

TRENDS IN GOVERNMENT STAFFING

DEPARTMENT OF STATE CIVIL SERVICE

PERFORMANCE AUDIT SERVICES

Informational Report
October 15, 2025

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October 15, 2025

The Honorable J. Cameron Henry, Jr.,
President of the Senate
The Honorable Phillip R. Devillier,
Speaker of the House of Representatives

Dear Senator Henry and Representative Devillier:

This report provides information on staffing trends in the state's executive branch of government during fiscal years 2021 through 2024, including number of employees, vacancy rates, and supervisor-to-staff ratios. In addition, we compared Louisiana's staffing numbers to those of other states using U.S. Census Bureau data. This report is intended to provide timely information related to an area of interest to the legislature or based on a legislative request. I hope this report will benefit you in your legislative decision-making process.

We would like to express our appreciation to the Department of State Civil Service for its assistance during this review.

Respectfully submitted,



Michael J. "Mike" Waguespack, CPA
Legislative Auditor

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TRENDSINGOVT



Louisiana Legislative Auditor

Michael J. "Mike" Waguespack, CPA



Trends in Government Staffing Department of State Civil Service

October 2025

Audit Control # 40240026

Introduction

This report provides information on staffing trends in the state's executive branch of government during fiscal years 2021 through 2024, including number of employees, vacancy rates, and supervisor-to-staff ratios. Higher education staffing information is also presented in regard to overall headcount. We compiled this information in response to legislative interest and to update information presented in our January 2021 report.¹

Our staffing analysis of the state's executive branch government includes various descriptions of employment:

"Classified" vs. "Unclassified." Employees fall under two categories: classified and unclassified (*see text box at right*). The Louisiana state constitution provides for the establishment of the Department of State Civil Service (DSCS),² which serves as the central human resources agency for the state of Louisiana. Rules established by DSCS govern the employment of classified employees.

Employee headcount. Employee headcount is a term that typically refers to the total number of individuals employed within the executive branch agencies,³ as the executive branch is the only branch of government that reports comprehensive personnel information to DSCS.⁴ Total

Classified employees are those employees that fall under the governing authority of the Department of State Civil Service, and are subject to certain hiring standards and restrictions as governed by the Civil Service Rules.

Unclassified employees are not subject to the hiring and compensation standards set by State Civil Service, but serve at the pleasure of the appointing authority and may be separated without cause or due process (they are "at will" employees). Unclassified employees include but are not limited to: elected officials, gubernatorial appointees, teaching and professional staff at universities, and members of the military.

¹["Trends in Staffing, Annual Rates of Pay, and Personnel Expenditures in Executive Branch Agencies,"](#) January 2021

² Article X, Section 1(A)

³ The executive branch includes state agencies and quasi-state entities, such as boards and commissions.

⁴ For this reason, our report primarily contains staffing information related to Louisiana's executive branch agencies.

headcount includes both classified and unclassified employees employed by the state.

Full-time Equivalents (FTEs). In addition to the total number of state employees, employees can be described in terms of FTEs. An agency's FTE is the employee count adjusted to reflect the number of full-time positions. For example, a full-time employee who works 40 hours per week equals one FTE; similarly, two part-time employees who each work 20 hours per week also equal one FTE.

Table of Organization (TO). For budgetary purposes, agency staff are categorized as authorized by the legislature within an agency's table of organization (TO). Agencies also have non-authorized employees (non-TO) included in other categories that are not considered part of the agency's salary expenditures (*see text box at right*). Our analyses contain information regarding both TO and non-TO employees; therefore, the number of total employees evaluated may exceed the authorized TO for the agencies reviewed.

TO employees are employees whose positions are approved (authorized) by the legislature in an appropriation bill as part of an agency's table of organization.

Non-TO employees are not required to be authorized by the legislature and are not included in the executive budget. Non-TO employees include contract employees and certain employees funded by federal grants or other temporary funding sources.

To conduct this review, we used human resources payroll data on 25⁵ executive branch agencies and entities from the state's LaGov Enterprise Resource Plan system. All information presented in the report is based on the data agency personnel entered into this system. To present the higher education headcount, we obtained data collected by DSCS, because higher education staffing information is not included in the LaGov system. We consulted with DSCS on our methodology to ensure our analyses were valid and reasonable, and also contacted agencies related to our results for additional information. For consistency with the methodology used in our 2021 report, in most analyses, we did not include employees of agencies that do not use LaGov, including higher education, elected officials, and most boards and commissions.

The objective of this review was:

To provide information on trends in state staffing during fiscal years 2021 through 2024.

Our results are summarized beginning on page 5 and discussed in detail throughout the remainder of the report. Appendix A contains a summary of changes in agency headcount between fiscal years 2021 and 2024, Appendix B summarizes changes in higher education headcount between fiscal years 2021 and 2024,

⁵ Includes 21 executive branch agencies; however, the Department of Elderly Affairs is included under the Executive Department in keeping with prior audit methodology. Five additional entities (Office of Juvenile Justice, Executive Department, Department of Corrections, Division of Administration, and Office of the Lieutenant Governor) are listed separately for consistency with prior reports.

Appendix C contains a summary of positions eliminated through privatization between fiscal years 2001 and 2024, Appendix D contains a summary of vacancies by agency and personnel area between fiscal years 2021 and 2024, and Appendix E summarizes FTEs per 10,000 residents for Louisiana and other states.

Informational reports are intended to provide more timely information than standards-based performance audits. While these informational reports do not follow *Government Auditing Standards*, we conduct quality assurance activities to ensure the information presented is accurate. We incorporated DSCS's feedback throughout this informational report.

Objective: To provide information on trends in state staffing during fiscal years 2021 through 2024.

Overall, we found the following:

- **Between fiscal years 2021 and 2024, the total number of employees in executive branch agencies increased by 5.4%, from 35,553 to 37,465, but remains down by 0.5% from fiscal year 2013.** In contrast, higher education staffing decreased by 5.3%, from 30,823 to 29,182, between fiscal years 2021 and 2024.
- **The use of contract employees in state government increased from 322 in fiscal year 2021 to 1,328 in fiscal year 2024, an increase of 312.4%. The majority of these employees were employed by the Louisiana Department of Health. In addition, 28 state agency positions were eliminated due to privatization of government activities during fiscal years 2021 through 2024.** Agencies use contract employees for various reasons, such as to supplement agency functions or to serve in temporary roles such as disaster recovery.
- **Across all executive branch agencies, the average vacancy rate during fiscal years 2021 through 2024 was 14.7%. Statewide vacancies have decreased consistently since fiscal year 2022, when vacancies reached 16.4%, and fell to 14.0% in fiscal year 2024.** Agencies noted that vacancies occurred as a result of location closures, centralization of services, and high turnover. In addition, some positions are difficult to fill due to federal constraints over hiring and competition with the private sector.
- **The ratio of supervisors to staff in state government averaged 1 to 5.72 during fiscal years 2021 through 2024. Supervisor-to-staff ratio varies and is dependent on the nature of work performed.** Agencies noted that when highly technical nature work is performed or close supervisory oversight is needed to ensure consistent application of policies, laws, and classification systems, a smaller supervisor to staff ratio is favorable. This allows agencies to ensure focused management, appropriate oversight, and responsiveness to stakeholders.
- **According to U.S. Census Bureau data, Louisiana ranked twenty-second in the nation in terms of total full-time employees per 10,000 residents during fiscal years 2021**

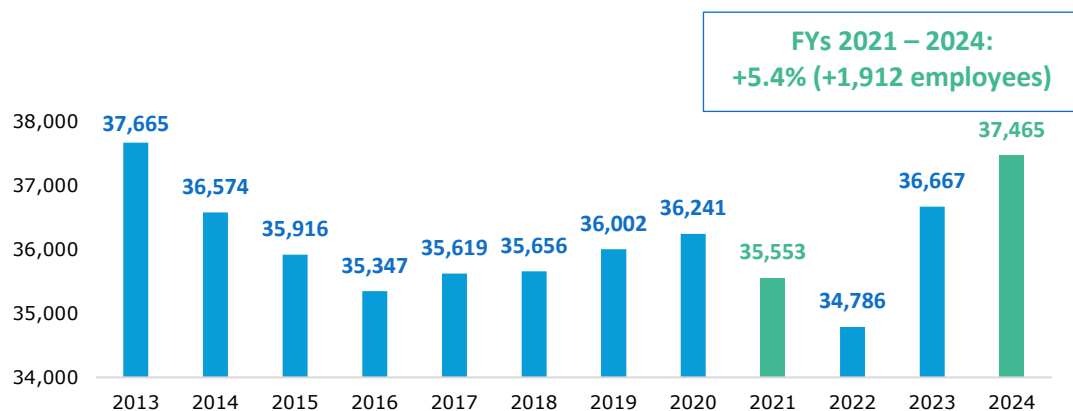
through 2024. In comparison to other Southeastern states, Louisiana ranks fourth in terms of employees per 10,000 residents.

This information is discussed in more detail in the sections below.

Between fiscal years 2021 and 2024, the total number of employees in executive branch agencies increased by 5.4%, from 35,553 to 37,465, but remains down by 0.5% from fiscal year 2013. In contrast, higher education staffing decreased by 5.3%, from 30,823 to 29,182, between fiscal years 2021 through 2024.

The overall number of state employees⁶ in executive branch agencies increased by 5.4%, from 35,553 in fiscal year 2021 to 37,465 in fiscal year 2024, and remains down from 37,665 (0.5%) in fiscal year 2013. However, there was a decrease in staffing during fiscal years 2021 and 2022 as a result of the COVID-19 public health emergency. According to DSCS, the number of vacant jobs increased and the number of job candidates decreased, which was a common trend among state governments during the two-year period. After this event, the number of state employees increased to pre-pandemic levels. Exhibit 1 summarizes the total number of executive branch employees during fiscal years 2013 through 2024, and Appendix A contains agency headcounts and percentage of change during fiscal years 2021 through 2024.

Exhibit 1
Total Number of Employees in State Government
Fiscal Years 2013 through 2024

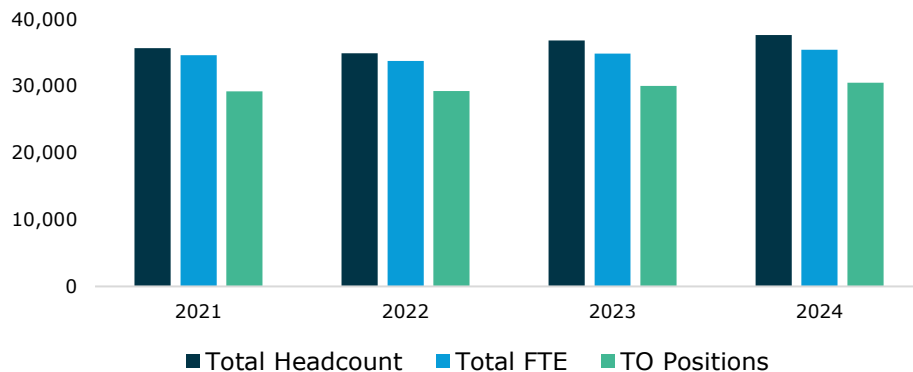


Source: Prepared by legislative auditor's staff using LaGov ZP39 data.

⁶ The headcount includes full-time and part-time employees, as well as employees in both TO and non-TO positions.

The numbers of FTEs across the state increased by 2.3%, from 34,498 in fiscal year 2021 to 35,308 in fiscal year 2024. In addition, the number of employees appropriated (TO positions)⁷ to state agencies increased by 4.6%, from 29,159 in fiscal year 2021 to 30,495 in fiscal year 2024. Exhibit 2 summarizes Louisiana's employee headcount, total number of FTE, and agency TO during fiscal years 2021 through 2024.

Exhibit 2
Comparison of State Employee
Headcount, FTE, and TO
Fiscal Years 2021 through 2024



Source: Prepared by legislative auditor's staff using data contained in LaGov ZP39 reports.

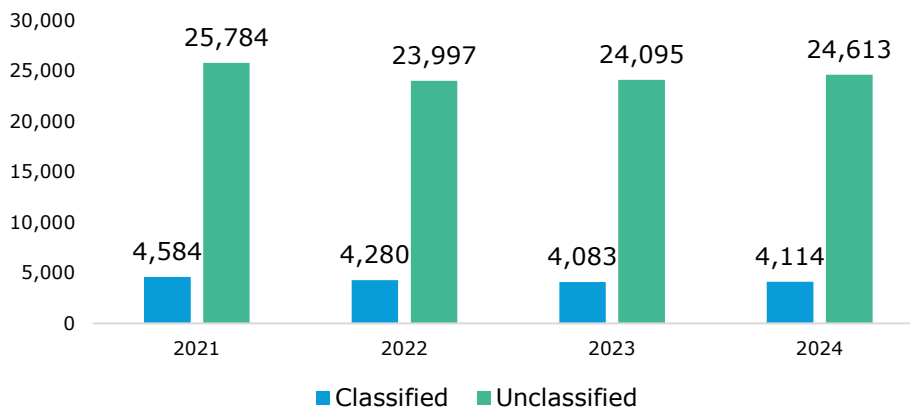
Higher education staffing decreased by 5.3%, from 30,823 to 29,182, between fiscal years 2021 and 2024.⁸ During this time, on average, 85.2% of higher education employees were unclassified. This contrasts with executive branch agencies where, on average, 87.8% of employees were classified workers. Higher education positions are non-TO, which means they do not need to be approved by the legislature through the Executive Budget. This is because state law⁹ grants higher education institutions certain operational autonomies that allow them to adjust staffing based on enrollment, business, and market needs. Exhibit 3 summarizes higher education staffing during fiscal years 2021 through 2024, and Appendix B summarizes higher education staffing by institution.

⁷ TO positions can include both full- and part-time employees, as well as classified or unclassified employees.

⁸ Our 2021 report did not include higher education staffing analyses.

⁹ Louisiana Revised Statute 17:3393

**Exhibit 3
Higher Education Staffing
Fiscal Years 2021 through 2024**



Source: Prepared by legislative auditor's staff using higher education staffing information provided by DSCS.

The use of contract employees in state government increased from 322 in fiscal year 2021 to 1,328 in fiscal year 2024, an increase of 312.4%. The majority of these employees were employed by the Louisiana Department of Health (LDH). In addition, 28 state agency positions were eliminated due to privatization of government activities during fiscal years 2021 through 2024.

Since fiscal year 2021, there has been an upward trend in the number of contract employees¹⁰ in state government, increasing by 312.4% from 322 in fiscal year 2021 to 1,328 in fiscal year 2024. Contract employees, such as individuals employed to assist with disaster recovery, are not included in staffing numbers and are exempt from State Civil Service Rules. Exhibit 4 shows the number of contract employees by agency during fiscal years 2021 through 2024.

¹⁰ Contract employees are employees that are considered "Other/Non-State Employees" in the LaGov system.

Exhibit 4 Contract Employees by Agency and Fiscal Year Fiscal Years 2021 through 2024					
Agency	2021	2022	2023	2024	% Change
Louisiana Department of Health	192	259	988	1,182	515.6%
Louisiana Department of Agriculture and Forestry	1	3	4	3	200.0%
Louisiana Economic Development	2	2	3	5	150.0%
Department of Children and Family Services	6	8	13	13	116.7%
Executive Department	39	33	40	54	38.5%
Louisiana Department of Education	9	9	11	12	33.3%
Department of Corrections	7	7	7	7	0.0%
Public Service Commission	5	5	5	5	0.0%
Louisiana Department of State	1	1	1	1	0.0%
Department of Culture, Recreation, and Tourism	0	0	1	0	0.0%
Louisiana Workforce Commission	0	0	0	1	0.0%
Department of Environmental Quality	0	0	0	0	0.0%
Louisiana Department of Veterans Affairs	0	0	0	0	0.0%
Department of Treasury	0	0	0	0	0.0%
Department of Public Safety	0	0	0	0	0.0%
Department of Wildlife and Fisheries	0	0	0	0	0.0%
Office of Juvenile Justice	0	0	0	0	0.0%
Department of Insurance	0	0	0	0	0.0%
Office of the Lieutenant Governor	0	0	0	0	0.0%
Department of State Civil Service	0	0	0	0	0.0%
Department of Revenue	0	0	0	0	0.0%
Department of Justice	0	0	0	0	0.0%
Department of Energy and Natural Resources*	0	0	0	0	0.0%
Department of Transportation and Development	31	30	28	27	-12.9%
Division of Administration	29	30	25	18	-37.9%
Total	322	387	1,126	1,328	312.4%
*Effective October 1, 2025, the agency is now the Louisiana Department of Conservation and Energy.					
Source: Prepared by legislative auditor's office using LaGov ZP39 data.					

The agency with the most significant change in the number of contract employees was LDH, which increased its use of contract employees by 515.6%, from 192 in fiscal year 2021 to 1,182 in fiscal year 2024. According to LDH, the increase is partially due to the move toward entering contract workers into LaGov and not necessarily an increase in the number of contract workers utilized. LDH further states that when factoring in that there were additional contractors not reflected in LaGov during fiscal year 2021, the true percentage increase over time is less significant. LDH uses contract employees in response to federal guidance from the Centers for Medicare and Medicaid Services, which requires state agencies to ensure all active Medicaid participants met current eligibility criteria. Contract employees assist with high-volume call center operations to address calls related to applications and renewals, and are also utilized in the Office of Public Health to augment existing staff and to ensure that program and citizen needs are met. LDH stated that the recent hiring freeze¹¹ increased reliance on contract staff due to

¹¹ Executive Order Number [JML 25-039](#), effective April 11, 2025, through June 30, 2025

uncertainty around filling classified roles, and this contract support will likely remain in place until permanent staffing capacity improves.

Since fiscal year 2021, DSCS has reviewed two contracts that resulted in the elimination of 28 classified positions. When agencies seek to privatize activities to an outside contractor, the DSCS Director must review agencies' proposed contracts to determine whether classified employees will be involuntarily displaced as a result of the contract.¹² If the proposed contract will result in the involuntary displacement of classified employees, the State Civil Service Commission will require the agency to appear at a public meeting to explain the need and rationale for the contract, economy and efficiencies to be realized through the contract, and how many classified employees will be impacted.

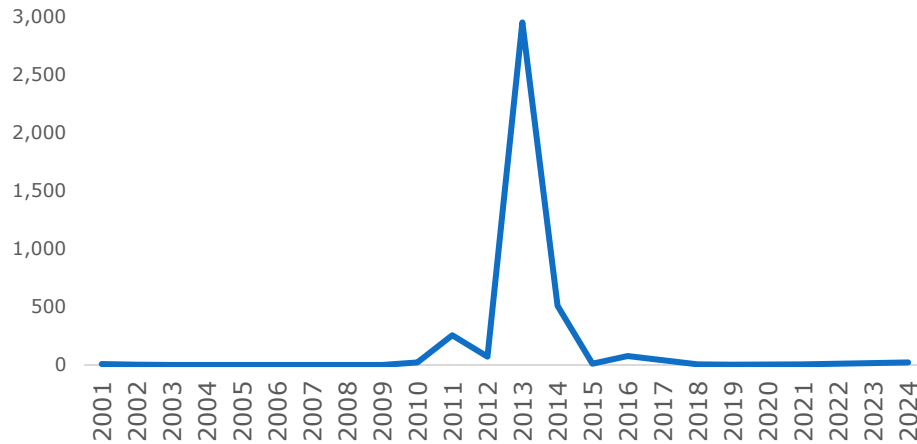
The number of privatized positions has increased from five in fiscal year 2021 to 23 (360.0%) in fiscal year 2024, for a total of 28. Exhibit 5 summarizes the agency contracts and positions eliminated during fiscal years 2021 through 2024.

Exhibit 5 Number of Positions Eliminated by Privatization Fiscal Years 2021 through 2024			
Fiscal Year	Agency	Section	No. of Positions Eliminated
2021	Kenner Housing Authority	Section 8 Program	5
2024	Department of Transportation and Development - Engineering and Operations	LA 1 Toll Facility and Geaux Pass	23
Total			28
Source: Prepared by legislative auditor's staff using data provided by DSCS.			

DSCS maintains data on the number of positions eliminated as a result of privatization beginning with fiscal year 2001. Since that time, 3,946 positions have been eliminated, with the majority occurring between 2012 and 2015 as a result of the privatization of public hospitals. Exhibit 6 provides the number of positions eliminated as a result of privatization during fiscal years 2001 through 2024, and Appendix C summarizes positions eliminated by privatization during the same time period.

¹² There are exceptions to this rule, including but not limited to, contracts with a dollar value of \$20,000 or less; higher education contracts for research and continuing education; LDH contracts for respite care, supported living, and adult day services; Department of Children and Family Services contracts for preventive counseling services provided to families at risk for child abuse or neglect; Department of Energy and Natural Resources contracts for Parish coastal wetlands restoration programs; and Department of Transportation and Development engineering services contracts.

Exhibit 6
Number of Positions Eliminated through
Privatization
Fiscal Years 2001 through 2024



Note: The spike during fiscal years 2012 and 2013 is a result of the privatization of the state's public hospital system.

Source: Prepared by legislative auditor's staff using data provided by DSCS.

Across all executive branch agencies, the average vacancy rate during fiscal years 2021 through 2024 was 14.7%. Statewide vacancies have decreased consistently since fiscal year 2022, when vacancies reached 16.4%, and fell to 14.0% in fiscal year 2024.

During fiscal years 2021 through 2024, the average state vacancy rate was 14.7% across all state agencies.¹³ Overall, vacancies have decreased consistently since fiscal year 2022, when vacancies reached 16.4%, and decreased to 14.0% in fiscal year 2024. Exhibit 7 shows changes in vacancy rates during fiscal years 2021 through 2024, and Appendix D summarizes vacancy rates by agency and personnel area during fiscal years 2021 through 2024.

¹³ Our 2021 report did not include vacancy analyses. We analyzed vacancies for this report as it was of interest to some legislators.

Exhibit 7 Vacancy Percentages by Agency and Fiscal Year Fiscal Years 2021 through 2024					
Agency*	FY 2021	FY 2022	FY 2023	FY 2024	Average
Department of Children and Family Services	31.0%	35.9%	32.7%	36.0%	34.0%
Office of Juvenile Justice	28.1%	31.8%	27.7%	11.7%	25.0%
Department of Veterans Affairs	19.5%	21.2%	23.3%	18.6%	20.6%
Public Service Commission	18.9%	18.3%	18.3%	23.4%	19.8%
Department of Corrections	17.0%	18.1%	13.5%	12.5%	15.3%
Executive Department	11.1%	13.1%	17.2%	15.9%	14.3%
Department of Revenue	12.3%	14.1%	15.0%	10.2%	12.9%
Department of Public Safety	9.9%	13.8%	13.9%	12.8%	12.6%
Division of Administration	7.0%	12.0%	13.0%	14.7%	11.7%
Louisiana Department of Education	10.0%	10.6%	16.2%	8.0%	11.2%
Louisiana Department of Health	10.4%	12.6%	10.5%	9.9%	10.9%
Louisiana Workforce Commission	11.0%	14.4%	10.0%	7.4%	10.8%
Department of Energy and Natural Resources	12.3%	10.2%	10.6%	9.4%	10.6%
Department of Wildlife and Fisheries	10.3%	8.9%	12.1%	7.3%	9.7%
Department of Culture, Recreation, and Tourism	6.1%	11.5%	10.2%	10.4%	9.6%
Department of Treasury	12.0%	4.3%	6.1%	13.0%	9.0%
Louisiana Department of Agriculture and Forestry	6.7%	7.5%	7.7%	6.5%	7.1%
Louisiana Department of State	2.7%	6.2%	12.1%	5.3%	6.6%
Louisiana Economic Development	7.9%	6.7%	5.0%	6.3%	6.5%
Department of Environmental Quality	5.1%	6.4%	5.4%	7.6%	6.2%
Department of State Civil Service	5.5%	7.3%	5.0%	4.9%	5.7%
Department of Insurance	2.5%	5.1%	6.1%	4.5%	4.6%
Department of Transportation and Development	3.1%	6.0%	5.0%	2.9%	4.3%
Office of the Lieutenant Governor	0.0%	0.0%	0.0%	0.0%	0.0%
Average	13.6%	16.4%	15.0%	14.0%	14.7%
*Department of Justice is not included in this analysis as it only employs unclassified employees and this analysis was limited to classified employees. Source: Prepared by legislative auditor's staff using LaGov ZP116 data.					

As shown in the exhibit, vacancy rates vary significantly from agency to agency. Some agencies noted that they have higher vacancy rates because certain positions are hard to fill. Examples of agencies and the reasons for their higher vacancy rates are summarized below.

- Department of Children and Family Services (DCFS)** - DCFS had an average vacancy rate of 34.0% during fiscal years 2021 through 2024. According to DCFS, the reasons for vacancies varied by department or personnel area. For example, Disability Determinations Services (DDS), which is fully funded by the federal Social Security Administration (SSA), consistently has a high vacancy rate because of federal constraints in filling positions. SSA restricts funding for hiring based on the federal budget each year so DDS cannot fill vacant positions. In another example, the agency's Child Welfare division

created positions in fiscal years 2023 and 2024 for its short-term Crisis Intervention Teams. These positions were meant to fill temporary needs and were vacant if not needed.

- **Louisiana Department of Veterans Affairs (LDVA)** – LDVA had an average vacancy rate of 20.6% during fiscal years 2021 through 2024. According to LDVA, its primary vacancies are Certified Nursing Assistants, a position that has always had high turnover due to the difficulty of the work and relatively low compensation. This issue was further compounded by staffing shortages during the COVID pandemic. LDVA also stated that it is difficult to compete with private sector employers who offer sign-on bonuses, shift bonuses, and travel work with higher pay.¹⁴
- **Office of Juvenile Justice (OJJ)** – OJJ’s vacancy rate decreased from 28.1% in fiscal year 2021 to 11.7% in fiscal year 2024. According to OJJ, the decrease in vacancies resulted from the closure of the West Feliciana campus of the Bridge City Center for Youth, which eliminated the need for staff at this location.¹⁵ However, the agency has a high number of vacancies at its New Orleans regional probation and parole office due to ongoing issues with employee recruitment and retention.

Legislators have voiced concerns in the past about whether agencies can choose to keep positions vacant in order to use funding for other purposes. While an agency may choose to shift funding from one budget category to another, approval from the Office of Planning and Budget (OPB) is required. If an agency chooses to realign their budget within the same category, such as from one salary category to another, these realignments do not require OPB approval. According to OPB, it does not typically approve moving funding out of Personal Services (Salaries, Other Compensation, and Related Benefits) unless there is sound business justification for doing so.

Another consideration in regards to employee vacancies is that vacancy analyses tend to only reflect a point in time, so vacant positions at one time may not be vacant at another. Historically, OPB’s approach has been to eliminate positions that have been vacant for a period of 12 months or longer. However, no matter how many positions are reduced, there will always be vacancies because employees will always leave service during the course of a year.

¹⁴ LDVA noted that during the COVID-19 pandemic, private hospitals and nursing homes were offering very high pay for short-term assignments to maintain staffing levels. Some staff were lost to these assignments as LDVA could not compete with the pay or type of work. According to LDVA, they are working with DSCS to help close this pay gap.

¹⁵ The closure occurred mid-fiscal year, which resulted in previously appropriated positions becoming vacant.

The ratio of supervisors to staff in state government averaged 1 to 5.72 during fiscal years 2021 through 2024. Supervisor-to-staff ratio varies and is dependent on the nature of work performed.

During fiscal years 2021 through 2024, the overall average supervisor-to-staff ratio was 1 to 5.72.¹⁶ The average ratio for the executive branch agencies ranged from a high of 1 to 8.99 for the Louisiana Workforce Commission to a low of 1 to 3.83 for the Department of Energy and Natural Resources. According to DSCS, supervisor-to-staff ratios vary within executive branch agencies because of differing diversity, complexity, volume, and scope of work within different positions employed by agencies.

Some types of positions require a lower supervisor to staff ratio, also called a narrow span of control. This is desirable when subordinate jobs are complex, less routine, and more likely to require management involvement, such as scientists or economists. In addition, a lower supervisor-to-staff ratio would be preferred when an agency is undergoing a reorganization or implementing new technology or work processes to provide employees with additional guidance and training.

In contrast, a higher supervisor-to-staff ratio with more subordinates assigned to each supervisor is favorable when subordinate jobs are simple, routine, and repetitive, and when supervisors and subordinates are experienced and knowledgeable about their jobs and all perform similar types of work. According to DSCS, agencies must determine what their optimal supervisor-to-staff ratio is for various jobs, factoring in the areas and nature of these jobs. Exhibit 8 summarizes the supervisor-to-staff ratios for executive branch agencies during fiscal years 2021 through 2024.

¹⁶ We worked with DSCS to develop a more robust methodology for computing supervisor-to-staff ratios, and, as a result, these ratios may not directly correlate with ratios presented in previous audit reports.

Exhibit 8 Supervisor-to-Staff Ratios by Agency Fiscal Years 2021 through 2021					
Agency	FY 2021	FY 2022	FY 2023	FY 2024	FYs 2021 through 2024
Department of Energy and Natural Resources	3.95	3.71	3.74	3.93	3.83
Louisiana Economic Development	4.14	3.97	4.11	4.17	4.10
Department of State Civil Service	4.42	4.01	4.07	4.08	4.13
Department of Insurance	4.24	4.24	4.02	4.11	4.15
Louisiana Department of Agriculture and Forestry	4.39	4.59	4.27	4.09	4.32
Department of Treasury	5.67	4.61	3.88	3.53	4.39
Public Service Commission	4.45	4.33	4.45	4.38	4.40
Louisiana Department of Veterans Affairs	4.48	4.69	4.62	4.62	4.60
Louisiana Department of State	4.71	4.97	4.67	4.68	4.75
Department of Corrections	4.88	4.77	4.69	4.75	4.77
Executive Department	4.97	4.93	5.30	5.00	5.05
Office of Juvenile Justice	5.29	5.29	5.15	5.53	5.32
Department of Transportation and Development	5.39	5.37	5.28	5.31	5.34
Department of Wildlife and Fisheries	5.43	5.80	5.67	5.48	5.60
Department of Public Safety	5.55	5.74	5.66	5.67	5.65
Louisiana Department of Health	5.56	5.58	5.87	5.94	5.74
Department of Justice	6.12	5.97	5.99	5.70	5.94
Louisiana Department of Education	6.62	6.46	5.84	5.48	6.08
Division of Administration	6.77	6.79	6.30	6.19	6.51
Department of Revenue	6.66	6.84	6.82	6.08	6.59
Office of the Lieutenant Governor	3.00	3.50	10.00	11.20	7.00
Department of Culture, Recreation, and Tourism	6.96	7.43	8.14	8.13	7.66
Department of Children and Family Services	7.76	7.75	7.74	7.64	7.72
Department of Environmental Quality	8.27	8.30	8.29	8.32	8.29
Louisiana Workforce Commission	9.06	9.29	8.79	8.82	8.99
Average	5.71	5.73	5.73	5.69	5.72
Source: Prepared by legislative auditor's staff using data in LaGov ZP19 reports.					

The three agencies with the lowest average supervisor-to-staff ratio and the reasons for the lower ratios are summarized below.

- Department of Energy and Natural Resources (DENR)** – DENR’s average supervisor-to-staff ratio was 3.83 during fiscal years 2021 through 2024. According to DENR, because Petroleum Scientists, whose responsibilities are complex and require expertise and supervisory oversight, represent a significant portion of its workforce, a lower number of direct reports per supervisor is essential to ensuring timely and accurate work. As a result, the current supervisor-to-staff ratio reflects the highly technical nature of the work performed at DENR.
- Louisiana Economic Development (LED)** – LED’s average supervisor-to-staff ratio was 4.10 during fiscal years 2021 through

2024. According to LED, due to the wide range of complex, specialized programs under its purview, it must distribute responsibilities across multiple units and teams to ensure focused management, appropriate oversight, and responsiveness to stakeholders.

- **Department of State Civil Service (DSCS)** – DSCS’s average supervisor-to-staff ratio was 4.13 during fiscal years 2021 through 2024. According to DSCS, because it is unable to standardize and scale tasks similar to other agencies, it maintains a narrow span of control to ensure close supervisory oversight over the merit system, to mitigate legal risks, and to ensure consistent statewide application of policies, civil service laws, classification systems, etc.

According to U.S. Census Bureau data, Louisiana ranked twenty-second in the nation in terms of total full-time employees per 10,000 residents during fiscal years 2021 through 2024.

The United States Census Bureau conducts the Annual Survey of Public Employment and Payroll (ASPEP) to measure the number of state civilian government employees¹⁷ for each calendar year. This survey includes the civilian employees of all agencies of all 50 states, including the District of Columbia. Data for this survey are collected directly from state and local government entities through self-administered surveys and electronic submissions.

The Census Bureau survey data includes governmental functions such as judicial and legal staff, police and fire protection, elementary and secondary education, waste management, and others that may not be included in Louisiana’s executive branch agencies. Because some of these functions are not counted in Louisiana’s definition of the state workforce, census figures will differ from employment counts presented previously in this report.

According to ASPEP data from 2021 through 2024,¹⁸ Louisiana had an average of 75,215 FTE each year.¹⁹ When compared to other states, Louisiana ranks twenty-second nationally, and fourth of 10 Southeastern states,²⁰ in regard to the number of state employees per 10,000 residents. Exhibit 9 shows the ratio of

¹⁷ The Census Bureau defines “employees” as state and local government employees paid for personal services performed, including such employees paid from federally-funded programs, paid elected or appointed officials, persons in a paid leave status, and persons paid on a per-meeting, annual, semiannual, or quarterly basis. Unpaid officials, pensioners, persons whose work is performed on a fee basis, and contractors and their employees are excluded from the count of employees.

¹⁸ <https://www.census.gov/programs-surveys/apes/data/datasets.html>

¹⁹ Because the Census Bureau data only contains the total number of FTEs that were reported in state employment, this information does not include whether employees are classified, unclassified, TO, non-TO, etc.

²⁰ We calculated this information using ASPEP data and 2020 Census data. We selected these states due to their proximity to Louisiana and to consider varied population sizes.

FTEs per 10,000 residents for Southeastern states, while Appendix E summarizes the statistics for all 50 states.

Exhibit 9 Population, FTE, and Ratio Per 10,000 Residents Southeastern States Fiscal Years 2021 through 2024				
State	2020 Population*	Average FTE FY 2021 - FY 2024	FTE Per 10,000 Residents	Rank
Arkansas	3,011,524	62,064	206	1
Alabama	5,024,279	95,116	189	2
Mississippi	2,961,279	52,301	177	3
Louisiana	4,657,757	75,215	161	4
South Carolina	5,118,425	82,212	161	5
North Carolina	10,439,388	142,535	137	6
Georgia	10,711,908	124,397	116	7
Tennessee	6,910,840	78,223	113	8
Texas	29,145,505	314,644	108	9
Florida**	21,538,187	178,752	83	10
*Census data is only collected every 10 years, with the last census conducted in 2020. ASPEP data is collected annually. **Florida's relatively low ratio of FTE to residents may be a result of the state's government privatization efforts. Source: Prepared by legislative auditor's staff using data obtained from the United States Census Bureau.				

APPENDIX A: EXECUTIVE BRANCH AGENCIES HEADCOUNT AND PERCENT CHANGE FISCAL YEARS 2021 THROUGH 2024

Agency	FY 2021	FY 2022	FY 2023	FY 2024	% Change FYs 2021 through 2024
Department of Energy and Natural Resources	281	295	306	343	22.1%
Office of Juvenile Justice	740	701	753	860	16.2%
Louisiana Department of Health	7,809	7,659	8,560	8,850	13.3%
Department of Culture, Recreation, and Tourism	677	673	747	753	11.2%
Louisiana Department of Veterans Affairs	768	766	754	840	9.4%
Department of Corrections	4,562	4,471	4,756	4,884	7.1%
Office of the Lieutenant Governor	18	20	20	19	5.6%
Louisiana Department of Agriculture and Forestry	594	604	611	626	5.4%
Louisiana Economic Development	104	104	107	108	3.8%
Louisiana Department of State	799	786	774	824	3.1%
Department of Children and Family Services	3,595	3,434	3,909	3,704	3.0%
Louisiana Department of Education	1,218	1,217	1,184	1,249	2.5%
Department of State Civil Service	259	255	258	263	1.5%
Department of Wildlife and Fisheries	737	745	729	748	1.5%
Department of Transportation and Development	4,162	4,027	4,089	4,209	1.1%
Department of Public Safety	2,586	2,594	2,607	2,613	1.0%
Executive Department	2,322	2,245	2,262	2,345	1.0%
Department of Revenue	701	673	671	707	0.9%
Department of Insurance	223	220	218	221	-0.9%
Division of Administration	1,102	1,046	1,088	1,087	-1.4%
Department of Treasury	67	75	70	66	-1.5%
Department of Environmental Quality	699	693	697	684	-2.1%
Public Service Commission	80	78	76	78	-2.5%
Louisiana Workforce Commission	925	891	905	883	-4.5%
Department of Justice	525	514	516	501	-4.6%
Total	35,553	34,786	36,667	37,465	5.4%

Source: Prepared by legislative auditor's staff using LaGov ZP39 data.

APPENDIX B: HIGHER EDUCATION HEADCOUNT AND PERCENT CHANGE FISCAL YEARS 2021 THROUGH 2024

Entity	Number of Employees				% Change FYs 2021 through 2024
	FY 2021	FY 2022	FY 2023	FY 2024	
Northwest Louisiana Technical Community College	184	181	215	221	20.1%
River Parishes Community College	217	239	251	258	18.9%
Louisiana State University - Alexandria	336	358	346	391	16.4%
Louisiana State University - Pennington Biomedical Research Center	393	400	433	440	12.0%
South Louisiana Community College	533	525	542	575	7.9%
Baton Rouge Community College	590	552	543	635	7.6%
University of Louisiana - Lafayette	1,893	1,911	1,956	2,019	6.7%
SOWELA Technical Community College	278	268	284	295	6.1%
Louisiana Community/Technical College Board of Supervisors	178	174	183	188	5.6%
Board of Regents	251	245	250	265	5.6%
Nunez Community College	191	189	211	201	5.2%
Louisiana Tech University	1,556	1,603	1,628	1,630	4.8%
Louisiana State University Health Sciences Center New Orleans	2,196	2,169	2,219	2,297	4.6%
Northshore Technical Community College	307	302	314	319	3.9%
Board of Supervisors - University of Louisiana System	30	29	32	31	3.3%
Southern University Board of Supervisors	36	33	34	37	2.8%
Nicholls State University	535	589	478	546	2.1%
Louisiana State University Health Sciences Center Shreveport	1,241	1,285	1,322	1,260	1.5%
Southern University A&M College	1,419	1,417	1,422	1,434	1.1%
Bossier Community College	562	545	503	561	-0.2%
Southeastern Louisiana University	1,369	1,332	1,311	1,347	-1.6%
University of Louisiana - Monroe	687	693	627	675	-1.7%
L.E. Fletcher Technical Community College	247	234	237	238	-3.6%
University of New Orleans	1,237	1,307	1,244	1,186	-4.1%
Louisiana State University - Eunice	230	225	213	220	-4.3%
McNeese State University	716	680	663	684	-4.5%
Northwestern State University	790	798	780	742	-6.1%
Grambling State University	514	490	485	478	-7.0%
Delgado Community College	1,381	1,309	1,254	1,284	-7.0%
Louisiana Delta Community College	397	373	362	357	-10.1%
Louisiana State University - Agriculture Center	1,161	961	987	1,006	-13.4%

Entity	Number of Employees				% Change FYs 2021 through 2024
	FY 2021	FY 2022	FY 2023	FY 2024	
Louisiana State University-Shreveport	607	541	505	502	-17.3%
Louisiana State University A&M College	7,069	5,426	5,585	5,699	-19.4%
Southern University New Orleans	346	345	336	266	-23.1%
Southern University -Shreveport	370	285	248	281	-24.1%
Central Louisiana Technical Community College	321	264	175	159	-50.5%
Total	30,368	28,277	28,178	28,727	-5.4%
Source: Prepared by legislative auditor's staff using data provided by DSCS.					

APPENDIX C: POSITIONS ELIMINATED THROUGH PRIVATIZATION FISCAL YEARS 2001 THROUGH 2024

Fiscal Year	Entity	Designated Function	Effective Date	Positions Eliminated
2001	Nicholls State University	Bookstore	1/1/2001	6
2001	Port of New Orleans	Security guard service	8/31/2000	3
2002	Nicholls State University	New contract with bookstore	3/15/2002	2
2010	Louisiana State Penitentiary	Pharmaceutical services	3/10/2010	7
2010	Rayburn Correctional Center	Pharmaceutical services	3/10/2010	2
2010	David Wade Correctional Center	Pharmaceutical services	3/10/2010	4
2010	Dixon Correctional Institute	Pharmaceutical services	3/10/2010	1
2010	Elayn Hunt and Louisiana Correctional Institute for Women	Pharmaceutical services	3/10/2010	3
2010	Avoyelles Correctional Center	Pharmaceutical services	3/10/2010	2
2010	C. Paul Phelps Correctional Center	Pharmaceutical services	3/10/2010	1
2010	Louisiana Department of Veterans Affairs	Pharmacy and medical services	1/22/2010	1
2011	Louisiana Department of Health/Office for Citizens with Developmental Disabilities	Acadiana Region Support and Services Center	6/12/2011	120
2011	Louisiana Department of Health/John Hainkel, Jr. Home & Rehab Center	Non-profit to run facility	5/18/2011	135
2011	Northwest Louisiana Veterans Cemetery Program	Custodial services	2/18/2011	1
2012	Louisiana Office of Student Aid Funding	Sallie Mae took over responsibilities due to funding	6/29/2012	33
2012	Louisiana Department of Health/Office of Behavioral Health/Addictive Disorders	Addictive disorder residential facilities	2/17/2012	22
2012	Louisiana Department of Health/Office of Medical Vendor Administration - Orleans Parish	Contracting with Magellan to establish Louisiana Behavior Health Partnership	2/29/2012	1
2012	Louisiana Department of Health/Office of Medical Vendor Administration - East Baton Rouge Parish	Contracting with Magellan to establish Louisiana Behavior Health Partnership	2/29/2012	3
2012	Louisiana State University A&M	Mailing services	11/11/2011	1
2012	Louisiana State University A&M	Mailing services	9/9/2011	1
2012	Louisiana Department of Health/Office of Behavioral Health - Central Regional	Laundry services	8/1/2011	10
2012	Louisiana Department of Health/Office of Behavioral Health	Laundry services	7/8/2011	1
2013	Louisiana State University - Health Care Services Division/IPH (Charity Hospital)	Hospital privatization	6/24/2013	1,690

Fiscal Year	Entity	Designated Function	Effective Date	Positions Eliminated
2013	Louisiana State University - Health Care Services Division/University Medical Center Lafayette	Hospital privatization	6/24/2013	487
2013	Louisiana State University - Health Care Services Division/W.O. Moss Medical Center	Hospital privatization	6/24/2013	220
2013	Louisiana State University - Health Care Services Division/L.J. Chabert Medical Center	Hospital privatization	6/24/2013	556
2014	Louisiana State University - Health Care Services Division/E.A. Conway	Hospital privatization	9/30/2013	510
2015	Central Louisiana Technical Community College - Winn Parish	Custodial and grounds services	10/3/2014	1
2015	Central Louisiana Technical Community College - Allen, Avoyelles, Rapides, and Vernon Parishes	Custodial and grounds services	10/3/2014	4
2015	Delta Community College - Lincoln, Morehouse, and Ouachita Parishes	Custodial and maintenance services	9/12/2014	4
2015	Delta Community College - Madison Parish	Custodial and maintenance services	9/12/2014	1
2016	Louisiana State University A&M	Pharmaceutical services	5/2/2016	3
2016	University of New Orleans	Facility and maintenance services	10/5/2015	74
2018	LSU Health Administration and Business Office	Patient billing services move to UMC	9/10/2017	5
2019	Louisiana State University A&M	Mail services	9/25/2018	3
2021	Kenner Housing Authority	Section 8 program	8/31/2020	5
2024	Department of Transportation and Development - Engineering and Operations	LA 1 toll facility and Geaux Pass	11/8/2023	23
Total Positions Eliminated				3,946
Source: Prepared by legislative auditor's staff using data provided by DSCS.				

APPENDIX D: VACANCY RATES BY AGENCY AND PERSONNEL AREA FISCAL YEARS 2021 THROUGH 2024

Agency*	Personnel Area	FY 2021		FY 2022		FY 2023		FY 2024	
		Total Positions	Percent Vacant	Total Positions	Percent Vacant	Total Positions	Percent Vacant	Total Positions	Percent Vacant
Department of Children and Family Services	Office for Children/Family Services	4,908	31.0%	5,072	35.9%	5,421	32.7%	5,533	36.0%
	Rehabilitation Services	1	100.0%	1	100.0%	1	100.0%	1	100.0%
Office of Juvenile Justice	Office of Juvenile Justice	886	28.1%	883	31.8%	914	27.7%	860	11.7%
Louisiana Department of Veterans Affairs	Department of Veterans Affairs	112	4.5%	115	6.1%	120	4.2%	121	3.3%
	Louisiana Veterans Home	121	16.5%	119	21.8%	120	20.0%	124	26.6%
	NE Louisiana Veterans Home	152	17.1%	156	14.7%	182	25.8%	186	21.5%
	NW Louisiana Veterans Home	159	25.8%	157	32.5%	156	24.4%	155	17.4%
	SE Louisiana Veterans Home	146	26.0%	148	24.3%	145	26.2%	148	18.9%
	SW Louisiana Veterans Home	178	21.9%	165	23.6%	165	33.3%	165	21.2%
Public Service Commission	Public Service Commission	74	18.9%	71	18.3%	71	18.3%	77	23.4%
Department of Corrections	Administration	260	4.6%	275	9.1%	281	6.4%	292	4.1%
	Adult Probation and Parole	800	6.0%	797	7.3%	797	8.9%	799	5.4%
	Allen Correctional Center	166	15.1%	229	23.1%	286	15.7%	286	14.3%
	David Wade Correctional Center	342	18.1%	345	16.8%	350	4.0%	357	9.5%
	Dixon Correctional Institute	480	8.3%	478	10.7%	479	6.1%	480	2.9%
	Elayn Hunt Correctional Center	652	32.7%	653	36.1%	651	24.7%	652	22.9%
	Louisiana Correctional Institute for Women	267	12.7%	273	13.9%	272	11.4%	283	11.7%
	Louisiana State Penitentiary	1,502	23.8%	1,370	23.0%	1,351	21.4%	1,339	20.3%
	Prison Enterprises	73	20.5%	73	12.3%	72	18.1%	73	16.4%
	Rayburn Correctional Center	304	13.5%	305	13.8%	307	4.2%	326	5.2%
	Raymond Laborde Correctional Center	341	9.4%	339	13.6%	343	5.5%	367	8.7%
Executive Department	Coastal Protection and Restoration Authority	180	6.7%	180	9.4%	184	12.5%	185	14.1%
	Department of Military Affairs	1	0.0%	1	0.0%	1	0.0%	0	0.0%

Agency*	Personnel Area	FY 2021		FY 2022		FY 2023		FY 2024	
		Total Positions	Percent Vacant	Total Positions	Percent Vacant	Total Positions	Percent Vacant	Total Positions	Percent Vacant
	Division of Administration	438	10.3%	420	15.2%	431	22.5%	446	20.6%
	Louisiana Commission on Law Enforcement and Administration	43	2.3%	39	2.6%	41	2.4%	43	2.3%
	Louisiana State Racing Commission	14	0.0%	14	0.0%	17	0.0%	17	0.0%
	Louisiana Tax Commission	31	12.9%	29	3.4%	30	6.7%	31	3.2%
	Mental Health Advocacy Services	48	16.7%	50	16.0%	52	23.1%	53	20.8%
	Office of the State Public Defender	11	9.1%	10	20.0%	11	27.3%	11	27.3%
	Office of Elderly Affairs	68	2.9%	66	3.0%	63	3.2%	70	4.3%
	Office of Financial Institutions	108	28.7%	101	23.8%	94	21.3%	101	14.9%
	Office of Inspector General	14	14.3%	14	14.3%	14	7.1%	14	14.3%
Department of Revenue	Office of Revenue	710	12.3%	707	14.1%	707	15.0%	709	10.2%
Department of Public Safety	Louisiana Gaming Control Board	1	100.0%	1	0.0%	1	0.0%	1	0.0%
	Louisiana Highway Safety Commission	14	7.1%	15	13.3%	14	21.4%	14	35.7%
	Liquefied Petroleum Gas Commission	11	9.1%	11	27.3%	11	18.2%	11	18.2%
	Office of the State Fire Marshal	167	12.6%	165	12.1%	182	17.6%	185	16.2%
	Office of Management and Finance	107	2.8%	110	7.3%	109	7.3%	111	4.5%
	Office of Motor Vehicles	525	2.9%	558	11.1%	560	8.0%	560	14.1%
	Office of State Police	1,808	12.1%	1,787	15.2%	1,778	15.7%	1,772	12.4%
Division of Administration	Administrative Services	1	100.0%	1	100.0%	1	100.0%	1	100.0%
	Federal Property Assistance	9	33.3%	9	44.4%	10	40.0%	10	50.0%
	Louisiana Property Assistance Agency	45	13.3%	44	27.3%	44	22.7%	44	27.3%
	Office of Telecommunication Management	1	100.0%	0	0.0%	0	0.0%	0	0.0%
	Office of Aircraft Services	5	40.0%	5	40.0%	5	40.0%	6	33.3%
	Office of Group Benefits	47	14.9%	59	23.7%	62	29.0%	64	26.6%
	Office of Risk Management	43	9.3%	47	23.4%	45	15.6%	47	10.6%
	Office of State Procurement	106	15.1%	98	9.2%	96	10.4%	98	13.3%
	Office of Technology Services	848	4.4%	851	9.5%	904	11.1%	924	13.0%

Agency*	Personnel Area	FY 2021		FY 2022		FY 2023		FY 2024	
		Total Positions	Percent Vacant	Total Positions	Percent Vacant	Total Positions	Percent Vacant	Total Positions	Percent Vacant
Louisiana Department of Education	Office of State Activities	465	7.5%	485	10.1%	497	17.1%	499	6.8%
	Special School District	116	12.1%	115	12.2%	117	13.7%	116	13.8%
	Board of Elementary and Secondary Education	1	100.0%	0	0.0%	0	0.0%	0	0.0%
	JDL Louisiana School for Math, Science, and the Arts	11	0.0%	11	0.0%	11	0.0%	11	0.0%
	Louisiana Educational TV Authority	52	25.0%	50	14.0%	51	19.6%	51	9.8%
	New Orleans Center for Creative Arts	6	33.3%	6	16.7%	6	0.0%	6	0.0%
	Thrive Academy	2	0.0%	2	0.0%	2	0.0%	2	0.0%
Louisiana Department of Health	Acadiana Area Human Services District	113	4.4%	113	9.7%	113	4.4%	118	5.9%
	Office of Aging and Adult Services	418	11.5%	422	15.9%	419	12.2%	430	5.8%
	Capital Area Human Services District	213	15.5%	215	10.2%	210	14.3%	207	13.5%
	Central Louisiana Human Services District	88	4.5%	87	4.6%	91	5.5%	87	5.7%
	Developmental Disabilities Council	6	16.7%	6	33.3%	6	16.7%	6	16.7%
	Florida Parishes Human Services Authority	175	5.1%	174	8.6%	177	10.7%	178	7.9%
	Imperial Calcasieu Human Services Authority	74	5.4%	80	5.0%	85	3.5%	81	7.4%
	Jefferson Parish Human Services Authority	152	17.1%	143	11.2%	146	19.9%	143	23.1%
	Louisiana Emergency Response Network	7	0.0%	8	12.5%	9	0.0%	9	0.0%
	Medical Vendor Administration	1,060	14.2%	1,035	11.4%	1,057	5.2%	1,086	6.2%
	Northeast Delta Human Services Authority	104	8.7%	103	9.7%	99	6.1%	94	4.3%
	Northwest Louisiana Human Services District	86	7.0%	84	3.6%	85	8.2%	87	10.3%
	Office for Citizens with Developmental Disabilities	1,674	8.2%	1,683	10.9%	1,678	8.7%	1,692	9.2%
	Office of Behavioral Health	1,736	15.6%	1,698	21.5%	1,714	18.6%	1,743	15.6%
	Office of the Surgeon General	0	0.0%	0	0.0%	0	0.0%	3	66.7%

Agency*	Personnel Area	FY 2021		FY 2022		FY 2023		FY 2024	
		Total Positions	Percent Vacant	Total Positions	Percent Vacant	Total Positions	Percent Vacant	Total Positions	Percent Vacant
	Office on Women's and Community Health	0	0.0%	0	0.0%	3	33.3%	5	60.0%
	Office of Public Health	1,278	5.0%	1,294	7.4%	1,315	7.9%	1,314	7.8%
	Office of the Secretary	409	6.8%	426	10.8%	447	6.5%	442	9.0%
	South Central Louisiana Human Services Authority	137	5.1%	137	5.1%	140	8.6%	136	5.1%
Louisiana Workforce Commission	Workforce Support/Training	934	11.0%	929	14.4%	898	10.0%	860	7.4%
Department of Energy and Natural Resources	Office of Coastal Management	43	9.3%	43	4.7%	0	0.0%	0	0.0%
	Office of Mineral Resources	57	19.3%	55	14.5%	0	0.0%	0	0.0%
	Office of Conservation	170	9.4%	175	9.7%	178	6.2%	182	5.5%
	Office of the Secretary	30	20.0%	30	13.3%	132	16.7%	159	13.8%
Department of Wildlife and Fisheries	Office of Management and Finance	44	11.4%	43	2.3%	46	17.4%	48	10.4%
	Office of the Secretary	276	9.8%	281	12.5%	280	12.1%	273	5.5%
	Office of Wildlife	235	11.9%	230	4.3%	235	11.1%	233	7.3%
	Office of Fisheries	239	9.2%	233	10.3%	234	12.0%	228	8.8%
Department of Culture, Recreation, and Tourism	Office of Cultural Development	30	0.0%	33	9.1%	34	8.8%	35	5.7%
	Office of State Museum	65	7.7%	69	10.1%	71	5.6%	80	5.0%
	Office of the Secretary	40	10.0%	42	14.3%	46	15.2%	46	13.0%
	Office of the State Library	48	10.4%	48	12.5%	47	6.4%	47	6.4%
	Office of Tourism	73	8.2%	72	12.5%	76	15.8%	74	10.8%
	Office of State Parks	286	4.5%	286	11.2%	303	9.9%	307	12.4%
Department of Treasury	Department of Treasury	50	12.0%	46	4.3%	49	6.1%	54	13.0%
Louisiana Department of Agriculture and Forestry	Department of Agriculture and Forestry	563	6.7%	572	7.5%	574	7.7%	584	6.5%
Louisiana Department of State	Secretary of State	368	2.7%	385	6.2%	398	12.1%	418	5.3%
Louisiana Economic Development	Office of Business Development	41	12.2%	38	7.9%	38	2.6%	41	7.3%
	Office of the Secretary	22	0.0%	22	4.5%	22	9.1%	22	4.5%

Agency*	Personnel Area	FY 2021		FY 2022		FY 2023		FY 2024	
		Total Positions	Percent Vacant	Total Positions	Percent Vacant	Total Positions	Percent Vacant	Total Positions	Percent Vacant
Department of Environmental Quality	Department of Environmental Quality	701	5.1%	699	6.4%	701	5.4%	706	7.6%
Department of State Civil Service	Division of Administrative Law	57	8.8%	57	14.0%	57	10.5%	59	8.5%
	Ethics Administration	40	5.0%	40	7.5%	41	4.9%	41	2.4%
	Municipal Fire Police	20	0.0%	20	0.0%	20	0.0%	20	15.0%
	State Civil Service	103	4.9%	103	4.9%	102	2.9%	103	1.9%
Department of Insurance	Commissioner of Insurance	197	2.5%	197	5.1%	196	6.1%	198	4.5%
Department of Transportation and Development	Administration	191	5.2%	191	7.9%	189	6.3%	187	8.6%
	Engineering and Operations	4,036	3.0%	4,023	5.9%	4,049	5.0%	4,068	2.7%
Office of the Lieutenant Governor	Office of the Lieutenant Governor	4	0.0%	3	0.0%	0	0.0%	0	0.0%
*Department of Justice is not included in this analysis, as it only employees unclassified employees; this analysis was limited to classified employees. Source: Prepared by legislative auditor's staff using LaGov ZP116 data.									

APPENDIX E: FULL TIME EQUIVALENTS PER 10,000 RESIDENTS FISCAL YEAR 2024

State	2020 State Population*	Average Full-Time Equivalent Employment FY21 - FY24	Number of FTEs per 10,000 Residents	Rank
Hawaii	1,455,271	55,684	383	1
Alaska	733,391	24,085	328	2
Delaware	989,948	25,778	260	3
North Dakota	779,094	18,514	238	4
New Mexico	2,117,522	46,045	217	5
Wyoming	576,851	12,433	216	6
West Virginia	1,793,716	38,522	215	7
Vermont	643,077	13,587	211	8
Utah	3,271,616	68,071	208	9
Arkansas	3,011,524	62,064	206	10
Kansas	2,937,880	56,438	192	11
Montana	1,084,225	20,633	190	12
Alabama	5,024,279	95,116	189	13
Oregon	4,237,256	79,338	187	14
Rhode Island	1,097,379	20,375	186	15
Nebraska	1,961,504	36,252	185	16
Washington	7,705,281	137,079	178	17
Mississippi	2,961,279	52,301	177	18
Kentucky	4,505,836	78,639	175	19
Colorado	5,773,714	96,610	167	20
Maryland	6,177,224	100,153	162	21
Louisiana	4,657,757	75,215	161	22
South Carolina	5,118,425	82,212	161	23
South Dakota	886,667	14,114	159	24
Oklahoma	3,959,353	62,900	159	25
Iowa	3,190,369	50,487	158	26
Connecticut	3,605,944	56,749	157	27
Maine	1,362,359	20,738	152	28
Virginia	8,631,393	130,357	151	29
Massachusetts	7,029,917	104,473	149	30
Michigan	10,077,331	146,436	145	31
Minnesota	5,706,494	81,980	144	32
New Jersey	9,288,994	129,774	140	33
North Carolina	10,439,388	142,535	137	34

State	2020 State Population*	Average Full-Time Equivalent Employment FY21 - FY24	Number of FTEs per 10,000 Residents	Rank
Idaho	1,839,106	24,986	136	35
New Hampshire	1,377,529	18,121	132	36
Missouri	6,154,913	80,583	131	37
Indiana	6,785,528	88,629	131	38
New York	20,201,249	241,425	120	39
Ohio	11,799,448	139,636	118	40
California	39,538,223	465,125	118	41
Wisconsin	5,893,718	69,132	117	42
Georgia	10,711,908	124,397	116	43
Pennsylvania	13,002,700	150,305	116	44
Tennessee	6,910,840	78,223	113	45
Texas	29,145,505	314,644	108	46
Arizona	7,151,502	76,584	107	47
Illinois	12,812,508	123,998	97	48
Nevada	3,104,614	29,149	94	49
Florida	21,538,187	178,752	83	50
*Census data is only collected every 10 years, with the last census conducted in 2020. Source: Prepared by legislative auditor's staff using data obtained from the United States Census Bureau (Annual Survey of Public Employment and Payroll data, and 2020 population data).				