An Annual Report on

Classified Employee Turnover for Fiscal Year 2019

March 2020

Report No. 20-703

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Overall Conclusion

The fiscal year 2019 statewide turnover rate for classified regular, full- and part-time employees was 20.3 percent—a 10-year high. This rate is based on 30,565 employee separations.[1] [2] This is an increase from the statewide turnover rate of 19.3 percent in fiscal year 2018 and is a 39.6 percent increase compared to fiscal year 2010, when the turnover rate was 14.6 percent. See Table 1 for statewide turnover rates over a 10-year period.

Table 1

History of Statewide Turnover Rates Fiscal Years 2010 through 2019			
Fiscal Year	Statewide Turnover Rate	Fiscal Year	Statewide Turnover Rate
2010	14.6%	2015	18.0%
2011	16.8%	2016	17.6%
2012	17.3%	2017	18.6%
2013	17.6%	2018	19.3%
2014	17.5%	2019	20.3%

Sources: The State Auditor's Office's Electronic Classification Analysis System and *An Annual Report on Classified Employee Turnover for Fiscal Year 2014* (State Auditor's Office Report No. 15-703, December 2014).

Key Points

Voluntary separations increased 7.7 percent since fiscal year 2018.

The majority of employees left state employment on their own accord. Voluntary separations, including retirements and excluding interagency transfers, accounted for the majority (76.0 percent) of the State's total separations in fiscal year 2019. That was an increase of 7.7 percent in the number of voluntary separations compared with fiscal year 2018.

Involuntary separations are generally employer decisions and include separations due to dismissal for cause, resignation in lieu of involuntary separation, reduction in force, termination at will, or instances when employment ceased because of death. These separations accounted for 24.0 percent of the State's total separations in fiscal year 2019. That was an increase of 3.2 percent in the number of involuntary separations compared with fiscal year 2018.

[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, which are employee transfers to other state agencies or higher education institutions, because they are not considered a loss to the State as a whole. The total number of separations including interagency transfers is 33,024.

This project was conducted in accordance with Texas Government Code, Section 651.007.

For more information regarding this report, please contact Courtney Ambres-Wade, Audit Manager, or Lisa Collier, First Assistant State Auditor, at (512) 936-9500.

The top two reasons employees reported in exit surveys for leaving state employment during fiscal year 2019 were for retirement and for better pay/benefits.

Reasons for leaving state employment are based on 3,787 exit surveys completed by state agency employees (not including higher education institution employees) who voluntarily left state employment. Additionally, separating employees indicated that compensation/benefits is what they would change the most at their agency.

State agencies reported that employees seeking better pay elsewhere was the top reason for employee turnover with their agency.

In December 2019, the State Auditor's Office surveyed 97 state agencies to gain a better understanding of how employee turnover affects state agencies and why employees left employment with state agencies. Among the 60 agencies that responded, seeking better pay elsewhere was reported as the number one reason for why employees left their agency.

The increase in turnover during fiscal year 2019 may be a result of declining unemployment rates.

In previous years, there has been an inverse relationship between the unemployment rate in Texas and the State's "true" turnover rate. A low unemployment rate indicates that jobs are plentiful, providing opportunities outside of state work. Excluding retirement and involuntary separations, the fiscal year 2019 turnover rate was 12.4 percent. That rate, which is often considered more of a "true" turnover rate because it reflects preventable turnover, increased from 2018 when that turnover rate was 11.4 percent. At the same time, the Texas unemployment rate decreased from 4.0 percent in fiscal year 2018 to 3.6 percent in fiscal year 2019.

Turnover was highest among employees under the age of 30, and more than half of the employees who left state employment in fiscal year 2019 had fewer than 5 years of state service. [3]

The turnover rate of 39.7 percent for employees under the age of 30 was almost twice the State's average. This was a 9.2 percent increase in separations for those employees compared with fiscal year 2018.

In addition, employees with fewer than 5 years of state service accounted for 63.8 percent of total separations (19,505 separations) and almost half of those employees (45.9 percent) were in either the Correctional Officer or Direct Support Professional job classification series.

[3] Some employees may be included in both the employees under the age of 30 and employees with fewer than 5 years of state service groups.

Four occupational categories had turnover rates higher than the statewide turnover rate.

The Criminal Justice occupational category had the highest turnover rate (29.3 percent) in fiscal year 2019, followed by the Social Services (27.5 percent), Custodial (27.3 percent), and Medical and Health (20.9 percent) occupational categories. This can be partially attributed to the following job classification series within those four occupational categories:

- **Criminal Justice** - The Juvenile Correctional Officer and Correctional Officer job classification series accounted for 81.4 percent of employees and 90.2 percent of total separations within this occupational category.[4]

- **Social Services** - The Direct Support Professional and the Psychiatric Nursing Assistant job classification series accounted for 27.9 percent of employees and 50.3 percent of total separations within this occupational category.

- **Custodial** - The Food Service Worker and Custodian job classification series accounted for 41.2 percent of employees and 56.8 percent of total separations within this occupational category.

- **Medical and Health** - The Licensed Vocational Nurse and Nurse job classification series accounted for 57.8 percent of employees and 64.0 percent of total separations within this occupational category.

Several agencies had high turnover rates in fiscal year 2019, similar to fiscal year 2018.

Twenty-six state agencies had turnover rates that exceeded 17.0 percent in fiscal year 2019, excluding agencies with less than 50 employees. Seventeen of those agencies also had turnover rates that exceeded 17.0 percent in fiscal year 2018.

Among all agencies with 1,000 or more employees, the Juvenile Justice Department, the Health and Human Services Commission, and the Department of Criminal Justice had the highest turnover rates in fiscal year 2019 at 35.2 percent, 28.3 percent, and 26.6 percent, respectively. Those three agencies also had the highest turnover rates among all agencies with 1,000 or more employees in fiscal year 2018.

Those turnover rates include employees who leave one state agency to go to another state agency or institution of higher education (interagency transfers) because they are considered a loss to the agency.

[4] Those job classification series do not include employees and separations from the Juvenile Correctional Officer Supervisor and Senior Correctional Officer job classification series.

Objectives and Scope

The objectives of this project were to analyze and provide employee turnover data for classified regular, full- and part-time employees in Texas state agencies during fiscal year 2019; to summarize exit interview survey data, which includes the reasons that employees left state employment; and to report on state agencies that had at least 50 employees and turnover rates that exceeded 17.0 percent.

The scope of this report included classified regular, full- and part-time employees in state agencies during fiscal year 2019. Classified employees are employees who are subject to the State's Position Classification Plan. This report does not include data from higher education institutions.

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

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Detailed Results

Chapter 1

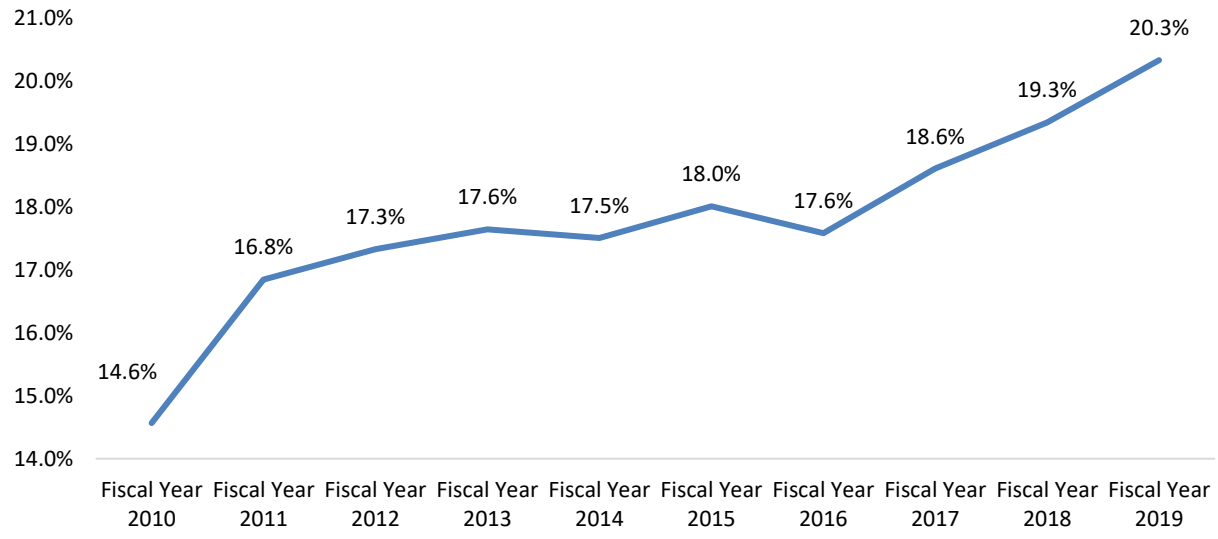
The Statewide Turnover Rate Continues to Increase

The statewide turnover rate for classified regular, full- and part-time employees for fiscal year 2019 was 20.3 percent – a 10-year high – based on a total of 30,565 voluntary and involuntary separations. This rate excludes interagency transfers[5] because they are not considered a loss to the State as a whole.

For the 10-year period shown in Figure 1 below, the statewide turnover rate has ranged from a low of 14.6 percent in fiscal year 2010 to a high of 20.3 percent in fiscal year 2019, an increase of 39.6 percent.

Figure 1

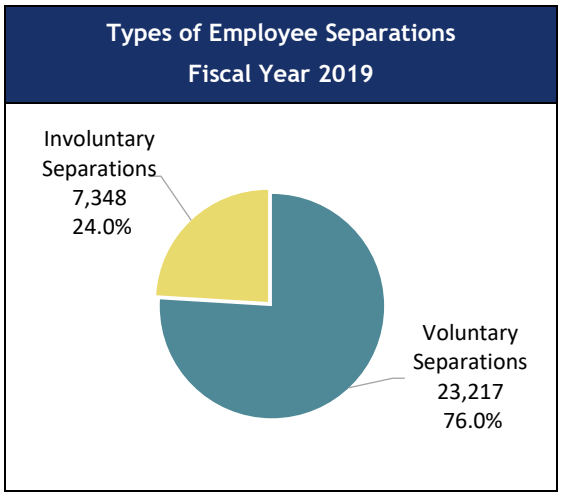
State of Texas
Statewide Turnover Rates for Classified Regular, Full- and Part-time Employees
Fiscal Year 2010 through Fiscal Year 2019



Sources: The State Auditor's Office's Electronic Classification Analysis System and *An Annual Report on Classified Employee Turnover for Fiscal Year 2014* (State Auditor's Office Report No. 15-703, December 2014).

[5] The statewide turnover rate including interagency transfers was 22.0 percent. (See Appendix 3 for total separations and turnover rates for each state agency). In fiscal year 2019, 2,459 employees transferred from one state agency to another state agency or higher education institution. That was an increase of approximately 12.3 percent from fiscal year 2018, when 2,190 employees transferred to another state agency or higher education institution.

Figure 2



Source: The State Auditor's Office's Electronic Classification Analysis System.

In fiscal year 2019, the number of both voluntary and involuntary separations increased. Specifically:

- Voluntary separations accounted for the majority (76.0 percent) of the State's total separations. That was an increase of 7.7 percent since fiscal year 2018.
- Involuntary separations accounted for 24.0 percent of the State's total separations. That was an increase of 3.2 percent since fiscal year 2018.

Voluntary separations occur when employees leave state employment on their own accord and include employees who retire. See Chapter 2 for specific reasons why employees voluntarily leave state employment.

Involuntary separations are generally employer decisions, such as dismissal for cause or reduction in force.

Table 2 provides a comparison of the voluntary and involuntary separations for fiscal years 2018 and 2019. For the purposes of the table, retirements are shown separately from other voluntary separations.

Table 2

Voluntary and Involuntary Employee Separations for Fiscal Years 2018 and 2019			
Separation Type	**Fiscal Year 2018**	**Fiscal Year 2019**	**Percent Change**
Voluntary Separation from Agency	16,905	18,694	10.6%
Retirement	4,657	4,523	-2.9%
Total Statewide Voluntary Separations	**21,562**	**23,217**	**7.7%** [a]
Dismissal for Cause	3,893	4,082	4.9%
Resignation in Lieu of Involuntary Separation	2,611	2,703	3.5%
Termination at Will	338	314	-7.1%
Death	238	198	-16.8%
Reduction in Force	42	51	21.4%
Total Statewide Involuntary Separations	**7,122**	**7,348**	**3.2%** [a]

[a] The percent change in separations is not the sum of the percentages. It is the percent change in total separations between fiscal years 2018 and 2019.

Source: The State Auditor's Office's Electronic Classification Analysis System.

Chapter 2

Factors Impacting Employee Turnover

There are various reasons why employees leave employment with the State or transfer to another state agency or higher education institution. Some of those reasons are voluntary and have included leaving for better working conditions, pay, or career opportunities; for retirement; and to enter or return to school. Others have left employment with their agency for reasons that were not the choice of the employee, such as termination by their employer, as discussed in Chapter 1.

Exit Survey System

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.

To better understand why employees may have left state employment or transferred to another state agency or higher education institution in fiscal year 2019, the State Auditor's Office reviewed results of the employee Online Exit Survey that is maintained by the State Auditor's Office. In addition, the State Auditor's Office administered a survey to human resources directors to obtain feedback on employee turnover at their agencies in fiscal year 2019.

This chapter discusses fiscal year 2019 data from both surveys related to the factors affecting turnover, as well as the Texas economy and retirements.

Chapter 2-A

Results of Exit Surveys Show That Retirement and Better Pay/Benefits Remain the Top Reasons for Leaving State Employment

Based on 3,787 employee exit surveys (not including employees of higher education institutions), the top 2 reasons employees reported in exit surveys for voluntarily leaving employment at their state agencies during fiscal year 2019 were (1) retirement and (2) better pay/benefits. Table 3 on the next page provides a summary of the reasons that employees reported for voluntarily leaving employment at their state agencies in fiscal years 2018 and 2019. (See Appendices 7 and 8 for additional information on the State Auditor's Office's exit survey results and a summary of the reasons for leaving state employment that employees reported on those surveys.)

Table 3

Reasons Employees Reported in Exit Surveys for Leaving Employment at Their State Agencies Fiscal Years 2018 and 2019				
	Fiscal Year 2018		Fiscal Year 2019	
Reason for Leaving	Number of Respondents	Percent of Exit Survey Responses	Number of Respondents	Percent of Exit Survey Responses
Retirement	1,007	27.0%	915	24.2%
Better pay/benefits	740	19.8%	818	21.6%
Poor working conditions/environment (for example, safety, work-related stress, and/or workload issues)	431	11.6%	502	13.3%
Issues with my supervisor/issues with the employees I supervise	317	8.5%	313	8.3%
Personal or family health	307	8.2%	301	7.9%
No or little career advancement opportunities	240	6.4%	255	6.7%
Relocation (self, spouse, companion)	181	4.9%	192	5.1%
Enter/return to school	149	4.0%	161	4.3%
Child care/elder care issues	84	2.3%	84	2.2%
Location/transportation issues	74	2.0%	59	1.6%
Inadequate training	56	1.5%	56	1.5%
Self-employment	44	1.2%	52	1.4%
Relationship with co-workers	38	1.0%	39	1.0%
Inadequate work resources	26	0.7%	35	0.9%
Other	36	1.0%	5	0.1%
Statewide Totals	**3,730**	**100.0%** [a]	**3,787**	**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 2018* (State Auditor's Office Report No. 19-703, December 2018).

Chapter 2-B

Agencies Indicated Employees Seeking Better Pay Elsewhere Was the Top Reason for Employee Turnover

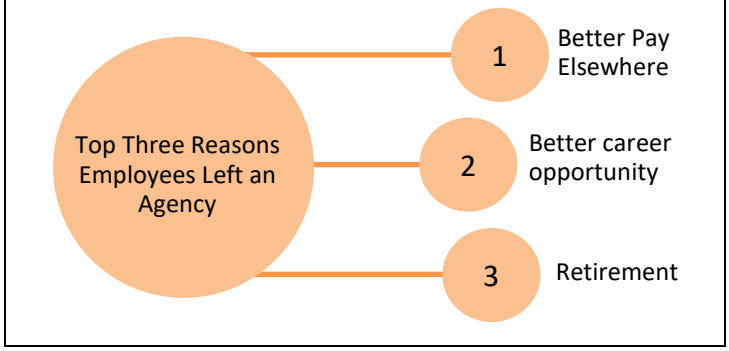
In December 2019, the State Auditor's Office surveyed 97 state agencies (60 agencies responded) to gain a better understanding of how employee turnover affects state agencies and why employees left employment with state agencies. Agencies reported that employee pay and retirement were two of the top three reasons why employees left their agency.

Employee Pay

State agencies who responded to the survey indicated that seeking better pay elsewhere was the number one reason why employees left their agency. This includes employees who left to work at another state agency or higher education institution (see Figure 2).

Figure 2

Reasons Employees Left an Agency in Fiscal Year 2019 as Reported by State Agencies



Source: State Auditor's Office's state agency turnover survey.

In addition, agencies that provided written feedback within the survey reported several constraints related to pay, including lack of competitive pay compared to the private sector and/or larger agencies, agency budget constraints from offering competitive salaries, and salaries that are not keeping pace with the increasing cost of living in Austin and other metropolitan areas.

The average annual salary among employees remained relatively unchanged in fiscal year 2019. Table 4 shows the average annual salary for the five most recent fiscal years. The percent change in the average annual salary between fiscal years 2018 and 2019 was the smallest of those five years and the year-over-year percent change in the average annual salary has decreased each year since fiscal year 2016. In comparison, according to the U.S. Bureau of Labor Statistics, wages and salaries in the civilian workforce increased 2.9 percent for the 12-month period ending September 2018, and increased at that same rate for the 12-month period ending September 2019. [6]

Table 4

Average Annual Salary
Fiscal Years 2015 to Fiscal Years 2019

Fiscal Year	Average Salary	Percent Change from Previous Fiscal Year [a]
2015	$43,255	2.7%
2016	$45,365	4.9%
2017	$46,475	2.4%
2018	$47,506	2.2%
2019	$47,994	1.0%

[a] The "percent change from previous fiscal year" for fiscal year 2015 was calculated based on the average salary in fiscal year 2014 of $42,116. In addition, the 4.9 percent change for fiscal year 2016 was due in part to the 2.5 percent pay increase in fiscal year 2016 for certain state employees. The 84th Legislature approved the increase, which resulted from the mandated increase in the employees' retirement contribution rate made to the Employees Retirement System.

Source: The State Auditor's Office's Electronic Classification Analysis System.

Retirements

Agencies responding to the survey also reported concerns about retirement. These included: (1) a large amount of employees will be eligible to retire over the next five fiscal years, (2) a change made to retirement benefits resulted in a lack of incentive to stay on as a long-term state employee, and (3) it is a challenge to fill vacancies among management and leadership positions resulting from an increasing number of retirements.

The number of employees retiring remains steady. The retirement-related concerns reported in the survey reflect state agency turnover data, which shows that retirements continued to be a significant portion of voluntary separations, although it declined slightly from 4,657 in fiscal year 2018 to 4,523 in fiscal year 2019.

[6] *Employment Cost Index – September 2019*, U.S. Bureau of Labor Statistics.

However, the State may continue to experience a steady or increased number of employees retiring as a larger number of the workforce becomes eligible to retire. For example, in fiscal year 2019, 16,997 full- and part-time classified employees were 60 years old or older, which is an increase from fiscal year 2010 when 13,681 were in that age group.

In fiscal year 2018, the Employees Retirement System estimated that approximately 13,209 contributing members were or would be eligible for retirement, increasing to 27,892 contributing members projected to be eligible for retirement within the next 5 years, and 49,088 members within the next 10 years. Considering those numbers, retaining the knowledge and talent of state workers who may need to replace those retiring from state service will be even more critical. See Appendix 10 for the results of the State Auditor's Office state agency turnover survey and additional information on retention and turnover data gathering methods that state agencies use.

Chapter 2-**C**

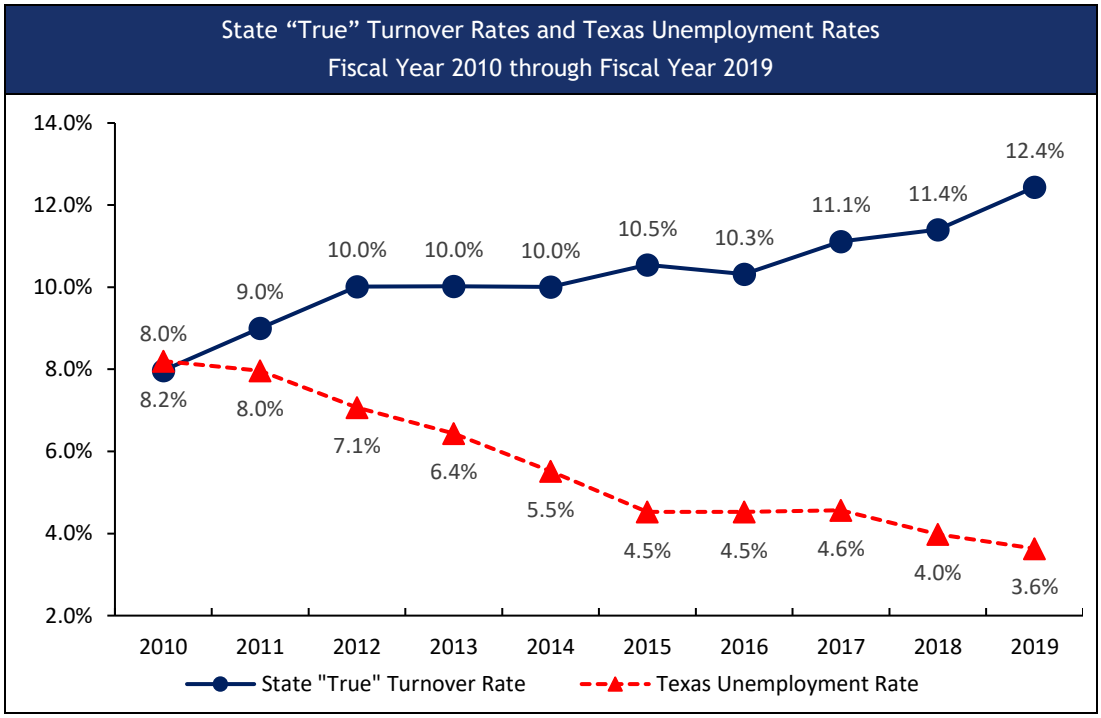
Texas' Low Unemployment Rate May Have Contributed to the Increasing Turnover Rates Among State Employees

Excluding retirements and involuntary separations, the fiscal year 2019 turnover rate is 12.4 percent. That rate is often considered more of a "true" turnover rate because it reflects preventable turnover, and it has increased from 2018 when the "true" turnover rate was 11.4 percent. At the same time, the Texas unemployment rate decreased from 4.0 percent in fiscal year 2018 to 3.6 percent in fiscal year 2019.

As shown in Figure 4, in most years there was an inverse relationship between the unemployment rate in Texas and the State's "true" turnover rate. For instance, as the unemployment rate in Texas decreased, in most cases the State's "true" turnover rate increased or remained the same.

One exception was the slight decrease in the State's turnover rate in fiscal year 2016, which may have been affected by the pay increase the Legislature provided to state employees in that fiscal year.[7]

Figure 4



Sources: The State Auditor's Office's Electronic Classification Analysis System (for the State's voluntary turnover rates for fiscal years 2015 - 2019), *An Annual Report on Classified Employee Turnover for Fiscal Year 2014*, SAO Report No. 15-703, December 2014 (for the State's voluntary turnover rates for fiscal years 2010 - 2014), and the U.S. Bureau of Labor Statistics (for the Texas unemployment rate).

[7] The 84th Legislature approved a 2.5 percent pay increase in fiscal year 2016 for certain state employees due to the mandated increase in the employees' retirement contribution rate made to the Employees Retirement System.

Chapter 2-D

The Cost of Turnover Can Be Significant; However, Most Agencies Do Not Track Those Costs

Employee turnover is normal for any organization and can create both positive and negative outcomes. For example, employers can replace low-performing employees with high-performing employees, which has a positive impact. However, when state agencies start losing their high-performing, highly skilled, and experienced employees, turnover can begin to negatively affect an agency's business operations.

Additionally, while there can be some financial benefit gained as a result of the difference between the salary paid to an experienced employee who separates from an agency and the salary paid to a new employee who takes the departing employee's position, there can also be significant direct and indirect costs of employee turnover.

Direct costs are quantifiable costs that can include costs associated with the following:

- Administering the separation of employees.
- Posting of position vacancies.
- Recruiting and interviewing for those vacancies.
- Training of new employees, which includes orientation, classroom training, and on-the job training.

Indirect costs are difficult to quantify and can include costs associated with the following:

- Lost institutional knowledge.
- Lost productivity while the position is vacant.
- Lost productivity while a new employee learns the job.

There are a number of methods agencies can use to calculate the costs of employee turnover. For example, agencies can add the various costs directly associated with employee separations for each employee or they can estimate the cost by using a percentage or some multiplier of an employee's salary or agency average salary. In the turnover survey sent to state agencies that was discussed previously in this chapter, only three agencies responded that they calculate the cost of turnover in some way, including using one-half of the departing employee's salary as the cost.

Chapter 3

Turnover Demographics

The information in this chapter reflects the fiscal year 2019 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 3-A).
- Age group (see Chapter 3-B).
- Racial/Ethnic Group (see Chapter 3-C).
- Employee type (see Chapter 3-D).
- Annual salary and salary schedule (see Chapter 3-E).
- General Appropriations Act article (see Chapter 3-F).
- Occupational category (see Chapter 3-G).
- Job classification series (see Chapter 3-H).
- Length of state service (see Chapter 3-I).
- Region (see Chapter 3-J).

Chapter 3-A

Turnover Rates by Gender Are Relatively Equal

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.

Females made up the majority (57.2 percent) of classified full- and part-time employees in fiscal year 2019. Overall, the turnover rate was relatively the same for both female (20.3 percent) and male (20.4 percent) employees; however, compared to fiscal year 2018, the turnover rate for females (19.2 percent) increased at a slightly higher rate than the turnover rate for males (19.6 percent).

Table 5 lists turnover rates by gender.

Table 5

Turnover by Gender for Fiscal Year 2019

Gender	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
Female	85,949.75	57.2%	17,464	57.1%	20.3%
Male	64,369.50	42.8%	13,101	42.9%	20.4%
Statewide Totals	**150,319.25**	**100.0%**	**30,565**	**100.0%**	**20.3%** [a]

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

Source: The State Auditor's Office's Electronic Classification Analysis System.

Chapter 3-B

Employees Under the Age of 30 Had the Highest Turnover Rate Among All Age Group Categories

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 and 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.
- Poor working conditions/ environment.

The turnover rate of 39.7 percent for employees in the 16 to 29 age group category was the highest among all age group categories, and was almost twice the State's average (see Table 6 on the next page). This age group category had a 9.2 percent increase in the number of employees leaving State employment in fiscal year 2019 compared with fiscal year 2018.

Additionally, the review of turnover by age group categories identified the following:

- Employees under the age of 40 composed more than half (54.0 percent) of the State's total employee separations.
- According to exit survey results, respondents in all age categories under 50 years of age indicated the top reason for leaving state employment was for "better pay/benefits" while respondents 50 and older indicated the top reason for leaving state employment was for "retirement."

- Compared with fiscal year 2018, turnover rates increased for all employees under the age of 60, with the largest percentage increase in employee turnover occurring within employees under the age of 30.
- Compared with fiscal year 2018, turnover rates decreased slightly for employees 60 or older. According to payroll records, more than half (55.9 percent) of separations by employees 60 or older were retirements.
- Employees in the 40 to 49 age group made up the largest percent (25.3) of the State's classified workforce; that age group had the lowest turnover rate (12.8 percent) (see Table 6).

Table 6

Turnover by Age Group for Fiscal Year 2019					
Age Group	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
16 to 29	23,982.00	16.0%	9,513	31.1%	39.7%
30 to 39	35,507.00	23.6%	6,986	22.9%	19.7%
40 to 49	38,098.25	25.3%	4,885	16.0%	12.8%
50 to 59	35,735.00	23.8%	5,402	17.7%	15.1%
60 to 69	15,464.00	10.3%	3,360	11.0%	21.7%
70 or older	1,533.00	1.0%	419	1.4%	27.3%
Statewide Totals	**150,319.25**	**100.0%**	**30,565**	**100.0%** [a]	**20.3%** [b]

[a] Percentages do not sum exactly due to rounding.

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

Source: The State Auditor's Office's Electronic Classification Analysis System.

Chapter 3-C

Turnover Rates Were Higher for Employees in the Black and American Indian/Alaskan Native Racial/Ethnic Groups

The turnover rates for employees within the black racial/ethnic group (25.0 percent) and American Indian/Alaskan Native racial/ethnic group (24.9 percent) were higher than the statewide turnover rate of 20.3 percent. All other racial/ethnic groups had turnover rates lower than the statewide average.

Table 7 lists turnover rates by racial/ethnic group for fiscal year 2019.

Table 7

Turnover by Racial/Ethnic Group for Fiscal Year 2019					
Racial/Ethnic Group	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
American Indian/Alaskan Native	746.00	0.5%	186	0.6%	24.9%
Asian	4,4046.75	2.7%	584	1.9%	14.4%
Black	37,510.75	25.0%	9,382	30.7%	25.0%
Hispanic	40,400.00	26.9%	7,794	25.5%	19.3%
White	67,446.75	44.9%	12,603	41.2%	18.7%
Other [a]	4,961.75	3.3%	786	2.6%	15.8%
Statewide Totals	150,319.25	100.0% [b]	30,565	100.0% [b]	20.3% [c]

[a] Other includes Native Hawaiian or Other Pacific Islander and Two or More Races. These were combined in this table due to their relatively small number of employees.

[b] Percentages do not sum exactly due to rounding.

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

Source: The State Auditor's Office's Electronic Classification Analysis System.

Exit Survey Results by Racial/Ethnic Group

The top two reasons reported for leaving state employment were:

Black Respondents

- Better pay/benefits.
- Retirement.

White Respondents

- Retirement.
- Better pay/benefits.

Hispanic Respondents

- Better pay/benefits.
- Retirement.

American Indian/Alaskan Native Respondents

- Retirement.
- Better pay/benefits.

Asian/Pacific Islander Respondents

- Better pay/benefits.
- Retirement and Health.

Change in Racial/Ethnic Groups

Effective April 1, 2019, the racial/ethnic groups changed in the payroll systems used at state agencies because the U. S. Equal Employment Opportunity Commission revised certain racial groups. Those changes include:

- Separating Pacific Islander from Asian. The new group is Native Hawaiian or Other Pacific Islander.
- Adding a new group of "two or more races."

Source: Office of the Comptroller of Public Accounts, https://fmx.cpa.texas.gov/fmx/changes/usps/2019/60350.php.

Chapter 3-D

Part-time Employees Left State Employment at a Higher Rate than Full-time Employees

The turnover rate for classified regular, part-time employees was 38.3 percent for fiscal year 2019. That turnover rate was almost double the turnover rate of classified regular, full-time employees; however, part-time employees only made up just over one percent of the average headcount for the State (see Table 8). Of the 684 part-time employees who left state employment in fiscal year 2019:

- Approximately half of these employees (51.3 percent) were in the correctional officer job classification series.[8]
- Almost half (45.9 percent) of these employees were under the age of 30[9], who have frequently listed in their exit surveys "enter/return to school" as one of the top two reasons for leaving.

Table 8 lists turnover rates by employee type.

Table 8

Turnover by Employee Type for Fiscal Year 2019					
Employee Type	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
Classified Regular, Full-time Employees	148,532.00	98.8%	29,881	97.8%	20.1%
Classified Regular, Part-time Employees	1,787.25	1.2%	684	2.2%	38.3%
Statewide Totals	150,319.25	100.0%	30,565	100.0%	20.3% [a]
[a] The statewide total turnover rate is not the sum of the percentages.					

Source: The State Auditor's Office's Electronic Classification Analysis System.

[8] The Department of Criminal Justice has a part-time correctional officer program that allows for a flexible work schedule. In fiscal year 2019, the agency employed 815 part-time correctional officers. The Correctional Officer job classification series does not include employees from the Senior Correctional Officer job classification series.

[9] There were 314 part-time employees under the age of 30 who left state employment in fiscal year 2019. Of those part-time employees, 200 (or 63.7 percent) were correctional officers.

Chapter 3-E

Employees With an Annual Salary of Less Than $40,000 Left State Employment at a Higher Rate

Average Annual Salaries

The average annual salary for a classified regular, full-time employee in fiscal year 2019 was $47,994.

The average annual salaries by salary schedule were:

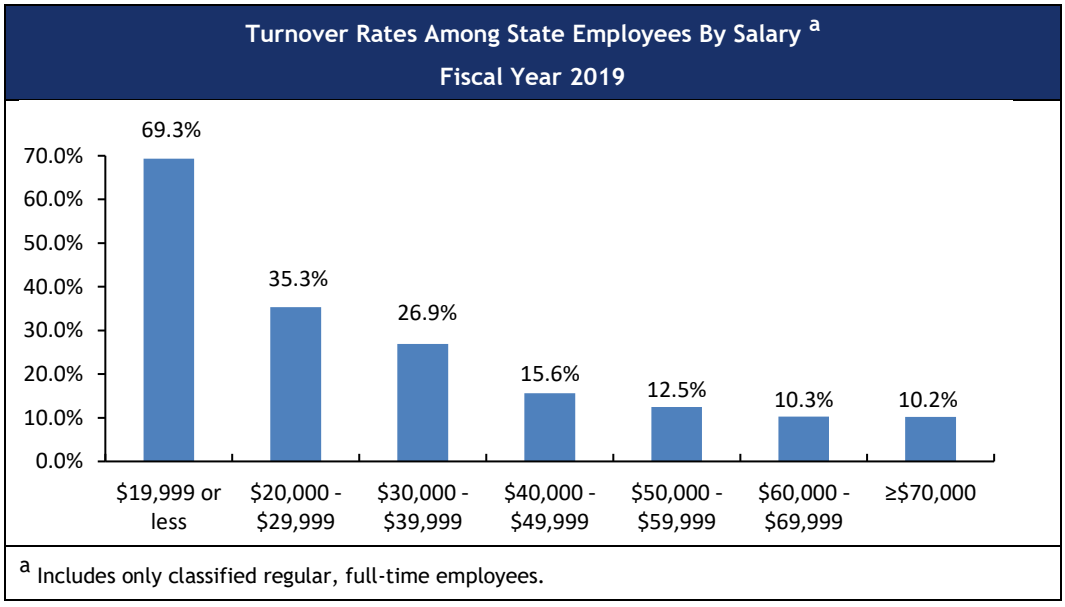
- Salary Schedule A - $39,971.
- Salary Schedule B - $57,647.
- Salary Schedule C - $71,310.

In fiscal year 2019, approximately 40.8 percent of state agency classified regular, full-time employees earned less than $40,000 annually and made up the majority of full-time employee turnover (61.4 percent)

The following are key points related to separations by salary groupings; salary groupings are listed in Figure 5.

- There were 7,743 full-time classified employees who left state employment with annual salaries between $20,000 to $29,999 per year. The majority of these employees were classified in jobs within the social services occupational category.
- There were 10,246 full-time classified employees who left state employment with annual salaries between $30,000 to $39,999. The majority of these employees were classified in jobs within the criminal justice occupational category.
- Although full-time classified employees who left state employment and had annual salaries less than $20,000 per year had the highest turnover rate among all other salary groups, there were only 361 employees in that category. The majority of these employees were classified in jobs within the custodial occupational category.

Figure 5



Source: The State Auditor's Office's Electronic Classification Analysis System.

Turnover by Salary Schedule. Employees in Salary Schedule A accounted for 62.4 percent of total separations and experienced a turnover rate (28.1 percent) that was almost twice as high as employees in Salary Schedule B and more than five times higher than Salary Schedule C. (see text box for descriptions of those salary schedules).

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).

The following are key points related to turnover by salary group:

- Salary Schedule A's turnover rate (28.1 percent) increased from the fiscal year 2018 turnover rate of 26.6 percent.
- Salary Schedule B's turnover rate (14.5 percent) increased from the fiscal year 2018 turnover rate of 13.8 percent.
- The State's law enforcement salary schedule (Salary Schedule C) experienced the lowest turnover rate (5.2 percent), which was a decrease from the fiscal year 2018 turnover rate of 5.5 percent.

Table 9 lists the turnover rates for the State's three classified salary schedules.

Table 9

Turnover by Salary Schedule for Fiscal Year 2019

Salary Schedule	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
A	67,815.50	45.1%	19,066	62.4%	28.1%
B	77,171.50	51.3%	11,223	36.7%	14.5%
C	5,332.25	3.5%	276	0.9%	5.2%
Statewide Totals	150,319.25	100.0%[a]	30,565	100.0%	20.3%[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.

Source: The State Auditor's Office's Electronic Classification Analysis System.

Chapter 3-F

Turnover was Highest in Articles II (Health and Human Services) and Article V (Public Safety and Criminal Justice) of the General Appropriations Act

Agencies within Article II (Health and Human Services) experienced the highest turnover rate among the General Appropriations Act articles in fiscal year 2019, followed by agencies within 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 of the General Appropriations Act (see Table 10 on the next page).

Health and Human Services (Article II) had the highest turnover rate (23.7 percent) among General Appropriations Act articles. Article II composed 36.4 percent of the State's classified workforce; however, it accounted for 42.4 percent of the State's total separations. Several job classification series with turnover rates higher than the statewide turnover rate of 20.3 percent were used primarily by Health and Human Services agencies and impacted the turnover rate for Article II. Examples include the Direct Support Professional (53.2 percent), Psychiatric Nursing Assistant (42.1 percent), Licensed Vocational Nurse (29.9 percent), Texas Works Advisor (22.5 percent), and Child Protective Services Specialist (22.0 percent) job classification series. The 86th Legislature reallocated some of those job classification series to a higher salary group effective September 1, 2019. (See Chapter 3-H and Appendix 4 for additional information on turnover rates for job classification series.)

Public Safety and Criminal Justice (Article V) had the second highest turnover rate (22.8 percent) among General Appropriations Act articles. Article V composed 35.2 percent of the State's classified workforce and accounted for 39.5 percent of the State's total separations. The Article V turnover rate was impacted by the high turnover rates among the Juvenile Correctional Officer (46.1 percent) and the Correctional Officer (31.9 percent) job classification series used primarily by the Juvenile Justice Department and the Department of Criminal Justice, respectively. The 86th Legislature reallocated both of those job classification series to a higher salary group effective September 1, 2019.

Table 10

Turnover by General Appropriations Act Article Fiscal Year 2019					
Article	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
I - General Government	9,593.00	6.4%	1,202	3.9%	12.5%
II - Health and Human Services	54,717.00	36.4%	12,974	42.4%	23.7%
III - Education	2,261.50	1.5%	314	1.0%	13.9%
IV - Judiciary	728.25	0.5%	127	0.4%	17.4%
V - Public Safety and Criminal Justice	52,932.75	35.2%	12,061	39.5%	22.8%
VI - Natural Resources	8,308.00	5.5%	965	3.2%	11.6%
VII - Business and Economic Development	18,255.25	12.1%	2,474	8.1%	13.6%
VIII - Regulatory [a]	3,523.50	2.3%	448	1.5%	12.7%
Statewide Totals	**150,319.25**	**100.0%** [b]	**30,565**	**100.0%**	**20.3%** [c]

[a] Includes the Self-Directed, Semi-Independent (SDSI) agencies.

[b] Percentages do not sum to 100.0 due to rounding.

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

Source: The State Auditor's Office's Electronic Classification Analysis System.

Chapter 3-G

Four Occupational Categories Had Turnover Rates Higher Than the Statewide Turnover Rate

Occupational Category

An occupational category is a broad series of job families characterized by the nature of work performed. For fiscal year 2019, 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 higher than the statewide turnover rate of 20.3 percent in fiscal year 2019 (see text box for information about occupational categories).[10] Those occupational categories include Criminal Justice (29.3 percent), Social Services (27.5 percent), Custodial (27.3 percent), and Medical and Health (20.9 percent). Combined, those four occupational categories accounted for approximately one-half (49.8 percent) of the State's classified workforce and 67.9 percent of the State's total separations in fiscal year 2019.

[10] There were 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 effective September 1, 2017.

Criminal Justice

The Criminal Justice occupational category had the highest turnover rate (29.3 percent) of all occupational categories in fiscal year 2019. This was an increase from fiscal year 2018 when the turnover rate was 27.0 percent.

The Criminal Justice occupational category's high turnover rate in fiscal year 2019 can be partially attributed to the high turnover rates within the following job classification series:

- **Juvenile Correctional Officer**.[11] The fiscal year 2019 turnover rate was 46.1 percent, an increase from 40.3 percent in fiscal year 2018.

- **Correctional Officer**.[12] The fiscal year 2019 turnover rate was 31.9 percent, an increase from 29.3 percent in fiscal year 2018.

Those two job classification series combined accounted for 81.4 percent of employees and 90.2 percent of total separations within the Criminal Justice occupational category.

Social Services

The Social Services occupational category's turnover rate in fiscal year 2019 was 27.5 percent. This was an increase from fiscal year 2018 when the turnover rate was 26.3 percent.

The Social Services occupational category's high turnover rate in fiscal year 2019 can be partially attributed to the high turnover rates within the following job classification series:

- **Direct Support Professional.** The fiscal year 2019 turnover rate was 53.2 percent, a decrease from 53.5 percent in fiscal year 2018.

- **Psychiatric Nursing Assistant.** The fiscal year 2019 turnover rate was 42.1 percent, an increase from 34.8 percent in fiscal year 2018.

Those two job classification series combined accounted for 27.9 percent of employees and 50.3 percent of total separations within the Social Services occupational category.

[11] This job classification series does not include employees and separations from the Juvenile Correctional Officer Supervisor job classification series.

[12] This job classification series does not include employees and separations from the Senior Correctional Officer job classification series.

Custodial

The Custodial occupational category's turnover rate in fiscal year 2019 was 27.3 percent. This was an increase from fiscal year 2018 when the turnover rate was 26.4 percent.

The Custodial occupational category's high turnover rate in fiscal year 2019 can be partially attributed to the high turnover rates within the following job classification series:

- **Food Service Worker.** The fiscal year 2019 turnover rate was 47.2 percent, an increase from 43.3 percent in fiscal year 2018.

- **Custodian.** The fiscal year 2019 turnover rate was 30.1 percent, an increase from 27.9 percent in fiscal year 2018.

Those two job classification series combined accounted for 41.2 percent of employees and 56.8 percent of total separations within the Custodial occupational category.

Medical and Health

The Medical and Health occupational category's turnover rate in fiscal year 2019 was 20.9 percent. This was an increase from fiscal year 2018 when the turnover rate was 20.1 percent.

The Medical and Health occupational category's high turnover rate in fiscal year 2019 can be partially attributed to the high turnover rates within the following job classification series:

- **Licensed Vocational Nurse.** The fiscal year 2019 turnover rate was 29.9 percent, an increase from 28.4 percent in fiscal year 2018.

- **Nurse.** The fiscal year 2019 turnover rate was 19.9 percent, a decrease from 21.7 percent in fiscal year 2018.

Those two job classification series combined accounted for 57.8 percent of employees and 64.0 percent of total separations within the Medical and Health occupational category.

Table 11 lists turnover rates by occupational category.

Table 11

Turnover by Occupational Category Fiscal Year 2019					
Occupational Category	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
Accounting, Auditing, and Finance	5,690.50	3.8%	628	2.1%	11.0%
Administrative Support	14,915.25	9.9%	2,350	7.7%	15.8%
Criminal Justice	31,851.75	21.2%	9,322	30.5%	29.3%
Custodial	3,758.50	2.5%	1,026	3.4%	27.3%
Education	159.00	0.1%	22	0.1%	13.8%
Employment	740.25	0.5%	116	0.4%	15.7%
Engineering and Design	7,230.25	4.8%	1,196	3.9%	16.5%
Human Resources	1,529.75	1.0%	171	0.6%	11.2%
Information and Communication	1,057.25	0.7%	137	0.4%	13.0%
Information Technology	4,599.00	3.1%	505	1.7%	11.0%
Inspectors and Investigators	2,960.50	2.0%	420	1.4%	14.2%
Insurance	1,059.25	0.7%	169	0.6%	16.0%
Land Surveying, Appraising, and Utilities	273.50	0.2%	26	0.1%	9.5%
Law Enforcement	5,332.25	3.5%	276	0.9%	5.2%
Legal	3,534.00	2.4%	510	1.7%	14.4%
Library and Records	220.75	0.1%	24	0.1%	10.9%
Maintenance	4,182.00	2.8%	658	2.2%	15.7%
Medical and Health	5,878.00	3.9%	1,227	4.0%	20.9%
Military	0.50	0.0%	0	0.0%	0.0%
Natural Resources	2,376.50	1.6%	263	0.9%	11.1%
Office Services	156.75	0.1%	14	0.0%	8.9%
Planning, Research, and Statistics	639.25	0.4%	84	0.3%	13.1%
Program Management	14,403.75	9.6%	1,606	5.3%	11.1%
Property Management and Procurement	2,677.00	1.8%	361	1.2%	13.5%
Public Safety	1,478.00	1.0%	243	0.8%	16.4%
Safety	289.75	0.2%	41	0.1%	14.2%
Social Services	33,326.00	22.2%	9,170	30.0%	27.5%
Statewide Totals	**150,319.25**	**100.0% [a]**	**30,565**	**100.0% [a]**	**20.3% [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.

Source: The State Auditor's Office's Electronic Classification Analysis System.

Chapter 3-H

Twenty-one Job Classification Series Had Turnover Rates Higher Than the Statewide Turnover Rate

Jobs in High Demand

The Texas Workforce Commission forecasts that registered nurses, accountants and auditors, licensed practical and vocational nurses, and bookkeeping, accounting, and auditing clerks are among the 25 job occupations expected to add the most jobs from 2016 to 2026. 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 (53.2 percent) among all job classification series with 100 or more employees in fiscal year 2019. However, the fiscal year 2019 turnover rate of 53.2 percent decreased slightly from the 53.5 percent turnover rate in fiscal year 2018. Effective September 1, 2019, the 86th Legislature reallocated that job classification series to a higher salary group.

Overall, twenty-one job classification series with 100 or more employees had turnover rates higher than the statewide turnover rate of 20.3 percent during fiscal year 2019. Table 12 lists the job classification series (excluding job classification series with fewer than 100 employees) with turnover rates that exceeded 20.3 percent. The 86th Legislature reallocated some of those job classification series to a higher salary group effective September 1, 2019. (See Appendix 4 for turnover rates for all job classification series.)

Table 12

Job Classification Series with Turnover Rates of 20.3 Percent or More During Fiscal Year 2019 (Excludes job classification series with fewer than 100 employees)

Job Classification Series	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
Direct Support Professional [a]	6,338.25	4.2%	3,369	11.0%	53.2%
Food Service Worker	679.75	0.5%	321	1.1%	47.2%
Juvenile Correctional Officer [a b]	1,035.75	0.7%	477	1.6%	46.1%
Laundry/Sewing Room Worker	100.00	0.1%	44	0.1%	44.0%
Engineering Aide	216.00	0.1%	92	0.3%	42.6%
Psychiatric Nursing Assistant [a]	2,953.25	2.0%	1,242	4.1%	42.1%
Vehicle Driver	216.25	0.1%	76	0.2%	35.1%
Correctional Officer [a]	24,887.00	16.6%	7,932	26.0%	31.9%
Custodian	869.25	0.6%	262	0.9%	30.1%
Licensed Vocational Nurse	1,104.25	0.7%	330	1.1%	29.9%
Health Specialist	263.00	0.2%	76	0.2%	28.9%
Social Worker	209.50	0.1%	57	0.2%	27.2%
Security Officer	645.00	0.4%	162	0.5%	25.1%
Cook	318.50	0.2%	78	0.3%	24.5%
Texas Works Advisor	5,904.50	3.9%	1,331	4.4%	22.5%
Child Protective Services Specialist [a]	6,719.75	4.5%	1,478	4.8%	22.0%

Job Classification Series with Turnover Rates of 20.3 Percent or More During Fiscal Year 2019 (Excludes job classification series with fewer than 100 employees)					
Job Classification Series	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
Health Assistant	109.25	0.1%	24	0.1%	22.0%
Rehabilitation Therapy Technician	1,053.50	0.7%	231	0.8%	21.9%
Clerk	4,013.25	2.7%	853	2.8%	21.3%
Resident Specialist [c]	385.75	0.3%	79	0.3%	20.5%
Food Service Manager	937.00	0.6%	191	0.6%	20.4%

[a] The 86th Legislature reallocated this job classification series to a higher salary group effective September 1, 2019.

[b] The 86th Legislature appropriated funds for salary increases in fiscal year 2020 and fiscal year 2021 for certain Juvenile Correctional Officers at the Juvenile Justice Department.

[c] The 86th Legislature appropriated funds for salary increases in fiscal year 2020 and fiscal year 2021 for certain Resident Specialists at the School for the Blind and Visually Impaired.

Source: The State Auditor's Office's Electronic Classification Analysis System.

Chapter 3-I

More Than Half of the Employees Who Left State Employment Had Fewer Than Five Years of State Service

Employees with fewer than five years of state service accounted for 63.8 percent of total separations (19,505 separations). Nearly half (45.9 percent) of those employees who left state employment with fewer than five years of state service were in the following two job classification series:

- **Correctional Officer**. Employees in these jobs are responsible for the care and custody of offenders in prisons. The average pay in fiscal year 2019 for correctional officers with fewer than five years of experience was $37,322.

- **Direct Support Professional.** Employees in these jobs provide supportive services to individuals with developmental disabilities. The average pay in fiscal year 2019 for direct support professionals with fewer than five years of experience was $25,027.

See Appendix 4 for additional information on turnover rates by job classification series. Table 13 on the next page lists turnover rates by length of state service.

Table 13

Turnover by Length of State Service Fiscal Year 2019					
Length of State Service	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Fewer than 2 Years	32,147.00	21.4%	13,634	44.6%	42.4%
2 to 4.99 Years	28,135.00	18.7%	5,871	19.2%	20.9%
5 to 9.99 Years	29,481.00	19.6%	3,453	11.3%	11.7%
10 to 14.99 Years	21,450.25	14.3%	2,175	7.1%	10.1%
15 to 19.99 Years	14,794.50	9.8%	1,415	4.6%	9.6%
20 to 24.99 Years	11,845.25	7.9%	1,506	4.9%	12.7%
25 to 29.99 Years	7,126.50	4.7%	1,429	4.7%	20.1%
30 to 34.99 Years	3,078.00	2.0%	645	2.1%	21.0%
35 Years or More	2,261.75	1.5%	437	1.4%	19.3%
Statewide Totals	**150,319.25**	**100.0%** [a]	**30,565**	**100.0%** [a]	**20.3%** [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.

Source: The State Auditor's Office's Electronic Classification Analysis System.

Chapter 3-J

Region

Overall, a total of 9 regions and 71 counties had turnover rates that exceeded the statewide turnover rate of 20.3 percent. The Southeast Texas region experienced the highest turnover rate (31.2 percent) among all regions of the state in fiscal year 2019. The Capital region, which has the largest percentage of state employees (26.2 percent), had a turnover rate of 13.6 percent. (See Appendix 5 for turnover rates for all Texas regions and each county within a region.) Table 14 lists turnover rates by region.

Table 14

Turnover by Region
Fiscal Year 2019

Region	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
01 - Alamo	9,678.25	6.4%	2,251	7.4%	23.3%
02 - Capital	39,373.75	26.2%	5,370	17.6%	13.6%
03 - Central Texas	10,815.50	7.2%	2,948	9.6%	27.3%
04 - Coastal Bend	5,714.25	3.8%	1,383	4.5%	24.2%
05 - Gulf Coast	23,101.00	15.4%	4,542	14.9%	19.7%
06 - High Plains	7,324.00	4.9%	1,703	5.6%	23.3%
07 - Metroplex	14,765.25	9.8%	3,013	9.9%	20.4%
08 - Northwest Texas	8,785.25	5.8%	2,338	7.6%	26.6%
09 - South Texas Border	6,850.00	4.6%	1,017	3.3%	14.8%
10 - Southeast Texas	6,950.75	4.6%	2,166	7.1%	31.2%
11 - Upper East Texas	9,234.75	6.1%	2,057	6.7%	22.3%
12 - Upper Rio Grande	3,623.25	2.4%	622	2.0%	17.2%
13 - West Texas	4,102.00	2.7%	1,155	3.8%	28.2%
14 - Other [a]	1.25	0.0%	0	0.0%	0.0%
Statewide Totals	**150,319.25**	**100.0%** [b]	**30,565**	**100.0%**	**20.3%** [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 percentages.

Source: The State Auditor's Office's Electronic Classification Analysis System.

Chapter 4

Employee Turnover by State Agency

State Auditor's Reporting Requirements

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

For the purpose of this chapter, state agencies with turnover rates that exceeded 17.0 percent in fiscal year 2019 are reported, excluding agencies with fewer than 50 employees.

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

This chapter covers agencies with turnover rates that exceeded 17.0 percent and turnover among agencies with 1,000 or more employees. The information in this chapter reflects fiscal year 2019 turnover for classified, regular, full- and part-time employees that are considered a loss to an agency (excluding higher education institutions). Therefore, the separations and turnover rates presented in this chapter include transfers from one state agency to another state agency or higher education institution. (See text box on interagency transfers on page 29 of this chapter.)

Chapter 4-A

Agencies with Turnover Rates That Exceeded 17.0 Percent

Twenty-six state agencies had turnover rates that exceeded 17.0 percent in fiscal year 2019 (excluding agencies that had fewer than 50 employees). Seventeen of those agencies also had turnover rates that exceeded 17.0 percent in fiscal year 2018.

The following 17 agencies had turnover rates that exceeded 17.0 percent during both fiscal years 2018 and 2019:

- Court of Criminal Appeals.
- Department of Criminal Justice.
- Department of Family and Protective Services.
- Department of State Health Services.
- Health and Human Services Commission.
- Juvenile Justice Department.
- Military Department.
- Office of Consumer Credit Commissioner.
- Office of the Governor.
- Office of Injured Employee Counsel.
- Preservation Board.
- Public Utility Commission of Texas.
- Secretary of State.
- State Office of Administrative Hearings.
- Supreme Court of Texas.
- Texas Education Agency.

Targeted Pay Increases

The Legislative Budget Board (LBB) published a report in April 2019 on the effectiveness of targeted pay raises authorized during the 2010–2011, 2014–2015, and 2016–2017 biennia. Several of the agencies listed in this chapter were authorized to provide targeted increases during those years.

According to the LBB's report, positions targeted for raises typically had higher voluntary separation rates before the targeted pay raises than positions not targeted for pay raises. The report also noted that voluntary separation rates for most of the positions with targeted pay raises decreased during the year following the pay raise.

Additional information on the Overview of the Effectiveness of Targeted Pay Raises (report 4830) is available on the LBB's website at http://www.lbb.state.tx.us.

- Trusteed Programs within the Office of the Governor.

Table 16 identifies state agencies, from the highest to lowest turnover rates, with at least 50 employees that had turnover rates that exceeded 17.0 percent in fiscal year 2019. Table 16 also lists selected job classification series within the identified agencies that had 20 or more employees and a turnover rate that exceeded 17.0 percent in fiscal year 2019.

Table 16

Agencies with Turnover Rates That Exceeded 17.0 Percent in Fiscal Year 2019 (Excludes agencies with fewer than 50 employees)

Agency	Average Headcount	Number of Separations	Turnover Rate	Job Classification Series with at Least 20 Employees and a Turnover Rate That Exceeded 17.0 Percent
644 - Juvenile Justice Department [a]	2,130.00	749	35.2%	A total of 17 job classification series had turnover rates exceeding 17.0 percent. Those included: ▪ Juvenile Correctional Officer (47.2 percent). [b c] ▪ Cook (30.0 percent). ▪ Case Manager (29.2 percent). [c] ▪ Juvenile Correctional Officer Supervisor (24.6 percent). [b] ▪ Clerk (20.9 percent). See Appendix 6 for a full list of the job classification series.
201 - Supreme Court of Texas [a d]	72.50	25	34.5%	Not applicable. [e]
448 - Office of Injured Employee Counsel [a]	151.75	49	32.3%	▪ Customer Service Representative (35.4 percent). ▪ Ombudsman (33.4 percent).
529 - Health and Human Services Commission [a]	38,634.50	10,925	28.3%	A total of 57 job classification series had turnover rates exceeding 17.0 percent. Those included: ▪ Direct Support Professional (54.0 percent). [b] ▪ Psychiatric Nursing Assistant (42.6 percent). [b] ▪ Texas Works Advisor (24.6 percent). ▪ Clerk (21.2 percent). ▪ Nurse (20.5 percent). See Appendix 6 for a full list of the job classification series.
211 - Court of Criminal Appeals [a]	61.25	17	27.8%	Not applicable. [e]
696 - Department of Criminal Justice [a]	39,645.25	10,530	26.6%	A total of 19 job classification series had turnover rates exceeding 17.0 percent. Those included: ▪ Correctional Officer (32.1 percent). [b] ▪ Clerk (24.3 percent). ▪ Food Service Manager (21.2 percent). ▪ Parole Officer (19.8 percent). [b] ▪ Maintenance Supervisor (19.1 percent). See Appendix 6 for a full list of the job classification series.

Agencies with Turnover Rates That Exceeded 17.0 Percent in Fiscal Year 2019 (Excludes agencies with fewer than 50 employees)				
Agency	Average Headcount	Number of Separations	Turnover Rate	Job Classification Series with at Least 20 Employees and a Turnover Rate That Exceeded 17.0 Percent
300 - Trusteed Programs within the Office of the Governor [a]	123.50	32	25.9%	▪ Program Specialist (37.0 percent).
809 - Preservation Board [a]	219.00	55	25.1%	▪ Clerk (41.1 percent). ▪ Customer Service Representative (20.3 percent).
554 - Animal Health Commission	177.50	41	23.1%	▪ Inspector (29.8 percent).
307 - Secretary of State [a]	185.00	42	22.7%	▪ Administrative Assistant (20.2 percent).
225 - Fifth Court of Appeals District, Dallas	54.00	12	22.2%	Not applicable. [e]
401 - Military Department [a]	527.50	111	21.0%	▪ Resident Specialist (71.3 percent) ▪ Security Officer (34.1 percent)
473 - Public Utility Commission of Texas [a]	187.25	38	20.3%	▪ Attorney (53.1 percent)
608 - Department of Motor Vehicles	738.25	149	20.2%	▪ Manager (25.3 percent) ▪ Director (25.0 percent) ▪ Systems Analyst (23.0 percent) ▪ Customer Service Representative (22.5 percent)
301 - Office of the Governor [a]	149.00	30	20.1%	▪ Director (37.9 percent) ▪ Governor's Advisor (17.4 percent)
360 - State Office of Administrative Hearings [a]	115.25	23	20.0%	▪ Administrative Law Judge (23.4 percent) ▪ Legal Secretary (17.8 percent) [b]
771 - School for the Blind and Visually Impaired	321.50	64	19.9%	▪ Resident Specialist (20.4 percent) [f]
808 - Historical Commission	231.75	46	19.8%	▪ Administrative Assistant (22.7 percent) ▪ Program Specialist (17.3 percent)
530 - Department of Family and Protective Services [a]	12,920.00	2,457	19.0%	A total of 10 job classification series had turnover rates exceeding 17.0 percent. Those included: ▪ Accountant (30.4 percent) ▪ Systems Analyst (27.6 percent) ▪ Child Protective Services Specialist (23.1 percent) [b] ▪ Adult Protective Services Specialist (20.7 percent) [b] ▪ Administrative Assistant (20.0 percent) See Appendix 6 for a full list of the job classification series.

Agencies with Turnover Rates That Exceeded 17.0 Percent in Fiscal Year 2019 (Excludes agencies with fewer than 50 employees)				
Agency	Average Headcount	Number of Separations	Turnover Rate	Job Classification Series with at Least 20 Employees and a Turnover Rate That Exceeded 17.0 Percent
537 - Department of State Health Services [a]	3,162.50	590	18.7%	A total of 19 job classification series had turnover rates exceeding 17.0 percent. Those included: ▪ Accountant (33.4 percent). ▪ Nurse (25.5 percent). ▪ Administrative Assistant (22.0 percent). ▪ Program Specialist (18.5 percent). ▪ Public Health and Prevention Specialist (18.2 percent). See Appendix 6 for a full list of the job classification series.
466 – Office of Consumer Credit Commissioner [a]	86.75	16	18.4%	▪ Not applicable. [e]
313 - Department of Information Resources	194.75	35	18.0%	▪ Contract Administration Manager (20.0 percent).
329 - Real Estate Commission	116.50	21	18.0%	▪ Not applicable. [e]
515 - Board of Pharmacy	95.00	17	17.9%	▪ Not applicable. e
580 - Water Development Board	292.00	51	17.5%	▪ Program Specialist (23.7 percent).
701 - Texas Education Agency [a]	917.25	158	17.2%	▪ Programmer (21.8 percent). ▪ Grant Coordinator (21.1 percent). ▪ Manager (19.4 percent).

[a] Agency also had a turnover rate that exceeded 17.0 percent in fiscal year 2018.

[b] The 86th Legislature reallocated the following job classification series to higher salary groups effective September 1, 2019: Juvenile Correctional Officer, Juvenile Correctional Officer Supervisor, Direct Support Professional, Psychiatric Nursing Assistant, Correctional Officer, Parole Officer, Legal Secretary, Child Protective Services Specialist, and Adult Protective Services Specialist.

[c] The 86th Legislature appropriated funds for salary increases for specific Juvenile Correctional Officers and Case Managers at the Juvenile Justice Department.

[d] This agency's turnover rate includes 19 court law clerks that serve one-year terms that run from September to August of each year.

[e] Agency did not have a job classification series that had at least 20 employees and a turnover rate that exceeded 17.0 percent in fiscal year 2019.

[f] The 86th Legislature appropriated funds for salary increases for specific Resident Specialists at the School for the Blind and Visually Impaired.

Source: The State Auditor's Office's Electronic Classification Analysis System.

Chapter 4-B

Turnover Among Agencies with 1,000 or More Employees

Among agencies with 1,000 or more employees in fiscal year 2019, the Juvenile Justice Department (Department) had the highest agency turnover rate of 35.2 percent in fiscal year 2019, which was an increase from 29.8 percent in fiscal year 2018 (see Table 17 on page 31 for turnover rates for agencies with more than 1,000 employees).

The Health and Human Services Commission had the second highest agency turnover rate (28.3 percent) among state agencies with 1,000 or more employees, followed by the Department of Criminal Justice (26.6 percent). Those three agencies accounted for 53.5 percent of the State's classified workforce and 67.3 percent of total statewide separations, including interagency transfers, in fiscal year 2019. (See text box for the definition of "interagency transfers" and Appendix 3 for total separations and turnover rates for all state agencies.)

Interagency Transfers

Interagency transfers are excluded from statewide turnover calculations because they are not considered a loss to the State as a whole; however, they are included in agency turnover calculations because they are a loss to an agency. (See Appendix 9 for more information about interagency transfers for the past 10 fiscal years.)

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 attributed to the high turnover rates for the following job classification series:

- Juvenile Correctional Officer (47.2 percent), which accounted for 48.6 percent of the classified workforce at the Juvenile Justice Department and 65.3 percent of that agency's separations.
- Direct Support Professional (54.0 percent), which accounted for 16.4 percent of the classified workforce at the Health and Human Services Commission and 31.3 percent of that agency's separations.
- Correctional Officer (32.1 percent), which accounted for 62.8 percent of the classified workforce at the Department of Criminal Justice and 76.0 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

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

Health and Human Services Commission

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

Department of Criminal Justice

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

Table 17 lists the turnover rates for state agencies with 1,000 or more employees.

Table 17

Turnover Rates for Agencies with 1,000 or More Employees Fiscal Year 2019					
Agency	Average Headcount	Percent of Total Average Headcount [a]	Separations [b]	Percent of Total Separations [c]	Turnover Rate
644 - Juvenile Justice Department	2,130.00	1.4%	749	2.3%	35.2%
529 - Health and Human Services Commission	38,634.50	25.7%	10,925	33.1%	28.3%
696 - Department of Criminal Justice	39,645.25	26.4%	10,530	31.9%	26.6%
530 - Department of Family and Protective Services	12,920.00	8.6%	2,457	7.4%	19.0%
537 - Department of State Health Services	3,162.50	2.1%	590	1.8%	18.7%
302 - Office of the Attorney General	4,133.25	2.7%	698	2.1%	16.9%
320 - Texas Workforce Commission	4,587.50	3.1%	774	2.3%	16.9%
454 - Department of Insurance	1,317.75	0.9%	194	0.6%	14.7%
601 – Department of Transportation	12,333.00	8.2%	1,731	5.2%	14.0%
582 - Commission on Environmental Quality	2,699.75	1.8%	376	1.1%	13.9%
802 - Parks and Wildlife Department	2,998.25	2.0%	380	1.2%	12.7%
405 - Department of Public Safety	9,918.25	6.6%	1,148	3.5%	11.6%
304 – Office of the Comptroller of Public Accounts	2,824.75	1.9%	318	1.0%	11.3%

[a] Percentages are based on a statewide total average headcount of 150,319.25.

[b] The number of separations include interagency transfers because those separations are considered a loss for the agency.

[c] Percentages are based on a statewide total of 33,024 separations, which includes interagency transfers.

Source: The State Auditor's Office's Electronic Classification Analysis System.

Appendices

Appendix 1

Objectives, Scope, and Methodology

Objectives

The objectives of this project were to:

- Analyze and provide employee turnover data for classified regular, full- and part-time employees in Texas state agencies during fiscal year 2019.
- Summarize exit survey data, which includes the reasons that employees left state employment.
- Report on state agencies that had at least 50 employees and turnover rates that exceeded 17.0 percent.

Scope

The scope of this report included classified regular, full- and part-time employees in state agencies during fiscal year 2019. Classified employees are employees who are subject to the State's Position Classification Plan. This report does not include data from higher education institutions.

This report includes the results from two surveys:

Online exit surveys. State agencies are required to provide employees who voluntarily separate from state employment an opportunity to complete the online exit survey, which allows the employees to give feedback about their reasons for leaving state employment. In fiscal year 2019, a total of 3,787 employees completed the survey.

Agency turnover surveys. The State Auditor's Office surveyed 97 agencies to gain a better understanding of how employee turnover has impacted agencies, as well as determine the strategies that agencies use to effectively address turnover. A total of 60 agencies completed the survey.

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 2019 turnover rates was prepared from data contained in the Electronic Classification Analysis System (E-CLASS), which consists of 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 October 25, 2019.

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 2015 through 2018 are the same turnover rates reported in *An Annual Report on Classified Employee Turnover for Fiscal Year 2018* (State Auditor's Office Report No. 19-703, December 2018). The turnover rates for fiscal years 2010 through 2014 are the same turnover rates reported in *An Annual Report on Classified Employee Turnover for Fiscal Year 2014* (State Auditor's Office Report No. 15-703, December 2014). However, because agencies can continue to update data in the Office of the Comptroller of Public Accounts' systems, previously reported turnover data may have changed in those systems.

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

$$\left(\frac{\text{Number of separations during the fiscal year}}{\text{Average number of classified employees during the fiscal year}^{13}} \right) \times 100$$

[13] 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 2019 and dividing that total by four.

Project Information

Fieldwork was conducted from September 2019 through February 2020. 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)
- Juan R. Sanchez, MPA (Assistant Project Manager)
- Kathy-Ann Moe
- Taylor Sams, CGAP, MBA
- Sharon Schneider, CCP, PHR, SHRM-CP
- Lara Foronda Tai, PHR, SHRM-CP
- Debra Serrins, MA (Information Technology)
- Dennis Ray Bushnell, CPA (Quality Control Reviewer)
- Courtney Ambres-Wade, CFE, CGAP (Audit Manager)

Appendix 2

Types of State Employee Separations During the Past Ten Years

Table 18 shows the one-year, five-year, and ten-year comparison of types of state employee separations. This table includes interagency transfers.

Table 18

Types of State Employee Separations								
	Fiscal Year 2019		One-year Comparison Fiscal Year 2018		Five-year Comparison Fiscal Year 2015		Ten-year Comparison Fiscal Year 2010	
Reason for Separation	Separations	Percent of Total Separations	Separations	Percent of Total Separations	Separations	Percent of Total Separations	Separations	Percent of Total Separations
Voluntary Separation from Agency	18,694	56.6%	16,905	54.8%	15,878	54.1%	12,484	50.2%
Transfer to Another Agency	2,459	7.4%	2,190	7.1%	2,239	7.6%	2,079	8.4%
Retirement	4,523	13.7%	4,657	15.1%	4,613	15.7%	3,672	14.8%
Statewide Voluntary Separations [a]	**25,676**	**77.7%**	**23,752**	**76.9%**	**22,730**	**77.4%**	**18,235**	**73.3%**
Dismissal for Cause	4,082	12.4%	3,893	12.6%	3,665	12.5%	3,849	15.5%
Resignation in Lieu of Involuntary Separation	2,703	8.2%	2,611	8.5%	2,334	7.9%	2,221	8.9%
Reduction in Force	51	0.2%	42	0.1%	81	0.3%	171	0.7%
Death	198	0.6%	238	0.8%	221	0.8%	244	1.0%
Termination at Will	314	1.0%	338	1.1%	332	1.1%	168	0.7%
Statewide Involuntary Separations [a]	**7,348**	**22.3%**	**7,122**	**23.1%**	**6,633**	**22.6%**	**6,653**	**26.7%**
Total Separations	**33,024**	**100.0%**	**30,874**	**100.0%**	**29,363**	**100.0%**	**24,888**	**100.0%**

[a] Percentages may not sum exactly due to rounding.

Appendix 3

Employee Turnover by State Agency, Including Interagency Transfers

Table 19 provides information on classified regular, full- and part-time employee turnover by state agency, excluding higher education institutions, in fiscal year 2019. These totals include interagency transfers because they are considered a loss for an agency.

Table 19

Employee Turnover by State Agency Including Interagency Transfers Fiscal Year 2019 [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%	25	34.5%	0	0.0%	72.50	25	34.5%
211 - Court of Criminal Appeals	1	1.6%	14	22.9%	2	3.3%	61.25	17	27.8%
212 - Texas Judicial Council Office of Court Administration	4	1.8%	15	6.7%	12	5.4%	224.00	31	13.8%
213 - Office of the State Prosecuting Attorney	0	0.0%	1	33.3%	0	0.0%	3.00	1	33.3%
215 - Office of Capital and Forensic Writs	0	0.0%	8	49.2%	0	0.0%	16.25	8	49.2%
221 - First Court of Appeals District, Houston	0	0.0%	4	12.4%	2	6.2%	32.25	6	18.6%
222 - Second Court of Appeals District, Fort Worth	0	0.0%	3	9.7%	0	0.0%	31.00	3	9.7%
223 - Third Court of Appeals District, Austin	0	0.0%	4	15.1%	0	0.0%	26.50	4	15.1%
224 - Fourth Court of Appeals District, San Antonio	0	0.0%	3	11.4%	1	3.8%	26.25	4	15.2%
225 - Fifth Court of Appeals District, Dallas	1	1.9%	9	16.7%	2	3.7%	54.00	12	22.2%
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%	4	27.1%	4	27.1%	14.75	8	54.2%
229 - Ninth Court of Appeals District, Beaumont	0	0.0%	0	0.0%	0	0.0%	17.00	0	0.0%
230 - Tenth Court of Appeals District, Waco	0	0.0%	1	7.7%	1	7.7%	13.00	2	15.4%
231 - Eleventh Court of Appeals District, Eastland	0	0.0%	7	45.2%	1	6.5%	15.50	8	51.6%
232 - Twelfth Court of Appeals District, Tyler	0	0.0%	1	8.2%	0	0.0%	12.25	1	8.2%

Employee Turnover by State Agency Including Interagency Transfers Fiscal Year 2019 [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
233 - Thirteenth Court of Appeals District, Corpus Christi	1	3.9%	2	7.8%	1	3.9%	25.75	4	15.5%
234 - Fourteenth Court of Appeals District, Houston	0	0.0%	1	3.1%	2	6.3%	31.75	3	9.4%
242 - State Commission on Judicial Conduct	0	0.0%	4	29.6%	0	0.0%	13.50	4	29.6%
243 - State Law Library	0	0.0%	4	34.0%	1	8.5%	11.75	5	42.6%
300 - Trusteed Programs within the Office of the Governor	1	0.8%	30	24.3%	1	0.8%	123.50	32	25.9%
301 - Office of the Governor	0	0.0%	29	19.5%	1	0.7%	149.00	30	20.1%
302 - Office of the Attorney General	61	1.5%	495	12.0%	142	3.4%	4,133.25	698	16.9%
303 - Facilities Commission	6	1.8%	34	10.2%	10	3.0%	331.75	50	15.1%
304 - Office of the Comptroller of Public Accounts	23	0.8%	203	7.2%	92	3.3%	2,824.75	318	11.3%
305 - General Land Office	20	3.1%	57	8.7%	16	2.5%	651.50	93	14.3%
306 - Library and Archives Commission	3	1.8%	13	7.8%	3	1.8%	167.50	19	11.3%
307 - Secretary of State	2	1.1%	35	18.9%	5	2.7%	185.00	42	22.7%
312 - State Securities Board	2	2.4%	8	9.6%	2	2.4%	83.00	12	14.5%
313 - Department of Information Resources	5	2.6%	20	10.3%	10	5.1%	194.75	35	18.0%
320 - Texas Workforce Commission	76	1.7%	525	11.4%	173	3.8%	4,587.50	774	16.9%
323 - Teacher Retirement System	21	3.0%	45	6.5%	27	3.9%	695.50	93	13.4%
326 - Texas Emergency Services Retirement System	0	0.0%	1	11.8%	1	11.8%	8.50	2	23.5%
327 - Employees Retirement System	2	0.5%	34	9.1%	8	2.1%	372.50	44	11.8%
329 - Real Estate Commission	5	4.3%	8	6.9%	8	6.9%	116.50	21	18.0%
332 - Department of Housing and Community Affairs	1	0.3%	13	4.4%	12	4.1%	293.25	26	8.9%
338 - Pension Review Board	0	0.0%	2	20.0%	0	0.0%	10.00	2	20.0%
347 - Public Finance Authority	1	7.8%	0	0.0%	1	7.8%	12.75	2	15.7%
352 - Bond Review Board	0	0.0%	0	0.0%	0	0.0%	9.00	0	0.0%
356 - Texas Ethics Commission	0	0.0%	5	21.5%	2	8.6%	23.25	7	30.1%
359 - Office of Public Insurance Counsel	1	8.3%	1	8.3%	1	8.3%	12.00	3	25.0%
360 - State Office of Administrative Hearings	1	0.9%	15	13.0%	7	6.1%	115.25	23	20.0%
362 - Texas Lottery Commission	2	0.7%	21	6.9%	14	4.6%	303.25	37	12.2%
364 - Health Professions Council	0	0.0%	1	14.8%	0	0.0%	6.75	1	14.8%
401 - Military Department	29	5.5%	65	12.3%	17	3.2%	527.50	111	21.0%

Employee Turnover by State Agency Including Interagency Transfers Fiscal Year 2019 [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
403 - Veterans Commission	5	1.2%	44	10.9%	10	2.5%	403.25	59	14.6%
405 - Department of Public Safety	70	0.7%	780	7.9%	298	3.0%	9,918.25	1,148	11.6%
407 - Texas Commission on Law Enforcement	2	3.6%	2	3.6%	0	0.0%	55.00	4	7.3%
409 - Commission on Jail Standards	0	0.0%	1	4.8%	1	4.8%	21.00	2	9.5%
411 - Commission on Fire Protection	0	0.0%	0	0.0%	4	13.9%	28.75	4	13.9%
448 – Office of Injured Employee Counsel	9	5.9%	31	20.4%	9	5.9%	151.75	49	32.3%
450 - Department of Savings and Mortgage Lending	0	0.0%	5	9.6%	0	0.0%	52.00	5	9.6%
451 - Department of Banking	1	0.6%	14	7.8%	7	3.9%	179.00	22	12.3%
452 - Department of Licensing and Regulation	8	1.7%	40	8.4%	20	4.2%	475.00	68	14.3%
454 - Department of Insurance	27	2.0%	115	8.7%	52	3.9%	1,317.75	194	14.7%
455 - Railroad Commission	17	2.1%	73	9.2%	30	3.8%	793.75	120	15.1%
456 - State Board of Plumbing Examiners	2	7.7%	3	11.5%	0	0.0%	26.00	5	19.2%
457 - Board of Public Accountancy	0	0.0%	4	10.5%	3	7.8%	38.25	7	18.3%
458 - Alcoholic Beverage Commission	13	2.1%	40	6.6%	19	3.1%	607.00	72	11.9%
459 - Board of Architectural Examiners	0	0.0%	0	0.0%	0	0.0%	18.75	0	0.0%
460 - Board of Professional Engineers	0	0.0%	2	6.7%	1	3.4%	29.75	3	10.1%
464 - Board of Professional Land Surveying	0	0.0%	0	0.0%	0	0.0%	5.25	0	0.0%
466 - Office of Consumer Credit Commissioner	1	1.2%	12	13.8%	3	3.5%	86.75	16	18.4%
469 - Credit Union Department	1	3.7%	2	7.4%	0	0.0%	27.00	3	11.1%
473 - Public Utility Commission of Texas	0	0.0%	32	17.1%	6	3.2%	187.25	38	20.3%
475 - Office of Public Utility Counsel	3	21.8%	7	50.9%	0	0.0%	13.75	10	72.7%
476 - Racing Commission	2	4.9%	2	4.9%	1	2.5%	40.50	5	12.3%
477 - Commission on State Emergency Communications	0	0.0%	5	22.7%	2	9.1%	22.00	7	31.8%
479 - State Office of Risk Management	4	3.4%	6	5.1%	5	4.2%	118.00	15	12.7%
481 - Board of Professional Geoscientists	0	0.0%	1	23.5%	0	0.0%	4.25	1	23.5%
503 – Texas Medical Board	3	1.5%	25	12.8%	5	2.6%	196.00	33	16.8%
504 - Texas State Board of Dental Examiners	1	1.9%	4	7.7%	1	1.9%	51.75	6	11.6%
507 - Texas Board of Nursing	0	0.0%	18	15.3%	2	1.7%	117.50	20	17.0%

Employee Turnover by State Agency Including Interagency Transfers Fiscal Year 2019 [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
508 - Board of Chiropractic Examiners	2	20.5%	2	20.5%	0	0.0%	9.75	4	41.0%
513 - Funeral Service Commission	0	0.0%	0	0.0%	0	0.0%	10.00	0	0.0%
514 - Optometry Board	0	0.0%	0	0.0%	0	0.0%	7.00	0	0.0%
515 - Board of Pharmacy	1	1.1%	12	12.6%	4	4.2%	95.00	17	17.9%
520 - Board of Examiners of Psychologists	0	0.0%	0	0.0%	1	7.7%	13.00	1	7.7%
529 - Health and Human Services Commission	2,769	7.2%	7,193	18.6%	963	2.5%	38,634.50	10,925	28.3%
530 - Department of Family and Protective Services	351	2.7%	1,922	14.9%	184	1.4%	12,920.00	2,457	19.0%
533 - Executive Council of Physical Therapy and Occupational Therapy Examiners	0	0.0%	1	5.3%	1	5.3%	18.75	2	10.7%
537 - Department of State Health Services	60	1.9%	434	13.7%	96	3.0%	3,162.50	590	18.7%
542 - Cancer Prevention and Research Institute of Texas	0	0.0%	4	12.6%	1	3.1%	31.75	5	15.7%
551 - Department of Agriculture	4	0.6%	69	11.0%	30	4.8%	627.50	103	16.4%
554 - Animal Health Commission	3	1.7%	29	16.3%	9	5.1%	177.50	41	23.1%
578 - Board of Veterinary Medical Examiners	0	0.0%	5	27.4%	0	0.0%	18.25	5	27.4%
580 - Water Development Board	8	2.7%	31	10.6%	12	4.1%	292.00	51	17.5%
582 - Commission on Environmental Quality	13	0.5%	256	9.5%	107	4.0%	2,699.75	376	13.9%
592 - Soil and Water Conservation Board	0	0.0%	2	3.0%	0	0.0%	67.75	2	3.0%
601 - Department of Transportation	193	1.6%	1,064	8.6%	474	3.8%	12,333.00	1,731	14.0%
608 - Department of Motor Vehicles	13	1.8%	100	13.5%	36	4.9%	738.25	149	20.2%
644 - Juvenile Justice Department	176	8.3%	496	23.3%	77	3.6%	2,130.00	749	35.2%
696 - Department of Criminal Justice	3,249	8.2%	5,981	15.1%	1,300	3.3%	39,645.25	10,530	26.6%
701 - Texas Education Agency	12	1.3%	106	11.6%	40	4.4%	917.25	158	17.2%
771 - School for the Blind and Visually Impaired	2	0.6%	51	15.9%	11	3.4%	321.50	64	19.9%
772 - School for the Deaf	3	0.9%	30	9.2%	10	3.1%	327.25	43	13.1%
802 - Parks and Wildlife Department	34	1.1%	251	8.4%	95	3.2%	2,998.25	380	12.7%
808 - Historical Commission	4	1.7%	37	16.0%	5	2.2%	231.75	46	19.8%
809 - Preservation Board	12	5.5%	37	16.9%	6	2.7%	219.00	55	25.1%
813 - Commission on the Arts	1	7.8%	1	7.8%	0	0.0%	12.75	2	15.7%

Employee Turnover by State Agency Including Interagency Transfers Fiscal Year 2019 [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
907 - Comptroller - State Energy Conservation Office	0	0.0%	1	11.1%	0	0.0%	9.00	1	11.1%
Statewide Totals [b]	**7,348**	**4.9%**	**21,153**	**14.1%**	**4,523**	**3.0%**	**150,319.25**	**33,024**	**22.0%**

[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 involuntary, voluntary, and retirement turnover rates.

Source: The State Auditor's Office's Electronic Classification Analysis System.

Appendix 4

Turnover by Job Classification Series

Table 20 provides a summary of turnover by job classification series in fiscal year 2019. There were 27 occupational categories for the 2018–2019 biennium, and all 27 occupational categories are presented in this table.

Table 20

Turnover by Job Classification Series and Occupational Category Fiscal Year 2019						
Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount [a]	Separations	Percentage of Total Separations [b]	Turnover Rate
Accounting, Auditing, and Finance	Accountant	1,562.50	1.0%	173	0.6%	11.1%
	Accounting Technician	188.75	0.1%	30	0.1%	15.9%
	Accounts Examiner	757.25	0.5%	89	0.3%	11.8%
	Appropriations Control Officer	17.00	0.0%	2	0.0%	11.8%
	Auditor	669.25	0.4%	75	0.2%	11.2%
	Budget Analyst	415.75	0.3%	37	0.1%	8.9%
	Chief Trader	4.00	0.0%	0	0.0%	0.0%
	Financial Analyst	271.25	0.2%	28	0.1%	10.3%
	Financial Examiner	390.25	0.3%	41	0.1%	10.5%
	Independent Audit Reviewer	7.25	0.0%	0	0.0%	0.0%
	Investment Analyst	85.50	0.1%	9	0.0%	10.5%
	Loan Specialist	29.75	0.0%	3	0.0%	10.1%
	Portfolio Manager	102.00	0.1%	9	0.0%	8.8%
	Reimbursement Officer	83.00	0.1%	13	0.0%	15.7%
	Tax Analyst	26.50	0.0%	3	0.0%	11.3%
	Tax Auditor	597.00	0.4%	63	0.2%	10.6%
	Tax Auditor Manager	26.25	0.0%	1	0.0%	3.8%
	Tax Auditor Supervisor	54.00	0.0%	7	0.0%	13.0%
	Taxpayer Compliance Officer	400.25	0.3%	45	0.1%	11.2%
	Trader	3.00	0.0%	0	0.0%	0.0%
Totals for Accounting, Auditing, and Finance		**5,690.5**	**3.8%**	**628**	**2.1%**	**11.0%** [c]
Administrative Support	Administrative Assistant	6,604.50	4.4%	923	3.0%	14.0%
	Clerk	4,013.25	2.7%	853	2.8%	21.3%
	Customer Service Representative	3,214.25	2.1%	445	1.5%	13.8%
	Executive Assistant	556.25	0.4%	74	0.2%	13.3%
	License and Permit Specialist	450.50	0.3%	37	0.1%	8.2%

Turnover by Job Classification Series and Occupational Category Fiscal Year 2019						
Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount [a]	Separations	Percentage of Total Separations [b]	Turnover Rate
	Receptionist	76.50	0.1%	18	0.1%	23.5%
	Totals for Administrative Support	**14,915.25**	**9.9%**	**2,350**	**7.7%**	**15.8% [c]**
Criminal Justice	Agriculture Specialist	103.50	0.1%	12	0.0%	11.6%
	Assistant Warden/Warden	186.00	0.1%	32	0.1%	17.2%
	Correctional Officer	24,887.00	16.6%	7,932	26.0%	31.9%
	Counsel Substitute	99.75	0.1%	7	0.0%	7.0%
	Dorm Supervisor	30.00	0.0%	9	0.0%	30.0%
	Halfway House Assistant Superintendent/Superintendent	12.75	0.0%	2	0.0%	15.7%
	Industrial Specialist	297.50	0.2%	28	0.1%	9.4%
	Juvenile Correctional Officer	1,035.75	0.7%	477	1.6%	46.1%
	Juvenile Correctional Officer Supervisor	57.00	0.0%	13	0.0%	22.8%
	Parole Officer	2,101.50	1.4%	372	1.2%	17.7%
	Senior Correctional Officer	3,030.25	2.0%	435	1.4%	14.4%
	Youth Facility Assistant Superintendent/Superintendent	10.75	0.0%	3	0.0%	27.9%
	Totals for Criminal Justice	**31,851.75**	**21.2%**	**9,322**	**30.5%**	**29.3% [c]**
Custodial	Barber/Cosmetologist	17.00	0.0%	2	0.0%	11.8%
	Cook	318.50	0.2%	78	0.3%	24.5%
	Custodial Manager	62.50	0.0%	7	0.0%	11.2%
	Custodian	869.25	0.6%	262	0.9%	30.1%
	Food Service Manager	937.00	0.6%	191	0.6%	20.4%
	Food Service Worker	679.75	0.5%	321	1.1%	47.2%
	Groundskeeper	83.00	0.1%	28	0.1%	33.7%
	Laundry Manager	691.50	0.5%	93	0.3%	13.4%
	Laundry/Sewing Room Worker	100.00	0.1%	44	0.1%	44.0%
	Totals for Custodial	**3,758.50**	**2.5%**	**1,026**	**3.4%**	**27.3% [c]**
Education	Education Specialist	45.50	0.0%	3	0.0%	6.6%
	Teacher Aide	113.50	0.1%	19	0.1%	16.7%
	Totals for Education	**159.00**	**0.1%**	**22**	**0.1%**	**13.8% [c]**
Employment	Unemployment Insurance Claims Examiner	179.00	0.1%	13	0.0%	7.3%
	Unemployment Insurance Specialist	57.25	0.0%	6	0.0%	10.5%
	Workforce Development Specialist	504.00	0.3%	97	0.3%	19.2%

Turnover by Job Classification Series and Occupational Category Fiscal Year 2019						
Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount [a]	Separations	Percentage of Total Separations [b]	Turnover Rate
	Totals for Employment	**740.25**	**0.5%**	**116**	**0.4%**	**15.7% [c]**
Engineering and Design	Architect	67.50	0.0%	12	0.0%	17.8%
	District Engineer	25.25	0.0%	2	0.0%	7.9%
	Drafting Technician	15.00	0.0%	2	0.0%	13.3%
	Engineer	907.75	0.6%	85	0.3%	9.4%
	Engineering Aide	216.00	0.1%	92	0.3%	42.6%
	Engineering Specialist	2,787.50	1.9%	377	1.2%	13.5%
	Engineering Technician	3,207.50	2.1%	624	2.0%	19.5%
	Project Design Assistant	3.75	0.0%	2	0.0%	53.3%
	Totals for Engineering and Design	**7,230.25**	**4.8%**	**1,196**	**3.9%**	**16.5% [c]**
Human Resources	Human Resources Assistant/Specialist	727.00	0.5%	99	0.3%	13.6%
	Training Assistant/Specialist	802.75	0.5%	72	0.2%	9.0%
	Total for Human Resources	**1,529.75**	**1.0%**	**171**	**0.6%**	**11.2% [c]**
Information and Communication	Creative Media Designer	63.50	0.0%	5	0.0%	7.9%
	Editor	21.75	0.0%	3	0.0%	13.8%
	Government Relations Specialist	82.00	0.1%	9	0.0%	11.0%
	Governor's Advisor	23.25	0.0%	1	0.0%	4.3%
	Information Specialist	430.50	0.3%	65	0.2%	15.1%
	Management Analyst	300.25	0.2%	28	0.1%	9.3%
	Marketing Specialist	60.25	0.0%	16	0.1%	26.6%
	Multimedia Technician	19.75	0.0%	3	0.0%	15.2%
	Privacy Analyst	1.00	0.0%	0	0.0%	0.0%
	Technical Writer	55.00	0.0%	7	0.0%	12.7%
	Totals for Information and Communication	**1,057.25**	**0.7%**	**137**	**0.4%**	**13.0% [c]**
Information Technology	Business Analyst	214.25	0.1%	24	0.1%	11.2%
	Business Continuity Coordinator	14.75	0.0%	3	0.0%	20.3%
	Chief Cybersecurity Officer	1.50	0.0%	0	0.0%	0.0%
	Chief Information Security Officer	10.75	0.0%	2	0.0%	18.6%
	Computer Operations Specialist	44.25	0.0%	1	0.0%	2.3%
	Computer Operator Technician	8.25	0.0%	1	0.0%	12.1%
	Cybersecurity Analyst	50.00	0.0%	7	0.0%	14.0%
	Data Architect	3.50	0.0%	0	0.0%	0.0%
	Data Base Administrator	130.50	0.1%	13	0.0%	10.0%

Turnover by Job Classification Series and Occupational Category Fiscal Year 2019						
Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount [a]	Separations	Percentage of Total Separations [b]	Turnover Rate
	Data Entry Operator	79.50	0.1%	24	0.1%	30.2%
	Data Officer	1.00	0.0%	0	0.0%	0.0%
	Geographic Information Specialist	96.00	0.1%	11	0.0%	11.5%
	Information Technology Auditor	28.75	0.0%	4	0.0%	13.9%
	Information Technology Security Analyst	116.25	0.1%	13	0.0%	11.2%
	Network Specialist	485.75	0.3%	57	0.2%	11.7%
	Programmer	605.75	0.4%	48	0.2%	7.9%
	Systems Administrator	87.25	0.1%	9	0.0%	10.3%
	Systems Analyst	1,870.00	1.2%	203	0.7%	10.9%
	Systems Support Specialist	520.00	0.3%	67	0.2%	12.9%
	Telecommunications Specialist	121.75	0.1%	11	0.0%	9.0%
	Web Administrator	109.25	0.1%	7	0.0%	6.4%
	Totals for Information Technology	**4,599.00**	**3.1%**	**505**	**1.7%**	**11.0% [c]**
Inspectors and Investigators	Boiler Inspector	16.75	0.0%	3	0.0%	17.9%
	Inspector	1,314.25	0.9%	198	0.6%	15.1%
	Investigator	1,629.50	1.1%	219	0.7%	13.4%
	Totals for Inspectors and Investigators	**2,960.50**	**2.0%**	**420**	**1.4%**	**14.2% [c]**
Insurance	Actuary	54.00	0.0%	6	0.0%	11.1%
	Claims Assistant and Claims Examiner	591.75	0.4%	107	0.4%	18.1%
	Insurance Specialist	187.25	0.1%	22	0.1%	11.7%
	Insurance Technician	0.50	0.0%	0	0.0%	0.0%
	Retirement Systems Benefits Specialist	225.75	0.2%	34	0.1%	15.1%
	Totals for Insurance	**1,059.25**	**0.7%**	**169**	**0.6%**	**16.0% [c]**
Land Surveying, Appraising, and Utilities	Appraiser	80.00	0.1%	4	0.0%	5.0%
	Land Surveyor	25.00	0.0%	4	0.0%	16.0%
	Right of Way Agent	159.00	0.1%	17	0.1%	10.7%
	Utility Specialist	9.50	0.0%	1	0.0%	10.5%
Totals for Land Surveying, Appraising, and Utilities		**273.50**	**0.2%**	**26**	**0.1%**	**9.5% [c]**

Turnover by Job Classification Series and Occupational Category Fiscal Year 2019						
Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount [a]	Separations	Percentage of Total Separations [b]	Turnover Rate
Law Enforcement	Agent	146.75	0.1%	17	0.1%	11.6%
	Captain, Texas Attorney General's Office	17.50	0.0%	2	0.0%	11.4%
	Commander, Public Safety	2.50	0.0%	2	0.0%	80.0%
	Corporal, Public Safety	245.25	0.2%	12	0.0%	4.9%
	Game Warden	406.75	0.3%	10	0.0%	2.5%
	Game Warden-Assistant Commander/Commander	7.50	0.0%	0	0.0%	0.0%
	Game Warden-Sergeant/Lieutenant/Captain/Major	90.50	0.1%	10	0.0%	11.0%
	Internal Affairs (Supervisor/Manager/Admin./Dir.)	22.50	0.0%	1	0.0%	4.4%
	Internal Affairs Investigator	114.50	0.1%	8	0.0%	7.0%
	Lieutenant, Texas Attorney General's Office	24.00	0.0%	1	0.0%	4.2%
	Major, Texas Attorney General's Office	4.00	0.0%	1	0.0%	25.0%
	Pilot Investigator	41.00	0.0%	5	0.0%	12.2%
	Probationary Agent	16.25	0.0%	1	0.0%	6.2%
	Sergeant, Texas Attorney General's Office	141.50	0.1%	10	0.0%	7.1%
	Sergeant/Lieutenant/Captain/Major, Alcohol Bev.	54.25	0.0%	1	0.0%	1.8%
	Sergeant/Lieutenant/Captain/Major, Public Safety	1,415.00	0.9%	79	0.3%	5.6%
	Trainee/Probationary Game Warden	17.25	0.0%	1	0.0%	5.8%
	Trooper	2,329.25	1.5%	89	0.3%	3.8%
	Trooper Trainee/Probationary Trooper	236.00	0.2%	26	0.1%	11.0%
	Totals for Law Enforcement	**5,332.25**	**3.5%**	**276**	**0.9%**	**5.2% [c]**
Legal	Administrative Law Judge	112.50	0.1%	15	0.0%	13.3%
	Assistant Attorney General	751.25	0.5%	107	0.4%	14.2%
	Associate Judge	63.25	0.0%	6	0.0%	9.5%
	Attorney	1,088.50	0.7%	128	0.4%	11.8%
	Benefit Review Officer	31.00	0.0%	2	0.0%	6.5%
	Chief Deputy Clerk	10.75	0.0%	1	0.0%	9.3%
	Clerk of the Court	15.50	0.0%	2	0.0%	12.9%
	Compliance Analyst	110.25	0.1%	11	0.0%	10.0%
	Court Coordinator	66.25	0.0%	5	0.0%	7.5%

Turnover by Job Classification Series and Occupational Category Fiscal Year 2019						
Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount [a]	Separations	Percentage of Total Separations [b]	Turnover Rate
	Court Law Clerk	36.25	0.0%	33	0.1%	91.0%
	Deputy Clerk	53.75	0.0%	13	0.0%	24.2%
	General Counsel	183.00	0.1%	13	0.0%	7.1%
	Hearings Officer	140.25	0.1%	24	0.1%	17.1%
	Hearings Reporter	3.00	0.0%	4	0.0%	133.3%
	Law Clerk	19.00	0.0%	39	0.1%	205.3%
	Legal Assistant	468.75	0.3%	59	0.2%	12.6%
	Legal Secretary	189.00	0.1%	17	0.1%	9.0%
	Ombudsman	191.75	0.1%	31	0.1%	16.2%
	Totals for Legal	**3,534.00**	**2.4%**	**510**	**1.7%**	**14.4% [c]**
Library and Records	Archaeologist	28.00	0.0%	1	0.0%	3.6%
	Archivist	35.00	0.0%	2	0.0%	5.7%
	Curator	9.00	0.0%	0	0.0%	0.0%
	Exhibit Technician	5.25	0.0%	1	0.0%	19.0%
	Historian	7.75	0.0%	0	0.0%	0.0%
	Librarian	114.00	0.1%	17	0.1%	14.9%
	Library Assistant	21.75	0.0%	3	0.0%	13.8%
	Totals for Library and Records	**220.75**	**0.1%**	**24**	**0.1%**	**10.9% [c]**
Maintenance	Air Conditioning and Boiler Operator	32.50	0.0%	11	0.0%	33.8%
	Aircraft Mechanic	14.50	0.0%	1	0.0%	6.9%
	Aircraft Pilot	7.00	0.0%	1	0.0%	14.3%
	Electrician	59.00	0.0%	5	0.0%	8.5%
	Electronics Technician	57.50	0.0%	8	0.0%	13.9%
	Equipment Maintenance Technician	12.50	0.0%	2	0.0%	16.0%
	Equipment Operator	822.50	0.5%	96	0.3%	11.7%
	Ferryboat Specialist	49.00	0.0%	3	0.0%	6.1%
	HVAC Mechanic	97.75	0.1%	10	0.0%	10.2%
	Machinist	5.00	0.0%	0	0.0%	0.0%
	Maintenance Assistant	32.75	0.0%	14	0.0%	42.7%
	Maintenance Specialist	1,070.75	0.7%	197	0.6%	18.4%
	Maintenance Supervisor	913.25	0.6%	160	0.5%	17.5%
	Motor Vehicle Technician	297.75	0.2%	35	0.1%	11.8%
	Plumber	5.50	0.0%	2	0.0%	36.4%
	Radio Communications Technician	27.75	0.0%	4	0.0%	14.4%

Turnover by Job Classification Series and Occupational Category Fiscal Year 2019						
Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount [a]	Separations	Percentage of Total Separations [b]	Turnover Rate
	Transportation Maintenance Specialist	460.75	0.3%	33	0.1%	7.2%
	Vehicle Driver	216.25	0.1%	76	0.2%	35.1%
	Totals for Maintenance	**4,182.00**	**2.8%**	**658**	**2.2%**	**15.7%** [c]
Medical and Health	Advanced Practice Registered Nurse	67.25	0.0%	10	0.0%	14.9%
	Behavior Analyst	73.25	0.0%	21	0.1%	28.7%
	Certified Peer Support Specialist	2.25	0.0%	1	0.0%	44.4%
	Dental Assistant	21.25	0.0%	4	0.0%	18.8%
	Dental Hygienist	29.50	0.0%	4	0.0%	13.6%
	Dentist	32.50	0.0%	2	0.0%	6.2%
	Dietetic and Nutrition Specialist	75.25	0.1%	14	0.0%	18.6%
	Dietetic Technician	18.50	0.0%	3	0.0%	16.2%
	Epidemiologist	104.50	0.1%	15	0.0%	14.4%
	Health Assistant	109.25	0.1%	24	0.1%	22.0%
	Health Physicist	77.25	0.1%	9	0.0%	11.7%
	Health Specialist	263.00	0.2%	76	0.2%	28.9%
	Laboratory Technician	58.25	0.0%	15	0.0%	25.8%
	Licensed Vocational Nurse	1,104.25	0.7%	330	1.1%	29.9%
	Medical Research Specialist	10.00	0.0%	0	0.0%	0.0%
	Medical Technician	23.00	0.0%	2	0.0%	8.7%
	Medical Technologist	71.75	0.0%	15	0.0%	20.9%
	Microbiologist	133.00	0.1%	12	0.0%	9.0%
	Molecular Biologist	12.75	0.0%	2	0.0%	15.7%
	Nurse	2,291.00	1.5%	455	1.5%	19.9%
	Orthopedic Equipment Technician	35.25	0.0%	8	0.0%	22.7%
	Pharmacist	114.25	0.1%	14	0.0%	12.3%
	Pharmacy Technician	80.25	0.1%	20	0.1%	24.9%
	Physician	98.00	0.1%	24	0.1%	24.5%
	Physician Assistant	6.00	0.0%	0	0.0%	0.0%
	Psychiatrist	126.50	0.1%	23	0.1%	18.2%
	Psychological Associate	4.00	0.0%	0	0.0%	0.0%
	Psychologist	61.00	0.0%	10	0.0%	16.4%
	Public Health and Prevention Specialist	348.50	0.2%	57	0.2%	16.4%
	Public Health Nurse	51.75	0.0%	12	0.0%	23.2%
	Radiological Technologist	14.25	0.0%	1	0.0%	7.0%

Turnover by Job Classification Series and Occupational Category Fiscal Year 2019						
Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount [a]	Separations	Percentage of Total Separations [b]	Turnover Rate
	Registered Therapists Assistant/Therapist	315.00	0.2%	36	0.1%	11.4%
	Respiratory Care Practitioner	15.75	0.0%	4	0.0%	25.4%
	Veterinarian	29.75	0.0%	4	0.0%	13.4%
	Totals for Medical and Health	**5,878.00**	**3.9%**	**1,227**	**4.0%**	**20.9% [c]**
Military	Military Specialist	0.50	0.0%	0	0.0%	0.0%
	Totals for Military	**0.50**	**0.0%**	**0**	**0**	**0.0% [c]**
Natural Resources	Assistant Park Superintendent	42.25	0.0%	4	0.0%	9.5%
	Chemist	122.75	0.1%	22	0.1%	17.9%
	Environmental Protection Specialist	284.25	0.2%	30	0.1%	10.6%
	Fish and Wildlife Technician	185.50	0.1%	17	0.1%	9.2%
	Geoscientist	96.25	0.1%	5	0.0%	5.2%
	Hydrologist	67.50	0.0%	8	0.0%	11.9%
	Natural Resources Specialist	1,254.75	0.8%	141	0.5%	11.2%
	Park Ranger	90.25	0.1%	9	0.0%	10.0%
	Park Superintendent	96.25	0.1%	13	0.0%	13.5%
	Sanitarian	122.00	0.1%	11	0.0%	9.0%
	Toxicologist	14.75	0.0%	3	0.0%	20.3%
	Totals for Natural Resources	**2,376.50**	**1.6%**	**263**	**0.9%**	**11.1% [c]**
Office Services	Document Imaging Technician	77.50	0.1%	8	0.0%	10.3%
	Photographer	0.75	0.0%	1	0.0%	133.3%
	Printing Services Technician	78.50	0.1%	5	0.0%	6.4%
	Totals for Office Services	**156.75**	**0.1%**	**14**	**0.0%**	**8.9% [c]**
Planning, Research, and Statistics	Data Analyst	112.25	0.1%	16	0.1%	14.3%
	Economist	31.25	0.0%	2	0.0%	6.4%
	Planner	218.75	0.1%	24	0.1%	11.0%
	Research and Statistics Technician	8.25	0.0%	3	0.0%	36.4%
	Research Specialist	257.25	0.2%	36	0.1%	14.0%
	Statistician	11.50	0.0%	3	0.0%	26.1%
	Totals for Planning, Research, and Statistics	**639.25**	**0.4%**	**84**	**0.3%**	**13.1% [c]**
Program Management	Deputy Comptroller	1.25	0.0%	1	0.0%	80.0%
	Deputy Executive Commissioner	1.00	0.0%	0	0.0%	0.0%
	Director	2,547.50	1.7%	283	0.9%	11.1%

Turnover by Job Classification Series and Occupational Category Fiscal Year 2019						
Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount [a]	Separations	Percentage of Total Separations [b]	Turnover Rate
	Manager	3,231.75	2.1%	345	1.1%	10.7%
	Portfolio Project Manager	16.75	0.0%	5	0.0%	29.9%
	Program Specialist	5,838.75	3.9%	663	2.2%	11.4%
	Program Supervisor	1,946.25	1.3%	218	0.7%	11.2%
	Project Controller	4.50	0.0%	0	0.0%	0.0%
	Project Management Specialist	11.25	0.0%	3	0.0%	26.7%
	Project Manager	469.50	0.3%	60	0.2%	12.8%
	Staff Services Officer	335.25	0.2%	28	0.1%	8.4%
	Totals for Program Management	**14,403.75**	**9.6%**	**1,606**	**5.3%**	**11.1% [c]**
Property Management and Procurement	Contract Administration Manager	109.25	0.1%	14	0.0%	12.8%
	Contract Specialist	949.75	0.6%	105	0.3%	11.1%
	Contract Technician	60.75	0.0%	10	0.0%	16.5%
	Fleet Manager	6.25	0.0%	0	0.0%	0.0%
	Grant Coordinator	164.25	0.1%	26	0.1%	15.8%
	Inventory and Store Specialist	811.25	0.5%	139	0.5%	17.1%
	Property Manager	165.00	0.1%	14	0.0%	8.5%
	Purchaser	410.50	0.3%	53	0.2%	12.9%
Totals for Property Management and Procurement		**2,677.00**	**1.8%**	**361**	**1.2%**	**13.5% [c]**
Public Safety	Combined DNA Index System Analyst	9.50	0.0%	1	0.0%	10.5%
	Crime Analyst	95.25	0.1%	11	0.0%	11.5%
	Crime Laboratory Specialist	59.00	0.0%	5	0.0%	8.5%
	Criminal Intelligence Analyst	45.75	0.0%	6	0.0%	13.1%
	Emergency Management Program Coordinator	13.75	0.0%	2	0.0%	14.5%
	Fingerprint Analyst	37.00	0.0%	2	0.0%	5.4%
	Forensic Scientist	323.50	0.2%	27	0.1%	8.3%
	Police Communications Operator	157.25	0.1%	19	0.1%	12.1%
	Public Safety Records Technician	12.25	0.0%	2	0.0%	16.3%
	Security Officer	645.00	0.4%	162	0.5%	25.1%
	State Park Police Officer	54.00	0.0%	2	0.0%	3.7%
	State Park Police Officer-Sergeant/Lieutenant/Captain/Major	20.50	0.0%	4	0.0%	19.5%
	Trainee/Probationary State Park Police Officer	5.25	0.0%	0	0.0%	0.0%
	Totals for Public Safety	**1,478.00**	**1.0%**	**243**	**0.8%**	**16.4% [c]**

Turnover by Job Classification Series and Occupational Category Fiscal Year 2019						
Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount [a]	Separations	Percentage of Total Separations [b]	Turnover Rate
Safety	Rescue Specialist	30.00	0.0%	5	0.0%	16.7%
	Risk Management Specialist	48.25	0.0%	9	0.0%	18.7%
	Safety Officer	211.50	0.1%	27	0.1%	12.8%
	Totals for Safety	**289.75**	**0.2%**	**41**	**0.1%**	**14.2%** [c]
Social Services	Adult and Child Care Licensing Specialist	71.25	0.0%	19	0.1%	26.7%
	Adult Protective Services Specialist	691.50	0.5%	128	0.4%	18.5%
	Case Manager	500.75	0.3%	94	0.3%	18.8%
	Chaplain	136.00	0.1%	22	0.1%	16.2%
	Chaplaincy Services Assistant	9.00	0.0%	0	0.0%	0.0%
	Child Protective Services Specialist	6,719.75	4.5%	1,478	4.8%	22.0%
	Child Support Officer	1,277.75	0.9%	231	0.8%	18.1%
	Child Support Technician	362.50	0.2%	56	0.2%	15.4%
	Direct Support Professional	6,338.25	4.2%	3,369	11.0%	53.2%
	Family and Protective Services Supervisor	1,365.50	0.9%	102	0.3%	7.5%
	Family Services Specialist	252.00	0.2%	13	0.0%	5.2%
	Guardianship Specialist	80.50	0.1%	14	0.0%	17.4%
	Health and Human Services Program Coordinator	22.75	0.0%	2	0.0%	8.8%
	Human Rights Officer	4.25	0.0%	0	0.0%	0.0%
	Human Services Specialist	1,299.75	0.9%	167	0.5%	12.8%
	Human Services Technician	955.00	0.6%	133	0.4%	13.9%
	Interpreter	23.75	0.0%	1	0.0%	4.2%
	Protective Services Intake Specialist	340.00	0.2%	47	0.2%	13.8%
	Psychiatric Nursing Assistant	2,953.25	2.0%	1,242	4.1%	42.1%
	Qualified Intellectual Disability Professional	282.25	0.2%	43	0.1%	15.2%
	Quality Assurance Specialist	333.75	0.2%	34	0.1%	10.2%
	Recreation Program Specialist	14.75	0.0%	1	0.0%	6.8%
	Rehabilitation Teacher	90.25	0.1%	15	0.0%	16.6%
	Rehabilitation Therapy Technician	1,053.50	0.7%	231	0.8%	21.9%
	Resident Specialist	385.75	0.3%	79	0.3%	20.5%
	Social Worker	209.50	0.1%	57	0.2%	27.2%
	Substance Abuse Counselor	89.00	0.1%	33	0.1%	37.1%
	Texas Works Advisor	5,904.50	3.9%	1,331	4.4%	22.5%
	Texas Works Supervisor	526.00	0.3%	64	0.2%	12.2%

Turnover by Job Classification Series and Occupational Category Fiscal Year 2019						
Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount [a]	Separations	Percentage of Total Separations [b]	Turnover Rate
	Transition Coordinator	10.75	0.0%	3	0.0%	27.9%
	Veterans Services Representative	291.75	0.2%	43	0.1%	14.7%
	Vocational Rehabilitation Counselor	649.00	0.4%	110	0.4%	16.9%
	Volunteer Services Coordinator	81.75	0.1%	8	0.0%	9.8%
	Totals for Social Services	**33,326.00**	**22.2%**	**9,170**	**30.0%**	**27.5%** [c]
	Statewide Totals	**150,319.25**	**100.0%**	**30,565**	**100.0%**	**20.3%** [d]

[a] Percentages of total average headcount may not sum exactly due to rounding.

[b] Percentages of total separations for job classification series may not sum exactly due to rounding.

[c] Turnover rates for occupational categories are not the sum of the turnover rates for the individual job classification series.

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

Source: The State Auditor's Office's Electronic Classification Analysis System.

Appendix 5

Turnover by Region and County

Table 21 provides a summary of turnover by region and county in Texas in fiscal year 2019.

Table 21

Turnover by Region and County Fiscal Year 2019						
Region	County	Average Headcount	Percentage of Total Average Headcount [a]	Separations	Percentage of Total Separations [a]	Turnover Rate
Alamo Region	Atascosa	113.75	0.1%	16	0.1%	14.1%
	Bandera	48.25	0.0%	9	0.0%	18.7%
	Bexar	6,802.75	4.5%	1575	5.2%	23.2%
	Comal	203.75	0.1%	25	0.1%	12.3%
	Frio	325.25	0.2%	100	0.3%	30.7%
	Gillespie	53.50	0.0%	11	0.0%	20.6%
	Guadalupe	179.00	0.1%	22	0.1%	12.3%
	Karnes	551.00	0.4%	230	0.8%	41.7%
	Kendall	53.25	0.0%	4	0.0%	7.5%
	Kerr	767.00	0.5%	159	0.5%	20.7%
	Medina	506.75	0.3%	88	0.3%	17.4%
	Wilson	74.00	0.0%	12	0.0%	16.2%
Alamo Region Totals		**9,678.25**	**6.4%**	**2,251**	**7.4%**	**23.3%** [b]
Capital Region	Bastrop	182.50	0.1%	24	0.1%	13.2%
	Blanco	35.50	0.0%	5	0.0%	14.1%
	Burnet	250.25	0.2%	41	0.1%	16.4%
	Caldwell	81.50	0.1%	8	0.0%	9.8%
	Fayette	56.75	0.0%	5	0.0%	8.8%
	Hays	212.50	0.1%	27	0.1%	12.7%
	Lee	419.25	0.3%	129	0.4%	30.8%
	Llano	22.75	0.0%	3	0.0%	13.2%
	Travis	37,622.00	25.0%	5062	16.6%	13.5%
	Williamson	490.75	0.3%	66	0.2%	13.4%
Capital Region Totals		**39,373.75**	**26.2%**	**5,370**	**17.6%**	**13.6%** [b]
Central Texas Region	Bell	728.75	0.5%	124	0.4%	17.0%
	Bosque	31.25	0.0%	3	0.0%	9.6%
	Brazos	696.50	0.5%	96	0.3%	13.8%
	Burleson	45.00	0.0%	1	0.0%	2.2%

Turnover by Region and County Fiscal Year 2019						
Region	County	Average Headcount	Percentage of Total Average Headcount [a]	Separations	Percentage of Total Separations [a]	Turnover Rate
	Coryell	2,655.00	1.8%	864	2.8%	32.5%
	Falls	476.00	0.3%	109	0.4%	22.9%
	Freestone	303.25	0.2%	69	0.2%	22.8%
	Grimes	641.00	0.4%	159	0.5%	24.8%
	Hamilton	42.00	0.0%	5	0.0%	11.9%
	Hill	90.25	0.1%	9	0.0%	10.0%
	Lampasas	69.50	0.0%	17	0.1%	24.5%
	Leon	49.50	0.0%	8	0.0%	16.2%
	Limestone	1,469.25	1.0%	450	1.5%	30.6%
	Madison	564.75	0.4%	159	0.5%	28.2%
	McLennan	1,530.25	1.0%	288	0.9%	18.8%
	Milam	64.00	0.0%	8	0.0%	12.5%
	Mills	17.00	0.0%	4	0.0%	23.5%
	Robertson	40.75	0.0%	8	0.0%	19.6%
	San Saba	146.75	0.1%	27	0.1%	18.4%
	Washington	1,154.75	0.8%	540	1.8%	46.8%
Central Texas Region Totals		**10,815.50**	**7.2%**	**2,948**	**9.6%**	**27.3%** [b]
Coastal Bend Region	Aransas	87.75	0.1%	13	0.0%	14.8%
	Bee	1,772.25	1.2%	522	1.7%	29.5%
	Brooks	47.50	0.0%	2	0.0%	4.2%
	Calhoun	67.25	0.0%	12	0.0%	17.8%
	Dewitt	391.00	0.3%	86	0.3%	22.0%
	Duval	153.00	0.1%	26	0.1%	17.0%
	Goliad	37.00	0.0%	3	0.0%	8.1%
	Gonzales	63.25	0.0%	8	0.0%	12.6%
	Jackson	25.50	0.0%	4	0.0%	15.7%
	Jim Wells	138.25	0.1%	23	0.1%	16.6%
	Kenedy	2.00	0.0%	0	0.0%	0.0%
	Kleberg	90.00	0.1%	16	0.1%	17.8%
	Lavaca	36.50	0.0%	5	0.0%	13.7%
	Live Oak	31.50	0.0%	2	0.0%	6.3%
	McMullen	35.75	0.0%	3	0.0%	8.4%
	Nueces	2,271.50	1.5%	572	1.9%	25.2%
	Refugio	24.75	0.0%	0	0.0%	0.0%

Turnover by Region and County Fiscal Year 2019						
Region	County	Average Headcount	Percentage of Total Average Headcount [a]	Separations	Percentage of Total Separations [a]	Turnover Rate
	San Patricio	168.00	0.1%	45	0.1%	26.8%
	Victoria	271.50	0.2%	41	0.1%	15.1%
Coastal Bend Region Totals		**5,714.25**	**3.8%**	**1,383**	**4.5%**	**24.2%** [b]
Gulf Coast Region	Austin	78.75	0.1%	17	0.1%	21.6%
	Brazoria	2,769.25	1.8%	600	2.0%	21.7%
	Chambers	39.25	0.0%	6	0.0%	15.3%
	Colorado	90.25	0.1%	18	0.1%	19.9%
	Fort Bend	2,822.75	1.9%	639	2.1%	22.6%
	Galveston	1,149.00	0.8%	211	0.7%	18.4%
	Harris	7,777.75	5.2%	1373	4.5%	17.7%
	Liberty	955.75	0.6%	260	0.9%	27.2%
	Matagorda	98.00	0.1%	18	0.1%	18.4%
	Montgomery	507.75	0.3%	63	0.2%	12.4%
	Walker	6,647.25	4.4%	1310	4.3%	19.7%
	Waller	63.25	0.0%	10	0.0%	15.8%
	Wharton	102.00	0.1%	17	0.1%	16.7%
Gulf Coast Region Totals		**23,101.00**	**15.4%**	**4,542**	**14.9%**	**19.7%** [b]
High Plains Region	Armstrong	14.25	0.0%	1	0.0%	7.0%
	Bailey	18.00	0.0%	2	0.0%	11.1%
	Briscoe	20.25	0.0%	2	0.0%	9.9%
	Carson	37.50	0.0%	3	0.0%	8.0%
	Castro	20.50	0.0%	1	0.0%	4.9%
	Childress	391.25	0.3%	58	0.2%	14.8%
	Cochran	14.00	0.0%	3	0.0%	21.4%
	Collingsworth	12.25	0.0%	1	0.0%	8.2%
	Crosby	14.00	0.0%	1	0.0%	7.1%
	Dallam	91.50	0.1%	22	0.1%	24.0%
	Deaf Smith	46.00	0.0%	4	0.0%	8.7%
	Dickens	13.50	0.0%	0	0.0%	0.0%
	Donley	21.00	0.0%	0	0.0%	0.0%
	Floyd	17.75	0.0%	1	0.0%	5.6%
	Garza	34.25	0.0%	6	0.0%	17.5%
	Gray	401.00	0.3%	79	0.3%	19.7%
	Hale	508.75	0.3%	101	0.3%	19.9%
	Hall	15.50	0.0%	2	0.0%	12.9%

Turnover by Region and County Fiscal Year 2019						
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	120.25	0.1%	61	0.2%	50.7%
	Hemphill	19.25	0.0%	1	0.0%	5.2%
	Hockley	46.00	0.0%	7	0.0%	15.2%
	Hutchinson	47.00	0.0%	11	0.0%	23.4%
	Lamb	52.00	0.0%	4	0.0%	7.7%
	Lipscomb	7.25	0.0%	1	0.0%	13.8%
	Lubbock	2,660.50	1.8%	617	2.0%	23.2%
	Lynn	14.00	0.0%	3	0.0%	21.4%
	Moore	51.25	0.0%	10	0.0%	19.5%
	Motley	11.25	0.0%	2	0.0%	17.8%
	Ochiltree	18.25	0.0%	4	0.0%	21.9%
	Oldham	21.75	0.0%	3	0.0%	13.8%
	Parmer	17.25	0.0%	4	0.0%	23.2%
	Potter	1,830.25	1.2%	540	1.8%	29.5%
	Randall	349.00	0.2%	61	0.2%	17.5%
	Sherman	15.75	0.0%	2	0.0%	12.7%
	Swisher	142.50	0.1%	34	0.1%	23.9%
	Terry	174.25	0.1%	43	0.1%	24.7%
	Wheeler	19.00	0.0%	4	0.0%	21.1%
	Yoakum	2.75	0.0%	2	0.0%	72.7%
High Plains Region Totals		**7,324.00**	**4.9%**	**1,703**	**5.6%**	**23.3%** [b]
Metroplex Region	Collin	625.25	0.4%	120	0.4%	19.2%
	Cooke	384.25	0.3%	152	0.5%	39.6%
	Dallas	4,560.75	3.0%	818	2.7%	17.9%
	Denton	2,251.75	1.5%	703	2.3%	31.2%
	Ellis	231.50	0.2%	34	0.1%	14.7%
	Erath	82.25	0.1%	12	0.0%	14.6%
	Fannin	524.50	0.3%	92	0.3%	17.5%
	Grayson	222.25	0.1%	40	0.1%	18.0%
	Hood	124.25	0.1%	22	0.1%	17.7%
	Hunt	182.00	0.1%	30	0.1%	16.5%
	Johnson	224.25	0.1%	20	0.1%	8.9%
	Kaufman	1,137.50	0.8%	270	0.9%	23.7%
	Navarro	120.50	0.1%	24	0.1%	19.9%

Turnover by Region and County Fiscal Year 2019						
Region	County	Average Headcount	Percentage of Total Average Headcount [a]	Separations	Percentage of Total Separations [a]	Turnover Rate
	Palo Pinto	164.00	0.1%	16	0.1%	9.8%
	Parker	170.00	0.1%	22	0.1%	12.9%
	Rockwall	47.00	0.0%	5	0.0%	10.6%
	Somervell	23.00	0.0%	6	0.0%	26.1%
	Tarrant	3,563.50	2.4%	602	2.0%	16.9%
	Wise	126.75	0.1%	25	0.1%	19.7%
Metroplex Region Totals		**14,765.25**	**9.8%**	**3,013**	**9.9%**	**20.4%** [b]
Northwest Texas Region	Archer	15.50	0.0%	1	0.0%	6.5%
	Baylor	22.00	0.0%	2	0.0%	9.1%
	Brown	755.75	0.5%	195	0.6%	25.8%
	Callahan	17.75	0.0%	2	0.0%	11.3%
	Clay	28.25	0.0%	2	0.0%	7.1%
	Coleman	18.25	0.0%	3	0.0%	16.4%
	Comanche	18.50	0.0%	2	0.0%	10.8%
	Cottle	19.25	0.0%	0	0.0%	0.0%
	Eastland	81.75	0.1%	20	0.1%	24.5%
	Fisher	14.75	0.0%	2	0.0%	13.6%
	Foard	10.25	0.0%	1	0.0%	9.8%
	Hardeman	20.50	0.0%	1	0.0%	4.9%
	Haskell	39.50	0.0%	5	0.0%	12.7%
	Jack	22.25	0.0%	2	0.0%	9.0%
	Jones	844.50	0.6%	202	0.7%	23.9%
	Kent	9.75	0.0%	0	0.0%	0.0%
	Knox	17.25	0.0%	3	0.0%	17.4%
	Mitchell	256.50	0.2%	70	0.2%	27.3%
	Montague	57.75	0.0%	6	0.0%	10.4%
	Nolan	53.00	0.0%	8	0.0%	15.1%
	Runnels	26.00	0.0%	1	0.0%	3.8%
	Scurry	277.75	0.2%	74	0.2%	26.6%
	Shackelford	13.00	0.0%	2	0.0%	15.4%
	Stephens	168.25	0.1%	34	0.1%	20.2%
	Stonewall	12.00	0.0%	0	0.0%	0.0%
	Taylor	2,281.25	1.5%	702	2.3%	30.8%
	Throckmorton	8.25	0.0%	1	0.0%	12.1%
	Wichita	2,398.75	1.6%	588	1.9%	24.5%

Turnover by Region and County Fiscal Year 2019						
Region	County	Average Headcount	Percentage of Total Average Headcount [a]	Separations	Percentage of Total Separations [a]	Turnover Rate
	Wilbarger	1,216.75	0.8%	401	1.3%	33.0%
	Young	60.25	0.0%	8	0.0%	13.3%
Northwest Texas Region Totals		**8,785.25**	**5.8%**	**2,338**	**7.6%**	**26.6%** [b]
South Texas Border Region	Cameron	1,632.50	1.1%	291	1.0%	17.8%
	Dimmit	45.50	0.0%	2	0.0%	4.4%
	Edwards	11.50	0.0%	1	0.0%	8.7%
	Hidalgo	3,218.50	2.1%	475	1.6%	14.8%
	Jim Hogg	31.25	0.0%	5	0.0%	16.0%
	Kinney	23.50	0.0%	9	0.0%	38.3%
	La Salle	148.75	0.1%	14	0.0%	9.4%
	Maverick	164.50	0.1%	16	0.1%	9.7%
	Real	10.25	0.0%	2	0.0%	19.5%
	Starr	294.75	0.2%	32	0.1%	10.9%
	Uvalde	135.75	0.1%	24	0.1%	17.7%
	Val Verde	182.00	0.1%	19	0.1%	10.4%
	Webb	822.75	0.5%	120	0.4%	14.6%
	Willacy	55.75	0.0%	2	0.0%	3.6%
	Zapata	18.25	0.0%	0	0.0%	0.0%
	Zavala	54.50	0.0%	5	0.0%	9.2%
South Texas Border Region Totals		**6,850.00**	**4.6%**	**1,017**	**3.3%**	**14.8%** [b]
Southeast Texas Region	Angelina	1,651.25	1.1%	475	1.6%	28.8%
	Hardin	70.50	0.0%	15	0.0%	21.3%
	Houston	666.75	0.4%	189	0.6%	28.3%
	Jasper	277.00	0.2%	48	0.2%	17.3%
	Jefferson	2,247.00	1.5%	689	2.3%	30.7%
	Nacogdoches	235.50	0.2%	39	0.1%	16.6%
	Newton	18.25	0.0%	2	0.0%	11.0%
	Orange	138.25	0.1%	22	0.1%	15.9%
	Polk	866.50	0.6%	329	1.1%	38.0%
	Sabine	32.25	0.0%	6	0.0%	18.6%
	San Augustine	19.75	0.0%	5	0.0%	25.3%
	San Jacinto	40.75	0.0%	6	0.0%	14.7%
	Shelby	53.25	0.0%	7	0.0%	13.1%
	Trinity	70.25	0.0%	9	0.0%	12.8%
	Tyler	563.50	0.4%	325	1.1%	57.7%

Turnover by Region and County Fiscal Year 2019						
Region	County	Average Headcount	Percentage of Total Average Headcount [a]	Separations	Percentage of Total Separations [a]	Turnover Rate
Southeast Texas Region Totals		**6,950.75**	**4.6%**	**2,166**	**7.1%**	**31.2%** [b]
Upper East Texas Region	Anderson	3,117.25	2.1%	768	2.5%	24.6%
	Bowie	997.75	0.7%	325	1.1%	32.6%
	Camp	5.75	0.0%	0	0.0%	0.0%
	Cass	168.50	0.1%	12	0.0%	7.1%
	Cherokee	1,725.50	1.1%	525	1.7%	30.4%
	Delta	21.75	0.0%	3	0.0%	13.8%
	Franklin	23.00	0.0%	1	0.0%	4.3%
	Gregg	379.00	0.3%	43	0.1%	11.3%
	Harrison	165.25	0.1%	28	0.1%	16.9%
	Henderson	329.75	0.2%	54	0.2%	16.4%
	Hopkins	128.25	0.1%	17	0.1%	13.3%
	Lamar	283.75	0.2%	48	0.2%	16.9%
	Marion	21.75	0.0%	2	0.0%	9.2%
	Morris	51.00	0.0%	4	0.0%	7.8%
	Panola	44.75	0.0%	4	0.0%	8.9%
	Rains	16.75	0.0%	3	0.0%	17.9%
	Red River	30.75	0.0%	2	0.0%	6.5%
	Rusk	149.50	0.1%	26	0.1%	17.4%
	Smith	1,031.50	0.7%	122	0.4%	11.8%
	Titus	150.50	0.1%	17	0.1%	11.3%
	Upshur	65.00	0.0%	6	0.0%	9.2%
	Van Zandt	99.50	0.1%	10	0.0%	10.1%
	Wood	228.25	0.2%	37	0.1%	16.2%
Upper East Texas Region Totals		**9,234.75**	**6.1%**	**2,057**	**6.7%**	**22.3%** [b]
Upper Rio Grande Region	Brewster	92.00	0.1%	11	0.0%	12.0%
	Culberson	34.75	0.0%	7	0.0%	20.1%
	El Paso	3,335.00	2.2%	582	1.9%	17.5%
	Hudspeth	35.25	0.0%	3	0.0%	8.5%
	Jeff Davis	54.25	0.0%	7	0.0%	12.9%
	Presidio	72.00	0.0%	12	0.0%	16.7%
Upper Rio Grande Region Totals		**3,623.25**	**2.4%**	**622**	**2.0%**	**17.2%** [b]
West Texas Region	Andrews	31.50	0.0%	7	0.0%	22.2%
	Borden	10.75	0.0%	3	0.0%	27.9%
	Coke	11.00	0.0%	1	0.0%	9.1%

Turnover by Region and County Fiscal Year 2019						
Region	County	Average Headcount	Percentage of Total Average Headcount [a]	Separations	Percentage of Total Separations [a]	Turnover Rate
	Concho	14.00	0.0%	0	0.0%	0.0%
	Crane	14.50	0.0%	6	0.0%	41.4%
	Crockett	27.25	0.0%	4	0.0%	14.7%
	Dawson	384.25	0.3%	126	0.4%	32.8%
	Ector	401.00	0.3%	69	0.2%	17.2%
	Gaines	24.25	0.0%	5	0.0%	20.6%
	Glasscock	1.00	0.0%	0	0.0%	0.0%
	Howard	626.00	0.4%	248	0.8%	39.6%
	Irion	2.00	0.0%	0	0.0%	0.0%
	Kimble	39.50	0.0%	4	0.0%	10.1%
	Martin	15.25	0.0%	6	0.0%	39.3%
	Mason	21.50	0.0%	0	0.0%	0.0%
	McCulloch	38.75	0.0%	5	0.0%	12.9%
	Menard	9.25	0.0%	0	0.0%	0.0%
	Midland	451.50	0.3%	89	0.3%	19.7%
	Pecos	423.50	0.3%	118	0.4%	27.9%
	Reagan	14.00	0.0%	3	0.0%	21.4%
	Reeves	56.00	0.0%	11	0.0%	19.6%
	Schleicher	1.00	0.0%	0	0.0%	0.0%
	Sterling	13.50	0.0%	4	0.0%	29.6%
	Sutton	23.75	0.0%	2	0.0%	8.4%
	Terrell	15.00	0.0%	2	0.0%	13.3%
	Tom Green	1,363.75	0.9%	430	1.4%	31.5%
	Upton	11.50	0.0%	1	0.0%	8.7%
	Ward	41.00	0.0%	7	0.0%	17.1%
	Winkler	15.75	0.0%	4	0.0%	25.4%
West Texas Region Totals		**4,102.00**	**2.7%**	**1,155**	**3.8%**	**28.2%** [b]
Statewide Totals		**150,319.25** [c]	**100.0%**	**30,565**	**100.0%**	**20.3%** [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 an average headcount of 1.25 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.

Source: The State Auditor's Office's Electronic Classification Analysis System.

Appendix 6

Turnover by Job Classification Series for Selected Agencies

Table 22 lists all job classification series that had an average headcount of 20 or more and turnover rates that exceeded 17.0 percent in fiscal year 2019 for the following agencies: Department of Criminal Justice, Department of Family and Protective Services, Department of State Health Services, Health and Human Services Commission, and the Juvenile Justice Department.

Table 22

Job Classification Series with an Average Headcount of 20 or More Employees and Turnover Rates That Exceeded 17.0 Percent at Selected Agencies Fiscal Year 2019			
Job Classification Series	**Average Headcount**	**Number of Separations**	**Turnover Rate**
Department of Criminal Justice			
Substance Abuse Counselor	82.50	30	36.4%
Health Specialist	33.25	11	33.1%
Correctional Officer	24,887.00	7,999	32.1%
Legal Assistant	38.00	12	31.6%
Auditor	30.75	9	29.3%
Attorney	38.50	10	26.0%
Research Specialist	23.75	6	25.3%
Equipment Operator	96.75	24	24.8%
Clerk	1,774.00	431	24.3%
Accounting Technician	47.75	11	23.0%
Purchaser	41.50	9	21.7%
Food Service Manager	825.25	175	21.2%
Safety Officer	82.00	17	20.7%
Systems Support Specialist	48.75	10	20.5%
Parole Officer	2,069.00	409	19.8%
Maintenance Supervisor	680.50	130	19.1%
Librarian	71.75	13	18.1%
Executive Assistant	34.25	6	17.5%
Assistant Warden/Warden	186.00	32	17.2%
Department of Family and Protective Services			
Accountant	69.00	21	30.4%
Systems Analyst	141.50	39	27.6%
Contract Specialist	43.75	12	27.4%
Budget Analyst	22.00	6	27.3%
Child Protective Services Specialist	6,694.00	1,546	23.1%
Human Services Specialist	66.25	14	21.1%

Job Classification Series with an Average Headcount of 20 or More Employees and Turnover Rates That Exceeded 17.0 Percent at Selected Agencies Fiscal Year 2019			
Job Classification Series	**Average Headcount**	**Number of Separations**	**Turnover Rate**
Adult Protective Services Specialist	532.00	110	20.7%
Administrative Assistant	989.75	198	20.0%
Quality Assurance Specialist	47.50	9	18.9%
Systems Support Specialist	111.50	21	18.8%
Department of State Health Services			
Data Entry Operator	28.00	13	46.4%
Public Health Nurse	51.75	18	34.8%
Accountant	71.75	24	33.4%
Research Specialist	38.00	11	28.9%
Contract Specialist	40.75	11	27.0%
Medical Technologist	54.00	14	25.9%
Nurse	109.75	28	25.5%
Chemist	58.25	14	24.0%
Laboratory Technician	27.00	6	22.2%
Administrative Assistant	236.25	52	22.0%
Staff Services Officer	41.50	9	21.7%
Human Services Specialist	105.00	21	20.0%
Program Specialist	508.00	94	18.5%
Public Health and Prevention Specialist	312.50	57	18.2%
Clerk	27.50	5	18.2%
Environmental Protection Specialist	112.00	20	17.9%
Licensed Vocational Nurse	28.75	5	17.4%
Information Specialist	23.00	4	17.4%
Inspector	128.25	22	17.2%
Health and Human Services Commission			
Direct Support Professional	6,338.25	3,421	54.0%
Food Service Worker	653.50	320	49.0%
Laundry/Sewing Room Worker	98.00	44	44.9%
Psychiatric Nursing Assistant	2,953.25	1,257	42.6%
Laboratory Technician	23.50	10	42.6%
Vehicle Driver	183.75	73	39.7%
Groundskeeper	65.00	23	35.4%
Adult and Child Care Licensing Specialist	71.25	24	33.7%
Executive Assistant	30.25	10	33.1%
Custodian	674.00	219	32.5%
Health Specialist	175.75	56	31.9%
Contract Administration Manager	25.50	8	31.4%

Job Classification Series with an Average Headcount of 20 or More Employees and Turnover Rates That Exceeded 17.0 Percent at Selected Agencies Fiscal Year 2019			
Job Classification Series	Average Headcount	Number of Separations	Turnover Rate
Licensed Vocational Nurse	1,055.75	327	31.0%
Security Officer	431.75	130	30.1%
Inventory and Store Specialist	120.75	35	29.0%
Social Worker	193.00	55	28.5%
Reimbursement Officer	53.25	15	28.2%
Receptionist	69.50	19	27.3%
Behavior Analyst	62.75	17	27.1%
Purchaser	85.00	22	25.9%
Adult Protective Services Specialist	159.50	40	25.1%
Pharmacy Technician	80.00	20	25.0%
Public Health and Prevention Specialist	36.00	9	25.0%
Information Technology Security Analyst	20.25	5	24.7%
Texas Works Advisor	5,904.50	1,454	24.6%
Auditor	143.75	35	24.3%
Health Assistant	109.25	26	23.8%
Human Resources Assistant/Specialist	38.50	9	23.4%
Budget Analyst	81.50	19	23.3%
Rehabilitation Therapy Technician	1,053.50	243	23.1%
Cook	230.50	53	23.0%
Orthopedic Equipment Technician	35.25	8	22.7%
Claims Assistant and Claims Examiner	471.75	101	21.4%
Clerk	1,828.75	387	21.2%
Physician	75.75	16	21.1%
Contract Specialist	316.00	65	20.6%
Nurse	2,120.00	434	20.5%
Motor Vehicle Technician	49.50	10	20.2%
Protective Services Intake Specialist	20.00	4	20.0%
Maintenance Specialist	392.25	78	19.9%
Guardianship Specialist	80.50	16	19.9%
Rehabilitation Teacher	67.00	13	19.4%
Inspector	565.50	109	19.3%
License and Permit Specialist	57.00	11	19.3%
Psychiatrist	125.00	24	19.2%
Dietetic and Nutrition Specialist	72.75	14	19.2%
Maintenance Supervisor	84.00	16	19.0%
Information Specialist	37.25	7	18.8%
Dental Assistant	21.25	4	18.8%

Job Classification Series with an Average Headcount of 20 or More Employees and Turnover Rates That Exceeded 17.0 Percent at Selected Agencies Fiscal Year 2019			
Job Classification Series	**Average Headcount**	**Number of Separations**	**Turnover Rate**
Qualified Intellectual Disability Professional	282.25	52	18.4%
Data Base Administrator	27.25	5	18.3%
Accountant	253.75	46	18.1%
Research Specialist	72.00	13	18.1%
Network Specialist	180.25	32	17.8%
Business Analyst	45.00	8	17.8%
Administrative Assistant	1,418.25	251	17.7%
Investigator	374.25	66	17.6%
Juvenile Justice Department			
Juvenile Correctional Officer	1,035.75	489	47.2%
Teacher Aide	25.00	10	40.0%
Dorm Supervisor	30.00	11	36.7%
Director	33.50	12	35.8%
Program Supervisor	25.75	9	35.0%
Human Resources Assistant/Specialist	31.00	10	32.3%
Cook	60.00	18	30.0%
Case Manager	130.25	38	29.2%
Health Specialist	37.75	11	29.1%
Manager	29.75	8	26.9%
Security Officer	34.75	9	25.9%
Juvenile Correctional Officer Supervisor	57.00	14	24.6%
Administrative Assistant	54.00	12	22.2%
Clerk	62.25	13	20.9%
Human Services Specialist	24.25	5	20.6%
Training Assistant/Specialist	25.00	5	20.0%
Program Specialist	66.25	12	18.1%

Source: The State Auditor's Office's Electronic Classification Analysis System.

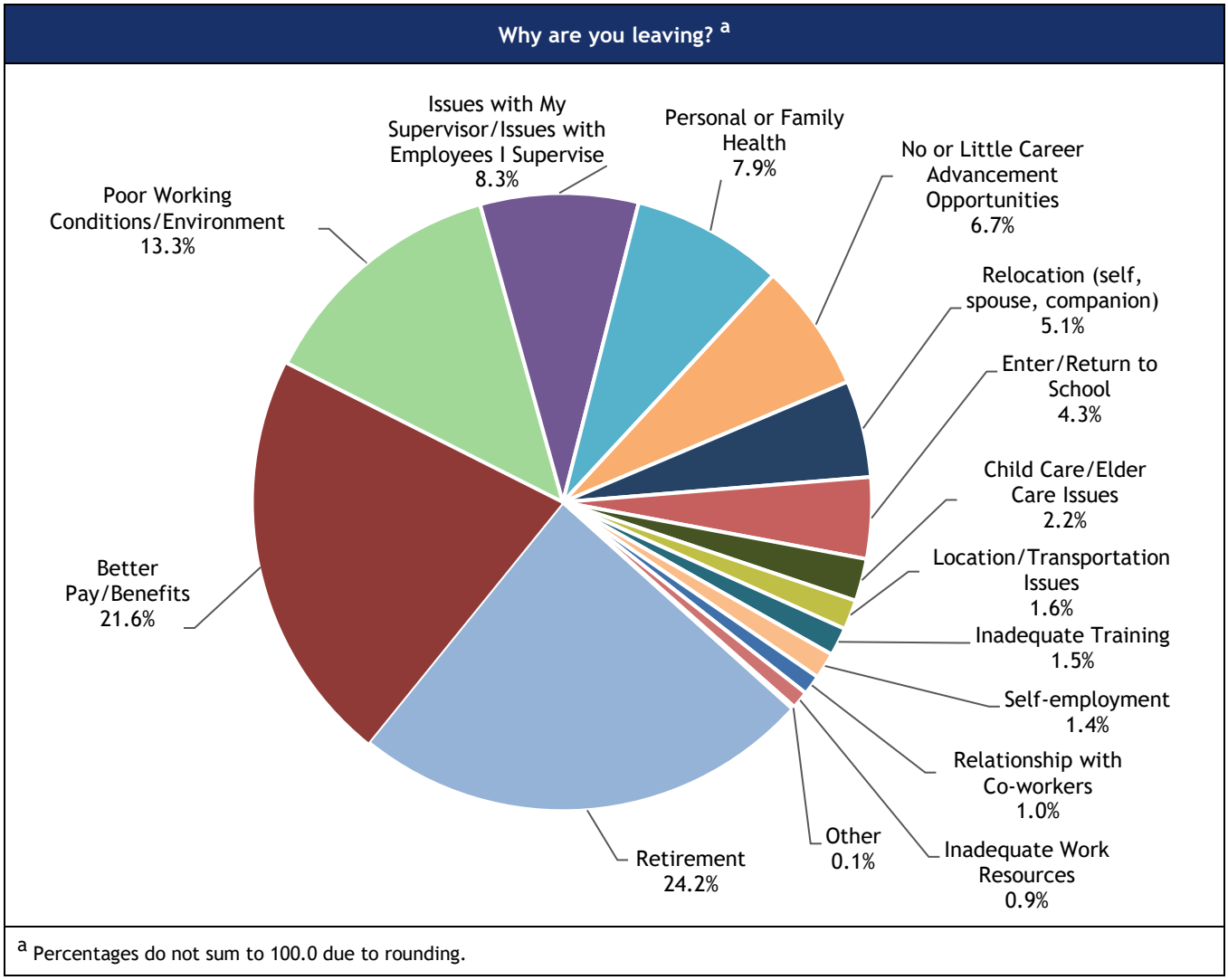
Appendix 7

Fiscal Year 2019 Overall Exit Survey Results

Figures 6 through 11 show the aggregate results from 3,787 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 between September 1, 2018, and August 31, 2019.

Figure 6 shows the reasons employees reported for leaving state employment. The top three reasons selected in the exit surveys were retirement (24.2 percent), better pay/benefits (21.6 percent), and poor working conditions/environment (13.3 percent).

Figure 6

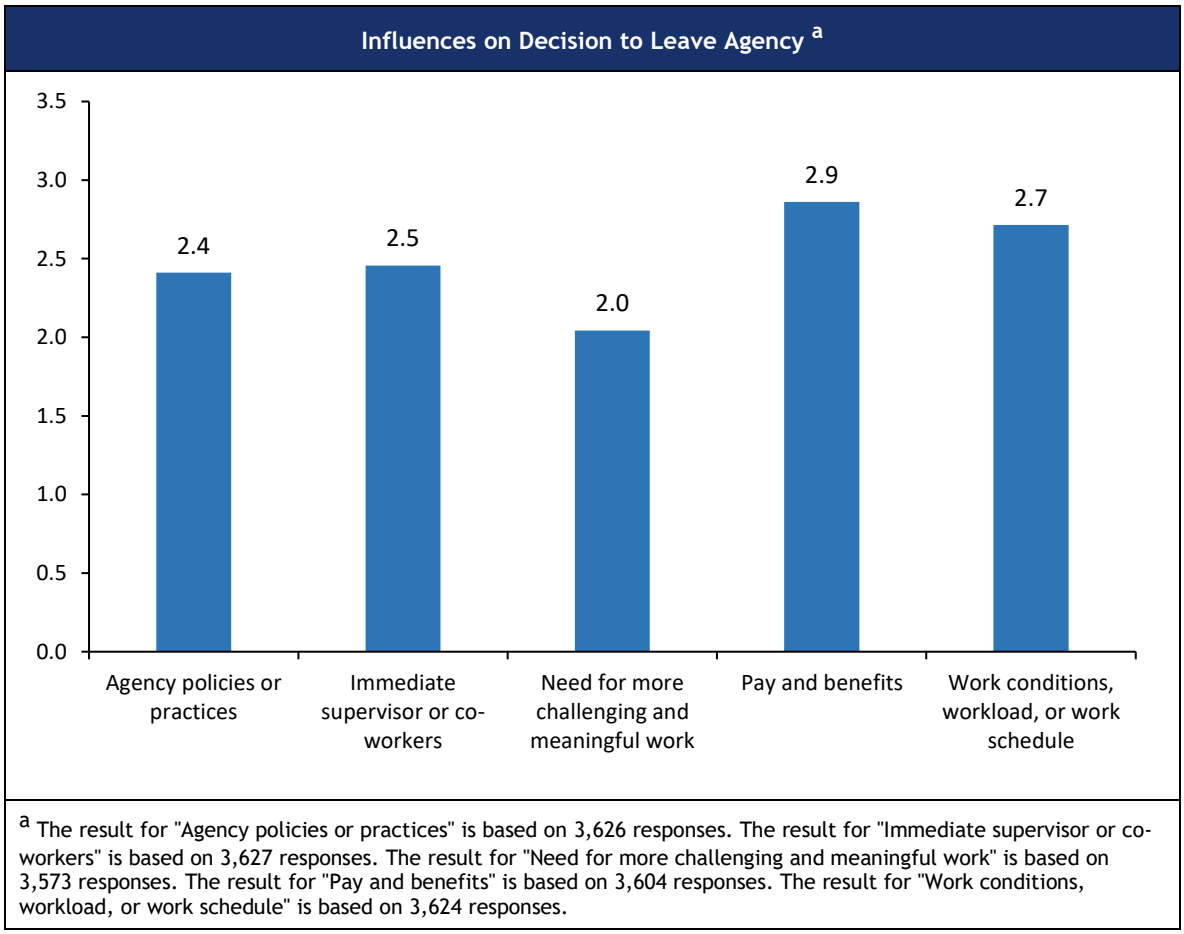


[a] Percentages do not sum to 100.0 due to rounding.

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 6 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 7 shows the averages of the specific factors that may have influenced an employee's decision to leave employment with their agency. The pay and benefits factor had the highest average rating, a 2.9.

Figure 7

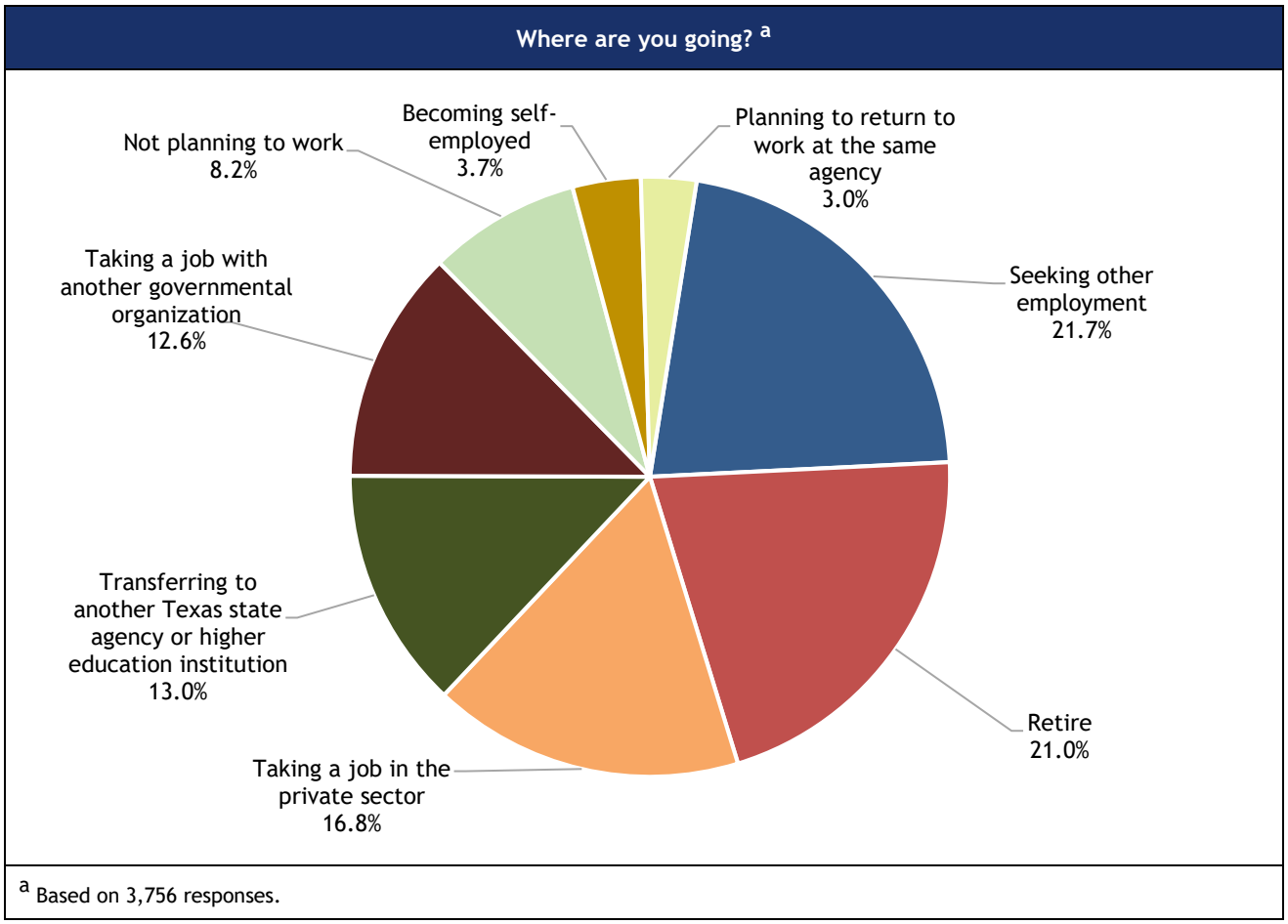


[a] The result for "Agency policies or practices" is based on 3,626 responses. The result for "Immediate supervisor or co-workers" is based on 3,627 responses. The result for "Need for more challenging and meaningful work" is based on 3,573 responses. The result for "Pay and benefits" is based on 3,604 responses. The result for "Work conditions, workload, or work schedule" is based on 3,624 responses.

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

Figure 8 shows where separating employees reported they are going. The top three reasons selected in the exit surveys were seeking other employment (21.7 percent), retire (21.0 percent), and taking a job in the private sector (16.8 percent).

Figure 8



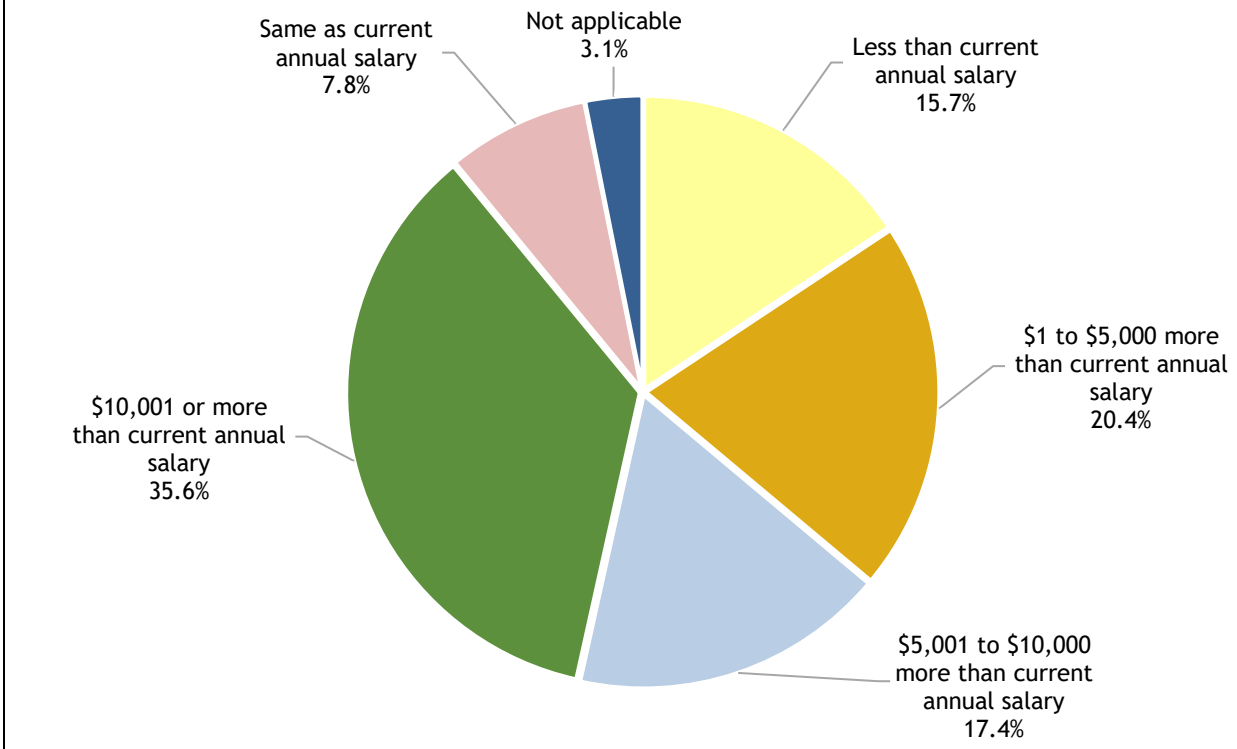
[a] Based on 3,756 responses.

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. A total of 35.6 percent of the employees who completed the exit survey reported an increase of $10,001 or more than their current annual salary.

Figure 9

Compared to your current salary, how much of an increase or decrease will your new salary be? [a]



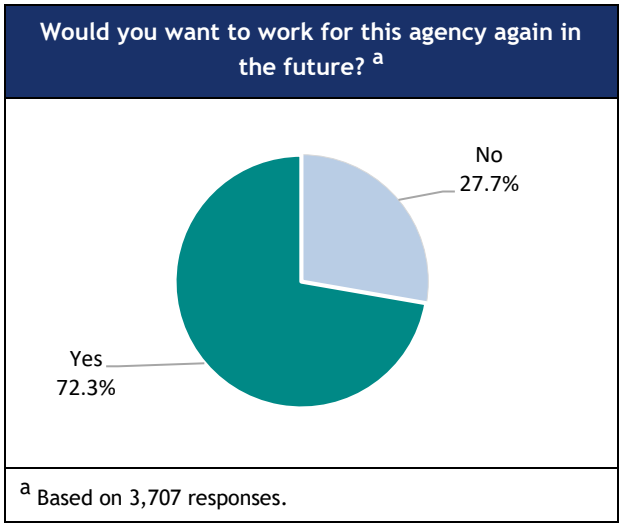
[a] Based on 2,072 responses.

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

Figure 10 shows whether a separating employee would work for this agency in the future. A total of 72.3 percent of the employees who completed the exit survey would work for the agency again in the future.

Figure 11 shows what a separating employee would like to change in their agency. The top three reasons selected in the exit surveys were compensation/benefits, management/employee relations, and leadership.

Figure 10



[a] Based on 3,707 responses.

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

Figure 11

[a] Respondents could check more than one answer to this question.

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

Appendix 8

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

Table 23 provides a summary of the reasons employees at state agencies with 1,000 or more employees reported in exit surveys for voluntarily leaving employment at their state agencies in fiscal year 2019.

Table 23

Exit Survey Reasons for Leaving Employment at State Agencies with 1,000 or More Employees During Fiscal Year 2019																
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	8	4	7	0	5	4	5	0	39	7	1	47	14	2	1	**144**
304 - Office of the Comptroller of Public Accounts	15	2	7	0	5	3	7	0	37	5	1	48	8	2	0	**140**
320 - Texas Workforce Commission	12	0	23	2	16	0	25	0	62	15	1	56	0	0	5	**217**
405 - Department of Public Safety	9	2	15	2	12	4	2	1	51	12	1	55	3	0	1	**170**
454 - Department of Insurance	10	0	5	1	3	0	2	0	21	2	0	25	2	0	1	**72**
529 - Health and Human Services Commission	50	39	195	16	106	14	101	2	164	31	15	189	25	7	26	**980**
530 - Department of Family and Protective Services	11	4	99	2	33	2	46	0	39	13	5	52	15	4	10	**335**
537 - Department of State Health Services	11	0	10	1	4	1	10	0	29	2	2	29	1	0	0	**100**
582 - Commission on Environmental Quality	8	1	10	1	0	2	4	0	28	6	1	19	4	0	0	**84**
601 - Department of Transportation	19	4	8	5	8	6	18	1	94	15	1	107	40	11	2	**339**

Exit Survey Reasons for Leaving Employment at State Agencies with 1,000 or More Employees During Fiscal Year 2019																
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
644 - Juvenile Justice Department	3	1	14	1	5	1	5	0	8	3	0	6	1	0	0	**48**
696 - Department of Criminal Justice	9	16	58	4	72	11	39	0	66	29	4	95	16	5	5	**429**
802 - Parks and Wildlife Department	5	0	1	1	1	0	4	0	4	2	0	3	0	0	0	**21**
Totals	**170**	**73**	**452**	**36**	**270**	**48**	**268**	**4**	**642**	**142**	**32**	**731**	**129**	**31**	**51**	**3079**

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

Appendix 9

Interagency Transfers for Fiscal Years 2010 through 2019

Table 24 lists the number of interagency transfers and the percent of total statewide separations for fiscal years 2010 through 2019.

Table 24

History of Interagency Transfers within the State		
Fiscal Year	Number of Interagency Transfers	Percent of Total Statewide Separations
2010	2,079	8.4%
2011	1,376	5.0%
2012 [a]	4,504	14.8%
2013	2,102	7.4%
2014	2,482	8.6%
2015	2,239	7.6%
2016 [b]	7,722	22.4%
2017 [c]	22,766	44.7%
2018	2,190	7.1%
2019	2,459	7.4%

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

[b] 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).

[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. 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. 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 (See *An Annual Report on Classified Employee Turnover for Fiscal Year 2017*, State Auditor's Office Report No. 18-703, December 2018).

Sources: The State Auditor's Office's Electronic Classification Analysis System, *An Annual Report on Classified Employee Turnover for Fiscal Year 2018* (State Auditor's Office Report No. 19-703, December 2018), and *An Annual Report on Classified Employee Turnover for Fiscal Year 2014* (State Auditor's Office Report No. 15-703, December 2014).

Appendix 10

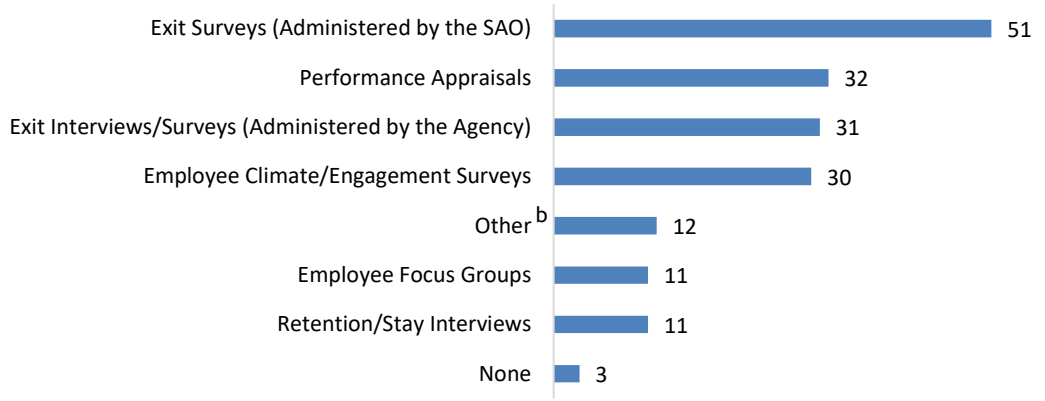
Retention and Turnover Data Gathering Methods Used by State Agencies

The State Auditor's Office (SAO) surveyed 97 state agencies and compiled responses from 60 agencies. The purpose of the survey was to obtain self-reported information regarding employee turnover at state agencies.

Figure 12 shows that agencies rely on the SAO's exit survey to gather data on employee turnover and retention. Agencies indicated that exit surveys they administer and the SAO's exit survey are the most effective methods used to obtain quantitative employee turnover and employee retention data, which assists them in developing effective strategies (see Figure 13 on the next page).

Figure 12

Which methods are used by your agency to gather data on employee turnover and retention? [a]



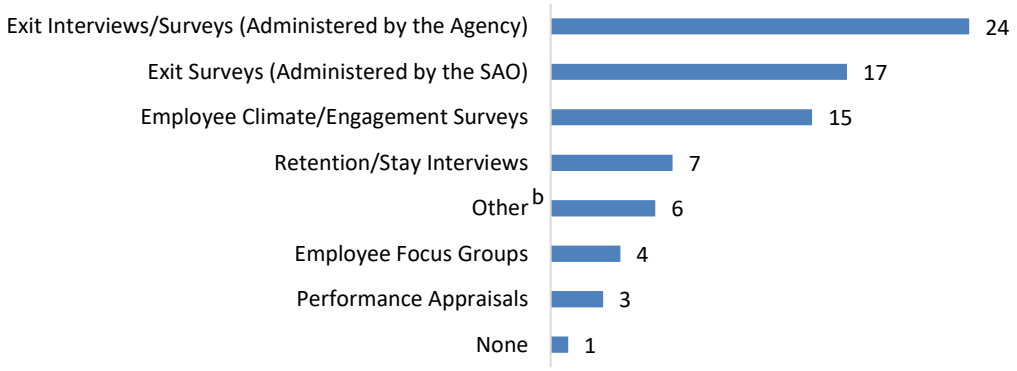
[a] Respondents could check more than one answer to this question.

[b] Other includes personal dialogue, strategic planning activities, turnover data, and salary surveys.

Source: State Auditor's Office – State Agency Turnover Survey.

Figure 13

Which of these methods are the most effective means to gather quantitative employee turnover and employee retention data to assist in developing effective strategies? [a]



[a] Respondents could check more than one answer to this question.

[b] Other includes personal dialogue, informal discussions, agency employee satisfaction survey, and salary surveys.

Source: State Auditor's Office – State Agency Turnover Survey.

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