



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



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

Rebecca N. Sullivan, Commissioner



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Introduction

The State of Georgia is a dynamic employer that offers employees the opportunity to work in occupations across more than 20 job families with over 100 state agencies and authorities. In order to effectively serve the citizens of Georgia, the state maintains a workforce of over 70,000 full-time and part-time employees. Due to the important role state employees play in the delivery of state services, understanding the important trends and factors impacting the state's workforce is critical. It provides vital insight into the state's employee engagement, productivity, retention, and organizational health. In addition, tracking the state of the workforce also helps to optimize workforce strategies in order to build a more engaged, capable, and resilient organization.

For this reason, the Human Resources Administration (HRA) division of the Georgia Department of Administrative Services (DOAS) is pleased to release the FY2024 Workforce Report. The FY2024 State Workforce Report provides information and trends on state employees and state employment. This annual report is a critical tool for identifying data-driven trends to enhance the management of the state's human resources. The report is based upon data from the state's TeamWorks Human Capital Management (HCM) platform. The data presented in this report covers Fiscal Year (FY) 2024, spanning from July 1, 2023, to June 30, 2024. This report includes informative data tables and trend charts to facilitate analysis of overall employment, views by generation and job family and agency, and trends related to hiring, separations, and retirement.

In FY2024, key trends include:

- State employment levels for established budgeted positions are starting to return to pre-pandemic levels. Full-time benefit-eligible employee count increased for the third consecutive year to 65,066.
- Median compensation levels increased steadily with cost-of-living (COLA) increases. Median salaries for executive branch full-time employees have increased by \$5,766 since July 1, 2022.
- Voluntary turnover continues to trend downward from a peak of 19.9% in FY2022 to a rate of 13.2% in FY2024. In fact, the voluntary turnover rate is down across all generation groups. Gen Z voluntary turnover has dropped by half since FY2021.
- Overall turnover also continues to trend downward from a peak of 25.3% in 2022 to a rate of 18% in FY2024.
- For the second consecutive year, new hires exceeded separations with 1,032 hires over separations in FY2024.
- 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. Job families with the largest share of Gen Z are Applied Sciences, Engineering and Technicians, and Law Enforcement.

- The number of employees retiring has trended downward over the past three years.
 - 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 figure is down from 42.5% in FY2022.
 - Job families with the highest proportion of employees who are eligible for retirement include senior executive, procurement, information technology, financial management, and support services.

Staying competitive as an employer will remain a critical goal in order to retain and attract the talent needed to keep the state safe, support people in crisis, build and maintain infrastructure, and keep the state growing, healthy, and educated. Thus, the state will need to continue to be responsive to technological advancements, generational transitions, evolving skill requirements, and competition for talent.

Increases In Employee Compensation

The Governor and the General Assembly have made significant strategic investments and enacted legislative policies to bolster employee retention efforts. For example, the COLAs approved over the past four years appear to be improving net hiring, slowing retirement, and increasing retention.

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

- In FY2025, the state provided a 4% COLA for all state employees and a \$3,000 specifically targeted 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 Georgia State Employees' Pension and Savings Plan (GSEPS) 401(k) from a maximum of 3% to 9%.
- The Amended FY2022 Budget included a \$5,000 pay increase 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.

Legislation And Rule Changes

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

- Passed during the 2024 legislative session, House Bill 1010¹ increased the number of hours permitted for **paid parental leave** from three weeks to six weeks. In FY2024, full-time employees used 75,276 hours of parental leave compared to 70,985 in FY2023.
- Senate Bill 3², passed in the 2023 legislative session, directed DOAS to **assess state job descriptions and requirements** and, as far as is practicable, reduce the number of jobs for which a four-year college degree is required for employment. As a result, DOAS HRA reviewed 1,439 jobs, which included varying levels of qualification based on degree requirements combined with experience. These jobs were assigned to the Statewide and Law Enforcement Pay Plans. Based upon the review, 791 degree requirements were removed, and/or experience requirements were reduced so that related work experience could substitute for formal education requirements.
- Upon passage of House Bill 911³ in 2022, the State Personnel Board modified Rule 478-1-16 to allow state employees to convert 40 hours of their accrued annual leave upon a determination of availability by the Governor’s Office of Planning and Budget. This option has since been made available to state employees annually.

DOAS Human Resources Administration Division Programs and Scope of 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.

HRA division 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.

Looking ahead to FY2025, the State of Georgia is implementing a new Enterprise Resource Planning (ERP) system to support the state’s human resources, financial, and procurement activities. Branded as GA@Work, the system is being implemented through the collaboration of the State Accounting Office, DOAS, and the Georgia Technology Authority. This project will transform various aspects of state operations, with the human resources functions planning to go live in April 2025 and the financial functions following in October 2025. The new system will have increased capabilities to manage the state’s talent.

¹ HB 1010: <https://www.legis.ga.gov/legislation/66255>

² SB3: <https://www.legis.ga.gov/legislation/66255>

³ HB911: <https://www.legis.ga.gov/legislation/66002>

Our human resources consulting services offered by DOAS/HRA 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 Program, Employee Assistance Program (EAP), and Faithful Service Awards Program.

DOAS Enterprise Workforce Strategies – FY2024 Accomplishments

In FY2024, the DOAS HRA Recruitment and Retention Unit worked to market the State of Georgia as an employer by developing 55 new partnerships and working directly with high schools, military organizations, and colleges and universities to market and recruit people for state employment. Specifically, DOAS partnered with the Georgia Department of Education (GADOE) Career, Technical, and Agricultural Education (CTAE) program to explore ways for state agencies to connect with Georgia CTAE schools.

Soldiers leaving military service and returning to civilian jobs are a potential key pipeline for state employment. DOAS HRA partnered with the U.S. Department of Defense’s Transition Assistance Program (TAP) to provide opportunities for state agencies to participate in career-related events at Georgia’s military bases. This is the first time state agencies have had the opportunity to participate in career events at Georgia military bases. DOAS HRA has also developed military-connected branding materials with a specific focus on highlighting career opportunities for transitioning military personnel as they return to civilian life.

In the past, individual agencies would work with a given college career center to host an event or table at a career fair. Today, the DOAS HRA Recruitment and Retention unit helps coordinate state agency exclusive events where state government can market jobs across multiple state agencies, all at the same event. In FY2024, the unit hosted three recruiting events:

- University of West Georgia on February 6, 2024, with 25 state agencies engaging with over 150 students.
- Georgia State University from March 26-28, 2024, with 252 student registrations, 269 in-person student engagements, and 20 state agencies participating.
- Albany Technical College, with 15 state agencies participating and 100 in-person engagements. DOAS was featured on CBS44 WSWG about the partnership with the college, military, and the community.⁴

In addition to these three state agency-only recruitment events, DOAS also participated in 25 collegiate career events during Fall 2023 and Spring 2024. The primary focus of these engagements was to establish and strengthen connections with college career centers and promote the state as an employer of choice.

Communicating that the State of Georgia is a dynamic and exciting place to work requires a consistent and targeted message and branding. DOAS HRA partnered with the marketing firm,

⁴ <https://www.southgatv.com/albany-technical-college-ga-dept-of-administrative-services-partner-together-to-hold-career-fair/>

Odonnell Company, to develop an enterprise-branding strategy that can be used to promote the state as an employer of choice. The strategy will establish statewide recruiting messaging and marketing content to encourage individuals to seek employment with the state and attract a new generation of state workers. In the past, there was not a coordinated enterprise branding strategy to promote state employment.

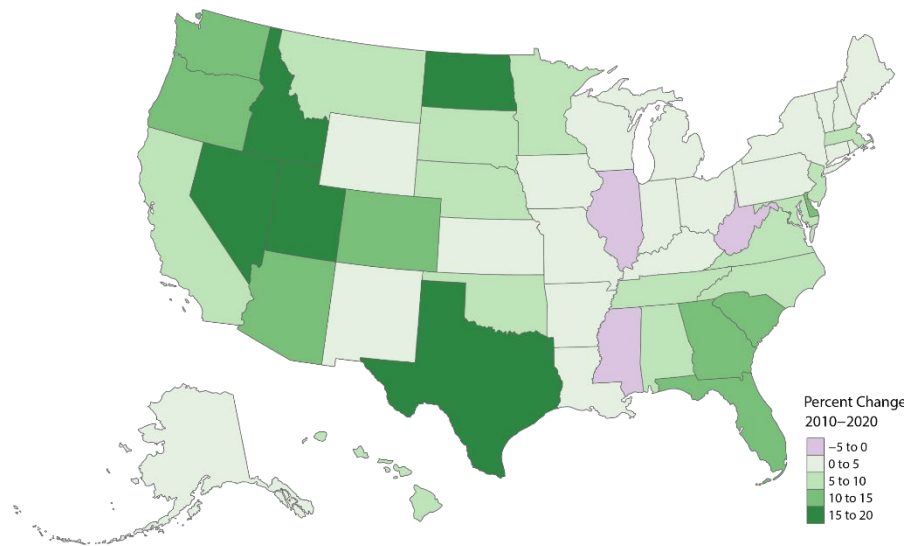
As part of the DOAS HRA recruiting and retention strategy, the unit has created a newsletter. This newsletter serves as an effective communication tool to update the HR community about various partnership opportunities, career prospects, military-related events, and CTAE (Career, Technical, and Agricultural Education) events. Moreover, the newsletter showcases the commendable achievements of the Workforce Strategies Initiative (WSI) workgroups, thereby recognizing their valuable contributions.

These new enterprise efforts are helping Georgians see the wide variety of employment opportunities with the State of Georgia and are helping agencies work with potential recruits in high school, college, and the military in new and creative ways.

Georgia Labor Market Trends

Georgia has a growing and dynamic economy. For more than 10 years, Georgia has been recognized by Area Development Magazine as the top-ranked state in which to do business. The positive business climate in the state has resulted in significant investment in terms of new jobs announced and companies looking to expand or relocate.

Figure 1: US Population Percent Change 2010-2020

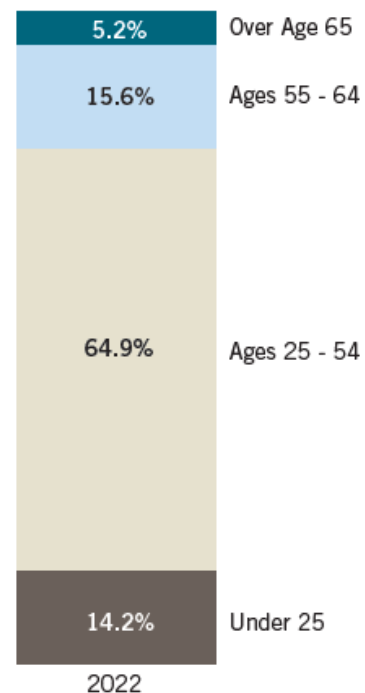


With a growing economy comes increased competition for labor. In the recent decade, more state economic development job announcements have been spread across many counties in both rural and urban areas. Access to and the cost of childcare, as well as housing, continue to be challenges for Georgia's workers.

In the 2020 Census, the US population grew at 7.4% over past decade; its slowest pace since the 1930s. Growth across the United States is slowing. Georgia grew at 10.6%, which tied for 12th among states with the highest increase in the United States over the past decade. Like most states, Georgia has experienced a declining birth rate since 2007. This may have a long-term impact on workforce availability. This situation will be compounded as the percentage of Georgians 60 years of age or older continues to grow. The U.S. Census Bureau estimates that by 2030, more than 20% of Georgia's population will be 60 or older. Georgia's population change is fueled by domestic migration. People move to Georgia from states like New York, New Jersey, California, Illinois Florida, and a number of other northeast and midwestern states.

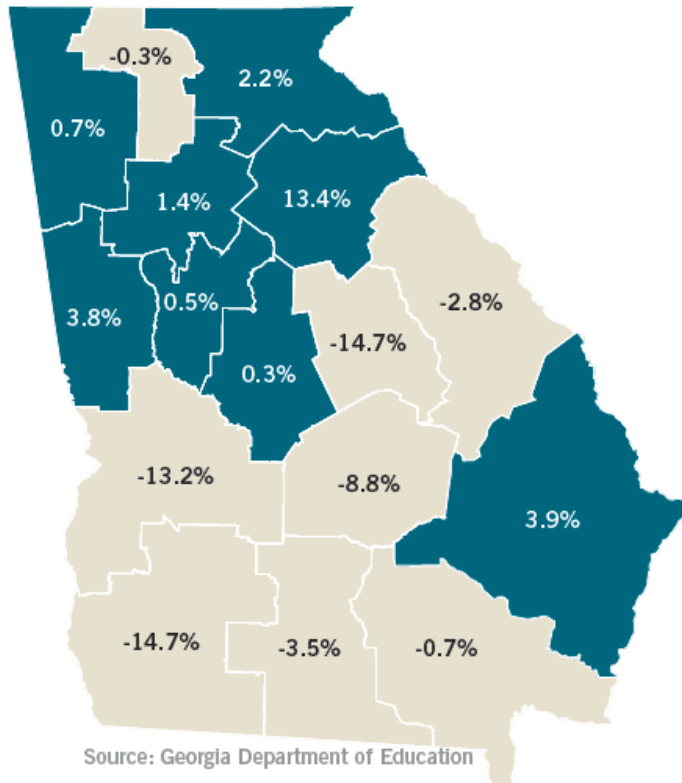
The state continues to diversify in terms of race and ethnicity. Demographers estimate that before 2030, the state overall will be majority-minority, an event that happened a decade ago in many Georgia counties. Shifting demographic trends will impact all state programs as the population ages, and the declining pool of young people will have a ripple effect going forward on enrollments in education programs and impact demand for healthcare, social services and other state programs.

Figure 2: Labor force by Age Group



The demographics of the state are reflected in the overall makeup of Georgia’s labor force. As shown in Figure 2, as of 2022, 64.9% of Georgia’s workforce was aged 25 to 64. In 2009, that portion was 69.6%. In 2022, 15.6% of the Georgia workforce was aged 55 to 64, compared to 12.8% in 2009. In 2022, another 5.2% of workers were over the age of 65, compared to 3.1% in 2009. Workers are staying in the workforce longer than compared to 2009.⁵

Figure 3: Percent Change in K-12 Enrollment 2013-2023



The declining number of births in the state of Georgia has a direct impact on K-12 enrollments. Total enrollments declined in many of the state’s Regional Education Service Agencies (RESAs) between 2013-2023. Note: Charter School and Georgia Department of Juvenile Justice (DJJ) enrollments are omitted from these numbers, as shown in Figure 3. This data helps illustrate areas of the state with a growing younger population, compared to parts of the state where the school-age population is declining, and thus, the overall population is likely to be older.

Workforce preparation is reflected in data on reading and math scores. According to the 2024 end-of-grade assessment, 64% of Georgia’s third-grade students were reading at or above grade level. Of Georgia’s eighth-grade students, 45% were proficient or above on the mathematics milestone test, up from 36% in 2023.⁶

While not all jobs require post-secondary education, most higher-paying jobs do require some post-secondary training. The share of high school graduates enrolling in post-secondary education has dropped eight percentage points in the past 10 years. Of the high school class of 2022, one year after graduation, 59.3% enrolled in post-secondary education (1.5% had earned a post-secondary credential). In 2012, the share of high school graduates enrolling in post-secondary education was 68%.⁷

Average wages and supplemental benefits for Georgia employees have grown at a steady rate over the past 25 years. Historically, wages have accounted for about 85% of total compensation for Georgia employees. Between 2018 and 2022, average monthly wages in Georgia saw significant increases across all educational attainment levels. For people with less than a high

⁵ 2024 State Workforce Snapshot, UGA Carl Vinson Institute of Government, American Community Survey, 2018-2022 ACS

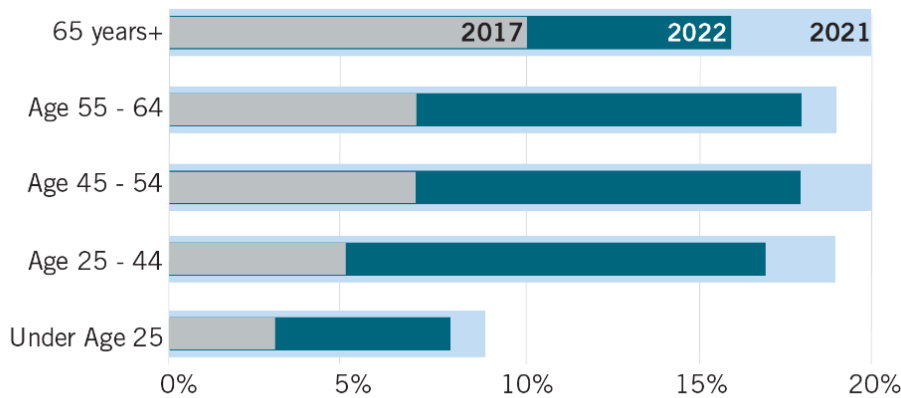
⁶ Georgia Department of Education. <https://www.gadoe.org/Curriculum-Instruction-and-Assessment/Assessment/Pages/Georgia-Milestones-2023-2024-Statewide-Scores.aspx>.

⁷ Governor’s Office of Student Accountability, High School Graduate Outcomes Dashboard data. <https://gosa.georgia.gov/dashboards-data-report-card/data-dashboards/hs-grad-outcomes>

school diploma, a 34% increase brought them from \$3,372 to \$4,523 per month, while people with the highest education attainment saw a 17% increase from \$7,267 to \$8,519 per month. From 2018 to 2022, younger employees in Georgia saw the steepest rise in weekly wages, while across the board, wages increased by 20% or more over the same five-year period.⁸

As shown in Figure 4, the share of Georgians working from home peaked in 2021, with almost 20% of the workforce aged 25 and older are working from home.

Figure 4: Percent of Workforce Working From Home By Age Group



Source: American Community Survey; 2017 ACS; 2021 ACS; and 2022 ACS 1-year Estimates

The last census data from 2022 on working from home shows a decline in working from home across all age groups. In 2024, several national companies announced plans to have workers return to the office more days a week.

National Trends

Employment data by major sector shows that employment in the local and state government sector has been one of the slowest growing sectors in the economy over the past 10 years.⁹ Like many other sectors of the economy, state governments are competing for talent in a very tight labor market. One of the factors that impact this competition is compensation. Since the COVID-19 pandemic, compensation increased more rapidly in the private sector than in the public sector. However, although public sector compensation still lags behind the private sector, since March 2023, the public sector has made gains in raising compensation.¹⁰ A 2022 study conducted by the Congressional Budget Office found that wage differentials between the public and private sectors are dependent on the education level of the employee. The study found that federal wages are about 10 percent lower than private sector wages. It concluded that “Overall,

⁸ Source: 2024 State Workforce Snapshot, UGA Carl Vinson Institute of Government, Quarterly Workforce Indicators, US Census Bureau.

⁹ Employment Projections: Employment By Major Industry, Bureau of Labor Statistics, go to <https://www.bls.gov/emp/tables/employment-by-major-industry-sector.htm>

¹⁰ US Bureau of Labor Statistics. Compensation in private industry and state and local government, 12 month percent change. See <https://www.bls.gov/charts/employment-cost-index/compensation-in-private-industry-and-state-and-local-government-12-month-percent-change.htm>

the federal government would have spent about 10 percent more on wages if it had adjusted the pay of its employees to match the wages of their private-sector counterparts.”¹¹

Competition for quality employees is an ongoing and challenging reality. For that reason, many states have passed legislation to support the state workforce and bolster recruitment and retention. Reducing qualifications, expanding employee benefits, and finding creative financial strategies have been key policy areas on which many state legislatures are focused. According to the National Conference of State Legislatures, at least 20 states have recently enacted legislation to change employee position qualifications. In Georgia, Senate Bill 3, "Reducing Barriers to State Employment Act of 2023," directed the Department of Administrative Services (DOAS) to review job descriptions and qualifications and reevaluate and potentially eliminate college degree requirements from certain state job positions and/or reduce experience requirements so that related work experience could substitute for formal education requirements. In the state of Washington, the state government was directed to change job qualifications so that they do “not require a two-year or four-year college degree as the only way to demonstrate qualifications for the role.”¹²

At least 34 states have enacted changes to state employee benefits. An increasing number of states are taking action to make access to mental health resources more available to employees, especially public safety employees. Arizona, Arkansas, California, Connecticut, and Virginia have all passed laws that provide access to mental health care or expand worker’s compensation for job-related traumatic events. Georgia passed HB 451, “The Ashley Wilson Act,” which requires the provision of insurance benefits to certain first responders diagnosed with post-traumatic stress disorder. Many states are also expanding paid leave around bereavement, birth, care, or adoption. The Georgia bill SB 61, “Sick Leave for Care of Immediate Family Members,” which was enacted in 2023, repealed a sunset provision related to sick leave requirements to ensure state employees could use their sick leave to care for family members. Wyoming expanded its paid leave policy for service or training for volunteer fire, ambulance, or search and rescue. Utah expanded leave if an employee or immediate family member is a victim of domestic or sexual violence. Education leave and time off to volunteer or help at schools are increasingly common.¹³

States are also looking at ways to improve employee retention and training. In 2023, 34 states enacted various policies to increase retention and training, such as reimbursing employees for certain training programs, funding education programs, moving allowances, retention pay incentives, and removing or reducing penalties for retirees to return to work in public service positions. A few states are looking at redefining “full-time” to 36 hours for critical hard-to-fill positions.¹⁴

¹¹ Congressional Budget Office (April 2022). Comparing the Compensation of Federal and Private-Sector Employees in 2022. Retrieved at https://www.cbo.gov/publication/60235#_idTextAnchor000

¹² Barnes, Z. (2024, July 17). In Recent Legislation, States Shore Up Public Sector Workforce. National Conference of State Legislators. Retrieved at <https://www.ncsl.org/state-legislatures-news/details/in-recent-legislation-states-shore-up-public-sector-workforce>.

¹³ Based on a review of legislation using the National Conference of State Legislators public sector workforce legislation database. <https://www.ncsl.org/labor-and-employment/public-sector-workforce-legislation-database>.

¹⁴ Ibid and Barnes, Z. (2024, July 17). In Recent Legislation, States Shore Up Public Sector Workforce. National Conference of State Legislators. Retrieved at <https://www.ncsl.org/state-legislatures-news/details/in-recent-legislation-states-shore-up-public-sector-workforce>.

Georgia is fortunate to be a growing state with a vibrant economy. The state's strong economy means that Georgians have a variety of options for employment. Many states, like Georgia, are enacting policy changes to improve their ability to recruit and retain employees.

Focus Areas

To build on the state's success in recruiting and retaining staff, a set of strategic initiatives is proposed across key workforce areas:

Staffing

For the second consecutive year, the number of full-time employees in existing budgeted positions increased from 61,864 to 65,066. This is the second consecutive year the number of full-time employees has increased. In FY2024, turnover trended downward for the second consecutive year, from 21% in FY2023 to 18% in FY2024. Furthermore, in FY2024, there was a 37% increase over FY2023 in the number of employment applications received for jobs posted on the Team Georgia Career website. In FY2024, 11,374 jobs were posted, and 294,636 applications were received. This compares to 13,021 jobs posted and 214,995 applications received in FY2023. Another positive note is that for the second consecutive year, the number of individuals hired exceeded the number of individuals who separated their employment with the state.

The state continues to rebalance toward a younger workforce. In FY2024, Millennials constituted 49.9% of executive branch hires, while Generation Z, the youngest generation in the state's workforce, represented 22% of FY2024 executive branch hires.

Recently, the state has made significant strides in workforce improvements, including increases in annual compensation, an increase in the size of the workforce, and a reduced turnover rate. To help continue this trend and recruit and retain a new generation of workers, DOAS HRA plans to market the positives of having a career with the state of Georgia. In FY2024, DOAS/HRA began working with a marketing firm to develop statewide recruiting messages, marketing content, and delivery plans that can be used as part of a comprehensive advertising campaign in support of statewide job openings. This enterprise branding strategy is one of the recommendations from the 2023 Employee Retention Study conducted by DOAS/HRA in partnership with Deloitte Consulting.

To continue to maintain strong growth and retention of staff, DOAS HRA recommends the following:

1. **Expand Talent Sources:** Broaden recruitment efforts to include underrepresented talent pools, diverse geographic areas, and innovative channels such as partnerships with educational institutions.
2. **Employer Branding:** Strengthen the state's employer brand to attract high-caliber candidates by showcasing a dynamic work environment, career growth opportunities, and purpose.
3. **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.
4. **Engaging New Generations of Talent:** Attract younger candidates to state employment through partnerships with middle and high schools and university career centers.

Turnover & Retention

DOAS HRA conducted an enterprise employee retention study in FY2023. This study gathered feedback on various themes, including organizational culture, job satisfaction, relationships with management, development and support, leadership, and team dynamics. The study's findings indicated that the top three (3) drivers of attrition included inadequate compensation, limited career opportunities, and negative work-life balance. In addition, monitoring hiring trends and turnover and separation data can be helpful in understanding the impact policy and funding changes have on retention. Such data from the FY2024 indicate that employee retention in state government is improving. For example, the number of full-time employees has increased, retirements have slowed, and turnover has dropped. In fact, system-wide turnover decreased from a high in FY2022 of 25.3% to 21% in FY2023 to 18% in FY2024.

A significant reason for these positive gains is likely due to the series of pay raises recommended by the Governor and appropriated by the General Assembly. Additionally, the state has passed legislation and policy changes to improve work-life balance. Passed during the 2024 legislative session, House Bill 1010 increased the number of hours permitted for paid parental leave from three weeks to six weeks. In FY2024, full-time employees used 75,276 hours of parental leave compared to 70,985 in FY2023. Additionally, the State Personnel Board approved rule 478-1-.16, which allows employees to convert 40 hours of their accrued annual leave once per fiscal year into a cash payout.

The state offers attractive benefits and the increases in compensation are helping the state attract and retain employees. To sustain the momentum on employee recruitment and retention, DOAS recommends the following:

1. **Upskilling Workforce:** Cultivate internal talent by investing in employee development through continuous learning and upskilling initiatives to ensure the workforce remains agile and competitive and ready to handle increasingly advanced technology such as generative AI.
2. **Support Career Growth:** Create clear career pathways and mentoring programs to support long-term employee growth and engagement.
3. **Standardized Onboarding:** Implement a standardized, comprehensive onboarding process that fosters early engagement and accelerates new hire productivity.
4. **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

System-wide, 6.9% of full-time employees could retire now, and another 10.8% could retire over the next five years. Overall, more than 21% of the retirement plan-eligible population could qualify for early retirement over the next five (5) years. However, it appears that some employees close to retirement are choosing to stay longer. Some factors that may have influenced this decision may be the significant increase in cost-of-living expenses due to record inflation, insufficient savings, increases in housing costs, and many baby boomers find themselves financially supporting adult children, grandchildren, or aging parents. This added financial burden can delay their own retirement plans, as they may feel responsible for providing assistance to family members.

For others, maximizing their retirement benefit may have influenced them to stay longer. This is because the calculation of retirement benefits for most employees near retirement age is based on an average of the employee's highest two years of pay.

The job families with the highest percentage of employees eligible for retirement are (1) Senior Executives, 20.4%; Procurement, 16.5%; Information Technology, 11.5%; and Financial Management, 11.1%.

Seven executive branch agencies face immediate experience drain risks, with over 30% of their full-time employees being eligible for early retirement within the next two (2) years. An additional 15 executive branch agencies have workforces with 20-29% of their full-time employees eligible for early retirement within two (2) years.

As the Baby Boomer generation retires and the Gen X generation closes in on retirement, the state will need to be more intentional in preparing future supervisors and leaders to manage and operate state government. DOAS recommends the following to address the state's succession planning needs:

1. **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.
2. **Cross-Training and Mentorship:** Facilitate knowledge transfer through cross-training and mentorship programs to ensure critical skills and institutional knowledge are retained.

Retirement Planning

To mitigate the impact of retirement on critical state functions, the state will need to develop policies and programs to retain more retirees to help with transitions and help support the younger workforce. DOAS recommends the following:

1. **Retirement Transitions:** Offer post-retirement roles to retain institutional knowledge while providing flexibility for older employees.
2. **Retention of Critical Talent:** Identify and prioritize retention strategies for employees in critical roles who may be nearing retirement, ensuring smooth transitions and continuity of operations.



Employee Records Overview – System-Wide

This section is based on non-separated employees from all entities currently using the TeamWorks HCM system as of Fiscal Year End (FYE) on June 30, 2024.

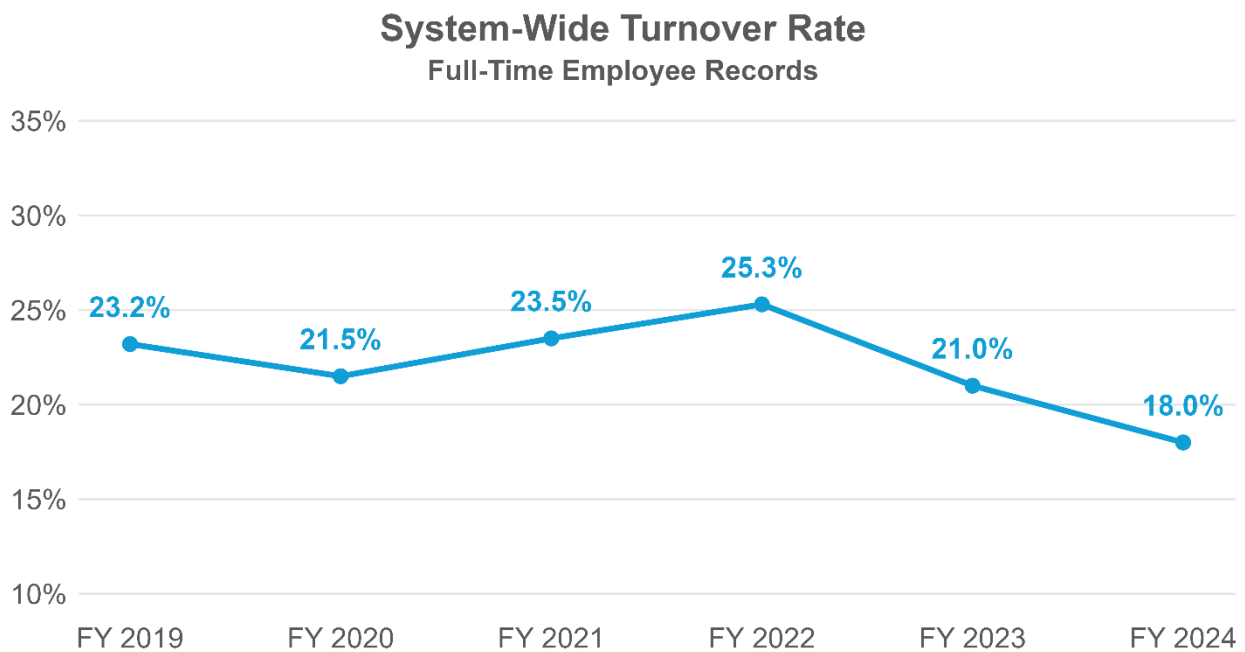


System-wide current employee records increased compared to the prior fiscal year-end by 8,307 records, an increase of 11.8%. State-wide employment is returning to pre-pandemic levels. Full-time employee records increased from 61,864 in FYE 2023 to 65,066 in FYE 2024, an increase of 5.2%.

System-Wide Employee Records and Change Table

System-Wide Item	FYE 2024	Change from FYE 2023	Change from Peak (FYE 2008)
Current Employee Records	78,421	11.8%	-22.5%
Full-Time Employee Records	65,066	5.2%	-22.0%

The calculated turnover rate declined for a second consecutive year from the recent high in FYE 2022 of 25.3%. In FYE 2024 the system-wide turnover rate was 18%.

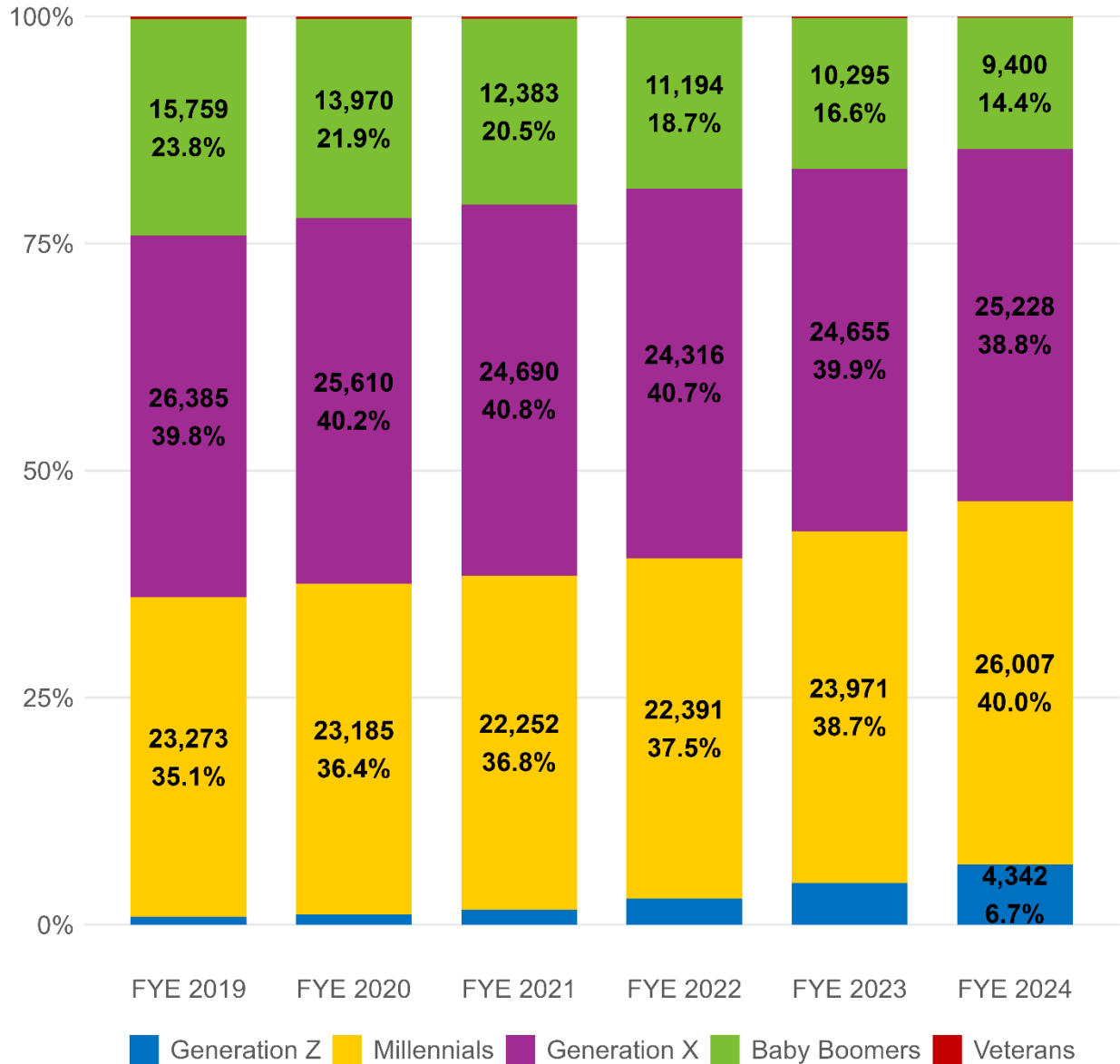


System-Wide Employee Records and Characteristics

	FYE 2020	FYE 2021	FYE 2022	FYE 2023	FYE 2024
Current Employee Records					
	78,199	75,820	74,535	70,114	78,421
Current Employee Records by Record Types					
Full-Time Employee Records	63,693	60,460	59,747	61,864	65,066
Remaining Records	14,506	15,360	14,788	8,250	13,355
Current Employee Records by Classification					
Unclassified	76,674	74,550	73,496	69,185	77,531
Classified	1,525	1,270	1,039	929	890
Current Employee Records by Gender					
Female	50,732	49,304	48,367	46,393	51,985
Male	27,313	26,299	25,877	23,505	26,217
Current Employee Records by Ethnicity					
Black	36,866	35,095	34,261	33,935	37,813
White	35,595	34,615	33,921	31,496	34,775
Hispanic	2,005	2,065	2,105	2,054	2,526
Non-Specified	2,029	2,276	2,516	1,027	1,563
Asian	1,318	1,389	1,369	1,305	1,469
American Indian/Native American	192	198	191	167	149
Native Hawaiian/Pacific Islander	194	182	172	130	126
Current Employee Records and Age					
Average Age	45.0	45.6	46.0	46.2	46.0
Median Age	45.4	46.1	46.4	46.6	46.0
Current Employee Records and Tenure					
Average Tenure	8.68	8.97	7.87	8.09	7.58
Median Tenure	5.53	5.99	4.91	5.00	5.00

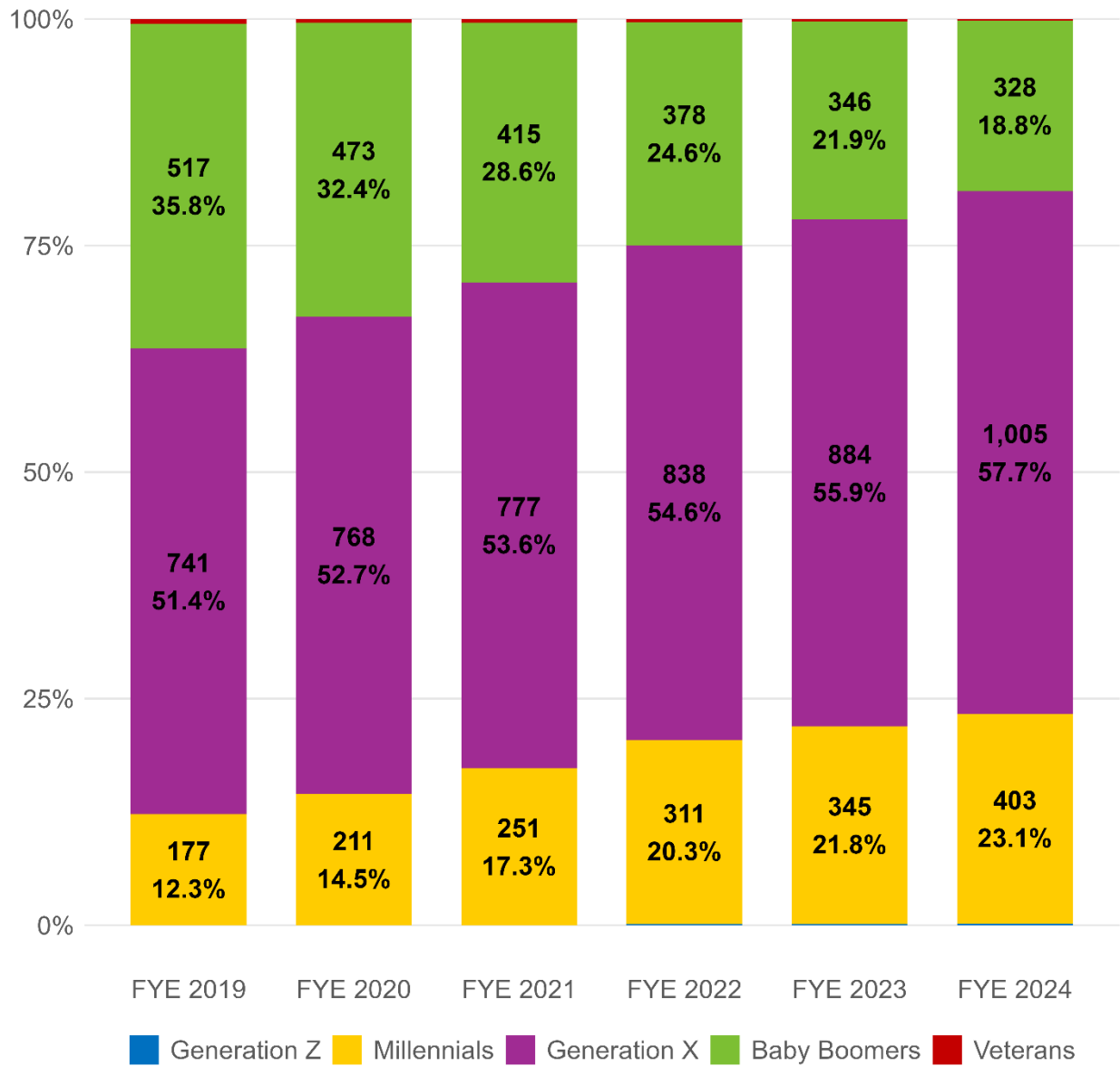
In FYE 2024, Millennials (40%) overtook Generation X (38.8%) as the largest generation in the state's workforce.

System-Wide Generational Makeup Full-Time Employee Records



Fifty-seven percent of the senior managers system-wide are from Generation X. The share of senior managers from the Baby Boomer generation has changed as retirements increase from 36.1% in FYE 2019 to 19.3% in FYE 2024.

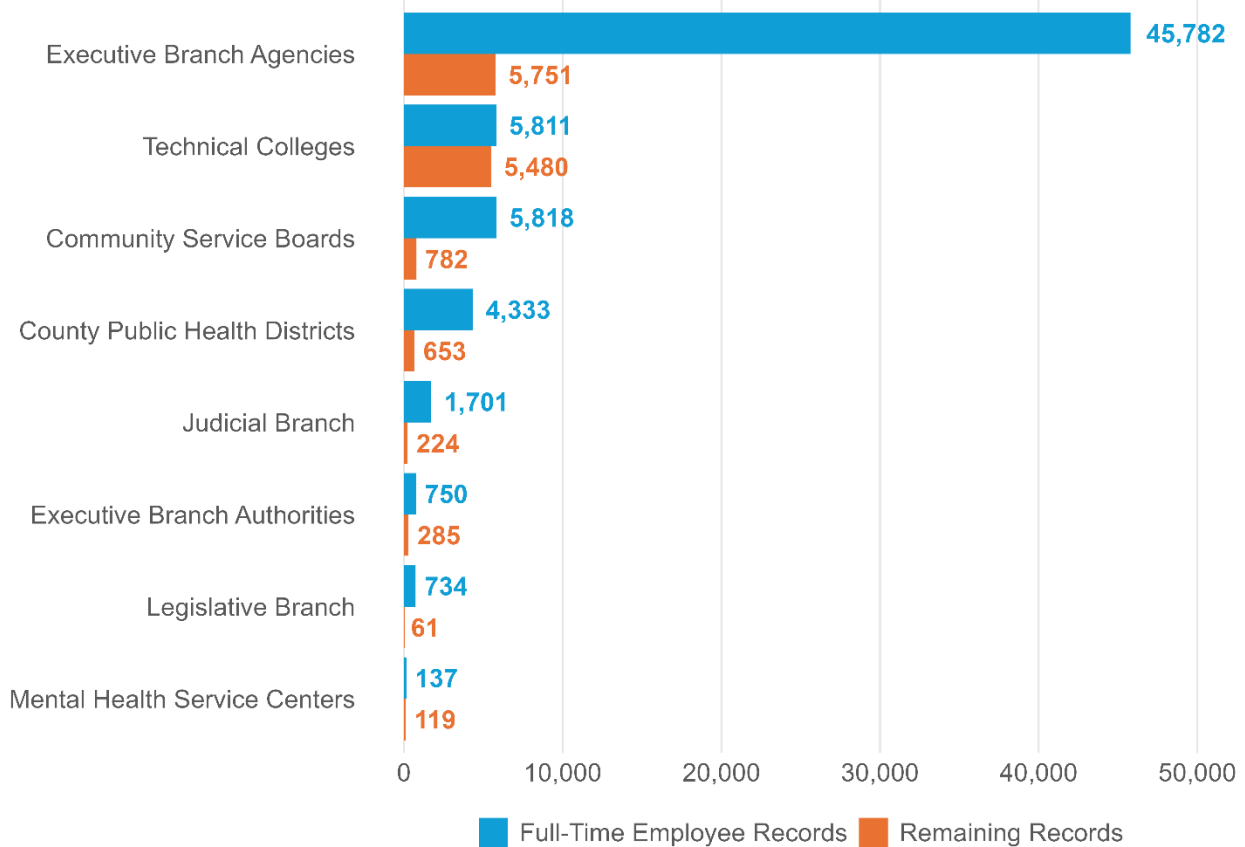
System-Wide Generational Makeup Full-Time Senior Managers



System-Wide Employee Records by Entity Category Table

		Full-Time Employee Records		Remaining Records	
		Records	Proportion	Records	Proportion
Executive Branch	Executive Branch Agencies	45,782	70.4%	5,751	43.1%
	Executive Branch Authorities	750	1.2%	285	2.1%
	Technical Colleges	5,811	8.9%	5,480	41.0%
Judicial Branch	Judicial Branch	1,701	2.6%	224	1.7%
Legislative Branch	Legislative Branch	734	1.1%	61	0.5%
Local/Affiliate Government	Community Service Boards	5,818	8.9%	782	5.9%
	County Public Health Districts	4,333	6.7%	653	4.9%
	Mental Health Service Centers	137	0.2%	119	0.9%
Total		65,066	100%	13,355	100%

System-Wide Employee Records by Entity Category (FYE 2024)



System-Wide Employee Records by Record Type

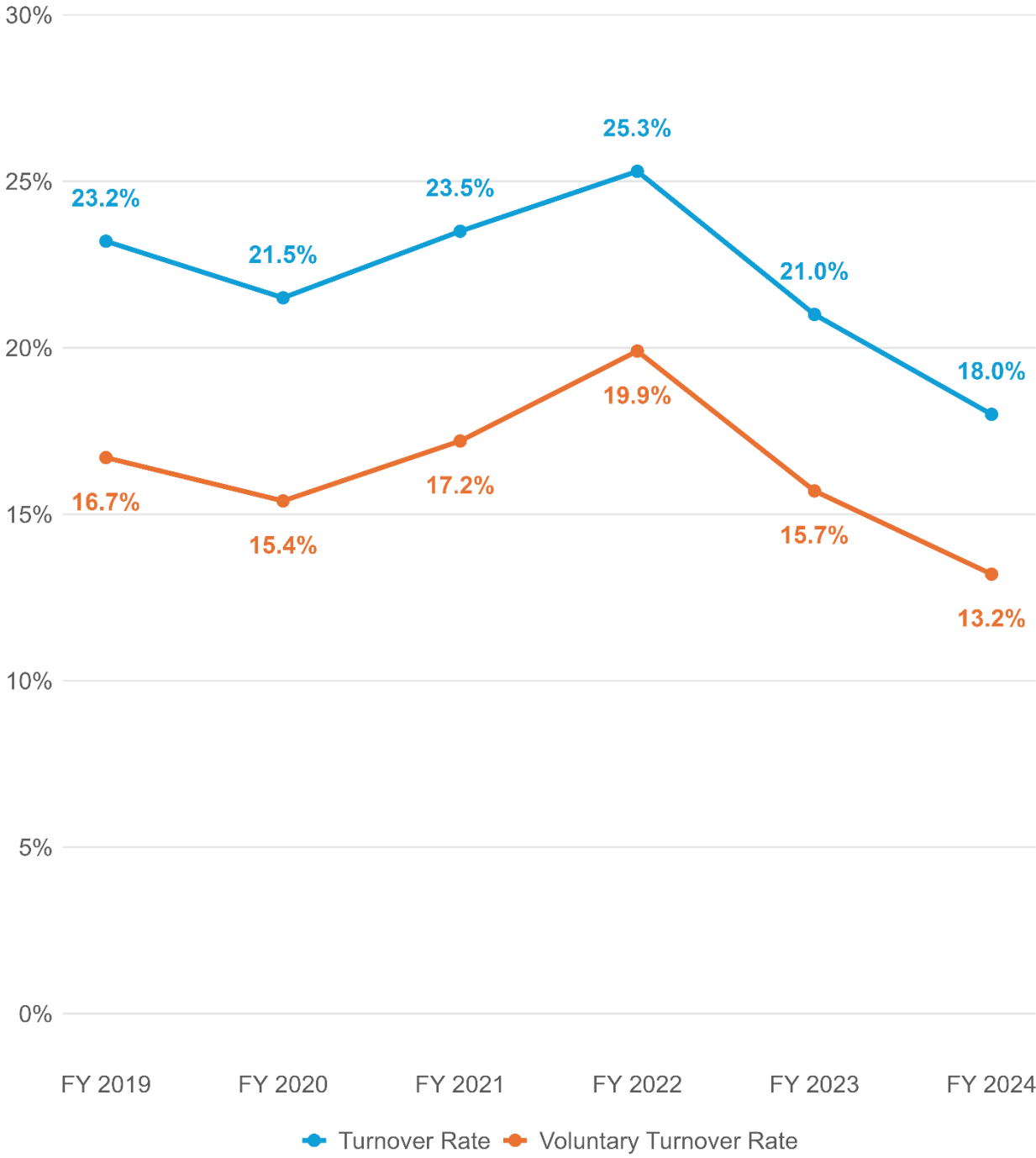


System-Wide Employee Records by Salary Plan Table

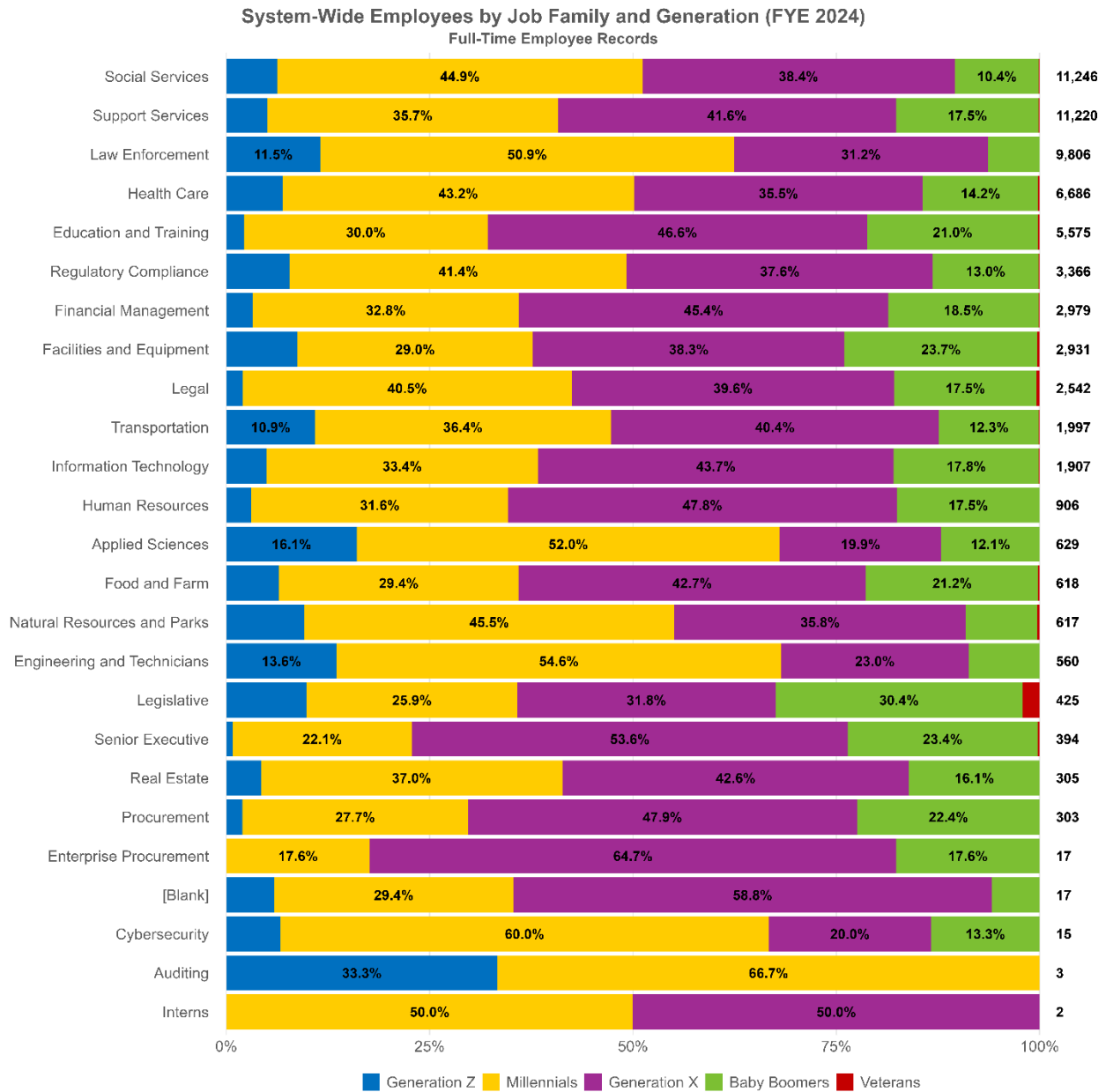
	FYE 2020	FYE 2021	FYE 2022	FYE 2023	FYE 2024
Current Employee Records by Salary Plan					
Statewide (SWD) Plan Count	43,818	42,208	41,993	43,794	46,053
Average Annual Compensation Rate	\$42,842	\$43,830	\$49,939	\$53,809	\$56,421
Median Annual Compensation Rate	\$38,000	\$38,927	\$44,018	\$46,427	\$48,401
Statewide (SRE) Plan Count	726	717	780	791	824
Average Annual Compensation Rate	\$122,284	\$124,087	\$131,157	\$135,196	\$141,957
Median Annual Compensation Rate	\$119,646	\$121,154	\$128,075	\$135,473	\$137,250
Statewide (LAW) Plan Count	10,852	9,439	9,092	9,374	9,998
Average Annual Compensation Rate	\$43,486	\$46,574	\$53,340	\$56,398	\$62,104
Median Annual Compensation Rate	\$37,402	\$42,377	\$49,072	\$51,983	\$58,425
All Other Approved Plans Count	22,803	23,456	22,670	16,155	21,546
Average Annual Compensation Rate	\$38,133	\$37,818	\$40,867	\$48,749	\$46,357
Median Annual Compensation Rate	\$30,763	\$30,160	\$34,486	\$47,000	\$39,166

System-Wide Turnover Rates

Full-Time Employee Records



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.



Notes:

1. The auditing job family was being phased out in FY2023 and FY2024.
2. This chart uses the term veteran generation. This refers to people born between 1928 and 1945, also referred to as the “silent generation.”



Employee Records Overview – Executive Branch

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

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

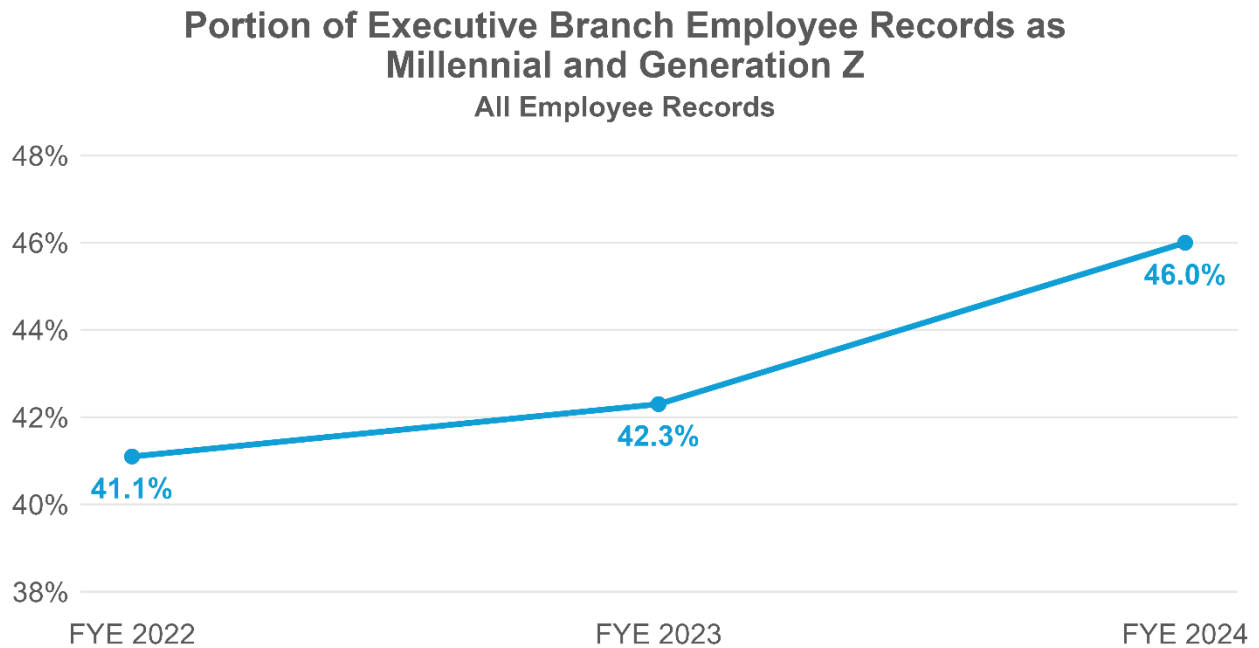


Executive Branch Employee Records increased compared to the prior fiscal year-end when looking at both current employees and full-time employees (Active, Full-Time, Non-Temporary, Primary Records component). Full-time employee records increased from 51,204 in FYE 2023 to 52,343 in FYE 2024, an increase of 4.8%.

Executive Branch Employee Records Table

Executive Branch Item	FYE 2024	Change from FYE 2023
Current Employee Records	63,859	11.6%
Full-Time Employee Records	52,343	4.8%

The proportion of the workforce that is composed of younger cohorts of Millennials and Generation Z increased from 42.3% in FYE 2023 to 46% in FYE 2024.



Executive Branch Employee Records and Characteristics Table – All Types

	FYE 2020	FYE 2021	FYE 2022	FYE 2023	FYE 2024
Current Employee Records (Executive Branch) – All Types					
	64,854	62,218	61,179	57,240	63,859
Executive Branch Employee Records by Permanence					
Regular	53,189	50,138	49,726	51,204	53,481
Temporary	11,509	11,948	11,341	5,961	10,288
Permanent	156	1	112	75	90
Executive Branch Employee Records by Classification					
Unclassified	63,783	61,353	60,532	56,689	63,369
Classified	1,071	865	647	551	490
Executive Branch Employee Records by Gender					
Female	40,265	38,670	37,974	36,382	40,554
Male	24,495	23,404	23,006	20,736	23,183
Executive Branch Employee Records by Ethnicity					
Black	31,417	29,468	28,720	28,468	31,572
White	28,775	27,808	27,277	25,231	27,831
Hispanic	1,398	1,421	1,460	1,411	1,764
Asian	1,103	1,147	1,132	1,083	1,231
American Indian/Native American	162	168	165	151	131
Native Hawaiian/Pacific Islander	143	129	116	82	80
Non-Specified	1,856	2,077	2,309	814	1,250
Executive Branch Employee Records and Age					
Average Age	44.8	45.5	45.7	46.1	45.9
Median Age	45.2	46.0	46.2	46.5	46.0
Executive Branch Employee Records and Tenure					
Average Tenure	8.96	9.31	8.10	8.37	7.83
Median Tenure	5.87	6.45	5.21	5.88	5.00

Executive Branch Employee Records and Characteristics Table – Full-Time Only

	FYE 2020	FYE 2021	FYE 2022	FYE 2023	FYE 2024
Executive Branch Full-Time Employee Records					
	52,369	49,279	48,451	49,926	52,343
Executive Branch Full-Time Employee Records by Classification					
Unclassified	51,302	48,417	47,810	49,381	51,859
Classified	1,067	862	641	545	484
Executive Branch Full-Time Employee Records by Gender					
Female	33,352	31,605	31,225	32,340	34,010
Male	19,005	17,654	17,194	17,527	18,292
Executive Branch Full-Time Employee Records by Ethnicity					
Black	27,187	25,195	24,623	25,787	27,404
White	22,535	21,443	21,064	21,286	21,591
Hispanic	1,080	1,075	1,154	1,223	1,415
Asian	829	849	864	885	933
American Indian/Native American	120	119	127	119	96
Native Hawaiian/Pacific Islander	99	88	82	61	55
Non-Specified	519	510	537	565	849
Executive Branch Full-Time Employee Records and Age					
Average Age	44.4	45.0	45.1	45.6	45.4
Median Age	45.0	46.0	46.0	46.1	46.0
Executive Branch Full-Time Employee Records and Tenure					
Average Tenure	8.97	9.31	9.23	8.94	7.83
Median Tenure	5.91	6.45	6.49	6.16	5.00

Employee Records by Segment Table

Executive Branch (FYE 2024)	Count	Percent
Full-Time Employee Records	52,343	82.0%
Remaining Records	11,516	18.0%
Total	63,859	100%

Employee Records by Classified Service Table

FYE 2024	Count	Portion of Workforce	Average Age	Average Tenure
Executive Branch All Employees				
Classified	490	0.77%	55.1	23.31
Unclassified	63,369	99.23%	45.8	7.71
Executive Branch Full-Time Employees				
Classified	484	0.92%	54.8	24.97
Unclassified	51,859	99.08%	45.0	8.76

Executive Branch Employee Records by Company Code Table

Company Code	Entity Name (may include administratively attached agencies)	Full-Time Employee Records	Remaining Records	Total
127	DHS - Division of Family and Children Services	7,010	155	7,165
402	Department of Agriculture	521	56	577
403	Department of Administrative Services	267	33	300
405	Department of Public Health	1,084	328	1,412
406	Department of Banking and Finance	87	5	92
407	State Accounting Office	131	19	150
408	Office of Commissioner of Insurance	298	21	319
409	State Finance and Investment Commission	103	25	128
410	State Properties Commission	14	0	14
411	Department of Defense	415	292	707
412	Vocational Rehabilitation Agency	802	59	861
414	Department of Education	991	377	1,368
415	Technical College System of GA	487	35	522
416	Employees Retirement System	96	12	108
419	Department of Community Health	738	125	863
420	Forestry Commission	532	69	601
422	Office of Planning and Budget	360	180	540
427	Department of Human Services	2,312	377	2,689
428	Department of Community Affairs	503	50	553
429	Department of Economic Development	161	28	189
440	Department of Labor	755	41	796
441	Department of Behavioral Health and Developmental Disabilities	3,653	564	4,217
442	Department of Law	321	14	335
461	Department of Juvenile Justice	2,542	280	2,822
462	Department of Natural Resources	1,792	948	2,740
465	State Board of Pardons and Paroles	182	8	190
466	Department of Public Safety	1,836	111	1,947
467	Department of Corrections	6,535	625	7,160
469	Department of Early Care and Learning	715	23	738
470	Public Service Commission	84	0	84
471	Bureau of Investigation	1,057	50	1,107
474	Department of Revenue	954	10	964
475	Department of Driver Services	856	65	921
476	Student Finance Commission	122	25	147
477	Department of Community Supervision	1,964	98	2,062

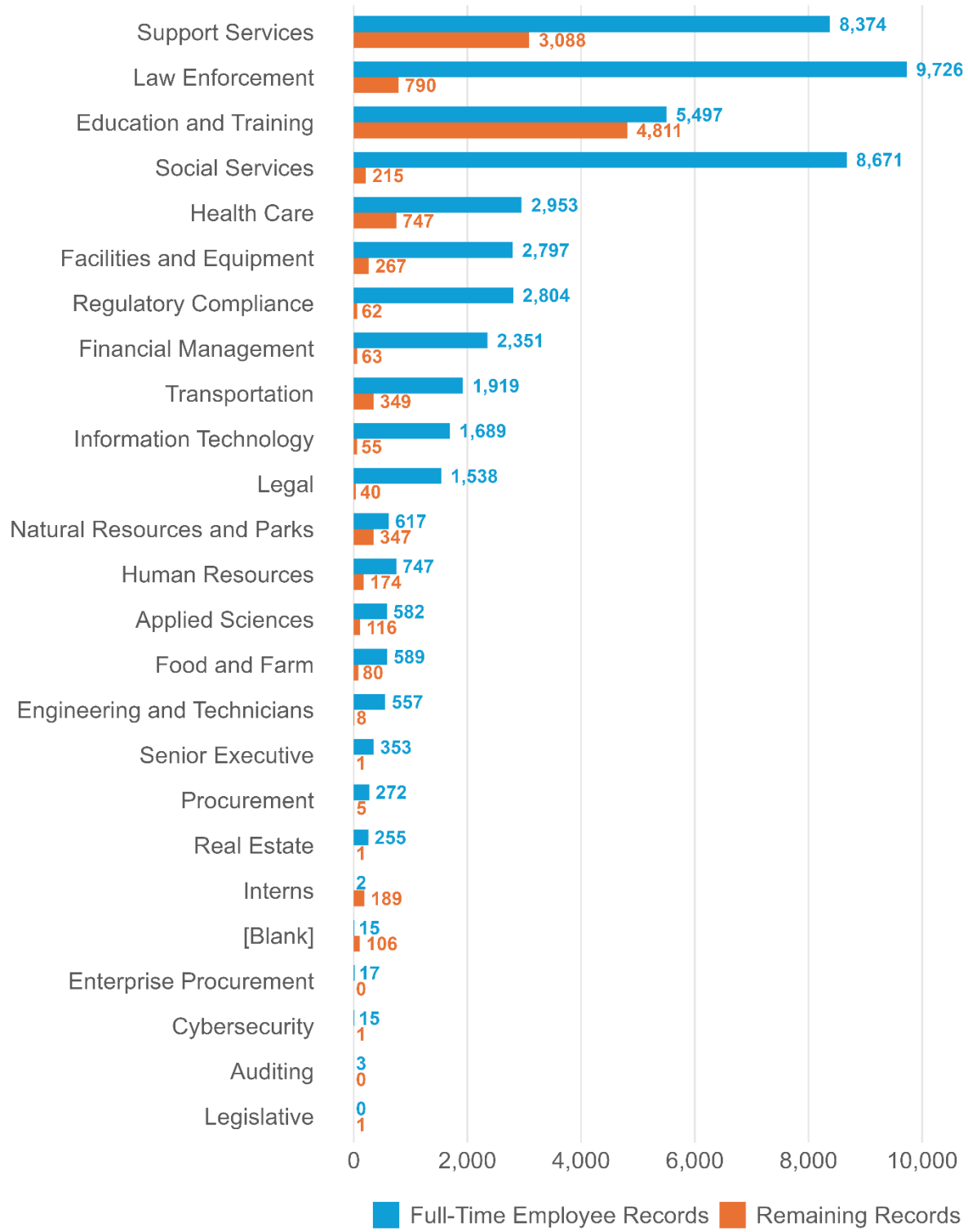
Company Code	Entity Name (may include administratively attached agencies)	Full-Time Employee Records	Remaining Records	Total
478	Secretary of State	266	386	652
482	Teachers Retirement System	204	9	213
484	Department of Transportation	3,934	165	4,099
488	Department of Veterans Service	142	9	151
489	Subsequent Injury Trust Fund	7	6	13
490	State Board of Workers' Compensation	117	4	121
492	Public Defender Council	829	59	888
495	Commission on the Holocaust	3	5	8
817	Oconee Fall Line Technical College	146	168	314
818	Coastal Pines Technical College	217	139	356
820	Albany Technical College	156	265	421
822	Athens Technical College	263	245	508
823	Atlanta Technical College	238	283	521
824	Augusta Technical College	248	189	437
826	West Georgia Technical College	338	368	706
827	Chattahoochee Technical College	501	380	881
828	Columbus Technical College	207	133	340
829	Northwestern Technical College	307	325	632
830	Piedmont Technical College	192	231	423
831	Southern Crescent Technical College	253	217	470
832	Gwinnett Technical College	418	591	1,009
834	Lanier Technical College	238	412	650
835	Central Georgia Technical College	608	519	1,127
837	Southern Regional Technical College	322	144	466
838	North Georgia Technical College	178	169	347
841	Savannah Technical College	265	241	506
842	South Georgia Technical College	141	105	246
843	Southeastern Technical College	144	117	261
844	Ogeechee Technical College	146	132	278
848	Wiregrass Technical College	285	107	392
900	Building Authority	151	15	166
921	Correctional Industries	175	7	182
927	State Road and Tollway Authority	90	24	114
977	Public Telecommunications Commission	114	221	335
980	Technology Authority	195	9	204
996	Atlanta-Region Transit Link Authority	25	9	34

Company Code	Entity Name (may include administratively attached agencies)	Full-Time Employee Records	Remaining Records	Total
Totals		52,343	11,516	63,859

Executive Branch Employee Records by Job Family Table

Job Family	Full-Time Employee Records	Remaining Records
Applied Sciences	582	116
Auditing	3	0
Cybersecurity	15	1
Education and Training	5,497	4,811
Engineering and Technicians	557	8
Enterprise Procurement	17	0
Facilities and Equipment	2,797	267
Financial Management	2,351	63
Food and Farm	589	80
Health Care	2,953	747
Human Resources	747	174
Information Technology	1,689	55
Interns	2	189
Law Enforcement	9,726	790
Legal	1,538	40
Legislative	0	1
Natural Resources and Parks	617	347
Procurement	272	5
Real Estate	255	1
Regulatory Compliance	2,804	62
Senior Executive	353	1
Social Services	8,671	215
Support Services	8,374	3,088
Transportation	1,919	349
[Blank]	15	106
Total	52,343	11,516

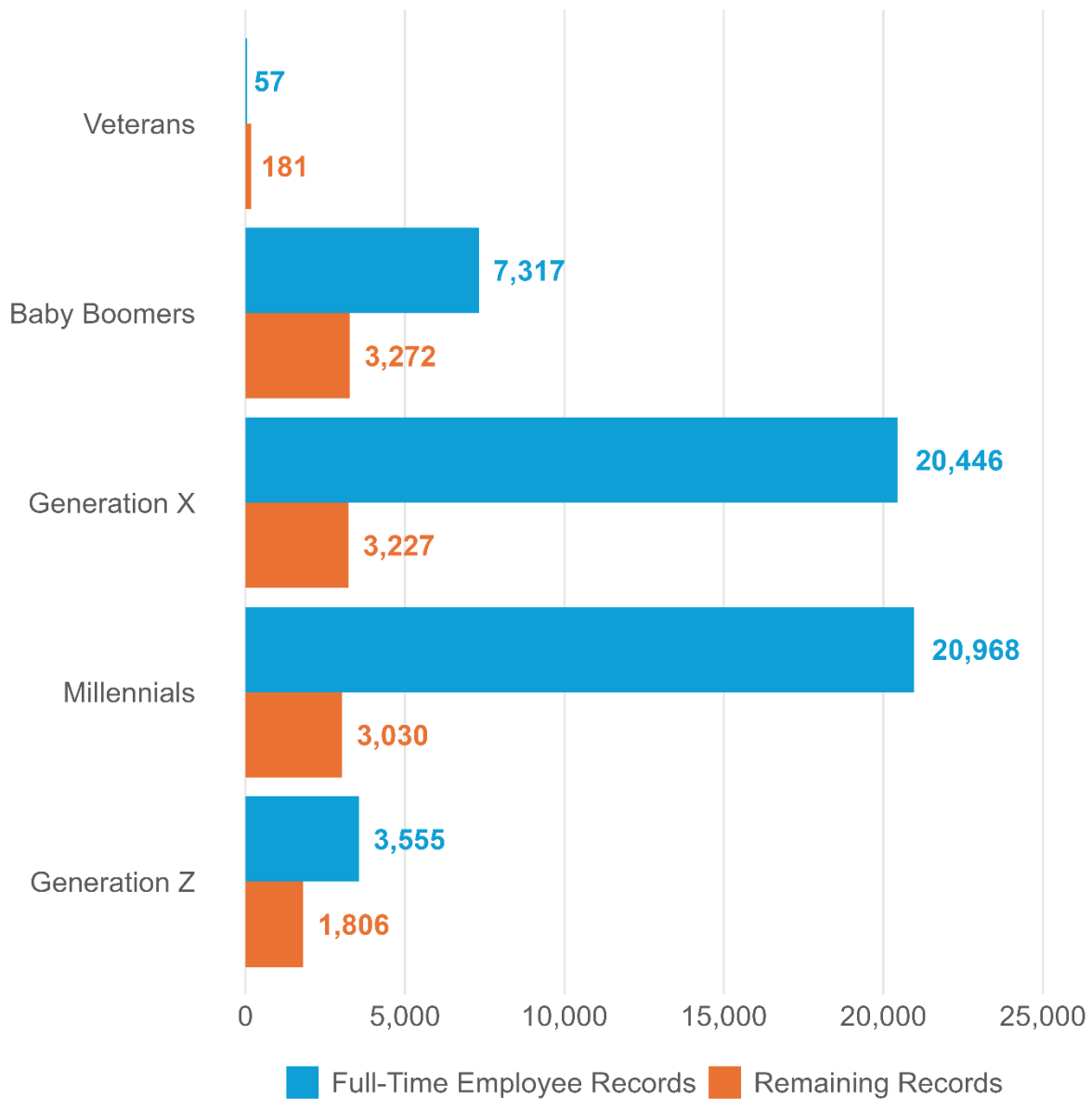
Executive Branch Employee Records by Job Family FYE 2024



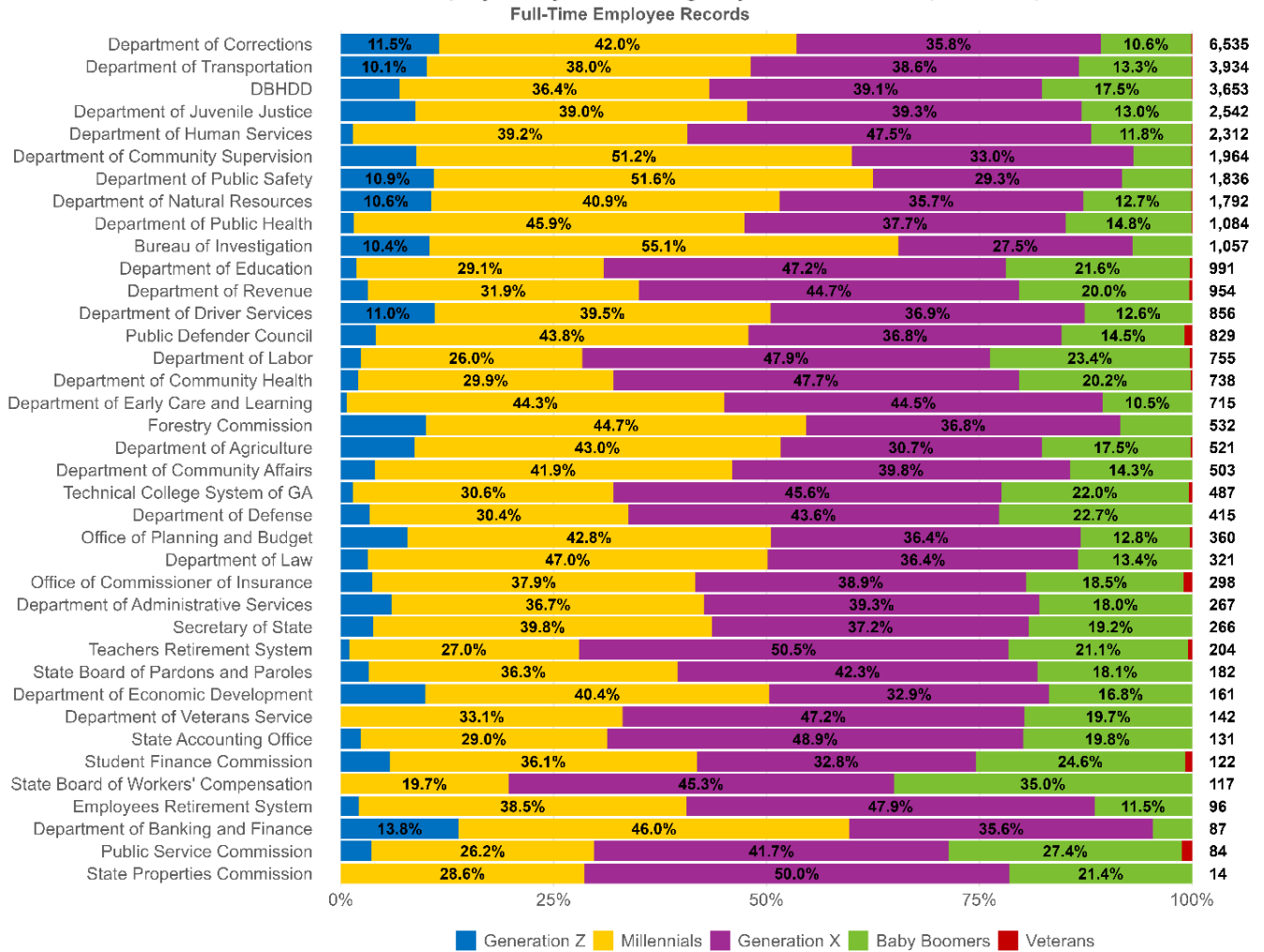
Executive Branch Employee Records by Generation Table

Generation	Full-Time Employee Records	Remaining Records	Total
Veterans (1925-1945)	57	181	238
Baby Boomers (1946-1964)	7,317	3,272	10,589
Generation X (1965-1980)	20,446	3,227	23,673
Millennials (1981-1997)	20,968	3,030	23,998
Generation Z (1998+)	3,555	1,806	5,361
Total	52,343	11,516	63,859

Executive Branch Employee Records by Generation (FYE 2024)

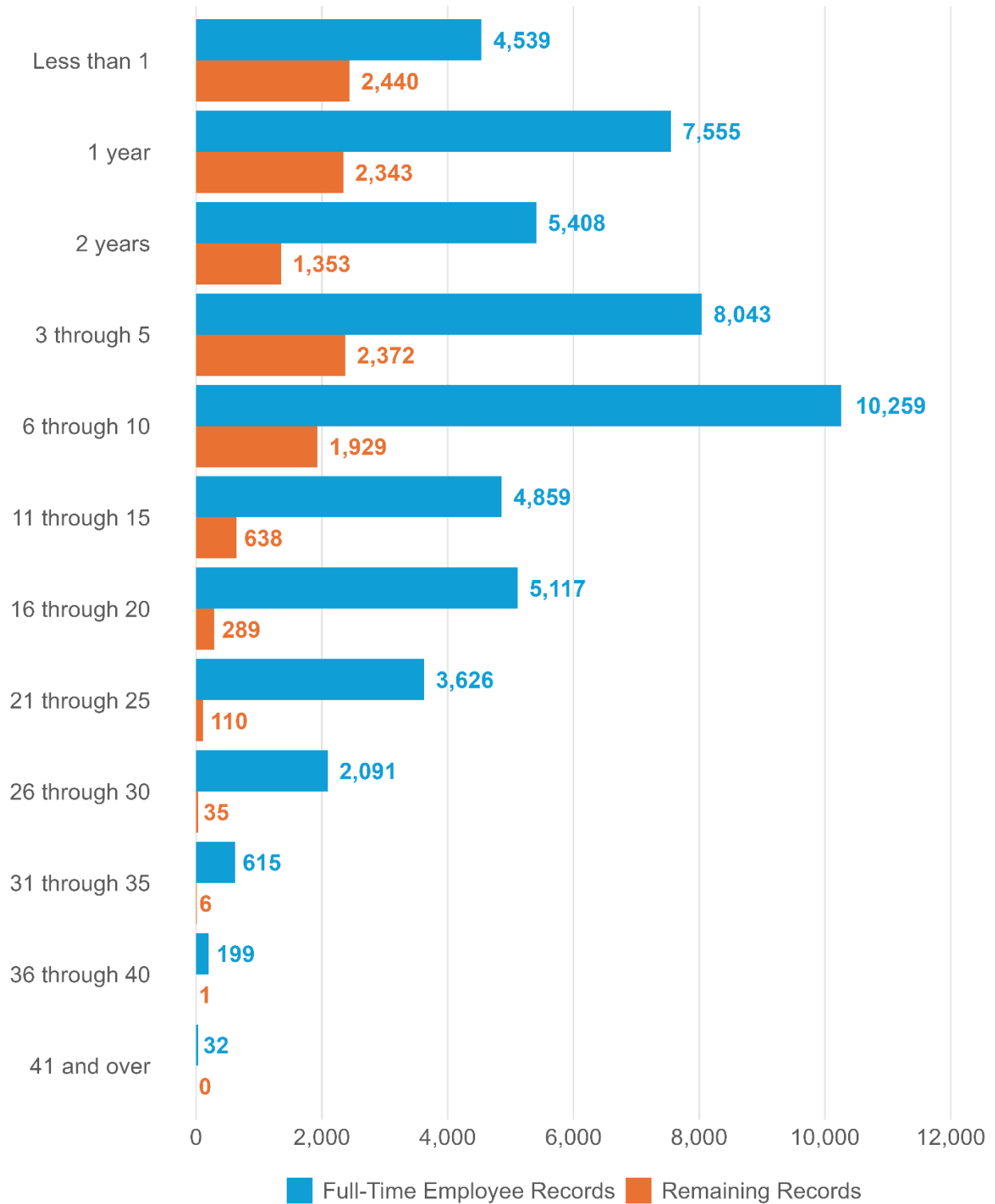


Executive Branch Employees by Selected Agency and Generation (FYE 2024)



Executive Branch Employee Records by Tenure (in Years)

FY 2024





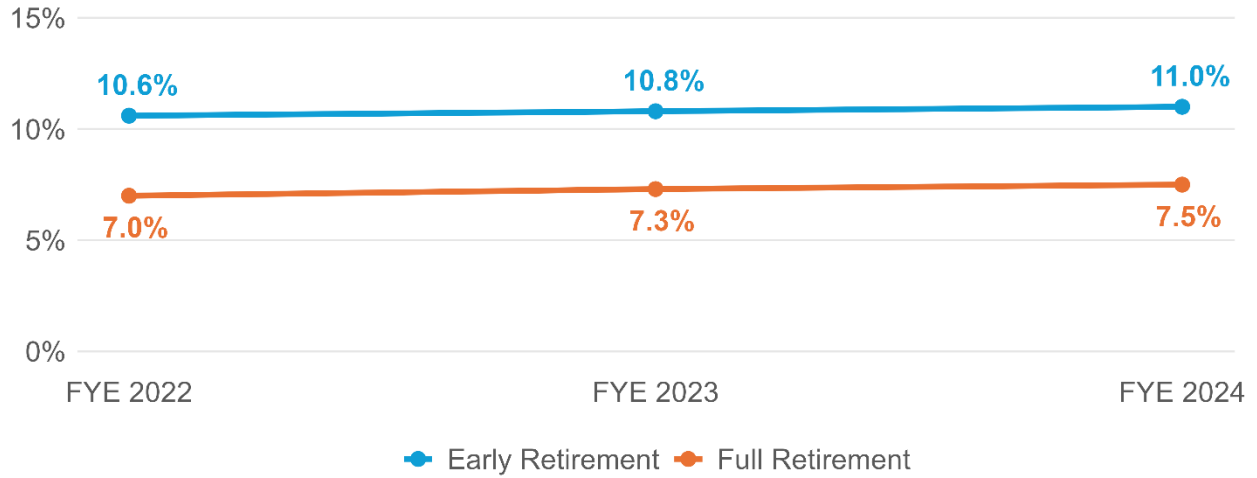
Retirement Eligibility – Executive Branch

Special thanks to the Employees Retirement System of Georgia (ERSGA) for their partnership in providing current retirement eligibility determination data. For specific information about your entity, please contact your assigned Workforce Planning Coordinator with ERSGA.

Included here are Executive Branch entities using the TeamWorks HCM system. The Executive Branch includes departments, agencies, boards, bureaus, commissions, offices, authorities, and the Technical College system and its schools.



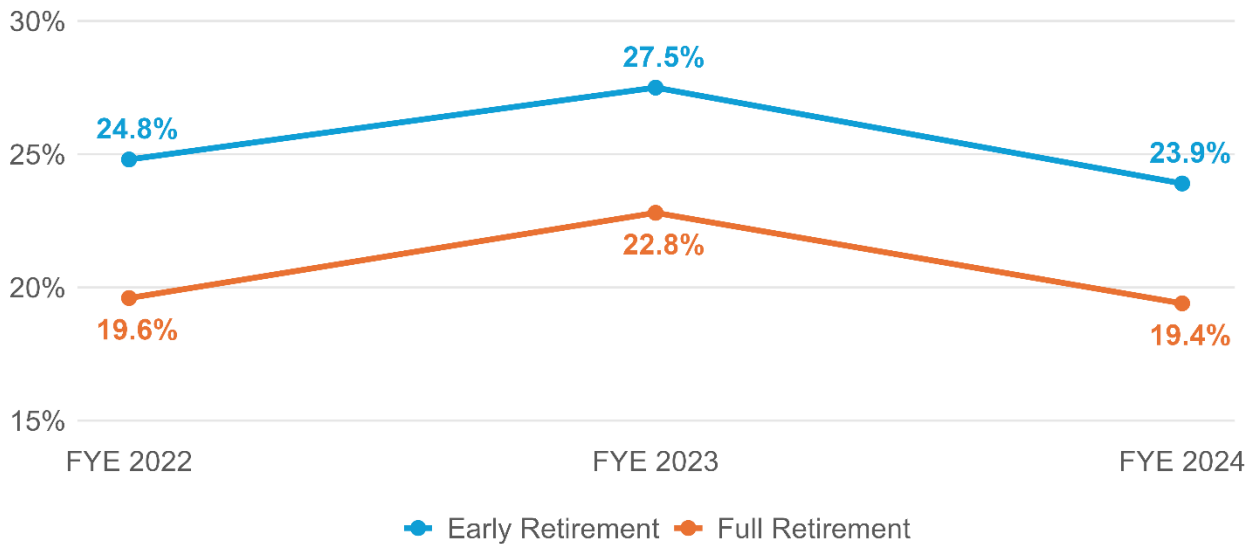
Executive Branch Retirement Current Eligibility Full-Time Employee Records



The portion of current Executive Branch full-time, non-temporary, primary records eligible to retire early today is 11%.

The portion of current Executive Branch full-time employee records eligible for full retirement within the next 5 years is almost 20%.

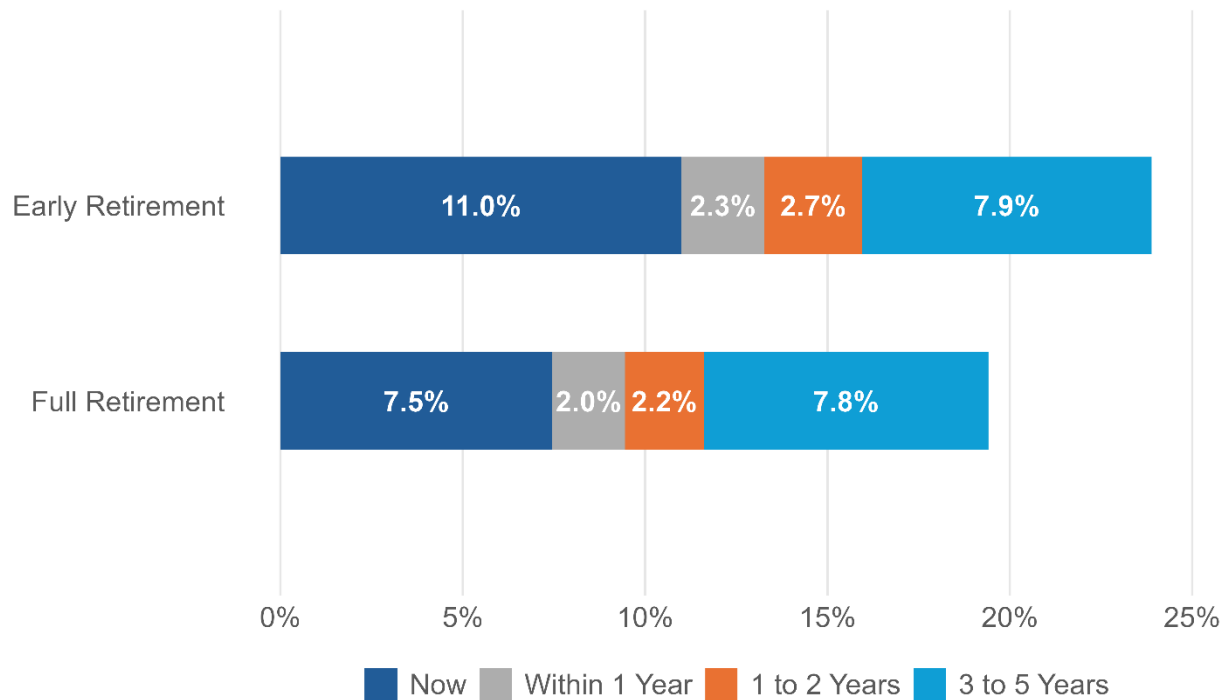
Executive Branch Retirement Eligibility Within 5 Years Full-Time Employee Records



Note: Prior year percentages reflect updated data.

Of the full-time employees in the executive branch, 7.5% could retire today and up to 11% could retire early. Looking ahead five years, more than 23% of executive branch full-time employees could retire early. The percentage of full-time employees in the executive branch who could retire with full retirement in the next five years is almost 20%. Succession planning is critical to prepare transitions in more and more positions across the state. Succession planning will ensure the future of the state is in prepared hands.

Executive Branch Retirement Eligibility Proportions (FYE 2024) Full-Time Employee Records



Executive Branch Full Retirement Eligibility by Company Code Table (FYE 2024)

Entity Name (may include administratively attached agencies)	Company Code	Now	Within 1 Year	1 to 2 Years	3 to 5 Years	Cumulative Within 5 Years
DHS - Division of Family and Children Services	127	5.1%	1.5%	1.6%	6.0%	14.3%
Department of Agriculture	402	12.1%	1.3%	1.2%	10.2%	24.8%
Department of Administrative Services	403	13.5%	3.7%	4.1%	6.4%	27.7%
Department of Public Health	405	9.4%	1.9%	2.8%	7.5%	21.6%
Department of Banking and Finance	406	3.4%	0.0%	2.3%	10.3%	16.1%
State Accounting Office	407	8.4%	3.8%	2.3%	16.8%	31.3%
Office of Commissioner of Insurance	408	12.1%	2.3%	1.0%	6.7%	22.1%
State Finance and Investment Commission	409	16.5%	1.0%	0.0%	17.5%	35.0%
State Properties Commission	410	0.0%	0.0%	0.0%	14.3%	14.3%
Department of Defense	411	7.5%	3.9%	3.9%	10.8%	26.0%
Vocational Rehabilitation Agency	412	10.3%	2.9%	2.7%	10.6%	26.6%
Department of Education	414	8.5%	1.3%	1.8%	8.6%	20.2%
Technical College System of GA	415	11.5%	2.5%	2.1%	5.5%	21.6%
Employees Retirement System	416	7.3%	2.1%	1.0%	6.3%	16.7%
Department of Community Health	419	10.2%	3.1%	2.7%	12.3%	28.3%
Forestry Commission	420	7.3%	2.4%	2.4%	9.8%	22.0%
Office of Planning and Budget	422	5.6%	2.2%	3.1%	6.9%	17.8%
Department of Human Services	427	9.0%	2.3%	1.7%	8.4%	21.5%
Department of Community Affairs	428	7.6%	2.4%	1.6%	7.2%	18.7%
Department of Economic Development	429	14.3%	1.2%	3.1%	5.0%	23.6%
Department of Labor	440	15.5%	3.8%	5.0%	10.1%	34.4%
DBHDD	441	9.8%	2.4%	2.2%	8.2%	22.7%
Department of Law	442	10.9%	0.9%	2.2%	5.9%	19.9%
Department of Juvenile Justice	461	6.5%	2.0%	1.8%	8.4%	18.6%
Department of Natural Resources	462	9.5%	1.6%	2.2%	8.4%	21.7%
State Board of Pardons and Paroles	465	18.7%	2.2%	4.4%	6.6%	31.9%
Department of Public Safety	466	7.1%	2.0%	2.5%	6.6%	18.3%
Department of Corrections	467	5.8%	2.2%	2.5%	8.4%	18.9%
Department of Early Care and Learning	469	5.2%	1.3%	1.4%	7.8%	15.7%
Public Service Commission	470	20.2%	2.4%	2.4%	9.5%	34.5%
Bureau of Investigation	471	6.4%	1.0%	2.0%	5.7%	15.1%
Department of Revenue	474	12.8%	2.5%	3.1%	9.9%	28.3%
Department of Driver Services	475	6.3%	1.1%	1.3%	6.3%	15.0%
Student Finance Commission	476	4.9%	0.8%	0.8%	25.4%	32.0%
Department of Community Supervision	477	5.7%	1.6%	1.9%	6.7%	15.8%
Secretary of State	478	9.0%	1.9%	3.4%	7.1%	21.4%

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
Teachers Retirement System	482	18.1%	5.4%	1.5%	10.8%	35.8%
Department of Transportation	484	7.6%	2.3%	3.2%	9.5%	22.6%
Department of Veterans Service	488	7.0%	0.7%	2.8%	14.1%	24.6%
Subsequent Injury Trust Fund	489	57.1%	0.0%	0.0%	0.0%	57.1%
State Board of Workers' Compensation	490	29.1%	2.6%	3.4%	14.5%	49.6%
Public Defender Council	492	9.3%	1.9%	1.3%	7.5%	20.0%
Commission on the Holocaust	495	33.3%	0.0%	0.0%	33.3%	66.7%
Oconee Fall Line Technical College	817	2.1%	0.7%	0.0%	4.1%	6.8%
Coastal Pines Technical College	818	4.1%	1.4%	1.8%	3.7%	11.1%
Albany Technical College	820	7.1%	1.3%	1.3%	7.1%	16.7%
Athens Technical College	822	1.1%	0.4%	0.8%	3.8%	6.1%
Atlanta Technical College	823	2.1%	2.5%	0.8%	7.1%	12.6%
Augusta Technical College	824	6.0%	0.8%	2.8%	5.6%	15.3%
West Georgia Technical College	826	5.3%	1.8%	1.5%	3.3%	11.8%
Chattahoochee Technical College	827	4.8%	1.0%	0.8%	4.2%	10.8%
Columbus Technical College	828	4.8%	1.4%	1.4%	2.9%	10.6%
Northwestern Technical College	829	7.5%	2.3%	2.0%	5.5%	17.3%
Piedmont Technical College	830	3.6%	1.6%	2.1%	5.2%	12.5%
Southern Crescent Technical College	831	3.2%	0.8%	0.4%	7.1%	11.5%
Gwinnett Technical College	832	3.1%	1.2%	2.4%	8.1%	14.8%
Lanier Technical College	834	3.4%	3.4%	1.7%	7.1%	15.5%
Central Georgia Technical College	835	6.4%	2.3%	1.2%	5.1%	15.0%
Southern Regional Technical College	837	5.3%	2.2%	0.3%	5.6%	13.4%
North Georgia Technical College	838	2.2%	1.7%	0.6%	9.0%	13.5%
Savannah Technical College	841	1.9%	0.8%	1.9%	6.0%	10.6%
South Georgia Technical College	842	5.0%	0.7%	0.7%	10.6%	17.0%
Southeastern Technical College	843	5.6%	0.7%	0.0%	4.9%	11.1%
Ogeechee Technical College	844	0.7%	0.7%	1.4%	0.0%	2.7%
Wiregrass Technical College	848	0.7%	1.4%	0.7%	3.9%	6.7%
Building Authority	900	10.6%	1.3%	6.0%	9.3%	27.2%
Correctional Industries	921	13.1%	4.6%	5.7%	15.4%	38.9%
State Road and Tollway Authority	927	8.9%	2.2%	1.1%	10.0%	22.2%
Public Telecommunications Commission	977	4.4%	0.0%	3.5%	8.8%	16.7%
Technology Authority	980	11.8%	6.2%	3.1%	8.2%	29.2%
Atlanta-Region Transit Link Authority	996	8.0%	8.0%	4.0%	4.0%	24.0%
Totals		7.5%	2.0%	2.2%	7.8%	19.4%

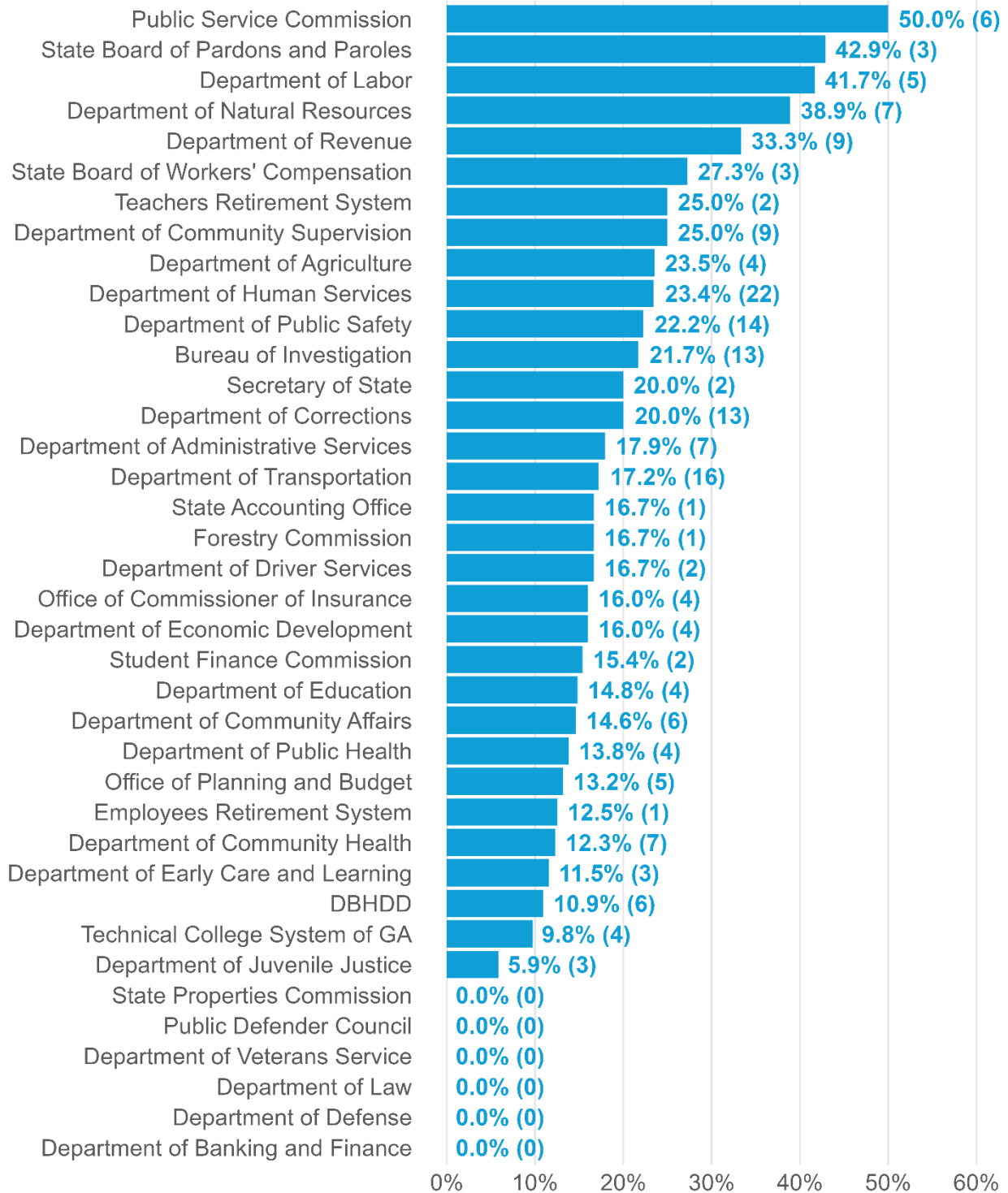
Executive Branch Early Retirement Eligibility by Company Code Table (FYE 2024)

Entity Name (may include administratively attached agencies)	Company Code	Now	Within 1 Year	1 to	3 to 5 Years	Cumulative Within 5 Years
				2 Years		
DHS - Division of Family and Children Services	127	8.7%	1.8%	1.9%	6.2%	18.6%
Department of Agriculture	402	16.3%	1.3%	2.5%	9.2%	29.4%
Department of Administrative Services	403	18.4%	3.0%	3.7%	6.4%	31.5%
Department of Public Health	405	12.4%	2.2%	3.0%	7.5%	25.1%
Department of Banking and Finance	406	12.6%	3.4%	1.1%	4.6%	21.8%
State Accounting Office	407	12.2%	3.8%	3.1%	15.3%	34.4%
Office of Commissioner of Insurance	408	14.8%	3.0%	1.7%	5.7%	25.2%
State Finance and Investment Commission	409	19.4%	0.0%	1.0%	15.5%	35.9%
State Properties Commission	410	14.3%	7.1%	0.0%	0.0%	21.4%
Department of Defense	411	9.9%	3.9%	4.1%	10.6%	28.4%
Vocational Rehabilitation Agency	412	15.3%	2.9%	3.5%	10.8%	32.5%
Department of Education	414	9.8%	1.7%	1.9%	8.5%	21.9%
Technical College System of GA	415	13.6%	2.5%	3.7%	7.8%	27.5%
Employees Retirement System	416	10.4%	2.1%	1.0%	9.4%	22.9%
Department of Community Health	419	13.4%	4.2%	3.9%	11.7%	33.2%
Forestry Commission	420	15.4%	3.9%	3.6%	4.9%	27.8%
Office of Planning and Budget	422	8.3%	1.4%	3.9%	8.1%	21.7%
Department of Human Services	427	13.5%	2.5%	2.3%	9.3%	27.6%
Department of Community Affairs	428	10.7%	2.8%	2.0%	6.0%	21.5%
Department of Economic Development	429	15.5%	3.1%	3.7%	5.6%	28.0%
Department of Labor	440	21.5%	5.0%	4.0%	10.1%	40.5%
DBHDD	441	11.4%	2.3%	2.6%	9.3%	25.7%
Department of Law	442	13.1%	1.9%	3.1%	7.2%	25.2%
Department of Juvenile Justice	461	10.0%	2.6%	3.1%	8.4%	24.0%
Department of Natural Resources	462	15.0%	2.1%	3.5%	6.9%	27.5%
State Board of Pardons and Paroles	465	27.5%	5.5%	3.8%	3.3%	40.1%
Department of Public Safety	466	11.1%	2.0%	2.9%	5.9%	21.9%
Department of Corrections	467	10.4%	2.4%	3.2%	8.6%	24.6%
Department of Early Care and Learning	469	7.3%	2.0%	1.3%	8.7%	19.2%
Public Service Commission	470	22.6%	3.6%	6.0%	10.7%	42.9%
Bureau of Investigation	471	10.7%	1.9%	2.8%	4.8%	20.2%
Department of Revenue	474	15.0%	2.4%	3.8%	10.1%	31.2%
Department of Driver Services	475	7.8%	0.8%	1.2%	6.8%	16.6%
Student Finance Commission	476	4.9%	0.8%	0.8%	26.2%	32.8%
Department of Community Supervision	477	11.2%	2.0%	2.7%	6.7%	22.6%
Secretary of State	478	10.2%	2.3%	3.8%	7.9%	24.1%

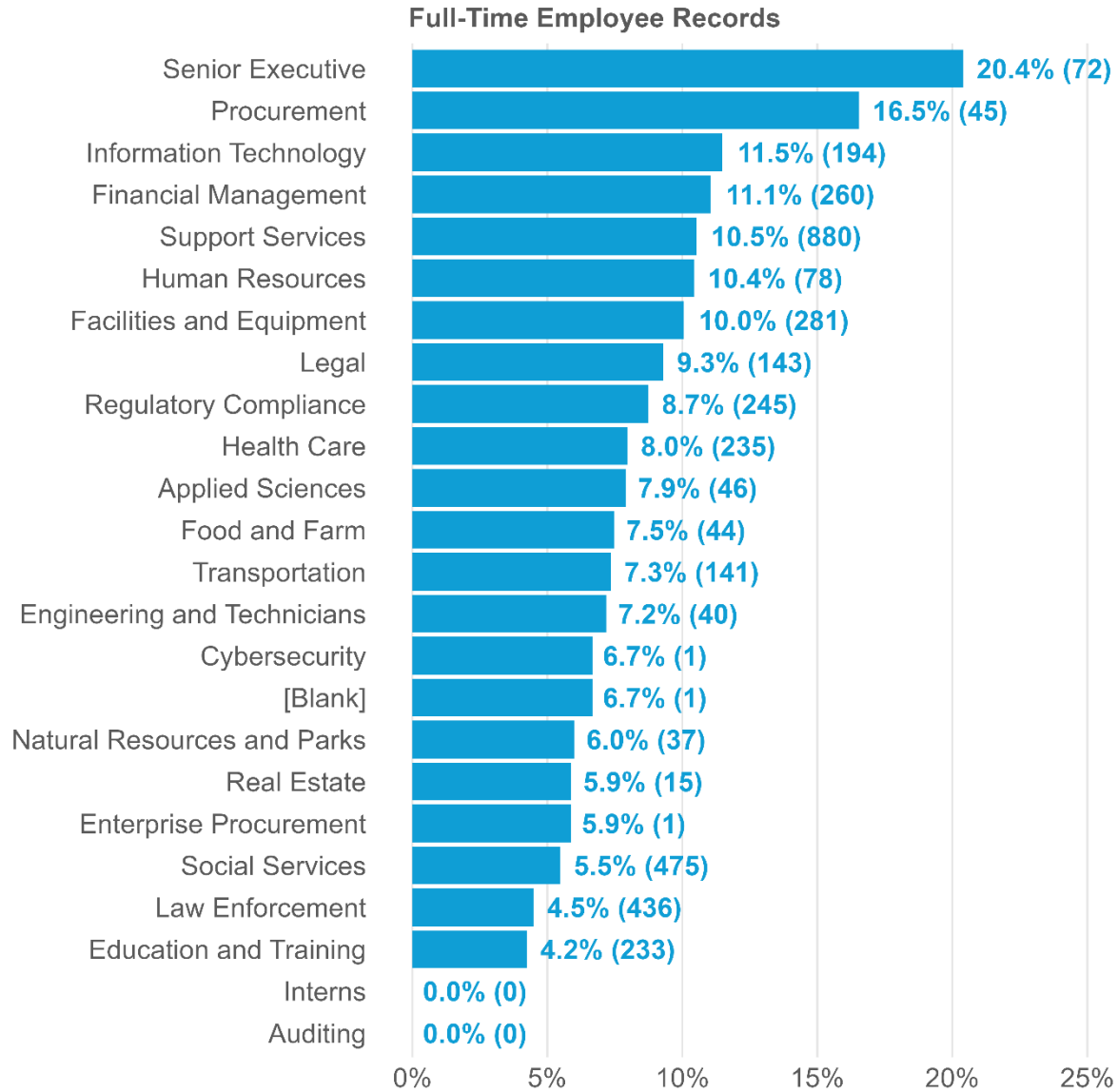
Entity Name (may include administratively attached agencies)	Company Code	Now	Within 1 Year	1 to 2 Years	3 to 5 Years	Cumulative Within 5 Years
Teachers Retirement System	482	25.0%	4.9%	2.0%	10.3%	42.2%
Department of Transportation	484	13.8%	2.8%	4.0%	10.7%	31.3%
Department of Veterans Service	488	7.0%	0.7%	3.5%	14.8%	26.1%
Subsequent Injury Trust Fund	489	57.1%	0.0%	0.0%	42.9%	100.0%
State Board of Workers' Compensation	490	38.5%	2.6%	2.6%	10.3%	53.8%
Public Defender Council	492	9.5%	2.1%	1.6%	8.4%	21.6%
Commission on the Holocaust	495	33.3%	0.0%	0.0%	33.3%	66.7%
Oconee Fall Line Technical College	817	3.4%	1.4%	0.0%	2.7%	7.5%
Coastal Pines Technical College	818	5.1%	0.9%	1.8%	3.2%	11.1%
Albany Technical College	820	9.0%	0.6%	1.9%	7.1%	18.6%
Athens Technical College	822	1.5%	0.4%	1.1%	3.4%	6.5%
Atlanta Technical College	823	2.9%	2.5%	0.8%	7.6%	13.9%
Augusta Technical College	824	8.1%	0.8%	1.6%	5.6%	16.1%
West Georgia Technical College	826	5.6%	2.1%	1.5%	3.3%	12.4%
Chattahoochee Technical College	827	4.8%	1.0%	1.0%	4.6%	11.4%
Columbus Technical College	828	5.3%	2.4%	1.0%	3.4%	12.1%
Northwestern Technical College	829	8.1%	2.3%	2.3%	5.9%	18.6%
Piedmont Technical College	830	4.2%	2.1%	1.0%	5.2%	12.5%
Southern Crescent Technical College	831	3.6%	0.4%	1.2%	6.7%	11.9%
Gwinnett Technical College	832	3.1%	1.2%	2.4%	8.4%	15.1%
Lanier Technical College	834	3.4%	3.8%	2.1%	8.0%	17.2%
Central Georgia Technical College	835	7.2%	2.3%	1.2%	5.4%	16.1%
Southern Regional Technical College	837	6.2%	1.9%	0.6%	5.9%	14.6%
North Georgia Technical College	838	2.8%	1.7%	1.7%	7.9%	14.0%
Savannah Technical College	841	2.6%	0.8%	1.5%	5.7%	10.6%
South Georgia Technical College	842	5.7%	1.4%	0.7%	13.5%	21.3%
Southeastern Technical College	843	6.3%	1.4%	0.0%	5.6%	13.2%
Ogeechee Technical College	844	1.4%	0.7%	0.7%	0.0%	2.7%
Wiregrass Technical College	848	1.1%	1.4%	0.4%	3.9%	6.7%
Building Authority	900	13.2%	2.0%	6.0%	8.6%	29.8%
Correctional Industries	921	21.7%	2.3%	5.1%	12.6%	41.7%
State Road and Tollway Authority	927	13.3%	1.1%	1.1%	10.0%	25.6%
Public Telecommunications Commission	977	6.1%	0.9%	4.4%	8.8%	20.2%
Technology Authority	980	16.9%	4.6%	4.1%	10.3%	35.9%
Atlanta-Region Transit Link Authority	996	16.0%	0.0%	4.0%	8.0%	28.0%
Totals		11.0%	2.3%	2.7%	7.9%	23.9%

Executive Branch Senior Management Currently Eligible for Full Retirement by Entity (FYE 2024)

Selected Agencies

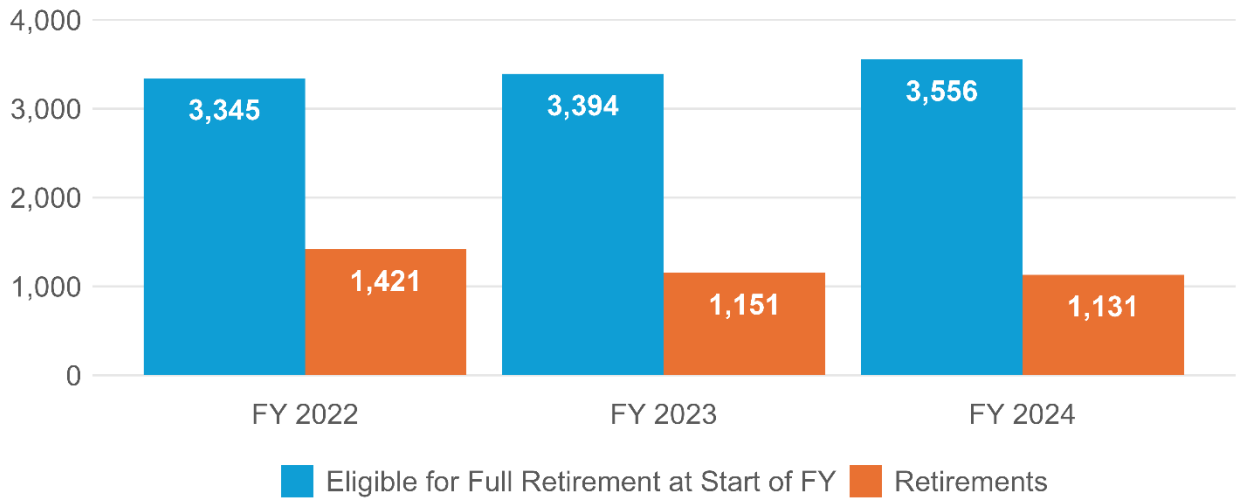


Executive Branch Employee Records Currently Eligible for Full Retirement by Job Family (FYE 2024)



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

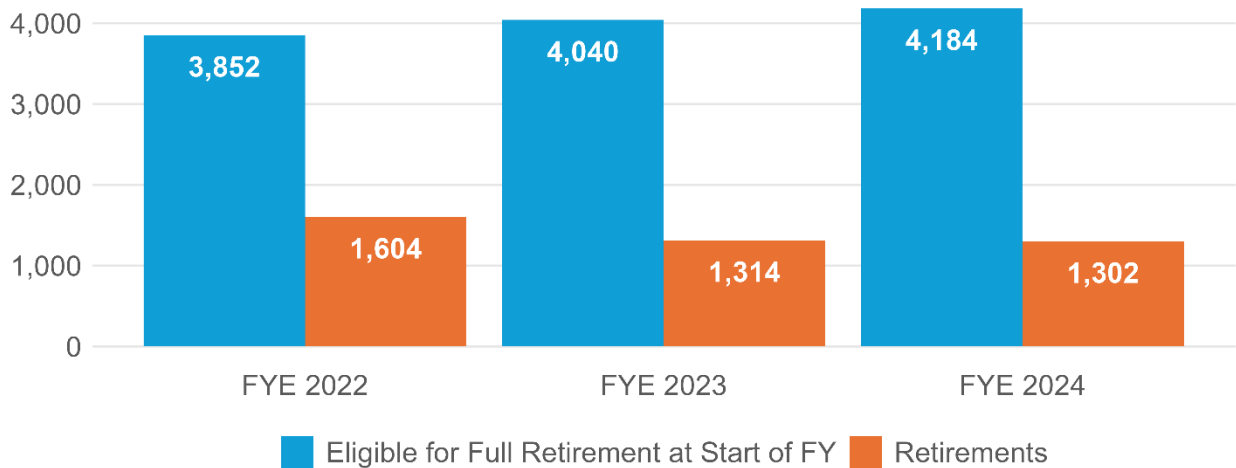
Full-Time Employee Records

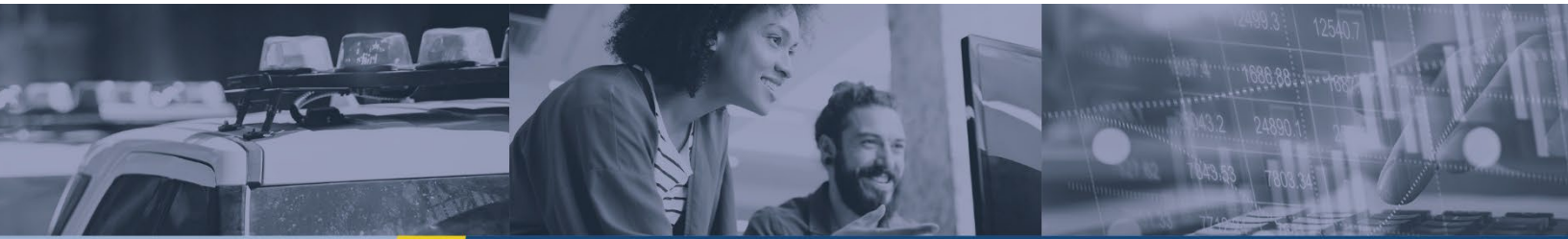


At the start of FY2024 3,556 executive branch full-time employees were eligible for full retirement. At the end of FY2024, 1,131 (31.8%) employees retired. This number is down from 42.5% in FY2022.

System-Wide Employees Eligible for Full Retirement at Start of FY vs. Actual Retirements During FY

Full-Time Employee Records





Hiring Events – Executive Branch

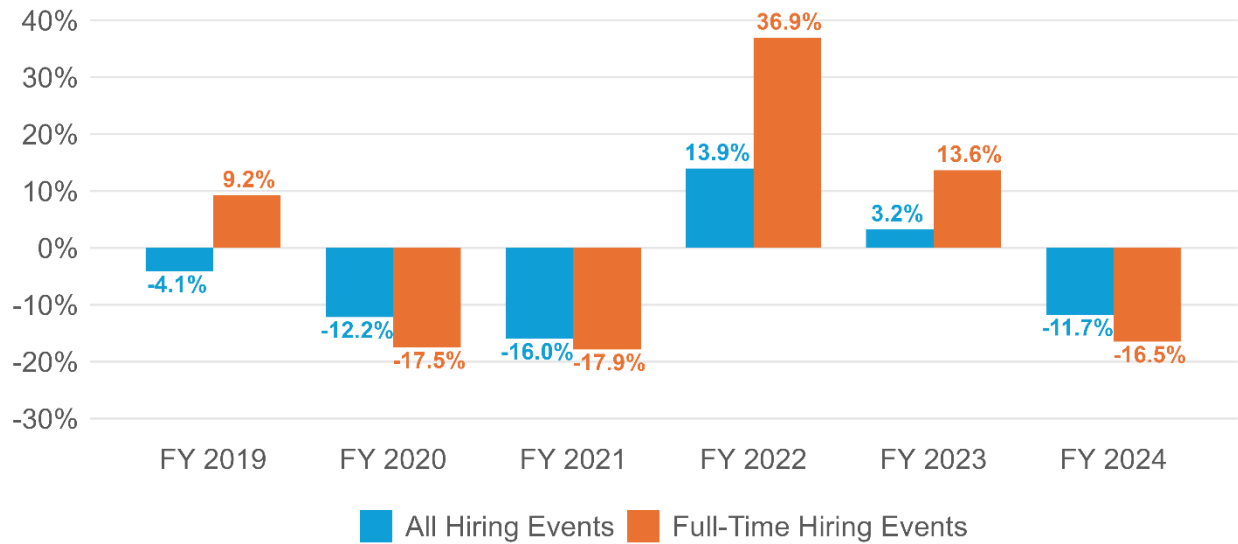
Events included here are for Executive Branch entities using the TeamWorks HCM system.

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



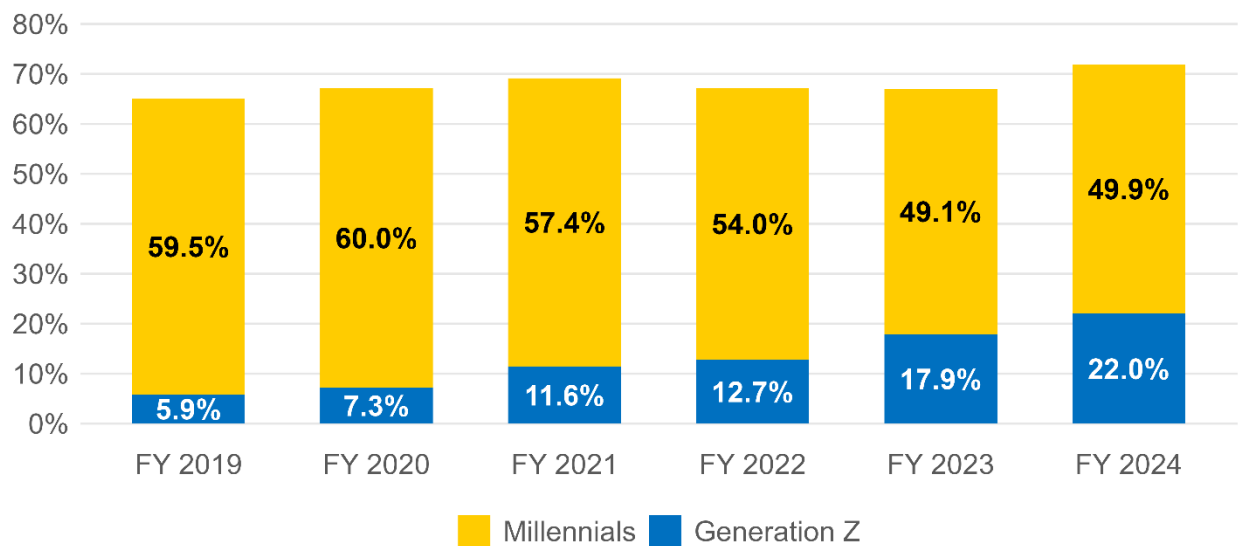
Executive branch hiring events have declined as retention has increased. With more employees being retained and turnover trending down, the number of hiring events decreased in FY 2024.

Executive Branch Hiring Events Percent Change from Previous Fiscal Year



The large majority, almost 72%, of hiring events are comprised of the younger cohorts of Millennials and Generation Z.

Executive Branch Hiring Events Portion of Millennial and Generation Z Full-Time Employee Records



Hiring Events by Type Table

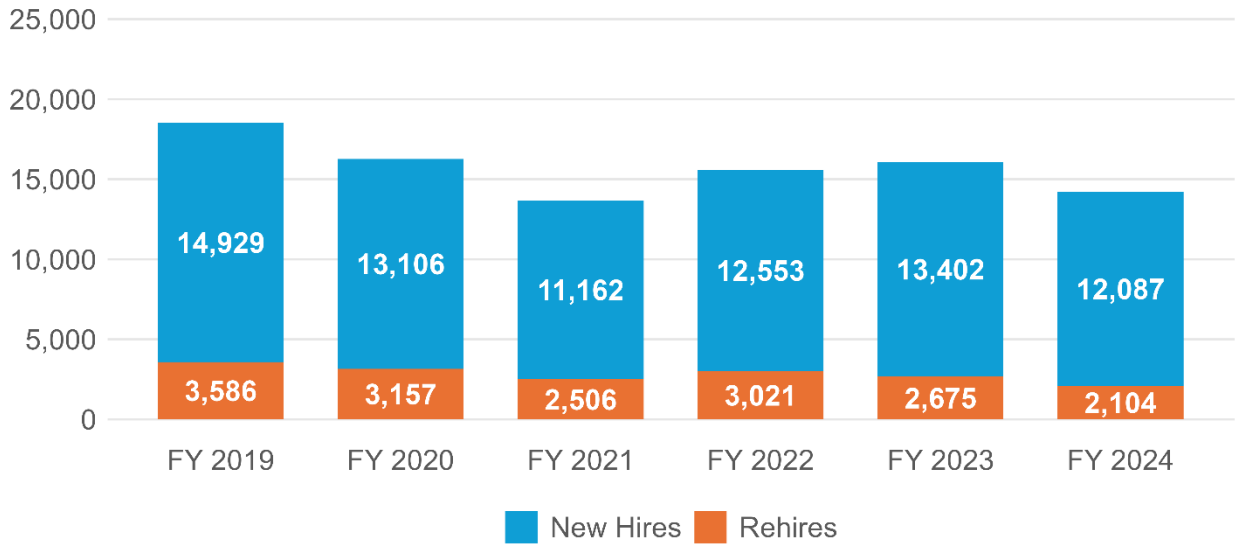
Executive Branch All Employee Records

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Hiring					
Total Hiring	16,263	13,668	15,574	16,077	14,191
Hires by Type					
New Hires	13,106	11,162	12,553	13,402	12,087
Rehires	3,157	2,506	3,021	2,675	2,104
Hire Characteristics					
Average Age of Hires	35.7	35.7	37.2	37.2	36.2
Median Annual Compensation Rate of Hires	\$27,936	\$29,120	\$31,040	\$36,366	\$37,000

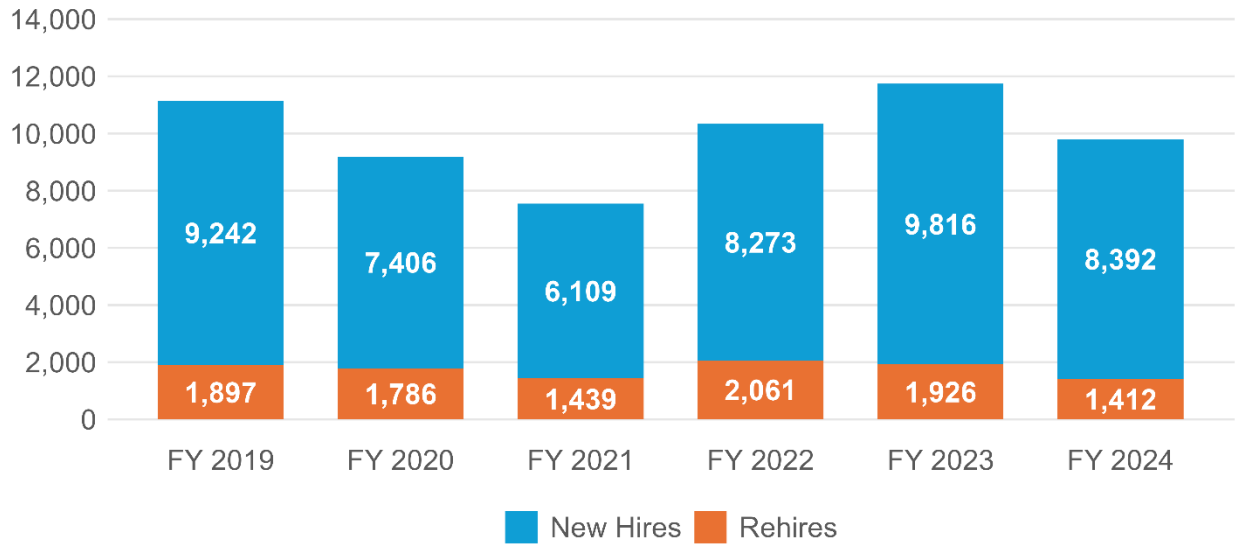
Executive Branch Full-Time Employee Records

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Hiring					
Total Hiring	9,192	7,548	10,334	11,742	9,804
Hires by Type					
New Hires	7,406	6,109	8,273	9,816	8,392
Rehires	1,786	1,439	2,061	1,926	1,412
Hire Characteristics					
Average Age of Hires	35.7	35.7	37.3	37.2	36.5
Median Annual Compensation Rate of Hires	\$31,040	\$31,040	\$34,185	\$38,040	\$40,040

Executive Branch Hiring Events All Employee Records



Executive Branch Hiring Events Full-Time Employee Records



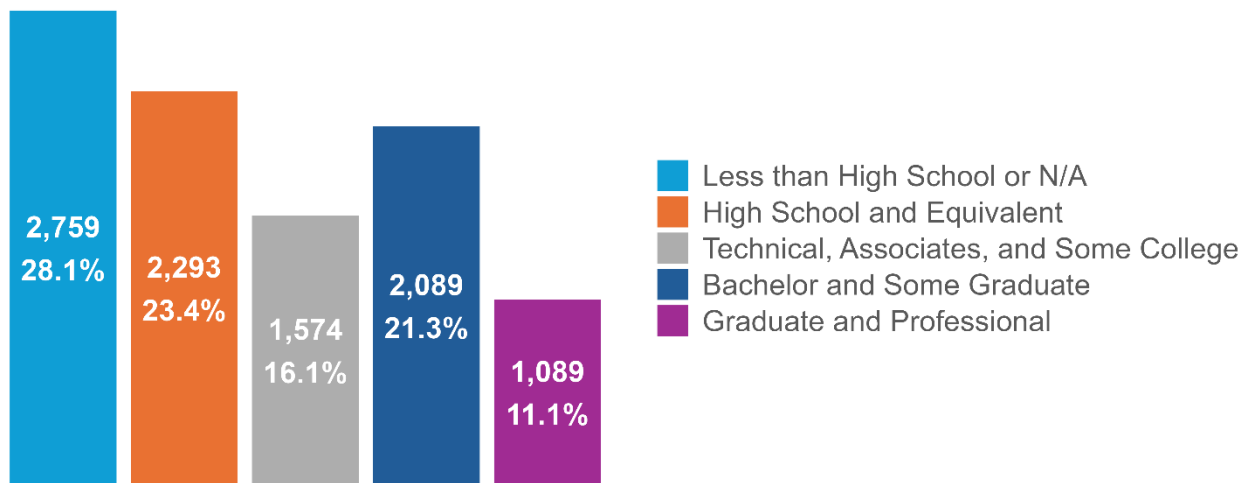
Hiring Events by Gender Table

Executive Branch Full-Time Employee Records	Hiring Events	Percentage
Female	6,566	67.0%
Male	3,223	32.9%
Non-Specified	15	0.2%
Total	9,804	100%

Executive Branch Hiring Events Reported by Education Level Table

Executive Branch Full-Time Employee Records	Hiring Events
Less than High School or N/A	2,759
High School and Equivalent	2,293
Technical, Associates, and Some College	1,574
Bachelor and Some Graduate	2,089
Graduate and Professional	1,089
Total	9,804

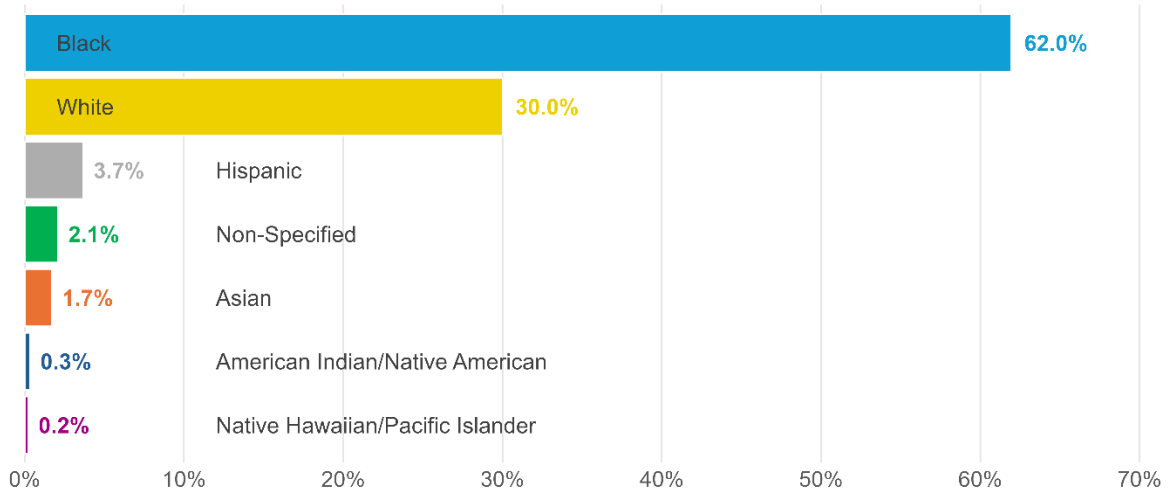
Executive Branch Hiring Events by Reported Education Level (FY 2024)
Full-Time Employee Records



Hiring Events by Ethnicity Table

Executive Branch Full-Time Employee Records	Count
Black	6,074
White	2,942
Hispanic	360
Asian	167
American Indian/Native American	33
Native Hawaiian/Pacific Islander	22
Non-Specified	206
Total	9,804

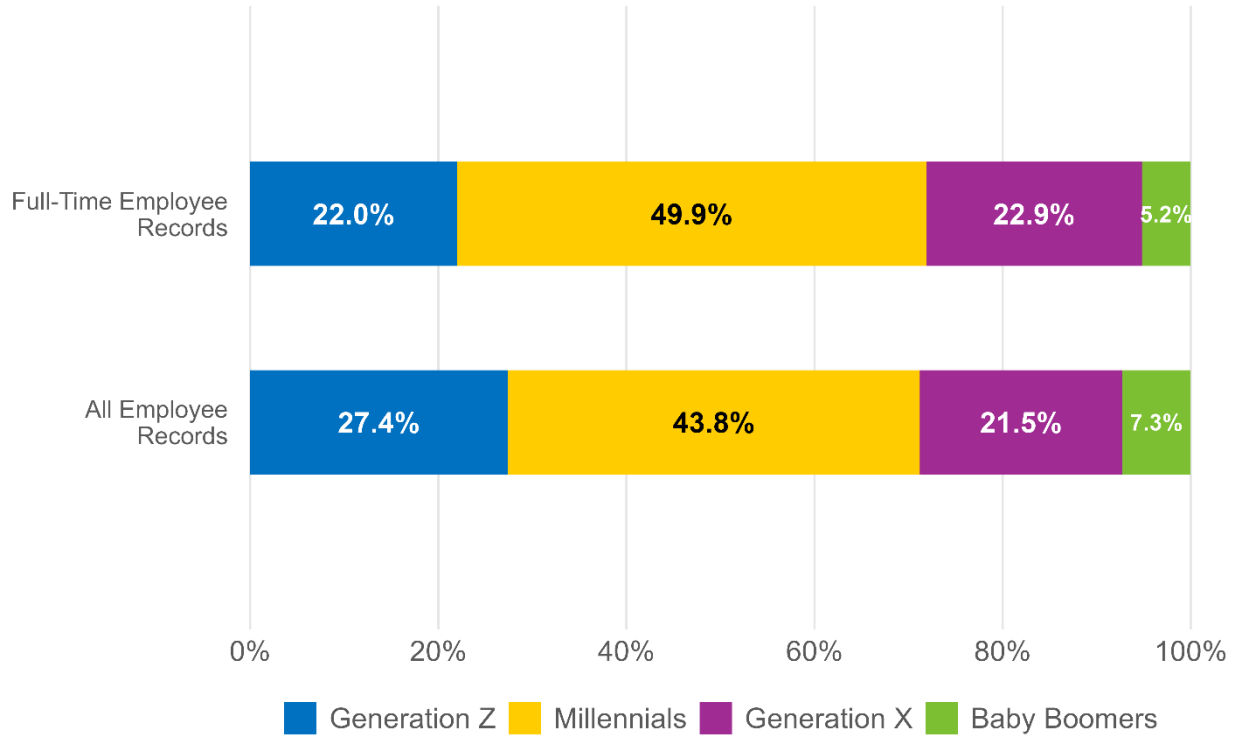
Executive Branch Hiring Events by Ethnicity (FY 2024)
Full-Time Employee Records



Hiring Events by Record Type and Generation Table FY 2024

Generation	Executive Branch Employee Records	Executive Branch Full-Time Employee Records
Veterans (1925-1945)	14	3
Baby Boomers (1946-1964)	1,030	509
Generation X (1965-1980)	3,048	2,242
Millennials (1981-1997)	6,209	4,891
Generation Z (1998+)	3,890	2,159
Total	14,191	9,804

Executive Branch Hiring Events by Record Type and Generation





Separation Events – Executive Branch

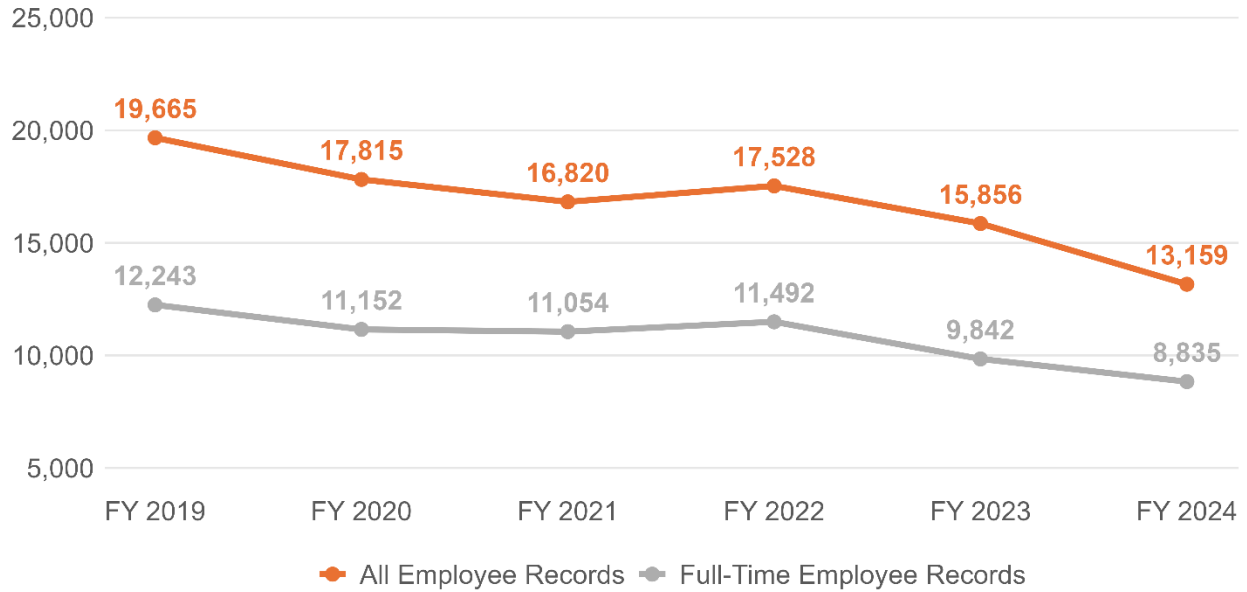
Events included here are for Executive Branch entities using the TeamWorks HCM system.

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



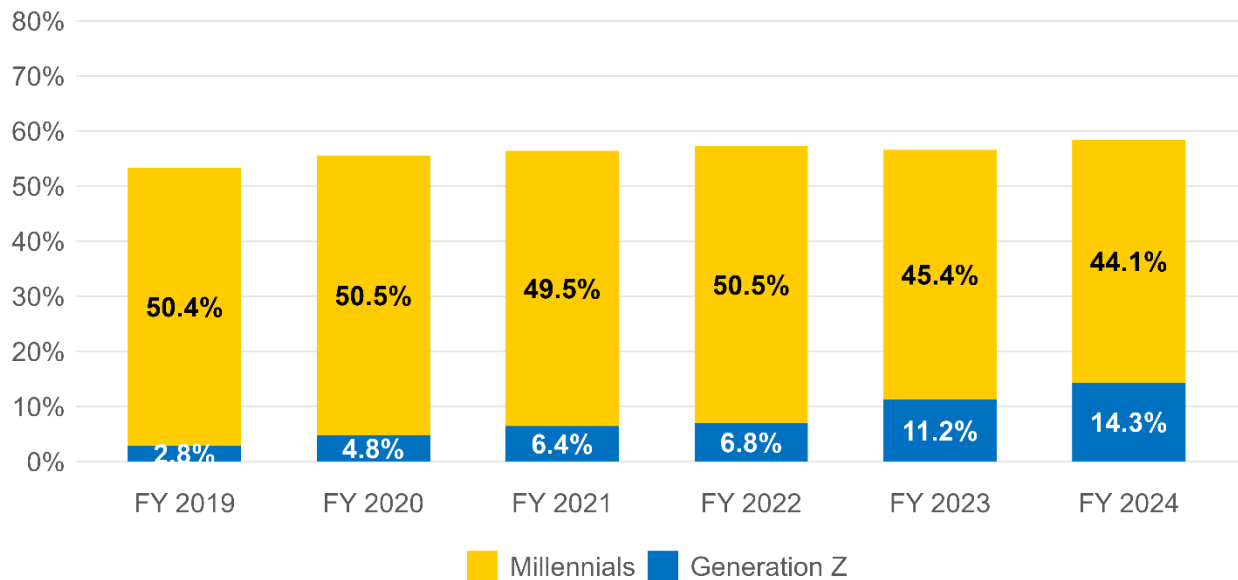
Separation Events continue to trend down from previous years. In FY 2024, the number of separations for all types of employee records was 13,159.

Executive Branch Separation Events



The greatest share of separations are among those who are in the Millennial and Generation Z age groups.

Executive Branch Separation Events Portion of Millennial and Generation Z Full-Time Employee Records



Executive Branch Separation Table

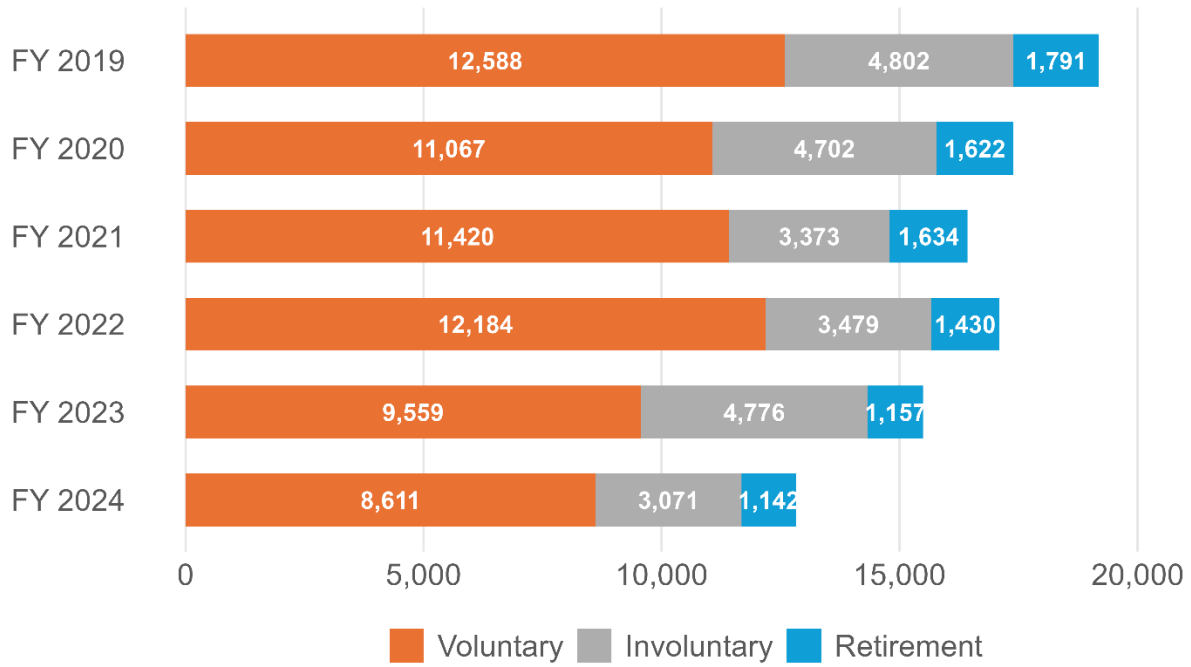
Executive Branch All Employee Records

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Separation Events					
Total Separations	17,815	16,820	17,528	15,856	13,159
Separations by Type					
Voluntary Separations	11,067	11,420	12,184	9,559	8,611
Involuntary Separations	4,702	3,373	3,479	4,776	3,071
Retirements	1,622	1,634	1,430	1,157	1,142
Turnover Rate Calculation					
Monthly Average Headcount	65,787	63,233	60,023	60,292	62,526
Turnover Rate	27.1%	26.6%	29.2%	26.3%	21.1%
Voluntary Turnover Rate	16.8%	18.1%	20.3%	15.9%	13.8%

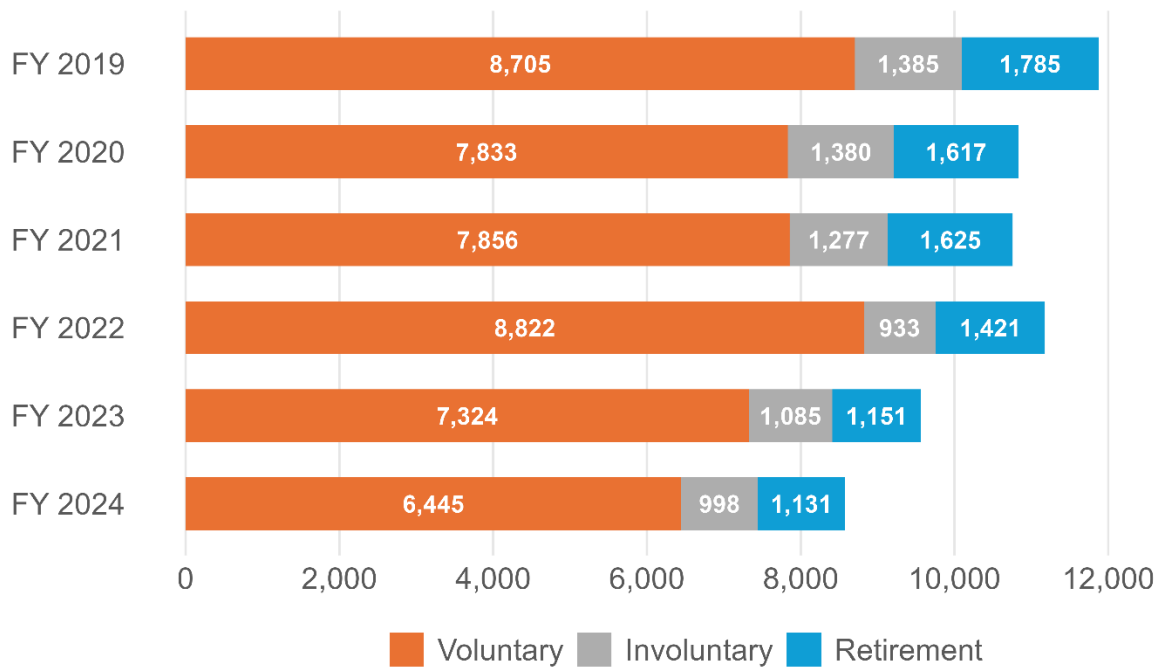
Executive Branch Full-Time Employee Records

	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Separation Events					
Total Separations	11,152	11,054	11,492	9,843	8,835
Separations by Type					
Voluntary Separations	7,833	7,856	8,822	7,324	6,445
Involuntary Separations	1,380	1,277	933	1,085	998
Retirements	1,617	1,625	1,421	1,151	1,131
Turnover Rate Calculation					
Monthly Average Headcount	53,516	50,204	48,263	49,150	51,626
Turnover Rate	20.8%	22.0%	23.8%	20.0%	17.1%
Voluntary Turnover Rate	14.6%	15.6%	18.3%	14.9%	12.5%

Separation Events by Type All Employee Records

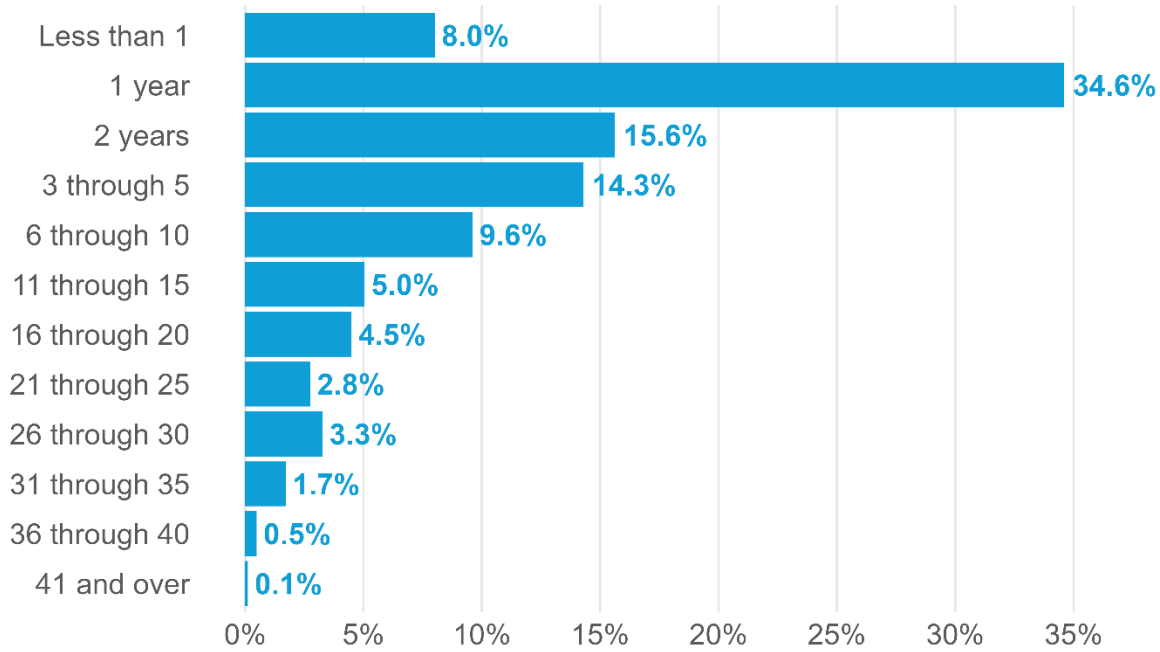


Separation Events by Type Full-Time Employee Records



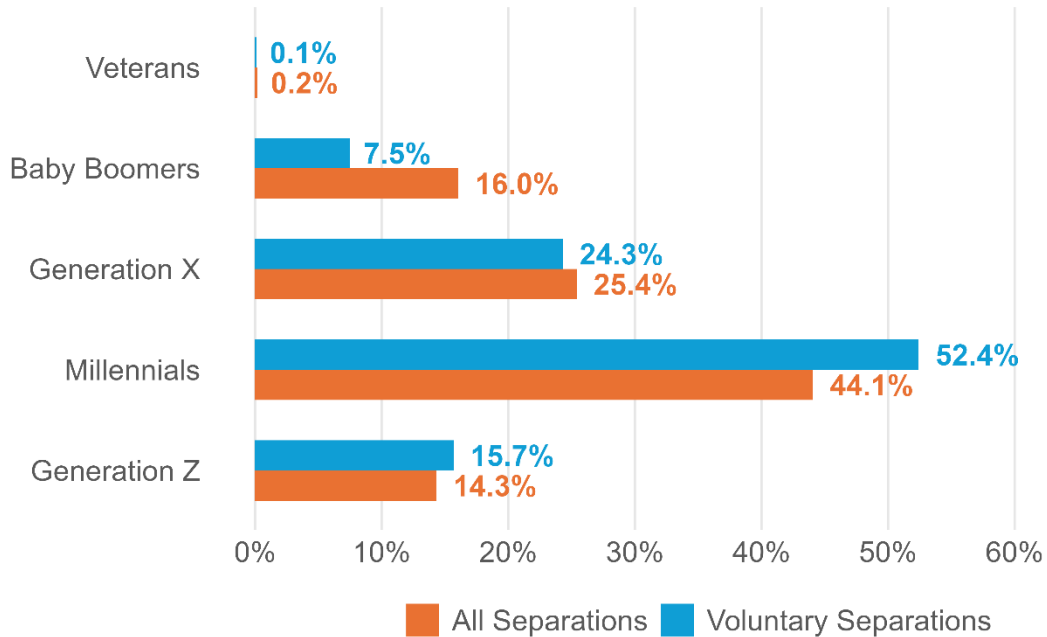
Executive Branch Separation Events by Tenure (in Years)

Full-Time Employee Records (FY 2024)

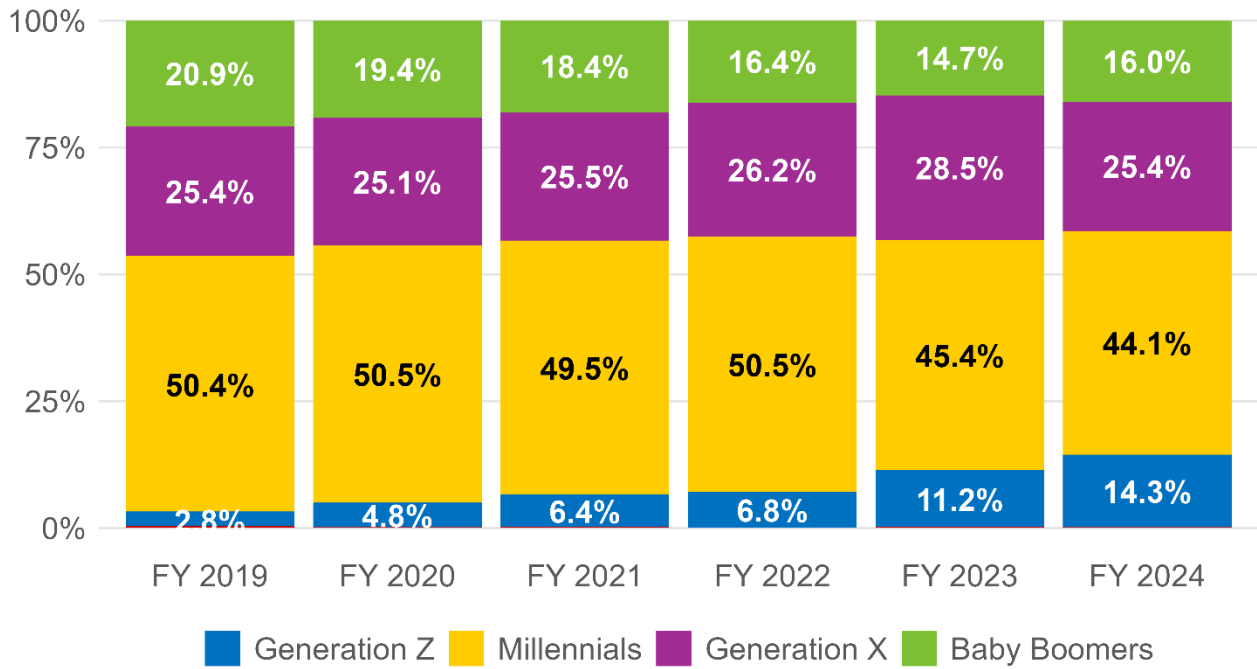


Executive Branch Separation Events by Generation

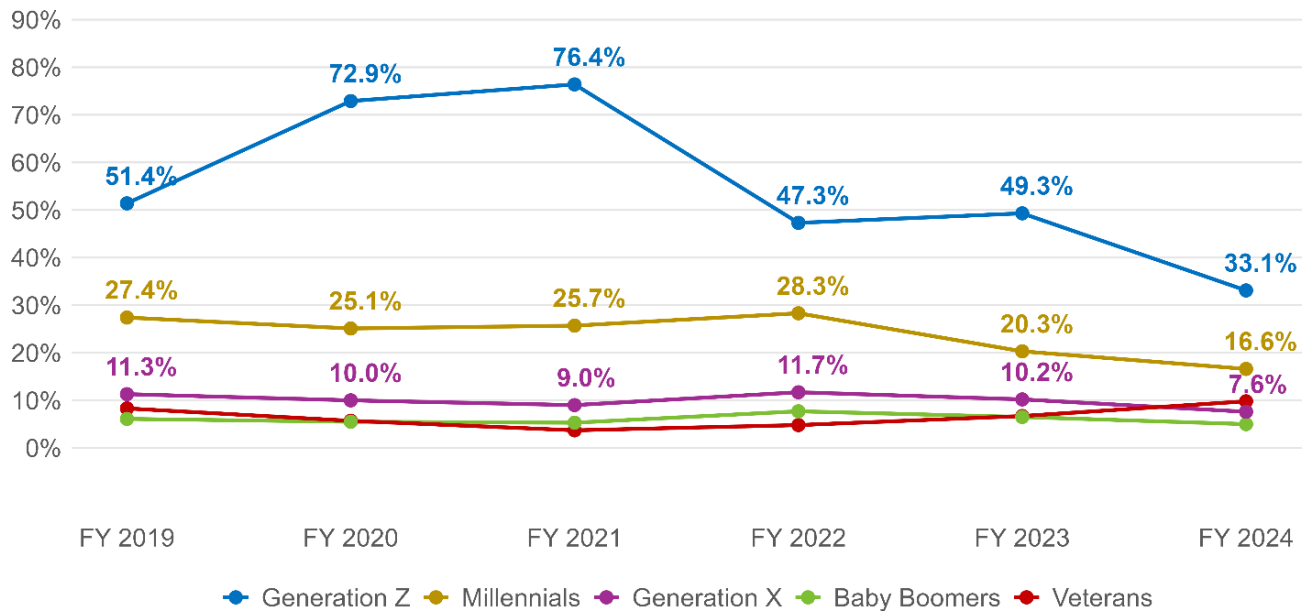
Full-Time Employee Records (FY 2024)



Proportion of Executive Branch Separation Events by Generation Full-Time Employee Records

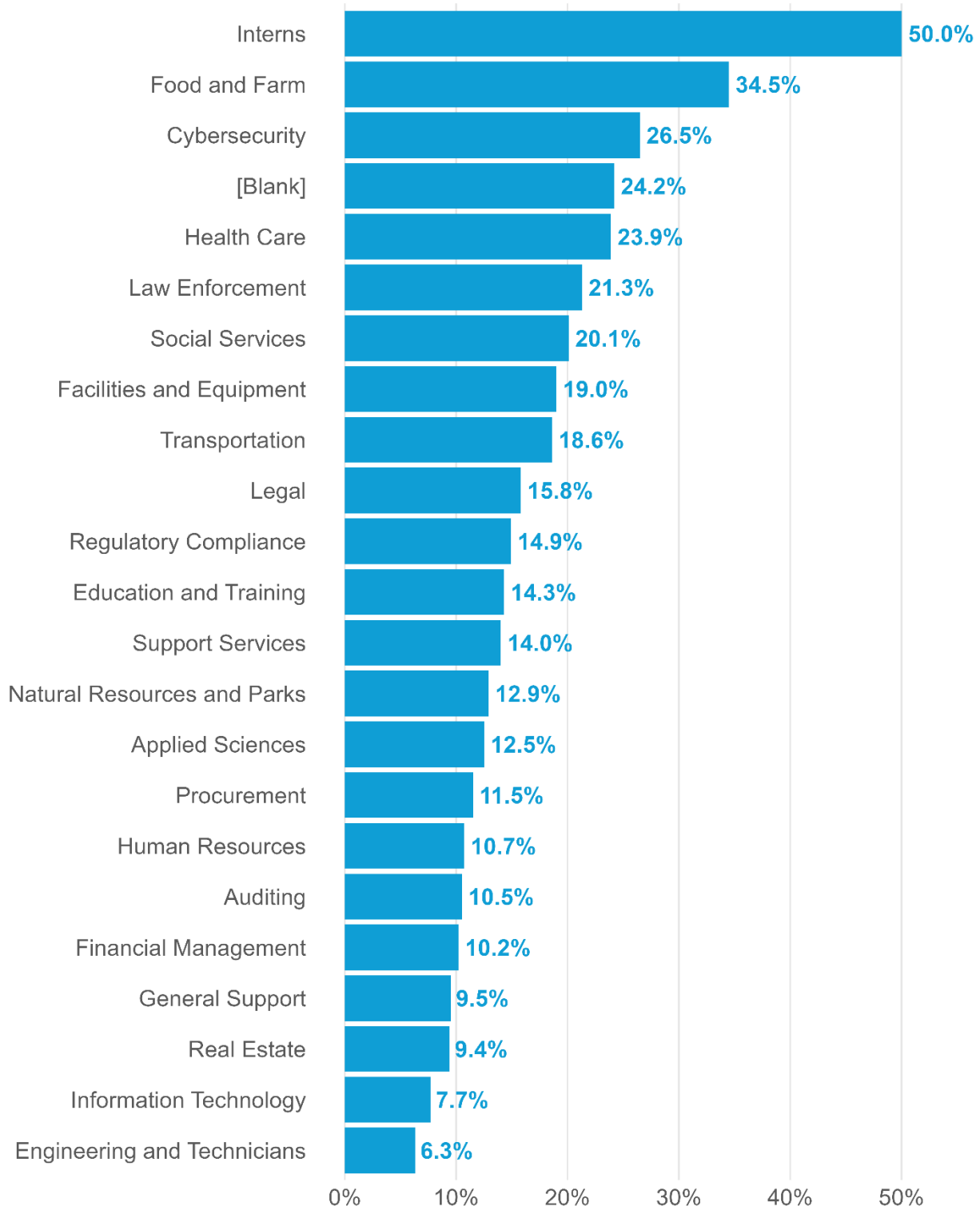


Voluntary Turnover Rate by Generation Full-Time Employee Records

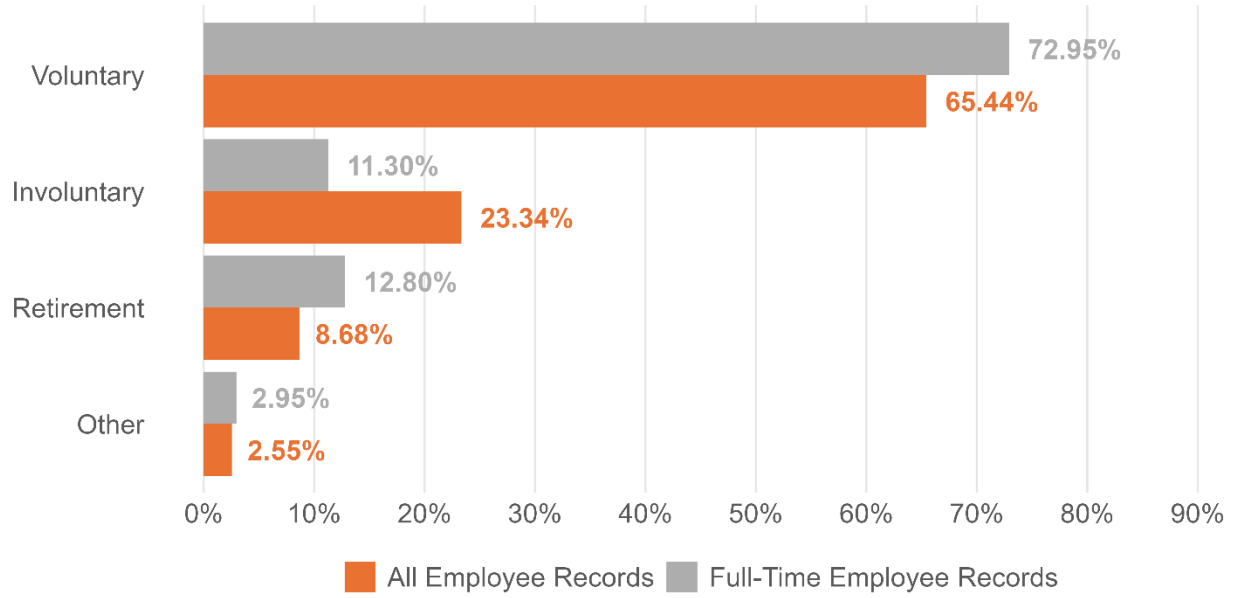


Executive Branch Turnover Rate by Job Family (FY 2024)

Full-Time Employee Records

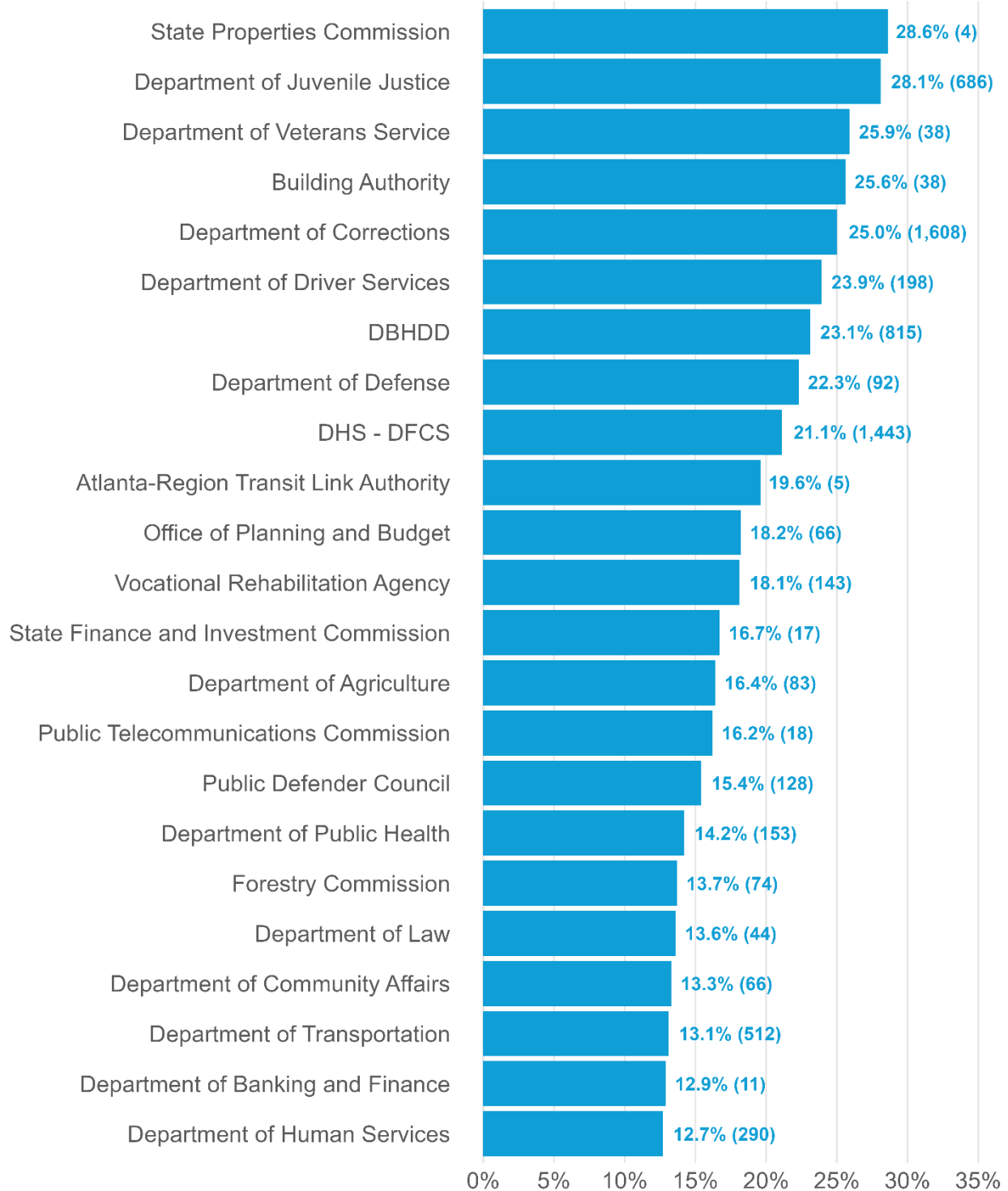


Proportion of Separation Event by Type Executive Branch (FY 2024)



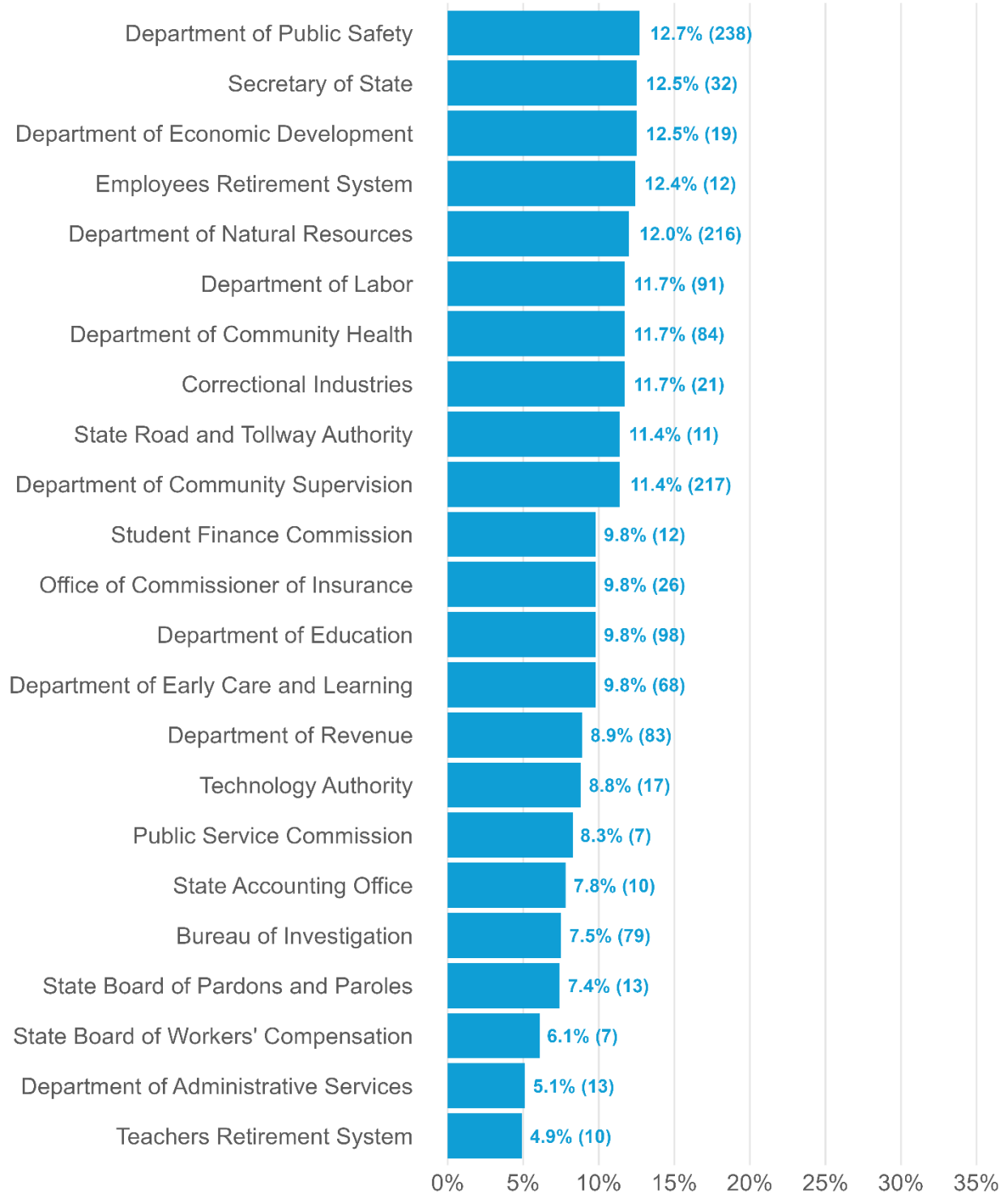
Non-Technical College Executive Branch Turnover Rate (and Separation Count) by Entity Pt. 1

Full-Time Employee Records, FY 2024

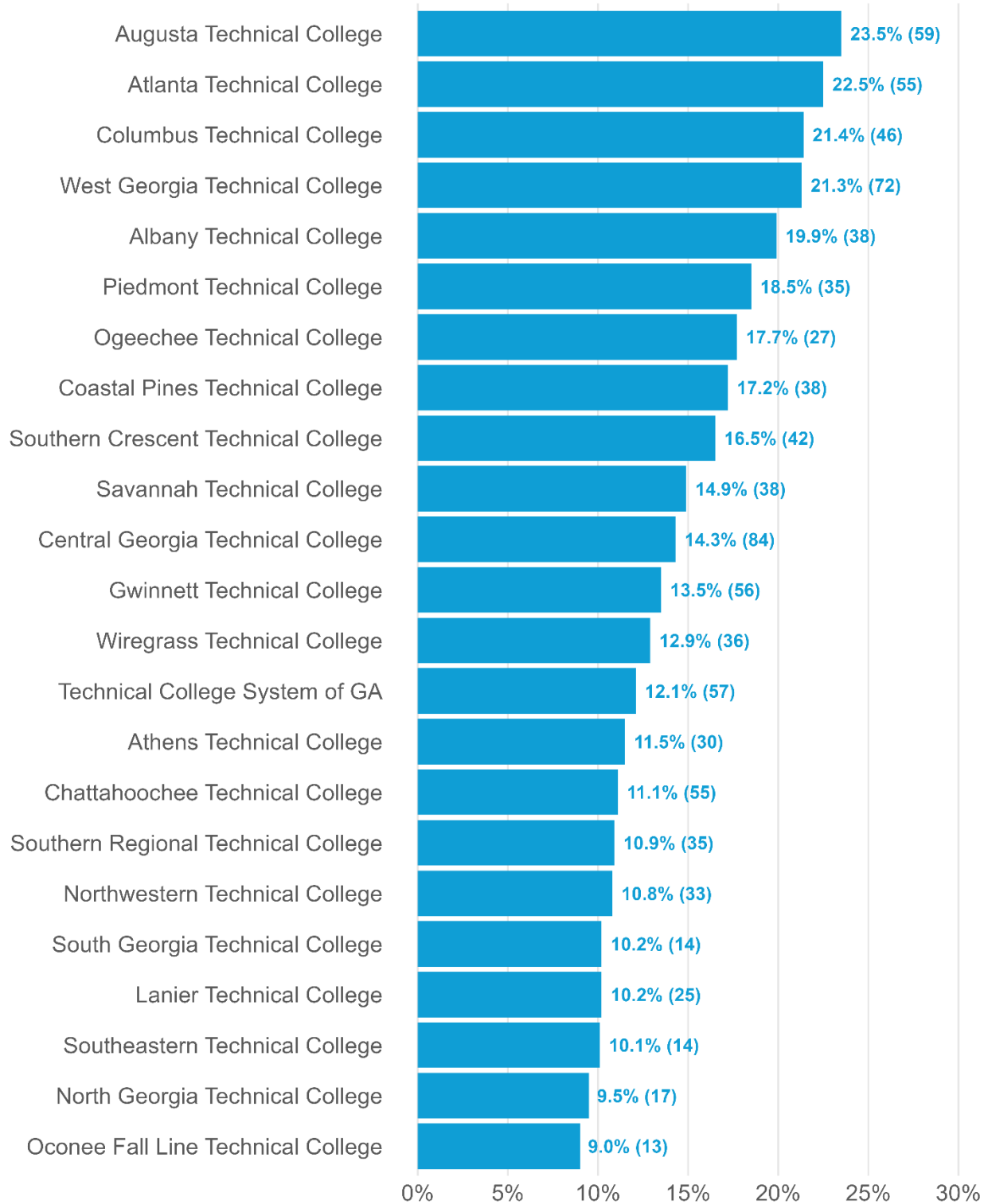


Non-Technical College Executive Branch Turnover Rate (and Separation Count) by Entity Pt. 2

Full-Time Employee Records, FY 2024



Technical College Turnover Rate (and Separation Count) by Entity Full-Time Employee Records, FY 2024





Comparisons and Retention – Executive Branch

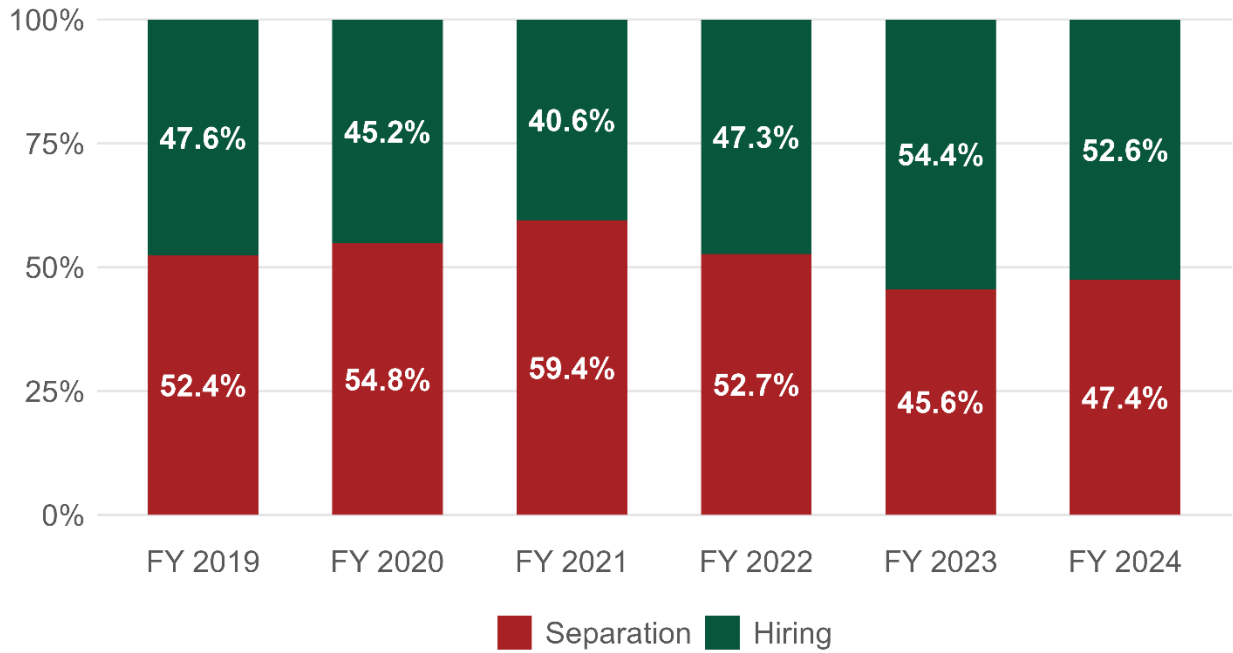
Events included here are for Executive Branch entities using the TeamWorks HCM system.

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

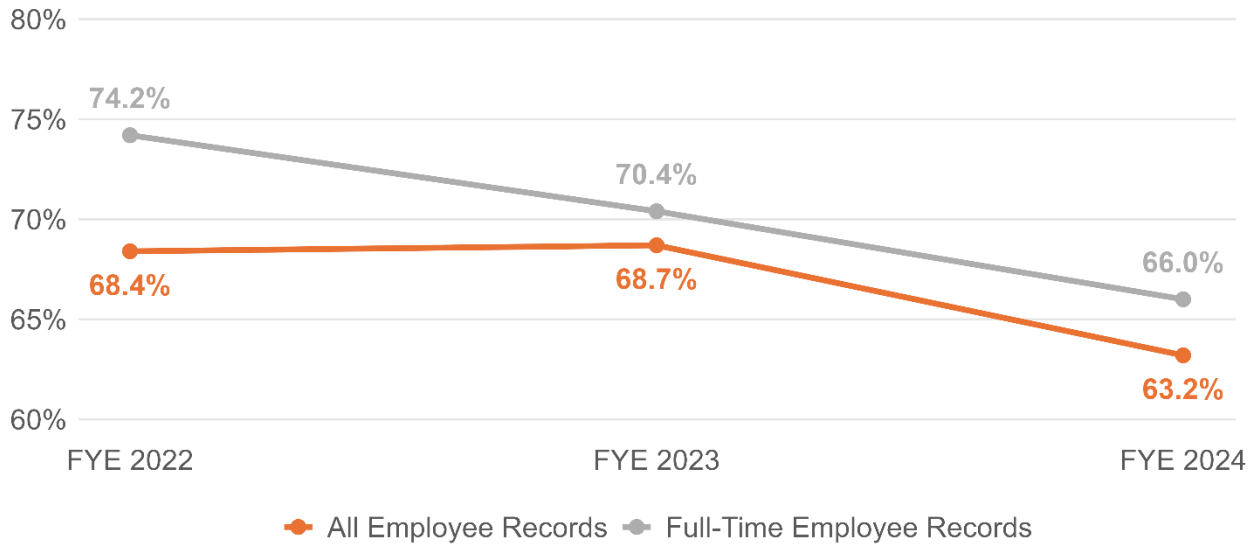


In the Executive Branch, hiring exceeded separations for the second consecutive year. In FY 2024, 52.6% of personnel actions were new hires or rehires, compared to 47.4% of personnel actions being separations.

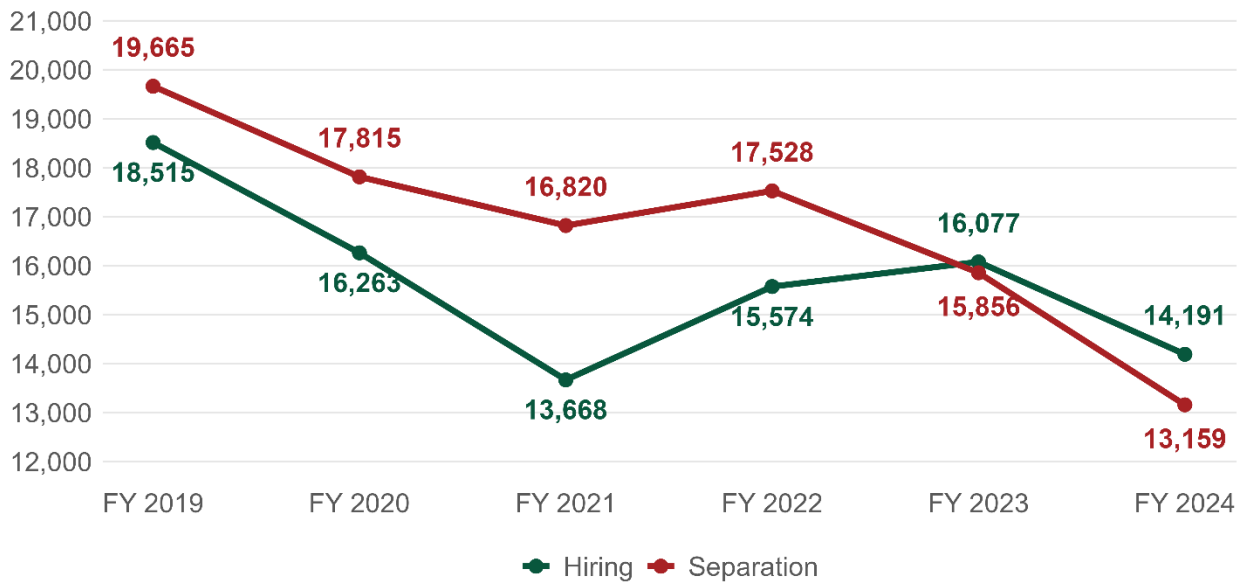
Comparison of Hirings to Separations in Executive Branch Full-Time Employee Records



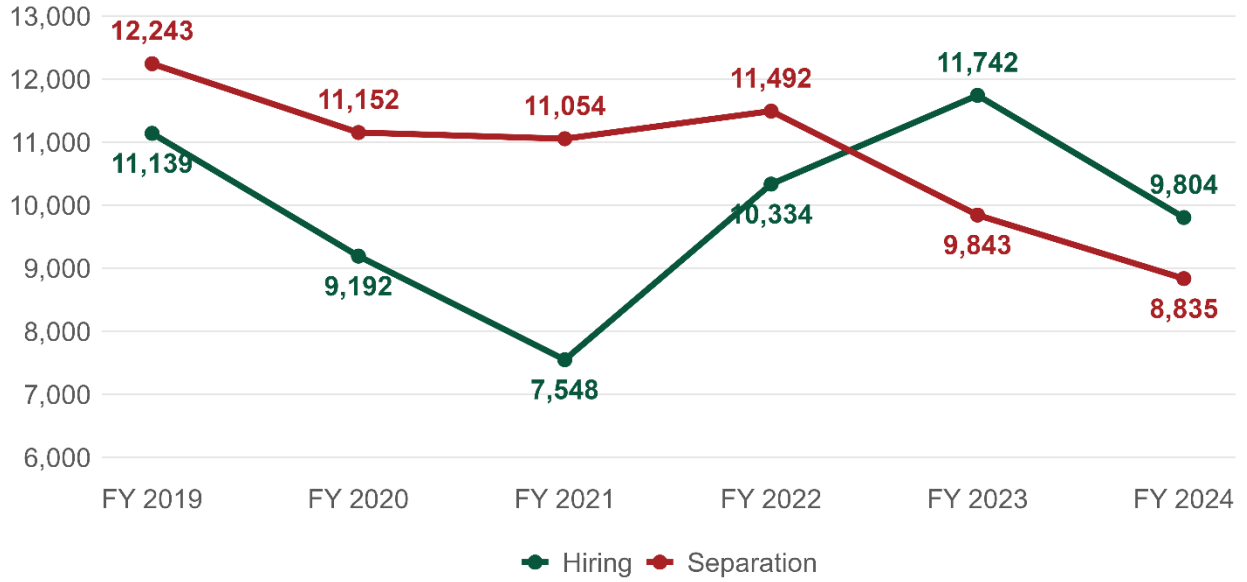
36-Month Retention Reference by Record Type Executive Branch



Hiring and Separation Comparisons in Executive Branch All Employee Records



Hiring and Separation Comparisons in Executive Branch Full-Time Employee Records

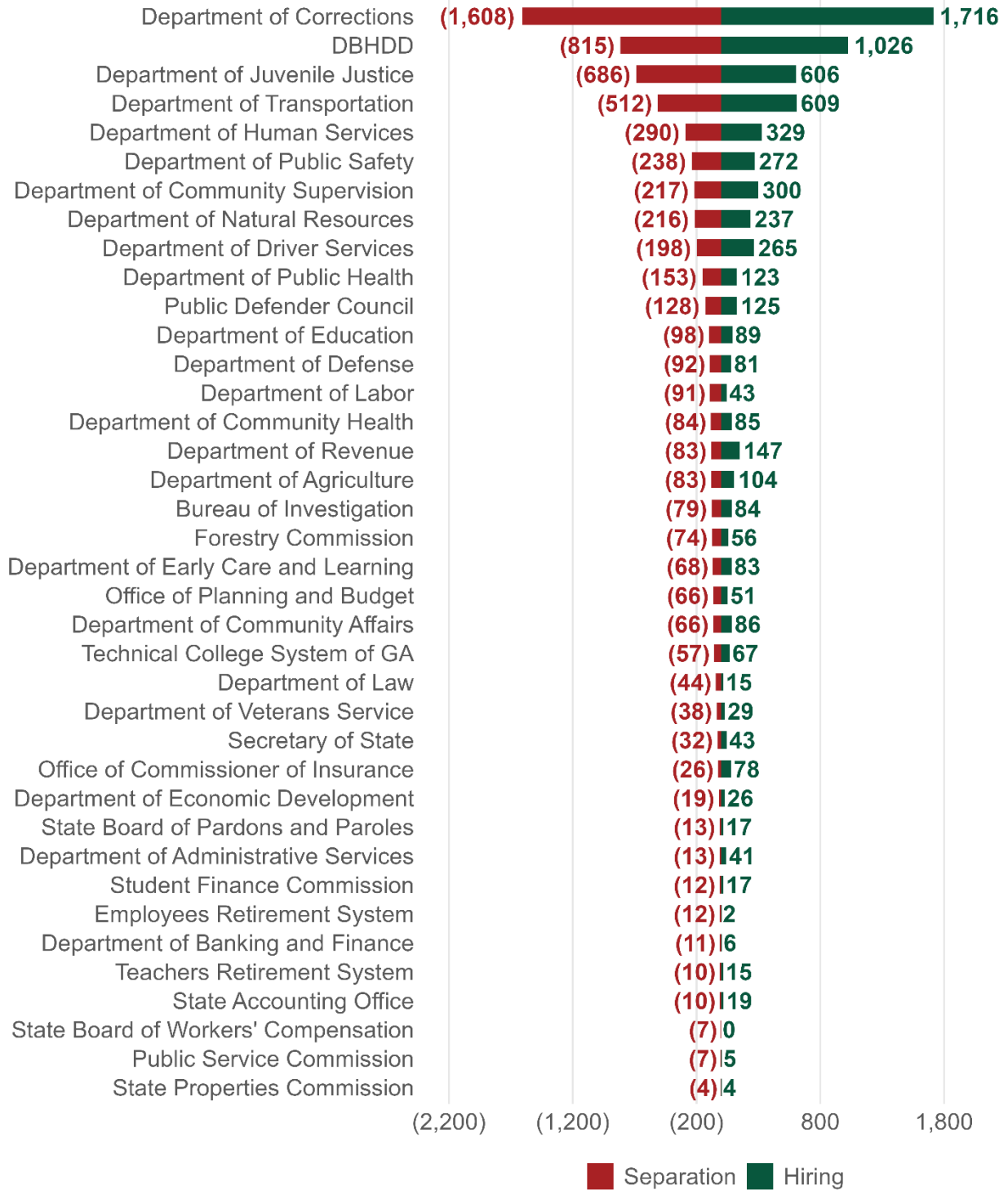


Executive Branch Hiring and Separation Comparisons by Job Family

All Employee Records (FY 2024)

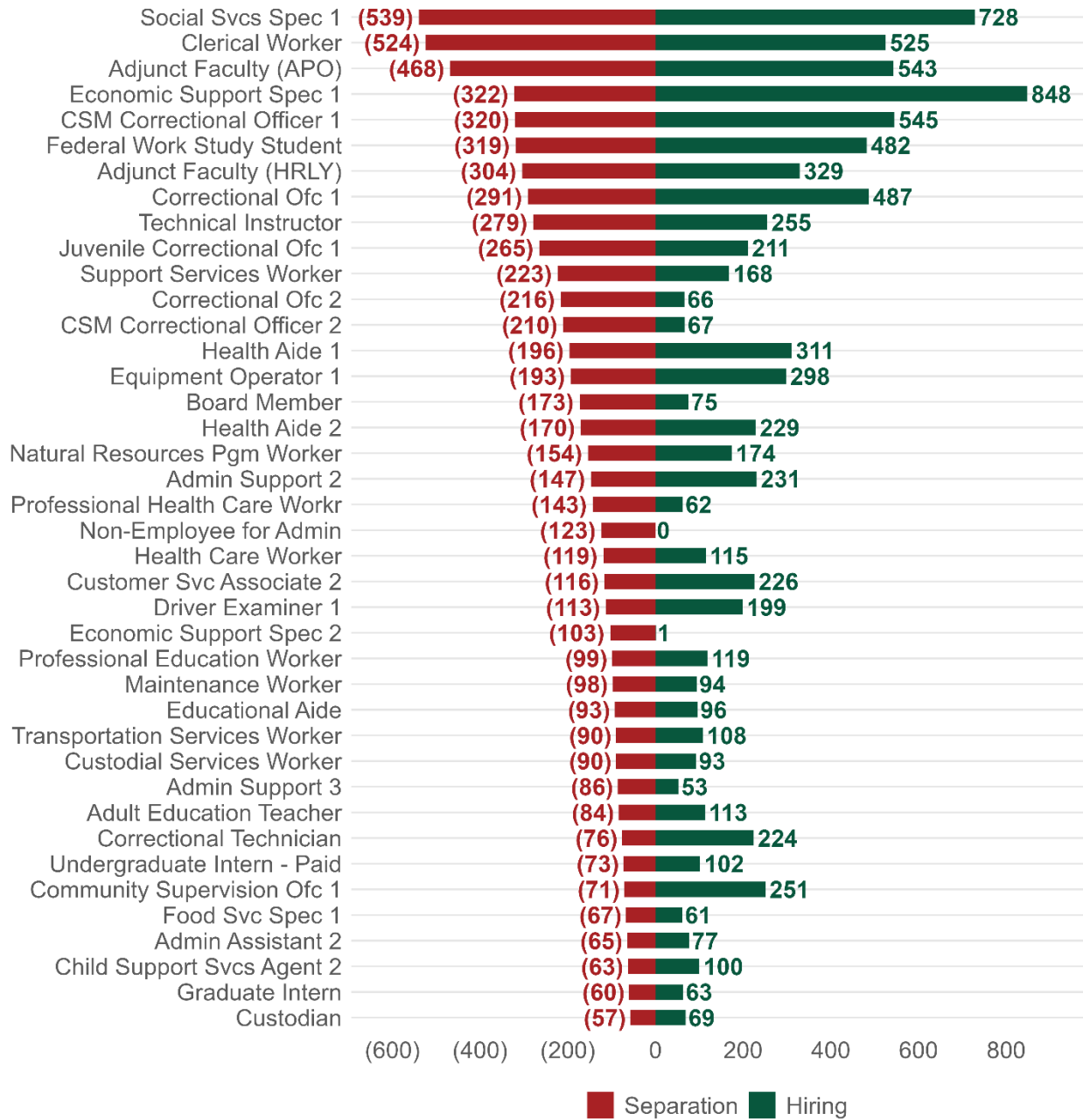


Executive Branch Hiring and Separation Comparisons by Job Family
Executive Branch Hiring and Separation Comparisons
by Selected Agency (FY 2024)
Full-Time Employee Records



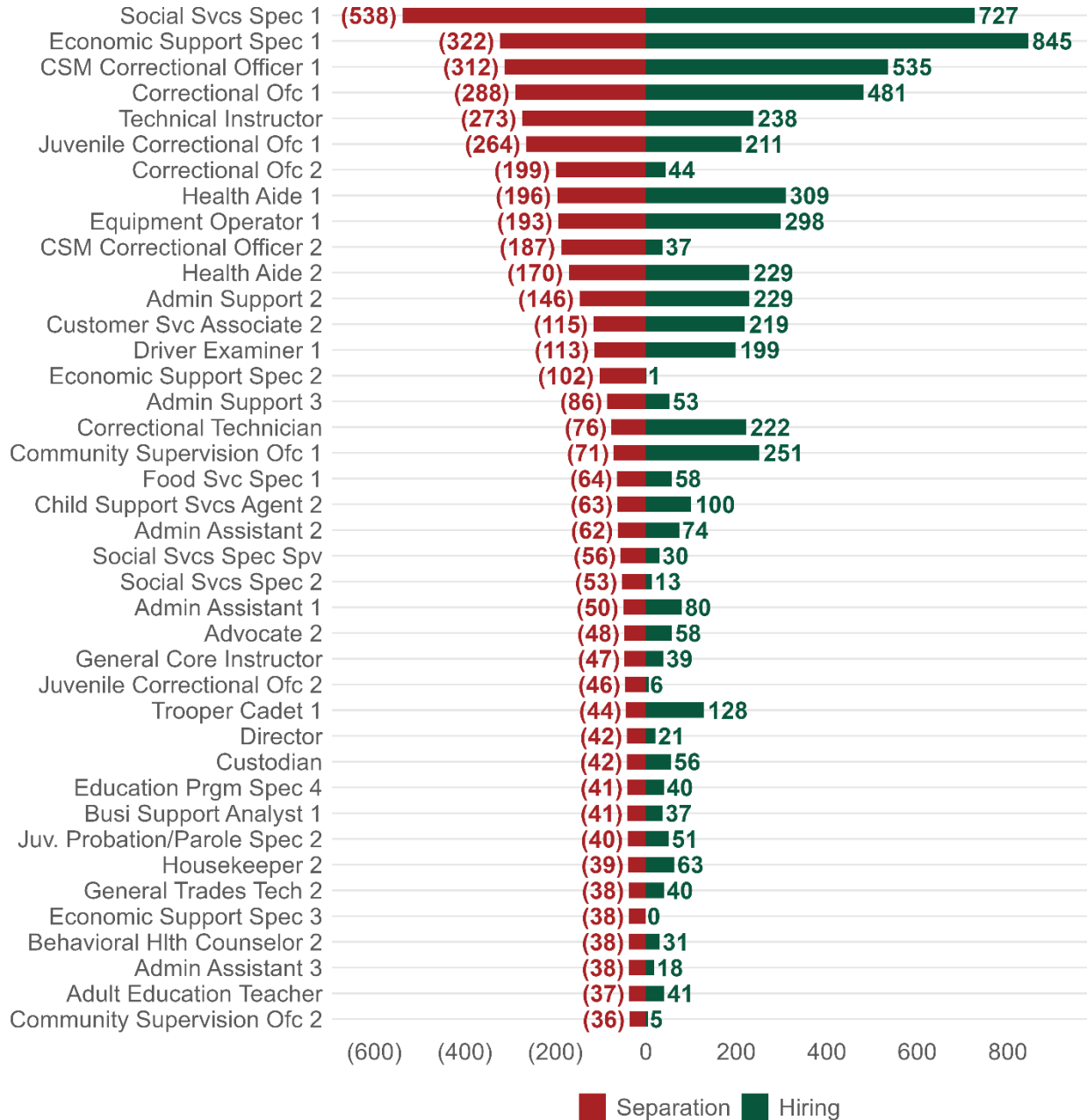
Executive Branch Hiring and Separation Comparisons by Job Code

All Employee Records (FY 2024)



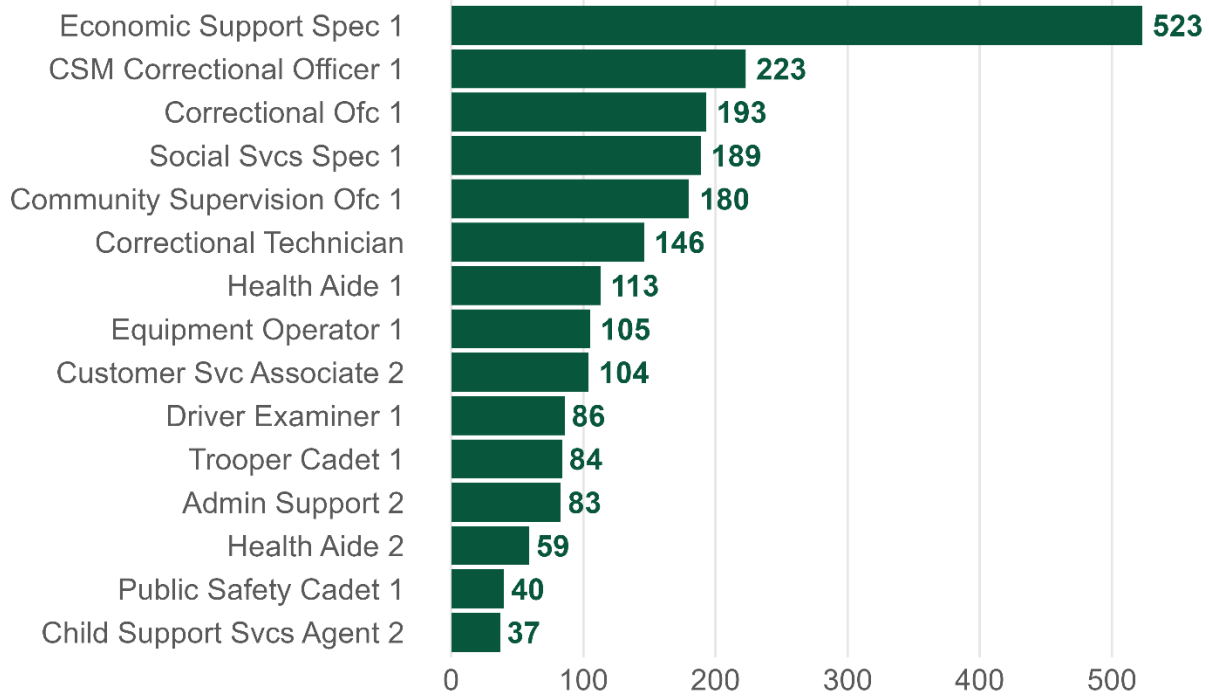
Executive Branch Hiring and Separation Comparisons by Job Code

Full-Time Employee Records (FY 2024)



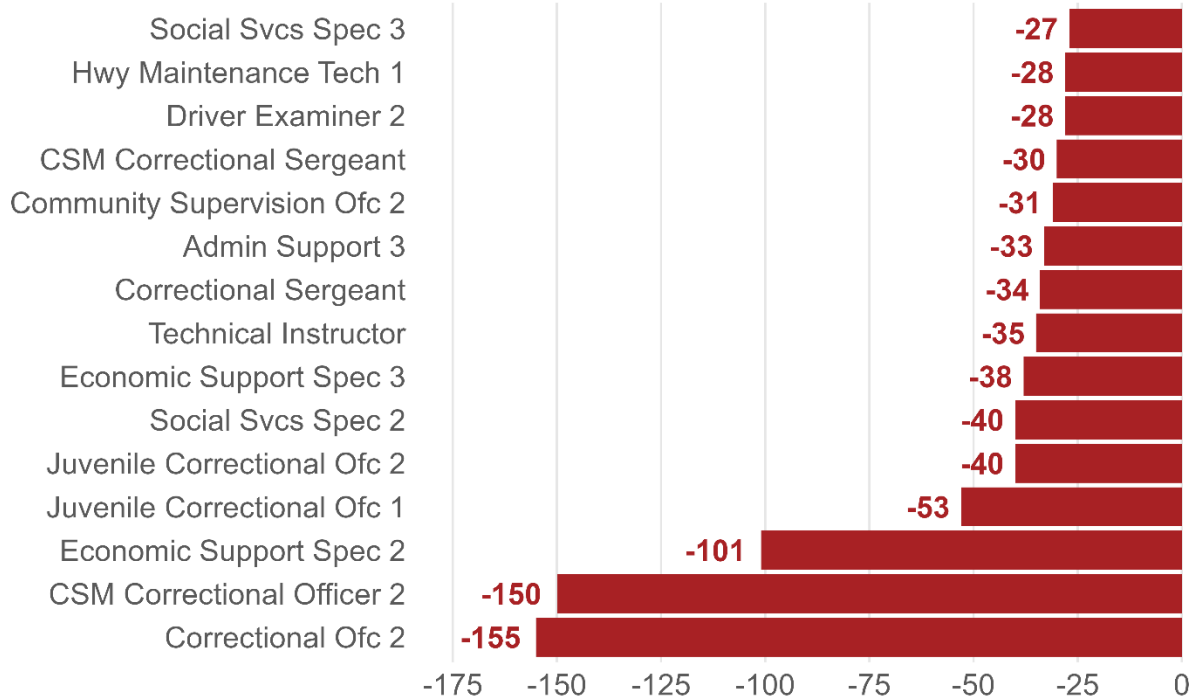
Top 15 Executive Branch Jobs by Net Hiring (FY 2024)

Full-Time Employee Records



Bottom 15 Executive Branch Jobs by Net Hiring (FY 2024)

Full-Time Employee Records



Retention Reference Calculations Table

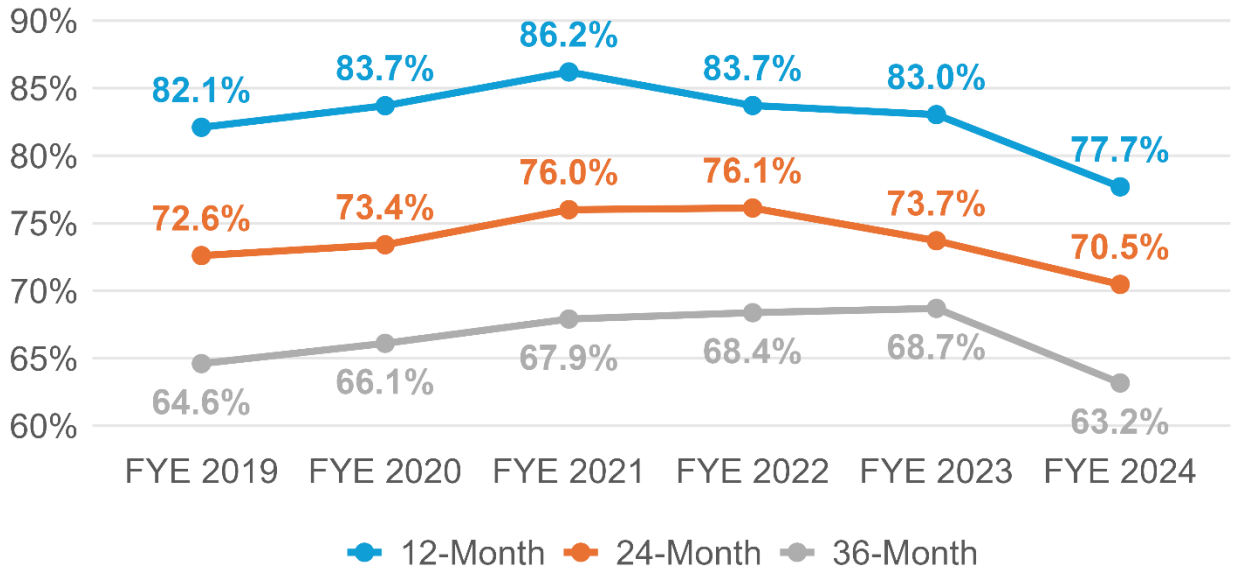
Executive Branch All Employee Records

	FYE 2022	FYE 2023	FYE 2024
Retention Reference of Active Records			
Active 12 Months Prior	83.7%	83.0%	77.7%
Active 24 Months Prior	76.1%	73.6%	70.5%
Active 36 Months Prior	68.4%	68.7%	63.2%
Active 48 Months Prior	62.1%	63.9%	59.0%
Active 60 Months Prior		58.6%	55.1%

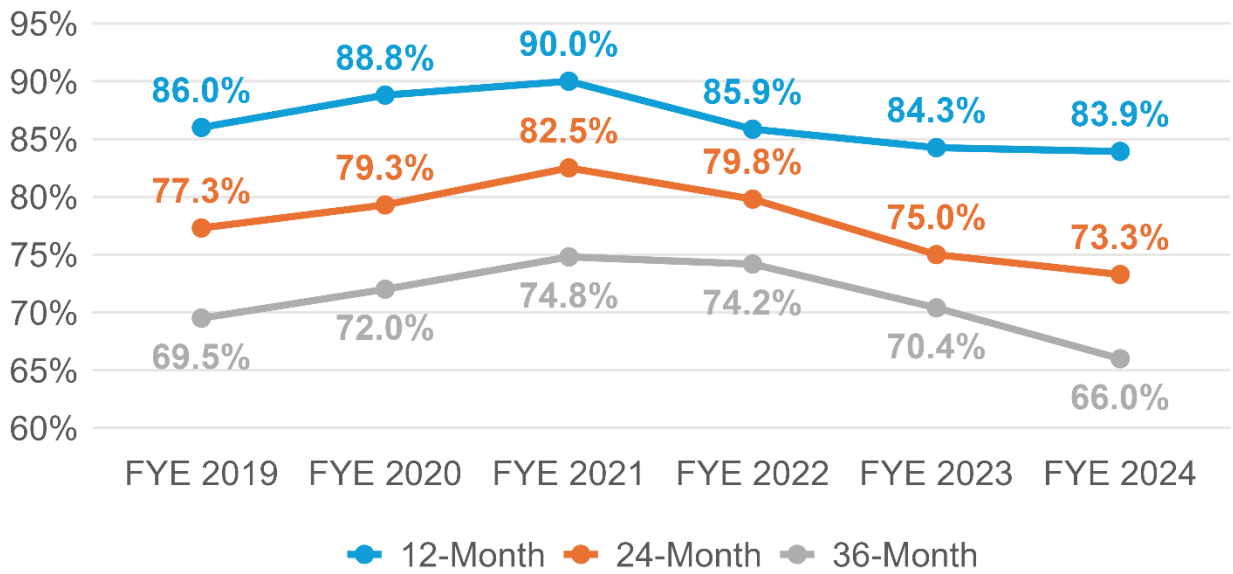
Executive Branch Full-Time Employee Records

	FYE 2022	FYE 2023	FYE 2024
Retention Reference of Active Records			
Active 12 Months Prior	85.9%	84.3%	83.9%
Active 24 Months Prior	79.8%	75.0%	73.3%
Active 36 Months Prior	74.2%	70.4%	66.0%
Active 48 Months Prior	68.0%	65.9%	62.3%
Active 60 Months Prior		60.7%	58.6%

Executive Branch Retention Reference All Employee Records



Executive Branch Retention Reference Full-Time Employee Records



Executive Branch Retention Reference by Company Code Table

Entity Name	Company Code	Full-Time Employee Records FYE 2024	Percent Active in FYE 2023	Percent Active in FYE 2022	Percent Active in FYE 2021	Percent Active in FYE 2020	Percent Active in FYE 2019
DHS - Division of Family and Children Services	127	7,010	77.6%	63.9%	56.4%	53.6%	50.4%
Department of Agriculture	402	521	83.7%	75.4%	68.9%	64.7%	61.0%
Department of Administrative Services	403	267	84.3%	78.3%	69.7%	66.7%	64.8%
Department of Public Health	405	1,084	89.6%	80.7%	72.3%	64.2%	60.1%
Department of Banking and Finance	406	87	86.2%	79.3%	74.7%	72.4%	71.3%
State Accounting Office	407	131	86.3%	81.7%	74.0%	71.0%	69.5%
Office of Commissioner of Insurance	408	298	73.8%	61.7%	51.3%	47.7%	44.0%
State Finance and Investment Commission	409	103	81.6%	66.0%	60.2%	54.4%	50.5%
State Properties Commission	410	14	71.4%	71.4%	64.3%	64.3%	50.0%
Department of Defense	411	415	85.1%	70.8%	62.4%	58.1%	52.3%
Vocational Rehabilitation Agency	412	802	78.7%	72.1%	66.6%	64.0%	62.5%
Department of Education	414	991	89.9%	79.9%	68.6%	63.9%	60.9%
Technical College System of GA	415	487	87.5%	76.8%	68.4%	67.6%	65.5%
Employees Retirement System	416	96	88.5%	78.1%	69.8%	69.8%	60.4%
Department of Community Health	419	738	87.1%	78.3%	71.0%	68.7%	64.9%
Forestry Commission	420	532	88.9%	81.8%	72.4%	67.1%	64.3%
Office of Planning and Budget	422	360	86.4%	75.3%	66.9%	61.1%	55.3%
Department of Human Services	427	2,312	88.9%	80.9%	74.9%	71.9%	66.2%
Department of Community Affairs	428	503	80.9%	69.6%	56.7%	51.7%	46.9%
Department of Economic Development	429	161	82.6%	72.0%	61.5%	55.3%	46.6%
Department of Labor	440	755	93.2%	87.4%	77.6%	73.4%	67.9%
DBHDD	441	3,653	78.8%	66.4%	61.5%	59.3%	54.8%
Department of Law	442	321	88.2%	74.1%	67.9%	62.6%	57.6%
Department of Juvenile Justice	461	2,542	75.4%	64.6%	59.5%	56.8%	54.9%
Department of Natural Resources	462	1,792	87.7%	79.4%	70.7%	66.0%	61.4%
State Board of Pardons and Paroles	465	182	89.0%	84.1%	78.0%	76.4%	75.8%
Department of Public Safety	466	1,836	89.4%	80.3%	72.1%	66.7%	63.8%
Department of Corrections	467	6,535	79.8%	67.7%	61.8%	59.3%	56.6%
Department of Early Care and Learning	469	715	88.3%	78.9%	72.6%	70.1%	62.4%
Public Service Commission	470	84	95.2%	84.5%	71.4%	67.9%	67.9%
Bureau of Investigation	471	1,057	90.6%	82.5%	72.1%	65.8%	62.1%
Department of Revenue	474	954	89.3%	79.0%	73.9%	69.4%	60.9%
Department of Driver Services	475	856	74.8%	61.9%	49.4%	44.0%	39.8%
Student Finance Commission	476	122	88.5%	84.4%	77.0%	75.4%	75.4%
Department of Community Supervision	477	1,964	86.7%	76.2%	71.4%	68.3%	66.4%
Secretary of State	478	266	84.2%	71.1%	61.3%	53.8%	49.6%

Entity Name	Company Code	Full-Time Employee Records FYE 2024	Percent Active in FYE 2023	Percent Active in FYE 2022	Percent Active in FYE 2021	Percent Active in FYE 2020	Percent Active in FYE 2019
Teachers Retirement System	482	204	93.1%	88.2%	81.4%	77.9%	74.5%
Department of Transportation	484	3,934	87.2%	75.9%	68.9%	65.3%	61.8%
Department of Veterans Service	488	142	84.5%	70.4%	59.2%	57.7%	50.7%
Subsequent Injury Trust Fund	489	7	100.0%	100.0%	100.0%	100.0%	100.0%
State Board of Workers' Compensation	490	117	94.9%	86.3%	77.8%	73.5%	73.5%
Public Defender Council	492	829	86.0%	73.0%	63.8%	59.2%	56.5%
Commission on the Holocaust	495	3	100.0%	100.0%	100.0%	100.0%	100.0%
Oconee Fall Line Technical College	817	146	90.4%	84.2%	79.5%	74.0%	68.5%
Coastal Pines Technical College	818	217	88.5%	79.7%	67.3%	57.1%	51.2%
Albany Technical College	820	156	84.6%	78.2%	64.7%	59.0%	58.3%
Athens Technical College	822	263	90.1%	76.4%	69.6%	64.6%	60.5%
Atlanta Technical College	823	238	89.1%	76.9%	63.9%	62.6%	56.7%
Augusta Technical College	824	248	85.5%	79.0%	72.6%	66.1%	61.7%
West Georgia Technical College	826	338	84.3%	72.8%	64.2%	60.1%	58.9%
Chattahoochee Technical College	827	501	88.8%	80.6%	72.1%	67.5%	62.1%
Columbus Technical College	828	207	89.9%	81.6%	71.5%	65.7%	61.8%
Northwestern Technical College	829	307	93.2%	87.0%	77.9%	72.0%	68.4%
Piedmont Technical College	830	192	84.9%	79.7%	70.8%	65.6%	59.9%
Southern Crescent Technical College	831	253	92.1%	87.0%	79.1%	72.3%	66.0%
Gwinnett Technical College	832	418	88.5%	78.0%	72.0%	66.5%	61.5%
Lanier Technical College	834	238	96.2%	90.8%	85.3%	78.6%	70.2%
Central Georgia Technical College	835	608	84.4%	74.2%	67.1%	63.3%	58.6%
Southern Regional Technical College	837	322	89.1%	82.3%	75.2%	72.4%	68.6%
North Georgia Technical College	838	178	92.1%	85.4%	77.0%	73.0%	67.4%
Savannah Technical College	841	265	82.6%	75.5%	64.9%	60.0%	54.0%
South Georgia Technical College	842	141	85.8%	78.7%	73.8%	70.9%	64.5%
Southeastern Technical College	843	144	93.1%	84.7%	79.9%	71.5%	65.3%
Ogeechee Technical College	844	146	90.4%	78.1%	71.9%	68.5%	63.7%
Wiregrass Technical College	848	285	87.0%	75.8%	69.5%	65.6%	60.4%
Building Authority	900	151	84.1%	70.2%	56.3%	50.3%	46.4%
Correctional Industries	921	175	93.1%	85.1%	81.1%	76.6%	70.3%
State Road and Tollway Authority	927	90	87.8%	73.3%	64.4%	61.1%	54.4%
Public Telecommunications Commission	977	114	88.6%	82.5%	67.5%	61.4%	54.4%
Technology Authority	980	195	90.8%	77.9%	70.8%	67.7%	65.6%
Atlanta-Region Transit Link Authority	996	25	96.0%	92.0%	72.0%	64.0%	60.0%
Total/Averages		52,343	83.9%	73.3%	66.0%	62.3%	58.6%

Executive Branch Retention Reference Within Company Code Table

Entity Name	Company Code	Full-Time Employee Records FYE 2024	FYE 2023 Percent Active in Same Code	FYE 2022 Percent Active in Same Code	FYE 2021 Percent Active in Same Code	FYE 2020 Percent Active in Same Code	FYE 2019 Percent Active in Same Code
DHS - Division of Family and Children Services	127	7,010	76.6%	61.6%	52.9%	49.4%	44.7%
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Office of Commissioner of Insurance	408	298	69.1%	54.7%	39.6%	34.2%	30.5%
State Finance and Investment Commission	409	103	77.7%	61.2%	52.4%	47.6%	44.7%
State Properties Commission	410	14	64.3%	64.3%	57.1%	57.1%	42.9%
Department of Defense	411	415	83.9%	68.7%	60.2%	54.9%	49.4%
Vocational Rehabilitation Agency	412	802	75.4%	67.7%	55.5%	0.0%	0.0%
Department of Education	414	991	88.6%	77.8%	65.9%	60.0%	57.0%
Technical College System of GA	415	487	79.3%	41.3%	35.3%	34.1%	31.8%
Employees Retirement System	416	96	88.5%	77.1%	66.7%	65.6%	56.2%
Department of Community Health	419	738	79.7%	68.3%	57.9%	53.8%	50.4%
Forestry Commission	420	532	88.5%	81.0%	72.0%	65.8%	63.2%
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Department of Human Services	427	2,312	83.6%	72.0%	62.1%	58.2%	49.8%
Department of Community Affairs	428	503	79.3%	65.8%	50.5%	44.7%	38.0%
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Entity Name	Company Code	Full-Time Employee Records FYE 2024	FYE 2023 Percent Active in Same Code	FYE 2022 Percent Active in Same Code	FYE 2021 Percent Active in Same Code	FYE 2020 Percent Active in Same Code	FYE 2019 Percent Active in Same Code
Secretary of State	478	266	82.0%	65.4%	54.9%	48.1%	44.0%
Teachers Retirement System	482	204	93.1%	87.7%	80.4%	76.0%	73.0%
Department of Transportation	484	3,934	86.8%	75.3%	67.6%	63.7%	60.3%
Department of Veterans Service	488	142	83.1%	68.3%	56.3%	52.1%	45.1%
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Atlanta Technical College	823	238	87.0%	72.3%	58.0%	56.3%	49.6%
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West Georgia Technical College	826	338	83.1%	71.0%	62.4%	57.1%	54.7%
Chattahoochee Technical College	827	501	88.0%	79.6%	70.1%	65.5%	59.7%
Columbus Technical College	828	207	88.9%	79.7%	68.1%	61.4%	57.5%
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Piedmont Technical College	830	192	83.9%	74.5%	63.5%	58.3%	51.6%
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Gwinnett Technical College	832	418	87.3%	76.6%	69.1%	63.4%	58.1%
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Central Georgia Technical College	835	608	83.6%	72.5%	65.1%	61.3%	57.1%
Southern Regional Technical College	837	322	88.5%	80.1%	72.7%	68.3%	64.6%
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Savannah Technical College	841	265	81.5%	72.8%	60.8%	55.8%	48.7%
South Georgia Technical College	842	141	83.0%	75.9%	71.6%	67.4%	61.7%
Southeastern Technical College	843	144	91.0%	82.6%	78.5%	70.1%	63.2%
Ogeechee Technical College	844	146	87.7%	74.7%	70.5%	64.4%	60.3%
Wiregrass Technical College	848	285	86.0%	74.7%	67.4%	62.8%	57.5%
Building Authority	900	151	82.1%	68.2%	51.7%	45.7%	40.4%
Correctional Industries	921	175	88.6%	77.7%	68.0%	58.3%	52.0%
State Road and Tollway Authority	927	90	83.3%	62.2%	51.1%	46.7%	42.2%
Public Telecommunications Commission	977	114	88.6%	81.6%	66.7%	60.5%	54.4%
Technology Authority	980	195	87.2%	66.7%	53.8%	50.3%	46.7%
Atlanta-Region Transit Link Authority	996	25	80.0%	76.0%	56.0%	40.0%	0.0%
Total/Averages		52,343	82.3%	70.1%	0.0%	56.5%	52.1%

Executive Branch Retention Reference by Generation Tables

Generation	Full-Time Employee Records FYE 2024	Percent Active in FYE 2023	Percent Active in FYE 2022	Percent Active in FYE 2021	Percent Active in FYE 2020	Percent Active in FYE 2019
Veterans (1925-1945)	57	96.5%	91.2%	89.5%	89.5%	89.5%
Baby Boomers (1946-1964)	7,317	94.1%	89.1%	84.6%	81.9%	78.9%
Generation X (1965-1980)	20,446	90.4%	83.3%	78.0%	75.4%	72.4%
Millennials (1981-1997)	20,968	79.9%	66.3%	57.0%	52.2%	47.2%
Generation Z (1998+)	3,555	48.7%	24.0%	11.3%	6.0%	3.9%
Total/Averages	52,343	83.9%	73.3%	66.0%	62.3%	58.6%

Generation	Full-Time Employee Records FYE 2024	FYE 2023 Percent Active in Same Code	FYE 2022 Percent Active in Same Code	FYE 2021 Percent Active in Same Code	FYE 2020 Percent Active in Same Code	FYE 2019 Percent Active in Same Code
Veterans (1925-1945)	57	96.5%	89.5%	87.7%	87.7%	87.7%
Baby Boomers (1946-1964)	7,317	93.4%	86.9%	81.4%	76.9%	73.0%
Generation X (1965-1980)	20,446	88.8%	79.9%	73.4%	69.0%	65.0%
Millennials (1981-1997)	20,968	78.0%	62.7%	51.9%	45.8%	40.3%
Generation Z (1998+)	3,555	47.4%	22.3%	9.5%	5.1%	3.1%
Total/Averages	52,343	82.3%	70.1%	61.6%	56.5%	52.1%



Transfers and Broader Turnover – Executive Branch

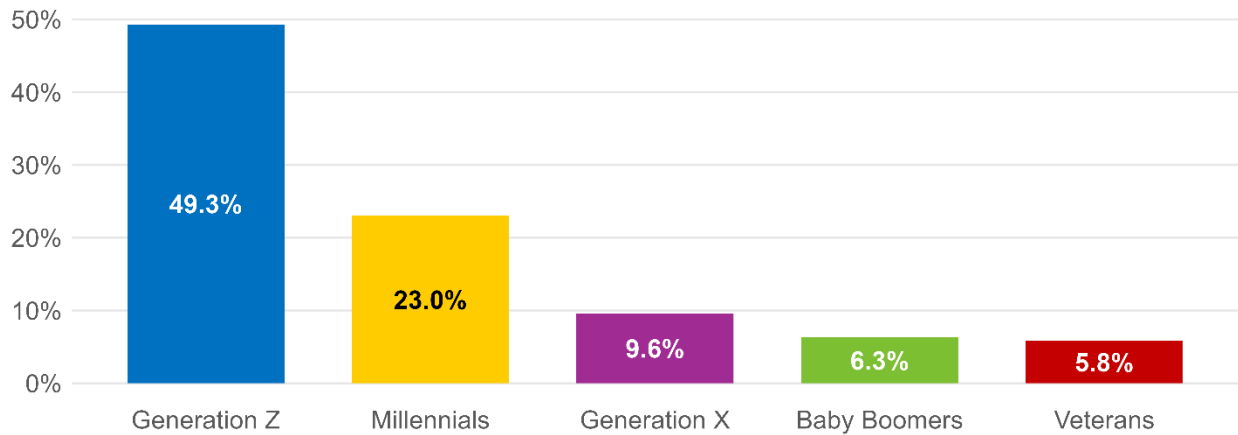
Broader turnover is calculated for separations and includes employee records which transferred out from one company code to another. Events included here are for Executive Branch entities using the TeamWorks HCM system.

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



Voluntary turnover is most common among new hires and those in the youngest generation (Generation Z). The generation with the second-highest percentage of voluntary turnover (23%) is among Millennials.

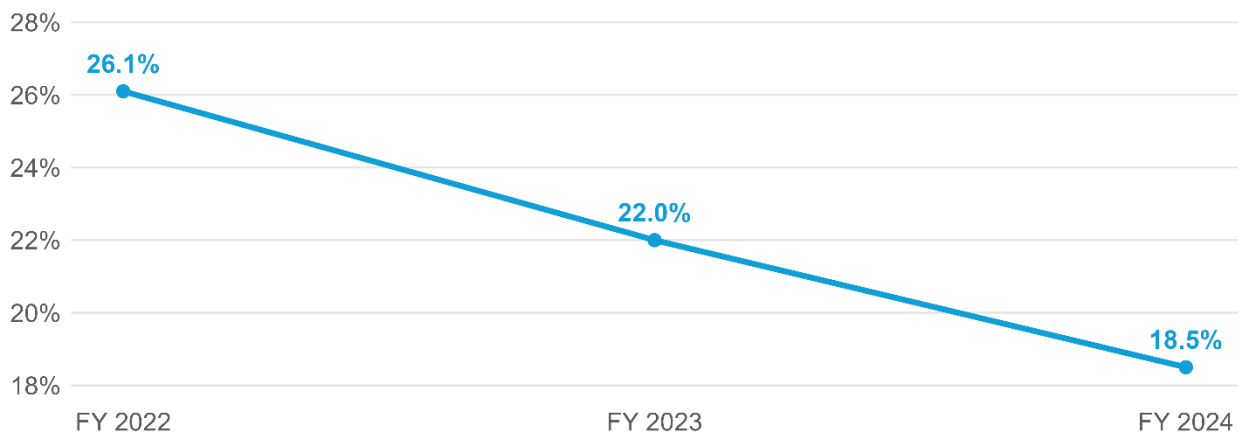
5-Year Average Executive Branch Voluntary Turnover Rate by Generation
Full-Time Employee Records, FY 2020-2024



The broader turnover rate calculation includes employee records which transferred out from one company code to another. Regular turnover is the total number of separations in a fiscal year divided by the average monthly employee population through the whole of the fiscal year.

Broader turnover has been trending down for the past three years. The broader turnover rate for executive branch full-time employees is 18.5% in FY 2024, compared to 26.1% in FY 2022. The system-wide turnover rate was slightly lower, at 18% in FY 2024.

Broader Turnover Rate in Executive Branch
Full-Time Employee Records



Executive Branch Turnover and Transfers by Company Code Table (FY 2024)

Entity Name	Company Code	Voluntary Separations	Involuntary Separations	Retirements	Other	Transfers to Another Company Code
DHS - Division of Family and Children Services	127	1,292	27	112	12	146
Department of Agriculture	402	53	11	18	1	10
Department of Administrative Services	403	11	0	2	0	5
Department of Public Health	405	103	27	20	3	11
Department of Banking and Finance	406	8	1	2	0	0
State Accounting Office	407	4	1	4	1	5
Office of Commissioner of Insurance	408	22	2	2	0	6
State Finance and Investment Commission	409	9	4	3	1	2
State Properties Commission	410	1	1	1	1	1
Department of Defense	411	73	6	11	2	2
Vocational Rehabilitation Agency	412	101	9	31	2	15
Department of Education	414	58	10	29	1	3
Technical College System of GA	415	42	2	13	0	9
Employees Retirement System	416	4	5	3	0	1
Department of Community Health	419	52	18	14	0	17
Forestry Commission	420	56	5	11	2	3
Office of Planning and Budget	422	48	9	9	0	15
Department of Human Services	427	235	8	43	4	93
Department of Community Affairs	428	48	10	7	1	7
Department of Economic Development	429	16	0	3	0	0
Department of Labor	440	39	15	34	3	27
DBHDD	441	516	223	64	12	15
Department of Law	442	37	0	6	1	13
Department of Juvenile Justice	461	559	64	49	14	47
Department of Natural Resources	462	147	15	50	4	13
State Board of Pardons and Paroles	465	7	0	6	0	1
Department of Public Safety	466	154	33	49	2	12
Department of Corrections	467	1,146	175	154	133	65
Department of Early Care and Learning	469	52	7	7	2	4
Public Service Commission	470	5	0	2	0	0
Bureau of Investigation	471	53	0	25	1	2
Department of Revenue	474	54	7	21	1	9
Department of Driver Services	475	166	25	7	0	18
Student Finance Commission	476	4	5	3	0	3

Entity Name	Company Code	Voluntary Separations	Involuntary Separations	Retirements	Other	Transfers to Another Company Code
Department of Community Supervision	477	155	30	27	5	16
Secretary of State	478	21	8	3	0	2
Teachers Retirement System	482	3	1	6	0	0
Department of Transportation	484	344	66	84	18	14
Department of Veterans Service	488	20	9	9	0	2
State Board of Workers' Compensation	490	3	1	3	0	0
Public Defender Council	492	102	17	7	2	11
Oconee Fall Line Technical College	817	7	2	4	0	1
Coastal Pines Technical College	818	31	3	3	1	1
Albany Technical College	820	34	0	4	0	1
Athens Technical College	822	20	3	6	1	0
Atlanta Technical College	823	38	13	4	0	3
Augusta Technical College	824	28	19	11	1	1
West Georgia Technical College	826	49	5	14	4	3
Chattahoochee Technical College	827	35	8	11	1	2
Columbus Technical College	828	28	12	6	0	5
Northwestern Technical College	829	16	4	12	1	0
Piedmont Technical College	830	21	3	7	4	6
Southern Crescent Technical College	831	30	5	7	0	1
Gwinnett Technical College	832	33	13	5	5	2
Lanier Technical College	834	16	2	6	1	1
Central Georgia Technical College	835	47	9	22	6	6
Southern Regional Technical College	837	22	4	9	0	4
North Georgia Technical College	838	6	0	11	0	1
Savannah Technical College	841	30	3	4	1	4
South Georgia Technical College	842	9	2	3	0	1
Southeastern Technical College	843	12	0	2	0	3
Ogeechee Technical College	844	19	2	6	0	3
Wiregrass Technical College	848	27	1	4	4	4
Building Authority	900	19	16	2	1	3
Correctional Industries	921	12	1	8	0	2
State Road and Tollway Authority	927	9	1	1	0	5
Public Telecommunications Commission	977	11	5	1	1	1
Technology Authority	980	9	4	4	0	5
Atlanta-Region Transit Link Authority	996	4	1	0	0	2
Totals		6,445	998	1,131	261	696

Executive Branch Broader Turnover by Company Code Table (FY 2024)

Entity Name	Company Code	Average Employee Records	Separations	Transfers to Another Company Code	Turnover Rate	Broader Turnover Rate
DHS - Division of Family and Children Services	127	6,854	1,443	146	21.1%	23.2%
Department of Agriculture	402	505	83	10	16.4%	18.4%
Department of Administrative Services	403	256	13	5	5.1%	7.0%
Department of Public Health	405	1,078	153	11	14.2%	15.2%
Department of Banking and Finance	406	85	11	0	12.9%	12.9%
State Accounting Office	407	128	10	5	7.8%	11.7%
Office of Commissioner of Insurance	408	266	26	6	9.8%	12.0%
State Finance and Investment Commission	409	102	17	2	16.7%	18.6%
State Properties Commission	410	14	4	1	28.6%	35.7%
Department of Defense	411	413	92	2	22.3%	22.8%
Vocational Rehabilitation Agency	412	791	143	15	18.1%	20.0%
Department of Education	414	1,004	98	3	9.8%	10.1%
Technical College System of GA	415	472	57	9	12.1%	14.0%
Employees Retirement System	416	97	12	1	12.4%	13.4%
Department of Community Health	419	717	84	17	11.7%	14.1%
Forestry Commission	420	540	74	3	13.7%	14.3%
Office of Planning and Budget	422	362	66	15	18.2%	22.4%
Department of Human Services	427	2,283	290	93	12.7%	16.8%
Department of Community Affairs	428	495	66	7	13.3%	14.7%
Department of Economic Development	429	152	19	0	12.5%	12.5%
Department of Labor	440	777	91	27	11.7%	15.2%
DBHDD	441	3,526	815	15	23.1%	23.5%
Department of Law	442	324	44	13	13.6%	17.6%
Department of Juvenile Justice	461	2,444	686	47	28.1%	30.0%
Department of Natural Resources	462	1,798	216	13	12.0%	12.7%
State Board of Pardons and Paroles	465	175	13	1	7.4%	8.0%
Department of Public Safety	466	1,878	238	12	12.7%	13.3%
Department of Corrections	467	6,430	1,608	65	25.0%	26.0%
Department of Early Care and Learning	469	693	68	4	9.8%	10.4%
Public Service Commission	470	84	7	0	8.3%	8.3%
Bureau of Investigation	471	1,055	79	2	7.5%	7.7%
Department of Revenue	474	930	83	9	8.9%	9.9%
Department of Driver Services	475	830	198	18	23.9%	26.0%
Student Finance Commission	476	123	12	3	9.8%	12.2%
Department of Community Supervision	477	1,910	217	16	11.4%	12.2%

Entity Name	Company Code	Average Employee Records	Separations	Transfers to Another Company Code	Turnover Rate	Broader Turnover Rate
Secretary of State	478	256	32	2	12.5%	13.3%
Teachers Retirement System	482	206	10	0	4.9%	4.9%
Department of Transportation	484	3,895	512	14	13.1%	13.5%
Department of Veterans Service	488	146	38	2	26.0%	27.4%
State Board of Workers' Compensation	490	116	7	0	6.0%	6.0%
Public Defender Council	492	829	128	11	15.4%	16.8%
Oconee Fall Line Technical College	817	144	13	1	9.0%	9.7%
Coastal Pines Technical College	818	221	38	1	17.2%	17.6%
Albany Technical College	820	191	38	1	19.9%	20.4%
Athens Technical College	822	261	30	0	11.5%	11.5%
Atlanta Technical College	823	244	55	3	22.5%	23.8%
Augusta Technical College	824	251	59	1	23.5%	23.9%
West Georgia Technical College	826	338	72	3	21.3%	22.2%
Chattahoochee Technical College	827	498	55	2	11.0%	11.4%
Columbus Technical College	828	215	46	5	21.4%	23.7%
Northwestern Technical College	829	307	33	0	10.7%	10.7%
Piedmont Technical College	830	190	35	6	18.4%	21.6%
Southern Crescent Technical College	831	254	42	1	16.5%	16.9%
Gwinnett Technical College	832	414	56	2	13.5%	14.0%
Lanier Technical College	834	245	25	1	10.2%	10.6%
Central Georgia Technical College	835	586	84	6	14.3%	15.4%
Southern Regional Technical College	837	321	35	4	10.9%	12.1%
North Georgia Technical College	838	179	17	1	9.5%	10.1%
Savannah Technical College	841	255	38	4	14.9%	16.5%
South Georgia Technical College	842	138	14	1	10.1%	10.9%
Southeastern Technical College	843	139	14	3	10.1%	12.2%
Ogeechee Technical College	844	152	27	3	17.8%	19.7%
Wiregrass Technical College	848	278	36	4	12.9%	14.4%
Building Authority	900	148	38	3	25.7%	27.7%
Correctional Industries	921	179	21	2	11.7%	12.8%
State Road and Tollway Authority	927	96	11	5	11.5%	16.7%
Public Telecommunications Commission	977	111	18	1	16.2%	17.1%
Technology Authority	980	193	17	5	8.8%	11.4%
Atlanta-Region Transit Link Authority	996	25	5	2	20.0%	28.0%
Totals/Averages		51,612	8,835	696	17.1%	18.5%



Compensation – Executive Branch

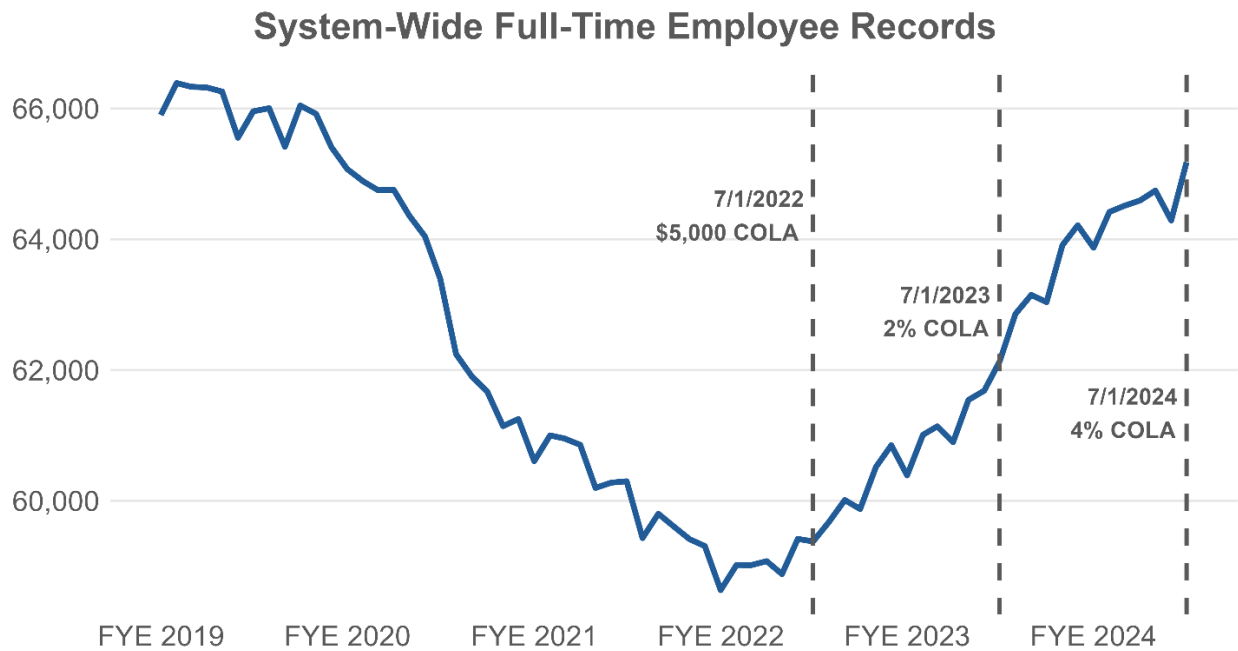
Events included here are for Executive Branch entities using the TeamWorks HCM system.

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



The Governor and the General Assembly have made strategic investments and enacted legislative policies in order to bolster employee retention efforts. Median pay for executive branch full-time employees increased by \$14,136 since FYE 2020. The median pay for executive branch full-time employees was \$54,080 in FYE 2024. Median pay by job family ranges from \$33,800 for the intern job family to \$140,450 for the senior executive job family.

As shown in the monthly trend chart below, the system-wide full-time employee record count is returning to pre-pandemic levels. COLAs funded by the state appear to be helping improve the recruitment and retention of state employees.



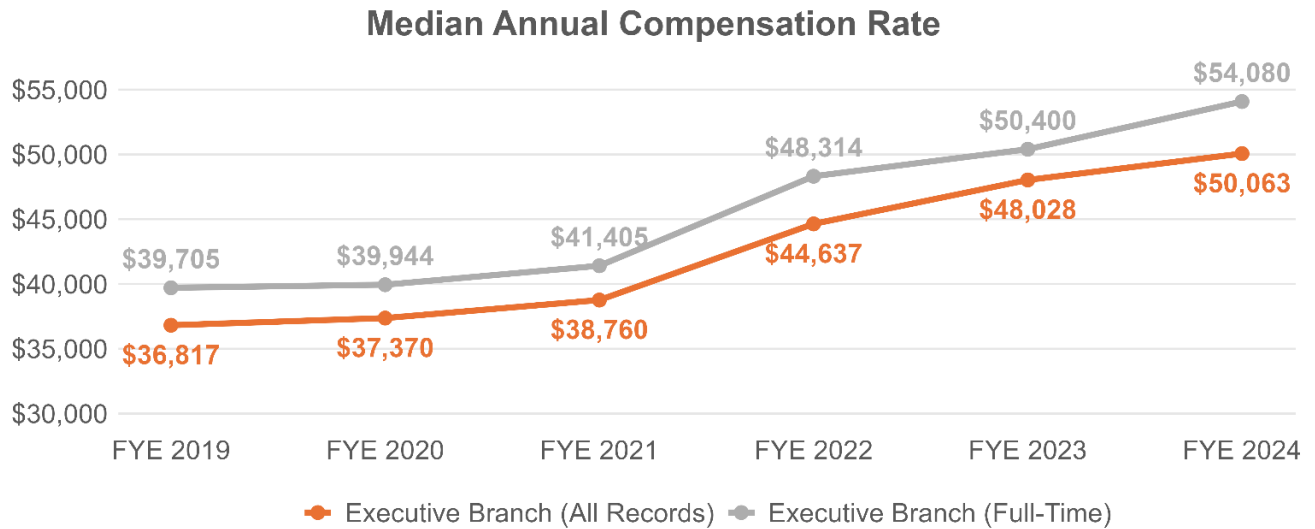
Overall Compensation Rate Tables

Executive Branch All Employee Records

	FYE 2020	FYE 2021	FYE 2022	FYE 2023	FYE 2024
Compensation Rate					
Median Annual Compensation Rate	\$37,370	\$38,760	\$44,637	\$48,028	\$50,063

Executive Branch Full-Time Employee Records

	FYE 2020	FYE 2021	FYE 2022	FYE 2023	FYE 2024
Compensation Rate					
Median Annual Compensation Rate	\$39,944	\$41,405	\$48,314	\$50,400	\$54,080



Executive Branch Median Compensation Rate by Job Family Table (FYE 2024)

Job Family	Full-Time Employee Record Median Annual Compensation Rate	Remaining Employee Record Median Annual Compensation Rate
Applied Sciences	\$64,480	\$26,000
Auditing	\$62,404	--
Cybersecurity	\$80,000	\$121,680
Education and Training	\$64,480	\$15,600
Engineering and Technicians	\$76,440	\$70,160
Enterprise Procurement	\$91,000	--
Facilities and Equipment	\$41,550	\$28,080
Financial Management	\$55,489	\$43,472
Food and Farm	\$37,305	\$24,128
Health Care	\$48,372	\$37,440
Human Resources	\$60,104	\$41,600
Information Technology	\$72,800	\$37,000
Interns	\$33,800	\$22,620
Law Enforcement	\$58,425	\$38,633
Legal	\$72,000	\$55,730
Legislative	--	\$19,760
Natural Resources and Parks	\$52,066	\$29,120
Procurement	\$54,254	\$41,803
Real Estate	\$55,120	\$40,000
Regulatory Compliance	\$51,422	\$34,500
Senior Executive	\$140,450	\$187,009
Social Services	\$45,477	\$37,700
Support Services	\$48,880	\$15,600
Transportation	\$59,694	\$72,800
[Blank]	\$54,080	\$0
Total	\$54,080	\$26,000



Paid Parental Leave

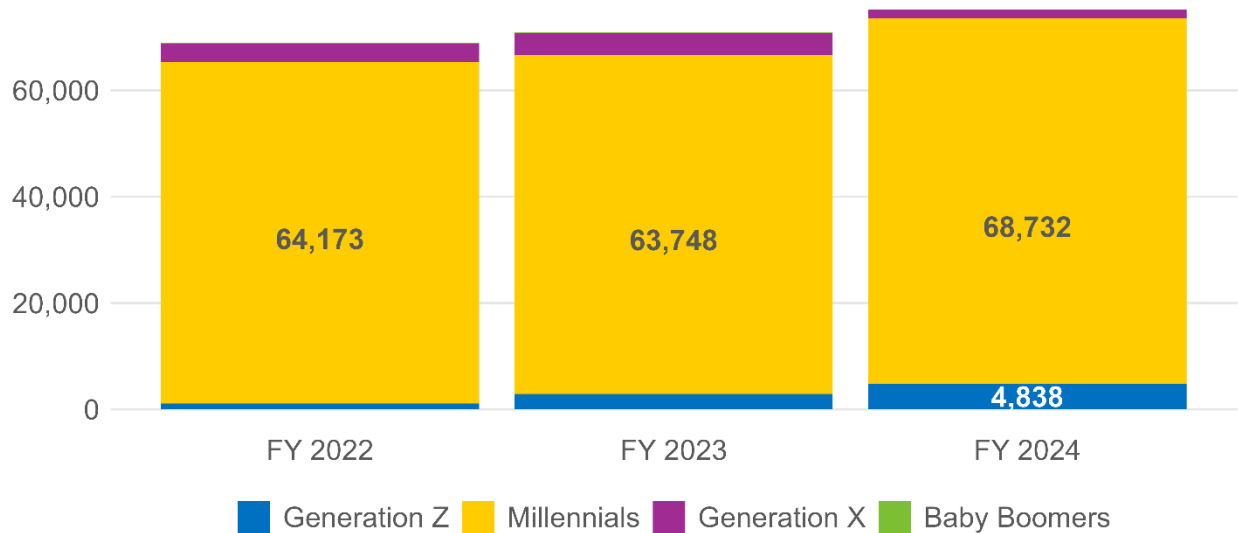
Events included here are for all entities using the TeamWorks HCM system. Parental leave data is not exhaustive, as not all leave use is recorded in the TeamWorks HCM system for covered entities.

The entities include departments, agencies, boards, bureaus, commissions, offices, authorities, community service boards, and the Technical College system and its schools.



Passed during the 2024 legislative session, House Bill 1010¹⁵ increased the number of hours permitted for paid parental leave from three weeks to six weeks. In FY2024, full-time employees used 75,276 hours of parental leave compared to 70,985 in FY2023. The following charts show the number of hours of paid parental leave taken over the past three years.

System-Wide Total Paid Parental Leave Hours Taken by Generation Full-Time Employee Records

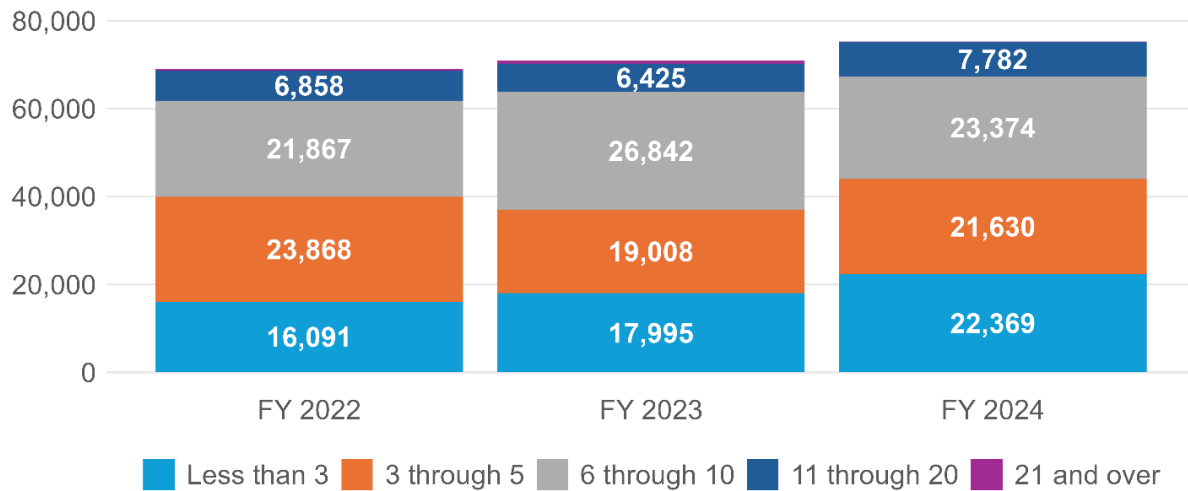


¹⁵ HB 1010: <https://www.legis.ga.gov/legislation/66255>

FYE 2024 data show that employees with up to 10 years of employment with the state take a similar number of hours of paid parental leave. Employees with more than 21 years of employment take very little paid parental leave.

System-Wide Total Paid Parental Leave Hours Taken by Tenure (in Years)

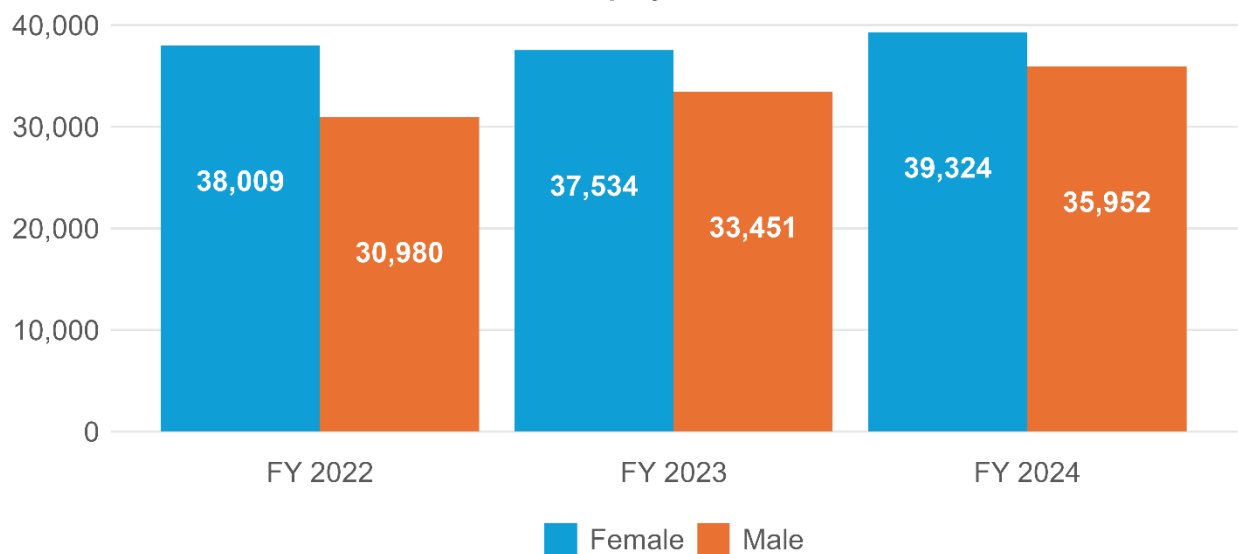
Full-Time Employee Records



Slightly more hours of paid parental leave are taken by female employees. This has been the trend for the past three years.

System-Wide Total Paid Parental Leave Hours Taken by Sex

Full-Time Employee Records





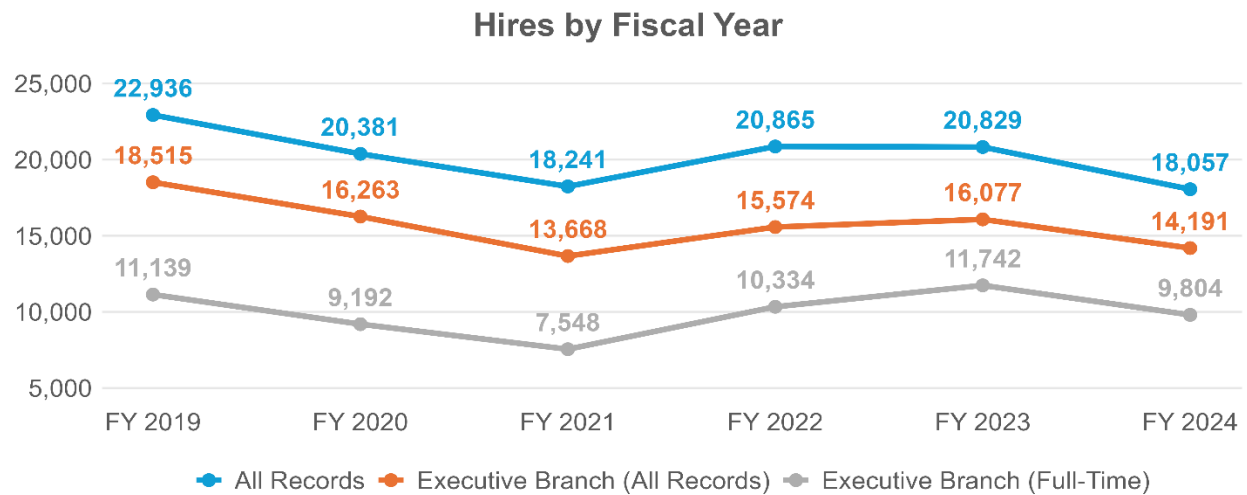
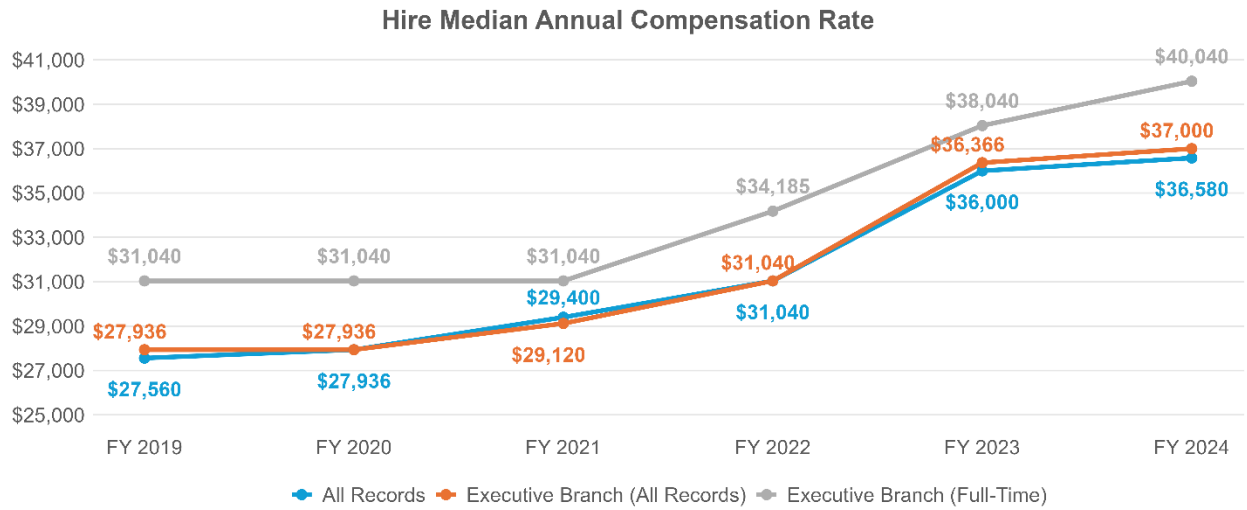
Appendices

Appendix A: Supplementary Charts

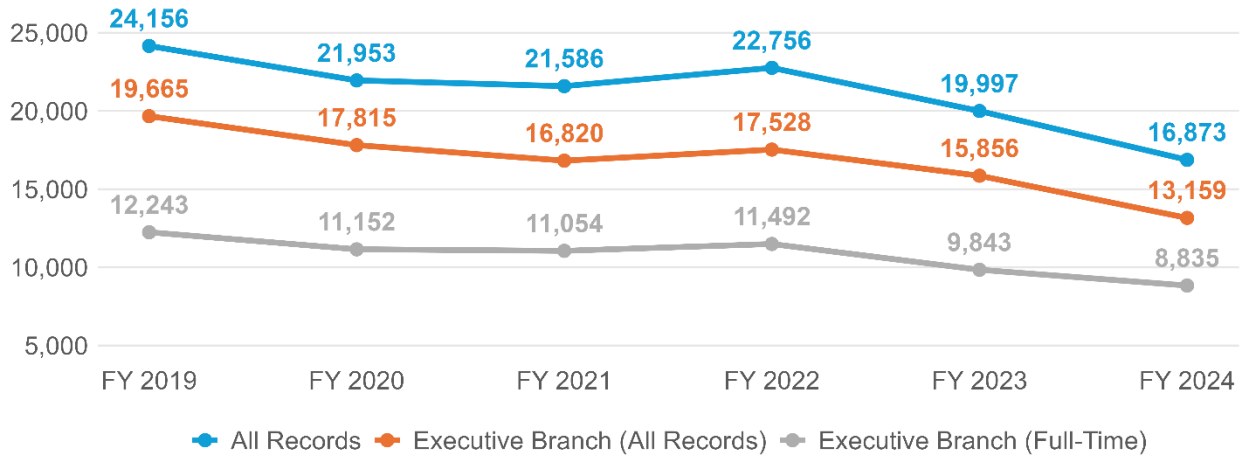
Appendix B: Definitions and Technical Notes



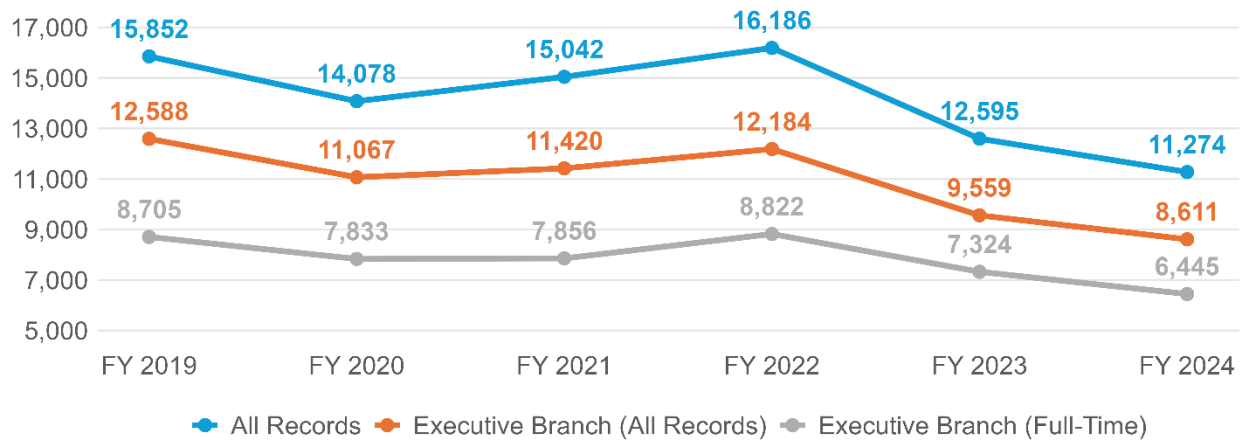
Appendix A: Supplementary Charts



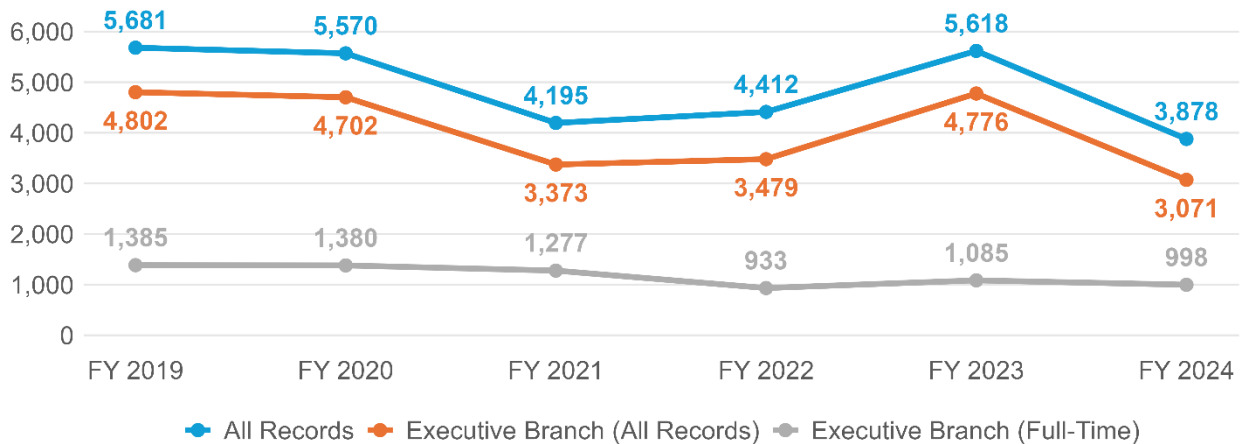
Separations by Fiscal Year



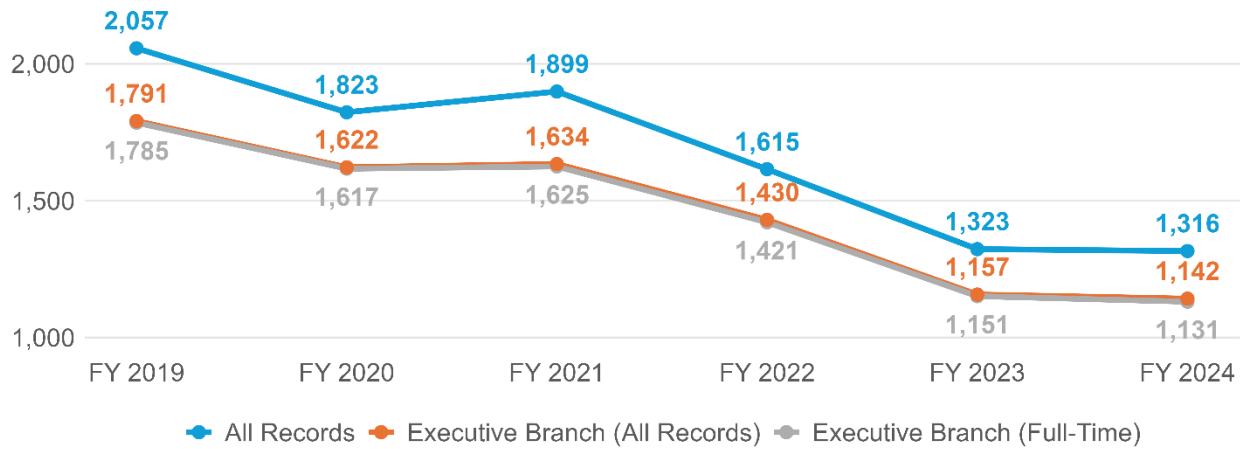
Voluntary Separations by Fiscal Year



Involuntary Separations by Fiscal Year

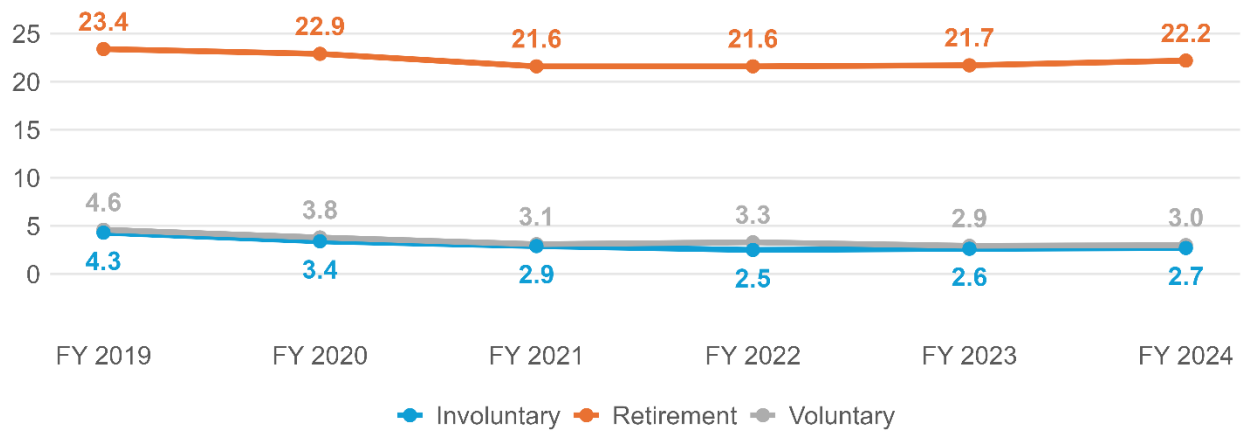


Retirements by Fiscal Year



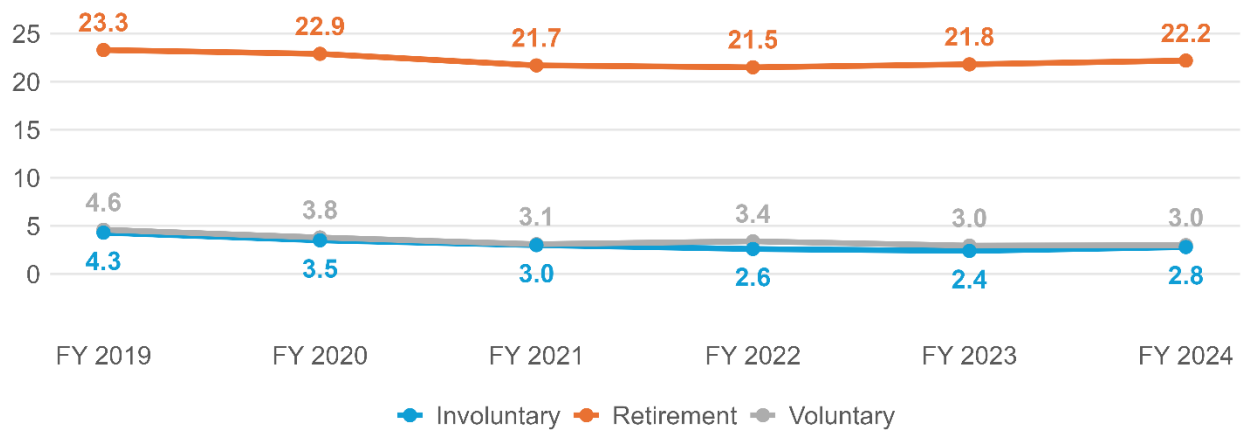
Average Tenure at Separation by Fiscal Year

All Employee Records

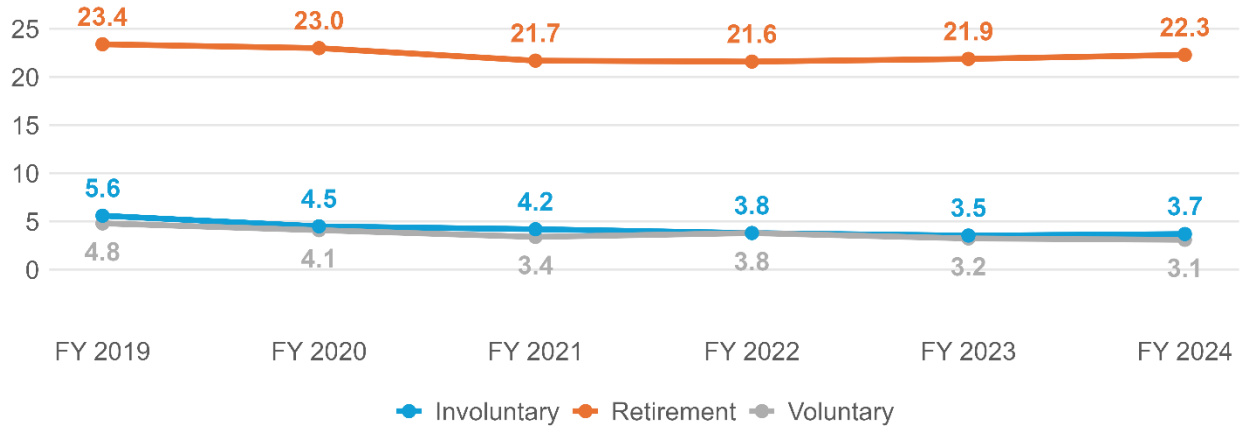


Average Tenure at Separation by Fiscal Year

All Employee Records - Executive Branch



Average Tenure at Separation by Fiscal Year Full-Time Employee Records - Executive Branch



Appendix B: Definitions and Technical Notes

Definitions

The following definitions are used in the FY2024 Workforce Report.

Employees	
Employee Records	The count of Employee records maintained in the TeamWorks HCM system
Full-Time Employee Records	The count of Employee records with an Active pay status, Full-Time and non-Temporary (either Regular or Permanent Labor) employment designation, and an Employee Record # of 0.
Senior Manager	Employee records with a job associated with a Manager Level code of 0, 1, 2, 3, 4, or 10. Each job code is internally associated with a Manager Level code.
Transactions	
Hiring Events	A hire or a rehire of an employee record.
Separation Events	A termination of an employee record.
Turnover Rate	The total number of separations in a fiscal year divided by the average monthly employee population through the whole of the fiscal year.
Voluntary Turnover Rate	Turnover rate calculated only for separations which were voluntary (e.g., resignations).
Broader Turnover Rate	Turnover rate calculated for separations and including employee records which transferred out from one company code to another.
Five-year Average Voluntary Turnover rate	The average over five fiscal years of voluntary separations divided by the average of monthly average employee counts.
Retirement Eligibility (for FYE 2024)	
Current Eligibility	Employees whose retirement eligibility date (early or full) falls on or before July 1, 2024.
Eligibility within 1 year	Employees whose retirement eligibility date (early or full) falls on or before July 1, 2025.
Eligibility within 5 years	Employees whose retirement eligibility date (early or full) falls on or before July 1, 2029.
Other Definitions	
FY	When used in charts this label stands for “Fiscal year” and represents data that is accumulated over the course of the fiscal year (e.g. a 12 month summary of transactions).
FYE	When used in charts this label stands for “Fiscal Year End” and represents the data on the day after the end of the fiscal year.

Technical Notes

Job Family

The state job classification system is grouped into 21 occupational families and is used to classify agency positions into appropriate jobs. Job descriptions are established on an enterprise level and include 4 major components:

Job Summary

A short statement summarizing the most important features of a job, including the nature of the work performed (duties and responsibilities) and the work level (e.g., skill, effort, responsibility, and working conditions).

Job Responsibilities

The key duties that are part of the job. Typically, 70% of the responsibilities should be present in the job. Additional responsibilities and expectations should be maintained at the position level.

Entry Qualifications

Minimum education and/or experience needed for the job. Entry qualifications are established at the state level. For recruitment purposes, agencies may add position level criteria such as preferred qualifications.

Competencies

The characteristics that are important to job performance: knowledge, skills, abilities, attributes, etc.

Position-specific information is maintained at the agency level in the employee's job description and performance plan.

Summary of Job Families

Job Family	Short Description
Applied Sciences	The applied science job family is responsible for all aspects of research-related activities by facilitating, conducting, supporting, and managing research related to engineering and physical, life, and social sciences; and clinical and community-based studies through the discovery of new knowledge, techniques, and concepts using theoretical, applied, clinical and translational methods.
Auditing	This job description is being phased out and is now included in the financial management job family.
Cybersecurity	The cybersecurity job family consists of professional roles within an organization primarily focused on protecting computer networks, systems, and data from unauthorized access or malicious attacks.
Education and Training	The education job family plans, develops, delivers, measures, evaluates, and administers educational programs and services in the community.
Engineering and Technicians	The engineering job family performs engineering work involving conducting or reviewing design, planning, construction, inspection, and maintenance work and reviewing and issuing permits or authorizations.

Job Family	Short Description
Enterprise Procurement	The enterprise procurement job family is responsible for all aspects of procuring goods and services at the enterprise level and ensures compliance with applicable laws, regulations, and state of Georgia rules and policies.
Facilities and Equipment	The facility operations job family provides services related to the operation, maintenance, and renovation of all general repair and maintenance of buildings, equipment, and grounds. Provide oversight and management of environmental health and safety programs that protect the environment, provide safe and healthy conditions, and comply with laws and regulations.
Financial Management	The finance job family is responsible for all aspects of accounting, budgeting, and financial activities related to maintaining and managing diverse fiscal resources and ensuring compliance with applicable laws, regulations, and policies.
Food and Farm	The food-farm families oversee, coordinate, prepare, and cook large quantities of food and conduct general clean-ups associated with food service for institutions such as hospitals, correctional facilities, or cafeterias.
General Support	This job family was phased out for system-wide units in FY2024. The general support job family provides a broad cross-section of general management and administrative functions across all operations of the state of Georgia. Develops, recommends, and implements overall business management and administrative initiatives, programs, and policies.
Health Care	The health care job family consists of medical professionals, organizations, and workers who provide a range of services that promote, maintain, or restore health for individuals, families, communities, and populations.
Human Resources	The human resources job family supports the management of human resources and develops and implements effective HR administration strategies for staff in accordance with the state of Georgia rules and policies and applicable federal laws.
Information Technology	The information technology job family oversees and manages IT functions for an organizational unit and aligns IT services with business priorities. This role may include developing IT strategies, managing staff, and meeting security standards.
Intern	The intern job family is for students who are working as interns.
Law Enforcement	The law enforcement job family describes the agencies and employees responsible for enforcing laws, maintaining public order, and managing public safety to protect communities.
Legal	The legal job family ensures that the state of Georgia complies with legal and regulatory requirements concerning applicable legislation and laws and provides legal counsel to all executive branch agencies, local departments of public health, and community service boards.

Job Family	Short Description
Legislative	The legislative job family includes job specific to the functions of the legislative branch.
Natural Resources and Parks	The natural resources and parks job family is responsible for providing leadership, direction, and management for agricultural and natural resources functions and centers while contributing to the mission of teaching, outreach, and research.
Procurement	The procurement job family is responsible for all aspects of procuring goods and services and ensures compliance with applicable laws, regulations, and state of Georgia rules and policies.
Real Estate	The real estate job family encompasses many facets of property, including development, appraisal, marketing, selling, leasing, and managing commercial, industrial, residential, and agricultural properties within the community.
Regulatory Compliance	The regulatory job family is responsible for evaluating and assessing regulatory compliance and internal controls and recommending changes in operations.
Senior Executive	The senior executive job family includes jobs responsible for managing and leading agencies and units and assigned to the senior executive pay plan.
Social Services	The social services job families consist of planning, coordinating, and implementing support to help clients and their families cope with difficult times and overcome dependencies.
Support Services	The support services job family provides a broad cross-section of general management and administrative functions across all operations of the state of Georgia. Develops, recommends, and implements overall business management and administrative initiatives, programs, and policies.
Transportation	The transportation job family is responsible for planning, designing, building, operating, and maintaining the state's transportation system to deliver a safe, reliable, and integrated transportation system that enables the movement of people and goods.

More information on specific jobs within the state job families can be found on the DOAS website at <https://doas.ga.gov/human-resources-administration/compensation/job-code-catalogs>.