

Department of Administrative Services

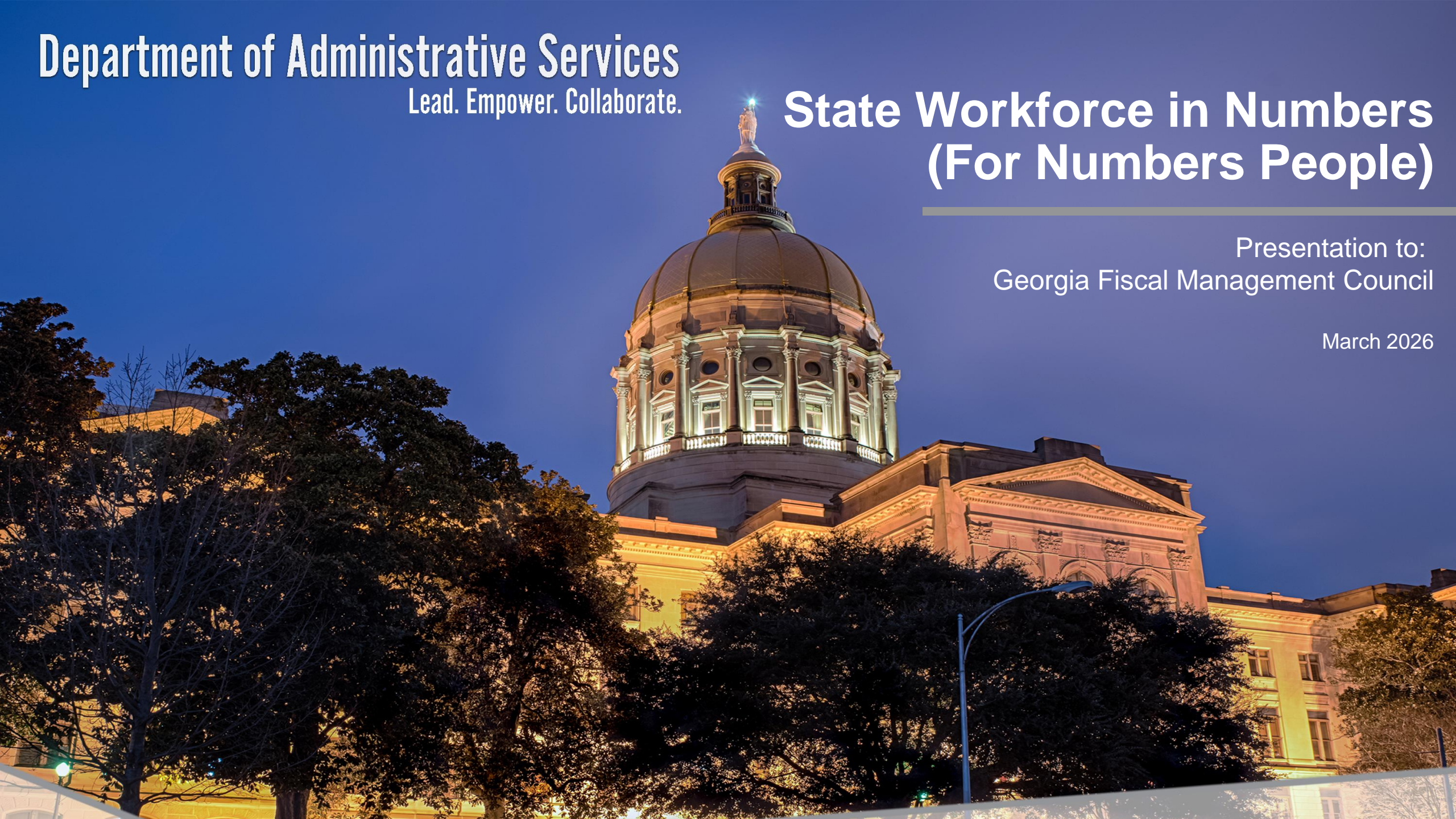
Lead. Empower. Collaborate.

# State Workforce in Numbers (For Numbers People)

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Presentation to:  
Georgia Fiscal Management Council

March 2026



# Presenter



## Patrick McKeon

Senior Manager  
Planning and Performance  
Georgia Department of Administrative Services

Joined DOAS in 2012

- Frequent contributor to the annual State Workforce Report since that time as the State Personnel Administration transitioned into DOAS as the new Human Resources Administration division

Serve in centralized support role for all DOAS programs with areas of focus including:

- Strategic Planning
- Program Performance and Data Analysis
- Standard Work and Process Improvement
- Cross-Functional Project Management

Previously worked with:

- Georgia Governor's Office of Planning and Budget
- Georgia General Assembly
- Georgia Tech Research Institute
- Delaware Office of Management and Budget

# Outline

## Workforce Snapshot

- Employee Population
- Population Dynamics
- Generations
- Recruiting Trends

## Financial Management Job Family Snapshot

- Job Roles
- Population Dynamics
- Tenure





# Please Keep in Mind

State Workforce information presented primarily comes from the TeamWorks HCM system.

Those records are maintained by users in each entity.

Not all state entities use the TeamWorks HCM system.

Additional information on recruitment is through the Team Georgia Careers system.

Those records are generated by users in each entity as well as individual job candidates.

Not all state entities use the Team Georgia Careers system.



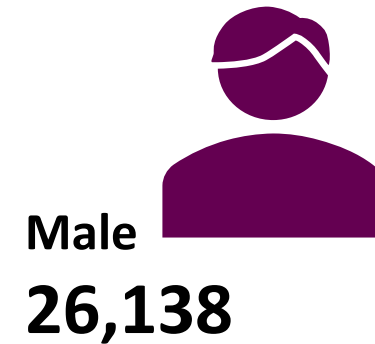
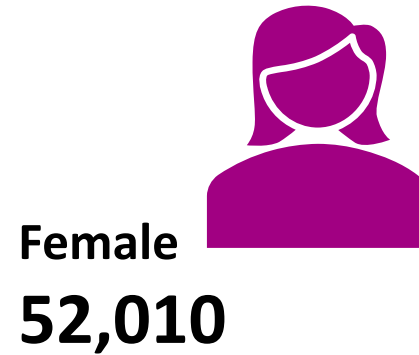
# Also Good to Know

<b>Timing</b>	FY is for an activity across the whole fiscal year; FYE is for the point-in-time at the fiscal year end (June 30).
<b>“Core” Records</b>	Active, Full-Time, Non-Temporary, and Primary employee records; our common reference point to identify the ongoing and required work of state entities. These criteria show employees needed beyond the immediate term and those who would benefit from training and retention programs.
<b>Turnover Rate</b>	Using only the “core” records, counts the number of separation events (terminations) and divides that by the monthly average employee population to express as a percentage. Lower is generally better, but not all turnover is inherently bad.
<b>Voluntary Turnover Rate</b>	Similar to Turnover Rate but only using the separation events with a reason code mapped to voluntarily departing state service (like resignation, starting a business, moving out-of-state).
<b>Generations</b>	Cohorts are assigned by birth year, and are not always in alignment among sociologists, psychologists, and historians on what years to assign to which cohort. The years we are using are listed for reference. Cohorts may offer some clues to behaviors but are not intended to represent specific qualities.

# State's Workforce Snapshot FYE 2025



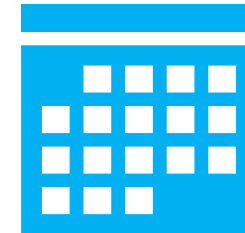
**78,335**



**65,780**

Median  
Age

**47 (+1)**

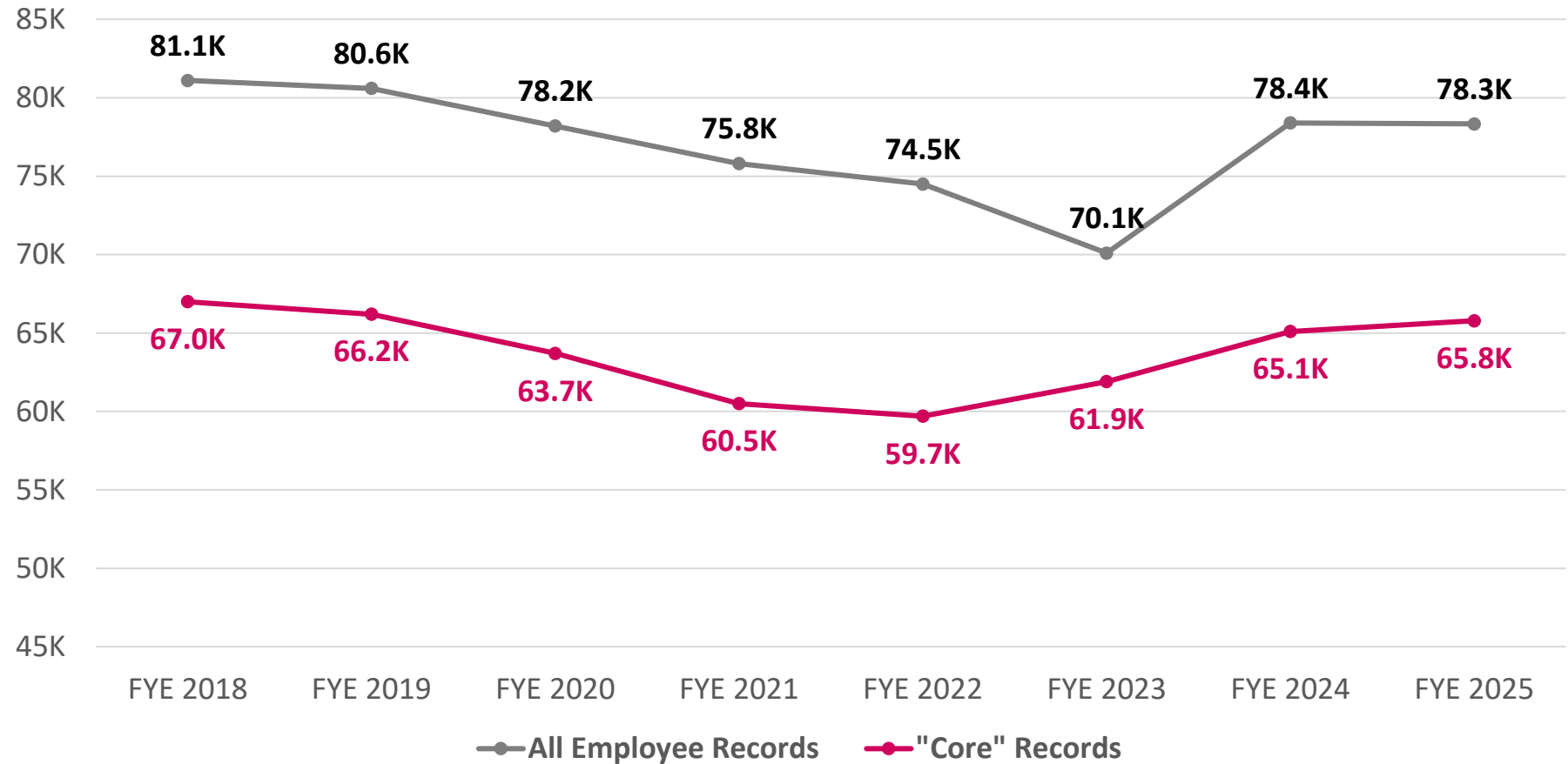


Median  
Tenure

**4 (-1)**

# State Employee Count Rebounded

System-Wide Employee Records at Fiscal Year End



## Stability

Little change from FY 2024 to FY 2025.

Approaching pre-pandemic levels.

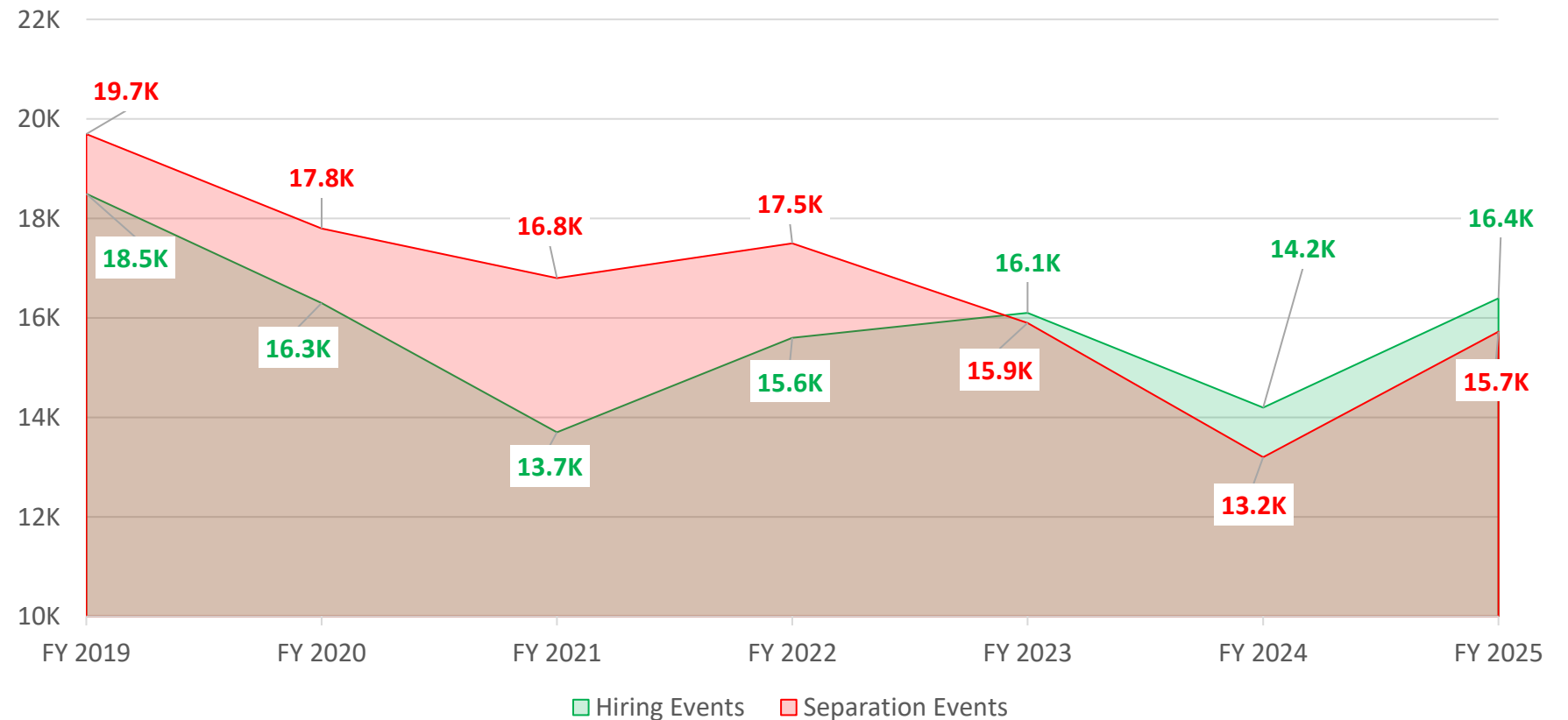
# Hires Continue to Outpace Separations

Executive Branch Hiring vs. Separation Events  
All Employee Records

3

Consecutive Fiscal Years with more hiring events than separation events.

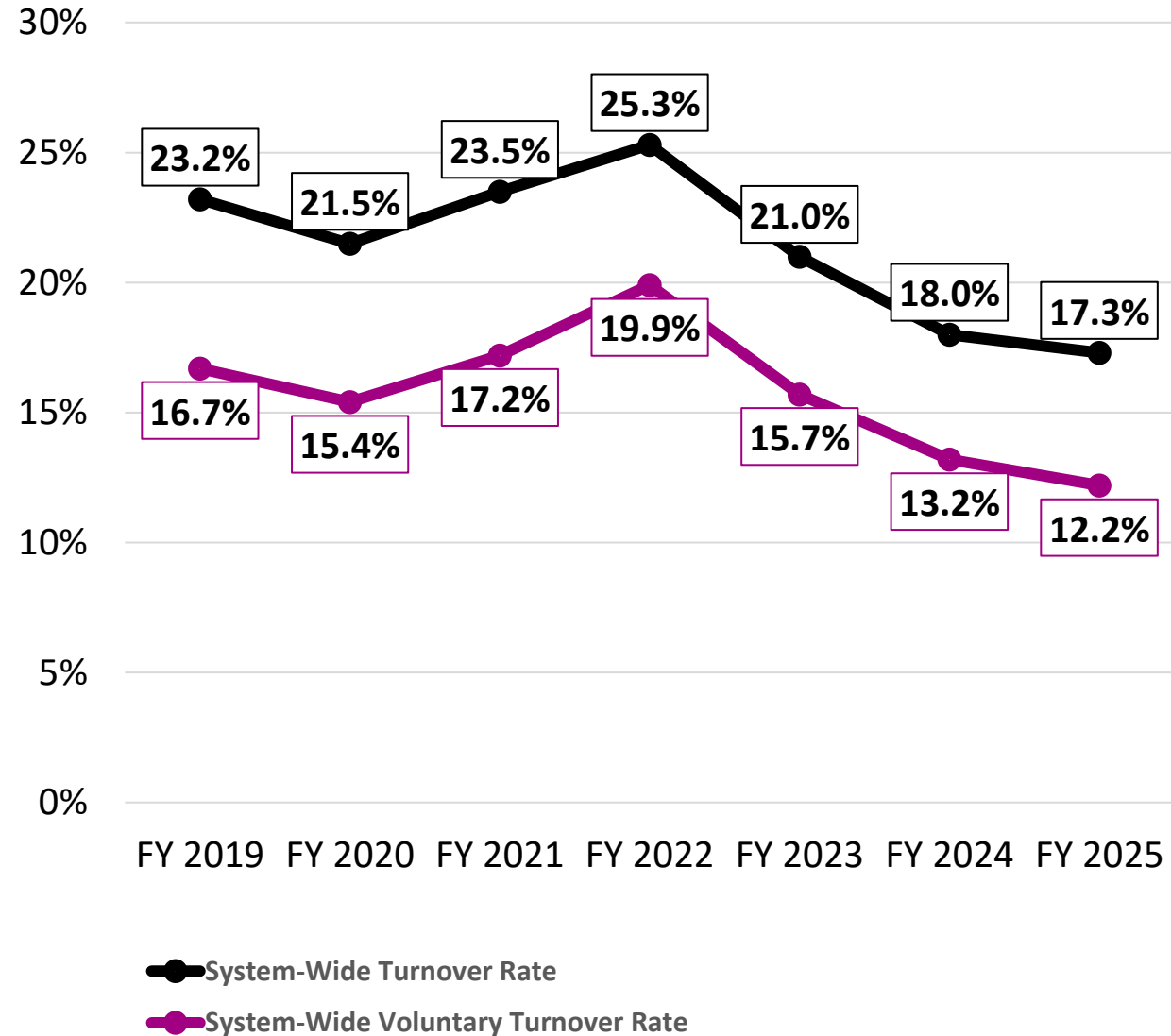
This is from both improved attraction and improved retention.



# Turnover Continues to Decline

17.3%

Overall Turnover Rate down to 17.3% in FY 2025 from a high of 25.3% in FY 2022.



# Turnover Continues to Decline

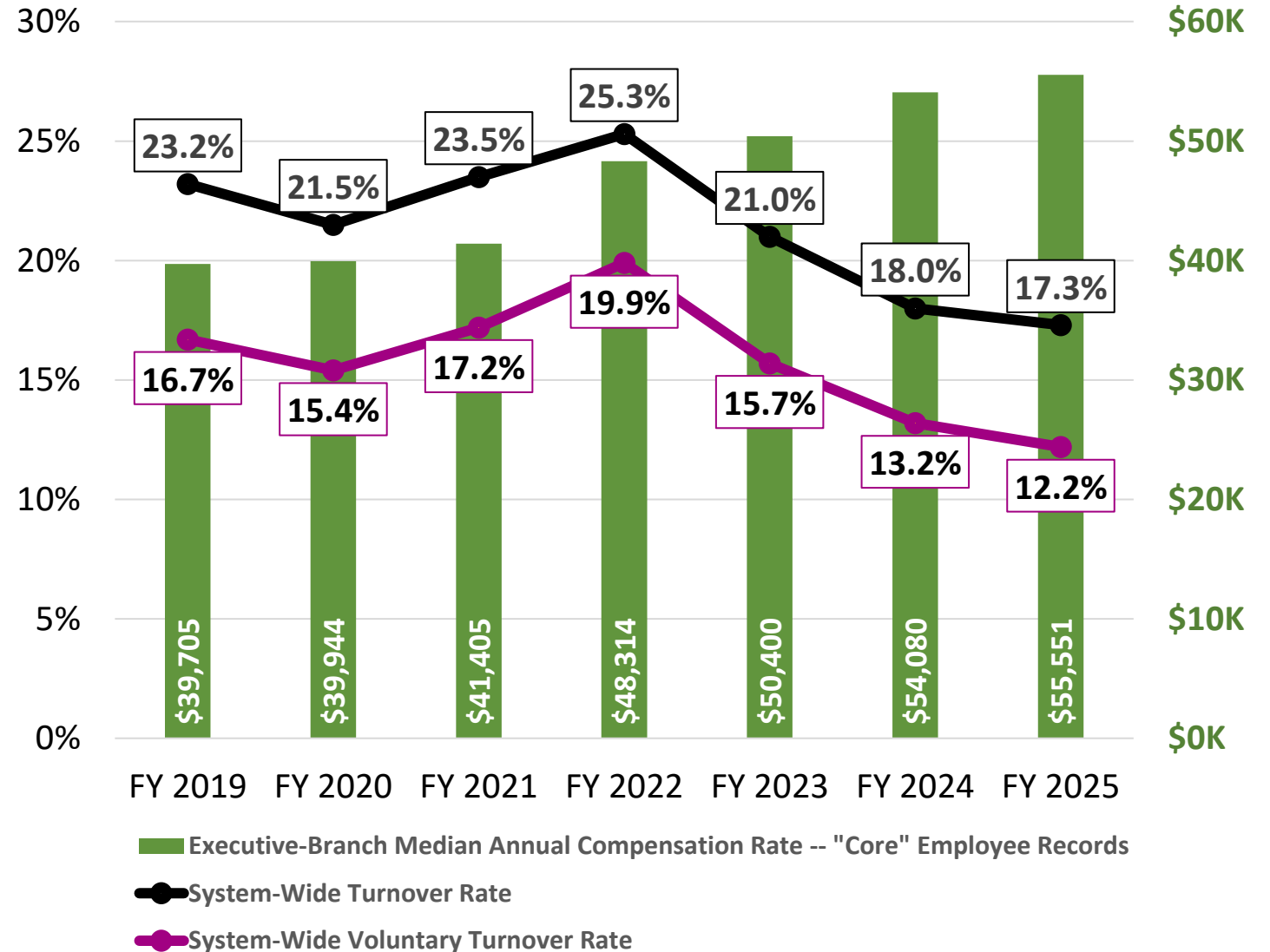
Compensation may have some helpful influence. We do know that money is not the only reason that employees leave.

17.3%

Overall Turnover Rate down to 17.3% in FY 2025 from a high of 25.3% in FY 2022.

\$15,607

Increase to median compensation for full-time executive branch employees since FYE 2020 (+39%).



# Voluntary Turnover Rate Trending Down Across Generations

Veterans (1925-1945)  
 Baby Boomers (1946-1964)  
 Generation X (1965-1980)  
 Millennials (1981-1996)  
 Generation Z (1997+)

- Voluntary Turnover Rate is trending down for most generations of workers.

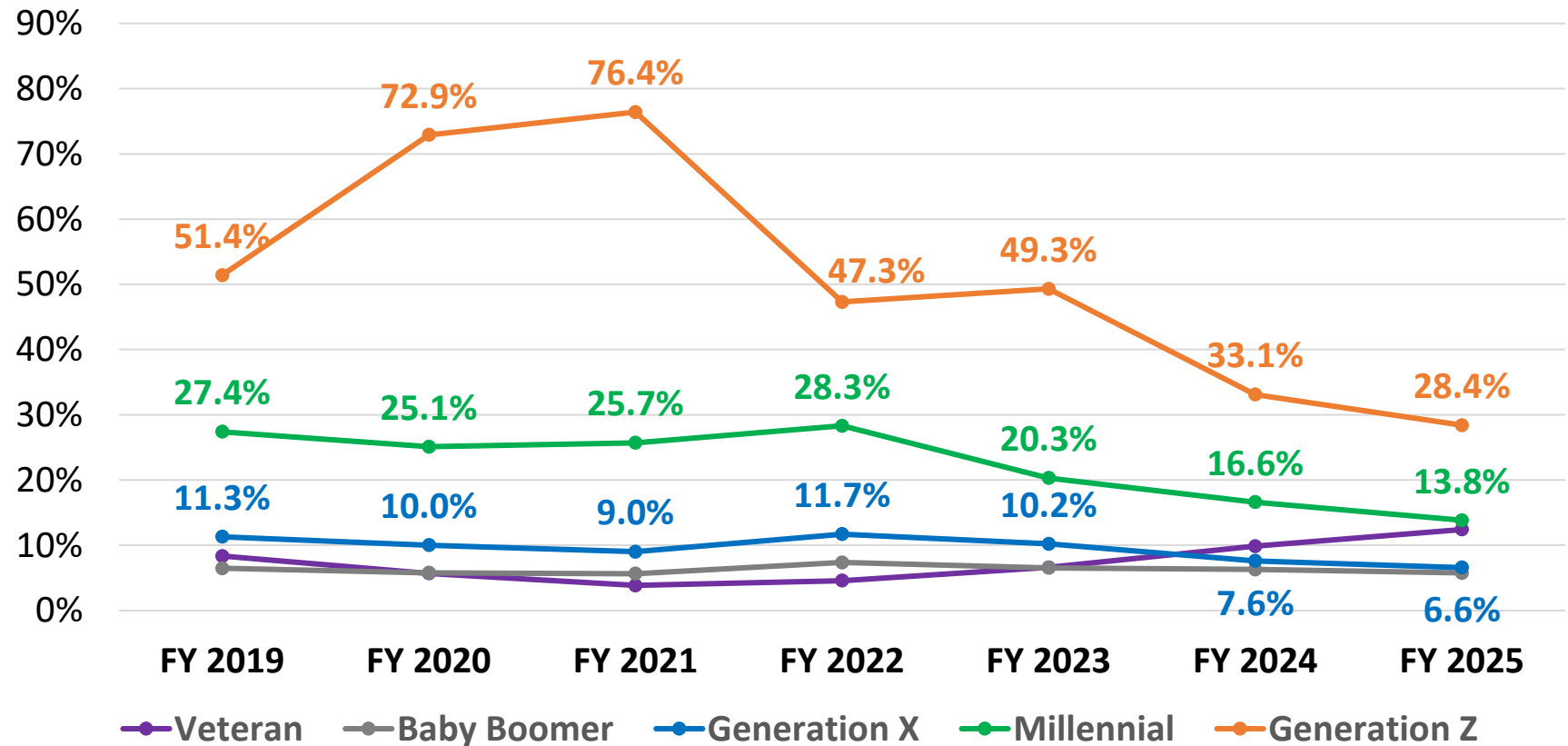
- Gen Z Voluntary Turnover Rate: Down from 76.4% (FY 2021) to 28.4% (FY 2025)

\*nearly 50 percentage points!\*

- Millennial Voluntary Turnover Rate: Down from 28.3% (FY 2022) to 13.8% (FY 2025)

\*more than half!\*

Executive Branch Voluntary Turnover Rates by Generation  
 “Core” Employee Records



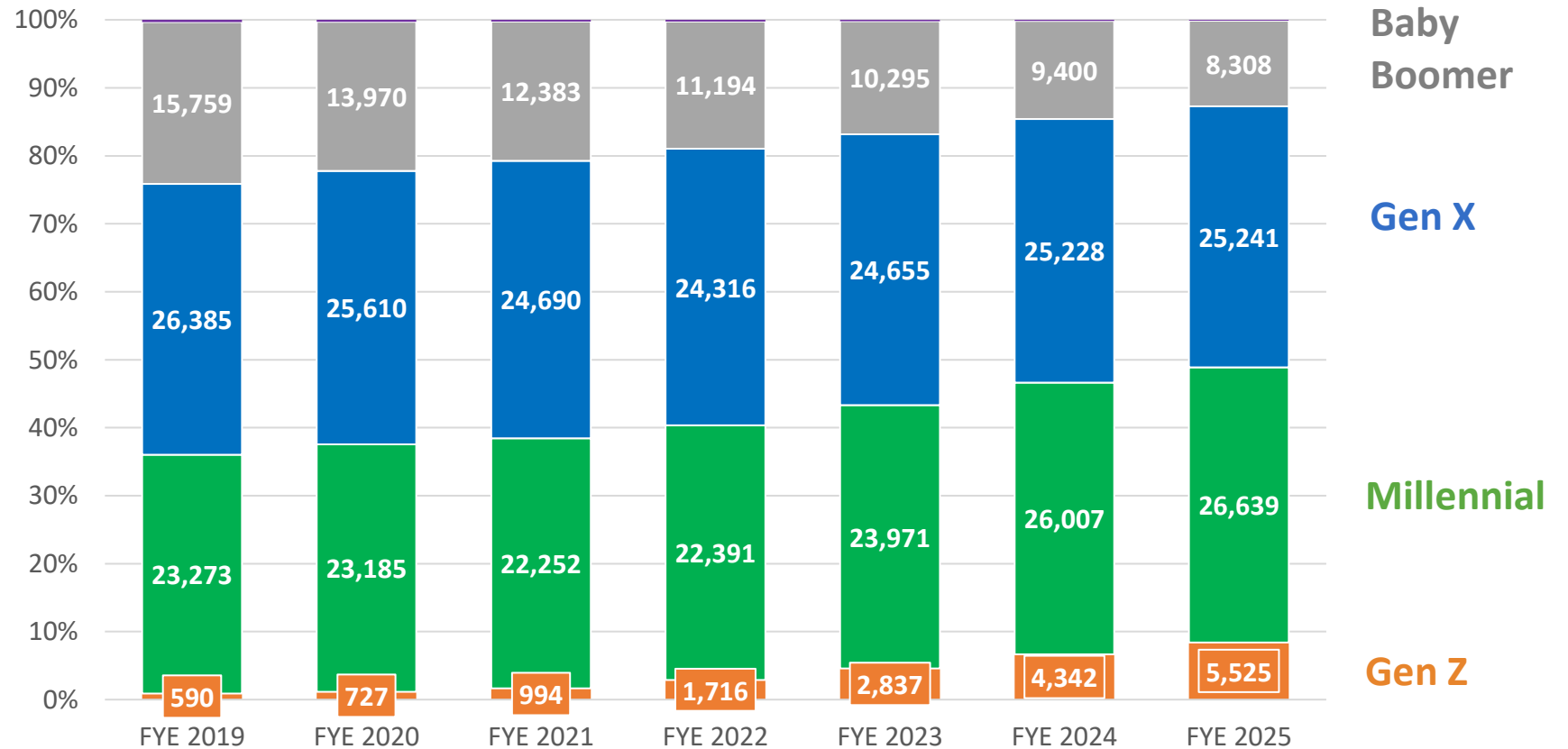
# Shifting Generational Composition

- Veterans (1925-1945)
- Baby Boomers (1946-1964)
- Generation X (1965-1980)
- Millennials (1981-1996)
- Generation Z (1997+)

System-Wide Generational Makeup  
"Core" Employee Records

**2**  
Fiscal Years with Millennials  
being largest portion of the  
"Core" workforce.

**49%**  
Portion of the "Core"  
workforce that are  
Millennial and Gen Z.

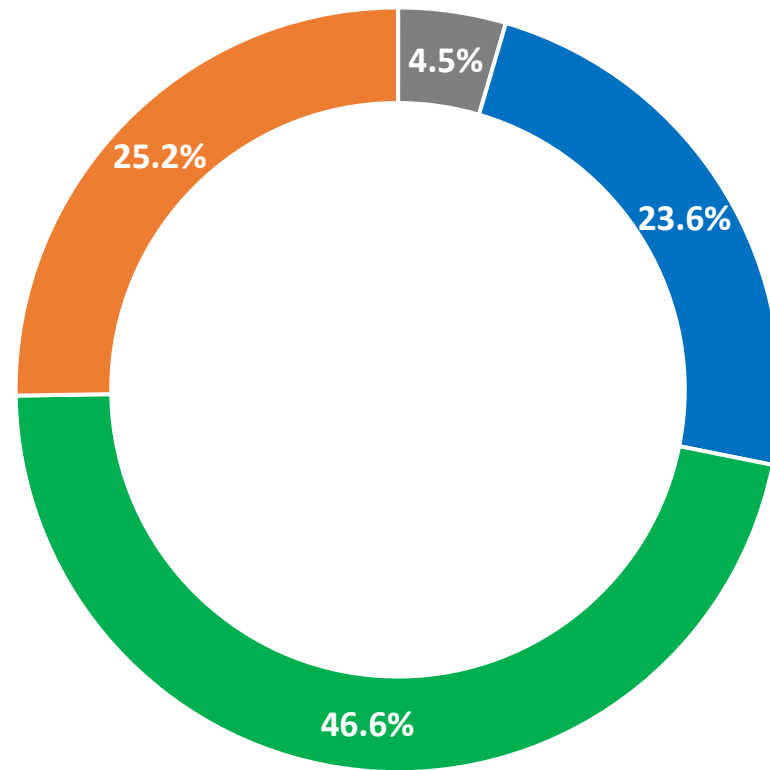


# Hiring Largely Younger Cohorts

- Veterans (1925-1945)
- Baby Boomers (1946-1964)
- Generation X (1965-1980)
- Millennials (1981-1996)
- Generation Z (1997+)

FY 2025 Executive Branch Hiring Events by Generation  
“Core” Employee Records

**72%**  
Portion of hires that are  
Millennial and Gen Z.



- Veteran
- Baby Boomer
- Generation X
- Millennial
- Generation Z

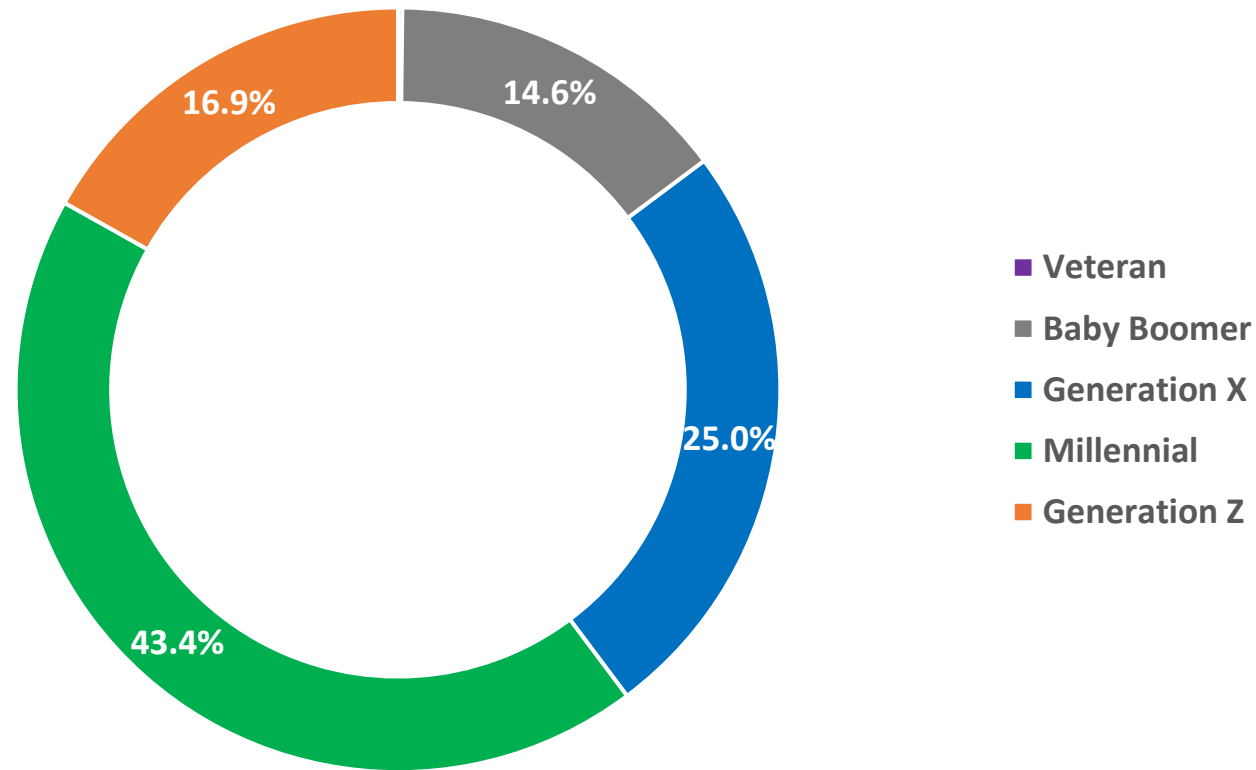
# Separations Mostly Younger Cohorts

- Veterans (1925-1945)
- Baby Boomers (1946-1964)
- Generation X (1965-1980)
- Millennials (1981-1996)
- Generation Z (1997+)

FY 2025 Executive Branch Separation Events by Generation  
"Core" Employee Records

**+8%**  
Gap in portion of Separations to Hires that are Gen Z.

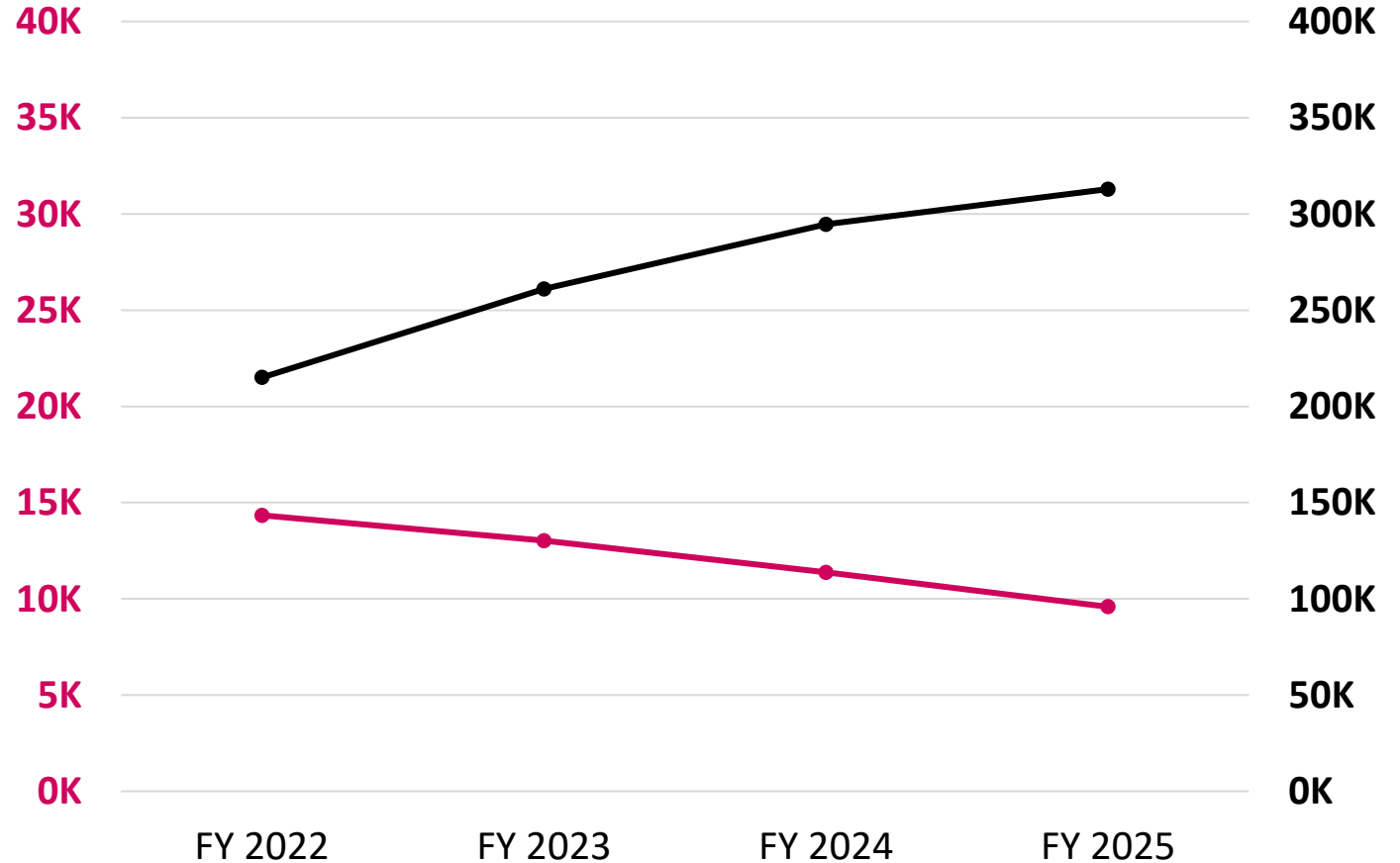
**-10%**  
Gap in portion of Separations to Hires that are Baby Boomer.



# Recruitment Activity Has Improved

- **312,832** candidate submissions received in FY 2025 (46% increase over FY 2022)
- **33%** drop in number of jobs posted from FY 2022 to FY 2025
- Applicants-per-job rate increased from **~15:1** in FY 2023 to **~33:1** in FY 2025

Team Georgia Careers Activity FY 2022 – FY 2025



	FY 2022	FY 2023	FY 2024	FY 2025
■ Applications Submitted	214,995	261,059	294,636	312,832
■ Jobs Posted	14,336	13,021	11,374	9,593

# Financial Management Job Family FYE 2025 Snapshot



**3,001**

Female  
**2,440**



Male  
**556**



**2,926**

Median  
Age

**50 (+)**



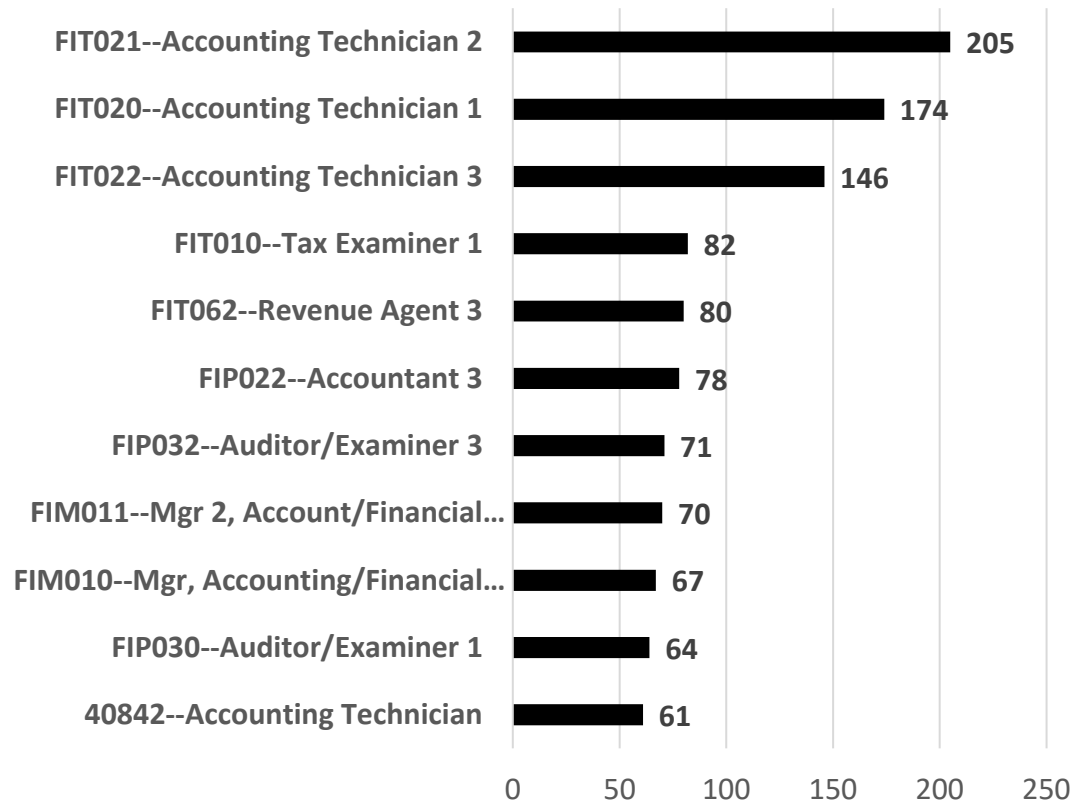
Median  
Tenure

**7 (+)**

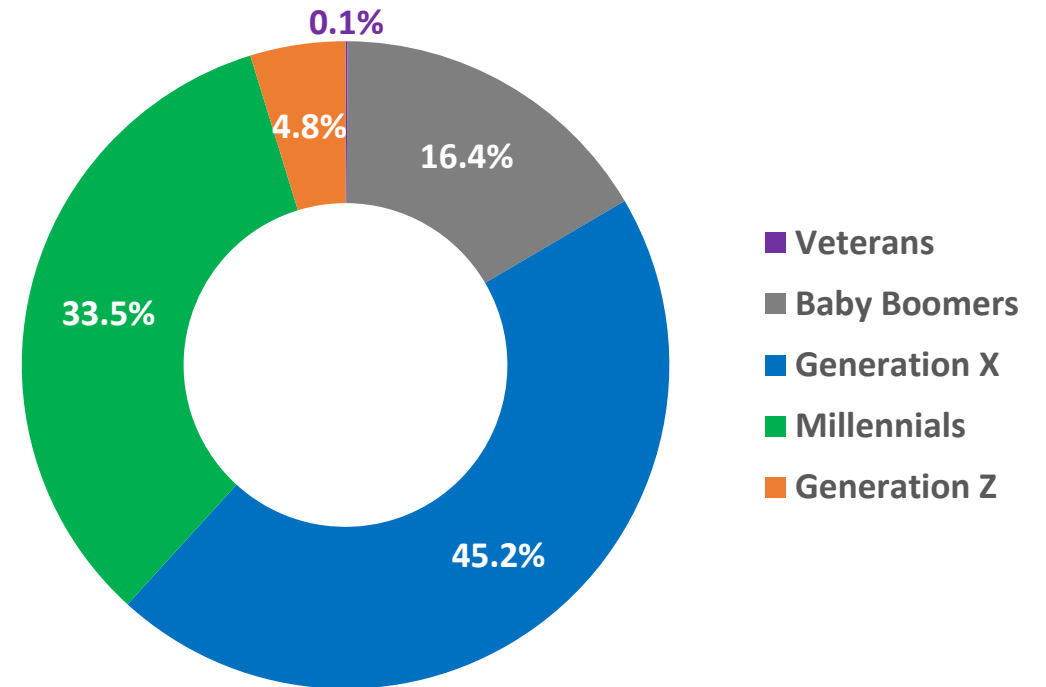
# Financial Management Job Family Population Composition

- Veterans (1925-1945)
- Baby Boomers (1946-1964)
- Generation X (1965-1980)
- Millennials (1981-1996)
- Generation Z (1997+)

FY 2025 Most Populated Job Codes  
All Employee Records



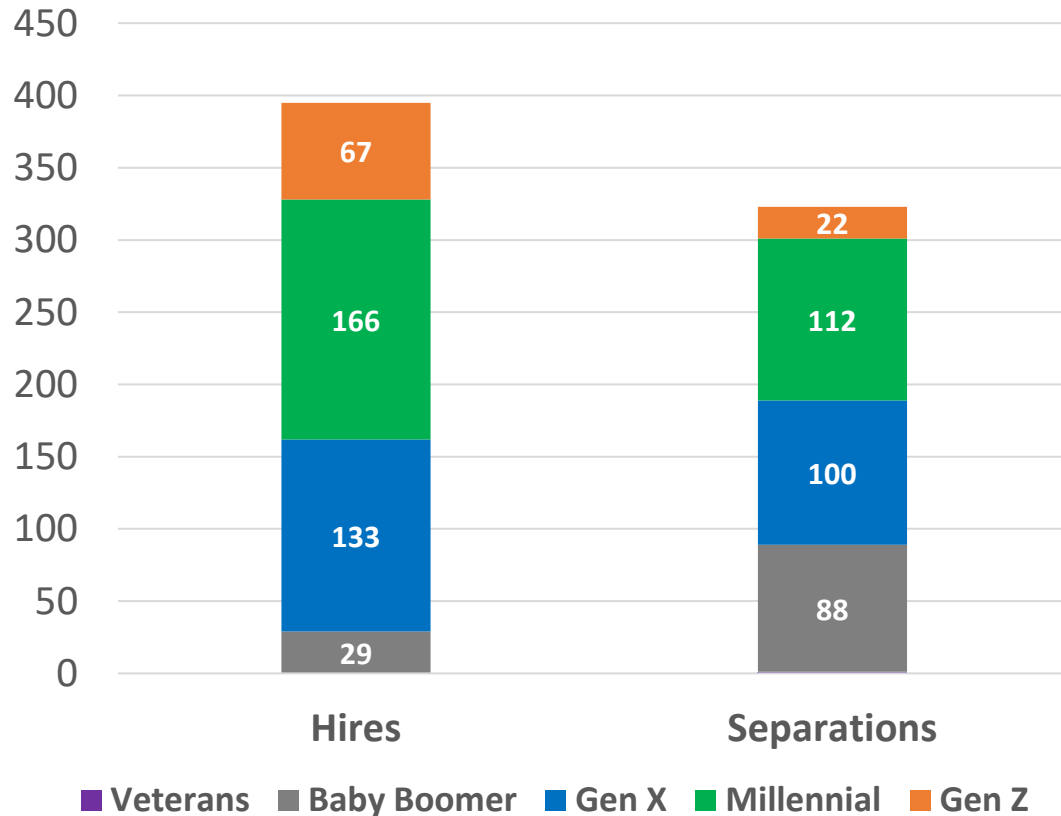
FYE 2025 Employees by Generation  
"Core" Employee Records



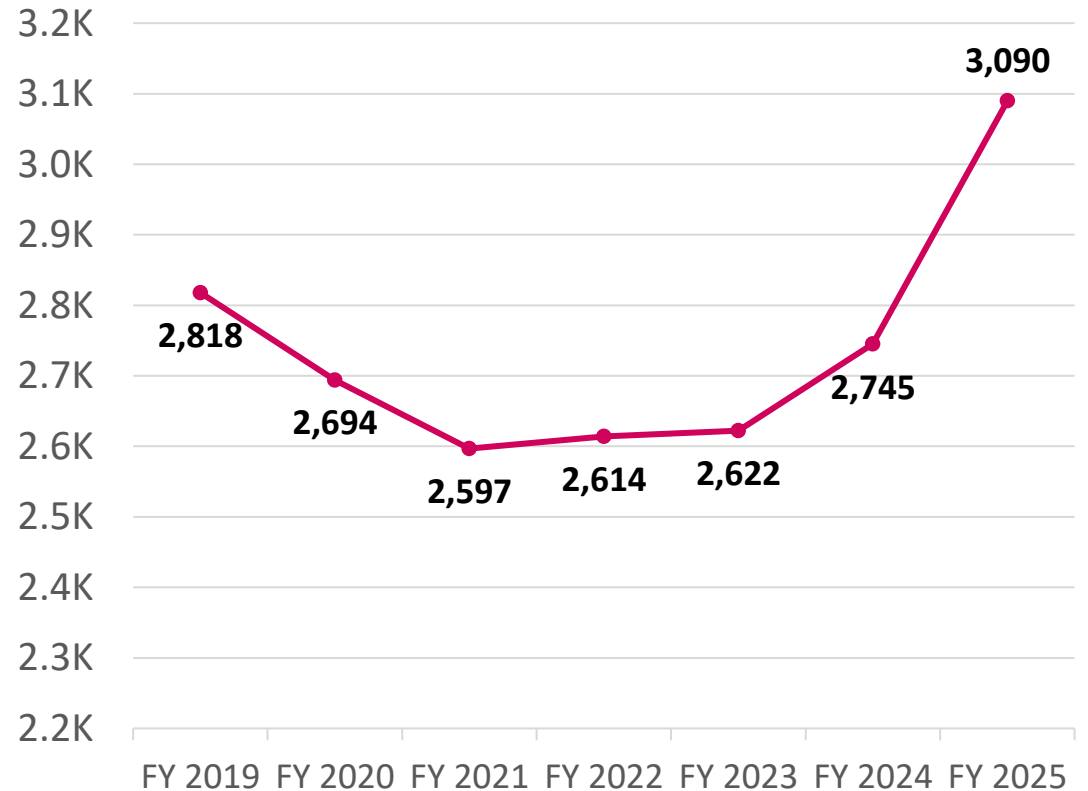
# Financial Management Job Family Population is Growing

- Veterans (1925-1945)
- Baby Boomers (1946-1964)
- Generation X (1965-1980)
- Millennials (1981-1996)
- Generation Z (1997+)

FY 2025 Hires and Separations by Generation  
"Core" Employee Records

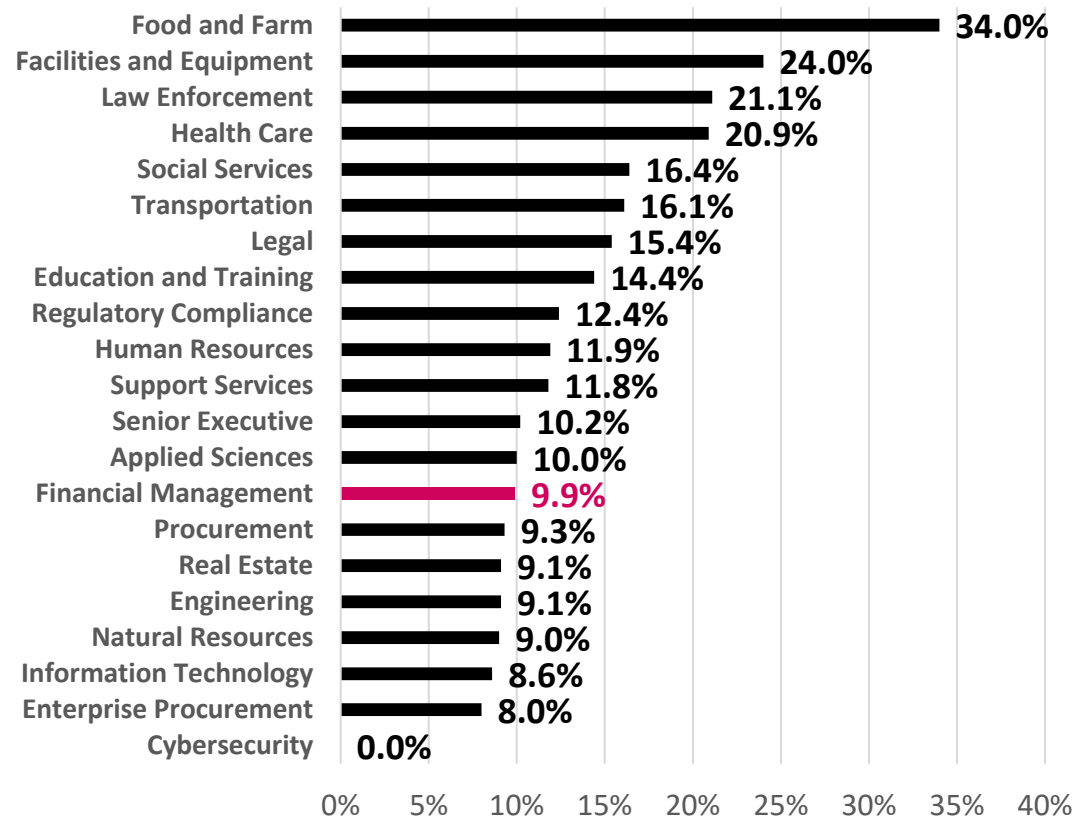


Average Employee Population by Fiscal Year End  
"Core" Employee Records

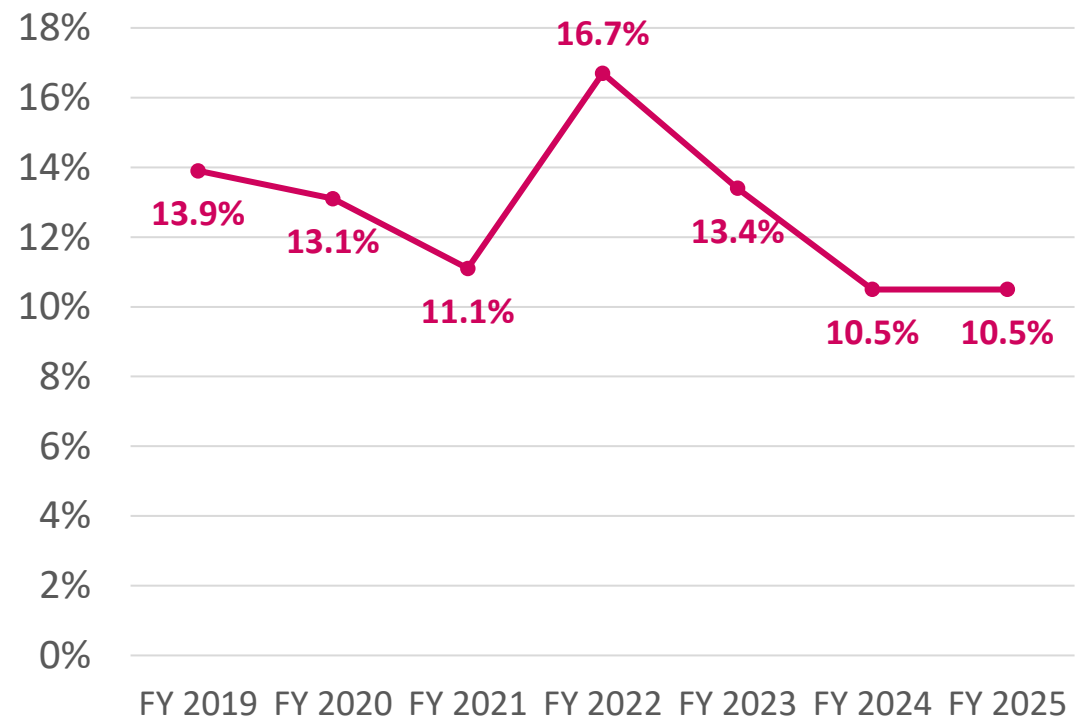


# Financial Management Job Family Turnover Better than Most and Improving

FY 2025 Turnover Rate by Job Family  
Executive Branch “Core” Employee Records



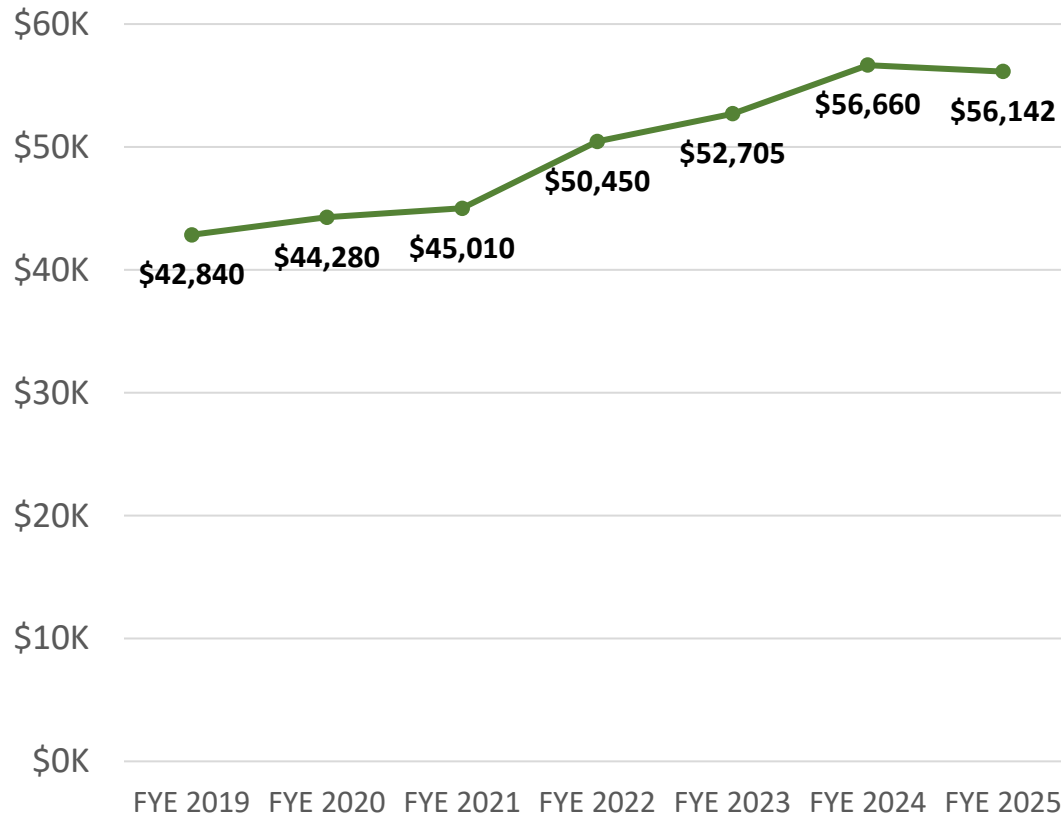
Turnover Rate by Fiscal Year  
Financial Management Job Family  
“Core” Employee Records



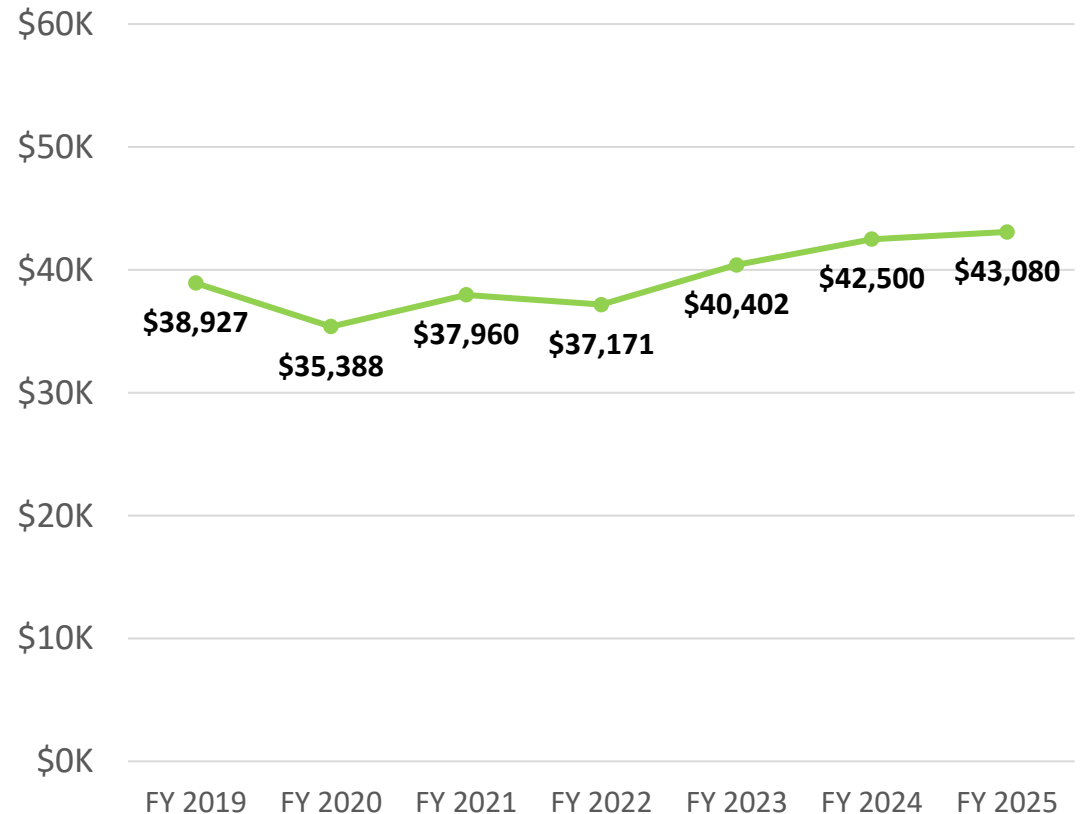
# Financial Management Job Family

## Median Pay Rising

Median Annual Compensation Rate  
"Core" Employee Records

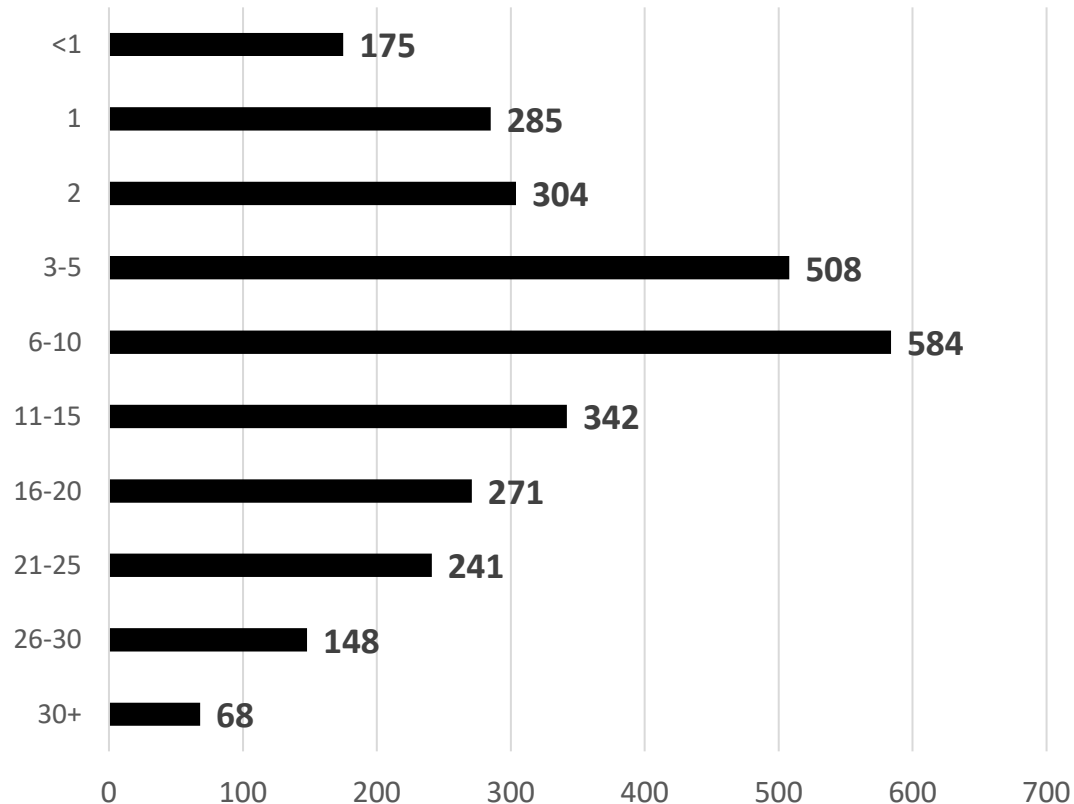


Hire Median Annual Compensation Rate  
Executive Branch "Core" Employee Records

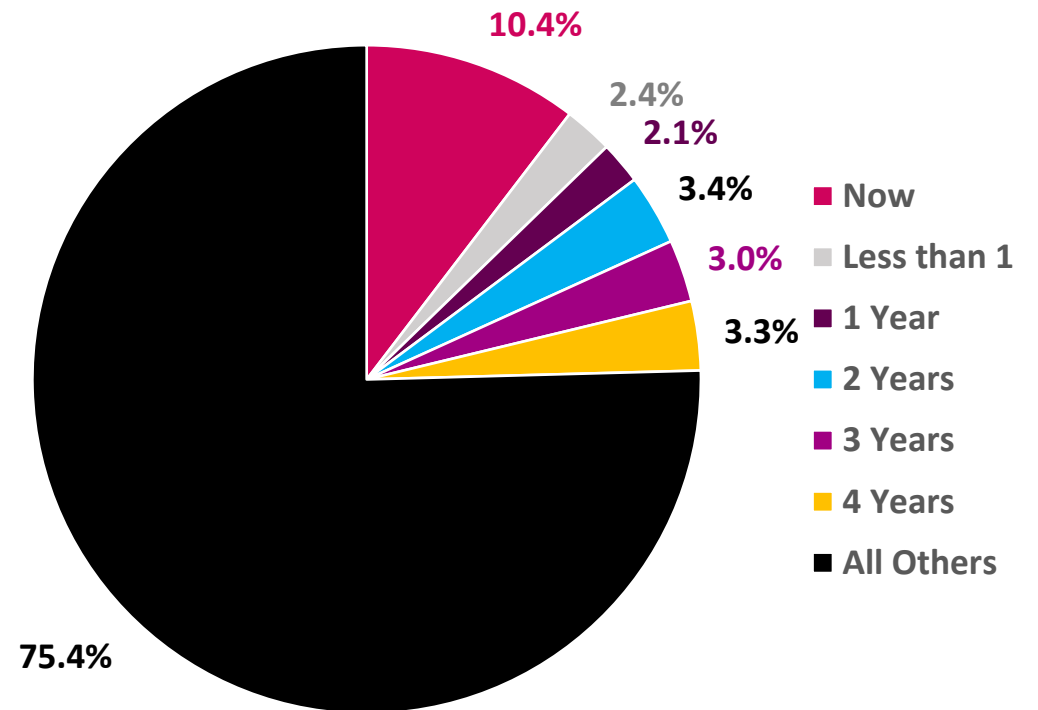


# Financial Management Job Family Higher Tenure and Retirement Eligibility

FYE 2025 Employees by Tenure (in Years)  
"Core" Employee Records



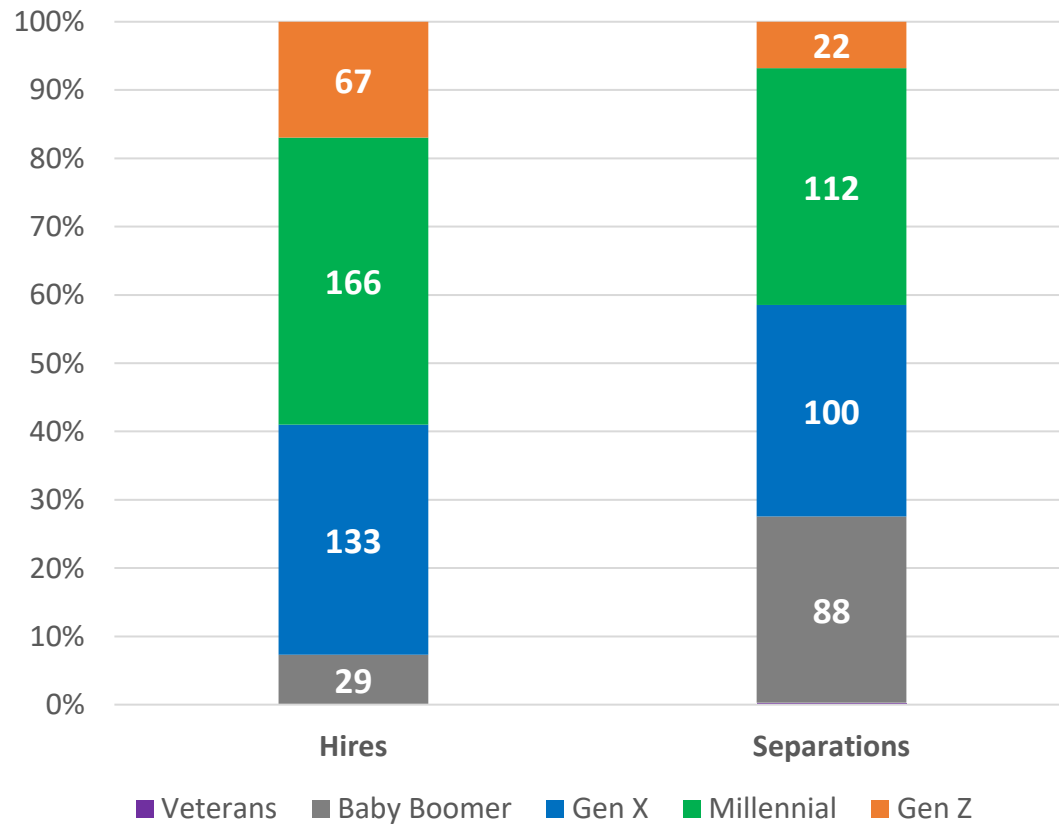
FYE 2025 ERS Full Retirement Eligibility (in Years)  
"Core" Employee Records



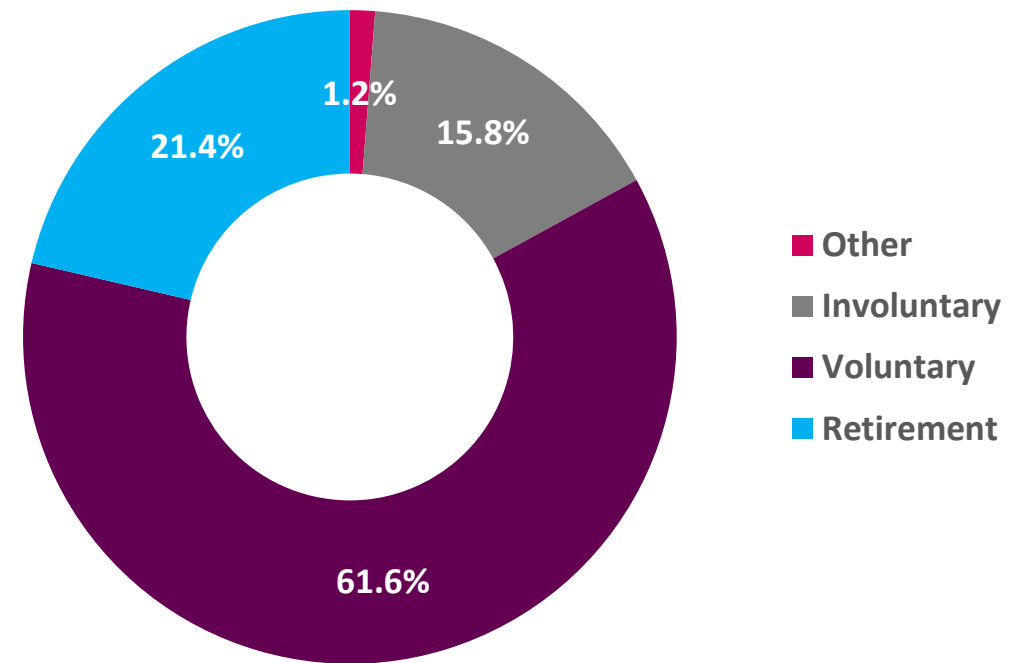
# Financial Management Job Family Higher Retirement Actions

- Veterans (1925-1945)
- Baby Boomers (1946-1964)
- Generation X (1965-1980)
- Millennials (1981-1996)
- Generation Z (1997+)

FY 2025 Hires and Separations by Generation  
"Core" Employee Records



FY 2025 Separations by Term Type  
"Core" Employee Records



# DOAS/HRA Recent Initiatives

Thank you to participants in the Workforce Strategies Initiative workgroups for Accounting (and others) which aimed to improve recruiting and retention through efforts such as:

- Enterprise Branding pilot
- Recruiting video production
- Leveraging of internships and tracking its use through new Job Code
- Collaborating on consolidated summary of various state employee benefits

Also, thank you to participants reviewing minimum job entry qualifications since enactment of Senate Bill 3 (2023 session)

- Confirming education requirements where needed
- Inclusion of experience-based substitutions as practical
- Opportunities to align use of standardized job codes

General Questions and follow-up support for your teams and state entity:

[hra@doas.ga.gov](mailto:hra@doas.ga.gov)

404-656-2705



Workforce Reports:

<https://doas.ga.gov/human-resources-administration/workforce-reports>

