



John Keel, CPA

An Annual Report on  
**Classified Employee Turnover for  
Fiscal Year 2015**

December 2015

Report No. 16-702



John Keel, CPA

# An Annual Report on Classified Employee Turnover for Fiscal Year 2015

SAO Report No. 16-702  
December 2015

## Overall Conclusion

The fiscal year 2015 statewide turnover rate was 18.0 percent for classified, regular, full- and part-time employees based on 27,124 separations.<sup>1</sup> Those separations included both voluntary and involuntary separations (see text box for definitions of separation types). That was a slight increase from the fiscal year 2014 statewide turnover rate of 17.5 percent. During the past five fiscal years, the statewide turnover rate has ranged from 16.8 percent in fiscal year 2011 to a high of 18.0 percent in fiscal year 2015.

Excluding involuntary separations and retirements, the fiscal year 2015 statewide turnover rate was 10.5 percent. That rate, which is often considered more of a true turnover rate because it reflects preventable turnover, increased since fiscal years 2012, 2013, and 2014, when it remained flat at 10.0 percent.

The 83rd Legislature directed the State Auditor’s Office to identify each state agency that experienced an employee turnover rate that exceeded 17.0 percent during the preceding biennium. Twenty-two agencies with 50 or more employees had turnover rates that exceeded 17.0 percent in fiscal year 2015. Fifteen of those agencies also had turnover rates that exceeded 17.0 percent in fiscal year 2014.

History of Statewide Turnover Rates Fiscal Years 2011 through 2015	
Fiscal Year	Statewide Turnover Rate
2011	16.8%
2012	17.3%
2013	17.6%
2014	17.5%
2015	18.0%

**Definitions**

**Turnover rate** - 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 2015 and 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. However, in determining turnover rates by agency, those transfers are included because they are considered a loss for the 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.

Sources: The definitions are based on information from the Office of the Comptroller of Public Accounts and the State Auditor’s Office’s State Classification Team.

<sup>1</sup> This report focuses on headcounts and turnover for full-time and part-time classified employees at state agencies. In contrast, the State Auditor’s Office reports on full-time equivalent (FTE) employees focus on FTE levels at state agencies and higher education institutions. Because the FTE reports and turnover reports focus on different populations, a comparison of the numbers in those reports should not be made.

Voluntary separations, including retirements, accounted for the majority (75.5 percent) of the State’s total separations in fiscal year 2015. That was a 3.4 percent increase in the number of voluntary separations since fiscal year 2014.

Several factors may have contributed to the increase in the number of voluntary separations. Specifically:

- The U.S. Bureau of Labor Statistics reported that, as of August 2015, Texas had the third largest increase in jobs in the nation.
- Texas’s unemployment rate decreased. The statewide unemployment rate decreased from 5.4 percent in fiscal year 2014 to 4.4 percent in fiscal year 2015.

Involuntary separations accounted for 24.5 percent of the State’s total separations in fiscal year 2015.

Table 1 compares state separations for fiscal years 2014 and 2015.

Table 1

Separations in Fiscal Years 2014 and 2015 <sup>a</sup>			
Separation Type	Fiscal Year 2014	Fiscal Year 2015	Percent Change
Voluntary Separation from Agency	15,077	15,878	5.3%
Retirement	4,742	4,613	-2.7%
<b>Statewide Voluntary Separations</b>	<b>19,819</b>	<b>20,491</b>	<b>3.4%<sup>b</sup></b>
Dismissal for Cause	3,667	3,665	-0.1%
Resignation in Lieu of Involuntary Separation	2,270	2,334	2.8%
Termination at Will	263	332	26.2%
Death	187	221	18.2%
Reduction in Force	170	81	-52.4%
<b>Statewide Involuntary Separations</b>	<b>6,557</b>	<b>6,633</b>	<b>1.2%<sup>b</sup></b>
<b>Total Statewide Separations</b>	<b>26,376</b>	<b>27,124</b>	<b>2.8%</b>
<b>Total Average Statewide Headcount</b>	<b>150,668.25<sup>c</sup></b>	<b>150,595.50<sup>c</sup></b>	<b>0.0%<sup>d</sup></b>
<sup>a</sup> Voluntary separations and total statewide separations for fiscal years 2014 and 2015 exclude interagency transfers because those are not considered a loss to the State as a whole. <sup>b</sup> 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 2014 and 2015. <sup>c</sup> 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 2014 and 2015 and then dividing that total by four. <sup>d</sup> Percentage difference is less than 0.05 percent.			

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 2014* (State Auditor’s Office Report No. 15-703, December 2014).

## Key Points

Statewide employee turnover increased slightly in fiscal year 2015 to 18.0 percent. During the past five fiscal years, the statewide turnover rate has ranged from 16.8 percent in fiscal year 2011 to a high of 18.0 percent in fiscal year 2015.

Voluntary separations, excluding interagency transfers, accounted for 75.5 percent of overall separations for the State's classified, regular, full- and part-time employees. Compared to fiscal year 2014, there was an increase of 3.4 percent in the number of employees who left state employment voluntarily.

Involuntary separations accounted for 24.5 percent of the State's total separations. Compared to fiscal year 2014, there was a 1.2 percent increase in the number of employees who left state employment involuntarily.

Table 2 lists the separations by type in fiscal year 2015.

Table 2

Separations by Type in Fiscal Year 2015 <sup>a</sup>		
Separation Type	Number of Separations	Percentage of Total Separations
Voluntary Separation from Agency	15,878	58.5%
Retirement	4,613	17.0%
<b>Statewide Voluntary Separations</b>	<b>20,491</b>	<b>75.5%</b>
Dismissal for Cause	3,665	13.5%
Resignation in Lieu of Involuntary Separation	2,334	8.6%
Termination at Will	332	1.2%
Death	221	0.8%
Reduction in Force	81	0.3%
<b>Statewide Involuntary Separations</b>	<b>6,633</b>	<b>24.5% <sup>b</sup></b>
<b>Total Statewide Separations</b>	<b>27,124</b>	<b>100.0%</b>
<sup>a</sup> The voluntary separations and total statewide separations for fiscal year 2015 exclude interagency transfers because those are not considered a loss to the State as a whole. <sup>b</sup> 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 had the highest turnover rate (32.2 percent) among state agencies with 1,000 or more employees in fiscal year 2015.<sup>2</sup>**

The Department of Aging and Disability Services' turnover rate of 32.2 percent in fiscal year 2015 was a slight increase from its turnover rate of 31.6 percent in fiscal year 2014. The highest percentage (57.6 percent) of the Department of Aging and Disability Services' separations in fiscal year 2015 was due to voluntary separations, followed by dismissal for cause (26.7 percent).

The Juvenile Justice Department had the second highest agency turnover rate (26.6 percent), followed by the Department of State Health Services (23.3 percent) and the Department of Criminal Justice (21.8 percent). The Department of Criminal Justice had the highest number of total separations (8,702 separations). (See Table 15 in Chapter 2 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.<sup>3</sup>**

Employees under the age of 30 accounted for 31.3 percent of the State's separations, and employees with fewer than 2 years of state service accounted for 42.6 percent of the State's separations.

**The Social Services, Criminal Justice, and Medical and Health occupational categories made up 48.0 percent of the State's classified workforce and 64.4 percent of total separations.**

The Social Services occupational category had the highest turnover rate (24.8 percent) in fiscal year 2015, followed by the Criminal Justice (23.7 percent) and Medical and Health (22.9 percent) occupational categories. All three occupational categories had turnover rates that were higher than the statewide turnover rate of 18.0 percent. That can be partially attributed to the following job classification series within those three occupational categories:

- **Social Services** - The Direct Support Professional<sup>4</sup> and Psychiatric Nursing Assistant job classification series accounted for 50.1 percent of total separations within that occupational category and had turnover rates of 45.3 percent and 33.0 percent, respectively.
- **Criminal Justice** - The Juvenile Correctional Officer and Correctional Officer job classification series accounted for 89.2 percent of total separations within that occupational category and had turnover rates of 31.2 percent and 25.9 percent, respectively.

---

<sup>2</sup> Turnover rates for agencies include interagency transfers.

<sup>3</sup> Some employees may be included in both the employees under age 30 and employees with fewer than 2 years of state service groups.

<sup>4</sup> Prior to September 1, 2011, that job classification series was "Mental Health/Mental Retardation Assistant."

- **Medical and Health** - The Licensed Vocational Nurse and Nurse job classification series accounted for 70.3 percent of total separations within that occupational category and had turnover rates of 33.7 percent and 23.9 percent, respectively.

**Twenty-two agencies had turnover rates that exceeded 17.0 percent in fiscal year 2015 (excluding agencies that had fewer than 50 employees). Fifteen of those agencies also had turnover rates of more than 17.0 percent in fiscal year 2014.**

The following 15 agencies had turnover rates that exceeded 17.0 percent in both fiscal years 2014 and 2015: Department of Aging and Disability Services, Department of Criminal Justice, Department of Family and Protective Services, Department of State Health Services, Health and Human Services Commission, Juvenile Justice Department, Military Department, Office of the Governor, Preservation Board, Veterans Commission, Office of the Secretary of State, School for the Deaf, Supreme Court of Texas, Trusteed Programs within the Office of the Governor, and Water Development Board.

**The top three reasons reported for leaving state employment during fiscal year 2015 were for retirement, for better pay/benefits, or because of poor working conditions/environment.**

Reasons for leaving state employment are based on 3,774 exit surveys completed by state agency employees (not including higher education institution employees) who voluntarily left state employment.

## ***Objective and Scope***

The objective of this project 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 turnover rates that exceeded 17.0 percent.

The scope of this report included classified, regular, full- and part-time employees in state agencies during fiscal year 2015. 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 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.

# Contents

## ***Detailed Results***

---

Chapter 1	
Statewide Turnover Rate .....	1
Chapter 2	
Turnover Demographics .....	6
Chapter 3	
Agencies with Turnover Rates That Exceeded 17.0 Percent.....	20
Chapter 4	
Exit Survey Results .....	24

## ***Appendices***

---

Appendix 1	
Objective, Scope, and Methodology .....	26
Appendix 2	
Types of State Employee Separations During Fiscal Years 2011-2015.....	28
Appendix 3	
Employee Turnover by State Agency .....	29
Appendix 4	
Turnover by Job Classification Series .....	33
Appendix 5	
Turnover by Region and County .....	42
Appendix 6	
Turnover by Job Classification Series for Selected Agencies .....	51
Appendix 7	
Fiscal Year 2015 Overall Exit Survey Results .....	55
Appendix 8	
Summary of Exit Survey Reasons for Leaving for State Agencies with 1,000 or More Employees .....	62
Appendix 9	
Interagency Transfers for Fiscal Years 2011 through 2015 ....	64

# Detailed Results

## Chapter 1

### Statewide Turnover Rate

#### Retention Efforts

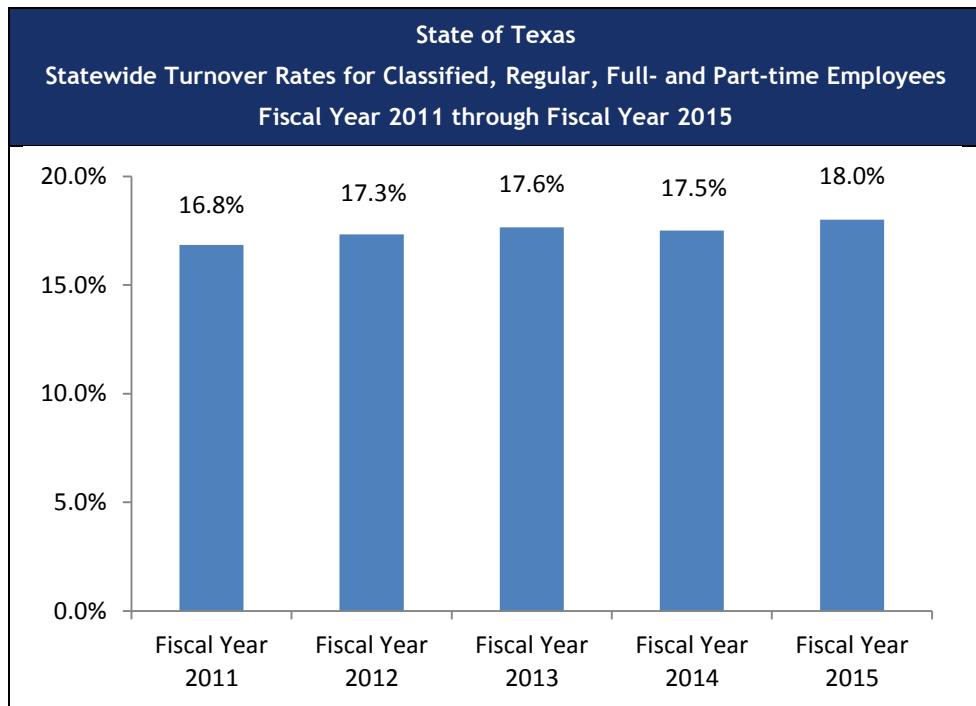
Texas Government Code, Section 2056.0021, requires state agencies to conduct a strategic planning staffing analysis and develop a workforce plan.

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 2015 was 18.0 percent based on a total of 27,124 voluntary and involuntary separations, excluding interagency transfers, and a statewide average headcount of 150,595.50. That was a slight increase from the fiscal year 2014 statewide turnover rate of 17.5 percent.

The statewide turnover rate during the past five fiscal years has ranged from 16.8 percent in fiscal year 2011 to a high of 18.0 percent in fiscal year 2015 (see Figure 1).

Figure 1

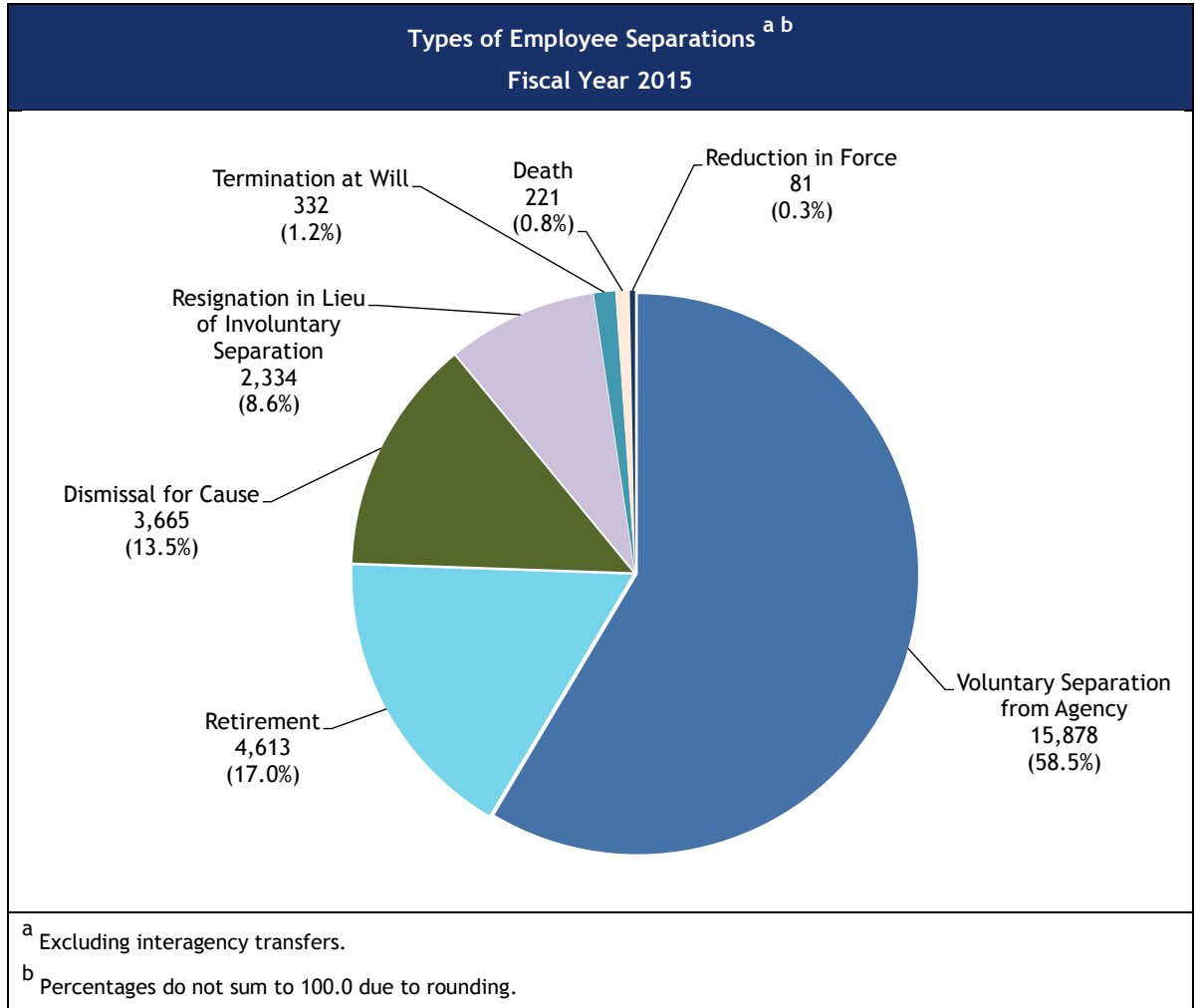


Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, Standardized Payroll/Personnel Reporting System, and *An Annual Report on Classified Employee Turnover for Fiscal Year 2014* (State Auditor's Office Report No. 15-703, December 2014).



“Voluntary separation from agency” (58.5 percent) was the most common type of separation, followed by “retirement” (17.0 percent) and “dismissal for cause” (13.5 percent). Figure 2 presents the types of employee separations for fiscal year 2015, excluding interagency transfers. See Appendix 2 for additional details about the types of separations from state employment in fiscal years 2011 through 2015, 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, including retirements but excluding interagency transfers, accounted for the majority (75.5 percent) of the State's total separations and increased 3.4 percent since fiscal year 2014. Table 3 provides a comparison of the voluntary separations for fiscal years 2014 and 2015.

Table 3

Voluntary Employee Separations for Fiscal Years 2014 and 2015 <sup>a</sup>			
Separation Type	Fiscal Year 2014	Fiscal Year 2015	Percent Change
Voluntary Separation from Agency Retirement	15,077	15,878	5.3%
	4,742	4,613	-2.7%
<b>Statewide Voluntary Separations</b>	<b>19,819</b>	<b>20,491</b>	<b>3.4% <sup>b</sup></b>

<sup>a</sup> Voluntary separations exclude interagency transfers because those separations are not considered a loss to the State as a whole.

<sup>b</sup> 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 2014 and 2015.

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 2014*, (State Auditor's Office Report No. 15-703, December 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 24.5 percent of the State's total separations in fiscal year 2015. Involuntary separations increased 1.2 percent from fiscal year 2014 to fiscal year 2015. Termination at will had the largest percent increase (26.2 percent) from fiscal year 2014. Reduction in force decreased by 52.4 percent from fiscal year 2014.

Table 4 compares involuntary separations for fiscal years 2014 and 2015.

Table 4

Involuntary Employee Separations Fiscal Years 2014 and 2015			
Separation Type	Fiscal Year 2014	Fiscal Year 2015	Percent Change
Dismissal for Cause	3,667	3,665	-0.1%
Resignation in Lieu of Involuntary Separation	2,270	2,334	2.8%
Termination at Will	263	332	26.2%
Death	187	221	18.2%
Reduction in Force	170	81	-52.4%
<b>Statewide Involuntary Separations</b>	<b>6,557</b>	<b>6,633</b>	<b>1.2%<sup>a</sup></b>

<sup>a</sup> 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 2014 and 2015.

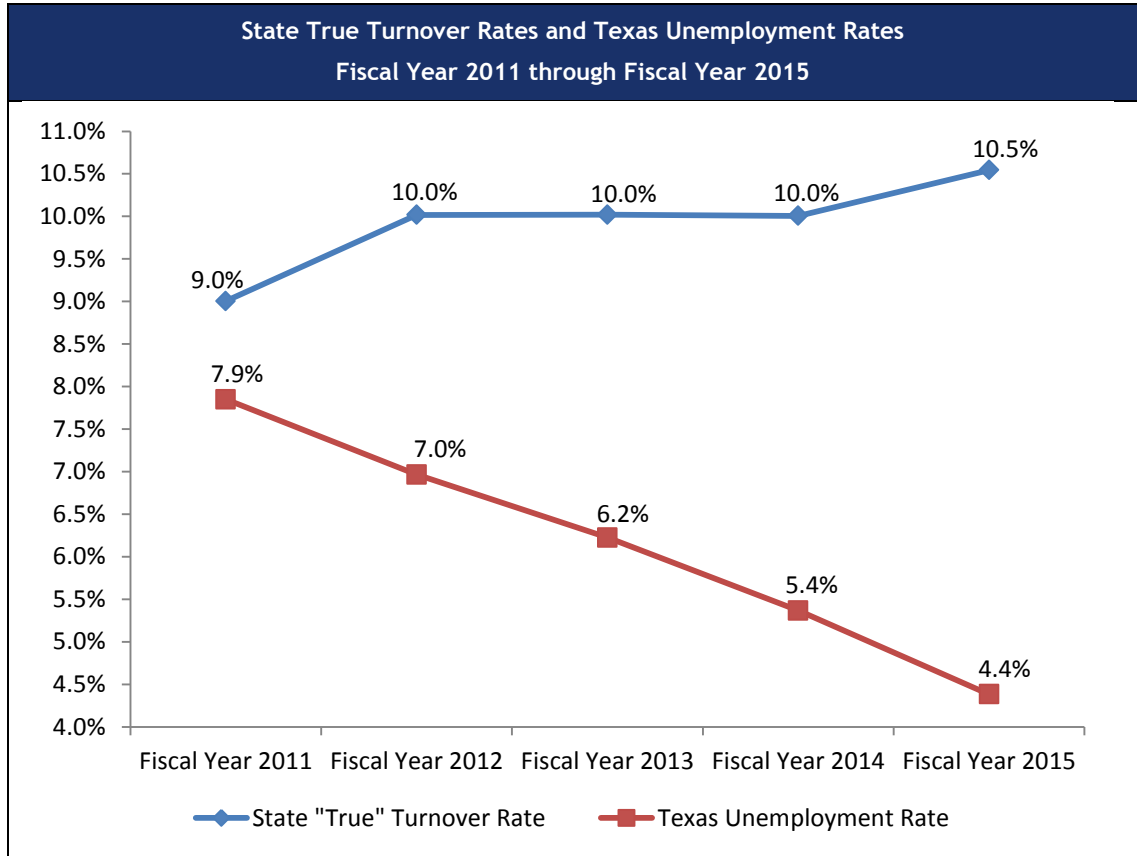
Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, Standardized Payroll/Personnel Reporting System, and *An Annual Report on Classified Employee Turnover for Fiscal Year 2014* (State Auditor's Office Report No. 15-703, December 2014).

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

Excluding involuntary separations and retirements, the fiscal year 2015 statewide turnover rate was 10.5 percent. That rate is often considered more of a true turnover rate because it reflects preventable turnover. The Texas unemployment rate decreased from 6.2 percent in fiscal year 2013, to 5.4 percent in fiscal year 2014, and to 4.4 percent in fiscal year 2015.

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 2015); the U.S. Bureau of Labor Statistics (unemployment rate); and *An Annual Report on Classified Employee Turnover for Fiscal Year 2014* (State Auditor's Office Report No. 15-703, December 2014).

## Turnover Demographics

The information in this chapter reflects the fiscal year 2015 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

Females had a slightly higher turnover rate (18.2 percent) than males (17.8 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 2015					
Gender	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Female	85,896.25	57.0%	15,597	57.5%	18.2%
Male	64,699.25	43.0%	11,527	42.5%	17.8%
<b>Statewide Totals</b>	<b>150,595.50</b>	<b>100.0%</b>	<b>27,124</b>	<b>100.0%</b>	<b>18.0%<sup>a</sup></b>
<sup>a</sup> 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-B  
**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.
- Poor working conditions/environment.

**Respondents Age 70 or Older**

- Retirement.
- Health.

The turnover rate of 35.2 percent for employees under age 30 was the highest among all age group categories. Employees under age 30 accounted for 16.0 percent of the State’s classified workforce, but they accounted for 31.3 percent of total separations. Employees between 40 and 49 years of age made up the largest percentage (26.1 percent) of the State’s classified workforce; that age group had the lowest turnover rate (10.8 percent) (see Table 6).

Table 6

Turnover by Age Group for Fiscal Year 2015					
Age Group	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
16 to 29	24,145.25	16.0%	8,500	31.3%	35.2%
30 to 39	33,451.25	22.2%	5,800	21.4%	17.3%
40 to 49	39,349.50	26.1%	4,260	15.7%	10.8%
50 to 59	37,769.25	25.1%	5,147	19.0%	13.6%
60 to 69	14,712.25	9.8%	3,130	11.5%	21.3%
70 or older	1,168.00	0.8%	287	1.1%	24.6%
<b>Statewide Totals</b>	<b>150,595.50</b>	<b>100.0%</b>	<b>27,124</b>	<b>100.0%</b>	<b>18.0%<sup>a</sup></b>

<sup>a</sup> 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-C

**Ethnicity**

Employees within the Black ethnic category had the highest turnover rate (21.3 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 2015					
Ethnic Group	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Black	35,762.50	23.7%	7,617	28.1%	21.3%
White	72,250.50	48.0%	12,641	46.6%	17.5%
Hispanic	38,502.00	25.6%	6,244	23.0%	16.2%
American Indian/ Alaskan Native, Asian/Pacific Islander, and Other	4,080.50	2.7%	622	2.3%	15.2%
<b>Statewide Totals</b>	<b>150,595.50</b>	<b>100.0%</b>	<b>27,124</b>	<b>100.0%</b>	<b>18.0%<sup>a</sup></b>

<sup>a</sup> 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-D

**Employee Type**

The turnover rate for classified, regular, part-time employees (32.1 percent) was higher than the turnover rate for classified, regular, full-time employees (17.8 percent); however, classified, regular, part-time employees accounted for only 1.2 percent of total average headcount (see Table 8).

Table 8

Turnover by Employee Type for Fiscal Year 2015					
Employee Type	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Classified, Regular, Full-time Employees	148,724.75	98.8%	26,524	97.8%	17.8%
Classified, Regular, Part-time Employees	1,870.75	1.2%	600	2.2%	32.1%
<b>Statewide Totals</b>	<b>150,595.50</b>	<b>100.0%</b>	<b>27,124</b>	<b>100.0%</b>	<b>18.0%<sup>a</sup></b>

<sup>a</sup> 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 Hispanic Respondents**

- Better pay/benefits.
- Retirement.

**White Respondents**

- Retirement.
- Better pay/benefits.

**American Indian/Alaskan Native Respondents**

- Retirement.
- Poor working conditions/environment.

**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 47.6 percent of the State's classified workforce, experienced the highest turnover rate (23.4 percent) within the State's three classified salary schedules (see text box for descriptions of those schedules). The State's law enforcement salary schedule (Salary Schedule C) experienced the lowest turnover rate (5.6 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 2015 was \$43,255.

The average annual salaries by salary schedule were:

- Salary Schedule A - \$32,005.
- Salary Schedule B - \$52,343.
- Salary Schedule C - \$69,349.

Table 9

Turnover by Salary Schedule for Fiscal Year 2015					
Salary Schedule	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
A	71,753.25	47.6%	16,808	62.0%	23.4%
B	74,235.00	49.3%	10,057	37.1%	13.5%
C	4,607.25	3.1%	259	1.0%	5.6%
<b>Statewide Totals</b>	<b>150,595.50</b>	<b>100.0%</b>	<b>27,124</b>	<b>100.0%<sup>a</sup></b>	<b>18.0%<sup>b</sup></b>

<sup>a</sup> Percentages do not sum to 100.0 due to rounding.

<sup>b</sup> 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

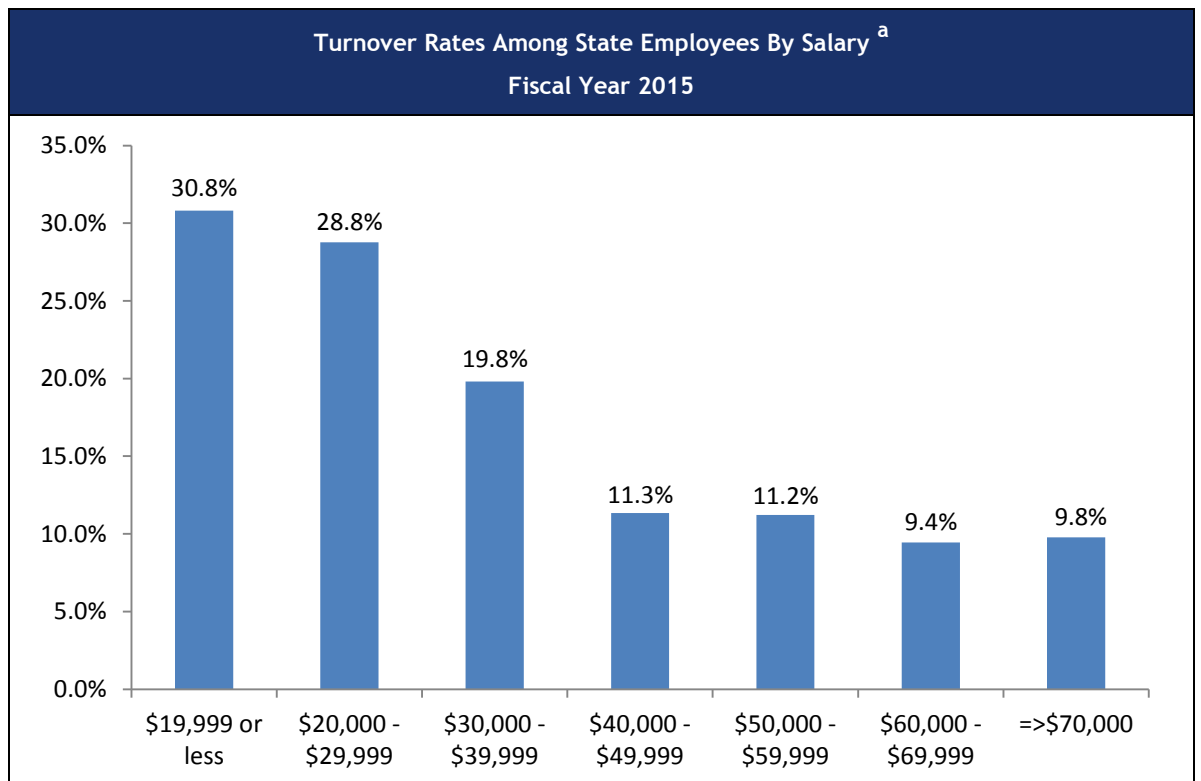
Generally, the lower an employee's salary, the more likely the employee was to leave state employment. As shown in Figure 4, employees paid less than \$40,000 annually left state employment at a higher rate than employees earning annual salaries of \$40,000 and higher. In fiscal year 2015, approximately 59.7 percent of state agency employees earned less than \$40,000 annually.

### Pay Increases

The 84th Legislature authorized an annual salary increase of 2.5 percent in fiscal year 2016 for employees paid in Salary Schedules A, B, and C. Additional information can be found on the Office of the Comptroller of Public Accounts' Web site at [https://fmx.cpa.state.tx.us/fmx/legis/salinc/guidelines/f017\\_all.php](https://fmx.cpa.state.tx.us/fmx/legis/salinc/guidelines/f017_all.php).

The 84th Legislature authorized the move of several job classifications to higher salary groups in the General Appropriations Act. The 84th Legislature also adjusted salary levels for law enforcement positions that use Salary Schedule C and approved a 2.5 percent salary increase for most classified state employees in fiscal year 2016 (see text box for more information about the salary increases).

Figure 4



<sup>a</sup> Includes only classified, regular, full-time employees.

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 (21.2 percent) among the General Appropriations Act articles, followed by Article V (Public Safety and Criminal Justice) with a turnover rate of 19.2 percent. Almost three-fourths (73.2 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 (21.2 percent) among General Appropriations Act articles. That article comprised 37.9 percent of the State's classified workforce; however, it accounted for 44.6 percent of the State's total separations. Several job classification series with turnover rates that exceeded the statewide turnover rate (18.0 percent) are used primarily by Health and Human Services agencies. Examples include Direct Support Professional<sup>5</sup> (45.3 percent); Licensed Vocational Nurse (33.7 percent); Psychiatric Nursing Assistant (33.0 percent); Child Protective Services Specialist (24.8 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 (19.2 percent) among General Appropriations Act articles. That article comprised 35.3 percent of the State's classified workforce and accounted for 37.7 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 (31.2 percent) and the Correctional Officer (25.9 percent) job classification series.

Table 10

Turnover by General Appropriations Act Article					
Fiscal Year 2015					
Article	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
I - General Government	9,536.75	6.3%	1,212	4.5%	12.7%
II - Health and Human Services	57,065.00	37.9%	12,090	44.6%	21.2%
III - Education	2,159.25	1.4%	231	0.9%	10.7%
IV - Judiciary	724.75	0.5%	113	0.4%	15.6%
V - Public Safety and Criminal Justice	53,132.75	35.3%	10,217	37.7%	19.2%

<sup>5</sup> Prior to September 1, 2011, that job classification series was "Mental Health/Mental Retardation Assistant."

Turnover by General Appropriations Act Article					
Fiscal Year 2015					
Article	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
VI - Natural Resources	8,306.50	5.5%	924	3.4%	11.1%
VII - Business and Economic Development	16,100.75	10.7%	1,959	7.2%	12.2%
VIII - Regulatory	3,569.75	2.4%	378	1.4%	10.6%
<b>Statewide Totals</b>	<b>150,595.50</b>	<b>100.0%</b>	<b>27,124</b>	<b>100.0%<sup>a</sup></b>	<b>18.0%<sup>b</sup></b>
<sup>a</sup> Percentages do not sum to 100.0 due to rounding. <sup>b</sup> 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 (24.8 percent), followed by the Criminal Justice occupational category (23.7 percent), and the Medical and Health occupational category (22.9 percent). Those three occupational categories combined accounted for 48.0 percent of the State's classified workforce and 64.4 percent of total separations.

The Social Services occupational category's high turnover rate (24.8 percent) can be partially attributed to the high turnover rates within the Direct Support Professional<sup>6</sup> (45.3 percent) and Psychiatric Nursing Assistant (33.0 percent) job classification series. Those job classification series combined accounted for 30.0 percent of employees and 50.1 percent of total separations within the Social Services occupational category.

The Criminal Justice occupational category's high turnover rate (23.7 percent) can be partially attributed to the high turnover rates within the Juvenile Correctional Officer (31.2 percent) and Correctional Officer (25.9 percent) job classification series. Those job classification series combined accounted for 81.0 percent of employees and 89.2 percent of total separations within the Criminal Justice occupational category.

The Medical and Health occupational category's high turnover rate (22.9 percent) can be partially attributed to the high turnover rates within the Licensed Vocational Nurse (33.7 percent) and Nurse (23.9 percent) job classification series. Those job classification series combined accounted for

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

59.4 percent of employees and 70.3 percent of total separations within the Medical and Health occupational category.

Table 11 lists turnover rates by occupational category.

Table 11

Turnover by Occupational Category Fiscal Year 2015						
Occupational Category	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate	
Accounting, Auditing, and Finance	5,610.00	3.7%	576	2.1%	10.3%	
Administrative Support	16,618.50	11.0%	2,341	8.6%	14.1%	
Criminal Justice	32,404.75	21.5%	7,694	28.4%	23.7%	
Custodial	3,924.75	2.6%	889	3.3%	22.7%	
Education	146.75	0.1%	31	0.1%	21.1%	
Employment	811.00	0.5%	115	0.4%	14.2%	
Engineering and Design	7,881.50	5.2%	1,055	3.9%	13.4%	
Human Resources	1,391.75	0.9%	176	0.6%	12.6%	
Information and Communication	790.50	0.5%	92	0.3%	11.6%	
Information Technology	4,342.50	2.9%	429	1.6%	9.9%	
Inspectors and Investigators	3,007.75	2.0%	370	1.4%	12.3%	
Insurance	1,083.50	0.7%	132	0.5%	12.2%	
Land Surveying, Appraising, and Utilities	257.75	0.2%	36	0.1%	14.0%	
Law Enforcement	4,607.25	3.1%	259	1.0%	5.6%	
Legal	3,335.00	2.2%	401	1.5%	12.0%	
Library and Records	209.25	0.1%	27	0.1%	12.9%	
Maintenance	3,769.75	2.5%	566	2.1%	15.0%	
Medical and Health	6,003.25	4.0%	1,373	5.1%	22.9%	
Natural Resources	2,501.00	1.7%	236	0.9%	9.4%	
Office Services	131.75	0.1%	15	0.1%	11.4%	
Planning, Research, and Statistics	636.25	0.4%	70	0.3%	11.0%	
Program Management	13,489.00	9.0%	1,355	5.0%	10.0%	
Property Management and Procurement	2,300.00	1.5%	268	1.0%	11.7%	
Public Safety	1,226.25	0.8%	193	0.7%	15.7%	
Safety	278.00	0.2%	32	0.1%	11.5%	
Social Services	33,837.75	22.5%	8,393	30.9%	24.8%	
<b>Statewide Totals</b>	<b>150,595.50</b>	<b>100.0%<sup>a</sup></b>	<b>27,124</b>	<b>100.0%<sup>a</sup></b>	<b>18.0%<sup>b</sup></b>	
<sup>a</sup> Percentages do not sum to 100.0 due to rounding.						
<sup>b</sup> 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 personal care aides, food preparation workers, medical secretaries, registered nurses, nursing assistants, cooks, janitors, accountants, and auditors are among the 25 job occupations adding the most jobs from 2012 to 2022. Therefore, the State may experience higher-than-average turnover rates within those job titles because of competitive demand.

The Direct Support Professional<sup>7</sup> job classification series had the highest turnover rate (45.3 percent) among all job classification series with 100 or more employees. Twenty-seven job classification series had turnover rates of 18.0 percent or more during fiscal year 2015 (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 that exceeded 18.0 percent. (See Appendix 4 for turnover rates for all job classification series.)

Table 12

Job Classification Series with Turnover Rates of 18.0 Percent or More During Fiscal Year 2015 (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 <sup>a</sup>	6,975.75	4.6%	3,161	11.7%	45.3%
Food Service Worker	719.25	0.5%	273	1.0%	38.0%
Laundry/Sewing Room Worker	106.50	0.1%	38	0.1%	35.7%
Licensed Vocational Nurse	1,149.00	0.8%	387	1.4%	33.7%
Psychiatric Nursing Assistant	3,162.25	2.1%	1,042	3.8%	33.0%
Engineering Aide	380.75	0.3%	121	0.4%	31.8%
Juvenile Correctional Officer	1,450.50	1.0%	452	1.7%	31.2%
Cook	329.00	0.2%	91	0.3%	27.7%
Correctional Officer	24,782.25	16.5%	6,414	23.6%	25.9%
Health Specialist	271.00	0.2%	70	0.3%	25.8%
Veterans Services Representative	305.75	0.2%	76	0.3%	24.9%
Child Protective Services Specialist	5,930.25	3.9%	1,468	5.4%	24.8%
Nurse	2,417.25	1.6%	578	2.1%	23.9%
Trooper Trainee/Probationary Trooper	330.25	0.2%	78	0.3%	23.6%
Physician	103.25	0.1%	24	0.1%	23.2%
Social Worker	212.75	0.1%	49	0.2%	23.0%
Vehicle Driver	211.50	0.1%	48	0.2%	22.7%
Teacher Aide	127.00	0.1%	28	0.1%	22.0%
Security Officer	607.25	0.4%	129	0.5%	21.2%
Resident Specialist	395.50	0.3%	83	0.3%	21.0%
Adult Protective Services Specialist	773.25	0.5%	156	0.6%	20.2%

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

**Job Classification Series with Turnover Rates of 18.0 Percent or More During Fiscal Year 2015  
(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
Custodian	924.00	0.6%	182	0.7%	19.7%
Food Service Manager	967.50	0.6%	184	0.7%	19.0%
Motor Vehicle Technician	337.75	0.2%	63	0.2%	18.7%
Substance Abuse Counselor	102.50	0.1%	19	0.1%	18.5%
Psychiatrist	146.00	0.1%	27	0.1%	18.5%
Agriculture Specialist	116.50	0.1%	21	0.1%	18.0%

<sup>a</sup> 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.

Chapter 2-1

**Turnover by Length of State Service**

Employees with fewer than 2 years of state service had the highest turnover rate (37.3 percent). Employees with fewer than 2 years of state service comprised 20.6 percent of the classified workforce; however, they accounted for 42.6 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 2015					
Length of State Service	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Fewer than 2 years	30,993.25	20.6%	11,547	42.6%	37.3%
2 to 4.99 years	24,974.50	16.6%	4,824	17.8%	19.3%
5 to 9.99 years	31,020.00	20.6%	3,414	12.6%	11.0%
10 to 14.99 years	19,755.00	13.1%	1,892	7.0%	9.6%
15 to 19.99 years	17,409.25	11.6%	1,564	5.8%	9.0%
20 to 24.99 years	13,414.00	8.9%	1,553	5.7%	11.6%
25 to 29.99 years	7,572.00	5.0%	1,316	4.9%	17.4%
30 to 34.99 years	3,190.50	2.1%	641	2.4%	20.1%
35 years or more	2,267.00	1.5%	373	1.4%	16.5%
<b>Statewide Totals</b>	<b>150,595.50</b>	<b>100.0%</b>	<b>27,124</b>	<b>100.0%<sup>a</sup></b>	<b>18.0%<sup>b</sup></b>

<sup>a</sup> Percentages do not sum to 100.0 due to rounding.

<sup>b</sup> 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 (29.2 percent) among all regions of the state. The Capital region, which has the largest percentage of state employees (26.1 percent), had a turnover rate of 12.6 percent. A total of 83 counties had turnover rates that exceeded the statewide turnover rate of 18.0 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 2015					
Region	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
01 - Alamo	9,686.50	6.4%	2,105	7.8%	21.7%
02 - Capital	39,322.00	26.1%	4,954	18.3%	12.6%
03 - Central Texas	11,236.50	7.5%	2,309	8.5%	20.5%
04 - Coastal Bend	5,640.00	3.7%	1,126	4.2%	20.0%
05 - Gulf Coast	22,690.75	15.1%	4,027	14.8%	17.7%
06 - High Plains	7,538.00	5.0%	1,584	5.8%	21.0%
07 - Metroplex	15,044.25	10.0%	2,945	10.9%	19.6%
08 - Northwest Texas	9,079.25	6.0%	2,080	7.7%	22.9%
09 - South Texas Border	6,403.00	4.3%	800	2.9%	12.5%
10 - Southeast Texas	6,981.50	4.6%	1,627	6.0%	23.3%
11 - Upper East Texas	9,056.00	6.0%	1,849	6.8%	20.4%
12 - Upper Rio Grande	3,588.25	2.4%	458	1.7%	12.8%
13 - West Texas	4,312.00	2.9%	1,257	4.6%	29.2%
14 - Other	17.50	0.0%	3	0.0%	17.1%
<b>Statewide Totals</b>	<b>150,595.50</b>	<b>100.0%</b>	<b>27,124</b>	<b>100.0%</b>	<b>18.0%<sup>a</sup></b>

<sup>a</sup> 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

The Department of Aging and Disability Services had the highest turnover rate (32.2 percent) among state agencies with more than 1,000 employees (see Table 15 on page 19). That was a slight increase from its fiscal year 2014 turnover rate of 31.6 percent. The most common cause for separations at the Department of Aging and Disability Services was voluntary separations (57.6 percent), followed by dismissal for cause (26.7 percent). The Juvenile Justice Department had the second highest agency turnover rate (26.6 percent) among state agencies, followed by the Department of State Health Services (23.3 percent) and the Department of Criminal Justice (21.8 percent). Those four agencies accounted for 60.3 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 (8,702 separations). (See Appendix 3 for turnover rates for all state agencies.)

### 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 9 for more information about interagency transfers for the past five fiscal years.)

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 Professional<sup>8</sup> (46.7 percent) and Licensed Vocational Nurse (40.6 percent), which accounted for 45.5 percent of the workforce at the Department of Aging and Disability Services and 65.1 percent of that agency's separations.
- Juvenile Correctional Officer (31.9 percent), which accounted for 57.1 percent of the workforce at the Juvenile Justice Department and 68.5 percent of that agency's separations.
- Psychiatric Nursing Assistant (34.2 percent) and Licensed Vocational Nurse (29.7 percent), which accounted for only 29.1 percent of the workforce at the Department of State Health Services but 41.9 percent of that agency's separations.
- Correctional Officer (26.1 percent), which accounted for 62.0 percent of the workforce at the Department of Criminal Justice and 74.4 percent of that agency's separations.

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



The following lists the top three reasons cited in employee exit surveys for voluntarily 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.
- Issues with my supervisor/Issues with employees I supervise.

**Department of Aging and Disability Services**

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

**Department of Criminal Justice**

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

**Juvenile Justice Department**

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

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 2015					
Agency	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
539 - Department of Aging and Disability Services	16,688.00	11.1%	5,379	18.3%	32.2%
644 - Juvenile Justice Department	2,538.50	1.7%	676	2.3%	26.6%
537 - Department of State Health Services	12,614.75	8.4%	2,944	10.0%	23.3%
696 - Department of Criminal Justice	39,951.00	26.5%	8,702	29.6%	21.8%
530 - Department of Family and Protective Services	12,277.50	8.2%	2,382	8.1%	19.4%
529 - Health and Human Services Commission	12,518.25	8.3%	2,207	7.5%	17.6%
302 - Office of the Attorney General	4,221.75	2.8%	689	2.3%	16.3%
320 - Texas Workforce Commission	2,856.25	1.9%	447	1.5%	15.6%
582 - Commission on Environmental Quality	2,760.75	1.8%	359	1.2%	13.0%
454 - Department of Insurance	1,406.25	0.9%	181	0.6%	12.9%
538 - Department of Assistive and Rehabilitative Services	2,966.50	2.0%	380	1.3%	12.8%
601 - Department of Transportation	11,904.50	7.9%	1,465	5.0%	12.3%
304 - Office of the Comptroller of Public Accounts	2,787.00	1.9%	301	1.0%	10.8%
802 - Parks and Wildlife Department	2,985.25	2.0%	318	1.1%	10.7%
405 - Department of Public Safety	9,388.50	6.2%	938	3.2%	10.0%

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

## ***Agencies with Turnover Rates That Exceeded 17.0 Percent***

---

### **Reporting Requirements**

The 83rd Legislature directed the State Auditor's Office to identify each state agency that experienced an employee turnover rate that exceeded 17.0 percent during the preceding biennium and conduct a comparative study of salary rates within those agencies.

For the purpose of this report, agencies with turnover rates that exceeded 17.0 percent in fiscal year 2015 are reported, excluding agencies with fewer than 50 employees.

A study of salaries compared to market averages will be reported in a future State Auditor's Office report.

Twenty-two state agencies had turnover rates that exceeded 17.0 percent in fiscal year 2015 (excluding agencies that had fewer than 50 employees). Fifteen of those agencies also had turnover rates that exceeded 17.0 percent in fiscal year 2014.

The following 15 agencies had turnover rates that exceeded 17.0 percent during both fiscal years 2014 and 2015:

- Supreme Court of Texas.
- Department of Aging and Disability Services.
- Juvenile Justice Department.
- Trusted Programs within the Office of the Governor.
  
- Military Department.
- Office of the Governor.
- Water Development Board.
- Department of State Health Services.
- Preservation Board.
- Veterans Commission.
- Department of Criminal Justice.
- Office of the Secretary of State.
- School for the Deaf.
- Department of Family and Protective Services.
- Health and Human Services Commission.

Table 16 identifies state agencies, from the highest to lowest turnover rates, with at least 50 employees that had turnover rates that exceeded 17.0 percent in fiscal year 2015. Table 16 also lists selected job classification series within the identified agencies that had 20 or more employees and a turnover rate that exceeded 17.0 percent.

Table 16

Agencies with Turnover Rates That Exceeded 17.0 Percent in Fiscal Year 2015 (Excludes agencies with fewer than 50 employees)				
Agency	Average Headcount	Number of Separations	Turnover Rate	Job Classification Series with at Least 20 Employees and a Turnover Rate That Exceeded 17.0 Percent
301 - Office of the Governor <sup>a</sup>	158.00	71	44.9%	<ul style="list-style-type: none"> <li>▪ Governor's Advisor (62.7 percent).</li> <li>▪ Director (59.5 percent).</li> </ul>
300 - Trusteed Programs within the Office of the Governor <sup>a</sup>	106.25	38	35.8%	<ul style="list-style-type: none"> <li>▪ Program Specialist (25.9 percent).</li> </ul>
201 - Supreme Court of Texas <sup>a</sup>	70.75	23	32.5%	Not applicable. <sup>b</sup>
539 - Department of Aging and Disability Services <sup>a</sup>	16,688.00	5,379	32.2%	<p>A total of 28 job classification series had turnover rates that exceeded 17.0 percent. Those included:</p> <ul style="list-style-type: none"> <li>▪ Direct Support Professional (46.7 percent).</li> <li>▪ Nurse (27.6 percent).</li> <li>▪ Licensed Vocational Nurse (40.6 percent).</li> <li>▪ Food Service Worker (43.3 percent).</li> <li>▪ Rehabilitation Therapy Technician (18.5 percent).</li> </ul> <p>See Appendix 6 for a full list of the job classification series.</p>
772 - School for the Deaf <sup>a</sup>	376.25	105	27.9%	<ul style="list-style-type: none"> <li>▪ Resident Specialist (31.4 percent).</li> </ul>
211 - Court of Criminal Appeals	61.75	17	27.5%	Not applicable. <sup>b</sup>
644 - Juvenile Justice Department <sup>a</sup>	2,538.50	676	26.6%	<p>A total of 11 job classification series had turnover rates that exceeded 17.0 percent. Those included:</p> <ul style="list-style-type: none"> <li>▪ Juvenile Correctional Officer (31.9 percent).</li> <li>▪ Case Manager (19.5 percent).</li> <li>▪ Teacher Aide (52.1 percent).</li> <li>▪ Cook (28.8 percent).</li> <li>▪ Clerk (18.5 percent).</li> </ul> <p>See Appendix 6 for a full list of the job classification series.</p>
476 - Racing Commission	58.25	14	24.0%	Not applicable. <sup>b</sup>
537 - Department of State Health Services <sup>a</sup>	12,614.75	2,944	23.3%	<p>A total of 39 job classification series had turnover rates that exceeded 17.0 percent. Those included:</p> <ul style="list-style-type: none"> <li>▪ Psychiatric Nursing Assistant (34.2 percent).</li> <li>▪ Nurse (25.7 percent).</li> </ul>

**Agencies with Turnover Rates That Exceeded 17.0 Percent in Fiscal Year 2015**

(Excludes agencies with fewer than 50 employees)

Agency	Average Headcount	Number of Separations	Turnover Rate	Job Classification Series with at Least 20 Employees and a Turnover Rate That Exceeded 17.0 Percent
				<ul style="list-style-type: none"> <li>▪ Administrative Assistant (19.3 percent).</li> <li>▪ Licensed Vocational Nurse (29.7 percent).</li> <li>▪ Custodian (23.6 percent).</li> </ul> <p>See Appendix 6 for a full list of the job classification series.</p>
403 - Veterans Commission <sup>a</sup>	412.00	96	23.3%	<ul style="list-style-type: none"> <li>▪ Veterans Services Representative (26.5 percent).</li> </ul>
696 - Department of Criminal Justice <sup>a</sup>	39,951.00	8,702	21.8%	<p>A total of 11 job classification series had turnover rates that exceeded 17.0 percent. Those included:</p> <ul style="list-style-type: none"> <li>▪ Correctional Officer (26.1 percent).</li> <li>▪ Clerk (19.7 percent).</li> <li>▪ Food Service Manager (19.9 percent).</li> <li>▪ Maintenance Supervisor (17.3 percent).</li> <li>▪ Agriculture Specialist (19.7 percent).</li> </ul> <p>See Appendix 6 for a full list of the job classification series.</p>
448 - Office of Injured Employee Counsel	169.25	36	21.3%	<ul style="list-style-type: none"> <li>▪ Customer Service Representative (25.6 percent).</li> <li>▪ Ombudsman (18.5 percent).</li> </ul>
580 - Water Development Board <sup>a</sup>	288.25	60	20.8%	<ul style="list-style-type: none"> <li>▪ Program Specialist (24.6 percent).</li> <li>▪ Director (19.8 percent).</li> </ul>
809 - Preservation Board <sup>a</sup>	190.50	39	20.5%	<ul style="list-style-type: none"> <li>▪ Clerk (37.2 percent).</li> </ul>
307 - Office of the Secretary of State <sup>a</sup>	193.75	38	19.6%	<ul style="list-style-type: none"> <li>▪ Program Specialist (20.0 percent).</li> <li>▪ Administrative Assistant (17.9 percent).</li> </ul>
530 - Department of Family and Protective Services <sup>a</sup>	12,277.50	2,382	19.4%	<p>A total of 9 job classification series had turnover rates that exceeded 17.0 percent. Those included:</p> <ul style="list-style-type: none"> <li>▪ Child Protective Services Specialist (25.6 percent).</li> <li>▪ Adult Protective Services Specialist (23.0 percent).</li> <li>▪ Inspector (22.3 percent).</li> <li>▪ Protective Service Intake Specialist (18.6 percent).</li> <li>▪ Budget Analyst (38.3 percent).</li> </ul> <p>See Appendix 6 for a full list of the job classification series.</p>
303 - Facilities Commission	296.75	57	19.2%	<ul style="list-style-type: none"> <li>▪ Maintenance Specialist (27.3 percent).</li> </ul>
401 - Military Department <sup>a</sup>	547.50	99	18.1%	<ul style="list-style-type: none"> <li>▪ Motor Vehicle Technician (78.0 percent).</li> <li>▪ Administrative Assistant (34.6 percent).</li> <li>▪ Resident Specialist (32.7 percent).</li> <li>▪ Security Officer (27.5 percent).</li> <li>▪ Accountant (19.5 percent).</li> </ul>

**Agencies with Turnover Rates That Exceeded 17.0 Percent in Fiscal Year 2015**

(Excludes agencies with fewer than 50 employees)

Agency	Average Headcount	Number of Separations	Turnover Rate	Job Classification Series with at Least 20 Employees and a Turnover Rate That Exceeded 17.0 Percent
306 - Library and Archives Commission	166.75	30	18.0%	<ul style="list-style-type: none"> <li>▪ Librarian (22.2 percent).</li> </ul>
529 - Health and Human Services Commission <sup>a</sup>	12,518.25	2,207	17.6%	<p>A total of 9 job classification series had turnover rates that exceeded 17.0 percent. Those included:</p> <ul style="list-style-type: none"> <li>▪ Texas Works Advisor (19.9 percent).</li> <li>▪ Clerk (18.4 percent).</li> <li>▪ Administrative Assistant (17.8 percent).</li> <li>▪ Inventory and Store Specialist (28.8 percent).</li> <li>▪ Nurse (24.0 percent).</li> </ul> <p>See Appendix 6 for a full list of the job classification series.</p>
479 - State Office of Risk Management	119.50	21	17.6%	<ul style="list-style-type: none"> <li>▪ Claims Assistant and Claims Examiner (20.1 percent).</li> </ul>
473 - Public Utility Commission of Texas	194.50	33	17.0%	<ul style="list-style-type: none"> <li>▪ Attorney (25.7 percent).</li> <li>▪ Program Specialist (18.6 percent).</li> </ul>
<p><sup>a</sup> Agency also had a turnover rate that exceeded 17.0 percent in fiscal year 2014.</p> <p><sup>b</sup> Agency did not have a job classification series that had at least 20 employees and a turnover rate that exceeded 17 percent in fiscal year 2015.</p>				

Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized 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 Office of the Governor. Each quarter, agencies are provided reports summarizing employees' reasons for leaving.

Based on 3,774 employee exit surveys (not including higher education institutions), the top 3 reasons employees reported in exit surveys for voluntarily leaving employment at their state agencies during fiscal year 2015 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 17 provides a summary of the reasons that employees reported for leaving employment at their state agencies in fiscal years 2014 and 2015. (See Appendix 7 for additional information about exit survey results.)

Table 17

Reasons Employees Reported in Exit Surveys for Leaving Employment at Their State Agencies Fiscal Years 2014 and 2015				
Reason for Leaving	Fiscal Year 2014		Fiscal Year 2015	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Retirement	1,031	27.8%	995	26.4%
Better pay/benefits	684	18.5%	755	20.0%
Poor working conditions/environment (for example, safety, work-related stress, and/or workload issues)	421	11.4%	465	12.3%
Issues with my supervisor/issues with the employees I supervise	257	6.9%	326	8.6%
Personal or family health	259	7.0%	277	7.3%
No or little career advancement opportunities	264	7.1%	259	6.9%
Relocation (self, spouse, companion)	196	5.3%	197	5.2%
Enter/return to school	143	3.9%	139	3.7%
Child care/elder care issues	73	2.0%	82	2.2%
Location/transportation issues	59	1.6%	75	2.0%

Reasons Employees Reported in Exit Surveys for Leaving Employment at Their State Agencies Fiscal Years 2014 and 2015				
Reason for Leaving	Fiscal Year 2014		Fiscal Year 2015	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Other	153	4.1%	61	1.6%
Relationship with co-workers	40	1.1%	47	1.2%
Inadequate training	49	1.3%	38	1.0%
Self-employment	38	1.0%	35	0.9%
Inadequate work resources	35	0.9%	23	0.6%
<b>Statewide Totals</b>	<b>3,702</b>	<b>100.0%<sup>a</sup></b>	<b>3,774</b>	<b>100.0%<sup>a</sup></b>
<sup>a</sup> Percentages do not sum 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 project 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 turnover rates that exceeded 17.0 percent.

### **Scope**

The scope of this report included classified, regular, full- and part-time employees in state agencies during fiscal year 2015. 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.

The analysis for fiscal year 2015 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, 2015. 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 2011 through 2014 are the same turnover rates reported in *An Annual Report on Classified Employee Turnover for Fiscal Year 2014* (State Auditor’s Office Report No. 15-703, December 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:

$$\left( \frac{\text{Number of separations during the fiscal year}}{\text{Average number of classified employees during the fiscal year}^9} \right) \times 100$$

### Project Information

Fieldwork was conducted from October 2015 through November 2015. 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)
- Kathy-Ann Moe
- Sharon Schneider, CCP, PHR, SHRM-CP
- Lara Tai, PHR, SHRM-CP
- Debra Serrins, MA (Information Technology)
- Mary Ann Wise, CPA, CFE (Quality Control Reviewer)
- John Young, MPAff (Audit Manager)

---

<sup>9</sup> 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 2015 and dividing that total by four.

## Types of State Employee Separations During Fiscal Years 2011-2015

Table 18 provides a summary of the types of state employee separations for fiscal years 2011 through 2015, including interagency transfers.

Table 18

Types of State Employee Separations Fiscal Years 2011 through 2015										
Reason for Separation	Fiscal Year 2015		Fiscal Year 2014		Fiscal Year 2013		Fiscal Year 2012		Fiscal Year 2011	
	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	15,878	54.1%	15,077	52.2%	15,007	52.6%	14,981	49.3%	13,909	50.8%
Transfer to Another Agency	2,239	7.6%	2,482	8.6%	2,102	7.4%	4,504	14.8%	1,376	5.0%
Retirement	4,613	15.7%	4,742	16.4%	4,870	17.1%	4,416	14.5%	4,411	16.1%
<b>Statewide Voluntary Separations<sup>a</sup></b>	<b>22,730</b>	<b>77.4%</b>	<b>22,301</b>	<b>77.3%</b>	<b>21,979</b>	<b>77.0%</b>	<b>23,901</b>	<b>78.6%</b>	<b>19,696</b>	<b>71.9%</b>
Dismissal for Cause	3,665	12.5%	3,667	12.7%	3,662	12.8%	3,747	12.3%	3,681	13.4%
Resignation in Lieu of Separation	2,334	7.9%	2,270	7.9%	2,111	7.4%	2,188	7.2%	2,287	8.3%
Reduction in Force	81	0.3%	170	0.6%	83	0.3%	96	0.3%	1,225	4.5%
Death	221	0.8%	187	0.6%	226	0.8%	198	0.7%	255	0.9%
Termination at Will	332	1.1%	263	0.9%	471	1.7%	288	0.9%	260	0.9%
<b>Statewide Involuntary Separations<sup>a</sup></b>	<b>6,633</b>	<b>22.6%</b>	<b>6,557</b>	<b>22.7%</b>	<b>6,553</b>	<b>23.0%</b>	<b>6,517</b>	<b>21.4%</b>	<b>7,708</b>	<b>28.1%</b>
<b>Total Separations</b>	<b>29,363</b>	<b>100.0%</b>	<b>28,858</b>	<b>100.0%</b>	<b>28,532</b>	<b>100.0%</b>	<b>30,418</b>	<b>100.0%</b>	<b>27,404</b>	<b>100.0%</b>

<sup>a</sup> 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 2014* (State Auditor's Office Report No. 15-703, December 2014).

## Employee Turnover by State Agency

Table 19 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 19

Employee Turnover by State Agency Including Interagency Transfers									
Fiscal Year 2015 <sup>a</sup>									
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	1	1.4%	21	29.7%	1	1.4%	70.75	23	32.5%
211 - Court of Criminal Appeals	0	0.0%	17	27.5%	0	0.0%	61.75	17	27.5%
212 - Texas Judicial Council Office of Court Administration	3	1.4%	12	5.6%	8	3.7%	214.50	23	10.7%
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%	1	8.3%	0	0.0%	12.00	1	8.3%
221 - First Court of Appeals District, Houston	0	0.0%	6	16.2%	0	0.0%	37.00	6	16.2%
222 - Second Court of Appeals District, Fort Worth	2	6.2%	5	15.4%	0	0.0%	32.50	7	21.5%
223 - Third Court of Appeals District, Austin	0	0.0%	3	11.1%	0	0.0%	27.00	3	11.1%
224 - Fourth Court of Appeals District, San Antonio	0	0.0%	8	27.6%	0	0.0%	29.00	8	27.6%
225 - Fifth Court of Appeals District, Dallas	1	2.0%	5	9.8%	0	0.0%	51.25	6	11.7%
226 - Sixth Court of Appeals District, Texarkana	0	0.0%	0	0.0%	2	15.7%	12.75	2	15.7%
227 - Seventh Court of Appeals District, Amarillo	0	0.0%	0	0.0%	3	19.0%	15.75	3	19.0%
228 - Eighth Court of Appeals District, El Paso	0	0.0%	2	14.0%	0	0.0%	14.25	2	14.0%
229 - Ninth Court of Appeals District, Beaumont	0	0.0%	1	6.2%	2	12.3%	16.25	3	18.5%
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%	3	18.8%	0	0.0%	16.00	3	18.8%
232 - Twelfth Court of Appeals District, Tyler	0	0.0%	0	0.0%	2	16.0%	12.50	2	16.0%
233 - Thirteenth Court of Appeals District, Corpus Christi	1	3.8%	4	15.4%	1	3.8%	26.00	6	23.1%
234 - Fourteenth Court of Appeals District, Houston	1	2.8%	6	16.8%	2	5.6%	35.75	9	25.2%
242 - State Commission on Judicial Conduct	0	0.0%	1	8.2%	1	8.2%	12.25	2	16.3%
243 - State Law Library	0	0.0%	3	26.1%	1	8.7%	11.50	4	34.8%

**Employee Turnover by State Agency Including Interagency Transfers**

Fiscal Year 2015 <sup>a</sup>

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Agency Turnover Rate
300 - Trusteed Programs within the Office of the Governor	8	7.5%	30	28.2%	0	0.0%	106.25	38	35.8%
301 - Office of the Governor	23	14.6%	44	27.8%	4	2.5%	158.00	71	44.9%
302 - Office of the Attorney General	28	0.7%	524	12.4%	137	3.2%	4,221.75	689	16.3%
303 - Facilities Commission	8	2.7%	44	14.8%	5	1.7%	296.75	57	19.2%
304 - Office of the Comptroller of Public Accounts	22	0.8%	183	6.6%	96	3.4%	2,787.00	301	10.8%
305 - General Land Office	23	3.6%	53	8.3%	27	4.2%	641.50	103	16.1%
306 - Library and Archives Commission	3	1.8%	19	11.4%	8	4.8%	166.75	30	18.0%
307 - Office of the Secretary of State	3	1.5%	27	13.9%	8	4.1%	193.75	38	19.6%
312 - State Securities Board	1	1.0%	9	9.3%	2	2.1%	96.75	12	12.4%
313 - Department of Information Resources	3	1.6%	13	6.8%	10	5.2%	192.25	26	13.5%
320 - Texas Workforce Commission	59	2.1%	277	9.7%	111	3.9%	2,856.25	447	15.6%
323 - Teacher Retirement System	8	1.3%	35	5.7%	17	2.8%	610.00	60	9.8%
326 - Texas Emergency Services Retirement System	0	0.0%	2	32.0%	0	0.0%	6.25	2	32.0%
327 - Employees Retirement System	10	2.9%	20	5.7%	15	4.3%	349.25	45	12.9%
329 - Real Estate Commission	1	1.0%	20	19.7%	3	2.9%	101.75	24	23.6%
332 - Department of Housing and Community Affairs	3	1.0%	32	11.0%	9	3.1%	290.50	44	15.1%
338 - Pension Review Board	0	0.0%	3	25.0%	0	0.0%	12.00	3	25.0%
347 - Public Finance Authority	0	0.0%	0	0.0%	0	0.0%	10.25	0	0.0%
352 - Bond Review Board	0	0.0%	2	21.6%	0	0.0%	9.25	2	21.6%
356 - Texas Ethics Commission	2	6.8%	2	6.8%	3	10.2%	29.50	7	23.7%
359 - Office of Public Insurance Counsel	0	0.0%	1	9.1%	0	0.0%	11.00	1	9.1%
360 - State Office of Administrative Hearings	1	0.9%	3	2.8%	3	2.8%	107.50	7	6.5%
362 - Texas Lottery Commission	3	1.0%	15	4.8%	13	4.2%	312.25	31	9.9%
364 - Health Professions Council	0	0.0%	0	0.0%	0	0.0%	6.25	0	0.0%
401 - Military Department	33	6.0%	54	9.9%	12	2.2%	547.50	99	18.1%
403 - Veterans Commission	11	2.7%	68	16.5%	17	4.1%	412.00	96	23.3%
405 - Department of Public Safety	72	0.8%	646	6.9%	220	2.3%	9,388.50	938	10.0%
407 - Texas Commission on Law Enforcement	0	0.0%	0	0.0%	2	4.3%	46.00	2	4.3%
409 - Commission on Jail Standards	1	6.7%	0	0.0%	0	0.0%	15.00	1	6.7%
411 - Commission on Fire Protection	1	3.5%	1	3.5%	0	0.0%	28.75	2	7.0%
448 - Office of Injured Employee Counsel	16	9.5%	16	9.5%	4	2.4%	169.25	36	21.3%
450 - Department of Savings and Mortgage Lending	1	1.8%	5	9.0%	2	3.6%	55.75	8	14.3%

**Employee Turnover by State Agency Including Interagency Transfers**

Fiscal Year 2015 <sup>a</sup>

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Agency Turnover Rate
451 - Department of Banking	2	1.0%	18	9.4%	5	2.6%	192.00	25	13.0%
452 - Department of Licensing and Regulation	5	1.3%	18	4.7%	8	2.1%	383.75	31	8.1%
454 - Department of Insurance	10	0.7%	103	7.3%	68	4.8%	1,406.25	181	12.9%
455 - Railroad Commission	9	1.2%	69	9.0%	32	4.2%	767.50	110	14.3%
456 - State Board of Plumbing Examiners	0	0.0%	1	3.6%	1	3.6%	27.50	2	7.3%
457 - Board of Public Accountancy	0	0.0%	3	7.3%	1	2.4%	41.25	4	9.7%
458 - Alcoholic Beverage Commission	4	0.6%	47	7.6%	13	2.1%	617.50	64	10.4%
459 - Board of Architectural Examiners	0	0.0%	1	5.7%	1	5.7%	17.50	2	11.4%
460 - Board of Professional Engineers	0	0.0%	3	9.8%	0	0.0%	30.50	3	9.8%
464 - Board of Professional Land Surveying	1	20.0%	0	0.0%	0	0.0%	5.00	1	20.0%
466 - Office of Consumer Credit Commissioner	1	1.1%	14	15.4%	0	0.0%	90.75	15	16.5%
469 - Credit Union Department	0	0.0%	5	20.0%	0	0.0%	25.00	5	20.0%
473 - Public Utility Commission of Texas	1	0.5%	28	14.4%	4	2.1%	194.50	33	17.0%
475 - Office of Public Utility Counsel	0	0.0%	1	5.8%	1	5.8%	17.25	2	11.6%
476 - Racing Commission	2	3.4%	8	13.7%	4	6.9%	58.25	14	24.0%
477 - Commission on State Emergency Communications	0	0.0%	0	0.0%	0	0.0%	24.00	0	0.0%
479 - State Office of Risk Management	5	4.2%	15	12.6%	1	0.8%	119.50	21	17.6%
481 - Board of Professional Geoscientists	1	14.8%	1	14.8%	0	0.0%	6.75	2	29.6%
503 - Texas Medical Board	1	0.6%	26	14.5%	1	0.6%	179.25	28	15.6%
504 - State Board of Dental Examiners	1	1.8%	4	7.3%	1	1.8%	54.50	6	11.0%
507 - Board of Nursing	0	0.0%	14	11.7%	3	2.5%	120.00	17	14.2%
508 - Board of Chiropractic Examiners	0	0.0%	0	0.0%	1	7.5%	13.25	1	7.5%
512 - Board of Podiatric Medical Examiners	0	0.0%	0	0.0%	0	0.0%	3.00	0	0.0%
513 - Funeral Service Commission	1	9.1%	0	0.0%	0	0.0%	11.00	1	9.1%
514 - Optometry Board	0	0.0%	0	0.0%	0	0.0%	6.00	0	0.0%
515 - Board of Pharmacy	0	0.0%	8	8.9%	1	1.1%	89.50	9	10.1%
520 - Board of Examiners of Psychologists	0	0.0%	0	0.0%	1	7.8%	12.75	1	7.8%
529 - Health and Human Services Commission	319	2.5%	1,521	12.2%	367	2.9%	12,518.25	2,207	17.6%
530 - Department of Family and Protective Services	284	2.3%	1,913	15.6%	185	1.5%	12,277.50	2,382	19.4%
533 - Executive Council of Physical and Occupational Therapy Examiners	0	0.0%	2	11.1%	1	5.6%	18.00	3	16.7%
537 - Department of State Health Services	622	4.9%	1,947	15.4%	375	3.0%	12,614.75	2,944	23.3%
538 - Department of Assistive and Rehabilitative Services	41	1.4%	232	7.8%	107	3.6%	2,966.50	380	12.8%

**Employee Turnover by State Agency Including Interagency Transfers**

**Fiscal Year 2015 <sup>a</sup>**

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Agency Turnover Rate
539 - Department of Aging and Disability Services	1,589	9.5%	3,428	20.5%	362	2.2%	16,688.00	5,379	32.2%
542 - Cancer Prevention and Research Institute of Texas	0	0.0%	6	23.8%	0	0.0%	25.25	6	23.8%
551 - Department of Agriculture	12	1.9%	74	11.6%	19	3.0%	636.00	105	16.5%
554 - Animal Health Commission	4	2.6%	8	5.1%	9	5.8%	155.75	21	13.5%
578 - Board of Veterinary Medical Examiners	1	5.6%	3	16.7%	1	5.6%	18.00	5	27.8%
580 - Water Development Board	6	2.1%	43	14.9%	11	3.8%	288.25	60	20.8%
582 - Commission on Environmental Quality	34	1.2%	230	8.3%	95	3.4%	2,760.75	359	13.0%
592 - Soil and Water Conservation Board	0	0.0%	0	0.0%	1	1.4%	71.50	1	1.4%
601 - Department of Transportation	199	1.7%	670	5.6%	596	5.0%	11,904.50	1,465	12.3%
608 - Department of Motor Vehicles	8	1.1%	60	8.1%	37	5.0%	737.25	105	14.2%
644 - Juvenile Justice Department	175	6.9%	433	17.1%	68	2.7%	2,538.50	676	26.6%
696 - Department of Criminal Justice	2,874	7.2%	4,483	11.2%	1,345	3.4%	39,951.00	8,702	21.8%
701 - Texas Education Agency	6	0.7%	63	7.5%	25	3.0%	839.50	94	11.2%
771 - School for the Blind and Visually Impaired	0	0.0%	49	14.7%	5	1.5%	333.50	54	16.2%
772 - School for the Deaf	12	3.2%	85	22.6%	8	2.1%	376.25	105	27.9%
802 - Parks and Wildlife Department	44	1.5%	186	6.2%	88	2.9%	2,985.25	318	10.7%
808 - Historical Commission	1	0.5%	18	9.0%	5	2.5%	199.50	24	12.0%
809 - Preservation Board	5	2.6%	29	15.2%	5	2.6%	190.50	39	20.5%
813 - Commission on the Arts	0	0.0%	0	0.0%	0	0.0%	13.00	0	0.0%
907 - Comptroller - State Energy Conservation Office	0	0.0%	1	7.1%	0	0.0%	14.00	1	7.1%
<b>Statewide Totals <sup>b</sup></b>	<b>6,633</b>	<b>4.4%</b>	<b>18,117</b>	<b>12.0%</b>	<b>4,613</b>	<b>3.1%</b>	<b>150,595.50</b>	<b>29,363</b>	<b>19.5%</b>

<sup>a</sup> Turnover rates in this table include interagency transfers because these separations are considered a loss for the agency.

<sup>b</sup> 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 20 provides a summary of turnover by job classification series. Job classification series that had no employees in fiscal year 2015 were excluded from this table.

Table 20

Turnover by Job Classification Series and Occupational Category						
Fiscal Year 2015						
Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
Accounting, Auditing, and Finance	Accountant	1,615.00	1.1%	152	0.6%	9.4%
	Accounting Technician	204.50	0.1%	21	0.1%	10.3%
	Accounts Examiner	770.00	0.5%	75	0.3%	9.7%
	Auditor	1,248.75	0.8%	148	0.5%	11.9%
	Budget Analyst	442.25	0.3%	39	0.1%	8.8%
	Chief Trader	4.00	0.0%	0	0.0%	0.0%
	Financial Analyst	187.50	0.1%	22	0.1%	11.7%
	Financial Examiner	399.50	0.3%	54	0.2%	13.5%
	Investment Analyst	67.00	0.0%	6	0.0%	9.0%
	Loan Specialist	31.25	0.0%	0	0.0%	0.0%
	Portfolio Manager	111.75	0.1%	12	0.0%	10.7%
	Reimbursement Officer	86.25	0.1%	8	0.0%	9.3%
	Taxpayer Compliance Officer	437.25	0.3%	39	0.1%	8.9%
	Trader	5.00	0.0%	0	0.0%	0.0%
<b>Totals for Accounting, Auditing, and Finance</b>		<b>5,610.00</b>	<b>3.7%</b>	<b>576</b>	<b>2.1%</b>	<b>10.3%<sup>b</sup></b>
Administrative Support	Administrative Assistant	7,524.00	5.0%	928	3.4%	12.3%
	Clerk	4,992.75	3.3%	832	3.1%	16.7%
	Customer Service Representative	3,066.25	2.0%	467	1.7%	15.2%
	Executive Assistant	569.75	0.4%	57	0.2%	10.0%
	License and Permit Specialist	381.00	0.3%	38	0.1%	10.0%
	Receptionist	84.75	0.1%	19	0.1%	22.4%
<b>Totals for Administrative Support</b>		<b>16,618.50</b>	<b>11.0%</b>	<b>2,341</b>	<b>8.6%</b>	<b>14.1%<sup>b</sup></b>
Criminal Justice	Agriculture Specialist	116.50	0.1%	21	0.1%	18.0%
	Assistant Warden/Warden	183.50	0.1%	19	0.1%	10.4%
	Correctional Officer	24,782.25	16.5%	6,414	23.6%	25.9%
	Correctional Transportation Officer	114.50	0.1%	12	0.0%	10.5%
	Counsel Substitute	101.25	0.1%	14	0.1%	13.8%
	Dorm Supervisor	29.00	0.0%	3	0.0%	10.3%



**Turnover by Job Classification Series and Occupational Category  
Fiscal Year 2015**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Halfway House Assistant Superintendent/Superintendent	13.50	0.0%	1	0.0%	7.4%
	Industrial Specialist	342.75	0.2%	49	0.2%	14.3%
	Juvenile Correctional Officer	1,450.50	1.0%	452	1.7%	31.2%
	Parole Officer	2,164.25	1.4%	333	1.2%	15.4%
	Senior Correctional Officer	3,096.00	2.1%	373	1.4%	12.0%
	Youth Facility Assistant Superintendent/Superintendent	10.75	0.0%	3	0.0%	27.9%
<b>Totals for Criminal Justice</b>		<b>32,404.75</b>	<b>21.5%</b>	<b>7,694</b>	<b>28.4%</b>	<b>23.7%<sup>b</sup></b>
Custodial	Barber/Cosmetologist	18.50	0.0%	7	0.0%	37.8%
	Cook	329.00	0.2%	91	0.3%	27.7%
	Custodial Manager	66.00	0.0%	9	0.0%	13.6%
	Custodian	924.00	0.6%	182	0.7%	19.7%
	Food Service Manager	967.50	0.6%	184	0.7%	19.0%
	Food Service Worker	719.25	0.5%	273	1.0%	38.0%
	Groundskeeper	93.50	0.1%	18	0.1%	19.3%
	Laundry Manager	700.50	0.5%	87	0.3%	12.4%
	Laundry/Sewing Room Worker	106.50	0.1%	38	0.1%	35.7%
<b>Totals for Custodial</b>		<b>3,924.75</b>	<b>2.6%</b>	<b>889</b>	<b>3.3%</b>	<b>22.7%<sup>b</sup></b>
Education	Education Specialist	19.75	0.0%	3	0.0%	15.2%
	Teacher Aide	127.00	0.1%	28	0.1%	22.0%
<b>Totals for Education</b>		<b>146.75</b>	<b>0.1%</b>	<b>31</b>	<b>0.1%</b>	<b>21.1%<sup>b</sup></b>
Employment	Unemployment Insurance Claims Examiner	254.75	0.2%	27	0.1%	10.6%
	Unemployment Insurance Specialist	29.00	0.0%	3	0.0%	10.3%
	Workforce Development Specialist	527.25	0.4%	85	0.3%	16.1%
<b>Totals for Employment</b>		<b>811.00</b>	<b>0.5%</b>	<b>115</b>	<b>0.4%</b>	<b>14.2%<sup>b</sup></b>
Engineering and Design	Architect	67.25	0.0%	15	0.1%	22.3%
	Creative Media Designer	60.00	0.0%	6	0.0%	10.0%
	District Engineer	24.25	0.0%	4	0.0%	16.5%
	Drafting Technician	11.50	0.0%	0	0.0%	0.0%
	Engineer	899.00	0.6%	73	0.3%	8.1%
	Engineering Aide	380.75	0.3%	121	0.4%	31.8%
	Engineering Specialist	2,398.25	1.6%	288	1.1%	12.0%
	Engineering Technician	4,033.75	2.7%	548	2.0%	13.6%

**Turnover by Job Classification Series and Occupational Category**

**Fiscal Year 2015**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Project Design Assistant	6.75	0.0%	0	0.0%	0.0%
	<b>Totals for Engineering and Design</b>	<b>7,881.50</b>	<b>5.2%</b>	<b>1,055</b>	<b>3.9%</b>	<b>13.4%<sup>b</sup></b>
Human Resources	Human Resources Assistant/Specialist	691.25	0.5%	88	0.3%	12.7%
	Training Assistant/Specialist	700.50	0.5%	88	0.3%	12.6%
	<b>Totals for Human Resources</b>	<b>1,391.75</b>	<b>0.9%</b>	<b>176</b>	<b>0.6%</b>	<b>12.6%<sup>b</sup></b>
Information and Communication	Editor	13.75	0.0%	1	0.0%	7.3%
	Government Relations Specialist	86.00	0.1%	6	0.0%	7.0%
	Governor's Advisor	25.50	0.0%	11	0.0%	43.1%
	Information Specialist	430.00	0.3%	50	0.2%	11.6%
	Management Analyst	120.75	0.1%	9	0.0%	7.5%
	Marketing Specialist	57.00	0.0%	7	0.0%	12.3%
	Multimedia Technician	16.00	0.0%	4	0.0%	25.0%
	Technical Writer	41.50	0.0%	4	0.0%	9.6%
	<b>Totals for Information and Communication</b>	<b>790.50</b>	<b>0.5%</b>	<b>92</b>	<b>0.3%</b>	<b>11.6%<sup>b</sup></b>
Information Technology	Business Continuity Coordinator	16.75	0.0%	4	0.0%	23.9%
	Chief Information Security Officer	2.50	0.0%	2	0.0%	80.0%
	Computer Operations Specialist	30.00	0.0%	2	0.0%	6.7%
	Computer Operator Technician	11.25	0.0%	3	0.0%	26.7%
	Data Base Administrator	127.50	0.1%	18	0.1%	14.1%
	Data Entry Operator	99.75	0.1%	21	0.1%	21.1%
	Geographic Information Specialist	55.00	0.0%	4	0.0%	7.3%
	Information Technology Auditor	32.25	0.0%	1	0.0%	3.1%
	Information Technology Security Analyst	86.75	0.1%	11	0.0%	12.7%
	Network Specialist	539.25	0.4%	58	0.2%	10.8%
	Programmer	582.75	0.4%	50	0.2%	8.6%
	Systems Analyst	2,040.25	1.4%	199	0.7%	9.8%
	Systems Support Specialist	480.50	0.3%	43	0.2%	8.9%
	Telecommunications Specialist	137.75	0.1%	5	0.0%	3.6%
	Web Administrator	100.25	0.1%	8	0.0%	8.0%
	<b>Totals for Information Technology</b>	<b>4,342.50</b>	<b>2.9%</b>	<b>429</b>	<b>1.6%</b>	<b>9.9%<sup>b</sup></b>
Inspectors and Investigators	Boiler Inspector	17.00	0.0%	1	0.0%	5.9%
	Inspector	1,372.50	0.9%	181	0.7%	13.2%
	Investigator	1,618.25	1.1%	188	0.7%	11.6%

**Turnover by Job Classification Series and Occupational Category**

**Fiscal Year 2015**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
<b>Totals for Inspectors and Investigators</b>		<b>3,007.75</b>	<b>2.0%</b>	<b>370</b>	<b>1.4%</b>	<b>12.3% <sup>b</sup></b>
Insurance	Actuary	51.25	0.0%	6	0.0%	11.7%
	Claims Assistant and Claims Examiner	620.25	0.4%	77	0.3%	12.4%
	Insurance Specialist	190.00	0.1%	21	0.1%	11.1%
	Insurance Technician	1.00	0.0%	0	0.0%	0.0%
	Retirement Systems Benefits Specialist	221.00	0.1%	28	0.1%	12.7%
<b>Totals for Insurance</b>		<b>1,083.50</b>	<b>0.7%</b>	<b>132</b>	<b>0.5%</b>	<b>12.2% <sup>b</sup></b>
Land Surveying, Appraising, and Utilities	Appraiser	74.50	0.0%	12	0.0%	16.1%
	Land Surveyor	26.50	0.0%	4	0.0%	15.1%
	Right of Way Agent	139.00	0.1%	17	0.1%	12.2%
	Utility Specialist	17.75	0.0%	3	0.0%	16.9%
<b>Totals for Land Surveying, Appraising, and Utilities</b>		<b>257.75</b>	<b>0.2%</b>	<b>36</b>	<b>0.1%</b>	<b>14.0% <sup>b</sup></b>
Law Enforcement	Agent	165.25	0.1%	12	0.0%	7.3%
	Agent Trainee	20.50	0.0%	1	0.0%	4.9%
	Commander, Public Safety	2.00	0.0%	0	0.0%	0.0%
	Corporal, Public Safety	224.50	0.1%	10	0.0%	4.5%
	Game Warden	409.50	0.3%	17	0.1%	4.2%
	Game Warden-Assistant Commander/Commander	6.75	0.0%	1	0.0%	14.8%
	Game Warden-Sergeant/Lieutenant/Captain/Major	89.75	0.1%	3	0.0%	3.3%
	Internal Affairs (Supervisor/Manager/Administrator/Director)	23.25	0.0%	2	0.0%	8.6%
	Internal Affairs Investigator	112.25	0.1%	6	0.0%	5.3%
	Internal Affairs Investigator Trainee	2.25	0.0%	0	0.0%	0.0%
	Pilot Investigator	45.00	0.0%	1	0.0%	2.2%
	Sergeant/Lieutenant/Captain/Major, Alcohol Beverage	52.50	0.0%	3	0.0%	5.7%
	Sergeant/Lieutenant/Captain/Major, Public Safety	1,329.75	0.9%	48	0.2%	3.6%
	Trainee/Probationary Game Warden	16.25	0.0%	4	0.0%	24.6%
	Trooper	1,777.50	1.2%	73	0.3%	4.1%
	Trooper Trainee/Probationary Trooper	330.25	0.2%	78	0.3%	23.6%
<b>Totals for Law Enforcement</b>		<b>4,607.25</b>	<b>3.1%</b>	<b>259</b>	<b>1.0%</b>	<b>5.6% <sup>b</sup></b>
Legal	Administrative Law Judge	100.00	0.1%	5	0.0%	5.0%

**Turnover by Job Classification Series and Occupational Category**

**Fiscal Year 2015**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Assistant Attorney General	742.50	0.5%	89	0.3%	12.0%
	Associate Judge	59.00	0.0%	6	0.0%	10.2%
	Attorney	1,117.00	0.7%	113	0.4%	10.1%
	Benefit Review Officer	30.75	0.0%	4	0.0%	13.0%
	Chief Deputy Clerk	10.75	0.0%	0	0.0%	0.0%
	Clerk of the Court	15.00	0.0%	3	0.0%	20.0%
	Court Coordinator	59.75	0.0%	1	0.0%	1.7%
	Court Law Clerk	48.75	0.0%	41	0.2%	84.1%
	Deputy Clerk	72.75	0.0%	11	0.0%	15.1%
	General Counsel	161.75	0.1%	15	0.1%	9.3%
	Hearings Officer	127.50	0.1%	9	0.0%	7.1%
	Hearings Reporter	4.75	0.0%	2	0.0%	42.1%
	Law Clerk	9.50	0.0%	14	0.1%	147.4%
	Legal Assistant	435.50	0.3%	47	0.2%	10.8%
	Legal Secretary	199.50	0.1%	24	0.1%	12.0%
	Ombudsman	140.25	0.1%	17	0.1%	12.1%
<b>Totals for Legal</b>		<b>3,335.00</b>	<b>2.2%</b>	<b>401</b>	<b>1.5%</b>	<b>12.0%<sup>b</sup></b>
Library and Records	Archaeologist	22.75	0.0%	1	0.0%	4.4%
	Archivist	18.25	0.0%	3	0.0%	16.4%
	Curator	14.25	0.0%	2	0.0%	14.0%
	Exhibit Technician	8.25	0.0%	2	0.0%	24.2%
	Historian	6.00	0.0%	0	0.0%	0.0%
	Librarian	113.75	0.1%	16	0.1%	14.1%
	Library Assistant	26.00	0.0%	3	0.0%	11.5%
<b>Totals for Library and Records</b>		<b>209.25</b>	<b>0.1%</b>	<b>27</b>	<b>0.1%</b>	<b>12.9%<sup>b</sup></b>
Maintenance	Air Conditioning and Boiler Operator	43.50	0.0%	7	0.0%	16.1%
	Aircraft Mechanic	13.75	0.0%	0	0.0%	0.0%
	Aircraft Pilot	8.00	0.0%	1	0.0%	12.5%
	Electrician	69.25	0.0%	4	0.0%	5.8%
	Electronics Technician	50.75	0.0%	3	0.0%	5.9%
	Equipment Maintenance Technician	12.50	0.0%	2	0.0%	16.0%
	Ferryboat Specialist	51.25	0.0%	3	0.0%	5.9%
	HVAC Mechanic	98.25	0.1%	19	0.1%	19.3%
	Machinist	7.75	0.0%	2	0.0%	25.8%
	Maintenance Assistant	39.00	0.0%	9	0.0%	23.1%

**Turnover by Job Classification Series and Occupational Category**

**Fiscal Year 2015**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Maintenance Specialist	1,111.25	0.7%	181	0.7%	16.3%
	Maintenance Supervisor	1,071.00	0.7%	169	0.6%	15.8%
	Motor Vehicle Technician	337.75	0.2%	63	0.2%	18.7%
	Radio Communications Technician	25.00	0.0%	4	0.0%	16.0%
	Transportation Maintenance Specialist	619.25	0.4%	51	0.2%	8.2%
	Vehicle Driver	211.50	0.1%	48	0.2%	22.7%
	<b>Totals for Maintenance</b>	<b>3,769.75</b>	<b>2.5%</b>	<b>566</b>	<b>2.1%</b>	<b>15.0% <sup>b</sup></b>
Medical and Health	Behavior Analyst	57.25	0.0%	8	0.0%	14.0%
	Dental Assistant	22.00	0.0%	3	0.0%	13.6%
	Dental Hygienist	32.00	0.0%	4	0.0%	12.5%
	Dentist	32.75	0.0%	8	0.0%	24.4%
	Dietetic and Nutrition Specialist	82.25	0.1%	14	0.1%	17.0%
	Dietetic Technician	20.00	0.0%	2	0.0%	10.0%
	Epidemiologist	92.75	0.1%	22	0.1%	23.7%
	Health Physicist	76.00	0.1%	8	0.0%	10.5%
	Health Specialist	271.00	0.2%	70	0.3%	25.8%
	Laboratory Technician	59.25	0.0%	10	0.0%	16.9%
	Licensed Vocational Nurse	1,149.00	0.8%	387	1.4%	33.7%
	Medical Research Specialist	7.25	0.0%	2	0.0%	27.6%
	Medical Technician	24.75	0.0%	1	0.0%	4.0%
	Medical Technologist	70.25	0.0%	11	0.0%	15.7%
	Microbiologist	143.50	0.1%	19	0.1%	13.2%
	Nurse	2,417.25	1.6%	578	2.1%	23.9%
	Orthopedic Equipment Technician	40.25	0.0%	4	0.0%	9.9%
	Pharmacist	106.75	0.1%	16	0.1%	15.0%
	Pharmacy Technician	75.50	0.1%	16	0.1%	21.2%
	Physician	103.25	0.1%	24	0.1%	23.2%
	Physician Assistant	5.75	0.0%	1	0.0%	17.4%
	Psychiatrist	146.00	0.1%	27	0.1%	18.5%
	Psychological Assistant/Associate Psychologist	104.75	0.1%	13	0.0%	12.4%
	Psychologist	64.75	0.0%	16	0.1%	24.7%
	Public Health and Prevention Specialist	390.25	0.3%	51	0.2%	13.1%
	Public Health Nurse	55.75	0.0%	13	0.0%	23.3%
	Radiological Technologist	15.00	0.0%	1	0.0%	6.7%

**Turnover by Job Classification Series and Occupational Category**

**Fiscal Year 2015**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Registered Therapist Assistant/Therapist	289.50	0.2%	37	0.1%	12.8%
	Respiratory Care Practitioner	11.75	0.0%	2	0.0%	17.0%
	Veterinarian	36.75	0.0%	5	0.0%	13.6%
<b>Totals for Medical and Health</b>		<b>6,003.25</b>	<b>4.0%</b>	<b>1,373</b>	<b>5.1%</b>	<b>22.9%<sup>b</sup></b>
Natural Resources	Chemist	122.00	0.1%	16	0.1%	13.1%
	Environmental Protection Specialist	281.25	0.2%	17	0.1%	6.0%
	Fish and Wildlife Technician	187.25	0.1%	17	0.1%	9.1%
	Geoscientist	116.00	0.1%	14	0.1%	12.1%
	Hydrologist	67.50	0.0%	4	0.0%	5.9%
	Natural Resources Specialist	1,289.25	0.9%	131	0.5%	10.2%
	Park Ranger	200.25	0.1%	17	0.1%	8.5%
	Park Superintendent	97.75	0.1%	5	0.0%	5.1%
	Sanitarian	125.25	0.1%	13	0.0%	10.4%
	Toxicologist	14.50	0.0%	2	0.0%	13.8%
<b>Totals for Natural Resources</b>		<b>2,501.00</b>	<b>1.7%</b>	<b>236</b>	<b>0.9%</b>	<b>9.4%<sup>b</sup></b>
Office Services	Micrographics Technician	34.75	0.0%	4	0.0%	11.5%
	Photographer	2.00	0.0%	0	0.0%	0.0%
	Printing Services Technician	95.00	0.1%	11	0.0%	11.6%
<b>Totals for Office Services</b>		<b>131.75</b>	<b>0.1%</b>	<b>15</b>	<b>0.1%</b>	<b>11.4%<sup>b</sup></b>
Planning, Research, and Statistics	Economist	43.50	0.0%	6	0.0%	13.8%
	Planner	204.25	0.1%	20	0.1%	9.8%
	Research and Statistics Technician	22.75	0.0%	2	0.0%	8.8%
	Research Specialist	341.75	0.2%	39	0.1%	11.4%
	Statistician	24.00	0.0%	3	0.0%	12.5%
<b>Totals for Planning, Research, and Statistics</b>		<b>636.25</b>	<b>0.4%</b>	<b>70</b>	<b>0.3%</b>	<b>11.0%<sup>b</sup></b>
Program Management	Deputy Comptroller	1.25	0.0%	1	0.0%	80.0%
	Deputy Executive Commissioner	2.00	0.0%	0	0.0%	0.0%
	Director	2,167.50	1.4%	263	1.0%	12.1%
	Manager	2,951.25	2.0%	276	1.0%	9.4%
	Program Specialist	6,319.75	4.2%	629	2.3%	10.0%
	Program Supervisor	1,410.00	0.9%	116	0.4%	8.2%
	Project Manager	326.25	0.2%	45	0.2%	13.8%
	Staff Services Officer	311.00	0.2%	25	0.1%	8.0%

**Turnover by Job Classification Series and Occupational Category**

**Fiscal Year 2015**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
<b>Totals for Program Management</b>		<b>13,489.00</b>	<b>9.0%</b>	<b>1,355</b>	<b>5.0%</b>	<b>10.0%<sup>b</sup></b>
Property Management and Procurement	Contract Administration Manager	67.25	0.0%	11	0.0%	16.4%
	Contract Specialist	669.50	0.4%	57	0.2%	8.5%
	Contract Technician	81.50	0.1%	13	0.0%	16.0%
	Grant Coordinator	91.50	0.1%	8	0.0%	8.7%
	Inventory and Store Specialist	782.75	0.5%	110	0.4%	14.1%
	Property Manager	163.75	0.1%	17	0.1%	10.4%
	Purchaser	443.75	0.3%	52	0.2%	11.7%
<b>Totals for Property Management and Procurement</b>		<b>2,300.00</b>	<b>1.5%</b>	<b>268</b>	<b>1.0%</b>	<b>11.7%<sup>b</sup></b>
Public Safety	Crime Analyst	10.00	0.0%	0	0.0%	0.0%
	Crime Laboratory Specialist	55.50	0.0%	9	0.0%	16.2%
	Criminal Intelligence Analyst	4.50	0.0%	0	0.0%	0.0%
	DNA Index System Analyst	8.00	0.0%	0	0.0%	0.0%
	Fingerprint Technician	38.25	0.0%	11	0.0%	28.8%
	Forensic Photographer	3.00	0.0%	0	0.0%	0.0%
	Forensic Scientist	273.75	0.2%	21	0.1%	7.7%
	Police Communications Operator	171.75	0.1%	16	0.1%	9.3%
	Public Safety Records Technician	54.25	0.0%	7	0.0%	12.9%
	Security Officer	607.25	0.4%	129	0.5%	21.2%
<b>Totals for Public Safety</b>		<b>1,226.25</b>	<b>0.8%</b>	<b>193</b>	<b>0.7%</b>	<b>15.7%<sup>b</sup></b>
Safety	Lifeguard	0.50	0.0%	1	0.0%	200.0%
	Rescue Specialist	30.75	0.0%	4	0.0%	13.0%
	Risk Management Specialist	44.75	0.0%	4	0.0%	8.9%
	Safety Officer	202.00	0.1%	23	0.1%	11.4%
<b>Totals for Safety</b>		<b>278.00</b>	<b>0.2%</b>	<b>32</b>	<b>0.1%</b>	<b>11.5%<sup>b</sup></b>
Social Services	Adult Protective Services Specialist	773.25	0.5%	156	0.6%	20.2%
	Case Manager	493.75	0.3%	67	0.2%	13.6%
	Chaplain	144.25	0.1%	16	0.1%	11.1%
	Chaplaincy Services Assistant	8.00	0.0%	1	0.0%	12.5%
	Child Protective Services Specialist	5,930.25	3.9%	1,468	5.4%	24.8%
	Child Support Officer	1,304.50	0.9%	221	0.8%	16.9%
	Child Support Technician	386.50	0.3%	58	0.2%	15.0%
	Direct Support Professional <sup>c</sup>	6,975.75	4.6%	3,161	11.7%	45.3%
	Family and Protective Services	1,249.50	0.8%	113	0.4%	9.0%

**Turnover by Job Classification Series and Occupational Category**

**Fiscal Year 2015**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Supervisor					
	Family Services Specialist	326.00	0.2%	16	0.1%	4.9%
	Health and Human Services Program Coordinator	55.50	0.0%	2	0.0%	3.6%
	Human Services Specialist	1,500.00	1.0%	183	0.7%	12.2%
	Human Services Technician	811.50	0.5%	91	0.3%	11.2%
	Interpreter	22.50	0.0%	2	0.0%	8.9%
	Protective Services Intake Specialist	327.75	0.2%	56	0.2%	17.1%
	Psychiatric Nursing Assistant	3,162.25	2.1%	1,042	3.8%	33.0%
	Qualified Developmental Disability Professional	300.75	0.2%	45	0.2%	15.0%
	Quality Assurance Specialist	253.25	0.2%	16	0.1%	6.3%
	Recreation Program Specialist	13.50	0.0%	3	0.0%	22.2%
	Rehabilitation Teacher	109.75	0.1%	15	0.1%	13.7%
	Rehabilitation Therapy Technician	1,056.25	0.7%	175	0.6%	16.6%
	Resident Specialist	395.50	0.3%	83	0.3%	21.0%
	Social Worker	212.75	0.1%	49	0.2%	23.0%
	Substance Abuse Counselor	102.50	0.1%	19	0.1%	18.5%
	Texas Works Advisor	6,318.50	4.2%	1,112	4.1%	17.6%
	Texas Works Supervisor	539.75	0.4%	49	0.2%	9.1%
	Veterans Services Representative	305.75	0.2%	76	0.3%	24.9%
	Vocational Rehabilitation Counselor	685.00	0.5%	88	0.3%	12.8%
	Volunteer Services Coordinator	73.25	0.0%	10	0.0%	13.7%
	<b>Totals for Social Services</b>	<b>33,837.75</b>	<b>22.5%</b>	<b>8,393</b>	<b>30.9%</b>	<b>24.8%<sup>b</sup></b>
	<b>Statewide Totals</b>	<b>150,595.50</b>	<b>100%</b>	<b>27,124.00</b>	<b>100%</b>	<b>18.0%<sup>d</sup></b>

<sup>a</sup> Percentages of totals for job classification series may not sum exactly due to rounding.

<sup>b</sup> Turnover rates for occupational categories are not the sum of the turnover rates for the individual job classification series.

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

<sup>d</sup> 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 21 provides a summary of turnover by region and county in Texas.

Table 21

Turnover by Region and County Fiscal Year 2015						
Region	County	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
Alamo Region	Atascosa	103.00	0.1%	11	0.0%	10.7%
	Bandera	41.50	0.0%	3	0.0%	7.2%
	Bexar	6,801.25	4.5%	1,436	5.3%	21.1%
	Comal	155.75	0.1%	26	0.1%	16.7%
	Frio	358.50	0.2%	97	0.4%	27.1%
	Gillespie	58.75	0.0%	10	0.0%	17.0%
	Guadalupe	176.75	0.1%	36	0.1%	20.4%
	Karnes	620.00	0.4%	198	0.7%	31.9%
	Kendall	57.00	0.0%	6	0.0%	10.5%
	Kerr	732.75	0.5%	171	0.6%	23.3%
	Medina	510.50	0.3%	100	0.4%	19.6%
	Wilson	70.75	0.0%	11	0.0%	15.5%
<b>Alamo Region Totals</b>		<b>9,686.50</b>	<b>6.4%</b>	<b>2,105</b>	<b>7.8%</b>	<b>21.7%<sup>b</sup></b>
Capital Region	Bastrop	169.00	0.1%	16	0.1%	9.5%
	Blanco	41.00	0.0%	6	0.0%	14.6%
	Burnet	241.25	0.2%	39	0.1%	16.2%
	Caldwell	72.25	0.0%	15	0.1%	20.8%
	Fayette	60.50	0.0%	4	0.0%	6.6%
	Hays	198.25	0.1%	26	0.1%	13.1%
	Lee	455.75	0.3%	123	0.5%	27.0%
	Llano	24.75	0.0%	2	0.0%	8.1%
	Travis	37,650.00	25.0%	4,650	17.1%	12.4%
	Williamson	409.25	0.3%	73	0.3%	17.8%
<b>Capital Region Totals</b>		<b>39,322.00</b>	<b>26.1%</b>	<b>4,954</b>	<b>18.3%</b>	<b>12.6%<sup>b</sup></b>
Central Texas Region	Bell	697.75	0.5%	122	0.4%	17.5%
	Bosque	38.00	0.0%	3	0.0%	7.9%
	Brazos	669.00	0.4%	94	0.3%	14.1%
	Burleson	40.25	0.0%	2	0.0%	5.0%
	Coryell	2,738.75	1.8%	509	1.9%	18.6%
	Falls	430.75	0.3%	71	0.3%	16.5%

**Turnover by Region and County**

**Fiscal Year 2015**

Region	County	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Freestone	310.50	0.2%	65	0.2%	20.9%
	Grimes	661.50	0.4%	136	0.5%	20.6%
	Hamilton	53.25	0.0%	10	0.0%	18.8%
	Hill	97.25	0.1%	13	0.0%	13.4%
	Lampasas	54.50	0.0%	10	0.0%	18.3%
	Leon	49.50	0.0%	8	0.0%	16.2%
	Limestone	1,637.50	1.1%	384	1.4%	23.5%
	Madison	663.50	0.4%	211	0.8%	31.8%
	McLennan	1,653.50	1.1%	314	1.2%	19.0%
	Milam	46.25	0.0%	2	0.0%	4.3%
	Mills	17.75	0.0%	2	0.0%	11.3%
	Robertson	39.00	0.0%	6	0.0%	15.4%
	San Saba	151.00	0.1%	23	0.1%	15.2%
	Washington	1,187.00	0.8%	324	1.2%	27.3%
<b>Central Texas Region Totals</b>		<b>11,236.50</b>	<b>7.5%</b>	<b>2,309</b>	<b>8.5%</b>	<b>20.5%</b> <sup>b</sup>
Coastal Bend Region	Aransas	89.00	0.1%	12	0.0%	13.5%
	Bee	1,704.50	1.1%	410	1.5%	24.1%
	Brooks	26.75	0.0%	5	0.0%	18.7%
	Calhoun	61.25	0.0%	7	0.0%	11.4%
	Dewitt	384.50	0.3%	75	0.3%	19.5%
	Duval	143.50	0.1%	16	0.1%	11.1%
	Goliad	34.50	0.0%	8	0.0%	23.2%
	Gonzales	63.00	0.0%	5	0.0%	7.9%
	Jackson	20.75	0.0%	1	0.0%	4.8%
	Jim Wells	136.25	0.1%	22	0.1%	16.1%
	Kenedy	2.00	0.0%	0	0.0%	0.0%
	Kleberg	84.50	0.1%	9	0.0%	10.7%
	Lavaca	36.75	0.0%	3	0.0%	8.2%
	Live Oak	25.50	0.0%	5	0.0%	19.6%
	McMullen	32.25	0.0%	3	0.0%	9.3%
	Nueces	2,350.50	1.6%	478	1.8%	20.3%
	Refugio	26.50	0.0%	2	0.0%	7.5%
	San Patricio	147.50	0.1%	26	0.1%	17.6%
	Victoria	270.50	0.2%	39	0.1%	14.4%
<b>Coastal Bend Region Totals</b>		<b>5,640.00</b>	<b>3.7%</b>	<b>1,126</b>	<b>4.2%</b>	<b>20.0%</b> <sup>b</sup>

**Turnover by Region and County**

**Fiscal Year 2015**

Region	County	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
Gulf Coast Region	Austin	177.75	0.1%	30	0.1%	16.9%
	Brazoria	2,722.50	1.8%	600	2.2%	22.0%
	Chambers	47.25	0.0%	4	0.0%	8.5%
	Colorado	64.00	0.0%	9	0.0%	14.1%
	Fort Bend	2,679.50	1.8%	473	1.7%	17.7%
	Galveston	1,088.50	0.7%	152	0.6%	14.0%
	Harris	7,817.50	5.2%	1,232	4.5%	15.8%
	Liberty	956.00	0.6%	221	0.8%	23.1%
	Matagorda	86.75	0.1%	8	0.0%	9.2%
	Montgomery	447.75	0.3%	85	0.3%	19.0%
	Walker	6,432.50	4.3%	1,200	4.4%	18.7%
	Waller	72.50	0.0%	3	0.0%	4.1%
	Wharton	98.25	0.1%	10	0.0%	10.2%
	<b>Gulf Coast Region Totals</b>		<b>22,690.75</b>	<b>15.1%</b>	<b>4,027</b>	<b>14.8%</b>
High Plains Region	Armstrong	15.75	0.0%	0	0.0%	0.0%
	Bailey	16.00	0.0%	3	0.0%	18.8%
	Briscoe	22.75	0.0%	1	0.0%	4.4%
	Carson	31.75	0.0%	2	0.0%	6.3%
	Castro	18.25	0.0%	3	0.0%	16.4%
	Childress	420.25	0.3%	75	0.3%	17.8%
	Cochran	15.25	0.0%	2	0.0%	13.1%
	Collingsworth	13.25	0.0%	3	0.0%	22.6%
	Crosby	16.50	0.0%	1	0.0%	6.1%
	Dallam	258.25	0.2%	78	0.3%	30.2%
	Deaf Smith	47.25	0.0%	8	0.0%	16.9%
	Dickens	14.75	0.0%	1	0.0%	6.8%
	Donley	22.00	0.0%	4	0.0%	18.2%
	Floyd	13.50	0.0%	2	0.0%	14.8%
	Garza	29.75	0.0%	5	0.0%	16.8%
	Gray	389.25	0.3%	103	0.4%	26.5%
	Hale	520.00	0.3%	89	0.3%	17.1%
	Hall	15.50	0.0%	2	0.0%	12.9%
	Hansford	14.75	0.0%	6	0.0%	40.7%
	Hartley	13.50	0.0%	1	0.0%	7.4%
Hemphill	23.00	0.0%	2	0.0%	8.7%	

**Turnover by Region and County**

**Fiscal Year 2015**

Region	County	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Hockley	63.25	0.0%	16	0.1%	25.3%
	Hutchinson	49.75	0.0%	13	0.0%	26.1%
	King	1.75	0.0%	1	0.0%	57.1%
	Lamb	39.25	0.0%	6	0.0%	15.3%
	Lipscomb	8.75	0.0%	1	0.0%	11.4%
	Lubbock	2,688.25	1.8%	610	2.2%	22.7%
	Lynn	16.00	0.0%	0	0.0%	0.0%
	Moore	54.75	0.0%	12	0.0%	21.9%
	Motley	10.50	0.0%	0	0.0%	0.0%
	Ochiltree	18.00	0.0%	5	0.0%	27.8%
	Oldham	20.00	0.0%	1	0.0%	5.0%
	Parmer	16.50	0.0%	4	0.0%	24.2%
	Potter	1,963.25	1.3%	420	1.5%	21.4%
	Randall	281.25	0.2%	39	0.1%	13.9%
	Sherman	13.50	0.0%	3	0.0%	22.2%
	Swisher	144.00	0.1%	21	0.1%	14.6%
	Terry	183.75	0.1%	33	0.1%	18.0%
	Wheeler	21.50	0.0%	5	0.0%	23.3%
	Yoakum	12.75	0.0%	3	0.0%	23.5%
<b>High Plains Region Totals</b>		<b>7,538.00</b>	<b>5.0%</b>	<b>1,584</b>	<b>5.8%</b>	<b>21.0%<sup>b</sup></b>
Metroplex Region	Collin	489.25	0.3%	72	0.3%	14.7%
	Cooke	456.50	0.3%	147	0.5%	32.2%
	Dallas	4,639.50	3.1%	693	2.6%	14.9%
	Denton	2,397.25	1.6%	860	3.2%	35.9%
	Ellis	198.25	0.1%	23	0.1%	11.6%
	Erath	70.75	0.0%	12	0.0%	17.0%
	Fannin	505.75	0.3%	81	0.3%	16.0%
	Grayson	206.00	0.1%	30	0.1%	14.6%
	Hood	178.50	0.1%	30	0.1%	16.8%
	Hunt	179.00	0.1%	18	0.1%	10.1%
	Johnson	202.50	0.1%	24	0.1%	11.9%
	Kaufman	1,115.50	0.7%	250	0.9%	22.4%
	Navarro	112.25	0.1%	7	0.0%	6.2%
	Palo Pinto	131.75	0.1%	22	0.1%	16.7%
	Parker	157.00	0.1%	24	0.1%	15.3%

**Turnover by Region and County**

**Fiscal Year 2015**

Region	County	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Rockwall	45.75	0.0%	7	0.0%	15.3%
	Somervell	33.25	0.0%	7	0.0%	21.1%
	Tarrant	3,812.00	2.5%	624	2.3%	16.4%
	Wise	113.50	0.1%	14	0.1%	12.3%
<b>Metroplex Region Totals</b>		<b>15,044.25</b>	<b>10.0%</b>	<b>2,945</b>	<b>10.9%</b>	<b>19.6%<sup>b</sup></b>
Northwest Texas Region	Archer	24.50	0.0%	2	0.0%	8.2%
	Baylor	28.00	0.0%	2	0.0%	7.1%
	Brown	764.50	0.5%	133	0.5%	17.4%
	Callahan	23.50	0.0%	0	0.0%	0.0%
	Clay	28.50	0.0%	2	0.0%	7.0%
	Coleman	24.25	0.0%	3	0.0%	12.4%
	Comanche	19.75	0.0%	1	0.0%	5.1%
	Cottle	22.00	0.0%	2	0.0%	9.1%
	Eastland	84.50	0.1%	10	0.0%	11.8%
	Fisher	17.50	0.0%	2	0.0%	11.4%
	Foard	12.00	0.0%	1	0.0%	8.3%
	Hardeman	21.25	0.0%	4	0.0%	18.8%
	Haskell	35.50	0.0%	4	0.0%	11.3%
	Jack	23.25	0.0%	6	0.0%	25.8%
	Jones	484.75	0.3%	80	0.3%	16.5%
	Kent	10.75	0.0%	1	0.0%	9.3%
	Knox	20.25	0.0%	2	0.0%	9.9%
	Mitchell	411.25	0.3%	111	0.4%	27.0%
	Montague	54.50	0.0%	5	0.0%	9.2%
	Nolan	54.75	0.0%	7	0.0%	12.8%
	Runnels	32.50	0.0%	1	0.0%	3.1%
	Scurry	337.50	0.2%	89	0.3%	26.4%
	Shackelford	13.00	0.0%	0	0.0%	0.0%
	Stephens	174.00	0.1%	24	0.1%	13.8%
Stonewall	11.75	0.0%	2	0.0%	17.0%	
Taylor	2,672.25	1.8%	800	2.9%	29.9%	
Throckmorton	11.50	0.0%	3	0.0%	26.1%	
Wichita	2,303.00	1.5%	501	1.8%	21.8%	

**Turnover by Region and County**

**Fiscal Year 2015**

Region	County	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Wilbarger	1,297.50	0.9%	282	1.0%	21.7%
	Young	61.00	0.0%	0	0.0%	0.0%
<b>Northwest Texas Region Totals</b>		<b>9,079.25</b>	<b>6.0%</b>	<b>2,080</b>	<b>7.7%</b>	<b>22.9%<sup>b</sup></b>
South Texas Border Region	Cameron	1,656.00	1.1%	228	0.8%	13.8%
	Dimmit	38.25	0.0%	11	0.0%	28.8%
	Edwards	13.50	0.0%	0	0.0%	0.0%
	Hidalgo	2,920.75	1.9%	350	1.3%	12.0%
	Jim Hogg	37.00	0.0%	7	0.0%	18.9%
	Kinney	23.50	0.0%	2	0.0%	8.5%
	La Salle	143.50	0.1%	25	0.1%	17.4%
	Maverick	135.75	0.1%	13	0.0%	9.6%
	Real	14.50	0.0%	5	0.0%	34.5%
	Starr	239.00	0.2%	26	0.1%	10.9%
	Uvalde	131.00	0.1%	17	0.1%	13.0%
	Val Verde	151.75	0.1%	16	0.1%	10.5%
	Webb	784.50	0.5%	86	0.3%	11.0%
	Willacy	54.50	0.0%	2	0.0%	3.7%
	Zapata	19.00	0.0%	2	0.0%	10.5%
Zavala	40.50	0.0%	10	0.0%	24.7%	
<b>South Texas Border Region Totals</b>		<b>6,403.00</b>	<b>4.3%</b>	<b>800</b>	<b>2.9%</b>	<b>12.5%<sup>b</sup></b>
Southeast Texas Region	Angelina	1,709.50	1.1%	448	1.7%	26.2%
	Hardin	62.00	0.0%	7	0.0%	11.3%
	Houston	757.50	0.5%	217	0.8%	28.6%
	Jasper	285.25	0.2%	30	0.1%	10.5%
	Jefferson	2,102.00	1.4%	430	1.6%	20.5%
	Nacogdoches	229.00	0.2%	33	0.1%	14.4%
	Newton	22.50	0.0%	4	0.0%	17.8%
	Orange	122.75	0.1%	19	0.1%	15.5%
	Polk	855.50	0.6%	257	0.9%	30.0%
	Sabine	30.25	0.0%	4	0.0%	13.2%
	San Augustine	20.75	0.0%	3	0.0%	14.5%
	San Jacinto	41.00	0.0%	8	0.0%	19.5%
	Shelby	58.75	0.0%	5	0.0%	8.5%

**Turnover by Region and County**

**Fiscal Year 2015**

Region	County	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Trinity	67.00	0.0%	10	0.0%	14.9%
	Tyler	617.75	0.4%	152	0.6%	24.6%
<b>Southeast Texas Region Totals</b>		<b>6,981.50</b>	<b>4.6%</b>	<b>1,627</b>	<b>6.0%</b>	<b>23.3%<sup>b</sup></b>
Upper East Texas Region	Anderson	3,058.00	2.0%	712	2.6%	23.3%
	Bowie	927.75	0.6%	302	1.1%	32.6%
	Camp	8.50	0.0%	0	0.0%	0.0%
	Cass	158.00	0.1%	23	0.1%	14.6%
	Cherokee	1,793.25	1.2%	414	1.5%	23.1%
	Delta	23.25	0.0%	3	0.0%	12.9%
	Franklin	22.75	0.0%	4	0.0%	17.6%
	Gregg	365.50	0.2%	53	0.2%	14.5%
	Harrison	196.25	0.1%	29	0.1%	14.8%
	Henderson	305.25	0.2%	43	0.2%	14.1%
	Hopkins	121.25	0.1%	16	0.1%	13.2%
	Lamar	264.50	0.2%	30	0.1%	11.3%
	Marion	22.00	0.0%	2	0.0%	9.1%
	Morris	46.75	0.0%	5	0.0%	10.7%
	Panola	47.50	0.0%	7	0.0%	14.7%
	Rains	17.75	0.0%	3	0.0%	16.9%
	Red River	31.00	0.0%	5	0.0%	16.1%
	Rusk	91.00	0.1%	8	0.0%	8.8%
	Smith	1,020.00	0.7%	125	0.5%	12.3%
	Titus	143.00	0.1%	19	0.1%	13.3%
	Upshur	68.25	0.0%	7	0.0%	10.3%
	Van Zandt	90.75	0.1%	12	0.0%	13.2%
	Wood	233.75	0.2%	27	0.1%	11.6%
<b>Upper East Texas Region Totals</b>		<b>9,056.00</b>	<b>6.0%</b>	<b>1,849</b>	<b>6.8%</b>	<b>20.4%<sup>b</sup></b>
Upper Rio Grande Region	Brewster	81.00	0.1%	7	0.0%	8.6%
	Culberson	33.75	0.0%	3	0.0%	8.9%
	El Paso	3,304.50	2.2%	418	1.5%	12.6%
	Hudspeth	23.00	0.0%	2	0.0%	8.7%
	Jeff Davis	67.50	0.0%	14	0.1%	20.7%
	Presidio	78.50	0.1%	14	0.1%	17.8%
<b>Upper Rio Grande Region Totals</b>		<b>3,588.25</b>	<b>2.4%</b>	<b>458</b>	<b>1.7%</b>	<b>12.8%<sup>b</sup></b>

**Turnover by Region and County**

**Fiscal Year 2015**

Region	County	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
West Texas Region	Andrews	26.75	0.0%	3	0.0%	11.2%
	Borden	10.25	0.0%	1	0.0%	9.8%
	Coke	11.75	0.0%	1	0.0%	8.5%
	Concho	12.00	0.0%	0	0.0%	0.0%
	Crane	15.75	0.0%	4	0.0%	25.4%
	Crockett	24.00	0.0%	4	0.0%	16.7%
	Dawson	406.25	0.3%	127	0.5%	31.3%
	Ector	375.50	0.2%	62	0.2%	16.5%
	Gaines	21.75	0.0%	3	0.0%	13.8%
	Glasscock	1.00	0.0%	0	0.0%	0.0%
	Howard	694.25	0.5%	266	1.0%	38.3%
	Irion	4.00	0.0%	0	0.0%	0.0%
	Kimble	37.75	0.0%	4	0.0%	10.6%
	Martin	16.75	0.0%	6	0.0%	35.8%
	Mason	23.00	0.0%	5	0.0%	21.7%
	McCulloch	36.50	0.0%	5	0.0%	13.7%
	Menard	3.25	0.0%	0	0.0%	0.0%
	Midland	466.75	0.3%	88	0.3%	18.9%
	Pecos	524.00	0.3%	125	0.5%	23.9%
	Reagan	9.75	0.0%	7	0.0%	71.8%
	Reeves	56.25	0.0%	12	0.0%	21.3%
	Schleicher	1.25	0.0%	0	0.0%	0.0%
	Sterling	11.50	0.0%	2	0.0%	17.4%
	Sutton	22.50	0.0%	7	0.0%	31.1%
	Terrell	16.50	0.0%	2	0.0%	12.1%
	Tom Green	1,420.25	0.9%	511	1.9%	36.0%
	Upton	12.00	0.0%	3	0.0%	25.0%
	Ward	38.00	0.0%	5	0.0%	13.2%
Winkler	12.75	0.0%	4	0.0%	31.4%	
<b>West Texas Region Totals</b>		<b>4,312.00</b>	<b>2.9%</b>	<b>1,257</b>	<b>4.6%</b>	<b>29.2%</b> <sup>b</sup>
Other		17.50	0.0%	3	0.0%	17.1%
<b>Statewide Totals</b>		<b>150,595.50</b>	<b>100.0%</b>	<b>27,124</b>	<b>100.0%</b>	<b>18.0%</b> <sup>c</sup>



**Turnover by Region and County**  
**Fiscal Year 2015**

Region	County	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
--------	--------	-------------------	----------------------------------------------------	-------------	--------------------------------------------------------	---------------

<sup>a</sup> Percentages of totals for regions may not sum exactly due to rounding.

<sup>b</sup> Turnover rates for regions are not the sum of the turnover rates for the individual counties.

<sup>c</sup> 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.

## Turnover by Job Classification Series for Selected Agencies

Table 22 lists all job classification series that had an average headcount of 20 or more and turnover rates that exceeded 17.0 percent in fiscal year 2015 for the following agencies: Department of Aging and Disability Services, Juvenile Justice Department, Department of State Health Services, Department of Criminal Justice, Department of Family and Protective Services, and Health and Human Services Commission.

Table 22

Job Classification Series with An Average Headcount of 20 or More and Turnover Rates That Exceeded 17.0 Percent at Selected Agencies Fiscal Year 2015			
Job Classification Series	Average Headcount	Number of Separations	Turnover Rate
<b>Department of Aging and Disability Services</b>			
Direct Support Professional <sup>a</sup>	6,972.50	3,253	46.7%
Food Service Worker	443.75	192	43.3%
Licensed Vocational Nurse	616.50	250	40.6%
HVAC Mechanic	20.50	7	34.1%
Health Specialist	135.50	41	30.3%
Cook	157.50	47	29.8%
Groundskeeper	42.00	12	28.6%
Nurse	1,203.50	332	27.6%
Security Officer	216.25	59	27.3%
Vehicle Driver	127.50	32	25.1%
Pharmacy Technician	32.50	8	24.6%
Laundry/Sewing Room Worker	59.00	14	23.7%
Resident Specialist	104.25	24	23.0%
Physician	43.50	10	23.0%
Custodian	383.00	85	22.2%
Systems Analyst	139.50	31	22.2%
Dietetic and Nutrition Specialist	49.50	11	22.2%
Pharmacist	53.25	11	20.7%
Administrative Assistant	612.25	125	20.4%
Maintenance Specialist	206.25	41	19.9%
Clerk	438.00	85	19.4%
Receptionist	25.75	5	19.4%
Rehabilitation Therapy Technician	693.25	128	18.5%
Adult Protective Services Specialist	70.25	13	18.5%

**Job Classification Series with  
An Average Headcount of 20 or More and Turnover Rates That Exceeded 17.0 Percent at Selected Agencies  
Fiscal Year 2015**

Job Classification Series	Average Headcount	Number of Separations	Turnover Rate
Inspector	249.50	46	18.4%
Accountant	109.75	20	18.2%
Investigator	102.25	18	17.6%
Training Assistant/Specialist	99.75	17	17.0%
<b>Juvenile Justice Department</b>			
Teacher Aide	36.50	19	52.1%
Health Specialist	33.75	12	35.6%
Juvenile Correctional Officer	1,450.50	463	31.9%
Cook	66.00	19	28.8%
Human Services Specialist	29.25	7	23.9%
Investigator	47.25	11	23.3%
Case Manager	148.75	29	19.5%
Program Specialist	83.50	16	19.2%
Clerk	92.00	17	18.5%
Parole Officer	27.50	5	18.2%
Network Specialist	22.75	4	17.6%
<b>Department of State Health Services</b>			
Laundry/Sewing Room Worker	45.25	23	50.8%
Attorney	20.50	9	43.9%
Data Entry Operator	44.50	16	36.0%
Financial Analyst	33.50	12	35.8%
Accounting Technician	26.25	9	34.3%
Psychiatric Nursing Assistant	3,162.25	1,082	34.2%
Food Service Worker	252.00	78	31.0%
Licensed Vocational Nurse	511.50	152	29.7%
Receptionist	49.25	14	28.4%
Cook	81.50	23	28.2%
Nurse	1,049.00	270	25.7%
Programmer	23.50	6	25.5%
Food Service Manager	27.75	7	25.2%
Epidemiologist	92.75	23	24.8%
Research Specialist	40.50	10	24.7%
Physician	49.00	12	24.5%
Security Officer	208.25	50	24.0%

**Job Classification Series with  
An Average Headcount of 20 or More and Turnover Rates That Exceeded 17.0 Percent at Selected Agencies  
Fiscal Year 2015**

Job Classification Series	Average Headcount	Number of Separations	Turnover Rate
Social Worker	183.25	44	24.0%
Custodian	339.50	80	23.6%
Public Health Nurse	55.75	13	23.3%
Rehabilitation Teacher	30.75	7	22.8%
Psychologist	53.25	12	22.5%
Training Assistant/Specialist	81.25	18	22.2%
Dietetic and Nutrition Specialist	31.75	7	22.0%
Systems Analyst	128.50	28	21.8%
Human Services Technician	56.50	12	21.2%
Groundskeeper	28.75	6	20.9%
Human Services Specialist	166.50	34	20.4%
Psychiatrist	123.75	25	20.2%
Vehicle Driver	44.75	9	20.1%
Printing Services Technician	25.00	5	20.0%
Laboratory Technician	46.25	9	19.5%
Administrative Assistant	814.50	157	19.3%
Inventory and Store Specialist	21.00	4	19.0%
Health Specialist	43.00	8	18.6%
Pharmacy Technician	43.00	8	18.6%
Maintenance Specialist	191.75	35	18.3%
Accountant	118.00	21	17.8%
Executive Assistant	35.25	6	17.0%
<b>Department of Criminal Justice</b>			
Health Specialist	40.75	11	27.0%
Correctional Officer	24,782.25	6,471	26.1%
Purchaser	37.50	9	24.0%
Legal Assistant	33.75	8	23.7%
Food Service Manager	853.25	170	19.9%
Clerk	2,014.25	397	19.7%
Agriculture Specialist	116.50	23	19.7%
Auditor	35.50	7	19.7%
Substance Abuse Counselor	94.75	18	19.0%
Systems Analyst	21.75	4	18.4%
Maintenance Supervisor	868.50	150	17.3%

**Job Classification Series with  
An Average Headcount of 20 or More and Turnover Rates That Exceeded 17.0 Percent at Selected Agencies  
Fiscal Year 2015**

Job Classification Series	Average Headcount	Number of Separations	Turnover Rate
<b>Department of Family and Protective Services</b>			
Budget Analyst	23.50	9	38.3%
Child Protective Services Specialist	5,930.25	1,518	25.6%
Accounting Technician	21.00	5	23.8%
Adult Protective Services Specialist	703.00	162	23.0%
Inspector	313.75	70	22.3%
Legal Secretary	35.25	7	19.9%
Volunteer Services Coordinator	25.50	5	19.6%
Protective Services Intake Specialist	327.75	61	18.6%
Contract Technician	22.50	4	17.8%
<b>Health and Human Services Commission</b>			
Inventory and Store Specialist	93.75	27	28.8%
Nurse	96.00	23	24.0%
Network Specialist	97.00	23	23.7%
Public Health and Prevention Specialist	37.25	8	21.5%
Contract Specialist	73.75	15	20.3%
Texas Works Advisor	6,318.50	1,260	19.9%
Clerk	1,520.75	280	18.4%
Administrative Assistant	337.00	60	17.8%
Property Manager	86.00	15	17.4%
<sup>a</sup> Prior to September 1, 2011, the "Direct Support Professional" job classification series was "Mental Health/Mental Retardation Assistant."			

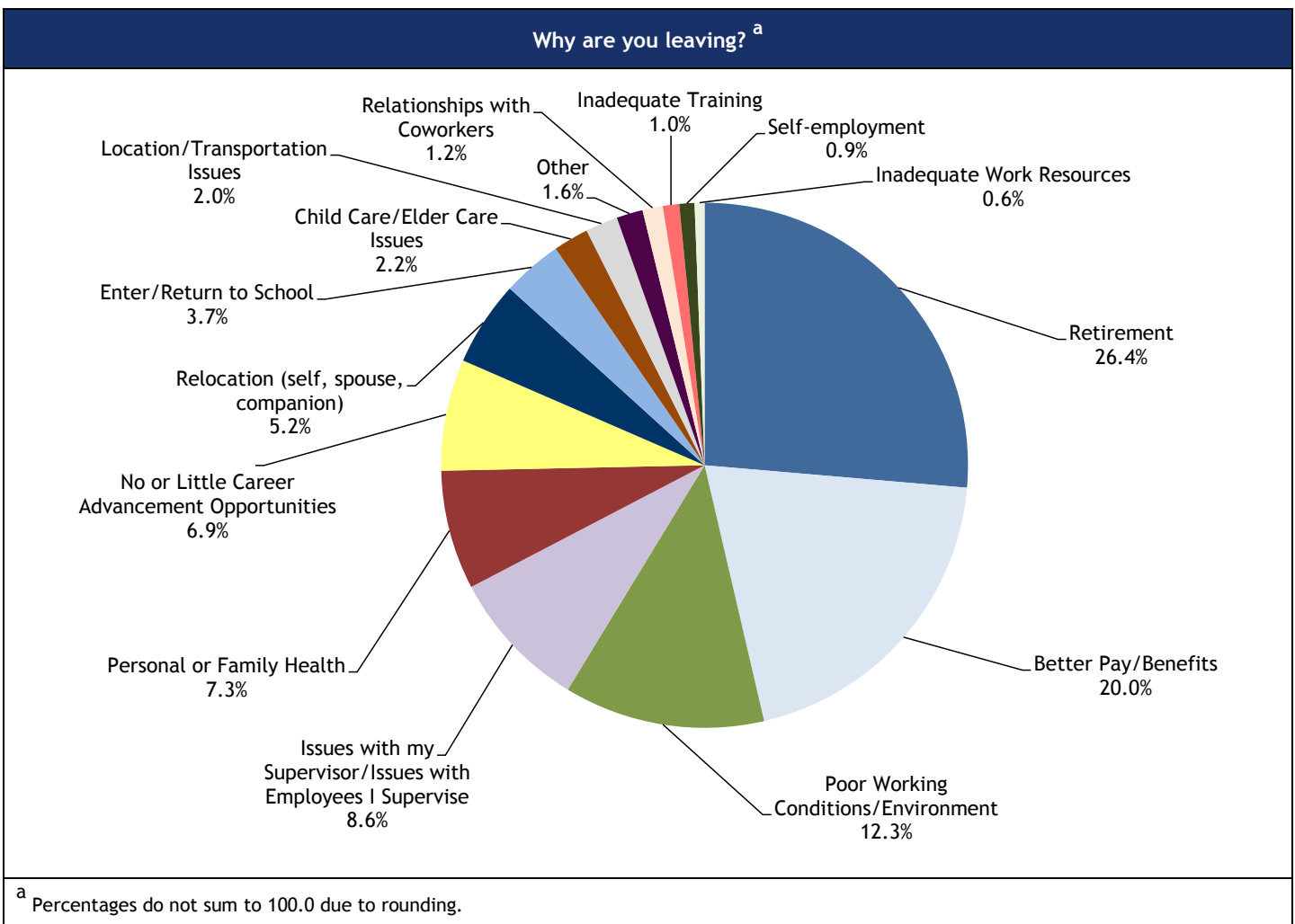
Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

## Fiscal Year 2015 Overall Exit Survey Results

Figures 5 through 11 show the aggregate results from 3,774 State of Texas Employee Exit Surveys completed by state agency employees (not including higher education institution employees) who voluntarily left employment at their state agencies. The surveys were completed between September 1, 2014, and August 31, 2015.

Figure 5 shows the reasons employees reported for leaving state employment.

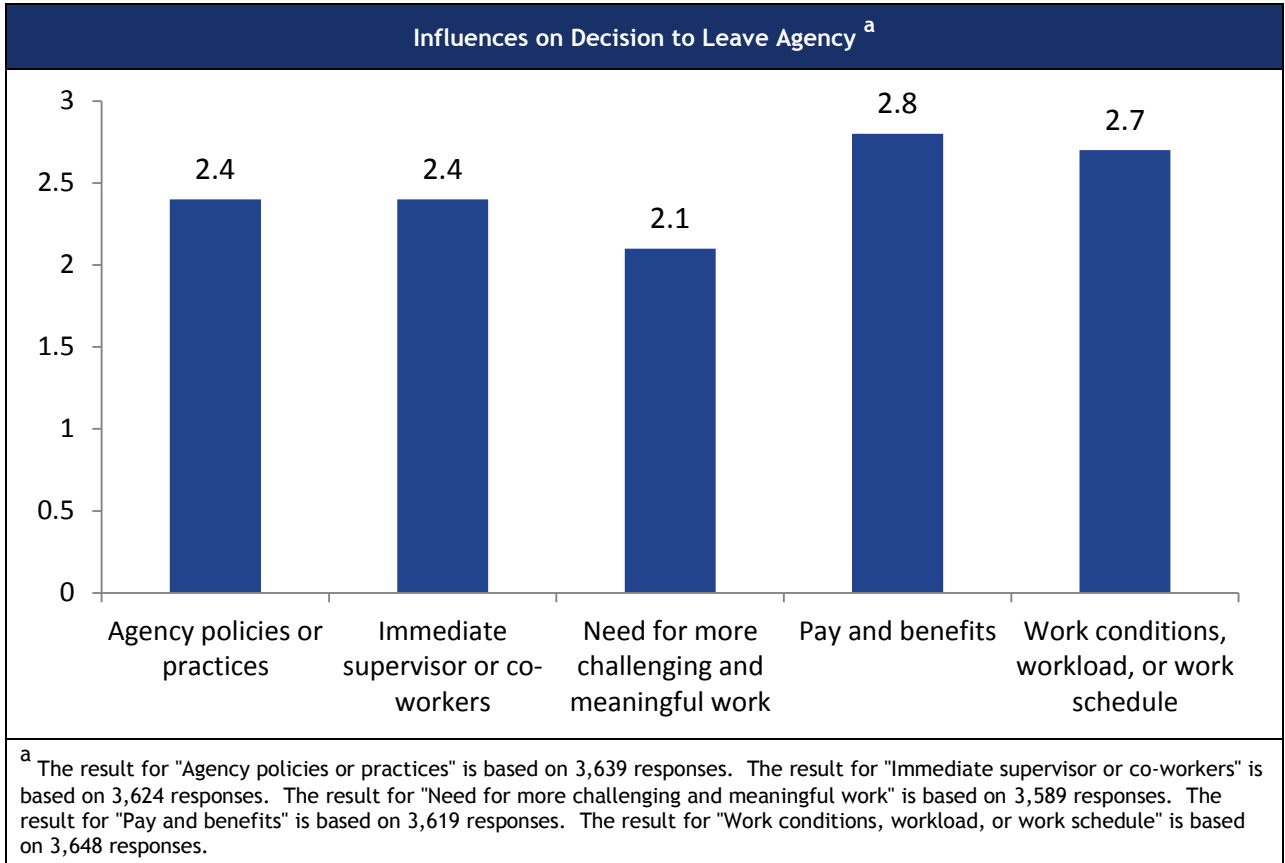
Figure 5



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.

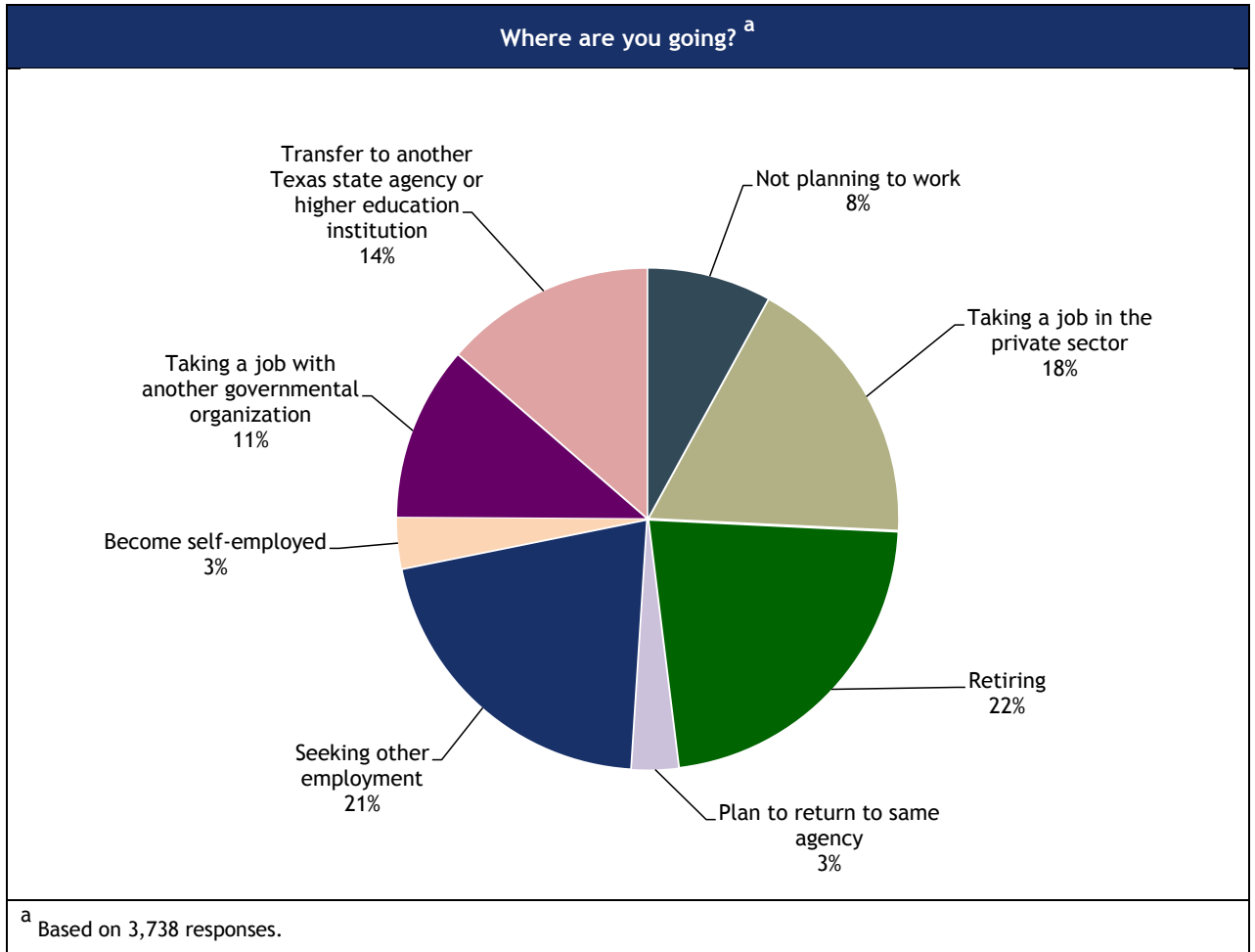
Figure 6



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

Figure 7 shows where separating employees reported they are going.

Figure 7

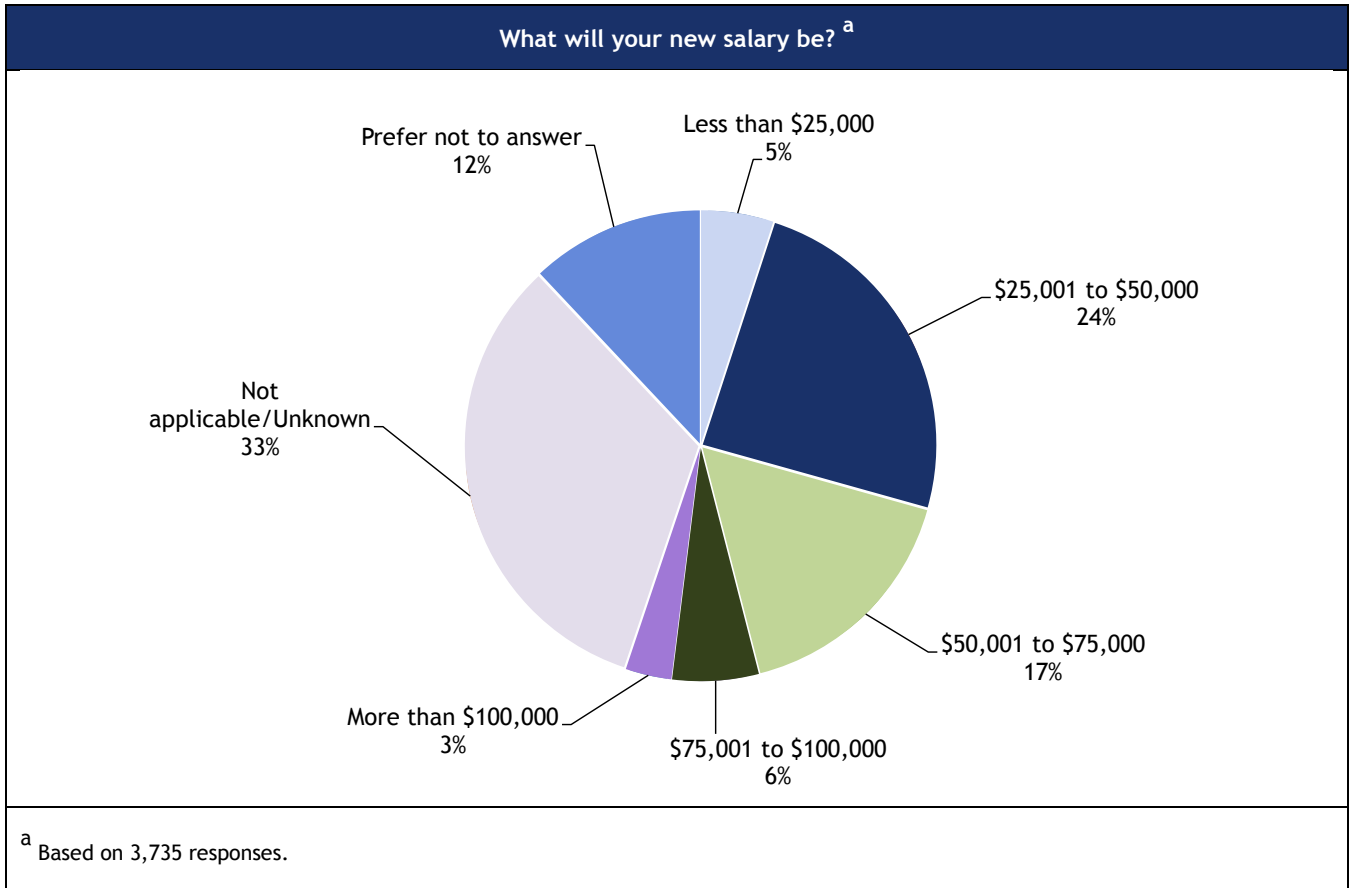


Source: State Auditor's Office - State of Texas Employment Exit Survey.



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

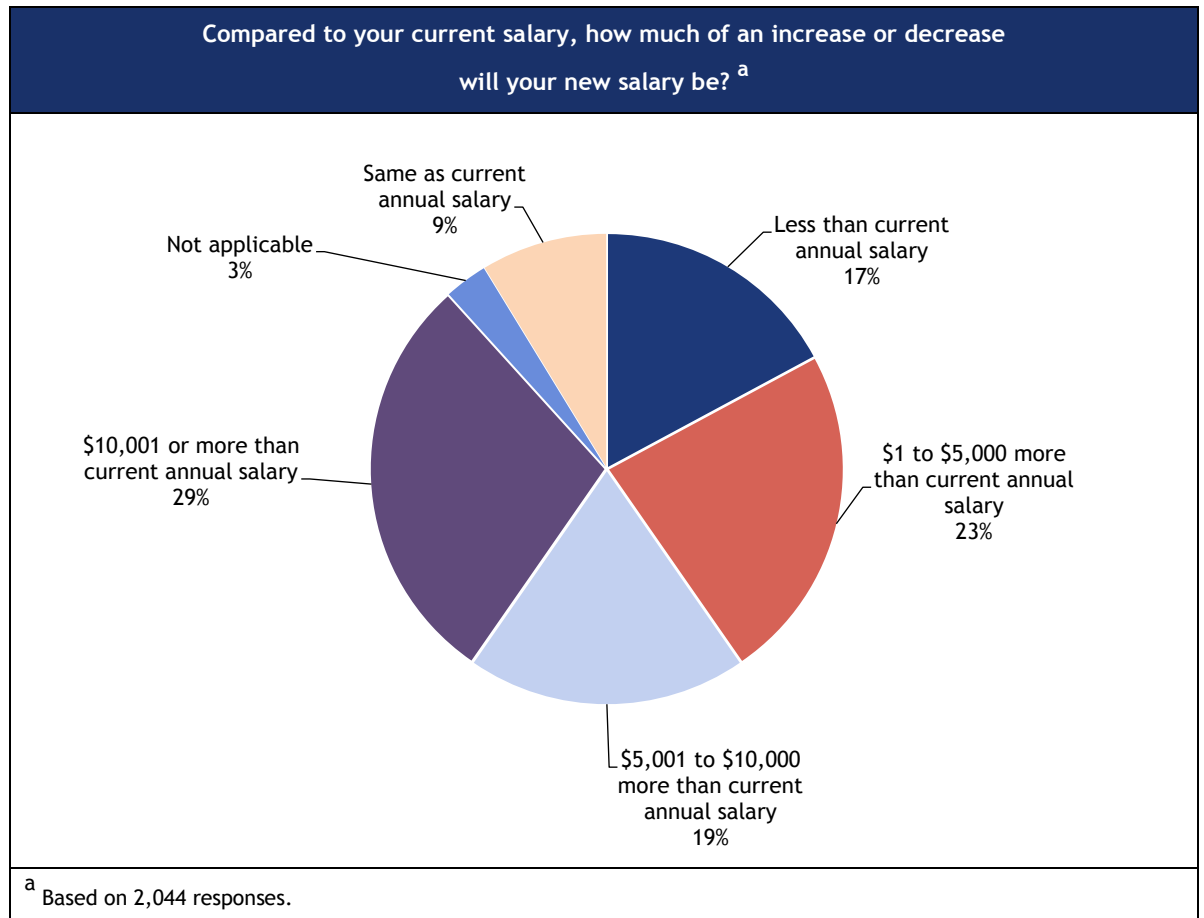
Figure 8



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.

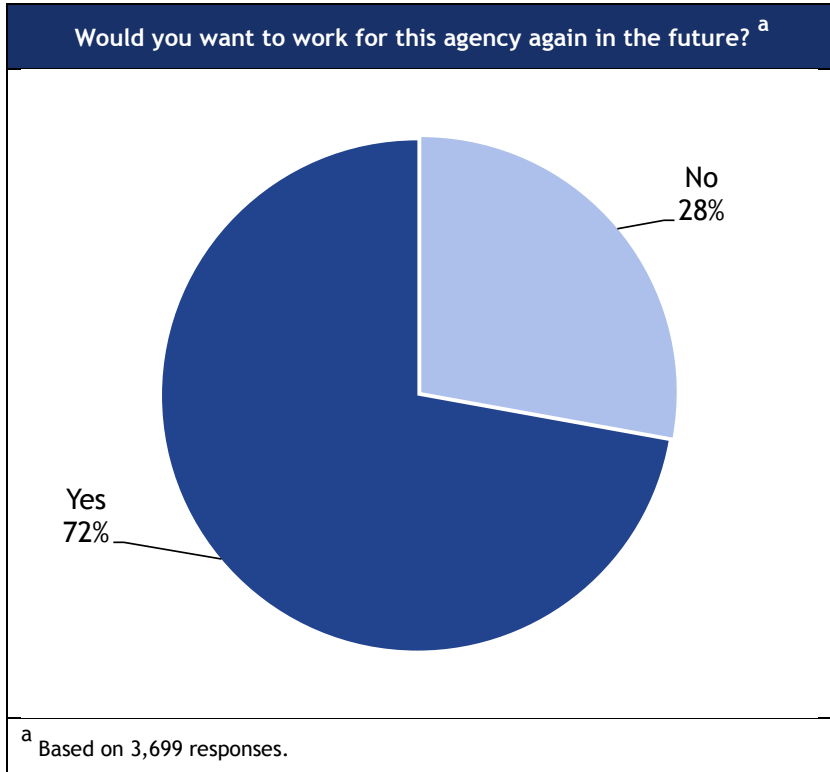
Figure 9



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.

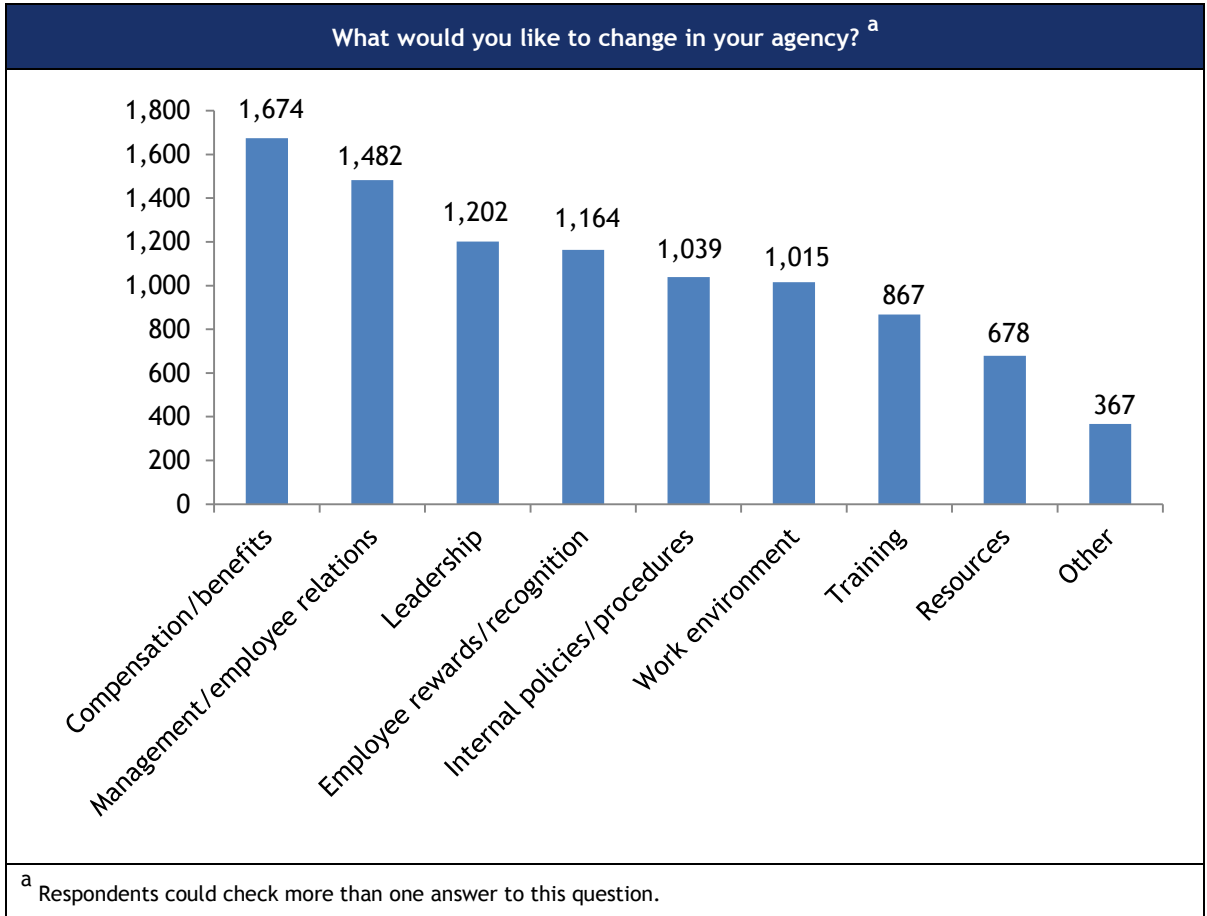
Figure 10



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

Table 23

Exit Survey Reasons for Leaving State Employment During Fiscal Year 2015																
State Agencies With 1,000 or More Employees																
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	15	3	16	1	5	3	9	1	52	13	2	48	9	1	3	181
304 - Office of the Comptroller of Public Accounts	2	2	2	0	0	1	4	0	10	2	0	23	1	0	1	48
320 - Texas Workforce Commission	11	5	11	0	6	4	7	3	31	7	0	36	5	0	1	127
405 - Department of Public Safety	12	3	11	1	13	1	11	3	34	17	0	50	7	5	0	168
454 - Department of Insurance	9	0	4	0	8	1	5	5	20	1	0	35	0	0	2	90
529 - Health and Human Services Commission	24	9	64	4	33	7	50	8	80	19	3	105	8	2	10	426
530 - Department of Family and Protective Services	15	6	83	3	24	3	51	2	65	13	1	45	16	2	6	335
537 - Department of State Health Services	27	6	40	7	22	7	44	5	61	13	2	93	9	1	0	337
538 - Department of Assistive and Rehabilitative Services	5	0	8	2	3	1	5	0	8	2	1	21	0	2	2	60
539 - Department of Aging and Disability Services	27	20	104	11	53	10	51	7	61	18	5	70	22	4	8	471

**Exit Survey Reasons for Leaving State Employment During Fiscal Year 2015**  
**State Agencies With 1,000 or More Employees**

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	8	2	5	0	4	3	5	1	23	7	0	15	2	1	0	76
601 - Department of Transportation	14	2	9	2	12	3	10	5	61	9	2	129	4	3	0	265
644 - Juvenile Justice Department	4	2	18	4	12	4	3	4	9	5	0	23	3	0	0	91
696 - Department of Criminal Justice	9	12	42	5	53	14	31	5	62	17	2	106	15	3	3	379
802 - Department of Parks and Wildlife	7	0	6	1	4	2	6	1	11	4	1	23	2	0	0	68
<b>Totals</b>	<b>189</b>	<b>72</b>	<b>423</b>	<b>41</b>	<b>252</b>	<b>64</b>	<b>292</b>	<b>50</b>	<b>588</b>	<b>147</b>	<b>19</b>	<b>822</b>	<b>103</b>	<b>24</b>	<b>36</b>	<b>3,122</b>

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

## Interagency Transfers for Fiscal Years 2011 through 2015

---

Table 24 lists the number of interagency transfers and the percentage of total statewide separations for fiscal years 2011 through 2015.

Table 24

History of Interagency Transfers with the State		
Fiscal Year	Number of Interagency Transfers	Percentage of Total Statewide Terminations
2011	1,376	5.0%
2012	4,504 <sup>a</sup>	14.8%
2013	2,102	7.4%
2014	2,482	8.6%
2015	2,239	7.6%

<sup>a</sup> 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 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 Annual Report on Classified Employee Turnover for Fiscal Year 2014* (State Auditor's Office Report No. 15-703, December 2014).

Copies of this report have been distributed to the following:

### **Legislative Audit Committee**

The Honorable Dan Patrick, 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 John Otto, House Appropriations Committee

The Honorable Dennis Bonnen, House Ways and Means Committee

### **Office of the Governor**

The Honorable Greg Abbott, 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](http://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.