State of Georgia
TeamWorks HCM System
Fiscal Year End 2021 Workforce Report

July 1, 2020 – June 30, 2021

Department of Administrative Services
Human Resources Administration Division

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Executive Summary

Fiscal Year 2021 (July 1, 2020–June 30, 2021) was like no other in recent history. A historic pandemic, social unrest, a volatile presidential election, school closings, and workplace changes formed its images.

General workforce trends pointed to shrinking employee numbers at a time when the State is experiencing rapid population growth. According to the 2020 Census, Georgia's population grew by 14.4%.[1] However, its Executive Branch total employee population dropped by 15.2% over the same 10-year period.

Turnover continues to create service delivery challenges due to unplanned lost productivity, increased burdens on staff, recruiting costs, training costs, and impacts to organizational morale. Some agencies reached 40% annual turnover. Of the job families with over 100 hires, Regulatory Compliance (+7) was the only job family with at least as many hires as terminations.

Competition for talent became more pronounced, as demonstrated by fast food locations advertising starting wages of up to $15 per hour. At a time when the average hourly wage in Georgia is $18,[2] nine of 15 paygrades in the Statewide Salary Plan have minimum salaries under $30,000 per year (less than $15 per hour annualized).

With telework becoming normalized as the pandemic continued, agencies found ways to save on office space by converting to a largely virtual workforce. A poll of state agencies found that 74% have moved or plan to move to a hybrid office/telework arrangement.[3]

To attract and retain talent, agencies will need to adjust their current recruitment, selection, and onboarding processes to reflect the new normal of work. In addition, agencies will need to adjust their workforce culture by ensuring their compensation practices are viewed as fair, embracing work from home and flexible work schedules, and establishing individualized career paths.

Note:
Information in this report provides a snapshot of the State's workforce for Fiscal Year 2021. The first section, containing Tables 1-4, provides a basic overview of all state entities and branches of government. The remainder of the report focuses on Executive Branch entities only. All data excludes Georgia World Congress Center, Board of Regents, and higher educational entities, and is further limited to entities utilizing TeamWorks, the State's enterprise HRIS.

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[1] Georgia.gov
[2] ZipRecruiter
[3] Georgia Council for Human Resources agency poll

Staffing

Executive Branch full-time employee population dropped by 16.7% over the last 10 years. In FY21, the full-time employee population shrank again, this time by 5%. The 8.7% decrease over the last two fiscal years (2019-2021) represents the steepest decrease since 2008-2010.

For the sixth consecutive year, the State has been unable to hire enough employees to match turnover. Tables 7 and 8 note state employers' inability in FY2021 to hire enough staff to match turnover.

Generation X is no longer the largest generation in the state workforce. Gen Y, (1981-1997), also known as Millennials, are now the largest, at 44.1%. Gen Z (1998+) now represents 1.7 % of the workforce.

Hiring trends continue toward younger workers. In FY2021, Gen Y represented 55.8 % of hires, and Gen Z represented 11.4% of hires. These generations combined for over two-thirds of all hires.

Staffing Recommendations

Agencies should invest more in the overall candidate experience as part of the hiring and onboarding process, to include providing timely feedback to candidates, dedicating staff to and investing in recruiting, discontinuing use of paper employment applications, creating attractive job postings, and using metrics to measure recruiting efforts.

Turnover

The State's general turnover rate is at an all-time high of over 23%. This means nearly one-quarter of new hires do not stay employed for over one year. FY21 turnover follows five years of turnover measuring over 20%.

The most significant turnover metric is turnover among the State's youngest workers. Millennials (1981-1997) and GenZ (1998+) are leaving state employment quickly and in significant numbers. The FY21 turnover rate was 25.7% for Millennials and 76.4% for GenZ.

For years the State managed to keep up with turnover through hiring. This has changed as dozens of jobs lost more employees than were hired.

Turnover Recommendations

Considering the State's high turnover rate and retirement eligibility data, building the future workforce must include immediate focus on retention strategies, as competition for talent is at its highest level in recent years. To be effective, however, retention strategies must be based upon each agency's unique turnover situation.   For example, nearly 68% percent of the turnover experienced by Executive Branch entities is due to voluntary resignation, yet *the reason employees leave state government remains largely undocumented*. Agencies continue to document departures as unspecified resignations rather than using the more specific termination codes within PeopleSoft. Agencies should more accurately document the reasons for termination by using these codes. Also, agencies should consider the use of exit and stay interviews to learn more about why employees leave, but also, why they stay.

In addition, agencies are encouraged to develop a robust onboarding program that includes a detailed 90-day plan that clearly outlines specific on-boarding activities and experiences to acclimate the new hire to their role, agency, and team. Also, managers should be held accountable for developing the new

employee's performance plan within the first 45 days of hire. Another way to enhance employee engagement is for managers to conduct ongoing performance feedback conversations. These conversations should be conducted frequently in addition to the formal review at the end of the performance review period.

To keep younger workers engaged, agencies should intentionally focus on career development experiences by implementing mentorship and leadership development programs. This may require creating unique and special developmental opportunities for younger workers in order to accelerate their growth and readiness. Such actions could be supplemented by supporting the earning of professional certifications and/or additional education and training. For the modern workforce, development is the ultimate perk!

Retention
Every organization must attract and retain the new generation in order to remain relevant.   Within the state workforce, millennials and Gen Z represent over 67% of all hires. However, agencies are struggling to retain these employees.   For example, of those hired three years ago, only eight out of every 100 GenZ employees remain, demonstrating that retaining the youngest generation has been a significant challenge for the State.

Retention Recommendations
Each agency should implement a robust career pathing initiative, along with a performance management program that includes clear and concise goals, frequent conversations with supervisors, individual development plans, and career paths to align with Millennial and GenZ expectations. Additionally, state employers should develop training that targets front-line supervisors' coaching and development skills.

Retirements
Over the last four years, the average tenure at time of retirement has declined as employees are retiring earlier. FY21 retirees had 21.62 years of service at time of retirement. This represents a 6.6% decrease compared to last year.

Review of state workforce data shows that 8.4% of state employees are eligible to retire immediately. That number rises to 13.7% when early retirement is considered. One in four current employees is eligible for regular or early retirement within three years.

Four agencies are vulnerable to immediate experience drain: over 20% of their population will be eligible for full retirement within the next year. Multiple agencies have 15%-18% full retirement eligibility.

Retirements Recommendations
In order to prepare, agencies should initiate succession planning which would identify impacted jobs most critical to their strategic plans, determine if there is potential internal talent, and create individual development plans to train and transfer knowledge to such talent within the given timeframe. Where internal talent is not available or ready, the timing and budget planning for recruiting and hiring replacements should be a priority to secure business continuity.

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System-wide Overview

Active Headcount in All Entities

Table 1: System-wide Active Headcount with Characteristic Comparisons by Fiscal Year

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

Table 2: FY 2021 System-wide Active Headcount by Government Segment, Branch, and Entity Category

Entity Category	Active Headcount	Proportion of Active Headcount	Active, Full-Time, Non-Temporary, Primary Records
State Government			
Executive Branch	**62,218**	**82.1%**	**49,279**
Departments, Boards, Commissions, Offices, Bureau	50,610	66.7%	42,938
Authorities	1,066	1.4%	726
Technical Colleges	10,542	13.9%	5,615
Judicial Branch	**1,815**	**2.4%**	**1,580**
Legislative Branch	**715**	**0.9%**	**702**
Sub-Total	**64,748**	**85.4%**	**51,561**
Local/Affiliate Government			
County Public Health	5,109	6.7%	4,015
Community Service Boards	5,713	7.5%	4,741
Mental Health Service Centers	250	0.3%	143
Sub-Total	**11,072**	**14.6%**	**8,899**
Totals	**75,820**	**100%**	**60,460**

Table 3. System-wide Active Headcount by Fiscal Year

Chart data:

Active Headcount (gray line):
- FY 2007: 100,293
- FY 2008: 101,162
- FY 2009: 97,006
- FY 2010: 96,284
- FY 2011: 89,480
- FY 2012: 86,381
- FY 2013: 84,712
- FY 2014: 85,244
- FY 2015: 82,774
- FY 2016: 81,452
- FY 2017: 81,435
- FY 2018: 81,107
- FY 2019: 80,613
- FY 2020: 78,199
- FY 2021: 75,820

Active, Full-Time, Non-Temporary, Primary Record Headcount (magenta line):
- FY 2007: 82,429
- FY 2008: 83,414
- FY 2009: 79,264
- FY 2010: 74,737
- FY 2011: 72,559
- FY 2012: 69,674
- FY 2013: 67,762
- FY 2014: 66,905
- FY 2015: 66,852
- FY 2016: 66,304
- FY 2017: 66,969
- FY 2018: 66,950
- FY 2019: 66,248
- FY 2020: 63,693
- FY 2021: 60,460

Table 4. System-wide Calculated Turnover Rate by Fiscal Year (Active, Full-Time, Non-Temporary, Primary Record)

Overall Turnover Rate (Fiscal Year): 19.9% (2016), 19.1% (2017), 20.1% (2018), 23.2% (2019), 21.5% (2020), 23.5% (2021)

Voluntary Turnover Rate (Fiscal Year): 13.8% (2016), 12.8% (2017), 13.8% (2018), 16.7% (2019), 15.4% (2020), 17.2% (2021)

Benchmark Turnover Rate (Calendar Year)*: 20.7% (2016), 20.6% (2017), 19.6% (2018), 19.6% (2019), 21.2% (2020)

*U.S. Bureau of Labor Statistics: State and Local Government excluding Education)
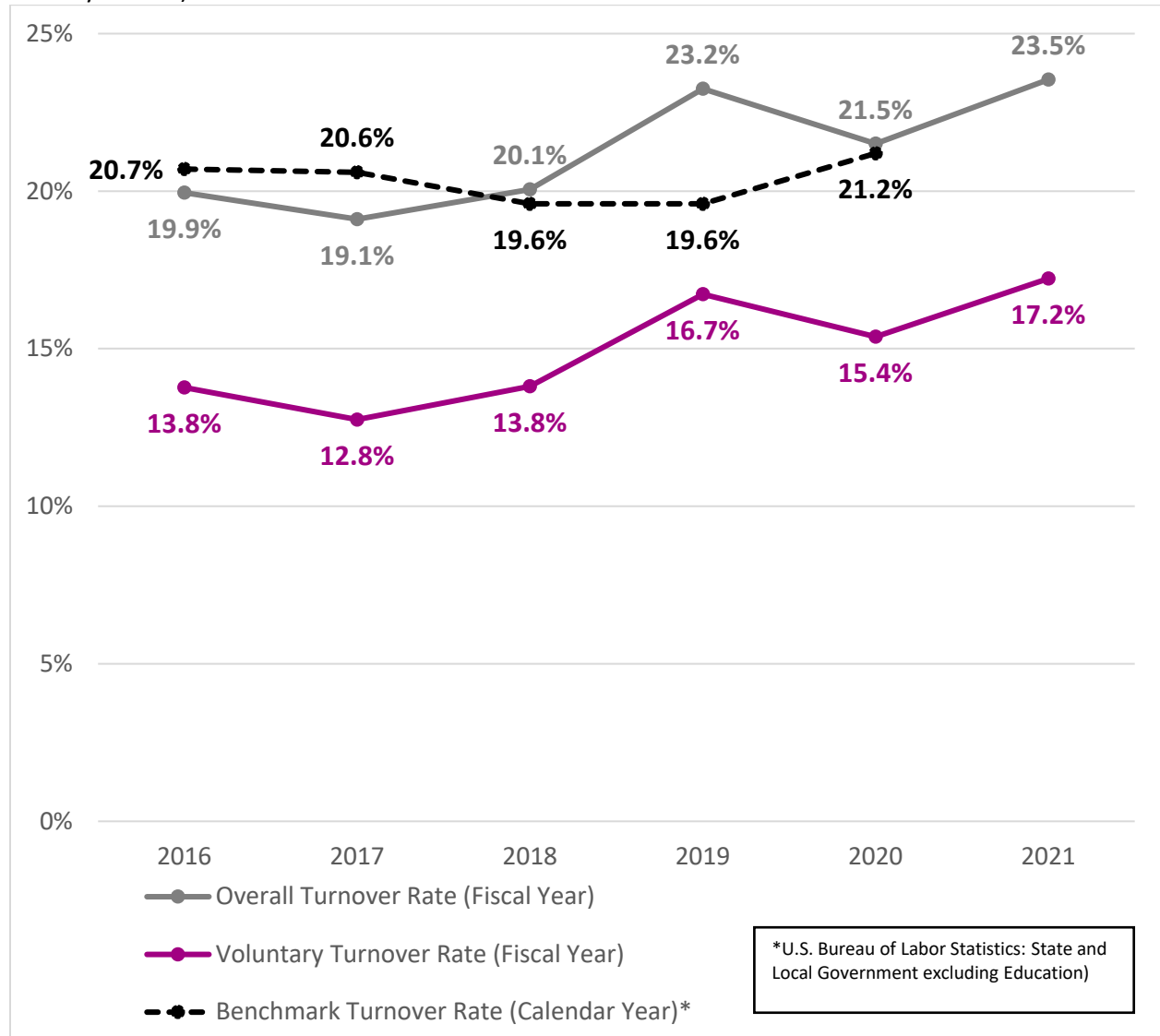
Executive Branch

Summaries and Entity Details

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

Table 5. FY 2021 Executive Branch Active Headcount by Type

21%

79%

■ Full-Time, Non-Temporary, Primary Records   ■ Contingent/Remaining Records
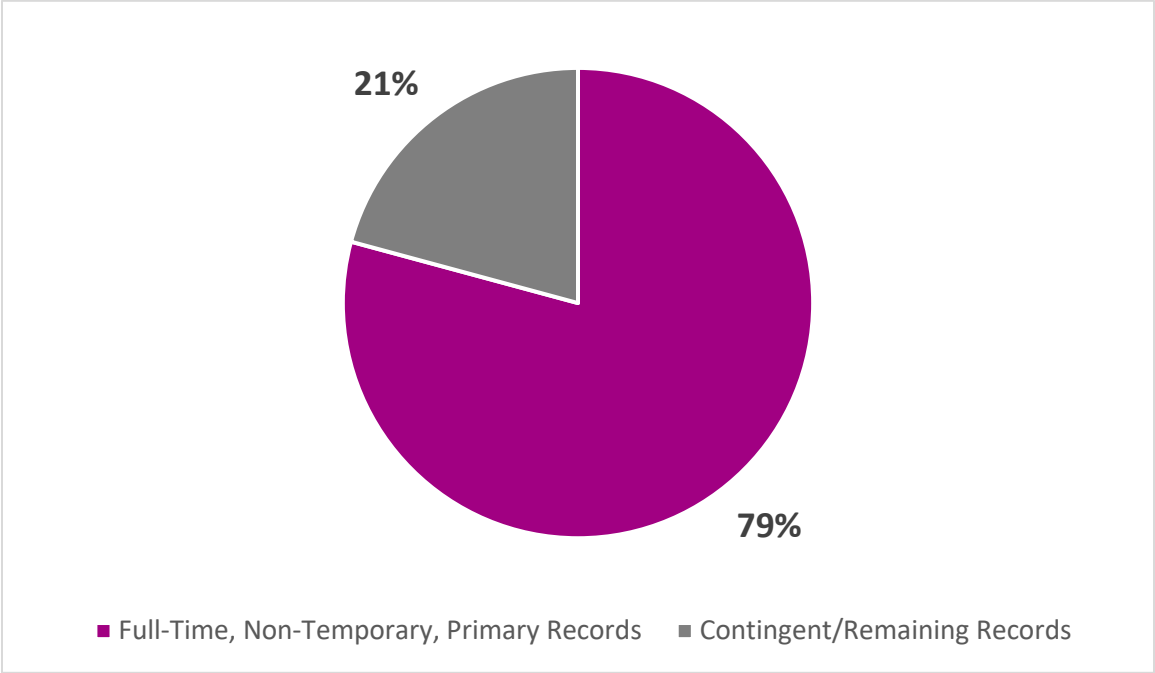
Table 6. FY 2021 Executive Branch Active Headcount by Type by Entity

Entity Name (May include Attached Agencies)	Code	Active Headcount	Active, Full-Time, Non-Temporary, Primary Records	Contingent Headcount
DHS - Division of Family and Children Services	127	6,141	6,085	56
Department of Agriculture	402	564	508	56
Department of Administrative Services	403	247	219	28
Department of Public Health	405	2,252	960	1,292
Department of Banking and Finance	406	89	87	2
State Accounting Office	407	145	133	12
Office of Commissioner of Insurance	408	191	185	6
State Finance and Investment Commission	409	116	94	22
State Properties Commission	410	16	16	0
Department of Defense	411	2,087	444	1,643
Vocational Rehabilitation Agency	412	923	921	2
Department of Education	414	1,283	891	392
Technical College System of GA	415	281	248	33
Employees Retirement System	416	97	90	7
Department of Community Health	419	815	670	145
Forestry Commission	420	613	543	70
Office of Planning and Budget	422	516	344	172
Department of Human Services	427	3,024	2,370	654
Department of Community Affairs	428	480	410	70
Department of Economic Development	429	183	156	27
Department of Labor	440	1,082	993	89
Department of Behavioral Health and Developmental Disabilities	441	3,862	3,351	511
Department of Law	442	324	314	10
Department of Juvenile Justice	461	2,719	2,467	252
Department of Natural Resources	462	2,472	1,709	763
State Board of Pardons and Paroles	465	179	172	7
Department of Public Safety	466	1,783	1,719	64
Department of Corrections	467	7,043	6,649	394
Department of Early Care and Learning	469	660	644	16
Public Service Commission	470	75	75	0
Bureau of Investigation	471	982	960	22
Department of Revenue	474	1,064	914	150
Department of Driver Services	475	809	750	59
Student Finance Commission	476	125	109	16
Department of Community Supervision	477	1,842	1,776	66
Secretary of State	478	599	234	365
Teachers Retirement System	482	205	196	9
Department of Transportation	484	3,670	3,531	139
Department of Veterans Service	488	153	144	9

Entity Name (May include Attached Agencies)	Code	Active Headcount	Active, Full-Time, Non-Temporary, Primary Records	Contingent Headcount
Subsequent Injury Trust Fund	489	16	9	7
State Board of Workers' Compensation	490	109	105	4
Public Defender Council	492	765	740	25
Commission on the Holocaust	495	9	3	6
Oconee Fall Line Technical College	817	295	137	158
Coastal Pines Technical College	818	313	219	94
Albany Technical College	820	426	184	242
Athens Technical College	822	492	244	248
Atlanta Technical College	823	467	224	243
Augusta Technical College	824	400	238	162
West Georgia Technical College	826	561	331	230
Chattahoochee Technical College	827	838	467	371
Columbus Technical College	828	327	210	117
Northwestern Technical College	829	575	295	280
Piedmont Technical College	830	443	190	253
Southern Crescent Technical College	831	416	258	158
Gwinnett Technical College	832	1,051	404	647
Lanier Technical College	834	585	233	352
Central Georgia Technical College	835	894	532	362
Southern Regional Technical College	837	484	309	175
North Georgia Technical College	838	320	181	139
Savannah Technical College	841	483	248	235
South Georgia Technical College	842	233	129	104
Southeastern Technical College	843	251	144	107
Ogeechee Technical College	844	320	151	169
Wiregrass Technical College	848	368	287	81
Building Authority	900	146	142	4
Correctional Industries	921	198	190	8
State Road and Tollway Authority	927	116	89	27
Public Telecommunications Commission	977	393	108	285
Technology Authority	980	174	170	4
Atlanta-Region Transit Link Authority	996	39	27	12
Totals		**62,218**	**49,279**	**12,939**

Table 7. Executive Branch Active Headcount Profiles by Fiscal Year

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

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

Table 8. Executive Branch Active, Full-Time, Non-Temporary, Primary Records Profile by Fiscal Year

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

	FY 2018	FY 2019	FY 2020	FY 2021
Showing Active 24 Months Prior	76.9%	77.3%	79.3%	82.5%
Showing Active 36 Months Prior	69.4%	69.5%	72.0%	74.8%

Table 9. FY 2021 Executive Branch Active Headcount Proportion by Job Family

Legend: Active Headcount | Active, Full-Time, Non-Temporary, Primary Records

Job Family	Active Headcount	Active, Full-Time, Non-Temporary, Primary Records
Law Enforcement	16.12%	19.26%
Social Services	13.36%	16.57%
Support Services	15.80%	15.56%
Education	15.52%	10.57%
Health Care	7.06%	5.56%
Regulatory Compliance	4.04%	5.01%
Transportation	4.31%	4.78%
Financial Management	3.70%	4.57%
Facilities and Equipment	3.91%	4.33%
Legal	2.48%	3.06%
Information Technology	2.48%	3.05%
Human Resources	1.33%	1.34%
Food and Farm	1.07%	1.26%
Natural Resources	1.43%	1.22%
Auditing	5.09%	1.18%
Applied Sciences	1.00%	1.10%
Engineering	0.86%	1.08%
Real Estate	0.37%	0.47%
General	0.06%	0.04%
Cyber Security	0.00%	0.00%

Table 10. FY 2021 Executive Branch Active Headcount by Job Family with Compensation Rates

Job Family	Active Headcount	Active Headcount Median Annual Compensation Rate	Active, Full-Time, Non-Temporary, Primary Records	Active, Full-Time, Non-Temporary, Primary Records Median Annual Compensation Rate
Law Enforcement	10,029	$41,314	9,492	$42,377
Social Services	8,310	$36,818	8,164	$36,818
Support Services	9,832	$33,288	7,667	$37,773
Education	9,657	$41,640	5,209	$54,658
Health Care	4,393	$33,045	2,741	$36,749
Regulatory Compliance	2,514	$41,612	2,470	$41,800
Transportation	2,684	$42,041	2,356	$41,011
Financial Management	2,301	$45,340	2,250	$45,450
Facilities and Equipment	2,430	$32,171	2,132	$33,514
Legal	1,544	$56,569	1,508	$56,395
Information Technology	1,545	$63,000	1,501	$63,672
Human Resources	830	$46,115	659	$46,928
Food and Farm	667	$24,970	621	$25,387
Natural Resources	890	$35,569	600	$42,834
Auditing	3,168	$0	583	$124,844
Applied Sciences	622	$48,271	542	$53,420
Engineering	532	$61,710	532	$61,710
Real Estate	232	$45,900	232	$45,900
General	36	$32,600	18	$55,769
Cyber Security	2	$50,906	2	$50,906
Totals	**62,218**	**$38,760**	**49,279**	**$41,405**

Table 11. FY 2021 Executive Branch Active Headcount by Classification with Characteristics

	Count	Proportion of Count	Average Age	Average Tenure
Active Headcount				
Classified	865	1.39%	54.2	24.05
Unclassified	61,353	98.61%	44.8	9.04
Active, Full-Time, Non-Temporary, Primary Records				
Classified	862	1.75%	54.2	24.08
Unclassified	48,417	98.25%	44.8	9.05

Table 12. FY 2021 Executive Branch Retirement Eligibility (Full-Time, Non-Temporary, Primary Records)
Note: Data provided in partnership with the Employees Retirement System of Georgia. Please contact your assigned Workforce Planning coordinator for your entity to receive up-to-date information

Table 13. FY 2021 Executive Branch Full Retirement Eligibility by Entity
Note: Data provided in partnership with the Employees Retirement System of Georgia. Please contact your assigned Workforce Planning coordinator for your entity to receive up-to-date information

Entity Name	Code	Now	Year 1	Year 2	Year 3	Year 4	Year 5	Total
DHS - Division of Family and Children Services	127	5.2%	1.1%	1.8%	2.2%	2.5%	2.4%	15.3%
Department of Agriculture	402	10.6%	2.0%	3.1%	2.6%	3.0%	0.8%	22.0%
Department of Administrative Services	403	13.2%	2.7%	3.7%	3.2%	3.2%	3.7%	29.7%
Department of Public Health	405	10.7%	2.3%	2.2%	1.9%	2.4%	2.9%	22.4%
Department of Banking and Finance	406	3.4%	2.3%	1.1%	3.4%	0.0%	2.3%	12.6%
State Accounting Office	407	9.8%	2.3%	3.0%	3.0%	6.0%	2.3%	26.3%
Office of Commissioner of Insurance	408	15.1%	3.2%	2.7%	2.7%	4.3%	2.7%	30.8%
State Finance and Investment Commission	409	18.1%	3.2%	10.6%	4.3%	1.1%	1.1%	38.3%
State Properties Commission	410	0.0%	0.0%	0.0%	6.3%	0.0%	0.0%	6.3%
Department of Defense	411	7.4%	4.1%	1.4%	2.3%	4.5%	4.5%	24.1%
Vocational Rehabilitation Agency	412	11.2%	3.7%	3.0%	3.1%	4.0%	4.1%	29.2%
Department of Education	414	6.5%	2.0%	2.4%	2.7%	1.7%	2.6%	17.8%
Technical College System of GA	415	8.9%	1.6%	1.2%	1.6%	1.6%	1.2%	16.1%
Employees Retirement System	416	5.6%	3.3%	3.3%	1.1%	1.1%	2.2%	16.7%
Department of Community Health	419	9.9%	2.5%	2.7%	2.4%	4.0%	3.4%	24.9%
Forestry Commission	420	5.0%	1.7%	1.7%	3.5%	3.3%	2.6%	17.7%
Office of Planning and Budget	422	5.5%	1.2%	1.2%	2.3%	1.7%	3.5%	15.4%
Department of Human Services	427	6.8%	2.2%	2.4%	2.7%	3.0%	2.4%	19.7%
Department of Community Affairs	428	4.9%	2.9%	3.2%	3.7%	3.9%	2.0%	20.5%
Department of Economic Development	429	10.9%	0.6%	3.8%	3.8%	1.3%	4.5%	25.0%
Department of Labor	440	17.3%	3.1%	3.5%	3.4%	5.1%	5.1%	37.7%
Department of Behavioral Health and Developmental Disabilities	441	8.9%	2.4%	2.7%	3.1%	3.5%	2.9%	23.5%
Department of Law	442	7.3%	2.9%	3.2%	2.9%	1.6%	2.9%	20.7%
Department of Juvenile Justice	461	4.3%	1.7%	2.2%	2.3%	3.1%	2.6%	16.3%
Department of Natural Resources	462	9.3%	1.6%	3.1%	2.5%	2.5%	2.8%	21.8%
State Board of Pardons and Paroles	465	19.2%	2.3%	5.8%	2.9%	2.9%	4.7%	37.8%
Department of Public Safety	466	6.5%	1.4%	1.8%	2.4%	3.1%	3.1%	18.3%
Department of Corrections	467	4.4%	1.8%	2.6%	3.1%	3.7%	3.3%	18.9%
Department of Early Care and Learning	469	3.6%	0.9%	1.4%	1.9%	1.9%	2.2%	11.8%
Public Service Commission	470	18.7%	2.7%	2.7%	6.7%	2.7%	2.7%	36.0%
Bureau of Investigation	471	5.5%	1.3%	2.2%	2.6%	2.0%	2.8%	16.4%
Department of Revenue	474	11.3%	2.6%	3.3%	3.0%	3.3%	3.6%	27.0%
Department of Driver Services	475	6.1%	2.5%	1.9%	2.0%	2.1%	2.3%	16.9%
Student Finance Commission	476	6.4%	1.8%	0.9%	0.0%	1.8%	0.9%	11.9%
Department of Community Supervision	477	5.9%	1.2%	1.5%	1.5%	2.6%	2.6%	15.3%
Secretary of State	478	6.8%	1.7%	2.6%	2.6%	3.8%	3.8%	21.4%
Teachers Retirement System	482	14.3%	5.6%	3.1%	3.1%	6.1%	2.0%	34.2%
Department of Transportation	484	6.8%	2.4%	2.9%	3.5%	3.9%	4.4%	23.9%
Department of Veterans Service	488	7.6%	3.5%	2.8%	2.8%	2.1%	3.5%	22.2%
Subsequent Injury Trust Fund	489	55.6%	11.1%	0.0%	0.0%	0.0%	0.0%	66.7%

Entity Name	Code	Now	Year 1	Year 2	Year 3	Year 4	Year 5	Total
State Board of Workers' Compensation	490	25.7%	3.8%	3.8%	7.6%	2.9%	3.8%	47.6%
Public Defender Council	492	11.1%	1.2%	0.9%	2.4%	2.4%	2.0%	20.1%
Commission on the Holocaust	495	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	33.3%
Oconee Fall Line Technical College	817	1.5%	2.2%	0.7%	0.7%	0.7%	0.0%	5.8%
Coastal Pines Technical College	818	5.9%	0.0%	0.0%	0.0%	1.4%	4.1%	11.4%
Albany Technical College	820	4.3%	0.5%	1.6%	2.2%	2.2%	1.6%	12.5%
Athens Technical College	822	2.0%	0.0%	0.8%	0.0%	0.8%	1.2%	4.9%
Atlanta Technical College	823	3.1%	0.0%	0.9%	1.3%	3.1%	1.3%	9.8%
Augusta Technical College	824	6.3%	1.3%	3.4%	1.7%	1.3%	4.2%	18.1%
West Georgia Technical College	826	4.5%	1.5%	2.7%	2.1%	2.7%	2.7%	16.3%
Chattahoochee Technical College	827	5.1%	0.6%	0.9%	1.7%	1.1%	1.3%	10.7%
Columbus Technical College	828	1.9%	0.5%	1.4%	2.9%	2.4%	2.4%	11.4%
Northwestern Technical College	829	5.1%	2.0%	2.0%	2.0%	2.4%	2.4%	15.9%
Piedmont Technical College	830	1.6%	1.1%	1.1%	1.6%	3.2%	2.1%	10.5%
Southern Crescent Technical College	831	2.3%	1.6%	1.2%	0.8%	1.2%	0.8%	7.8%
Gwinnett Technical College	832	2.5%	0.5%	1.5%	0.7%	2.0%	2.7%	9.9%
Lanier Technical College	834	1.7%	0.4%	1.3%	2.6%	3.4%	2.6%	12.0%
Central Georgia Technical College	835	6.8%	1.7%	0.9%	2.3%	2.8%	1.5%	16.0%
Southern Regional Technical College	837	6.1%	1.0%	1.9%	1.0%	2.9%	0.6%	13.6%
North Georgia Technical College	838	5.5%	1.1%	0.6%	0.0%	1.7%	0.6%	9.4%
Savannah Technical College	841	2.4%	0.8%	0.8%	1.2%	0.8%	3.2%	9.3%
South Georgia Technical College	842	6.2%	0.0%	0.8%	0.0%	0.8%	0.8%	8.5%
Southeastern Technical College	843	3.5%	0.7%	0.7%	0.7%	1.4%	0.0%	6.9%
Ogeechee Technical College	844	0.0%	0.0%	0.7%	0.7%	0.7%	1.3%	3.3%
Wiregrass Technical College	848	2.1%	0.3%	0.3%	0.3%	1.7%	0.7%	5.6%
Building Authority	900	10.6%	0.7%	2.8%	4.2%	2.1%	7.0%	27.5%
Correctional Industries	921	10.5%	2.1%	3.7%	6.3%	7.4%	5.3%	35.3%
State Road and Tollway Authority	927	4.5%	3.4%	1.1%	1.1%	2.2%	3.4%	15.7%
Public Telecommunications Commission	977	4.6%	1.9%	1.9%	0.0%	1.9%	4.6%	14.8%
Technology Authority	980	14.7%	4.1%	6.5%	2.4%	6.5%	3.5%	37.6%
Atlanta-Region Transit Link Authority	996	11.1%	0.0%	0.0%	0.0%	7.4%	3.7%	22.2%

Table 14. FY 2021 Executive Branch Early Retirement Eligibility by Entity
Note: Data provided in partnership with the Employees Retirement System of Georgia. Please contact your assigned Workforce Planning coordinator for your entity to receive up-to-date information
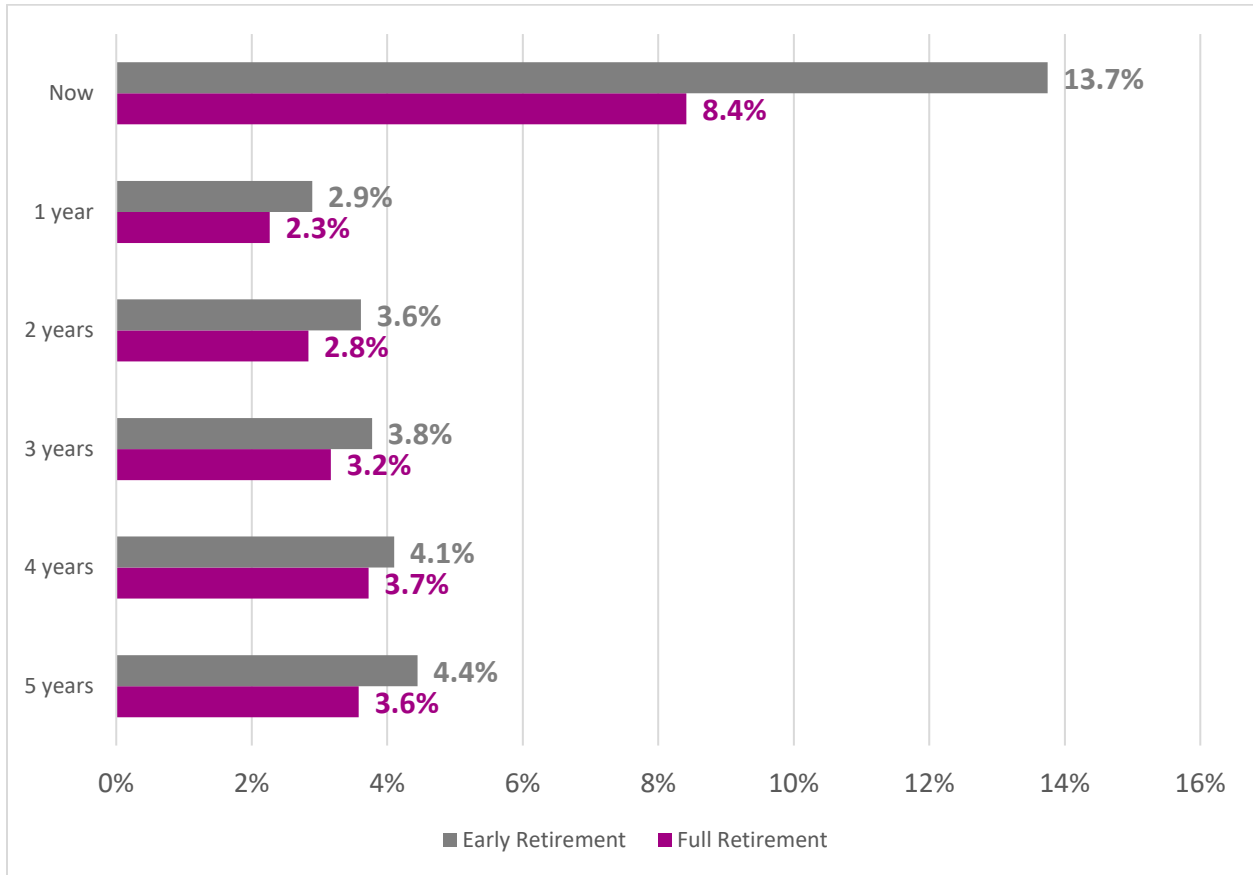
Entity Name	Code	Now	Year 1	Year 2	Year 3	Year 4	Year 5	Total
DHS - Division of Family and Children Services	127	9.1%	2.0%	2.1%	2.4%	2.6%	2.6%	20.8%
Department of Agriculture	402	14.6%	3.0%	3.9%	2.4%	1.8%	2.4%	28.0%
Department of Administrative Services	403	16.4%	2.3%	4.6%	3.2%	2.7%	4.1%	33.3%
Department of Public Health	405	12.8%	2.7%	2.7%	2.3%	2.5%	3.4%	26.5%
Department of Banking and Finance	406	4.6%	4.6%	4.6%	4.6%	4.6%	1.1%	24.1%
State Accounting Office	407	12.0%	3.0%	6.8%	2.3%	3.8%	2.3%	30.1%
Office of Commissioner of Insurance	408	15.1%	4.3%	4.3%	4.9%	4.9%	3.2%	36.8%
State Finance and Investment Commission	409	24.5%	2.1%	9.6%	6.4%	0.0%	1.1%	43.6%
State Properties Commission	410	0.0%	0.0%	0.0%	18.8%	6.3%	0.0%	25.0%
Department of Defense	411	9.7%	4.3%	1.6%	1.8%	4.5%	5.0%	26.8%
Vocational Rehabilitation Agency	412	15.5%	3.5%	3.1%	4.7%	4.1%	4.7%	35.6%
Department of Education	414	7.9%	1.9%	2.6%	2.7%	2.0%	2.7%	19.8%
Technical College System of GA	415	11.3%	2.8%	2.0%	1.2%	0.8%	2.8%	21.0%
Employees Retirement System	416	7.8%	3.3%	3.3%	3.3%	1.1%	1.1%	20.0%
Department of Community Health	419	12.5%	2.2%	3.3%	3.3%	5.5%	4.3%	31.2%
Forestry Commission	420	10.3%	3.3%	3.1%	4.4%	5.2%	3.7%	30.0%
Office of Planning and Budget	422	7.0%	1.2%	1.7%	2.9%	1.7%	4.1%	18.6%
Department of Human Services	427	11.2%	2.4%	2.9%	2.9%	2.8%	3.0%	25.1%
Department of Community Affairs	428	10.2%	3.2%	2.2%	3.7%	4.1%	2.4%	25.9%
Department of Economic Development	429	13.5%	0.6%	3.8%	2.6%	3.2%	5.1%	28.8%
Department of Labor	440	21.7%	3.2%	4.1%	3.7%	6.0%	4.5%	43.3%
Department of Behavioral Health and Developmental Disabilities	441	11.7%	2.1%	2.4%	2.9%	3.3%	3.2%	25.6%
Department of Law	442	9.9%	2.5%	3.2%	3.2%	2.2%	4.5%	25.5%
Department of Juvenile Justice	461	7.3%	1.9%	2.7%	3.4%	3.4%	3.8%	22.5%
Department of Natural Resources	462	15.0%	2.2%	3.3%	2.8%	2.7%	4.0%	30.0%
State Board of Pardons and Paroles	465	26.7%	2.3%	7.0%	3.5%	6.4%	3.5%	49.4%
Department of Public Safety	466	10.5%	1.6%	2.6%	3.0%	2.6%	3.9%	24.2%
Department of Corrections	467	9.2%	2.6%	3.4%	3.3%	3.4%	3.8%	25.7%
Department of Early Care and Learning	469	4.8%	1.4%	1.7%	2.3%	3.3%	2.5%	16.0%
Public Service Commission	470	21.3%	5.3%	2.7%	5.3%	4.0%	6.7%	45.3%
Bureau of Investigation	471	9.6%	1.8%	2.4%	2.4%	3.4%	4.1%	23.6%
Department of Revenue	474	14.9%	2.3%	3.0%	2.7%	3.4%	3.8%	30.1%
Department of Driver Services	475	8.4%	2.0%	2.1%	2.3%	1.6%	2.1%	18.5%
Student Finance Commission	476	8.3%	0.9%	0.9%	0.0%	0.9%	0.9%	11.9%
Department of Community Supervision	477	10.5%	1.2%	2.2%	3.3%	3.0%	3.4%	23.7%
Secretary of State	478	7.3%	1.7%	2.6%	2.6%	4.7%	4.7%	23.5%
Teachers Retirement System	482	17.9%	6.1%	4.1%	5.1%	5.6%	2.6%	41.3%
Department of Transportation	484	13.7%	3.1%	4.0%	3.5%	4.0%	4.8%	33.1%
Department of Veterans Service	488	8.3%	3.5%	2.1%	2.8%	2.1%	4.2%	22.9%
Subsequent Injury Trust Fund	489	55.6%	11.1%	0.0%	0.0%	0.0%	0.0%	66.7%

Entity Name	Code	Now	Year 1	Year 2	Year 3	Year 4	Year 5	Total
State Board of Workers' Compensation	490	35.2%	6.7%	3.8%	4.8%	2.9%	2.9%	56.2%
Public Defender Council	492	11.2%	1.4%	1.1%	2.3%	2.7%	2.2%	20.8%
Commission on the Holocaust	495	0.0%	0.0%	0.0%	33.3%	0.0%	0.0%	33.3%
Oconee Fall Line Technical College	817	2.2%	2.2%	0.7%	1.5%	1.5%	0.0%	8.0%
Coastal Pines Technical College	818	6.4%	0.5%	0.0%	0.0%	0.9%	4.1%	11.9%
Albany Technical College	820	6.5%	0.5%	1.6%	2.2%	2.2%	1.6%	14.7%
Athens Technical College	822	2.5%	0.0%	0.4%	0.4%	0.8%	1.2%	5.3%
Atlanta Technical College	823	3.1%	0.0%	1.8%	1.3%	3.1%	1.3%	10.7%
Augusta Technical College	824	9.2%	0.8%	2.1%	2.5%	1.3%	2.9%	18.9%
West Georgia Technical College	826	5.1%	1.5%	2.7%	2.1%	2.7%	2.7%	16.9%
Chattahoochee Technical College	827	5.1%	0.6%	0.9%	1.7%	1.1%	1.5%	10.9%
Columbus Technical College	828	2.9%	0.5%	1.4%	2.9%	3.3%	2.4%	13.3%
Northwestern Technical College	829	5.8%	2.4%	2.7%	1.4%	2.4%	2.7%	17.3%
Piedmont Technical College	830	2.1%	1.1%	1.1%	1.6%	3.7%	1.1%	10.5%
Southern Crescent Technical College	831	2.7%	1.6%	1.2%	1.2%	0.4%	1.2%	8.1%
Gwinnett Technical College	832	2.5%	0.5%	1.5%	1.0%	2.0%	3.0%	10.4%
Lanier Technical College	834	1.7%	0.4%	1.3%	2.6%	3.9%	3.0%	12.9%
Central Georgia Technical College	835	7.5%	1.7%	1.3%	2.4%	2.6%	1.5%	17.1%
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Savannah Technical College	841	2.8%	0.8%	0.8%	1.2%	0.8%	2.8%	9.3%
South Georgia Technical College	842	6.2%	0.0%	0.8%	0.0%	1.6%	0.8%	9.3%
Southeastern Technical College	843	4.2%	0.7%	0.7%	1.4%	1.4%	0.0%	8.3%
Ogeechee Technical College	844	1.3%	0.0%	1.3%	0.0%	0.7%	0.7%	4.0%
Wiregrass Technical College	848	2.4%	0.3%	0.0%	0.7%	1.7%	0.3%	5.6%
Building Authority	900	12.0%	2.1%	2.8%	4.9%	2.1%	7.0%	31.0%
Correctional Industries	921	16.8%	2.1%	5.8%	5.8%	4.2%	4.7%	39.5%
State Road and Tollway Authority	927	6.7%	2.2%	3.4%	2.2%	1.1%	3.4%	19.1%
Public Telecommunications Commission	977	4.6%	3.7%	2.8%	0.0%	2.8%	6.5%	20.4%
Technology Authority	980	20.0%	4.7%	5.3%	3.5%	4.7%	4.7%	42.9%
Atlanta-Region Transit Link Authority	996	18.5%	0.0%	0.0%	0.0%	0.0%	3.7%	22.2%

Table 15. FY 2021 Executive Branch Active Headcount Proportion by Generation (Full-Time, Non-Temporary, Primary Records)

Legend:
- Veterans (1925-1945)
- Baby Boomers (1946-1964)
- Generation X (1965-1980)
- Millennials (1980-1997)
- Generation Z (1998+)

Values shown: 0.2%, 1.7%, 20.1%, 33.9%, 44.1%
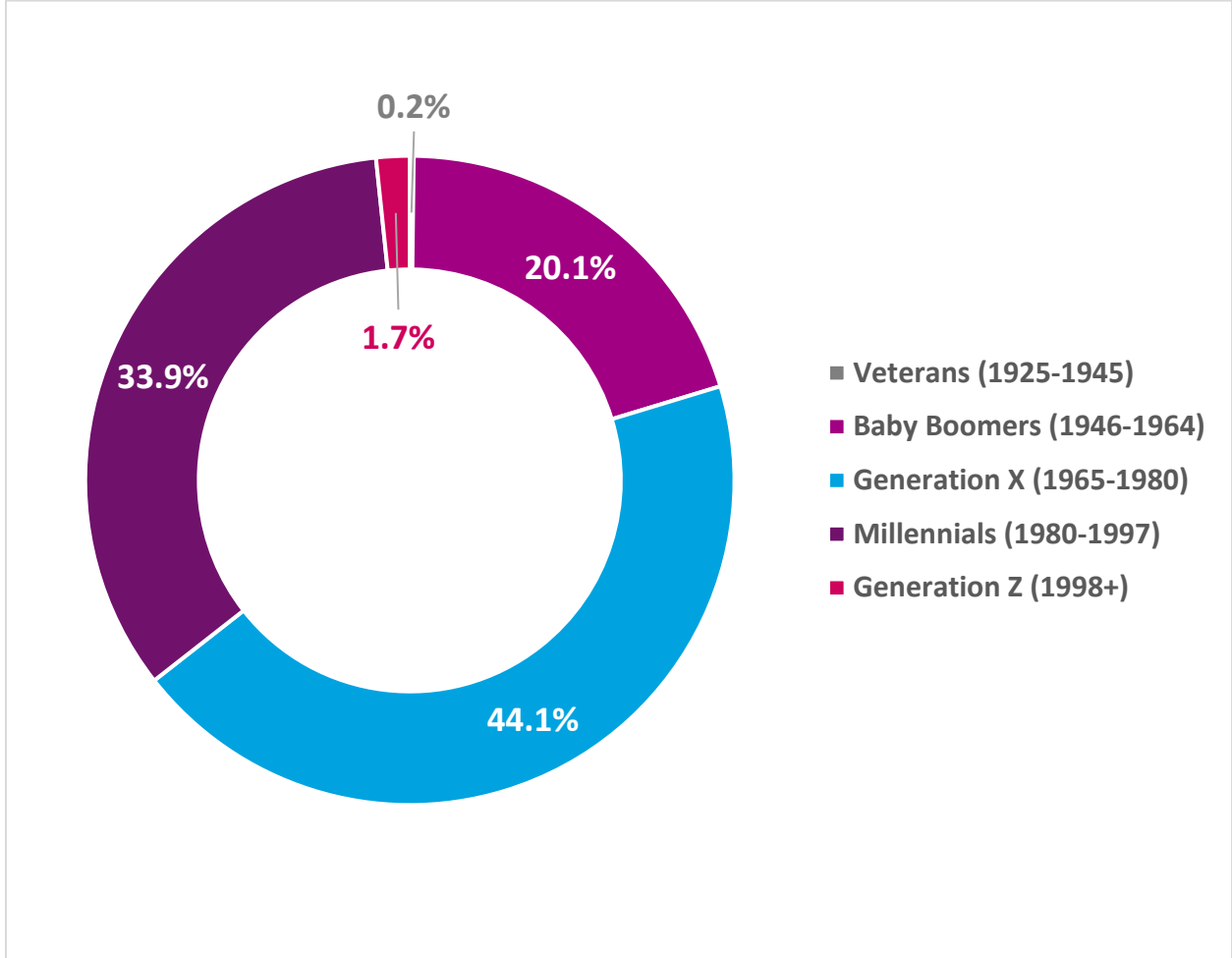
Table 16. FY 2021 Executive Branch Active Headcount Proportion by Tenure Groupings

Tenure Grouping	Proportion
Up to 2 years	20.0%
2.1-4 years	15.6%
4.1-6 years	12.2%
6.1-8 years	9.3%
8.1-10 years	6.4%
10.1-15 years	11.7%
15.1-20 years	10.8%
20.1-25 years	8.0%
25.1-30 years	4.1%
Over 30 years	1.7%
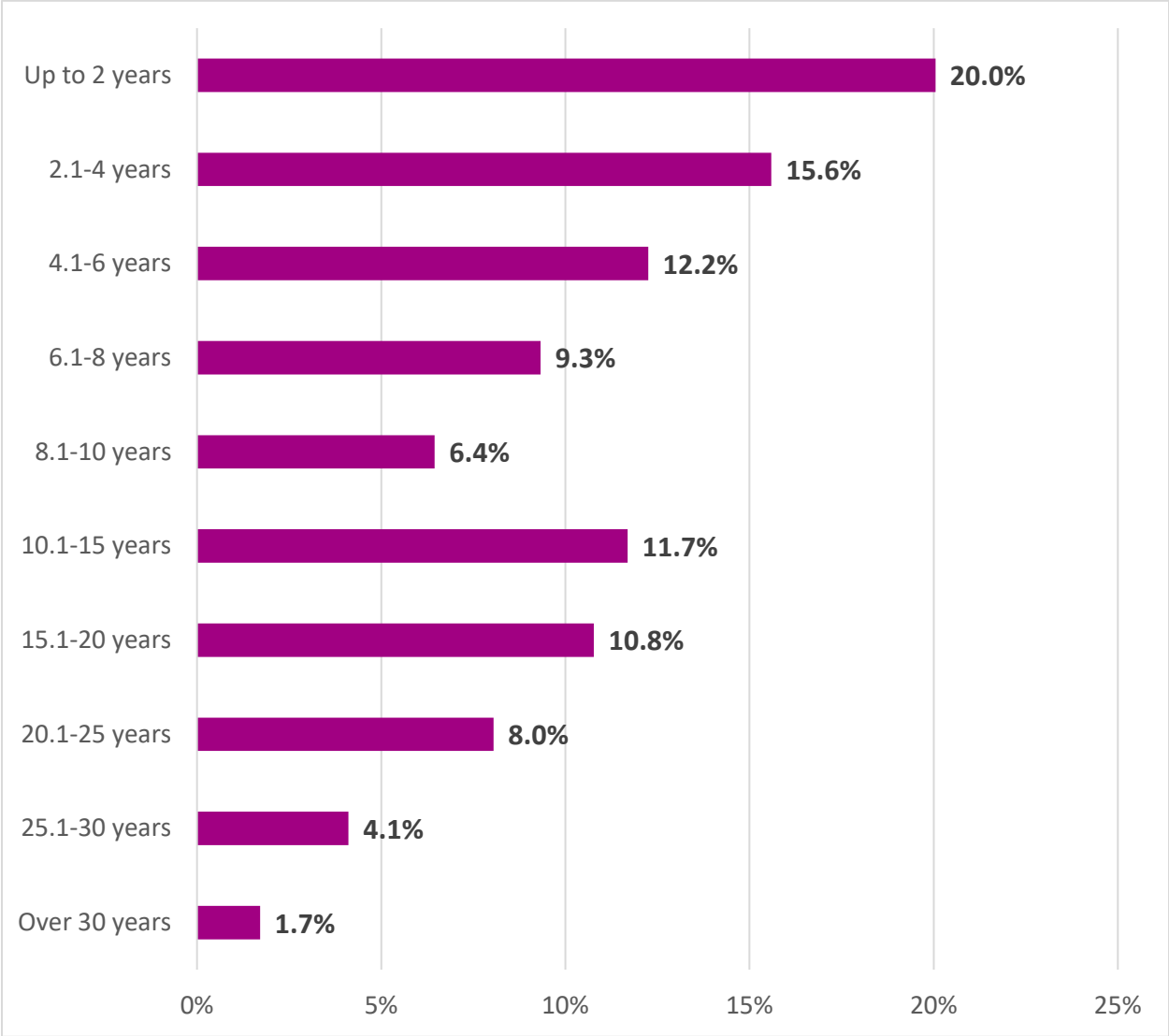
Executive Branch

Talent Acquisition

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

Table 17. Executive Branch Hiring by Type by Fiscal Year (All Records)

Fiscal Year	New Hires	Rehires
FY 2018	15,604	3,702
FY 2019	14,929	3,586
FY 2020	13,106	3,157
FY 2021	11,162	2,506

■ New Hires ■ Rehires
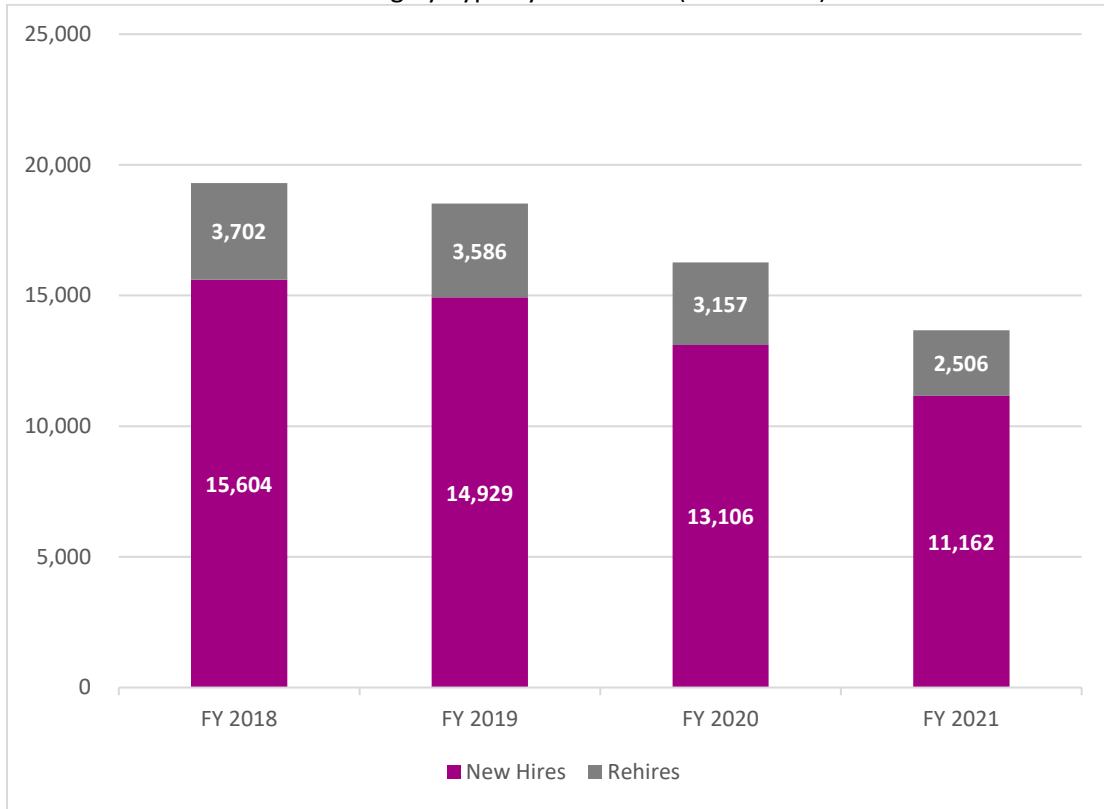
Table 18. Executive Branch Hiring by Type by Fiscal Year (Full-Time, Non-Temporary, Primary Records)
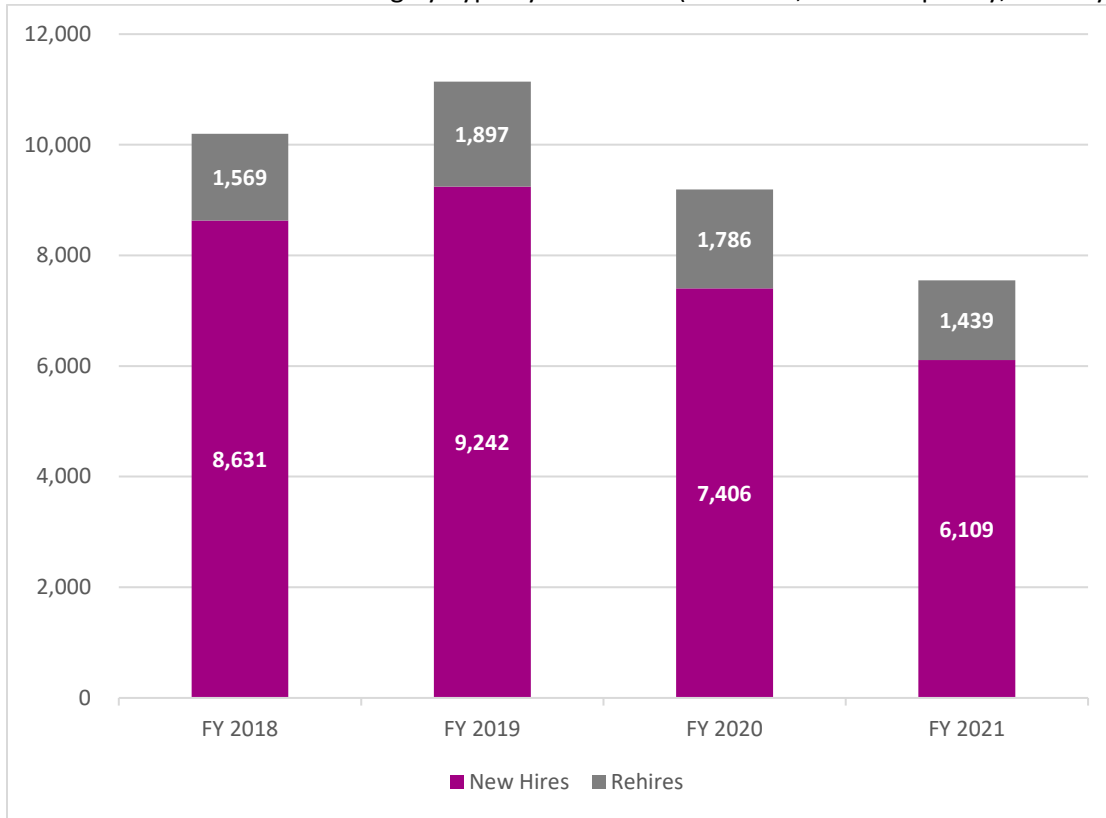
Table 19. FY 2021 Executive Branch Hires Proportion by Generation (Full-Time, Non-Temporary, Primary Records)

Generation	Percentage
Veterans (1925-1945)	0.1%
Baby Boomers (1946-1964)	7.2%
Generation X (1965-1980)	25.5%
Millennials (1981-1997)	55.8%
Generation Z (1998+)	11.4%
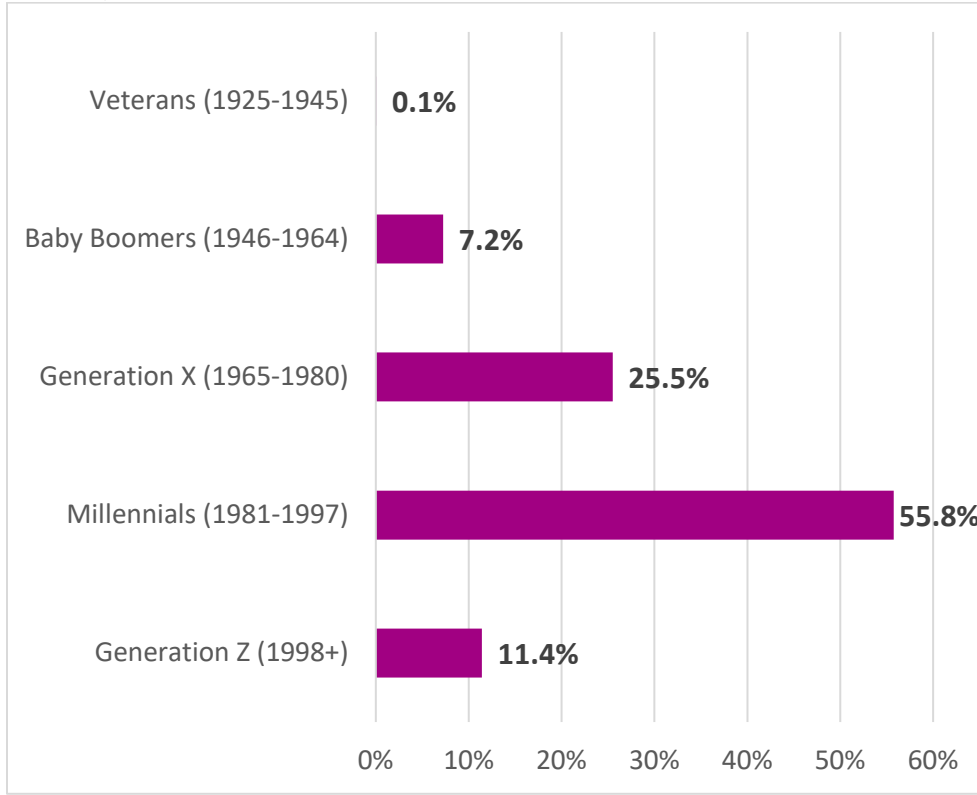
Table 20. FY 2021 Executive Branch Hires Proportion by Gender (Full-Time, Non-Temporary, Primary Records)
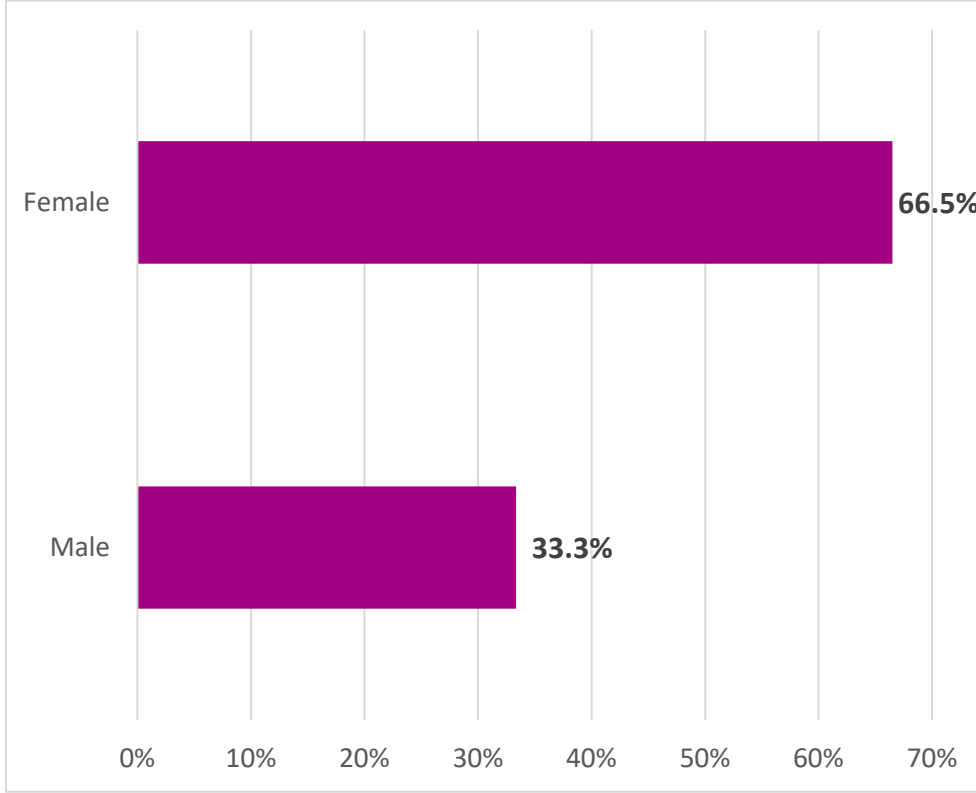
Table 21. FY 2021 Executive Branch Hires Proportion by Ethnicity (Full-Time, Non-Temporary, Primary Records)

Ethnicity	Percentage
Black	58.5%
White	34.4%
Hispanic	3.1%
Asian	1.8%
American Indian/Native American	0.3%
Pacific Islander	0.1%
Non-Specified	1.7%
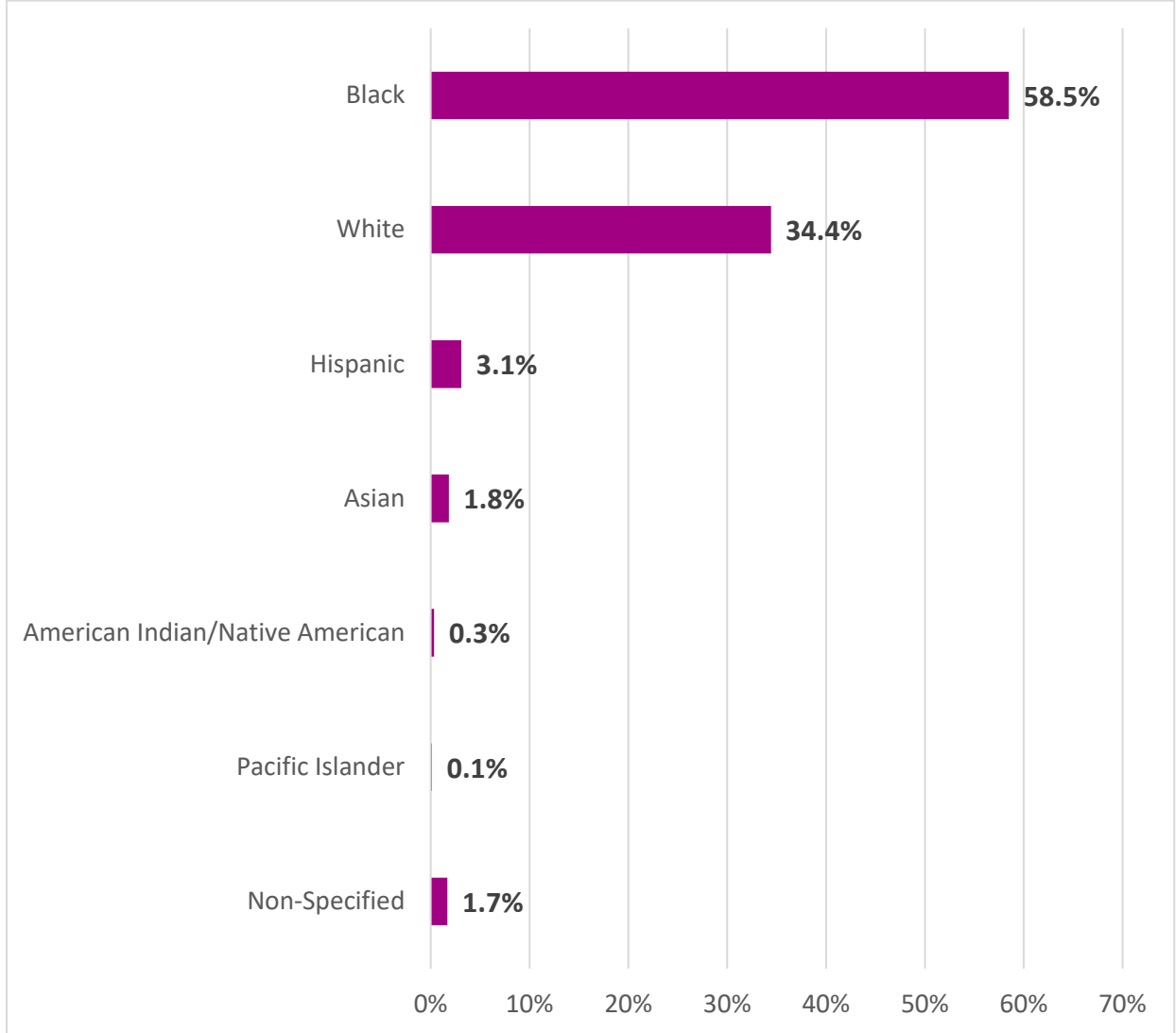
Table 22. FY 2021 Executive Branch Hires Proportion by Reported Highest Education Level (Full-Time, Non-Temporary, Primary Records)
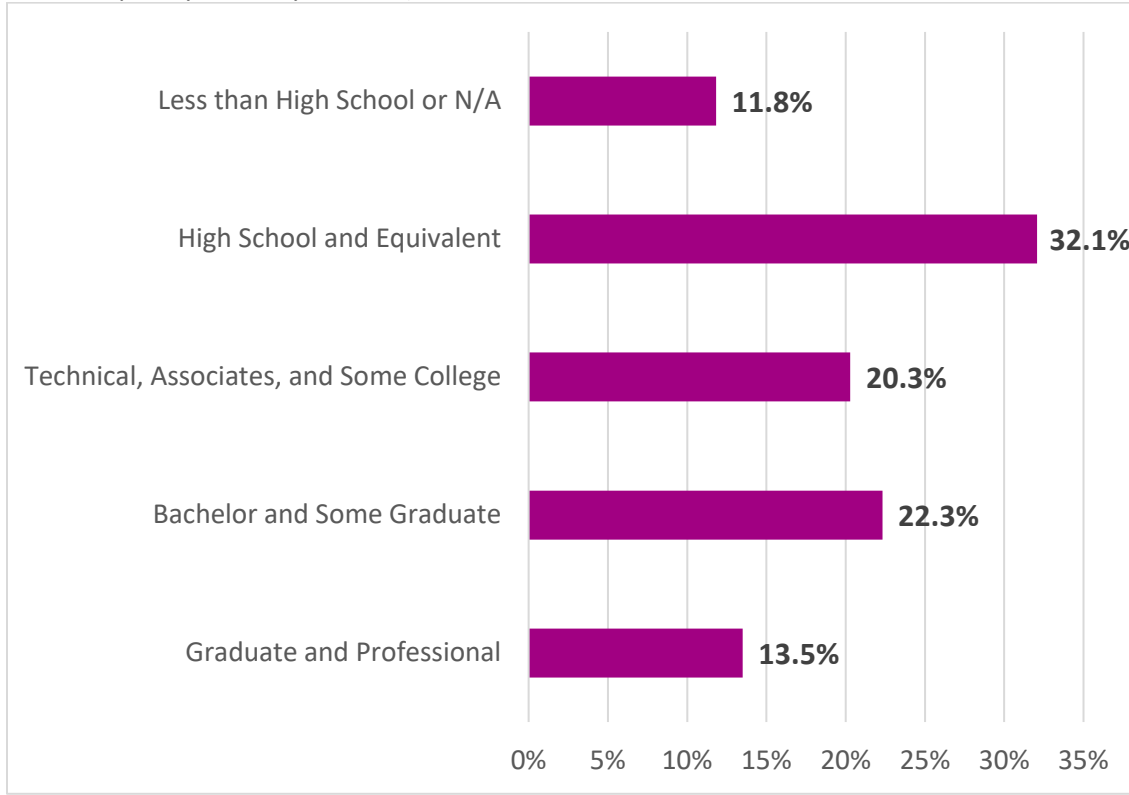
Executive Branch

Separations

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

Table 23. Executive Branch Active Headcount Longitudinal Retention by Entity

Entity Name (May include Attached Agencies)	Code	Active Headcount FYE 2021	Also Active FYE 2020	FYE 2020 Active in Same Code	Also Active FYE 2019	FYE 2019 Active in Same Code	Also Active FYE 2018	FYE 2018 Active in Same Code
DHS - Division of Family and Children Services	127	6,141	89.9%	87.1%	80.7%	74.3%	74.0%	67.4%
Department of Agriculture	402	564	87.9%	87.1%	80.3%	78.0%	73.0%	69.7%
Department of Administrative Services	403	247	93.1%	89.9%	86.2%	78.5%	76.5%	67.2%
Department of Public Health	405	2,252	53.9%	50.9%	38.1%	34.0%	35.0%	29.9%
Department of Banking and Finance	406	89	96.6%	95.5%	95.5%	87.6%	89.9%	84.3%
State Accounting Office	407	145	89.0%	86.9%	84.8%	77.2%	80.0%	64.1%
Office of Commissioner of Insurance	408	191	87.4%	84.8%	75.9%	70.2%	67.5%	61.3%
State Finance and Investment Commission	409	116	91.4%	87.9%	85.3%	81.9%	75.9%	69.8%
State Properties Commission	410	16	93.8%	93.8%	75.0%	75.0%	62.5%	50.0%
Department of Defense	411	2,087	83.8%	82.9%	26.5%	25.0%	18.8%	16.4%
Vocational Rehabilitation Agency	412	923	93.4%	0.0%	89.4%	0.0%	80.1%	0.0%
Department of Education	414	1,283	87.1%	85.7%	82.5%	80.4%	70.7%	68.4%
Technical College System of GA	415	281	96.4%	91.8%	94.0%	85.8%	87.2%	74.0%
Employees Retirement System	416	97	94.8%	93.8%	86.6%	86.6%	76.3%	75.3%
Department of Community Health	419	815	92.0%	88.0%	85.3%	78.8%	77.2%	68.7%
Forestry Commission	420	613	85.5%	84.5%	80.8%	79.1%	71.9%	69.8%
Office of Planning and Budget	422	516	66.5%	62.0%	67.6%	61.0%	54.5%	44.8%
Department of Human Services	427	3,024	90.5%	87.6%	74.6%	67.0%	64.4%	53.8%
Department of Community Affairs	428	480	85.2%	82.9%	76.0%	67.7%	66.3%	57.1%
Department of Economic Development	429	183	87.4%	85.8%	71.0%	69.9%	64.5%	61.7%
Department of Labor	440	1,082	91.6%	90.2%	81.3%	78.4%	76.9%	72.1%
Department of Behavioral Health and Developmental Disabilities	441	3,862	88.1%	87.1%	78.4%	75.9%	70.1%	66.9%
Department of Law	442	324	89.8%	87.3%	80.2%	74.7%	72.5%	65.7%
Department of Juvenile Justice	461	2,719	85.2%	83.6%	77.7%	74.8%	68.6%	64.5%
Department of Natural Resources	462	2,472	80.9%	80.4%	71.9%	71.0%	61.9%	60.6%
State Board of Pardons and Paroles	465	179	95.0%	92.7%	91.6%	89.4%	85.5%	77.1%
Department of Public Safety	466	1,783	90.3%	89.5%	86.0%	85.0%	78.4%	76.3%
Department of Corrections	467	7,043	86.2%	85.5%	79.2%	78.2%	71.5%	69.9%
Department of Early Care and Learning	469	660	95.3%	93.5%	84.2%	78.6%	74.1%	65.9%
Public Service Commission	470	75	94.7%	94.7%	94.7%	94.7%	92.0%	88.0%
Bureau of Investigation	471	982	90.5%	88.7%	84.3%	81.9%	76.1%	73.3%
Department of Revenue	474	1,064	90.4%	89.9%	73.6%	72.3%	69.5%	67.8%
Department of Driver Services	475	809	80.7%	79.7%	68.2%	66.0%	58.0%	55.6%
Student Finance Commission	476	125	91.2%	86.4%	85.6%	80.0%	76.0%	71.2%
Department of Community Supervision	477	1,842	93.5%	92.6%	88.9%	85.9%	83.9%	79.6%
Secretary of State	478	599	87.8%	85.5%	79.1%	76.1%	71.5%	67.1%
Teachers Retirement System	482	205	95.1%	94.1%	90.7%	90.2%	87.8%	84.9%
Department of Transportation	484	3,670	90.2%	90.0%	84.6%	84.3%	76.5%	75.2%
Department of Veterans Service	488	153	91.5%	88.9%	78.4%	75.8%	66.0%	62.1%

Entity Name (May include Attached Agencies)	Code	Active Headcount FYE 2021	Also Active FYE 2020	FYE 2020 Active in Same Code	Also Active FYE 2019	FYE 2019 Active in Same Code	Also Active FYE 2018	FYE 2018 Active in Same Code
Subsequent Injury Trust Fund	489	16	93.8%	93.8%	93.8%	87.5%	93.8%	87.5%
State Board of Workers' Compensation	490	109	98.2%	98.2%	97.2%	96.3%	95.4%	94.5%
Public Defender Council	492	765	86.4%	85.6%	79.2%	77.3%	70.2%	67.8%
Commission on the Holocaust	495	9	88.9%	0.0%	100.0%	0.0%	66.7%	0.0%
Oconee Fall Line Technical College	817	295	82.4%	80.3%	74.2%	71.2%	68.5%	64.7%
Coastal Pines Technical College	818	313	82.7%	82.1%	70.3%	68.4%	59.7%	57.2%
Albany Technical College	820	426	85.7%	83.8%	76.8%	74.4%	72.3%	69.2%
Athens Technical College	822	492	85.8%	85.2%	76.0%	74.8%	65.9%	64.4%
Atlanta Technical College	823	467	88.2%	85.9%	74.7%	69.6%	61.5%	55.7%
Augusta Technical College	824	400	83.5%	83.3%	76.5%	75.5%	69.5%	67.8%
West Georgia Technical College	826	561	85.4%	86.5%	79.7%	77.2%	71.7%	68.1%
Chattahoochee Technical College	827	838	85.2%	85.2%	75.3%	74.2%	65.9%	63.8%
Columbus Technical College	828	327	80.1%	85.0%	76.5%	74.3%	68.8%	66.4%
Northwestern Technical College	829	575	87.1%	86.4%	79.1%	77.7%	69.6%	67.8%
Piedmont Technical College	830	443	86.7%	86.7%	81.5%	79.7%	72.9%	69.1%
Southern Crescent Technical College	831	416	83.7%	86.1%	80.0%	76.7%	73.1%	69.0%
Gwinnett Technical College	832	1,051	79.7%	79.8%	68.3%	67.3%	58.2%	56.1%
Lanier Technical College	834	585	83.2%	82.6%	67.5%	65.1%	57.9%	54.5%
Central Georgia Technical College	835	894	79.9%	86.2%	76.5%	75.1%	67.7%	66.2%
Southern Regional Technical College	837	484	93.6%	92.1%	87.0%	84.9%	70.7%	67.6%
North Georgia Technical College	838	320	80.6%	80.6%	71.9%	70.3%	65.9%	63.4%
Savannah Technical College	841	483	81.4%	80.7%	67.1%	66.0%	58.2%	56.5%
South Georgia Technical College	842	233	84.1%	82.4%	77.3%	75.5%	69.5%	66.5%
Southeastern Technical College	843	251	87.3%	84.9%	77.7%	75.3%	68.1%	64.5%
Ogeechee Technical College	844	320	78.8%	77.8%	67.8%	66.9%	59.7%	57.2%
Wiregrass Technical College	848	368	83.7%	84.5%	75.8%	74.5%	69.0%	66.0%
Building Authority	900	146	87.7%	86.3%	76.7%	72.6%	65.1%	59.6%
Correctional Industries	921	198	93.9%	86.4%	88.4%	78.8%	81.3%	62.1%
State Road and Tollway Authority	927	116	85.3%	83.6%	74.1%	66.4%	66.4%	56.0%
Public Telecommunications Commission	977	393	87.3%	87.3%	74.6%	74.6%	62.3%	62.3%
Technology Authority	980	174	93.1%	92.0%	85.1%	79.3%	80.5%	69.5%
Atlanta-Region Transit Link Authority	996	39	92.3%	84.6%	79.5%	33.3%	51.3%	5.1%
Total		**62,218**	**86.2%**	**83.6%**	**76.0%**	**71.7%**	**67.9%**	**62.8%**

Table 24. Executive Branch Active, Full-Time, Non-Temporary, Primary Record Longitudinal Retention by Entity

Entity Name (May include Attached Agencies)	Code	Active Headcount FYE 2021	Also Active FYE 2020	FYE 2020 Active in Same Code	Also Active FYE 2019	FYE 2019 Active in Same Code	Also Active FYE 2018	FYE 2018 Active in Same Code
DHS - Division of Family and Children Services	127	6,085	89.8%	87.1%	80.6%	74.2%	74.0%	67.3%
Department of Agriculture	402	508	90.0%	89.0%	82.3%	79.7%	74.6%	70.9%
Department of Administrative Services	403	219	95.0%	91.3%	89.0%	80.4%	79.9%	69.9%
Department of Public Health	405	960	89.0%	85.4%	82.2%	76.4%	75.3%	67.6%
Department of Banking and Finance	406	87	96.6%	95.4%	95.4%	87.4%	90.8%	85.1%
State Accounting Office	407	133	91.0%	88.7%	86.5%	78.2%	81.2%	65.4%
Office of Commissioner of Insurance	408	185	87.0%	84.3%	75.1%	69.2%	67.0%	60.5%
State Finance and Investment Commission	409	94	91.5%	88.3%	84.0%	79.8%	77.7%	71.3%
State Properties Commission	410	16	93.8%	93.8%	75.0%	75.0%	62.5%	50.0%
Department of Defense	411	444	83.3%	82.9%	75.7%	73.2%	69.4%	65.1%
Vocational Rehabilitation Agency	412	921	93.4%	0.0%	89.4%	0.0%	80.0%	0.0%
Department of Education	414	891	91.9%	90.3%	86.9%	85.0%	73.7%	71.3%
Technical College System of GA	415	248	98.0%	93.5%	94.8%	86.3%	87.9%	74.2%
Employees Retirement System	416	90	96.7%	96.7%	86.7%	86.7%	75.6%	75.6%
Department of Community Health	419	670	92.2%	87.6%	85.2%	77.8%	77.3%	67.8%
Forestry Commission	420	543	87.8%	86.9%	83.4%	81.6%	75.5%	73.1%
Office of Planning and Budget	422	344	87.5%	81.7%	78.8%	69.5%	61.9%	48.0%
Department of Human Services	427	2,370	90.6%	87.1%	82.1%	72.7%	75.1%	62.0%
Department of Community Affairs	428	410	83.9%	81.7%	73.9%	65.6%	64.1%	54.1%
Department of Economic Development	429	156	87.2%	85.9%	71.8%	70.5%	66.0%	64.1%
Department of Labor	440	993	92.2%	90.7%	84.6%	81.3%	78.9%	74.0%
Department of Behavioral Health and Developmental Disabilities	441	3,351	89.0%	88.1%	79.0%	76.6%	71.2%	67.9%
Department of Law	442	314	90.8%	88.2%	81.2%	75.5%	72.9%	65.9%
Department of Juvenile Justice	461	2,467	85.6%	84.1%	78.3%	75.2%	69.5%	65.1%
Department of Natural Resources	462	1,709	91.9%	91.5%	84.6%	83.6%	75.5%	74.0%
State Board of Pardons and Paroles	465	172	95.3%	93.0%	91.9%	89.5%	86.0%	77.3%
Department of Public Safety	466	1,719	90.9%	90.3%	86.6%	85.9%	78.9%	77.2%
Department of Corrections	467	6,649	86.6%	86.0%	79.3%	78.4%	71.8%	70.3%
Department of Early Care and Learning	469	644	95.2%	93.3%	83.9%	78.1%	73.9%	65.5%
Public Service Commission	470	75	94.7%	94.7%	94.7%	94.7%	92.0%	88.0%
Bureau of Investigation	471	960	90.6%	88.9%	84.7%	82.4%	76.5%	73.6%
Department of Revenue	474	914	94.5%	94.0%	85.2%	83.9%	80.1%	78.6%
Department of Driver Services	475	750	79.5%	78.5%	67.9%	65.7%	57.7%	55.3%
Student Finance Commission	476	109	94.5%	90.8%	91.7%	87.2%	85.3%	80.7%
Department of Community Supervision	477	1,776	94.2%	93.2%	90.1%	87.1%	85.0%	80.8%
Secretary of State	478	234	87.2%	85.5%	78.6%	76.5%	67.9%	63.2%
Teachers Retirement System	482	196	95.9%	94.9%	91.3%	90.8%	88.3%	85.2%
Department of Transportation	484	3,531	93.1%	92.8%	87.2%	86.9%	78.8%	77.6%

Entity Name (May include Attached Agencies)	Code	Active Headcount FYE 2021	Also Active FYE 2020	FYE 2020 Active in Same Code	Also Active FYE 2019	FYE 2019 Active in Same Code	Also Active FYE 2018	FYE 2018 Active in Same Code
Department of Veterans Service	488	144	92.4%	90.3%	79.2%	76.4%	66.7%	63.2%
Subsequent Injury Trust Fund	489	9	100.0%	100.0%	100.0%	88.9%	100.0%	88.9%
State Board of Workers' Compensation	490	105	98.1%	98.1%	97.1%	96.2%	95.2%	94.3%
Public Defender Council	492	740	87.3%	86.5%	80.0%	78.0%	71.2%	68.9%
Commission on the Holocaust	495	3	100.0%	0.0%	100.0%	0.0%	33.3%	0.0%
Oconee Fall Line Technical College	817	137	88.3%	85.4%	81.8%	78.8%	75.9%	73.0%
Coastal Pines Technical College	818	219	84.9%	84.5%	74.4%	72.6%	63.9%	61.6%
Albany Technical College	820	184	90.2%	88.0%	84.8%	82.6%	81.5%	78.3%
Athens Technical College	822	244	88.9%	88.5%	82.4%	80.7%	73.0%	70.5%
Atlanta Technical College	823	224	91.1%	88.8%	81.7%	77.2%	72.8%	66.5%
Augusta Technical College	824	238	90.8%	90.3%	87.4%	86.6%	81.1%	79.8%
West Georgia Technical College	826	331	91.5%	89.7%	87.3%	84.3%	81.0%	76.4%
Chattahoochee Technical College	827	467	91.4%	91.4%	82.4%	81.4%	76.7%	74.5%
Columbus Technical College	828	210	89.5%	88.6%	83.3%	80.5%	77.6%	73.8%
Northwestern Technical College	829	295	93.6%	92.5%	87.8%	86.1%	79.7%	77.3%
Piedmont Technical College	830	190	93.7%	93.2%	84.2%	81.6%	76.8%	68.4%
Southern Crescent Technical College	831	258	92.6%	89.9%	83.7%	80.2%	77.1%	72.5%
Gwinnett Technical College	832	404	91.8%	91.1%	82.7%	83.2%	73.0%	71.3%
Lanier Technical College	834	233	96.6%	94.0%	88.4%	85.4%	78.5%	73.4%
Central Georgia Technical College	835	532	91.5%	92.1%	85.7%	84.6%	78.4%	77.1%
Southern Regional Technical College	837	309	94.2%	92.6%	89.3%	87.4%	71.5%	68.3%
North Georgia Technical College	838	181	89.5%	88.4%	83.4%	81.2%	78.5%	76.2%
Savannah Technical College	841	248	89.1%	88.3%	75.4%	74.2%	69.8%	67.3%
South Georgia Technical College	842	129	96.9%	94.6%	89.1%	86.8%	83.7%	80.6%
Southeastern Technical College	843	144	91.7%	91.0%	83.3%	81.9%	76.4%	74.3%
Ogeechee Technical College	844	151	95.4%	94.0%	88.7%	87.4%	79.5%	76.8%
Wiregrass Technical College	848	287	89.5%	89.2%	80.1%	79.1%	74.6%	72.1%
Building Authority	900	142	88.0%	86.6%	76.8%	72.5%	64.8%	59.2%
Correctional Industries	921	190	93.7%	85.8%	87.9%	77.9%	80.5%	61.6%
State Road and Tollway Authority	927	89	93.3%	91.0%	80.9%	74.2%	71.9%	62.9%
Public Telecommunications Commission	977	108	88.9%	88.9%	78.7%	78.7%	72.2%	72.2%
Technology Authority	980	170	92.9%	91.8%	85.3%	80.0%	80.6%	69.4%
Atlanta-Region Transit Link Authority	996	27	88.9%	77.8%	74.1%	7.4%	63.0%	3.7%
Total		**49,279**	**90.0%**	**86.8%**	**82.5%**	**77.7%**	**74.8%**	**69.0%**

Table 25. FY 2021 Executive Branch Hire Retention Reference by Hiring Period (All Records)

Hiring Period	New Hires			Rehires			Total Hires		
	Hired	Active at Fiscal Year End	Percent Retained	Hired	Active at Fiscal Year End	Percent Retained	Hired	Active at Fiscal Year End	Percent Retained
July 2020 Early	456	268	58.8%	107	66	61.7%	563	334	59.3%
July 2020 Late	397	226	56.9%	72	41	56.9%	469	267	56.9%
August 2020 Early	735	443	60.3%	118	86	72.9%	853	529	62.0%
August 2020 Late	715	423	59.2%	162	92	56.8%	877	515	58.7%
September 2020 Early	596	393	65.9%	112	65	58.0%	708	458	64.7%
September 2020 Late	457	275	60.2%	77	44	57.1%	534	319	59.7%
October 2020 Early	408	233	57.1%	108	73	67.6%	516	306	59.3%
October 2020 Late	335	212	63.3%	86	50	58.1%	421	262	62.2%
November 2020 Early	432	288	66.7%	141	103	73.0%	573	391	68.2%
November 2020 Late	297	187	63.0%	71	38	53.5%	368	225	61.1%
December 2020 Early	475	339	71.4%	94	55	58.5%	569	394	69.2%
December 2020 Late	447	284	63.5%	82	49	59.8%	529	333	62.9%
January 2021 Early	674	469	69.6%	169	120	71.0%	843	589	69.9%
January 2021 Late	393	280	71.2%	91	63	69.2%	484	343	70.9%
February 2021 Early	459	342	74.5%	114	85	74.6%	573	427	74.5%
February 2021 Late	407	304	74.7%	78	48	61.5%	485	352	72.6%
March 2021 Early	487	393	80.7%	121	95	78.5%	608	488	80.3%
March 2021 Late	358	285	79.6%	57	45	78.9%	415	330	79.5%
April 2021 Early	441	370	83.9%	98	78	79.6%	539	448	83.1%
April 2021 Late	362	310	85.6%	76	63	82.9%	438	373	85.2%
May 2021 Early	423	378	89.4%	90	73	81.1%	513	451	87.9%
May 2021 Late	392	349	89.0%	106	95	89.6%	498	444	89.2%
June 2021 Early	609	560	92.0%	190	174	91.6%	799	734	91.9%
June 2021 Late	407	389	95.6%	86	79	91.9%	493	468	94.9%
Totals	**11,162**	**8,000**	**71.7%**	**2,506**	**1,780**	**71.0%**	**13,668**	**9,780**	**71.6%**

Table 26. FY 2021 Executive Branch Hire Retention Reference by Hiring Period (Full-Time, Non-Temporary, Primary Records)

Hiring Period	New Hires			Rehires			Total Hires		
	Hired	Active at Fiscal Year End	Percent Retained	Hired	Active at Fiscal Year End	Percent Retained	Hired	Active at Fiscal Year End	Percent Retained
July 2020 Early	225	136	60.4%	50	26	52.0%	275	162	58.9%
July 2020 Late	168	85	50.6%	34	21	61.8%	202	106	52.5%
August 2020 Early	266	152	57.1%	45	33	73.3%	311	185	59.5%
August 2020 Late	200	129	64.5%	51	31	60.8%	251	160	63.7%
September 2020 Early	215	136	63.3%	44	32	72.7%	259	168	64.9%
September 2020 Late	239	143	59.8%	36	19	52.8%	275	162	58.9%
October 2020 Early	214	129	60.3%	71	47	66.2%	285	176	61.8%
October 2020 Late	205	137	66.8%	65	37	56.9%	270	174	64.4%
November 2020 Early	237	153	64.6%	62	37	59.7%	299	190	63.5%
November 2020 Late	185	117	63.2%	44	29	65.9%	229	146	63.8%
December 2020 Early	276	194	70.3%	62	37	59.7%	338	231	68.3%
December 2020 Late	275	168	61.1%	55	32	58.2%	330	200	60.6%
January 2021 Early	382	268	70.2%	87	57	65.5%	469	325	69.3%
January 2021 Late	217	150	69.1%	65	45	69.2%	282	195	69.1%
February 2021 Early	281	206	73.3%	80	61	76.3%	361	267	74.0%
February 2021 Late	259	188	72.6%	64	39	60.9%	323	227	70.3%
March 2021 Early	328	258	78.7%	92	68	73.9%	420	326	77.6%
March 2021 Late	241	189	78.4%	43	34	79.1%	284	223	78.5%
April 2021 Early	323	275	85.1%	72	56	77.8%	395	331	83.8%
April 2021 Late	248	207	83.5%	52	43	82.7%	300	250	83.3%
May 2021 Early	293	263	89.8%	65	50	76.9%	358	313	87.4%
May 2021 Late	221	191	86.4%	61	51	83.6%	282	242	85.8%
June 2021 Early	319	298	93.4%	74	58	78.4%	393	356	90.6%
June 2021 Late	292	276	94.5%	65	59	90.8%	357	335	93.8%
Grand Total	**6,109**	**4,448**	**72.8%**	**1,439**	**1,002**	**69.6%**	**7,548**	**5,450**	**72.2%**

Table 27. FY 2021 Executive Branch Separations Proportion by Type (All Records)

Separation Type	Percentage
Voluntary Separations	67.9%
Involuntary Separations	20.1%
Retirements	9.7%
Other	2.3%
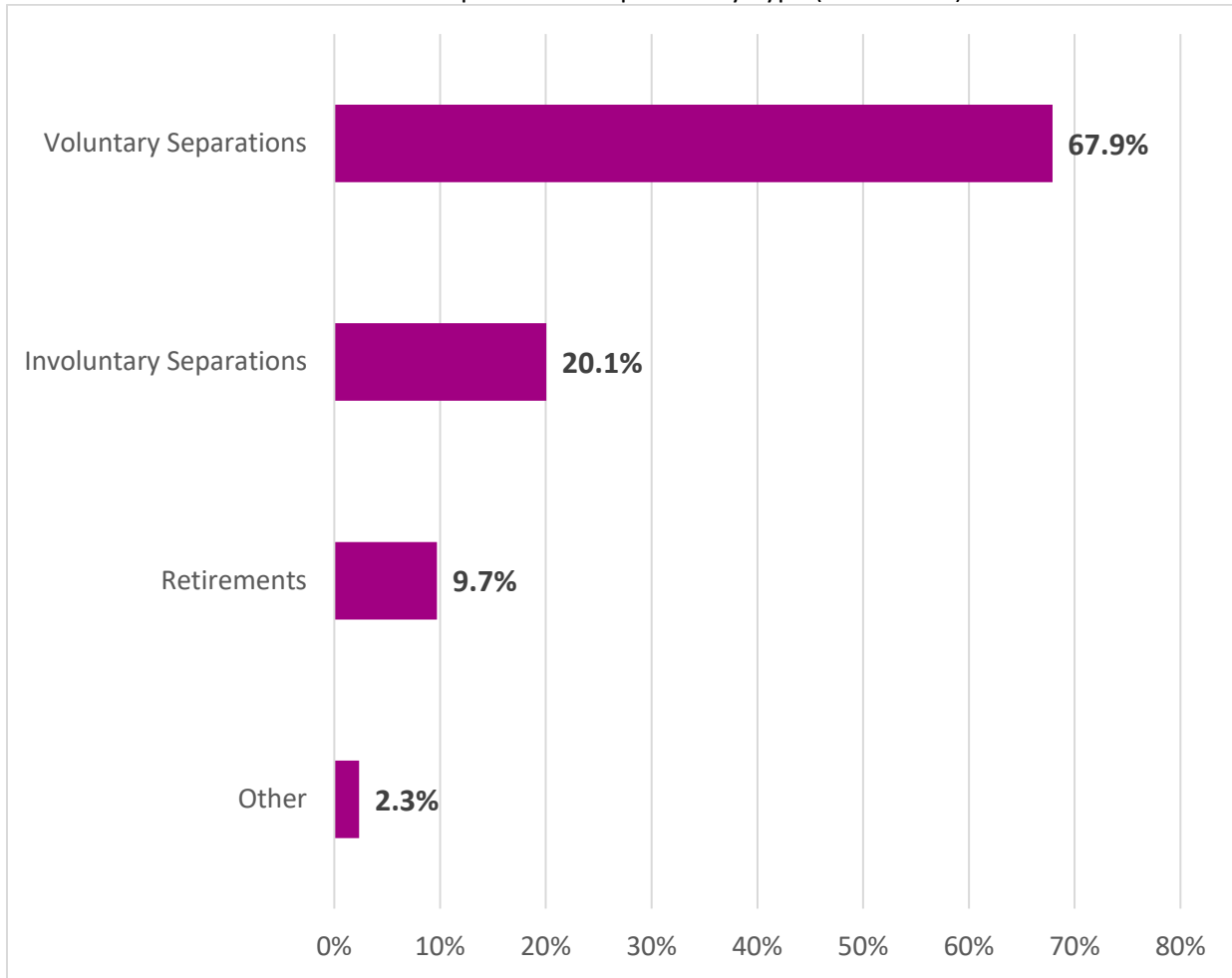
Table 28. FY 2021 Executive Branch Separations Proportion by Type (Full-Time, Non-Temporary, Primary Records)
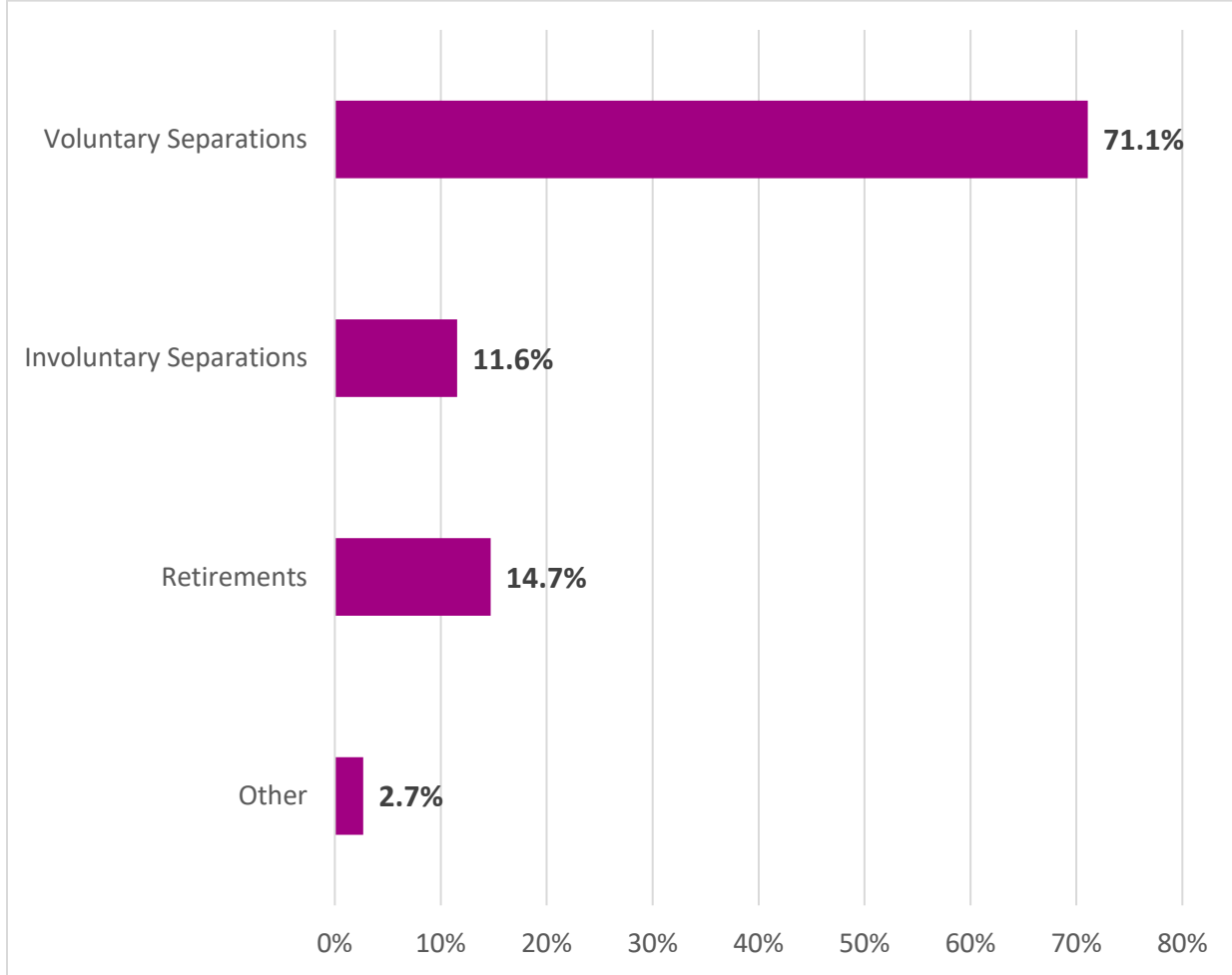
Table 29. FY 2021 Executive Branch Separations Proportion by Tenure Groupings (Full-Time, Non-Temporary, Primary Records)
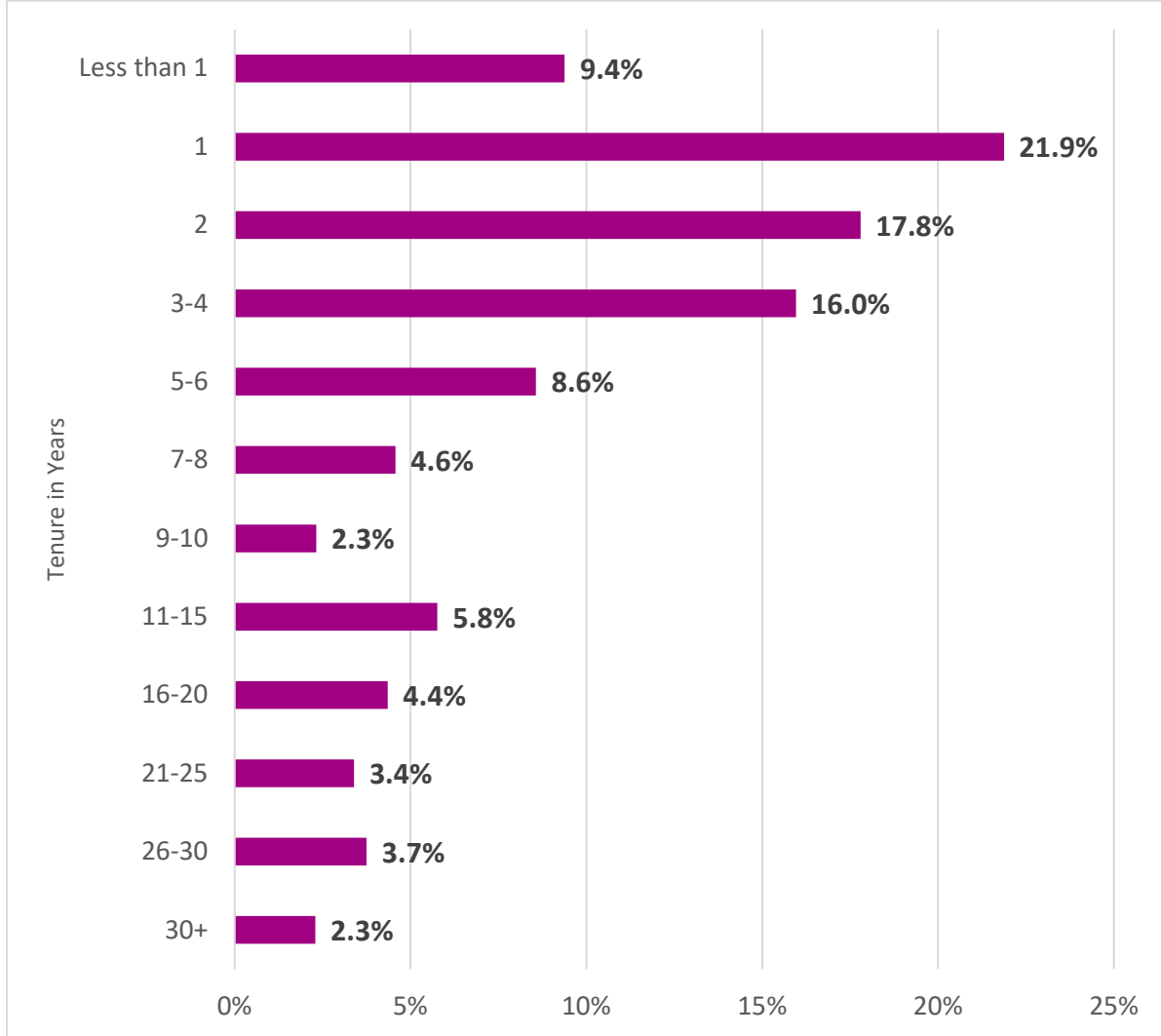
Table 30. FY 2021 Executive Branch Separations Proportion by Generation (Full-Time, Non-Temporary, Primary Records)

Generation	Proportion
Veterans (1925-1945)	0.3%
Baby Boomers (1946-1964)	18.5%
Generation X (1965-1980)	27.2%
Millennials (1981-1997)	47.8%
Generation Z (1998+)	6.2%
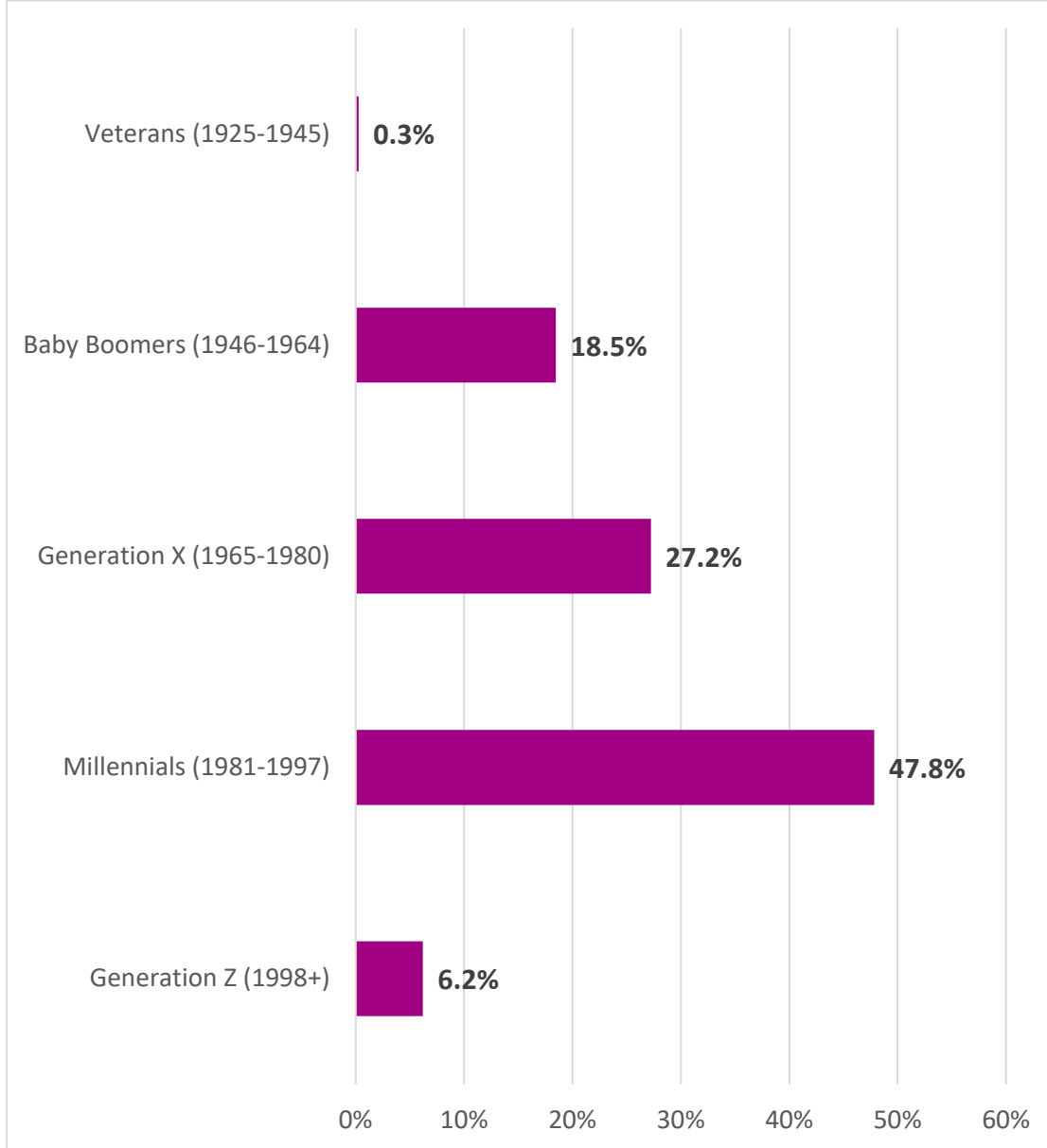
Table 31. FY 2021 Executive Branch Voluntary Separations Proportion by Generation (Full-Time, Non-Temporary, Primary Records)
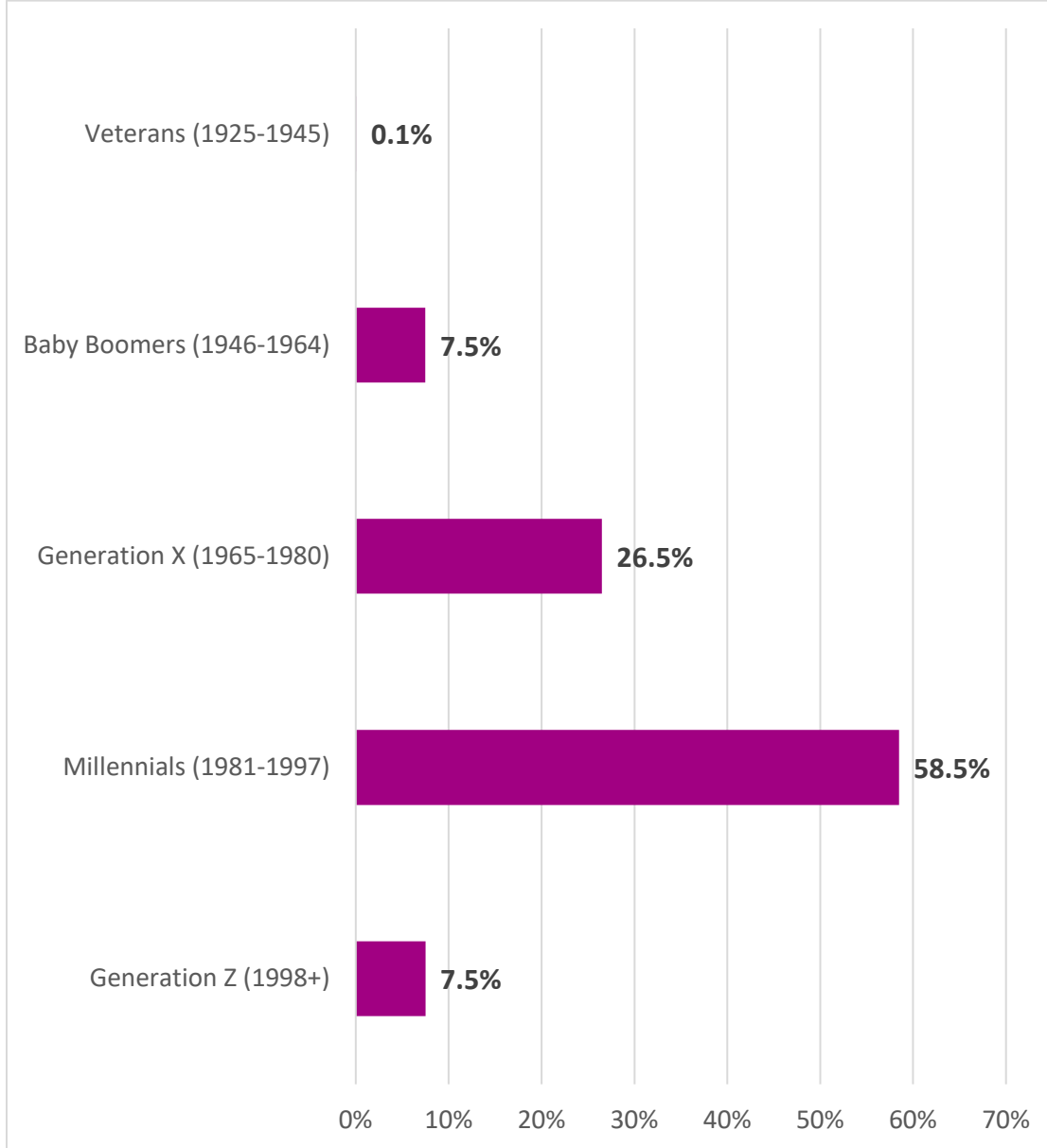
Table 32. Executive Branch Active, Full-Time, Non-Temporary, Primary Record Headcount Longitudinal Retention by Generation

Generation (Years Born)	Active Headcount FYE 2021	Also Active FYE 2020	FYE 2020 Active in Same Code	Also Active FYE 2019	FYE 2019 Active in Same Code	Also Active FYE 2018	FYE 2018 Active in Same Code
Veterans (1925-1945)	99	96.8%	95.7%	97.9%	96.8%	92.6%	90.4%
Baby Boomers (1946-1964)	9,892	96.5%	93.3%	92.7%	88.3%	87.6%	82.6%
Generation X (1965-1980)	21,755	94.3%	91.1%	89.1%	84.0%	83.5%	77.2%
Millennials (1981-1997)	16,704	84.6%	81.4%	72.3%	67.3%	60.4%	54.6%
Generation Z (1998+)	829	42.0%	40.4%	23.5%	22.3%	8.8%	8.2%
Totals	**49,279**	**90.0%**	**86.8%**	**82.5%**	**77.7%**	**74.8%**	**69.0%**

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

	FY 2018	FY 2019	FY 2020	FY 2021
Veterans (1925-1945)	2.9%	10.8%	5.8%	3.7%
Baby Boomers (1946-1964)	4.8%	7.2%	6.5%	5.3%
Generation X (1965-1980)	7.4%	11.3%	10.0%	9.0%
Millennials (1981-1997)	19.9%	27.4%	25.1%	25.7%
Generation Z (1998+)	32.5%	51.4%	72.9%	76.4%

Table 34. FY 2021 Executive Branch Hires and Separations Comparison by Job Family (All Records)

Job Family	Separations	Hires
Law Enforcement	(3,968)	2,570
Support Services	(2,843)	2,160
Health Care	(2,292)	2,538
Education	(2,286)	1,959
Social Services	(1,594)	1,054
Facilities and Equipment	(932)	765
Transportation	(529)	368
Regulatory Compliance	(468)	447
Food and Farm	(351)	231
Legal	(276)	249
Natural Resources	(260)	264
Financial Management	(255)	215
Human Resources	(190)	98
Information Technology	(184)	154
Auditing	(142)	358
Applied Sciences	(138)	130
Engineering	(58)	48
General	(36)	37
Real Estate	(18)	23

■ Separations   ■ Hires

Table 35. FY 2021 Executive Branch Hires and Separations Comparison by Job Family (Full-Time, Non-Temporary, Primary Records)

Job Family	Separations	Hires
Law Enforcement	(3,815)	2,405
Social Services	(1,499)	970
Support Services	(1,170)	880
Health Care	(966)	606
Education	(819)	548
Facilities and Equipment	(511)	357
Transportation	(465)	266
Regulatory Compliance	(452)	445
Food and Farm	(303)	197
Legal	(263)	232
Financial Management	(233)	194
Information Technology	(155)	134
Human Resources	(115)	66
Applied Sciences	(80)	83
Audting	(70)	28
Natural Resources	(60)	64
Engineering	(58)	48
Real Estate	(18)	23
General	(2)	2

■ Separations ■ Hires

Table 36. FY 2021 Executive Branch Hires and Separations Comparison by Selected Job Codes (All Records)

Job Code	Separations	Hires
Professional Health Care Worker	(1,208)	1827
Correctional Officer 1	(880)	1066
CSM Correctional Officer 2	(676)	86
Correctional Officer 2	(650)	95
CSM Correctional Officer 1	(640)	757
Adjunct Faculty (APO)	(527)	471
Health Aide 1	(445)	308
Federal Work Study Student	(431)	345
Support Services Worker	(411)	241
Adjunct Faculty (Hourly)	(367)	303
Labor Trades Worker	(293)	293
Technical Instructor	(261)	216
Clerical Worker	(223)	294
Customer Service Associate 2	(209)	254
Economic Support Specialist 1	(140)	355

■ Separations ■ Hires

Table 37. FY 2021 Executive Branch Hires and Separations Comparison by Selected Job Codes (Full-Time, Non-Temporary, Primary Records)

Job Code	Separations	Hires
Correctional Officer 1	(876)	1,054
CSM Correctional Officer 2	(655)	61
Correctional Officer 2	(644)	86
CSM Correctional Officer 1	(633)	748
Health Aide 1	(444)	306
Social Services Specialist 2	(328)	12
Technical Instructor	(253)	214
Administrative Support 2	(193)	171
Equipment Operator 1	(181)	181
Economic Support Specialist 1	(139)	354
Social Services Specialist 1	(135)	287
Food Service Supervisor	(120)	82
Behavioral Health Counselor 2	(97)	44
Driver Examiner 1	(89)	215
Housekeeper 1	(72)	68

■ Separations ■ Hires

Table 38. FY 2021 Executive Branch Separations by Type by Entity (All Records)

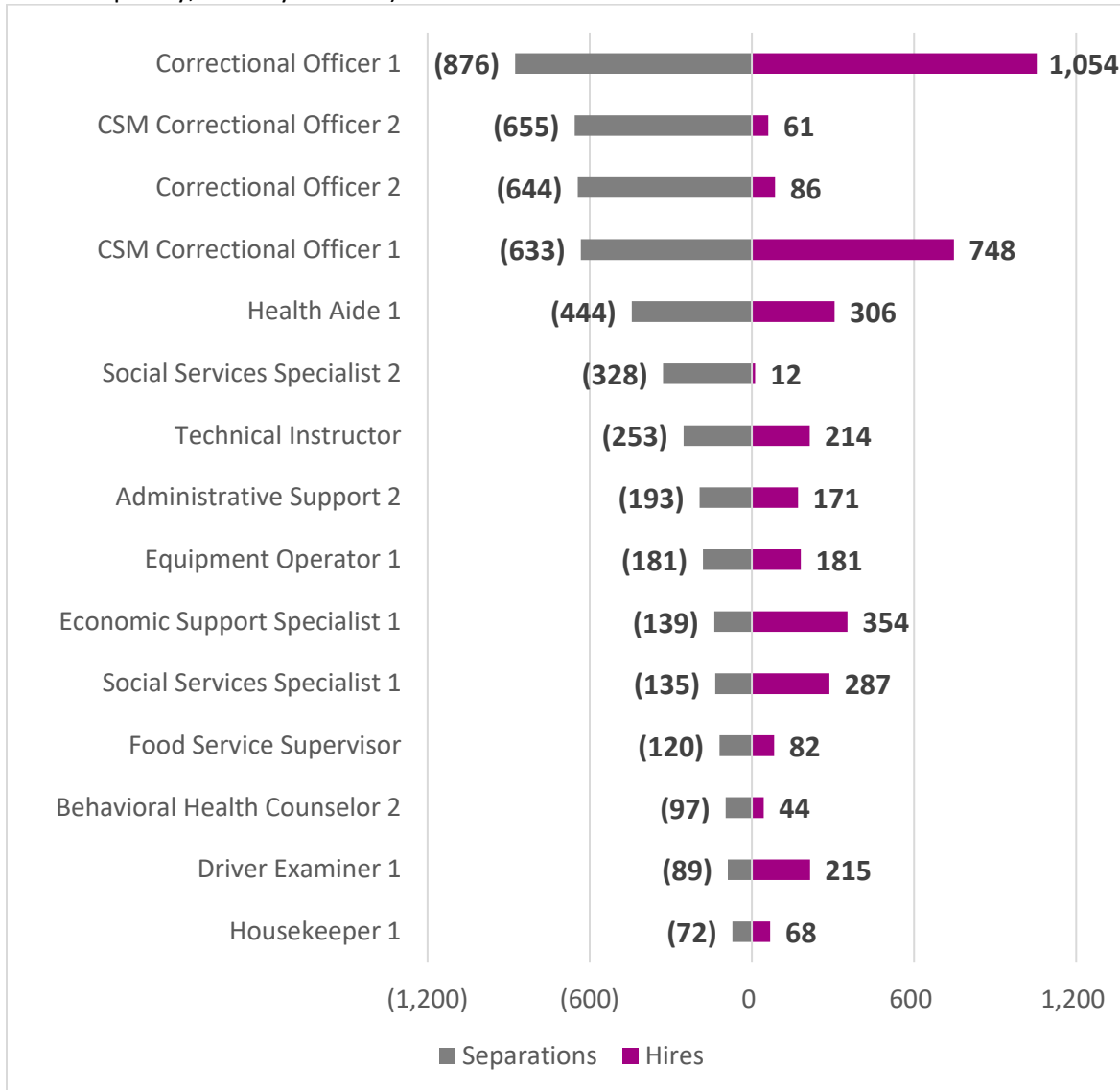| Entity Name (May include Attached Agencies)	Code	Voluntary Separations	Involuntary Separations	Retirement	Transfers to Another Code	Other
DHS - Division of Family and Children Services	127	830	116	118	93	17
Department of Agriculture	402	59	18	20	6	2
Department of Administrative Services	403	11	13	6	6	--
Department of Public Health	405	872	368	23	5	38
Department of Banking and Finance	406	6	1	7	1	--
State Accounting Office	407	7	6	7	3	--
Office of Commissioner of Insurance	408	12	9	10	8	2
State Finance and Investment Commission	409	6	5	2	--	1
State Properties Commission	410	--	1	--	--	--
Department of Defense	411	154	90	18	8	7
Department of Education	414	79	31	28	4	3
Technical College System of GA	415	18	1	10	4	1
Employees Retirement System	416	11	4	--	--	--
Department of Community Health	419	63	19	19	6	2
Forestry Commission	420	92	45	19	1	2
Office of Planning and Budget	422	48	45	6	24	2
Department of Human Services	427	610	65	76	173	14
Department of Community Affairs	428	42	3	7	3	--
Department of Economic Development	429	28	2	1	8	--
Department of Labor	440	65	16	38	5	5
Department of Behavioral Health and Developmental Disabilities	441	1,019	334	144	36	20
Department of Law	442	39	--	6	1	--
Department of Juvenile Justice	461	953	130	49	59	9
Department of Natural Resources	462	580	84	58	36	6
State Board of Pardons and Paroles	465	7	--	6	1	--
Department of Public Safety	466	173	54	107	10	4
Department of Corrections	467	2,461	293	322	55	157
Department of Early Care and Learning	469	50	12	6	12	1
Public Service Commission	470	2	--	5	--	2
Bureau of Investigation	471	56	7	16	7	3
Department of Revenue	474	52	187	21	7	3
Department of Driver Services	475	355	13	24	24	7
Student Finance Commission	476	6	4	--	1	2
Department of Community Supervision	477	131	43	51	19	4
Secretary of State	478	34	11	4	9	--
Teachers Retirement System	482	6	3	4	1	1
Department of Transportation	484	607	118	154	10	15
Department of Veterans Service	488	26	2	5	2	1
Subsequent Injury Trust Fund	489	1	1	--	--	--

Entity Name (May include Attached Agencies)	Code	Voluntary Separations	Involuntary Separations	Retirement	Transfers to Another Code	Other
State Board of Workers' Compensation	490	6	1	5	--	--
Public Defender Council	492	94	27	10	13	3
Oconee Fall Line Technical College	817	31	100	11	2	1
Coastal Pines Technical College	818	57	66	9	3	2
Albany Technical College	820	63	41	4	2	4
Athens Technical College	822	171	13	8	4	3
Atlanta Technical College	823	69	63	3	2	2
Augusta Technical College	824	71	65	13	--	2
West Georgia Technical College	826	97	100	11	4	3
Chattahoochee Technical College	827	125	25	13	3	1
Columbus Technical College	828	61	51	9	1	2
Northwestern Technical College	829	93	14	10	--	1
Piedmont Technical College	830	45	69	7	1	--
Southern Crescent Technical College	831	80	72	15	2	1
Gwinnett Technical College	832	184	92	11	4	11
Lanier Technical College	834	67	42	6	3	4
Central Georgia Technical College	835	135	105	17	1	7
Southern Regional Technical College	837	37	42	15	3	2
North Georgia Technical College	838	65	47	3	3	2
Savannah Technical College	841	44	23	7	3	1
South Georgia Technical College	842	26	38	8	1	2
Southeastern Technical College	843	39	9	2	1	2
Ogeechee Technical College	844	65	2	1	--	--
Wiregrass Technical College	848	61	49	17	1	1
Building Authority	900	18	18	4	--	--
Correctional Industries	921	16	3	11	2	1
State Road and Tollway Authority	927	4	24	--	2	--
Public Telecommunications Commission	977	13	14	5	--	3
Technology Authority	980	10	4	2	1	1
Atlanta-Region Transit Link Authority	996	2	--	--	--	--
Totals		**11,420**	**3,373**	**1,634**	**710**	**393**

Table 39. FY 2021 Executive Branch Separations by Type by Entity (Full-Time, Non-Temporary, Primary Records)

Entity Name (May include Attached Agencies)	Code	Voluntary Separations	Involuntary Separations	Retirement	Transfers to Another Code	Other	Totals
DHS - Division of Family and Children Services	127	805	99	116	93	17	1,130
Department of Agriculture	402	46	4	20	6	2	78
Department of Administrative Services	403	10	7	6	6	--	29
Department of Public Health	405	109	15	23	4	7	158
Department of Banking and Finance	406	6	1	5	1	--	13
State Accounting Office	407	7	3	7	3	--	20
Office of Commissioner of Insurance	408	10	7	10	8	1	36
State Finance and Investment Commission	409	5	5	2	--	1	13
State Properties Commission	410	--	1	--	--	--	1
Department of Defense	411	102	52	18	8	4	184
Department of Education	414	51	20	27	4	2	104
Technical College System of GA	415	13	--	10	4	--	27
Employees Retirement System	416	6	3	--	--	--	9
Department of Community Health	419	53	15	19	6	2	95
Forestry Commission	420	64	7	18	1	1	91
Office of Planning and Budget	422	43	3	6	24	1	77
Department of Human Services	427	405	45	76	137	12	675
Department of Community Affairs	428	37	3	7	3	--	50
Department of Economic Development	429	17	2	1	8	--	28
Department of Labor	440	56	12	38	5	4	115
Department of Behavioral Health and Developmental Disabilities	441	816	267	144	36	17	1,280
Department of Law	442	34	--	6	1	--	41
Department of Juvenile Justice	461	839	119	49	59	8	1,074
Department of Natural Resources	462	153	4	58	36	4	255
State Board of Pardons and Paroles	465	6	--	6	1	--	13
Department of Public Safety	466	172	12	107	10	4	305
Department of Corrections	467	2,362	261	322	55	149	3,149
Department of Early Care and Learning	469	44	1	6	12	--	63
Public Service Commission	470	2	--	5	--	2	9
Bureau of Investigation	471	52	7	16	7	2	84
Department of Revenue	474	49	34	21	7	3	114
Department of Driver Services	475	196	8	23	24	5	256
Student Finance Commission	476	6	2	--	--	1	9
Department of Community Supervision	477	118	42	51	19	4	234
Secretary of State	478	32	10	4	9	--	55
Teachers Retirement System	482	6	2	4	1	1	14
Department of Transportation	484	406	34	154	10	12	616

Entity Name (May include Attached Agencies)	Code	Voluntary Separations	Involuntary Separations	Retirement	Transfers to Another Code	Other	Totals
Department of Veterans Service	488	22	2	5	2	1	32
Subsequent Injury Trust Fund	489	1	1	--	--	--	2
State Board of Workers' Compensation	490	6	1	5	--	--	12
Public Defender Council	492	83	25	10	13	2	133
Oconee Fall Line Technical College	817	17	4	11	2	--	34
Coastal Pines Technical College	818	27	2	9	3	2	43
Albany Technical College	820	29	6	4	2	2	43
Athens Technical College	822	35	10	8	4	1	58
Atlanta Technical College	823	32	6	3	2	1	44
Augusta Technical College	824	18	1	13	--	1	33
West Georgia Technical College	826	36	16	11	4	1	68
Chattahoochee Technical College	827	46	1	13	3	1	64
Columbus Technical College	828	15	5	9	1	1	31
Northwestern Technical College	829	17	2	10	--	1	30
Piedmont Technical College	830	14	4	7	1	--	26
Southern Crescent Technical College	831	35	8	15	2	--	60
Gwinnett Technical College	832	46	11	10	4	5	76
Lanier Technical College	834	18	2	6	3	1	30
Central Georgia Technical College	835	42	10	16	1	2	71
Southern Regional Technical College	837	20	13	15	3	1	52
North Georgia Technical College	838	20	6	3	3	2	34
Savannah Technical College	841	27	4	7	3	1	42
South Georgia Technical College	842	8	7	8	1	1	25
Southeastern Technical College	843	13	--	2	1	1	17
Ogeechee Technical College	844	8	1	1	--	--	10
Wiregrass Technical College	848	27	7	17	1	1	53
Building Authority	900	16	8	4	--	--	28
Correctional Industries	921	16	3	11	2	1	33
State Road and Tollway Authority	927	4	--	--	2	--	6
Public Telecommunications Commission	977	10	2	5	--	--	17
Technology Authority	980	9	2	2	1	--	14
Atlanta-Region Transit Link Authority	996	1	--	--	--	--	1
Totals		**7,856**	**1,277**	**1,625**	**672**	**296**	**11,726**

Table 40. FY 2021 Executive Branch Turnover Rate Calculation by Entity

Entity Name (May include Attached Agencies)	Code	All Records			Full-Time, Non-Temporary, Primary Records		
		Average Monthly Headcount	Total Separations & Transfers	Calculated Turnover Rate	Average Monthly Headcount	Total Separations & Transfers	Calculated Turnover Rate
DHS - Division of Family and Children Services	127	6,141	1,174	19.1%	6,042	1,130	18.7%
Department of Agriculture	402	564	105	18.6%	506	78	15.4%
Department of Administrative Services	403	247	36	14.6%	218	29	13.3%
Department of Public Health	405	2,252	1,306	58.0%	948	158	16.7%
Department of Banking and Finance	406	89	15	16.9%	92	13	14.2%
State Accounting Office	407	145	23	15.9%	133	20	15.1%
Office of Commissioner of Insurance	408	191	41	21.5%	174	36	20.7%
State Finance and Investment Commission	409	116	14	12.1%	94	13	13.8%
State Properties Commission	410	16	1	6.3%	16	1	6.3%
Department of Defense	411	2,087	277	13.3%	447	184	41.2%
Department of Education	414	1,283	145	11.3%	890	104	11.7%
Technical College System of GA	415	281	34	12.1%	257	27	10.5%
Employees Retirement System	416	97	15	15.5%	92	9	9.8%
Department of Community Health	419	815	109	13.4%	666	95	14.3%
Forestry Commission	420	613	159	25.9%	543	91	16.8%
Office of Planning and Budget	422	516	125	24.2%	338	77	22.8%
Department of Human Services	427	3,024	938	31.0%	3,301	675	20.5%
Department of Community Affairs	428	480	55	11.5%	393	50	12.7%
Department of Economic Development	429	183	39	21.3%	155	28	18.1%
Department of Labor	440	1,082	129	11.9%	976	115	11.8%
Department of Behavioral Health and Developmental Disabilities	441	3,862	1,553	40.2%	3,556	1,280	36.0%
Department of Law	442	324	46	14.2%	306	41	13.4%
Department of Juvenile Justice	461	2,719	1,200	44.1%	2,589	1,074	41.5%
Department of Natural Resources	462	2,472	764	30.9%	1,703	255	15.0%
State Board of Pardons and Paroles	465	179	14	7.8%	168	13	7.7%
Department of Public Safety	466	1,783	348	19.5%	1,722	305	17.7%
Department of Corrections	467	7,043	3,288	46.7%	7,203	3,149	43.7%
Department of Early Care and Learning	469	660	81	12.3%	648	63	9.7%
Public Service Commission	470	75	9	12.0%	76	9	11.8%
Bureau of Investigation	471	982	89	9.1%	920	84	9.1%
Department of Revenue	474	1,064	270	25.4%	905	114	12.6%
Department of Driver Services	475	809	423	52.3%	714	256	35.9%
Student Finance Commission	476	125	13	10.4%	110	9	8.2%
Department of Community Supervision	477	1,842	248	13.5%	1,812	234	12.9%
Secretary of State	478	599	58	9.7%	241	55	22.9%
Teachers Retirement System	482	205	15	7.3%	196	14	7.1%
Department of Transportation	484	3,670	904	24.6%	3,625	616	17.0%
Department of Veterans Service	488	153	36	23.5%	144	32	22.3%

Entity Name (May include Attached Agencies)	Code	Average Monthly Headcount	Total Separations & Transfers	Calculated Turnover Rate	Average Monthly Headcount	Total Separations & Transfers	Calculated Turnover Rate
Subsequent Injury Trust Fund	489	16	2	12.5%	9	2	21.7%
State Board of Workers' Compensation	490	109	12	11.0%	111	12	10.8%
Public Defender Council	492	765	147	19.2%	743	133	17.9%
Commission on the Holocaust	495	9	0	0.0%	3	0	0.0%
Oconee Fall Line Technical College	817	295	145	49.2%	136	34	25.0%
Coastal Pines Technical College	818	313	137	43.8%	218	43	19.7%
Albany Technical College	820	426	114	26.8%	187	43	23.0%
Athens Technical College	822	492	199	40.4%	244	58	23.7%
Atlanta Technical College	823	467	139	29.8%	232	44	19.0%
Augusta Technical College	824	400	151	37.8%	239	33	13.8%
West Georgia Technical College	826	561	215	38.3%	330	68	20.6%
Chattahoochee Technical College	827	838	167	19.9%	466	64	13.7%
Columbus Technical College	828	327	124	37.9%	210	31	14.8%
Northwestern Technical College	829	575	118	20.5%	290	30	10.3%
Piedmont Technical College	830	443	122	27.5%	193	26	13.5%
Southern Crescent Technical College	831	416	170	40.9%	256	60	23.5%
Gwinnett Technical College	832	1,051	302	28.7%	407	76	18.7%
Lanier Technical College	834	585	122	20.9%	238	30	12.6%
Central Georgia Technical College	835	894	265	29.6%	531	71	13.4%
Southern Regional Technical College	837	484	99	20.5%	310	52	16.8%
North Georgia Technical College	838	320	120	37.5%	179	34	19.0%
Savannah Technical College	841	483	78	16.1%	243	42	17.3%
South Georgia Technical College	842	233	75	32.2%	132	25	18.9%
Southeastern Technical College	843	251	53	21.1%	143	17	11.9%
Ogeechee Technical College	844	320	68	21.3%	150	10	6.7%
Wiregrass Technical College	848	368	129	35.1%	285	53	18.6%
Building Authority	900	146	40	27.4%	148	28	19.0%
Correctional Industries	921	198	33	16.7%	192	33	17.2%
State Road and Tollway Authority	927	116	30	25.9%	88	6	6.8%
Public Telecommunications Commission	977	393	35	8.9%	108	17	15.8%
Technology Authority	980	174	18	10.3%	170	14	8.2%
Atlanta-Region Transit Link Authority	996	39	2	5.1%	26	1	3.8%
Totals		**61,295**	**17,530**	**27.8%**	**50,135**	**11,726**	**23.4%**

Appendix

Additional Information

Table 41. Hires by Fiscal Year

Legend:
- System-wide (All Records)
- Executive Branch (All Records)
- Executive Branch (Full-Time, Non-Temporary, Primary Records)

	FY 2018	FY 2019	FY 2020	FY 2021
System-wide (All Records)	23,812	22,936	20,381	18,241
Executive Branch (All Records)	19,306	18,515	16,263	13,668
Executive Branch (Full-Time, Non-Temporary, Primary Records)	10,200	11,139	9,192	7,548
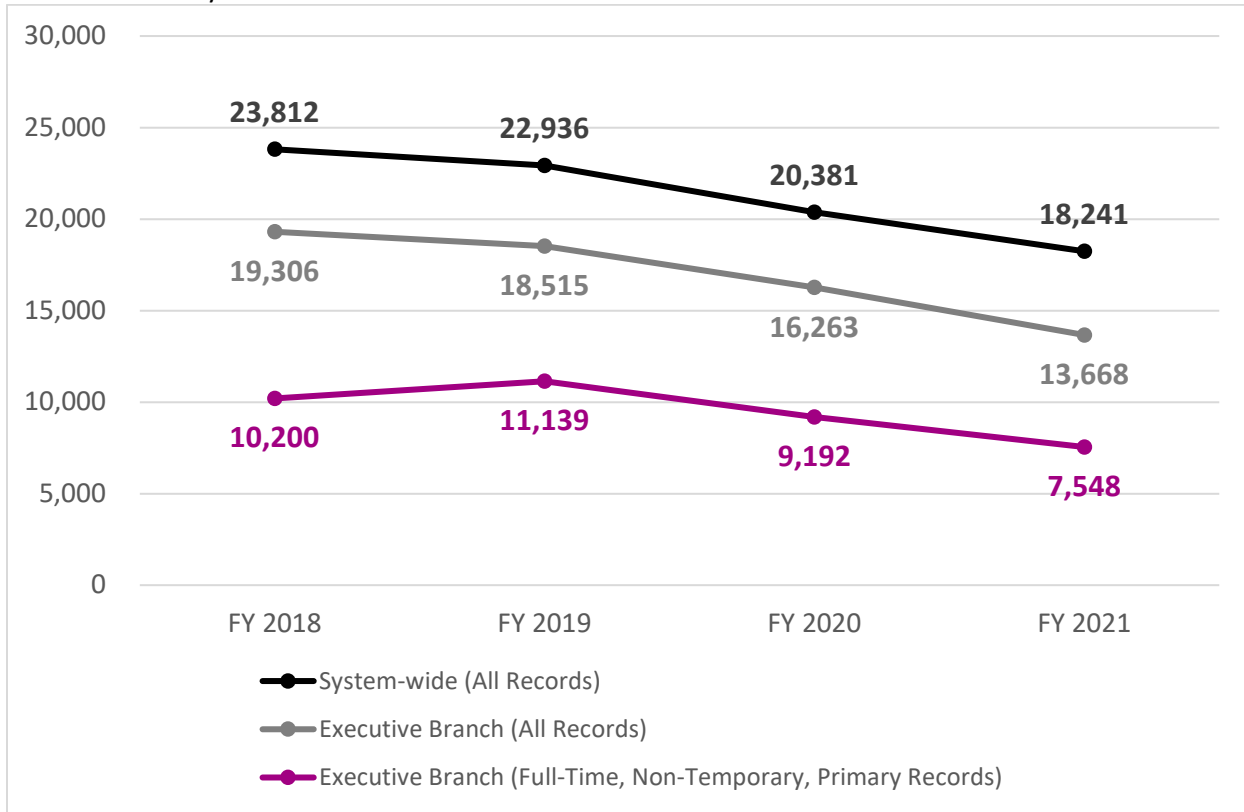
Table 42. Hire Median Annual Compensation Rate by Fiscal Year

Legend:
- System-wide (All Records)
- Executive Branch (All Records)
- Executive Branch (Full-Time, Non-Temporary, Primary Records)
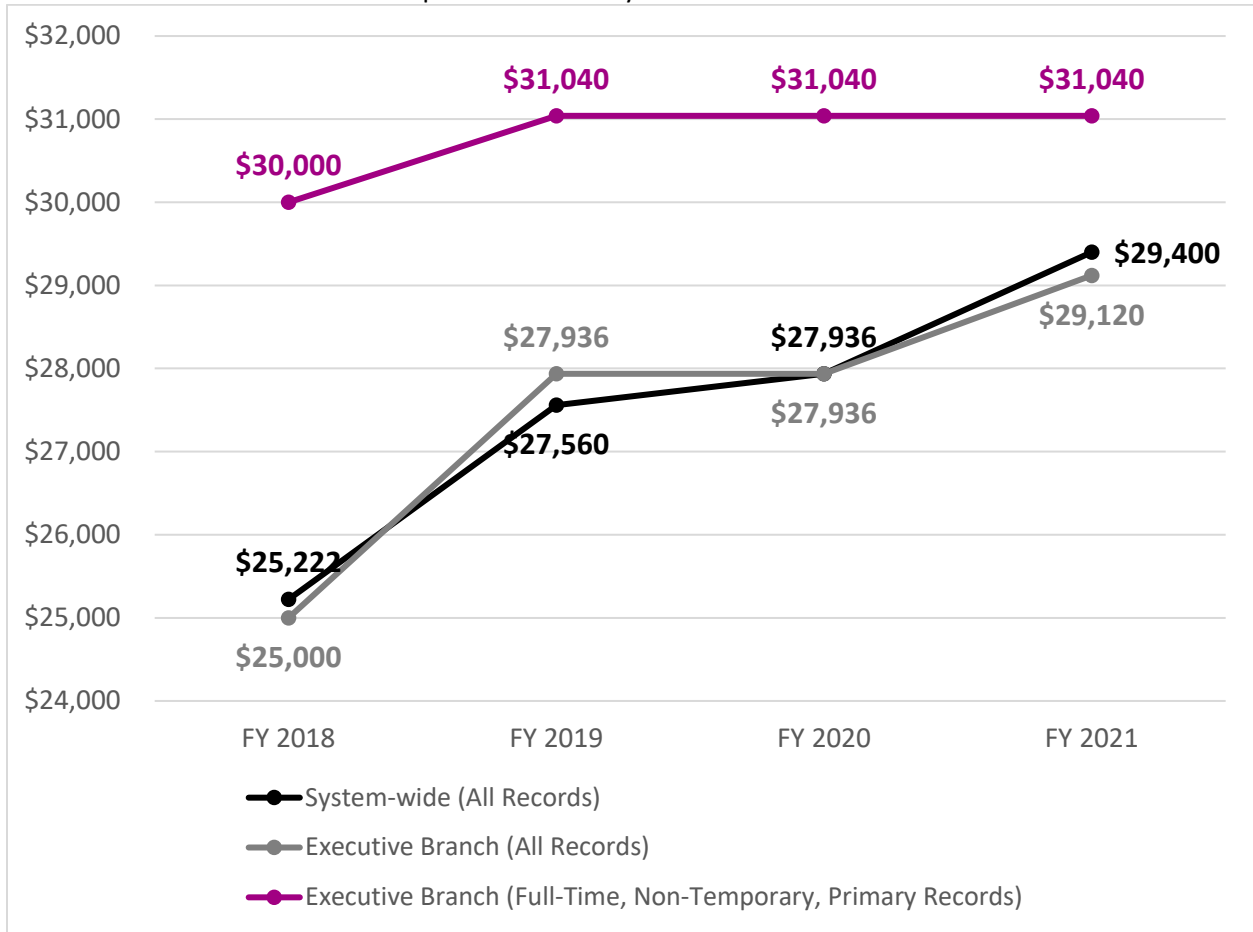
Table 43. Separations by Fiscal Year

System-wide (All Records): 24,115 (FY 2018), 24,156 (FY 2019), 21,953 (FY 2020), 21,586 (FY 2021)

Executive Branch (All Records): 19,882 (FY 2018), 19,665 (FY 2019), 17,815 (FY 2020), 16,820 (FY 2021)

Executive Branch (Full-Time, Non-Temporary, Primary Records): 10,784 (FY 2018), 12,243 (FY 2019), 11,152 (FY 2020), 11,054 (FY 2021)
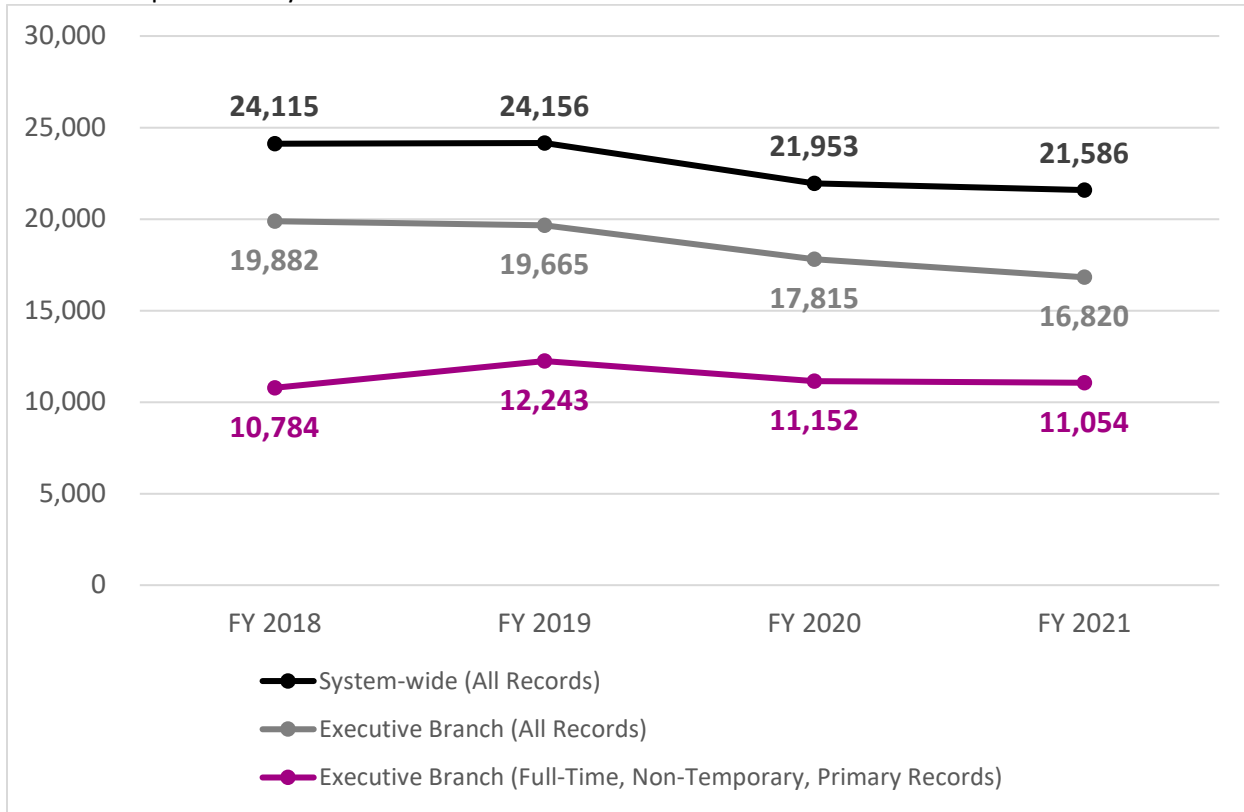
Table 44. Voluntary Separations by Fiscal Year

System-wide (All Records)
- FY 2018: 13,645
- FY 2019: 15,852
- FY 2020: 14,078
- FY 2021: 15,042

Executive Branch (All Records)
- FY 2018: 10,560
- FY 2019: 12,588
- FY 2020: 11,067
- FY 2021: 11,420

Executive Branch (Full-Time, Non-Temporary, Primary Records)
- FY 2018: 7,265
- FY 2019: 8,705
- FY 2020: 7,833
- FY 2021: 7,856
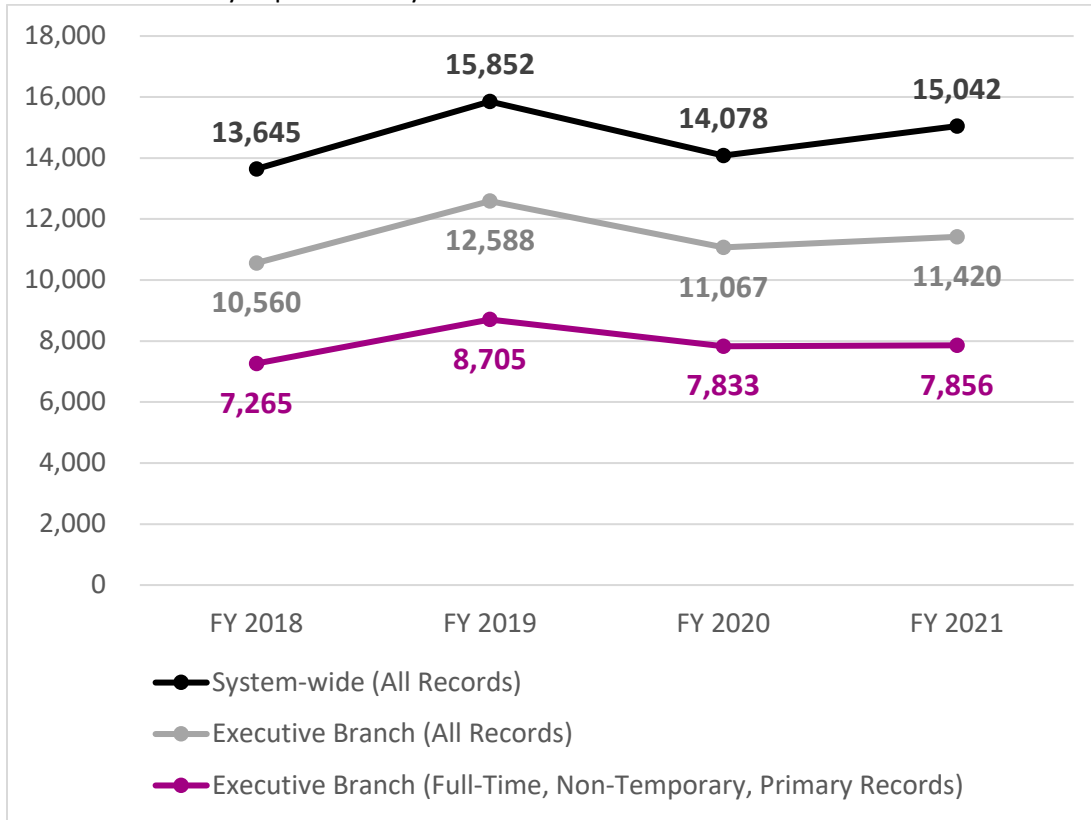
Table 45. Involuntary Separations by Fiscal Year

System-wide (All Records): FY 2018: 8,066; FY 2019: 5,681; FY 2020: 5,570; FY 2021: 4,195

Executive Branch (All Records): FY 2018: 7,158; FY 2019: 4,802; FY 2020: 4,702; FY 2021: 3,373

Executive Branch (Full-Time, Non-Temporary, Primary Records): FY 2018: 1,505; FY 2019: 1,385; FY 2020: 1,380; FY 2021: 1,277
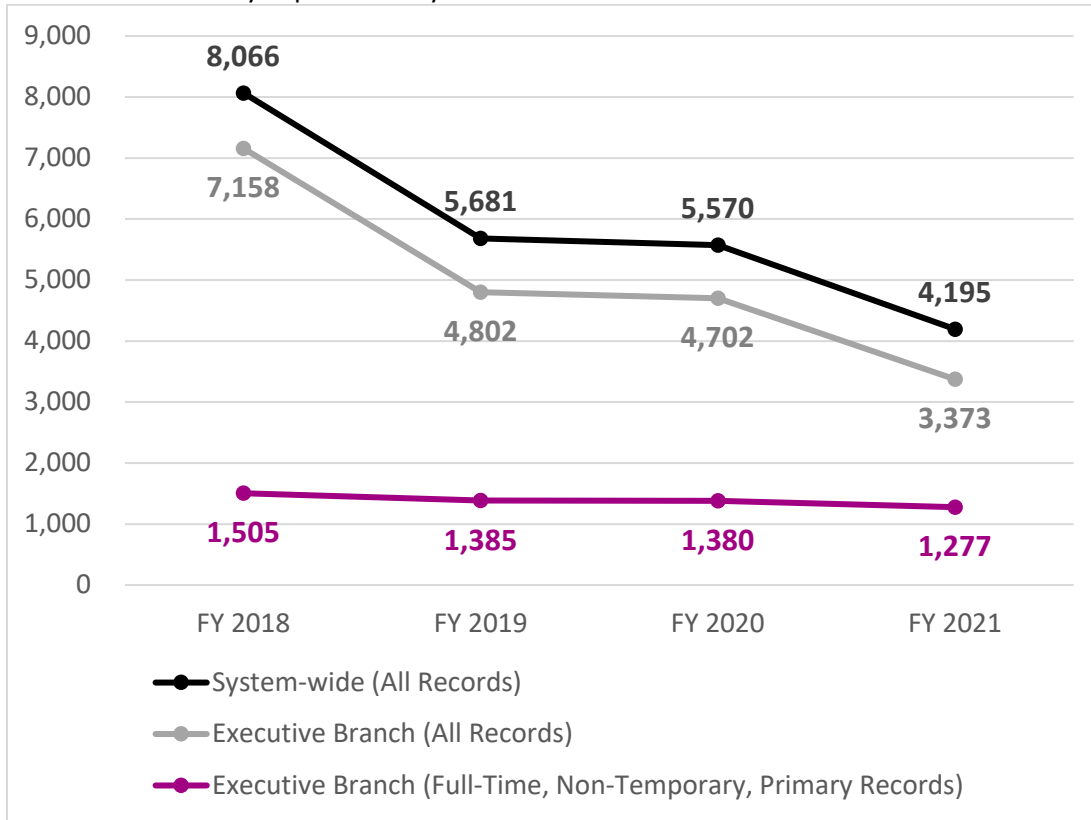
Table 46. Retirements by Fiscal Year

Legend:
- System-wide (All Records)
- Executive Branch (All Records)
- Executive Branch (Full-Time, Non-Temporary, Primary Records)

	FY 2018	FY 2019	FY 2020	FY 2021
System-wide (All Records)	2,028	2,057	1,823	1,899
Executive Branch (All Records)	1,783	1,791	1,622	1,634
Executive Branch (Full-Time, Non-Temporary, Primary Records)	1,770	1,785	1,617	1,625
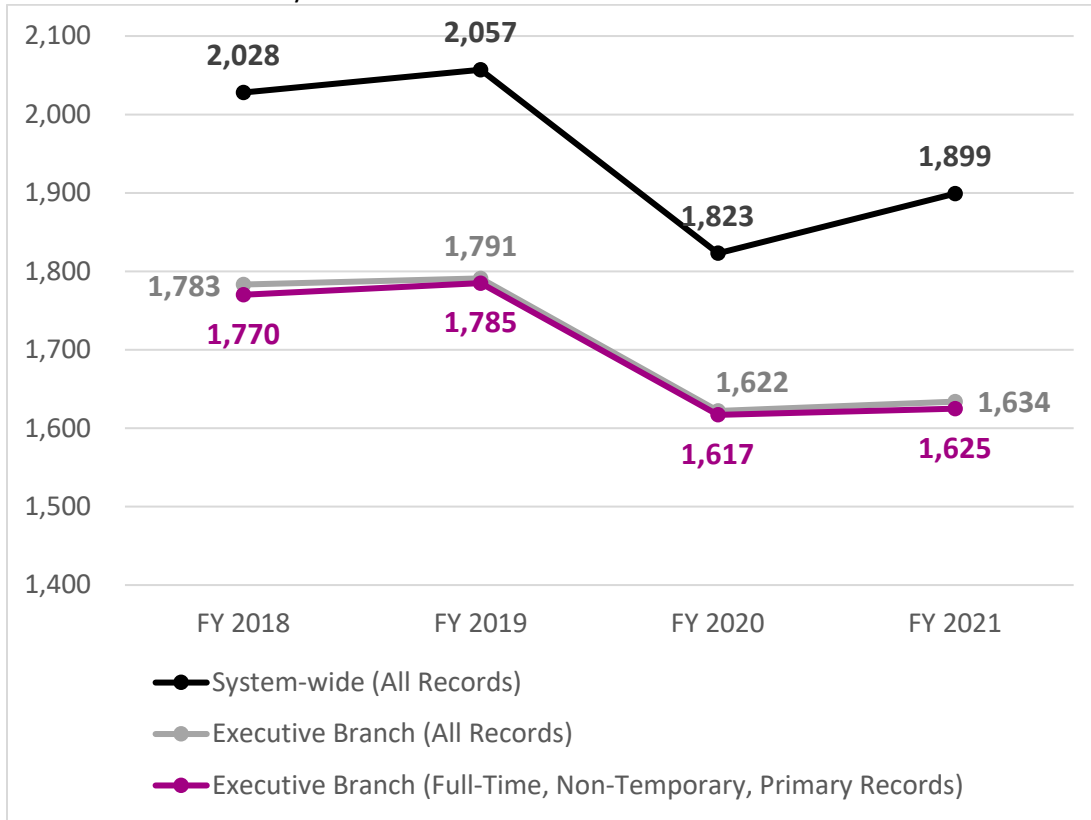
Table 47. System-wide Average Tenure at Separation Type by Fiscal Year (All Records)

- Voluntary Separations
- Involuntary Separations
- Retirements
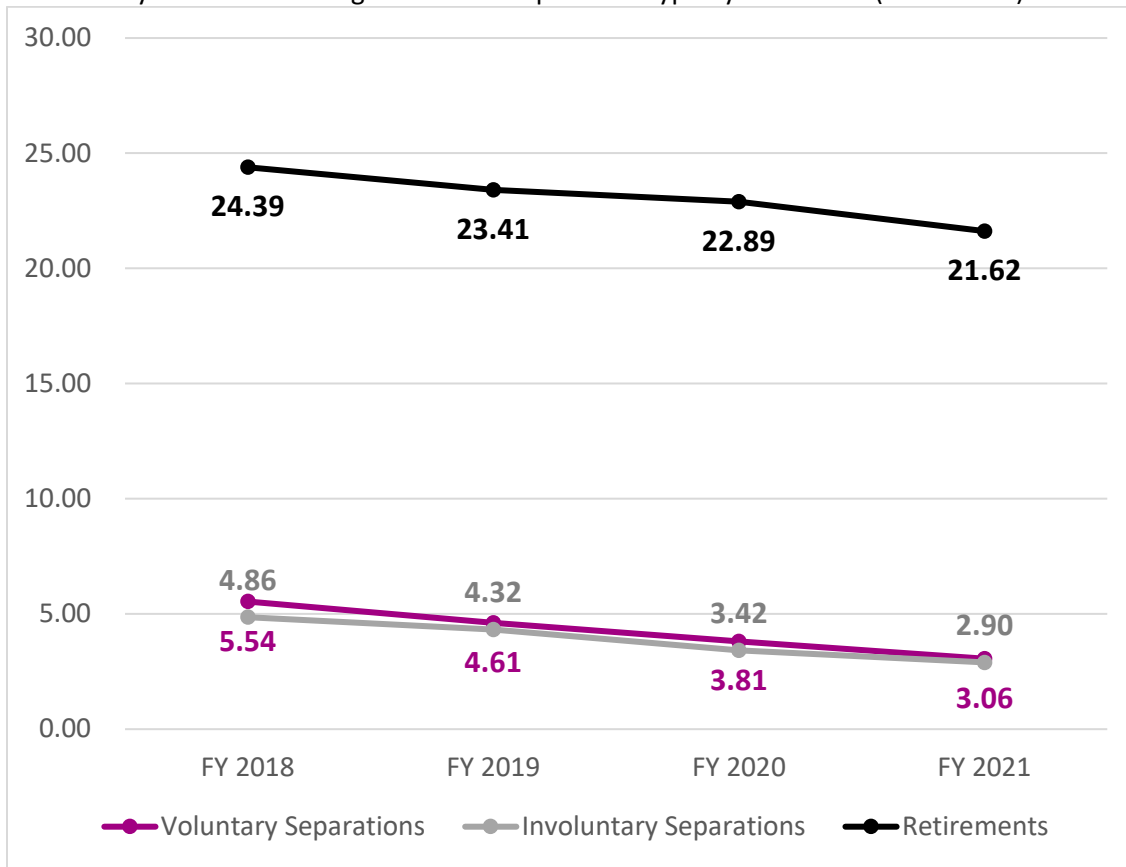
Table 48. Executive Branch Average Tenure at Separation Type by Fiscal Year (All Records)

Line chart showing average tenure at separation by fiscal year:

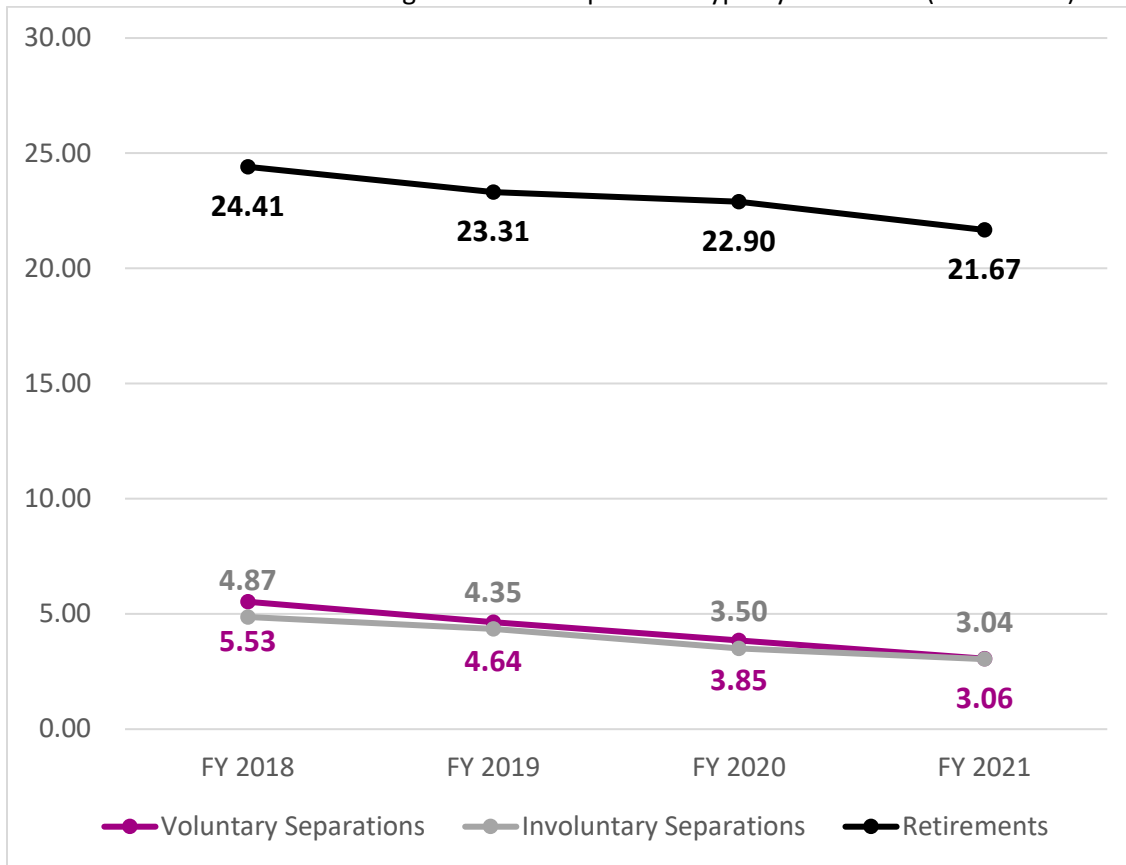|	FY 2018	FY 2019	FY 2020	FY 2021
Voluntary Separations	5.53	4.64	3.85	3.06
Involuntary Separations	4.87	4.35	3.50	3.04
Retirements	24.41	23.31	22.90	21.67

Table 49. Executive Branch Average Tenure at Separation Type by Fiscal Year (Full-Time, Non-Temporary, Primary Records)

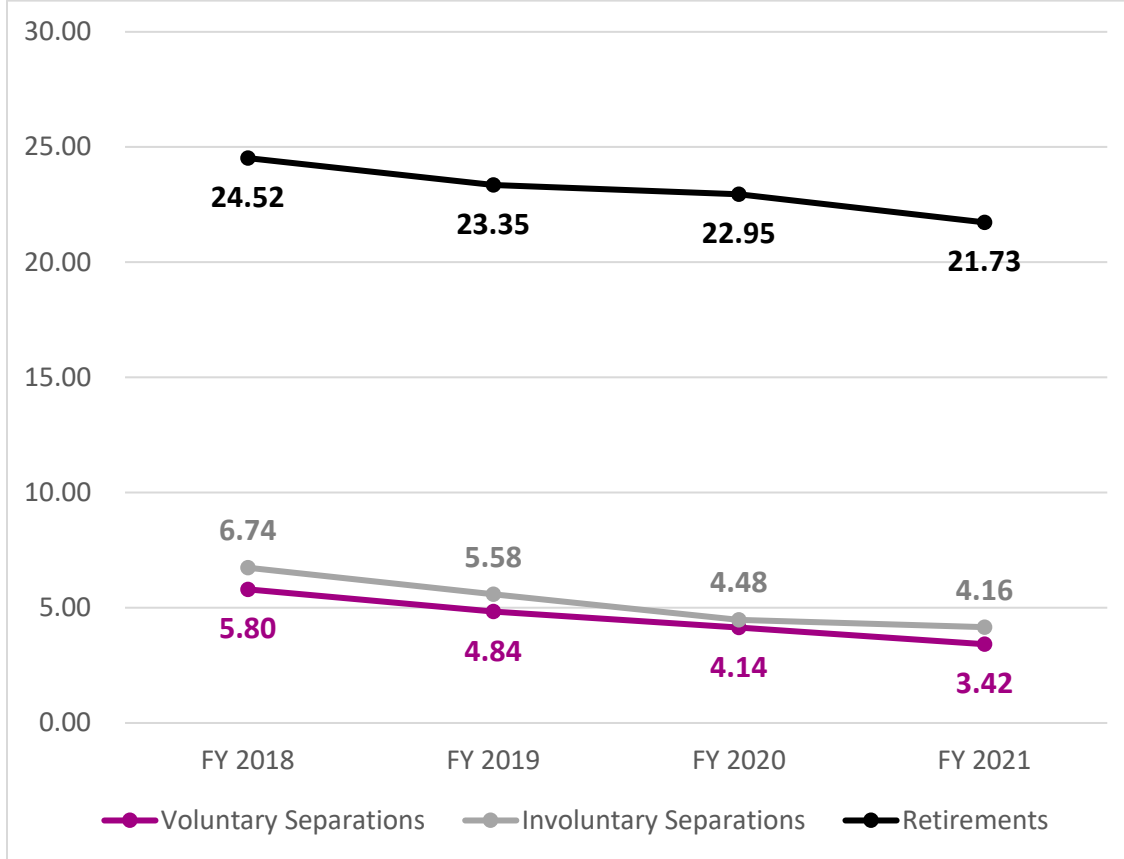|	FY 2018	FY 2019	FY 2020	FY 2021
Retirements	24.52	23.35	22.95	21.73
Involuntary Separations	6.74	5.58	4.48	4.16
Voluntary Separations	5.80	4.84	4.14	3.42

Table 50. Termination Reason Code to Separation Type Reference Table

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

Reason Code	Description	Type
SUP	Dissatisfied with Supervision	Voluntary
TAR	Tardiness	Involuntary
TMP	End Temporary Employment	Involuntary
TRA	Transportation Problems	Voluntary
TYP	Dissatisfied w/Type of Work	Voluntary
UNS	Unsatisfactory Performance	Involuntary
VIO	Violation of Rules	Involuntary
WOR	Dissatisfied w/Work Conditions	Voluntary