

# Table of Contents

## An Annual Report on Full-Time Classified State Employee Turnover for Fiscal Year 1997

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November 1997

### Key Points of Report

### Overview

### Appendices

1 - Objective, Scope, and Methodology

2 - Detailed Turnover Statistics

2.1 - Full-Time Classified Employee Turnover by Agency

2.2 - Full-Time Classified Employee Turnover by Reason

2.3 - Full-Time Classified Employee Turnover by Salary Group

2.4 - Full-Time Classified Employee Turnover by Occupational  
Category

2.5 - Full-Time Classified Employee Turnover by Job Class Series

2.6 - Full-Time Classified Employee Turnover For Information  
Technology Professionals by Agency

# Key Points of Report

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### Overall Conclusion

The fiscal year 1997 turnover rates of 14.27 percent for full-time classified state employees and 13.89 for full-time exempt state employees appear to be slightly above local, state, and national averages. The turnover rate for full-time classified employees has steadily increased over the last five years.

A greatly improved local economy has had the effect of lowering the local unemployment rate to approximately 3.30 percent. The Greater Austin Chamber of Commerce expects continuing expansion of the work force throughout the remainder of the decade, growing at an average of 3.50 percent to 4.50 percent per year. With employment at nearly full capacity, employers are forced to offer higher wages to attract new employees. This can cause a rise in turnover rates as employees make the most of higher wages. High turnover can be cyclical and may experience a reduction if economic trends change.

### Key Facts and Findings

- A continually expanding local economy combined with low unemployment has created an incentive for employees in all job categories to continue to look for other employment opportunities.
- The majority of turnover rates reviewed have increased over last year's rates, indicating the impact of a stronger economy nationwide.
- Turnover rates for Information Technology professionals are in the 20 percent range. While these turnover rates may not be critical statewide, the State may need to make additional efforts to recruit and retain these employees.

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*This briefing report was provided for information purposes.*

## Overview

The statewide turnover rate for fiscal year 1997 was 14.27 percent, based on an average of 131,014 full-time classified state employees and a total of 18,699 full-time classified terminations. Employee turnover represents a substantial cost to individual agencies and the State of Texas as a whole. Significant costs arise from agencies having to recruit, hire, and train new staff. According to a national survey, recruitment efforts to fill a vacant exempt position can cost an employer up to 150 percent of the terminated employee's salary.

Historically, the Classification Office has only analyzed turnover rates for full-time classified positions. However, we felt it was important to note that the State also experienced turnover in exempt positions. The fiscal year 1997 termination rate for full-time employees that are exempt from the Classification Plan (not including higher education) is 13.89 percent based on an average of 14,389 employees and 1,999 terminations.

Figure 1

Fiscal Year	Statewide Classified Turnover Rate
1997	14.27%
1996	13.64%
1995	13.51%
1994	13.26%
1993	9.95%

Prior to fiscal year 1994, statewide turnover for classified employees had been calculated with interagency transfers included, so that the individual agency turnover rates would be consistent with the statewide rate. However, we have excluded these interagency transfers in the statewide figures to reflect the true turnover rate for the State. As Figure 1 indicates, classified employee turnover rates have increased over the last five years.

In order to analyze the State's classified turnover rate, it is important to have relevant points of comparison. According to an article published in *Personnel Journal*, 20 percent turnover is considered average, 10 percent is ideal, and 35 percent is indicative of real organizational problems.

The Classification Office was also able to obtain local, state, and national turnover information for purposes of comparison. When reviewing local data, we chose to focus on the Central Texas region, including Travis County and the Austin area. Because this region contains the largest percentage of the State's full-time classified employees, it is considered the primary market within which the State competes for its classified employees, and as such, forms a basis for comparison with external turnover data. Our review of local area turnover rates focuses on public-sector employers including Travis County and the City of Austin. Travis County had a 1997 turnover rate of 15.30 percent and the City of Austin had a 14.08 percent turnover rate. Another large local employer, the Lower Colorado River Authority, reported a turnover rate of 6.80 percent.

In addition to local turnover rates, the rates of other state governments were reviewed for comparison. The 1997 turnover rates for the central states are shown on the next page in Figure 2.

The United States Office of Personnel Management reports the turnover rate for fiscal year 1997 to be 14.93 percent for federal employees within the executive branch of government.

## Overview

Figure 2

State	Turnover Rate
New Mexico	18.10%
Louisiana	18.00%
Texas	14.27%
Idaho	11.00%
Utah	9.70%
Colorado	9.50%
Oklahoma	8.00%
Average	12.38%

Eight agencies reported a turnover rate of greater than 30 percent (excluding agencies with less than 20 employees). The majority of these agencies experienced turnover as a result of normal employee transition to other career fields. Some agencies' high turnover rates are the result of transferring programs from one agency to another. (See Appendix 2.1.)

Historically, terminations for classified employees have been coded by specific reasons. The majority of the State's classified terminations (87 percent) were due to voluntary separations by the employee. Involuntary separations, due to reductions-in-force, dismissal for cause, and death, account for the other 13 percent of the State's classified terminations. (See Appendix 2.2.)

The main reason for agency terminations for fiscal year 1997 is "Personal Reasons Not Related to the Job" (41 percent). This accounts for normal employee career change and growth. "Interagency Transfers" was the second reason for termination within an agency (11 percent). "Inadequate Salary" accounted for 9 percent of total agency separations and was the third-highest reason for terminations.

The "Reason Unknown" code accounted for

8.50 percent of total separations. This may suggest that in some cases, agencies are not always making the best effort to properly determine and document employees' reasons for leaving state employment.

Overall, lower salary groups had higher turnover than other groups. Specifically, the turnover rate for Salary Groups 2 through 7 is 28.08 percent. The turnover rate for all other salary groups is 12.96 percent. (See Appendix 2.3.)

One of the 27 occupational categories had a turnover rate in excess of 30 percent: The Safety category had the highest turnover rate (30.89 percent) due in part to the 112.24 percent turnover in the Deputy State Fire Marshals class series. (See Appendix 2.4.)

In addition, 12 class series had turnover rates that were higher than 30 percent (excluding series that had less than 20 incumbents). (See Appendix 2.5.) Since salary is a factor that the State can control to improve turnover rates, it should be noted that of the class series with high turnover, "Inadequate Salary" was listed as one of the top reasons for terminations. (See Figure 3.)

Figure 3

Class Series with Highest Turnover	Classified Turnover
Reimbursement Officers	36.36%
Licensed Vocational Nurses	34.35%
MHMR Classes	34.03%
Community Services Aides	33.33%
Engineering Aides	32.50%
Security Workers	30.51%

# Overview

Figure 4

Job Series	Fiscal Year 1996	Fiscal Year 1997	Primary Reason
ADP Programmers	26.41%	27.05%	Personal Reasons Not Related to the Job
Systems Programmers	31.58%	21.01%	Personal Reasons Not Related to the Job
Programmer Analysts	23.34%	20.25%	Personal Reasons Not Related to the Job
Systems Analysts	16.48%	15.12%	Transfer to a Different State Agency/Institution
Database Administrators	25.74%	22.61%	Personal Reasons Not Related to the Job
Telecommunications Specialists	25.19%	20.77%	Transfer to a Different State Agency/Institution
Network Managers	21.82%	20.87%	Reasons Unknown
Directors of ADP	23.08%	14.68%	Inadequate Salary
Overall Turnover for Information Systems Professionals		19.66%	

Throughout fiscal year 1997 agencies expressed great concern over the turnover rate for professional-level Information Technology positions. Figure 4 compares the turnover rates for fiscal year 1996 with fiscal year 1997 for professional-level positions in this job category. Professional positions were chosen for analysis because they typically require the highest skill level and they are experiencing the highest levels of turnover.

The leading reason for turnover in the professional Information Technology job

category is “Personal Reasons Not Related to the Job.” This information is reported by the employees and it is possible that compensation may be a factor in the decision to leave state employment; however, there does not appear to be a direct link between the State’s compensation structure and voluntary terminations for these positions. (15.87 percent of all terminations in professional Information Technology were the result of “Inadequate Salary.”) Figure 5 shows the agencies that have experienced significant turnover in their information technology professional positions.

Figure 5

Agency Name	Average Information Technology Professionals	Number of Terminations	Classified Turnover Rate
Department of Information Resources	34	19	55.88%
Texas Education Agency	78	30	38.46%
Texas Youth Commission	24	9	37.50%
Department of Insurance	60	20	33.33%

## Overview

The Greater Austin Chamber of Commerce reports that the Austin metropolitan area is one of the premier high-technology communities in the country. Austin has attracted 925 advanced technology companies, employing over 110,000 people in the last 10 years. This includes more than 400 companies involved in software development, the second largest concentration of such companies in the nation. Austin's high technology sector has experienced an annual growth rate of 7 percent per year.

Currently, over 770 high-technology companies (with over 67,000 employees) are located within the Austin area. These companies are involved in computer manufacturing, new product development, and semiconductor and software development.

The dynamic marketplace for Information Technology professionals makes recruitment and retainment of these individuals especially difficult for the State. These positions are usually involved in high-priority projects which makes turnover especially trying. While the State may not be experiencing critical turnover statewide for these positions,

certain agencies have indicated losing large portions of project teams.

Recruiting for these positions is often a long process since the Austin area currently offers so many opportunities in this field.

As stated before, inadequate salary does not appear to be the driving force behind the turnover of the State's Information Technology professionals. However, the State may need to look into additional rewards and retention efforts in order to compete in today's marketplace.

The Austin area is expected to see continued growth in most career fields well into the next century. With growth rates predicted to be approximately 3.50 to 4.50 percent per year, the competitive environment will not dissipate anytime soon. State agencies will be continually challenged to be more creative in order to attract and retain highly skilled employees. Very few employees leave state government for salary reasons alone. The State must continue to improve its intrinsic and extrinsic rewards systems in order to retain key employees.

## Objective, Scope, and Methodology

### Objective

The objective of this report is to provide classified employee turnover information that can be used to evaluate and address areas of concern related to turnover and potentially reduce turnover costs to the State.

### Scope

This report was prepared from quarterly and year-end summary information received from the Comptroller of Public Accounts' Human Resource Information System (HRIS) and the Unified Statewide Payroll System (USPS) relating to full-time classified employees within 131 state agencies. This report does not address turnover figures for part-time, temporary, hourly, or higher education employees.

### Methodology

The average employee figures were computed by averaging the number of classified employees contained in each HRIS quarterly analysis report for each of the four quarters of fiscal year 1997. For agencies that were created during the fiscal year, employee figures were computed by averaging the number of classified employees by each quarter the agency was in existence.

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## Full-Time Classified Employee Turnover by Agency

Agency Number	Agency Name	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
<b>Article I - General Government</b>				<b>16.15%</b>
342	Aircraft Pooling Board	30	6	20.00%
813	Arts, Commission on the	15	5	33.33%
302	Attorney General, Office of the	2,891	552	19.09%
352	Bond Review Board	7	2	28.57%
304	Comptroller of Public Accounts	2,133	135	6.33%
477	Emergency Communications, Advisory Commission on State	18	5	27.78%
327	Employees Retirement System	278	54	19.42%
356	Ethics Commission	25	6	24.00%
347	Finance Authority, Texas Public	11	5	45.45%
325	Fire Fighters' Pension Commissioner	4	0	0.00%
303	General Services Commission	778	187	24.04%
301	Governor, Office of the	115	36	31.30%
808	Historical Commission	88	24	27.27%
344	Human Rights, Commission on	41	4	9.76%
353	Incentive and Productivity Commission	4	3	75.00%
313	Information Resources, Department of	76	27	35.53%
306	Library and Archives Commission	166	24	14.46%
338	Pension Review Board, State	4	0	00.00%
809	Preservation Board	26	8	30.77%
307	Secretary of State	225	45	20.00%
333	State-Federal Relations, Office of	9	3	33.33%
403	Veterans Commission	77	3	3.90%
<b>Article II - Health and Human Services</b>				<b>18.82%</b>
340	Aging, Department on	33	5	15.15%
517	Alcohol and Drug Abuse, Commission on	194	48	24.74%
318	Blind, Commission for the	545	79	14.50%
527	Cancer Council	6	3	50.00%
355	Children's Trust Fund of Texas Council	6	3	50.00%
335	Deaf and Hard of Hearing, Commission for the	7	0	0.00%



## Full-Time Classified Employee Turnover by Agency, continued

Agency Number	Agency Name	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
532	Early Childhood Intervention, Interagency Council on	54	16	29.63%
501	Health, Department of	5,178	723	13.96%
529	Health and Human Services Commission	70	19	27.14%
364	Health Professions Council	2	1	50.00%
324	Human Services, Department of	14,668	1,866	12.72%
655	Mental Health and Mental Retardation, Department of	23,274	6,095	26.19%
530	Protective and Regulatory Services, Department of	5,650	758	13.42%
330	Rehabilitation Commission	2,394	188	7.85%
<b>Article III - Education</b>				<b>17.28%</b>
771	Blind and Visually Impaired, School for the	237	32	13.50%
772	Deaf, School for the	321	58	18.07%
323	Teacher Retirement System	309	40	12.94%
367	Telecommunications Infrastructure Board	6	2	33.33%
701	Education Agency, Central	770	152	19.74%
<b>Article IV - Judiciary</b>				<b>18.56%</b>
201	Supreme Court of Texas	21	2	9.52%
211	Court of Criminal Appeals	21	4	19.05%
221	First Court of Appeals District, Houston	8	2	25.00%
222	Second Court of Appeals District, Fort Worth	14	2	14.29%
223	Third Court of Appeals District, Austin	9	5	55.56%
224	Fourth Court of Appeals District, San Antonio	11	1	9.09%
225	Fifth Court of Appeals District, Dallas	15	4	26.67%
226	Sixth Court of Appeals District, Texarkana	6	0	0.00%
227	Seventh Court of Appeals District, Amarillo	6	0	0.00%
228	Eighth Court of Appeals District, El Paso	7	2	28.57%
229	Ninth Court of Appeals District, Beaumont	7	0	0.00%
230	Tenth Court of Appeals District, Waco	5	0	0.00%
231	Eleventh Court of Appeals District, Eastland	5	1	20.00%
232	Twelfth Court of Appeals District, Tyler	5	2	40.00%
233	Thirteenth Court of Appeals District, Corpus Christi	11	4	36.36%
234	Fourteenth Court of Appeals District, Houston	11	6	54.55%

## Full-Time Classified Employee Turnover by Agency, continued

Agency Number	Agency Name	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
212	Office of Court Administration, Texas Judicial Council	54	7	12.96%
213	State Prosecuting Attorney, Office of the	2	1	50.00%
243	State Law Library	7	0	0.00%
204	Court Reporters Certification Board	1	0	0.00%
242	Commission on Judicial Conduct	11	1	9.09%
<b>Article V - Public Safety and Criminal Justice</b>				<b>14.89%</b>
401	Adjutant General's Department	375	90	24.00%
458	Alcoholic Beverage Commission	260	35	13.46%
406	Armory Board, National Guard	27	5	18.52%
696	Criminal Justice, Department of	37,929	5,203	13.72%
410	Criminal Justice Policy Council	23	7	30.43%
411	Fire Protection, Commission on	125	104	83.20%
409	Jail Standards, Commission on	16	3	18.75%
665	Juvenile Probation Commission	38	4	10.53%
407	Law Enforcement Officer Standards and Education, Commission on	36	8	22.22%
474	Polygraph Examiners Board	1	0	0.00%
467	Private Investigator and Private Security Agencies, Board of	34	18	52.94%
405	Public Safety, Department of	3,610	452	12.52%
346	Sex Offender Treatment, Council on	1	1	100.00%
694	Youth Commission, Texas	2,861	823	28.77%
<b>Article VI - Natural Resources</b>				<b>10.86%</b>
551	Agriculture, Department of	439	41	9.34%
554	Animal Health Commission	211	37	17.54%
305	General Land Office and Veterans Land Board	556	59	10.61%
526	Low-Level Radioactive Waste Disposal Authority	10	1	10.00%
582	Natural Resource Conservation Commission	2,518	277	11.00%
802	Parks and Wildlife Department	1,293	141	10.90%
455	Railroad Commission of Texas	742	68	9.16%
579	Rio Grande Compact Commission	1	1	100.00%

## Full-Time Classified Employee Turnover by Agency, continued

Agency Number	Agency Name	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
592	Soil and Water Conservation Board	54	7	12.96%
580	Water Development Board	251	28	11.16%
<b>Article VII - Business and Economic Development</b>				<b>11.29%</b>
368	Auto Theft Prevention Authority	7	0	0.00%
465	Commerce, Texas Department of	166	202	121.69%
363	Council on Workforce and Economic Competitiveness	10	4	40.00%
332	Housing and Community Affairs, Department of	329	41	12.46%
362	Texas Lottery Commission	37	4	10.81%
354	Texas Aerospace Commission	1	0	0.00%
320	Texas Workforce Commission	4,981	794	15.94%
601	Transportation, Texas Department of	9,919	700	7.06%
<b>Article VIII - Regulatory</b>				<b>17.42%</b>
457	Accountancy, Board of Public	38	8	21.05%
360	Administrative Hearings, Office of	69	14	20.29%
459	Architectural Examiners, Board of	15	6	40.00%
451	Banking, Department of	7	4	57.14%
502	Barber Examiners, Board of	13	1	7.69%
508	Chiropractic Examiners, Board of	4	0	0.00%
466	Consumer Credit Commissioner, Office of the	4	1	25.00%
505	Cosmetology Commission	34	4	11.76%
469	Credit Union Department	4	0	0.00%
504	Dental Examiners, Board of	22	6	27.27%
460	Engineers, Board of Registration for Professional	21	2	9.52%
513	Funeral Service Commission	7	7	100.00%
359	Insurance Counsel, Office of Public	13	4	30.77%
454	Insurance, Department of	834	96	11.51%
464	Land Surveying, Board of Professional	3	1	33.33%
452	Licensing and Regulation, Department of	110	19	17.27%
503	Medical Examiners, Board of	87	24	27.59%
511	Nurse Examiners, Board of Vocational	18	7	38.89%
507	Nurse Examiners, Board of	43	7	16.28%

## Full-Time Classified Employee Turnover by Agency, concluded

Agency Number	Agency Name	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
514	Optometry Board	4	3	75.00%
472	Pest Control Board, Structural	31	9	29.03%
515	Pharmacy, Board of	37	3	8.11%
533	Physical and Occupational Therapy Examiners, Executive Council of	17	2	11.76%
456	Plumbing Examiners, Board of	22	2	9.09%
512	Podiatric Medical Examiners, State Board of	2	0	0.00%
520	Psychologists, Board of Examiners of	12	3	25.00%
476	Racing Commission	48	9	18.75%
329	Real Estate Commission	85	13	15.29%
478	Research and Oversight Council on Workers' Compensation	12	3	25.00%
450	Savings and Loan Department	1	0	0.00%
312	Securities Board, State	57	9	15.79%
337	Tax Professional Examiners, Board of	2	4	200.00%
475	Utility Counsel, Office of the Public	15	7	46.67%
473	Utility Commission, Public	165	31	18.79%
578	Veterinary Medical Examiners, Board of	7	0	0.00%
453	Workers' Compensation Commission	1,007	191	18.97%
<b>Article X - the Legislature</b>				<b>24.22%</b>
308	State Auditor's Office	223	54	24.22%

## Full-Time Classified Employee Turnover by Reason

Reason	Number of Terminations	Percentage of Total Terminations
<b>Voluntary</b>		
Personal Reasons Not Related to Job	8,667	41.31%
Transfer to a Different Agency	2,279	10.86%
Inadequate Salary	1,976	9.42%
Reasons Unknown	1,784	8.50%
Dislike/Unsuitability for Assigned Tasks	1,047	4.99%
Resignation in Lieu of Involuntary Separation	1,043	4.97%
Retirement	857	4.09%
Dissatisfaction with Supervisors or Coworkers	273	1.30%
Lack of Opportunity for Advancement	220	1.05%
Working Hours	65	0.31%
Travel	25	0.12%
<b>Involuntary</b>		
Dismissal for Cause	1,802	8.59%
Reduction in Force	756	3.60%
Death	183	0.87%

## Full-Time Classified Employee Turnover by Salary Group

Salary Group	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
02	703	230	32.72%
03	2,542	1,154	45.40%
04	1,072	325	30.32%
05	7,319	2,226	30.41%
06	9,311	1,935	20.78%
07	5,478	1,550	28.29%
08	6,102	1,035	16.96%
09	6,014	1,129	18.77%
10	2,749	507	18.44%
11	30,076	3,892	12.94%
12	8,925	1,278	14.32%
13	10,106	1,137	11.25%
14	6,071	757	12.47%
15	7,524	844	11.22%
16	7,414	789	10.64%
17	5,088	532	10.46%
18	4,635	544	11.74%
19	3,611	434	12.02%
20	3,009	314	10.44%
21	3,258	365	11.20%

## Full-Time Classified Employee Turnover by Occupational Category

Occupational Category	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Safety	246	76	30.89%
Social Services	30,820	6,620	21.48%
Library, Archives, and Records	220	44	20.00%
Medical	3,720	717	19.27%
Planning, Research, and Information	1,192	226	18.96%
Statistics, Procedures, and Writing	202	36	17.82%
Information Technology	5,546	976	17.60%
Custodial/Domestic	4,466	771	17.26%
Legal	1,242	212	17.07%
Employment	2,241	345	15.39%
Education	165	25	15.15%
Criminal Justice	30,660	4,592	14.98%
Clerical/Administrative	22,916	3,420	14.92%
Accounting/Finance	2,552	379	14.85%
Human Resources	1,926	262	13.60%
Investigation	716	92	12.85%
Property Management and Purchasing	1,449	176	12.15%
Maintenance	4,334	476	10.98%
Program Administration	5,385	587	10.90%
Auditing	2,022	215	10.63%
Public Safety	631	64	10.14%
Land Surveying and Appraisal	107	10	9.35%
Environmental	1,859	173	9.31%
Design	213	19	8.92%
Inspection	734	63	8.58%
Engineering	5,099	380	7.45%
Insurance	339	22	6.49%

## Full-Time Classified Employee Turnover by Job Class Series, continued

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
<b>Accounting/Finance</b>			<b>14.85%</b>
Accounting Clerks	692	127	18.35%
Accountants	1,491	192	12.88%
Directors of Finance	3	1	33.33%
Investment Officers	12	5	41.67%
Budget Analysts	230	29	12.61%
Financial Examiners	67	5	7.46%
Reimbursement Officers	55	20	36.36%
<b>Auditing</b>			<b>10.63%</b>
Auditors	322	39	12.11%
Assistant State Auditors	172	44	25.58%
EDP Audit Specialists	13	5	38.46%
Management Auditors	158	27	17.09%
Internal Auditors	161	23	14.29%
Tax Auditors	1	0	0.00%
Taxpayer Compliance Officers	127	14	11.02%
Senior Enforcement Officers	221	7	3.17%
Accounts Examiners	791	45	5.69%
Securities Analysts/Examiners	6	5	83.33%
Insurance Examiners	45	6	13.33%
Field Representatives	1	0	0.00%
<b>Clerical/Administrative/Office Services</b>			<b>14.92%</b>
Messengers	3	0	0.00%
Switchboard Operators/Supervisors	257	45	17.51%
Clerk Typists	117	32	27.35%
Clerks/Clerical Supervisors	6,101	1,233	20.21%
Secretaries	2,954	455	15.40%
Administrative Technicians	11,767	1,478	12.56%
Executive Assistants	366	39	10.66%
Duplicating Machine Operators	32	3	9.38%
Reproduction Equipment Operators/Supervisors	214	23	10.75%



## Full-Time Classified Employee Turnover by Job Class Series, continued

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Microfilm Camera Operators	49	6	12.24%
Micrographics Technicians/Supervisors	48	1	2.08%
Claims Officers	12	1	8.33%
Staff Services Officers	410	35	8.54%
Business Managers	93	14	15.05%
Office Support Clerks	26	2	7.69%
Contract Technicians/Specialists	462	53	11.47%
<b>Criminal Justice</b>			<b>14.98%</b>
Correctional Officers	26,546	3,742	14.10%
Parole Analysts	42	1	2.38%
Parole Officers/Supervisors	1,417	142	10.02%
Wardens	98	4	4.08%
Counsel Substitutes	120	10	8.33%
Correctional Transportation Officers	144	20	13.89%
Industrial Supervisors	489	47	9.61%
Agriculture Supervisors	1	0	0.00%
Unit Agriculture Supervisors/Farm Managers	127	12	9.45%
Youth Activities Supervisors	1,673	614	36.70%
<b>Custodial/Domestic</b>			<b>17.26%</b>
Building Custodians	1,102	188	17.06%
Housekeeping Supervisors/Managers	88	15	17.05%
Groundskeepers	134	28	20.90%
Security Workers	272	83	30.51%
Security Officers	122	17	13.93%
Cooks	364	49	13.46%
Food Service Workers/Managers	1,620	291	17.96%
Sewing Room Worker/Supervisors	13	1	7.69%
Laundry Workers/Managers	712	97	13.62%
Cosmetologists	23	1	4.35%
Barbers	5	0	0.00%
Canteen Managers	5	1	20.00%

## Full-Time Classified Employee Turnover by Job Class Series, continued

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
<b>Design</b>			<b>8.92%</b>
Drafters	9	4	44.44%
Graphics Designers	75	5	6.67%
Interactive Graphics Technicians	45	1	2.22%
Project Design Assistants/Architects	83	9	10.84%
<b>Education</b>			<b>15.15%</b>
Education Consultant	93	12	12.90%
Education Specialists	43	6	13.95%
Education Program Directors	28	7	25.00%
<b>Engineering</b>			<b>7.45%</b>
Engineering Aides	40	13	32.50%
Engineering Technicians	2,856	193	6.76%
Engineering Assistants	300	38	12.67%
Engineering Specialists	922	60	6.51%
Engineers	981	76	7.75%
<b>Environmental</b>			<b>9.31%</b>
Hydrologist Assistants/Hydrologists	80	12	15.00%
Geologist Assistants/Geologists	136	13	9.56%
Landscape Architect Assistants/Landscape Architects	18	0	0.00%
Environmental Quality Specialists	851	77	9.05%
Sanitarians	143	11	7.69%
Seed Analysts	15	0	0.00%
Agronomists	7	1	14.29%
Fish and Wildlife Technicians	221	20	9.05%
Park Rangers	384	39	10.16%
<b>Employment</b>			<b>15.39%</b>
Interviewing Clerks	29	10	34.48%
Employment Interviewers	1,560	282	18.08%
Employment Technicians	4	1	25.00%
Employment Counselors	4	2	50.00%
Employment Supervisors	301	13	4.32%

## Full-Time Classified Employee Turnover by Job Class Series, continued

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Employment Security Field Assistants	19	1	5.26%
Veterans Employment Representatives	69	6	8.70%
Placement Specialists	12	0	0.00%
Labor Market Analysts	61	7	11.48%
Unemployment Insurance Claims Examiners	38	2	5.26%
Unemployment Insurance Specialists	33	0	0.00%
Unemployment Tax Specialists	24	2	8.33%
Appeals Referees	81	19	23.46%
<b>Human Resources</b>			<b>13.60%</b>
Human Resources Management Clerks	440	87	19.77%
Human Resources Management Assistants	378	51	13.49%
Human Resources Management Officers	353	37	10.48%
Human Resources Management Technicians/Specialists	42	6	14.29%
Human Resources Management Directors	117	19	16.24%
Position Classification Analysts	18	4	22.22%
Training Specialists	551	56	10.16%
Civil Rights Compliance Specialists	24	2	8.33%
<b>Information Technology</b>			<b>17.60%</b>
Word Processing Operators	282	44	15.60%
Data Entry Operators/Supervisors	845	115	13.61%
ADP Equipment Operators/Supervisors	369	51	13.82%
ADP Record Control Clerks	140	28	20.00%
Systems Support Specialists	862	152	17.63%
ADP Programmers	403	109	27.05%
Systems Programmers	119	25	21.01%
Programmer Analysts	716	145	20.25%
Systems Analysts	1,131	171	15.12%
Database Administrators	115	26	22.61%
Telecommunications Specialists	130	27	20.77%
Network Managers	321	67	20.87%
Directors of ADP	109	16	14.68%

## Full-Time Classified Employee Turnover by Job Class Series, continued

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
<b>Inspection</b>			<b>8.58%</b>
Inspectors	430	38	8.84%
Manufacturing Process and Plant Inspectors	20	0	0.00%
Safety Services Inspectors	53	9	16.98%
Sanitation Inspectors	3	0	0.00%
Construction Inspectors	19	3	15.79%
Assistant Agriculture Inspectors/Agriculture Inspectors	131	4	3.05%
Animal Health Inspectors	76	9	11.84%
<b>Insurance</b>			<b>6.49%</b>
Actuaries	9	0	0.00%
Insurance Technicians	193	18	9.33%
Insurance Specialists	61	1	1.64%
Insurance Directors	75	3	4.00%
<b>Investigation</b>			<b>12.85%</b>
Investigators	716	92	12.85%
<b>Land Surveying/Appraisal</b>			<b>9.35%</b>
Land Surveyors	4	0	0.00%
Right of Way Appraisers	15	1	6.67%
Appraisers	88	9	10.23%
<b>Legal</b>			<b>17.07%</b>
Legal Secretaries	201	48	23.88%
Appellate Secretaries	43	7	16.28%
Law Librarians	70	1	1.43%
Deputy Clerks	63	15	23.81%
Legal Assistants	212	43	20.28%
Attorneys	426	72	16.90%
Legal Counsels	8	5	62.50%
Hearings Reporters	3	0	0.00%
Hearings Examiners/Directors	60	8	13.33%
TWCC Prehearings Examiners	35	2	5.71%
Ombudsmen, TWCC	51	3	5.88%

## Full-Time Classified Employee Turnover by Job Class Series, continued

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Legal Examiners	10	4	40.00%
Human Services Hearings Officers	56	4	7.14%
<b>Library, Archives, and Records</b>			<b>20.00%</b>
Magnetic Tape Librarians	4	1	25.00%
Bindery Technicians	46	7	15.22%
Photographers	24	4	16.67%
Document Examiners	6	0	0.00%
Exhibit Technicians	12	1	8.33%
Museum Curators	1	1	100.00%
Historians	7	5	71.43%
Librarian Assistants	27	7	25.93%
Librarians	39	5	12.82%
Medical Librarians	4	0	0.00%
Archaeologists	30	12	40.00%
Archivists	10	0	0.00%
Directors of Records Service	6	1	16.67%
<b>Maintenance</b>			<b>10.98%</b>
Helpers, Maintenance, and Construction	27	4	14.81%
Laborers	7	4	57.14%
Air Conditioning and Boiler Operators	83	20	24.10%
Electrical and Air Conditioning Mechanics	357	40	11.20%
Maintenance Mechanics	1,086	157	14.46%
Maintenance Supervisors	264	42	15.91%
Plant Maintenance Managers	435	50	11.49%
Building Managers	4	0	0.00%
Superintendents of Building and Equipment, Department of Corrections	10	1	10.00%
Clerks of the Works	5	0	0.00%
Locksmiths	6	0	0.00%
Maintenance Construction Supervisors	150	4	2.67%
Roadway Maintenance Supervisors	651	24	3.69%

## Full-Time Classified Employee Turnover by Job Class Series, continued

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
District Roadway Maintenance Superintendents	12	0	0.00%
Truck Drivers	217	50	23.04%
Motor Vehicle Mechanics/Supervisors	391	22	5.63%
Motor Vehicle Transfer Analysts	19	2	10.53%
Machinists	17	4	23.53%
Welders, Combination/Welding Technicians	4	0	0.00%
Sign Superintendents	9	0	0.00%
Shop Supervisors	120	11	9.17%
Equipment and Services Superintendents	9	0	0.00%
Aircraft Pilots	17	4	23.53%
Aircraft Mechanics	7	1	14.29%
Senior Aircraft Mechanics and Inspectors	1	0	0.00%
Avionics Managers	1	0	0.00%
Radio Mechanics	17	3	17.65%
Radio Tower Technicians	3	0	0.00%
Communications Electronic Technicians/Superintendents	30	3	10.00%
Communications Officers	1	0	0.00%
Office Machine Service Technicians	20	3	15.00%
Metrologists	3	0	0.00%
Traffic Signal Repair Technicians	119	3	2.52%
Traffic Data Coordinators	16	5	31.25%
Utility Specialists	33	9	27.27%
Right of Way Agents	165	10	6.06%
Right of Way Utility Agents	4	0	0.00%
<b>Medical</b>			<b>19.27%</b>
Dietitians	30	2	6.67%
Nutritionists	117	22	18.80%
Clinical Records Clerks/Technicians/Administrators	111	8	7.21%
Health Program Specialists	76	11	14.47%
Public Health Technicians	416	38	9.13%
Epidemiologists	37	8	21.62%

## Full-Time Classified Employee Turnover by Job Class Series, continued

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Veterinarians	32	2	6.25%
Consultants, Hospital Administration	9	3	33.33%
Laboratory Technicians	122	18	14.75%
Laboratory Consultants	11	2	18.18%
Infection Control Practitioners	1	1	100.00%
Medical Technologists	57	9	15.79%
Cytotechnologists	17	2	11.76%
Radiological Technologists	24	4	16.67%
Electroencephalograph Technicians	1	0	0.00%
Orthopedic Equipment Technicians	45	2	4.44%
Registered Therapist Assistants/Registered Therapists	19	6	31.58%
Medical Aides	46	6	13.04%
Correctional Medication Aides	2	0	0.00%
Medical Technicians	16	3	18.75%
Medical Assistants	4	1	25.00%
Licensed Vocational Nurses	885	304	34.35%
Nurses	614	117	19.06%
Nurse Program Specialists	41	2	4.88%
Advanced Nurse Practitioners	13	3	23.08%
Respiratory Care Practitioners	9	2	22.22%
Nursing Consultants	3	0	0.00%
Dental Assistants	35	1	2.86%
Dental Hygienists	33	7	21.21%
Pharmacy Technicians	65	8	12.31%
Pharmacists	81	5	6.17%
Chemical Dependency Counselors	122	21	17.21%
Psychologists	298	58	19.46%
Research Technicians	2	1	50.00%
Chemists	141	25	17.73%
Microbiologists	166	15	9.04%
Biologists	6	0	0.00%

## Full-Time Classified Employee Turnover by Job Class Series, continued

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
<b>Planning, Research, and Information</b>			<b>18.96%</b>
Planners	469	72	15.35%
Research Assistants/Specialists/Associates/Management	207	61	29.47%
Information Specialists	385	64	16.62%
Coordinators, Information Media	11	1	9.09%
Supervisors, Instructional Media Laboratory	1	0	0.00%
Audio Visual Technicians/Directors	18	7	38.89%
Visual Education Specialists	2	1	50.00%
Marketing Specialists	74	14	18.92%
Marketing Agents, Department of Corrections	1	0	0.00%
Economists	20	6	30.00%
<b>Program Administration</b>			<b>10.90%</b>
Division Directors	52	6	11.54%
Deputy Administrators	29	1	3.45%
Special Project Directors	67	8	11.94%
Operations Directors	21	1	4.76%
Program Administrators/Directors of Programs	3,698	425	11.49%
Assistant Regional Directors/Regional Directors	38	1	2.63%
Assistant Superintendents	1	0	0.00%
Area Managers	107	2	1.87%
Program Specialists	1,255	125	9.96%
Chiefs of Program Evaluation	5	0	0.00%
Program Officers	13	0	0.00%
Retirement Systems Benefits Specialists	96	18	18.75%
<b>Public Safety</b>			<b>10.14%</b>
Criminalists/Supervising Criminalists	121	13	10.74%
Communications Center Operators/Specialists/Shift Leaders	23	7	30.43%
Police Communications Operators/Supervisors	244	13	5.33%
Latent Print Technicians	3	0	0.00%
Fingerprint Technicians/Supervisors	64	3	4.69%
Crime Laboratory Evidence Technicians	11	0	0.00%



## Full-Time Classified Employee Turnover by Job Class Series, continued

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Assistant Field Laboratory Managers	1	0	0.00%
DPS Records Technicians	98	18	18.37%
State Capitol Security Police	1	0	0.00%
Emergency Management Information Officers	1	0	0.00%
Accident Code Clerks/Supervisors	42	10	23.81%
Evaluators	18	0	0.00%
<b>Property Management and Purchasing</b>			<b>12.15%</b>
Stock Clerks	211	41	19.43%
Warehouse Supervisors	43	2	4.65%
Warehouse Superintendents	45	3	6.67%
Property Inventory Clerks	17	3	17.65%
Property Coordinators	32	2	6.25%
Property Managers	20	4	20.00%
Purchasing Clerks	312	37	11.86%
Purchasers	765	84	10.98%
Specifications Technicians/Chiefs	2	0	0.00%
<b>Safety</b>			<b>30.89%</b>
Deputy State Fire Marshals	49	55	112.24%
Fire and Safety Officers	1	0	0.00%
Safety Officers/Managers	149	12	8.05%
Risk Management Specialists/Risk Managers	47	9	19.15%
<b>Statistics, Procedures, and Writing</b>			<b>17.82%</b>
Field Records Analysts	2	0	0.00%
Methods Analysts	6	1	16.67%
Methods and Procedures Specialists	30	5	16.67%
Administrative Procedures Technicians	14	3	21.43%
Statistical Clerks	36	9	25.00%
Statisticians	82	14	17.07%
Technical Writers	23	3	13.04%
Journalists	4	1	25.00%
Educational Writers	1	0	0.00%

## Full-Time Classified Employee Turnover by Job Class Series, continued

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
<b>Social Services</b>			<b>21.48%</b>
Chaplaincy Services Assistants/Chaplains	150	11	7.33%
Youth Program Supervisors	8	0	0.00%
Child Development Specialists	71	9	12.68%
Child Support Officers	772	76	9.84%
Child Protective Services Specialists	2,679	436	16.27%
Adult Protective Services Specialists	247	18	7.29%
Social Service Workers	7,182	1,069	14.88%
Social Service Case Analysts	303	34	11.22%
Social Service Supervisors	889	60	6.75%
Social Service Program Consultants	65	2	3.08%
Social Service Administrators	732	19	2.60%
Therapist Technicians	3,050	862	28.26%
Mental Health and Mental Retardation Classes	8,692	2,958	34.03%
Qualified Mental Retardation Professionals	293	40	13.65%
Recreation Supervisors/Program Managers	45	6	13.33%
Human Services Specialists	263	25	9.51%
Institutional Licensing Representatives	5	2	40.00%
Disability Services Technicians	95	9	9.47%
Case Review Specialists	23	1	4.35%
Disability Determination Officers	61	34	55.74%
Disability Examiners	343	17	4.96%
Rehabilitation Technicians	100	27	27.00%
Vocational Rehabilitation Counselors	590	59	10.00%
Directors, Vocational Rehabilitation	3	0	0.00%
Rehabilitation Services Technicians	530	55	10.38%
Veterans Assistance Counselors/Supervisors	43	1	2.33%
Houseparents	488	95	19.47%
Caseworkers	559	145	25.94%
Medical Caseworkers/Psychiatric Caseworkers	6	2	33.33%
Clinical Social Workers	329	76	23.10%

## Full-Time Classified Employee Turnover by Job Class Series, concluded

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Case Managers	455	130	28.57%
Rehabilitation Caseworkers	36	4	11.11%
Volunteer Services Coordinators/Chiefs	98	18	18.37%
Rehabilitation Teachers	168	34	20.24%
Commission for the Blind classes	101	14	13.86%
Coordinators of Rehabilitation	25	1	4.00%
Community Service Aides	615	205	33.33%
Social Services Technicians	583	60	10.29%
Vocational Rehabilitation Supervisors	15	0	0.00%
Aging Program Specialists	5	0	0.00%
Interpreters	12	2	16.67%
Quality Control Analysts/Field Managers	73	4	5.48%

## Full-Time Classified Employee Turnover For Information Technology Professionals by Agency

Agency Name	Average Classified Employees	Number of Classified Turnover	Classified Turnover Rate
<b>Article I: General Government</b>			
Office of The Attorney General	181	43	23.75%
Comptroller of Public Accounts	543	45	8.28%
Advisory Commission on State Emergency Communications	5	2	40.00%
Employees Retirement System	39	6	15.38%
Ethics Commission	3	0	0.00%
General Services Commission	48	11	22.91%
Office of the Governor	3	1	33.33%
Historical Commission	3	1	33.33%
Commission on Human Rights	2	0	0.00%
Department of Information Resources	34	19	55.88%
Library and Archives Commission	10	1	10.00%
Secretary of State	18	4	22.22%
<b>Article II: Health and Human Services</b>			
Department on Aging	3	1	33.33%
Commission on Alcohol and Drug Abuse	7	5	71.42%
Commission for the Blind	11	2	18.18%
Interagency Council on Early Childhood Intervention	1	1	100.00%
Department of Health	209	51	24.40%
Health and Human Services Commission	5	2	40.00%
Department of Human Services	395	89	22.53%
Department of Mental Health and Mental Retardation	134	19	14.17%
Department of Protective and Regulatory Services	49	12	24.48%
Rehabilitation Commission	78	10	12.82%
<b>Article III: Education</b>			
Texas Education Agency	78	30	38.46%
School for the Blind and Visually Impaired	3	0	0.00%

## Full-Time Classified Employee Turnover For Information Technology Professionals by Agency, concluded

Agency Name	Average Classified Employees	Number of Classified Turnover	Classified Turnover Rate
School for the Deaf	2	2	100.00%
Teacher Retirement System	37	7	18.91%
Telecommunications Infrastructure Board	1	0	0.00%
<b>Article IV: Judiciary</b>			
Office of Court Administration	5	2	40.00%
<b>Article V: Public Safety and Criminal Justice</b>			
Adjutant General's Department	3	1	33.33%
Alcoholic Beverage Commission	9	2	22.22%
Department of Criminal Justice	79	9	11.39%
Criminal Justice Policy Council	4	1	25.00%
Commission on Fire Protection	2	1	50.00%
Juvenile Probation Commission	1	0	0.00%
Commission on Law Enforcement Officer Standards and Education	2	2	100.00%
Board of Private Investigators and Private Security Agencies	1	0	0.00%
Department of Public Safety	107	25	23.36%
Texas Youth Commission	24	9	37.50%
<b>Article VI: Natural Resources</b>			
Department of Agriculture	1	1	100.00%
Animal Health Commission	3	2	66.66%
General Land Office	24	6	25.00%
Natural Resource Conservation Commission	127	22	17.32%
Parks and Wildlife Department	31	8	25.80%
Railroad Commission	35	7	20.00%
Water Development Board	14	2	14.28%
<b>Article VII: Business and Economic Development</b>			
Department of Commerce	8	13	162.50%

## Full-Time Classified Employee Turnover For Information Technology Professionals by Agency, concluded

Agency Name	Average Classified Employees	Number of Classified Turnover	Classified Turnover Rate
Department of Housing and Community Affairs	9	2	22.22%
Department of Transportation	306	39	12.75%
Texas Workforce Commission	128	28	21.87%
<b>Article VIII: Regulatory</b>			
Board of Public Accountancy	4	1	25.00%
State Office of Administrative Hearings	2	0	0.00%
Department of Insurance	60	20	33.33%
Office of Public Insurance Council	1	0	0.00%
Department of Licensing and Regulation	6	0	0.00%
Board of Medical Examiners	3	0	0.00%
Board of Nurse Examiners	1	0	0.00%
Board of Pharmacy Examiners	1	0	0.00%
Texas Racing Commission	2	0	0.00%
Real Estate Commission	3	1	33.33%
State Securities Board	3	0	0.00%
Public Utilities Commission	5	3	60.00%
Office of Public Utility Counsel	0	1	N/A
Workers' Compensation Commission	48	14	29.16%
Research and Oversight Council on Workers' Compensation	1	0	0.00%
<b>Article X: Legislature</b>			
State Auditor's Office	13	0	0.00%