

An Annual Report on

Full-Time Classified State Employee Turnover for Fiscal Year 2002

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Full-Time Classified State Employee Turnover for Fiscal Year 2002

Overall Conclusion

The statewide turnover rate of full-time classified employees for fiscal year 2002 was 14.8 percent, based on a total of 21,107 voluntary and involuntary separations. This is a 2.8 percentage point decrease from last year. The decrease is good news, but a loss of almost 15 percent of the workforce is still too high considering it cost the State more than \$227 million.

The statewide turnover rate excludes interagency transfers to more accurately reflect separations from State employment. The total turnover of 22,696 people (which includes interagency transfers) is used for the remainder of the report because those transfers result in turnover at the agency level.

Key Points

The State of Texas Continues to Have Higher Turnover Than Other Entities

- The Bureau of National Affairs reports 12.4 percent turnover nationwide for the twelve-month period covering July 1, 2001, to June 30, 2002.
- Bordering states averaged 14.1 percent turnover.
- Major Texas cities and counties averaged 11.4 percent turnover.
- State governments participating in a 2002 International Personnel Management Association (IPMA) survey reported an average of 10 percent turnover.

Retirements Are Steadily Increasing

Retirements accounted for 15.5 percent of separations this year, trending up from previous years. This increase marks the beginning of a trend of increasing retirements as the baby boomers (born between 1946 and 1964) reach retirement age.

Twenty Percent of Agency Heads Left Their Agencies in Fiscal Year 2002

Twenty-five agency heads left their agencies. The majority of these separations were for retirement.

On-Line Exit Survey Results

Fiscal year 2002 was the first year this survey was made available to agencies to help them better understand why employees leave. According to the 4,183 employees who took the survey, the top three reasons for leaving were:

- Opportunity for better pay and benefits.
- Retirement.
- Enter or return to school.



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Detailed Results

Chapter 1

Turnover Declines, but Don't Be Lulled Into a False Sense of Security

Chapter 1-A

Statewide Turnover for Fiscal Year 2002

The statewide turnover rate for full-time classified employees was 14.8 percent. Although this is a decrease from last fiscal year, the State should not be lulled into a false sense of security. The downturn in the economy and actions by the State may have affected fiscal year 2002 turnover rates. For example, the 77th Legislature:

- Approved a 4 percent pay increase.
- Approved targeted increases for certain agencies and positions.
- Expanded the retention bonus program.
- Implemented the exit survey system, which allows agencies to gather more accurate information as to why employees leave. Because agencies receive quarterly reports, they are able to plan and design strategies and programs that allow them to develop retention programs more quickly.

Separation Reasons

Voluntary Separations excluding interagency transfers:

- 71 percent (16,182 employees)

Involuntary Separations:

- 22 percent (4,925 employees)

Interagency Transfers:

- 7 percent of total separations (1,589 employees)

See Appendix 8 for the statewide summary of reasons employees separate.

However, should the economy improve, the State may again face difficulties with employee turnover.

A recent Watson Wyatt study on human capital revealed that even though the state of the economy is uncertain, demographic trends are not. The study noted that there will be a labor shortage continuing into the next decade. Developing excellent human resource practices that attract and retain quality employees that help agencies promote their business objectives will be key to addressing this shortage.

Chapter 1-B

Employee Turnover Cost the State an Estimated \$227 Million in Fiscal Year 2002

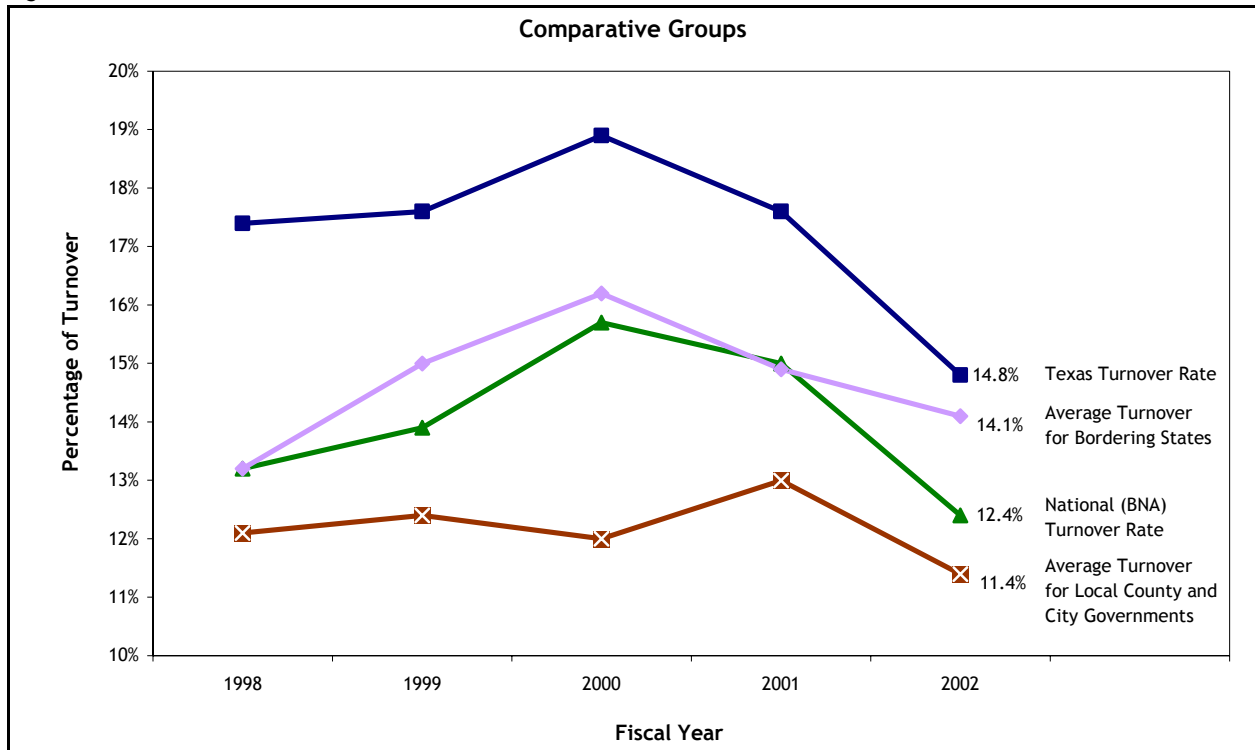
The U.S. Department of Labor estimates turnover costs at one-third of an employee's annual salary. This very conservative estimate means turnover cost the State approximately \$227 million last year. That is \$27 million less than the previous year due to the 2.8 percentage point drop in turnover. This should leave little doubt that reducing employee turnover is a potential cost savings for the State.

Hewitt Associates, a management consulting firm, estimates that replacing an employee costs 1 to 1.5 times that worker's annual salary. According to this method of calculation, turnover costs the State more than \$1 billion.

State Turnover Is Higher Than in Other Governments and the Private Sector

As Figure 1 shows, the State’s fiscal year 2002 turnover rate is higher than the average for selected state and local governments (see Appendix 2). It was also higher than the national private sector’s average reported by the Bureau of National Affairs (BNA). In addition, state governments participating in a 2002 International Personnel Management Association (IPMA) survey reported an average of 10 percent turnover.

Figure 1



Sources: Comptroller of Public Accounts Human Resource Information System and Uniform Statewide Payroll/Personnel System, State Classification Office survey, International Personnel Management Association, and the Bureau of National Affairs.

Turnover Demographics

Gender

Turnover by gender is generally proportional to the percentage of males and females in the total employee population (see Table 1).

Exit Survey Results – Gender

Top three reasons females left:

- Better pay/benefits
- Retirement
- Poor working conditions/environment

Top three reasons males left:

- Better pay/benefits
- Retirement
- Enter/return to school

Table 1

Turnover Rate by Gender for Fiscal Year 2002					
Gender	Average Annual Headcount	Percentage of Population	Total Separations	Percentage of Turnover	Turnover Rate
Female	76,804.0	53.7%	12,578	55.4%	16.4%
Male	66,127.0	46.3%	10,118	44.6%	15.3%

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

Age

As shown in Table 2, turnover was highest in the under-30 age group. This group includes Generation Y (born in the late 1970s and early 1990s) and the youngest of Generation X (born between the mid-1960s and the late 1970s).

Table 2

Turnover by Age Group for Fiscal Year 2002					
Age Group	Average Annual Headcount	Percentage of Population	Total Separations	Percentage of Turnover	Turnover Rate
Under 30	21,357.0	14.9%	6,832	30.1%	32.0%
30 to 39	38,638.0	27.0%	5,584	24.6%	14.5%
40 to 49	44,201.0	30.9%	3,898	17.2%	8.8%
50 to 59	32,153.0	22.5%	4,743	20.9%	14.8%
60 to 69	6,280.8	4.4%	1,559	6.9%	24.8%
70 and Over	285.5	0.2%	75	0.3%	26.3%

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

Employees under 30 account for 15 percent of the State's workforce, but over 30 percent of turnover. They may be the future leaders within state government. A recent article states:

There are not enough GenXers and GenYers to replace the Baby Boomers who are retiring. Competition for new employees remains tough in this job market. About a year ago, the economy started to slow. But even in the slowdown, the competition for talent is not going away.¹

Exit Survey Results – Age

Top three reasons employees 25 or younger left:

- Enter/return to school
- Better pay/benefits
- Spouse/companion relocation

Top three reasons employees 25 to 29 left:

- Better pay/benefits
- Enter/return to school
- Poor working conditions/environment

¹ Mike Sorohan, "Generation X Provides Staffing Challenges," Mortgage Bankers Association of America, <<http://www.mbaa.org/refit/stories/0120genx.htm>>

Ethnic Group

Turnover among ethnic groups is generally proportional to their representation within the state workforce (see Table 3).

Turnover was slightly higher for Black employees. However, it should also be noted that this ethnic group's turnover rate has improved since last fiscal year. In fiscal year 2001, the turnover rate for Black employees was 23.7 percent.

Exit Survey Results – Ethnic Group

Top two reasons Black employees left:

- Better pay/benefits
- Enter or return to school
- Poor working conditions/environment

Table 3

Turnover Rate by Ethnic Group for Fiscal Year 2002					
Ethnic Group	Average Annual Headcount	Percentage of Population	Total Separations	Percentage of Turnover	Turnover Rate
Black	28,308.5	19.8%	5,149	22.7%	18.2%
Hispanic	31,995.3	22.4%	4,563	20.1%	14.3%
White	80,013.5	56.0%	12,588	55.5%	15.7%
Other	2,613.8	1.8%	396	1.7%	15.2%

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

Length of Agency Service

Employees with less than 5 years of agency service make up 44 percent of the employee population, but they accounted for 66 percent of turnover. The highest percentage of turnover occurred with employees with less than two years of agency service (see Table 4). The majority of this group consists of Generation X and Generation Y employees.

Exit Survey Results – Length of Agency Service

Top three reasons employees left before 5 years of agency service:

- Better pay/benefits
- Enter/return to school
- Poor working conditions/environment

Table 4

Turnover Rate by Length of Service for Fiscal Year 2002					
Length of Service Group	Average Annual Headcount	Percentage of Population	Total Separations	Percentage of Turnover	Turnover Rate
Less than 2 years	28,852.0	20.2%	10,940	48.2%	37.9%
2 to 4 years	33,411.5	23.4%	4,115	18.1%	12.3%
5 to 9 years	37,135.0	26.0%	3,138	13.8%	8.5%
10 to 14 years	20,833.0	14.6%	1,316	5.8%	6.3%
15 to 19 years	11,217.8	7.8%	615	2.7%	5.5%
20 to 24 years	6,816.8	4.8%	550	2.4%	8.1%
25 to 29 years	3,431.5	2.4%	595	2.6%	17.3%
30 to 34 years	984.8	0.7%	321	1.4%	32.6%
35 years or more	243.5	0.2%	96	0.4%	39.4%

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

Agency

Nine agencies experienced turnover rates greater than 30 percent (excluding agencies with fewer than 20 employees). Table 5 summarizes those with the highest turnover. Turnover rates for all agencies can be found in Appendix 3.

Table 5

Agencies With Turnover Rates Greater Than 30 Percent for Fiscal Year 2002				
Agency Number	Agency	Average Annual Headcount	Number of Separations	Turnover Rate
342	Aircraft Pooling Board	32.5	10	30.8%
480	Texas Department of Economic Development	125.5	44	35.1%
507	Board of Nurse Examiners	49.0	18	36.7%
223	Third Court of Appeals District, Austin	24.0	9	37.5%
225	Fifth Court of Appeals District, Dallas	37.0	14	37.8%
450	Savings and Loan Department	26.3	10	38.0%
407	Commission on Law Enforcement Officer Standards and Education	40.5	16	39.5%
201	Supreme Court of Texas	56.5	24	42.5%
222	Second Court of Appeals District, Fort Worth	29.5	16	54.2%

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

Occupational Category

Nine occupational categories had turnover rates higher than the turnover rate for the State (see Table 6). Turnover rates for all occupational categories and job class series can be found in Appendix 4.

Table 6

Occupational Categories with Turnover Rates Greater Than the State for Fiscal Year 2002				
Occupational Category	Average Annual Headcount	Total Separations	Turnover Rate	Job Class Series in Occupational Category With Turnover Rates Greater than the State
Planning, Research, and Statisticians	706.9	114	16.1%	Governors Advisors, Statisticians, Planning Assistants/Planners, Research Specialists
Education	90.8	15	16.5%	Teacher Aides
Custodial and Domestic	4,041.0	719	17.8%	Canteen Managers, Cooks, Custodial Managers, Custodians, Food Service Workers, Groundskeepers, Laundry Workers
Library and Records	234.0	42	17.9%	Archivists, Exhibit Technicians, Historians, Library Assistants
Medical and Health	5,503.8	1,031	18.7%	Dental Assistants, Dental Hygienists, Laboratory Technicians, Licensed Vocational Nurses, Nurses, Pharmacists, Physicians, Public Health Technicians, Psychological Assistants/Associate Psychologists, Psychologists
Legal	2,451.9	462	18.8%	Attorneys, Court Law Clerks, Deputy Clerks, Law Clerks, Ombudsmen
Criminal Justice	32,005.2	6,309	19.7%	Correctional Officers, Juvenile Correctional Officers
Public Safety	952.6	189	19.8%	Communication Center Specialists, Crime Scene Photographers, Criminalists, Evidence/CODIS/DNA Technicians, Latent Print Technicians, Police Communications Operators, Security Workers, Fingerprint Technicians, Security Officers
Social Services	26,301.4	5,677	21.6%	Case Managers, Caseworkers, Human Services Trainees, MHMR Service Aides/Assistants/Supervisors, Protective Services Specialists, Qualified Mental Retardation Professionals, Rehabilitation Technicians, Resident Specialist, Substance Abuse Counselors, Vocational Rehabilitation Counselors, Social Service Supervisors, Clinical Social Workers

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

The Bureau of Labor Statistics (BLS) has projected the occupations with the largest job growth between 2000 and 2010. Several of the occupations identified by BLS are those in which the State has high turnover. Table 7 outlines the largest job growth occupations identified by BLS, and their turnover rates.

Table 7

State of Texas Job Class Series for Largest Growth Jobs for Fiscal Year 2002			
Job Class Series	Average Annual Headcount	Total Separations	Turnover Rate
Accountants	1,700.0	220	12.9%
Auditors	1,146.0	147	12.8%
Clerks	6,640.5	1,075	16.2%
Custodians	1,009.0	190	18.8%
Food Service Workers	650.8	194	29.8%
Groundskeepers	137.3	31	22.6%
Medical Aides	39.3	2	5.1%
Medical Technicians	20.8	2	9.6%
Nurses	1584.8	329	20.8%
Security Workers	255.3	65	25.5%
Systems Analysts	1,993.8	174	8.7%
Systems Support Specialists	696.8	60	8.6%
Teacher Aides	90.8	15	16.5%

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

Specific retention strategies are necessary to retain high performers in these largest job growth occupations. The State's retention bonus program may be a good tool for these categories (see Chapter 4).

Salary Schedules

Turnover for classified regular full-time employees by Salary Schedule:

- Schedule A: 18.5 percent
- Schedule B: 12.9 percent
- Schedule C: 11.1 percent

Many jobs in Salary Schedule A are service-related jobs requiring skills that are easily transferred to other jobs. Often these employees will leave for jobs with

better pay or more opportunities for advancement. In Salary Schedule B, the lower salary groups with high turnover rates contain trainee and entry-level jobs. See Appendix 5 for a breakdown of the turnover rates by salary group.

The State Has Three Salary Schedules:

- Salary Schedule A consists of administrative support, maintenance, technical, and paraprofessional positions.
- Salary Schedule B consists of professional and managerial positions.
- Salary Schedule C consists of law enforcement positions.

Region

The turnover rates for every region of the State, with the exception of the Permian Basin, have decreased compared to fiscal year 2001. The greatest decrease was in Central Gulf Coast, where turnover decreased from 21.3 percent in fiscal year 2001 to 15.3 percent in fiscal year 2002.

Table 8

State of Texas Turnover Rate by Region			
Region	Average Annual Headcount	Total Separations	Turnover Rate
Panhandle	8,251.0	1,394	16.9%
Northwest Texas	11,217.5	1,830	16.3%
North Central Texas	11,015.5	1,975	17.9%
Northeast Texas	11,194.8	1,691	15.1%
Upper Gulf Coast	8,306.0	1,484	17.9%
Central Gulf Coast	20,305.8	3,110	15.3%
Central Texas	44,764.0	6,961	15.6%
South Central Texas	10,373.5	1,576	15.2%
Permian Basin	6,162.8	1,210	19.6%
Far West Texas	2,320.8	256	11.0%
South Texas	9,011.8	1,208	13.4%

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

Significant Turnover Areas

Chapter 2-A

Interagency Transfers

Our statewide analysis of turnover includes only employees who leave state government. However, seven percent (1,589) of the State's total turnover involved interagency transfers. This number declined by approximately one percentage point from fiscal year 2001 (8.2 percent, or 2,223 employees). Medium-sized agencies had the highest percentage of interagency transfers in relation to overall separations, as shown in Table 9.

Table 9

Turnover Related to Transfers to a Different Agency/Institution by Agency Size				
Agency Size	Number of Agencies with Interagency Transfers	Total Separations	Separations due to Interagency Transfers	Interagency Transfers as a Percentage of Separations
Large	16	20,877	1,305	6.3%
Medium	28	1,430	231	16.2%
Small	30	389	53	13.6%
Total	74	22,696	1,589	7.0%

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

The largest percentages of interagency transfers occurred in the following occupational areas:

- Program Management
- Administrative Support
- Social Services
- Accounting, Auditing, and Finance

Appendix 6 contains information on agencies whose interagency-transfer turnover was 25 percent or more.

Chapter 2-B

Retirements

In fiscal year 2002, 3,511 employees retired. Retirements were holding fairly steady over the last three years at around 10 percent, so this year's jump to 15.5 percent is significant (see Table 10).

Retirees are also returning to work for the same agency at an increasingly higher rate (see Table 10).

Table 10

Return-to-Work Retirees for Fiscal Year 1999 through 2002					
Fiscal Year	Total Separations (including interagency transfers)	Retirements	Percentage of Separations	Return-to-Work Retirees	Percentage that Returned to Work with Same Agency
1999	27,565	2,511	9.1%	107	4.3%
2000	28,854	2,970	10.3%	254	8.6%
2001	27,230	2,699	9.9%	315	11.7%
2002	22,696	3,511	15.5%	522	14.9%

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

The two agencies that had the greatest number of return-to-work retirees were the Department of Mental Health and Mental Retardation, and the Department of Public Safety. Over three-quarters of the retirees returned to the same job class. Approximately half returned at the same salary.

According to the AARP Work and Career Study published in September 2002, some of the reasons retirees return to work include:

- Inability to replace their pre-retirement incomes.
- Need for health-care benefits.
- Desire to continue working but with more flexibility and autonomy.
- Personally motivated reasons such as enjoyment of work and to have a sense of purpose.

Chapter 2-C

Agency Head Turnover

Twenty percent of agency heads left their agency in fiscal year 2002. Because continuity of leadership and management styles influence an agency's effectiveness, agencies face an inherent risk when the agency head leaves. However, not all turnover has a negative effect, especially if it is used as an opportunity to address ineffective management.

A private sector study conducted by William M. Mercer, a human resources management consulting firm, showed that CEO turnover was 18.9 percent in 2000 and had doubled within a three-year period. This is a trend that will continue in the foreseeable future due to the approaching retirement of many baby boomers.

Of the 25 executive directors who left their agency in fiscal year 2002, the majority retired, as shown in Table 11. Given that the average age of executive directors in fiscal year 2002 was 54, the number of retirements among executive directors is likely to grow. Succession planning will become increasingly important for agencies

to help smooth leadership changes and lessen the unease that leadership changes cause.

Table 11

Why Agency Heads Left Their Agencies in Fiscal Year 2002		
Reasons	Number	Percentage
Retirements	11	44.0%
Voluntary Separations	7	28.0%
Transfers to another state agency	5	20.0%
Reduction in force	1	4.0%
Deaths	1	4.0%
Total	25	100.0%

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

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On-Line Employee Exit Survey

The 77th Legislature passed Senate Bill 799, requiring agencies to offer separating employees an opportunity to provide feedback through an on-line exit survey. The following summary satisfies the reporting requirements of that bill. Additional information is available in the detailed, on-line report located on the State Auditor's Web site (<https://www.sao.state.tx.us/apps/exit/>). During the first year of the survey, most agencies complied with the bill.

There were 4,183 separating employees who completed a survey.

Chapter 3-A

Reasons for Leaving

Of those employees who completed the survey, the top three reasons for leaving were:

- Opportunities for better pay and benefits (21.4 percent).
- Retirement (17.1 percent).
- Enter or return to school (9.2 percent).

Often employees' "official" reasons for leaving do not address their real reasons—their bosses. According to the president of AON Consulting, as quoted in *Handle with Care: Motivating and Retaining Employees*,

Insofar as employee commitment exists, it is to the boss, to the team and to the project. That's different from loyalty, which previously was to the name on the building or to the brand. Therefore, any retention strategy must be driven by individual managers and supervisors, not just the folks in human resources.

See Appendix 8 for the statewide summary of reasons employees separate and Appendix 9 for a summary of the Exit Survey results.

Chapter 3-B

Where Did Survey Participants Say They Were Going?

Approximately 22 percent of separating employees who took the survey indicated they were leaving the agency and seeking other employment. Twenty percent stated they were taking jobs with the private sector, and 12 percent specified they were not planning to work after leaving (see Table 12).

Table 12

Where Are They Going?	
Responses	Percent of Responses
Leaving the agency and seeking other employment	21.8%
Taking a job with the private sector	20.1%
Leaving and not planning to work	12.3%
Transferring to another Texas state agency	11.7%
Taking a job with another governmental organization	10.8%
Retiring, and I do not plan to return to work	9.1%
Retiring, but I plan to return to work outside state government	5.1%
Retiring, but I plan to return to work at the same agency	4.8%
Self-employment	3.7%
Retiring, but I plan to return to work with another state agency	0.7%

Source: State Auditor's Office On-Line Employee Exit Survey System Reports

Chapter 3-C

Other Statistics

When the survey participants compared their current annual salaries to the annual salaries of their new jobs, most indicated they would receive more money at their new jobs. When survey participants were asked what their new salaries would be, if known, most indicated they would be earning between \$30,000 and \$40,000.

The average salary for full-time employees hired in the State during FY 2002 was \$26,276.

Three-quarters of employees who completed the survey indicated they would want to work for the agency again in the future.

Separating employees were asked what they would like to change in the agencies they left. The top responses were:

- Compensation and benefits.
- Relations between management and employees.
- Rewards and recognition for employees.

Chapter 3-D

Increasing Survey Participation in Fiscal Year 2003

Even though most agencies attempted to use the exit interview system, not many employees took advantage of the opportunity.

Agencies need to develop strategies to encourage employees to respond to the survey.

The way agencies introduce the exit survey is important. Employees need to feel at ease and believe their input is valued and desired. The exit survey process should be

built into the agency's overall exit procedures. Also, the agency should provide easy access to the survey. Ideally, employees should have access to a computer in the human resources department or at their desks. If employees do not have computer access, agencies should address this need, perhaps by using a local library or another state agency in the area.

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Strategies for Retaining Employees

Chapter 4-A

Retention Strategies

There are many types of retention strategies to address turnover. Given the unique characteristics of the State and each agency, a combined approach is needed. Some of these strategies could include:

- Employee orientation.
- Employment branding campaigns.
- Retention bonuses.
- Flexible work schedules.
- Tuition reimbursement and training programs.

More information on these strategies can be found in Appendix 7.

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Appendices

Appendix 1

Objective, Scope, and Methodology

Objective

The objective of this report is to provide information on employee turnover to evaluate and analyze trends in state employment, and to address the causes of turnover.

Scope

The scope of this report includes full-time classified employees in Texas state agencies during fiscal year 2002. This report does not include data from institutions of higher education. The On-Line Exit Survey is offered to all employees who voluntarily separate. Information pertaining to that tool may include employees outside the scope of this report.

Methodology

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. However, since 1995, interagency transfers have been excluded from the state's overall turnover rate. All other calculations of turnover rates contained in this report (such as those reported by agency or age group) include interagency transfers, unless otherwise noted.

This report 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). Percentage totals may not be 100 percent in selected graphs and tables due to rounding. Additionally, records with missing values were excluded from selected graphs and tables and may not match overall statewide headcounts. Differences, however, are minimal.

For the purpose of determining statewide turnover, the following formula was used to calculate the turnover rate for fiscal year 2002:

$$\frac{\text{Number of separations during the fiscal year}}{\text{Average number of classified employees during the fiscal year}^*} \times 100$$

* 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.

Other Information

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

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Turnover Rates for Selected States and Local Governments

Table 13

Turnover Rates for Texas and States Bordering Texas	
State	Fiscal Year 2002 Turnover Rate
Texas	14.8%
Arkansas	15.0%
Louisiana	15.5%
New Mexico	13.4%
Oklahoma	12.6%
Average Turnover Rate Excluding Texas	14.1%

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

Table 14

Turnover Rates for Texas and Local Governments	
City/County	Fiscal Year 2002 Turnover Rate
Texas	14.8%
Bexar County	18.0%
City of Austin	9.7%
City of Fort Worth	10.3%
City of Houston	9.2%
City of San Antonio	10.5%
Tarrant County	10.4%
Travis County	11.8%
Average Turnover Rate Excluding Texas	11.4%

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

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Article and Agency Breakdown

Table 15

Full-Time Classified State Employee Turnover Rates by Article and State Agency				
Agency Number	Agency	Average Annual Headcount	Total Separations	Turnover Rate
Article I - General Government				
301	Office of the Governor	186.3	46	24.7%
302	Office of the Attorney General	3,724.3	474	12.7%
303	General Services Commission	534.5	151	28.3%
304	Comptroller of Public Accounts	2,727.5	173	6.3%
306	Library and Archives Commission	184.3	29	15.7%
307	Secretary of State	234.0	32	13.7%
313	Department of Information Resources	182.3	13	7.1%
325	Fire Fighters' Pension Commissioner	6.0	3	50.0%
327	Employees Retirement System	289.5	28	9.7%
333	Office of State-Federal Relations	12.5	4	32.0%
338	State Pension Review Board	3.8	0	0.0%
342	Aircraft Pooling Board	32.5	10	30.8%
344	Commission on Human Rights	43.8	7	16.0%
347	Texas Public Finance Authority	11.3	1	8.8%
352	Bond Review Board	7.8	1	12.8%
353	Incentive and Productivity Commission	5.0	1	20.0%
356	Ethics Commission	31.0	3	9.7%
403	Veterans Commission	85.0	8	9.4%
477	Advisory Commission on State Emergency Communications	21.3	3	14.1%
479	State Office of Risk Management	104.0	24	23.1%
808	Historical Commission	94.0	14	14.9%
809	Preservation Board	165.3	31	18.8%
813	Commission on the Arts	17.5	1	5.7%
907	CPA State Energy Conservation Office	19.8	1	5.1%
Article I Total		8,723.3	1,058	12.1%
Article II - Health and Human Services				
318	Commission for the Blind	601.8	95	15.8%
324	Department of Human Services	13,868.3	1,677	12.1%
330	Rehabilitation Commission	2,430.8	391	16.1%
335	Commission for the Deaf and Hard of Hearing	13.8	3	21.7%
340	Department on Aging	29.3	4	13.7%
501	Department of Health	4,959.0	908	18.3%
517	Commission on Alcohol and Drug Abuse	180.3	32	17.7%
527	Cancer Council	7.0	0	0.0%
529	Health and Human Services Commission	251.0	27	10.8%

Full-Time Classified State Employee Turnover Rates by Article and State Agency

Agency Number	Agency	Average Annual Headcount	Total Separations	Turnover Rate
Article II - Health and Human Services (continued)				
530	Department of Protective and Regulatory Services	6,665.8	1,215	18.2%
532	Interagency Council on Early Childhood Intervention	56.0	11	19.6%
655	Department of Mental Health Mental Retardation	19,216.5	4,706	24.5%
Article II Total		48,279.6	9,069	18.8%
Article III - Education				
323	Teacher Retirement System and ORP	421.0	43	10.2%
367	Telecommunications Infrastructure Fund Board	23.5	4	17.0%
701	Texas Education Agency	828.8	77	9.3%
705	State Board for Educator Certification	47.3	8	16.9%
771	School for the Blind and Visually Impaired	242.0	33	13.6%
772	School for the Deaf	330.3	77	23.3%
Article III Total		1,892.9	242	12.8%
Article IV - Judiciary				
201	Supreme Court of Texas	56.5	24	42.5%
204	Court Reporters Certification Board	1.8	0	0.0%
211	Court of Criminal Appeals	59.0	11	18.6%
212	Texas Judicial Council Office of Court Admin	143.8	15	10.4%
213	Office of the State Prosecuting Attorney	3.8	1	26.3%
221	First Court of Appeals District, Houston	34.3	4	11.7%
222	Second Court of Appeals District, Fort Worth	29.5	16	54.2%
223	Third Court of Appeals District, Austin	24.0	9	37.5%
224	Fourth Court of Appeals District, San Antonio	26.8	6	22.4%
225	Fifth Court of Appeals District, Dallas	37.0	14	37.8%
226	Sixth Court of Appeals District, Texarkana	13.3	5	37.6%
227	Seventh Court of Appeals District, Amarillo	16.3	4	24.5%
228	Eighth Court of Appeals District, El Paso	16.5	2	12.1%
229	Ninth Court of Appeals District, Beaumont	13.8	1	7.2%
230	Tenth Court of Appeals District, Waco	12.8	4	31.3%
231	Eleventh Court of Appeals District, Eastland	14.5	2	13.8%
232	Twelfth Court of Appeals District, Tyler	13.0	1	7.7%
233	Thirteenth Court of Appeals District, Corpus Christi	25.3	5	19.8%
234	Fourteenth Court of Appeals District, Houston	31.8	9	28.3%
242	Commission on Judicial Conduct	12.3	9	73.2%
243	State Law Library	6.5	1	15.4%
Article IV Total		592.6	143	24.1%

Full-Time Classified State Employee Turnover Rates by Article and State Agency

Agency Number	Agency	Average Annual Headcount	Total Separations	Turnover Rate
Article V - Public Safety and Criminal Justice				
401	Adjutant General's Department	469.8	94	20.0%
405	Department of Public Safety	7,087.3	887	12.5%
406	Texas Military Facilities Commission	38.0	1	2.6%
407	Commission on Law Enforcement Officer Standards and Education	40.5	16	39.5%
409	Commission on Jail Standards	18.3	1	5.5%
410	Criminal Justice Policy Council	23.8	2	8.4%
411	Commission on Fire Protection	32.8	3	9.1%
458	Alcoholic Beverage Commission	504.0	60	11.9%
467	Board of Private Investigator and Private Security Agencies	41.8	10	23.9%
665	Juvenile Probation Commission	55.3	6	10.8%
694	Youth Commission	4,535.0	1,273	28.1%
696	Department of Criminal Justice	40,069.5	6,713	16.8%
Article V Total		52,916.1	9,066	17.1%
Article VI - Natural Resources				
305	General Land Office and Veterans Land Board	560.0	89	15.9%
455	Railroad Commission	754.0	63	8.4%
551	Department of Agriculture	481.3	45	9.3%
554	Animal Health Commission	196.8	21	10.7%
579	Rio Grande Compact Commission	1.0	0	0.0%
580	Water Development Board	289.0	27	9.3%
582	Natural Resource Conservation Commission	2,992.5	322	10.8%
592	Soil and Water Conservation Board	61.0	11	18.0%
802	Parks and Wildlife Department	2,698.8	292	10.8%
Article VI Total		8,034.4	870	10.8%
Article VII - Business and Economic Development				
320	Texas Workforce Commission	3,730.5	413	11.1%
332	Department of Housing and Community Affairs	315.3	78	24.7%
354	Texas Aerospace Commission	1.8	1	55.6%
357	Office of Rural and Community Affairs	41.5	7	16.9%
362	Texas Lottery Commission	303.3	35	11.5%
480	Texas Department of Economic Development	125.5	44	35.1%
601	Department of Transportation	14,537.0	1,192	8.2%
Article VII Total		19,054.9	1,770	9.3%
Article VIII - Regulatory				
312	Securities Board	75.0	12	16.0%
329	Real Estate Commission	85.8	11	12.8%
337	Board of Tax Professional Examiners	2.0	1	50.0%

Full-Time Classified State Employee Turnover Rates by Article and State Agency

Agency Number	Agency	Average Annual Headcount	Total Separations	Turnover Rate
Article VIII - Regulatory (continued)				
359	Office of Public Insurance Counsel	14.5	0	0.0%
360	Office of Administrative Hearings	106.5	19	17.8%
364	Health Professions Council	3.0	0	0.0%
450	Savings and Loan Department	26.3	10	38.0%
451	Department of Banking	139.8	20	14.3%
452	Department of Licensing and Regulation	143.8	15	10.4%
453	Workers' Compensation Commission	1,024.5	144	14.1%
454	Department of Insurance	936.5	97	10.4%
456	Board of Plumbing Examiners	22.8	2	8.8%
457	Board of Public Accountancy	39.5	8	20.3%
459	Board of Architectural Examiners	19.3	2	10.4%
460	Board of Registration for Professional Engineers	23.0	3	13.0%
464	Board of Professional Land Surveying	2.5	0	0.0%
466	Office of the Consumer Credit Commissioner	45.8	3	6.6%
469	Credit Union Department	23.3	3	12.9%
472	Structural Pest Control Board	34.5	5	14.5%
473	Public Utility Commission	213.5	33	15.5%
475	Office of the Public Utility Counsel	17.3	4	23.1%
476	Racing Commission	77.3	10	12.9%
478	Research and Oversight Council on Workers Comp	10.5	1	9.5%
502	Board of Barber Examiners	11.5	3	26.1%
503	Board of Medical Examiners	98.5	19	19.3%
504	Board of Dental Examiners	23.8	6	25.2%
505	Cosmetology Commission	41.8	2	4.8%
507	Board of Nurse Examiners	49.0	18	36.7%
508	Board of Chiropractic Examiners	5.8	3	51.7%
511	Board of Vocational Nurse Examiners	21.8	3	13.8%
512	State Board of Podiatric Medical Examiners	3.8	1	26.3%
513	Funeral Service Commission	10.5	3	28.6%
514	Optometry Board	5.0	3	60.0%
515	Board of Pharmacy	44.5	5	11.2%
520	Board of Examiners of Psychologists	12.3	3	24.4%
533	Exec. Council on Physical & Occupational Therapy Examiners	16.3	4	24.5%
578	Board of Veterinary Medical Examiners	8.8	1	11.4%
Article VIII Total		3,440.4	477	13.9%

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

Occupational Category and Job Class Series Breakdown

Table 16

Full-Time Classified State Employee Turnover Rate by Occupational Category/Job Class Series			
Occupational Category/Job Class Series	Average Annual Headcount	Total Separations	Turnover Rate
Accounting, Auditing, and Finance			
Accountants	1,700.0	220	12.9%
Accounts Examiners	733.8	63	8.6%
Auditors	1,146.0	147	12.8%
Budget Analysts	270.3	47	17.4%
Chief Traders	2.0	0	0.0%
Financial Analysts	28.3	2	7.1%
Financial Examiners	253.5	34	13.4%
Investment Analysts	21.8	2	9.2%
Portfolio Managers	42.3	1	2.4%
Reimbursement Officers	107.5	11	10.2%
Taxpayer Compliance Officers	333.5	24	7.2%
Traders	6.0	0	0.0%
Total of Accounting, Auditing, and Finance	4,645.0	551	11.9%
Administrative Support			
Administrative Technicians	11,748.8	1,414	12.0%
Clerks	6,640.5	1,075	16.2%
Executive Assistants	500.0	37	7.4%
Secretaries	1,648.0	225	13.7%
Switchboard Operators	105.3	14	13.3%
Word Processing Operators	142.3	25	17.6%
Total of Administrative Support	20,784.9	2,790	13.4%
Criminal Justice			
Agriculture Specialists	128.5	12	9.3%
Assistant Wardens/Wardens	180.8	8	4.4%
Correctional Officers	23,588.0	4,788	20.3%
Correctional Transportation Officers	135.0	7	5.2%
Counsel Substitutes	137.3	11	8.0%
Industrial Specialists	453.0	45	9.9%
Juvenile Correctional Officers	2,717.3	961	35.4%
Parole Officers	1,682.0	241	14.3%
Senior Correctional Officers	2,983.3	236	7.9%
Total of Criminal Justice	32,005.2	6,309	19.7%

Full-Time Classified State Employee Turnover Rate by Occupational Category/Job Class Series			
Occupational Category/Job Class Series	Average Annual Headcount	Total Separations	Turnover Rate
Custodial and Domestic			
Barbers/Cosmetologists	23.0	1	4.3%
Canteen Managers	15.3	3	19.6%
Cooks	342	69	20.2%
Custodial Managers	36.0	8	22.2%
Custodians	1,009.0	190	18.8%
Food Service Managers	962.8	131	13.6%
Food Service Workers	650.8	194	29.8%
Groundskeepers	137.3	31	22.6%
Laundry Managers	694.5	66	9.5%
Laundry Workers	161.0	26	16.1%
Sewing Room Workers/Supervisors	9.3	0	0.0%
Total of Custodial and Domestic	4,041.0	719	17.8%
Education			
Teacher Aides	90.8	15	16.5%
Total of Education	90.8	15	16.5%
Employment			
Employment Specialists	1,362.5	167	12.3%
Labor Market Analysts	22.0	2	9.1%
Unemployment Insurance Claims Examiners	27.5	5	18.2%
Unemployment Insurance Specialists	102.0	9	8.8%
Unemployment Tax Specialists	0.3	1	400.0%
Total of Employment	1,514.3	184	12.2%
Engineering and Design			
Architects	42.0	2	4.8%
Drafting Technicians	19.5	0	0.0%
Engineering Aides	536.5	111	20.7%
Engineering Assistants	197.3	34	17.2%
Engineering Specialists	2,008.3	135	6.7%
Engineering Technicians	5,590.5	441	7.9%
Engineers	460.8	32	6.9%
Graphic Designers	48.5	7	14.4%
Project Design Assistants	12.0	2	16.7%
Total of Engineering and Design	8,915.4	764	8.6%
Human Resources			
Human Resources Assistants/Specialists	968.5	129	13.3%
Training Assistants/Specialists	583.5	54	9.3%
Total of Human Resources	1,552.0	183	11.8%

Full-Time Classified State Employee Turnover Rate by Occupational Category/Job Class Series			
Occupational Category/Job Class Series	Average Annual Headcount	Total Separations	Turnover Rate
Information Technology			
ADP Equipment Operators	151.3	23	15.2%
ADP Record Control Clerks	50.3	10	19.9%
ADP Supervisors	43.3	3	6.9%
Data Base Administrators	185.5	23	12.4%
Data Entry Operators	351.0	67	19.1%
Network Specialists	705.8	50	7.1%
Programmers	774.5	61	7.9%
Systems Analysts	1,993.8	174	8.7%
Systems Support Specialists	696.8	60	8.6%
Telecommunications Specialists	166.0	10	6.0%
Total of Information Technology	5,118.3	481	9.4%
Inspectors and Investigators			
Inspectors	780.3	72	9.2%
Investigators	838.5	133	15.9%
Sample Technicians	18.3	1	5.5%
Seed Technicians	19.0	1	5.3%
Total of Inspectors and Investigators	1,656.1	207	12.5%
Insurance			
Actuaries	22.0	8	36.4%
Insurance Specialists	208.8	21	10.1%
Insurance Technicians	14.3	1	7.0%
Retirement Systems Benefits Specialists	186.0	19	10.2%
Total of Insurance	431.1	49	11.4%
Land Surveying, Appraising, and Utilities			
Appraisers	93.8	6	6.4%
Land Surveyors	22.3	0	0.0%
Right of Way Agents	168.3	9	5.3%
Utility Specialists	27.5	4	14.5%
Total of Land Surveying, Appraising and Utilities	311.9	19	6.1%
Law Enforcement			
Agent Trainees	14.8	1	6.8%
Agents	148.0	21	14.2%
Captains, Public Safety	71.3	13	18.2%
Commanders, Public Safety	11.5	3	26.1%
Corporals, Public Safety	179.8	40	22.2%
Game Warden-Assistant Commanders/Commanders	12.8	2	15.6%
Game Warden-Sergeants/Lieutenants/Captains/Majors	60.8	8	13.2%
Game Wardens	363.3	22	6.1%

Full-Time Classified State Employee Turnover Rate by Occupational Category/Job Class Series			
Occupational Category/Job Class Series	Average Annual Headcount	Total Separations	Turnover Rate
Law Enforcement (continued)			
Internal Affairs (Supervisors/Managers/Admin./Dir.)	20.3	2	9.9%
Internal Affairs Investigator Trainees	10.0	3	30.0%
Internal Affairs Investigators	89.3	8	9.0%
Lieutenants, Public Safety	169.3	17	10.0%
Majors, Public Safety	13.0	4	30.8%
Pilot Investigators	26.5	2	7.5%
Public Safety Inspectors	11.0	4	36.4%
Sergeants, Public Safety	749.0	55	7.3%
Sergeants/Lieutenants/Captains/Majors, Alcoholic Beverage	50.3	5	9.9%
Trainees/Probationary Game Wardens	25.5	2	7.8%
Trainees/Probationary Troopers	297.8	78	26.2%
Troopers	1,626.8	147	9.0%
Total of Law Enforcement	3,951.1	437	11.1%
Legal			
Assistant Attorney Generals	624.5	91	14.6%
Attorneys	764.8	123	16.1%
Benefit Review Officers	30.8	2	6.5%
Chief Deputy Clerks	8.3	1	12.0%
Clerks of the Court	16.0	1	6.3%
Court Law Clerks	76.3	72	94.4%
Deputy Clerks	71.3	17	23.8%
General Counsels	85.5	10	11.7%
Hearings Reporters	5.0	0	0.0%
Judges	85.0	8	9.4%
Law Clerks	7.0	39	557.1%
Legal Assistants	326.8	47	14.4%
Legal Secretaries	232.5	33	14.2%
Ombudsmen	66.8	15	22.5%
Title IV-D Masters	51.3	3	5.8%
Total of Legal	2,451.9	462	18.8%
Library and Records			
Archaeologists	15.8	2	12.7%
Archivists	9.3	2	21.5%
Exhibit Technicians	46.8	9	19.2%
Historians	9.8	4	40.8%
Librarians	110.0	16	14.5%
Library Assistants	41.3	9	21.8%
Museum Curators	1.0	0	0.0%
Total of Library and Records	234.0	42	17.9%

Full-Time Classified State Employee Turnover Rate by Occupational Category/Job Class Series			
Occupational Category/Job Class Series	Average Annual Headcount	Total Separations	Turnover Rate
Maintenance			
Air Conditioning and Boiler Operators	84.3	13	15.4%
Aircraft Mechanics	6.8	2	29.4%
Aircraft Pilots	14.5	4	27.6%
Electrical and Air Conditioning Mechanics	185.5	15	8.1%
Machine Service Technicians	15.8	2	12.7%
Machinists	12.8	5	39.1%
Maintenance Assistants	17.0	10	58.8%
Maintenance Supervisors	1,403.0	129	9.2%
Maintenance Technicians	901.5	135	15.0%
Motor Vehicle Technicians	438.3	76	
Radio Communications Technicians	44.0	4	9.1%
Transportation Maintenance Specialists	658.8	47	7.1%
Vehicle Drivers	212.5		16.5%
Total of Maintenance	3,994.8	477	11.9%
Medical and Health			
Dental Assistants	27.3	5	18.3%
Dental Hygienists	15.3	3	19.7%
Dentists	21.8		13.8%
Dietetic Technicians	17.5	2	11.4%
	3.5	0	0.0%
Epidemiologists		3	5.4%
Laboratory Technicians	95.3	21	
Licensed Vocational Nurses	993.5	280	28.2%
Medical Aides	39.3	2	5.1%
Medical Research Specialists	6.0		0.0%
Medical Technicians	20.8	2	9.6%
Medical Technologists	78.8	8	10.2%
	139.3	19	13.6%
Nurses		329	20.8%
Nutritionists	101.5	12	
Orthopedic Equipment Assistants/Technicians	44.3	4	9.0%
Pharmacists	75.0	26	34.7%
Pharmacy Technicians	70.5		12.8%
Physicians	102.5	18	17.6%
Psychiatrists	88.3	11	12.5%
Psychological Assistants/Associate Psychologists	216.0	34	
Psychologists	62.8	10	15.9%
Public Health Technicians	433.3	83	19.2%
Radiological Technologist Assistants/Technologists	19.5		5.1%

Full-Time Classified State Employee Turnover Rate by Occupational Category/Job Class Series			
Occupational Category/Job Class Series	Average Annual Headcount	Total Separations	Turnover Rate
Medical and Health (continued)			
Registered Therapists Assistants/Therapists	173.3	21	12.1%
Respiratory Care Practitioners	5.0	0	0.0%
Therapist Technicians	971.8	120	12.3%
Veterinarians	40.8	5	12.3%
Total of Medical and Health	5,503.8	1,031	18.7%
Natural Resources			
Chemists	132.8	13	9.8%
Environmental Specialists	308.5	47	15.2%
Fish and Wildlife Technicians	161.5	18	11.1%
Geologist Assistants	9.8	2	20.4%
Geologists	69.8	6	8.6%
Hydrologists	75.0	7	9.3%
Hydrologist Assistants	3.5	0	0.0%
Natural Resources Specialists	834.0	73	8.8%
Park Managers	50.3	0	0.0%
Park Rangers	343.5	36	10.5%
Sanitarians	133.5	15	11.2%
Total of Natural Resources	2,122.2	217	10.2%
Office Services			
Microfilm Camera Operators	25.0	9	36.0%
Micrographics Technicians	35.8	3	8.4%
Photographers	8.0	0	0.0%
Printing Services Technicians	202.0	20	9.9%
Total of Office Services	270.8	32	11.8%
Planning, Research, and Statistics			
Economists	39.3	5	12.7%
Governors Advisors	37.3	12	32.2%
Planning Assistants/Planners	317.0	48	15.1%
Research Assistants	25.5	3	11.8%
Research Specialists	226.8	35	15.4%
Statisticians	61.0	11	18.0%
Total of Planning, Research and Statistics	706.9	114	16.1%
Procedures and Information			
Audio Visual Technicians	18.8	3	16.0%
Information Specialists	458.0	61	13.3%
Marketing Specialists	65.3	12	18.4%

Full-Time Classified State Employee Turnover Rate by Occupational Category/Job Class Series			
Occupational Category/Job Class Series	Average Annual Headcount	Total Separations	Turnover Rate
Procedures and Information (continued)			
Methods and Procedures Specialists	32.3	0	0.0%
State Federal Relations Representatives	7.5	1	13.3%
Technical Writers	43.5	4	9.2%
Total of Procedures and Information	625.4	81	13.0%
Program Management			
Deputy Comptrollers	1.0	0	0.0%
Directors	1,760.0	211	12.0%
Managers	3,043.5	337	11.1%
Program Administrators	4,034.5	429	10.6%
Program Specialists	3,880.3	489	12.6%
Staff Services Officers	295.8	26	8.8%
Total of Program Management	13,015.1	1,492	11.5%
Property Management and Purchasing			
Contract Specialists	366.8	31	8.5%
Contract Technicians	181.3	26	14.3%
Inventory Coordinators	163.8	18	11.0%
Purchasers	750.0	64	8.5%
Total of Property Management and Purchasing	1,461.9	139	9.5%
Public Safety			
Breath Test Electronic Technicians	1.0	0	0.0%
Communications Center Specialists	11.0	3	27.3%
Crime Scene Photographers	4.0	1	25.0%
Criminalists	143.3	23	16.1%
DNA Index System Analysts	6.8	0	0.0%
Evidence/CODIS/DNA Technicians	23.3	7	30.0%
Fingerprint Technicians	50.3	8	15.9%
Latent Print Technicians	3.8	2	52.6%
Police Communications Operators	212.5	44	20.7%
Public Safety Records Technicians	97.5	13	13.3%
Security Officers	143.8	23	16.0%
Security Workers	255.3	65	25.5%
Total of Public Safety	952.6	189	19.8%
Safety			
Rescue Specialists	22.5	1	4.4%
Risk Management Specialists	48.0	9	18.8%
Safety Officers	208.5	24	11.5%
Total of Safety	279.0	34	12.2%

Full-Time Classified State Employee Turnover Rate by Occupational Category/Job Class Series			
Occupational Category/Job Class Series	Average Annual Headcount	Total Separations	Turnover Rate
Social Services			
Case Managers	63.8	14	22.0%
Case Review Specialists	26.5	2	7.5%
Caseworkers	609.0	149	24.5%
Chaplaincy Services Assistants	4.5	0	0.0%
Chaplains	165.8	15	9.0%
Child Development Specialists	1.0	0	0.0%
Child Support Officers	1,082.3	115	10.6%
Child Support Technicians	436.8	52	11.9%
Clinical Social Workers	190.5	29	15.2%
Coordinators of Rehabilitation	38.8	4	10.3%
Disability Determination Examiners	446.3	62	13.9%
Human Services Quality Control Analysts	112.5	12	10.7%
Human Services Specialists	7,990.8	932	11.7%
Human Services Technicians	780.8	110	14.1%
Human Services Trainees	364.5	140	38.4%
Interpreters	18.0	2	11.1%
MHMR Services Aides/Assistants/Supervisors	8,691.0	2,873	33.1%
Protective Services Specialists	3,543.3	832	23.5%
Qualified Mental Retardation Professionals	201.5	45	22.3%
Recreation Program Specialists	158.5	23	14.5%
Rehabilitation Teachers	142.5	19	13.3%
Rehabilitation Technicians	66.3	14	21.1%
Resident Specialists	244.3	48	19.6%
Social Service Supervisors	0.8	1	125.0%
Substance Abuse Counselors	217.0	49	22.6%
Veterans Assistance Counselors	52.5	4	7.6%
Vocational Rehabilitation Counselors	551.0	121	22.0%
Volunteer Services Coordinators	100.8	10	9.9%
Total of Social Services	26,301.4	5,677	21.6%

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

Salary Group Breakdowns

Table 17

Full-Time Classified State Employee Turnover Rates by Salary Group Within Salary Schedules A and B				
Salary Group	Salary Range (with 4% Increase)	Average Headcount	Total Separations	Turnover Rate
A02	\$15,576 - \$18,732	574.0	200	34.8%
A03	\$16,308 - \$19,644	997.8	219	21.9%
A04	\$17,064 - \$20,652	1,231.8	891	72.3%
A05	\$17,856 - \$21,792	1,011.8	170	16.8%
A06	\$18,732 - \$22,944	9,565.0	2,442	25.5%
A07	\$19,644 - \$24,252	3,609.8	1,584	43.9%
A08	\$20,652 - \$25,632	7,825.5	1,143	14.6%
A09	\$21,792 - \$27,132	4,326.0	1,663	38.4%
A10	\$22,944 - \$28,740	4,027.8	410	10.2%
A11	\$24,252 - \$30,432	14,095.5	2,757	19.6%
A12	\$25,632 - \$33,024	11,603.0	1,231	10.6%
A13	\$27,132 - \$34,836	6,323.3	702	11.1%
A14	\$28,740 - \$37,548	7,584.3	550	7.3%
A15	\$30,432 - \$39,864	3,546.0	345	9.7%
A16	\$32,316 - \$42,864	1,738.8	128	7.4%
A17	\$34,308 - \$45,780	168.0	12	7.1%
A18	\$36,504 - \$48,420	149.0	16	10.7%
Schedule A Total		78,377.4	14,463	18.5%
B01	\$21,792 - \$29,004	35.3	10	28.3%
B02	\$22,944 - \$30,552	789.8	221	28.0%
B03	\$24,252 - \$32,364	2,249.0	430	19.1%
B04	\$25,632 - \$34,308	1,468.5	236	16.1%
B05	\$27,132 - \$36,408	5,281.8	618	11.7%
B06	\$28,740 - \$38,664	4,516.5	788	17.4%
B07	\$30,432 - \$41,052	6,631.8	951	14.3%
B08	\$32,316 - \$43,620	5,509.5	685	12.4%
B09	\$34,308 - \$46,320	5,925.0	703	11.9%
B10	\$36,504 - \$52,932	4,790.0	498	10.4%
B11	\$38,832 - \$56,304	4,542.3	496	10.9%
B12	\$41,304 - \$59,880	3,967.8	440	11.1%
B13	\$43,908 - \$63,672	3,353.3	396	11.8%
B14	\$46,728 - \$67,764	1,788.8	196	11.0%
B15	\$49,740 - \$77,100	1,756.0	185	10.5%
B16	\$52,992 - \$82,140	1,324.8	151	11.4%
B17	\$56,436 - \$87,480	1,122.5	97	8.6%

Full-Time Classified State Employee Turnover Rates by Salary Group Within Salary Schedules A and B				
Salary Group	Salary Range (with 4% Increase)	Average Headcount	Total Separations	Turnover Rate
B18	\$60,132 - \$93,204	710.8	72	10.1%
B19	\$67,968 - \$105,348	478.0	57	11.9%
B20	\$76,884 - \$119,160	319.3	47	14.7%
B21	\$97,104 - \$150,504	173.5	25	14.4%
B22	\$122,820 - \$190,380	98.3	9	9.2%
Schedule B Total		56,832.6	7,311	12.9%

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

Table 18

Full-Time Classified State Employees Turnover Rate by Salary Group Within Salary Schedule C for Fiscal Year 2002				
Salary Group in Salary Schedule C	Average Headcount for Schedule C	Total Separations in Schedule C	Turnover Rate	
C01	348.0	84	24.1%	
C02	593.8	34	5.7%	
C03	611.0	31	5.1%	
C04	199.8	3	1.5%	
C05	261.5	7	2.7%	
C06	741.0	163	22.0%	
C07	817.5	59	7.2%	
C08	211.3	22	10.4%	
C09	127.8	23	18.0%	
C10	39.0	11	28.2%	
Schedule C Total		3,950.7	437	11.1%

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

Agencies With 25 Percent or More of Their Turnover Occurring from Interagency Transfers

Table 19

Agencies With 25 percent or More of Their Turnover Occurring from Interagency Transfers				
Agency	Average Annual Headcount	Total Separations	Separations Due to Transfers	Percentage of Agency's Turnover Related to Transfers
Securities Board	75.0	12	3	25.0%
Office of State-Federal Relations	12.5	4	1	25.0%
Telecommunications Infrastructure Fund Board	23.5	4	1	25.0%
Interagency Council on Early Childhood Intervention	56.0	11	3	27.3%
Board of Nurse Examiners	49.0	18	5	27.8%
Commission on Human Rights	43.8	7	2	28.6%
Fire Fighters' Pension Commissioner	6.0	3	1	33.3%
Commission on Fire Protection	32.8	3	1	33.3%
Department of Licensing and Regulation	143.8	15	5	33.3%
Board of Registration for Professional Engineers	23.0	3	1	33.3%
Advisory Commission on State Emergency Communications	21.3	3	1	33.3%
Board of Dental Examiners	23.8	6	2	33.3%
Health and Human Services Commission	251.0	27	9	33.3%
Commission on Alcohol and Drug Abuse	180.3	32	12	37.5%
State Board for Educator Certification	47.3	8	3	37.5%
Sixth Court of Appeals District, Texarkana	13.3	5	2	40.0%
Department of Health	4,959.0	908	386	42.5%
Texas Department of Economic Development	125.5	44	24	54.5%
Department of Housing and Community Affairs	315.3	78	44	56.4%
Board of Pharmacy	44.5	5	3	60.0%
Department on Aging	29.3	4	3	75.0%
State Law Library	6.5	1	1	100.0%
Bond Review Board	7.8	1	1	100.0%
Incentive and Productivity Commission	5.0	1	1	100.0%
Optometry Board	5.0	3	3	100.0%
Board of Examiners of Psychologists	12.3	3	3	100.0%

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

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Retention Strategies

There are many types of retention strategies for retaining high performing employees.

Employee Orientation

Employees' early impressions of an employer significantly affect their desire to stay or leave. The agency's employee orientation is critical to forming a positive impression on new employees. In the report *Holding on to High Performers: A Strategic Approach to Retention* published by Drake Beam Morin, Inc., is the idea that positive orientation programs should "close the sale." Dr. John Sullivan suggests in his article *How to Ruin a Great Recruiting Effort with the "Orientation from Hell"* that the orientation program should:

- Celebrate the new hire, which in turn helps the new hire "sign on" to the company's culture and vision.
- Be owned by the managers and employees so that they take responsibility for the productivity of the new hire by providing opportunities to perform meaningful work.
- Have managers and the team listen and understand the new hire to find out what the employee needs and anticipate and answer questions.
- Create a situation that provides an employee with a mentor as well as ways to involve the family of the new hire in the orientation programs.

Employment Branding Campaign

In today's environment, employers must define themselves in a way that allows them to attract and retain high performance employees. To do this, many companies have developed employment branding campaigns and have become "employers of choice." Some of the characteristics of an employer of choice include the following:

- The organization is highly visible and has wide, positive, name recognition.
- The corporate culture is widely known.
- Its leaders are often quoted in the business press in response to business situations and trends.
- Employees speak highly of the organization.
- The organization frequently provides strong support for employee and family-friendly programs.

What Is Employment Branding?

According to Dr. John Sullivan, employment branding is the process of placing an image of a "great place to work" in the minds of the targeted candidate pool.

Source: *Building an Employment "Brand"* by Dr. John Sullivan

According to the Society of Human Resource Management, "Employers must keep in mind that everything their organization says and/or does (or does not say or do) sends a message." Because of the effect of messages sent by organizations, the "employment brand" message must be constant and clear.

Retention Bonuses

A retention bonus is a payment made to an employee that is intended to retain that individual as part of the agency. The 76th Legislature established a retention bonus for Information Technology (IT) workers, and during fiscal year 2002, 14.5 percent (742) of IT employees received the bonus. The turnover rate for employees who received the bonus was 5.7 percent, compared with 9.4 percent for all IT workers. While retention bonuses may not be a panacea for turnover, they do appear to have a desirable impact. The 77th Legislature expanded the retention bonus program to employees in other classified positions. This means individual agencies have much more discretion in their use of these bonuses. At the end of fiscal year 2003, a review of this program will help determine whether the retention bonuses have served their purpose. It is hoped that the full program will have good results much like the Information Technology Retention Bonus Program. Agencies should consider using this program to retain employees in critical and high-demand positions within their agencies. Some of these positions might include those listed in the Bureau of Labor Statistics List under the Largest Job Growth Occupations.

According to a WorldAtWork Retention Bonus Survey, retention bonuses are still used by employers despite the economic downturn. Thirty-four percent of the companies surveyed had a cash retention bonus program in place, and many of these programs were implemented by the companies within the past 12 months. In today's climate, retention bonuses are used to retain people during hard economic times or during organizational restructuring.

Flexible Work Schedules

Research has shown that flexible work arrangements are an effective response to the growing need for employees to have a balance between work and their personal lives.

Women make up 54 percent of the workforce. Research shows that more women in the workforce may mean that there are more working parents than ever before. A recent article in *Workforce Visions: Work/Life Balance* published by the Society for Human Resource Management (SHRM) states, "Sixty-two percent of women with children under the age of six are employed, and mothers with preschoolers make up the fastest growing segment of the workforce."²

Survey of Organizational Excellence Shows:

- 65 percent of respondents said there was more than one wage earner in the household
- 98 percent of respondents work 40 or more hours per week

Research also indicates there are more dual-income couples in the workforce than ever before. Catalyst, a New York-based non-profit research organization, released a study that was published in a 1998 SHRM article, which stated that the majority of dual-earner couples cited "lack of time" as the major challenge of a two-career marriage. The couples indicated that informal flexibility such as the freedom to change their schedules on a day-to-day basis, arrive late, leave early or work from

² "The Impact of Demographic," *Society of Human Resources Management*,
<<http://www.shrm.org/trends/visions/4issue2002/default.asp?page=0702b.asp>>

home would help them achieve work-life balance and might attract them to a new employer.³

Employees under the age of 30 make up a large portion of the State's turnover. The primary reasons for their leaving, as reported in the exit surveys, were for better pay and benefits and to enter or return to school.

A recent publication states that Generation X and Y employees want to maintain a healthy balance between their personal and professional lives.⁴ For those employees who desire to enter or return to school, a flexible work schedule could help them do so while still maintaining their jobs.

Tips for Retaining Generation Y:

Ensure technology is up to date and working; provide tuition reimbursement, relevant training, and flexible work schedules.

The traditional work structure no longer fits the needs of many workers or organizations. As employees struggle to meet the increasing demands of work and personal and family life, organizations are starting to forgo the traditional 40 hour workweek and provide employees with more flexible work arrangements that meet their needs. Agencies should consider flexible work schedules in order to recruit and retain a qualified workforce; otherwise they risk not having the workforce needed to carry out their missions.

Flexible Work Schedules Include

- Part-time work schedules
- Job sharing
- Compressed work weeks
- Telework and telecommuting

Career Development Through Tuition Reimbursement and Training Programs

Career development is critical to the retention of high performing employees. In a working paper titled "The Retention Dilemma," the HayGroup indicated training should be relevant, and it should be used to broaden experience. Providing training to employees within the first two years of employment is essential to increasing the chances that employees will stay with the organization.

According to a Saratoga Institute "1999 Workforce Study," if a company does not provide training and development for employees, 35 percent of the employees will leave within twelve months.

Agencies have authority to provide training and tuition reimbursement programs to employees as long as they are relevant to the employees' current or prospective duty assignments. Even though training can be costly, developing and taking advantage of these types of programs could help the State retain high performing employees.

³ "Dual Career Couples Exert Influence," Society of Human Resources Management, September/October 1998, <<http://www.shrm.org/issues/visions/0998d.htm>>

⁴ Tonia East, "The Next Generation of Workers, Part II," *Human Capital Developers*, <<http://www.humancapitaldevelopers.com/publications.htm>>

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Reasons State Employees Separate From Employment

Table 20

Reasons State Employees Separate from Employment										
Reasons	Fiscal Year 2002 ^a		Fiscal Year 2001		Fiscal Year 2000		Fiscal Year 1999		Fiscal Year 1998	
	Separations	Percentage of Separations	Separations	Percentage of Separations	Separations	Percentage of Separations	Separations	Percentage of Separations	Separations	Percentage of Separations
Personal Reasons Not Related to the Job	N/A	N/A	11,256	41.3%	11,306	39.2%	11,162	40.5%	10,670	38.9%
Retirement	3,511	15.5%	2,699	9.9%	2,970	10.3%	2,511	9.1%	2,923	10.7%
Transfer to a Different Agency/Institution	1,589	7.0%	2,223	8.2%	2,311	8.0%	2,144	7.8%	2,123	7.7%
Reasons Unknown	N/A	N/A	2,121	7.8%	2,501	8.7%	2,456	8.9%	2,158	7.9%
Inadequate Salary	N/A	N/A	1,441	5.3%	1,897	6.6%	1,973	7.2%	2,173	7.9%
Dislike/Unsuitable for Assigned Tasks	N/A	N/A	1,151	4.2%	1,193	4.1%	1,273	4.6%	1,084	4.0%
Dissatisfaction with Supervisor	N/A	N/A	424	1.6%	376	1.3%	322	1.2%	343	1.3%
Lack of Opportunity for Advancement	N/A	N/A	156	0.6%	201	0.7%	181	0.7%	217	0.8%
Working Hours	N/A	N/A	135	0.5%	105	0.4%	88	0.3%	102	0.4%
Travel	N/A	N/A	67	0.3%	50	0.2%	46	0.2%	30	0.1%
Voluntary Separation from Agency	12,671	55.8%	3	0.0%	N/A	N/A	N/A	N/A	N/A	N/A
Total Voluntary Turnover	17,771	78.3%	21,676	79.6%	22,910	79.4%	22,156	80.4%	21,823	79.6%
Dismissal for Cause	2,889	12.7%	3,082	11.3%	2,603	9.0%	2,472	9.0%	2,147	7.8%
Resignation in Lieu of Involuntary Separation	1,522	6.7%	1,574	5.8%	1,672	5.8%	1,416	5.1%	1,219	4.4%
Reduction in Force	135	0.6%	632	2.3%	1,432	5.0%	1,224	4.4%	1,997	7.3%
Death	219	1.0%	221	0.8%	208	0.7%	201	0.7%	246	0.9%
Termination at Will	160	0.7%	45	0.2%	29	0.1%	96	0.4%	N/A	N/A
Total Involuntary Turnover	4,925	21.7%	5,554	20.4%	5,944	20.6%	5,409	19.6%	5,609	20.4%

^a Using the 2002 employee exit survey results, information shown as N/A in this table under the FY 2002 columns is captured in greater detail within Appendix 9.

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

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Exit Survey Results

Table 21

Employee Exit Survey Results		
Reasons	Number of Responses	Percent of Responses
Better pay / benefits	897	21.4%
Retirement	716	17.1%
Enter/Return to school	386	9.2%
Poor working conditions / environment	354	8.5%
Issues with my supervisor / Issues with employees I supervise	349	8.3%
Personal or family health	328	7.8%
No or little career advancement opportunities	287	6.9%
Spouse/Companion relocation	276	6.6%
Other	175	4.2
Location/transportation issues	137	3.3%
Child care/Elder care issues	115	2.7%
Self-employment	71	1.7%
Relationship with co-workers	37	0.9%
Inadequate training	31	0.7%
Inadequate work resources	24	0.6%

Source: State Auditor's Office On-Line Employee Exit Survey System Reports

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