



An Annual Report on

# **Classified Employee Turnover for Fiscal Year 2017**

December 2017

Report No. 18-703



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## Overall Conclusion

The fiscal year 2017 statewide turnover rate was 18.6 percent for classified, regular, full- and part-time employees based on 28,218 separations.<sup>1</sup> Those separations included both voluntary and involuntary separations (see text box for definitions of separation types). That was the highest turnover rate of the past five fiscal years and was an increase from the fiscal year 2016 statewide turnover rate of 17.6 percent. The statewide turnover rate during the past five fiscal years has ranged from a low of 17.5 percent in fiscal year 2014 to a high of 18.6 percent in fiscal year 2017.

Excluding involuntary separations and retirements, the fiscal year 2017 statewide turnover rate was 11.1 percent. That rate, which is often considered more of a true turnover rate because it reflects preventable turnover, increased since fiscal year 2016 when that turnover rate was 10.3 percent.

Texas Government Code, Section 654.037, requires **the State Auditor's Office** to identify state agencies that experienced an employee turnover rate that exceeded 17.0 percent during the preceding biennium. Fourteen agencies with 50 or more employees had turnover rates that exceeded 17.0 percent in fiscal year 2017. Twelve of those agencies also had turnover rates that exceeded 17.0 percent in fiscal year 2016.

History of Statewide Turnover Rates  
Fiscal Years 2013 through 2017

Fiscal Year	Statewide Turnover Rate
2013	17.6%
2014	17.5%
2015	18.0%
2016	17.6%
2017	18.6%

### 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 2017 and dividing that total by four.

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

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

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

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

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

Voluntary separations, including retirements, accounted for the majority (75.8 percent) of the State's total separations in fiscal year 2017. That was a 6.4 percent increase in the number of voluntary separations since fiscal year 2016.

The remaining 6,830 of the separations (24.2 percent) were involuntary separations. That was a 2.5 percent increase in the number of involuntary separations from fiscal year 2016.

Table 1 compares state separations for fiscal years 2016 and 2017.

Table 1

Separations in Fiscal Years 2016 and 2017 <sup>a</sup>			
Separation Type	Fiscal Year 2016	Fiscal Year 2017	Percent Change
Voluntary Separation from Agency	15,709	16,857	7.3%
Retirement	4,390	4,531	3.2%
Statewide Voluntary Separations <sup>b</sup>	20,099	21,388	6.4%
Dismissal for Cause	3,781	3,686	-2.5%
Resignation in Lieu of Involuntary Separation	2,234	2,565	14.8%
Termination at Will	333	307	-7.8%
Death	232	217	-6.5%
Reduction in Force	81	55	-32.1%
Statewide Involuntary Separations <sup>b</sup>	6,661	6,830	2.5%
Total Statewide Separations	26,760	28,218	5.4%
Total Average Statewide Headcount <sup>c</sup>	152,196.00	151,630.50	-0.4%
<sup>a</sup> The voluntary separations and total statewide separations for fiscal years 2016 and 2017 exclude interagency transfers because those are not considered a loss to the State. <sup>b</sup> The statewide percent changes in voluntary and involuntary separations are not the sums of the percentages. They are the percent change in separations between fiscal years 2016 and 2017. <sup>c</sup> The average headcount is calculated by totaling the number of classified employees (defined as employees who worked at any time during a quarter) for each quarter of fiscal years 2016 and 2017 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 2016 (State Auditor's Office Report No. 17-704, December 2016)*.

## Key Points

Turnover for full- and part-time classified employees in fiscal year 2017 is the highest turnover rate of the past five fiscal years.

During the last five fiscal years, the statewide turnover rate has fluctuated from a low of 17.5 percent in fiscal year 2014 to a high of 18.6 percent in fiscal year 2017. Voluntary separations accounted for the majority of those separations (75.8 percent). That was an increase of 6.4 percent in the number of employees who left state employment voluntarily since fiscal year 2016.

Table 2 lists the separations by type in fiscal year 2017.

Table 2

Separations by Type in Fiscal Year 2017 <sup>a</sup>		
Separation Type	Number of Separations	Percentage of Total Separations
Voluntary Separation from Agency	16,857	59.7%
Retirement	4,531	16.1%
<b>Statewide Voluntary Separations</b>	<b>21,388</b>	<b>75.8%</b>
Dismissal for Cause	3,686	13.1%
Resignation in Lieu of Involuntary Separation	2,565	9.1%
Termination at Will	307	1.1%
Death	217	0.8%
Reduction in Force	55	0.2%
<b>Statewide Involuntary Separations</b>	<b>6,830</b>	<b>24.2% <sup>b</sup></b>
<b>Total Statewide Separations</b>	<b>28,218</b>	<b>100.0%</b>
<sup>a</sup> The voluntary separations and total statewide separations for fiscal year 2017 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 health and human services agencies, the Juvenile Justice Department had the highest turnover rate among state agencies with 1,000 or more employees in fiscal year 2017.<sup>2</sup>

The Juvenile Justice Department turnover rate of 31.1 percent in fiscal year 2017 was an increase from its turnover rate of 29.2 percent in fiscal year 2016. That was followed by the Department of Criminal Justice, whose turnover rate of 23.6 percent in fiscal year 2017 was an increase from 19.5 percent in fiscal year 2016. (See Table 15 in Chapter 2 and Appendix 3 for more information on turnover rates for state agencies.)

Employees under the age of 30 and those with fewer than 2 years of state service left state employment at a higher rate than other employee age and state service groups.<sup>3</sup>

Employees under the age of 30 accounted for **31.6 percent of the State's** separations, and employees with fewer than 2 years of state service accounted for **43.7 percent of the State's separations.**

The Criminal Justice, Social Services, Custodial, Medical and Health, and Education occupational categories made up approximately one-half (50.9 percent) of the **State's classified** workforce and 68.4 percent of total separations.

The Criminal Justice occupational category had the highest turnover rate (25.9 percent) in fiscal year 2017, followed by the Social Services (25.0 percent), Custodial (21.9 percent), Medical and Health (21.8 percent), and Education (21.0 percent) occupational categories. All five occupational categories had turnover rates that were higher than the statewide turnover rate of 18.6 percent. That can be partially attributed to the following job classification series within those five occupational categories:

- Criminal Justice - The Juvenile Correctional Officer and Correctional Officer job classification series accounted for 90.4 percent of total separations within that occupational category and had turnover rates of 40.8 percent and 28.0 percent, respectively.
- Social Services - The Direct Support Professional and Psychiatric Nursing Assistant job classification series accounted for 51.3 percent of total separations within that occupational category and had turnover rates of 49.3 percent and 33.3 percent, respectively.
- Custodial - The Food Service Worker and Custodian job classification series accounted for 55.8 percent of total separations within that occupational category and had turnover rates of 35.7 percent and 24.1 percent, respectively.

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<sup>2</sup> Turnover rates for agencies include interagency transfers because they are considered a loss to the agency.

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

- Medical and Health - The Licensed Vocational Nurse and Nurse job classification series accounted for 68.0 percent of total separations within that occupational category and had turnover rates of 29.4 percent and 23.8 percent, respectively.
- Education - The Teacher Aide job classification series accounted for 87.9 percent of total separations within that occupational category and had a turnover rate of 23.5 percent.

Fourteen agencies had turnover rates that exceeded 17.0 percent in fiscal year 2017 (excluding agencies that had fewer than 50 employees). Twelve of those agencies also had turnover rates of more than 17.0 percent in fiscal year 2016.

The following 12 agencies had turnover rates that exceeded 17.0 percent in both fiscal years 2016 and 2017: Department of Aging and Disability Services<sup>4</sup>, Department of Criminal Justice, Department of Family and Protective Services, Department of State Health Services, Health and Human Services Commission, Juvenile Justice Department, Military Department, Preservation Board, Veterans Commission, Texas State Board of Dental Examiners, Office of Injured Employee Counsel, and Supreme Court of Texas.

The top three reasons reported for leaving state agency employment during fiscal year 2017 were for retirement, for better pay/benefits, or because of poor working conditions/environment.

Reasons for leaving state employment are based on 3,364 exit surveys completed by state agency employees (not including higher education institution employees) who voluntarily left state employment.

## *Objective and Scope*

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

The scope of this report included classified, regular, full- and part-time employees in state agencies during fiscal year 2017. 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>4</sup> The Department of Aging and Disability Services was abolished as of September 1, 2017, and its programs and services were transferred to the Health and Human Services Commission.

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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 33.6 percent. In fiscal year 2017, 22,766 employees transferred from one state agency to another state agency or higher education institution. That was an increase of 194.8 percent from fiscal year 2016, when 7,722 employees transferred to another state agency or higher education institution.

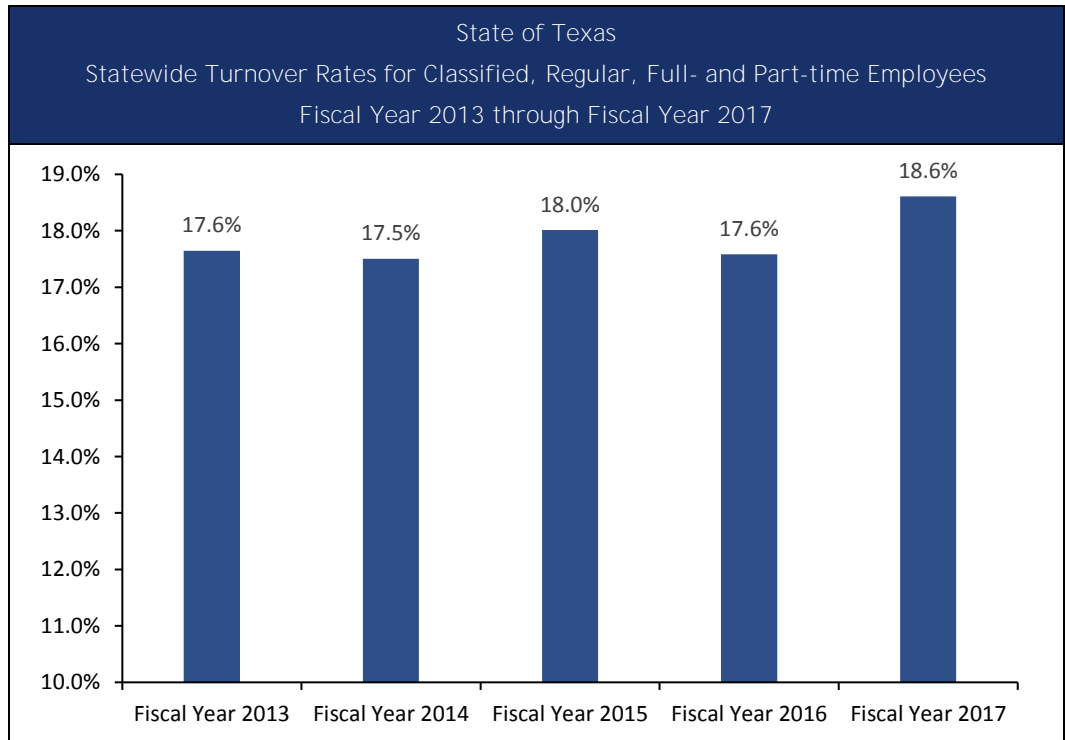
The Department of Aging and Disability Services, Department of State Health Services, and Department of Family and Protective Services accounted for 20,763 (91.2 percent) of the interagency transfers in fiscal year 2017. Many of those transfers were the result of the restructuring and consolidation of the health and human services agencies (see Chapter 2 for more information).

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

The statewide turnover rate for classified, regular, full- and part-time employees for fiscal year 2017 was 18.6 percent based on a total of 28,218 voluntary and involuntary separations, excluding interagency transfers, and a statewide average headcount of 151,630.50 (see text box for turnover rate including interagency transfers). That was the highest turnover rate of the past five fiscal years and was an increase from the fiscal year 2016 statewide turnover rate of 17.6 percent.

The statewide turnover rate during the past five fiscal years has ranged from a low of 17.5 percent in fiscal year 2014 to a high of 18.6 percent in fiscal year 2017 (see Figure 1).

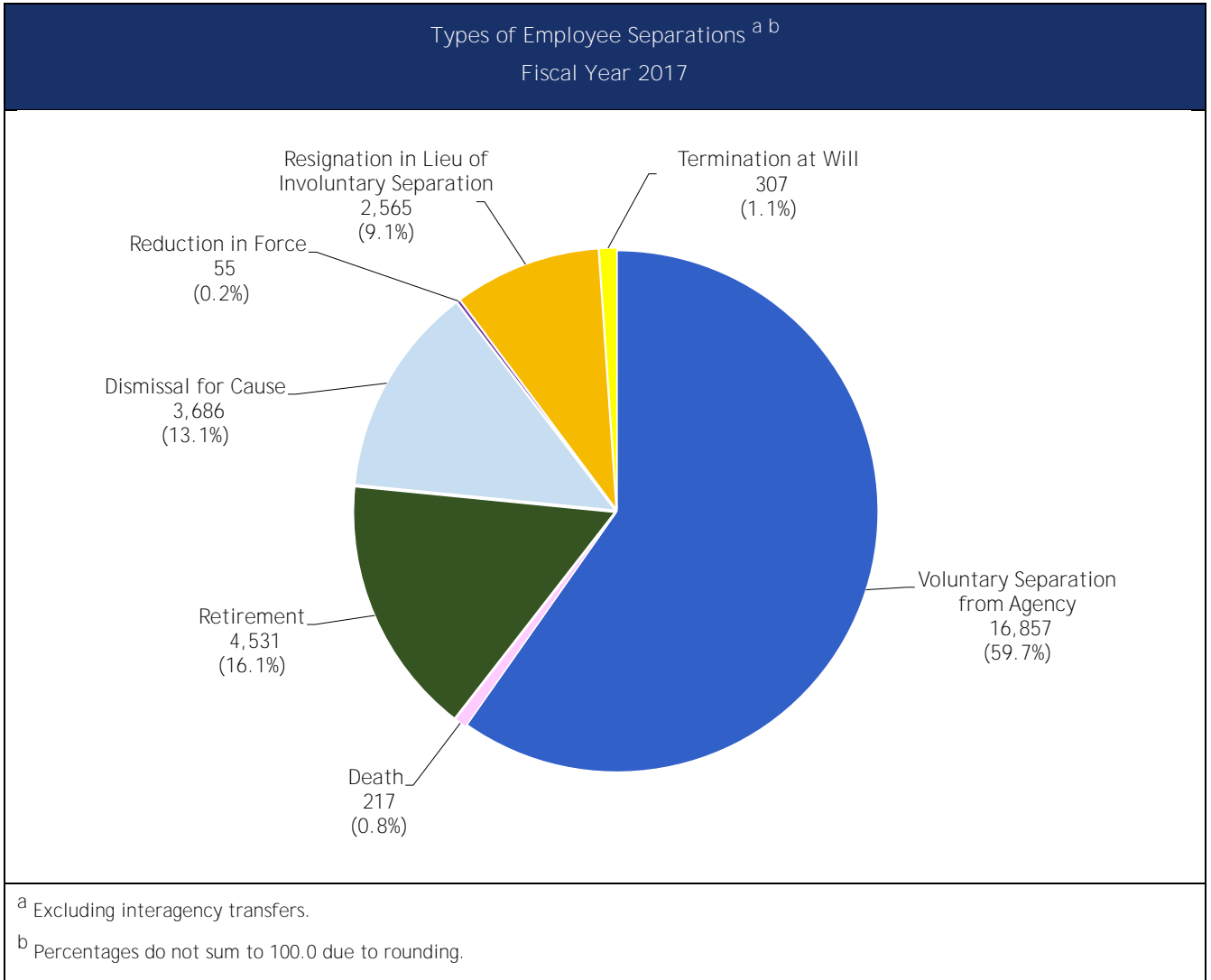
Figure 1



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 2016 (State Auditor's Office Report No. 17-704, December 2016)*.

“Voluntary separation from agency” (59.7 percent) was the most common type of separation, followed by “retirement” (16.1 percent) and “dismissal for cause” (13.1 percent). Figure 2 presents the types of employee separations for fiscal year 2017, excluding interagency transfers. See Appendix 2 for additional details about the types of state employee separations in fiscal years 2013 through 2017, including information about interagency transfers.

Figure 2



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

### 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 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 statewide voluntary separations, unless specifically noted, are separations attributed to a transfer to another state agency or higher education institution because those separations are not considered a loss to the State as a whole.**

**Voluntary separations, including retirements but excluding interagency transfers, accounted for the majority (75.8 percent) of the State's total separations and increased 6.4 percent since fiscal year 2016. Table 3 provides a comparison of the voluntary separations for fiscal years 2016 and 2017.**

Table 3

Voluntary Employee Separations for Fiscal Years 2016 and 2017 <sup>a</sup>			
Separation Type	Fiscal Year 2016	Fiscal Year 2017	Percent Change
Voluntary Separation from Agency	15,709	16,857	7.3%
Retirement	4,390	4,531	3.2%
<b>Statewide Voluntary Separations</b>	<b>20,099</b>	<b>21,388</b>	<b>6.4% <sup>b</sup></b>
<sup>a</sup> Voluntary separations exclude interagency transfers because those separations are not considered a loss to the State as a whole. <sup>b</sup> The statewide percent change in voluntary separations is not the sum of the percentages. It is the percent change in total voluntary separations between fiscal years 2016 and 2017.			

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 2016*, (State Auditor's Office Report No. 17-704, December 2016).

### 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 24.2 percent of the State's total separations in fiscal year 2017. Involuntary separations increased 2.5 percent from fiscal year 2016 to fiscal year 2017.**

**Table 4 compares involuntary separations for fiscal years 2016 and 2017.**

Table 4

Involuntary Employee Separations Fiscal Years 2016 and 2017			
Separation Type	Fiscal Year 2016	Fiscal Year 2017	Percent Change
Dismissal for Cause	3,781	3,686	-2.5%
Resignation in Lieu of Involuntary Separation	2,234	2,565	14.8%
Termination at Will	333	307	-7.8%
Death	232	217	-6.5%
Reduction in Force	81	55	-32.1%
<b>Statewide Involuntary Separations</b>	<b>6,661</b>	<b>6,830</b>	<b>2.5%<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 2016 and 2017.

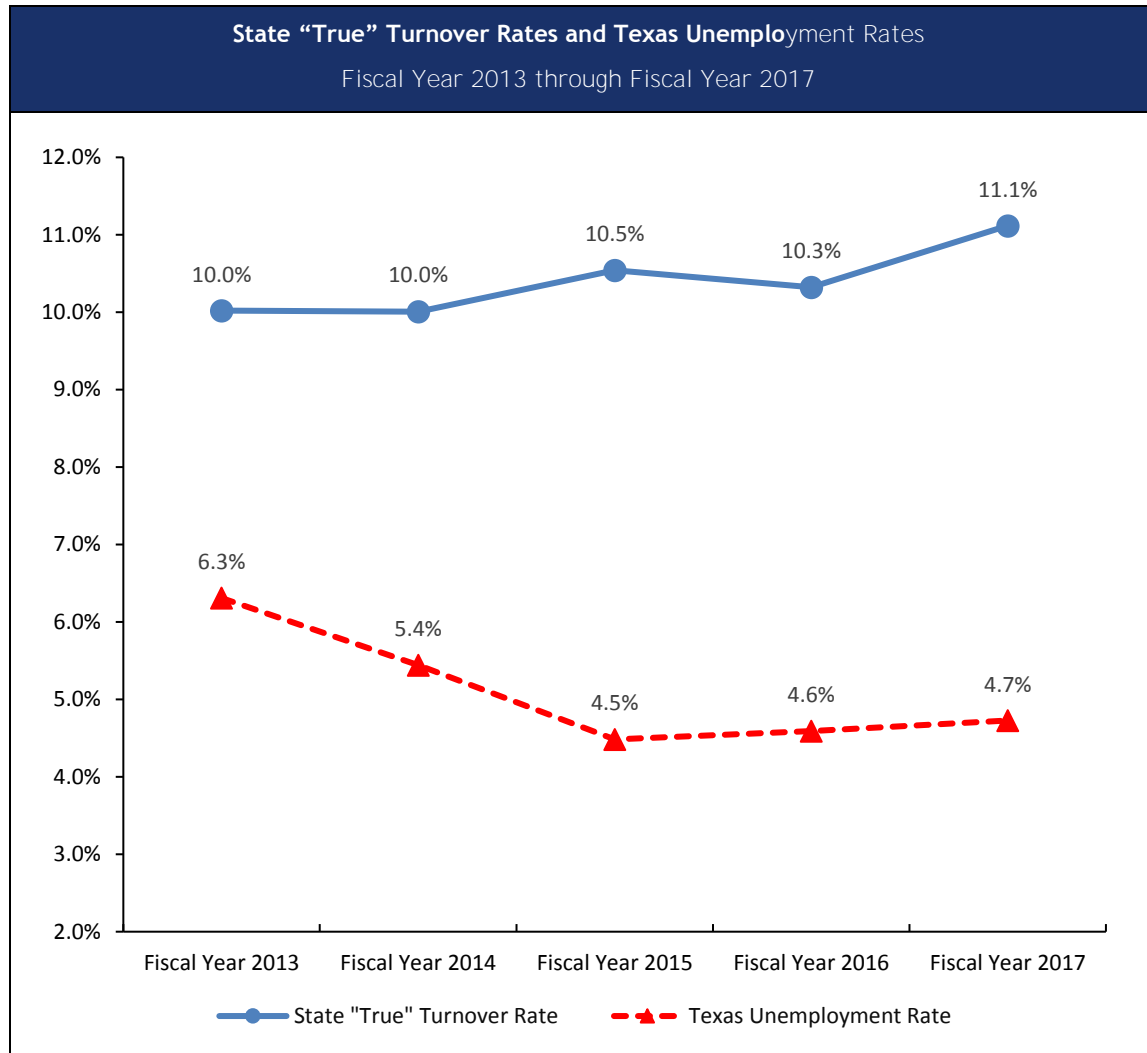
Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, Standardized Payroll/Personnel Reporting System, and *An Annual Report on Classified Employee Turnover for Fiscal Year 2016* (State Auditor's Office Report No. 17-704, December 2016).

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

Texas's unemployment rate decreased from 5.4 percent in fiscal year 2014 to 4.5 percent in fiscal year 2015, and it has remained lower than 5.0 percent since fiscal year 2015. During that same time period, the State's voluntary turnover rate increased from 10.0 percent in fiscal year 2014 to 10.5 percent in fiscal year 2015, and it has remained higher than 10.0 percent since fiscal year 2015. Fiscal year 2017 had the highest voluntary turnover rate of 11.1 percent.

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 2017), the U.S. Bureau of Labor Statistics (unemployment rate), and *An Annual Report on Classified Employee Turnover for Fiscal Year 2016* (State Auditor's Office Report No. 17-704, December 2016).

The information in this chapter reflects the fiscal year 2017 turnover that is considered a loss to the State; therefore, separations attributable to a transfer from one state agency to another state agency or higher education institution are excluded because interagency transfers are not considered a loss to the State as a whole. The only exception to this is turnover by agency. In determining turnover by agency, interagency transfers are included because they are considered a loss to an agency.

Chapter 2-A  
Gender

Males had a slightly higher turnover rate (18.9 percent) than females (18.4 percent) in fiscal year 2017. The percentage of separations for males and females was generally proportionate to the percentage of males and females 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 male and female respondents:

- Retirement.
- Better pay/benefits.

Table 5

Turnover by Gender for Fiscal Year 2017					
Gender	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Female	85,413.50	56.3%	15,718	55.7%	18.4%
Male	66,217.00	43.7%	12,500	44.3%	18.9%
Statewide Totals	151,630.50	100.0%	28,218	100.0%	18.6% <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 36.2 percent for employees under age 30 was the highest among all age group categories in fiscal year 2017. Employees under age 30 accounted for 16.2 percent of the State’s classified workforce, but they accounted for 31.6 percent of total separations. Employees between 40 and 49 years of age made up the largest percentage (25.5 percent) of the State’s classified workforce; that age group had the lowest turnover rate (11.0 percent) (see Table 6).

Table 6

Turnover by Age Group for Fiscal Year 2017					
Age Group	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
16 to 29	24,611.25	16.2%	8,921	31.6%	36.2%
30 to 39	35,079.50	23.1%	6,366	22.6%	18.1%
40 to 49	38,737.75	25.5%	4,275	15.1%	11.0%
50 to 59	36,508.25	24.1%	5,043	17.9%	13.8%
60 to 69	15,338.00	10.1%	3,248	11.5%	21.2%
70 or older	1,355.75	0.9%	365	1.3%	26.9%
Statewide Totals	151,630.50	100.0% <sup>a</sup>	28,218	100.0%	18.6% <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.
- School.

Respondents Age 30 to 29

- 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.

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.
- Better pay/benefits.

Asian/Pacific Islander Respondents

- Retirement.
- School.

Employees within the Black ethnic category had the highest turnover rate (22.0 percent) among all ethnic categories in fiscal year 2017 (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 2017					
Ethnic Group	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Black	36,795.00	24.3%	8,101	28.7%	22.0%
White	70,514.50	46.5%	12,467	44.2%	17.7%
Hispanic	39,963.00	26.4%	7,004	24.8%	17.5%
American Indian/ Alaskan Native, Asian/Pacific Islander, and Other	4,358.00	2.9%	646	2.3%	14.8%
Statewide Totals	151,630.50	100.0% <sup>a</sup>	28,218	100.0%	18.6% <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 (33.0 percent) was higher than the turnover rate for classified, regular, full-time employees (18.4 percent) in fiscal year 2017; 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 2017					
Employee Type	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Classified, Regular, Full-time Employees	149,847.50	98.8%	27,630	97.9%	18.4%
Classified, Regular, Part-time Employees	1,783.00	1.2%	588	2.1%	33.0%
Statewide Totals	151,630.50	100.0%	28,218	100.0%	18.6% <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

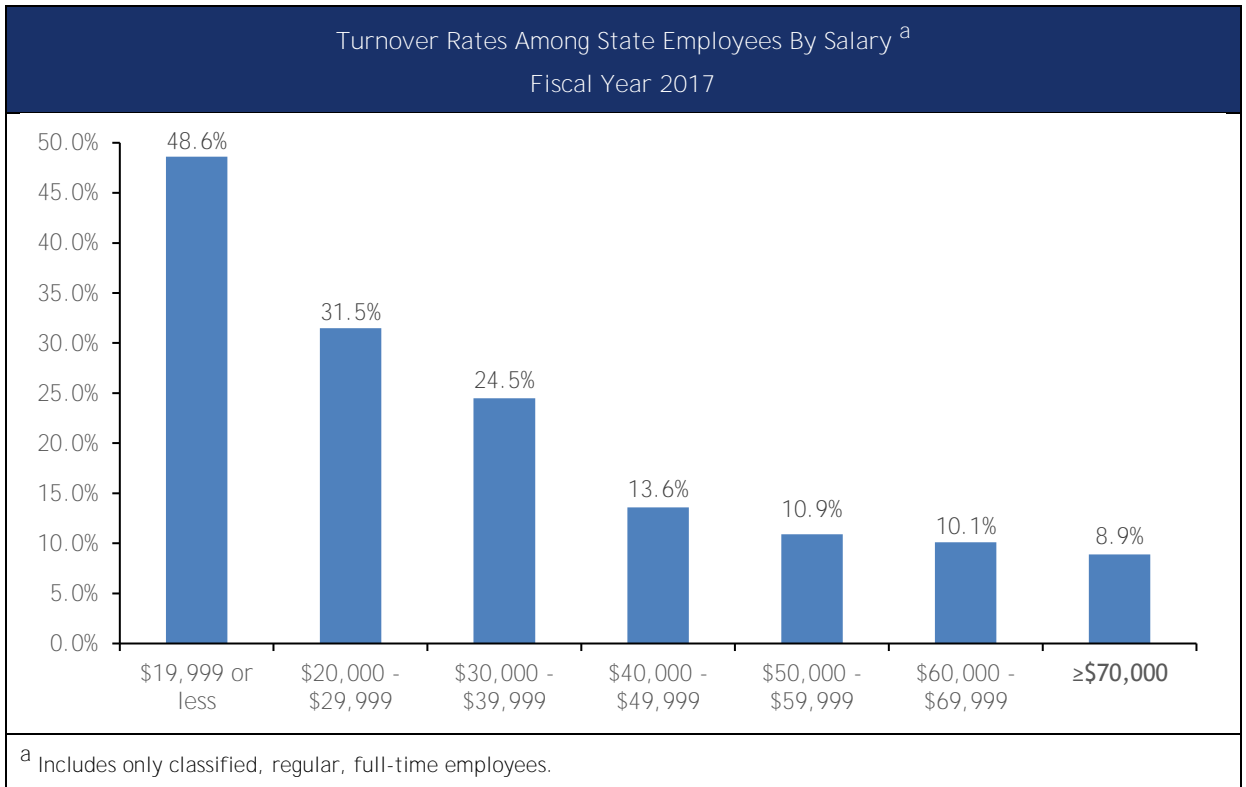
The average annual salary for a classified, regular, full-time employee in fiscal year 2017 was \$46,475.

The average annual salaries by salary schedule were:

- Salary Schedule A - \$34,666.
- Salary Schedule B - \$55,868.
- Salary Schedule C - \$70,032.

Generally, the lower an employee's salary, the more likely the employee was to leave state employment in fiscal year 2017. 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 2017, approximately 43.6 percent of state agency employees earned less than \$40,000 annually (see text box for information about average annual salaries).

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 47.0 percent of the State's classified workforce, experienced the highest turnover rate (24.9 percent) within the State's three classified salary schedules (see text box for descriptions of those schedules). The turnover rate for Salary Schedule A was an increase from the fiscal year 2016 turnover rate of 22.6 percent. Salary Schedule B's turnover rate (13.5 percent) remained the same as in fiscal year 2016. The State's law enforcement salary schedule (Salary Schedule

C) experienced the lowest turnover rate (6.3 percent), which was an increase from the fiscal year 2016 turnover rate of 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 2017					
Salary Schedule	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
A	71,327.00	47.0%	17,788	63.0%	24.9%
B	74,970.25	49.4%	10,094	35.8%	13.5%
C	5,333.25	3.5%	336	1.2%	6.3%
Statewide Totals	151,630.50	100.0% <sup>a</sup>	28,218	100.0%	18.6% <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 in fiscal year 2017, followed by Article V (Public Safety and Criminal Justice). Almost three-fourths (72.5 percent) of the State's classified workforce was employed within those two articles in 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 36.3 percent of the State's classified workforce; however, it accounted for 42.6 percent of the State's total separations. Several job classification series with turnover rates that exceeded the statewide turnover rate (18.6 percent) were used primarily by Health and Human Services agencies. Examples included the Direct Support Professional (49.3 percent), Psychiatric Nursing Assistant (33.3 percent), Licensed Vocational Nurse (29.4 percent), Nurse (23.8 percent), and Adult Protective Services Specialist (23.5 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 (20.7 percent) among General Appropriations Act articles. **That article comprised 36.2 percent of the State's classified workforce and accounted for 40.2 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 (40.8 percent) and the Correctional Officer (28.0 percent) job classification series.**

Table 10

Turnover by General Appropriations Act Article Fiscal Year 2017					
Article	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
I - General Government	9,586.00	6.3%	1,142	4.0%	11.9%
II - Health and Human Services	55,114.50	36.3%	12,017	42.6%	21.8%
III - Education	2,120.50	1.4%	271	1.0%	12.8%
IV - Judiciary	738.25	0.5%	105	0.4%	14.2%
V - Public Safety and Criminal Justice	54,839.00	36.2%	11,339	40.2%	20.7%
VI - Natural Resources	8,156.75	5.4%	896	3.2%	11.0%
VII - Business and Economic Development	17,511.25	11.5%	2,027	7.2%	11.6%
VIII - Regulatory	3,564.25	2.4%	421	1.5%	11.8%
Statewide Totals	151,630.50	100.0%	28,218	100.0% <sup>a</sup>	18.6% <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. For fiscal year 2017, the Position Classification Plan covered 26 occupational categories (for example, Social Services, Medical and Health, and Criminal Justice).

Five of the 26 occupational categories in the State's Position Classification Plan had turnover rates of more than 20.0 percent in fiscal year 2017 (see text box for information about occupational categories).<sup>5</sup> The Criminal Justice occupational category had the highest turnover rate (25.9 percent), which was an increase from the fiscal year 2016 turnover rate of 21.2 percent. That occupational category was followed by the Social Services occupational category (25.0 percent), the Custodial occupational category (21.9 percent), the Medical and Health occupational category (21.8 percent), and the Education occupational category (21.0 percent). Those five occupational categories combined accounted for approximately one-half (50.9 percent) of the State's classified workforce and 68.4 percent of total separations in fiscal year 2017.

<sup>5</sup> There are 27 occupational categories for the 2018-2019 biennium because the Military occupational category was added to the State's Position Classification Plan.

The Criminal Justice occupational category's high turnover rate can be partially attributed to the high turnover rates that increased within the following two job classification series:

- Juvenile Correctional Officer – The fiscal year 2017 turnover rate of 40.8 percent increased from 36.8 percent in fiscal year 2016.
- Correctional Officer – The fiscal year 2017 turnover rate of 28.0 percent increased from 22.8 percent in fiscal year 2016.

Those two job classification series combined accounted for 81.8 percent of employees and 90.4 percent of total separations within the Criminal Justice occupational category.

The Social Services occupational category's high turnover rate can be partially attributed to the high turnover rates within the Direct Support Professional (49.3 percent) and Psychiatric Nursing Assistant (33.3 percent) job classification series. Those two job classification series combined accounted for 29.0 percent of employees and 51.3 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 (35.7 percent) and Custodian (24.1 percent) job classification series. Those job classification series combined accounted for 41.8 percent of employees and 55.8 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 (29.4 percent) and Nurse (23.8 percent) job classification series. Those job classification series combined accounted for 57.8 percent of employees and 68.0 percent of total separations within the Medical and Health occupational category.

The Education occupational category's high turnover rate can be partially attributed to the high turnover rate within the Teacher Aide (23.5 percent) job classification series. That job classification series accounted for 78.7 percent of employees and 87.9 percent of total separations within the Education occupational category.

Table 11 lists turnover rates by occupational category.

Table 11

Turnover by Occupational Category Fiscal Year 2017					
Occupational Category	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Accounting, Auditing, and Finance	5,614.25	3.7%	614	2.2%	10.9%
Administrative Support	15,896.00	10.5%	2,350	8.3%	14.8%
Criminal Justice	33,407.25	22.0%	8,653	30.7%	25.9%
Custodial	3,854.25	2.5%	844	3.0%	21.9%
Education	157.00	0.1%	33	0.1%	21.0%
Employment	776.75	0.5%	117	0.4%	15.1%
Engineering and Design	6,850.00	4.5%	873	3.1%	12.7%
Human Resources	1,382.00	0.9%	146	0.5%	10.6%
Information and Communication	831.50	0.5%	62	0.2%	7.5%
Information Technology	4,438.50	2.9%	436	1.5%	9.8%
Inspectors and Investigators	2,913.50	1.9%	336	1.2%	11.5%
Insurance	1,042.00	0.7%	162	0.6%	15.5%
Land Surveying, Appraising, and Utilities	244.00	0.2%	30	0.1%	12.3%
Law Enforcement	5,333.25	3.5%	336	1.2%	6.3%
Legal	3,387.50	2.2%	474	1.7%	14.0%
Library and Records	212.00	0.1%	18	0.1%	8.5%
Maintenance	4,354.50	2.9%	638	2.3%	14.7%
Medical and Health	5,763.75	3.8%	1,255	4.4%	21.8%
Natural Resources	2,458.50	1.6%	266	0.9%	10.8%
Office Services	158.75	0.1%	14	0.0%	8.8%
Planning, Research, and Statistics	560.75	0.4%	67	0.2%	11.9%
Program Management	13,878.00	9.2%	1,476	5.2%	10.6%
Property Management and Procurement	2,475.25	1.6%	268	0.9%	10.8%
Public Safety	1,318.75	0.9%	191	0.7%	14.5%
Safety	271.00	0.2%	45	0.2%	16.6%
Social Services	34,051.50	22.5%	8,514	30.2%	25.0%
Statewide Totals	151,630.50	100.0% <sup>a</sup>	28,218	100.0% <sup>a</sup>	18.6% <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, accountants and auditors, licensed practical and vocational nurses, and lawyers are among the 25 job occupations expected to add the most jobs from 2014 to 2024. 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 (49.3 percent) among all job classification series with 100 or more employees in fiscal year 2017. Twenty-three job classification series had turnover rates of 18.6 percent or more during fiscal year 2017 (excluding job classification series with fewer than 100 employees). Table 12 lists the job classification series (excluding job classification series with fewer than 100 employees) with turnover rates that exceeded 18.6 percent. (See Appendix 4 for turnover rates for all job classification series.)

Table 12

Job Classification Series with Turnover Rates of 18.6 Percent or More During Fiscal Year 2017 (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	6,765.25	4.5%	3,333	11.8%	49.3%
Juvenile Correctional Officer	1,312.50	0.9%	536	1.9%	40.8%
Engineering Aide	256.25	0.2%	94	0.3%	36.7%
Food Service Worker	706.00	0.5%	252	0.9%	35.7%
Psychiatric Nursing Assistant	3,113.00	2.1%	1,037	3.7%	33.3%
Licensed Vocational Nurse	1,094.25	0.7%	322	1.1%	29.4%
Correctional Officer	26,024.50	17.2%	7,282	25.8%	28.0%
Substance Abuse Counselor	100.25	0.1%	27	0.1%	26.9%
Social Worker	214.25	0.1%	56	0.2%	26.1%
Vehicle Driver	198.75	0.1%	50	0.2%	25.2%
Custodian	907.00	0.6%	219	0.8%	24.1%
Nurse	2,236.25	1.5%	532	1.9%	23.8%
Adult Protective Services Specialist	783.50	0.5%	184	0.7%	23.5%
Teacher Aide	123.50	0.1%	29	0.1%	23.5%
Health Specialist	251.75	0.2%	54	0.2%	21.4%
Resident Specialist	417.75	0.3%	89	0.3%	21.3%
Ombudsman	150.25	0.1%	32	0.1%	21.3%
Security Officer	580.50	0.4%	120	0.4%	20.7%
Texas Works Advisor	6,031.00	4.0%	1,237	4.4%	20.5%
Rehabilitation Therapy Technician	1,045.25	0.7%	205	0.7%	19.6%
Trooper Trainee/Probationary Trooper	640.25	0.4%	122	0.4%	19.1%
Maintenance Specialist	1,076.00	0.7%	205	0.7%	19.1%
Cook	319.00	0.2%	60	0.2%	18.8%

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 (39.7 percent) in fiscal year 2017. Employees with fewer than 2 years of state service comprised 20.5 percent of the classified workforce; however, they accounted for 43.7 percent of total separations.

Table 13 lists turnover rates by length of state service.

Table 13

Turnover by Length of State Service Fiscal Year 2017					
Length of State Service	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Fewer than 2 Years	31,080.00	20.5%	12,332	43.7%	39.7%
2 to 4.99 Years	29,591.00	19.5%	5,505	19.5%	18.6%
5 to 9.99 Years	29,177.75	19.2%	3,077	10.9%	10.5%
10 to 14.99 Years	19,242.00	12.7%	1,824	6.5%	9.5%
15 to 19.99 Years	16,943.00	11.2%	1,448	5.1%	8.5%
20 to 24.99 Years	12,837.75	8.5%	1,583	5.6%	12.3%
25 to 29.99 Years	7,294.75	4.8%	1,355	4.8%	18.6%
30 to 34.99 Years	3,109.00	2.1%	654	2.3%	21.0%
35 Years or More	2,355.25	1.6%	440	1.6%	18.7%
Statewide Totals	151,630.50	100.0% <sup>a</sup>	28,218	100.0%	18.6% <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-J  
Turnover by Region

The West Texas region experienced the highest turnover rate (27.4 percent) among all regions of the state in fiscal year 2017. The Capital region, which has the largest percentage of state employees (25.9 percent), had a turnover rate of 13.1 percent. A total of 68 counties had turnover rates that exceeded the statewide turnover rate of 18.6 percent. (See Appendix 5 for turnover rates for all Texas regions and each county within a region.) Table 14 lists turnover rates by region.

Table 14

Turnover by Region Fiscal Year 2017					
Region	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
01 - Alamo	9,757.00	6.4%	2,077	7.4%	21.3%
02 - Capital	39,199.75	25.9%	5,150	18.3%	13.1%
03 - Central Texas	11,172.50	7.4%	2,610	9.2%	23.4%
04 - Coastal Bend	5,937.25	3.9%	1,271	4.5%	21.4%
05 - Gulf Coast	23,035.50	15.2%	4,021	14.2%	17.5%
06 - High Plains	7,515.25	5.0%	1,630	5.8%	21.7%
07 - Metroplex	14,920.50	9.8%	2,915	10.3%	19.5%
08 - Northwest Texas	9,070.50	6.0%	2,319	8.2%	25.6%
09 - South Texas Border	6,664.00	4.4%	812	2.9%	12.2%
10 - Southeast Texas	7,062.50	4.7%	1,793	6.4%	25.4%
11 - Upper East Texas	9,266.75	6.1%	1,844	6.5%	19.9%
12 - Upper Rio Grande	3,617.50	2.4%	567	2.0%	15.7%
13 - West Texas	4,404.75	2.9%	1,209	4.3%	27.4%
14 - Unknown <sup>a</sup>	6.75	0.0%	0	0.0%	0.0%
Statewide Totals	151,630.50	100.0% <sup>b</sup>	28,218	100.0%	18.6% <sup>c</sup>
<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. <sup>b</sup> Percentages do not sum to 100.0 due to rounding. <sup>c</sup> The statewide total turnover rate is not the sum of the percentage.					

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

Interagency Transfers

Interagency transfers are excluded from statewide turnover calculations because they are not considered a loss to the State as a whole; however, they are included in agency turnover calculations because they are a loss to an agency. (See Appendix 9 for more information about interagency transfers for the past five fiscal years.)

Excluding health and human services agencies, which are discussed in more detail later in this subchapter, the Juvenile Justice Department had the highest agency turnover rate of 31.1 percent in fiscal year 2017; that was an increase from 29.2 percent in fiscal year 2016 and was followed by the Department of Criminal Justice, whose 23.6 percent turnover rate was an increase from 19.5 percent in fiscal year 2016. Those two agencies accounted for 20.5 percent of total statewide separations, including interagency transfers. (See Appendix 3 for turnover rates for all state agencies.)

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

- Juvenile Correctional Officer (42.8 percent), which accounted for 53.6 percent of the workforce at the Juvenile Justice Department and 73.9 percent of that agency's separations.
- Correctional Officer (28.2 percent), which accounted for 63.4 percent of the workforce at the Department of Criminal Justice and 75.8 percent of that agency's separations.

Restructuring and Consolidation of Health and Human Services Agencies

In accordance with Senate Bill 200 (84th Legislature, Regular Session) and House Bill 5 (85th Legislature, Regular Session), selected health and human services programs and services were restructured and/or consolidated at the State's health and human services agencies. In some cases, that restructuring significantly affected the fiscal year 2017 turnover rates for the health and human services agencies. Specifically:

- The Department of State Health Services (DSHS) – In September 2017, selected programs and services at DSHS were transferred to the Health and Human Services Commission. As a result, 7,659 employees transferred from DSHS to HHSC. This was a primary cause for the increase in DSHS's turnover rate. Including interagency transfers, the DSHS fiscal year 2017 turnover rate was 90.2 percent, compared to its fiscal year 2016 turnover rate of 28.4 percent. Excluding the interagency transfers to HHSC, DSHS's turnover rate for fiscal year 2017 would have been 24.7 percent.<sup>6</sup>

<sup>6</sup> State hospitals and some selected programs and regulatory services were transferred from DSHS to HHSC in September 2017.

- The Department of Family and Protective Services (DFPS) - DFPS became an independent agency effective September 2017. Effective September 2017, HHSC assumed responsibility for the child care licensing function previously managed by DFPS, which resulted in 792 employees being transferred from DFPS to HHSC in fiscal year 2017. DFPS's turnover rate in fiscal year 2017, including interagency transfers, increased slightly to 21.7 percent, compared to its fiscal year 2016 turnover rate of 19.9 percent. Excluding the interagency transfers to HHSC, DFPS's turnover rate for fiscal year 2017 would have been 15.8 percent.
- The Department of Aging and Disability Services (DADS) – Effective September 2017, the programs and services at DADS were transferred to the Health and Human Services Commission (HHSC) and DADS was abolished.<sup>7</sup> Due to the restructuring, 12,312 employees transferred from DADS to HHSC at the end of fiscal year 2017. As a result, DADS's turnover rate in fiscal year 2017, including interagency transfers, was 123.3 percent, compared to its fiscal year 2016 turnover rate of 43.9 percent. Excluding those interagency transfers to HHSC, DADS's turnover rate for fiscal year 2017 would have been 37.2 percent.
- The Health and Human Services Commission (HHSC) – HHSC's turnover rate for fiscal year 2017 was 18.9 percent. HHSC's turnover rate can be partially attributed to the high turnover rate for the Texas Works Advisor job classification series (23.2 percent), an increase from 19.5 percent in fiscal year 2016. The Texas Works Advisor job classification series accounted for 38.4 percent of the workforce at the Health and Human Services Commission and 47.2 percent of that agency's separations.

#### Top Reasons Cited for Voluntarily Leaving Employment at Selected Agencies

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

#### Department of State Health Services

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

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<sup>7</sup> Certain programs and services at DADS were previously transferred to the Health and Human Services Commission effective September 2016.

Juvenile Justice Department

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

Department of Criminal Justice

- **Retirement.**
- **Better pay/benefits.**
- **Health.**

Department of Family and Protective Services

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

Health and Human Services Commission

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

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

Table 15

Turnover Rates for Agencies with 1,000 or More Employees Fiscal Year 2017					
Agency	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
539 - Department of Aging and Disability Services <sup>a</sup>	14,300.75	9.4%	17,637	34.6%	123.3%
537 - Department of State Health Services <sup>b</sup>	11,696.75	7.7%	10,549	20.7%	90.2%
644 - Juvenile Justice Department	2,450.50	1.6%	761	1.5%	31.1%
696 - Department of Criminal Justice	41,042.50	27.1%	9,669	19.0%	23.6%
530 - Department of Family and Protective Services <sup>c</sup>	13,407.00	8.8%	2,909	5.7%	21.7%
529 - Health and Human Services Commission	15,710.00	10.4%	2,968	5.8%	18.9%
320 - Texas Workforce Commission	4,559.75	3.0%	663	1.3%	14.5%
302 - Office of the Attorney General	4,185.50	2.8%	606	1.2%	14.5%
802 - Parks and Wildlife Department	3,008.75	2.0%	366	0.7%	12.2%
454 - Department of Insurance	1,373.25	0.9%	164	0.3%	11.9%
601 - Department of Transportation	11,646.00	7.7%	1,342	2.6%	11.5%
582 - Commission on Environmental Quality	2,715.25	1.8%	300	0.6%	11.0%
304 - Office of the Comptroller of Public Accounts	2,796.75	1.8%	281	0.6%	10.0%
405 - Department of Public Safety	10,101.50	6.7%	995	2.0%	9.9%

<sup>a</sup> The Department of Aging and Disability Services was abolished as of September 1, 2017, and its programs and services were transferred to the Health and Human Services Commission.

<sup>b</sup> State hospitals and some selected programs and regulatory services were transferred from the Department of State Health Services to the Health and Human Services Commission in September 2017.

<sup>c</sup> House Bill 5 (85th Legislature, Regular Session) established the Department of Family and Protective Services as an agency independent of the Health and Human Services Commission effective September 1, 2017. To comply with previous legislation, on September 1, 2017, the Health and Human Services Commission assumed responsibility for the child care licensing function previously managed by the Department of Family and Protective Services.

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

## Agencies with Turnover Rates That Exceeded 17.0 Percent

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Fourteen state agencies had turnover rates that exceeded 17.0 percent in fiscal year 2017 (excluding agencies that had fewer than 50 employees). Twelve of those agencies also had turnover rates that exceeded 17.0 percent in fiscal year 2016.

The following 12 agencies had turnover rates that exceeded 17.0 percent during both fiscal years 2016 and 2017:

- Department of Aging and Disability Services.
- Department of Criminal Justice.
- Department of Family and Protective Services.
- Department of State Health Services.
- Health and Human Services Commission.
- Juvenile Justice Department.
- Military Department.
- Office of Injured Employee Counsel.
- Preservation Board.
- Supreme Court of Texas.
- Texas State Board of Dental Examiners.
- Veterans Commission.

### Reporting Requirements

Texas Government Code, Section 654.037, requires the **State Auditor's Office** to (1) identify state agencies that experienced an employee turnover rate that exceeded 17.0 percent during the preceding biennium and (2) conduct a comparative study of salary rates within those agencies.

For the purpose of this report, state agencies with turnover rates that exceeded 17.0 percent in fiscal year 2017 are reported, excluding agencies with fewer than 50 employees.

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

Table 16 identifies state agencies, from the highest to lowest turnover rates, with at least 50 employees that had turnover rates that exceeded 17.0 percent in fiscal year 2017. The number of separations and turnover rates for the Department of Aging and Disability Services and the Department of State Health Services were significantly affected by the consolidation of those agencies with the Health and Human Services Commission and includes interagency transfers. Table 16 also lists selected job classification series within the identified agencies that had 20 or more employees and a turnover rate that exceeded 17.0 percent in fiscal year 2017.

Table 16

Agencies with Turnover Rates That Exceeded 17.0 Percent in Fiscal Year 2017 (Excludes agencies with fewer than 50 employees and self-directed, semi-independent agencies)				
Agency	Average Headcount	Number of Separations	Turnover Rate	Job Classification Series with at Least 20 Employees and a Turnover Rate That Exceeded 17.0 Percent
539 - Department of Aging and Disability Services <sup>a b</sup>	14,300.75	17,637	123.3%	A total of 47 job classification series had turnover rates exceeding 17.0 percent. Those included: <ul style="list-style-type: none"> <li>▪ Direct Support Professional (133.5 percent).</li> <li>▪ Food Service Worker (129.3 percent).</li> <li>▪ Licensed Vocational Nurse (122.5 percent).</li> <li>▪ Nurse (117.6 percent).</li> <li>▪ Rehabilitation Therapy Technician (112.1 percent).</li> </ul> See Appendix 6 for a full list of the job classification series.
537 - Department of State Health Services <sup>a c</sup>	11,696.75	10,549	90.2%	A total of 53 job classification series had turnover rates exceeding 17.0 percent. Those included: <ul style="list-style-type: none"> <li>▪ Psychiatric Nursing Assistant (124.1 percent).</li> <li>▪ Licensed Vocational Nurse (112.2 percent).</li> <li>▪ Nurse (109.4 percent).</li> <li>▪ Clerk (98.7 percent).</li> <li>▪ Administrative Assistant (64.6 percent).</li> </ul> See Appendix 6 for a full list of the job classification series.
504 - Texas State Board of Dental Examiners <sup>a</sup>	53.50	18	33.6%	Not applicable. <sup>d</sup>
448 - Office of Injured Employee Counsel <sup>a</sup>	156.50	51	32.6%	<ul style="list-style-type: none"> <li>▪ Ombudsman (32.6 percent).</li> <li>▪ Customer Service Representative (27.5 percent).</li> </ul>
644 - Juvenile Justice Department <sup>a</sup>	2,450.50	761	31.1%	A total of 11 job classification series had turnover rates exceeding 17.0 percent. Those included: <ul style="list-style-type: none"> <li>▪ Juvenile Correctional Officer (42.8 percent).</li> <li>▪ Health Specialist (35.8 percent).</li> <li>▪ Case Manager (20.3 percent).</li> <li>▪ Cook (20.1 percent).</li> <li>▪ Clerk (19.0 percent).</li> </ul> See Appendix 6 for a full list of the job classification series.

Agencies with Turnover Rates That Exceeded 17.0 Percent in Fiscal Year 2017  
(Excludes agencies with fewer than 50 employees and self-directed, semi-independent agencies)

Agency	Average Headcount	Number of Separations	Turnover Rate	Job Classification Series with at Least 20 Employees and a Turnover Rate That Exceeded 17.0 Percent
201 - Supreme Court of Texas <sup>a</sup>	68.25	21	30.8%	Not applicable. <sup>d</sup>
211 - Court of Criminal Appeals	63.25	15	23.7%	Not applicable. <sup>d</sup>
696 - Department of Criminal Justice <sup>a</sup>	41,042.50	9,669	23.6%	A total of 14 job classification series had turnover rates exceeding 17.0 percent. Those included: <ul style="list-style-type: none"> <li>▪ Substance Abuse Counselor (29.5 percent).</li> <li>▪ Correctional Officer (28.2 percent).</li> <li>▪ Clerk (20.8 percent).</li> <li>▪ Maintenance Supervisor (20.0 percent).</li> <li>▪ Food Service Manager (19.4 percent).</li> </ul> See Appendix 6 for a full list of the job classification series.
809 - Preservation Board <sup>a</sup>	214.25	48	22.4%	<ul style="list-style-type: none"> <li>▪ Clerk (30.7 percent)</li> </ul>
530 - Department of Family and Protective Services <sup>a e</sup>	13,407.00	2,909	21.7%	A total of 13 job classification series had turnover rates exceeding 17.0 percent. Those included: <ul style="list-style-type: none"> <li>▪ Inspector (108.0 percent).</li> <li>▪ Adult Protective Services Specialist (46.9 percent).</li> <li>▪ Administrative Assistant (23.8 percent).</li> <li>▪ Child Protective Services Specialist (19.3 percent).</li> <li>▪ Program Specialist (19.1 percent).</li> </ul> See Appendix 6 for a full list of the job classification series.
529 - Health and Human Services Commission <sup>a</sup>	15,710.00	2,968	18.9%	A total of 20 job classification series had turnover rates exceeding 17.0 percent. Those included: <ul style="list-style-type: none"> <li>▪ Texas Works Advisor (23.2 percent).</li> <li>▪ Nurse (22.5 percent).</li> <li>▪ Claims Assistant and Claims Examiner (19.6 percent).</li> <li>▪ Clerk (19.6 percent).</li> <li>▪ Director (19.5 percent).</li> </ul> See Appendix 6 for a full list of the job classification series.
403 - Veterans Commission <sup>a</sup>	390.25	72	18.4%	<ul style="list-style-type: none"> <li>▪ Program Specialist (28.0 percent).</li> <li>▪ Veterans Services Representative (18.5 percent).</li> </ul>
401 - Military Department <sup>a</sup>	541.50	97	17.9%	<ul style="list-style-type: none"> <li>▪ Resident Specialist (79.0 percent).</li> </ul>
772 - School for the Deaf	337.25	58	17.2%	<ul style="list-style-type: none"> <li>▪ Teacher Aide (26.3 percent).</li> <li>▪ Resident Specialist (24.4 percent).</li> </ul>

<sup>a</sup> Agency also had a turnover rate that exceeded 17.0 percent in fiscal year 2016.

<sup>b</sup> The Department of Aging and Disability Services was abolished as of September 1, 2017, and its programs and services were transferred to the Health and Human Services Commission.



Agencies with Turnover Rates That Exceeded 17.0 Percent in Fiscal Year 2017  
(Excludes agencies with fewer than 50 employees and self-directed, semi-independent agencies)

Agency	Average Headcount	Number of Separations	Turnover Rate	Job Classification Series with at Least 20 Employees and a Turnover Rate That Exceeded 17.0 Percent
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<sup>c</sup> State hospitals and some selected programs and regulatory services were transferred from the Department of State Health Services to the Health and Human Services Commission in September 2017.

<sup>d</sup> Agency did not have a job classification series that had at least 20 employees and a turnover rate that exceeded 17.0 percent in fiscal year 2017.

<sup>e</sup> House Bill 5 (85th Legislature, Regular Session) established the Department of Family and Protective Services as an agency independent of the Health and Human Services Commission effective September 1, 2017. To comply with previous legislation, on September 1, 2017, the Health and Human Services Commission assumed responsibility for the child care licensing function previously managed by the Department of Family and Protective Services.

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

Based on 3,364 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 2017 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 17 provides a summary of the reasons that employees reported for leaving employment at their state agencies in fiscal years 2016 and 2017. (See Appendix 7 for additional information about exit survey results.)

Table 17

Reasons Employees Reported in Exit Survey for Leaving Employment at Their State Agencies Fiscal Years 2016 and 2017				
Reason for leaving	Fiscal Year 2016		Fiscal Year 2017	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Retirement	973	25.9%	971	28.9%
Better Pay/benefits	721	19.2%	574	17.1%
Poor working conditions/environment (for example, safety, work-related stress, and/or workload issues)	471	12.6%	400	11.9%
Issues with my supervisor/issues with the employees I supervise	315	8.4%	286	8.5%
Personal or family health	255	6.8%	276	8.2%
No or little career advancement opportunities	266	7.1%	204	6.1%
Relocation (self, spouse, companion)	210	5.6%	190	5.6%
Enter/return to school	147	3.9%	129	3.8%

Reasons Employees Reported in Exit Survey for Leaving Employment at Their State Agencies  
Fiscal Years 2016 and 2017

Reason for leaving	Fiscal Year 2016		Fiscal Year 2017	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Child care/elder care issues	83	2.2%	67	2.0%
Inadequate training	71	1.9%	58	1.7%
Location/transportation issues	66	1.8%	58	1.7%
Other	51	1.4%	47	1.4%
Relationship with co-workers	58	1.5%	44	1.3%
Self-employment	36	1.0%	40	1.2%
Inadequate work resources	27	0.7%	20	0.6%
Statewide Totals	3,750	100.0%	3,364	100.0%

# 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.

#### Scope

The scope of this report included classified, regular, full- and part-time employees in state agencies during fiscal year 2017. Classified employees are employees who are subject to the State's Position Classification Plan. This report does not include data from higher education institutions.

#### Methodology

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

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

The analysis for fiscal year 2017 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 12, 2017.

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 2013 through 2016 are the same turnover rates reported in *An Annual Report on Classified Employee Turnover for Fiscal Year 2016* (State Auditor's Office Report No. 17-704, December 2016). 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:

$$\left( \frac{\text{Number of separations during the fiscal year}}{\text{Average number of classified employees during the fiscal year}^8} \right) \times 100$$

### Project Information

Fieldwork was conducted from October 2017 through November 2017. 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 completed this project:

- Judy Millar, CCP (Project Manager)
- Sharon Schneider, CCP, PHR, SHRM-CP
- Lara Foronda Tai, PHR, SHRM-CP
- Debra Serrins, MA (Information Technology)
- Courtney Ambres-Wade, CGAP (Quality Control Reviewer)
- John Young, MPAff (Audit Manager)

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<sup>8</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 2017 and dividing that total by four.

## Types of State Employee Separations During Fiscal Years 2013-2017

Table 18 provides a summary of the types of state employee separations for fiscal years 2013 through 2017, including interagency transfers.

Table 18

Types of State Employee Separations Fiscal Years 2013 through 2017										
Reason for Separation	Fiscal Year 2017		Fiscal Year 2016		Fiscal Year 2015		Fiscal Year 2014		Fiscal Year 2013	
	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	16,857	33.1%	15,709	45.6%	15,878	54.1%	15,077	52.2%	15,007	52.6%
Transfer to Another Agency	22,766	44.7%	7,722	22.4%	2,239	7.6%	2,482	8.6%	2,102	7.4%
Retirement	4,531	8.9%	4,390	12.7%	4,613	15.7%	4,742	16.4%	4,870	17.1%
Statewide Voluntary Separations <sup>a</sup>	44,154	86.6%	27,821	80.7%	22,730	77.4%	22,301	77.3%	21,979	77.0%
Dismissal for Cause	3,686	7.2%	3,781	11.0%	3,665	12.5%	3,667	12.7%	3,662	12.8%
Resignation in Lieu of Separation	2,565	5.0%	2,234	6.5%	2,334	7.9%	2,270	7.9%	2,111	7.4%
Reduction in Force	55	0.1%	81	0.2%	81	0.3%	170	0.6%	83	0.3%
Death	217	0.4%	232	0.7%	221	0.8%	187	0.6%	226	0.8%
Termination at Will	307	0.6%	333	1.0%	332	1.1%	263	0.9%	471	1.7%
Statewide Involuntary Separations <sup>a</sup>	6,830	13.4%	6,661	19.3%	6,633	22.6%	6,557	22.7%	6,553	23.0%
Total Separations	50,984	100.0%	34,482	100.0%	29,363	100.0%	28,858	100.0%	28,532	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 2016 (State Auditor's Office Report No. 17-704, December 2016).

## Employee Turnover by State Agency

Table 19 provides information on classified, regular, full- and part-time employee turnover by state agency, excluding higher education institutions, in fiscal year 2017. These totals include interagency transfers because they are considered a loss for an agency.

Table 19

Employee Turnover by State Agency Including Interagency Transfers									
Fiscal Year 2017 <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%	20	29.3%	1	1.5%	68.25	21	30.8%
211 - Court of Criminal Appeals	1	1.6%	10	15.8%	4	6.3%	63.25	15	23.7%
212 - Texas Judicial Council Office of Court Administration	2	0.9%	12	5.3%	9	4.0%	227.00	23	10.1%
213 - Office of the State Prosecuting Attorney	0	0.0%	1	36.4%	0	0.0%	2.75	1	36.4%
215 - Office of Capital and Forensic Writs	0	0.0%	4	25.8%	0	0.0%	15.50	4	25.8%
221 - First Court of Appeals District, Houston	0	0.0%	6	16.8%	2	5.6%	35.75	8	22.4%
222 - Second Court of Appeals District, Fort Worth	0	0.0%	0	0.0%	0	0.0%	31.00	0	0.0%
223 - Third Court of Appeals District, Austin	0	0.0%	6	20.2%	0	0.0%	29.75	6	20.2%
224 - Fourth Court of Appeals District, San Antonio	1	3.7%	1	3.7%	2	7.5%	26.75	4	15.0%
225 - Fifth Court of Appeals District, Dallas	0	0.0%	7	12.7%	2	3.6%	55.00	9	16.4%
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	7.3%	1	7.3%	13.75	2	14.5%
228 - Eighth Court of Appeals District, El Paso	0	0.0%	2	13.1%	0	0.0%	15.25	2	13.1%
229 - Ninth Court of Appeals District, Beaumont	0	0.0%	2	11.4%	0	0.0%	17.50	2	11.4%
230 - Tenth Court of Appeals District, Waco	0	0.0%	1	8.5%	0	0.0%	11.75	1	8.5%
231 - Eleventh Court of Appeals District, Eastland	0	0.0%	4	25.0%	0	0.0%	16.00	4	25.0%
232 - Twelfth Court of Appeals District, Tyler	0	0.0%	0	0.0%	1	8.3%	12.00	1	8.3%

Employee Turnover by State Agency Including Interagency Transfers

Fiscal Year 2017 <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
233 - Thirteenth Court of Appeals District, Corpus Christi	0	0.0%	4	15.4%	1	3.8%	26.00	5	19.2%
234 - Fourteenth Court of Appeals District, Houston	0	0.0%	6	17.4%	0	0.0%	34.50	6	17.4%
242 - State Commission on Judicial Conduct	0	0.0%	5	36.4%	1	7.3%	13.75	6	43.6%
243 - State Law Library	0	0.0%	4	37.2%	0	0.0%	10.75	4	37.2%
300 - Trusteed Programs within the Office of the Governor	0	0.0%	14	11.1%	2	1.6%	125.75	16	12.7%
301 - Office of the Governor	0	0.0%	21	14.5%	0	0.0%	145.00	21	14.5%
302 - Office of the Attorney General	47	1.1%	441	10.5%	118	2.8%	4,185.50	606	14.5%
303 - Texas Facilities Commission	5	1.5%	29	8.5%	7	2.0%	342.00	41	12.0%
304 - Office of the Comptroller of Public Accounts	35	1.3%	153	5.5%	93	3.3%	2,796.75	281	10.0%
305 - General Land Office	8	1.4%	31	5.3%	21	3.6%	581.25	60	10.3%
306 - Library and Archives Commission	4	2.4%	15	9.1%	3	1.8%	164.50	22	13.4%
307 - Secretary of State	4	2.2%	19	10.4%	8	4.4%	183.00	31	16.9%
312 - State Securities Board	0	0.0%	9	10.3%	1	1.1%	87.50	10	11.4%
313 - Department of Information Resources	3	1.6%	13	6.8%	8	4.2%	190.75	24	12.6%
320 - Texas Workforce Commission	104	2.3%	399	8.8%	160	3.5%	4,559.75	663	14.5%
323 - Teacher Retirement System	12	1.9%	34	5.3%	26	4.1%	638.00	72	11.3%
326 - Texas Emergency Services Retirement System	0	0.0%	2	22.2%	0	0.0%	9.00	2	22.2%
327 - Employees Retirement System	7	1.9%	29	7.9%	11	3.0%	368.75	47	12.7%
329 - Real Estate Commission	2	2.0%	13	12.7%	3	2.9%	102.25	18	17.6%
332 - Department of Housing and Community Affairs	2	0.7%	15	5.3%	9	3.2%	284.00	26	9.2%
338 - Pension Review Board	0	0.0%	3	26.1%	0	0.0%	11.50	3	26.1%
347 - Public Finance Authority	0	0.0%	1	7.8%	1	7.8%	12.75	2	15.7%
352 - Bond Review Board	0	0.0%	0	0.0%	1	10.8%	9.25	1	10.8%
356 - Texas Ethics Commission	0	0.0%	5	16.9%	2	6.8%	29.50	7	23.7%
359 - Office of Public Insurance Counsel	0	0.0%	1	9.5%	0	0.0%	10.50	1	9.5%
360 - State Office of Administrative Hearings	0	0.0%	4	3.5%	10	8.8%	113.50	14	12.3%
362 - Texas Lottery Commission	2	0.7%	13	4.3%	15	4.9%	303.25	30	9.9%
364 - Health Professions Council	0	0.0%	1	14.3%	0	0.0%	7.00	1	14.3%
401 - Military Department	11	2.0%	75	13.9%	11	2.0%	541.50	97	17.9%



Employee Turnover by State Agency Including Interagency Transfers

Fiscal Year 2017 <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
403 - Veterans Commission	5	1.3%	62	15.9%	5	1.3%	390.25	72	18.4%
405 - Department of Public Safety	58	0.6%	679	6.7%	258	2.6%	10,101.50	995	9.9%
407 - Texas Commission on Law Enforcement	1	2.0%	4	8.0%	0	0.0%	49.75	5	10.1%
409 - Commission on Jail Standards	0	0.0%	0	0.0%	2	14.0%	14.25	2	14.0%
411 - Commission on Fire Protection	1	3.4%	2	6.8%	0	0.0%	29.50	3	10.2%
448 - Office of Injured Employee Counsel	14	8.9%	24	15.3%	13	8.3%	156.50	51	32.6%
450 - Department of Savings and Mortgage Lending	1	1.9%	4	7.5%	1	1.9%	53.25	6	11.3%
451 - Department of Banking	3	1.6%	16	8.7%	1	0.5%	183.00	20	10.9%
452 - Department of Licensing and Regulation	5	1.1%	21	4.8%	17	3.9%	438.00	43	9.8%
454 - Department of Insurance	19	1.4%	85	6.2%	60	4.4%	1,373.25	164	11.9%
455 - Railroad Commission	12	1.7%	72	10.3%	35	5.0%	699.50	119	17.0%
456 - State Board of Plumbing Examiners	1	3.6%	2	7.2%	3	10.8%	27.75	6	21.6%
457 - Board of Public Accountancy	0	0.0%	7	16.8%	1	2.4%	41.75	8	19.2%
458 - Alcoholic Beverage Commission	17	2.8%	44	7.2%	20	3.3%	609.50	81	13.3%
459 - Board of Architectural Examiners	0	0.0%	1	5.2%	0	0.0%	19.25	1	5.2%
460 - Board of Professional Engineers	0	0.0%	2	6.7%	2	6.7%	30.00	4	13.3%
464 - Board of Professional Land Surveying	0	0.0%	1	17.4%	1	17.4%	5.75	2	34.8%
466 - Office of Consumer Credit Commissioner	2	2.3%	7	8.1%	0	0.0%	86.25	9	10.4%
469 - Credit Union Department	1	3.5%	1	3.5%	1	3.5%	28.25	3	10.6%
473 - Public Utility Commission of Texas	1	0.5%	26	13.6%	4	2.1%	191.50	31	16.2%
475 - Office of Public Utility Counsel	0	0.0%	1	6.5%	0	0.0%	15.50	1	6.5%
476 - Racing Commission	2	3.9%	3	5.9%	1	2.0%	50.75	6	11.8%
477 - Commission on State Emergency Communications	1	4.5%	4	18.0%	3	13.5%	22.25	8	36.0%
479 - State Office of Risk Management	3	2.6%	11	9.7%	5	4.4%	113.50	19	16.7%
481 - Board of Professional Geoscientists	0	0.0%	1	18.2%	0	0.0%	5.50	1	18.2%
503 - Texas Medical Board	2	1.0%	16	8.1%	6	3.0%	198.25	24	12.1%
504 - Texas State Board of Dental Examiners	1	1.9%	14	26.2%	3	5.6%	53.50	18	33.6%
507 - Texas Board of Nursing	1	0.9%	14	12.4%	1	0.9%	112.75	16	14.2%
508 - Board of Chiropractic Examiners	0	0.0%	0	0.0%	1	8.3%	12.00	1	8.3%

Employee Turnover by State Agency Including Interagency Transfers

Fiscal Year 2017 <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
512 - Board of Podiatric Medical Examiners <sup>b</sup>	0	0.0%	3	100.0%	0	0.0%	3.00	3	100.0%
513 - Funeral Service Commission	0	0.0%	0	0.0%	2	19.5%	10.25	2	19.5%
514 - Optometry Board	0	0.0%	1	15.4%	0	0.0%	6.50	1	15.4%
515 - Board of Pharmacy	1	1.1%	8	8.6%	3	3.2%	92.75	12	12.9%
520 - Board of Examiners of Psychologists	0	0.0%	4	34.0%	0	0.0%	11.75	4	34.0%
529 - Health and Human Services Commission	429	2.7%	1,984	12.6%	555	3.5%	15,710.00	2,968	18.9%
530 - Department of Family and Protective Services <sup>c</sup>	351	2.6%	2,345	17.5%	213	1.6%	13,407.00	2,909	21.7%
533 - Executive Council of Physical and Occupational Therapy Examiners	1	5.1%	1	5.1%	3	15.4%	19.50	5	25.6%
537 - Department of State Health Services <sup>d</sup>	591	5.1%	9,611	82.2%	347	3.0%	11,696.75	10,549	90.2%
539 - Department of Aging and Disability Services <sup>e</sup>	1,615	11.3%	15,763	110.2%	259	1.8%	14,300.75	17,637	123.3%
542 - Cancer Prevention and Research Institute of Texas	0	0.0%	3	10.6%	0	0.0%	28.25	3	10.6%
551 - Department of Agriculture	3	0.5%	47	7.4%	15	2.4%	636.75	65	10.2%
554 - Animal Health Commission	3	1.8%	8	4.8%	8	4.8%	165.75	19	11.5%
578 - Board of Veterinary Medical Examiners	0	0.0%	5	29.4%	1	5.9%	17.00	6	35.3%
580 - Water Development Board	5	1.8%	22	7.8%	9	3.2%	280.75	36	12.8%
582 - Commission on Environmental Quality	22	0.8%	183	6.7%	95	3.5%	2,715.25	300	11.0%
592 - Soil and Water Conservation Board	1	1.5%	4	5.8%	1	1.5%	68.75	6	8.7%
601 - Department of Transportation	157	1.3%	662	5.7%	523	4.5%	11,646.00	1,342	11.5%
608 - Department of Motor Vehicles	8	1.1%	49	6.8%	28	3.9%	718.25	85	11.8%
644 - Juvenile Justice Department	162	6.6%	540	22.0%	59	2.4%	2,450.50	761	31.1%
696 - Department of Criminal Justice	2,994	7.3%	5,413	13.2%	1,262	3.1%	41,042.50	9,669	23.6%
701 - Texas Education Agency	25	3.0%	63	7.7%	39	4.8%	820.50	127	15.5%
771 - School for the Blind and Visually Impaired	2	0.6%	29	8.9%	6	1.8%	324.75	37	11.4%
772 - School for the Deaf	4	1.2%	48	14.2%	6	1.8%	337.25	58	17.2%
802 - Parks and Wildlife Department	47	1.6%	206	6.8%	113	3.8%	3,008.75	366	12.2%
808 - Historical Commission	2	0.9%	22	10.0%	1	0.5%	219.75	25	11.4%
809 - Preservation Board	5	2.3%	38	17.7%	5	2.3%	214.25	48	22.4%

Employee Turnover by State Agency Including Interagency Transfers

Fiscal Year 2017 <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
813 - Commission on the Arts	0	0.0%	1	7.5%	0	0.0%	13.25	1	7.5%
907 - Comptroller - State Energy Conservation Office	1	9.5%	0	0.0%	0	0.0%	10.50	1	9.5%
Statewide Totals <sup>f</sup>	6,830	4.5%	39,623	26.1%	4,531	3.0%	151,630.50	50,984	33.6%

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

<sup>b</sup> House Bill 3078 (85th Legislature, Regular Session) abolished the Board of Podiatric Medical Examiners as of September 1, 2017, and transferred the licensing and regulation responsibilities to the Department of Licensing and Regulation.

<sup>c</sup> House Bill 5 (85th Legislature, Regular Legislative Session) established the Department of Family and Protective Services as an agency independent of the Health and Human Services Commission effective September 1, 2017. To comply with previous legislation, on September 1, 2017, the Health and Human Services Commission assumed responsibility for the child care licensing function previously managed by the Department of Family and Protective Services.

<sup>d</sup> State hospitals and some selected programs and regulatory services were transferred from the Department of State Health Services to the Health and Human Services Commission in September 2017.

<sup>e</sup> The Department of Aging and Disability Services was abolished as of September 1, 2017, and its programs and services were transferred to the Health and Human Services Commission.

<sup>f</sup> The statewide total turnover rates are not the sums of the percentages.

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

## Turnover by Job Classification Series

Table 20 provides a summary of turnover by job classification series in fiscal year 2017. Job classification series that had no employees in fiscal year 2017 were excluded from this table.

Table 20

Turnover by Job Classification Series and Occupational Category						
Fiscal Year 2017						
Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separation <sup>a</sup>	Turnover Rate
Accounting, Auditing, and Finance	Accountant	1,564.75	1.0%	177	0.6%	11.3%
	Accounting Technician	189.50	0.1%	26	0.1%	13.7%
	Accounts Examiner	730.75	0.5%	69	0.2%	9.4%
	Appropriations Control Officer	90.75	0.1%	13	0.0%	14.3%
	Auditor	688.25	0.5%	92	0.3%	13.4%
	Budget Analyst	406.75	0.3%	49	0.2%	12.0%
	Chief Trader	5.00	0.0%	0	0.0%	0.0%
	Financial Analyst	225.75	0.1%	24	0.1%	10.6%
	Financial Examiner	390.25	0.3%	35	0.1%	9.0%
	Independent Audit Reviewer	4.00	0.0%	0	0.0%	0.0%
	Investment Analyst	71.25	0.0%	9	0.0%	12.6%
	Loan Specialist	31.75	0.0%	2	0.0%	6.3%
	Portfolio Manager	109.00	0.1%	5	0.0%	4.6%
	Reimbursement Officer	84.25	0.1%	17	0.1%	20.2%
	Tax Analyst	33.00	0.0%	3	0.0%	9.1%
	Tax Auditor	494.00	0.3%	32	0.1%	6.5%
	Tax Auditor Manager	23.00	0.0%	2	0.0%	8.7%
	Tax Auditor Supervisor/Manager	35.75	0.0%	4	0.0%	11.2%
	Taxpayer Compliance Officer	433.50	0.3%	55	0.2%	12.7%
Trader	3.00	0.0%	0	0.0%	0.0%	
Totals for Accounting, Auditing, and Finance		5,614.25	3.7%	614	2.2%	10.9% <sup>b</sup>
Administrative Support	Administrative Assistant	7,111.75	4.7%	923	3.3%	13.0%
	Clerk	4,500.75	3.0%	799	2.8%	17.8%
	Customer Service Representative	3,258.00	2.1%	507	1.8%	15.6%
	Executive Assistant	561.75	0.4%	54	0.2%	9.6%

Turnover by Job Classification Series and Occupational Category

Fiscal Year 2017

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separation <sup>a</sup>	Turnover Rate
	License and Permit Specialist	386.50	0.3%	49	0.2%	12.7%
	Receptionist	77.25	0.1%	18	0.1%	23.3%
	Totals for Administrative Support	15,896.00	10.5%	2,350	8.3%	14.8% <sup>b</sup>
Criminal Justice	Agriculture Specialist	101.75	0.1%	18	0.1%	17.7%
	Assistant Warden/Warden	183.00	0.1%	20	0.1%	10.9%
	Correctional Officer	26,024.50	17.2%	7,282	25.8%	28.0%
	Counsel Substitute	96.75	0.1%	8	0.0%	8.3%
	Dorm Supervisor	30.25	0.0%	5	0.0%	16.5%
	Halfway House Assistant Superintendent/Superintendent	13.00	0.0%	0	0.0%	0.0%
	Industrial Specialist	305.25	0.2%	38	0.1%	12.4%
	Juvenile Correctional Officer	1,312.50	0.9%	536	1.9%	40.8%
	Juvenile Correctional Officer Supervisor	88.00	0.1%	14	0.0%	15.9%
	Parole Officer	2,151.00	1.4%	343	1.2%	15.9%
	Senior Correctional Officer	3,091.00	2.0%	388	1.4%	12.6%
	Youth Facility Assistant Superintendent/Superintendent	10.25	0.0%	1	0.0%	9.8%
	Totals for Criminal Justice	33,407.25	22.0%	8,653	30.7%	25.9% <sup>b</sup>
Custodial	Barber/Cosmetologist	16.50	0.0%	2	0.0%	12.1%
	Cook	319.00	0.2%	60	0.2%	18.8%
	Custodial Manager	64.00	0.0%	12	0.0%	18.8%
	Custodian	907.00	0.6%	219	0.8%	24.1%
	Food Service Manager	960.50	0.6%	172	0.6%	17.9%
	Food Service Worker	706.00	0.5%	252	0.9%	35.7%
	Groundskeeper	84.50	0.1%	16	0.1%	18.9%
	Laundry Manager	702.25	0.5%	79	0.3%	11.2%
	Laundry/Sewing Room Worker	94.50	0.1%	32	0.1%	33.9%
	Totals for Custodial	3,854.25	2.5%	844	3.0%	21.9% <sup>b</sup>
Education	Education Specialist	33.50	0.0%	4	0.0%	11.9%
	Teacher Aide	123.50	0.1%	29	0.1%	23.5%
	Totals for Education	157.00	0.1%	33	0.1%	21.0% <sup>b</sup>

Turnover by Job Classification Series and Occupational Category  
Fiscal Year 2017

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separation <sup>a</sup>	Turnover Rate
Employment	Unemployment Insurance Claims Examiner	194.00	0.1%	26	0.1%	13.4%
	Unemployment Insurance Specialist	65.75	0.0%	5	0.0%	7.6%
	Workforce Development Specialist	517.00	0.3%	86	0.3%	16.6%
Totals for Employment		776.75	0.5%	117	0.4%	15.1% <sup>b</sup>
Engineering and Design	Architect	68.50	0.0%	2	0.0%	2.9%
	Creative Media Designer	57.00	0.0%	2	0.0%	3.5%
	District Engineer	24.25	0.0%	3	0.0%	12.4%
	Drafting Technician	14.25	0.0%	1	0.0%	7.0%
	Engineer	855.75	0.6%	61	0.2%	7.1%
	Engineering Aide	256.25	0.2%	94	0.3%	36.7%
	Engineering Specialist	2,263.50	1.5%	266	0.9%	11.8%
	Engineering Technician	3,302.50	2.2%	442	1.6%	13.4%
Project Design Assistant	8.00	0.0%	2	0.0%	25.0%	
Totals for Engineering and Design		6,850.00	4.5%	873	3.1%	12.7% <sup>b</sup>
Human Resources	Human Resources Assistant/Specialist	696.75	0.5%	72	0.3%	10.3%
	Training Assistant/Specialist	685.25	0.5%	74	0.3%	10.8%
Total for Human Resources		1,382.00	0.9%	146	0.5%	10.6% <sup>b</sup>
Information and Communication	Editor	12.00	0.0%	0	0.0%	0.0%
	Government Relations Specialist	90.00	0.1%	6	0.0%	6.7%
	Governor's Advisor	23.00	0.0%	1	0.0%	4.3%
	Information Specialist	404.00	0.3%	30	0.1%	7.4%
	Management Analyst	167.00	0.1%	11	0.0%	6.6%
	Marketing Specialist	65.75	0.0%	9	0.0%	13.7%
	Multimedia Technician	20.50	0.0%	1	0.0%	4.9%
	Privacy Analyst	2.50	0.0%	0	0.0%	0.0%
Technical Writer	46.75	0.0%	4	0.0%	8.6%	
Totals for Information and Communication		831.50	0.5%	62	0.2%	7.5% <sup>b</sup>
Information Technology	Business Analyst	82.75	0.1%	6	0.0%	7.3%
	Business Continuity Coordinator	13.25	0.0%	4	0.0%	30.2%
	Chief Cybersecurity Officer	1.00	0.0%	0	0.0%	0.0%
	Chief Information Security Officer	6.50	0.0%	1	0.0%	15.4%
	Computer Operations Specialist	38.25	0.0%	2	0.0%	5.2%
	Computer Operator Technician	10.50	0.0%	3	0.0%	28.6%

Turnover by Job Classification Series and Occupational Category  
Fiscal Year 2017

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separation <sup>a</sup>	Turnover Rate
	Cybersecurity Analyst	29.50	0.0%	0	0.0%	0.0%
	Data Base Administrator	138.50	0.1%	9	0.0%	6.5%
	Data Entry Operator	91.25	0.1%	18	0.1%	19.7%
	Geographic Information Specialist	61.25	0.0%	5	0.0%	8.2%
	Information Technology Auditor	31.25	0.0%	3	0.0%	9.6%
	Information Technology Security Analyst	104.75	0.1%	7	0.0%	6.7%
	Network Specialist	527.75	0.3%	41	0.1%	7.8%
	Programmer	582.75	0.4%	68	0.2%	11.7%
	Systems Administrator	42.75	0.0%	2	0.0%	4.7%
	Systems Analyst	1,939.50	1.3%	182	0.6%	9.4%
	Systems Support Specialist	501.50	0.3%	63	0.2%	12.6%
	Telecommunications Specialist	126.50	0.1%	16	0.1%	12.6%
	Web Administrator	109.00	0.1%	6	0.0%	5.5%
	Totals for Information Technology	4,438.50	2.9%	436	1.5%	9.8% <sup>b</sup>
Inspectors and Investigators	Boiler Inspector	17.00	0.0%	0	0.0%	0.0%
	Inspector	1,389.75	0.9%	164	0.6%	11.8%
	Investigator	1,506.75	1.0%	172	0.6%	11.4%
	Totals for Inspectors and Investigators	2,913.50	1.9%	336	1.2%	11.5% <sup>b</sup>
Insurance	Actuary	50.25	0.0%	5	0.0%	10.0%
	Claims Assistant and Claims Examiner	573.25	0.4%	98	0.3%	17.1%
	Insurance Specialist	191.50	0.1%	26	0.1%	13.6%
	Insurance Technician	1.00	0.0%	0	0.0%	0.0%
	Retirement Systems Benefits Specialist	226.00	0.1%	33	0.1%	14.6%
	Totals for Insurance	1,042.00	0.7%	162	0.6%	15.5% <sup>b</sup>
Land Surveying, Appraising, and Utilities	Appraiser	75.25	0.0%	11	0.0%	14.6%
	Land Surveyor	24.00	0.0%	3	0.0%	12.5%
	Right of Way Agent	131.50	0.1%	15	0.1%	11.4%
	Utility Specialist	13.25	0.0%	1	0.0%	7.5%
	Totals for Land Surveying, Appraising, and Utilities	244.00	0.2%	30	0.1%	12.3% <sup>b</sup>

Turnover by Job Classification Series and Occupational Category  
Fiscal Year 2017

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separation <sup>a</sup>	Turnover Rate
Law Enforcement	Agent	171.00	0.1%	15	0.1%	8.8%
	Agent Trainee	5.25	0.0%	2	0.0%	38.1%
	Captain, Texas Attorney General's Office	17.50	0.0%	1	0.0%	5.7%
	Commander, Public Safety	2.00	0.0%	0	0.0%	0.0%
	Corporal, Public Safety	215.00	0.1%	3	0.0%	1.4%
	Game Warden	384.75	0.3%	17	0.1%	4.4%
	Game Warden-Assistant Commander/Commander	7.75	0.0%	0	0.0%	0.0%
	Game Warden-Sergeant/Lieutenant/Captain/Major	93.25	0.1%	11	0.0%	11.8%
	Internal Affairs (Supervisor/Manager/Admin./Dir.)	23.25	0.0%	2	0.0%	8.6%
	Internal Affairs Investigator	113.00	0.1%	5	0.0%	4.4%
	Lieutenant, Texas Attorney General's Office	23.25	0.0%	1	0.0%	4.3%
	Major, Texas Attorney General's Office	4.50	0.0%	1	0.0%	22.2%
	Pilot Investigator	45.00	0.0%	1	0.0%	2.2%
	Sergeant, Texas Attorney General's Office	128.00	0.1%	12	0.0%	9.4%
	Sergeant/Lieutenant/Captain/Major, Alcohol Bev.	52.75	0.0%	7	0.0%	13.3%
	Sergeant/Lieutenant/Captain/Major, Public Safety	1,435.50	0.9%	64	0.2%	4.5%
	Trainee/Probationary Game Warden	59.75	0.0%	9	0.0%	15.1%
	Trooper	1,911.50	1.3%	63	0.2%	3.3%
Trooper Trainee/Probationary Trooper	640.25	0.4%	122	0.4%	19.1%	
Totals for Law Enforcement		5,333.25	3.5%	336	1.2%	6.3% <sup>b</sup>
Legal	Administrative Law Judge	115.25	0.1%	12	0.0%	10.4%
	Assistant Attorney General	746.25	0.5%	68	0.2%	9.1%
	Associate Judge	62.75	0.0%	4	0.0%	6.4%
	Attorney	1,101.25	0.7%	119	0.4%	10.8%
	Benefit Review Officer	30.75	0.0%	1	0.0%	3.3%
	Chief Deputy Clerk	10.75	0.0%	1	0.0%	9.3%
	Clerk of the Court	15.00	0.0%	2	0.0%	13.3%
	Court Coordinator	64.25	0.0%	1	0.0%	1.6%
	Court Law Clerk	43.25	0.0%	32	0.1%	74.0%



Turnover by Job Classification Series and Occupational Category

Fiscal Year 2017

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separation <sup>a</sup>	Turnover Rate
	Deputy Clerk	69.00	0.0%	8	0.0%	11.6%
	General Counsel	174.50	0.1%	14	0.0%	8.0%
	Hearings Officer	143.25	0.1%	21	0.1%	14.7%
	Hearings Reporter	4.00	0.0%	0	0.0%	0.0%
	Law Clerk	28.00	0.0%	66	0.2%	235.7%
	Legal Assistant	447.75	0.3%	65	0.2%	14.5%
	Legal Secretary	181.25	0.1%	28	0.1%	15.4%
	Ombudsman	150.25	0.1%	32	0.1%	21.3%
Totals for Legal		3,387.50	2.2%	474	1.7%	14.0% <sup>b</sup>
Library and Records	Archaeologist	24.75	0.0%	1	0.0%	4.0%
	Archivist	22.00	0.0%	2	0.0%	9.1%
	Curator	11.50	0.0%	1	0.0%	8.7%
	Exhibit Technician	7.00	0.0%	0	0.0%	0.0%
	Historian	8.00	0.0%	0	0.0%	0.0%
	Librarian	114.50	0.1%	12	0.0%	10.5%
	Library Assistant	24.25	0.0%	2	0.0%	8.2%
Totals for Library and Records		212.00	0.1%	18	0.1%	8.5% <sup>b</sup>
Maintenance	Air Conditioning and Boiler Operator	37.25	0.0%	11	0.0%	29.5%
	Aircraft Mechanic	15.00	0.0%	0	0.0%	0.0%
	Aircraft Pilot	9.25	0.0%	2	0.0%	21.6%
	Electrician	68.75	0.0%	4	0.0%	5.8%
	Electronics Technician	56.25	0.0%	9	0.0%	16.0%
	Equipment Maintenance Technician	10.75	0.0%	0	0.0%	0.0%
	Equipment Operator	781.00	0.5%	67	0.2%	8.6%
	Ferryboat Specialist	52.50	0.0%	3	0.0%	5.7%
	HVAC Mechanic	91.50	0.1%	6	0.0%	6.6%
	Machinist	4.75	0.0%	0	0.0%	0.0%
	Maintenance Assistant	35.00	0.0%	10	0.0%	28.6%
	Maintenance Specialist	1,076.00	0.7%	205	0.7%	19.1%
	Maintenance Supervisor	975.25	0.6%	180	0.6%	18.5%
	Motor Vehicle Technician	293.25	0.2%	39	0.1%	13.3%
	Radio Communications Technician	28.00	0.0%	2	0.0%	7.1%

Turnover by Job Classification Series and Occupational Category

Fiscal Year 2017

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separation <sup>a</sup>	Turnover Rate
	Transportation Maintenance Specialist	621.25	0.4%	50	0.2%	8.0%
	Vehicle Driver	198.75	0.1%	50	0.2%	25.2%
Totals for Maintenance		4,354.50	2.9%	638	2.3%	14.7% <sup>b</sup>
Medical and Health	Advanced Practice Registered Nurse	47.25	0.0%	8	0.0%	16.9%
	Behavior Analyst	72.00	0.0%	26	0.1%	36.1%
	Dental Assistant	23.25	0.0%	1	0.0%	4.3%
	Dental Hygienist	28.75	0.0%	4	0.0%	13.9%
	Dentist	32.00	0.0%	4	0.0%	12.5%
	Dietetic and Nutrition Specialist	81.25	0.1%	19	0.1%	23.4%
	Dietetic Technician	18.00	0.0%	3	0.0%	16.7%
	Epidemiologist	94.50	0.1%	22	0.1%	23.3%
	Health Assistant	101.50	0.1%	17	0.1%	16.7%
	Health Physicist	76.50	0.1%	5	0.0%	6.5%
	Health Specialist	251.75	0.2%	54	0.2%	21.4%
	Laboratory Technician	58.25	0.0%	6	0.0%	10.3%
	Licensed Vocational Nurse	1,094.25	0.7%	322	1.1%	29.4%
	Medical Research Specialist	6.00	0.0%	1	0.0%	16.7%
	Medical Technician	26.50	0.0%	13	0.0%	49.1%
	Medical Technologist	69.50	0.0%	15	0.1%	21.6%
	Microbiologist	139.50	0.1%	16	0.1%	11.5%
	Molecular Biologist	4.00	0.0%	0	0.0%	0.0%
	Nurse	2,236.25	1.5%	532	1.9%	23.8%
	Orthopedic Equipment Technician	37.25	0.0%	7	0.0%	18.8%
	Pharmacist	109.00	0.1%	6	0.0%	5.5%
	Pharmacy Technician	79.25	0.1%	17	0.1%	21.5%
	Physician	96.75	0.1%	17	0.1%	17.6%
	Physician Assistant	7.50	0.0%	3	0.0%	40.0%
	Psychiatrist	138.00	0.1%	12	0.0%	8.7%
	Psychological Associate	4.00	0.0%	0	0.0%	0.0%
	Psychologist	61.50	0.0%	10	0.0%	16.3%
Public Health and Prevention Specialist	355.25	0.2%	49	0.2%	13.8%	
Public Health Nurse	52.00	0.0%	16	0.1%	30.8%	
Radiological Technologist	13.75	0.0%	1	0.0%	7.3%	

Turnover by Job Classification Series and Occupational Category  
Fiscal Year 2017

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separation <sup>a</sup>	Turnover Rate
	Registered Therapists Assistant/Therapist	306.50	0.2%	45	0.2%	14.7%
	Respiratory Care Practitioner	13.75	0.0%	2	0.0%	14.5%
	Veterinarian	28.25	0.0%	2	0.0%	7.1%
Totals for Medical and Health		5,763.75	3.8%	1,255	4.4%	21.8% <sup>b</sup>
Natural Resources	Chemist	122.75	0.1%	13	0.0%	10.6%
	Earth Science Specialist	0.75	0.0%	0	0.0%	0.0%
	Environmental Protection Specialist	286.00	0.2%	23	0.1%	8.0%
	Fish and Wildlife Technician	181.50	0.1%	19	0.1%	10.5%
	Geoscientist	97.75	0.1%	10	0.0%	10.2%
	Hydrologist	68.50	0.0%	6	0.0%	8.8%
	Natural Resources Specialist	1,261.25	0.8%	142	0.5%	11.3%
	Park Ranger	203.50	0.1%	37	0.1%	18.2%
	Park Superintendent	97.25	0.1%	7	0.0%	7.2%
	Sanitarian	125.50	0.1%	9	0.0%	7.2%
	Toxicologist	13.75	0.0%	0	0.0%	0.0%
Totals for Natural Resources		2,458.50	1.6%	266	0.9%	10.8% <sup>b</sup>
Office Services	Micrographics Technician	67.00	0.0%	10	0.0%	14.9%
	Photographer	1.00	0.0%	0	0.0%	0.0%
	Printing Services Technician	90.75	0.1%	4	0.0%	4.4%
Totals for Office Services		158.75	0.1%	14	0.0%	8.8% <sup>b</sup>
Planning, Research, and Statistics	Economist	40.25	0.0%	8	0.0%	19.9%
	Planner	209.00	0.1%	18	0.1%	8.6%
	Research and Statistics Technician	16.00	0.0%	3	0.0%	18.8%
	Research Specialist	271.25	0.2%	34	0.1%	12.5%
	Statistician	24.25	0.0%	4	0.0%	16.5%
Totals for Planning, Research, and Statistics		560.75	0.4%	67	0.2%	11.9% <sup>b</sup>
Program Management	Deputy Comptroller	1.00	0.0%	0	0.0%	0.0%
	Deputy Executive Commissioner	1.00	0.0%	0	0.0%	0.0%
	Director	2,257.75	1.5%	260	0.9%	11.5%
	Manager	3,064.75	2.0%	296	1.0%	9.7%
	Portfolio Project Manager	5.00	0.0%	0	0.0%	0.0%
	Program Specialist	6,000.25	4.0%	687	2.4%	11.4%
	Program Supervisor	1,785.25	1.2%	166	0.6%	9.3%

Turnover by Job Classification Series and Occupational Category

Fiscal Year 2017

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separation <sup>a</sup>	Turnover Rate
	Project Controller	1.00	0.0%	0	0.0%	0.0%
	Project Management Specialist	5.75	0.0%	0	0.0%	0.0%
	Project Manager	432.25	0.3%	42	0.1%	9.7%
	Staff Services Officer	324.00	0.2%	25	0.1%	7.7%
Totals for Program Management		13,878.00	9.2%	1,476	5.2%	10.6% <sup>b</sup>
Property Management and Procurement	Contract Administration Manager	80.50	0.1%	10	0.0%	12.4%
	Contract Specialist	813.75	0.5%	71	0.3%	8.7%
	Contract Technician	81.25	0.1%	8	0.0%	9.8%
	Fleet Manager	2.50	0.0%	0	0.0%	0.0%
	Grant Coordinator	114.00	0.1%	7	0.0%	6.1%
	Inventory and Store Specialist	781.75	0.5%	116	0.4%	14.8%
	Property Manager	166.00	0.1%	18	0.1%	10.8%
	Purchaser	435.50	0.3%	38	0.1%	8.7%
Totals for Property Management and Procurement		2,475.25	1.6%	268	0.9%	108% <sup>b</sup>
Public Safety	Crime Analyst	97.75	0.1%	11	0.0%	11.3%
	Crime Laboratory Specialist	64.00	0.0%	7	0.0%	10.9%
	Criminal Intelligence Analyst	23.25	0.0%	6	0.0%	25.8%
	Combined DNA Index System Analyst	10.00	0.0%	1	0.0%	10.0%
	Emergency Management Program Coordinator	11.25	0.0%	1	0.0%	8.9%
	Fingerprint Technician	40.00	0.0%	7	0.0%	17.5%
	Forensic Scientist	296.00	0.2%	20	0.1%	6.8%
	Police Communications Operator	175.25	0.1%	14	0.0%	8.0%
	Public Safety Records Technician	20.75	0.0%	4	0.0%	19.3%
	Security Officer	580.50	0.4%	120	0.4%	20.7%
Totals for Public Safety		1,318.75	0.9%	191	0.7%	14.5% <sup>b</sup>
Safety	Rescue Specialist	31.00	0.0%	4	0.0%	12.9%
	Risk Management Specialist	44.00	0.0%	7	0.0%	15.9%
	Safety Officer	196.00	0.1%	34	0.1%	17.3%
Totals for Safety		271.00	0.2%	45	0.2%	16.6% <sup>b</sup>
Social Services	Adult and Child Care Licensing Specialist	47.50	0.0%	14	0.0%	29.5%
	Adult Protective Services Specialist	783.50	0.5%	184	0.7%	23.5%
	Case Manager	521.75	0.3%	75	0.3%	14.4%

Turnover by Job Classification Series and Occupational Category  
Fiscal Year 2017

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separation <sup>a</sup>	Turnover Rate
	Chaplain	144.75	0.1%	24	0.1%	16.6%
	Chaplaincy Services Assistant	8.50	0.0%	2	0.0%	23.5%
	Child Protective Services Specialist	6,562.75	4.3%	1,194	4.2%	18.2%
	Child Support Officer	1,288.75	0.8%	200	0.7%	15.5%
	Child Support Technician	393.00	0.3%	59	0.2%	15.0%
	Direct Support Professional	6,765.25	4.5%	3,333	11.8%	49.3%
	Family and Protective Services Supervisor	1,309.25	0.9%	81	0.3%	6.2%
	Family Services Specialist	325.00	0.2%	27	0.1%	8.3%
	Health and Human Services Program Coordinator	46.25	0.0%	5	0.0%	10.8%
	Human Services Specialist	1,405.75	0.9%	185	0.7%	13.2%
	Human Services Technician	898.00	0.6%	109	0.4%	12.1%
	Interpreter	25.25	0.0%	2	0.0%	7.9%
	Protective Services Intake Specialist	349.00	0.2%	52	0.2%	14.9%
	Psychiatric Nursing Assistant	3,113.00	2.1%	1,037	3.7%	33.3%
	Qualified Intellectual Disability Professional	281.00	0.2%	50	0.2%	17.8%
	Quality Assurance Specialist	312.75	0.2%	31	0.1%	9.9%
	Recreation Program Specialist	12.25	0.0%	5	0.0%	40.8%
	Rehabilitation Teacher	107.50	0.1%	14	0.0%	13.0%
	Rehabilitation Therapy Technician	1,045.25	0.7%	205	0.7%	19.6%
	Resident Specialist	417.75	0.3%	89	0.3%	21.3%
	Social Worker	214.25	0.1%	56	0.2%	26.1%
	Substance Abuse Counselor	100.25	0.1%	27	0.1%	26.9%
	Texas Works Advisor	6,031.00	4.0%	1,237	4.4%	20.5%
	Texas Works Supervisor	532.25	0.4%	69	0.2%	13.0%
	Veterans Services Representative	278.50	0.2%	49	0.2%	17.6%
	Vocational Rehabilitation Counselor	645.50	0.4%	86	0.3%	13.3%
	Volunteer Services Coordinator	86.00	0.1%	13	0.0%	15.1%
Totals for Social Services		34,051.50	22.5%	8,514	30.2%	25.0% <sup>b</sup>
Statewide Totals		151,630.50	100.0%	28,218	100.0%	18.6% <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 21 provides a summary of turnover by region and county in Texas in fiscal year 2017.

Table 21

Turnover by Region and County Fiscal Year 2017						
Region	County	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
Alamo Region	Atascosa	107.75	0.1%	10	0.0%	9.3%
	Bandera	43.25	0.0%	4	0.0%	9.2%
	Bexar	6,766.50	4.5%	1,400	5.0%	20.7%
	Comal	187.75	0.1%	26	0.1%	13.8%
	Frio	343.25	0.2%	80	0.3%	23.3%
	Gillespie	47.50	0.0%	10	0.0%	21.1%
	Guadalupe	170.75	0.1%	22	0.1%	12.9%
	Karnes	716.00	0.5%	264	0.9%	36.9%
	Kendall	51.50	0.0%	8	0.0%	15.5%
	Kerr	727.75	0.5%	150	0.5%	20.6%
	Medina	519.75	0.3%	97	0.3%	18.7%
	Wilson	75.25	0.0%	6	0.0%	8.0%
Alamo Region Totals		9,757.00	6.4%	2,077.00	7.4%	21.3% <sup>b</sup>
Capital Region	Bastrop	178.50	0.1%	23	0.1%	12.9%
	Blanco	36.75	0.0%	3	0.0%	8.2%
	Burnet	247.00	0.2%	36	0.1%	14.6%
	Caldwell	74.50	0.0%	14	0.0%	18.8%
	Fayette	61.75	0.0%	6	0.0%	9.7%
	Hays	210.00	0.1%	34	0.1%	16.2%
	Lee	470.00	0.3%	117	0.4%	24.9%
	Llano	30.50	0.0%	3	0.0%	9.8%
	Travis	37,472.75	24.7%	4,846	17.2%	12.9%
	Williamson	418.00	0.3%	68	0.2%	16.3%
Capital Region Totals		39,199.75	25.9%	5,150.00	18.3%	13.1% <sup>b</sup>
Central Texas Region	Bell	712.50	0.5%	107	0.4%	15.0%
	Bosque	34.75	0.0%	2	0.0%	5.8%
	Brazos	690.25	0.5%	100	0.4%	14.5%
	Burleson	42.25	0.0%	1	0.0%	2.4%
	Coryell	2,713.75	1.8%	609	2.2%	22.4%

Turnover by Region and County

Fiscal Year 2017

Region	County	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Falls	458.50	0.3%	111	0.4%	24.2%
	Freestone	320.00	0.2%	75	0.3%	23.4%
	Grimes	656.25	0.4%	147	0.5%	22.4%
	Hamilton	70.00	0.0%	19	0.1%	27.1%
	Hill	86.75	0.1%	7	0.0%	8.1%
	Lampasas	63.00	0.0%	6	0.0%	9.5%
	Leon	48.25	0.0%	3	0.0%	6.2%
	Limestone	1,534.50	1.0%	460	1.6%	30.0%
	Madison	685.75	0.5%	219	0.8%	31.9%
	McLennan	1,623.00	1.1%	334	1.2%	20.6%
	Milam	49.50	0.0%	5	0.0%	10.1%
	Mills	17.00	0.0%	1	0.0%	5.9%
	Robertson	43.50	0.0%	8	0.0%	18.4%
	San Saba	150.75	0.1%	27	0.1%	17.9%
	Washington	1,172.25	0.8%	369	1.3%	31.5%
Central Texas Region Totals		11,172.50	7.4%	2,610.00	9.2%	23.4% <sup>b</sup>
Coastal Bend Region	Aransas	86.75	0.1%	10	0.0%	11.5%
	Bee	1,958.50	1.3%	505	1.8%	25.8%
	Brooks	35.25	0.0%	3	0.0%	8.5%
	Calhoun	65.00	0.0%	7	0.0%	10.8%
	Dewitt	431.25	0.3%	70	0.2%	16.2%
	Duval	143.75	0.1%	11	0.0%	7.7%
	Goliad	37.25	0.0%	6	0.0%	16.1%
	Gonzales	60.75	0.0%	7	0.0%	11.5%
	Jackson	24.50	0.0%	1	0.0%	4.1%
	Jim Wells	143.00	0.1%	25	0.1%	17.5%
	Kenedy	1.00	0.0%	0	0.0%	0.0%
	Kleberg	93.50	0.1%	14	0.0%	15.0%
	Lavaca	37.50	0.0%	3	0.0%	8.0%
	Live Oak	28.75	0.0%	2	0.0%	7.0%
	McMullen	33.50	0.0%	5	0.0%	14.9%
	Nueces	2,314.50	1.5%	536	1.9%	23.2%
Refugio	25.75	0.0%	4	0.0%	15.5%	

Turnover by Region and County

Fiscal Year 2017

Region	County	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
	San Patricio	155.50	0.1%	27	0.1%	17.4%
	Victoria	261.25	0.2%	35	0.1%	13.4%
Coastal Bend Region Totals		5,937.25	3.9%	1,271.00	4.5%	21.4% <sup>b</sup>
Gulf Coast Region	Austin	102.25	0.1%	11	0.0%	10.8%
	Brazoria	2,770.00	1.8%	618	2.2%	22.3%
	Chambers	44.25	0.0%	6	0.0%	13.6%
	Colorado	90.25	0.1%	27	0.1%	29.9%
	Fort Bend	2,687.75	1.8%	472	1.7%	17.6%
	Galveston	1,096.50	0.7%	151	0.5%	13.8%
	Harris	7,795.75	5.1%	1,152	4.1%	14.8%
	Liberty	972.00	0.6%	248	0.9%	25.5%
	Matagorda	111.00	0.1%	14	0.0%	12.6%
	Montgomery	474.50	0.3%	85	0.3%	17.9%
	Walker	6,720.50	4.4%	1,218	4.3%	18.1%
	Waller	70.75	0.0%	11	0.0%	15.5%
	Wharton	100.00	0.1%	8	0.0%	8.0%
Gulf Coast Region Totals		23,035.50	15.2%	4,021.00	14.2%	17.5% <sup>b</sup>
High Plains Region	Armstrong	13.25	0.0%	0	0.0%	0.0%
	Bailey	17.75	0.0%	1	0.0%	5.6%
	Briscoe	21.25	0.0%	1	0.0%	4.7%
	Carson	32.75	0.0%	5	0.0%	15.3%
	Castro	20.25	0.0%	2	0.0%	9.9%
	Childress	448.50	0.3%	85	0.3%	19.0%
	Cochran	13.75	0.0%	3	0.0%	21.8%
	Collingsworth	13.50	0.0%	2	0.0%	14.8%
	Crosby	17.00	0.0%	1	0.0%	5.9%
	Dallam	162.25	0.1%	42	0.1%	25.9%
	Deaf Smith	45.50	0.0%	3	0.0%	6.6%
	Dickens	12.75	0.0%	3	0.0%	23.5%
	Donley	20.50	0.0%	2	0.0%	9.8%
	Floyd	16.00	0.0%	1	0.0%	6.3%
	Garza	32.75	0.0%	2	0.0%	6.1%
	Gray	427.75	0.3%	116	0.4%	27.1%
	Hale	524.50	0.3%	90	0.3%	17.2%
	Hall	15.25	0.0%	1	0.0%	6.6%



Turnover by Region and County

Fiscal Year 2017

Region	County	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Hansford	12.50	0.0%	2	0.0%	16.0%
	Hartley	79.25	0.1%	36	0.1%	45.4%
	Hemphill	19.75	0.0%	1	0.0%	5.1%
	Hockley	52.25	0.0%	6	0.0%	11.5%
	Hutchinson	48.50	0.0%	11	0.0%	22.7%
	Lamb	39.25	0.0%	2	0.0%	5.1%
	Lipscomb	6.25	0.0%	1	0.0%	16.0%
	Lubbock	2,667.00	1.8%	595	2.1%	22.3%
	Lynn	15.75	0.0%	0	0.0%	0.0%
	Moore	49.00	0.0%	7	0.0%	14.3%
	Motley	11.00	0.0%	2	0.0%	18.2%
	Ochiltree	19.75	0.0%	4	0.0%	20.3%
	Oldham	18.75	0.0%	1	0.0%	5.3%
	Parmer	16.75	0.0%	1	0.0%	6.0%
	Potter	1,929.25	1.3%	494	1.8%	25.6%
	Randall	292.75	0.2%	47	0.2%	16.1%
	Sherman	15.50	0.0%	2	0.0%	12.9%
	Swisher	143.50	0.1%	14	0.0%	9.8%
	Terry	188.50	0.1%	38	0.1%	20.2%
	Wheeler	21.00	0.0%	4	0.0%	19.0%
	Yoakum	13.75	0.0%	2	0.0%	14.5%
High Plains Region Totals		7,515.25	5.0%	1,630.00	5.8%	21.7% <sup>b</sup>
Metroplex Region	Collin	561.50	0.4%	77	0.3%	13.7%
	Cooke	439.50	0.3%	145	0.5%	33.0%
	Dallas	4,580.25	3.0%	799	2.8%	17.4%
	Denton	2,311.25	1.5%	813	2.9%	35.2%
	Ellis	229.50	0.2%	38	0.1%	16.6%
	Erath	78.25	0.1%	7	0.0%	8.9%
	Fannin	509.00	0.3%	85	0.3%	16.7%
	Grayson	226.25	0.1%	35	0.1%	15.5%
	Hood	148.50	0.1%	26	0.1%	17.5%
	Hunt	176.75	0.1%	19	0.1%	10.7%
	Johnson	215.50	0.1%	29	0.1%	13.5%
	Kaufman	1,122.75	0.7%	197	0.7%	17.5%
	Navarro	121.00	0.1%	16	0.1%	13.2%

Turnover by Region and County

Fiscal Year 2017

Region	County	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Palo Pinto	146.25	0.1%	21	0.1%	14.4%
	Parker	169.50	0.1%	20	0.1%	11.8%
	Rockwall	50.75	0.0%	7	0.0%	13.8%
	Somervell	37.00	0.0%	7	0.0%	18.9%
	Tarrant	3,669.75	2.4%	565	2.0%	15.4%
	Wise	127.25	0.1%	9	0.0%	7.1%
Metroplex Region Totals		14,920.50	9.8%	2,915.00	10.3%	19.5% <sup>b</sup>
Northwest Texas Region	Archer	17.75	0.0%	1	0.0%	5.6%
	Baylor	19.50	0.0%	3	0.0%	15.4%
	Brown	786.25	0.5%	183	0.6%	23.3%
	Callahan	22.25	0.0%	0	0.0%	0.0%
	Clay	29.25	0.0%	1	0.0%	3.4%
	Coleman	20.00	0.0%	3	0.0%	15.0%
	Comanche	20.00	0.0%	1	0.0%	5.0%
	Cottle	21.75	0.0%	3	0.0%	13.8%
	Eastland	79.00	0.1%	13	0.0%	16.5%
	Fisher	14.25	0.0%	2	0.0%	14.0%
	Foard	10.00	0.0%	0	0.0%	0.0%
	Hardeman	21.00	0.0%	6	0.0%	28.6%
	Haskell	35.00	0.0%	3	0.0%	8.6%
	Jack	22.25	0.0%	1	0.0%	4.5%
	Jones	740.00	0.5%	195	0.7%	26.4%
	Kent	10.25	0.0%	0	0.0%	0.0%
	Knox	17.75	0.0%	1	0.0%	5.6%
	Mitchell	440.75	0.3%	167	0.6%	37.9%
	Montague	55.50	0.0%	5	0.0%	9.0%
	Nolan	49.25	0.0%	10	0.0%	20.3%
	Runnels	30.75	0.0%	5	0.0%	16.3%
	Scurry	348.00	0.2%	98	0.3%	28.2%
	Shackelford	12.25	0.0%	1	0.0%	8.2%
	Stephens	171.25	0.1%	20	0.1%	11.7%
Stonewall	11.00	0.0%	2	0.0%	18.2%	
Taylor	2,457.75	1.6%	772	2.7%	31.4%	
Throckmorton	10.50	0.0%	0	0.0%	0.0%	
Wichita	2,322.75	1.5%	515	1.8%	22.2%	

Turnover by Region and County

Fiscal Year 2017

Region	County	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Wilbarger	1,210.50	0.8%	304	1.1%	25.1%
	Young	64.00	0.0%	4	0.0%	6.3%
Northwest Texas Region Totals		9,070.50	6.0%	2,319.00	8.2%	25.6% <sup>b</sup>
South Texas Border Region	Cameron	1,642.75	1.1%	249	0.9%	15.2%
	Dimmit	43.00	0.0%	3	0.0%	7.0%
	Edwards	13.00	0.0%	1	0.0%	7.7%
	Hidalgo	3,068.75	2.0%	361	1.3%	11.8%
	Jim Hogg	31.00	0.0%	2	0.0%	6.5%
	Kinney	22.00	0.0%	1	0.0%	4.5%
	La Salle	138.50	0.1%	20	0.1%	14.4%
	Maverick	158.75	0.1%	18	0.1%	11.3%
	Real	11.25	0.0%	2	0.0%	17.8%
	Starr	297.25	0.2%	27	0.1%	9.1%
	Uvalde	134.25	0.1%	17	0.1%	12.7%
	Val Verde	171.25	0.1%	11	0.0%	6.4%
	Webb	798.50	0.5%	82	0.3%	10.3%
	Willacy	57.00	0.0%	6	0.0%	10.5%
	Zapata	24.00	0.0%	1	0.0%	4.2%
Zavala	52.75	0.0%	11	0.0%	20.9%	
South Texas Border Region Totals		6,664.00	4.4%	812.00	2.9%	12.2% <sup>b</sup>
Southeast Texas Region	Angelina	1,668.50	1.1%	455	1.6%	27.3%
	Hardin	62.00	0.0%	4	0.0%	6.5%
	Houston	810.50	0.5%	240	0.9%	29.6%
	Jasper	277.00	0.2%	39	0.1%	14.1%
	Jefferson	2,166.00	1.4%	494	1.8%	22.8%
	Nacogdoches	234.25	0.2%	38	0.1%	16.2%
	Newton	19.50	0.0%	0	0.0%	0.0%
	Orange	129.75	0.1%	19	0.1%	14.6%
	Polk	872.75	0.6%	283	1.0%	32.4%
	Sabine	29.75	0.0%	4	0.0%	13.4%
	San Augustine	19.25	0.0%	2	0.0%	10.4%
	San Jacinto	40.00	0.0%	2	0.0%	5.0%
Shelby	56.50	0.0%	5	0.0%	8.8%	

Turnover by Region and County

Fiscal Year 2017

Region	County	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Trinity	72.25	0.0%	9	0.0%	12.5%
	Tyler	604.50	0.4%	199	0.7%	32.9%
Southeast Texas Region Totals		7,062.50	4.7%	1,793.00	6.4%	25.4% <sup>b</sup>
Upper East Texas Region	Anderson	3,308.50	2.2%	841	3.0%	25.4%
	Bowie	921.25	0.6%	247	0.9%	26.8%
	Camp	8.50	0.0%	0	0.0%	0.0%
	Cass	166.75	0.1%	16	0.1%	9.6%
	Cherokee	1,776.75	1.2%	385	1.4%	21.7%
	Delta	23.00	0.0%	2	0.0%	8.7%
	Franklin	22.50	0.0%	0	0.0%	0.0%
	Gregg	352.50	0.2%	52	0.2%	14.8%
	Harrison	175.50	0.1%	25	0.1%	14.2%
	Henderson	328.25	0.2%	35	0.1%	10.7%
	Hopkins	122.00	0.1%	12	0.0%	9.8%
	Lamar	264.75	0.2%	43	0.2%	16.2%
	Marion	22.50	0.0%	2	0.0%	8.9%
	Morris	50.75	0.0%	2	0.0%	3.9%
	Panola	43.75	0.0%	4	0.0%	9.1%
	Rains	18.25	0.0%	2	0.0%	11.0%
	Red River	31.75	0.0%	2	0.0%	6.3%
	Rusk	93.50	0.1%	9	0.0%	9.6%
	Smith	1,019.25	0.7%	101	0.4%	9.9%
	Titus	132.50	0.1%	21	0.1%	15.8%
Upshur	63.50	0.0%	3	0.0%	4.7%	
Van Zandt	86.75	0.1%	8	0.0%	9.2%	
Wood	234.00	0.2%	32	0.1%	13.7%	
Upper East Texas Region Totals		9,266.75	6.1%	1,844.00	6.5%	19.9% <sup>b</sup>
Upper Rio Grande Region	Brewster	83.50	0.1%	6	0.0%	7.2%
	Culberson	41.75	0.0%	3	0.0%	7.2%
	El Paso	3,317.75	2.2%	531	1.9%	16.0%
	Hudspeth	29.25	0.0%	1	0.0%	3.4%
	Jeff Davis	63.25	0.0%	17	0.1%	26.9%
	Presidio	82.00	0.1%	9	0.0%	11.0%
Upper Rio Grande Region Totals		3,617.50	2.4%	567.00	2.0%	15.7% <sup>b</sup>

Turnover by Region and County  
Fiscal Year 2017

Region	County	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
West Texas Region	Andrews	31.00	0.0%	9	0.0%	29.0%
	Borden	9.75	0.0%	0	0.0%	0.0%
	Coke	10.75	0.0%	1	0.0%	9.3%
	Concho	13.75	0.0%	1	0.0%	7.3%
	Crane	13.25	0.0%	1	0.0%	7.5%
	Crockett	27.50	0.0%	4	0.0%	14.5%
	Dawson	408.50	0.3%	158	0.6%	38.7%
	Ector	408.75	0.3%	65	0.2%	15.9%
	Gaines	24.50	0.0%	9	0.0%	36.7%
	Glasscock	1.00	0.0%	0	0.0%	0.0%
	Howard	684.75	0.5%	227	0.8%	33.2%
	Irion	2.00	0.0%	0	0.0%	0.0%
	Kimble	38.50	0.0%	6	0.0%	15.6%
	Martin	17.50	0.0%	4	0.0%	22.9%
	Mason	20.50	0.0%	0	0.0%	0.0%
	McCulloch	33.50	0.0%	2	0.0%	6.0%
	Menard	3.50	0.0%	0	0.0%	0.0%
	Midland	475.75	0.3%	75	0.3%	15.8%
	Pecos	514.00	0.3%	109	0.4%	21.2%
	Reagan	14.25	0.0%	4	0.0%	28.1%
	Reeves	63.00	0.0%	20	0.1%	31.7%
	Schleicher	1.50	0.0%	0	0.0%	0.0%
	Sterling	11.50	0.0%	5	0.0%	43.5%
	Sutton	25.00	0.0%	3	0.0%	12.0%
	Terrell	15.25	0.0%	3	0.0%	19.7%
	Tom Green	1,470.75	1.0%	488	1.7%	33.2%
	Upton	11.00	0.0%	2	0.0%	18.2%
	Ward	42.00	0.0%	11	0.0%	26.2%
Winkler	11.75	0.0%	2	0.0%	17.0%	
West Texas Region Totals		4,404.75	2.9%	1,209.00	4.3%	27.4% <sup>b</sup>
Other	Unknown <sup>c</sup>	6.75	0.0%	0	0.0%	0.0%
Statewide Totals		151,630.50	100.0%	28,218.00	100.0%	18.6% <sup>d</sup>

<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.

Turnover by Region and County  
Fiscal Year 2017

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

## Turnover by Job Classification Series for Selected Agencies

Table 22 lists all job classification series that had an average headcount of 20 or more and turnover rates that exceeded 17.0 percent in fiscal year 2017 for the following agencies: Department of Aging and Disability Services, Department of Criminal Justice, Department of Family and Protective Services, Health and Human Services Commission, Department of State Health Services, and Juvenile Justice Department. It should be noted that the restructuring and consolidation among the State's health and human services agencies significantly affected the turnover rates for some job classification series in fiscal year 2017.

Table 22

Job Classification Series with an Average Headcount of 20 or More Employees and Turnover Rates That Exceeded 17.0 Percent at Selected Agencies Fiscal Year 2017			
Job Classification Series	Average Headcount	Number of Separations	Turnover Rate
Department of Aging and Disability Services <sup>a</sup>			
Direct Support Professional <sup>b</sup>	6,761.25	9,029	133.5%
Food Service Worker	435.50	563	129.3%
Behavior Analyst	63.25	80	126.5%
Psychiatrist	21.50	27	125.6%
Licensed Vocational Nurse	557.75	683	122.5%
Quality Assurance Specialist	34.75	42	120.9%
Social Worker	39.00	47	120.5%
Custodian	375.50	449	119.6%
Vehicle Driver	121.75	145	119.1%
Program Supervisor	61.50	73	118.7%
Physician	39.75	47	118.2%
Safety Officer	37.25	44	118.1%
Nurse	962.00	1,131	117.6%
Laundry/Sewing Room Worker	47.75	56	117.3%
Cook	153.50	178	116.0%
Qualified Intellectual Disability Professional	271.00	312	115.1%
Maintenance Specialist	204.25	235	115.1%
Security Officer	214.50	246	114.7%
Director	48.25	55	114.0%
Dietetic and Nutrition Specialist	44.75	51	114.0%
Health Assistant	96.00	109	113.5%
Pharmacy Technician	39.00	44	112.8%
Investigator	114.50	129	112.7%

Job Classification Series with an Average Headcount of 20 or More Employees  
and Turnover Rates That Exceeded 17.0 Percent at Selected Agencies  
Fiscal Year 2017

Job Classification Series	Average Headcount	Number of Separations	Turnover Rate
Rehabilitation Therapy Technician	686.75	770	112.1%
Program Specialist	185.00	207	111.9%
Groundskeeper	39.50	44	111.4%
Manager	270.25	298	110.3%
Health Specialist	124.25	137	110.3%
Orthopedic Equipment Technician	37.25	41	110.1%
Volunteer Services Coordinator	22.75	25	109.9%
Ombudsman	23.75	26	109.5%
Inspector	254.25	278	109.3%
Resident Specialist	121.00	132	109.1%
Clerk	343.75	374	108.8%
Registered Therapists Assistant/Therapist	230.75	250	108.3%
Pharmacist	50.00	54	108.0%
Motor Vehicle Technician	34.25	37	108.0%
Maintenance Supervisor	48.50	52	107.2%
Training Assistant/Specialist	91.25	97	106.3%
Systems Analyst	24.75	26	105.1%
Administrative Assistant	429.50	450	104.8%
Food Service Manager	52.75	55	104.3%
Receptionist	23.50	24	102.1%
Accountant	31.00	31	100.0%
HVAC Mechanic	20.00	20	100.0%
License and Permit Specialist	42.75	42	98.2%
Human Services Technician	21.75	21	96.6%
Department of Criminal Justice			
Programmer	41.25	17	41.2%
Health Specialist	37.00	12	32.4%
Substance Abuse Counselor	91.50	27	29.5%
Correctional Officer	26,024.50	7,332	28.2%
Accounting Technician	41.25	11	26.7%
Motor Vehicle Technician	31.25	8	25.6%
Clerk	1,877.50	391	20.8%
Legal Assistant	34.75	7	20.1%
Maintenance Supervisor	744.75	149	20.0%
Food Service Manager	845.50	164	19.4%
Agriculture Specialist	101.75	19	18.7%
Safety Officer	81.00	15	18.5%



Job Classification Series with an Average Headcount of 20 or More Employees  
and Turnover Rates That Exceeded 17.0 Percent at Selected Agencies  
Fiscal Year 2017

Job Classification Series	Average Headcount	Number of Separations	Turnover Rate
Training Assistant/Specialist	40.50	7	17.3%
Attorney	40.75	7	17.2%
Department of Family and Protective Services <sup>C</sup>			
Adult and Child Care Licensing Specialist	47.50	60	126.3%
Inspector	287.00	310	108.0%
Adult Protective Services Specialist	709.50	333	46.9%
Director	84.50	30	35.5%
Budget Analyst	26.25	9	34.3%
Attorney	90.75	27	29.8%
Accountant	76.50	20	26.1%
Administrative Assistant	1,085.75	258	23.8%
Manager	165.75	35	21.1%
Legal Secretary	31.00	6	19.4%
Child Protective Services Specialist	6,562.75	1,269	19.3%
Program Specialist	456.25	87	19.1%
Systems Analyst	144.75	25	17.3%
Health and Human Services Commission			
Systems Support Specialist	92.75	27	29.1%
Legal Assistant	36.00	9	25.0%
Information Technology Security Analyst	20.25	5	24.7%
Texas Works Advisor	6,031.00	1,401	23.2%
Nurse	231.50	52	22.5%
Rehabilitation Teacher	27.00	6	22.2%
Customer Service Representative	22.50	5	22.2%
Human Resources Assistant/Specialist	43.25	9	20.8%
Clerk	1,364.00	268	19.6%
Claims Assistant and Claims Examiner	438.75	86	19.6%
Information Specialist	25.50	5	19.6%
Director	277.50	54	19.5%
Auditor	139.75	27	19.3%
Budget Analyst	74.75	14	18.7%
Project Manager	66.75	12	18.0%
Public Health and Prevention Specialist	33.50	6	17.9%
Inventory and Store Specialist	95.50	17	17.8%
Telecommunications Specialist	28.25	5	17.7%
Investigator	240.00	42	17.5%

Job Classification Series with an Average Headcount of 20 or More Employees  
and Turnover Rates That Exceeded 17.0 Percent at Selected Agencies  
Fiscal Year 2017

Job Classification Series	Average Headcount	Number of Separations	Turnover Rate
Accountant	220.50	38	17.2%
Department of State Health Services <sup>d</sup>			
Program Supervisor	87.50	124	141.7%
Laundry/Sewing Room Worker	44.75	59	131.8%
Psychiatric Nursing Assistant	3,113.00	3,862	124.1%
Security Officer	197.75	242	122.4%
Food Service Worker	249.00	299	120.1%
Rehabilitation Therapy Technician	358.50	418	116.6%
Custodian	328.25	382	116.4%
Social Worker	167.50	194	115.8%
Maintenance Specialist	186.00	214	115.1%
Case Manager	44.50	50	112.4%
Licensed Vocational Nurse	516.00	579	112.2%
Pharmacy Technician	40.25	45	111.8%
Rehabilitation Teacher	31.50	35	111.1%
Psychologist	47.75	53	111.0%
Receptionist	46.50	51	109.7%
Nurse	981.75	1,074	109.4%
Cook	78.75	85	107.9%
Health Specialist	42.25	45	106.5%
Psychiatrist	112.50	119	105.8%
Vehicle Driver	43.75	46	105.1%
Registered Therapists Assistant/Therapist	70.50	74	105.0%
Maintenance Supervisor	39.50	41	103.8%
Advanced Practice Registered Nurse	32.00	33	103.1%
Reimbursement Officer	31.25	32	102.4%
Training Assistant/Specialist	71.50	71	99.3%
Clerk	436.75	431	98.7%
Systems Analyst	73.00	72	98.6%
Food Service Manager	27.50	27	98.2%
Dietetic and Nutrition Specialist	28.75	28	97.4%
Groundskeeper	26.25	25	95.2%
Pharmacist	37.75	34	90.1%
Physician	45.25	39	86.2%
Administrative Assistant	704.75	455	64.6%
Accounting Technician	23.50	15	63.8%
Project Manager	20.25	12	59.3%

Job Classification Series with an Average Headcount of 20 or More Employees  
and Turnover Rates That Exceeded 17.0 Percent at Selected Agencies  
Fiscal Year 2017

Job Classification Series	Average Headcount	Number of Separations	Turnover Rate
Data Entry Operator	40.75	24	58.9%
Accountant	93.00	47	50.5%
Information Specialist	29.50	14	47.5%
Medical Technologist	68.50	32	46.7%
Manager	253.25	111	43.8%
Executive Assistant	27.50	12	43.6%
Director	77.75	32	41.2%
Laboratory Technician	44.50	17	38.2%
Program Specialist	768.25	270	35.1%
Contract Specialist	30.75	10	32.5%
Budget Analyst	38.75	12	31.0%
Public Health Nurse	52.00	16	30.8%
Research Specialist	35.75	10	28.0%
Epidemiologist	94.50	24	25.4%
Inspector	148.50	36	24.2%
Human Services Technician	54.00	13	24.1%
Human Services Specialist	132.25	28	21.2%
Public Health and Prevention Specialist	321.50	55	17.1%
<b>Juvenile Justice Department</b>			
Juvenile Correctional Officer	1,312.50	562	42.8%
Teacher Aide	27.50	10	36.4%
Health Specialist	33.50	12	35.8%
Training Assistant/Specialist	20.00	6	30.0%
Human Services Specialist	26.75	8	29.9%
Parole Officer	28.50	6	21.1%
Case Manager	138.25	28	20.3%
Cook	59.75	12	20.1%
Dorm Supervisor	30.25	6	19.8%
Clerk	73.50	14	19.0%
Network Specialist	22.25	4	18.0%

<sup>a</sup> The Department of Aging and Disability Services was abolished as of September 1, 2017, and its programs and services were transferred to Health and Human Services Commission.

<sup>b</sup> Prior to September 1, 2011, the "Direct Support Professional" job classification series was "Mental Health/Mental Retardation Assistant."

<sup>c</sup> House Bill 5 (85th Legislature, Regular Session) established the Department of Family and Protective Services as an agency independent of the Health and Human Services Commission effective September 1, 2017. To comply with previous legislation, on September 1, 2017, the Health and Human Services Commission assumed responsibility for the child care licensing function previously managed by the Department of Family and Protective Services.

Job Classification Series with an Average Headcount of 20 or More Employees  
and Turnover Rates That Exceeded 17.0 Percent at Selected Agencies  
Fiscal Year 2017

Job Classification Series	Average Headcount	Number of Separations	Turnover Rate
<sup>d</sup> State hospitals and some selected programs and regulatory services were transferred from the Department of State Health Services to the Health and Human Services Commission in September 2017.			

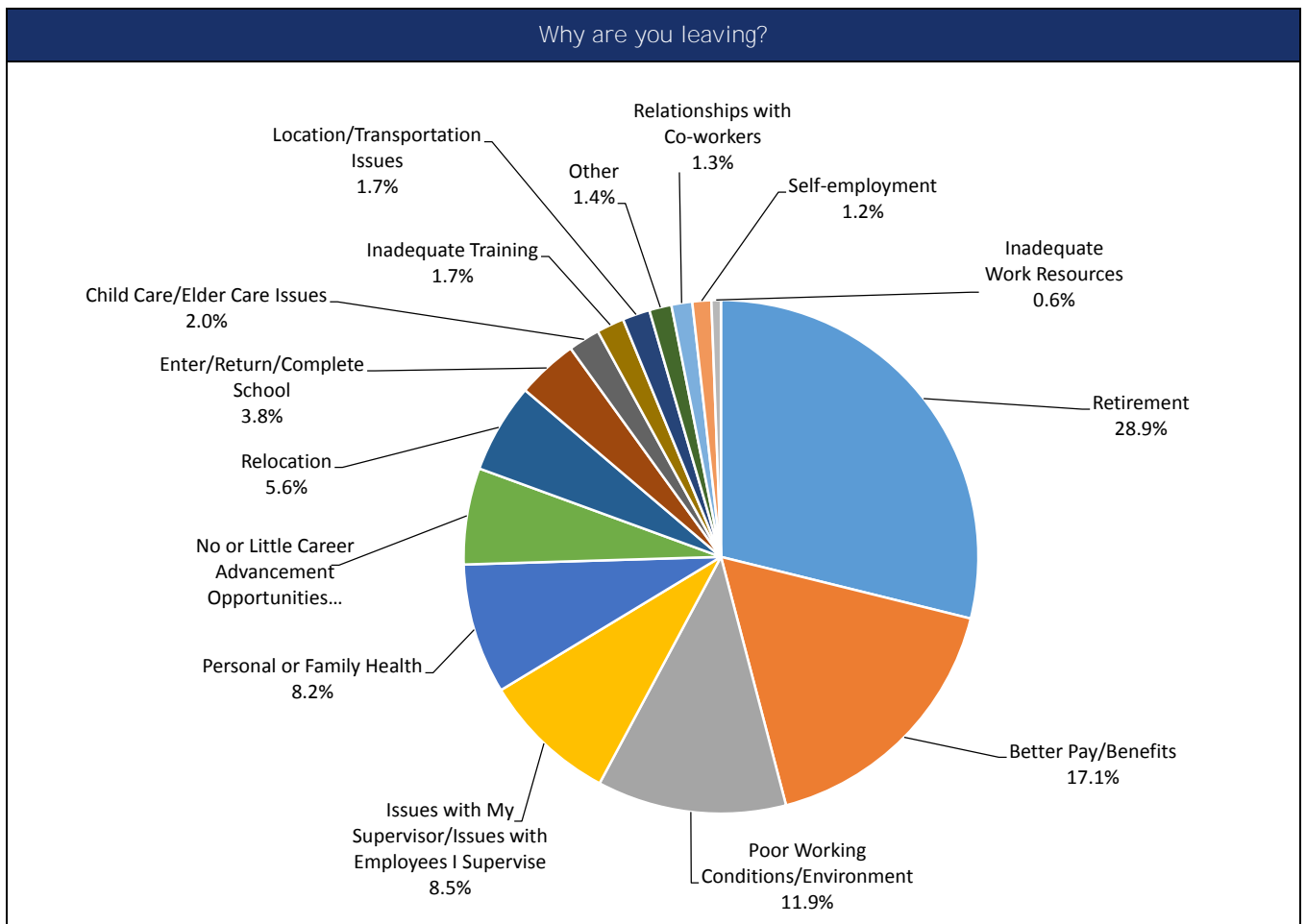
Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

## Fiscal Year 2017 Overall Exit Survey Results

Figures 5 through 11 show the aggregate results from 3,364 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 by employees who terminated their employment with their agency between September 1, 2016, and August 31, 2017.

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

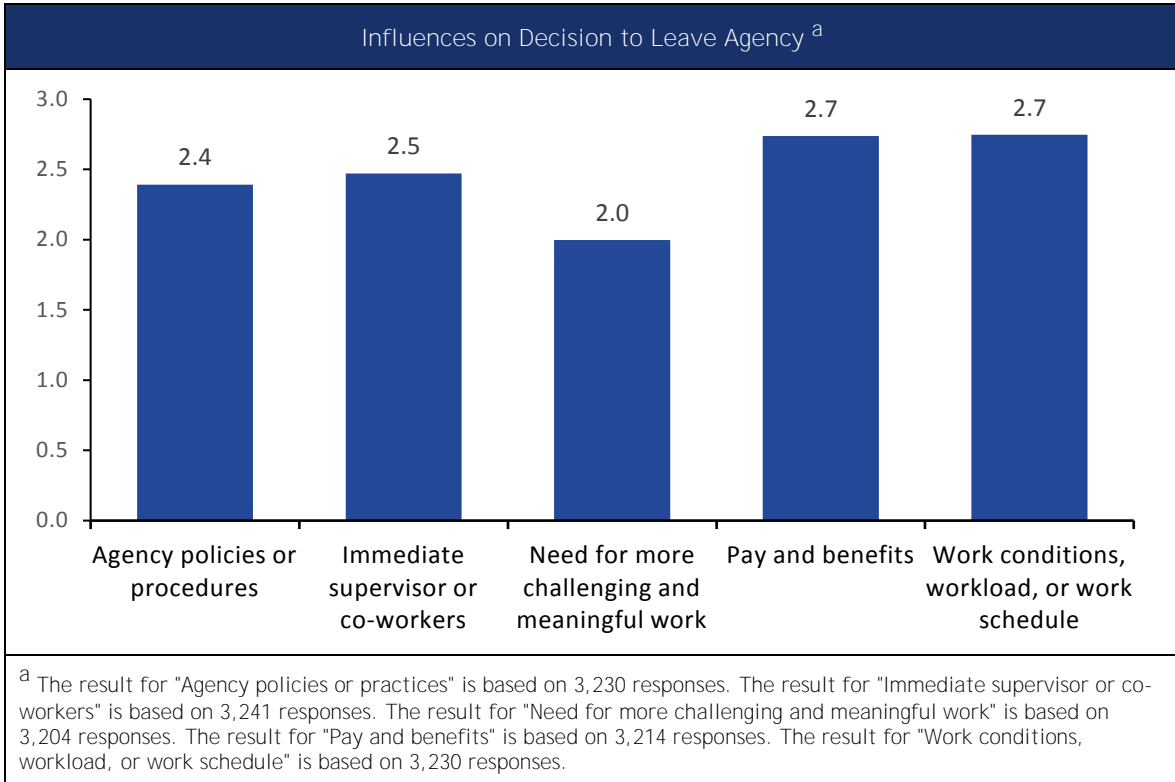
Figure 5



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.

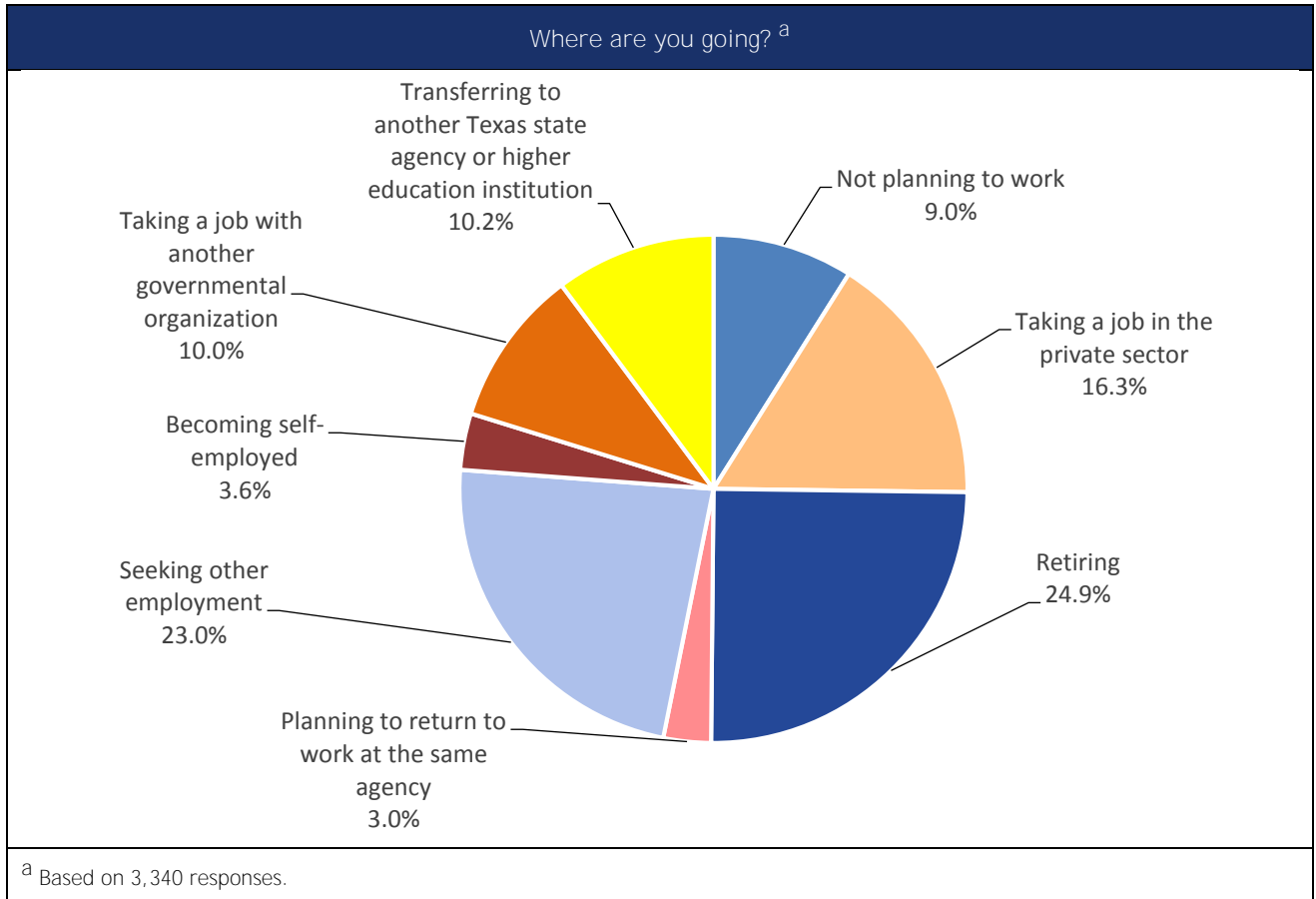
Figure 6



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

Figure 7 shows where separating employees reported they are going.

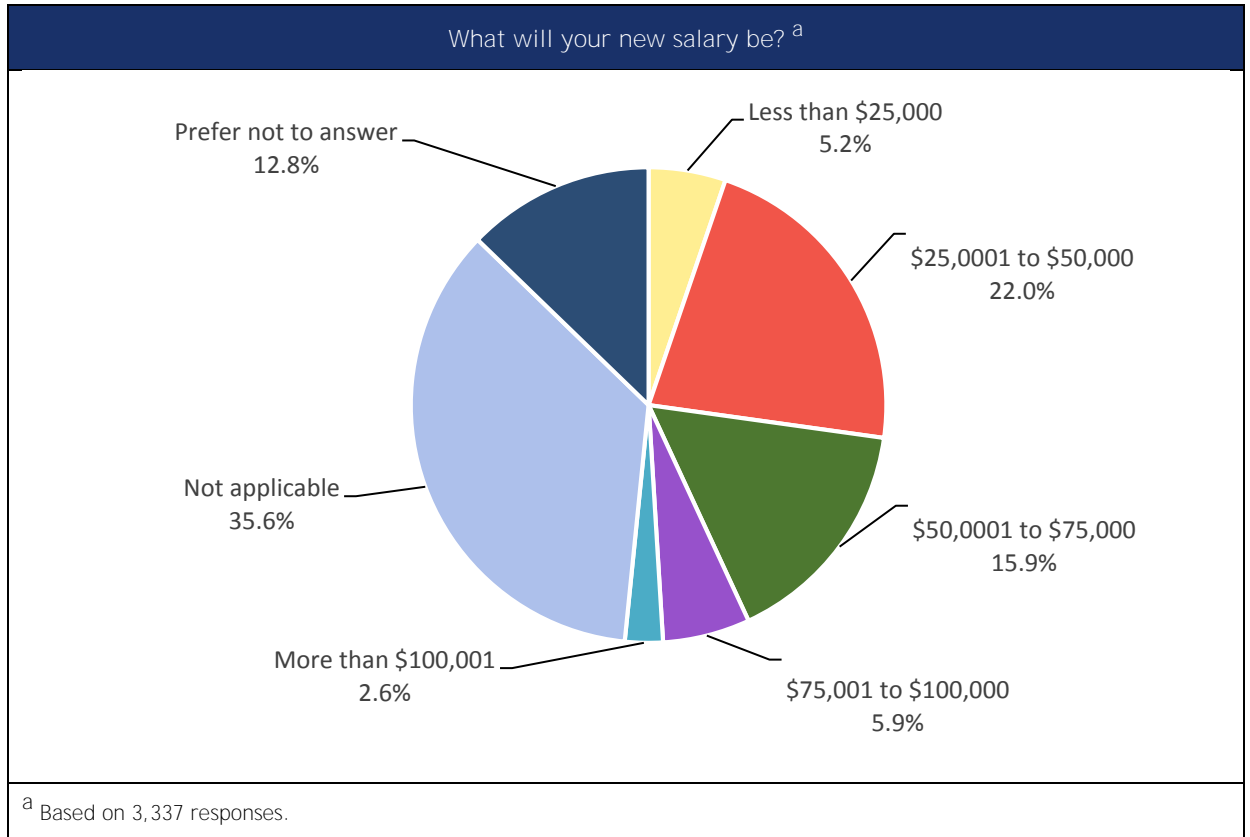
Figure 7



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

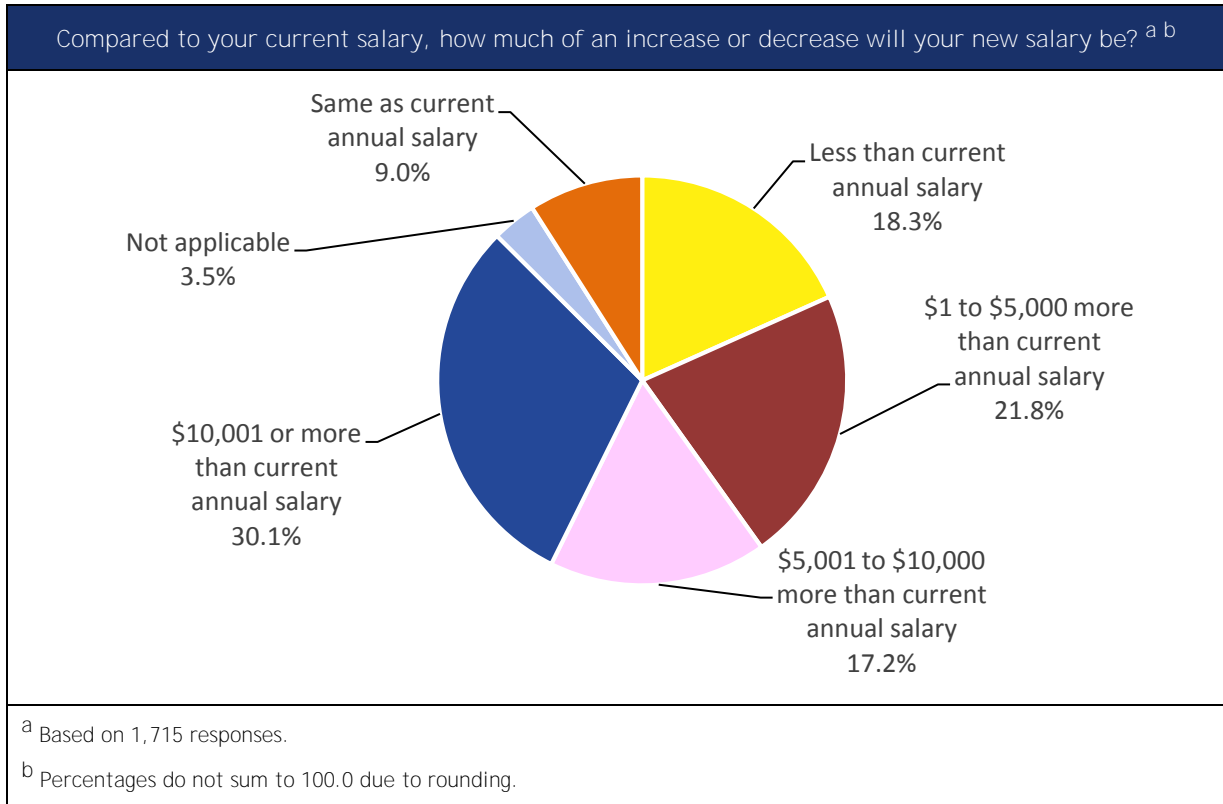


Source: State Auditor's Office - State of Texas Employment Exit Survey.



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.

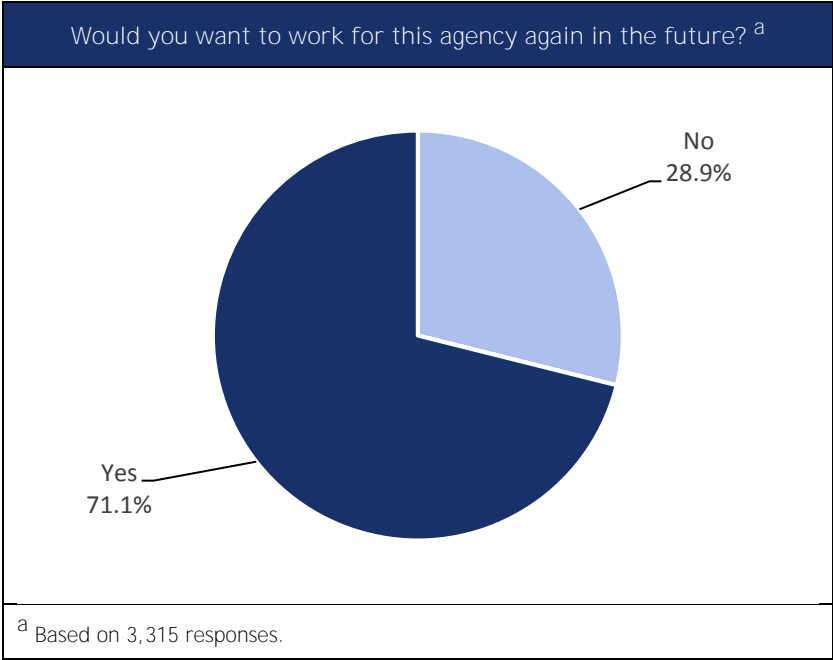
Figure 9



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.

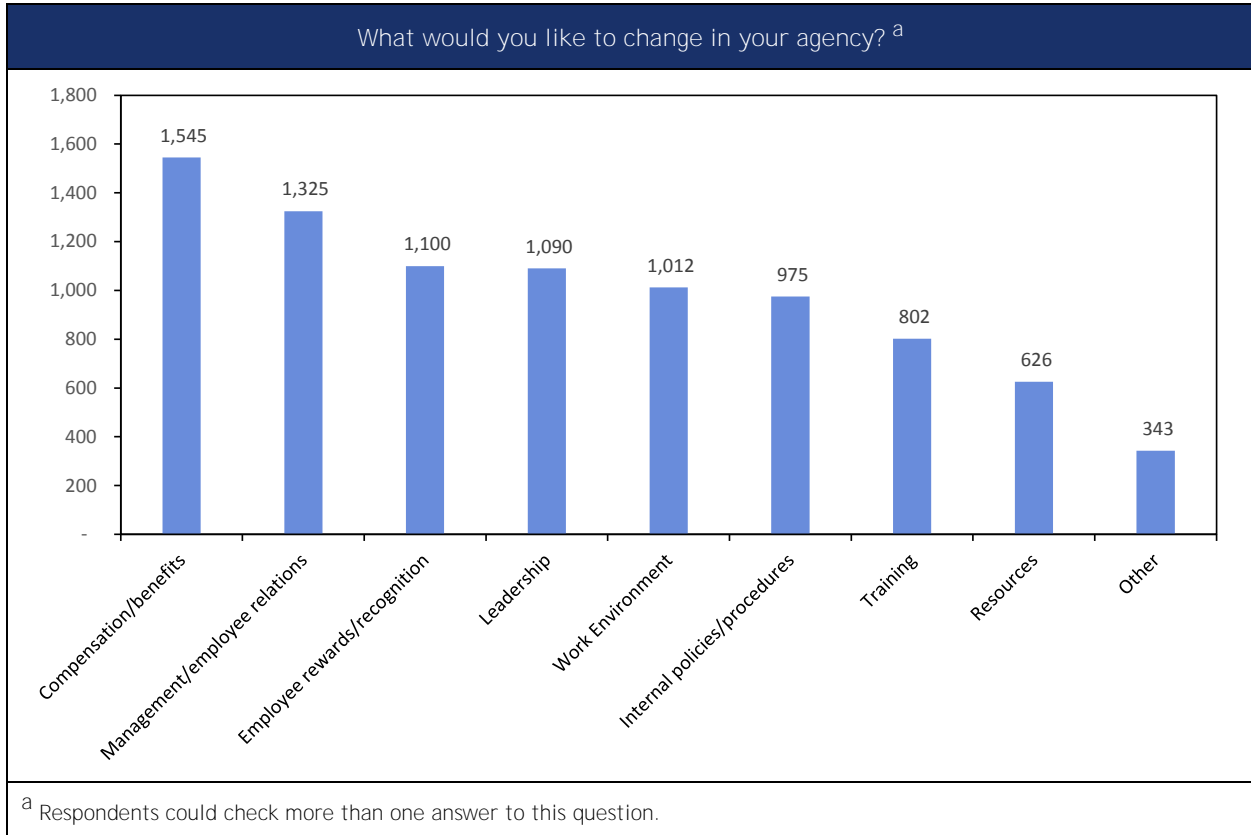
Figure 10



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 23 provides a summary of the reasons reported in exit surveys by employees at state agencies with 1,000 or more employees for voluntarily leaving employment at their state agencies in fiscal year 2017.

Table 23

Exit Survey Reasons for Leaving Employment at State Agencies with 1,000 or More Employees During Fiscal Year 2017																
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	Totals
302 - Office of the Attorney General	6	4	7	2	8	3	7	5	24	2	0	27	13	2	4	114
304 - Office of the Comptroller of Public Accounts	10	1	8	2	6	0	5	2	5	4	0	49	1	1	4	98
320 - Texas Workforce Commission	9	4	25	1	16	2	10	2	42	12	2	51	4	2	2	184
405 - Department of Public Safety	14	1	9	2	21	1	16	2	25	17	2	57	8	5	2	182
454 - Department of Insurance	5	2	3	0	7	1	3	0	15	2	0	38	0	0	1	77
529 - Health and Human Services Commission	20	13	56	5	32	5	39	6	65	9	1	140	9	3	13	416
530 - Department of Family and Protective Services <sup>a</sup>	9	3	70	4	31	2	36	1	41	9	2	63	12	1	12	296
537 - Department of State Health Services <sup>b</sup>	14	6	34	5	14	1	28	2	52	11	2	57	8	4	2	240
539 - Department of Aging and Disability Services <sup>c</sup>	23	13	76	8	56	12	39	4	51	17	7	57	20	3	5	391

Exit Survey Reasons for Leaving Employment at State Agencies with 1,000 or More Employees  
During Fiscal Year 2017

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	Totals
582 - Commission on Environmental Quality	3	0	5	1	3	1	2	1	17	7	0	17	0	0	1	58
601 - Department of Transportation	14	3	12	1	6	1	14	2	52	14	0	82	10	9	1	221
644 - Juvenile Justice Department	2	0	14	1	6	3	9	0	12	0	1	11	1	0	2	62
696 - Department of Criminal Justice	11	6	44	6	45	9	39	2	57	29	0	119	15	4	1	387
802 - Parks and Wildlife Department	7	3	2	1	2	0	6	4	9	11	0	23	3	0	1	72
<b>Totals</b>	<b>147</b>	<b>59</b>	<b>365</b>	<b>39</b>	<b>253</b>	<b>41</b>	<b>253</b>	<b>33</b>	<b>467</b>	<b>144</b>	<b>17</b>	<b>791</b>	<b>104</b>	<b>34</b>	<b>51</b>	<b>2,798</b>

<sup>a</sup> House Bill 5 (85th Legislature, Regular Session) established the Department of Family and Protective Services as an agency that is independent of the Health and Human Services Commission effective September 1, 2017. To comply with previous legislation, on September 1, 2017, the Health and Human Services Commission assumed responsibility for the child care licensing function previously managed by the Department of Family and Protective Services.

<sup>b</sup> State hospitals and some selected programs and regulatory services were transferred from the Department of State Health Services to the Health and Human Services Commission in September 2017.

<sup>c</sup> The Department of Aging and Disability Services was abolished as of September 1, 2017, and its programs and services were transferred to the Health and Human Services Commission.

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

## Interagency Transfers for Fiscal Years 2013 through 2017

Table 24 lists the number of interagency transfers and the percentage of total statewide separations for fiscal years 2013 through 2017.

Table 24

History of Interagency Transfers with the State		
Fiscal Year	Number of Interagency Transfers	Percentage of Total Statewide Separations
2013	2,102	7.4%
2014	2,482	8.6%
2015	2,239	7.6%
2016 <sup>a</sup>	7,722	22.4%
2017 <sup>b c d</sup>	22,766	44.7%

<sup>a</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. (See *An Annual Report on Classified Employee Turnover for Fiscal Year 2016*, **State Auditor's Office Report No. 17-704**, December 2016).

<sup>b</sup> The Department of Aging and Disability Services, Department of State Health Services, and the Department of Family and Protective Services accounted for 20,763 (91.2 percent) of the interagency transfers in fiscal year 2017.

<sup>c</sup> House Bill 5 (85th Legislature, Regular Session) established the Department of Family and Protective Services as an agency independent of the Health and Human Services Commission effective September 1, 2017. To comply with previous legislation, on September 1, 2017, the Health and Human Services Commission assumed responsibility for the child care licensing function previously managed by the Department of Family and Protective Services.

<sup>d</sup> State hospitals and some selected programs and regulatory services were transferred from the Department of State Health Services to the Health and Human Services Commission in September 2017.

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 2016* (**State Auditor's Office Report No. 17-704**, December 2016).

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