



State of Georgia Fiscal Year 2024 **WORKFORCE REPORT**



EXECUTIVE SUMMARY

**Georgia Department of Administrative Services
Human Resources Administration Division**

This executive summary of the State of Georgia's Annual Workforce Report provides highlights of key trends related to state employees and employment. The full report serves as a critical tool for identifying data-driven trends to enhance the management of the state's human resources. It is a product of the Human Resources Administration (HRA) division of the Georgia Department of Administrative Services (DOAS) and relies on data from TeamWorks Human Capital Management (HCM). The data presented in this report covers Fiscal Year (FY) 2024, spanning from July 1, 2023, to June 30, 2024.



State investments are improving recruitment and retention of state employees

NOTABLE TRENDS

- State employment levels are beginning to return to pre-pandemic levels.
- Median compensation levels increased steadily with state cost-of-living (COLAs) increases.
- Turnover continues to trend down.
 - Voluntary turnover rate is down across all generation groups.
 - Gen Z voluntary turnover has dropped by half since FY2021.
- For the second year in a row, new hires exceeded separations.
- The number of employees retiring has trended down over the past four years.

LEGISLATION AND RULE CHANGES

Notable legislation also bolstered the state's recruitment and retention efforts.

- Passed during the 2024 legislative session, HB 1010 increased the number of hours permitted for paid parental leave from three weeks to six weeks.
- Senate Bill 3, passed in the 2023 session, required DOAS to assess state job descriptions and requirements and as far as practicable, reduce the number of jobs for which a four-year college degree is required for employment.
- The State Personnel Board approved rule 478-1-.16 to allow employees to convert 40 hours of their accrued annual leave into a cash payout once per fiscal year.

INCREASE IN EMPLOYEE COMPENSATION

The Governor and the General Assembly have made strategic investments and enacted legislative policies to bolster employee retention efforts.

Since the Amended FY2021 budget, the state has funded a series of pay supplements and cost-of-living (COLA) adjustments for state employees:

- In FY2025 the state provided a 4% COLA for all state employees and a specifically targeted \$3,000 salary enhancement for selected POST certified law enforcement officers. The amended FY2024 budget also included a one-time salary supplement of \$1,000.
- The FY2024 budget funded a 2% COLA for state personnel and salary increases for certain law enforcement officers.
- The FY2023 budget funded a \$5,000 COLA and increased the employer match for GSEPS 401(k) from a maximum of 3% to 9%.
- The amended FY2022 budget included a \$5,000 pay adjustment for state employees. The Amended FY2021 budget provided a one-time salary supplement of \$1,000 to full-time state employees with current salaries less than \$80,000.

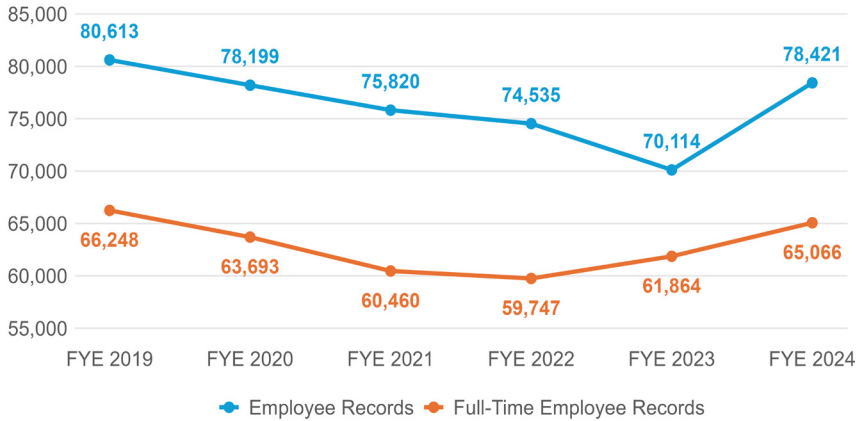
The COLAs appear to be helping improve recruitment and retention of state employees.

System-Wide Full-Time Employee Records



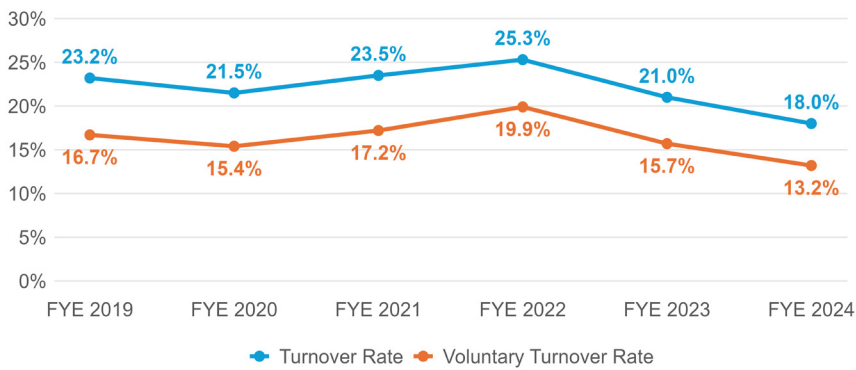
Employee retention is improving, and turnover is trending down

Employee Records by Record Type

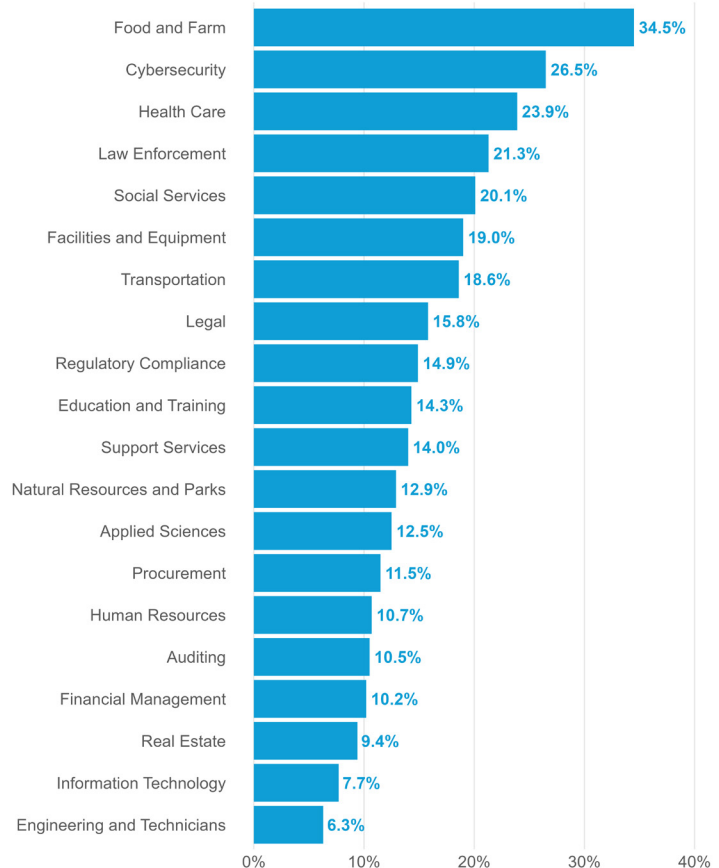


State employment levels for established budgeted positions are starting to return to pre-pandemic levels. In FY24, all employee types--hourly, temporary, and full-time--totaled 78,421, while the number of full-time benefit eligible employees totaled 65,066. FY2024 shows the highest employee count recorded in the past four years. Voluntary turnover was 13.2% in FY2024--the lowest it has been in the past eight years--down from a high of 19.9% in FY22.

System-Wide Turnover Rates
Full-Time Employee Records



Executive Branch Turnover Rate by Job Family (FY 2024)
Full-Time Employee Records



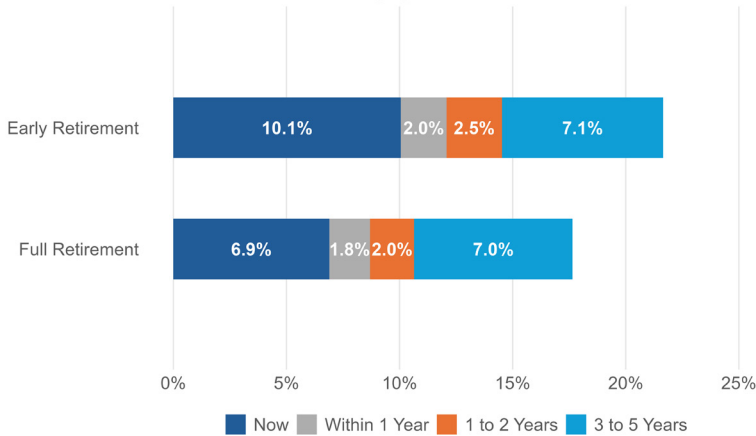
TURNOVER BY JOB FAMILY

Overall turnover is trending down across state positions. The figure on the right shows turnover rates by job family. Employees in the farm and food job family had the highest turnover rate at 34.5%. The lowest turnover rate was among employees in the engineering and technicians job family.

Note: Data includes employee records as recorded in the state human capital management (HCM) system. All employee records include temporary and part-time employees. Full-time Employee Records are benefit-eligible active employees.

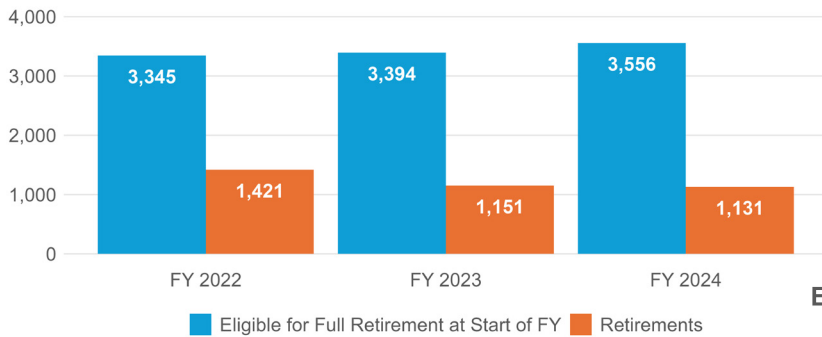
Just over 21% of full-time state employees are eligible for early retirement over the next 5 years

Retirement Eligibility Proportions
Full-Time Employee Records



It is time for the state to focus on succession planning as more than 20% of full-time state employees system-wide are eligible for early retirement over the next five years. Succession planning will ensure the future of the state is in prepared hands.

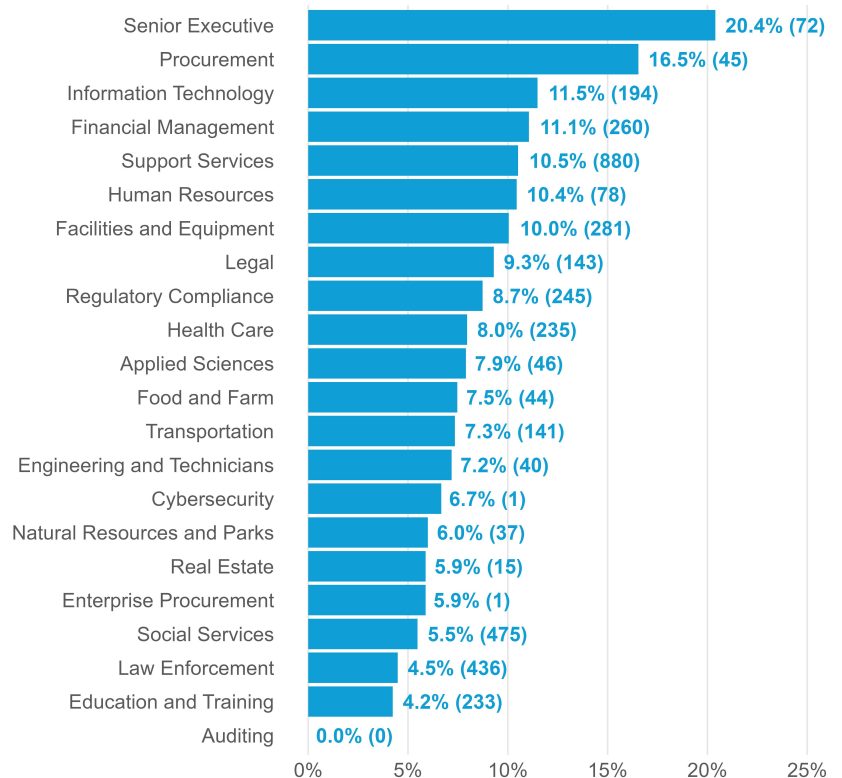
Executive Branch Employees Eligible for Full Retirement at Start of FY vs. Actual Retirements During FY
Full-Time Employee Records



At the start of FY2024, 3,556 executive branch full-time employees were eligible for full retirement. At the end of FY2024, 1,131 (31.8%) employees retired. This number is down from 42.5% in FY2022.

The share of job families with the highest proportion of employees who are eligible for retirement include senior executive, procurement, information technology, financial management, and support services.

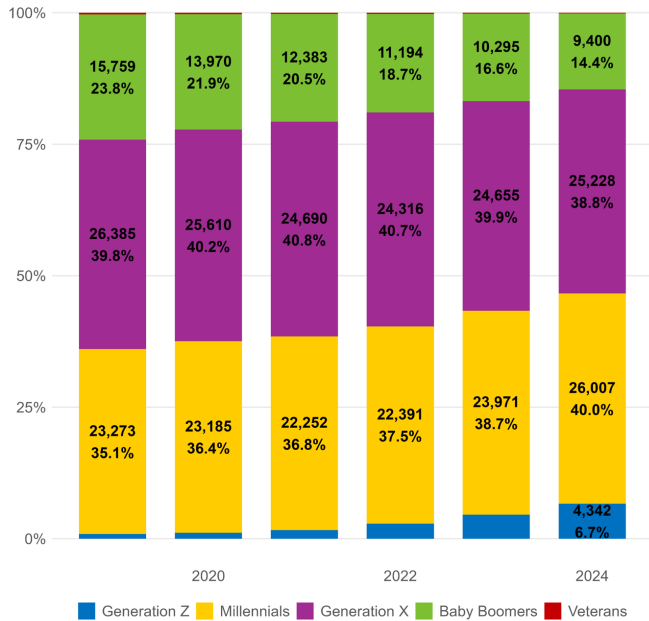
Executive Branch Employee Records Currently Eligible for Full Retirement by Job Family (FYE 2024)
Full-Time Employee Records



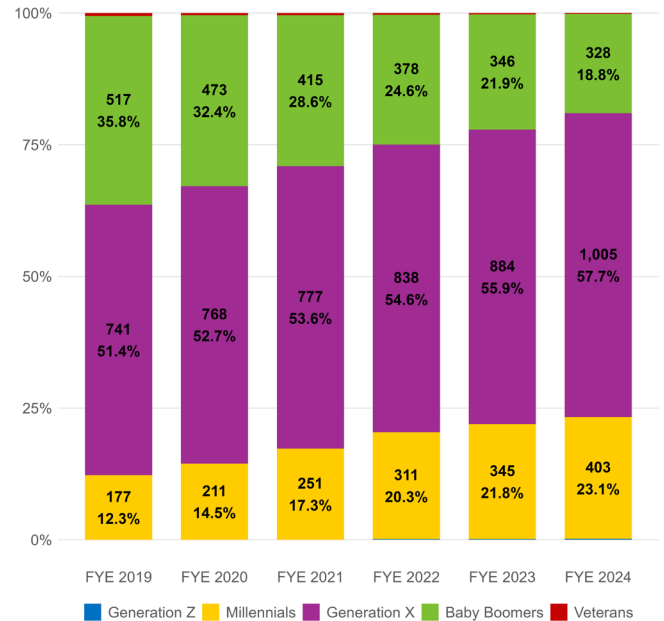
Generational Shifts

In FYE 2024, Millennials (40%) overtook Generation X (38.8%) as the largest generation in the state's workforce.

System-Wide Generational Makeup
Full-Time Employee Records



System-Wide Generational Makeup
Full-Time Senior Managers

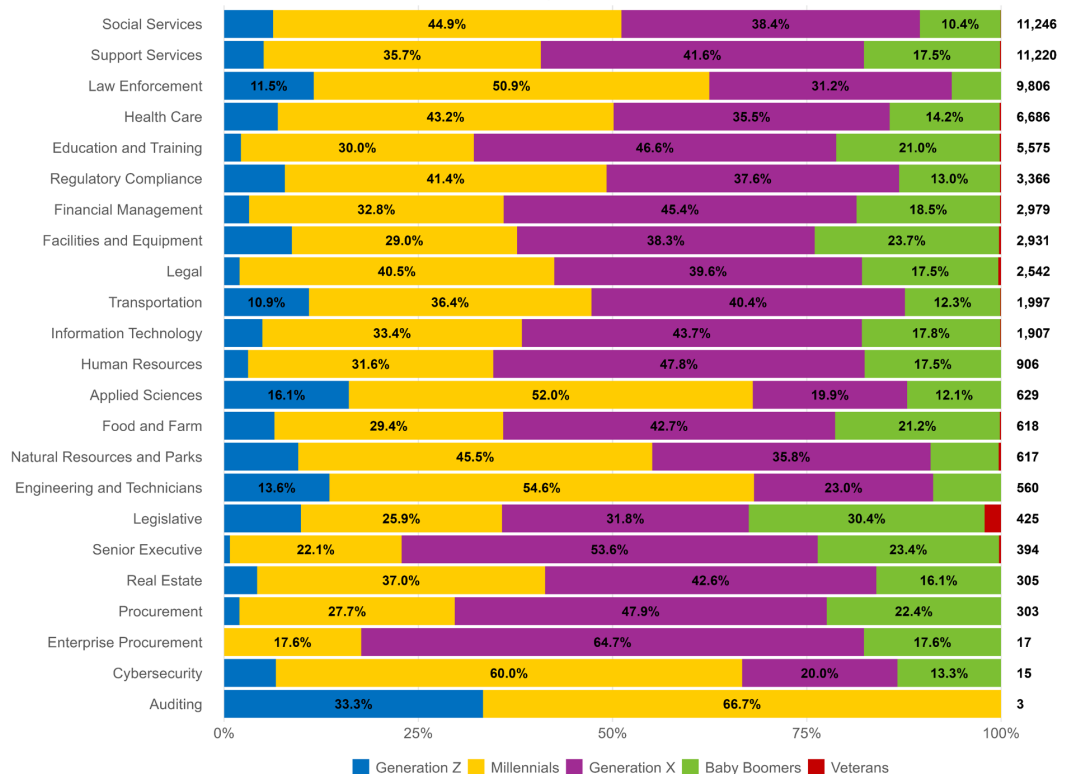


Younger generation groups, such as Millennials (b. 1981-1996) and Gen Z (b. 1997-2012), continue to represent a larger portion of the state's workforce. The dark blue color indicates the share of the state workforce that is Gen Z. Job families with the largest share of Gen Z employees are Applied Sciences, Engineering and Technicians, and Law Enforcement.

Note:

1. The auditing job family was being phased out in FY2023 and FY2024.
2. The charts on this page use the term veteran generation. This refers to people born between 1928 and 1945, also referred to as the "silent generation."

System-Wide Employees by Job Family and Generation (FYE 2024)
Full-Time Employee Records



State Workforce Priorities and Recommendations

Staffing

- **Expand Talent Sources:** Broaden recruitment efforts to include underrepresented talent pools, diverse geographic areas, and innovative channels such as partnerships with educational institutions.
- **Employer Branding:** Strengthen the state's employer brand to attract high-caliber candidates by showcasing a dynamic work environment, career growth opportunities, and purpose.
- **Intern Programs:** Enhance and expand internship programs to create a pipeline of future talent, offering students and early-career professionals meaningful experiences that encourage long-term retention.
- **Engaging New Generations of Talent:** Attract younger candidates to state employment through partnerships with middle and high schools and university career centers.

Turnover & Retention

- **Upskilling Workforce:** Cultivate internal talent by investing in employee development through continuous learning and upskilling initiatives to ensure the workforce remains agile, competitive, and ready to handle increasingly advanced technology such as generative AI.
- **Support Career Growth:** Create clear career pathways and mentoring programs to support long-term employee growth and engagement.
- **Standardized Onboarding:** Implement a standardized, comprehensive onboarding process that fosters early engagement and accelerates new hire productivity.
- **Experienced-Based Hiring:** Shift from traditional hiring methods which focus on an applicant's education and experience to hiring methods which focus on an applicant's abilities and competencies.

Succession Planning

- **Prepare Future Leaders:** Implement succession planning programs that prepare mid-level employees for leadership roles by developing management capabilities, improving decision-making skills, and fostering innovation.
- **Cross-Training and Mentorship:** Facilitate knowledge transfer through cross-training and mentorship programs to ensure critical skills and institutional knowledge are retained.

About DOAS

The Department of Administrative Services (DOAS) provides business solutions for state and local governments. DOAS' product and service offerings encompass a broad spectrum that includes purchasing, risk management, enterprise human resources, fleet support services, and surplus property.

The Human Resource Administration provides enterprise leadership and support to agencies of the executive branch that enable effective talent management. Our education, training, and oversight of employment policies, practices, and compliance empowers HR and business leaders to efficiently manage their workforce and minimize risks. Our guidance in compensation and benefits administration provides a framework that improves recruitment and retention of talent within state government.

Our human resources consulting services include:

- Working with the State Personnel Board to establish uniform rules, policies, and practices in compliance with employment laws and regulations.
- Creating and maintaining a job classification and pay structure.
- Administering the Flexible Benefits Plan for state employees.
- Providing talent management consulting, including policy interpretation and the provision of practical tools to help entities minimize HR compliance risks.
- Managing the State Charitable Contributions Program (GASCCP), Employee Discount and Purchasing Programs, Employee Assistance Program (EAP), and Faithful Service Awards Program.

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