

Department of Environmental Quality					
2004 Cost of Employee Turnover					
<u>Position</u>	<u>Annual Salary</u>	<u>Hard Cost</u>	<u>Soft Cost</u>	<u>Total Cost</u>	<u>Ratio Cost to Salary</u>
Accounting Manager	\$40,830	\$6,181	\$37,235	\$43,416	1.06
Attorney	\$36,774	\$6,000	\$582	\$6,582	0.18
GIS Coordinator	\$32,053	\$1,252	\$0	\$1,252	0.04
Systems Analyst	\$32,053	\$564	\$609	\$1,173	0.04
Administrative Support	\$18,782	\$380	\$0	\$380	0.02
Senior Energy Engineer	\$43,784	\$1,852	\$18,680	\$20,532	0.47
Administrative Support	\$18,782	\$790	\$685	\$1,475	0.08
Water Quality Specialist	\$34,403	\$7,051	\$0	\$7,051	0.20
Air Quality Specialist	\$34,403	\$1,818	\$1,481	\$3,299	0.10
Water Monitoring Field Asst.	\$22,241	\$2,131	\$0	\$2,131	0.10
Project Manager	\$40,851	\$828	\$900	\$1,728	0.04
Air Quality Specialist	\$34,403	\$2,623	\$1,448	\$4,071	0.12
Water Quality Specialist	\$41,288	\$8,981	\$18,280	\$27,261	0.66
Environ. Engineering Manager	\$40,435	\$3,539	\$3,107	\$6,646	0.16
Water Quality Specialist	\$34,403	\$9,910	\$0	\$9,910	0.29
Environmental Program Mgr.	\$40,435	\$2,141	\$0	\$2,141	0.05
Accounting Technician	\$22,984	\$947	\$0	\$947	0.04
	\$568,904	\$56,988	\$83,007	\$139,995	0.25
Average of 17 positions	\$33,465	\$3,352	\$4,883	\$8,235	0.25
Extrapolate					
2004 Turnover of 33 employees	\$1,104,343	\$110,624	\$161,132	\$271,756	0.25