



Classified Employee Turnover for Fiscal Year 2022

- The statewide turnover rate for classified, regular full- and part-time employees for fiscal year 2022 was 22.7 percent. That is the highest turnover rate in at least 10 years.
- The top three reasons that employees reported in exit surveys for leaving state agency employment were for better pay/benefits, retired, and because of poor working conditions/environment.
- The statewide turnover rate is based on a total of 32,049 voluntary and involuntary separations and a statewide average headcount of 141,057.50.

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Over the past 10 years, statewide turnover rates have ranged from a low of 17.5 percent in fiscal year 2014 to the highest rate of 22.7 percent in fiscal year 2022. With the exception of fiscal year 2020, which may have been impacted by the COVID-19 pandemic, the statewide turnover rate has increased steadily since fiscal year 2016.

In fiscal year 2022, voluntary separations accounted for the majority (82.0 percent) of the State's total separations (excluding interagency transfers).

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- [Study Objective](#) | p. 24

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

STATEWIDE TURNOVER RATE

Since fiscal year 2013, the average headcounts have fluctuated from a high of 152,196.00 in fiscal year 2016 to a low of 141,057.50 in fiscal year 2022, a decrease of 5.8 percent over the last 10 years.

To address high turnover, some agencies implemented equity or similar pay adjustments.

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EXIT SURVEY RESULTS

For the first time since fiscal year 2008, better pay/benefits was the top reason cited for leaving state agency employment. A summary of reasons given included the inability to sustain home and family with the current salary; the need to work a second job; agency cannot keep up with the cost of living; and pay scales have not changed as the cost of living has increased.

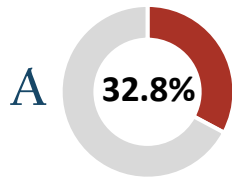
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KEY TURNOVER INFORMATION

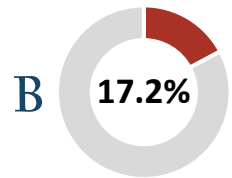
- In fiscal year 2022, turnover was highest for employees making less than \$40,000 per year.
- The turnover rate increased for nearly all state agencies with 1,000 or more employees.
- Two General Appropriations Act articles experienced turnover rates higher than the statewide turnover rate.

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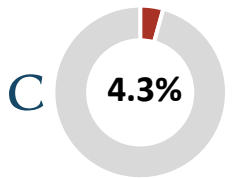
Other Key Turnover Information



Salary Schedule A. While the turnover rate of 32.8 percent for Salary Schedule A was the highest among the three salary schedules, that rate was unchanged from fiscal year 2021.

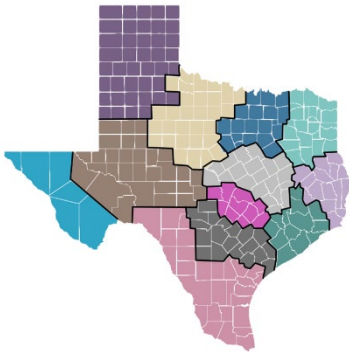


Salary Schedule B. Salary Schedule B was the only schedule whose turnover rate increased in fiscal year 2022.



Salary Schedule C. Salary Schedule C's turnover decreased from 5.3 percent in fiscal year 2021 to 4.3 percent in fiscal year 2022.

For more information on turnover by salary schedule, [see Chapter 3](#).



Regional Information

- **Nine** regions and **88** counties had turnover rates that exceeded the statewide turnover rate of 22.7 percent.
- The Southeast Texas region's fiscal year 2022 turnover rate of 31.4 percent was the highest among all regions.
- The two regions with the largest state employee populations were the Capital and Gulf Coast regions, which had turnover rates of 15.1 percent and 24.9 percent, respectively.

For more information on turnover by region, [see Chapter 3](#).

Supplemental Information

For more information on the State Auditor's Office's multiple online systems, which collect and maintain state employee workforce data for state agencies, see our website at <http://www.hr.sao.texas.gov/Tools/>

An interactive dashboard, including additional information about turnover data and demographics, will be available on our website at <https://sao.texas.gov/Reports/DataVisualizations/23-703Interactive.html>.

Background Information

The statewide turnover rate is determined using the headcount for classified, regular full- and part-time state employees who leave employment with the State. The rate is calculated using the following formula:



The diagram shows the formula for State Turnover. On the left is a blue outline of the state of Texas with a circular arrow icon inside. To its right is the text "State Turnover =". This is followed by a large right-facing curly parenthesis containing a fraction. The numerator of the fraction is "Number of separations during the fiscal year" with a small icon of a person with a checkmark above it. The denominator is "Average number of classified employees during the fiscal year" with a row of seven small person icons below it. To the right of the closing curly parenthesis is "x 100".

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

Since 1995, the statewide turnover rate has excluded interagency transfers because employees who transfer to other state agencies or state higher education institutions are not considered a loss to the State as a whole. However, these transfers are considered a loss for the affected state agencies and therefore are included in the turnover rate for individual agencies; agency-specific rates for fiscal year 2022 are provided in [Appendix 3](#).

Exit Surveys

Texas Government Code, Section 651.007, requires that state agencies provide departing employees an opportunity to complete an exit survey. The State Auditor’s Office has developed an online system that provides state agency employees who voluntarily separate from employment with their agency an opportunity to provide feedback. Higher education institutions are not required to, and do not use, this exit survey.

Under Texas Government Code, Section 651.007(g), the responses to an individual’s exit survey are confidential and not subject to disclosure. However, taken as a composite, the survey results can provide the current reasons reported for separations as well as indicate long-term trends.

Headcount and FTE Differences

Headcount – Total number of full-time and part-time employees.

Full-time equivalent (FTE) employee – A ratio that represents the number of hours that an employee works compared to 40 hours a week. One FTE is any combination of employees whose hours total 40 hours a week.

This report uses headcounts for classified, regular full-time and part-time employees at state agencies.

In contrast, the State Auditor’s Office’s reports on 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.



Chapter 1 Statewide Turnover Rate

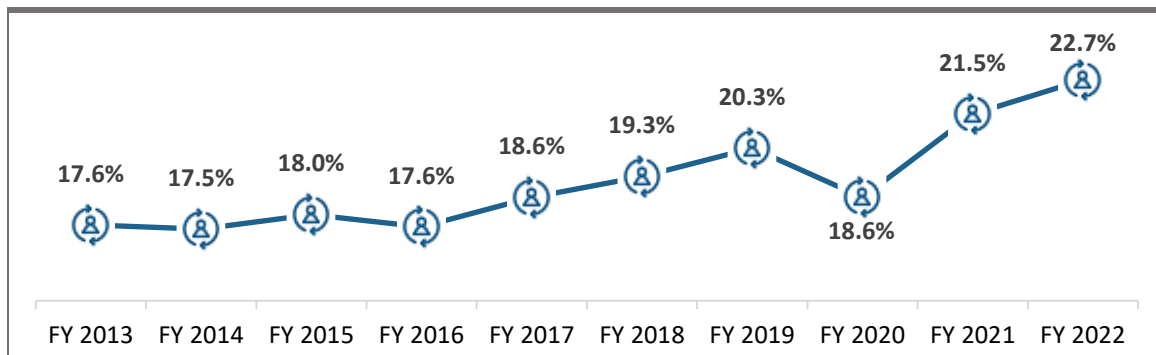
The statewide turnover rate for classified, regular full- and part-time employees for fiscal year 2022 was 22.7 percent, up from 21.5 percent the previous fiscal year. This rate is based on a total of 32,049 voluntary and involuntary separations and a statewide average headcount of 141,057.50.

The fiscal year 2022 turnover rate is the highest rate in the past 10 years.

Over the past 10 years, statewide turnover rates have ranged from a low of 17.5 percent in fiscal year 2014 to the highest rate of 22.7 percent in fiscal year 2022. With the exception of fiscal year 2020, which may have been impacted by the COVID-19 pandemic, the statewide turnover rate has increased steadily since fiscal year 2016 (see Figure 1).

Figure 1

Statewide Turnover Rates for Classified, Regular Full- and Part-time Employees



Sources: The State Auditor's Office's Electronic Classification Analysis System and State Auditor's Office's turnover reports from fiscal years 2013 to 2021 available at <https://hr.sao.texas.gov/Reports/>.

Voluntary separations accounted for the majority of the State's total statewide separations.

Voluntary separations. In fiscal year 2022, voluntary separations were 82.0 percent of the total separations (excluding interagency transfers), a 6.2-percent increase in the number of voluntary separations from fiscal year 2021.

Employees voluntarily leave employment for many reasons, including for better pay and benefits, because they retired, for better working conditions, for better career opportunities, and to enter or return to school. For the first time since fiscal year 2008, leaving for better pay/benefits was the top reason selected in exit surveys given to individuals leaving state agency employment (see [Chapter 2](#) for more information about the exit surveys). A study conducted by the State Classification Team determined that, on average, Salary Schedules A and B do not provide market-competitive salary ranges. The study recommended changes to the State's Position Classification Plan (Plan) that, if implemented, would help the Plan become more competitive with the job market.¹

Involuntary separations. In fiscal year 2022, involuntary separations were 18.0 percent of total separations (excluding interagency transfers), a 16.6-percent decrease in the number of involuntary separations from fiscal year 2021.

Figure 2 on the next page compares total voluntary and involuntary separations for fiscal years 2021 and 2022. "Voluntary Separation (not including those who retired)" and "Death" were the only categories in which the number of separations increased in fiscal year 2022. (See text box for separation type definitions and [Appendix 2](#) for a summary of the types of state employee separations for fiscal years 2018 through 2022.)

Separation Type

Voluntary separations occur when an employee leaves state employment of his or her own accord, including employees who retire.

Involuntary separations occur when state employment ends at the employer's direction, such as dismissal for cause or reduction in force, or in instances when employment ceased because of death.

Interagency transfers occur when an employee leaves one state agency to transfer to another state agency or state higher education institution.

¹ For more information, see [A Biennial Report on the State's Position Classification Plan for the 2024-2025 Biennium](#) (SAO Report No. 23-701, September 2022).

Figure 2

Voluntary and Involuntary Employee Separations for Fiscal Years 2021 and 2022

Separation Type	Fiscal Year 2021	Fiscal Year 2022	Percent Change
Voluntary Separation (not including those who retired)	20,425	22,312	9.2%
Retired	4,326	3,969	-8.3%
Total Statewide Voluntary Separations	24,751	26,281	6.2%
Dismissal for Cause	3,761	3,121	-17.0%
Resignation in Lieu of Involuntary Separation	2,535	2,061	-18.7%
Termination at Will	249	228	-8.4%
Death	321	336	4.7%
Reduction in Force	48	22	-54.2%
Total Statewide Involuntary Separations	6,914	5,768	-16.6%
Total Separations	31,665	32,049	1.2%

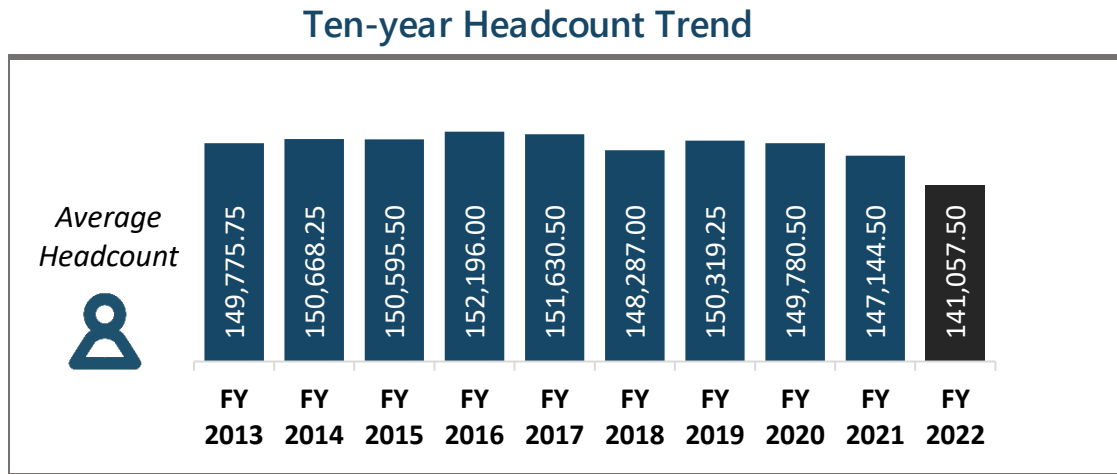
Source: The State Auditor’s Office’s Electronic Classification Analysis System.

Interagency transfers. A total of 2,486 employees transferred from one state agency to another state agency or higher education institution in fiscal year 2022. While this is a significant increase from fiscal year 2021, when 1,505 employees transferred to another state agency or higher education institution, fiscal year 2022’s total transfers are similar to the number of interagency transfers in fiscal years 2018 and 2019, prior to the COVID-19 pandemic. When including interagency transfers, the statewide turnover rate for fiscal year 2022 was 24.5 percent.

Over the past 10 years, the State’s headcount has decreased by 5.8 percent.

Since fiscal year 2013, the average headcounts have fluctuated from a high of 152,196.00 in fiscal year 2016 to a low of 141,057.50 in fiscal year 2022 (see Figure 3 on the next page). The overall decrease from fiscal year 2013 may be partially explained by agencies being unable to retain existing staff and hire new employees to fill vacant positions.

Figure 3



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

In most years, as the Texas unemployment rate has decreased, the State's turnover rate has increased.

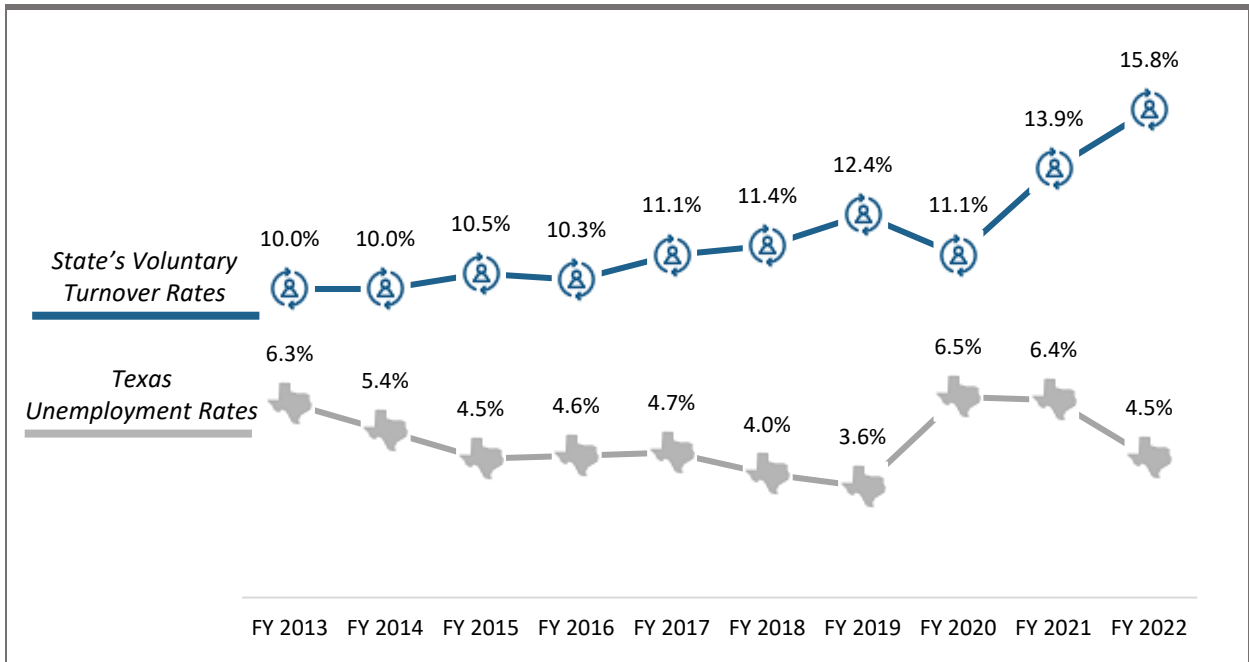
The Texas unemployment rate decreased from 6.5 percent in fiscal year 2020 to 4.5 percent in fiscal year 2022. The State's voluntary turnover rate (excluding retirements and interagency transfers) increased during the same time period. This rate was 15.8 percent in fiscal year 2022.

According to *The 2022-2023 Certification Revenue Estimate (July 2022)*, published by the Office of the Comptroller of Public Accounts, the Texas unemployment rate is expected to fall to an average of 4.4 percent in 2023. If unemployment continues to decline, the State could see further increases in its turnover rate.

As shown in Figure 4 on the next page, in most years there was an inverse relationship between the Texas unemployment rate and the State's voluntary turnover rate.

Figure 4

State's Voluntary Turnover Rates and Texas Unemployment Rates ^a



^a The State's voluntary turnover rates used in this figure exclude retirements and interagency transfers.

Sources: The State Auditor's Office's Electronic Classification Analysis System (for the State's voluntary turnover rates for fiscal years 2013 through 2022), and the U.S. Bureau of Labor Statistics (for the Texas unemployment rates).

To address high turnover, some agencies implemented equity or similar pay adjustments.

Typically, turnover is usually higher in the second half of a fiscal year (third and fourth quarters) than in the first half (first and second quarters), and the number of separations is typically highest in the fourth quarter, in part because more retirements tend to occur near the end of a fiscal year. Starting in the third quarter of fiscal year 2022, some state agencies granted a significant number of equity adjustments² or similar types of pay increases to state employees in certain jobs. (See text box for the months within each quarter of a State of Texas fiscal year.)

Fiscal Year Quarter Breakdowns

1st Quarter: September, October, November

2nd Quarter: December, January, February

3rd Quarter: March, April, May

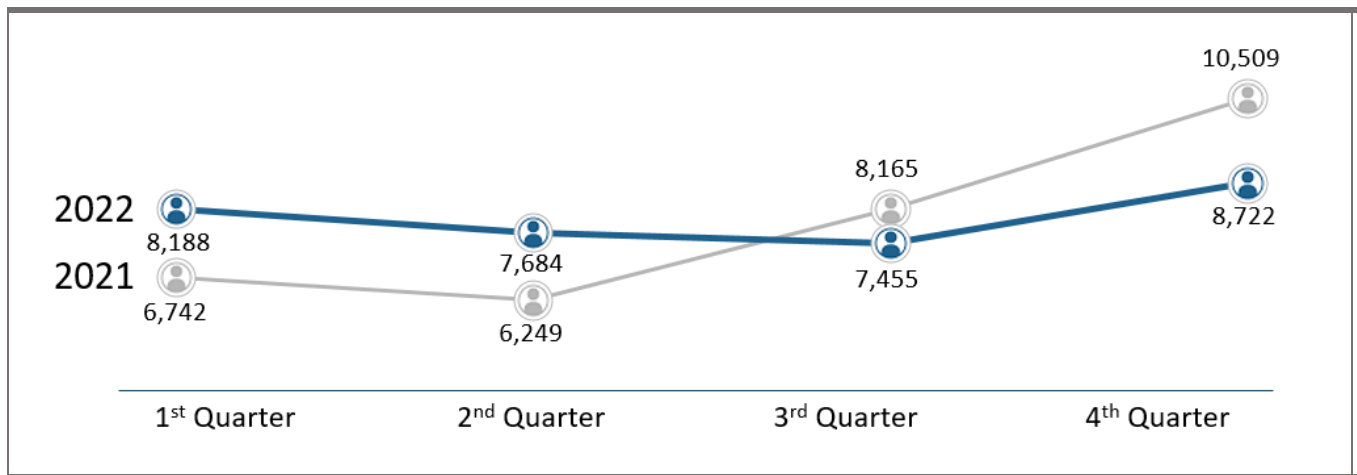
4th Quarter: June, July, August

² An equity adjustment occurs when a state agency increases the salary of a classified employee to any rate within the employee's salary group to maintain desirable salary relationships between and among employees of the agency or between employees and relevant labor markets.

As Figure 5 shows, when compared to fiscal year 2021, the number of employees leaving state agency employment was higher for the first half of fiscal year 2022 compared to the same quarters in fiscal year 2021. However, the number of separations in the second half of fiscal year 2022 was lower compared to those quarters in fiscal year 2021. This decrease in the second half of the fiscal year may be in part due to those equity adjustments or similar pay increases.

Figure 5

Fiscal Years 2021 and 2022 Quarterly Employee Separations ^a



^a Excludes interagency transfers.

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

Chapter 2

Exit Survey Results

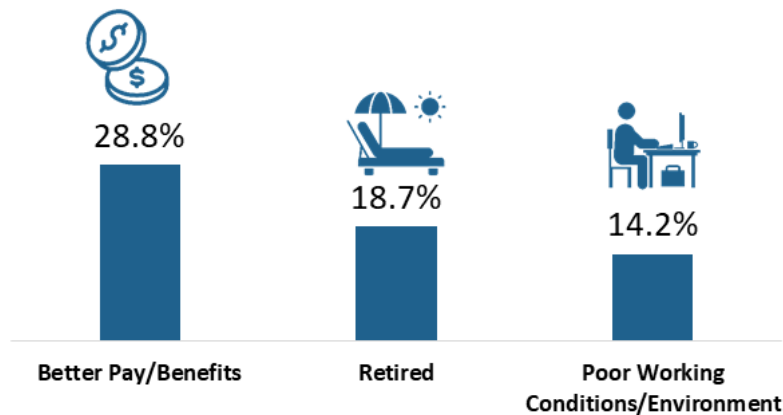
During fiscal year 2022, a total of 5,057 state agency employees completed the state employee online exit survey.



Better pay/benefits was the top reason cited for leaving state agency employment in fiscal year 2022.

For the first time since fiscal year 2008, better pay/benefits was the top reason selected for leaving state agency employment in the exit surveys completed for fiscal year 2022, as Figure 6 shows:

Figure 6



From fiscal years 2009 through 2021, the top three reasons were (1) retired, (2) better pay/benefits, and (3) poor working conditions. Figure 7 summarizes comments provided in exit surveys for fiscal year 2022.

Figure 7

Summary of reasons given for the Better Pay/Benefits category included:

Can't sustain home and family with the current salary and would need to work a second job; agency cannot keep up with the cost of living; pay scales have not changed as the cost of living has continued to increase.



Summary of reasons given for the Poor Working Conditions category included:

Heavy workload leading to burnout; not able to take time off due to staffing shortage; inadequate training and lack of resources to perform job.



Figure 8 shows the reasons cited in the exit surveys for fiscal years 2021 and 2022. (See [Appendix 6](#) for additional information about exit survey results.)

Figure 8

Reasons Employees Reported in Exit Survey for Leaving Employment at Their State Agency for Fiscal Years 2021 and 2022

Reason for Leaving	Fiscal Year 2021		Fiscal Year 2022	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Better Pay/Benefits	730	19.3%	1,455	▲ 28.8%
Retired	918	24.2%	946	▼ 18.7%
Poor Working Conditions/Environment	591	15.6%	716	▼ 14.2%
Issues with My Supervisor/Issues with Employees I Supervise	301	7.9%	393	▼ 7.8%
Personal or Family Health	363	9.6%	352	▼ 7.0%
No or Little Career Advancement Opportunities	193	5.1%	299	▲ 5.9%
Relocation (self, spouse, companion)	176	4.6%	245	▲ 4.8%
Enter/Return to School	152	4.0%	158	▼ 3.1%
Child Care/Elder Care Issues	108	2.8%	108	▼ 2.1%
Inadequate Training	61	1.6%	87	▲ 1.7%
Self-employment	56	1.5%	71	▼ 1.4%
Location/Transportation Issues	53	1.4%	69	● 1.4%
No or Little Opportunities to Work Remotely ^a	N/A	N/A	63	● 1.2%
Relationship with Co-workers	37	1.0%	57	▲ 1.1%
Inadequate Work Resources	51	1.3%	38	▼ 0.8%
Statewide Totals	3,790	100.0% ^b	▲ 5,057	100.0%

^a This is a new reason for leaving that was added in the 2nd quarter of fiscal year 2022.

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

Sources: The State Auditor’s Office’s State of Texas Employment Exit Survey and [An Annual Report on Classified Employee Turnover for Fiscal Year 2021](#) (State Auditor’s Office Report No. 22-702, March 2022).



The exit survey participation rate increased to 17.6 percent during fiscal year 2022.

Agencies are required to provide employees who voluntarily leave employment at their agency access to the state exit survey. However, since 2002, the first year the exit survey was implemented, the participation rate has decreased.

In an effort to increase exit survey participation, the State Auditor sent a letter to state agencies (July 2022) requesting they review their exit survey procedures and offering suggestions for improving response rates.

The participation rate increased in fiscal year 2022 to 17.6 percent, from 14.4 percent in fiscal year 2021.

Chapter 3

Key Turnover Information

This chapter discusses the State's turnover using demographic data, such as salary and salary schedule, state agency, job classification series and occupational category, General Appropriations Act articles, and region. Most of the information presented in this chapter reflects turnover that is considered a loss to the State; therefore, separations attributed to a transfer from one state agency to another state agency or state higher education institution are excluded. However, when determining turnover by agency, interagency transfers are included because they are considered a loss to an agency.






Turnover by Salary

Turnover was the highest for classified, full-time employees making less than \$40,000 per year.

In fiscal year 2022, approximately a quarter (26.8 percent) of the State's full-time employees earned less than \$40,000 annually and comprised almost half (44.9 percent) of the full-time employee separations. See Figure 9 on the next page for turnover rates by salary breakdown.

Figure 9

Turnover by Salary Breakdown for Fiscal Year 2022 ^a

Salary Breakdown	 Turnover Rate	 Average Headcount ^a		 Separations	
	Turnover Rate	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations
\$19,999 or less	43.1%	109.00	0.1%	47	0.2%
\$20,000 - \$29,999	44.9%	12,548.25	9.0%	5,632	18.1%
\$30,000 - \$39,999	33.6%	24,707.25	17.8%	8,310	26.7%
\$40,000 - \$49,999	24.0%	40,270.75	28.9%	9,659	31.0%
\$50,000 - \$59,999	13.8%	24,850.25	17.9%	3,423	11.0%
\$60,000 - \$69,999	13.2%	12,328.25	8.9%	1,627	5.2%
>\$70,000	10.0%	24,368.75	17.5%	2,433	7.8%
Statewide Totals	22.4%	139,182.50	100.0% ^b	31,131	100.0%

^a Totals are based on classified, regular full-time employees.

^b Percentage does not sum exactly due to rounding.

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

The lowest three salary breakdowns (\$19,999 or less; \$20,000–\$29,999; and \$30,000–\$39,999) had the highest turnover rates. The combined turnover rate for full-time employees who earned less than \$40,000 is 37.4 percent.

- **\$19,999 or less** – This breakdown—comprising full-time classified employees with annual salaries less than \$20,000—had the second-highest turnover rate (43.1 percent). All 47 employees were classified in jobs within the Custodial occupational category.
- **\$20,000 - \$29,999** – This salary breakdown had the highest turnover rate (44.9 percent), as 5,632 full-time classified employees with annual salaries between \$20,000 and \$29,999 left state employment. More than half (58.0 percent) of these employees were classified in jobs within the Social Services occupational category.
- **\$30,000 - \$39,999** – 8,310 full-time classified employees who left state employment had annual salaries between \$30,000 and \$39,999. This salary breakdown had the third-highest turnover rate (33.6 percent)

and a portion (38.6 percent) of these employees were classified in jobs within the Criminal Justice occupational category.

In contrast, 73.2 percent of the State’s classified, full-time workforce earned \$40,000 and above and had a turnover rate of 16.8 percent. These employees made up more than half (55.1 percent) of the total separations.

As mentioned in [Chapter 1](#), the State Classification Team conducted a study to determine if changes were needed to the State’s Position Classification Plan and reported the findings. Within that report are recommendations to move several of the job classification titles within the occupational categories listed on the previous page to higher salary ranges.³



Turnover by Salary Schedule

Of the State’s three salary schedules, only Salary Schedule B’s turnover rate increased.

The salary schedules define salary ranges for each salary group (see text box). Salary Schedule B is the largest, with an average statewide headcount of 81,616.00, or 57.9 percent of the State’s classified, full-time and part-time workforce. Salary Schedule A comprises 38.4 percent of the State’s workforce, while Salary Schedule C is made up of the remaining 3.8 percent.⁴

Classified Salary Schedules

Salary Schedule A: administrative support, maintenance, technician, and paraprofessional positions. (For example, Administrative Assistants, Electricians, and Licensed Vocational Nurses.)

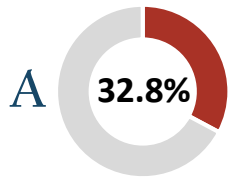
Salary Schedule B: mainly professional and managerial positions. (For example, Accountants, Physicians, and Attorneys.)

Salary Schedule C: commissioned law enforcement positions. (For example, Game Wardens and Troopers.)

³ For more information, see [A Biennial Report on the State’s Position Classification Plan for the 2024-2025 Biennium](#) (SAO Report No. 23-701, September 2022).

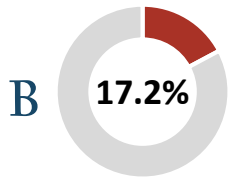
⁴ Percentages do not sum to 100.0 due to rounding.

Turnover rates varied among the salary schedules. Specifically:



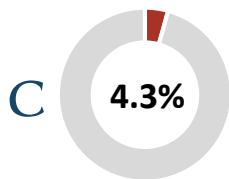
54,140.75 Employees

Salary Schedule A. While the turnover rate of 32.8 percent for Salary Schedule A was the highest among the three salary schedules, that rate was unchanged from fiscal year 2021.



81,616.00 Employees

Salary Schedule B. Salary Schedule B was the only schedule whose turnover rate increased. Its turnover rate grew from 14.1 percent in fiscal year 2021 to 17.2 percent in fiscal year 2022. Salary Schedule B positions are primarily professional jobs, which are often the most difficult to recruit for and most costly to replace.



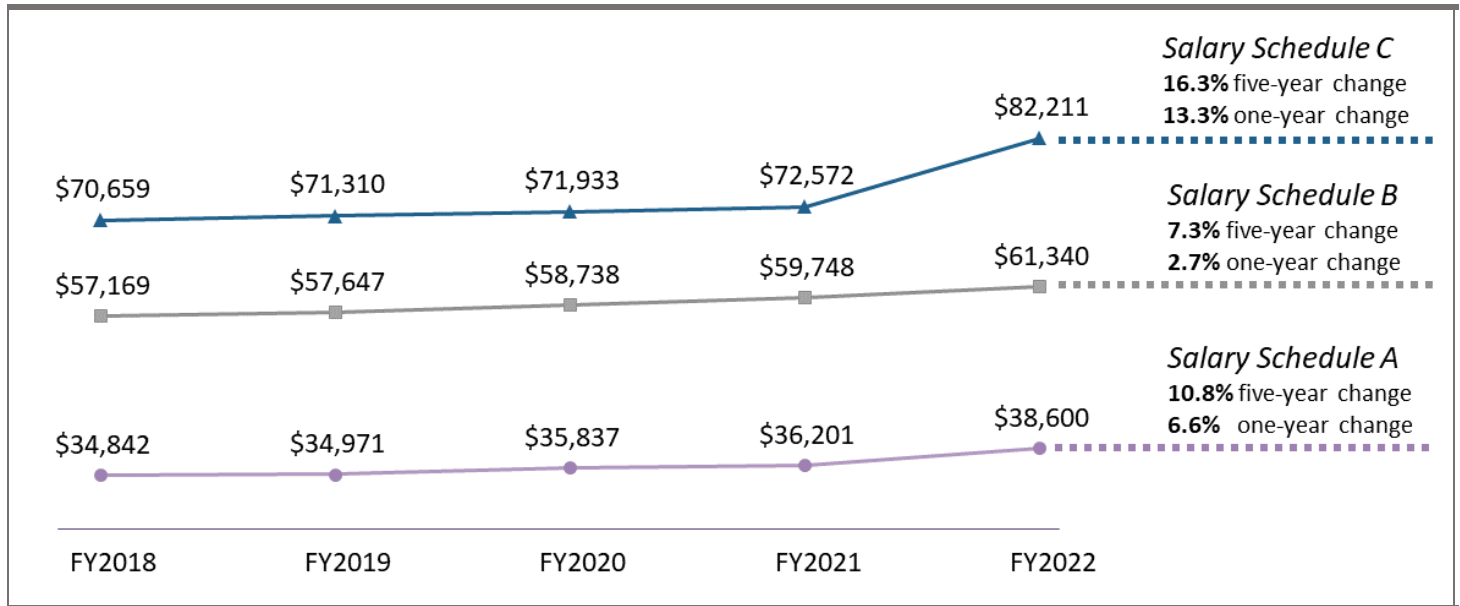
5,300.75 Employees

Salary Schedule C. Salary Schedule C’s turnover decreased from 5.3 percent in fiscal year 2021 to 4.3 percent in fiscal year 2022. The reduced turnover rate may be a result of the adjustments to salary steps and salary increases for Salary Schedule C employees authorized by the 87th Legislature. Those adjustments and salary increases became effective September 1, 2021 (fiscal year 2022).

As shown in Figure 10 on the next page, the average salaries for full-time employees in Salary Schedule C increased by 16.3 percent since fiscal year 2018; over the same time period, average salaries for full-time employees in Salary Schedule B increased by 7.3 percent and for Salary Schedule A increased by 10.8 percent.

Figure 10

Average Full-time Salaries by Salary Schedule ^a



^a Includes only classified, regular full-time employees.

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



Turnover by Agency

The turnover rate increased in fiscal year 2022 for nearly all state agencies with 1,000 or more employees.

With the exception of the Juvenile Justice Department and the Department of Criminal Justice, the fiscal year 2022 turnover rates for agencies with 1,000 or more employees increased from fiscal year 2021.⁵ The Juvenile Justice Department and the Department of Criminal Justice were among the agencies that provided targeted salary increases starting in the third quarter, as discussed in [Chapter 1](#).




Those two agencies, along with the Health and Human Services Commission and the Department of Family and Protective Services, had the highest fiscal year 2022 turnover rates and accounted for 73.3 percent of total statewide separations, including interagency transfers (see Figure 11 on the next page).

⁵ This includes interagency transfers because they are considered a loss to the agency.

In addition, other agencies experienced significant increases in their turnover rates. For example, the Department of State Health Services' turnover rate increased from 15.0 percent to 21.2 percent in fiscal year 2022 and the Department of Insurance's turnover rate increased from 10.4 percent in fiscal year 2021 to 18.9 percent in fiscal year 2022. See [Appendix 3](#) for total separations and turnover rates for all state agencies.

Figure 11

Comparison of Turnover Rate, Headcount, and Separations for Agencies with 1,000 or More Employees

Agency	 Turnover Rate		 Average Headcount ^a		 Separations ^b	
	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2021	Fiscal Year 2022
Juvenile Justice Department	47.2%	▼ 45.8%	1,956.25	1,753.00	923	803
Department of Criminal Justice	32.8%	▼ 32.5%	36,355.75	32,724.75	11,925	10,643
Health and Human Services Commission	26.9%	▲ 29.0%	36,992.75	34,730.25	9,963	10,073
Department of Family and Protective Services	24.0%	▲ 28.9%	13,367.00	13,155.75	3,204	3,801
Department of State Health Services	15.0%	▲ 21.2%	3,380.50	3,484.25	508	740
Department of Insurance	10.4%	▲ 18.9%	1,302.00	1,263.00	135	239
Commission on Environmental Quality	12.2%	▲ 18.1%	2,696.00	2,711.75	329	492
Office of the Comptroller of Public Accounts	12.7%	▲ 18.1%	2,668.25	2,585.75	339	468
Texas Workforce Commission	13.9%	▲ 17.4%	4,590.75	4,442.50	640	775
Texas Education Agency	13.3%	▲ 15.5%	1,029.00	1,123.00	137	174
Department of Transportation	12.6%	▲ 15.4%	12,670.25	12,800.25	1,595	1,977
Office of the Attorney General	11.3%	▲ 15.4%	4,064.50	3,976.25	458	613
Parks and Wildlife Department	11.1%	▲ 14.3%	2,996.25	2,985.75	333	426
Department of Public Safety	8.1%	▲ 8.9%	10,434.75	10,543.75	846	939

^a Fiscal year 2021 is based on a statewide total average headcount of 147,144.50; fiscal year 2022 is based on a statewide total average headcount of 141,057.50.

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

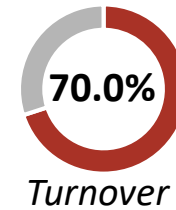
Source: The State Auditor's Office's Electronic Classification Analysis System.



Turnover by Job Classification Series

Twenty-seven job classification series with 100 or more employees had turnover rates higher than 22.7 percent during fiscal year 2022.

Those 27 job classification series accounted for 38.2 percent of statewide headcount and 61.4 percent of employee separations for fiscal year 2022. The Juvenile Correctional Officer job classification series had the highest turnover rate among all job classification series in fiscal year 2022: 70.0 percent. This was a slight decrease from the 71.0-percent turnover rate for this series in fiscal year 2021.



Other job classification series (excluding those with fewer than 100 employees) with some of the highest turnover rates were:

- **Food Service Worker.** The fiscal year 2022 turnover rate was 54.6 percent, an increase from 52.6 percent in fiscal year 2021.
- **Direct Support Professional.** The fiscal year 2022 turnover rate was 49.4 percent, a decrease from 53.7 percent in fiscal year 2021.
- **Psychiatric Nursing Assistant.** The fiscal year 2022 turnover rate was 45.7 percent, a decrease from 49.1 percent in fiscal year 2021.
- **Correctional Officer.** The fiscal year 2022 turnover rate was 39.0 percent, a decrease from 40.3 percent in fiscal year 2021.
- **Child Protective Services Specialist.** The fiscal year 2022 turnover rate was 33.5 percent, an increase from 29.7 percent in fiscal year 2021.
- **Custodian.** The fiscal year 2022 turnover rate was 32.1 percent, an increase from 30.1 percent in fiscal year 2021.

See [Appendix 4](#) for turnover rates for all job classification series. As noted within [Chapter 1](#), within the second half of fiscal year 2022, some state agencies granted targeted equity adjustments or similar types of pay increases to state employees in certain jobs. This may have had a role in reducing the turnover rates for some of those job classifications listed above.



Turnover by Occupational Category

Three occupational categories in the State’s Position Classification Plan had higher turnover rates than the statewide turnover rate of 22.7 percent.

The high turnover in the job classification series discussed on the previous page resulted in the following three occupational categories having the highest turnover rates of all occupational categories (see text box for a definition of occupational category):

- Criminal Justice.** This category had the highest turnover rate of 36.1 percent; however, it was a slight decrease from fiscal year 2021, when the turnover rate was 37.0 percent. The Juvenile Correctional Officer and Correctional Officer⁶ job classification series accounted for 87.3 percent of total separations within the Criminal Justice occupational category.
- Social Services.** This category had a turnover rate of 31.7 percent, which was an increase from fiscal year 2021, when the turnover rate was 28.8 percent. The Direct Support Professional, the Psychiatric Nursing Assistant, and the Child Protective Services Specialist job classification series accounted for 60.0 percent of total separations within the Social Services occupational category.
- Custodial.** This category had a turnover rate of 28.1 percent in fiscal year 2022, which was a decrease from fiscal year 2021, when the turnover rate was 28.5 percent. The Food Service Worker and Custodian job classification series accounted for 56.2 percent of total separations within the Custodial occupational category.

Occupational Category

An occupational category is a broad series of job families characterized by the nature of work performed. For fiscal year 2022, the State’s Position Classification Plan covered 26 occupational categories (for example, Social Services, Medical and Health, and Criminal Justice).

Criminal Justice 36.1%

Social Services 31.7%

Custodial 28.1%

⁶ This job classification series does not include employees and separations from the Senior Correctional Officer job classification series.

Together, these three occupational categories accounted for 41.0 percent of the total statewide classified workforce headcount and 60.3 percent of the total separations in fiscal year 2022.



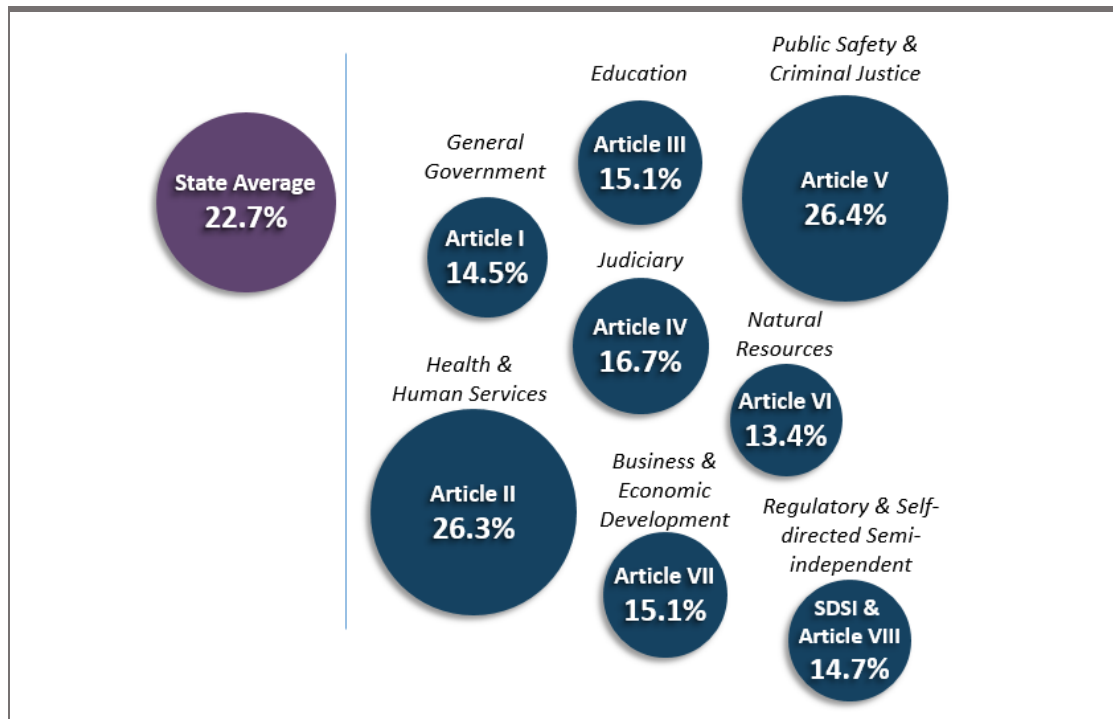
Turnover by General Appropriations Act Article

Two General Appropriations Act articles experienced turnover rates higher than the statewide turnover rate of 22.7 percent.

Article V (Public Safety and Criminal Justice) had a turnover rate of 26.4 percent, which was the highest turnover rate among all articles in fiscal year 2022. This was followed closely by Article II (Health and Human Services) with a turnover rate of 26.3 percent (see Figure 12). The majority (80.2 percent) of all separations occurred in those two articles, which comprised 69.2 percent of the State’s classified employee workforce.

Figure 12

Employee Turnover Rate by General Appropriations Act Article ^a



^a Article VIII includes the Self-Directed, Semi-Independent (SDSI) agencies.

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



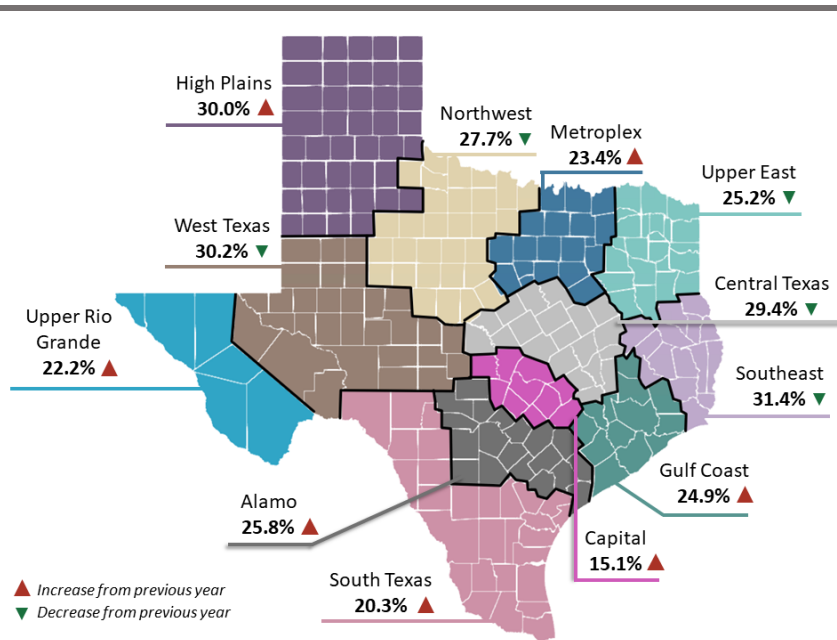
Turnover by Region

The Southeast Texas region’s fiscal year 2022 turnover rate of 31.4 percent was the highest among all regions.

Nine regions and 88 counties had turnover rates that exceeded the statewide turnover rate of 22.7 percent. The two regions with the largest state employee populations were the Capital and Gulf Coast regions, which had turnover rates of 15.1 percent and 24.9 percent, respectively. In total, 7 of the 12 regions had higher turnover rates in fiscal year 2022 compared to fiscal year 2021. Figure 13 shows the turnover rates and headcounts by region. See [Appendix 5](#) for turnover rates for regions and for each county within a region.

Figure 13

Employee Turnover Rate by Region



Fiscal Year 2022 Average Annual Headcount

Region	Headcount	Region	Headcount	Region	Headcount	Region	Headcount
Alamo	9,952.50	Gulf Coast	21,867.75	Northwest	7,444.50	Upper East	7,707.75
Capital	39,944.75	High Plains	6,307.50	South Texas	11,221.00	Upper Rio Grande	3,816.50
Central Texas	9,569.50	Metroplex	13,609.75	Southeast	5,943.00	West Texas	3,673.00

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



Appendix 1

Objective, Scope, and Methodology

Objective

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 2022.
- 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 2022. 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 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 agency employment. In fiscal year 2022, a total of 5,057 employees completed the survey.

The following members of the State Auditor's staff performed the study:



- Lara Foronda Tai, PHR, SHRM-CP (Project Manager)
- Judy Millar, CCP (Assistant Project Manager)
- Laura Alvarez, MBA
- Ann E. Karnes, CPA (Quality Control Reviewer)
- Sharon K. Schneider, CCP, PHR, SHRM-CP (Classification Manager)

The State Classification Team conducted this study in accordance with Texas Government Code, Chapter 651, which requires the State Auditor's Office to submit a report summarizing the findings of the exit interviews.

Methodology

The State Classification Team conducted this turnover study from September 2022 through December 2022.

This study was not an audit; therefore, 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 subjected to certain quality control procedures to ensure accuracy.

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. Therefore, 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 the individual agencies.

The analysis for fiscal year 2022 turnover rates was prepared from data contained in the State Auditor's Office's Electronic Classification Analysis System (E-CLASS), which consists of quarterly and fiscal year-end summary information received from the following Office of the Comptroller of Public Accounts systems:


- Uniform Statewide Payroll/Personnel System (USPS).
- Human Resource Information System (HRIS).



- Standardized Payroll/Personnel Reporting System (SPRS).

The data was extracted from these systems for pay periods between September 2021 and August 2022. The data in those systems was self-reported by state agencies. The data has not been independently verified by the State Auditor’s Office.

The turnover rates for fiscal years 2013 through 2021 are the same turnover rates reported in [An Annual Report on Classified Employee Turnover for Fiscal Year 2021](#) (SAO Report No. 22-702, March 2022) and [An Annual Report on Classified Employee Turnover for Fiscal Year 2019](#) (SAO Report No. 20-703, March 2020). However, because agencies can continue to update data in the Office of the Comptroller of Public Accounts’ systems (listed on the previous page), previously reported turnover data may have changed in those systems.

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



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



Appendix 2

Separations by Type

Figure 14 provides a summary of the types of state employee separations for fiscal years 2018 through 2022, including interagency transfers.

Figure 14

Types of State Employee Separations

Type of Separation	Fiscal Year 2018 Separations		Fiscal Year 2019 Separations		Fiscal Year 2020 Separations		Fiscal Year 2021 Separations		Fiscal Year 2022 Separations	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Voluntary Separation from Agency (not including retirements)	16,905	54.8%	18,694	56.6%	16,621	55.9%	20,425	61.6%	22,312	64.6%
Transfer to Another Agency	2,190	7.1%	2,459	7.4%	1,860	6.3%	1,505	4.5%	2,486	7.2%
Retired	4,657	15.1%	4,523	13.7%	3,938	13.2%	4,326	13.0%	3,969	11.5%
Statewide Voluntary Separations^a	23,752	76.9%	25,676	77.7%	22,419	75.4%	26,256	79.2%	28,767	83.3%
Dismissal for Cause	3,893	12.6%	4,082	12.4%	3,833	12.9%	3,761	11.3%	3,121	9.0%
Resignation in Lieu of Involuntary Separation	2,611	8.5%	2,703	8.2%	2,634	8.9%	2,535	7.6%	2,061	6.0%
Reduction in Force	42	0.1%	51	0.2%	289	1.0%	48	0.1%	22	0.1%
Death	238	0.8%	198	0.6%	250	0.8%	321	1.0%	336	1.0%
Termination at Will	338	1.1%	314	1.0%	317	1.1%	249	0.8%	228	0.7%
Statewide Involuntary Separations^a	7,122	23.1%	7,348	22.3%	7,323	24.6%	6,914	20.8%	5,768	16.7%
Total Separations	30,874	100.0%	33,024	100.0%	29,742	100.0%	33,170	100.0%	34,535	100.0%

^a Percentages may not sum exactly due to rounding.

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

Appendix 3

Employee Turnover by State Agency

Figure 15 provides information on classified, regular full- and part-time employee turnover by state agency in fiscal year 2022. These totals include interagency transfers, because they are considered losses for an agency.

Figure 15

Employee Turnover by State Agency, Including Interagency Transfers, for Fiscal Year 2022

Agency	Involuntary Separations		Voluntary Separations Not Including Retirements		Retirements		Average Annual Headcount	Total Separations	Total Agency Turnover Rate
	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate			
201 - Supreme Court of Texas	2	2.6%	27	35.3%	0	0.0%	76.50	29	37.9%
211 - Court of Criminal Appeals	0	0.0%	16	26.7%	1	1.7%	60.00	17	28.3%
212 - Texas Judicial Council Office of Court Administration	1	0.5%	13	6.5%	5	2.5%	198.50	19	9.6%
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%	4	18.4%	0	0.0%	21.75	4	18.4%
221 - First Court of Appeals District, Houston	0	0.0%	2	6.8%	0	0.0%	29.25	2	6.8%
222 - Second Court of Appeals District, Fort Worth	0	0.0%	6	19.8%	1	3.3%	30.25	7	23.1%
223 - Third Court of Appeals District, Austin	0	0.0%	2	7.7%	1	3.8%	26.00	3	11.5%
224 - Fourth Court of Appeals District, San Antonio	0	0.0%	1	4.0%	3	11.9%	25.25	4	15.8%
225 - Fifth Court of Appeals District, Dallas	2	4.2%	6	12.6%	5	10.5%	47.50	13	27.4%

Agency	Involuntary Separations		Voluntary Separations Not Including Retirements		Retirements		Average Annual Headcount	Total Separations	Total Agency Turnover Rate
	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate			
226 - Sixth Court of Appeals District, Texarkana	0	0.0%	0	0.0%	0	0.0%	12.00	0	0.0%
227 - Seventh Court of Appeals District, Amarillo	0	0.0%	1	7.7%	2	15.4%	13.00	3	23.1%
228 - Eighth Court of Appeals District, El Paso	1	6.7%	8	53.3%	1	6.7%	15.00	10	66.7%
229 - Ninth Court of Appeals District, Beaumont	0	0.0%	0	0.0%	2	13.3%	15.00	2	13.3%
230 - Tenth Court of Appeals District, Waco	1	8.9%	0	0.0%	0	0.0%	11.25	1	8.9%
231 - Eleventh Court of Appeals District, Eastland	0	0.0%	3	19.0%	2	12.7%	15.75	5	31.7%
232 - Twelfth Court of Appeals District, Tyler	0	0.0%	0	0.0%	0	0.0%	12.00	0	0.0%
233 - Thirteenth Court of Appeals District, Corpus Christi - Edinburg	0	0.0%	3	12.8%	1	4.3%	23.50	4	17.0%
234 - Fourteenth Court of Appeals District, Houston	0	0.0%	0	0.0%	1	3.1%	31.75	1	3.1%
242 - State Commission on Judicial Conduct	0	0.0%	1	7.8%	0	0.0%	12.75	1	7.8%
243 - State Law Library	0	0.0%	3	28.6%	1	9.5%	10.50	4	38.1%
300 - Trusteed Programs within the Office of the Governor	1	0.8%	38	29.2%	1	0.8%	130.25	40	30.7%
301 - Office of the Governor	3	2.1%	39	27.6%	3	2.1%	141.50	45	31.8%
302 - Office of the Attorney General	40	1.0%	453	11.4%	120	3.0%	3,976.25	613	15.4%
303 - Texas Facilities Commission	6	1.6%	53	13.8%	10	2.6%	383.50	69	18.0%
304 - Office of the Comptroller of Public Accounts	25	1.0%	356	13.8%	87	3.4%	2,585.75	468	18.1%

Agency	Involuntary Separations		Voluntary Separations Not Including Retirements		Retirements		Average Annual Headcount	Total Separations	Total Agency Turnover Rate
	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate			
305 - General Land Office	10	1.4%	70	9.5%	26	3.5%	740.50	106	14.3%
306 - Library and Archives Commission	7	4.1%	27	16.0%	7	4.1%	169.25	41	24.2%
307 - Secretary of State	1	0.5%	41	21.2%	6	3.1%	193.50	48	24.8%
312 – State Securities Board	1	1.3%	12	15.2%	2	2.5%	79.00	15	19.0%
313 - Department of Information Resources	1	0.5%	23	10.6%	7	3.2%	217.00	31	14.3%
320 – Texas Workforce Commission	58	1.3%	554	12.5%	163	3.7%	4,442.50	775	17.4%
323 - Teacher Retirement System	28	3.2%	109	12.3%	15	1.7%	886.25	152	17.2%
326 - Texas Emergency Services Retirement System	0	0.0%	0	0.0%	0	0.0%	7.50	0	0.0%
327 - Employees Retirement System	4	1.1%	56	14.9%	8	2.1%	376.00	68	18.1%
329 - Real Estate Commission	2	1.4%	19	13.0%	4	2.7%	146.00	25	17.1%
332 - Department of Housing and Community Affairs	10	2.8%	44	12.3%	12	3.3%	358.25	66	18.4%
338 - Pension Review Board	0	0.0%	2	20.5%	0	0.0%	9.75	2	20.5%
347 – Public Finance Authority	0	0.0%	2	15.1%	1	7.5%	13.25	3	22.6%
352 - Bond Review Board	0	0.0%	2	19.5%	0	0.0%	10.25	2	19.5%
356 – Texas Ethics Commission	1	4.0%	5	20.0%	0	0.0%	25.00	6	24.0%
359 - Office of Public Insurance Counsel	0	0.0%	1	11.8%	0	0.0%	8.50	1	11.8%
360 - State Office of Administrative Hearings	1	0.9%	14	13.0%	4	3.7%	107.75	19	17.6%
362 – Texas Lottery Commission	1	0.3%	18	6.2%	11	3.8%	291.75	30	10.3%

Agency	Involuntary Separations		Voluntary Separations Not Including Retirements		Retirements		Average Annual Headcount	Total Separations	Total Agency Turnover Rate
	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate			
364 - Health Professions Council	0	0.0%	1	12.1%	1	12.1%	8.25	2	24.2%
401 - Texas Military Department	12	2.1%	132	22.9%	16	2.8%	575.50	160	27.8%
403 - Veterans Commission	7	1.6%	72	16.3%	14	3.2%	442.75	93	21.0%
405 - Department of Public Safety	51	0.5%	682	6.5%	206	2.0%	10,543.75	939	8.9%
407 - Texas Commission on Law Enforcement	1	1.7%	8	13.3%	4	6.7%	60.00	13	21.7%
409 - Commission on Jail Standards	1	4.5%	6	27.3%	0	0.0%	22.00	7	31.8%
411 - Commission on Fire Protection	2	7.5%	2	7.5%	3	11.3%	26.50	7	26.4%
448 - Office of Injured Employee Counsel	2	1.4%	28	19.3%	1	0.7%	145.00	31	21.4%
450 - Department of Savings and Mortgage Lending	1	1.7%	7	11.6%	2	3.3%	60.25	10	16.6%
451 - Department of Banking	3	2.0%	18	11.8%	7	4.6%	153.00	28	18.3%
452 - Department of Licensing and Regulation	3	0.6%	49	9.6%	14	2.8%	508.00	66	13.0%
454 - Department of Insurance	16	1.3%	161	12.7%	62	4.9%	1,263.00	239	18.9%
455 - Railroad Commission	7	0.8%	81	9.1%	21	2.3%	893.75	109	12.2%
456 - State Board of Plumbing Examiners	2	5.6%	5	14.1%	2	5.6%	35.50	9	25.4%
457 - Board of Public Accountancy	1	2.7%	4	10.7%	1	2.7%	37.50	6	16.0%
458 - Alcoholic Beverage Commission	6	1.1%	54	9.9%	17	3.1%	543.25	77	14.2%
459 - Board of Public Architectural Examiners	1	5.3%	1	5.3%	2	10.5%	19.00	4	21.1%
460 - Board of Public Professional Engineers and Land Surveyors	1	2.9%	0	0.0%	2	5.7%	35.00	3	8.6%

Agency	Involuntary Separations		Voluntary Separations Not Including Retirements		Retirements		Average Annual Headcount	Total Separations	Total Agency Turnover Rate
	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate			
466 - Office of Consumer Credit Commissioner	0	0.0%	12	17.5%	2	2.9%	68.75	14	20.4%
469 - Credit Union Department	0	0.0%	4	14.0%	0	0.0%	28.50	4	14.0%
473 – Public Utility Commission of Texas	1	0.5%	32	17.0%	3	1.6%	188.75	36	19.1%
475 - Office of Public Utility Counsel	0	0.0%	5	35.7%	1	7.1%	14.00	6	42.9%
476 - Racing Commission	6	16.6%	7	19.3%	7	19.3%	36.25	20	55.2%
477 - Commission on State Emergency Communications	0	0.0%	4	21.1%	0	0.0%	19.00	4	21.1%
479 - State Office of Risk Management	9	8.2%	22	20.0%	6	5.5%	110.00	37	33.6%
481 - Board of Professional Geoscientists	0	0.0%	3	75.0%	0	0.0%	4.00	3	75.0%
503 – Texas Medical Board	2	1.0%	36	17.9%	3	1.5%	200.75	41	20.4%
504 - Texas State Board of Dental Examiners	0	0.0%	8	16.2%	0	0.0%	49.50	8	16.2%
507 - Texas Board of Nursing	0	0.0%	14	11.8%	1	0.8%	118.75	15	12.6%
508 - Board of Chiropractic Examiners	0	0.0%	0	0.0%	0	0.0%	10.00	0	0.0%
510 – Texas Behavioral Health Executive Council	4	6.6%	7	11.5%	0	0.0%	61.00	11	18.0%
513 - Funeral Service Commission	0	0.0%	3	35.3%	0	0.0%	8.50	3	35.3%
514 - Optometry Board	1	16.0%	1	16.0%	0	0.0%	6.25	2	32.0%
515 - Board of Pharmacy	1	1.0%	18	18.4%	1	1.0%	97.75	20	20.5%
529 - Health and Human Services Commission	1,964	5.7%	7,229	20.8%	880	2.5%	34,730.25	10,073	29.0%

Agency	Involuntary Separations		Voluntary Separations Not Including Retirements		Retirements		Average Annual Headcount	Total Separations	Total Agency Turnover Rate
	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate			
530 - Department of Family and Protective Services	429	3.3%	3,152	24.0%	220	1.7%	13,155.75	3,801	28.9%
533 - Executive Council of Physical and Occupational Therapy Examiners	0	0.0%	2	11.0%	0	0.0%	18.25	2	11.0%
537 - Department of State Health Services	60	1.7%	590	16.9%	90	2.6%	3,484.25	740	21.2%
542 - Cancer Prevention and Research Institute of Texas	0	0.0%	2	6.3%	2	6.3%	31.75	4	12.6%
551 - Department of Agriculture	10	1.6%	79	12.5%	13	2.1%	630.50	102	16.2%
554 - Animal Health Commission	2	1.2%	41	24.1%	5	2.9%	170.25	48	28.2%
578 - Board of Veterinary Medical Examiners	3	15.8%	10	52.6%	0	0.0%	19.00	13	68.4%
580 - Water Development Board	0	0.0%	57	15.3%	11	3.0%	372.00	68	18.3%
582 - Commission on Environmental Quality	21	0.8%	378	13.9%	93	3.4%	2,711.75	492	18.1%
592 - Soil & Water Conservation Board	2	2.9%	4	5.8%	2	2.9%	69.50	8	11.5%
601 - Department of Transportation	211	1.6%	1,354	10.6%	412	3.2%	12,800.25	1,977	15.4%
608 - Texas Department of Motor Vehicles	8	1.1%	123	16.2%	22	2.9%	757.00	153	20.2%
644 - Juvenile Justice Department	162	9.2%	593	33.8%	48	2.7%	1,753.00	803	45.8%
696 - Department of Criminal Justice	2,488	7.6%	7,044	21.5%	1,111	3.4%	32,724.75	10,643	32.5%
701 - Texas Education Agency	7	0.6%	137	12.2%	30	2.7%	1,123.00	174	15.5%
771 - School for the Blind and Visually Impaired	5	1.7%	36	12.6%	3	1.0%	286.25	44	15.4%
772 - School for the Deaf	2	0.6%	56	17.3%	11	3.4%	324.25	69	21.3%

Agency	Involuntary Separations		Voluntary Separations Not Including Retirements		Retirements		Average Annual Headcount	Total Separations	Total Agency Turnover Rate
	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate			
802 - Parks and Wildlife Department	30	1.0%	308	10.3%	88	2.9%	2,985.75	426	14.3%
808 - Historical Commission	4	1.3%	37	12.3%	7	2.3%	301.50	48	15.9%
809 - Preservation Board	11	5.5%	42	21.1%	9	4.5%	199.00	62	31.2%
813 - Commission on the Arts	0	0.0%	2	15.1%	0	0.0%	13.25	2	15.1%
907 - Comptroller - State Energy Conservation Office	0	0.0%	1	10.8%	0	0.0%	9.25	1	10.8%
909 - Comptroller - Texas Broadband Development Office	1	28.6%	0	0.0%	0	0.0%	3.50	1	28.6%
Statewide Totals	5,768	4.1%	24,798	17.6%	3,969	2.8%	141,057.50	34,535	24.5%

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

Appendix 4

Turnover by Job Classification Series

Figure 16 summarizes turnover by job classification series for fiscal year 2022, including the State's 26 occupational categories for the 2022–2023 biennium.

Figure 16

Turnover by Job Classification Series and Occupational Category for Fiscal Year 2022

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	1,560.25	1.1%	193	0.6%	12.4%
	Accounting Technician	196.50	0.1%	32	0.1%	16.3%
	Accounts Examiner	699.75	0.5%	102	0.3%	14.6%
	Appropriations Control Officer	12.75	0.0%	2	0.0%	15.7%
	Auditor	504.25	0.4%	71	0.2%	14.1%
	Budget Analyst	432.25	0.3%	38	0.1%	8.8%
	Chief Investment Officer	0.00	0.0%	0	0.0%	0.0%
	Chief Trader	4.00	0.0%	0	0.0%	0.0%
	Financial Analyst	317.25	0.2%	35	0.1%	11.0%
	Financial Examiner	409.75	0.3%	63	0.2%	15.4%
	Independent Audit Reviewer	7.50	0.0%	2	0.0%	26.7%
	Internal Auditor	91.25	0.1%	16	0.0%	17.5%
	Investment Analyst	92.75	0.1%	20	0.1%	21.6%
	Loan Specialist	32.00	0.0%	2	0.0%	6.3%
	Payroll Assistant/Specialist	48.75	0.0%	10	0.0%	20.5%
	Portfolio Manager	136.00	0.1%	16	0.0%	11.8%
	Reimbursement Analyst	47.25	0.0%	4	0.0%	8.5%
	Reimbursement Officer	85.75	0.1%	14	0.0%	16.3%
	Tax Analyst	26.25	0.0%	5	0.0%	19.0%
	Tax Auditor	477.75	0.3%	102	0.3%	21.4%
Tax Auditor Manager	23.75	0.0%	3	0.0%	12.6%	

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Tax Auditor Supervisor	51.75	0.0%	3	0.0%	5.8%
	Taxpayer Compliance Officer	340.50	0.2%	57	0.2%	16.7%
	Trader	2.50	0.0%	0	0.0%	0.0%
Totals for Accounting, Auditing, and Finance		5,600.50	4.0%	790	2.5%	14.1% ^c
Administrative Support	Administrative Assistant	5,775.00	4.1%	1,150	3.6%	19.9%
	Clerk	2,946.25	2.1%	945	2.9%	32.1%
	Customer Service Representative	1,408.75	1.0%	301	0.9%	21.4%
	Document Services Technician	147.25	0.1%	23	0.1%	15.6%
	Executive Assistant	508.25	0.4%	65	0.2%	12.8%
	License and Permit Specialist	3,202.50	2.3%	367	1.1%	11.5%
	Receptionist	70.00	0.0%	18	0.1%	25.7%
Totals for Administrative Support		14,058.00	10.0%	2,869	9.0%	20.4% ^c
Compliance, Inspection, and Investigation	Boiler Inspector	16.25	0.0%	2	0.0%	12.3%
	Compliance Analyst	174.50	0.1%	13	0.0%	7.4%
	Inspector	1,371.25	1.0%	208	0.6%	15.2%
	Investigator	2,055.50	1.5%	302	0.9%	14.7%
	Quality Assurance Specialist	393.50	0.3%	27	0.1%	6.9%
Totals for Compliance, Inspection, and Investigation		4,011.00	2.8%	552	1.7%	13.8% ^c
Criminal Justice	Agriculture Specialist	100.75	0.1%	17	0.1%	16.9%
	Assistant Warden/Warden	178.00	0.1%	29	0.1%	16.3%
	Correctional Officer	19,289.50	13.7%	7,515	23.4%	39.0%
	Counsel Substitute	85.00	0.1%	12	0.0%	14.1%
	Dorm Supervisor	41.50	0.0%	9	0.0%	21.7%
	Halfway House Assistant Superintendent/Superintendent	9.75	0.0%	4	0.0%	41.0%
	Industrial Specialist	280.75	0.2%	50	0.2%	17.8%
	Intensive Medical Parole Officer	0.00	0.0%	0	0.0%	0.0%
	Juvenile Correctional Officer	765.25	0.5%	536	1.7%	70.0%
	Juvenile Correctional Officer Supervisor	0.00	0.0%	0	0.0%	0.0%
	Parole Officer	1,993.75	1.4%	517	1.6%	25.9%
	Senior Correctional Officer	2,797.50	2.0%	525	1.6%	18.8%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Youth Facility Assistant Superintendent/Superintendent	10.25	0.0%	3	0.0%	29.3%
Totals for Criminal Justice		25,552.00	18.1%	9,217	28.8%	36.1% ^c
Custodial	Barber/Cosmetologist	17.25	0.0%	5	0.0%	29.0%
	Cook	294.25	0.2%	91	0.3%	30.9%
	Custodial Manager	66.25	0.0%	12	0.0%	18.1%
	Custodian	730.00	0.5%	234	0.7%	32.1%
	Food Service Manager	772.75	0.5%	151	0.5%	19.5%
	Food Service Worker	486.75	0.3%	266	0.8%	54.6%
	Groundskeeper	83.50	0.1%	25	0.1%	29.9%
	Laundry Manager	640.00	0.5%	85	0.3%	13.3%
	Laundry/Sewing Room Worker	76.25	0.1%	20	0.1%	26.2%
Totals for Custodial		3,167.00	2.2%	889	2.8%	28.1% ^c
Education	Education Specialist	296.75	0.2%	48	0.1%	16.2%
	Teacher Aide	88.75	0.1%	24	0.1%	27.0%
Totals for Education		385.50	0.3%	72	0.2%	18.7% ^c
Employment	Unemployment Insurance Claims Examiner	17.50	0.0%	1	0.0%	5.7%
	Unemployment Insurance Specialist	14.75	0.0%	2	0.0%	13.6%
	Workforce Development Specialist	333.25	0.2%	74	0.2%	22.2%
Totals for Employment		365.50	0.3%	77	0.2%	21.1% ^c
Engineering and Design	Architect	62.75	0.0%	7	0.0%	11.2%
	District Engineer	25.25	0.0%	2	0.0%	7.9%
	Drafting Technician	12.75	0.0%	0	0.0%	0.0%
	Engineer	945.75	0.7%	106	0.3%	11.2%
	Engineering Aide	5.00	0.0%	2	0.0%	40.0%
	Engineering Specialist	2,865.50	2.0%	394	1.2%	13.7%
	Engineering Technician	467.50	0.3%	84	0.3%	18.0%
	Intelligent Transportation Systems Specialist	20.75	0.0%	0	0.0%	0.0%
	Project Design Specialist	4.25	0.0%	1	0.0%	23.5%
Totals for Engineering and Design		4,409.50	3.1%	596	1.9%	13.5% ^c

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
Human Resources and Training and Development	E-Learning Developer	1.75	0.0%	1	0.0%	57.1%
	Human Resources Assistant/Specialist	837.00	0.6%	140	0.4%	16.7%
	Training and Development Assistant/Specialist	805.50	0.6%	105	0.3%	13.0%
Totals for Human Resources and Training and Development		1,644.25	1.2%	246	0.8%	15.0% ^c
Information and Communication	Creative Media Designer	69.25	0.0%	7	0.0%	10.1%
	Editor	25.25	0.0%	3	0.0%	11.9%
	Government Relations Specialist	83.00	0.1%	15	0.0%	18.1%
	Governor's Advisor	16.25	0.0%	3	0.0%	18.5%
	Information Specialist	430.50	0.3%	70	0.2%	16.3%
	Intelligent Transportation Systems Operations Technician	52.75	0.0%	8	0.0%	15.2%
	Management Analyst	409.75	0.3%	42	0.1%	10.3%
	Marketing Specialist	58.00	0.0%	12	0.0%	20.7%
	Multimedia Specialist	5.50	0.0%	0	0.0%	0.0%
	Multimedia Technician	15.00	0.0%	5	0.0%	33.3%
	Privacy Analyst	3.00	0.0%	1	0.0%	33.3%
	Technical Writer	43.75	0.0%	8	0.0%	18.3%
Totals for Information and Communication		1,212.00	0.9%	174	0.5%	14.4% ^c
Information Technology	Business Continuity Coordinator	15.25	0.0%	4	0.0%	26.2%
	Chief Cybersecurity Officer	0.00	0.0%	0	0.0%	0.0%
	Chief Data Officer	0.00	0.0%	0	0.0%	0.0%
	Chief Information Security Officer	4.25	0.0%	1	0.0%	23.5%
	Computer Operations Specialist	31.00	0.0%	5	0.0%	16.1%
	Cybersecurity Analyst	108.75	0.1%	12	0.0%	11.0%
	Cybersecurity Officer	7.50	0.0%	3	0.0%	40.0%
	Data Architect	21.75	0.0%	3	0.0%	13.8%
	Data Officer	9.50	0.0%	0	0.0%	0.0%
	Database Administrator	150.50	0.1%	10	0.0%	6.6%
	Geographic Information Specialist	109.00	0.1%	18	0.1%	16.5%
Information Security Analyst	114.50	0.1%	13	0.0%	11.4%	

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Information Security Officer	12.50	0.0%	0	0.0%	0.0%
	Information Technology Auditor	23.75	0.0%	7	0.0%	29.5%
	Information Technology Business Analyst	302.75	0.2%	50	0.2%	16.5%
	Network Specialist	382.50	0.3%	58	0.2%	15.2%
	Programmer	691.75	0.5%	71	0.2%	10.3%
	Systems Administrator	362.50	0.3%	44	0.1%	12.1%
	Systems Analyst	1,339.00	0.9%	137	0.4%	10.2%
	Systems Support Specialist	523.75	0.4%	83	0.3%	15.8%
	Telecommunications Specialist	143.75	0.1%	11	0.0%	7.7%
	Web Administrator	107.50	0.1%	13	0.0%	12.1%
	Totals for Information Technology	4,461.75	3.2%	543	1.7%	12.2% ^c
Insurance	Actuary	61.75	0.0%	12	0.0%	19.4%
	Claims Examiner	414.75	0.3%	91	0.3%	21.9%
	Insurance Specialist	182.50	0.1%	33	0.1%	18.1%
	Retirement Systems Benefits Specialist	258.25	0.2%	59	0.2%	22.8%
	Totals for Insurance	917.25	0.7%	195	0.6%	21.3% ^c
Land Surveying, Appraising, and Utilities	Appraiser	80.50	0.1%	13	0.0%	16.1%
	Land Surveyor	18.50	0.0%	2	0.0%	10.8%
	Minerals Specialist	9.50	0.0%	1	0.0%	10.5%
	Right of Way Agent	183.75	0.1%	33	0.1%	18.0%
	Utility Specialist	9.00	0.0%	2	0.0%	22.2%
	Totals for Land Surveying, Appraising, and Utilities	301.25	0.2%	51	0.2%	16.9% ^c
Law Enforcement	Agent	138.25	0.1%	9	0.0%	6.5%
	Agent Trainee	0.00	0.0%	0	0.0%	0.0%
	Assistant Commander/Commander, Game Warden	7.00	0.0%	0	0.0%	0.0%
	Assistant Commander/Commander, Public Safety	0.00	0.0%	0	0.0%	0.0%
	Captain, Texas Attorney General's Office	16.50	0.0%	3	0.0%	18.2%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Captain, Texas Department of Insurance	2.00	0.0%	0	0.0%	0.0%
	Chief Inspector, Office of Inspector General	0.00	0.0%	0	0.0%	0.0%
	Corporal, Public Safety	265.75	0.2%	7	0.0%	2.6%
	Deputy Chief Investigator, Texas Department of Insurance	1.00	0.0%	0	0.0%	0.0%
	Game Warden	406.00	0.3%	8	0.0%	2.0%
	Investigator, Internal Affairs	121.75	0.1%	4	0.0%	3.3%
	Lieutenant, Texas Attorney General's Office	24.25	0.0%	4	0.0%	16.5%
	Lieutenant, Texas Department of Insurance	3.50	0.0%	1	0.0%	28.6%
	Major, Texas Attorney General's Office	3.75	0.0%	0	0.0%	0.0%
	Pilot Investigator	41.75	0.0%	3	0.0%	7.2%
	Probationary Agent	17.50	0.0%	3	0.0%	17.1%
	Public Safety Inspector	0.00	0.0%	0	0.0%	0.0%
	Sergeant, Texas Attorney General's Office	155.00	0.1%	10	0.0%	6.5%
	Sergeant, Texas Department of Insurance	17.00	0.0%	3	0.0%	17.6%
	Sergeant/Lieutenant/Captain/Major, Alcohol Beverage	52.25	0.0%	3	0.0%	5.7%
	Sergeant/Lieutenant/Captain/Major, Game Warden	99.50	0.1%	2	0.0%	2.0%
	Sergeant/Lieutenant/Captain/Major, Public Safety	1,522.75	1.1%	56	0.2%	3.7%
	Supervisor/Manager/Administrator/Director, Internal Affairs	26.00	0.0%	1	0.0%	3.8%
	Trainee/Probationary Game Warden	24.75	0.0%	1	0.0%	4.0%
	Trooper	2,060.50	1.5%	67	0.2%	3.3%
	Trooper Trainee/Probationary Trooper	294.00	0.2%	42	0.1%	14.3%
	Totals for Law Enforcement	5,300.75	3.8%	227	0.7%	4.3% ^c
Legal	Administrative Law Judge	111.00	0.1%	12	0.0%	10.8%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Assistant Attorney General	724.75	0.5%	145	0.5%	20.0%
	Attorney	1,122.25	0.8%	158	0.5%	14.1%
	Benefit Review Officer	28.50	0.0%	3	0.0%	10.5%
	Chief Deputy Clerk	11.00	0.0%	1	0.0%	9.1%
	Clerk of the Court	15.00	0.0%	1	0.0%	6.7%
	Court Coordinator	73.75	0.1%	8	0.0%	10.8%
	Court Law Clerk	33.75	0.0%	29	0.1%	85.9%
	Deputy Clerk	54.25	0.0%	8	0.0%	14.7%
	General Counsel	227.25	0.2%	24	0.1%	10.6%
	Hearings Officer	121.75	0.1%	20	0.1%	16.4%
	Hearings Reporter	1.00	0.0%	0	0.0%	0.0%
	Law Clerk	5.00	0.0%	8	0.0%	160.0%
	Legal Assistant	483.50	0.3%	62	0.2%	12.8%
	Legal Secretary	153.75	0.1%	35	0.1%	22.8%
	Medical Fee Dispute Officer	4.75	0.0%	1	0.0%	21.1%
	Ombudsman	182.50	0.1%	31	0.1%	17.0%
	Totals for Legal	3,353.75	2.4%	546	1.7%	16.3% ^c
Library and Records	Archeologist	32.25	0.0%	1	0.0%	3.1%
	Archivist	27.50	0.0%	4	0.0%	14.5%
	Curator	19.75	0.0%	1	0.0%	5.1%
	Exhibit Technician	5.25	0.0%	1	0.0%	19.0%
	Historian	8.50	0.0%	1	0.0%	11.8%
	Librarian	151.25	0.1%	19	0.1%	12.6%
	Library Assistant	22.50	0.0%	6	0.0%	26.7%
	Records Analyst	87.25	0.1%	7	0.0%	8.0%
	Totals for Library and Records	354.25	0.3%	40	0.1%	11.3% ^c
Maintenance	Air Conditioning and Boiler Operator	35.00	0.0%	10	0.0%	28.6%
	Aircraft Mechanic	16.00	0.0%	2	0.0%	12.5%
	Aircraft Pilot	6.00	0.0%	0	0.0%	0.0%
	Electrician	57.00	0.0%	9	0.0%	15.8%
	Electronics Technician	53.25	0.0%	13	0.0%	24.4%
	Equipment Maintenance Technician	15.50	0.0%	1	0.0%	6.5%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Equipment Operator	585.00	0.4%	93	0.3%	15.9%
	Ferryboat Captain	46.25	0.0%	9	0.0%	19.5%
	Ferryboat Deckhand	122.75	0.1%	50	0.2%	40.7%
	Ferryboat Specialist	10.00	0.0%	1	0.0%	10.0%
	HVAC Mechanic	87.75	0.1%	10	0.0%	11.4%
	Machinist	3.00	0.0%	0	0.0%	0.0%
	Maintenance Specialist	937.50	0.7%	197	0.6%	21.0%
	Maintenance Supervisor	898.00	0.6%	166	0.5%	18.5%
	Motor Vehicle Technician	352.50	0.2%	52	0.2%	14.8%
	Plumber	8.75	0.0%	2	0.0%	22.9%
	Radio Communications Technician	17.25	0.0%	2	0.0%	11.6%
	Transportation Maintenance Specialist	3,742.75	2.7%	807	2.5%	21.6%
	Vehicle Driver	213.25	0.2%	64	0.2%	30.0%
	Totals for Maintenance	7,207.50	5.1%	1,488	4.6%	20.6% ^c
Medical and Health	Advanced Practice Registered Nurse	93.00	0.1%	7	0.0%	7.5%
	Behavior Analyst	65.25	0.0%	14	0.0%	21.5%
	Certified Peer Support Specialist	5.75	0.0%	2	0.0%	34.8%
	Dental Assistant	21.50	0.0%	2	0.0%	9.3%
	Dental Hygienist	30.25	0.0%	5	0.0%	16.5%
	Dentist	31.25	0.0%	3	0.0%	9.6%
	Dietetic and Nutrition Specialist	65.25	0.0%	12	0.0%	18.4%
	Dietetic Technician	12.50	0.0%	2	0.0%	16.0%
	Epidemiologist	131.75	0.1%	31	0.1%	23.5%
	Health Assistant	106.75	0.1%	30	0.1%	28.1%
	Health Informatics Specialist	27.50	0.0%	3	0.0%	10.9%
	Health Physicist	62.50	0.0%	6	0.0%	9.6%
	Health Specialist	245.50	0.2%	65	0.2%	26.5%
	Laboratory Technician	54.25	0.0%	8	0.0%	14.7%
	Licensed Vocational Nurse	856.50	0.6%	247	0.8%	28.8%
	Medical Research Specialist	17.00	0.0%	5	0.0%	29.4%
	Medical Technician	24.25	0.0%	5	0.0%	20.6%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Medical Technologist	63.75	0.0%	16	0.0%	25.1%
	Microbiologist	94.50	0.1%	22	0.1%	23.3%
	Molecular Biologist	61.25	0.0%	7	0.0%	11.4%
	Nurse	1,981.50	1.4%	453	1.4%	22.9%
	Orthopedic Equipment Technician	34.00	0.0%	3	0.0%	8.8%
	Pharmacist	114.25	0.1%	15	0.0%	13.1%
	Pharmacy Technician	79.75	0.1%	11	0.0%	13.8%
	Physician	104.25	0.1%	18	0.1%	17.3%
	Physician Assistant	3.75	0.0%	2	0.0%	53.3%
	Psychiatric Clinical Director	0.00	0.0%	0	0.0%	0.0%
	Psychiatrist	125.25	0.1%	12	0.0%	9.6%
	Psychological Associate	4.00	0.0%	0	0.0%	0.0%
	Psychologist	45.50	0.0%	13	0.0%	28.6%
	Public Health and Prevention Specialist	390.50	0.3%	60	0.2%	15.4%
	Public Health Nurse	90.00	0.1%	17	0.1%	18.9%
	Radiological Technologist	14.00	0.0%	0	0.0%	0.0%
	Registered Therapist Assistant/Therapist	317.50	0.2%	42	0.1%	13.2%
	Respiratory Care Practitioner	14.50	0.0%	6	0.0%	41.4%
	Veterinarian	22.50	0.0%	3	0.0%	13.3%
Totals for Medical and Health		5,411.50	3.8%	1,147	3.6%	21.2% ^c
Military	Military Specialist	17.00	0.0%	2	0.0%	11.8%
	Military Technician	2.00	0.0%	1	0.0%	50.0%
Totals for Military		19.00	0.0%	3	0.0%	15.8% ^c
Natural Resources	Assistant Park/Historic Site Superintendent	54.00	0.0%	2	0.0%	3.7%
	Chemist	119.75	0.1%	26	0.1%	21.7%
	Environmental Protection Specialist	290.25	0.2%	30	0.1%	10.3%
	Fish and Wildlife Technician	193.75	0.1%	27	0.1%	13.9%
	Geologic Specialist	0.75	0.0%	0	0.0%	0.0%
	Geoscientist	92.00	0.1%	12	0.0%	13.0%
	Hydrologist	69.50	0.0%	7	0.0%	10.1%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Natural Resources Specialist	1,237.50	0.9%	186	0.6%	15.0%
	Park Ranger	90.50	0.1%	13	0.0%	14.4%
	Park/Historic Site Superintendent	109.25	0.1%	10	0.0%	9.2%
	Sanitarian	138.75	0.1%	12	0.0%	8.6%
	Toxicologist	16.50	0.0%	5	0.0%	30.3%
Totals for Natural Resources		2,412.50	1.7%	330	1.0%	13.7% ^c
Planning, Research, and Statistics	Data Analyst	363.00	0.3%	69	0.2%	19.0%
	Data Scientist	3.75	0.0%	0	0.0%	0.0%
	Economist	28.00	0.0%	4	0.0%	14.3%
	Planner	194.50	0.1%	20	0.1%	10.3%
	Research and Statistics Technician	8.75	0.0%	2	0.0%	22.9%
	Research Specialist	254.50	0.2%	46	0.1%	18.1%
	Statistician	7.75	0.0%	0	0.0%	0.0%
Totals for Planning, Research, and Statistics		860.25	0.6%	141	0.4%	16.4% ^c
Program Management	Deputy Comptroller	1.00	0.0%	0	0.0%	0.0%
	Deputy Executive Commissioner	0.00	0.0%	0	0.0%	0.0%
	Deputy/First Assistant Attorney General	9.25	0.0%	1	0.0%	10.8%
	Director	3,059.75	2.2%	326	1.0%	10.7%
	Manager	3,705.50	2.6%	346	1.1%	9.3%
	Portfolio Project Manager	42.00	0.0%	6	0.0%	14.3%
	Program Specialist	6,115.25	4.3%	794	2.5%	13.0%
	Program Supervisor	1,995.25	1.4%	207	0.6%	10.4%
	Project Management Specialist	35.75	0.0%	5	0.0%	14.0%
	Project Manager	672.00	0.5%	89	0.3%	13.2%
	Staff Services Officer	401.50	0.3%	41	0.1%	10.2%
Totals for Program Management		16,037.25	11.4%	1,815	5.7%	11.3% ^c
Property Management and Procurement	Contract Administration Manager	193.25	0.1%	18	0.1%	9.3%
	Contract Specialist	1,137.25	0.8%	125	0.4%	11.0%
	Contract Technician	45.00	0.0%	5	0.0%	11.1%
	Fleet Manager	73.25	0.1%	6	0.0%	8.2%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Grant Specialist	226.00	0.2%	32	0.1%	14.2%
	Inventory and Store Specialist	797.50	0.6%	191	0.6%	23.9%
	Property Manager	174.50	0.1%	21	0.1%	12.0%
	Purchaser	414.50	0.3%	56	0.2%	13.5%
Totals for Property Management and Procurement		3,061.25	2.2%	454	1.4%	14.8% ^c
Public Safety	Biometrics Analyst	29.00	0.0%	4	0.0%	13.8%
	Crime Analyst	111.00	0.1%	17	0.1%	15.3%
	Crime Laboratory Specialist	71.50	0.1%	11	0.0%	15.4%
	Criminal Intelligence Analyst	72.00	0.1%	18	0.1%	25.0%
	Emergency Management Program Coordinator	13.75	0.0%	0	0.0%	0.0%
	Forensic Scientist	341.25	0.2%	23	0.1%	6.7%
	Police Communications Operator	131.25	0.1%	12	0.0%	9.1%
	Public Safety Records Technician	11.75	0.0%	1	0.0%	8.5%
	Security Officer	632.00	0.4%	196	0.6%	31.0%
	State Park Police Officer	44.00	0.0%	5	0.0%	11.4%
	State Park Police Officer-Sergeant/Lieutenant/Captain/Major	43.00	0.0%	2	0.0%	4.7%
	Trainee/Probationary State Park Police Officer	8.25	0.0%	0	0.0%	0.0%
Totals for Public Safety		1,508.75	1.1%	289	0.9%	19.2% ^c
Safety	Lifeguard	0.00	0.0%	0	0.0%	0.0%
	Rescue Specialist	12.25	0.0%	24	0.1%	195.9%
	Risk Management Specialist	57.00	0.0%	5	0.0%	8.8%
	Safety Officer	235.25	0.2%	37	0.1%	15.7%
Totals for Safety		304.50	0.2%	66	0.2%	21.7% ^c
Social Services	Adult and Child Care Licensing Specialist	0.00	0.0%	0	0.0%	0.0%
	Adult Protective Services Specialist	594.75	0.4%	197	0.6%	33.1%
	Case Manager	439.75	0.3%	135	0.4%	30.7%
	Chaplain	136.00	0.1%	26	0.1%	19.1%
	Chaplaincy Services Assistant	8.00	0.0%	4	0.0%	50.0%
	Child Protective Services Specialist	6,619.25	4.7%	2,217	6.9%	33.5%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Child Support Officer	1,255.75	0.9%	125	0.4%	10.0%
	Child Support Technician	307.25	0.2%	40	0.1%	13.0%
	Direct Support Professional	4,555.50	3.2%	2,249	7.0%	49.4%
	Family and Protective Services Supervisor	1,373.75	1.0%	153	0.5%	11.1%
	Family Services Specialist	220.75	0.2%	28	0.1%	12.7%
	Guardianship Specialist	83.75	0.1%	11	0.0%	13.1%
	Human Rights Officer	20.50	0.0%	1	0.0%	4.9%
	Human Services Specialist	1,232.50	0.9%	216	0.7%	17.5%
	Human Services Technician	809.00	0.6%	251	0.8%	31.0%
	Interpreter	26.75	0.0%	3	0.0%	11.2%
	Protective Services Intake Specialist	330.50	0.2%	48	0.1%	14.5%
	Psychiatric Nursing Assistant	2,355.25	1.7%	1,077	3.4%	45.7%
	Qualified Intellectual Disability Professional	265.50	0.2%	41	0.1%	15.4%
	Recreation Program Specialist	16.75	0.0%	3	0.0%	17.9%
	Rehabilitation Teacher	87.75	0.1%	19	0.1%	21.7%
	Rehabilitation Therapy Technician	841.00	0.6%	253	0.8%	30.1%
	Resident Specialist	269.75	0.2%	56	0.2%	20.8%
	Social Worker	238.25	0.2%	71	0.2%	29.8%
	Substance Abuse Counselor	87.75	0.1%	39	0.1%	44.4%
	Texas Works Advisor	5,412.75	3.8%	1,704	5.3%	31.5%
	Texas Works Supervisor	504.25	0.4%	51	0.2%	10.1%
	Transition Coordinator	15.00	0.0%	3	0.0%	20.0%
	Veterans Services Representative	314.75	0.2%	68	0.2%	21.6%
	Vocational Rehabilitation Counselor	643.50	0.5%	128	0.4%	19.9%
	Volunteer Services Coordinator	74.75	0.1%	15	0.0%	20.1%
Totals for Social Services		29,140.75	20.7%	9,232	28.8%	31.7% ^c
Statewide Totals		141,057.50	100.00%	32,049	100.00%	22.7%

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

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

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

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

Appendix 5

Turnover by Region and County

Figure 17 provides a summary of turnover by region and county in Texas in fiscal year 2022.

Figure 17

Turnover by Region and County for Fiscal Year 2022

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
Alamo Region	Atascosa	110.25	0.1%	13	0.0%	11.8%
	Bandera	43.50	0.0%	11	0.0%	25.3%
	Bexar	6,567.25	4.7%	1,664	5.2%	25.3%
	Calhoun	56.50	0.0%	15	0.0%	26.5%
	Comal	227.50	0.2%	47	0.1%	20.7%
	Dewitt	387.25	0.3%	82	0.3%	21.2%
	Frio	292.25	0.2%	116	0.4%	39.7%
	Gillespie	47.50	0.0%	16	0.0%	33.7%
	Goliad	34.25	0.0%	5	0.0%	14.6%
	Gonzales	53.00	0.0%	4	0.0%	7.5%
	Guadalupe	194.75	0.1%	39	0.1%	20.0%
	Jackson	23.50	0.0%	4	0.0%	17.0%
	Karnes	381.50	0.3%	127	0.4%	33.3%
	Kendall	47.25	0.0%	5	0.0%	10.6%
	Kerr	716.50	0.5%	181	0.6%	25.3%
	Lavaca	30.50	0.0%	5	0.0%	16.4%
	Medina	415.50	0.3%	181	0.6%	43.6%
	Victoria	251.75	0.2%	38	0.1%	15.1%
	Wilson	72.00	0.1%	19	0.1%	26.4%
Alamo Region Totals		9,952.50	7.1%	2,572	8.0%	25.8% ^b

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
Capital Region	Bastrop	193.00	0.1%	45	0.1%	23.3%
	Blanco	37.00	0.0%	4	0.0%	10.8%
	Burnet	231.75	0.2%	46	0.1%	19.8%
	Caldwell	71.50	0.1%	9	0.0%	12.6%
	Fayette	71.50	0.1%	11	0.0%	15.4%
	Hays	284.75	0.2%	47	0.1%	16.5%
	Lee	268.50	0.2%	101	0.3%	37.6%
	Llano	30.50	0.0%	3	0.0%	9.8%
	Travis	38,247.75	27.1%	5,666	17.7%	14.8%
	Williamson	508.50	0.4%	117	0.4%	23.0%
Capital Region Totals		39,944.75	28.3%	6,049	18.9%	15.1% ^b
Central Texas Region	Bell	791.25	0.6%	233	0.7%	29.4%
	Bosque	31.25	0.0%	2	0.0%	6.4%
	Brazos	764.00	0.5%	158	0.5%	20.7%
	Burleson	41.25	0.0%	1	0.0%	2.4%
	Coryell	2,191.50	1.6%	829	2.6%	37.8%
	Falls	313.25	0.2%	101	0.3%	32.2%
	Freestone	249.25	0.2%	79	0.2%	31.7%
	Grimes	635.75	0.5%	173	0.5%	27.2%
	Hamilton	42.75	0.0%	7	0.0%	16.4%
	Hill	89.00	0.1%	22	0.1%	24.7%
	Lampasas	61.00	0.0%	15	0.0%	24.6%
	Leon	50.00	0.0%	6	0.0%	12.0%
	Limestone	1,234.25	0.9%	354	1.1%	28.7%
	Madison	428.50	0.3%	107	0.3%	25.0%
	McLennan	1,465.50	1.0%	382	1.2%	26.1%
	Milam	65.50	0.0%	11	0.0%	16.8%
	Mills	15.50	0.0%	3	0.0%	19.4%
	Robertson	39.75	0.0%	4	0.0%	10.1%
San Saba	118.00	0.1%	44	0.1%	37.3%	
Washington	942.25	0.7%	282	0.9%	29.9%	
Central Texas Region Totals		9,569.50	6.8%	2,813	8.8%	29.4% ^b

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
Gulf Coast Region	Austin	76.75	0.1%	11	0.0%	14.3%
	Brazoria	2,680.00	1.9%	844	2.6%	31.5%
	Chambers	35.25	0.0%	10	0.0%	28.4%
	Colorado	95.50	0.1%	22	0.1%	23.0%
	Fort Bend	2,416.25	1.7%	533	1.7%	22.1%
	Galveston	1,261.50	0.9%	279	0.9%	22.1%
	Harris	7,709.25	5.5%	1,738	5.4%	22.5%
	Liberty	888.00	0.6%	308	1.0%	34.7%
	Matagorda	83.25	0.1%	18	0.1%	21.6%
	Montgomery	546.00	0.4%	101	0.3%	18.5%
	Walker	5,923.75	4.2%	1,547	4.8%	26.1%
	Waller	57.00	0.0%	7	0.0%	12.3%
	Wharton	95.25	0.1%	20	0.1%	21.0%
	Gulf Coast Region Totals		21,867.75	15.5%	5,438	17.0%
High Plains Region	Armstrong	18.25	0.0%	4	0.0%	21.9%
	Bailey	13.75	0.0%	2	0.0%	14.5%
	Briscoe	20.50	0.0%	2	0.0%	9.8%
	Carson	34.25	0.0%	7	0.0%	20.4%
	Castro	13.75	0.0%	5	0.0%	36.4%
	Childress	345.75	0.2%	81	0.3%	23.4%
	Cochran	11.25	0.0%	1	0.0%	8.9%
	Collingsworth	12.25	0.0%	0	0.0%	0.0%
	Crosby	14.25	0.0%	0	0.0%	0.0%
	Dallam	54.75	0.0%	12	0.0%	21.9%
	Deaf Smith	48.75	0.0%	11	0.0%	22.6%
	Dickens	12.25	0.0%	2	0.0%	16.3%
	Donley	19.25	0.0%	3	0.0%	15.6%
	Floyd	16.25	0.0%	2	0.0%	12.3%
	Garza	29.25	0.0%	5	0.0%	17.1%
	Gray	300.00	0.2%	103	0.3%	34.3%
	Hale	506.00	0.4%	144	0.4%	28.5%
Hall	14.00	0.0%	0	0.0%	0.0%	

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Hansford	12.50	0.0%	2	0.0%	16.0%
	Hartley	110.50	0.1%	61	0.2%	55.2%
	Hemphill	22.00	0.0%	7	0.0%	31.8%
	Hockley	40.00	0.0%	10	0.0%	25.0%
	Hutchinson	46.25	0.0%	13	0.0%	28.1%
	Lamb	55.50	0.0%	9	0.0%	16.2%
	Lubbock	2,581.75	1.8%	769	2.4%	29.8%
	Lynn	14.00	0.0%	0	0.0%	0.0%
	Moore	50.75	0.0%	9	0.0%	17.7%
	Motley	11.25	0.0%	2	0.0%	17.8%
	Ochiltree	22.75	0.0%	1	0.0%	4.4%
	Oldham	16.75	0.0%	1	0.0%	6.0%
	Parmer	16.75	0.0%	6	0.0%	35.8%
	Potter	1,215.25	0.9%	453	1.4%	37.3%
	Randall	367.00	0.3%	73	0.2%	19.9%
	Sherman	14.25	0.0%	3	0.0%	21.1%
	Swisher	127.25	0.1%	42	0.1%	33.0%
	Terry	73.75	0.1%	42	0.1%	56.9%
	Wheeler	19.75	0.0%	3	0.0%	15.2%
	Yoakum	5.00	0.0%	1	0.0%	20.0%
High Plains Region Totals		6,307.50	4.5%	1,891	5.9%	30.0% ^b
Metroplex Region	Collin	526.25	0.4%	95	0.3%	18.1%
	Cooke	310.50	0.2%	108	0.3%	34.8%
	Dallas	4,554.75	3.2%	1,124	3.5%	24.7%
	Denton	1,671.25	1.2%	500	1.6%	29.9%
	Ellis	230.50	0.2%	37	0.1%	16.1%
	Erath	101.50	0.1%	23	0.1%	22.7%
	Fannin	472.50	0.3%	99	0.3%	21.0%
	Grayson	230.75	0.2%	44	0.1%	19.1%
	Hood	93.75	0.1%	14	0.0%	14.9%
	Hunt	170.50	0.1%	29	0.1%	17.0%
	Johnson	173.25	0.1%	30	0.1%	17.3%

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Kaufman	1,013.50	0.7%	235	0.7%	23.2%
	Navarro	121.00	0.1%	24	0.1%	19.8%
	Palo Pinto	154.50	0.1%	36	0.1%	23.3%
	Parker	146.00	0.1%	32	0.1%	21.9%
	Rockwall	60.75	0.0%	14	0.0%	23.0%
	Somervell	16.00	0.0%	1	0.0%	6.3%
	Tarrant	3,433.50	2.4%	726	2.3%	21.1%
	Wise	129.00	0.1%	15	0.0%	11.6%
Metroplex Region Totals		13,609.75	9.6%	3,186	9.9%	23.4% ^b
Northwest Region	Archer	17.00	0.0%	4	0.0%	23.5%
	Baylor	21.75	0.0%	3	0.0%	13.8%
	Brown	660.75	0.5%	176	0.5%	26.6%
	Callahan	21.75	0.0%	2	0.0%	9.2%
	Clay	22.50	0.0%	2	0.0%	8.9%
	Coleman	16.00	0.0%	3	0.0%	18.8%
	Comanche	18.25	0.0%	0	0.0%	0.0%
	Cottle	22.50	0.0%	6	0.0%	26.7%
	Eastland	76.50	0.1%	17	0.1%	22.2%
	Fisher	13.25	0.0%	1	0.0%	7.5%
	Foard	11.00	0.0%	0	0.0%	0.0%
	Hardeman	21.25	0.0%	3	0.0%	14.1%
	Haskell	30.75	0.0%	5	0.0%	16.3%
	Jack	18.25	0.0%	1	0.0%	5.5%
	Jones	784.25	0.6%	332	1.0%	42.3%
	Kent	10.00	0.0%	1	0.0%	10.0%
	Knox	16.50	0.0%	2	0.0%	12.1%
	Mitchell	211.75	0.2%	54	0.2%	25.5%
	Montague	48.75	0.0%	10	0.0%	20.5%
	Nolan	46.25	0.0%	6	0.0%	13.0%
Runnels	23.75	0.0%	2	0.0%	8.4%	
Scurry	185.75	0.1%	69	0.2%	37.1%	
Shackelford	20.00	0.0%	0	0.0%	0.0%	

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Stephens	155.75	0.1%	40	0.1%	25.7%
	Stonewall	12.00	0.0%	0	0.0%	0.0%
	Taylor	1,949.75	1.4%	509	1.6%	26.1%
	Throckmorton	10.00	0.0%	0	0.0%	0.0%
	Wichita	2,051.00	1.5%	485	1.5%	23.6%
	Wilbarger	892.25	0.6%	321	1.0%	36.0%
	Young	55.25	0.0%	5	0.0%	9.0%
Northwest Region Totals		7,444.5	5.3%	2,059	6.4%	27.7% ^b
South Texas Region	Aransas	99.25	0.1%	8	0.0%	8.1%
	Bee	1,133.25	0.8%	315	1.0%	27.8%
	Brooks	47.75	0.0%	6	0.0%	12.6%
	Cameron	1,625.75	1.2%	383	1.2%	23.6%
	Dimmit	43.75	0.0%	6	0.0%	13.7%
	Duval	155.75	0.1%	39	0.1%	25.0%
	Edwards	12.75	0.0%	1	0.0%	7.8%
	Hidalgo	3,473.00	2.5%	651	2.0%	18.7%
	Jim Hogg	27.75	0.0%	2	0.0%	7.2%
	Jim Wells	138.75	0.1%	22	0.1%	15.9%
	Kinney	22.00	0.0%	6	0.0%	27.3%
	Kleberg	86.75	0.1%	15	0.0%	17.3%
	La Salle	119.25	0.1%	42	0.1%	35.2%
	Live Oak	30.75	0.0%	5	0.0%	16.3%
	Maverick	167.75	0.1%	24	0.1%	14.3%
	McMullen	33.75	0.0%	10	0.0%	29.6%
	Nueces	2,192.00	1.6%	489	1.5%	22.3%
	Real	12.00	0.0%	5	0.0%	41.7%
	Refugio	22.00	0.0%	2	0.0%	9.1%
	San Patricio	157.25	0.1%	40	0.1%	25.4%
Starr	299.00	0.2%	43	0.1%	14.4%	
Uvalde	137.25	0.1%	15	0.0%	10.9%	
Val Verde	182.00	0.1%	17	0.1%	9.3%	
Webb	868.50	0.6%	109	0.3%	12.6%	

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Willacy	53.25	0.0%	10	0.0%	18.8%
	Zapata	28.75	0.0%	2	0.0%	7.0%
	Zavala	51.00	0.0%	8	0.0%	15.7%
South Texas Region Totals		11,221.00	8.0%	2,275	7.1%	20.3% ^b
Southeast Region	Angelina	1,371.50	1.0%	403	1.3%	29.4%
	Hardin	63.50	0.0%	9	0.0%	14.2%
	Houston	528.25	0.4%	142	0.4%	26.9%
	Jasper	266.25	0.2%	63	0.2%	23.7%
	Jefferson	2,084.25	1.5%	706	2.2%	33.9%
	Nacogdoches	225.75	0.2%	31	0.1%	13.7%
	Newton	15.75	0.0%	2	0.0%	12.7%
	Orange	122.00	0.1%	18	0.1%	14.8%
	Polk	658.25	0.5%	246	0.8%	37.4%
	Sabine	28.00	0.0%	6	0.0%	21.4%
	San Augustine	19.75	0.0%	1	0.0%	5.1%
	San Jacinto	38.25	0.0%	13	0.0%	34.0%
	Shelby	49.75	0.0%	8	0.0%	16.1%
	Trinity	34.75	0.0%	3	0.0%	8.6%
Tyler	437.00	0.3%	218	0.7%	49.9%	
Southeast Region Totals		5,943.00	4.2%	1,869	5.8%	31.4% ^b
Upper East Region	Anderson	2,139.75	1.5%	676	2.1%	31.6%
	Bowie	653.75	0.5%	204	0.6%	31.2%
	Camp	13.75	0.0%	1	0.0%	7.3%
	Cass	174.00	0.1%	11	0.0%	6.3%
	Cherokee	1,459.00	1.0%	451	1.4%	30.9%
	Delta	21.50	0.0%	4	0.0%	18.6%
	Franklin	20.50	0.0%	3	0.0%	14.6%
	Gregg	386.00	0.3%	66	0.2%	17.1%
	Harrison	167.50	0.1%	35	0.1%	20.9%
	Henderson	326.75	0.2%	54	0.2%	16.5%
	Hopkins	131.50	0.1%	23	0.1%	17.5%
	Lamar	289.75	0.2%	39	0.1%	13.5%

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Marion	20.75	0.0%	0	0.0%	0.0%
	Morris	47.00	0.0%	13	0.0%	27.7%
	Panola	44.25	0.0%	11	0.0%	24.9%
	Rains	18.00	0.0%	3	0.0%	16.7%
	Red River	30.75	0.0%	3	0.0%	9.8%
	Rusk	141.75	0.1%	65	0.2%	45.9%
	Smith	1,085.75	0.8%	157	0.5%	14.5%
	Titus	150.25	0.1%	31	0.1%	20.6%
	Upshur	62.25	0.0%	12	0.0%	19.3%
	Van Zandt	99.50	0.1%	20	0.1%	20.1%
	Wood	223.75	0.2%	59	0.2%	26.4%
Upper East Region Totals		7,707.75	5.5%	1,941	6.1%	25.2% ^b
Upper Rio Grande Region	Brewster	104.75	0.1%	14	0.0%	13.4%
	Culberson	31.25	0.0%	3	0.0%	9.6%
	El Paso	3,538.75	2.5%	800	2.5%	22.6%
	Hudspeth	34.50	0.0%	3	0.0%	8.7%
	Jeff Davis	50.00	0.0%	16	0.0%	32.0%
	Presidio	57.25	0.0%	10	0.0%	17.5%
Upper Rio Grande Region Totals		3,816.50	2.7%	846	2.6%	22.2% ^b
West Texas Region	Andrews	31.50	0.0%	3	0.0%	9.5%
	Borden	10.00	0.0%	2	0.0%	20.0%
	Coke	10.75	0.0%	2	0.0%	18.6%
	Concho	12.75	0.0%	0	0.0%	0.0%
	Crane	14.50	0.0%	3	0.0%	20.7%
	Crockett	25.25	0.0%	5	0.0%	19.8%
	Dawson	296.50	0.2%	141	0.4%	47.6%
	Ector	405.00	0.3%	89	0.3%	22.0%
	Gaines	27.00	0.0%	4	0.0%	14.8%
	Howard	611.25	0.4%	243	0.8%	39.8%
	Irion	1.00	0.0%	0	0.0%	0.0%
	Kimble	37.25	0.0%	6	0.0%	16.1%
	Martin	15.50	0.0%	1	0.0%	6.5%

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Mason	20.00	0.0%	2	0.0%	10.0%
	McCulloch	37.75	0.0%	4	0.0%	10.6%
	Menard	14.50	0.0%	1	0.0%	6.9%
	Midland	454.75	0.3%	71	0.2%	15.6%
	Pecos	305.50	0.2%	124	0.4%	40.6%
	Reagan	16.75	0.0%	3	0.0%	17.9%
	Reeves	59.25	0.0%	11	0.0%	18.6%
	Schleicher	1.00	0.0%	0	0.0%	0.0%
	Sterling	13.25	0.0%	4	0.0%	30.2%
	Sutton	22.00	0.0%	2	0.0%	9.1%
	Terrell	11.75	0.0%	3	0.0%	25.5%
	Tom Green	1,151.00	0.8%	376	1.2%	32.7%
	Upton	10.50	0.0%	3	0.0%	28.6%
	Ward	42.00	0.0%	5	0.0%	11.9%
	Winkler	14.75	0.0%	2	0.0%	13.6%
West Texas Region Totals		3,673.00	2.6%	1,110	3.5%	30.2%^b
Statewide Totals		141,057.50	100.0%	32,049	100.0%	22.7%

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

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

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

Appendix 6

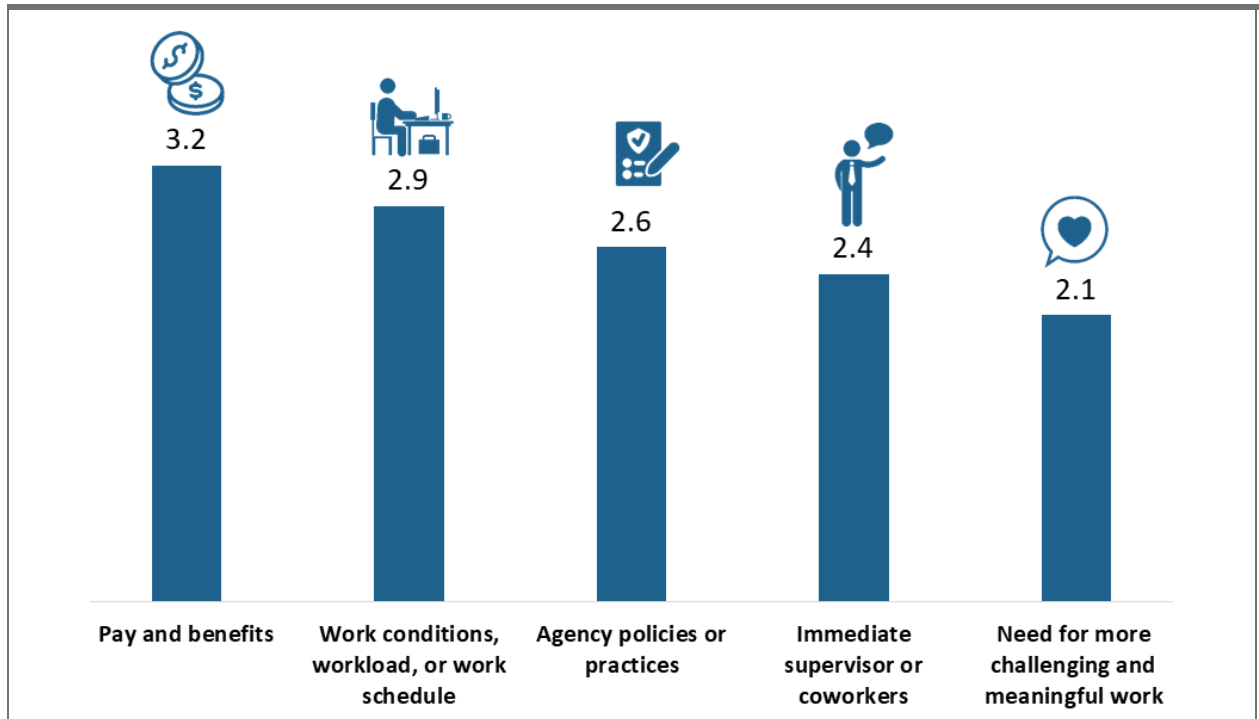
Overall Exit Survey Results

Figure 18 through Figure 21 show the aggregate results from 5,057 State of Texas Employee Exit Surveys completed by those employees (not including higher education institution employees) who voluntarily left employment at their state agency between September 1, 2021, and August 31, 2022.

When asked to rate the extent to which certain factors influenced their decision to leave employment with their agency, respondents rated pay and benefits highest on a scale from 1 for very little influence to 5 for very great influence (see Figure 18).

Figure 18

To what extent did each item below influence your decision to leave the agency? ^a

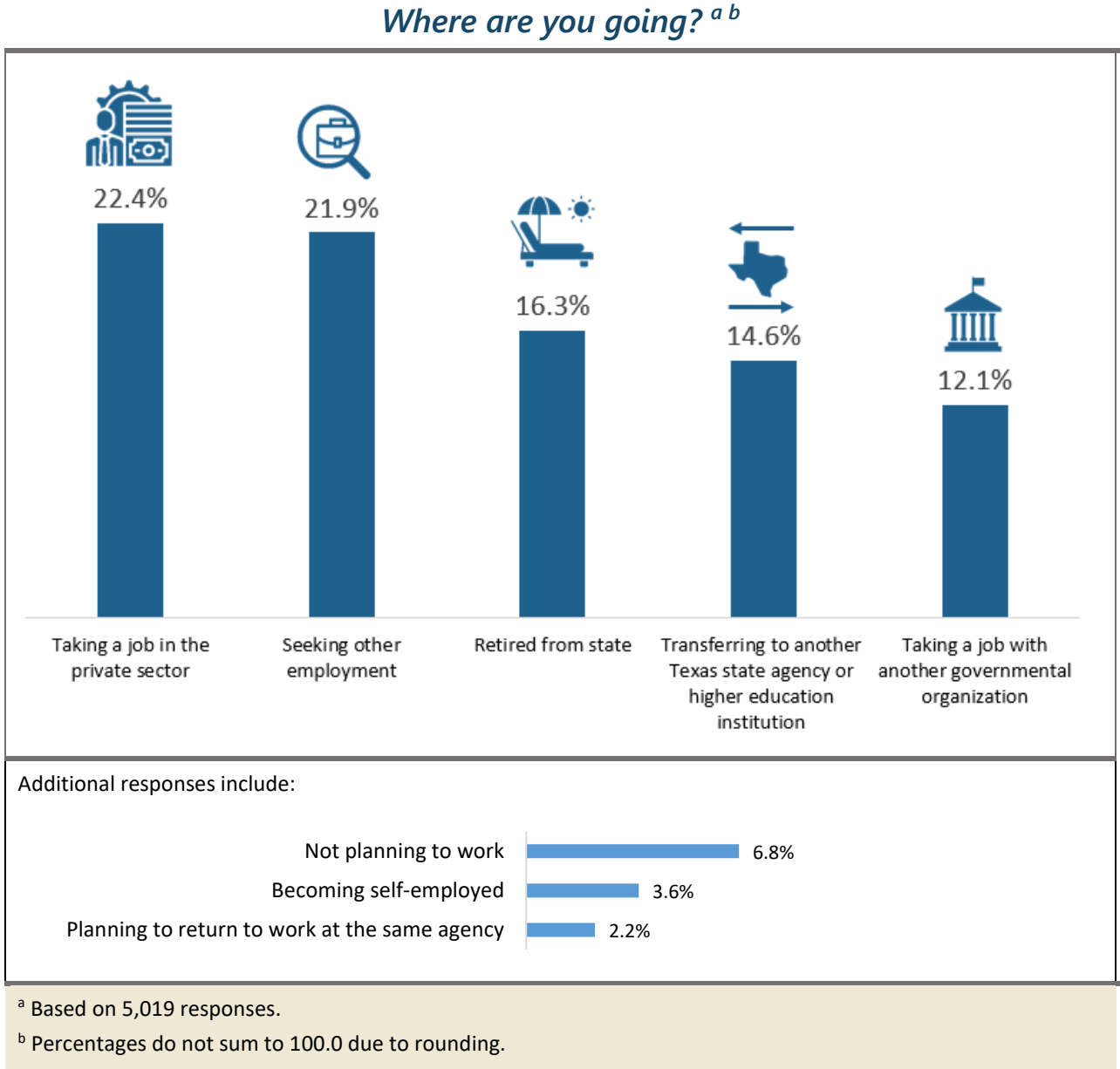


^a “Pay and benefits” is based on 4,845 responses; “Work conditions, workload, or work schedule” is based on 4,882 responses; “Agency policies or practices” is based on 4,877 responses; “Immediate supervisor or co-workers” is based on 4,856 responses; and “Need for more challenging and meaningful work” is based on 4,808 responses.

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

As Figure 19 shows, slightly more than 44 percent of the employees completing the exit surveys said they were leaving state employment to take a job in the private sector or to seek other employment.

Figure 19



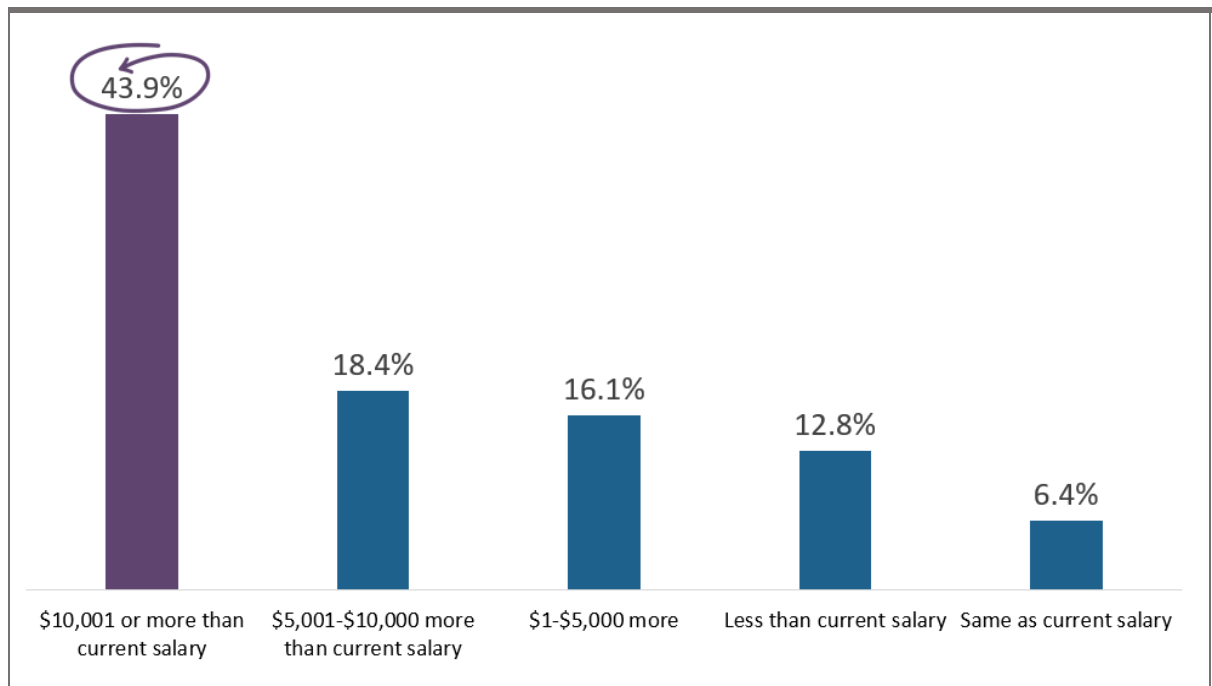
Source: The State Auditor’s Office’s State of Texas Employment Exit Survey.

Almost 44 percent of the employees who answered the question regarding a change in salary amount reported annual salary increases of \$10,001 or more at their new jobs.

Figure 20 shows the differences between new and current annual salaries reported by separating employees.

Figure 20

Compared to your current salary, how much of an increase or decrease will your new salary be? ^{a b}



^a Based on 3,123 responses; 2.3 percent of those respondents replied the question was not applicable.

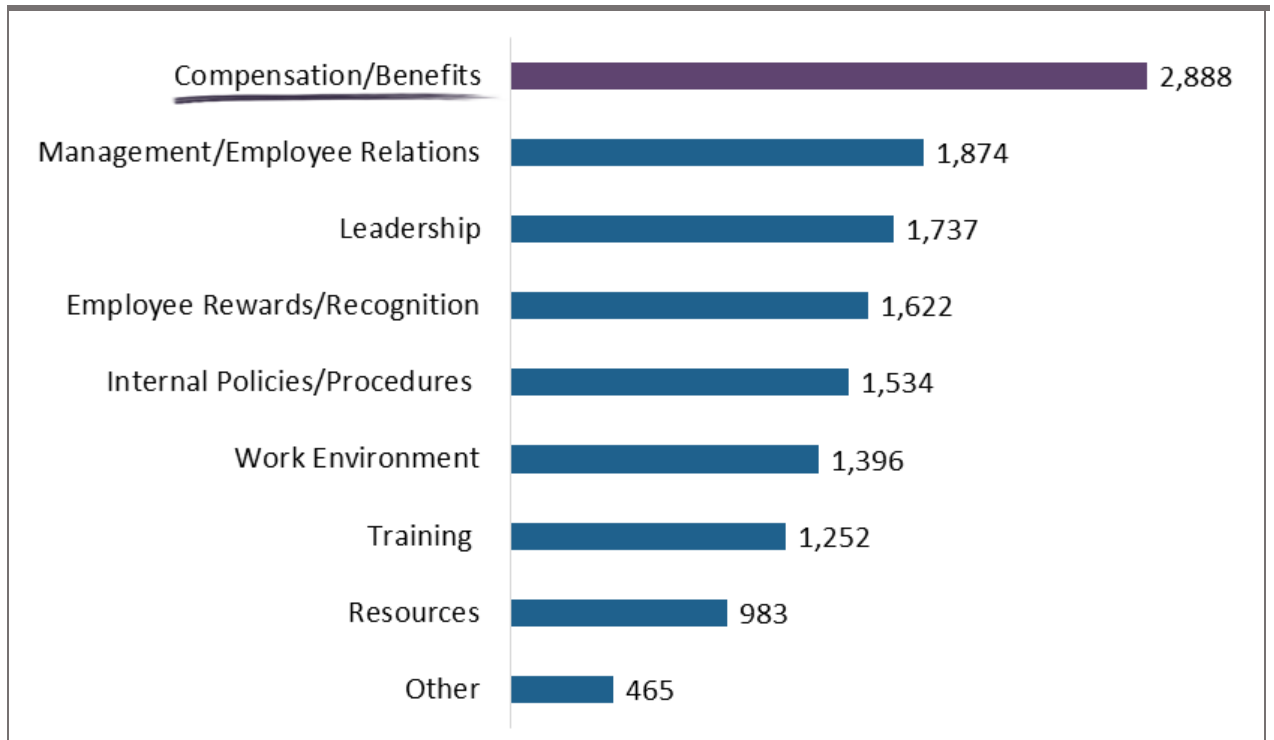
^b Percentages do not sum to 100.0 due to rounding.

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

As Figure 21 shows, when employees were asked what they would like to change in their agency, compensation and benefits was the number one answer.

Figure 21

What would you like to change in your agency? ^a



^a Respondents could select more than one answer to this question.

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

Exit Survey Results by Agency. Figure 22 shows the top three reasons for leaving state agency employment in fiscal year 2022 for the five largest agencies. These agencies make up approximately 73.7 percent of the State’s classified workforce.

Figure 22

Top Three Reasons for Leaving State Employment in Fiscal Year 2022

Agency	1st Most Cited Reason	2nd Most Cited Reason	3rd Most Cited Reason
Health and Human Services Commission	Better pay/benefits	Retired from State employment	Poor working conditions/environment
Department of Criminal Justice	Better pay/benefits	Poor working conditions/environment	Retired from State employment
Department of Family and Protective Services	Poor working conditions/environment	Better pay/benefits	Retired from State employment
Department of Transportation	Better pay/benefits	Retired from State employment	Relocation
Department of Public Safety	Better pay/benefits	Retired from State employment	Poor working conditions/environment

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



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