



An Annual Report on

Classified Employee Turnover for Fiscal Year 2018

December 2018

Report No. 19-703



An Annual Report on
**Classified Employee Turnover for Fiscal
 Year 2018**

SAO Report No. 19-703
 December 2018

Overall Conclusion

The fiscal year 2018 statewide turnover rate was 19.3 percent for classified regular, full- and part-time employees.¹ That turnover rate is based on 28,684 separations.² Those separations included both voluntary and involuntary separations (see text box for definitions of separation types). The fiscal year 2018 statewide turnover rate was the highest turnover rate the State has experienced in the past five fiscal years.

Excluding involuntary separations and retirements, the fiscal year 2018 statewide turnover rate was 11.4 percent. That rate, which is often considered more of a “true” turnover rate because it reflects preventable turnover, increased since fiscal year 2017 when that turnover rate was 11.1 percent.

Voluntary separations, including retirements, accounted for the majority (75.2 percent) of the State’s total separations in fiscal year 2018. That was a slight increase of 0.8 percent in the number of voluntary separations since fiscal year 2017.

Involuntary separations accounted for 24.8 percent of the State’s total separations in fiscal year 2018. That was a 4.3 percent increase in the number of involuntary separations from fiscal year 2017.

History of Statewide Turnover Rates Fiscal Years 2014 through 2018	
Fiscal Year	Statewide Turnover Rate
2014	17.5%
2015	18.0%
2016	17.6%
2017	18.6%
2018	19.3%

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. 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.

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 2018 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.

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 involuntary separation, reduction in force, death, and termination at will.

Interagency transfer - Occurs when an employee transfers to another agency or higher education institution.

Incumbent - An individual employed and assigned to a position.

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

¹ 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’s 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.

² This total does not include interagency transfers because they are not considered a loss to the State as a whole. The total number of separations including interagency transfers is 30,874.

Table 1 compares state separations for fiscal years 2017 and 2018.

Table 1

Separations in Fiscal Years 2017 and 2018 ^a			
Separation Type	Fiscal Year 2017	Fiscal Year 2018	Percent Change
Voluntary Separation from Agency	16,857	16,905	0.3%
Retirement	4,531	4,657	2.8%
Statewide Voluntary Separations ^b	21,388	21,562	0.8%
Dismissal for Cause	3,686	3,893	5.6%
Resignation in Lieu of Involuntary Separation	2,565	2,611	1.8%
Termination at Will	307	338	10.1%
Death	217	238	9.7%
Reduction in Force	55	42	-23.6%
Statewide Involuntary Separations ^b	6,830	7,122	4.3%
Total Statewide Separations	28,218	28,684	1.7%
Total Average Statewide Headcount ^c	151,630.50	148,287.00	-2.2%
<p>^a The voluntary separations and total statewide separations for fiscal years 2017 and 2018 exclude interagency transfers because those are not considered a loss to the State as a whole.</p> <p>^b 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 2017 and 2018.</p> <p>^c The average headcount is calculated by totaling the number of classified employees (defined as employees who worked at any time during a quarter) for each quarter of fiscal years 2017 and 2018 and then dividing that total by four.</p>			

Sources: Uniform Statewide Payroll/Personnel System, Human Resource Information System, Standardized Payroll/Personnel Reporting System, and *An Annual Report on Classified Employee Turnover for Fiscal Year 2017* (State Auditor's Office Report No. 18-703, December 2017).

Objective and Scope

The objective of this project was to provide and analyze information on employee turnover, and summarize exit survey data on why employees voluntarily separate from state employment.

The scope of this report included classified regular, full- and part-time employees in state agencies during fiscal year 2018. Classified employees are employees who are subject to the State's Position Classification Plan. This report does not include data from higher education institutions.

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

Contents

Detailed Results

Chapter 1	
Statewide Turnover Rate.....	1
Chapter 2	
Turnover Demographics	6
Chapter 3	
Exit Survey Results	19

Appendices

Appendix 1	
Objective, Scope, and Methodology	21
Appendix 2	
Types of State Employee Separations During Fiscal Years 2014-2018.....	23
Appendix 3	
Employee Turnover by State Agency	24
Appendix 4	
Turnover by Job Classification Series	30
Appendix 5	
Turnover by Region and County	41
Appendix 6	
Fiscal Year 2018 Overall Exit Survey Results	50
Appendix 7	
Summary of Exit Survey Reasons for Leaving Employment at State Agencies with 1,000 or More Employees	57
Appendix 8	
Interagency Transfers for Fiscal Years 2014 through 2018	59

Detailed Results

Chapter 1

Statewide Turnover Rate

Statewide Turnover Rate Including Interagency Transfers

The statewide turnover rate including interagency transfers was 20.8 percent. (See Appendix 3 for total separations and turnover rates for all agencies). In fiscal year 2018, 2,190 employees transferred from one state agency to another state agency or higher education institution. That was a decrease of 90.4 percent from fiscal year 2017, when 22,766 employees transferred to another state agency or higher education institution.

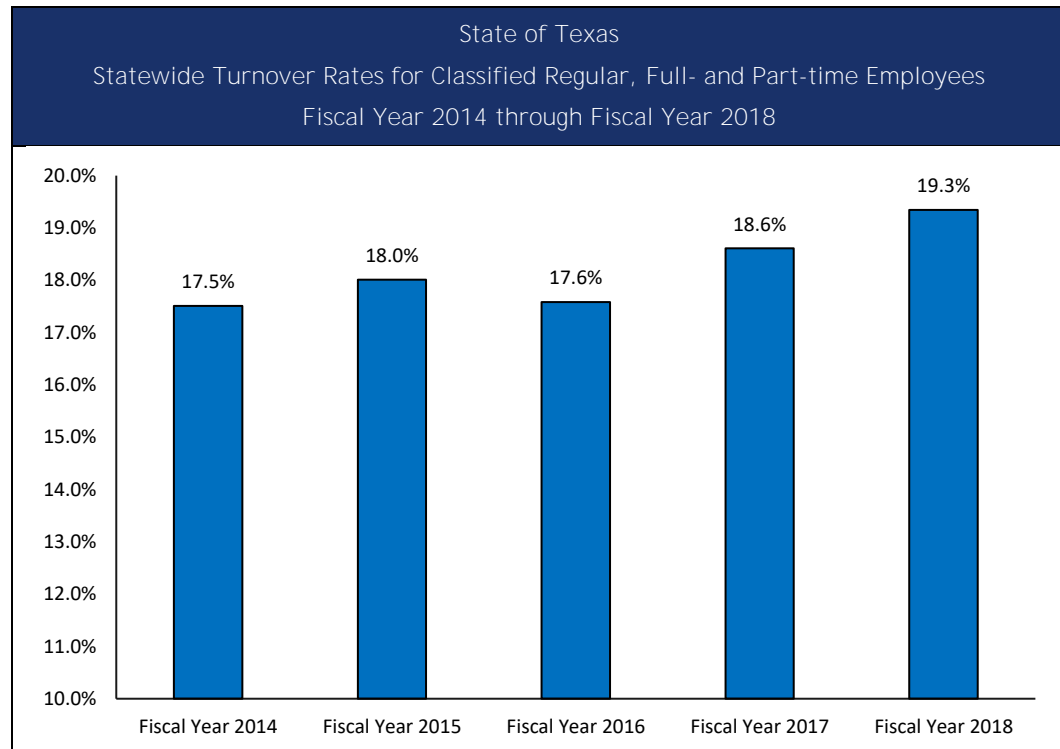
The Department of Aging and Disability Services, Department of State Health Services, and Department of Family and Protective Services accounted for 20,763 (91.2 percent) of the interagency transfers in fiscal year 2017. Many of those transfers were the result of the restructuring and consolidation of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

Sources: Uniform Statewide Payroll/Personnel System, Human Resource Information System, Standardized Payroll/Personnel Reporting System, and *An Annual Report on Classified Employee Turnover for Fiscal Year 2017* (State Auditor's Office Report No. 18-703, December 2017).

The statewide turnover rate for classified regular, full- and part-time employees for fiscal year 2018 was 19.3 percent based on a total of 28,684 voluntary and involuntary separations, excluding interagency transfers, and a statewide average headcount of 148,287.00 (see text box for turnover rate including interagency transfers).

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 current high of 19.3 percent in fiscal year 2018 (see Figure 1).

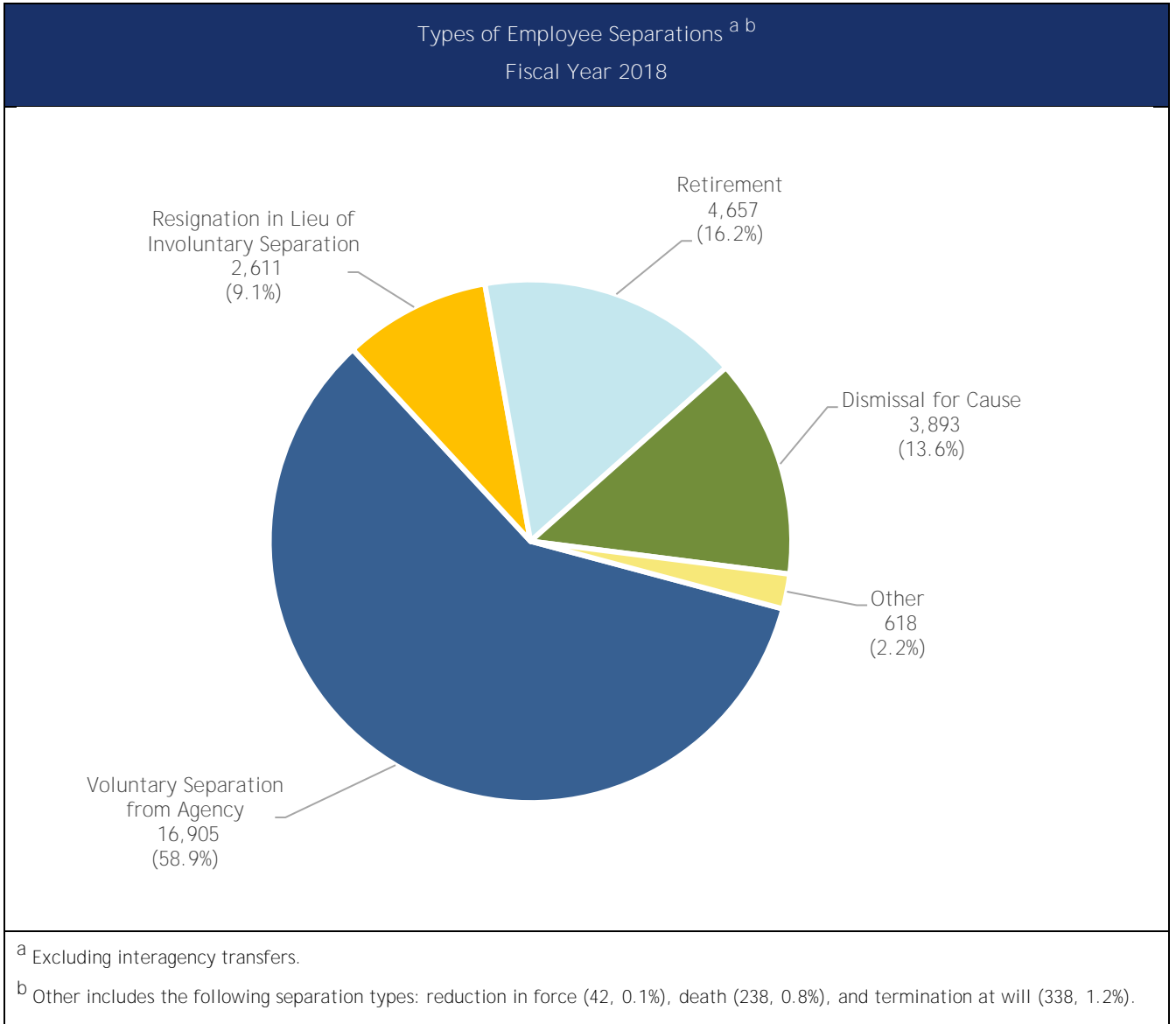
Figure 1



Sources: Uniform Statewide Payroll/Personnel System, Human Resource Information System, Standardized Payroll/Personnel Reporting System, and *An Annual Report on Classified Employee Turnover for Fiscal Year 2017* (State Auditor's Office Report No. 18-703, December 2017).

“Voluntary separation from agency” (58.9 percent) was the most common type of separation, followed by “retirement” (16.2 percent) and “dismissal for cause” (13.6 percent). Figure 2 presents the types of employee separations for fiscal year 2018, excluding interagency transfers. See Appendix 2 for additional details about the types of state employee separations in fiscal years 2014 through 2018, including information about interagency transfers.

Figure 2



Sources: Uniform Statewide Payroll/Personnel System, Human Resource 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.³ Voluntary separations, including retirements but excluding interagency transfers, accounted for the majority (75.2 percent) of the State's total separations and increased 0.8 percent since fiscal year 2017. Table 2 provides a comparison of the voluntary separations for fiscal years 2017 and 2018.

Table 2

Voluntary Employee Separations for Fiscal Years 2017 and 2018 ^a			
Separation Type	Fiscal Year 2017	Fiscal Year 2018	Percent Change
Voluntary Separation from Agency Retirement	16,857	16,905	0.3%
	4,531	4,657	2.8%
Statewide Voluntary Separations	21,388	21,562	0.8%^b
^a Voluntary separations exclude interagency transfers because those separations are not considered a loss to the State as a whole.			
^b The statewide percent change in voluntary separations is not the sum of the percentages. It is the percent change in total voluntary separations between fiscal years 2017 and 2018.			

Sources: Uniform Statewide Payroll/Personnel System, Human Resource Information System, Standardized Payroll/Personnel Reporting System, and *An Annual Report on Classified Employee Turnover for Fiscal Year 2017* (State Auditor's Office Report No. 18-703, December 2017).

Involuntary Employee Separations

Involuntary separations are generally employer decisions and include dismissal for cause, reduction in force, resignation in lieu of involuntary separation, and termination at will. Death of an employee is also considered an involuntary separation. Involuntary separations accounted for 24.8 percent of the State's total separations in fiscal year 2018. Involuntary separations increased 4.3 percent from fiscal year 2017 to fiscal year 2018.

³ 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.

Table 3 compares involuntary separations for fiscal years 2017 and 2018.

Table 3

Involuntary Employee Separations Fiscal Years 2017 and 2018			
Separation Type	Fiscal Year 2017	Fiscal Year 2018	Percent Change
Dismissal for Cause	3,686	3,893	5.6%
Resignation in Lieu of Involuntary Separation	2,565	2,611	1.8%
Termination at Will	307	338	10.1%
Death	217	238	9.7%
Reduction in Force	55	42	-23.6%
Statewide Involuntary Separations	6,830	7,122	4.3%^a

^a The statewide percent change in involuntary separations is not the sum of the percentages. It is the percent change in total involuntary separations between fiscal years 2017 and 2018.

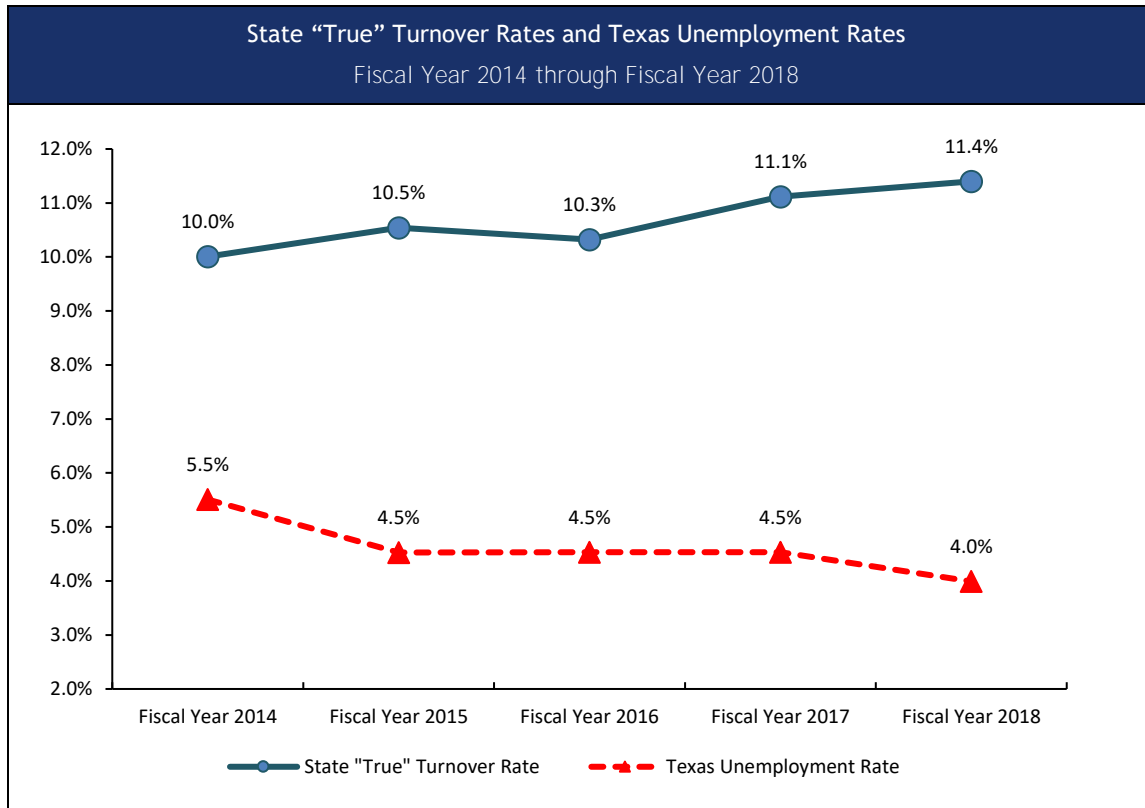
Sources: Uniform Statewide Payroll/Personnel System, Human Resource Information System, Standardized Payroll/Personnel Reporting System, and *An Annual Report on Classified Employee Turnover for Fiscal Year 2017* (State Auditor’s Office Report No. 18-703, December 2017).

Comparison of the State’s True Turnover Rate and the Texas Unemployment Rate

The fiscal year 2018 voluntary turnover rate was 11.4 percent compared to 11.1 percent in fiscal year 2017. That rate, which excludes retirements, interagency transfers, and involuntary separations, is often considered more of a “true” turnover rate because it reflects preventable turnover. At the same time, the Texas unemployment rate decreased from 4.5 percent in fiscal year 2017 to 4.0 percent in fiscal year 2018.

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 Resource Information System, Standardized Payroll/Personnel Reporting System (voluntary turnover rate for fiscal year 2018), and the U.S. Bureau of Labor Statistics (unemployment rate).

Turnover Demographics

The information in this chapter reflects the fiscal year 2018 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.

This chapter presents turnover rates for several types of demographic groups, including turnover rates by:

- Gender (see Chapter 2-A).
- Age group (see Chapter 2-B).
- Ethnicity (see Chapter 2-C).
- Employee type (see Chapter 2-D).
- Annual salary and salary schedule (see Chapter 2-E).
- General Appropriations Act article (see Chapter 2-F).
- Occupational category (see Chapter 2-G).
- Job classification series (see Chapter 2-H).
- Length of state service (see Chapter 2-I).
- Region (see Chapter 2-J).

Chapter 2-A
Gender

Males had a slightly higher turnover rate (19.6 percent) than females (19.2 percent) in fiscal year 2018. 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 4).

Table 4

Turnover by Gender for Fiscal Year 2018					
Gender	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Female	83,745.50	56.5%	16,039	55.9%	19.2%
Male	64,541.50	43.5%	12,645	44.1%	19.6%
Statewide Totals	148,287.00	100.0%	28,684	100.0%	19.3% ^a

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

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

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.

Chapter 2-B
Age Group

The turnover rate of 37.5 percent for employees younger than 30 was the highest among all age group categories in fiscal year 2018. Employees younger than 30 accounted for 15.7 percent of the State’s classified workforce, but they accounted for 30.4 percent of total separations.

Employees ages 40 to 49 made up the largest percentage (25.6 percent) of the State’s classified workforce; that age group had the lowest turnover rate (11.8 percent) (see Table 5).

Table 5

Turnover by Age Group for Fiscal Year 2018					
Age Group	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
16 to 29	23,227.50	15.7%	8,712	30.4%	37.5%
30 to 39	34,664.50	23.4%	6,445	22.5%	18.6%
40 to 49	37,894.50	25.6%	4,484	15.6%	11.8%
50 to 59	35,640.75	24.0%	5,201	18.1%	14.6%
60 to 69	15,404.00	10.4%	3,429	12.0%	22.3%
70 or older	1,455.75	1.0%	413	1.4%	28.4%
Statewide Totals	148,287.00	100.0% ^a	28,684	100.0%	19.3% ^b
^a Percentages do not sum exactly due to rounding.					
^b The statewide total turnover rate is not the sum of the percentages.					

Sources: Uniform Statewide Payroll/Personnel System, Human Resource 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 Ages 16 to 29

- Better pay/benefits.
- School.

Respondents Ages 30 to 39

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

Respondents Ages 40 to 49

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

Respondents Ages 50 to 59

- Retirement.
- Better pay/benefits.

Respondents Ages 60 to 69

- Retirement.
- Health.

Respondents Ages 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

- Better pay/benefits.
- Retirement.

White Respondents

- Retirement.
- Better pay/benefits.

Hispanic Respondents

- Retirement.
- Better pay/benefits.

American Indian/Alaskan Native Respondents

- Retirement.
- Career (no or little career advancement).

Asian/Pacific Islander Respondents

- Better pay/benefits.
- Retirement.

Employees within the Black ethnic category had the highest turnover rate (23.0 percent) among all ethnic categories in fiscal year 2018 (see Table 6). All other ethnic categories had turnover rates that were lower than the statewide turnover rate.

Table 6

Turnover by Ethnicity for Fiscal Year 2018					
Ethnic Group	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Black	36,147.50	24.4%	8,324	29.0%	23.0%
White	68,030.75	45.9%	12,424	43.3%	18.3%
Hispanic	39,583.00	26.7%	7,274	25.4%	18.4%
American Indian/ Alaskan Native, Asian/Pacific Islander, and Other	4,525.75	3.1%	662	2.3%	14.6%
Statewide Totals	148,287.00	100.0% ^a	28,684	100.0%	19.3% ^b

^a Percentages do not sum exactly due to rounding.

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

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

Chapter 2-D
Employee Type

The turnover rate for classified regular, part-time employees (32.8 percent) was higher than the turnover rate for classified regular, full-time employees (19.2 percent) in fiscal year 2018; however, classified regular, part-time employees accounted for only 1.1 percent of total average headcount (see Table 7).

Table 7

Turnover by Employee Type for Fiscal Year 2018					
Employee Type	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Classified Regular, Full-time Employees	146,591.75	98.9%	28,128	98.1%	19.2%
Classified Regular, Part-time Employees	1,695.25	1.1%	556	1.9%	32.8%
Statewide Totals	148,287.00	100.0%	28,684	100.0%	19.3% ^a

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

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

Chapter 2-E
Annual Salary and Salary Schedule

Average Annual Salaries

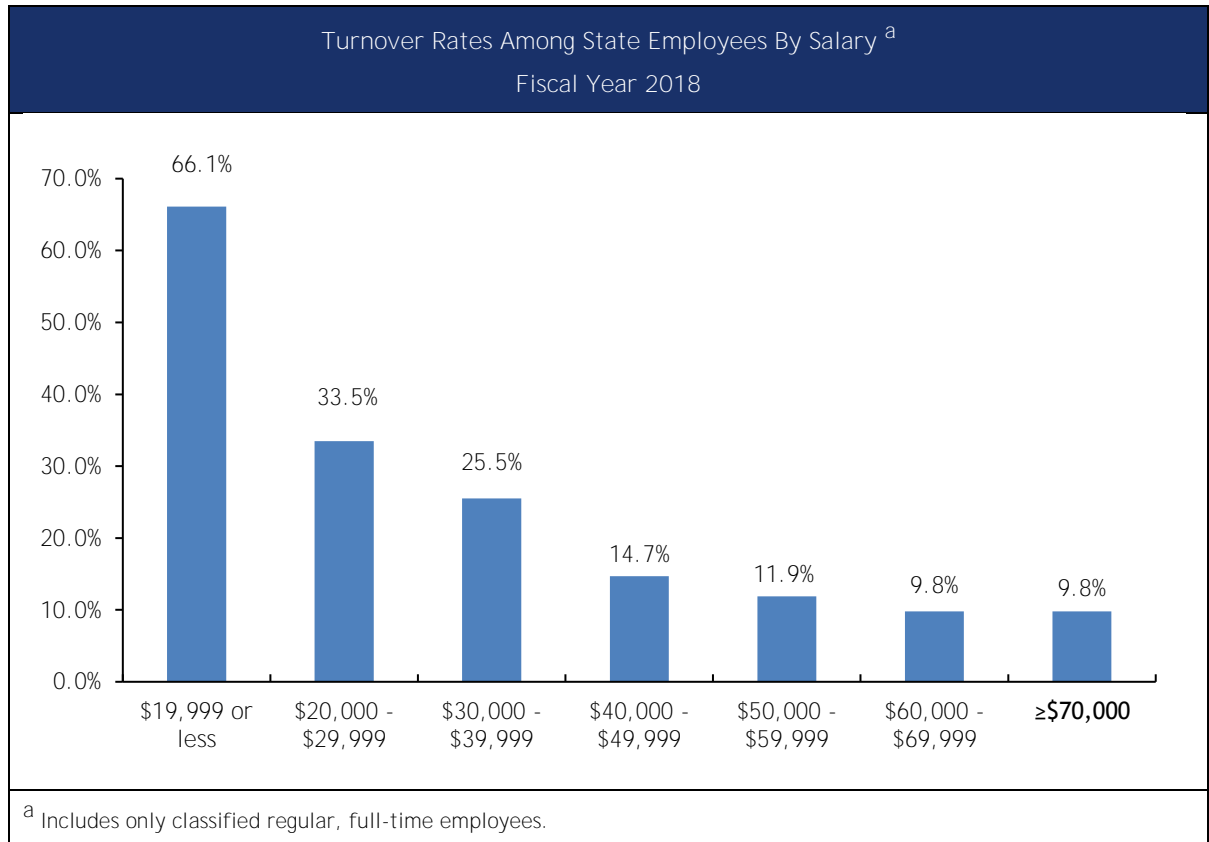
The average annual salary for a classified regular, full-time employee in fiscal year 2018 was \$47,506.

The average annual salaries by salary schedule were:

- Salary Schedule A - \$34,842.
- Salary Schedule B - \$57,169.
- Salary Schedule C - \$70,659.

Generally, the lower an employee's salary, the more likely the employee was to leave state employment in fiscal year 2018. 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 2018, approximately 41.2 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 Resource 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 accounted for 45.9 percent of the State's classified workforce, experienced the highest turnover rate (26.6 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 2017 turnover rate of 24.9 percent. Salary Schedule B's turnover rate (13.8 percent) increased slightly from the fiscal year 2017 turnover rate of 13.5 percent. The State's law

enforcement salary schedule (Salary Schedule C) experienced the lowest turnover rate (5.5 percent), which was a decrease from the fiscal year 2017 turnover rate of 6.3 percent. Table 8 on the next page lists the turnover rates for the State's three classified salary schedules.

Table 8

Turnover by Salary Schedule for Fiscal Year 2018					
Salary Schedule	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
A	68,000.00	45.9%	18,065	63.0%	26.6%
B	74,890.25	50.5%	10,323	36.0%	13.8%
C	5,396.75	3.6%	296	1.0%	5.5%
Statewide Totals	148,287.00	100.0%	28,684	100.0%	19.3% ^a

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

Sources: Uniform Statewide Payroll/Personnel System, Human Resource 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 2018, followed by Article V (Public Safety and Criminal Justice). Almost three-fourths (71.6 percent) of the State’s classified workforce was employed under those two articles in the General Appropriations Act (see Table 9 on the next page).

Health and Human Services (Article II) had the highest turnover rate (23.0 percent) among General Appropriations Act articles. **Article II comprised 36.1 percent of the State’s classified workforce; however, it accounted for 43.0 percent of the State’s total separations. Several job classification series with turnover rates that exceeded the statewide turnover rate (19.3 percent) were used primarily by Health and Human Services agencies. Examples included the Direct Support Professional (53.5 percent), Psychiatric Nursing Assistant (34.8 percent), Licensed Vocational Nurse (28.4 percent), Nurse (21.7 percent), and Texas Works Advisor (21.5 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 (21.3 percent) among General Appropriations Act articles. **Article V comprised 35.5 percent of the State’s classified workforce and accounted for 39.1 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 (40.3 percent) and the Correctional Officer (29.3 percent) job classification series.**

Table 9

Turnover by General Appropriations Act Article					
Fiscal Year 2018					
Article	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
I - General Government	9,592.50	6.5%	1,175	4.1%	12.2%
II - Health and Human Services	53,553.50	36.1%	12,332	43.0%	23.0%
III - Education	2,162.25	1.5%	276	1.0%	12.8%
IV - Judiciary	731.25	0.5%	101	0.4%	13.8%
V - Public Safety and Criminal Justice	52,682.50	35.5%	11,218	39.1%	21.3%
VI - Natural Resources	8,183.25	5.5%	932	3.2%	11.4%
VII - Business and Economic Development	17,856.00	12.0%	2,203	7.7%	12.3%
VIII - Regulatory	3,525.75	2.4%	447	1.6%	12.7%
Statewide Totals	148,287.00	100.0%	28,684	100.0%^a	19.3%^b
^a Percentages do not sum to 100.0 due to rounding.					
^b The statewide total turnover rate is not the sum of the percentages.					

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

Chapter 2-G

Occupational Category

Occupational Category

An occupational category is a broad series of job families characterized by the nature of work performed. For fiscal year 2018, the Position Classification Plan covered 27 occupational categories (for example, Social Services, Medical and Health, and Criminal Justice).

Four of the 27 occupational categories in the State's Position Classification Plan had turnover rates of more than 19.3 percent in fiscal year 2018 (see text box for information about occupational categories).⁴ The Criminal Justice occupational category had the highest turnover rate (27.0 percent), which was an increase from the fiscal year 2017 turnover rate of 25.9 percent. That occupational category was followed by the Custodial occupational category (26.4 percent), the Social Services occupational category (26.3 percent), and the Medical and Health occupational category (20.1 percent). Those four occupational categories combined accounted for approximately one-half (50.1 percent) of the State's classified workforce and 67.6 percent of the total separations in fiscal year 2018.

⁴ There are 27 occupational categories for the 2018-2019 biennium. The 85th Legislature approved the addition of the Military occupational category 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 within the following two job classification series:

- Juvenile Correctional Officer – The fiscal year 2018 turnover rate of 40.3 percent decreased from 40.8 percent in fiscal year 2017.
- Correctional Officer – The fiscal year 2018 turnover rate of 29.3 percent increased from 28.0 percent in fiscal year 2017.

Those two job classification series combined accounted for 81.1 percent of employees and 89.5 percent of total separations within the Criminal Justice occupational category.

The Custodial occupational category's high turnover rate can be partially attributed to the high turnover rates within the Food Service Worker (43.3 percent) and Custodian (27.9 percent) job classification series. Those job classification series combined accounted for 42.1 percent of employees and 55.4 percent of total separations within the Custodial 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 (53.5 percent) and Psychiatric Nursing Assistant (34.8 percent) job classification series. Those two job classification series combined accounted for 28.6 percent of employees and 51.7 percent of total separations within the Social Services 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 (28.4 percent) and Nurse (21.7 percent) job classification series. Those job classification series combined accounted for 57.5 percent of employees and 68.5 percent of total separations within the Medical and Health occupational category.

Table 10 lists turnover rates by occupational category.

Table 10

Turnover by Occupational Category ^a					
Fiscal Year 2018					
Occupational Category	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Accounting, Auditing, and Finance	5,598.00	3.8%	605	2.1%	10.8%
Administrative Support	14,999.75	10.1%	2,388	8.3%	15.9%
Criminal Justice	31,744.50	21.4%	8,565	29.9%	27.0%
Custodial	3,815.25	2.6%	1,007	3.5%	26.4%
Education	159.25	0.1%	21	0.1%	13.2%
Employment	753.50	0.5%	88	0.3%	11.7%
Engineering and Design	6,924.25	4.7%	1,014	3.5%	14.6%
Human Resources	1,416.50	1.0%	168	0.6%	11.9%
Information and Communication	941.75	0.6%	97	0.3%	10.3%
Information Technology	4,470.75	3.0%	440	1.5%	9.8%
Inspectors and Investigators	2,886.00	1.9%	383	1.3%	13.3%
Insurance	1,031.25	0.7%	139	0.5%	13.5%
Land Surveying, Appraising, and Utilities	260.75	0.2%	24	0.1%	9.2%
Law Enforcement	5,396.75	3.6%	296	1.0%	5.5%
Legal	3,439.75	2.3%	444	1.5%	12.9%
Library and Records	222.25	0.1%	24	0.1%	10.8%
Maintenance	4,292.00	2.9%	672	2.3%	15.7%
Medical and Health	5,750.25	3.9%	1,156	4.0%	20.1%
Natural Resources	2,366.00	1.6%	253	0.9%	10.7%
Office Services	148.75	0.1%	20	0.1%	13.4%
Planning, Research, and Statistics	575.25	0.4%	66	0.2%	11.5%
Program Management	13,920.00	9.4%	1,572	5.5%	11.3%
Property Management and Procurement	2,511.75	1.7%	345	1.2%	13.7%
Public Safety	1,443.00	1.0%	205	0.7%	14.2%
Safety	270.25	0.2%	40	0.1%	14.8%
Social Services	32,949.50	22.2%	8,652	30.2%	26.3%
Statewide Totals	148,287.00	100.0%	28,684	100% ^b	19.3% ^c

^a The occupational categories with no incumbents in fiscal year 2018 were not included in this table.

^b Percentages do not sum to 100.0 due to rounding.

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

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

Chapter 2-H
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 (53.5 percent) among all job classification series with 100 or more employees in fiscal year 2018. Twenty-two job classification series had turnover rates of 19.3 percent or more during fiscal year 2018 (excluding job classification series with fewer than 100 employees). Table 11 lists the job classification series (excluding job classification series with fewer than 100 employees) with turnover rates that exceeded 19.3 percent. (See Appendix 4 for turnover rates for all job classification series.)

Table 11

Job Classification Series with Turnover Rates of 19.3 Percent or More During Fiscal Year 2018 (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	6,374.50	4.3%	3,412	11.9%	53.5%
Food Service Worker	711.00	0.5%	308	1.1%	43.3%
Juvenile Correctional Officer	1,123.00	0.8%	453	1.6%	40.3%
Engineering Aide	219.75	0.1%	85	0.3%	38.7%
Psychiatric Nursing Assistant	3,061.75	2.1%	1,065	3.7%	34.8%
Vehicle Driver	198.00	0.1%	63	0.2%	31.8%
Social Worker	216.25	0.1%	66	0.2%	30.5%
Correctional Officer	24,628.25	16.6%	7,212	25.1%	29.3%
Licensed Vocational Nurse	1,094.50	0.7%	311	1.1%	28.4%
Custodian	895.75	0.6%	250	0.9%	27.9%
Health Specialist	252.00	0.2%	66	0.2%	26.2%
Cook	322.75	0.2%	80	0.3%	24.8%
Food Service Manager	932.00	0.6%	214	0.7%	23.0%
Qualified Intellectual Disability Professional	285.00	0.2%	64	0.2%	22.5%
Nurse	2,213.00	1.5%	481	1.7%	21.7%
Clerk	4,094.25	2.8%	883	3.1%	21.6%
Texas Works Advisor	5,483.00	3.7%	1,180	4.1%	21.5%
Rehabilitation Therapy Technician	1,037.00	0.7%	220	0.8%	21.2%
Maintenance Specialist	1,049.25	0.7%	220	0.8%	21.0%
Adult Protective Services Specialist	679.00	0.5%	140	0.5%	20.6%
Child Protective Services Specialist	6,618.25	4.5%	1,323	4.6%	20.0%
Security Officer	593.00	0.4%	116	0.4%	19.6%

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

Chapter 2-I
Length of State Service

Employees with fewer than 2 years of state service had the highest turnover rate (41.2 percent) in fiscal year 2018. Employees with fewer than 2 years of state service comprised 19.3 percent of the classified workforce; however, they accounted for 41.1 percent of total separations.

Table 12 lists turnover rates by length of state service.

Table 12

Turnover by Length of State Service Fiscal Year 2018					
Length of State Service	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Fewer than 2 Years	28,581.25	19.3%	11,784	41.1%	41.2%
2 to 4.99 Years	29,373.50	19.8%	5,961	20.8%	20.3%
5 to 9.99 Years	29,213.00	19.7%	3,336	11.6%	11.4%
10 to 14.99 Years	20,175.75	13.6%	2,020	7.0%	10.0%
15 to 19.99 Years	16,098.75	10.9%	1,492	5.2%	9.3%
20 to 24.99 Years	12,304.25	8.3%	1,592	5.6%	12.9%
25 to 29.99 Years	7,139.00	4.8%	1,407	4.9%	19.7%
30 to 34.99 Years	3,085.50	2.1%	687	2.4%	22.3%
35 Years or More	2,316.00	1.6%	405	1.4%	17.5%
Statewide Totals	148,287.00	100.0% ^a	28,684	100.0%	19.3% ^b

^a Percentages do not sum to 100.0 due to rounding.
^b The statewide total turnover rate is not the sum of the percentages.

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

Chapter 2-J
Region

The West Texas region experienced the highest turnover rate (31.5 percent) among all regions of the state in fiscal year 2018. The Capital region, which has the largest percentage of state employees (26.1 percent), had a turnover rate of 13.2 percent. A total of 79 counties had turnover rates that exceeded the statewide turnover rate of 19.3 percent. (See Appendix 5 for turnover rates for all Texas regions and each county within a region.) Table 13 on the next page lists turnover rates by region.

Table 13

Turnover by Region Fiscal Year 2018					
Region	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
01 - Alamo	9,566.25	6.5%	2,112	7.4%	22.1%
02 - Capital	38,709.00	26.1%	5,110	17.8%	13.2%
03 - Central Texas	10,878.75	7.3%	2,702	9.4%	24.8%
04 - Coastal Bend	5,715.50	3.9%	1,346	4.7%	23.5%
05 - Gulf Coast	22,577.00	15.2%	4,216	14.7%	18.7%
06 - High Plains	7,395.50	5.0%	1,679	5.9%	22.7%
07 - Metroplex	14,566.50	9.8%	2,871	10.0%	19.7%
08 - Northwest Texas	8,679.25	5.9%	2,195	7.7%	25.3%
09 - South Texas Border	6,633.50	4.5%	826	2.9%	12.5%
10 - Southeast Texas	6,817.25	4.6%	1,851	6.5%	27.2%
11 - Upper East Texas	8,980.00	6.1%	1,873	6.5%	20.9%
12 - Upper Rio Grande	3,556.75	2.4%	578	2.0%	16.3%
13 - West Texas	4,209.25	2.8%	1,325	4.6%	31.5%
14 - Other ^a	2.50	0.0%	0	0.0%	0.0%
Statewide Totals	148,287.00	100.0% ^b	28,684	100.0% ^b	19.3% ^c
^a 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. ^b Percentages do not sum to 100.0 due to rounding. ^c The statewide total turnover rate is not the sum of the percentage.					

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

Exit Survey Results

Based on 3,730 employee exit surveys (not including employees from higher education institutions), the top 3 reasons employees reported in exit surveys for voluntarily leaving employment (see Appendix 6 for additional reasons) at their state agencies during fiscal year 2018 were:

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

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

Table 14 provides a summary of the reasons that employees reported for leaving employment at their state agencies in fiscal years 2017 and 2018. (See Appendix 6 for additional information about exit survey results.)

Exit Surveys

Texas Government Code, Section 651.007, requires state agencies (excluding higher education institutions) to provide employees who leave employment at their state agencies an opportunity to complete an exit survey. Under Texas Government Code, Section 651.007(g), the responses to an exit survey are confidential and not subject to disclosure.

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.

Table 14

Reasons Employees Reported in Exit Survey for Leaving Employment at Their State Agencies Fiscal Years 2017 and 2018				
Reason for Leaving	Fiscal Year 2017		Fiscal Year 2018	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Retirement	971	28.9%	1,007	27.0%
Better Pay/benefits	574	17.1%	740	19.8%
Poor working conditions/environment (for example, safety, work-related stress, and/or workload issues)	400	11.9%	431	11.6%
Issues with my supervisor/issues with the employees I supervise	286	8.5%	317	8.5%
Personal or family health	276	8.2%	307	8.2%
No or little career advancement opportunities	204	6.1%	240	6.4%
Relocation (self, spouse, companion)	190	5.6%	181	4.9%

Reasons Employees Reported in Exit Survey for Leaving Employment at Their State Agencies
Fiscal Years 2017 and 2018

Reason for Leaving	Fiscal Year 2017		Fiscal Year 2018	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Enter/return to school	129	3.8%	149	4.0%
Child care/elder care issues	67	2.0%	84	2.3%
Location/transportation issues	58	1.7%	74	2.0%
Inadequate training	58	1.7%	56	1.5%
Self-employment	40	1.2%	44	1.2%
Relationship with co-workers	44	1.3%	38	1.0%
Other	47	1.4%	36	1.0%
Inadequate work resources	20	0.6%	26	0.7%
Statewide Totals	3,364	100.0%	3,730	100.0% ^a

^a Percentages do not sum to 100.0 due to rounding.

Sources: State Auditor's Office's State of Texas Employment Exit Survey and *An Annual Report on Classified Employee Turnover for Fiscal Year 2017* (State Auditor's Office Report No. 18-703, December 2017).

Appendices

Appendix 1

Objective, Scope, and Methodology

Objective

The objective of this project was to provide and analyze information on employee turnover, and summarize exit survey data on why employees voluntarily separate from state employment.

Scope

The scope of this report included classified regular, full- and part-time employees in state agencies during fiscal year 2018. 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 2018 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 Resource Information System, and Standardized Payroll/Personnel Reporting System as of September 28, 2018.

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 2014 through 2017 are the same turnover rates reported in *An Annual Report on Classified Employee Turnover for Fiscal Year 2017* (State Auditor’s Office Report No. 18-703, December 2017). However, agencies can continue to update data in the Office of the Comptroller of Public Accounts’ systems and, therefore, previous turnover data may have changed in those systems.

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

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

Project Information

Fieldwork was conducted from October 2018 through November 2018. 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
- Debra Serrins, MA (Information Technology)
- Michelle Ann Duncan Feller, CPA, CIA (Quality Control Reviewer)
- Courtney Ambres-Wade, CGAP (Audit Manager)

⁵ The average number of classified employees was calculated by totaling the number of classified employees (defined as employees who worked at any time during a quarter) for each quarter of fiscal year 2018 and dividing that total by four.

Types of State Employee Separations During Fiscal Years 2014-2018

Table 15 provides a summary of the types of state employee separations for fiscal years 2014 through 2018, including interagency transfers.

Table 15

Types of State Employee Separations Fiscal Years 2014 through 2018										
Reason for Separation	Fiscal Year 2018		Fiscal Year 2017		Fiscal Year 2016		Fiscal Year 2015		Fiscal Year 2014	
	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	16,905	54.8%	16,857	33.1%	15,709	45.6%	15,878	54.1%	15,077	52.2%
Transfer to Another Agency	2,190	7.1%	22,766	44.7%	7,722	22.4%	2,239	7.6%	2,482	8.6%
Retirement	4,657	15.1%	4,531	8.9%	4,390	12.7%	4,613	15.7%	4,742	16.4%
Statewide Voluntary Separations ^a	23,752	76.9%	44,154	86.6%	27,821	80.7%	22,730	77.4%	22,301	77.3%
Dismissal for Cause	3,893	12.6%	3,686	7.2%	3,781	11.0%	3,665	12.5%	3,667	12.7%
Resignation in Lieu of Involuntary Separation	2,611	8.5%	2,565	5.0%	2,234	6.5%	2,334	7.9%	2,270	7.9%
Reduction in Force	42	0.1%	55	0.1%	81	0.2%	81	0.3%	170	0.6%
Death	238	0.8%	217	0.4%	232	0.7%	221	0.8%	187	0.6%
Termination at Will	338	1.1%	307	0.6%	333	1.0%	332	1.1%	263	0.9%
Statewide Involuntary Separations ^a	7,122	23.1%	6,830	13.4%	6,661	19.3%	6,633	22.6%	6,557	22.7%
Total Separations	30,874	100.0%	50,984	100.0%	34,482	100.0%	29,363	100.0%	28,858	100.0%

^a Percentages may not sum exactly due to rounding.

Sources: Uniform Statewide Payroll/Personnel System, Human Resource Information System, Standardized Payroll/Personnel Reporting System, and *An Annual Report on Classified Employee Turnover for Fiscal Year 2017 (State Auditor's Office Report No. 18-703, December 2017)*.

Employee Turnover by State Agency

Among agencies with 1,000 or more employees in fiscal year 2018, the Juvenile Justice Department had the highest agency turnover rate of 29.8 percent in fiscal year 2018; that was a decrease from 31.1 percent in fiscal year 2017 (see Table 16 for turnover rates for agencies with more than 1,000 employees).

The Health and Human Services Commission had the second highest agency turnover rate (27.9 percent) among state agencies, followed by the Department of Criminal Justice (24.8 percent). Those three agencies accounted for 67.7 percent of total statewide separations, including interagency transfers. (See Table 17 for total separations and turnover rates for all state agencies.)

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

- Juvenile Correctional Officer (42.1 percent), which accounted for 50.0 percent of the workforce at the Juvenile Justice Department and 70.6 percent of that agency's separations.
- Direct Support Professional (54.1 percent), which accounted for 16.9 percent of the workforce at the Health and Human Services Commission and 32.8 percent of that agency's separations.
- Correctional Officer (29.5 percent), which accounted for 62.8 percent of the workforce at the Department of Criminal Justice and 74.7 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 Juvenile Justice Department, the Health and Human Services Commission, and the Department of Criminal Justice.

Juvenile Justice Department

- Retirement.
- Poor working conditions/environment.

Interagency Transfers

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

- **Better pay/benefits.**

Health and Human Services Commission

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

Department of Criminal Justice

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

Table 16 lists the turnover rates for state agencies with 1,000 or more employees. These totals include interagency transfers because they are considered a loss for an agency

Table 16

Turnover Rates for Agencies with 1,000 or More Employees Fiscal Year 2018					
Agency	Average Headcount	Percentage of Total Average Headcount	Separations ^a	Percentage of Total Separations ^b	Turnover Rate
644 - Juvenile Justice Department	2,247.75	1.5%	670	2.2%	29.8%
529 - Health and Human Services Commission	37,719.25	25.4%	10,506	34.0%	27.9%
696 - Department of Criminal Justice	39,196.25	26.4%	9,729	31.5%	24.8%
537 - Department of State Health Services	3,086.00	2.1%	574	1.9%	18.6%
530 - Department of Family and Protective Services	12,748.25	8.6%	2,227	7.2%	17.5%
454 - Department of Insurance	1,348.25	0.9%	220	0.7%	16.3%
320 - Texas Workforce Commission	4,511.00	3.0%	706	2.3%	15.7%
302 - Office of the Attorney General	4,163.50	2.8%	647	2.1%	15.5%
582 - Commission on Environmental Quality	2,697.00	1.8%	354	1.1%	13.1%
601 - Department of Transportation	12,033.75	8.1%	1,521	4.9%	12.6%
802 - Parks and Wildlife Department	2,988.75	2.0%	370	1.2%	12.4%
304 - Office of the Comptroller of Public Accounts	2,818.00	1.9%	327	1.1%	11.6%
405 - Department of Public Safety	9,984.75	6.7%	1,000	3.2%	10.0%
^a The number of separations include interagency transfers because those separations are considered a loss for the agency. ^b Percentages are based on a statewide total of 30,874 separations, which includes interagency transfers.					

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

Table 17 provides information on classified regular, full- and part-time employee turnover by state agency, excluding higher education institutions, in fiscal year 2018. These totals include interagency transfers because they are considered a loss for an agency.

Table 17

Employee Turnover by State Agency Including Interagency Transfers									
Fiscal Year 2018 ^a									
Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Agency Turnover Rate
201 - Supreme Court of Texas	0	0.0%	21	30.0%	0	0.0%	70.00	21	30.0%
211 - Court of Criminal Appeals	0	0.0%	13	20.9%	1	1.6%	62.25	14	22.5%
212 - Texas Judicial Council Office of Court Administration	7	3.1%	15	6.6%	12	5.3%	225.75	34	15.1%
213 - Office of the State Prosecuting Attorney	0	0.0%	1	30.8%	0	0.0%	3.25	1	30.8%
215 - Office of Capital and Forensic Writs	0	0.0%	7	45.2%	0	0.0%	15.50	7	45.2%
221 - First Court of Appeals District, Houston	0	0.0%	3	8.9%	0	0.0%	33.75	3	8.9%
222 - Second Court of Appeals District, Fort Worth	0	0.0%	2	6.3%	0	0.0%	31.50	2	6.3%
223 - Third Court of Appeals District, Austin	0	0.0%	4	15.1%	1	3.8%	26.50	5	18.9%
224 - Fourth Court of Appeals District, San Antonio	0	0.0%	2	7.4%	1	3.7%	27.00	3	11.1%
225 - Fifth Court of Appeals District, Dallas	0	0.0%	7	12.7%	0	0.0%	55.25	7	12.7%
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%	0	0.0%	0	0.0%	14.00	0	0.0%
228 - Eighth Court of Appeals District, El Paso	0	0.0%	1	6.8%	1	6.8%	14.75	2	13.6%
229 - Ninth Court of Appeals District, Beaumont	0	0.0%	3	17.1%	0	0.0%	17.50	3	17.1%
230 - Tenth Court of Appeals District, Waco	0	0.0%	0	0.0%	0	0.0%	12.50	0	0.0%
231 - Eleventh Court of Appeals District, Eastland	0	0.0%	7	43.8%	0	0.0%	16.00	7	43.8%
232 - Twelfth Court of Appeals District, Tyler	0	0.0%	0	0.0%	0	0.0%	12.00	0	0.0%
233 - Thirteenth Court of Appeals District, Corpus Christi	0	0.0%	5	19.0%	0	0.0%	26.25	5	19.0%
234 - Fourteenth Court of Appeals District, Houston	0	0.0%	2	6.2%	0	0.0%	32.25	2	6.2%

Employee Turnover by State Agency Including Interagency Transfers

Fiscal Year 2018 ^a

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Agency Turnover Rate
242 - State Commission on Judicial Conduct	1	7.8%	0	0.0%	0	0.0%	12.75	1	7.8%
243 - State Law Library	0	0.0%	0	0.0%	0	0.0%	10.50	0	0.0%
300 - Trusteed Programs within the Office of the Governor	0	0.0%	23	18.4%	1	0.8%	124.75	24	19.2%
301 - Office of the Governor	3	2.1%	43	29.9%	2	1.4%	144.00	48	33.3%
302 - Office of the Attorney General	71	1.7%	444	10.7%	132	3.2%	4,163.50	647	15.5%
303 - Facilities Commission	10	3.1%	39	12.0%	13	4.0%	323.75	62	19.2%
304 - Office of the Comptroller of Public Accounts	36	1.3%	182	6.5%	109	3.9%	2,818.00	327	11.6%
305 - General Land Office	25	4.1%	33	5.5%	11	1.8%	605.25	69	11.4%
306 - Library and Archives Commission	3	1.8%	11	6.7%	2	1.2%	163.50	16	9.8%
307 - Secretary of State	5	2.7%	31	16.7%	8	4.3%	186.00	44	23.7%
312 - State Securities Board	1	1.2%	12	14.7%	3	3.7%	81.50	16	19.6%
313 - Department of Information Resources	3	1.5%	11	5.7%	5	2.6%	194.25	19	9.8%
320 - Texas Workforce Commission	56	1.2%	475	10.5%	175	3.9%	4,511.00	706	15.7%
323 - Teacher Retirement System	10	1.5%	56	8.4%	27	4.1%	663.75	93	14.0%
326 - Texas Emergency Services Retirement System	0	0.0%	1	12.1%	0	0.0%	8.25	1	12.1%
327 - Employees Retirement System	3	0.8%	35	9.3%	8	2.1%	375.75	46	12.2%
329 - Real Estate Commission	4	3.9%	6	5.8%	3	2.9%	102.75	13	12.7%
332 - Department of Housing and Community Affairs	3	1.0%	15	5.2%	12	4.2%	288.50	30	10.4%
338 - Pension Review Board	0	0.0%	2	18.2%	0	0.0%	11.00	2	18.2%
347 - Public Finance Authority	0	0.0%	1	7.7%	0	0.0%	13.00	1	7.7%
352 - Bond Review Board	0	0.0%	2	22.2%	0	0.0%	9.00	2	22.2%
356 - Texas Ethics Commission	1	3.7%	9	33.3%	1	3.7%	27.00	11	40.7%
359 - Office of Public Insurance Counsel	0	0.0%	2	17.8%	0	0.0%	11.25	2	17.8%
360 - State Office of Administrative Hearings	3	2.7%	6	5.5%	10	9.1%	109.50	19	17.4%
362 - Texas Lottery Commission	1	0.3%	17	5.6%	15	4.9%	304.25	33	10.8%
364 - Health Professions Council	0	0.0%	0	0.0%	0	0.0%	7.00	0	0.0%
401 - Military Department	7	1.3%	78	14.3%	11	2.0%	543.75	96	17.7%
403 - Veterans Commission	9	2.3%	58	14.5%	9	2.3%	398.75	76	19.1%
405 - Department of Public Safety	61	0.6%	664	6.7%	275	2.8%	9,984.75	1,000	10.0%
407 - Texas Commission on Law Enforcement	0	0.0%	4	7.8%	1	2.0%	51.00	5	9.8%

Employee Turnover by State Agency Including Interagency Transfers

Fiscal Year 2018 ^a

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Agency Turnover Rate
409 - Commission on Jail Standards	1	4.8%	8	38.6%	1	4.8%	20.75	10	48.2%
411 - Commission on Fire Protection	0	0.0%	4	14.0%	2	7.0%	28.50	6	21.1%
448 - Office of Injured Employee Counsel	14	9.0%	27	17.3%	5	3.2%	156.25	46	29.4%
450 - Department of Savings and Mortgage Lending	1	1.9%	2	3.7%	1	1.9%	53.50	4	7.5%
451 - Department of Banking	3	1.7%	20	11.0%	8	4.4%	181.50	31	17.1%
452 - Department of Licensing and Regulation	8	1.8%	29	6.4%	14	3.1%	456.50	51	11.2%
454 - Department of Insurance	26	1.9%	125	9.3%	69	5.1%	1,348.25	220	16.3%
455 - Railroad Commission	4	0.5%	65	8.8%	41	5.5%	739.00	110	14.9%
456 - State Board of Plumbing Examiners	0	0.0%	5	19.8%	2	7.9%	25.25	7	27.7%
457 - Board of Public Accountancy	1	2.6%	4	10.3%	1	2.6%	39.00	6	15.4%
458 - Alcoholic Beverage Commission	14	2.3%	58	9.5%	23	3.8%	609.75	95	15.6%
459 - Board of Architectural Examiners	0	0.0%	1	5.3%	0	0.0%	18.75	1	5.3%
460 - Board of Professional Engineers	0	0.0%	2	6.7%	1	3.3%	30.00	3	10.0%
464 - Board of Professional Land Surveying	1	16.7%	1	16.7%	0	0.0%	6.00	2	33.3%
466 - Office of Consumer Credit Commissioner	2	2.3%	12	14.0%	2	2.3%	86.00	16	18.6%
469 - Credit Union Department	0	0.0%	1	3.6%	1	3.6%	28.00	2	7.1%
473 - Public Utility Commission of Texas	2	1.1%	26	14.0%	7	3.8%	185.25	35	18.9%
475 - Office of Public Utility Counsel	1	6.9%	1	6.9%	0	0.0%	14.50	2	13.8%
476 - Racing Commission	1	2.3%	8	18.1%	3	6.8%	44.25	12	27.1%
477 - Commission on State Emergency Communications	0	0.0%	1	4.5%	0	0.0%	22.25	1	4.5%
479 - State Office of Risk Management	2	1.8%	16	14.1%	0	0.0%	113.25	18	15.9%
481 - Board of Professional Geoscientists	0	0.0%	0	0.0%	0	0.0%	5.00	0	0.0%
503 - Texas Medical Board	5	2.5%	35	17.5%	2	1.0%	199.75	42	21.0%
504 - Texas State Board of Dental Examiners	2	3.8%	14	26.9%	0	0.0%	52.00	16	30.8%
507 - Texas Board of Nursing	1	0.9%	12	10.4%	1	0.9%	115.00	14	12.2%
508 - Board of Chiropractic Examiners	1	9.3%	6	55.8%	1	9.3%	10.75	8	74.4%
513 - Funeral Service Commission	0	0.0%	2	20.5%	0	0.0%	9.75	2	20.5%
514 - Optometry Board	0	0.0%	1	16.0%	0	0.0%	6.25	1	16.0%
515 - Board of Pharmacy	0	0.0%	12	12.7%	3	3.2%	94.25	15	15.9%
520 - Board of Examiners of Psychologists	1	8.3%	0	0.0%	0	0.0%	12.00	1	8.3%

Employee Turnover by State Agency Including Interagency Transfers

Fiscal Year 2018 ^a

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Agency Turnover Rate
529 - Health and Human Services Commission	2,798	7.4%	6,645	17.6%	1,063	2.8%	37,719.25	10,506	27.9%
530 - Department of Family and Protective Services	408	3.2%	1,651	13.0%	168	1.3%	12,748.25	2,227	17.5%
533 - Executive Council of Physical Therapy and Occupational Therapy Examiners	0	0.0%	1	5.3%	0	0.0%	19.00	1	5.3%
537 - Department of State Health Services	62	2.0%	424	13.7%	88	2.9%	3,086.00	574	18.6%
542 - Cancer Prevention and Research Institute of Texas	0	0.0%	4	12.4%	1	3.1%	32.25	5	15.5%
551 - Department of Agriculture	15	2.4%	75	11.8%	15	2.4%	638.00	105	16.5%
554 - Animal Health Commission	3	1.8%	19	11.2%	4	2.4%	169.25	26	15.4%
578 - Board of Veterinary Medical Examiners	0	0.0%	7	41.2%	0	0.0%	17.00	7	41.2%
580 - Water Development Board	2	0.7%	30	10.8%	12	4.3%	278.25	44	15.8%
582 - Commission on Environmental Quality	29	1.1%	237	8.8%	88	3.3%	2,697.00	354	13.1%
592 - Soil and Water Conservation Board	0	0.0%	1	1.5%	0	0.0%	67.75	1	1.5%
601 - Department of Transportation	176	1.5%	874	7.3%	471	3.9%	12,033.75	1,521	12.6%
608 - Department of Motor Vehicles	11	1.5%	60	8.4%	26	3.6%	718.50	97	13.5%
644 - Juvenile Justice Department	142	6.3%	468	20.8%	60	2.7%	2,247.75	670	29.8%
696 - Department of Criminal Justice	2,971	7.6%	5,314	13.6%	1,444	3.7%	39,196.25	9,729	24.8%
701 - Texas Education Agency	18	2.1%	94	11.1%	39	4.6%	844.75	151	17.9%
771 - School for the Blind and Visually Impaired	1	0.3%	24	7.3%	8	2.4%	328.50	33	10.0%
772 - School for the Deaf	3	0.9%	44	13.5%	6	1.8%	325.25	53	16.3%
802 - Parks and Wildlife Department	51	1.7%	202	6.8%	117	3.9%	2,988.75	370	12.4%
808 - Historical Commission	3	1.4%	25	11.3%	6	2.7%	221.75	34	15.3%
809 - Preservation Board	15	6.8%	43	19.6%	4	1.8%	219.75	62	28.2%
813 - Commission on the Arts	0	0.0%	1	7.7%	0	0.0%	13.00	1	7.7%
907 - Comptroller - State Energy Conservation Office	0	0.0%	1	10.3%	0	0.0%	9.75	1	10.3%
Statewide Totals ^b	7,122	4.8%	19,095	12.9%	4,657	3.1%	148,287.00	30,874	20.8%

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

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

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

Turnover by Job Classification Series

Table 18 provides a summary of turnover by job classification series in fiscal year 2018. Job classification series that had no employees in fiscal year 2018 were excluded from this table.

Table 18

Turnover by Job Classification Series and Occupational Category ^a						
Fiscal Year 2018						
Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^b	Separations	Percentage of Total Separation ^c	Turnover Rate
Accounting, Auditing, and Finance	Accountant	1,542.75	1.0%	144	0.5%	9.3%
	Accounting Technician	188.25	0.1%	27	0.1%	14.3%
	Accounts Examiner	740.25	0.5%	92	0.3%	12.4%
	Appropriations Control Officer	117.50	0.1%	19	0.1%	16.2%
	Auditor	676.75	0.5%	84	0.3%	12.4%
	Budget Analyst	394.75	0.3%	34	0.1%	8.6%
	Chief Trader	4.50	0.0%	1	0.0%	22.2%
	Financial Analyst	245.25	0.2%	14	0.0%	5.7%
	Financial Examiner	384.00	0.3%	47	0.2%	12.2%
	Independent Audit Reviewer	6.00	0.0%	0	0.0%	0.0%
	Investment Analyst	75.50	0.1%	4	0.0%	5.3%
	Loan Specialist	30.00	0.0%	3	0.0%	10.0%
	Portfolio Manager	111.00	0.1%	7	0.0%	6.3%
	Reimbursement Officer	82.25	0.1%	18	0.1%	21.9%
	Tax Analyst	29.75	0.0%	6	0.0%	20.2%
	Tax Auditor	481.00	0.3%	45	0.2%	9.4%
	Tax Auditor Manager	26.50	0.0%	2	0.0%	7.5%
	Tax Auditor Supervisor/Manager	43.75	0.0%	6	0.0%	13.7%
	Taxpayer Compliance Officer	415.25	0.3%	51	0.2%	12.3%
Trader	3.00	0.0%	1	0.0%	33.3%	
Totals for Accounting, Auditing, and Finance		5,598.00	3.8%	605	2.1%	10.8% ^d
Administrative Support	Administrative Assistant	6,744.00	4.5%	880	3.1%	13.0%
	Clerk	4,094.25	2.8%	883	3.1%	21.6%
	Customer Service Representative	3,128.75	2.1%	511	1.8%	16.3%
	Executive Assistant	556.50	0.4%	60	0.2%	10.8%

Turnover by Job Classification Series and Occupational Category ^a

Fiscal Year 2018

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^b	Separations	Percentage of Total Separation ^c	Turnover Rate
	License and Permit Specialist	400.00	0.3%	41	0.1%	10.3%
	Receptionist	76.25	0.1%	13	0.0%	17.0%
Totals for Administrative Support		14,999.75	10.1%	2,388	8.3%	15.9% ^d
Criminal Justice	Agriculture Specialist	102.75	0.1%	10	0.0%	9.7%
	Assistant Warden/Warden	182.75	0.1%	25	0.1%	13.7%
	Correctional Officer	24,628.25	16.6%	7,212	25.1%	29.3%
	Counsel Substitute	95.50	0.1%	8	0.0%	8.4%
	Dorm Supervisor	31.00	0.0%	3	0.0%	9.7%
	Halfway House Assistant Superintendent/Superintendent	13.00	0.0%	2	0.0%	15.4%
	Industrial Specialist	295.00	0.2%	49	0.2%	16.6%
	Juvenile Correctional Officer	1,123.00	0.8%	453	1.6%	40.3%
	Juvenile Correctional Officer Supervisor	82.00	0.1%	15	0.1%	18.3%
	Parole Officer	2,122.75	1.4%	352	1.2%	16.6%
	Senior Correctional Officer	3,058.00	2.1%	434	1.5%	14.2%
	Youth Facility Assistant Superintendent/Superintendent	10.50	0.0%	2	0.0%	19.0%
Totals for Criminal Justice		31,744.50	21.4%	8,565	29.9%	27.0% ^d
Custodial	Barber/Cosmetologist	17.25	0.0%	4	0.0%	23.2%
	Cook	322.75	0.2%	80	0.3%	24.8%
	Custodial Manager	65.25	0.0%	3	0.0%	4.6%
	Custodian	895.75	0.6%	250	0.9%	27.9%
	Food Service Manager	932.00	0.6%	214	0.7%	23.0%
	Food Service Worker	711.00	0.5%	308	1.1%	43.3%
	Groundskeeper	85.25	0.1%	25	0.1%	29.3%
	Laundry Manager	689.50	0.5%	77	0.3%	11.2%
	Laundry/Sewing Room Worker	96.50	0.1%	46	0.2%	47.7%
Totals for Custodial		3,815.25	2.6%	1,007	3.5%	26.4% ^d
Education	Education Specialist	36.50	0.0%	4	0.0%	11.0%
	Teacher Aide	122.75	0.1%	17	0.1%	13.8%
Totals for Education		159.25	0.1%	21	0.1%	13.2% ^d
Employment	Unemployment Insurance Claims Examiner	187.75	0.1%	18	0.1%	9.6%
	Unemployment Insurance Specialist	63.50	0.0%	3	0.0%	4.7%

Turnover by Job Classification Series and Occupational Category ^a

Fiscal Year 2018

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^b	Separations	Percentage of Total Separation ^c	Turnover Rate
	Workforce Development Specialist	502.25	0.3%	67	0.2%	13.3%
Totals for Employment		753.50	0.5%	88	0.3%	11.7% ^d
Engineering and Design	Architect	68.75	0.0%	7	0.0%	10.2%
	District Engineer	24.25	0.0%	3	0.0%	12.4%
	Drafting Technician	15.50	0.0%	2	0.0%	12.9%
	Engineer	879.25	0.6%	85	0.3%	9.7%
	Engineering Aide	219.75	0.1%	85	0.3%	38.7%
	Engineering Specialist	2,546.75	1.7%	282	1.0%	11.1%
	Engineering Technician	3,163.00	2.1%	548	1.9%	17.3%
	Project Design Assistant	7.00	0.0%	2	0.0%	28.6%
Totals for Engineering and Design		6,924.25	4.7%	1,014	3.5%	14.6% ^d
Human Resources	Human Resources Assistant/Specialist	707.00	0.5%	85	0.3%	12.0%
	Training Assistant/Specialist	709.50	0.5%	83	0.3%	11.7%
Total for Human Resources		1,416.50	1.0%	168	0.6%	11.9% ^d
Information and Communication	Creative Media Designer	56.00	0.0%	6	0.0%	10.7%
	Editor	16.00	0.0%	1	0.0%	6.3%
	Government Relations Specialist	78.00	0.1%	10	0.0%	12.8%
	Governor's Advisor	25.50	0.0%	5	0.0%	19.6%
	Information Specialist	398.25	0.3%	53	0.2%	13.3%
	Management Analyst	226.50	0.2%	14	0.0%	6.2%
	Marketing Specialist	65.50	0.0%	6	0.0%	9.2%
	Multimedia Technician	22.50	0.0%	1	0.0%	4.4%
	Privacy Analyst	2.50	0.0%	0	0.0%	0.0%
Technical Writer	51.00	0.0%	1	0.0%	2.0%	
Totals for Information and Communication		941.75	0.6%	97	0.3%	10.3% ^d
Information Technology	Business Analyst	129.50	0.1%	12	0.0%	9.3%
	Business Continuity Coordinator	14.50	0.0%	1	0.0%	6.9%
	Chief Cybersecurity Officer	1.00	0.0%	0	0.0%	0.0%
	Chief Information Security Officer	9.25	0.0%	1	0.0%	10.8%
	Computer Operations Specialist	39.50	0.0%	2	0.0%	5.1%
	Computer Operator Technician	9.25	0.0%	2	0.0%	21.6%
	Cybersecurity Analyst	40.75	0.0%	7	0.0%	17.2%
	Data Architect	1.50	0.0%	0	0.0%	0.0%

Turnover by Job Classification Series and Occupational Category ^a

Fiscal Year 2018

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^b	Separations	Percentage of Total Separation ^c	Turnover Rate
	Data Base Administrator	136.25	0.1%	13	0.0%	9.5%
	Data Entry Operator	86.50	0.1%	17	0.1%	19.7%
	Geographic Information Specialist	74.00	0.0%	3	0.0%	4.1%
	Information Technology Auditor	30.50	0.0%	2	0.0%	6.6%
	Information Technology Security Analyst	108.50	0.1%	11	0.0%	10.1%
	Network Specialist	498.75	0.3%	45	0.2%	9.0%
	Programmer	602.25	0.4%	48	0.2%	8.0%
	Systems Administrator	71.50	0.0%	10	0.0%	14.0%
	Systems Analyst	1,889.75	1.3%	195	0.7%	10.3%
	Systems Support Specialist	500.25	0.3%	48	0.2%	9.6%
	Telecommunications Specialist	120.00	0.1%	13	0.0%	10.8%
	Web Administrator	107.25	0.1%	10	0.0%	9.3%
	Totals for Information Technology	4,470.75	3.0%	440	1.5%	9.8% ^d
Inspectors and Investigators	Boiler Inspector	17.00	0.0%	2	0.0%	11.8%
	Inspector	1,360.50	0.9%	168	0.6%	12.3%
	Investigator	1,508.50	1.0%	213	0.7%	14.1%
	Totals for Inspectors and Investigators	2,886.00	1.9%	383	1.3%	13.3% ^d
Insurance	Actuary	53.75	0.0%	7	0.0%	13.0%
	Claims Assistant and Claims Examiner	561.00	0.4%	68	0.2%	12.1%
	Insurance Specialist	187.50	0.1%	23	0.1%	12.3%
	Insurance Technician	1.00	0.0%	0	0.0%	0.0%
	Retirement Systems Benefits Specialist	228.00	0.2%	41	0.1%	18.0%
	Totals for Insurance	1,031.25	0.7%	139	0.5%	13.5% ^d
Land Surveying, Appraising, and Utilities	Appraiser	75.75	0.1%	10	0.0%	13.2%
	Land Surveyor	23.50	0.0%	2	0.0%	8.5%
	Right of Way Agent	148.75	0.1%	11	0.0%	7.4%
	Utility Specialist	12.75	0.0%	1	0.0%	7.8%
	Totals for Land Surveying, Appraising, and Utilities	260.75	0.2%	24	0.1%	9.2% ^d
Law Enforcement	Agent	150.25	0.1%	13	0.0%	8.7%
	Captain, Texas Attorney General's Office	17.00	0.0%	3	0.0%	17.6%
	Commander, Public Safety	2.25	0.0%	0	0.0%	0.0%

Turnover by Job Classification Series and Occupational Category ^a

Fiscal Year 2018

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^b	Separations	Percentage of Total Separation ^c	Turnover Rate
	Corporal, Public Safety	229.75	0.2%	8	0.0%	3.5%
	Game Warden	397.25	0.3%	13	0.0%	3.3%
	Game Warden-Assistant Commander/Commander	8.00	0.0%	1	0.0%	12.5%
	Game Warden-Sergeant/Lieutenant/Captain/Major	93.25	0.1%	9	0.0%	9.7%
	Internal Affairs (Supervisor/Manager/Admin./Dir.)	24.00	0.0%	6	0.0%	25.0%
	Internal Affairs Investigator	113.50	0.1%	6	0.0%	5.3%
	Lieutenant, Texas Attorney General's Office	24.50	0.0%	2	0.0%	8.2%
	Major, Texas Attorney General's Office	4.25	0.0%	1	0.0%	23.5%
	Pilot Investigator	45.00	0.0%	2	0.0%	4.4%
	Probationary Agent	20.00	0.0%	3	0.0%	15.0%
	Sergeant, Texas Attorney General's Office	130.75	0.1%	9	0.0%	6.9%
	Sergeant/Lieutenant/Captain/Major, Alcohol Bev.	53.25	0.0%	8	0.0%	15.0%
	Sergeant/Lieutenant/Captain/Major, Public Safety	1,449.75	1.0%	73	0.3%	5.0%
	Trainee/Probationary Game Warden	46.25	0.0%	8	0.0%	17.3%
	Trooper	2,188.25	1.5%	85	0.3%	3.9%
	Trooper Trainee/Probationary Trooper	399.50	0.3%	46	0.2%	11.5%
Totals for Law Enforcement		5,396.75	3.6%	296	1.0%	5.5% ^d
Legal	Administrative Law Judge	111.25	0.1%	17	0.1%	15.3%
	Assistant Attorney General	754.75	0.5%	82	0.3%	10.9%
	Associate Judge	62.50	0.0%	7	0.0%	11.2%
	Attorney	1,099.00	0.7%	114	0.4%	10.4%
	Benefit Review Officer	30.25	0.0%	5	0.0%	16.5%
	Chief Deputy Clerk	11.00	0.0%	0	0.0%	0.0%
	Clerk of the Court	15.00	0.0%	0	0.0%	0.0%
	Compliance Analyst	24.75	0.0%	2	0.0%	8.1%
	Court Coordinator	64.25	0.0%	1	0.0%	1.6%
	Court Law Clerk	37.75	0.0%	32	0.1%	84.8%
	Deputy Clerk	63.75	0.0%	7	0.0%	11.0%
	General Counsel	177.50	0.1%	17	0.1%	9.6%
	Hearings Officer	142.50	0.1%	22	0.1%	15.4%

Turnover by Job Classification Series and Occupational Category ^a

Fiscal Year 2018

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^b	Separations	Percentage of Total Separation ^c	Turnover Rate
	Hearings Reporter	4.00	0.0%	1	0.0%	25.0%
	Law Clerk	11.75	0.0%	24	0.1%	204.3%
	Legal Assistant	449.50	0.3%	57	0.2%	12.7%
	Legal Secretary	191.25	0.1%	28	0.1%	14.6%
	Ombudsman	189.00	0.1%	28	0.1%	14.8%
Totals for Legal		3,439.75	2.3%	444	1.5%	12.9% ^d
Library and Records	Archaeologist	27.25	0.0%	3	0.0%	11.0%
	Archivist	33.25	0.0%	5	0.0%	15.0%
	Curator	12.25	0.0%	1	0.0%	8.2%
	Exhibit Technician	5.25	0.0%	1	0.0%	19.0%
	Historian	7.75	0.0%	0	0.0%	0.0%
	Librarian	113.00	0.1%	11	0.0%	9.7%
	Library Assistant	23.50	0.0%	3	0.0%	12.8%
Totals for Library and Records		222.25	0.1%	24	0.1%	10.8% ^d
Maintenance	Air Conditioning and Boiler Operator	34.00	0.0%	5	0.0%	14.7%
	Aircraft Mechanic	15.00	0.0%	0	0.0%	0.0%
	Aircraft Pilot	7.25	0.0%	1	0.0%	13.8%
	Electrician	64.00	0.0%	8	0.0%	12.5%
	Electronics Technician	58.50	0.0%	6	0.0%	10.3%
	Equipment Maintenance Technician	13.50	0.0%	1	0.0%	7.4%
	Equipment Operator	851.00	0.6%	91	0.3%	10.7%
	Ferryboat Specialist	50.25	0.0%	7	0.0%	13.9%
	HVAC Mechanic	93.50	0.1%	8	0.0%	8.6%
	Machinist	5.00	0.0%	0	0.0%	0.0%
	Maintenance Assistant	34.00	0.0%	11	0.0%	32.4%
	Maintenance Specialist	1,049.25	0.7%	220	0.8%	21.0%
	Maintenance Supervisor	881.25	0.6%	166	0.6%	18.8%
	Motor Vehicle Technician	292.00	0.2%	33	0.1%	11.3%
	Plumber	2.75	0.0%	0	0.0%	0.0%
	Radio Communications Technician	27.50	0.0%	1	0.0%	3.6%
	Transportation Maintenance Specialist	615.25	0.4%	51	0.2%	8.3%
	Vehicle Driver	198.00	0.1%	63	0.2%	31.8%
Totals for Maintenance		4,292.00	2.9%	672	2.3%	15.7% ^d

Turnover by Job Classification Series and Occupational Category ^a

Fiscal Year 2018

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^b	Separations	Percentage of Total Separation ^c	Turnover Rate
Medical and Health	Advanced Practice Registered Nurse	55.00	0.0%	6	0.0%	10.9%
	Behavior Analyst	75.25	0.1%	18	0.1%	23.9%
	Dental Assistant	22.00	0.0%	1	0.0%	4.5%
	Dental Hygienist	27.25	0.0%	6	0.0%	22.0%
	Dentist	33.00	0.0%	4	0.0%	12.1%
	Dietetic and Nutrition Specialist	76.75	0.1%	17	0.1%	22.1%
	Dietetic Technician	19.75	0.0%	8	0.0%	40.5%
	Epidemiologist	93.75	0.1%	14	0.0%	14.9%
	Health Assistant	106.25	0.1%	18	0.1%	16.9%
	Health Physicist	75.50	0.1%	7	0.0%	9.3%
	Health Specialist	252.00	0.2%	66	0.2%	26.2%
	Laboratory Technician	56.25	0.0%	10	0.0%	17.8%
	Licensed Vocational Nurse	1,094.50	0.7%	311	1.1%	28.4%
	Medical Research Specialist	7.00	0.0%	0	0.0%	0.0%
	Medical Technician	25.50	0.0%	7	0.0%	27.5%
	Medical Technologist	69.75	0.0%	14	0.0%	20.1%
	Microbiologist	134.25	0.1%	13	0.0%	9.7%
	Molecular Biologist	11.00	0.0%	0	0.0%	0.0%
	Nurse	2,213.00	1.5%	481	1.7%	21.7%
	Orthopedic Equipment Technician	36.75	0.0%	4	0.0%	10.9%
	Pharmacist	112.00	0.1%	8	0.0%	7.1%
	Pharmacy Technician	80.25	0.1%	20	0.1%	24.9%
	Physician	105.25	0.1%	13	0.0%	12.4%
	Physician Assistant	7.00	0.0%	2	0.0%	28.6%
	Psychiatrist	130.25	0.1%	16	0.1%	12.3%
	Psychological Associate	4.00	0.0%	0	0.0%	0.0%
	Psychologist	61.00	0.0%	13	0.0%	21.3%
	Public Health and Prevention Specialist	348.50	0.2%	39	0.1%	11.2%
	Public Health Nurse	53.00	0.0%	9	0.0%	17.0%
	Radiological Technologist	14.00	0.0%	1	0.0%	7.1%
	Registered Therapists Assistant/Therapist	307.50	0.2%	27	0.1%	8.8%
	Respiratory Care Practitioner	15.00	0.0%	0	0.0%	0.0%
Veterinarian	28.00	0.0%	3	0.0%	10.7%	
Totals for Medical and Health		5,750.25	3.9%	1,156	4.0%	20.1% ^d

Turnover by Job Classification Series and Occupational Category ^a

Fiscal Year 2018

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^b	Separations	Percentage of Total Separation ^c	Turnover Rate
Natural Resources	Assistant Park Superintendent	38.75	0.0%	3	0.0%	7.7%
	Chemist	125.00	0.1%	14	0.0%	11.2%
	Environmental Protection Specialist	281.50	0.2%	30	0.1%	10.7%
	Fish and Wildlife Technician	178.25	0.1%	20	0.1%	11.2%
	Geoscientist	99.00	0.1%	13	0.0%	13.1%
	Hydrologist	67.25	0.0%	6	0.0%	8.9%
	Natural Resources Specialist	1,259.25	0.8%	127	0.4%	10.1%
	Park Ranger	83.75	0.1%	19	0.1%	22.7%
	Park Superintendent	96.25	0.1%	5	0.0%	5.2%
	Sanitarian	124.00	0.1%	14	0.0%	11.3%
	Toxicologist	13.00	0.0%	2	0.0%	15.4%
Totals for Natural Resources		2,366.00	1.6%	253	0.9%	10.7% ^d
Office Services	Document Imaging Technician	67.50	0.0%	6	0.0%	8.9%
	Photographer	1.00	0.0%	0	0.0%	0.0%
	Printing Services Technician	80.25	0.1%	14	0.0%	17.4%
Totals for Office Services		148.75	0.1%	20	0.1%	13.4% ^d
Planning, Research, and Statistics	Data Analyst	29.25	0.0%	2	0.0%	6.8%
	Economist	39.50	0.0%	6	0.0%	15.2%
	Planner	223.75	0.2%	27	0.1%	12.1%
	Research and Statistics Technician	13.50	0.0%	5	0.0%	37.0%
	Research Specialist	252.25	0.2%	21	0.1%	8.3%
	Statistician	17.00	0.0%	5	0.0%	29.4%
Totals for Planning, Research, and Statistics		575.25	0.4%	66	0.2%	11.5% ^d
Program Management	Deputy Comptroller	1.00	0.0%	0	0.0%	0.0%
	Deputy Executive Commissioner	0.75	0.0%	0	0.0%	0.0%
	Director	2,398.50	1.6%	264	0.9%	11.0%
	Manager	3,093.25	2.1%	332	1.2%	10.7%
	Portfolio Project Manager	9.00	0.0%	1	0.0%	11.1%
	Program Specialist	5,726.00	3.9%	658	2.3%	11.5%
	Program Supervisor	1,910.25	1.3%	221	0.8%	11.6%
	Project Controller	3.75	0.0%	0	0.0%	0.0%
	Project Management Specialist	6.75	0.0%	2	0.0%	29.6%
	Project Manager	455.25	0.3%	62	0.2%	13.6%
	Staff Services Officer	315.50	0.2%	32	0.1%	10.1%

Turnover by Job Classification Series and Occupational Category ^a

Fiscal Year 2018

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^b	Separations	Percentage of Total Separation ^c	Turnover Rate
Totals for Program Management		13,920.00	9.4%	1,572	5.5%	11.3% ^d
Property Management and Procurement	Contract Administration Manager	92.50	0.1%	13	0.0%	14.1%
	Contract Specialist	855.25	0.6%	90	0.3%	10.5%
	Contract Technician	67.50	0.0%	14	0.0%	20.7%
	Fleet Manager	4.50	0.0%	0	0.0%	0.0%
	Grant Coordinator	134.75	0.1%	20	0.1%	14.8%
	Inventory and Store Specialist	796.75	0.5%	117	0.4%	14.7%
	Property Manager	162.00	0.1%	22	0.1%	13.6%
	Purchaser	398.50	0.3%	69	0.2%	17.3%
Totals for Property Management and Procurement		2,511.75	1.7%	345	1.2%	13.7% ^d
Public Safety	Combined DNA Index System Analyst	10.00	0.0%	0	0.0%	0.0%
	Crime Analyst	92.25	0.1%	13	0.0%	14.1%
	Crime Laboratory Specialist	64.00	0.0%	8	0.0%	12.5%
	Criminal Intelligence Analyst	39.50	0.0%	3	0.0%	7.6%
	Emergency Management Program Coordinator	12.50	0.0%	3	0.0%	24.0%
	Fingerprint Analyst	39.50	0.0%	5	0.0%	12.7%
	Forensic Scientist	324.25	0.2%	27	0.1%	8.3%
	Police Communications Operator	166.75	0.1%	20	0.1%	12.0%
	Public Safety Records Technician	12.75	0.0%	0	0.0%	0.0%
	Security Officer	593.00	0.4%	116	0.4%	19.6%
	State Park Police Officer	64.00	0.0%	7	0.0%	10.9%
	State Park Police Officer-Sergeant/Lieutenant/Captain/Major	18.00	0.0%	1	0.0%	5.6%
	Trainee/Probationary State Park Police Officer	6.50	0.0%	2	0.0%	30.8%
	Totals for Public Safety		1,443.00	1.0%	205	0.7%
Safety	Rescue Specialist	30.50	0.0%	7	0.0%	23.0%
	Risk Management Specialist	43.25	0.0%	4	0.0%	9.2%
	Safety Officer	196.50	0.1%	29	0.1%	14.8%
Totals for Safety		270.25	0.2%	40	0.1%	14.8% ^d
Social Services	Adult and Child Care Licensing Specialist	58.75	0.0%	15	0.1%	25.5%
	Adult Protective Services Specialist	679.00	0.5%	140	0.5%	20.6%
	Case Manager	511.50	0.3%	79	0.3%	15.4%

Turnover by Job Classification Series and Occupational Category ^a

Fiscal Year 2018

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^b	Separations	Percentage of Total Separation ^c	Turnover Rate
	Chaplain	136.00	0.1%	23	0.1%	16.9%
	Chaplaincy Services Assistant	9.00	0.0%	2	0.0%	22.2%
	Child Protective Services Specialist	6,618.25	4.5%	1,323	4.6%	20.0%
	Child Support Officer	1,292.00	0.9%	203	0.7%	15.7%
	Child Support Technician	378.25	0.3%	58	0.2%	15.3%
	Direct Support Professional	6,374.50	4.3%	3,412	11.9%	53.5%
	Family and Protective Services Supervisor	1,350.25	0.9%	88	0.3%	6.5%
	Family Services Specialist	298.75	0.2%	24	0.1%	8.0%
	Guardianship Specialist	72.75	0.0%	6	0.0%	8.2%
	Health and Human Services Program Coordinator	36.50	0.0%	4	0.0%	11.0%
	Human Rights Officer	1.00	0.0%	0	0.0%	0.0%
	Human Services Specialist	1,322.25	0.9%	167	0.6%	12.6%
	Human Services Technician	918.25	0.6%	125	0.4%	13.6%
	Interpreter	24.00	0.0%	0	0.0%	0.0%
	Protective Services Intake Specialist	345.25	0.2%	48	0.2%	13.9%
	Psychiatric Nursing Assistant	3,061.75	2.1%	1,065	3.7%	34.8%
	Qualified Intellectual Disability Professional	285.00	0.2%	64	0.2%	22.5%
	Quality Assurance Specialist	312.50	0.2%	27	0.1%	8.6%
	Recreation Program Specialist	13.50	0.0%	3	0.0%	22.2%
	Rehabilitation Teacher	105.00	0.1%	17	0.1%	16.2%
	Rehabilitation Therapy Technician	1,037.00	0.7%	220	0.8%	21.2%
	Resident Specialist	414.25	0.3%	78	0.3%	18.8%
	Social Worker	216.25	0.1%	66	0.2%	30.5%
	Substance Abuse Counselor	93.00	0.1%	26	0.1%	28.0%
	Texas Works Advisor	5,483.00	3.7%	1,180	4.1%	21.5%
	Texas Works Supervisor	503.50	0.3%	46	0.2%	9.1%
	Transition Coordinator	3.75	0.0%	0	0.0%	0.0%
	Veterans Services Representative	288.50	0.2%	49	0.2%	17.0%
	Vocational Rehabilitation Counselor	621.75	0.4%	76	0.3%	12.2%

Turnover by Job Classification Series and Occupational Category ^a

Fiscal Year 2018

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^b	Separations	Percentage of Total Separation ^c	Turnover Rate
	Volunteer Services Coordinator	84.50	0.1%	18	0.1%	21.3%
	Totals for Social Services	32,949.50	22.2%	8,652	30.2%	26.3% ^d
	Statewide Totals	148,287.00	100.0%	28,684	100.0%	19.3% ^e

^a The job classification series with no incumbents in fiscal year 2018 were not included in this table. As a result, there are 26 occupational categories presented in the table. There are 27 occupational categories for the 2018-2019 biennium. The 85th Legislature approved the addition of the Military occupational category to the State's Position Classification Plan.

^b Percentages of total average headcount may not sum exactly due to rounding.

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

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

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

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

Turnover by Region and County

Table 19 provides a summary of turnover by region and county in Texas in fiscal year 2018.

Table 19

Turnover by Region and County Fiscal Year 2018						
Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
Alamo Region	Atascosa	106.75	0.1%	9	0.0%	8.4%
	Bandera	46.75	0.0%	3	0.0%	6.4%
	Bexar	6,671.00	4.5%	1,399	4.9%	21.0%
	Comal	194.50	0.1%	20	0.1%	10.3%
	Frio	311.00	0.2%	86	0.3%	27.7%
	Gillespie	50.00	0.0%	8	0.0%	16.0%
	Guadalupe	168.25	0.1%	17	0.1%	10.1%
	Karnes	632.50	0.4%	267	0.9%	42.2%
	Kendall	53.00	0.0%	6	0.0%	11.3%
	Kerr	747.00	0.5%	187	0.7%	25.0%
	Medina	511.00	0.3%	101	0.4%	19.8%
	Wilson	74.50	0.1%	9	0.0%	12.1%
Alamo Region Totals		9,566.25	6.5%	2,112	7.4%	22.1% ^b
Capital Region	Bastrop	179.00	0.1%	13	0.0%	7.3%
	Blanco	36.25	0.0%	6	0.0%	16.6%
	Burnet	251.00	0.2%	36	0.1%	14.3%
	Caldwell	79.25	0.1%	12	0.0%	15.1%
	Fayette	58.75	0.0%	6	0.0%	10.2%
	Hays	208.25	0.1%	29	0.1%	13.9%
	Lee	446.50	0.3%	102	0.4%	22.8%
	Llano	26.00	0.0%	5	0.0%	19.2%
	Travis	36,961.50	24.9%	4,831	16.8%	13.1%
	Williamson	462.50	0.3%	70	0.2%	15.1%
Capital Region Totals		38,709.00	26.1%	5,110	17.8%	13.2% ^b
Central Texas Region	Bell	720.25	0.5%	104	0.4%	14.4%
	Bosque	33.50	0.0%	4	0.0%	11.9%
	Brazos	682.00	0.5%	109	0.4%	16.0%
	Burleson	44.75	0.0%	7	0.0%	15.6%
	Coryell	2,666.25	1.8%	687	2.4%	25.8%

Turnover by Region and County
Fiscal Year 2018

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Falls	439.50	0.3%	124	0.4%	28.2%
	Freestone	308.25	0.2%	54	0.2%	17.5%
	Grimes	640.50	0.4%	142	0.5%	22.2%
	Hamilton	63.75	0.0%	10	0.0%	15.7%
	Hill	91.00	0.1%	11	0.0%	12.1%
	Lampasas	67.25	0.0%	10	0.0%	14.9%
	Leon	48.00	0.0%	4	0.0%	8.3%
	Limestone	1,496.50	1.0%	481	1.7%	32.1%
	Madison	600.00	0.4%	196	0.7%	32.7%
	McLennan	1,582.75	1.1%	311	1.1%	19.6%
	Milam	53.25	0.0%	8	0.0%	15.0%
	Mills	16.50	0.0%	3	0.0%	18.2%
	Robertson	42.00	0.0%	6	0.0%	14.3%
	San Saba	142.25	0.1%	22	0.1%	15.5%
	Washington	1,140.50	0.8%	409	1.4%	35.9%
Central Texas Region Totals		10,878.75	7.3%	2,702	9.4%	24.8% ^b
Coastal Bend Region	Aransas	84.75	0.1%	12	0.0%	14.2%
	Bee	1,867.75	1.3%	540	1.9%	28.9%
	Brooks	40.25	0.0%	1	0.0%	2.5%
	Calhoun	66.00	0.0%	4	0.0%	6.1%
	Dewitt	414.50	0.3%	92	0.3%	22.2%
	Duval	143.25	0.1%	21	0.1%	14.7%
	Goliad	36.25	0.0%	3	0.0%	8.3%
	Gonzales	64.25	0.0%	5	0.0%	7.8%
	Jackson	26.00	0.0%	5	0.0%	19.2%
	Jim Wells	138.75	0.1%	30	0.1%	21.6%
	Kenedy	1.25	0.0%	0	0.0%	0.0%
	Kleberg	90.25	0.1%	9	0.0%	10.0%
	Lavaca	36.25	0.0%	3	0.0%	8.3%
	Live Oak	27.25	0.0%	2	0.0%	7.3%
	McMullen	32.50	0.0%	1	0.0%	3.1%
	Nueces	2,211.50	1.5%	559	1.9%	25.3%
	Refugio	24.00	0.0%	2	0.0%	8.3%

Turnover by Region and County
Fiscal Year 2018

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	San Patricio	153.25	0.1%	21	0.1%	13.7%
	Victoria	257.50	0.2%	36	0.1%	14.0%
Coastal Bend Region Totals		5,715.50	3.9%	1,346	4.7%	23.5% ^b
Gulf Coast Region	Austin	90.25	0.1%	7	0.0%	7.8%
	Brazoria	2,724.75	1.8%	619	2.2%	22.7%
	Chambers	44.00	0.0%	4	0.0%	9.1%
	Colorado	83.50	0.1%	24	0.1%	28.7%
	Fort Bend	2,729.75	1.8%	523	1.8%	19.2%
	Galveston	1,122.00	0.8%	180	0.6%	16.0%
	Harris	7,622.75	5.1%	1,246	4.3%	16.3%
	Liberty	937.50	0.6%	222	0.8%	23.7%
	Matagorda	100.50	0.1%	16	0.1%	15.9%
	Montgomery	496.00	0.3%	64	0.2%	12.9%
	Walker	6,453.00	4.4%	1,282	4.5%	19.9%
	Waller	68.25	0.0%	16	0.1%	23.4%
	Wharton	104.75	0.1%	13	0.0%	12.4%
Gulf Coast Region Totals		22,577.00	15.2%	4,216	14.7%	18.7% ^b
High Plains Region	Armstrong	14.00	0.0%	2	0.0%	14.3%
	Bailey	18.25	0.0%	6	0.0%	32.9%
	Briscoe	20.75	0.0%	0	0.0%	0.0%
	Carson	36.50	0.0%	5	0.0%	13.7%
	Castro	21.50	0.0%	4	0.0%	18.6%
	Childress	427.75	0.3%	82	0.3%	19.2%
	Cochran	13.75	0.0%	3	0.0%	21.8%
	Collingsworth	13.00	0.0%	0	0.0%	0.0%
	Crosby	16.25	0.0%	3	0.0%	18.5%
	Dallam	124.00	0.1%	27	0.1%	21.8%
	Deaf Smith	45.00	0.0%	5	0.0%	11.1%
	Dickens	13.50	0.0%	3	0.0%	22.2%
	Donley	20.75	0.0%	1	0.0%	4.8%
	Floyd	16.75	0.0%	1	0.0%	6.0%
	Garza	35.50	0.0%	4	0.0%	11.3%
	Gray	392.00	0.3%	90	0.3%	23.0%
	Hale	517.25	0.3%	92	0.3%	17.8%
	Hall	14.25	0.0%	6	0.0%	42.1%

Turnover by Region and County
Fiscal Year 2018

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Hansford	13.25	0.0%	2	0.0%	15.1%
	Hartley	102.00	0.1%	49	0.2%	48.0%
	Hemphill	21.00	0.0%	4	0.0%	19.0%
	Hockley	45.75	0.0%	7	0.0%	15.3%
	Hutchinson	46.75	0.0%	3	0.0%	6.4%
	Lamb	48.00	0.0%	5	0.0%	10.4%
	Lipscomb	7.00	0.0%	2	0.0%	28.6%
	Lubbock	2,663.25	1.8%	629	2.2%	23.6%
	Lynn	15.50	0.0%	1	0.0%	6.5%
	Moore	52.25	0.0%	4	0.0%	7.7%
	Motley	10.75	0.0%	0	0.0%	0.0%
	Ochiltree	17.50	0.0%	1	0.0%	5.7%
	Oldham	20.50	0.0%	3	0.0%	14.6%
	Parmer	16.50	0.0%	2	0.0%	12.1%
	Potter	1,865.25	1.3%	506	1.8%	27.1%
	Randall	326.75	0.2%	50	0.2%	15.3%
	Sherman	15.75	0.0%	3	0.0%	19.0%
	Swisher	143.00	0.1%	32	0.1%	22.4%
	Terry	172.25	0.1%	39	0.1%	22.6%
	Wheeler	19.00	0.0%	1	0.0%	5.3%
	Yoakum	12.75	0.0%	2	0.0%	15.7%
High Plains Region Totals		7,395.50	5.0%	1,679	5.9%	22.7% ^b
Metroplex Region	Collin	598.75	0.4%	89	0.3%	14.9%
	Cooke	402.25	0.3%	118	0.4%	29.3%
	Dallas	4,442.50	3.0%	759	2.6%	17.1%
	Denton	2,261.25	1.5%	761	2.7%	33.7%
	Ellis	228.25	0.2%	27	0.1%	11.8%
	Erath	82.50	0.1%	9	0.0%	10.9%
	Fannin	509.00	0.3%	98	0.3%	19.3%
	Grayson	225.25	0.2%	37	0.1%	16.4%
	Hood	127.50	0.1%	28	0.1%	22.0%
	Hunt	186.00	0.1%	30	0.1%	16.1%
	Johnson	218.75	0.1%	20	0.1%	9.1%
	Kaufman	1,130.50	0.8%	251	0.9%	22.2%
	Navarro	122.75	0.1%	13	0.0%	10.6%

Turnover by Region and County
Fiscal Year 2018

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Palo Pinto	149.50	0.1%	16	0.1%	10.7%
	Parker	167.25	0.1%	16	0.1%	9.6%
	Rockwall	49.50	0.0%	9	0.0%	18.2%
	Somervell	35.00	0.0%	3	0.0%	8.6%
	Tarrant	3,500.75	2.4%	572	2.0%	16.3%
	Wise	129.25	0.1%	15	0.1%	11.6%
Metroplex Region Totals		14,566.50	9.8%	2,871	10.0%	19.7% ^b
Northwest Texas Region	Archer	17.00	0.0%	4	0.0%	23.5%
	Baylor	19.25	0.0%	2	0.0%	10.4%
	Brown	739.00	0.5%	160	0.6%	21.7%
	Callahan	22.25	0.0%	3	0.0%	13.5%
	Clay	28.75	0.0%	2	0.0%	7.0%
	Coleman	20.50	0.0%	5	0.0%	24.4%
	Comanche	20.00	0.0%	1	0.0%	5.0%
	Cottle	20.25	0.0%	2	0.0%	9.9%
	Eastland	78.50	0.1%	13	0.0%	16.6%
	Fisher	14.50	0.0%	0	0.0%	0.0%
	Foard	10.25	0.0%	2	0.0%	19.5%
	Hardeman	22.25	0.0%	9	0.0%	40.4%
	Haskell	34.50	0.0%	6	0.0%	17.4%
	Jack	23.00	0.0%	1	0.0%	4.3%
	Jones	788.25	0.5%	224	0.8%	28.4%
	Kent	9.75	0.0%	1	0.0%	10.3%
	Knox	16.75	0.0%	0	0.0%	0.0%
	Mitchell	271.25	0.2%	89	0.3%	32.8%
	Montague	55.25	0.0%	5	0.0%	9.0%
	Nolan	49.75	0.0%	6	0.0%	12.1%
	Runnels	29.00	0.0%	0	0.0%	0.0%
	Scurry	309.00	0.2%	79	0.3%	25.6%
	Shackelford	12.25	0.0%	0	0.0%	0.0%
	Stephens	171.00	0.1%	39	0.1%	22.8%
Stonewall	11.25	0.0%	3	0.0%	26.7%	
Taylor	2,301.50	1.6%	736	2.6%	32.0%	
Throckmorton	10.00	0.0%	5	0.0%	50.0%	
Wichita	2,349.00	1.6%	519	1.8%	22.1%	

Turnover by Region and County
Fiscal Year 2018

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Wilbarger	1,164.50	0.8%	273	1.0%	23.4%
	Young	60.75	0.0%	6	0.0%	9.9%
Northwest Texas Region Totals		8,679.25	5.9%	2,195	7.7%	25.3% ^b
South Texas Border Region	Cameron	1,625.25	1.1%	259	0.9%	15.9%
	Dimmit	42.25	0.0%	2	0.0%	4.7%
	Edwards	12.25	0.0%	1	0.0%	8.2%
	Hidalgo	3,085.75	2.1%	385	1.3%	12.5%
	Jim Hogg	33.25	0.0%	2	0.0%	6.0%
	Kinney	22.50	0.0%	3	0.0%	13.3%
	La Salle	135.75	0.1%	14	0.0%	10.3%
	Maverick	151.25	0.1%	10	0.0%	6.6%
	Real	10.50	0.0%	2	0.0%	19.0%
	Starr	289.75	0.2%	27	0.1%	9.3%
	Uvalde	133.25	0.1%	20	0.1%	15.0%
	Val Verde	174.00	0.1%	16	0.1%	9.2%
	Webb	789.75	0.5%	77	0.3%	9.7%
	Willacy	55.00	0.0%	3	0.0%	5.5%
	Zapata	20.75	0.0%	0	0.0%	0.0%
Zavala	52.25	0.0%	5	0.0%	9.6%	
South Texas Border Region Totals		6,633.50	4.5%	826	2.9%	12.5% ^b
Southeast Texas Region	Angelina	1,634.00	1.1%	473	1.6%	28.9%
	Hardin	66.00	0.0%	8	0.0%	12.1%
	Houston	737.50	0.5%	206	0.7%	27.9%
	Jasper	272.25	0.2%	38	0.1%	14.0%
	Jefferson	2,080.00	1.4%	543	1.9%	26.1%
	Nacogdoches	227.25	0.2%	23	0.1%	10.1%
	Newton	20.25	0.0%	2	0.0%	9.9%
	Orange	135.75	0.1%	26	0.1%	19.2%
	Polk	865.50	0.6%	294	1.0%	34.0%
	Sabine	30.25	0.0%	3	0.0%	9.9%
	San Augustine	20.25	0.0%	6	0.0%	29.6%
	San Jacinto	41.50	0.0%	5	0.0%	12.0%
	Shelby	55.75	0.0%	9	0.0%	16.1%
Trinity	74.25	0.1%	14	0.0%	18.9%	

Turnover by Region and County
Fiscal Year 2018

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Tyler	556.75	0.4%	201	0.7%	36.1%
	Southeast Texas Region Totals	6,817.25	4.6%	1,851	6.5%	27.2% ^b
Upper East Texas Region	Anderson	3,076.50	2.1%	737	2.6%	24.0%
	Bowie	881.75	0.6%	285	1.0%	32.3%
	Camp	6.00	0.0%	0	0.0%	0.0%
	Cass	167.75	0.1%	14	0.0%	8.3%
	Cherokee	1,746.25	1.2%	461	1.6%	26.4%
	Delta	23.50	0.0%	3	0.0%	12.8%
	Franklin	23.25	0.0%	4	0.0%	17.2%
	Gregg	365.00	0.2%	47	0.2%	12.9%
	Harrison	172.75	0.1%	34	0.1%	19.7%
	Henderson	328.00	0.2%	38	0.1%	11.6%
	Hopkins	118.00	0.1%	13	0.0%	11.0%
	Lamar	256.50	0.2%	23	0.1%	9.0%
	Marion	23.25	0.0%	3	0.0%	12.9%
	Morris	52.50	0.0%	2	0.0%	3.8%
	Panola	43.25	0.0%	8	0.0%	18.5%
	Rains	17.25	0.0%	1	0.0%	5.8%
	Red River	31.75	0.0%	3	0.0%	9.4%
	Rusk	128.75	0.1%	16	0.1%	12.4%
	Smith	1,002.25	0.7%	117	0.4%	11.7%
	Titus	138.00	0.1%	14	0.0%	10.1%
Upshur	64.75	0.0%	9	0.0%	13.9%	
Van Zandt	90.25	0.1%	8	0.0%	8.9%	
Wood	222.75	0.2%	33	0.1%	14.8%	
	Upper East Texas Region Totals	8,980.00	6.1%	1,873	6.5%	20.9% ^b
Upper Rio Grande Region	Brewster	88.50	0.1%	7	0.0%	7.9%
	Culberson	34.00	0.0%	6	0.0%	17.6%
	El Paso	3,271.75	2.2%	545	1.9%	16.7%
	Hudspeth	36.00	0.0%	2	0.0%	5.6%
	Jeff Davis	54.25	0.0%	7	0.0%	12.9%
	Presidio	72.25	0.0%	11	0.0%	15.2%
	Upper Rio Grande Region Totals	3,556.75	2.4%	578	2.0%	16.3% ^b

Turnover by Region and County
Fiscal Year 2018

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
West Texas Region	Andrews	31.50	0.0%	7	0.0%	22.2%
	Borden	10.00	0.0%	3	0.0%	30.0%
	Coke	11.25	0.0%	0	0.0%	0.0%
	Concho	13.75	0.0%	0	0.0%	0.0%
	Crane	14.75	0.0%	5	0.0%	33.9%
	Crockett	27.50	0.0%	2	0.0%	7.3%
	Dawson	378.25	0.3%	123	0.4%	32.5%
	Ector	404.00	0.3%	95	0.3%	23.5%
	Gaines	21.00	0.0%	6	0.0%	28.6%
	Glasscock	1.00	0.0%	0	0.0%	0.0%
	Howard	676.50	0.5%	308	1.1%	45.5%
	Irion	1.25	0.0%	0	0.0%	0.0%
	Kimble	35.75	0.0%	0	0.0%	0.0%
	Martin	16.00	0.0%	6	0.0%	37.5%
	Mason	21.25	0.0%	2	0.0%	9.4%
	McCulloch	35.25	0.0%	7	0.0%	19.9%
	Menard	7.25	0.0%	0	0.0%	0.0%
	Midland	466.00	0.3%	114	0.4%	24.5%
	Pecos	481.25	0.3%	103	0.4%	21.4%
	Reagan	14.50	0.0%	5	0.0%	34.5%
	Reeves	58.75	0.0%	13	0.0%	22.1%
	Schleicher	1.75	0.0%	0	0.0%	0.0%
	Sterling	13.00	0.0%	3	0.0%	23.1%
	Sutton	26.00	0.0%	1	0.0%	3.8%
	Terrell	14.00	0.0%	1	0.0%	7.1%
	Tom Green	1,361.50	0.9%	504	1.8%	37.0%
	Upton	11.25	0.0%	6	0.0%	53.3%
	Ward	41.50	0.0%	9	0.0%	21.7%
	Winkler	13.50	0.0%	2	0.0%	14.8%
	West Texas Region Totals		4,209.25	2.8%	1,325	4.6%

Turnover by Region and County
Fiscal Year 2018

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
Other ^c	Unknown ^c	2.50	0.0%	0	0.0%	0.0%
Statewide Totals		148,287.00	100.0%	28,684	100.0%	19.3% ^d

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

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

^c Includes employees who work in Texas for which the counties and regions are not identified in the Uniform Statewide Payroll/Personnel System and the Standardized Payroll/Personnel Reporting System.

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

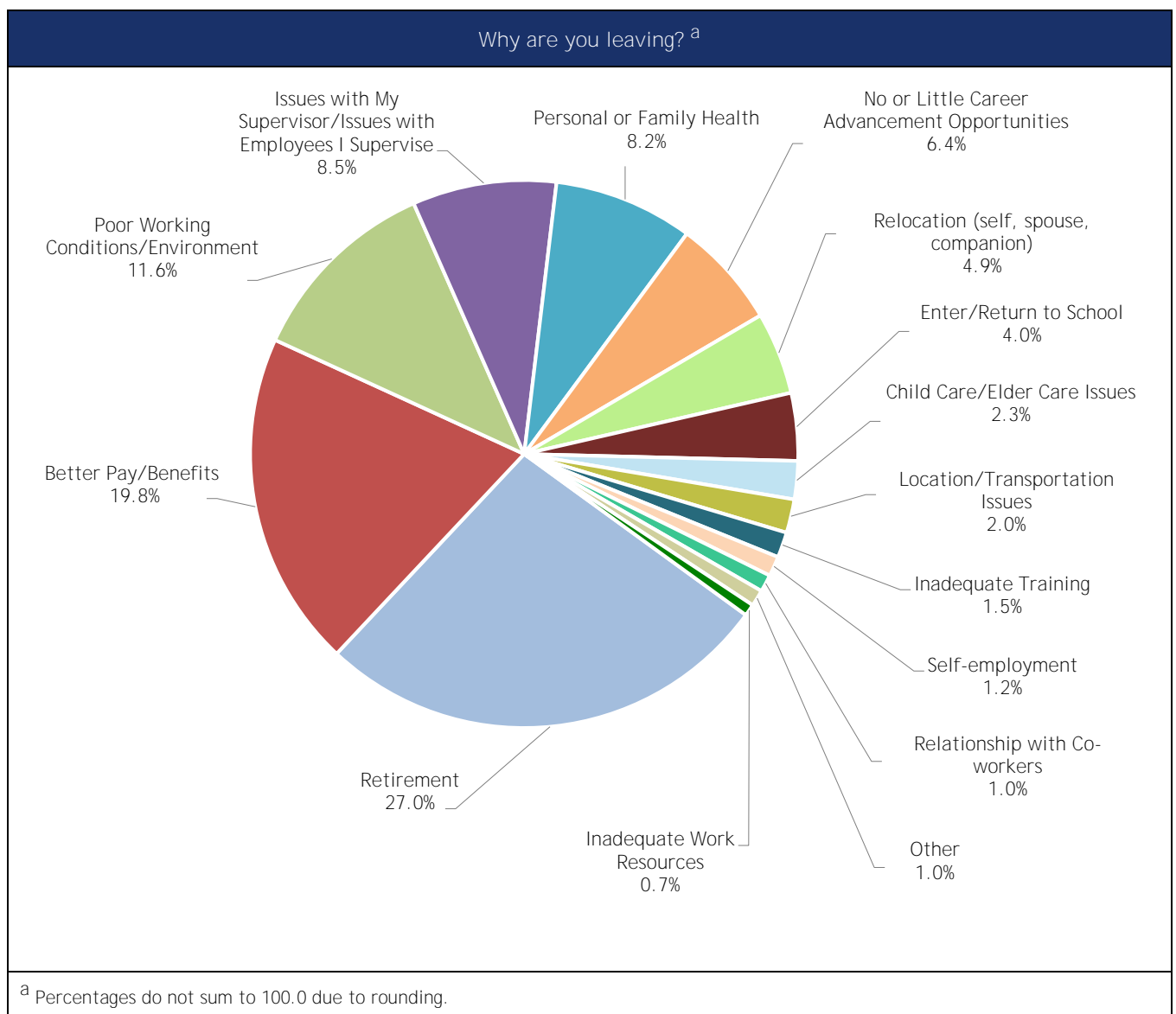
Sources: Uniform Statewide Payroll/Personnel System, Human Resource Information System, and Standardized Payroll/Personnel Reporting System.

Fiscal Year 2018 Overall Exit Survey Results

Figures 5 through 11 show the aggregate results from 3,730 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, 2017, and August 31, 2018.

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

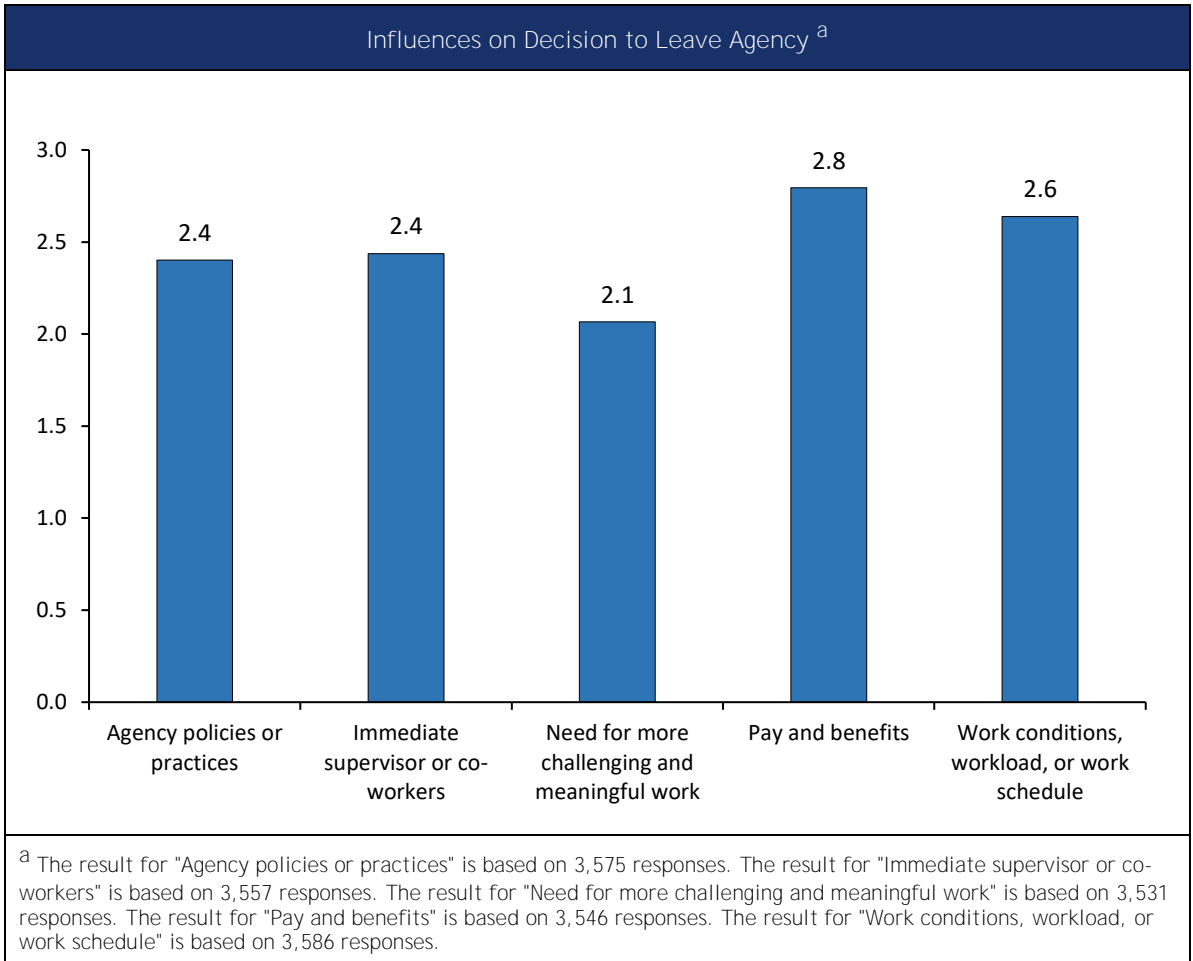
Figure 5



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

In addition to the specific reason that separating employees reported why they left an agency (see Figure 5 on the previous page), employees were asked about the extent that certain factors influenced their decision to leave employment. If applicable, the employees rated those factors 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 shows the averages of the specific factors that may have influenced an employee’s decision to leave employment with his or her agency.

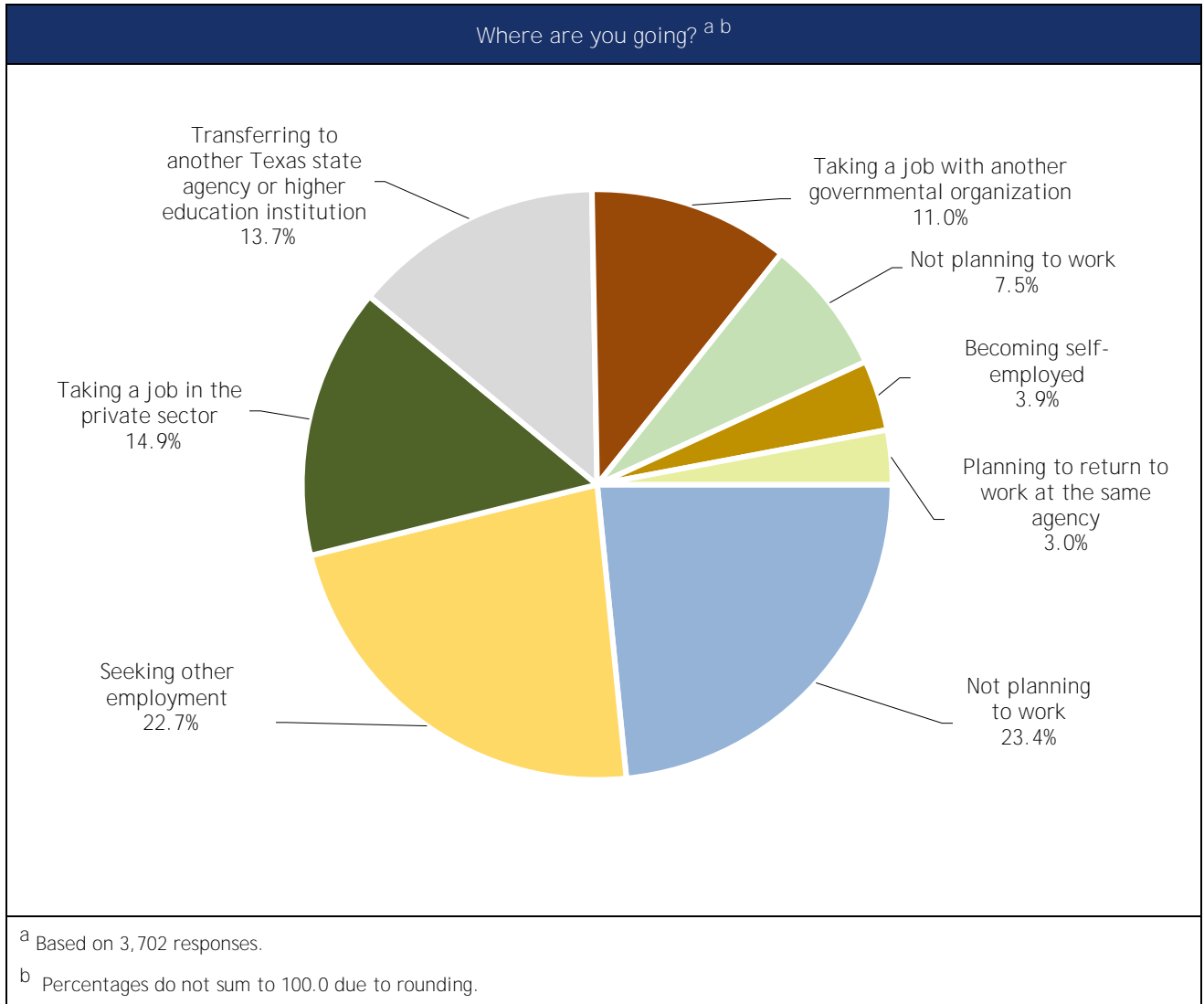
Figure 6



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

Figure 7 shows where separating employees reported they are going.

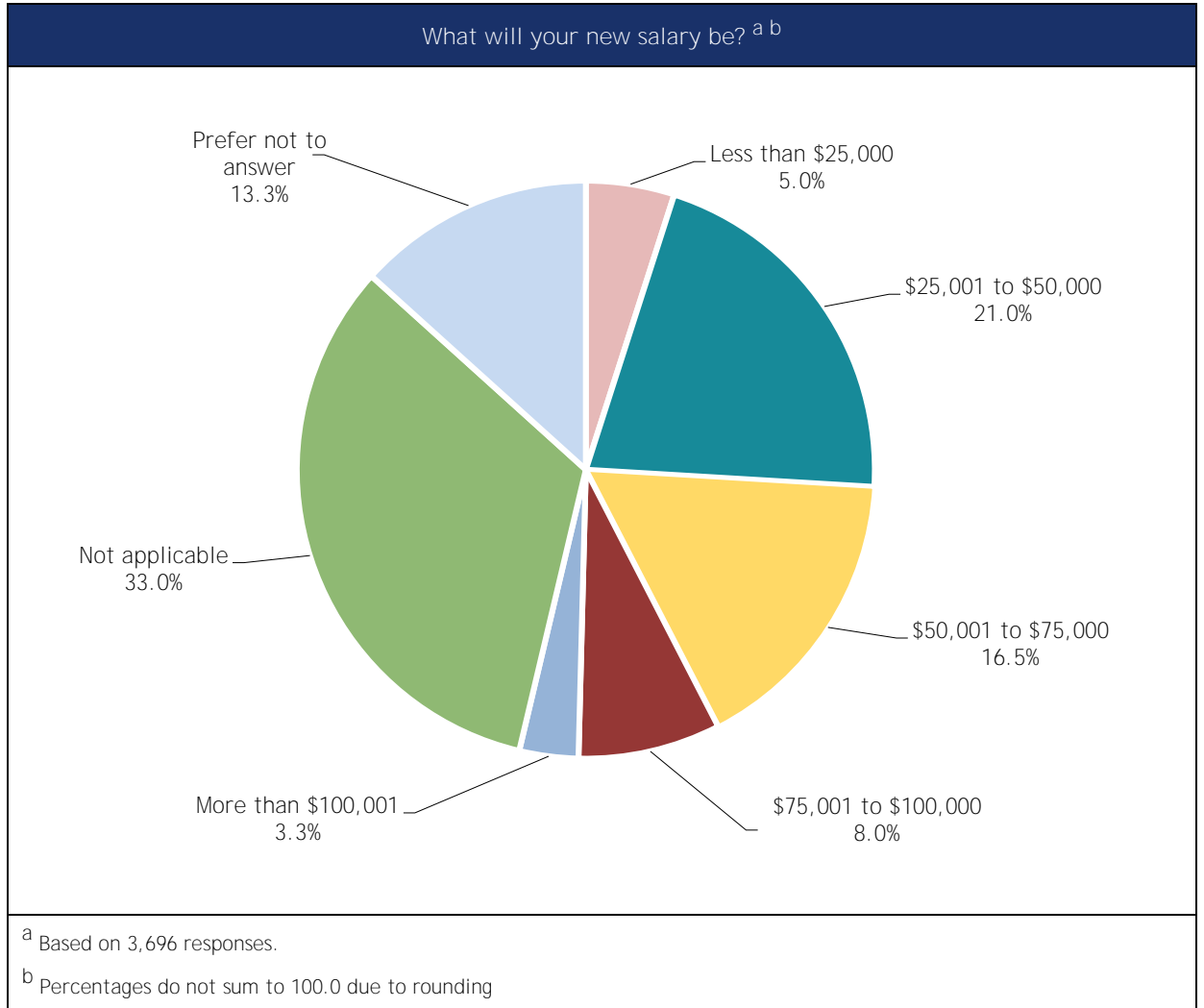
Figure 7



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

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

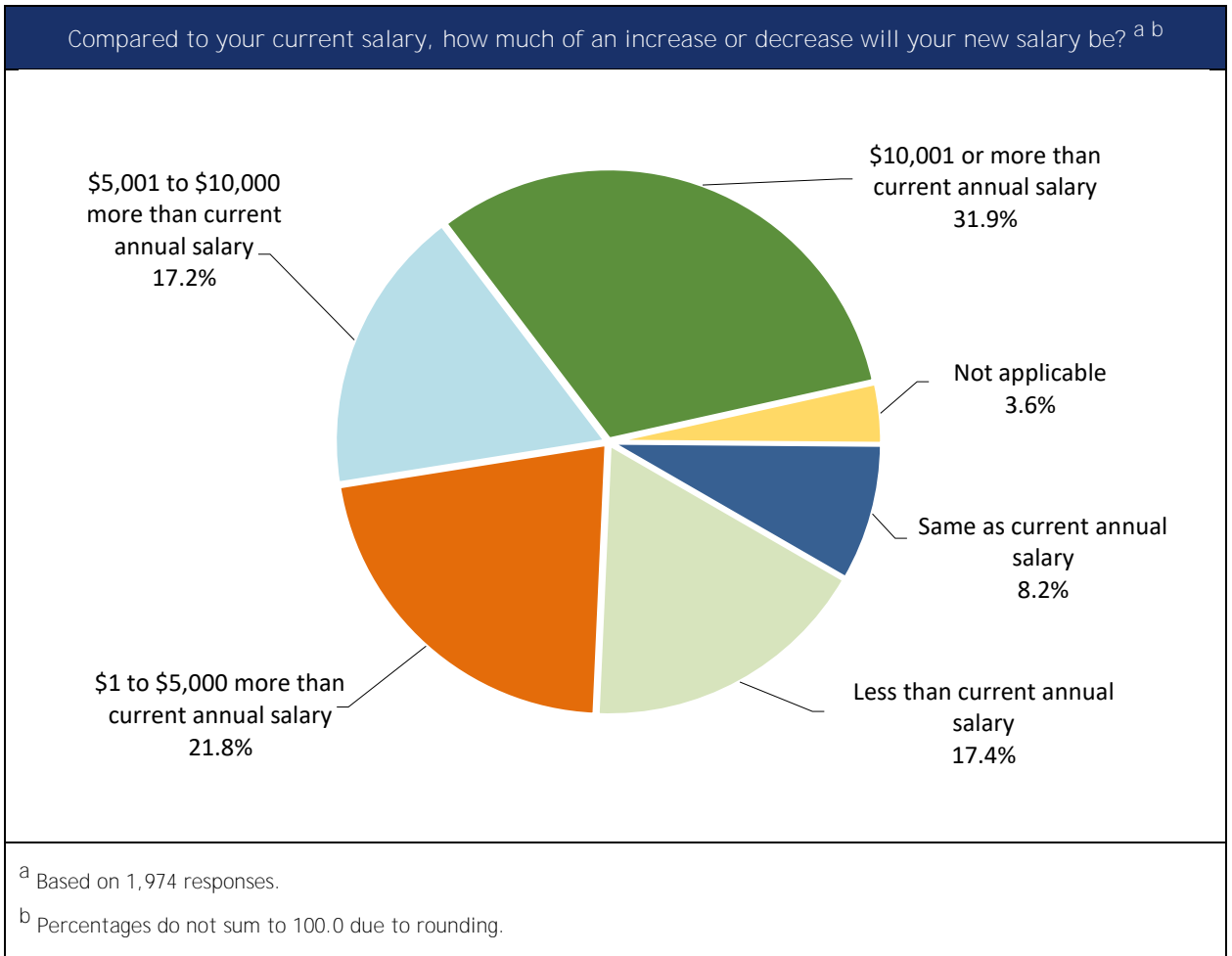
Figure 8



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.

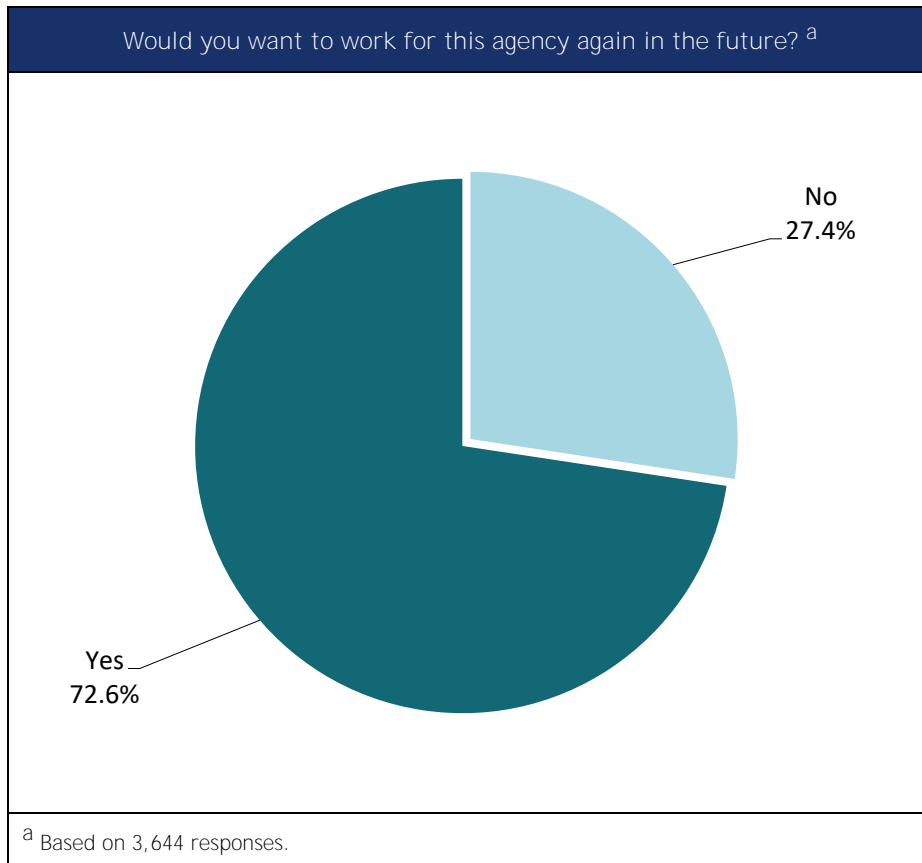
Figure 9



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.

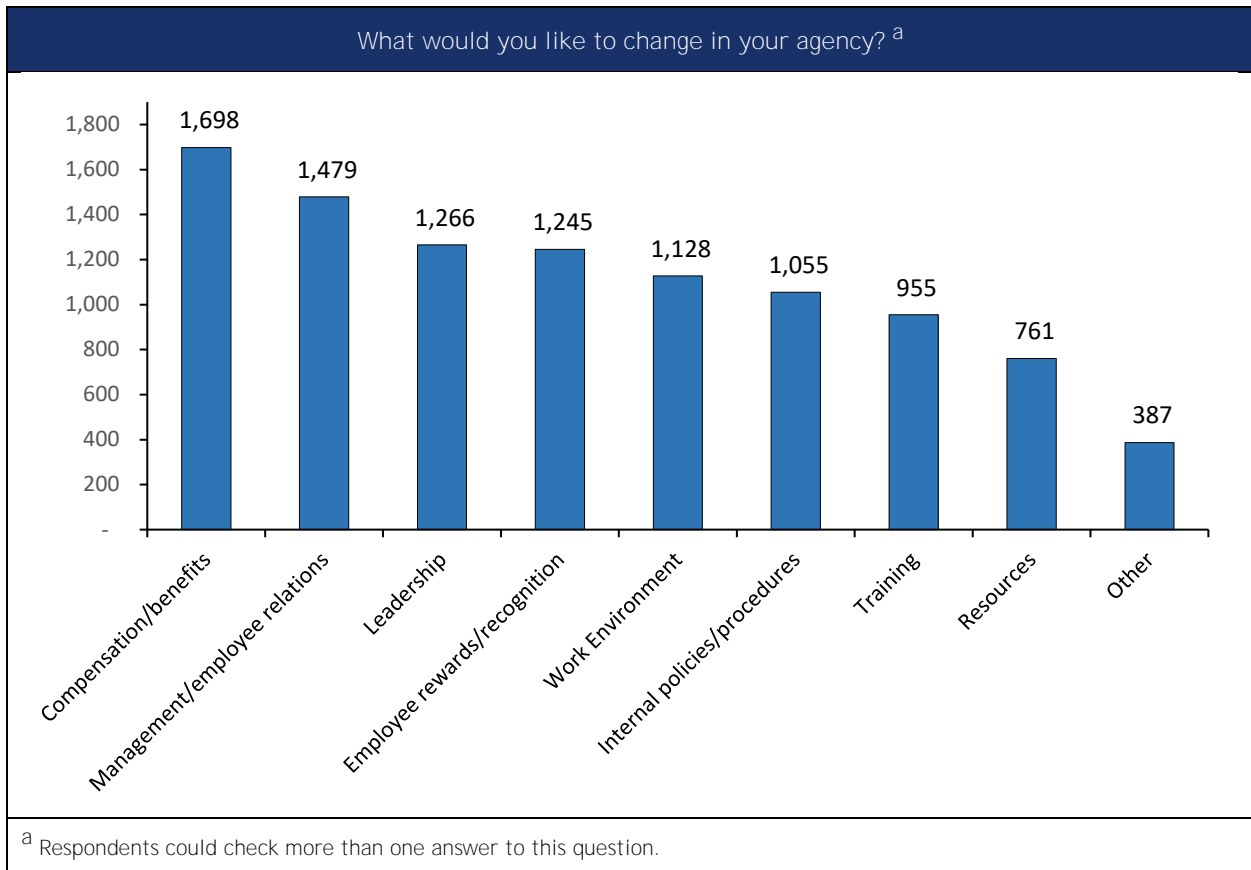
Figure 10



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 20 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 2018.

Table 20

Exit Survey Reasons for Leaving Employment at State Agencies with 1,000 or More Employees During Fiscal Year 2018																
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	13	4	16	1	9	2	10	4	62	10	0	64	7	2	1	205
304 - Office of the Comptroller of Public Accounts	8	0	6	2	5	4	8	0	20	7	1	62	2	5	0	130
320 - Texas Workforce Commission	12	6	18	2	4	2	12	2	44	10	0	55	6	3	5	181
405 - Department of Public Safety	16	5	15	2	14	3	7	0	63	7	1	56	3	0	0	192
454 - Department of Insurance	10	2	3	0	2	3	7	3	23	3	1	44	1	2	1	105
529 - Health and Human Services Commission	43	30	161	14	113	23	95	11	155	38	9	253	39	7	20	1,011
530 - Department of Family and Protective Services	14	6	81	1	36	2	62	2	25	11	2	45	12	5	11	315
537 - Department of State Health Services	13	0	15	3	9	2	16	1	18	5	4	32	5	0	1	124
582 - Commission on Environmental Quality	8	1	2	0	1	1	6	0	15	6	1	14	2	0	0	57
601 - Department of Transportation	11	4	9	1	12	3	10	1	56	11	0	82	24	5	2	231
644 - Juvenile Justice Department	3	3	10	0	7	0	0	1	9	6	2	12	3	0	0	56

Exit Survey Reasons for Leaving Employment at State Agencies with 1,000 or More Employees
During Fiscal Year 2018

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
696 - Department of Criminal Justice	15	12	48	3	68	12	35	1	72	30	2	102	17	5	5	427
802 - Parks and Wildlife Department	4	1	2	0	1	3	6	1	12	2	0	21	4	0	0	57
Totals	170	74	386	29	281	60	274	27	574	146	23	842	125	34	46	3,091

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

Interagency Transfers for Fiscal Years 2014 through 2018

Table 21 lists the number of interagency transfers and the percentage of total statewide separations for fiscal years 2014 through 2018.

Table 21

History of Interagency Transfers with the State		
Fiscal Year	Number of Interagency Transfers	Percentage of Total Statewide Separations
2014	2,482	8.6%
2015	2,239	7.6%
2016 ^a	7,722	22.4%
2017 ^{b c d}	22,766	44.7%
2018	2,190	7.1%

^a 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).

^b 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.

^c 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.

^d 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 Resource Information System, Standardized Payroll/Personnel Reporting System, and *An Annual Report on Classified Employee Turnover for Fiscal Year 2017* (State Auditor's Office Report No. 18-703, December 2017).

Copies of this report have been distributed to the following:

Legislative Audit Committee

The Honorable Dan Patrick, Lieutenant Governor, Joint Chair

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

The Honorable Jane Nelson, Senate Finance Committee

The Honorable Robert Nichols, Member, Texas Senate

The Honorable John Zerwas, House Appropriations Committee

The Honorable Dennis Bonnen, House Ways and Means Committee

Office of the Governor

The Honorable Greg Abbott, Governor



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

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

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

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