



John Keel, CPA
State Auditor

An Annual Report on

Classified Employee Turnover for Fiscal Year 2014

December 2014

Report No. 15-703



An Annual Report on
Classified Employee Turnover for Fiscal Year 2014

SAO Report No. 15-703
 December 2014

Overall Conclusion

The fiscal year 2014 statewide turnover rate was 17.5 percent for classified regular, full- and part-time employees based on 26,376 separations. Those separations included both voluntary and involuntary separations (see text box for definitions of separation types). That was a slight decrease from the fiscal year 2013 statewide turnover rate of 17.6 percent. During the past five fiscal years, the statewide turnover rate has ranged from 14.6 percent in fiscal year 2010 to a high of 17.6 percent in fiscal year 2013.

Excluding involuntary separations and retirements, the fiscal year 2014 statewide turnover rate was 10.0 percent. That rate, which is often considered more of a true turnover rate because it reflects preventable turnover, remained the same as the rates in fiscal years 2012 and 2013, when the rates were also 10.0 percent.

Voluntary separations, including retirements, accounted for the majority (75.1 percent) of the State's total separations in fiscal year 2014. That was a 0.3 percent decrease in the number of voluntary separations since fiscal year 2013.

Involuntary separations accounted for 24.9 percent of the State's total separations in fiscal year 2014.

History of Statewide Turnover Rates Fiscal Years 2010 through 2014	
Fiscal Year	Statewide Turnover Rate
2010	14.6%
2011	16.8%
2012	17.3%
2013	17.6%
2014	17.5%

Definitions

Turnover rate formula - Calculated by dividing the number of separations during the fiscal year by the average number of classified employees during the fiscal year, then multiplying by 100.

Average number of classified employees - Calculated by totaling the number of classified employees (defined as employees who worked at any time during a quarter) for each quarter of fiscal year 2014 and then dividing that total by four.

Voluntary separation - Occurs when an employee decides to end employment with the State of his or her own accord. Examples include voluntary separation from an agency and retirement. For purposes of this report, the statewide turnover rate excludes interagency transfers because they are not considered a loss to the State as a whole. The only exception to this is turnover by agency.

Involuntary separation - Occurs when employment with the State ends at the direction of an employer or for reasons beyond an employee's control. Examples include dismissal for cause, resignation in lieu of separation, reduction in force, death, and termination at will.

Interagency transfer - Occurs when an employee transfers to another agency or higher education institution. Interagency transfers are excluded from the calculation of the statewide turnover rate because employees who transfer to other state agencies and higher education institutions are not considered a loss to the State as a whole. However, in determining turnover rates by agency, those transfers are included because they are considered a loss for the agency.

Table 1 provides a comparison of state separations for fiscal years 2013 and 2014.

Table 1

Separations in Fiscal Years 2013 and 2014 ^a			
Separation Type	Fiscal Year 2013	Fiscal Year 2014	Percent Change
Voluntary Separation from Agency	15,007	15,077	0.5%
Retirement	4,870	4,742	-2.6%
Statewide Voluntary Separations	19,877	19,819	-0.3%^b
Dismissal for Cause	3,662	3,667	0.1%
Resignation in Lieu of Involuntary Separation	2,111	2,270	7.5%
Termination at Will	471	263	-44.2%
Death	226	187	-17.3%
Reduction in Force	83	170	104.8%
Statewide Involuntary Separations	6,553	6,557	0.1%^b
Total Statewide Separations	26,430	26,376	-0.2%
Total Average Statewide Headcount	149,775.75^c	150,668.25^c	0.6%

^a The voluntary separations and total statewide separations for fiscal years 2013 and 2014 exclude interagency transfers because those are not considered a loss to the State as a whole.

^b The statewide percent changes in voluntary and involuntary separations are not the sums of the percentages. They are the percent changes in separations between fiscal years 2013 and 2014.

^c The average headcount is calculated by totaling the number of classified employees (defined as employees who worked at any time during a quarter) for each quarter of fiscal years 2013 and 2014 and then dividing that total by four.

Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, Standardized Payroll/Personnel Reporting System, and *An Annual Report on Classified Employee Turnover for Fiscal Year 2013* (State Auditor's Office Report No. 14-701, January 2014).

Key Points

Statewide employee turnover decreased slightly in fiscal year 2014 to 17.5 percent. During the past five fiscal years, the statewide turnover rate has ranged from 14.6 percent in fiscal year 2010 to a high of 17.6 percent in fiscal year 2013.

Voluntary separations, excluding interagency transfers, accounted for 75.1 percent of overall separations for the State's classified regular, full- and part-time employees. Compared to fiscal year 2013, there was a decrease of 0.3 percent in the number of employees who left state employment voluntarily.

Involuntary separations accounted for 24.9 percent of the State's total separations. Compared to fiscal year 2013, there was a 0.1 percent increase in the number of employees who left state employment involuntarily.

Table 2 lists the separations by type in fiscal year 2014.

Table 2

Separations by Type in Fiscal Year 2014 ^a		
Separation Type	Number of Separations	Percentage of Total Separations
Voluntary Separation from Agency	15,077	57.2%
Retirement	4,742	18.0%
Statewide Voluntary Separations	19,819	75.1% ^b
Dismissal for Cause	3,667	13.9%
Resignation in Lieu of Involuntary Separation	2,270	8.6%
Termination at Will	263	1.0%
Death	187	0.7%
Reduction in Force	170	0.6%
Statewide Involuntary Separations	6,557	24.9% ^b
Total Statewide Separations	26,376	100.0%
^a The voluntary separations and total statewide separations for fiscal year 2014 exclude interagency transfers because those are not considered a loss to the State as a whole. ^b Percentages do not sum exactly due to rounding.		

Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

The Department of Aging and Disability Services (DADS) had the highest turnover rate (31.6 percent) among state agencies with 1,000 or more employees in fiscal year 2014.¹

DADS's turnover rate of 31.6 percent in fiscal year 2014 was a slight reduction from its turnover rate of 31.8 percent in fiscal year 2013. The highest percentage (53.7 percent) of DADS's separations in fiscal year 2014 was voluntary separations, followed by dismissal for cause (27.1 percent).

The Juvenile Justice Department had the second highest agency turnover rate (30.4 percent), followed by the Department of State Health Services (21.9 percent) and the Department of Criminal Justice (21.2 percent). The Department of Criminal Justice had the highest number of total separations (8,538 separations). (See Table 15 on Page 20 and Appendix 3 for more information on turnover rates for state agencies.)

Employees under the age of 30 and those with fewer than 2 years of state service left state employment at a higher rate than other employee age and state service groups.²

Employees under the age of 30 accounted for 30.4 percent of the State's separations, and employees with fewer than 2 years of state service accounted for 41.6 percent of the State's separations.

The Social Services, Medical and Health, and Criminal Justice occupational categories made up 48.3 percent of the State's classified workforce and 64.8 percent of total separations.

The Social Services occupational category had the highest turnover rate (24.0 percent) in fiscal year 2014, followed by Medical and Health (23.1 percent) and Criminal Justice (23.0 percent). All three occupational categories had turnover rates that were higher than the statewide turnover rate of 17.5 percent. That can be partially attributed to the following job classification series within those three occupational categories:

- **Social Services** - The Direct Support Professional³ and Psychiatric Nursing Assistant job classification series accounted for 48.1 percent of total separations within this occupational category and had turnover rates of 41.4 percent and 31.3 percent, respectively.
- **Medical and Health** - The Licensed Vocational Nurse and Nurse job classification series accounted for 70.2 percent of total separations within this occupational category and had turnover rates of 34.1 percent and 23.9 percent, respectively.

¹ Turnover rates for agencies include interagency transfers.

² Some employees may be included in both the employees under age 30 and employees with fewer than 2 years of state service groups.

³ Prior to September 1, 2011, that job classification series was "Mental Health/Mental Retardation Assistant."

- **Criminal Justice** - The Juvenile Correctional Officer and Correctional Officer job classification series accounted for 89.3 percent of total separations within this occupational category and had turnover rates of 35.4 percent and 24.7 percent, respectively.

The top three reasons reported for leaving state employment during fiscal year 2014 were for retirement, for better pay/benefits, or because of poor working conditions/environment.

Reasons for leaving state employment are based on 3,702 exit surveys completed by state agency employees (not including higher education institutions) who left state employment.

Summary of Objective, Scope, and Methodology

The objective of this report was to provide and analyze information on employee turnover, summarize exit survey data on why employees voluntarily separate from state employment, and report on state agencies that had at least 50 employees and a turnover rate that exceeded 17.0 percent.⁴

The scope of this report included classified regular, full- and part-time employees in Texas state agencies during fiscal year 2014. Classified employees are employees who are subject to the State's Position Classification Plan. This report does not include data from higher education institutions.

The statewide turnover rate is the percentage of classified regular, full- and part-time state employees, excluding employees at higher education institutions, who voluntarily and involuntarily separate from state employment. Interagency transfers are excluded from the calculation of the statewide turnover rate because employees who transfer to other state agencies and higher education institutions are not considered a loss to the State as a whole. However, in determining turnover rates by agency, those transfers are included because they are considered a loss for an agency. The analysis for fiscal year 2014 turnover rates was prepared from quarterly and fiscal year-end summary information received from the Office of the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System as of October 1, 2014. The data in those systems was self-reported by state agencies. The data has not been independently verified by the State Auditor's Office.

⁴ The State Auditor's Office previously reported on each state agency that experienced an employee turnover rate exceeding 17.0 percent during the preceding biennium and conducted a comparative study of salary rates within those agencies, as directed by the 83rd Legislature. Agencies with a turnover rate exceeding 17.0 percent in fiscal years 2012 and 2013, excluding agencies with fewer than 50 employees, were reported in *An Annual Report on Classified Employee Turnover for Fiscal Year 2013* (State Auditor's Office Report No. 14-701, January 2014). A comparative study of salary rates was reported in *A Biennial Report on the State's Position Classification Plan for the 2016-2017 Biennium* (State Auditor's Office Report No. 15-701, September 2014).

The turnover rates reported for fiscal years 2010 through 2013 are the same as reported in *An Annual Report on Classified Employee Turnover for Fiscal Year 2013* (State Auditor’s Office Report No. 14-701, January 2014). However, agencies can continue to update data in the Office of the Comptroller of Public Accounts’ systems and, therefore, previous turnover data may have changed in those systems.

The following formula was used to determine the statewide turnover rate:

$$\left(\frac{\text{Number of separations during the fiscal year}}{\text{Average number of classified employees during the fiscal year}^5} \right) \times 100$$

The information in this report was not subjected to all the tests and confirmations that would be performed in an audit. However, the information in this report was subject to certain quality control procedures to ensure accuracy.

⁵ The “average number of classified employees” was calculated by totaling the number of classified employees (defined as employees who worked at any time during a quarter) for each quarter of fiscal year 2014 and then dividing that total by four.

Contents

Detailed Results

Chapter 1	
Statewide Turnover Rate	1
Chapter 2	
Turnover Demographics	6
Chapter 3	
Exit Survey Results	21

Appendices

Appendix 1	
Objective, Scope, and Methodology	23
Appendix 2	
Types of State Employee Separations During Fiscal Years 2010-2014.....	25
Appendix 3	
Employee Turnover by State Agency	26
Appendix 4	
Turnover by Job Classification Series	30
Appendix 5	
Turnover by Region and County	40
Appendix 6	
Fiscal Year 2014 Overall Exit Survey Results	49
Appendix 7	
Summary of Exit Survey Reasons for Leaving for State Agencies with 1,000 or More Employees	56
Appendix 8	
Interagency Transfers for Fiscal Years 2010 through 2014	58

Detailed Results

Chapter 1

Statewide Turnover Rate

Retention Efforts

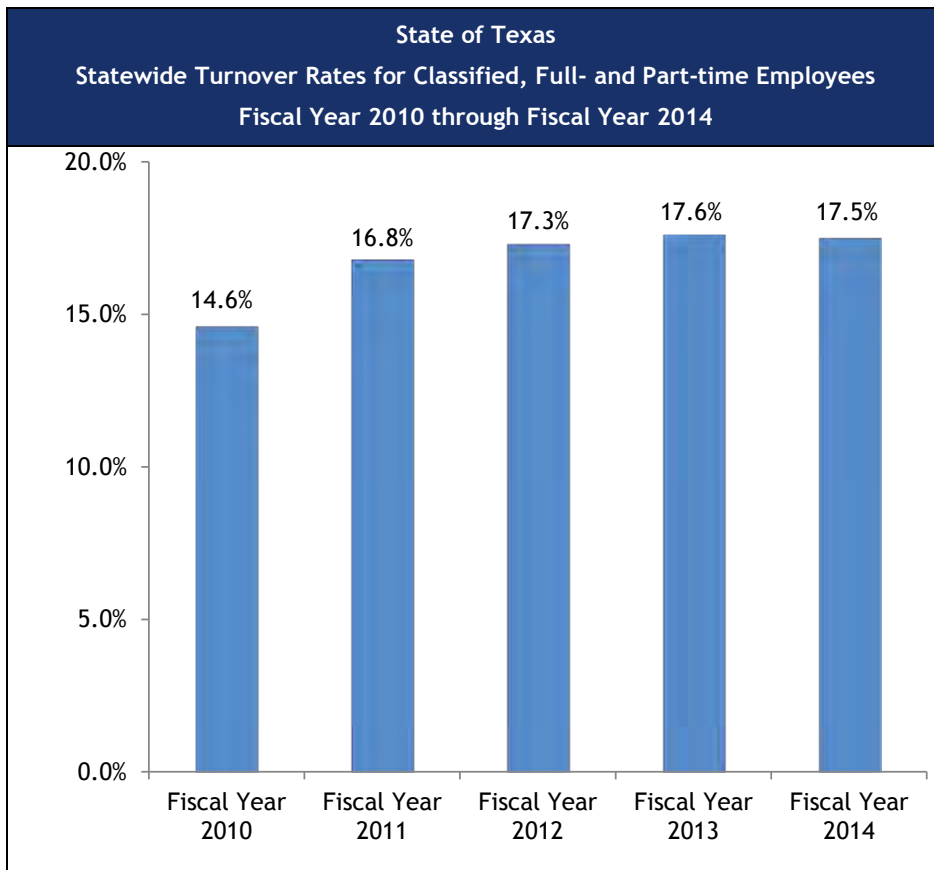
Texas Government Code, Section 2056.0021, requires state agencies to conduct a strategic planning staffing analysis and develop a workforce plan.

Agencies have been developing those plans in accordance with the Texas Government Code since fiscal year 2002. Agencies also may have developed retention strategies. Those agency workforce plans can be found on the State Auditor's Office's Web site at: <http://www.hr.sao.state.tx.us/Workforce/AgencyWorkforcePlans.aspx>

The statewide turnover rate for classified regular, full- and part-time employees for fiscal year 2014 was 17.5 percent based on a total of 26,376 voluntary and involuntary separations, excluding interagency transfers, and a statewide average headcount of 150,668.25. That was a slight decrease from the fiscal year 2013 statewide turnover rate of 17.6 percent.

The statewide turnover rate during the past five fiscal years has ranged from 14.6 percent in fiscal year 2010 to a high of 17.6 percent in fiscal year 2013 (see Figure 1).

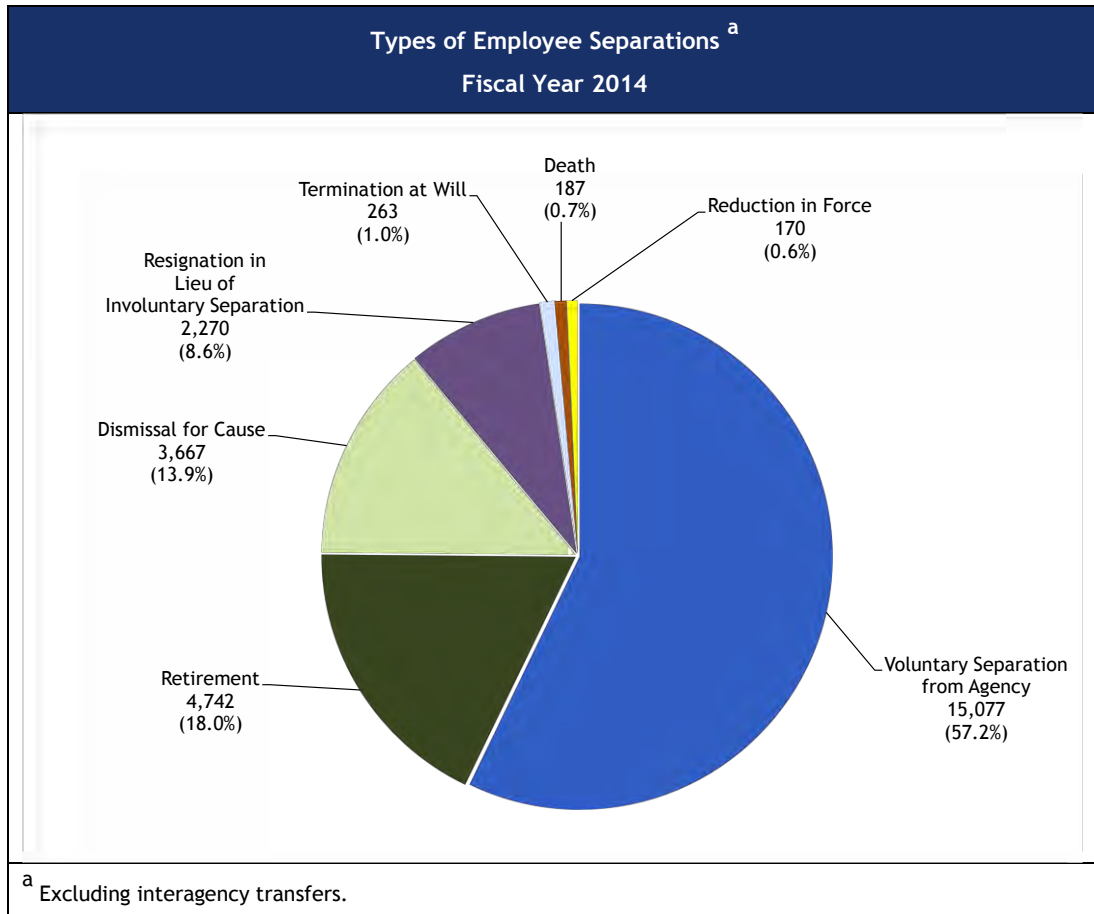
Figure 1



Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, Standardized Payroll/Personnel Reporting System, and *An Annual Report on Classified Employee Turnover for Fiscal Year 2013* (State Auditor's Office Report No. 14-701, January 2014).

“Voluntary separation from agency” (57.2 percent) was the most common type of separation, followed by “retirement” (18.0 percent) and “dismissal for cause” (13.9 percent). Figure 2 presents the types of employee separations for fiscal year 2014, excluding interagency transfers. See Appendix 2 for additional details about the types of separations from state employment in fiscal years 2010 through 2014, including information on interagency transfers.

Figure 2



Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

Voluntary Employee Separations

Voluntary separations include employees who retire and employees who leave state employment of their own accord for other reasons. Not included in the analysis of voluntary separations, unless specifically noted, are separations attributed to a transfer to another state agency or higher education institution because those separations are not considered a loss to the State as a whole.

Voluntary separations, not including interagency transfers, and retirements accounted for the majority (75.1 percent) of the State's total separations and decreased 0.3 percent since fiscal year 2013. Table 3 provides a comparison of the voluntary separations for fiscal years 2013 and 2014.

Table 3

Voluntary Employee Separations for Fiscal Years 2013 and 2014 ^a			
Separation Type	Fiscal Year 2013	Fiscal Year 2014	Percent Change
Voluntary Separation from Agency	15,007	15,077	0.5%
Retirement	4,870	4,742	-2.6%
Statewide Voluntary Separations	19,877	19,819	-0.3% ^b
^a Voluntary separations exclude interagency transfers because those separations are not considered a loss to the State as a whole. ^b The statewide percent change in voluntary separations is not the sum of the percentages. It is the percent change in total voluntary separations between fiscal years 2013 and 2014.			

Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, Standardized Payroll/Personnel Reporting System, and *An Annual Report on Classified Employee Turnover for Fiscal Year 2013*, (State Auditor's Office Report No. 14-701, January 2014).

Involuntary Employee Separations

Involuntary separations are generally employer decisions and include dismissal for cause, death, reduction in force, resignation in lieu of separation, and termination at will. Involuntary separations accounted for 24.9 percent of the State's total separations in fiscal year 2014. Involuntary separations increased 0.1 percent from fiscal year 2013 to fiscal year 2014. Reduction in force had the largest percent increase (104.8 percent) from fiscal year 2013. Terminations at will decreased by 44.2 percent from fiscal year 2013.

Table 4 provides a comparison of the involuntary separations for fiscal years 2013 and 2014.

Table 4

Involuntary Employee Separations Fiscal Years 2013 and 2014			
Separation Type	Fiscal Year 2013	Fiscal Year 2014	Percent Change
Dismissal for Cause	3,662	3,667	0.1%
Resignation in Lieu of Involuntary Separation	2,111	2,270	7.5%
Termination at Will	471	263	-44.2%
Death	226	187	-17.3%
Reduction in Force	83	170	104.8%
Statewide Involuntary Separations	6,553	6,557	0.1%^a

^a The statewide percent change in involuntary separations is not the sum of the percentages. It is the percent change in total involuntary separations between fiscal years 2013 and 2014.

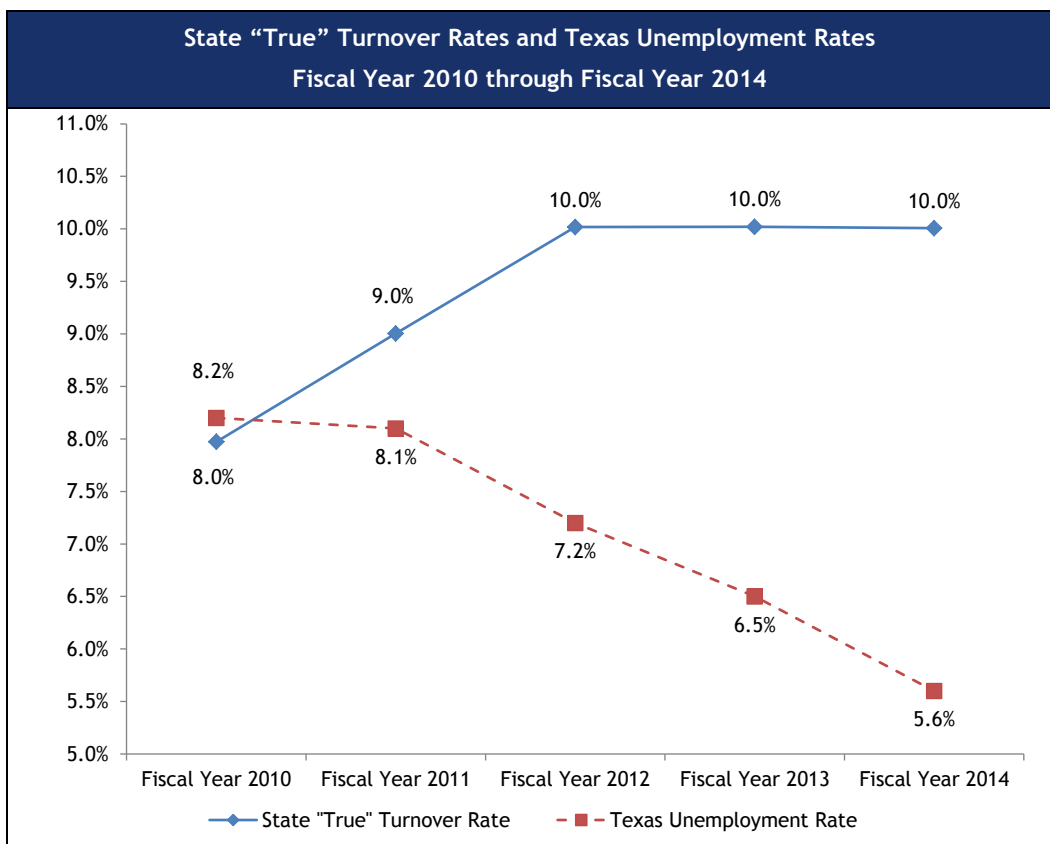
Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, Standardized Payroll/Personnel Reporting System, and *An Annual Report on Classified Employee Turnover for Fiscal Year 2013* (State Auditor's Office Report No. 14-701, January 2014).

Comparison of the State's "True" Turnover Rate and the Texas Unemployment Rate

Excluding involuntary separations and retirements, the fiscal year 2014 statewide turnover rate was 10.0 percent. This rate has remained the same since fiscal year 2012 and fiscal year 2013. That rate is often considered more of a "true" turnover rate because it reflects preventable turnover. At the same time, the Texas unemployment rate decreased from 7.2 percent in fiscal year 2012 to 6.5 percent in fiscal year 2013 to 5.6 percent in fiscal year 2014.

Figure 3 shows the State's "true" turnover rates and the Texas unemployment rates for the past five fiscal years.

Figure 3



Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, Standardized Payroll/Personnel Reporting System (voluntary turnover rate for fiscal year 2014); the U.S. Bureau of Labor Statistics (unemployment rate); and *An Annual Report on Classified Employee Turnover for Fiscal Year 2013* (State Auditor's Office Report No. 14-701, January 2014).

Turnover Demographics

The information in this chapter reflects the fiscal year 2014 turnover that is considered a loss to the State; therefore, separations attributable to a transfer from one state agency to another state agency or higher education institution are excluded because interagency transfers are not considered a loss to the State as a whole. The only exception to this is turnover by agency. In determining turnover by agency, interagency transfers are included because they are considered a loss to an agency.

Chapter 2-A

Gender

Males had a slightly higher turnover rate (17.6 percent) than females (17.4 percent). The percentage of separations for females and males was generally proportionate to the percentage of females and males in the State's classified workforce (see Table 5).

Exit Survey Results By Gender

The top two reasons reported for leaving state employment were the same for female and male respondents:

- Retirement.
- Better pay/benefits.

Table 5

Turnover by Gender for Fiscal Year 2014					
Gender	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Female	85,522.75	56.8%	14,918	56.6%	17.4%
Male	65,145.50	43.2%	11,458	43.4%	17.6%
Statewide Totals	150,668.25	100.0%	26,376	100.0%	17.5%^a
^a The statewide total turnover rate is not the sum of the percentages.					

Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

Age Group**Exit Survey Results
By Age Group**

The top two reasons reported for leaving state employment were:

Respondents Age 16 to 29

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

Respondents Age 30 to 39

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

Respondents Age 40 to 49

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

Respondents Age 50 to 59

- Retirement.
- Better pay/benefits.

Respondents Age 60 to 69

- Retirement.
- Health.

Respondents Age 70 or Older

- Retirement.
- Other.

The turnover rate of 33.8 percent for employees under age 30 was the highest among all age group categories. Employees under age 30 accounted for 15.7 percent of the State's classified workforce, but they accounted for 30.4 percent of total separations. Employees between 40 and 49 years of age made up the largest percentage (26.7 percent) of the State's classified workforce; that age group had the lowest turnover rate (10.5 percent) (see Table 6 on the next page).

Table 6

Turnover by Age Group for Fiscal Year 2014					
Age Group	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
16 to 29	23,681.75	15.7%	8,010	30.4%	33.8%
30 to 39	33,114.50	22.0%	5,622	21.3%	17.0%
40 to 49	40,286.00	26.7%	4,246	16.1%	10.5%
50 to 59	38,081.00	25.3%	5,043	19.1%	13.2%
60 to 69	14,379.50	9.5%	3,131	11.9%	21.8%
70 or older	1,124.75	0.7%	323	1.2%	28.7%
Age Unknown	0.75	0.0%	1	0.0%	133.3%
Statewide Totals	150,668.25	100.0%^a	26,376	100.0%	17.5%^b
^a Percentages do not sum exactly to 100.0 percent due to rounding.					
^b The statewide total turnover rate is not the sum of the percentages.					

Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

Ethnicity

Employees within the Black ethnic category had the highest turnover rate (19.9 percent) among all ethnic categories (see Table 7). All other ethnic categories had turnover rates that were lower than the statewide turnover rate.

Table 7

Turnover by Ethnicity for Fiscal Year 2014					
Ethnic Group	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Black	35,181.00	23.3%	6,996	26.5%	19.9%
White	73,425.75	48.7%	12,595	47.8%	17.2%
Hispanic	38,102.75	25.3%	6,212	23.6%	16.3%
American Indian/ Alaskan Native, Asian/Pacific Islander, and Other	3,958.75	2.6%	573	2.2%	14.5%
Statewide Totals	150,668.25	100.0%^a	26,376	100.0%^a	17.5%^b
^a Percentages do not sum exactly to 100.0 percent due to rounding.					
^b The statewide total turnover rate is not the sum of the percentages.					

Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

Employee Type

The turnover rate for classified regular, part-time employees (31.2 percent) was higher than the turnover rate for classified regular, full-time employees (17.3 percent); however, classified regular, part-time employees accounted for only 1.3 percent of total average headcount (see Table 8).

Table 8

Turnover by Employee Type for Fiscal Year 2014					
Employee Type	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Classified Regular, Full-time Employees	148,722.25	98.7%	25,768	97.7%	17.3%
Classified Regular, Part-time Employees	1,946.00	1.3%	608	2.3%	31.2%
Statewide Totals	150,668.25	100.0%	26,376	100.0%	17.5%^a
^a The statewide total turnover rate is not the sum of the percentages.					

Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

**Exit Survey Results
By Ethnicity**

The top two reasons reported for leaving state employment were:

Black and White Respondents

- Retirement.
- Better pay/benefits.

Hispanic, American Indian/Alaskan Native, and Asian/Pacific Islander Respondents

- Better pay/benefits.
- Retirement.

Salary Schedule and Salary Breakdown**Classified Salary Schedules**

Salary Schedule A - Administrative support, maintenance, technical, and paraprofessional positions (for example, Administrative Assistants, Correctional Officers, and Licensed Vocational Nurses).

Salary Schedule B - Mainly professional and managerial positions (for example, Accountants, Managers, and Nurses).

Salary Schedule C - Commissioned law enforcement officers (for example, Game Wardens and Troopers).

Salary Schedule A, which comprised 48.4 percent of the State's classified workforce, experienced the highest turnover rate (22.5 percent) within the State's three classified salary schedules (see text box for descriptions of those schedules). The State's law enforcement schedule (Salary Schedule C) experienced the lowest turnover rate (5.5 percent). Table 9 lists the turnover rates for all of the State's classified salary schedules.

Average Annual Salary for a Classified Regular, Full-time Employee

The average annual salary for a classified regular, full-time employee in fiscal year 2014 was \$42,116.

The average annual salaries by salary schedule were:

- Salary Schedule A - \$31,981.
- Salary Schedule B - \$50,760.
- Salary Schedule C - \$63,003.

Table 9

Turnover by Salary Schedule for Fiscal Year 2014					
Salary Schedule	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
A	72,938.00	48.4%	16,414	62.2%	22.5%
B	73,179.00	48.6%	9,711	36.8%	13.3%
C	4,551.25	3.0%	251	1.0%	5.5%
Statewide Totals	150,668.25	100.0%	26,376	100.0%	17.5%^a

^a The statewide total turnover rate is not the sum of the percentages.

Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

Salary and Its Effect on Turnover

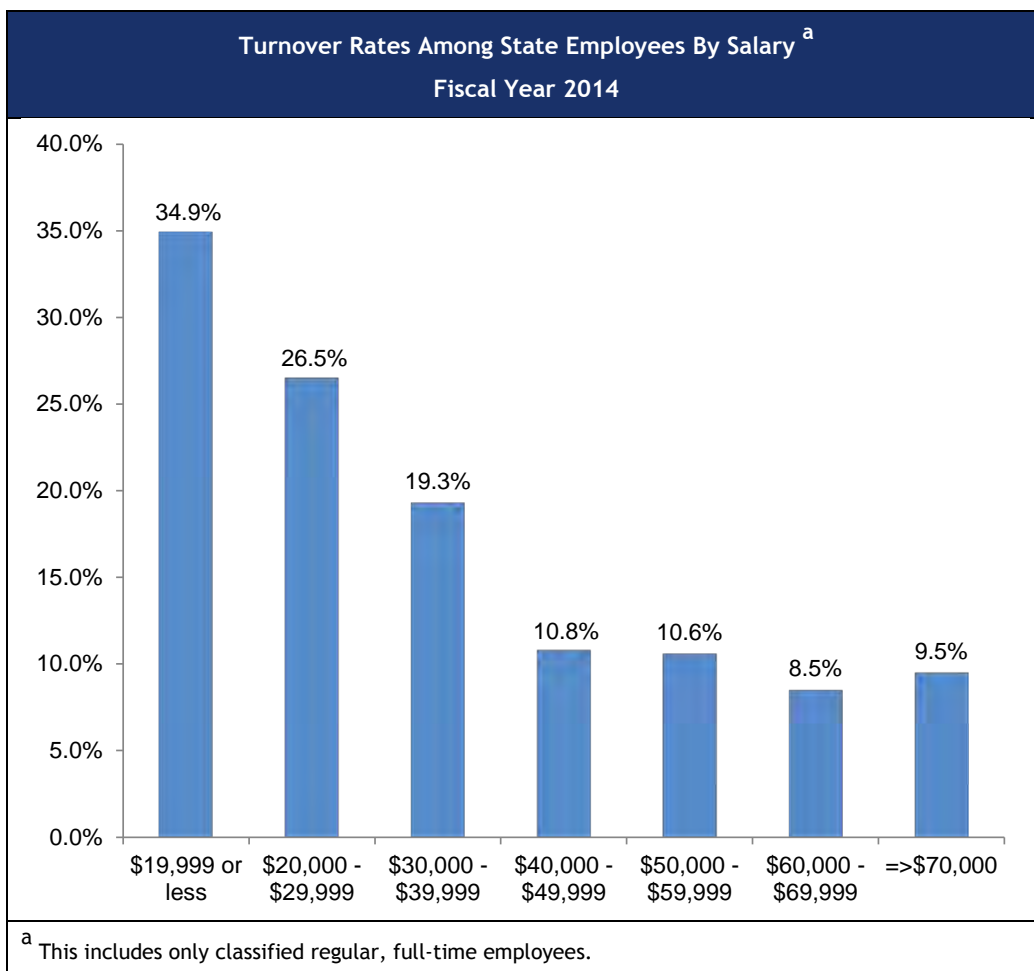
Pay Increases

The 83rd Legislature authorized an annual salary increase of 1.0 percent in fiscal year 2014 and 2.0 percent in fiscal year 2015 (with a minimum of \$50 per month) for employees paid in salary schedules A and B, with the exception of employees who were eligible to receive a targeted increase. In addition, the 83rd Legislature authorized a salary increase for employees paid in Salary Schedule C. Additional information can be found on the Office of the Comptroller of Public Accounts' Web site at https://fm.xcpa.state.tx.us/fmx/legis/salinc/guidelines/f017_all.php

Generally, the lower an employee's salary, the more likely the employee was to leave state employment. As shown in Figure 4, employees paid less than \$30,000 annually left state employment at a higher rate than employees earning annual salaries of \$30,000 and higher. In fiscal year 2014, approximately 20.1 percent of state agency employees earned less than \$30,000 annually.

The 83rd Legislature authorized the move of several job classifications to higher salary groups within the General Appropriations Act. The Legislature also adjusted salary levels for law enforcement positions using the State's Salary Schedule C and approved a 1.0 percent salary increase for most classified state employees in fiscal year 2014 and a 2.0 percent salary increase for most classified state employees in fiscal year 2015 (see text box for more information about the pay increases).

Figure 4



Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

General Appropriations Act Article

Article II (Health and Human Services) experienced the highest turnover rate (20.5 percent) among the General Appropriations Act articles, followed by Article V (Public Safety and Criminal Justice) with a turnover rate of 19.1 percent. Almost three-fourths (73.4 percent) of the State's classified workforce was employed at agencies in Article II (Health and Human Services) and Article V (Public Safety and Criminal Justice) of the General Appropriations Act (see Table 10).

Health and Human Services (Article II) had the highest turnover rate (20.5 percent) among General Appropriations Act articles. That article comprised 37.9 percent of the State's classified workforce; however, it accounted for 44.4 percent of the State's total separations. Health and Human Services includes several job classification series with turnover rates that exceeded the statewide turnover rate (17.5 percent). Examples include Direct Support Professional⁶ (41.4 percent); Licensed Vocational Nurse (34.1 percent); Psychiatric Nursing Assistant (31.3 percent); Child Protective Services Specialist (24.6 percent); and Nurse (23.9 percent) job classification series. (See Chapter 2-H for additional information on turnover rates for job classification series.)

Public Safety and Criminal Justice (Article V) had the second highest turnover rate (19.1 percent) among General Appropriations Act articles. That article comprised 35.5 percent of the State's classified workforce and accounted for 38.8 percent of the State's total separations. The Public Safety and Criminal Justice turnover rate was affected by the high turnover rates among the Juvenile Correctional Officer (35.4 percent) and the Correctional Officer (24.7 percent) job classification series.

Table 10

Turnover by General Appropriations Act Article					
Fiscal Year 2014					
Article	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
I - General Government	9,368.50	6.2%	1,123	4.3%	12.0%
II - Health and Human Services	57,148.25	37.9%	11,707	44.4%	20.5%
III - Education	2,074.50	1.4%	224	0.8%	10.8%
IV - Judiciary	716.75	0.5%	87	0.3%	12.1%
V - Public Safety and Criminal Justice	53,506.75	35.5%	10,235	38.8%	19.1%

⁶ Prior to September 1, 2011, that job classification series was "Mental Health/Mental Retardation Assistant."

Turnover by General Appropriations Act Article					
Fiscal Year 2014					
Article	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
VI - Natural Resources	8,137.75	5.4%	736	2.8%	9.0%
VII - Business and Economic Development	16,200.75	10.8%	1,881	7.1%	11.6%
VIII - Regulatory	3,515.00	2.3%	383	1.5%	10.9%
Statewide Totals	150,668.25	100.0%	26,376	100.0%	17.5%^a
^a The statewide total turnover rate is not the sum of the percentages.					

Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

Chapter 2-G

Turnover by Occupational Category

Occupational Category

An occupational category is a broad series of job families characterized by the nature of work performed. Currently, the Position Classification Plan covers 26 occupational categories (for example, Social Services, Medical and Health, and Criminal Justice.)

The Social Services occupational category had the highest turnover rate (24.0 percent), followed by the Medical and Health occupational category (23.1 percent), and the Criminal Justice occupational category (23.0 percent). Those three occupational categories combined accounted for 48.3 percent of the State's classified workforce and 64.8 percent of total separations.

The Social Services occupational category's high turnover rate (24.0 percent) can be partially attributed to the high turnover rate within the Direct Support Professional⁷ (41.4 percent) and Psychiatric Nursing Assistant (31.3 percent) job classification series. Those job classification series combined accounted for 30.2 percent of employees and 48.1 percent total separations within the Social Services occupational category.

The Medical and Health occupational category's high turnover rate (23.1 percent) can be partially attributed to the high turnover rates within the Licensed Vocational Nurse (34.1 percent) and Nurse (23.9 percent) job classification series. Those job classification series combined accounted for 59.4 percent of employees and 70.2 percent of total separations within the Medical and Health occupational category.

The Criminal Justice occupational category's high turnover rate (23.0 percent) can be partially attributed to the high turnover rates within the Juvenile Correctional Officer (35.4 percent) and Correctional Officer (24.7 percent) job classification series. Those series combined accounted for 81.2 percent of

⁷ Prior to September 1, 2011, that job classification series was "Mental Health/Mental Retardation Assistant."

employees and 89.3 percent of total separations within the Criminal Justice occupational category.

Table 11 lists turnover rates by occupational category.

Table 11

Turnover by Occupational Category					
Fiscal Year 2014					
Occupational Category	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Accounting, Auditing, and Finance	5,521.00	3.7%	525	2.0%	9.5%
Administrative Support	16,966.75	11.3%	2,330	8.8%	13.7%
Criminal Justice	32,780.25	21.8%	7,543	28.6%	23.0%
Custodial	3,971.25	2.6%	857	3.2%	21.6%
Education	135.75	0.1%	27	0.1%	19.9%
Employment	842.75	0.6%	123	0.5%	14.6%
Engineering and Design	7,970.50	5.3%	997	3.8%	12.5%
Human Resources	1,387.75	0.9%	142	0.5%	10.2%
Information and Communication	756.25	0.5%	81	0.3%	10.7%
Information Technology	4,256.50	2.8%	389	1.5%	9.1%
Inspectors and Investigators	2,930.50	1.9%	352	1.3%	12.0%
Insurance	1,007.75	0.7%	93	0.4%	9.2%
Land Surveying, Appraising, and Utilities	257.75	0.2%	32	0.1%	12.4%
Law Enforcement	4,551.25	3.0%	251	1.0%	5.5%
Legal	3,309.50	2.2%	378	1.4%	11.4%
Library and Records	203.25	0.1%	28	0.1%	13.8%
Maintenance	3,811.00	2.5%	623	2.4%	16.3%
Medical and Health	6,143.50	4.1%	1,422	5.4%	23.1%
Natural Resources	2,478.25	1.6%	237	0.9%	9.6%
Office Services	130.25	0.1%	11	0.0%	8.4%
Planning, Research, and Statistics	607.25	0.4%	72	0.3%	11.9%
Program Management	13,020.50	8.6%	1,284	4.9%	9.9%
Property Management and Procurement	2,267.75	1.5%	243	0.9%	10.7%
Public Safety	1,248.25	0.8%	181	0.7%	14.5%
Safety	275.25	0.2%	27	0.1%	9.8%
Social Services	33,837.50	22.5%	8,128	30.8%	24.0%
Statewide Totals	150,668.25	100.0%	26,376	100.0%	17.5%^a

^a The statewide total turnover rate is not the sum of the percentages.

Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

Turnover by Job Classification Series**Jobs in High Demand**

The Texas Workforce Commission forecasts that registered nurses, food preparation workers, office clerks, customer service representatives, cooks, nursing aids, groundskeeping workers, and home health and personal care aids will be among the 25 job occupations adding the most jobs from 2010 to 2020. Therefore, the State may experience higher-than-average turnover rates within those job titles because of competitive demand.

The Direct Support Professional⁸ job classification series had the highest turnover rate (41.4 percent) among all job classification series with 100 or more employees. Thirty-one job classification series had turnover rates of 17.5 percent or more during fiscal year 2014 (excluding job classification series with fewer than 100 employees). Table 12 lists the job classification series (excluding job classification series with fewer than 100 employees) with turnover rates exceeding 17.5 percent. (See Appendix 4 for turnover rates for all job classification series.)

Table 12

Job Classification Series with Turnover Rates of 17.5 Percent or More During Fiscal Year 2014 (Excludes job classification series with fewer than 100 employees)					
Job Classification Series	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Direct Support Professional ^a	7,070.50	4.7%	2,924	11.1%	41.4%
Engineering Aide	353.50	0.2%	128	0.5%	36.2%
Juvenile Correctional Officer	1,474.50	1.0%	522	2.0%	35.4%
Food Service Worker	725.75	0.5%	254	1.0%	35.0%
Licensed Vocational Nurse	1,229.00	0.8%	419	1.6%	34.1%
Psychiatric Nursing Assistant	3,141.50	2.1%	983	3.7%	31.3%
Veterans Services Representative	301.00	0.2%	79	0.3%	26.2%
Social Worker	207.00	0.1%	54	0.2%	26.1%
Motor Vehicle Technician	355.25	0.2%	90	0.3%	25.3%
Correctional Officer	25,155.50	16.7%	6,212	23.6%	24.7%
Trooper Trainee/Probationary Trooper	332.50	0.2%	82	0.3%	24.7%
Child Protective Services Specialist	5,802.50	3.9%	1,427	5.4%	24.6%
Nurse	2,419.50	1.6%	579	2.2%	23.9%
Correctional Transportation Officer	119.25	0.1%	27	0.1%	22.6%
Adult Protective Services Specialist	773.50	0.5%	172	0.7%	22.2%
Vehicle Driver	214.00	0.1%	47	0.2%	22.0%
Health Specialist	279.00	0.2%	60	0.2%	21.5%
Custodian	946.00	0.6%	201	0.8%	21.2%

⁸ Prior to September 1, 2011, that job classification series was "Mental Health/Mental Retardation Assistant."

**Job Classification Series with Turnover Rates of 17.5 Percent or More During Fiscal Year 2014
(Excludes job classification series with fewer than 100 employees)**

Job Classification Series	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Laundry/Sewing Room Worker	114.00	0.1%	24	0.1%	21.1%
Food Service Manager	979.00	0.6%	200	0.8%	20.4%
Public Health and Prevention Specialist	483.25	0.3%	98	0.4%	20.3%
Chaplain	146.50	0.1%	29	0.1%	19.8%
Teacher Aide	122.75	0.1%	24	0.1%	19.6%
Qualified Developmental Disability Professional	313.25	0.2%	61	0.2%	19.5%
Resident Specialist	400.50	0.3%	76	0.3%	19.0%
Data Entry Operator	112.00	0.1%	21	0.1%	18.8%
Cook	325.75	0.2%	61	0.2%	18.7%
Child Support Technician	373.75	0.2%	69	0.3%	18.5%
Texas Works Advisor	6,285.75	4.2%	1,128	4.3%	17.9%
Security Officer	620.50	0.4%	110	0.4%	17.7%
Agriculture Specialist	119.75	0.1%	21	0.1%	17.5%

^a Prior to September 1, 2011, that job classification series was "Mental Health/Mental Retardation Assistant."

Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

Turnover by Length of State Service

Employees with fewer than 2 years of state service had the highest turnover rate (35.7 percent). Employees with fewer than 2 years of state service comprised 20.4 percent of the classified workforce; however, they accounted for 41.6 percent of total separations.

Table 13 lists turnover rates by length of state service.

Table 13

Turnover by Length of State Service During Fiscal Year 2014					
Length of State Service	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Fewer than 2 years	30,738.75	20.4%	10,985	41.6%	35.7%
2 to 4.99 years	23,665.75	15.7%	4,571	17.3%	19.3%
5 to 9.99 years	31,253.50	20.7%	3,531	13.4%	11.3%
10 to 14.99 years	20,566.50	13.7%	1,811	6.9%	8.8%
15 to 19.99 years	18,301.25	12.1%	1,619	6.1%	8.8%
20 to 24.99 years	13,306.00	8.8%	1,610	6.1%	12.1%
25 to 29.99 years	7,591.75	5.0%	1,320	5.0%	17.4%
30 to 34.99 years	3,073.00	2.0%	559	2.1%	18.2%
35 years or more	2,171.75	1.4%	370	1.4%	17.0%
Statewide Totals	150,668.25	100.0%^a	26,376	100.0%^a	17.5%^b
^a Percentages do not sum exactly to 100.0 due to rounding.					
^b The statewide total turnover rate is not the sum of the percentages.					

Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

Turnover by Region

The West Texas region experienced the highest turnover rate (32.3 percent) among all regions of the state. The Capital region, which has the largest percentage of state employees (25.6 percent), had a turnover rate of 12.0 percent. A total of 101 counties had turnover rates that exceeded the statewide turnover rate of 17.5 percent. (See Appendix 5 for turnover rates for all Texas regions and each county within a region.) Table 14 lists turnover rates by region.

Table 14

Turnover by Region During Fiscal Year 2014					
Region	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
01 - Alamo	9,712.50	6.4%	1,927	7.3%	19.8%
02 - Capital	38,628.50	25.6%	4,627	17.5%	12.0%
03 - Central Texas	11,240.25	7.5%	2,190	8.3%	19.5%
04 - Coastal Bend	5,605.75	3.7%	1,194	4.5%	21.3%
05 - Gulf Coast	22,827.00	15.2%	3,915	14.8%	17.2%
06 - High Plains	7,593.25	5.0%	1,502	5.7%	19.8%
07 - Metroplex	15,203.50	10.1%	2,843	10.8%	18.7%
08 - Northwest Texas	9,159.25	6.1%	2,082	7.9%	22.7%
09 - South Texas Border	6,361.25	4.2%	849	3.2%	13.3%
10 - Southeast Texas	7,041.75	4.7%	1,595	6.0%	22.7%
11 - Upper East Texas	9,347.25	6.2%	1,765	6.7%	18.9%
12 - Upper Rio Grande	3,509.50	2.3%	456	1.7%	13.0%
13 - West Texas	4,429.00	2.9%	1,431	5.4%	32.3%
14 - Other	9.50	0.0%	0	0.0%	0.0%
Statewide Totals	150,668.25	100.0%^a	26,376	100.0%^a	17.5%^b
^a Percentage does not sum exactly to 100.0 due to rounding.					
^b The statewide total turnover rate is not the sum of the percentages.					

Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

Turnover by Agency

Interagency Transfers

Interagency transfers are excluded from statewide turnover calculations because they are not considered a loss to the State as a whole; however, they are included in agency turnover calculations because they are a loss to an agency. (See Appendix 8 for more information about interagency transfers for the past five fiscal years.)

The Department of Aging and Disability Services had the highest turnover rate (31.6 percent) among state agencies with more than 1,000 employees (see Table 15 on page 20). That was a slight decrease from its fiscal year 2013 turnover rate of 31.8 percent. The most common cause for separations at the Department of Aging and Disability Services was voluntary separations (53.7 percent), followed by dismissal for cause (27.1 percent). The Juvenile Justice Department had the second highest agency turnover rate (30.4 percent) among state agencies, followed by the Department of State Health Services (21.9 percent) and the Department of Criminal Justice (21.2 percent). Those four agencies accounted for 60.4 percent of total statewide separations, including interagency transfers. Although the Department of Criminal Justice did not have the highest turnover rate, it had the highest number of total separations (8,538 separations). (See Appendix 3 for turnover rates for all state agencies.)

The higher-than-average turnover rates for the Department of Aging and Disability Services, the Juvenile Justice Department, the Department of State Health Services, and the Department of Criminal Justice can be partially attributed to the high turnover rates for the following job classification series:

- Direct Support Professional⁹ (42.5 percent) and Licensed Vocational Nurse (37.6 percent), which accounted for 45.7 percent of the workforce at the Department of Aging and Disability Services and 60.9 percent of that agency's separations.
- Juvenile Correctional Officer (36.5 percent), which accounted for 57.3 percent of the workforce at the Juvenile Justice Department and 68.7 percent of that agency's separations.
- Psychiatric Nursing Assistant (32.6 percent) and Licensed Vocational Nurse (32.4 percent), which accounted for only 29.2 percent of the workforce at the Department of State Health Services but for 43.4 percent of that agency's separations.
- Correctional Officer (24.9 percent), which accounted for 62.5 percent of the workforce at the Department of Criminal Justice and 73.3 percent of that agency's separations.

The 83rd Legislature reallocated the Licensed Vocational Nurse job classification series effective September 1, 2013. In addition, the 83rd Legislature appropriated funds for targeted salary increases for Juvenile Correctional Officers, Correctional Officers, Direct Support Professionals at

⁹ Prior to September 1, 2011, that job classification series was "Mental Health/Mental Retardation Assistant."

state-supported living centers, and Psychiatric Nursing Assistants at state hospitals. That may have a positive effect on future turnover rates for those job classification series.

The following lists the top three reasons cited in employee exit surveys for leaving employment at the Department of State Health Services, Department of Aging and Disability Services, Department of Criminal Justice, and Juvenile Justice Department:

Department of State Health Services

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

Department of Aging and Disability Services

- Retirement.
- Poor working conditions/environment.
- Personal or family health.

Department of Criminal Justice

- Retirement.
- Better pay/benefits.
- Personal or family health.

Juvenile Justice Department

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

Table 15 lists the turnover rates for state agencies with 1,000 or more employees.

Table 15

Turnover Rates for Agencies with 1,000 or More Employees					
Fiscal Year 2014					
Agency	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
539 - Department of Aging and Disability Services	16,967.50	11.3%	5,355	18.6%	31.6%
644 - Juvenile Justice Department	2,572.75	1.7%	783	2.7%	30.4%
537 - Department of State Health Services	12,551.75	8.3%	2,748	9.5%	21.9%
696 - Department of Criminal Justice	40,274.25	26.7%	8,538	29.6%	21.2%
530 - Department of Family and Protective Services	12,099.50	8.0%	2,317	8.0%	19.1%
529 - Health and Human Services Commission	12,551.75	8.3%	2,364	8.2%	18.8%
320 - Texas Workforce Commission	2,968.75	2.0%	454	1.6%	15.3%
302 - Office of the Attorney General	4,192.00	2.8%	636	2.2%	15.2%
538 - Department of Assistive and Rehabilitative Services	2,977.75	2.0%	394	1.4%	13.2%
454 - Department of Insurance	1,420.75	0.9%	177	0.6%	12.5%
582 - Commission on Environmental Quality	2,722.00	1.8%	324	1.1%	11.9%
601 - Department of Transportation	11,891.25	7.9%	1,407	4.9%	11.8%
405 - Department of Public Safety	9,410.00	6.2%	984	3.4%	10.5%
304 - Office of the Comptroller of Public Accounts	2,724.50	1.8%	275	1.0%	10.1%
802 - Parks and Wildlife Department	2,920.25	1.9%	283	1.0%	9.7%

Sources: Uniform Statewide Payroll System, Human Resources Information System, and Statewide Payroll/Personnel Reporting System.

Exit Survey Results

Exit Surveys

Texas Government Code, Section 651.007, requires state agencies (excluding higher education institutions) to provide employees who leave employment at their state agencies an opportunity to complete an exit survey. The exit survey is provided to an employee who voluntarily leaves state employment and gives the employee the option of having the completed survey sent to the head of the agency and/or the Governor's Office. Each quarter, agencies are provided reports summarizing employees' reasons for leaving.

Based on 3,702 employee exit surveys (not including higher education institutions), the top 3 reasons employees reported in exit surveys for leaving employment at their state agencies during fiscal year 2014 were:

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

The Exit Survey System is designed to provide state agency management with information from separated employees regarding the reasons they left employment at their state agencies. The intent of the exit surveys is to provide insights on voluntary turnover to help agencies improve their retention strategies.

Table 16 provides a summary of the reasons that employees reported for leaving employment at their state agencies in fiscal years 2013 and 2014. (See Appendix 7 for additional information about exit survey results.)

Table 16

Reasons Employees Reported in Exit Surveys for Leaving Employment at Their State Agencies Fiscal Years 2013 and 2014				
Reason for Leaving	Fiscal Year 2013		Fiscal Year 2014	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Retirement	1,094	28.8%	1,031	27.8%
Better pay/benefits	627	16.5%	684	18.5%
Poor working conditions/environment (for example, safety, work-related stress, and/or workload issues)	376	9.9%	421	11.4%
No or little career advancement opportunities	235	6.2%	264	7.1%
Personal or family health	256	6.7%	259	7.0%
Issues with my supervisor/issues with the employees I supervise	275	7.2%	257	6.9%
Relocation (self, spouse, companion)	203	5.3%	196	5.3%
Other	349	9.2%	153	4.1%
Enter/return to school	124	3.3%	143	3.9%
Child care/elder care issues	86	2.3%	73	2.0%
Location/transportation issues	45	1.2%	59	1.6%

Reasons Employees Reported in Exit Surveys for Leaving Employment at Their State Agencies Fiscal Years 2013 and 2014				
Reason for Leaving	Fiscal Year 2013		Fiscal Year 2014	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Inadequate training	28	0.7%	49	1.3%
Relationship with co-workers	48	1.3%	40	1.1%
Self-employment	30	0.8%	38	1.0%
Inadequate work resources	24	0.6%	35	0.9%
Statewide Totals	3,800	100%	3,702	100%^a
^a Percentage does not sum exactly to 100.0 due to rounding.				

Source: State Auditor's Office - State of Texas Employment Exit Survey.

Appendices

Appendix 1

Objective, Scope, and Methodology

Objective

The objective of this report was to provide and analyze information on employee turnover, summarize exit survey data on why employees voluntarily separate from state employment, and report on state agencies that had at least 50 employees and a turnover rate that exceeded 17.0 percent.¹⁰

Scope

The scope of this report included classified regular, full- and part-time employees in Texas state agencies during fiscal year 2014. Classified employees are employees who are subject to the State's Position Classification Plan. This report does not include data from higher education institutions.

Methodology

The statewide turnover rate is the percentage of classified regular, full- and part-time state employees, excluding employees at higher education institutions, who voluntarily and involuntarily separate from state employment. The turnover rates for this report were calculated using the headcounts of full- and part-time employees. Headcounts may differ from a state entity's total number of full-time equivalent (FTE) employees. FTEs are based on the total hours worked/paid and are any combination of employees whose hours total 40 hours per week. Therefore, 2 employees (headcount) who each work 20 hours a week together equal 1 FTE.

Interagency transfers are excluded from the calculation of the statewide turnover rate because employees who transfer to other state agencies and higher education institutions are not considered a loss to the State as a whole. However, in determining turnover rates by agency, interagency transfers are included because they are considered a loss for an agency.

¹⁰ The State Auditor's Office previously reported on each state agency that experienced an employee turnover rate exceeding 17.0 percent during the preceding biennium and conducted a comparative study of salary rates within those agencies, as directed by the 83rd Legislature. Agencies with a turnover rate exceeding 17.0 percent in fiscal years 2012 and 2013, excluding agencies with fewer than 50 employees, were reported in *An Annual Report on Classified Employee Turnover for Fiscal Year 2013* (State Auditor's Office Report No. 14-701, January 2014). A comparative study of salary rates was reported in *A Biennial Report on the State's Position Classification Plan for the 2016-2017 Biennium* (State Auditor's Office Report No. 15-701, September 2014).

The analysis for fiscal year 2014 turnover rates was prepared from quarterly and fiscal year-end summary information received from the Office of the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System as of October 1, 2014. The data in those systems was self-reported by state agencies. The data has not been independently verified by the State Auditor's Office.

The turnover rates for fiscal years 2010 through 2013 are the same turnover rates reported in *An Annual Report on Classified Employee Turnover for Fiscal Year 2013* (State Auditor's Office Report No. 14-701, January 2014). However, agencies can continue to update data in the Office of the Comptroller of Public Accounts' systems and, therefore, previous turnover data may have changed in those systems.

The following formula was used to determine the statewide turnover rate:

$$\left(\frac{\text{Number of separations during the fiscal year}}{\text{Average number of classified employees during the fiscal year}^{11}} \right) \times 100$$

Project Information

Fieldwork was conducted from October 2014 through November 2014. The information in this report was not subjected to all the tests and confirmations that would be performed in an audit. However, the information in this report was subject to certain quality control procedures to ensure accuracy.

The following members of the State Auditor's Office staff performed the field work for this report:

- Judy Millar, CCP (Project Manager)
- Taylor Huff
- Sharon Schneider, CCP, PHR
- Debra Serrins, MA (Information Technology)
- Dennis Ray Bushnell, CPA (Quality Control Reviewer)
- John Young, MPAff (Audit Manager)

¹¹ The "average number of classified employees" was calculated by totaling the number of classified employees (defined as employees who worked at any time during a quarter) for each quarter of fiscal year 2014 and then dividing that total by four.

Types of State Employee Separations During Fiscal Years 2010-2014

Table 17 provides a summary of the types of state employee separations for fiscal years 2010 through 2014, including interagency transfers.

Table 17

Types of State Employee Separations Fiscal Years 2010 through 2014										
Reason for Separation	Fiscal Year 2014		Fiscal Year 2013		Fiscal Year 2012		Fiscal Year 2011		Fiscal Year 2010	
	Separations	Percentage of Total Separations	Separations	Percentage of Total Separations	Separations	Percentage of Total Separations	Separations	Percentage of Total Separations	Separations	Percentage of Total Separations
Voluntary Separation from Agency	15,077	52.2%	15,007	52.6%	14,981	49.3%	13,909	50.8%	12,484	50.2%
Transfer to Another Agency	2,482	8.6%	2,102	7.4%	4,504	14.8%	1,376	5.0%	2,079	8.4%
Retirement	4,742	16.4%	4,870	17.1%	4,416	14.5%	4,411	16.1%	3,672	14.8%
Statewide Voluntary Separations^a	22,301	77.3%	21,979	77.0%	23,901	78.6%	19,696	71.9%	18,235	73.3%
Dismissal for Cause	3,667	12.7%	3,662	12.8%	3,747	12.3%	3,681	13.4%	3,849	15.5%
Resignation in Lieu of Separation	2,270	7.9%	2,111	7.4%	2,188	7.2%	2,287	8.3%	2,221	8.9%
Reduction in Force	170	0.6%	83	0.3%	96	0.3%	1,225	4.5%	171	0.7%
Death	187	0.6%	226	0.8%	198	0.7%	255	0.9%	244	1.0%
Termination at Will	263	0.9%	471	1.7%	288	0.9%	260	0.9%	168	0.7%
Statewide Involuntary Separations^a	6,557	22.7%	6,553	23.0%	6,517	21.4%	7,708	28.1%	6,653	26.7%
Total Separations	28,858	100.0%	28,532	100.0%	30,418	100.0%	27,404	100.0%	24,888	100.0%

^a Percentages may not sum exactly due to rounding.

Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, Standardized Payroll/Personnel Reporting System, and *An Annual Report on Classified Employee Turnover for Fiscal Year 2013* (State Auditor's Office Report No. 14-701, January 2014).

Employee Turnover by State Agency

Table 18 provides information on classified regular, full- and part-time employee turnover by state agency, excluding higher education institutions. These totals include interagency transfers because they are considered a loss for an agency.

Table 18

Employee Turnover by State Agency Including Interagency Transfers									
Fiscal Year 2014 ^a									
Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Agency Turnover Rate
201 - Supreme Court of Texas	0	0.0%	26	35.7%	2	2.7%	72.75	28	38.5%
211 - Court of Criminal Appeals	0	0.0%	5	8.3%	0	0.0%	60.00	5	8.3%
212 - Texas Judicial Council Office of Court Administration	1	0.5%	4	1.9%	5	2.4%	209.50	10	4.8%
213 - Office of the State Prosecuting Attorney	0	0.0%	0	0.0%	0	0.0%	3.00	0	0.0%
215 - Office of Capital Writs	0	0.0%	6	58.5%	0	0.0%	10.25	6	58.5%
221 - First Court of Appeals District, Houston	0	0.0%	6	16.7%	0	0.0%	36.00	6	16.7%
222 - Second Court of Appeals District, Fort Worth	0	0.0%	6	18.3%	0	0.0%	32.75	6	18.3%
223 - Third Court of Appeals District, Austin	0	0.0%	1	3.8%	1	3.8%	26.50	2	7.5%
224 - Fourth Court of Appeals District, San Antonio	0	0.0%	3	10.5%	0	0.0%	28.50	3	10.5%
225 - Fifth Court of Appeals District, Dallas	1	1.9%	4	7.7%	0	0.0%	51.75	5	9.7%
226 - Sixth Court of Appeals District, Texarkana	0	0.0%	1	7.7%	0	0.0%	13.00	1	7.7%
227 - Seventh Court of Appeals District, Amarillo	0	0.0%	1	6.2%	2	12.3%	16.25	3	18.5%
228 - Eighth Court of Appeals District, El Paso	0	0.0%	3	21.1%	0	0.0%	14.25	3	21.1%
229 - Ninth Court of Appeals District, Beaumont	0	0.0%	1	6.2%	1	6.2%	16.25	2	12.3%
230 - Tenth Court of Appeals District, Waco	0	0.0%	0	0.0%	0	0.0%	13.00	0	0.0%
231 - Eleventh Court of Appeals District, Eastland	0	0.0%	2	13.1%	1	6.6%	15.25	3	19.7%
232 - Twelfth Court of Appeals District, Tyler	0	0.0%	1	8.2%	0	0.0%	12.25	1	8.2%
233 - Thirteenth Court of Appeals District, Corpus Christi	0	0.0%	1	3.8%	1	3.8%	26.25	2	7.6%
234 - Fourteenth Court of Appeals District, Houston	0	0.0%	7	19.4%	0	0.0%	36.00	7	19.4%
242 - State Commission on Judicial Conduct	2	16.7%	0	0.0%	0	0.0%	12.00	2	16.7%

Employee Turnover by State Agency Including Interagency Transfers

Fiscal Year 2014 ^a

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Agency Turnover Rate
243 - State Law Library	0	0.0%	4	35.6%	0	0.0%	11.25	4	35.6%
300 - Trusteed Programs within the Office of the Governor	5	4.6%	22	20.3%	5	4.6%	108.50	32	29.5%
301 - Office of the Governor	2	1.4%	37	25.6%	1	0.7%	144.75	40	27.6%
302 - Office of the Attorney General	28	0.7%	485	11.6%	123	2.9%	4,192.00	636	15.2%
303 - Facilities Commission	10	3.4%	26	8.9%	8	2.7%	293.75	44	15.0%
304 - Office of the Comptroller of Public Accounts	25	0.9%	162	5.9%	88	3.2%	2,724.50	275	10.1%
305 - General Land Office	6	0.9%	31	4.9%	8	1.3%	634.25	45	7.1%
306 - Library and Archives Commission	6	3.8%	9	5.7%	1	0.6%	159.00	16	10.1%
307 - Office of the Secretary of State	3	1.5%	27	13.9%	11	5.6%	194.75	41	21.1%
312 - State Securities Board	1	1.0%	3	3.1%	0	0.0%	96.25	4	4.2%
313 - Department of Information Resources	1	0.5%	22	11.7%	15	8.0%	187.50	38	20.3%
320 - Texas Workforce Commission	39	1.3%	294	9.9%	121	4.1%	2,968.75	454	15.3%
323 - Teacher Retirement System	9	1.5%	31	5.3%	17	2.9%	589.25	57	9.7%
326 - Texas Emergency Services Retirement System	1	16.0%	0	0.0%	0	0.0%	6.25	1	16.0%
327 - Employees Retirement System	2	0.6%	29	8.7%	6	1.8%	334.00	37	11.1%
329 - Real Estate Commission	5	4.8%	6	5.8%	6	5.8%	103.50	17	16.4%
332 - Department of Housing and Community Affairs	5	1.7%	17	5.7%	6	2.0%	299.50	28	9.3%
338 - Pension Review Board	0	0.0%	2	16.0%	0	0.0%	12.50	2	16.0%
347 - Public Finance Authority	1	11.8%	2	23.5%	2	23.5%	8.50	5	58.8%
352 - Bond Review Board	0	0.0%	2	23.5%	0	0.0%	8.50	2	23.5%
356 - Texas Ethics Commission	0	0.0%	5	16.8%	1	3.4%	29.75	6	20.2%
359 - Office of Public Insurance Counsel	0	0.0%	1	9.8%	0	0.0%	10.25	1	9.8%
360 - State Office of Administrative Hearings	0	0.0%	9	8.4%	2	1.9%	107.25	11	10.3%
362 - Texas Lottery Commission	1	0.3%	23	7.5%	11	3.6%	306.00	35	11.4%
364 - Health Professions Council	0	0.0%	1	16.7%	0	0.0%	6.00	1	16.7%
401 - Texas Military Department	83	14.7%	51	9.0%	30	5.3%	566.25	164	29.0%
403 - Veterans Commission	8	2.1%	57	14.7%	18	4.6%	387.50	83	21.4%
405 - Department of Public Safety	113	1.2%	636	6.8%	235	2.5%	9,410.00	984	10.5%
407 - Texas Commission on Law Enforcement	0	0.0%	3	6.8%	0	0.0%	44.25	3	6.8%
409 - Commission on Jail Standards	0	0.0%	3	20.0%	0	0.0%	15.00	3	20.0%
411 - Commission on Fire Protection	3	10.7%	3	10.7%	2	7.1%	28.00	8	28.6%

Employee Turnover by State Agency Including Interagency Transfers

Fiscal Year 2014 ^a

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Agency Turnover Rate
448 - Office of Injured Employee Counsel	0	0.0%	21	12.2%	5	2.9%	172.00	26	15.1%
450 - Department of Savings and Mortgage Lending	5	8.1%	7	11.3%	2	3.2%	62.00	14	22.6%
451 - Department of Banking	2	1.1%	9	4.8%	6	3.2%	187.75	17	9.1%
452 - Department of Licensing and Regulation	5	1.4%	21	5.7%	12	3.2%	370.00	38	10.3%
454 - Department of Insurance	13	0.9%	99	7.0%	65	4.6%	1,420.75	177	12.5%
455 - Railroad Commission	5	0.7%	52	7.0%	38	5.1%	745.00	95	12.8%
456 - State Board of Plumbing Examiners	0	0.0%	1	3.7%	0	0.0%	27.25	1	3.7%
457 - Board of Public Accountancy	1	2.3%	8	18.2%	3	6.8%	44.00	12	27.3%
458 - Alcoholic Beverage Commission	17	2.9%	25	4.2%	16	2.7%	596.25	58	9.7%
459 - Board of Architectural Examiners	0	0.0%	1	5.5%	0	0.0%	18.25	1	5.5%
460 - Board of Professional Engineers	0	0.0%	3	10.2%	0	0.0%	29.50	3	10.2%
464 - Board of Professional Land Surveying	0	0.0%	0	0.0%	1	20.0%	5.00	1	20.0%
466 - Office of Consumer Credit Commissioner	2	2.5%	5	6.2%	4	4.9%	81.25	11	13.5%
469 - Credit Union Department	0	0.0%	3	12.5%	0	0.0%	24.00	3	12.5%
473 - Public Utility Commission of Texas	0	0.0%	16	9.5%	6	3.5%	169.25	22	13.0%
475 - Office of Public Utility Counsel	0	0.0%	2	11.4%	1	5.7%	17.50	3	17.1%
476 - Racing Commission	0	0.0%	2	3.3%	2	3.3%	60.75	4	6.6%
477 - Commission on State Emergency Communications	0	0.0%	0	0.0%	2	8.6%	23.25	2	8.6%
479 - State Office of Risk Management	3	2.6%	16	13.8%	0	0.0%	116.00	19	16.4%
481 - Board of Professional Geoscientists	1	15.4%	1	15.4%	0	0.0%	6.50	2	30.8%
503 - Texas Medical Board	5	2.9%	26	14.9%	9	5.1%	175.00	40	22.9%
504 - State Board of Dental Examiners	3	6.3%	5	10.5%	1	2.1%	47.75	9	18.8%
507 - Board of Nursing	0	0.0%	17	15.3%	1	0.9%	111.00	18	16.2%
508 - Board of Chiropractic Examiners	1	9.1%	1	9.1%	0	0.0%	11.00	2	18.2%
512 - Board of Podiatric Medical Examiners	0	0.0%	0	0.0%	0	0.0%	2.75	0	0.0%
513 - Funeral Service Commission	1	8.9%	0	0.0%	1	8.9%	11.25	2	17.8%
514 - Optometry Board	1	16.0%	1	16.0%	1	16.0%	6.25	3	48.0%
515 - Board of Pharmacy	1	1.2%	8	9.8%	2	2.4%	81.75	11	13.5%
520 - Board of Examiners of Psychologists	2	14.8%	2	14.8%	1	7.4%	13.50	5	37.0%
529 - Health and Human Services Commission	356	2.8%	1,653	13.2%	355	2.8%	12,551.75	2,364	18.8%
530 - Department of Family and Protective Services	322	2.7%	1,827	15.1%	168	1.4%	12,099.50	2,317	19.1%

Employee Turnover by State Agency Including Interagency Transfers

Fiscal Year 2014 ^a

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Agency Turnover Rate
533 - Executive Council of Physical and Occupational Therapy Examiners	1	5.3%	4	21.3%	2	10.7%	18.75	7	37.3%
537 - Department of State Health Services	567	4.5%	1,836	14.6%	345	2.7%	12,551.75	2,748	21.9%
538 - Department of Assistive and Rehabilitative Services	44	1.5%	230	7.7%	120	4.0%	2,977.75	394	13.2%
539 - Department of Aging and Disability Services	1,610	9.5%	3,343	19.7%	402	2.4%	16,967.50	5,355	31.6%
542 - Cancer Prevention and Research Institute of Texas	0	0.0%	5	27.0%	0	0.0%	18.50	5	27.0%
551 - Department of Agriculture	7	1.1%	55	8.9%	13	2.1%	615.25	75	12.2%
554 - Animal Health Commission	1	0.7%	2	1.4%	5	3.4%	145.25	8	5.5%
578 - Board of Veterinary Medical Examiners	1	5.9%	2	11.8%	1	5.9%	17.00	4	23.5%
580 - Water Development Board	3	1.1%	46	16.1%	16	5.6%	285.25	65	22.8%
582 - Commission on Environmental Quality	22	0.8%	218	8.0%	84	3.1%	2,722.00	324	11.9%
592 - Soil and Water Conservation Board	0	0.0%	6	8.5%	1	1.4%	70.50	7	9.9%
601 - Department of Transportation	177	1.5%	684	5.8%	546	4.6%	11,891.25	1,407	11.8%
608 - Department of Motor Vehicles	17	2.3%	68	9.2%	31	4.2%	735.25	116	15.8%
644 - Juvenile Justice Department	237	9.2%	477	18.5%	69	2.7%	2,572.75	783	30.4%
696 - Department of Criminal Justice	2,686	6.7%	4,323	10.7%	1,529	3.8%	40,274.25	8,538	21.2%
701 - Texas Education Agency	1	0.1%	63	8.1%	30	3.8%	782.50	94	12.0%
771 - School for the Blind and Visually Impaired	4	1.2%	26	7.8%	8	2.4%	333.00	38	11.4%
772 - School for the Deaf	15	4.1%	39	10.5%	17	4.6%	369.75	71	19.2%
802 - Parks and Wildlife Department	41	1.4%	161	5.5%	81	2.8%	2,920.25	283	9.7%
808 - Historical Commission	6	3.2%	25	13.3%	7	3.7%	187.50	38	20.3%
809 - Preservation Board	10	4.8%	32	15.5%	3	1.5%	206.25	45	21.8%
813 - Commission on the Arts	0	0.0%	1	8.2%	0	0.0%	12.25	1	8.2%
907 - Comptroller - State Energy Conservation Office	0	0.0%	0	0.0%	0	0.0%	13.00	0	0.0%
Statewide Totals ^b	6,557	4.4%	17,559	11.7%	4,742	3.1%	150,668.25	28,858	19.2%

^a Turnover rates in this table include interagency transfers because these separations are considered a loss for the agency.

^b The statewide total turnover rates are not the sums of the percentages.

Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

Turnover by Job Classification Series

Table 19 provides a summary of turnover by job classification series. Job classification series with no employees in fiscal year 2014 were not included in this table.

Table 19

Turnover by Job Classification Series Fiscal Year 2014						
Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
Accounting, Auditing, and Finance	Accountant	1,571.50	1.0%	130	0.5%	8.3%
	Accounting Technician	211.25	0.1%	22	0.1%	10.4%
	Accounts Examiner	838.00	0.6%	79	0.3%	9.4%
	Auditor	1,259.75	0.8%	165	0.6%	13.1%
	Budget Analyst	432.50	0.3%	31	0.1%	7.2%
	Chief Investment Officer	1.00	0.0%	0	0.0%	0.0%
	Chief Trader	3.00	0.0%	0	0.0%	0.0%
	Financial Analyst	163.00	0.1%	9	0.0%	5.5%
	Financial Examiner	391.00	0.3%	38	0.1%	9.7%
	Investment Analyst	65.75	0.0%	3	0.0%	4.6%
	Loan Specialist	29.75	0.0%	1	0.0%	3.4%
	Portfolio Manager	98.50	0.1%	11	0.0%	11.2%
	Reimbursement Officer	84.25	0.1%	9	0.0%	10.7%
	Taxpayer Compliance Officer	365.75	0.2%	27	0.1%	7.4%
	Trader	6.00	0.0%	0	0.0%	0.0%
Totals for Accounting, Auditing, and Finance		5,521.00	3.7%	525	2.0%	9.5%^b
Administrative Support	Administrative Assistant	7,710.25	5.1%	892	3.4%	11.6%
	Aircraft Pilot	4.00	0.0%	1	0.0%	25.0%
	Clerk	5,222.00	3.5%	896	3.4%	17.2%
	Customer Service Representative	3,030.25	2.0%	425	1.6%	14.0%
	Executive Assistant	569.25	0.4%	55	0.2%	9.7%
	License and Permit Specialist	345.25	0.2%	40	0.2%	11.6%
	Receptionist	85.75	0.1%	21	0.1%	24.5%
Totals for Administrative Support		16,966.75	11.3%	2,330	8.8%	13.7%^b
Criminal Justice	Agriculture Specialist	119.75	0.1%	21	0.1%	17.5%
	Assistant Warden/Warden	184.75	0.1%	24	0.1%	13.0%

**Turnover by Job Classification Series
Fiscal Year 2014**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Correctional Officer	25,155.50	16.7%	6,212	23.6%	24.7%
	Correctional Transportation Officer	119.25	0.1%	27	0.1%	22.6%
	Counsel Substitute	99.50	0.1%	10	0.0%	10.1%
	Dorm Supervisor	27.25	0.0%	3	0.0%	11.0%
	Halfway House Assistant Superintendent/Superintendent	14.25	0.0%	4	0.0%	28.1%
	Industrial Specialist	347.25	0.2%	38	0.1%	10.9%
	Juvenile Correctional Officer	1,474.50	1.0%	522	2.0%	35.4%
	Parole Officer	2,130.50	1.4%	316	1.2%	14.8%
	Senior Correctional Officer	3,096.50	2.1%	365	1.4%	11.8%
	Youth Facility Assistant Superintendent/ Superintendent	11.25	0.0%	1	0.0%	8.9%
Totals for Criminal Justice		32,780.25	21.8%	7,543	28.6%	23.0%^b
Custodial	Barber/Cosmetologist	18.50	0.0%	3	0.0%	16.2%
	Cook	325.75	0.2%	61	0.2%	18.7%
	Custodial Manager	68.00	0.0%	9	0.0%	13.2%
	Custodian	946.00	0.6%	201	0.8%	21.2%
	Food Service Manager	979.00	0.6%	200	0.8%	20.4%
	Food Service Worker	725.75	0.5%	254	1.0%	35.0%
	Groundskeeper	95.25	0.1%	20	0.1%	21.0%
	Laundry Manager	699.00	0.5%	85	0.3%	12.2%
	Laundry/Sewing Room Worker	114.00	0.1%	24	0.1%	21.1%
Totals for Custodial		3,971.25	2.6%	857	3.2%	21.6%^b
Education	Education Specialist	13.00	0.0%	3	0.0%	23.1%
	Teacher Aide	122.75	0.1%	24	0.1%	19.6%
Totals for Education		135.75	0.1%	27	0.1%	19.9%^b
Employment	Unemployment Insurance Claims Examiner	273.50	0.2%	35	0.1%	12.8%
	Unemployment Insurance Specialist	30.50	0.0%	1	0.0%	3.3%
	Workforce Development Specialist	538.75	0.4%	87	0.3%	16.1%
Totals for Employment		842.75	0.6%	123	0.5%	14.6%^b
Engineering and Design	Architect	68.25	0.0%	4	0.0%	5.9%
	Creative Media Designer	63.00	0.0%	8	0.0%	12.7%
	District Engineer	23.25	0.0%	0	0.0%	0.0%

**Turnover by Job Classification Series
Fiscal Year 2014**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Drafting Technician	11.00	0.0%	1	0.0%	9.1%
	Engineer	934.75	0.6%	72	0.3%	7.7%
	Engineering Aide	353.50	0.2%	128	0.5%	36.2%
	Engineering Specialist	2,345.00	1.6%	228	0.9%	9.7%
	Engineering Technician	4,163.75	2.8%	553	2.1%	13.3%
	Project Design Assistant	8.00	0.0%	3	0.0%	37.5%
	Totals for Engineering and Design	7,970.50	5.3%	997	3.8%	12.5%^b
Human Resources	Human Resources Assistant/Specialist	686.00	0.5%	75	0.3%	10.9%
	Training Assistant/Specialist	701.75	0.5%	67	0.3%	9.5%
	Totals for Human Resources	1,387.75	0.9%	142	0.5%	10.2%^b
Information and Communication	Editor	14.50	0.0%	1	0.0%	6.9%
	Government Relations Specialist	77.50	0.1%	4	0.0%	5.2%
	Governor's Advisor	23.75	0.0%	3	0.0%	12.6%
	Information Specialist	422.75	0.3%	40	0.2%	9.5%
	Management Analyst	105.00	0.1%	11	0.0%	10.5%
	Marketing Specialist	55.00	0.0%	11	0.0%	20.0%
	Multimedia Technician	16.25	0.0%	4	0.0%	24.6%
	Technical Writer	41.50	0.0%	7	0.0%	16.9%
	Totals for Information and Communication	756.25	0.5%	81	0.3%	10.7%^b
Information Technology	Business Continuity Coordinator	16.50	0.0%	0	0.0%	0.0%
	Chief Information Security Officer	3.00	0.0%	0	0.0%	0.0%
	Computer Operations Specialist	29.25	0.0%	0	0.0%	0.0%
	Computer Operator Technician	9.75	0.0%	2	0.0%	20.5%
	Data Base Administrator	132.25	0.1%	21	0.1%	15.9%
	Data Entry Operator	112.00	0.1%	21	0.1%	18.8%
	Geographic Information Specialist	47.00	0.0%	7	0.0%	14.9%
	Information Technology Auditor	31.00	0.0%	1	0.0%	3.2%
	Information Technology Security Analyst	68.25	0.0%	8	0.0%	11.7%
	Network Specialist	526.25	0.3%	54	0.2%	10.3%
	Programmer	569.50	0.4%	45	0.2%	7.9%
	Systems Analyst	2,012.75	1.3%	164	0.6%	8.1%
	Systems Support Specialist	463.25	0.3%	50	0.2%	10.8%

**Turnover by Job Classification Series
Fiscal Year 2014**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Telecommunications Specialist	141.00	0.1%	8	0.0%	5.7%
	Web Administrator	94.75	0.1%	8	0.0%	8.4%
Totals for Information Technology		4,256.50	2.8%	389	1.5%	9.1%^b
Inspectors and Investigators	Boiler Inspector	17.25	0.0%	1	0.0%	5.8%
	Inspector	1,330.50	0.9%	158	0.6%	11.9%
	Investigator	1,582.75	1.1%	193	0.7%	12.2%
Totals for Inspectors and Investigators		2,930.50	1.9%	352	1.3%	12.0%^b
Insurance	Actuary	44.25	0.0%	7	0.0%	15.8%
	Claims Assistant and Claims Examiner	563.50	0.4%	49	0.2%	8.7%
	Insurance Specialist	185.00	0.1%	17	0.1%	9.2%
	Insurance Technician	1.00	0.0%	0	0.0%	0.0%
	Retirement Systems Benefits Specialist	214.00	0.1%	20	0.1%	9.3%
Totals for Insurance		1,007.75	0.7%	93	0.4%	9.2%^b
Land Surveying, Appraising, and Utilities	Appraiser	74.75	0.0%	7	0.0%	9.4%
	Land Surveyor	29.75	0.0%	4	0.0%	13.4%
	Right of Way Agent	136.75	0.1%	21	0.1%	15.4%
	Utility Specialist	16.50	0.0%	0	0.0%	0.0%
Totals for Land Surveying, Appraising, and Utilities		257.75	0.2%	32	0.1%	12.4%^b
Law Enforcement	Agent	152.00	0.1%	4	0.0%	2.6%
	Agent Trainee	29.50	0.0%	3	0.0%	10.2%
	Commander, Public Safety	1.00	0.0%	0	0.0%	0.0%
	Corporal, Public Safety	231.25	0.2%	6	0.0%	2.6%
	Game Warden	405.25	0.3%	4	0.0%	1.0%
	Game Warden-Assistant Commander/Commander	7.25	0.0%	1	0.0%	13.8%
	Game Warden-Sergeant/Lieutenant/Captain/Major	85.25	0.1%	3	0.0%	3.5%
	Internal Affairs (Supervisor/Manager/Admin./Dir.)	22.25	0.0%	2	0.0%	9.0%
	Internal Affairs Investigator	105.25	0.1%	5	0.0%	4.8%
	Internal Affairs Investigator Trainee	5.00	0.0%	1	0.0%	20.0%
	Pilot Investigator	44.75	0.0%	2	0.0%	4.5%

**Turnover by Job Classification Series
Fiscal Year 2014**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Sergeant/Lieutenant/Captain/Major, Alcohol Bev.	50.00	0.0%	4	0.0%	8.0%
	Sergeant/Lieutenant/Captain/Major, Public Safety	1,284.50	0.9%	58	0.2%	4.5%
	Trainee/Probationary Game Warden	21.00	0.0%	0	0.0%	0.0%
	Trooper	1,774.50	1.2%	76	0.3%	4.3%
	Trooper Trainee/Probationary Trooper	332.50	0.2%	82	0.3%	24.7%
Totals for Law Enforcement		4,551.25	3.0%	251	1.0%	5.5%^b
Legal	Administrative Law Judge	96.00	0.1%	8	0.0%	8.3%
	Assistant Attorney General	737.25	0.5%	82	0.3%	11.1%
	Associate Judge	58.75	0.0%	2	0.0%	3.4%
	Attorney	1,080.00	0.7%	103	0.4%	9.5%
	Benefit Review Officer	28.50	0.0%	2	0.0%	7.0%
	Chief Deputy Clerk	11.00	0.0%	0	0.0%	0.0%
	Clerk of the Court	15.00	0.0%	0	0.0%	0.0%
	Court Coordinator	59.00	0.0%	3	0.0%	5.1%
	Court Law Clerk	54.00	0.0%	32	0.1%	59.3%
	Deputy Clerk	70.50	0.0%	3	0.0%	4.3%
	General Counsel	162.25	0.1%	21	0.1%	12.9%
	Hearings Officer	139.25	0.1%	12	0.0%	8.6%
	Hearings Reporter	5.00	0.0%	0	0.0%	0.0%
	Law Clerk	9.50	0.0%	16	0.1%	168.4%
	Legal Assistant	435.25	0.3%	42	0.2%	9.6%
	Legal Secretary	203.75	0.1%	32	0.1%	15.7%
	Ombudsman	144.50	0.1%	20	0.1%	13.8%
Totals for Legal		3,309.50	2.2%	378	1.4%	11.4%^b
Library and Records	Archaeologist	22.50	0.0%	1	0.0%	4.4%
	Archivist	15.25	0.0%	2	0.0%	13.1%
	Curator	12.75	0.0%	2	0.0%	15.7%
	Exhibit Technician	8.00	0.0%	1	0.0%	12.5%
	Historian	7.25	0.0%	1	0.0%	13.8%
	Librarian	110.50	0.1%	14	0.1%	12.7%

**Turnover by Job Classification Series
Fiscal Year 2014**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Library Assistant	27.00	0.0%	7	0.0%	25.9%
Totals for Library and Records		203.25	0.1%	28	0.1%	13.8% ^b
Maintenance	Air Conditioning and Boiler Operator	45.00	0.0%	5	0.0%	11.1%
	Aircraft Mechanic	12.25	0.0%	0	0.0%	0.0%
	Aircraft Pilot	5.25	0.0%	1	0.0%	19.0%
	Electrician	74.00	0.0%	7	0.0%	9.5%
	Electronics Technician	42.50	0.0%	2	0.0%	4.7%
	Equipment Maintenance Technician	17.75	0.0%	4	0.0%	22.5%
	Ferryboat Specialist	48.25	0.0%	7	0.0%	14.5%
	HVAC Mechanic	97.75	0.1%	14	0.1%	14.3%
	Machinist	9.75	0.0%	4	0.0%	41.0%
	Maintenance Assistant	33.50	0.0%	11	0.0%	32.8%
	Maintenance Specialist	1,164.00	0.8%	199	0.8%	17.1%
	Maintenance Supervisor	1,041.75	0.7%	179	0.7%	17.2%
	Motor Vehicle Technician	355.25	0.2%	90	0.3%	25.3%
	Radio Communications Technician	24.75	0.0%	0	0.0%	0.0%
	Transportation Maintenance Specialist	625.25	0.4%	53	0.2%	8.5%
	Vehicle Driver	214.00	0.1%	47	0.2%	22.0%
Totals for Maintenance		3,811.00	2.5%	623	2.4%	16.3% ^b
Medical and Health	Behavior Analyst	48.50	0.0%	14	0.1%	28.9%
	Dental Assistant	24.25	0.0%	5	0.0%	20.6%
	Dental Hygienist	30.75	0.0%	8	0.0%	26.0%
	Dentist	32.75	0.0%	9	0.0%	27.5%
	Dietetic and Nutrition Specialist	80.25	0.1%	12	0.0%	15.0%
	Dietetic Technician	19.50	0.0%	2	0.0%	10.3%
	Epidemiologist	86.25	0.1%	10	0.0%	11.6%
	Health Physicist	71.25	0.0%	9	0.0%	12.6%
	Health Specialist	279.00	0.2%	60	0.2%	21.5%
	Laboratory Technician	59.00	0.0%	3	0.0%	5.1%
	Licensed Vocational Nurse	1,229.00	0.8%	419	1.6%	34.1%
	Medical Research Specialist	6.50	0.0%	1	0.0%	15.4%
	Medical Technician	25.00	0.0%	2	0.0%	8.0%
	Medical Technologist	68.75	0.0%	16	0.1%	23.3%

**Turnover by Job Classification Series
Fiscal Year 2014**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Microbiologist	137.25	0.1%	12	0.0%	8.7%
	Nurse	2,419.50	1.6%	579	2.2%	23.9%
	Orthopedic Equipment Technician	40.00	0.0%	10	0.0%	25.0%
	Pharmacist	105.75	0.1%	17	0.1%	16.1%
	Pharmacy Technician	74.25	0.0%	17	0.1%	22.9%
	Physician	110.00	0.1%	18	0.1%	16.4%
	Physician Assistant	5.00	0.0%	1	0.0%	20.0%
	Psychiatrist	143.25	0.1%	17	0.1%	11.9%
	Psychological Assistant/Associate Psychologist	108.75	0.1%	17	0.1%	15.6%
	Psychologist	71.25	0.0%	11	0.0%	15.4%
	Public Health and Prevention Specialist	483.25	0.3%	98	0.4%	20.3%
	Public Health Nurse	54.75	0.0%	12	0.0%	21.9%
	Radiological Technologist	15.00	0.0%	0	0.0%	0.0%
	Registered Therapists Assistant/Therapist	270.50	0.2%	42	0.2%	15.5%
	Respiratory Care Practitioner	12.00	0.0%	0	0.0%	0.0%
	Veterinarian	32.25	0.0%	1	0.0%	3.1%
Totals for Medical and Health		6,143.50	4.1%	1,422	5.4%	23.1%^b
Natural Resources	Chemist	124.50	0.1%	17	0.1%	13.7%
	Earth Science Specialist	0.25	0.0%	0	0.0%	0.0%
	Environmental Protection Specialist	276.00	0.2%	26	0.1%	9.4%
	Fish and Wildlife Technician	187.50	0.1%	16	0.1%	8.5%
	Geoscientist	122.00	0.1%	9	0.0%	7.4%
	Hydrologist	66.75	0.0%	7	0.0%	10.5%
	Natural Resources Specialist	1,267.50	0.8%	124	0.5%	9.8%
	Park Ranger	200.00	0.1%	20	0.1%	10.0%
	Park Superintendent	95.75	0.1%	8	0.0%	8.4%
	Sanitarian	123.50	0.1%	10	0.0%	8.1%
	Toxicologist	14.50	0.0%	0	0.0%	0.0%
Totals for Natural Resources		2,478.25	1.6%	237	0.9%	9.6%^b
Office Services	Micrographics Technician	28.50	0.0%	1	0.0%	3.5%
	Photographer	2.50	0.0%	1	0.0%	40.0%

**Turnover by Job Classification Series
Fiscal Year 2014**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Printing Services Technician	99.25	0.1%	9	0.0%	9.1%
Totals for Office Services		130.25	0.1%	11	0.0%	8.4%^b
Planning, Research, and Statistics	Economist	40.75	0.0%	5	0.0%	12.3%
	Planner	186.75	0.1%	23	0.1%	12.3%
	Research and Statistics Technician	23.75	0.0%	7	0.0%	29.5%
	Research Specialist	335.00	0.2%	36	0.1%	10.7%
	Statistician	21.00	0.0%	1	0.0%	4.8%
Totals for Planning, Research, and Statistics		607.25	0.4%	72	0.3%	11.9%^b
Program Management	Deputy Comptroller	1.00	0.0%	0	0.0%	0.0%
	Deputy Executive Commissioner	2.00	0.0%	0	0.0%	0.0%
	Director	2,085.25	1.4%	220	0.8%	10.6%
	Manager	2,871.00	1.9%	279	1.1%	9.7%
	Program Specialist	6,100.25	4.0%	608	2.3%	10.0%
	Program Supervisor	1,364.50	0.9%	127	0.5%	9.3%
	Project Manager	285.75	0.2%	20	0.1%	7.0%
	Staff Services Officer	310.75	0.2%	30	0.1%	9.7%
Totals for Program Management		13,020.50	8.6%	1,284	4.9%	9.9%^b
Property Management and Procurement	Contract Administration Manager	46.75	0.0%	6	0.0%	12.8%
	Contract Specialist	662.00	0.4%	60	0.2%	9.1%
	Contract Technician	83.75	0.1%	10	0.0%	11.9%
	Grant Coordinator	88.50	0.1%	11	0.0%	12.4%
	Inventory and Store Specialist	778.00	0.5%	103	0.4%	13.2%
	Property Manager	150.00	0.1%	15	0.1%	10.0%
	Purchaser	458.75	0.3%	38	0.1%	8.3%
Totals for Property Management and Procurement		2,267.75	1.5%	243	0.9%	10.7%^b
Public Safety	Crime Analyst	8.00	0.0%	1	0.0%	12.5%
	Crime Laboratory Specialist	56.00	0.0%	7	0.0%	12.5%
	Criminal Intelligence Analyst	1.50	0.0%	0	0.0%	0.0%
	DNA Index System Analyst	7.50	0.0%	0	0.0%	0.0%
	Fingerprint Technician	38.00	0.0%	7	0.0%	18.4%
	Forensic Photographer	3.00	0.0%	0	0.0%	0.0%
	Forensic Scientist	276.50	0.2%	21	0.1%	7.6%
	Police Communications Operator	180.00	0.1%	26	0.1%	14.4%

**Turnover by Job Classification Series
Fiscal Year 2014**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Public Safety Records Technician	57.25	0.0%	9	0.0%	15.7%
	Security Officer	620.50	0.4%	110	0.4%	17.7%
Totals for Public Safety		1,248.25	0.8%	181	0.7%	14.5% ^b
Safety	Rescue Specialist	30.25	0.0%	2	0.0%	6.6%
	Risk Management Specialist	49.00	0.0%	12	0.0%	24.5%
	Safety Officer	196.00	0.1%	13	0.0%	6.6%
Totals for Safety		275.25	0.2%	27	0.1%	9.8% ^b
Social Services	Adult Protective Services Specialist	773.50	0.5%	172	0.7%	22.2%
	Case Manager	474.75	0.3%	79	0.3%	16.6%
	Chaplain	146.50	0.1%	29	0.1%	19.8%
	Chaplaincy Services Assistant	8.25	0.0%	2	0.0%	24.2%
	Child Protective Services Specialist	5,802.50	3.9%	1,427	5.4%	24.6%
	Child Support Officer	1,291.25	0.9%	200	0.8%	15.5%
	Child Support Technician	373.75	0.2%	69	0.3%	18.5%
	Direct Support Professional ^c	7,070.50	4.7%	2,924	11.1%	41.4%
	Family and Protective Services Supervisor	1,220.75	0.8%	75	0.3%	6.1%
	Family Services Specialist	328.25	0.2%	20	0.1%	6.1%
	Health and Human Services Program Coordinator	49.00	0.0%	2	0.0%	4.1%
	Human Services Specialist	1,636.00	1.1%	241	0.9%	14.7%
	Human Services Technician	803.50	0.5%	78	0.3%	9.7%
	Interpreter	23.50	0.0%	5	0.0%	21.3%
	Protective Services Intake Specialist	332.50	0.2%	51	0.2%	15.3%
	Psychiatric Nursing Assistant	3,141.50	2.1%	983	3.7%	31.3%
	Qualified Developmental Disability Professional	313.25	0.2%	61	0.2%	19.5%
	Quality Assurance Specialist	245.50	0.2%	17	0.1%	6.9%
	Recreation Program Specialist	16.75	0.0%	2	0.0%	11.9%
	Rehabilitation Teacher	119.75	0.1%	16	0.1%	13.4%
	Rehabilitation Therapy Technician	1,079.00	0.7%	184	0.7%	17.1%
	Resident Specialist	400.50	0.3%	76	0.3%	19.0%
	Social Worker	207.00	0.1%	54	0.2%	26.1%
	Substance Abuse Counselor	98.50	0.1%	21	0.1%	21.3%

**Turnover by Job Classification Series
Fiscal Year 2014**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Texas Works Advisor	6,285.75	4.2%	1,128	4.3%	17.9%
	Texas Works Supervisor	537.00	0.4%	41	0.2%	7.6%
	Veterans Services Representative	301.00	0.2%	79	0.3%	26.2%
	Vocational Rehabilitation Counselor	684.25	0.5%	82	0.3%	12.0%
	Volunteer Services Coordinator	73.25	0.0%	10	0.0%	13.7%
Totals for Social Services		33,837.50	22.5%	8,128	30.8%	24.0% ^b
Statewide Totals		150,668.25	100%	26,376	100%	17.5% ^d

^a Percentages of totals for job classification series may not sum exactly due to rounding.

^b Turnover rates for occupational categories are not the sum of the turnover rates for the individual job classification series.

^c Prior to September 1, 2011, that job classification series was "Mental Health/Mental Retardation Assistant."

^d The statewide total turnover rate is not the sum of the percentages.

Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

Turnover by Region and County

Table 20 provides a summary of turnover by region and county in Texas.

Table 20

Turnover by Region and County Fiscal Year 2014						
Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Statewide Percentage of Total Separations ^a	Turnover Rate
Alamo Region	Atascosa	98.50	0.1%	15	0.1%	15.2%
	Bandera	45.50	0.0%	7	0.0%	15.4%
	Bexar	6,849.25	4.5%	1304	4.9%	19.0%
	Comal	141.25	0.1%	18	0.1%	12.7%
	Frio	332.00	0.2%	81	0.3%	24.4%
	Gillespie	56.00	0.0%	3	0.0%	5.4%
	Guadalupe	167.25	0.1%	30	0.1%	17.9%
	Karnes	655.25	0.4%	235	0.9%	35.9%
	Kendall	57.00	0.0%	6	0.0%	10.5%
	Kerr	729.75	0.5%	136	0.5%	18.6%
	Medina	513.75	0.3%	77	0.3%	15.0%
	Wilson	67.00	0.0%	15	0.1%	22.4%
	Alamo Region Totals		9,712.50	6.4%	1,927	7.3%
Capital Region	Bastrop	179.75	0.1%	23	0.1%	12.8%
	Blanco	40.25	0.0%	5	0.0%	12.4%
	Burnet	238.00	0.2%	47	0.2%	19.7%
	Caldwell	71.00	0.0%	10	0.0%	14.1%
	Fayette	60.50	0.0%	5	0.0%	8.3%
	Hays	196.00	0.1%	21	0.1%	10.7%
	Lee	447.75	0.3%	142	0.5%	31.7%
	Llano	26.00	0.0%	1	0.0%	3.8%
	Travis	36,942.25	24.5%	4305	16.3%	11.7%
	Williamson	427.00	0.3%	68	0.3%	15.9%
Capital Region Totals		38,628.50	25.6%	4,627	17.5%	12.0%^b
Central Texas Region	Bell	688.00	0.5%	126	0.5%	18.3%
	Bosque	37.25	0.0%	4	0.0%	10.7%
	Brazos	678.25	0.5%	99	0.4%	14.6%
	Burleson	37.00	0.0%	4	0.0%	10.8%
	Coryell	2,699.50	1.8%	430	1.6%	15.9%

Turnover by Region and County

Fiscal Year 2014

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Statewide Percentage of Total Separations ^a	Turnover Rate
	Falls	430.00	0.3%	110	0.4%	25.6%
	Freestone	336.50	0.2%	70	0.3%	20.8%
	Grimes	650.25	0.4%	129	0.5%	19.8%
	Hamilton	51.50	0.0%	4	0.0%	7.8%
	Hill	103.00	0.1%	13	0.0%	12.6%
	Lampasas	53.50	0.0%	12	0.0%	22.4%
	Leon	49.25	0.0%	7	0.0%	14.2%
	Limestone	1,646.00	1.1%	328	1.2%	19.9%
	Madison	666.25	0.4%	217	0.8%	32.6%
	McLennan	1,662.50	1.1%	283	1.1%	17.0%
	Milam	46.75	0.0%	10	0.0%	21.4%
	Mills	17.25	0.0%	0	0.0%	0.0%
	Robertson	35.25	0.0%	4	0.0%	11.3%
	San Saba	150.25	0.1%	29	0.1%	19.3%
	Washington	1,202.00	0.8%	311	1.2%	25.9%
Central Texas Region Totals		11,240.25	7.5%	2,190	8.3%	19.5%^b
Coastal Bend Region	Aransas	87.25	0.1%	15	0.1%	17.2%
	Bee	1,664.00	1.1%	399	1.5%	24.0%
	Brooks	22.75	0.0%	2	0.0%	8.8%
	Calhoun	56.50	0.0%	6	0.0%	10.6%
	Dewitt	380.75	0.3%	69	0.3%	18.1%
	Duval	140.00	0.1%	27	0.1%	19.3%
	Goliad	35.75	0.0%	8	0.0%	22.4%
	Gonzales	62.75	0.0%	12	0.0%	19.1%
	Jackson	20.00	0.0%	3	0.0%	15.0%
	Jim Wells	135.75	0.1%	18	0.1%	13.3%
	Kenedy	2.00	0.0%	0	0.0%	0.0%
	Kleberg	80.50	0.1%	12	0.0%	14.9%
	Lavaca	36.75	0.0%	3	0.0%	8.2%
	Live Oak	28.50	0.0%	8	0.0%	28.1%
	McMullen	32.75	0.0%	7	0.0%	21.4%
	Nueces	2,367.25	1.6%	533	2.0%	22.5%
	Refugio	23.75	0.0%	2	0.0%	8.4%
	San Patricio	155.75	0.1%	27	0.1%	17.3%

Turnover by Region and County

Fiscal Year 2014

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Statewide Percentage of Total Separations ^a	Turnover Rate
	Victoria	273.00	0.2%	43	0.2%	15.8%
Coastal Bend Region Totals		5,605.75	3.7%	1,194	4.5%	21.3%^b
Gulf Coast Region	Austin	268.50	0.2%	29	0.1%	10.8%
	Brazoria	2,747.00	1.8%	507	1.9%	18.5%
	Chambers	47.75	0.0%	5	0.0%	10.5%
	Colorado	46.25	0.0%	4	0.0%	8.6%
	Fort Bend	2,675.00	1.8%	438	1.7%	16.4%
	Galveston	1,104.50	0.7%	135	0.5%	12.2%
	Harris	7,869.25	5.2%	1320	5.0%	16.8%
	Liberty	958.25	0.6%	207	0.8%	21.6%
	Matagorda	83.25	0.1%	12	0.0%	14.4%
	Montgomery	468.75	0.3%	66	0.3%	14.1%
	Walker	6,393.00	4.2%	1174	4.5%	18.4%
	Waller	70.75	0.0%	10	0.0%	14.1%
	Wharton	94.75	0.1%	8	0.0%	8.4%
Gulf Coast Region Totals		22,827.00	15.2%	3,915	14.8%	17.2%^b
High Plains Region	Armstrong	16.50	0.0%	0	0.0%	0.0%
	Bailey	15.50	0.0%	0	0.0%	0.0%
	Briscoe	22.00	0.0%	1	0.0%	4.5%
	Carson	34.50	0.0%	11	0.0%	31.9%
	Castro	19.75	0.0%	2	0.0%	10.1%
	Childress	423.50	0.3%	70	0.3%	16.5%
	Cochran	16.00	0.0%	5	0.0%	31.3%
	Collingsworth	14.75	0.0%	1	0.0%	6.8%
	Crosby	16.50	0.0%	0	0.0%	0.0%
	Dallam	262.75	0.2%	78	0.3%	29.7%
	Deaf Smith	46.75	0.0%	6	0.0%	12.8%
	Dickens	14.50	0.0%	2	0.0%	13.8%
	Donley	24.00	0.0%	0	0.0%	0.0%
	Floyd	13.75	0.0%	3	0.0%	21.8%
	Garza	25.25	0.0%	3	0.0%	11.9%
	Gray	387.00	0.3%	110	0.4%	28.4%
	Hale	516.50	0.3%	76	0.3%	14.7%
Hall	12.75	0.0%	0	0.0%	0.0%	

Turnover by Region and County

Fiscal Year 2014

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Statewide Percentage of Total Separations ^a	Turnover Rate
	Hansford	15.50	0.0%	5	0.0%	32.3%
	Hartley	18.00	0.0%	4	0.0%	22.2%
	Hemphill	23.00	0.0%	6	0.0%	26.1%
	Hockley	65.25	0.0%	2	0.0%	3.1%
	Hutchinson	41.50	0.0%	9	0.0%	21.7%
	King	4.00	0.0%	1	0.0%	25.0%
	Lamb	41.25	0.0%	10	0.0%	24.2%
	Lipscomb	8.75	0.0%	2	0.0%	22.9%
	Lubbock	2,687.00	1.8%	542	2.1%	20.2%
	Lynn	17.00	0.0%	3	0.0%	17.6%
	Moore	57.50	0.0%	9	0.0%	15.7%
	Motley	10.50	0.0%	2	0.0%	19.0%
	Ochiltree	18.25	0.0%	3	0.0%	16.4%
	Oldham	17.50	0.0%	0	0.0%	0.0%
	Parmer	18.25	0.0%	2	0.0%	11.0%
	Potter	2,009.00	1.3%	434	1.6%	21.6%
	Randall	269.25	0.2%	36	0.1%	13.4%
	Roberts	.25	0.0%	0	0.0%	0.0%
	Sherman	13.50	0.0%	2	0.0%	14.8%
	Swisher	145.25	0.1%	18	0.1%	12.4%
	Terry	195.50	0.1%	30	0.1%	15.3%
	Wheeler	20.00	0.0%	9	0.0%	45.0%
	Yoakum	15.00	0.0%	5	0.0%	33.3%
High Plains Region Totals		7,593.25	5.0%	1,502	5.7%	19.8%^b
Metroplex Region	Collin	465.50	0.3%	65	0.2%	14.0%
	Cooke	456.75	0.3%	151	0.6%	33.1%
	Dallas	4,675.25	3.1%	683	2.6%	14.6%
	Denton	2,382.25	1.6%	754	2.9%	31.7%
	Ellis	202.75	0.1%	24	0.1%	11.8%
	Erath	67.00	0.0%	7	0.0%	10.4%
	Fannin	498.50	0.3%	76	0.3%	15.2%
	Grayson	207.25	0.1%	37	0.1%	17.9%
	Hood	204.75	0.1%	26	0.1%	12.7%
	Hunt	186.75	0.1%	25	0.1%	13.4%

Turnover by Region and County

Fiscal Year 2014

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Statewide Percentage of Total Separations ^a	Turnover Rate
	Johnson	212.00	0.1%	42	0.2%	19.8%
	Kaufman	1,104.25	0.7%	156	0.6%	14.1%
	Navarro	191.00	0.1%	91	0.3%	47.6%
	Palo Pinto	131.50	0.1%	17	0.1%	12.9%
	Parker	153.25	0.1%	14	0.1%	9.1%
	Rockwall	48.25	0.0%	4	0.0%	8.3%
	Somervell	34.75	0.0%	5	0.0%	14.4%
	Tarrant	3,876.00	2.6%	659	2.5%	17.0%
	Wise	105.75	0.1%	7	0.0%	6.6%
Metroplex Region Totals		15,203.50	10.1%	2,843	10.8%	18.7%^b
Northwest Texas Region	Archer	27.25	0.0%	4	0.0%	14.7%
	Baylor	26.75	0.0%	6	0.0%	22.4%
	Brown	729.75	0.5%	100	0.4%	13.7%
	Callahan	23.75	0.0%	4	0.0%	16.8%
	Clay	29.50	0.0%	9	0.0%	30.5%
	Coleman	23.50	0.0%	1	0.0%	4.3%
	Comanche	20.50	0.0%	2	0.0%	9.8%
	Cottle	21.75	0.0%	1	0.0%	4.6%
	Eastland	88.00	0.1%	8	0.0%	9.1%
	Fisher	17.50	0.0%	5	0.0%	28.6%
	Foard	11.75	0.0%	3	0.0%	25.5%
	Hardeman	22.75	0.0%	5	0.0%	22.0%
	Haskell	36.75	0.0%	1	0.0%	2.7%
	Jack	23.75	0.0%	6	0.0%	25.3%
	Jones	507.75	0.3%	77	0.3%	15.2%
	Kent	11.00	0.0%	1	0.0%	9.1%
	Knox	21.25	0.0%	1	0.0%	4.7%
	Mitchell	427.50	0.3%	105	0.4%	24.6%
	Montague	55.50	0.0%	11	0.0%	19.8%
	Nolan	60.75	0.0%	8	0.0%	13.2%
	Runnels	30.75	0.0%	3	0.0%	9.8%
	Scurry	315.00	0.2%	82	0.3%	26.0%
	Shackelford	13.75	0.0%	1	0.0%	7.3%
Stephens	180.00	0.1%	36	0.1%	20.0%	

Turnover by Region and County

Fiscal Year 2014

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Statewide Percentage of Total Separations ^a	Turnover Rate
	Stonewall	11.50	0.0%	0	0.0%	0.0%
	Taylor	2,709.00	1.8%	809	3.1%	29.9%
	Throckmorton	13.75	0.0%	0	0.0%	0.0%
	Wichita	2,311.25	1.5%	516	2.0%	22.3%
	Wilbarger	1,327.50	0.9%	269	1.0%	20.3%
	Young	59.75	0.0%	8	0.0%	13.4%
Northwest Texas Region Totals		9,159.25	6.1%	2,082	7.9%	22.7% ^b
South Texas Border Region	Cameron	1,657.50	1.1%	230	0.9%	13.9%
	Dimmit	42.50	0.0%	7	0.0%	16.5%
	Edwards	15.50	0.0%	1	0.0%	6.5%
	Hidalgo	2,897.25	1.9%	392	1.5%	13.5%
	Jim Hogg	38.50	0.0%	4	0.0%	10.4%
	Kinney	21.75	0.0%	4	0.0%	18.4%
	La Salle	137.00	0.1%	36	0.1%	26.3%
	Maverick	134.75	0.1%	21	0.1%	15.6%
	Real	14.00	0.0%	0	0.0%	0.0%
	Starr	231.00	0.2%	26	0.1%	11.3%
	Uvalde	125.00	0.1%	22	0.1%	17.6%
	Val Verde	150.25	0.1%	8	0.0%	5.3%
	Webb	780.75	0.5%	81	0.3%	10.4%
	Willacy	57.50	0.0%	5	0.0%	8.7%
	Zapata	20.25	0.0%	2	0.0%	9.9%
Zavala	37.75	0.0%	10	0.0%	26.5%	
South Texas Border Region Totals		6,361.25	4.2%	849	3.2%	13.3% ^b
Southeast Texas Region	Angelina	1,682.75	1.1%	409	1.6%	24.3%
	Hardin	66.25	0.0%	9	0.0%	13.6%
	Houston	740.75	0.5%	209	0.8%	28.2%
	Jasper	289.25	0.2%	25	0.1%	8.6%
	Jefferson	2,220.25	1.5%	429	1.6%	19.3%
	Nacogdoches	229.75	0.2%	27	0.1%	11.8%
	Newton	22.75	0.0%	4	0.0%	17.6%
	Orange	128.75	0.1%	23	0.1%	17.9%
	Polk	841.25	0.6%	266	1.0%	31.6%
	Sabine	32.75	0.0%	8	0.0%	24.4%

Turnover by Region and County

Fiscal Year 2014

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Statewide Percentage of Total Separations ^a	Turnover Rate
	San Augustine	21.25	0.0%	1	0.0%	4.7%
	San Jacinto	40.50	0.0%	3	0.0%	7.4%
	Shelby	65.75	0.0%	10	0.0%	15.2%
	Trinity	44.00	0.0%	8	0.0%	18.2%
	Tyler	615.75	0.4%	164	0.6%	26.6%
	Southeast Texas Region Totals	7,041.75	4.7%	1,595	6.0%	22.7%^b
Upper East Texas Region	Anderson	3,231.50	2.1%	731	2.8%	22.6%
	Bowie	964.00	0.6%	226	0.9%	23.4%
	Camp	10.50	0.0%	2	0.0%	19.0%
	Cass	171.00	0.1%	19	0.1%	11.1%
	Cherokee	1,786.00	1.2%	400	1.5%	22.4%
	Delta	23.75	0.0%	2	0.0%	8.4%
	Franklin	24.50	0.0%	5	0.0%	20.4%
	Gregg	373.50	0.2%	43	0.2%	11.5%
	Harrison	224.75	0.1%	25	0.1%	11.1%
	Henderson	316.75	0.2%	37	0.1%	11.7%
	Hopkins	124.00	0.1%	21	0.1%	16.9%
	Lamar	260.50	0.2%	23	0.1%	8.8%
	Marion	22.25	0.0%	0	0.0%	0.0%
	Morris	44.50	0.0%	6	0.0%	13.5%
	Panola	47.75	0.0%	5	0.0%	10.5%
	Rains	17.50	0.0%	0	0.0%	0.0%
	Red River	31.75	0.0%	3	0.0%	9.4%
	Rusk	94.00	0.1%	13	0.0%	13.8%
	Smith	1,037.00	0.7%	129	0.5%	12.4%
	Titus	142.25	0.1%	12	0.0%	8.4%
	Upshur	67.25	0.0%	11	0.0%	16.4%
	Van Zandt	90.25	0.1%	12	0.0%	13.3%
	Wood	242.00	0.2%	40	0.2%	16.5%
	Upper East Texas Region Totals	9,347.25	6.2%	1,765	6.7%	18.9%^b
Upper Rio Grande Region	Brewster	81.25	0.1%	6	0.0%	7.4%
	Culberson	27.00	0.0%	1	0.0%	3.7%
	El Paso	3,231.75	2.1%	424	1.6%	13.1%
	Hudspeth	30.50	0.0%	4	0.0%	13.1%

Turnover by Region and County

Fiscal Year 2014

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Statewide Percentage of Total Separations ^a	Turnover Rate
	Jeff Davis	63.00	0.0%	16	0.1%	25.4%
	Presidio	76.00	0.1%	5	0.0%	6.6%
Upper Rio Grande Region Totals		3,509.50	2.3%	456	1.7%	13.0% ^b
West Texas Region	Andrews	26.00	0.0%	9	0.0%	34.6%
	Borden	9.00	0.0%	1	0.0%	11.1%
	Coke	12.75	0.0%	2	0.0%	15.7%
	Concho	12.25	0.0%	2	0.0%	16.3%
	Crane	16.50	0.0%	2	0.0%	12.1%
	Crockett	24.75	0.0%	6	0.0%	24.2%
	Dawson	432.00	0.3%	158	0.6%	36.6%
	Ector	382.00	0.3%	80	0.3%	20.9%
	Gaines	20.25	0.0%	3	0.0%	14.8%
	Glasscock	2.75	0.0%	1	0.0%	36.4%
	Howard	717.75	0.5%	303	1.1%	42.2%
	Irion	3.00	0.0%	0	0.0%	0.0%
	Kimble	35.50	0.0%	3	0.0%	8.5%
	Martin	14.75	0.0%	3	0.0%	20.3%
	Mason	23.75	0.0%	0	0.0%	0.0%
	McCulloch	37.75	0.0%	7	0.0%	18.5%
	Menard	3.00	0.0%	0	0.0%	0.0%
	Midland	497.25	0.3%	109	0.4%	21.9%
	Pecos	520.25	0.3%	138	0.5%	26.5%
	Reagan	12.25	0.0%	7	0.0%	57.1%
	Reeves	64.25	0.0%	13	0.0%	20.2%
	Schleicher	1.50	0.0%	0	0.0%	0.0%
	Sterling	10.75	0.0%	3	0.0%	27.9%
	Sutton	24.50	0.0%	1	0.0%	4.1%
	Terrell	16.25	0.0%	3	0.0%	18.5%
	Tom Green	1,442.75	1.0%	565	2.1%	39.2%
Upton	12.25	0.0%	0	0.0%	0.0%	
Ward	38.50	0.0%	8	0.0%	20.8%	
Winkler	14.75	0.0%	4	0.0%	27.1%	
West Texas Region Totals		4,429.00	2.9%	1,431	5.4%	32.3% ^b

Turnover by Region and County
Fiscal Year 2014

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Statewide Percentage of Total Separations ^a	Turnover Rate
Other		9.50	0.0%	0	0.0%	0.0%
Statewide Totals		150,668.25	100.0%	26,376	100.0%	17.5%^c

^a Percentages of totals for regions may not sum exactly due to rounding.

^b Turnover rates for regions are not the sum of the turnover rates for the individual counties.

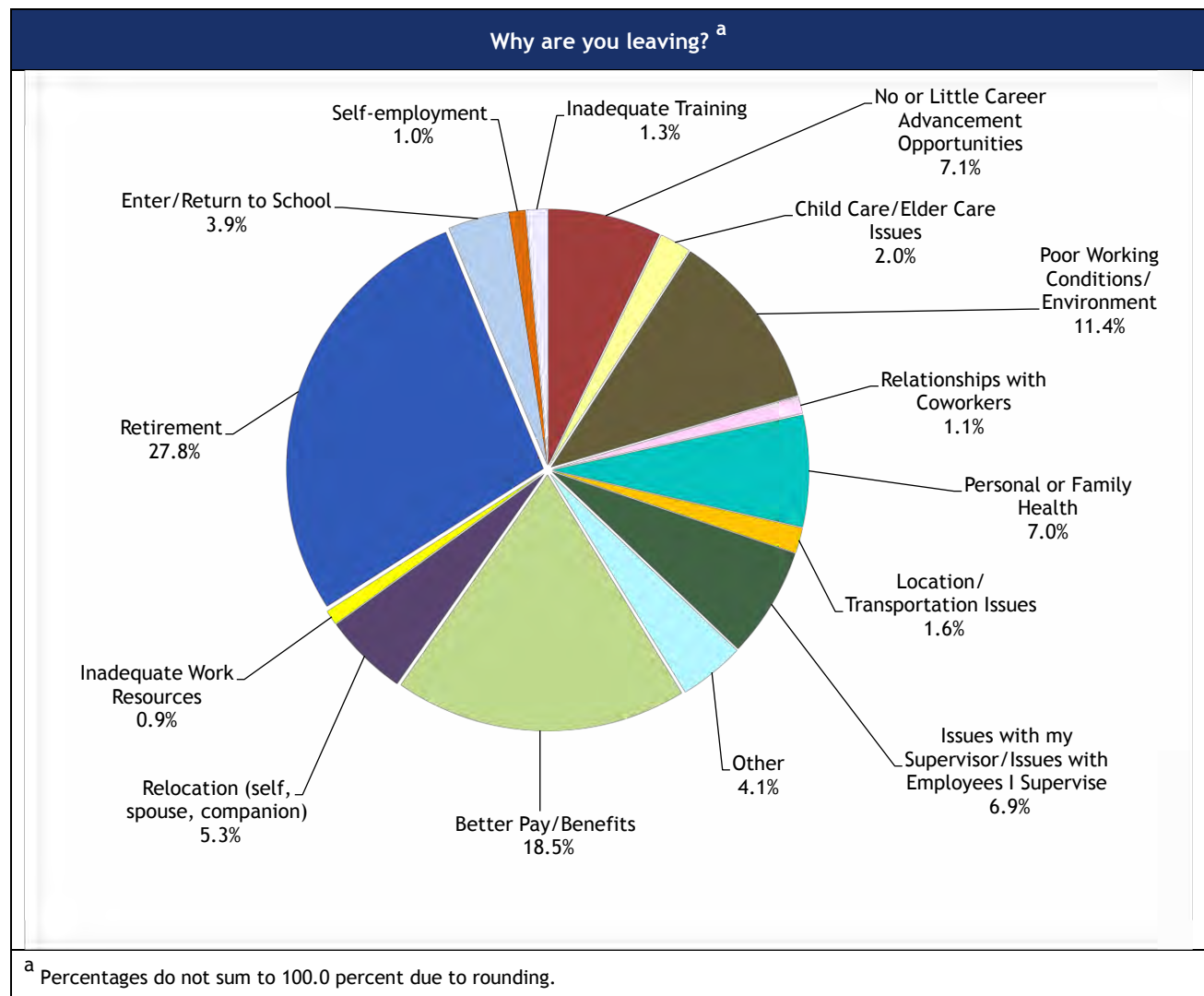
^c The statewide total turnover rate is not a sum of the percentages.

Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

Fiscal Year 2014 Overall Exit Survey Results

Figures 5 through 11 show the aggregate results from 3,702 State of Texas Employee Exit Surveys completed by state agency employees (not including higher education institutions) who voluntarily left employment at their state agencies. The surveys were completed between September 1, 2013, and August 31, 2014. Figure 5 shows the reasons employees reported for leaving state employment.

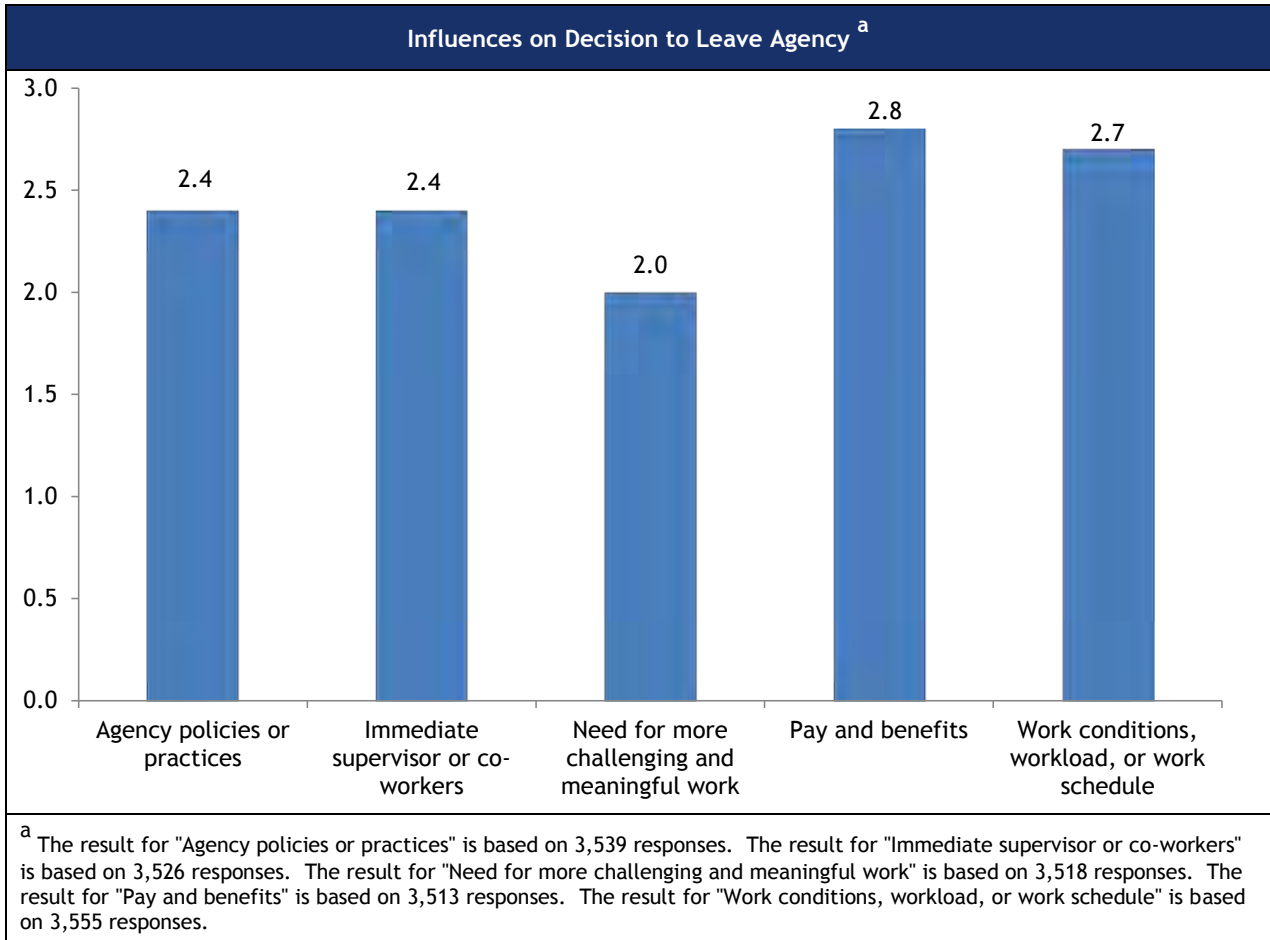
Figure 5



Source: State Auditor's Office - State of Texas Employment Exit Survey.

Figure 6 shows the extent that specific items influenced an employee’s decision to leave employment with his or her agency. The averages are computed on a 5-point scale: 1 – very little extent, 2 – little extent, 3 – some extent, 4 – great extent, and 5 – very great extent.

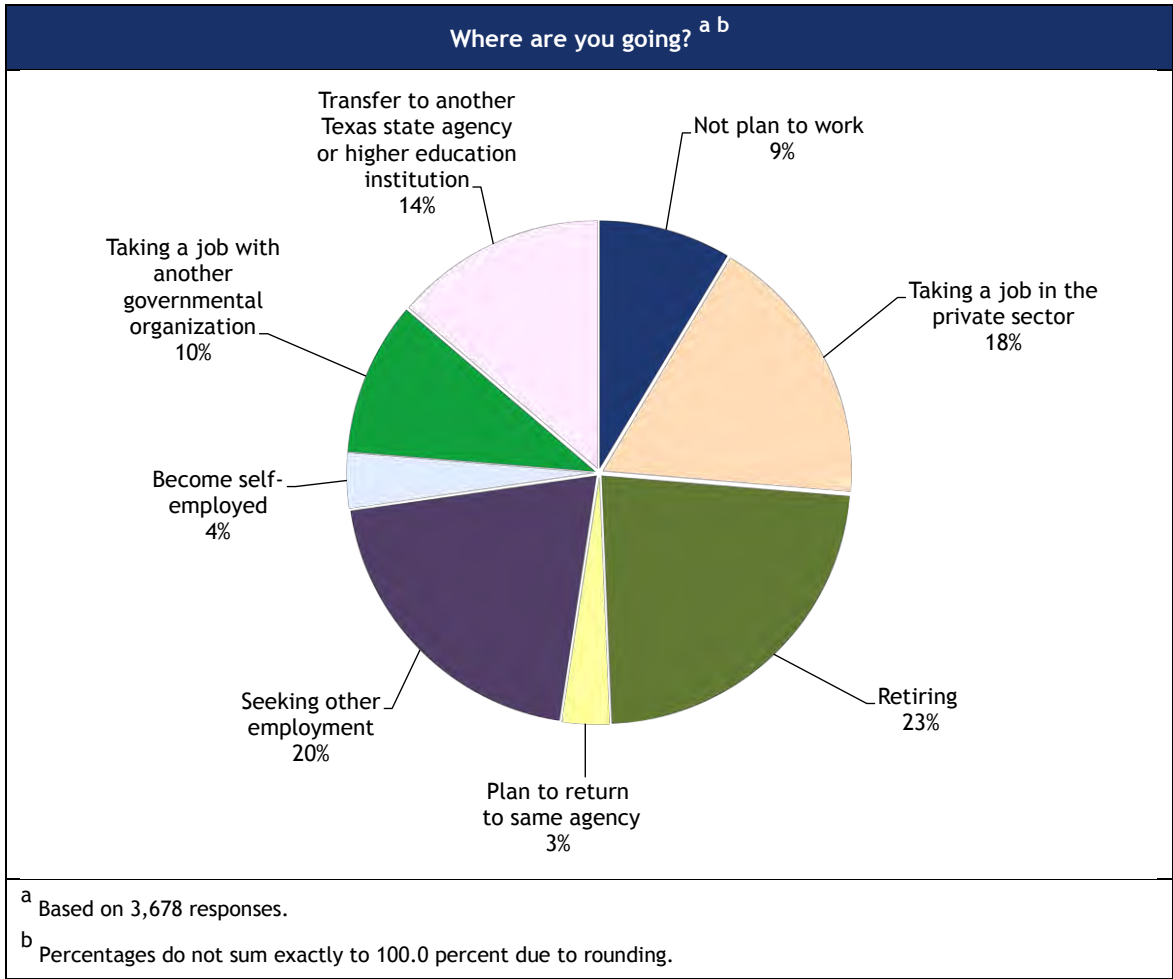
Figure 6



Source: State Auditor’s Office - State of Texas Employment Exit Survey.

Figure 7 shows where separating employees reported they are going.

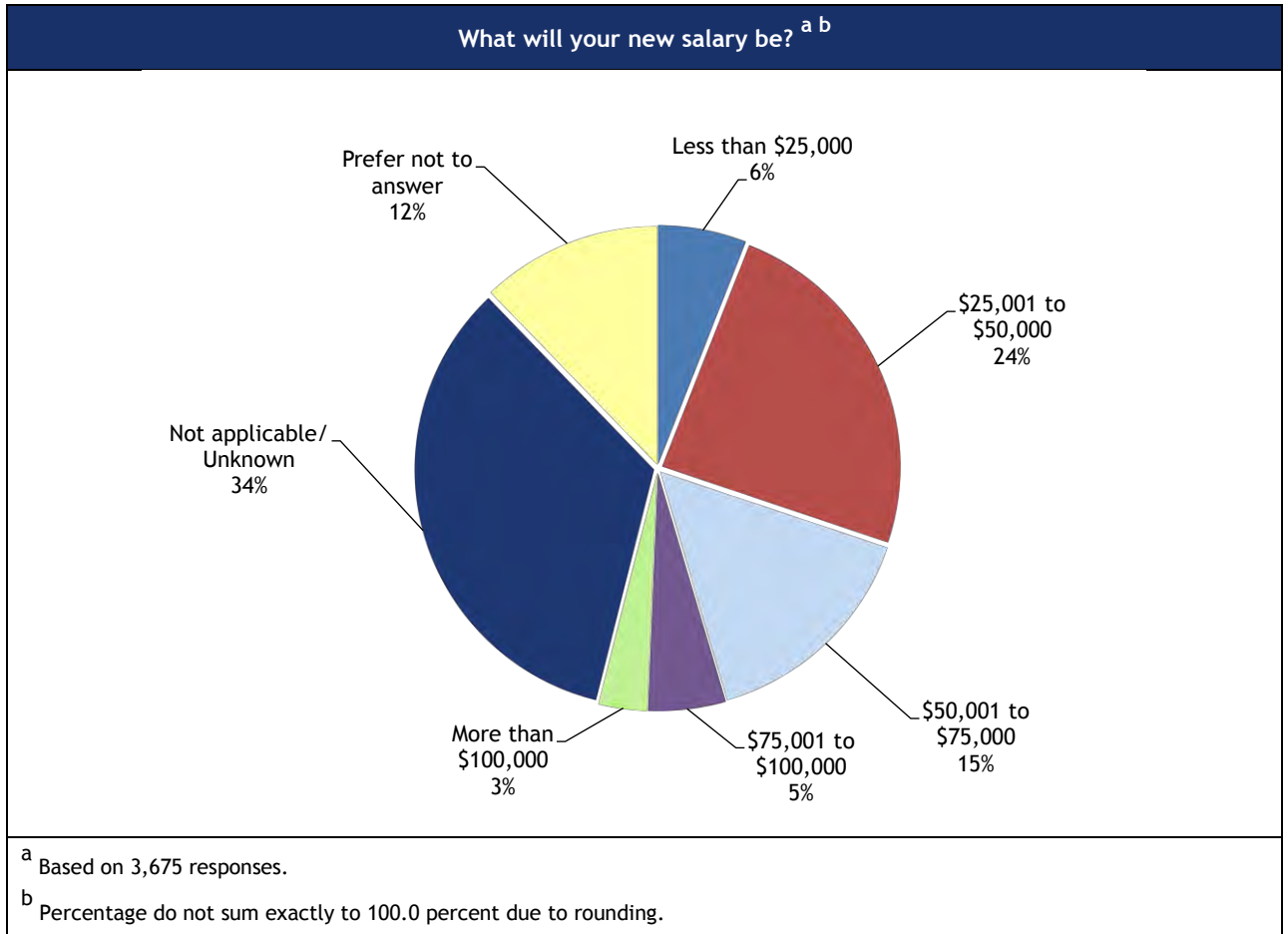
Figure 7



Source: State Auditor's Office - State of Texas Employment Exit Survey.

Figure 8 shows what separating employees reported their new salary will be.

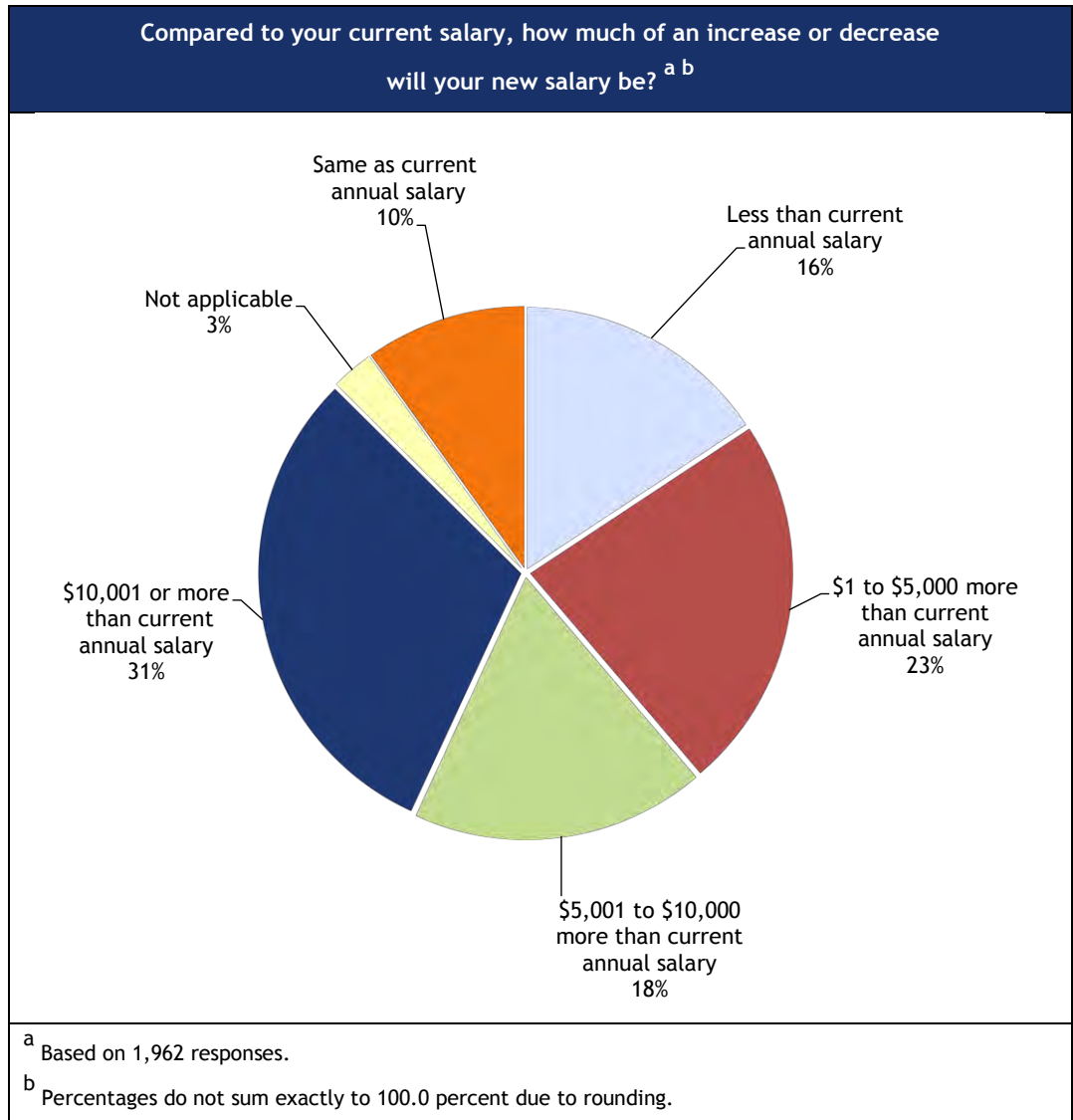
Figure 8



Source: State Auditor's Office - State of Texas Employment Exit Survey.

Figure 9 shows how much of an increase or decrease the reported new salary will be when compared to a separating employee's current annual salary.

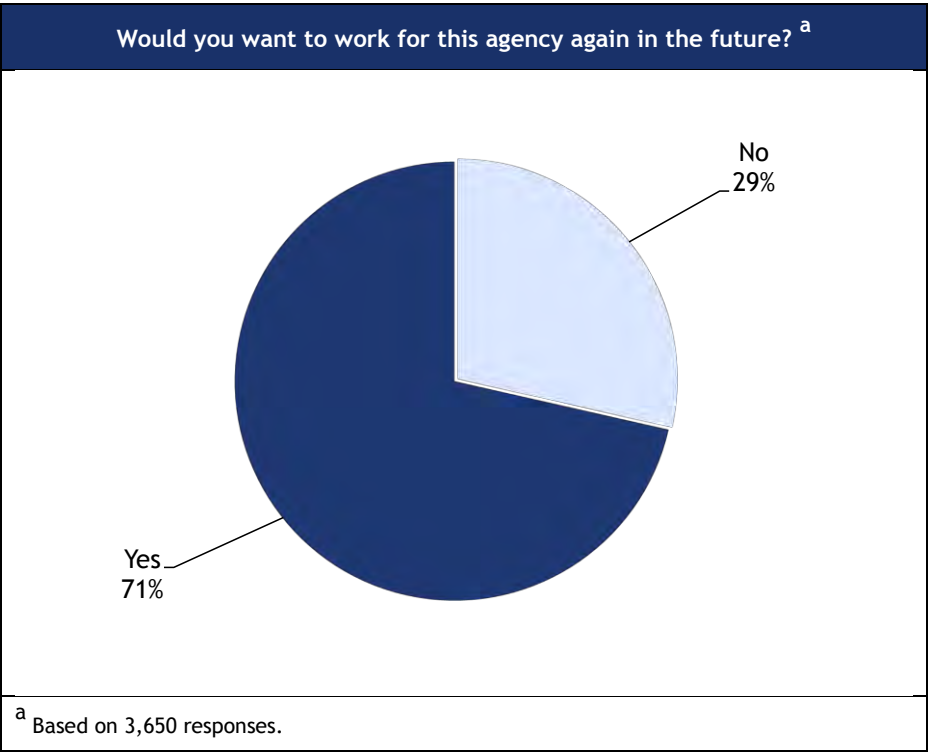
Figure 9



Source: State Auditor's Office - State of Texas Employment Exit Survey.

Figure 10 shows whether a separating employee would work for his or her agency in the future.

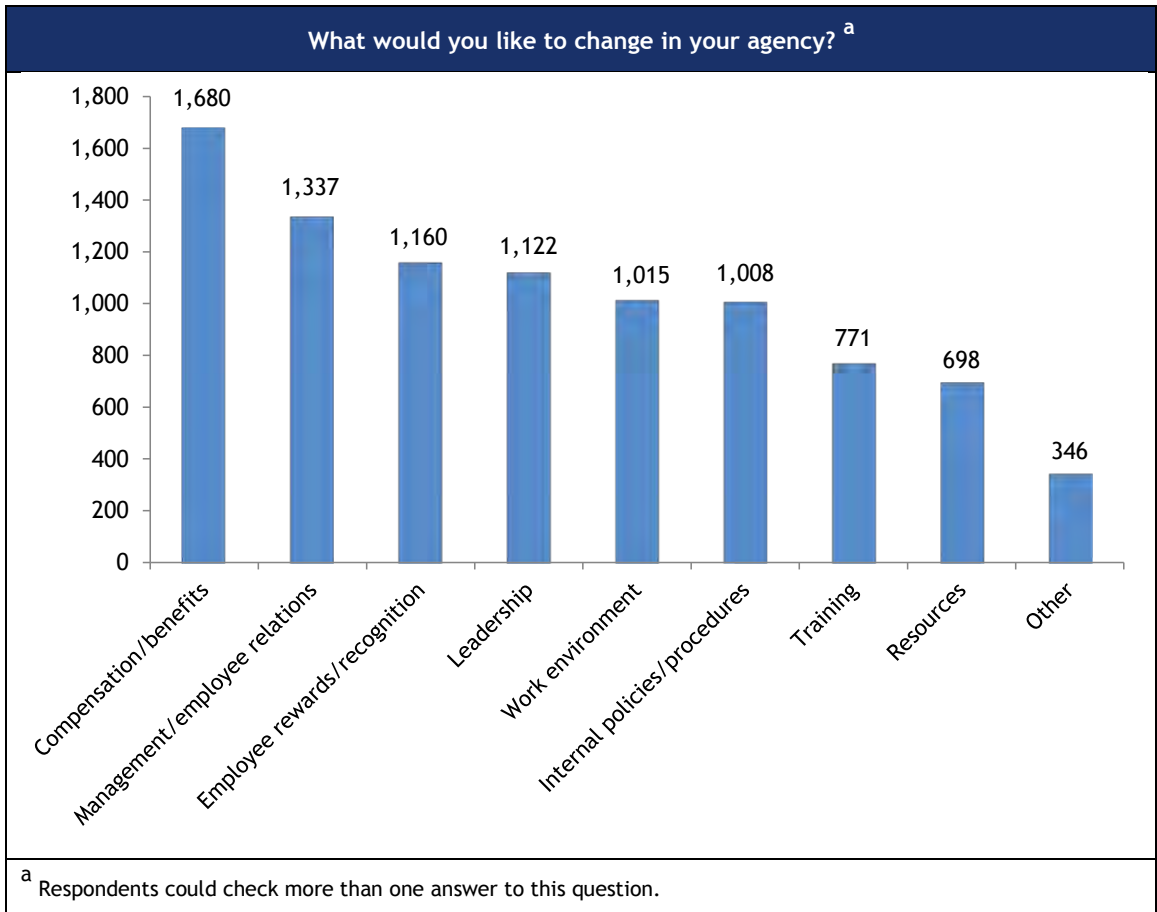
Figure 10



Source: State Auditor’s Office - State of Texas Employment Exit Survey.

Figure 11 shows what a separating employee would like to change in his or her agency.

Figure 11



Source: State Auditor's Office - State of Texas Employment Exit Survey.

Summary of Exit Survey Reasons for Leaving for State Agencies with 1,000 or More Employees

Table 21 provides a summary for state agencies with 1,000 or more employees of the reasons reported by employees in exit surveys for leaving employment at their state agencies.

Table 21

Exit Survey Reasons for Leaving by Agency During Fiscal Year 2014																
Agency	No or little career advancement opportunities	Child care/elder care issues	Poor working conditions/environment	Relationships with co-workers	Personal or family health	Location/transportation issues	Issues with my supervisor/issues with employees I supervise	Other	Better pay/benefits	Relocation (self, spouse, companion)	Inadequate work resources	Retirement	Enter/return to school	Self-employment	Inadequate training	Total
302 - Office of the Attorney General	18	3	18	3	5	7	8	4	46	12	0	42	15	4	6	191
304 - Office of the Comptroller of Public Accounts	5	1	3	0	1	1	5	0	6	0	0	24	0	1	0	47
320 - Texas Workforce Commission	19	2	5	0	6	0	3	2	36	3	0	50	1	1	0	128
405 - Department of Public Safety	13	5	10	0	13	3	9	4	43	12	4	62	5	3	1	187
454 - Department of Insurance	3	3	0	1	2	0	1	3	21	2	0	33	2	0	3	74
529 - Health and Human Services Commission	20	14	64	8	35	5	25	12	72	11	3	99	12	3	7	390
530 - Department of Family and Protective Services	21	16	104	0	20	3	44	25	55	12	10	50	12	2	8	382
537 - Department of State Health Services	11	5	35	4	19	4	33	15	56	13	5	79	12	1	2	294
538 - Department of Assistive and Rehabilitative Services	3	0	7	1	1	0	5	0	10	0	1	31	1	1	0	61
539 - Department of Aging and Disability Services	22	9	83	7	57	15	45	25	50	23	5	97	35	1	13	487

Exit Survey Reasons for Leaving by Agency During Fiscal Year 2014

Agency	No or little career advancement opportunities	Child care/elder care issues	Poor working conditions/environment	Relationships with co-workers	Personal or family health	Location/transportation issues	Issues with my supervisor/issues with employees I supervise	Other	Better pay/benefits	Relocation (self, spouse, companion)	Inadequate work resources	Retirement	Enter/return to school	Self-employment	Inadequate training	Total
582 - Commission on Environmental Quality	4	1	4	0	0	0	4	2	14	4	1	14	0	0	0	48
601 - Department of Transportation	25	0	16	4	8	3	17	5	57	17	0	96	9	2	0	259
644 - Juvenile Justice Department	4	1	10	1	9	2	2	3	13	6	1	11	0	1	0	64
696 - Department of Criminal Justice	16	6	32	3	51	7	27	15	52	22	2	156	9	4	5	407
802 - Department of Parks and Wildlife	12	0	8	1	1	0	6	4	11	3	0	19	1	1	0	67
Totals	196	66	399	33	228	50	234	119	542	140	32	863	114	25	45	3,086

Source: State Auditor's Office - State of Texas Employee Exit Survey.

Interagency Transfers for Fiscal Years 2010 through 2014

Table 22 lists the number of interagency transfers and the percentage of total statewide separations for fiscal years 2010 through 2014.

Table 22

History of Interagency Transfers with the State		
Fiscal Year	Number of Interagency Transfers	Percentage of Total Statewide Terminations
2010	2,079	8.4%
2011	1,376	5.0%
2012	4,504 ^a	14.8%
2013	2,102	7.4%
2014	2,482	8.6%

^a The Juvenile Probation Commission and Youth Commission accounted for 2,508 (55.7 percent) of the interagency transfers in fiscal year 2012. Both agencies were abolished after the first quarter of fiscal year 2012 and their duties were transferred to the new Texas Juvenile Justice Department. (See *An Annual Report on Classified Employee Turnover for Fiscal Year 2012*, State Auditor's Office Report No. 13-704, December 2012.)

Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, Standardized Payroll/Personnel Reporting System, and *An Audit Report on Classified Employee Turnover for Fiscal Year 2013* (State Auditor's Office Report No. 14-701, January 2014).

Copies of this report have been distributed to the following:

Legislative Audit Committee

The Honorable David Dewhurst, Lieutenant Governor, Joint Chair

The Honorable Joe Straus III, Speaker of the House, Joint Chair

The Honorable Jane Nelson, Senate Finance Committee

The Honorable Robert Nichols, Member, Texas Senate

The Honorable Jim Pitts, House Appropriations Committee

The Honorable Harvey Hilderbran, House Ways and Means Committee

Office of the Governor

The Honorable Rick Perry, Governor



This document is not copyrighted. Readers may make additional copies of this report as needed. In addition, most State Auditor's Office reports may be downloaded from our Web site: www.sao.state.tx.us.

In compliance with the Americans with Disabilities Act, this document may also be requested in alternative formats. To do so, contact our report request line at (512) 936-9500 (Voice), (512) 936-9400 (FAX), 1-800-RELAY-TX (TDD), or visit the Robert E. Johnson Building, 1501 North Congress Avenue, Suite 4.224, Austin, Texas 78701.

The State Auditor's Office is an equal opportunity employer and does not discriminate on the basis of race, color, religion, sex, national origin, age, or disability in employment or in the provision of services, programs, or activities.

To report waste, fraud, or abuse in state government call the SAO Hotline: 1-800-TX-AUDIT.