

# State of Louisiana Report on Turnover Rates for Non-Temporary Classified Employees Fiscal Year 2025

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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 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 15<sup>th</sup> 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 2025, 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, 2025.

### 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:  $(F \times D)$**

**\*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 2025. The percentage used for common employee benefits paid by the state is 22.72%, which includes retirement (4.28%), Medicare (1.45%), and health insurance (16.99%)<sup>i</sup>. 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.

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<sup>i</sup> Percentages for retirement and Medicare are the actual rates for FY 2025 used for the Preparation of Fiscal Year 2025-2026 Budget Documents memo dated September 20, 2024, 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 \$8,367.84 for an "enrollee only" in the Magnolia Local Plus plan by the average salary of \$49,247.85. See the [OGB schedule of rates](#) as of January 1, 2025.

# STATEWIDE TURNOVER AND COSTS

FISCAL YEAR 2025

## STATEWIDE TURNOVER RATES

The following table provides the statewide turnover rates for Fiscal Year 2025. There were 6,304 total separations during the fiscal year for all reasons combined. Of this number, there were 4,561 separations for voluntary reasons. As of June 30, 2025, there were 35,451 non-temporary employees in the classified state service. Total separations amount to 17.78% of the non-temporary classified workforce, while voluntary separations amount to 12.87%.

STATEWIDE TURNOVER RATES FOR NON-TEMPORARY CLASSIFIED EMPLOYEES FISCAL YEAR 2025				
Total Number of Employees as of 6/30/25	Total Separations	Total Turnover Rate	Voluntary Separations	Voluntary Turnover Rate
35,451	6,304	17.78%	4,561	12.87%

## 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 \$34.5 million, while a twelve-month training period results in a cost of about \$137.8 million.

Estimated Cost of Voluntary Turnover based on 3-month average training time:

$$((3/12)*(\$49,247.85*1.2272)*0.5)*4,561 = \$ \mathbf{34,456,622.69}$$

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

$$((12/12)*(\$49,247.85*1.2272)*0.5)*4,561 = \$ \mathbf{137,826,490.75}$$

# JOB CLASSIFICATIONS WITH HIGHEST TURNOVER

## FISCAL YEAR 2025

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 2025					
JOB CLASSIFICATION	TOTAL NUMBER OF EMPLOYEES AS OF 6/30/25	TOTAL SEPARATIONS	TOTAL TURNOVER RATE	VOLUNTARY SEPARATIONS	VOLUNTARY TURNOVER RATE
CORRECTIONS CADET	292	480	164.38%	268	91.78%
CUSTODIAN 1	152	128	84.21%	84	55.26%
CORRECTIONS SERGEANT	253	219	86.56%	132	52.17%
RESIDENTIAL SERVICES SPECIALIST 1	246	293	119.11%	107	43.50%
ENGINEERING TECHNICIAN 1	62	44	70.97%	25	40.32%

# TURNOVER RATES BY AGENCY

FISCAL YEAR 2025

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, 2025.

TURNOVER RATES BY MAJOR AGENCY NON-TEMPORARY CLASSIFIED EMPLOYEES FISCAL YEAR 2025					
MAJOR AGENCY CATEGORY	TOTAL NUMBER OF EMPLOYEES AS OF 6/30/25	TOTAL SEPARATIONS	TOTAL TURNOVER RATE	VOLUNTARY SEPARATIONS	VOLUNTARY TURNOVER RATE
LOUISIANA DEPT OF HEALTH	7095	1268	17.87%	815	11.49%
DPSC-CORRECTIONS SERVICES	4505	1355	30.08%	918	20.38%
DEPT OF TRANSPORTATION & DEVELOPMENT	4112	579	14.08%	433	10.53%
HIGHER EDUCATION	3928	792	20.16%	601	15.30%
DEPT OF CHILDREN & FAMILY SERVICES	3442	458	13.31%	391	11.36%
EXECUTIVE DEPT	2197	246	11.20%	201	9.15%
DPSC-PUBLIC SAFETY SERVICES	1390	166	11.94%	142	10.22%
PORTS, LEVEE BOARDS, FRESH WATER DISTRICTS	860	121	14.07%	82	9.53%
DPSC-YOUTH SERVICES (JUVENILE JUSTICE)	794	317	39.92%	187	23.55%
LOUISIANA WORKFORCE COMMISSION	768	95	12.37%	71	9.24%
DEPT OF VETERANS AFFAIRS	749	227	30.31%	151	20.16%
DEPT OF WILDLIFE & FISHERIES	715	71	9.93%	66	9.23%

DEPT OF ENVIRONMENTAL QUALITY	645	53	8.22%	46	7.13%
DEPT OF REVENUE	642	88	13.71%	58	9.03%
DEPT OF CULTURE, RECREATION & TOURISM	522	91	17.43%	81	15.52%
DEPT OF AGRICULTURE & FORESTRY	504	57	11.31%	49	9.72%
DEPT OF EDUCATION	433	58	13.39%	49	11.32%
DEPT OF STATE (SECRETARY OF STATE)	405	39	9.63%	38	9.38%
DEPT OF ENERGY AND NATURAL RESOURCES	308	26	8.44%	25	8.12%
RETIREMENT SYSTEMS	266	34	12.78%	31	11.65%
LOUISIANA HEALTH CARE SERVICES DIVISION	262	46	17.56%	35	13.36%
HOUSING AUTHORITIES	213	38	17.84%	26	12.21%
DEPT OF INSURANCE	188	18	9.57%	16	8.51%
EDUCATION - OTHER	172	26	15.12%	21	12.21%
CIVIL SERVICE AGENCIES	159	12	7.55%	10	6.29%
DEPT OF ECONOMIC DEVELOPMENT	64	5	7.81%	4	6.25%
PUBLIC SERVICE COMMISSION	58	9	15.52%	8	13.79%
DEPT OF TREASURY	55	9	16.36%	6	10.91%
OFFICE OF THE LIEUTENANT GOVERNOR	0	0	0.00%	0	0.00%
<b>STATEWIDE TURNOVER TOTALS</b>	<b>35451</b>	<b>6304</b>	<b>17.78%</b>	<b>4561</b>	<b>12.87%</b>



# TURNOVER COSTS BY AGENCY

## FISCAL YEAR 2025

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<sup>ii</sup>, the state's benefit percentage of 22.72%, 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 2025				
MAJOR AGENCY CATEGORY	VOLUNTARY SEPARATIONS	AVERAGE SALARY OF VOLUNTARY SEPARATIONS	TURNOVER COST (3 MONTHS)	TURNOVER COST (12 MONTHS)
DPSC-CORRECTIONS SERVICES	918	\$47,493.83	\$6,688,138.13	\$26,752,552.53
LOUISIANA DEPT OF HEALTH	815	\$50,182.31	\$6,273,842.58	\$25,095,370.31
DEPT OF TRANSPORTATION & DEVELOPMENT	433	\$53,727.65	\$3,568,708.71	\$14,274,834.86
HIGHER EDUCATION	601	\$35,146.96	\$3,240,317.74	\$12,961,270.97
DEPT OF CHILDREN & FAMILY SERVICES	391	\$51,885.84	\$3,112,081.55	\$12,448,326.21
EXECUTIVE DEPT	201	\$72,305.63	\$2,229,428.41	\$8,917,713.65
DPSC-YOUTH SERVICES (JUVENILE JUSTICE)	187	\$45,292.95	\$1,299,264.51	\$5,197,058.02
DPSC-PUBLIC SAFETY SERVICES	142	\$48,011.60	\$1,045,827.08	\$4,183,308.32
DEPT OF VETERANS AFFAIRS	151	\$37,862.78	\$877,030.72	\$3,508,122.87
PORTS, LEVEE BOARDS, FRESH WATER DISTRICTS	82	\$53,672.08	\$675,130.36	\$2,700,521.44
DEPT OF WILDLIFE AND FISHERIES	66	\$63,904.73	\$646,997.05	\$2,587,988.19
DEPT OF CULTURE, RECREATION & TOURISM	81	\$45,400.24	\$564,116.14	\$2,256,464.57

<sup>ii</sup> 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	71	\$51,495.53	\$560,858.42	\$2,243,433.66
DEPT OF EDUCATION	49	\$70,996.56	\$533,652.74	\$2,134,610.97
DEPT OF REVENUE	58	\$54,856.41	\$488,068.45	\$1,952,273.80
DEPT OF ENVIRONMENTAL QUALITY	46	\$68,544.25	\$483,675.65	\$1,934,702.58
DEPT OF AGRICULTURE & FORESTRY	49	\$49,200.95	\$369,823.86	\$1,479,295.44
RETIREMENT SYSTEMS	31	\$67,803.69	\$322,433.67	\$1,289,734.67
DEPT OF ENERGY AND NATURAL RESOURCES	25	\$75,024.75	\$287,719.92	\$1,150,879.67
DEPT OF STATE (SECRETARY OF STATE)	38	\$43,705.32	\$254,767.05	\$1,019,068.21
LOUISIANA HEALTH CARE SERVICES DIVISION	35	\$40,717.79	\$218,613.81	\$874,455.26
HOUSING AUTHORITIES	26	\$42,630.40	\$170,027.09	\$680,108.35
DEPT OF INSURANCE	16	\$64,455.32	\$158,199.14	\$632,796.55
EDUCATION - OTHER	21	\$37,708.04	\$121,472.68	\$485,890.72
CIVIL SERVICE AGENCIES	10	\$70,125.12	\$107,571.93	\$430,287.74
DEPT OF TREASURY	6	\$68,768.27	\$63,294.32	\$253,177.26
PUBLIC SERVICE COMMISSION	8	\$42,020.03	\$51,566.98	\$206,267.92
DEPT OF ECONOMIC DEVELOPMENT	4	\$72,758.40	\$44,644.55	\$178,578.22
OFFICE OF THE LIEUTENANT GOVERNOR	0	\$0.00	\$0.00	\$0.00

# AGENCIES WITH HIGHEST TURNOVER COSTS

## FISCAL YEAR 2025

The following table provides a closer look at the five major agencies for which voluntary turnover costs were the highest in Fiscal Year 2025. 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 2025				
MAJOR AGENCY CATEGORY	JOB CLASSIFICATION	VOLUNTARY SEPARATIONS	TURNOVER COST (3 MONTHS)	TURNOVER COST (12 MONTHS)
DPSC-CORRECTIONS SERVICES	CORRECTIONS SERGEANT-- MASTER	269	\$1,929,534.20	\$7,718,136.79
	CORRECTIONS CADET	268	\$1,511,124.99	\$6,044,499.97
	CORRECTIONS SERGEANT	132	\$805,203.72	\$3,220,814.87
	CORRECTIONS LIEUTENANT	40	\$331,129.73	\$1,324,518.92
	REGISTERED NURSE 3	12	\$139,010.10	\$556,040.39
LOUISIANA DEPT OF HEALTH	RESIDENTIAL SERVICES SPECIALIST 1	107	\$421,200.57	\$1,684,802.26
	RESIDENTIAL SERVICES SPECIALIST 2	90	\$398,524.12	\$1,594,096.47
	MEDICAL CERTIFICATION SPECIALIST 2	18	\$241,224.81	\$964,899.25
	REGISTERED NURSE SUPERVISOR A	14	\$191,124.13	\$764,496.51
	REGISTERED NURSE 3	16	\$184,445.95	\$737,783.80
DEPT OF TRANSPORTATION & DEVELOPMENT	MOBILE EQUIPMENT OPERATOR 1--HEAVY	45	\$329,196.15	\$1,316,784.62
	MOBILE EQUIPMENT OPERATOR 1	37	\$196,644.07	\$786,576.29
	ENGINEERING TECHNICIAN 5	21	\$183,380.25	\$733,521.00
	ENGINEER 6	10	\$177,053.05	\$708,212.21
	ENGINEER 7	7	\$139,383.41	\$557,533.65

HIGHER EDUCATION	CUSTODIAN 2	121	\$476,866.86	\$1,907,467.44
	CUSTODIAN 1	68	\$237,169.84	\$948,679.35
	ADMINISTRATIVE COORDINATOR 3	31	\$170,176.07	\$680,704.28
	POLICE OFFICER 2	25	\$166,157.01	\$664,628.04
	POLICE OFFICER 3	20	\$150,356.13	\$601,424.51
DEPT OF CHILDREN & FAMILY SERVICES	CHILD WELFARE SPECIALIST 3	61	\$538,054.30	\$2,152,217.22
	SOCIAL SERVICES ANALYST 1	62	\$336,599.42	\$1,346,397.69
	SOCIAL SERVICES ANALYST 3	37	\$310,657.43	\$1,242,629.73
	SOCIAL SERVICES ANALYST 2	30	\$182,199.68	\$728,798.74
	ADMINISTRATIVE COORDINATOR 3	34	\$170,859.87	\$683,439.46

# HISTORICAL DATA

FISCAL YEARS 2016-2025

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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	36,363	36,088	35,899	36,262	36,279	35,139	33,957	34,482	35,278	35,451
Voluntary Separations	4,777	4,729	4,615	4,567	4,221	4,669	5,148	5,014	5,035	4,561
Voluntary Turnover %	13.14%	13.10%	12.86%	12.59%	11.63%	13.29%	15.16%	14.54%	14.27%	12.87%
3 Month Turnover Cost (\$ Millions)	28.561	27.528	27.447	27.989	26.940	30.456	34.758	34.772	36.872	34.457
12 Month Turnover Cost (\$ Millions)	114.242	110.111	109.787	111.956	107.759	121.825	139.032	139.087	147.489	137.826

CIVIL SERVICE AGENCIES	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	203	159	159	159	154	156	155	158	158	159
Voluntary Separations	27	14	6	17	16	4	13	7	13	12
Voluntary Turnover %	13.30%	8.81%	3.77%	10.62%	10.39%	2.56%	8.39%	4.43%	8.23%	7.55%
3 Month Turnover Cost (\$ Millions)	0.176	0.113	0.052	0.131	0.162	0.033	0.115	0.051	0.123	0.108
12 Month Turnover Cost (\$ Millions)	0.703	0.452	0.210	0.524	0.647	0.131	0.462	0.205	0.492	0.430

DEPT OF AGRICULTURE & FORESTRY	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	489	488	511	506	512	519	516	517	524	504
Voluntary Separations	28	39	36	39	28	47	50	52	52	57
Voluntary Turnover %	5.72%	7.99%	7.05%	7.71%	5.47%	9.06%	9.69%	10.06%	9.92%	11.31%
3 Month Turnover Cost (\$ Millions)	0.202	0.247	0.236	0.311	0.202	0.392	0.404	0.413	0.407	0.370
12 Month Turnover Cost (\$ Millions)	0.808	0.989	0.942	1.245	0.807	1.568	1.615	1.653	1.628	1.479

DEPT OF CHILDREN & FAMILY SERVICES	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	3,160	3,238	3,250	3,267	3,280	3,269	3,150	3,333	3,396	3,442
Voluntary Separations	410	350	355	370	335	378	469	378	447	391
Voluntary Turnover %	12.97%	10.81%	10.92%	11.33%	10.21%	11.56%	14.89%	11.34%	13.16%	11.36%
3 Month Turnover Cost (\$ Millions)	2.573	2.107	2.170	2.257	2.057	2.492	3.254	2.852	3.433	3.112
12 Month Turnover Cost (\$ Millions)	10.290	8.427	8.680	9.030	8.229	9.967	13.015	11.407	13.731	12.448

DEPT OF CULTURE, RECREATION & TOURISM	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	539	520	473	513	510	505	479	499	509	522
Voluntary Separations	94	60	84	50	50	52	82	74	77	81
Voluntary Turnover %	17.43%	11.54%	17.76%	9.75%	9.80%	10.30%	17.12%	14.83%	15.13%	15.52%
3 Month Turnover Cost (\$ Millions)	0.505	0.321	0.489	0.283	0.268	0.337	0.534	0.459	0.525	0.564
12 Month Turnover Cost (\$ Millions)	2.019	1.283	1.956	1.130	1.074	1.348	2.137	1.837	2.099	2.256

DEPT OF ECONOMIC DEVELOPMENT	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	57	60	58	57	60	58	56	57	59	64
Voluntary Separations	3	4	6	6	3	5	7	3	4	4
Voluntary Turnover %	5.26%	6.67%	10.34%	10.53%	5.00%	8.62%	12.50%	5.26%	6.78%	6.25%
3 Month Turnover Cost (\$ Millions)	0.025	0.035	0.050	0.050	0.029	0.051	0.070	0.027	0.040	0.045
12 Month Turnover Cost (\$ Millions)	0.101	0.139	0.202	0.199	0.116	0.204	0.278	0.106	0.161	0.179

DEPT OF EDUCATION	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	320	311	312	312	431	413	403	381	437	433
Voluntary Separations	37	40	41	36	36	56	59	61	44	49
Voluntary Turnover %	11.56%	12.86%	13.14%	11.54%	8.35%	13.56%	14.64%	16.01%	10.07%	11.32%
3 Month Turnover Cost (\$ Millions)	0.382	0.389	0.391	0.355	0.381	0.567	0.539	0.636	0.456	0.534
12 Month Turnover Cost (\$ Millions)	1.528	1.556	1.563	1.421	1.525	2.267	2.155	2.545	1.825	2.135

DEPT OF ENERGY & NATURAL RESOURCES	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	280	270	270	271	275	261	271	277	297	308
Voluntary Separations	28	21	26	22	18	22	25	33	20	25
Voluntary Turnover %	10.00%	7.78%	9.63%	8.12%	6.55%	8.43%	9.23%	11.91%	6.73%	8.12%
3 Month Turnover Cost (\$ Millions)	0.230	0.214	0.250	0.199	0.188	0.244	0.255	0.325	0.206	0.288
12 Month Turnover Cost (\$ Millions)	0.921	0.858	0.998	0.798	0.754	0.974	1.021	1.301	0.823	1.151



DEPT OF ENVIRONMENTAL QUALITY	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	641	654	667	665	677	665	657	661	648	645
Voluntary Separations	42	46	47	42	38	41	71	70	66	46
Voluntary Turnover %	6.55%	7.03%	7.05%	6.32%	5.61%	6.17%	10.81%	10.59%	10.19%	7.13%
3 Month Turnover Cost (\$ Millions)	0.301	0.378	0.378	0.371	0.366	0.386	0.670	0.720	0.636	0.484
12 Month Turnover Cost (\$ Millions)	1.322	1.513	1.512	1.485	1.465	1.546	2.680	2.880	2.545	1.935

DEPT OF INSURANCE	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	192	191	189	188	191	191	188	185	187	188
Voluntary Separations	9	7	10	8	15	6	17	19	12	16
Voluntary Turnover %	4.68%	3.66%	5.29%	4.26%	7.85%	3.14%	9.04%	10.27%	6.42%	8.51%
3 Month Turnover Cost (\$ Millions)	0.079	0.078	0.093	0.068	0.136	0.054	0.147	0.184	0.113	0.158
12 Month Turnover Cost (\$ Millions)	0.314	0.311	0.372	0.273	0.543	0.218	0.588	0.736	0.451	0.633

DEPT OF REVENUE	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	643	641	644	649	646	616	604	607	646	642
Voluntary Separations	37	42	50	46	41	46	57	54	68	58
Voluntary Turnover %	5.75%	6.55%	7.76%	7.09%	6.35%	7.47%	9.44%	8.90%	10.53%	9.03%
3 Month Turnover Cost (\$ Millions)	0.301	0.310	0.310	0.345	0.356	0.434	0.481	0.457	0.635	0.488
12 Month Turnover Cost (\$ Millions)	1.204	1.239	1.241	1.379	1.423	1.738	1.924	1.828	2.544	1.952

DEPT OF STATE (SECRETARY OF STATE)	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	368	358	353	356	354	359	361	350	396	405
Voluntary Separations	24	23	21	19	19	24	32	32	19	38
Voluntary Turnover %	6.52%	6.42%	5.95%	5.34%	5.37%	6.69%	8.86%	9.14%	4.80%	9.38%
3 Month Turnover Cost (\$ Millions)	0.164	0.138	0.139	0.143	0.118	0.176	0.246	0.209	0.141	0.255
12 Month Turnover Cost (\$ Millions)	0.314	0.553	0.557	0.570	0.472	0.703	0.985	0.838	0.564	1.019

DEPT OF TRANSPORTATION & DEVELOPMENT	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	4,196	4,232	4,179	4,187	4,145	4,163	4,025	4,065	4,183	4,112
Voluntary Separations	402	369	405	414	328	426	500	484	424	433
Voluntary Turnover %	9.58%	8.72%	9.69%	9.89%	7.91%	10.23%	12.42%	11.91%	10.14%	10.53%
3 Month Turnover Cost (\$ Millions)	2.551	2.374	2.739	2.656	2.242	2.896	3.395	3.531	3.393	3.569
12 Month Turnover Cost (\$ Millions)	10.203	9.498	10.957	10.626	8.966	11.585	13.581	14.123	13.574	14.275

DEPT OF TREASURY	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	43	44	41	40	38	44	45	45	43	55
Voluntary Separations	2	1	1	6	4	2	3	3	7	6
Voluntary Turnover %	4.65%	2.27%	2.44%	15.00%	10.53%	4.55%	6.67%	6.67%	16.28%	10.91%
3 Month Turnover Cost (\$ Millions)	0.012	0.007	0.012	0.054	0.044	0.015	0.036	0.022	0.066	0.063
12 Month Turnover Cost (\$ Millions)	0.048	0.028	0.048	0.217	0.177	0.061	0.145	0.087	0.264	0.253

DEPT OF VETERANS AFFAIRS	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	769	779	745	744	739	700	673	660	716	749
Voluntary Separations	224	193	214	247	210	170	155	167	163	151
Voluntary Turnover %	29.12%	24.78%	28.72%	33.20%	28.42%	24.29%	23.03%	25.30%	22.77%	20.16%
3 Month Turnover Cost (\$ Millions)	0.910	0.787	0.946	1.076	1.016	0.794	0.792	0.840	0.910	0.877
12 Month Turnover Cost (\$ Millions)	3.642	3.147	3.782	4.303	4.063	3.176	3.166	3.362	3.639	3.508

DEPT OF WILDLIFE & FISHERIES	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	702	739	717	735	722	697	702	683	716	715
Voluntary Separations	57	37	45	54	62	32	73	80	47	66
Voluntary Turnover %	8.11%	5.01%	6.28%	7.35%	8.59%	4.59%	10.40%	11.71%	6.56%	9.23%
3 Month Turnover Cost (\$ Millions)	0.474	0.291	0.401	0.485	0.556	0.295	0.647	0.740	0.461	0.647
12 Month Turnover Cost (\$ Millions)	1.895	1.165	1.605	1.940	2.226	1.179	2.586	2.959	1.843	2.588

<b>DPSC – CORRECTIONS SERVICES</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
Total Employees	4,559	4,509	4,442	4,604	4,515	4,210	4,106	4,315	4,450	4,505
Voluntary Separations	963	1,057	1,035	901	838	937	828	901	1,065	918
Voluntary Turnover %	21.12%	23.44%	23.30%	19.57%	18.56%	22.26%	20.17%	20.88%	23.93%	20.38%
3 Month Turnover Cost (\$ Millions)	5.123	5.414	5.373	5.036	5.134	5.849	5.654	6.158	7.421	6.688
12 Month Turnover Cost (\$ Millions)	20.492	21.654	21.491	20.142	20.536	23.396	22.616	24.634	29.683	26.753

<b>DPSC – YOUTH SERVICES (JUVENILE JUSTICE)</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
Total Employees	728	727	722	762	723	642	601	666	731	794
Voluntary Separations	178	186	189	241	344	278	219	133	173	187
Voluntary Turnover %	24.45%	25.58%	26.18%	31.63%	47.58%	43.30%	36.44%	19.97%	23.67%	23.55%
3 Month Turnover Cost (\$ Millions)	1.093	1.100	1.093	1.426	2.015	1.623	1.435	0.910	1.206	1.299
12 Month Turnover Cost (\$ Millions)	4.370	4.401	4.372	5.704	8.058	6.494	5.742	3.641	4.826	5.197

<b>DPSC – PUBLIC SAFETY SERVICES</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
Total Employees	1,309	1,362	1,348	1,353	1,393	1,387	1,335	1,359	1,340	1,390
Voluntary Separations	107	136	121	124	104	114	136	146	164	142
Voluntary Turnover %	8.17%	9.99%	8.98%	9.16%	7.47%	8.22%	10.19%	10.74%	12.24%	10.22%
3 Month Turnover Cost (\$ Millions)	0.616	0.831	0.810	0.798	0.685	0.841	1.006	1.061	1.137	1.046
12 Month Turnover Cost (\$ Millions)	2.465	3.325	3.242	3.190	2.738	3.363	4.024	4.245	4.547	4.183

<b>EDUCATION - OTHER</b>	<b>FY 2016</b>	<b>FY 2017</b>	<b>FY 2018</b>	<b>FY 2019</b>	<b>FY 2020</b>	<b>FY 2021</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>
Total Employees	321	321	335	321	160	155	164	167	171	172
Voluntary Separations	52	40	30	38	23	28	13	23	18	21
Voluntary Turnover %	16.19%	12.46%	8.96%	11.84%	14.38%	18.06%	7.93%	13.77%	10.53%	12.21%
3 Month Turnover Cost (\$ Millions)	0.282	0.209	0.124	0.186	0.206	0.161	0.071	0.132	0.099	0.121
12 Month Turnover Cost (\$ Millions)	1.127	0.836	0.496	0.746	0.823	0.644	0.285	0.528	0.397	0.486

EXECUTIVE DEPARTMENT	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	2,250	2,067	2,103	2,131	2,182	2,212	2,120	2,141	2,218	2,197
Voluntary Separations	192	173	161	195	135	178	242	212	207	201
Voluntary Turnover %	8.53%	8.37%	7.66%	9.15%	6.19%	8.05%	11.42%	9.90%	9.33%	9.15%
3 Month Turnover Cost (\$ Millions)	1.714	1.664	1.452	1.813	1.310	1.737	2.117	2.111	2.223	2.229
12 Month Turnover Cost (\$ Millions)	6.857	6.655	5.809	7.253	5.240	6.948	8.466	8.444	8.891	8.918

HIGHER EDUCATION	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	5,370	5,169	4,979	4,849	4,746	4,425	4,154	3,982	4,018	3,928
Voluntary Separations	695	694	659	688	516	593	654	832	669	601
Voluntary Turnover %	12.94%	13.43%	13.24%	14.19%	10.87%	13.40%	15.74%	20.89%	16.65%	15.30%
3 Month Turnover Cost (\$ Millions)	3.262	3.096	2.998	3.081	2.397	2.717	3.122	4.071	3.547	3.240
12 Month Turnover Cost (\$ Millions)	13.046	12.384	11.990	12.323	9.588	10.868	12.488	16.284	14.189	12.961

HOUSING AUTHORITIES	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	585	583	571	514	515	320	283	286	264	213
Voluntary Separations	64	55	76	55	49	50	48	33	25	26
Voluntary Turnover %	10.94%	9.43%	13.31%	10.70%	9.51%	15.63%	16.96%	11.54%	9.47%	12.21%
3 Month Turnover Cost (\$ Millions)	0.344	0.271	0.401	0.349	0.282	0.282	0.264	0.166	0.159	0.170
12 Month Turnover Cost (\$ Millions)	1.377	1.085	1.603	1.396	1.129	1.127	1.057	0.666	0.637	0.680

LOUISIANA DEPARTMENT OF HEALTH	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	6,287	6,390	6,564	6,773	7,023	6,931	6,762	6,926	6,965	7,095
Voluntary Separations	834	836	752	695	760	931	1,093	928	998	815
Voluntary Turnover %	13.26%	13.08%	11.46%	10.26%	10.82%	13.43%	16.16%	13.40%	14.33%	11.49%
3 Month Turnover Cost (\$ Millions)	5.412	5.240	4.871	4.794	5.137	6.348	7.428	6.603	7.478	6.274
12 Month Turnover Cost (\$ Millions)	21.650	20.959	19.483	19.175	20.548	25.392	29.714	26.414	29.913	25.095



LOUISIANA HEALTH CARE SERVICES DIVISION	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	275	275	272	277	274	270	244	258	263	262
Voluntary Separations	46	45	55	37	29	32	68	53	45	35
Voluntary Turnover %	16.72%	16.36%	20.22%	13.36%	10.58%	11.85%	27.87%	20.54%	17.11%	13.36%
3 Month Turnover Cost (\$ Millions)	0.264	0.232	0.292	0.187	0.150	0.177	0.390	0.315	0.310	0.219
12 Month Turnover Cost (\$ Millions)	1.055	0.929	1.166	0.747	0.600	0.710	1.561	1.262	1.240	0.874

LOUISIANA WORKFORCE COMMISSION	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	824	781	760	784	769	782	764	783	791	768
Voluntary Separations	90	106	78	80	78	91	94	100	75	71
Voluntary Turnover %	10.92%	13.57%	10.26%	10.20%	10.14%	11.64%	12.30%	12.77%	9.48%	9.24%
3 Month Turnover Cost (\$ Millions)	0.689	0.744	0.585	0.619	0.599	0.662	0.661	0.798	0.626	0.561
12 Month Turnover Cost (\$ Millions)	2.755	8.976	2.341	2.475	2.397	2.646	2.644	3.192	2.504	2.243

OFFICE OF THE LIEUTENANT GOVERNOR	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	2	2	2	2	2	2	0	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 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	908	878	907	916	920	865	823	807	832	860
Voluntary Separations	90	100	87	109	103	107	107	110	104	82
Voluntary Turnover %	9.91%	11.39%	9.59%	11.90%	11.20%	12.37%	13.00%	13.63%	12.50%	9.53%
3 Month Turnover Cost (\$ Millions)	0.616	0.686	0.590	0.697	0.728	0.726	0.719	0.739	0.814	0.675
12 Month Turnover Cost (\$ Millions)	2.465	2.746	2.358	2.790	2.911	2.902	2.876	2.958	3.256	2.701

PUBLIC SERVICE COMMISSION	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	65	65	64	64	61	61	59	58	59	58
Voluntary Separations	7	11	6	3	5	4	5	6	6	8
Voluntary Turnover %	10.76%	16.92%	9.38%	4.69%	8.20%	6.56%	8.47%	10.34%	10.17%	13.79%
3 Month Turnover Cost (\$ Millions)	0.056	0.080	0.050	0.016	0.030	0.027	0.045	0.043	0.060	0.052
12 Month Turnover Cost (\$ Millions)	0.223	0.319	0.199	0.064	0.121	0.106	0.179	0.171	0.241	0.206

RETIREMENT SYSTEMS	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Total Employees	275	275	262	263	262	261	255	256	261	266
Voluntary Separations	18	17	18	21	15	15	28	20	23	31
Voluntary Turnover %	6.54%	6.18%	6.87%	7.98%	5.73%	5.75%	10.98%	7.81%	8.81%	11.65%
3 Month Turnover Cost (\$ Millions)	0.176	0.166	0.153	0.202	0.146	0.142	0.260	0.196	0.246	0.322
12 Month Turnover Cost (\$ Millions)	0.704	0.664	0.610	0.809	0.583	0.567	1.042	0.782	0.985	1.290

## REFERENCES

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