



Georgia™

Department of
Administrative Services



State of Georgia Fiscal Year 2025 Workforce Report

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Introduction

A strong and capable state government workforce is essential for ensuring health and safety, maintaining infrastructure, and promoting continued economic growth and education. To meet these goals, the State of Georgia employs more than 70,000 full-time and part-time employees who play a critical role in serving the citizens of Georgia. State employees work in occupations across more than 20 job families with over 100 state agencies and authorities.

The state is focused on retaining and attracting a skilled and talented workforce that can deliver high quality services. Thus, positioning the state as a competitive employer is an important goal. To achieve this goal, 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), plays a key role in supporting this goal by providing the human resource business solutions, resources, and expertise that help agencies attract, select, develop and retain a talented workforce.

HRA is pleased to present the State of Georgia Fiscal Year 2025 Workforce Report, a comprehensive resource offering key insights into the health of the State of Georgia’s workforce and recommendations for continuing to attract and retain quality employees.

This year’s 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 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 serves as a valuable tool for enhancing employee engagement, retention, and organizational resilience. It also outlines HRA’s FY2025 accomplishments in promoting the State of Georgia as a competitive employer and advancing effective talent management practices across state agencies.

Employment Highlights

- 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.
- Following several cost-of-living adjustments (COLA), the median compensation for full-time executive branch employees has increased 15.0%, or \$7,237, since the close of FY 2022.
- There was an 18% reduction in the number of job vacancies posted on the state’s enterprise applicant tracking system (Taleo). In FY2025, there were 9,593 job vacancies posted as compared to 11,374 in FY2024.
- Millennials represented 40.5% of the state’s workforce, followed by Generation X with 38.4% employees in FY2025. The number of Millennials and Generation Z workers in the state workforce continued to increase.
- State employment levels have stabilized as existing vacant budgeted positions have been filled.
- The number of retirements has remained about the same over the last three fiscal years.

DOAS Human Resources Administration Division

Programs and Scope of Services

DOAS is responsible for leading state government in five administrative program areas: human resources, fleet management, risk management, procurement, and surplus property. Our focus is on generating enterprise efficiencies and maximizing opportunities to improve enterprise administrative performance.

HRA serves as the enterprise human resources leader for the state. Our education, training, and oversight of employment policies, practices, and compliance empower 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.

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.
- Administering the Flexible Benefits Plan for state employees.
- Providing talent management consulting, including policy interpretation and the provision of practical tools to help entities minimize HR compliance risks.
- Managing the State Charitable Contributions Program (GASCCP), Employee Discount Program, Employee Assistance Program (EAP), and Faithful Service Awards Program.

DOAS Enterprise Workforce Strategies – FY2025 Accomplishments

DOAS/HRA is strategically focused on supporting both state employees through benefits offerings, and state agencies in carrying out their human resources and talent management operations and strategies. Examples of some of the 2025 accomplishments are highlighted below.

In FY2025, HRA's Recruiting and Retention (R&R) unit continued to work with agencies to strengthen Georgia's state government workforce. Specifically, the R&R team expanded talent sourcing efforts through career fairs at military institutions, technical colleges, universities, and state agencies across the state.

Creating & Connecting Partnerships

By continuing to establish long-term relationships with technical colleges and universities throughout Georgia, the R&R unit has enhanced the outreach of agencies' recruiting efforts. These partnerships help to position Georgia's state agencies as employers of choice. These initiatives were strategically communicated through personalized emails, platform outreach, and features in the R&R newsletter. Specific examples include the following:

- Over 50 connections with the military, K-12, and colleges/universities were fostered.
- The unit collaborated with the Georgia Department of Education – Career, Technical, and Agricultural Education (CTAE) program to expand career pipeline efforts.
- The unit also developed a CTAE presentation along with program managers to guide future agency-school engagement.
- The unit hosted state-only recruiting events at Georgia Southern University and Georgia Northwestern Technical College.

Military Integration and Visibility

The R&R unit has worked to establish opportunities for state agency participation in career-related events at Georgia military bases. The partnerships include Georgia Transition Assistance Program (TAP), WorkSource Georgia, Work for Warriors GA, and GA Veterans Education Career Transition Resource (VECTR). These partnerships led to state participation in eight military-related career events.

CTAE Collaboration for Pipeline Development

Partnering with the Georgia Department of Education and CTAE leaders, the HRA launched an interest survey and collected valuable input from eighteen program directors. These insights helped to create an informative and comprehensive presentation outlining collaboration pathways between state agencies and CTAE schools.

Marketing the State of Georgia

Enterprise Branding Social Media Project: Making the State of Georgia an Employer of Choice

As part of the Workforce Strategies Initiative (WSI), branding emerged as a clear priority. Both employees and leadership emphasized the need for enterprise-wide messaging. HRA partnered with a private marketing firm to launch an enterprise branding and social media advertising project. The purpose of the campaign was to enhance the state's brand recognition and drive audiences to the Team GA Careers website. The campaign, anchored by the compelling message "Answer the Call for Public Service and Reach Your Career Goals," adopted the creative theme "Rooted in Community."

In June 2025, the campaign moved into the media deployment phase that will run through November 30, 2025. The messaging campaign includes:

- Social media ads on LinkedIn, Facebook, and Instagram
- Podcasts and digital ads for niche audiences
- Audio ads—designed to resonate with younger and older generations alike—were launched on streaming services and radio
- Geofencing tactics strategically canvassed nearly 60 locations statewide

Workplace Videos

In collaboration with the University of Georgia's Carl Vinson Institute of Government, three new workplace [videos](#) were produced in 2025, spotlighting state employment in law enforcement, social services, IT, and accounting. The videos were deployed across various social media platforms. The videos are valuable recruitment tools for agencies statewide.

Flexible Benefits Program - Increased Enrollment and Lower Rates

The State of Georgia provides a comprehensive package of benefits that continue to serve as a vital tool for attracting and retaining top talent. The 2023 Employee Retention Study conducted by HRA, in partnership with a private consulting firm, identified state benefits as one of the top three drivers of employee retention. As summarized in Appendix C, the state's benefits are designed to support employees' health, financial security, and overall well-being throughout their careers.

The DOAS Flexible Benefits Program achieved a notable milestone in 2025: 88% of eligible employees elected to participate in one or more flexible benefits plans, marking a 4.4% increase in enrollment compared to 2024. The most frequently selected benefits included dental insurance, employee life insurance, and vision insurance, reflecting employees' priorities in maintaining core health and financial protection.

Enrollment increased across 19 of the 20 available plans in the 2025 plan year, underscoring the program's growing value and relevance to the workforce.

The Flexible Benefits Program also successfully negotiated several flexible benefits contracts that resulted in \$33.6 million in premium savings for plan participants over a three-year period (2023–2025). In addition, the team enhanced program communications by collaborating with vendors to ensure that promotional materials were clear, concise, and accessible—further supporting informed decision-making among employees.

Talent Management Solutions Supporting State Agencies

HRA continues to enhance and deliver innovative tools and systems that support state agencies in managing and developing their workforce. Key initiatives include:

Taleo – Applicant Tracking System

DOAS currently provides Taleo, a cloud-based applicant tracking system that supports agencies in their recruitment efforts. Taleo enables HR professionals to post job openings, manage applicant communications, onboard new hires, and generate recruitment analytics. In FY2024, 83 state agencies utilized Taleo to streamline their hiring processes.

ePerformance System

To support performance management across executive branch entities, DOAS offers the ePerformance system. This platform includes modules for performance evaluations, self-assessments, and individual development planning. In FY2024, 33 agencies used ePerformance to conduct reviews for 24,760 employees. Additionally, 31 agencies implemented self-evaluation tools, and 30 utilized individual development plans to support employee growth and development.

GA@WORK – New Enterprise Resource Planning System

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, replacing the Taleo and ePerformance systems. Developed in collaboration with the State Accounting Office, DOAS, and the Georgia Technology Authority, GA@WORK is scheduled to go live on April 1, 2026. The system will offer enhanced capabilities for talent management, supporting a more agile and data-driven workforce strategy.

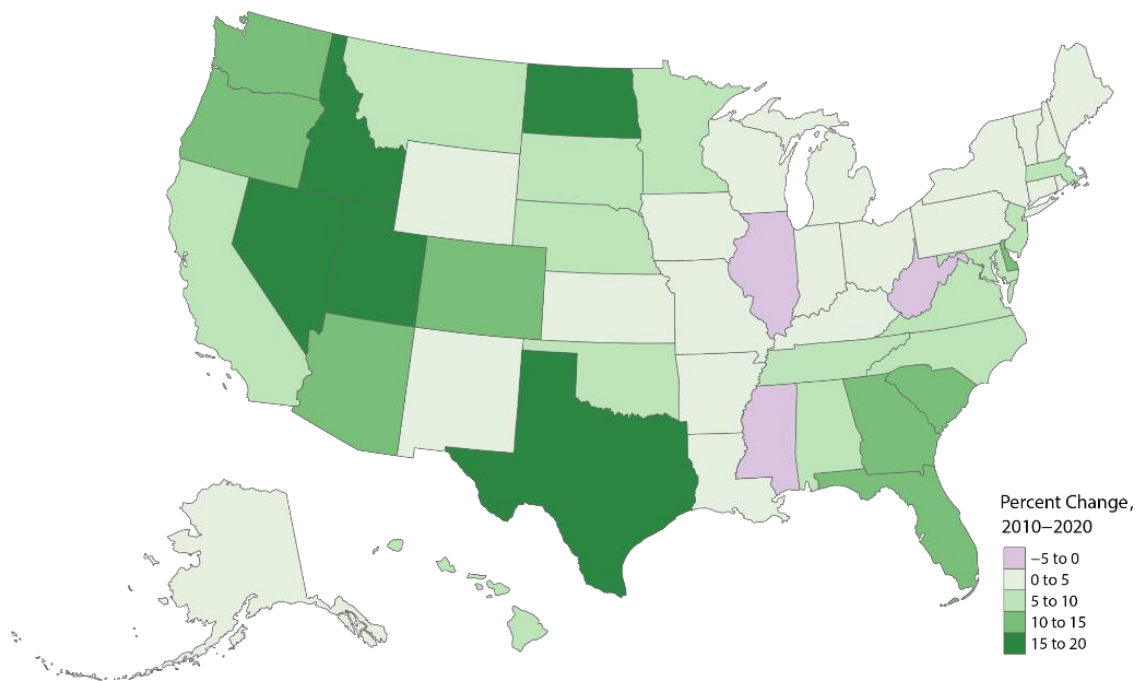
Georgia Labor Market Trends

Understanding Georgia’s overall labor market is essential for contextualizing workforce trends within state government. This discussion underscores the competitive environment in which the state operates as an employer, offering insight into the challenges and opportunities in attracting and retaining talent. It also highlights key similarities and differences between the broader labor market and the state government workforce.

Entering 2025, Georgia’s economy continues to thrive, supported by a resilient business climate and a longstanding reputation for attracting new investment. For over a decade, *Area Development Magazine* has consistently named Georgia the best state in which to do business, an accolade that reflects not only economic strength, but also dedication to innovative development strategy and favorable labor market conditions. Over the past year, job creation has continued to expand, albeit at a slower pace than the record setting pace of the past several years, with announcements spanning a wide range of industries and geographies.

As growth accelerated from 2020–2024, competition for talent has intensified statewide. Employers continue to face challenges in recruiting and retaining a qualified workforce. Cost and availability of childcare, along with rising housing pressures, remain key concerns for Georgia’s labor force and have formed issues that require continued attention to ensure workforce success.

Figure 1: US Population Percent Change 2010-2020

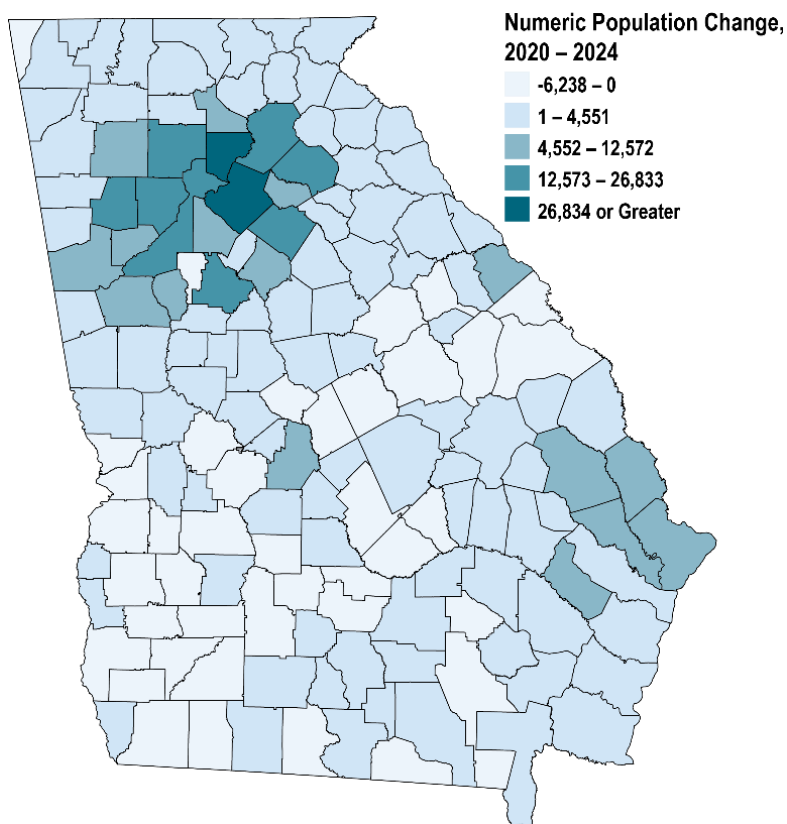


Source: US Census Bureau, 2010 and 2020 Decennial Census

According to the 2020 Census, the U.S. population grew by 7.4% over the previous decade—its slowest rate of growth since the 1930s. Georgia, by comparison, saw a 10.6% increase, tying for 12th among the fastest growing states. From 2020–2025, Georgia’s population increased from over 10.7 million in 2020 to over 11.3 million by 2025. These data represent growth of 4.17% across the time frame and an annual growth rate of around 1.1%.¹ Like many other states, Georgia has experienced a steady decline in birth rates since 2007, a trend that may impact long-term workforce availability. This concern is compounded by the state’s aging population: the Governor’s Office of Planning and Budget projects that by 2054, more than 30% of Georgians will be aged 60 or older.²

From 2021–2024, Georgia’s population growth was largely driven by domestic migration, with new residents relocating from states such as Florida, California, Texas, New York and North Carolina.³ Over this time period, domestic migrants added almost 895,000 residents to the state, with an average of almost 300,000 new Georgians per year; internationally, Georgia attracted over 218,000 migrants with an average yearly growth of almost 73,000.⁴ Notably, international migration to the United States increased more than seven-fold from 2020–2024, with Georgia seeing growth in this category but at a slower pace.⁵ Georgia’s population is also becoming increasingly diverse, and demographic models have projected the state would reach majority-minority status by 2030. However, more recent estimates suggest this shift has occurred even more quickly.⁶ Many counties across Georgia reached this milestone more than a decade ago.

Figure 2: GA Population Percent Change 2020-2024



Source: *Vintage 2024 US Census Bureau Population Estimates*; Note: Year ends July 1, 2024

¹ Governor’s Office of Planning and Budget 2025 Population Projections. U.S. Census Bureau, Population Division; Annual Estimates of the Resident Population for Selected Age Groups by Sex for Georgia: April 1, 2020, to July 1, 2024.

² Governor’s Office of Planning and Budget 2025 Population Projections.

³ U.S. Census Bureau. *State-to-State Migration Flows, American Community Survey 1-Year Estimates, 2021–2023*. <https://www.census.gov/data/tables/time-series/demo/geographic-mobility/state-to-state-migration.html>

⁴ U.S. Census Bureau. *American Community Survey 1-Year Estimates, Table S0701: Geographic Mobility by Selected Characteristics, 2022–2024*. <https://data.census.gov>

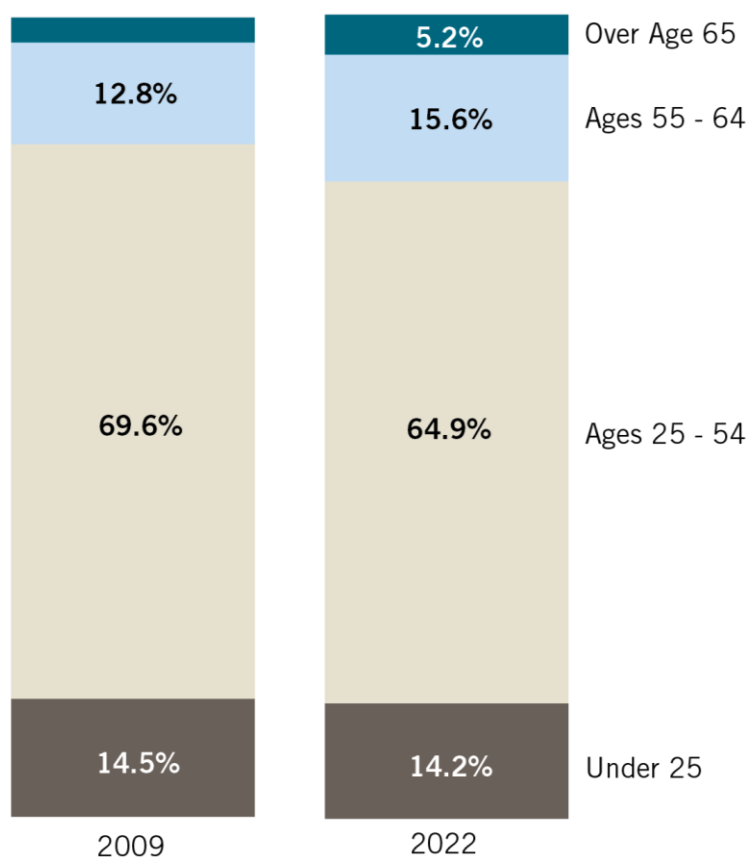
⁵ U.S. Census Bureau. *Vintage 2024 Population Estimates*. Net international migration increased from approximately 379,000 in 2020–2021 to 2.8 million in 2023–2024. <https://www.census.gov/newsroom/press-releases/2024/population-estimates-international-migration.html>

⁶ Governor’s Office of Planning and Budget 2025 Population Projections.

As these demographic trends unfold, they will have far-reaching impacts on state programs. With a growing aging population and fewer young residents, the effects will ripple through education enrollment, healthcare demand, social services, and other essential public systems.

The demographics of the state are reflected in the overall makeup of Georgia’s labor force as well. As shown in Figure 3, between 2009 and 2022, Georgia’s workforce experienced a significant demographic shift. In 2022, 64.9% of workers were between the ages of 25 and 64, slightly down from 69.6% in 2009, indicating a modest decline in the core working-age population. Meanwhile, the share of workers aged 55 to 64 rose from 12.8% to 15.6%, and those aged 65 and older grew from 3.1% to 5.2% over the same period. These changes suggest that older Georgians are remaining in the workforce longer than they were a decade ago, likely due to evolving retirement patterns, financial factors, or shifts in personal and professional priorities.

Figure 3: Labor Force by Age Group



Source: UGA Carl Vinson Institute of Government. *2022 Georgia Workforce Pipeline Snapshot*. [Georgia Workforce and Economic Resiliency Center Labor Market Snapshot 2022](#).

Georgia’s ongoing decline in birth rates continues to influence K–12 enrollment patterns across the state. Between 2014 and 2024, many local school districts have experienced reductions in total student enrollment, as outlined in Figure 4. The data reveals distinct regional contrasts; while some areas show signs of a growing younger population, others face a shrinking school-age demographic. In these communities, the demographic shift points toward an aging population and presents implications for educational planning and broader workforce development strategies.

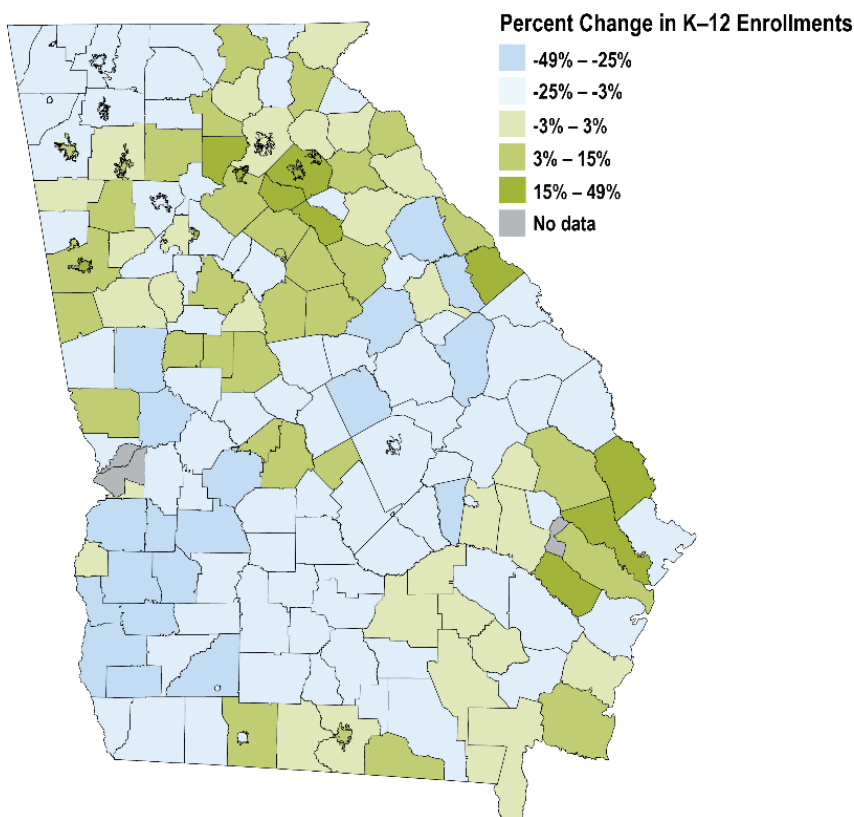
Student performance data offers a valuable lens into workforce readiness across Georgia.

According to the 2025 end-of-grade assessments, 65% of third-grade students were reading at or above grade level, a foundational skill that underpins future academic and career success.⁷ In mathematics, 47% of eighth-grade students scored proficient or above on the Georgia Milestones assessment, marking a notable improvement from 36% in 2023.⁸ These gains, particularly in math, reflect a continued rebound from post-pandemic testing results and the emphasis on preparing students with the critical skills they'll need as they progress toward the workforce.

Although not all state government jobs require post-secondary education, most of the higher-paying positions within state government require advanced training, certifications, or education beyond high school—a situation that mirrors the private sector, where higher compensation is also typically tied to advanced skills and education. Many students increasingly graduate high school with some level of post-secondary experience: the share of students who earned a post-secondary credential within a year of graduation rose from just 0.7% a decade ago to 5.6% in 2023. These figures suggest a shift not only in educational pathways but also in how quickly some graduates are attaining credentials that may boost workforce readiness and earning potential.⁹

The Governor and General Assembly have made a series of salary adjustments for state employees over the last few years to remain competitive. The state median income of full-time executive branch employees has risen 15%, or \$7,237, since FY2022. In comparison, the average hourly earnings in

Figure 4: Percent Change in K-12 Enrollment 2014-2024



Source: Georgia Department of Education; Note: These figures do not include students enrolled in Charter Schools and those served by the Georgia Department of Juvenile Justice (DJJ). Both county and city public school systems are represented on the map.

⁷ Georgia Department of Education. "Reading Readiness Dashboard." *GaDOE Insights*, <https://georgiainsights.gadoe.org/dashboards/reading-readiness/>

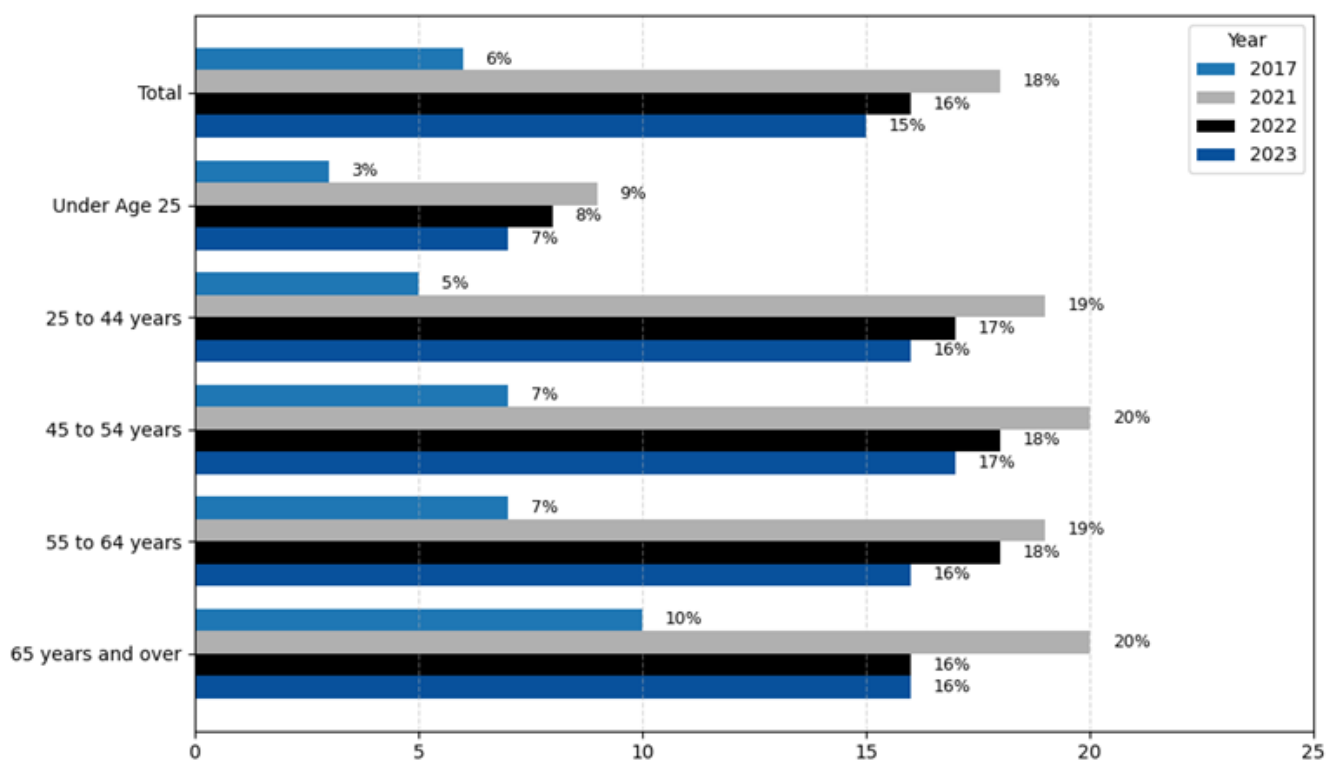
⁸ Georgia Department of Education. "Georgia Milestones Dashboard." *GaDOE Insights*, <https://georgiainsights.gadoe.org/dashboards/georgia-milestones/>

⁹ Governor's Office of Student Accountability, High School Graduate Outcomes Dashboard data. <https://gosa.georgia.gov/dashboards-data-report-card/data-dashboards/hs-grad-outcomes>

Georgia have also risen steadily since the low point of the COVID-19 pandemic in 2020. Between July 2020 and June 2025, average private sector earnings increased from just over \$27 per hour to nearly \$35 per hour. Notable periods of growth occurred in mid-2021, during the immediate post-pandemic recovery, and again in mid-to-late 2024.¹⁰ Looking beyond hourly wages, Georgia also experienced growth in household income. From 2018 to 2023, real median household income rose from just under \$67,000 to nearly \$72,500. While there was a slight dip in 2021, income gains resumed through 2023.¹¹ These numbers represent an overall increase in real median household income of more than 8% since 2018, reinforcing the picture of a resilient labor market both entering and emerging from the pandemic.

Figure 5 shows the pre-and post-pandemic share of workers who work from home in total and by age group. The share of Georgians working from home peaked in 2021, when almost 20% of the workforce aged 25 and older worked from home, and has since steadily decreased.¹²

Figure 5: Percent of Workforce Working from Home by Age Group



Source: US Census Bureau. *American Community Survey (ACS) 2017, 2021-2023 1-Year Estimates*.

In fact, the last census data from the 2023 ACS one-year estimates on working from home shows a decline in working from home across all age groups. In 2024–2025, several national companies announced plans to have workers return to the office more days a week, which may cause further decline in work from home rates. According to a recent study by real estate company Jones Lang

¹⁰ U.S. Bureau of Labor Statistics and Federal Reserve Bank of St. Louis, Average Hourly Earnings of All Employees: Total Private in Georgia [SMU130000005000000003], retrieved from FRED, Federal Reserve Bank of St. Louis; <https://fred.stlouisfed.org/series/SMU130000005000000003>

¹¹ U.S. Census Bureau, Real Median Household Income in Georgia [MEHOINUSGAA672N], retrieved from FRED, Federal Reserve Bank of St. Louis; <https://fred.stlouisfed.org/series/MEHOINUSGAA672N>

¹² US Census Bureau. American Community Survey; 2017 ACS; 2022 ACS; 2023 ACS 1-year Estimates

LaSalle, workplace trends among Fortune 100 “desk-using employees” have shifted significantly between Q2 2023 and Q2 2025. In 2023, a 78% of these employees followed a hybrid work schedule—splitting their time between home and the office—while only 5% were fully office-based. By 2025, the landscape had changed: just 41% of employees remained on hybrid schedules, and the proportion of fully in-office employees surged to 54%. Meanwhile, the share of fully remote workers declined from 6% to a mere 1% over the same period.¹³ This sharp decline in remote work suggests a national pivot back toward traditional office environments—a trend that is likely to gain traction in Georgia as employers reassess long-term workplace strategies.

Georgia Legislative Highlights

Georgia is fortunate to be a growing state with a vibrant economy. The state’s strong economy means that Georgians have a variety of options for employment. In 2025, the State of Georgia has advanced several key initiatives aimed at strengthening its public workforce.

- **Compensation:** The Governor and the General Assembly continued a multi-year effort of making strategic investments to bolster employee retention efforts in FY2025 by providing a \$3,000 targeted salary enhancement for selected POST-certified law enforcement officers.
- **Parental Leave:** Effective July 1, 2024, the paid parental leave benefit was expanded from three to six weeks for eligible state employees. Now state employees can take up to 240 hours of paid parental leave per year for the birth of a child, adoption, or foster care placement.
- **Mental Health Support:** The Ashley Wilson Act went into effect on January 1, 2025, providing important benefits to first responders who serve Georgia public entities—as an employee or volunteer—with post-traumatic stress support. The law allows first responders to quickly and confidentially obtain a lump-sum payment upon diagnosis of job-related PTSD and long-term disability benefits as needed.
- **Persons with Disabilities:** As part of the Georgia as a Model Employer (GAME) Act passed in 2024, the State of Georgia established the GAME program to assist state agencies with the recruitment, hiring, advancement, and retention of qualified individuals with disabilities.

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 state government workforces, which is consistent with recent efforts in Georgia discussed previously. Trends in legislation enacted in the southeast in 2025 include:

- **Paid Leave:** States continued to embrace the paid leave trend—in various forms—in 2025. Alabama, Mississippi, and Tennessee enacted legislation that provides paid parental leave to state employees with new children. Additionally, Arkansas passed legislation that allows state

¹³ Homa, S., & Rowden, J. (2025). 25 Insights US Office Market Dynamics: Q2 2025. Jones Lang LaSalle IP, Inc. Retrieved from <https://www.jll.com/content/dam/jllcom/en/us/documents/reports/research-reports/25-insights-us-office-market-dynamics-q2-2025.pdf>

employees participating in the Healthy Lifestyle Program to be awarded up to 24 hours of paid leave per calendar year for satisfactory completion of program requirements. Virginia established a paid family and medical leave insurance program to cover care for a new child and certain other eligible family members with serious health conditions.

- **Mental Health Support:** Three southeastern states passed legislation that supports the mental health of various types of front-line staff, such as first responders and corrections and public safety employees. For example, Arkansas amended a law to cover licensed counseling for public safety employees who have experienced a traumatic event. Maryland established certain confidentiality requirements for peer support counseling programs in law enforcement agencies. Florida expanded the types of positions that are eligible for peer support counseling to include those who investigate crime scenes and collect evidence.
- **Full-time Employee Designations:** Virginia passed legislation that gives state psychiatric hospitals the option to designate as full-time employees nursing staff and psychiatric technicians for 36-hour work weeks, allowing for 12-hour shifts.
- **Loan Repayment:** Arkansas passed legislation that established the State Employee Student Loan Program to assist eligible employees with repayment of student loans.

State and Local Government Workforce Trends

The 2025 State and Local Government Workforce Survey Results conducted by MissionSquare Research Institute revealed some interesting findings and trends compared to the 2024 survey results.¹⁴

- Recruitment continued to improve in 2025. Fewer governments reported that they frequently need to reopen recruitments due to an insufficient number of qualified applicants.
- Degree requirements continued to be removed for at least some positions, particularly among state governments. Over two-thirds of those dropping the education requirement reported that it led to an increase in applicants, though most indicated it did not impact the quality of applicants.
- More governments reported being very or somewhat successful in recruiting new generations of employees.
- State government respondents were more likely to report rehiring retirees (54% state, 30% local) and hiring staff to work exclusively off-site (19% state, 2% local).
- More governments rated succession planning as very important given the aging workforce. However, 61% reported not having any element of a succession planning program in place.

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 2025 survey was conducted between March 4 and to April 7, 2025.

¹⁴ <https://research.missionsq.org/posts/posts/2025-state-and-local-workforce-survey-results>

Twenty-one percent reported having transition plans for key leadership roles and leadership development for multiple potential successors.

- The most important workforce human resource issues in 2025 included employee morale, competitive compensation packages, and employee engagement. However, compared to rankings of very important priorities in 2024, fewer governments reported competitive compensation as a very important priority. And, though hybrid and flexible scheduling remain common, creating a more flexible workforce has declined in importance.
- Only two percent of respondents reported outreach to federal employees was a successful recruiting practice in reaching qualified candidates, with most efforts taking place at the state government level.

The 2025 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 succession planning. The shifting priorities around compensation and workforce flexibility suggest a recalibration of strategic focus in response to changing workforce demographics and operational needs.

Recommendations

Based on the FY2025 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 FY2025 with the military, K-12 schools, and technical colleges and other higher education institutions to increase awareness of public sector careers.
- Leverage the growing applicant-to-job ratio (32:1 in FY2025, up from 20:1 in FY2023) 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 interns increasing from 233 in FY2024 to 321 in FY2025, 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, who represented 25.2% of executive branch hires in FY2025.

4. Invest in Succession Planning and Leadership Development

- Accelerate leadership readiness among Generation X and Millennial employees to prepare them for critical roles as retirements increase.
- 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 ERP 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). In FY2025, 53.5% of hires had an educational level of less than a bachelor's degree, up from 39.6% in FY2024.
- Expand assessment methods that focus on competencies, abilities, and potential to ensure equitable access to state employment opportunities.



Employees at the Georgia Department of Agriculture (GDA) inspect all gas stations in the state to make sure consumers are getting the full amount of fuel they pay for, and that the fuel is uncontaminated.

Employee Records Overview— System-Wide

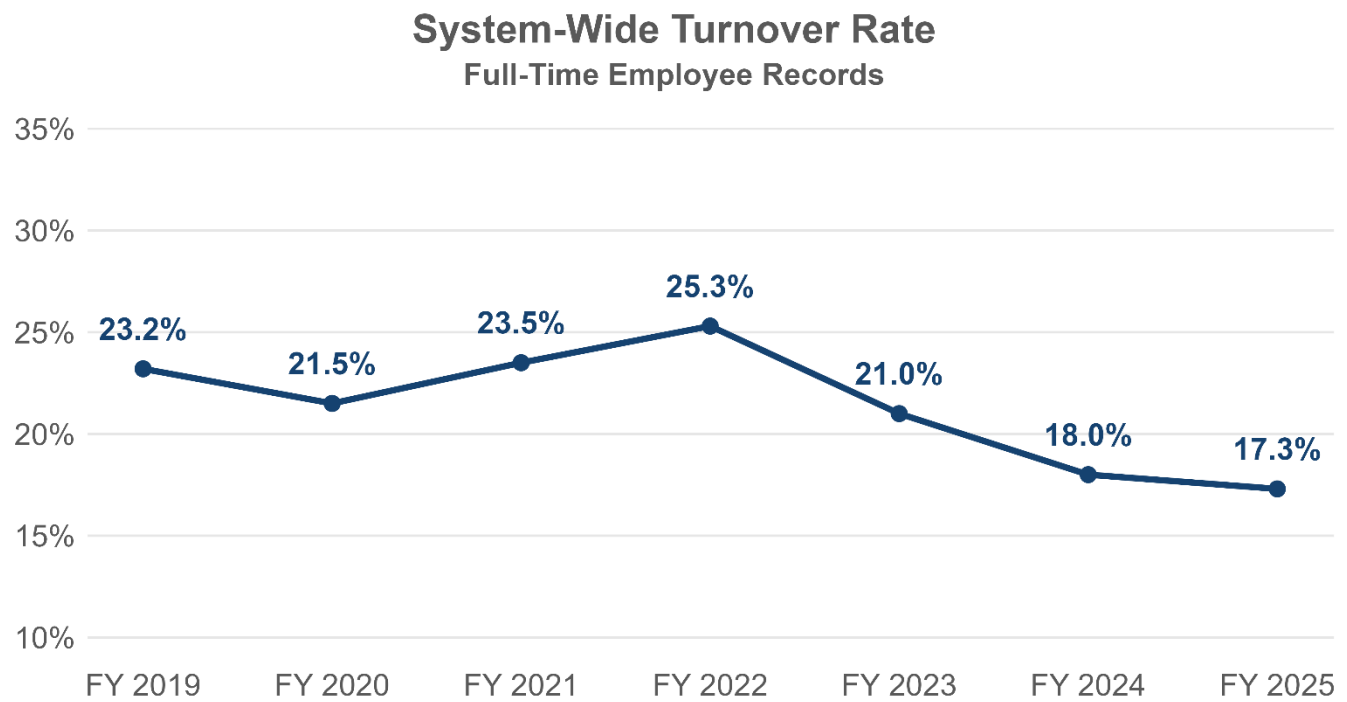
This section is based on non-separated employees from all entities currently using the TeamWorks HCM system as of Fiscal Year End (FYE) on June 30, 2025.

System-wide current employee records remained steady in FYE2025. The number of full-time employee records continues to rise, with a 1.1% increase since FYE2024. Full-time employee records increased from 65,066 in FYE2024 to 65,780 in FYE2025.

System-Wide Employee Records and Change Table

System-Wide Item	FYE 2025	Change from FYE 2024	Change from Peak (FYE 2008)
Current Employee Records	78,335	-0.1%	-22.6%
Full-Time Employee Records	65,780	1.1%	-21.1%

The turnover rate declined for a third consecutive year from the recent high in FY2022 of 25.3%. In FY2025, the system-wide turnover rate was 17.3%.



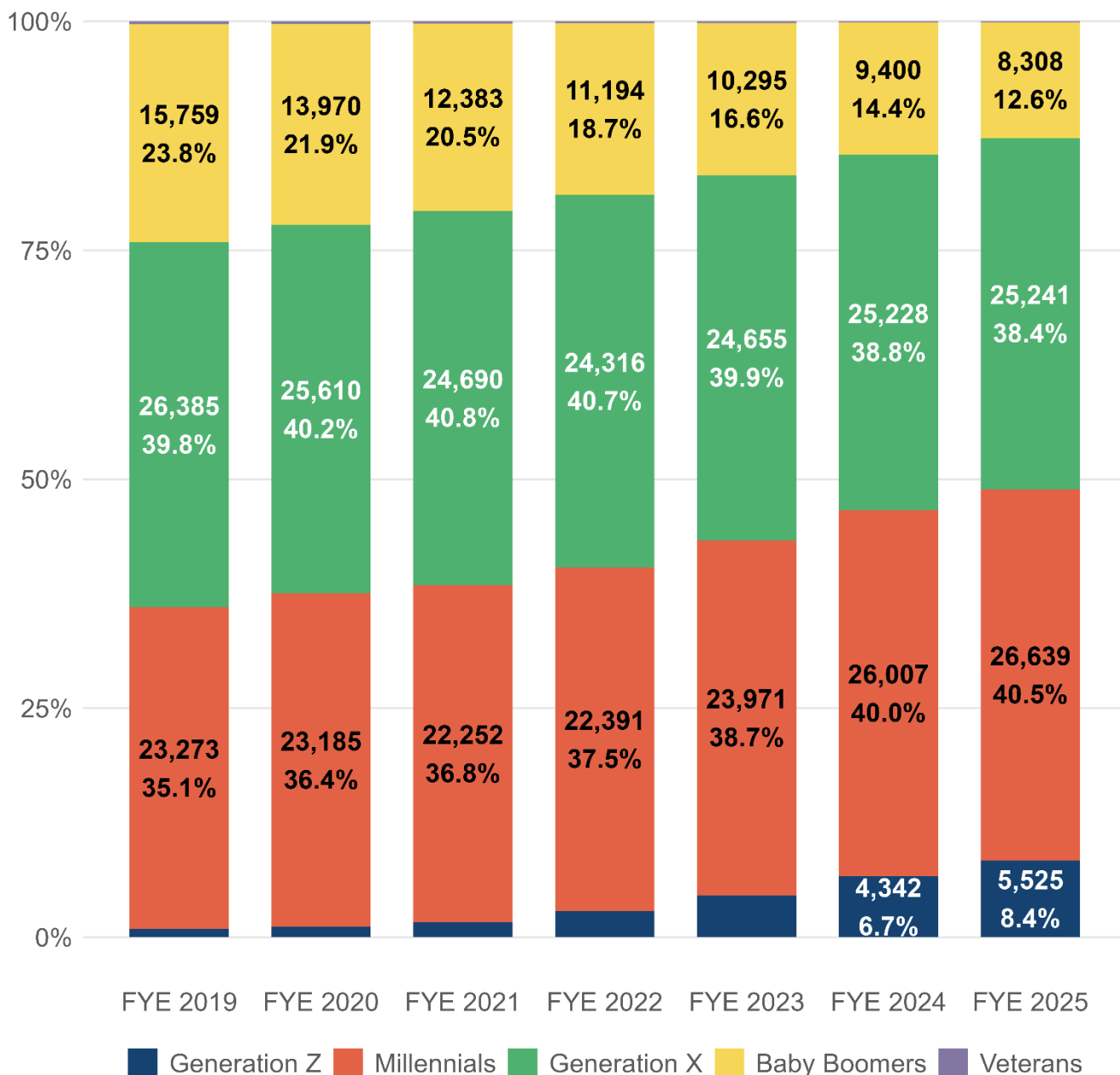
System-Wide Employee Records and Characteristics

	FYE 2022	FYE 2023	FYE 2024	FYE 2025
Current Employee Records				
	74,535	70,114	78,421	78,335
Current Employee Records by Record Types				
Full-Time Employee Records	59,747	61,864	65,066	65,780
Remaining Records	14,788	8,250	13,355	12,555
Current Employee Records by Classification				
Unclassified	73,496	69,185	77,531	77,665
Classified	1,039	929	890	670
Current Employee Records by Gender				
Female	48,367	46,393	51,985	52,010
Male	25,877	23,505	26,217	26,138
Current Employee Records by Ethnicity				
Black	34,261	33,935	37,813	38,218
White	33,921	31,496	34,775	34,173
Hispanic	2,105	2,054	2,526	2,701
Asian	1,369	1,305	1,469	1,530
Non-Specified	2,516	1,027	1,563	1,441
American Indian/Native American	191	167	149	151
Native Hawaiian/Pacific Islander	172	130	126	121
Current Employee Records and Age				
Average Age	45.4	45.7	46.0	46.2
Median Age	46.0	46.0	46.0	47.0
Current Employee Records and Tenure				
Average Tenure	7.4	8.1	7.6	7.7
Median Tenure	4.0	5.0	5.0	4.0

In FYE2025, the number of Millennials in the state government workforce continued to grow and now comprises the largest percentage (40.5%) of the workforce. The number of Generation Z employees has also continued to grow. Generation Z, currently aged 13 to 28, is just starting to enter the full-time workforce.

System-Wide Generational Makeup

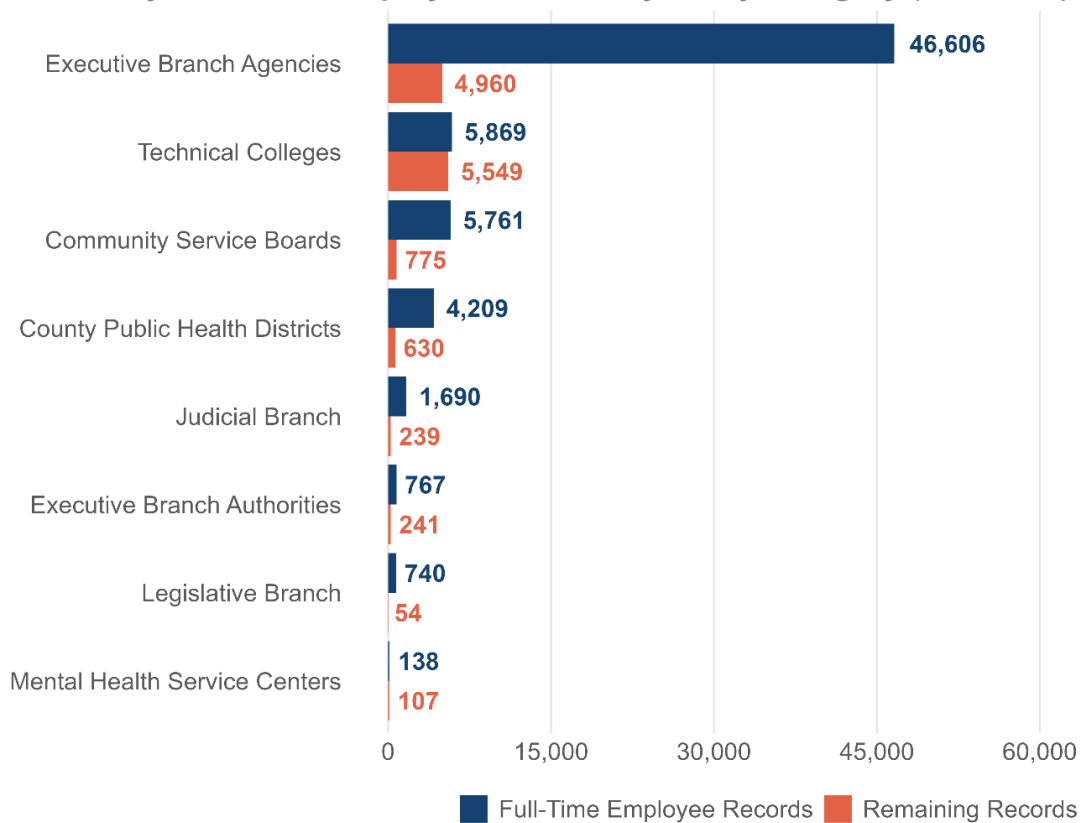
Full-Time Employee Records



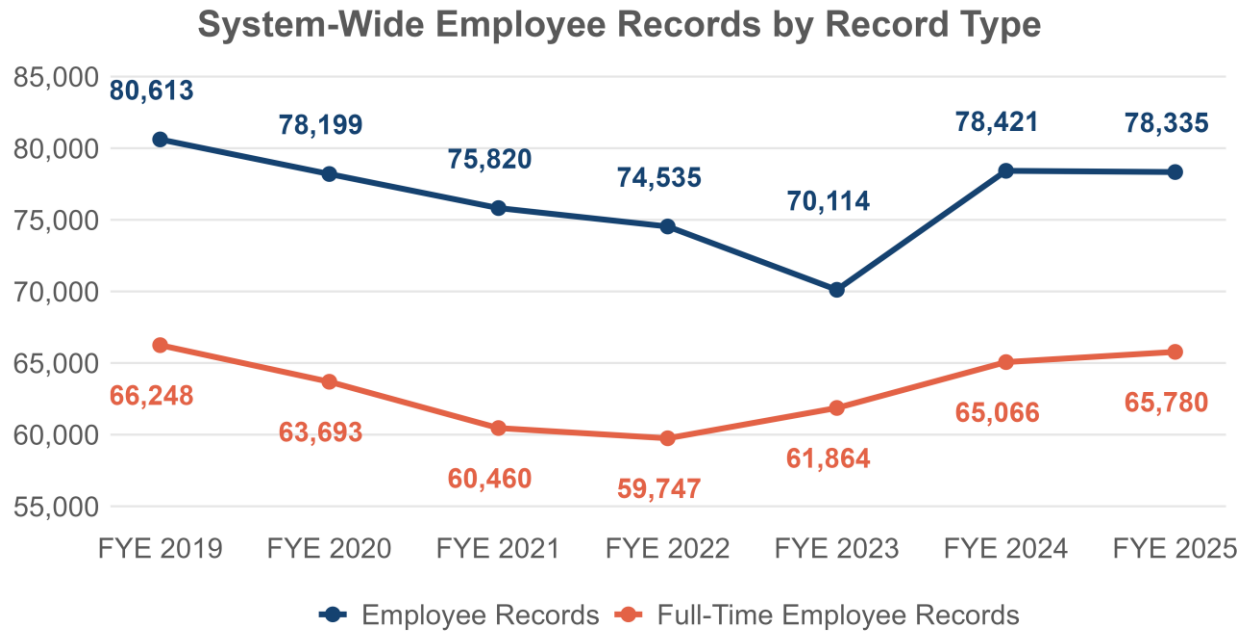
System-Wide Employee Records by Entity Category Table

		Full-Time Employee Records		Remaining Records	
		Records	Proportion	Records	Proportion
Executive Branch	Executive Branch Agencies	46,606	70.9%	4,960	39.5%
	Executive Branch Authorities	767	1.2%	241	1.9%
	Technical Colleges	5,869	8.9%	5,549	44.2%
Judicial Branch	Judicial Branch	1,690	2.6%	239	1.9%
Legislative Branch	Legislative Branch	740	1.1%	54	0.4%
Local/Affiliate Government	Community Service Boards	5,761	8.8%	775	6.2%
	County Public Health Districts	4,209	6.4%	630	5.0%
	Mental Health Service Centers	138	0.2%	107	0.9%
Total		65,780	100%	12,555	100%

System-Wide Employee Records by Entity Category (FYE 2025)



The number of full-time employees in budgeted positions is nearing pre-pandemic levels.

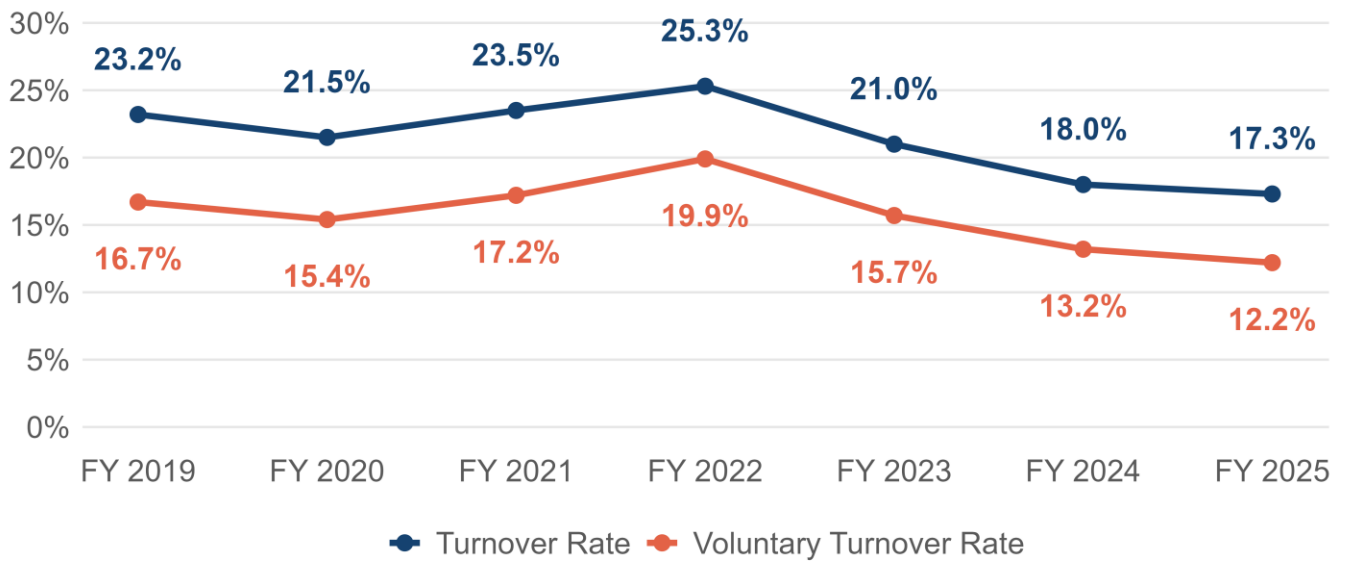


System-Wide Employee Records by Salary Plan Table

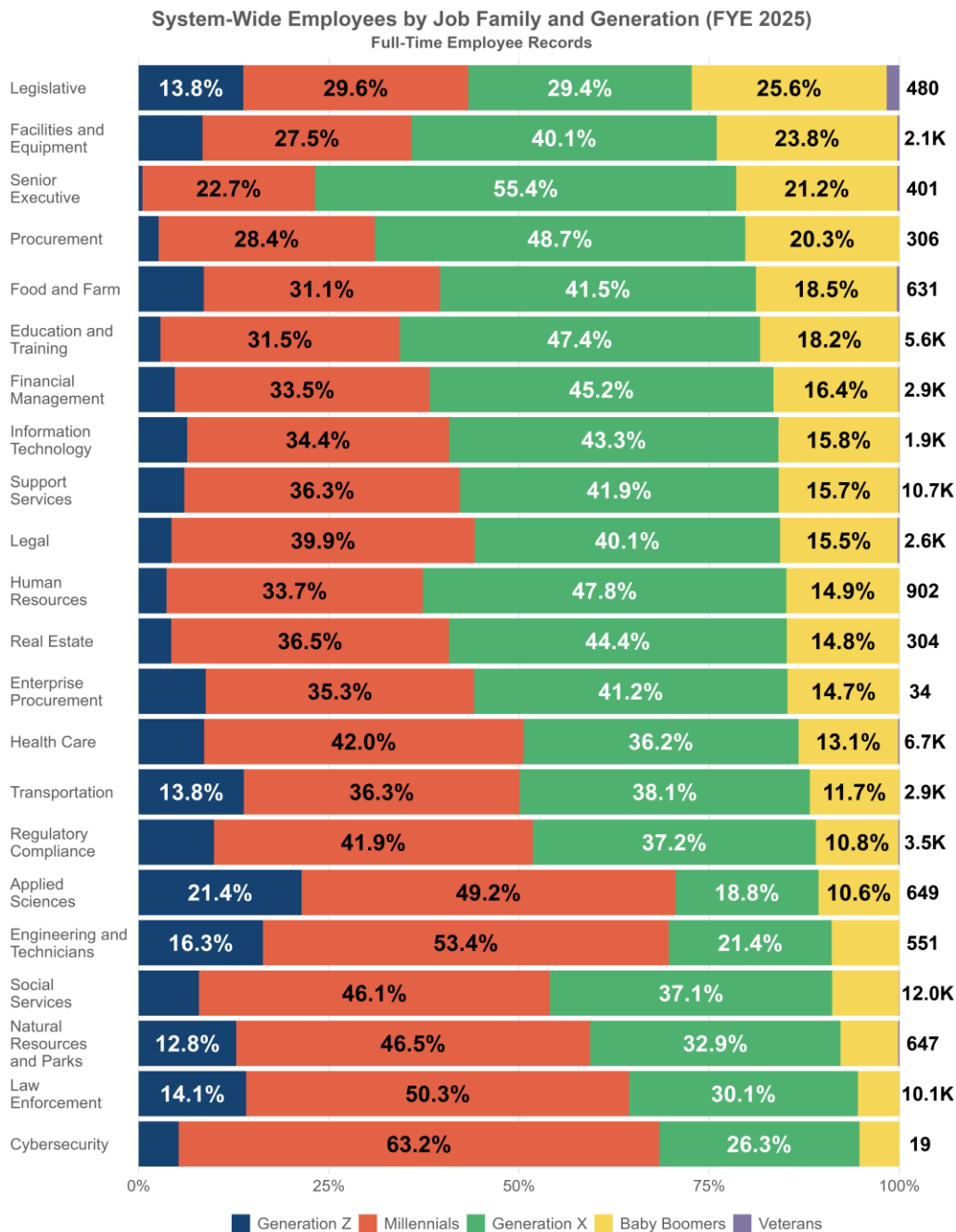
	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025
Current Employee Records by Salary Plan					
Statewide (SWD) Plan Count	42,208	41,993	43,794	46,053	46,405
Average Annual Compensation Rate	\$43,829	\$49,939	\$53,809	\$56,421	\$55,287
Median Annual Compensation Rate	\$38,926	\$44,018	\$46,426	\$48,401	\$49,613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

Overall turnover is at the lowest level since at least 2013. Voluntary turnover (12.2%) among full-time employees is down significantly from a high of 19.9% in FY2022, while overall turnover is down to 17.3% from a high of 25.3% in FY2022.

System-Wide Turnover Rates 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 social services, support services, and law enforcement.¹⁵



¹⁵ 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. This chart uses the term Veteran Generation. This refers to people born between 1928 and 1945, also referred to as the "Silent Generation."



State employees in the Structural Pest Division (SPD) enforce state and federal structural pesticide laws while regulating professionals specializing in structural pest control, ensuring the removal of unwanted pests from in and around structures.

Employee Records Overview— Executive Branch

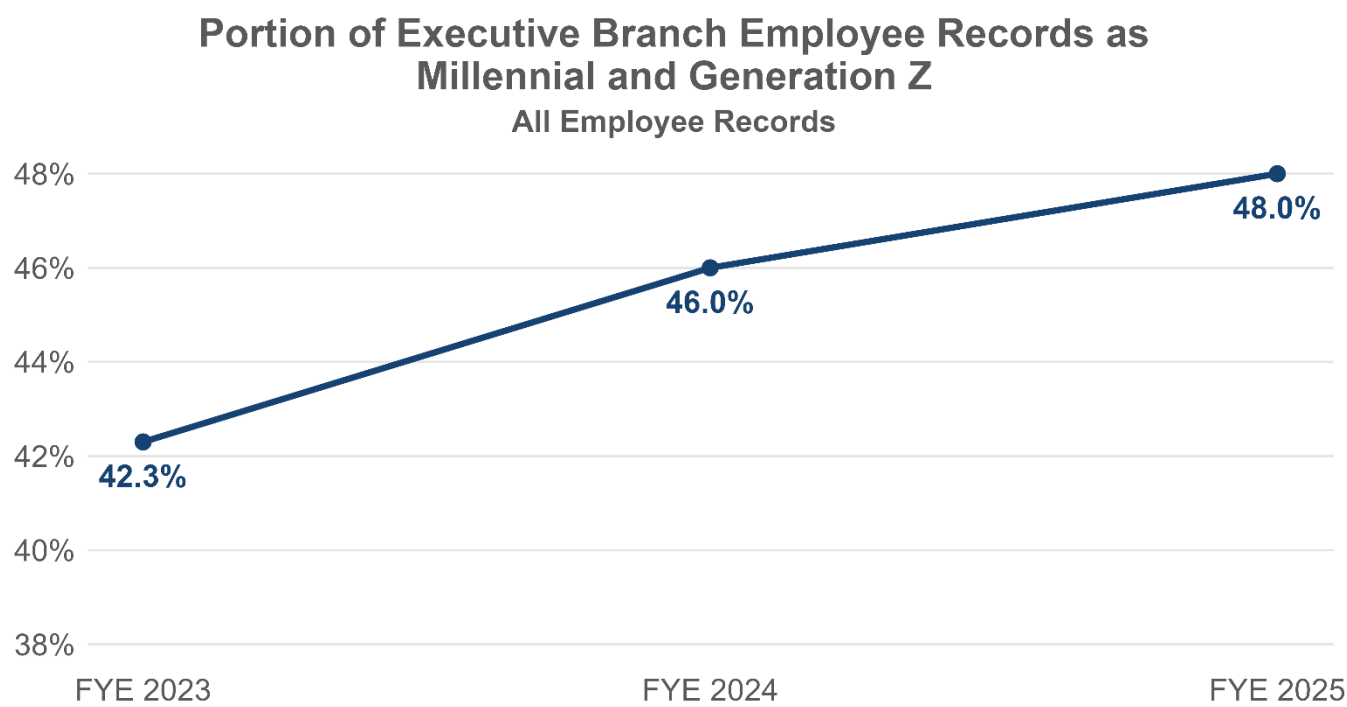
Employee records included here are non-separated employees from Executive Branch entities currently using the TeamWorks HCM system as of Fiscal Year End (FYE). The Executive Branch agencies include departments, agencies, boards, bureaus, commissions, offices, authorities, and the Technical College system and its schools.

Executive branch employee records increased slightly compared to the prior fiscal year-end when looking at both current and full-time employee (active, full-time, non-temporary, primary records component) records. Full-time employee records increased from 51,204 in FYE2024 to 53,242 in FYE2025, an increase of 1.7%.

Executive Branch Employee Records Table

Executive Branch	FYE 2025	Change from FYE 2024
Current Employee Records	63,992	0.2%
Full-Time Employee Records	53,242	1.7%

The proportion of the workforce that is composed of younger cohorts of Millennials and Generation Z increased from 42.3% in FYE2023 to 48.0% in FYE2025.



Executive Branch Employee Records and Characteristics Table – All Types

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

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

	FYE 2022	FYE 2023	FYE 2024	FYE 2025
Executive Branch Full-Time Employee Records				
	48,451	49,926	52,343	53,242
Executive Branch Full-Time Employee Records by Classification				
Unclassified	47,810	49,381	51,859	52,946
Classified	641	545	484	296
Executive Branch Full-Time Employee Records by Gender				
Female	31,225	32,340	34,010	34,701
Male	17,194	17,527	18,292	18,529
Executive Branch Full-Time Employee Records by Ethnicity				
Black	24,623	25,787	27,404	28,085
White	21,064	21,286	21,591	21,527
Hispanic	1,154	1,223	1,415	1,566
Asian	864	885	933	1,006
Non-Specified	537	565	849	907
American Indian/Native American	127	119	96	90
Native Hawaiian/Pacific Islander	82	61	55	61
Executive Branch Full-Time Employee Records and Age				
Average Age	45.2	45.1	45.4	45.5
Median Age	46.0	46.0	46.0	46.0
Executive Branch Full-Time Employee Records and Tenure				
Average Tenure	7.6	8.4	7.8	8.6
Median Tenure	5.0	6.0	5.0	5.0

Employee Records by Segment Table

Executive Branch (FYE 2025)	Count	Percent
Full-Time Employee Records	53,242	83%
Remaining Records	10,750	17%
Total	63,992	100%

Employee Records by Classified Service Table

FYE 2025	Count	Portion of Workforce	Average Age	Average Tenure
Executive Branch All Employees				
Classified	300	0.5%	57.9	27.3
Unclassified	63,692	99.5%	46.0	7.8
Executive Branch Full-Time Employees				
Classified	296	0.6%	57.8	27.4
Unclassified	52,946	99.4%	45.4	8.5

Executive Branch Employee Records by Company Code Table

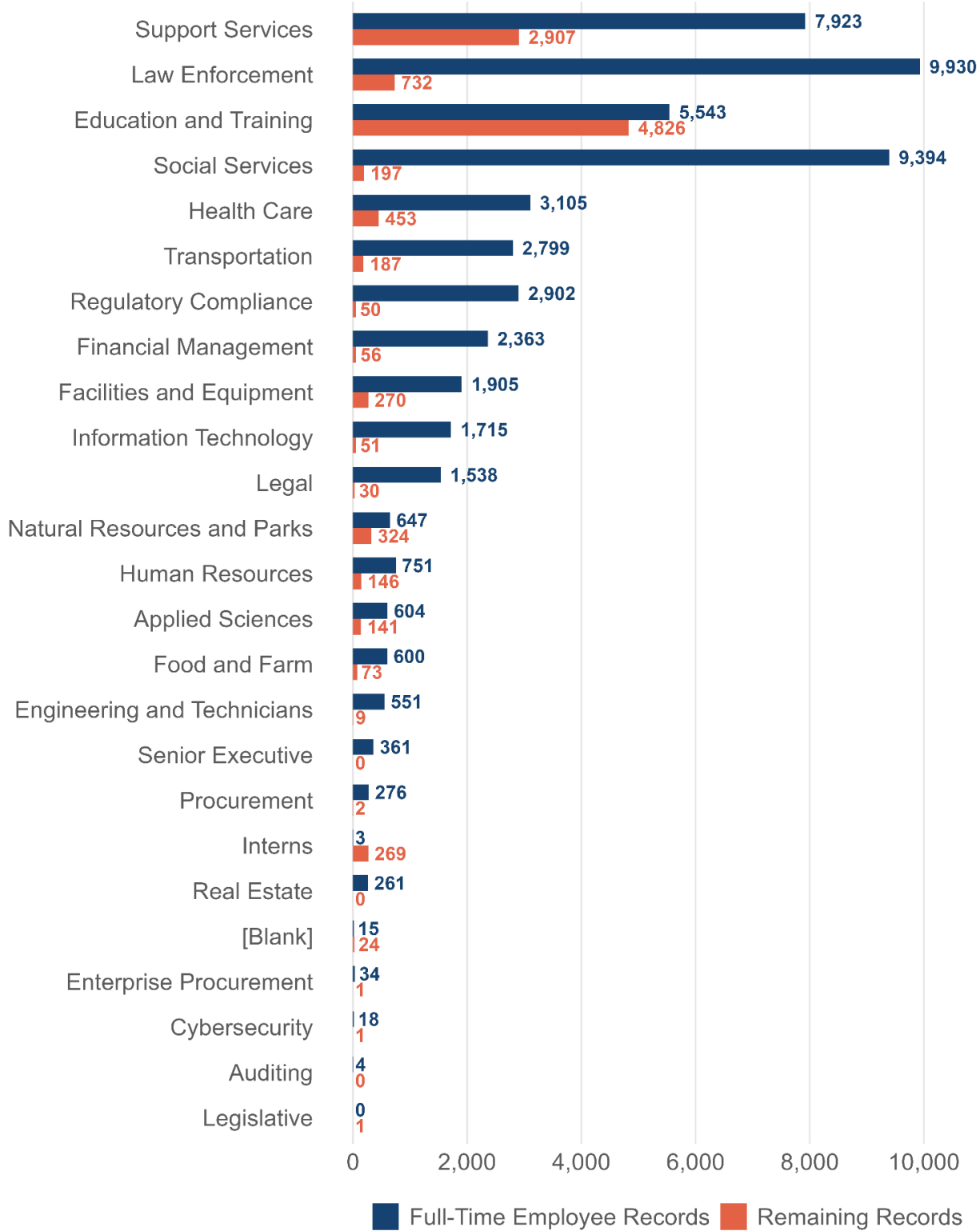
Company Code	Entity Name (may include administratively attached agencies)	Full-Time Employee Records	Remaining Records	Total
127	DHS - Division of Family and Children Services	7,110	107	7,217
402	Department of Agriculture	539	75	614
403	Department of Administrative Services	272	35	307
405	Department of Public Health	1,077	57	1,134
406	Department of Banking and Finance	89	4	93
407	State Accounting Office	130	19	149
408	Office of Commissioner of Insurance	310	21	331
409	State Finance and Investment Commission	102	26	128
410	State Properties Commission	15	0	15
411	Department of Defense	381	97	478
412	Vocational Rehabilitation Agency	863	49	912
414	Department of Education	938	362	1,300
415	Technical College System of GA	513	34	547
416	Employees Retirement System	101	8	109
419	Department of Community Health	786	122	908
420	Forestry Commission	526	54	580
422	Office of Planning and Budget	366	160	526
427	Department of Human Services	2,356	283	2,639
428	Department of Community Affairs	512	48	560
429	Department of Economic Development	155	31	186
440	Department of Labor	740	33	773
441	Department of Behavioral Health and Developmental Disabilities	3,851	539	4,390
442	Department of Law	347	7	354
461	Department of Juvenile Justice	2,569	265	2,834
462	Department of Natural Resources	1,809	950	2,759
465	State Board of Pardons and Paroles	175	8	183
466	Department of Public Safety	1,898	101	1,999
467	Department of Corrections	6,774	638	7,412
469	Department of Early Care and Learning	748	18	766
470	Public Service Commission	85	0	85
471	Bureau of Investigation	1,106	22	1,128
474	Department of Revenue	975	6	981
475	Department of Driver Services	877	51	928
476	Student Finance Commission	124	22	146
477	Department of Community Supervision	1,854	78	1,932
478	Secretary of State	295	377	672

Company Code	Entity Name (may include administratively attached agencies)	Full-Time Employee Records	Remaining Records	Total
482	Teachers Retirement System	201	7	208
484	Department of Transportation	3,980	150	4,130
488	Department of Veterans Service	146	12	158
489	Subsequent Injury Trust Fund	7	6	13
490	State Board of Workers' Compensation	107	3	110
492	Public Defender Council	794	70	864
495	Commission on the Holocaust	3	5	8
817	Oconee Fall Line Technical College	142	149	291
818	Coastal Pines Technical College	212	116	328
820	Albany Technical College	189	295	484
822	Athens Technical College	243	239	482
823	Atlanta Technical College	231	302	533
824	Augusta Technical College	254	193	447
826	West Georgia Technical College	340	361	701
827	Chattahoochee Technical College	506	437	943
828	Columbus Technical College	211	117	328
829	Northwestern Technical College	303	318	621
830	Piedmont Technical College	204	224	428
831	Southern Crescent Technical College	235	243	478
832	Gwinnett Technical College	433	581	1,014
834	Lanier Technical College	243	424	667
835	Central Georgia Technical College	630	574	1,204
837	Southern Regional Technical College	327	122	449
838	North Georgia Technical College	181	171	352
841	Savannah Technical College	261	240	501
842	South Georgia Technical College	143	93	236
843	Southeastern Technical College	146	110	256
844	Ogeechee Technical College	155	125	280
848	Wiregrass Technical College	280	115	395
900	Building Authority	146	14	160
921	Correctional Industries	169	7	176
927	State Road and Tollway Authority	97	24	121
977	Public Telecommunications Commission	118	176	294
980	Technology Authority	207	8	215
996	Atlanta-Region Transit Link Authority	30	12	42
Totals		53,242	10,750	63,992

Executive Branch Employee Records by Job Family Table

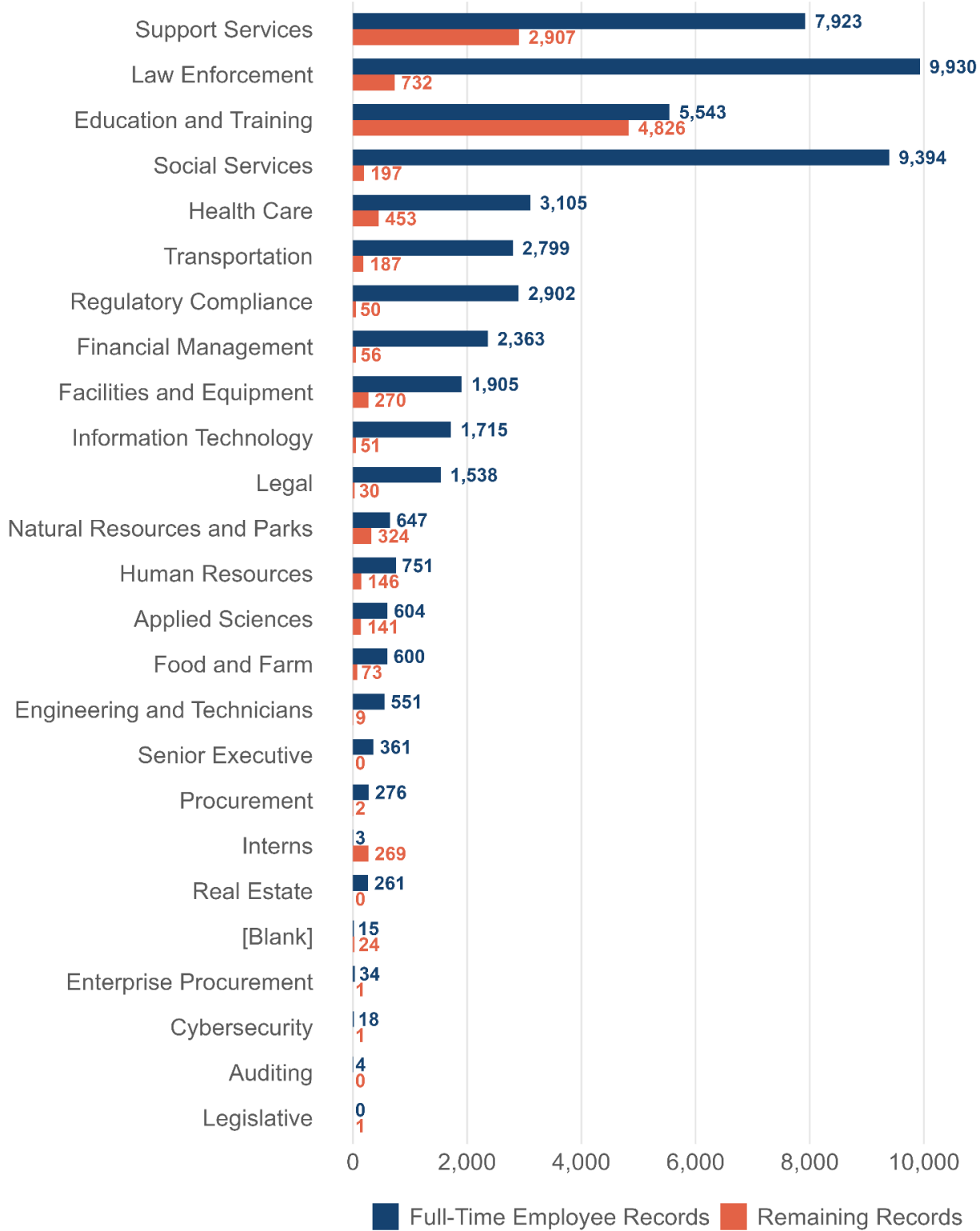
Job Family	Full-Time Employee Records	Remaining Records
Applied Sciences	604	141
Auditing	4	0
Cybersecurity	18	1
Education and Training	5,543	4,826
Engineering and Technicians	551	9
Enterprise Procurement	34	1
Facilities and Equipment	1,905	270
Financial Management	2,363	56
Food and Farm	600	73
Health Care	3,105	453
Human Resources	751	146
Information Technology	1,715	51
Interns	3	269
Law Enforcement	9,930	732
Legal	1,538	30
Legislative	0	1
Natural Resources and Parks	647	324
Procurement	276	2
Real Estate	261	0
Regulatory Compliance	2,902	50
Senior Executive	361	0
Social Services	9,394	197
Support Services	7,923	2,907
Transportation	2,799	187
[Blank]	15	24
Total	53,242	10,750

Executive Branch Employee Records by Job Family FYE 2025



Executive Branch Employee Records by Job Family

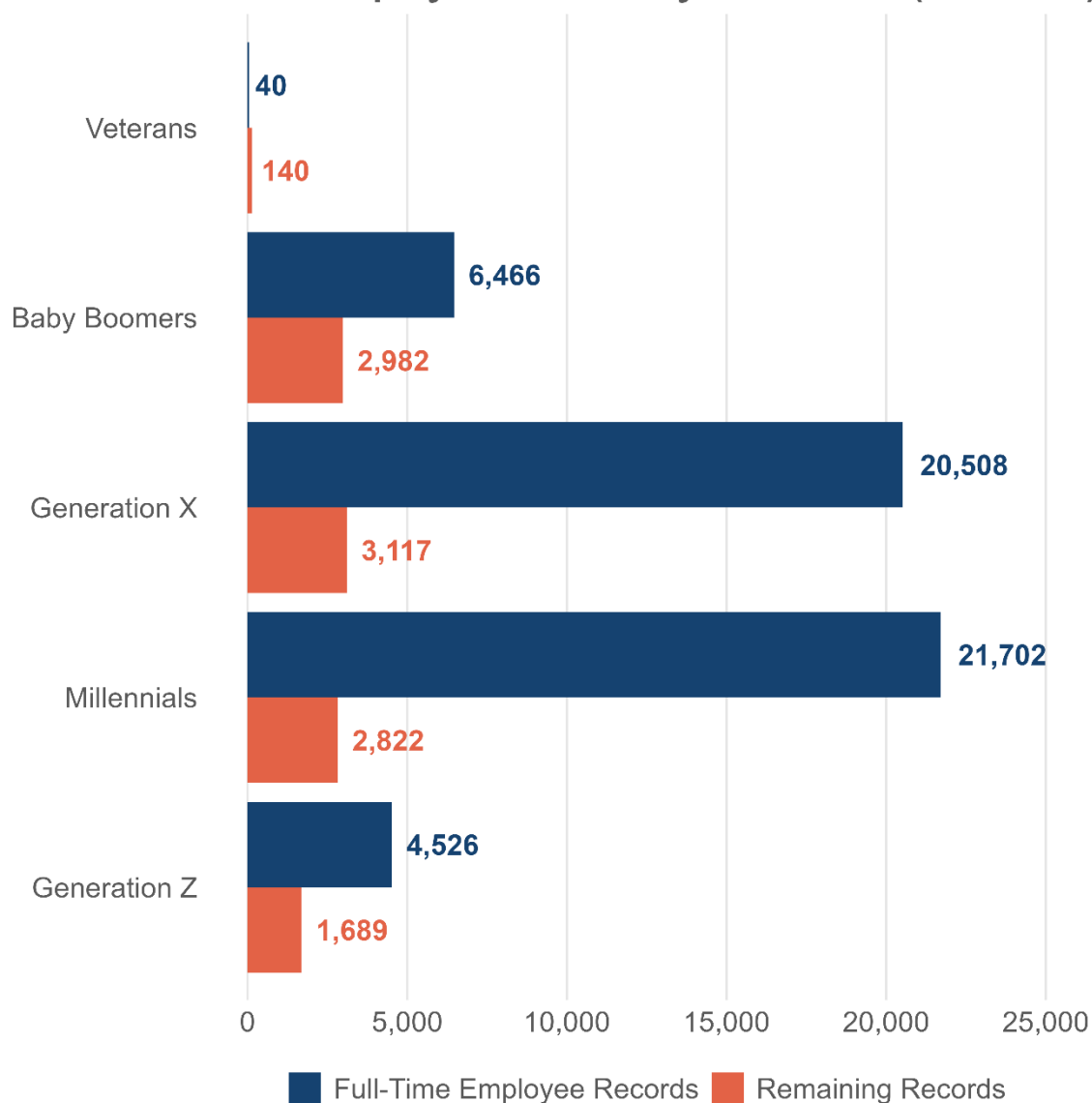
FYE 2025



Executive Branch Employee Records by Generation Table

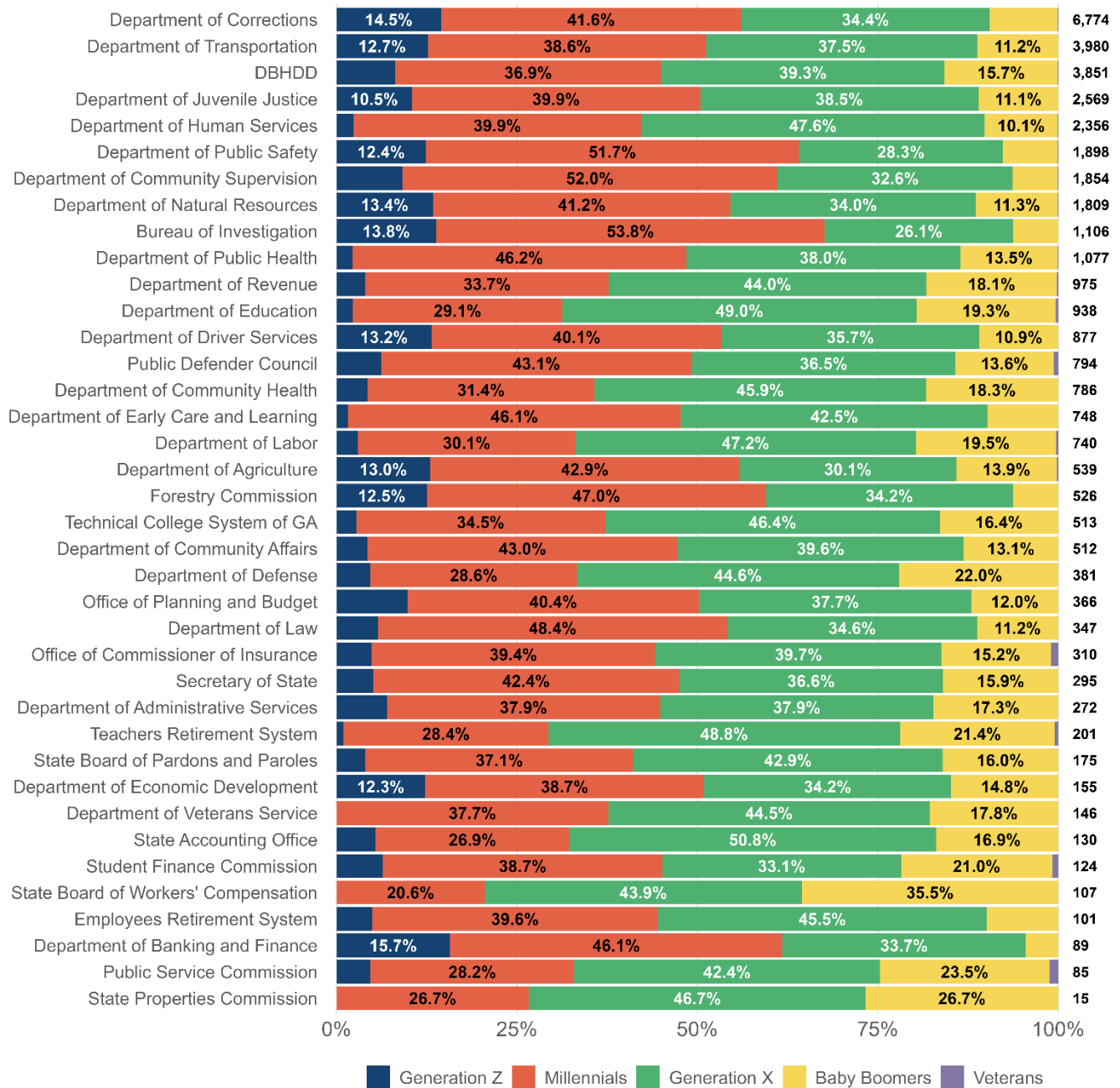
Generation	Full-Time Employee Records	Remaining Records	Total
Veterans (1925-1945)	40	140	180
Baby Boomers (1946-1964)	6,466	2,982	9,448
Generation X (1965-1980)	20,508	3,117	23,625
Millennials (1981-1996)	21,702	2,822	24,524
Generation Z (1997+)	4,526	1,689	6,215
Total	53,242	10,750	63,992

Executive Branch Employee Records by Generation (FYE 2025)



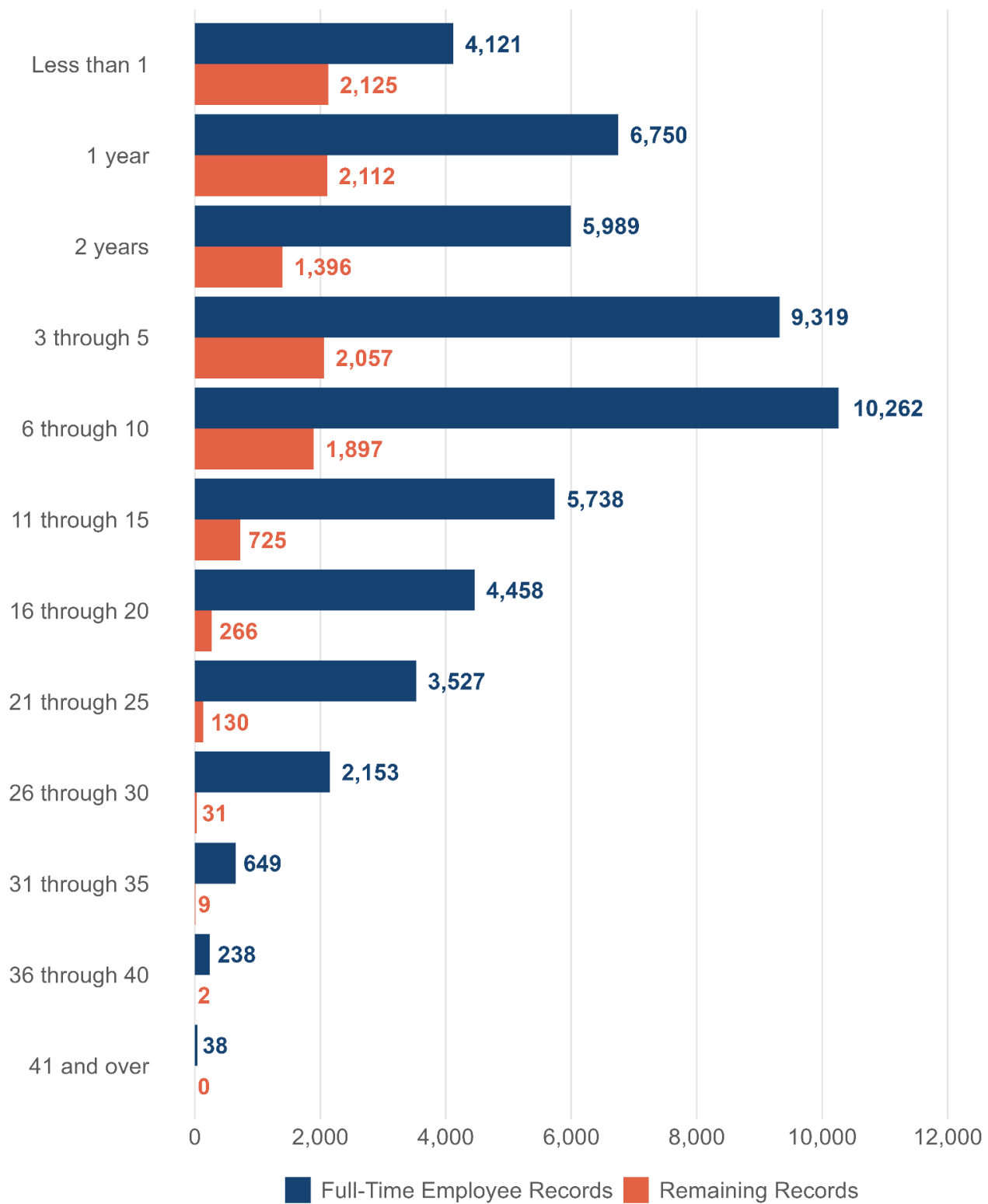
Executive Branch Employees by Selected Agency and Generation (FYE 2025)

Full-Time Employee Records



Executive Branch Employee Records by Tenure (in Years)

FY 2025





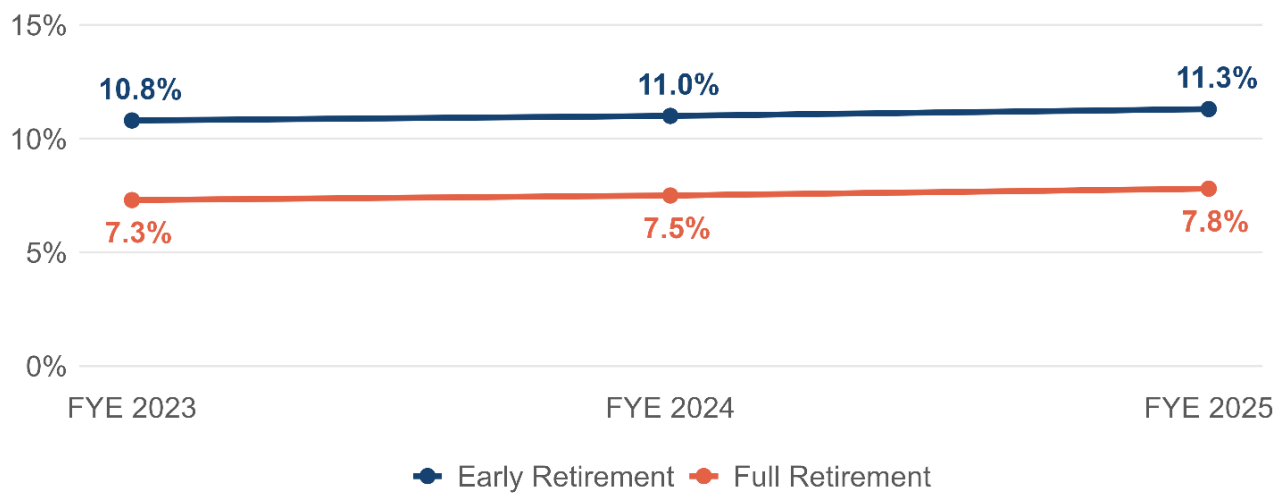
Fisheries biologists with the Department of National Resources (DNR) Coastal Resources Division monitor the health of fisheries in Georgia's waters and coastal areas to support recreational and commercial fishing activity.

Retirement Eligibility— Executive Branch

Special thanks to the Employees Retirement System of Georgia (ERS) 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.

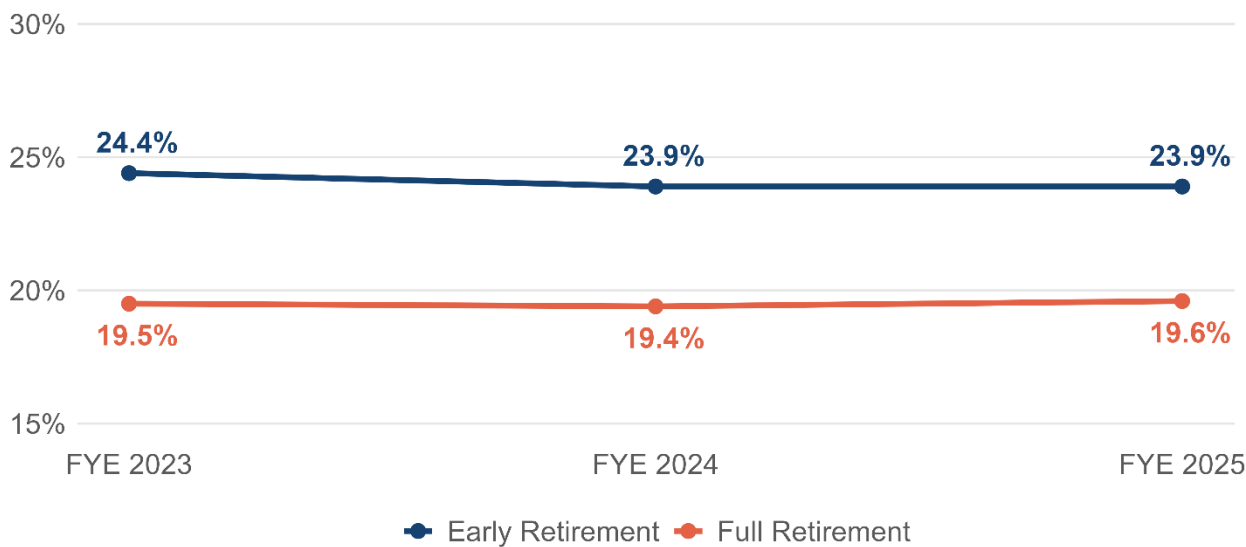
The portion of current executive branch full-time, non-temporary, primary employees eligible to retire early today is 11.3%.

Executive Branch Retirement Current Eligibility
Full-Time Employee Records



Almost 20% of current executive branch full-time employees will be eligible for full retirement within the next 5 years.

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

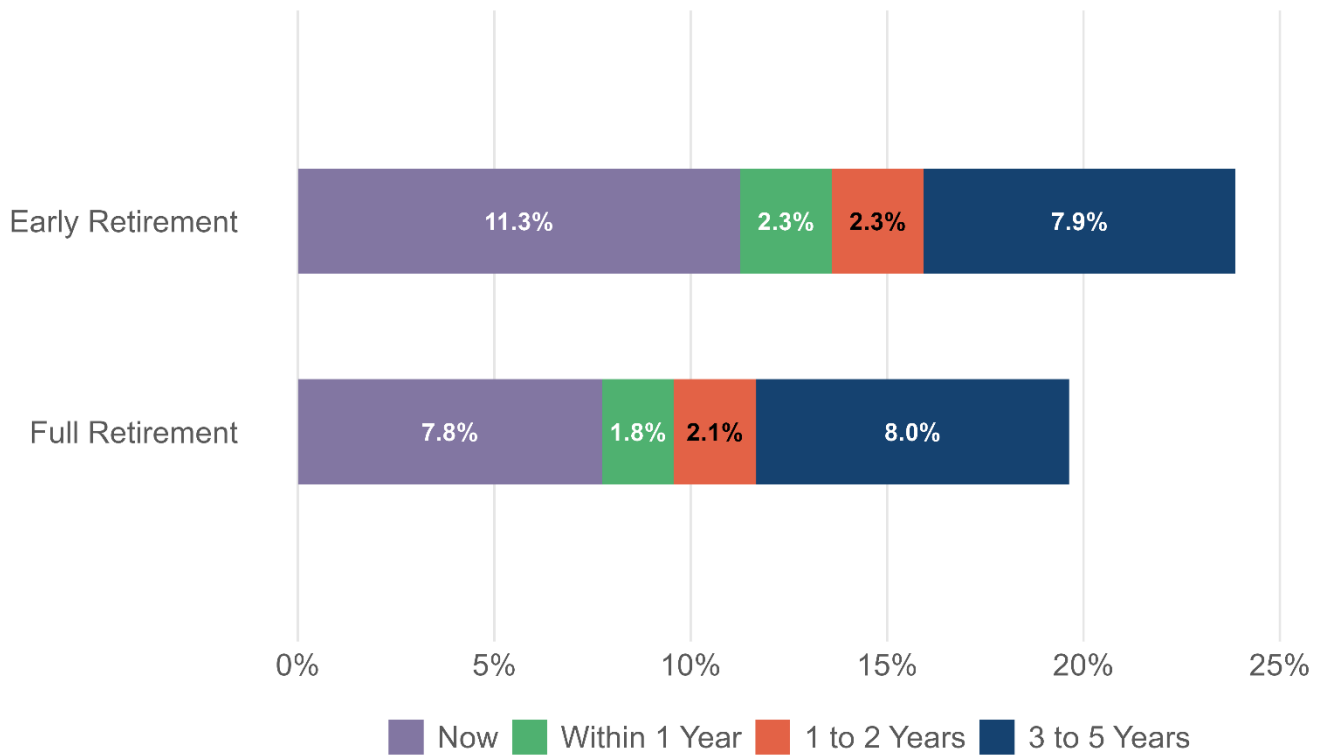


Note: Prior year percentages reflect updated data.

Of the full-time employees in the executive branch, 7.5% could retire today and 11.3% could retire early. Overall, 23.8% of executive branch full-time employees could retire early in 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 19.7%.

Executive Branch Retirement Eligibility Proportions (FYE 2025)

Full-Time Employee Records



Executive Branch Full Retirement Eligibility by Company Code Table (FYE2025)

Entity Name (may include administratively attached agencies)	Company Code	Now	Within 1 Year	1 to 2 Years	3 to 5 Years	Cumulative Within 5 Years
DHS - Division of Family and Children Services	127	5.2%	1.4%	2.0%	5.8%	14.3%
Department of Agriculture	402	10.4%	0.9%	2.0%	11.1%	24.5%
Department of Administrative Services	403	15.8%	4.0%	1.5%	8.5%	29.8%
Department of Public Health	405	10.2%	2.4%	1.7%	7.2%	21.5%
Department of Banking and Finance	406	3.4%	2.2%	1.1%	11.2%	18.0%
State Accounting Office	407	7.7%	2.3%	6.9%	9.2%	26.2%
Office of Commissioner of Insurance	408	11.3%	0.6%	1.6%	8.1%	21.6%
State Finance and Investment Commission	409	11.8%	0.0%	3.9%	14.7%	30.4%
State Properties Commission	410	0.0%	0.0%	6.7%	20.0%	26.7%
Department of Defense	411	10.2%	3.1%	2.6%	11.8%	27.8%
Vocational Rehabilitation Agency	412	9.7%	2.3%	2.7%	10.7%	25.4%
Department of Education	414	8.3%	1.7%	2.1%	8.6%	20.8%
Technical College System of GA	415	9.7%	2.1%	2.3%	4.9%	19.1%
Employees Retirement System	416	6.9%	1.0%	1.0%	9.9%	18.8%
Department of Community Health	419	11.3%	2.3%	3.2%	11.5%	28.2%
Forestry Commission	420	7.8%	1.7%	2.3%	10.3%	22.1%
Office of Planning and Budget	422	6.6%	2.7%	1.9%	7.4%	18.6%
Department of Human Services	427	9.6%	1.6%	1.8%	10.0%	23.0%
Department of Community Affairs	428	8.6%	1.2%	2.9%	7.2%	19.9%
Department of Economic Development	429	12.9%	2.6%	0.6%	6.5%	22.6%
Department of Labor	440	14.3%	3.8%	3.6%	11.8%	33.5%
Department of Behavioral Health and Developmental Disabilities	441	10.1%	1.8%	2.5%	8.3%	22.7%
Department of Law	442	10.7%	1.4%	2.0%	4.0%	18.2%
Department of Juvenile Justice	461	6.8%	1.4%	2.6%	8.6%	19.4%
Department of Natural Resources	462	9.3%	1.9%	2.3%	8.4%	22.0%
State Board of Pardons and Paroles	465	17.1%	4.0%	1.7%	9.7%	32.6%
Department of Public Safety	466	7.6%	2.2%	1.5%	6.9%	18.2%
Department of Corrections	467	6.5%	2.1%	2.1%	8.4%	19.0%
Department of Early Care and Learning	469	5.6%	1.1%	2.5%	7.9%	17.1%
Public Service Commission	470	20.0%	1.2%	5.9%	5.9%	32.9%
Bureau of Investigation	471	6.1%	1.6%	2.3%	6.8%	16.8%
Department of Revenue	474	13.4%	2.7%	3.2%	9.0%	28.3%
Department of Driver Services	475	6.2%	1.1%	1.4%	7.0%	15.6%
Student Finance Commission	476	4.0%	0.8%	0.0%	28.2%	33.1%
Department of Community Supervision	477	6.5%	1.5%	1.1%	7.5%	16.7%
Secretary of State	478	8.8%	2.7%	1.7%	6.8%	20.0%

Entity Name (may include administratively attached agencies)	Company Code	Now	Within 1 Year	1 to 2 Years	3 to 5 Years	Cumulative Within 5 Years
Teachers Retirement System	482	20.9%	1.5%	3.0%	11.4%	36.8%
Department of Transportation	484	8.1%	2.4%	2.3%	9.5%	22.3%
Department of Veterans Service	488	6.2%	2.1%	5.5%	11.6%	25.3%
Subsequent Injury Trust Fund	489	57.1%	0.0%	0.0%	0.0%	57.1%
State Board of Workers' Compensation	490	32.7%	1.9%	6.5%	10.3%	51.4%
Public Defender Council	492	9.4%	1.3%	2.4%	7.9%	21.0%
Commission on the Holocaust	495	33.3%	0.0%	0.0%	33.3%	66.7%
Oconee Fall Line Technical College	817	2.8%	0.0%	0.0%	5.6%	8.5%
Coastal Pines Technical College	818	3.3%	1.9%	2.4%	2.4%	9.9%
Albany Technical College	820	7.4%	1.6%	2.1%	9.0%	20.1%
Athens Technical College	822	0.8%	0.8%	0.0%	5.8%	7.4%
Atlanta Technical College	823	3.0%	0.9%	2.2%	8.2%	14.3%
Augusta Technical College	824	4.7%	2.8%	0.8%	4.3%	12.6%
West Georgia Technical College	826	5.3%	1.2%	0.6%	3.8%	10.9%
Chattahoochee Technical College	827	4.9%	0.8%	0.8%	4.9%	11.5%
Columbus Technical College	828	4.7%	1.4%	0.9%	3.8%	10.9%
Northwestern Technical College	829	7.3%	2.0%	0.7%	6.6%	16.5%
Piedmont Technical College	830	4.4%	2.5%	2.5%	2.0%	11.3%
Southern Crescent Technical College	831	3.0%	0.4%	2.6%	6.0%	11.9%
Gwinnett Technical College	832	3.7%	2.3%	1.4%	7.4%	14.8%
Lanier Technical College	834	4.9%	1.6%	2.1%	9.1%	17.7%
Central Georgia Technical College	835	7.5%	1.1%	1.0%	5.1%	14.6%
Southern Regional Technical College	837	5.5%	0.3%	1.5%	5.2%	12.5%
North Georgia Technical College	838	3.3%	0.6%	2.2%	8.3%	14.4%
Savannah Technical College	841	1.5%	1.9%	0.8%	6.1%	10.3%
South Georgia Technical College	842	4.9%	0.0%	3.5%	9.1%	17.5%
Southeastern Technical College	843	6.2%	0.0%	0.7%	4.8%	11.6%
Ogeechee Technical College	844	1.3%	0.6%	0.0%	0.6%	2.6%
Wiregrass Technical College	848	1.8%	0.7%	1.1%	3.9%	7.5%
Building Authority	900	8.9%	5.5%	3.4%	9.6%	27.4%
Correctional Industries	921	16.6%	5.3%	3.0%	16.0%	40.8%
State Road and Tollway Authority	927	8.2%	1.0%	1.0%	10.3%	20.6%
Public Telecommunications Commission	977	3.4%	3.4%	1.7%	11.0%	19.5%
Technology Authority	980	13.5%	2.4%	2.9%	8.7%	27.5%
Atlanta-Region Transit Link Authority	996	13.3%	3.3%	0.0%	6.7%	23.3%
Totals		7.8%	1.8%	2.1%	8.0%	19.7%

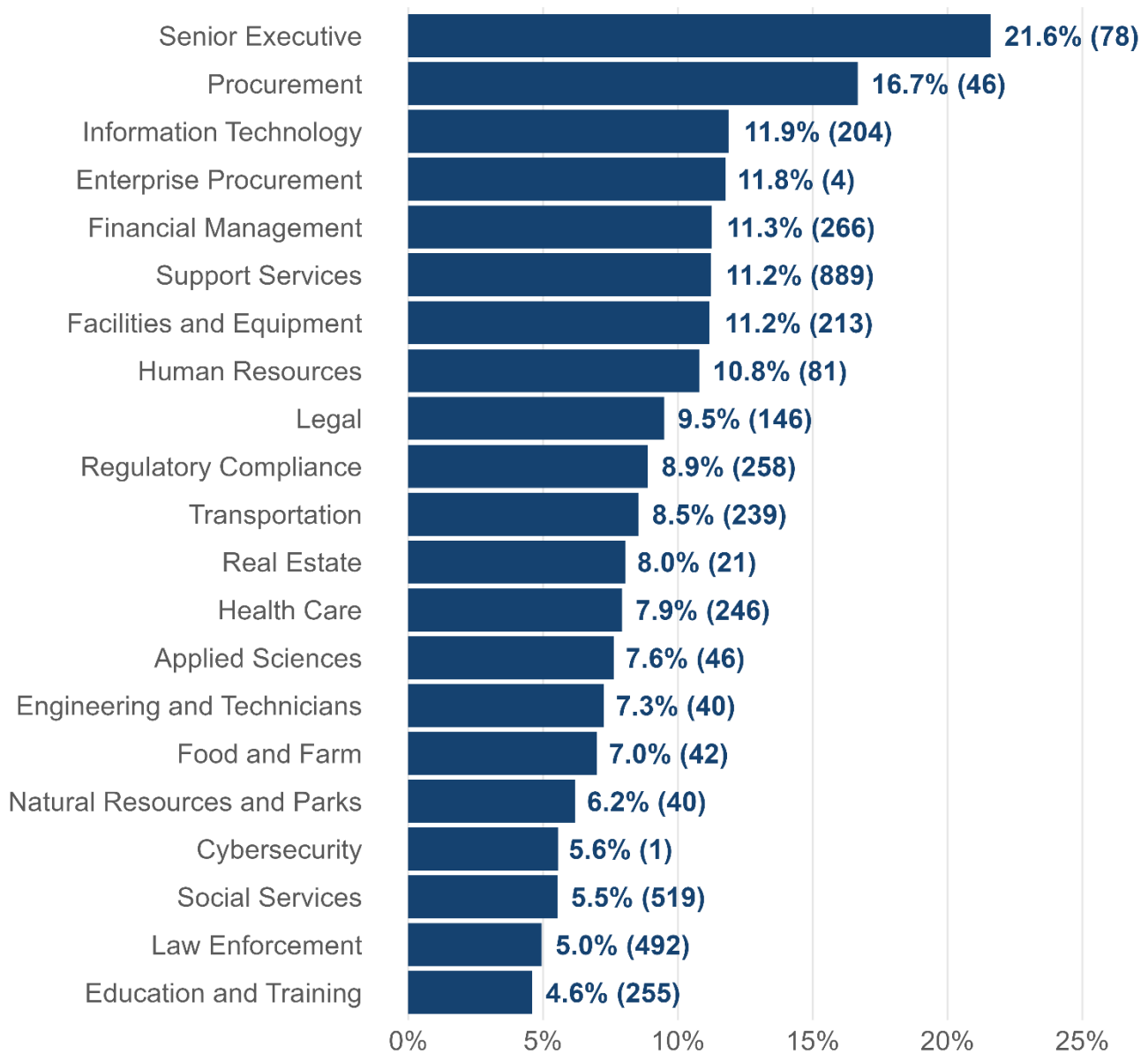
Executive Branch Early Retirement Eligibility by Company Code Table (FYE2025)

Entity Name (may include administratively attached agencies)	Company Code	Now	Within 1 Year	1 to 2 Years	3 to 5 Years	Cumulative Within 5 Years
DHS - Division of Family and Children Services	127	8.9%	1.7%	1.9%	5.9%	18.4%
Department of Agriculture	402	14.3%	2.2%	2.0%	10.6%	29.1%
Department of Administrative Services	403	19.5%	3.7%	2.2%	7.7%	33.1%
Department of Public Health	405	13.1%	2.9%	2.4%	6.7%	25.1%
Department of Banking and Finance	406	14.6%	1.1%	0.0%	5.6%	21.3%
State Accounting Office	407	10.8%	3.1%	6.9%	8.5%	29.2%
Office of Commissioner of Insurance	408	14.8%	1.3%	1.6%	6.5%	24.2%
State Finance and Investment Commission	409	13.7%	1.0%	4.9%	11.8%	31.4%
State Properties Commission	410	20.0%	0.0%	0.0%	6.7%	26.7%
Department of Defense	411	12.3%	3.4%	2.9%	11.5%	30.2%
Vocational Rehabilitation Agency	412	14.5%	2.7%	3.5%	8.8%	29.4%
Department of Education	414	9.7%	1.7%	2.3%	8.3%	22.1%
Technical College System of GA	415	11.7%	3.7%	3.1%	5.8%	24.4%
Employees Retirement System	416	9.9%	1.0%	3.0%	11.9%	25.7%
Department of Community Health	419	15.1%	3.4%	3.4%	10.4%	32.4%
Forestry Commission	420	16.5%	2.9%	1.0%	5.1%	25.5%
Office of Planning and Budget	422	8.7%	3.3%	3.3%	7.4%	22.7%
Department of Human Services	427	14.0%	2.1%	2.5%	10.8%	29.5%
Department of Community Affairs	428	12.1%	1.6%	2.3%	5.7%	21.7%
Department of Economic Development	429	16.1%	3.2%	0.6%	5.8%	25.8%
Department of Labor	440	21.1%	3.0%	3.2%	10.4%	37.7%
Department of Behavioral Health and Developmental Disabilities	441	11.5%	2.2%	3.0%	9.1%	25.8%
Department of Law	442	13.0%	2.0%	1.4%	5.5%	21.9%
Department of Juvenile Justice	461	10.7%	2.6%	2.4%	8.1%	23.8%
Department of Natural Resources	462	15.1%	2.9%	2.7%	7.5%	28.1%
State Board of Pardons and Paroles	465	29.1%	4.0%	1.1%	6.3%	40.6%
Department of Public Safety	466	11.1%	2.5%	1.8%	6.1%	21.5%
Department of Corrections	467	10.7%	2.7%	2.2%	8.4%	24.1%
Department of Early Care and Learning	469	8.3%	0.9%	2.7%	8.3%	20.2%
Public Service Commission	470	23.5%	4.7%	3.5%	9.4%	41.2%
Bureau of Investigation	471	11.1%	2.4%	2.2%	4.5%	20.3%
Department of Revenue	474	15.1%	3.3%	3.0%	9.9%	31.3%
Department of Driver Services	475	7.4%	1.0%	1.7%	7.5%	17.7%
Student Finance Commission	476	4.0%	0.8%	0.8%	29.8%	35.5%
Department of Community Supervision	477	12.3%	2.6%	1.7%	6.9%	23.5%
Secretary of State	478	10.2%	3.1%	1.7%	6.4%	21.4%

Entity Name (may include administratively attached agencies)	Company Code	Now	Within 1 Year	1 to 2 Years	3 to 5 Years	Cumulative Within 5 Year
Teachers Retirement System	482	27.4%	2.0%	0.5%	12.9%	42.8%
Department of Transportation	484	13.5%	3.6%	3.3%	11.1%	31.5%
Department of Veterans Service	488	6.2%	2.7%	5.5%	12.3%	26.7%
Subsequent Injury Trust Fund	489	57.1%	0.0%	42.9%	0.0%	100.0%
State Board of Workers' Compensation	490	42.1%	1.9%	4.7%	7.5%	56.1%
Public Defender Council	492	9.9%	1.4%	3.0%	11.5%	25.8%
Commission on the Holocaust	495	33.3%	0.0%	0.0%	33.3%	66.7%
Oconee Fall Line Technical College	817	5.6%	0.0%	0.0%	3.5%	9.2%
Coastal Pines Technical College	818	3.8%	1.9%	1.9%	2.4%	9.9%
Albany Technical College	820	9.5%	1.6%	2.1%	9.0%	22.2%
Athens Technical College	822	1.2%	1.2%	0.4%	4.9%	7.8%
Atlanta Technical College	823	3.9%	0.9%	2.6%	7.8%	15.2%
Augusta Technical College	824	6.3%	2.0%	1.6%	4.3%	14.2%
West Georgia Technical College	826	5.9%	1.2%	0.6%	3.8%	11.5%
Chattahoochee Technical College	827	4.9%	1.0%	1.0%	5.1%	12.1%
Columbus Technical College	828	6.2%	0.9%	1.4%	3.3%	11.8%
Northwestern Technical College	829	7.9%	2.3%	1.0%	6.3%	17.5%
Piedmont Technical College	830	5.4%	1.5%	2.5%	2.0%	11.3%
Southern Crescent Technical College	831	3.0%	0.9%	2.6%	6.0%	12.3%
Gwinnett Technical College	832	3.7%	2.3%	1.6%	7.4%	15.0%
Lanier Technical College	834	5.3%	2.1%	2.1%	9.5%	18.9%
Central Georgia Technical College	835	8.1%	1.4%	0.8%	6.0%	16.3%
Southern Regional Technical College	837	6.1%	0.6%	0.9%	5.8%	13.5%
North Georgia Technical College	838	4.4%	1.1%	1.7%	7.7%	14.9%
Savannah Technical College	841	2.3%	1.5%	0.8%	5.7%	10.3%
South Georgia Technical College	842	7.0%	0.0%	4.2%	9.8%	21.0%
Southeastern Technical College	843	7.5%	0.0%	2.1%	3.4%	13.0%
Ogeechee Technical College	844	1.3%	0.6%	0.0%	0.6%	2.6%
Wiregrass Technical College	848	2.1%	0.4%	1.1%	4.3%	7.9%
Building Authority	900	12.3%	5.5%	4.1%	8.2%	30.1%
Correctional Industries	921	22.5%	5.3%	1.8%	15.4%	45.0%
State Road and Tollway Authority	927	11.3%	1.0%	2.1%	8.2%	22.7%
Public Telecommunications Commission	977	6.8%	3.4%	2.5%	10.2%	22.9%
Technology Authority	980	16.9%	3.4%	5.3%	7.7%	33.3%
Atlanta-Region Transit Link Authority	996	13.3%	3.3%	0.0%	10.0%	26.7%
Totals		11.3%	2.3%	2.3%	7.9%	23.8%

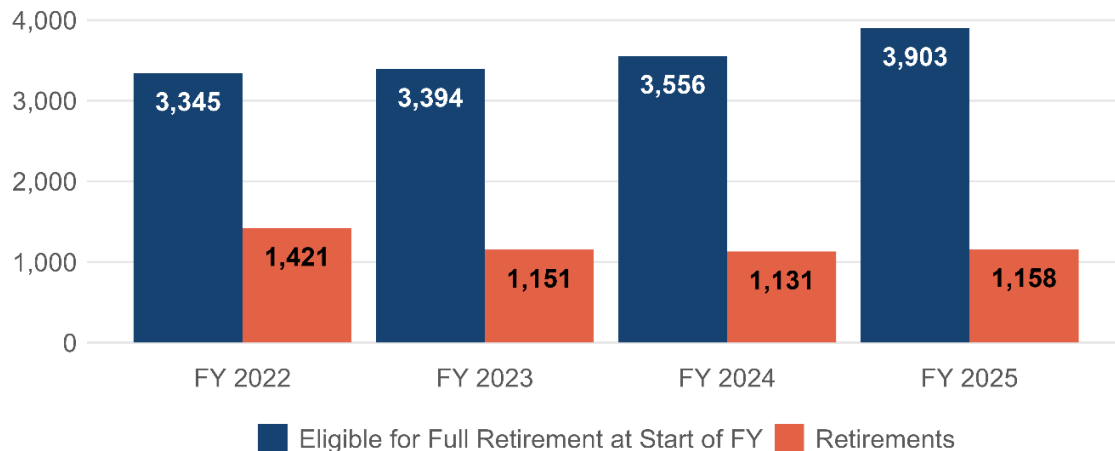
Executive Branch Employee Records Currently Eligible for Full Retirement by Job Family (FYE 2025)

Full-Time Employee Records



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

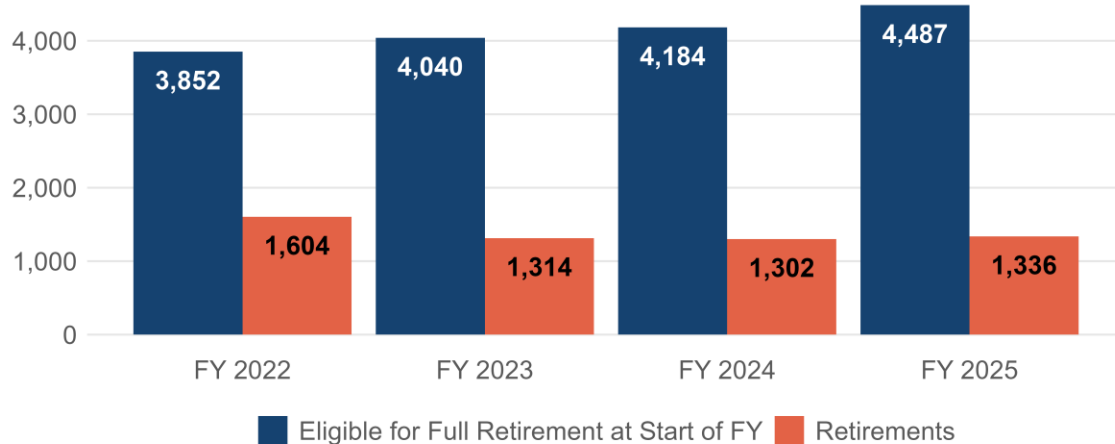
Full-Time Employee Records



At the start of FY2025, 4,487 full-time employees were eligible for full retirement system wide. At the end of FY2025, 29.8% (1,336) employees retired. This percentage of eligible employees who retire in the year they are eligible to do so has been trending downward since FY2022.

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

Full-Time Employee Records



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

Share of Retirement Eligible Full-Time Employees Retiring (System-Wide)

FYE2022	FYE2023	FYE2024	FYE2025
41.0%	32.0%	31.1%	29.8%



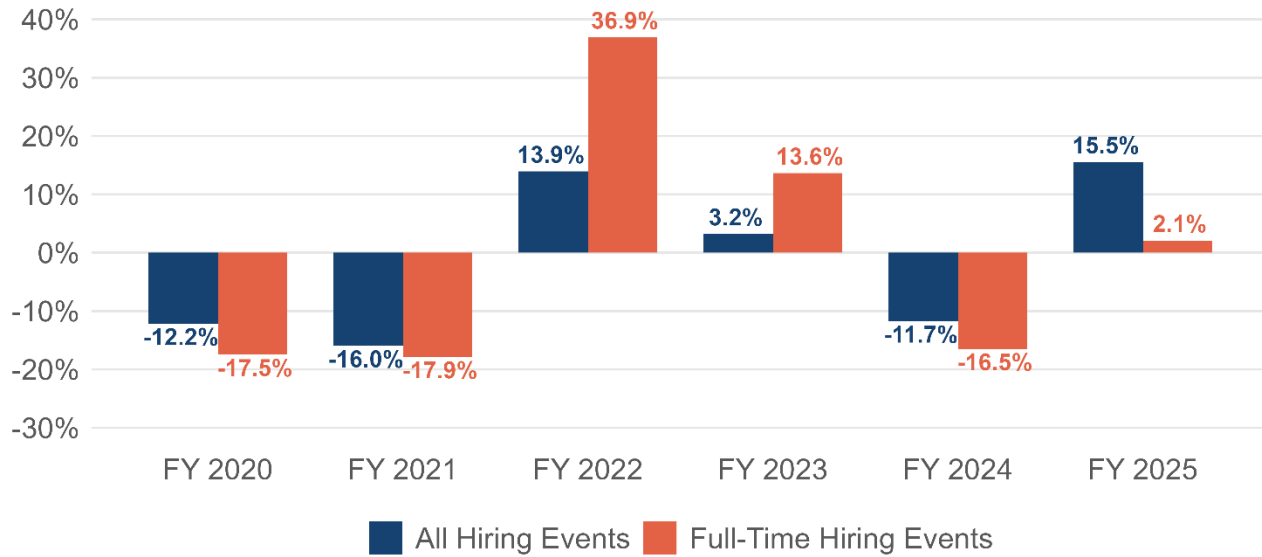
Environmental Health Specialists with the Department of Public Health conduct inspections to ensure that food is safe to eat and properly handled.

Hiring Events— Executive Branch

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

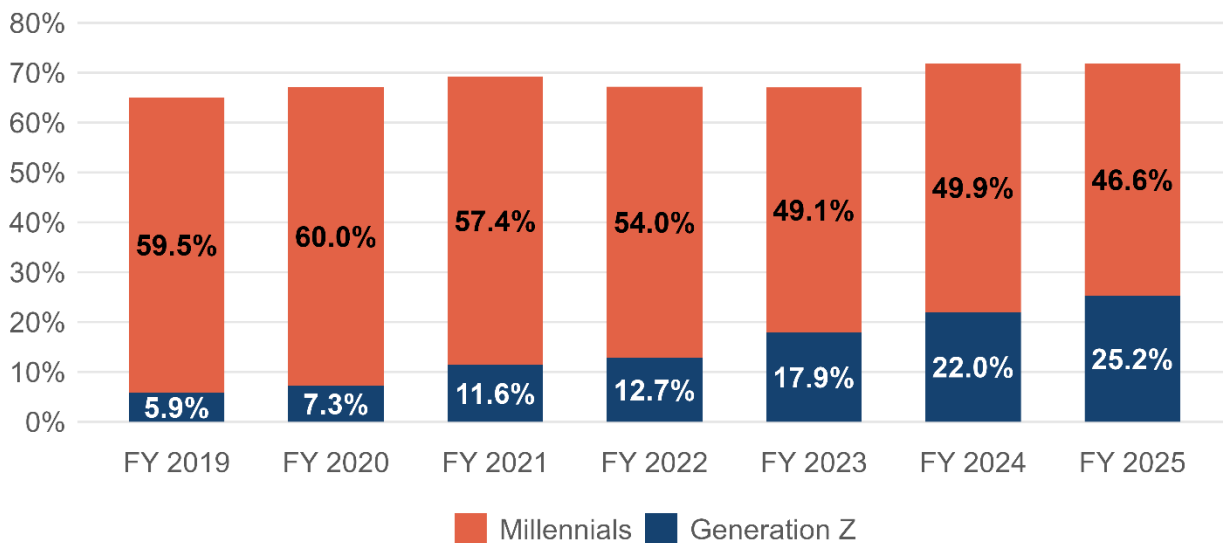
Executive branch hiring events have increased over FY2024, most significantly among non-full-time employees.

Executive Branch Hiring Events Percent Change from Previous Fiscal Year



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

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



Executive Branch All Employee Records

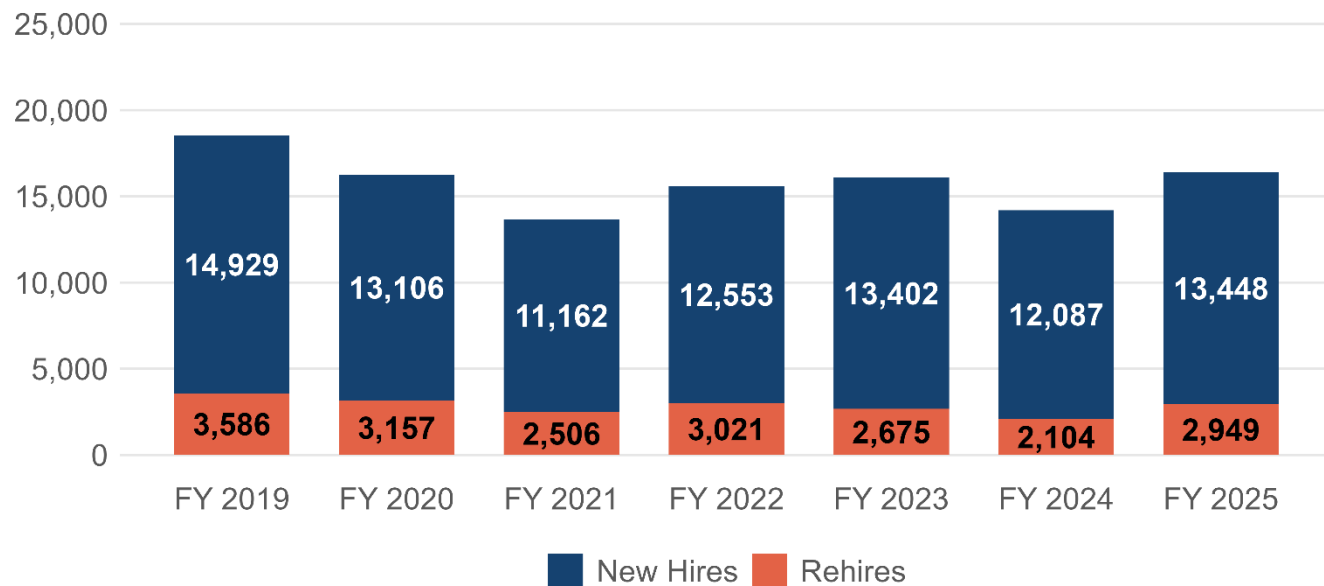
	FYE 2020	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025
Hiring						
Total Hiring	16,263	13,668	15,574	16,077	14,191	16,397
Hires by Type						
New Hires	13,106	11,162	12,553	13,402	12,087	13,448
Rehires	3,157	2,506	3,021	2,675	2,104	2,949
Hire Characteristics						
Average Age of Hires	35.4	36.0	36.6	36.7	36.2	36.4
Median Annual Compensation Rate of Hires	\$27,936	\$29,120	\$31,040	\$36,366	\$37,000	\$36,608

Executive Branch Full-Time Employee Records

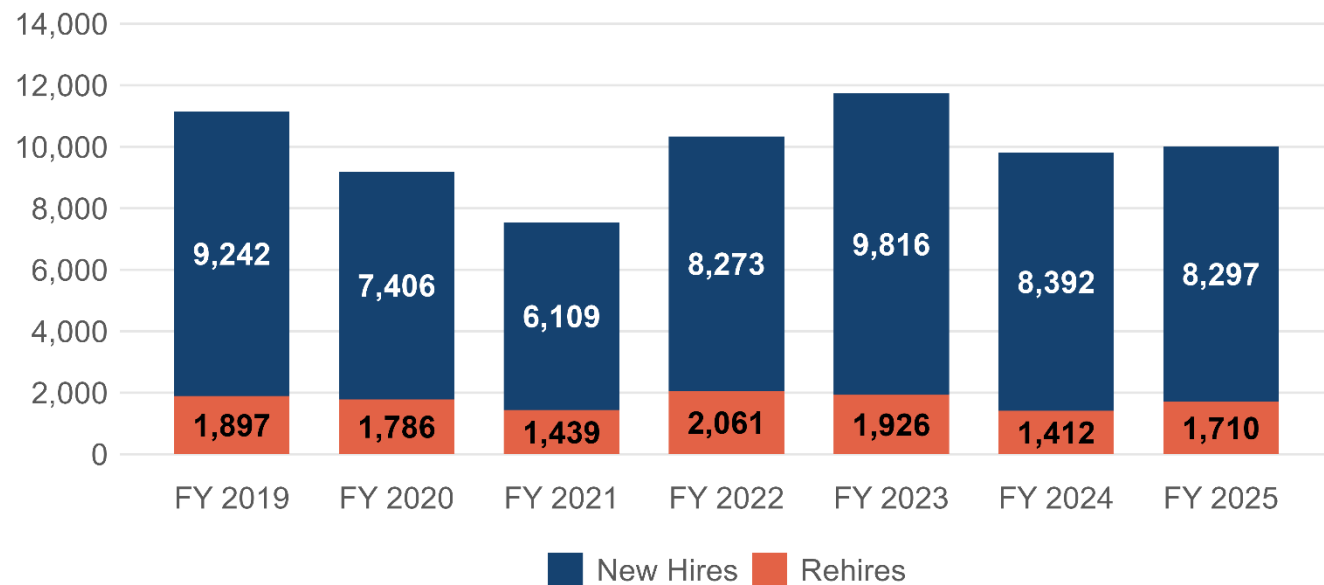
	FYE 2020	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025
Hiring						
Total Hiring	9,192	7,548	10,334	11,742	9,804	10,007
Hires by Type						
New Hires	7,406	6,109	8,273	9,816	8,392	8,297
Rehires	1,786	1,439	2,061	1,926	1,412	1,710
Hire Characteristics						
Average Age of Hires	35.2	35.3	36.7	36.7	36.5	37.5
Median Annual Compensation Rate of Hires	\$31,040	\$31,040	\$34,185	\$38,040	\$40,040	\$44,044

Hiring Events by Type Table

Executive Branch Hiring Events All Employee Records



Executive Branch Hiring Events Full-Time Employee Records



Hiring Events by Gender Table

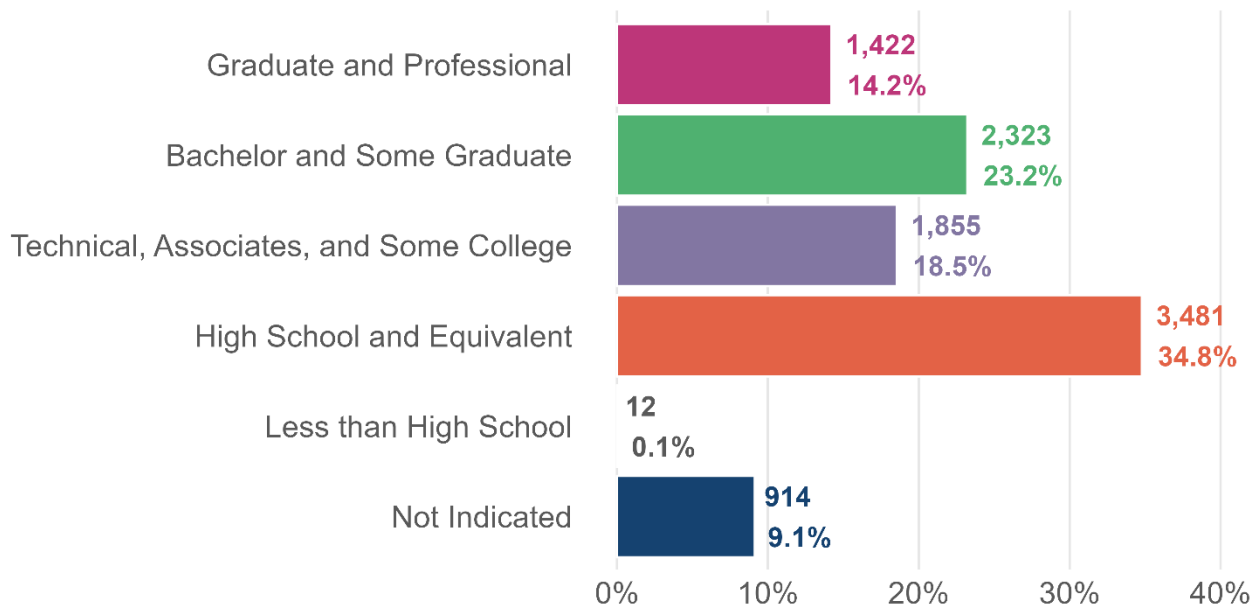
Executive Branch Full-Time Employee Records	Hiring Events	Percentage
Female	6,555	65.5%
Male	3,446	34.4%
Non-Specified	6	0.1%
Total	10,007	100.0%

Executive Branch Hiring Events Reported by Education Level Table

Executive Branch Full-Time Employee Records	Hiring Events
Not Indicated	914
Less than High School	12
High School and Equivalent	3,481
Technical, Associates, and Some College	1,855
Bachelor and Some Graduate	2,323
Graduate and Professional	1,422
Total	10,007

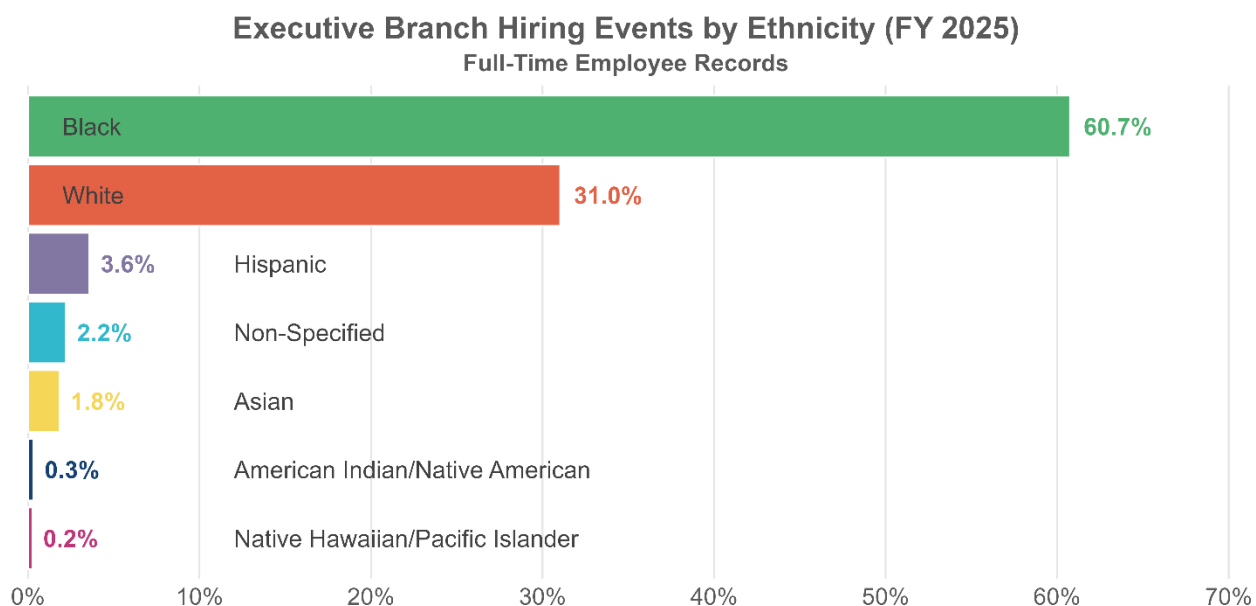
Executive Branch Hiring Events by Reported Education Level (FY 2025)

Full-Time Employee Records



Hiring Events by Ethnicity Table

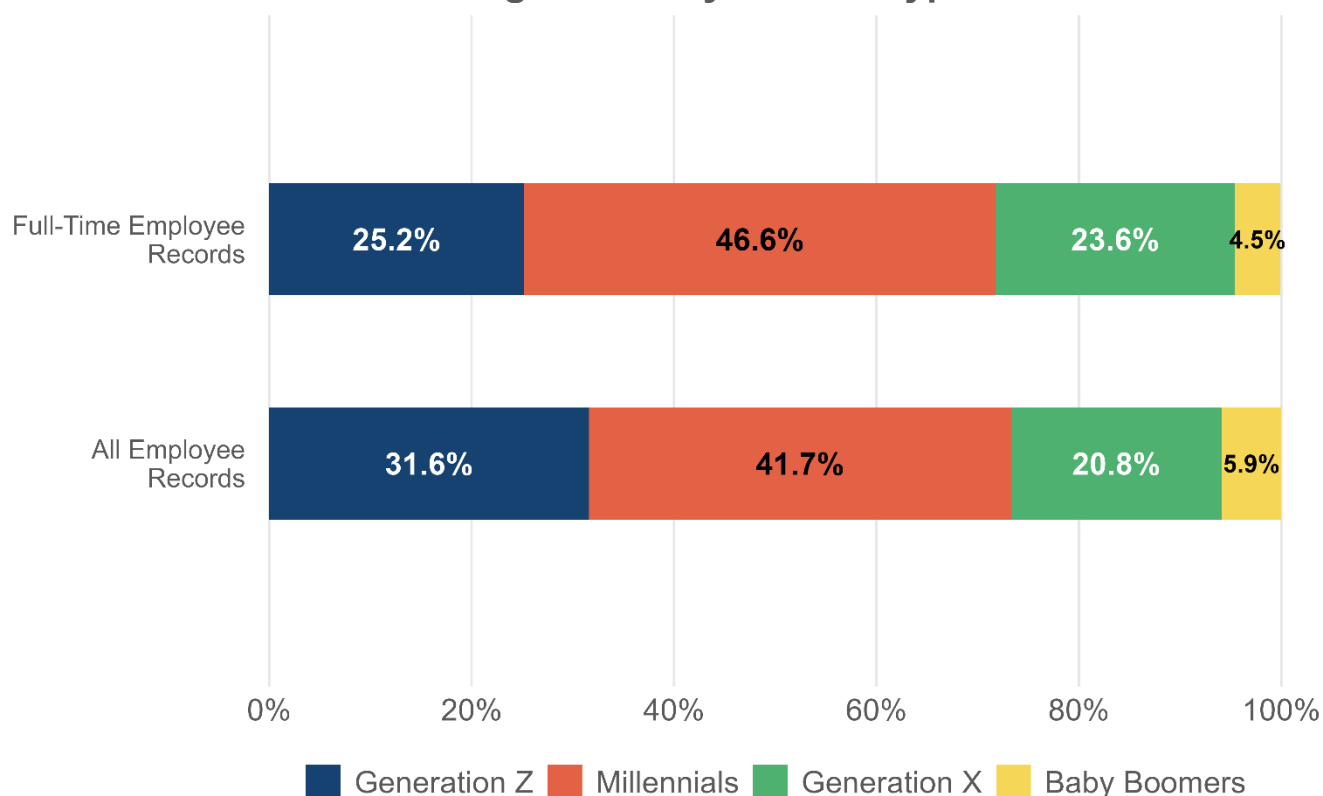
Executive Branch Full-Time Employee Records	Count
Black	6,079
White	3,105
Hispanic	359
Asian	184
American Indian/Native American	33
Native Hawaiian/Pacific Islander	25
Non-Specified	222
Total	10,007



Hiring Events by Record Type and Generation Table FY2025

Generation	Executive Branch Employee Records	Executive Branch Full-Time Employee Records
Veterans (1925-1945)	6	1
Baby Boomers (1946-1964)	974	455
Generation X (1965-1980)	3,407	2,361
Millennials (1981-1996)	6,827	4,664
Generation Z (1997+)	5,183	2,526
Total	16,397	10,007

Executive Branch Hiring Events by Record Type and Generation





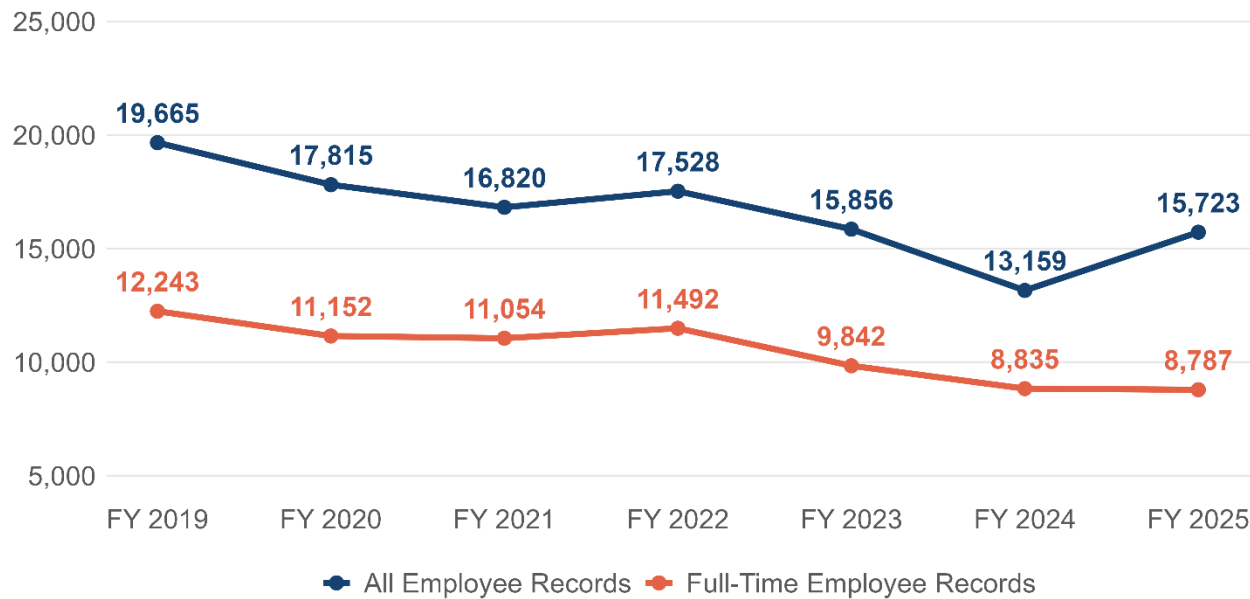
Public health nurses work in counties across the state promoting health and well-being, preventing disease, injury, and disability, and preparing for and responding to disasters.

Separation Events— Executive Branch

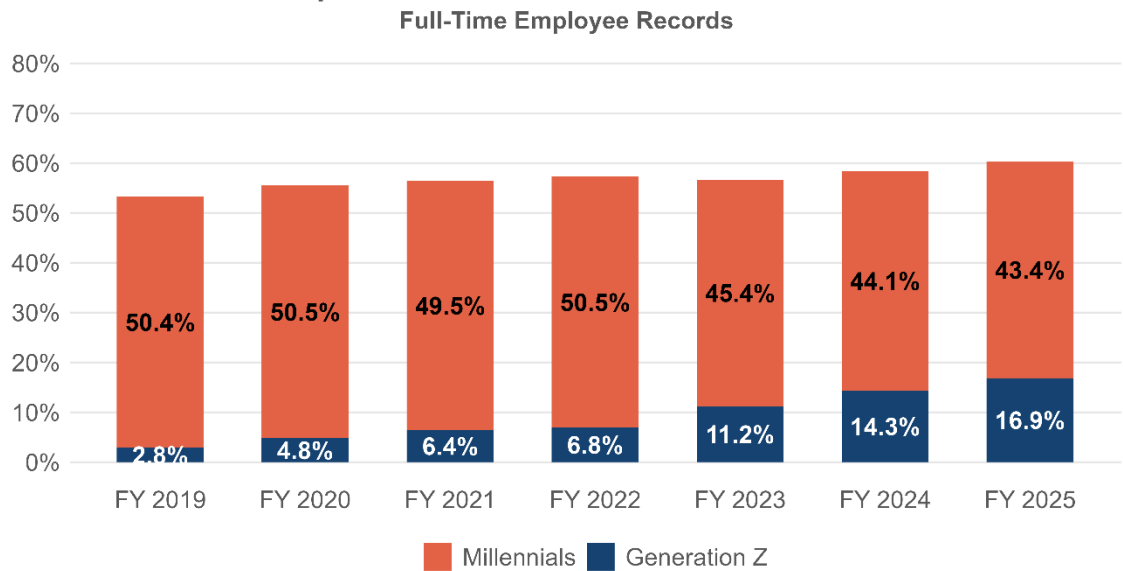
Events included here are for Executive Branch entities using the TeamWorks HCM system. The Executive Branch includes departments, agencies, boards, bureaus, commissions, offices, authorities, and the Technical College system and its schools.

Separation events among full-time executive branch employees continue to trend down from previous years. However, separations among non-full-time employees drove an overall increase in separations when compared to FY2024.

Executive Branch Separation Events



The greatest share of separations are among those who are in the Millennial generation (b. 1981-1996).
Executive Branch Separation Events Portion of Millennial and Generation Z



Executive Branch Separation Table

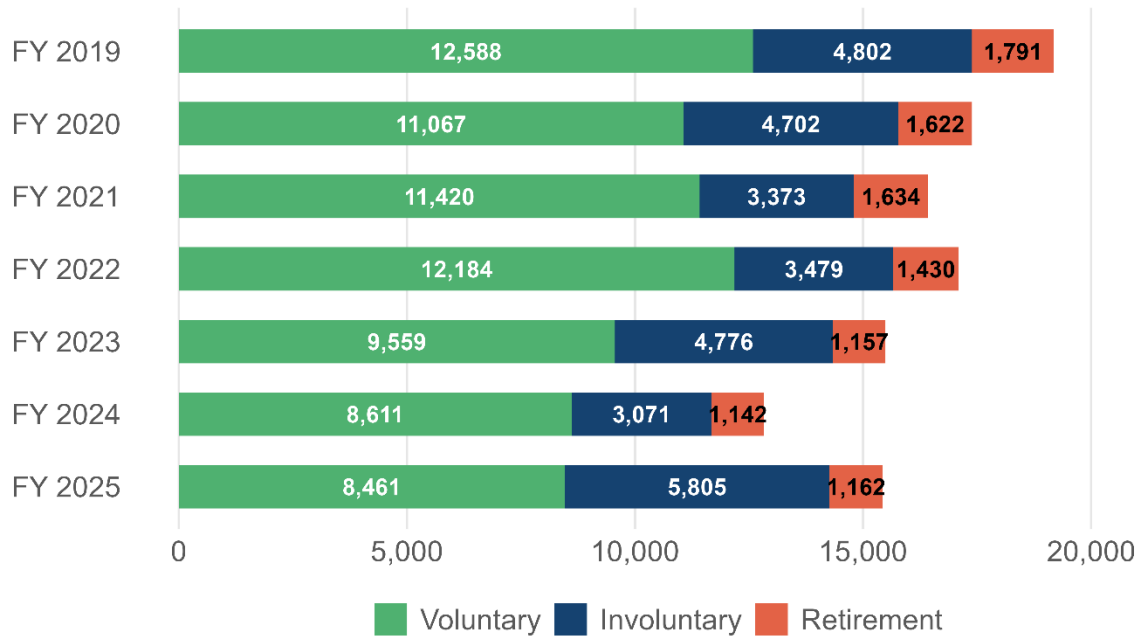
Executive Branch All Employee Records

	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025
Separation Events					
Total Separations	16,820	17,528	15,856	13,159	15,723
Separations by Type					
Voluntary Separations	11,420	12,184	9,559	8,611	8,461
Involuntary Separations	3,373	3,479	4,776	3,071	5,805
Retirements	1,634	1,430	1,157	1,142	1,162
Turnover Rate Calculation					
Monthly Average Headcount	63,233	60,023	60,292	62,526	67,800
Turnover Rate	26.6%	29.2%	26.3%	21.1%	23.2%
Voluntary Turnover Rate	18.1%	20.3%	15.9%	13.8%	12.5%

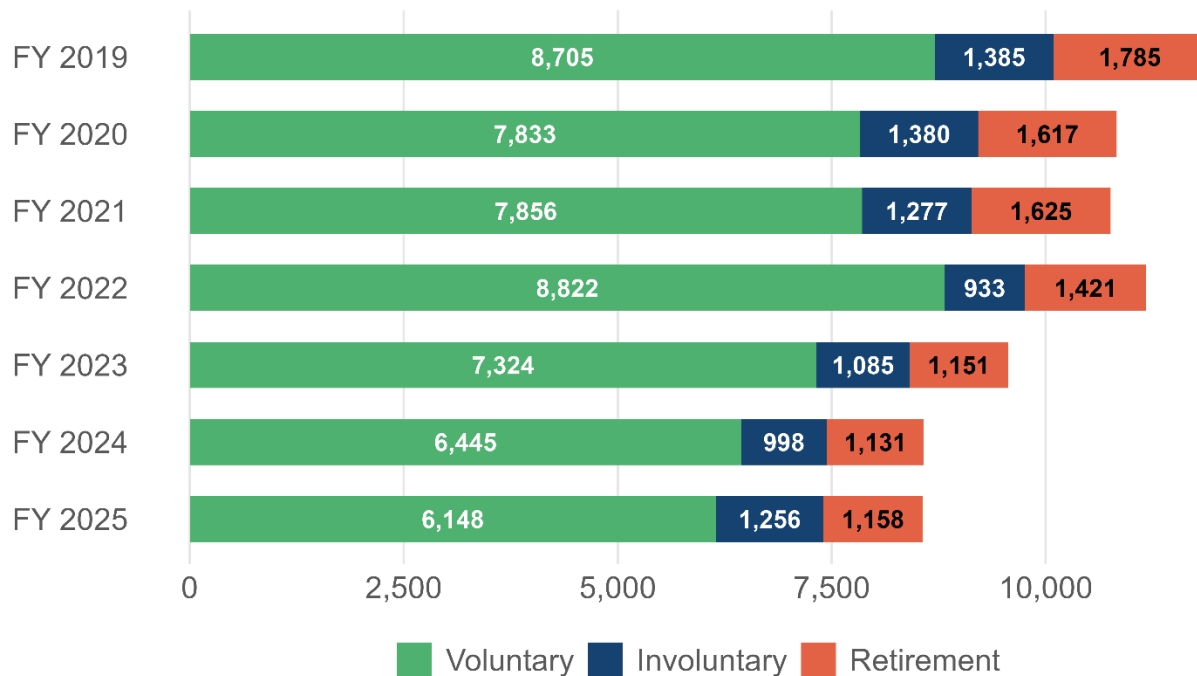
Executive Branch Full-Time Employee Records

	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025
Hiring					
Total Separations	11,054	11,492	9,843	8,835	8,787
Separations by Type					
Voluntary Separations	7,856	8,822	7,324	6,445	6,148
Involuntary Separations	1,277	933	1,085	998	1,256
Retirements	1,625	1,421	1,151	1,131	1,158
Turnover Rate Calculation					
Monthly Average Headcount	50,204	48,263	49,150	51,626	55,541
Turnover Rate	22.0%	23.8%	20.0%	17.1%	15.8%
Voluntary Turnover Rate	15.6%	18.3%	14.9%	12.5%	11.1%

Separation Events by Type All Employee Records

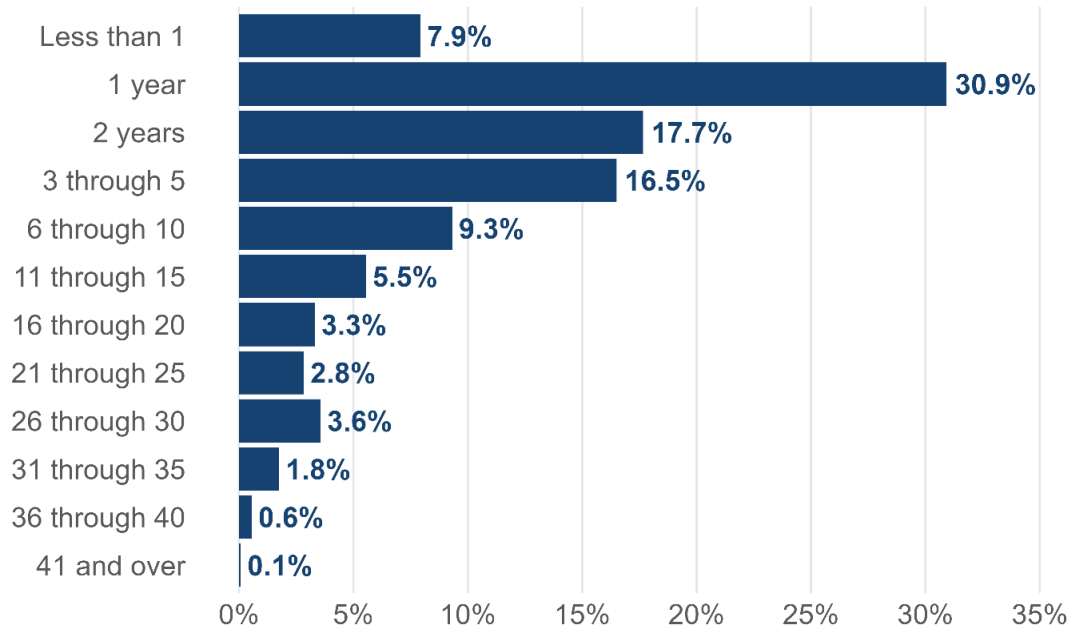


Separation Events by Type Full-Time Employee Records



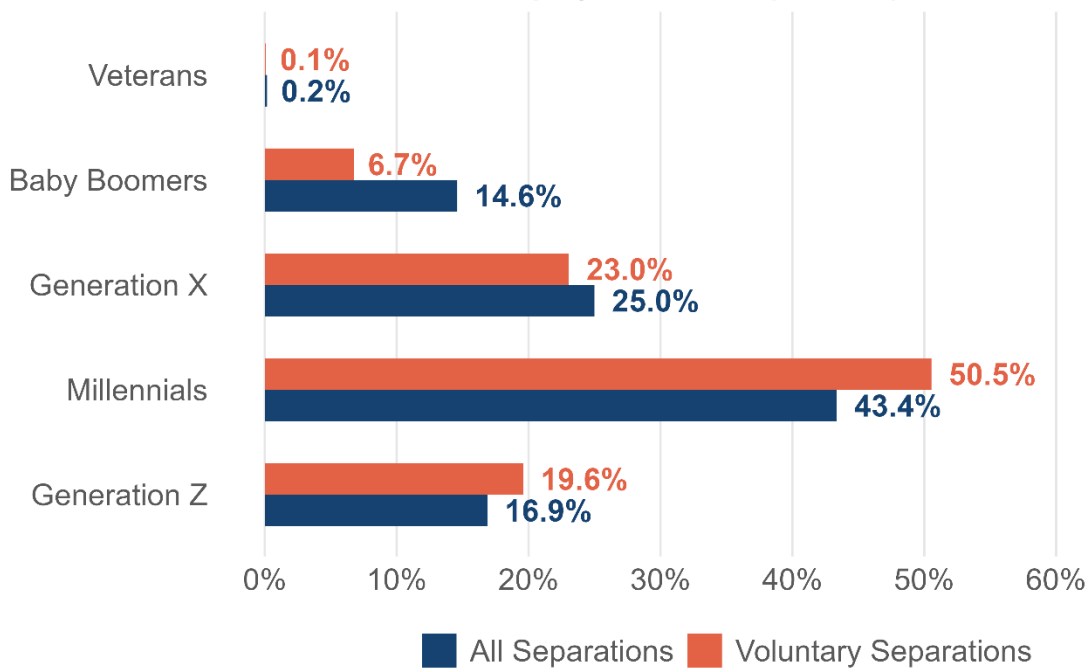
Executive Branch Separation Events by Tenure (in Years)

Full-Time Employee Records (FY 2025)



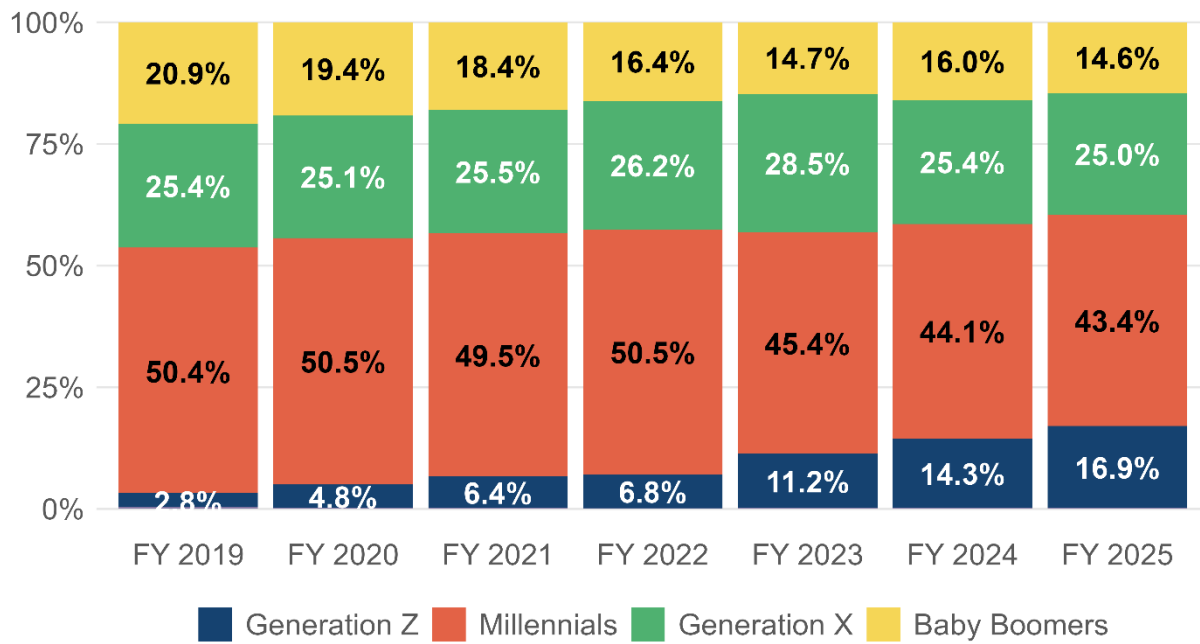
Executive Branch Separation Events by Generation

Full-Time Employee Records (FY 2025)



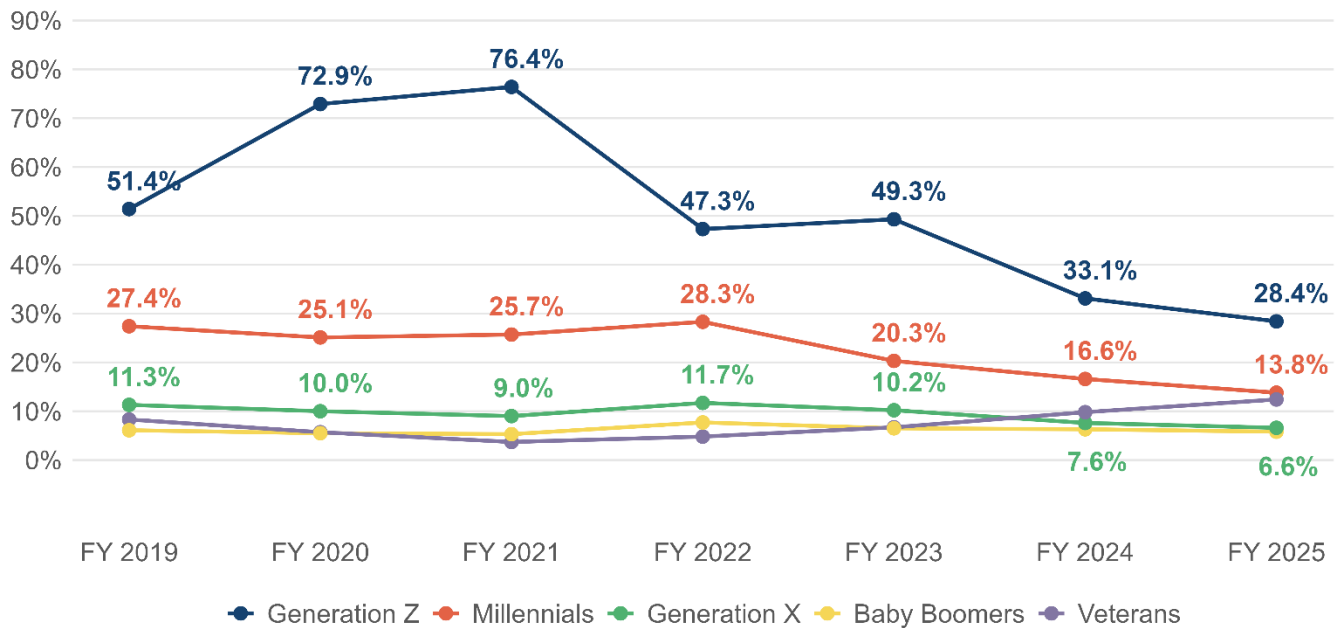
Proportion of Executive Branch Separation Events by Generation

Full-Time Employee Records



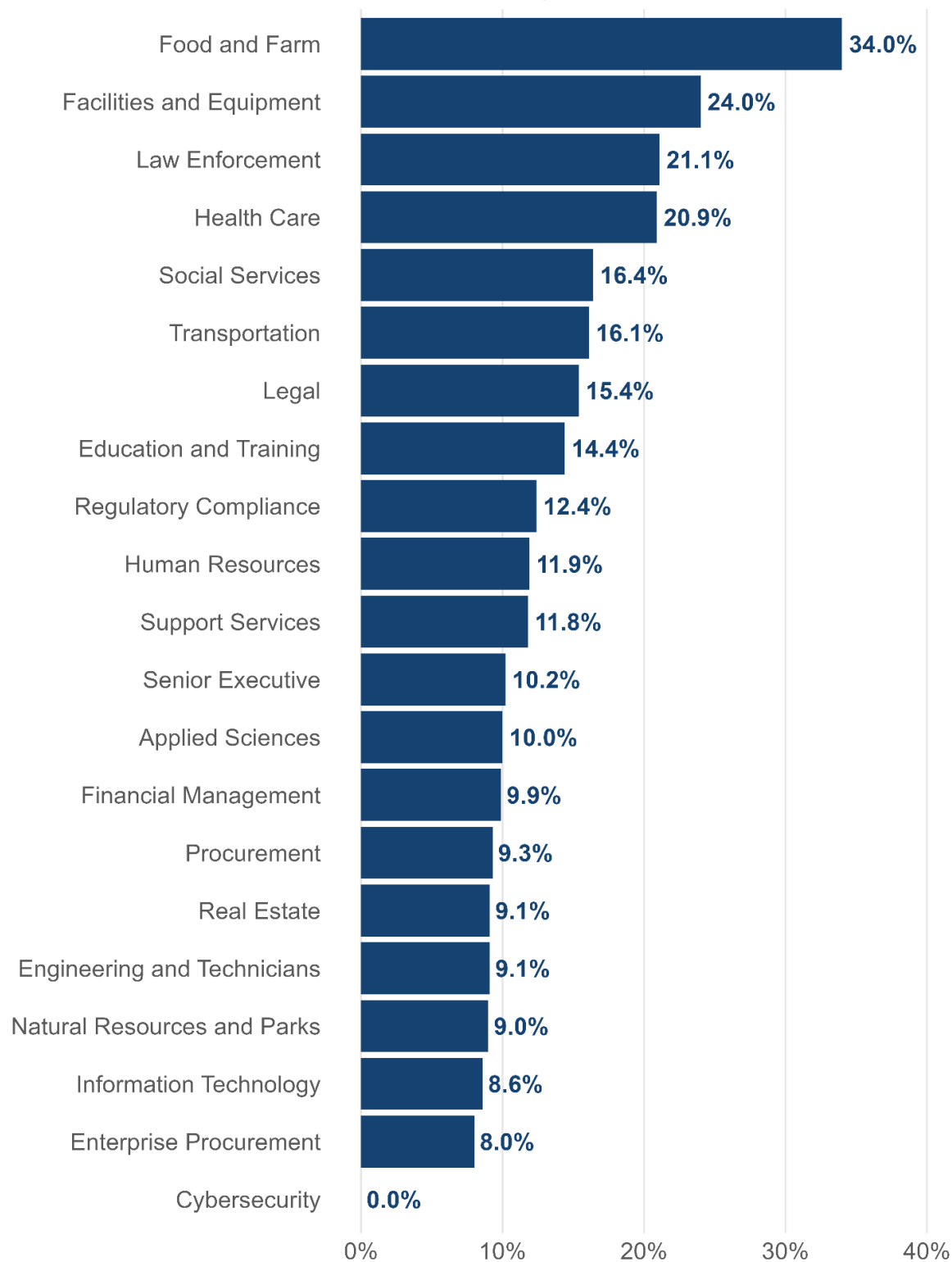
Voluntary Turnover Rate by Generation

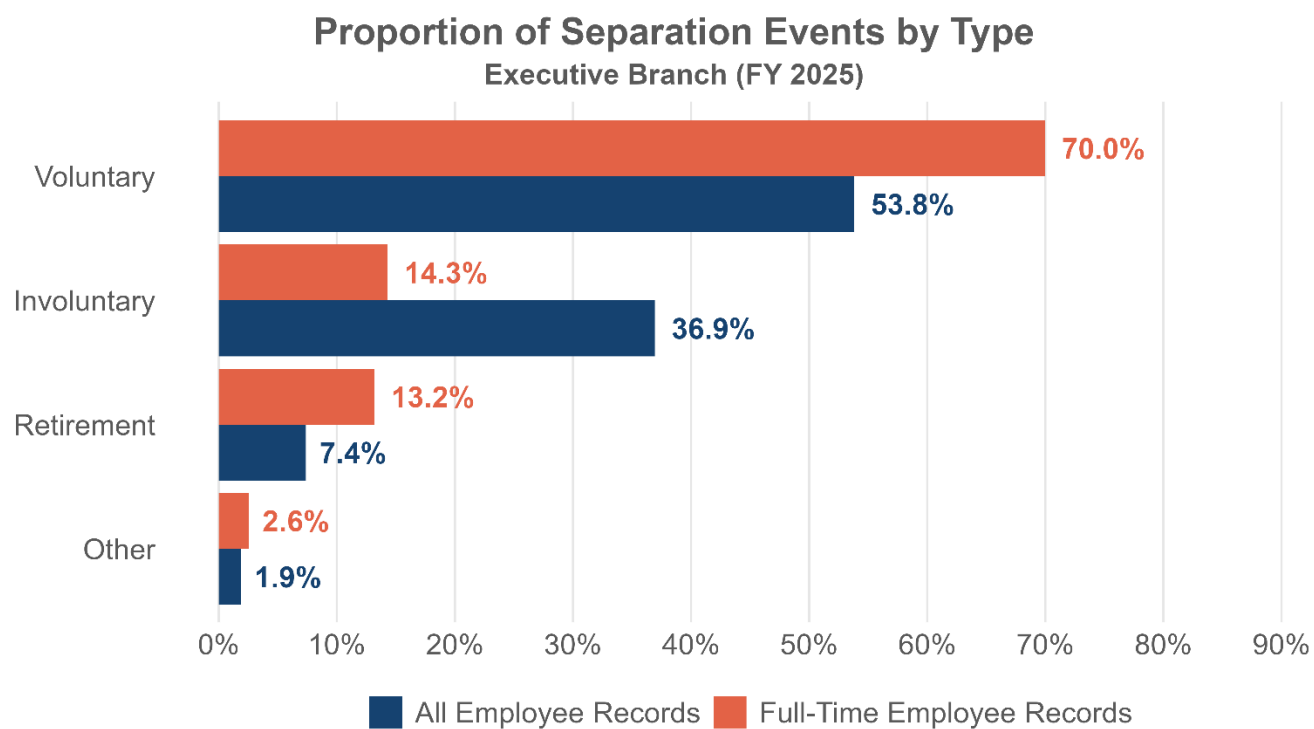
Full-Time Employee Records



Executive Branch Turnover Rate by Job Family (FY 2025)

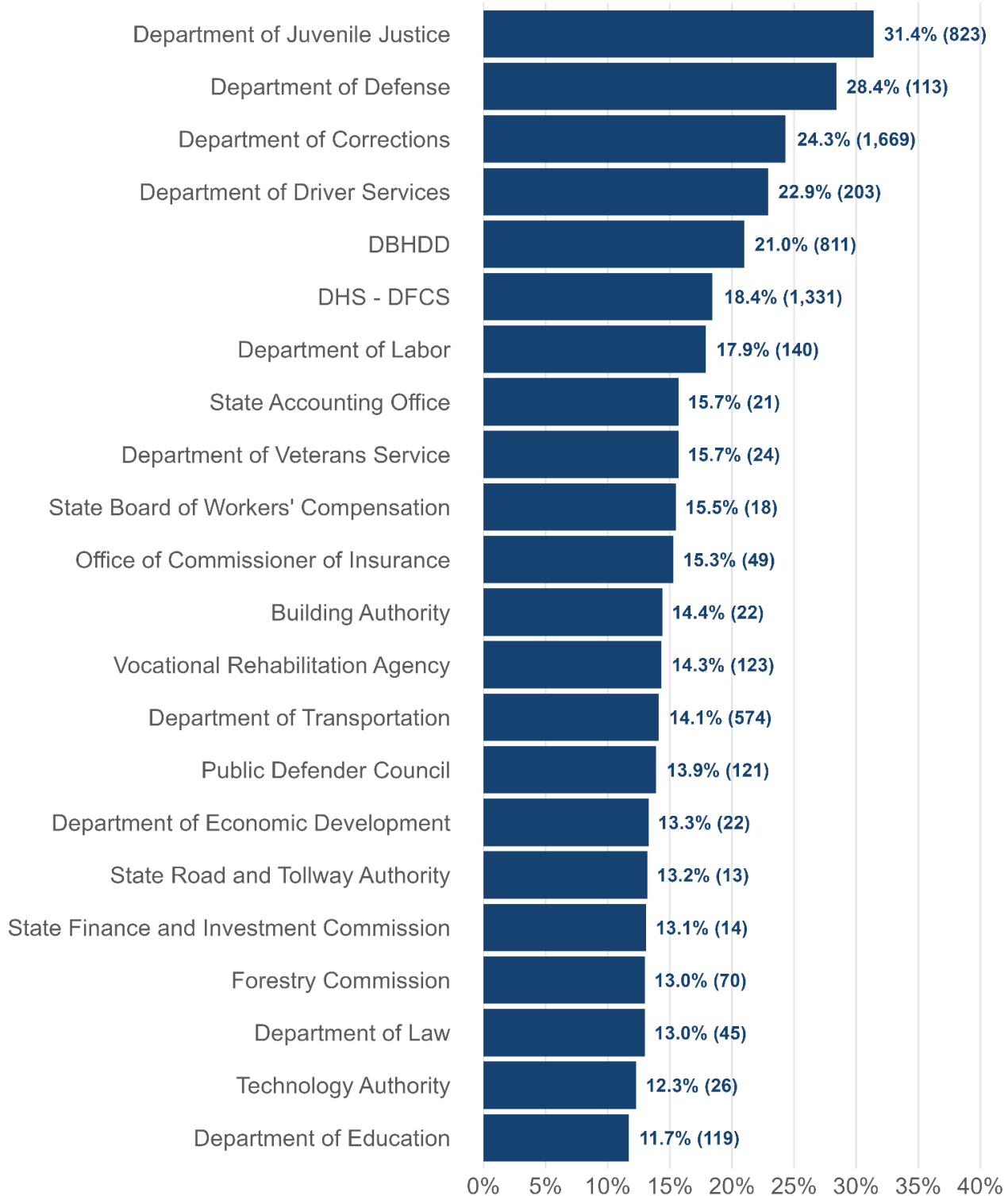
Full-Time Employee Records





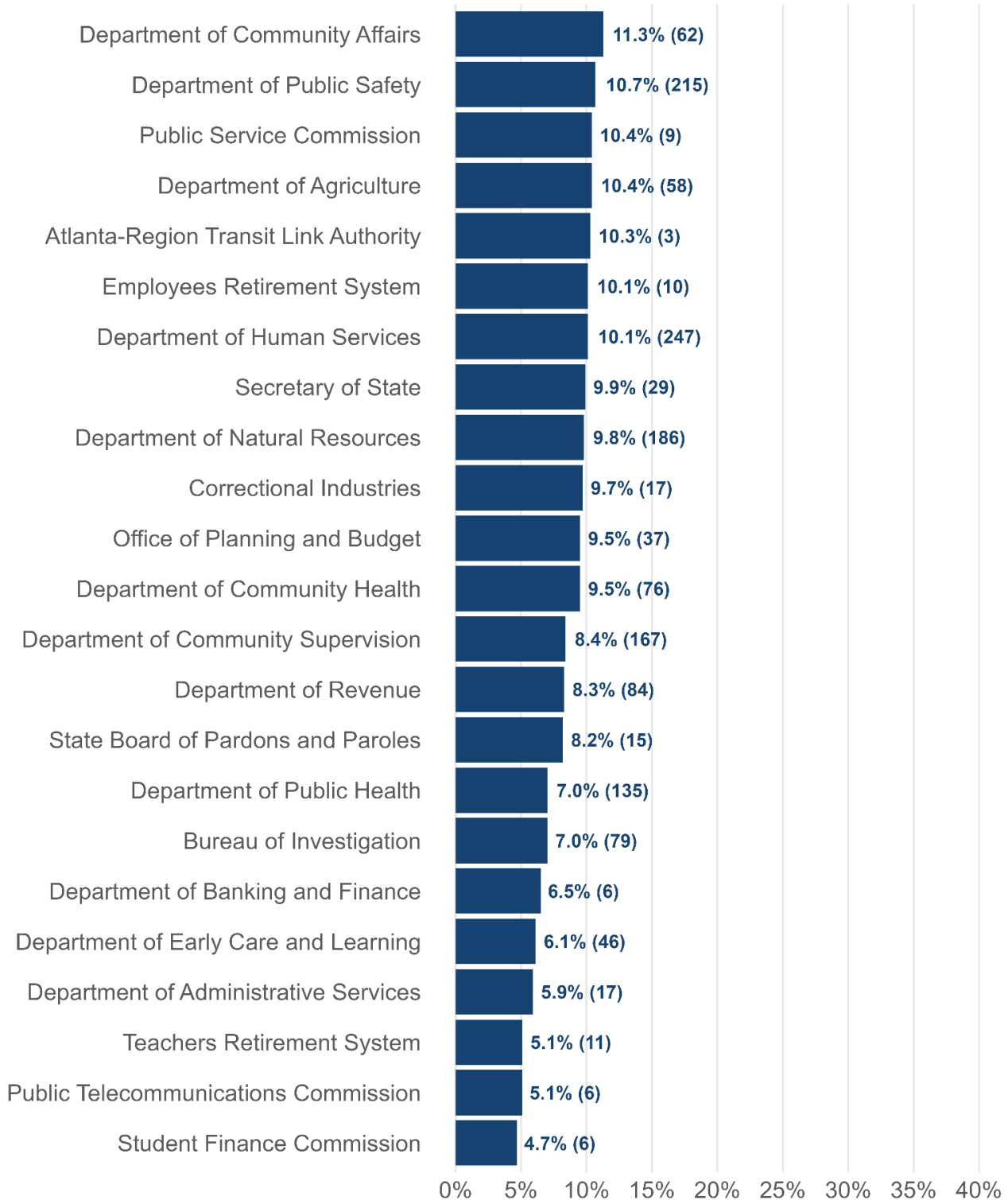
Non-Technical College Executive Branch Turnover Rate (and Separation Count) by Entity Pt. 1

Full-Time Employee Records, FY 2025



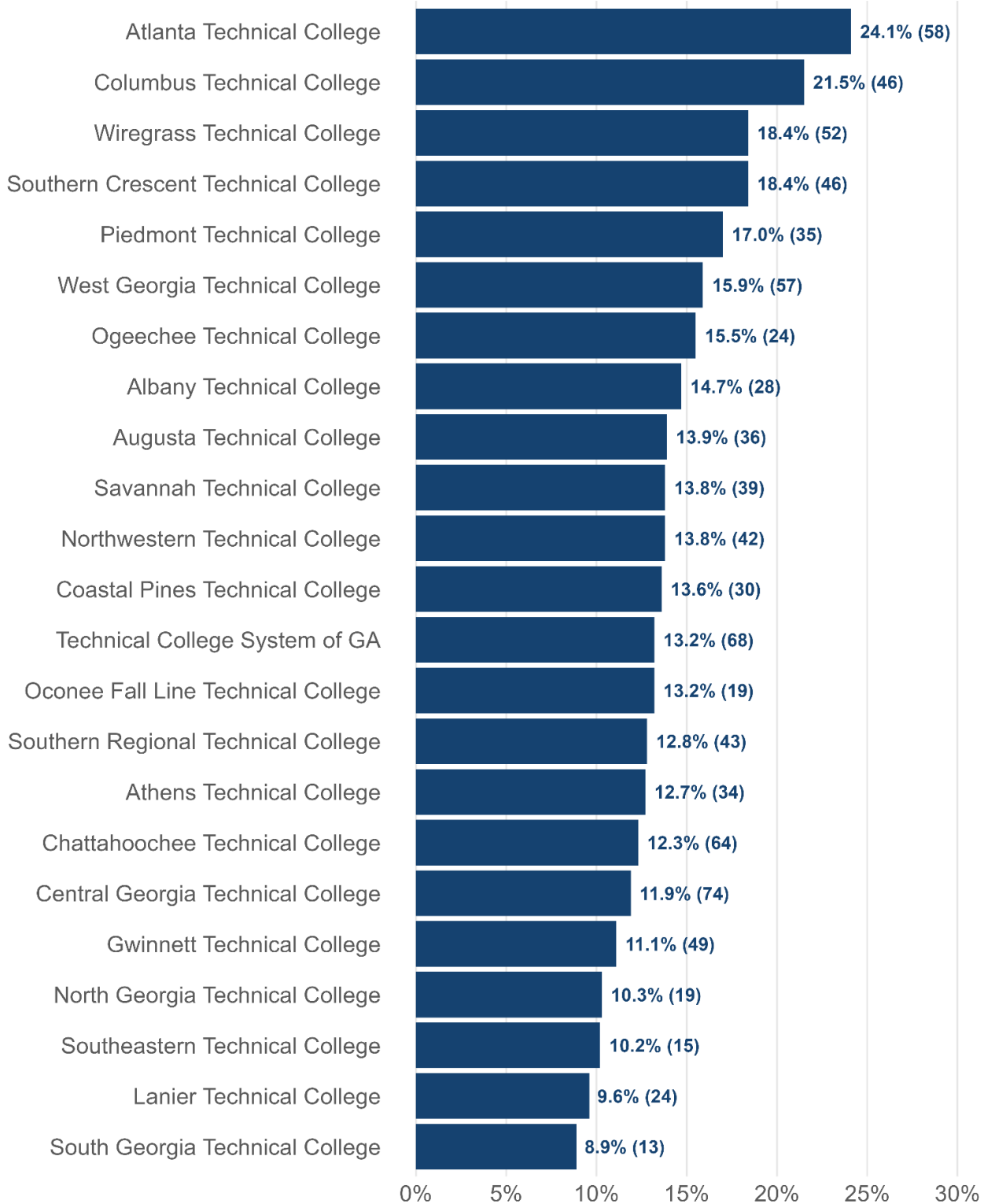
Non-Technical College Executive Branch Turnover Rate (and Separation Count) by Entity Pt. 2

Full-Time Employee Records, FY 2025



Technical College Turnover Rate (and Separation Count) by Entity

Full-Time Employee Records, FY 2025





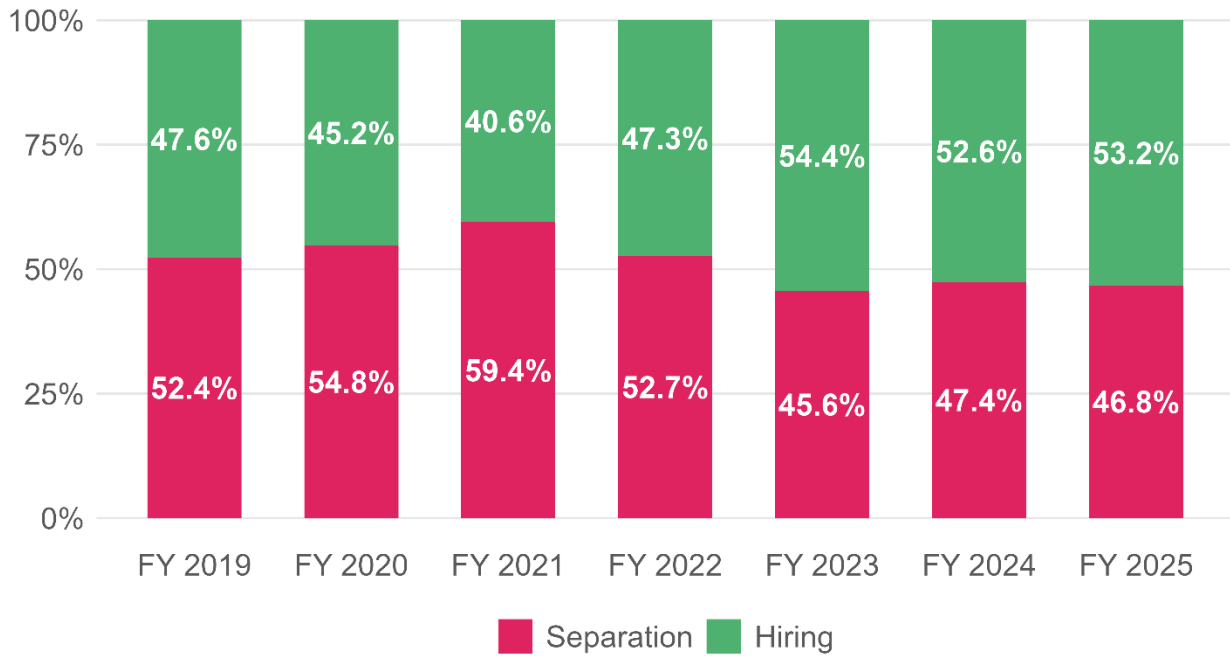
IT professionals at the Georgia Technology Authority (GTA) secure the state's IT infrastructure while managing network services to more than 1,200 state and local government entities.

Comparisons and Retention— Executive Branch

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

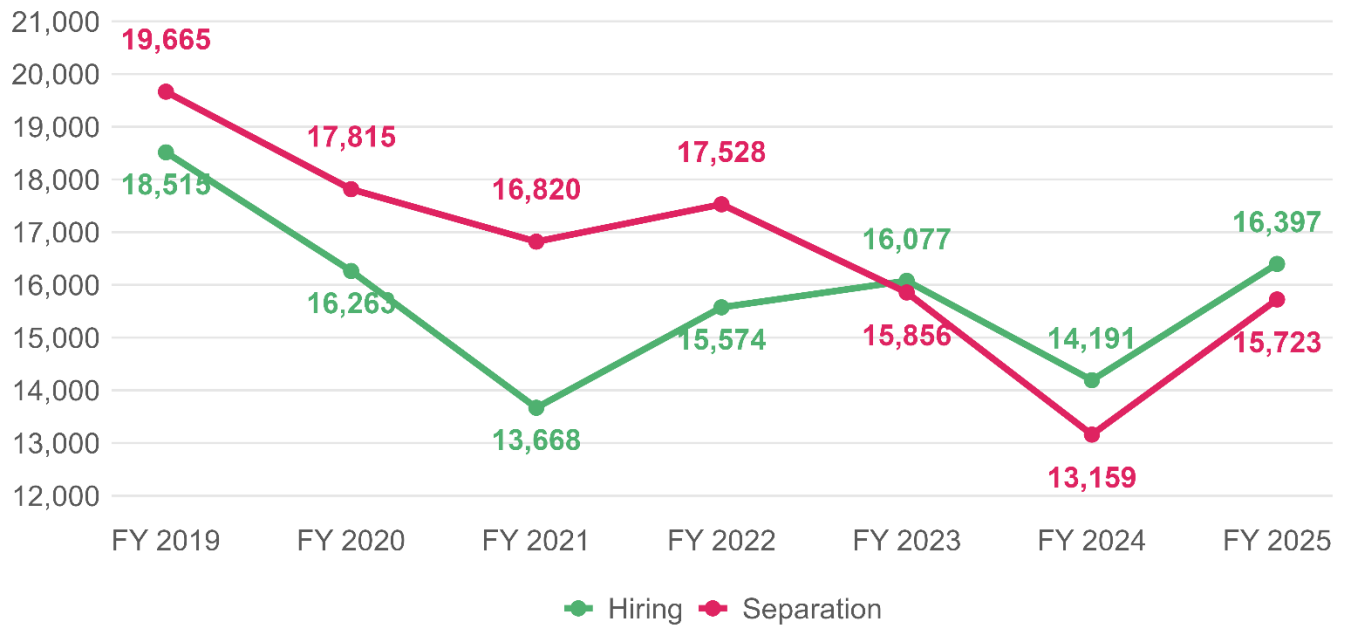
In the executive branch, hirings exceeded separations for the third consecutive year. In FY2025, 53.2% of personnel actions were related to new hires or rehires; 46.8% were related to separations.

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



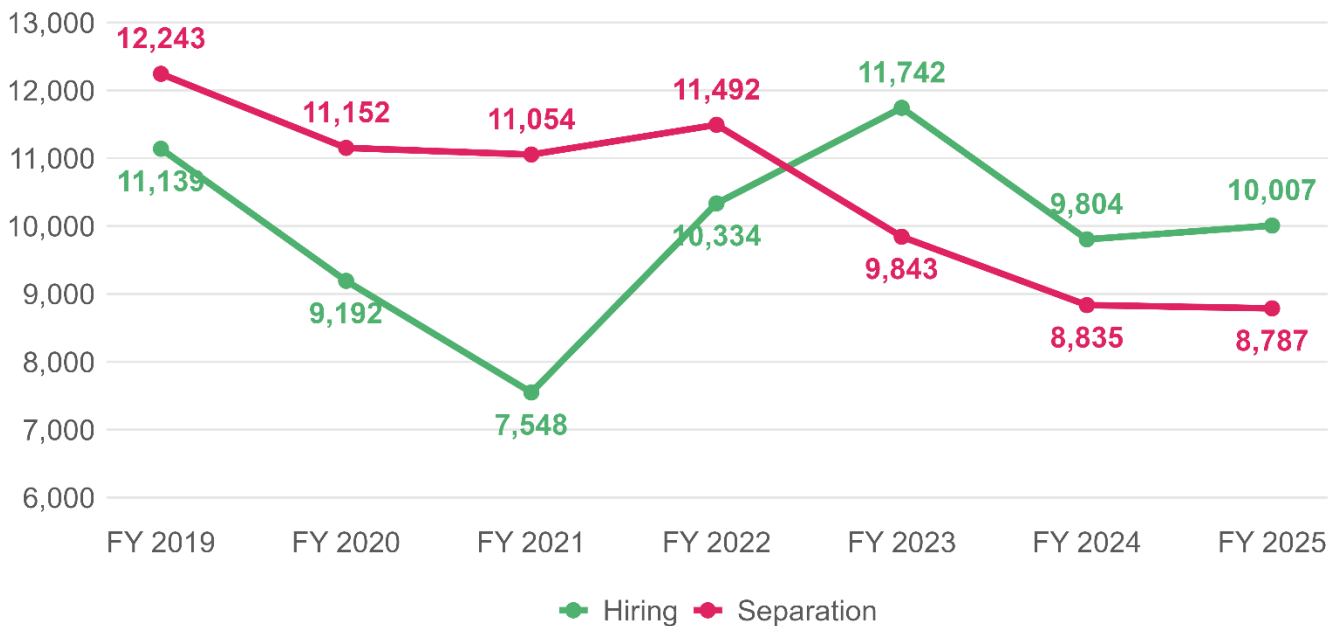
Hiring and Separation Comparisons in Executive Branch

All Employee Records



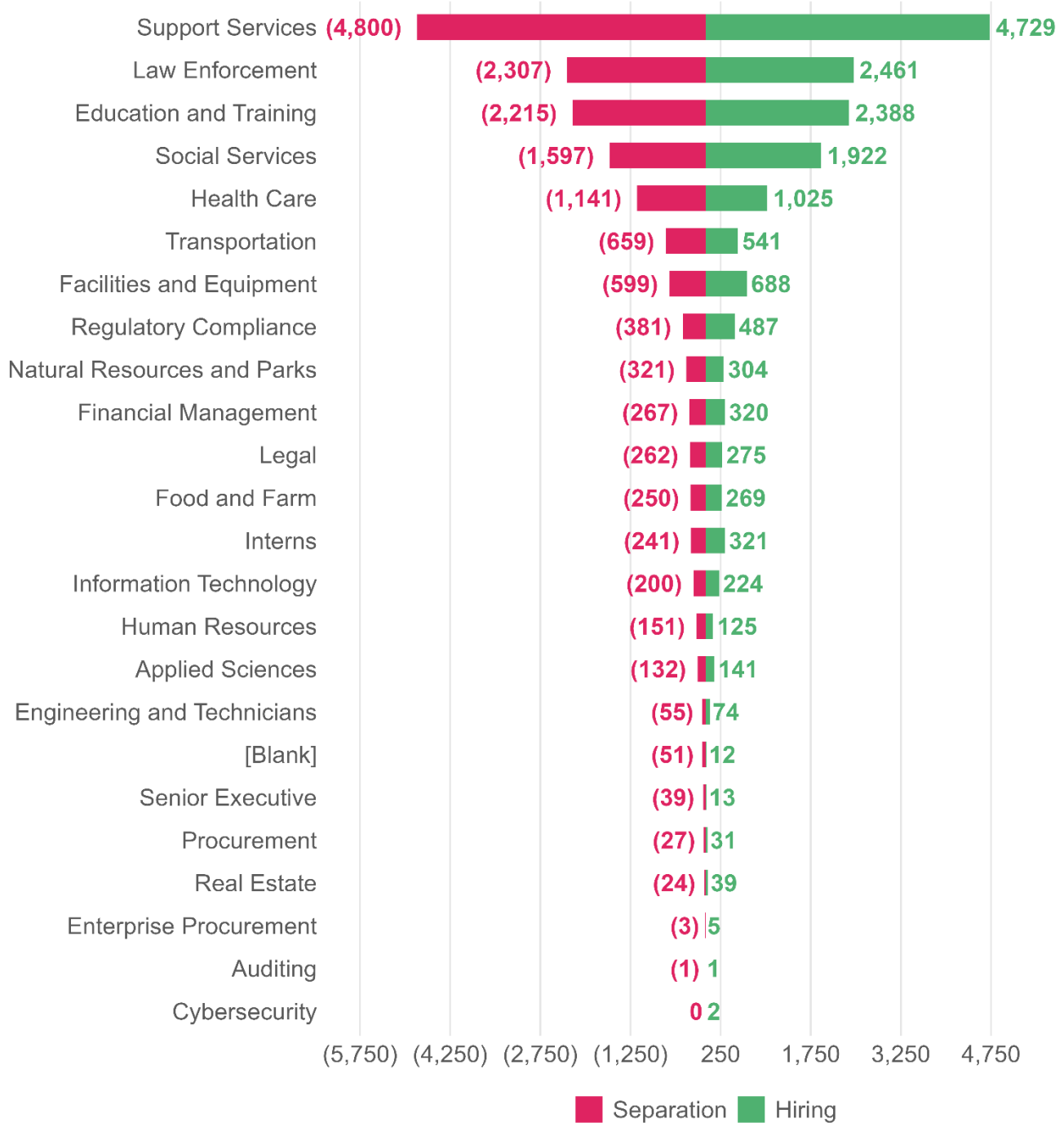
Hiring and Separation Comparisons in Executive Branch

Full-Time Employee Records



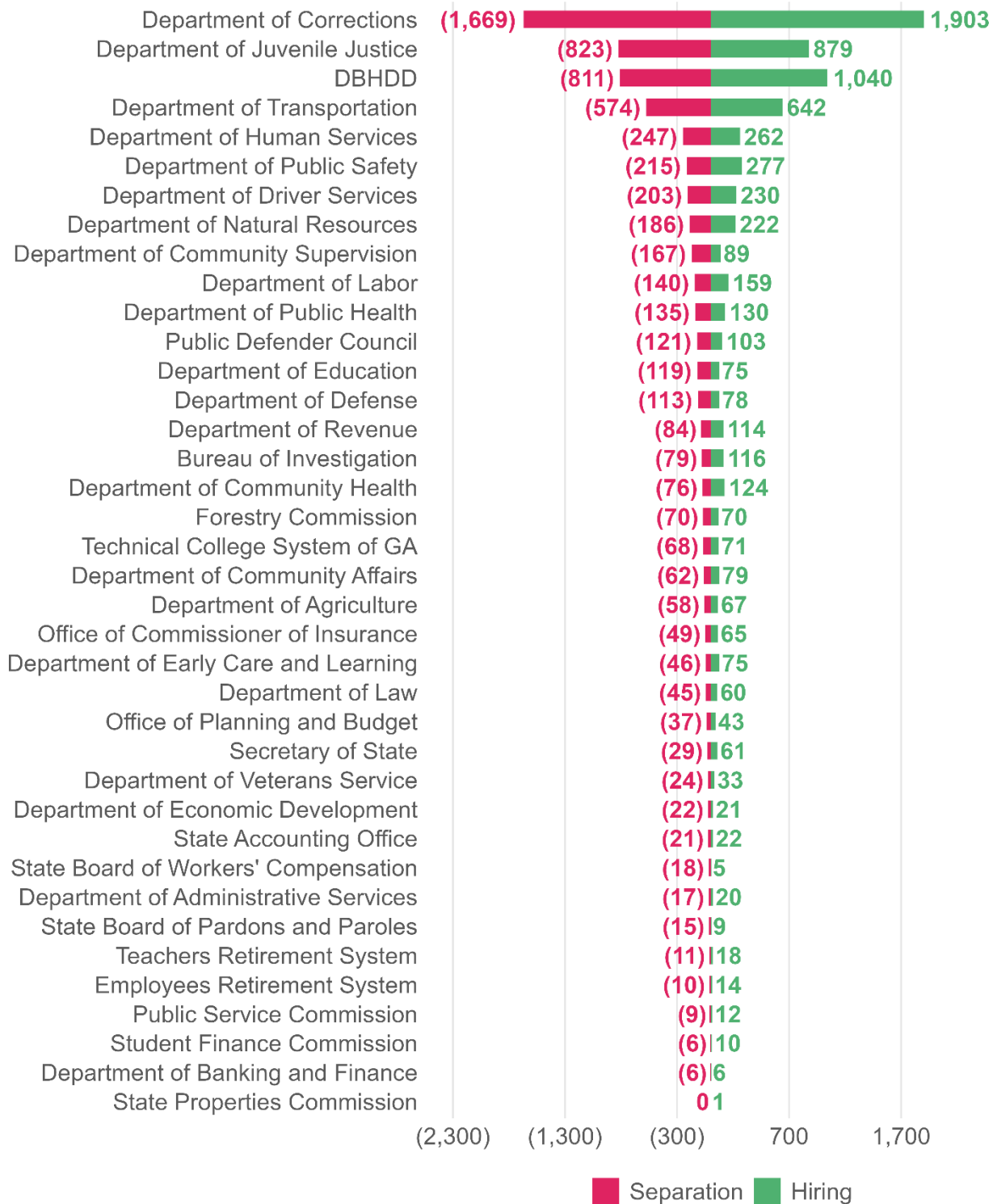
Executive Branch Hiring and Separation Comparisons by Job Family

All Employee Records (FY 2025)



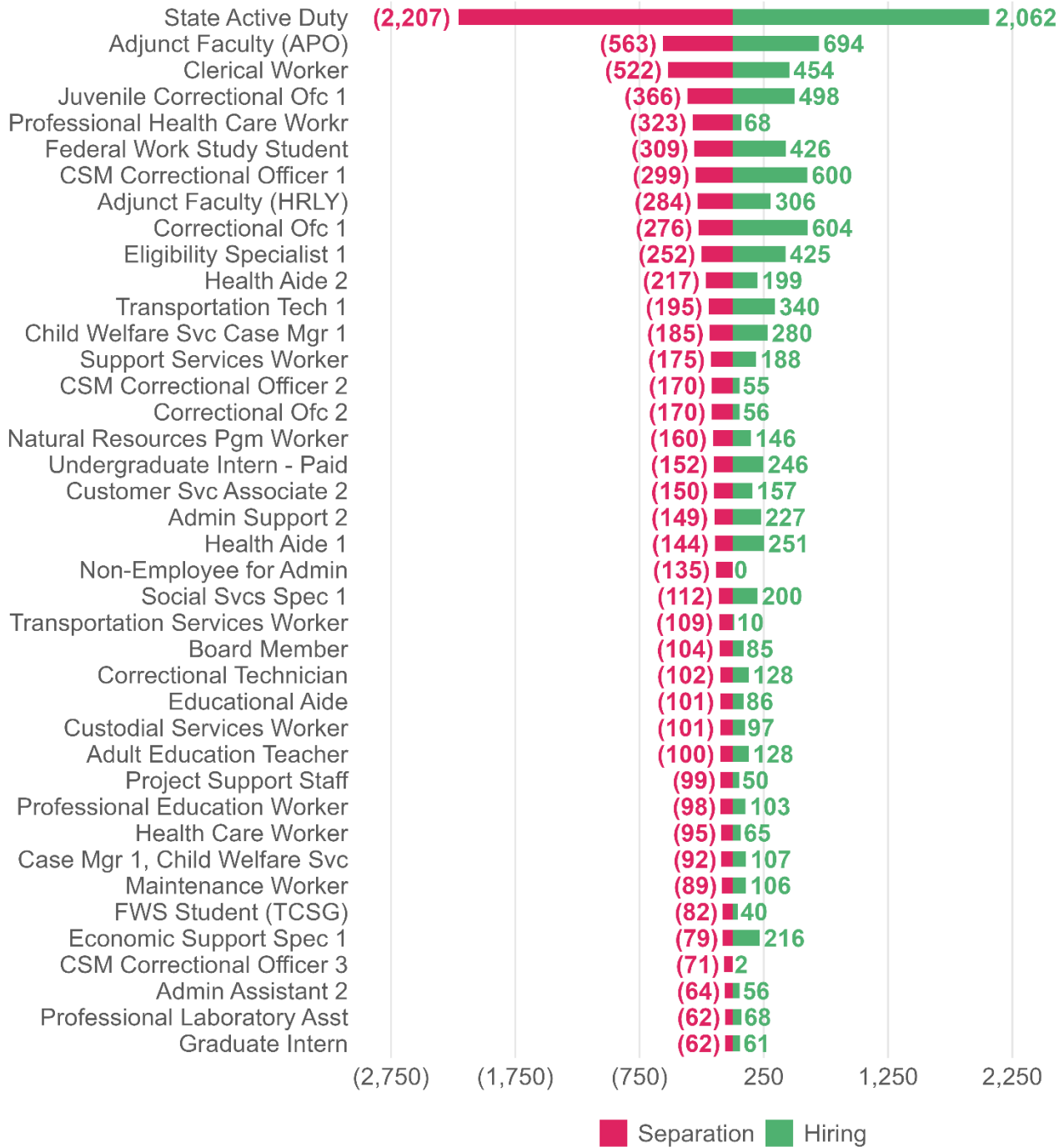
Executive Branch Hiring and Separation Comparisons by Selected Agency (FY 2025)

Full-Time Employee Records



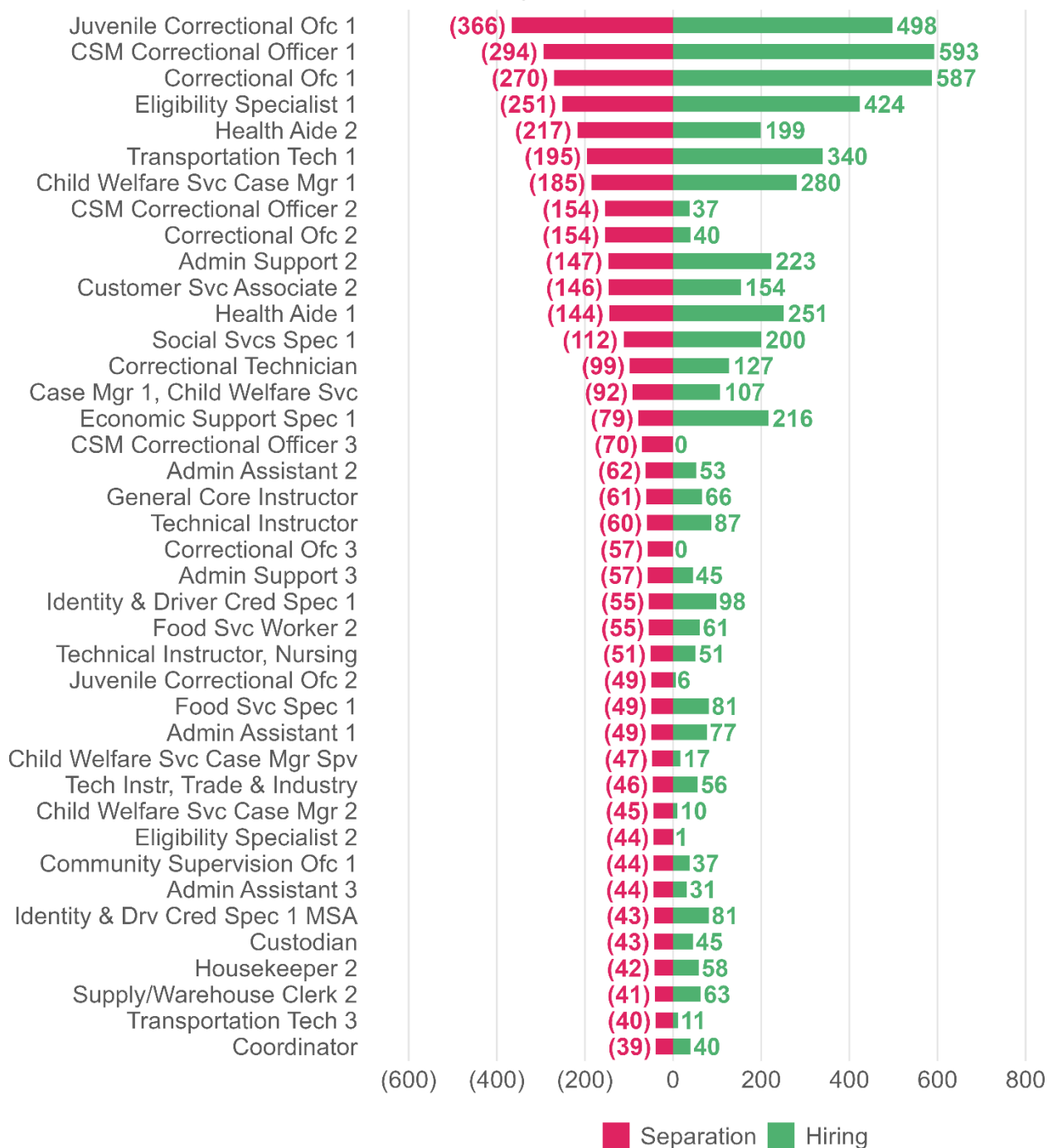
Executive Branch Hirings and Separations by Job Code Description

All Employee Records (FY 2025)



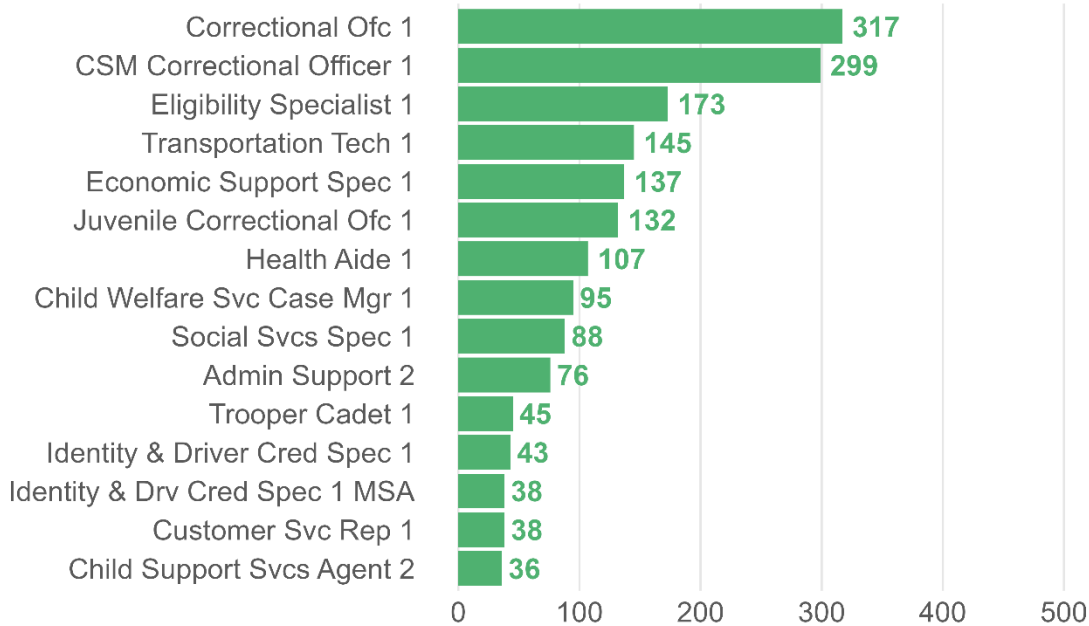
Executive Branch Hirings and Separations by Job Code Description

Full-Time Employee Records (FY 2025)



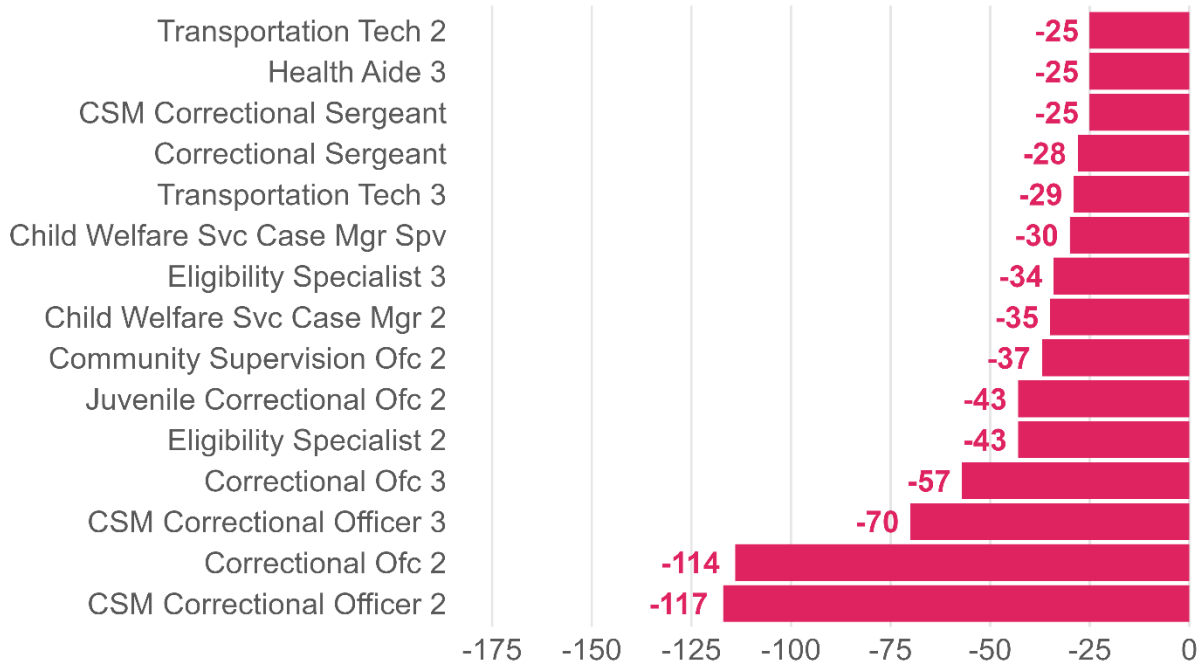
Top 15 Executive Branch Job Code Descriptions by Net Hiring (FY 2025)

Full-Time Employee Records



Bottom 15 Executive Branch Job Code Descriptions by Net Hiring (FY 2025)

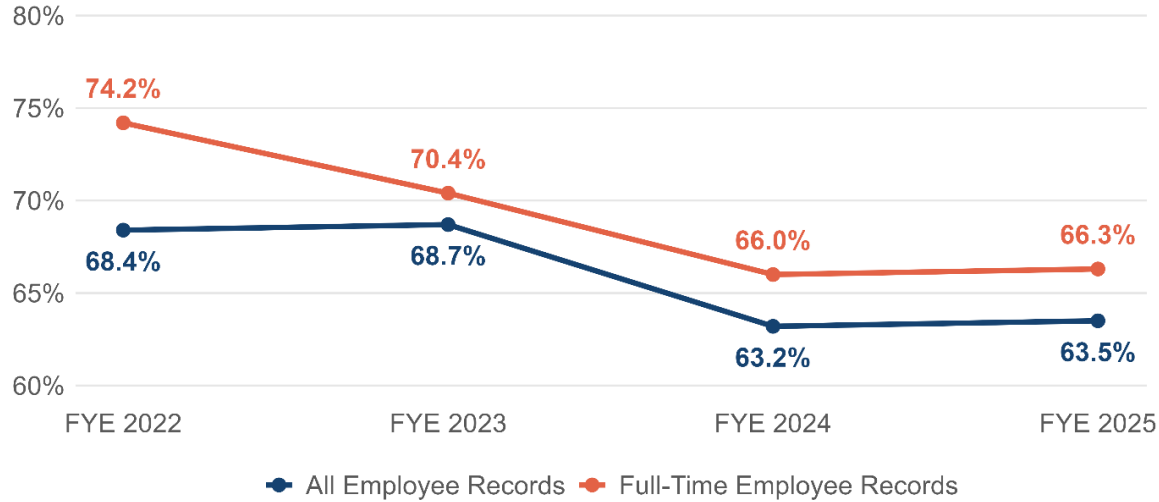
Full-Time Employee Records



After several years of declining retention of employees after their first 36 months of employment, the retention rate stabilized in FYE2025. The state retained 63.5% of full-time executive branch employees after their first 36 months of employment in FYE2025.

36-Month Retention Reference by Record Type

Executive Branch



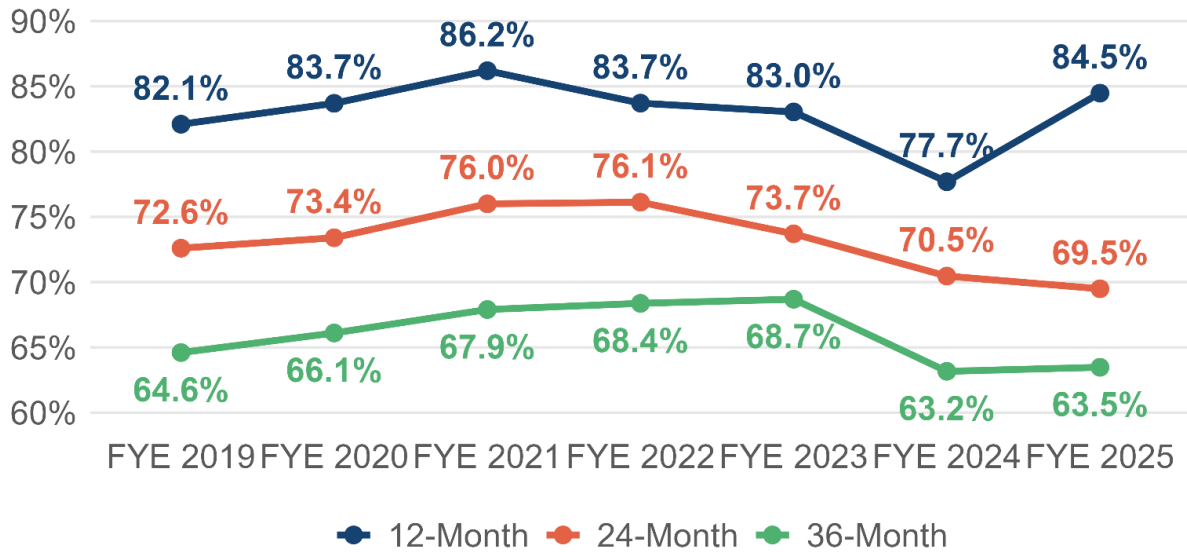
Executive Branch All Employee Records

	FYE 2023	FYE 2024	FYE 2025
Retention Reference of Active Records			
Active 12 Months Prior	83.0%	77.7%	84.5%
Active 24 Months Prior	73.6%	70.5%	69.5%
Active 36 Months Prior	68.7%	63.2%	63.5%
Active 48 Months Prior	63.9%	59.0%	57.5%
Active 60 Months Prior	58.6%	55.1%	54.2%

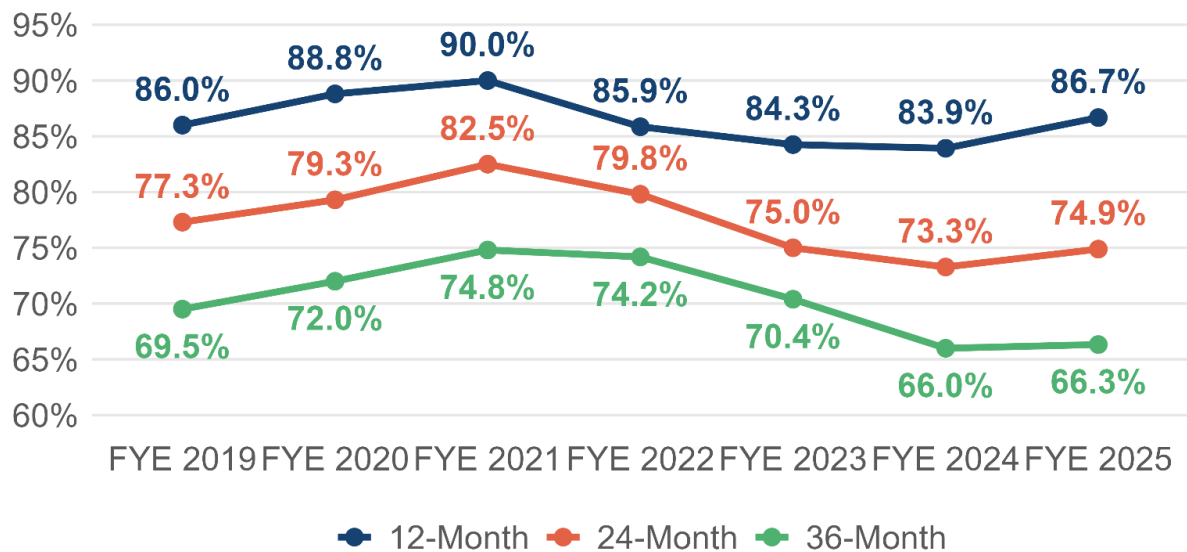
Executive Branch Full-Time Employee Records

	FYE 2023	FYE 2024	FYE 2025
Retention Reference of Active Records			
Active 12 Months Prior	84.3%	83.9%	86.7%
Active 24 Months Prior	75.0%	73.3%	74.9%
Active 36 Months Prior	70.4%	66.0%	66.3%
Active 48 Months Prior	65.9%	62.3%	60.1%
Active 60 Months Prior	60.7%	58.6%	56.9%

Executive Branch Retention Reference All Employee Records



Executive Branch Retention Reference Full-Time Employee Records



Executive Branch Retention Reference Within Company Code Table

Entity Name	Company Code	Full-Time Employee Records	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	7,110	82.9%	67.0%	54.7%	47.7%
Department of Agriculture	402	539	87.4%	71.4%	62.5%	56.0%
Department of Administrative Services	403	272	89.7%	72.8%	62.1%	52.6%
Department of Public Health	405	1,077	88.9%	77.4%	65.8%	55.9%
Department of Banking and Finance	406	89	93.3%	80.9%	73.0%	68.5%
State Accounting Office	407	130	85.4%	76.9%	69.2%	57.7%
Office of Commissioner of Insurance	408	310	78.4%	54.8%	44.5%	33.5%
State Finance and Investment Commission	409	102	88.2%	67.6%	52.0%	44.1%
State Properties Commission	410	15	93.3%	60.0%	60.0%	53.3%
Department of Defense	411	381	86.6%	73.8%	62.7%	55.4%
Vocational Rehabilitation Agency	412	863	80.1%	62.8%	56.7%	46.6%
Department of Education	414	938	94.6%	83.3%	74.1%	62.9%
Technical College System of GA	415	513	83.6%	66.7%	35.9%	31.4%
Employees Retirement System	416	101	89.1%	79.2%	68.3%	59.4%
Department of Community Health	419	786	84.9%	68.7%	59.0%	51.0%
Forestry Commission	420	526	89.0%	79.8%	73.8%	65.6%
Office of Planning and Budget	422	366	87.2%	74.6%	60.4%	50.0%
Department of Human Services	427	2,356	87.9%	75.0%	65.0%	56.4%
Department of Community Affairs	428	512	85.4%	67.6%	56.2%	43.8%
Department of Economic Development	429	155	87.7%	70.3%	61.3%	50.3%
Department of Labor	440	740	84.6%	79.5%	73.9%	62.0%
DBHDD	441	3,851	80.3%	65.0%	55.5%	51.2%
Department of Law	442	347	82.4%	68.6%	57.3%	51.0%
Department of Juvenile Justice	461	2,569	78.3%	63.3%	55.0%	50.1%
Department of Natural Resources	462	1,809	91.3%	79.2%	72.2%	64.0%
State Board of Pardons and Paroles	465	175	95.4%	84.0%	76.6%	68.0%
Department of Public Safety	466	1,898	88.7%	79.7%	70.8%	63.1%
Department of Corrections	467	6,774	80.4%	67.9%	58.3%	53.3%
Department of Early Care and Learning	469	748	89.7%	76.7%	67.5%	59.0%

Entity Name	Company Code	Full-Time Employee Records	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
Department of Revenue	474	975	89.6%	80.5%	70.4%	65.3%
Department of Driver Services	475	877	80.4%	64.2%	54.3%	42.8%
Student Finance Commission	476	124	94.4%	82.3%	74.2%	66.9%
Department of Community Supervision	477	1,854	96.0%	81.8%	70.8%	65.6%
Secretary of State	478	295	81.4%	66.4%	52.2%	45.1%
Teachers Retirement System	482	201	92.0%	87.1%	82.6%	75.6%
Department of Transportation	484	3,980	87.0%	77.3%	68.1%	61.2%
Department of Veterans Service	488	146	82.2%	69.9%	58.9%	49.3%
Subsequent Injury Trust Fund	489	7	100.0%	100.0%	100.0%	100.0%
State Board of Workers' Compensation	490	107	94.4%	89.7%	80.4%	69.2%
Public Defender Council	492	794	89.3%	76.4%	64.6%	56.0%
Commission on the Holocaust	495	3	100.0%	100.0%	100.0%	100.0%
Oconee Fall Line Technical College	817	142	89.4%	79.6%	73.2%	69.7%
Coastal Pines Technical College	818	212	89.6%	77.8%	68.9%	59.9%
Albany Technical College	820	189	88.9%	77.8%	72.0%	60.3%
Athens Technical College	822	243	95.1%	85.2%	72.8%	64.6%
Atlanta Technical College	823	231	86.1%	75.3%	64.5%	53.2%
Augusta Technical College	824	254	86.2%	74.8%	69.3%	62.2%
West Georgia Technical College	826	340	89.1%	73.8%	63.8%	56.2%
Chattahoochee Technical College	827	506	88.7%	78.1%	71.5%	63.4%
Columbus Technical College	828	211	84.4%	78.2%	70.1%	60.7%
Northwestern Technical College	829	303	90.8%	83.8%	76.2%	67.0%
Piedmont Technical College	830	204	78.4%	66.7%	58.8%	53.4%
Southern Crescent Technical College	831	235	91.5%	81.3%	77.4%	69.8%
Gwinnett Technical College	832	433	89.1%	77.8%	69.7%	62.8%
Lanier Technical College	834	243	92.2%	87.2%	81.5%	74.5%
Central Georgia Technical College	835	630	88.9%	73.8%	64.9%	57.8%
Southern Regional Technical College	837	327	87.5%	77.1%	70.0%	64.5%
North Georgia Technical College	838	181	91.7%	83.4%	75.1%	68.5%

Entity Name	Company Code	Full-Time Employee Records	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
South Georgia Technical College	842	143	88.8%	74.8%	67.1%	62.9%
Southeastern Technical College	843	146	91.1%	82.9%	78.8%	76.0%
Ogeechee Technical College	844	155	83.9%	71.6%	60.6%	58.1%
Wiregrass Technical College	848	280	86.8%	72.5%	65.0%	59.6%
Building Authority	900	146	88.4%	76.7%	65.1%	48.6%
Correctional Industries	921	169	93.5%	82.8%	74.6%	66.3%
State Road and Tollway Authority	927	97	77.3%	64.9%	49.5%	42.3%
Public Telecommunications Commission	977	118	91.5%	80.5%	74.6%	61.9%
Technology Authority	980	207	83.6%	73.9%	57.0%	44.9%
Atlanta-Region Transit Link Authority	996	30	76.7%	63.3%	60.0%	46.7%
Total/Averages		53,242	85.4%	72.5%	62.7%	55.5%

Executive Branch Retention Reference by Generation Tables

Generation	Full-Time Employee Records	Percent Active in FYE 2024	Percent Active in FYE 2023	Percent Active in FYE 2022	Percent Active in FYE 2021	Percent Active in FYE 2020
Veterans (1925-1945)	40	100.0%	97.5%	92.5%	92.5%	92.5%
Baby Boomers (1946-1964)	6,466	95.1%	90.0%	85.4%	80.9%	78.1%
Generation X (1965-1980)	20,508	91.9%	84.3%	78.1%	73.7%	71.4%
Millennials (1981-1996)	21,702	84.8%	70.5%	59.8%	52.0%	47.9%
Generation Z (1997+)	4,526	60.3%	31.6%	16.3%	8.0%	4.2%
Total/Averages	53,242	86.7%	74.9%	66.3%	60.1%	56.9%

Generation	Full-Time Employee Records	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	FYE 2020 Percent Active in Same Code
Veterans (1925-1945)	40	100.0%	97.5%	92.5%	92.5%	92.5%
Baby Boomers (1946-1964)	6,466	94.6%	88.8%	83.0%	77.6%	73.2%
Generation X (1965-1980)	20,508	90.6%	81.8%	74.2%	68.7%	64.6%
Millennials (1981-1996)	21,702	83.3%	67.6%	55.6%	46.6%	41.3%
Generation Z (1997+)	4,526	59.1%	30.3%	15.0%	6.7%	3.5%
Total/Averages	53,242	85.4%	72.5%	62.7%	55.5%	51.0%



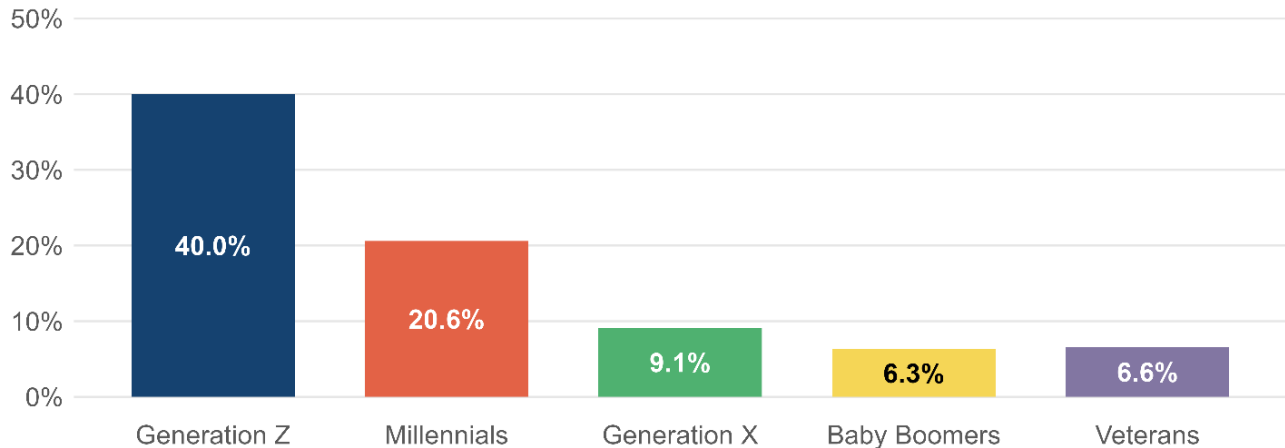
Officers with the Department of Community Supervision (DCS) supervise offenders who are on probation or parole with a goal of providing opportunities for successful outcomes.

Transfers and Broader Turnover— Executive Branch

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

Voluntary turnover is most common among new hires and those in the youngest generation (Generation Z). The generation with the second highest voluntary turnover rate (21%) is Millennials.

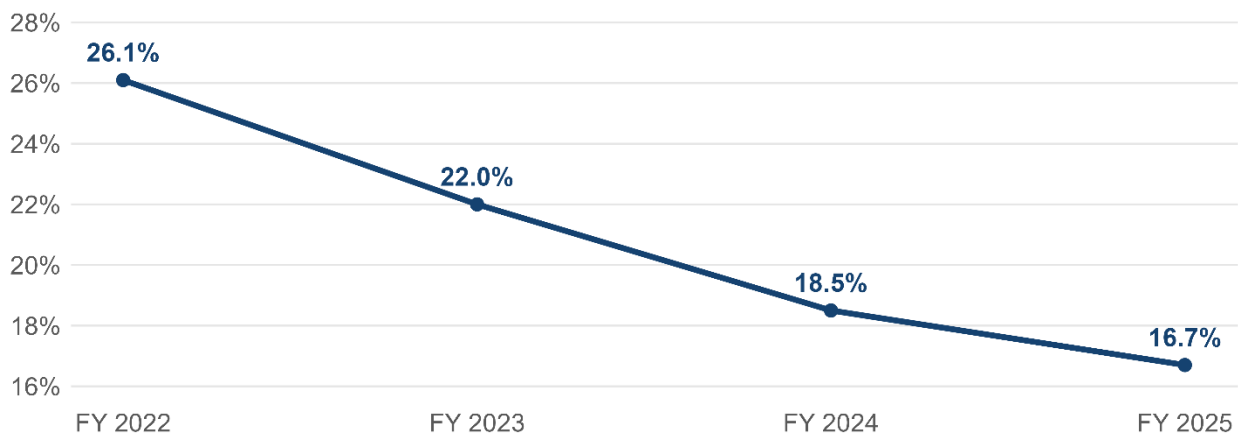
5-Year Average Executive Branch Voluntary Turnover Rate by Generation
Full-Time Employee Records, FY 2021-2025



The broader turnover rate calculation includes employees who transferred from one company code to another within state government. Regular turnover is the total number of separations from state government in a fiscal year divided by the average monthly employee population over the entire fiscal year.

Broader turnover has been trending down for the past three years. The broader turnover rate for full-time executive branch employees was 16.7% in FY2025, compared to 26.1% in FY2022.

Broader Turnover Rate in Executive Branch
Full-Time Employee Records



Full-time Executive Branch Turnover and Transfers by Company Code Table (FY2025)

Entity Name	Company Code	Voluntary Separations	Involuntary Separations	Retirements	Other	Transfers to Another Company Code
DHS - Division of Family and Children Services	127	1,052	143	109	27	104
Department of Agriculture	402	35	5	17	1	1
Department of Administrative Services	403	8	6	3	0	6
Department of Public Health	405	77	36	21	1	4
Department of Banking and Finance	406	4	1	1	0	1
State Accounting Office	407	11	3	7	0	1
Office of Commissioner of Insurance	408	32	11	6	0	5
State Finance and Investment Commission	409	6	3	5	0	1
State Properties Commission	410	0	0	0	0	0
Department of Defense	411	79	21	11	2	1
Vocational Rehabilitation Agency	412	79	13	28	3	12
Department of Education	414	67	27	24	1	4
Technical College System of GA	415	40	6	20	2	5
Employees Retirement System	416	6	2	2	0	0
Department of Community Health	419	50	13	12	1	14
Forestry Commission	420	43	6	21	0	1
Office of Planning and Budget	422	30	2	5	0	9
Department of Human Services	427	173	21	49	4	42
Department of Community Affairs	428	45	9	6	2	9
Department of Economic Development	429	19	0	3	0	1
Department of Labor	440	74	22	42	2	24
Department of Behavioral Health and Developmental Disabilities	441	541	200	67	3	15
Department of Law	442	38	0	4	3	4
Department of Juvenile Justice	461	638	131	45	9	41
Department of Natural Resources	462	131	10	43	2	15
State Board of Pardons and Paroles	465	4	1	10	0	1
Department of Public Safety	466	144	31	39	1	8
Department of Corrections	467	1,203	199	137	130	26
Department of Early Care and Learning	469	27	10	7	2	4
Public Service Commission	470	5	1	2	1	1
Bureau of Investigation	471	61	2	16	0	2
Department of Revenue	474	54	10	18	2	11
Department of Driver Services	475	155	32	12	4	10
Student Finance Commission	476	3	0	3	0	1
Department of Community Supervision	477	107	27	29	4	18

Entity Name	Company Code	Voluntary Separations	Involuntary Separations	Retirements	Other	Transfers to Another Company Code
Secretary of State	478	19	7	3	0	3
Teachers Retirement System	482	6	1	3	1	0
Department of Transportation	484	344	106	119	5	16
Department of Veterans Service	488	19	2	3	0	2
Subsequent Injury Trust Fund	489	0	0	0	0	0
State Board of Workers' Compensation	490	10	6	1	1	1
Public Defender Council	492	88	16	17	0	13
Commission on the Holocaust	495	0	0	0	0	0
Oconee Fall Line Technical College	817	14	1	4	0	1
Coastal Pines Technical College	818	20	2	8	0	4
Albany Technical College	820	22	1	4	1	2
Athens Technical College	822	27	1	6	0	2
Atlanta Technical College	823	41	7	7	3	6
Augusta Technical College	824	24	4	7	1	0
West Georgia Technical College	826	39	5	12	1	5
Chattahoochee Technical College	827	48	6	10	0	4
Columbus Technical College	828	29	9	8	0	1
Northwestern Technical College	829	23	2	17	0	1
Piedmont Technical College	830	23	7	5	0	10
Southern Crescent Technical College	831	32	4	10	0	1
Gwinnett Technical College	832	41	4	4	0	1
Lanier Technical College	834	14	1	9	0	0
Central Georgia Technical College	835	47	12	14	1	4
Southern Regional Technical College	837	26	4	12	1	4
North Georgia Technical College	838	14	0	4	1	2
Savannah Technical College	841	18	14	7	0	5
South Georgia Technical College	842	9	2	2	0	0
Southeastern Technical College	843	11	1	3	0	0
Ogeechee Technical College	844	19	0	5	0	2
Wiregrass Technical College	848	35	7	9	1	4
Building Authority	900	8	7	6	1	4
Correctional Industries	921	12	1	4	0	3
State Road and Tollway Authority	927	3	8	2	0	2
Public Telecommunications Commission	977	4	2	0	0	0
Technology Authority	980	15	2	9	0	3
Atlanta-Region Transit Link Authority	996	3	0	0	0	0
Totals		6,148	1,256	1,158	225	508

Full-time Executive Branch Broader Turnover by Company Code Table (FY2025)

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	7,247	1,331	104	18.4%	19.8%
Department of Agriculture	402	556	58	1	10.4%	10.6%
Department of Administrative Services	403	290	17	6	5.9%	7.9%
Department of Public Health	405	1,938	135	4	7.0%	7.2%
Department of Banking and Finance	406	93	6	1	6.5%	7.5%
State Accounting Office	407	134	21	1	15.7%	16.4%
Office of Commissioner of Insurance	408	320	49	5	15.3%	16.9%
State Finance and Investment Commission	409	107	14	1	13.1%	14.0%
State Properties Commission	410	15	0	0	0.0%	0.0%
Department of Defense	411	398	113	1	28.4%	28.6%
Vocational Rehabilitation Agency	412	859	123	12	14.3%	15.7%
Department of Education	414	1,020	119	4	11.7%	12.1%
Technical College System of GA	415	515	68	5	13.2%	14.2%
Employees Retirement System	416	99	10	0	10.1%	10.1%
Department of Community Health	419	796	76	14	9.5%	11.3%
Forestry Commission	420	537	70	1	13.0%	13.2%
Office of Planning and Budget	422	389	37	9	9.5%	11.8%
Department of Human Services	427	2,438	247	42	10.1%	11.9%
Department of Community Affairs	428	549	62	9	11.3%	12.9%
Department of Economic Development	429	165	22	1	13.3%	13.9%
Department of Labor	440	782	140	24	17.9%	21.0%
Department of Behavioral Health and Developmental Disabilities	441	3,866	811	15	21.0%	21.4%
Department of Law	442	345	45	4	13.0%	14.2%
Department of Juvenile Justice	461	2,624	823	41	31.4%	32.9%
Department of Natural Resources	462	1,895	186	15	9.8%	10.6%
State Board of Pardons and Paroles	465	184	15	1	8.2%	8.7%
Department of Public Safety	466	2,007	215	8	10.7%	11.1%
Department of Corrections	467	6,863	1,669	26	24.3%	24.7%
Department of Early Care and Learning	469	753	46	4	6.1%	6.6%
Public Service Commission	470	87	9	1	10.3%	11.5%
Bureau of Investigation	471	1,130	79	2	7.0%	7.2%
Department of Revenue	474	1,008	84	11	8.3%	9.4%
Department of Driver Services	475	887	203	10	22.9%	24.0%
Student Finance Commission	476	127	6	1	4.7%	5.5%
Department of Community Supervision	477	1,999	167	18	8.4%	9.3%

Entity Name	Company Code	Average Employee Records	Separations	Transfers to Another Company Code	Turnover Rate	Broader Turnover Rate
Secretary of State	478	292	29	3	9.9%	11.0%
Teachers Retirement System	482	214	11	0	5.1%	5.1%
Department of Transportation	484	4,057	574	16	14.1%	14.5%
Department of Veterans Service	488	153	24	2	15.7%	17.0%
Subsequent Injury Trust Fund	489	1	0	0	-	-
State Board of Workers' Compensation	490	116	18	1	15.5%	16.4%
Public Defender Council	492	873	121	13	13.9%	15.3%
Commission on the Holocaust	495	1	0	0	-	-
Oconee Fall Line Technical College	817	144	19	1	13.2%	13.9%
Coastal Pines Technical College	818	221	30	4	13.6%	15.4%
Albany Technical College	820	191	28	2	14.7%	15.7%
Athens Technical College	822	267	34	2	12.7%	13.5%
Atlanta Technical College	823	241	58	6	24.1%	26.6%
Augusta Technical College	824	259	36	0	13.9%	13.9%
West Georgia Technical College	826	357	57	5	16.0%	17.4%
Chattahoochee Technical College	827	520	64	4	12.3%	13.1%
Columbus Technical College	828	214	46	1	21.5%	22.0%
Northwestern Technical College	829	304	42	1	13.8%	14.1%
Piedmont Technical College	830	206	35	10	17.0%	21.8%
Southern Crescent Technical College	831	249	46	1	18.5%	18.9%
Gwinnett Technical College	832	441	49	1	11.1%	11.3%
Lanier Technical College	834	251	24	0	9.6%	9.6%
Central Georgia Technical College	835	621	74	4	11.9%	12.6%
Southern Regional Technical College	837	337	43	4	12.8%	13.9%
North Georgia Technical College	838	184	19	2	10.3%	11.4%
Savannah Technical College	841	282	39	5	13.8%	15.6%
South Georgia Technical College	842	146	13	0	8.9%	8.9%
Southeastern Technical College	843	147	15	0	10.2%	10.2%
Ogeechee Technical College	844	155	24	2	15.5%	16.8%
Wiregrass Technical College	848	282	52	4	18.4%	19.9%
Building Authority	900	153	22	4	14.4%	17.0%
Correctional Industries	921	176	17	3	9.7%	11.4%
State Road and Tollway Authority	927	99	13	2	13.1%	15.2%
Public Telecommunications Commission	977	118	6	0	5.1%	5.1%
Technology Authority	980	211	26	3	12.3%	13.7%
Atlanta-Region Transit Link Authority	996	29	3	0	10.3%	10.3%
Totals/Averages		55,541	8,787	508	15.8%	16.7%



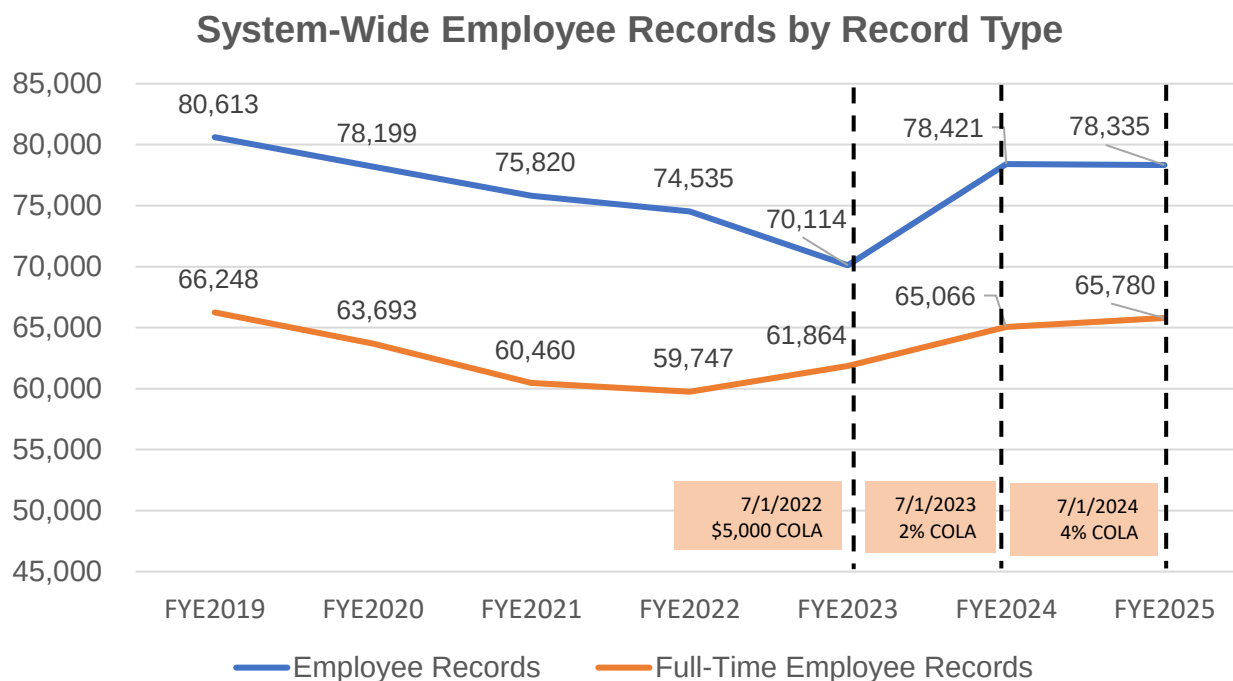
The more than 4,000 state employees at the Georgia Department of Transportation serve Georgians by planning, designing, construction, maintaining, and improving the state's transportation infrastructure.

Compensation— Executive Branch

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

The Governor and the General Assembly have made strategic investments and enacted legislative policies to bolster employee retention efforts. Median pay for full-time executive branch employees increased by \$15,607 (28.1%) since FYE2020. The median pay for full-time executive branch employees was \$55,551 in FYE2025. Median pay by job family ranges from \$33,800 for the intern job family to \$147,500 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. Cost of living adjustments (COLAs) funded by the state appear to be helping improve the recruitment and retention of state employees.



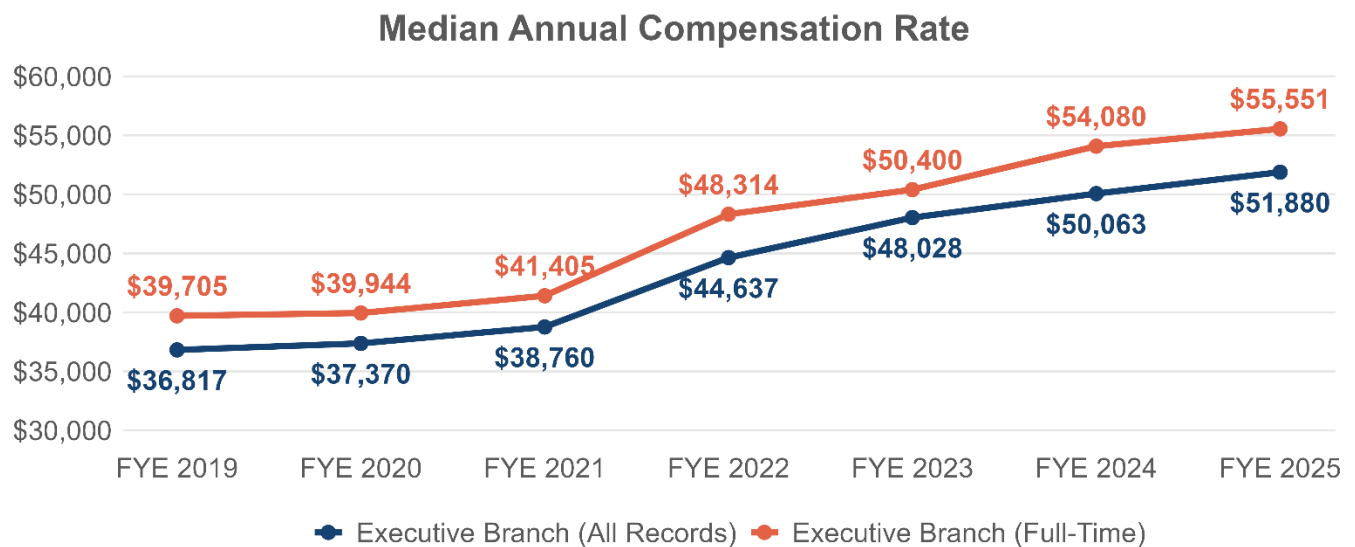
Overall Compensation Rate Tables

Executive Branch All Employee Records

	FYE 2020	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025
Compensation Rate						
Median Annual Compensation Rate	\$37,370	\$38,760	\$44,637	\$48,028	\$50,063	\$51,880

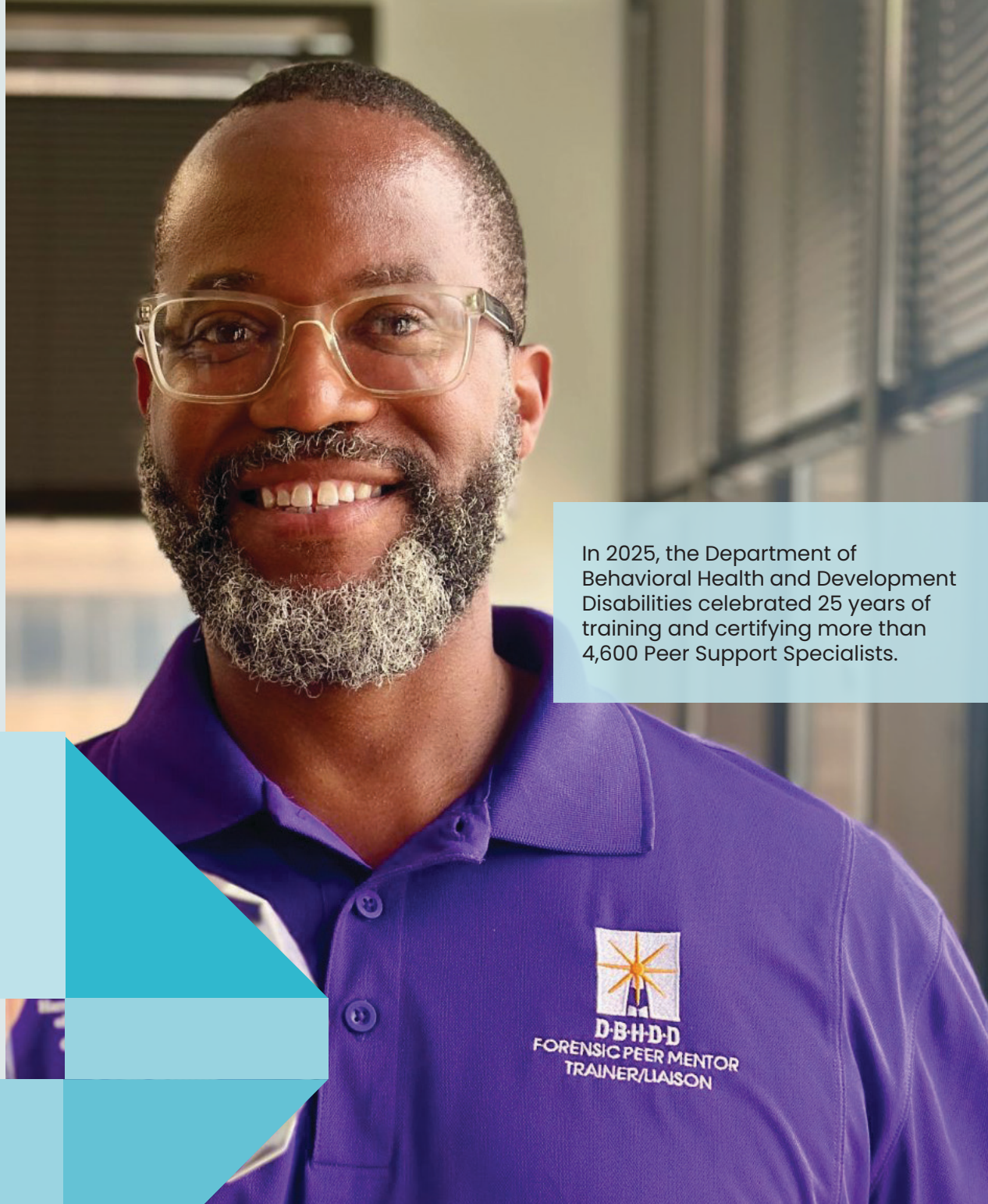
Executive Branch Full-Time Employee Records

	FYE 2020	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025
Compensation Rate						
Median Annual Compensation Rate	\$39,944	\$42,000	\$48,314	\$50,400	\$54,080	\$55,551



Executive Branch Median Compensation Rate by Job Family Table (FYE2025)

Job Family	Full-Time Employee Record Median Annual Compensation Rate	Remaining Employee Record Median Annual Compensation Rate
Applied Sciences	\$63,840	\$32,226
Auditing	\$65,000	--
Cybersecurity	\$80,500	\$121,680
Education and Training	\$64,480	\$15,080
Engineering and Technicians	\$76,440	\$83,200
Enterprise Procurement	\$76,700	\$67,600
Facilities and Equipment	\$40,428	\$21,866
Financial Management	\$55,120	\$46,902
Food and Farm	\$37,724	\$24,128
Health Care	\$51,559	\$52,101
Human Resources	\$60,104	\$41,102
Information Technology	\$73,285	\$28,922
Interns	\$33,800	\$30,160
Law Enforcement	\$60,629	\$43,775
Legal	\$73,026	\$48,927
Legislative	--	\$19,760
Natural Resources and Parks	\$54,111	\$21,866
Procurement	\$54,854	\$54,483
Real Estate	\$57,200	--
Regulatory Compliance	\$51,516	\$33,157
Senior Executive	\$147,500	--
Social Services	\$47,084	\$38,600
Support Services	\$51,640	\$15,600
Transportation	\$51,846	\$93,600
[Blank]	\$61,880	--
Total	\$55,551	\$21,736



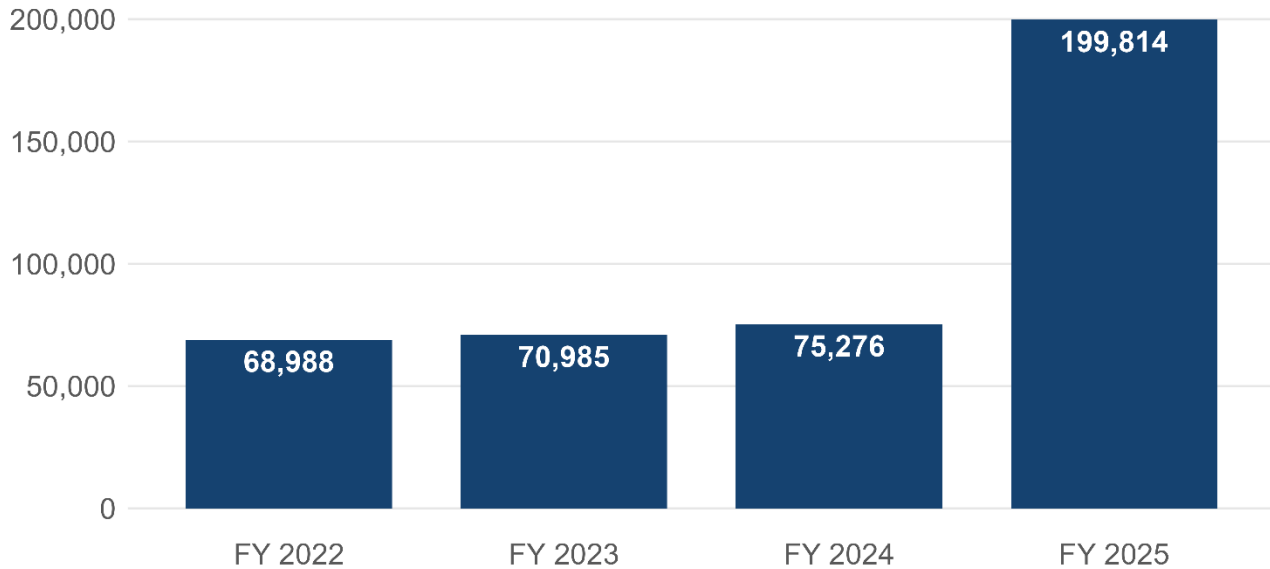
In 2025, the Department of Behavioral Health and Development Disabilities celebrated 25 years of training and certifying more than 4,600 Peer Support Specialists.

Paid Parental Leave

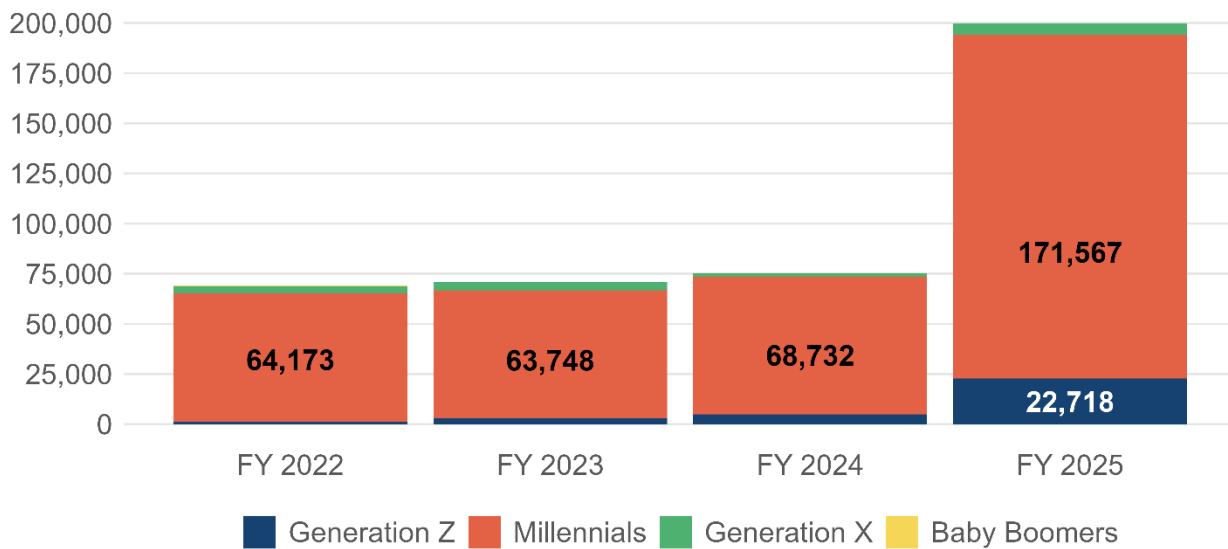
Events included here are for all entities using the TeamWorks HCM system. Parental leave data is not exhaustive, as not all leave use is recorded in the TeamWorks HCM system for covered entities. The entities include departments, agencies, boards, bureaus, commissions, offices, authorities, community service boards, and the Technical College system and its schools.

Passed during the 2024 legislative session, House Bill 1010¹⁶ 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. FY2025 data show a 165% increase in the total number of parental leave hours, with the most significant increase among Millennials increasing 149% from FY2024.

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



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



¹⁶ HB 1010: <https://www.legis.ga.gov/legislation/66255>

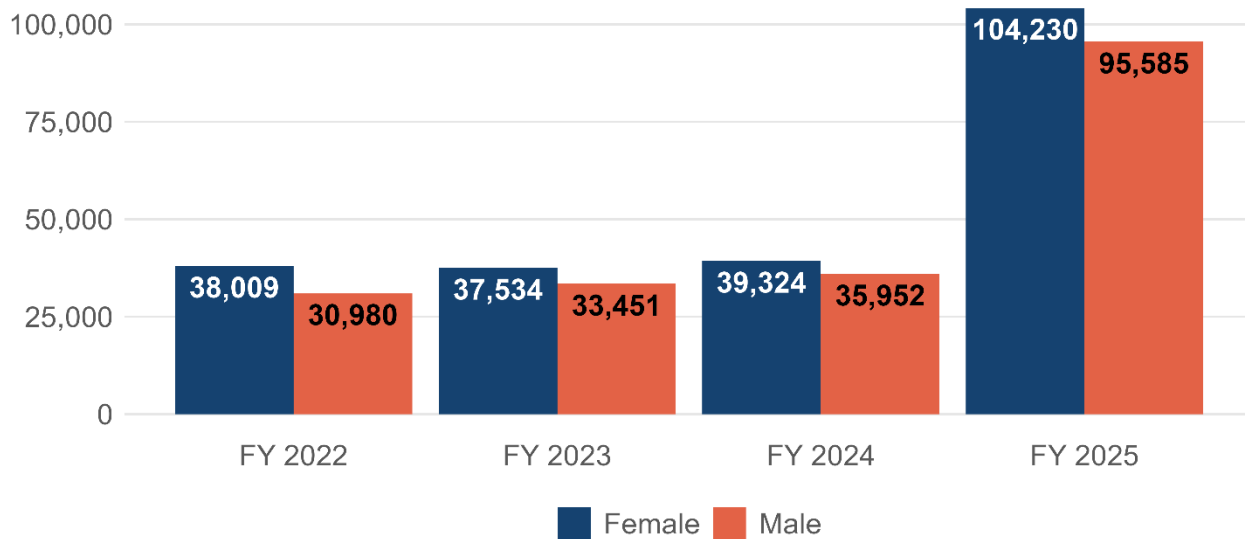
Full-time employees with 10 years of tenure or less took the vast majority of all parental leave hours in FY2025. Employees with 6-10 years of service took the most parental leave hours (63,747) followed closely by those with 3-5 years of service (61,934 hours).

System-wide Total Paid Parental Leave Hours Taken by Tenure (in Years) Full-time Employee Records

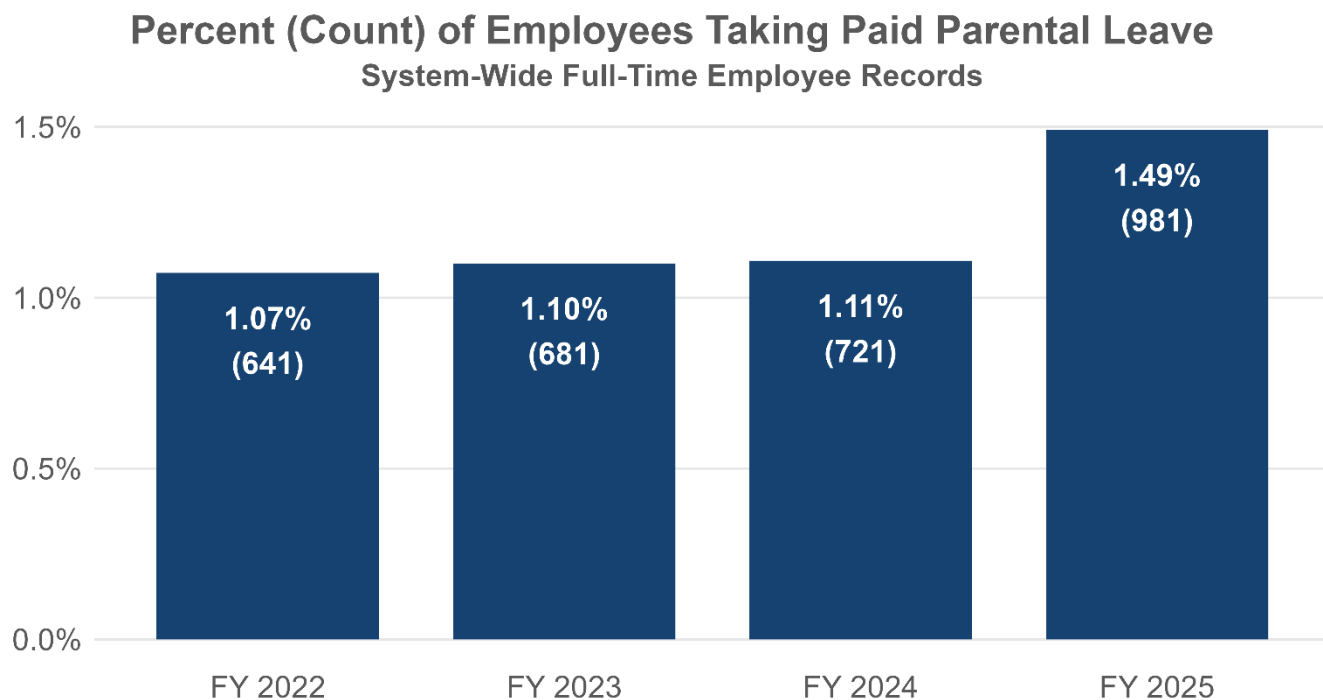
	Less than 3 Years	3-5 Years	6-10 Years	11-20 Years	+21 Years	Total
FY2022	16,091	23,868	21,867	6,858	304	68,988
FY2023	17,995	19,008	26,842	6,425	715	70,985
FY2024	22,369	21,630	23,374	7,782	121	75,276
FY2025	48,629	61,934	63,747	24,188	1,317	199,814

Both male and female employees continue to use parental leave.

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



System-wide, 981 or 1.5% of full-time employees took advantage of parental leave benefits.





The Georgia Department of Correction's more than 4,700 employees supervise and provide opportunities for rehabilitation to more than 56,000 incarcerated individuals.

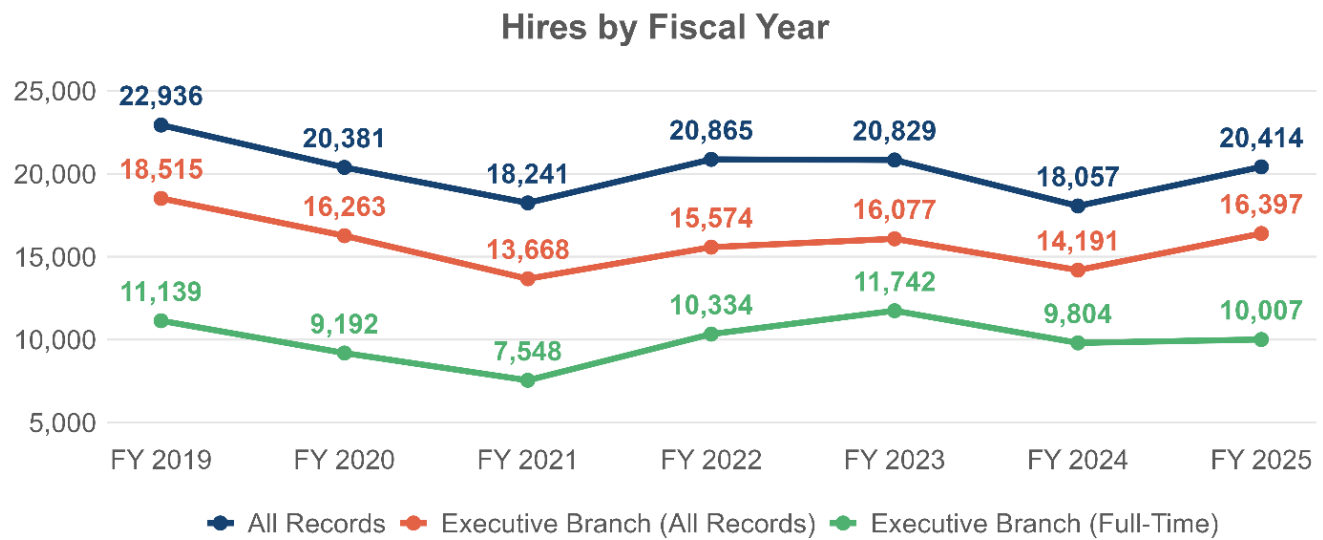
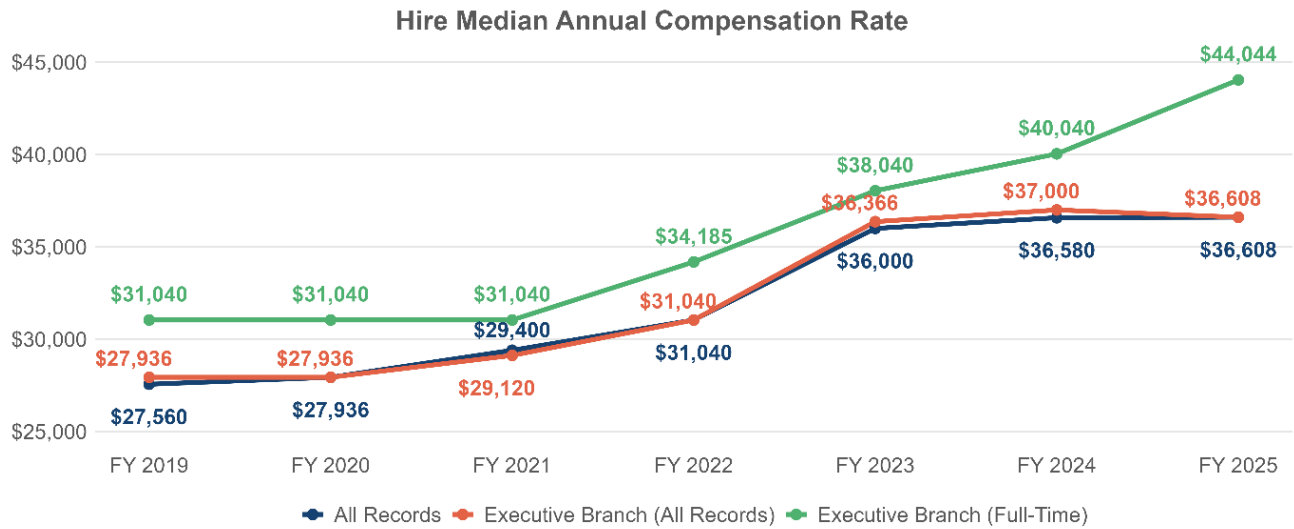
Appendices

Appendix A:
Supplementary Charts

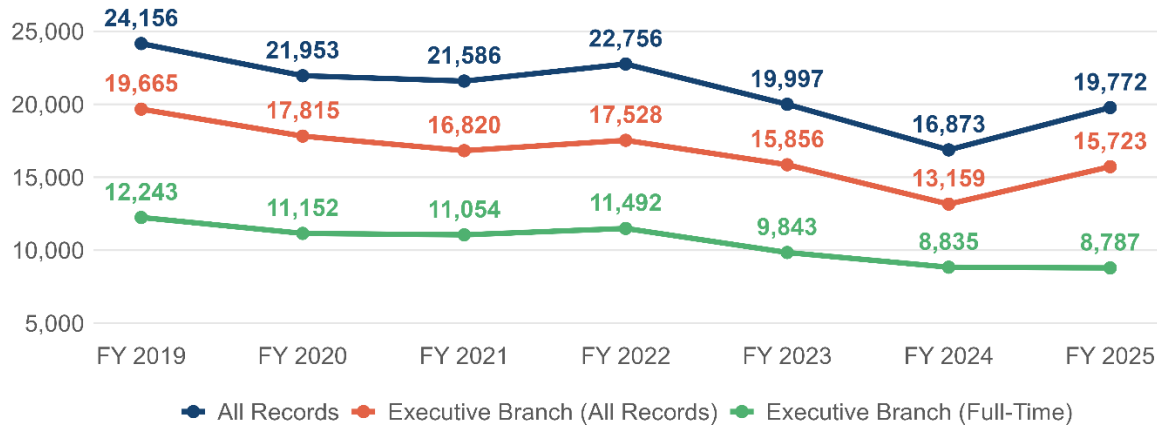
Appendix B:
Definitions and Technical Notes

Appendix C:
State of Georgia Employee Benefits

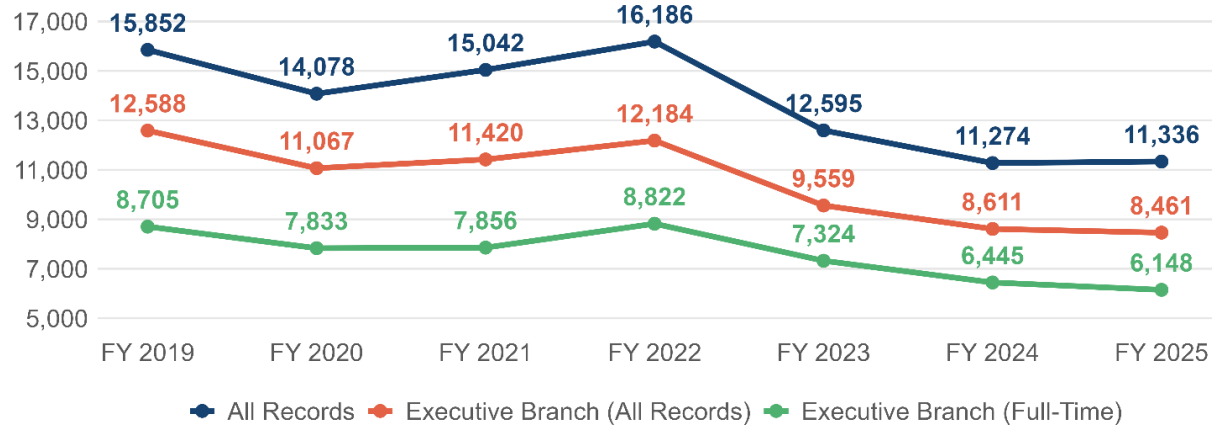
Appendix A: Supplementary Charts



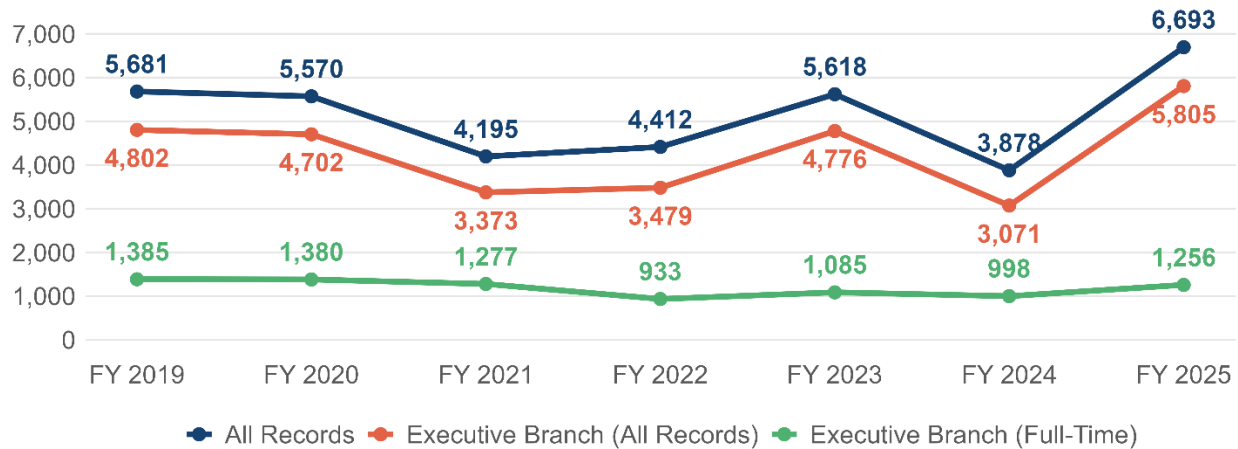
Separations by Fiscal Year



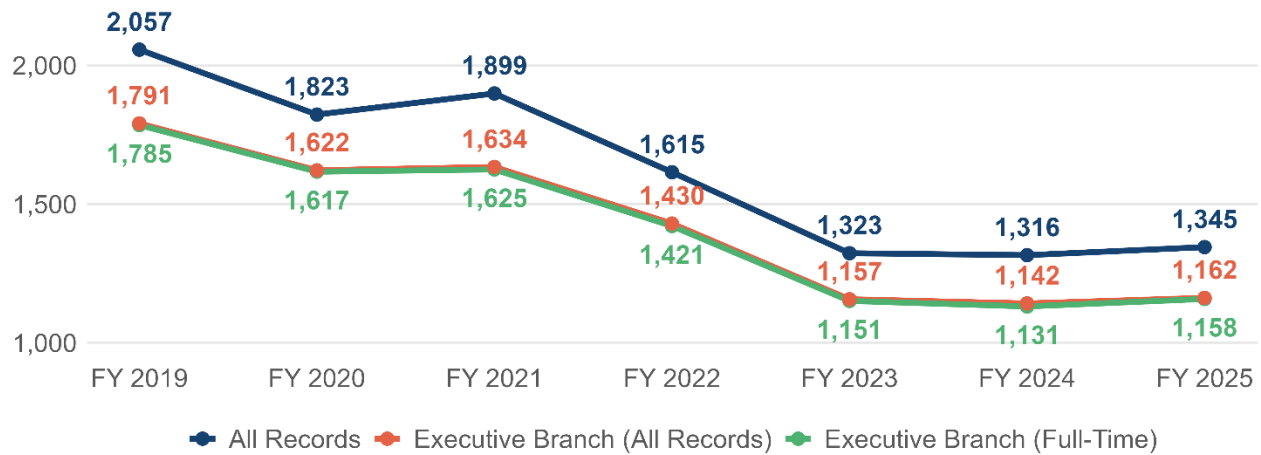
Voluntary Separations by Fiscal Year



Involuntary Separations by Fiscal Year

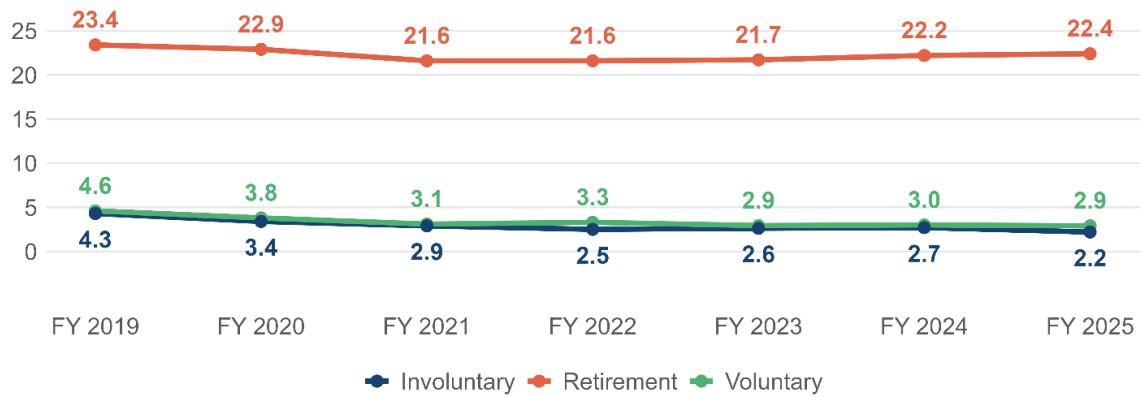


Retirements by Fiscal Year



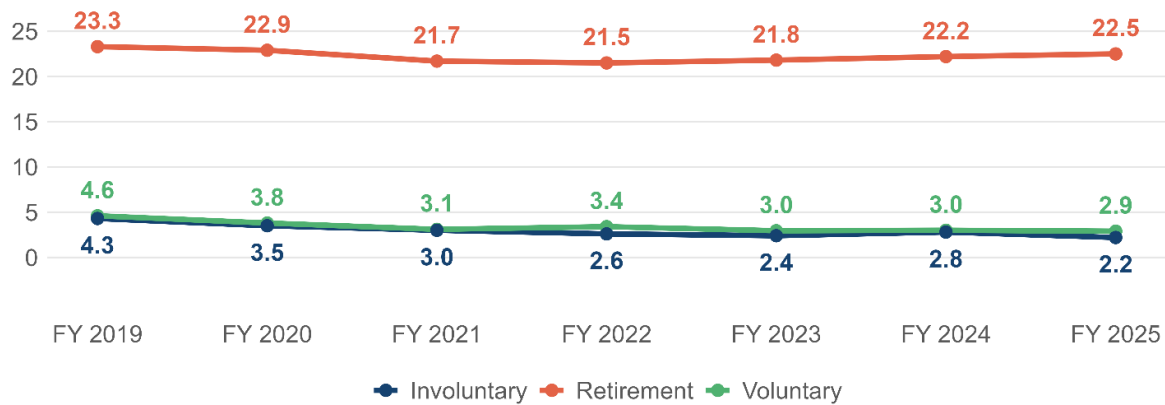
Average Tenure at Separation by Fiscal Year

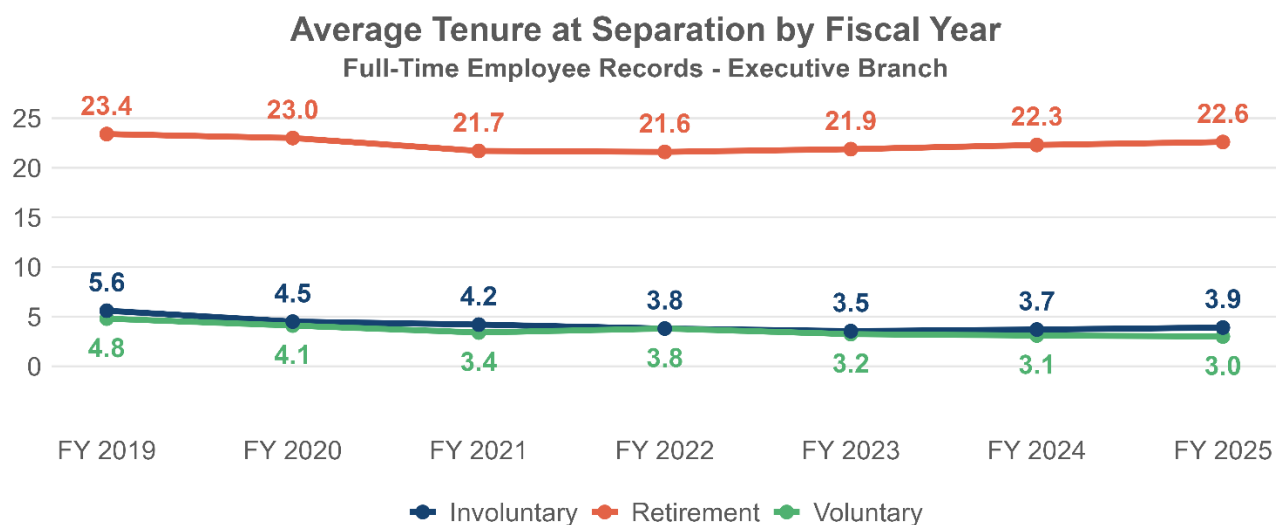
All Employee Records



Average Tenure at Separation by Fiscal Year

All Employee Records - Executive Branch





Appendix B: Definitions and Technical Notes

Definitions

The following definitions are used in the FY2025 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.
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 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 and including employee records which 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 of monthly average employee counts.
Retirement Eligibility (as of FYE2025)	
Current Eligibility	Employees whose retirement eligibility date (early or full) falls on or before July 1, 2025.
Eligibility within 1 year	Employees whose retirement eligibility date (early or full) falls on or before July 1, 2026.
Eligibility within 5 years	Employees whose retirement eligibility date (early or full) falls on or before July 1, 2030.

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 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 Agencies

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	DHS - 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	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, & SA
	386	CSB - Satilla
	388	CSB - Coastal
County Public Health	128	County Public Health
Mental Health Agencies	129	DHR – BOCOP

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 4 major components:

Job Summary

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

Job Responsibilities

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

Entry Qualifications

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

Competencies

The characteristics that are important to job performance: knowledge, skills, abilities, attributes, etc. Position-specific information is maintained at the agency level in the employee's job description and performance plan.

Summary of Job Families

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

Job Family	Short Description
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 FY2025. 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 resources functions and centers while contributing to the mission of teaching, outreach, and research.

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

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

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 healthcare 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

Dental & 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 can accumulate.
- **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 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.

Disability Insurance

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

- Short-Term Disability
- Long-Term Disability

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

- Supplemental group term life insurance options
- 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

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

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 of 9% match with 13 years of service, if the employee contributes at least 5%.

To view a video about the State of Georgia employee benefits, follow this QR code:

