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

Fiscal Year 2024

PREPARED FOR THE JOINT LEGISLATIVE COMMITTEE ON THE BUDGET

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STATECIVILSERVICE

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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 2024, 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, 2024.

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 2024. The percentage used for common employee benefits paid by the state is 21.75%, which includes retirement (3.99%), Medicare (1.45%), and health insurance (16.31%)[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 2024 per page 6 of the Preparation of Fiscal Year 2024-2025 Budget Documents memo dated September 20, 2023, 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 $7,846.08 for an "enrollee only" in the Magnolia Local Plus plan by the average salary of $48,119.41. See the OGB schedule of rates as of January 1, 2024.

STATEWIDE TURNOVER AND COSTS
FISCAL YEAR 2024

STATEWIDE TURNOVER RATES

The following table provides the statewide turnover rates for Fiscal Year 2024. There were 6,984 total separations during the fiscal year for all reasons combined. Of this number, there were 5,035 separations for voluntary reasons. As of June 30, 2024, there were 35,278 non-temporary employees in the classified state service. Total separations amount to 19.80% of the non-temporary classified workforce, while voluntary separations amount to 14.27%.

STATEWIDE TURNOVER RATES FOR NON-TEMPORARY CLASSIFIED EMPLOYEES
FISCAL YEAR 2024

Total Number of Employees as of 6/30/24	Total Separations	Total Turnover Rate	Voluntary Separations	Voluntary Turnover Rate
35,278	6,984	19.80%	5,035	14.27%

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 $36.9 million, while a twelve-month training period results in a cost of about $147.5 million.

Estimated Cost of Voluntary Turnover based on 3-month average training time:
((3/12)*($48,119.41*1.2175)*0.5)*5,035 = **$ 36,872,174.78**

Estimated Cost of Voluntary Turnover based on 12-month average training time:
((12/12)*($48,119.41*1.2175)*0.5)*5,035 = **$ 147,488,699.13**

JOB CLASSIFICATIONS WITH HIGHEST TURNOVER
FISCAL YEAR 2024

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 2024

JOB CLASSIFICATION	TOTAL NUMBER OF EMPLOYEES AS OF 6/30/24	TOTAL SEPARATIONS	TOTAL TURNOVER RATE	VOLUNTARY SEPARATIONS	VOLUNTARY TURNOVER RATE
CORRECTIONS CADET	273	556	203.66%	296	108.42%
RESIDENTIAL SERVICES SPECIALIST 1	284	381	134.15%	166	58.45%
CORRECTIONS SERGEANT	251	280	111.55%	163	64.94%
CORRECTIONS GUARD TRAINEE--THERAPEUTIC	52	56	107.69%	15	28.85%
CUSTODIAN 1	195	159	81.54%	89	45.64%

TURNOVER RATES BY AGENCY
FISCAL YEAR 2024

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, 2024.

TURNOVER RATES BY MAJOR AGENCY
NON-TEMPORARY CLASSIFIED EMPLOYEES
FISCAL YEAR 2024

MAJOR AGENCY CATEGORY	TOTAL NUMBER OF EMPLOYEES AS OF 6/30/24	TOTAL SEPARATIONS	TOTAL TURNOVER RATE	VOLUNTARY SEPARATIONS	VOLUNTARY TURNOVER RATE
LOUISIANA DEPARTMENT OF HEALTH	6965	1586	22.77%	998	14.33%
DPSC-CORRECTIONS SERVICES	4450	1579	35.48%	1065	23.93%
DEPT OF TRANSPORTATION & DEVELOPMENT	4183	586	14.01%	424	10.14%
HIGHER EDUCATION	4018	889	22.13%	669	16.65%
DEPT OF CHILDREN & FAMILY SERVICES	3396	498	14.66%	447	13.16%
EXECUTIVE DEPARTMENT	2218	231	10.41%	207	9.33%
DPSC-PUBLIC SAFETY SERVICES	1340	178	13.28%	164	12.24%
PORTS, LEVEE BOARDS, FRESH WATER DISTRICTS	832	164	19.71%	104	12.50%
LOUISIANA WORKFORCE COMMISSION	791	89	11.25%	75	9.48%
DPSC-YOUTH SERVICES (JUVENILE JUSTICE)	731	295	40.36%	173	23.67%
DEPT OF VETERANS AFFAIRS	716	221	30.87%	163	22.63%

DEPT OF WILDLIFE & FISHERIES	716	51	7.12%	47	6.56%
DEPT OF ENVIRONMENTAL QUALITY	648	68	10.49%	66	10.19%
DEPT OF REVENUE	646	85	13.16%	68	10.53%
DEPT OF AGRICULTURE & FORESTRY	524	56	10.69%	52	9.92%
DEPT OF CULTURE, RECREATION & TOURISM	509	101	19.84%	77	15.13%
DEPT OF EDUCATION	437	51	11.67%	44	10.07%
DEPT OF STATE (SECRETARY OF STATE)	396	20	5.05%	19	4.80%
DEPT OF ENERGY & NATURAL RESOURCES	297	22	7.41%	20	6.73%
HOUSING AUTHORITIES	264	47	17.80%	25	9.47%
LOUISIANA HEALTH CARE SERVICES DIVISION	263	70	26.62%	45	17.11%
RETIREMENT SYSTEMS	261	25	9.58%	23	8.81%
DEPT OF INSURANCE	187	13	6.95%	12	6.42%
EDUCATION - OTHER	171	27	15.79%	18	10.53%
CIVIL SERVICE AGENCIES	158	15	9.49%	13	8.23%
DEPT OF ECONOMIC DEVELOPMENT	59	4	6.78%	4	6.78%
PUBLIC SERVICE COMMISSION	59	6	10.17%	6	10.17%
DEPT OF TREASURY	43	7	16.28%	7	16.28%
OFFICE OF THE LIEUTENANT GOVERNOR	0	0	0.00%	0	0.00%
TOTALS	35,278	6,984	19.80%	5,035	14.27%

TURNOVER COSTS BY AGENCY
FISCAL YEAR 2024

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 21.75%, 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 2024

MAJOR AGENCY CATEGORY	VOLUNTARY SEPARATIONS	AVERAGE SALARY OF VOLUNTARY SEPARATIONS	TURNOVER COST (3 MONTHS)	TURNOVER COST (12 MONTHS)
LOUISIANA DEPARTMENT OF HEALTH	998	$49,237.09	$7,478,283.64	$29,913,134.56
DPSC-CORRECTIONS SERVICES	1065	$45,784.83	$7,420,790.64	$29,683,162.57
HIGHER EDUCATION	669	$34,839.70	$3,547,149.16	$14,188,596.66
DEPT OF CHILDREN & FAMILY SERVICES	447	$50,460.68	$3,432,729.57	$13,730,918.28
DEPT OF TRANSPORTATION & DEVELOPMENT	424	$52,588.79	$3,393,423.12	$13,573,692.49
EXECUTIVE DEPARTMENT	207	$70,221.73	$2,222,868.70	$8,891,474.82
DPSC-YOUTH SERVICES (JUVENILE JUSTICE)	173	$45,824.65	$1,206,491.43	$4,825,965.72
DPSC-PUBLIC SAFETY SERVICES	164	$45,545.54	$1,136,759.74	$4,547,038.95
DEPT OF VETERANS AFFAIRS	163	$36,896.15	$909,651.53	$3,638,606.13
PORTS, LEVEE BOARDS, FRESH WATER DISTRICTS	104	$51,425.02	$813,929.42	$3,255,717.70
DEPT OF ENVIRONMENTAL QUALITY	66	$63,346.95	$636,280.54	$2,545,122.14
DEPT OF REVENUE	68	$61,447.79	$635,907.80	$2,543,631.19

[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.

LOUISIANA WORKFORCE COMMISSION	75	$54,834.90	$625,888.99	$2,503,555.96
DEPT OF CULTURE, RECREATION & TOURISM	77	$44,776.05	$524,705.37	$2,098,821.47
DEPT OF WILDLIFE & FISHERIES	47	$64,418.57	$460,773.98	$1,843,095.91
DEPT OF EDUCATION	44	$68,119.29	$456,143.76	$1,824,575.05
DEPT OF AGRICULTURE & FORESTRY	52	$51,422.44	$406,944.29	$1,627,777.18
LOUISIANA HEALTH CARE SERVICES DIVISION	45	$45,251.66	$309,903.20	$1,239,612.78
RETIREMENT SYSTEMS	23	$70,339.27	$246,209.42	$984,837.70
DEPT OF ENERGY AND NATURAL RESOURCES	20	$67,574.64	$205,680.30	$822,721.21
HOUSING AUTHORITIES	25	$41,885.79	$159,362.35	$637,449.40
DEPT OF STATE (SECRETARY OF STATE)	19	$48,755.47	$140,979.50	$563,918.00
CIVIL SERVICE AGENCIES	13	$62,177.60	$123,014.50	$492,057.98
DEPT OF INSURANCE	12	$61,752.28	$112,775.09	$451,100.37
EDUCATION - OTHER	18	$36,213.79	$99,203.15	$396,812.59
DEPT OF TREASURY	7	$61,868.11	$65,908.88	$263,635.50
PUBLIC SERVICE COMMISSION	6	$65,995.71	$60,262.34	$241,049.34
DEPT OF ECONOMIC DEVELOPMENT	4	$65,962.00	$40,154.37	$160,617.47
OFFICE OF THE LIEUTENANT GOVERNOR	0	$0.00	$0.00	$0.00

AGENCIES WITH HIGHEST TURNOVER COSTS
FISCAL YEAR 2024

The following table provides a closer look at the five major agencies for which voluntary turnover costs were the highest in Fiscal Year 2024. 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 2024

MAJOR AGENCY CATEGORY	JOB CLASSIFICATION	VOLUNTARY SEPARATIONS	TURNOVER COST (3 MONTHS)	TURNOVER COST (12 MONTHS)
LOUISIANA DEPARTMENT OF HEALTH	RESIDENTIAL SERVICES SPECIALIST 1	166	$644,302.70	$2,577,210.82
	RESIDENTIAL SERVICES SPECIALIST 2	109	$480,494.41	$1,921,977.64
	REGISTERED NURSE 3	30	$337,989.93	$1,351,959.73
	REGISTERED NURSE SUPERVISOR A	22	$298,569.96	$1,194,279.84
	CORRECTIONS GUARD--THERAPEUTIC	39	$215,782.64	$863,130.55
DPSC – CORRECTIONS SERVICES	CORRECTIONS SERGEANT--MASTER	332	$2,268,603.06	$9,074,412.23
	CORRECTIONS CADET	296	$1,646,974.83	$6,587,899.32
	CORRECTIONS SERGEANT	163	$978,535.19	$3,914,140.75
	CORRECTIONS LIEUTENANT	48	$398,495.30	$1,593,981.19
	CORRECTIONS CAPTAIN	27	$253,733.82	$1,014,935.27
HIGHER EDUCATION	CUSTODIAN 2	127	$464,102.25	$1,856,408.98
	CUSTODIAN 1	75	$249,119.42	$996,477.67
	ADMINISTRATIVE COORDINATOR 3	40	$202,131.53	$808,526.12
	MAINTENANCE REPAIRER 2	23	$150,665.78	$602,663.13

	ADMINISTRATIVE COORDINATOR 4	22	$136,306.05	$545,224.21
DEPT OF CHILDREN & FAMILY SERVICES	CHILD WELFARE SPECIALIST 3	71	$610,768.98	$2,443,075.92
	SOCIAL SERVICES ANALYST 1	64	$341,965.80	$1,367,863.20
	CHILD WELFARE SPECIALIST 1	48	$312,583.63	$1,250,334.51
	SOCIAL SERVICES ANALYST 3	32	$256,883.49	$1,027,533.96
	SOCIAL SERVICES ANALYST 2	26	$153,324.16	$613,296.63
DEPT OF TRANSPORTATION & DEVELOPMENT	MOBILE EQUIPMENT OPERATOR 1--HEAVY	51	$361,205.71	$1,444,822.83
	MOBILE EQUIPMENT OPERATOR 1	54	$281,932.09	$1,127,728.37
	ENGINEERING TECHNICIAN 5	23	$199,417.00	$797,668.01
	ENGINEER 6	11	$185,368.51	$741,474.06
	ENGINEERING TECHNICIAN 4	16	$111,400.28	$445,601.10

HISTORICAL DATA
FISCAL YEARS 2015-2024

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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	36,989	36,363	36,088	35,899	36,262	36,279	35,139	33,957	34,482	35,278
Voluntary Separations	4,578	4,777	4,729	4,615	4,567	4,221	4,669	5,148	5,014	5,035
Voluntary Turnover %	12.38%	13.14%	13.10%	12.86%	12.59%	11.63%	13.29%	15.16%	14.54%	14.27%
3 Month Turnover Cost ($ Millions)	26.481	28.561	27.528	27.447	27.989	26.940	30.456	34.758	34.772	36.872
12 Month Turnover Cost ($ Millions)	105.923	114.242	110.111	109.787	111.956	107.759	121.825	139.032	139.087	147.489

CIVIL SERVICE AGENCIES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	153	203	159	159	159	154	156	155	158	158
Voluntary Separations	17	27	14	6	17	16	4	13	7	13
Voluntary Turnover %	11.11%	13.30%	8.81%	3.77%	10.62%	10.39%	2.56%	8.39%	4.43%	8.23%
3 Month Turnover Cost ($ Millions)	0.117	0.176	0.113	0.052	0.131	0.162	0.033	0.115	0.051	0.123
12 Month Turnover Cost ($ Millions)	0.467	0.703	0.452	0.210	0.524	0.647	0.131	0.462	0.205	0.492

DEPT OF AGRICULTURE & FORESTRY	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	466	489	488	511	506	512	519	516	517	524
Voluntary Separations	52	28	39	36	39	28	47	50	52	52
Voluntary Turnover %	11.16%	5.72%	7.99%	7.05%	7.71%	5.47%	9.06%	9.69%	10.06%	9.92%
3 Month Turnover Cost ($ Millions)	0.389	0.202	0.247	0.236	0.311	0.202	0.392	0.404	0.413	0.407
12 Month Turnover Cost ($ Millions)	1.557	0.808	0.989	0.942	1.245	0.807	1.568	1.615	1.653	1.628

DEPT OF CHILDREN & FAMILY SERVICES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	3,279	3,160	3,238	3,250	3,267	3,280	3,269	3,150	3,333	3,396
Voluntary Separations	446	410	350	355	370	335	378	469	378	447
Voluntary Turnover %	13.60%	12.97%	10.81%	10.92%	11.33%	10.21%	11.56%	14.89%	11.34%	13.16%
3 Month Turnover Cost ($ Millions)	2.867	2.573	2.107	2.170	2.257	2.057	2.492	3.254	2.852	3.433
12 Month Turnover Cost ($ Millions)	11.466	10.290	8.427	8.680	9.030	8.229	9.967	13.015	11.407	13.731

DEPT OF CULTURE, RECREATION & TOURISM	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	554	539	520	473	513	510	505	479	499	509
Voluntary Separations	74	94	60	84	50	50	52	82	74	77
Voluntary Turnover %	13.36%	17.43%	11.54%	17.76%	9.75%	9.80%	10.30%	17.12%	14.83%	15.13%
3 Month Turnover Cost ($ Millions)	0.384	0.505	0.321	0.489	0.283	0.268	0.337	0.534	0.459	0.525
12 Month Turnover Cost ($ Millions)	1.537	2.019	1.283	1.956	1.130	1.074	1.348	2.137	1.837	2.099

DEPT OF ECONOMIC DEVELOPMENT	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	54	57	60	58	57	60	58	56	57	59
Voluntary Separations	5	3	4	6	6	3	5	7	3	4
Voluntary Turnover %	9.26%	5.26%	6.67%	10.34%	10.53%	5.00%	8.62%	12.50%	5.26%	6.78%
3 Month Turnover Cost ($ Millions)	0.039	0.025	0.035	0.050	0.050	0.029	0.051	0.070	0.027	0.040
12 Month Turnover Cost ($ Millions)	0.155	0.101	0.139	0.202	0.199	0.116	0.204	0.278	0.106	0.161

DEPT OF EDUCATION	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	312	320	311	312	312	431	413	403	381	437
Voluntary Separations	35	37	40	41	36	36	56	59	61	44
Voluntary Turnover %	11.22%	11.56%	12.86%	13.14%	11.54%	8.35%	13.56%	14.64%	16.01%	10.07%
3 Month Turnover Cost ($ Millions)	0.346	0.382	0.389	0.391	0.355	0.381	0.567	0.539	0.636	0.456
12 Month Turnover Cost ($ Millions)	1.384	1.528	1.556	1.563	1.421	1.525	2.267	2.155	2.545	1.825

DEPT OF ENERGY & NATURAL RESOURCES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	294	280	270	270	271	275	261	271	277	297
Voluntary Separations	25	28	21	26	22	18	22	25	33	20
Voluntary Turnover %	8.50%	10.00%	7.78%	9.63%	8.12%	6.55%	8.43%	9.23%	11.91%	6.73%
3 Month Turnover Cost ($ Millions)	0.214	0.230	0.214	0.250	0.199	0.188	0.244	0.255	0.325	0.206
12 Month Turnover Cost ($ Millions)	0.856	0.921	0.858	0.998	0.798	0.754	0.974	1.021	1.301	0.823

DEPT OF ENVIRONMENTAL QUALITY	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	646	641	654	667	665	677	665	657	661	648
Voluntary Separations	43	42	46	47	42	38	41	71	70	66
Voluntary Turnover %	6.66%	6.55%	7.03%	7.05%	6.32%	5.61%	6.17%	10.81%	10.59%	10.19%
3 Month Turnover Cost ($ Millions)	0.342	0.301	0.378	0.378	0.371	0.366	0.386	0.670	0.720	0.636
12 Month Turnover Cost ($ Millions)	1.370	1.322	1.513	1.512	1.485	1.465	1.546	2.680	2.880	2.545

DEPT OF INSURANCE	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	201	192	191	189	188	191	191	188	185	187
Voluntary Separations	17	9	7	10	8	15	6	17	19	12
Voluntary Turnover %	8.46%	4.68%	3.66%	5.29%	4.26%	7.85%	3.14%	9.04%	10.27%	6.42%
3 Month Turnover Cost ($ Millions)	0.130	0.079	0.078	0.093	0.068	0.136	0.054	0.147	0.184	0.113
12 Month Turnover Cost ($ Millions)	0.519	0.314	0.311	0.372	0.273	0.543	0.218	0.588	0.736	0.451

DEPT OF REVENUE	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	643	643	641	644	649	646	616	604	607	646
Voluntary Separations	60	37	42	50	46	41	46	57	54	68
Voluntary Turnover %	9.33%	5.75%	6.55%	7.76%	7.09%	6.35%	7.47%	9.44%	8.90%	10.53%
3 Month Turnover Cost ($ Millions)	0.472	0.301	0.310	0.310	0.345	0.356	0.434	0.481	0.457	0.635
12 Month Turnover Cost ($ Millions)	1.887	1.204	1.239	1.241	1.379	1.423	1.738	1.924	1.828	2.544

DEPT OF STATE (SECRETARY OF STATE)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	346	368	358	353	356	354	359	361	350	396
Voluntary Separations	38	24	23	21	19	19	24	32	32	19
Voluntary Turnover %	10.98%	6.52%	6.42%	5.95%	5.34%	5.37%	6.69%	8.86%	9.14%	4.80%
3 Month Turnover Cost ($ Millions)	0.257	0.164	0.138	0.139	0.143	0.118	0.176	0.246	0.209	0.141
12 Month Turnover Cost ($ Millions)	1.029	0.314	0.553	0.557	0.570	0.472	0.703	0.985	0.838	0.564

DEPT OF TRANSPORTATION & DEVELOPMENT	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	4,174	4,196	4,232	4,179	4,187	4,145	4,163	4,025	4,065	4,183
Voluntary Separations	410	402	369	405	414	328	426	500	484	424
Voluntary Turnover %	9.82%	9.58%	8.72%	9.69%	9.89%	7.91%	10.23%	12.42%	11.91%	10.14%
3 Month Turnover Cost ($ Millions)	2.612	2.551	2.374	2.739	2.656	2.242	2.896	3.395	3.531	3.393
12 Month Turnover Cost ($ Millions)	10.449	10.203	9.498	10.957	10.626	8.966	11.585	13.581	14.123	13.574

DEPT OF TREASURY	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	41	43	44	41	40	38	44	45	45	43
Voluntary Separations	4	2	1	1	6	4	2	3	3	7
Voluntary Turnover %	9.76%	4.65%	2.27%	2.44%	15.00%	10.53%	4.55%	6.67%	6.67%	16.28%
3 Month Turnover Cost ($ Millions)	0.032	0.012	0.007	0.012	0.054	0.044	0.015	0.036	0.022	0.066
12 Month Turnover Cost ($ Millions)	0.127	0.048	0.028	0.048	0.217	0.177	0.061	0.145	0.087	0.264

DEPT OF VETERANS AFFAIRS	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	759	769	779	745	744	739	700	673	660	716
Voluntary Separations	200	224	193	214	247	210	170	155	167	163
Voluntary Turnover %	26.35%	29.12%	24.78%	28.72%	33.20%	28.42%	24.29%	23.03%	25.30%	22.77%
3 Month Turnover Cost ($ Millions)	0.730	0.910	0.787	0.946	1.076	1.016	0.794	0.792	0.840	0.910
12 Month Turnover Cost ($ Millions)	2.922	3.642	3.147	3.782	4.303	4.063	3.176	3.166	3.362	3.639

DEPT OF WILDLIFE & FISHERIES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	695	702	739	717	735	722	697	702	683	716
Voluntary Separations	67	57	37	45	54	62	32	73	80	47
Voluntary Turnover %	9.64%	8.11%	5.01%	6.28%	7.35%	8.59%	4.59%	10.40%	11.71%	6.56%
3 Month Turnover Cost ($ Millions)	0.556	0.474	0.291	0.401	0.485	0.556	0.295	0.647	0.740	0.461
12 Month Turnover Cost ($ Millions)	2.224	1.895	1.165	1.605	1.940	2.226	1.179	2.586	2.959	1.843

DPSC – CORRECTIONS SERVICES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	4,628	4,559	4,509	4,442	4,604	4,515	4,210	4,106	4,315	4,450
Voluntary Separations	790	963	1,057	1,035	901	838	937	828	901	1,065
Voluntary Turnover %	17.07%	21.12%	23.44%	23.30%	19.57%	18.56%	22.26%	20.17%	20.88%	23.93%
3 Month Turnover Cost ($ Millions)	4.310	5.123	5.414	5.373	5.036	5.134	5.849	5.654	6.158	7.421
12 Month Turnover Cost ($ Millions)	17.239	20.492	21.654	21.491	20.142	20.536	23.396	22.616	24.634	29.683

DPSC – YOUTH SERVICES (JUVENILE JUSTICE)	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	729	728	727	722	762	723	642	601	666	731
Voluntary Separations	176	178	186	189	241	344	278	219	133	173
Voluntary Turnover %	24.14%	24.45%	25.58%	26.18%	31.63%	47.58%	43.30%	36.44%	19.97%	23.67%
3 Month Turnover Cost ($ Millions)	1.048	1.093	1.100	1.093	1.426	2.015	1.623	1.435	0.910	1.206
12 Month Turnover Cost ($ Millions)	4.192	4.370	4.401	4.372	5.704	8.058	6.494	5.742	3.641	4.826

DPSC – PUBLIC SAFETY SERVICES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	1,355	1,309	1,362	1,348	1,353	1,393	1,387	1,335	1,359	1,340
Voluntary Separations	122	107	136	121	124	104	114	136	146	164
Voluntary Turnover %	9.00%	8.17%	9.99%	8.98%	9.16%	7.47%	8.22%	10.19%	10.74%	12.24%
3 Month Turnover Cost ($ Millions)	0.816	0.616	0.831	0.810	0.798	0.685	0.841	1.006	1.061	1.137
12 Month Turnover Cost ($ Millions)	3.265	2.465	3.325	3.242	3.190	2.738	3.363	4.024	4.245	4.547

EDUCATION - OTHER	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	343	321	321	335	321	160	155	164	167	171
Voluntary Separations	40	52	40	30	38	23	28	13	23	18
Voluntary Turnover %	11.66%	16.19%	12.46%	8.96%	11.84%	14.38%	18.06%	7.93%	13.77%	10.53%
3 Month Turnover Cost ($ Millions)	0.208	0.282	0.209	0.124	0.186	0.206	0.161	0.071	0.132	0.099
12 Month Turnover Cost ($ Millions)	0.831	1.127	0.836	0.496	0.746	0.823	0.644	0.285	0.528	0.397

EXECUTIVE DEPARTMENT	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	2,140	2,250	2,067	2,103	2,131	2,182	2,212	2,120	2,141	2,218
Voluntary Separations	175	192	173	161	195	135	178	242	212	207
Voluntary Turnover %	8.18%	8.53%	8.37%	7.66%	9.15%	6.19%	8.05%	11.42%	9.90%	9.33%
3 Month Turnover Cost ($ Millions)	1.617	1.714	1.664	1.452	1.813	1.310	1.737	2.117	2.111	2.223
12 Month Turnover Cost ($ Millions)	6.467	6.857	6.655	5.809	7.253	5.240	6.948	8.466	8.444	8.891

HIGHER EDUCATION	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	5,719	5,370	5,169	4,979	4,849	4,746	4,425	4,154	3,982	4,018
Voluntary Separations	783	695	694	659	688	516	593	654	832	669
Voluntary Turnover %	13.69%	12.94%	13.43%	13.24%	14.19%	10.87%	13.40%	15.74%	20.89%	16.65%
3 Month Turnover Cost ($ Millions)	2.503	3.262	3.096	2.998	3.081	2.397	2.717	3.122	4.071	3.547
12 Month Turnover Cost ($ Millions)	10.011	13.046	12.384	11.990	12.323	9.588	10.868	12.488	16.284	14.189

HOUSING AUTHORITIES	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	586	585	583	571	514	515	320	283	286	264
Voluntary Separations	63	64	55	76	55	49	50	48	33	25
Voluntary Turnover %	10.75%	10.94%	9.43%	13.31%	10.70%	9.51%	15.63%	16.96%	11.54%	9.47%
3 Month Turnover Cost ($ Millions)	0.277	0.344	0.271	0.401	0.349	0.282	0.282	0.264	0.166	0.159
12 Month Turnover Cost ($ Millions)	1.108	1.377	1.085	1.603	1.396	1.129	1.127	1.057	0.666	0.637

LOUISIANA DEPARTMENT OF HEALTH	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	6,463	6,287	6,390	6,564	6,773	7,023	6,931	6,762	6,926	6,965
Voluntary Separations	735	834	836	752	695	760	931	1,093	928	998
Voluntary Turnover %	11.37%	13.26%	13.08%	11.46%	10.26%	10.82%	13.43%	16.16%	13.40%	14.33%
3 Month Turnover Cost ($ Millions)	4.900	5.412	5.240	4.871	4.794	5.137	6.348	7.428	6.603	7.478
12 Month Turnover Cost ($ Millions)	19.602	21.650	20.959	19.483	19.175	20.548	25.392	29.714	26.414	29.913

LOUISIANA HEALTH CARE SERVICES DIVISION	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	281	275	275	272	277	274	270	244	258	263
Voluntary Separations	37	46	45	55	37	29	32	68	53	45
Voluntary Turnover %	13.17%	16.72%	16.36%	20.22%	13.36%	10.58%	11.85%	27.87%	20.54%	17.11%
3 Month Turnover Cost ($ Millions)	0.193	0.264	0.232	0.292	0.187	0.150	0.177	0.390	0.315	0.310
12 Month Turnover Cost ($ Millions)	0.771	1.055	0.929	1.166	0.747	0.600	0.710	1.561	1.262	1.240

LOUISIANA WORKFORCE COMMISSION	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	876	824	781	760	784	769	782	764	783	791
Voluntary Separations	68	90	106	78	80	78	91	94	100	75
Voluntary Turnover %	7.76%	10.92%	13.57%	10.26%	10.20%	10.14%	11.64%	12.30%	12.77%	9.48%
3 Month Turnover Cost ($ Millions)	0.467	0.689	0.744	0.585	0.619	0.599	0.662	0.661	0.798	0.626
12 Month Turnover Cost ($ Millions)	1.867	2.755	8.976	2.341	2.475	2.397	2.646	2.644	3.192	2.504

OFFICE OF THE LIEUTENANT GOVERNOR	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	0	2	2	2	2	2	2	0	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 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	889	908	878	907	916	920	865	823	807	832
Voluntary Separations	69	90	100	87	109	103	107	107	110	104
Voluntary Turnover %	7.76%	9.91%	11.39%	9.59%	11.90%	11.20%	12.37%	13.00%	13.63%	12.50%
3 Month Turnover Cost ($ Millions)	0.423	0.616	0.686	0.590	0.697	0.728	0.726	0.719	0.739	0.814
12 Month Turnover Cost ($ Millions)	1.692	2.465	2.746	2.358	2.790	2.911	2.902	2.876	2.958	3.256

PUBLIC SERVICE COMMISSION	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	73	65	65	64	64	61	61	59	58	59
Voluntary Separations	8	7	11	6	3	5	4	5	6	6
Voluntary Turnover %	10.96%	10.76%	16.92%	9.38%	4.69%	8.20%	6.56%	8.47%	10.34%	10.17%
3 Month Turnover Cost ($ Millions)	0.059	0.056	0.080	0.050	0.016	0.030	0.027	0.045	0.043	0.060
12 Month Turnover Cost ($ Millions)	0.235	0.223	0.319	0.199	0.064	0.121	0.106	0.179	0.171	0.241

RETIREMENT SYSTEMS	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Total Employees	285	275	275	262	263	262	261	255	256	261
Voluntary Separations	19	18	17	18	21	15	15	28	20	23
Voluntary Turnover %	6.67%	6.54%	6.18%	6.87%	7.98%	5.73%	5.75%	10.98%	7.81%	8.81%
3 Month Turnover Cost ($ Millions)	0.174	0.176	0.166	0.153	0.202	0.146	0.142	0.260	0.196	0.246
12 Month Turnover Cost ($ Millions)	0.695	0.704	0.664	0.610	0.809	0.583	0.567	1.042	0.782	0.985

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