

**Department of Revenue**  
**SB 21-205**  
**Request for Information Report 2021-22 Statement**

**RFI #1 All Departments** -- Based on the Department's most recent available record, what is the FTE vacancy and turnover rate: (1) by department; (2) by division; (3) by program for programs with at least 20 FTE; and (4) by occupational class for classes that are located within a larger occupational group containing at least 20 FTE. To what does the Department attribute this turnover/vacancy experience? Do the statewide compensation policies or practices administered by the Department of Personnel help or hinder the department in addressing vacancy or turnover issues?

For fiscal year (FY) 2020-21, DOR had a point-in-time vacancy rate of 7% as of June 30, 2021 when compared to the total appropriated FTE of 1600.3. See Table 1 for detail by division.

Also for FY 2020-21, the Department had 1,505 active employees and 215 separations for a total 14% turnover rate. Division, program, and occupational class data with at least 20 FTE is not available at this time, but will be provided as soon as it is available.

The Department was not immune from the high turnover rates experienced across the country during the COVID-19 pandemic. The following were the top reasons provided by departing staff for their separations (See Table 2):

- Accepted New Job Outside State System
- Full Service Retirement
- Personal Reasons

The following are those classifications with the highest turnover during FY 2020-21 (See Table 3):

- Administrative Assistant II (32 Separations)
- Tax Examiner I (25 Separations)
- Technician II (24 Separations)
- Administrative Assistant III (16 Separations)
- Criminal Investigator I (12 Separations)

The Divisions in DOR with the highest turnover for FY 2020-21:

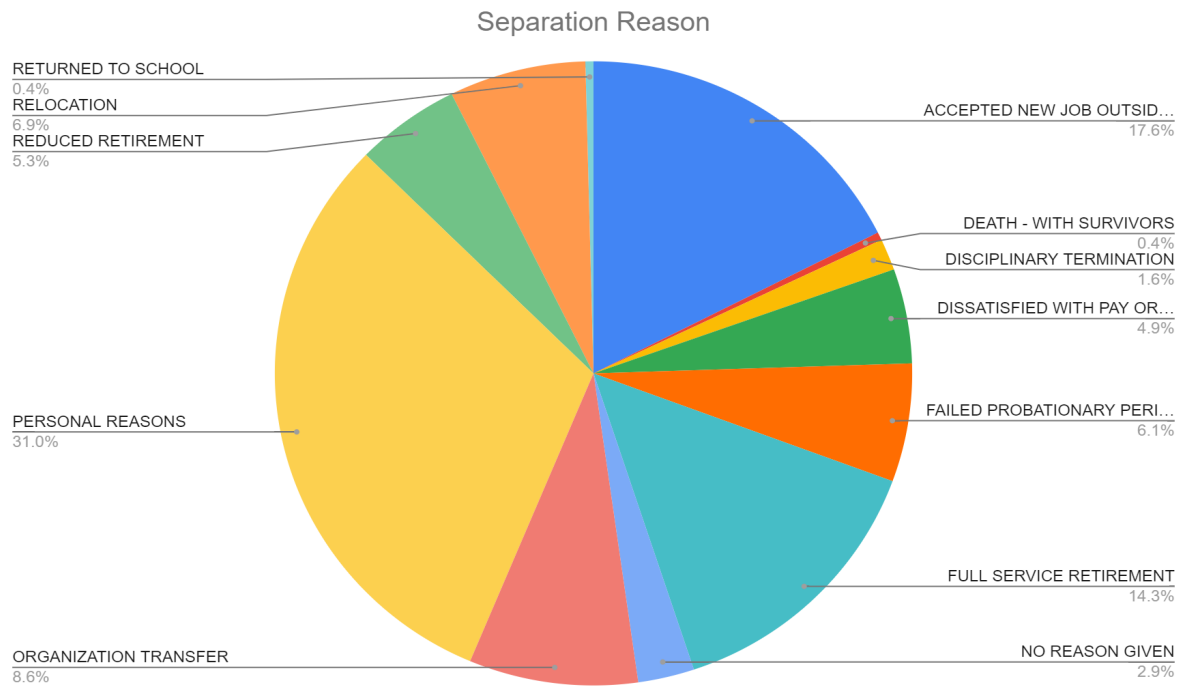
- Taxation (105 separations)
  - Tax Examiners
- Motor Vehicle (69 separations)
  - Technician's and Administrative Assistants

DOR has experienced salary compression issues due to employees not moving through the pay ranges. In addition, there is a need to review individual job classifications within occupational groups to reset salary ranges that are misaligned with the market. Including these recommendations with statewide compensation decisions are expected to help state agencies remain competitive in attracting talent and reducing turnover.

DOR FY 2020-21 Vacancy Rate Summary as of June 30, 2021

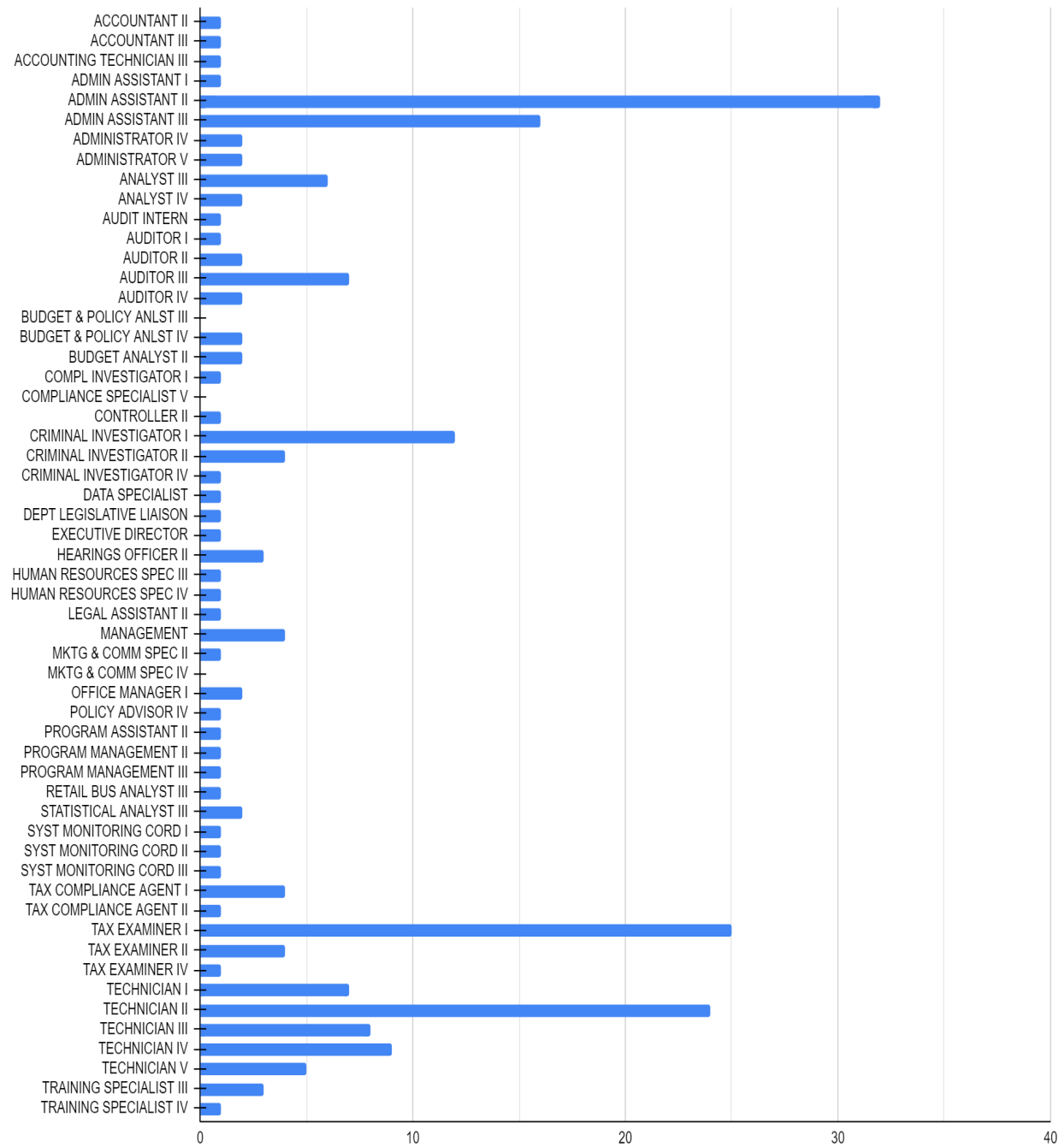
Division	FY 2020-21	
	FTE	Vacancy Rate
<b>Executive Director's Office</b>		
(A) Administration and Support	139.3	9%
(B) Hearings Division	33.5	9%
<b>Executive Director's Office Subtotal</b>	<b>172.8</b>	<b>9%</b>
<b>Taxation Business Group</b>		
(A) Administration	5.0	20%
(B) Taxation and Compliance	236.4	11%
(C) Taxpayer Service Division	156.3	-6%
(D) Tax Conferee	13.6	4%
<b>Taxation Business Group Subtotal</b>	<b>411.3</b>	<b>4%</b>
<b>Division of Motor Vehicles</b>		
(A) Administration	49.9	8%
(B) Driver Services	445.6	-2%
(C) Vehicle Services	63.9	-14%
<b>Division of Motor Vehicles Subtotal</b>	<b>559.4</b>	<b>-2%</b>
<b>Specialized Business Group</b>		
(A) Administration	11.0	36%
(B) Limited Gaming Division	110.5	18%
(C) Liquor and Tobacco Enforcement	49.9	50%
(D) Division of Racing Events	7.7	6%
(E) Auto Industry Division	32.3	13%
(F) Marijuana Enforcement	143.3	15%
<b>Specialized Business Group Subtotal</b>	<b>354.7</b>	<b>21%</b>
<b>State Lottery Division</b>		
<b>State Lottery Division Subtotal</b>	<b>102.1</b>	<b>7%</b>
<b>Department Total</b>	<b>1,600.3</b>	<b>7%</b>

Table 1



**Table 2**

## Separations by Classification



**Table 3**