



An Annual Report on

# **Classified Employee Turnover for Fiscal Year 2016**

December 2016

Report No. 17-704



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## Overall Conclusion

The fiscal year 2016 statewide turnover rate was 17.6 percent for classified, regular, full- and part-time employees based on 26,760 separations.<sup>1</sup> Those separations included both voluntary and involuntary separations (see text box for definitions of separation types). That was a slight decrease from the fiscal year 2015 statewide turnover rate of 18.0 percent. During the past five fiscal years, the statewide turnover rate has ranged from 17.3 percent in fiscal year 2012 to a high of 18.0 percent in fiscal year 2015.

Excluding involuntary separations and retirements, the fiscal year 2016 statewide turnover rate was 10.3 percent. That rate, which is often considered more of a true turnover rate because it reflects preventable turnover, slightly decreased since fiscal year 2015 when that turnover rate was 10.5 percent.

Voluntary separations, including retirements, accounted for the majority (75.1 percent) **of the State's total** separations in fiscal year 2016. That was a 1.9 percent decrease in the number of voluntary separations since fiscal year 2015.

Involuntary separations accounted for 24.9 **percent of the State's total** separations in fiscal year 2016. That was a 0.4 percent increase in the number of separations since fiscal year 2015.

History of Statewide Turnover Rates  
Fiscal Years 2012 through 2016

Fiscal Year	Statewide Turnover Rate
2012	17.3%
2013	17.6%
2014	17.5%
2015	18.0%
2016	17.6%

### 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 2016 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.

Table 1 compares state separations for fiscal years 2015 and 2016.

Table 1

Separations in Fiscal Years 2015 and 2016 <sup>a</sup>			
Separation Type	Fiscal Year 2015	Fiscal Year 2016	Percent Change
Voluntary Separation from Agency	15,878	15,709	-1.1%
Retirement	4,613	4,390	-4.8%
Statewide Voluntary Separations	20,491	20,099	-1.9% <sup>b</sup>
Dismissal for Cause	3,665	3,781	3.2%
Resignation in Lieu of Involuntary Separation	2,334	2,234	-4.3%
Termination at Will	332	333	0.3%
Death	221	232	5.0%
Reduction in Force	81	81	0.0%
Statewide Involuntary Separations	6,633	6,661	0.4% <sup>b</sup>
Total Statewide Separations	27,124	26,760	-1.3%
Total Average Statewide Headcount	150,595.50 <sup>c</sup>	152,196.00 <sup>c</sup>	1.1%

<sup>a</sup> Voluntary separations and total statewide separations for fiscal years 2015 and 2016 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 2015 and 2016.

<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 the fiscal year and then dividing that total by four.

Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, Standardized Payroll/Personnel Reporting System, and An Annual Report on Classified Employee Turnover for Fiscal Year 2015 (State Auditor's Office Report No. 16-702, December 2015).

## Key Points

Statewide employee turnover decreased slightly in fiscal year 2016 to 17.6 percent. During the past five fiscal years, the statewide turnover rate has ranged from 17.3 percent in fiscal year 2012 to a high of 18.0 percent in fiscal year 2015.

Voluntary separations, excluding interagency transfers, accounted for 75.1 percent **of overall separations for the State's classified, regular, full-** and part-time employees. Compared to fiscal year 2015, there was a decrease of 1.9 percent in the number of employees who left state employment voluntarily.

Involuntary separations accounted for 24.9 **percent of the State's total** separations. Compared to fiscal year 2015, there was a 0.4 percent increase in the number of employees who left state employment involuntarily.

Table 2 lists the separations by type in fiscal year 2016.

Table 2

Separations by Type in Fiscal Year 2016 <sup>a</sup>		
Separation Type	Number of Separations	Percentage of Total Separations
Voluntary Separation from Agency	15,709	58.7%
Retirement	4,390	16.4%
<b>Statewide Voluntary Separations</b>	<b>20,099</b>	<b>75.1%</b>
Dismissal for Cause	3,781	14.1%
Resignation in Lieu of Involuntary Separation	2,234	8.3%
Termination at Will	333	1.2%
Death	232	0.9%
Reduction in Force	81	0.3%
<b>Statewide Involuntary Separations</b>	<b>6,661</b>	<b>24.9% <sup>b</sup></b>
<b>Total Statewide Separations</b>	<b>26,760</b>	<b>100.0%</b>
<sup>a</sup> The voluntary separations and total statewide separations for fiscal year 2016 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.

**Excluding the Department of Assistive and Rehabilitative Services<sup>2</sup>, which was abolished as of September 1, 2016, the Department of Aging and Disability Services<sup>3</sup> had the highest turnover rate (43.9 percent) among state agencies with 1,000 or more employees in fiscal year 2016.<sup>4</sup>**

The Department of Aging and Disability Services' turnover rate of 43.9 percent in fiscal year 2016 was an increase from its turnover rate of 32.2 percent in fiscal year 2015. The highest percentage (41.3 percent) of the Department of Aging and Disability Services' separations in fiscal year 2016 was due to voluntary separations, followed by transfers to another state agency or higher education institution (30.7 percent).

<sup>2</sup> The Department of Assistive and Rehabilitative Services had a turnover rate of 112.2 percent among state agencies with more than 1,000 employees. As of September 1, 2016, programs and services previously administered or delivered by the Department of Assistive and Rehabilitative Services were transferred to the Texas Workforce Commission and the Health and Human Services Commission.

<sup>3</sup> In accordance with Senate Bill 200 (84th Legislature), selected programs and services from the Department of Aging and Disability Services were transferred to the Health and Human Services Commission, effective September 2016. The remaining programs and services at the Department of Aging and Disability Services are scheduled to be transferred to the Health and Human Services Commission by September 1, 2017, and the Department of Aging and Disability Service will be abolished.

<sup>4</sup> Turnover rates for agencies include interagency transfers.

The Juvenile Justice Department had the second highest agency turnover rate (29.2 percent), followed by the Department of State Health Services (28.4 percent) and the Department of Family and Protective Services (19.9 percent). (See Table 15 in Chapter 2 and Appendix 3 for more information on turnover rates for state agencies.)

Although the Department of Criminal Justice did not have the highest turnover rate (19.5 percent), it had the highest number of total separations (7,960 separations).

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>5</sup>

Employees under the age of 30 accounted for 33.7 **percent of the State's** separations, and employees with fewer than 2 years of state service accounted for 37.6 **percent of the State's separations**.

The Social Services, Custodial, Medical and Health, and Criminal Justice occupational categories made up approximately one-half (50.6 percent) of the **State's** classified workforce and 67.3 percent of total separations.

The Social Services occupational category had the highest turnover rate (25.6 percent) in fiscal year 2016, followed by the Custodial (24.3 percent), Medical and Health (22.2 percent), and Criminal Justice (21.2 percent) occupational categories. All four occupational categories had turnover rates that were higher than the statewide turnover rate of 17.6 percent. That can be partially attributed to the following job classification series within those four occupational categories:

- Social Services - The Direct Support Professional and Psychiatric Nursing Assistant job classification series accounted for 49.5 percent of total separations within that occupational category and had turnover rates of 47.4 percent and 33.2 percent, respectively.
- Custodial - The Food Service Worker and Custodian job classification series accounted for 56.8 percent of total separations within that occupational category and had turnover rates of 42.8 percent and 24.8 percent, respectively.
- Medical and Health - The Licensed Vocational Nurse and Nurse job classification series accounted for 69.1 percent of total separations within that occupational category and had turnover rates of 30.7 percent and 24.1 percent, respectively.
- Criminal Justice - The Juvenile Correctional Officer and Correctional Officer job classification series accounted for 90.7 percent of total separations within that occupational category and had turnover rates of 36.8 percent and 22.8 percent, respectively.

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<sup>5</sup> Some employees may be included in both the employees under age 30 and employees with fewer than 2 years of state service groups.

The top three reasons reported for leaving state employment during fiscal year 2016 were for retirement, for better pay/benefits, or because of poor working conditions/environment.

Reasons for leaving state employment are based on 3,736 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.<sup>6</sup>

The scope of this report included classified, regular, full- and part-time employees in state agencies during fiscal year 2016. 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.

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<sup>6</sup> The State Auditor's Office previously reported on each state agency that experienced an employee turnover rate exceeding 17.0 percent during the preceding biennium and conducted a comparative study of salary rates within those agencies, as directed by the 84th Legislature. Agencies with a turnover rate exceeding 17.0 percent in fiscal years 2014 and 2015, excluding agencies with fewer than 50 employees, were reported in *An Annual Report on Classified Employee Turnover for Fiscal Year 2015* (State Auditor's Office Report No. 16-702, December 2015). A comparative study of salary rates was reported in *A Biennial Report on the State's Position Classification Plan for the 2018-2019 Biennium* (State Auditor's Office Report No. 17-701, September 2016).

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# Detailed Results

## Chapter 1

### Statewide Turnover Rate

#### Statewide Turnover Rate Including Interagency Transfers

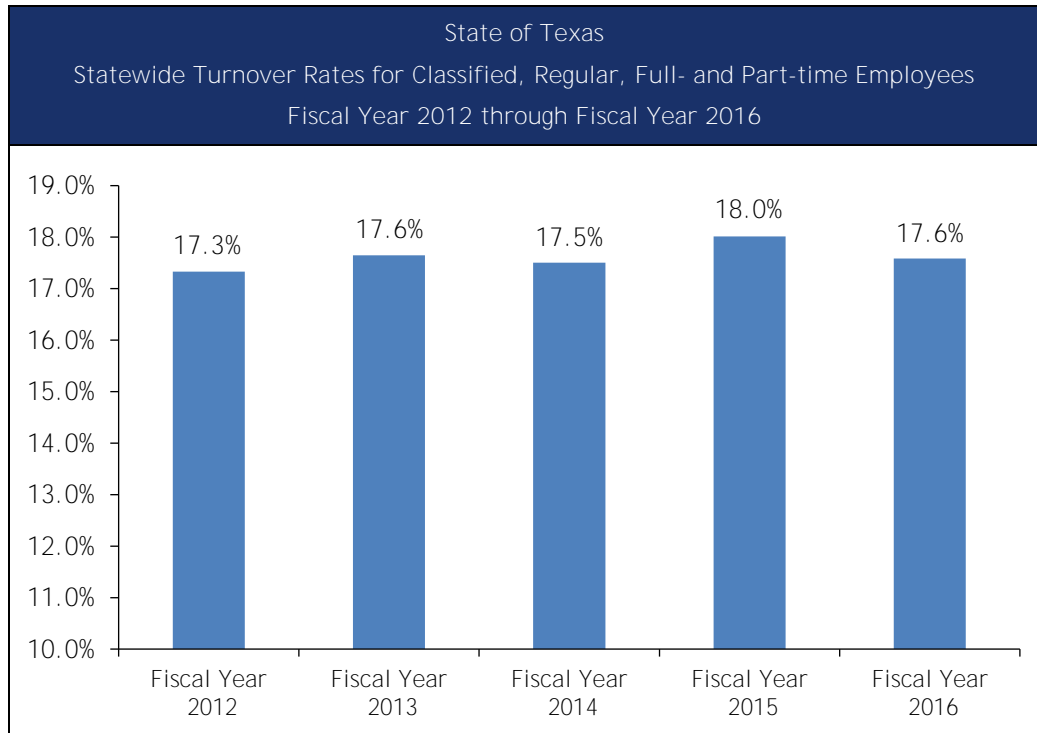
The statewide turnover rate including interagency transfers was 22.7 percent. In fiscal year 2016, 7,722 employees transferred from one state agency to another state agency or higher education institution. That was an increase of 244.9 percent from fiscal year 2015, when 2,239 employees transferred to another state agency or higher education institution. The Department of Assistive and Rehabilitative Services accounted for 2,944 (38.1 percent) of the interagency transfers in fiscal year 2016. As of September 1, 2016, programs and services previously administered or delivered by the Department of Assistive and Rehabilitative Services were transferred to the Texas Workforce Commission and the Health and Human Services Commission.

Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, Standardized Payroll/Personnel Reporting System, and the **Department of Assistive and Rehabilitative Services'** Web site.

The statewide turnover rate for classified, regular, full- and part-time employees for fiscal year 2016 was 17.6 percent based on a total of 26,760 voluntary and involuntary separations, excluding interagency transfers, and a statewide average headcount of 152,196.00 (see text box for turnover rate including interagency transfers). That was a slight decrease from the fiscal year 2015 statewide turnover rate of 18.0 percent.

The statewide turnover rate during the past five fiscal years has ranged from a low of 17.3 percent in fiscal year 2012 to a high of 18.0 percent in fiscal year 2015 (see Figure 1).

Figure 1

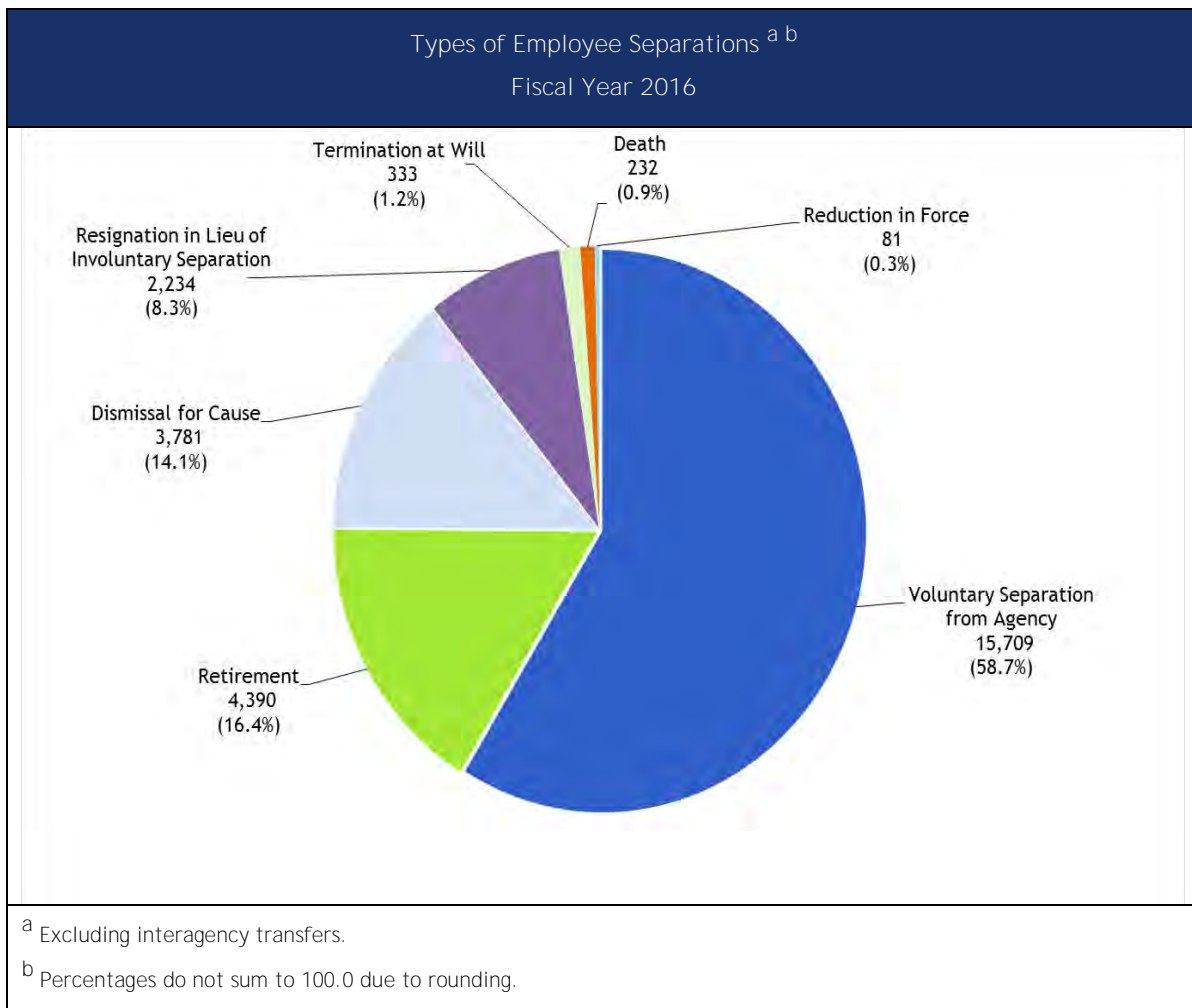


Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, Standardized Payroll/Personnel Reporting System, and *An Annual Report on Classified Employee Turnover for Fiscal Year 2015 (State Auditor's Office Report No. 16-702, December 2015)*.



“Voluntary separation from agency” (58.7 percent) was the most common type of separation, followed by “retirement” (16.4 percent) and “dismissal for cause” (14.1 percent). Figure 2 presents the types of employee separations for fiscal year 2016, excluding interagency transfers. See Appendix 2 for additional details about the types of state employee separations in fiscal years 2012 through 2016, 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.

**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.texas.gov/WorkforceAnalysis/WorkforcePlans>.

Voluntary separations, including retirements but excluding interagency transfers, accounted for the majority (75.1 percent) of the State's total separations and decreased 1.9 percent since fiscal year 2015. Table 3 provides a comparison of the voluntary separations for fiscal years 2015 and 2016.

Table 3

Voluntary Employee Separations for Fiscal Years 2015 and 2016 <sup>a</sup>			
Separation Type	Fiscal Year 2015	Fiscal Year 2016	Percent Change
Voluntary Separation from Agency Retirement	15,878	15,709	-1.1%
	4,613	4,390	-4.8%
Statewide Voluntary Separations	20,491	20,099	-1.9% <sup>b</sup>
<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 2015 and 2016.			

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 2015*, (State Auditor's Office Report No. 16-702, December 2015).

## Involuntary Employee Separations

Involuntary separations are generally employer decisions and include dismissal for cause, reduction in force, resignation in lieu of separation, and termination at will. Death of an employee is also considered an involuntary separation. Involuntary separations accounted for 24.9 percent of the State's total separations in fiscal year 2016. Involuntary separations remained relatively the same (with a 0.4 percent change) from fiscal year 2015 to fiscal year 2016.

**Table 4 compares involuntary separations for fiscal years 2015 and 2016.**

Table 4

Involuntary Employee Separations Fiscal Years 2015 and 2016			
Separation Type	Fiscal Year 2015	Fiscal Year 2016	Percent Change
Dismissal for Cause	3,665	3,781	3.2%
Resignation in Lieu of Involuntary Separation	2,334	2,234	-4.3%
Termination at Will	332	333	0.3%
Death	221	232	5.0%
Reduction in Force	81	81	0.0%
<b>Statewide Involuntary Separations</b>	<b>6,633</b>	<b>6,661</b>	<b>0.4%<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 2015 and 2016.

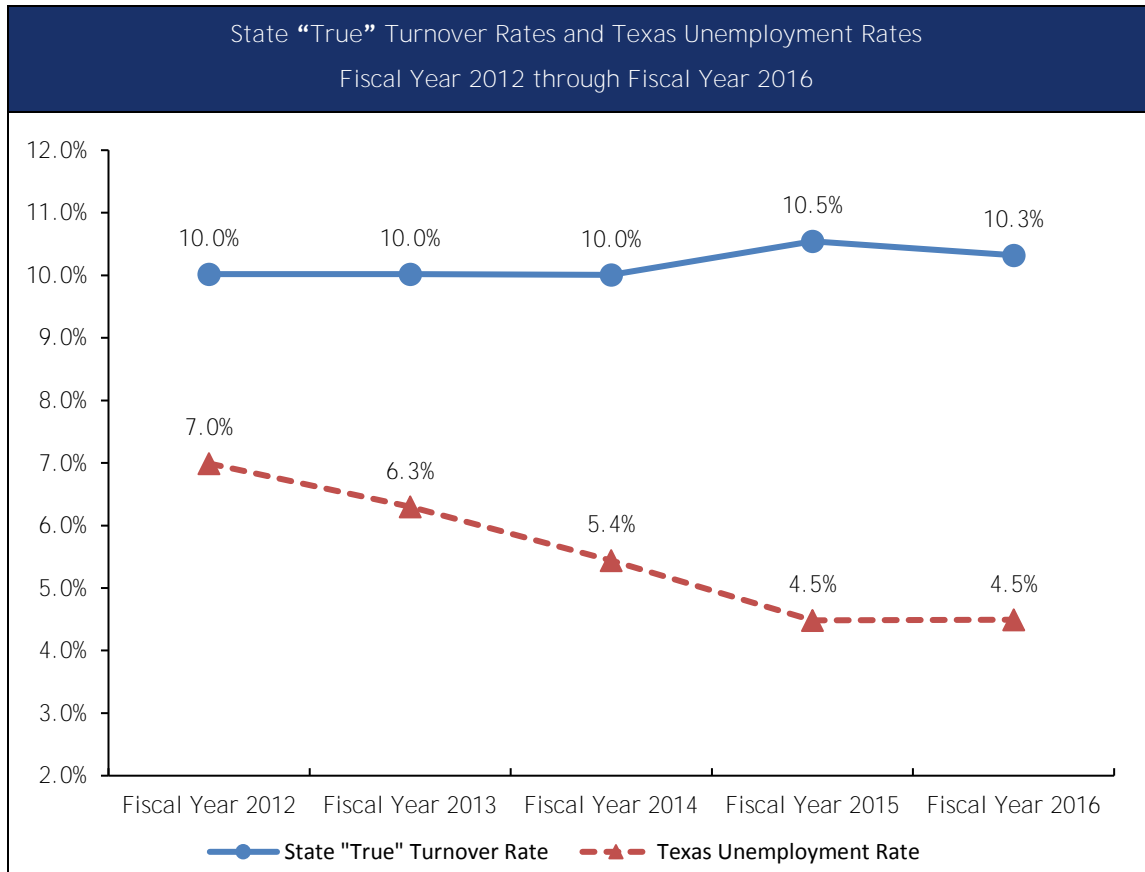
Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, Standardized Payroll/Personnel Reporting System, and *An Annual Report on Classified Employee Turnover for Fiscal Year 2015* (State Auditor's Office Report No. 16-702, December 2015).

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

Excluding involuntary separations and retirements, the fiscal year 2016 statewide turnover rate was 10.3 percent. That rate is often considered more of a true turnover rate because it reflects preventable turnover. The Texas unemployment rate decreased from 5.4 percent in fiscal year 2014, to 4.5 percent in each of fiscal years 2015 and 2016. At the same time, the State's preventable turnover rates increased slightly from fiscal year 2014.

Figure 3 on the next page shows the correlation between 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 2016), the U.S. Bureau of Labor Statistics (unemployment rate), and *An Annual Report on Classified Employee Turnover for Fiscal Year 2015* (State Auditor's Office Report No. 16-702, December 2015).

The information in this chapter reflects the fiscal year 2016 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 higher turnover rate (18.0 percent) than males (17.0 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 2016					
Gender	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Female	86,200.00	56.6%	15,515	58.0%	18.0%
Male	65,996.00	43.4%	11,245	42.0%	17.0%
Statewide Totals	152,196.00	100.0%	26,760	100.0%	17.6% <sup>a</sup>

<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

The turnover rate of 33.7 percent for employees under age 30 was the highest among all age group categories. Employees under age 30 accounted for 16.3 percent of the State’s classified workforce, but they accounted for 31.1 percent of total separations. Employees between 40 and 49 years of age made up the largest percentage (25.8 percent) of the State’s classified workforce; that age group had the lowest turnover rate (10.6 percent) (see Table 6).

Table 6

Turnover by Age Group for Fiscal Year 2016					
Age Group	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
16 to 29	24,753.50	16.3%	8,330	31.1%	33.7%
30 to 39	34,528.00	22.7%	5,827	21.8%	16.9%
40 to 49	39,211.75	25.8%	4,141	15.5%	10.6%
50 to 59	37,370.75	24.6%	4,998	18.7%	13.4%
60 to 69	15,084.75	9.9%	3,144	11.7%	20.8%
70 or older	1,247.25	0.8%	320	1.2%	25.7%
Statewide Totals	152,196.00	100.0% <sup>a</sup>	26,760	100.0%	17.6% <sup>b</sup>
<sup>a</sup> Percentages do not sum exactly 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.

Exit Survey Results  
by Age Group

The top two reasons reported for leaving state employment were:

Respondents Age 16 to 29

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

Respondents Age 30 to 39

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

Respondents Age 40 to 49

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

Respondents Age 50 to 59

- Retirement.
- Better pay/benefits.

Respondents Age 60 to 69

- Retirement.
- Health.

Respondents Age 70 or Older

- Retirement.
- Health and Issues with manager/employees.

(Both Health and Issues with manager/employees had the same number of responses from respondents age 70 or older.)

Chapter 2-C  
Ethnicity

Exit Survey Results  
by Ethnicity

The top two reasons reported for leaving state employment were:

Black Respondents

- Retirement.
- Better pay/benefits.

White Respondents

- Retirement.
- Better pay/benefits.

Hispanic Respondents

- Retirement.
- Better pay/benefits.

American Indian/Alaskan Native Respondents

- Retirement.
- Poor working conditions/environment.

Asian/Pacific Islander Respondents

- Better pay/benefits.
- Retirement.

Employees within the Black ethnic category had the highest turnover rate (21.0 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 2016					
Ethnic Group	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Black	36,448.00	23.9%	7,638	28.5%	21.0%
White	71,906.00	47.2%	12,100	45.2%	16.8%
Hispanic	39,595.00	26.0%	6,374	23.8%	16.1%
American Indian/ Alaskan Native, Asian/Pacific Islander, and Other	4,247.00	2.8%	648	2.4%	15.3%
Statewide Totals	152,196.00	100.0% <sup>a</sup>	26,760	100.0% <sup>a</sup>	17.6% <sup>b</sup>

<sup>a</sup> Percentages do not sum exactly 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-D  
Employee Type

The turnover rate for classified, regular, part-time employees (30.6 percent) was higher than the turnover rate for classified, regular, full-time employees (17.4 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 2016					
Employee Type	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Classified, Regular, Full-time Employees	150,357.00	98.8%	26,197	97.9%	17.4%
Classified, Regular, Part-time Employees	1,839.00	1.2%	563	2.1%	30.6%
Statewide Totals	152,196.00	100.0%	26,760	100.0%	17.6% <sup>a</sup>

<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-E  
Annual Salary and Salary Schedule

Average Annual Salaries

The average annual salary for a classified, regular, full-time employee in fiscal year 2016 was \$45,365.

The average annual salaries by salary schedule were:

- Salary Schedule A - \$33,875.
- Salary Schedule B - \$54,511.
- Salary Schedule C - \$71,230.

Generally, the lower an employee's salary, the more likely the employee was to leave state employment in fiscal year 2016. As shown in Figure 4 on the next page, employees earning 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 2016, approximately 46.7 percent of state agency employees earned less than \$40,000 annually (see text box for information about average annual salaries).

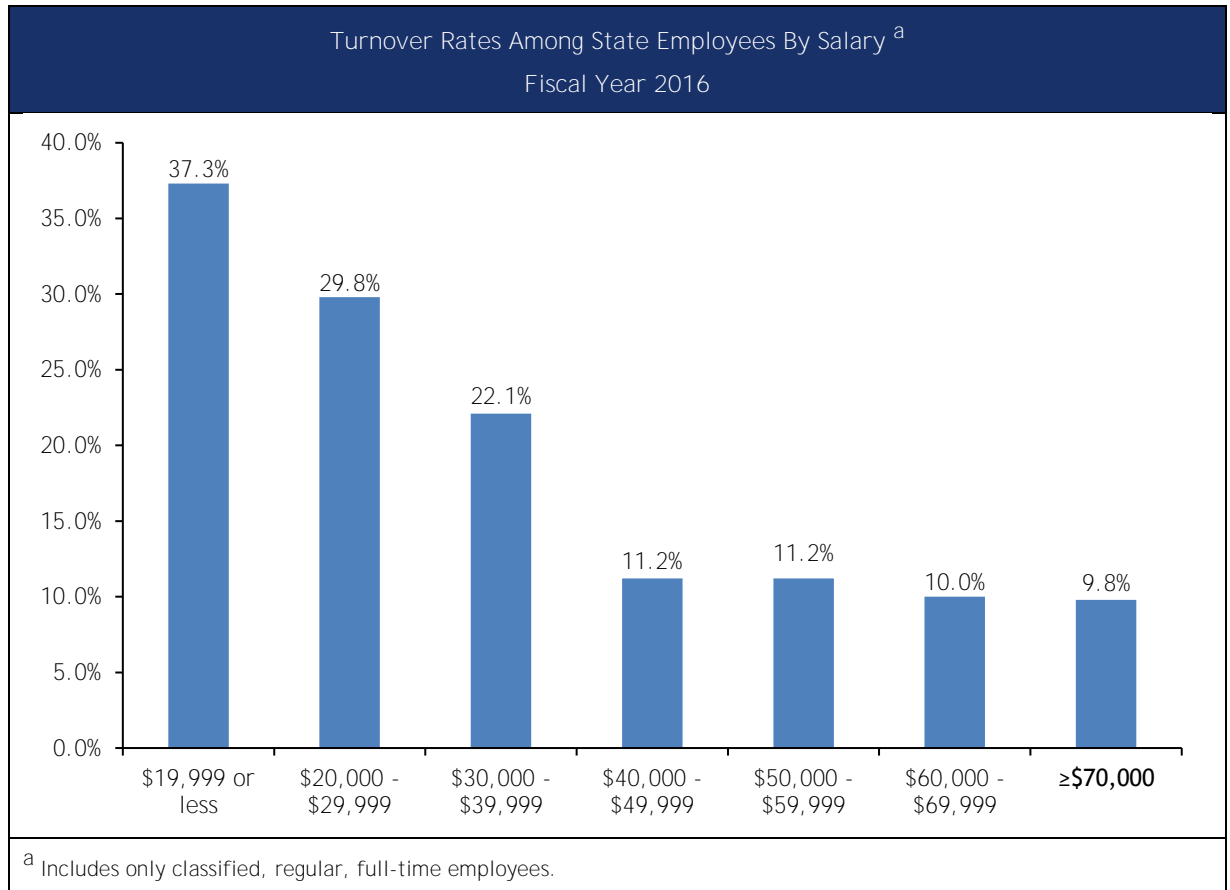
Salary Increases

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, excluding return-to-work retirees.

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



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

**Classified Salary Schedules**

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

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

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

Salary Schedule A, which comprised 47.4 percent of the State's classified workforce, experienced the highest turnover rate (22.6 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 (5.8 percent). Table 9 on the next page lists the turnover rates for the State's three classified salary schedules.

Table 9

Turnover by Salary Schedule for Fiscal Year 2016					
Salary Schedule	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
A	72,094.00	47.4%	16,293	60.9%	22.6%
B	75,123.75	49.4%	10,176	38.0%	13.5%
C	4,978.25	3.3%	291	1.1%	5.8%
Statewide Totals	152,196.00	100.0% <sup>a</sup>	26,760	100.0%	17.6% <sup>b</sup>
<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-F  
 General Appropriations Act Article

**Article II (Health and Human Services) experienced the highest turnover rate among the General Appropriations Act articles, followed by Article V (Public Safety and Criminal Justice). Almost three-fourths (73.3 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 on the next page).**

Health and Human Services (Article II) had the highest turnover rate (21.8 percent) among General Appropriations Act articles. **That article comprised 37.6 percent of the State’s classified workforce; however, it accounted for 46.7 percent of the State’s total separations. Several job classification series with turnover rates that exceeded the statewide turnover rate (17.6 percent) are used primarily by Health and Human Services agencies. Examples include Direct Support Professional (47.4 percent); Psychiatric Nursing Assistant (33.2 percent); Licensed Vocational Nurse (30.7 percent); Child Protective Services Specialist (25.0 percent); and Nurse (24.1 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 (17.6 percent) among General Appropriations Act articles. **That article comprised 35.7 percent of the State’s classified workforce and accounted for 35.7 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 (36.8 percent) and the Correctional Officer (22.8 percent) job classification series.**

Table 10

Turnover by General Appropriations Act Article Fiscal Year 2016					
Article	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
I - General Government	9,610.25	6.3%	1,182	4.4%	12.3%
II - Health and Human Services	57,264.25	37.6%	12,496	46.7%	21.8%
III - Education	2,127.50	1.4%	241	0.9%	11.3%
IV - Judiciary	744.25	0.5%	89	0.3%	12.0%
V - Public Safety and Criminal Justice	54,295.50	35.7%	9,555	35.7%	17.6%
VI - Natural Resources	8,311.75	5.5%	960	3.6%	11.5%
VII - Business and Economic Development	16,241.25	10.7%	1,802	6.7%	11.1%
VIII - Regulatory	3,601.25	2.4%	435	1.6%	12.1%
Statewide Totals	152,196.00	100.0% <sup>a</sup>	26,760	100.0% <sup>a</sup>	17.6% <sup>b</sup>
<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).

Four of the 26 occupational categories in the State's Position Classification Plan had turnover rates of more than 20.0 percent (see text box for information about occupational categories). The Social Services occupational category had the highest turnover rate (25.6 percent), followed by the Custodial occupational category (24.3 percent), the Medical and Health occupational category (22.2 percent), and the Criminal Justice occupational category (21.2 percent). Those four occupational categories combined accounted for approximately one-half (50.6 percent) of the State's classified workforce and 67.3 percent of total separations in fiscal year 2016.

The Social Services occupational category's high turnover rate can be partially attributed to the high turnover rates within the Direct Support Professional (47.4 percent) and Psychiatric Nursing Assistant (33.2 percent) job classification series. Those two job classification series combined accounted for 29.5 percent of employees and 49.5 percent of total separations within the Social Services occupational category.

The Custodial occupational category's high turnover rate can be partially attributed to the high turnover rates within the Food Service Worker (42.8 percent) and Custodian (24.8 percent) job classification series. Those job classification series combined accounted for 42.2 percent of employees and 56.8 percent of total separations within the Custodial occupational category.

The Medical and Health occupational category's high turnover rate can be partially attributed to the high turnover rates within the Licensed Vocational Nurse (30.7 percent) and Nurse (24.1 percent) job classification series. Those job classification series combined accounted for 58.2 percent of employees and 69.1 percent of total separations within the Medical and Health occupational category.

The Criminal Justice occupational category's high turnover rate can be partially attributed to the high turnover rates within the Juvenile Correctional Officer (36.8 percent) and Correctional Officer (22.8 percent) job classification series. Those job classification series combined accounted for 81.6 percent of employees and 90.7 percent of total separations within the Criminal Justice occupational category.

Table 11 lists turnover rates by occupational category.

Table 11

Turnover by Occupational Category Fiscal Year 2016					
Occupational Category	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Accounting, Auditing, and Finance	5,689.25	3.7%	579	2.2%	10.2%
Administrative Support	16,326.00	10.7%	2,343	8.8%	14.4%
Criminal Justice	33,072.25	21.7%	7,007	26.2%	21.2%
Custodial	3,897.00	2.6%	946	3.5%	24.3%
Education	152.00	0.1%	27	0.1%	17.8%
Employment	808.00	0.5%	125	0.5%	15.5%
Engineering and Design	7,559.25	5.0%	882	3.3%	11.7%
Human Resources	1,392.50	0.9%	168	0.6%	12.1%
Information and Communication	819.75	0.5%	92	0.3%	11.2%
Information Technology	4,427.75	2.9%	452	1.7%	10.2%
Inspectors and Investigators	2,892.75	1.9%	326	1.2%	11.3%
Insurance	1,066.25	0.7%	120	0.4%	11.3%
Land Surveying, Appraising, and Utilities	253.75	0.2%	19	0.1%	7.5%
Law Enforcement	4,978.25	3.3%	291	1.1%	5.8%
Legal	3,388.50	2.2%	424	1.6%	12.5%
Library and Records	206.00	0.1%	31	0.1%	15.0%

Turnover by Occupational Category Fiscal Year 2016					
Occupational Category	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Maintenance	4,083.75	2.7%	568	2.1%	13.9%
Medical and Health	5,892.50	3.9%	1,307	4.9%	22.2%
Natural Resources	2,513.50	1.7%	263	1.0%	10.5%
Office Services	157.50	0.1%	15	0.1%	9.5%
Planning, Research, and Statistics	628.50	0.4%	76	0.3%	12.1%
Program Management	13,916.75	9.1%	1,450	5.4%	10.4%
Property Management and Procurement	2,393.00	1.6%	255	1.0%	10.7%
Public Safety	1,271.50	0.8%	210	0.8%	16.5%
Safety	276.75	0.2%	40	0.1%	14.5%
Social Services	34,133.00	22.4%	8,744	32.7%	25.6%
Statewide Totals	152,196.00	100.0% <sup>a</sup>	26,760	100.0% <sup>a</sup>	17.6% <sup>b</sup>
<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-H Turnover by Job Classification Series

### Jobs in High Demand

The Texas Workforce Commission forecasts that registered nurses, bookkeeping, accounting and auditing clerks, food preparation workers, licensed practical and vocation nurses, and lawyers 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 job classification series had the highest turnover rate (47.4 percent) among all job classification series with 100 or more employees. Twenty-six job classification series had turnover rates of 17.6 percent or more during fiscal year 2016 (excluding job classification series with fewer than 100 employees). Table 12 on the next page lists the job classification series (excluding job classification series with fewer than 100 employees) with turnover rates that exceeded 17.6 percent. (See Appendix 4 for turnover rates for all job classification series.)

Table 12

Job Classification Series with Turnover Rates of 17.6 Percent or More During Fiscal Year 2016 (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	6,905.75	4.5%	3,274	12.2%	47.4%
Food Service Worker	716.50	0.5%	307	1.1%	42.8%
Juvenile Correctional Officer	1,403.50	0.9%	517	1.9%	36.8%
Engineering Aide	382.25	0.3%	134	0.5%	35.1%
Psychiatric Nursing Assistant	3,172.75	2.1%	1,052	3.9%	33.2%
Licensed Vocational Nurse	1,135.75	0.7%	349	1.3%	30.7%
Substance Abuse Counselor	110.00	0.1%	30	0.1%	27.3%
Cook	326.00	0.2%	85	0.3%	26.1%
Child Protective Services Specialist	6,066.00	4.0%	1,516	5.7%	25.0%
Custodian	928.75	0.6%	230	0.9%	24.8%
Nurse	2,294.50	1.5%	554	2.1%	24.1%
Trooper Trainee/Probationary Trooper	413.75	0.3%	98	0.4%	23.7%
Health Specialist	257.25	0.2%	60	0.2%	23.3%
Correctional Officer	25,579.00	16.8%	5,839	21.8%	22.8%
Social Worker	219.50	0.1%	50	0.2%	22.8%
Rehabilitation Teacher	106.25	0.1%	24	0.1%	22.6%
Veterans Services Representative	297.00	0.2%	67	0.3%	22.6%
Security Officer	613.00	0.4%	138	0.5%	22.5%
Health Assistant	104.75	0.1%	22	0.1%	21.0%
Vehicle Driver	207.50	0.1%	41	0.2%	19.8%
Texas Works Advisor	6,305.75	4.1%	1,230	4.6%	19.5%
Adult Protective Services Specialist	771.50	0.5%	148	0.6%	19.2%
Teacher Aide	128.00	0.1%	24	0.1%	18.8%
Clerk	4,809.50	3.2%	883	3.3%	18.4%
Resident Specialist	418.50	0.3%	75	0.3%	17.9%
Protective Services Intake Specialist	339.00	0.2%	60	0.2%	17.7%

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

## Turnover by Length of State Service

Employees with fewer than 2 years of state service had the highest turnover rate (37.6 percent). Employees with fewer than 2 years of state service comprised 20.9 percent of the classified workforce; however, they accounted for 44.6 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 2016					
Length of State Service	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Fewer than 2 years	31,733.50	20.9%	11,947	44.6%	37.6%
2 to 4.99 years	27,645.00	18.2%	4,797	17.9%	17.4%
5 to 9.99 years	30,120.75	19.8%	2,955	11.0%	9.8%
10 to 14.99 years	19,205.50	12.6%	1,769	6.6%	9.2%
15 to 19.99 years	17,318.50	11.4%	1,459	5.5%	8.4%
20 to 24.99 years	13,155.00	8.6%	1,513	5.7%	11.5%
25 to 29.99 years	7,478.25	4.9%	1,312	4.9%	17.5%
30 to 34.99 years	3,191.75	2.1%	623	2.3%	19.5%
35 years or more	2,347.75	1.5%	385	1.4%	16.4%
Statewide Totals	152,196.00	100.0%	26,760	100.0% <sup>a</sup>	17.6% <sup>b</sup>
<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 (24.4 percent) among all regions of the state. The Capital region, which has the largest percentage of state employees (26.0 percent), had a turnover rate of 13.1 percent. A total of 75 counties had turnover rates that exceeded the statewide turnover rate of 17.6 percent. (See Appendix 5 for turnover rates for all Texas regions and each county within a region.) Table 14 on the next page lists turnover rates by region.

Table 14

Turnover by Region During Fiscal Year 2016					
Region	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
01 - Alamo	9,822.25	6.5%	2,078	7.8%	21.2%
02 - Capital	39,566.75	26.0%	5,181	19.4%	13.1%
03 - Central Texas	11,245.50	7.4%	2,247	8.4%	20.0%
04 - Coastal Bend	5,873.50	3.9%	1,089	4.1%	18.5%
05 - Gulf Coast	23,005.25	15.1%	3,764	14.1%	16.4%
06 - High Plains	7,655.00	5.0%	1,579	5.9%	20.6%
07 - Metroplex	15,019.25	9.9%	3,114	11.6%	20.7%
08 - Northwest Texas	9,138.75	6.0%	2,011	7.5%	22.0%
09 - South Texas Border	6,536.00	4.3%	819	3.1%	12.5%
10 - Southeast Texas	7,062.75	4.6%	1,604	6.0%	22.7%
11 - Upper East Texas	9,187.00	6.0%	1,642	6.1%	17.9%
12 - Upper Rio Grande	3,665.75	2.4%	551	2.1%	15.0%
13 - West Texas	4,401.00	2.9%	1,074	4.0%	24.4%
14 - Unknown <sup>a</sup>	17.25	0.0%	7	0.0%	40.6%
Statewide Totals	152,196.00	100.0%	26,760	100.0% <sup>b</sup>	17.6% <sup>c</sup>
<p><sup>a</sup> Includes employees who work in Texas, but the work regions are not identified in the Uniform Statewide Payroll/Personnel System and the Standardized Payroll/Personnel Reporting System.</p> <p><sup>b</sup> Percentages do not sum to 100.0 due to rounding.</p> <p><sup>c</sup> The statewide total turnover rate is not the sum of the percentages.</p>					

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



## Turnover by Agency

### Interagency Transfers

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

### Department of Aging and Disability Services

In accordance with Senate Bill 200 (84th Legislature), selected programs and services from the Department of Aging and Disability Services (DADS) were transferred to the Health and Human Services Commission (HHSC), effective September 2016. As a result, DADS' turnover rate, including interagency transfers, increased significantly in fiscal year 2016 (43.9 percent) compared to fiscal year 2015 (32.2 percent). In fiscal year 2016, 2,007 of the 2,238 employees who transferred from DADS to another state agency or higher education institution transferred to HHSC. The remaining programs and services at DADS are scheduled to be transferred to HHSC by September 1, 2017, and DADS will be abolished.

Excluding the interagency transfers to HHSC, DADS' turnover rate for fiscal year 2016 would have been 31.8 percent, which is comparable to its fiscal year 2015 turnover rate.

Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, Standardized Payroll/Personnel Reporting System, and the Department of Aging and Disability Services' Web site.

Excluding the Department of Assistive and Rehabilitative Services<sup>7</sup>, which was abolished as of September 1, 2016, the Department of Aging and Disability Services had the highest turnover rate (43.9 percent) among state agencies with more than 1,000 employees (see text box for more information about the turnover rate at the Department of Aging and Disability Services). The Department of Aging and Disability Services' fiscal year 2015 turnover rate was 32.2 percent. The most common cause for separations at the Department of Aging and Disability Services was voluntary separations (41.3 percent), followed by transfer to another state agency or higher education institution (30.7 percent). The Juvenile Justice Department had the second highest agency turnover rate (29.2 percent) among state agencies, followed by the Department of State Health Services (28.4 percent) and the Department of Family and Protective Services (19.9 percent). Those four agencies accounted for 40.9 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 (7,960 separations). (See Appendix 3 for turnover rates for all state agencies.)

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

- Direct Support Professional (48.7 percent) and Nurse (36.9 percent), which accounted for 48.4 percent of the workforce at the Department of Aging and Disability Services and 51.9 percent of that agency's separations.
- Juvenile Correctional Officer (38.6 percent), which accounted for 54.1 percent of the workforce at the Juvenile Justice Department and 71.4 percent of that agency's separations.
- Psychiatric Nursing Assistant (34.3 percent) and Nurse (28.7 percent), which accounted for 33.3 percent of the workforce at the

<sup>7</sup> The Department of Assistive and Rehabilitative Services had a turnover rate of 112.2 percent among state agencies with more than 1,000 employees. As of September 1, 2016, programs and services previously administered or delivered by the Department of Assistive and Rehabilitative Services were transferred to the Texas Workforce Commission and the Health and Human Services Commission.

Department of State Health Services and 38.7 percent of that agency's separations.

- Child Protective Services Specialist (25.8 percent), which accounted for 48.1 percent of the workforce at the Department of Family and Protective Services and 62.1 percent of that agency's separations.

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

Department of Aging and Disability Services

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

Juvenile Justice Department

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

Department of State Health Services

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

Department of Family and Protective Services

- Poor working conditions/environment.
- Retirement.
- Issues with my supervisor/issues with employees I supervise.

Two categories had the same number of responses from employees leaving the Juvenile Justice Department: poor working conditions/environment and retirement.

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 2016					
Agency	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
538 - Department of Assistive and Rehabilitative Services <sup>a</sup>	2,974.75	2.0%	3,338	9.7%	112.2%
539 - Department of Aging and Disability Services	16,597.75	10.9%	7,290	21.1%	43.9%
644 - Juvenile Justice Department	2,595.00	1.7%	759	2.2%	29.2%
537 - Department of State Health Services	12,506.25	8.2%	3,550	10.3%	28.4%
530 - Department of Family and Protective Services	12,620.50	8.3%	2,517	7.3%	19.9%
529 - Health and Human Services Commission	12,565.00	8.3%	2,488	7.2%	19.8%
696 - Department of Criminal Justice	40,814.00	26.8%	7,960	23.1%	19.5%
320 - Texas Workforce Commission	2,839.75	1.9%	458	1.3%	16.1%
302 - Office of the Attorney General	4,206.75	2.8%	646	1.9%	15.4%
454 - Department of Insurance	1,390.50	0.9%	203	0.6%	14.6%
582 - Commission on Environmental Quality	2,768.25	1.8%	349	1.0%	12.6%
304 - Office of the Comptroller of Public Accounts	2,776.50	1.8%	323	0.9%	11.6%
601 - Department of Transportation	12,070.75	7.9%	1,341	3.9%	11.1%
802 - Parks and Wildlife Department	3,040.75	2.0%	327	0.9%	10.8%
405 - Department of Public Safety	9,611.25	6.3%	951	2.8%	9.9%

<sup>a</sup> As of September 1, 2016, programs and services previously administered or delivered by the Department of Assistive and Rehabilitative Services were transferred to the Texas Workforce Commission and the Health and Human Services Commission.

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

Based on 3,736 employee exit surveys (not including employees from higher education institutions), the top 3 reasons employees reported in exit surveys for voluntarily leaving employment at their state agencies during fiscal year 2016 were:

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

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.

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

Table 16 provides a summary of the reasons that employees reported for leaving employment at their state agencies in fiscal years 2015 and 2016. (See Appendix 7 for additional information about exit survey results.)

Table 16

Reasons Employees Reported in Exit Surveys for Leaving Employment at Their State Agencies Fiscal Years 2015 and 2016				
Reason for Leaving	Fiscal Year 2015		Fiscal Year 2016	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Retirement	995	26.4%	970	26.0%
Better pay/benefits	755	20.0%	721	19.3%
Poor working conditions/environment (for example, safety, work-related stress, and/or workload issues)	465	12.3%	469	12.6%
Issues with my supervisor/issues with the employees I supervise	326	8.6%	308	8.2%
No or little career advancement opportunities	259	6.9%	268	7.2%
Personal or family health	277	7.3%	252	6.7%
Relocation (self, spouse, companion)	197	5.2%	208	5.6%
Enter/return to school	139	3.7%	147	3.9%

Reasons Employees Reported in Exit Surveys for Leaving Employment at Their State Agencies Fiscal Years 2015 and 2016				
Reason for Leaving	Fiscal Year 2015		Fiscal Year 2016	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Child care/elder care issues	82	2.2%	82	2.2%
Inadequate training	38	1.0%	72	1.9%
Location/transportation issues	75	2.0%	66	1.8%
Relationship with co-workers	47	1.2%	58	1.6%
Other	61	1.6%	51	1.4%
Self-employment	35	0.9%	36	1.0%
Inadequate work resources	23	0.6%	28	0.7%
Statewide Totals	3,774	100.0% <sup>a</sup>	3,736	100.0% <sup>a</sup>

<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*

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#### 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.<sup>8</sup>

#### Scope

The scope of this report included classified, regular, full- and part-time employees in state agencies during fiscal year 2016. 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.

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<sup>8</sup> The State Auditor's Office previously reported on each state agency that experienced an employee turnover rate exceeding 17.0 percent during the preceding biennium and conducted a comparative study of salary rates within those agencies, as directed by the 84th Legislature. Agencies with a turnover rate exceeding 17.0 percent in fiscal years 2014 and 2015, excluding agencies with fewer than 50 employees, were reported in *An Annual Report on Classified Employee Turnover for Fiscal Year 2015* (State Auditor's Office Report No. 16-702, December 2015). A comparative study of salary rates was reported in *A Biennial Report on the State's Position Classification Plan for the 2018-2019 Biennium* (State Auditor's Office Report No. 17-701, September 2016).

The analysis for fiscal year 2016 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 3, 2016. 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 2012 through 2015 are the same turnover rates reported in *An Annual Report on Classified Employee Turnover for Fiscal Year 2015* (State Auditor's Office Report No. 16-702, December 2015). 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 2016 through November 2016. 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:

- Kathy-Ann Moe, MBA (Project Manager)
- Judy Millar, CCP (Assistant Project Manager)
- Kendra Campbell, MSIS, PHR, SHRM-CP
- Sharon Schneider, CCP, PHR, SHRM-CP
- Debra Serrins, MA (Information Technology)
- Brianna C. Pierce, CPA (Quality Control Reviewer)

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<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 2016 and dividing that total by four.

- John Young, MPAff (Audit Manager)



## Types of State Employee Separations During Fiscal Years 2012-2016

Table 17 provides a summary of the types of state employee separations for fiscal years 2012 through 2016, including interagency transfers.

Table 17

Types of State Employee Separations Fiscal Years 2012 through 2016										
Reason for Separation	Fiscal Year 2016		Fiscal Year 2015		Fiscal Year 2014		Fiscal Year 2013		Fiscal Year 2012	
	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	15,709	45.6%	15,878	54.1%	15,077	52.2%	15,007	52.6%	14,981	49.3%
Transfer to Another Agency	7,722	22.4%	2,239	7.6%	2,482	8.6%	2,102	7.4%	4,504	14.8%
Retirement	4,390	12.7%	4,613	15.7%	4,742	16.4%	4,870	17.1%	4,416	14.5%
Statewide Voluntary Separations <sup>a</sup>	27,821	80.7%	22,730	77.4%	22,301	77.3%	21,979	77.0%	23,901	78.6%
Dismissal for Cause	3,781	11.0%	3,665	12.5%	3,667	12.7%	3,662	12.8%	3,747	12.3%
Resignation in Lieu of Separation	2,234	6.5%	2,334	7.9%	2,270	7.9%	2,111	7.4%	2,188	7.2%
Reduction in Force	81	0.2%	81	0.3%	170	0.6%	83	0.3%	96	0.3%
Death	232	0.7%	221	0.8%	187	0.6%	226	0.8%	198	0.7%
Termination at Will	333	1.0%	332	1.1%	263	0.9%	471	1.7%	288	0.9%
Statewide Involuntary Separations <sup>a</sup>	6,661	19.3%	6,633	22.6%	6,557	22.7%	6,553	23.0%	6,517	21.4%
Total Separations	34,482	100.0%	29,363	100.0%	28,858	100.0%	28,532	100.0%	30,418	100.0%

<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 2015* (State Auditor's Office Report No. 16-702, December 2015).

## Employee Turnover by State Agency

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

Table 18

Employee Turnover by State Agency Including Interagency Transfers									
Fiscal Year 2016 <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	0	0.0%	21	30.7%	0	0.0%	68.50	21	30.7%
211 - Court of Criminal Appeals	0	0.0%	8	12.9%	1	1.6%	62.25	9	14.5%
212 - Texas Judicial Council Office of Court Administration	3	1.3%	6	2.6%	7	3.1%	227.50	16	7.0%
213 - Office of the State Prosecuting Attorney	0	0.0%	1	33.3%	0	0.0%	3.00	1	33.3%
215 - Office of Capital and Forensic Writs	1	7.4%	2	14.8%	0	0.0%	13.50	3	22.2%
221 - First Court of Appeals District, Houston	0	0.0%	5	13.6%	0	0.0%	36.75	5	13.6%
222 - Second Court of Appeals District, Fort Worth	1	3.1%	3	9.3%	1	3.1%	32.25	5	15.5%
223 - Third Court of Appeals District, Austin	1	3.4%	1	3.4%	1	3.4%	29.75	3	10.1%
224 - Fourth Court of Appeals District, San Antonio	0	0.0%	2	7.3%	1	3.7%	27.25	3	11.0%
225 - Fifth Court of Appeals District, Dallas	0	0.0%	6	10.7%	2	3.6%	56.00	8	14.3%
226 - Sixth Court of Appeals District, Texarkana	0	0.0%	0	0.0%	0	0.0%	12.00	0	0.0%
227 - Seventh Court of Appeals District, Amarillo	0	0.0%	1	6.7%	0	0.0%	15.00	1	6.7%
228 - Eighth Court of Appeals District, El Paso	0	0.0%	1	6.7%	0	0.0%	15.00	1	6.7%
229 - Ninth Court of Appeals District, Beaumont	0	0.0%	1	5.8%	0	0.0%	17.25	1	5.8%
230 - Tenth Court of Appeals District, Waco	0	0.0%	0	0.0%	1	7.7%	13.00	1	7.7%
231 - Eleventh Court of Appeals District, Eastland	0	0.0%	5	29.9%	0	0.0%	16.75	5	29.9%

Employee Turnover by State Agency Including Interagency Transfers

Fiscal Year 2016 <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
232 - Twelfth Court of Appeals District, Tyler	1	8.0%	1	8.0%	0	0.0%	12.50	2	16.0%
233 - Thirteenth Court of Appeals District, Corpus Christi-Edinburg	1	3.8%	1	3.8%	1	3.8%	26.00	3	11.5%
234 - Fourteenth Court of Appeals District, Houston	0	0.0%	9	24.5%	0	0.0%	36.75	9	24.5%
242 - State Commission on Judicial Conduct	0	0.0%	1	7.8%	0	0.0%	12.75	1	7.8%
243 - State Law Library	0	0.0%	4	38.1%	0	0.0%	10.50	4	38.1%
300 - Trusteed Programs within the Office of the Governor	0	0.0%	19	16.6%	2	1.8%	114.25	21	18.4%
301 - Office of the Governor	3	2.0%	25	16.6%	4	2.7%	150.75	32	21.2%
302 - Office of the Attorney General	33	0.8%	508	12.1%	105	2.5%	4,206.75	646	15.4%
303 - Facilities Commission	11	3.2%	27	7.9%	9	2.6%	342.75	47	13.7%
304 - Office of the Comptroller of Public Accounts	62	2.2%	169	6.1%	92	3.3%	2,776.50	323	11.6%
305 - General Land Office	43	7.1%	47	7.7%	36	5.9%	606.75	126	20.8%
306 - Library and Archives Commission	2	1.2%	18	10.9%	6	3.6%	164.75	26	15.8%
307 - Office of the Secretary of State	4	2.1%	23	12.3%	7	3.7%	187.50	34	18.1%
312 - State Securities Board	3	3.3%	13	14.2%	3	3.3%	91.50	19	20.8%
313 - Department of Information Resources	5	2.5%	23	11.6%	5	2.5%	197.50	33	16.7%
320 - Texas Workforce Commission	58	2.0%	286	10.1%	114	4.0%	2,839.75	458	16.1%
323 - Teacher Retirement System	8	1.3%	44	7.0%	20	3.2%	627.50	72	11.5%
326 - Texas Emergency Services Retirement System	0	0.0%	0	0.0%	0	0.0%	9.50	0	0.0%
327 - Employees Retirement System	4	1.1%	22	6.2%	8	2.3%	354.00	34	9.6%
329 - Real Estate Commission	3	3.0%	12	11.9%	4	4.0%	100.50	19	18.9%
332 - Department of Housing and Community Affairs	3	1.1%	11	3.9%	6	2.1%	283.50	20	7.1%
338 - Pension Review Board	1	7.7%	3	23.1%	1	7.7%	13.00	5	38.5%
347 - Public Finance Authority	0	0.0%	1	8.9%	0	0.0%	11.25	1	8.9%
352 - Bond Review Board	0	0.0%	0	0.0%	0	0.0%	9.00	0	0.0%
356 - Texas Ethics Commission	2	6.5%	7	22.6%	2	6.5%	31.00	11	35.5%
359 - Office of Public Insurance Counsel	0	0.0%	0	0.0%	0	0.0%	10.25	0	0.0%
360 - State Office of Administrative Hearings	3	2.7%	4	3.6%	7	6.3%	110.25	14	12.7%

Employee Turnover by State Agency Including Interagency Transfers

Fiscal Year 2016 <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
362 - Texas Lottery Commission	1	0.3%	17	5.4%	12	3.8%	313.50	30	9.6%
364 - Health Professions Council	0	0.0%	0	0.0%	0	0.0%	7.00	0	0.0%
401 - Military Department	28	5.1%	85	15.4%	17	3.1%	553.25	130	23.5%
403 - Veterans Commission	6	1.5%	77	18.8%	16	3.9%	410.25	99	24.1%
405 - Department of Public Safety	79	0.8%	640	6.7%	232	2.4%	9,611.25	951	9.9%
407 - Texas Commission on Law Enforcement	2	4.2%	1	2.1%	1	2.1%	48.00	4	8.3%
409 - Commission on Jail Standards	0	0.0%	2	12.9%	0	0.0%	15.50	2	12.9%
411 - Commission on Fire Protection	0	0.0%	1	3.4%	1	3.4%	29.75	2	6.7%
448 - Office of Injured Employee Counsel	6	3.5%	21	12.3%	15	8.8%	171.00	42	24.6%
450 - Department of Savings and Mortgage Lending	1	1.9%	10	18.8%	2	3.8%	53.25	13	24.4%
451 - Department of Banking	3	1.6%	16	8.5%	3	1.6%	188.50	22	11.7%
452 - Department of Licensing and Regulation	5	1.2%	19	4.6%	13	3.1%	415.75	37	8.9%
454 - Department of Insurance	25	1.8%	117	8.4%	61	4.4%	1,390.50	203	14.6%
455 - Railroad Commission	8	1.1%	63	8.6%	38	5.2%	733.50	109	14.9%
456 - State Board of Plumbing Examiners	3	10.9%	3	10.9%	2	7.3%	27.50	8	29.1%
457 - Board of Public Accountancy	0	0.0%	4	9.8%	2	4.9%	41.00	6	14.6%
458 - Alcoholic Beverage Commission	6	1.0%	37	5.9%	17	2.7%	628.75	60	9.5%
459 - Board of Architectural Examiners	0	0.0%	0	0.0%	0	0.0%	18.00	0	0.0%
460 - Board of Professional Engineers	0	0.0%	1	3.3%	1	3.3%	30.00	2	6.7%
464 - Board of Professional Land Surveying	0	0.0%	0	0.0%	0	0.0%	6.00	0	0.0%
466 - Office of Consumer Credit Commissioner	4	4.6%	9	10.3%	3	3.4%	87.25	16	18.3%
469 - Credit Union Department	0	0.0%	4	14.7%	2	7.3%	27.25	6	22.0%
473 - Public Utility Commission of Texas	0	0.0%	18	9.2%	7	3.6%	195.00	25	12.8%
475 - Office of Public Utility Counsel	0	0.0%	3	17.9%	2	11.9%	16.75	5	29.9%
476 - Racing Commission	5	9.1%	7	12.8%	7	12.8%	54.75	19	34.7%
477 - Commission on State Emergency Communications	1	4.0%	4	16.0%	0	0.0%	25.00	5	20.0%
479 - State Office of Risk Management	2	1.7%	20	16.9%	0	0.0%	118.25	22	18.6%
481 - Board of Professional Geoscientists	0	0.0%	1	16.0%	0	0.0%	6.25	1	16.0%
503 - Texas Medical Board	4	2.0%	28	13.8%	2	1.0%	202.50	34	16.8%

Employee Turnover by State Agency Including Interagency Transfers

Fiscal Year 2016 <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
504 - State Board of Dental Examiners	0	0.0%	18	32.1%	1	1.8%	56.00	19	33.9%
507 - Board of Nursing	1	0.9%	19	16.3%	4	3.4%	116.75	24	20.6%
508 - Board of Chiropractic Examiners	0	0.0%	3	22.6%	2	15.1%	13.25	5	37.7%
512 - Board of Podiatric Medical Examiners	0	0.0%	0	0.0%	0	0.0%	3.00	0	0.0%
513 - Funeral Service Commission	0	0.0%	1	8.9%	0	0.0%	11.25	1	8.9%
514 - Optometry Board	0	0.0%	0	0.0%	0	0.0%	6.50	0	0.0%
515 - Board of Pharmacy	1	1.1%	9	9.9%	2	2.2%	91.25	12	13.2%
520 - Board of Examiners of Psychologists	1	7.7%	0	0.0%	1	7.7%	13.00	2	15.4%
529 - Health and Human Services Commission	346	2.8%	1,757	14.0%	385	3.1%	12,565.00	2,488	19.8%
530 - Department of Family and Protective Services	258	2.0%	2,036	16.1%	223	1.8%	12,620.50	2,517	19.9%
533 - Executive Council of Physical and Occupational Therapy Examiners	0	0.0%	1	5.1%	1	5.1%	19.75	2	10.1%
537 - Department of State Health Services	642	5.1%	2,513	20.1%	395	3.2%	12,506.25	3,550	28.4%
538 - Department of Assistive and Rehabilitative Services <sup>b</sup>	34	1.1%	3,162	106.3%	142	4.8%	2,974.75	3,338	112.2%
539 - Department of Aging and Disability Services	1,722	10.4%	5,247	31.6%	321	1.9%	16,597.75	7,290	43.9%
542 - Cancer Prevention and Research Institute of Texas	0	0.0%	4	14.0%	0	0.0%	28.50	4	14.0%
551 - Department of Agriculture	12	1.9%	91	14.3%	15	2.4%	637.25	118	18.5%
554 - Animal Health Commission	5	3.0%	14	8.4%	3	1.8%	167.25	22	13.2%
578 - Board of Veterinary Medical Examiners	2	10.1%	7	35.4%	0	0.0%	19.75	9	45.6%
580 - Water Development Board	7	2.4%	33	11.5%	9	3.1%	286.25	49	17.1%
582 - Commission on Environmental Quality	34	1.2%	214	7.7%	101	3.6%	2,768.25	349	12.6%
592 - Soil and Water Conservation Board	0	0.0%	1	1.4%	0	0.0%	71.75	1	1.4%
601 - Department of Transportation	206	1.7%	640	5.3%	495	4.1%	12,070.75	1,341	11.1%
608 - Department of Motor Vehicles	11	1.5%	75	10.2%	19	2.6%	733.75	105	14.3%
644 - Juvenile Justice Department	188	7.2%	511	19.7%	60	2.3%	2,595.00	759	29.2%
696 - Department of Criminal Justice	2,656	6.5%	4,154	10.2%	1,150	2.8%	40,814.00	7,960	19.5%
701 - Texas Education Agency	13	1.6%	75	9.0%	23	2.8%	829.00	111	13.4%

Employee Turnover by State Agency Including Interagency Transfers

Fiscal Year 2016 <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
771 - School for the Blind and Visually Impaired	3	0.9%	31	9.5%	5	1.5%	325.50	39	12.0%
772 - School for the Deaf	6	1.7%	37	10.7%	10	2.9%	345.50	53	15.3%
802 - Parks and Wildlife Department	59	1.9%	159	5.2%	109	3.6%	3,040.75	327	10.8%
808 - Historical Commission	2	0.9%	30	13.6%	6	2.7%	220.50	38	17.2%
809 - Preservation Board	6	2.8%	40	18.8%	5	2.3%	213.25	51	23.9%
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	1	7.7%	0	0.0%	1	7.7%	13.00	2	15.4%
Statewide Totals <sup>c</sup>	6,661	4.4%	23,431	15.4%	4,390	2.9%	152,196.00	34,482	22.7%

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

<sup>b</sup> As of September 1, 2016, programs and services previously administered or delivered by the Department of Assistive and Rehabilitative Services were transferred to the Texas Workforce Commission and the Health and Human Services Commission.

<sup>c</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 19 provides a summary of turnover by job classification series. Job classification series that had no employees in fiscal year 2016 were excluded from this table.

Table 19

Turnover by Job Classification Series and Occupational Category						
Fiscal Year 2016						
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	1,605.25	1.1%	145	0.5%	9.0%
	Accounting Technician	194.75	0.1%	26	0.1%	13.4%
	Accounts Examiner	733.75	0.5%	75	0.3%	10.2%
	Appropriations Control Officer	80.25	0.1%	18	0.1%	22.4%
	Auditor	701.75	0.5%	88	0.3%	12.5%
	Budget Analyst	431.50	0.3%	35	0.1%	8.1%
	Chief Trader	4.00	0.0%	0	0.0%	0.0%
	Financial Analyst	213.00	0.1%	19	0.1%	8.9%
	Financial Examiner	392.75	0.3%	53	0.2%	13.5%
	Independent Audit Reviewer	4.00	0.0%	1	0.0%	25.0%
	Investment Analyst	70.00	0.0%	6	0.0%	8.6%
	Loan Specialist	31.75	0.0%	3	0.0%	9.4%
	Portfolio Manager	112.25	0.1%	7	0.0%	6.2%
	Reimbursement Officer	82.50	0.1%	4	0.0%	4.8%
	Tax Analyst	26.75	0.0%	1	0.0%	3.7%
	Tax Auditor	502.25	0.3%	36	0.1%	7.2%
	Tax Auditor Manager	22.50	0.0%	2	0.0%	8.9%
	Tax Auditor Supervisor/Manager	34.00	0.0%	1	0.0%	2.9%
	Taxpayer Compliance Officer	441.25	0.3%	59	0.2%	13.4%
	Trader	5.00	0.0%	0	0.0%	0.0%
Totals for Accounting, Auditing, and Finance		5,689.25	3.7%	579	2.2%	10.2% <sup>b</sup>
Administrative Support	Administrative Assistant	7,406.50	4.9%	928	3.5%	12.5%
	Clerk	4,809.50	3.2%	883	3.3%	18.4%
	Customer Service Representative	3,098.50	2.0%	437	1.6%	14.1%
	Executive Assistant	565.00	0.4%	50	0.2%	8.8%
	License and Permit Specialist	366.25	0.2%	31	0.1%	8.5%
	Receptionist	80.25	0.1%	14	0.1%	17.4%
Totals for Administrative Support		16,326.00	10.7%	2,343	8.8%	14.4% <sup>b</sup>

Turnover by Job Classification Series and Occupational Category  
Fiscal Year 2016

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
Criminal Justice	Agriculture Specialist	103.00	0.1%	16	0.1%	15.5%
	Assistant Warden/Warden	183.25	0.1%	24	0.1%	13.1%
	Correctional Officer	25,579.00	16.8%	5,839	21.8%	22.8%
	Correctional Transportation Officer	0.75	0.0%	2	0.0%	266.7%
	Counsel Substitute	99.25	0.1%	5	0.0%	5.0%
	Dorm Supervisor	29.00	0.0%	1	0.0%	3.4%
	Halfway House Assistant Superintendent/Superintendent	15.00	0.0%	1	0.0%	6.7%
	Industrial Specialist	299.00	0.2%	31	0.1%	10.4%
	Juvenile Correctional Officer	1,403.50	0.9%	517	1.9%	36.8%
	Juvenile Correctional Officer Supervisor	89.25	0.1%	13	0.0%	14.6%
	Parole Officer	2,176.00	1.4%	274	1.0%	12.6%
	Senior Correctional Officer	3,085.25	2.0%	282	1.1%	9.1%
	Youth Facility Assistant Superintendent/Superintendent	10.00	0.0%	2	0.0%	20.0%
	Totals for Criminal Justice		33,072.25	21.7%	7,007	26.2%
Custodial	Barber/Cosmetologist	17.25	0.0%	5	0.0%	29.0%
	Cook	326.00	0.2%	85	0.3%	26.1%
	Custodial Manager	64.25	0.0%	12	0.0%	18.7%
	Custodian	928.75	0.6%	230	0.9%	24.8%
	Food Service Manager	953.00	0.6%	163	0.6%	17.1%
	Food Service Worker	716.50	0.5%	307	1.1%	42.8%
	Groundskeeper	93.75	0.1%	31	0.1%	33.1%
	Laundry Manager	698.25	0.5%	75	0.3%	10.7%
	Laundry/Sewing Room Worker	99.25	0.1%	38	0.1%	38.3%
Totals for Custodial		3,897.00	2.6%	946	3.5%	24.3% <sup>b</sup>
Education	Education Specialist	24.00	0.0%	3	0.0%	12.5%
	Teacher Aide	128.00	0.1%	24	0.1%	18.8%
Totals for Education		152.00	0.1%	27	0.1%	17.8% <sup>b</sup>
Employment	Unemployment Insurance Claims Examiner	213.00	0.1%	26	0.1%	12.2%
	Unemployment Insurance Specialist	62.75	0.0%	7	0.0%	11.2%
	Workforce Development Specialist	532.25	0.3%	92	0.3%	17.3%
Totals for Employment		808.00	0.5%	125	0.5%	15.5% <sup>b</sup>



Turnover by Job Classification Series and Occupational Category  
Fiscal Year 2016

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
Engineering and Design	Architect	72.00	0.0%	7	0.0%	9.7%
	Creative Media Designer	56.25	0.0%	6	0.0%	10.7%
	District Engineer	25.25	0.0%	6	0.0%	23.8%
	Drafting Technician	11.50	0.0%	0	0.0%	0.0%
	Engineer	873.00	0.6%	70	0.3%	8.0%
	Engineering Aide	382.25	0.3%	134	0.5%	35.1%
	Engineering Specialist	2,358.00	1.5%	241	0.9%	10.2%
	Engineering Technician	3,773.50	2.5%	417	1.6%	11.1%
	Project Design Assistant	7.50	0.0%	1	0.0%	13.3%
Totals for Engineering and Design		7,559.25	5.0%	882	3.3%	11.7% <sup>b</sup>
Human Resources	Human Resources Assistant/Specialist	700.25	0.5%	79	0.3%	11.3%
	Training Assistant/Specialist	692.25	0.5%	89	0.3%	12.9%
Totals for Human Resources		1,392.50	0.9%	168	0.6%	12.1% <sup>b</sup>
Information and Communication	Editor	14.00	0.0%	1	0.0%	7.1%
	Government Relations Specialist	88.25	0.1%	5	0.0%	5.7%
	Governor's Advisor	21.00	0.0%	2	0.0%	9.5%
	Information Specialist	424.50	0.3%	52	0.2%	12.2%
	Management Analyst	144.50	0.1%	18	0.1%	12.5%
	Marketing Specialist	63.25	0.0%	10	0.0%	15.8%
	Multimedia Technician	18.25	0.0%	0	0.0%	0.0%
	Privacy Analyst	0.75	0.0%	0	0.0%	0.0%
	Technical Writer	45.25	0.0%	4	0.0%	8.8%
Totals for Information and Communication		819.75	0.5%	92	0.3%	11.2% <sup>b</sup>
Information Technology	Business Analyst	44.00	0.0%	3	0.0%	6.8%
	Business Continuity Coordinator	15.25	0.0%	0	0.0%	0.0%
	Chief Cybersecurity Officer	1.00	0.0%	0	0.0%	0.0%
	Chief Information Security Officer	3.75	0.0%	0	0.0%	0.0%
	Computer Operations Specialist	35.75	0.0%	5	0.0%	14.0%
	Computer Operator Technician	12.00	0.0%	0	0.0%	0.0%
	Cybersecurity Analyst	10.25	0.0%	0	0.0%	0.0%
	Data Base Administrator	130.75	0.1%	13	0.0%	9.9%
	Data Entry Operator	92.25	0.1%	18	0.1%	19.5%
	Geographic Information Specialist	60.50	0.0%	7	0.0%	11.6%
	Information Technology Auditor	31.25	0.0%	4	0.0%	12.8%

Turnover by Job Classification Series and Occupational Category  
Fiscal Year 2016

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
	Information Technology Security Analyst	97.25	0.1%	15	0.1%	15.4%
	Network Specialist	549.25	0.4%	52	0.2%	9.5%
	Programmer	582.75	0.4%	56	0.2%	9.6%
	Systems Administrator	25.00	0.0%	2	0.0%	8.0%
	Systems Analyst	1,994.75	1.3%	208	0.8%	10.4%
	Systems Support Specialist	496.25	0.3%	49	0.2%	9.9%
	Telecommunications Specialist	139.75	0.1%	11	0.0%	7.9%
	Web Administrator	106.00	0.1%	9	0.0%	8.5%
Totals for Information Technology		4,427.75	2.9%	452	1.7%	10.2% <sup>b</sup>
Inspectors and Investigators	Boiler Inspector	17.00	0.0%	1	0.0%	5.9%
	Inspector	1,379.50	0.9%	145	0.5%	10.5%
	Investigator	1,496.25	1.0%	180	0.7%	12.0%
Totals for Inspectors and Investigators		2,892.75	1.9%	326	1.2%	11.3% <sup>b</sup>
Insurance	Actuary	51.75	0.0%	10	0.0%	19.3%
	Claims Assistant and Claims Examiner	609.75	0.4%	75	0.3%	12.3%
	Insurance Specialist	187.75	0.1%	13	0.0%	6.9%
	Insurance Technician	1.00	0.0%	0	0.0%	0.0%
	Retirement Systems Benefits Specialist	216.00	0.1%	22	0.1%	10.2%
Totals for Insurance		1,066.25	0.7%	120	0.4%	11.3% <sup>b</sup>
Land Surveying, Appraising, and Utilities	Appraiser	74.50	0.0%	6	0.0%	8.1%
	Land Surveyor	25.00	0.0%	0	0.0%	0.0%
	Right of Way Agent	140.00	0.1%	12	0.0%	8.6%
	Utility Specialist	14.25	0.0%	1	0.0%	7.0%
Totals for Land Surveying, Appraising, and Utilities		253.75	0.2%	19	0.1%	7.5% <sup>b</sup>
Law Enforcement	Agent	168.25	0.1%	5	0.0%	3.0%
	Agent Trainee	18.75	0.0%	2	0.0%	10.7%
	Captain, Texas Attorney General's Office	18.25	0.0%	2	0.0%	11.0%
	Commander, Public Safety	3.00	0.0%	0	0.0%	0.0%
	Corporal, Public Safety	206.00	0.1%	6	0.0%	2.9%
	Game Warden	393.25	0.3%	24	0.1%	6.1%
	Game Warden-Assistant Commander/Commander	6.50	0.0%	1	0.0%	15.4%

Turnover by Job Classification Series and Occupational Category  
Fiscal Year 2016

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
	Game Warden-Sergeant/Lieutenant/Captain/Major	92.00	0.1%	6	0.0%	6.5%
	Internal Affairs (Supervisor/Manager/Admin./Dir.)	23.00	0.0%	1	0.0%	4.3%
	Internal Affairs Investigator	115.50	0.1%	6	0.0%	5.2%
	Lieutenant, Texas Attorney General's Office	24.25	0.0%	0	0.0%	0.0%
	Major, Texas Attorney General's Office	4.00	0.0%	0	0.0%	0.0%
	Pilot Investigator	47.75	0.0%	5	0.0%	10.5%
	Sergeant, Texas Attorney General's Office	115.25	0.1%	6	0.0%	5.2%
	Sergeant/Lieutenant/Captain/Major, Alcohol Bev.	53.00	0.0%	2	0.0%	3.8%
	Sergeant/Lieutenant/Captain/Major, Public Safety	1,379.50	0.9%	65	0.2%	4.7%
	Trainee/Probationary Game Warden	47.25	0.0%	5	0.0%	10.6%
	Trooper	1,849.00	1.2%	57	0.2%	3.1%
	Trooper Trainee/Probationary Trooper	413.75	0.3%	98	0.4%	23.7%
<b>Totals for Law Enforcement</b>		<b>4,978.25</b>	<b>3.3%</b>	<b>291</b>	<b>1.1%</b>	<b>5.8% <sup>b</sup></b>
Legal	Administrative Law Judge	113.25	0.1%	12	0.0%	10.6%
	Assistant Attorney General	739.00	0.5%	77	0.3%	10.4%
	Associate Judge	62.25	0.0%	2	0.0%	3.2%
	Attorney	1,122.25	0.7%	106	0.4%	9.4%
	Benefit Review Officer	30.75	0.0%	4	0.0%	13.0%
	Chief Deputy Clerk	10.50	0.0%	0	0.0%	0.0%
	Clerk of the Court	15.00	0.0%	0	0.0%	0.0%
	Court Coordinator	65.25	0.0%	5	0.0%	7.7%
	Court Law Clerk	49.50	0.0%	41	0.2%	82.8%
	Deputy Clerk	70.25	0.0%	5	0.0%	7.1%
	General Counsel	171.00	0.1%	14	0.1%	8.2%
	Hearings Officer	123.25	0.1%	15	0.1%	12.2%
	Hearings Reporter	4.00	0.0%	0	0.0%	0.0%
	Law Clerk	24.50	0.0%	55	0.2%	224.5%
	Legal Assistant	445.25	0.3%	47	0.2%	10.6%
	Legal Secretary	200.50	0.1%	21	0.1%	10.5%

Turnover by Job Classification Series and Occupational Category  
Fiscal Year 2016

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
	Ombudsman	142.00	0.1%	20	0.1%	14.1%
	Totals for Legal	3,388.50	2.2%	424	1.6%	12.5% <sup>b</sup>
Library and Records	Archaeologist	23.75	0.0%	0	0.0%	0.0%
	Archivist	17.75	0.0%	1	0.0%	5.6%
	Curator	11.75	0.0%	1	0.0%	8.5%
	Exhibit Technician	7.50	0.0%	3	0.0%	40.0%
	Historian	7.50	0.0%	5	0.0%	66.7%
	Librarian	113.75	0.1%	13	0.0%	11.4%
	Library Assistant	24.00	0.0%	8	0.0%	33.3%
	Totals for Library and Records	206.00	0.1%	31	0.1%	15.0% <sup>b</sup>
Maintenance	Air Conditioning and Boiler Operator	42.50	0.0%	8	0.0%	18.8%
	Aircraft Mechanic	15.00	0.0%	1	0.0%	6.7%
	Aircraft Pilot	9.25	0.0%	0	0.0%	0.0%
	Electrician	69.00	0.0%	7	0.0%	10.1%
	Electronics Technician	54.25	0.0%	6	0.0%	11.1%
	Equipment Maintenance Technician	10.00	0.0%	5	0.0%	50.0%
	Equipment Operator	430.50	0.3%	50	0.2%	11.6%
	Ferryboat Specialist	55.00	0.0%	7	0.0%	12.7%
	HVAC Mechanic	95.50	0.1%	17	0.1%	17.8%
	Machinist	4.75	0.0%	2	0.0%	42.1%
	Maintenance Assistant	32.50	0.0%	5	0.0%	15.4%
	Maintenance Specialist	1,095.75	0.7%	163	0.6%	14.9%
	Maintenance Supervisor	988.00	0.6%	157	0.6%	15.9%
	Motor Vehicle Technician	305.75	0.2%	48	0.2%	15.7%
	Radio Communications Technician	27.00	0.0%	4	0.0%	14.8%
	Transportation Maintenance Specialist	641.50	0.4%	47	0.2%	7.3%
	Vehicle Driver	207.50	0.1%	41	0.2%	19.8%
	Totals for Maintenance	4,083.75	2.7%	568	2.1%	13.9% <sup>b</sup>
Medical and Health	Advanced Practice Registered Nurse	50.75	0.0%	14	0.1%	27.6%
	Behavior Analyst	71.00	0.0%	14	0.1%	19.7%
	Dental Assistant	23.50	0.0%	6	0.0%	25.5%
	Dental Hygienist	30.75	0.0%	5	0.0%	16.3%
	Dentist	32.50	0.0%	5	0.0%	15.4%
	Dietetic and Nutrition Specialist	79.25	0.1%	9	0.0%	11.4%

Turnover by Job Classification Series and Occupational Category  
Fiscal Year 2016

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
	Dietetic Technician	20.00	0.0%	4	0.0%	20.0%
	Epidemiologist	97.00	0.1%	11	0.0%	11.3%
	Health Assistant	104.75	0.1%	22	0.1%	21.0%
	Health Physicist	75.50	0.0%	4	0.0%	5.3%
	Health Specialist	257.25	0.2%	60	0.2%	23.3%
	Laboratory Technician	60.50	0.0%	11	0.0%	18.2%
	Licensed Vocational Nurse	1,135.75	0.7%	349	1.3%	30.7%
	Medical Research Specialist	7.00	0.0%	1	0.0%	14.3%
	Medical Technician	24.75	0.0%	4	0.0%	16.2%
	Medical Technologist	69.25	0.0%	9	0.0%	13.0%
	Microbiologist	144.25	0.1%	17	0.1%	11.8%
	Nurse	2,294.50	1.5%	554	2.1%	24.1%
	Orthopedic Equipment Technician	40.25	0.0%	6	0.0%	14.9%
	Pharmacist	106.00	0.1%	10	0.0%	9.4%
	Pharmacy Technician	73.75	0.0%	12	0.0%	16.3%
	Physician	100.00	0.1%	13	0.0%	13.0%
	Physician Assistant	7.75	0.0%	2	0.0%	25.8%
	Psychiatrist	135.25	0.1%	23	0.1%	17.0%
	Psychological Associate	4.00	0.0%	0	0.0%	0.0%
	Psychologist	64.25	0.0%	15	0.1%	23.3%
	Public Health and Prevention Specialist	373.00	0.2%	56	0.2%	15.0%
	Public Health Nurse	55.25	0.0%	15	0.1%	27.1%
	Radiological Technologist	14.25	0.0%	1	0.0%	7.0%
	Registered Therapists Assistant/Therapist	299.00	0.2%	45	0.2%	15.1%
	Respiratory Care Practitioner	12.75	0.0%	6	0.0%	47.1%
	Veterinarian	28.75	0.0%	4	0.0%	13.9%
Totals for Medical and Health		5,892.50	3.9%	1,307	4.9%	22.2% <sup>b</sup>
Natural Resources	Chemist	123.00	0.1%	13	0.0%	10.6%
	Earth Science Specialist	0.50	0.0%	0	0.0%	0.0%
	Environmental Protection Specialist	286.50	0.2%	18	0.1%	6.3%
	Fish and Wildlife Technician	184.75	0.1%	19	0.1%	10.3%
	Geoscientist	108.25	0.1%	14	0.1%	12.9%
	Hydrologist	69.50	0.0%	5	0.0%	7.2%
	Natural Resources Specialist	1,286.00	0.8%	152	0.6%	11.8%

Turnover by Job Classification Series and Occupational Category  
Fiscal Year 2016

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
	Park Ranger	211.75	0.1%	19	0.1%	9.0%
	Park Superintendent	98.00	0.1%	8	0.0%	8.2%
	Sanitarian	131.50	0.1%	15	0.1%	11.4%
	Toxicologist	13.75	0.0%	0	0.0%	0.0%
	<b>Totals for Natural Resources</b>	<b>2,513.50</b>	<b>1.7%</b>	<b>263</b>	<b>1.0%</b>	<b>10.5% <sup>b</sup></b>
Office Services	Micrographics Technician	61.75	0.0%	7	0.0%	11.3%
	Photographer	1.25	0.0%	1	0.0%	80.0%
	Printing Services Technician	94.50	0.1%	7	0.0%	7.4%
	<b>Totals for Office Services</b>	<b>157.50</b>	<b>0.1%</b>	<b>15</b>	<b>0.1%</b>	<b>9.5% <sup>b</sup></b>
Planning, Research, and Statistics	Economist	45.50	0.0%	6	0.0%	13.2%
	Planner	213.00	0.1%	29	0.1%	13.6%
	Research and Statistics Technician	20.75	0.0%	2	0.0%	9.6%
	Research Specialist	325.25	0.2%	34	0.1%	10.5%
	Statistician	24.00	0.0%	5	0.0%	20.8%
	<b>Totals for Planning, Research, and Statistics</b>	<b>628.50</b>	<b>0.4%</b>	<b>76</b>	<b>0.3%</b>	<b>12.1% <sup>b</sup></b>
Program Management	Deputy Comptroller	1.00	0.0%	0	0.0%	0.0%
	Deputy Executive Commissioner	2.00	0.0%	1	0.0%	50.0%
	Director	2,200.75	1.4%	275	1.0%	12.5%
	Manager	3,010.00	2.0%	313	1.2%	10.4%
	Portfolio Project Manager	2.50	0.0%	0	0.0%	0.0%
	Program Specialist	6,357.75	4.2%	660	2.5%	10.4%
	Program Supervisor	1,633.25	1.1%	142	0.5%	8.7%
	Project Controller	1.25	0.0%	0	0.0%	0.0%
	Project Management Specialist	1.50	0.0%	0	0.0%	0.0%
	Project Manager	391.50	0.3%	34	0.1%	8.7%
	Staff Services Officer	315.25	0.2%	25	0.1%	7.9%
	<b>Totals for Program Management</b>	<b>13,916.75</b>	<b>9.1%</b>	<b>1,450</b>	<b>5.4%</b>	<b>10.4% <sup>b</sup></b>
Property Management and Procurement	Contract Administration Manager	76.25	0.1%	4	0.0%	5.2%
	Contract Specialist	731.00	0.5%	65	0.2%	8.9%
	Contract Technician	82.50	0.1%	11	0.0%	13.3%
	Fleet Manager	1.00	0.0%	0	0.0%	0.0%
	Grant Coordinator	98.75	0.1%	6	0.0%	6.1%
	Inventory and Store Specialist	786.00	0.5%	100	0.4%	12.7%
	Property Manager	168.25	0.1%	20	0.1%	11.9%

Turnover by Job Classification Series and Occupational Category  
Fiscal Year 2016

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
	Purchaser	449.25	0.3%	49	0.2%	10.9%
Totals for Property Management and Procurement		2,393.00	1.6%	255	1.0%	10.7% <sup>b</sup>
Public Safety	Crime Analyst	35.00	0.0%	6	0.0%	17.1%
	Crime Laboratory Specialist	55.50	0.0%	1	0.0%	1.8%
	Criminal Intelligence Analyst	12.00	0.0%	2	0.0%	16.7%
	DNA Index System Analyst	9.25	0.0%	1	0.0%	10.8%
	Emergency Management Program Coordinator	6.75	0.0%	1	0.0%	14.8%
	Fingerprint Technician	39.25	0.0%	3	0.0%	7.6%
	Forensic Photographer	0.75	0.0%	0	0.0%	0.0%
	Forensic Scientist	282.00	0.2%	27	0.1%	9.6%
	Police Communications Operator	174.25	0.1%	24	0.1%	13.8%
	Public Safety Records Technician	43.75	0.0%	7	0.0%	16.0%
	Security Officer	613.00	0.4%	138	0.5%	22.5%
Totals for Public Safety		1,271.50	0.8%	210	0.8%	16.5% <sup>b</sup>
Safety	Rescue Specialist	30.50	0.0%	6	0.0%	19.7%
	Risk Management Specialist	45.75	0.0%	9	0.0%	19.7%
	Safety Officer	200.50	0.1%	25	0.1%	12.5%
Totals for Safety		276.75	0.2%	40	0.1%	14.5% <sup>b</sup>
Social Services	Adult and Child Care Licensing Specialist	69.25	0.0%	6	0.0%	8.7%
	Adult Protective Services Specialist	771.50	0.5%	148	0.6%	19.2%
	Case Manager	536.25	0.4%	83	0.3%	15.5%
	Chaplain	145.50	0.1%	18	0.1%	12.4%
	Chaplaincy Services Assistant	8.75	0.0%	0	0.0%	0.0%
	Child Protective Services Specialist	6,066.00	4.0%	1,516	5.7%	25.0%
	Child Support Officer	1,306.50	0.9%	178	0.7%	13.6%
	Child Support Technician	404.50	0.3%	58	0.2%	14.3%
	Direct Support Professional	6,905.75	4.5%	3,274	12.2%	47.4%
	Family and Protective Services Supervisor	1,260.00	0.8%	114	0.4%	9.0%
	Family Services Specialist	321.50	0.2%	28	0.1%	8.7%
	Health and Human Services Program Coordinator	54.00	0.0%	7	0.0%	13.0%
	Human Services Specialist	1,502.50	1.0%	202	0.8%	13.4%
Human Services Technician	852.75	0.6%	99	0.4%	11.6%	

Turnover by Job Classification Series and Occupational Category  
Fiscal Year 2016

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
	Interpreter	24.25	0.0%	0	0.0%	0.0%
	Protective Services Intake Specialist	339.00	0.2%	60	0.2%	17.7%
	Psychiatric Nursing Assistant	3,172.75	2.1%	1,052	3.9%	33.2%
	Qualified Intellectual Disability Professional	281.50	0.2%	47	0.2%	16.7%
	Quality Assurance Specialist	276.50	0.2%	16	0.1%	5.8%
	Recreation Program Specialist	13.00	0.0%	1	0.0%	7.7%
	Rehabilitation Teacher	106.25	0.1%	24	0.1%	22.6%
	Rehabilitation Therapy Technician	1,055.75	0.7%	183	0.7%	17.3%
	Resident Specialist	418.50	0.3%	75	0.3%	17.9%
	Social Worker	219.50	0.1%	50	0.2%	22.8%
	Substance Abuse Counselor	110.00	0.1%	30	0.1%	27.3%
	Texas Works Advisor	6,305.75	4.1%	1,230	4.6%	19.5%
	Texas Works Supervisor	543.75	0.4%	57	0.2%	10.5%
	Veterans Services Representative	297.00	0.2%	67	0.3%	22.6%
	Vocational Rehabilitation Counselor	686.50	0.5%	107	0.4%	15.6%
	Volunteer Services Coordinator	78.25	0.1%	14	0.1%	17.9%
Totals for Social Services		34,133.00	22.4%	8,744	32.7%	25.6% <sup>b</sup>
Statewide Totals		152,196.00	100%	26,760	100%	17.6% <sup>c</sup>

<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> The statewide total turnover rate is not the sum of the percentages.

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



## Turnover by Region and County

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

Table 20

Turnover by Region and County Fiscal Year 2016						
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	103.75	0.1%	14	0.1%	13.5%
	Bandera	43.00	0.0%	7	0.0%	16.3%
	Bexar	6,883.50	4.5%	1,449	5.4%	21.1%
	Comal	180.00	0.1%	18	0.1%	10.0%
	Frio	351.50	0.2%	85	0.3%	24.2%
	Gillespie	55.75	0.0%	8	0.0%	14.3%
	Guadalupe	177.25	0.1%	40	0.1%	22.6%
	Karnes	653.75	0.4%	193	0.7%	29.5%
	Kendall	55.50	0.0%	9	0.0%	16.2%
	Kerr	731.75	0.5%	171	0.6%	23.4%
	Medina	514.75	0.3%	75	0.3%	14.6%
	Wilson	71.75	0.0%	9	0.0%	12.5%
Alamo Region Totals		9,822.25	6.5%	2,078	7.8%	21.2% <sup>b</sup>
Capital Region	Bastrop	177.50	0.1%	23	0.1%	13.0%
	Blanco	40.00	0.0%	8	0.0%	20.0%
	Burnet	248.75	0.2%	30	0.1%	12.1%
	Caldwell	72.25	0.0%	9	0.0%	12.5%
	Fayette	61.00	0.0%	4	0.0%	6.6%
	Hays	203.00	0.1%	29	0.1%	14.3%
	Lee	481.25	0.3%	119	0.4%	24.7%
	Llano	26.25	0.0%	3	0.0%	11.4%
	Travis	37,865.75	24.9%	4,887	18.3%	12.9%
	Williamson	391.00	0.3%	69	0.3%	17.6%
Capital Region Totals		39,566.75	26.0%	5,181	19.4%	13.1% <sup>b</sup>
Central Texas Region	Bell	715.75	0.5%	161	0.6%	22.5%
	Bosque	38.00	0.0%	4	0.0%	10.5%
	Brazos	689.75	0.5%	98	0.4%	14.2%
	Burleson	41.00	0.0%	6	0.0%	14.6%
	Coryell	2,740.75	1.8%	489	1.8%	17.8%
	Falls	457.25	0.3%	91	0.3%	19.9%

Turnover by Region and County

Fiscal Year 2016

Region	County	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Freestone	308.25	0.2%	60	0.2%	19.5%
	Grimes	658.00	0.4%	105	0.4%	16.0%
	Hamilton	65.75	0.0%	5	0.0%	7.6%
	Hill	84.25	0.1%	11	0.0%	13.1%
	Lampasas	54.75	0.0%	7	0.0%	12.8%
	Leon	46.75	0.0%	4	0.0%	8.6%
	Limestone	1,554.25	1.0%	387	1.4%	24.9%
	Madison	675.25	0.4%	175	0.7%	25.9%
	McLennan	1,673.75	1.1%	326	1.2%	19.5%
	Milam	47.00	0.0%	8	0.0%	17.0%
	Mills	17.00	0.0%	1	0.0%	5.9%
	Robertson	41.75	0.0%	2	0.0%	4.8%
	San Saba	153.75	0.1%	13	0.0%	8.5%
	Washington	1,182.50	0.8%	294	1.1%	24.9%
Central Texas Region Totals		11,245.50	7.4%	2,247	8.4%	20.0% <sup>b</sup>
Coastal Bend Region	Aransas	90.25	0.1%	10	0.0%	11.1%
	Bee	1,856.50	1.2%	389	1.5%	21.0%
	Brooks	32.50	0.0%	5	0.0%	15.4%
	Calhoun	66.00	0.0%	8	0.0%	12.1%
	Dewitt	419.00	0.3%	53	0.2%	12.6%
	Duval	144.50	0.1%	19	0.1%	13.1%
	Goliad	41.25	0.0%	7	0.0%	17.0%
	Gonzales	62.50	0.0%	5	0.0%	8.0%
	Jackson	24.25	0.0%	2	0.0%	8.2%
	Jim Wells	135.50	0.1%	11	0.0%	8.1%
	Kenedy	1.25	0.0%	0	0.0%	0.0%
	Kleberg	90.75	0.1%	10	0.0%	11.0%
	Lavaca	37.25	0.0%	2	0.0%	5.4%
	Live Oak	28.00	0.0%	2	0.0%	7.1%
	McMullen	34.25	0.0%	3	0.0%	8.8%
	Nueces	2,372.50	1.6%	512	1.9%	21.6%
	Refugio	26.75	0.0%	3	0.0%	11.2%
	San Patricio	149.00	0.1%	19	0.1%	12.8%
	Victoria	261.50	0.2%	29	0.1%	11.1%
Coastal Bend Region Totals		5,873.50	3.9%	1,089	4.1%	18.5% <sup>b</sup>

Turnover by Region and County  
Fiscal Year 2016

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	127.25	0.1%	19	0.1%	14.9%
	Brazoria	2,776.75	1.8%	518	1.9%	18.7%
	Chambers	43.00	0.0%	7	0.0%	16.3%
	Colorado	94.25	0.1%	27	0.1%	28.6%
	Fort Bend	2,696.25	1.8%	496	1.9%	18.4%
	Galveston	1,088.50	0.7%	143	0.5%	13.1%
	Harris	7,805.00	5.1%	1,161	4.3%	14.9%
	Liberty	966.75	0.6%	207	0.8%	21.4%
	Matagorda	89.75	0.1%	12	0.0%	13.4%
	Montgomery	468.25	0.3%	72	0.3%	15.4%
	Walker	6,676.25	4.4%	1,083	4.0%	16.2%
	Waller	73.75	0.0%	9	0.0%	12.2%
	Wharton	99.50	0.1%	10	0.0%	10.1%
Gulf Coast Region Totals		23,005.25	15.1%	3,764	14.1%	16.4% <sup>b</sup>
High Plains Region	Armstrong	15.75	0.0%	2	0.0%	12.7%
	Bailey	16.00	0.0%	6	0.0%	37.5%
	Briscoe	22.00	0.0%	2	0.0%	9.1%
	Carson	36.75	0.0%	4	0.0%	10.9%
	Castro	19.25	0.0%	2	0.0%	10.4%
	Childress	448.50	0.3%	78	0.3%	17.4%
	Cochran	15.25	0.0%	2	0.0%	13.1%
	Collingsworth	12.00	0.0%	1	0.0%	8.3%
	Crosby	18.50	0.0%	2	0.0%	10.8%
	Dallam	220.75	0.1%	48	0.2%	21.7%
	Deaf Smith	49.25	0.0%	8	0.0%	16.2%
	Dickens	13.75	0.0%	3	0.0%	21.8%
	Donley	21.00	0.0%	4	0.0%	19.0%
	Floyd	16.00	0.0%	2	0.0%	12.5%
	Garza	32.75	0.0%	6	0.0%	18.3%
	Gray	419.50	0.3%	101	0.4%	24.1%
	Hale	527.00	0.3%	76	0.3%	14.4%
	Hall	16.00	0.0%	1	0.0%	6.3%
	Hansford	14.25	0.0%	5	0.0%	35.1%
	Hartley	56.50	0.0%	16	0.1%	28.3%
Hemphill	20.00	0.0%	1	0.0%	5.0%	

Turnover by Region and County  
Fiscal Year 2016

Region	County	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Hockley	53.25	0.0%	8	0.0%	15.0%
	Hutchinson	48.75	0.0%	9	0.0%	18.5%
	King	0.75	0.0%	0	0.0%	0.0%
	Lamb	41.00	0.0%	2	0.0%	4.9%
	Lipscomb	8.00	0.0%	0	0.0%	0.0%
	Lubbock	2,730.75	1.8%	613	2.3%	22.4%
	Lynn	15.00	0.0%	2	0.0%	13.3%
	Moore	53.75	0.0%	10	0.0%	18.6%
	Motley	11.00	0.0%	0	0.0%	0.0%
	Ochiltree	18.50	0.0%	1	0.0%	5.4%
	Oldham	21.75	0.0%	6	0.0%	27.6%
	Parmer	17.00	0.0%	1	0.0%	5.9%
	Potter	1,942.25	1.3%	440	1.6%	22.7%
	Randall	304.25	0.2%	65	0.2%	21.4%
	Roberts	0.50	0.0%	1	0.0%	200.0%
	Sherman	13.50	0.0%	5	0.0%	37.0%
	Swisher	147.75	0.1%	18	0.1%	12.2%
	Terry	186.25	0.1%	22	0.1%	11.8%
	Wheeler	20.00	0.0%	3	0.0%	15.0%
	Yoakum	10.25	0.0%	3	0.0%	29.3%
High Plains Region Totals		7,655.00	5.0%	1,579	5.9%	20.6% <sup>b</sup>
Metroplex Region	Collin	522.50	0.3%	76	0.3%	14.5%
	Cooke	458.50	0.3%	185	0.7%	40.3%
	Dallas	4,575.50	3.0%	803	3.0%	17.5%
	Denton	2,380.50	1.6%	867	3.2%	36.4%
	Ellis	221.50	0.1%	37	0.1%	16.7%
	Erath	82.75	0.1%	6	0.0%	7.3%
	Fannin	507.25	0.3%	93	0.3%	18.3%
	Grayson	220.25	0.1%	42	0.2%	19.1%
	Hood	156.75	0.1%	21	0.1%	13.4%
	Hunt	173.00	0.1%	23	0.1%	13.3%
	Johnson	200.00	0.1%	24	0.1%	12.0%
	Kaufman	1,130.50	0.7%	242	0.9%	21.4%
	Navarro	123.25	0.1%	14	0.1%	11.4%
	Palo Pinto	133.75	0.1%	25	0.1%	18.7%

Turnover by Region and County

Fiscal Year 2016

Region	County	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Parker	165.50	0.1%	19	0.1%	11.5%
	Rockwall	43.75	0.0%	3	0.0%	6.9%
	Somervell	37.50	0.0%	5	0.0%	13.3%
	Tarrant	3,765.00	2.5%	616	2.3%	16.4%
	Wise	121.50	0.1%	13	0.0%	10.7%
Metroplex Region Totals		15,019.25	9.9%	3,114	11.6%	20.7% <sup>b</sup>
Northwest Texas Region	Archer	21.75	0.0%	2	0.0%	9.2%
	Baylor	23.75	0.0%	1	0.0%	4.2%
	Brown	803.25	0.5%	126	0.5%	15.7%
	Callahan	23.25	0.0%	0	0.0%	0.0%
	Clay	28.50	0.0%	2	0.0%	7.0%
	Coleman	20.25	0.0%	2	0.0%	9.9%
	Comanche	18.50	0.0%	1	0.0%	5.4%
	Cottle	22.00	0.0%	3	0.0%	13.6%
	Eastland	84.75	0.1%	14	0.1%	16.5%
	Fisher	15.50	0.0%	3	0.0%	19.4%
	Foard	10.50	0.0%	0	0.0%	0.0%
	Hardeman	21.00	0.0%	0	0.0%	0.0%
	Haskell	33.50	0.0%	4	0.0%	11.9%
	Jack	22.25	0.0%	3	0.0%	13.5%
	Jones	608.75	0.4%	115	0.4%	18.9%
	Kent	10.25	0.0%	4	0.0%	39.0%
	Knox	17.75	0.0%	3	0.0%	16.9%
	Mitchell	436.00	0.3%	103	0.4%	23.6%
	Montague	54.00	0.0%	6	0.0%	11.1%
	Nolan	51.75	0.0%	11	0.0%	21.3%
	Runnels	34.50	0.0%	6	0.0%	17.4%
	Scurry	345.25	0.2%	68	0.3%	19.7%
	Shackelford	13.00	0.0%	0	0.0%	0.0%
	Stephens	173.50	0.1%	10	0.0%	5.8%
Stonewall	11.75	0.0%	2	0.0%	17.0%	
Taylor	2,596.75	1.7%	761	2.8%	29.3%	
Throckmorton	11.75	0.0%	1	0.0%	8.5%	
Wichita	2,323.00	1.5%	475	1.8%	20.4%	

Turnover by Region and County  
Fiscal Year 2016

Region	County	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Wilbarger	1,241.00	0.8%	281	1.1%	22.6%
	Young	61.00	0.0%	4	0.0%	6.6%
Northwest Texas Region Totals		9,138.75	6.0%	2,011	7.5%	22.0% <sup>b</sup>
South Texas Border Region	Cameron	1,656.00	1.1%	284	1.1%	17.1%
	Dimmit	35.75	0.0%	4	0.0%	11.2%
	Edwards	12.75	0.0%	0	0.0%	0.0%
	Hidalgo	3,003.50	2.0%	345	1.3%	11.5%
	Jim Hogg	32.25	0.0%	4	0.0%	12.4%
	Kinney	23.25	0.0%	5	0.0%	21.5%
	La Salle	144.25	0.1%	20	0.1%	13.9%
	Maverick	144.50	0.1%	15	0.1%	10.4%
	Real	12.50	0.0%	1	0.0%	8.0%
	Starr	265.75	0.2%	32	0.1%	12.0%
	Uvalde	127.75	0.1%	12	0.0%	9.4%
	Val Verde	153.50	0.1%	13	0.0%	8.5%
	Webb	799.25	0.5%	70	0.3%	8.8%
	Willacy	56.75	0.0%	2	0.0%	3.5%
	Zapata	21.00	0.0%	2	0.0%	9.5%
	Zavala	47.25	0.0%	10	0.0%	21.2%
South Texas Border Region Totals		6,536.00	4.3%	819	3.1%	12.5% <sup>b</sup>
Southeast Texas Region	Angelina	1,738.00	1.1%	500	1.9%	28.8%
	Hardin	62.50	0.0%	5	0.0%	8.0%
	Houston	760.25	0.5%	167	0.6%	22.0%
	Jasper	273.50	0.2%	33	0.1%	12.1%
	Jefferson	2,139.25	1.4%	400	1.5%	18.7%
	Nacogdoches	230.75	0.2%	25	0.1%	10.8%
	Newton	22.25	0.0%	4	0.0%	18.0%
	Orange	121.00	0.1%	19	0.1%	15.7%
	Polk	889.00	0.6%	259	1.0%	29.1%
	Sabine	29.50	0.0%	4	0.0%	13.6%
	San Augustine	19.00	0.0%	3	0.0%	15.8%
	San Jacinto	41.75	0.0%	5	0.0%	12.0%
	Shelby	57.50	0.0%	7	0.0%	12.2%

Turnover by Region and County  
Fiscal Year 2016

Region	County	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Trinity	63.75	0.0%	13	0.0%	20.4%
	Tyler	614.75	0.4%	160	0.6%	26.0%
Southeast Texas Region Totals		7,062.75	4.6%	1,604	6.0%	22.7% <sup>b</sup>
Upper East Texas Region	Anderson	3,200.75	2.1%	699	2.6%	21.8%
	Bowie	882.75	0.6%	216	0.8%	24.5%
	Camp	8.75	0.0%	1	0.0%	11.4%
	Cass	165.25	0.1%	13	0.0%	7.9%
	Cherokee	1,796.75	1.2%	369	1.4%	20.5%
	Delta	23.25	0.0%	0	0.0%	0.0%
	Franklin	24.25	0.0%	2	0.0%	8.2%
	Gregg	358.50	0.2%	47	0.2%	13.1%
	Harrison	174.50	0.1%	20	0.1%	11.5%
	Henderson	331.50	0.2%	34	0.1%	10.3%
	Hopkins	128.00	0.1%	22	0.1%	17.2%
	Lamar	274.75	0.2%	28	0.1%	10.2%
	Marion	21.50	0.0%	2	0.0%	9.3%
	Morris	48.00	0.0%	3	0.0%	6.3%
	Panola	45.75	0.0%	3	0.0%	6.6%
	Rains	16.75	0.0%	0	0.0%	0.0%
	Red River	32.25	0.0%	4	0.0%	12.4%
	Rusk	93.75	0.1%	6	0.0%	6.4%
	Smith	1,033.50	0.7%	110	0.4%	10.6%
	Titus	138.25	0.1%	19	0.1%	13.7%
	Upshur	68.25	0.0%	6	0.0%	8.8%
	Van Zandt	85.25	0.1%	7	0.0%	8.2%
	Wood	234.75	0.2%	31	0.1%	13.2%
Upper East Texas Region Totals		9,187.00	6.0%	1,642	6.1%	17.9% <sup>b</sup>
Upper Rio Grande Region	Brewster	83.00	0.1%	6	0.0%	7.2%
	Culberson	43.50	0.0%	5	0.0%	11.5%
	El Paso	3,373.75	2.2%	513	1.9%	15.2%
	Hudspeth	22.50	0.0%	0	0.0%	0.0%
	Jeff Davis	67.50	0.0%	17	0.1%	25.2%
	Presidio	75.50	0.0%	10	0.0%	13.2%
Upper Rio Grande Region Totals		3,665.75	2.4%	551	2.1%	15.0% <sup>b</sup>

Turnover by Region and County  
Fiscal Year 2016

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	29.00	0.0%	3	0.0%	10.3%
	Borden	10.50	0.0%	1	0.0%	9.5%
	Coke	10.75	0.0%	1	0.0%	9.3%
	Concho	13.25	0.0%	0	0.0%	0.0%
	Crane	14.25	0.0%	2	0.0%	14.0%
	Crockett	27.00	0.0%	2	0.0%	7.4%
	Dawson	416.00	0.3%	123	0.5%	29.6%
	Ector	409.50	0.3%	74	0.3%	18.1%
	Gaines	25.75	0.0%	7	0.0%	27.2%
	Howard	708.00	0.5%	241	0.9%	34.0%
	Irion	2.00	0.0%	1	0.0%	50.0%
	Kimble	41.50	0.0%	5	0.0%	12.0%
	Martin	16.50	0.0%	2	0.0%	12.1%
	Mason	20.00	0.0%	0	0.0%	0.0%
	McCulloch	33.25	0.0%	4	0.0%	12.0%
	Menard	1.75	0.0%	0	0.0%	0.0%
	Midland	476.25	0.3%	58	0.2%	12.2%
	Pecos	522.00	0.3%	80	0.3%	15.3%
	Reagan	12.00	0.0%	2	0.0%	16.7%
	Reeves	62.50	0.0%	9	0.0%	14.4%
	Schleicher	1.75	0.0%	0	0.0%	0.0%
	Sterling	12.50	0.0%	2	0.0%	16.0%
	Sutton	22.25	0.0%	1	0.0%	4.5%
	Terrell	16.00	0.0%	3	0.0%	18.8%
	Tom Green	1,429.00	0.9%	442	1.7%	30.9%
	Upton	12.50	0.0%	4	0.0%	32.0%
	Ward	43.00	0.0%	2	0.0%	4.7%
Winkler	12.25	0.0%	5	0.0%	40.8%	
West Texas Region Totals		4,401.00	2.9%	1,074	4.0%	24.4% <sup>b</sup>
Other	Unknown <sup>c</sup>	17.25	0.0%	7	0.0%	40.6%
Statewide Totals		152,196.00	100.0%	26,760	100.0%	17.6% <sup>d</sup>



Turnover by Region and County  
Fiscal Year 2016

Region	County	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
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<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> Includes employees who work in Texas, but the work counties and regions are not identified in the Uniform Statewide Payroll/Personnel System and the Standardized Payroll/Personnel Reporting System.

<sup>d</sup> The statewide total turnover rate is not a sum of the percentages.

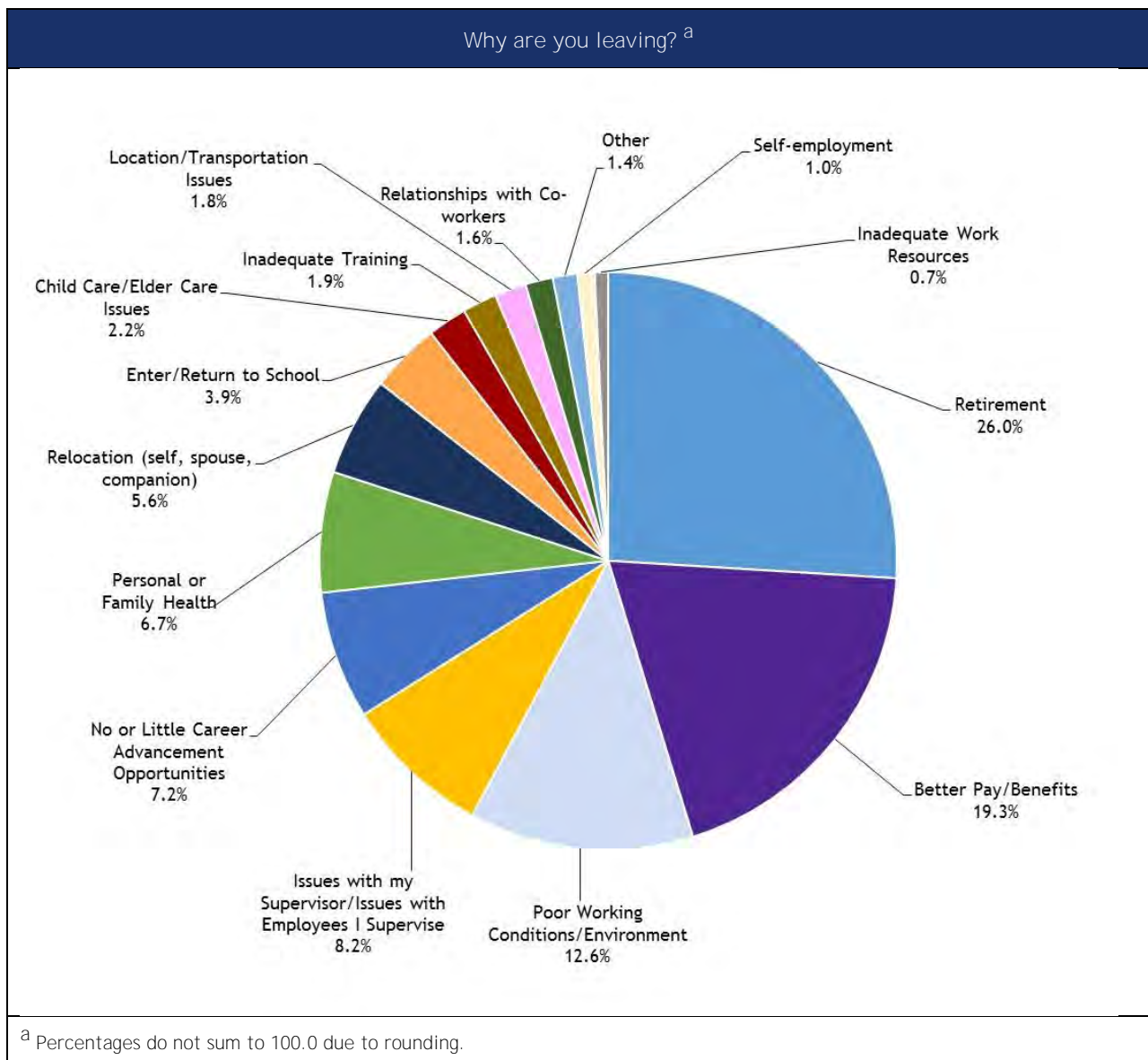
Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

## Fiscal Year 2016 Overall Exit Survey Results

Figures 5 through 11 show the aggregate results from 3,736 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, 2015, and August 31, 2016.

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

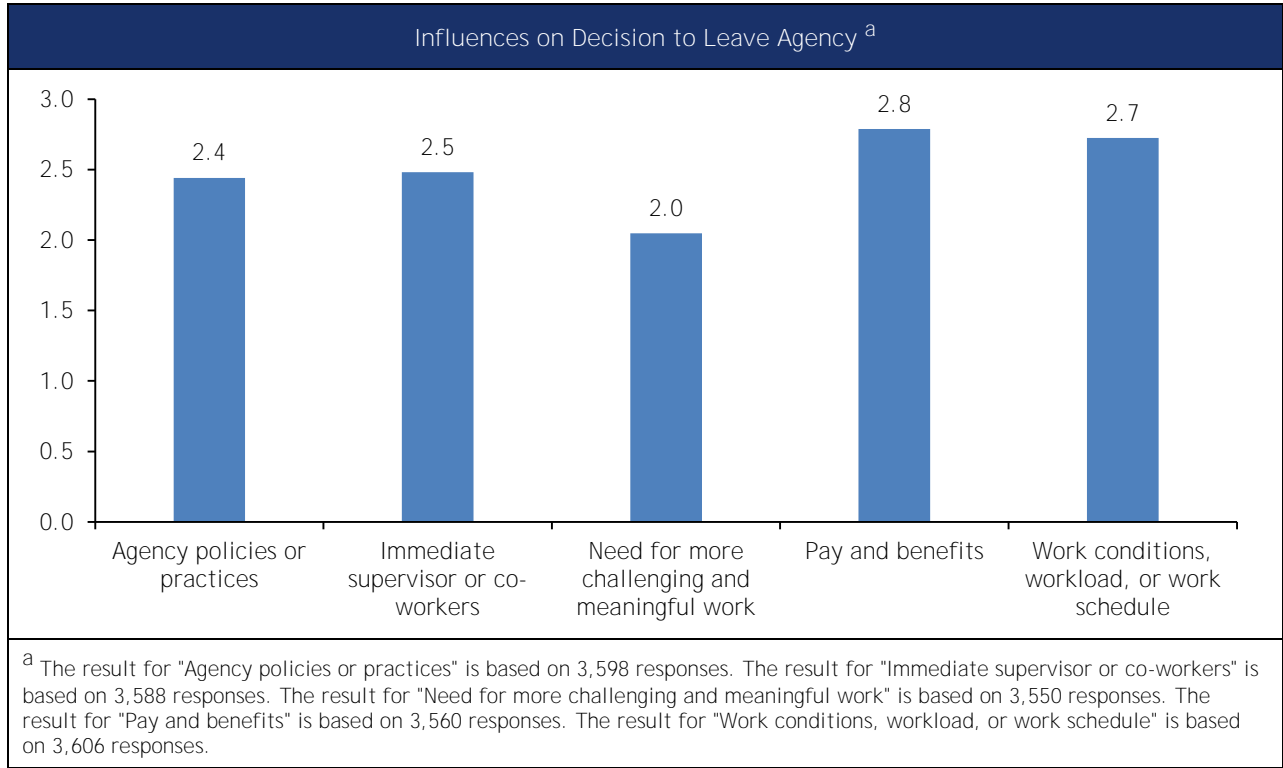
Figure 5



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.

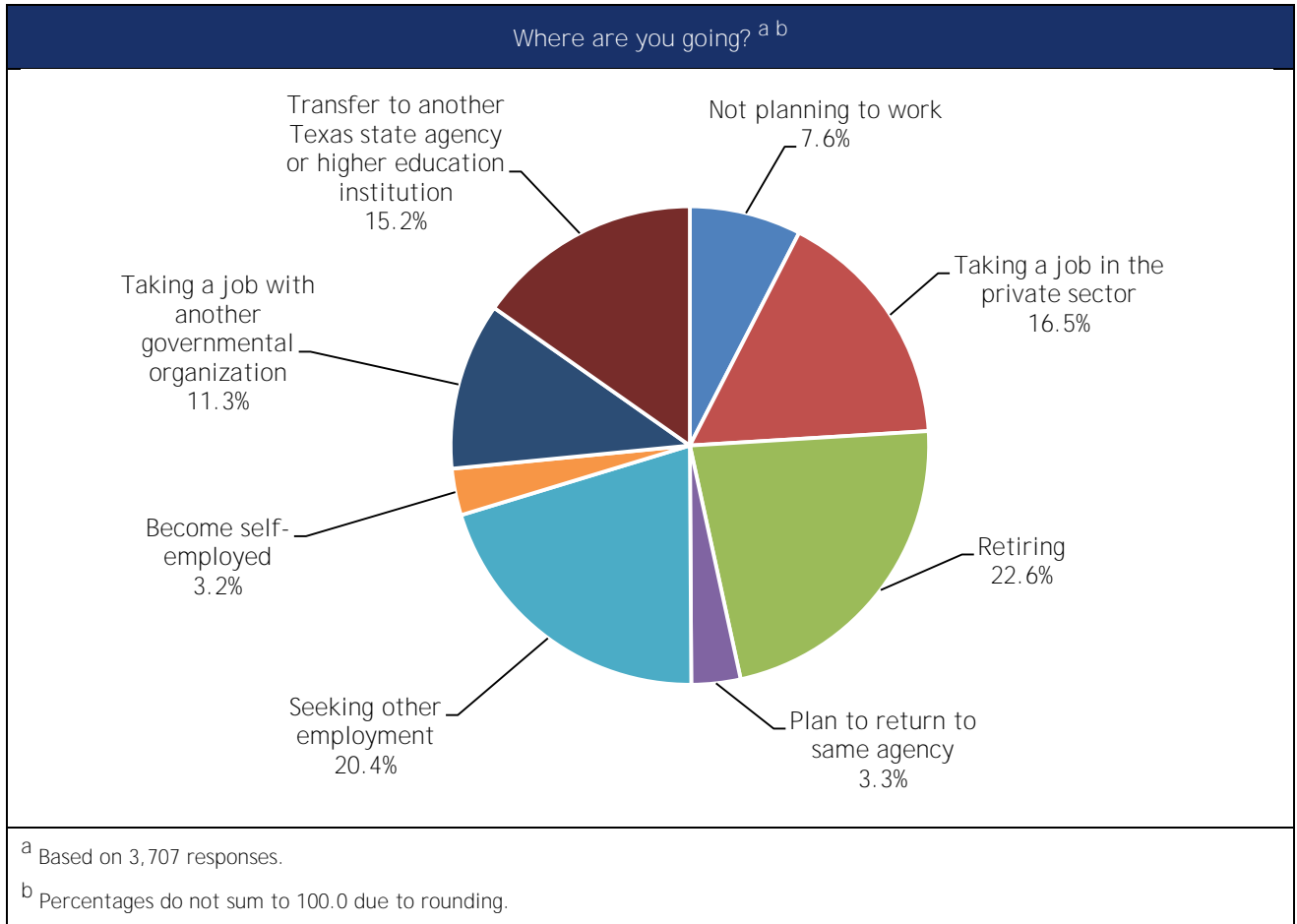
Figure 6



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

Figure 7 shows where separating employees reported they are going.

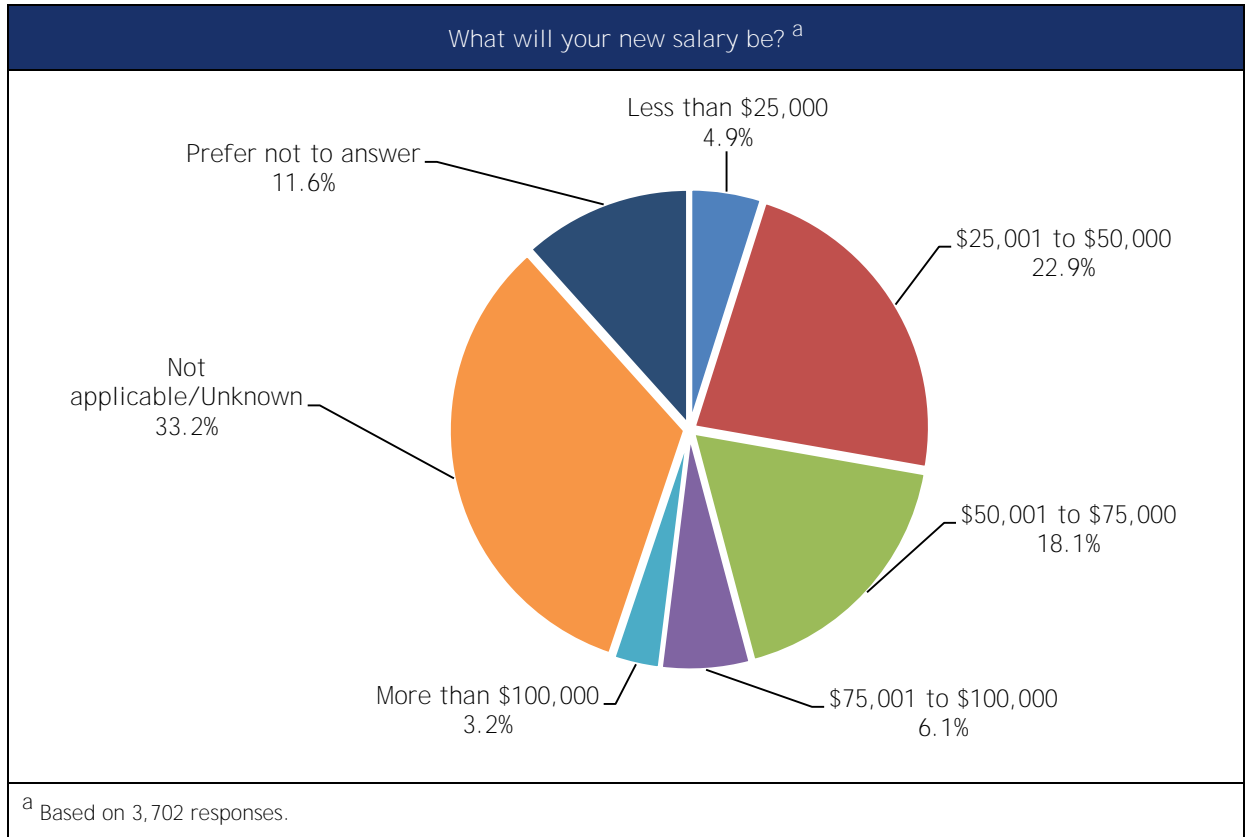
Figure 7



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

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

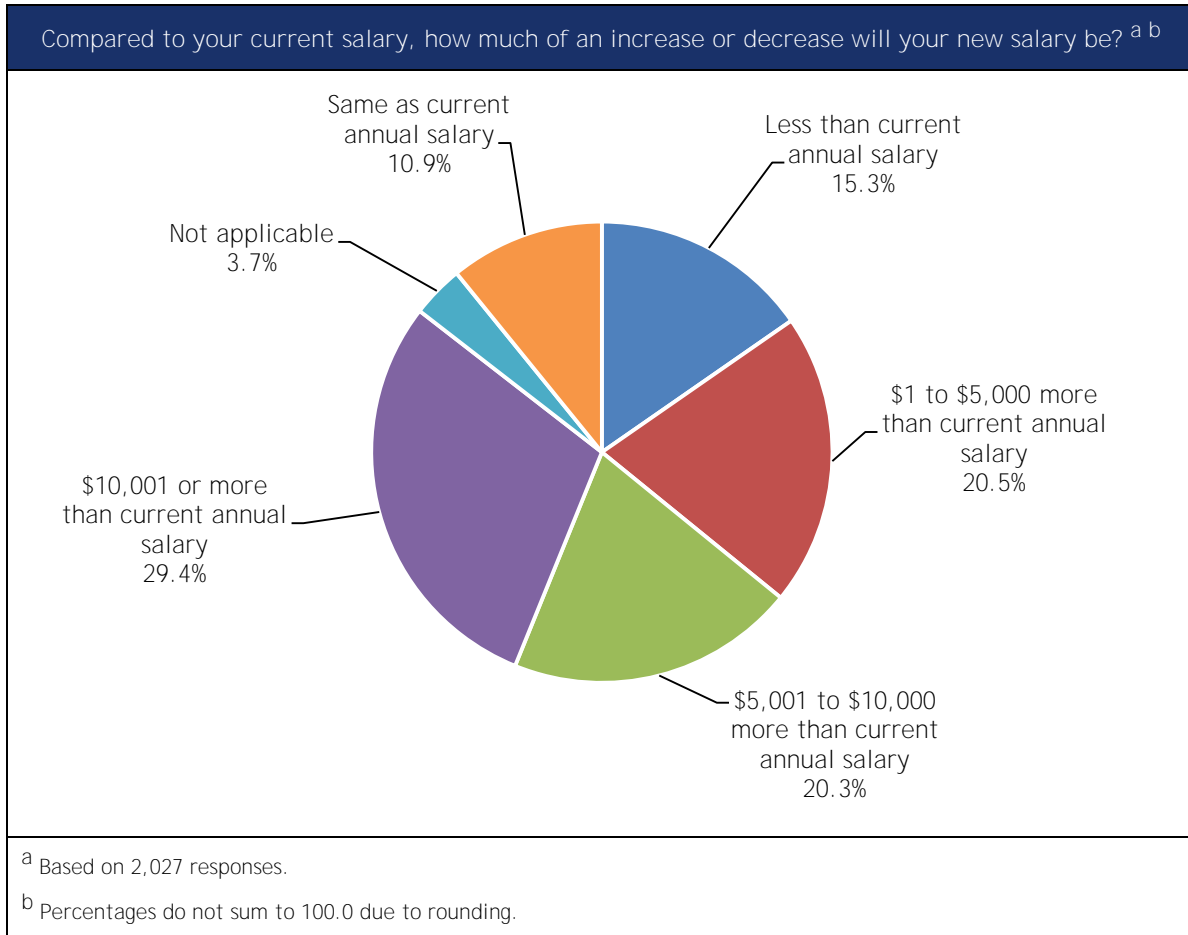
Figure 8



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.

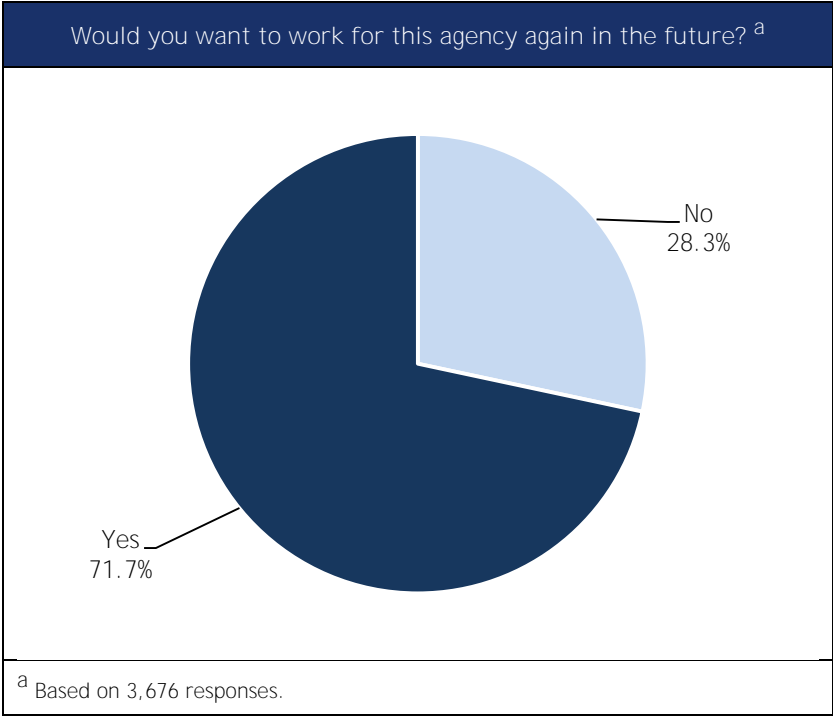
Figure 9



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.

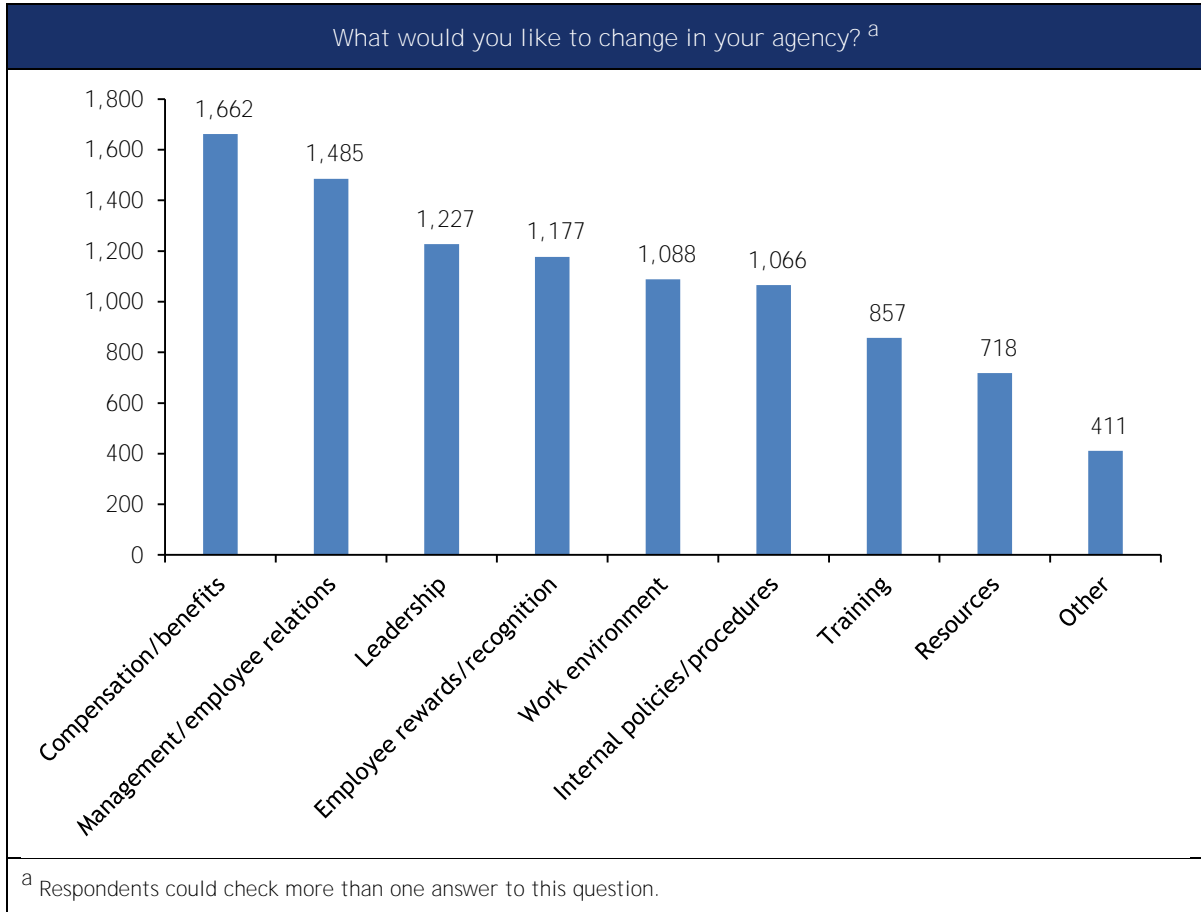
Figure 10



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 Employment at State Agencies with 1,000 or More Employees

Table 21 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 21

Exit Survey Reasons for Leaving Employment at State Agencies With 1,000 or More Employees During Fiscal Year 2016																
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	12	2	11	4	6	5	5	2	48	7	1	41	12	1	1	158
304 - Office of the Comptroller of Public Accounts	11	1	3	1	5	4	10	1	18	4	1	48	4	3	1	115
320 - Texas Workforce Commission	16	2	14	1	8	2	5	4	43	4	0	44	1	3	3	150
405 - Department of Public Safety	9	5	9	2	7	2	18	1	40	10	0	47	10	1	2	163
454 - Department of Insurance	11	1	1	0	4	3	2	1	27	3	0	36	1	3	0	93
529 - Health and Human Services Commission	13	10	78	4	32	3	23	3	55	15	7	101	4	5	16	369
530 - Department of Family and Protective Services	23	12	121	6	22	6	64	1	60	18	2	69	10	1	19	434
537 - Department of State Health Services	23	7	47	7	27	4	34	4	52	15	4	86	16	2	3	331
538 - Department of Assistive and Rehabilitative Services <sup>a</sup>	4	2	9	0	3	0	9	2	10	5	1	36	0	1	1	83
539 - Department of Aging and Disability Services	22	9	86	14	50	6	44	6	53	21	3	64	17	2	8	405
582 - Commission on Environmental Quality	4	4	3	0	1	0	4	1	31	9	1	16	3	1	1	79

Exit Survey Reasons for Leaving Employment at State Agencies With 1,000 or More Employees  
During Fiscal Year 2016

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
601 - Department of Transportation	25	2	11	4	14	1	10	4	52	9	0	107	4	4	2	249
644 - Juvenile Justice Department	5	0	10	4	5	4	3	1	19	3	1	10	2	0	2	69
696 - Department of Criminal Justice	8	14	23	6	39	11	26	2	41	20	3	92	17	2	4	308
802 - Parks and Wildlife Department	9	0	4	2	1	0	3	0	14	7	0	18	10	2	0	70
Totals	195	71	430	55	224	51	260	33	563	150	24	815	111	31	63	3,076

<sup>a</sup> As of September 1, 2016, programs and services previously administered or delivered by the Department of Assistive and Rehabilitative Services were transferred to the Texas Workforce Commission and the Health and Human Services Commission.

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

## Interagency Transfers for Fiscal Years 2012 through 2016

Table 22 lists the number of interagency transfers and the percentage of total statewide separations for fiscal years 2012 through 2016.

Table 22

History of Interagency Transfers with the State		
Fiscal Year	Number of Interagency Transfers	Percentage of Total Statewide Separations
2012	4,504 <sup>a</sup>	14.8%
2013	2,102	7.4%
2014	2,482	8.6%
2015	2,239	7.6%
2016	7,722 <sup>b</sup>	22.4%

<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.)

<sup>b</sup> The Department of Assistive and Rehabilitative Services accounted for 2,944 (38.1 percent) of the interagency transfers in fiscal year 2016. As of September 1, 2016, programs and services previously administered or delivered by the Department of Assistive and Rehabilitative Services were transferred to the Texas Workforce Commission and the Health and Human Services Commission.

Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, Standardized Payroll/Personnel Reporting System, *An Annual Report on Classified Employee Turnover for Fiscal Year 2015* (State Auditor's Office Report No. 16-702, December 2015), and the Department of Assistive and Rehabilitative Services' Web site.

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