



An Annual Report on

Classified Employee Turnover for Fiscal Year 2020

December 2020

Report No. 21-703



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Overall Conclusion

The fiscal year 2020 statewide turnover rate for classified regular full- and part-time employees was 18.6 percent. This rate is based on 27,882¹ employee separations and an average headcount of 149,780.50.² When compared with fiscal year 2019, this is a decrease from the statewide turnover rate of 20.3 percent.

The decrease in turnover in fiscal year 2020 **reversed** a trend of annual increases from 2016 until 2019. See Table 1 for statewide turnover rates over the five most recent fiscal years.

Table 1

History of Statewide Turnover Rates Fiscal Years 2016 through 2020	
Fiscal Year	Statewide Turnover Rate
2016	17.6%
2017	18.6%
2018	19.3%
2019	20.3%
2020	18.6%

Sources: The State Auditor's Office's Electronic Classification Analysis System

Key Points

Voluntary separations decreased 11.4 percent since fiscal year 2019.

The majority of employees left state employment of their own accord. Voluntary separations, including retirements and excluding interagency transfers, accounted for 73.7 percent of the State's total separations in fiscal year 2020. That was a decrease of 11.4 percent in the number of voluntary separations compared with fiscal year 2019.

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 cease of employment because of death. These separations accounted for 26.3 percent of the State's total separations in fiscal year 2020. That was a decrease of 0.3 percent in the number of involuntary separations compared with fiscal year 2019.

¹ 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 was 29,742 for fiscal year 2020.

² 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.

The top three reasons employees reported in exit surveys for leaving state employment during fiscal year 2020 were retirement, better pay/benefits, and poor working conditions/environment.

Those top three reasons for leaving state employment are based on 3,517 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 most like to change at their agencies.

Turnover was highest among employees under the age of 30, and more than half of the employees who left state employment in fiscal year 2020 had fewer than 5 years of state service.³

The turnover rate of 38.4 percent for employees age 16 to 29 was more than twice the State's average. This was a 3.9 percent decrease in separations for employees in that age group compared with fiscal year 2019.

In addition, employees with fewer than 5 years of state service accounted for 65.0 percent of total separations (18,124 separations). Almost half of those employees (48.6 percent) were in either the Correctional Officer or the Direct Support Professional job classification series.

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

Criminal Justice had the highest turnover rate (30.9 percent) among the state's 27 occupational categories in fiscal year 2020, followed by the Custodial (28.1 percent), and Social Services (24.4 percent) occupational categories. This can be partially attributed to the following job classification series within those three occupational categories:

- **Criminal Justice** - The Juvenile Correctional Officer and Correctional Officer job classification series accounted for 81.0 percent of employees and 90.7 percent of total separations within this occupational category.⁴
- **Custodial** - The Food Service Worker and Custodian job classification series accounted for 41.0 percent of employees and 58.0 percent of total separations within this occupational category.
- **Social Services** - The Direct Support Professional and the Psychiatric Nursing Assistant job classification series accounted for 28.4 percent of employees and 52.4 percent of total separations within this occupational category.

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.

⁴ Those job classification series do not include employees and separations from the Juvenile Correctional Officer Supervisor and Senior Correctional Officer job classification series (Sergeant, Lieutenant, Captain, and Major).

Two agencies with 1,000 or more employees had higher turnover rates in fiscal year 2020 than in fiscal year 2019.

Among agencies with 1,000 or more employees, the Juvenile Justice Department and the Department of Criminal Justice had the highest turnover rates in fiscal year 2020, at 41.2 percent and 27.5 percent, respectively. Those two agencies also had the highest turnover rates among all agencies with 1,000 or more employees in fiscal year 2019, at 35.2 percent and 26.6 percent, respectively.⁵

It is too early to determine the full impact of the COVID-19 pandemic on state employee turnover.

Statewide turnover may have been impacted by the COVID-19 pandemic. The State Auditor's Office asked agencies how the COVID-19 pandemic has affected their employee turnover. When comparing the second half of fiscal year 2020 with the same period of fiscal year 2019, it seems reasonable that the COVID-19 pandemic contributed to an overall reduction in employee turnover at state agencies. However, the survey results suggest that it is too early to determine the full impact of COVID-19 on state employee turnover.

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 2020.
- Summarize exit interview survey data, which includes the reasons that employees left state employment.

The scope of this report included classified regular full- and part-time employees in state agencies during fiscal year 2020. 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.

⁵ See *An Annual Report on Classified Employee Turnover for Fiscal Year 2019* (State Auditor's Office Report No. 20-703, March 2020), page 31.

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Detailed Results

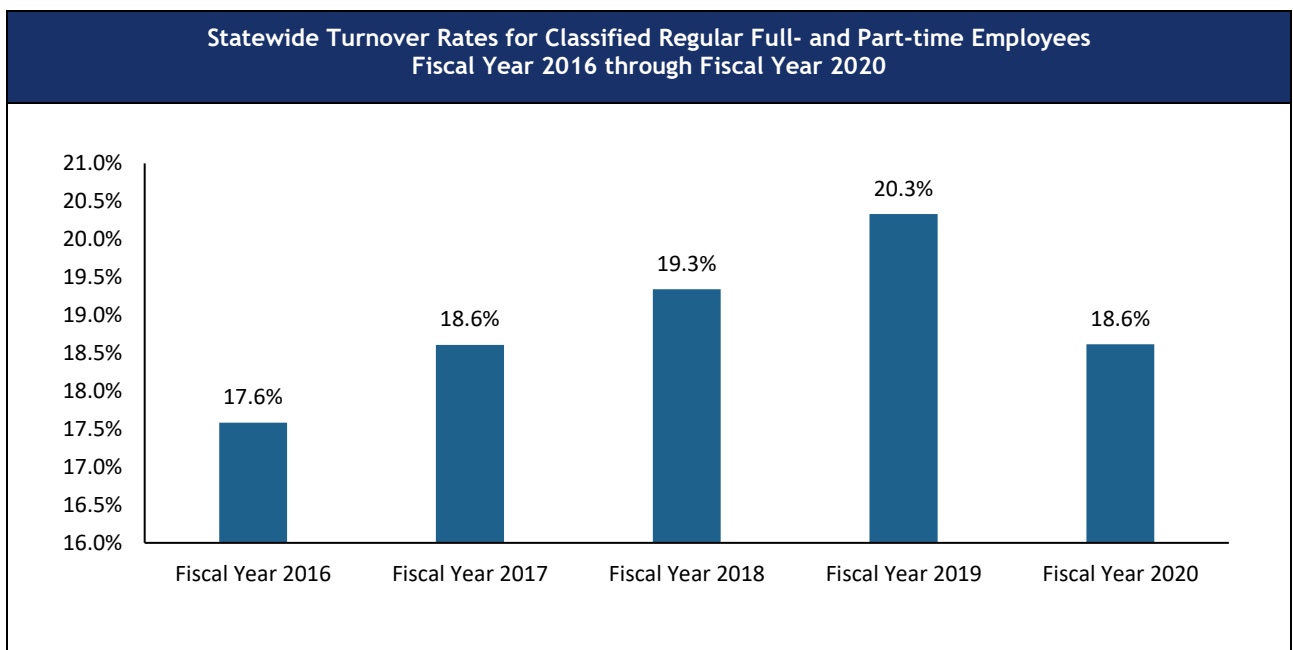
Chapter 1

Statewide Turnover Rate

The statewide turnover rate for classified regular full- and part-time employees for fiscal year 2020 was 18.6 percent, based on a total of 27,882 voluntary and involuntary separations and a statewide average headcount of 149,780.50.⁶ That was a decrease from the fiscal year 2019 statewide turnover rate of 20.3 percent.

For the 5-year period shown in Figure 1 below, the statewide turnover rate has ranged from a low of 17.6 percent in fiscal year 2016 to a high of 20.3 percent in fiscal year 2019.

Figure 1



Sources: The State Auditor's Office's Electronic Classification Analysis System and *An Annual Report on Classified Employee Turnover for Fiscal Year 2019* (State Auditor's Office Report No. 20-703, March 2020).

In fiscal year 2020, the numbers of both voluntary and involuntary separations decreased. Voluntary separations occur when employees leave state employment of their own accord and include employees who retire.

⁶ The statewide turnover rate including interagency transfers was 19.9 percent. (See Appendix 3 for total separations and turnover rates for each state agency). In fiscal year 2020, 1,860 employees transferred from one state agency to another state agency or higher education institution. That was a decrease of 24.4 percent from fiscal year 2019, when 2,459 employees transferred to another state agency or higher education institution.

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

- Voluntary separations accounted for the majority (73.7 percent) of the State’s total separations. That was a decrease of 11.4 percent from fiscal year 2019.
- Involuntary separations accounted for 26.3 percent of the State’s total separations. That was a decrease of 0.3 percent from fiscal year 2019.

Table 2 compares total voluntary and involuntary separations for fiscal years 2019 and 2020. For the purposes of the table, retirements are shown separately from other voluntary separations.

Table 2

Voluntary and Involuntary Employee Separations for Fiscal Years 2019 and 2020			
Separation Type	Fiscal Year 2019	Fiscal Year 2020	Percent Change
Voluntary Separation from Agency	18,694	16,621	-11.1%
Retirement	4,523	3,938	-12.9%
Total Statewide Voluntary Separations	23,217	20,559	-11.4%^a
Dismissal for Cause	4,082	3,833	-6.1%
Resignation in Lieu of Involuntary Separation	2,703	2,634	-2.6%
Termination at Will	314	317	1.0%
Death	198	250	26.3%
Reduction in Force	51	289	466.7%
Total Statewide Involuntary Separations	7,348	7,323	-0.3%^a

^a The total percent changes in separations are not the sums of the percentages from the contributing categories. The totals are the overall percent changes in separations between fiscal years 2019 and 2020.

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

Factors Impacting Employee Turnover

Employees have various voluntary and involuntary reasons for leaving state employment or transferring to another state agency or higher education institution. Common voluntary reasons for leaving have included better working conditions, pay, or career opportunities; retirement; and entering or returning to school. Employees also leave agencies involuntarily, for reasons such as termination for cause or reduction in force.

There are also factors that may impact an employee's decision to stay, including external factors such as economic conditions impacting job opportunities.

This chapter discusses reasons for employee turnover as identified by state agencies, Texas unemployment rate, and the possible impact of the COVID-19 pandemic.

Chapter 2-A

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

In November 2020, the State Auditor's Office surveyed 101 state agencies (67 agencies responded) to gain a better understanding of how employee turnover affects state agencies and why employees left employment with state agencies. Agencies that responded to the survey reported that:

- Employee pay and retirement were the top two reasons why employees left their agency.
- Information Technology and Auditing, Accounting, and Finance were the top two occupational categories for which employee retention was most challenging. A total of 13 state agencies listed Information Technology jobs as presenting employee retention challenges. Also, a total of 12 agencies listed Auditing, Accounting, and Finance jobs as presenting retention challenges.

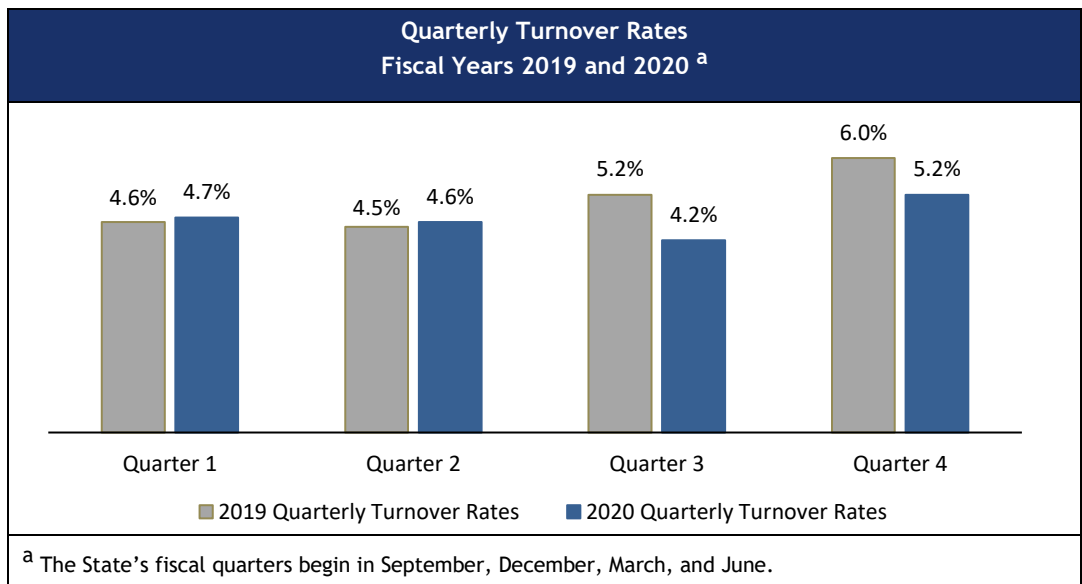
Overall, of the 67 agencies that responded to the survey, pay and the desire to work more from home on a permanent basis were some of the reasons employees in those positions left their agencies.

Statewide Turnover May Have Been Impacted by the COVID-19 Pandemic

In fiscal year 2019, state employee turnover marked a 10-year high.⁷ This upward trend continued in the first two quarters of fiscal year 2020. In each of those two quarters, turnover rose compared with the same quarter of the previous year. However, that trend changed in the third quarter of fiscal year 2020, which began in March, along with the onset of the COVID-19 pandemic and its impact on state agencies. State employee turnover in the third and fourth quarters of fiscal 2020 declined compared with the same two quarters of the previous fiscal year.

Figure 2 illustrates quarterly rates of state employee turnover for fiscal years 2019 and 2020.

Figure 2



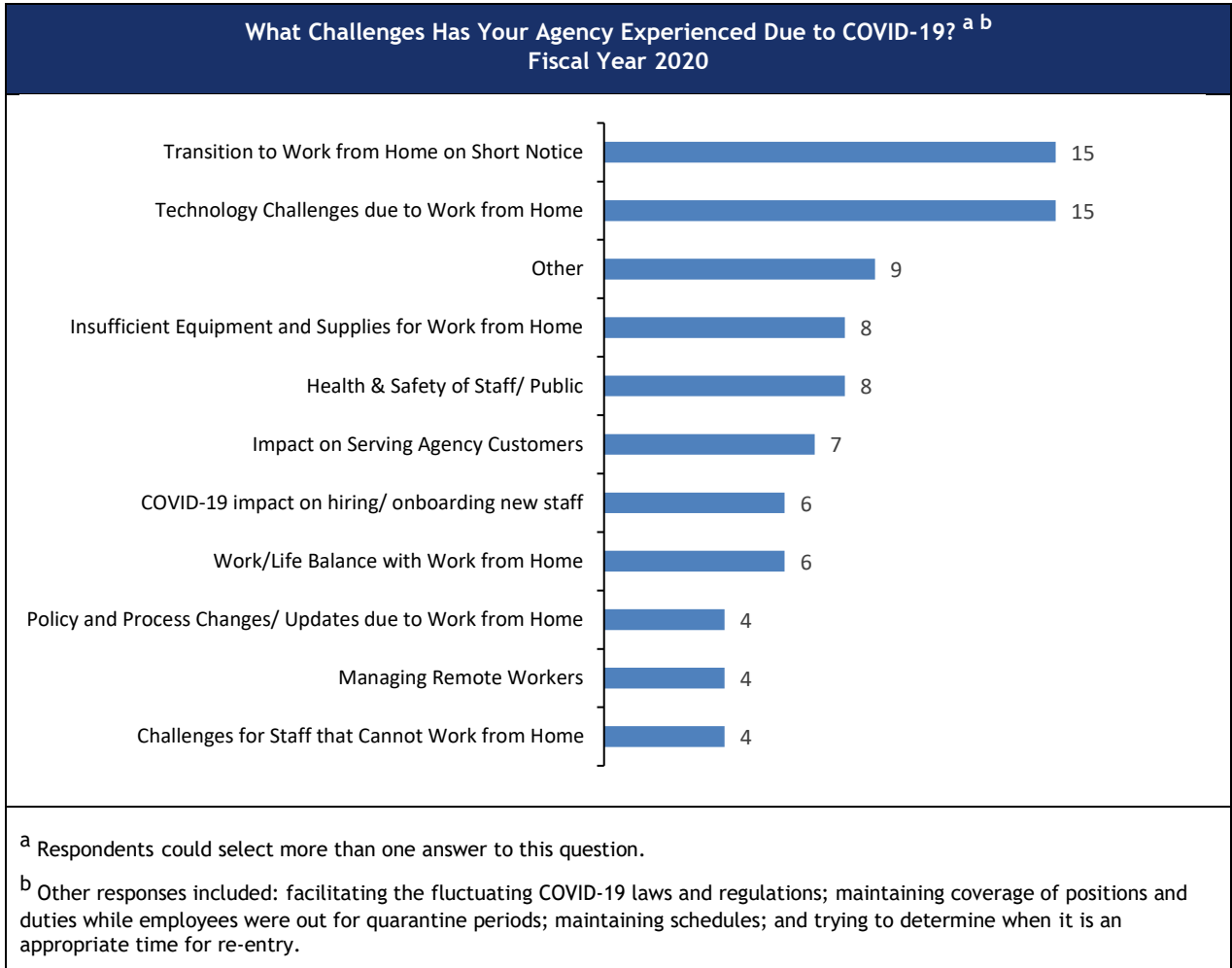
Source: The State Auditor's Office's Electronic Classification Analysis System.

As part of the survey discussed above in Chapter 2-A, the State Auditor's Office also asked agencies how the COVID-19 pandemic has affected their employee turnover. When comparing the second half of fiscal year 2020 with the same period of fiscal year 2019, it seems reasonable that that the COVID-19 pandemic contributed to an overall reduction in employee turnover at state agencies. However, the survey results suggest that it is too early to determine the full impact of COVID-19 on state employee turnover.

⁷ See *An Annual Report on Classified Employee Turnover for Fiscal Year 2019*, State Auditor's Office Report No. 20-703, March 2020.

Figure 3 summarizes comments from human resources directors about the challenges their state agencies have experienced due to COVID-19.

Figure 3



Chapter 2-C

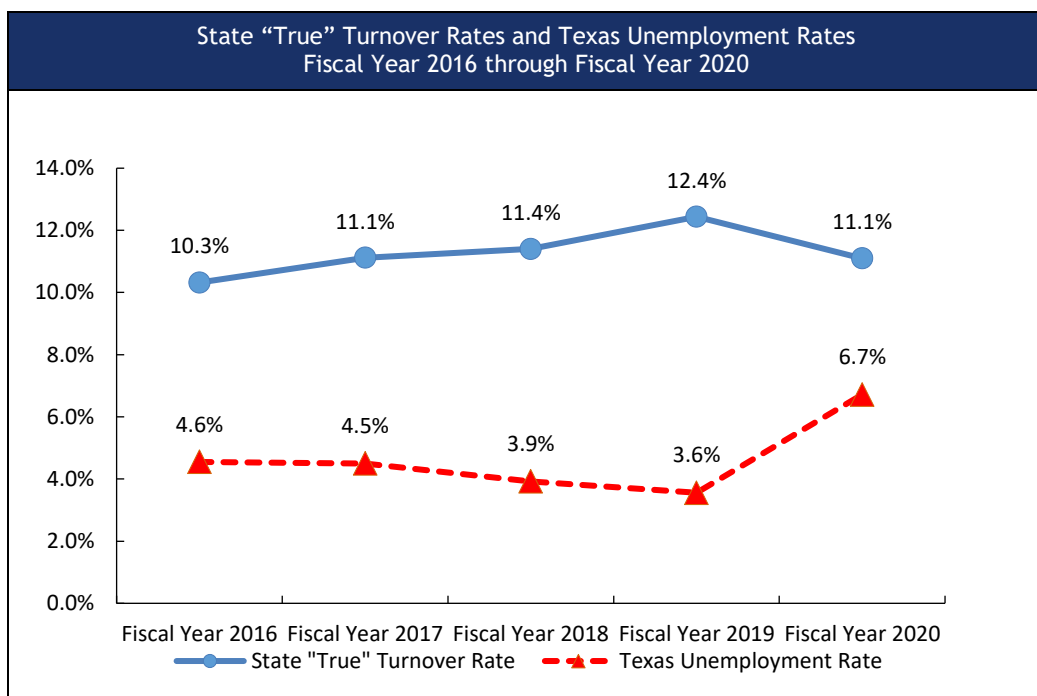
Texas' Higher Unemployment Rate May Have Contributed to the Decreasing Turnover Rates Among State Employees

Excluding retirements and involuntary separations, the fiscal year 2020 turnover rate is 11.1 percent. That rate is often considered more of a “true” turnover rate because it reflects preventable turnover. “True” turnover decreased from 2019, when the rate was 12.4 percent. At the same time, with the onset of the COVID-19 pandemic, the Texas unemployment rate

increased from 3.6 percent in fiscal year 2019 to 6.7 percent in fiscal year 2020.⁸

As shown in Figure 4, the Texas unemployment rate and the State’s “true” turnover rate have varied inversely in recent years. When the unemployment rate in Texas decreased, the State’s “true” turnover rate increased. When unemployment increased in fiscal 2020, “true” turnover decreased.

Figure 4



Sources: The State Auditor’s Office’s Electronic Classification Analysis System (for the State’s voluntary turnover rates for fiscal years 2016 - 2020), and the U.S. Bureau of Labor Statistics (for the Texas unemployment rate).

⁸ See *Texas Unemployment Still High* (Texas Comptroller of Public Accounts Fiscal Notes, September 2020, <https://comptroller.texas.gov/economy/fiscal-notes/2020/sep/unemployment.php>).

Turnover Demographics

The information in this chapter reflects the fiscal year 2020 employee 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 the following demographic groups:

- 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).
- Agency with 1,000 or more employees (see Chapter 3-K).

Turnover Rates by Gender Are Relatively Equal

Females made up the majority (57.6 percent) of classified full- and part-time employees in fiscal year 2020. Overall, the turnover rate was about the same for female (18.4 percent) and male (18.9 percent) employees. Compared with fiscal year 2019, the turnover rate decreased for both females (20.3 percent) and males (20.4 percent).

Table 3 lists turnover rates by gender.

Table 3

Turnover by Gender for Fiscal Year 2020					
Gender	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
Female	86,220.75	57.6%	15,860	56.9%	18.4%
Male	63,559.75	42.4%	12,022	43.1%	18.9%
Statewide Totals	149,780.50	100.0%	27,882	100.0%	18.6%^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.

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

The turnover rate of 38.4 percent for employees in the 16 to 29 age group category was the highest among all age group categories, and was more than twice the State’s average (see Table 4 on the next page). However, this age group category had a 3.9 percent decrease in the number of employees leaving State employment in fiscal year 2020 compared with fiscal year 2019.

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

- Employees under the age of 40 accounted for more than half (54.1 percent) of the State’s total employee separations.
- According to exit survey results, respondents under 50 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.”

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.

Exit Survey Results by Age Group

The top two reasons reported for leaving state employment were:

Respondents Ages 16 to 29, 30 to 39, and 40 to 49

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

Respondents Ages 50 to 59

- Retirement.
- Better pay/benefits.

Respondents Ages 60 to 69 and 70 or Older

- Retirement.
- Health.

- Compared with fiscal year 2019, turnover rates decreased for all employees under the age of 70, with the largest percentage decrease in employee turnover occurring for employees in the 30 to 39 age group.
- Turnover rates increased slightly for employees 70 or older compared with fiscal year 2019. According to payroll records, more than half (52.1 percent) of separations by employees 60 or older were retirements.
- Employees in the 40 to 49 age group made up the largest percentage (25.2) of the State’s classified workforce; that age group had the lowest turnover rate, at 11.5 percent. See Table 4 for more information.

Table 4

Turnover by Age Group for Fiscal Year 2020					
Age Group	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
16 to 29	23,780.50	15.9%	9,139	32.8%	38.4%
30 to 39	35,398.50	23.6%	5,950	21.3%	16.8%
40 to 49	37,766.00	25.2%	4,354	15.6%	11.5%
50 to 59	35,544.25	23.7%	4,773	17.1%	13.4%
60 to 69	15,673.50	10.5%	3,219	11.5%	20.5%
70 or older	1,617.75	1.1%	447	1.6%	27.6%
Statewide Totals	149,780.50	100.0%	27,882	100.0%^a	18.6%^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.

Turnover Rate Was Highest Within the Two or More Races Racial/Ethnic Group

The turnover rates for employees within the Two or More Races racial/ethnic group (32.9 percent), Black racial/ethnic group (23.2 percent), Native Hawaiian or Other Pacific Islander racial/ethnic group (22.2 percent) and American Indian/Alaskan Native racial/ethnic group (20.4 percent) were higher than the statewide turnover rate of 18.6 percent. All other racial/ethnic groups had turnover rates lower than the statewide average.

Table 5 lists turnover rates by racial/ethnic group for fiscal year 2020.

Table 5

Turnover by Racial/Ethnic Group for Fiscal Year 2020					
Racial/Ethnic Group	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
Two or More Races	709.25	0.5%	233	0.8%	32.9%
Black	37,322.25	24.9%	8,670	31.1%	23.2%
Native Hawaiian or Other Pacific Islander	58.50	0.0%	13	0.0	22.2%
American Indian/Alaskan Native	724.00	0.5%	148	0.5%	20.4%
White	66,035.75	44.1%	11,433	41.0%	17.3%
Hispanic	40,720.50	27.2%	6,860	24.6%	16.8%
Asian	4,210.25	2.8%	525	1.9%	12.5%
Statewide Totals	149,780.50	100.0%	27,882	100.0%^a	18.6%^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.

Change in Racial/Ethnic Groups

Effective April 1, 2019, the racial/ethnic groups changed in the payroll systems used at state agencies because of U. S. Equal Employment Opportunity Commission revisions to certain racial groups. These 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>

Exit Survey Results by Racial/Ethnic Group

The top two reasons reported for leaving state employment were:

Black Respondents

- Retirement.
- Better pay/benefits.

White Respondents

- Retirement.
- Better pay/benefits.

Hispanic Respondents

- Better pay/benefits.
- Retirement.

American Indian/Alaskan Native Respondents

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

Asian

- Better pay/benefits.
- School.

Two or more races

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

Native Hawaiian or Other Pacific Islander

- Issues with my supervisor/ issues with employees I supervise.
- No or little career advancement opportunities; Health; Better pay/ benefits; Retirement.

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

The turnover rate for classified regular part-time employees was 40.3 percent for fiscal year 2020. That turnover rate was almost double the turnover rate of classified regular full-time employees; however, part-time employees only made up just over 1 percent of the average headcount for the State (see Table 6). Of the 718 part-time employees who left state employment in fiscal year 2020:

- More than half (62.7 percent) of these employees were in the correctional officer job classification series.⁹
- Almost half (46.0 percent) of these employees were under the age of 30¹⁰, an age group in which “enter/return to school” is frequently listed in exit surveys as one of the top two reasons for leaving.

Table 6 lists turnover rates by employee type.

Table 6

Turnover by Employee Type for Fiscal Year 2020					
Employee Type	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
Classified Regular Full-time Employees	148,001.00	98.8%	27,164	97.4%	18.4%
Classified Regular Part-time Employees	1,779.50	1.2%	718	2.6%	40.3%
Statewide Totals	149,780.50	100.0%	27,882	100.0%	18.6% ^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.

⁹ The Department of Criminal Justice has a part-time correctional officer program that allows for a flexible work schedule. In fiscal year 2020, the agency employed 870.75 part-time correctional officers. The Correctional Officer job classification series does not include employees from the Senior Correctional Officer job classification series.

¹⁰ There were 330 classified regular part-time employees under the age of 30 who left state employment in fiscal year 2020. Of those part-time employees, 251 (or 76.1 percent) were correctional officers.

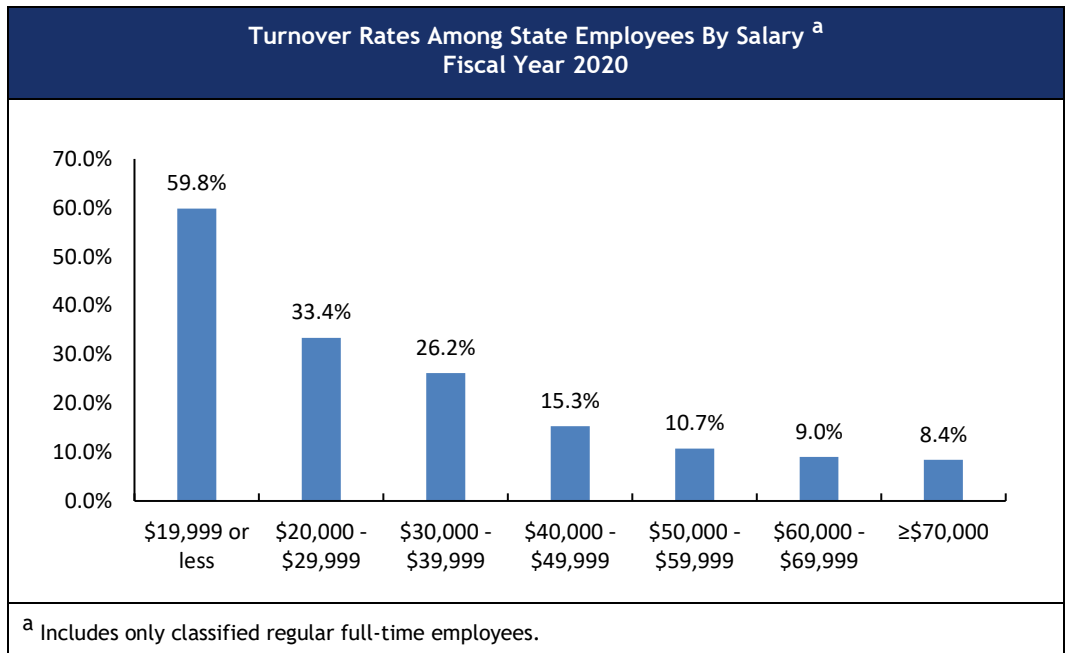
Employees with an Annual Salary of Less than \$40,000 Left State Employment at a Higher Rate

In fiscal year 2020, 37.6 percent of classified regular full-time employees earned less than \$40,000 annually. Employees in that salary grouping made up the majority (59.3 percent) of full-time employee turnover.

The three lowest salary groupings had the highest turnover rates. See Figure 5 for a full listing of salary groupings and turnover rates.

- Full-time classified employees who left state employment and had annual salaries of less than \$20,000 had the highest turnover rate among salary groups. That group consisted of only 315 employees, all of whom were classified in jobs within the custodial occupational category.
- There were 6,388 full-time classified employees who left state employment and had annual salaries between \$20,000 and \$29,999. The majority of these employees were classified in jobs within the social services occupational category.
- There were 9,404 full-time classified employees who left state employment and had annual salaries between \$30,000 and \$39,999. The majority of these employees were classified in jobs within the criminal justice 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 64.7 percent of total separations and experienced a turnover rate (28.2 percent) that was more than twice as high as employees in Salary Schedule B and nearly six times higher than Salary Schedule C. (see text boxes for descriptions of those salary schedules and the average annual salaries for each one).

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).

Changes in turnover from fiscal year 2019 to fiscal year 2020 varied by salary schedule:

- Salary Schedule A's turnover rate (28.2 percent) increased from the fiscal year 2019 turnover rate of 28.1 percent.
- Salary Schedule B's turnover rate (11.9 percent) decreased from the fiscal year 2019 turnover rate of 14.5 percent.
- The State's law enforcement salary schedule (Salary Schedule C) experienced the lowest turnover rate (4.7 percent), which was a decrease from the fiscal year 2019 turnover rate of 5.2 percent.

Average Annual Salaries

The average annual salary for a classified regular full-time employee in fiscal year 2020 was \$49,500.

The average annual salaries by salary schedule were:

- Salary Schedule A - \$35,837.
- Salary Schedule B - \$58,738.
- Salary Schedule C - \$71,934.

Table 7 lists the turnover rates for the State's three classified salary schedules.

Table 7

Turnover by Salary Schedule for Fiscal Year 2020					
Salary Schedule	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
A	64,062.75	42.8%	18,039	64.7%	28.2%
B	80,446.50	53.7%	9,597	34.4%	11.9%
C	5,271.25	3.5%	246	0.9%	4.7%
Statewide Totals	149,780.50	100.0%	27,882	100.0%	18.6%^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.

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

Agencies within General Appropriations Act Article V (Public Safety and Criminal Justice) experienced the highest turnover rate among General Appropriations Act articles in fiscal year 2020, followed by agencies within Article II (Health and Human Services). Almost three-fourths (71.2 percent) of the State's classified workforce was employed within those two articles of the General Appropriations Act (see Table 8 on the next page).

Public Safety and Criminal Justice (Article V) had the highest turnover rate (23.1 percent) among General Appropriations Act articles. Article V agencies accounted for 34.6 percent of the State's classified workforce and 42.9 percent of the State's total separations. The Article V turnover rate can partly be attributed to the high turnover rates among the Juvenile Correctional Officer (59.4 percent) and the Correctional Officer (33.6 percent) job classification series, which are used primarily by the Juvenile Justice Department and the Department of Criminal Justice, respectively. The 86th Legislature took action to address the turnover rate by reallocating both of those job classification series to a higher salary group effective September 1, 2019.

Health and Human Services (Article II) had the second-highest turnover rate (21.1 percent) among General Appropriations Act articles. Article II agencies accounted for 36.6 percent of the State's classified workforce and 41.6 percent of the State's total separations. Several job classification series with turnover rates higher than the statewide turnover rate of 18.6 percent were used primarily by Health and Human Services agencies and impacted the turnover rate for Article II. Examples include the Food Service Worker (52.1 percent), Direct Support Professional (47.4 percent), Psychiatric Nursing Assistant (39.8 percent), Licensed Vocational Nurse (24.4 percent), and Nurse (20.5 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.)

Table 8

Turnover by General Appropriations Act Article Fiscal Year 2020					
Article	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
I - General Government	9,670.75	6.5%	869	3.1%	9.0%
II - Health and Human Services	54,848.50	36.6%	11,585	41.6%	21.1%
III - Education	2,352.50	1.6%	251	0.9%	10.7%
IV - Judiciary	684.00	0.5%	71	0.3%	10.4%
V - Public Safety and Criminal Justice	51,811.25	34.6%	11,964	42.9%	23.1%
VI - Natural Resources	8,387.25	5.6%	721	2.6%	8.6%
VII - Business and Economic Development	18,473.75	12.3%	2,030	7.3%	11.0%
VIII - Regulatory ^a	3,552.50	2.4%	391	1.4%	11.0%
Statewide Totals	149,780.50	100.0% ^b	27,882	100.0% ^b	18.6% ^c
^a Includes the self-directed, semi-independent-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

Three 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 2020, the Position Classification Plan covered 27 occupational categories (for example, Social Services, Medical and Health, and Criminal Justice).

Three of the 27 occupational categories in the State's Position Classification Plan had turnover rates higher than the statewide turnover rate of 18.6 percent in fiscal year 2020 (see text box for information about occupational categories). Those occupational categories were Criminal Justice (30.9 percent turnover), Custodial (28.1 percent), and Social Services (24.4 percent). Combined, those three occupational categories accounted for almost one-half (45.0 percent) of the State's classified workforce and 66.6 percent of the State's total separations in fiscal year 2020.

Criminal Justice

The Criminal Justice occupational category had the highest turnover rate (30.9 percent) of all occupational categories in fiscal year 2020. This was an increase from fiscal year 2019, when the turnover rate was 29.3 percent.

The Criminal Justice occupational category's high turnover rate in fiscal year 2020 can be partially attributed to the high turnover rates within the following job classification series:

- **Juvenile Correctional Officer.**¹¹ The fiscal year 2020 turnover rate was 59.4 percent, an increase from 46.1 percent in fiscal year 2019.
- **Correctional Officer.**¹² The fiscal year 2020 turnover rate was 33.6 percent, an increase from 31.9 percent in fiscal year 2019.

Those two job classification series accounted for 81.0 percent of employees and 90.7 percent of total separations within the Criminal Justice occupational category.

Custodial

The Custodial occupational category's turnover rate in fiscal year 2020 was 28.1 percent. This was an increase from fiscal year 2019, when the turnover rate was 27.3 percent.

The Custodial occupational category's high turnover rate in fiscal year 2020 can be partially attributed to the high turnover rates within the following job classification series:

- **Food Service Worker.** The fiscal year 2020 turnover rate was 52.1 percent, an increase from 47.2 percent in fiscal year 2019.
- **Custodian.** The fiscal year 2020 turnover rate was 30.3 percent, an increase from 30.1 percent in fiscal year 2019.

Those two job classification series accounted for 41.0 percent of employees and 58.0 percent of total separations within the Custodial 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 (Sergeant, Lieutenant, Captain, and Major).

Social Services

The Social Services occupational category's turnover rate in fiscal year 2020 was 24.4 percent. This was a decrease from fiscal year 2019, when the turnover rate was 27.5 percent.

The Social Services occupational category's high turnover rate in fiscal year 2020 can be partially attributed to the high turnover rates within the following job classification series:

- **Direct Support Professional.** The fiscal year 2020 turnover rate was 47.4 percent, a decrease from 53.2 percent in fiscal year 2019.
- **Psychiatric Nursing Assistant.** The fiscal year 2020 turnover rate was 39.8 percent, a decrease from 42.1 percent in fiscal year 2019.

Those two job classification series combined accounted for 28.4 percent of employees and 52.4 percent of total separations within the Social Services occupational category.

Table 9 on the next page lists turnover rates by occupational category.

Table 9

Turnover by Occupational Category Fiscal Year 2020					
Occupational Category	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
Accounting, Auditing, and Finance	5,706.50	3.8%	519	1.9%	9.1%
Administrative Support	15,047.75	10.0%	2,059	7.4%	13.7%
Criminal Justice	30,619.00	20.4%	9,472	34.0%	30.9%
Custodial	3,662.50	2.4%	1,028	3.7%	28.1%
Education	288.50	0.2%	47	0.2%	16.3%
Employment	695.00	0.5%	95	0.3%	13.7%
Engineering and Design	7,400.75	4.9%	927	3.3%	12.5%
Human Resources	1,534.25	1.0%	157	0.6%	10.2%
Information and Communication	1,169.00	0.8%	101	0.4%	8.6%
Information Technology	4,454.25	3.0%	401	1.4%	9.0%
Inspectors and Investigators	3,073.50	2.1%	309	1.1%	10.1%
Insurance	1,028.00	0.7%	144	0.5%	14.0%
Land Surveying, Appraising, and Utilities	283.25	0.2%	30	0.1%	10.6%
Law Enforcement	5,271.25	3.5%	246	0.9%	4.7%
Legal	3,486.25	2.3%	372	1.3%	10.7%
Library and Records	234.50	0.2%	22	0.1%	9.4%
Maintenance	4,151.00	2.8%	620	2.2%	14.9%
Medical and Health	5,849.50	3.9%	1,074	3.9%	18.4%
Military	12.50	0.0%	0	0.0%	0.0%
Natural Resources	2,379.50	1.6%	211	0.8%	8.9%
Office Services	159.50	0.1%	14	0.1%	8.8%
Planning, Research, and Statistics	733.75	0.5%	64	0.2%	8.7%
Program Management	14,780.50	9.9%	1,357	4.9%	9.2%
Property Management and Procurement	2,839.75	1.9%	278	1.0%	9.8%
Public Safety	1,485.75	1.0%	227	0.8%	15.3%
Safety	297.50	0.2%	37	0.1%	12.4%
Social Services	33,137.00	22.1%	8,071	28.9%	24.4%
Statewide Totals	149,780.50	100.0%	27,882	100.0%^a	18.6%^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.

Twenty-two 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.

Overall, 22 job classification series with 100 or more employees had turnover rates higher than the statewide turnover rate of 18.6 percent during fiscal year 2020. For example, the Juvenile Correctional Officer job classification series had the highest turnover rate (59.4 percent) among all job classification series with 100 or more employees in fiscal year 2020. In addition, the fiscal year 2020 turnover rate of 59.4 percent for that series increased from the 46.1 percent turnover rate in fiscal year 2019.

Table 10 lists the job classification series (excluding job classification series with fewer than 100 employees) with turnover rates that exceeded the statewide rate of 18.6 percent. The 86th Legislature reallocated some of those job classification series to a higher salary group effective September 1, 2019. Six of the 10 job classification series below that were reallocated for fiscal year 2020 saw a decrease in the turnover rate. Those six series were Direct Support Professional, Psychiatric Nursing Assistant, Engineering Aide, Vehicle Driver, Licensed Vocational Nurse, and Substance Abuse Counselor.

Table 10

Job Classification Series with Turnover Rates of 18.6 Percent or More During Fiscal Year 2020 (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
Juvenile Correctional Officer ^{a b}	1,039.75	0.7%	618	2.2%	59.4%
Food Service Worker	646.75	0.4%	337	1.2%	52.1%
Direct Support Professional ^a	6,442.25	4.3%	3,053	10.9%	47.4%
Psychiatric Nursing Assistant ^a	2,960.25	2.0%	1,179	4.2%	39.8%
Correctional Officer ^a	23,752.25	15.9%	7,973	28.6%	33.6%
Engineering Aide ^a	215.75	0.1%	71	0.3%	32.9%
Custodian ^a	854.25	0.6%	259	0.9%	30.3%
Vehicle Driver ^a	233.50	0.2%	69	0.2%	29.6%
Security Officer	666.00	0.4%	165	0.6%	24.8%
Licensed Vocational Nurse ^a	1,072.00	0.7%	262	0.9%	24.4%
Trooper Trainee/Probationary Trooper	127.00	0.1%	30	0.1%	23.6%
Child Protective Services Specialist ^a	6,661.50	4.4%	1,552	5.6%	23.3%
Ferryboat Deckhand	140.25	0.1%	32	0.1%	22.8%
Chaplain	130.25	0.1%	29	0.1%	22.3%

**Job Classification Series with Turnover Rates of 18.6 Percent or More During Fiscal Year 2020
(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
Rehabilitation Therapy Technician	962.50	0.6%	213	0.8%	22.1%
Substance Abuse Counselor ^a	101.00	0.1%	22	0.1%	21.8%
Cook	309.50	0.2%	65	0.2%	21.0%
Food Service Manager	905.75	0.6%	189	0.7%	20.9%
Health Specialist	267.50	0.2%	55	0.2%	20.6%
Nurse	2,274.50	1.5%	466	1.7%	20.5%
Teacher Aide	111.50	0.1%	22	0.1%	19.7%
Clerk	3,695.00	2.5%	721	2.6%	19.5%

^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.

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 65.0 percent of total separations (18,124 separations). Nearly half (48.6 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.** These employees are responsible for the care and custody of offenders in prisons. The average pay in fiscal year 2020 for correctional officers with fewer than five years of experience was \$37,984, compared with \$37,322 in fiscal year 2019. This was an increase of \$662 for fiscal year 2020.
- **Direct Support Professional.** These employees provide supportive services to individuals with developmental disabilities. The average pay in fiscal year 2020 for direct support professionals with fewer than five years of experience was \$26,495, compared with \$25,027 in fiscal year 2019. This was an increase of \$1,468 for fiscal year 2020.

See Appendix 4 for additional information on turnover rates by job classification series. Table 11 on the next page lists turnover rates by length of state service.

Table 11

Turnover by Length of State Service Fiscal Year 2020					
Length of State Service	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Fewer than 2 Years	33,773.00	22.5%	13,297	47.7%	39.4%
2 to 4.99 Years	26,920.00	18.0%	4,827	17.3%	17.9%
5 to 9.99 Years	29,896.00	20.0%	2,918	10.5%	9.8%
10 to 14.99 Years	21,389.25	14.3%	1,924	6.9%	9.0%
15 to 19.99 Years	14,078.00	9.4%	1,235	4.4%	8.8%
20 to 24.99 Years	11,311.50	7.6%	1,429	5.1%	12.6%
25 to 29.99 Years	7,143.50	4.8%	1,265	4.5%	17.7%
30 to 34.99 Years	3,014.75	2.0%	585	2.1%	19.4%
35 Years or More	2,254.50	1.5%	402	1.4%	17.8%
Statewide Totals	149,780.50	100.0%^a	27,882	100.0%^a	18.6%^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.

Region

A total of 10 regions and 75 counties had turnover rates that exceeded the statewide turnover rate of 18.6 percent. The Southeast Texas region experienced the highest turnover rate (31.1 percent) among all regions of the state in fiscal year 2020. Within the Southeast Texas region, the Correctional Officer job classification series had a headcount of 2,359.50 and a turnover rate of 49.8 percent. Direct Support Professional was the second largest headcount with 628 and a turnover rate of 48.1 percent in fiscal year 2020.

The Capital region, which had the largest percentage of state employees (26.6 percent), had the lowest turnover rate, at 11.0 percent. (See Appendix 5 for turnover rates for all Texas regions and for each county within a region.)

Table 12 on the next page lists turnover rates by region.

Table 12

Turnover by Region Fiscal Year 2020					
Region	Average Headcount	Percent of Total Average Headcount	Separations	Percent of Total Separations	Turnover Rate
01 - Alamo	9,544.25	6.4%	2,021	7.2%	21.2%
02 - Capital	39,843.25	26.6%	4,395	15.8%	11.0%
03 - Central Texas	10,757.00	7.2%	2,799	10.0%	26.0%
04 - Coastal Bend	5,641.00	3.8%	1,272	4.6%	22.5%
05 - Gulf Coast	23,034.00	15.4%	4,313	15.5%	18.7%
06 - High Plains	7,191.25	4.8%	1,618	5.8%	22.5%
07 - Metroplex	14,615.00	9.8%	2,746	9.8%	18.8%
08 - Northwest Texas	8,715.50	5.8%	2,204	7.9%	25.3%
09 - South Texas Border	7,021.75	4.7%	872	3.1%	12.4%
10 - Southeast Texas	6,662.00	4.4%	2,074	7.4%	31.1%
11 - Upper East Texas	8,959.50	6.0%	1,957	7.0%	21.8%
12 - Upper Rio Grande	3,686.25	2.5%	548	2.0%	14.9%
13 - West Texas	4,109.50	2.7%	1,062	3.8%	25.8%
14 - Other ^{a b}	0.25	0.0%	1	0.0%	400.0%
Statewide Totals	149,780.50	100.0% ^c	27,882	100.0% ^c	18.6% ^d
^a The Other region had a turnover rate of 400 percent, but this was due to 1 separation from a 0.25 headcount. ^b Includes employees who work in Texas, but whose work regions are not identified in the Uniform Statewide Payroll/Personnel System or the Standardized Payroll/Personnel Reporting System. ^c Percentages do not sum to 100.0 due to rounding. ^d The statewide total turnover rate is not the sum of the percentages.					

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

Turnover by Agency with 1,000 or More Employees

The Juvenile Justice Department had the highest agency turnover rate of 41.2 percent in fiscal year 2020; that was an increase from 35.2 percent in fiscal year 2019. The Department of Criminal Justice had the second highest agency turnover rate (27.5 percent) among state agencies, followed by the Health and Human Services Commission (24.7 percent). Those three agencies accounted for 70.4 percent of total statewide separations, including interagency transfers (see text box for more information about interagency transfers). (See Appendix 3 for turnover rates for all state agencies.)

Interagency Transfers

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

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

- Juvenile Correctional Officer (59.4 percent turnover), which accounted for 50.2 percent of the workforce at the Juvenile Justice Department and 74.8 percent of that agency's separations.
- Correctional Officer (33.6 percent turnover), which accounted for 62.0 percent of the workforce at the Department of Criminal Justice and 76.0 percent of that agency's separations.
- Direct Support Professional (47.4 percent turnover), which accounted for 16.7 percent of the workforce at the Health and Human Services Commission and 32.6 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 Department of Criminal Justice, and the Health and Human Services Commission.

Juvenile Justice Department

- Poor working conditions/environment.
- Retirement.
- Health.

Department of Criminal Justice

- Retirement.
- Poor working conditions/environment.
- Health.

Health and Human Services Commission

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

Table 13 on the next page lists the turnover rates for state agencies with 1,000 or more employees.

Table 13

Turnover Rates for Agencies with 1,000 or More Employees Fiscal Year 2020					
Agency	Average Headcount	Percentage of Total Average Headcount ^a	Separations ^b	Percentage of Total Separations ^c	Turnover Rate
644 - Juvenile Justice Department	2,070.00	1.4%	853	2.9%	41.2%
696 - Department of Criminal Justice	38,324.50	25.6%	10,546	35.5%	27.5%
529 - Health and Human Services Commission	38,571.50	25.8%	9,533	32.1%	24.7%
530 - Department of Family and Protective Services	13,054.75	8.7%	2,425	8.2%	18.6%
537 - Department of State Health Services	3,222.25	2.2%	492	1.7%	15.3%
454 - Department of Insurance	1,300.25	0.9%	192	0.6%	14.8%
320 - Texas Workforce Commission	4,566.25	3.0%	589	2.0%	12.9%
601 - Department of Transportation	12,555.50	8.4%	1,416	4.8%	11.3%
582 - Commission on Environmental Quality	2,713.25	1.8%	297	1.0%	10.9%
304 - Office of the Comptroller of Public Accounts	2,806.25	1.9%	298	1.0%	10.6%
302 - Office of the Attorney General	4,132.75	2.8%	400	1.3%	9.7%
802 - Parks and Wildlife Department	2,935.75	2.0%	271	0.9%	9.2%
405 - Department of Public Safety	10,155.75	6.8%	711	2.4%	7.0%
^a Percentages are based on a statewide total average headcount of 149,780.50. ^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 29,742 separations, which includes interagency transfers.					

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

Exit Survey Results

Based on 3,517 employee exit surveys (not including employees from higher education institutions), the top 3 reasons employees reported for voluntarily leaving employment at their state agencies during fiscal year 2020 were:

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

The exit survey is designed to provide state agency management with information from separated employees about why they left employment at their agencies. These insights on voluntary turnover can help agencies improve their retention strategies. (See text box for more information about exit surveys.)

Exit Surveys

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

The exit survey is provided to an employee who voluntarily leaves state employment and gives the employee the option of having the completed survey sent to the head of the agency and/or the Office of the Governor. Each quarter, agencies are provided reports summarizing employees' reasons for leaving.

Table 14 summarizes the primary reasons that employees reported for leaving employment at their state agencies in fiscal years 2019 and 2020. (See Appendix 6 for additional information about exit survey results.)

Table 14

Reasons Employees Reported in Exit Survey for Leaving Employment at Their State Agencies Fiscal Years 2019 and 2020				
Reason for Leaving	Fiscal Year 2019		Fiscal Year 2020	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Retirement	915	24.2%	892	25.4%
Better pay/benefits	818	21.6%	700	19.9%
Poor working conditions/environment (for example, safety, work-related stress, and/or workload issues)	502	13.3%	450	12.8%
Personal or family health	301	7.9%	346	9.8%
Issues with my supervisor/issues with the employees I supervise	313	8.3%	275	7.8%
No or little career advancement opportunities	255	6.7%	193	5.5%
Relocation (self, spouse, companion)	192	5.1%	173	4.9%

Reasons Employees Reported in Exit Survey for Leaving Employment at Their State Agencies Fiscal Years 2019 and 2020				
Reason for Leaving	Fiscal Year 2019		Fiscal Year 2020	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Enter/return to school	161	4.3%	136	3.9%
Child care/elder care issues	84	2.2%	90	2.6%
Inadequate training	56	1.5%	69	2.0%
Location/transportation issues	59	1.6%	67	1.9%
Self-employment	52	1.4%	51	1.5%
Relationship with co-workers	39	1.0%	50	1.4%
Inadequate work resources	35	0.9%	25	0.7%
Other	5	0.1%	0	0.0%
Statewide Totals	3,787	100.0%	3,517	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 2019* (State Auditor's Office Report No. 20-703, March 2020).

Increasing Survey Participation

While statute requires state agencies (excluding higher education institutions) to provide an opportunity for employees to complete an exit survey when they leave employment, many departing employees choose not to participate in the exit survey. For fiscal year 2020, 22,419 employees were eligible to complete the exit survey, but only 3,517 employees did so. The following steps could help to increase participation in the exit survey:

- Communicating the importance of the exit survey and how that information is used to make decisions about pay, work environment, and other factors that may have influenced an employee's decision to leave. Employees need to believe their input is valued.
- Incorporating the exit survey into the agency's overall exit procedures. This would help ensure that the survey is addressed prior to an employee's departure from the agency.
- Providing the employees easy access to the survey. Ideally, employees should have access to a computer in the agency's human resources department or at their desks, and they should have an opportunity to complete the survey before their last day of work. If employees do not have computer access, agencies should address this need.

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 2020.
- Summarize exit survey interview data, which includes the reasons that employees left state employment.

Scope

The scope of this report included classified regular full- and part-time employees in state agencies during fiscal year 2020. 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 an online exit survey, which allows the employees to give feedback about their reasons for leaving state employment. In fiscal year 2020, 3,517 employees completed the survey.

Agency turnover surveys. The State Auditor's Office surveyed 101 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 67 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 or involuntarily separate from state employment. The turnover rates for this report were calculated using headcounts of full- and part-time employees. A headcount may differ from a state entity's total number of full-time equivalent (FTE) employees. FTEs are based on total hours worked/paid and are any combination of employees whose hours total 40 per week. A headcount of 2 employees who each work 20 hours a week would equal 1 FTE.

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

The analysis for fiscal year 2020 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 26, 2020.

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 2016 through 2019 are the same turnover rates reported in *An Annual Report on Classified Employee Turnover for Fiscal Year 2019* (State Auditor's Office Report No. 20-703, March 2020). 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 2020 and dividing that total by four.

Project Information

Fieldwork was conducted from October 2020 through November 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)
- Kathy-Ann Moe, MBA (Assistant Project Manager)
- Krista L. Steele, MBA, CPA, CFE, CECFE, CIA, CGAP
- Debra Serrins, MA (Information Technology)
- Mary Ann Wise, CPA, CFE (Quality Control Reviewer)
- Courtney Ambres-Wade, CFE, CGAP (Audit Manager)

Types of State Employee Separations During Fiscal Years 2016-2020

Table 15 provides a summary of the types of state employee separations for fiscal years 2016 through 2020, including interagency transfers.

Table 15

Types of State Employee Separations										
Reason for Separation	Fiscal Year 2020		Fiscal Year 2019		Fiscal Year 2018		Fiscal Year 2017		Fiscal Year 2016	
	Separations	Percent of Total Separations	Separations	Percent of Total Separations	Separations	Percent of Total Separations	Separations	Percent of Total Separations	Separations	Percent of Total Separations
Voluntary Separation from Agency	16,621	55.9%	18,694	56.6%	16,905	54.8%	16,857	33.1%	15,709	45.6%
Transfer to Another Agency	1,860	6.3%	2,459	7.4%	2,190	7.1%	22,766	44.7%	7,722	22.4%
Retirement	3,938	13.2%	4,523	13.7%	4,657	15.1%	4,531	8.9%	4,390	12.7%
Statewide Voluntary Separations^a	22,419	75.4%	25,676	77.7%	23,752	76.9%	44,154	86.6%	27,821	80.7%
Dismissal for Cause	3,833	12.9%	4,082	12.4%	3,893	12.6%	3,686	7.2%	3,781	11.0%
Resignation in Lieu of Involuntary Separation	2,634	8.9%	2,703	8.2%	2,611	8.5%	2,565	5.0%	2,234	6.5%
Reduction in Force	289	1.0%	51	0.2%	42	0.1%	55	0.1%	81	0.2%
Death	250	0.8%	198	0.6%	238	0.8%	217	0.4%	232	0.7%
Termination at Will	317	1.1%	314	1.0%	338	1.1%	307	0.6%	333	1.0%
Statewide Involuntary Separations^a	7,323	24.6%	7,348	22.3%	7,122	23.1%	6,830	13.4%	6,661	19.3%
Total Separations	29,742	100.0%	33,024	100.0%	30,874	100.0%	50,984	100.0%	34,482	100.0%
^a Percentages may not sum exactly due to rounding.										

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

Employee Turnover by State Agency, Including Interagency Transfers

Table 16 provides information on classified regular full- and part-time employee turnover by state agency, excluding higher education institutions, in fiscal year 2020. These totals include interagency transfers, because they are considered losses for an agency.

Table 16

Employee Turnover by State Agency Including Interagency Transfers									
Fiscal Year 2020 ^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	1	1.3%	20	26.7%	0	0.0%	75.00	21	28.0%
211 - Court of Criminal Appeals	0	0.0%	5	8.3%	3	5.0%	60.00	8	13.3%
212 - Texas Judicial Council Office of Court Administration	0	0.0%	7	3.7%	5	2.7%	188.00	12	6.4%
213 - Office of the State Prosecuting Attorney	0	0.0%	0	0.0%	0	0.0%	3.00	0	0.0%
215 - Office of Capital and Forensic Writs	0	0.0%	3	16.4%	0	0.0%	18.25	3	16.4%
221 - First Court of Appeals District, Houston	0	0.0%	4	13.7%	0	0.0%	29.25	4	13.7%
222 - Second Court of Appeals District, Fort Worth	1	3.3%	3	9.8%	1	3.3%	30.50	5	16.4%
223 - Third Court of Appeals District, Austin	0	0.0%	0	0.0%	0	0.0%	26.00	0	0.0%
224 - Fourth Court of Appeals District, San Antonio	0	0.0%	3	11.3%	0	0.0%	26.50	3	11.3%
225 - Fifth Court of Appeals District, Dallas	0	0.0%	11	21.1%	1	1.9%	52.25	12	23.0%
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	1	7.8%	0	0.0%	0	0.0%	12.75	1	7.8%
229 - Ninth Court of Appeals District, Beaumont	0	0.0%	1	5.8%	0	0.0%	17.25	1	5.8%
230 - Tenth Court of Appeals District, Waco	0	0.0%	1	8.3%	0	0.0%	12.00	1	8.3%
231 - Eleventh Court of Appeals District, Eastland	0	0.0%	2	12.9%	0	0.0%	15.50	2	12.9%
232 - Twelfth Court of Appeals District, Tyler	0	0.0%	2	16.3%	0	0.0%	12.25	2	16.3%

Employee Turnover by State Agency Including Interagency Transfers

Fiscal Year 2020 ^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	4.1%	0	0.0%	2	8.2%	24.50	3	12.2%
234 - Fourteenth Court of Appeals District, Houston	1	3.2%	4	12.7%	0	0.0%	31.50	5	15.9%
242 - State Commission on Judicial Conduct	0	0.0%	1	8.5%	0	0.0%	11.75	1	8.5%
243 - State Law Library	0	0.0%	1	8.5%	1	8.5%	11.75	2	17.0%
300 - Trusteed Programs within the Office of the Governor	0	0.0%	20	14.8%	0	0.0%	135.25	20	14.8%
301 - Office of the Governor	1	0.7%	31	21.9%	2	1.4%	141.50	34	24.0%
302 - Office of the Attorney General	46	1.1%	277	6.7%	77	1.9%	4,132.75	400	9.7%
303 - Facilities Commission	5	1.4%	39	11.2%	10	2.9%	348.25	54	15.5%
304 - Office of the Comptroller of Public Accounts	33	1.2%	176	6.3%	89	3.2%	2,806.25	298	10.6%
305 - General Land Office	12	1.8%	32	4.7%	19	2.8%	682.25	63	9.2%
306 - Library and Archives Commission	4	2.4%	10	6.0%	3	1.8%	165.50	17	10.3%
307 - Secretary of State	0	0.0%	15	8.3%	9	5.0%	181.00	24	13.3%
312 - State Securities Board	2	2.3%	9	10.4%	2	2.3%	86.25	13	15.1%
313 - Department of Information Resources	2	1.0%	22	11.0%	11	5.5%	199.50	35	17.5%
320 - Texas Workforce Commission	71	1.6%	372	8.1%	146	3.2%	4,566.25	589	12.9%
323 - Teacher Retirement System	15	2.0%	35	4.6%	11	1.5%	755.00	61	8.1%
326 - Texas Emergency Services Retirement System	0	0.0%	1	12.5%	0	0.0%	8.00	1	12.5%
327 - Employees Retirement System	5	1.3%	23	6.1%	10	2.7%	377.00	38	10.1%
329 - Real Estate Commission	4	2.9%	9	6.6%	4	2.9%	137.25	17	12.4%
332 - Department of Housing and Community Affairs	1	0.3%	15	5.0%	14	4.7%	300.00	30	10.0%
338 - Pension Review Board	0	0.0%	2	19.0%	0	0.0%	10.50	2	19.0%
347 - Public Finance Authority	0	0.0%	0	0.0%	0	0.0%	12.75	0	0.0%
352 - Bond Review Board	0	0.0%	3	31.6%	1	10.5%	9.50	4	42.1%
356 - Texas Ethics Commission	1	3.9%	2	7.8%	2	7.8%	25.75	5	19.4%
359 - Office of Public Insurance Counsel	1	10.8%	2	21.6%	0	0.0%	9.25	3	32.4%
360 - State Office of Administrative Hearings	1	0.9%	13	11.8%	5	4.5%	110.50	19	17.2%
362 - Texas Lottery Commission	3	1.0%	19	6.4%	8	2.7%	296.00	30	10.1%
364 - Health Professions Council	0	0.0%	0	0.0%	0	0.0%	7.00	0	0.0%
401 - Military Department	11	2.0%	64	11.8%	14	2.6%	541.25	89	16.4%

Employee Turnover by State Agency Including Interagency Transfers

Fiscal Year 2020 ^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	2	0.5%	41	9.7%	6	1.4%	420.75	49	11.6%
405 - Department of Public Safety	47	0.5%	442	4.4%	222	2.2%	10,155.75	711	7.0%
407 - Texas Commission on Law Enforcement	3	5.8%	1	1.9%	3	5.8%	52.00	7	13.5%
409 - Commission on Jail Standards	0	0.0%	3	14.0%	0	0.0%	21.50	3	14.0%
411 - Commission on Fire Protection	0	0.0%	3	10.6%	0	0.0%	28.25	3	10.6%
448 - Office of Injured Employee Counsel	8	5.3%	22	14.6%	2	1.3%	151.00	32	21.2%
450 - Department of Savings and Mortgage Lending	1	1.9%	4	7.7%	1	1.9%	51.75	6	11.6%
451 - Department of Banking	3	1.7%	13	7.3%	3	1.7%	178.00	19	10.7%
452 - Department of Licensing and Regulation	6	1.2%	25	4.9%	20	3.9%	514.25	51	9.9%
454 - Department of Insurance	31	2.4%	118	9.1%	43	3.3%	1,300.25	192	14.8%
455 - Railroad Commission	18	2.1%	52	6.2%	20	2.4%	841.25	90	10.7%
456 - State Board of Plumbing Examiners	0	0.0%	1	3.4%	0	0.0%	29.25	1	3.4%
457 - Board of Public Accountancy	0	0.0%	1	2.8%	2	5.6%	35.75	3	8.4%
458 - Alcoholic Beverage Commission	7	1.1%	34	5.5%	15	2.4%	618.00	56	9.1%
459 - Board of Architectural Examiners	0	0.0%	0	0.0%	1	5.3%	18.75	1	5.3%
460 - Board of Professional Engineers	0	0.0%	2	7.2%	0	0.0%	27.75	2	7.2%
464 - Board of Professional Land Surveying	2	36.4%	0	0.0%	0	0.0%	5.50	2	36.4%
466 - Office of Consumer Credit Commissioner	1	1.3%	13	16.4%	1	1.3%	79.25	15	18.9%
469 - Credit Union Department	0	0.0%	1	3.5%	3	10.6%	28.25	4	14.2%
473 - Public Utility Commission of Texas	7	3.8%	23	12.5%	10	5.4%	184.25	40	21.7%
475 - Office of Public Utility Counsel	2	18.6%	1	9.3%	0	0.0%	10.75	3	27.9%
476 - Racing Commission	1	2.8%	2	5.6%	2	5.6%	36.00	5	13.9%
477 - Commission on State Emergency Communications	1	5.1%	3	15.4%	0	0.0%	19.50	4	20.5%
479 - State Office of Risk Management	3	2.6%	11	9.4%	4	3.4%	117.50	18	15.3%
481 - Board of Professional Geoscientists	0	0.0%	2	50.0%	0	0.0%	4.00	2	50.0%
503 - Texas Medical Board	2	1.0%	18	9.0%	0	0.0%	199.25	20	10.0%
504 - Texas State Board of Dental Examiners	7	12.3%	6	10.5%	2	3.5%	57.00	15	26.3%
507 - Texas Board of Nursing	1	0.9%	16	13.9%	1	0.9%	115.25	18	15.6%

Employee Turnover by State Agency Including Interagency Transfers

Fiscal Year 2020 ^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	21.1%	1	10.5%	1	10.5%	9.50	4	42.1%
510 - Texas Behavioral Health Executive Council	0	0.0%	0	0.0%	0	0.0%	0.50	0	0.0%
513 - Funeral Service Commission	1	10.5%	1	10.5%	0	0.0%	9.50	2	21.1%
514 - Optometry Board	0	0.0%	0	0.0%	0	0.0%	7.00	0	0.0%
515 - Board of Pharmacy	1	1.0%	6	6.0%	1	1.0%	99.25	8	8.1%
520 - Board of Examiners of Psychologists	0	0.0%	13	94.5%	1	7.3%	13.75	14	101.8%
529 - Health and Human Services Commission	2,492	6.5%	6,193	16.1%	848	2.2%	38,571.50	9,533	24.7%
530 - Department of Family and Protective Services	588	4.5%	1,666	12.8%	171	1.3%	13,054.75	2,425	18.6%
533 - Executive Council of Physical Therapy and Occupational Therapy Examiners	0	0.0%	1	5.4%	0	0.0%	18.50	1	5.4%
537 - Department of State Health Services	73	2.3%	328	10.2%	91	2.8%	3,222.25	492	15.3%
542 - Cancer Prevention and Research Institute of Texas	1	3.3%	3	9.9%	0	0.0%	30.25	4	13.2%
551 - Department of Agriculture	3	0.5%	71	11.4%	12	1.9%	622.50	86	13.8%
554 - Animal Health Commission	5	2.6%	21	11.0%	4	2.1%	191.25	30	15.7%
578 - Board of Veterinary Medical Examiners	0	0.0%	0	0.0%	0	0.0%	18.00	0	0.0%
580 - Water Development Board	4	1.2%	15	4.5%	9	2.7%	329.75	28	8.5%
582 - Commission on Environmental Quality	18	0.7%	203	7.5%	76	2.8%	2,713.25	297	10.9%
592 - Soil and Water Conservation Board	0	0.0%	3	4.2%	1	1.4%	71.25	4	5.6%
601 - Department of Transportation	161	1.3%	819	6.5%	436	3.5%	12,555.50	1,416	11.3%
608 - Department of Motor Vehicles	15	2.0%	90	11.9%	22	2.9%	756.00	127	16.8%
644 - Juvenile Justice Department	218	10.5%	580	28.0%	55	2.7%	2,070.00	853	41.2%
696 - Department of Criminal Justice	3,305	8.6%	5,982	15.6%	1,259	3.3%	38,324.50	10,546	27.5%
701 - Texas Education Agency	11	1.1%	74	7.6%	31	3.2%	974.25	116	11.9%
771 - School for the Blind and Visually Impaired	8	2.7%	24	8.2%	14	4.8%	292.00	46	15.8%
772 - School for the Deaf	0	0.0%	40	12.1%	12	3.6%	331.25	52	15.7%

Employee Turnover by State Agency Including Interagency Transfers

Fiscal Year 2020 ^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
802 - Parks and Wildlife Department	29	1.0%	167	5.7%	75	2.6%	2,935.75	271	9.2%
808 - Historical Commission	0	0.0%	27	9.7%	5	1.8%	278.50	32	11.5%
809 - Preservation Board	12	5.2%	34	14.8%	1	0.4%	229.50	47	20.5%
813 - Commission on the Arts	0	0.0%	1	7.5%	1	7.5%	13.25	2	15.1%
907 - Comptroller - State Energy Conservation Office	0	0.0%	1	12.5%	1	12.5%	8.00	2	25.0%
Statewide Totals ^b	7,323	4.9%	18,481	12.3%	3,938	2.6%	149,780.50	29,742	19.9%

^a Turnover rates in this table include interagency transfers, because these separations are considered losses for an 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.

Turnover by Job Classification Series

Table 17 summarizes turnover by job classification series for fiscal year 2020. The State had 27 occupational categories for the 2020–2021 biennium, all of which are presented in this table.

Table 17

Turnover by Job Classification Series and Occupational Category						
Fiscal Year 2020						
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	1,573.75	1.1%	141	0.5%	9.0%
	Accounting Technician	172.75	0.1%	21	0.1%	12.2%
	Accounts Examiner	736.75	0.5%	59	0.2%	8.0%
	Appropriations Control Officer	19.00	0.0%	0	0.0%	0.0%
	Auditor	608.50	0.4%	44	0.2%	7.2%
	Budget Analyst	426.00	0.3%	33	0.1%	7.7%
	Chief Trader	4.00	0.0%	0	0.0%	0.0%
	Financial Analyst	282.25	0.2%	20	0.1%	7.1%
	Financial Examiner	439.75	0.3%	54	0.2%	12.3%
	Independent Audit Reviewer	7.50	0.0%	1	0.0%	13.3%
	Investment Analyst	91.75	0.1%	5	0.0%	5.4%
	Loan Specialist	28.75	0.0%	1	0.0%	3.5%
	Payroll Specialist	33.25	0.0%	5	0.0%	15.0%
	Portfolio Manager	110.50	0.1%	8	0.0%	7.2%
	Reimbursement Officer	84.00	0.1%	9	0.0%	10.7%
	Tax Analyst	28.00	0.0%	3	0.0%	10.7%
	Tax Auditor	587.00	0.4%	67	0.2%	11.4%
	Tax Auditor Manager	26.25	0.0%	2	0.0%	7.6%
	Tax Auditor Supervisor	55.00	0.0%	3	0.0%	5.5%
	Taxpayer Compliance Officer	388.75	0.3%	42	0.2%	10.8%
Trader	3.00	0.0%	1	0.0%	33.3%	
Totals for Accounting, Auditing, and Finance		5,706.50	3.8%	519	1.9%	9.1% ^c
Administrative Support	Administrative Assistant	6,445.75	4.3%	838	3.0%	13.0%
	Clerk	3,695.00	2.5%	721	2.6%	19.5%
	Customer Service Representative	1,415.50	0.9%	239	0.9%	16.9%
	Executive Assistant	530.75	0.4%	41	0.1%	7.7%
	License and Permit Specialist	2,883.50	1.9%	201	0.7%	7.0%

**Turnover by Job Classification Series and Occupational Category
Fiscal Year 2020**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Receptionist	77.25	0.1%	19	0.1%	24.6%
Totals for Administrative Support		15,047.75	10.0%	2,059	7.4%	13.7% ^c
Criminal Justice	Agriculture Specialist	107.00	0.1%	19	0.1%	17.8%
	Assistant Warden/Warden	183.75	0.1%	26	0.1%	14.1%
	Correctional Officer	23,752.25	15.9%	7,973	28.6%	33.6%
	Counsel Substitute	97.75	0.1%	7	0.0%	7.2%
	Dorm Supervisor	37.75	0.0%	12	0.0%	31.8%
	Halfway House Assistant Superintendent/Superintendent	12.00	0.0%	5	0.0%	41.7%
	Industrial Specialist	300.00	0.2%	44	0.2%	14.7%
	Juvenile Correctional Officer	1,039.75	0.7%	618	2.2%	59.4%
	Parole Officer	2,085.50	1.4%	332	1.2%	15.9%
	Senior Correctional Officer	2,993.25	2.0%	435	1.6%	14.5%
	Youth Facility Assistant Superintendent/Superintendent	10.00	0.0%	1	0.0%	10.0%
Totals for Criminal Justice		30,619.00	20.4%	9,472	34.0%	30.9% ^c
Custodial	Barber/Cosmetologist	17.00	0.0%	0	0.0%	0.0%
	Cook	309.50	0.2%	65	0.2%	21.0%
	Custodial Manager	62.25	0.0%	7	0.0%	11.2%
	Custodian	854.25	0.6%	259	0.9%	30.3%
	Food Service Manager	905.75	0.6%	189	0.7%	20.9%
	Food Service Worker	646.75	0.4%	337	1.2%	52.1%
	Groundskeeper	86.75	0.1%	29	0.1%	33.4%
	Laundry Manager	681.00	0.5%	109	0.4%	16.0%
	Laundry/Sewing Room Worker	99.25	0.1%	33	0.1%	33.2%
Totals for Custodial		3,662.50	2.4%	1,028	3.7%	28.1% ^c
Education	Education Specialist	177.00	0.1%	25	0.1%	14.1%
	Teacher Aide	111.50	0.1%	22	0.1%	19.7%
Totals for Education		288.50	0.2%	47	0.2%	16.3% ^c
Employment	Unemployment Insurance Claims Examiner	171.75	0.1%	15	0.1%	8.7%
	Unemployment Insurance Specialist	52.00	0.0%	5	0.0%	9.6%
	Workforce Development Specialist	471.25	0.3%	75	0.3%	15.9%
Totals for Employment		695.00	0.5%	95	0.3%	13.7% ^c
	Architect	65.50	0.0%	2	0.0%	3.1%

**Turnover by Job Classification Series and Occupational Category
Fiscal Year 2020**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
Engineering and Design	District Engineer	25.00	0.0%	6	0.0%	24.0%
	Drafting Technician	15.00	0.0%	3	0.0%	20.0%
	Engineer	909.50	0.6%	75	0.3%	8.2%
	Engineering Aide	215.75	0.1%	71	0.3%	32.9%
	Engineering Specialist	2,938.00	2.0%	300	1.1%	10.2%
	Engineering Technician	3,229.25	2.2%	470	1.7%	14.6%
	Project Design Assistant	2.75	0.0%	0	0.0%	0.0%
Totals for Engineering and Design		7,400.75	4.9%	927	3.3%	12.5% ^c
Human Resources	Human Resources Assistant/Specialist	733.50	0.5%	79	0.3%	10.8%
	Training Assistant/Specialist	800.75	0.5%	78	0.3%	9.7%
Total for Human Resources		1,534.25	1.0%	157	0.6%	10.2% ^c
Information and Communication	Creative Media Designer	67.25	0.0%	8	0.0%	11.9%
	Editor	25.00	0.0%	3	0.0%	12.0%
	Government Relations Specialist	81.00	0.1%	7	0.0%	8.6%
	Governor's Advisor	18.75	0.0%	6	0.0%	32.0%
	Information Specialist	488.25	0.3%	37	0.1%	7.6%
	Management Analyst	355.50	0.2%	26	0.1%	7.3%
	Marketing Specialist	61.00	0.0%	8	0.0%	13.1%
	Multimedia Technician	17.25	0.0%	1	0.0%	5.8%
	Privacy Analyst	2.00	0.0%	0	0.0%	0.0%
Technical Writer	53.00	0.0%	5	0.0%	9.4%	
Totals for Information and Communication		1,169.00	0.8%	101	0.4%	8.6% ^c
Information Technology	Business Analyst	211.00	0.1%	17	0.1%	8.1%
	Business Continuity Coordinator	15.50	0.0%	3	0.0%	19.4%
	Chief Information Security Officer	2.25	0.0%	1	0.0%	44.4%
	Computer Operations Specialist	43.50	0.0%	5	0.0%	11.5%
	Cybersecurity Analyst	81.00	0.1%	10	0.0%	12.3%
	Cybersecurity Officer	3.75	0.0%	1	0.0%	26.7%
	Data Architect	8.25	0.0%	0	0.0%	0.0%
	Data Base Administrator	125.00	0.1%	9	0.0%	7.2%
	Data Officer	4.50	0.0%	0	0.0%	0.0%
	Geographic Information Specialist	99.75	0.1%	5	0.0%	5.0%
	Information Security Officer	10.00	0.0%	2	0.0%	20.0%
	Information Technology Auditor	26.75	0.0%	1	0.0%	3.7%

**Turnover by Job Classification Series and Occupational Category
Fiscal Year 2020**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Information Technology Security Analyst	115.25	0.1%	18	0.1%	15.6%
	Network Specialist	456.75	0.3%	51	0.2%	11.2%
	Programmer	629.75	0.4%	53	0.2%	8.4%
	Systems Administrator	127.50	0.1%	13	0.0%	10.2%
	Systems Analyst	1,780.75	1.2%	146	0.5%	8.2%
	Systems Support Specialist	479.00	0.3%	43	0.2%	9.0%
	Telecommunications Specialist	122.50	0.1%	14	0.1%	11.4%
	Web Administrator	111.50	0.1%	9	0.0%	8.1%
Totals for Information Technology		4,454.25	3.0%	401	1.4%	9.0% ^c
Inspectors and Investigators	Boiler Inspector	17.00	0.0%	2	0.0%	11.8%
	Inspector	1,290.50	0.9%	120	0.4%	9.3%
	Investigator	1,766.00	1.2%	187	0.7%	10.6%
Totals for Inspectors and Investigators		3,073.50	2.1%	309	1.1%	10.1% ^c
Insurance	Actuary	58.50	0.0%	8	0.0%	13.7%
	Claims Assistant and Claims Examiner	550.25	0.4%	92	0.3%	16.7%
	Insurance Specialist	191.25	0.1%	15	0.1%	7.8%
	Retirement Systems Benefits Specialist	228.00	0.2%	29	0.1%	12.7%
Totals for Insurance		1,028.00	0.7%	144	0.5%	14.0% ^c
Land Surveying, Appraising, and Utilities	Appraiser	84.25	0.1%	5	0.0%	5.9%
	Land Surveyor	22.75	0.0%	3	0.0%	13.2%
	Right of Way Agent	168.50	0.1%	21	0.1%	12.5%
	Utility Specialist	7.75	0.0%	1	0.0%	12.9%
Totals for Land Surveying, Appraising, and Utilities		283.25	0.2%	30	0.1%	10.6% ^c
Law Enforcement	Agent	141.00	0.1%	11	0.0%	7.8%
	Captain, Texas Attorney General's Office	18.00	0.0%	1	0.0%	5.6%
	Captain, Texas Department of Insurance	2.00	0.0%	0	0.0%	0.0%
	Commander, Public Safety	3.00	0.0%	0	0.0%	0.0%
	Corporal, Public Safety	253.25	0.2%	6	0.0%	2.4%
	Deputy Chief Investigator, Texas Department of Insurance	1.00	0.0%	0	0.0%	0.0%
	Game Warden	398.75	0.3%	11	0.0%	2.8%

**Turnover by Job Classification Series and Occupational Category
Fiscal Year 2020**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Game Warden-Assistant Commander/Commander	7.50	0.0%	1	0.0%	13.3%
	Game Warden-Sergeant/Lieutenant/Captain/Major	91.00	0.1%	3	0.0%	3.3%
	Internal Affairs (Supervisor/Manager/Admin./Dir.)	22.75	0.0%	3	0.0%	13.2%
	Internal Affairs Investigator	117.00	0.1%	12	0.0%	10.3%
	Lieutenant, Texas Attorney General's Office	24.00	0.0%	1	0.0%	4.2%
	Lieutenant, Texas Department of Insurance	2.25	0.0%	0	0.0%	0.0%
	Major, Texas Attorney General's Office	4.25	0.0%	1	0.0%	23.5%
	Pilot Investigator	40.25	0.0%	2	0.0%	5.0%
	Probationary Agent	20.25	0.0%	1	0.0%	4.9%
	Sergeant, Texas Attorney General's Office	145.25	0.1%	9	0.0%	6.2%
	Sergeant, Texas Department of Insurance	17.50	0.0%	1	0.0%	5.7%
	Sergeant/Lieutenant/Captain/Major, Alcohol Bev.	55.00	0.0%	4	0.0%	7.3%
	Sergeant/Lieutenant/Captain/Major, Public Safety	1,438.25	1.0%	61	0.2%	4.2%
	Trainee/Probationary Game Warden	41.50	0.0%	6	0.0%	14.5%
	Trooper	2,300.50	1.5%	82	0.3%	3.6%
	Trooper Trainee/Probationary Trooper	127.00	0.1%	30	0.1%	23.6%
Totals for Law Enforcement		5,271.25	3.5%	246	0.9%	4.7% ^c
Legal	Administrative Law Judge	110.00	0.1%	10	0.0%	9.1%
	Assistant Attorney General	741.75	0.5%	84	0.3%	11.3%
	Attorney	1,103.00	0.7%	96	0.3%	8.7%
	Benefit Review Officer	30.00	0.0%	0	0.0%	0.0%
	Chief Deputy Clerk	11.00	0.0%	0	0.0%	0.0%
	Clerk of the Court	15.50	0.0%	2	0.0%	12.9%
	Compliance Analyst	150.00	0.1%	19	0.1%	12.7%
	Court Coordinator	71.50	0.0%	4	0.0%	5.6%
	Court Law Clerk	37.00	0.0%	14	0.1%	37.8%
	Deputy Clerk	45.00	0.0%	6	0.0%	13.3%
	General Counsel	197.25	0.1%	15	0.1%	7.6%
	Hearings Officer	134.25	0.1%	24	0.1%	17.9%

**Turnover by Job Classification Series and Occupational Category
Fiscal Year 2020**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Hearings Reporter	0.50	0.0%	1	0.0%	200.0%
	Law Clerk	6.75	0.0%	11	0.0%	163.0%
	Legal Assistant	457.25	0.3%	39	0.1%	8.5%
	Legal Secretary	184.00	0.1%	19	0.1%	10.3%
	Medical Fee Dispute Officer	2.50	0.0%	0	0.0%	0.0%
	Ombudsman	189.00	0.1%	28	0.1%	14.8%
Totals for Legal		3,486.25	2.3%	372	1.3%	10.7% ^c
Library and Records	Archaeologist	30.50	0.0%	1	0.0%	3.3%
	Archivist	32.75	0.0%	4	0.0%	12.2%
	Curator	20.25	0.0%	2	0.0%	9.9%
	Exhibit Technician	5.75	0.0%	1	0.0%	17.4%
	Historian	5.00	0.0%	0	0.0%	0.0%
	Librarian	111.25	0.1%	13	0.0%	11.7%
	Library Assistant	24.25	0.0%	1	0.0%	4.1%
	Records Analyst	4.75	0.0%	0	0.0%	0.0%
Totals for Library and Records		234.50	0.2%	22	0.1%	9.4% ^c
Maintenance	Air Conditioning and Boiler Operator	32.50	0.0%	8	0.0%	24.6%
	Aircraft Mechanic	15.75	0.0%	0	0.0%	0.0%
	Aircraft Pilot	6.75	0.0%	3	0.0%	44.4%
	Electrician	58.75	0.0%	8	0.0%	13.6%
	Electronics Technician	58.25	0.0%	9	0.0%	15.5%
	Equipment Maintenance Technician	11.25	0.0%	0	0.0%	0.0%
	Equipment Operator	809.50	0.5%	87	0.3%	10.7%
	Ferryboat Deckhand	140.25	0.1%	32	0.1%	22.8%
	Ferryboat Specialist	56.25	0.0%	2	0.0%	3.6%
	HVAC Mechanic	86.00	0.1%	12	0.0%	14.0%
	Machinist	4.00	0.0%	2	0.0%	50.0%
	Maintenance Specialist	964.00	0.6%	138	0.5%	14.3%
	Maintenance Supervisor	935.50	0.6%	169	0.6%	18.1%
	Motor Vehicle Technician	292.25	0.2%	31	0.1%	10.6%
	Plumber	7.00	0.0%	1	0.0%	14.3%
	Radio Communications Technician	32.50	0.0%	3	0.0%	9.2%
	Transportation Maintenance Specialist	407.00	0.3%	46	0.2%	11.3%
	Vehicle Driver	233.50	0.2%	69	0.2%	29.6%

**Turnover by Job Classification Series and Occupational Category
Fiscal Year 2020**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
Totals for Maintenance		4,151.00	2.8%	620	2.2%	14.9% ^c
Medical and Health	Advanced Practice Registered Nurse	79.25	0.1%	8	0.0%	10.1%
	Behavior Analyst	75.00	0.1%	15	0.1%	20.0%
	Certified Peer Support Specialist	3.75	0.0%	1	0.0%	26.7%
	Dental Assistant	21.75	0.0%	1	0.0%	4.6%
	Dental Hygienist	31.00	0.0%	2	0.0%	6.5%
	Dentist	33.50	0.0%	2	0.0%	6.0%
	Dietetic and Nutrition Specialist	74.00	0.0%	13	0.0%	17.6%
	Dietetic Technician	17.75	0.0%	2	0.0%	11.3%
	Epidemiologist	113.25	0.1%	13	0.0%	11.5%
	Health Assistant	110.50	0.1%	18	0.1%	16.3%
	Health Physicist	79.00	0.1%	7	0.0%	8.9%
	Health Specialist	267.50	0.2%	55	0.2%	20.6%
	Laboratory Technician	59.25	0.0%	14	0.1%	23.6%
	Licensed Vocational Nurse	1,072.00	0.7%	262	0.9%	24.4%
	Medical Research Specialist	11.25	0.0%	1	0.0%	8.9%
	Medical Technician	24.25	0.0%	7	0.0%	28.9%
	Medical Technologist	69.25	0.0%	10	0.0%	14.4%
	Microbiologist	113.00	0.1%	15	0.1%	13.3%
	Molecular Biologist	31.50	0.0%	3	0.0%	9.5%
	Nurse	2,274.50	1.5%	466	1.7%	20.5%
	Orthopedic Equipment Technician	34.75	0.0%	2	0.0%	5.8%
	Pharmacist	115.50	0.1%	8	0.0%	6.9%
	Pharmacy Technician	80.00	0.1%	15	0.1%	18.8%
	Physician	94.50	0.1%	12	0.0%	12.7%
	Physician Assistant	5.50	0.0%	1	0.0%	18.2%
	Psychiatrist	121.50	0.1%	17	0.1%	14.0%
	Psychological Associate	4.00	0.0%	1	0.0%	25.0%
	Psychologist	58.25	0.0%	12	0.0%	20.6%
	Public Health and Prevention Specialist	342.50	0.2%	48	0.2%	14.0%
	Public Health Nurse	53.75	0.0%	6	0.0%	11.2%
	Radiological Technologist	15.25	0.0%	3	0.0%	19.7%
	Registered Therapists Assistant/Therapist	318.25	0.2%	26	0.1%	8.2%
	Respiratory Care Practitioner	15.25	0.0%	2	0.0%	13.1%

**Turnover by Job Classification Series and Occupational Category
Fiscal Year 2020**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Veterinarian	29.25	0.0%	6	0.0%	20.5%
Totals for Medical and Health		5,849.50	3.9%	1,074	3.9%	18.4% ^c
Military	Military Specialist	12.50	0.0%	0	0.0%	0.0%
Totals for Military		12.50	0.0%	0	0	0.0% ^c
Natural Resources	Assistant Park Superintendent	50.25	0.0%	5	0.0%	10.0%
	Chemist	119.75	0.1%	13	0.0%	10.9%
	Environmental Protection Specialist	286.25	0.2%	22	0.1%	7.7%
	Fish and Wildlife Technician	184.50	0.1%	24	0.1%	13.0%
	Geoscientist	95.00	0.1%	4	0.0%	4.2%
	Hydrologist	71.50	0.0%	10	0.0%	14.0%
	Natural Resources Specialist	1,250.75	0.8%	114	0.4%	9.1%
	Park Ranger	74.75	0.0%	6	0.0%	8.0%
	Park Superintendent	105.75	0.1%	7	0.0%	6.6%
	Sanitarian	125.00	0.1%	6	0.0%	4.8%
Toxicologist	16.00	0.0%	0	0.0%	0.0%	
Totals for Natural Resources		2,379.50	1.6%	211	0.8%	8.9% ^c
Office Services	Document Services Technician	158.50	0.1%	14	0.1%	8.8%
	Photographer	1.00	0.0%	0	0.0%	0.0%
Totals for Office Services		159.50	0.1%	14	0.1%	8.8% ^c
Planning, Research, and Statistics	Data Analyst	210.75	0.1%	18	0.1%	8.5%
	Economist	31.25	0.0%	5	0.0%	16.0%
	Planner	208.00	0.1%	16	0.1%	7.7%
	Research and Statistics Technician	11.50	0.0%	4	0.0%	34.8%
	Research Specialist	262.00	0.2%	19	0.1%	7.3%
Statistician	10.25	0.0%	2	0.0%	19.5%	
Totals for Planning, Research, and Statistics		733.75	0.5%	64	0.2%	8.7% ^c
Program Management	Deputy Comptroller	1.00	0.0%	0	0.0%	0.0%
	Deputy Executive Commissioner	0.50	0.0%	1	0.0%	200.0%
	Deputy/First Assistant Attorney General	8.75	0.0%	0	0.0%	0.0%
	Director	2,681.50	1.8%	253	0.9%	9.4%
	Manager	3,409.50	2.3%	316	1.1%	9.3%
	Portfolio Project Manager	24.25	0.0%	4	0.0%	16.5%
	Program Specialist	5,767.50	3.9%	511	1.8%	8.9%

**Turnover by Job Classification Series and Occupational Category
Fiscal Year 2020**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Program Supervisor	1,954.75	1.3%	188	0.7%	9.6%
	Project Management Specialist	26.50	0.0%	5	0.0%	18.9%
	Project Manager	544.25	0.4%	49	0.2%	9.0%
	Staff Services Officer	362.00	0.2%	30	0.1%	8.3%
Totals for Program Management		14,780.50	9.9%	1,357	4.9%	9.2% ^c
Property Management and Procurement	Contract Administration Manager	133.00	0.1%	13	0.0%	9.8%
	Contract Specialist	1,047.50	0.7%	79	0.3%	7.5%
	Contract Technician	58.00	0.0%	5	0.0%	8.6%
	Fleet Manager	11.75	0.0%	1	0.0%	8.5%
	Grant Coordinator	176.00	0.1%	10	0.0%	5.7%
	Inventory and Store Specialist	835.00	0.6%	121	0.4%	14.5%
	Property Manager	169.25	0.1%	10	0.0%	5.9%
	Purchaser	409.25	0.3%	39	0.1%	9.5%
Totals for Property Management and Procurement		2,839.75	1.9%	278	1.0%	9.8% ^c
Public Safety	Crime Analyst	105.25	0.1%	6	0.0%	5.7%
	Crime Laboratory Specialist	58.50	0.0%	1	0.0%	1.7%
	Criminal Intelligence Analyst	55.25	0.0%	12	0.0%	21.7%
	Emergency Management Program Coordinator	10.75	0.0%	0	0.0%	0.0%
	Fingerprint Analyst	29.50	0.0%	0	0.0%	0.0%
	Forensic Scientist	314.75	0.2%	14	0.1%	4.4%
	Police Communications Operator	147.75	0.1%	15	0.1%	10.2%
	Public Safety Records Technician	11.75	0.0%	1	0.0%	8.5%
	Security Officer	666.00	0.4%	165	0.6%	24.8%
	State Park Police Officer	43.50	0.0%	6	0.0%	13.8%
	State Park Police Officer-Sergeant/Lieutenant/Captain/Major	29.50	0.0%	2	0.0%	6.8%
	Trainee/Probationary State Park Police Officer	13.25	0.0%	5	0.0%	37.7%
Totals for Public Safety		1,485.75	1.0%	227	0.8%	15.3% ^c
Safety	Rescue Specialist	29.75	0.0%	4	0.0%	13.4%
	Risk Management Specialist	47.00	0.0%	5	0.0%	10.6%
	Safety Officer	220.75	0.1%	28	0.1%	12.7%
Totals for Safety		297.50	0.2%	37	0.1%	12.4% ^c
Social Services	Adult and Child Care Licensing Specialist	51.25	0.0%	4	0.0%	7.8%

**Turnover by Job Classification Series and Occupational Category
Fiscal Year 2020**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Adult Protective Services Specialist	739.75	0.5%	123	0.4%	16.6%
	Case Manager	490.00	0.3%	83	0.3%	16.9%
	Chaplain	130.25	0.1%	29	0.1%	22.3%
	Chaplaincy Services Assistant	8.75	0.0%	0	0.0%	0.0%
	Child Protective Services Specialist	6,661.50	4.4%	1,552	5.6%	23.3%
	Child Support Officer	1,303.75	0.9%	105	0.4%	8.1%
	Child Support Technician	340.25	0.2%	32	0.1%	9.4%
	Direct Support Professional	6,442.25	4.3%	3,053	10.9%	47.4%
	Family and Protective Services Supervisor	1,379.50	0.9%	113	0.4%	8.2%
	Family Services Specialist	243.50	0.2%	23	0.1%	9.4%
	Guardianship Specialist	82.75	0.1%	9	0.0%	10.9%
	Human Rights Officer	10.75	0.0%	0	0.0%	0.0%
	Human Services Specialist	1,251.25	0.8%	121	0.4%	9.7%
	Human Services Technician	925.75	0.6%	116	0.4%	12.5%
	Interpreter	23.75	0.0%	2	0.0%	8.4%
	Protective Services Intake Specialist	345.25	0.2%	25	0.1%	7.2%
	Psychiatric Nursing Assistant	2,960.25	2.0%	1,179	4.2%	39.8%
	Qualified Intellectual Disability Professional	278.75	0.2%	48	0.2%	17.2%
	Quality Assurance Specialist	364.50	0.2%	32	0.1%	8.8%
	Recreation Program Specialist	15.75	0.0%	0	0.0%	0.0%
	Rehabilitation Teacher	89.00	0.1%	12	0.0%	13.5%
	Rehabilitation Therapy Technician	962.50	0.6%	213	0.8%	22.1%
	Resident Specialist	321.00	0.2%	56	0.2%	17.4%
	Social Worker	258.00	0.2%	47	0.2%	18.2%
	Substance Abuse Counselor	101.00	0.1%	22	0.1%	21.8%
	Texas Works Advisor	5,786.50	3.9%	900	3.2%	15.6%
	Texas Works Supervisor	516.75	0.3%	42	0.2%	8.1%
	Transition Coordinator	13.00	0.0%	1	0.0%	7.7%
	Veterans Services Representative	301.50	0.2%	39	0.1%	12.9%
	Vocational Rehabilitation Counselor	654.75	0.4%	81	0.3%	12.4%
	Volunteer Services Coordinator	83.50	0.1%	9	0.0%	10.8%
Totals for Social Services		33,137.00	22.1%	8,071	28.9%	24.4% ^c
Statewide Totals		149,780.50	100.0%	27,882	100.0%	18.6% ^d

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

**Turnover by Job Classification Series and Occupational Category
Fiscal Year 2020**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
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^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.

Turnover by Region and County

Table 18 provides a summary of turnover by region and county in Texas in fiscal year 2020.

Table 18

Turnover by Region and County Fiscal Year 2020						
Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
Alamo Region	Atascosa	118.50	0.1%	20	0.1%	16.9%
	Bandera	43.50	0.0%	7	0.0%	16.1%
	Bexar	6,715.75	4.5%	1,319	4.7%	19.6%
	Comal	220.50	0.1%	18	0.1%	8.2%
	Frio	322.50	0.2%	135	0.5%	41.9%
	Gillespie	50.25	0.0%	9	0.0%	17.9%
	Guadalupe	188.75	0.1%	19	0.1%	10.1%
	Karnes	467.25	0.3%	192	0.7%	41.1%
	Kendall	52.75	0.0%	3	0.0%	5.7%
	Kerr	788.50	0.5%	199	0.7%	25.2%
	Medina	502.75	0.3%	93	0.3%	18.5%
	Wilson	73.25	0.0%	7	0.0%	9.6%
Alamo Region Totals		9,544.25	6.4%	2,021	7.2%	21.2% ^c
Capital Region	Bastrop	187.50	0.1%	14	0.1%	7.5%
	Blanco	35.50	0.0%	1	0.0%	2.8%
	Burnet	248.00	0.2%	39	0.1%	15.7%
	Caldwell	79.75	0.1%	8	0.0%	10.0%
	Fayette	63.25	0.0%	9	0.0%	14.2%
	Hays	289.50	0.2%	25	0.1%	8.6%
	Lee	387.25	0.3%	143	0.5%	36.9%
	Llano	23.25	0.0%	2	0.0%	8.6%
	Travis	37,998.50	25.3%	4,088	14.7%	10.8%
	Williamson	530.75	0.4%	66	0.2%	12.4%
Capital Region Totals		39,843.25	26.6%	4,395	15.8%	11.0% ^c
Central Texas Region	Bell	755.75	0.5%	111	0.4%	14.7%
	Bosque	30.00	0.0%	2	0.0%	6.7%
	Brazos	732.00	0.5%	94	0.3%	12.8%

Turnover by Region and County						
Fiscal Year 2020						
Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Burleson	43.25	0.0%	2	0.0%	4.6%
	Coryell	2,668.25	1.8%	769	2.8%	28.8%
	Falls	439.00	0.3%	127	0.5%	28.9%
	Freestone	293.00	0.2%	52	0.2%	17.7%
	Grimes	676.00	0.5%	134	0.5%	19.8%
	Hamilton	70.00	0.0%	12	0.0%	17.1%
	Hill	89.50	0.1%	11	0.0%	12.3%
	Lampasas	64.25	0.0%	5	0.0%	7.8%
	Leon	46.25	0.0%	7	0.0%	15.1%
	Limestone	1,432.00	1.0%	423	1.5%	29.5%
	Madison	529.00	0.4%	135	0.5%	25.5%
	McLennan	1,555.00	1.0%	378	1.4%	24.3%
	Milam	69.25	0.0%	11	0.0%	15.9%
	Mills	17.00	0.0%	0	0.0%	0.0%
	Robertson	39.25	0.0%	8	0.0%	20.4%
	San Saba	136.75	0.1%	35	0.1%	25.6%
	Washington	1,071.50	0.7%	483	1.7%	45.1%
Central Texas Region Totals		10,757.00	7.2%	2,799	10.0%	26.0% ^c
Coastal Bend Region	Aransas	87.75	0.1%	5	0.0%	5.7%
	Bee	1,642.25	1.1%	539	1.9%	32.8%
	Brooks	51.00	0.0%	1	0.0%	2.0%
	Calhoun	64.00	0.0%	13	0.0%	20.3%
	Dewitt	388.50	0.3%	61	0.2%	15.7%
	Duval	150.50	0.1%	29	0.1%	19.3%
	Goliad	36.25	0.0%	3	0.0%	8.3%
	Gonzales	57.75	0.0%	5	0.0%	8.7%
	Jackson	24.25	0.0%	1	0.0%	4.1%
	Jim Wells	137.75	0.1%	15	0.1%	10.9%
	Kenedy	0.75	0.0%	0	0.0%	0.0%
	Kleberg	87.00	0.1%	10	0.0%	11.5%
	Lavaca	35.25	0.0%	2	0.0%	5.7%
	Live Oak	26.25	0.0%	6	0.0%	22.9%
	McMullen	34.25	0.0%	4	0.0%	11.7%
	Nueces	2,361.75	1.6%	528	1.9%	22.4%
Refugio	23.25	0.0%	0	0.0%	0.0%	

Turnover by Region and County						
Fiscal Year 2020						
Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	San Patricio	169.50	0.1%	20	0.1%	11.8%
	Victoria	263.00	0.2%	30	0.1%	11.4%
Coastal Bend Region Totals		5,641.00	3.8%	1,272	4.6%	22.5% ^c
Gulf Coast Region	Austin	79.00	0.1%	7	0.0%	8.9%
	Brazoria	2,800.00	1.9%	648	2.3%	23.1%
	Chambers	37.50	0.0%	3	0.0%	8.0%
	Colorado	91.75	0.1%	14	0.1%	15.3%
	Fort Bend	2,749.50	1.8%	559	2.0%	20.3%
	Galveston	1,169.50	0.8%	166	0.6%	14.2%
	Harris	7,711.75	5.1%	1,087	3.9%	14.1%
	Liberty	919.00	0.6%	254	0.9%	27.6%
	Matagorda	93.00	0.1%	15	0.1%	16.1%
	Montgomery	564.00	0.4%	55	0.2%	9.8%
	Walker	6,657.25	4.4%	1,486	5.3%	22.3%
	Waller	60.50	0.0%	5	0.0%	8.3%
	Wharton	101.25	0.1%	14	0.1%	13.8%
Gulf Coast Region Totals		23,034.00	15.4%	4,313	15.5%	18.7% ^c
High Plains Region	Armstrong	12.75	0.0%	0	0.0%	0.0%
	Bailey	17.25	0.0%	3	0.0%	17.4%
	Briscoe	21.50	0.0%	0	0.0%	0.0%
	Carson	36.00	0.0%	3	0.0%	8.3%
	Castro	19.50	0.0%	1	0.0%	5.1%
	Childress	376.75	0.3%	74	0.3%	19.6%
	Cochran	11.00	0.0%	0	0.0%	0.0%
	Collingsworth	12.25	0.0%	3	0.0%	24.5%
	Crosby	13.50	0.0%	0	0.0%	0.0%
	Dallam	72.50	0.0%	12	0.0%	16.6%
	Deaf Smith	46.00	0.0%	7	0.0%	15.2%
	Dickens	12.75	0.0%	0	0.0%	0.0%
	Donley	21.00	0.0%	0	0.0%	0.0%
	Floyd	17.25	0.0%	2	0.0%	11.6%
	Garza	34.25	0.0%	4	0.0%	11.7%
	Gray	383.00	0.3%	104	0.4%	27.2%
	Hale	518.50	0.3%	90	0.3%	17.4%
	Hall	14.75	0.0%	0	0.0%	0.0%
	Hansford	13.00	0.0%	3	0.0%	23.1%

Turnover by Region and County						
Fiscal Year 2020						
Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Hartley	117.50	0.1%	29	0.1%	24.7%
	Hemphill	19.75	0.0%	1	0.0%	5.1%
	Hockley	43.50	0.0%	6	0.0%	13.8%
	Hutchinson	47.00	0.0%	7	0.0%	14.9%
	Lamb	51.00	0.0%	5	0.0%	9.8%
	Lipscomb ^b	0	0.0%	0	0.0%	0.0%
	Lubbock	2,714.00	1.8%	592	2.1%	21.8%
	Lynn	13.25	0.0%	0	0.0%	0.0%
	Moore	49.25	0.0%	5	0.0%	10.2%
	Motley	11.75	0.0%	0	0.0%	0.0%
	Ochiltree	24.75	0.0%	4	0.0%	16.2%
	Oldham	20.25	0.0%	4	0.0%	19.8%
	Parmer	16.75	0.0%	2	0.0%	11.9%
	Potter	1,698.50	1.1%	548	2.0%	32.3%
	Randall	363.50	0.2%	39	0.1%	10.7%
	Sherman	14.50	0.0%	1	0.0%	6.9%
	Swisher	139.75	0.1%	34	0.1%	24.3%
	Terry	169.00	0.1%	32	0.1%	18.9%
	Wheeler	19.50	0.0%	2	0.0%	10.3%
	Yoakum	4.25	0.0%	1	0.0%	23.5%
High Plains Region Totals		7,191.25	4.8%	1,618	5.8%	22.5% ^c
Metroplex Region	Collin	550.00	0.4%	60	0.2%	10.9%
	Cooke	358.75	0.2%	121	0.4%	33.7%
	Dallas	4,665.00	3.1%	672	2.4%	14.4%
	Denton	2,200.50	1.5%	706	2.5%	32.1%
	Ellis	228.00	0.2%	24	0.1%	10.5%
	Erath	98.25	0.1%	13	0.0%	13.2%
	Fannin	514.00	0.3%	74	0.3%	14.4%
	Grayson	224.75	0.1%	25	0.1%	11.1%
	Hood	115.75	0.1%	26	0.1%	22.5%
	Hunt	176.75	0.1%	21	0.1%	11.9%
	Johnson	199.00	0.1%	46	0.2%	23.1%
	Kaufman	1,153.00	0.8%	269	1.0%	23.3%
	Navarro	121.50	0.1%	11	0.0%	9.1%
	Palo Pinto	156.00	0.1%	31	0.1%	19.9%
	Parker	151.00	0.1%	39	0.1%	25.8%

Turnover by Region and County						
Fiscal Year 2020						
Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Rockwall	48.00	0.0%	6	0.0%	12.5%
	Somervell	13.25	0.0%	1	0.0%	7.5%
	Tarrant	3,518.75	2.3%	594	2.1%	16.9%
	Wise	122.75	0.1%	7	0.0%	5.7%
Metroplex Region Totals		14,615.00	9.7%	2,746	9.8%	18.8% ^c
Northwest Texas Region	Archer	16.75	0.0%	0	0.0%	0.0%
	Baylor	22.00	0.0%	1	0.0%	4.5%
	Brown	748.75	0.5%	208	0.7%	27.8%
	Callahan	17.50	0.0%	0	0.0%	0.0%
	Clay	22.75	0.0%	2	0.0%	8.8%
	Coleman	17.50	0.0%	1	0.0%	5.7%
	Comanche	16.75	0.0%	2	0.0%	11.9%
	Cottle	21.50	0.0%	1	0.0%	4.7%
	Eastland	80.25	0.1%	14	0.1%	17.4%
	Fisher	13.75	0.0%	0	0.0%	0.0%
	Foard	10.00	0.0%	2	0.0%	20.0%
	Hardeman	20.75	0.0%	4	0.0%	19.3%
	Haskell	36.75	0.0%	7	0.0%	19.0%
	Jack	20.75	0.0%	3	0.0%	14.5%
	Jones	948.50	0.6%	305	1.1%	32.2%
	Kent	10.50	0.0%	0	0.0%	0.0%
	Knox	16.00	0.0%	3	0.0%	18.8%
	Mitchell	259.25	0.2%	75	0.3%	28.9%
	Montague	52.25	0.0%	9	0.0%	17.2%
	Nolan	49.50	0.0%	9	0.0%	18.2%
	Runnels	22.25	0.0%	4	0.0%	18.0%
	Scurry	239.50	0.2%	57	0.2%	23.8%
	Shackelford	11.25	0.0%	3	0.0%	26.7%
	Stephens	179.50	0.1%	26	0.1%	14.5%
	Stonewall	12.75	0.0%	0	0.0%	0.0%
	Taylor	2,296.25	1.5%	606	2.2%	26.4%
	Throckmorton	8.75	0.0%	0	0.0%	0.0%
Wichita	2,306.25	1.5%	511	1.8%	22.2%	
Wilbarger	1,172.00	0.8%	340	1.2%	29.0%	
Young	65.25	0.0%	11	0.0%	16.9%	
Northwest Texas Region Totals		8,715.50	5.8%	2,204	7.9%	25.3% ^c

Turnover by Region and County						
Fiscal Year 2020						
Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
South Texas Border Region	Cameron	1,668.75	1.1%	240	0.9%	14.4%
	Dimmit	43.50	0.0%	2	0.0%	4.6%
	Edwards	11.00	0.0%	3	0.0%	27.3%
	Hidalgo	3,331.25	2.2%	444	1.6%	13.3%
	Jim Hogg	32.25	0.0%	4	0.0%	12.4%
	Kinney	21.00	0.0%	6	0.0%	28.6%
	La Salle	144.00	0.1%	27	0.1%	18.8%
	Maverick	169.75	0.1%	9	0.0%	5.3%
	Real	12.75	0.0%	0	0.0%	0.0%
	Starr	306.50	0.2%	28	0.1%	9.1%
	Uvalde	130.75	0.1%	13	0.0%	9.9%
	Val Verde	175.50	0.1%	21	0.1%	12.0%
	Webb	846.75	0.6%	64	0.2%	7.6%
	Willacy	53.75	0.0%	5	0.0%	9.3%
	Zapata	19.25	0.0%	0	0.0%	0.0%
Zavala	55.00	0.0%	6	0.0%	10.9%	
South Texas Border Region Totals		7,021.75	4.7%	872	3.1%	12.4% ^c
Southeast Texas Region	Angelina	1,657.00	1.1%	480	1.7%	29.0%
	Hardin	71.25	0.0%	9	0.0%	12.6%
	Houston	603.25	0.4%	155	0.6%	25.7%
	Jasper	277.25	0.2%	52	0.2%	18.8%
	Jefferson	2,199.75	1.5%	725	2.6%	33.0%
	Nacogdoches	227.50	0.2%	34	0.1%	14.9%
	Newton	15.50	0.0%	3	0.0%	19.4%
	Orange	133.75	0.1%	22	0.1%	16.4%
	Polk	788.75	0.5%	376	1.3%	47.7%
	Sabine	29.25	0.0%	4	0.0%	13.7%
	San Augustine	18.75	0.0%	4	0.0%	21.3%
	San Jacinto	40.00	0.0%	9	0.0%	22.5%
	Shelby	53.25	0.0%	6	0.0%	11.3%
	Trinity	39.25	0.0%	5	0.0%	12.7%
	Tyler	507.50	0.3%	190	0.7%	37.4%
Southeast Texas Region Totals		6,662.00	4.4%	2,074	7.4%	31.1% ^c

Turnover by Region and County						
Fiscal Year 2020						
Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
Upper East Texas Region	Anderson	2,935.50	2.0%	714	2.6%	24.3%
	Bowie	903.50	0.6%	373	1.3%	41.3%
	Camp	13.00	0.0%	2	0.0%	15.4%
	Cass	167.00	0.1%	4	0.0%	2.4%
	Cherokee	1,700.75	1.1%	498	1.8%	29.3%
	Delta	22.25	0.0%	4	0.0%	18.0%
	Franklin	21.25	0.0%	2	0.0%	9.4%
	Gregg	380.00	0.3%	38	0.1%	10.0%
	Harrison	162.75	0.1%	30	0.1%	18.4%
	Henderson	327.00	0.2%	28	0.1%	8.6%
	Hopkins	138.00	0.1%	13	0.0%	9.4%
	Lamar	271.75	0.2%	31	0.1%	11.4%
	Marion	25.50	0.0%	5	0.0%	19.6%
	Morris	47.00	0.0%	4	0.0%	8.5%
	Panola	44.25	0.0%	3	0.0%	6.8%
	Rains	18.00	0.0%	1	0.0%	5.6%
	Red River	31.00	0.0%	1	0.0%	3.2%
	Rusk	149.00	0.1%	21	0.1%	14.1%
	Smith	1,071.75	0.7%	116	0.4%	10.8%
	Titus	142.50	0.1%	11	0.0%	7.7%
Upshur	62.75	0.0%	7	0.0%	11.2%	
Van Zandt	102.75	0.1%	11	0.0%	10.7%	
Wood	222.25	0.1%	40	0.1%	18.0%	
Upper East Texas Region Totals		8,959.50	6.0%	1,957	7.0%	21.8% ^c
Upper Rio Grande Region	Brewster	103.00	0.1%	8	0.0%	7.8%
	Culberson	33.50	0.0%	3	0.0%	9.0%
	El Paso	3,400.25	2.3%	522	1.9%	15.4%
	Hudspeth	33.25	0.0%	3	0.0%	9.0%
	Jeff Davis	54.50	0.0%	7	0.0%	12.8%
	Presidio	61.75	0.0%	5	0.0%	8.1%
Upper Rio Grande Region Totals		3,686.25	2.5%	548	2.0%	14.9% ^c
West Texas Region	Andrews	35.75	0.0%	5	0.0%	14.0%
	Borden	10.00	0.0%	1	0.0%	10.0%
	Coke	10.25	0.0%	0	0.0%	0.0%
	Concho	14.00	0.0%	0	0.0%	0.0%

Turnover by Region and County						
Fiscal Year 2020						
Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Crane	15.00	0.0%	0	0.0%	0.0%
	Crockett	26.50	0.0%	3	0.0%	11.3%
	Dawson	361.25	0.2%	145	0.5%	40.1%
	Ector	404.75	0.3%	55	0.2%	13.6%
	Gaines	27.25	0.0%	2	0.0%	7.3%
	Glasscock	1.00	0.0%	0	0.0%	0.0%
	Howard	633.50	0.4%	230	0.8%	36.3%
	Irion	1.75	0.0%	0	0.0%	0.0%
	Kimble	37.75	0.0%	3	0.0%	7.9%
	Martin	16.50	0.0%	1	0.0%	6.1%
	Mason	21.25	0.0%	1	0.0%	4.7%
	McCulloch	38.50	0.0%	2	0.0%	5.2%
	Menard	11.25	0.0%	2	0.0%	17.8%
	Midland	465.00	0.3%	57	0.2%	12.3%
	Pecos	375.25	0.3%	81	0.3%	21.6%
	Reagan	14.00	0.0%	2	0.0%	14.3%
	Reeves	65.25	0.0%	6	0.0%	9.2%
	Schleicher	1.00	0.0%	0	0.0%	0.0%
	Sterling	14.00	0.0%	2	0.0%	14.3%
	Sutton	21.50	0.0%	0	0.0%	0.0%
	Terrell	11.25	0.0%	1	0.0%	8.9%
	Tom Green	1,410.00	0.9%	452	1.6%	32.1%
	Upton	9.25	0.0%	2	0.0%	21.6%
	Ward	41.75	0.0%	9	0.0%	21.6%
	Winkler	15.00	0.0%	0	0.0%	0.0%
West Texas Region Totals		4,109.50	2.7%	1,062	3.8%	25.8% ^c
Statewide Totals		149,780.50 ^d	100.0%	27,882	100.0%	18.6% ^e

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

^b Lipscomb County reported zero headcounts or separations. The employees counted for Lipscomb County in previous years are now counted under Ochiltree County.

^c Turnover rates for regions are not the sums of the turnover rates for the individual counties.

^d Includes an average headcount of 0.25 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.

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

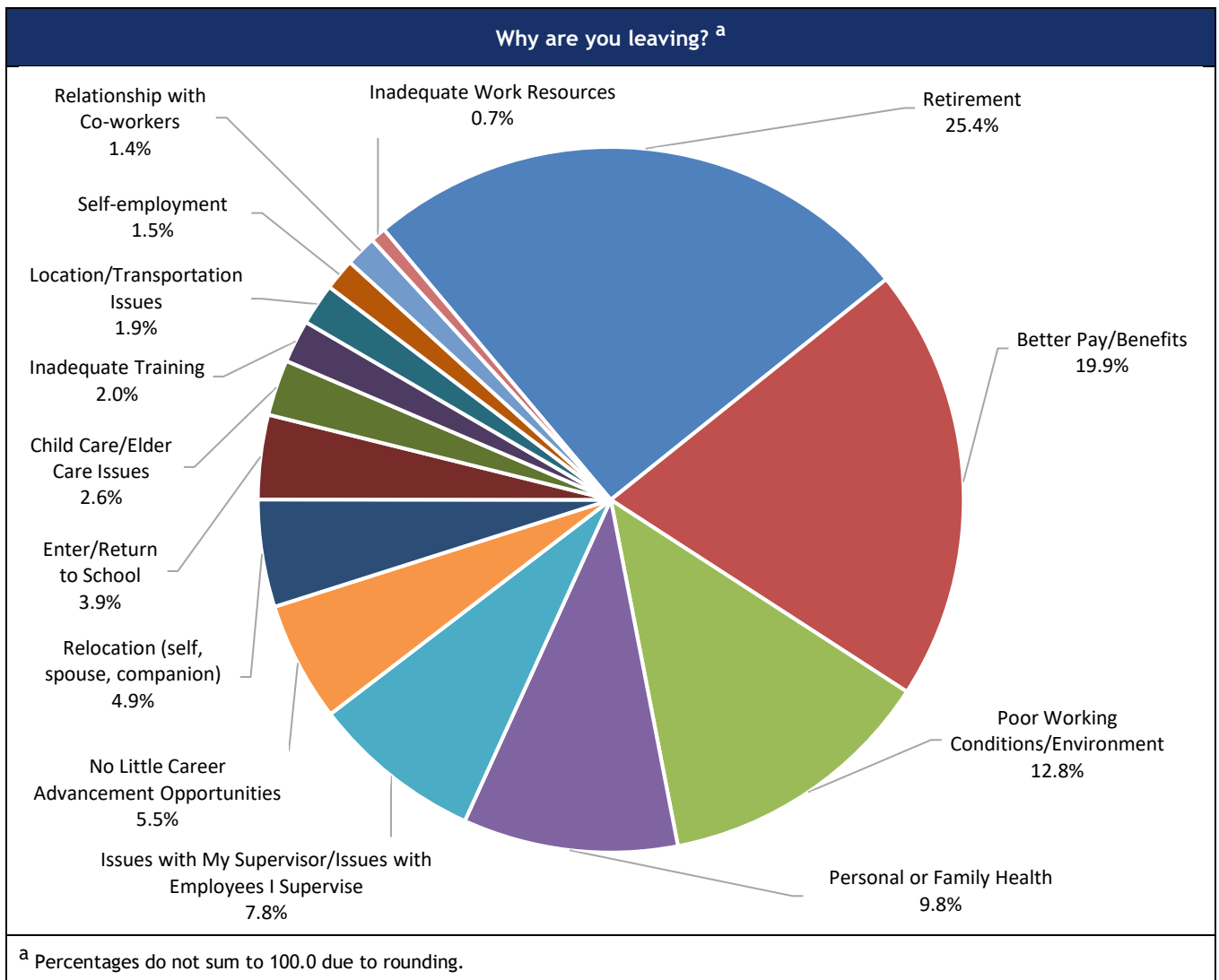
Source: The State Auditor's Office's Electronic Classification Analysis System.

Fiscal Year 2020 Overall Exit Survey Results

Figures 6 through 11 show the aggregate results from 3,517 State of Texas Employee Exit Surveys completed by state agency employees (not including higher education institution employees) who voluntarily left employment between September 1, 2019, and August 31, 2020.

Figure 6 shows the reasons employees reported for leaving state employment. The top three reasons selected in the exit surveys were retirement (25.4 percent), better pay/benefits (19.9 percent), and poor working conditions/environment (12.8 percent).

Figure 6

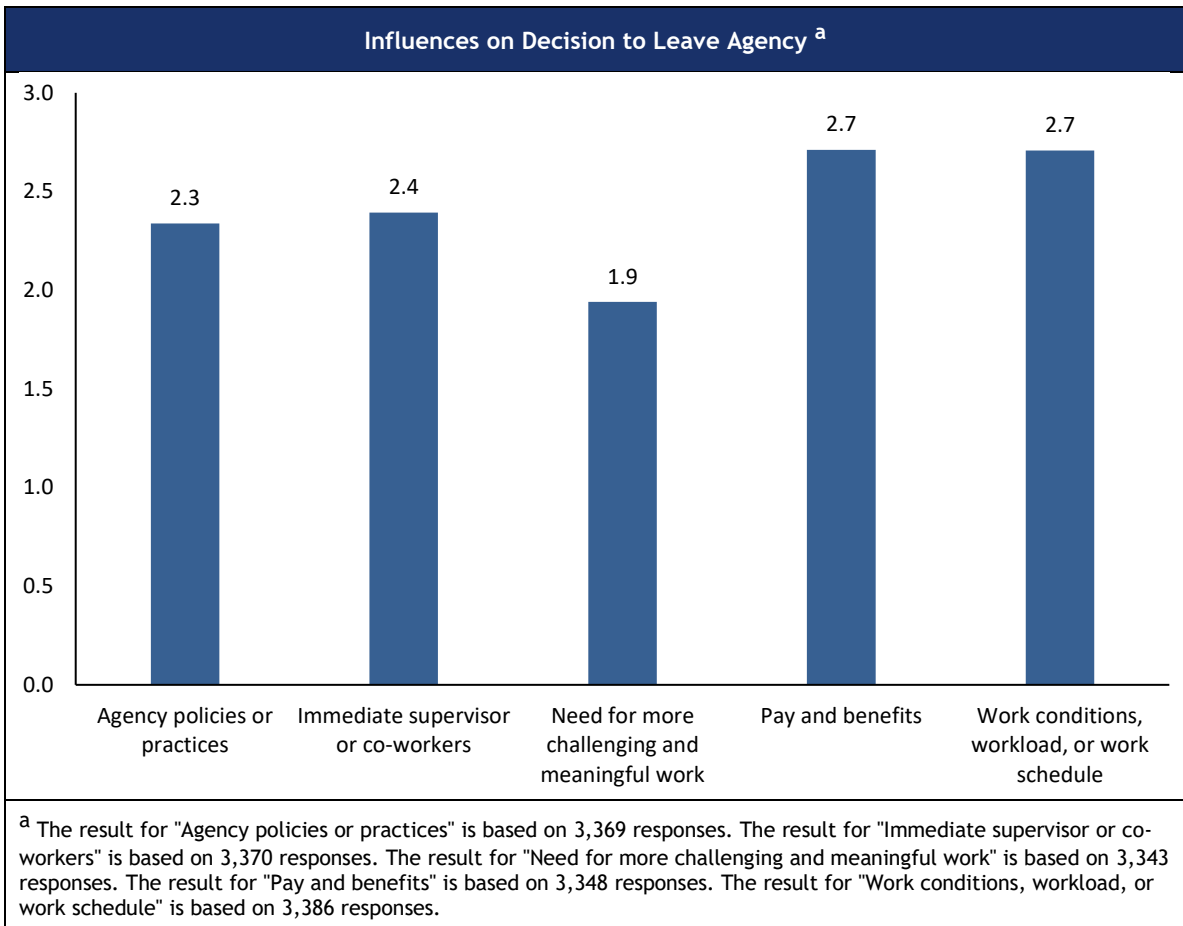


Source: State Auditor's Office - State of Texas Employment Exit Survey.

In addition to the specific reason they left an agency (see Figure 6 on the previous page), employees were asked about the extent to which 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 and the work conditions, workload, or work schedule factor had the highest average ratings, of 2.7 percent.

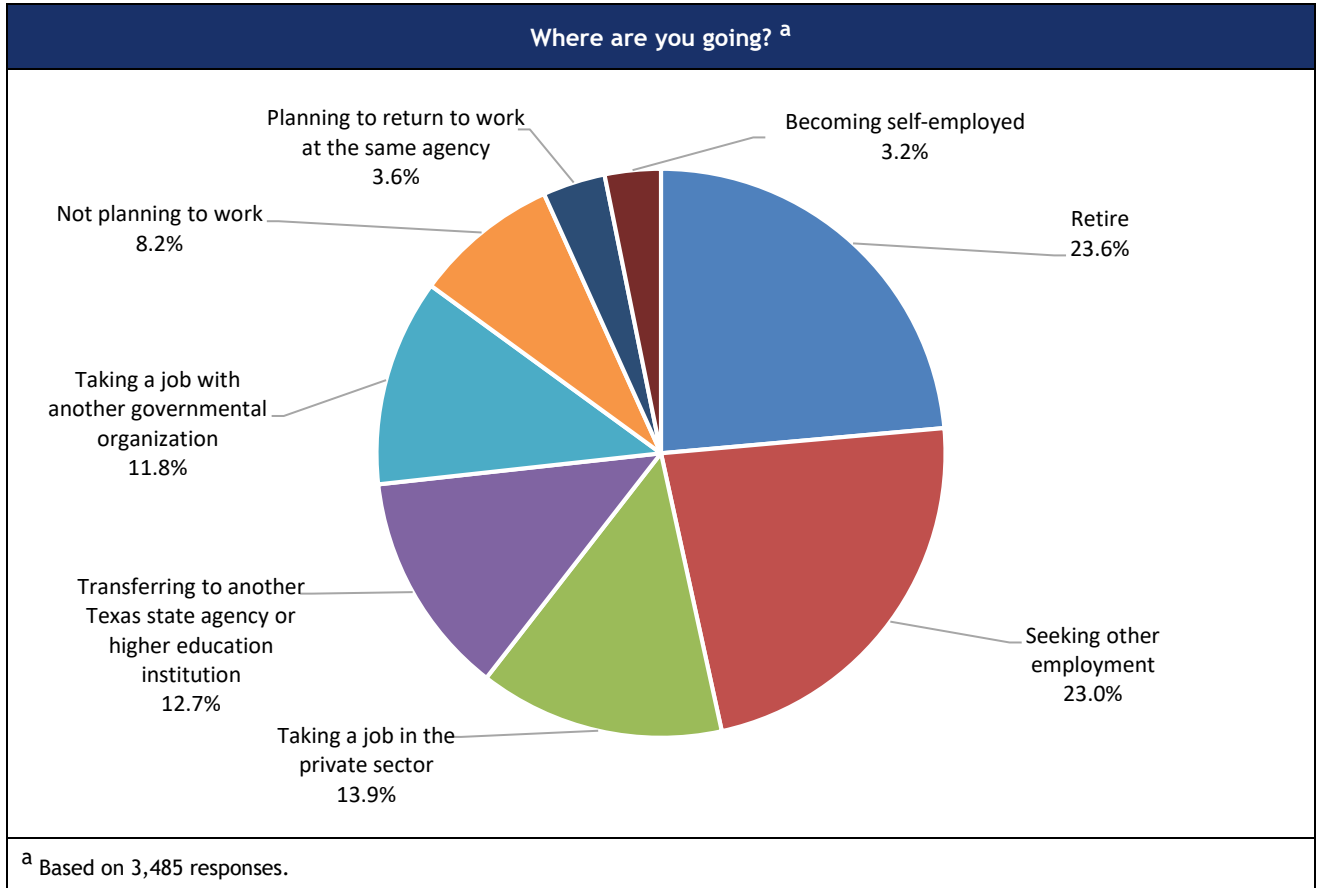
Figure 7



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

Figure 8 shows where separating employees reported they were going. The top three reasons selected in the exit surveys were retire (23.6 percent), seeking other employment (23.0 percent), and taking a job in the private sector (13.9 percent).

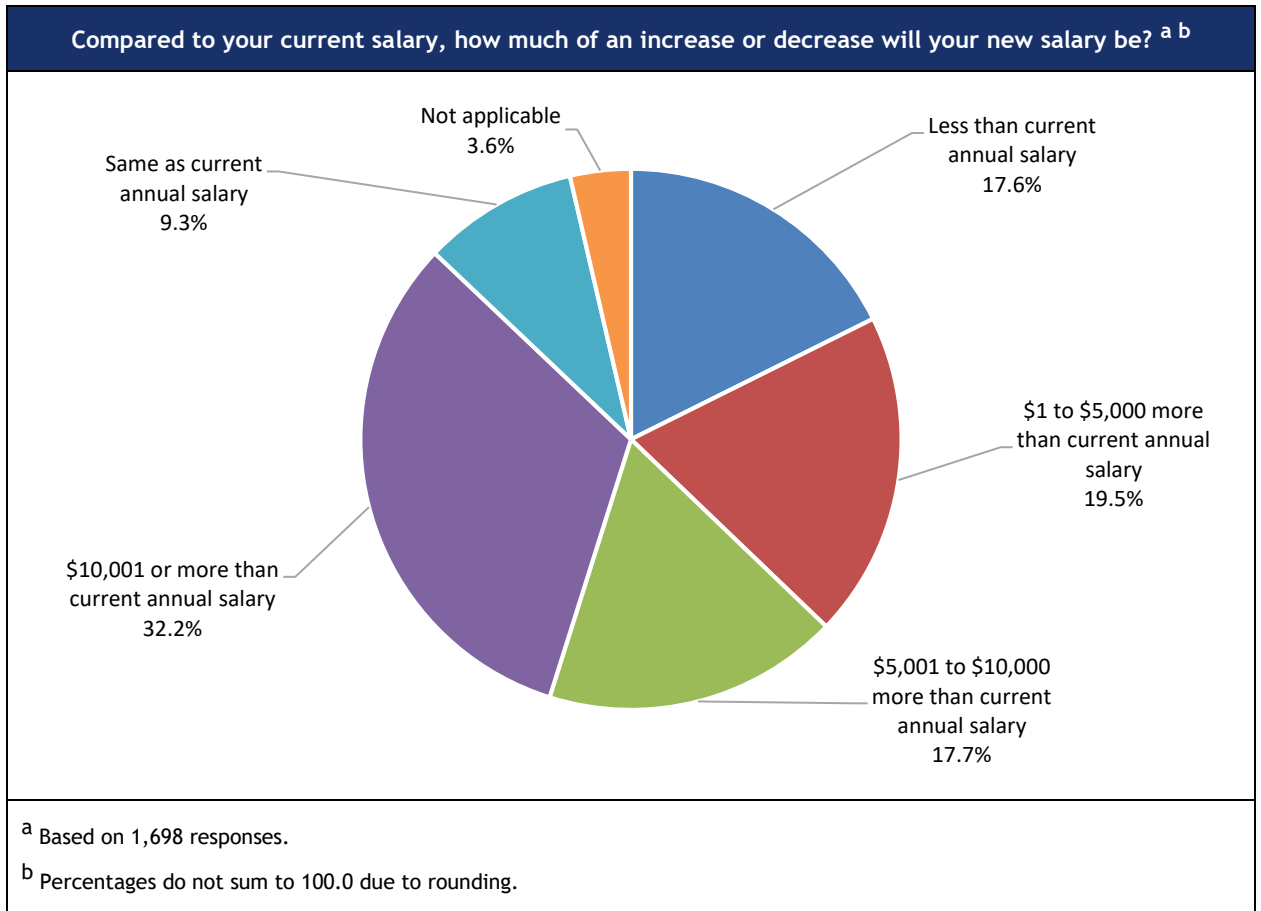
Figure 8



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

Figure 9 shows differences between new and current annual salaries reported by separating employees. A total of 32.2 percent of the employees who completed the exit survey reported increases of \$10,001 or more from their current annual salaries.

Figure 9

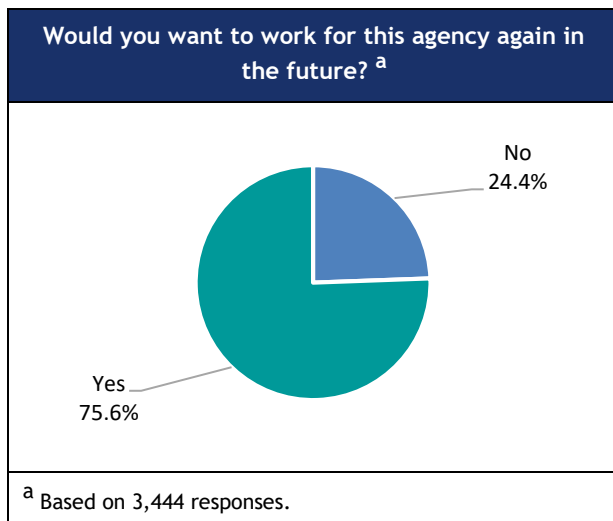


Source: State Auditor's Office - State of Texas Employment Exit Survey.

Figure 10 shows whether a separating employee would work for their agency in the future. A total of 75.6 percent of the employees who completed the exit survey would work for the same agency again.

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

Figure 10



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

Figure 11



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

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

Table 19 summarizes the reasons that employees at state agencies with 1,000 or more employees reported in exit surveys for voluntarily leaving employment in fiscal year 2020.

Table 19

Exit Survey Reasons for Leaving Employment at State Agencies with 1,000 or More Employees During Fiscal Year 2020															
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	Better pay/ Benefits	Relocation (self, spouse, companion)	Inadequate work resources	Retirement	Enter/ Return to school	Self-employment	Inadequate training	Totals
302 - Office of the Attorney General	6	3	4	0	2	2	6	15	2	0	21	10	0	2	73
304 - Office of the Comptroller of Public Accounts	7	2	15	2	4	0	10	24	4	1	51	3	0	1	124
320 - Texas Workforce Commission	5	5	11	3	10	1	7	38	4	0	45	2	2	3	136
405 - Department of Public Safety	5	2	11	1	4	0	7	26	4	0	33	2	2	0	97
454 - Department of Insurance	5	0	4	1	6	3	2	21	2	0	16	1	1	1	63
529 - Health and Human Services Commission	46	35	148	17	141	22	90	171	38	6	204	40	12	27	997
530 - Department of Family and Protective Services	14	4	101	4	28	2	47	35	12	4	46	11	2	20	330
537 - Department of State Health Services	7	1	10	0	6	1	14	19	4	0	30	3	1	2	98
582 - Commission on Environmental Quality	4	0	6	0	1	1	2	29	7	0	25	5	3	1	84
601 - Department of Transportation	15	2	8	5	12	2	13	77	20	1	101	12	6	2	276
644 - Juvenile Justice Department	1	0	16	3	8	0	2	7	4	0	11	2	0	2	56

**Exit Survey Reasons for Leaving Employment at State Agencies with 1,000 or More Employees
During Fiscal Year 2020**

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	Better pay/ Benefits	Relocation (self, spouse, companion)	Inadequate work resources	Retirement	Enter/ Return to school	Self-employment	Inadequate training	Totals
696 - Department of Criminal Justice	11	25	81	5	81	13	32	64	35	3	111	20	8	4	493
802 - Parks and Wildlife Department	4	1	4	1	2	1	2	10	0	1	9	1	1	0	37
Totals	130	80	419	42	305	48	234	536	136	16	703	112	38	65	2,864

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

Interagency Transfers for Fiscal Years 2016 through 2020

Table 20 lists the number of interagency transfers and the percent of total statewide separations that those transfers represented for fiscal years 2016 through 2020.

Table 20

History of Interagency Transfers within the State		
Fiscal Year	Number of Interagency Transfers	Percent of Total Statewide Separations
2016 ^a	7,722	22.4%
2017 ^b	22,766	44.7%
2018	2,190	7.1%
2019	2,459	7.4%
2020	1,860	6.3%

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

^b 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.

Sources: The State Auditor's Office's Electronic Classification Analysis System; *An Annual Report on Classified Employee Turnover for Fiscal Year 2019* (State Auditor's Office Report No. 20-703, March 2020).

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