

State of Louisiana Report on Turnover Rates for Non-Temporary Classified Employees Fiscal Year 2022

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
<hr/>	
Statewide Turnover and Costs	4
Statewide Turnover Rates	4
Statewide Voluntary Turnover Costs	4
<hr/>	
Job Classifications with Highest Turnover	5
<hr/>	
Turnover Rates by Agency	6
<hr/>	
Turnover Costs by Agency	8
<hr/>	
Agencies with Highest Turnover Costs	10
<hr/>	
Historical Data	12
<hr/>	
References	27
<hr/>	
Contact Information	28
<hr/>	

INTRODUCTION

SUMMARY OF REQUEST

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

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

EXPLANATION OF DATA

Source

The data presented in this report is based upon an analysis of the number of classified employees serving in non-temporary positions who separated from state service during Fiscal Year 2022, as reported by the employing agencies to Louisiana State Civil Service.

Exclusions

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

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

Voluntary Turnover

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

Involuntary Turnover

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

Total Turnover

Total turnover is voluntary turnover plus involuntary turnover.

Turnover Rates

Turnover rates are calculated by dividing the number of non-temporary classified employees who separated from state service during the fiscal year by the number of non-temporary classified employees in state service on June 30, 2022.

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: $(E \div 12) \times C \times 50\%^*$**
- 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 2022. The percentage used for common employee benefits paid by the state is 22.86%, which includes retirement (5.32%), Medicare (1.45%), and health insurance (16.09%)ⁱ. The percent that the state pays towards the Unfunded Accrued Liability (UAL) for retirement is not included. Two cost estimates based upon a three-month training period and a twelve-month training period are provided in this report, since the requisite training time for different jobs can vary widely.

ⁱ Percentages for retirement and Medicare are the actual rates for FY 2022 per page 4 of the Preparation of Fiscal Year 2022-2023 Budget Documents memo dated September 16, 2021 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 \$7,073.28 for an "enrollee only" in the Magnolia Local Plus plan by the average salary of \$43,963.89. See the [OGB schedule of rates](#) as of January 1, 2022.

STATEWIDE TURNOVER AND COSTS

FISCAL YEAR 2022

STATEWIDE TURNOVER RATES

The following table provides the statewide turnover rates for Fiscal Year 2022. There were 6,254 total separations during the fiscal year for all reasons combined. Of this number, there were 5,148 separations for voluntary reasons. As of June 30, 2022, there were 33,957 non-temporary employees in the classified state service. Total separations amount to 18.42% of the non-temporary classified workforce, while voluntary separations amount to 15.16%.

STATEWIDE TURNOVER RATES FOR NON-TEMPORARY CLASSIFIED EMPLOYEES				
FISCAL YEAR 2022				
Total Number of Employees as of 6/30/22	Total Separations	Total Turnover Rate	Voluntary Separations	Voluntary Turnover Rate
33,957	6,254	18.42%	5,148	15.16%

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 \$34.8 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:

$$((3/12)*(\$43,963.89*1.2286)*0.5)*5,148 = \$ \mathbf{34,758,031.69}$$

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

$$((12/12)*(\$43,963.89*1.2286)*0.5)*5,148 = \$ \mathbf{139,032,126.74}$$

JOB CLASSIFICATIONS WITH HIGHEST TURNOVER

FISCAL YEAR 2022

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 2022					
JOB CLASSIFICATION	TOTAL NUMBER OF EMPLOYEES AS OF 6/30/22	TOTAL SEPARATIONS	TOTAL TURNOVER RATE	VOLUNTARY SEPARATIONS	VOLUNTARY TURNOVER RATE
JUVENILE JUSTICE SPECIALIST 1	51	90	176.47%	58	113.73%
CORRECTIONS SERGEANT	179	281	156.98%	197	110.06%
CORRECTIONS CADET	199	292	146.73%	160	80.40%
RESIDENTIAL SERVICES SPECIALIST 1	197	237	120.30%	95	48.22%
CUSTODIAN 1	218	147	67.43%	100	45.87%

TURNOVER RATES BY AGENCY

FISCAL YEAR 2022

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, 2022.

TURNOVER RATES BY MAJOR AGENCY NON-TEMPORARY CLASSIFIED EMPLOYEES FISCAL YEAR 2022					
MAJOR AGENCY CATEGORY	TOTAL NUMBER OF EMPLOYEES AS OF 6/30/22	TOTAL SEPARATIONS	TOTAL TURNOVER RATE	VOLUNTARY SEPARATIONS	VOLUNTARY TURNOVER RATE
DPSC – OFFICE OF JUVENILE JUSTICE	601	290	48.25%	219	36.44%
LOUISIANA HEALTH CARE SERVICES DIVISION	244	77	31.56%	68	27.87%
VETERANS AFFAIRS	673	209	31.05%	155	23.03%
DPSC – CORRECTIONS SERVICES	4106	1107	26.96%	828	20.17%
DEPARTMENT OF CULTURE, RECREATION & TOURISM	479	99	20.67%	82	17.12%
HOUSING AUTHORITIES	283	63	22.26%	48	16.96%
LOUISIANA DEPARTMENT OF HEALTH	6762	1480	21.89%	1093	16.16%
HIGHER EDUCATION	4154	753	18.13%	654	15.74%
DEPARTMENT OF CHILDREN & FAMILY SERVICES	3150	485	15.40%	469	14.89%
DEPARTMENT OF EDUCATION	403	64	15.88%	59	14.64%
PORTS, LEVEE BOARDS, FRESH WATER DISTRICTS	823	138	16.77%	107	13.00%

DEPARTMENT OF ECONOMIC DEVELOPMENT	56	7	12.50%	7	12.50%
DEPARTMENT OF TRANSPORTATION & DEVELOPMENT	4025	569	14.14%	500	12.42%
LOUISIANA WORKFORCE COMMISSION	764	102	13.35%	94	12.30%
EXECUTIVE DEPARTMENT	2120	260	12.26%	242	11.42%
RETIREMENT SYSTEMS	255	28	10.98%	28	10.98%
DEPARTMENT OF ENVIRONMENTAL QUALITY	657	73	11.11%	71	10.81%
DEPARTMENT OF WILDLIFE & FISHERIES	702	77	10.97%	73	10.40%
DPSC - PUBLIC SAFETY SERVICES	1335	142	10.64%	136	10.19%
DEPARTMENT OF AGRICULTURE & FORESTRY	516	54	10.47%	50	9.69%
DEPARTMENT OF REVENUE	604	63	10.43%	57	9.44%
DEPARTMENT OF NATURAL RESOURCES	271	25	9.23%	25	9.23%
DEPARTMENT OF INSURANCE	188	19	10.11%	17	9.04%
SECRETARY OF STATE	361	32	8.86%	32	8.86%
PUBLIC SERVICE COMMISSION	59	5	8.47%	5	8.47%
CIVIL SERVICE AGENCIES	155	16	10.32%	13	8.39%
EDUCATION - OTHER	164	14	8.54%	13	7.93%
DEPARTMENT OF TREASURY	45	3	6.67%	3	6.67%
OFFICE OF THE LIEUTENANT GOVERNOR	2	0	0.00%	0	0.00%
TOTALS	33,957	6,254	18.42%	5,148	15.16%

TURNOVER COSTS BY AGENCY

FISCAL YEAR 2022

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 yearⁱⁱ, the state's benefit percentage of 22.86%, 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 2022				
MAJOR AGENCY CATEGORY	VOLUNTARY SEPARATIONS	AVERAGE SALARY OF VOLUNTARY SEPARATIONS	TURNOVER COST (3 MONTHS)	TURNOVER COST (12 MONTHS)
LOUISIANA DEPARTMENT OF HEALTH	1093	\$44,254.56	\$7,428,458.70	\$29,713,834.80
DPSC – CORRECTIONS SERVICES	828	\$44,463.88	\$5,654,031.43	\$22,616,125.71
DEPARTMENT OF TRANSPORTATION & DEVELOPMENT	500	\$44,214.62	\$3,395,130.13	\$13,580,520.53
DEPARTMENT OF CHILDREN & FAMILY SERVICES	469	\$45,172.61	\$3,253,632.90	\$13,014,531.60
HIGHER EDUCATION	654	\$31,082.98	\$3,121,913.90	\$12,487,655.60
EXECUTIVE DEPARTMENT	242	\$56,954.65	\$2,116,728.11	\$8,466,912.44
DPSC – OFFICE OF JUVENILE JUSTICE	219	\$42,680.68	\$1,435,476.11	\$5,741,904.44
DPSC - PUBLIC SAFETY SERVICES	136	\$48,171.58	\$1,006,121.25	\$4,024,485.02
VETERANS AFFAIRS	155	\$33,251.69	\$791,527.39	\$3,166,109.54
PORTS, LEVEE BOARDS, FRESH WATER DISTRICTS	107	\$43,749.97	\$718,922.48	\$2,875,689.90
DEPARTMENT OF ENVIRONMENTAL QUALITY	71	\$61,452.20	\$670,064.03	\$2,680,256.14

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	94	\$45,783.23	\$660,929.00	\$2,643,715.99
DEPARTMENT OF WILDLIFE & FISHERIES	73	\$57,666.72	\$646,500.16	\$2,586,000.63
DEPARTMENT OF EDUCATION	59	\$59,446.40	\$538,639.37	\$2,154,557.49
DEPARTMENT OF CULTURE, RECREATION & TOURISM	82	\$42,429.21	\$534,317.41	\$2,137,269.62
DEPARTMENT OF REVENUE	57	\$54,949.24	\$481,013.28	\$1,924,053.13
DEPARTMENT OF AGRICULTURE & FORESTRY	50	\$52,572.00	\$403,687.25	\$1,614,748.98
LOUISIANA HEALTH CARE SERVICES DIVISION	68	\$37,358.36	\$390,137.09	\$1,560,548.36
HOUSING AUTHORITIES	48	\$35,855.95	\$264,315.72	\$1,057,262.88
RETIREMENT SYSTEMS	28	\$60,562.91	\$260,426.57	\$1,041,706.28
DEPARTMENT OF NATURAL RESOURCES	25	\$66,500.93	\$255,322.01	\$1,021,288.03
SECRETARY OF STATE	32	\$50,118.41	\$246,301.91	\$985,207.66
DEPARTMENT OF INSURANCE	17	\$56,305.60	\$147,001.25	\$588,005.01
CIVIL SERVICE AGENCIES	13	\$57,809.60	\$115,415.42	\$461,661.68
EDUCATION - OTHER	13	\$35,743.52	\$71,361.04	\$285,444.18
DEPARTMENT OF ECONOMIC DEVELOPMENT	7	\$64,759.31	\$69,617.88	\$278,471.51
PUBLIC SERVICE COMMISSION	5	\$58,421.79	\$44,860.63	\$179,442.53
DEPARTMENT OF TREASURY	3	\$78,533.87	\$36,182.52	\$144,730.07

AGENCIES WITH HIGHEST TURNOVER COSTS

FISCAL YEAR 2022

The following table provides a closer look at the five major agencies for which voluntary turnover costs were the highest in Fiscal Year 2022. 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 2022				
MAJOR AGENCY CATEGORY	JOB CLASSIFICATION	VOLUNTARY SEPARATIONS	TURNOVER COST (3 MONTHS)	TURNOVER COST (12 MONTHS)
LOUISIANA DEPARTMENT OF HEALTH	RESIDENTIAL SERVICES SPECIALIST 2	164	\$725,103.75	\$2,900,415.02
	RESIDENTIAL SERVICES SPECIALIST 1	95	\$374,097.83	\$1,496,391.31
	CORRECTIONS GUARD/THERAPEUTIC	66	\$332,242.15	\$1,328,968.60
	REGISTERED NURSE 3	27	\$282,823.73	\$1,131,294.92
	MEDICAL CERTIFICATION SPECIALIST 2	16	\$201,566.94	\$806,267.77
DPSC – CORRECTIONS SERVICES	CORRECTIONS SERGEANT--MASTER	178	\$1,169,834.50	\$4,679,337.98
	CORRECTIONS SERGEANT	197	\$1,053,365.21	\$4,213,460.84
	CORRECTIONS CADET	160	\$784,895.78	\$3,139,583.11
	CORRECTIONS LIEUTENANT	30	\$228,709.79	\$914,839.15
	CORRECTIONS CAPTAIN	24	\$224,004.50	\$896,017.98
DEPARTMENT OF TRANSPORTATION & DEVELOPMENT	MOBILE EQUIPMENT OPERERATOR 1/HEAVY	62	\$355,848.53	\$1,423,394.12
	MOBILE EQUIPMENT OPERATOR 1	65	\$266,237.13	\$1,064,948.51
	ENGINEERING TECHNICIAN 4	28	\$189,435.14	\$757,740.57
	MOBILE EQUIPMENT OPERATOR 2	32	\$151,451.00	\$605,803.99
	ENGINEERING TECHNICIAN 5	15	\$129,061.72	\$516,246.88

DEPARTMENT OF CHILDREN & FAMILY SERVICES	SOCIAL SERVICES ANALYST 3	74	\$518,690.56	\$2,074,762.25
	CHILD WELFARE SPECIALIST 3	47	\$388,760.01	\$1,555,040.05
	SOCIAL SERVICES ANALYST 2	48	\$249,080.25	\$996,320.98
	SOCIAL SERVICES ANALYST 1	41	\$191,213.70	\$764,854.79
	CHILD WELFARE SPECIALIST 1	30	\$176,519.97	\$706,079.86
HIGHER EDUCATION	CUSTODIAN 2	83	\$281,115.25	\$1,124,461.01
	CUSTODIAN 1	89	\$264,548.35	\$1,058,193.39
	ADMINISTRATIVE COORDINATOR 3	49	\$232,337.75	\$929,350.99
	POLICE OFFICER 2-A	32	\$181,929.22	\$727,716.88
	ADMINISTRATIVE ASSISTANT 3	34	\$162,790.38	\$651,161.54

HISTORICAL DATA

FISCAL YEARS 2012-2022

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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	41,644	37,890	36,989	36,363	36,088	35,899	36,262	36,279	35,139	33,957
Voluntary Separations	7,866	5,506	4,578	4,777	4,729	4,615	4,567	4,221	4,669	5,148
Voluntary Turnover %	18.89%	14.53%	12.38%	13.14%	13.10%	12.86%	12.59%	11.63%	13.29%	15.16%
3 Month Turnover Cost (\$ Millions)	48.303	32.373	26.481	28.561	27.528	27.447	27.989	26.940	30.456	34.758
12 Month Turnover Cost (\$ Millions)	193.212	129.491	105.923	114.242	110.111	109.787	111.956	107.759	121.825	139.032

CIVIL SERVICE AGENCIES	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	201	201	153	203	159	159	159	154	156	155
Voluntary Separations	21	19	17	27	14	6	17	16	4	13
Voluntary Turnover %	10.45%	9.45%	11.11%	13.30%	8.81%	3.77%	10.62%	10.39%	2.56%	8.39%
3 Month Turnover Cost (\$ Millions)	0.208	0.189	0.117	0.176	0.113	0.052	0.131	0.162	0.033	0.115
12 Month Turnover Cost (\$ Millions)	0.833	0.756	0.467	0.703	0.452	0.210	0.524	0.647	0.131	0.462

DEPT OF AGRICULTURE & FORESTRY	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	523	502	466	489	488	511	506	512	519	516
Voluntary Separations	61	43	52	28	39	36	39	28	47	50
Voluntary Turnover %	11.66%	8.57%	11.16%	5.72%	7.99%	7.05%	7.71%	5.47%	9.06%	9.69%
3 Month Turnover Cost (\$ Millions)	0.418	0.303	0.389	0.202	0.247	0.236	0.311	0.202	0.392	0.404
12 Month Turnover Cost (\$ Millions)	1.671	1.211	1.557	0.808	0.989	0.942	1.245	0.807	1.568	1.615

DEPT OF CHILDREN & FAMILY SERVICES	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	3,526	3,366	3,279	3,160	3,238	3,250	3,267	3,280	3,269	3,150
Voluntary Separations	519	470	446	410	350	355	370	335	378	469
Voluntary Turnover %	14.72%	13.96%	13.60%	12.97%	10.81%	10.92%	11.33%	10.21%	11.56%	14.89%
3 Month Turnover Cost (\$ Millions)	3.382	2.983	2.867	2.573	2.107	2.170	2.257	2.057	2.492	3.254
12 Month Turnover Cost (\$ Millions)	13.528	11.931	11.466	10.290	8.427	8.680	9.030	8.229	9.967	13.015

DEPT OF CULTURE, RECREATION & TOURISM	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	604	621	554	539	520	473	513	510	505	479
Voluntary Separations	68	67	74	94	60	84	50	50	52	82
Voluntary Turnover %	11.26%	10.79%	13.36%	17.43%	11.54%	17.76%	9.75%	9.80%	10.30%	17.12%
3 Month Turnover Cost (\$ Millions)	0.331	0.321	0.384	0.505	0.321	0.489	0.283	0.268	0.337	0.534
12 Month Turnover Cost (\$ Millions)	1.322	1.282	1.537	2.019	1.283	1.956	1.130	1.074	1.348	2.137

DEPT OF ECONOMIC DEVELOPMENT	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	63	64	54	57	60	58	57	60	58	56
Voluntary Separations	7	5	5	3	4	6	6	3	5	7
Voluntary Turnover %	11.11%	7.81%	9.26%	5.26%	6.67%	10.34%	10.53%	5.00%	8.62%	12.50%
3 Month Turnover Cost (\$ Millions)	0.061	0.043	0.039	0.025	0.035	0.050	0.050	0.029	0.051	0.070
12 Month Turnover Cost (\$ Millions)	0.245	0.171	0.155	0.101	0.139	0.202	0.199	0.116	0.204	0.278

DEPT OF EDUCATION	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	345	293	312	320	311	312	312	431	413	403
Voluntary Separations	43	49	35	37	40	41	36	36	56	59
Voluntary Turnover %	12.46%	16.72%	11.22%	11.56%	12.86%	13.14%	11.54%	8.35%	13.56%	14.64%
3 Month Turnover Cost (\$ Millions)	0.443	0.481	0.346	0.382	0.389	0.391	0.355	0.381	0.567	0.539
12 Month Turnover Cost (\$ Millions)	1.771	1.924	1.384	1.528	1.556	1.563	1.421	1.525	2.267	2.155

DEPT OF ENVIRONMENTAL QUALITY	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	646	647	646	641	654	667	665	677	665	657
Voluntary Separations	71	39	43	42	46	47	42	38	41	71
Voluntary Turnover %	10.99%	6.03%	6.66%	6.55%	7.03%	7.05%	6.32%	5.61%	6.17%	10.81%
3 Month Turnover Cost (\$ Millions)	0.560	0.259	0.342	0.301	0.378	0.378	0.371	0.366	0.386	0.670
12 Month Turnover Cost (\$ Millions)	2.399	1.035	1.370	1.322	1.513	1.512	1.485	1.465	1.546	2.680

DEPT OF INSURANCE	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	218	212	201	192	191	189	188	191	191	188
Voluntary Separations	22	16	17	9	7	10	8	15	6	17
Voluntary Turnover %	10.09%	7.55%	8.46%	4.68%	3.66%	5.29%	4.26%	7.85%	3.14%	9.04%
3 Month Turnover Cost (\$ Millions)	0.158	0.127	0.130	0.079	0.078	0.093	0.068	0.136	0.054	0.147
12 Month Turnover Cost (\$ Millions)	0.631	0.507	0.519	0.314	0.311	0.372	0.273	0.543	0.218	0.588

DEPT OF NATURAL RESOURCES	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	360	326	294	280	270	270	271	275	261	271
Voluntary Separations	33	52	25	28	21	26	22	18	22	25
Voluntary Turnover %	10.09%	15.95%	8.50%	10.00%	7.78%	9.63%	8.12%	6.55%	8.43%	9.23%
3 Month Turnover Cost (\$ Millions)	0.292	0.438	0.214	0.230	0.214	0.250	0.199	0.188	0.244	0.255
12 Month Turnover Cost (\$ Millions)	1.167	1.754	0.856	0.921	0.858	0.998	0.798	0.754	0.974	1.021

DEPT OF REVENUE	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	636	670	643	643	641	644	649	646	616	604
Voluntary Separations	136	64	60	37	42	50	46	41	46	57
Voluntary Turnover %	21.38%	9.55%	9.33%	5.75%	6.55%	7.76%	7.09%	6.35%	7.47%	9.44%
3 Month Turnover Cost (\$ Millions)	1.048	0.396	0.472	0.301	0.310	0.310	0.345	0.356	0.434	0.481
12 Month Turnover Cost (\$ Millions)	4.193	1.584	1.887	1.204	1.239	1.241	1.379	1.423	1.738	1.924

DEPT OF STATE	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	361	366	346	368	358	353	356	354	359	361
Voluntary Separations	36	25	38	24	23	21	19	19	24	32
Voluntary Turnover %	9.97%	6.83%	10.98%	6.52%	6.42%	5.95%	5.34%	5.37%	6.69%	8.86%
3 Month Turnover Cost (\$ Millions)	0.219	0.159	0.257	0.164	0.138	0.139	0.143	0.118	0.176	0.246
12 Month Turnover Cost (\$ Millions)	0.875	0.636	1.029	0.314	0.553	0.557	0.570	0.472	0.703	0.985

DEPT OF TRANSPORTATION & DEVELOPMENT	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	4,268	4,210	4,174	4,196	4,232	4,179	4,187	4,145	4,163	4,025
Voluntary Separations	484	414	410	402	369	405	414	328	426	500
Voluntary Turnover %	11.34%	9.83%	9.82%	9.58%	8.72%	9.69%	9.89%	7.91%	10.23%	12.42%
3 Month Turnover Cost (\$ Millions)	3.058	2.523	2.612	2.551	2.374	2.739	2.656	2.242	2.896	3.395
12 Month Turnover Cost (\$ Millions)	12.233	10.091	10.449	10.203	9.498	10.957	10.626	8.966	11.585	13.581

DEPT OF TREASURY	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	43	42	41	43	44	41	40	38	44	45
Voluntary Separations	5	4	4	2	1	1	6	4	2	3
Voluntary Turnover %	11.63%	9.52%	9.76%	4.65%	2.27%	2.44%	15.00%	10.53%	4.55%	6.67%
3 Month Turnover Cost (\$ Millions)	0.051	0.036	0.032	0.012	0.007	0.012	0.054	0.044	0.015	0.036
12 Month Turnover Cost (\$ Millions)	0.202	0.145	0.127	0.048	0.028	0.048	0.217	0.177	0.061	0.145

DEPT OF VETERANS AFFAIRS	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	783	785	759	769	779	745	744	739	700	673
Voluntary Separations	202	170	200	224	193	214	247	210	170	155
Voluntary Turnover %	25.80%	21.66%	26.35%	29.12%	24.78%	28.72%	33.20%	28.42%	24.29%	23.03%
3 Month Turnover Cost (\$ Millions)	0.727	0.638	0.730	0.910	0.787	0.946	1.076	1.016	0.794	0.792
12 Month Turnover Cost (\$ Millions)	2.908	2.552	2.922	3.642	3.147	3.782	4.303	4.063	3.176	3.166

DEPT OF WILDLIFE & FISHERIES	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	697	686	695	702	739	717	735	722	697	702
Voluntary Separations	67	55	67	57	37	45	54	62	32	73
Voluntary Turnover %	9.61%	8.02%	9.64%	8.11%	5.01%	6.28%	7.35%	8.59%	4.59%	10.40%
3 Month Turnover Cost (\$ Millions)	0.564	0.440	0.556	0.474	0.291	0.401	0.485	0.556	0.295	0.647
12 Month Turnover Cost (\$ Millions)	2.255	1.759	2.224	1.895	1.165	1.605	1.940	2.226	1.179	2.586

DPSC – CORRECTIONS SERVICES	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	4,721	4,659	4,628	4,559	4,509	4,442	4,604	4,515	4,210	4,106
Voluntary Separations	917	805	790	963	1,057	1,035	901	838	937	828
Voluntary Turnover %	19.42%	17.28%	17.07%	21.12%	23.44%	23.30%	19.57%	18.56%	22.26%	20.17%
3 Month Turnover Cost (\$ Millions)	5.042	4.218	4.310	5.123	5.414	5.373	5.036	5.134	5.849	5.654
12 Month Turnover Cost (\$ Millions)	20.168	16.873	17.239	20.492	21.654	21.491	20.142	20.536	23.396	22.616

DPSC – OFFICE OF JUVENILE JUSTICE	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	837	797	729	728	727	722	762	723	642	601
Voluntary Separations	154	167	176	178	186	189	241	344	278	219
Voluntary Turnover %	18.40%	20.95%	24.14%	24.45%	25.58%	26.18%	31.63%	47.58%	43.30%	36.44%
3 Month Turnover Cost (\$ Millions)	0.885	0.940	1.048	1.093	1.100	1.093	1.426	2.015	1.623	1.435
12 Month Turnover Cost (\$ Millions)	3.542	3.759	4.192	4.370	4.401	4.372	5.704	8.058	6.494	5.742

DPSC – PUBLIC SAFETY SERVICES	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	1,565	1,351	1,355	1,309	1,362	1,348	1,353	1,393	1,387	1,335
Voluntary Separations	122	140	122	107	136	121	124	104	114	136
Voluntary Turnover %	7.80%	10.36%	9.00%	8.17%	9.99%	8.98%	9.16%	7.47%	8.22%	10.19%
3 Month Turnover Cost (\$ Millions)	0.777	0.875	0.816	0.616	0.831	0.810	0.798	0.685	0.841	1.006
12 Month Turnover Cost (\$ Millions)	3.106	3.499	3.265	2.465	3.325	3.242	3.190	2.738	3.363	4.024

EDUCATION - OTHER	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	349	345	343	321	321	335	321	160	155	164
Voluntary Separations	52	45	40	52	40	30	38	23	28	13
Voluntary Turnover %	14.90%	13.04%	11.66%	16.19%	12.46%	8.96%	11.84%	14.38%	18.06%	7.93%
3 Month Turnover Cost (\$ Millions)	0.217	0.188	0.208	0.282	0.209	0.124	0.186	0.206	0.161	0.071
12 Month Turnover Cost (\$ Millions)	0.869	0.754	0.831	1.127	0.836	0.496	0.746	0.823	0.644	0.285

EXECUTIVE DEPT	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	1,626	2,028	2,140	2,250	2,067	2,103	2,131	2,182	2,212	2,120
Voluntary Separations	200	146	175	192	173	161	195	135	178	242
Voluntary Turnover %	12.30%	7.20%	8.18%	8.53%	8.37%	7.66%	9.15%	6.19%	8.05%	11.42%
3 Month Turnover Cost (\$ Millions)	1.629	1.224	1.617	1.714	1.664	1.452	1.813	1.310	1.737	2.117
12 Month Turnover Cost (\$ Millions)	6.517	4.898	6.467	6.857	6.655	5.809	7.253	5.240	6.948	8.466

HIGHER EDUCATION	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	9,250	6,171	5,719	5,370	5,169	4,979	4,849	4,746	4,425	4,154
Voluntary Separations	1,330	1,573	783	695	694	659	688	516	593	654
Voluntary Turnover %	14.38%	25.49%	13.69%	12.94%	13.43%	13.24%	14.19%	10.87%	13.40%	15.74%
3 Month Turnover Cost (\$ Millions)	6.331	8.446	2.503	3.262	3.096	2.998	3.081	2.397	2.717	3.122
12 Month Turnover Cost (\$ Millions)	25.324	33.785	10.011	13.046	12.384	11.990	12.323	9.588	10.868	12.488

HOUSING AUTHORITIES	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	616	602	586	585	583	571	514	515	320	283
Voluntary Separations	65	67	63	64	55	76	55	49	50	48
Voluntary Turnover %	10.55%	11.13%	10.75%	10.94%	9.43%	13.31%	10.70%	9.51%	15.63%	16.96%
3 Month Turnover Cost (\$ Millions)	0.289	0.296	0.277	0.344	0.271	0.401	0.349	0.282	0.282	0.264
12 Month Turnover Cost (\$ Millions)	1.157	1.185	1.108	1.377	1.085	1.603	1.396	1.129	1.127	1.057

LOUISIANA DEPT OF HEALTH	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	6,537	6,523	6,463	6,287	6,390	6,564	6,773	7,023	6,931	6,762
Voluntary Separations	1,275	733	735	834	836	752	695	760	931	1,093
Voluntary Turnover %	19.50%	11.24%	11.37%	13.26%	13.08%	11.46%	10.26%	10.82%	13.43%	16.16%
3 Month Turnover Cost (\$ Millions)	8.349	4.783	4.900	5.412	5.240	4.871	4.794	5.137	6.348	7.428
12 Month Turnover Cost (\$ Millions)	33.396	19.134	19.602	21.650	20.959	19.483	19.175	20.548	25.392	29.714

LOUISIANA HEALTH CARE SERVICES DIVISION	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	672	289	281	275	275	272	277	274	270	244
Voluntary Separations	1,776	147	37	46	45	55	37	29	32	68
Voluntary Turnover %	264.3%	50.87%	13.17%	16.72%	16.36%	20.22%	13.36%	10.58%	11.85%	27.87%
3 Month Turnover Cost (\$ Millions)	11.887	0.880	0.193	0.264	0.232	0.292	0.187	0.150	0.177	0.390
12 Month Turnover Cost (\$ Millions)	47.546	3.520	0.771	1.055	0.929	1.166	0.747	0.600	0.710	1.561

LOUISIANA WORKFORCE COMMISSION	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	946	894	876	824	781	760	784	769	782	764
Voluntary Separations	105	83	68	90	106	78	80	78	91	94
Voluntary Turnover %	11.10%	9.28%	7.76%	10.92%	13.57%	10.26%	10.20%	10.14%	11.64%	12.30%
3 Month Turnover Cost (\$ Millions)	0.692	0.526	0.467	0.689	0.744	0.585	0.619	0.599	0.662	0.661
12 Month Turnover Cost (\$ Millions)	2.768	2.105	1.867	2.755	8.976	2.341	2.475	2.397	2.646	2.644

OFFICE OF THE LIEUTENANT GOVERNOR	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	2	2	--	2	2	2	2	2	2	0
Voluntary Separations	1	0	--	0	0	0	0	0	0	0
Voluntary Turnover %	50.00%	0.00%	--	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
3 Month Turnover Cost (\$ Millions)	0.004	0.000	--	0.000	0.000	0.000	0.000	0.000	0.000	0.000
12 Month Turnover Cost (\$ Millions)	0.016	0.000	--	0.000	0.000	0.000	0.000	0.000	0.000	0.000

PORTS, LEVEE BOARDS, FRESH WATER DISTRICTS	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	879	875	889	908	878	907	916	920	865	823
Voluntary Separations	62	83	69	90	100	87	109	103	107	107
Voluntary Turnover %	7.05%	9.49%	7.76%	9.91%	11.39%	9.59%	11.90%	11.20%	12.37%	13.00%
3 Month Turnover Cost (\$ Millions)	0.369	0.473	0.423	0.616	0.686	0.590	0.697	0.728	0.726	0.719
12 Month Turnover Cost (\$ Millions)	1.475	1.894	1.692	2.465	2.746	2.358	2.790	2.911	2.902	2.876

PUBLIC SERVICE COMMISSION	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	76	69	73	65	65	64	64	61	61	59
Voluntary Separations	6	12	8	7	11	6	3	5	4	5
Voluntary Turnover %	7.89%	17.39%	10.96%	10.76%	16.92%	9.38%	4.69%	8.20%	6.56%	8.47%
3 Month Turnover Cost (\$ Millions)	0.037	0.101	0.059	0.056	0.080	0.050	0.016	0.030	0.027	0.045
12 Month Turnover Cost (\$ Millions)	0.149	0.403	0.235	0.223	0.319	0.199	0.064	0.121	0.106	0.179

RETIREMENT SYSTEMS	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
Total Employees	291	291	285	275	275	262	263	262	261	255
Voluntary Separations	26	11	19	18	17	18	21	15	15	28
Voluntary Turnover %	8.93%	3.78%	6.67%	6.54%	6.18%	6.87%	7.98%	5.73%	5.75%	10.98%
3 Month Turnover Cost (\$ Millions)	0.236	0.078	0.174	0.176	0.166	0.153	0.202	0.146	0.142	0.260
12 Month Turnover Cost (\$ Millions)	0.944	0.314	0.695	0.704	0.664	0.610	0.809	0.583	0.567	1.042

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

byron.decoteau@la.gov

CHRIS DEER
CCP
DEPUTY DIRECTOR

chris.deer@la.gov

NICOLE TUCKER
MBA, CCP
CHIEF OPERATING
OFFICER

nicole.tucker@la.gov

State Civil Service

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



STATECIVILSERVICE