State of Georgia Fiscal Year 2025 Workforce Report

Executive Summary

This executive summary of the State of Georgia's Annual Workforce Report provides highlights of key trends related to state employees and employment. The full report serves as a critical tool for identifying data-driven trends to enhance the management of the state's human resources. It is a product of the Human Resources Administration (HRA) division of the Georgia Department of Administrative Services (DOAS) and relies on data from TeamWorks Human Capital Management (HCM). The data presented in this report covers Fiscal Year (FY) 2025, spanning from July 1, 2024, to June 30, 2025.

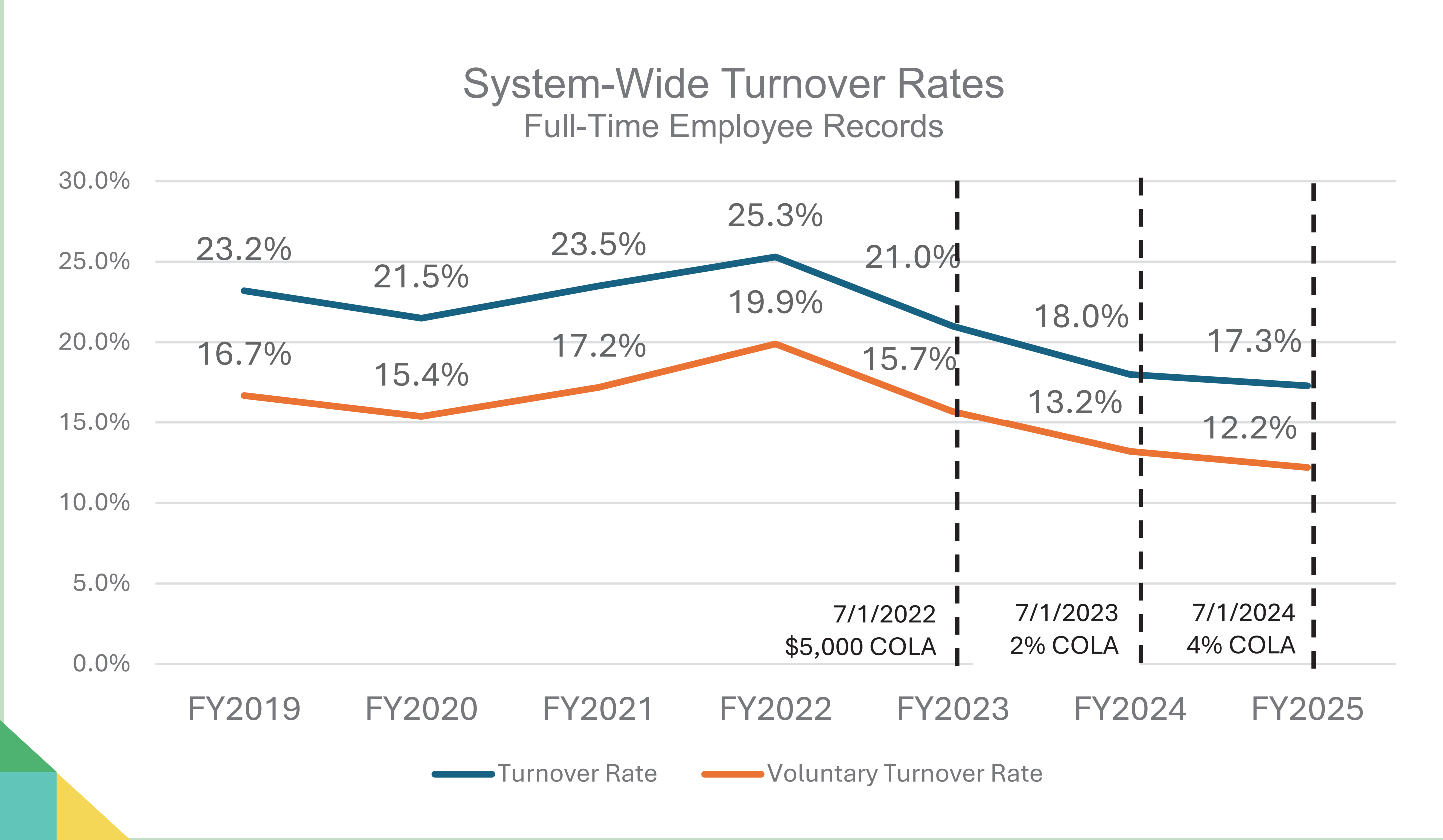
State investments are improving recruitment and retention of state employees

NOTABLE TRENDS

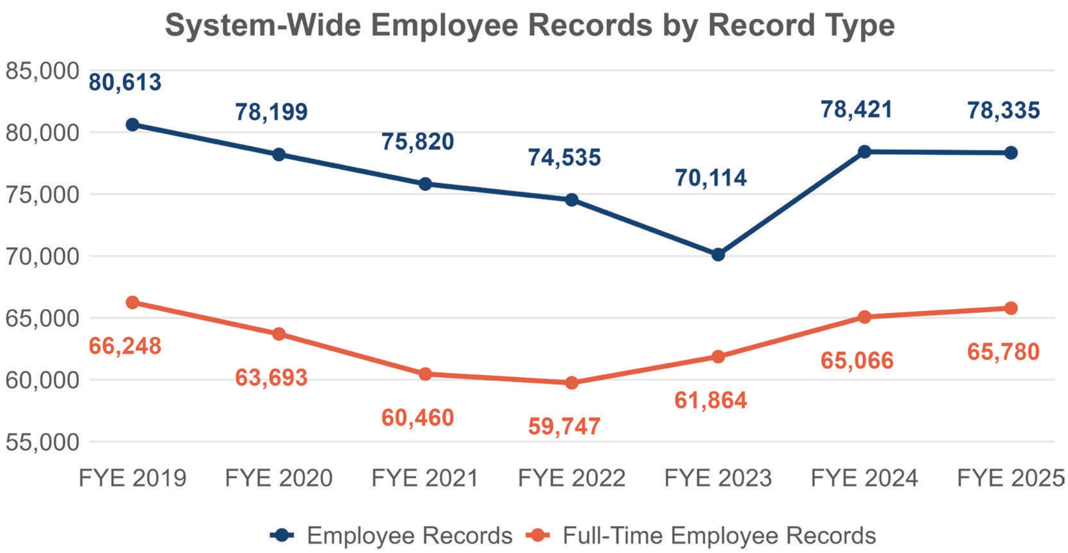
- Turnover is at the lowest level since at least 2013. Voluntary turnover was 12.2% in FY2025 and was down across all generation groups.
- The executive branch voluntary turnover rate for Generation Z dropped to 28.4%, down from a high of 76.4% in FY2021.
- There was an 18% reduction in the number of job vacancies posted on the state's enterprise applicant tracking system (Taleo). In FY2025, 9,593 job vacancies were posted as compared to 11,374 in FY2024.
- State employment levels have stabilized as existing vacant budgeted positions have been filled.
- The number of employees who chose to retire has been trending down for the past four years.
- Passed during the 2024 legislative session, HB 1010 increased the number of hours permitted for paid parental leave from three weeks to six weeks resulting in 199,814 hours of parental leave being used in FY2025 by executive branch full-time employees, up from 75,276 hours in FY2024.

INCREASE IN EMPLOYEE COMPENSATION

- The Governor and the General Assembly have made strategic investments and enacted legislative policies to bolster employee recruitment and retention efforts.
- Median compensation for full-time executive branch employees has increased 15%, or $7,237, since FY2022.
- Since the Amended FY2021 budget, the state has funded a series of pay supplements and cost-of-living adjustments (COLA) for state employees:
  - In FY2025, the state provided a targeted $3,000 salary enhancement for selected POST-certified law enforcement officers.
  - The Amended FY2024 budget included a one-time salary supplement of $1,000.The FY2024 budget funded a two percent COLA for state personnel and salary increases for certain law enforcement officers.
  - The Amended FY2022 budget included a $5,000 pay adjustment for state employees and was annualized in the FY2023 budget.
  - The Amended FY2021 budget provided a one-time salary supplement of $1,000 to full-time state employees with annual salaries less than $80,000.



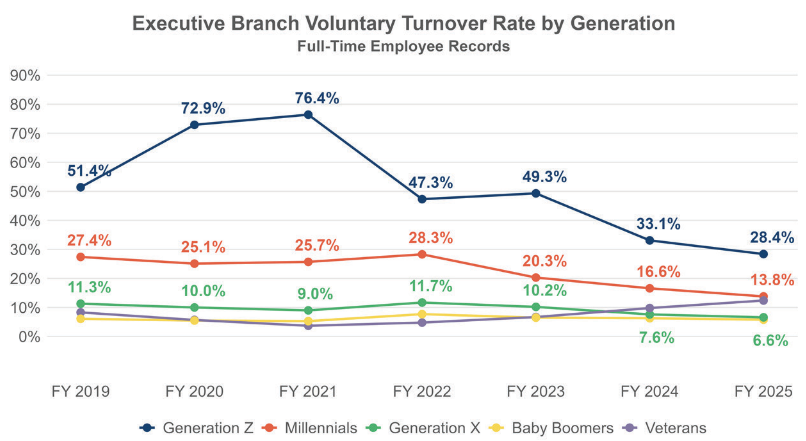
Employment and Turnover



State employment levels for established, budgeted positions have returned to pre-pandemic levels and remained stable over the past two years.

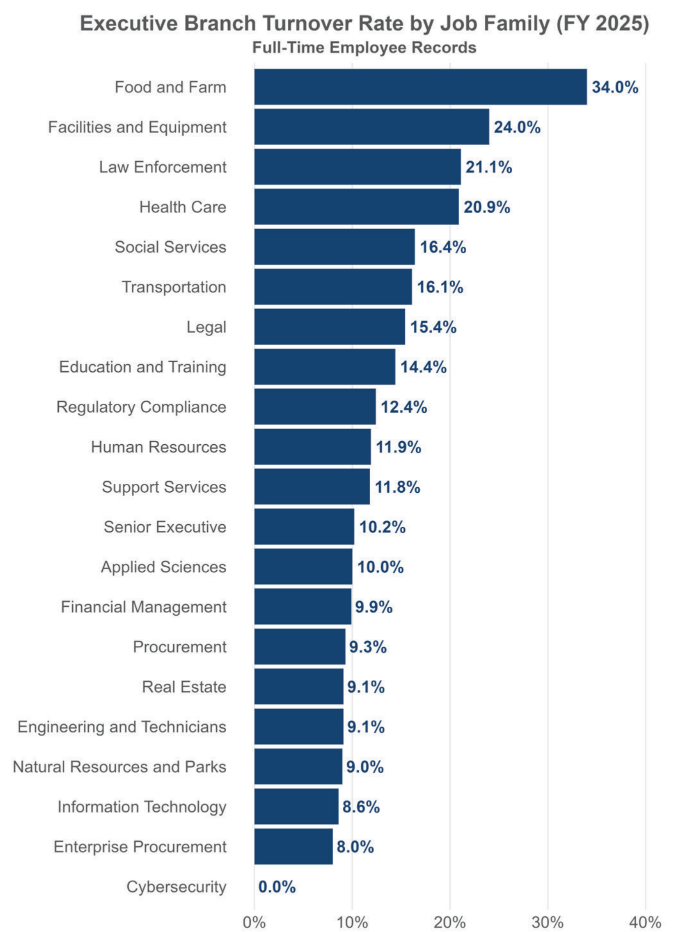
TURNOVER BY GENERATIONS

Turnover is trending down for all generations of workers. Voluntary turnover was 12.2% in FY2025, marking the lowest rate in at least 12 years.



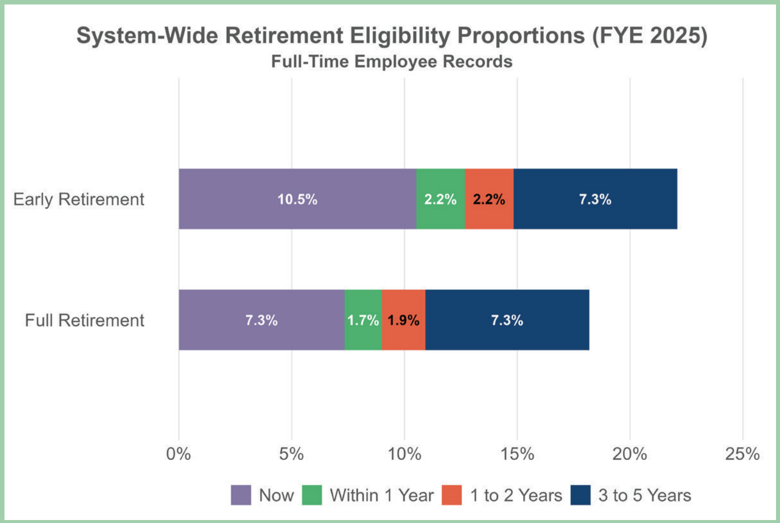
TURNOVER BY JOB FAMILY

Overall turnover is trending down across state positions. The figure on the right shows turnover rates by job family. Employees in the food and farm job family had the highest turnover rate at 34.0%. The lowest turnover rates were among employees in cybersecurity, enterprise procurement, and IT.

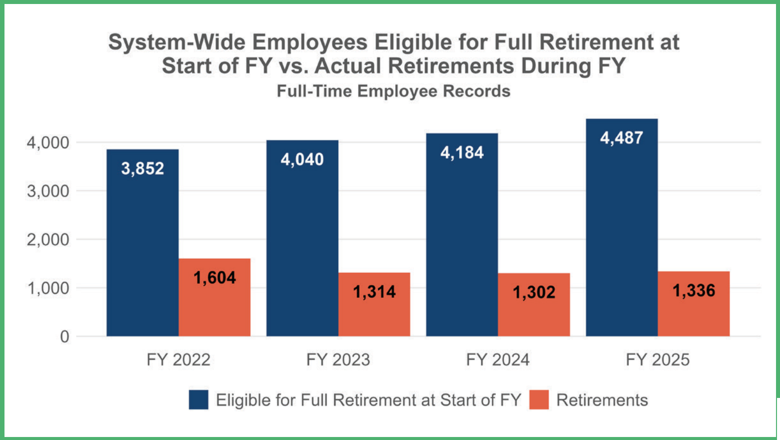


Note: Data includes employee records as recorded in the state human capital management (HCM) system. All employee records include temporary and part-time employees. Full-time Employee Records are benefit-eligible active employees.

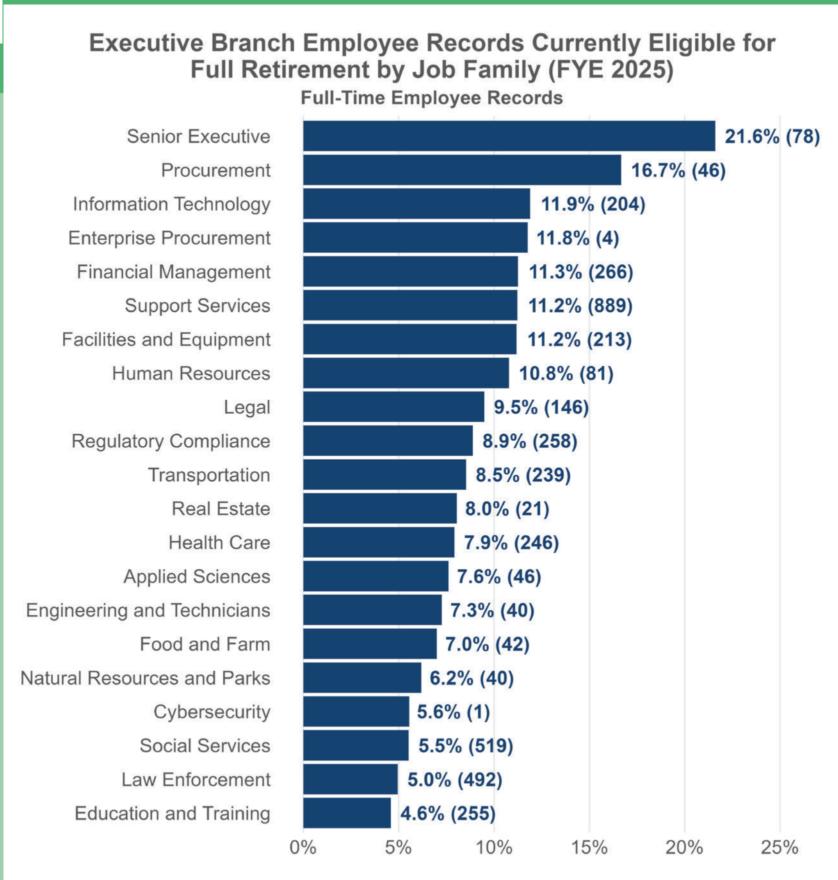
Retirement



These numbers help highlight the importance of succession planning, as more than 22% of full-time state employees system-wide are eligible for early retirement over the next five years. Succession planning will ensure the future of the state is in prepared hands.



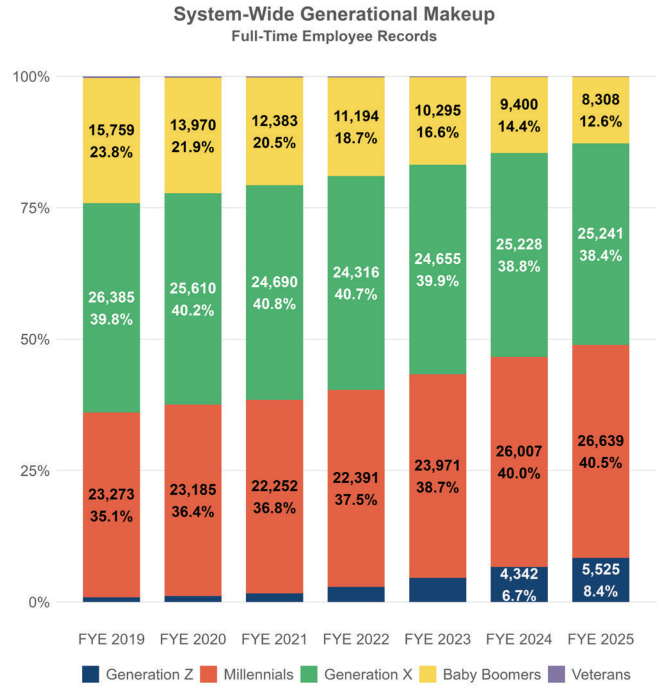
The rate of retirement among full-time executive branch employees who are eligible to retire remained relatively stable over the last three years. At the start of FY2025, 4,487 executive branch full-time employees were eligible for full retirement. However, by the end of FY2025, only 29.8% (1,336) of eligible employees retired.



The job families with the highest proportion of employees who are eligible for retirement are similar to those in FY2024. Retirements are expected to have the most significant impact on the following job families: senior executive, procurement, information technology, financial management, and support services. Agencies should consider focusing on succession planning strategies related to these important jobs.

Generational Shifts

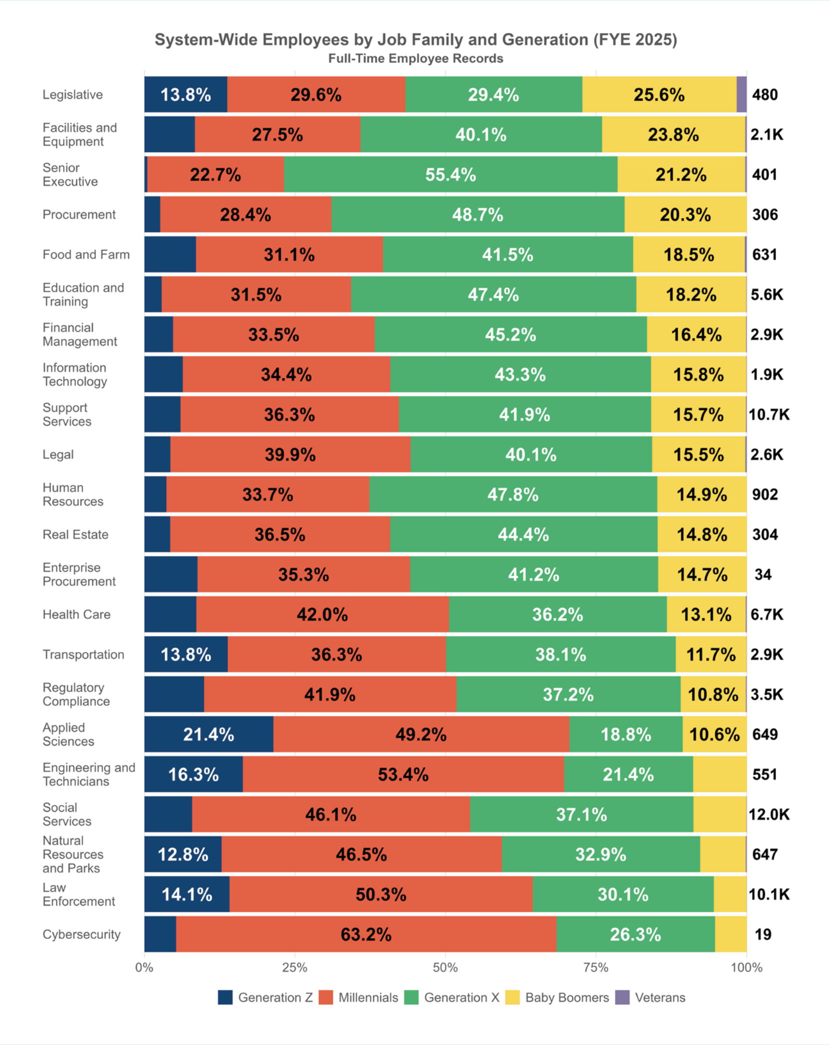
Millennials represented 40.5% (26,639) of the state workforce, followed by Generation X, which represented 38.4% (25,241) in FY2025. The number of Millennials and Generation Z workers in the state workforce continued to increase.



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 social services, support services, and law enforcement.

Note:

Employees that did not have a job family on record and employees in the intern and auditing job families have been excluded for purposes of this analysis. The auditing job family is being phased out.



Priorities and Accomplishments

Staffing

- **Expand Talent Sources:** Broaden recruitment efforts to include underrepresented talent pools, diverse geographic areas, and innovative channels such as partnerships with educational institutions. HRA fostered over 50 connections with the military, K-12 schools, and colleges and universities in FY2025. In addition, the ratio of applicants to jobs has increased from 20 applicants for every job posted in FY2023 to 32 in FY2025.
- **Employer Branding:** Strengthen the state's employer brand to attract high-caliber candidates by showcasing a dynamic work environment, career growth opportunities, and purpose. In FY2025, DOAS increased its efforts to market the State of Georgia as an employer of choice. These efforts included an enterprise branding social media project and workplace videos featuring current employees.
- **Intern Programs:** Enhance and expand internship programs to create a pipeline of future talent, offering students and early-career professionals meaningful experiences that encourage long-term retention. The number of interns hired increased from 233 in FY2024 to 321 in FY2025. While some of the increase may reflect an increased use of the intern job code, both improved tracking and an increase in interns are positive accomplishments.
- **Engaging New Generations of Talent:** Attract younger candidates to state employment through partnerships with middle and high schools and university career centers. Generation Z hires continues to grow, making up 25.2% of executive branch hires in FY2025.

Recruitment and Retention

- **Upskilling Workforce:** Cultivate internal talent by investing in employee development through continuous learning and upskilling initiatives to ensure the workforce remains agile, competitive, and ready to handle increasingly advanced technology such as generative AI. In FY2025, the State of Georgia advanced its planning efforts for a new Enterprise Resource Planning (ERP) system, branded as GA@WORK. This system will integrate human resources, financial, and procurement functions across state government.
- **Support Career Growth:** Create clear career pathways and mentoring programs to support long-term employee growth and engagement. The new GA@WORK system will help the state implement this priority.
- **Experience-Based Hiring:** Shift from traditional hiring methods, which focus on an applicant's education and experience, to hiring methods which focus on an applicant's abilities and competencies. Senate Bill 3, 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. In FY2025, 53.5% of hires had an educational level of less than a bachelor's degree, up from 39.6% in FY2024.

Looking Ahead

As we work to maintain workforce stability following three years of steady progress, our focus will be on reinforcing successful strategies and preparing for future challenges. Key initiatives include strengthening recruitment and employer branding, expanding talent pipelines, and promoting the state's purpose-driven career opportunities via social media and career fairs. To meet the expectations of Millennials and Generation Z, we need to prioritize career growth, meaningful work, flexibility, and work-life inclusion—while consistently highlighting the impact of public service on Georgia's citizens.

With anticipated retirements on the horizon, succession planning is critical. We need to accelerate leadership readiness among Generation X and Millennial employees to ensure smooth transitions into key roles, while also working to capture the expertise of Baby Boomers and Generation X employees before they exit the workforce. Investing in frontline manager development also remains a top priority, as managers are the most influential factor in employee engagement and retention.

About DOAS

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

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

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