



# *Louisiana*

## Department of State Civil Service 2011-2012 Annual Report

**Shannon Templet, Civil Service Director**

**State Civil Service Commission**

*David L. Duplantier, Chairman*

*John McLure, Vice Chairman*

*Curtis "Pete" Fremin*

*G. Lee Griffin*

*D. Scott Hughes*

*Kenneth A. Polite, Jr.*

*Dr. Sidney Tobias, Jr.*



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## Letter from the Director



**Shannon Templet, Civil Service Director**

A productive and skilled workforce is critical to the delivery of governmental services. Whether those services involve providing medical care, child protection, safe drinking water, or bridges and highways, state agencies cannot fulfill their missions without employing productive and diverse individuals.

An agency's ability to achieve its mission directly correlates to the quality of its workforce. Louisiana must have a human resources system that enables state agencies to attract, develop, and retain a well-qualified workforce.

The State Civil Service Commission and the state classified service were established by the Louisiana Constitution to ensure that our citizens receive efficient and effective services from their state government.

We are charged with the responsibility to ensure state employees in the classified service are hired, promoted, and discharged for work related reasons rather than personal or political reasons. As the central personnel agency for state government, the Department of State Civil Service is dedicated to providing human resource services and programs that enable state government to attract, develop and retain a productive and diverse workforce that excels in delivering quality services to the citizens of Louisiana which in turn enables state agencies to achieve their individual missions.

Please take a moment and review our Annual Report to learn about our State's workforce and our Department.

## Louisiana State Civil Service at a Glance

The Department of State Civil Service and the State Civil Service Commission are established in the executive branch of state government by **Article X of the Louisiana State Constitution**. The management of the Department is the responsibility of the Director, who is selected by the seven-member State Civil Service Commission.

The Constitution empowers the Civil Service Commission to enact rules which regulate the policies and procedures state agencies use to manage their human resources. Civil Service Rules set standards for recruiting and hiring, promotion, compensation, performance management, training, and conditions of employment. Through the Civil Service Rules and accompanying policies and procedures, the Department of State Civil Service administers a comprehensive merit-based human resources program for classified state employees.

The Department of State Civil Service provides state agencies with a fast, effective, low-cost human resources system that ensures quality results and accountability to the public interest. The key to this system is striking a balance between discretion and control, making that balance flexible enough to match the rapidly changing environment in which government operates. Our policies and programs are founded upon the principles of equal pay for equal work, equal opportunity, ability-based employment and promotion, accountability for results, and freedom from political influence.



## State Civil Service Commission

**Article X of the Louisiana Constitution** gives the State Civil Service Commission the responsibility for the administration and regulation of the state's classified civil service system. The Constitution grants the Commission broad and general rulemaking and subpoena powers. Rules adopted by the Commission through this constitutional authority have the force and effect of law. The Commission has judicial authority to hear appeals filed by state employees.

The Commission consists of seven members, who serve over-lapping six-year terms. Six of the members are appointed by the governor based on nominations made by the presidents of Centenary College at Shreveport, Dillard University at New Orleans, Loyola University at New Orleans, Louisiana College in Pineville, Tulane University of Louisiana at New Orleans, and Xavier University at New Orleans. No more than one of the six appointed Commissioners may be from each congressional district. The seventh is a classified employee elected by all other classified employees.

Member Name	Nominated By	Term Expires
David L. Duplantier, Chairman	Loyola University	12/10/2012
John McLure, Vice-Chairman	Louisiana College	12/10/2012
Curtis (Pete) Fremin	Employee Representative	05/01/2017
G. Lee Griffin	Tulane University	12/10/2016
D. Scott Hughes	Centenary College	12/10/2016
Kenneth A. Polite, Jr.	Xavier University	12/10/2016
Dr. Sidney Tobias, Jr.	Dillard University	12/10/2014

## Civil Service Progressive Reform Continues

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Civil Service Reform in Louisiana 2008–2012: In 2008, the Pew Center on the States ranked our merit system as one of the ten most progressive state civil service systems<sup>1</sup>. Since then, we have continued to implement meaningful, strategic civil service reform. Highlights include:

### **Performance Accountability**

- ✓ New annual performance evaluation system (July 2012)
  - Links individual performance results to agency mission
  - Holds supervisors and managers accountable
  - Focused rating date for all employees increases objectivity
- ✓ Expanded flexibility to pay top performers for achievements (Sept 2010)
- ✓ Clarified and simplified disciplinary & appeals process (July 2008)

### **Hiring Practices**

- ✓ New On-line Hiring Center improved public access and transparency (Feb 2009)
  - Position specific recruitment, announcement period reduced to 5 days
  - Reduced number of employment tests
  - Eliminated restrictive hiring rules - more flexibility to selecting the best candidate

### **Layoff Procedures**

- ✓ Revised Layoff Rules (July 2009)
  - Agency may limit layoff by organizational unit to minimize disruption to services
  - Performance primary consideration: Low rated performers laid-off first and agency may exempt higher-skilled performers
  - Eliminated “Bumping”

### **Job Classification Reform**

- ✓ Broad-banding consolidated and reduced the number of classifications (June 2010)
- ✓ Expanded Dual Career Ladders to retain high-skilled experts (March 2010)
- ✓ Business Reorg process helps agencies restructure quickly to meet changes (July 2009)

### **Workforce Development and Training**

- ✓ Implemented E-learning for employees, increased speed/access at lower cost (Nov 2011)
- ✓ Consolidated state training programs to reduce administrative costs (Act 825 of 2010)
- ✓ Implemented training for unclassified administrators (Act 377 of 2009)
- ✓ New minimum training requirements for all supervisors and managers (July 2008)

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<sup>1</sup> Pew Center on the States, Government Performance Project, “Grading the States” March 2008. [pewcenteronthestates.org/gpp](http://pewcenteronthestates.org/gpp)

## Department Goals

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- ❖ Provide effective Human Resources (HR) leadership driven by policies that effect transparent and accountable HR practices, resulting in employers having the key tools and skills needed to ensure that employees are empowered and equipped to accomplish the organization's desired outcomes and goals.
- ❖ Provide a prompt, inexpensive system for resolving removal, discipline, rule violation, and discrimination cases that satisfies due process requirements.
- ❖ Utilize technology to improve the productivity and effectiveness of Civil Service and its user agencies.
- ❖ Provide workforce development services and an objective evaluation of the human resource practices used by state agencies to manage their classified workforce.
- ❖ Administer the classification and compensation systems by developing and implementing flexible job evaluation and pay policies and practices that can be adapted to meet agencies' unique requirements.
- ❖ Create and administer programs, rules, assistance procedures and training that promote, encourage, and enhance effectiveness, efficiency, and accountability in state agencies and their employees.
- ❖ Provide processes and policies that enable state agency managers to fill vacant positions with highly qualified applicants in a timely fashion and in accordance with legal and professional standards.

## Department Organizational Structure

The Department of State Civil Service is composed of the following major divisions.

- ✦ **Administration:** Includes the Director's Office and management and finance. Provides fiscal, purchasing and personnel services for the Department, and through a shared services agreement, division also performs these functions for two other state agencies, the Division of Administrative Law and the Ethics Administration.
- ✦ **Management Information Services:** Provides information, document management, and reporting services to the Department, other state agencies, the legislature, the media and the public.
- ✦ **Staffing:** Provides agencies with recruiting, selection and workforce planning services and training, and manages the state's electronic vacancy posting and application system, "LaCareers."
- ✦ **Compensation:** Maintains classification system agencies use to allocate positions to appropriate job titles and conducts pay studies to maintain reasonably competitive pay levels and internal equity.
- ✦ **HR Program Assistance:** Coordinates multi-disciplinary teams to assist agency Personnel Directors, managers and employees on topics including performance management, layoffs, and application of federal employment laws such as FLSA, FMLA, etc.
- ✦ **Training & Workforce Development:** Manages the statewide Comprehensive Public Training Program for all classified employees.
- ✦ **Accountability:** Conducts audits of agency human resource operations to ensure compliance with Civil Service Rules.
- ✦ **Appeals:** Serves as the clerk of court for the State Civil Service Commission by receiving employee appeals of disciplinary actions or allegations of discrimination, scheduling hearings, issuing subpoenas and compiles the record if judicial review is sought. The Appeals Division staff attorneys also hear and decide cases for the Commission.

## Department Operations

The table below presents fiscal year-end data reflecting operational activities in the departments' major functional areas.

FUNCTION	ACTIVITY	
<b>Staffing</b>	Number of interest subscriptions filed by job-seekers	188,773
	Total Applications Received – statewide	454,088
	Number of pre-employment tests administered	14,387
	New employee selection procedures implemented	19
<b>Information Services</b>	Overall system availability – all systems	99.9%
	Average time to fulfill external ad-hoc report requests	1 day
	Total home-page hits	1,861,599
	Average number of website visitors per day	5,076
<b>HR Program Assistance</b>	Client assistance contacts	24,280
	Requests for extensions of job appointments received	56
	Requests for unclassified authority received	1,328
	Layoff/Layoff avoidance plans processed	92
<b>Compensation</b>	Salary surveys completed	48
	Agency business reorganization plans completed	4
	Number of job classifications in use	984
<b>Accountability</b>	Requests for investigations received	24
	Full-audits of agency HR programs conducted	37
	Drop-in and paper-review audits completed	40
	Hiring/Promotion actions audited	2,664
<b>Training</b>	Number of instructor-led classes conducted	273
	Number of students taking instructor-led classes	5,187
	Number of students completing on-line classes	20,621
	Number of administrators completing Act 377 Training	192
<b>Appeals</b>	Appeals Received	250
	Cases scheduled for hearing w/in 90 days	91%
	Decisions rendered w/in 60 days of hearing	97%

## A Few Notable Events of 2011-2012

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### ❖ New Performance Evaluation Rules

The State Civil Service Commission adopted rules to replace the Performance Planning and Review or “PPR” system used by agencies with a new “PES” Performance Evaluation System. The new PES system features include:

- A uniform evaluation period of all employees based on the state fiscal year
- A 3-level non-numeric rating system
- Mandatory review of goals and ratings by a 2<sup>nd</sup>-level evaluator
- Optional use of an on-line bank of expectations when setting goals

The new PES rules went into effect July 1, 2012. Employees will be rated using the new system on their performance during the fiscal year from July 1, 2012 through June 30, 2013. Thus, the first ratings using the PES system will be done after July 1, 2013.

### ❖ New E-Learning System

The department partnered with the Division of Administration to use the state’s LaGov ERP to launch a new e-learning system in November 2011. This new system allows training coordinators to register employees online and provides the following features.

- Instant notification to learners via email
- Full access to employee training records for all agency training coordinators
- Electronic access to student transcripts by training coordinators and employees
- Capability to run agency-specific reports without contacting CPTP
- Employee self-enrollment into all CPTP web-based training courses

### ❖ New Commission Member

Mr. Wilfred Pierre resigned from the State Civil Service Commission in November 2011. In December 2011, Governor Bobby Jindal selected Dr. Sidney Tobias, Jr. from among the candidates nominated by Dillard University to serve the remainder of Mr. Pierre’s term.

### ❖ Honors

The National Association of State Personnel Executives named State Civil Service Director Shannon S. Templet as the recipient of the 2012 Rooney Leadership Award.

## FY 11/12 Workforce Demographics

The following demographic information reflects the workforce of the executive branch of Louisiana state government at the end of Fiscal Year 2011-2012.

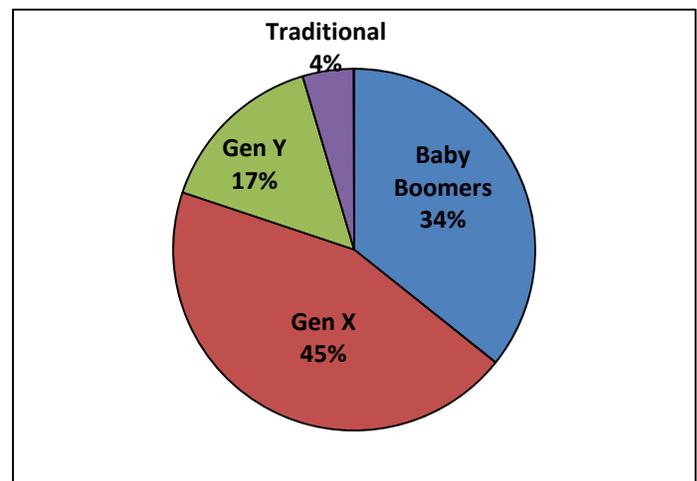
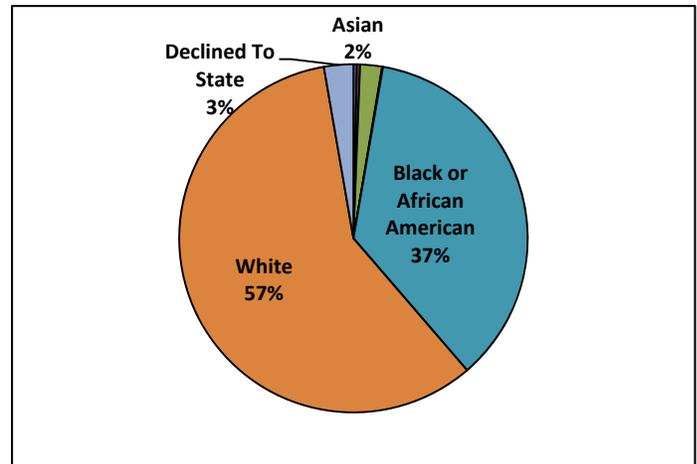
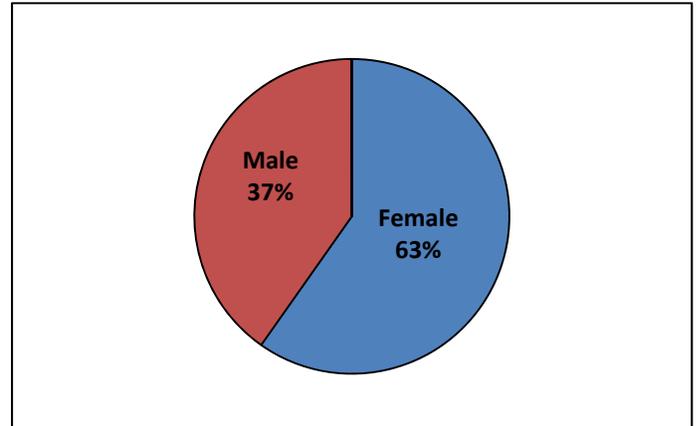
### Employees by Gender, Race and Generation

Gender	%
Female	63%
Male	37%

Note: The U.S. Census Bureau reports that the general population in Louisiana is 51% female and 49% male, 63% white, 32% black and 5% other.

Race	%
American Indian or Alaskan Native	<1%
Multi-Racial	<1%
Asian	2%
Native Hawaiian	<1%
Black or African American	37%
White	57%
Declined To State	3%

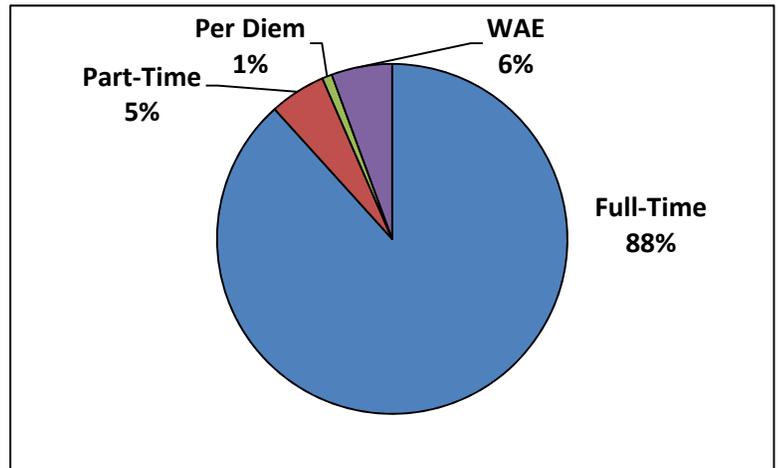
Generation	%
Traditional Workers (born before 1946)	4%
Baby Boomers (1946-1960)	34%
Generation X (1961-1979)	45%
Generation Y (1980-1998)	17%
Declined To State	<1%



## Full-Time, Part-Time, Intermittent Employees

Employee Group	%
Full-Time	88%
Part-Time	5%
Per Diem	1%
Intermittent or "WAE"*	6%

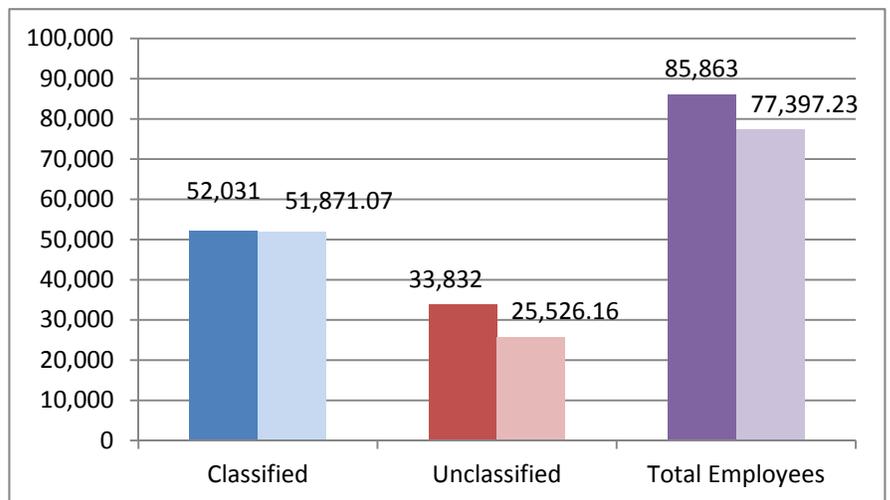
**\*\*WAE" = "When Actually Employed":** denotes intermittent employees who work non-regular schedules as needed, such as ticket takers, park rangers, relief pool nurses or contract instructors.



## Classified/Unclassified Employee Count compared to FTE Value

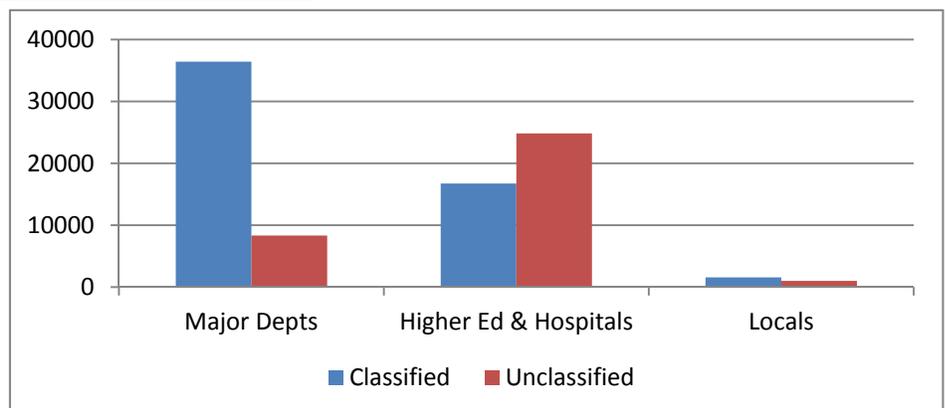
Classification	Employee Count	FTE* Value
Classified	52,031	51,871.07
Unclassified	33,832	25,526.16
Total	85,863	77,397.23

**\*FTE=Full-time-equivalence:** reflects the full or part-time assignment of employees. The FTE is 0.50 for an employee hired to work 20 hours/week. Intermittent "WAE" and per diem employees have no regularly assigned schedule and thus have an FTE value of 0.00. Most part-time and intermittent employees are in the unclassified state service.



## Classified/Unclassified Employees by Agency Type

Agency Type	Class Count	Unclass Count
Major Departments	34,850	8,321
Hi-Ed & Hospitals	15,655	24,524
Local Govt Units	1,526	987
Total	52,031	33,832





# Louisiana State Civil Service Annual Report | 2011-2012

<b>Employee Counts by Department/Agency (Descending Order)</b>		
Category	Department or Agency Group	Employees
Major Departments	Department of Health & Hospitals	9,446
Major Departments	Dept. of Public Safety & Corrections - Corrections Services	5,261
Major Departments	Department of Transportation & Development	4,542
Major Departments	Department of Children & Family Services	3,992
Major Departments	Executive Department (incl. DOA, Gov's Office, Nat'l Guard, GOHSEP, OCPR, OGB, OFI, etc.)	3,732
Major Departments	Department of Public Safety & Corrections - Public Safety Services	2,787
Major Departments	Department of Education	1,891
Major Departments	Louisiana Workforce Commission	1,244
Major Departments	Department of Culture, Recreation & Tourism	1,174
Major Departments	Department of Public Safety & Corrections, Office of Juvenile Justice	1,028
Major Departments	Department of Wildlife & Fisheries	951
Major Departments	Department of Veterans' Affairs	905
Major Departments	Department of Education - Special Schools & Commissions	901
Major Departments	Department of Revenue	845
Major Departments	Department of Environmental Quality	744
Major Departments	Department of State (Includes local Registrars of Voters)	736
Major Departments	Department of Agriculture & Forestry	731
Major Departments	Department of Justice (Attorney General's Office)	500
Major Departments	Department of Natural Resources	378
Major Departments	Retirement Systems: LASERS, Teachers, School Employees, State Police	363
Major Departments	Civil Service Agencies: DSCS, LSPC, Ethics, Div. of Administrative Law, Municipal Fire & Police CS	291
Major Departments	Department of Insurance	278
Major Departments	Department of Economic Development	125
Major Departments	Louisiana Housing Finance Agency	123
Major Departments	Public Service Commission	98
Major Departments	Department of Treasury	82
Major Departments	Lieutenant Governor's Office	23
<b>MAJOR DEPARTMENTS SUBTOTAL</b>		<b>43,171</b>
Higher Ed & Hospitals	HIGHER EDUCATION (incl. OSFA, LSUHSC-NO, LSUHSC-Shreve, EA Conway & HP Long Med Ctrs)	33,764
Higher Ed & Hospitals	HEALTH CARE SERVICES: HCSD, ILH-NO, EKL, UMC, WO Moss, Lallie Kemp, Wash/St.Tam, Chabert	6,415
<b>HIGHER EDUCATION &amp; HOSPITALS SUBTOTAL</b>		<b>40,179</b>
Units of Local Govt	HOUSING AUTHORITIES	1,303
Units of Local Govt	PORTS, LEVEE BOARDS	1,186
Units of Local Govt	INDEPENDENTS <sup>1</sup>	13
Units of Local Govt	Louisiana Law Institute	11
<b>UNITS OF LOCAL GOVERNMENT SUBTOTAL</b>		<b>2,513</b>
<b>TOTAL EXECUTIVE BRANCH WORKFORCE</b>		<b>85,863</b>
<sup>1</sup> Independents: New Orleans Redevelopment Authority, Board of Jury Commissioners-Orleans, Pilotage Fee Commission and Louisiana Local Government Environmental Facilities & Community Development Authority		

# Louisiana State Civil Service Annual Report | 2011-2012

<b>Employee Full-Time-Equivalency* (FTE) by Department/Agency</b>		
Category	Department or Agency Group	FTE VALUE*
Major Departments	Department of Health & Hospitals	8,638.99
Major Departments	Dept. of Public Safety & Corrections - Corrections Services	5,150.75
Major Departments	Department of Transportation & Development	4,511.00
Major Departments	Department of Children & Family Services	3,864.00
Major Departments	Executive Department (incl. DOA, Gov's Office, Nat'l Guard, GOHSEP, OCPR, OGB, OFI, etc.)	3,293.98
Major Departments	Department of Public Safety & Corrections - Public Safety Services	2,591.00
Major Departments	Department of Education	1,666.58
Major Departments	Louisiana Workforce Commission	1,127.91
Major Departments	Department of Culture, Recreation & Tourism	1,056.35
Major Departments	Department of Public Safety & Corrections, Office of Juvenile Justice	982.00
Major Departments	Department of Wildlife & Fisheries	894.90
Major Departments	Department of Veterans' Affairs	805.00
Major Departments	Department of Education - Special Schools & Commissions	770.73
Major Departments	Department of Revenue	766.50
Major Departments	Department of Environmental Quality	732.75
Major Departments	Department of Agriculture & Forestry	645.00
Major Departments	Department of State (Includes local Registrars of Voters)	534.90
Major Departments	Department of Justice (Attorney General's Office)	489.05
Major Departments	Department of Natural Resources	361.00
Major Departments	Retirement Systems: LASERS, Teachers, School Employees, State Police	330.50
Major Departments	Department of Insurance	269.50
Major Departments	Civil Service Agencies: DSCS, LSPC, Ethics, Div. of Administrative Law, Municipal Fire & Police CS	212.80
Major Departments	Department of Economic Development	118.50
Major Departments	Louisiana Housing Finance Agency	115.00
Major Departments	Public Service Commission	96.50
Major Departments	Department of Treasury	54.50
Major Departments	Lieutenant Governor's Office	13.55
<b>MAJOR DEPARTMENTS SUBTOTAL</b>		<b>40,095.49</b>
Higher Ed & Hospitals	HIGHER EDUCATION (incl. OSFA, LSUHSC-NO, LSUHSC-Shreve, EA Conway & HP Long Med Ctrs)	29,452.06
Higher Ed & Hospitals	HEALTH CARE SERVICES: HCSD, ILH-NO, EKL, UMC, WO Moss, Lallie Kemp, Wash/St.Tam, Chabert	6,016.93
<b>HIGHER EDUCATION &amp; HOSPITALS SUBTOTAL</b>		<b>35,468.99</b>
Units of Local Govt	PORTS, LEVEE BOARDS	964.09
Units of Local Govt	HOUSING AUTHORITIES	859.00
Units of Local Govt	INDEPENDENTS <sup>1</sup>	6.00
Units of Local Govt	Louisiana Law Institute	3.66
<b>UNITS OF LOCAL GOVERNMENT SUBTOTAL</b>		<b>1,832.75</b>
<b>TOTAL EXECUTIVE BRANCH WORKFORCE</b>		<b>77,397.23</b>
<sup>1</sup> Independents: New Orleans Redevelopment Authority, Board of Jury Commissioners-Orleans, Pilotage Fee Commission and Louisiana Local Government Environmental Facilities & Community Development Authority		

\*See definition of Full-Time-Equivalency on p.12.

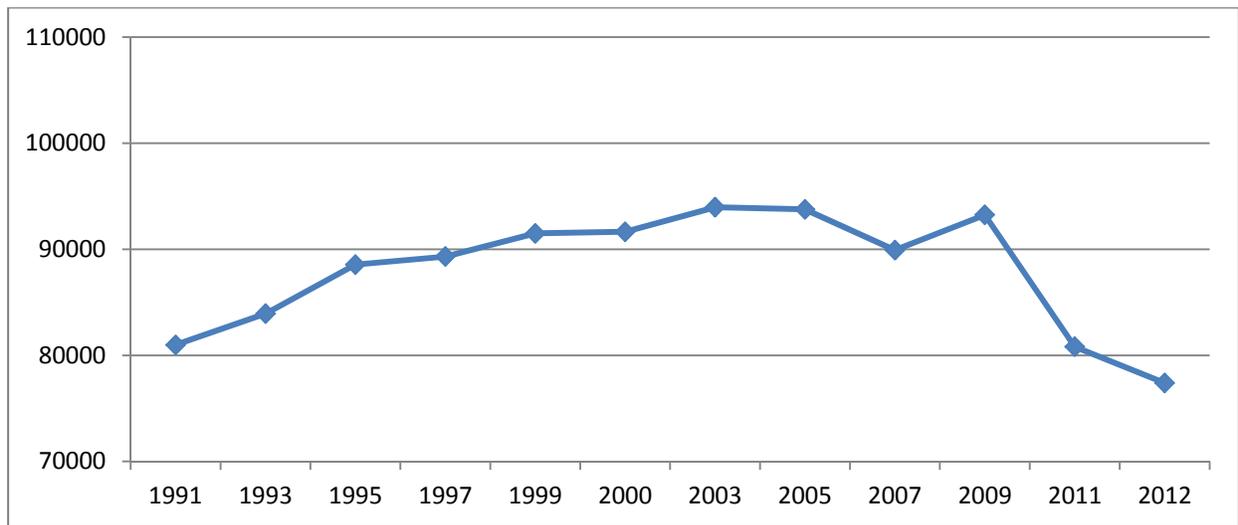
## Workforce Trends

The following information reflects recent workforce trends. Data listed reflects employment statistics as reported at the end of each Fiscal Year listed.

### State Employment Levels 1991 - 2012

(Total Full-Time Equivalents Counts – Classified + Unclassified Employees)

	1991	1993	1995	1997	1999	2000	2003	2005	2007	2009	2011	2012
FTE's	80983	83928	88554	89308	91492	91640	93961	93756	89918	93239	80807	77397

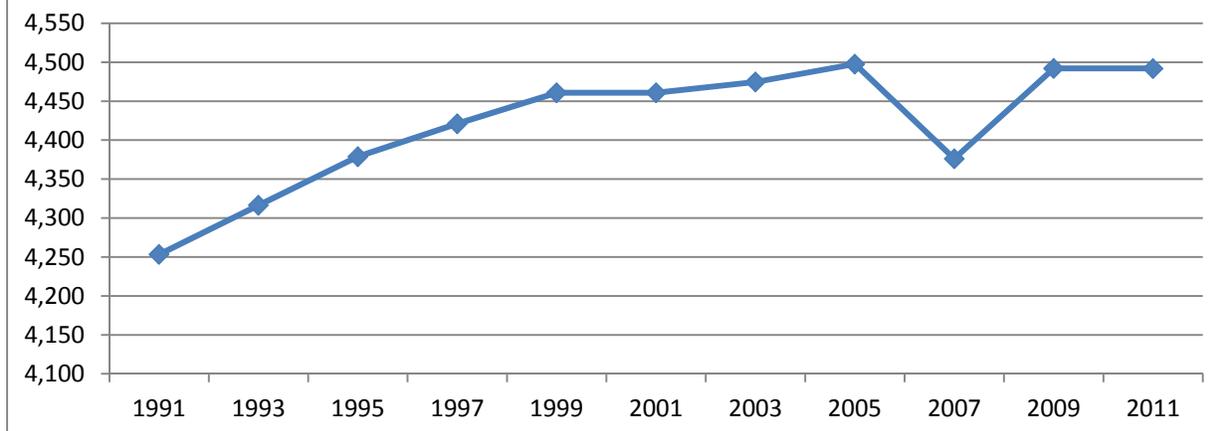


### State Population Growth 1991 - 2011

State resident population In thousands (i.e. 4,492 represents 4,492,000)

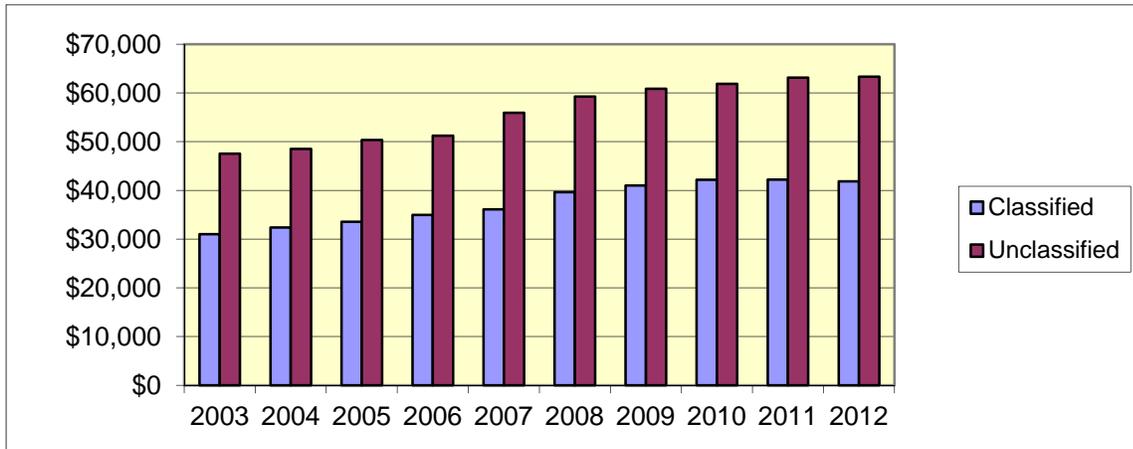
US Census Bureau 2011 Statistical Abstract: Population, Table 12 Resident Population - States: 1960 to 2009  
([www.census.gov/compendia/statab/cats/population.html](http://www.census.gov/compendia/statab/cats/population.html))

Louisiana Population	1991	1993	1995	1997	1999	2001	2003	2005	2007	2009	2011
		4,253	4,316	4,379	4,421	4,461	4,461	4,475	4,498	4,376	4,492



## Average Pay Rates for Full-Time Employees (Annual)

	2004	2005	2006	2007	2008	2009	2010	2011	2012
<b>Classified</b>	\$32,375	\$33,540	\$34,961	\$36,104	\$39,619	\$40,988	\$42,187	\$42,208	\$41,864
<b>Unclassified</b>	\$48,516	\$50,323	\$51,219	\$55,933	\$59,246	\$60,854	\$61,861	\$63,130	\$63,337

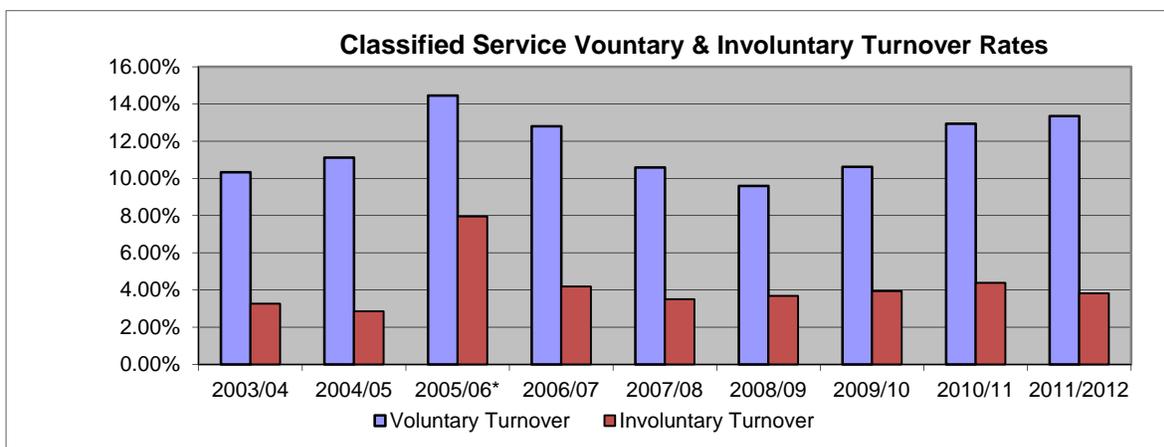


## Turnover Rates for Classified Employees

The data below reflects classified employees only. Turnover is based upon separations from state service. Employee movements between agencies are *not* included.

(\*Note: data for FY05/06 reflects the impact of multiple facility closures due to Hurricanes Katrina and Rita.)

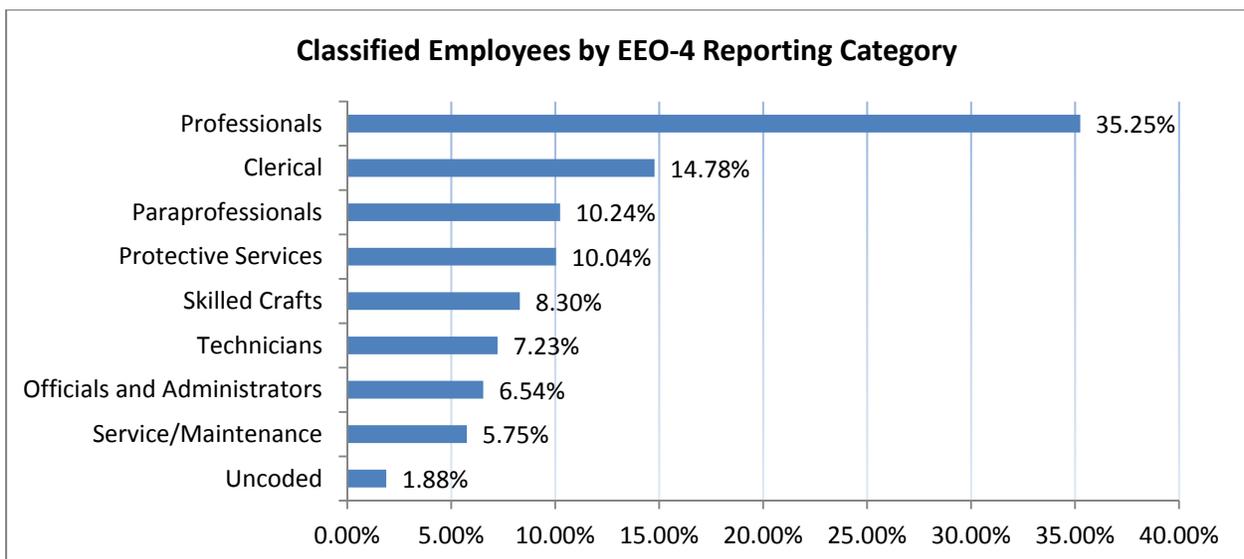
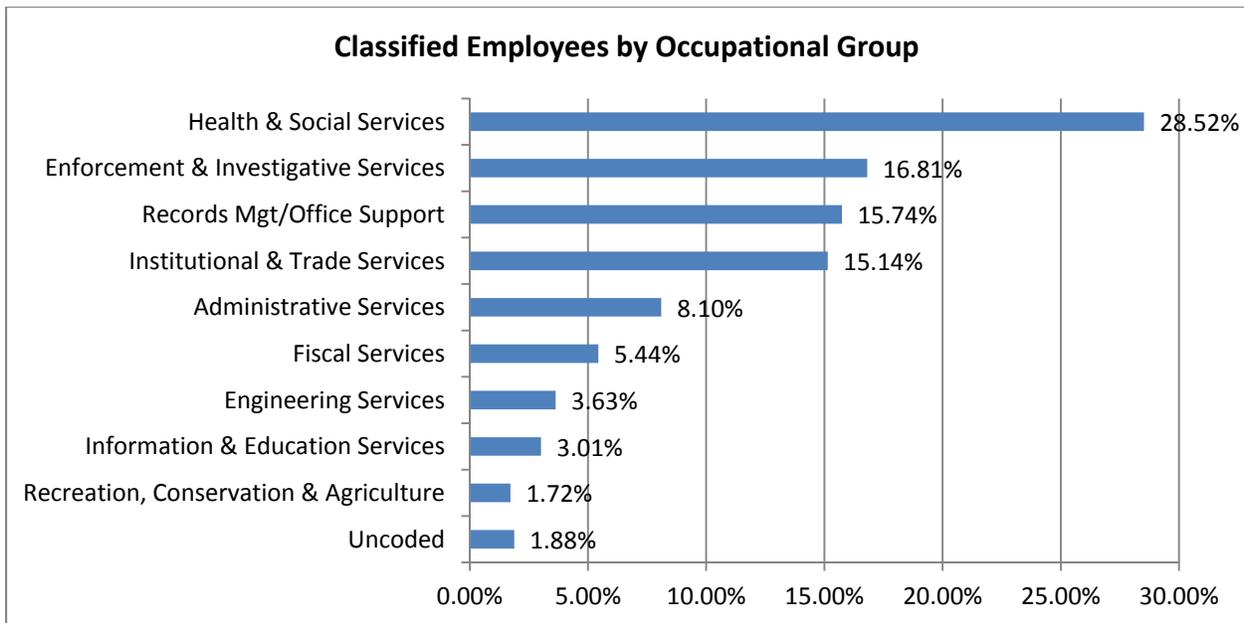
	2003/04	2004/05	2005/06*	2006/07	2007/08	2008/09	2009/10	2010/11	2011/2012
Voluntary	10.33%	11.12%	14.45%	12.80%	10.59%	9.59%	10.62%	12.94%	13.35%
Involuntary	3.27%	2.86%	7.95%	4.19%	3.51%	3.69%	3.94%	4.39%	3.82%
<b>Total</b>	<b>13.60%</b>	<b>13.98%</b>	<b>22.40%</b>	<b>16.99%</b>	<b>14.10%</b>	<b>13.28%</b>	<b>14.56%</b>	<b>17.33%</b>	<b>17.17%</b>



## Classified Service Statistics

Data presented in this section of the report reflects attributes of the classified state service only. Unclassified employees are not included. Data reflects workforce attributes as reported at the end of Fiscal Year 2011-2012 unless otherwise specified.

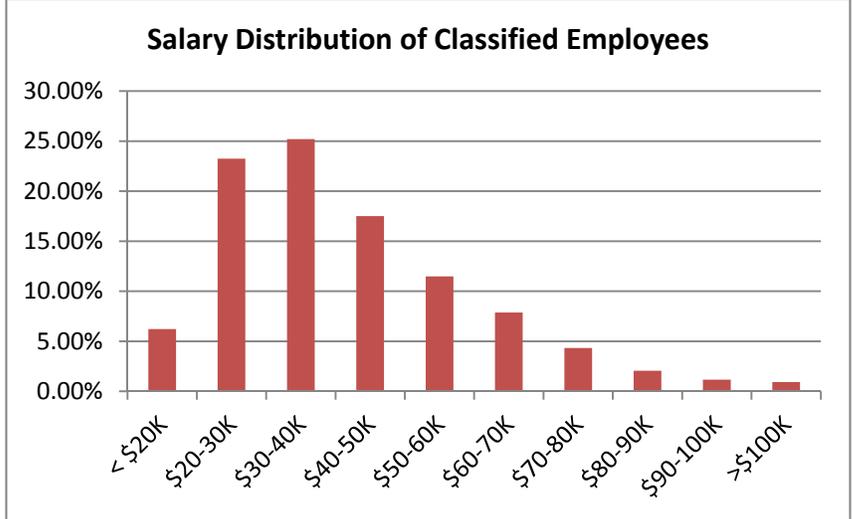
### Classified Employees by Occupational Group & EEO Category



**Salary Distribution of Full-Time Classified Employees**

As seen below, the majority (55%) of Louisiana’s classified employees have an annual salary of less than \$40,000. The U.S. Census Bureau reports that Louisiana’s median household income in 2010 was \$43,445. (See <http://quickfacts.census.gov/qfd/states/22000.html>)

Full-time Classified Employees Salary Distribution		
Salary Range	% of Workforce	Cumulative %
< \$20K	6.22%	6.22%
\$20-29K	23.25%	29.47%
\$30-39K	25.20%	54.67%
\$40-49K	17.50%	72.17%
\$50-59K	11.48%	83.65%
\$60-69K	7.87%	91.52%
\$70-79K	4.33%	95.85%
\$80-89K	2.05%	97.90%
\$90-99K	1.17%	99.07%
>\$100K	0.93%	100.00%

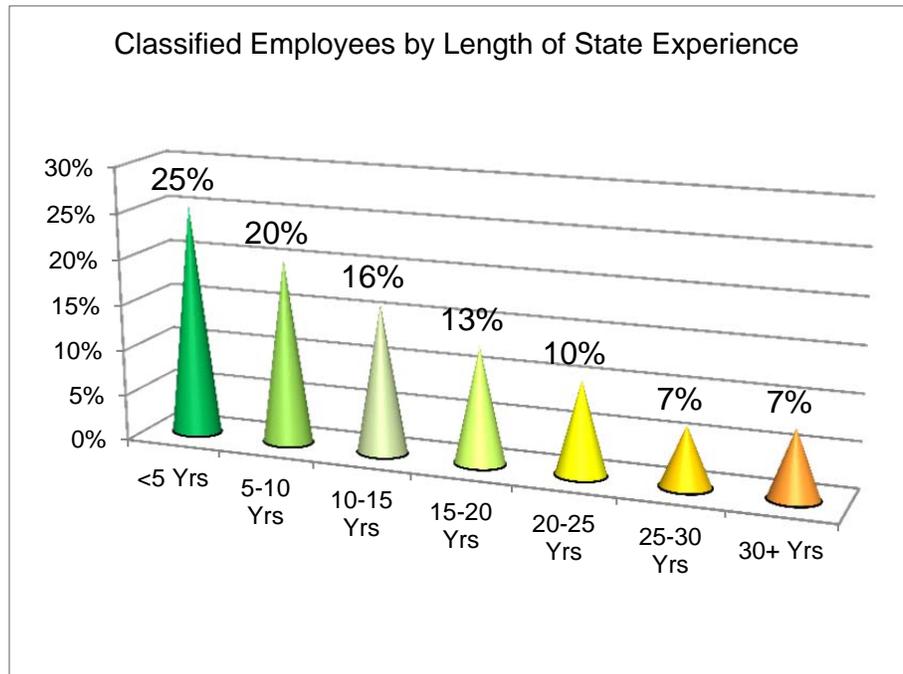


**Classified Employees by Length of State Experience**

The data below shows that 45% of current classified employees have less than ten years of state employment experience. Career service employees with more than twenty years of service comprise approximately 24% of the workforce.

Years of Service	% of Workforce
<5 Yrs	25.21%
5-10 Yrs	20.21%
10-15 Yrs	16.32%
15-20 Yrs	12.76%
20-25 Yrs	10.19%
25-30 Yrs	6.57%
30+ Yrs	7.47%

(Note: Uncoded = 1.27%)



**Classified Employees by Parish**

The table below lists the number of classified employees who live and work in each parish of the state. Parishes are listed in descending order by the number of employees whose recorded place of work is in that parish.

Classified Employees by Parish as of 6/30/2012 Descending by Work Parish							
#	Parish	Reside	Work	#	Parish	Reside	Work
1	East Baton Rouge	10,155	13,628	33	Vernon	230	130
2	Orleans	2,801	4,829	34	Madison	106	128
3	Caddo	3,279	4,002	35	Vermilion	270	124
4	Rapides	2,613	3,090	36	St. Mary	143	124
5	Ouachita	1,969	2,328	37	St. James	194	118
6	Lafayette	1,784	2,284	38	Sabine	129	110
7	Tangipahoa	1,928	2,063	39	St. Bernard	172	103
8	East Feliciana	1,192	1,772	40	St. Martin	353	95
9	Calcasieu	1,555	1,609	41	Morehouse	202	92
10	West Feliciana	697	1,450	42	West Baton Rouge	535	88
11	Jefferson	2,232	1,419	43	Richland	211	75
12	Terrebonne	1,082	1,213	44	Allen	113	74
13	St. Tammany	1,205	1,115	45	Catahoula	87	73
14	Iberville	614	1,037	46	Desoto	224	71
15	Washington	975	986	47	Cameron	58	69
16	Bossier	1,207	943	48	Grant	311	67
17	Lafourche	568	689	49	Pointe Coupee	351	63
18	Lincoln	612	604	50	Winn	83	61
19	Avoyelles	740	479	51	West Carroll	77	61
20	Natchitoches	403	397	52	Concordia	89	56
21	Claiborne	242	393	53	Bienville	166	48
22	Iberia	388	360	54	Caldwell	105	48
23	Beauregard	252	357	55	Red River	67	47
24	St. John the Baptist	369	348	56	Jackson	124	45
25	St. Landry	629	299	57	Lasalle	94	45
26	Acadia	340	227	58	Union	144	44
27	Jefferson Davis	252	210	59	St. Charles	176	42
28	Webster	386	184	60	St. Helena	221	39
29	Franklin	224	181	61	Tensas	53	39
30	Livingston	2,036	177	62	Plaquemines	62	34
31	Evangeline	217	149	63	East Carroll	49	32
32	Ascension	1,275	131	64	Assumption	119	30

Note: The work location for approximately 808 classified employees was either out-of-state or unrecorded. The residence for approximately 2,492 classified employees was either out-of-state or unrecorded.

## Contact Us

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