State of Louisiana Report on Turnover Rates for Non-Temporary Classified Employees

Fiscal Year 2023

PREPARED FOR THE JOINT LEGISLATIVE COMMITTEE ON THE BUDGET

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

STATECIVILSERVICE

TABLE OF CONTENTS

Introduction **2**

Summary of Request 2

Explanation of Data 2

Statewide Turnover and Costs **4**

Statewide Turnover Rates 4

Statewide Voluntary Turnover Costs 4

Job Classifications with Highest Turnover **5**

Turnover Rates by Agency **6**

Turnover Costs by Agency **8**

Agencies with Highest Turnover Costs **10**

Historical Data **12**

References **27**

Contact Information **28**

INTRODUCTION

SUMMARY OF REQUEST

Pursuant to the terms of Chapter 28 of Title 42 of the Louisiana Revised Statues 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 2023, 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
- Unclassified employees

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, 2023.

Cost Estimates

Turnover costs provided in this report are estimates of productivity losses calculated using the Mathis/Jackson Model for Costing Lost Productivity (Mathis, et al., 2017). 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 Model for Costing Lost Productivity

A. = Typical annual pay for job
B. = % pay for benefits multiplied by 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 ÷ 12) x C x 50%*
G. = Annual turnover cost: (F x 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 2023. The percentage used for common employee benefits paid by the state is 21.61%, which includes retirement (3.96%), Medicare (1.45%), and health insurance (16.20%)[i]. The percent that the state pays towards the Unfunded Accrued Liability (UAL) for retirement is not included. Two cost estimates are provided in this report, based upon a three-month training period and a twelve-month training period, since the requisite training time for different jobs can vary widely.

[i] Percentages for retirement and Medicare are the actual rates for FY 2023 per page 5-6 of the Preparation of Fiscal Year 2023-2024 Budget Documents memo dated September 19, 2022 as issued by the Division of Administration, Office of Planning and Budget. The health insurance percentage is calculated by dividing the state's annual cost of $7,391.52 for an "enrollee only" in the Magnolia Local Plus plan by the average salary of $45,620.89. See the OGB schedule of rates as of January 1, 2023.

STATEWIDE TURNOVER AND COSTS
FISCAL YEAR 2023

STATEWIDE TURNOVER RATES

The following table provides the statewide turnover rates for Fiscal Year 2023. There were 6,444 total separations during the fiscal year for all reasons combined. Of this number, there were 5,014 separations for voluntary reasons. As of June 30, 2023, there were 34,482 non-temporary employees in the classified state service. Total separations amount to 18.69% of the non-temporary classified workforce, while voluntary separations amount to 14.54%.

STATEWIDE TURNOVER RATES FOR NON-TEMPORARY CLASSIFIED EMPLOYEES
FISCAL YEAR 2023

Total Number of Employees as of 6/30/23	Total Separations	Total Turnover Rate	Voluntary Separations	Voluntary Turnover Rate
34,482	6,444	18.69%	5,014	14.54%

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 model, two cost estimates are provided below. The calculation for a three-month training period results in an annual voluntary turnover cost of about $34.7 million, while a twelve-month training period results in a cost of about $139.0 million.

Estimated Cost of Voluntary Turnover based on 3-month average training time:
((3/12)*($45,620.89*1.2161)*0.5)*5,014 = **$ 34,771,814.24**

Estimated Cost of Voluntary Turnover based on 12-month average training time:
((12/12)*($45,620.89*1.2161)*0.5)*5,014 = **$ 139,087,256.97**

JOB CLASSIFICATIONS WITH HIGHEST TURNOVER
FISCAL YEAR 2023

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 2023

JOB CLASSIFICATION	TOTAL NUMBER OF EMPLOYEES AS OF 6/30/23	TOTAL SEPARATIONS	TOTAL TURNOVER RATE	VOLUNTARY SEPARATIONS	VOLUNTARY TURNOVER RATE
CORRECTIONS CADET	268	466	173.88%	272	101.49%
JUVENILE JUSTICE SPECIALIST 1	51	66	129.41%	35	68.63%
RESIDENTIAL SERVICES SPECIALIST 1	253	301	118.97%	104	41.11%
CUSTODIAN 1	205	150	73.17%	87	42.44%
CORRECTIONS SERGEANT	285	204	71.58%	138	48.42%

TURNOVER RATES BY AGENCY
FISCAL YEAR 2023

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, 2023.

TURNOVER RATES BY MAJOR AGENCY
NON-TEMPORARY CLASSIFIED EMPLOYEES
FISCAL YEAR 2023

MAJOR AGENCY CATEGORY	TOTAL NUMBER OF EMPLOYEES AS OF 6/30/23	TOTAL SEPARATIONS	TOTAL TURNOVER RATE	VOLUNTARY SEPARATIONS	VOLUNTARY TURNOVER RATE
LOUISIANA DEPARTMENT OF HEALTH	6926	1417	20.46%	928	13.40%
DPSC-CORRECTIONS SERVICES	4315	1244	28.83%	901	20.88%
DEPT OF TRANSPORTATION AND DEVELOPMENT	4065	590	14.51%	484	11.91%
HIGHER EDUCATION	3982	991	24.89%	832	20.89%
DEPT OF CHILDREN & FAMILY SERVICES	3333	422	12.66%	378	11.34%
EXECUTIVE DEPARTMENT	2141	229	10.70%	212	9.90%
DPSC-PUBLIC SAFETY SERVICES	1359	154	11.33%	146	10.74%
PORTS, LEVEE BOARDS, FRESH WATER DISTRICTS	807	147	18.22%	110	13.63%
LOUISIANA WORKFORCE COMMISSION	783	110	14.05%	100	12.77%
DEPT OF WILDLIFE AND FISHERIES	683	85	12.45%	80	11.71%
DPSC-YOUTH SERVICES (JUVENILE JUSTICE)	666	203	30.48%	133	19.97%

DEPT OF ENVIRONMENTAL QUALITY	661	76	11.50%	70	10.59%
DEPT OF VETERANS AFFAIRS	660	236	35.76%	167	25.30%
DEPT OF REVENUE	607	63	10.38%	54	8.90%
DEPT OF AGRICULTURE AND FORESTRY	517	58	11.22%	52	10.06%
DEPT OF CULTURE, RECREATION AND TOURISM	499	87	17.43%	74	14.83%
DEPT OF EDUCATION	381	61	16.01%	61	16.01%
DEPT OF STATE (SECRETARY OF STATE)	350	36	10.29%	32	9.14%
HOUSING AUTHORITIES	286	46	16.08%	33	11.54%
DEPT OF NATURAL RESOURCES	277	33	11.91%	33	11.91%
LOUISIANA HEALTH CARE SERVICES DIVISION	258	67	25.97%	53	20.54%
RETIREMENT SYSTEMS	256	20	7.81%	20	7.81%
DEPT OF INSURANCE	185	21	11.35%	19	10.27%
EDUCATION - OTHER	167	26	15.57%	23	13.77%
CIVIL SERVICE AGENCIES	158	9	5.70%	7	4.43%
PUBLIC SERVICE COMMISSION	58	7	12.07%	6	10.34%
DEPT OF ECONOMIC DEVELOPMENT	57	3	5.26%	3	5.26%
DEPT OF TREASURY	45	3	6.67%	3	6.67%
OFFICE OF THE LIEUTENANT GOVERNOR	0	0	0.00%	0	0.00%
TOTALS	34,482	6,444	18.69%	5,014	14.54%

TURNOVER COSTS BY AGENCY
FISCAL YEAR 2023

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 year[ii], the state's benefit percentage of 21.61%, 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 2023

MAJOR AGENCY CATEGORY	VOLUNTARY SEPARATIONS	AVERAGE SALARY OF VOLUNTARY SEPARATIONS	TURNOVER COST (3 MONTHS)	TURNOVER COST (12 MONTHS)
LOUISIANA DEPARTMENT OF HEALTH	928	$46,810.06	$6,603,383.28	$26,413,533.10
DPSC-CORRECTIONS SERVICES	901	$44,964.34	$6,158,462.19	$24,633,848.74
HIGHER EDUCATION	832	$32,188.29	$4,070,994.83	$16,283,979.33
DEPT OF TRANSPORTATION AND DEVELOPMENT	484	$47,989.74	$3,530,799.66	$14,123,198.63
DEPT OF CHILDREN & FAMILY SERVICES	378	$49,630.81	$2,851,822.24	$11,407,288.95
EXECUTIVE DEPARTMENT	212	$65,506.65	$2,111,059.94	$8,444,239.75
DEPT OF VETERANS AFFAIRS	167	$33,105.69	$840,423.97	$3,361,695.88
DPSC-PUBLIC SAFETY SERVICES	146	$47,819.11	$1,061,288.94	$4,245,155.76
DPSC-YOUTH SERVICES (JUVENILE JUSTICE)	133	$45,020.71	$910,213.53	$3,640,854.12
PORTS, LEVEE BOARDS, FRESH WATER DISTRICTS	110	$44,222.79	$739,465.78	$2,957,863.12
LOUISIANA WORKFORCE COMMISSION	100	$52,499.93	$798,064.57	$3,192,258.28

[ii] 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 of this report.

DEPT OF WILDLIFE AND FISHERIES	80	$60,827.82	$739,727.07	$2,958,908.27
DEPT OF CULTURE, RECREATION AND TOURISM	74	$40,834.48	$459,343.95	$1,837,375.82
DEPT OF ENVIRONMENTAL QUALITY	70	$67,657.42	$719,934.14	$2,879,736.56
DEPT OF EDUCATION	61	$68,605.05	$636,158.33	$2,544,633.31
DEPT OF REVENUE	54	$55,686.03	$457,108.52	$1,828,434.08
LOUISIANA HEALTH CARE SERVICES DIVISION	53	$39,144.83	$315,376.71	$1,261,506.82
DEPT OF AGRICULTURE AND FORESTRY	52	$52,270.84	$413,182.66	$1,652,730.62
DEPT OF NATURAL RESOURCES	33	$64,812.48	$325,126.16	$1,300,504.64
HOUSING AUTHORITIES	33	$33,180.41	$166,446.63	$665,786.54
DEPT OF STATE (SECRETARY OF STATE)	32	$43,051.61	$209,420.26	$837,681.06
EDUCATION - OTHER	23	$37,783.40	$132,101.64	$528,406.57
RETIREMENT SYSTEMS	20	$64,328.16	$195,573.69	$782,294.75
DEPT OF INSURANCE	19	$63,677.56	$183,915.91	$735,663.64
CIVIL SERVICE AGENCIES	7	$48,184.69	$51,272.72	$205,090.89
PUBLIC SERVICE COMMISSION	6	$46,890.13	$42,767.32	$171,069.27
DEPT OF ECONOMIC DEVELOPMENT	3	$58,253.87	$26,565.95	$106,263.79
DEPT OF TREASURY	3	$47,833.07	$21,813.67	$87,254.69
OFFICE OF THE LIEUTENANT GOVERNOR	0	$0.00	$0.00	$0.00

AGENCIES WITH HIGHEST TURNOVER COSTS
FISCAL YEAR 2023

The following table provides a closer look at the five major agencies for which voluntary turnover costs were the highest in Fiscal Year 2023. 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 2023

MAJOR AGENCY CATEGORY	JOB CLASSIFICATION	VOLUNTARY SEPARATIONS	TURNOVER COST (3 MONTHS)	TURNOVER COST (12 MONTHS)
LOUISIANA DEPARTMENT OF HEALTH	RESIDENTIAL SERVICES SPECIALIST 2	107	$471,759.00	$1,887,035.99
	RESIDENTIAL SERVICES SPECIALIST 1	104	$401,859.76	$1,607,439.03
	REGISTERED NURSE 3	26	$294,419.76	$1,177,679.02
	CORRECTIONS GUARD/THERAPEUTIC	56	$282,240.27	$1,128,961.08
	ADMINISTRATIVE COORDINATOR 3	34	$164,169.78	$656,679.11
DPSC – CORRECTIONS SERVICES	CORRECTIONS SERGEANT--MASTER	229	$1,536,155.69	$6,144,622.76
	CORRECTIONS CADET	272	$1,509,838.74	$6,039,354.96
	CORRECTIONS SERGEANT	137	$818,093.33	$3,272,373.33
	CORRECTIONS LIEUTENANT	33	$264,978.49	$1,059,913.97
	CORRECTIONS MAJOR	17	$180,752.07	$723,008.30
HIGHER EDUCATION	CUSTODIAN 2	159	$531,144.72	$2,124,578.90
	CUSTODIAN 1	82	$242,944.38	$971,777.53
	ADMINISTRATIVE COORDINATOR 3	48	$239,056.35	$956,225.40
	ADMINISTRATIVE ASSISTANT 3	43	$196,846.03	$787,384.12
	ADMINISTRATIVE ASSISTANT 4	34	$182,747.66	$730,990.62

DEPT OF TRANSPORTATION AND DEVELOPMENT	MOBILE EQUIPMENT OPERATOR 1/HEAVY	59	$364,742.68	$1,458,970.74
	MOBILE EQUIPMENT OPERATOR 1	64	$263,303.89	$1,053,215.57
	ENGINEERING TECHNICIAN 5	23	$198,982.17	$795,928.69
	ENGINEER 6	10	$163,208.89	$652,835.56
	ENGINEER TECHNICIAN 4	21	$148,199.54	$592,798.16
DEPT OF CHILDREN & FAMILY SERVICES	CHILD WELFARE SPECIALIST 3	59	$502,076.49	$2,008,305.97
	SOCIAL SERVICES ANALYST 3	33	$254,795.33	$1,019,181.30
	CHILD WELFARE SPECIALIST 2	27	$202,093.44	$808,373.78
	SOCIAL SERVICES ANALYST 1	29	$154,033.17	$616,132.69
	CHILD WELFARE SPECIALIST 1	23	$149,284.06	$597,136.23

HISTORICAL DATA
FISCAL YEARS 2014-2023

The following tables provide an overview of voluntary turnover for the classified workforce over the last ten fiscal years. Employee counts, voluntary separation counts, voluntary turnover percentages, and voluntary turnover costs are provided for each fiscal year. The information is presented for all agencies statewide, as well as for each Major Agency Category.

STATEWIDE	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	37,890	36,989	36,363	36,088	35,899	36,262	36,279	35,139	33,957	34,482
Voluntary Separations	5,506	4,578	4,777	4,729	4,615	4,567	4,221	4,669	5,148	5,014
Voluntary Turnover %	14.53%	12.38%	13.14%	13.10%	12.86%	12.59%	11.63%	13.29%	15.16%	14.54%
3 Month Turnover Cost ($ Millions)	32.373	26.481	28.561	27.528	27.447	27.989	26.940	30.456	34.758	34.772
12 Month Turnover Cost ($ Millions)	129.491	105.923	114.242	110.111	109.787	111.956	107.759	121.825	139.032	139.087

CIVIL SERVICE AGENCIES	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	201	153	203	159	159	159	154	156	155	158
Voluntary Separations	19	17	27	14	6	17	16	4	13	7
Voluntary Turnover %	9.45%	11.11%	13.30%	8.81%	3.77%	10.62%	10.39%	2.56%	8.39%	4.43%
3 Month Turnover Cost ($ Millions)	0.189	0.117	0.176	0.113	0.052	0.131	0.162	0.033	0.115	0.051
12 Month Turnover Cost ($ Millions)	0.756	0.467	0.703	0.452	0.210	0.524	0.647	0.131	0.462	0.205

DEPT OF AGRICULTURE AND FORESTRY	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	502	466	489	488	511	506	512	519	516	517
Voluntary Separations	43	52	28	39	36	39	28	47	50	52
Voluntary Turnover %	8.57%	11.16%	5.72%	7.99%	7.05%	7.71%	5.47%	9.06%	9.69%	10.06%
3 Month Turnover Cost ($ Millions)	0.303	0.389	0.202	0.247	0.236	0.311	0.202	0.392	0.404	0.413
12 Month Turnover Cost ($ Millions)	1.211	1.557	0.808	0.989	0.942	1.245	0.807	1.568	1.615	1.653

DEPT OF CHILDREN & FAMILY SERVICES	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	3,366	3,279	3,160	3,238	3,250	3,267	3,280	3,269	3,150	3,333
Voluntary Separations	470	446	410	350	355	370	335	378	469	378
Voluntary Turnover %	13.96%	13.60%	12.97%	10.81%	10.92%	11.33%	10.21%	11.56%	14.89%	11.34%
3 Month Turnover Cost ($ Millions)	2.983	2.867	2.573	2.107	2.170	2.257	2.057	2.492	3.254	2.852
12 Month Turnover Cost ($ Millions)	11.931	11.466	10.290	8.427	8.680	9.030	8.229	9.967	13.015	11.407

DEPT OF CULTURE, RECREATION & TOURISM	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	621	554	539	520	473	513	510	505	479	499
Voluntary Separations	67	74	94	60	84	50	50	52	82	74
Voluntary Turnover %	10.79%	13.36%	17.43%	11.54%	17.76%	9.75%	9.80%	10.30%	17.12%	14.83%
3 Month Turnover Cost ($ Millions)	0.321	0.384	0.505	0.321	0.489	0.283	0.268	0.337	0.534	0.459
12 Month Turnover Cost ($ Millions)	1.282	1.537	2.019	1.283	1.956	1.130	1.074	1.348	2.137	1.837

DEPT OF ECONOMIC DEVELOPMENT	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	64	54	57	60	58	57	60	58	56	57
Voluntary Separations	5	5	3	4	6	6	3	5	7	3
Voluntary Turnover %	7.81%	9.26%	5.26%	6.67%	10.34%	10.53%	5.00%	8.62%	12.50%	5.26%
3 Month Turnover Cost ($ Millions)	0.043	0.039	0.025	0.035	0.050	0.050	0.029	0.051	0.070	0.027
12 Month Turnover Cost ($ Millions)	0.171	0.155	0.101	0.139	0.202	0.199	0.116	0.204	0.278	0.106

DEPT OF EDUCATION	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	293	312	320	311	312	312	431	413	403	381
Voluntary Separations	49	35	37	40	41	36	36	56	59	61
Voluntary Turnover %	16.72%	11.22%	11.56%	12.86%	13.14%	11.54%	8.35%	13.56%	14.64%	16.01%
3 Month Turnover Cost ($ Millions)	0.481	0.346	0.382	0.389	0.391	0.355	0.381	0.567	0.539	0.636
12 Month Turnover Cost ($ Millions)	1.924	1.384	1.528	1.556	1.563	1.421	1.525	2.267	2.155	2.545

DEPT OF ENVIRONMENTAL QUALITY	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	647	646	641	654	667	665	677	665	657	661
Voluntary Separations	39	43	42	46	47	42	38	41	71	70
Voluntary Turnover %	6.03%	6.66%	6.55%	7.03%	7.05%	6.32%	5.61%	6.17%	10.81%	10.59%
3 Month Turnover Cost ($ Millions)	0.259	0.342	0.301	0.378	0.378	0.371	0.366	0.386	0.670	0.720
12 Month Turnover Cost ($ Millions)	1.035	1.370	1.322	1.513	1.512	1.485	1.465	1.546	2.680	2.880

DEPT OF INSURANCE	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	212	201	192	191	189	188	191	191	188	185
Voluntary Separations	16	17	9	7	10	8	15	6	17	19
Voluntary Turnover %	7.55%	8.46%	4.68%	3.66%	5.29%	4.26%	7.85%	3.14%	9.04%	10.27%
3 Month Turnover Cost ($ Millions)	0.127	0.130	0.079	0.078	0.093	0.068	0.136	0.054	0.147	0.184
12 Month Turnover Cost ($ Millions)	0.507	0.519	0.314	0.311	0.372	0.273	0.543	0.218	0.588	0.736

DEPT OF NATURAL RESOURCES	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	326	294	280	270	270	271	275	261	271	277
Voluntary Separations	52	25	28	21	26	22	18	22	25	33
Voluntary Turnover %	15.95%	8.50%	10.00%	7.78%	9.63%	8.12%	6.55%	8.43%	9.23%	11.91%
3 Month Turnover Cost ($ Millions)	0.438	0.214	0.230	0.214	0.250	0.199	0.188	0.244	0.255	0.325
12 Month Turnover Cost ($ Millions)	1.754	0.856	0.921	0.858	0.998	0.798	0.754	0.974	1.021	1.301

DEPT OF REVENUE	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	670	643	643	641	644	649	646	616	604	607
Voluntary Separations	64	60	37	42	50	46	41	46	57	54
Voluntary Turnover %	9.55%	9.33%	5.75%	6.55%	7.76%	7.09%	6.35%	7.47%	9.44%	8.90%
3 Month Turnover Cost ($ Millions)	0.396	0.472	0.301	0.310	0.310	0.345	0.356	0.434	0.481	0.457
12 Month Turnover Cost ($ Millions)	1.584	1.887	1.204	1.239	1.241	1.379	1.423	1.738	1.924	1.828

DEPT OF STATE (SECRETARY OF STATE)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	366	346	368	358	353	356	354	359	361	350
Voluntary Separations	25	38	24	23	21	19	19	24	32	32
Voluntary Turnover %	6.83%	10.98%	6.52%	6.42%	5.95%	5.34%	5.37%	6.69%	8.86%	9.14%
3 Month Turnover Cost ($ Millions)	0.159	0.257	0.164	0.138	0.139	0.143	0.118	0.176	0.246	0.209
12 Month Turnover Cost ($ Millions)	0.636	1.029	0.314	0.553	0.557	0.570	0.472	0.703	0.985	0.838

DEPT OF TRANSPORTATION AND DEVELOPMENT	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	4,210	4,174	4,196	4,232	4,179	4,187	4,145	4,163	4,025	4,065
Voluntary Separations	414	410	402	369	405	414	328	426	500	484
Voluntary Turnover %	9.83%	9.82%	9.58%	8.72%	9.69%	9.89%	7.91%	10.23%	12.42%	11.91%
3 Month Turnover Cost ($ Millions)	2.523	2.612	2.551	2.374	2.739	2.656	2.242	2.896	3.395	3.531
12 Month Turnover Cost ($ Millions)	10.091	10.449	10.203	9.498	10.957	10.626	8.966	11.585	13.581	14.123

DEPT OF TREASURY	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	42	41	43	44	41	40	38	44	45	45
Voluntary Separations	4	4	2	1	1	6	4	2	3	3
Voluntary Turnover %	9.52%	9.76%	4.65%	2.27%	2.44%	15.00%	10.53%	4.55%	6.67%	6.67%
3 Month Turnover Cost ($ Millions)	0.036	0.032	0.012	0.007	0.012	0.054	0.044	0.015	0.036	0.022
12 Month Turnover Cost ($ Millions)	0.145	0.127	0.048	0.028	0.048	0.217	0.177	0.061	0.145	0.087

DEPT OF VETERANS AFFAIRS	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	785	759	769	779	745	744	739	700	673	660
Voluntary Separations	170	200	224	193	214	247	210	170	155	167
Voluntary Turnover %	21.66%	26.35%	29.12%	24.78%	28.72%	33.20%	28.42%	24.29%	23.03%	25.30%
3 Month Turnover Cost ($ Millions)	0.638	0.730	0.910	0.787	0.946	1.076	1.016	0.794	0.792	0.840
12 Month Turnover Cost ($ Millions)	2.552	2.922	3.642	3.147	3.782	4.303	4.063	3.176	3.166	3.362

DEPT OF WILDLIFE AND FISHERIES	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	686	695	702	739	717	735	722	697	702	683
Voluntary Separations	55	67	57	37	45	54	62	32	73	80
Voluntary Turnover %	8.02%	9.64%	8.11%	5.01%	6.28%	7.35%	8.59%	4.59%	10.40%	11.71%
3 Month Turnover Cost ($ Millions)	0.440	0.556	0.474	0.291	0.401	0.485	0.556	0.295	0.647	0.740
12 Month Turnover Cost ($ Millions)	1.759	2.224	1.895	1.165	1.605	1.940	2.226	1.179	2.586	2.959

DPSC – CORRECTIONS SERVICES	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	4,659	4,628	4,559	4,509	4,442	4,604	4,515	4,210	4,106	4,315
Voluntary Separations	805	790	963	1,057	1,035	901	838	937	828	901
Voluntary Turnover %	17.28%	17.07%	21.12%	23.44%	23.30%	19.57%	18.56%	22.26%	20.17%	20.88%
3 Month Turnover Cost ($ Millions)	4.218	4.310	5.123	5.414	5.373	5.036	5.134	5.849	5.654	6.158
12 Month Turnover Cost ($ Millions)	16.873	17.239	20.492	21.654	21.491	20.142	20.536	23.396	22.616	24.634

DPSC – YOUTH SERVICES (JUVENILE JUSTICE)	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	797	729	728	727	722	762	723	642	601	666
Voluntary Separations	167	176	178	186	189	241	344	278	219	133
Voluntary Turnover %	20.95%	24.14%	24.45%	25.58%	26.18%	31.63%	47.58%	43.30%	36.44%	19.97%
3 Month Turnover Cost ($ Millions)	0.940	1.048	1.093	1.100	1.093	1.426	2.015	1.623	1.435	0.910
12 Month Turnover Cost ($ Millions)	3.759	4.192	4.370	4.401	4.372	5.704	8.058	6.494	5.742	3.641

DPSC – PUBLIC SAFETY SERVICES	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	1,351	1,355	1,309	1,362	1,348	1,353	1,393	1,387	1,335	1,359
Voluntary Separations	140	122	107	136	121	124	104	114	136	146
Voluntary Turnover %	10.36%	9.00%	8.17%	9.99%	8.98%	9.16%	7.47%	8.22%	10.19%	10.74%
3 Month Turnover Cost ($ Millions)	0.875	0.816	0.616	0.831	0.810	0.798	0.685	0.841	1.006	1.061
12 Month Turnover Cost ($ Millions)	3.499	3.265	2.465	3.325	3.242	3.190	2.738	3.363	4.024	4.245

EDUCATION - OTHER	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	345	343	321	321	335	321	160	155	164	167
Voluntary Separations	45	40	52	40	30	38	23	28	13	23
Voluntary Turnover %	13.04%	11.66%	16.19%	12.46%	8.96%	11.84%	14.38%	18.06%	7.93%	13.77%
3 Month Turnover Cost ($ Millions)	0.188	0.208	0.282	0.209	0.124	0.186	0.206	0.161	0.071	0.132
12 Month Turnover Cost ($ Millions)	0.754	0.831	1.127	0.836	0.496	0.746	0.823	0.644	0.285	0.528

EXECUTIVE DEPARTMENT	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	2,028	2,140	2,250	2,067	2,103	2,131	2,182	2,212	2,120	2,141
Voluntary Separations	146	175	192	173	161	195	135	178	242	212
Voluntary Turnover %	7.20%	8.18%	8.53%	8.37%	7.66%	9.15%	6.19%	8.05%	11.42%	9.90%
3 Month Turnover Cost ($ Millions)	1.224	1.617	1.714	1.664	1.452	1.813	1.310	1.737	2.117	2.111
12 Month Turnover Cost ($ Millions)	4.898	6.467	6.857	6.655	5.809	7.253	5.240	6.948	8.466	8.444

HIGHER EDUCATION	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	6,171	5,719	5,370	5,169	4,979	4,849	4,746	4,425	4,154	3,982
Voluntary Separations	1,573	783	695	694	659	688	516	593	654	832
Voluntary Turnover %	25.49%	13.69%	12.94%	13.43%	13.24%	14.19%	10.87%	13.40%	15.74%	20.89%
3 Month Turnover Cost ($ Millions)	8.446	2.503	3.262	3.096	2.998	3.081	2.397	2.717	3.122	4.071
12 Month Turnover Cost ($ Millions)	33.785	10.011	13.046	12.384	11.990	12.323	9.588	10.868	12.488	16.284

HOUSING AUTHORITIES	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	602	586	585	583	571	514	515	320	283	286
Voluntary Separations	67	63	64	55	76	55	49	50	48	33
Voluntary Turnover %	11.13%	10.75%	10.94%	9.43%	13.31%	10.70%	9.51%	15.63%	16.96%	11.54%
3 Month Turnover Cost ($ Millions)	0.296	0.277	0.344	0.271	0.401	0.349	0.282	0.282	0.264	0.166
12 Month Turnover Cost ($ Millions)	1.185	1.108	1.377	1.085	1.603	1.396	1.129	1.127	1.057	0.666

LOUISIANA DEPARTMENT OF HEALTH	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	6,523	6,463	6,287	6,390	6,564	6,773	7,023	6,931	6,762	6,926
Voluntary Separations	733	735	834	836	752	695	760	931	1,093	928
Voluntary Turnover %	11.24%	11.37%	13.26%	13.08%	11.46%	10.26%	10.82%	13.43%	16.16%	13.40%
3 Month Turnover Cost ($ Millions)	4.783	4.900	5.412	5.240	4.871	4.794	5.137	6.348	7.428	6.603
12 Month Turnover Cost ($ Millions)	19.134	19.602	21.650	20.959	19.483	19.175	20.548	25.392	29.714	26.414

LOUISIANA HEALTH CARE SERVICES DIVISION	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	289	281	275	275	272	277	274	270	244	258
Voluntary Separations	147	37	46	45	55	37	29	32	68	53
Voluntary Turnover %	50.87%	13.17%	16.72%	16.36%	20.22%	13.36%	10.58%	11.85%	27.87%	20.54%
3 Month Turnover Cost ($ Millions)	0.880	0.193	0.264	0.232	0.292	0.187	0.150	0.177	0.390	0.315
12 Month Turnover Cost ($ Millions)	3.520	0.771	1.055	0.929	1.166	0.747	0.600	0.710	1.561	1.262

LOUISIANA WORKFORCE COMMISSION	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	894	876	824	781	760	784	769	782	764	783
Voluntary Separations	83	68	90	106	78	80	78	91	94	100
Voluntary Turnover %	9.28%	7.76%	10.92%	13.57%	10.26%	10.20%	10.14%	11.64%	12.30%	12.77%
3 Month Turnover Cost ($ Millions)	0.526	0.467	0.689	0.744	0.585	0.619	0.599	0.662	0.661	0.798
12 Month Turnover Cost ($ Millions)	2.105	1.867	2.755	8.976	2.341	2.475	2.397	2.646	2.644	3.192

OFFICE OF THE LIEUTENANT GOVERNOR	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	2	0	2	2	2	2	2	2	0	0
Voluntary Separations	0	0	0	0	0	0	0	0	0	0
Voluntary Turnover %	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
3 Month Turnover Cost ($ Millions)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
12 Month Turnover Cost ($ Millions)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

PORTS, LEVEE BOARDS, FRESH WATER DISTRICTS	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	875	889	908	878	907	916	920	865	823	807
Voluntary Separations	83	69	90	100	87	109	103	107	107	110
Voluntary Turnover %	9.49%	7.76%	9.91%	11.39%	9.59%	11.90%	11.20%	12.37%	13.00%	13.63%
3 Month Turnover Cost ($ Millions)	0.473	0.423	0.616	0.686	0.590	0.697	0.728	0.726	0.719	0.739
12 Month Turnover Cost ($ Millions)	1.894	1.692	2.465	2.746	2.358	2.790	2.911	2.902	2.876	2.958

PUBLIC SERVICE COMMISSION	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	69	73	65	65	64	64	61	61	59	58
Voluntary Separations	12	8	7	11	6	3	5	4	5	6
Voluntary Turnover %	17.39%	10.96%	10.76%	16.92%	9.38%	4.69%	8.20%	6.56%	8.47%	10.34%
3 Month Turnover Cost ($ Millions)	0.101	0.059	0.056	0.080	0.050	0.016	0.030	0.027	0.045	0.043
12 Month Turnover Cost ($ Millions)	0.403	0.235	0.223	0.319	0.199	0.064	0.121	0.106	0.179	0.171

RETIREMENT SYSTEMS	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Total Employees	291	285	275	275	262	263	262	261	255	256
Voluntary Separations	11	19	18	17	18	21	15	15	28	20
Voluntary Turnover %	3.78%	6.67%	6.54%	6.18%	6.87%	7.98%	5.73%	5.75%	10.98%	7.81%
3 Month Turnover Cost ($ Millions)	0.078	0.174	0.176	0.166	0.153	0.202	0.146	0.142	0.260	0.196
12 Month Turnover Cost ($ Millions)	0.314	0.695	0.704	0.664	0.610	0.809	0.583	0.567	1.042	0.782

REFERENCES

Mathis, R., Jackson, J., Valentine, S., Meglich, P., (2017). *Human Resource Management.* (15th edition). Cengage Learning.

CONTACT INFORMATION

BYRON P. DECOTEAU, JR. *MSHLD, PHR, SHRM-CP* DIRECTOR	**CHRIS DEER** *CCP* DEPUTY DIRECTOR	**NICOLE TUCKER** *MBA, CCP* CHIEF OPERATING OFFICER
byron.decoteau@la.gov	chris.deer@la.gov	nicole.tucker@la.gov

State Civil Service

P.O. Box 94111
Baton Rouge, LA 70804-9111
225.342.8274
www.civilservice.la.gov

