STATE OF GEORGIA FISCAL YEAR **2026**

WORKFORCE REPORT



Georgia™

Department of Administrative Services

Acknowledgments

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Introduction

A strong and capable state government workforce is essential to delivering critical state services—including public safety, healthcare, food inspection, education, and transportation infrastructure—and supporting continued economic growth. To provide these and many other services, the state of Georgia employs more than 78,000 full-time and part-time employees. State employees work in occupations across more than 20 job families in over 100 state agencies and authorities.

The state focuses on attracting and retaining a skilled, talented workforce that can deliver high-quality services. Thus, positioning the state as a competitive employer is an important priority. To deliver superior services, the state must be responsive to technological advancements, generational transitions, and evolving skill requirements. The Human Resources Administration (HRA), a division of the Georgia Department of Administrative Services (DOAS), supports this goal by providing human resources business solutions, resources, and expertise that help agencies attract, select, develop, and retain a talented workforce. In Fiscal Year (FY) 2026, in partnership with the State Accounting Office, HRA implemented GA@WORK, a modern enterprise resource planning (ERP) system that supports human capital management (HCM), finance, and procurement.

HRA is pleased to present the State of Georgia FY 2026 Workforce Report, a comprehensive resource offering key insights into the state of Georgia's workforce and recommendations to continue attracting and retaining quality employees.

This report provides an in-depth analysis of employment trends across state government, including hiring, separations, and retirements. It also examines workforce data through multiple lenses—such as generational demographics, job families, and agency-level views—to help leaders and policymakers better understand and respond to the evolving workforce.

In addition to internal trends, the report highlights broader legislative and public workforce developments in Georgia and other states, offering context for strategic planning and policy development.

Designed to support the state's workforce planning and talent strategy, the report is a valuable tool for enhancing employee engagement, retention, and organizational resilience. This year's report also highlights legislative, budget, and policy changes implemented over the past several years that have contributed to improved recruitment and retention.

Employment Highlights

- The system-wide voluntary turnover rate is at its lowest level since at least FY 2013, down to 11.7% in FY 2026.
- The executive branch voluntary turnover rate for Generation Z dropped to 25.3%, down from a high of 76.4% in FY 2021.
- Following several cost-of-living adjustments (COLA), the median compensation for full-time executive branch employees has increased by $7,778, or 16.1%, since the close of FY 2022.

- More people are interested in working for the state. There was a 3% increase in applications submitted for job openings through Team Georgia Careers in FY 2026 (323,482) compared with FY 2025 (312,832), and the ratio of applicants to job postings increased from 20:1 in FY 2023 to 35:1 in FY 2026.
- Millennials represented 41.2% of the state's executive branch workforce, followed by Generation X, who comprised 38.1% of employees in FY 2026. The number of Millennials and Generation Z workers in the state workforce continues to increase.
- State employment levels and the number of retirements stabilized over the past three years.

DOAS Human Resources Administration Division

Programs and Scope of Services

The Department of Administrative Services (DOAS) leads the state government in five administrative program areas: human resources administration, fleet management, risk management, procurement, and surplus property. DOAS focuses on providing business services and solutions to empower our customers to improve organizational efficiency, workforce performance, and policy compliance.

The Human Resources Administration (HRA) Division serves as the state's enterprise human resources. 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 on compensation and benefits administration provides a framework that improves talent recruitment and retention within state government.

Our services include:

- Working with the State Personnel Board to establish uniform rules, policies, and practices in compliance with employment laws and regulations.
- Creating and maintaining a job classification and pay structure.
- Working with the Employee Benefit Plan Council to provide a range of benefit options, manage contracts, and facilitate enrollment for the Flexible Benefits Plan for state employees.
- Providing talent management consulting, including policy interpretation and practical tools to help entities minimize human resources compliance risks.
- Managing the State Charitable Contributions Program (GASCCP), Employee Discount Program, Employee Assistance Program (EAP), and Faithful Service Awards Program.

DOAS Workforce Strategies Initiative Retrospective

The state of Georgia's ability to deliver essential public services depends on talented, dedicated, and resilient state employees. In FY 2022, DOAS, in partnership with the University System of Georgia (USG), the Technical College System of Georgia (TCSG), the Georgia Department of Education, and with support from the Office of Planning and Budget, sponsored cross-agency teams to work on specific enterprise workforce strategies. After conducting comprehensive needs assessments and environmental scans, the Workforce Strategies Initiative (WSI) developed recommendations to address challenges related to recruitment, retention, personnel

development, succession planning, and operations within five priority workgroups. These workgroups include Procurement/Purchasing, Social/Human Services, Administration-Finance and Accounting, Public Safety/Law, and Cybersecurity/IT. The section below lists the common barriers identified across these five priority groups related to employee recruitment, development, and retention, along with programming and policy changes implemented over the last four years to address each challenge.

Findings	Programming/Policy Accomplishments
Declining number of qualified applicants due to barriers with application protocols and requirements	• Senate Bill 3, the Reducing Barriers to State Employment Act, passed in the 2023 legislative session, directed DOAS to assess state job descriptions and requirements and, as practicable, reduce the number of jobs for which a four-year college degree is required for employment. The bill allowed prospective employees to qualify through experience- or skill-based hiring rather than educational backgrounds. DOAS HRA reviewed 1,395 jobs and removed degree requirements for 796 jobs, or 57.1%. As a result of focusing on skills and abilities, the proportion of new full-time hires in the Executive Branch with the highest education level less than a bachelor's degree has increased from 39.6% in FY 2024 to 52.1% in FY 2026. • The number of applicants per job posting increased from 15 per posting in FY 2022 to 35 applicants per posting in FY 2026 in Team Georgia Careers.
Improve work-life balance and address occupational stress	• The state expanded paid parental leave effective July 1, 2024 (HB 1010) for full-time state employees from 120 hours (three weeks) to 240 hours (six weeks). During the 2026 legislative session, an additional 120 hours of paid maternal birth leave were approved. In FY 2026, the number of paid parental leave hours used by full-time employees totaled 143,915. • Signed in May 2024, the Ashley Wilson Act (HB 451) provides supplemental insurance and disability benefits for first responders diagnosed with PTSD resulting from exposure to line-of-duty traumatic events. A first responder may access the benefits quickly and confidentially without concern about stigma or job loss.
Lack of competitive compensation in comparison to equivalent private sector positions	• Providing competitive wages has been a priority for Governor Brian P. Kemp and the General Assembly. Governor Kemp recommended, and the General Assembly appropriated, a series of COLAs and one-time bonuses over the last several years. These include a permanent $5,000 statewide salary adjustment in FY 2023. This was followed by a $2,000 COLA in FY 2024 and a 4% COLA in FY 2025. Lastly, an additional $2,000 retention bonus was allocated in FY 2026.

- Since FYE 2022, the median compensation for full-time executive branch employees has increased by $7,778, or 16.1%. This has attracted new hires and increased retention rates over the last four years; since reaching its low point in FY 2022, system-wide full-time employee records have increased by 6,745 and stabilized at pre-COVID levels.

- In FY 2023, the employer match for members of the Georgia State Employees' Pension and Savings Plan (GSEPS) increased to a base match of 100% on the first 5% of employee contributions. Additionally, the maximum match was increased to 9%, earned in half-percent increments annually after five years of service with the state. Beginning in FY 2027, law enforcement officers who are Peace Officer Standards and Training (POST) certified and enrolled in GSEPS are eligible for a maximum employer match of 15% based on years of service.

- Targeted salary adjustments were funded to improve recruitment and retention in specific job families, including:
  - Child Protective Services employees received an additional $3,000 salary enhancement in FY 2025.
  - Public Safety/Law Enforcement employees received additional salary adjustments of $2,000 to $4,000 (totaling up to $6,000) in FY 2024 for supervision enforcement officers, criminal investigators, and troopers. POST-certified law enforcement officers were given recurring $3,000 salary enhancements in FY 2025.
  - The salary schedule for public defenders will be aligned with that for district attorneys, starting January 1, 2027.
  - In FY 2026, correctional officers and juvenile correctional officers received a targeted 4% salary adjustment.

Improve public perceptions about public sector careers, opportunities for career growth, and state employee benefits

- High School Career, Technical, and Agricultural Education (CTAE) Partnerships - DOAS HRA partnered with the Georgia Department of Education's (GaDOE) CTAE program to increase high school student awareness of potential public service career paths in areas such as computer science, governmental accounting, and public safety.

- College Career Center Partnerships - DOAS HRA is marketing the state as an employer of choice. In partnership with the University System of Georgia (USG) and Technical College System of Georgia (TCSG) career centers, DOAS HRA and state agency partners are holding state-exclusive events at institutions like Georgia State University, Georgia Southern, and Georgia Northwestern Technical College with targeted networking events that allow multiple agencies to market career paths and job opportunities collectively.

- Military Partnerships - DOAS HRA initiated a new collaboration with the Department of Defense and the Transition Assistance Program (TAP) to target transitioning service members. This partnership helps state agencies recruit members of the military transitioning to the civilian workforce and leverages the experiential technical and leadership knowledge of military personnel.

- Internship Pipelines - DOAS developed an internship toolkit and a centralized repository via Team Georgia Careers to help convert academic experiential learning into a viable recruitment pathway. The number of reported interns working in state agencies has grown steadily over the past three years.

- Embedded Degree Pathways - The state partnered with the University of West Georgia and Georgia Military College to pilot programs that embed Georgia POST certification into associate and bachelor's degree programs.

- Unified State Branding - One of the recommendations of the Workforce Strategies Initiative (WSI) was to design a statewide employer brand strategy. The campaign produced a suite of professionally developed creative assets, including four flyers and twenty graphics optimized for social media sites. To extend the value and reach of these campaign assets, they will be made available to Georgia state agencies as a flexible, customizable resource for their individual recruitment efforts. This approach enables agencies to leverage proven campaign materials while tailoring content to their specific workforce needs, audiences, and hiring priorities.

- Recruitment Video Production - Through the creation of "day-in-the-life" recruitment marketing videos, state departments are communicating the diverse range of career opportunities available across the public sector. These workplace videos provide a consistent narrative across the priority workgroup families. They also highlight the role of a public servant in the community by featuring testimonials from current staff and showcasing the tangible impact of their work on fellow Georgians. A link to videos is available via the QR code or the DOAS website.

Limited opportunities for career growth and professional development	• Partnerships with Academic Institutions - The state launched micro-credentialing and credit-based professional development programs in partnership with the TCSG and the Georgia Technology Authority. This allows current employees to gain specialized certifications. • Career development tools are part of the new state HR system, GA@WORK. These tools are designed to support long-term employee engagement by providing employees with clear, enterprise-level visibility into potential career paths, allowing them to visualize advancement steps across different agencies. Additionally, the system establishes the use of individual development plans, promoting ongoing feedback and a coaching-based supervisory model.

Across all five workforce strategy workgroups, 24 recommendations related to improvements were incorporated or implemented as part of the new GA@WORK system. They include:

- Standardizing jobs and internships,
- Reviewing minimum qualifications,
- Promoting the state's job board,
- Sharing candidates across agencies,
- Highlighting career ladders,
- Improving reference checks, onboarding, and performance management tools,
- Creating an exit interview process, and
- Sharing a state learning portal.

GA@WORK Implementation and the Impact on HR Operations

The implementation of GA@WORK represents a significant milestone in the state of Georgia's modernization of human capital management, learning, talent acquisition, and workforce development. GA@WORK strengthens workforce capabilities, expands access to learning and development, enhances the recruitment and employee experience, and provides employees and leaders with tools and resources to support organizational effectiveness and long-term strategic workforce planning.

- New Learning Management System (LMS) - GA@WORK provides a centralized LMS that gives employees a single platform to access and manage their learning opportunities. The LMS supports eLearning, instructor-led training, role-based learning programs, certification tracking, course registration, and completion tracking.

- LMS Engagement Builder - GA@WORK leverages LMS Engagement Builder to provide a targeted approach to promoting learning opportunities. The functionality allows relevant learning information and resources to reach specific employee populations, increasing awareness, engagement, and participation.

- Strengthened Workforce Knowledge and Capability - GA@WORK provides employees, managers, and HR professionals with standardized training, tools, and resources that

strengthen their understanding of business processes and increase their ability to successfully perform their responsibilities.

- Enhanced Recruiting and Onboarding - GA@WORK provides a more integrated and streamlined approach to recruiting and onboarding, supporting the hiring process from job requisition and candidate management through Ready for Hire and onboarding. The system provides recruiters and hiring teams with greater visibility into the recruiting process, supports more consistent hiring practices, and reduces reliance on disconnected or manual processes. This integrated approach helps agencies manage candidates more efficiently and supports a more consistent transition from candidate to employee.

- GA@WORK Talent Management Program - The addition of Talent Management expands GA@WORK capabilities and provides an integrated approach to employee performance, development, goal setting, and talent. The program strengthens the connection between individual performance, professional development, and organizational priorities while providing leaders with tools to support and develop their workforce.

- Workforce and Succession Planning - GA@WORK strengthens the state's foundation for identifying, developing, and preparing talent for future opportunities. By connecting recruiting, onboarding, learning, performance, employee development, and talent management, GA@WORK supports the full employee lifecycle—from attracting and onboarding talent to developing employees and preparing future leaders. This integrated approach strengthens talent pipelines, supports knowledge continuity, and advances long-term succession planning.

- Process Consistency and Operational Effectiveness - Standardized statewide HCM business processes, targeted GA@WORK training, and ongoing support help agencies improve transaction accuracy, reduce process inconsistencies, and strengthen operational effectiveness.

Collectively, these accomplishments position GA@WORK as a comprehensive workforce management and development platform for the state of Georgia. By integrating recruiting, onboarding, human capital management, learning, performance, and talent management, GA@WORK strengthens the employee lifecycle, increases workforce knowledge, supports professional development, equips leaders with enhanced workforce tools, and helps build a skilled, prepared, and sustainable workforce to meet the state's current and future needs.

Georgia 2026 Legislative Highlights

Georgia is fortunate to be a growing state with a vibrant economy. The state's strong economy means Georgians have a variety of employment options. In 2026, the state of Georgia advanced several key initiatives to strengthen its public workforce.

- Compensation: Governor Kemp and the General Assembly continued a multiyear effort to make strategic investments to bolster employee retention efforts in FY 2026 by approving a one-time salary supplement of $2,000 for full-time, eligible state employees and educators.

- Maternal Birth Leave: Building upon the parental leave expansion to six weeks passed in FY 2024, the state approved an additional 120 hours of paid maternal birth leave for eligible state employees.

- Sick Leave: To increase the flexibility of public-sector worker benefits, the Georgia General Assembly passed SB 148, which increases the number of days a public-school educator may use for sick leave from three to five days. In a similar effort, HB 1096 allows certain county Board of Health employees who move directly to the state Department of Public Health to retain accrued annual and sick leave and preserve seniority for graduated leave accrual.

- Retirement Enhancements: Effective July 1, 2026, SB 452 has increased employer contributions to eligible law enforcement officers' retirement plans, raising the potential employer match from 9% to 15% of compensation. This legislation recognizes the service of public safety personnel and is expected to strengthen their long-term retirement security, while helping agencies address staffing shortages and retain employees with long-term institutional knowledge.

Government Employer Trends

Legislative Trends – Southeastern States

Like Georgia, many states are enacting policy changes to improve their ability to recruit and retain state employees. Legislation passed in other Southeastern states has focused on enhancing health, wellness, and financial benefits offered to their government workforces. Legislative trends enacted in the Southeast in 2026 include:

- Mental Health Support: Several states, including Georgia, enacted legislation related to public safety employees and post-traumatic stress disorder (PTSD). For example, North Carolina passed legislation for first responders with PTSD that will allow them to access workers' compensation benefits without accompanying physical injury. Florida has had such a law since 2018. Tennessee and South Carolina have similar laws or pending legislation.

- Paid Leave: Mississippi enhanced parental leave programs for state employees, allowing 240 hours of paid leave at 100% of regular pay. Tennessee implemented legislation effective January 1, 2026, to allow full-time employees up to six weeks of paid leave for end-of-life care for immediate family members, including spouses, children, parents, or grandchildren.

- Pay Transparency: Sixteen states adopted pay transparency laws. Virginia enacted a law effective July 1, 2026, requiring public employers to include a good-faith salary range in job postings.

- Public Safety Pay: Kentucky codified new firefighter schedules, including a 48-hour on-duty and 96-hour off-duty mandate that prioritizes work-life balance and employee mental health.

State and Local Government Workforce Trends

The 2026 State and Local Government Workforce Survey, conducted by MissionSquare[1], revealed interesting findings. There were 606 respondents to the survey, representing 77% from local governments, 15% from state governments, and 9% from special districts.

- 44% of employers reported an increase in their total workforce, with another 29% indicating no changes from the previous year.
- Applicant pools are improving. In 2025, 31% of employers reported reopening recruitment due to an insufficient number of applicants. Comparatively, in 2023, 52% of recruitments were reopened due to an insufficient applicant pool.
- Although applicant pools are improving, time to hire (the number of days between a candidate applying for a job and that same candidate accepting a job offer) is still a challenge for some employers. Most respondents (70%) reported that time-to-hire has not changed or decreased, while 30% noted an increase in time-to-hire.
- Retirement continues to affect employers – 59% of respondents feel that the largest wave of retirees is happening now or within the next few years. For the third year in a row, over 50% of employees report feeling better financially prepared for retirement.
- The impacts of artificial intelligence (AI) in state and local governments are not yet evident in survey responses. Only 3% of respondents reported that AI led to positions being eliminated or remaining vacant.
- Like the state of Georgia, other government employers are revising job requirements based on skills. In the 2025 MissionSquare survey, 18% of respondents had dropped degree requirements, and 43% of employers said they updated their job specifications for minimum experience, knowledge, skills, and licensing.
- In a national poll conducted by Gallup in November 2025, among employees with remote-capable jobs, 52% worked a hybrid schedule, while 26% were exclusively remote and 21% worked on-site only.[2]

About the State and Local Government Workforce Survey:

The survey began in 2009 and is conducted by MissionSquare Research Institute, the National Association of State Personnel Executives (NASPE), and the Public Sector HR Association (PSHRA). The survey was conducted from February 9 to March 20, 2026.

The 2026 survey results reflect a changing landscape for state and local government workforces. While recruitment efforts have shown measurable improvement, particularly through the removal of degree requirements and targeted outreach to younger generations, challenges remain—especially in the hiring process. Workplace flexibility and benefits continue to be important to the public sector workforce.

[1] Source: State Local Workforce Survey 2026 by MissionSquare

[2] Global Indicator: Hybrid Work, Gallup, November 2025.

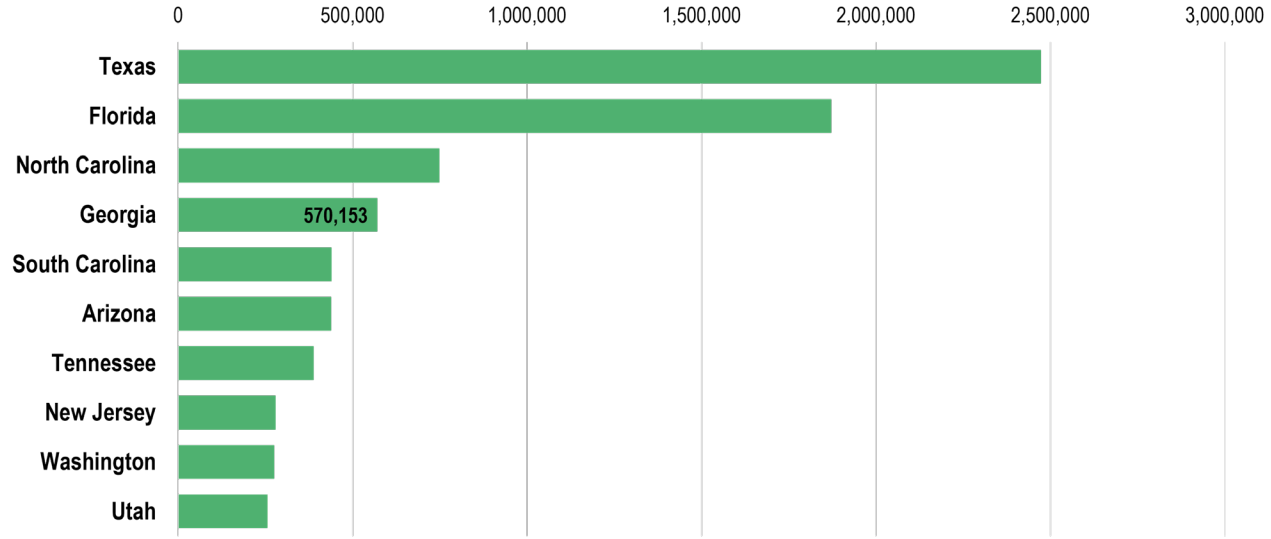
Georgia Labor Market Trends

The state of Georgia is one of many employers competing for talent across the state. The following section provides macro trends and labor market insights to support future state workforce planning.

Georgia has experienced record economic development success over the past decade, which in turn has supported a strong labor market. While the short-term labor market and its impacts on the mid-term labor market remain unclear, many long-term demographic and labor market trends will be important regardless of short- to mid-term changes. This section focuses primarily on long-term trends, such as Georgia's growth and aging population, labor force participation rates, and educational enrollment. The section will conclude with up-to-date data on growth in specific occupational areas.

According to the 2025 Census, the U.S. population grew by 10.3 million between 2020 and 2025, from 331.5 million to 341.8 million. Over the same time period, Georgia's population increased from 10.7 million to 11.3 million, an increase of over 570,000, or 4.2%. This growth has placed Georgia in the top five states for numerical growth since 2020. This pace is on par with the previous decade, when Georgia's population grew by just over a million. Rapid growth in the first half of this decade is primarily concentrated in the South, as shown in Figure 1 below.

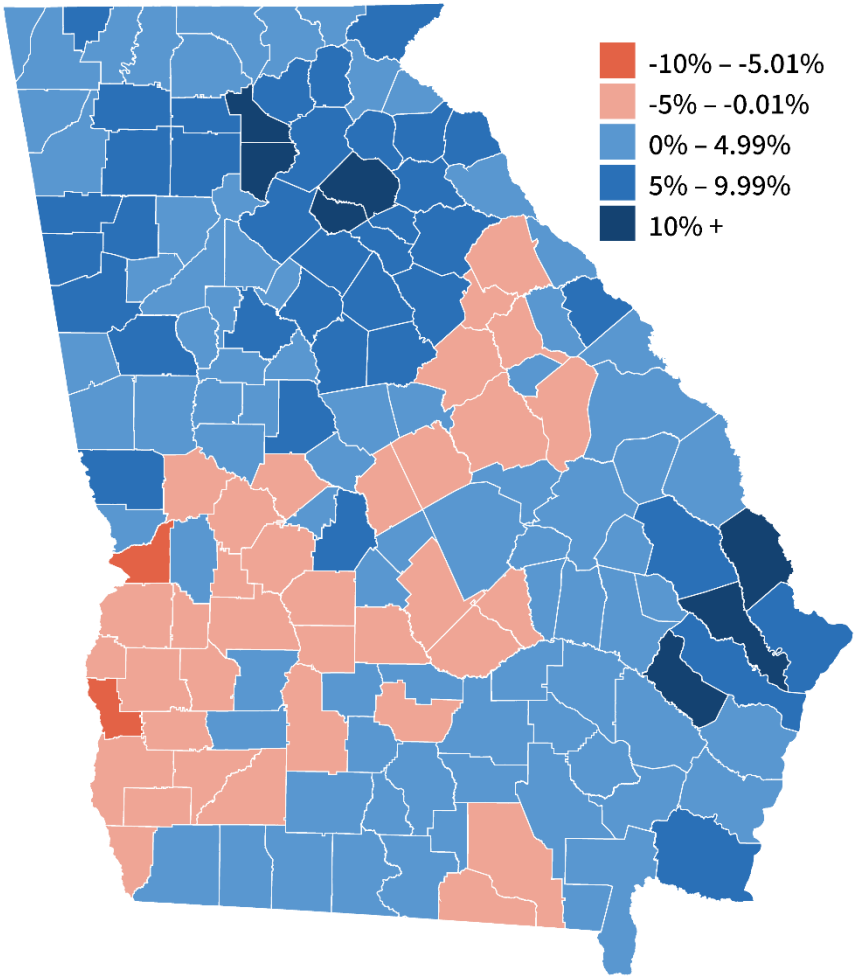
Figure 1: Top Growing States in U.S., 2020-2025



Source: US Census Bureau

While historical trends show growth in Georgia, and projections of the state's population in 2030 suggest continued growth, Figure 2 shows where that growth is expected to occur. The latest Georgia population projection series forecasts that 39 counties will lose population over the next five years and only seven counties will grow by more than 10%. Historically, much of that population growth has been concentrated in urban core counties, but data for 2025 to 2030 show that most growth will occur in exurban areas just beyond traditional metropolitan areas, particularly north of metro Atlanta and Athens and outside of Savannah. With the exception of the coastal region, much of south Georgia's population is expected to remain steady or grow slightly. Most of the 39 communities projected to see population decline in the next half-decade follow a diagonal line from far southwest Georgia through middle Georgia and outside the Augusta metro area, as shown in Figure 2.

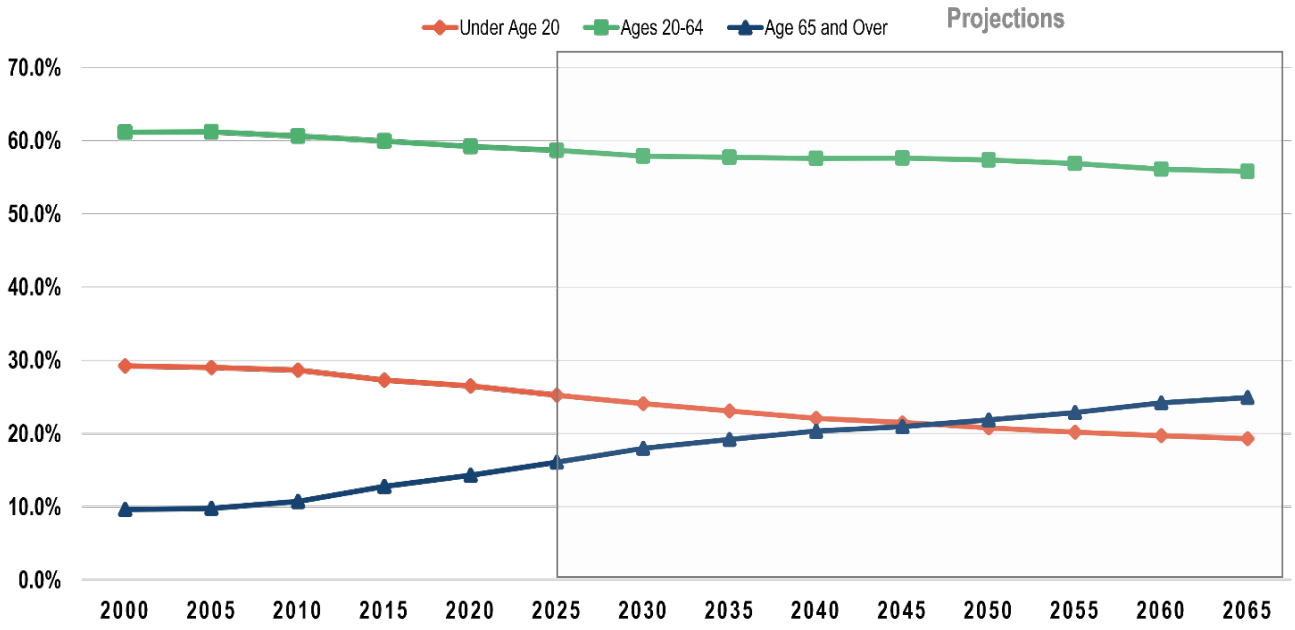
Figure 2: Projected Percent Change in Georgia Population, 2025-2030



Source: US Census Bureau; Governor's Office of Planning and Budget 2026 Population Projections

Beyond continued geographic shifts in population distribution, changes in Georgia's age distribution will have numerous implications across all sectors. As shown in Figure 3, the share of Georgians 65 and older has grown significantly since 2000. By 2045, that share will surpass those who are aged 20 and under. With a larger share of the population over 65, the labor force will begin to shrink, increasing the need and demand for healthcare and social services. State and local policy cannot dramatically reverse demographic trends, but policymakers can consider the implications of this trend across all generations.

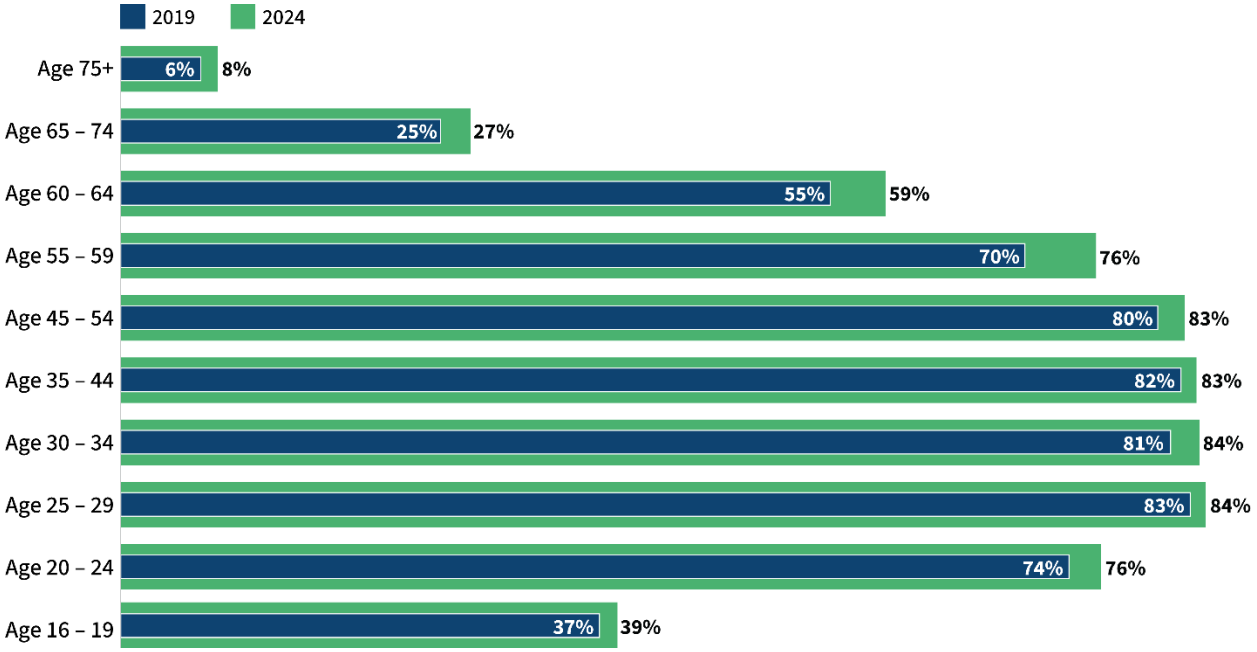
Figure 3: Projected Share of Population by Age in Georgia, 2000-2065



Source: US Census Bureau; Governor's Office of Planning and Budget 2026 Population Projections

The declining labor force participation rate is another significant trend. Pre-pandemic, the labor force participation rate for Georgians aged 16 and older was 63.0%. In 2026, that rate dipped below 61.0%. A closer look at labor force participation by age suggests that an aging population accounts for this drop. Labor force participation rates (LFPR) are up for prime working-age adults (ages 25-64), as shown in Figure 4. For this group, the labor force participation rate is 79.6% in 2026. LFPR is also up for those aged 65 to 74 and over 75, but at a much lower level. Older individuals retiring can leave gaps in leadership and institutional knowledge, leading organizations to consider creative ways to continue to engage these individuals. Additionally, many professionals in this group may seek to continue working in some capacity as recruitment costs increase.

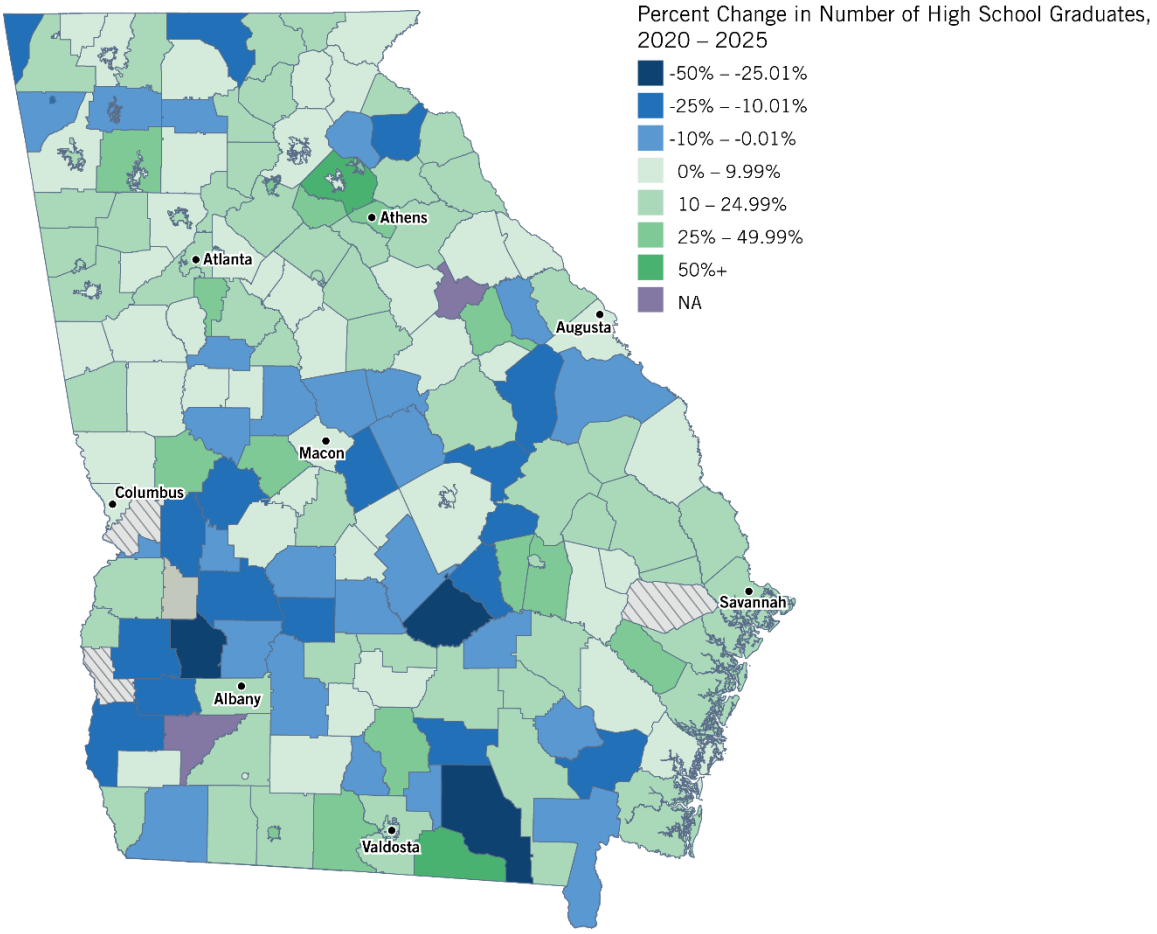
Figure 4: Labor Force Participation by Age in Georgia, 2019-2024



Source: US Census Bureau. ACS 1-year Estimates (2019, 2024).

The state's changing demographics also affect school enrollment and the number of high school graduates. According to the Western Interstate Commission for Higher Education (WICHE), the number of high school graduates was projected to peak in 2025 at 134,031. Although initial declines in K-12 enrollment will be seen first in kindergarten enrollment, long-term trends will also lead to fewer high school graduates. The number of public high school graduates has increased by 12%, or 12,600 students, between 2020 and 2025. As Figure 5 shows, the increase has not been evenly distributed across the state. About one-quarter of all school districts saw a decline in the number of high school graduates between 2020 and 2025.

Figure 5: Change in the Number of High School Graduates by District, 2020-2025



Source: Institute of Government Analysis of Georgia Department of Education Graduation Data

Note: Data are not available for all Georgia districts. Three districts had too few students to report graduation data, and one district does not operate a high school. Additionally, the Department of Defense Education Activity does not operate high schools at Fort Benning or Fort Stewart.

As the share of Georgians age 65 and older continues to grow, several key industries and occupational groups are projected to experience significant growth to meet the needs of shifting demographics. While nearly all occupational groups are expected to see growth in Georgia between 2024 and 2034, the fastest-growing (over 10%) is strongly tied to healthcare and social services. Other key areas of projected growth include computer occupations, driven by advancements in AI and automation, and transportation occupations. The transportation occupational group has always been strong in Georgia due to logistical hubs and infrastructure across the state, such as the Atlanta airport, ports, and numerous interstates connecting Georgia with much of the rest of the country. These fast-growing occupational groups also align with Georgia's target industries and the high-demand career lists developed in 2024 as part of the Top State for Talent initiative.

Table 1: Fastest Projected Growth Occupational Groups in Georgia, 2024-2034

Occupation Group	2024 Employment	2034 Projected Employment	Total 2024-2034 Change	% Change	Labor Force Exits	Occupational Transfers	Annual Openings
Health Care Support	156,120	184,160	28,040	18.0%	11,300	11,990	26,110
Health Care Practitioners and Technical	296,610	340,460	43,850	14.8%	9,160	7,980	21,540
Computer and Mathematical	148,630	165,800	17,170	11.6%	3,310	5,100	10,110
Food Preparation and Service Related	433,090	482,730	49,640	11.5%	38,370	47,800	91,140
Community and Social Service	72,250	80,040	7,790	10.8%	3,150	3,780	7,690
Transportation and Material Moving	519,690	571,740	52,050	10.0%	28,270	37,890	71,370
Management	391,110	430,240	39,130	10.0%	12,410	19,340	35,660

Source: Georgia Department of Labor Occupational Outlooks.

Competition for state employees will remain especially strong in areas related to healthcare and support services as service demands rise with an aging population. Succession planning and filling management and senior leadership roles continue to be priorities in both the general labor market and state government.

Recommendations

Based on the FY 2026 workforce data and emerging trends, DOAS offers the following recommendations to strengthen recruitment, retention, and workforce readiness across state government:

1. Expand Talent Sources

- Continue to broaden recruitment strategies by targeting underrepresented populations, diverse geographic regions, and innovative outreach channels.
- Build on the 50+ partnerships established in FY 2025 with the military, K-12 schools, technical colleges, and other higher education institutions to increase awareness of public-sector careers.
- Leverage the growing applicant-to-job ratio (35:1 in FY 2026, up from 20:1 in FY 2023) to further enhance candidate quality and hiring selectivity.

2. Strengthen Employer Branding

- Expand enterprise branding campaigns, including social media projects and employee-focused videos, to showcase the value of a career in state government.
- Highlight the state's purpose-driven mission, flexible work options, and opportunities for career growth to remain competitive in a dynamic labor market.

3. Enhance Talent Pipelines

- Scale up internship programs to create a robust entry point for future employees. With intern levels of 321 in FY 2025 and 351 in FY 2026, additional efforts should focus on converting interns to permanent hires.
- Strengthen partnerships with middle and high schools as well as college career centers to attract younger candidates, particularly Generation Z, which represented 30.3% of all executive branch hires in FY 2026.

4. Invest in Succession Planning and Leadership Development

- Accelerate leadership readiness among Generation Z and Millennial employees to prepare them for critical roles as retirements increase.
- Leverage the new GA@WORK learning management system and succession planning tools and implement structured knowledge transfer processes to capture the expertise of Baby Boomers and late-career Generation X employees before departure.
- Expand frontline manager development programs, given their outsized role in employee engagement and retention.

5. Support Career Growth and Employee Engagement

- Implement career pathways and mentoring programs to help employees visualize long-term growth opportunities.
- Use the new GA@WORK enterprise resource planning system to provide transparent career progression tools, skills tracking, and individualized development plans.

6. Upskill the Workforce for the Future

- Prioritize continuous learning programs that prepare employees to work with emerging technologies, including generative AI and advanced analytics.
- Align upskilling initiatives with GA@WORK implementation to build organizational agility and workforce competitiveness.

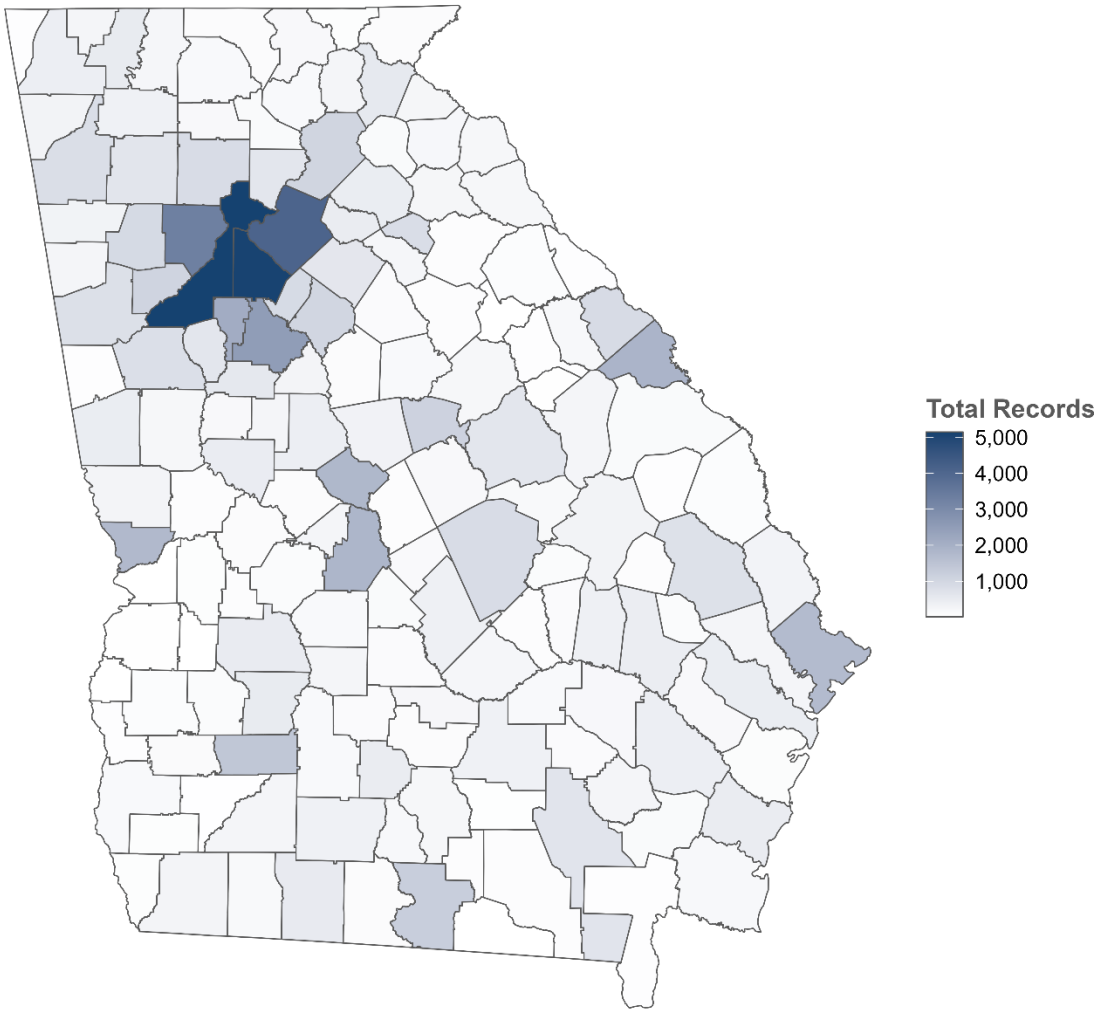
7. Promote Skills-Based and Experience-Based Hiring

- Continue reducing unnecessary degree requirements in alignment with the Reducing Barriers to State Employment Act of 2023 (Senate Bill 3).
- Expand assessment methods that focus on competencies, abilities, and potential to ensure equitable access to state employment opportunities.

State Employees by County

Georgia's state workforce is distributed across counties statewide, with the greatest concentrations found in Fulton, DeKalb, Gwinnett, Clayton, and Henry counties. While the workforce is concentrated in these areas, state employees are in every county in Georgia. The broad statewide presence of state employees is an important factor to consider in future workforce planning.

Figure 6: System-Wide Employee Records by County, FYE 2026



Source: State Employment Data

Table 2: System-Wide Employee Records by County, FYE 2026

FIPS*	County	All Employee Records	Full-Time Employee Records
13001	Appling	204	192
13003	Atkinson	55	48
13005	Bacon	134	128
13007	Baker	34	29
13009	Baldwin	1,125	996
13011	Banks	143	118
13013	Barrow	492	372
13015	Bartow	659	571
13017	Ben Hill	228	167
13019	Berrien	210	196
13021	Bibb	1,813	1,552
13023	Bleckley	162	146
13025	Brantley	141	125
13027	Brooks	108	95
13029	Bryan	255	199
13031	Bulloch	771	626
13033	Burke	152	128
13035	Butts	286	246
13037	Calhoun	139	120
13039	Camden	190	155
13043	Candler	83	63
13045	Carroll	797	620
13047	Catoosa	261	214
13049	Charlton	60	50
13051	Chatham	1,715	1,398
13053	Chattahoochee	20	18
13055	Chattooga	313	265
13057	Cherokee	886	721
13059	Clarke	854	673
13061	Clay	60	41
13063	Clayton	2,104	1,930
13065	Clinch	94	81
13067	Cobb	3,318	2,652
13069	Coffee	371	329
13071	Colquitt	362	326
13073	Columbia	916	766
13075	Cook	189	168
13077	Coweta	812	702
13079	Crawford	113	95
13081	Crisp	270	239
13083	Dade	70	51
13085	Dawson	141	113

Table 2 (cont.): System-Wide Employee Records by County, FYE 2026

FIPS	County	All Employee Records	Full-Time Employee Records
13087	Decatur	286	258
13089	DeKalb	5,088	4,461
13091	Dodge	392	342
13093	Dooly	167	141
13095	Dougherty	1,414	1,168
13097	Douglas	1,082	940
13099	Early	163	139
13101	Echols	22	22
13103	Effingham	303	251
13105	Elbert	209	154
13107	Emanuel	316	278
13109	Evans	121	101
13111	Fannin	117	95
13113	Fayette	634	526
13115	Floyd	834	717
13117	Forsyth	634	465
13119	Franklin	207	159
13121	Fulton	5,134	4,398
13123	Gilmer	172	147
13125	Glascock	41	37
13127	Glynn	491	413
13129	Gordon	366	316
13131	Grady	177	153
13133	Greene	92	76
13135	Gwinnett	4,097	3,308
13137	Habersham	565	433
13139	Hall	1,072	811
13141	Hancock	220	189
13143	Haralson	268	220
13145	Harris	280	215
13147	Hart	219	179
13149	Heard	57	44
13151	Henry	2,525	2,242
13153	Houston	1,846	1,543
13155	Irwin	115	103
13157	Jackson	474	379
13159	Jasper	114	92
13161	Jeff Davis	163	148
13163	Jefferson	266	236
13165	Jenkins	63	42
13167	Johnson	175	142

Table 2 (cont.): System-Wide Employee Records by County, FYE 2026

FIPS	County	All Employee Records	Full-Time Employee Records
13169	Jones	335	278
13171	Lamar	267	234
13173	Lanier	83	76
13175	Laurens	886	756
13177	Lee	523	425
13179	Liberty	472	405
13181	Lincoln	68	48
13183	Long	184	160
13185	Lowndes	1,236	1,074
13187	Lumpkin	171	147
13193	Macon	121	103
13195	Madison	244	193
13197	Marion	79	66
13189	McDuffie	191	164
13191	McIntosh	105	94
13199	Meriwether	215	183
13201	Miller	79	67
13205	Mitchell	257	220
13207	Monroe	442	379
13209	Montgomery	132	113
13211	Morgan	133	110
13213	Murray	237	199
13215	Muscogee	1,770	1,530
13217	Newton	1,040	933
13219	Oconee	233	183
13221	Oglethorpe	89	71
13223	Paulding	940	805
13225	Peach	270	205
13227	Pickens	181	152
13229	Pierce	268	234
13231	Pike	184	153
13233	Polk	318	284
13235	Pulaski	143	128
13237	Putnam	164	135
13239	Quitman	22	13
13241	Rabun	115	81
13243	Randolph	100	80
13245	Richmond	1,895	1,641
13247	Rockdale	919	814
13249	Schley	83	74
13251	Screven	97	83
13253	Seminole	79	66

Table 2 (cont.): System-Wide Employee Records by County, FYE 2026

FIPS	County	All Employee Records	Full-Time Employee Records
13255	Spalding	584	508
13257	Stephens	247	203
13259	Stewart	48	33
13261	Sumter	501	429
13263	Talbot	94	78
13265	Taliaferro	23	15
13267	Tattnall	451	392
13269	Taylor	114	107
13271	Telfair	236	209
13273	Terrell	128	113
13275	Thomas	530	471
13277	Tift	490	435
13279	Toombs	387	328
13281	Towns	78	68
13283	Treutlen	129	118
13285	Troup	473	403
13287	Turner	130	111
13289	Twiggs	88	81
13291	Union	180	142
13293	Upson	477	438
13295	Walker	445	375
13297	Walton	624	518
13299	Ware	680	579
13301	Warren	58	51
13303	Washington	628	517
13305	Wayne	430	389
13307	Webster	28	25
13309	Wheeler	96	90
13311	White	256	203
13313	Whitfield	521	451
13315	Wilcox	134	117
13317	Wilkes	102	93
13319	Wilkinson	184	165
13321	Worth	166	144
00000	Out of State/Unidentified	1,633	1,127
Totals		**78,834**	**66,492**

*FIPS code stands for Federal Information Processing Standard and is used by federal agencies to identify a state (first two digits) and its counties (last 3 digits).

EMPLOYEE RECORDS OVERVIEW—SYSTEM-WIDE

This section is based on non-terminated employees from all entities using the TeamWorks HCM system as of the Fiscal Year End (FYE) on June 30, 2026.



"I choose to continue my career with the state of Georgia because I can use my expertise to help identify the deceased and provide families with a better understanding of what happened to their loved one. It's important work, and I'm proud to be a part of it."

Dr. Brittany Walter
Georgia Bureau of Investigation
Forensic Anthropologist

Brittany examines fragmentary and burned skeletal remains as part of an anthropological analysis.

System-wide current employee records remained steady in FYE 2026. The number of full-time employee records continues to rise, with a 1.1% increase since FYE 2024. Full-time employee records increased from 65,780 in FYE 2025 to 66,492 in FYE 2026.

Table 3: System-Wide Employee Records and Percentage Change, FYE 2026

System-Wide Item	FYE 2026	Change from FYE 2025	Change from FYE 2008 Peak
Current Employee Records	78,834	0.6%	-22.1%
Full-Time Employee Records	66,492	1.1%	-20.3%

The system-wide turnover rate declined for the fourth consecutive year from the recent high in FY 2022 of 25.3%. In FY 2026, the system-wide turnover rate was 16.9%.

Figure 7: System-Wide Full-Time Employee Turnover Rate, FY 2021–FY 2026

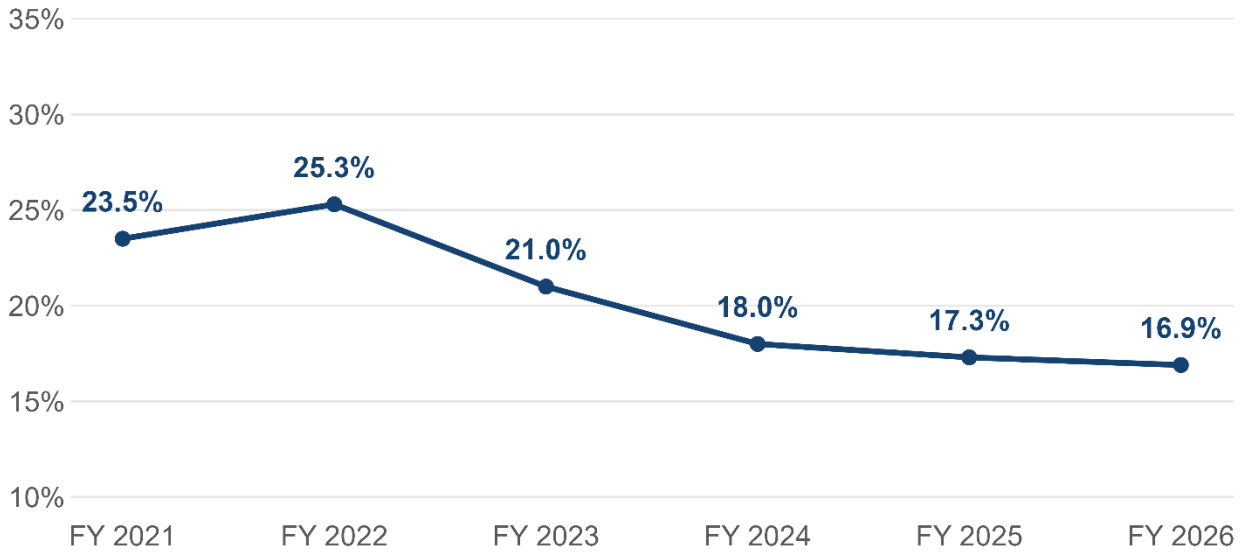


Table 4: System-Wide Employee Records and Characteristics, FYE 2021–FYE 2026

	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026
Current Employee Records						
	75,820	74,535	70,114	78,421	78,335	78,834
Current Employee Records by Record Types						
Full-Time Employee Records	60,460	59,747	61,864	65,066	65,780	66,492
Remaining Records	15,360	14,788	8,250	13,355	12,555	12,342
Current Employee Records by Classification						
Unclassified	74,550	73,496	69,185	77,531	77,665	78,347
Classified	1,270	1,039	929	890	670	487
Current Employee Records by Gender						
Female	49,304	48,367	46,393	51,985	52,010	52,509
Male	26,299	25,877	23,505	26,217	26,138	26,282
Current Employee Records by Ethnicity						
Black	35,095	34,261	33,935	37,813	38,218	38,858
White	34,615	33,921	31,496	34,775	34,173	33,668
Hispanic	2,065	2,105	2,054	2,526	2,701	2,796
Non-Specified	2,276	2,516	1,027	1,563	1,441	1,634
Asian	1,389	1,369	1,305	1,469	1,530	1,606
American Indian/Native American	198	191	167	149	151	161
Native Hawaiian/Pacific Islander	182	172	130	126	121	111
Current Employee Records and Age						
Average Age	45.0	45.4	45.7	46.0	46.2	46.3
Median Age	45.0	46.0	46.0	46.0	47.0	46.5
Current Employee Records and Tenure						
Average Tenure	7.4	7.4	8.1	7.6	7.7	7.7
Median Tenure	4.0	4.0	5.0	5.0	4.0	4.0

In FYE 2026, the number of Millennials in the state government workforce continued to grow and represented the largest share (40.9%) of the workforce. The number of Generation Z employees has also continued to grow. Generation Z, currently aged 14 to 29, is just starting to enter the full-time workforce.

Figure 8: System-Wide Employee Records by Generation, FYE 2021–FYE 2026 (Full-Time Employee Records)

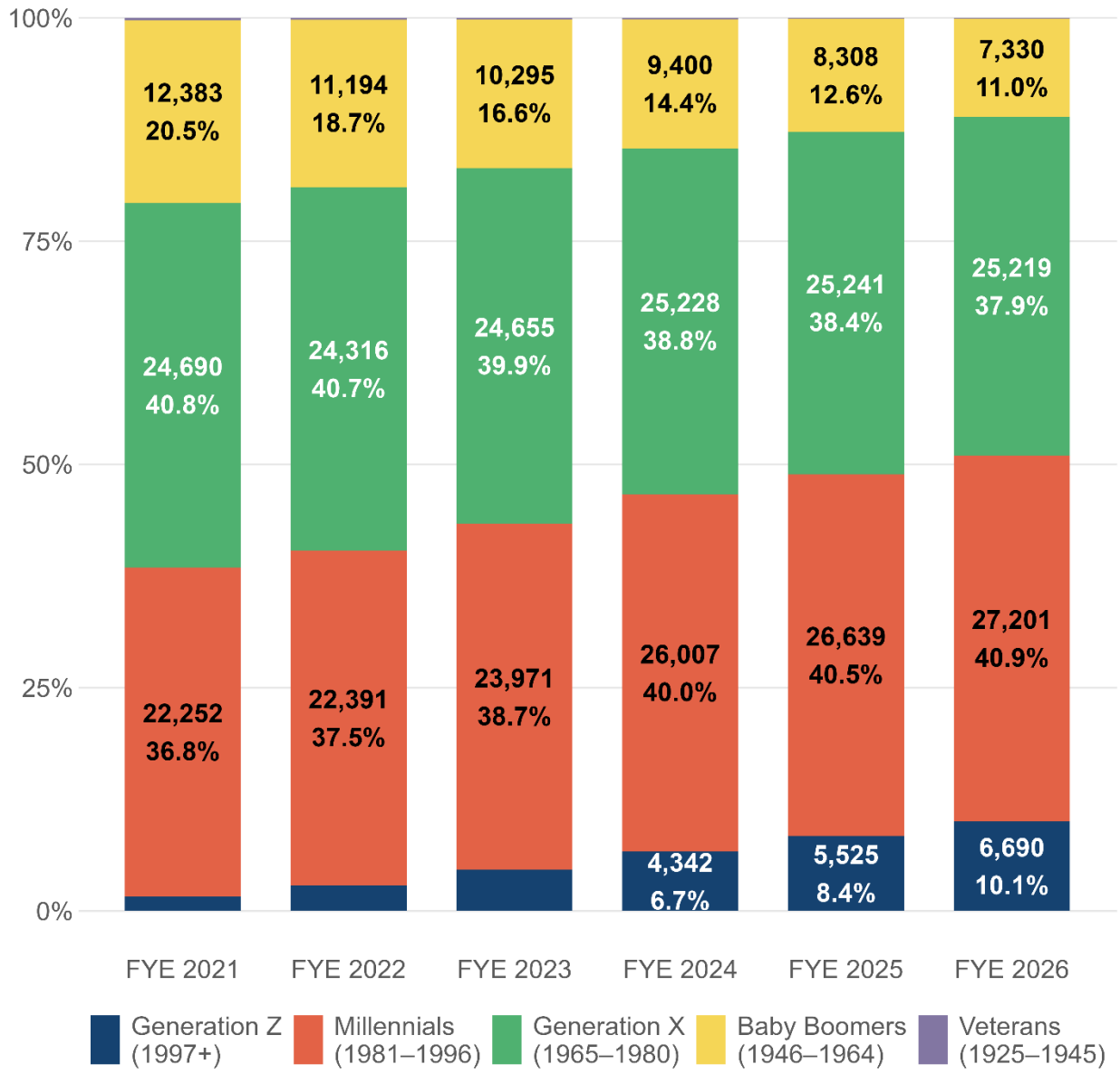
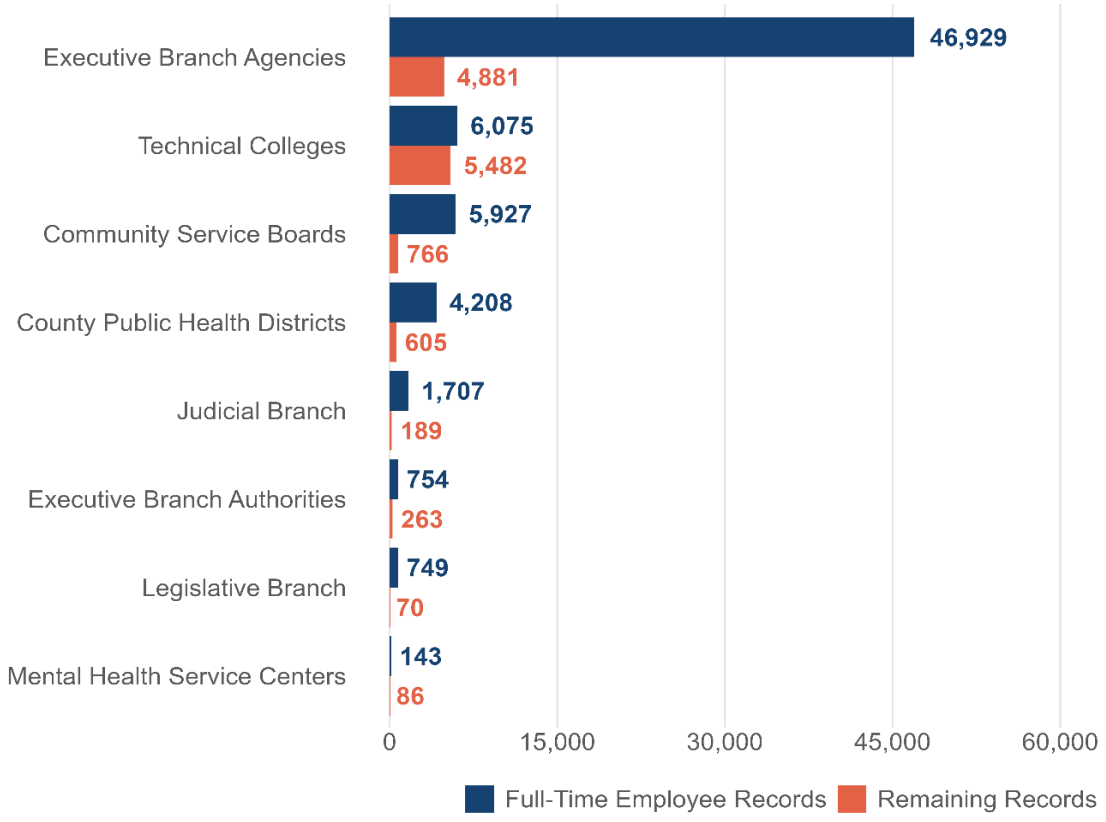


Table 5: System-Wide Employee Records by Entity Category and Record Type, FYE 2026

	Full-Time Employee Records		Remaining Records	
	Records	Proportion	Records	Proportion
Executive Branch				
Executive Branch Agencies	46,929	70.6%	4,881	39.5%
Executive Branch Authorities	754	1.1%	263	2.1%
Technical Colleges	6,075	9.1%	5,482	44.4%
Judicial Branch				
Judicial Branch	1,707	2.6%	189	1.5%
Legislative Branch				
Legislative Branch	749	1.1%	70	0.6%
Local/Affiliate Government				
Community Service Boards	5,927	8.9%	766	6.2%
County Public Health Districts	4,208	6.3%	605	4.9%
Mental Health Service Centers	143	0.2%	86	0.7%
Total	**66,492**	**100%**	**12,342**	**100%**

Figure 9: System-Wide Employee Records by Entity Category, FYE 2026



The number of full-time employees' system-wide has been stable for the past three years.

Figure 10: System-Wide Employee Records by Record Type, FYE 2021–FYE 2026

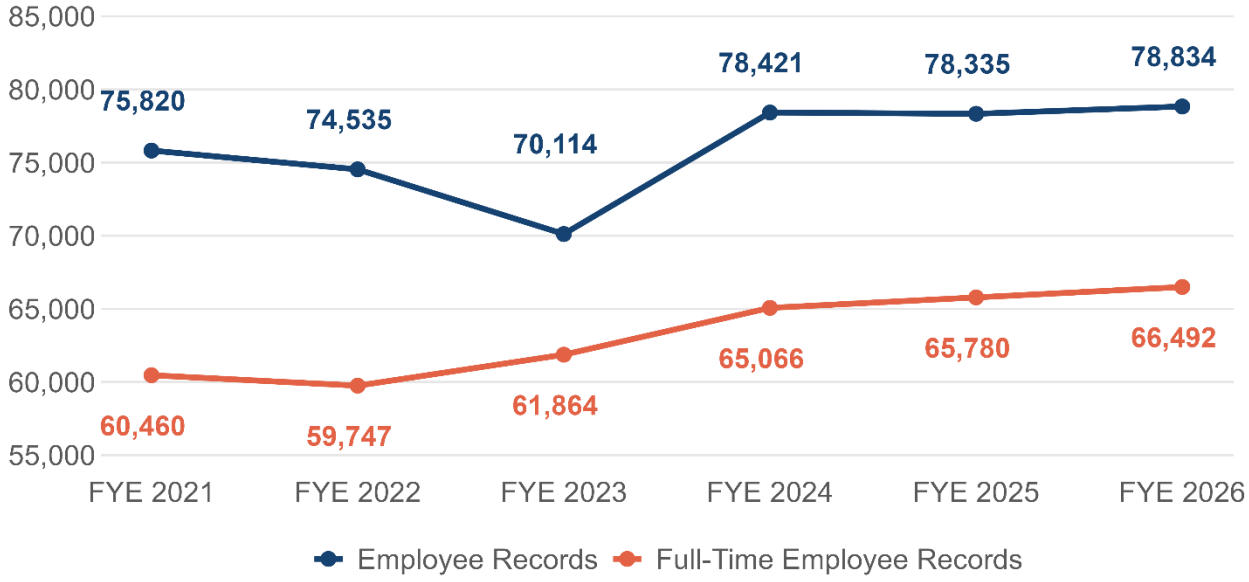
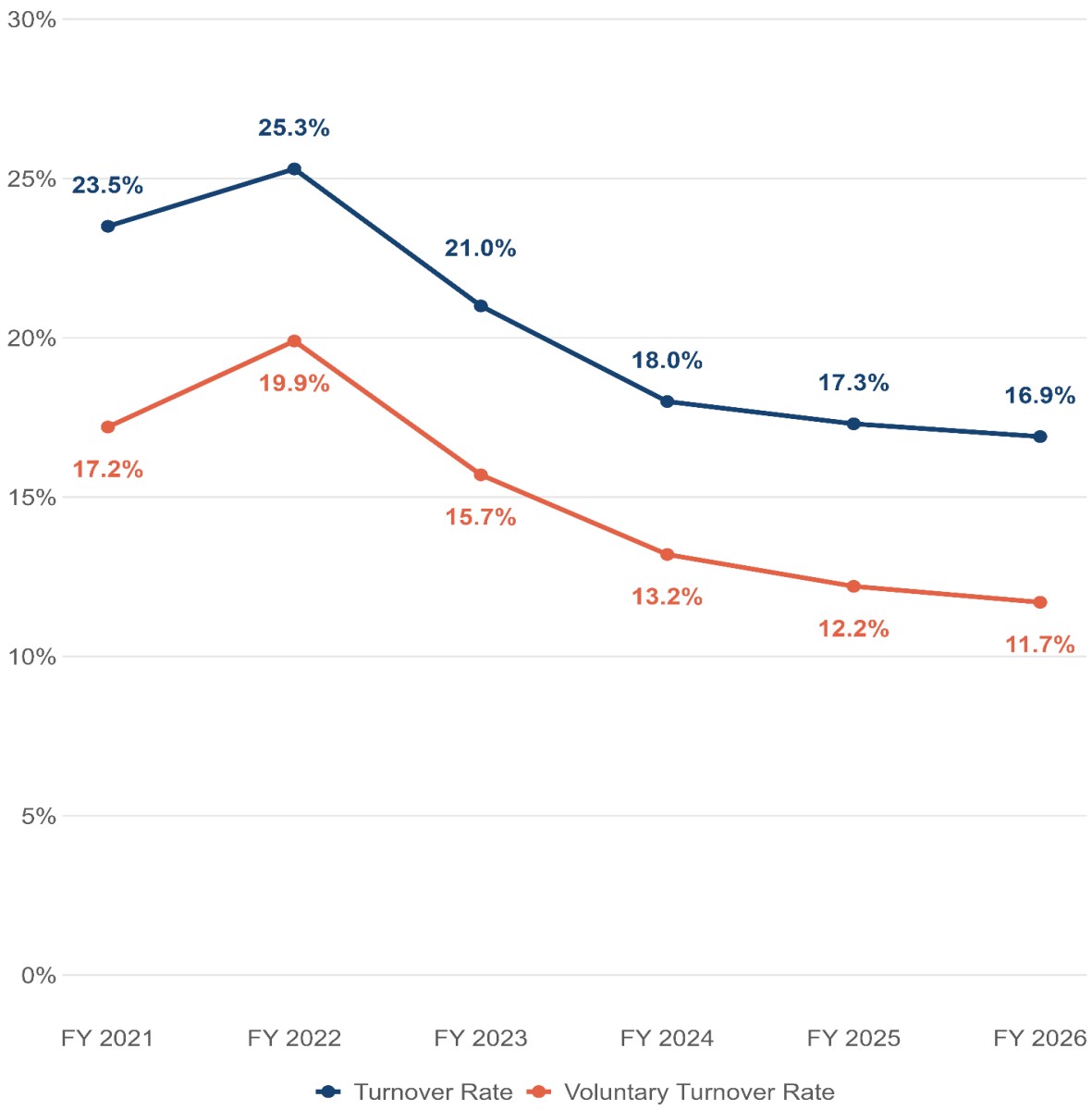


Table 6: System-Wide Employee Records and Annual Compensation Rates by Salary Plan, FYE 2021–FYE 2026

	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026
Current Employee Records by Salary Plan						
Statewide (SWD) Plan Count	42,208	41,993	43,794	46,053	46,405	46,595
Average Annual Compensation Rate	$43,829	$49,939	$53,809	$56,421	$55,287	$55,837
Median Annual Compensation Rate	$38,926	$44,018	$46,426	$48,401	$49,613	$50,350
Statewide (SRE) Plan Count	717	780	791	824	839	877
Average Annual Compensation Rate	$124,086	$131,157	$135,196	$141,957	$143,730	$145,318
Median Annual Compensation Rate	$121,150	$128,075	$135,473	$137,250	$140,000	$141,473
Statewide (LAW) Plan Count	9,439	9,092	9,374	9,998	10,215	10,630
Average Annual Compensation Rate	$46,574	$53,340	$56,397	$62,104	$63,492	$63,420
Median Annual Compensation Rate	$42,376	$49,072	$51,983	$58,425	$60,761	$60,707
All Other Approved Plans Count	23,456	22,670	16,155	21,546	20,876	20,732
Average Annual Compensation Rate	$37,818	$40,867	$48,749	$46,357	$46,532	$48,219
Median Annual Compensation Rate	$30,160	$34,485	$47,000	$39,166	$39,000	$40,129

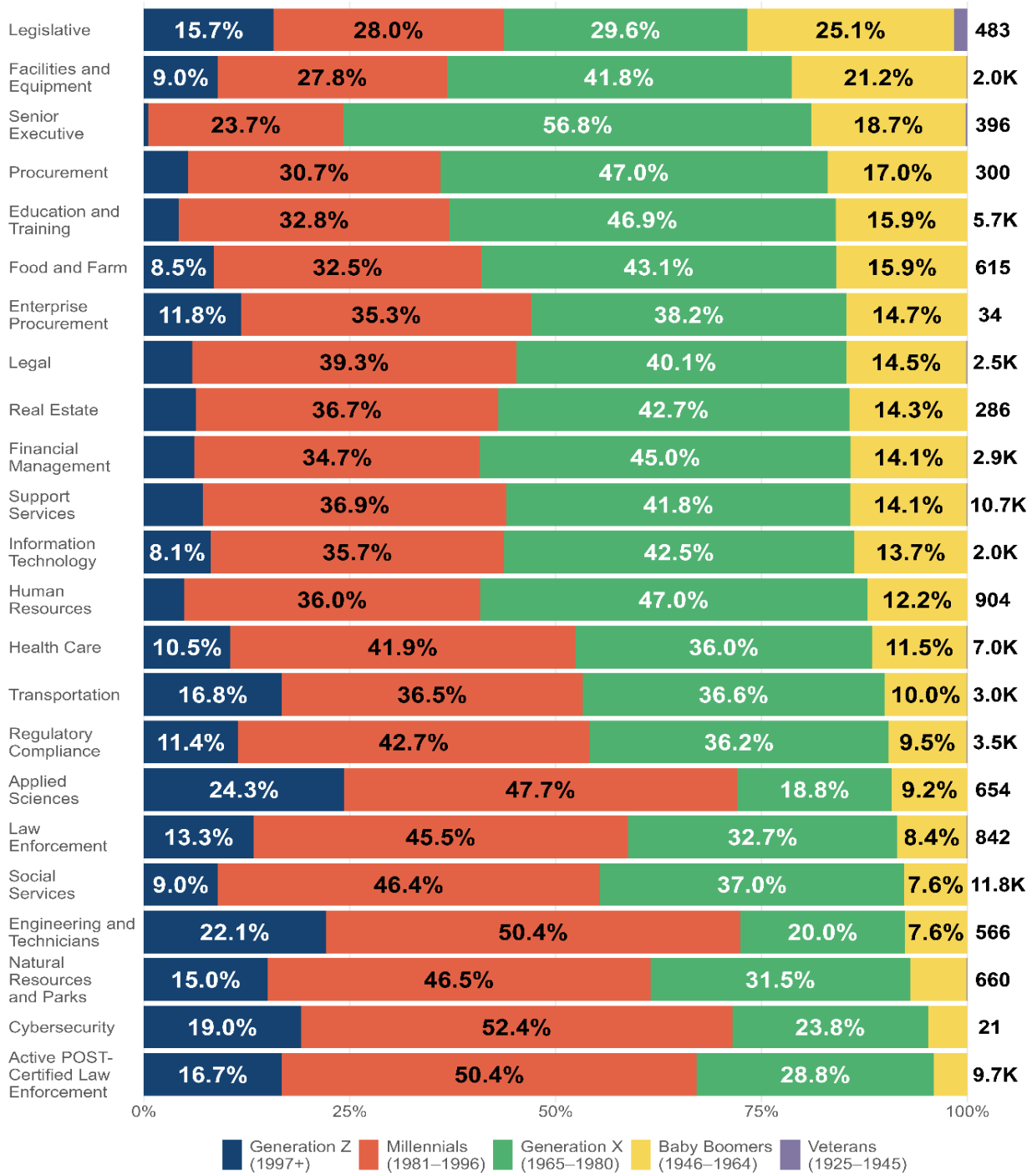
Overall turnover is at its lowest level since at least 2013. Voluntary turnover (11.7%) among full-time employees is down significantly from a high of 19.9% in FY 2022, while overall turnover is down to 16.9% from a high of 25.3% in FY 2022.

Figure 11: System-Wide Turnover Rates, FY 2021–FY 2026 (Full-Time Employee Records)



Millennials (b. 1981-1996) and Generation X (b.1965-1980) continue to represent the largest portions of the state's workforce across all job families. Job families with the largest number of Baby Boomers (shown in yellow) include legislative, facilities and equipment, senior executive, and procurement. Job families with the largest number of Generation Z employees (shown in blue) include applied sciences, engineering and technicians, cybersecurity, and transportation.

Figure 12: System-Wide Employee Records by Job Family and Generation, FYE 2026 (Full-Time Employee Records)



EMPLOYEE RECORDS OVERVIEW—EXECUTIVE BRANCH

Employee records included here are non-terminated employees from Executive Branch entities using the TeamWorks HCM system as of the FYE 2026. The Executive Branch agencies include departments, agencies, boards, bureaus, commissions, offices, authorities, and the Technical College System and its schools.



"I continue to work for the state of Georgia because I like to think I make a difference in the work I do every day. It also helps me to continue my service with the state based on the people I work around every day, especially when we have major storms that come through, we strive to help each other to get everything back to normal as soon as possible."

Tanner Lamb
Georgia Department of Transportation
Assistant Foreman

Tanner cuts a fallen tree in the right-of-way of SR 76 in Cook County during Hurricane Helene cleanup efforts.

Executive branch employee records increased slightly from the prior fiscal year-end, including current and full-time employee (active, full-time, non-temporary, primary records component) records. Full-time employee records increased from 53,242 in FYE 2025 to 53,758 in FYE 2026, an increase of 0.97%.

Table 7: Executive Branch Employee Records and Percentage Change, FYE 2026

Executive Branch Item	FYE 2026	Change from FYE 2025
Current Employee Records	**64,384**	**0.6%**
Full-Time Employee Records	**53,758**	**1.0%**

The proportion of the workforce that is composed of younger cohorts of Millennials and Generation Z increased from 46.0% in FYE 2024 to 50.0% in FYE 2026.

Figure 13: Executive Branch Share of Employee Records Held by Millennials and Generation Z, FYE 2024–FYE 2026 (All Employee Records)

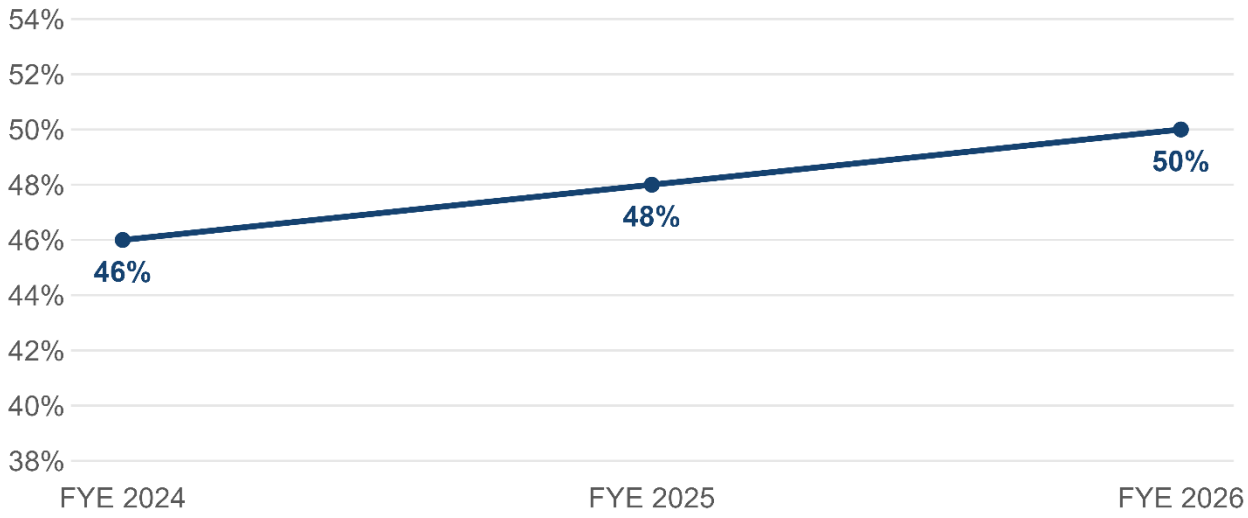


Table 8: Executive Branch Employee Records and Characteristics, FYE 2021–FYE 2026 (All Employee Records)

	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026
Executive Branch Current Employee Records						
	62,218	61,179	57,240	63,859	63,992	64,384
Executive Branch Employee Records by Hours						
Full-Time Hours	52,497	51,641	50,861	53,750	53,998	54,567
Part-Time Hours	9,721	9,538	6,379	10,109	9,994	9,817
Executive Branch Employee Records by Permanence						
Regular	50,138	49,726	51,204	53,481	54,528	55,363
Permanent	132	112	75	90	3,733	6,036
Temporary	11,948	11,341	5,961	10,288	5,731	2,985
Executive Branch Employee Records by Primacy						
Primary Records	49,335	48,926	50,447	52,928	53,674	54,292
Non-Primary Records	12,883	12,253	6,793	10,931	10,318	10,092
Executive Branch Employee Records by Classification						
Unclassified	61,353	60,532	56,689	63,369	63,692	64,166
Classified	865	647	551	490	300	218
Executive Branch Employee Records by Gender						
Female	38,670	37,974	36,382	40,554	40,802	41,156
Male	23,404	23,006	20,736	23,183	23,143	23,212
Executive Branch Employee Records by Ethnicity						
Black	29,468	28,720	28,468	31,572	31,993	32,482
White	27,808	27,277	25,231	27,831	27,458	27,088
Hispanic	1,421	1,460	1,411	1,764	1,925	1,978
Asian	1,147	1,132	1,083	1,231	1,292	1,343
Non-Specified	2,077	2,309	814	1,250	1,116	1,285
American Indian/Native American	168	165	151	131	126	131
Native Hawaiian/Pacific Islander	129	116	82	80	82	77
Executive Branch Employee Records and Age						
Average Age	44.8	45.2	45.6	45.9	46.0	46.2
Median Age	45.0	46.0	46.0	46.0	46.0	46.4
Executive Branch Employee Records and Tenure						
Average Tenure	7.6	7.6	8.4	7.8	7.9	8.0
Median Tenure	5.0	5.0	6.0	5.0	5.0	5.0

Table 9: Executive Branch Employee Records and Characteristics, FYE 2021–FYE 2026 (Full-Time Employee Records)

	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026
Executive Branch Full-Time Employee Records						
	49,279	48,451	49,926	52,343	53,242	53,758
Executive Branch Full-Time Employee Records by Classification						
Unclassified	48,417	47,810	49,381	51,859	52,946	53,542
Classified	862	641	545	484	296	216
Executive Branch Full-Time Employee Records by Gender						
Female	31,605	31,225	32,340	34,010	34,701	35,064
Male	17,654	17,194	17,527	18,292	18,529	18,684
Executive Branch Full-Time Employee Records by Ethnicity						
Black	25,195	24,623	25,787	27,404	28,085	28,590
White	21,443	21,064	21,286	21,591	21,527	21,385
Hispanic	1,075	1,154	1,223	1,415	1,566	1,639
Asian	849	864	885	933	1,006	1,064
Non-Specified	510	537	565	849	907	920
American Indian/Native American	119	127	119	96	90	101
Native Hawaiian/Pacific Islander	88	82	61	55	61	59
Executive Branch Full-Time Employee Records and Age						
Average Age	44.9	45.2	45.1	45.4	45.5	45.7
Median Age	45.0	46.0	46.0	46.0	46.0	46.0
Executive Branch Full-Time Employee Records and Tenure						
Average Tenure	8.9	8.8	8.9	8.7	8.6	8.7
Median Tenure	6.0	6.0	6.0	6.0	6.0	5.0

Table 10: Executive Branch Employee Records by Record Type, FYE 2026

Executive Branch	Count
Full-Time Employee Records	53,758
Remaining Records	10,626
Total	**64,384**

Table 11: Executive Branch Employee Records by Classification and Characteristics, FYE 2026

	Count	Portion of Workforce	Average Age	Average Tenure
Executive Branch All Employees				
Classified	218	0.3%	59.8	28.9
Unclassified	64,166	99.7%	46.1	7.9
Executive Branch Full-Time Employees				
Classified	216	0.4%	59.6	28.9
Unclassified	53,542	99.6%	45.6	8.6

Table 12: Executive Branch Employee Records by Company Code and Record Type, FYE 2026

Company Code	Entity Name (may include administratively attached agencies)	Full-Time Employee Records	Remaining Records	Total
127	DHS - Division of Family and Children Services	7,018	102	7,120
402	Department of Agriculture	528	73	601
403	Department of Administrative Services	270	28	298
405	Department of Public Health	1,053	59	1,112
406	Department of Banking and Finance	89	4	93
407	State Accounting Office	137	17	154
408	Office of Commissioner of Insurance	359	26	385
409	State Finance and Investment Commission	101	30	131
410	State Properties Commission	13	0	13
411	Department of Defense	372	271	643
412	Vocational Rehabilitation Agency	896	39	935
414	Department of Education	897	347	1,244
415	Technical College System of GA	525	41	566
416	Employees Retirement System	102	6	108
419	Department of Community Health	816	106	922
420	Forestry Commission	534	49	583
422	Office of Planning and Budget	346	142	488
427	Department of Human Services	2,339	36	2,375
428	Department of Community Affairs	496	53	549
429	Department of Economic Development	160	35	195
440	Department of Labor	723	27	750
441	Department of Behavioral Health and Developmental Disabilities	4,119	571	4,690
442	Department of Law	352	6	358
461	Department of Juvenile Justice	2,667	253	2,920
462	Department of Natural Resources	1,850	957	2,807
465	State Board of Pardons and Paroles	181	9	190
466	Department of Public Safety	1,902	99	2,001
467	Department of Corrections	6,745	725	7,470
469	Department of Early Care and Learning	744	23	767
470	Public Service Commission	88	0	88
471	Bureau of Investigation	1,099	24	1,123
474	Department of Revenue	976	6	982
475	Department of Driver Services	863	48	911
476	Student Finance Commission	119	19	138
477	Department of Community Supervision	1,842	74	1,916
478	Secretary of State	318	300	618

Table 12 (cont.): Executive Branch Employee Records by Company Code and Record Type, FYE 2026

Company Code	Entity Name (may include administratively attached agencies)	Full-Time Employee Records	Remaining Records	Total
482	Teachers Retirement System	213	7	220
484	Department of Transportation	4,038	175	4,213
488	Department of Veterans Service	149	11	160
489	Subsequent Injury Trust Fund	5	6	11
490	State Board of Workers' Compensation	106	6	112
492	Public Defender Council	776	66	842
495	Commission on the Holocaust	3	5	8
817	Oconee Fall Line Technical College	145	153	298
818	Coastal Pines Technical College	214	105	319
820	Albany Technical College	182	275	457
822	Athens Technical College	252	228	480
823	Atlanta Technical College	237	283	520
824	Augusta Technical College	265	187	452
826	West Georgia Technical College	358	363	721
827	Chattahoochee Technical College	528	454	982
828	Columbus Technical College	217	140	357
829	Georgia Northwestern Technical College	305	290	595
830	Georgia Piedmont Technical College	233	212	445
831	Southern Crescent Technical College	252	234	486
832	Gwinnett Technical College	469	587	1,056
834	Lanier Technical College	262	431	693
835	Central Georgia Technical College	632	530	1,162
837	Southern Regional Technical College	338	147	485
838	North Georgia Technical College	189	190	379
841	Savannah Technical College	253	254	507
842	South Georgia Technical College	148	86	234
843	Southeastern Technical College	148	88	236
844	Ogeechee Technical College	149	124	273
848	Wiregrass Georgia Technical College	299	121	420
900	Building Authority	141	18	159
921	Correctional Industries	168	7	175
927	State Road and Tollway Authority	103	8	111
977	Public Telecommunications Commission	110	205	315
980	Technology Authority	197	15	212
996	Atlanta-Region Transit Link Authority	35	10	45
Totals		**53,758**	**10,626**	**64,384**

Table 13: Executive Branch Employee Records by Job Family and Record Type, FYE 2026

Job Family	Full-Time Employee Records	Remaining Records
Active POST-Certified Law Enforcement	9,572	612
Applied Sciences	611	147
Auditing	3	0
Cybersecurity	19	1
Education and Training	5,656	4,845
Engineering and Technicians	566	9
Enterprise Procurement	34	0
Facilities and Equipment	1,786	283
Financial Management	2,376	56
Food and Farm	579	83
Health Care	3,276	496
Human Resources	746	147
Information Technology	1,737	50
Interns	3	274
Law Enforcement	763	160
Legal	1,483	32
Legislative	0	1
Natural Resources and Parks	660	345
Procurement	266	2
Real Estate	242	2
Regulatory Compliance	2,961	51
Senior Executive	360	3
Social Services	9,157	177
Support Services	7,971	2,615
Transportation	2,918	232
[Blank]	13	3
Total	**53,758**	**10,626**

Figure 14: Executive Branch Employee Records by Job Family and Record Type, FYE 2026

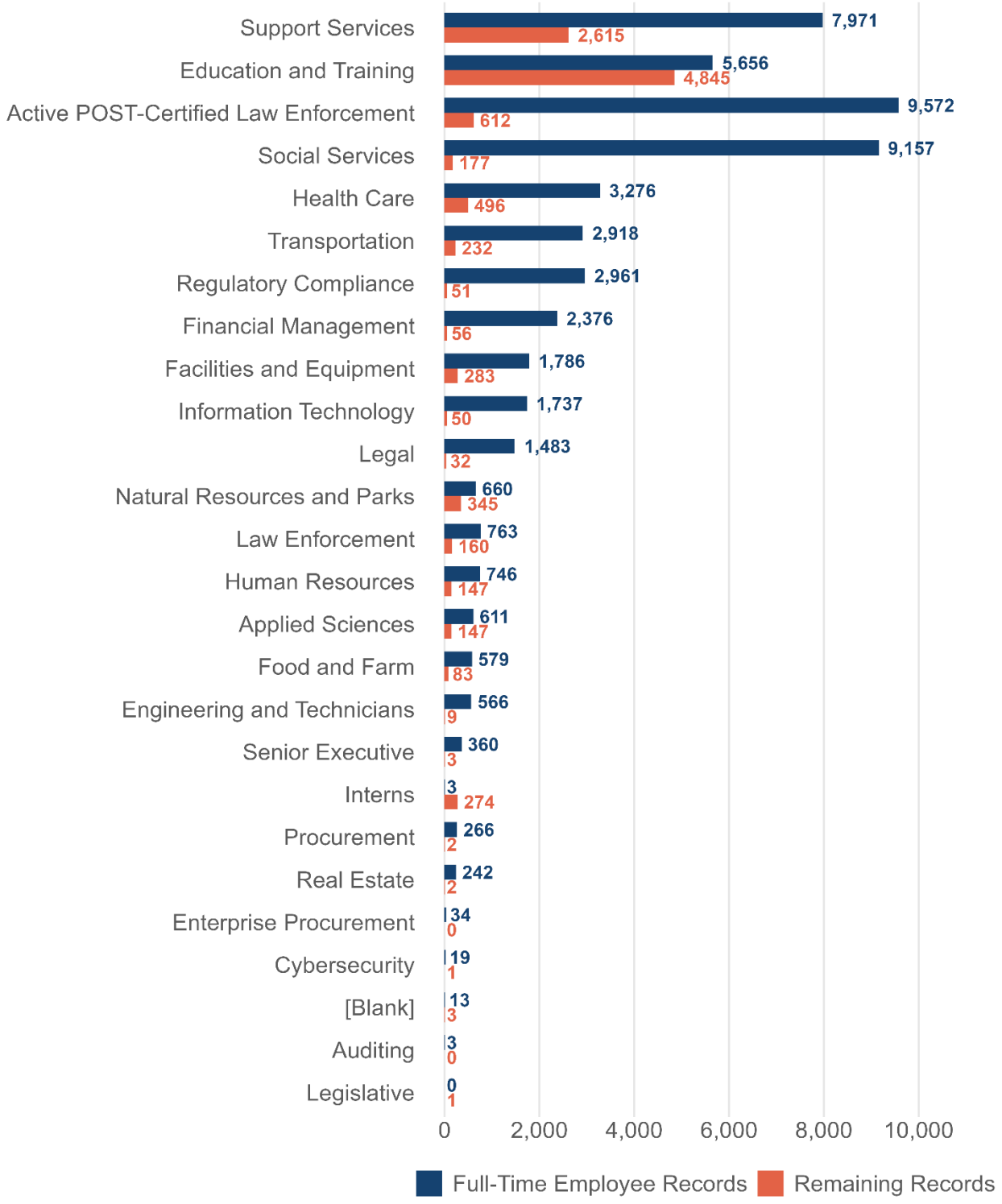


Table 14: Executive Branch Employee Records by Generation and Record Type, FYE 2026

Generation		Full-Time Employee Records	Remaining Records	Total
Veterans	(1925-1945)	29	115	144
Baby Boomers	(1946-1964)	5,686	2,665	8,351
Generation X	(1965-1980)	20,494	3,189	23,683
Millennials	(1981-1996)	22,142	2,955	25,097
Generation Z	(1997+)	5,407	1,702	7,109
Total		**53,758**	**10,626**	**64,384**

Figure 15: Executive Branch Employee Records by Generation and Record Type, FYE 2026

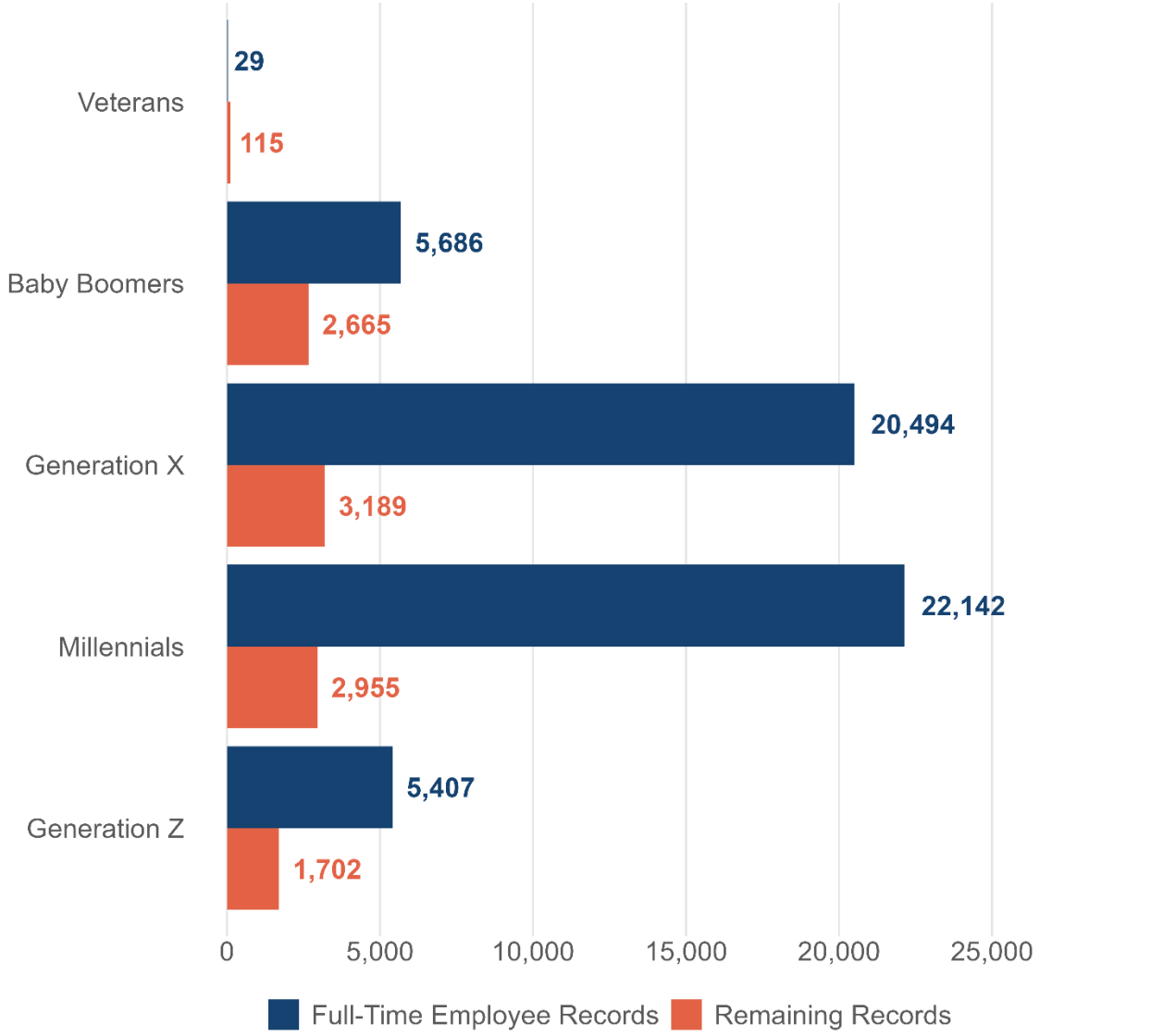


Figure 16: Executive Branch Full-Time Employee Records by Selected Agency and Generation, FYE 2026

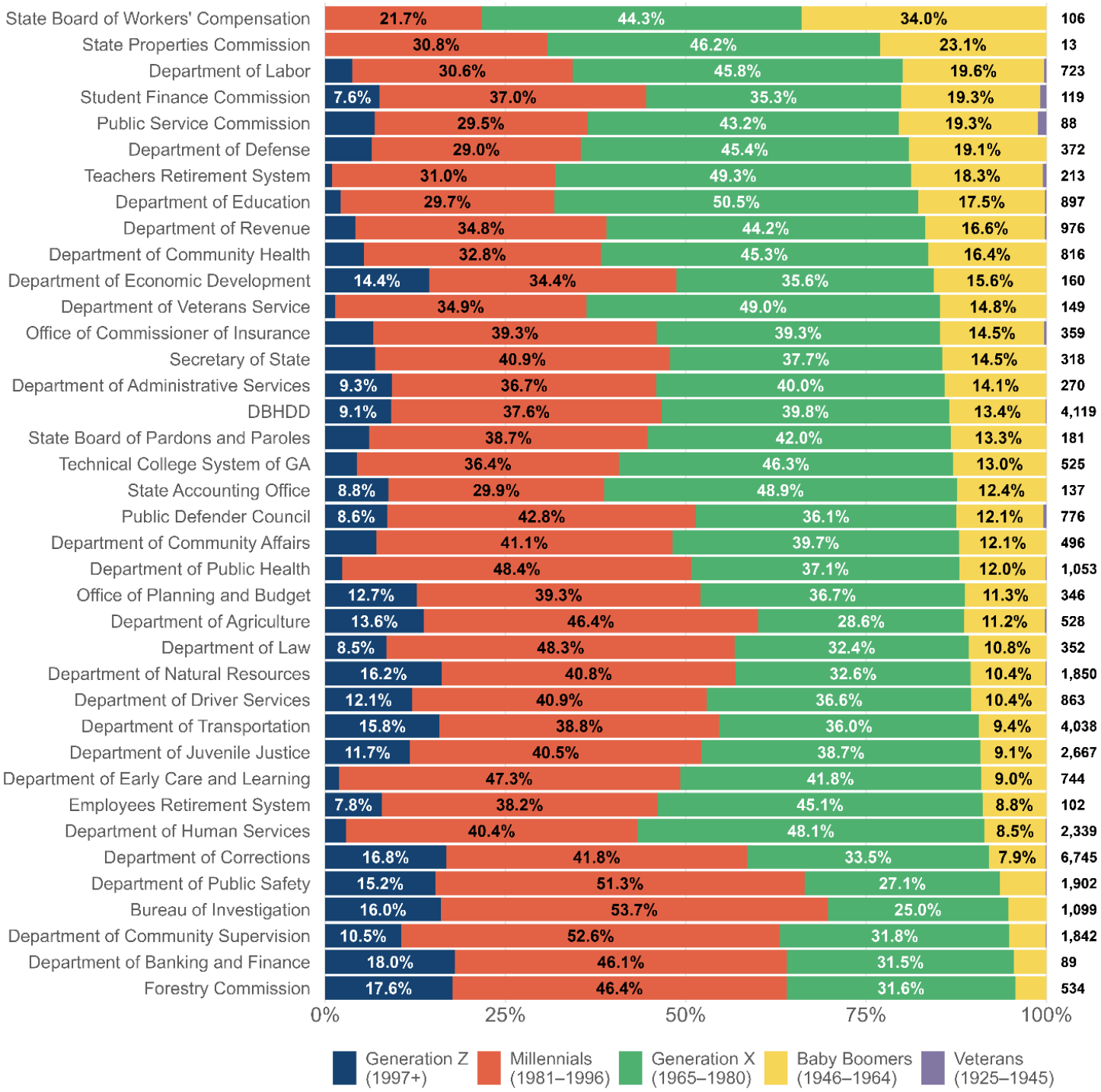
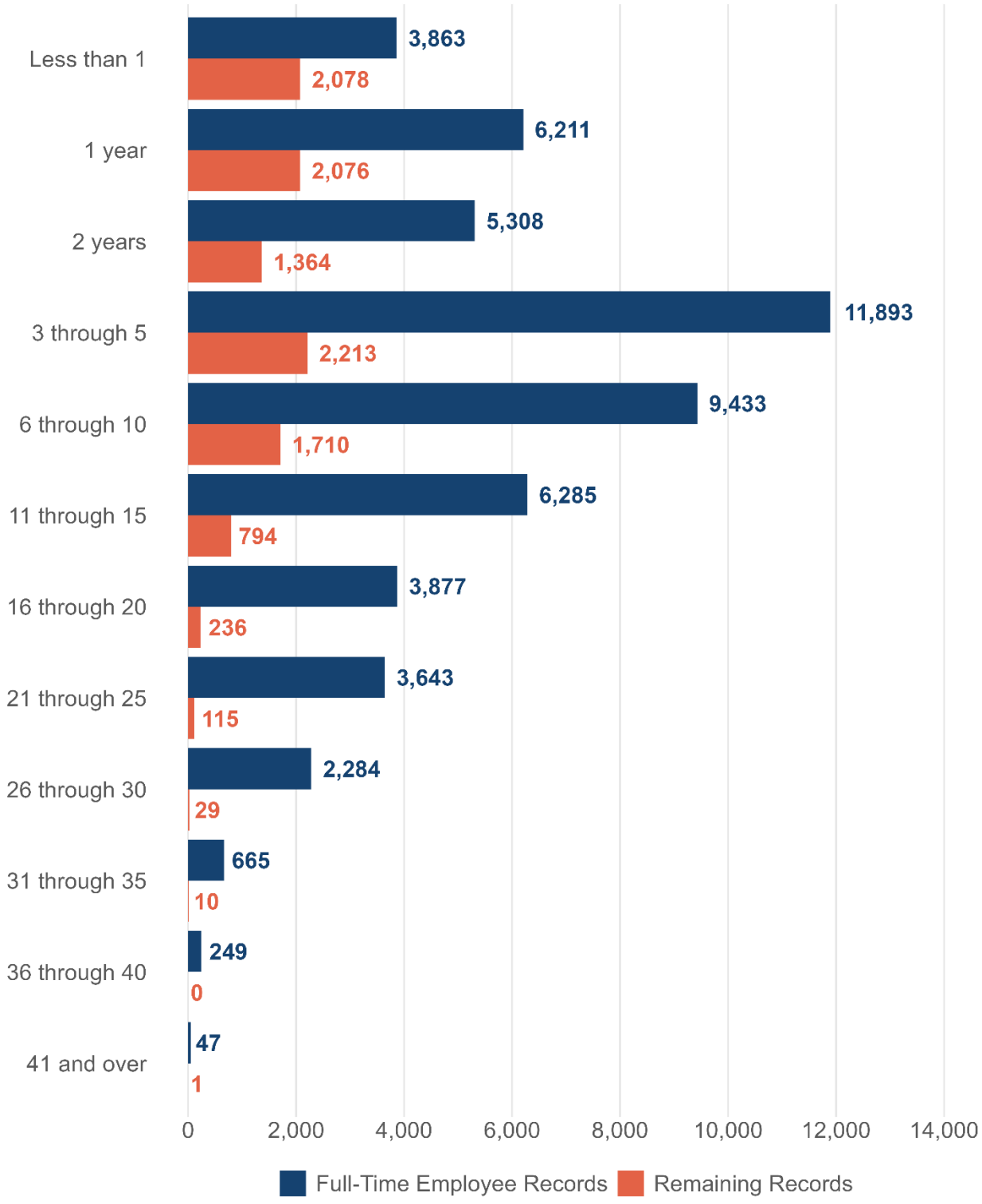


Figure 17: Executive Branch Employee Records by Tenure (in Years) and Record Type, FYE 2026



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.



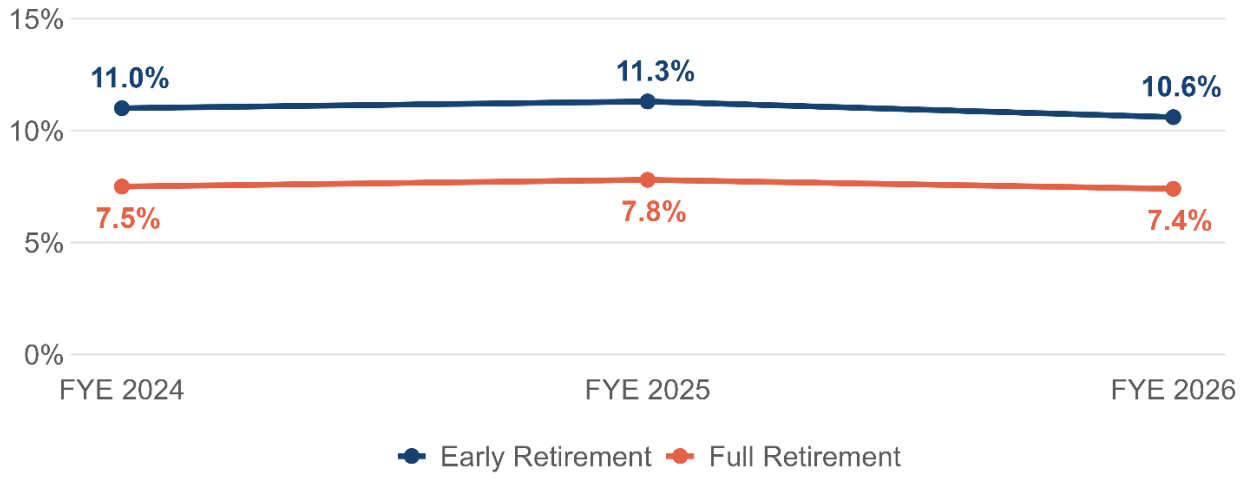
"I have proudly served as a state employee for 25 years, and throughout that time I have remained deeply committed to public service. My career with the Georgia Department of Early Care and Learning has been both meaningful and rewarding, providing opportunities to support young children, families, and communities across the state. I am grateful to work alongside exceptional colleagues whose dedication, expertise, and passion for early childhood education continue to inspire me every day."

Meghan McNail
Georgia Department of Early Care and Learning
Director for Pre-K Instruction and Regional Operations

Meghan is working to identify potential locations to award Pre-K classrooms to, helping ensure that children in the community have access to high-quality early learning opportunities.

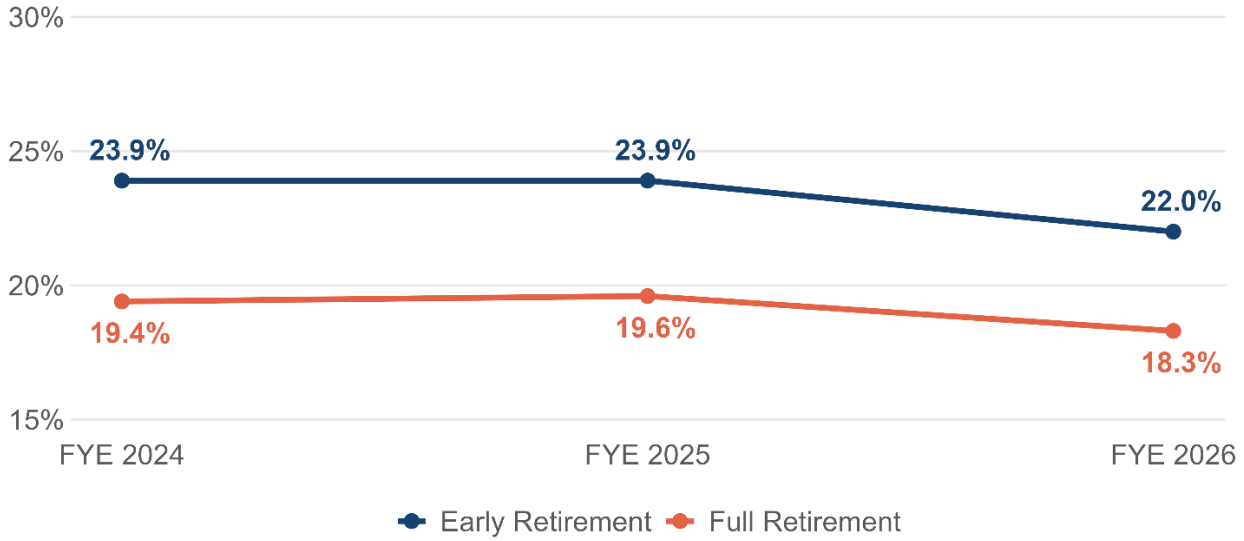
The portion of current executive branch full-time, non-temporary, primary employees eligible to retire early today is 10.6%.

Figure 18: Executive Branch Current Retirement Eligibility by Type, FYE 2024–FYE 2026 (Full-Time Employee Records)



Almost 20% of current executive branch full-time employees will be eligible for full retirement within the next five years.

Figure 19: Executive Branch Retirement Eligibility Within Five Years by Type, FYE 2024–FYE 2026 (Full-Time Employee Records)



Of the full-time employees in the executive branch, 7.4% could retire today and 10.6% could retire early. Overall, 21.9% of executive branch full-time employees could retire early within the next five years. The percentage of full-time employees in the executive branch who could retire with full retirement in the next five years is 18.3%.

Figure 20: Executive Branch Retirement Eligibility by Type and Time Horizon, FYE 2026 (Full-Time Employee Records)

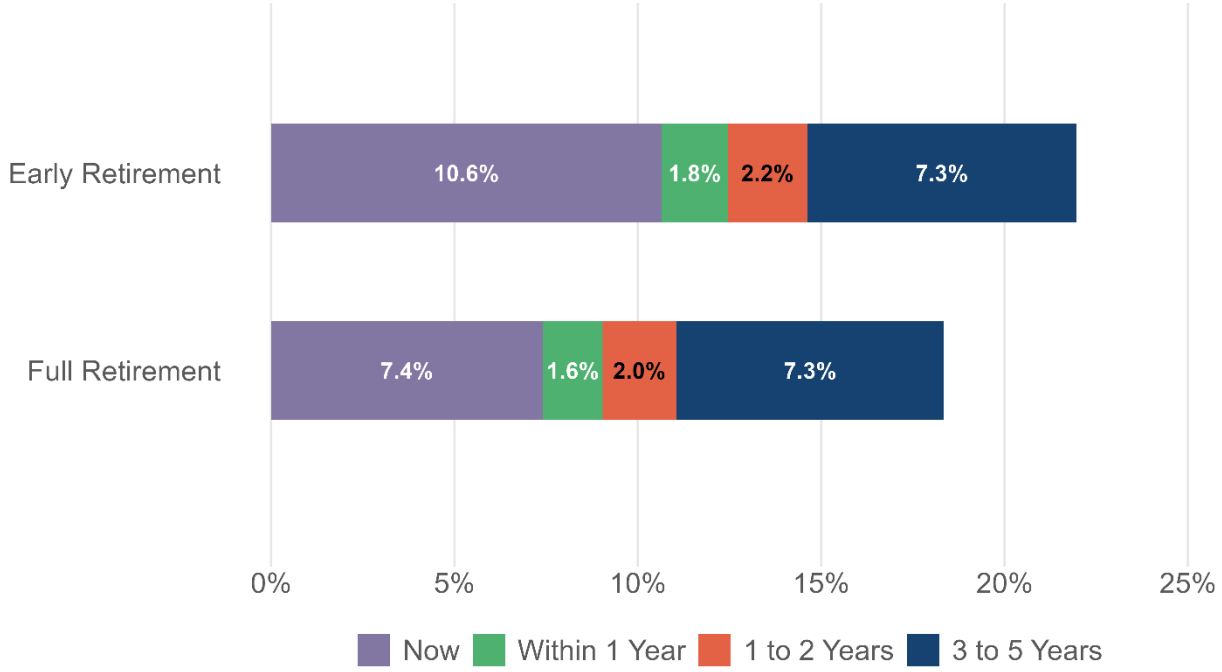


Table 15: Executive Branch Early Retirement Eligibility by Company Code, FYE 2026 (Full-Time Employee Records)

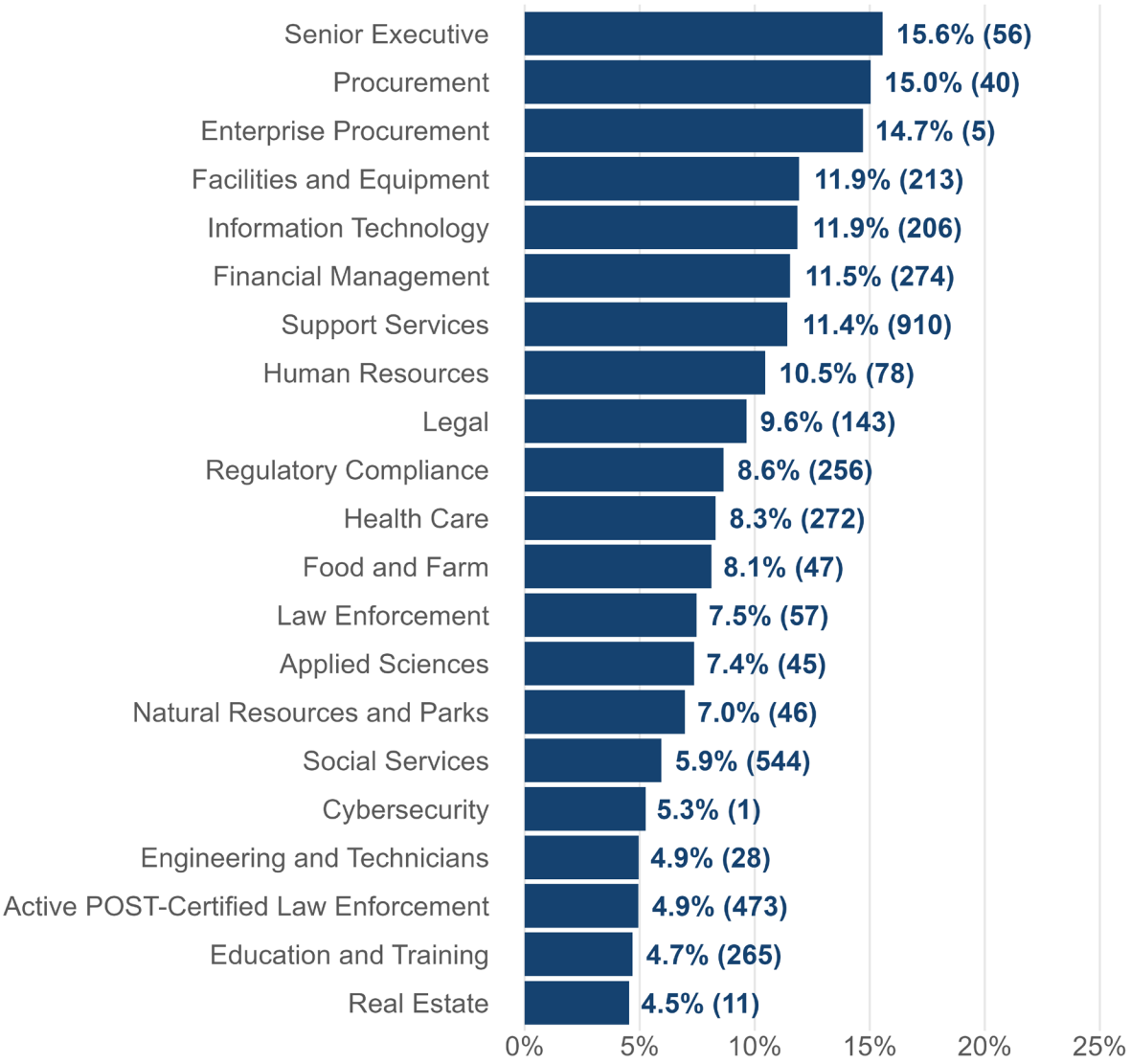
Entity Name (may include administratively attached agencies)	Company Code	Now	Within 1 Year	1 to 2 Years	3 to 5 Years	Cumulative Within 5 Year
DHS - Division of Family and Children Services	127	5.6%	1.7%	1.8%	6.2%	15.3%
Department of Agriculture	402	8.7%	1.3%	3.8%	8.9%	22.7%
Department of Administrative Services	403	15.2%	0.7%	1.9%	10.4%	28.1%
Department of Public Health	405	11.5%	1.4%	3.0%	7.7%	23.6%
Department of Banking and Finance	406	3.4%	0.0%	3.4%	7.9%	14.6%
State Accounting Office	407	8.0%	5.1%	2.9%	10.9%	27.0%
Office of Commissioner of Insurance	408	9.5%	1.1%	2.2%	5.8%	18.7%
State Finance and Investment Commission	409	9.9%	4.0%	4.0%	15.8%	33.7%
State Properties Commission	410	0.0%	7.7%	0.0%	15.4%	23.1%
Department of Defense	411	12.4%	2.2%	4.0%	11.0%	29.6%
Vocational Rehabilitation Agency	412	10.2%	2.3%	2.7%	9.7%	24.9%
Department of Education	414	8.7%	1.8%	2.3%	9.3%	22.1%
Technical College System of GA	415	10.1%	2.1%	0.6%	6.9%	19.6%
Employees Retirement System	416	5.9%	1.0%	2.0%	14.7%	23.5%
Department of Community Health	419	11.8%	3.1%	2.7%	11.5%	29.0%
Forestry Commission	420	7.9%	1.5%	2.1%	9.7%	21.2%
Office of Planning and Budget	422	8.4%	1.4%	2.0%	7.2%	19.1%
Department of Human Services	427	9.4%	1.6%	2.9%	10.3%	24.2%
Department of Community Affairs	428	8.9%	2.8%	1.4%	9.3%	22.4%
Department of Economic Development	429	15.6%	0.6%	2.5%	5.0%	23.8%
Department of Labor	440	17.0%	3.2%	2.2%	12.7%	35.1%
Department of Behavioral Health and Developmental Disabilities	441	9.6%	2.0%	2.3%	7.8%	21.8%
Department of Law	442	11.6%	1.7%	1.7%	4.8%	19.9%
Department of Juvenile Justice	461	7.2%	2.1%	1.9%	8.6%	19.8%
Department of Natural Resources	462	10.0%	1.9%	2.1%	8.6%	22.6%
State Board of Pardons and Paroles	465	18.2%	1.7%	2.8%	9.4%	32.0%
Department of Public Safety	466	8.3%	1.3%	2.4%	6.0%	17.9%
Department of Corrections	467	7.0%	1.7%	2.4%	7.9%	18.9%
Department of Early Care and Learning	469	5.8%	2.3%	2.2%	8.3%	18.5%
Public Service Commission	470	18.2%	5.7%	1.1%	8.0%	33.0%
Bureau of Investigation	471	6.5%	2.0%	1.5%	7.2%	17.1%
Department of Revenue	474	14.9%	2.6%	3.6%	9.0%	30.0%
Department of Driver Services	475	6.3%	1.4%	2.1%	8.1%	17.8%
Student Finance Commission	476	3.4%	0.0%	0.8%	32.8%	37.0%
Department of Community Supervision	477	6.5%	0.9%	2.3%	8.7%	18.5%
Secretary of State	478	8.8%	1.3%	1.3%	8.2%	19.5%

Table 15 (cont.): Executive Branch Early Retirement Eligibility by Company Code, FYE 2026 (Full-Time Employee Records)

Entity Name (may include administratively attached agencies)	Company Code	Now	Within 1 Year	1 to 2 Years	3 to 5 Years	Cumulative Within 5 Year
Teachers Retirement System	482	24.9%	0.5%	5.6%	8.9%	39.9%
Department of Veterans Service	488	6.7%	4.7%	4.0%	12.1%	27.5%
Subsequent Injury Trust Fund	489	40.0%	60.0%	0.0%	0.0%	100.0%
State Board of Workers' Compensation	490	41.5%	4.7%	2.8%	6.6%	55.7%
Public Defender Council	492	8.8%	2.7%	2.2%	13.5%	27.2%
Commission on the Holocaust	495	33.3%	0.0%	0.0%	66.7%	100.0%
Oconee Fall Line Technical College	817	3.4%	0.0%	1.4%	4.1%	9.0%
Coastal Pines Technical College	818	5.1%	1.9%	0.5%	1.9%	9.3%
Albany Technical College	820	10.4%	1.6%	3.3%	6.6%	22.0%
Athens Technical College	822	2.0%	0.0%	0.8%	4.8%	7.5%
Atlanta Technical College	823	3.8%	2.1%	1.7%	7.2%	14.8%
Augusta Technical College	824	5.7%	1.5%	1.1%	6.4%	14.7%
West Georgia Technical College	826	5.0%	0.3%	0.8%	4.2%	10.3%
Chattahoochee Technical College	827	5.3%	0.8%	1.7%	5.3%	13.1%
Columbus Technical College	828	6.0%	0.9%	1.4%	1.8%	10.1%
Georgia Northwestern Technical College	829	7.9%	1.0%	2.0%	6.2%	17.0%
Georgia Piedmont Technical College	830	5.2%	1.7%	0.4%	2.1%	9.4%
Southern Crescent Technical College	831	2.4%	2.8%	2.0%	5.2%	12.3%
Gwinnett Technical College	832	4.7%	1.5%	2.3%	5.8%	14.3%
Lanier Technical College	834	5.7%	1.5%	1.5%	8.0%	16.8%
Central Georgia Technical College	835	8.2%	0.8%	1.9%	5.5%	16.5%
Southern Regional Technical College	837	5.6%	0.9%	1.5%	6.5%	14.5%
North Georgia Technical College	838	4.2%	1.6%	2.1%	8.5%	16.4%
Savannah Technical College	841	2.4%	0.4%	1.6%	6.3%	10.7%
South Georgia Technical College	842	5.4%	4.1%	3.4%	7.4%	20.3%
Southeastern Technical College	843	6.8%	2.0%	0.7%	4.7%	14.2%
Ogeechee Technical College	844	2.0%	0.0%	0.0%	0.7%	2.7%
Wiregrass Georgia Technical College	848	2.3%	1.0%	1.3%	5.0%	9.7%
Building Authority	900	17.0%	4.3%	2.1%	7.8%	31.2%
Correctional Industries	921	20.8%	1.8%	3.6%	16.1%	42.3%
State Road and Tollway Authority	927	11.7%	2.9%	1.9%	7.8%	24.3%
Public Telecommunications Commission	977	10.0%	2.7%	3.6%	10.0%	26.4%
Technology Authority	980	16.2%	5.6%	3.6%	9.1%	34.5%
Atlanta-Region Transit Link Authority	996	11.4%	0.0%	2.9%	14.3%	28.6%
Totals		**10.6%**	**1.8%**	**2.2%**	**7.3%**	**22.0%**

Note: The transportation job family is not shown due to insufficient data.

Figure 21: Executive Branch Current Full Retirement Eligibility by Job Family, FYE 2026 (Full-Time Employee Records)



Note: The transportation job family is not shown due to insufficient data.

At the start of FY 2026, 4,832 full-time employees were eligible for full retirement system-wide. At the end of FY 2026, 28.9% (1,395) employees retired. Though eligibility has grown steadily, the percentage of people retiring among total retirement-eligible employees has been trending downward since FY 2023, as shown in Table 16.

Figure 22: System-Wide Full Retirement Eligibility at Start of Fiscal Year and Actual Retirements, FY 2023–FY 2026 (Full-Time Employee Records)

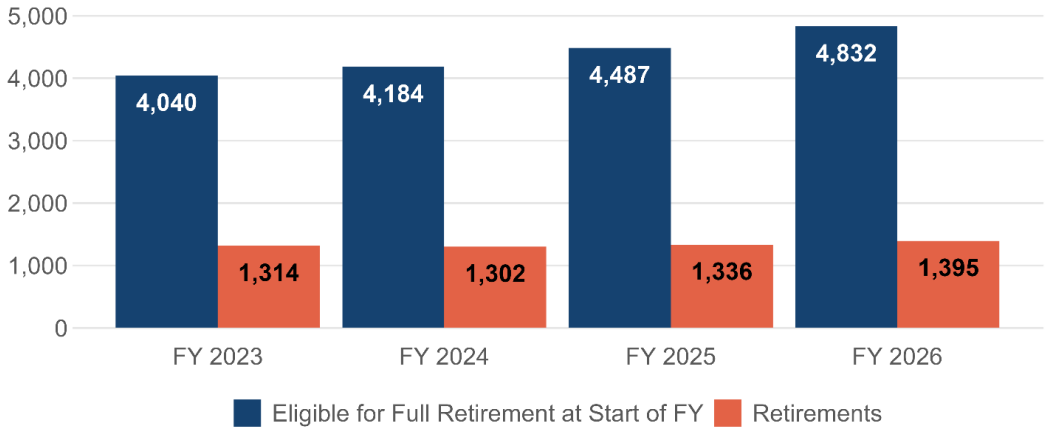
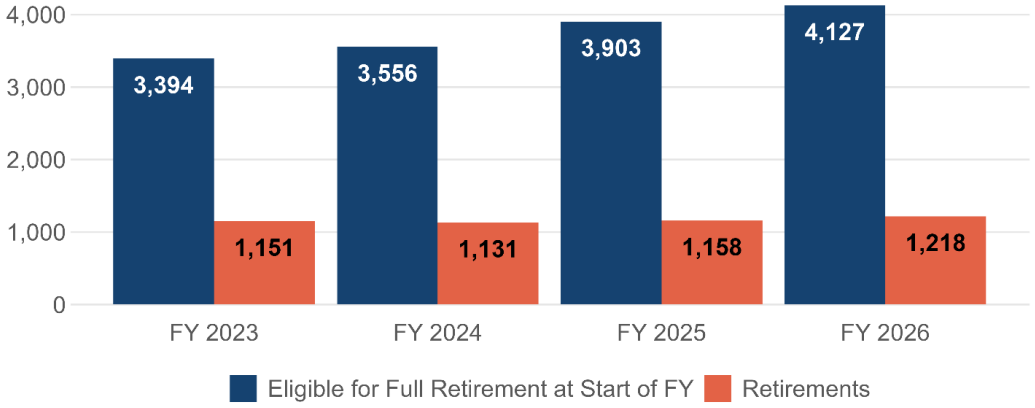


Figure 23: Executive Branch Full Retirement Eligibility at Start of Fiscal Year and Actual Retirements, FY 2023–FY 2026 (Full-Time Employee Records)



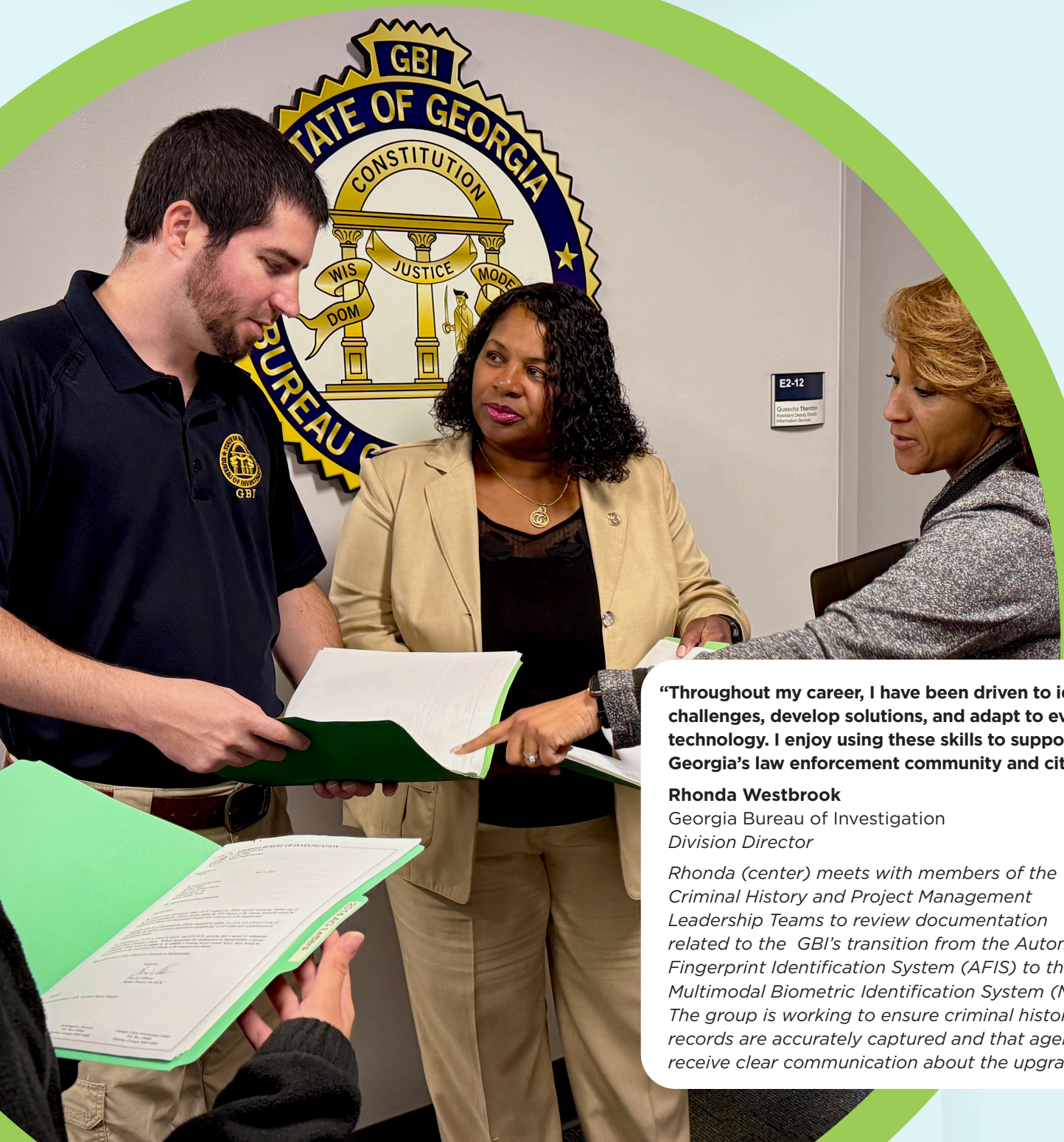
The share of retirement-eligible full-time employees who retired by the end of the fiscal year is summarized in Table 16:

Table 16: Share of System-Wide Full-Time Retirement-Eligible Employees Who Retired, FY 2023–FY 2026

FYE 2023	FYE 2024	FYE 2025	FYE 2026
32.0%	31.1%	29.8%	28.9%

HIRING EVENTS—EXECUTIVE BRANCH

The events included here are for the Executive Branch entities that used the TeamWorks HCM system during FY 2026. The Executive Branch includes departments, agencies, boards, bureaus, commissions, offices, authorities, and the Technical College System and its schools.



"Throughout my career, I have been driven to identify challenges, develop solutions, and adapt to evolving technology. I enjoy using these skills to support Georgia's law enforcement community and citizens."

Rhonda Westbrook
Georgia Bureau of Investigation
Division Director

Rhonda (center) meets with members of the Criminal History and Project Management Leadership Teams to review documentation related to the GBI's transition from the Automated Fingerprint Identification System (AFIS) to the Multimodal Biometric Identification System (MBIS). The group is working to ensure criminal history records are accurately captured and that agencies receive clear communication about the upgrade.

A majority, almost 70%, of hiring events comprise the younger cohorts of Millennials and Generation Z.

Figure 24: Executive Branch Hiring Events Involving Millennials and Generation Z, FY 2021–FY 2026 (Full-Time Employee Records)

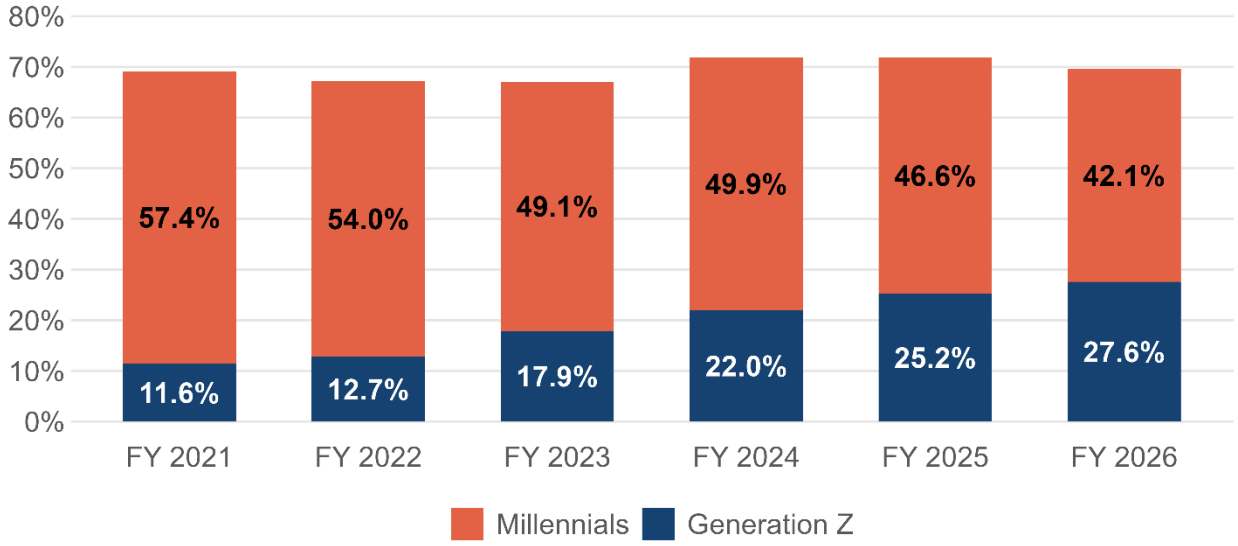


Table 17: Executive Branch Hiring Events by Type and Selected Characteristics, FY 2021–FY 2026 (All Employee Records)

	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026
Hiring						
Total Hiring	13,668	15,574	16,077	14,191	16,397	13,689
Hires by Type						
New Hires	11,162	12,553	13,402	12,087	13,448	11,167
Rehires	2,506	3,021	2,675	2,104	2,949	2,522
Hire Characteristics						
Average Age of Hires	36	37	37	36	36	41
Median Annual Compensation Rate of Hires	$29,120	$31,040	$36,366	$37,000	$36,608	$40,144

Table 18: Executive Branch Hiring Events by Type and Characteristics, FY 2021–FY 2026 (Full-Time Employee Records)

	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026
Hiring						
Total Hiring	7,548	10,334	11,742	9,804	10,007	9,393
Hires by Type						
New Hires	6,109	8,273	9,816	8,392	8,297	7,723
Rehires	1,439	2,061	1,926	1,412	1,710	1,670
Hire Characteristics						
Average Age of Hires	35	37	37	37	37	41
Median Annual Compensation Rate of Hires	$31,040	$34,185	$38,040	$40,040	$44,044	$45,806

Figure 25: Executive Branch Hiring Events by Type, FY 2021–FY 2026 (All Employee Records)

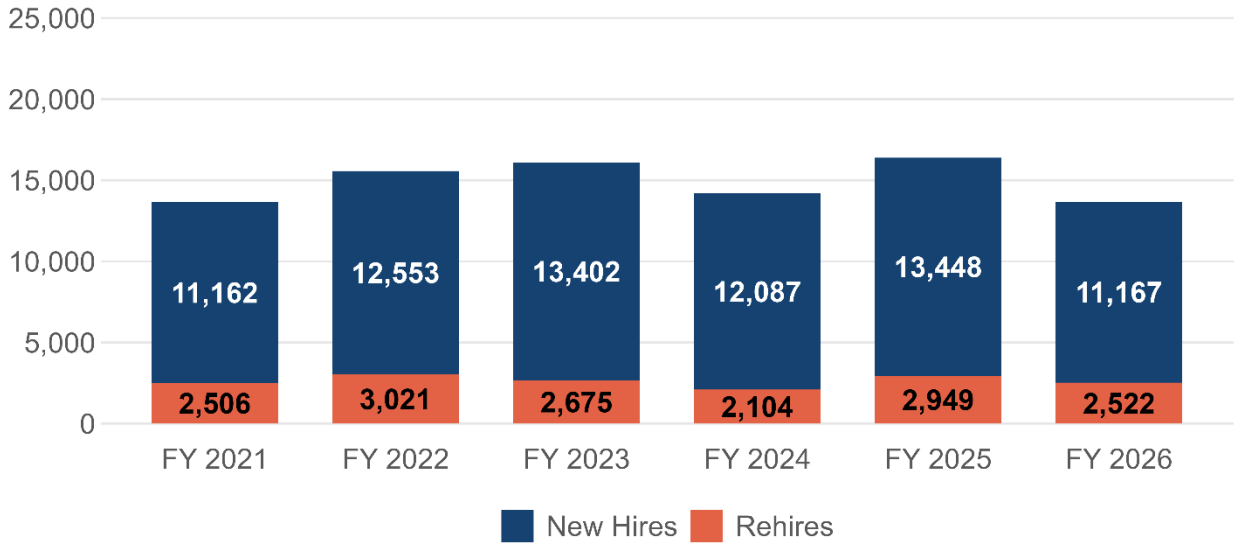


Figure 26: Executive Branch Hiring Events by Type, FY 2021–FY 2026 (Full-Time Employee Records)

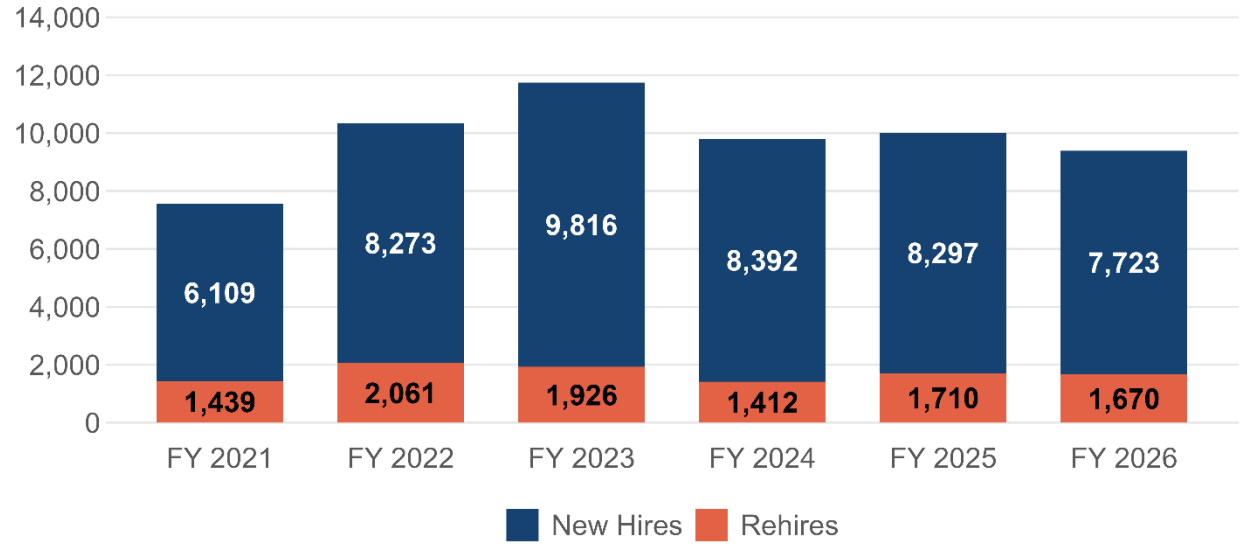


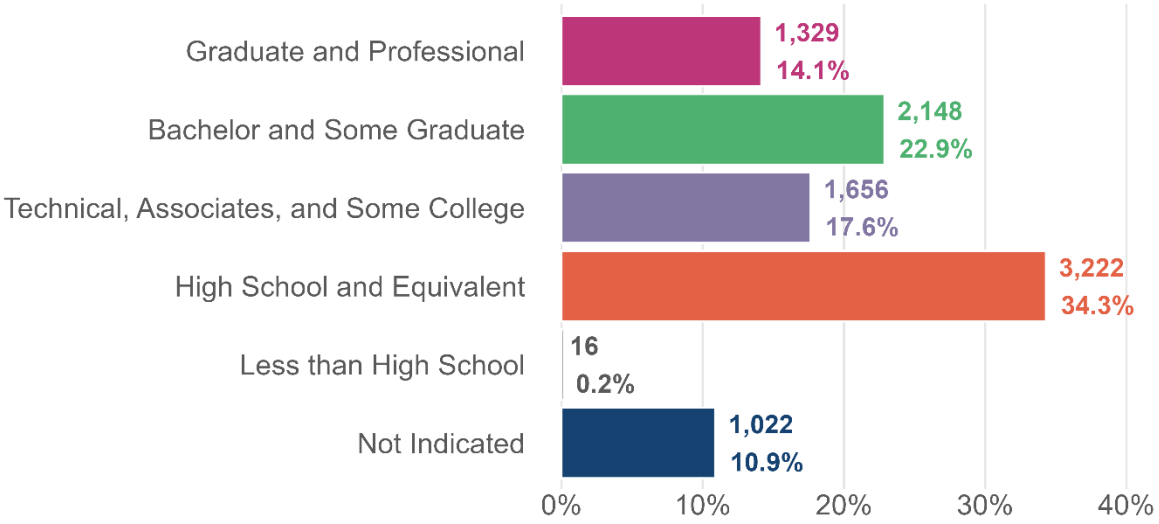
Table 19: Executive Branch Hiring Events by Gender, FY 2026 (Full-Time Employee Records)

Executive Branch Full-Time Employee Records	Count
Female	6,020
Male	3,363
Unspecified	10
Total	**9,393**

Table 20: Executive Branch Hiring Events by Reported Highest Education Level, FY 2026 (Full-Time Employee Records)

Executive Branch Full-Time Employee Hiring Events	Count
Less than High School or N/A	1,038
High School and Equivalent	3,222
Technical, Associates, and Some College	1,656
Bachelor and Some Graduate	2,148
Graduate and Professional	1,329
Total	**9,393**

Figure 27: Executive Branch Hiring Events by Reported Highest Education Level, FY 2026 (Full-Time Employee Records)



Following the implementation of skills-based hiring requirements, the proportion of new full-time hires in the Executive Branch with the highest education level less than a bachelor's degree has increased from 39.6% in FY 2024 to 52.1% in FY 2026.

Table 21: Executive Branch Hiring Events by Ethnicity, FY 2026 (Full-Time Employee Records)

Executive Branch Full-Time Employee Hiring Events	Count
Black	5,743
White	2,911
Hispanic	352
Asian	188
American Indian/Native American	26
Native Hawaiian/Pacific Islander	13
Non-Specified	160
Total	**9,393**

Figure 28: Executive Branch Hiring Events by Ethnicity, FY 2026 (Full-Time Employee Records)

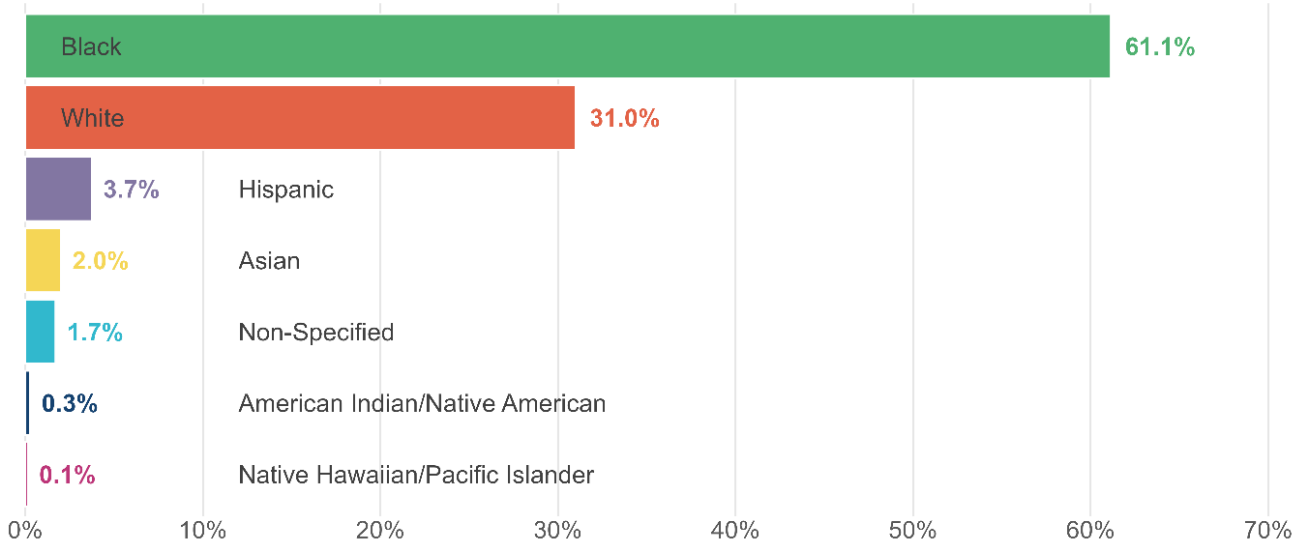
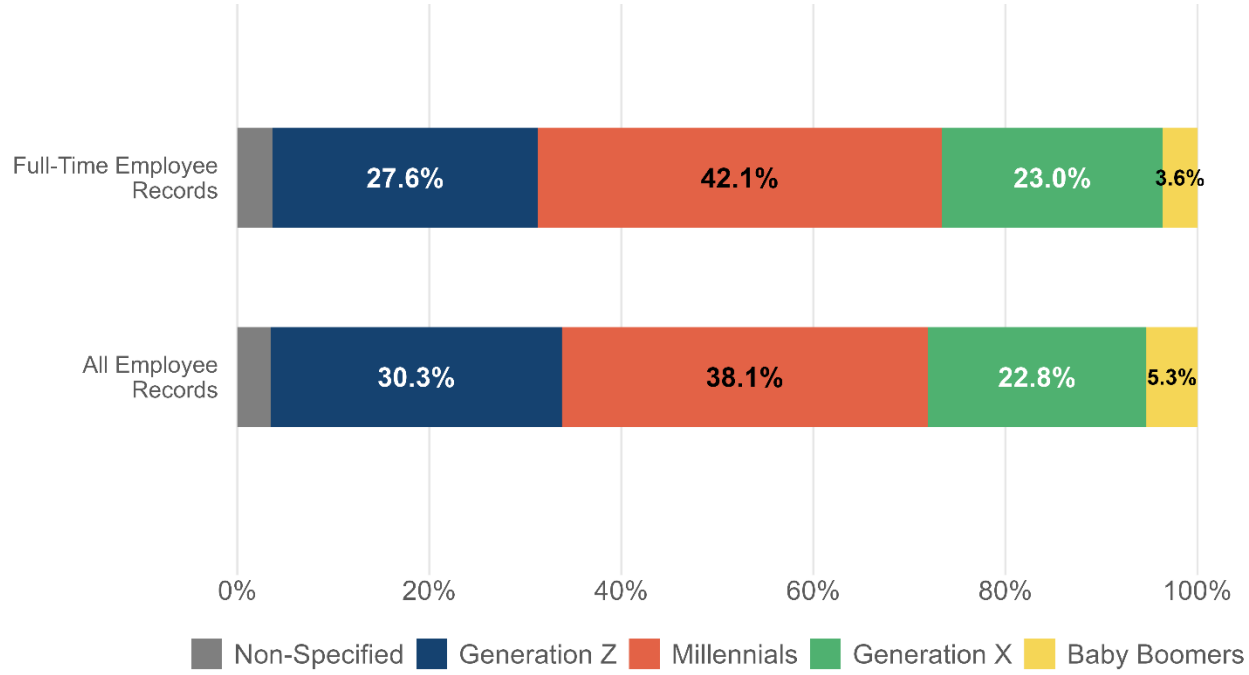


Table 22: Executive Branch Hiring Events by Generation and Record Type, FY 2026

Generation		Executive Branch Employee Hiring Events	Executive Branch Full-Time Employee Hiring Events
Veterans	(1925-1945)	8	0
Baby Boomers	(1946-1964)	727	339
Generation X	(1965-1980)	3,113	2,163
Millennials	(1981-1996)	5,219	3,950
Generation Z	(1997+)	4,143	2,590
Non-Specified		479	351
Total		**13,689**	**9,393**

Figure 29: Executive Branch Hiring Events by Generation and Record Type, FY 2026



SEPARATION EVENTS—EXECUTIVE BRANCH

The events included here are for Executive Branch entities that used the TeamWorks HCM system during FY 2026. The Executive Branch includes departments, agencies, boards, bureaus, commissions, offices, authorities, and the Technical College System and its schools.



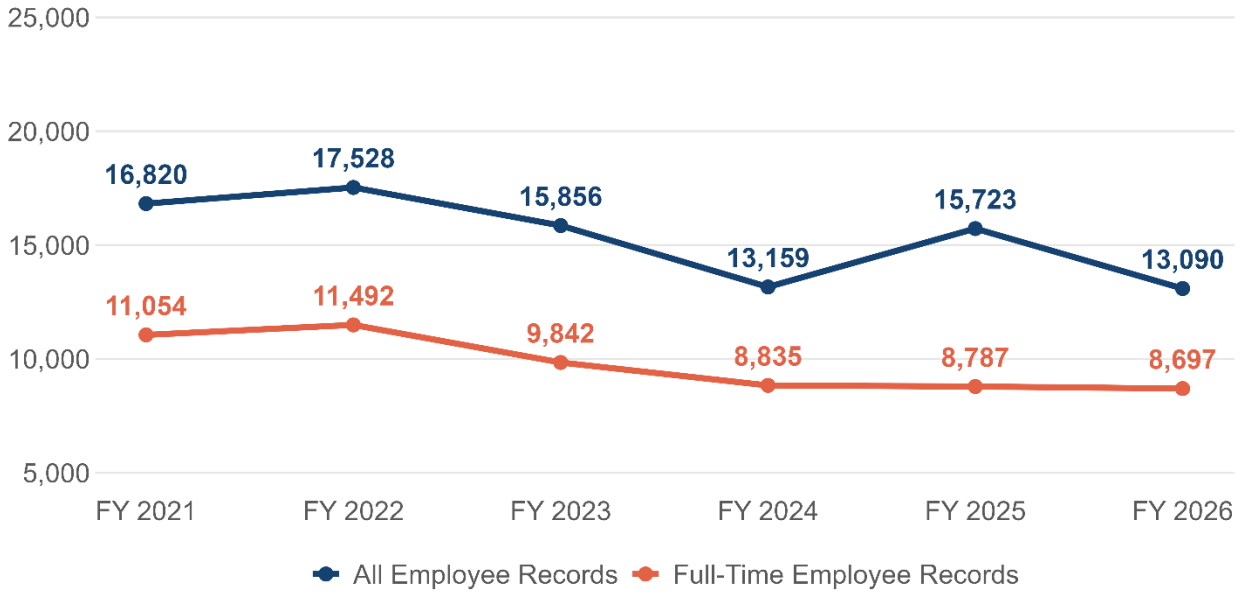
"The state of Georgia has been an essential component of my career. Since 2020, Georgia has been instrumental in continuing my career in the manufacturing sector. While working in Georgia, I have visited multiple manufacturing industries in one capacity or another. Depending on the industry one decides to work, an opportunity will surely await! Currently, I am employed within the educational sector with Southern Regional Technical College as a full-time Faculty Instructor within the Industrial Technology department."

Marvin Bannister
Southern Regional Technical College
Technical College System of Georgia
Precision Matching and Manufacturing Program Chair

Marvin demonstrates precision manufacturing processes and equipment.

Separation events among full-time executive branch employees continue to trend down from previous years. Separations among all executive branch employees were 13,090 in FY 2026. This represents a significant decrease from the 15,723 separations recorded in FY 2025 due to the deactivation of 2,062 Georgia National Guard troops (Job Code Description: State Active Duty) who had been activated in response to Hurricane Helene in September 2024.

Figure 30: Executive Branch Separation Events by Record Type, FY 2021–FY 2026



The greatest share of separations is among those who are in the Millennial generation (b. 1981-1996).

Figure 31: Executive Branch Separation Events Involving Millennials and Generation Z, FY 2021–FY 2026 (Full-Time Employee Records)

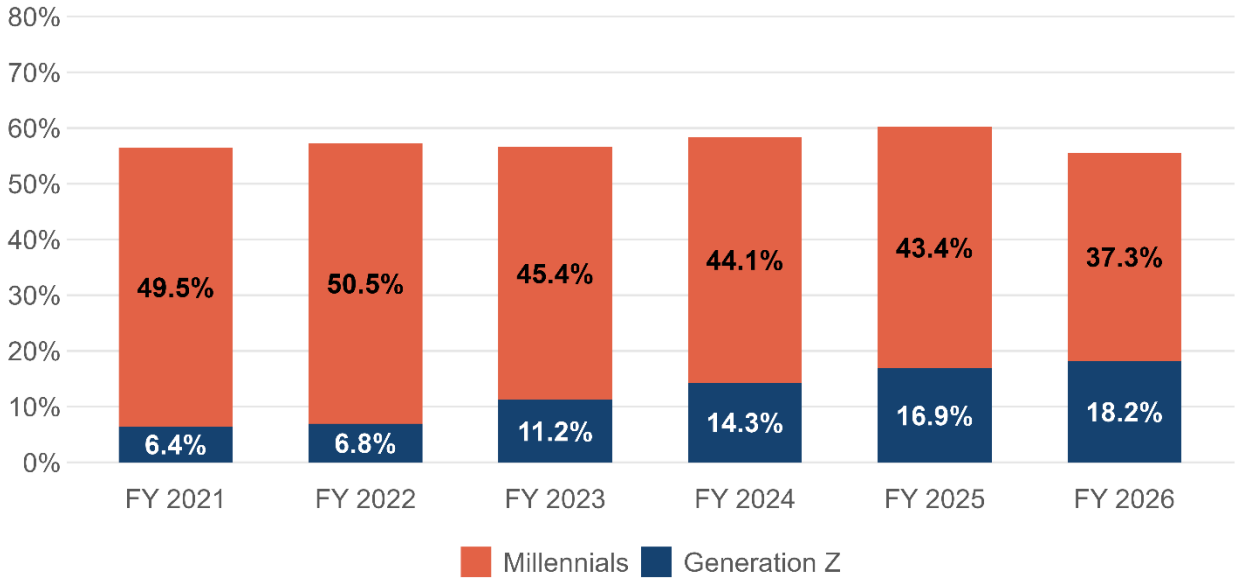


Table 23: Executive Branch Separation Events and Turnover Rates, FY 2021–FY 2026 (All Employee Records)

	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026
Separation Events						
Total Separation Events	16,820	17,528	15,856	13,159	15,723	13,090
Separation Events by Type						
Voluntary Separation Events	11,420	12,184	9,559	8,611	8,461	8,041
Involuntary Separation Events	3,373	3,479	4,776	3,071	5,805	3,571
Retirements	1,634	1,430	1,157	1,142	1,162	1,226
Turnover Rate Calculation						
Monthly Average Headcount	62,822	57,023	60,292	62,526	67,800	67,068
Turnover Rate	26.8%	30.7%	26.3%	21.1%	23.2%	19.5%
Voluntary Turnover Rate	18.2%	21.4%	15.9%	13.8%	12.5%	12.0%

Table 24: Executive Branch Separation Events and Turnover Rates, FY 2021–FY 2026 (Full-Time Employee Records)

	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026
Separation Events						
Total Separation Events	11,054	11,492	9,843	8,835	8,787	8,697
Separation Events by Type						
Voluntary Separation Events	7,856	8,822	7,324	6,445	6,148	5,960
Involuntary Separation Events	1,277	933	1,085	998	1,256	1,341
Retirements	1,625	1,421	1,151	1,131	1,158	1,218
Turnover Rate Calculation						
Monthly Average Headcount	50,199	48,263	49,150	51,626	55,541	56,268
Turnover Rate	22.0%	23.8%	20.0%	17.1%	15.8%	15.5%
Voluntary Turnover Rate	15.7%	18.3%	14.9%	12.5%	11.1%	10.6%

Figure 32: Executive Branch Separation Events by Type, FY 2021–FY 2026 (All Employee Records)

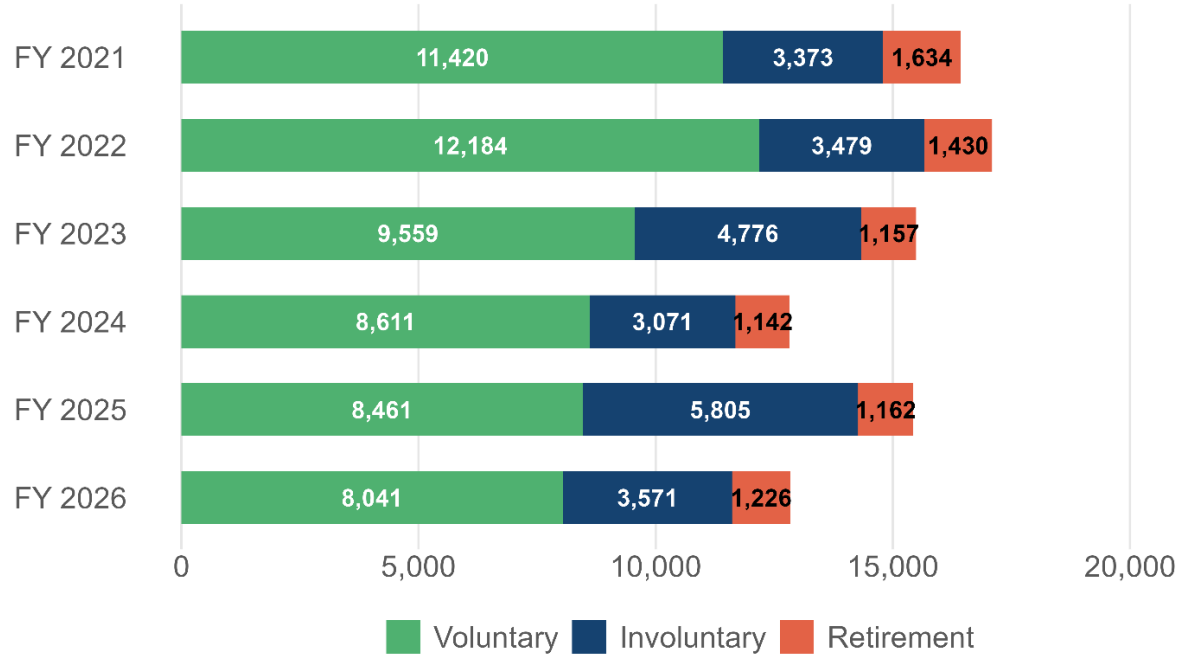


Figure 33: Executive Branch Separation Events by Type, FY 2021–FY 2026 (Full-Time Employee Records)

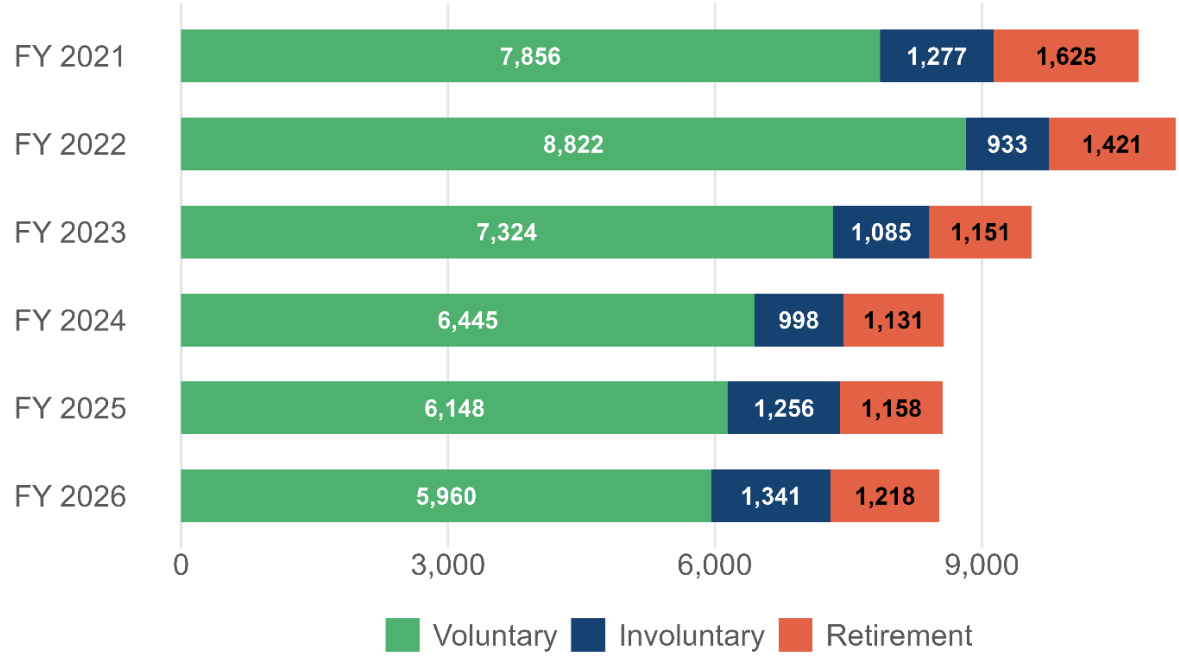


Figure 34: Executive Branch Separation Events by Tenure, FY 2026 (Full-Time Employee Records)

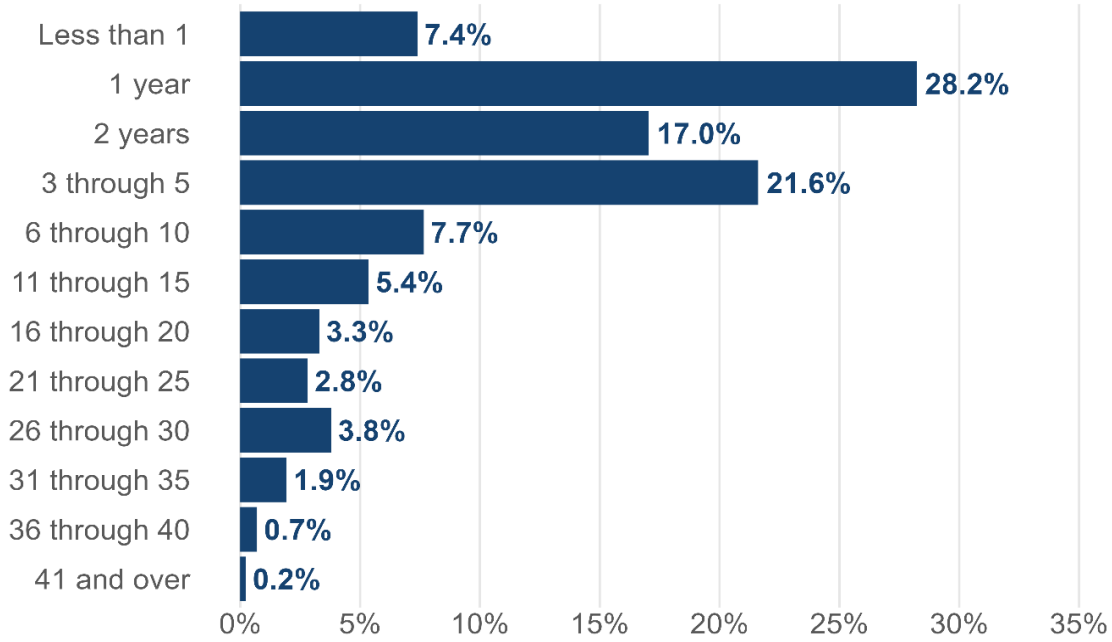


Figure 35: Executive Branch Separation Events by Generation, FY 2026 (Full-Time Employee Records)

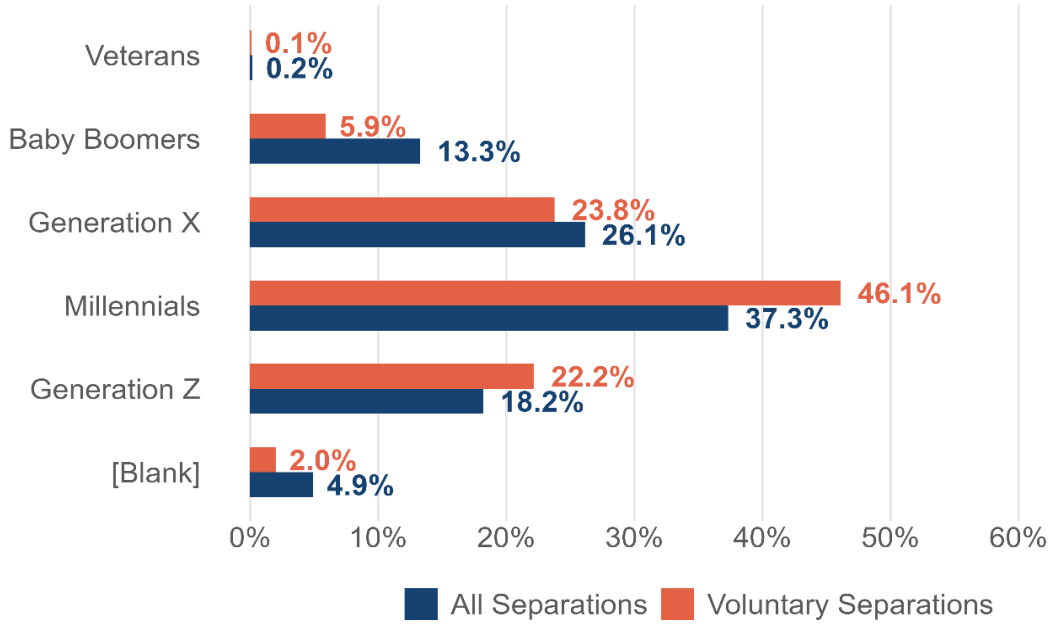


Figure 36: Executive Branch Share of Separation Events by Generation, FY 2021–FY 2026 (Full-Time Employee Records)

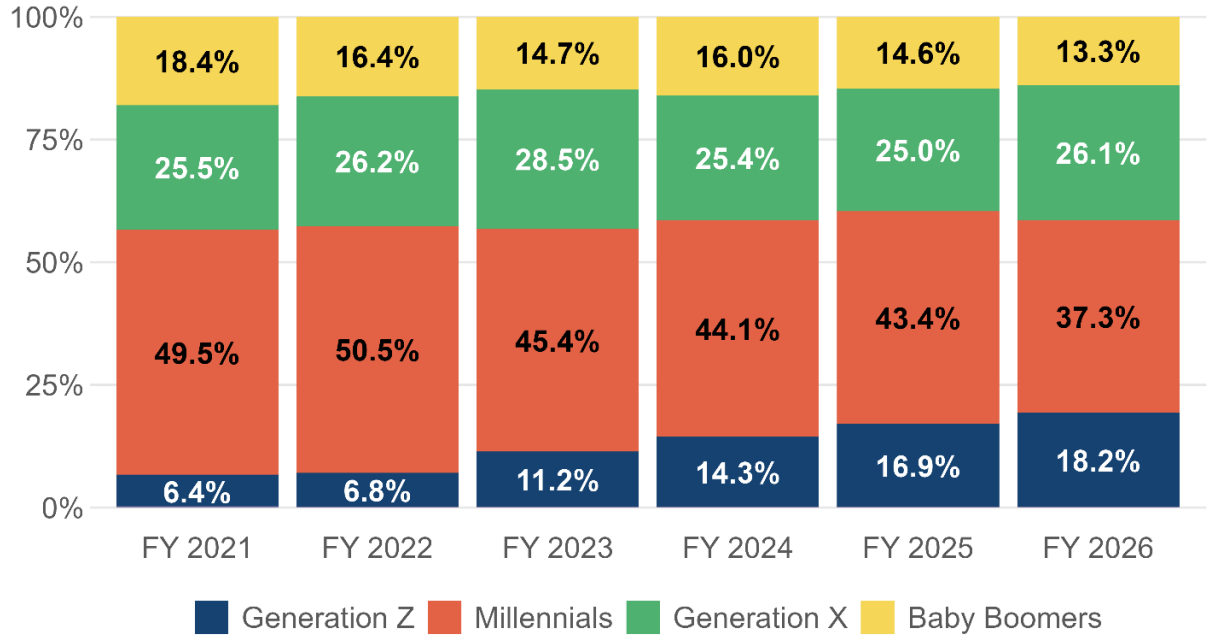


Figure 37: Executive Branch Voluntary Turnover Rates by Generation, FY 2021–FY 2026 (Full-Time Employee Records)

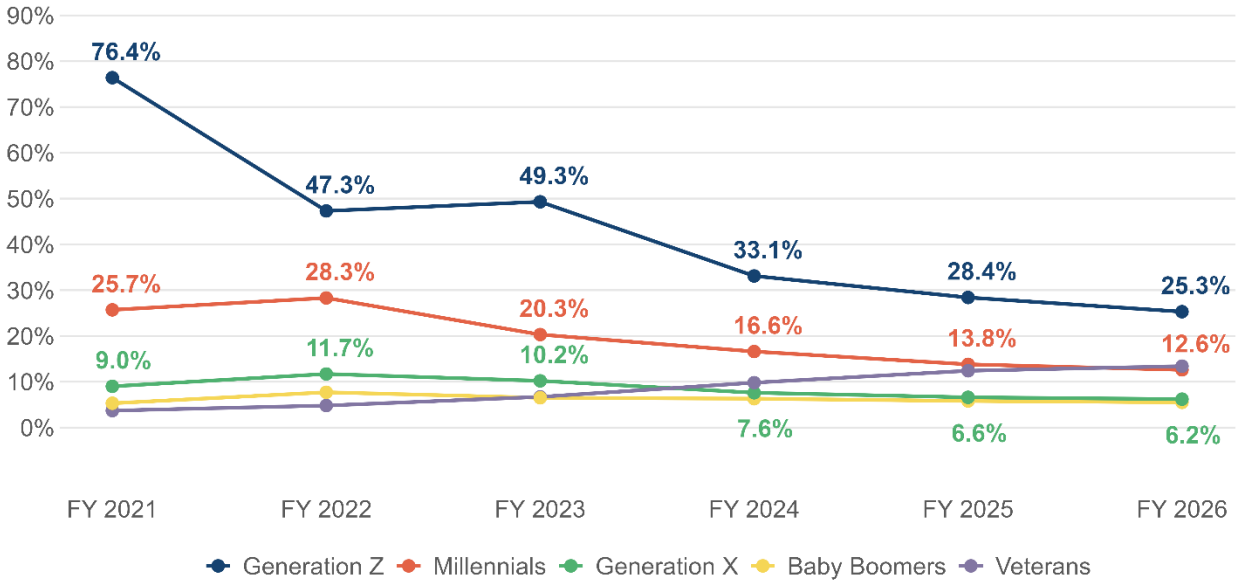


Figure 38: Executive Branch Turnover Rates by Job Family, FY 2026 (Full-Time Employee Records)

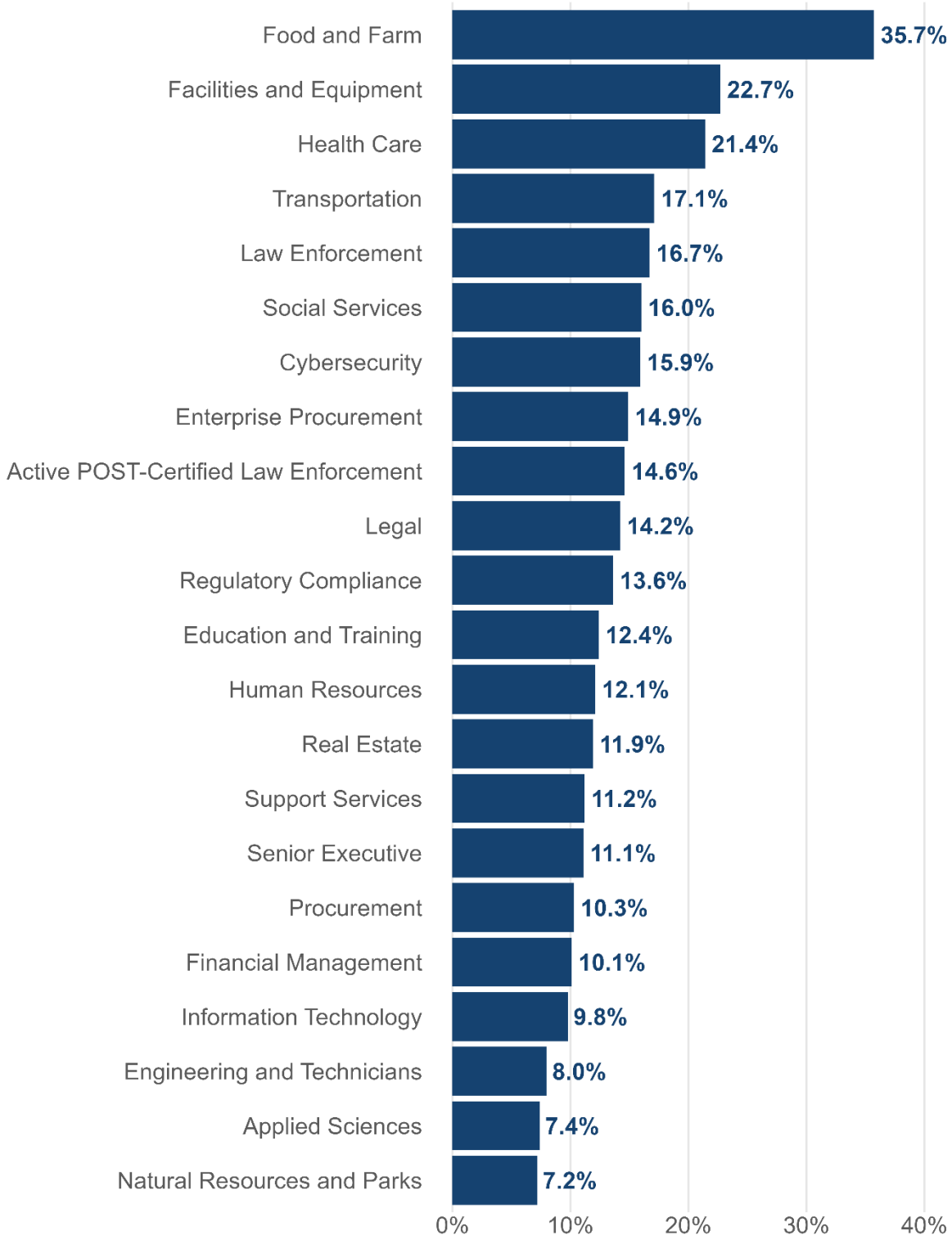


Figure 39: Executive Branch Separation Events by Type and Record Group, FY 2026

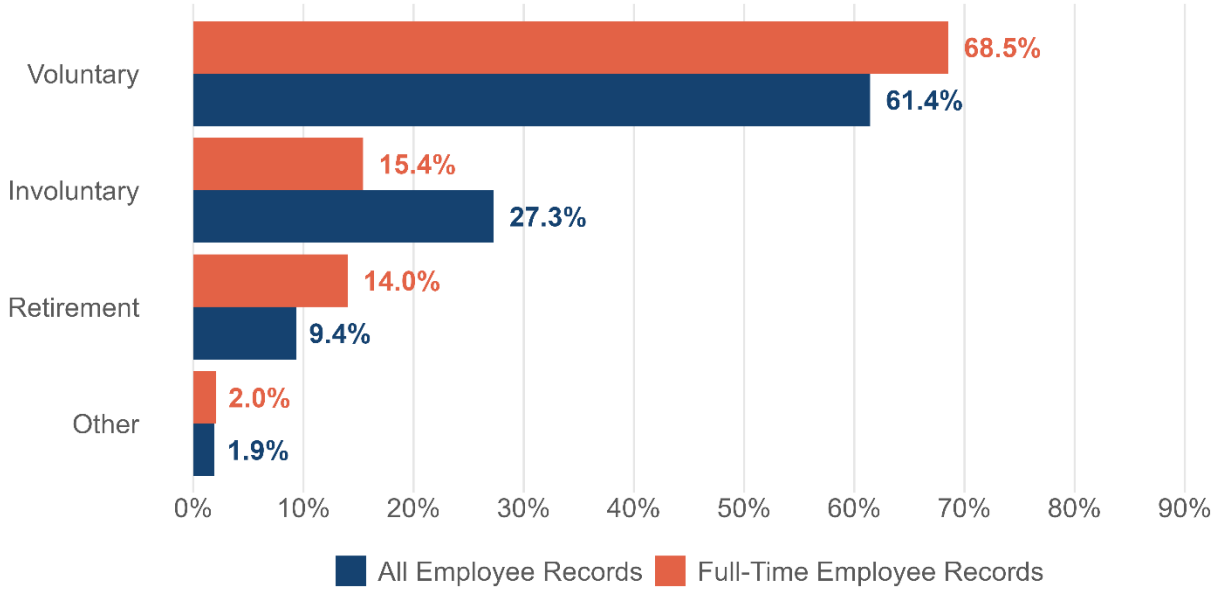


Figure 40: Executive Branch Turnover Rates and Separation Counts by Non-Technical College Entity, FY 2026 (Full-Time Employee Records)

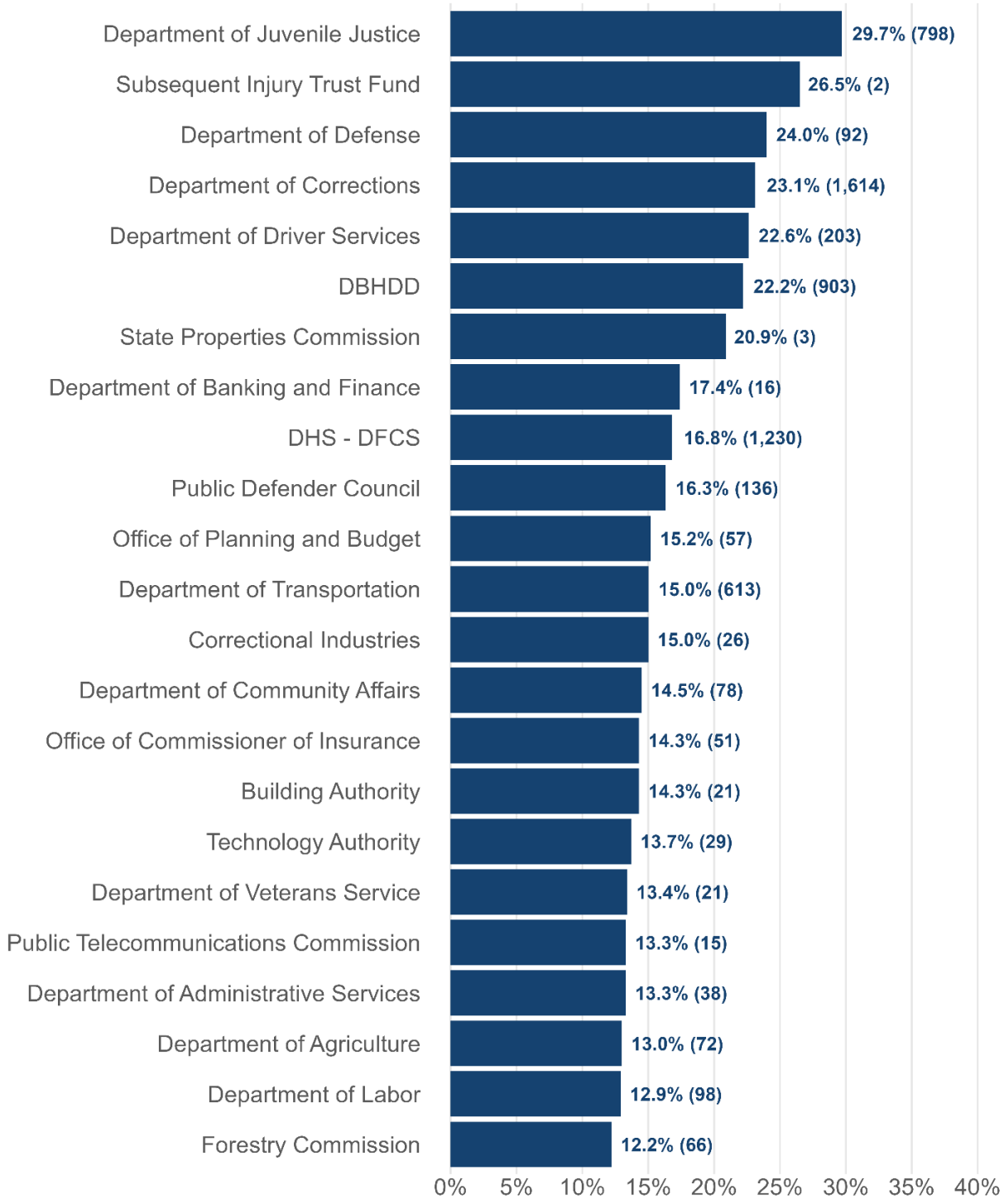


Figure 40 (cont.): Executive Branch Turnover Rates and Separation Counts by Non-Technical College Entity, FY 2026 (Full-Time Employee Records)

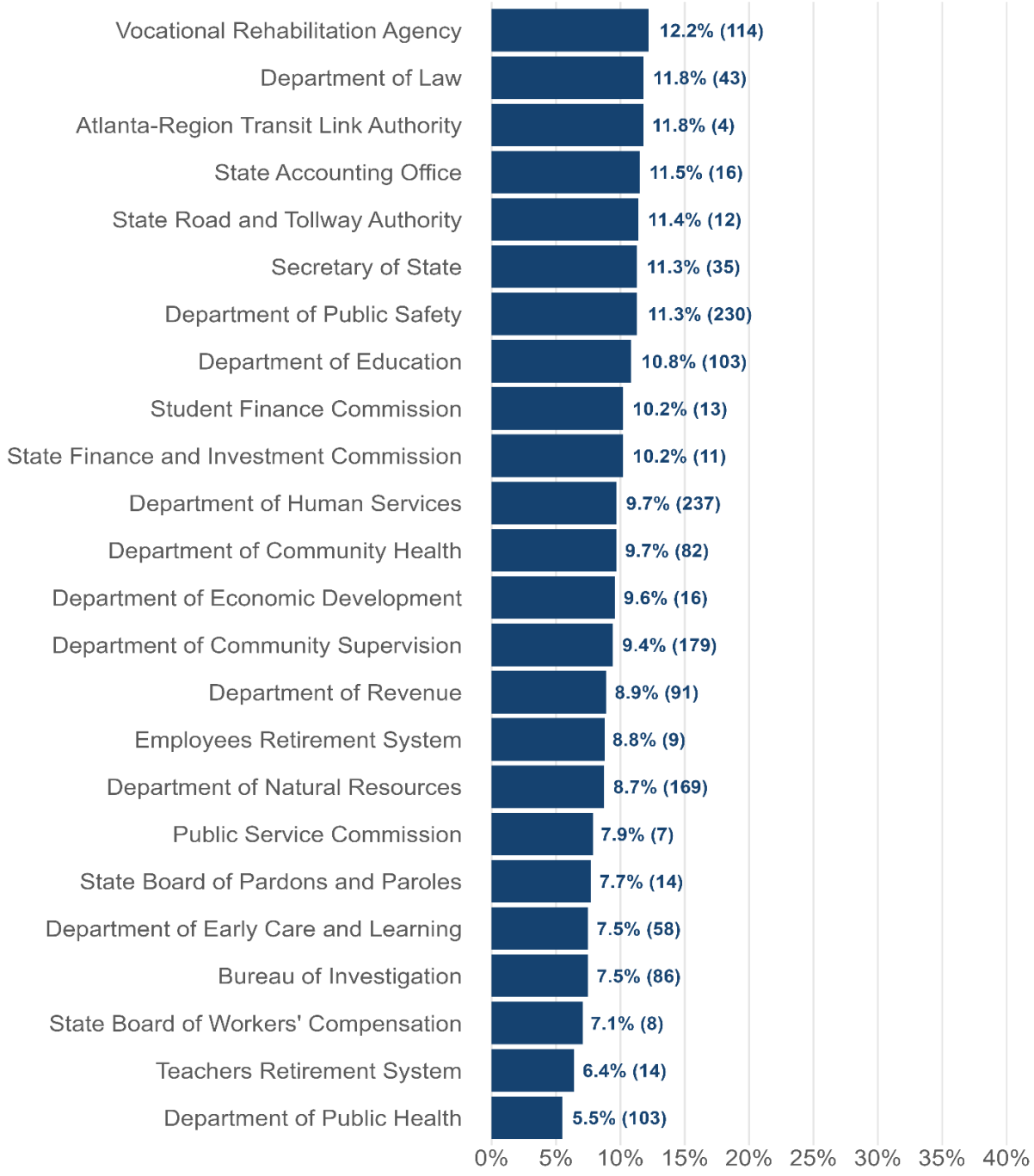
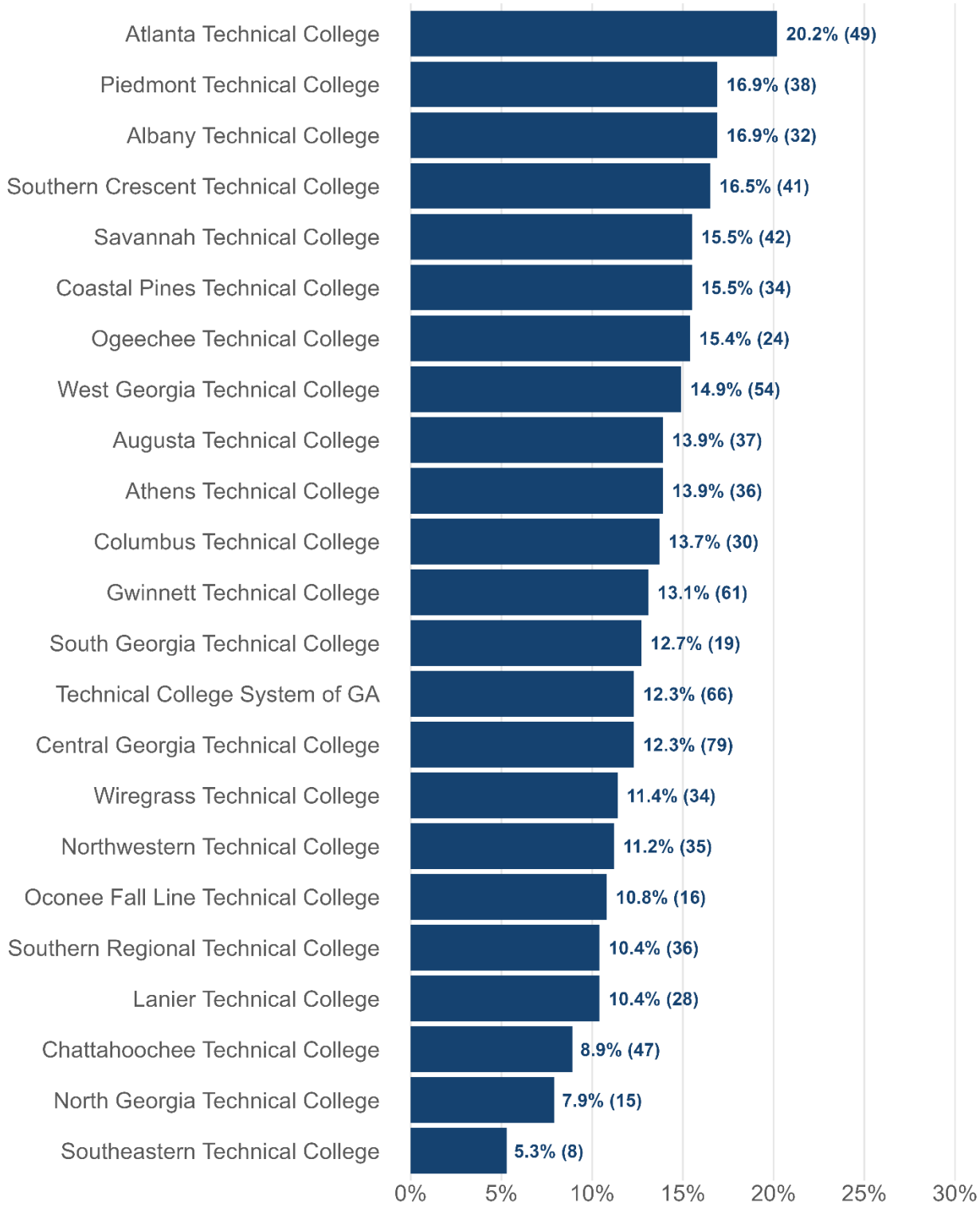
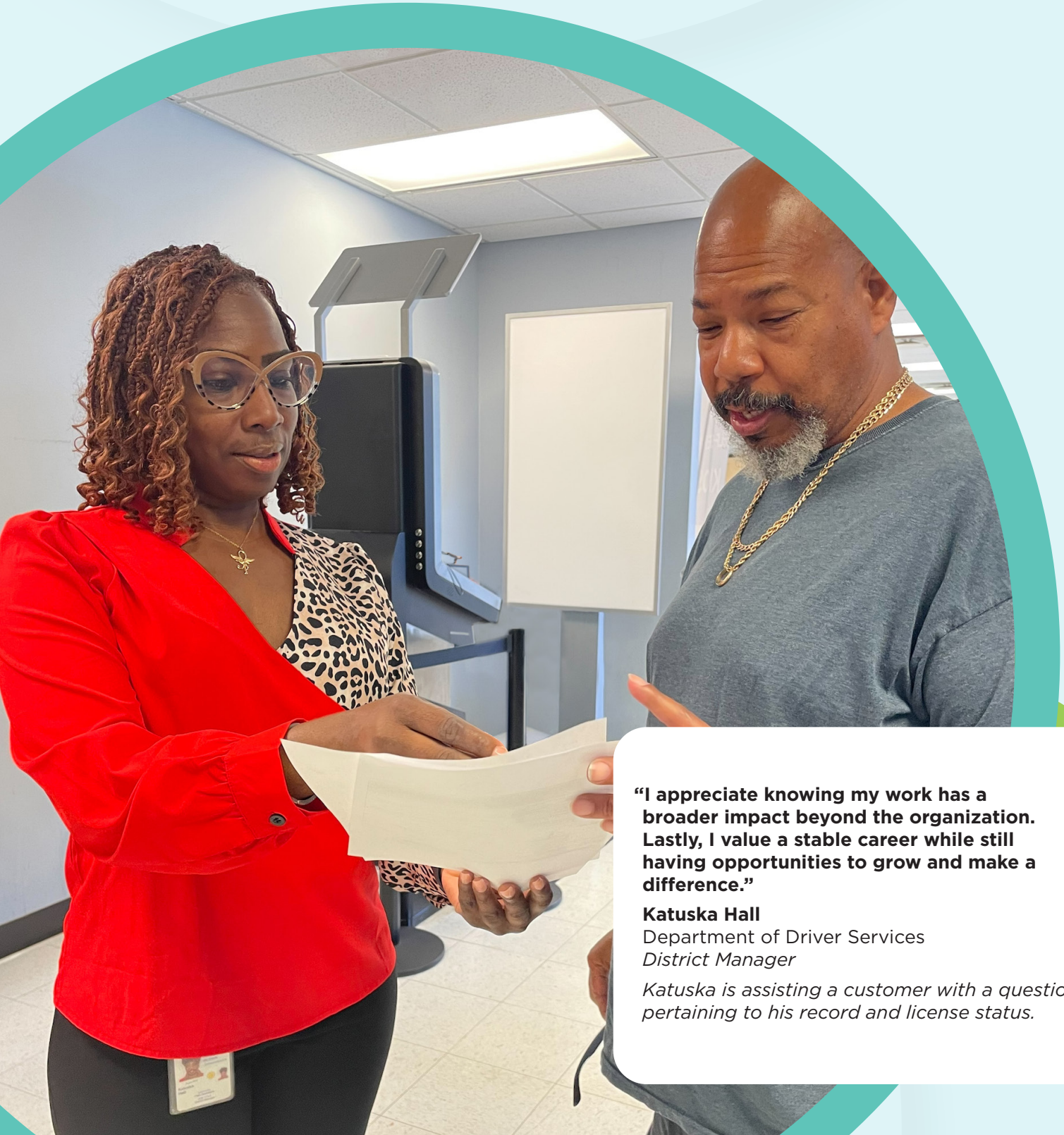


Figure 41: Executive Branch Turnover Rates and Separation Counts by Technical College, FY 2026 (Full-Time Employee Records)



COMPARISONS AND RETENTION—EXECUTIVE BRANCH

The events included here are for Executive Branch entities that used the TeamWorks HCM system during FY 2026. The Executive Branch includes departments, agencies, boards, bureaus, commissions, offices, authorities, and the Technical College System and its schools.



"I appreciate knowing my work has a broader impact beyond the organization. Lastly, I value a stable career while still having opportunities to grow and make a difference."

Katuska Hall
Department of Driver Services
District Manager

Katuska is assisting a customer with a question pertaining to his record and license status.

In the executive branch, hirings exceeded separations for the fourth consecutive year. In FY 2026, 51.9% of personnel actions involved new hires or rehires; 48.1% involved separations.

Figure 42: Executive Branch Hiring and Separation Events as Shares of Personnel Actions, FY 2021–FY 2026 (Full-Time Employee Records)

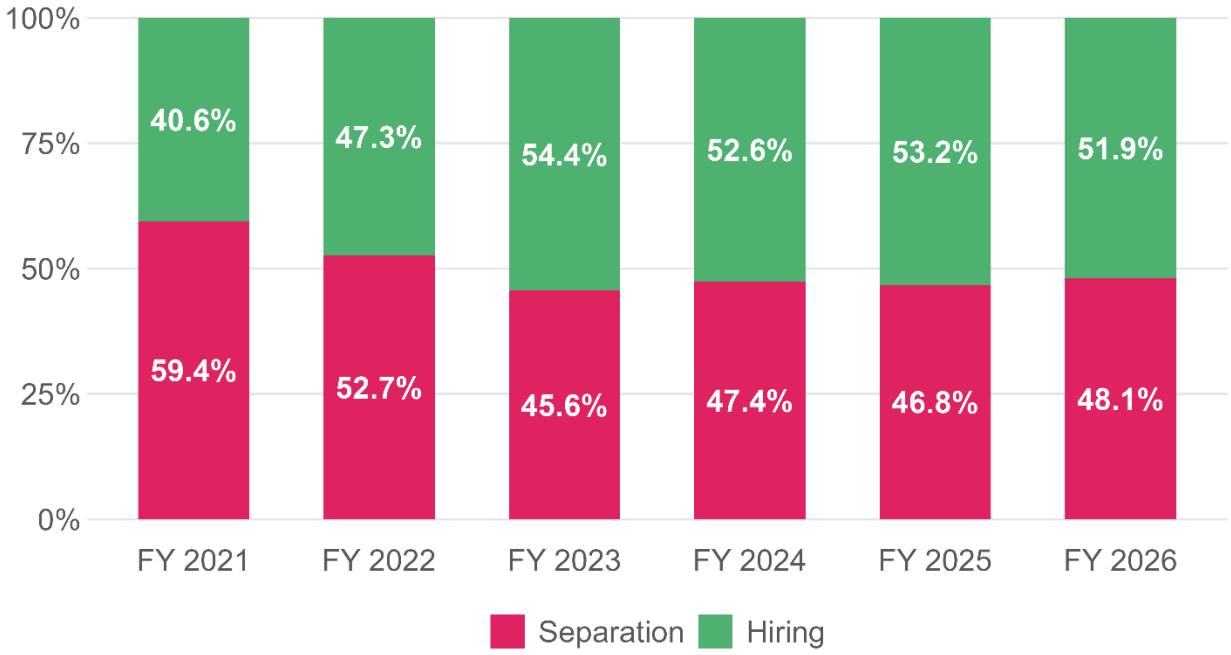


Figure 43: Executive Branch Hiring and Separation Events, FY 2021–FY 2026 (All Employee Records)

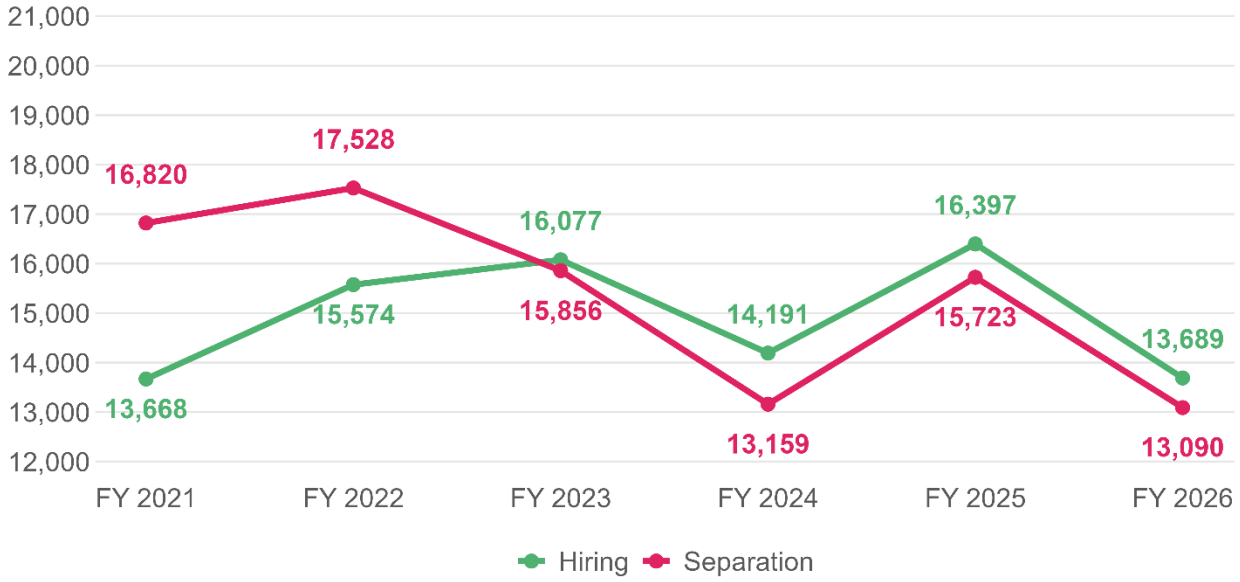


Figure 44: Executive Branch Hiring and Separation Events, FY 2021–FY 2026 (Full-Time Employee Records)

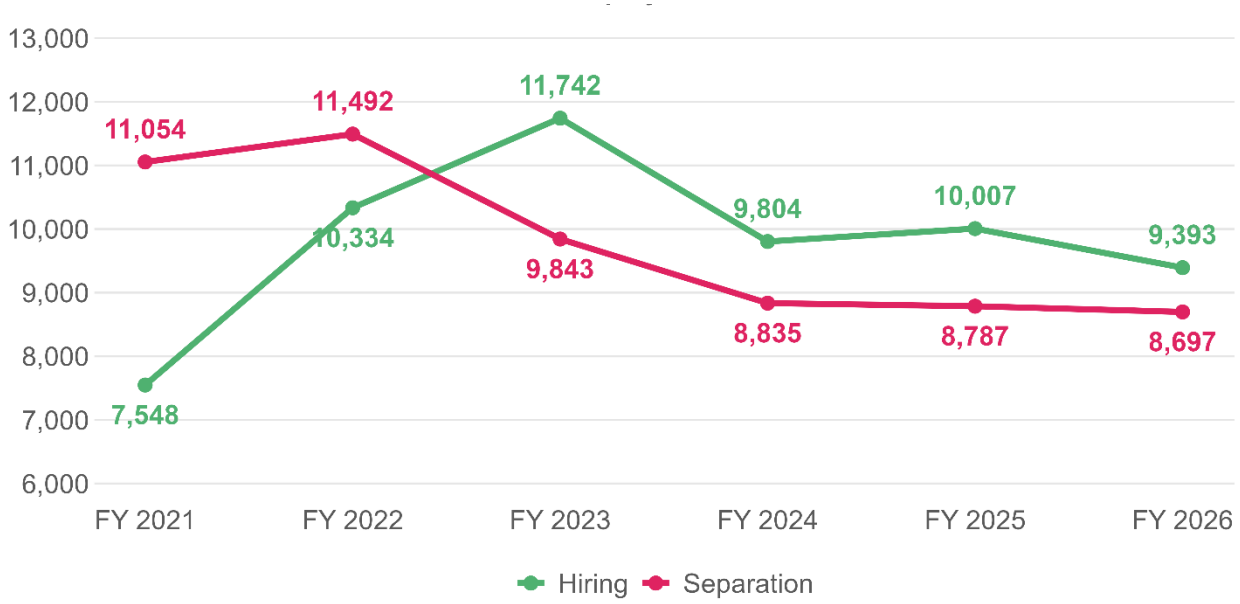


Figure 45: Executive Branch Hiring and Separation Events by Job Family, FY 2026 (All Employee Records)

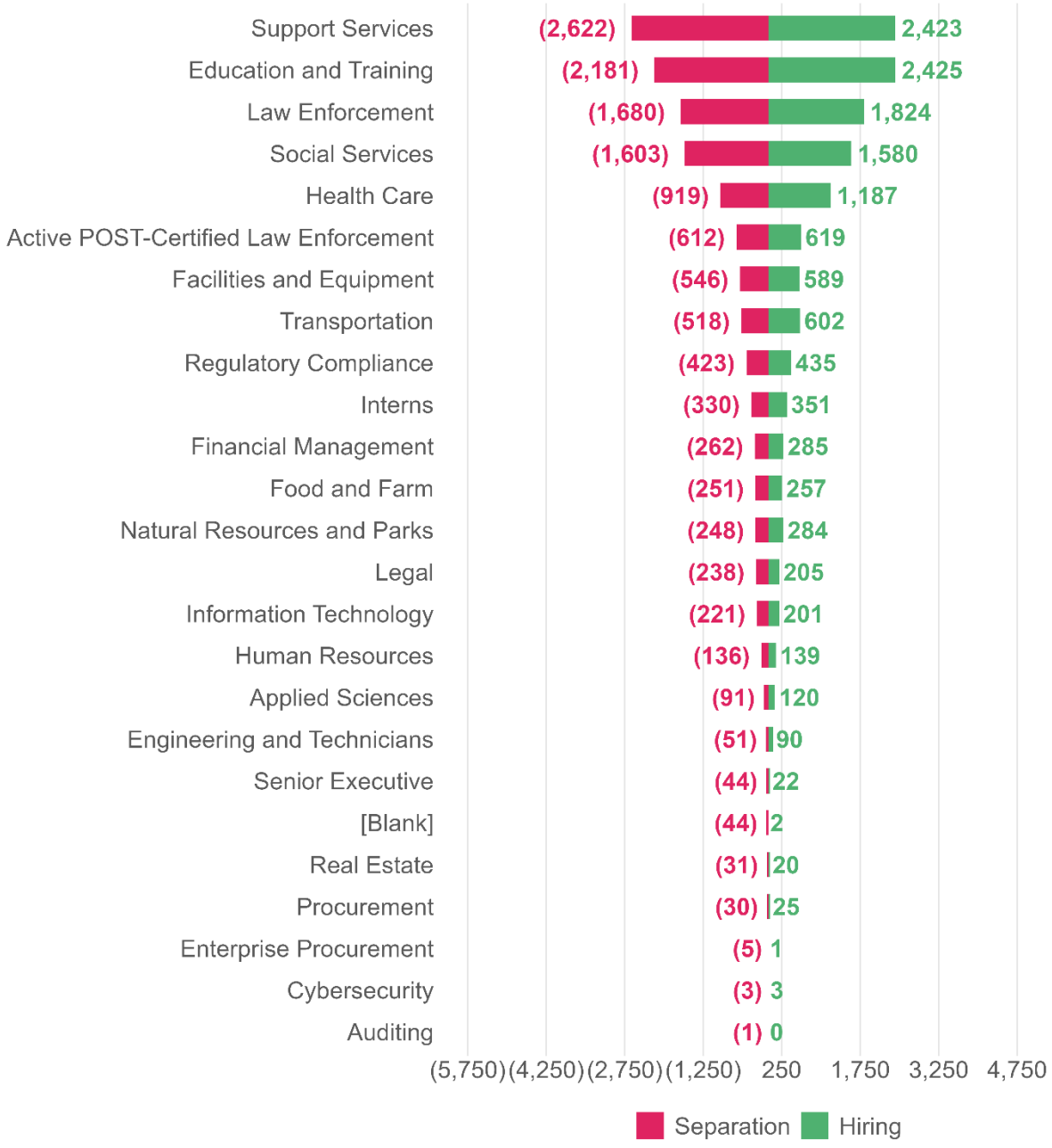


Figure 46: Executive Branch Hiring and Separation Events by Job Family, FY 2026 (Full-Time Employee Records)

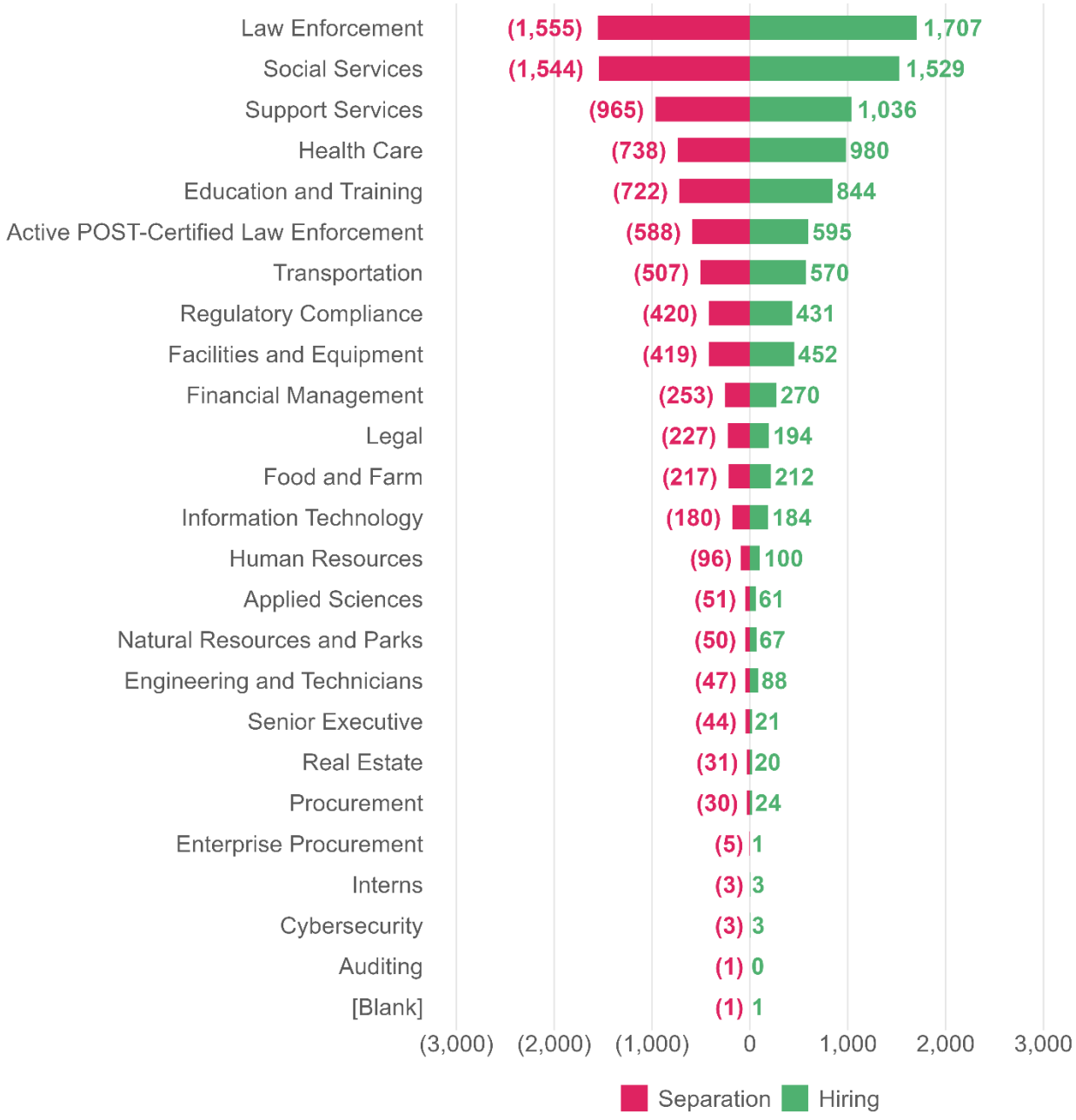


Figure 47: Executive Branch Hiring and Separation Events by Selected Agency, FY 2026 (Full-Time Employee Records)

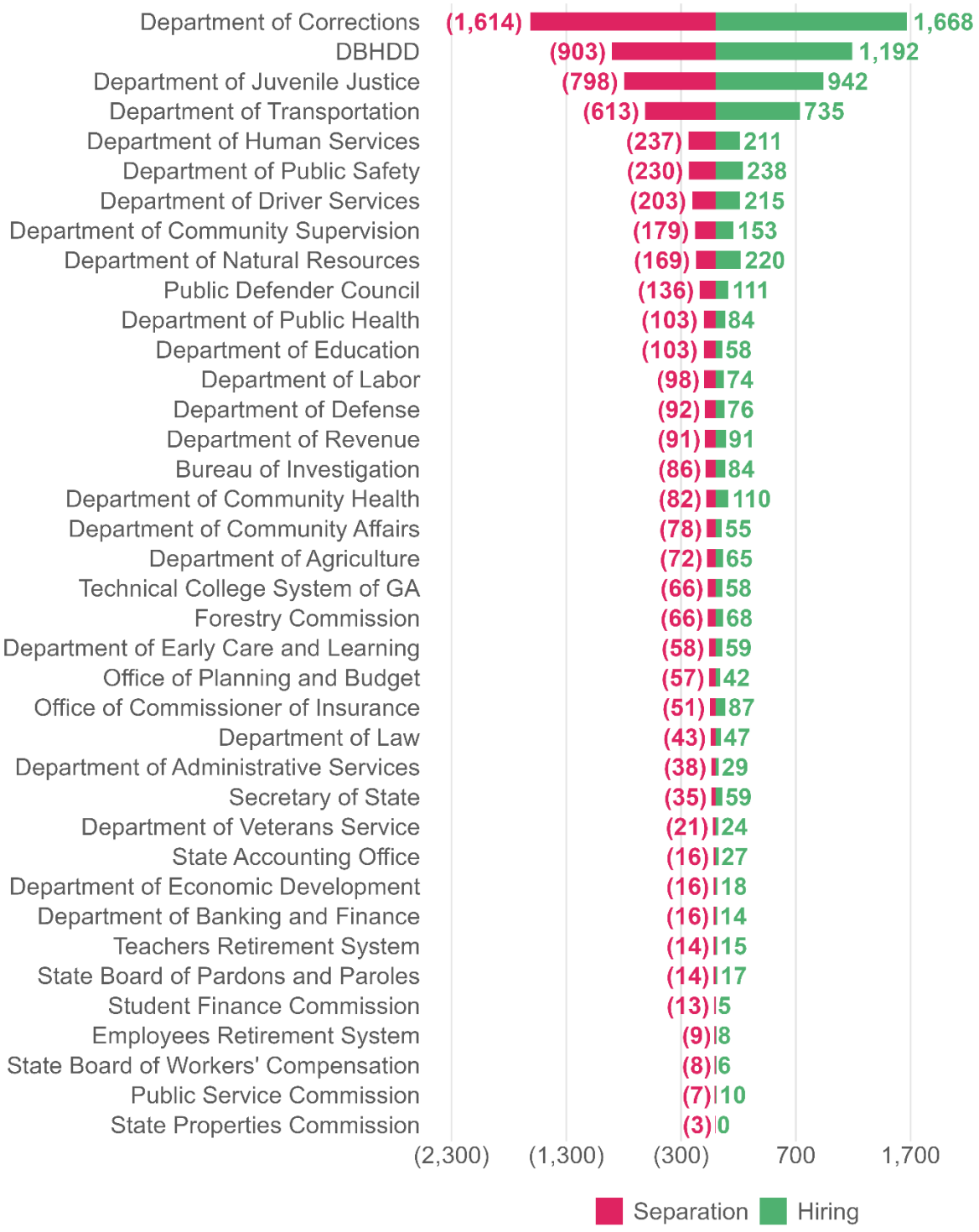


Figure 48: Executive Branch Hiring and Separation Events by Job Code, FY 2026 (All Employee Records)

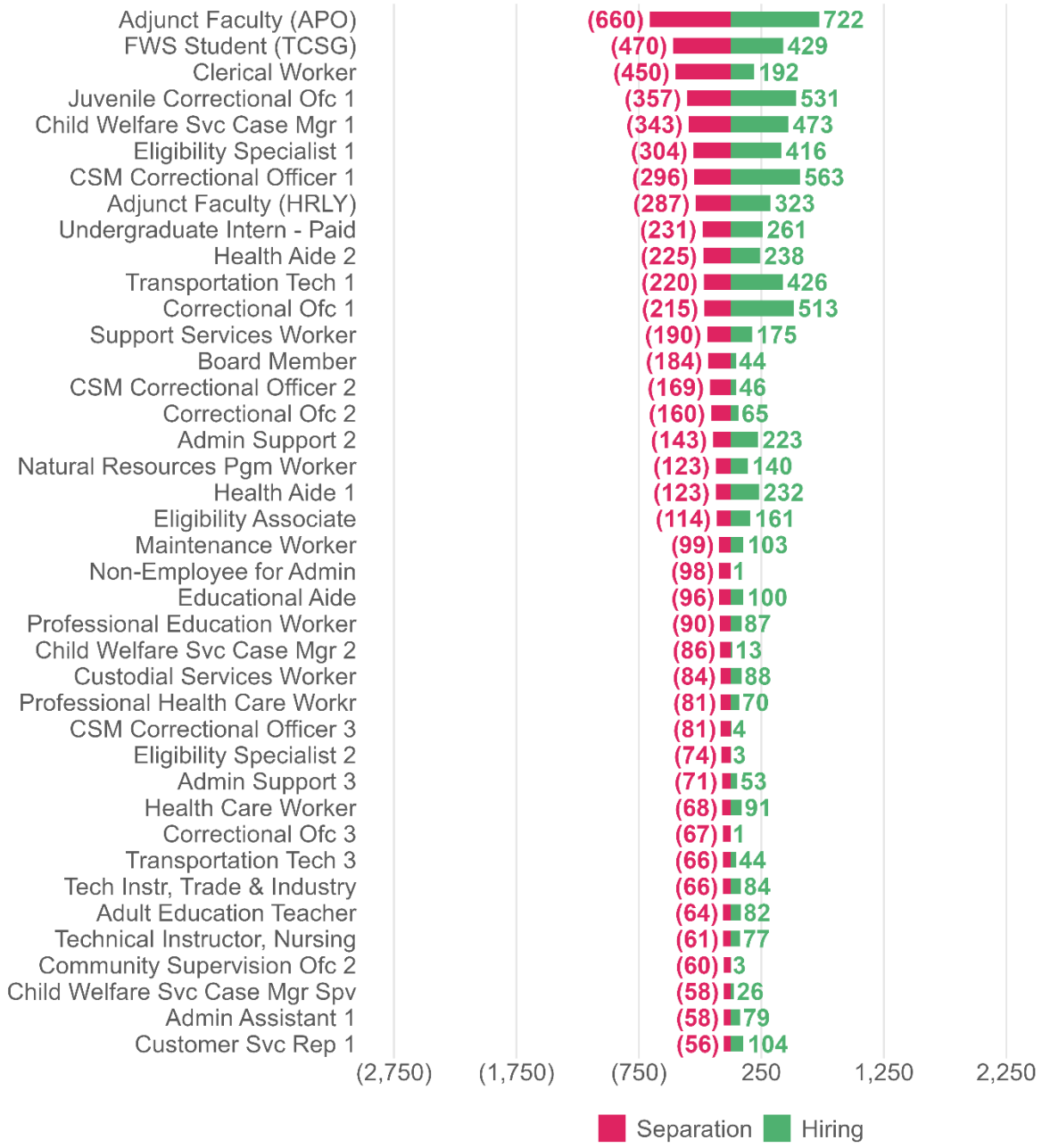


Figure 49: Executive Branch Hiring and Separation Events by Job Code, FY 2026 (Full-Time Employee Records)

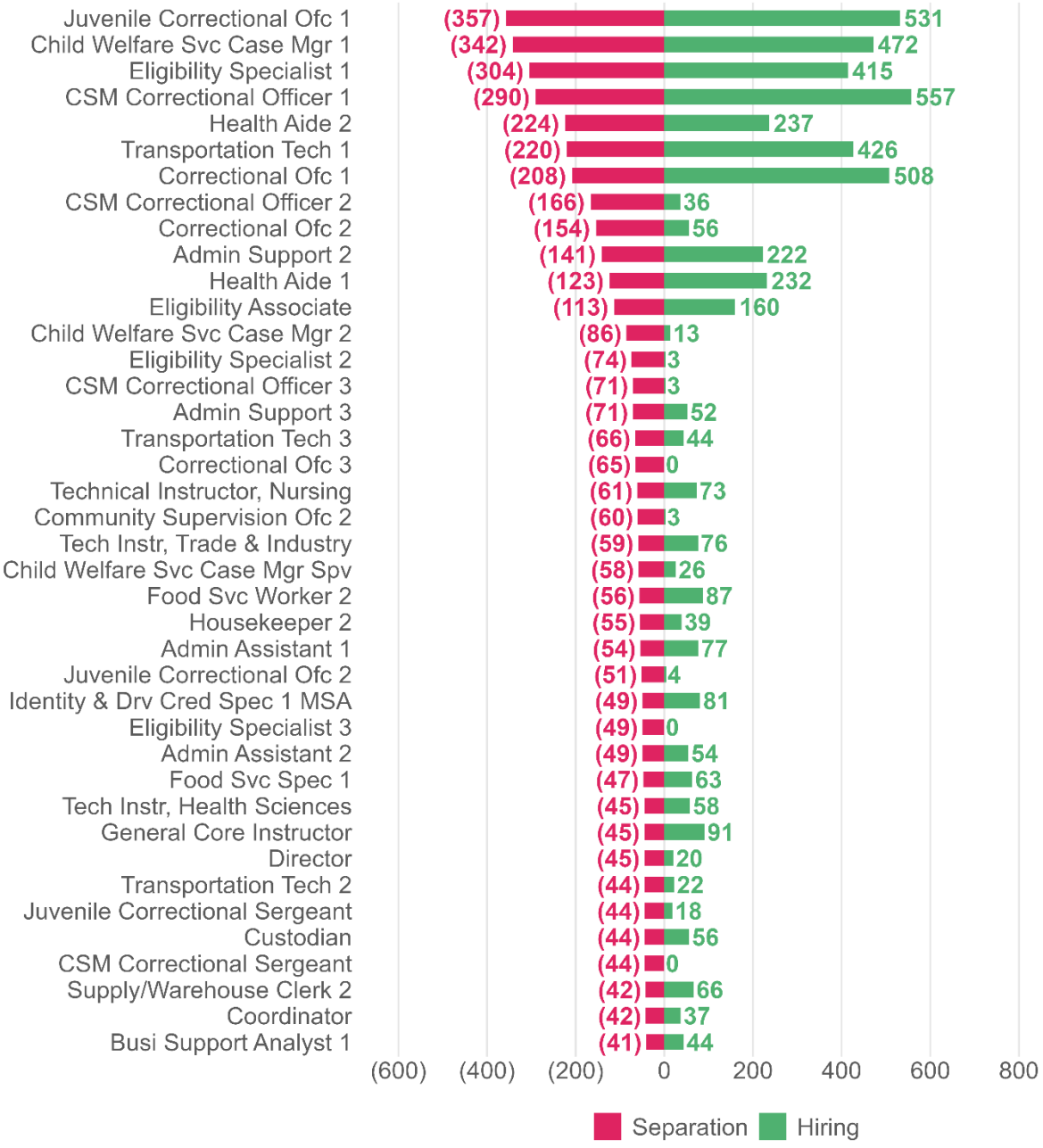


Figure 50: Executive Branch Top 15 Job Codes by Net Hiring, FY 2026 (Full-Time Employee Records)

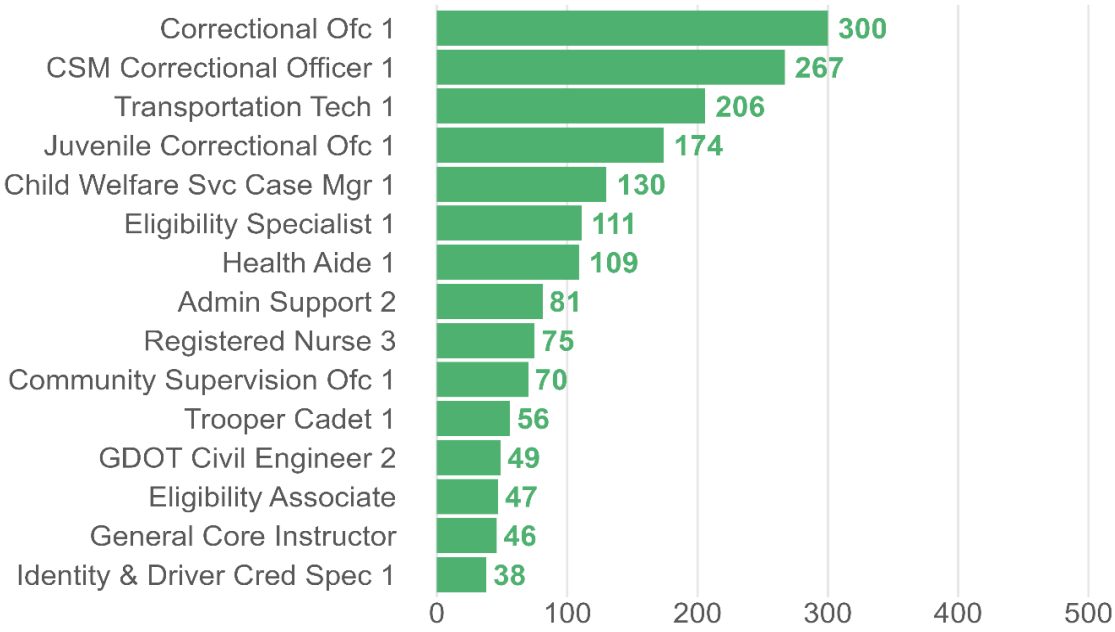
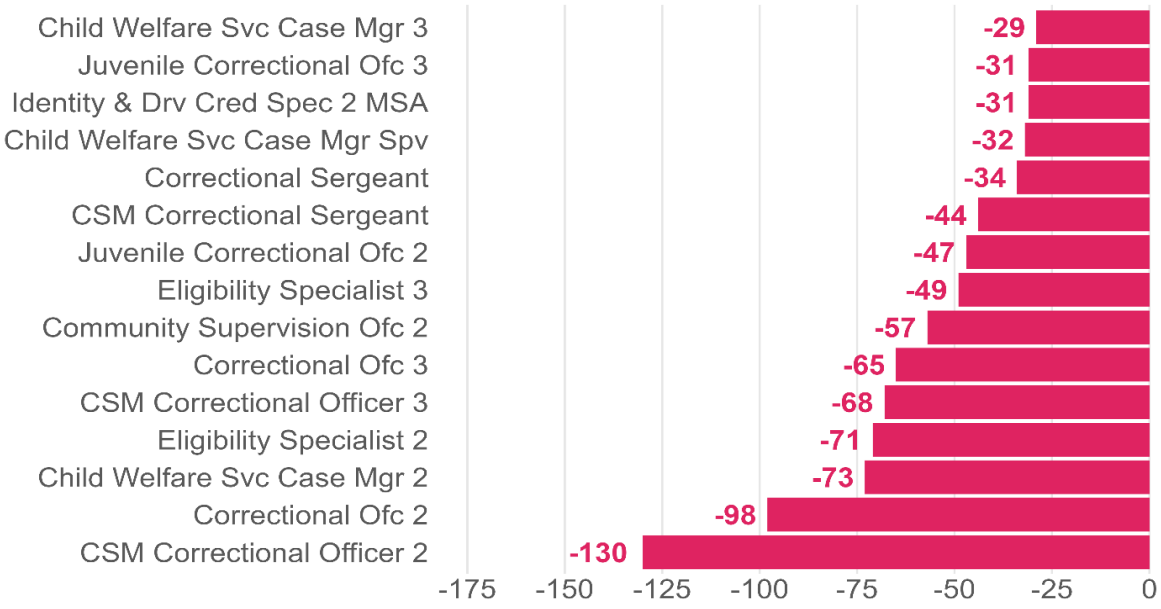


Figure 51: Executive Branch Bottom 15 Job Codes by Net Hiring, FY 2026 (Full-Time Employee Records)



After several years of declining retention of employees after their first 36 months of employment, the retention rate increased in FYE 2026. The state retained 68.5% of full-time executive branch employees through 36 months of employment in FYE 2026.

Figure 52: Executive Branch 36-Month Retention Reference by Record Type, FYE 2022–FYE 2026

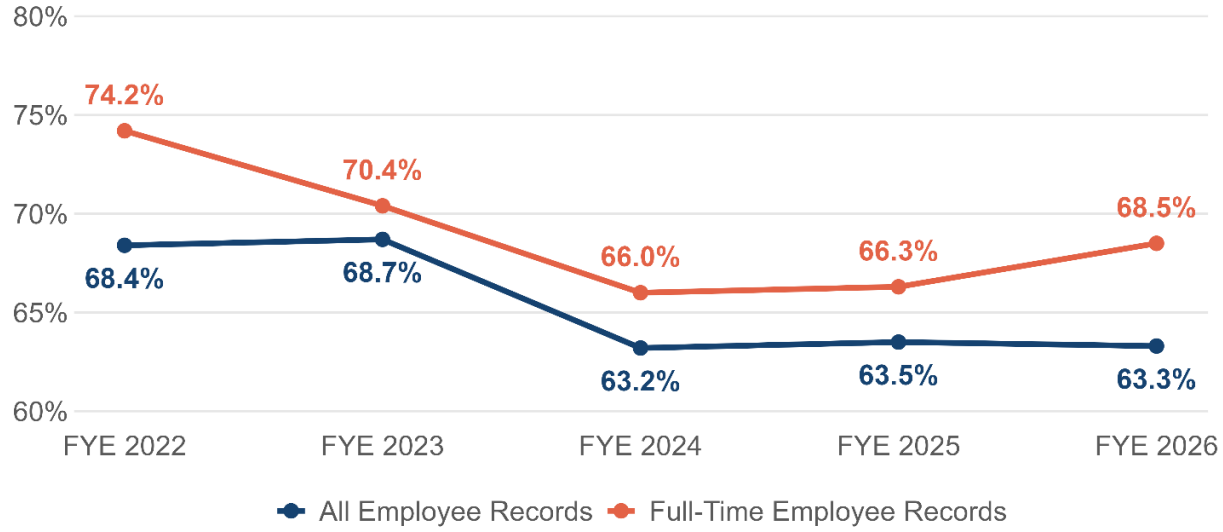


Table 25: Executive Branch Retention Reference, FYE 2024–FYE 2026 (All Employee Records)

	FYE 2024	FYE 2025	FYE 2026
Retention Reference of Active Records			
Active 12 Months Prior	77.7%	84.5%	85.1%
Active 24 Months Prior	70.5%	69.5%	75.1%
Active 36 Months Prior	63.2%	63.5%	63.3%
Active 48 Months Prior	59.0%	57.5%	58.2%
Active 60 Months Prior	55.1%	54.2%	53.0%

Table 26: Executive Branch Retention Reference, FYE 2024–FYE 2026 (Full-Time Employee Records)

	FYE 2024	FYE 2025	FYE 2026
Retention Reference of Active Records			
Active 12 Months Prior	83.9%	86.7%	87.5%
Active 24 Months Prior	73.3%	74.9%	78.2%
Active 36 Months Prior	66.0%	66.3%	68.5%
Active 48 Months Prior	62.3%	60.1%	61.2%
Active 60 Months Prior	58.6%	56.9%	55.7%

Figure 53: Executive Branch Retention Reference, FYE 2021–FYE 2026 (All Employee Records)

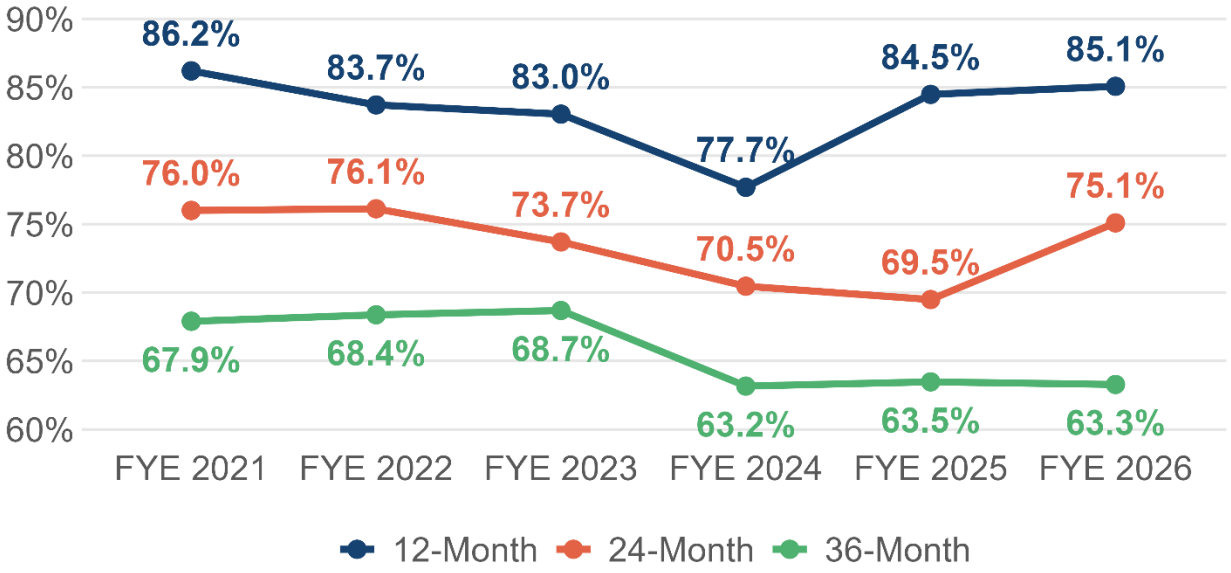


Figure 54: Executive Branch Retention Reference, FYE 2021–FYE 2026 (Full-Time Employee Records)

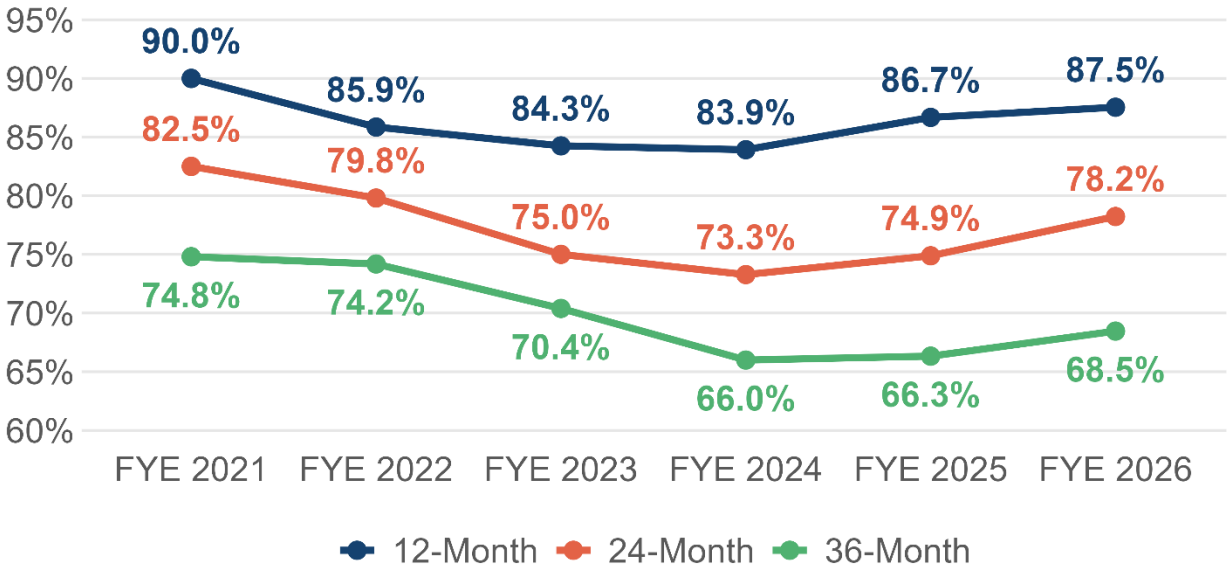


Table 27: Executive Branch Retention Reference by Company Code, FYE 2026 (Full-Time Employee Records)

Entity Name	Company Code	Full-Time Employee Records	Percent Active in FYE 2025	Percent Active in FYE 2024	Percent Active in FYE 2023	Percent Active in FYE 2022	Percent Active in FYE 2021
DHS - Division of Family and Children Services	127	7,018	87.8%	76.7%	63.9%	54.3%	48.7%
Department of Agriculture	402	528	90.5%	81.4%	69.5%	63.8%	57.0%
Department of Administrative Services	403	270	92.2%	87.0%	74.8%	69.6%	63.3%
Department of Public Health	405	1,053	94.0%	88.0%	80.6%	72.1%	65.0%
Department of Banking and Finance	406	89	89.9%	85.4%	74.2%	66.3%	62.9%
State Accounting Office	407	137	83.2%	74.5%	69.3%	65.7%	56.2%
Office of Commissioner of Insurance	408	359	78.3%	66.0%	51.3%	45.1%	37.6%
State Finance and Investment Commission	409	101	93.1%	83.2%	67.3%	53.5%	50.5%
State Properties Commission	410	13	100.0%	92.3%	69.2%	61.5%	53.8%
Department of Defense	411	372	85.5%	76.1%	68.3%	61.0%	54.3%
Vocational Rehabilitation Agency	412	896	88.8%	75.6%	61.7%	57.1%	53.2%
Department of Education	414	897	94.0%	90.0%	80.6%	72.2%	62.9%
Technical College System of GA	415	525	91.4%	82.7%	74.7%	65.9%	59.8%
Employees Retirement System	416	102	92.2%	81.4%	74.5%	65.7%	59.8%
Department of Community Health	419	816	89.8%	79.9%	71.3%	65.2%	59.9%
Forestry Commission	420	534	89.0%	81.5%	74.0%	69.1%	61.6%
Office of Planning and Budget	422	346	90.5%	81.2%	71.4%	63.0%	56.6%
Department of Human Services	427	2,339	92.5%	86.4%	79.2%	72.9%	68.5%
Department of Community Affairs	428	496	89.5%	79.6%	64.3%	54.8%	47.0%
Department of Economic Development	429	160	88.7%	81.2%	65.6%	58.1%	47.5%
Department of Labor	440	723	92.7%	82.8%	79.4%	76.1%	67.1%
Department of Behavioral Health and Developmental Disabilities	441	4,119	79.4%	68.7%	57.8%	51.2%	48.4%
Department of Law	442	352	88.6%	77.3%	68.8%	60.2%	54.8%
Department of Juvenile Justice	461	2,667	78.6%	67.5%	57.6%	51.4%	48.1%
Department of Natural Resources	462	1,850	92.0%	84.6%	72.9%	67.7%	60.6%
State Board of Pardons and Paroles	465	181	92.3%	89.0%	80.1%	75.1%	70.7%
Department of Public Safety	466	1,902	91.3%	82.6%	74.9%	68.0%	61.5%
Department of Corrections	467	6,745	83.3%	71.4%	62.1%	54.6%	50.5%
Department of Early Care and Learning	469	744	93.5%	85.6%	76.1%	68.8%	63.4%
Public Service Commission	470	88	90.9%	79.5%	75.0%	67.0%	55.7%
Bureau of Investigation	471	1,099	93.6%	85.1%	76.7%	70.1%	61.4%
Department of Revenue	474	976	92.0%	83.9%	77.3%	69.4%	65.8%
Department of Driver Services	475	863	82.5%	71.5%	58.7%	51.8%	42.3%

Table 27 (cont.): Executive Branch Retention Reference by Company Code, FYE 2026 (Full-Time Employee Records)

Entity Name	Company Code	Full-Time Employee Records	Percent Active in FYE 2025	Percent Active in FYE 2024	Percent Active in FYE 2023	Percent Active in FYE 2022	Percent Active in FYE 2021
Student Finance Commission	476	119	96.6%	91.6%	81.5%	78.2%	72.3%
Department of Community Supervision	477	1,842	93.0%	90.6%	79.9%	70.9%	66.8%
Secretary of State	478	318	83.0%	69.5%	60.4%	51.3%	45.0%
Teachers Retirement System	482	213	88.3%	86.4%	80.8%	77.0%	70.9%
Department of Transportation	484	4,038	86.7%	78.0%	70.1%	62.8%	57.0%
Department of Veterans Service	488	149	87.2%	75.8%	66.4%	55.7%	47.7%
Subsequent Injury Trust Fund	489	5	100.0%	100.0%	100.0%	100.0%	100.0%
State Board of Workers' Compensation	490	106	96.2%	94.3%	90.6%	84.0%	75.5%
Public Defender Council	492	776	88.9%	81.7%	72.4%	62.2%	55.7%
Commission on the Holocaust	495	3	100.0%	100.0%	100.0%	100.0%	100.0%
Oconee Fall Line Technical College	817	145	92.4%	84.1%	75.2%	71.7%	67.6%
Coastal Pines Technical College	818	214	90.7%	81.3%	72.4%	65.4%	57.5%
Albany Technical College	820	182	91.2%	83.5%	76.4%	72.5%	63.2%
Athens Technical College	822	252	90.1%	84.5%	75.4%	68.3%	62.7%
Atlanta Technical College	823	237	84.0%	75.9%	68.4%	62.0%	51.1%
Augusta Technical College	824	265	87.5%	77.4%	67.5%	63.8%	57.7%
West Georgia Technical College	826	358	86.6%	79.1%	65.6%	57.0%	50.6%
Chattahoochee Technical College	827	528	90.7%	82.0%	73.1%	67.6%	60.2%
Columbus Technical College	828	217	86.6%	74.7%	71.0%	65.0%	57.1%
Georgia Northwestern Technical College	829	305	92.8%	85.6%	78.7%	71.8%	64.9%
Georgia Piedmont Technical College	830	233	80.3%	67.4%	60.1%	54.9%	50.2%
Southern Crescent Technical College	831	252	86.1%	78.2%	71.8%	68.7%	60.7%
Gwinnett Technical College	832	469	88.3%	78.7%	69.1%	62.9%	58.4%
Lanier Technical College	834	262	89.7%	83.6%	79.0%	72.5%	67.9%
Central Georgia Technical College	835	632	90.7%	82.4%	69.0%	61.7%	55.9%
Southern Regional Technical College	837	338	89.6%	79.6%	69.5%	64.8%	60.7%
North Georgia Technical College	838	189	90.5%	83.1%	74.6%	68.8%	61.9%
Savannah Technical College	841	253	92.1%	80.6%	68.4%	61.3%	52.6%
South Georgia Technical College	842	148	91.9%	83.8%	73.0%	66.9%	61.5%
Southeastern Technical College	843	148	95.3%	87.2%	81.1%	77.7%	75.0%
Ogeechee Technical College	844	149	89.9%	77.9%	67.8%	59.1%	55.0%
Wiregrass Georgia Technical College	848	299	86.3%	77.3%	65.9%	60.5%	56.5%

Table 27 (cont.): Executive Branch Retention Reference by Company Code, FYE 2026 (Full-Time Employee Records)

Entity Name	Company Code	Full-Time Employee Records	Percent Active in FYE 2025	Percent Active in FYE 2024	Percent Active in FYE 2023	Percent Active in FYE 2022	Percent Active in FYE 2021
Building Authority	900	141	90.1%	83.0%	73.0%	62.4%	47.5%
Correctional Industries	921	168	91.7%	85.1%	81.0%	75.0%	73.2%
State Road and Tollway Authority	927	103	88.3%	71.8%	65.0%	57.3%	50.5%
Public Telecom. Commission	977	110	97.3%	90.0%	80.0%	74.5%	63.6%
Technology Authority	980	197	93.4%	82.7%	75.1%	64.0%	59.4%
Atlanta-Region Transit Link Authority	996	35	71.4%	57.1%	62.9%	60.0%	48.6%
Total/Averages		**53,758**	**87.5%**	**78.2%**	**68.5%**	**61.2%**	**55.7%**

Table 28: Executive Branch Retention Reference Within the Same Company Code, FYE 2026 (Full-Time Employee Records)

Entity Name	Company Code	Full-Time Employee Records	FYE 2025 Percent Active in Same Code	FYE 2024 Percent Active in Same Code	FYE 2023 Percent Active in Same Code	FYE 2022 Percent Active in Same Code	FYE 2021 Percent Active in Same Code
DHS - Division of Family and Children Services	127	7,018	86.7%	75.2%	62.1%	51.4%	45.2%
Department of Agriculture	402	528	90.0%	79.0%	65.7%	57.6%	51.5%
Department of Administrative Services	403	270	87.8%	78.9%	64.8%	54.8%	47.0%
Department of Public Health	405	1,053	92.5%	84.3%	74.5%	63.1%	53.5%
Department of Banking and Finance	406	89	88.8%	83.1%	71.9%	64.0%	59.6%
State Accounting Office	407	137	81.0%	71.5%	65.7%	59.1%	48.2%
Office of Commissioner of Insurance	408	359	73.8%	58.8%	42.9%	36.5%	27.9%
State Finance and Investment Commission	409	101	89.1%	79.2%	60.4%	46.5%	42.6%
State Properties Commission	410	13	92.3%	84.6%	61.5%	61.5%	53.8%
Department of Defense	411	372	84.7%	75.5%	66.7%	58.3%	52.2%
Vocational Rehabilitation Agency	412	896	86.6%	70.8%	56.0%	50.7%	42.2%
Department of Education	414	897	93.1%	89.2%	78.4%	70.0%	59.8%
Technical College System of GA	415	525	85.9%	72.6%	58.7%	30.3%	26.9%
Employees Retirement System	416	102	92.2%	81.4%	74.5%	63.7%	56.9%
Department of Community Health	419	816	86.2%	74.3%	61.3%	53.2%	45.6%
Forestry Commission	420	534	88.4%	80.5%	72.8%	67.6%	60.3%
Office of Planning and Budget	422	346	87.3%	76.3%	67.1%	54.9%	46.5%
Department of Human Services	427	2,339	90.2%	80.8%	70.0%	60.9%	53.4%
Department of Community Affairs	428	496	87.9%	76.8%	60.5%	50.4%	41.1%
Department of Economic Development	429	160	88.1%	80.0%	64.4%	57.5%	46.9%
Department of Labor	440	723	90.3%	80.1%	75.4%	70.5%	59.2%
Department of Behavioral Health and Developmental Disabilities	441	4,119	77.9%	66.5%	55.1%	47.8%	44.0%
Department of Law	442	352	86.6%	73.9%	62.2%	52.8%	47.4%
Department of Juvenile Justice	461	2,667	77.1%	65.0%	54.3%	47.9%	44.1%
Department of Natural Resources	462	1,850	91.6%	84.0%	72.2%	66.5%	59.2%
State Board of Pardons and Paroles	465	181	89.5%	85.1%	74.6%	67.4%	60.2%
Department of Public Safety	466	1,902	90.6%	81.5%	73.6%	66.0%	58.8%
Department of Corrections	467	6,745	82.7%	70.2%	60.8%	53.0%	48.7%
Department of Early Care and Learning	469	744	92.3%	83.3%	71.4%	62.6%	54.7%

Table 28 (cont.): Executive Branch Retention Reference Within the Same Company Code, FYE 2026 (Full-Time Employee Records)

Entity Name	Company Code	Full-Time Employee Records	FYE 2025 Percent Active in Same Code	FYE 2024 Percent Active in Same Code	FYE 2023 Percent Active in Same Code	FYE 2022 Percent Active in Same Code	FYE 2021 Percent Active in Same Code
Public Service Commission	470	88	89.8%	78.4%	71.6%	65.9%	54.5%
Bureau of Investigation	471	1,099	93.1%	83.4%	75.3%	67.5%	57.9%
Department of Revenue	474	976	91.5%	83.0%	75.7%	66.5%	61.9%
Department of Driver Services	475	863	81.7%	70.1%	57.9%	50.6%	40.6%
Student Finance Commission	476	119	93.3%	89.1%	79.0%	73.1%	66.4%
Department of Community Supervision	477	1,842	91.9%	88.7%	76.5%	66.7%	62.1%
Secretary of State	478	318	81.1%	67.0%	56.0%	44.3%	38.1%
Teachers Retirement System	482	213	87.8%	86.4%	80.8%	76.5%	70.0%
Department of Transportation	484	4,038	86.2%	77.1%	69.1%	61.5%	55.4%
Department of Veterans Service	488	149	85.2%	74.5%	63.8%	52.3%	44.3%
Subsequent Injury Trust Fund	489	5	100.0%	100.0%	100.0%	100.0%	100.0%
State Board of Workers' Compensation	490	106	92.5%	89.6%	84.9%	75.5%	65.1%
Public Defender Council	492	776	87.0%	79.8%	69.2%	59.1%	51.8%
Commission on the Holocaust	495	3	100.0%	100.0%	100.0%	100.0%	100.0%
Oconee Fall Line Technical College	817	145	91.7%	81.4%	71.0%	66.2%	62.8%
Coastal Pines Technical College	818	214	89.3%	79.4%	70.1%	62.6%	55.1%
Albany Technical College	820	182	90.7%	82.4%	73.1%	68.7%	58.2%
Athens Technical College	822	252	88.5%	82.9%	74.2%	65.5%	59.1%
Atlanta Technical College	823	237	82.7%	73.0%	65.4%	57.0%	46.8%
Augusta Technical College	824	265	87.5%	77.0%	66.8%	61.9%	54.7%
West Georgia Technical College	826	358	84.9%	77.7%	63.1%	54.2%	47.8%
Chattahoochee Technical College	827	528	90.5%	81.4%	71.8%	65.5%	57.8%
Columbus Technical College	828	217	86.6%	73.7%	70.0%	64.1%	54.8%
Georgia Northwestern Technical College	829	305	92.8%	85.2%	77.7%	70.2%	62.0%
Georgia Piedmont Technical College	830	233	76.0%	62.2%	55.4%	48.9%	44.6%
Southern Crescent Technical College	831	252	83.3%	73.4%	65.1%	62.3%	55.2%
Gwinnett Technical College	832	469	86.6%	75.9%	66.5%	60.3%	54.8%
Lanier Technical College	834	262	88.5%	81.3%	75.6%	68.7%	62.2%
Central Georgia Technical College	835	632	90.2%	81.3%	67.9%	60.1%	53.8%
Southern Regional Technical College	837	338	87.9%	77.2%	67.8%	62.1%	57.7%
North Georgia Technical College	838	189	88.4%	81.0%	72.0%	64.6%	58.7%
Savannah Technical College	841	253	90.9%	78.7%	65.2%	58.1%	49.0%
South Georgia Technical College	842	148	90.5%	81.8%	69.6%	63.5%	58.8%
Southeastern Technical College	843	148	95.3%	87.2%	79.1%	75.0%	73.0%

Table 28 (cont.): Executive Branch Retention Reference Within the Same Company Code, FYE 2026 (Full-Time Employee Records)

Entity Name	Company Code	Full-Time Employee Records	FYE 2025 Percent Active in Same Code	FYE 2024 Percent Active in Same Code	FYE 2023 Percent Active in Same Code	FYE 2022 Percent Active in Same Code	FYE 2021 Percent Active in Same Code
Ogeechee Technical College	844	149	89.9%	75.8%	63.8%	54.4%	52.3%
Wiregrass Georgia Technical College	848	299	86.0%	75.3%	62.9%	57.2%	52.8%
Building Authority	900	141	89.4%	81.6%	70.9%	59.6%	43.3%
Correctional Industries	921	168	85.7%	81.0%	72.6%	64.9%	57.7%
State Road and Tollway Authority	927	103	86.4%	68.9%	60.2%	47.6%	40.8%
Public Telecomm. Commission	977	110	96.4%	89.1%	79.1%	72.7%	61.8%
Technology Authority	980	197	90.9%	75.1%	66.0%	50.3%	40.6%
Atlanta-Region Transit Link Authority	996	35	68.6%	51.4%	48.6%	45.7%	34.3%
Total/Averages		**53,758**	**86.3%**	**76.1%**	**65.5%**	**57.2%**	**50.8%**

Table 29: Executive Branch Retention Reference by Generation, FYE 2026 (Full-Time Employee Records)

Generation		Full-Time Employee Records	Percent Active in FYE 2025	Percent Active in FYE 2024	Percent Active in FYE 2023	Percent Active in FYE 2022	Percent Active in FYE 2021
Veterans	(1925-1945)	29	100.0%	100.0%	100.0%	96.6%	96.6%
Baby Boomers	(1946-1964)	5,686	95.6%	92.0%	86.9%	82.6%	78.1%
Generation X	(1965-1980)	21,823	92.4%	86.1%	79.3%	73.8%	69.7%
Millennials	(1981-1996)	20,814	86.1%	75.3%	63.7%	54.7%	47.6%
Generation Z	(1997+)	5,406	65.1%	43.0%	23.3%	12.8%	6.5%
Total/Averages		**53,758**	**87.5%**	**78.2%**	**68.5%**	**61.2%**	**55.7%**

Table 30: Executive Branch Retention Reference Within the Same Company Code by Generation, FYE 2026 (Full-Time Employee Records)

Generation		Full-Time Employee Records	FYE 2025 Percent Active in Same Code	FYE 2024 Percent Active in Same Code	FYE 2023 Percent Active in Same Code	FYE 2022 Percent Active in Same Code	FYE 2021 Percent Active in Same Code
Veterans	(1925-1945)	29	100.0%	100.0%	100.0%	96.6%	96.6%
Baby Boomers	(1946-1964)	5,686	95.0%	91.0%	85.4%	79.8%	74.6%
Generation X	(1965-1980)	21,823	91.2%	84.0%	76.2%	69.4%	64.3%
Millennials	(1981-1996)	20,814	84.6%	72.8%	60.1%	49.9%	42.0%
Generation Z	(1997+)	5,406	63.8%	41.2%	21.9%	11.5%	5.3%
Total/Averages		**53,758**	**86.3%**	**76.1%**	**65.5%**	**57.2%**	**50.8%**

TRANSFERS AND BROADER TURNOVER— EXECUTIVE BRANCH

Broader turnover is calculated for separations and includes employee records that transferred out from one company code to another. The events included here are for Executive Branch entities that used the TeamWorks HCM system during FY 2026. The Executive Branch includes departments, agencies, boards, bureaus, commissions, offices, authorities, and the Technical College System and its schools.



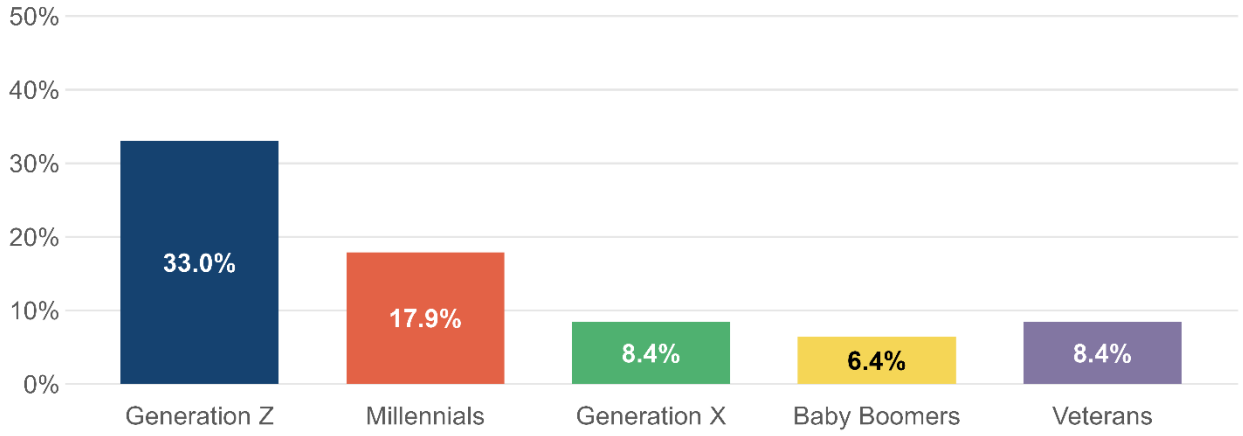
"I chose to continue working for the state of Georgia because it's a passion of mine to serve the community where I live and work."

Sgt. Chad Cox
Department of Natural Resource Wildlife *Resources Division*

Chad at the Polk County Kids Fishing Event.

Voluntary turnover is most common among new hires and those in the youngest generation (Generation Z). The generation with the second-highest voluntary turnover rate (18%) is Millennials.

Figure 55: Executive Branch Five-Year Average Voluntary Turnover Rates by Generation, FY 2022–FY 2026 (Full-Time Employee Records)



The broader turnover rate calculation includes employees who transferred between company codes within the state government. Regular turnover is the total number of separations from the state government in a fiscal year divided by the average monthly employee population for that year.

Broader turnover has declined over the last three years. The broader turnover rate for full-time executive branch employees was 16.4% in FY 2025, compared to 26.1% in FY 2022.

Figure 56: Executive Branch Broader Turnover Rate, FY 2022–FY 2026 (Full-Time Employee Records)

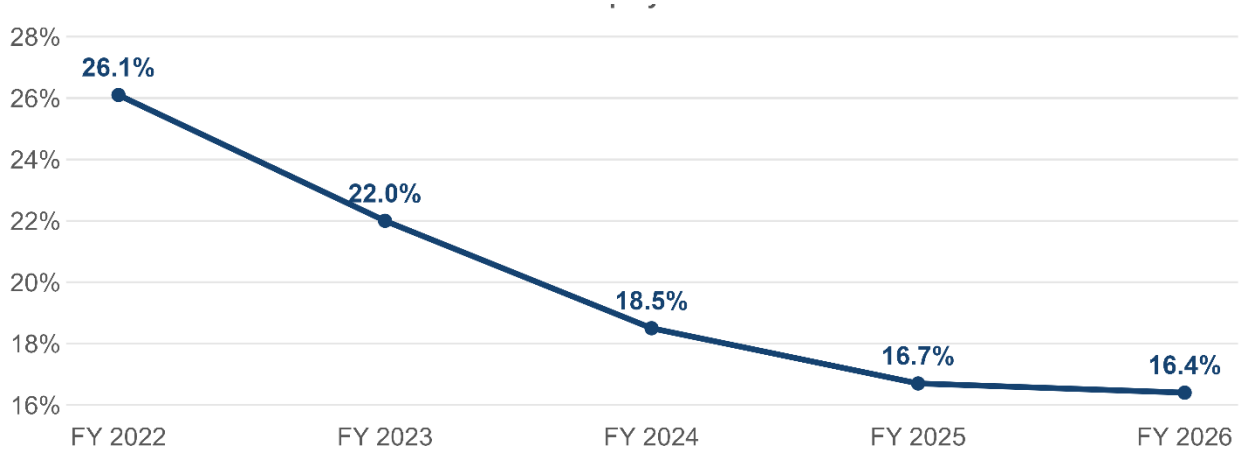


Table 31: Executive Branch Separation Events and Transfers, FY 2026 (Full-Time Employee Records)

Entity Name	Company Code	Voluntary Separations	Involuntary Separations	Retirements	Other	Transfers to Another Company Code
DHS - Division of Family and Children Services	127	960	156	103	11	79
Department of Agriculture	402	37	13	18	4	6
Department of Administrative Services	403	20	5	11	2	5
Department of Public Health	405	57	20	24	2	4
Department of Banking and Finance	406	10	2	4	0	0
State Accounting Office	407	8	4	4	0	6
Office of Commissioner of Insurance	408	35	9	6	1	8
State Finance and Investment Commission	409	6	3	2	0	2
State Properties Commission	410	3	0	0	0	0
Department of Defense	411	67	15	7	3	0
Vocational Rehabilitation Agency	412	80	15	15	4	16
Department of Education	414	47	28	27	1	5
Technical College System of GA	415	42	6	17	1	6
Employees Retirement System	416	6	2	1	0	0
Department of Community Health	419	61	11	9	1	24
Forestry Commission	420	42	4	20	0	3
Office of Planning and Budget	422	35	15	7	0	12
Department of Human Services	427	150	34	49	4	52
Department of Community Affairs	428	43	25	9	1	7
Department of Economic Development	429	14	1	1	0	2
Department of Labor	440	46	24	26	2	15
Department of Behavioral Health and Developmental Disabilities	441	631	182	79	11	32
Department of Law	442	40	1	2	0	7
Department of Juvenile Justice	461	571	176	42	9	36
Department of Natural Resources	462	115	14	37	3	7
State Board of Pardons and Paroles	465	9	0	5	0	2
Department of Public Safety	466	159	28	40	3	16
Department of Corrections	467	1,159	194	178	83	42
Department of Early Care and Learning	469	34	12	10	2	5
Public Service Commission	470	3	1	3	0	0
Bureau of Investigation	471	58	5	22	1	4
Department of Revenue	474	60	8	22	1	3
Department of Driver Services	475	161	33	7	2	19
Student Finance Commission	476	11	0	2	0	1

Table 31 (cont.): Executive Branch Separation Events and Transfers, FY 2026 (Full-Time Employee Records)

Entity Name	Company Code	Voluntary Separations	Involuntary Separations	Retirements	Other	Transfers to Another Company Code
Department of Community Supervision	477	105	22	50	2	15
Secretary of State	478	19	8	7	1	6
Teachers Retirement System	482	5	1	6	2	0
Department of Transportation	484	372	100	136	5	13
Department of Veterans Service	488	16	3	2	0	1
Subsequent Injury Trust Fund	489	0	0	2	0	0
State Board of Workers' Compensation	490	2	2	4	0	2
Public Defender Council	492	95	17	22	2	10
Oconee Fall Line Technical College	817	12	1	3	0	1
Coastal Pines Technical College	818	26	3	4	1	0
Albany Technical College	820	20	5	6	1	0
Athens Technical College	822	26	3	6	1	3
Atlanta Technical College	823	31	15	3	0	5
Augusta Technical College	824	25	3	9	0	2
West Georgia Technical College	826	36	5	12	1	6
Chattahoochee Technical College	827	36	3	8	0	4
Columbus Technical College	828	19	6	5	0	2
Northwestern Technical College	829	20	1	14	0	2
Piedmont Technical College	830	26	8	4	0	6
Southern Crescent Technical College	831	25	4	12	0	4
Gwinnett Technical College	832	33	17	8	3	9
Lanier Technical College	834	14	1	12	1	2
Central Georgia Technical College	835	49	15	14	1	3
Southern Regional Technical College	837	24	5	7	0	2
North Georgia Technical College	838	9	0	6	0	6
Savannah Technical College	841	24	9	8	1	2
South Georgia Technical College	842	12	1	6	0	1
Southeastern Technical College	843	6	0	2	0	2
Ogeechee Technical College	844	14	6	4	0	5
Wiregrass Technical College	848	28	2	4	0	6
Building Authority	900	12	7	2	0	4
Correctional Industries	921	10	5	10	1	3
State Road and Tollway Authority	927	6	5	0	1	0
Public Telecommunications Commission	977	10	4	1	0	0
Technology Authority	980	10	8	9	2	1
Atlanta-Region Transit Link Authority	996	3	0	1	0	0
Totals		**5,960**	**1,341**	**1,218**	**178**	**554**

Table 32: Executive Branch Turnover Rates by Company Code, FY 2026 (Full-Time Employee Records)

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	7,336	1,230	79	16.8%	17.8%
Department of Agriculture	402	555	72	6	13.0%	14.1%
Department of Administrative Services	403	285	38	5	13.3%	15.1%
Department of Public Health	405	1,862	103	4	5.5%	5.7%
Department of Banking and Finance	406	92	16	0	17.4%	17.4%
State Accounting Office	407	139	16	6	11.5%	15.8%
Office of Commissioner of Insurance	408	358	51	8	14.2%	16.5%
State Finance and Investment Commission	409	108	11	2	10.2%	12.0%
State Properties Commission	410	14	3	0	21.4%	21.4%
Department of Defense	411	384	92	0	24.0%	24.0%
Vocational Rehabilitation Agency	412	931	114	16	12.2%	14.0%
Department of Education	414	954	103	5	10.8%	11.3%
Technical College System of GA	415	537	66	6	12.3%	13.4%
Employees Retirement System	416	102	9	0	8.8%	8.8%
Department of Community Health	419	843	82	24	9.7%	12.6%
Forestry Commission	420	542	66	3	12.2%	12.7%
Office of Planning and Budget	422	374	57	12	15.2%	18.4%
Department of Human Services	427	2,447	237	52	9.7%	11.8%
Department of Community Affairs	428	538	78	7	14.5%	15.8%
Department of Economic Development	429	166	16	2	9.6%	10.8%
Department of Labor	440	760	98	15	12.9%	14.9%
Department of Behavioral Health and Developmental Disabilities	441	4,076	903	32	22.2%	22.9%
Department of Law	442	365	43	7	11.8%	13.7%
Department of Juvenile Justice	461	2,687	798	36	29.7%	31.0%
Department of Natural Resources	462	1,950	169	7	8.7%	9.0%
State Board of Pardons and Paroles	465	182	14	2	7.7%	8.8%
Department of Public Safety	466	2,040	230	16	11.3%	12.1%
Department of Corrections	467	6,993	1,614	42	23.1%	23.7%
Department of Early Care and Learning	469	770	58	5	7.5%	8.2%
Public Service Commission	470	89	7	0	7.9%	7.9%
Bureau of Investigation	471	1,151	86	4	7.5%	7.8%
Department of Revenue	474	1,018	91	3	8.9%	9.2%
Department of Driver Services	475	897	203	19	22.6%	24.7%
Student Finance Commission	476	127	13	1	10.2%	11.0%
Department of Community Supervision	477	1,909	179	15	9.4%	10.2%
Secretary of State	478	309	35	6	11.3%	13.3%

Table 32 (cont.): Executive Branch Turnover Rates by Company Code, FY 2026 (Full-Time Employee Records)

Entity Name	Company Code	Average Employee Records	Separations	Transfers to Another Company Code	Turnover Rate	Broader Turnover Rate
Teachers Retirement System	482	218	14	0	6.4%	6.4%
Department of Transportation	484	4,098	613	13	15.0%	15.3%
Department of Veterans Service	488	156	21	1	13.5%	14.1%
Subsequent Injury Trust Fund	489	8	2	0	25.0%	25.0%
State Board of Workers' Compensation	490	113	8	2	7.1%	8.8%
Public Defender Council	492	836	136	10	16.3%	17.5%
Commission on the Holocaust	495	4				
Oconee Fall Line Technical College	817	149	16	1	10.7%	11.4%
Coastal Pines Technical College	818	220	34	0	15.5%	15.5%
Albany Technical College	820	189	32	0	16.9%	16.9%
Athens Technical College	822	259	36	3	13.9%	15.1%
Atlanta Technical College	823	242	49	5	20.2%	22.3%
Augusta Technical College	824	267	37	2	13.9%	14.6%
West Georgia Technical College	826	362	54	6	14.9%	16.6%
Chattahoochee Technical College	827	528	47	4	8.9%	9.7%
Columbus Technical College	828	219	30	2	13.7%	14.6%
Northwestern Technical College	829	312	35	2	11.2%	11.9%
Piedmont Technical College	830	225	38	6	16.9%	19.6%
Southern Crescent Technical College	831	248	41	4	16.5%	18.1%
Gwinnett Technical College	832	466	61	9	13.1%	15.0%
Lanier Technical College	834	268	28	2	10.4%	11.2%
Central Georgia Technical College	835	643	79	3	12.3%	12.8%
Southern Regional Technical College	837	346	36	2	10.4%	11.0%
North Georgia Technical College	838	191	15	6	7.9%	11.0%
Savannah Technical College	841	271	42	2	15.5%	16.2%
South Georgia Technical College	842	150	19	1	12.7%	13.3%
Southeastern Technical College	843	151	8	2	5.3%	6.6%
Ogeechee Technical College	844	156	24	5	15.4%	18.6%
Wiregrass Technical College	848	299	34	6	11.4%	13.4%
Building Authority	900	147	21	4	14.3%	17.0%
Correctional Industries	921	173	26	3	15.0%	16.8%
State Road and Tollway Authority	927	106	12	0	11.3%	11.3%
Public Telecommunications Commission	977	113	15	0	13.3%	13.3%
Technology Authority	980	211	29	1	13.7%	14.2%
Atlanta-Region Transit Link Authority	996	34	4	0	11.8%	11.8%
Totals/Averages		**56,268**	**8,697**	**554**	**15.5%**	**16.4%**

COMPENSATION—EXECUTIVE BRANCH

The events included here are for Executive Branch entities that used the TeamWorks HCM system during FY 2026. The Executive Branch includes departments, agencies, boards, bureaus, commissions, offices, authorities, and the Technical College System and its schools.



"I choose to stay with the state of Georgia because my work with GPB is genuinely exciting and rewarding. It's a great feeling knowing that our TV and radio stations provide a real service to citizens, whether that's keeping them safe with critical alerts or entertaining them with great programming. I also love working hands-on with my field team. Between installing, upgrading, and maintaining the equipment, the work is always dynamic and keeps things interesting, which naturally motivates me to keep striving for excellence."

Christopher Allen
Georgia Public Broadcasting
Senior Director of Technology

To make sure GPB is able to broadcast statewide and support emergency communication broadcasts, Chris is replacing an amplifier module and recalibrating the power output in the FM transmitter at WXVS in Waycross.

Governor Kemp and the General Assembly have made strategic investments and enacted legislative policies to bolster employee retention efforts. Median pay for full-time executive branch employees increased by $7,778 (16.1%) since FYE 2022. The median pay for full-time executive branch employees was $56,092 in FYE 2026. Median pay by job family ranges from $34,674 for the intern job family to $147,904 for the senior executive job family.

As shown in the trend chart below, the system-wide 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.

Figure 57: System-Wide Full-Time Employee Records and Cost-of-Living Adjustments (COLAs), FY 2020–FY 2026

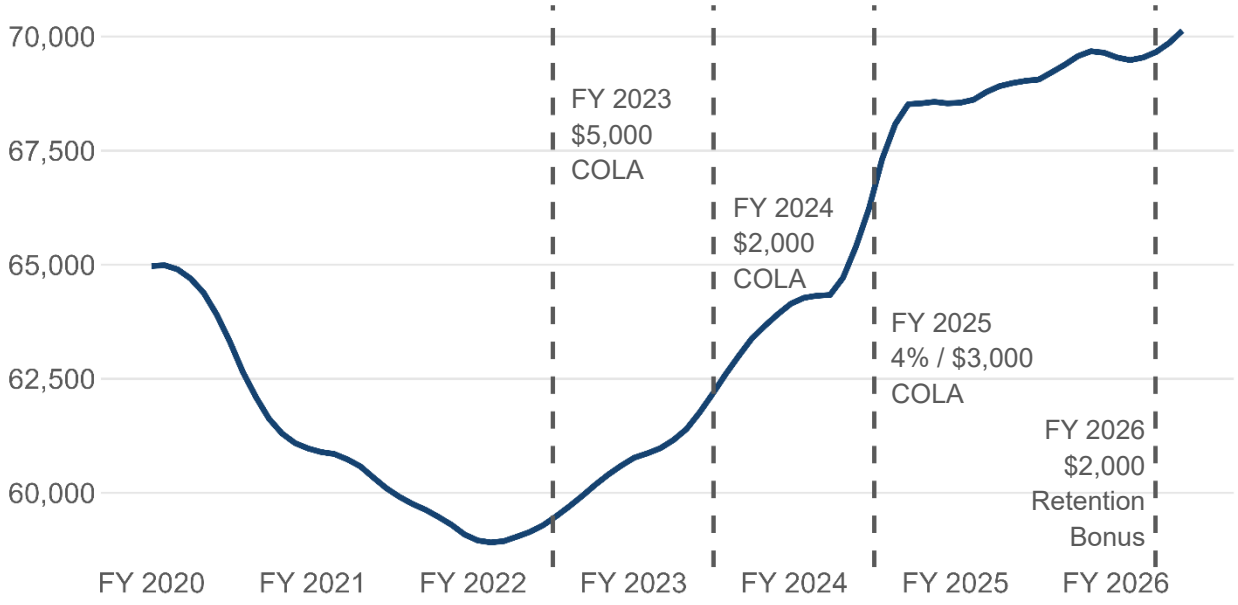


Table 33: Executive Branch Median Annual Compensation Rate, FYE 2021–FYE 2026 (All Employee Records)

	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026
Compensation Rate						
Median Annual Compensation Rate	$38,760	$44,637	$48,028	$50,063	$51,880	$52,643

Table 34: Executive Branch Median Annual Compensation Rate, FYE 2021–FYE 2026 (Full-Time Employee Records)

	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025	FYE 2026
Compensation Rate						
Median Annual Compensation Rate	$41,405	$48,314	$50,400	$54,080	$55,551	$56,092

Figure 58: Executive Branch Median Annual Compensation Rate by Record Type, FYE 2021–FYE 2026

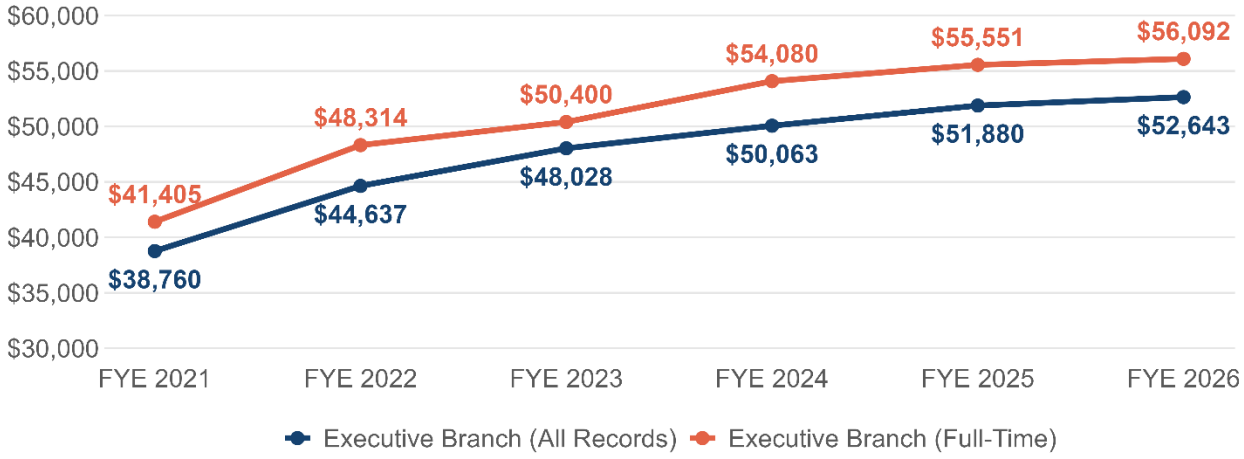


Table 35: Executive Branch Median Annual Compensation Rate by Job Family and Record Type, FYE 2026

Job Family	Full-Time Employee Record Median Annual Compensation Rate	Remaining Employee Record Median Annual Compensation Rate
Active POST-Certified Law Enforcement	$60,762	$47,000
Applied Sciences	$63,840	$29,640
Auditing	$62,400	--
Cybersecurity	$85,254	$124,218
Education and Training	$64,480	$14,196
Engineering and Technicians	$76,440	$83,200
Enterprise Procurement	$76,700	--
Facilities and Equipment	$39,393	$21,866
Financial Management	$56,127	$41,080
Food and Farm	$38,424	$24,128
Health Care	$52,007	$47,306
Human Resources	$60,104	$41,041
Information Technology	$72,837	$32,396
Interns	$34,674	$37,440
Law Enforcement	$50,798	$24,700
Legal	$74,880	$60,320
Legislative	--	$19,760
Natural Resources and Parks	$54,111	$22,620
Procurement	$54,953	$56,229
Real Estate	$55,474	$51,960
Regulatory Compliance	$52,540	$37,640
Senior Executive	$147,904	$87,000
Social Services	$47,084	$40,144
Support Services	$52,112	$13,832
Transportation	$50,362	$93,600
[Blank]	$64,000	$22,620
Median	**$56,092**	**$21,736**

PAID PARENTAL LEAVE

The events included here are for all entities using the TeamWorks HCM system during FY 2026. 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.

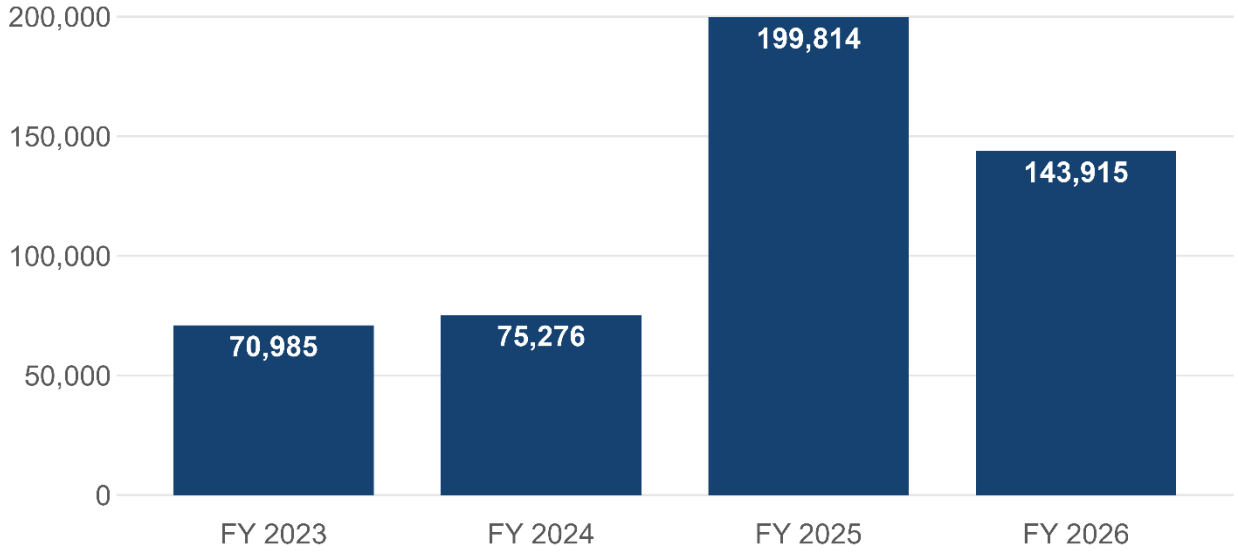


"I've remained in state service for over 27 years because I love serving the youth, citizens, my community, and my fellow State employees. My career has allowed me to serve our great state in multiple roles, beginning as an intern and now in my current position as Deputy General Counsel.
I choose to continue my career as a dedicated state employee because I'm proud of the work we do to serve others while improving our communities one youth, one family at a time."

Jujuana Dewberry
Department of Juvenile Justice
Deputy General Counsel

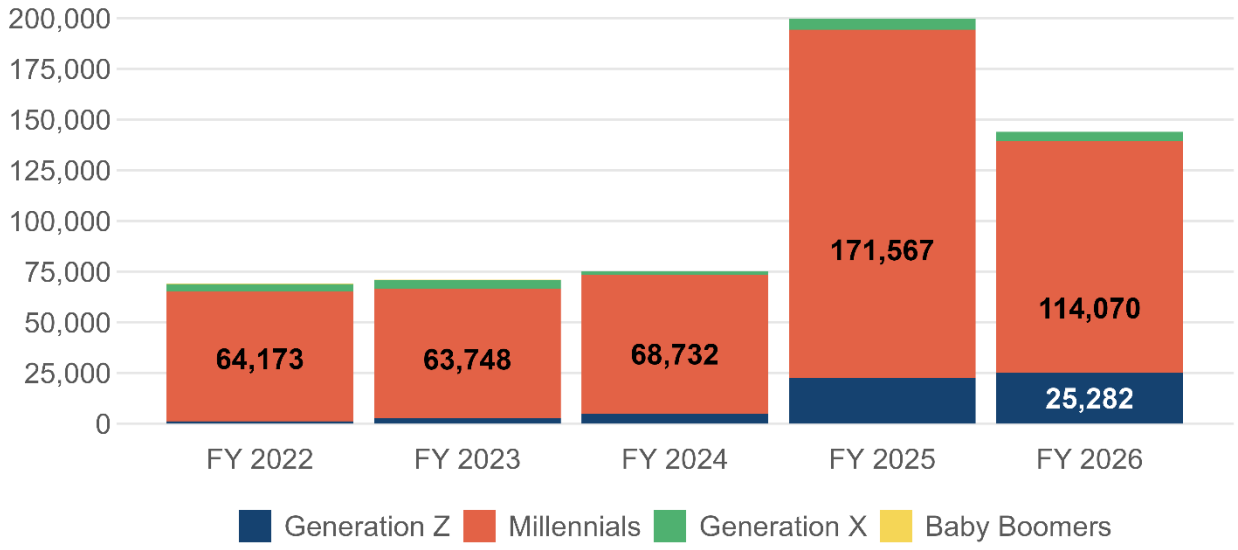
Passed during the 2024 legislative session, House Bill 1010[3] increased the number of hours permitted for paid parental leave from three weeks to six weeks. Eligible employees can take up to 240 hours of paid parental leave per year for the birth of a child, adoption, or foster care placement. In the 2026 legislative session, an additional 120 hours of paid maternal leave was approved. This increase in hours will be reflected in the FY 2027 report. In FY 2026, 143,915 hours of paid parental leave were taken.

Figure 59: System-Wide Paid Parental Leave Hours Taken, FY 2023–FY 2026 (Full-Time Employee Records)



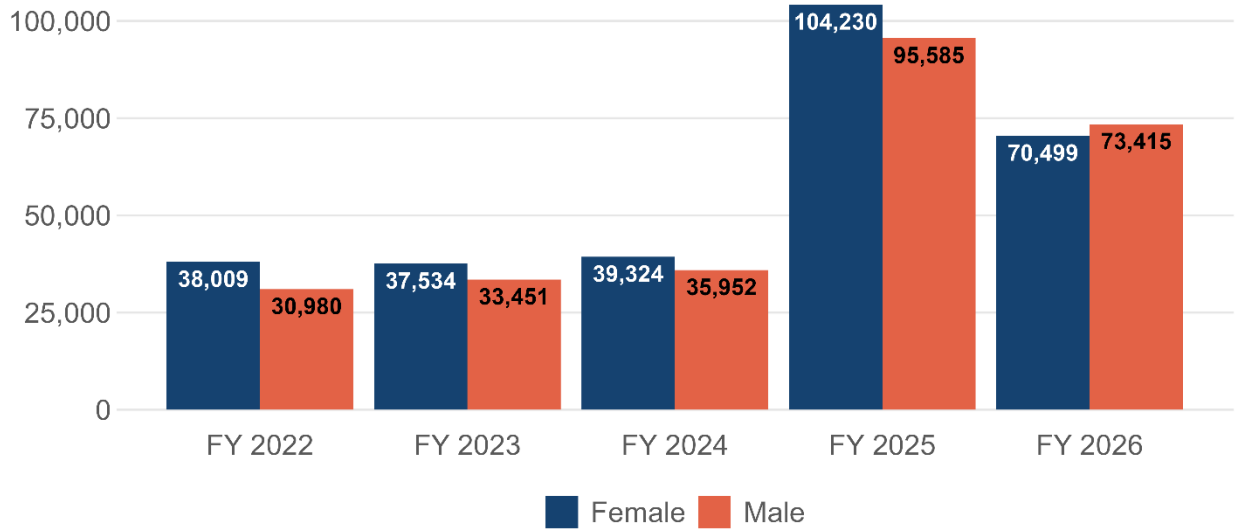
[3] HB 1010: https://www.legis.ga.gov/legislation/66255

Figure 60: System-Wide Paid Parental Leave Hours Taken by Generation, FY 2023–FY 2026 (Full-Time Employee Records)



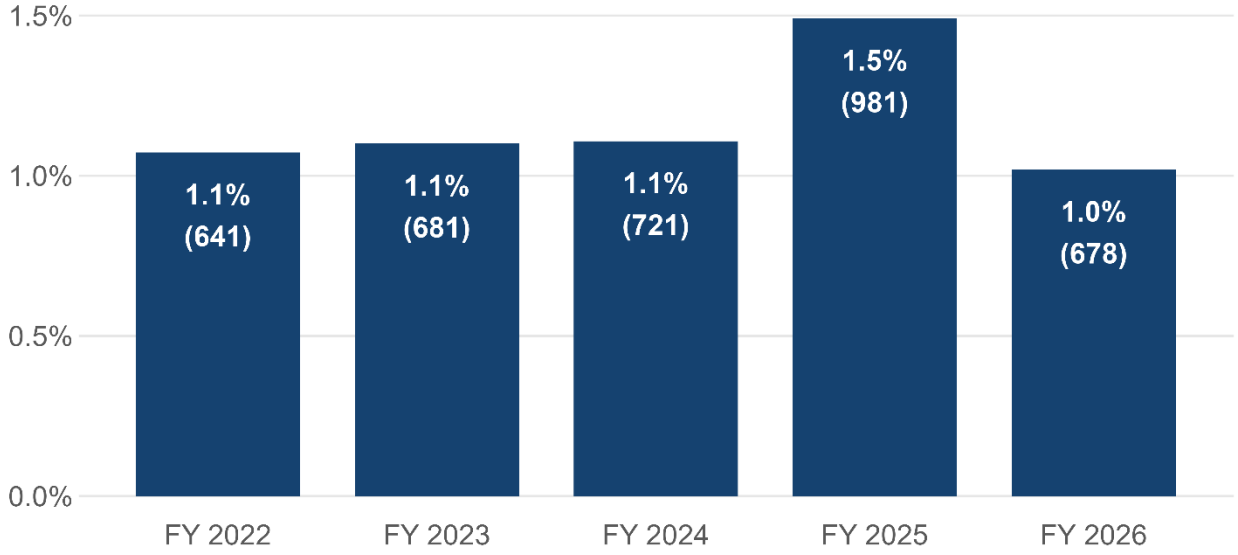
Both male and female employees continue to use parental leave.

Figure 61: System-Wide Paid Parental Leave Hours Taken by Sex, FY 2022–FY 2026 (Full-Time Employee Records)



System-wide, 678 or 1.0% of full-time employees took advantage of parental leave benefits.

Figure 62: System-Wide Full-Time Employee Records Who Took Paid Parental Leave, FY 2022–FY 2026 (Count and Share)



APPENDICES

APPENDIX A:
SUPPLEMENTARY CHARTS

APPENDIX B:
DEFINITIONS AND TECHNICAL NOTES

APPENDIX C:
STATE OF GEORGIA EMPLOYEE BENEFITS



"I choose to continue my career with the state of Georgia because I genuinely believe in the impact of public service and, even more importantly, the people behind it. I have always had a passion for learning, developing others, and creating environments where people feel supported and equipped to succeed."

Jessica Johnson
Georgia Vocational Rehabilitation Agency
Training and Organizational Development Manager

Jessica leads New Hire Orientation for interns, providing an overview of the agency's history, mission, values, and the important roles they will play as part of the GVRA team.

Appendix A: Supplementary Charts

Figure 63: Median Annual Compensation Rate for Hiring Events by Record Type, FY 2021–FY 2026

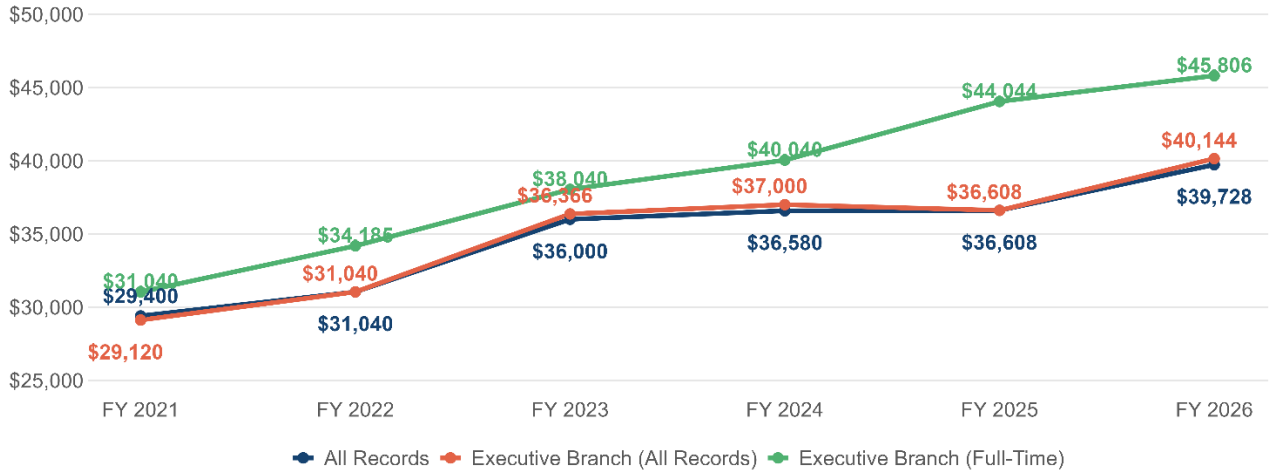


Figure 64: Hiring Events by Record Type, FY 2021–FY 2026

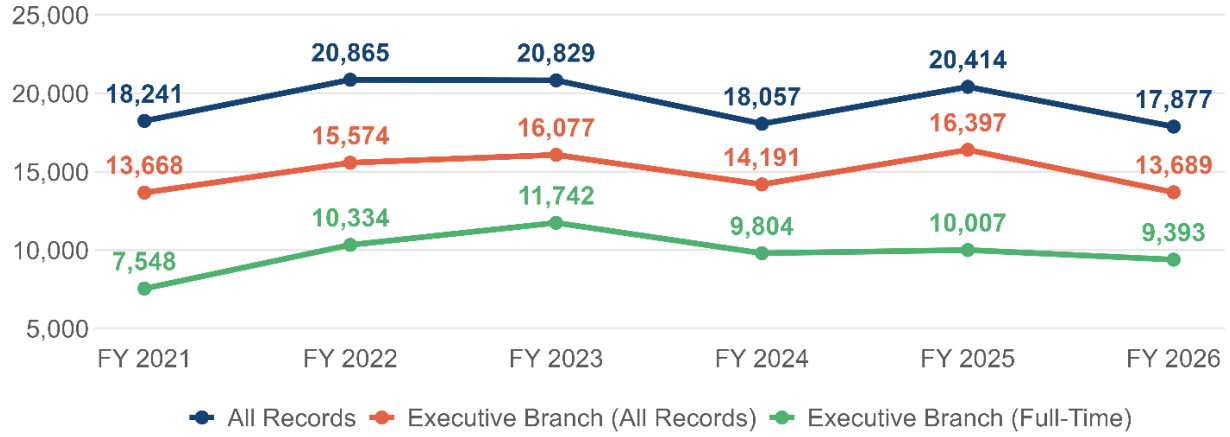


Figure 65: Voluntary Separation Events by Record Type, FY 2021–FY 2026

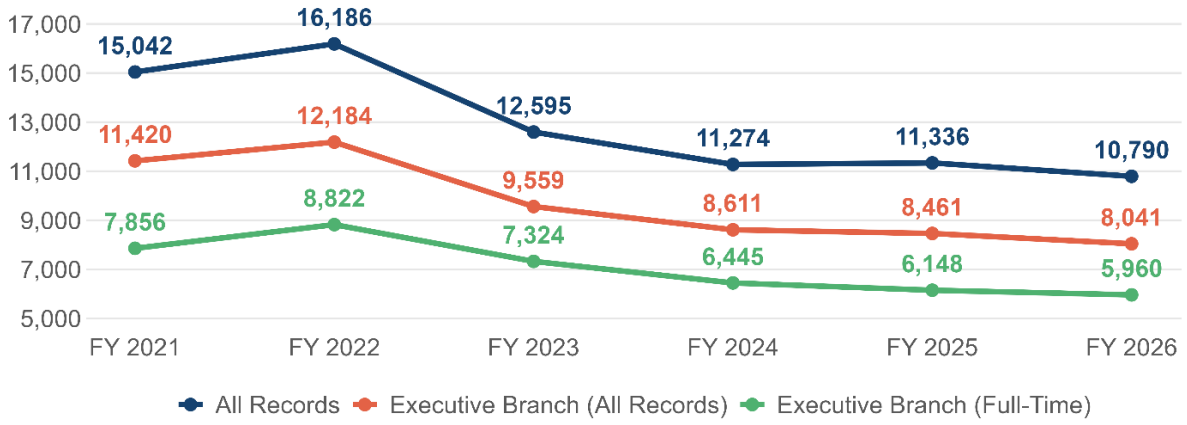


Figure 66: Separation Events by Record Type, FY 2021–FY 2026

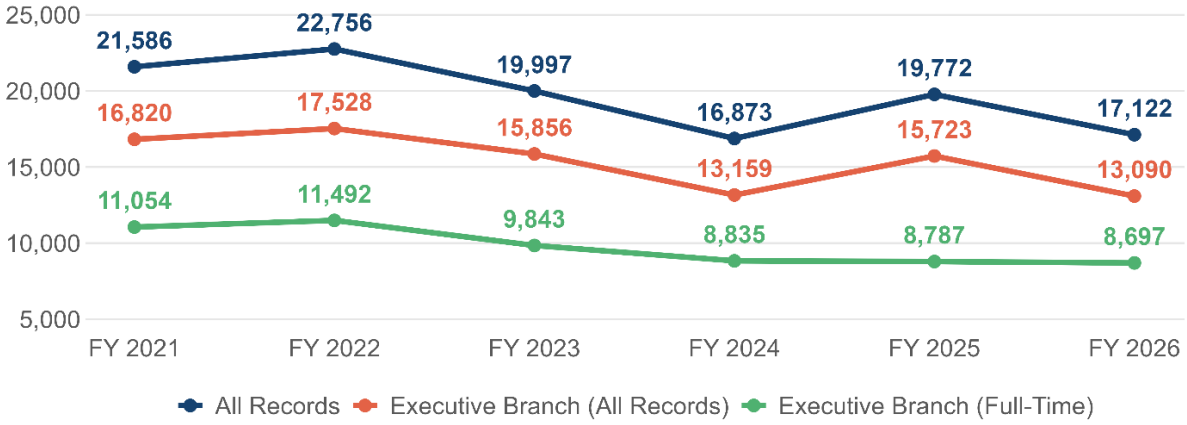


Figure 67: Involuntary Separation Events by Record Type, FY 2021–FY 2026

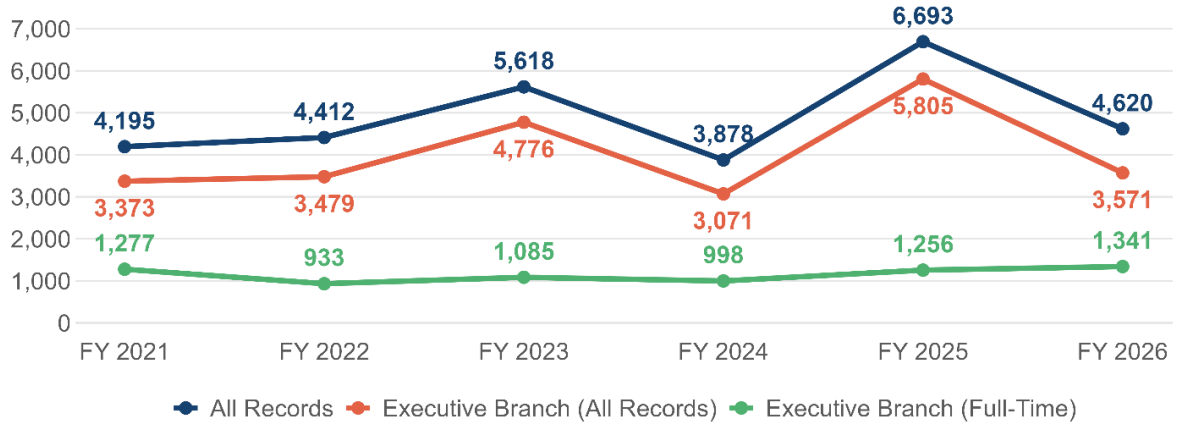


Figure 68: System-Wide Average Tenure at Separation by Separation Type, FY 2021–FY 2026 (All Employee Records)

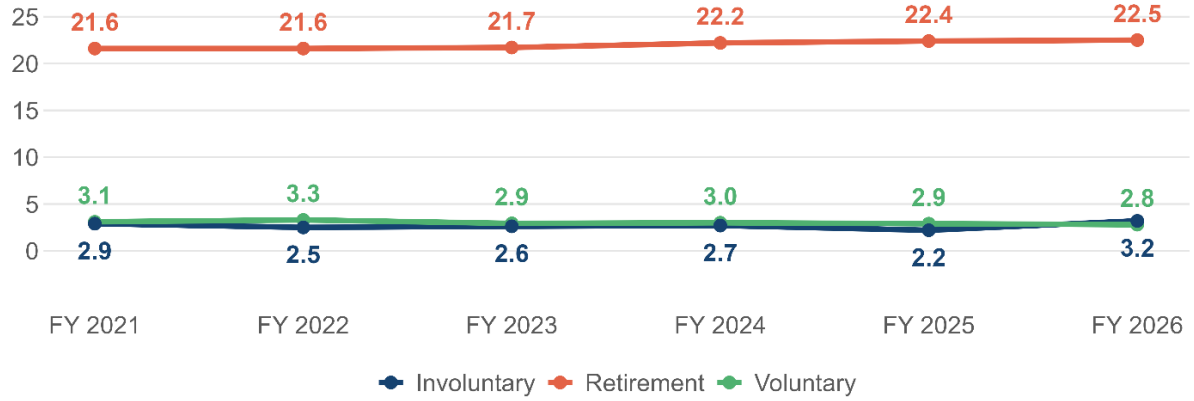


Figure 69: Retirement Events by Record Type, FY 2021–FY 2026

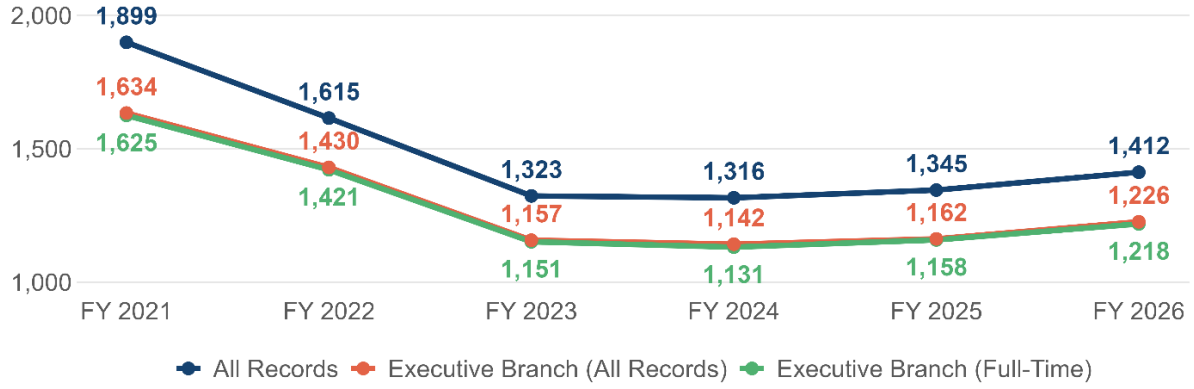


Figure 70: Executive Branch Average Tenure at Separation by Separation Type, FY 2021–FY 2026 (All Employee Records)

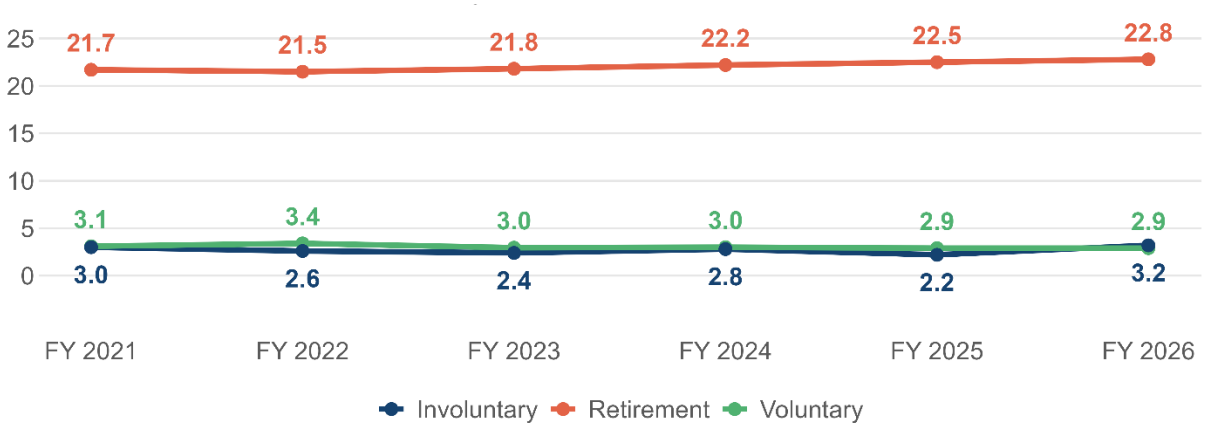
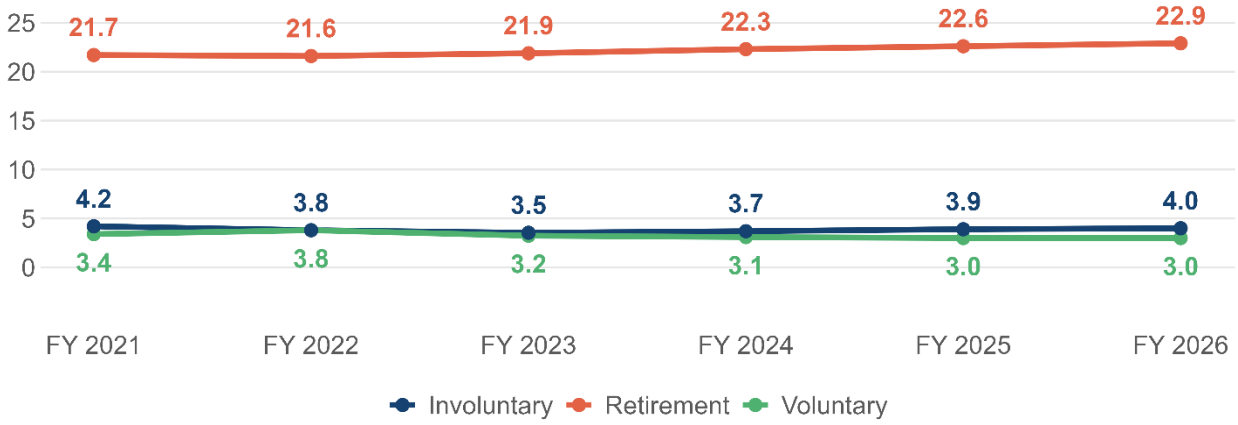


Figure 71: Executive Branch Average Tenure at Separation by Separation Type, FY 2021–FY 2026 (Full-Time Employee Records)



Appendix B: Definitions and Technical Notes

Definitions

The following definitions are used in the FY 2026 Workforce Report.

Employees	
Employee(s)	The terms employee or employees are sometimes used synonymously with "employee records," as defined below, in the report's narrative to improve readability. However, technically, it is possible for an employee to have more than one employee record if, for example, they work in two agencies or if they transfer agencies during the year. As a result, there may be more employee records than there are unique employees in a given year.
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.
Remaining Employee Records	The count of employees without at least one of an Active pay status, Full-Time and non-Temporary (either Regular or Permanent Labor) employment designation, and an Employee Record # of 0.
Regular Employment	Employees who are assigned to a budgeted position with no established end date.
Permanent Labor	Hourly employees occupying positions that are established for more than nine (9) months.
Temporary	An employee hired for a time-limited assignment of less than nine (9) months.
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 throughout 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, including employee records transferred 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 monthly employee counts.
Retirement Eligibility (as of FYE 2026)	
Current Eligibility	Employees whose retirement eligibility date (early or full) falls on or before July 1, 2026.
Eligibility within 1 year	Employees whose retirement eligibility date (early or full) falls on or before July 1, 2027.
Eligibility within 5 years	Employees whose retirement eligibility date (early or full) falls on or before July 1, 2031.

Other Definitions	
Affiliates	Non-executive branch agencies whose data is included in system-wide calculations.
Executive Branch	Entities that operate under the authority of the Governor, including departments, authorities, commissions, and boards, or are constitutional offices that submit their budgets to the Governor as part of the Governor's budget report. A list of executive branch entities is included below.
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.
Select Executive Branch Agencies	Includes executive branch entities (as listed below) other than technical colleges, community service boards, public and mental health entities, and executive branch authorities.
System-wide	Includes judicial, legislative, and executive branch agencies, authorities, technical colleges, and affiliates. A full list of entities that comprise system-wide analyses in this report is provided below.

The following agencies are included in this report.

Judicial Branch Agencies

Company Code	Entity Name
430	Administrative Office of the Courts
432	Court of Appeals
436	Superior Courts
438	Supreme Court

Legislative Branch Agency

Company Code	Entity Name
404	Department of Audits and Accounts
444	General Assembly of Georgia

Executive Branch Entities

Category	Company Code	Entity Name
Executive Branch Agencies	127	Department of Human Services - Division of Family and Children Services
	402	Department of Agriculture
	403	Department of Administrative Services
	405	Department of Public Health
	406	Department of Banking and Finance
	407	State Accounting Office
	408	Office of Commissioner of Insurance
	409	State Finance and Investment Commission
	410	State Properties Commission
	411	Department of Defense

	412	Vocational Rehabilitation Agency
	414	Department of Education
	415	Technical College System of GA
	416	Employees Retirement System
	419	Department of Community Health
	420	Forestry Commission
	422	Office of Planning and Budget
	427	Department of Human Services
	428	Department of Community Affairs
	429	Department of Economic Development
	440	Department of Labor
	441	Department of Behavioral Health and Developmental Disabilities
	442	Department of Law
	461	Department of Juvenile Justice
	462	Department of Natural Resources
	465	State Board of Pardons and Paroles
	466	Department of Public Safety
	467	Department of Corrections
	469	Department of Early Care and Learning
	470	Public Service Commission
	471	Bureau of Investigation
	474	Department of Revenue
	475	Department of Driver Services
	476	Student Finance Commission
	477	Department of Community Supervision
	478	Secretary of State
	482	Teachers Retirement System
	484	Department of Transportation
	488	Department of Veterans Service
	489	Subsequent Injury Trust Fund
	490	State Board of Workers' Compensation
	492	Public Defender Council
	495	Commission on the Holocaust
Executive Branch Authorities	900	Building Authority
	921	Correctional Industries
	927	State Road and Tollway Authority
	977	Public Telecommunications Commission
	980	Technology Authority
	996	Atlanta-Region Transit Link Authority
Technical Colleges	817	Oconee Fall Line Technical College
	818	Coastal Pines Technical College
	820	Albany Technical College
	822	Athens Technical College
	823	Atlanta Technical College
	824	Augusta Technical College

	826	West Georgia Technical College
	827	Chattahoochee Technical College
	828	Columbus Technical College
	829	Northwestern Technical College
	830	Piedmont Technical College
	831	Southern Crescent Technical College
	832	Gwinnett Technical College
	834	Lanier Technical College
	835	Central Georgia Technical College
	837	Southern Regional Technical College
	838	North Georgia Technical College
	841	Savannah Technical College
	842	South Georgia Technical College
	843	Southeastern Technical College
	844	Ogeechee Technical College
	848	Wiregrass Technical College

Affiliates

Category	Company Code	Entity Name
Community Service Boards (CSB)	363	CSB - GA Highlands
	364	CSB - GA Mountains
	366	CSB - Douglas County
	368	CSB - DeKalb County
	369	CSB - Gwinnett/Rockdale/Newton
	370	CSB - Clayton County
	371	CSB - Northeast GA Center
	372	CSB - Pathways Center Behavioral Developmental Growth
	373	CSB - McIntosh Trail
	374	CSB – River Edge Behavioral Health Center
	376	CSB – Oconee
	377	CSB - E. Central Georgia
	379	CSB - New Horizons
	380	CSB - Middle Flint
	381	CSB - Middle Georgia
	382	CSB - Albany
	383	CSB - Georgia Pines
	384	CSB - South Georgia
	385	CSB - Pineland Area MH, MR, and SA
	386	CSB - Satilla
	388	CSB - Coastal
County Public Health	128	County Public Health
Mental Health Agencies	129	Department of Human Resources – Board of Health Community Operations Program (DHR–BOHCOP)

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 at an enterprise level and include four 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 FY 2025. 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.
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

Job Family	Short Description
	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. For the latest information on updates and modifications to job codes, visit the DOAS Job Code Updates and Modifications page.

Appendix C: State of Georgia Employee Benefits

Joining the state of Georgia opens the door to a comprehensive benefits package designed to support employees' health, financial security, and overall well-being. The array of available benefits is designed to support employees at every stage of life.

Health Insurance Options

Employees and retirees have access to affordable, high-quality health care insurance and prescription coverage, which includes:

- Health Reimbursement Arrangements (HRA) – Gold, Silver, and Bronze options (Anthem)
- Statewide HMO Plans – Anthem and UnitedHealthcare
- High-Deductible Health Plan – UnitedHealthcare
- Regional HMO – Kaiser Permanente (for metro Atlanta residents)
- TRICARE Supplement Plan – For eligible retired military or reservists
- Medicare Advantage Plans (Anthem and UnitedHealthcare)

Dental and Vision Insurance

Comprehensive dental and vision plans are available for employees and their families. Dental coverage is also available for retirees if they are enrolled prior to retirement.

Flexible Spending Accounts (FSA)

Accounts that help you cover eligible expenses using pre-tax contributions that help employees stretch their take-home pay.

- Health Care FSA – Covers eligible medical expenses
- Dependent Care FSA – Covers eligible childcare and eldercare costs

Paid Leave

Eligible employees are afforded several types of paid time off.

- **Annual Leave** - Leave for vacation or personal reasons accrues semi-monthly, starting at a rate of five hours per pay period. Accrual rates increase with years of service. Any unused leave, up to 360 hours, can be accumulated and carried forward to the next year.
- **Sick Leave** – Leave for personal health reasons or caring for any immediate family members accrues at a rate of ten hours per month. Unused leave, up to 720 hours, can be accumulated and carried forward to the next year.
- **Education Support Leave** – Eligible employees may use up to eight hours of leave per year to participate in educational activities. Unused time expires at the end of the calendar year.

Paid Holidays

Full-time state employees are eligible for 13 paid holidays annually.

Paid Parental and Maternal Leave

Eligible executive branch employees may take up to 240 hours of paid parental leave annually for the following: childbirth, placement of a minor child for adoption with the employee, or placement of a minor child in foster care with the employee. Additionally, 120 hours of maternal birth leave are available in the first three weeks immediately following childbirth. Maternal birth leave and paid parental leave are not charged against an employee's accrued leave.

Disability Insurance

Insurance that provides partial replacement income if job responsibilities cannot be performed due to an eligible illness or injury.

- Short-Term Disability (7-day and 30-day waiting periods)
- Long-Term Disability

Life, Accidental Death and Dismemberment (AD&D) and Long-Term Care Insurance

- Supplemental group term life insurance options (Employee, Spouse, and Child Life Insurance)
- AD&D insurance provides financial protection in the event of an accident resulting in death or serious injury
- Long-term Care coverage for extended support (offered only to participants already enrolled)

Enhanced Protection Plans

Insurance coverage for unexpected events, including:

- Critical Illness Insurance
- Accident Insurance
- Hospital Indemnity Insurance
- Cancer Insurance

Legal Plans

Access to legal services and support through optional legal insurance plans.

Employee Assistance Program (EAP)

Eligible employees can access confidential support including:

- Counseling services
- Provider referrals
- Training resources

To view a video about the State of Georgia Flexible Benefits Program (employee benefits), scan this QR code.

About Eligibility

Eligibility varies based on employment status (i.e., full- or part-time). Check with your employer.

Many plans and benefits also cover spouses and children.

Premiums are specific to the options selected.

Retirement Benefits

New employees are eligible to participate in the Georgia State Employees' Pension and Savings Plan (GSEPS), a retirement plan that combines a pension plan with employer-matched 401(K) investment options.

- Defined Benefit – Funded by employee and employer contributions, employees can receive a pension that provides a guaranteed retirement income based on salary and years of service.
- GSEPS Pension Formula - Formula Salary x 1% Benefit Formula Factor x Years of Creditable Service = Maximum Plan Benefit
- 401(k) –Employees can contribute a portion of their salary, pre-tax, to an investment account. The state of Georgia will match an employee's pre-tax investment account contributions dollar per dollar, up to 5% of pay for the first five years. Thereafter, the match increases ½% each year up to a maximum 9% match with 13 years of service, if the employee contributes at least 5%.
- POST-certified law enforcement officers will now receive a graduated employer 401(k) match up to 15% based on years of service (effective July 1, 2026).