STATE OF GEORGIA FISCAL YEAR **2026**

WORKFORCE REPORT

EXECUTIVE SUMMARY

Georgia™
Department of Administrative Services



This executive summary of the State of Georgia's Annual Workforce Report provides highlights of key trends related to state employees and employment. The full report serves as a critical tool for identifying data-driven trends to enhance the management of the state's human resources. It is a product of the Human Resources Administration (HRA) division of the Georgia Department of Administrative Services (DOAS) and relies on data from TeamWorks Human Capital Management (HCM). The data presented in this report covers Fiscal Year (FY) 2026, spanning from July 1, 2025, to June 30, 2026.

STATE EMPLOYMENT

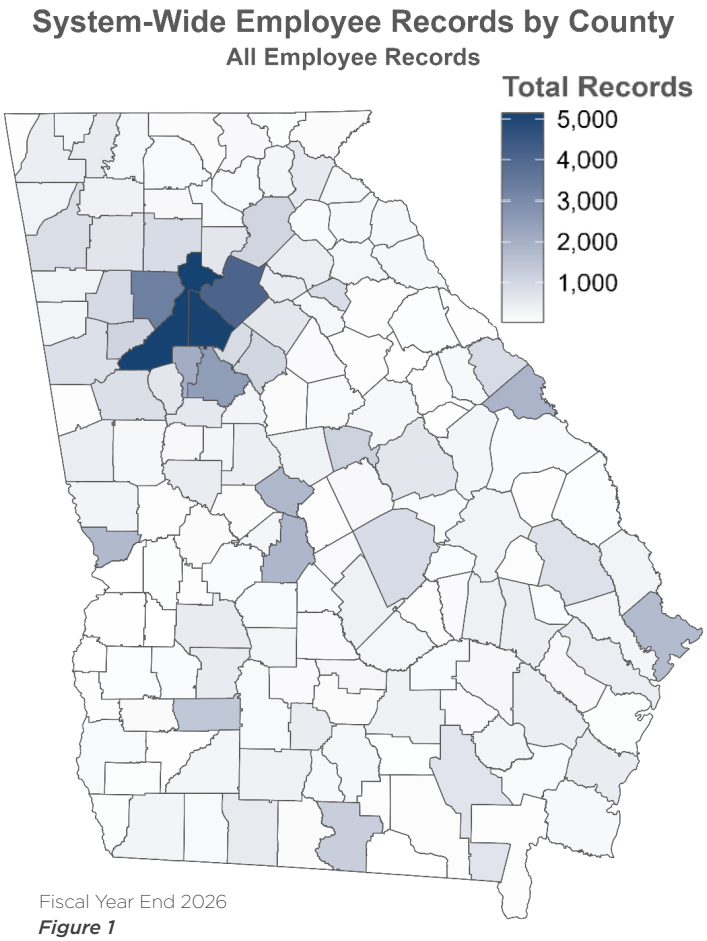


Figure 1

STATE EMPLOYEES COME FROM ALL 159 COUNTIES, WITH **HIGHER CONCENTRATIONS IN THE METRO ATLANTA AREA AND REGIONAL HUBS.**

66,492
FULL-TIME EMPLOYEES

11.7%
FY 2026 VOLUNTARY TURNOVER RATE

17.2%
OF EMPLOYEES SYSTEM-WIDE ARE ELIGIBLE FOR FULL RETIREMENT IN THE NEXT 5 YEARS

FY 2026 HIRING BY THE NUMBERS

9,393 New Hires

64.1% Female **35.9%** Male

RACE/ETHNICITY

61.1% Black
31.0% White
3.7% Hispanic
2.0% Asian
2.1% Other

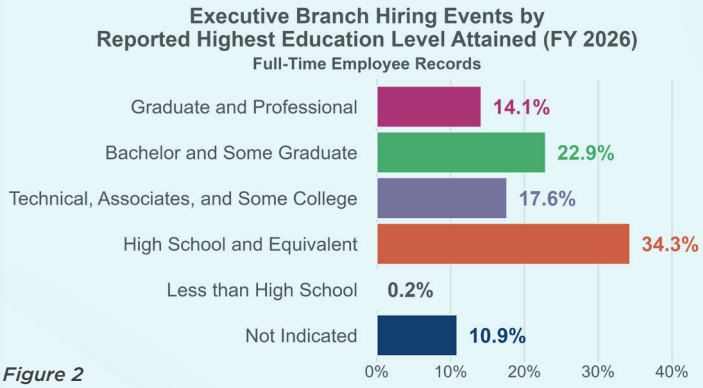


Figure 2

NOTABLE TRENDS

- Turnover is at its **lowest level since at least 2013**, with the voluntary turnover rate at 11.7% in FY 2026.
- The voluntary turnover rate of Generation Z employees in the executive branch **dropped to 25.3%, down from a high of 76.4%** in FY 2021.
- There was a **3% increase** in the number of applications submitted to job requisitions through Team Georgia Careers in FY 2026 (323,482) compared to FY 2025 (312,832).
- State employment levels have stabilized as existing vacant budgeted positions have been filled.
- The number of employees choosing to retire has been **consistent for the past three years.**
- Building upon the parental leave expansion to six weeks passed during the 2024 legislative session, the state **approved 120 hours of paid maternal leave** for eligible state employees, effective July 1, 2026.

Compensation and Turnover

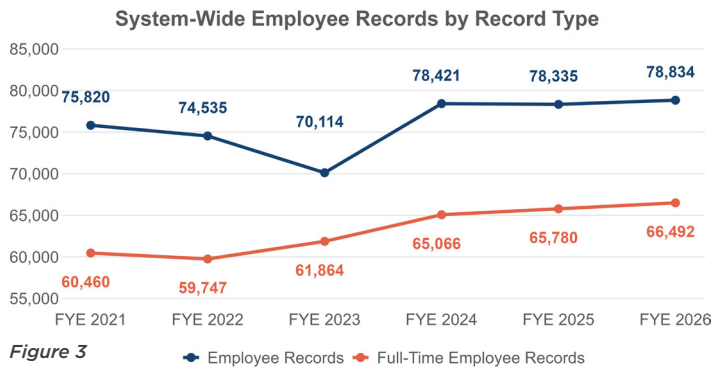


Figure 3

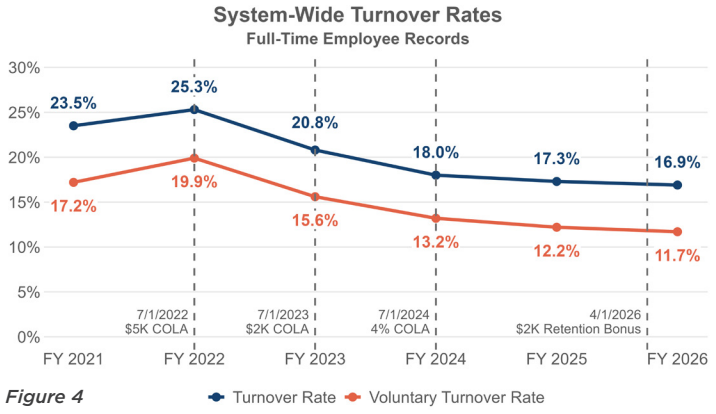


Figure 4

RETENTION AND TURNOVER BY GENERATIONS

Retention continues to improve, and turnover is trending down for all generations of workers. Voluntary turnover was 11.7% in FY 2026, marking the lowest rate in at least 13 years.

State employment levels for established, budgeted positions have **stabilized over the past three years** and returned to pre-pandemic levels.

INCREASE IN EMPLOYEE COMPENSATION

- The Governor and the General Assembly have made strategic investments and enacted legislative policies to bolster employee recruitment and retention efforts.
- **Median compensation** for full-time executive branch employees **has increased 16.1% or $7,778,** since FY 2022.
- Since the Amended FY 2022 budget, the state has funded a series of pay supplements and cost-of-living adjustments (COLA) for state employees:
  - The FY 2026 budget included a **one-time salary supplement of $2,000 for full-time, eligible state employees and educators.**
  - In FY 2025, the state provided a targeted **$3,000 salary enhancement** for selected POST-certified law enforcement officers.
  - The Amended FY 2024 budget included a **one-time salary supplement of $1,000**. The FY 2024 budget funded a **2% COLA** for state personnel and salary increases for certain law enforcement officers.
  - The Amended FY 2022 budget included a **$5,000 pay adjustment for state employees** and was annualized in the FY 2023 budget.

STATE INVESTMENTS IN THE LAW ENFORCEMENT JOB FAMILY ARE IMPROVING RETENTION

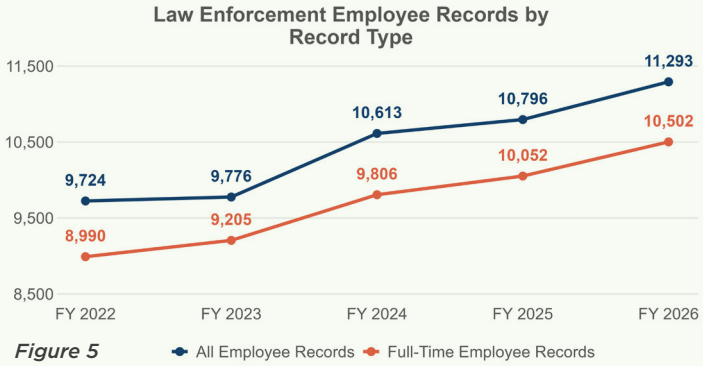


Figure 5

The turnover rate among full-time law enforcement employees has fallen **from 33.7% in FY 2022 to 20.5% in FY 2026**.

To further enhance retention, new legislation provides POST-certified law enforcement officers with a graduated employer 401(k) match, up to 15%, based on years of service, effective July 1, 2026.

To support improved employee recruitment and retention rates, the Governor and General Assembly provided several targeted salary adjustments for state law enforcement officers over the last four years. In both FY 2023 and FY 2024, the state approved a $2,000 salary adjustment for law enforcement officers, as well as a $3,000 salary enhancement for POST-certified officers in FY 2025. **As a result, the average salary for law enforcement has increased from $48,810 in FY 2022 to $60,762 in FY 2026.**

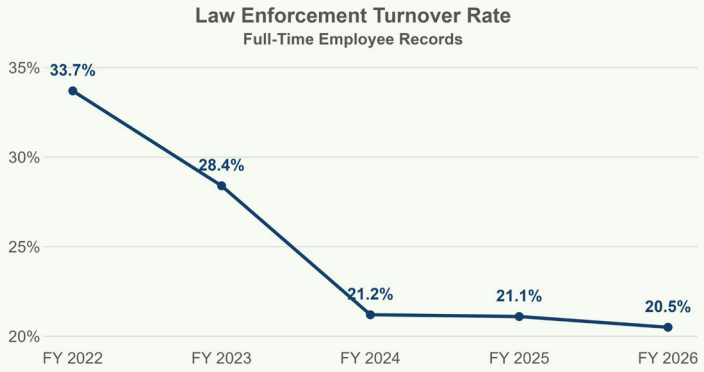


Figure 6

Retirement

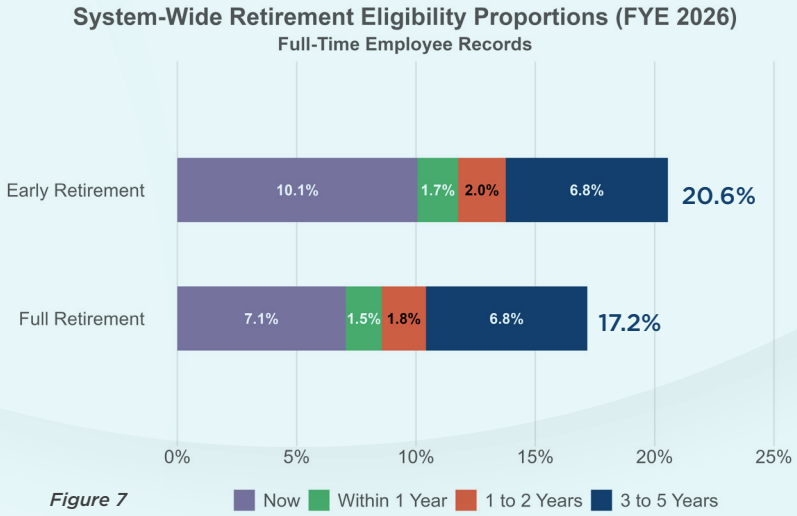


Figure 7

These numbers highlight the importance of succession planning: more than 20% of full-time employees system-wide are eligible for early retirement in the next five years. Succession planning will ensure the state is prepared for the future.

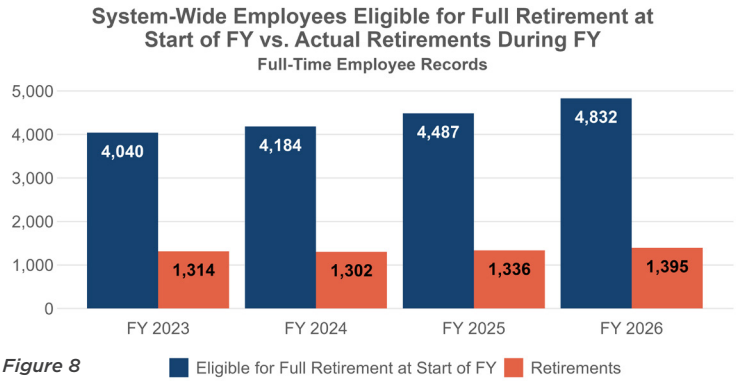


Figure 8

The retirement rate of eligible full-time employees **remained relatively stable over the last three years.** At the start of FY 2026, 4,832 full-time employees were eligible for full retirement, but by the end of the fiscal year, only 28.9% (1,395) retired.

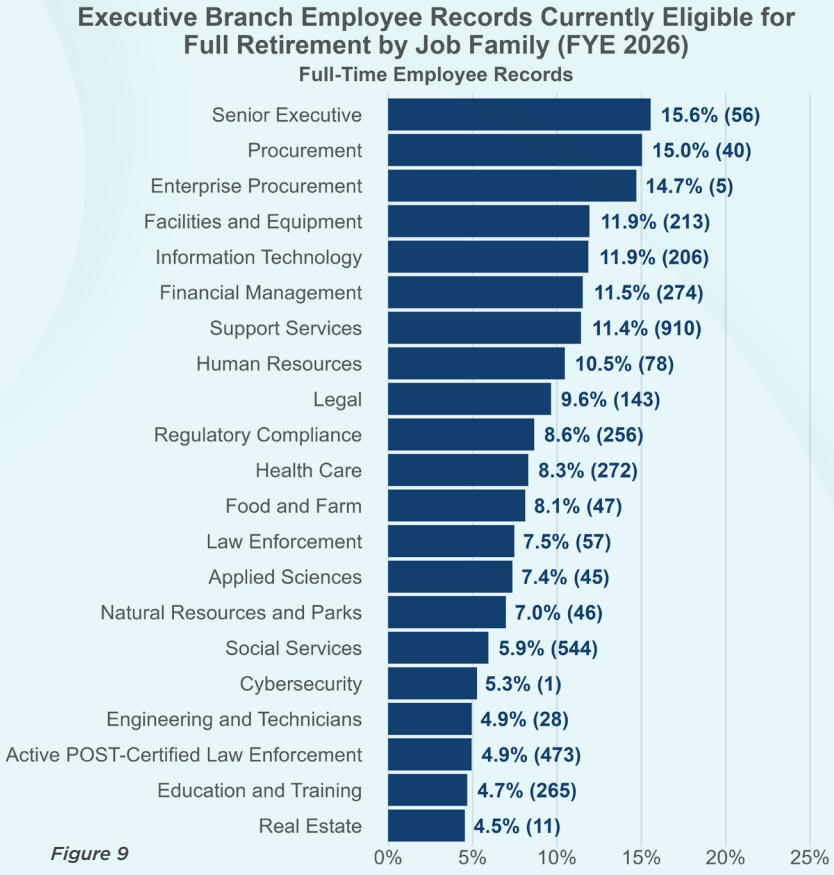


Figure 9

Retirements are likely to significantly affect the **senior executive, procurement, enterprise procurement, and facilities and equipment job families.** Agencies should consider focusing on succession planning strategies related to these jobs.

Note: The Transportation job family data is not included in this chart due to insufficient data.

Generational Shifts

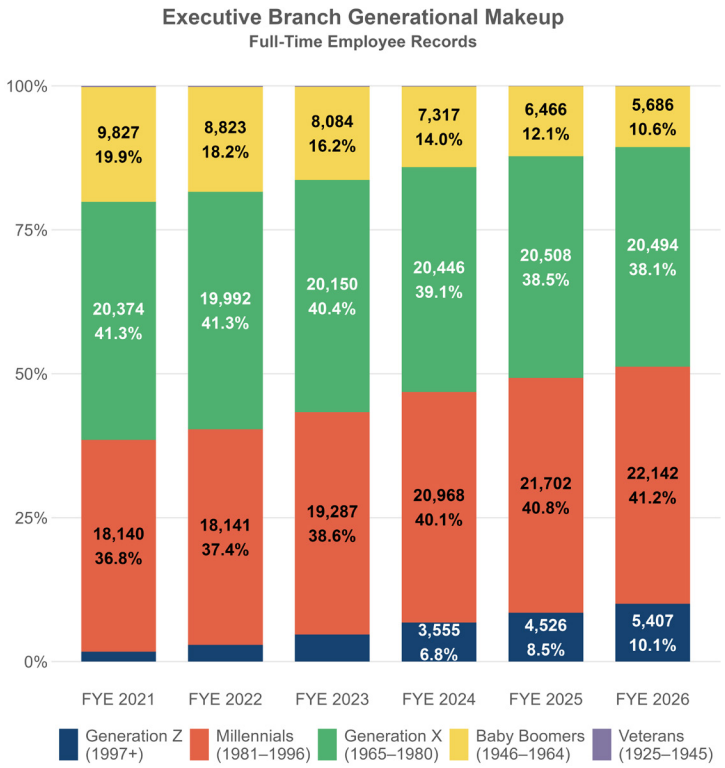


Figure 10

Millennials represented 41.2% (22,142) of state workforce, followed by Generation X with 38.1% (20,494) of employees in FY 2026. **The number of Millennials and Generation Z workers in the state workforce continued to increase.**

TO MAINTAIN A STABLE WORKFORCE, STATE AGENCIES WILL NEED TO FOCUS ON **RETAINING GEN Z WORKERS AND PREPARING FOR MORE BABY BOOMERS AND OLDER GEN X RETIREMENTS IN THE COMING YEARS.**



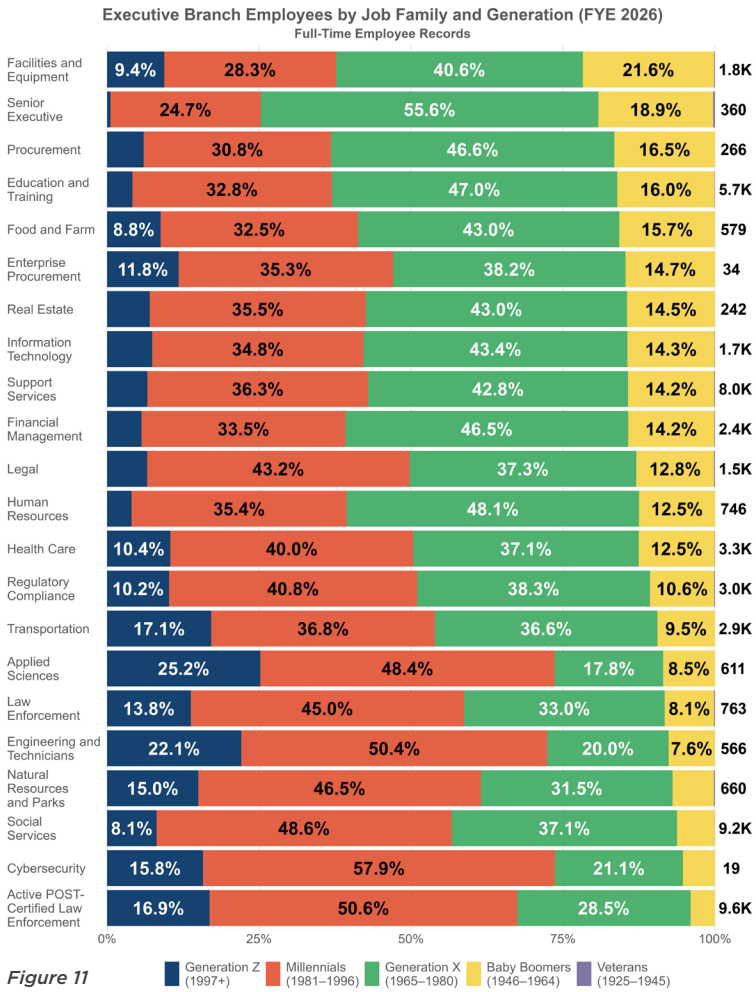


Figure 11

Job families with the largest number of **Baby Boomers** (shown in yellow) include facilities and equipment, senior executive, procurement, and education and training. Job families with the largest number of **Generation Z employees** (shown in blue) include applied sciences, engineering and technicians, transportation, and active, POST-certified law enforcement.

Note: Employees that did not have a job family on record and employees in the intern and auditing job families have been excluded for purposes of this analysis.

MEETING THE NEEDS OF **THE MODERN WORKFORCE**

GA@WORK: TRANSFORMING HR OPERATIONS

ENHANCED DATA CAPABILITIES: Beginning in FY 2027, the state launched GA@WORK, an updated enterprise resource planning system to replace one that was more than 20 years old. GA@WORK human capital management (HCM) brings all core HR functions under one system, from recruiting and hiring to compensation and benefits to talent management. With all functionalities housed in a single system, state human resources staff have continuous access to up-to-date information to assist with decision-making on critical topics such as succession planning. A primary focus of the Human Resources Administration (HRA) is to continue working with agency partners to increase the use of the functionality of GA@WORK and create more efficient human resources operations.

MODERNIZED EMPLOYEE EXPERIENCE: Expanded talent profiles represent a significant improvement for the employee experience in GA@WORK. Employees can customize their profiles with relevant skills, certifications, training, and interests. These profiles are designed to connect employees with opportunities for upward mobility within their agencies and across the enterprise. As the state continues to address retention challenges, individual career-path planning capabilities provide human resources staff with a useful tool to support employees within their agencies. Talent profiles give agency leaders a clearer picture of their workforce capabilities. They also inform training and skill development and help manage succession planning, a mutual benefit for employers and employees.

ABOUT DEPARTMENT OF ADMINISTRATIVE SERVICES

DOAS provides business solutions to state and local governments. DOAS' product and service offerings encompass a broad range of functions including purchasing, risk management, enterprise human resources, fleet support services, and surplus property.

The Human Resources Administration (HRA) Division provides enterprise leadership and support to executive branch agencies, their attached agencies, judicial entities and Community Service Boards, enabling effective talent management. Through education, training, and oversight of employment policies, practices, and compliance, HRA empowers human resources and business leaders to efficiently manage their workforce and minimize risks. Our guidance in compensation and benefits administration provides a framework to improve recruitment and retention of talent within state government.

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AN EVOLVING APPROACH TO TALENT

EXPANDING TALENT SOURCES

- **Team Georgia Careers supports state agencies through strategic outreach initiatives designed to:**
  - Attract top talent.
  - Expand awareness of employment opportunities.
  - Develop long-term workforce pipelines for the state of Georgia.
- **Outreach efforts connect Georgians of diverse educational and career paths with state employment opportunities.**
- **FY 2026 outreach included university, technical college, out-of-state, high school, and military career fairs and recruitment events.**

EXPERIENCE-BASED HIRING

- **DOAS is working with agencies to shift from traditional hiring methods focused on education and experience to methods focused on an applicant's abilities and competencies.**
- **The Reducing Barriers to State Employment Act of 2023 (Senate Bill 3) directed DOAS to assess state job descriptions and reduce four-year college degree requirements where practicable.**
- **In FY 2026, 52.1% of hires had an educational level below a bachelor's degree, up from 39.6% in FY 2024.**

UPSKILLING WORKFORCE

- **DOAS continues to cultivate internal talent through continuous learning and upskilling initiatives.**
- **Employee development efforts help ensure the workforce remains agile, competitive, and prepared to work with increasingly advanced technology, including generative artificial intelligence.**
- **GA@WORK Learning, the state's first enterprise learning management system, provides DOAS with a platform to partner with agencies in supporting professional development.**



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