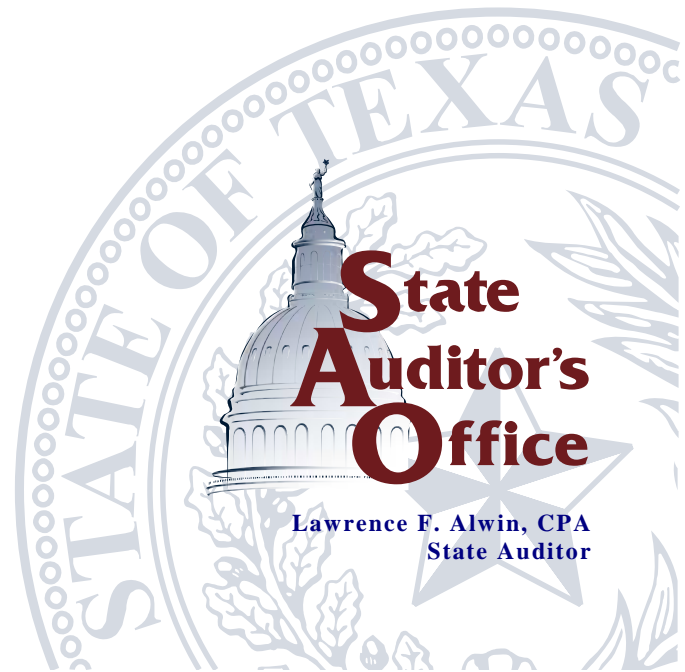


An Annual Report on

Full-Time Classified State Employee Turnover for Fiscal Year 2001

December 2001

Report No. 02-701



**State
Auditor's
Office**

Lawrence F. Alwin, CPA
State Auditor

Key Points of Report

An Annual Report on Full-Time Classified State Employee Turnover for Fiscal Year 2001

December 2001

Overall Conclusion

The statewide turnover rate for fiscal year 2001 was 17.6 percent, down slightly from last year's rate of 18.9 percent. This rate continues to be higher than rates around the country. The average turnover rate for state governments nationwide was 12 percent; selected local governments averaged 13 percent; the national private sector rate was 15 percent. A conservative estimate of the State's cost for turnover in fiscal year 2001 was \$254 million. The State realized a small decrease in turnover this year. It is possible turnover may decrease again next year due to economic factors and world events. However, in her "Report on the American Workforce," Secretary of Labor Elaine L. Chao points us to three issues that will affect our nation in this century:

- "The skills gap. Our economy is making an unprecedented transition into high-skilled, information-based industries. This has created a gap between the jobs that are being created and the current skills of many workers."
- "Our demographic destiny. In just a few decades, we will have a growing class of retirees and a shrinking workforce. In addition, there will be an increasingly diverse group of Americans entering the workforce, bringing with them the need for truly new ways of organizing and managing work."
- "The future of the American Workplace. Workers are leaving employers more often. The average 34-year-old has already worked for nine different companies in his or her brief career."

The State of Texas will surely face these same issues.

Texas also experienced the largest percentage of turnover with state employees who were under 40 years old or had less than two years of agency service. Combining these two turnover trends with Secretary Chao's issues paints a picture of a changing workforce where long-term forecasts need to be observed over any short-term dips in turnover.

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Overview

The statewide turnover rate for full-time classified employees for fiscal year 2001 was 17.6 percent, based on an annual average of 142,169 employees and 25,007 voluntary and involuntary terminations. The majority of terminations were voluntary (80 percent), and the majority of voluntary terminations reported were “for personal reasons not related to the job” (41 percent).

This year’s slight dip in turnover, plus recent economic and world events, has the potential to lull the State into a false sense of security in terms of employee turnover. The current high loss rates of employees under 40 years old and those with less than two years of agency service, along with the pending retirement of the baby boom generation, may create a serious shortage of qualified workers.

The preponderance of turnover in fiscal year 2001 was in employees under 40 years old and those who had less than two years of agency service. Employees with less than two years of agency service made up 21 percent of the employee population; however, they accounted for 52 percent of turnover. Forty-three percent of state employees were under 40 years old; however, they accounted for 60 percent of turnover.

In addition to the groups mentioned above, we anticipate a steady rate of turnover among the State’s most experienced workers when the aging workforce is considered. Predictions indicate retirement eligibility will continue to increase over the next four years.

Turnover for males, females, and various racial groups was generally proportionate to their representation in the state workforce. Regional turnover was highest in the North Central, Central Gulf Coast, and Upper Gulf Coast regions. All reported more than 20 percent turnover. There were 13 agencies with turnover of more than 30 percent (excluding agencies with less than 20 employees). The Education, Custodial and Domestic, Social Services, Medical and Health, Legal, and Criminal Justice occupations all reported more than 20 percent turnover. And predictably, lower pay groups had higher turnover rates.

77th Legislature Approved Pay Increases

Although data indicates adverse trends in salaries, it should be noted that the 77th Legislature authorized a pay increase for state employees and targeted pay adjustments to address occupational areas with the highest turnover rates. These increases went into effect September 1, 2001, so we cannot yet determine their effect on employee turnover.

Admittedly, not all employee turnover is bad. Turnover can create positive outcomes for employers when they shed poor-performing employees and replace them with talented new workers. However, when employers begin losing highly experienced employees, as in the case of retirement, turnover may begin to affect an organization’s business operations.

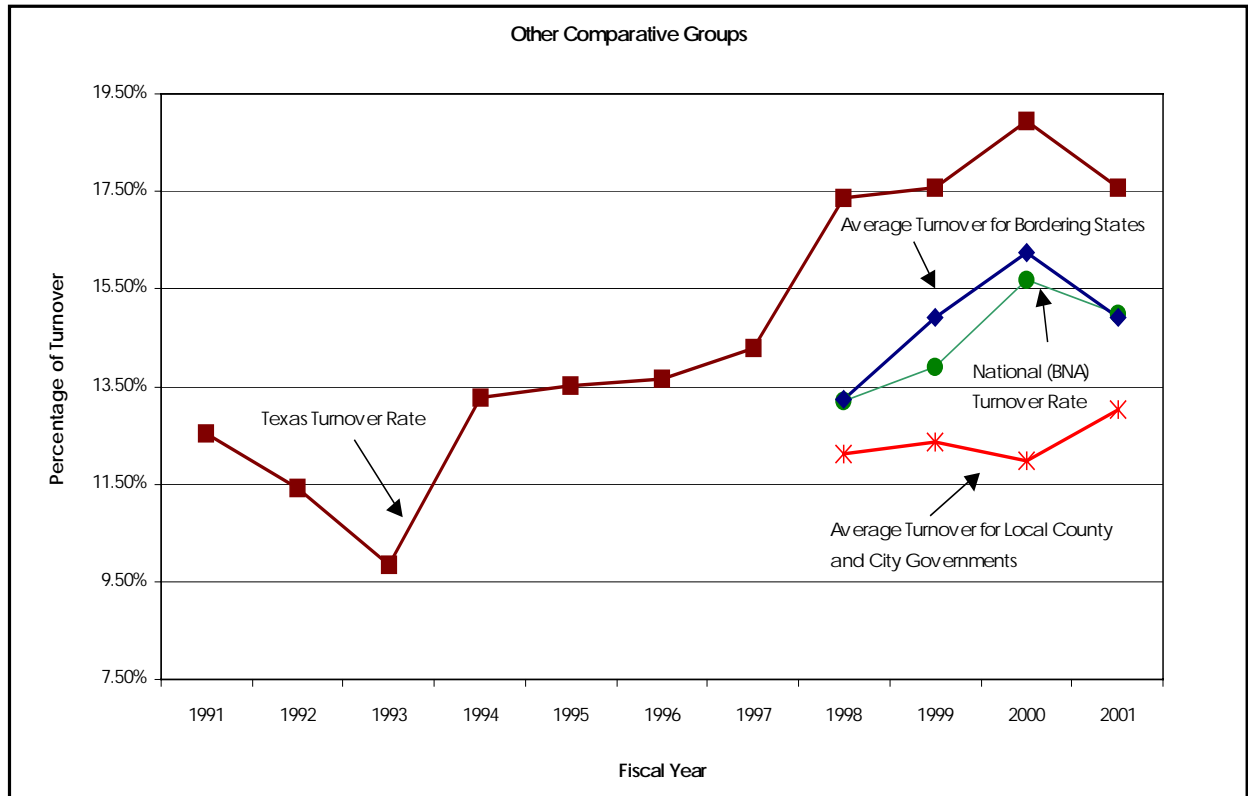
Section 1:

The State's Turnover Rate Was Higher Than That of Other Governments and the Private Sector

In fiscal year 2001, the State's turnover rate was higher than the national average for state¹ governments and selected local governments (12 and 13 percent respectively). The State's turnover rate was also higher than the average for the national private sector, which was 15 percent.

This is the first time since 1993 the State experienced a decrease in employee turnover. Since fiscal year 1991 the turnover rate increased more than 1.5 times (see Figure 1). For the past several years, the State's turnover trend generally mirrored those of the national private sector,² bordering states, and local city and county governments, but at consistently higher rates.³

Figure 1
The State's turnover increased 1.5 times between fiscal years 1991 and 2001 and was higher than that of comparative groups.



Source: Comptroller of Public Accounts, Human Resource Information System, Bureau of National Affairs, and the State Auditor's Classification Office

¹ "Total Compensation," *International Personnel Management Association/National Association of State Personnel Executives 2000/2001 Benchmarking Survey*, AVUE Technologies.

² The Bureau of National Affairs turnover rate for 2001 consists of data from the third and fourth quarters of fiscal year 2000 and the first and second quarters of fiscal year 2001.

³ The average turnover rate for bordering states and local municipal governments consists of data from varying survey participants and is not completely consistent from year to year.

Section 2:

Employee Turnover Cost the State Approximately \$254 Million in Fiscal Year 2001

Using the U.S. Department of Labor's estimate of turnover costs (one-third of an employee's annual salary) would mean the State spent approximately \$254 million in fiscal year 2001 on employee turnover. This is a very conservative estimate. Hewitt Associates, a management consulting firm, estimates that replacing an employee costs 1 to 1.5 times that worker's annual salary. This would equate to a cost of more than \$1.1 billion to the State.

Included in the quantifiable costs of turnover are training and orientation, recruitment, selection, lower productivity during the time the position is vacant and during the time the employee is learning the job, and administrative costs related to terminating the employee. Indirect costs include increases in unemployment insurance rates and employee welfare expenses. Not included in quantifiable costs, but equally important, are intangible costs. Examples include the uncompensated increased workloads of employees due to vacancies, declining employee morale, and the stress and tension that turnover can sometimes cause.

Section 3:

Significant Employee Turnover Areas

An analysis of employee turnover identified several key indices which characterized the State's turnover in fiscal year 2001. These indices were length of agency service, age, and retirement eligibility.

Section 3-A:

Employees With Less Than Two Years of Agency Service

The highest rate of voluntary terminations occurred with employees who were employed by their agency less than two years. These employees made up 21 percent of the employee population; however, they accounted for 52 percent of turnover (see Figure 2 on page 4). This data underscores the influence of workplace culture in an employee's decision to leave an organization. Employees who are not oriented to their organization, who perceive a lack of communication, or who do not receive coaching and feedback for career growth will often leave that employer within the first year of employment. Data indicates the high turnover rate among employees with less than two years of agency service has been a problem for at least the past two years.

New employees appreciate efficiently run organizations with programs designed to quickly orient and train new arrivals and maximize communications. Survey data indicates cultural considerations that concern employees most are the availability of growth opportunities, meaningful work, work-life balance, and open communications.⁴

⁴ Roger D. Sommer, "Retaining Intellectual Capital in the 21st Century," *Society for Human Resource Management*, June 2000, <[http:// www.shrm.org/whitepapers/documents/default.asp?>](http://www.shrm.org/whitepapers/documents/default.asp?>) (October 19, 2001).

Figure 2
 Texas experienced the largest percentage of turnover with state employees who had less than two years of agency service.

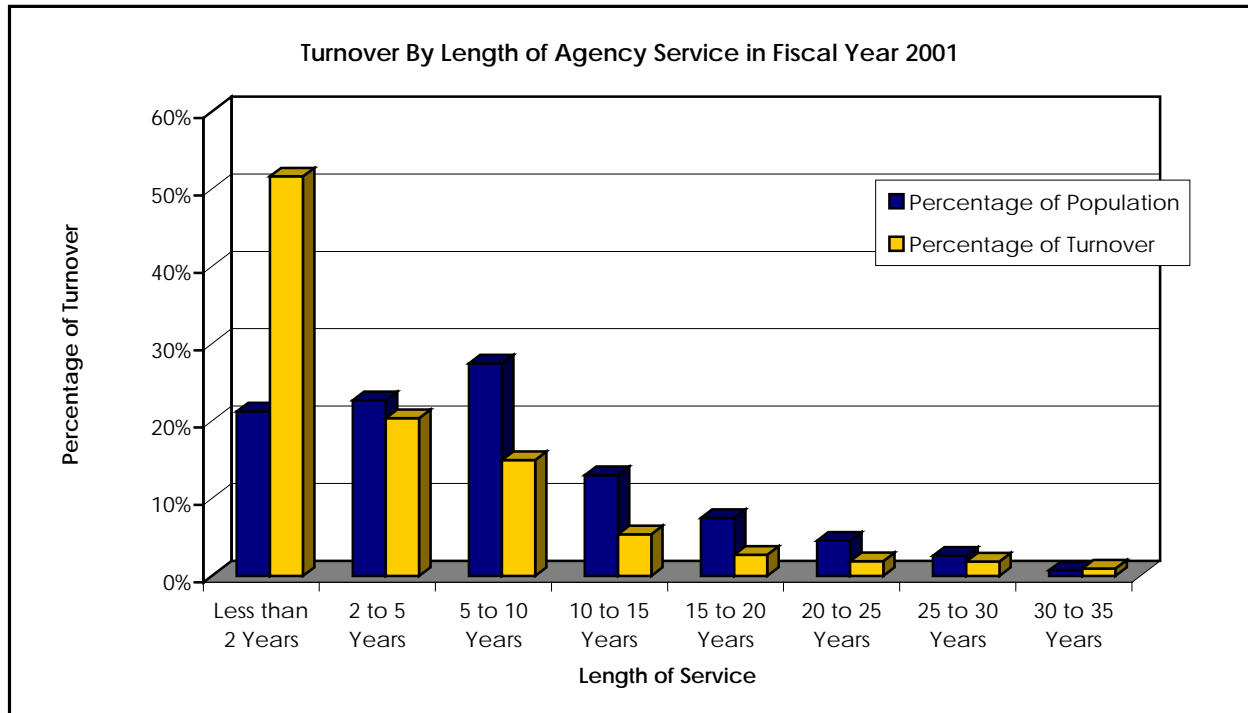
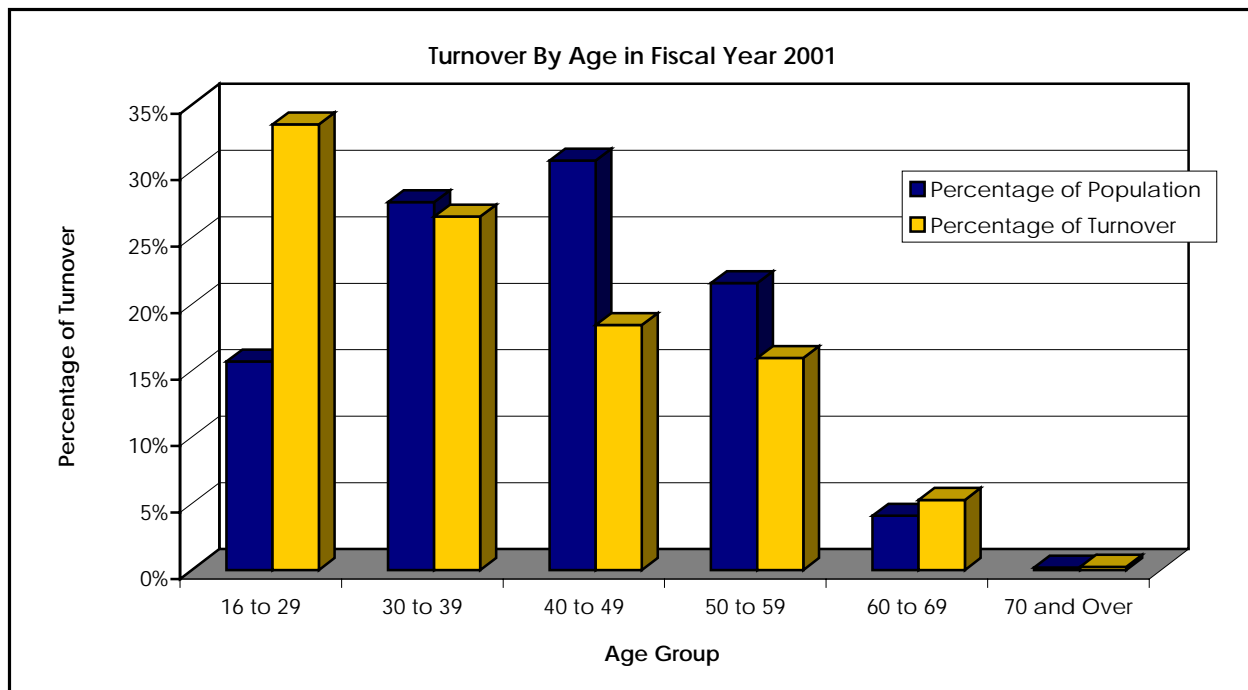


Figure 3
 Texas experienced the largest percentage of turnover with state employees who were under 40 years old.



Source: Comptroller of Public Accounts' Human Resource Information System and Uniform Statewide Payroll/Personnel System

Employees Under 40

The percentage of turnover in fiscal year 2001 was highest for employees under 40 years old (see Figure 3 on page 4). In fact, more than 60 percent of total turnover in fiscal year 2001 involved employees under 40. This is high turnover for a group representing 43 percent of the State workforce. Data indicates the high percentage of turnover among employees under age 40 has been a problem for at least the past two years.

A 1998 nationwide survey of 477 graduate students in 28 public administration and public policy programs found that most view the public sector as offering attractive benefits (not typically considered a major influence in employment decisions for workers under age 30) and job security. The students did not have a positive view of any other aspects of public sector employment, even though they are predisposed to working in this area. In fact, the students had negative perceptions of the following survey categories: capability of co-workers, merit rewards and recognition, personal growth, modern high-tech workplace, challenging work, efficient procedures (bureaucracy), freedom in job, good starting salary, congenial office relations, and low-pressure work.⁵

The student responses are very similar to survey responses of incumbent high-tech employees and high-tech employees who quit within six months of their hire date.⁶ When asked how they felt about their employer, high tech employees responded as shown below.

Incumbent employees were least satisfied with the following:

- Recognition for their work.
- Orientation to the company.
- Information about goals and performance.
- Fair compensation.

“Push factors” for employees who quit within six months included the following:

- Did not think the employer valued their work.
- Lack of training.
- Offered more responsibility in a new position.
- Wanted to grow technologically.
- Lack of recognition.

Other information substantiates these findings. For example, in his July 31, 2001, testimony before the House Committee on Government Reform, Steven Kelman, Professor of Public Management at Harvard University’s Kennedy School of Government, stated the following: “One of the most depressing of the findings we see when we talk with our students at Harvard about their impressions of the government

⁵ George Washington University Public Administration Department, “MPAs and MPPs View Federal Employment: Impressions, Incentives and Impediments,” *Society for Human Resource Management*, 1998, <<http://www.shrm.org/whitepapers/documents/default.asp?>> (October 19, 2001).

⁶ Patti Hanson, “Why Employees Leave: The Root Cause of Employee Departure,” *Society for Human Resource Management*, January 2000, <<http://www.shrm.org/whitepapers/documents/default.asp?>> (October 19, 2001).

is that many see government jobs as mired in bureaucracy and insufficiently results-oriented to satisfy their own desires to make a difference.”⁷

To minimize the impact of turnover, state agencies should begin succession planning for key positions. They also need to continue to review their employee relations practices as well as the earning potential of specialists and top managers in order to attract talented employees under age 40.

Section 3-C:

Retirements

A steady increase in the number of employees eligible to retire means the State of Texas stands to lose a significant portion of its most knowledgeable workers within the next four years.

The aging of the United States labor force is clear and well documented. The Bureau of Labor Statistics projects the age group of 55 and older to grow by more than 8 million people between 1998 and 2008. In 2008, the 55 and older age group will make up 16.3 percent of the labor force, versus 12.4 percent in 1998. At the same time, the age group of 25 to 54 will account for 67.4 percent of the labor force in 2008, versus 71.7 percent in 1998.⁸ The median age of the labor force is increasing from a low of 34.8 years of age in 1978 to a projected high of 40.7 in 2008.⁹

It is clear that the “graying” of the state workforce is part of a much larger nationwide trend. Along with this growing pool of employees will come even greater retirement rates as baby-boomers exit the workforce. Losses of this magnitude, involving the State’s most knowledgeable workers, could impair an agency’s ability to function.¹⁰

Section 4:

Other Employee Turnover Breakdowns

Section 4-A:

By Region

Three of the 11 regions in Texas have turnover rates greater than 20 percent. The North Central Texas region has the highest turnover rate at 21.28 percent, followed by the Central Gulf Coast region at 21.27 percent, and the Upper Gulf Coast region at 20.72 percent (see Figure 4 and Appendix 3).

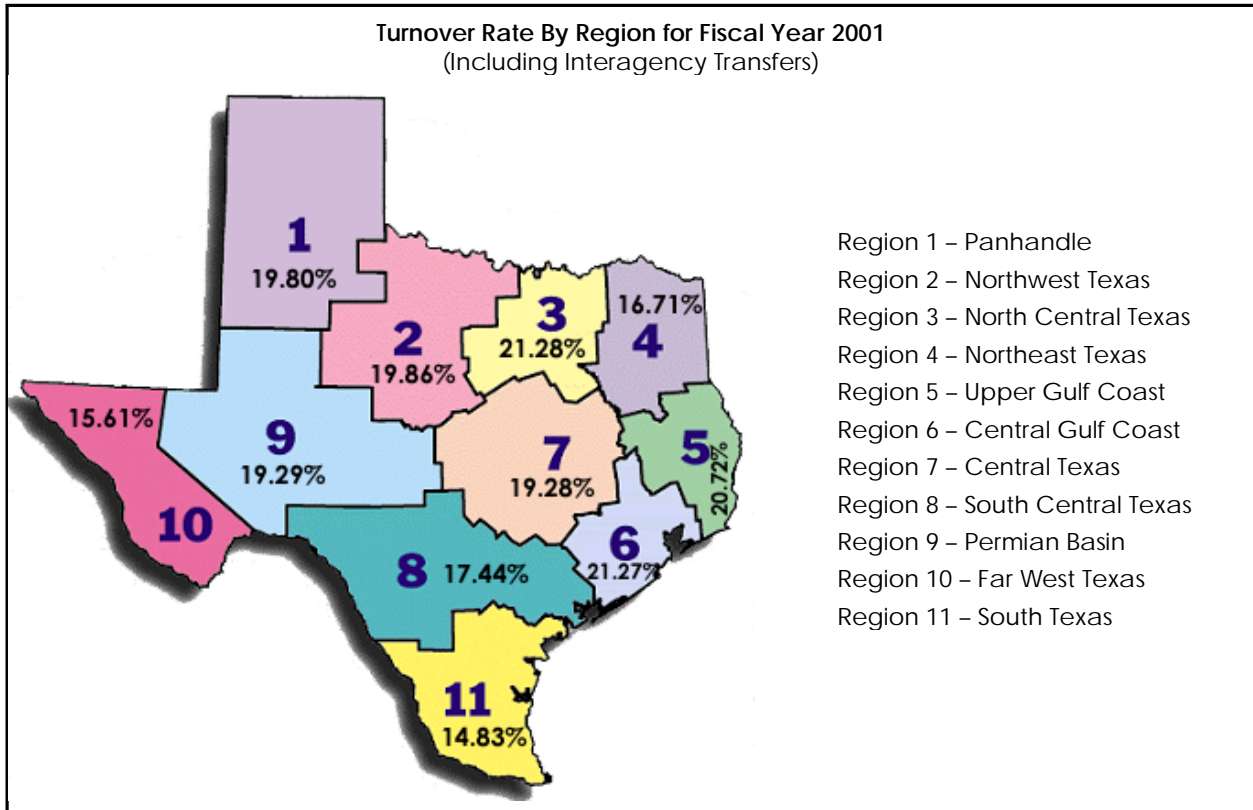
⁷ *Testimony of Steven Kelman, Weatherhead Professor of Public Management, Harvard University, Kennedy School of Government, before the Subcommittee on Technology and Procurement Policy, House Committee on Government Reform, July 2001.*

⁸ United States Department of Labor, “Table 5. Civilian labor force by sex, age, race, and Hispanic origin, 1990, 2000, and projected 2010,” *News Bureau of Labor Statistics*, n.d., <<http://www.bls.gov/news.release/ecopro.t05.htm>> (October 19, 2001).

⁹ Fullerton, Howard, “Labor Force Projections to 2008: Steady Growth And Changing Composition,” *Monthly Labor Review*, November 1999, p.11.

¹⁰ Broder, David, “A Crisis in Public Service,” *The Washington Post*, October 21, 2001, p. B07.

Figure 4



Source: Comptroller of Public Accounts' Human Resource Information System and Uniform Statewide Payroll/Personnel System

Section 4-B:

By Agency

Thirteen agencies reported a turnover rate of greater than 30 percent (excluding agencies with fewer than 20 employees). Table 1 identifies agencies with the highest turnover, including interagency transfers. It should be noted that the high percentage of turnover indicated by the Governor's Office may be due, in part, to the transition of governors and the movement of staff to Washington, D.C., with the Bush Administration. (See Appendix 4 for the breakdown of turnover for each agency.)

Table 1

Agencies With Turnover Rates Exceeding Thirty Percent for Fiscal Year 2001				
Agency Number	Agency	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
234	Fourteenth Court of Appeals District, Houston	32.75	22.00	67.18%
301	Office of the Governor	178.25	105.00	58.91%
504	Texas State Board of Dental Examiners	22.75	11.00	48.35%
223	Third Court of Appeals District, Austin	22.75	11.00	48.35%
224	Fourth Court of Appeals District, San Antonio	26.50	12.00	45.28%
201	Supreme Court of Texas	56.50	22.00	38.94%
340	Department on Aging	27.50	10.00	36.36%
303	State General Services Commission	657.25	225.00	34.23%
367	Telecommunications Infrastructure Fund Board	20.75	7.00	33.73%
655	Department of Mental Health and Mental Retardation	19,084.00	6,395.00	33.51%
480	Texas Department of Economic Development	154.50	49.00	31.72%
306	Library and Archives Commission	171.00	53.00	30.99%
472	Structural Pest Control Board	36.00	11.00	30.56%

Source: Comptroller of Public Accounts' Human Resource Information System and Uniform Statewide Payroll/Personnel System

Section 4-C:
By Salary

Employees with the lowest salaries had higher overall turnover rates in fiscal year

2001. Salary Schedule A employees experienced greater turnover than Salary Schedule B employees. This may be an indication of the effect of lower salaries on turnover. The turnover rate for Schedule A employees was 22.51 percent, and the rate for Schedule B employees was 15.6 percent. The turnover rate for Schedule C employees, which covers law enforcement personnel, was 5.8 percent. (See Appendix 5 for the complete breakdown of turnover rates by salary group.)

77th Legislature Approved Pay Increases

Although data indicates adverse trends in salaries, it should be noted that the 77th Legislature authorized a pay increase for state employees and targeted pay adjustments to address occupational areas with the highest turnover rates. These increases went into effect September 1, 2001, so we cannot yet determine their effect on employee turnover.

For Salary Schedule A, the turnover rate was highest among employees in salary groups A11 and below. For Salary Schedule B, the turnover rate was highest among salary groups B04 and below. The highest turnover rate of any salary group was B01, which experienced a turnover rate in excess of 121 percent. Job classes that fall in the B01 salary group are Statistician I, Inspector I, Law Clerk I, Caseworker I, and Child Development Specialist I.

Employees who are paid below the midpoint of their salary range in Salary Schedule A terminate more often than those who make above the midpoint. In Salary Schedule B, the highest turnover occurred in the first quartile (see Tables 2 and 3).

Salary Schedule C experienced the lowest turnover (see Appendix 5).

Table 2

Turnover Rates By Pay Step Within Salary Schedule A for Fiscal Year 2001		
Step in Salary Schedule A	Average Number of Employees in Schedule A for Fiscal Year 2001	Percentage of Terminations From Salary Schedule A
01	27,249.50	30.54%
02	9,038.75	24.80%
03	8,496.00	28.44%
04	5,024.00	19.80%
05 (Midpoint)	3,132.50	17.27%
06	6,976.25	17.33%
07	2,083.50	9.36%
08	1,624.75	8.43%
09	1,954.75	10.54%

Source: Comptroller of Public Accounts' Human Resource Information System and Uniform Statewide Payroll/Personnel System

Table 3

Turnover Rates By Quartile Within Salary Schedule B for Fiscal Year 2001		
Quartile in Salary Schedule B	Average Number of Employees in Schedule B for Fiscal Year 2001	Percentage of Terminations From Salary Schedule B
01	32,132.00	18.76%
02	11,341.75	12.01%
03	8,067.50	12.10%
04	7,759.75	11.29%

Source: Comptroller of Public Accounts' Human Resource Information System and Uniform Statewide Payroll/Personnel System

Section 4-D:

By Occupational Category

The labor market will continue to remain tight both nationwide and in Texas for workers in a variety of state job classifications (see Table 4 and Appendices 6 and 7) based on job growth projections. The Texas Workforce Commission's list of occupations adding the most jobs between 1998 and 2008 includes many job classes that traditionally constitute a large percentage of the State's turnover (Teacher Aide, Systems Analyst, Computer Support Specialist, Food Preparation Worker, Child Care Worker, Nursing Aide, Nurse Attendant, and Correctional Officer). Additionally, the Bureau of Labor Statistics announced national trends for the fastest growing occupations. Those occupations included legal assistants, database administrators, medical technicians, human services technicians, respiratory care practitioners, registered therapy assistants, correctional officers, and clinical social workers. Such data suggests that competition for workers in these occupations will continue into the foreseeable future.

Table 4

Occupational Categories With the Highest Turnover Rates ^a in Fiscal Year 2001			
Occupational Category	Turnover Rate for Occupational Category	Job Classes With Highest Turnover	Turnover Rate for Job Class
Education	30.58%	Teacher Aide is the only job class series within this occupational category.	N/A
Social Services	28.54%	Case Managers	63.51 %
		MHMR Services Assistant	45.15 %
		Caseworkers	29.44 %
		Human Services Trainees	41.42 %
		Clinical Social Workers	28.72 %
		Substance Abuse Counselors	27.13 %
		Vocational Rehabilitation Counselors	25.80 %
		Protective Services Specialists	26.52 %
Medical and Health	24.25%	Licensed Vocational Nurses	34.44 %
		Therapist Technicians	29.94 %
		Respiratory Care Practitioners ^b	153.85 %
Legal	24.11%	Law Clerks ^b	617.14 %
		Court Clerks ^b	98.34 %
		Attorneys	24.10 %
Criminal Justice	22.06%	Juvenile Correctional Officers	33.55 %
^a Excludes internal transfers; minimum population of 120 employees; minimum turnover rate of 24%. ^b Did not meet population requirement but were added because of the extremely high turnover.			

Source: Comptroller of Public Accounts' Human Resource Information System and Uniform Statewide Payroll/Personnel System

Section 4-E:

By Gender

The percentage of turnover for females was higher than it was for males (see Table 5). Two factors contribute to this finding. There are more female employees in state service than male employees. Also, a higher number of females are in jobs in the lower pay groups, which tend to have higher turnover rates.

Table 5

Turnover By Gender for Fiscal Year 2001				
Gender	Average Annual Headcount	Percentage of Population	Total Terminations	Percentage of Turnover
Female	76,205.50	53.60%	15,627	57.39%
Male	65,964.00	46.40%	11,603	42.61%
Totals	142,169.50	100.00%	27,230	100.00%

Source: Comptroller of Public Accounts' Human Resource Information System and Uniform Statewide Payroll/Personnel System

Section 4-F:

By Ethnic Group

The percentage of turnover among ethnic groups was generally proportional to group representation within the workforce population.

It should be noted that turnover for Blacks was slightly higher than group representation within the State workforce. A partial explanation for this is that 51.9 percent of the Black workforce occupies the lower salary groups (A11 and below and B4 and below), which traditionally have higher turnover rates (see Appendix 5). The turnover rate for Blacks was the highest among all ethnic groups when comparing the percentage of population to the percentage of turnover.

Table 6 depicts the turnover for each ethnic group.

Table 6

Turnover By Ethnic Group for Fiscal Year 2001				
Ethnic Group	Average Annual Headcount	Percentage of Population	Total Terminations	Percentage of Turnover
Asian	1,789.75	1.26%	373	1.37%
Black	27,882.00	19.61%	6,607	24.26%
Hispanic	31,565.75	22.20%	5,463	20.06%
Indian	728.75	0.51%	192	0.71%
White	80,195.50	56.41%	14,590	53.58%
Other	7.75	0.01%	5	0.02%
Totals	142,169.50	100.00%	27,230	100.00%

Source: Comptroller of Public Accounts' Human Resource Information System and Uniform Statewide Payroll/Personnel System

Section 4-G:

Reasons for Leaving

Voluntary separations accounted for the majority (80 percent) of the State’s turnover in fiscal year 2001. Involuntary terminations due to reductions-in-force, dismissal for cause, resignation in lieu of involuntary termination, termination at will, or death accounted for the remaining turnover.

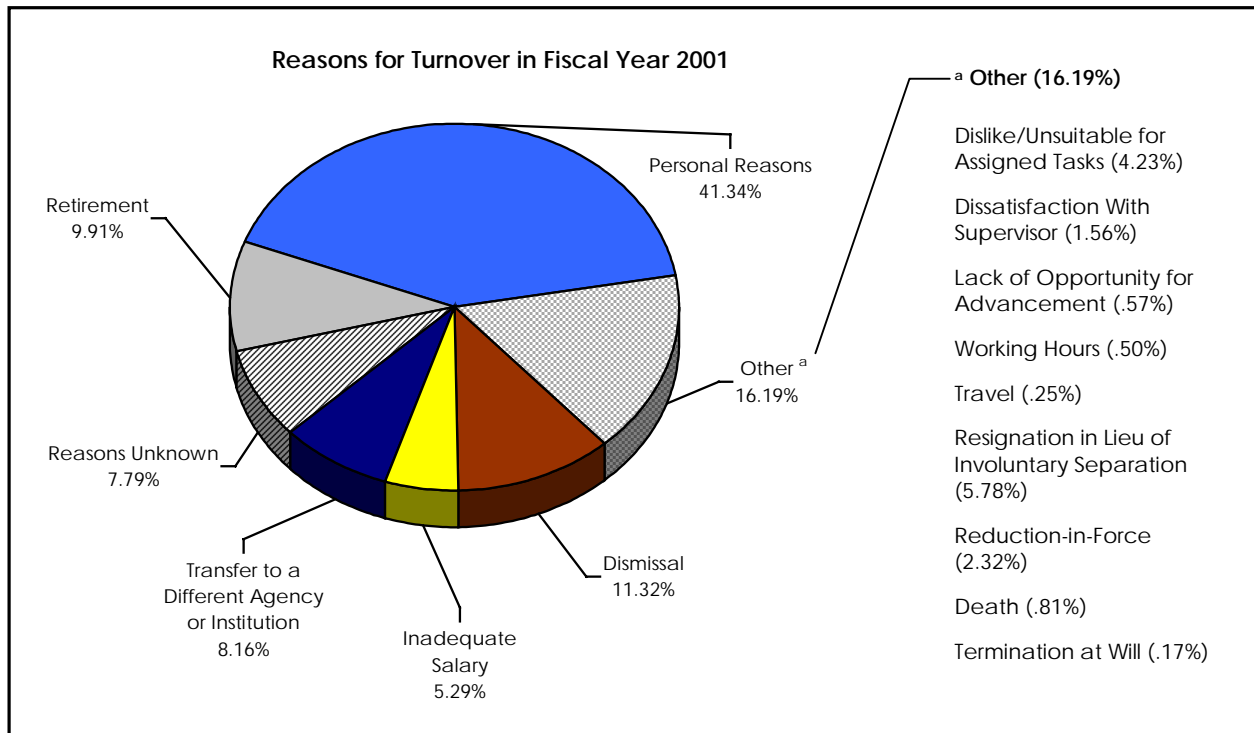
The main reason cited for voluntary terminations was “personal reasons not related to the job” (41.3 percent). Because so many responses fall into this category, the State Auditor’s Office believes agencies may be using it as a catch-all category that does not accurately reflect true reasons for employee separations.

New Exit Survey Designed to Provide Better Information

The 77th Legislature approved an Internet-based employee exit survey system that allows employees to independently report their reasons for leaving. This system was implemented on September 1, 2001.

“Dismissal for Cause” and “Retirement” were the second and third most common reasons for termination at 11.3 and 9.9 percent, respectively. Reductions-in-force accounted for 2.3 percent of terminations. These occurred mainly at the Department of Mental Health and Mental Retardation, the Department of Transportation, and the Department of Health.

Figure 7
Voluntary separations accounted for the majority of the State’s turnover in fiscal year 2001.



Source: Comptroller of Public Accounts’ Human Resource Information System and Uniform Statewide Payroll/Personnel System

Section 4-H:

Interagency Transfers

Eight percent of the State's total turnover was due to interagency transfers. In 2001, occupational areas consisting of workers possessing higher-level skills experienced a greater percentage of transfers. This illustrates the increasing demand and competition for highly skilled workers in state government. Employees in high-growth occupations also experienced a large number of transfers. Historically, interagency transfers account for between 8 and 10 percent of overall turnover.

Occupational areas with a high percentage of interagency transfers included:

- Administrative Support
- Social Services
- Information Technology
- Program Management
- Accounting, Auditing, and Finance
- Criminal Justice
- Legal

Objective, Scope, and Methodology

The objective of this report is to provide information on employee turnover for use in evaluating and analyzing trends in state employment and in addressing the causes of state employee turnover.

Prior to fiscal year 1994 statewide turnover for classified employees had been calculated including interagency transfers. This was done so individual agency turnover rates would be comparable to the statewide rate. Since 1995 however, interagency transfers are excluded from the statewide turnover calculation. All other calculations of turnover rates contained in this report include interagency transfers.

This report of full-time classified employees in 131 state agencies was prepared from quarterly and year-end summary information received from the Comptroller of Public Accounts' Human Resource Information System (HRIS) and Uniform Statewide Payroll/Personnel System (USPS). This report does not include data from institutions of higher education.

For the purposes of determining statewide turnover, the following calculation was used to identify the turnover rate for fiscal year 2001:

$$\frac{\text{Number of Terminations During the Fiscal Year}}{\text{Average Number of Classified Employees During the Fiscal Year}^*} \times 100$$

*An average of the quarterly number of employees was used to determine the average number of classified employees during the fiscal year. The number of classified employees per fiscal quarter is the headcount on the last day of each quarter.

Both the Bureau of National Affairs and the Saratoga Institute use this calculation to determine turnover rates.

The following employees of the State Auditor's staff prepared this report:

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Turnover Rates for Selected States and Local Governments

Table 7

Turnover Rates for Texas and Selected States	
State	Fiscal Year 2001 Turnover Rate
Texas	17.59%
Arkansas	17.90%
New Mexico	14.30%
Oklahoma	12.60%
Florida	7.04%
Illinois	6.38%
Michigan	7.00%
Average Turnover Excluding Texas	10.87%

Source: Comptroller of Public Accounts' Human Resource Information System and State Auditor's Classification Office Survey

Table 8

Turnover Rates for Texas and Local Governments	
City/County	Fiscal Year 2001 Turnover Rate
Texas	17.59%
Bexar County	17.70%
City of Austin	11.15%
City of Dallas	13.80%
City of Fort Worth	13.39%
City of Houston	9.10%
City of San Antonio	11.40%
Tarrant County	11.29%
Travis County	14.50%
Local Government Average Excluding Texas	12.79%

Source: Comptroller of Public Accounts' Human Resource Information System and State Auditor's Classification Office Survey

Regional Breakdown

Table 9

Turnover Rate By Region			
Region	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Central Gulf Coast	17,936.25	3,815	21.27%
Central Texas	40,801.50	7,866	19.28%
Far West Texas	884.25	138	15.61%
North Central Texas	7,158.50	1,523	21.28%
Northeast Texas	7,293.50	1,219	16.71%
Northwest Texas	10,481.75	2,082	19.86%
Panhandle	7,080.50	1,402	19.80%
Permian Basin	5,587.50	1,078	19.29%
South Central Texas	6,587.50	1,149	17.44%
South Texas	7,349.00	1,090	14.83%
Upper Gulf Coast	7,127.00	1,477	20.72%
Other	23,882.25	4,391	18.39%

Source: Comptroller of Public Accounts' Human Resource Information System and Uniform Statewide Payroll/Personnel System

Article and Agency Breakdown

Table 10

Full-Time Classified State Employee Turnover Rate By Article and State Agency				
Agency Number	Agency	Full-Time Classified Average Number of Employees	Number of Classified Terminations	Turnover Rate
Article I - General Government				
301	Office of the Governor	178.25	105	58.91%
302	Office of the Attorney General	3,710.00	642	17.30%
303	State General Services Commission	657.25	225	34.23%
304	Comptroller of Public Accounts	2,670.00	254	9.51%
306	Library and Archives Commission	171.00	53	30.99%
307	Secretary of State	223.00	33	14.80%
313	Department of Information Resources	82.75	9	10.88%
325	Fire Fighters Pension Commissioner	5.50	1	18.18%
327	Employees Retirement System	277.50	45	16.22%
333	Office of State-Federal Relations	11.50	8	69.57%
338	Pension Review Board	3.75	1	26.67%
342	Aircraft Pooling Board	33.50	6	17.91%
344	Commission on Human Rights	42.00	7	16.67%
347	Public Finance Authority	11.00	1	9.09%
352	Bond Review Board	8.25	2	24.24%
353	Texas Incentive and Productivity Commission	4.75	2	42.11%
356	Texas Ethics Commission	30.00	4	13.33%
403	Veterans Commission	80.00	13	16.25%
477	Commission on State Emergency Communications	22.25	4	17.98%
479	State Office of Risk Management	91.50	26	28.42%
808	Historical Commission	83.25	20	24.02%
809	Preservation Board	133.25	37	27.77%
813	Commission on the Arts	16.75	2	11.94%
907	CPA - State Energy Conservation Office	20.25	1	4.94%
Article I Total		8,567.25	1,501	17.52%

Full-Time Classified State Employee Turnover Rate By Article and State Agency				
Agency Number	Agency	Full-Time Classified Average Number of Employees	Number of Classified Terminations	Turnover Rate
Article II - Health and Human Services				
318	Commission for the Blind	599.00	72	12.02%
324	Department of Human Services	14,375.75	2,273	15.81%
330	Rehabilitation Commission	2,382.00	429	18.01%
335	Commission for the Deaf and Hard of Hearing	12.75	3	23.53%
340	Department on Aging	27.50	10	36.36%
355	Children's Trust Fund of Texas Council	1.50	2	133.33%
501	Department of Health	5,122.00	768	14.99%
517	Commission on Alcohol and Drug Abuse	176.75	46	26.03%
527	Cancer Council	6.50	2	30.77%
529	Health and Human Services Commission	189.25	38	20.08%
530	Department of Protective and Regulatory Services	6,481.25	1,323	20.41%
532	Interagency Council on Early Childhood Intervention	54.25	12	22.12%
655	Department of Mental Health and Mental Retardation	19,084.00	6,395	33.51%
Article II Total		48,512.50	11,373	23.44%
Article III - Education				
323	Teacher Retirement System and Optional Retirement Program	398.50	56	14.05%
367	Telecommunications Infrastructure Fund Board	20.75	7	33.73%
701	Texas Education Agency	795.00	130	16.35%
705	State Board for Educator Certification	43.25	7	16.18%
771	School for the Blind and Visually Impaired	230.25	53	23.02%
772	School for the Deaf	329.25	86	26.12%
Article III Total		1,817.00	339	18.66%
Article IV - Judiciary				
201	Supreme Court of Texas	56.50	22	38.94%
204	Court Reporters Certification Board	1.75	1	57.14%

Full-Time Classified State Employee Turnover Rate By Article and State Agency				
Agency Number	Agency	Full-Time Classified Average Number of Employees	Number of Classified Terminations	Turnover Rate
211	Court of Criminal Appeals	59.00	13	22.03%
212	Texas Judicial Council Office of Court Administration	127.50	13	10.20%
213	Office of the State Prosecuting Attorney	4.00	1	25.00%
221	First Court of Appeals District, Houston	34.00	10	29.41%
222	Second Court of Appeals District, Fort Worth	31.25	7	22.40%
223	Third Court of Appeals District, Austin	22.75	11	48.35%
224	Fourth Court of Appeals District, San Antonio	26.50	12	45.28%
225	Fifth Court of Appeals District, Dallas	40.75	12	29.45%
226	Sixth Court of Appeals District, Texarkana	13.00	6	46.15%
227	Seventh Court of Appeals District, Amarillo	15.75	4	25.40%
228	Eighth Court of Appeals District, El Paso	15.75	5	31.75%
229	Ninth Court of Appeals District, Beaumont	14.00	1	7.14%
230	Tenth Court of Appeals District, Waco	13.50	3	22.22%
231	Eleventh Court of Appeals District, Eastland	13.25	4	30.19%
232	Twelfth Court of Appeals District, Tyler	12.50	3	24.00%
233	Thirteenth Court of Appeals District, Corpus Christi	23.75	6	25.26%
234	Fourteenth Court of Appeals District, Houston	32.75	22	67.18%
242	State Commission on Judicial Conduct	11.50	8	69.57%
243	State Law Library	6.75	2	29.63%
Article IV Total		576.50	166	28.79%
Article V - Public Safety and Criminal Justice				
401	Adjutant General's Department	395.00	84	21.27%
405	Department of Public Safety	6,899.75	779	11.29%

Full-Time Classified State Employee Turnover Rate By Article and State Agency				
Agency Number	Agency	Full-Time Classified Average Number of Employees	Number of Classified Terminations	Turnover Rate
406	Texas Military Facilities Commission	36.75	3	8.16%
407	Commission on Law Enforcement Officer Standards and Education	41.25	11	26.67%
409	Commission on Jail Standards	18.25	5	27.40%
410	Criminal Justice Policy Council	21.25	1	4.71%
411	Commission on Fire Protection	31.75	5	15.75%
458	Alcoholic Beverage Commission	497.25	65	13.07%
467	Texas Commission on Private Security	40.75	10	24.54%
474	Polygraph Examiners Board	0.75	1	133.33%
665	Juvenile Probation Commission	50.25	7	13.93%
694	Youth Commission	4,438.00	1,253	28.23%
696	Department of Criminal Justice	39,745.00	7,880	19.83%
Article V Total		52,216.00	10,104	19.35%
Article VI - Natural Resources				
305	General Land Office and Veterans' Land Board	547.50	73	13.33%
455	Railroad Commission	718.75	102	14.19%
551	Department of Agriculture	456.00	68	14.91%
554	Animal Health Commission	201.75	10	4.96%
579	Rio Grande Compact Commission	1.00	0	0.00%
580	Water Development Board	291.75	33	11.31%
582	Natural Resource Conservation Commission	2,876.25	421	14.64%
592	Soil and Water Conservation Board	61.00	5	8.20%
802	Parks and Wildlife Department	2,668.00	275	10.31%
Article VI Total		7,822.00	987	12.62%
Article VII - Business and Economic Development				
320	Texas Workforce Commission	3,665.75	598	16.31%
332	Department of Housing and Community Affairs	337.25	46	13.64%
354	Texas Aerospace Commission	1.75	1	57.14%
362	Texas Lottery Commission	303.75	46	15.14%

Full-Time Classified State Employee Turnover Rate By Article and State Agency				
Agency Number	Agency	Full-Time Classified Average Number of Employees	Number of Classified Terminations	Turnover Rate
480	Texas Department of Economic Development	154.50	49	31.72%
601	Department of Transportation	14,559.50	1,343	9.22%
Article VII Total		19,022.50	2,083	10.95%
Article VIII - Regulatory				
312	Securities Board	73.50	13	17.69%
329	Real Estate Commission	81.75	22	26.91%
337	Board of Tax Professional Examiners	2.00	0	0.00%
359	Office of Public Insurance Counsel	14.75	4	27.12%
360	State Office of Administrative Hearings	105.25	17	16.15%
364	Health Professions Council	3.00	1	33.33%
449	Finance Commission of Texas	0.75	1	133.33%
450	Savings and Loan Department	20.25	5	24.69%
451	Department of Banking	130.00	29	22.31%
452	Department of Licensing and Regulation	139.50	17	12.19%
453	Workers' Compensation Commission	1,040.00	198	19.04%
454	Department of Insurance	948.75	129	13.60%
456	Board of Plumbing Examiners	21.50	1	4.65%
457	Board of Public Accountancy	38.00	6	15.79%
459	Board of Architectural Examiners	17.75	2	11.27%
460	Texas Board of Professional Engineers	21.00	4	19.05%
464	Board of Professional Land Surveying	2.00	0	0.00%
466	Office of Consumer Credit Commissioner	43.75	7	16.00%
469	Credit Union Department	22.00	5	22.73%
472	Structural Pest Control Board	36.00	11	30.56%
473	Texas Public Utility Commission	208.00	54	25.96%
475	Office of Public Utility Counsel	17.50	6	34.29%
476	Racing Commission	80.25	9	11.21%

Full-Time Classified State Employee Turnover Rate By Article and State Agency				
Agency Number	Agency	Full-Time Classified Average Number of Employees	Number of Classified Terminations	Turnover Rate
478	Research and Oversight Council on Workers' Compensation	9.25	4	43.24%
502	Board of Barber Examiners	11.50	5	43.48%
503	Board of Medical Examiners	94.75	27	28.50%
504	Texas State Board of Dental Examiners	22.75	11	48.35%
505	Cosmetology Commission	41.50	4	9.64%
507	Board of Nurse Examiners	49.75	13	26.13%
508	Board of Chiropractic Examiners	6.50	2	30.77%
511	Board of Vocational Nurse Examiners	21.25	5	23.53%
512	Board of Podiatric Medical Examiners	2.75	1	36.36%
513	Funeral Service Commission	8.75	1	11.43%
514	Optometry Board	4.75	2	42.11%
515	Board of Pharmacy	43.50	6	13.79%
520	Board of Examiners of Psychologists	12.00	8	66.67%
533	Executive Council of Physical Therapy and Occupational Therapy	16.50	6	36.36%
578	Board of Veterinary Medical Examiners	9.00	1	11.11%
Article VIII Total		3,421.75	637	18.62%
Article X - Legislative				
308	State Auditor's Office	214.00	40	18.69%
Article X Total		214.00	40	18.69%

Source: Comptroller of Public Accounts' Human Resource Information System and Uniform Statewide Payroll/Personnel System

Salary Group Breakdown

Table 11

Full-Time Classified State Employee Turnover Rates By Salary Group Within Salary Schedules A and B				
Salary Group	Salary Range	Average Number of Employees	Number of Terminations	Turnover Rate
A02	\$ 14,376 - 17,532	603.75	269	44.55%
A03	15,108 - 18,444	2,002.50	1,394	69.61%
A04	15,864 - 19,452	455.00	126	27.69%
A05	16,656 - 20,592	5,742.75	2,184	38.03%
A06	17,532 - 21,744	6,340.50	1,815	28.63%
A07	18,444 - 23,052	3,252.25	1,588	48.83%
A08	19,452 - 24,432	6,929.75	1,264	18.24%
A09	20,592 - 25,932	5,881.50	2,083	35.42%
A10	21,744 - 27,540	2,578.00	352	13.65%
A11	23,052 - 29,232	15,865.00	3,414	21.52%
A12	24,432 - 31,068	16,080.50	1768	10.99%
A13	25,932 - 32,988	5,573.25	737	13.22%
A14	27,540 - 35,100	2,368.00	232	9.80%
A15	29,232 - 37,332	3,205.50	349	10.89%
A16	31,068 - 39,708	1,576.50	138	8.75%
A17	32,988 - 42,216	178.00	19	10.67%
A18	35,100 - 44,928	209.50	17	8.11%
Schedule A Total		78,842.25	17,749	22.51%
B01	\$ 20,592 - 25,932	33.00	40	121.21%
B02	21,744 - 27,540	1,275.50	521	40.85%
B03	23,052 - 29,232	2,023.25	574	28.37%
B04	24,432 - 31,068	1,820.75	395	21.69%
B05	25,932 - 32,988	7,357.00	1,030	14.00%
B06	27,540 - 35,100	4,685.75	933	19.91%
B07	29,232 - 37,332	6,272.50	1,056	16.84%
B08	31,068 - 39,708	5,250.00	796	15.16%
B09	32,988 - 42,216	5,929.00	849	14.32%
B10	35,100 - 44,928	4,899.00	638	13.02%
B11	37,332 - 49,560	4,394.50	565	12.86%
B12	39,708 - 52,766	4,175.75	512	12.26%

Full-Time Classified State Employee Turnover Rates By Salary Group Within Salary Schedules A and B				
Salary Group	Salary Range	Average Number of Employees	Number of Terminations	Turnover Rate
B13	42,216 - 56,160	3,726.00	489	13.12%
B14	44,928 - 59,820	1,687.75	166	9.84%
B15	47,820 - 63,720	1,608.25	218	13.56%
B16	50,952 - 67,956	1,296.50	134	10.34%
B17	54,264 - 72,420	1,154.50	116	10.05%
B18	57,816 - 77,220	643.50	75	11.66%
B19	65,352 - 90,540	563.00	64	11.37%
B20	73,920 - 102,528	327.75	38	11.59%
B21	93,360 - 129,744	189.00	27	14.29%
B22	118,092 - 164,376	88.75	17	19.15%
Schedule B Total		59,401.00	9,253	15.58%

Source: Comptroller of Public Accounts' Human Resource Information System and Uniform Statewide Payroll/ Personnel System

Table 12

Full-Time Classified State Employees Turnover Rate By Salary Group Within Salary Schedule C				
Salary Group in Salary Schedule C	Average Number of Employees in Schedule C for Fiscal Year 2001	Average Number of Terminations in Schedule C for Fiscal Year 2001	Percentage of Terminations From Salary Schedule C	
C01	253.00	29	11.46%	
C02	590.00	23	3.90%	
C03	632.50	31	4.90%	
C04	192.75	4	2.08%	
C05	260.00	6	2.31%	
C06	790.00	69	8.73%	
C07	828.50	34	4.10%	
C08	212.25	18	8.48%	
C09	126.50	10	7.91%	
C10	40.75	4	9.82%	
Schedule C Total		3926.25	228	5.81%

Source: Comptroller of Public Accounts' Human Resource Information System and Uniform Statewide Payroll/ Personnel System

Full-Time Classified State Employee Turnover Rate By Occupational Category

Table 13

Full-Time Classified State Employee Turnover Rate By Occupational Category			
Occupational Category	Average Number of Employees	Number of Terminations	Turnover Rate
Accounting, Auditing, and Finance	4,636.75	650	14.02%
Administrative Support	20,832.25	3,574	17.16%
Criminal Justice	31,877.75	7,031	22.06%
Custodial and Domestic	4,036.25	852	21.11%
Education	81.75	25	30.58%
Employment	1,499.50	255	17.01%
Engineering and Design	8,843.25	907	10.26%
Human Resources	1,538.00	233	15.15%
Information Technology	5,067.75	713	14.07%
Inspectors and Investigators	1,744.25	213	12.21%
Insurance	411.25	62	15.08%
Land Surveying, Appraising, and Utilities	330.25	32	9.69%
Law Enforcement	3,926.25	228	5.81%
Legal	2,422.00	584	24.11%
Library and Records	222.75	41	18.41%
Maintenance	4,121.00	566	13.73%
Medical and Health	5,616.75	1,362	24.25%
Natural Resources	2,064.50	243	11.77%
Office Services	305.75	39	12.76%
Planning, Research, and Statistics	772.75	144	18.63%
Procedures and Information	567.50	106	18.68%
Program Management	12,224.50	1,441	11.79%
Property Management and Purchasing	1,385.75	183	13.21%
Public Safety	925.25	160	17.29%
Safety	275.50	39	14.16%
Social Services	26,440.25	7,547	28.54%

Source: Comptroller of Public Accounts' Human Resource Information System and Uniform Statewide Payroll/Personnel System

Job Class Series Breakdown

Table 14

Full-Time Classified State Employee Turnover Rate By Job Class Series			
Occupational Category/Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Accounting, Auditing, and Finance			
Accountants	1,618.00	255	15.76%
Accounts Examiners	724.25	77	10.63%
Auditors	1,273.50	167	13.11%
Budget Analysts	265.50	44	16.57%
Chief Investment Officers	2.00	0	0.00%
Financial Analysts	23.75	3	12.63%
Financial Examiners	219.00	35	15.98%
Investment Analysts	24.00	4	16.67%
Investment Fund Directors	1.50	1	66.67%
Managers of External Money Managers	0.75	1	133.33%
Portfolio Managers	34.50	6	17.39%
Reimbursement Officers	113.25	18	15.89%
Taxpayer Compliance Officers	329.50	37	11.23%
Traders	7.25	2	27.59%
Total of Accounting, Auditing, and Finance	4,636.75	650	14.02%
Administrative Support			
Administrative Technicians	11,719.25	1,786	15.24%
Clerks	6,629.50	1,359	20.50%
Executive Assistants	465.75	62	13.31%
Secretaries	1,715.25	306	17.84%
Switchboard Operators	140.00	30	21.43%
Word Processing Operators	162.50	31	19.08%
Total of Administrative Support	20,832.25	3,574	17.16%
Criminal Justice			
Agriculture Specialists	128.00	10	7.81%
Assistant Wardens/Wardens	179.75	10	5.56%
Correctional Officers	23,490.50	5,421	23.08%
Correctional Transportation Officers	131.00	9	6.87%
Counsel Substitutes	140.00	11	7.86%

Full-Time Classified State Employee Turnover Rate By Job Class Series			
Occupational Category/Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Industrial Specialists	469.50	52	11.08%
Juvenile Correctional Officers	2,769.25	929	33.55%
Parole Officers	1,630.25	284	17.42%
Senior Correctional Officers	2,939.50	305	10.38%
Total of Criminal Justice	31,877.75	7,031	22.06%
Custodial and Domestic			
Barbers/Cosmetologists	23.50	4	17.02%
Canteen Managers	14.75	1	6.78%
Cooks	357.00	71	19.89%
Custodial Managers	37.75	6	15.89%
Custodians	1,018.50	231	22.68%
Food Service Managers	963.50	177	18.37%
Food Service Workers	626.50	200	31.92%
Groundskeepers	139.00	34	24.46%
Laundry Managers	686.00	89	12.97%
Laundry Workers	159.75	38	23.79%
Sewing Room Workers/Supervisors	10.00	1	10.00%
Total of Custodial and Domestic	4,036.25	852	21.11%
Education			
Teacher Aides	81.75	25	30.58%
Total of Education	81.75	25	30.58%
Employment			
Employment Specialists	1,336.25	239	17.89%
Labor Market Analysts	40.50	10	24.69%
Unemployment Insurance Claims Examiners	24.25	3	12.37%
Unemployment Insurance Specialists	97.00	3	3.09%
Unemployment Tax Specialists	1.50	0	0.00%
Total of Employment	1,499.50	255	17.01%
Engineering and Design			
Architects	43.75	7	16.00%
Drafting Technicians	29.50	4	13.56%
Engineering Aides	593.00	140	23.61%

Full-Time Classified State Employee Turnover Rate By Job Class Series			
Occupational Category/Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Engineering Assistants	214.50	37	17.25%
Engineering Specialists	1,775.25	181	10.20%
Engineering Technicians	5,716.25	490	8.57%
Engineers	399.00	36	9.02%
Graphics Designers	57.75	10	17.32%
Project Design Assistants	14.25	2	14.04%
Total of Engineering and Design	8,843.25	907	10.26%
Human Resources			
Human Resources Assistants/Specialists	962.25	153	15.90%
Training Assistants/Specialists	575.75	80	13.89%
Total of Human Resources	1,538.00	233	15.15%
Information Technology			
ADP Equipment Operators	215.25	41	19.05%
ADP Record Control Clerks	56.75	9	15.86%
ADP Supervisors	47.00	5	10.64%
Data Base Administrators	174.00	13	7.47%
Data Entry Operators	386.25	90	23.30%
Network Specialists	663.50	86	12.96%
Programmers	753.75	91	12.07%
Systems Analysts	1,936.00	204	10.54%
Systems Support Specialists	696.25	128	18.38%
Telecommunications Specialists	139.00	46	33.09%
Total of Information Technology	5,067.75	713	14.07%
Inspectors and Investigators			
Inspectors	756.00	76	10.05%
Investigators	948.75	128	13.49%
Sample Technicians	21.50	3	13.95%
Seed Technicians	18.00	6	33.33%
Total of Inspectors and Investigators	1,744.25	213	12.21%
Insurance			
Actuaries	25.00	3	12.00%
Insurance Specialists	215.00	17	7.91%

Full-Time Classified State Employee Turnover Rate By Job Class Series			
Occupational Category/Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Insurance Technicians	12.75	3	23.53%
Retirement Systems Benefits Specialists	158.50	39	24.61%
Total of Insurance	411.25	62	15.08%
Land Surveying, Appraising, and Utilities			
Appraisers	100.25	5	4.99%
Land Surveyors	24.25	0	0.00%
Right of Way Agents	175.25	21	11.98%
Utility Specialists	30.50	6	19.67%
Total of Land Surveying, Appraising, and Utilities	330.25	32	9.69%
Law Enforcement			
Agent Trainees	8.50	2	23.53%
Agents	157.50	10	6.35%
Capitol Police Officer Trainees/Probation Officers	6.25	0	0.00%
Capitol Police Officers	27.00	3	11.11%
Captains, Public Safety	67.50	5	7.41%
Commanders, Public Safety	10.5	3	28.57%
Corporals, Public Safety	191.00	15	7.85%
Game Wardens	358.50	13	3.63%
Game Wardens- Sergeants/Lieutenants/Captains/Majors	61.50	1	1.63%
Game Warden Assistant Commanders/Commanders	12.75	0	0.00%
Internal Affairs (Supervisors/Managers/ Administrator/Director)	21.00	1	4.76%
Internal Affairs Investigator Trainees	11.25	0	0.00%
Internal Affairs Investigators	91.25	9	9.86%
Lieutenants, Public Safety	168.50	16	9.50%
Majors, Public Safety	13.75	1	7.27%
Pilot Investigators	25.75	1	3.88%
Public Safety Inspectors	11.25	3	26.67%
Sergeants, Public Safety	765.75	31	4.05%
Sergeants/Lieutenants/Captains/Majors, Alcohol Beverages	49.75	4	8.04%
Trainees/Probationary Game Wardens	32.00	1	3.13%

Full-Time Classified State Employee Turnover Rate By Job Class Series			
Occupational Category/Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Troopers	1,640.00	83	5.06%
Troopers Trainees/Probationary Troopers	195.00	26	13.33%
Total of Law Enforcement	3,926.25	228	5.81%
Legal			
Assistant Attorney Generals	625.00	116	18.56%
Attorneys	759.25	183	24.10%
Benefit Review Officers	31.75	3	9.45%
Chief Deputy Clerks	9.00	0	0.00%
Clerks of the Court	16.00	2	12.50%
Court Law Clerks	75.25	74	98.34%
Deputy Clerks	67.00	14	20.90%
General Counsels	79.25	10	12.62%
Hearings Reporters	3.75	0	0.00%
Judges	89.75	10	11.14%
Law Clerks	8.75	54	617.14%
Legal Assistants	321.75	65	20.20%
Legal Secretaries	222.75	47	21.10%
Ombudsmen	68.50	3	4.38%
Title IV-D Masters	44.25	3	6.78%
Total of Legal	2,422.00	584	24.11%
Library and Records			
Archaeologists	17.25	2	11.59%
Archivists	10.50	2	19.05%
Exhibit Technicians	37.00	6	16.22%
Historians	7.75	4	51.61%
Librarians	110.00	15	13.64%
Library Assistants	39.00	12	30.77%
Museum Curators	1.25	0	0.00%
Total of Library and Records	222.75	41	18.41%
Maintenance			
Air Conditioning and Boiler Operators	85.25	17	19.94%
Aircraft Mechanics	6.00	3	50.00%

Full-Time Classified State Employee Turnover Rate By Job Class Series			
Occupational Category/Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Aircraft Pilots	16.00	1	6.25%
Electrical and Air Conditioning Mechanics	166.75	24	14.39%
Machine Service Technicians	16.25	2	12.31%
Machinists	14.25	3	21.05%
Maintenance Assistants	19.75	9	45.57%
Maintenance Supervisors	1,452.75	164	11.29%
Maintenance Technicians	903.25	155	17.16%
Motor Vehicle Technicians	441.75	71	16.07%
Radio Communications Technicians	41.25	10	24.24%
Transportation Maintenance Supervisors	747.50	48	6.42%
Vehicle Drivers	210.25	59	28.06%
Total of Maintenance	4,121.00	566	13.73%
Medical and Health			
Dental Assistants	25.25	3	11.88%
Dental Hygienists	19.50	5	25.64%
Dentists	21.75	2	9.20%
Dietetic Technicians	16.25	1	6.15%
Dietitians	4.25	2	47.06%
Epidemiologists	51.75	3	5.80%
Laboratory Technicians	102.00	26	25.49%
Licensed Vocational Nurses	1,025.00	353	34.44%
Medical Aides	23.00	13	56.52%
Medical Research Specialists	4.00	1	25.00%
Medical Technicians	11.75	2	17.02%
Medical Technologists	65.75	13	19.77%
Microbiologists	145.50	30	20.62%
Nurses	1,642.25	393	23.93%
Nutritionists	104.50	12	11.48%
Orthopedic Equipment Assistant/Technicians	45.50	3	6.59%
Pharmacists	91.00	14	15.38%
Pharmacy Technicians	72.25	8	11.07%
Physicians	112.75	19	16.85%
Psychiatrists	87.50	12	13.71%

Full-Time Classified State Employee Turnover Rate By Job Class Series			
Occupational Category/Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Psychological Assistants/Associate Psychologists	211.00	41	19.43%
Psychologists	64.75	15	23.17%
Public Health Technicians	440.00	49	11.14%
Radiological Technologists Assistants/Technologists	22.00	5	22.73%
Registered Therapists Assistants/Therapists	204.50	43	21.03%
Respiratory Care Practitioners	3.25	5	153.85%
Therapist Technicians	955.25	286	29.94%
Veterinarians	44.50	3	6.74%
Total of Medical and Health	5,616.75	1,362	24.25%
Natural Resources			
Chemists	129.75	13	10.02%
Fish and Wildlife Technicians	218.25	25	11.45%
Geologist Assistants	12.50	2	16.00%
Geologists	74.00	7	9.46%
Hydrologists	70.50	8	11.35%
Hydrologist Assistants	4.25	2	47.06%
Natural Resources Specialists	977.75	115	11.76%
Park Managers	93.75	6	6.40%
Park Rangers	350.25	46	13.13%
Sanitarians	133.50	19	14.23%
Total of Natural Resources	2,064.50	243	11.77%
Office Services			
Microfilm Camera Operators	42.00	14	33.33%
Micrographics Technicians	35.25	4	11.35%
Photographers	14.50	0	0.00%
Printing Services Technicians	214.00	21	9.81%
Total of Office Services	305.75	39	12.76%
Planning, Research, and Statistics			
Economists	29.25	3	10.26%
Governors Advisors	33.75	20	59.26%
Planning Assistants/Planners	322.00	71	22.05%
Research Specialists	249.25	42	16.85%

Full-Time Classified State Employee Turnover Rate By Job Class Series			
Occupational Category/Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Statisticians	138.50	8	5.78%
Total of Planning, Research, and Statistics	772.75	144	18.63%
Procedures and Information			
Audio Visual Technicians	16.00	3	18.75%
Information Specialists	406.75	71	17.46%
Marketing Specialists	59.00	14	23.73%
Methods and Procedures Specialists	34.75	4	11.51%
State Federal Relations Representatives	6.25	2	32.00%
Technical Writers	44.75	12	26.82%
Total of Procedures and Information	567.50	106	18.68%
Program Management			
Deputy Comptrollers	1.00	0	0.00%
Directors	1,549.75	170	10.97%
Managers	2,656.75	271	10.20%
Program Administrators	4,267.25	521	12.21%
Program Specialists	3,451.25	448	12.98%
Staff Services Officers	298.50	31	10.39%
Total of Program Management	12,224.50	1,441	11.79%
Property Management and Purchasing			
Contract Specialists	302.75	29	9.58%
Contract Technicians	192.75	34	17.64%
Inventory Coordinators	148.00	25	16.89%
Purchasers	742.25	95	12.80%
Total of Property Management and Purchasing	1,385.75	183	13.21%
Public Safety			
Breath Test Electronic Technicians	1.00	0	0.00%
Communications Center Specialists	14.00	3	21.43%
Crime Scene Photographers	4.00	0	0.00%
Criminalists	143.50	10	6.97%
DNA Index System Analysts	6.00	0	0.00%
Evidence/CODIS/DNA Technicians	23.00	2	8.70%
Fingerprint Technicians	49.00	19	38.78%

Full-Time Classified State Employee Turnover Rate By Job Class Series			
Occupational Category/Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Latent Print Technicians	3.75	0	0.00%
Police Communications Operators	205.75	22	10.69%
Public Safety Records Technicians	92.00	14	15.22%
Security Officers	189.00	37	19.58%
Security Workers	194.25	53	27.28%
Total of Public Safety	925.25	160	17.29%
Safety			
Rescue Specialists	22.50	2	8.89%
Risk Management Specialists	43.00	12	27.91%
Safety Officers	210.00	25	11.90%
Total of Safety	275.50	39	14.16%
Social Services			
Case Managers	121.25	77	63.51%
Case Review Specialists	24.50	2	8.16%
Caseworkers	591.00	174	29.44%
Chaplaincy Services Assistants	4.00	0	0.00%
Chaplains	164.75	15	9.10%
Child Development Specialists	1.25	5	400.00%
Child Support Officers	1,077.00	160	14.86%
Child Support Technicians	461.25	80	17.34%
Clinical Social Workers	195.00	56	28.72%
Coordinators of Rehabilitation	41.00	4	9.76%
Disability Determination Examiners	418.50	62	14.81%
Houseparents	140.25	31	22.10%
Human Services Quality Control Analysts	111.50	11	9.87%
Human Services Specialists	7,757.25	1,152	14.85%
Human Services Technicians	904.50	214	23.66%
Human Services Trainees	874.00	362	41.42%
Interpreters	16.75	4	23.88%
MHMR Services Aides/Assistants/Supervisors	8,589.75	3,878	45.15%
Protective Services Specialists	3,446.25	914	26.52%
Qualified Mental Retardation Professionals	215.75	36	16.69%

Full-Time Classified State Employee Turnover Rate By Job Class Series			
Occupational Category/Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Recreation Program Specialists	157.50	38	24.13%
Rehabilitation Teachers	136.50	23	16.85%
Rehabilitation Technicians	64.50	22	34.11%
Social Service Supervisors	12.00	0	0.00%
Substance Abuse Counselors	202.75	55	27.13%
Veterans Assistance Counselors	49.50	7	14.14%
Vocational Rehabilitation Counselors	562.00	145	25.80%
Volunteer Services Coordinators	100.00	20	20.00%
Total of Social Services	26,440.25	7,547	28.54%

Source: Comptroller of Public Accounts' Human Resource Information System and Uniform Statewide Payroll/Personnel System

Reasons For Leaving Breakdown

Table 15

Reasons State Employees Terminate Employment										
Reasons	Fiscal Year 2001		Fiscal Year 2000		Fiscal Year 1999		Fiscal Year 1998		Fiscal Year 1997	
	Terminations	Percentage of Terminations	Terminations	Percentage of Terminations	Terminations	Percentage of Terminations	Terminations	Percentage of Terminations	Terminations	Percentage of Terminations
Personal Reasons Not Related to the Job	11,256	41.34%	11,306	39.18%	11,162	40.49%	10,670	38.90%	8,667	41.32%
Retirement	2,699	9.91%	2,970	10.29%	2,511	9.11%	2,923	10.66%	857	4.09%
Transfer to a Different Agency/Institution	2,223	8.16%	2,311	8.01%	2,144	7.78%	2,123	7.74%	2,279	10.86%
Reasons Unknown	2,121	7.78%	2,501	8.67%	2,456	8.91%	2,158	7.87%	1,784	8.50%
Inadequate Salary	1,441	5.29%	1,897	6.57%	1,973	7.16%	2,173	7.92%	1,976	9.42%
Dislike/Unsuitable for Assigned Tasks	1,151	4.23%	1,193	4.13%	1,273	4.62%	1,084	3.95%	1,047	4.99%
Dissatisfaction With Supervisor	424	1.56%	376	1.30%	322	1.17%	343	1.25%	273	1.30%
Lack of Opportunity for Advancement	156	0.57%	201	0.70%	181	0.66%	217	0.79%	220	1.05%
Working Hours	135	0.50%	105	0.36%	88	0.32%	102	0.37%	65	0.31%
Travel	67	0.25%	50	0.17%	46	0.17%	30	0.11%	25	0.12%
Voluntary Separation From the Agency	3	0.01%	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Voluntary Turnover	21,676	79.60%	22,910	79.40%	22,156	80.38%	21,823	79.55%	17,193	81.96%
Dismissal for Cause	3,082	11.32%	2,603	9.02%	2,472	8.97%	2,147	7.83%	1,802	8.59%
Resignation in Lieu of Involuntary Separation	1,574	5.78%	1,672	5.79%	1,416	5.14%	1,219	4.44%	1,043	4.97%
Reduction in Force	632	2.32%	1,432	4.96%	1,224	4.44%	1,997	7.28%	756	3.60%
Death	221	0.81%	208	0.72%	201	0.73%	246	0.90%	183	0.87%
Termination at Will	45	0.17%	29	0.10%	96	0.35%	N/A	N/A	N/A	N/A
Total Involuntary Turnover	5,554	20.40%	5,944	20.60%	5,409	19.62%	5,609	20.45%	3,784	18.04%

Source: Comptroller of Public Accounts' Human Resource Information System and Uniform Statewide Payroll/Personnel System

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