Properties Commission	410	15	93.3%	86.7%	66.7%	46.7%
Department of Defense	411	400	82.3%	71.0%	64.0%	58.0%
Vocational Rehabilitation Agency	412	809	80.8%	0.0%	0.0%	0.0%
Department of Education	414	946	85.1%	77.2%	73.0%	61.6%
Technical College System of GA	415	246	84.6%	79.7%	74.0%	63.8%
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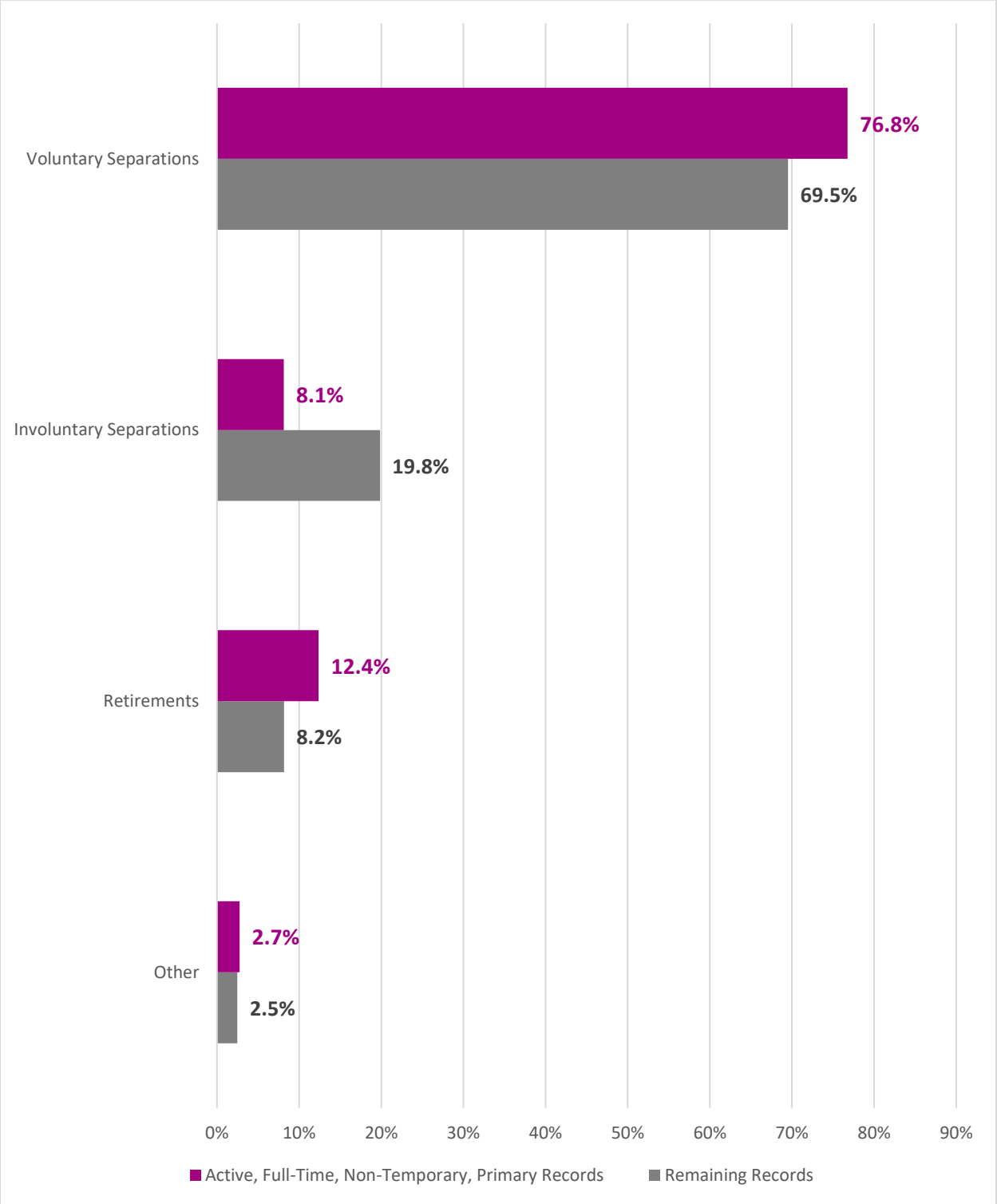
Forestry Commission	420	523	86.6%	77.4%	73.6%	67.3%
Office of Planning and Budget	422	358	78.8%	65.6%	54.7%	40.5%
Department of Human Services	427	2,281	79.9%	72.9%	61.8%	54.9%
Department of Community Affairs	428	447	71.1%	60.4%	49.7%	42.3%
Department of Economic Development	429	154	83.1%	72.7%	60.4%	55.8%
Department of Labor	440	1,058	80.3%	74.6%	67.4%	61.8%
Department of Behavioral Health and Developmental Disabilities	441	2,982	86.6%	80.1%	71.8%	65.0%
Department of Law	442	306	84.0%	74.8%	64.7%	58.2%
Department of Juvenile Justice	461	2,382	78.0%	71.1%	65.8%	58.5%
Department of Natural Resources	462	1,714	87.0%	79.7%	73.6%	65.5%
State Board of Pardons and Paroles	465	172	87.2%	80.8%	79.7%	68.6%
Department of Public Safety	466	1,758	86.6%	79.1%	75.7%	68.8%
Department of Corrections	467	6,054	83.4%	77.4%	72.1%	65.8%
Department of Early Care and Learning	469	652	86.3%	81.6%	69.2%	58.6%
Public Service Commission	470	80	83.8%	80.0%	80.0%	73.8%
Bureau of Investigation	471	1,018	84.0%	74.8%	69.9%	63.3%
Department of Revenue	474	872	91.4%	85.1%	75.6%	71.4%
Department of Driver Services	475	797	68.0%	57.8%	50.1%	43.4%
Student Finance Commission	476	115	86.1%	79.1%	77.4%	72.2%
Department of Community Supervision	477	1,699	91.0%	86.1%	80.9%	74.9%
Secretary of State	478	235	79.6%	69.8%	63.0%	54.9%
Teachers Retirement System	482	198	90.4%	85.9%	82.3%	77.3%
Department of Transportation	484	3,615	86.3%	80.3%	75.7%	68.4%
Department of Veterans Service	488	144	77.8%	72.9%	63.2%	53.5%

Entity Name (may include administratively attached agencies)	Company Code	Active, Full-Time, Non-Temporary, Primary Records 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
Subsequent Injury Trust Fund	489	7	100.0%	100.0%	85.7%	85.7%
State Board of Workers' Compensation	490	109	86.2%	84.4%	82.6%	81.7%
Public Defender Council	492	777	79.8%	70.4%	64.6%	57.1%
Commission on the Holocaust	495	3	100.0%	0.0%	0.0%	0.0%
Oconee Fall Line Technical College	817	139	90.6%	77.7%	70.5%	66.9%
Coastal Pines Technical College	818	218	82.6%	69.3%	59.6%	50.9%
Albany Technical College	820	200	81.5%	74.0%	69.5%	66.0%
Athens Technical College	822	248	86.7%	77.4%	71.0%	63.7%
Atlanta Technical College	823	234	76.5%	70.1%	60.7%	53.0%
Augusta Technical College	824	255	87.1%	79.6%	74.9%	67.8%
West Georgia Technical College	826	321	86.9%	79.8%	74.8%	69.2%
Chattahoochee Technical College	827	470	87.2%	81.1%	71.7%	66.0%
Columbus Technical College	828	229	81.2%	72.5%	67.2%	62.4%
Northwestern Technical College	829	300	91.3%	84.0%	78.7%	71.0%
Piedmont Technical College	830	192	84.9%	76.6%	67.7%	58.9%
Southern Crescent Technical College	831	263	90.1%	82.5%	74.1%	66.9%
Gwinnett Technical College	832	396	87.1%	79.8%	73.7%	64.6%
Lanier Technical College	834	237	90.7%	83.5%	75.5%	64.1%
Central Georgia Technical College	835	537	87.7%	82.5%	75.4%	68.9%
Southern Regional Technical College	837	307	90.6%	84.4%	79.2%	61.9%
North Georgia Technical College	838	183	88.5%	78.7%	73.2%	67.2%
Savannah Technical College	841	257	83.3%	72.8%	62.3%	56.8%
South Georgia Technical College	842	128	90.6%	84.4%	78.9%	72.7%
Southeastern Technical College	843	142	92.3%	83.1%	75.4%	66.9%
Ogeechee Technical College	844	154	90.9%	83.1%	77.3%	69.5%
Wiregrass Technical College	848	272	87.5%	80.1%	73.2%	65.8%
Building Authority	900	147	68.7%	61.9%	53.1%	44.9%
Correctional Industries	921	189	84.1%	71.4%	65.1%	50.8%
State Road and Tollway Authority	927	85	78.8%	71.8%	60.0%	55.3%
Public Telecommunications Commission	977	113	85.0%	77.0%	69.0%	63.7%
Technology Authority	980	168	81.0%	74.4%	67.9%	60.1%
Atlanta-Region Transit Link Authority	996	26	73.1%	53.8%	7.7%	3.8%
Totals		**48,451**	**83.3%**	**74.9%**	**68.2%**	**61.6%**

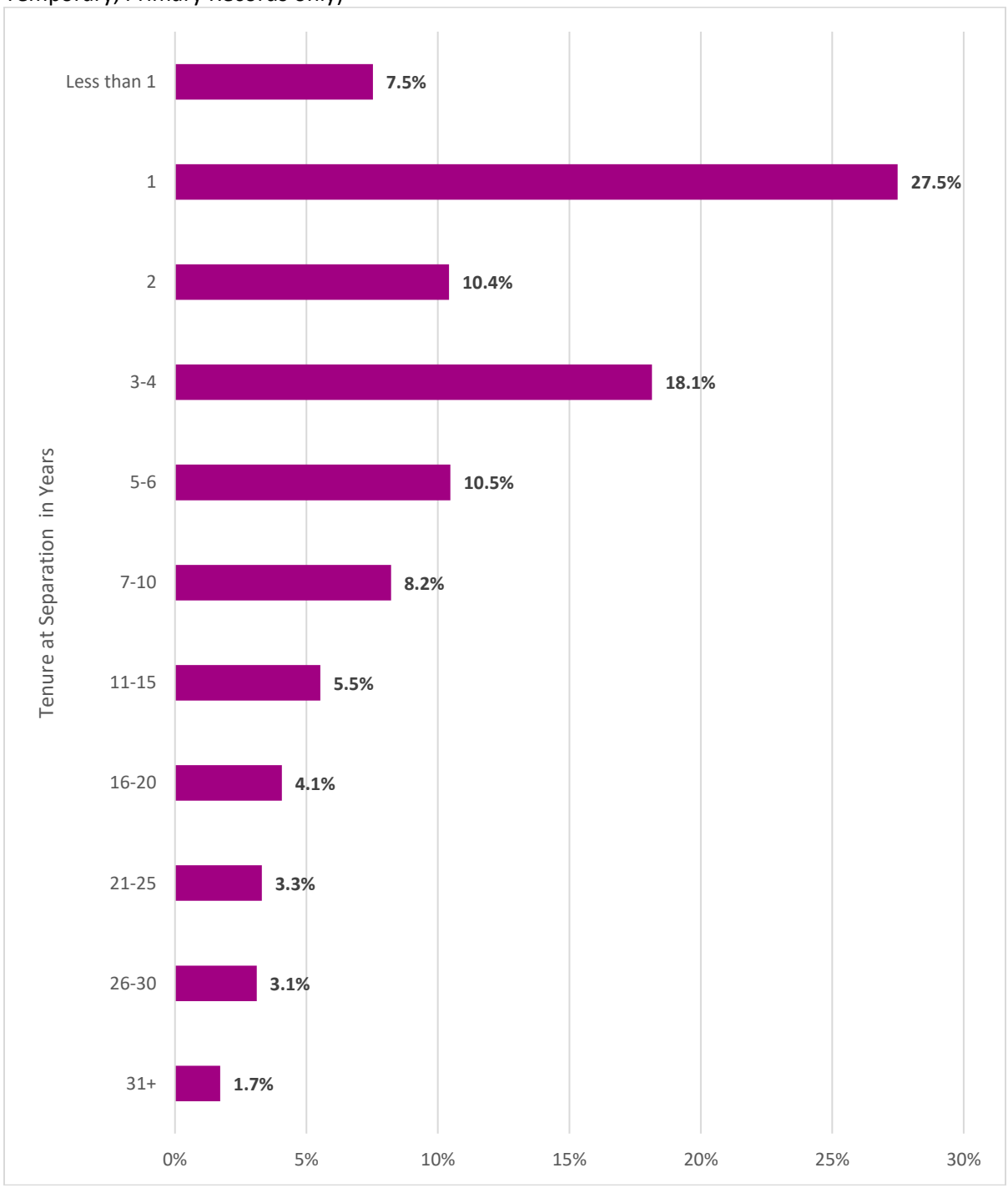
Item 26. FY 2021 and FY 2022 Executive Branch Hire Retention by Hiring Period (Active, Full-Time, Non-Temporary, Primary Records only)

	New Hires			Rehires			All Hires		
Hiring Period	Count	Retained FYE 2021	Retained FYE 2022	Count	Retained FYE 2021	Retained FYE 2022	Count	Retained FYE 2021	Retained FYE 2022
Early July 2020	225	60.4%	41.8%	50	52.0%	40.0%	275	58.9%	41.5%
Late July 2020	168	50.6%	35.1%	34	61.8%	44.1%	202	52.5%	36.6%
Early August 2020	266	57.1%	44.4%	45	73.3%	55.6%	311	59.5%	46.0%
Late August 2020	200	64.5%	49.0%	51	60.8%	45.1%	251	63.7%	48.2%
Early September 2020	215	63.3%	48.4%	44	72.7%	56.8%	259	64.9%	49.8%
Late September 2020	239	59.8%	43.1%	36	52.8%	41.7%	275	58.9%	42.9%
Early October 2020	214	60.3%	44.4%	71	66.2%	45.1%	285	61.8%	44.6%
Late October 2020	205	66.8%	44.4%	65	56.9%	52.3%	270	64.4%	46.3%
Early November 2020	237	64.6%	41.4%	62	59.7%	41.9%	299	63.5%	41.5%
Late November 2020	185	63.2%	50.8%	44	65.9%	52.3%	229	63.8%	51.1%
Early December 2020	276	70.3%	50.4%	62	59.7%	48.4%	338	68.3%	50.0%
Late December 2020	275	61.1%	37.1%	55	58.2%	50.9%	330	60.6%	39.4%
Early January 2021	382	70.2%	53.7%	87	65.5%	50.6%	469	69.3%	53.1%
Late January 2021	217	69.1%	45.2%	65	69.2%	58.5%	282	69.1%	48.2%
Early February 2021	281	73.3%	49.8%	80	76.3%	51.3%	361	74.0%	50.1%
Late February 2021	259	72.6%	51.4%	64	60.9%	53.1%	323	70.3%	51.7%
Early March 2021	328	78.7%	52.1%	92	73.9%	48.9%	420	77.6%	51.4%
Late March 2021	241	78.4%	51.5%	43	79.1%	67.4%	284	78.5%	53.9%
Early April 2021	323	85.1%	57.9%	72	77.8%	54.2%	395	83.8%	57.2%
Late April 2021	248	83.5%	48.0%	52	82.7%	65.4%	300	83.3%	51.0%
Early May 2021	293	89.8%	58.7%	65	76.9%	55.4%	358	87.4%	58.1%
Late May 2021	221	86.4%	49.3%	61	83.6%	44.3%	282	85.8%	48.2%
Early June 2021	319	93.4%	56.7%	74	78.4%	48.6%	393	90.6%	55.2%
Late June 2021	292	94.5%	58.2%	65	90.8%	60.0%	357	93.8%	58.5%
Sub-Totals	6,109	72.8%	49.2%	1,439	69.9%	51.3%	7,548	72.2%	49.6%
Early July 2021	347	--	66.0%	88	--	69.3%	435	--	66.7%
Late July 2021	352	--	61.1%	70	--	58.6%	422	--	60.7%
Early August 2021	424	--	61.8%	97	--	66.0%	521	--	62.6%
Late August 2021	454	--	64.1%	88	--	54.5%	542	--	62.5%
Early September 2021	390	--	68.7%	91	--	67.0%	481	--	68.4%
Late September 2021	339	--	69.0%	86	--	69.8%	425	--	69.2%
Early October 2021	391	--	63.4%	101	--	75.2%	492	--	65.9%
Late October 2021	301	--	69.1%	89	--	74.2%	390	--	70.3%
Early November 2021	352	--	77.6%	94	--	68.1%	446	--	75.6%
Late November 2021	264	--	72.7%	86	--	72.1%	350	--	72.6%
Early December 2021	332	--	75.9%	86	--	70.9%	418	--	74.9%
Late December 2021	272	--	76.8%	77	--	77.9%	349	--	77.1%
Early January 2022	419	--	79.5%	95	--	75.8%	514	--	78.8%
Late January 2022	272	--	76.1%	82	--	78.0%	354	--	76.6%
Early February 2022	297	--	84.2%	77	--	84.4%	374	--	84.2%
Late February 2022	293	--	80.5%	68	--	86.8%	361	--	81.7%
Early March 2022	325	--	81.8%	83	--	84.3%	408	--	82.4%
Late March 2022	324	--	83.6%	96	--	83.3%	420	--	83.6%
Early April 2022	374	--	88.8%	89	--	82.0%	463	--	87.5%
Late April 2022	309	--	89.3%	82	--	85.4%	391	--	88.5%
Early May 2022	281	--	90.4%	77	--	88.3%	358	--	89.9%
Late May 2022	379	--	90.5%	77	--	89.6%	456	--	90.4%
Early June 2022	414	--	94.9%	107	--	95.3%	521	--	95.0%
Late June 2022	368	--	92.7%	75	--	96.0%	443	--	93.2%
Sub-Totals	8,273	--	77.2%	2,061	--	77.0%	10,334	--	77.1%
Totals	**14,382**	**--**	**65.3%**	**3,500**	**--**	**66.5%**	**17,882**	**--**	**65.5%**

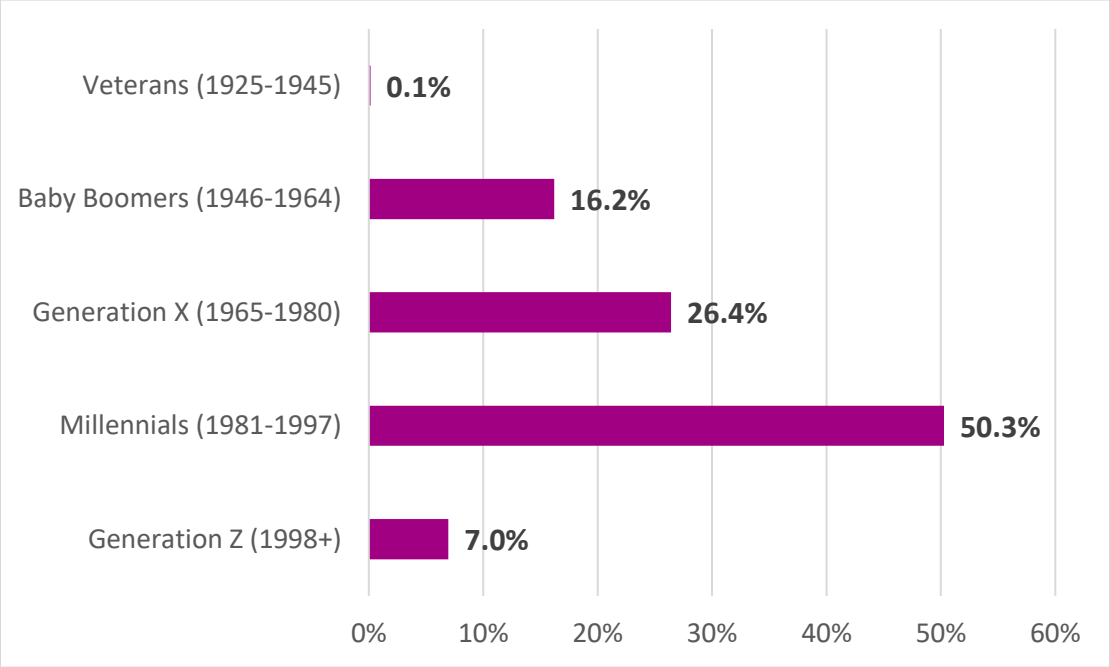
Item 27. FY 2022 Executive Branch Separations Proportion by Separation Type by Record Category



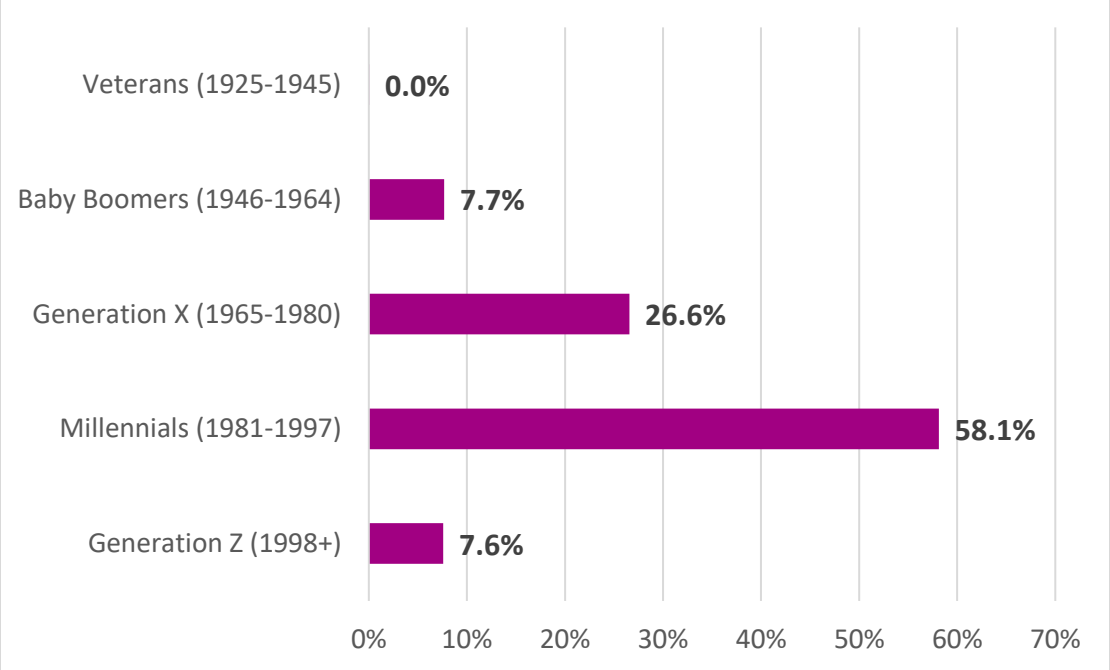
Item 28. FY 2022 Executive Branch Separations Proportion by Tenure Groupings (Active, Full-Time, Non-Temporary, Primary Records only)



Item 29. FY 2022 Executive Branch Separations Proportion by Generation (Active, Full-Time, Non-Temporary, Primary Records only)



Item 30. FY 2022 Executive Branch Voluntary Separations Proportion by Generation (Active, Full-Time, Non-Temporary, Primary Records only)



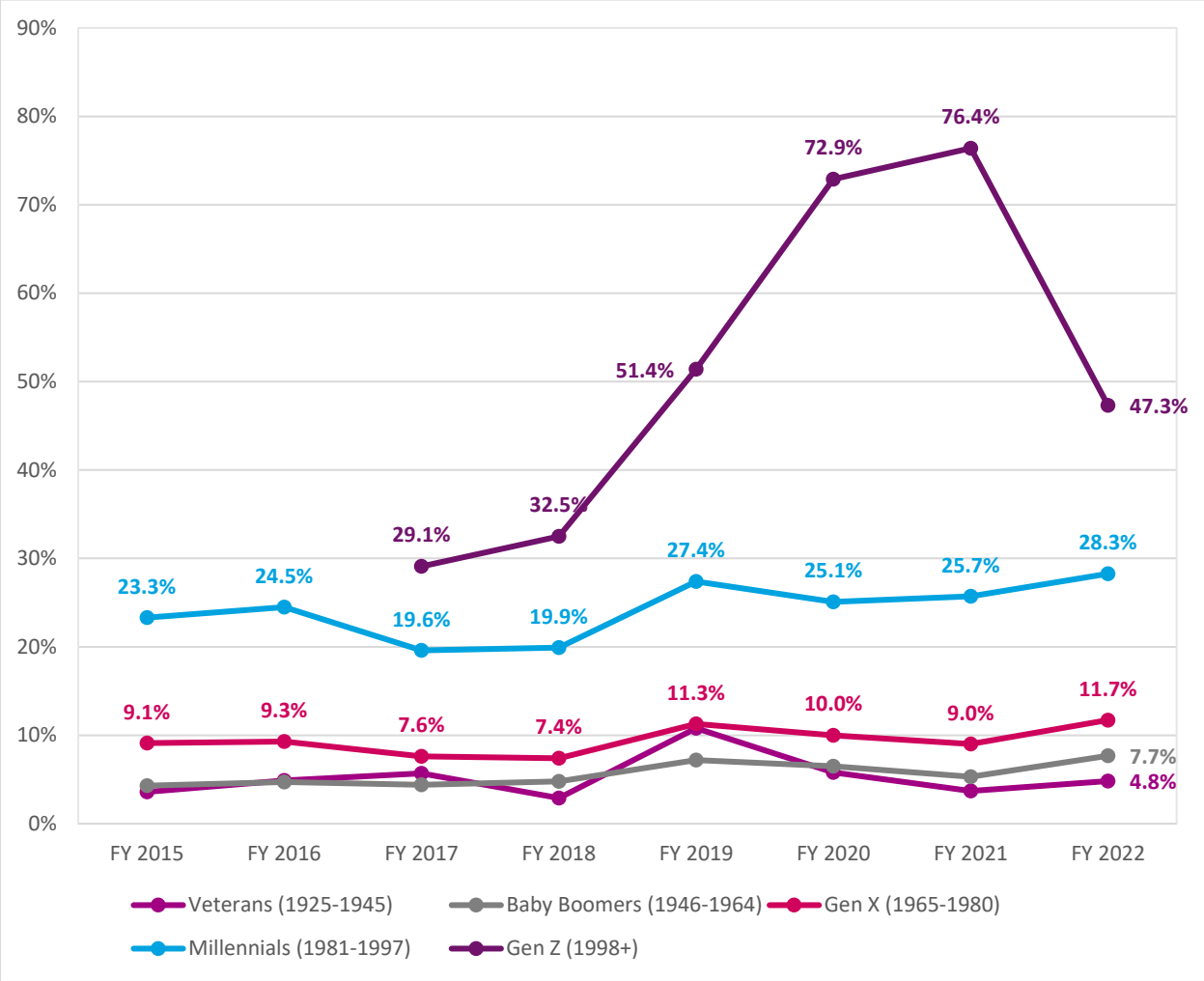
Item 31. Executive Branch Enterprise Longitudinal Retention by Generation (Active, Full-Time, Non-Temporary, Primary Records only)

Generation Group (Years Born)	Active, Full-Time, Non-Temporary, Primary Records FYE 2022	Percent Active FYE 2021	Percent Active FYE 2020	Percent Active FYE 2019	Percent Active FYE 2018
Veterans (1925-1945)	83	95.2%	91.6%	92.8%	88.0%
Boomers (1946-1964)	8,823	94.0%	90.9%	87.7%	82.8%
Generation X (1965-1980)	19,992	91.1%	87.3%	83.3%	78.8%
Millennials (1981-1997)	18,141	79.8%	70.9%	62.4%	53.9%
Generation Z (1998+)	1,412	37.0%	18.1%	11.1%	4.5%
Totals	**48,451**	**85.9%**	**79.8%**	**74.2%**	**68.0%**

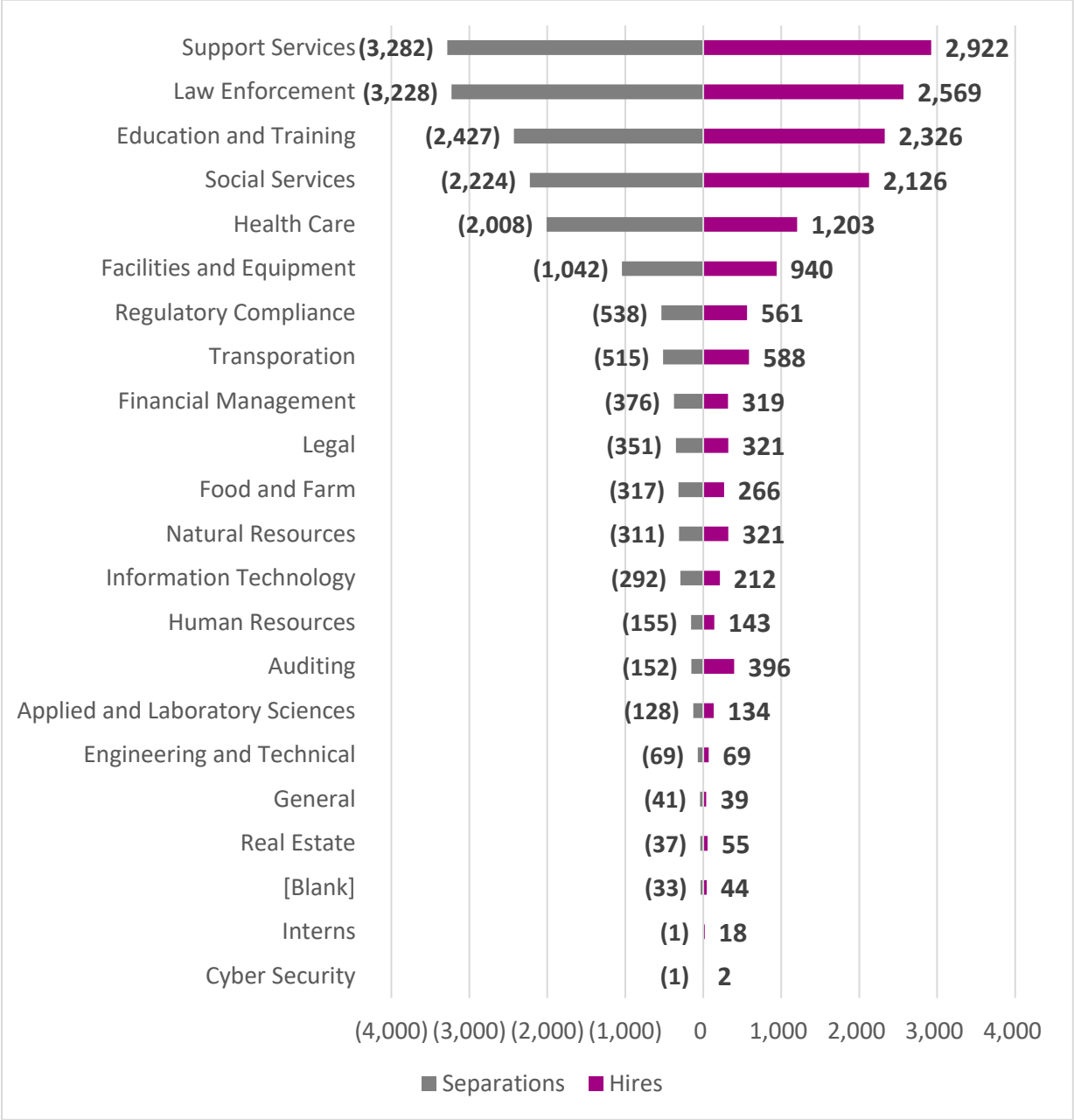
Item 32. Executive Branch Entity Longitudinal Retention by Generation (Active, Full-Time, Non-Temporary, Primary Records only)

Generation Group (Years Born)	Active, Full-Time, Non-Temporary, Primary Records 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)	83	95.2%	91.6%	92.8%	86.7%
Boomers (1946-1964)	8,823	92.6%	87.1%	82.6%	77.3%
Generation X (1965-1980)	19,992	88.8%	82.4%	77.1%	71.7%
Millennials (1981-1997)	18,141	76.4%	65.2%	55.8%	47.2%
Generation Z (1998+)	1,412	34.8%	16.5%	9.8%	4.0%
Totals	**48,451**	**83.3%**	**74.9%**	**68.2%**	**61.6%**

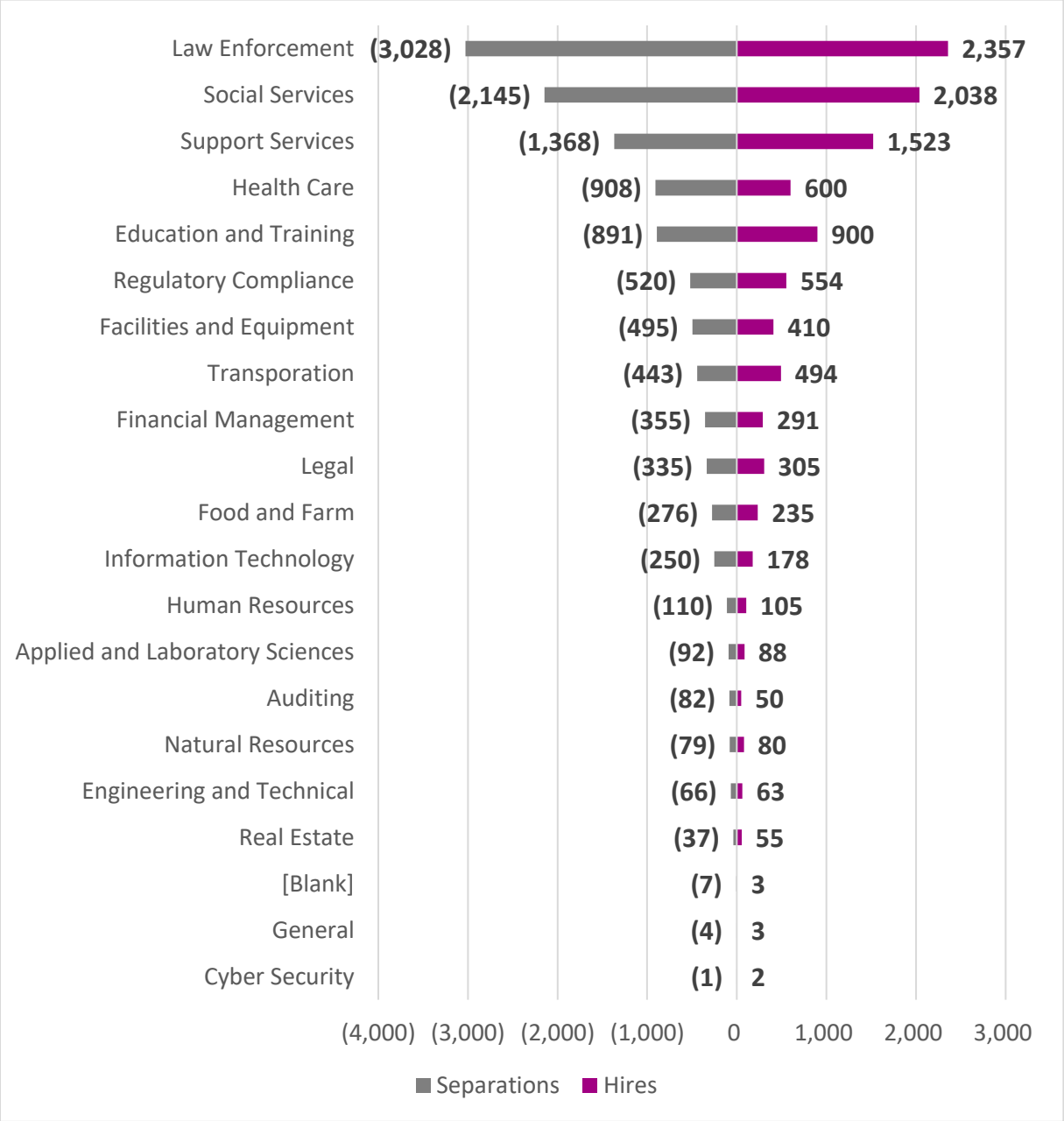
Item 33. Executive Branch Voluntary Turnover Rate by Generation by Fiscal Year (Active, Full-Time, Non-Temporary, Primary Records only)



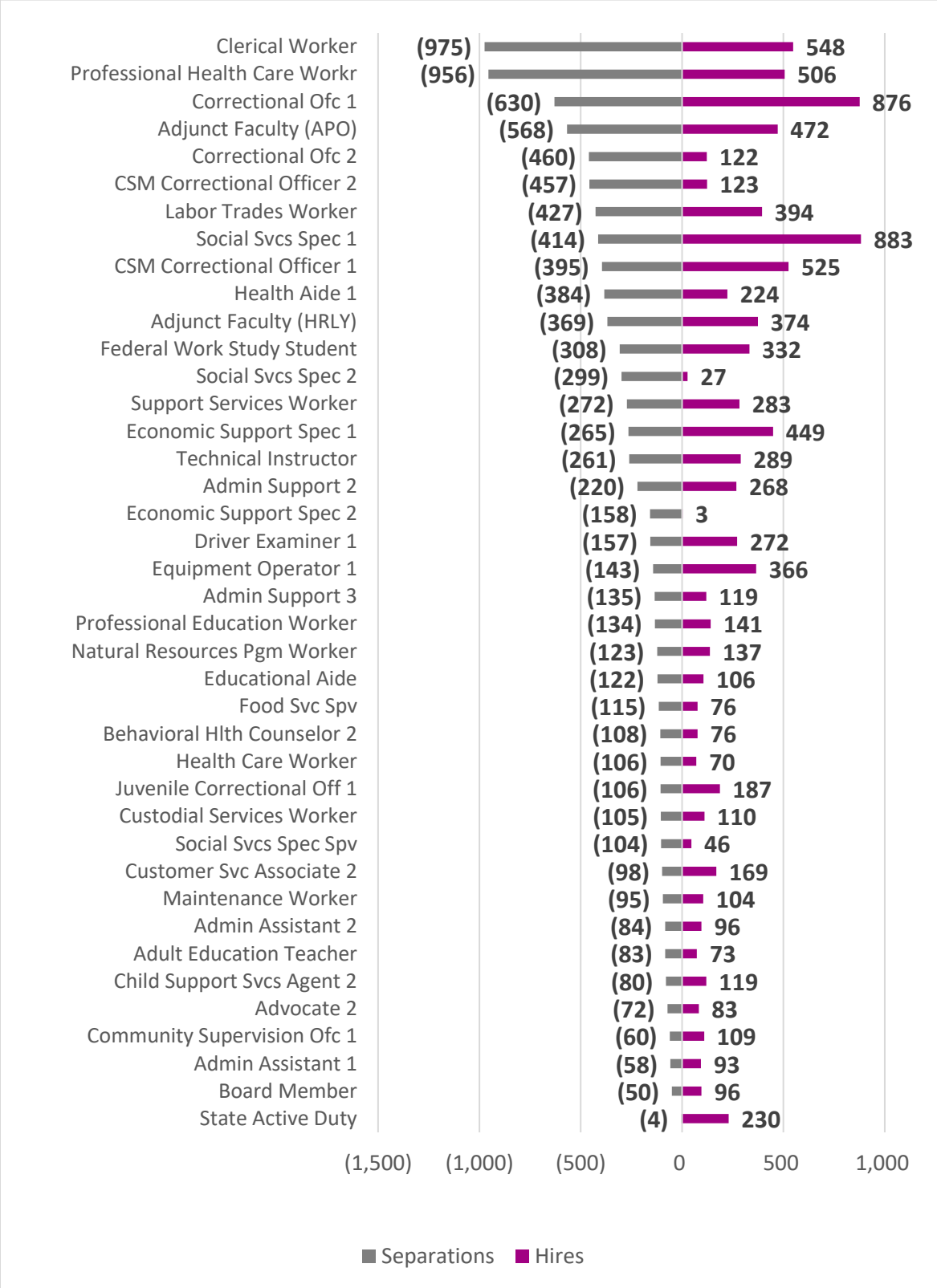
Item 34. FY 2022 Executive Branch Hires and Separations Comparison by Job Family (All Records)



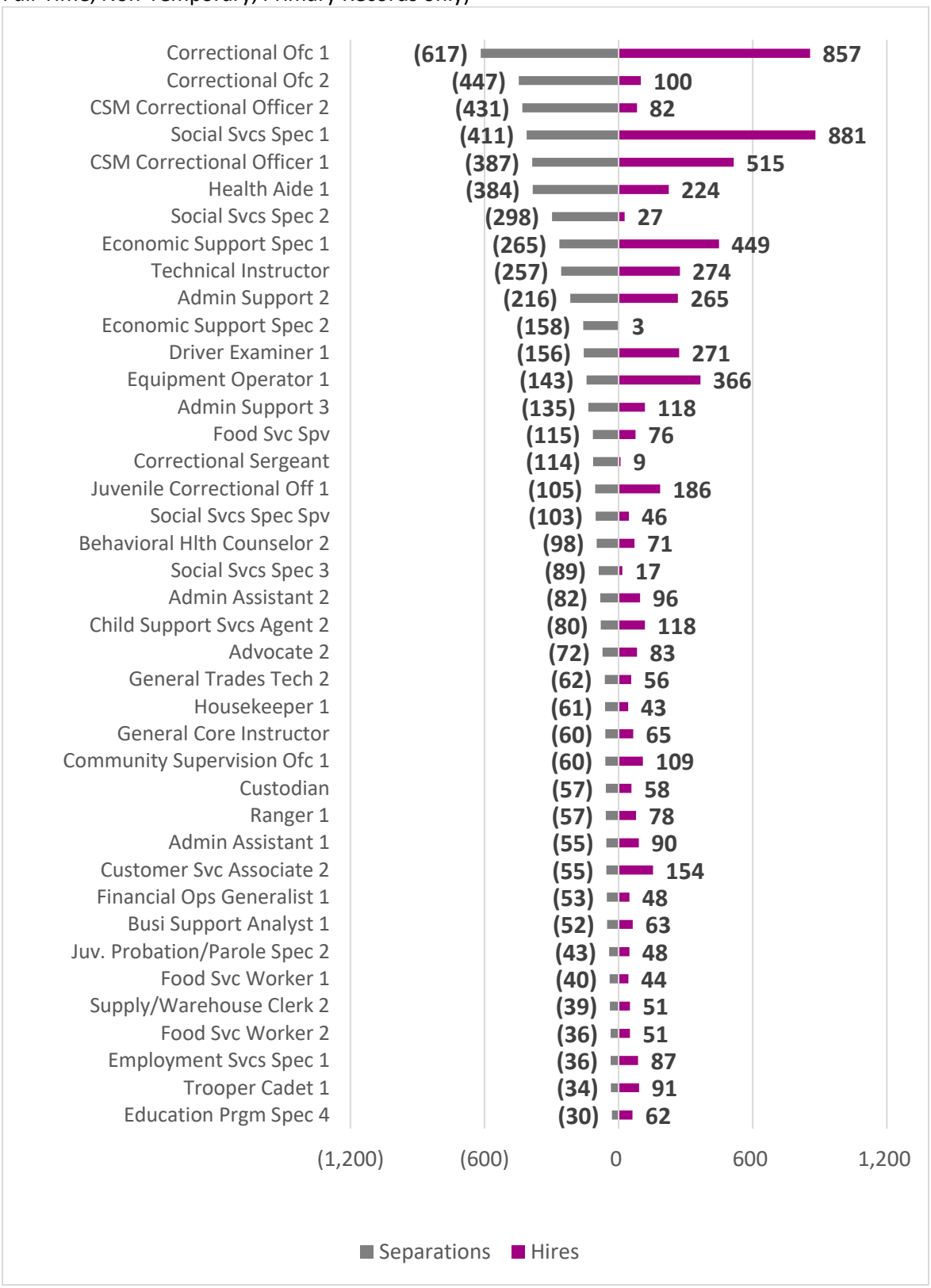
Item 35. FY 2022 Executive Branch Hires and Separations Comparison by Job Family (Active, Full-Time, Non-Temporary, Primary Records only)



Item 36. FY 2022 Executive Branch Hires and Separations Comparison by Selected Job Codes (All Records)



Item 37. FY 2022 Executive Branch Hires and Separations Comparison by Selected Job Codes (Active, Full-Time, Non-Temporary, Primary Records only)



Item 38. FY 2022 Executive Branch Separations by Separation Type by Entity (All 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	1,406	117	97	26	185
Department of Agriculture	402	64	12	7	5	10
Department of Administrative Services	403	32	8	8	--	3
Department of Public Health	405	644	407	18	19	17
Department of Banking and Finance	406	10	--	--	--	1
State Accounting Office	407	15	2	6	--	3
Office of Commissioner of Insurance	408	26	7	5	1	4
State Finance and Investment Commission	409	12	3	7	--	3
State Properties Commission	410	2	--	--	--	--
Department of Defense	411	176	53	17	8	7
Vocational Rehabilitation Agency	412	217	9	63	7	34
Department of Education	414	111	15	27	1	6
Technical College System of GA	415	29	3	10	--	7
Employees Retirement System	416	16	4	2	--	1
Department of Community Health	419	91	29	18	1	31
Forestry Commission	420	124	16	17	4	7
Office of Planning and Budget	422	46	174	6	1	14
Department of Human Services	427	446	742	43	9	199
Department of Community Affairs	428	94	14	10	--	11
Department of Economic Development	429	37	2	1	1	4
Department of Labor	440	121	20	47	2	18
Department of Behavioral Health and Developmental Disabilities	441	946	194	117	27	43
Department of Law	442	43	1	10	1	15
Department of Juvenile Justice	461	954	71	40	19	96
Department of Natural Resources	462	676	109	58	9	16
State Board of Pardons and Paroles	465	13	--	8	--	4
Department of Public Safety	466	170	62	48	5	17
Department of Corrections	467	1,908	191	264	196	91
Department of Early Care and Learning	469	70	8	4	1	12
Public Service Commission	470	3	--	5	--	1
Bureau of Investigation	471	87	3	16	2	9
Department of Revenue	474	103	114	24	6	24
Department of Driver Services	475	267	14	14	3	30
Student Finance Commission	476	13	5	2	1	3
Department of Community Supervision	477	205	25	46	6	23
Secretary of State	478	42	36	4	--	13
Teachers Retirement System	482	13	--	5	--	1
Department of Transportation	484	772	121	145	15	17
Department of Veterans Service	488	30	5	1	1	6

Entity Name (May include Administratively Attached Agencies)	Company Code	Voluntary Separations	Involuntary Separations	Retirement	Other	Transfers to Another Company Code
Subsequent Injury Trust Fund	489	--	--	2	--	--
State Board of Workers' Compensation	490	7	2	2	1	2
Public Defender Council	492	147	19	15	3	11
Commission on the Holocaust	495	--	--	--	--	--
Oconee Fall Line Technical College	817	28	36	6	--	--
Coastal Pines Technical College	818	62	22	7	3	2
Albany Technical College	820	42	17	6	1	3
Athens Technical College	822	156	5	7	1	--
Atlanta Technical College	823	87	23	7	--	10
Augusta Technical College	824	75	29	9	--	1
West Georgia Technical College	826	104	93	11	4	5
Chattahoochee Technical College	827	155	95	14	3	4
Columbus Technical College	828	62	65	5	1	2
Northwestern Technical College	829	89	8	13	3	1
Piedmont Technical College	830	68	33	4	3	5
Southern Crescent Technical College	831	67	25	3	7	4
Gwinnett Technical College	832	263	80	8	8	4
Lanier Technical College	834	106	55	5	--	2
Central Georgia Technical College	835	145	38	15	2	5
Southern Regional Technical College	837	47	21	11	1	4
North Georgia Technical College	838	55	31	7	3	--
Savannah Technical College	841	45	80	2	4	7
South Georgia Technical College	842	23	10	4	--	1
Southeastern Technical College	843	46	10	4	3	--
Ogeechee Technical College	844	86	--	2	--	--
Wiregrass Technical College	848	79	17	11	1	4
Building Authority	900	27	13	5	1	8
Correctional Industries	921	18	1	13	--	7
State Road and Tollway Authority	927	17	24	2	--	3
Public Telecommunications Commission	977	23	25	--	4	--
Technology Authority	980	16	5	9	1	7
Atlanta-Region Transit Link Authority	996	5	1	1	--	--
Totals		**12,184**	**3,479**	**1,430**	**435**	**1,088**

Item 39. FY 2022 Executive Branch Separations by Type by Entity (Active, Full-Time, Non-Temporary, Primary Records only)

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	1,383	116	97	26	184
Department of Agriculture	402	47	5	7	1	10
Department of Administrative Services	403	28	3	8	--	3
Department of Public Health	405	146	15	18	2	16
Department of Banking and Finance	406	10	--	--	--	1
State Accounting Office	407	13	2	6	--	3
Office of Commissioner of Insurance	408	25	5	5	--	4
State Finance and Investment Commission	409	9	3	7	--	3
State Properties Commission	410	2	--	--	--	--
Department of Defense	411	118	15	17	2	7
Vocational Rehabilitation Agency	412	202	8	63	6	34
Department of Education	414	85	4	27	1	6
Technical College System of GA	415	26	1	10	--	7
Employees Retirement System	416	13	2	2	--	1
Department of Community Health	419	84	14	18	1	31
Forestry Commission	420	94	5	17	3	7
Office of Planning and Budget	422	44	11	6	1	14
Department of Human Services	427	398	25	43	9	198
Department of Community Affairs	428	85	12	10	--	11
Department of Economic Development	429	26	1	1	1	4
Department of Labor	440	103	16	47	1	18
Department of Behavioral Health and Developmental Disabilities	441	741	160	116	17	43
Department of Law	442	38	1	10	1	15
Department of Juvenile Justice	461	835	64	40	13	95
Department of Natural Resources	462	189	14	58	3	16
State Board of Pardons and Paroles	465	11	--	8	--	4
Department of Public Safety	466	170	26	48	5	17
Department of Corrections	467	1,797	184	263	175	91
Department of Early Care and Learning	469	69	1	4	1	12
Public Service Commission	470	3	--	5	--	1
Bureau of Investigation	471	80	2	16	2	9
Department of Revenue	474	102	10	24	3	24
Department of Driver Services	475	250	14	13	2	30
Student Finance Commission	476	10	1	2	--	3
Department of Community Supervision	477	179	25	46	6	23
Secretary of State	478	33	18	4	--	13
Teachers Retirement System	482	13	--	5	--	1
Department of Transportation	484	390	47	145	14	17

Entity Name (May include Administratively Attached Agencies)	Company Code	Voluntary Separations	Involuntary Separations	Retirement	Other	Transfers to Another Company Code
Department of Veterans Service	488	29	5	1	--	6
Subsequent Injury Trust Fund	489	--	--	2	--	--
State Board of Workers' Compensation	490	7	2	2	1	2
Public Defender Council	492	131	18	15	2	11
Commission on the Holocaust	495	--	--	--	--	--
Oconee Fall Line Technical College	817	13	--	6	--	--
Coastal Pines Technical College	818	42	2	5	1	2
Albany Technical College	820	15	2	4	1	3
Athens Technical College	822	30	2	7	1	--
Atlanta Technical College	823	51	9	7	--	9
Augusta Technical College	824	21	2	9	--	1
West Georgia Technical College	826	49	3	11	1	5
Chattahoochee Technical College	827	56	5	14	--	4
Columbus Technical College	828	31	4	5	--	2
Northwestern Technical College	829	23	1	13	3	1
Piedmont Technical College	830	33	3	4	1	5
Southern Crescent Technical College	831	23	2	3	3	4
Gwinnett Technical College	832	81	7	7	3	4
Lanier Technical College	834	26	3	5	--	2
Central Georgia Technical College	835	58	4	15	--	5
Southern Regional Technical College	837	21	1	11	--	4
North Georgia Technical College	838	14	2	7	1	--
Savannah Technical College	841	38	1	2	--	7
South Georgia Technical College	842	7	--	4	--	1
Southeastern Technical College	843	17	--	4	1	--
Ogeechee Technical College	844	19	--	1	--	--
Wiregrass Technical College	848	43	5	11	--	4
Building Authority	900	26	13	5	1	8
Correctional Industries	921	16	1	13	--	7
State Road and Tollway Authority	927	17	1	2	--	3
Public Telecommunications Commission	977	13	1	--	--	--
Technology Authority	980	16	3	9	--	7
Atlanta-Region Transit Link Authority	996	5	1	1	--	--
Totals		**8,822**	**933**	**1,421**	**316**	**1,083**

Item 40. FY 2022 Executive Branch Turnover Rate Calculation by Entity (Active, Full-Time, Non-Temporary, Primary Records only)

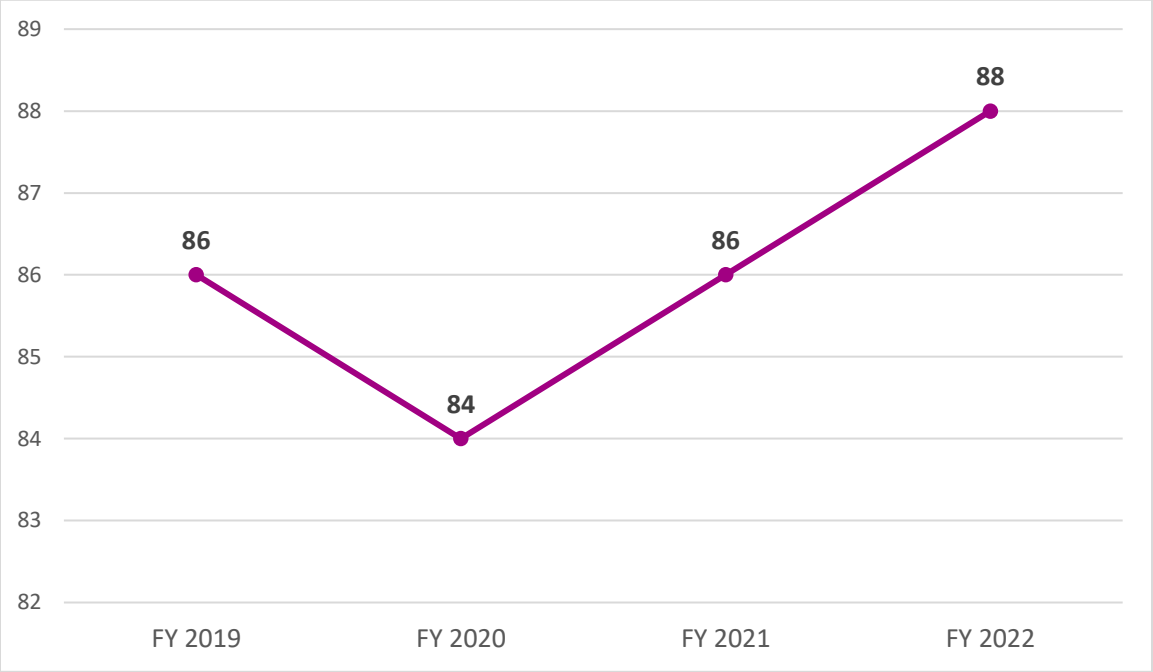
Entity Name (may include administratively attached agencies)	Company Code	Average Headcount	Separations	Transfers Out	Turnover Rate
DHS - Division of Family and Children Services	127	5,969	1,622	184	30.3%
Department of Agriculture	402	497	60	10	14.1%
Department of Administrative Services	403	224	39	3	18.8%
Department of Public Health	405	1,005	181	16	19.6%
Department of Banking and Finance	406	88	10	1	12.5%
State Accounting Office	407	134	21	3	17.9%
Office of Commissioner of Insurance	408	201	35	4	19.4%
State Finance and Investment Commission	409	90	19	3	24.5%
State Properties Commission	410	15	2	0	13.4%
Department of Defense	411	424	152	7	37.5%
Vocational Rehabilitation Agency	412	835	279	34	37.5%
Department of Education	414	926	117	6	13.3%
Technical College System of GA	415	243	37	7	18.1%
Employees Retirement System	416	89	17	1	20.1%
Department of Community Health	419	655	117	31	22.6%
Forestry Commission	420	533	119	7	23.6%
Office of Planning and Budget	422	350	62	14	21.7%
Department of Human Services	427	2,271	475	198	29.6%
Department of Community Affairs	428	428	107	11	27.6%
Department of Economic Development	429	152	29	4	21.7%
Department of Labor	440	1,019	167	18	18.1%
Department of Behavioral Health and Developmental Disabilities	441	3,119	1,034	43	34.5%
Department of Law	442	304	50	15	21.4%
Department of Juvenile Justice	461	2,348	952	95	44.6%
Department of Natural Resources	462	1,697	264	16	16.5%
State Board of Pardons and Paroles	465	170	19	4	13.5%
Department of Public Safety	466	1,744	249	17	15.3%
Department of Corrections	467	6,189	2,419	91	40.6%
Department of Early Care and Learning	469	643	75	12	13.5%
Public Service Commission	470	74	8	1	12.1%
Bureau of Investigation	471	964	100	9	11.3%
Department of Revenue	474	884	139	24	18.4%
Department of Driver Services	475	739	279	30	41.8%
Student Finance Commission	476	111	13	3	14.4%
Department of Community Supervision	477	1,737	256	23	16.1%
Secretary of State	478	234	55	13	29.0%
Teachers Retirement System	482	198	18	1	9.6%
Department of Transportation	484	3,591	596	17	17.1%
Department of Veterans Service	488	144	35	6	28.4%
Subsequent Injury Trust Fund	489	8	2	0	26.3%

Entity Name (may include administratively attached agencies)	Company Code	Average Headcount	Separations	Transfers Out	Turnover Rate
State Board of Workers' Compensation	490	106	12	2	13.3%
Public Defender Council	492	759	166	11	23.3%
Commission on the Holocaust	495	3	0	0	0.0%
Building Authority	900	144	45	8	36.8%
Correctional Industries	921	190	30	7	19.4%
State Road and Tollway Authority	927	86	20	3	26.7%
Public Telecommunications Commission	977	110	14	0	12.8%
Technology Authority	980	165	28	7	21.2%
Atlanta-Region Transit Link Authority	996	25	7	0	27.7%
Oconee Fall Line Technical College	817	138	19	0	13.7%
Coastal Pines Technical College	818	214	50	2	24.3%
Albany Technical College	820	196	22	3	12.8%
Athens Technical College	822	247	40	0	16.2%
Atlanta Technical College	823	225	67	9	33.8%
Augusta Technical College	824	246	32	1	13.4%
West Georgia Technical College	826	323	64	5	21.4%
Chattahoochee Technical College	827	466	75	4	16.9%
Columbus Technical College	828	219	40	2	19.2%
Northwestern Technical College	829	299	40	1	13.7%
Piedmont Technical College	830	188	41	5	24.4%
Southern Crescent Technical College	831	260	31	4	13.5%
Gwinnett Technical College	832	395	98	4	25.8%
Lanier Technical College	834	235	34	2	15.3%
Central Georgia Technical College	835	535	77	5	15.3%
Southern Regional Technical College	837	303	33	4	12.2%
North Georgia Technical College	838	183	24	0	13.1%
Savannah Technical College	841	251	41	7	19.2%
South Georgia Technical College	842	131	11	1	9.1%
Southeastern Technical College	843	144	22	0	15.2%
Ogeechee Technical College	844	154	20	0	13.0%
Wiregrass Technical College	848	276	59	4	22.8%
Totals		**48,263**	**11,492**	**1,083**	**26.1%**

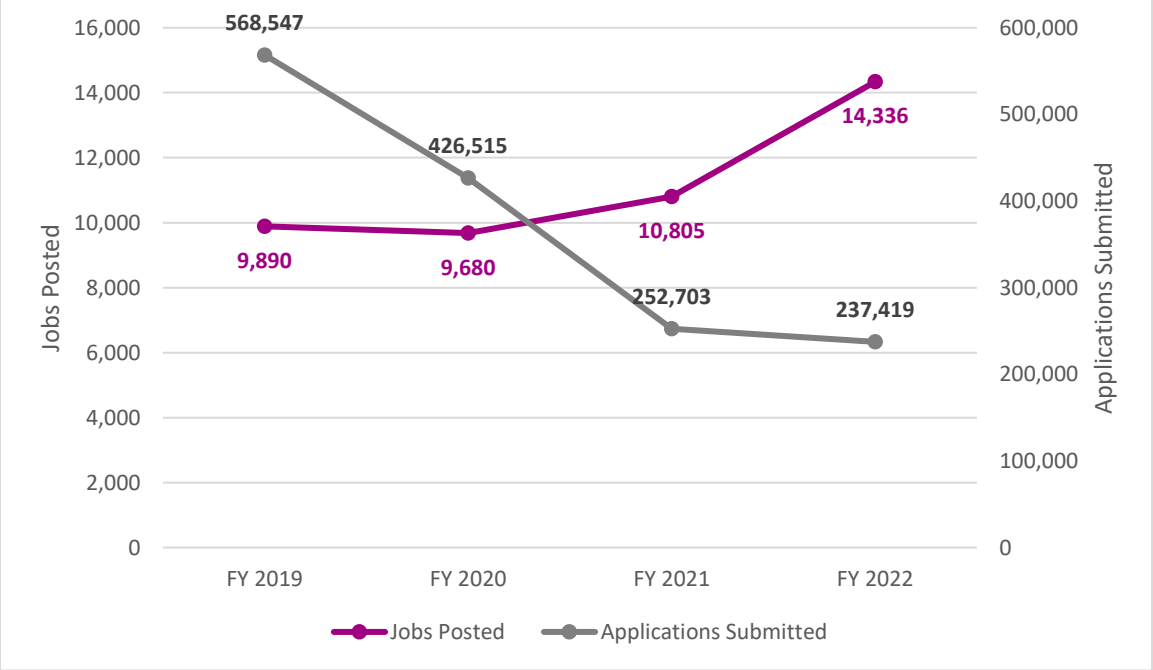
Talent Acquisition Tool

Data Provided through Team Georgia Careers, the enterprise job posting and applicant tracking system

Item 41. Team Georgia Careers Active Entities Using by Fiscal Year



Item 42. Team Georgia Careers Use Summary by Fiscal Year



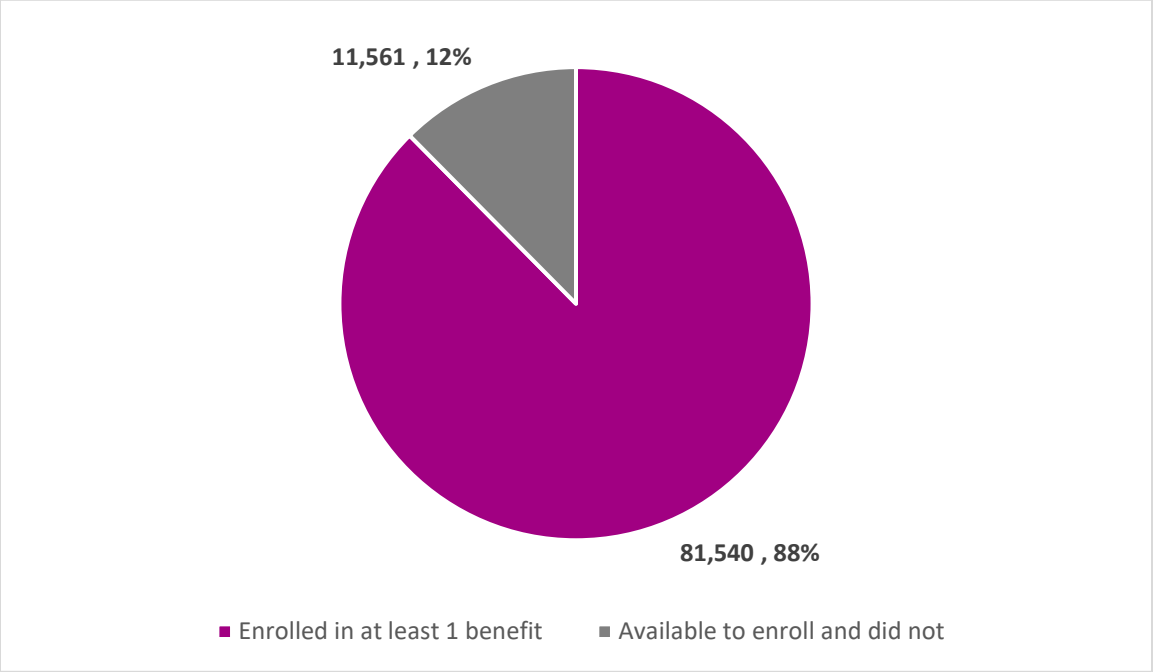
Item 43. FY 2022 Team Georgia Careers Summary Table

Measurement	Value
Entities Eligible to Use	142
Entity Utilization Rate	62%
Number of Positions Filled by a Recruiter	3,538
Number of Positions Filled with Internal Hire	1,186
Number of Offers Made to Applicants	854
Number of Offers Accepted	837
Total Number of Applicant Profiles in System	1,021,542

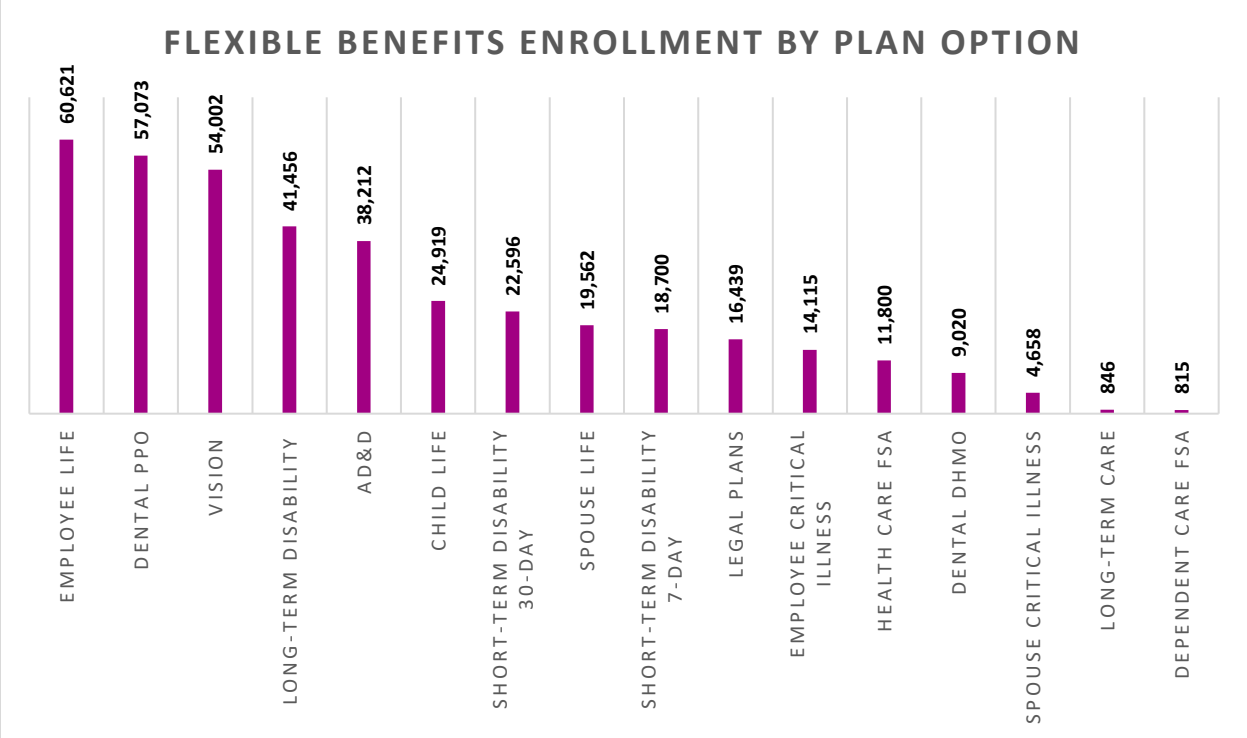
Flexible Benefits

Data Provided by HRA Compensation and Benefits Unit with the help of benefits management partner, Alight Inc.

Item 44. Flexible Benefits Enrollment Summary (Open Enrollment for Plan Year 2022)



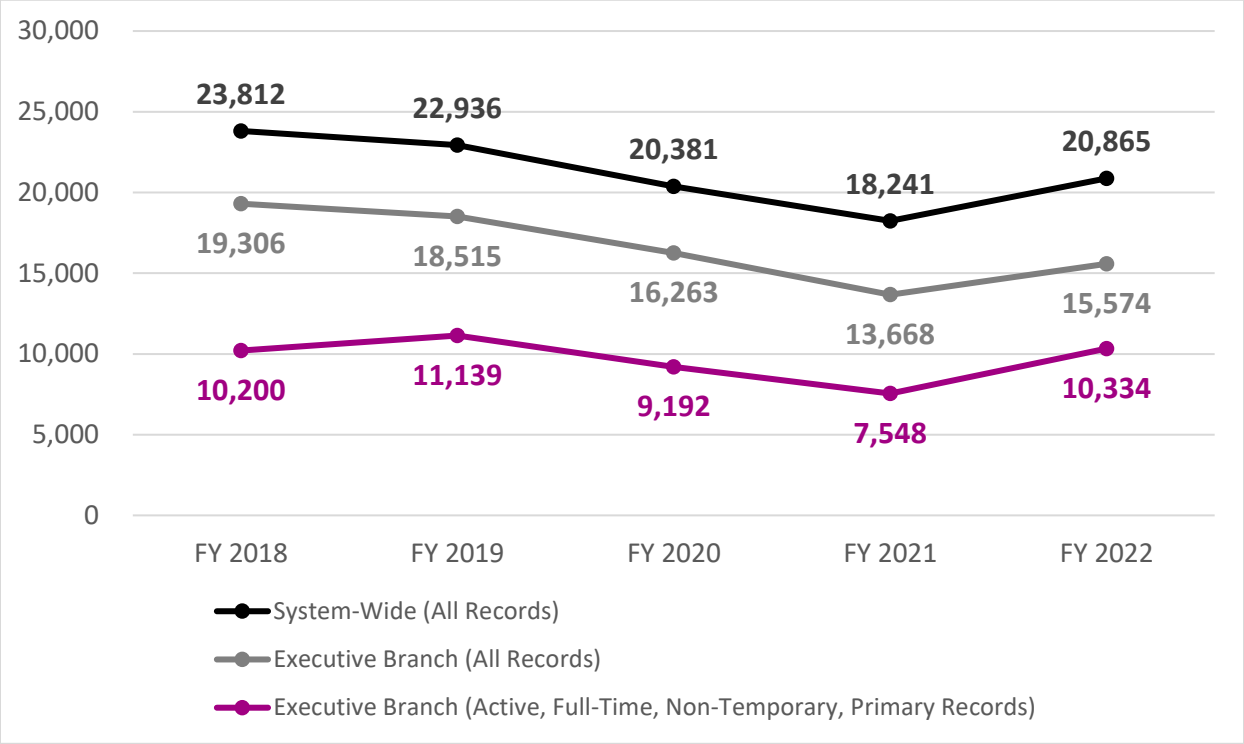
Item 45. Flexible Benefits Enrollment by Plan Option (Open Enrollment for Plan Year 2022)



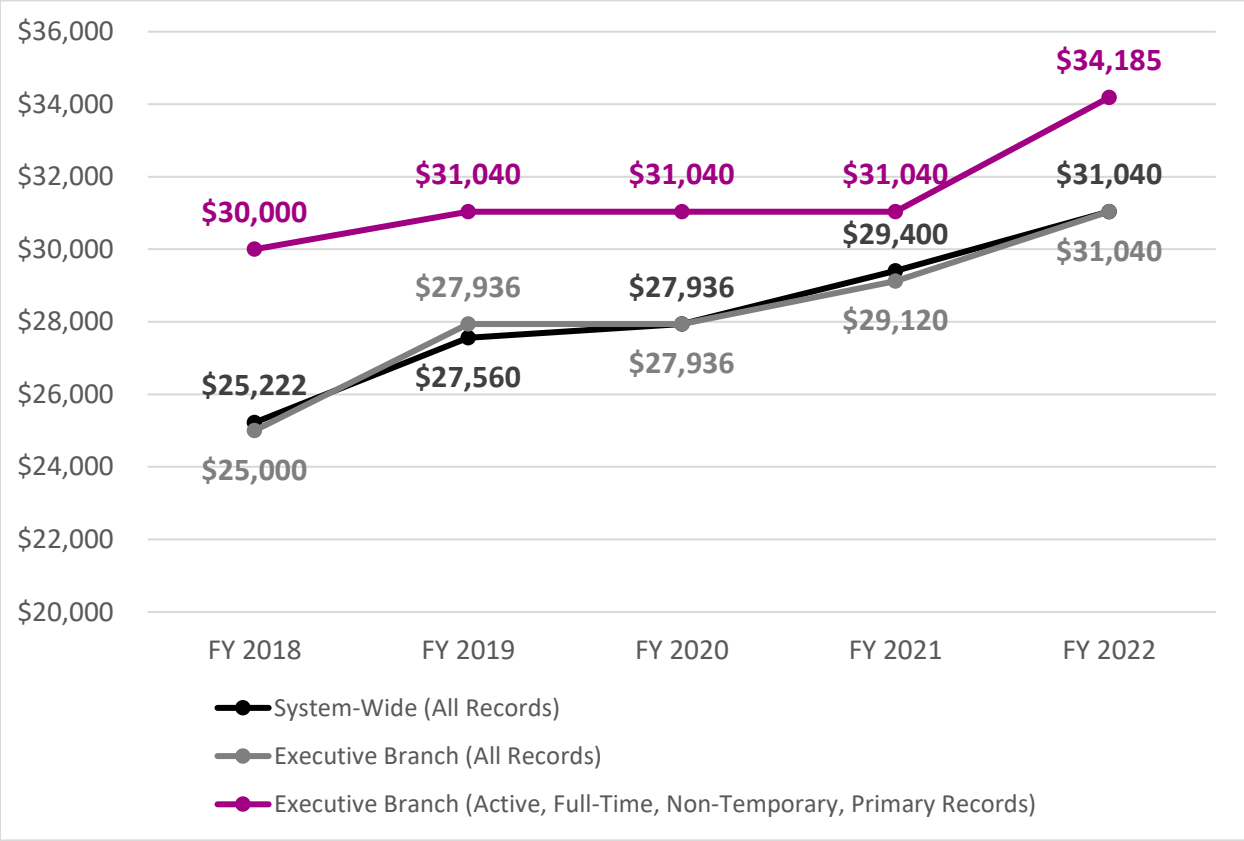
Appendix

Additional Information

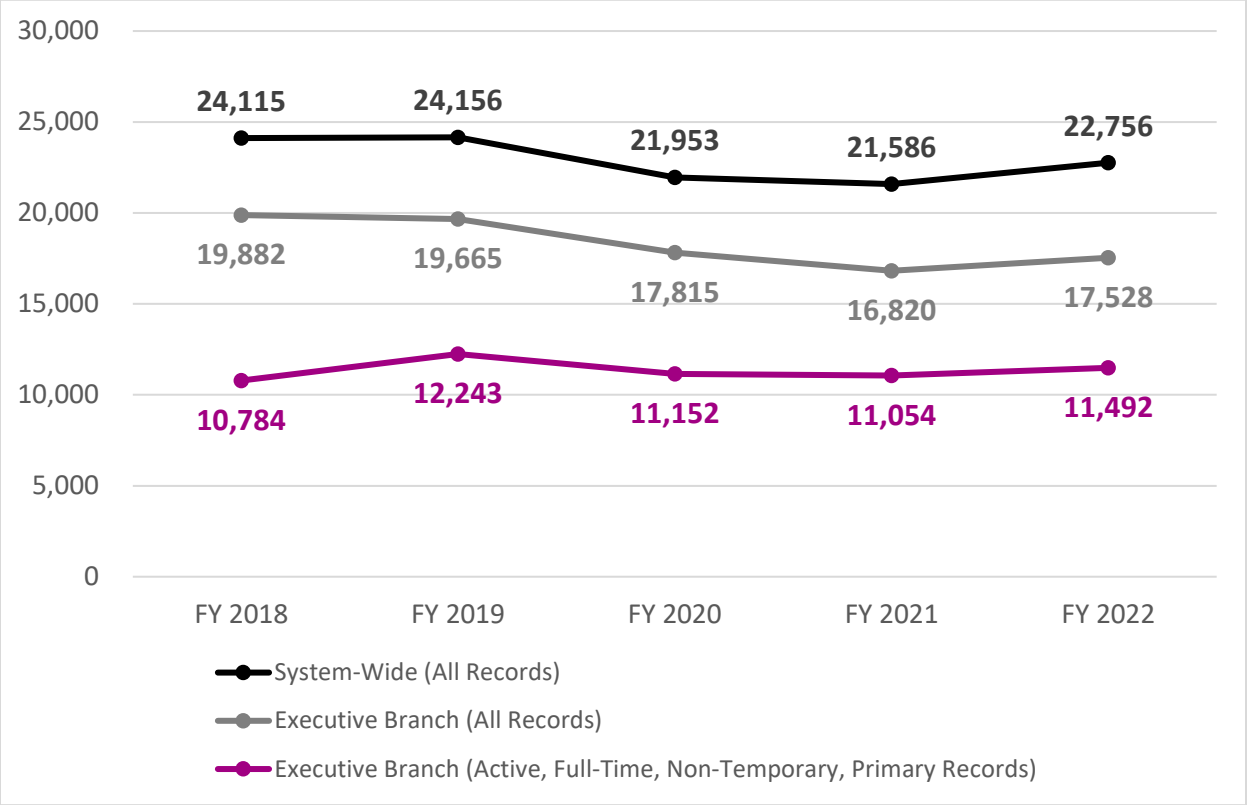
Item 46. Hires by Fiscal Year



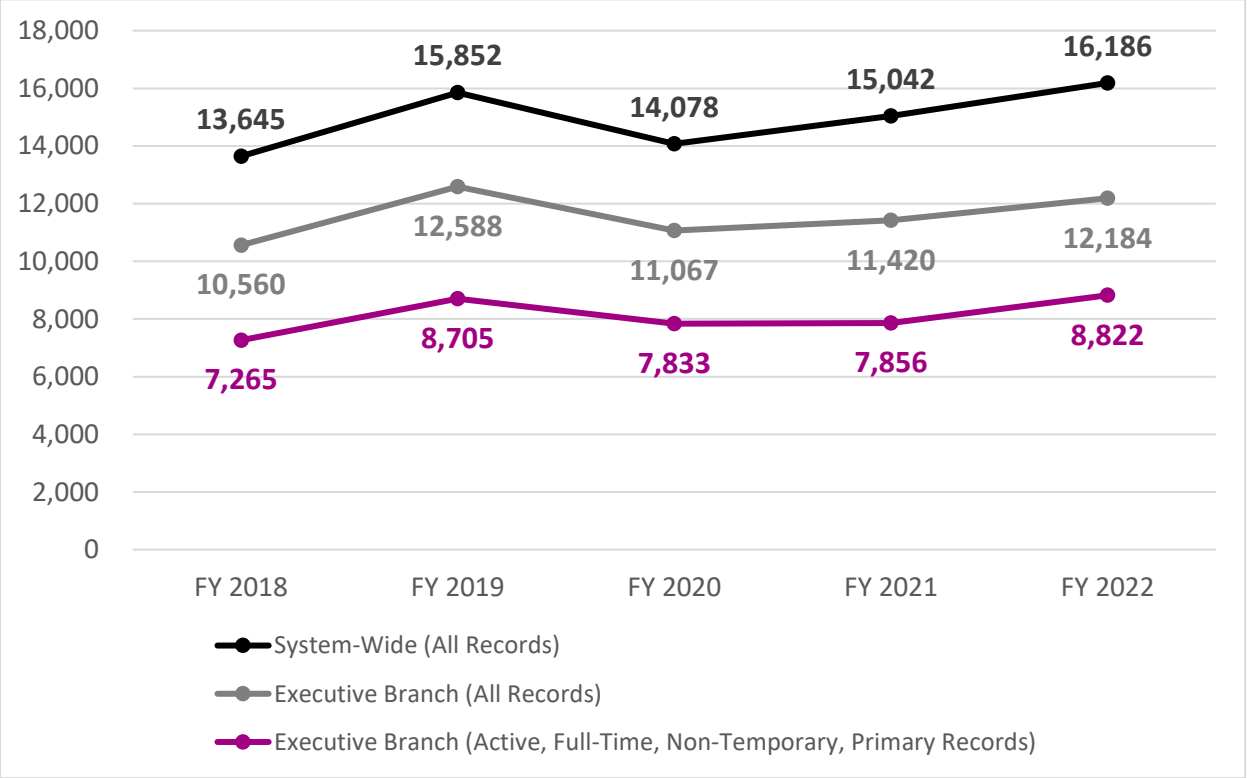
Item 47. Hire Median Annual Compensation Rate by Fiscal Year



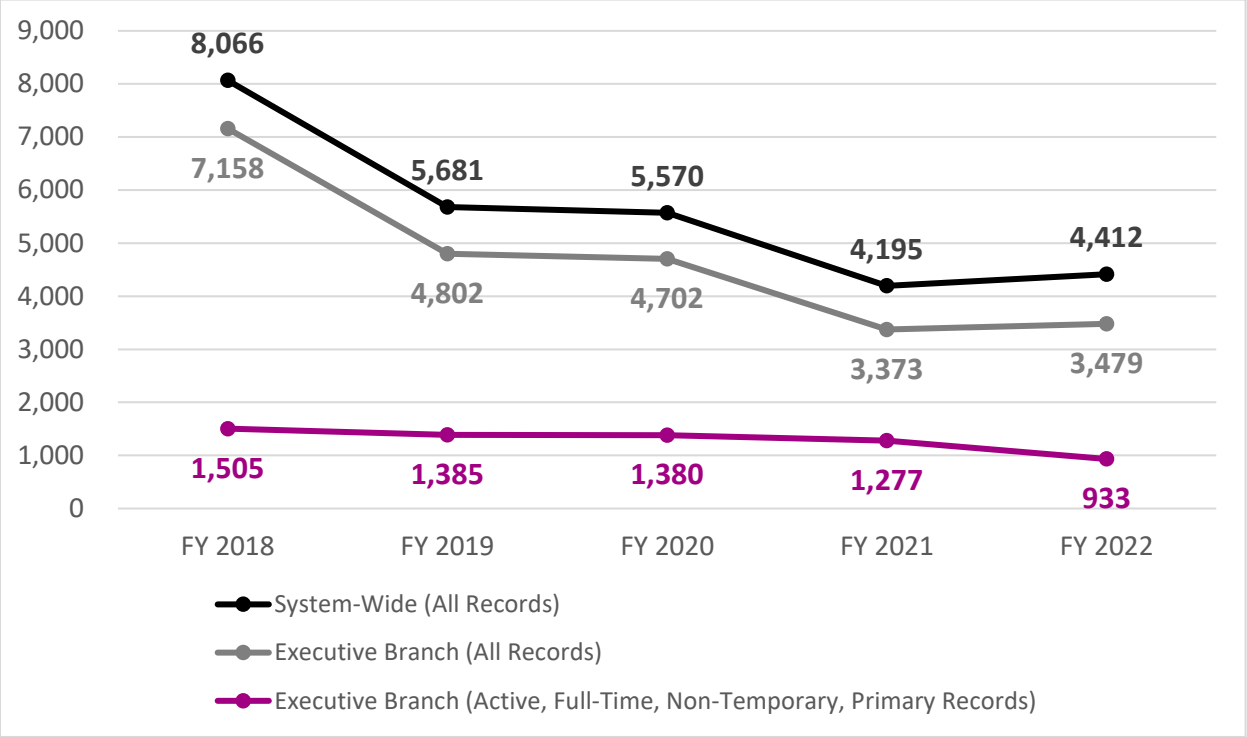
Item 48. Separations by Fiscal Year



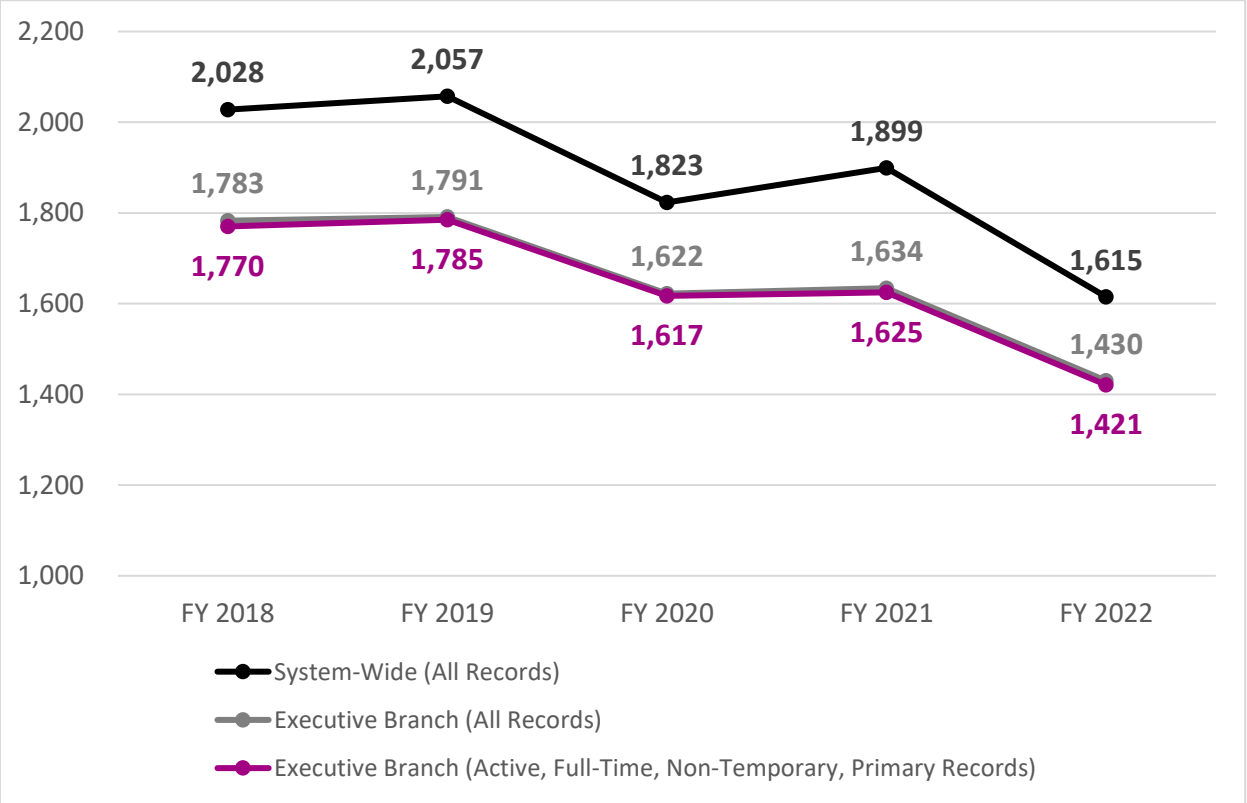
Item 49. Voluntary Separations by Fiscal Year



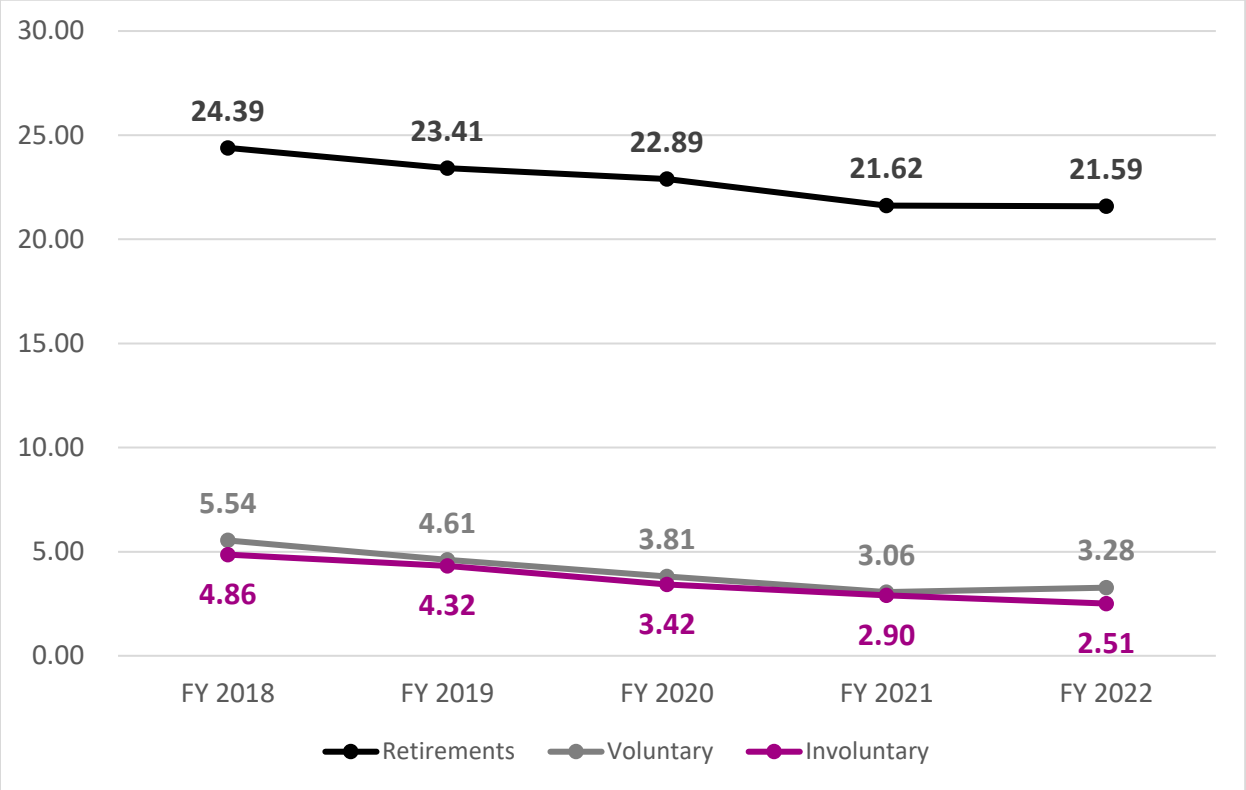
Item 50. Involuntary Separations by Fiscal Year



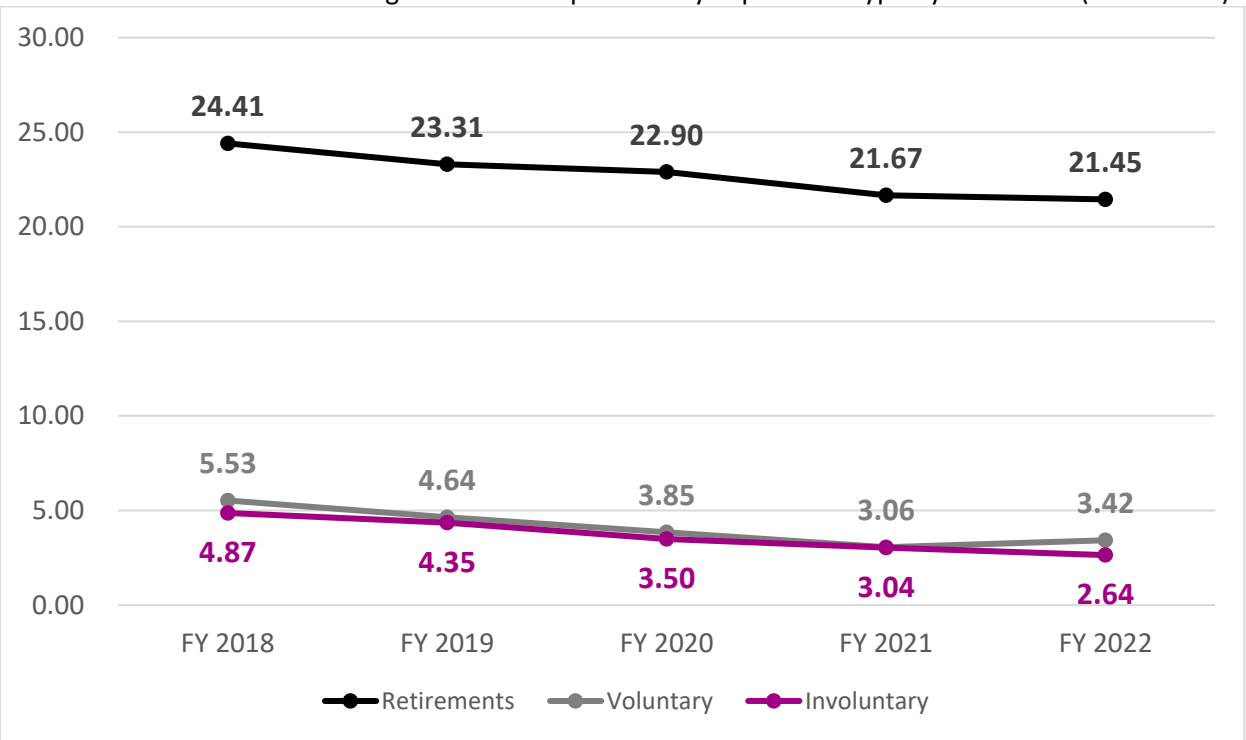
Item 51. Retirements by Fiscal Year



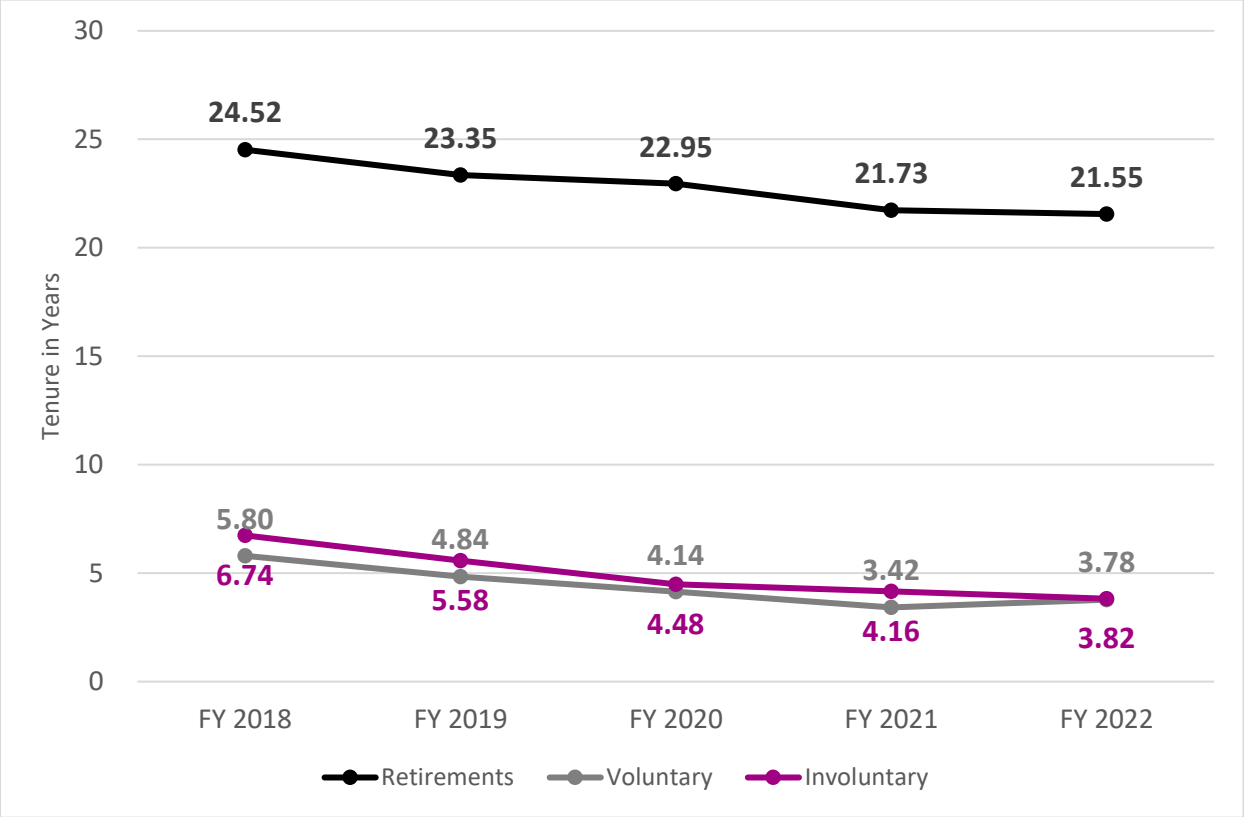
Item 52. System-wide Average Tenure at Separation by Separation Type by Fiscal Year (All Records)



Item 53. Executive Branch Average Tenure at Separation by Separation Type by Fiscal Year (All Records)



Item 54. Executive Branch Average Tenure at Separation by Separation Type by Fiscal Year (Active, Full-Time, Non-Temporary, Primary Records only)



Item 55. FY 2022 System-Wide Voluntary and Involuntary Separations by Termination Code

Voluntary			Involuntary		
Reason Code	Reason Description	Count	Reason Code	Reason Description	Count
RES	Resignation	12,668	TMP	End Temporary Employment	2,587
CER	Change Employment Record	1,264	DIS	Dismissal	767
PRE	Presumptive Resignation	575	RIF	Reduction in Force	339
PER	Personal Reasons	380	RLS	Release	265
CAR	Career Change	372	ATT	Attendance	106
PSE	Private Sector Employment	189	VIO	Violation of Rules	96
MSL	Move Between State and Local	130	CON	Misconduct	89
LVE	Failure to Return from Leave	101	UNS	Unsatisfactory Performance	80
RTS	Return to School	101	DRG	Drug Testing	69
HEA	Health Reasons	85	INS	Insubordination	6
PAY	Dissatisfied with Pay	53	MIS	Misstatement on Application	3
REL	Relocation	50	NPR	No Position Return From Leave	2
FAM	Family Reasons	42	TAR	Tardiness	2
FOR	Forfeiture of Position	27	POL	Dissatisfied w/Comp. Policies	1
ILO	In Lieu of Termination	22			
WOR	Dissatisfied w/Work Conditions	22			
MUT	Mutual Consent	21			
JNM	Job Did Not Meet Expectations	15			
ILL	Illness in Family	14			
HRS	Dissatisfied with Hours	13			
SUP	Dissatisfied with Supervision	13			
TYP	Dissatisfied w/Type of Work	7			
CHI	Child/House Care	5			
TRA	Transportation Problems	4			
EES	Dissatisfied w/Fellow Employee	3			
OBS	Become Self-Employed	3			
PRM	Dissatisfied w/Promotion Opps	3			
REF	Refused Transfer	2			
LOC	Dissatisfied with Location	1			
PTD	Partial/Total Disability	1			
FRE	End Foreign Employment AUS	0			
MAR	Marriage	0			
PLE	Paid Leave Exhausted	0			
Totals		**16,186**			**4,412**

Item 56. Termination Reason Code to Separation Type Reference Table

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	Involuntary
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

Reason Code	Description	Type
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