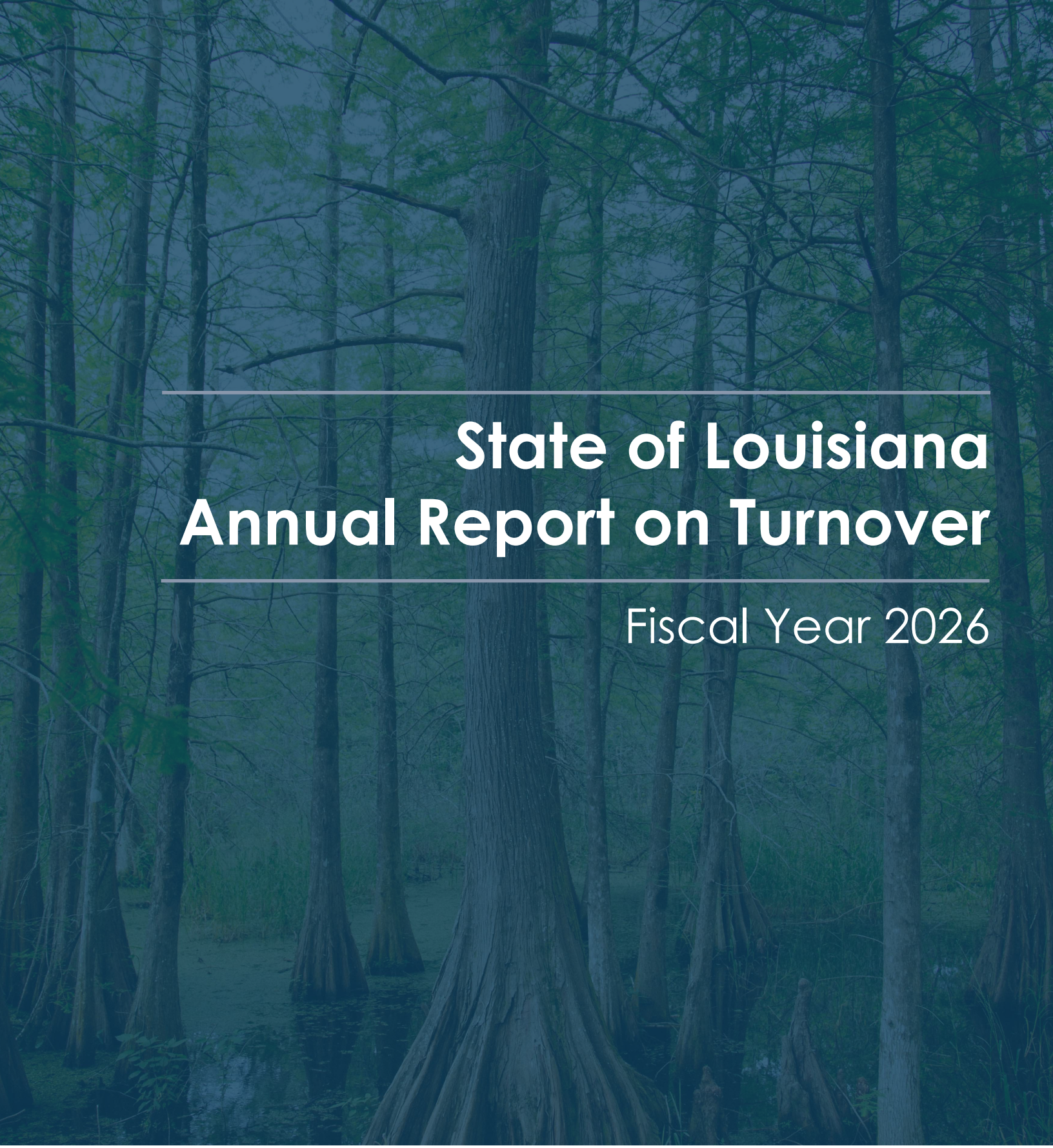


State of Louisiana Annual Report on Turnover

Fiscal Year 2026

STATECIVILSERVICE

PREPARED FOR THE
STATE CIVIL SERVICE COMMISSION

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

Table of Contents

Introduction 2

Executive Summary 3

Turnover by Pay Schedule 9

Turnover by EEO Category 9

Comparison by Pay Schedule 10
Fiscal Years 2025 - 2026

Comparison by EEO Category 10
Fiscal Years 2025 - 2026

Comparison of Separation Counts 11
Fiscal Years 2025-2026

Percentage of Retirement Separations 12
Fiscal Years 2021 - 2026

Turnover Rates by Major Agency 13

Job Titles with Highest Total Turnover Rates 14

Contact Information 15

Introduction

The following report has been prepared for the State Civil Service Commission. 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 2026, as reported by the employing agencies to State Civil Service.

The information in this report does NOT reflect the following:

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

Data presented throughout this report is categorized as Total Turnover and Voluntary Turnover.

Voluntary Turnover: Separations from state service due to resignation, retirement, or death.

Involuntary Turnover: Separations from state service through dismissal, layoff, separation during probationary period, or non-disciplinary removal.

Total Turnover: Voluntary Turnover + Involuntary Turnover

Turnover rates shown are calculated by comparing the number of non-temporary classified employees in state service on June 30, 2026, to the number of non-temporary classified employees who separated from state service during the previous twelve months.

Executive Summary

The State of Louisiana Annual Report on Turnover provides an overview of total and voluntary turnover that occurred during Fiscal Year 2026 for classified employees. Figures are reported for categories such as turnover by pay schedule, turnover by EEO category, and turnover by major agency. Additional figures relative to separation counts by reason, top turnover jobs, and a multi-year review of retirement separations are also included.

STATEWIDE TURNOVER

Overall, the statewide total turnover rate for FY 2026 is 18.55%. This percentage is based on 6,436 total separations for the year divided by the state's classified workforce of 34,702 employees as of June 30, 2026. Within the total turnover number, there were 4,754 separations for voluntary reasons resulting in a statewide voluntary turnover rate of 13.70%. Total turnover has increased by 0.77 of a percentage point and voluntary turnover has increased by 0.83 of a percentage point from the percentages reported last year.

INFORMATION	FY 2025	FY 2026	CHANGE
Classified Workforce	35,451	34,702	-749
Total Separations	6,304	6,436	+132
Voluntary Separations	4,561	4,754	+193
Total Turnover %	17.78%	18.55%	+0.77
Voluntary Turnover %	12.87%	13.70%	+0.83





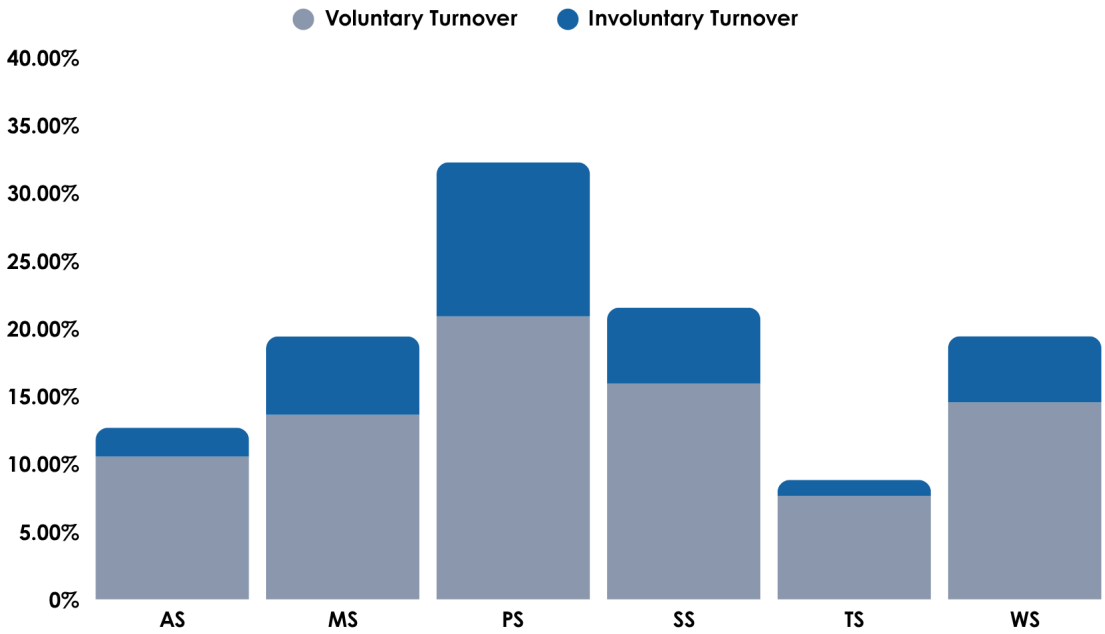
TURNOVER BY PAY SCHEDULE

There are six pay schedules within the state classified service.

- Administrative (AS) pay schedule
- Medical (MS) pay schedule
- Protective Services (PS) pay schedule
- Social Services (SS) pay schedule
- Scientific & Technical (TS) pay schedule
- Technician & Skilled Trades (WS) pay schedule

Classified jobs are assigned to a pay schedule based on their job function. A review of turnover by pay schedule indicates that the PS pay schedule, which encompasses law enforcement occupations, has the highest total and voluntary turnover rates in FY 2026.

TURNOVER BY PAY SCHEDULE - FY 2026



It is important to consider voluntary turnover figures because these employees are leaving state service for voluntary reasons. Voluntary turnover rates for the AS, MS, PS, SS, WS pay schedules have increased since last year by amounts ranging from 0.08 to 2.36 percentage points, with the SS pay schedule showing the largest increase. Meanwhile, voluntary turnover for the TS pay schedule has decreased by 1.15 percentage points since last year. The voluntary turnover rate remains highest in the PS pay schedule and has increased by 1.09 percentage points since last year.

5 of six — Five pay schedules have an increase in the voluntary turnover rate since last year

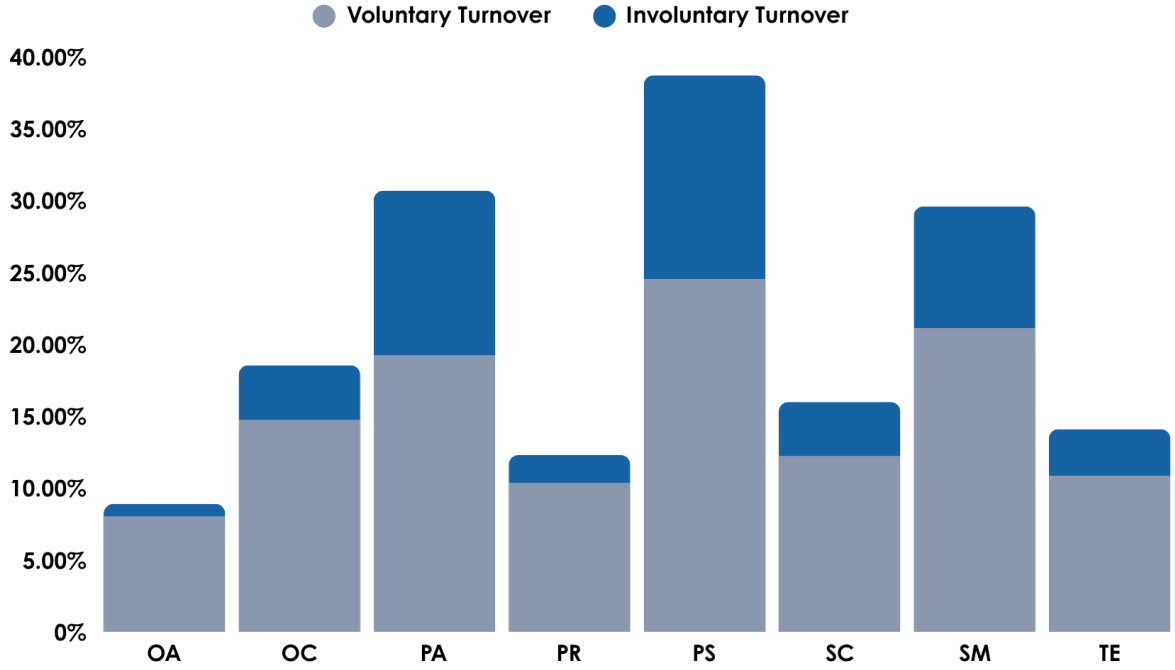
1 of six — One pay schedule has a decrease in the voluntary turnover rate since last year



TURNOVER BY EEO CATEGORY

EEO categories are another way of classifying the state's workforce. The EEO categories are determined by the federal Equal Employment Opportunity Commission and include Officials and Administrators (OA), Administrative Support (OC), Paraprofessionals (PA), Professionals (PR), Protective Service Workers (PS), Skilled Craft Workers (SC), Service Maintenance (SM), and Technicians (TE). A review of turnover by EEO category indicates that total and voluntary turnover rates are highest in the PS category for FY 2026.

TURNOVER BY EEO CATEGORY - FY 2026



As compared to last year, voluntary turnover rates for the OA, OC, PA, PR, PS, and SC categories have increased by amounts ranging from 0.03 to 2.36 percentage points, with the OC category showing the largest increase. Meanwhile, the voluntary turnover rates have decreased by 0.57 of a percentage point for the SM category and by 2.58 percentage points for the TE category. The voluntary turnover rate is highest in the PS category and has increased by 1.80 percentage points since last year.

6 of eight

Six EEO categories have an increase in the voluntary turnover rate since last year

2 of eight

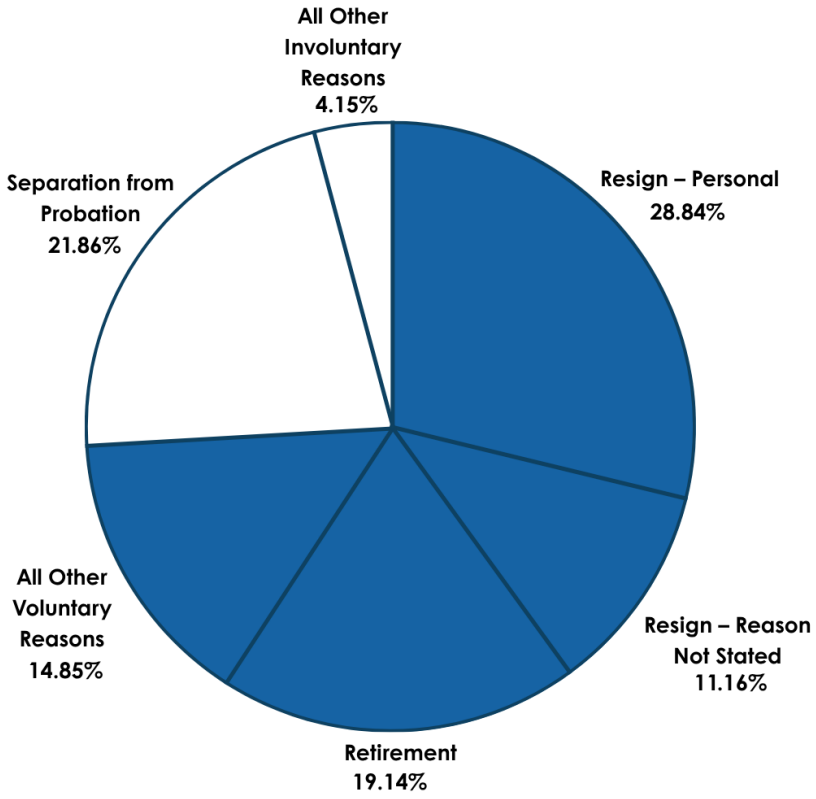
Two EEO categories have a decrease in the voluntary turnover rate since last year



TURNOVER BY SEPARATION REASON

The following graphic provides an overview of the number of separations by separation reason for FY 2026. Voluntary separations are shown in blue, while involuntary separations are shown in white. The largest number of voluntary separations is for Resign-Personal (28.84%) and the largest number of involuntary separations is for Separation from Probation (21.86%).

SEPARATIONS BY REASON - FY 2026



Of the 23 total reasons, 13 reasons have increased separations, 8 reasons have decreased separations, and two reasons have not changed in the number of separations. For the reasons noted in the graphic above, Separation from Probation decreased by 19, Resign-Personal decreased by 56, Resign–Reason Not Stated decreased by 8, and Retirement increased by 195.

In review of Retirement separations, this number has increased by 2.69 percentage points in FY 2026 following a downward trend over the previous five years. Currently, 9.58% of the classified workforce is eligible to retire today, while an additional 13.90% are eligible to retire within five years. Currently, 19.96% of classified employees have more than 20 years of service. These figures underscore the importance of agencies developing succession plans for the classified workforce.

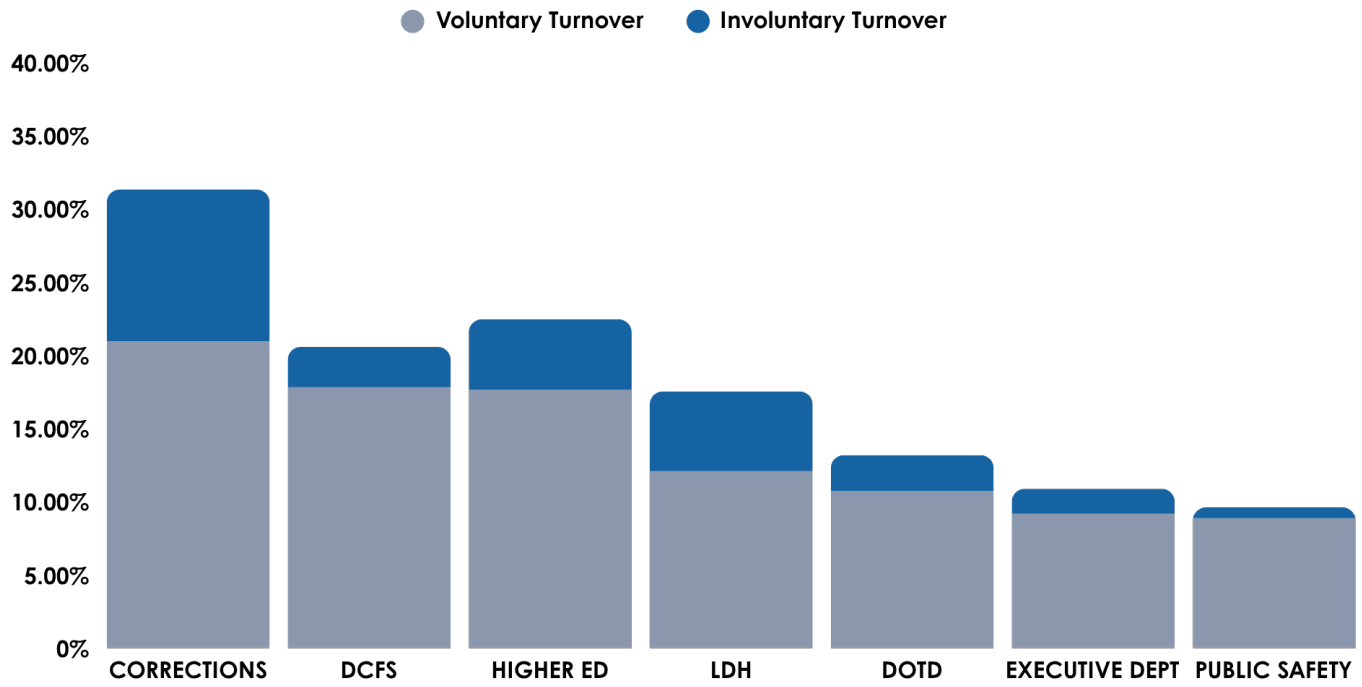


TURNOVER BY MAJOR AGENCY

High turnover rates can disrupt business operations and impact the ability of state agencies to carry out their missions. State agencies are categorized into major agencies for the purposes of this report. Major agencies may be comprised of multiple state agencies.

The following graphic provides an overview of the FY 2026 turnover for major agencies with over 1,000 classified employees. These agencies are the Department of Children and Family Services (DCFS), the Department of Public Safety and Corrections-Corrections Services, the Department of Public Safety and Corrections-Public Safety Services, the Department of Transportation and Development (DOTD), the Executive Department, Higher Education, and the Louisiana Department of Health (LDH). A review of turnover by major agency for FY 2026 indicates that Corrections has the highest total and voluntary turnover rate for agencies with more than 1,000 classified employees.

TURNOVER BY MAJOR AGENCY - FY 2026



High turnover rates at smaller agencies can be harmful as well because there are fewer employees to cover in the event of a vacancy. Other major agencies with a high voluntary turnover rate include the Department of Safety and Corrections-Youth Services (Juvenile Justice) at 24.13% and the Department of Veterans Affairs at 18.64%.



TOP TURNOVER JOBS

There are 144 jobs that have at least 50 incumbents in the classified service. The top 30 jobs with the highest turnover rates are included in this report. Jobs in the PS, SS, and WS pay schedules make up the majority (83.33%) of the top 30 turnover jobs. The classifications with the highest total turnover in FY 2026 are the Corrections Cadet and Residential Services Specialist 1.

JOB TITLE	PAY LEVEL	TOTAL	VOLUNTARY
CORRECTIONS CADET	PS-105	159.44%	82.04%
RESIDENTIAL SERVICES SPECIALIST 1	SS-403	107.98%	54.93%

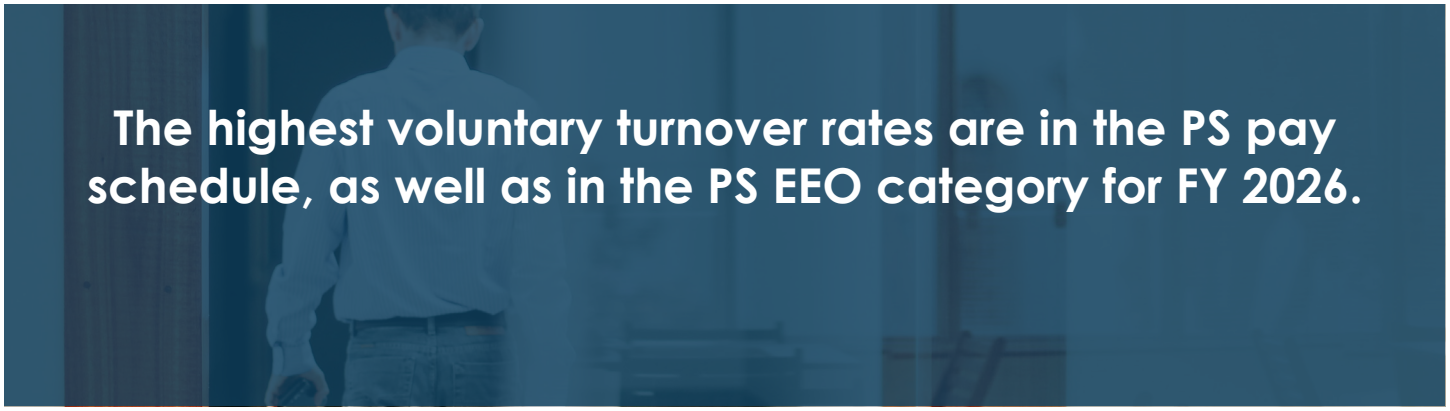
The top turnover jobs such as Corrections Cadet and Residential Services Specialist 1 consistently make the list each year.

Turnover by Pay Schedule

PAY SCHEDULE	EMPLOYEES	TOTAL TO		VOL TO	
		# SEP	TO %	# SEP	TO %
AS – Administrative	10289	1306	12.69%	1088	10.57%
MS – Medical	2737	532	19.44%	374	13.66%
PS – Protective Services	5745	1855	32.29%	1202	20.92%
SS – Social Services	5742	1238	21.56%	916	15.95%
TS – Scientific and Technical	4493	397	8.84%	344	7.66%
WS – Technician and Skilled Trades	5696	1108	19.45%	830	14.57%
STATEWIDE TURNOVER TOTALS	**34702**	**6436**	**18.55%**	**4754**	**13.70%**

Turnover by EEO Category

EEO CATEGORY	EMPLOYEES	TOTAL TO		VOL TO	
		# SEP	TO %	# SEP	TO %
OA – Officials and Administrators	3769	336	8.91%	303	8.04%
OC – Administrative Support	2608	484	18.56%	385	14.76%
PA – Paraprofessionals	2722	836	30.71%	524	19.25%
PR – Professionals	14160	1743	12.31%	1468	10.37%
PS – Protective Service Workers	4440	1719	38.72%	1090	24.55%
SC – Skilled Craft Workers	3300	528	16.00%	404	12.24%
SM – Service Maintenance	1726	511	29.61%	365	21.15%
TE - Technicians	1977	279	14.11%	215	10.88%
STATEWIDE TURNOVER TOTALS	**34702**	**6436**	**18.55%**	**4754**	**13.70%**

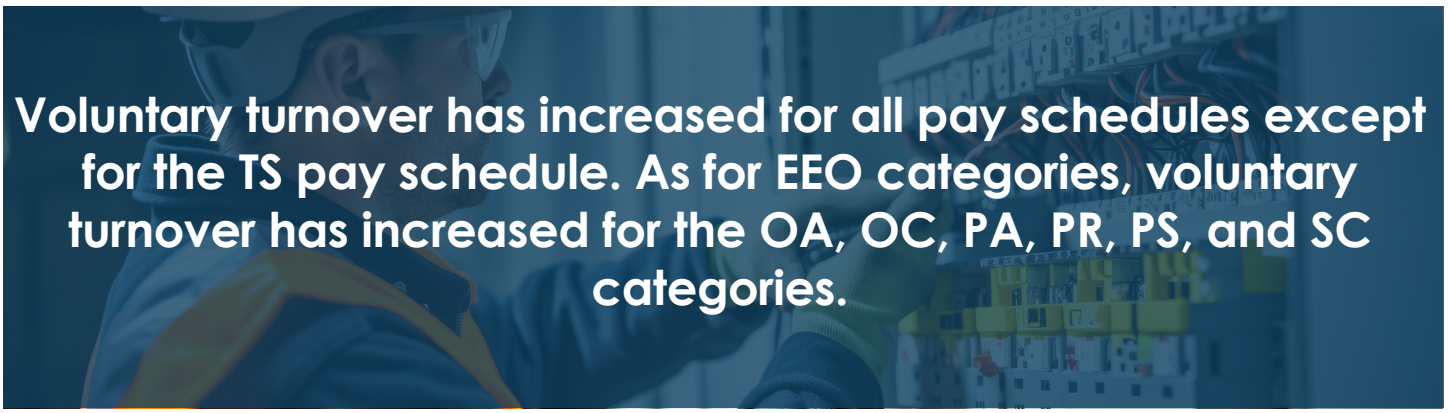


Comparison by Pay Schedule
Fiscal Years 2025-2026

PAY SCHEDULE	FY 25		FY 26		CHANGE	
	TOTAL	VOL	TOTAL	VOL	TOTAL	VOL
AS – Administrative	12.12%	9.73%	12.69%	10.57%	+0.57	+0.84
MS – Medical	18.77%	13.58%	19.44%	13.66%	+0.67	+0.08
PS – Protective Services	30.58%	19.83%	32.29%	20.92%	+1.71	+1.09
SS – Social Services	19.58%	13.59%	21.56%	15.95%	+1.98	+2.36
TS – Scientific and Technical	10.09%	8.81%	8.84%	7.66%	-1.25	-1.15
WS – Technicians and Skilled Trades	19.27%	13.85%	19.45%	14.57%	+0.18	+0.72
STATEWIDE TURNOVER TOTALS	**17.78%**	**12.87%**	**18.55%**	**13.70%**	**+0.77**	**+0.83**

Comparison by EEO Category
Fiscal Years 2025-2026

EEO CATEGORY	FY 24		FY 25		CHANGE	
	TOTAL	VOL	TOTAL	VOL	TOTAL	VOL
OA – Officials and Administrators	8.67%	7.69%	8.91%	8.04%	+0.24	+0.35
OC – Administrative Support	15.25%	12.40%	18.56%	14.76%	+3.31	+2.36
PA – Paraprofessionals	33.15%	19.22%	30.71%	19.25%	-2.44	+0.03
PR - Professionals	11.40%	9.48%	12.31%	10.37%	+0.91	+0.89
PS – Protective Service Workers	35.89%	22.75%	38.72%	24.55%	+2.83	+1.80
SC – Skilled Craft Workers	15.21%	10.51%	16.00%	12.24%	+0.79	+1.73
SM – Service Maintenance	30.11%	21.72%	29.61%	21.15%	-0.50	-0.57
TE - Technicians	17.12%	13.46%	14.11%	10.88%	-3.01	-2.58
STATEWIDE TURNOVER TOTALS	**17.78%**	**12.87%**	**18.55%**	**13.70%**	**+0.77**	**+0.83**

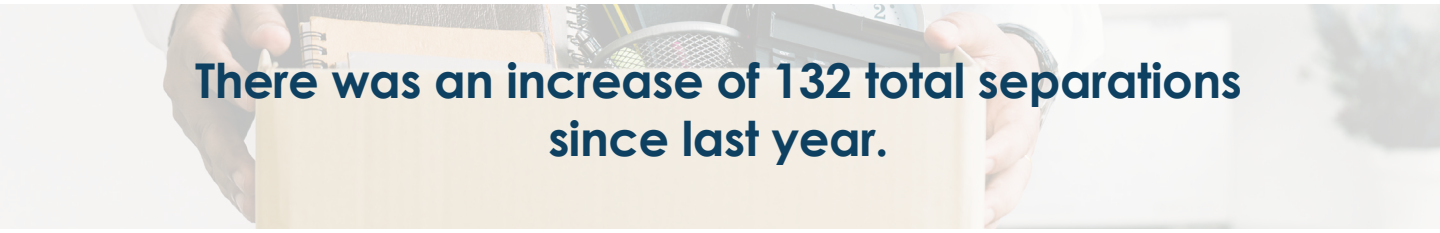


Comparison of Separation Counts
Fiscal Years 2025-2026

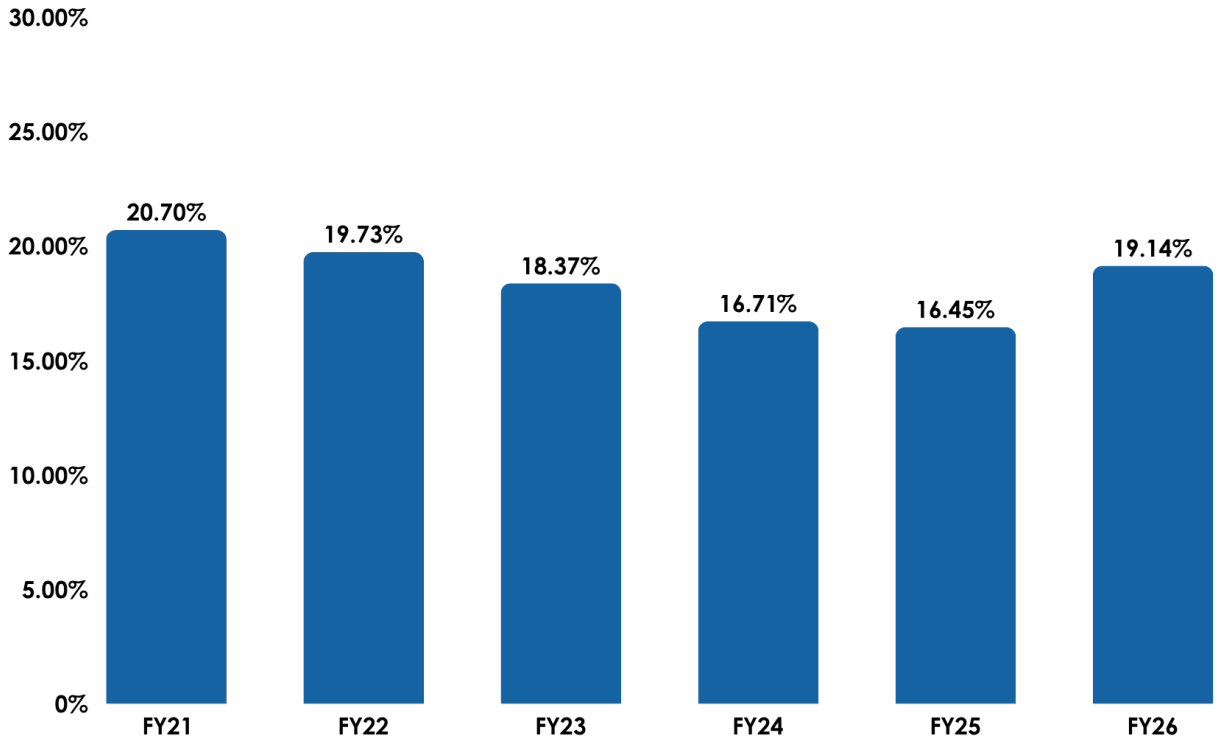
The table provides information on separation counts by reason for the last two fiscal years.

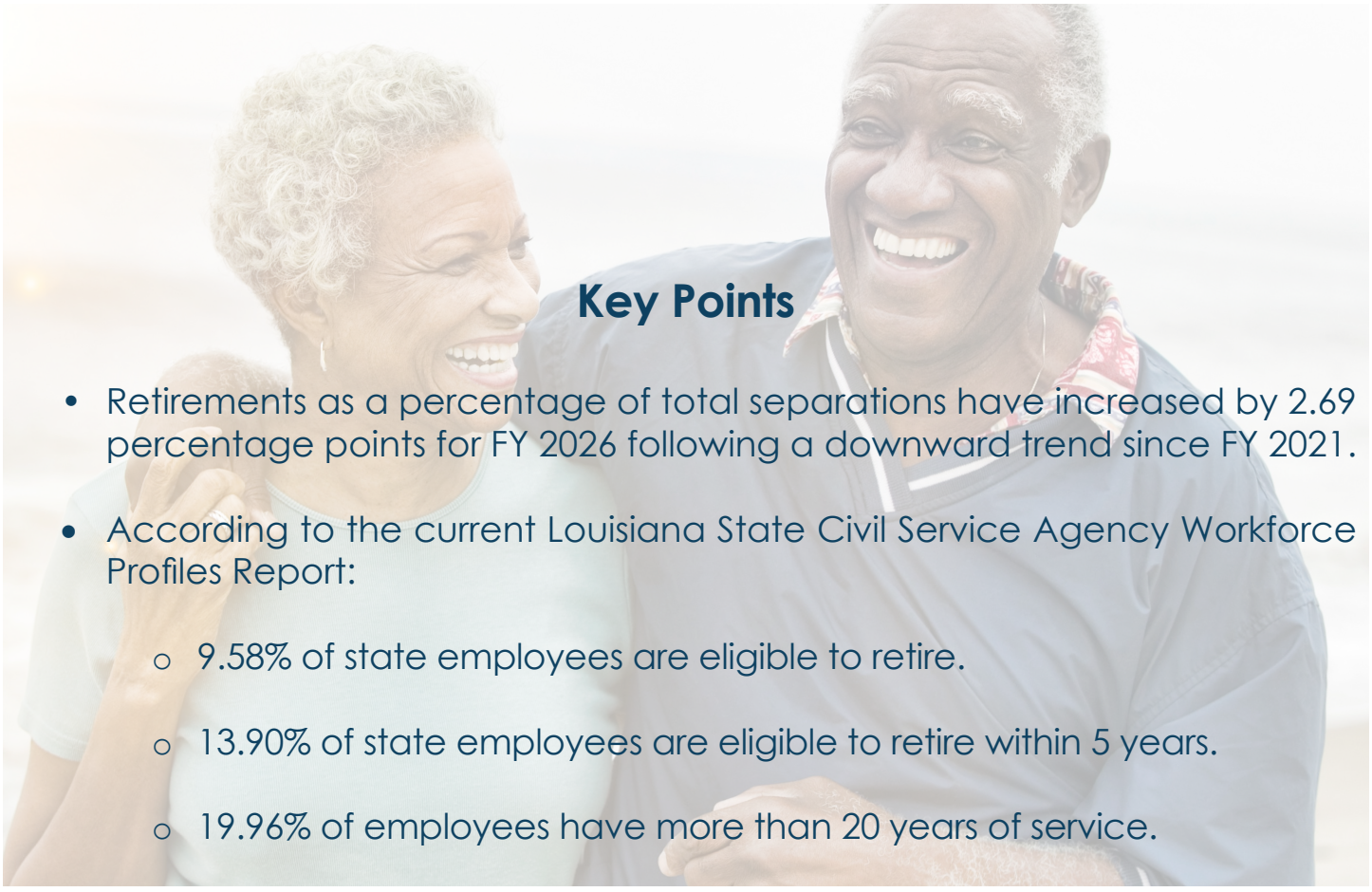
SEPARATION REASON	SEPARATION COUNT FY 25	SEPARATION COUNT FY 26	CHANGE
Death	65	67	+2
Dismissal	119	143	+24
Layoff – Permanent	8	9	+1
Layoff – Probational	14	0	-14
Non-Disciplinary Removal	40	41	+1
Non-Disciplinary Removal – Exhaustion of Sick Leave	26	25	-1
Non-Disciplinary Removal – Nonqualified	0	0	0
Non-Disciplinary Removal – Unscheduled Absence	7	5	-2
Resign to Avoid Dismissal	37	37	0
Resign – Better Job Other Industry	280	302	+22
Resign – Insufficient Telework	0	2	+2
Resign – Military	4	5	+1
Resign – No Telework	1	10	+9
Resign – Pay Reasons	133	146	+13
Resign – Pending Disciplinary Action	0	1	+1
Resign – Personal	1912	1856	-56
Resign – Reason Not Stated	726	718	-8
Resign – Shift/Locale/Housing	29	35	+6
Resign – To Attend School	35	38	+3
Resign – Work Related	354	313	-41
Retirement	1037	1232	+195
Separation from Probation	1426	1407	-19
Undefined Involuntary Reason[1]	51	44	-7
STATEWIDE TOTAL SEPARATIONS	**6304**	**6436**	**+132**

[1] Higher Education agencies use different HR systems than LaGov-HCM. The undefined separation reason includes those separations reported by Higher Education agencies that could not be categorized to a LaGov-HCM turnover reason.



Percentage of Retirement Separations
Fiscal Years 2021-2026





Key Points

- Retirements as a percentage of total separations have increased by 2.69 percentage points for FY 2026 following a downward trend since FY 2021.
- According to the current Louisiana State Civil Service Agency Workforce Profiles Report:
  - 9.58% of state employees are eligible to retire.
  - 13.90% of state employees are eligible to retire within 5 years.
  - 19.96% of employees have more than 20 years of service.

Turnover Rates by Major Agency

The table provides information on employees, separations, and turnover percentages for FY 2026.

MAJOR AGENCY	EMPLOYEES	TOTAL		VOLUNTARY	
		# SEP	TO%	# SEP	TO %
LOUISIANA DEPT OF HEALTH	8076	1419	17.57%	979	12.12%
DPSC-CORRECTIONS SERVICES	4554	1428	31.36%	956	20.99%
DEPT OF TRANSPORTATION & DEVELOPMENT	4059	536	13.21%	437	10.77%
HIGHER EDUCATION	3713	835	22.49%	657	17.69%
EXECUTIVE DEPT	2161	236	10.92%	199	9.21%
DEPT OF CHILDREN & FAMILY SERVICES	1955	403	20.61%	349	17.85%
DPSC-PUBLIC SAFETY SERVICES	1369	132	9.64%	122	8.91%
PORTS, LEVEE BOARDS, FRESH WATER DISTRICTS	873	134	15.35%	83	9.51%
DPSC-YOUTH SERVICES (JUVENILE JUSTICE)	804	319	39.68%	194	24.13%
LOUISIANA WORKS[2]	796	103	12.94%	85	10.68%
DEPT OF VETERANS AFFAIRS	751	216	28.76%	140	18.64%
DEPT OF WILDLIFE & FISHERIES	731	73	9.99%	69	9.44%
DEPT OF ENVIRONMENTAL QUALITY	658	55	8.36%	49	7.45%
DEPT OF REVENUE	629	82	13.04%	69	10.97%
DEPT OF CULTURE, RECREATION & TOURISM	526	106	20.15%	76	14.45%
DEPT OF AGRICULTURE & FORESTRY	488	54	11.07%	47	9.63%
DEPT OF EDUCATION	446	64	14.35%	54	12.11%
DEPT OF STATE (SECRETARY OF STATE)	398	40	10.05%	34	8.54%
DEPT OF CONSERVATION AND ENERGY[3]	321	27	8.41%	21	6.54%
RETIREMENT SYSTEMS	270	13	4.81%	10	3.70%
LOUISIANA HEALTH CARE SERVICES DIVISION	246	58	23.58%	39	15.85%
DEPT OF INSURANCE	189	15	7.94%	13	6.88%
HOUSING AUTHORITIES	181	25	13.81%	19	10.50%
EDUCATION - OTHER	167	36	21.56%	30	17.96%
CIVIL SERVICE AGENCIES	163	13	7.98%	11	6.75%
DEPT OF ECONOMIC DEVELOPMENT	64	1	1.56%	1	1.56%
DEPT OF TREASURY	58	6	10.34%	4	6.90%
PUBLIC SERVICE COMMISSION	56	7	12.50%	7	12.50%
OFFICE OF THE LIEUTENANT GOVERNOR	0	0	0.00%	0	0.00%
STATEWIDE TURNOVER TOTALS	**34702**	**6436**	**18.55%**	**4754**	**13.70%**

[2] The Louisiana Workforce Commission was renamed as Louisiana Works effective October 1, 2025. See Act 478 of the 2025 Regular Legislative Session.

[3] The Department of Energy and Natural Resources was renamed as the Department of Conservation and Energy effective October 1, 2025. See Act 458 of the 2025 Regular Legislative Session.

Job Titles with Highest Total Turnover Rates

The table provides information on the jobs with the highest turnover for FY 2026. The jobs were selected based on having 50 or more incumbents and the highest total turnover percentages.

JOB TITLE	PAY LEVEL	TOTAL	VOLUNTARY
CORRECTIONS CADET	PS 105	159.44%	82.04%
RESIDENTIAL SERVICES SPECIALIST 1	SS 403	107.98%	54.93%
CORRECTIONS SERGEANT	PS 106	90.26%	47.57%
CUSTODIAN 1	WS 202	74.82%	42.45%
JUVENILE JUSTICE SPECIALIST 3	PS 108	58.19%	39.55%
SOCIAL SERVICES ANALYST 1	SS 410	51.72%	42.24%
CHILD WELFARE SPECIALIST 1	SS 412	50.85%	37.29%
FOOD SERVICE SPECIALIST 3	WS 205	50.00%	25.00%
CHILD WELFARE SPECIALIST TRAINEE	SS 411	49.25%	40.30%
CHILD WELFARE SPECIALIST 2	SS 414	42.31%	30.77%
NURSING ASSISTANT 2	MS 506	37.40%	21.14%
MOBILE EQUIPMENT OPERATOR 1	WS 209	30.63%	17.96%
CUSTODIAN 2	WS 203	28.55%	23.82%
RESIDENTIAL SERVICES SPECIALIST 2	SS 404	28.18%	19.95%
CORRECTIONS SERGEANT--MASTER	PS 108	25.42%	21.25%
ADMINISTRATIVE COORDINATOR 2	AS 607	24.34%	20.39%
CORRECTIONS GUARD--THERAPEUTIC	PS 106	23.94%	12.96%
MAINTENANCE REPAIRER 1	WS 210	23.40%	15.96%
CUSTODIAN 3	WS 205	23.38%	19.48%
MEDICAID ANALYST 2	SS 411	23.38%	22.08%
EDUCATION CONSULTANT 3	AS 618	22.78%	17.72%
ADMINISTRATIVE ASSISTANT 6	AS 614	22.64%	18.87%
PROFESSIONAL COUNSELOR 4	SS 415	22.22%	14.29%
SOCIAL SERVICES ANALYST 2	SS 411	22.06%	17.65%
HORTICULTURAL ATTENDANT	WS 209	22.03%	16.95%
MOBILE EQUIPMENT OPERATOR 2	WS 210	21.00%	16.89%
POLICE OFFICER 2	PS 109	20.83%	12.50%
GUARD	PS 104	20.83%	12.50%
CHILD WELFARE SPECIALIST 3	SS 415	19.63%	17.38%
ADMINISTRATIVE COORDINATOR 3	AS 609	19.31%	16.11%

Key Points

- Classifications in the PS, SS, and WS pay schedules have some of the highest turnover rates.
- The top turnover jobs such as Corrections Cadet and Residential Services Specialist 1 consistently make the list each year.

Contact Information

BYRON P. DECOTEAU, JR.
MSHLD, PHR, SHRM-CP
DIRECTOR
225.342.8272
byron.decoteau@civilservice.la.gov

CHRIS DEER
CCP
DEPUTY DIRECTOR
225.219.9424
chris.deer@civilservice.la.gov

NICOLE TUCKER
MBA, CCP
CHIEF OPERATING OFFICER
225.342.8264
nicole.tucker@civilservice.la.gov



STATECIVILSERVICE

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