

Department of Environmental Quality					
2004 Cost of Employee Turnover					
<u>Training</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	\$1,223.76	\$1,880.00	\$3,103.76	0.08
Attorney	\$36,774	\$2,531.00	\$0.00	\$2,531.00	0.07
GIS Coordinator	\$32,053	\$0.00	\$0.00	\$0.00	0.00
Systems Analyst	\$32,053	\$0.00	\$0.00	\$0.00	0.00
Administrative Support	\$18,782	\$0.00	\$0.00	\$0.00	0.00
Senior Energy Engineer	\$43,784	\$0.00	\$3,300.00	\$3,300.00	0.08
Administrative Support	\$18,782	\$460.60	\$208.00	\$668.60	0.04
Water Quality Specialist	\$34,403	\$1,680.00	\$0.00	\$1,680.00	0.05
Air Quality Specialist	\$34,403	\$800.00	\$800.00	\$1,600.00	0.05
Water Monitoring Field Asst.	\$22,241	\$91.30	\$0.00	\$91.30	0.00
Project Manager	\$40,851	\$118.92	\$200.00	\$318.92	0.01
Air Quality Specialist	\$34,403	\$800.00	\$800.00	\$1,600.00	0.05
Water Quality Specialist	\$41,288	\$5,879.00	\$0.00	\$5,879.00	0.14
Environ. Engineering Manager	\$40,435	\$2,168.72	\$460.00	\$2,628.72	0.07
Water Quality Specialist	\$34,403	\$7,108.40	\$0.00	\$7,108.40	0.21
Environmental Program Mgr.	\$40,435	\$0.00	\$0.00	\$0.00	0.00
Accounting Technician	\$22,984	\$0.00	\$0.00	\$0.00	0.00
				\$0.00	
	\$568,904	\$22,861.70	\$7,648.00	\$30,509.70	0.05
Average of 17 positions	\$33,465	\$1,345	\$450	\$1,795	0.05
Extrapolate					
2004 Turnover of 33 employees	\$1,104,343	\$44,379	\$14,846	\$59,225	0.05