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December 7, 2020

Senator Bodi White, Chairman
Joint Legislative Committee on the Budget
P.O. Box 44294
Baton Rouge, LA 70804

Dear Chairman White,

In accordance with Act 879 of the 2010 Regular Session of the Louisiana Legislature, as well as Initial Recommendations 190 and 192 of the Commission on Streamlining Government, the Department of State Civil Service has enclosed the *Report on Turnover Rates for Non-Temporary Classified Employees for Fiscal Year 2019-2020*.

This year, there were 36,279 non-temporary classified employees with 5,631 separations resulting in a total turnover rate of 15.52%. This is a decrease from the 16.89% reported last fiscal year. There were 4,221 voluntary separations resulting in a voluntary turnover rate of 11.63%. This is a decrease from the 12.59% reported last fiscal year. The job with the highest voluntary turnover this year is the Juvenile Justice Specialist 1 with a voluntary turnover rate of 138.39%.

The estimated cost of voluntary turnover for all jobs based on a three-month average training time is \$26,939,681.51. The major department with the highest estimated cost of voluntary turnover based on a three-month training time is the Louisiana Department of Health with an estimated cost of \$5,137,112.24.

We hope that the information provided in this report will be helpful to you and your committee members. Please let me know if I can be of further assistance to you.

Sincerely,

Byron P. Decoteau, Jr.
Director

Cc: Jay Dardenne, Commissioner of Administration
Daryl G. Purpera, Legislative Auditor
Jerry J. Guillot, Senate Chief of Staff

State of Louisiana Report on Turnover Rates for Non-Temporary Classified Employees Fiscal Year 2019-2020

PREPARED FOR THE JOINT LEGISLATIVE COMMITTEE ON
THE BUDGET

Byron P. Decoteau, Jr., Director
Louisiana State Civil Service



STATECIVILSERVICE

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INTRODUCTION

SUMMARY OF REQUEST

Pursuant to the terms of Chapter 28 of Title 42 of the Louisiana Revised Statutes of 1950, comprised of R.S. 42:1601, Louisiana State Civil Service will submit to the Joint Legislative Committee on the Budget on or before December 15th each calendar year the following information:

- 1) The turnover and turnover rate for each agency and the costs associated with the turnover.
- 2) The five job classifications with the highest turnover rates.
- 3) The five agencies and job classifications for which the cost of turnover is highest.
- 4) Information reported for previous years, up to and including the previous ten years of information.

EXPLANATION OF DATA

Source

The data presented in this report is based upon an analysis of the number of classified employees serving in non-temporary positions who separated from state service during fiscal year 2019-2020, as reported by the employing agencies to Louisiana State Civil Service.

Exclusions

The information in this report does not include data on the following:

- Separations of unclassified employees
- Separations of temporary classified employees
- Transfers of employees from one state agency to another

Voluntary Turnover

Voluntary turnover includes separations from state service due to resignation, retirement or death.

Involuntary Turnover

Involuntary turnover includes separations from state service through dismissal, layoff, separation during probationary period, or non-disciplinary removal.

Total Turnover

Total turnover is voluntary turnover plus involuntary turnover.

Turnover Rates

Turnover rates are calculated by dividing the number of non-temporary classified employees who separated from state service during the fiscal year by the number of non-temporary classified employees in state service on June 30, 2020.

Cost Estimates

Turnover costs provided in this report are estimates of productivity losses calculated using the Mathis/Jackson Simplified Turnover Costing Model. The Mathis/Jackson model estimates the cost of turnover based upon voluntary separations only. In this model, if a job paid \$20,000 (A) and the benefits cost was 40% (B), then the total annual cost for one employee would be \$28,000 (C). Assuming 20 employees voluntarily separate in one year (D), and it takes three months for an employee to become fully productive (E), the calculation results in a per-person turnover cost of \$3,500 (F) and a total annual turnover cost of \$70,000 for 20 individuals (G).

Mathis/Jackson Simplified Turnover Costing Model

*Mathis, Robert L. & Jackson, John H. Human Resource Management,
10th Edition, Fig. 3-10, p. 90. U.S.: Southwestern, 2003*

- A. = Typical annual pay for job**
- B. = % pay for benefits times (x) annual pay**
- C. = Total employee annual cost (A + B)**
- D. = Voluntary separations in the past 12 months**
- E. = Time to become fully productive (in months)**
- F. = Per person turnover cost: $(E \div 12) \times C \times 50\%^*$**
- G. = Annual turnover cost: $(F \times D)$**

***Assumes 50% productivity throughout the learning period (E).**

Values used for the calculations in this report include the average salary of voluntary separations (A), common employee benefits paid by the state (B), and the training period associated with the length of time it takes a new hire to reach full productivity (E). The average salary of voluntary separations is calculated based on the actual salaries of non-temporary classified employees who voluntarily separated in Fiscal Year 2019-2020. The percentage used for common employee benefits paid by the state is 21.25%, which includes retirement (4.64%), Medicare (1.45%), and health insurance (15.16%)ⁱ. The percent that the state pays towards the Unfunded Accrued Liability (UAL) for retirement is not included. Two cost estimates based upon a three-month training period and a twelve-month training period are provided in this report, since the requisite training time for different jobs can vary widely.

ⁱ Percentages for retirement and Medicare are from page 4 of the DOA-OPB [memo](#) dated September 19, 2019. The health insurance percentage is calculated by dividing the state's annual cost of \$6,385.44 for an "enrollee only" in the Magnolia Local Plus plan by the average salary of \$42,110.01. See OGB [schedule of rates](#) as of January 1, 2020.

STATEWIDE TURNOVER AND COSTS

FISCAL YEAR 2019-2020

STATEWIDE TURNOVER RATES

The following table provides the statewide turnover rates for Fiscal Year 2019-2020. There were 5,631 total separations during the fiscal year for all reasons combined. Of this number, there were 4,221 separations for voluntary reasons. As of June 30, 2020, there were 36,279 non-temporary employees in the classified state service. Total separations amount to 15.52% of the non-temporary classified workforce, while voluntary separations amount to 11.63%.

STATEWIDE TURNOVER RATES FOR NON-TEMPORARY CLASSIFIED EMPLOYEES				
FISCAL YEAR 2019-2020				
Total Number of Employees as of 6/30/20	Total Separations	Total Turnover Rate	Voluntary Separations	Voluntary Turnover Rate
36,279	5,631	15.52%	4,221	11.63%

STATEWIDE VOLUNTARY TURNOVER COSTS

The cost of voluntary turnover is important because it represents the cost of employees leaving the classified workforce for voluntary reasons. Using the Mathis Jackson Simplified Costing Model, two cost estimates are provided below. The calculation for a three month training period results in an annual voluntary turnover cost of about \$26.9 million, while a twelve month training period results in a cost of about \$107.8 million.

Estimated Cost of Voluntary Turnover based on 3-month average training time:

$$((3/12)*(\$42,110.01*1.2125)*0.5)*4,221 = \$ \mathbf{26,939,681.51}$$

Estimated Cost of Voluntary Turnover based on 12-month average training time:

$$((12/12)*(\$42,110.01*1.2125)*0.5)*4,221 = \$ \mathbf{107,758,726.03}$$

JOB CLASSIFICATIONS WITH HIGHEST TURNOVER

FISCAL YEAR 2019-2020

The following table provides a statewide review of the five job classifications with the highest voluntary turnover rates. Only those classifications with at least 50 classified, non-temporary employees are included for the purposes of this section. The total turnover rates for these job classifications are included as well.

THE FIVE JOB CLASSIFICATIONS WITH THE HIGHEST VOLUNTARY TURNOVER RATES NON-TEMPORARY CLASSIFIED EMPLOYEES FISCAL YEAR 2019-2020					
JOB CLASSIFICATION	TOTAL NUMBER OF EMPLOYEES AS OF 6/30/20	TOTAL SEPARATIONS	TOTAL TURNOVER RATE	VOLUNTARY SEPARATIONS	VOLUNTARY TURNOVER RATE
JUVENILE JUSTICE SPECIALIST 1	112	257	229.46%	155	138.39%
CORRECTIONS CADET	219	392	179.00%	171	78.08%
LABORATORY TECHNICAL ASSISTANT 1	50	30	60.00%	27	54.00%
JUVENILE JUSTICE SPECIALIST 3	123	87	70.73%	56	45.53%
NURSING ASSISTANT 2	226	115	50.88%	75	33.19%

TURNOVER RATES BY AGENCY

FISCAL YEAR 2019-2020

The following table provides a review of the turnover and turnover rate by agency. The percentages for total and voluntary turnover for each Major Agency category are calculated by dividing the number of agency separations that occurred during the fiscal year by the number of non-temporary classified employees at the agency as of June 30, 2020.

TURNOVER RATES BY MAJOR AGENCY NON-TEMPORARY CLASSIFIED EMPLOYEES FISCAL YEAR 2019-2020					
MAJOR AGENCY CATEGORY	TOTAL NUMBER OF EMPLOYEES AS OF 6/30/20	TOTAL SEPARATIONS	TOTAL TURNOVER RATE	VOLUNTARY SEPARATIONS	VOLUNTARY TURNOVER RATE
DPSC – YOUTH SERVICES	723	520	71.92%	344	47.58%
DEPT OF VETERANS AFFAIRS	739	282	38.16%	210	28.42%
DPSC – CORRECTIONS SERVICES	4,515	1283	28.42%	838	18.56%
EDUCATION - OTHER	160	25	15.63%	23	14.38%
PORTS, LEVEE BOARDS, FRESH WATER DISTRICTS	920	136	14.78%	103	11.20%
HIGHER EDUCATION	4,746	598	12.60%	516	10.87%
DEPT OF HEALTH	7,023	1066	15.18%	760	10.82%
LOUISIANA HEALTH CARE SERVICES DIVISION	274	37	13.50%	29	10.58%
DEPT OF TREASURY	38	7	18.42%	4	10.53%
CIVIL SERVICE AGENCIES	154	21	13.64%	16	10.39%
DEPT OF CHILDREN & FAMILY SERVICES	3,280	365	11.13%	335	10.21%
LOUISIANA WORKFORCE COMMISSION	769	90	11.70%	78	10.14%

DEPT OF CULTURE, RECREATION & TOURISM	510	63	12.35%	50	9.80%
HOUSING AUTHORITIES	515	93	18.06%	49	9.51%
DEPT OF WILDLIFE & FISHERIES	722	64	8.86%	62	8.59%
DEPT OF EDUCATION	431	40	9.28%	36	8.35%
PUBLIC SERVICE COMMISSION	61	6	9.84%	5	8.20%
DEPT OF TRANSPORTATION & DEVELOPMENT	4,145	432	10.42%	328	7.91%
DEPT OF INSURANCE	191	15	7.85%	15	7.85%
DPSC - PUBLIC SAFETY SERVICES	1393	117	8.40%	104	7.47%
DEPT OF NATURAL RESOURCES	275	23	8.36%	18	6.55%
DEPT OF REVENUE	646	49	7.59%	41	6.35%
EXECUTIVE DEPARTMENT	2,182	158	7.24%	135	6.19%
RETIREMENT SYSTEMS	262	18	6.87%	15	5.73%
DEPT OF ENVIRONMENTAL QUALITY	677	40	5.91%	38	5.61%
DEPT OF AGRICULTURE & FORESTRY	512	31	6.05%	28	5.47%
DEPT OF STATE	354	21	5.93%	19	5.37%
DEPT OF ECONOMIC DEVELOPMENT	60	3	5.00%	3	5.00%
OFFICE OF THE LIEUTENANT GOVERNOR	2		0.00%		0.00%
Separations with No Incumbents ⁱⁱ	-	28	-	19	-
TOTALS	36,279	5,631	15.52%	4,221	11.63%

ⁱⁱThis category includes classified separations from state service for personnel areas that had at least one employee that left state service at some point during the fiscal year but had no employees as of the end of the fiscal year. In most cases, this is due to personnel area mergers, employee transfers or agency closures.

TURNOVER COSTS BY AGENCY

FISCAL YEAR 2019-2020

The following table provides a review of the voluntary turnover cost by agency. The agency's cost for voluntary turnover is calculated using the Mathis/Jackson model, where the variables include the agency's average salary of employees who voluntarily separated during the fiscal yearⁱⁱⁱ, the state's benefit percentage of 21.25%, and either a three-month training period or a twelve-month training period.

VOLUNTARY TURNOVER COSTS BY MAJOR AGENCY				
NON-TEMPORARY CLASSIFIED EMPLOYEES				
FISCAL YEAR 2019-2020				
MAJOR AGENCY CATEGORY	VOLUNTARY SEPARATIONS	AVERAGE SALARY OF VOLUNTARY SEPARATIONS	TURNOVER COST (3 MONTHS)	TURNOVER COST (12 MONTHS)
DEPT OF HEALTH	760	\$44,597.83	\$5,137,112.24	\$20,548,448.96
DPSC – CORRECTIONS SERVICES	838	\$40,422.26	\$5,134,006.36	\$20,536,025.43
HIGHER EDUCATION	516	\$30,649.56	\$2,396,987.00	\$9,587,947.99
DEPT OF TRANSPORTATION & DEVELOPMENT	328	\$45,090.60	\$2,241,566.21	\$8,966,264.84
DEPT OF CHILDREN & FAMILY SERVICES	335	\$40,519.62	\$2,057,320.40	\$8,229,281.59
DPSC – YOUTH SERVICES	344	\$38,640.08	\$2,014,597.09	\$8,058,388.34
EXECUTIVE DEPT	135	\$64,018.85	\$1,309,885.66	\$5,239,542.64
DEPT OF VETERANS AFFAIRS	210	\$31,913.74	\$1,015,754.42	\$4,063,017.66
PORTS, LEVEE BOARDS, FRESH WATER DISTRICTS	103	\$46,617.42	\$727,741.70	\$2,910,966.80
DPSC – PUBLIC SAFETY SERVICES	104	\$43,431.35	\$684,586.58	\$2,738,346.30
LOUISIANA WORKFORCE COMMISSION	78	\$50,683.73	\$599,176.76	\$2,396,707.04
DEPT OF WILDLIFE & FISHERIES	62	\$59,211.23	\$556,400.49	\$2,225,601.95
DEPT OF EDUCATION	36	\$69,884.82	\$381,309.06	\$1,525,236.25

ⁱⁱⁱ Cost of turnover by Major Agency is calculated using the average salary of separated incumbents at each agency instead of the average salary of all separated incumbents, which may reflect a different total than the statewide cost of turnover as reported on Page 4.

DEPT OF ENVIRONMENTAL QUALITY	38	\$63,600.38	\$366,298.43	\$1,465,193.73
DEPT OF REVENUE	41	\$57,245.66	\$355,728.10	\$1,422,912.40
HOUSING AUTHORITIES	50	\$37,242.82	\$282,230.72	\$1,128,922.86
DEPT OF CULTURE, RECREATION & TOURISM	50	\$35,417.41	\$268,397.55	\$1,073,590.18
EDUCATION - OTHER	41	\$33,126.93	\$205,852.81	\$823,411.25
DEPT OF AGRICULTURE & FORESTRY	28	\$47,565.14	\$201,854.58	\$807,418.30
DEPT OF NATURAL RESOURCES	18	\$69,082.58	\$188,465.91	\$753,863.63
CIVIL SERVICE AGENCIES	16	\$66,682.20	\$161,704.34	\$646,817.34
LOUISIANA HEALTH CARE SERVICES DIVISION	29	\$34,116.21	\$149,951.40	\$599,805.59
RETIREMENT SYSTEMS	15	\$64,076.48	\$145,673.87	\$582,695.49
DEPT OF INSURANCE	15	\$59,724.88	\$135,780.78	\$543,123.10
DEPT OF STATE	19	\$40,957.39	\$117,944.48	\$471,777.93
DEPT OF TREASURY	4	\$72,935.20	\$44,216.97	\$176,867.86
PUBLIC SERVICE COMMISSION	5	\$39,833.30	\$30,186.17	\$120,744.69
DEPT OF ECONOMIC DEVELOPMENT	3	\$63,668.80	\$28,949.41	\$115,797.63

AGENCIES WITH HIGHEST TURNOVER COSTS

FISCAL YEAR 2019-2020

The following table provides a closer look at the five major agencies for which voluntary turnover costs were the highest in Fiscal Year 2019-2020. The five job classifications with the highest turnover cost at each major agency are included. Voluntary turnover costs were calculated using the Mathis/Jackson model based on data for classified, non-temporary employees.

THE FIVE JOB CLASSIFICATIONS WITH THE HIGHEST VOLUNTARY TURNOVER AT THE FIVE MAJOR AGENCIES WITH THE HIGHEST VOLUNTARY TURNOVER COSTS FISCAL YEAR 2019-2020				
MAJOR AGENCY CATEGORY	JOB CLASSIFICATION	VOLUNTARY SEPARATIONS	TURNOVER COST (3 MONTHS)	TURNOVER COST (12 MONTHS)
DEPT OF HEALTH	RESIDENTIAL SERVICES SPECIALIST 2	89	\$375,648.00	\$1,502,592.00
	CORRECTIONS GUARD/THERAPEUTIC	65	\$314,937.90	\$1,259,751.61
	REGISTERED NURSE 3	30	\$286,507.08	\$1,146,028.33
	RESIDENTIAL SERVICES SPECIALIST 1	47	\$182,739.39	\$730,957.57
	MEDICAL CERTIFICATION SPECIALIST 2	16	\$176,637.73	\$706,550.91
DPSC – CORRECTIONS SERVICES	CORRECTIONS SERGEANT	339	\$1,665,793.33	\$6,663,173.34
	CORRECTIONS CADET	171	\$755,355.94	\$3,021,423.78
	CORRECTION SERGEANT–MASTER	77	\$542,958.23	\$2,171,832.91
	CORRECTIONS LIEUTENANT	42	\$304,499.98	\$1,217,999.90
	CORRECTIONS CAPTAIN	20	\$186,410.48	\$745,641.91
HIGHER EDUCATION	CUSTODIAN 2	74	\$216,270.80	\$865,083.22
	ADMINISTRATIVE COORDINATOR 3	35	\$157,966.00	\$631,863.98
	CUSTODIAN 1	49	\$126,030.43	\$504,121.71
	POLICE OFFICER 2-A	24	\$125,438.16	\$501,752.63
	ADMINISTRATIVE ASSISTANT 3	23	\$112,528.27	\$450,113.10
DEPT OF TRANSPORTATION & DEVELOPMENT	MOBILE EQUIPMENT OPERATOR 1	62	\$244,763.25	\$979,053.01
	MOBILE EQUIPMENT OPERATOR 1/HEAVY	33	\$190,994.21	\$763,976.85
	ENGINEERING TECHNICIAN 7	11	\$112,913.09	\$451,652.37

	MOBILE EQUIPMENT OPERATOR 2	21	\$92,831.67	\$371,326.67
	ENGINEER 8	4	\$80,105.03	\$320,420.10
DEPT OF CHILDREN & FAMILY SERVICES	SOCIAL SERVICES ANALYST 2	63	\$360,753.19	\$1,443,012.74
	CHILD WELFARE SPECIALIST 3	30	\$221,478.89	\$885,915.55
	SOC SERVICES ANALYST 1	47	\$210,618.53	\$842,474.10
	ADMINISTRATIVE COORDINATOR 3	32	\$144,075.56	\$576,302.22
	CHILD WELFARE SPECIALIST 2	22	\$135,325.79	\$541,303.16

HISTORICAL DATA

FISCAL YEARS 2011-2020

The following tables provide an overview of the voluntary turnover rates, as well as the associated cost of voluntary turnover, over the last ten years. Figures are provided for a statewide perspective and for each Major Agency category.

STATEWIDE	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	52,565	50,075	41,644	37,890	36,989	36,363	36,088	35,899	36,262	36,279
Voluntary Separations	6,802	6,684	7,866	5,506	4,578	4,777	4,729	4,615	4,567	4,221
Voluntary Turnover %	12.94%	13.35%	18.89%	14.53%	12.38%	13.14%	13.10%	12.86%	12.59%	11.63%
3 Month Turnover Cost (\$ Millions)	47.593	39.378	48.303	32.373	26.481	28.561	27.528	27.447	27.989	26.940
12 Month Turnover Cost (\$ Millions)	190.373	157.512	193.212	129.491	105.923	114.242	110.111	109.787	111.956	107.759

CIVIL SERVICE AGENCIES	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	203	200	201	201	153	203	159	159	159	154
Voluntary Separations	18	26	21	19	17	27	14	6	17	16
Voluntary Turnover %	8.87%	13.00%	10.45%	9.45%	11.11%	13.30%	8.81%	3.77%	10.62%	10.39%
3 Month Turnover Cost (\$ Millions)	0.144	0.213	0.208	0.189	0.117	0.176	0.113	0.052	0.131	0.162
12 Month Turnover Cost (\$ Millions)	0.574	0.851	0.833	0.756	0.467	0.703	0.452	0.210	0.524	0.647

DEPT OF AGRICULTURE & FORESTRY	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	539	532	523	502	466	489	488	511	506	512
Voluntary Separations	52	38	61	43	52	28	39	36	39	28
Voluntary Turnover %	9.65%	7.14%	11.66%	8.57%	11.16%	5.72%	7.99%	7.05%	7.71%	5.47%
3 Month Turnover Cost (\$ Millions)	0.353	0.245	0.418	0.303	0.389	0.202	0.247	0.236	0.311	0.202
12 Month Turnover Cost (\$ Millions)	1.411	0.980	1.671	1.211	1.557	0.808	0.989	0.942	1.245	0.807

DEPT OF CHILDREN & FAMILY SERVICES	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	3,933	3,702	3,526	3,366	3,279	3,160	3,238	3,250	3,267	3,280
Voluntary Separations	485	523	519	470	446	410	350	355	370	335
Voluntary Turnover %	12.33%	14.13%	14.72%	13.96%	13.60%	12.97%	10.81%	10.92%	11.33%	10.21%
3 Month Turnover Cost (\$ Millions)	3.222	3.743	3.382	2.983	2.867	2.573	2.107	2.170	2.257	2.057
12 Month Turnover Cost (\$ Millions)	12.889	14.973	13.528	11.931	11.466	10.290	8.427	8.680	9.030	8.229

DEPT OF CULTURE, RECREATION & TOURISM	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	598	591	604	621	554	539	520	473	513	510
Voluntary Separations	72	46	68	67	74	94	60	84	50	50
Voluntary Turnover %	12.04%	7.78%	11.26%	10.79%	13.36%	17.43%	11.54%	17.76%	9.75%	9.80%
3 Month Turnover Cost (\$ Millions)	0.363	0.236	0.331	0.321	0.384	0.505	0.321	0.489	0.283	0.268
12 Month Turnover Cost (\$ Millions)	1.453	0.943	1.322	1.282	1.537	2.019	1.283	1.956	1.130	1.074

DEPT OF ECONOMIC DEVELOPMENT	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	68	65	63	64	54	57	60	58	57	60
Voluntary Separations	9	14	7	5	5	3	4	6	6	3
Voluntary Turnover %	13.24%	21.54%	11.11%	7.81%	9.26%	5.26%	6.67%	10.34%	10.53%	5.00%
3 Month Turnover Cost (\$ Millions)	0.077	0.099	0.061	0.043	0.039	0.025	0.035	0.050	0.050	0.029
12 Month Turnover Cost (\$ Millions)	0.308	0.396	0.245	0.171	0.155	0.101	0.139	0.202	0.199	0.116

DEPT OF EDUCATION	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	449	404	345	293	312	320	311	312	312	431
Voluntary Separations	38	52	43	49	35	37	40	41	36	36
Voluntary Turnover %	8.46%	12.87%	12.46%	16.72%	11.22%	11.56%	12.86%	13.14%	11.54%	8.35%
3 Month Turnover Cost (\$ Millions)	0.360	0.515	0.443	0.481	0.346	0.382	0.389	0.391	0.355	0.381
12 Month Turnover Cost (\$ Millions)	1.441	2.058	1.771	1.924	1.384	1.528	1.556	1.563	1.421	1.525

DEPT OF ENVIRONMENTAL QUALITY	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	746	720	646	647	646	641	654	667	665	677
Voluntary Separations	94	55	71	39	43	42	46	47	42	38
Voluntary Turnover %	12.60%	7.64%	10.99%	6.03%	6.66%	6.55%	7.03%	7.05%	6.32%	5.61%
3 Month Turnover Cost (\$ Millions)	0.851	0.415	0.560	0.259	0.342	0.301	0.378	0.378	0.371	0.366
12 Month Turnover Cost (\$ Millions)	3.406	1.660	2.399	1.035	1.370	1.322	1.513	1.512	1.485	1.465

DEPT OF HEALTH	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	8,882	8,241	6,537	6,523	6,463	6,287	6,390	6,564	6,773	7,023
Voluntary Separations	1,503	1,272	1,275	733	735	834	836	752	695	760
Voluntary Turnover %	16.92%	15.44%	19.50%	11.24%	11.37%	13.26%	13.08%	11.46%	10.26%	10.82%
3 Month Turnover Cost (\$ Millions)	9.055	7.926	8.349	4.783	4.900	5.412	5.240	4.871	4.794	5.137
12 Month Turnover Cost (\$ Millions)	36.221	31.710	33.396	19.134	19.602	21.650	20.959	19.483	19.175	20.548

DEPT OF INSURANCE	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	227	223	218	212	201	192	191	189	188	191
Voluntary Separations	10	19	22	16	17	9	7	10	8	15
Voluntary Turnover %	4.41%	8.52%	10.09%	7.55%	8.46%	4.68%	3.66%	5.29%	4.26%	7.85%
3 Month Turnover Cost (\$ Millions)	0.080	0.158	0.158	0.127	0.130	0.079	0.078	0.093	0.068	0.136
12 Month Turnover Cost (\$ Millions)	0.319	0.633	0.631	0.507	0.519	0.314	0.311	0.372	0.273	0.543

DEPT OF NATURAL RESOURCES	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	369	347	360	326	294	280	270	270	271	275
Voluntary Separations	34	34	33	52	25	28	21	26	22	18
Voluntary Turnover %	9.21%	9.80%	10.09%	15.95%	8.50%	10.00%	7.78%	9.63%	8.12%	6.55%
3 Month Turnover Cost (\$ Millions)	0.299	0.325	0.292	0.438	0.214	0.230	0.214	0.250	0.199	0.188
12 Month Turnover Cost (\$ Millions)	1.195	1.299	1.167	1.754	0.856	0.921	0.858	0.998	0.798	0.754

DEPT OF REVENUE	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	755	736	636	670	643	643	641	644	649	646
Voluntary Separations	97	68	136	64	60	37	42	50	46	41
Voluntary Turnover %	12.85%	9.24%	21.38%	9.55%	9.33%	5.75%	6.55%	7.76%	7.09%	6.35%
3 Month Turnover Cost (\$ Millions)	0.793	0.470	1.048	0.396	0.472	0.301	0.310	0.310	0.345	0.356
12 Month Turnover Cost (\$ Millions)	3.172	1.880	4.193	1.584	1.887	1.204	1.239	1.241	1.379	1.423

DEPT OF STATE	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	374	362	361	366	346	368	358	353	356	354
Voluntary Separations	25	21	36	25	38	24	23	21	19	19
Voluntary Turnover %	6.68%	5.80%	9.97%	6.83%	10.98%	6.52%	6.42%	5.95%	5.34%	5.37%
3 Month Turnover Cost (\$ Millions)	0.170	0.138	0.219	0.159	0.257	0.164	0.138	0.139	0.143	0.118
12 Month Turnover Cost (\$ Millions)	0.680	0.551	0.875	0.636	1.029	0.314	0.553	0.557	0.570	0.472

DEPT OF TRANSPORTATION & DEVELOPMENT	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	4,454	4,406	4,268	4,210	4,174	4,196	4,232	4,179	4,187	4,145
Voluntary Separations	401	434	484	414	410	402	369	405	414	328
Voluntary Turnover %	9.00%	9.85%	11.34%	9.83%	9.82%	9.58%	8.72%	9.69%	9.89%	7.91%
3 Month Turnover Cost (\$ Millions)	2.623	2.760	3.058	2.523	2.612	2.551	2.374	2.739	2.656	2.242
12 Month Turnover Cost (\$ Millions)	10.490	11.042	12.233	10.091	10.449	10.203	9.498	10.957	10.626	8.966

DEPT OF TREASURY	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	49	43	43	42	41	43	44	41	40	38
Voluntary Separations	5	8	5	4	4	2	1	1	6	4
Voluntary Turnover %	10.20%	18.60%	11.63%	9.52%	9.76%	4.65%	2.27%	2.44%	15.00%	10.53%
3 Month Turnover Cost (\$ Millions)	0.067	0.095	0.051	0.036	0.032	0.012	0.007	0.012	0.054	0.044
12 Month Turnover Cost (\$ Millions)	0.266	0.380	0.202	0.145	0.127	0.048	0.028	0.048	0.217	0.177

DEPT OF VETERANS AFFAIRS	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	792	795	783	785	759	769	779	745	744	739
Voluntary Separations	174	184	202	170	200	224	193	214	247	210
Voluntary Turnover %	21.97%	23.14%	25.80%	21.66%	26.35%	29.12%	24.78%	28.72%	33.20%	28.42%
3 Month Turnover Cost (\$ Millions)	0.685	0.721	0.727	0.638	0.730	0.910	0.787	0.946	1.076	1.016
12 Month Turnover Cost (\$ Millions)	2.739	2.883	2.908	2.552	2.922	3.642	3.147	3.782	4.303	4.063

DEPT OF WILDLIFE & FISHERIES	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	746	735	697	686	695	702	739	717	735	722
Voluntary Separations	57	52	67	55	67	57	37	45	54	62
Voluntary Turnover %	7.64%	7.07%	9.61%	8.02%	9.64%	8.11%	5.01%	6.28%	7.35%	8.59%
3 Month Turnover Cost (\$ Millions)	0.492	0.442	0.564	0.440	0.556	0.474	0.291	0.401	0.485	0.556
12 Month Turnover Cost (\$ Millions)	1.967	1.767	2.255	1.759	2.224	1.895	1.165	1.605	1.940	2.226

DPSC – CORRECTIONS SERVICES	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	5,163	5,048	4,721	4,659	4,628	4,559	4,509	4,442	4,604	4,515
Voluntary Separations	955	848	917	805	790	963	1,057	1,035	901	838
Voluntary Turnover %	18.50%	16.80%	19.42%	17.28%	17.07%	21.12%	23.44%	23.30%	19.57%	18.56%
3 Month Turnover Cost (\$ Millions)	5.498	4.826	5.042	4.218	4.310	5.123	5.414	5.373	5.036	5.134
12 Month Turnover Cost (\$ Millions)	21.991	19.305	20.168	16.873	17.239	20.492	21.654	21.491	20.142	20.536

DPSC – PUBLIC SAFETY SERVICES	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	1,608	1,550	1,565	1,351	1,355	1,309	1,362	1,348	1,353	1,393
Voluntary Separations	135	135	122	140	122	107	136	121	124	104
Voluntary Turnover %	8.40%	8.71%	7.80%	10.36%	9.00%	8.17%	9.99%	8.98%	9.16%	7.47%
3 Month Turnover Cost (\$ Millions)	0.931	0.872	0.777	0.875	0.816	0.616	0.831	0.810	0.798	0.685
12 Month Turnover Cost (\$ Millions)	3.722	3.487	3.106	3.499	3.265	2.465	3.325	3.242	3.190	2.738

DPSC – YOUTH SERVICES	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	911	912	837	797	729	728	727	722	762	723
Voluntary Separations	190	177	154	167	176	178	186	189	241	344
Voluntary Turnover %	20.86%	19.41%	18.40%	20.95%	24.14%	24.45%	25.58%	26.18%	31.63%	47.58%
3 Month Turnover Cost (\$ Millions)	1.060	1.083	0.885	0.940	1.048	1.093	1.100	1.093	1.426	2.015
12 Month Turnover Cost (\$ Millions)	4.239	4.333	3.542	3.759	4.192	4.370	4.401	4.372	5.704	8.058

EDUCATION - OTHER	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	392	374	349	345	343	321	321	335	321	160
Voluntary Separations	35	40	52	45	40	52	40	30	38	23
Voluntary Turnover %	8.93%	10.70%	14.90%	13.04%	11.66%	16.19%	12.46%	8.96%	11.84%	14.38%
3 Month Turnover Cost (\$ Millions)	0.160	0.163	0.217	0.188	0.208	0.282	0.209	0.124	0.186	0.206
12 Month Turnover Cost (\$ Millions)	0.640	0.654	0.869	0.754	0.831	1.127	0.836	0.496	0.746	0.823

EXECUTIVE DEPT	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	1,706	1,701	1,626	2,028	2,140	2,250	2,067	2,103	2,131	2,182
Voluntary Separations	167	185	200	146	175	192	173	161	195	135
Voluntary Turnover %	9.79%	10.88%	12.30%	7.20%	8.18%	8.53%	8.37%	7.66%	9.15%	6.19%
3 Month Turnover Cost (\$ Millions)	1.391	1.552	1.629	1.224	1.617	1.714	1.664	1.452	1.813	1.310
12 Month Turnover Cost (\$ Millions)	5.564	6.210	6.517	4.898	6.467	6.857	6.655	5.809	7.253	5.240

HIGHER EDUCATION	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	10,622	10,284	9,250	6,171	5,719	5,370	5,169	4,979	4,849	4,746
Voluntary Separations	1,293	1,313	1,330	1,573	783	695	694	659	688	516
Voluntary Turnover %	12.17%	12.77%	14.38%	25.49%	13.69%	12.94%	13.43%	13.24%	14.19%	10.87%
3 Month Turnover Cost (\$ Millions)	5.840	6.116	6.331	8.446	2.503	3.262	3.096	2.998	3.081	2.397
12 Month Turnover Cost (\$ Millions)	23.359	24.462	25.324	33.785	10.011	13.046	12.384	11.990	12.323	9.588

HOUSING AUTHORITIES	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	634	616	616	602	586	585	583	571	514	515
Voluntary Separations	55	66	65	67	63	64	55	76	55	49
Voluntary Turnover %	8.68%	10.71%	10.55%	11.13%	10.75%	10.94%	9.43%	13.31%	10.70%	9.51%
3 Month Turnover Cost (\$ Millions)	0.240	0.291	0.289	0.296	0.277	0.344	0.271	0.401	0.349	0.282
12 Month Turnover Cost (\$ Millions)	0.958	1.164	1.157	1.185	1.108	1.377	1.085	1.603	1.396	1.129

LOUISIANA HEALTH CARE SERVICES DIVISION	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	5,949	5,135	672	289	281	275	275	272	277	274
Voluntary Separations	681	890	1,776	147	37	46	45	55	37	29
Voluntary Turnover %	11.45%	17.33%	264.3%	50.87%	13.17%	16.72%	16.36%	20.22%	13.36%	10.58%
3 Month Turnover Cost (\$ Millions)	3.523	4.727	11.887	0.880	0.193	0.264	0.232	0.292	0.187	0.150
12 Month Turnover Cost (\$ Millions)	14.090	18.907	47.546	3.520	0.771	1.055	0.929	1.166	0.747	0.600

LOUISIANA WORKFORCE COMMISSION	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	996	999	946	894	876	824	781	760	784	769
Voluntary Separations	139	83	105	83	68	90	106	78	80	78
Voluntary Turnover %	13.96%	8.31%	11.10%	9.28%	7.76%	10.92%	13.57%	10.26%	10.20%	10.14%
3 Month Turnover Cost (\$ Millions)	1.032	0.564	0.692	0.526	0.467	0.689	0.744	0.585	0.619	0.599
12 Month Turnover Cost (\$ Millions)	4.130	2.258	2.768	2.105	1.867	2.755	8.976	2.341	2.475	2.397

OFFICE OF THE LIEUTENANT GOVERNOR	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	--	2	2	2	--	2	2	2	2	2
Voluntary Separations	--	2	1	0	--	0	0	0	0	0
Voluntary Turnover %	--	100.0%	50.00%	0.00%	--	0.00%	0.00%	0.00%	0.00%	0.00%
3 Month Turnover Cost (\$ Millions)	--	0.010	0.004	0.000	--	0.000	0.000	0.000	0.000	0.000
12 Month Turnover Cost (\$ Millions)	--	0.039	0.016	0.000	--	0.000	0.000	0.000	0.000	0.000

PORTS, LEVEE BOARDS, FRESH WATER DISTRICTS	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	904	884	879	875	889	908	878	907	916	920
Voluntary Separations	48	63	62	83	69	90	100	87	109	103
Voluntary Turnover %	5.31%	7.13%	7.05%	9.49%	7.76%	9.91%	11.39%	9.59%	11.90%	11.20%
3 Month Turnover Cost (\$ Millions)	0.287	0.366	0.369	0.473	0.423	0.616	0.686	0.590	0.697	0.728
12 Month Turnover Cost (\$ Millions)	1.148	1.464	1.475	1.894	1.692	2.465	2.746	2.358	2.790	2.911

PUBLIC SERVICE COMMISSION	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	78	76	76	69	73	65	65	64	64	61
Voluntary Separations	7	5	6	12	8	7	11	6	3	5
Voluntary Turnover %	8.97%	6.58%	7.89%	17.39%	10.96%	10.76%	16.92%	9.38%	4.69%	8.20%
3 Month Turnover Cost (\$ Millions)	0.048	0.029	0.037	0.101	0.059	0.056	0.080	0.050	0.016	0.030
12 Month Turnover Cost (\$ Millions)	0.191	0.117	0.149	0.403	0.235	0.223	0.319	0.199	0.064	0.121

RETIREMENT SYSTEMS	FY 10-11	FY 11-12	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total Employees	304	292	291	291	285	275	275	262	263	262
Voluntary Separations	21	24	26	11	19	18	17	18	21	15
Voluntary Turnover %	6.91%	8.22%	8.93%	3.78%	6.67%	6.54%	6.18%	6.87%	7.98%	5.73%
3 Month Turnover Cost (\$ Millions)	0.159	0.219	0.236	0.078	0.174	0.176	0.166	0.153	0.202	0.146
12 Month Turnover Cost (\$ Millions)	0.638	0.878	0.944	0.314	0.695	0.704	0.664	0.610	0.809	0.583

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