

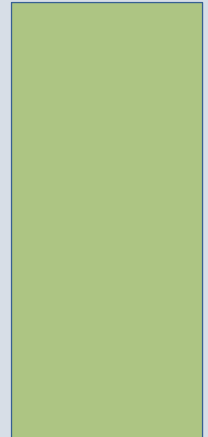
COMMISSION ON EMPLOYEE RETIREMENT SECURITY
& PENSION REFORM

WORKFORCE WORKING GROUP

HOUSE ROOM C, GENERAL ASSEMBLY BUILDING
SEPTEMBER 20, 2016

VIRGINIA
STATE WORKFORCE

Virginia Department of Human Resource Management



EMPLOYMENT LEVELS

STATE HAS 105,000 SALARIED EMPLOYEES AND ALMOST 23,000 TEMPORARY EMPLOYEES

HUMAN CAPITAL as of June 30, 2016

Employee FTEs	Salaried	Temporary	TOTAL
• Executive	98,237.22	21,369.07	119,606.29
• Legislative	495.00	22.79	517.79
• Judicial	3263.40	120.90	3,384.30
• Independent	1,589.00	99.66	<u>1,688.66</u>
Total Employees	103,584.62	21,612.42	125,197.04
<i>Contractors by headcount</i>			4,276
Total Human Capital			132,239.84

OVER HALF OF EXECUTIVE BRANCH EMPLOYEES ARE IN EDUCATION

EXECUTIVE - Secretariat FTEs	5/31/2016	7/31/2011	Change from 7/31/11 to 5/31/16	% Change from 7/31/11 to 5/31/16
• Education	51,918.84	45,906.89	6,011.95	13.1%
• Public Safety & Homeland	17,776.14	18,265.90	(489.76)	(2.7%)
• Health & Human Resources	13,364.32	15,288.26	(1,923.94)	(12.6%)
• Transportation	9,445.05	8,970.85	474.20	5.3%
• Natural Resources	1,804.27	1,806.11	(1.84)	(0.1%)
• Commerce & Trade	1,501.35	1,685.18	(183.83)	(11.1%)
• Finance	1,119.95	1,102.00	17.95	1.6%
• Administration	739.23	781.45	(42.22)	(5.4%)
• Veterans Affairs	672.00	550.00	122.00	22.2%
• Agriculture & Forestry	671.10	675.30	(4.20)	(0.6%)
• Executive Offices	497.16	386.00	111.16	28.8%
• Technology	193.50	260.30	(66.80)	(25.7%)
TOTAL EXECUTIVE SALARIED	99,702.91	95,678.24	4,024.67	4.2%

TOP 10 AGENCIES REPRESENT 2/3 OF THE EXECUTIVE BRANCH EMPLOYEES

10 Largest State Agencies	
Agency	Salaried Employees
University of Virginia	12,895.89
Virginia Department of Corrections	10,503.00
Virginia Department of Transportation	7,286.55
Virginia Tech	6,703.50
Department of Behavioral Health & Developmental Services	6,340.00
Virginia Commonwealth University	5,845.72
George Mason University	3,911.65
Virginia Department of Health	3,211.02
James Madison University	2,915.16
Virginia State Police	2,690.00

5% OF THE ROLES REPRESENT 1/2 OF THE CLASSIFIED WORKFORCE

Top 15 Roles with Most Employees as of June 30, 2016		
Role Code	Role Title	Number
19013	Admin and Office Spec III	6662
69113	Security Officer III	6196
79152	Transportation Operator II	2350
49052	Direct Service Associate II	2122
19012	Admin and Office Spec II	2016
19211	Program Admin Specialist I	1872
19212	Program Admin Specialist II	1496
79071	Housekeep &/or Apparel Worker I	1451
39112	Info Technology Specialist II	1397
19031	Financial Services Spec I	1303
79033	Trades Technician III	1229
69091	Probation Officer I	1217
69072	Law Enforcement Officer II	1176
39113	Info Technology Specialist III	1068
19221	Gen Admin Supervisor I/Coordinator I	1045

SPECIFIC ROLES ARE VULNERABLE TO RETIREMENTS

Roles	Total # of Employees	Eligible in 5 years or Less
General Managers	651	42.24%
Financial Managers	443	38.83%
Engineering Technicians	968	37.71%
Agricultural Specialists & Managers	241	36.51%
Compliance & Safety Officers	480	30.00%
Physicians	167	28.74%
Law Enforcement	2897	28.41%
Architects & Engineers	1133	27.18%
Registered Nurses	1522	25.36%
Probation Officers	1551	24.63%
IT Specialists & Managers	3207	21.61%

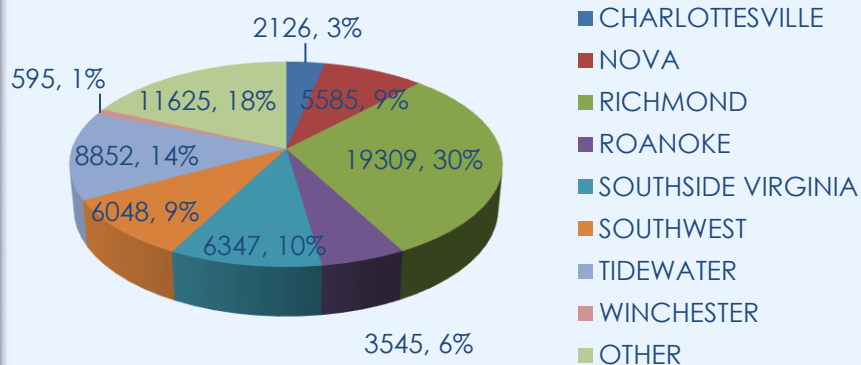
DEMOGRAPHICS

AVERAGE AGE OF THE CLASSIFIED WORKFORCE IS HIGHER, WHILE THE AVERAGE YEARS OF SERVICE IS LOWER IN FY 2016

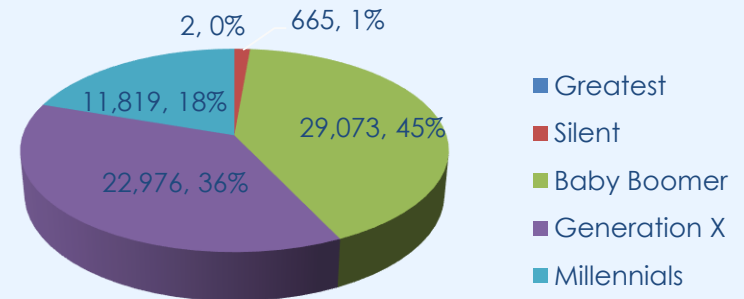
Average Years of Service 11.8 years

Average Age 47 years

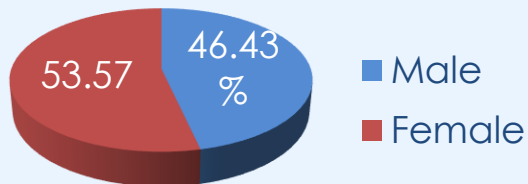
Region



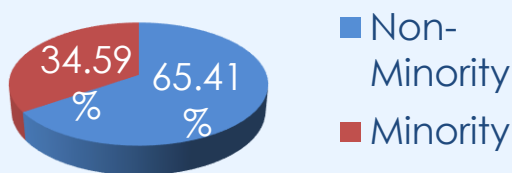
Generations



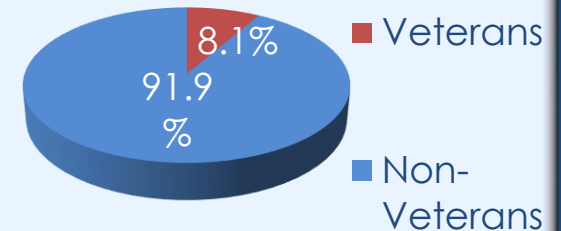
Gender



Race



Veteran Status



SOME SALARIED FULL-TIME EMPLOYEES QUALIFY FOR FEDERAL ASSISTANCE

• Number of employees receiving assistance

- 2015 1,215 employees
- 2013 20,287 employees
- 2011 892 employees
- 2007 < 12 employees*

• Number of employees receiving food stamps

- 2015 896 employees
- 2013 1,898 employees
- 2011 856 employees
- 2007 0 employees

• Number of employees qualifying for EITC

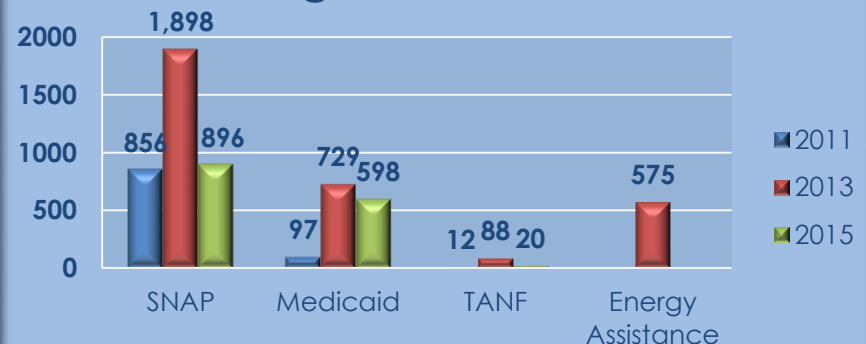
- 2015 9.5% of salaried full-time employees
- 2013 10% of salaried full-time employees

• Change over time

- Poor economy and lack of employee raises have taken a toll on state employees
- 2.6% increase in eligibility threshold from 2010 to 2013

* Received temporary assistance because they had legal guardianship of grandchildren, and otherwise would not meet benefits eligibility criteria

State Employees Receiving Federal Assistance



State Employees Qualifying for Earned Income Tax Credits



RECRUITMENT & RETENTION

AS TURNOVER INCREASES, JOB OFFER ACCEPTANCE RATE IS DECREASING AND TIME TO HIRE TAKES LONGER

Recruitment	
• Vacancy rate	12.7% ↓
• Average vacancy	303 days ↓
• Average time to hire	92 days ↑
• Hire offers accepted	87.8% ↓
• Exceptional recruitment options	1.8% ↓
• Total recruitments*	12,323 ↓
• Promotions	14.7% ↑
• Demotions	1.7% ↓
• Transfers	22.4% ↓
• New hires & rehires	61.1% ↑
• Average age new hires	35 years ↓

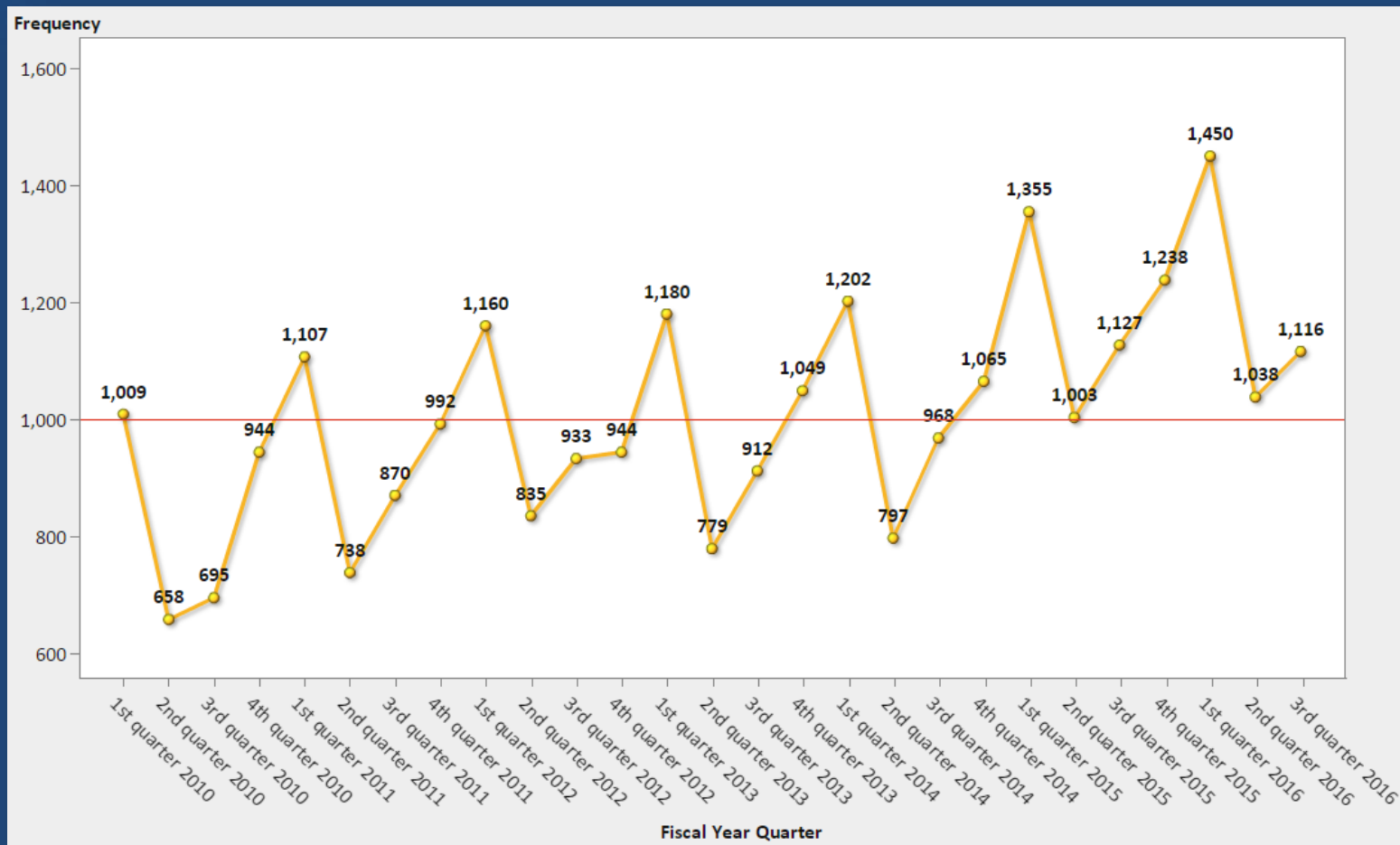
Retention	
• Turnover rate	13.8% ↑
• Turnover - probationary	13.3% ↓
• Turnover - < 5 years service	59.1 ↑
• Average retention bonus	0.0% ↓
• Employees w/ retention in-band adjustment increase	3.3% ↑
• Avg retention in-band adjustment increase	4.7% ↓
• Eligible retirement today	11.6% ↓
• Eligible retirement ≤ 5 years	24.7% ↓
• Retirement rate	2.75% ↓
• Average age at retirement	63 years ↑

HIGH EMPLOYEE RETIREMENT ELIGIBILITY RATES COULD LEAD TO AGENCY BRAIN DRAIN

Agency	Total # of Employees	Retirement Eligible in 5 Years or Less
Dept Mines Minerals & Energy	189	44.97%
Virginia Employment Commission	673	37.30%
Dept of Labor and Industry	145	36.55%
Dept Game and Inland Fisheries	400	32.50%
Dept of Accounts	146	32.19%
Dept of Transportation	7330	31.84%
Dept of Taxation	824	30.95%
Dept of Agri & Cons Services	438	30.59%
Dept of Environmental Quality	772	29.92%
Dept of the Treasury	107	29.91%
Va Information Technologies	195	29.74%
Dept of State Police	2690	29.00%
Dept of Planning and Budget	45	28.89%
Dept of Social Services	1638	28.69%
Dept of Human Resource Mgmt	96	27.08%
Dept of Health	3244	27.00%
Dept of Motor Vehicles	1863	26.95%
Dept of General Services	586	25.94%

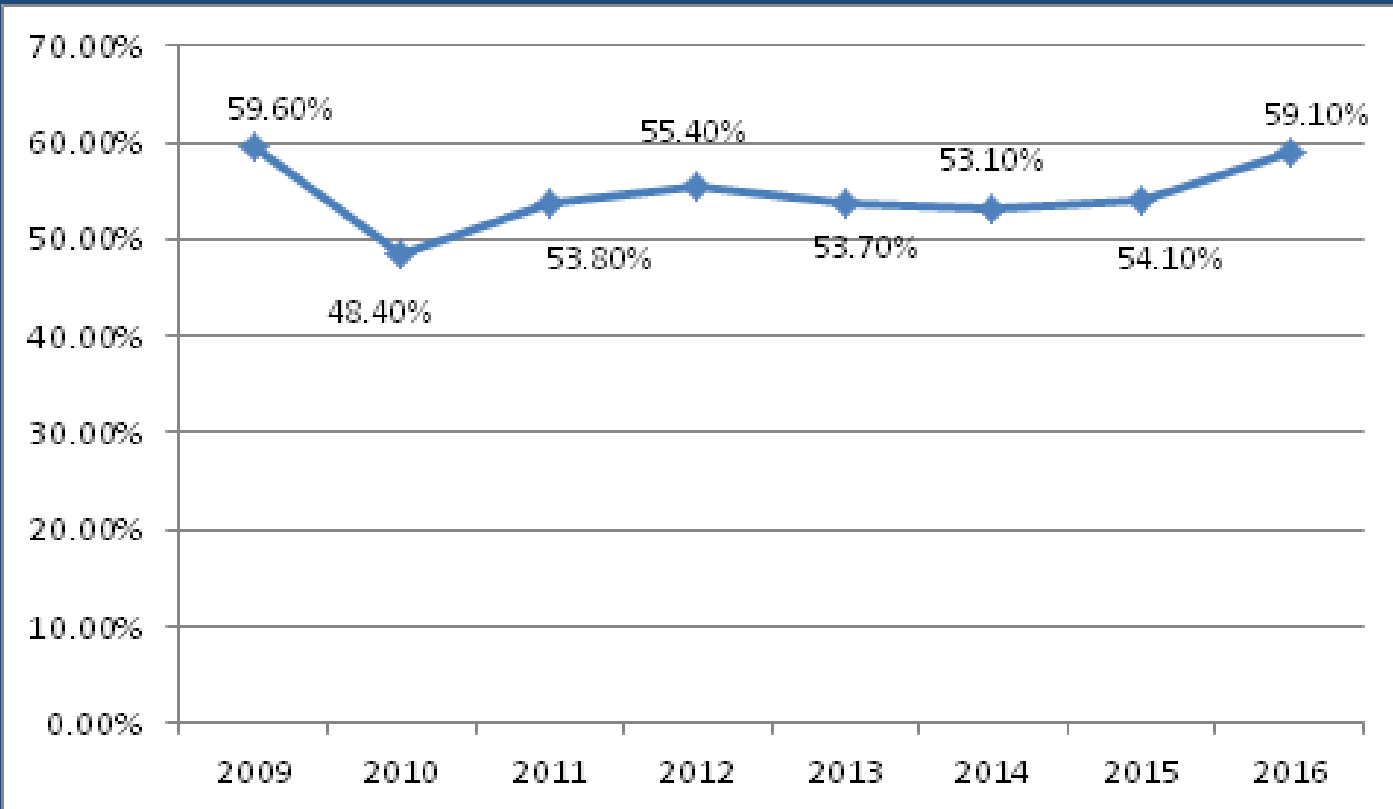
VOLUNTARY TURNOVER IS TRENDING UP

Classified Employee Voluntary Turnover



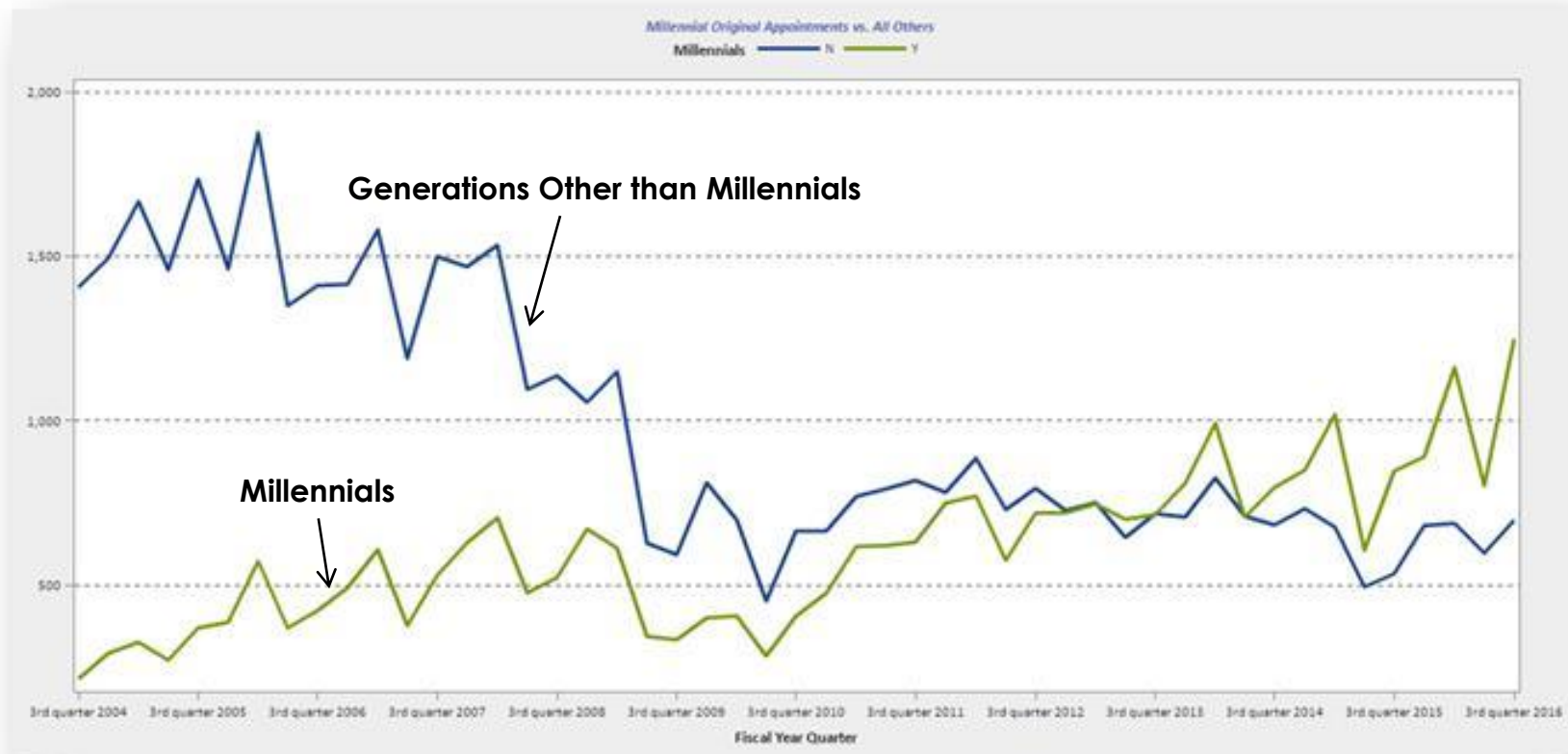
ALMOST 2/3 OF EMPLOYEES THAT VOLUNTARILY RESIGN HAVE 5 OR LESS YEARS OF SERVICE

Annual Separation Rate for classified Employees with 5 or less years of service



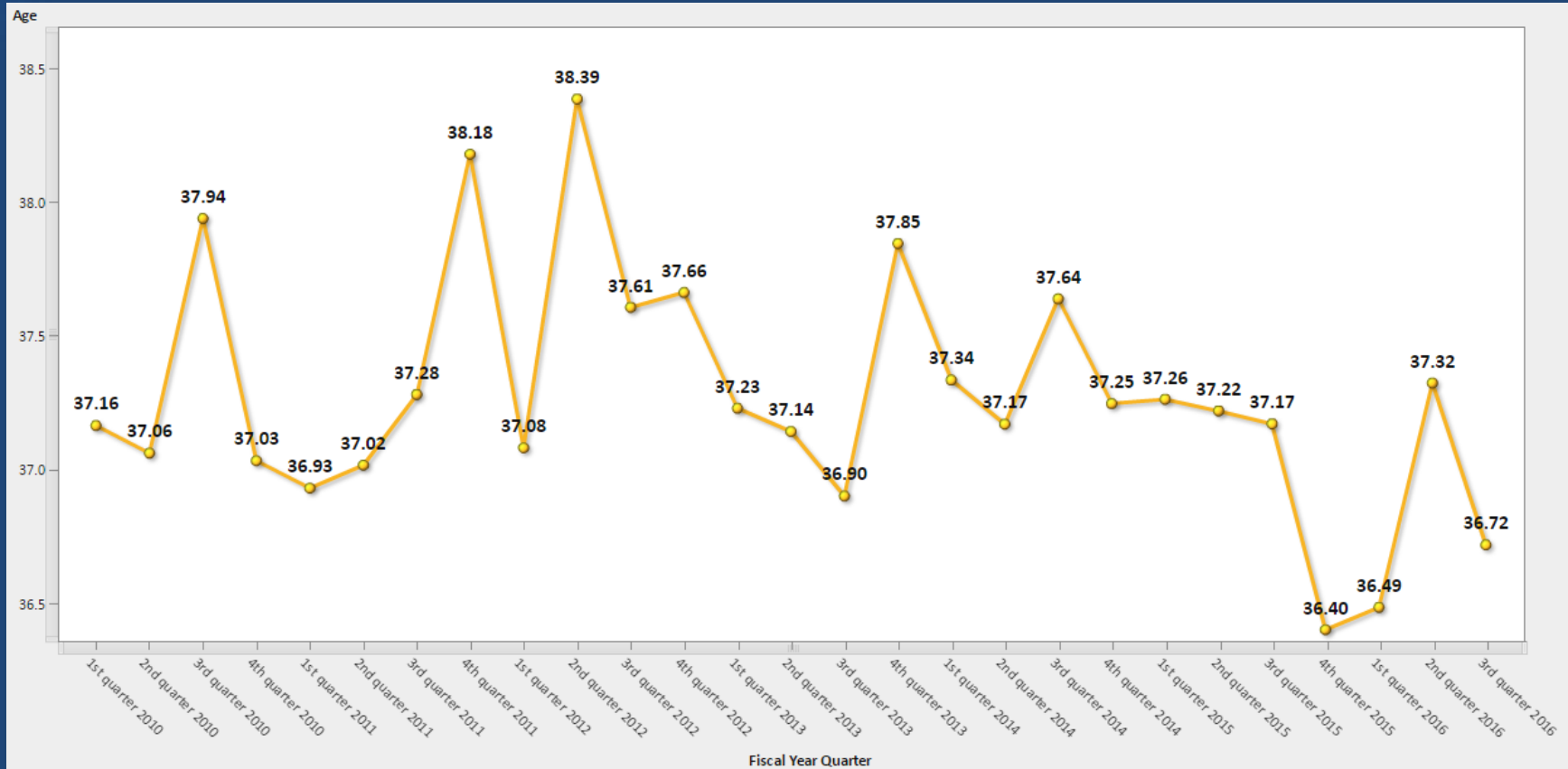
SINCE 2013, MILLENNIALS WERE HIRED MORE OFTEN THAN ANY OTHER GENERATION AND THAT TREND IS ACCELERATING

Classified Employee Original Appointment



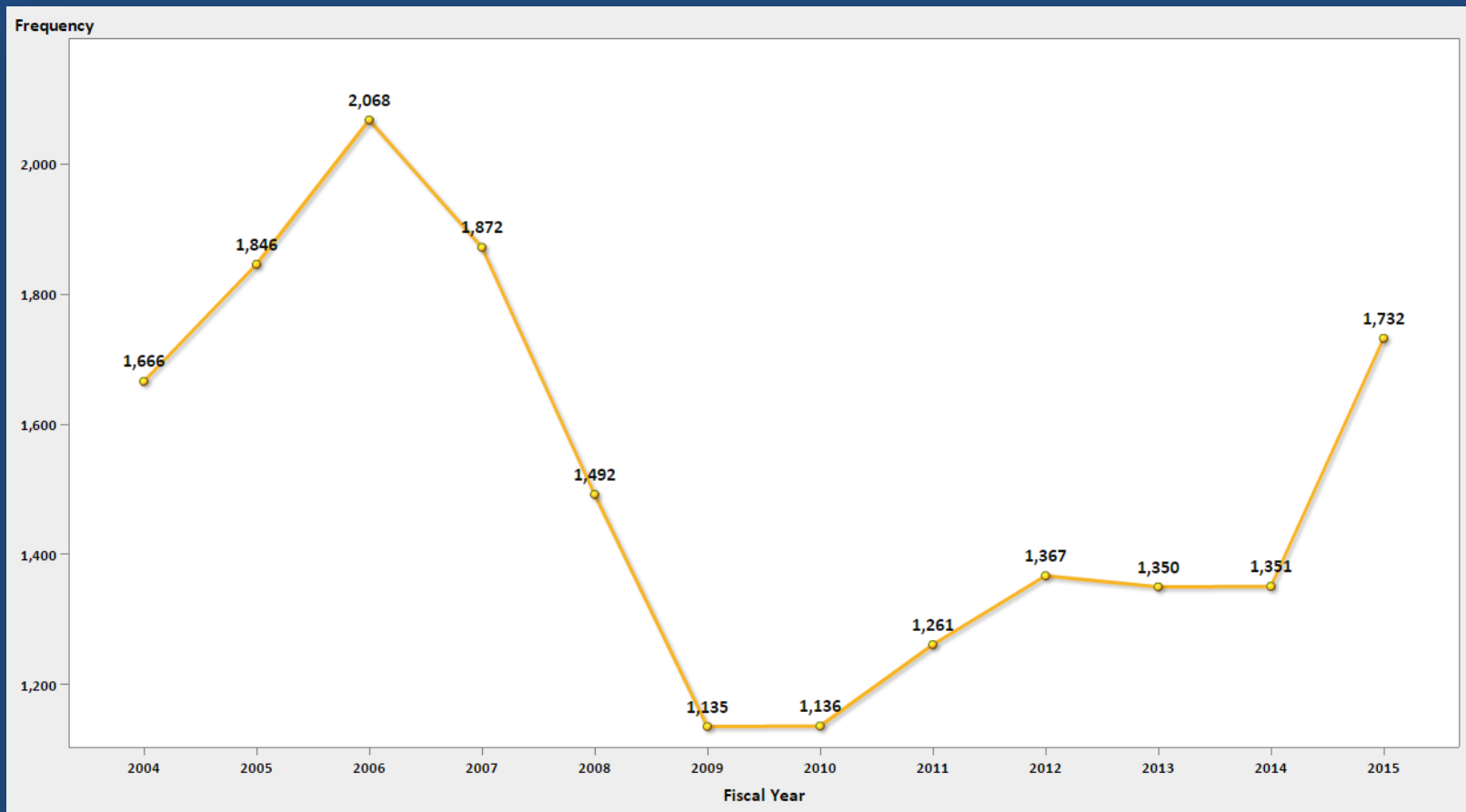
AVERAGE AGE OF CLASSIFIED EMPLOYEES VOLUNTARILY RESIGNING IS A DECADE LOWER THAN AVERAGE AGE OF THE WORKFORCE

- Average age of workers leaving voluntarily: 36.7
- Average overall age of state workforce: 46.7



THERE HAS BEEN A DRAMATIC INCREASE IN RESIGNATIONS FOR A BETTER JOB

Classified employee voluntary turnover for a better job

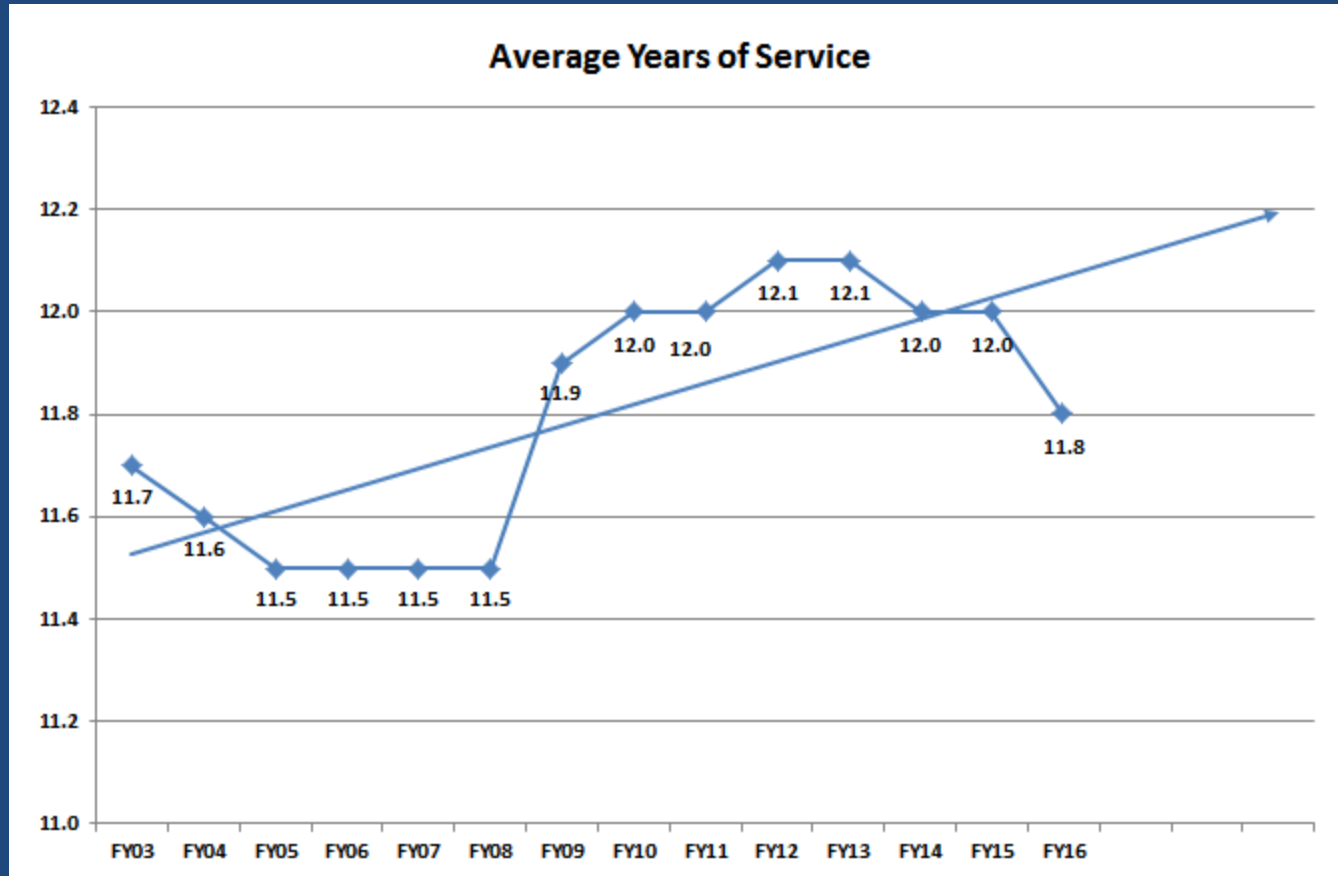


COMPETITIVE COMPENSATION IS CRITICAL FOR RECRUITMENT & RETENTION OF THE WORKFORCE

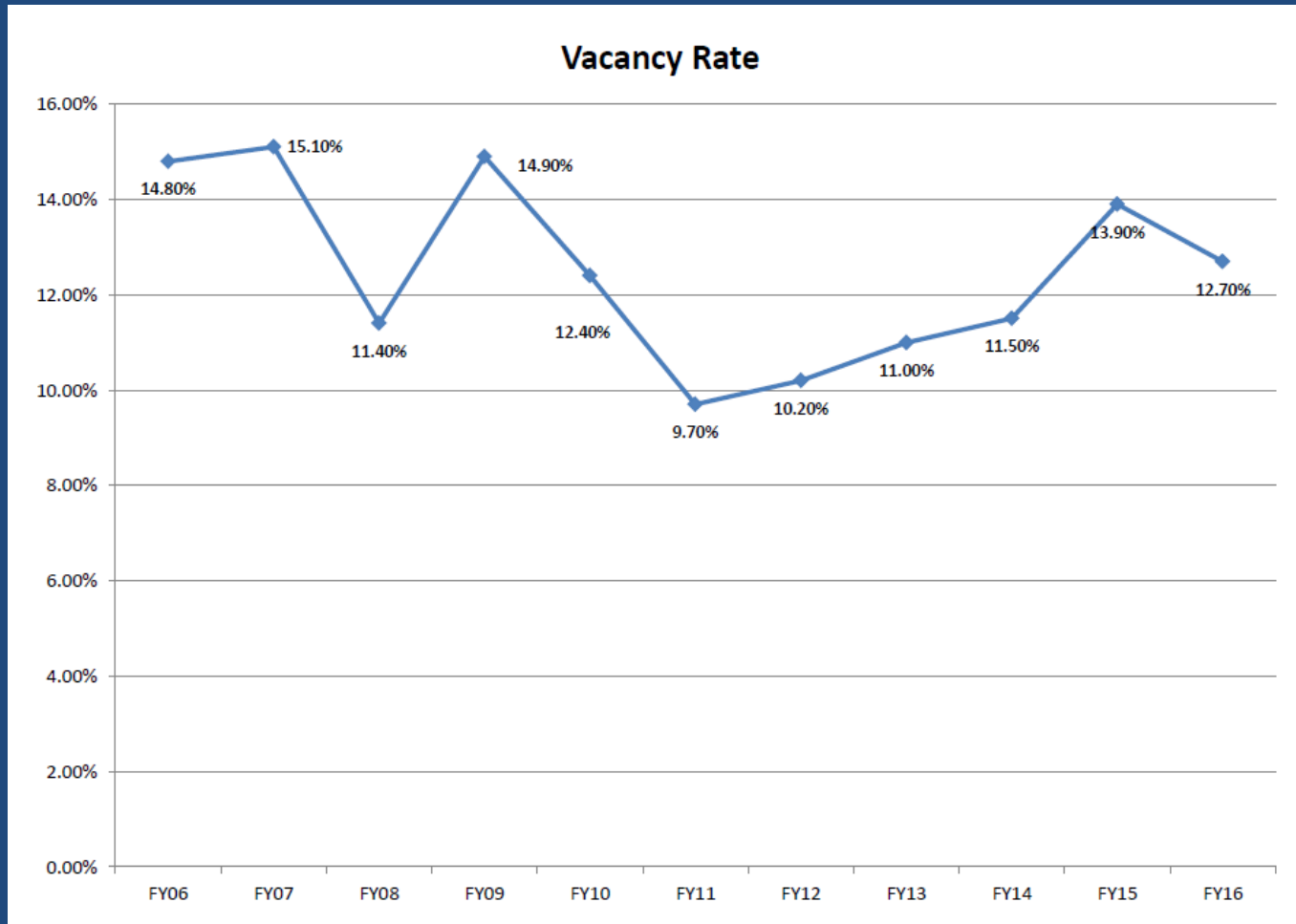
- Workforce is aging
- Early to mid-career employees are leaving at the fastest rate
- Compensation on average is well below market
 - Compensation tools have never been funded
 - Below market compensation reduces talent in hiring pools
 - New hires demand market rates, creating salary compression
 - Deferred budgeted conditional raise negatively impacts employee morale

WORKFORCE TRENDS

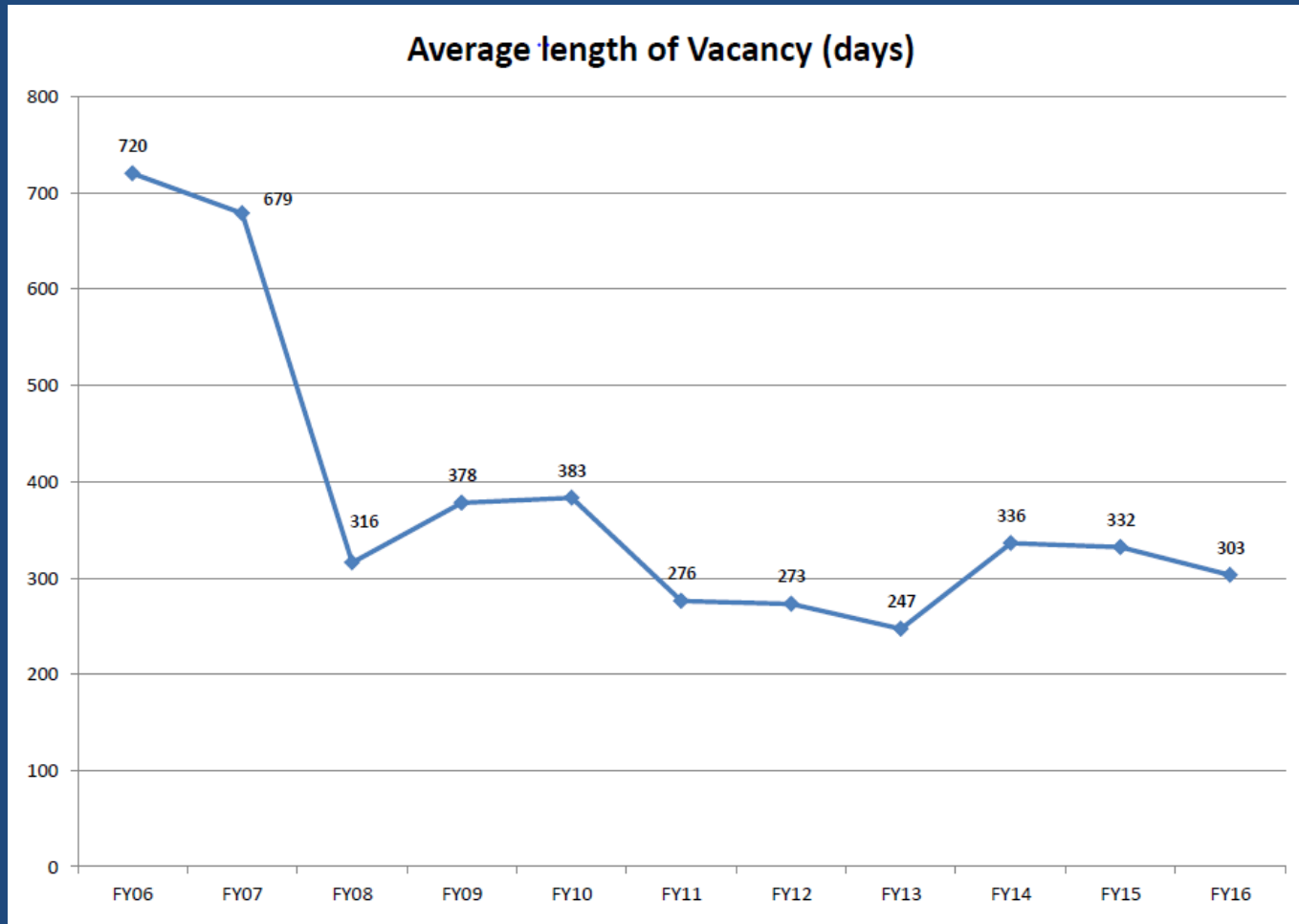
AVERAGE YEARS OF SERVICE TREND



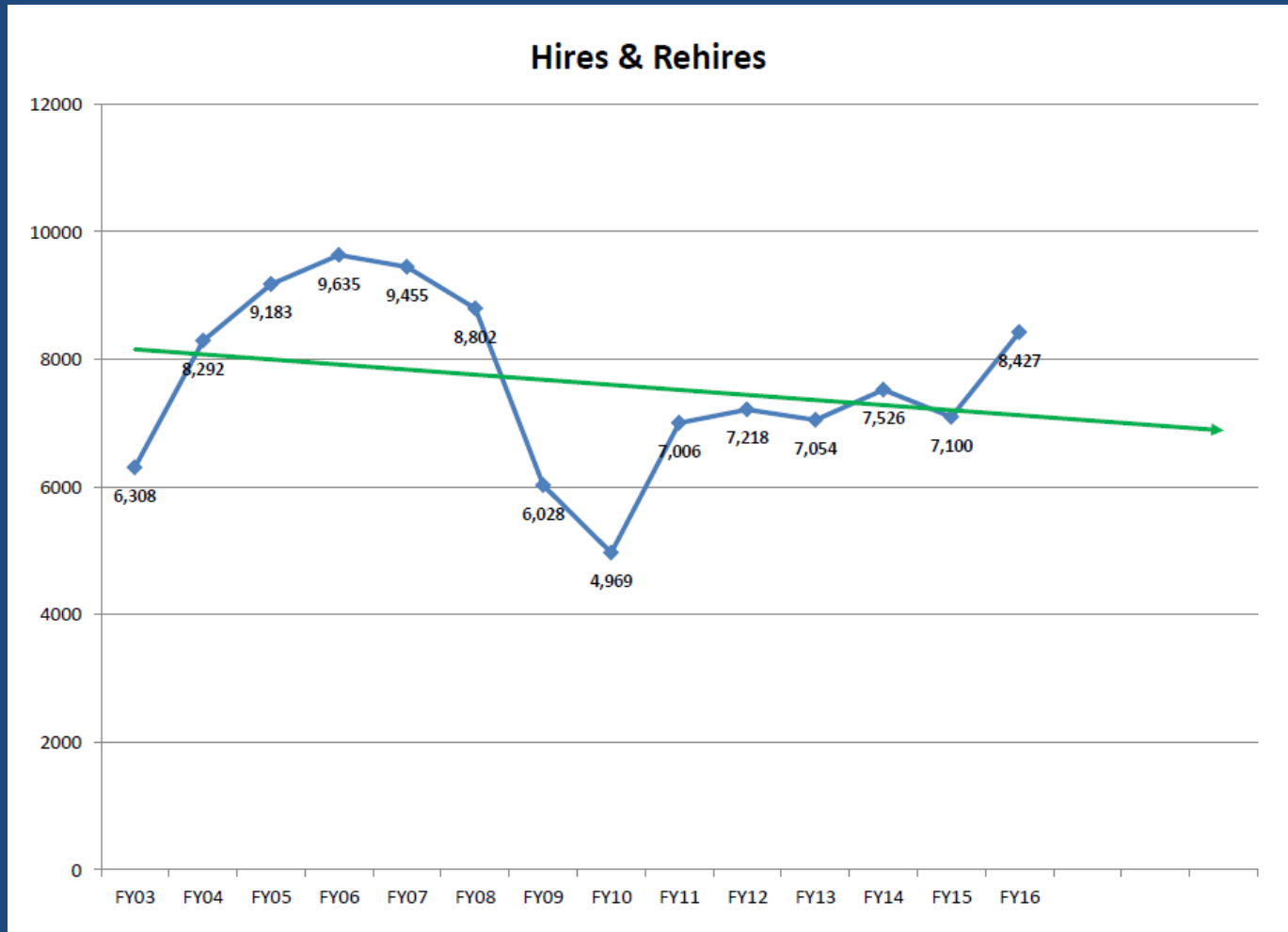
VACANCY RATE TREND



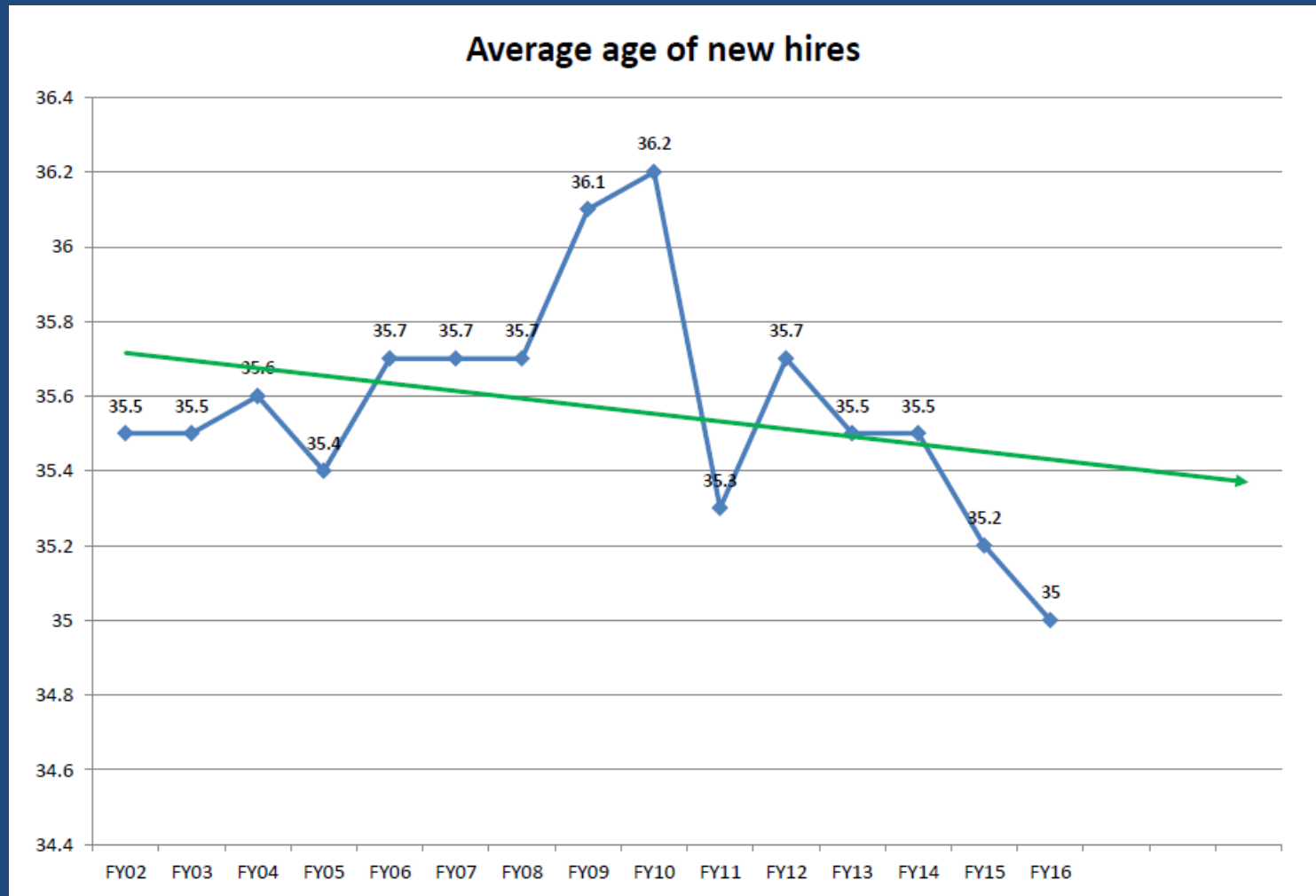
AVERAGE LENGTH OF VACANCY TREND



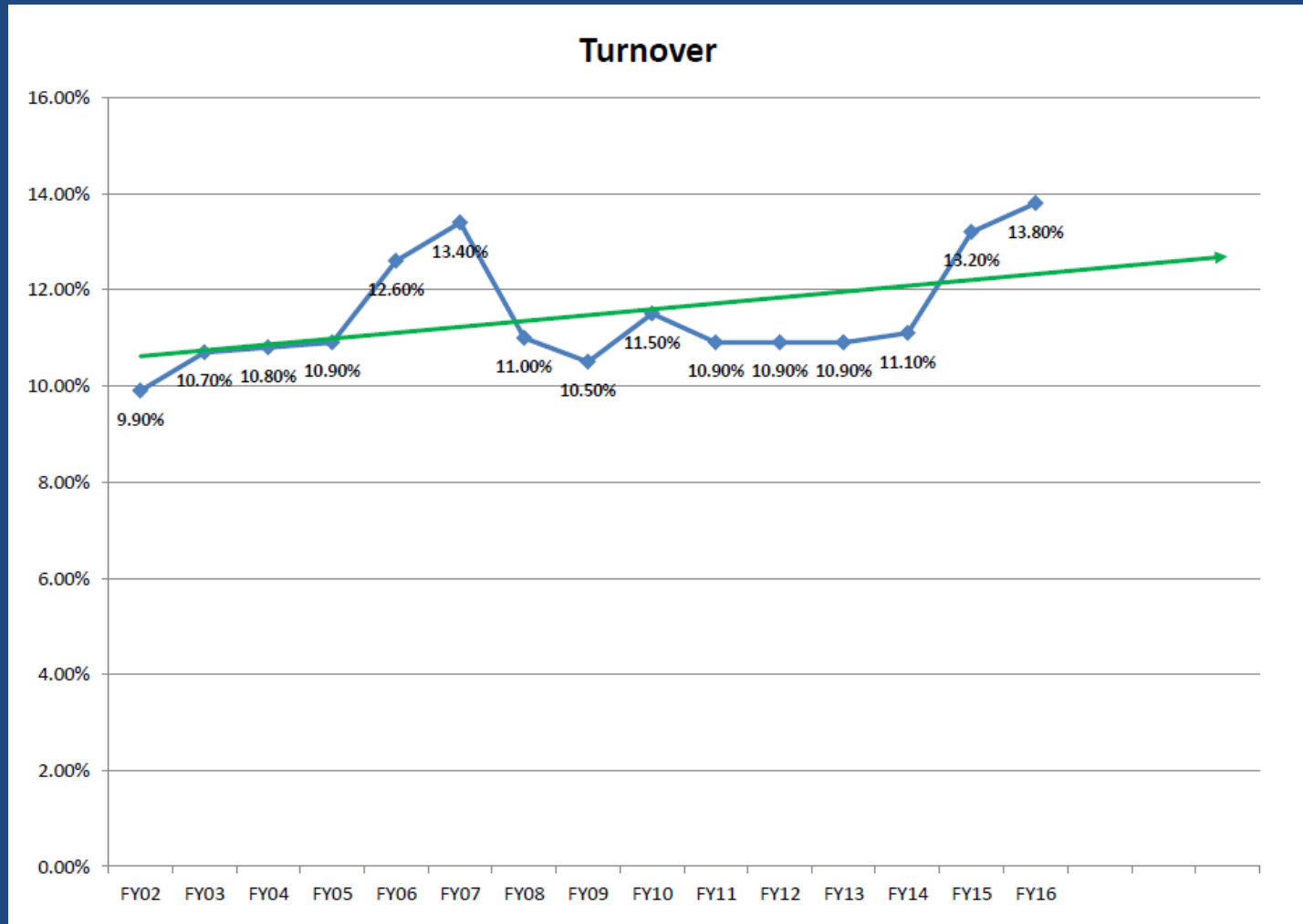
NEW HIRES & REHIRES TREND



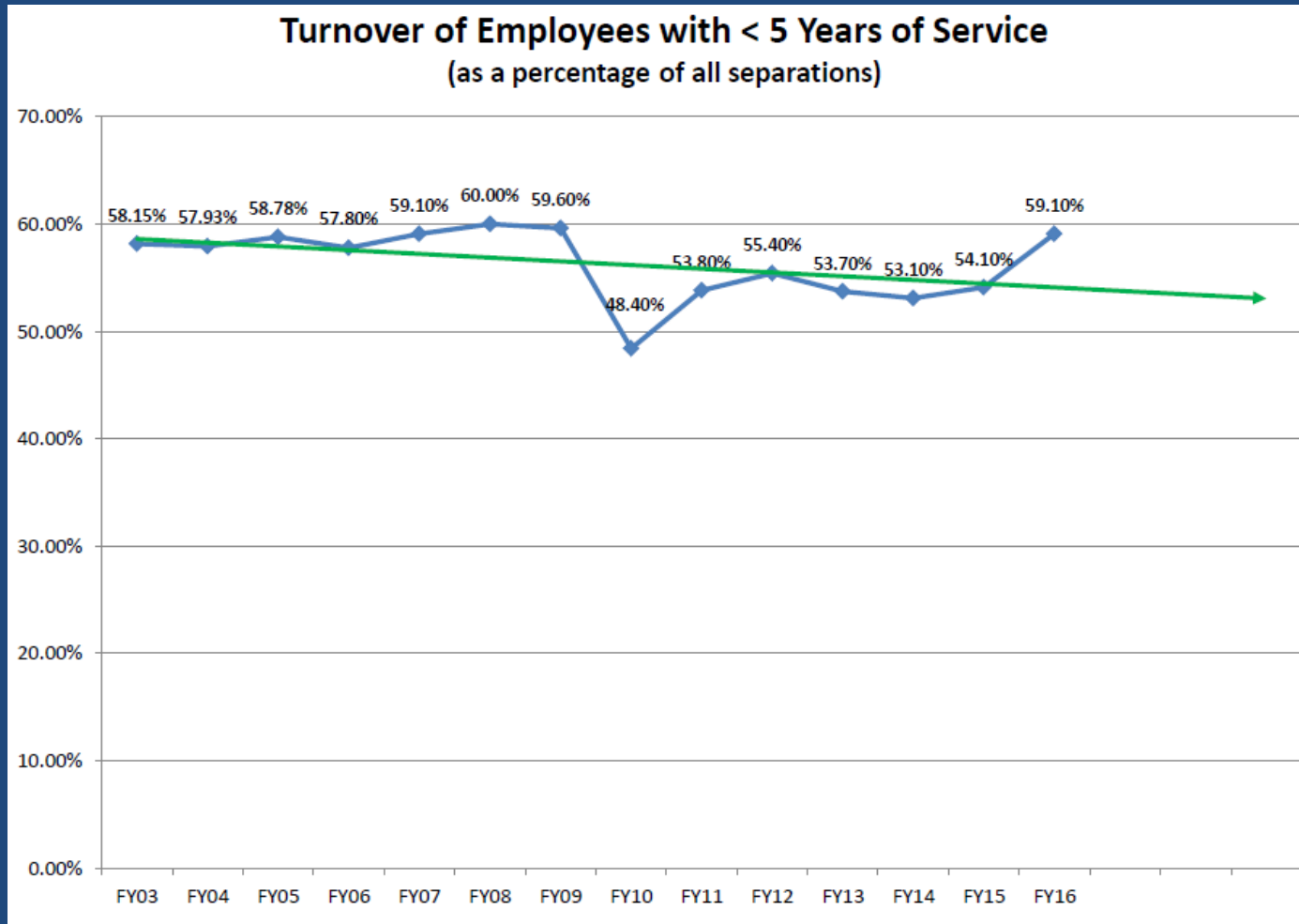
AVERAGE AGE OF NEW HIRES TREND



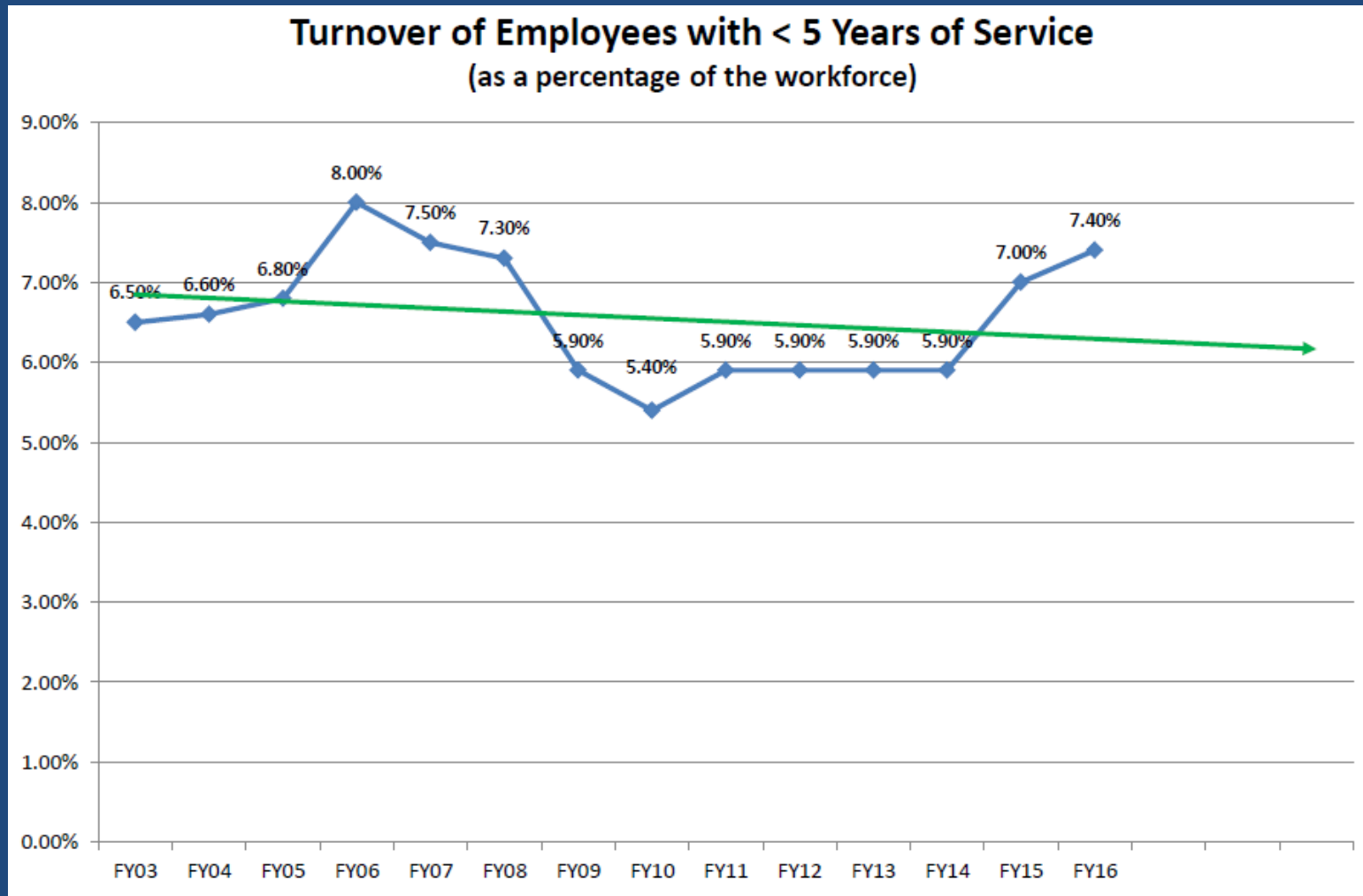
TURNOVER TREND



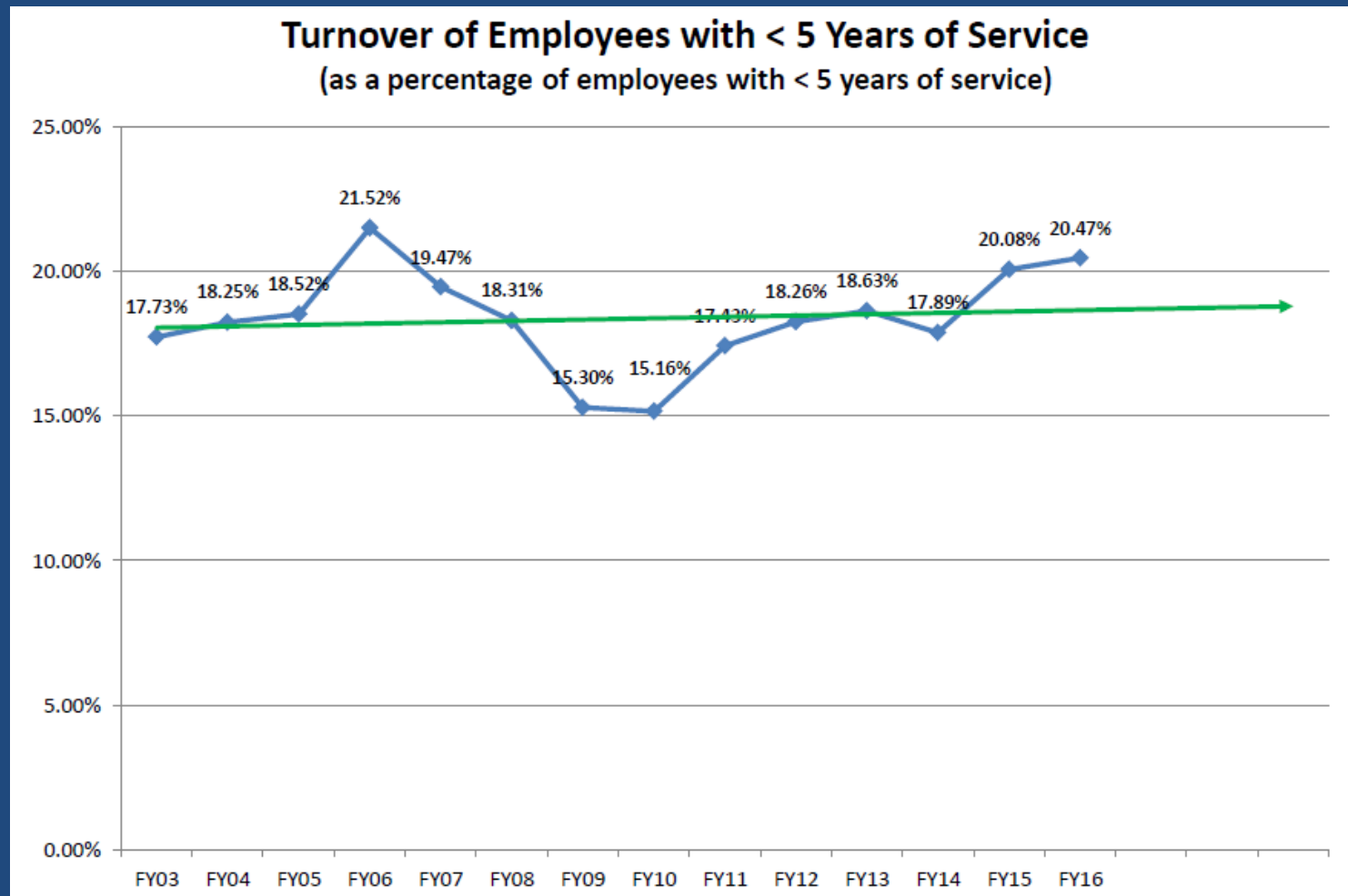
TURNOVER OF EMPLOYEES WITH LESS THAN 5 YEARS OF SERVICE AS A % OF ALL SEPARATIONS TREND



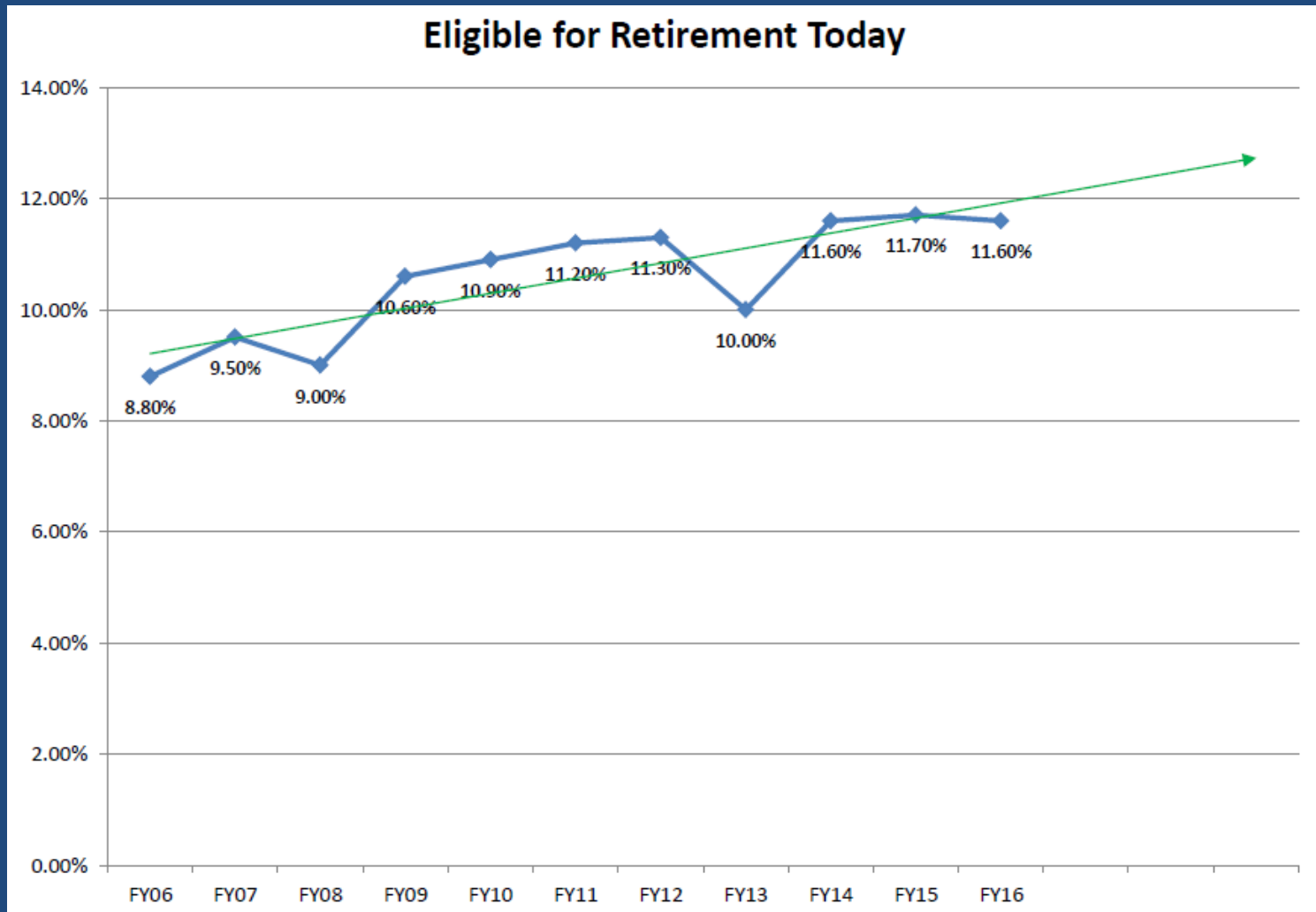
TURNOVER OF EMPLOYEES WITH LESS THAN 5 YEARS OF SERVICE AS A % OF WORKFORCE TREND



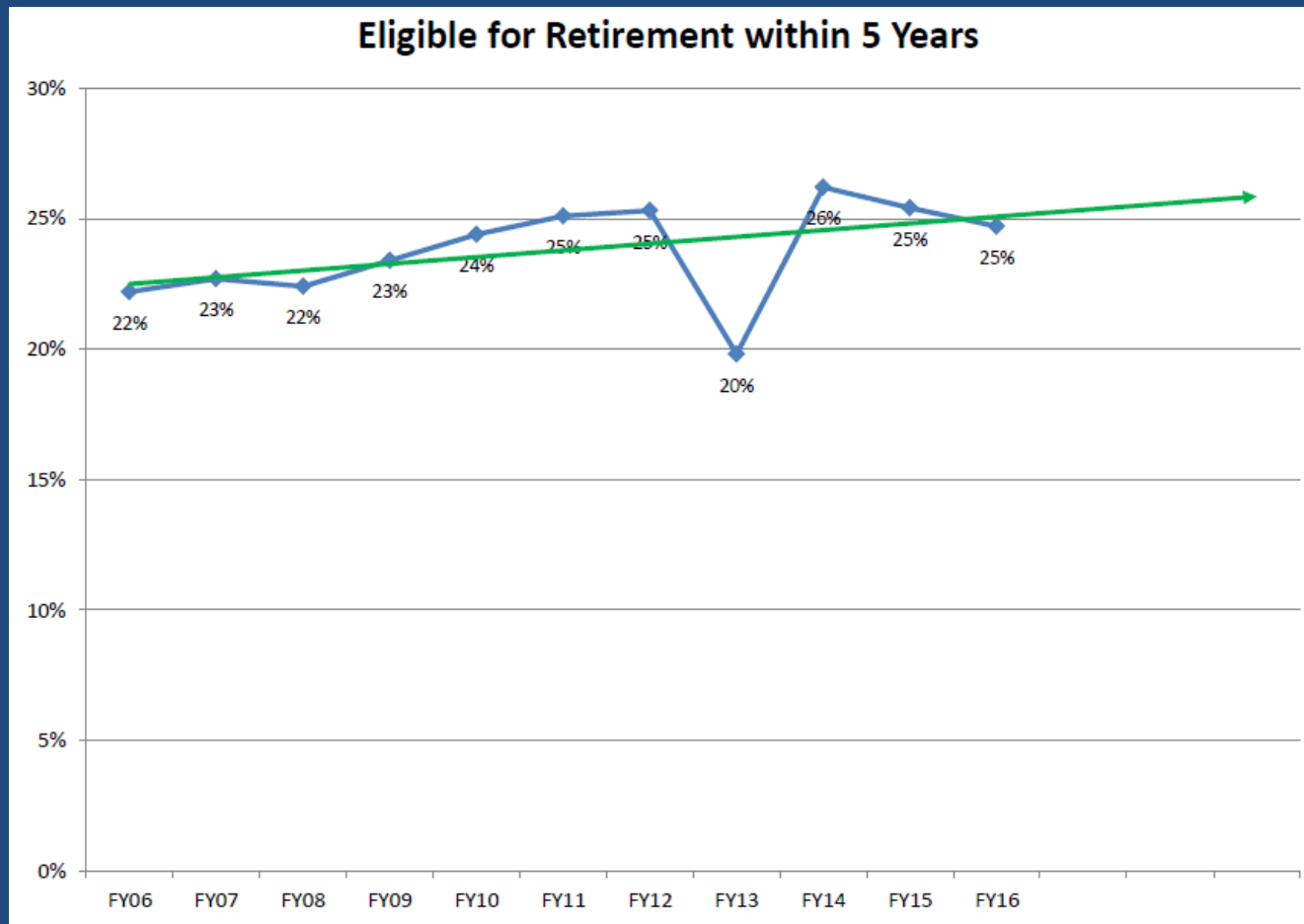
TURNOVER OF EMPLOYEES WITH LESS THAN 5 YEARS OF SERVICE AS A % OF EMPLOYEES WITH LESS THAN 5 YEARS OF SERVICE TREND



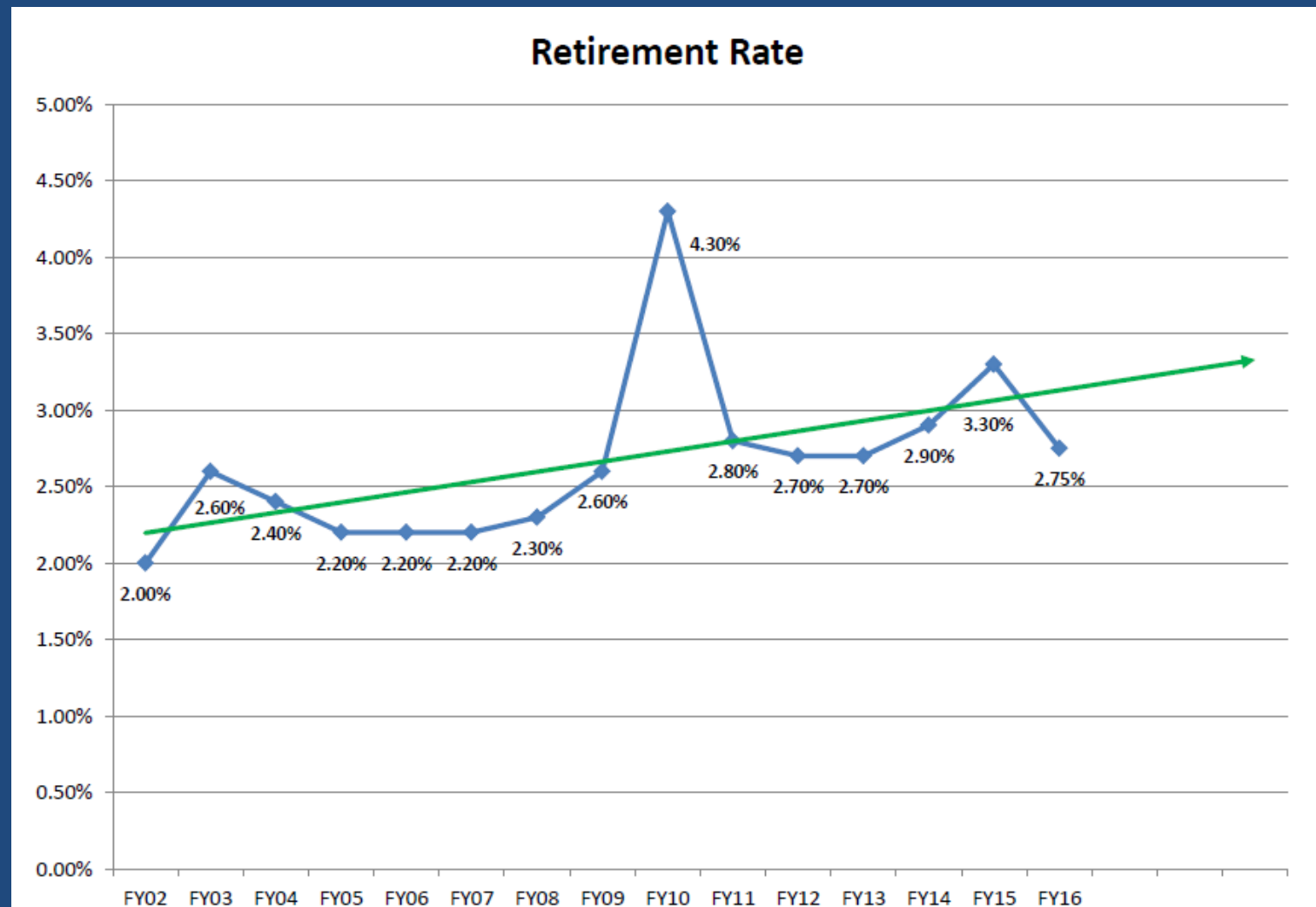
RETIREMENT ELIGIBILITY TREND



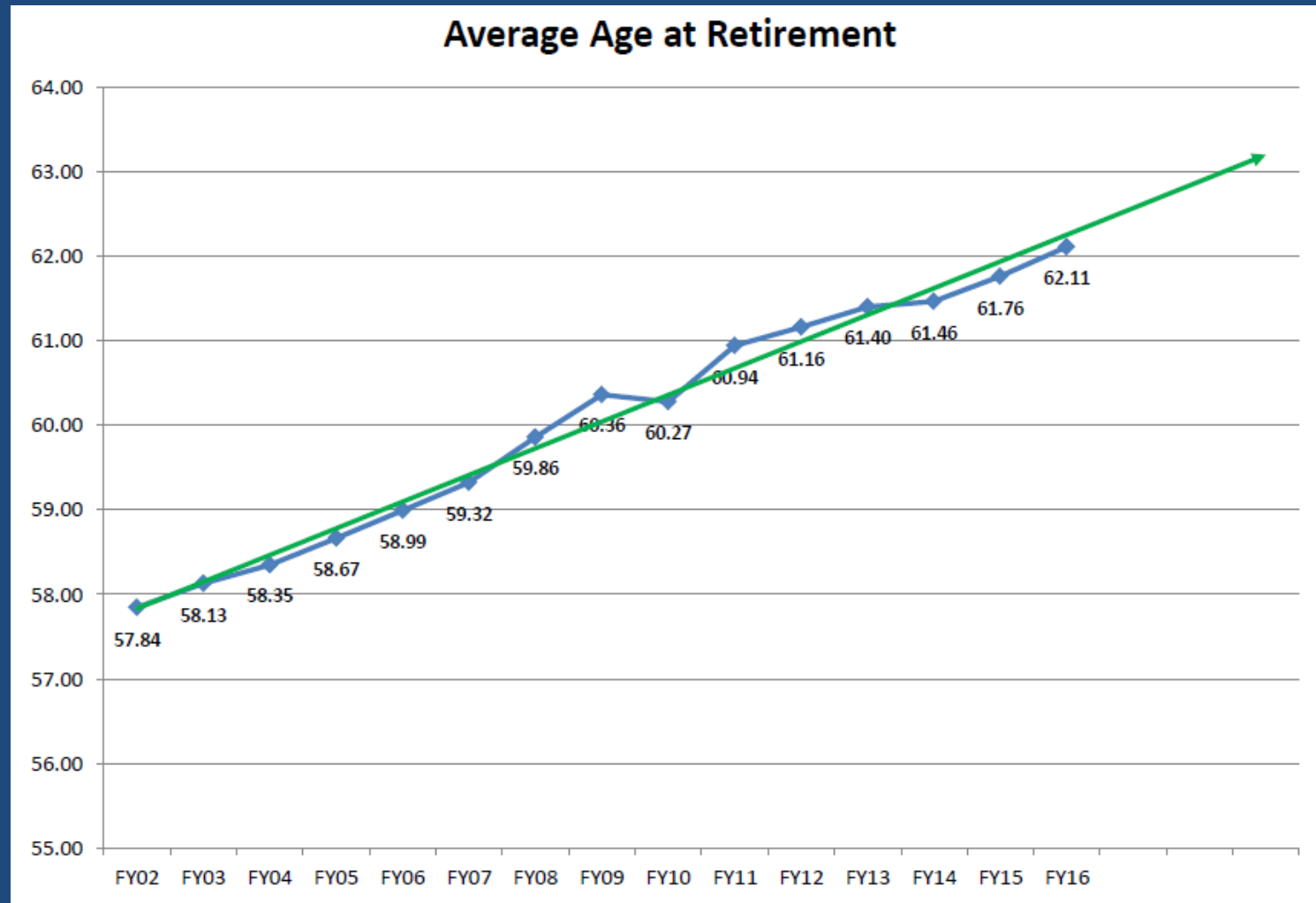
RETIREMENT ELIGIBLE WITHIN 5 YEARS TREND



RETIREMENT RATE TREND



AVERAGE AGE AT RETIREMENT TREND



AGENCY TURNOVER

PARENT AGENCY TURNOVER

Parent Agency	Parent Agency Name	Average # employees FY16	Total Separations	Total Turnover	% Removed	% Resigned	% Better Job	% Layoff	% Retired	% Other
226	Board of Accountancy	10	4	42.11%		31.58%			10.53%	
200	Childrens Services Act	11	2	19.05%			9.52%		9.52%	
242	Christopher Newport University	432	60	13.90%	1.62%	8.81%	1.16%		1.85%	0.46%
204	College of William and Mary	998	114	11.43%	0.20%	5.21%	2.41%	0.20%	2.61%	0.80%
413	Comm on Va Alcohol Saf Act Pro	2								
957	Commonwealth Att Serv Council	5	1	20.00%			20.00%			
157	Compensation Board	15								
999	Dept Alcoholic Beverag Control	1,053	96	9.12%	1.33%	2.19%	3.04%		2.00%	0.57%
720	Dept Behav Hlth & Develop Svcs	6,720	1,743	25.94%	4.06%	11.58%	3.94%	2.62%	3.30%	0.43%
199	Dept Conservation & Recreation	399	27	6.77%	0.25%	2.01%	1.50%		1.75%	1.25%
262	Dept f/Aging & Rehab Services	1,177	142	12.07%	1.27%	4.42%	1.44%	1.70%	2.97%	0.25%
702	Dept f/t Blind & Vision Impair	145	12	8.30%	1.38%	2.08%			4.84%	
403	Dept Game and Inland Fisheries	409	32	7.83%		1.71%	1.96%	0.24%	3.43%	0.49%
409	Dept Mines Minerals & Energy	193	15	7.79%		1.56%	1.04%		4.16%	1.04%
151	Dept of Accounts	141	11	7.83%		0.71%	4.27%		2.85%	
301	Dept of Agri & Cons Services	437	45	10.31%	1.15%	2.98%	2.29%	0.46%	3.44%	
841	Dept of Aviation	33	2	6.15%			3.08%		3.08%	
701	Dept of Corrections	11,171	2,371	21.22%	2.18%	7.10%	3.32%	0.53%	2.95%	5.15%
140	Dept of Criminal Justice Svcs	95	9	9.52%		3.17%	3.17%	1.06%	2.12%	
201	Dept of Education	406	45	11.10%		3.21%	2.47%		4.69%	0.74%
132	Dept of Elections	22	5	22.73%				9.09%	4.55%	9.09%
127	Dept of Emergency Management	109	16	14.75%	0.92%	2.76%	5.53%	4.61%	0.92%	
440	Dept of Environmental Quality	778	63	8.10%	0.13%	3.08%	1.16%		3.21%	0.51%
960	Dept of Fire Programs	63	6	9.60%	1.60%		3.20%		4.80%	

PARENT AGENCY TURNOVER

Parent Agency	Parent Agency Name	Average # employees FY16	Total Separations	Total Turnover	% Removed	% Resigned	% Better Job	% Layoff	% Retired	% Other
778	Dept of Forensic Science	268	24	8.97%	0.37%	4.11%	2.24%	0.37%	1.50%	0.37%
411	Dept of Forestry	228	19	8.35%	0.44%	1.76%	1.76%	1.32%	3.08%	
194	Dept of General Services	595	66	11.10%	0.67%	2.52%	1.85%		5.21%	0.84%
601	Dept of Health	3,270	410	12.54%	0.21%	3.55%	4.04%	0.37%	3.67%	0.70%
223	Dept of Health Professions	202	14	6.93%	0.50%	2.97%	1.98%		1.49%	
165	Dept of Housing and Comm Dev	89	8	8.99%		1.12%	1.12%	1.12%	4.49%	1.12%
129	Dept of Human Resource Mgmt	95	5	5.29%					4.23%	1.06%
777	Dept of Juvenile Justice	1,656	291	17.57%	2.66%	8.09%	3.38%	0.36%	2.36%	0.72%
181	Dept of Labor and Industry	145	13	9.00%		2.08%	3.46%		2.77%	0.69%
123	Dept of Military Affairs	282	49	17.38%	2.13%	7.80%	4.96%		2.13%	0.35%
154	Dept of Motor Vehicles	1,851	145	7.84%	0.49%	4.38%	0.22%	0.05%	2.22%	0.49%
122	Dept of Planning and Budget	45	2	4.44%		2.22%			2.22%	
222	Dept of Professional & Occ Reg	168	14	8.36%	0.60%	1.79%	2.99%		1.79%	1.19%
505	Dept of Rail & Public Trans	45	6	13.33%		6.67%	4.44%			2.22%
350	Dept of Small Bus/Supplier Div	34	7	20.59%		11.76%			8.82%	
765	Dept of Social Services	1,632	146	8.95%	0.86%	2.45%	1.23%	0.06%	3.55%	0.80%
156	Dept of State Police	2,714	202	7.44%	0.11%	2.91%	1.58%		1.99%	0.85%
161	Dept of Taxation	815	54	6.63%	0.25%	0.98%	1.23%	0.12%	3.44%	0.61%
152	Dept of the Treasury	107	10	9.39%		3.76%	3.76%		1.88%	
501	Dept of Transportation	7,241	435	6.01%	0.32%	1.30%	1.46%	0.03%	2.64%	0.26%
912	Dept of Veterans Services	629	162	25.78%	8.43%	12.09%	3.98%		0.80%	0.48%
239	Frontier Culture Museum of Va	29	3	10.53%		7.02%			3.51%	
247	George Mason University	1,769	259	14.64%	0.45%	5.43%	6.16%	0.62%	1.75%	0.23%
417	Gunston Hall	3	1	40.00%			40.00%			

PARENT AGENCY TURNOVER

Parent Agency	Parent Agency Name	Average # employees FY16	Total Separations	Total Turnover	% Removed	% Resigned	% Better Job	% Layoff	% Retired	% Other
425	Jamestown-Yorktown Foundation	110	15	13.64%	1.82%	3.64%	2.73%		5.45%	
214	Longwood University	310	37	11.95%	0.32%	3.23%	3.88%	1.29%	2.91%	0.32%
402	Marine Resources Commission	145	12	8.30%		3.46%	2.77%		1.38%	0.69%
938	New College Institute	10	3	30.00%		20.00%		10.00%		
213	Norfolk State University	477	65	13.64%	0.63%	8.60%	1.05%	0.63%	2.31%	0.42%
147	Office State Inspector General	33	7	21.54%	3.08%		6.15%		12.31%	
221	Old Dominion University	1,035	106	10.25%	0.10%	5.70%	1.74%	0.87%	1.64%	0.19%
217	Radford University	518	77	14.88%	1.93%	5.41%	4.25%		2.13%	1.16%
241	Richard Bland College	37	12	32.88%		13.70%		5.48%	13.70%	
937	Southern Va Higher Education	33	2	6.06%		3.03%			3.03%	
948	Southwest Va Higher Ed Center	24								
245	St Council of Higher Education	32								
202	The Library of Virginia	116	9	7.79%		1.73%	0.87%	0.87%	4.33%	
146	The Science Museum of Virginia	60	4	6.67%	1.67%	1.67%		1.67%	1.67%	
215	University of Mary Washington	334	38	11.38%		3.59%	3.59%	0.30%	3.59%	0.30%
606	Va Bd for People With Disabil	8	3	40.00%					40.00%	
751	Va Dep F/T Deaf & Hard of Hear	8	1	12.50%		12.50%				
136	Va Information Technologies	221	59	26.76%		1.36%	1.36%	19.50%	4.08%	0.45%
942	Va Museum of Natural History	36	3	8.45%		2.82%	2.82%	2.82%		
148	Virginia Comm for the Arts	3								
236	Virginia Commonwealth Univ	2,700	329	12.19%	0.59%	4.41%	4.52%	0.22%	2.04%	0.41%
261	Virginia Community College Sys	3,555	382	10.75%	0.59%	3.80%	2.84%	0.73%	1.94%	0.84%
182	Virginia Employment Commission	694	83	11.97%	0.43%	2.31%	2.88%	0.43%	5.05%	0.87%
211	Virginia Military Institute	278	34	12.23%	0.72%	3.60%	3.24%		3.24%	1.44%
238	Virginia Museum of Fine Arts	133	18	13.58%		4.53%	4.53%		3.77%	0.75%
766	Virginia Parole Board	10	2	21.05%	10.53%	10.53%				
405	Virginia Racing Commission	3	2	66.67%			33.33%	33.33%		
212	Virginia State University	326	35	10.74%	0.31%	3.68%	2.45%		3.37%	0.92%

ROLE SERVICE & TURNOVER

ROLE SERVICE & TURNOVER

Role Code	Role title	Number 6/30/14	Average Service 6/30/14	Turnover FY14	Number 6/30/15	Average Service 6/30/15	Turnover FY15	Number 6/30/16	Average Service 6/30/16	Turnover FY16
19011	Admin and Office Spec I	27	12.9259	7.55%	24	11.0833	11.76%	22	12.5455	4.35%
19012	Admin and Office Spec II	2315	14.6579	10.54%	2139	12.6134	12.52%	2016	12.3805	11.69%
19013	Admin and Office Spec III	7134	14.6225	8.41%	6822	12.3751	9.54%	6662	12.2577	10.35%
19031	Financial Services Spec I	1284	14.8886	7.43%	1279	12.4934	7.76%	1303	12.4045	7.90%
19032	Financial Services Spec II	374	14.1283	6.90%	385	12.2286	6.55%	415	12.3976	4.90%
19033	Financial Services Spec III	33	12.2727	12.70%	30	11.5	19.05%	34	11.8824	6.25%
19034	Financial Services Manager I	281	17.4804	9.36%	277	14.9639	6.11%	273	15.4689	8.02%
19035	Financial Services Manager II	139	18.7626	5.32%	133	16.9173	7.63%	138	16.6812	3.77%
19036	Financial Services Manager III	28	26.8929		28	23.3571	7.41%	29	23.4138	7.27%
19037	Financial Services Manager IV	3	15		3	20.3333	33.33%	3	21.3333	
19071	Hearing Legal Servcs Offcr I	111	16.5946	11.76%	116	13.1638	12.33%	112	12.4286	16.67%
19072	Hearing Legal Servcs Offcr II	76	10.9737	25.48%	80	8	14.10%	81	8.2593	8.70%
19073	Hearing Legal Servcs Offcr III	36	15.1667	5.56%	32	13.5313	17.65%	31	14.5484	3.17%
19074	Hearing Legal Servcs Mgr I	10	18.6	10.53%	10	17.7	10.00%	7	19.8571	11.76%
19075	Hearing Legal Servcs Mgr II	2	9.5		2	8.5		6	7.6667	
19076	Hearing Legal Servcs Mgr III	3	10	57.14%	4	8.75	28.57%	4	9.75	
19091	Human Resource Analyst I	275	14.2	7.11%	269	11.948	8.54%	264	12.2045	11.67%
19092	Human Resource Analyst II	199	14.4925	8.65%	210	12.5143	7.02%	221	12.8462	4.77%
19093	Human Resource Analyst III	26	16.4615	8.00%	29	16.7931	3.64%	27	14.8519	14.29%
19094	Human Resource Manager I	74	14.5405	8.22%	72	12.375	8.22%	69	11.7826	12.77%
19095	Human Resource Manager II	70	18.5714	5.93%	64	16.6406	12.31%	63	15.6349	12.80%
19096	Human Resource Manager III	15	27.7333		13	25.6154	14.29%	13	23.5385	7.69%
19111	Lnd Acq & Prop Mgmt Agent I	2	5					0		
19112	Lnd Acq & Prop Mgmt Agent II	66	16.1364	4.62%	54	14.463	10.00%	55	13.8	5.50%
19113	Lnd Acq & Prop Mgmt Agent III	49	16.0612	6.19%	44	12.0682	2.20%	42	12.6667	4.76%
19114	Lnd Acq & Prop Mgmt Manager I	4	15.75		18	20.1111	9.09%	18	19.4444	5.56%
19115	Lnd Acq & Prop Mgmt Manager II	5	20.4		5	17		5	18.2	

ROLE SERVICE & TURNOVER

Role Code	Role title	Number 6/30/14	Average Service 6/30/14	Turnover FY14	Number 6/30/15	Average Service 6/30/15	Turnover FY15	Number 6/30/16	Average Service 6/30/16	Turnover FY16
19131	Policy Planning Spec I	221	14.6968	5.57%	205	12.8	8.04%	203	13.3695	7.37%
19132	Policy Planning Spec II	356	15.4185	4.24%	350	12.9514	7.69%	352	12.196	8.30%
19133	Policy Planning Spec III	60	14.0667	11.38%	62	12.7258	6.56%	63	12.4127	4.80%
19134	Policy Planning Spec IV	1	26	50.00%	5	16.6		6	17.3333	
19135	Policy Planning Manager I	22	22.2727	4.44%	20	22.15	14.29%	19	21.8421	10.26%
19136	Policy Planning Manager II	38	19.0789	8.00%	45	15.6	7.23%	43	15.8372	6.82%
19137	Policy Planning Manager III	13	20.3846	8.00%	16	17.3125	6.90%	19	15.8421	
19151	Procurement Officer I	189	15.6296	3.98%	182	13.8187	8.50%	168	14.25	10.21%
19152	Procurement Officer II	96	17.6042	7.65%	103	14.6117	11.17%	108	13.7685	10.53%
19153	Procurement Officer III	34	13.3529	6.06%	32	12.125	3.03%	38	10.6842	8.57%
19154	Procurement Manager I	5	14.6		6	12.6667		6	11.6667	33.33%
19155	Procurement Manager II	66	17.3182	7.63%	71	15.5211	8.82%	76	15.8421	8.16%
19156	Procurement Manager III	28	21.8214	7.55%	28	20.3571	3.57%	27	21.2222	7.27%
19157	Procurement Manager IV	4	18.75	28.57%	3	11.6667	28.57%	3	12.6667	
19191	Auditor I	98	13.6224	14.51%	102	11.3137	8.00%	96	10.4375	10.10%
19192	Auditor II	136	16.0147	7.52%	131	13.9924	7.58%	142	12.2606	13.24%
19193	Auditor III	3	13.3333		4	11.75		3	11.6667	80.00%
19194	Audit Services Manager I	9	29.2222	11.76%	10	22.7	10.53%	11	21.1818	
19195	Audit Services Manager II	33	20.2424		34	17.6471	15.87%	29	19.2414	3.33%
19196	Audit Services Manager III	9	20.6667		10	15.3	10.53%	11	16.6364	9.52%
19197	Audit Services Manager IV	1	23		1	21		0		
19211	Prog Admin Specialist I	1853	13.3556	11.59%	1841	10.8338	13.95%	1872	10.3718	13.38%
19212	Prog Admin Specialist II	1460	13.6562	7.19%	1467	11.3374	8.96%	1496	10.9947	9.32%
19213	Prog Admin Specialist III	164	17.9817	4.35%	156	16.0769	9.38%	169	15.7988	4.92%
19214	Prog Admin Manager I	59	12.0339	10.91%	60	9.1667	20.51%	59	9.0508	8.55%
19215	Prog Admin Manager II	273	18.1612	7.87%	285	15.6	7.29%	297	15.3906	9.04%
19216	Prog Admin Manager III	342	19.3187	4.15%	341	16.8915	11.16%	341	16.5513	8.25%

ROLE SERVICE & TURNOVER

Role Code	Role title	Number 6/30/14	Average Service 6/30/14	Turnover FY14	Number 6/30/15	Average Service 6/30/15	Turnover FY15	Number 6/30/16	Average Service 6/30/16	Turnover FY16
19221	Gen Admin Supv I/Coord I	1005	15.5224	6.64%	1018	13.0874	8.02%	1045	13.0517	7.92%
19222	Gen Admin Supv II/Coord II	158	16.1772	5.35%	160	13.85	10.97%	165	14.2424	8.13%
19223	Gen Admin Manager I	255	17.2039	7.97%	266	14.8872	7.30%	272	15.2206	6.21%
19224	Gen Admin Manager II	187	21.3636	6.99%	197	19.2284	4.72%	208	18.9087	6.47%
19225	Gen Admin Manager III	134	19.7836	8.66%	142	16.7324	8.09%	147	16.9864	8.42%
19226	Gen Admin Manager IV	23	24.3913	4.55%	24	21.2917	12.77%	24	22.7917	12.50%
29031	Hist/Arch & Preserv I	4	3.75		4	2.75		3	2.6667	
29032	Hist/Arch & Preserv II	7	8.7143		6	7.3333		5	9.2	
29033	Hist/Arch & Preserv III	23	11.3478	4.65%	24	8.7917	12.77%	24	9.7917	
29034	Hist/Arch & Preserv Mgr	9	17.2222		10	14.4		9	14.6667	
29051	Library Specialist I	236	16.4195	7.32%	224	13.817	7.82%	198	14.298	12.43%
29052	Library Specialist II	234	16.9701	9.30%	220	14.9773	15.27%	222	14.9054	11.88%
29053	Library Specialist III	42	14.6905	7.59%	43	13.7674		39	14.5385	12.20%
29054	Library Manager	6	24	15.38%	5	20.8	18.18%	6	20.8333	
29071	Media Specialist I	3	17.3333		2	23.5	40.00%	2	24.5	
29072	Media Specialist II	125	12.08	7.76%	127	9.0472	8.26%	116	9.2241	7.56%
29073	Media Specialist III	190	13.6316	10.43%	194	11	12.07%	202	10.4851	11.57%
29074	Media Specialist IV	46	17.6739	2.56%	46	16	5.19%	37	14.027	13.89%
29075	Media Manager I	13	12.5385		14	10.4286		12	12.25	9.09%
29076	Media Manager II	15	14.4	13.33%	17	11.7059	6.25%	18	12.2778	17.14%
29091	PR & Mktg Spec I	5	11.4		5	4.4	40.00%	3	3.6667	25.00%
29092	PR & Mktg Spec II	87	6.5747	20.36%	81	4.3086	16.67%	92	4.4783	20.86%
29093	PR & Mktg Spec III	287	8.885	10.28%	310	6.2968	15.69%	330	6.0212	17.65%
29094	PR & Mktg Spec IV	139	12.4173	16.06%	143	9.0699	14.98%	151	9.1457	6.38%
29095	PR & Mktg Spec V	22	17	13.95%	16	13.875	15.79%	17	8.4706	18.18%
29096	PR & Mktg Mgr I	11	10.8182	9.52%	16	6.625	14.81%	17	7.4118	24.24%
29097	PR & Mktg Mgr II	45	12.3111	11.90%	42	8.8333	16.47%	46	9	6.98%
29098	PR & Mktg Mgr III	25	14.28	15.38%	27	12.5926	7.69%	27	11.2963	11.11%
29099	PR & Mktg Mgr IV	8	15.25		8	13.75		9	13.1111	

ROLE SERVICE & TURNOVER

Role Code	Role title	Number 6/30/14	Average Service 6/30/14	Turnover FY14	Number 6/30/15	Average Service 6/30/15	Turnover FY15	Number 6/30/16	Average Service 6/30/16	Turnover FY16
29111	Trainer and Instructor I	208	11.3606	8.55%	202	8.7426	13.17%	175	9.7657	17.51%
29112	Trainer and Instructor II	539	12.3525	12.75%	499	10.1242	15.49%	509	9.7721	15.92%
29113	Trainer and Instructor III	175	13.6	8.31%	185	11.0108	9.01%	183	10.8087	9.84%
29114	Training & Instruction Mgr I	33	16.2121	8.45%	37	14.7027	2.86%	39	14.1795	10.53%
29115	Training & Instruction Mgr II	10	18.3	10.00%	9	16.7778	21.05%	11	12.4545	10.00%
29131	Education Coordinator I	149	9.5503	14.92%	147	7.3129	15.86%	151	6.9868	16.44%
29132	Education Coordinator II	24	13.4583	4.35%	25	11.4	8.16%	28	12.25	
29133	Education Administrator I	47	9.766	15.22%	49	7.7959	10.75%	51	9.1765	12.24%
29134	Education Administrator II	61	12.3115	13.79%	59	9.9492	12.07%	61	9.5574	8.70%
29135	Education Administrator III	60	16.9333	14.40%	61	13.3934	13.22%	58	12.7586	13.45%
29136	Education Administrator IV	9	22	11.11%	9	16.5556	22.22%	8	17.875	11.76%
29141	Education Support Assistant	1	36		1	35		1	36	
29142	Education Support Spec I	49	13.1633	14.81%	36	9.3333	20.69%	43	7.6977	36.84%
29143	Education Support Spec II	877	10.4971	12.58%	858	8.1562	12.90%	832	8.238	14.69%
29144	Education Support Spec III	640	10.3703	10.63%	708	7.5777	11.15%	730	7.4973	13.50%
39011	Computer Operations Techn I	67	12.0448	8.47%	59	10.5085	12.50%	57	11.0702	9.52%
39012	Computer Operations Techn II	102	11.5392	7.84%	107	9.2336	9.62%	93	8.871	14.00%
39013	Computer Operations Manager I	24	17.0417		23	15.0435	8.51%	19	16.2632	9.52%
39014	Computer Operations Manager II	2	20	40.00%	1	23		3	11	
39031	Electronic Technician I	46	13.6957	10.39%	40	13.275	2.70%	41	12.5122	2.82%
39032	Electronic Technician II	200	15.055	8.47%	199	12.2714	5.68%	189	12.7619	8.07%
39033	Electronic Technician III	7	13.1429	14.29%	7	11.8571		7	12.8571	
39034	Electronics Manager I	18	22.0556	5.71%	20	20.65		21	19.7619	4.88%

ROLE SERVICE & TURNOVER

Role Code	Role title	Number 6/30/14	Average Service 6/30/14	Turnover FY14	Number 6/30/15	Average Service 6/30/15	Turnover FY15	Number 6/30/16	Average Service 6/30/16	Turnover FY16
39051	Architect/Engineer I	573	16.1501	5.77%	590	13.5797	5.57%	598	13.3478	8.55%
39052	Architect/Engineer II	233	11.9571	6.56%	222	9.8243	4.42%	231	10.316	3.98%
39053	Architect/Engineering Mgr I	49	18.8163	7.50%	47	16.9149	4.88%	46	17.3261	11.76%
39054	Architect/Engineering Mgr II	208	15.4279	6.47%	231	13.4416	5.08%	241	13.1452	4.71%
39055	Architect/Engineering Mgr III	13	12.6923	8.00%	16	12.25	6.90%	15	13.0667	19.35%
39056	Architect/Engineering Mgr IV	2	20.5		2	19		2	20	
39071	Engineering Technician I	20	3.5	4.88%	15	2.3333		45	1.3778	16.67%
39072	Engineering Technician II	85	12.2471	6.33%	76	11.2237	8.92%	87	10.5172	5.03%
39073	Engineering Technician III	691	20.3864	5.53%	666	18.3483	5.50%	645	18.2961	4.77%
39074	Engineering Technician IV	186	18.1935	3.28%	183	17.1421	7.63%	191	16.9581	5.91%
39111	Info Technology Specialist I	507	11.714	6.80%	468	9.5043	9.93%	450	9.7911	7.71%
39112	Info Technology Specialist II	1423	13.2249	5.63%	1399	10.8985	8.19%	1397	10.7144	8.87%
39113	Info Technology Specialist III	1008	15.1746	6.42%	1031	12.805	6.43%	1068	12.088	10.90%
39114	Info Technology Specialist IV	91	13.8791	1.21%	82	10.9634	1.21%	88	11.1023	7.41%
39115	Info Technology Manager I	118	17.2034	7.44%	121	14.8182	9.69%	112	16.1875	4.55%
39116	Info Technology Manager II	75	18.9733	5.17%	80	15.5375	9.02%	80	16.3125	13.70%
39117	Info Technology Manager III	10	23.7	10.00%	13	23.6154	8.70%	12	22.25	16.00%
49011	Counselor I	80	10.15	27.88%	90	7.9333	8.24%	90	7.6444	28.89%
49012	Counselor II	920	11.8663	12.48%	880	9.4659	14.57%	884	9.0045	16.46%
49013	Counselor Manager	84	19.0714	6.17%	86	17.5814	7.06%	79	16.8608	9.70%
49031	Dentist I	41	12.0732	20.22%	39	10.2051	20.00%	32	8.7813	22.54%
49032	Dentist II	1	12		1	10		1	11	
49033	Dental Manager	2	9		2	8		2	6.5	50.00%
49051	Direct Service Associate I	22	6.3636	25.00%	17	3.4118	51.28%	17	4.0588	41.18%
49052	Direct Service Associate II	2649	10.7614	29.56%	2485	8.5284	36.55%	2122	8.3252	36.61%
49053	Direct Service Associate III	1044	12.4109	19.14%	1074	9.9898	19.61%	978	10.0654	23.34%

ROLE SERVICE & TURNOVER

Role Code	Role title	Number 6/30/14	Average Service 6/30/14	Turnover FY14	Number 6/30/15	Average Service 6/30/15	Turnover FY15	Number 6/30/16	Average Service 6/30/16	Turnover FY16
49091	Health Care Technician I	6	10.8333		6	8.8333	50.00%	7	7.8571	
49092	Health Care Technologist I	4	16	28.57%	3	13.3333		3	14.3333	
49093	Health Care Technologist II	57	12.0351	4.21%	55	9	19.23%	52	9.5769	17.82%
49094	Health Care Technologist III	9	19.4444		7	15.5714	16.67%	6	17.3333	
49095	Health Care Manager	3	28.3333		3	27.3333		3	28.3333	
49111	Licensed Practical Nurse	571	9.6725	30.90%	531	7.3804	33.64%	523	7.0554	36.14%
49112	Registered Nurse I	606	10.1007	20.12%	563	7.8171	28.03%	540	7.5296	25.16%
49113	RN II/Nurse Prct I/Phy Asst	663	11.911	19.94%	653	9.4625	24.65%	594	9.8451	26.00%
49114	RN III/Nurse Prct II	63	14.7937	18.60%	59	13.3898	18.03%	60	13.2	18.49%
49115	Registered Nurse Manager I	271	15.6863	13.50%	276	13.2971	15.90%	274	12.5912	14.71%
49116	Registered Nurse Manager II	55	18.4727	10.81%	56	16.9821	7.34%	54	16.4444	14.68%
49131	Pharmacist I	29	14.4828	3.45%	28	12.6429	7.02%	26	10.5	14.81%
49132	Pharmacist II	23	10.8696	5.00%	24	9.125	4.65%	25	9.36	4.44%
49133	Pharmacy Manager	9	18.2222		9	13.6667	11.11%	9	14.6667	
49151	Physician I	3	18.6667	28.57%	2	25	40.00%	2	26	
49152	Physician II	122	11.7541	10.61%	115	9.8	14.35%	109	9.6972	13.39%
49153	Physician Manager I	32	10.375	12.31%	34	8.9118	6.06%	39	7.7692	10.96%
49154	Physician Manager II	15	18.2	6.90%	17	15.6471	6.25%	17	15.4706	5.88%
49171	Health Care Compliance Spec I	44	18.0909	11.76%	43	15.1395	7.23%	46	15.913	7.06%
49172	Health Care Compliance Spec II	224	12.625	7.02%	230	10.0696	10.07%	224	10.4911	7.09%
49173	Health Care Compliance Manager	7	14.5714		6	17.5		6	16	
49211	Psych I/Psychology Assoc I	82	9.061	22.49%	75	7.96	30.57%	69	6.4203	25.00%
49212	Psych II/Psychology Assoc II	142	11.5	15.83%	135	9.2519	15.16%	140	9.8214	13.09%
49213	Psych III/Psychology Assoc III	27	15.5926	21.43%	28	13.1429	7.27%	25	14.88	11.32%
49214	Psychology Manager	12	14.75	8.33%	11	14.6364		11	14.7273	
49231	Therapy Assistant/Therapist I	105	13.181	11.01%	104	11.4135	16.27%	91	11.5824	21.54%
49232	Therapist II	54	13.8519	14.16%	51	12.1961	28.57%	53	11.0377	15.38%
49233	Therapist III	73	14.1644	6.80%	73	11.9863	11.19%	68	10.7647	17.14%
49234	Therapy Manager I	4	21.5	28.57%	4	20		4	21.25	
49235	Therapy Manager II	13	18.5385	14.29%	13	16.4615	7.69%	11	16.7273	25.00%

ROLE SERVICE & TURNOVER

Role Code	Role title	Number 6/30/14	Average Service 6/30/14	Turnover FY14	Number 6/30/15	Average Service 6/30/15	Turnover FY15	Number 6/30/16	Average Service 6/30/16	Turnover FY16
59011	Agricultural Specialist I	1	12	66.67%	1	11		2	6	
59012	Agricultural Specialist II	5	16.4		5	15.4		4	18.75	
59013	Agricultural Specialist III	109	16.4312	6.17%	103	13.466	9.88%	104	13.2212	12.12%
59014	Agricultural Specialist IV	68	15.3235	6.02%	71	12.6338	8.76%	70	13.4857	12.95%
59015	Agricultural Specialist V	6	18.5		7	14.7143		8	14.5	
59016	Agricultural Manager I	34	21.1765		32	16.5625	20.00%	33	18.0606	3.92%
59017	Agricultural Manager II	18	21.7222	13.79%	18	20.5		18	21.5	
59018	Agricultural Manager III	2	23	50.00%	2	22		2	26.5	
59031	Environmental Specialist I	542	14.821	7.76%	530	12.3774	8.04%	515	12.5515	9.59%
59032	Environmental Specialist II	731	16.4186	3.61%	745	13.9463	5.84%	740	13.8581	9.17%
59033	Environmental Manager I	83	22.8434		83	20.5542	9.64%	83	19.6265	8.43%
59034	Environmental Manager II	100	22.89	5.00%	102	20.1176	5.94%	106	20.3302	5.77%
59035	Environmental Manager III	14	22.9286	6.90%	16	19.1875	6.67%	16	20.25	
59071	Laboratory and Research Aide	1	33		1	32		1	33	
59072	Laboratory and Research Tech	63	10.8889	20.00%	56	8.1429	16.51%	52	9.3462	16.16%
59073	Laboratory & Research Spec I	258	10.2791	17.77%	236	7.6949	23.68%	231	7.658	22.86%
59074	Laboratory & Research Spec II	348	14.8621	12.36%	309	12.4045	15.98%	299	11.8495	14.42%
59075	Laboratory & Research Manager	50	15.58	10.67%	49	13.3469	2.44%	46	14.4348	12.66%
59091	Minerals Specialist I	107	18.9252	2.75%	105	17.1048	3.77%	102	16.9118	7.73%
59092	Minerals Specialist II	5	27.6		5	25.4		5	26.4	
59093	Minerals Manager I	4	19.25		4	16	25.00%	5	18	
59094	Minerals Manager II	1	26		1	24		1	26	
59111	Natural Resource Spec I	0								
59112	Natural Resource Spec II	186	14.0645	10.32%	183	11.8087	11.92%	172	10.4535	8.45%
59113	Natural Resource Spec III	103	15.8835	7.77%	106	13.5849	9.66%	123	13.9431	6.14%
59114	Natural Resource Spec IV	4	13.75	50.00%	4	12	50.00%	6	6.8333	
59115	Natural Resource Manager I	13	14.2308	7.41%	15	11.3333		19	14.2632	11.76%
59116	Natural Resource Manager II	85	20.8353	5.99%	81	18.8395	6.02%	83	18.759	4.88%
59117	Natural Resource Manager III	7	23		8	21.375		7	20.8571	26.67%

ROLE SERVICE & TURNOVER

Role Code	Role title	Number 6/30/14	Average Service 6/30/14	Turnover FY14	Number 6/30/15	Average Service 6/30/15	Turnover FY15	Number 6/30/16	Average Service 6/30/16	Turnover FY16
59131	Scientist I	138	13.3913	7.19%	147	11.0748	8.45%	148	10.9054	11.53%
59132	Scientist II	194	15.4536	5.48%	224	12.7991	3.41%	265	12.1887	7.04%
59133	Scientist III	37	15.8378	3.08%	35	14.4286	6.06%	35	15.3714	3.13%
59134	Scientist Manager I	27	22.2963	3.77%	26	19.2692	19.61%	27	18.5926	3.92%
59135	Scientist Manager II	18	25.7222		19	23.4211		22	21.7273	9.76%
59136	Scientist Manager III	2	20.5		1	18	133.33%	1	19	
59151	Veterinary Technician I	13	14.3077		12	13.5		12	14.5	
59152	VetTech II/Veterinarian I	14	10.5	16.67%	12	9.5833		13	9.2308	19.05%
59153	Veterinarian II	5	12.2		5	10.2	20.00%	4	12.25	
59154	Veterinarian III	2	13		2	12		2	11	50.00%
59155	Veterinary Manager	1	12		1	10		2	9	
69031	Compliance/Safety Officer I	2	2.5		2	1	50.00%	1	3	
69032	Compliance/Safety Officer II	36	9	3.33%	35	7.5143	9.23%	40	6.075	17.14%
69033	Compliance/Safety Officer III	253	13.3202	9.94%	253	10.6996	9.43%	244	10.9221	6.64%
69034	Compliance/Safety Officer IV	132	15.5227	8.98%	127	13.6299	12.45%	131	13.4656	7.41%
69035	Compliance Manager I	27	14.8889		24	13.25	15.38%	26	13.6154	15.00%
69036	Compliance Manager II	38	22.0263	3.03%	35	20.6286	3.17%	36	19.3611	12.70%
69037	Compliance Manager III	4	25.25		3	19.6667	28.57%	2	26	40.00%
69071	Law Enforcement Officer I	273	7.6007	17.00%	271	5.4317	17.46%	274	5.3285	14.84%
69072	Law Enforcement Officer II	1253	8.3711	7.20%	1252	6.2252	7.83%	1176	6.7568	9.00%
69073	Law Enforcement Officer III	996	19.501	4.75%	973	17.4645	6.50%	974	17.7495	6.16%
69074	Law Enforcement Manager I	251	20.0598	5.01%	251	17.7849	4.85%	254	18.2126	5.62%
69075	Law Enforcement Manager II	203	25.9113	8.35%	210	23.3048	5.83%	211	22.9668	8.08%
69076	Law Enforcement Manager III	8	35.25	12.50%	8	34		8	31.25	25.00%

ROLE SERVICE & TURNOVER

Role Code	Role title	Number 6/30/14	Average Service 6/30/14	Turnover FY14	Number 6/30/15	Average Service 6/30/15	Turnover FY15	Number 6/30/16	Average Service 6/30/16	Turnover FY16
69091	Probation Officer I	1198	12.4274	9.85%	1193	10.2381	9.62%	1217	9.8735	10.71%
69092	Probation Officer II	156	22.1282	3.83%	156	19.7692	10.26%	165	19.5091	5.61%
69093	Probation Manager I	54	28.4259	5.50%	57	24.3684	10.81%	22	26.4545	2.53%
69094	Probation Manager II	21	27.9524	9.30%	19	24.7895	10.00%	53	24.9057	5.56%
69095	Probation Officer Assistant	103	9.6893	2.96%	100	7.9	7.88%	94	8.9255	19.59%
69111	Security Officer I	46	11.1304	18.39%	29	8.6897	66.67%	22	11.4091	19.61%
69112	Security Officer II	74	7.1486	18.31%	44	8.4318	25.23%	49	8.7755	2.30%
69113	Security Officer III	6667	9.3387	18.24%	6083	7.4223	21.87%	6196	6.7636	27.97%
69114	Security Officer IV	694	14.6542	7.15%	730	11.5301	11.66%	916	10.0524	17.98%
69115	Security Manager I	411	18.6788	4.95%	412	16.3301	9.72%	431	15.6543	13.29%
69116	Security Manager II	358	21.6257	7.66%	327	19.7523	9.34%	279	19.0573	9.24%
69117	Security Manager III	31	31.7097	12.70%	29	28.5517	16.67%	80	26.3125	7.34%
69118	Security Manager IV	6	21.6667		7	19.1429	15.38%	6	23.5	30.77%
69119	Security Manager V	2	39		2	37		2	38	
69131	Forensic Science Specialist I	18	19.5556	10.81%	19	16.3684	5.41%	19	15.8421	10.53%
69132	For Sci Spec II/For Scintist I	17	9.0588	6.06%	14	5.8571	12.90%	21	3.1429	5.71%
69133	For Sci Spec III/F Scintist II	112	10.6518	8.81%	111	8.2613	11.66%	112	7.8036	11.66%
69134	Forensic Scientist III	45	18.9111	2.27%	47	16.5532	2.17%	49	16.8163	4.17%
69135	Forensic Science Manager I	10	19.1		10	17.8		10	17.4	10.00%
69151	Emergency Coordinator I	109	7.5596	15.96%	120	5.8083	13.22%	111	6.1261	21.83%
69152	Emergency Coordinator II	142	10.0634	8.92%	128	8.0547	22.96%	134	7.5597	16.79%
69153	Emergency Coordinator III	37	17.027	11.11%	36	14.75	8.22%	34	15.2059	5.71%
69154	Emergency Coordinator Mgr I	30	13.3667	12.70%	30	11.4333	6.67%	26	8.1154	10.71%
69155	Emergency Coordinator Mgr II	12	17.5833	9.09%	13	15.6154	8.00%	8	16.25	28.57%
69156	Emergency Coordinator Mgr III	1	13		1	12		3	13.6667	

ROLE SERVICE & TURNOVER

Role Code	Role title	Number 6/30/14	Average Service 6/30/14	Turnover FY14	Number 6/30/15	Average Service 6/30/15	Turnover FY15	Number 6/30/16	Average Service 6/30/16	Turnover FY16
79011	Pilot I	2	19.5		0			0		
79012	Pilot II	5	13.6		5	7.8	25.00%	5	6.8	25.00%
79013	Aviation Manager	1	33		1	8	100.00%	1	9	
79031	Trades Technician I	214	10.8084	18.23%	203	8.4581	20.00%	190	8.5526	23.03%
79032	Trades Technician II	119	8.0168	25.33%	120	6.1083	20.26%	119	6.0588	14.35%
79033	Trades Technician III	1348	14.4036	8.25%	1267	12.4444	10.21%	1229	12.3011	10.31%
79034	Trades Technician IV	755	16.7762	6.72%	752	14.5346	8.51%	746	14.3324	10.23%
79035	Trades Manager I	149	17.8054	6.57%	146	16.1986	6.47%	151	16.2185	5.69%
79036	Trades Manager II	20	21.1	6.90%	19	17.2105	6.67%	21	17.1905	6.25%
79051	Equipment Serv Repair Tech I	302	12.4901	6.81%	288	10.9097	4.59%	275	11.0218	8.89%
79052	Equipment Serv Repair Tech II	169	16.3314	0.92%	180	13.9333	7.75%	193	13.6632	3.82%
79053	Equipment Serv Repair Mgr I	54	21.4444		51	19.451	3.81%	53	19.6604	1.92%
79054	Equipment Serv Repair Mgr II	15	20.9333		16	19.3125	7.14%	17	19.5882	
79071	Hsekeep &/or Apparel Worker I	1523	10.9875	18.90%	1469	8.8727	18.72%	1451	8.6981	16.14%
79072	Hsekeep &/or Apparel Worker II	207	14.7729	17.11%	207	12.2705	14.29%	203	12.7931	10.50%
79073	Hsekeep &/or Apparel Mgr I	112	15.7589	5.94%	105	12.4952	14.66%	98	11.6224	10.93%
79074	Hsekeep &/or Apparel Mgr II	29	19.1034		28	18.1071	8.16%	28	16.6071	4.00%
79092	Printing Technician II	22	21.1364	11.43%	17	19.6471	6.45%	15	21.4667	8.00%
79093	Printing Technician III	47	15.617	2.60%	47	12.7447	2.53%	38	14.5789	14.08%
79094	Printing Technician IV	6	21.6667		7	23.1429		5	25.6	50.00%
79095	Printing Services Manager I	9	19		8	18.625		8	19.75	
79096	Printing Services Manager II	1	36		2	21.5		2	22.5	
79111	Retail Specialist I	17	21.8235	5.56%	14	21.3571	25.81%	12	24.8333	23.08%
79112	Retail Specialist II	286	8.1783	13.06%	296	5.6892	10.31%	316	5.2753	10.13%
79113	Retail Manager I	153	12.6928	11.95%	142	10.2113	10.85%	147	9.8435	11.76%
79114	Retail Manager II	166	15.6988	8.67%	180	12.8889	8.09%	183	12.8689	7.71%
79115	Retail Manager III	26	21.3462	4.00%	24	18.75	16.00%	27	18.4074	

ROLE SERVICE & TURNOVER

Role Code	Role title	Number 6/30/14	Average Service 6/30/14	Turnover FY14	Number 6/30/15	Average Service 6/30/15	Turnover FY15	Number 6/30/16	Average Service 6/30/16	Turnover FY16
79131	Store & Warehouse Spec I	10	15.3		9	11.7778	40.00%	8	8.25	
79132	Store & Warehouse Spec II	116	13.2328	11.93%	122	9.7951	10.86%	116	10.3621	7.89%
79133	Store & Warehouse Spec III	176	17.3182	7.72%	162	14.6173	11.22%	168	14.4762	9.27%
79134	Warehouse Manager I	40	16.825		39	14.5128	2.67%	39	14.2051	2.67%
79135	Warehouse Manager II	7	8.4286		5	7.8	16.67%	5	8.8	
79151	Transportation Operator I	58	15.0172	12.84%	40	15.725	16.67%	35	15.6286	21.92%
79152	Transportation Operator II	2470	15.2972	7.17%	2468	12.9076	7.29%	2350	12.3391	8.34%
79153	Transportation Operator III	160	18.1688	13.77%	153	16.6078	7.19%	310	15.1774	3.51%
79154	Transport Opertns Manager I	334	22.8263	3.34%	333	20.4865	5.10%	343	19.863	5.03%
79155	Transport Opertns Manager II	224	25.9152	4.90%	226	23.5044	5.78%	224	23.6339	5.33%
79156	Transport Opertns Manager III	60	22.35	1.71%	60	21	3.33%	58	22.2759	3.39%
79172	Utility Plant Specialist II	178	14.073	11.01%	170	11.7765	18.93%	170	11.9	8.95%
79174	Utility Plant Manager I	44	20.9545	13.51%	42	18.6667	2.82%	45	18.6222	5.33%
79175	Utility Plant Manager II	1	3		1	2		3	10	
79191	Watercraft Operator I	31	11.4516	18.75%	30	9.5	16.39%	32	8.9688	12.90%
79192	Watercraft Operator II	11	19.8182		11	17.2727	9.09%	10	18.3	9.52%
79193	Watercraft Operations Mgr I	23	9.6522		23	8.4783	4.35%	24	8.8333	4.26%
79194	Watercraft Operations Mgr II	2	20		1	12	66.67%	2	11.5	
79211	Food Service Technician I	346	13.3555	17.78%	317	10.612	22.67%	285	10.3579	24.59%
79212	Food Service Technician II	162	12.0802	10.53%	144	9.5694	15.50%	131	10.0229	17.53%
79213	Food Service Technician III	249	10.7189	22.86%	248	8.6895	17.62%	235	8.9915	24.52%
79214	Food Service Manager I	34	16.9412	14.08%	30	12.8333	21.88%	29	11.1034	27.12%
79215	Food Service Manager II	68	12.1029	13.46%	69	10.3333	15.38%	68	10.6912	9.17%
79216	Food Service Manager III	54	16.6111	18.39%	49	14.6327	4.55%	48	15.9167	7.06%