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State Auditor

An Annual Report on

Classified Employee Turnover for Fiscal Year 2013

January 2014

Report No. 14-701



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Overall Conclusion

The fiscal year 2013 statewide turnover rate was 17.6 percent for classified regular, full- and part-time employees based on 26,430 separations. Those separations include both voluntary and involuntary separations (see text box for definitions of separation types). That was an increase from the fiscal year 2012 statewide turnover rate of 17.3 percent. During the past five years, turnover has gradually increased from 14.4 percent in fiscal year 2009 to 17.6 percent in fiscal year 2013.

Excluding involuntary separations and retirements, the fiscal year 2013 statewide turnover rate was 10.0 percent. That rate, which is often considered more of a true turnover rate because it reflects preventable turnover, remained the same since fiscal year 2012, when it was also 10.0 percent.

The 83rd Legislature directed the State Auditor's Office to identify each state agency that experienced an employee turnover rate exceeding 17.0 percent during the preceding biennium. Eighteen state agencies with at least 50 employees had a turnover rate that exceeded 17.0 percent in fiscal year 2013. Ten of those agencies also had a turnover rate exceeding 17.0 percent in fiscal year 2012.

Voluntary separations, including retirements, accounted for the majority (75.2 percent) of the State's total separations in fiscal year 2013. That was a 2.5 percent increase in the number of voluntary separations since fiscal year 2012.

Several factors may have contributed to the increase in the number of voluntary separations. Specifically:

History of Statewide Turnover Rates Fiscal Years 2009 through 2013	
Fiscal Year	Statewide Turnover Rate
2009	14.4%
2010	14.6%
2011	16.8%
2012	17.3%
2013	17.6%

Definitions

Turnover rate formula - Calculated by dividing the number of separations during the fiscal year by the average number of classified employees during the fiscal year, then multiplying by 100.

Average number of classified employees - Calculated by totaling the number of classified employees (defined as employees who worked at any time during a quarter) for each quarter of fiscal year 2013 and then dividing that total by four.

Voluntary separation - Occurs when an employee decides to end employment with the State of his or her own accord. Examples include voluntary separation from an agency and retirement.

Involuntary separation - Occurs when employment with the State ends at the direction of an employer or for reasons beyond an employee's control. Examples include dismissal for cause, resignation in lieu of separation, reduction in force, death, and termination at will.

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

- The U.S. Bureau of Labor Statistics reported that, as of October 2013, Texas had the largest increase in jobs in the nation compared to October 2012. According to the Office of the Comptroller of Public Accounts' *Biennial Revenue Estimate 2014-2015*, job growth in Texas is projected to outpace the growth in the Texas labor force and result in a continuing decline in unemployment in fiscal years 2014 and 2015.
- Overall, Texas's unemployment rate decreased in fiscal year 2013. The statewide unemployment rate decreased from 7.2 percent in fiscal year 2012 to 6.4 percent in fiscal year 2013.
- Retirements continued to be a significant portion of separations and accounted for 18.4 percent of total separations in fiscal year 2013. Separations due to retirement increased by 10.3 percent from fiscal year 2012 to fiscal year 2013. Retirements increased by 48.2 percent in fiscal year 2013 when compared to five years ago in fiscal year 2009.

Involuntary separations accounted for 24.8 percent of the State's total separations in fiscal year 2013.

Table 1 provides a comparison of state separations for fiscal years 2012 and 2013.

Table 1

Separations in Fiscal Years 2012 and 2013 ^a			
Separation Type	Fiscal Year 2012	Fiscal Year 2013	Percent Change
Voluntary Separation from Agency	14,981	15,007	0.2%
Retirement	4,416	4,870	10.3%
Statewide Voluntary Separations	19,397	19,877	2.5% ^b
Dismissal for Cause	3,747	3,662	-2.3%
Resignation in Lieu of Involuntary Separation	2,188	2,111	-3.5%
Reduction in Force	96	83	-13.5%
Death	198	226	14.1%
Termination at Will	288	471	63.5%
Statewide Involuntary Separations	6,517	6,553	0.6% ^b
Total Statewide Separations	25,914	26,430	2.0%
Total Average Statewide Headcount	149,556.25 ^c	149,775.75 ^c	0.1%

^a The voluntary separations and total statewide separations for fiscal years 2012 and 2013 exclude interagency transfers because those are not considered a loss to the State.

^b The statewide percent changes in voluntary and involuntary separations are not the sums of the percentages. They are the percent change in separations between fiscal years 2012 and 2013.

^c The average headcount is calculated by totaling the number of classified employees (defined as employees who worked at any time during a quarter) for each quarter of fiscal years 2012 and 2013 and then dividing that total by four.

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

Key Points

During the past five years, turnover has gradually increased from 14.4 percent in fiscal year 2009 to 17.6 percent in fiscal year 2013.

Voluntary separations, excluding interagency transfers, accounted for 75.2 percent of overall separations for the State's classified regular, full- and part-time employees. Compared to fiscal year 2012, there was an increase of 2.5 percent in the number of employees who left state employment voluntarily.

Involuntary separations accounted for 24.8 percent of the State's total separations. Compared to fiscal year 2012, there was a 0.6 percent increase in the number of employees who left state employment involuntarily.

Table 2 lists the separations by type in fiscal year 2013.

Table 2

Separations by Type in Fiscal Year 2013 ^a		
Separation Type	Number of Separations	Percentage of Total Separations
Voluntary Separation from Agency	15,007	56.8%
Retirement	4,870	18.4%
Statewide Voluntary Separations	19,877	75.2%
Dismissal for Cause	3,662	13.9%
Resignation in Lieu of Involuntary Separation	2,111	8.0%
Reduction in Force	83	0.3%
Death	226	0.9%
Termination at Will	471	1.8%
Statewide Involuntary Separations	6,553	24.8% ^b
Total Statewide Separations	26,430	100.0%
^a The voluntary separations and total statewide separations for fiscal year 2013 exclude interagency transfers because these are not considered a loss to the State. ^b Percentages do not sum exactly due to rounding.		

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

The Department of Aging and Disability Services (DADS) had the highest turnover rate (31.8 percent) among state agencies with 1,000 or more employees in fiscal year 2013.¹

DADS's turnover rate of 31.8 percent in fiscal year 2013 was a reduction from DADS's turnover rate of 33.0 percent in fiscal year 2012. The highest percentage (57.4 percent) of DADS's separations in fiscal year 2013 was voluntary separations, followed by dismissal for cause (27.2 percent).

The Texas Juvenile Justice Department had the second highest agency turnover rate (30.3 percent), followed by the Department of State Health Services (21.9 percent) and the Department of Criminal Justice (20.6 percent). The Department of Criminal Justice had the highest percentage of total separations (29.2 percent). (See Appendix 3 for turnover rates for all state agencies.)

Employees under the age of 30 and those with fewer than 2 years of state service left state employment at a higher rate than other employee age and state service groups.²

Employees under the age of 30 accounted for 30.1 percent of the State's separations, and employees with fewer than 2 years of state service accounted for 38.9 percent of the State's separations.

The Social Services, Medical and Health, and Criminal Justice occupational categories made up 48.4 percent of the State's classified workforce and 64.3 percent of total separations.

The Social Services occupational category had the highest turnover rate (24.4 percent) in fiscal year 2013, followed by Medical and Health (23.1 percent) and Criminal Justice (22.5 percent). All three occupational categories had turnover rates that were higher than the statewide turnover rate of 17.6 percent. This can be partially attributed to the following job classification series within those three occupational categories:

- **Social Services** - The Direct Support Professional³ and Psychiatric Nursing Assistant job classification series accounted for 52.0 percent of total separations within this occupational category and had a turnover rate of 43.8 percent and 32.0 percent, respectively.
- **Medical and Health** - The Licensed Vocational Nurse and Nurse job classification series accounted for 68.6 percent of total separations within this occupational category and had turnover rates of 34.3 percent and 23.1 percent, respectively.

¹ Turnover rates for agencies include interagency transfers.

² Some employees may be included in both the employees under age 30 and employees with fewer than 2 years of state service groups.

³ Prior to September 1, 2011, this job classification series was "Mental Health/Mental Retardation Assistant."

- **Criminal Justice** - The Juvenile Correctional Officer and Correctional Officer job classification series accounted for 90.5 percent of total separations within this occupational category and had turnover rates of 36.0 percent and 24.4 percent, respectively.

Eighteen agencies had a turnover rate that exceeded 17.0 percent in fiscal year 2013 (excluding agencies that had fewer than 50 employees). Ten of those agencies also had a turnover rate of more than 17 percent in fiscal year 2012.

The following 10 agencies had a turnover rate that exceeded 17.0 percent in both fiscal years 2012 and 2013: Supreme Court of Texas, Office of the Governor, Department of Aging and Disability Services, Texas Juvenile Justice Department, Preservation Board, Department of State Health Services, Department of Criminal Justice, Court of Criminal Appeals, Texas Medical Board, and Department of Family and Protective Services.

The top three reasons reported for leaving state employment during fiscal year 2013 were for retirement, for better pay/benefits, or because of poor working conditions/environment.

Reasons for leaving state employment are based on 3,800⁴ exit surveys completed by state agency employees (not including higher education institutions) who left state employment.

Summary of Objective, Scope, and Methodology

The objective of this report was to provide and analyze information on employee turnover, summarize exit survey data on why employees voluntarily separate from state employment, and report on state agencies that had at least 50 employees and a turnover rate that exceeded 17.0 percent.

The scope of this report included classified regular, full- and part-time employees in Texas state agencies during fiscal year 2013. Classified employees are employees who are subject to the State's Position Classification Plan. This report does not include data from higher education institutions.

The statewide turnover rate is the percentage of classified regular, full- and part-time state employees, excluding employees at higher education institutions, who voluntarily and involuntarily separate from state employment. Interagency transfers are excluded from the calculation of the statewide turnover rate because employees who transfer to other state agencies and higher education institutions are not considered a loss to the State as a whole. However, in determining turnover rates by agency, those transfers are included because they are considered a loss for an agency. This analysis was prepared from quarterly and year-end summary information received from the Office of the Comptroller of Public

⁴ This does not include 101 completed exit surveys from employees who indicated they were part of a reduction in force/outsourced, which is considered an involuntary separation. The intent of the exit surveys is to provide insights on voluntary turnover to help agencies improve their retention strategies.

Accounts' Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System. The data in those systems was self-reported by state agencies. The data has not been independently verified by the State Auditor's Office.

Agencies can continue to update data in the Office of the Comptroller of Public Accounts' systems. Data in this report is as of October 1, 2013.

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

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

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

⁵ The average number of classified employees was calculated by totaling the number of classified employees (defined as employees who worked at any time during a quarter) for each quarter of fiscal year 2013 and then dividing that total by four.

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Detailed Results

Chapter 1

Statewide Turnover Rate

The statewide turnover rate for classified regular, full- and part-time employees for fiscal year 2013 was 17.6 percent based on a total of 26,430 voluntary and involuntary separations, excluding interagency transfers, and a statewide average headcount of 149,775.75. That was an increase from the fiscal year 2012 statewide turnover rate of 17.3 percent (see Figure 1).

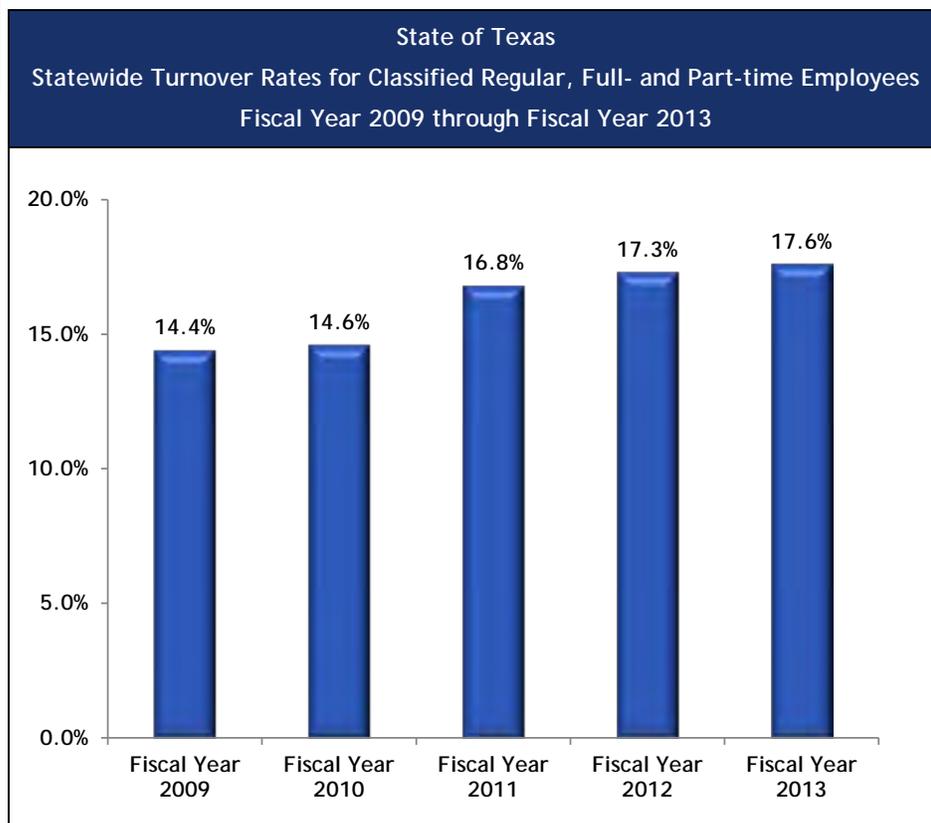
Retention Efforts

Texas Government Code, Section 2056.0021, requires state agencies to conduct a strategic planning staffing analysis and develop a workforce plan.

Agencies have been developing those plans in accordance with the Texas Government Code since fiscal year 2002. Agencies also may have developed retention strategies, which could have a positive effect on the State's efforts to retain employees.

The statewide turnover rate during the past five fiscal years has gradually increased from a low of 14.4 percent in fiscal year 2009 to a high of 17.6 percent in fiscal year 2013 (see Figure 1).

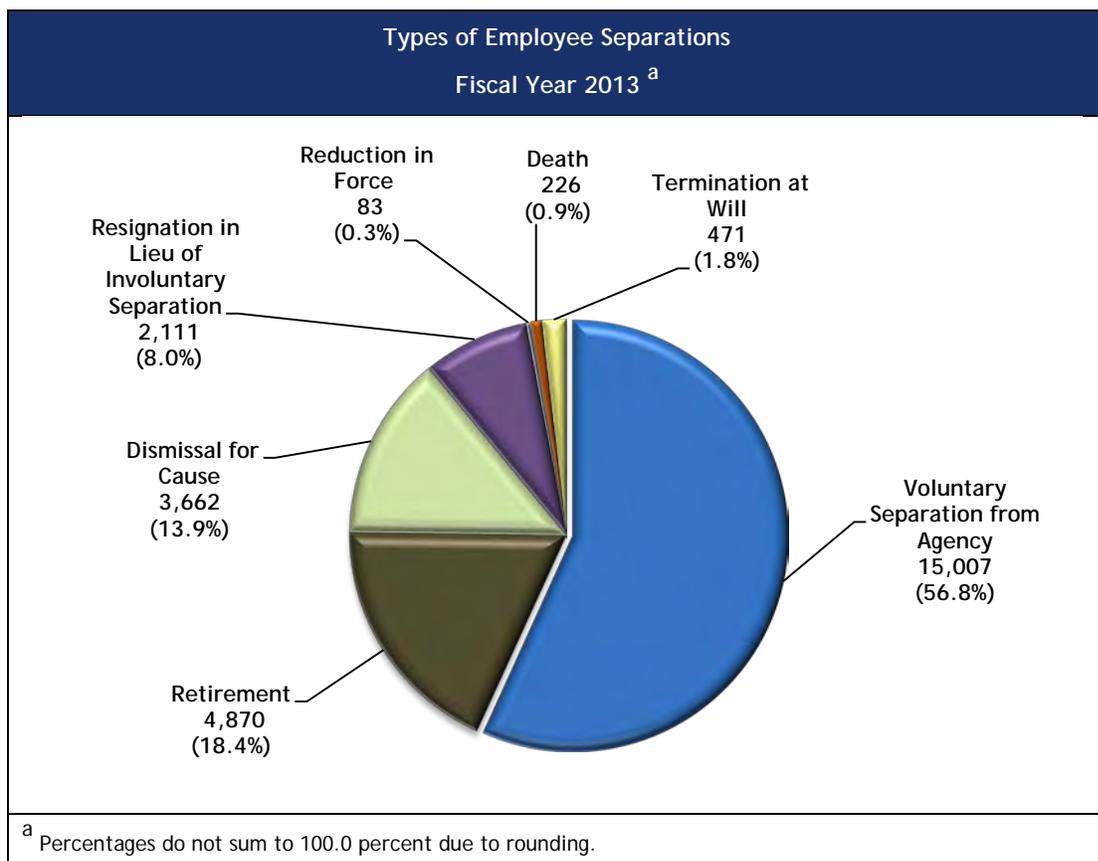
Figure 1



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

“Voluntary separation from agency” (56.8 percent) was the most common type of separation, followed by “retirement” (18.4 percent) and “dismissal for cause” (13.9 percent) (see Figure 2). See Appendix 2 for additional details about the types of separations from employment in fiscal years 2009 through 2013, including information on interagency transfers.

Figure 2



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

Voluntary Employee Separations

Voluntary separations include employees who retire and employees who leave state employment of their own accord for other reasons. Not included in the analysis of voluntary separations, unless specifically noted, are separations attributed to a transfer to another state agency or higher education institution because those separations are not considered a loss to the State.

Voluntary separations, not including interagency transfers, accounted for the majority (75.2 percent) of the State’s total separations and increased 2.5 percent since fiscal year 2012. Several factors may have contributed to that increase. Specifically:

- The U. S. Bureau of Labor Statistics reported that, as of October 2013, Texas had the largest increase in jobs in the nation compared to October 2012. According to the Office of the Comptroller of Public Accounts' *Biennial Revenue Estimate 2014-2015*, job growth in Texas is projected to outpace the growth in the Texas labor force and result in a continuing decline in unemployment in fiscal years 2014 and 2015.
- Overall, Texas's unemployment rates decreased in fiscal year 2013. The statewide unemployment rate decreased from 7.2 percent in fiscal year 2012 to 6.4 percent in fiscal year 2013.
- Retirements continued to be a significant portion of separations. Separation due to retirement increased by 10.3 percent from fiscal year 2012 to fiscal year 2013. Retirements increased by 48.2 percent in fiscal year 2013 when compared to five years ago in fiscal year 2009. Table 3 provides a comparison of the voluntary separations for fiscal years 2012 and 2013.

Table 3

Voluntary Employee Separations for Fiscal Years 2012 and 2013 ^a			
Separation Type	Fiscal Year 2012	Fiscal Year 2013	Percent Change
Voluntary Separation from Agency	14,981	15,007	0.2%
Retirement	4,416	4,870	10.3%
Statewide Voluntary Separations	19,397	19,877	2.5% ^b
^a Voluntary separations exclude interagency transfers because they are not viewed as a loss to the State. ^b The statewide percent change in voluntary separations is not the sum of the percentages. This is the percent change in voluntary separations between fiscal years 2012 and 2013.			

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

Involuntary Employee Separations

Involuntary separations are generally employer decisions and include dismissal for cause, death, reduction in force, resignation in lieu of separation, and termination at will. Involuntary separations accounted for 24.8 percent of the State's total separations in fiscal year 2013. Involuntary separations increased 0.6 percent from fiscal year 2012 to fiscal year 2013. Terminations at will had the largest percent increase (63.5 percent) from fiscal year 2012. Of the 471 terminations at will, 206 (43.7 percent) were at the Department of Transportation. Of those 206 terminations, 96.1 percent were within the Information Technology occupational category.

Table 4 provides a comparison of the involuntary separations for fiscal years 2012 and 2013.

Table 4

Involuntary Employee Separations Fiscal Years 2012 and 2013			
Separation Type	Fiscal Year 2012	Fiscal Year 2013	Percent Change
Termination at Will	288	471	63.5%
Death	198	226	14.1%
Dismissal for Cause	3,747	3,662	-2.3%
Resignation in Lieu of Involuntary Separation	2,188	2,111	-3.5%
Reduction in Force	96	83	-13.5%
Statewide Involuntary Separations	6,517	6,553	0.6%^a

^a The statewide percent change in involuntary separations is not the sum of the percentages. It is the percent change in separations between fiscal years 2012 and 2013.

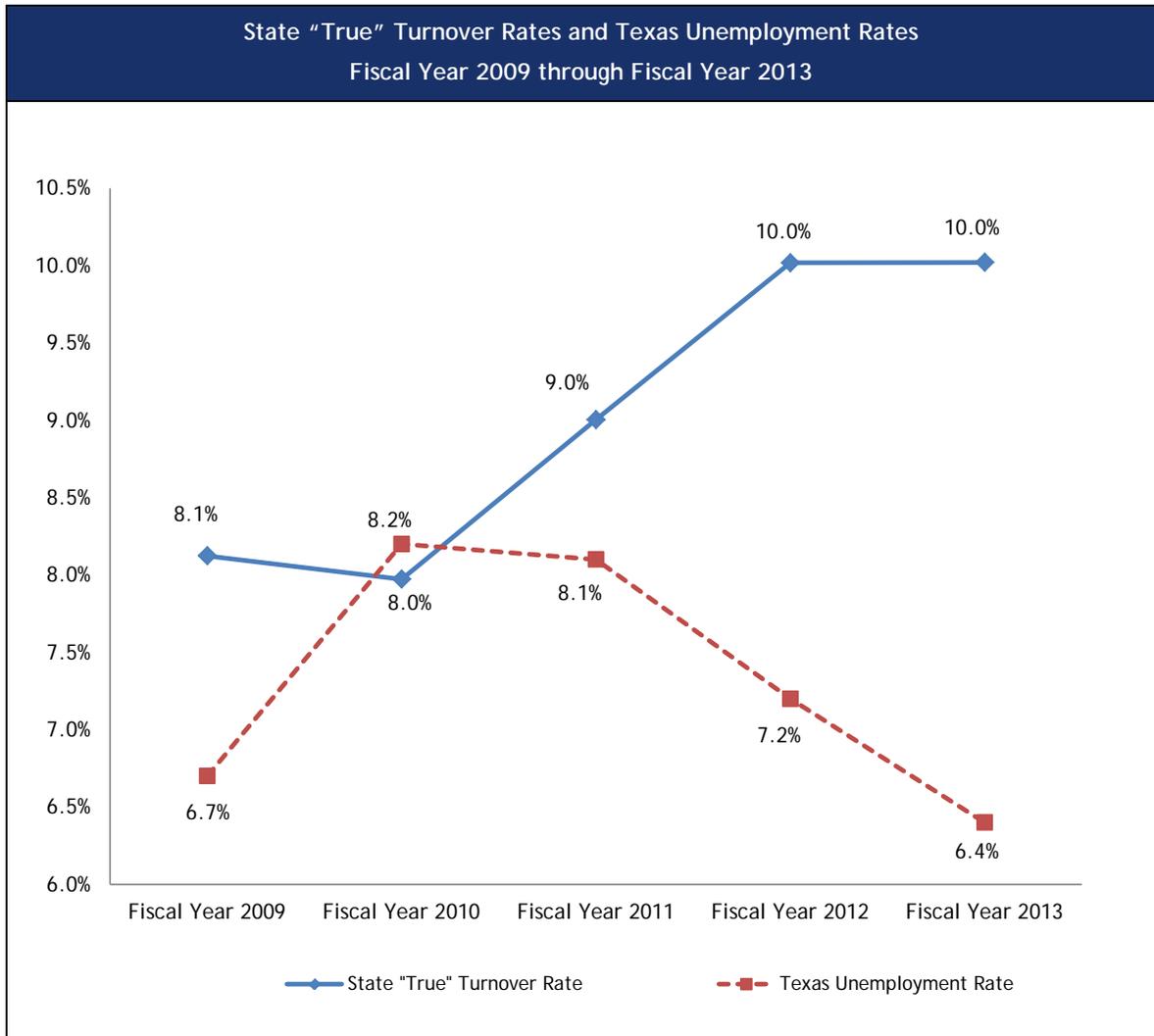
Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

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

Excluding retirements and involuntary separations, the fiscal year 2013 voluntary turnover rate (10.0 percent) remained the same as the fiscal year 2012 voluntary turnover rate (10.0 percent). That rate is often considered more of a “true” turnover rate because it reflects preventable turnover. At the same time, the Texas unemployment rate decreased from 7.2 percent in fiscal year 2012 to 6.4 percent in fiscal year 2013.

With the exception of fiscal year 2013, there has been an inverse relationship between the statewide unemployment rate and the “true” preventable turnover rate —as the unemployment rate increased, the turnover rate decreased, and vice versa. Figure 3 on the next page shows the State’s “true” turnover rates and the Texas unemployment rates for the past five fiscal years.

Figure 3



Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, Standardized Payroll/Personnel Reporting System (voluntary turnover rate), and the U.S. Bureau of Labor Statistics (unemployment rate).

Turnover Demographics

The information in this chapter reflects the fiscal year 2013 turnover that is considered a loss to the State; therefore, separations attributable to a transfer from one state agency to another state agency or higher education institution are excluded because interagency transfers are not considered a loss to the State. The only exception to this is turnover by agency. In determining turnover by agency, interagency transfers are included because they are considered a loss to an agency.

Chapter 2-A

Gender

Females had a slightly higher turnover rate (17.8 percent) than males (17.4 percent). The percentage of separations for females and males was generally proportionate to the percentage of females and males in the State's classified workforce (see Table 5).

Exit Survey Results By Gender

The top two reasons reported for leaving state employment were the same for female and male respondents:

- Retirement.
- Better pay/benefits.

Table 5

Turnover by Gender Fiscal Year 2013					
Gender	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Female	84,449.50	56.4%	15,048	56.9%	17.8%
Male	65,326.25	43.6%	11,382	43.1%	17.4%
Statewide Totals	149,775.75	100.0%	26,430	100.0%	17.6%^a
^a The statewide total turnover rate is not the sum of the percentages.					

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

Chapter 2-B

Age Group

The turnover rate of 34.6 percent for employees under age 30 was the highest among all age group categories. Employees under age 30 accounted for 15.4 percent of the State's classified workforce, but they accounted for 30.1 percent of total separations. Employees between 40 and 49 years of age made up the largest percentage (27.3 percent) of the State's classified workforce; that age group had the lowest turnover rate (10.5 percent) (see Table 6 on the next page).

**Exit Survey Results
By Age Group**

The top two reasons reported for leaving state employment were:

Respondents Age 16 to 29

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

Respondents Age 30 to 39

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

Respondents Age 40 to 49

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

Respondents Age 50 to 59

- Retirement.
- Better pay/benefits.

Respondents Age 60 to 69

- Retirement.
- Health.

Respondents Age 70 or Older

- Retirement.
- Other.

Table 6

Turnover by Age Group Fiscal Year 2013					
Age Group	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
16 to 29	23,001.75	15.4%	7,955	30.1%	34.6%
30 to 39	32,372.50	21.6%	5,474	20.7%	16.9%
40 to 49	40,876.00	27.3%	4,278	16.2%	10.5%
50 to 59	38,404.25	25.6%	5,206	19.7%	13.6%
60 to 69	14,054.00	9.4%	3,215	12.2%	22.9%
70 or Older	1,066.00	0.7%	301	1.1%	28.2%
Age Unknown	1.25	0.0%	1	0.0%	80.0%
Statewide Totals	149,775.75	100.0%	26,430	100.0%	17.6%^a

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

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

Chapter 2-C

Ethnicity

Employees within the Black ethnic category had the highest turnover rate (19.3 percent) among all ethnic categories (see Table 7). All other ethnic categories had turnover rates that were lower than the statewide turnover rate.

**Exit Survey Results
By Ethnicity**

The top two reasons reported for leaving state employment were:

Black, Hispanic, American Indian/Alaskan Native, and White Respondents

- Retirement.
- Better pay/benefits.

Asian/Pacific Islander Respondents

- Better pay/benefits.
- Retirement.

Table 7

Turnover by Ethnicity for Fiscal Year 2013					
Ethnic Group	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Black	34,203.00	22.8%	6,599	25.0%	19.3%
White	74,278.25	49.6%	12,957	49.0%	17.4%
Hispanic	37,487.50	25.0%	6,262	23.7%	16.7%
American Indian/ Alaskan Native, Asian/Pacific Islander, and Other	3,807.00	2.5%	612	2.3%	16.1%
Statewide Totals	149,775.75	100.0%^a	26,430	100.0%	17.6%^b

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

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

Employee Type

The turnover rate for classified regular, part-time employees (28.0 percent) was higher than the turnover rate for classified regular, full-time employees (17.5 percent); however, classified regular, part-time employees accounted for only 1.3 percent of total average headcount (see Table 8).

Table 8

Turnover by Employee Type for Fiscal Year 2013					
Employee Type	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Classified Regular, Full-time Employees	147,844.25	98.7%	25,889	98.0%	17.5%
Classified Regular, Part-time Employees	1,931.50	1.3%	541	2.0%	28.0%
Statewide Totals	149,775.75	100.0%	26,430	100.0%	17.6%^a

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

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

Salary Schedule and Salary Breakdown

Classified Salary Schedules

Salary Schedule A - Administrative support, maintenance, technical, and paraprofessional positions (for example, Administrative Assistants, Correctional Officers, and Licensed Vocational Nurses).

Salary Schedule B - Mainly professional and managerial positions (for example, Accountants, Managers, and Nurses).

Salary Schedule C - Commissioned law enforcement officers (for example, Game Wardens and Troopers).

Salary Schedule A, which comprised 49.5 percent of the State's classified workforce, experienced the highest turnover rate (22.4 percent) within the State's three classified salary schedules (see text box for descriptions of those schedules). The State's law enforcement schedule (Salary Schedule C) experienced the lowest turnover rate (5.0 percent). Table 9 on the next page lists the turnover rates for all of the State's classified salary schedules.

Table 9

Turnover by Salary Schedule for Fiscal Year 2013					
Salary Schedule	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
A	74,210.75	49.5%	16,634	62.9%	22.4%
B	71,121.00	47.5%	9,576	36.2%	13.5%
C	4,444.00	3.0%	220	0.8%	5.0%
Statewide Totals	149,775.75	100.0%	26,430	100.0%^a	17.6%^b
^a Percentages do not sum exactly to 100.0 percent due to rounding. ^b The statewide total turnover rate is not the sum of the percentages.					

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

Average Annual Salary for a Classified Regular, Full-time Employee

The average annual salary for a classified regular, full-time employee in fiscal year 2013 was \$40,398.

The average annual salaries by salary schedule were:

- Salary Schedule A - \$30,627.
- Salary Schedule B - \$49,387.
- Salary Schedule C - \$57,273.

Pay Increases

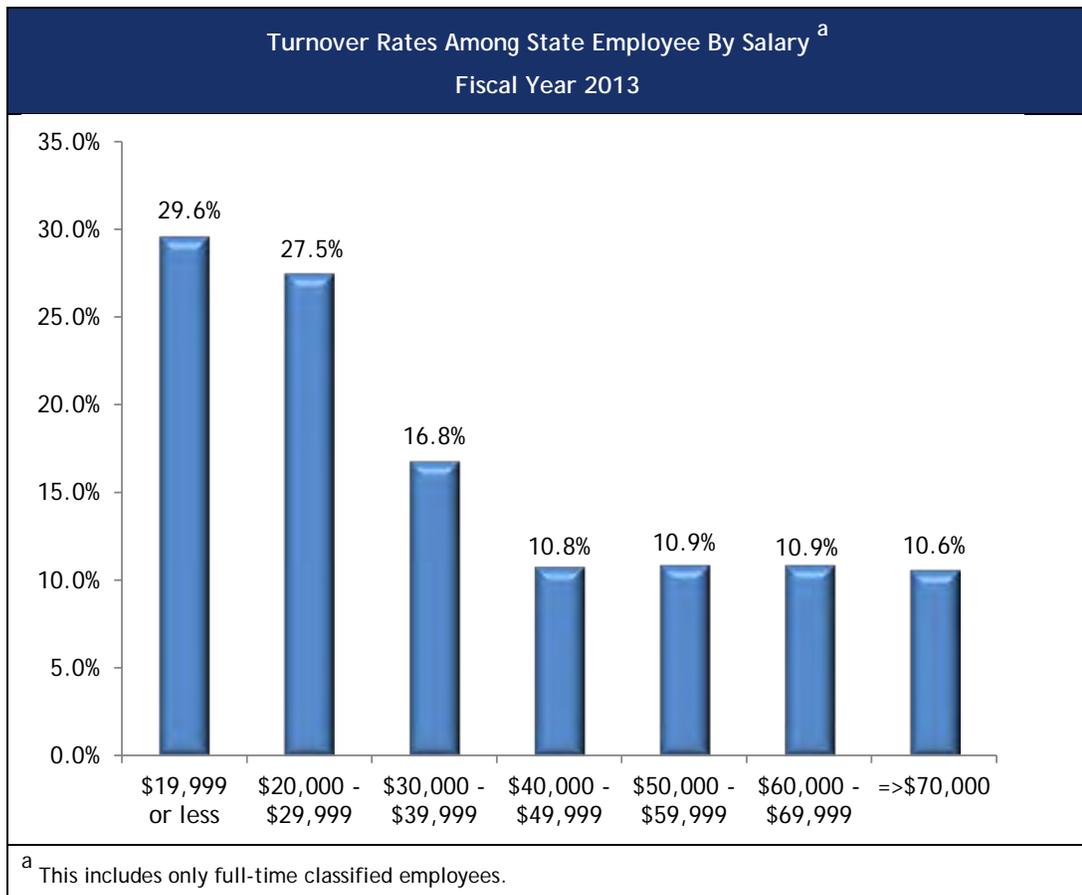
The 83rd Legislature authorized an annual salary increase of 1.0 percent in fiscal year 2014 and 2.0 percent in fiscal year 2015 (with a minimum of \$50 per month) for employees paid in salary schedules A and B, with the exception of employees who were eligible to receive a targeted increase. In addition, the 83rd Legislature authorized a salary increase for employees paid in Salary Schedule C. Additional information can be found on the Office of the Comptroller of Public Accounts' Web site at https://fmx.cpa.state.tx.us/fmx/legis/salinc/guidelines/f017_all.php.

Salary and Its Effect on Turnover

Generally, the lower an employee's salary, the more likely the employee was to leave state employment. As shown in Figure 4 on the next page, employees paid less than \$30,000 annually left state employment at a higher rate than employees earning annual salaries of \$30,000 and higher. In fiscal year 2013, approximately 25.5 percent of state agency employees earned less than \$30,000 annually.

The 83rd Legislature authorized the move of several job classifications to higher salary groups within the General Appropriations Act. The Legislature also adjusted salary levels for law enforcement positions using the State's Salary Schedule C and approved a 1.0 percent salary increase for most state employees in fiscal year 2014 and a 2.0 percent salary increase in fiscal year 2015 (see text box for more information about the pay increases).

Figure 4



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

Chapter 2-F

General Appropriations Act Article

Article II (Health and Human Services) experienced the highest turnover rate (20.8 percent) among the General Appropriations Act articles, followed by Article V (Public Safety and Criminal Justice) with a turnover rate of 18.5 percent. Almost three-fourths (73.4 percent) of the State’s classified workforce was employed at agencies in Article II (Health and Human Services) and Article V (Public Safety and Criminal Justice) of the General Appropriations Act (see Table 10 on the next page).

Health and Human Services (Article II) had the highest turnover rate (20.8 percent) among General Appropriations Act articles. That article comprised 37.6 percent of the State’s classified workforce; however, it accounted for 44.4 percent of the State’s total separations. Health and Human Services includes several job classification series with turnover rates that exceeded the statewide

turnover rate (17.6 percent). Examples include Direct Support Professional⁶ (43.8 percent); Licensed Vocational Nurse (34.3 percent); Psychiatric Nursing Assistant (32.0 percent); Child Protective Services Specialist (24.7 percent); and Nurse (23.1 percent) job classification series. (See Chapter 2-I for additional information on turnover rates for job classification series.)

Public Safety and Criminal Justice (Article V) had the second highest turnover rate (18.5 percent) among General Appropriations Act articles. That article comprised 35.8 percent of the State’s classified workforce and accounted for 37.4 percent of the State’s total separations. The Public Safety and Criminal Justice turnover rate was affected by the high turnover rates among the Juvenile Correctional Officer (36.0 percent) and the Correctional Officer (24.4 percent) job classification series.

Table 10

Turnover by General Appropriations Act Article					
Fiscal Year 2013					
Article	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
I - General Government	9,287.75	6.2%	1,137	4.3%	12.2%
II - Health and Human Services	56,353.25	37.6%	11,741	44.4%	20.8%
III - Education	1,998.50	1.3%	191	0.7%	9.6%
IV - Judiciary	698.25	0.5%	88	0.3%	12.6%
V - Public Safety and Criminal Justice	53,573.75	35.8%	9,891	37.4%	18.5%
VI - Natural Resources	7,978.25	5.3%	814	3.1%	10.2%
VII - Business and Economic Development	16,415.75	11.0%	2,181	8.2%	13.3%
VIII - Regulatory	3,470.25	2.3%	387	1.5%	11.2%
Statewide Totals	149,775.75	100.0%	26,430	100.0%^a	17.6%^b
^a Percentage does not sum exactly to 100.0 percent due to rounding. ^b The statewide total turnover rate is not the sum of the percentages.					

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

⁶ Prior to September 1, 2011, this job classification series was “Mental Health/Mental Retardation Assistant.”

Turnover by Agency

Interagency Transfers

Interagency transfers are excluded from statewide turnover calculations because they are not considered a loss to the State; however, they are included in agency turnover calculations because they are a loss to an agency.

The Department of Aging and Disability Services (DADS) had the highest turnover rate (31.8 percent) among state agencies with more than 1,000 employees (see Table 11 on page 14). That was a decrease from DADS's fiscal year 2012 turnover rate of 33.0 percent. The highest percentage (57.4 percent) of DADS's separations was voluntary separations, followed by dismissal for cause (27.2 percent).

The Texas Juvenile Justice Department had the second highest agency turnover rate (30.3 percent) among state agencies, followed by the Department of State Health Services (21.9 percent) and the Department of Criminal Justice (20.6 percent). The Department of Criminal Justice had the highest percentage of total separations (29.2 percent). These four agencies accounted for 60.9 percent of total statewide separations, including interagency transfers. (See Appendix 3 for turnover rates for all state agencies.)

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

- Direct Support Professional⁷ (44.7 percent) and Licensed Vocational Nurse (39.7 percent), which accounted for 46.1 percent of the workforce at DADS and 64.2 percent of that agency's separations.
- Juvenile Correctional Officers (37.9 percent), which accounted for 56.9 percent of the workforce at the Texas Juvenile Justice Department and 71.2 percent of that agency's separations.
- Psychiatric Nursing Assistant (33.0 percent) and Licensed Vocational Nurse (30.9 percent), which accounted for only 29.5 percent of the workforce at the Department of State Health Services but 44.0 percent of that agency's separations.
- Correctional Officers (24.6 percent), which accounted for 63.0 percent of the workforce at the Department of Criminal Justice and 75.1 percent of that agency's separations.

The 83rd Legislature reallocated the Licensed Vocational Nurse job classification series effective September 1, 2013. In addition, the 83rd Legislature appropriated funds for targeted salary increases for Juvenile Correctional Officers, Correctional Officers, Direct Support Professionals at state-supported living centers, and Psychiatric Nursing Assistants at state

⁷ Prior to September 1, 2011, this job classification series was "Mental Health/Mental Retardation Assistant."

hospitals. That may have a positive effect on future turnover rates for those job classification series. See Chapter 3 and Appendix 6 for additional information on turnover rates for job classification series within DADS, the Department of State Health Services, the Texas Juvenile Justice Department, and the Department of Criminal Justice.

For both DADS and the Department of State Health Services (Article II agencies), the top three reasons cited in exit surveys for leaving were:

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

For the Department of Criminal Justice the top three reasons cited in exit surveys for leaving were:

- Retirement.
- Personal or family health.
- Better pay/benefits.

For the Texas Juvenile Justice Department, the top reasons cited in the exit surveys for leaving were:

- Retirement.
- Other.

Three categories had the same number of responses from employees leaving the Texas Juvenile Justice Department: better pay/benefits, relocation, and working conditions.

Table 11 lists the turnover rates for state agencies with 1,000 or more employees.

Table 11

Turnover Rates for Agencies with 1,000 or More Employees					
Fiscal Year 2013					
Agency	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
539 - Department of Aging and Disability Services	17,325.25	11.6%	5,510	19.3%	31.8%
644 - Texas Juvenile Justice Department	2,729.75	1.8%	827	2.9%	30.3%
537 - Department of State Health Services	12,439.25	8.3%	2,721	21.9%	21.9%
696 - Department of Criminal Justice	40,392.50	27.0%	8,327	29.2%	20.6%
530 - Department of Family and Protective Services	11,152.75	7.4%	2,097	18.8%	18.8%
529 - Health and Human Services Commission	12,425.50	8.3%	2,211	17.8%	17.8%
320 - Texas Workforce Commission	3,104.50	2.1%	488	1.7%	15.7%
454 - Department of Insurance	1,443.25	1.0%	203	0.7%	14.1%
601 - Department of Transportation	11,973.50	8.0%	1,691	5.9%	14.1%
302 - Office of the Attorney General	4,202.75	2.8%	574	2.0%	13.7%
304 - Office of the Comptroller of Public Accounts	2,657.25	1.8%	338	1.2%	12.7%
538 - Department of Assistive and Rehabilitative Services	3,010.50	2.0%	374	1.3%	12.4%
582 - Commission on Environmental Quality	2,673.00	1.8%	322	1.1%	12.0%
802 - Parks and Wildlife Department	2,883.50	1.9%	297	1.0%	10.3%
405 - Department of Public Safety	9,134.50	6.1%	833	2.9%	9.1%

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

Chapter 2-H

Turnover by Occupational Category

Occupational Category

An occupational category is a broad series of job families characterized by the nature of work performed. Currently, the Position Classification Plan covers 26 occupational categories (for example, Social Services, Medical and Health, and Criminal Justice.)

The Social Services occupational category had the highest turnover rate (24.4 percent), followed by the Medical and Health occupational category (23.1 percent) and the Criminal Justice occupational category (22.5 percent). Those three occupational categories combined accounted for 48.4 percent of the State’s classified workforce and 64.3 percent of total separations.

The Social Services occupational category’s high turnover rate (24.4 percent) can partially be attributed to the high turnover rate within the

Direct Support Professional⁸ (43.8 percent) and Psychiatric Nursing Assistant (32.0 percent) job classification series. Those job classification series combined account for 31.6 percent of employees and 52.0 percent total separations within the Social Services occupational category.

The Medical and Health occupational category's high turnover rate (23.1 percent) can partially be attributed to the high turnover rates within the Licensed Vocational Nurse (34.3 percent) and Nurse (23.1 percent) job classification series. Those job classification series combined accounted for 59.1 percent of employees and 68.6 percent of total separations within the Medical and Health occupational category.

The Criminal Justice occupational category's high turnover rate (22.5 percent) can partially be attributed to the high turnover rates within the Juvenile Correctional Officer (36.0 percent) and Correctional Officer (24.4 percent) job classification series. Those series combined accounted for 81.5 percent of employees and 90.5 percent of total separations within the Criminal Justice occupational category.

Table 12 lists turnover rates by occupational category.

Table 12

Turnover by Occupational Category					
Fiscal Year 2013					
Occupational Category	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Accounting, Auditing, and Finance	5,431.00	3.6%	585	2.2%	10.8%
Administrative Support	17,100.50	11.4%	2,315	8.8%	13.5%
Criminal Justice	33,149.00	22.1%	7,472	28.3%	22.5%
Custodial	4,020.50	2.7%	845	3.2%	21.0%
Education	138.00	0.1%	17	0.1%	12.3%
Employment	881.75	0.6%	133	0.5%	15.1%
Engineering and Design	7,944.25	5.3%	952	3.6%	12.0%
Human Resources	1,339.25	0.9%	148	0.6%	11.1%
Information and Communication	715.75	0.5%	76	0.3%	10.6%
Information Technology	4,423.00	3.0%	698	2.6%	15.8%
Inspectors and Investigators	2,891.50	1.9%	315	1.2%	10.9%
Insurance	1,007.75	0.7%	122	0.5%	12.1%
Land Surveying, Appraising, and Utilities	258.75	0.2%	26	0.1%	10.0%
Law Enforcement	4,444.00	3.0%	220	0.8%	5.0%

⁸ Prior to September 1, 2011, this job classification series was "Mental Health/Mental Retardation Assistant."

Turnover by Occupational Category					
Fiscal Year 2013					
Occupational Category	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Legal	3,098.00	2.1%	324	1.2%	10.5%
Library and Records	201.00	0.1%	18	0.1%	9.0%
Maintenance	3,860.75	2.6%	585	2.2%	15.2%
Medical and Health	6,178.75	4.1%	1,429	5.4%	23.1%
Natural Resources	2,439.00	1.6%	228	0.9%	9.3%
Office Services	140.75	0.1%	19	0.1%	13.5%
Planning, Research, and Statistics	588.25	0.4%	71	0.3%	12.1%
Program Management	12,695.25	8.5%	1,280	4.8%	10.1%
Property Management and Procurement	2,212.50	1.5%	247	0.9%	11.2%
Public Safety	1,254.75	0.8%	188	0.7%	15.0%
Safety	265.50	0.2%	28	0.1%	10.5%
Social Services	33,096.25	22.1%	8,089	30.6%	24.4%
Statewide Totals	149,775.75	100.0%^a	26,430	100.0%^a	17.6%^b

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

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

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

Jobs in High Demand

The Texas Workforce Commission forecasts that registered nurses, food preparation workers, office clerks, customer service representatives, cooks, nursing aids, grounds keeping workers, and home health and personal care aids will be among the 25 job occupations adding the most jobs from 2010 to 2020. Therefore, the State may experience higher-than-average turnover rates within those job titles because of competitive demand.

Chapter 2-1

Turnover by Job Classification Series

The Direct Support Professional⁹ job classification series had the highest turnover rate (43.8 percent) among all job classification series with 100 or more employees. Twenty-nine job classification series had turnover rates of 17.6 percent or more during fiscal year 2013 (excluding job classification series with fewer than 100 employees). Table 13 on the next page lists the job classification series (excluding job classification series with fewer than 100 employees) with a turnover rate exceeding 17.6 percent. (See Appendix 4 for turnover rates for all job classification series.)

⁹ Prior to September 1, 2011, this job classification series was "Mental Health/Mental Retardation Assistant."

Table 13

Job Classification Series with Turnover Rates of 17.6 Percent or More During Fiscal Year 2013 (Excludes job classification series with fewer than 100 employees)					
Job Classification Series	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Direct Support Professional ^a	7,304.25	4.9%	3,196	12.1%	43.8%
Juvenile Correctional Officer	1,552.50	1.0%	559	2.1%	36.0%
Food Service Worker	733.25	0.5%	254	1.0%	34.6%
Licensed Vocational Nurse	1,224.75	0.8%	420	1.6%	34.3%
Psychiatric Nursing Assistant	3,150.00	2.1%	1,009	3.8%	32.0%
Engineering Aide	316.75	0.2%	91	0.3%	28.7%
Child Protective Services Specialist	5,212.00	3.5%	1,285	4.9%	24.7%
Correctional Officer	25,461.00	17.0%	6,200	23.5%	24.4%
Groundskeeper	111.00	0.1%	26	0.1%	23.4%
HVAC Mechanic	102.75	0.1%	24	0.1%	23.4%
Veterans Services Representative	302.50	0.2%	70	0.3%	23.1%
Nurse	2,427.50	1.6%	560	2.1%	23.1%
Psychological Assistant/Associate Psychologist	387.00	0.3%	88	0.3%	22.7%
Cook	327.50	0.2%	72	0.3%	22.0%
Laundry/Sewing Room Worker	116.00	0.1%	25	0.1%	21.6%
Child Support Technician	380.75	0.3%	77	0.3%	20.2%
Correctional Transportation Officer	119.75	0.1%	24	0.1%	20.0%
Registered Therapist Assistant/Therapist	251.25	0.2%	50	0.2%	19.9%
Protective Services Intake Specialist	328.25	0.2%	63	0.2%	19.2%
Social Worker	203.25	0.1%	39	0.1%	19.2%
Systems Analyst	2,145.25	1.4%	407	1.5%	19.0%
Qualified Developmental Disability Professional	306.75	0.2%	58	0.2%	18.9%
Security Officer	631.50	0.4%	117	0.4%	18.5%
Custodian	959.25	0.6%	177	0.7%	18.5%
Rehabilitation Therapy Technician	1,077.25	0.7%	197	0.7%	18.3%
Chaplain	142.75	0.1%	26	0.1%	18.2%
Trooper Trainee/Probationary Trooper	251.00	0.2%	45	0.2%	17.9%
Data Entry Operator	129.25	0.1%	23	0.1%	17.8%
Food Service Manager	981.75	0.7%	173	0.7%	17.6%

^a Prior to September 1, 2011, this job classification series was "Mental Health/Mental Retardation Assistant."

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

Turnover by Length of State Service

Employees with fewer than 2 years of state service had the highest turnover rate (37.6 percent). Employees with fewer than 2 years of state service comprised 18.3 percent of the classified workforce; however, they accounted for 38.9 percent of total separations.

Table 14 lists turnover rates by length of state service.

Table 14

Turnover by Length of State Service During Fiscal Year 2013					
Length of State Service	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Fewer than 2 years	27,381.00	18.3%	10,290	38.9%	37.6%
2 to 4.99 years	25,853.50	17.3%	5,072	19.2%	19.6%
5 to 9.99 years	29,309.00	19.6%	3,360	12.7%	11.5%
10 to 14.99 years	22,175.75	14.8%	2,089	7.9%	9.4%
15 to 19.99 years	19,134.50	12.8%	1,734	6.6%	9.1%
20 to 24.99 years	13,126.25	8.8%	1,585	6.0%	12.1%
25 to 29.99 years	7,541.50	5.0%	1,338	5.1%	17.7%
30 to 34.99 years	3,179.50	2.1%	612	2.3%	19.2%
35 years and Higher	2,074.75	1.4%	350	1.3%	16.9%
Statewide Totals	149,775.75	100.0%^a	26,430	100.0%	17.6%^b
^a Percentages do not sum exactly to 100.0 due to rounding. ^b The statewide total turnover rate is not the sum of the percentages.					

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

Turnover by Region and County

The West Texas region experienced the highest turnover rate (31.8 percent) among all regions of the state. The Capital region, which has the largest percentage of state employees (25.2 percent), had a turnover rate of 12.9 percent. A total of 90 counties had turnover rates that exceeded the statewide turnover rate of 17.6 percent. (See Appendix 5 for turnover rates for all Texas regions and each county within a region.) Table 15 on the next page lists turnover rates by region.

Table 15

Turnover by Region During Fiscal Year 2013					
Region	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
01 - Alamo	9,621.00	6.4%	1,841	7.0%	19.1%
02 - Capital	37,750.25	25.2%	4,876	18.4%	12.9%
03 - Central Texas	11,256.00	7.5%	2,176	8.2%	19.3%
04 - Coastal Bend	5,621.25	3.8%	1,362	5.2%	24.2%
05 - Gulf Coast	22,903.00	15.3%	3,835	14.5%	16.7%
06 - High Plains	7,606.25	5.1%	1,548	5.9%	20.4%
07 - Metroplex	15,122.75	10.1%	2,641	10.0%	17.5%
08 - Northwest Texas	9,059.00	6.0%	2,054	7.8%	22.7%
09 - South Texas Border	6,308.50	4.2%	888	3.4%	14.1%
10 - Southeast Texas	7,082.50	4.7%	1,537	5.8%	21.7%
11 - Upper East Texas	9,383.50	6.3%	1,714	6.5%	18.3%
12 - Upper Rio Grande	3,501.50	2.3%	511	1.9%	14.6%
13 - West Texas	4,556.50	3.0%	1,447	5.5%	31.8%
14 - Other	3.75	0.0%	0	0.0%	0.0%
Statewide Totals	149,775.75	100.0%^a	26,430	100.0%^a	17.6%^b
^a Percentage does not sum exactly to 100.0 due to rounding.					
^b The statewide total turnover rate is not the sum of the percentages.					

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

Agencies with a Turnover Rate Exceeding 17.0 Percent

Reporting Requirements

The 83rd Legislature directed the State Auditor's Office to identify each state agency that experienced an employee turnover rate exceeding 17.0 percent during the preceding biennium and conduct a comparative study of salary rates within those agencies.

For the purpose of this report, agencies with a turnover rate exceeding 17.0 percent in fiscal year 2013 are reported, excluding agencies with fewer than 50 employees.

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

Eighteen state agencies had a turnover rate exceeding 17.0 percent in fiscal year 2013 (excluding agencies that had fewer than 50 employees). Ten of those agencies also had a turnover rate exceeding 17.0 percent in fiscal year 2012.

The following 10 agencies had a turnover rate exceeding 17.0 percent during both fiscal years 2012 and 2013:

- Court of Criminal Appeals.
- Department of Aging and Disability Services.
- Department of Criminal Justice.
- Department of Family and Protective Services.
- Texas Juvenile Justice Department.
- Office of the Governor.
- Texas Medical Board.
- Preservation Board.
- Department of State Health Services.
- Supreme Court of Texas.

Table 16 on the next page identifies state agencies with at least 50 employees that had a turnover rate exceeding 17.0 percent in fiscal year 2013. Table 16 also lists selected job classification series within the identified agencies that had 20 or more employees and a turnover rate exceeding 17.0 percent.

Table 16

Agencies with a Turnover Rate Exceeding 17.0 Percent in Fiscal Year 2013 (Excludes agencies with fewer than 50 employees)				
Agency	Headcount	Separations	Turnover Rate	Job Classification Series with at Least 20 Employees and a Turnover Rate Exceeding 17.0 Percent
201 - Supreme Court of Texas ^a	73.00	26	35.6%	<ul style="list-style-type: none"> ▪ Court Law Clerk (76.4 percent).^b
301 - Office of the Governor ^a	156.25	51	32.6%	<ul style="list-style-type: none"> ▪ Director (52.0 percent). ▪ Governor's Advisor (26.4 percent).
539 - Department of Aging and Disability Services ^a	17,325.25	5,510	31.8%	<p>A total of 30 job classification series had turnover rates exceeding 17.0 percent. Those included:</p> <ul style="list-style-type: none"> ▪ Direct Support Professional (44.7 percent).^c ▪ Licensed Vocational Nurse (39.7 percent).^d ▪ Food Service Worker (38.1 percent).^e ▪ Nurse (28.3 percent). ▪ Security Officer (25.1 percent). <p>See Appendix 6 for a full list of the job classification series.</p>
644 - Texas Juvenile Justice Department ^a	2,729.75	827	30.3%	<p>A total of 13 job classification series had turnover rates exceeding 17.0 percent. Those included:</p> <ul style="list-style-type: none"> ▪ Juvenile Correctional Officer (37.9 percent).^f ▪ Case Manager (23.0 percent). ▪ Clerk (21.2 percent). ▪ Cook (20.2 percent).^g <p>See Appendix 6 for a full list of the job classification series.</p>
466 - Office of Consumer Credit Commissioner	76.00	19	25.0%	<ul style="list-style-type: none"> ▪ Financial Examiner (24.3 percent).
809 - Preservation Board ^a	202.25	49	24.2%	<ul style="list-style-type: none"> ▪ Clerk (35.3 percent). ▪ Administrative Assistant (38.9 percent).
403 - Veterans Commission	380.25	85	22.4%	<ul style="list-style-type: none"> ▪ Veterans Services Representative (23.7 percent). ▪ Administrative Assistant (25.0 percent).
537 - Department of State Health Services ^a	12,439.25	2,721	21.9%	<p>A total of 21 job classification series had turnover rates exceeding 17.0 percent. Those included:</p> <ul style="list-style-type: none"> ▪ Psychiatric Nursing Assistant (33.0 percent).^h ▪ Licensed Vocational Nurse (30.9 percent).^d

Agencies with a Turnover Rate Exceeding 17.0 Percent in Fiscal Year 2013
(Excludes agencies with fewer than 50 employees)

Agency	Headcount	Separations	Turnover Rate	Job Classification Series with at Least 20 Employees and a Turnover Rate Exceeding 17.0 Percent
				<ul style="list-style-type: none"> ▪ Food Service Worker (30.4 percent).^e ▪ Custodian (21.3 percent). ▪ Nurse (20.9 percent). See Appendix 6 for a full list of the job classification series.
479 - State Office of Risk Management	120.25	26	21.6%	Not Applicable ⁱ
303 - Texas Facilities Commission	280.50	60	21.4%	Not Applicable ⁱ
448 - Office of Injured Employee Counsel	165.75	35	21.1%	<ul style="list-style-type: none"> ▪ Ombudsman (23.4 percent). ▪ Customer Service Representative (21.8 percent).
696 - Department of Criminal Justice ^a	40,392.50	8,327	20.6%	A total of 10 job classification series had turnover rates exceeding 17.0 percent. Those included: <ul style="list-style-type: none"> ▪ Correctional Officer (24.6 percent).^j ▪ Food Service Manager (18.5 percent). ▪ Maintenance Supervisor (18.4 percent). ▪ Clerk (17.9 percent). See Appendix 6 for a full list of the job classification series.
211 - Court of Criminal Appeals ^a	60.25	12	19.9%	Not Applicable ⁱ
503 - Texas Medical Board ^a	162.50	31	19.1%	<ul style="list-style-type: none"> ▪ Administrative Assistant (23.5 percent). ▪ Investigator (17.4 percent).
530 - Department of Family and Protective Services ^a	11,152.75	2,097	18.8%	A total of 9 job classification series had turnover rates exceeding 17.0 percent. Those included: <ul style="list-style-type: none"> ▪ Child Protective Services Specialist (25.7 percent). ▪ Protective Service Intake Specialist (21.3 percent). ▪ Inspector (19.6 percent). ▪ Adult Protective Services Specialist (17.6 percent). See Appendix 6 for a full list of the job classification series.
529 - Health and Human Services Commission	12,425.50	2,211	17.8%	A total of 8 job classification series had turnover rates exceeding 17.0 percent. Those included: <ul style="list-style-type: none"> ▪ Public Health and Prevention Specialist (39.9 percent).

Agencies with a Turnover Rate Exceeding 17.0 Percent in Fiscal Year 2013
(Excludes agencies with fewer than 50 employees)

Agency	Headcount	Separations	Turnover Rate	Job Classification Series with at Least 20 Employees and a Turnover Rate Exceeding 17.0 Percent
				<ul style="list-style-type: none"> ▪ Auditor (21.7 percent). ▪ Clerk (21.3 percent). ▪ Nurse (20.6 percent). ▪ Texas Works Advisor (19.6 percent). ▪ Accountant (19.4 percent). See Appendix 6 for a full list of the job classification series.
300 - Trusteed Programs within the Office of the Governor	108.25	19	17.6%	<ul style="list-style-type: none"> ▪ Program Specialist (18.8 percent).
507 - Texas Board of Nursing	105.00	18	17.1%	<ul style="list-style-type: none"> ▪ Investigator (18.8 percent).

- ^a Agency also had a turnover rate exceeding 17.0 percent in fiscal year 2012.
- ^b Law Clerks are typically hired for a one-year term.
- ^c The 83rd Legislature appropriated funds for a targeted salary increase to Direct Services Professionals at state supported living centers. It should be noted that prior to September 1, 2011, the "Direct Service Professional" job classification series was "Mental Health/Mental Retardation Assistant" job classification series.
- ^d The 83rd Legislature reallocated the Licensed Vocational Nurse job classification series to higher salary groups effective September 1, 2013.
- ^e The 83rd Legislature reallocated the Food Service Worker job classification series to higher salary groups effective September 1, 2013.
- ^f The 83rd Legislature appropriated funds for a targeted salary increase to Juvenile Correctional Officers.
- ^g The 83rd Legislature reallocated the Cook job classification series to higher salary groups effective September 1, 2013.
- ^h The 83rd Legislature appropriated funds for a targeted salary increase for Psychiatric Nursing Assistants at state hospitals.
- ⁱ Agency did not have a job classification series that had at least 20 employees and a turnover rate exceeding 17 percent in fiscal year 2013.
- ^j The 83rd Legislature appropriated funds for a targeted salary increase for Correctional Officers.

Exit Survey Results

Exit Surveys

Texas Government Code, Section 651.007, requires state agencies (excluding higher education institutions) to provide employees who voluntarily leave employment at their state agencies an opportunity to complete an exit survey. The exit survey provides an employee the option of having the employee's completed survey sent to the head of the agency and/or the Governor's Office. Each quarter, agencies are provided reports summarizing employees' reasons for leaving.

Based on 3,800¹⁰ employee exit surveys (not including higher education institutions), the top three reasons employees reported in exit surveys for leaving employment at their state agencies during fiscal year 2013 were:

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

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

Table 17 provides a summary of the reasons that employees reported for leaving employment at their state agencies in fiscal years 2012 and 2013. (See Appendix 7 for additional information about exit survey results.)

Table 17

Reasons Employees Reported in Exit Surveys for Leaving Employment at Their State Agencies Fiscal Years 2012 and 2013				
Reason for Leaving	Fiscal Year 2012		Fiscal Year 2013 ^a	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Retirement	967	26.7%	1,094	28.8%
Better Pay/benefits	610	16.8%	627	16.5%
Poor working conditions/environment (for example, safety, work-related stress, and/or workload issues)	434	12.0%	376	9.9%
Issues with my supervisor/issues with the employees I supervise	276	7.6%	275	7.2%
No or little career advancement opportunities	262	7.2%	235	6.2%
Personal or family health	223	6.1%	256	6.7%

¹⁰ This does not include 101 completed exit surveys from employees who indicated they were part of a reduction in force/outsourced, which is considered an involuntary separation.

Reasons Employees Reported in Exit Surveys for Leaving Employment at Their State Agencies Fiscal Years 2012 and 2013				
Reason for Leaving	Fiscal Year 2012		Fiscal Year 2013 ^a	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Other ^b	214	5.9%	349	9.2%
Relocation (self, spouse, companion)	200	5.5%	203	5.3%
Enter/return to school	163	4.5%	124	3.3%
Child care/elder care issues	91	2.5%	86	2.3%
Location/transportation issues	61	1.7%	45	1.2%
Relationship with co-workers	38	1.0%	48	1.3%
Self-employment	38	1.0%	30	0.8%
Inadequate training	32	0.9%	28	0.7%
Inadequate work resources	19	0.5%	24	0.6%
Statewide Totals	3,628	100.0%^c	3,800	100.0%^c
<p>^a Fiscal year 2013 reported results do not include 101 completed exit surveys from employees who indicated they were part of a reduction in force/outsourced, which is considered an involuntary separation. The intent of the exit surveys is to provide insights on voluntary turnover to help agencies improve their retention strategies.</p> <p>^b Selected fiscal year 2013 survey responses categorized as "Other" but more appropriately categorized in a different category were adjusted to better understand the reasons employees voluntarily separated from state employment.</p> <p>^c Percentages do not sum exactly to 100.0 due to rounding.</p>				

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

Appendices

Appendix 1

Objective, Scope, and Methodology

Objective

The objective of this report was to provide and analyze information on employee turnover, summarize exit survey data on why employees voluntarily separate from state employment, and report on state agencies that had at least 50 employees and a turnover rate that exceeded 17.0 percent.

Scope

The scope of this report included classified regular, full- and part-time employees in Texas state agencies during fiscal year 2013. Classified employees are employees who are subject to the State's Position Classification Plan. This report does not include data from higher education institutions.

Methodology

The statewide turnover rate is the percentage of classified regular, full- and part-time state employees, excluding employees at higher education institutions, who voluntarily and involuntarily separate from the State.

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

This analysis was prepared from quarterly and year-end summary information received from the Office of the Comptroller of Public Accounts' Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System. The data in those systems was self-reported by state agencies. The data has not been independently verified by the State Auditor's Office.

Agencies can continue to update data in the Office of the Comptroller of Public Accounts' systems. Data in this report is as of October 1, 2013.

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

$$\left(\frac{\text{Number of separations during the fiscal year}}{\text{Average number of classified employees during the fiscal year}^{11}} \right) \times 100$$

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

Project Information

Fieldwork was conducted from October 2013 through November 2013. The information in this report was not subjected to all the tests and confirmations that would be performed in an audit. However, the information in this report was subject to certain quality control procedures to ensure accuracy.

The following members of the State Auditor's Office staff performed the field work for this report:

- Steven Pearson (Project Manager)
- Judy Millar, CCP
- Sharon Schneider, CCP, PHR
- Debra Serrins, MA (Information Technology)
- Hillary Eckford, CIA (Quality Control Reviewer)
- John Young, MPAFF (Audit Manager)

¹¹ The "average number of classified employees" was calculated by totaling the number of classified employees (defined as employees who worked at any time during a quarter) for each quarter of fiscal year 2013 and then dividing that total by four.

Reasons State Employees Separated from Employment During Fiscal Years 2009-2013

Table 18 provides a summary of the reasons state employees separated from employment for fiscal years 2009 through 2013, including interagency transfers.

Table 18

Reasons State Employees Separated from Employment Fiscal Years 2009 through 2013										
Reason for Separation	Fiscal Year 2013		Fiscal Year 2012		Fiscal Year 2011		Fiscal Year 2010		Fiscal Year 2009	
	Separations	Percentage of Total Separations								
Voluntary Separation from Agency	15,007	52.6%	14,981	49.3%	13,909	50.8%	12,484	50.2%	12,473	52.2%
Transfer to Another Agency/Higher Education Institution	2,102	7.4%	4,504	14.8%	1,376	5.0%	2,079	8.4%	1,720	7.2%
Retirement	4,870	17.1%	4,416	14.5%	4,411	16.1%	3,672	14.8%	3,287	13.8%
Statewide Voluntary Separations^a	21,979	77.0%	23,901	78.6%	19,696	71.9%	18,235	73.3%	17,480	73.1%
Dismissal for Cause	3,662	12.8%	3,747	12.3%	3,681	13.4%	3,849	15.5%	3,714	15.5%
Resignation in Lieu of Involuntary Separation	2,111	7.4%	2,188	7.2%	2,287	8.3%	2,221	8.9%	2,079	8.7%
Reduction in Force	83	0.3%	96	0.3%	1,225	4.5%	171	0.7%	193	0.8%
Death	226	0.8%	198	0.7%	255	0.9%	244	1.0%	229	1.0%
Termination at Will	471	1.7%	288	0.9%	260	0.9%	168	0.7%	209	0.9%
Statewide Involuntary Separations^a	6,553	23.0%	6,517	21.4%	7,708	28.1%	6,653	26.7%	6,424	26.9%
Total Separations	28,532	100.0%	30,418	100.0%	27,404	100.0%	24,888	100.0%	23,904	100.0%

^a Percentages may not sum exactly due to rounding.

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

Employee Turnover by State Agency

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

Table 19

Employee Turnover by State Agency Including Interagency Transfers									
Fiscal Year 2013 ^a									
Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Statewide Headcount	Total Statewide Separations	Total Agency Turnover Rate
201 - Supreme Court of Texas	1	1.4%	24	32.9%	1	1.4%	73.00	26	35.6%
211 - Court of Criminal Appeals	0	0.0%	11	18.3%	1	1.7%	60.25	12	19.9%
212 - Texas Judicial Council Office of Court Administration	4	2.0%	10	5.1%	6	3.1%	195.25	20	10.2%
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 Writs	0	0.0%	0	0.0%	0	0.0%	8.00	0	0.0%
221 - First Court of Appeals District, Houston	0	0.0%	9	24.3%	2	5.4%	37.00	11	29.7%
222 - Second Court of Appeals District, Fort Worth	0	0.0%	3	9.4%	0	0.0%	32.00	3	9.4%
223 - Third Court of Appeals District, Austin	1	3.8%	0	0.0%	0	0.0%	26.50	1	3.8%
224 - Fourth Court of Appeals District, San Antonio	0	0.0%	5	17.2%	0	0.0%	29.00	5	17.2%
225 - Fifth Court of Appeals District, Dallas	0	0.0%	6	11.9%	0	0.0%	50.50	6	11.9%
226 - Sixth Court of Appeals District, Texarkana	0	0.0%	0	0.0%	1	7.5%	13.25	1	7.5%
227 - Seventh Court of Appeals District, Amarillo	0	0.0%	0	0.0%	0	0.0%	16.75	0	0.0%
228 - Eighth Court of Appeals District, El Paso	0	0.0%	0	0.0%	0	0.0%	13.00	0	0.0%
229 - Ninth Court of Appeals District, Beaumont	0	0.0%	0	0.0%	0	0.0%	16.00	0	0.0%
230 - Tenth Court of Appeals District, Waco	0	0.0%	0	0.0%	0	0.0%	13.00	0	0.0%
231 - Eleventh Court of Appeals District, Eastland	0	0.0%	1	6.3%	1	6.3%	15.75	2	12.7%
232 - Twelfth Court of Appeals District, Tyler	0	0.0%	0	0.0%	0	0.0%	12.00	0	0.0%

Employee Turnover by State Agency Including Interagency Transfers

Fiscal Year 2013 ^a

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Statewide Headcount	Total Statewide Separations	Total Agency Turnover Rate
233 - Thirteenth Court of Appeals District, Corpus Christi	0	0.0%	2	7.3%	1	3.7%	27.25	3	11.0%
234 - Fourteenth Court of Appeals District, Houston	0	0.0%	3	8.9%	0	0.0%	33.75	3	8.9%
242 - State Commission on Judicial Conduct	1	7.7%	3	23.1%	0	0.0%	13.00	4	30.8%
243 - State Law Library	0	0.0%	2	20.0%	0	0.0%	10.00	2	20.0%
300 - Trusteed Programs within the Office of the Governor	2	1.8%	16	14.8%	1	0.9%	108.25	19	17.6%
301 - Office of the Governor	4	2.6%	46	29.4%	1	0.6%	156.25	51	32.6%
302 - Office of the Attorney General	38	0.9%	428	10.2%	108	2.6%	4,202.75	574	13.7%
303 - Texas Facilities Commission	19	6.8%	30	10.7%	11	3.9%	280.50	60	21.4%
304 - Office of the Comptroller of Public Accounts	29	1.1%	201	7.6%	108	4.1%	2,657.25	338	12.7%
305 - General Land Office	8	1.3%	23	3.7%	33	5.3%	620.50	64	10.3%
306 - Library and Archives Commission	1	0.6%	14	8.9%	5	3.2%	157.75	20	12.7%
307 - Office of the Secretary of State	2	1.0%	20	10.1%	6	3.0%	197.25	28	14.2%
312 - State Securities Board	0	0.0%	13	13.4%	0	0.0%	96.75	13	13.4%
313 - Department of Information Resources	3	1.6%	17	9.1%	4	2.1%	186.75	24	12.9%
320 - Texas Workforce Commission	45	1.4%	303	9.8%	140	4.5%	3,104.50	488	15.7%
323 - Teacher Retirement System	3	0.5%	27	4.9%	21	3.8%	547.75	51	9.3%
325 - Office of the Fire Fighters' Pension Commissioner ^b	0	0.0%	9	120.0%	1	13.3%	7.50	10	133.3%
327 - Employees Retirement System	7	2.2%	28	8.7%	6	1.9%	323.50	41	12.7%
329 - Real Estate Commission	3	2.9%	5	4.8%	3	2.9%	105.00	11	10.5%
332 - Department of Housing and Community Affairs	3	1.0%	16	5.2%	8	2.6%	308.25	27	8.8%
338 - Pension Review Board	0	0.0%	2	19.0%	1	9.5%	10.50	3	28.6%
347 - Public Finance Authority	0	0.0%	0	0.0%	1	10.0%	10.00	1	10.0%
352 - Bond Review Board	0	0.0%	1	16.0%	0	0.0%	6.25	1	16.0%
356 - Texas Ethics Commission	0	0.0%	1	3.3%	1	3.3%	30.25	2	6.6%
359 - Office of Public Insurance Counsel	0	0.0%	0	0.0%	0	0.0%	10.00	0	0.0%
360 - State Office of Administrative Hearings	1	0.9%	6	5.6%	3	2.8%	108.00	10	9.3%
362 - Texas Lottery Commission	2	0.7%	15	4.9%	14	4.6%	307.25	31	10.1%

Employee Turnover by State Agency Including Interagency Transfers

Fiscal Year 2013 ^a

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Statewide Headcount	Total Statewide Separations	Total Agency Turnover Rate
364 - Health Professions Council	0	0.0%	0	0.0%	0	0.0%	5.00	0	0.0%
401 - Adjutant General's Department	22	3.4%	67	10.3%	14	2.2%	650.00	103	15.8%
403 - Veterans Commission	19	5.0%	43	11.3%	23	6.0%	380.25	85	22.4%
405 - Department of Public Safety	90	1.0%	540	5.9%	203	2.2%	9,134.50	833	9.1%
407 - Commission of Law Enforcement Officer Standards and Education	0	0.0%	3	7.4%	1	2.5%	40.75	4	9.8%
409 - Commission on Jail Standards	0	0.0%	4	29.6%	0	0.0%	13.50	4	29.6%
411 - Commission on Fire Protection	2	7.0%	3	10.4%	1	3.5%	28.75	6	20.9%
448 - Office of Injured Employee Counsel	5	3.0%	25	15.1%	5	3.0%	165.75	35	21.1%
450 - Department of Savings and Mortgage Lending	0	0.0%	4	6.6%	0	0.0%	60.50	4	6.6%
451 - Department of Banking	5	2.7%	9	4.8%	5	2.7%	186.25	19	10.2%
452 - Department of Licensing and Regulation	5	1.4%	21	5.7%	11	3.0%	368.50	37	10.0%
454 - Department of Insurance	24	1.7%	113	7.8%	66	4.6%	1,443.25	203	14.1%
455 - Railroad Commission	4	0.6%	74	10.3%	32	4.5%	718.25	110	15.3%
456 - State Board of Plumbing Examiners	0	0.0%	1	3.9%	0	0.0%	25.50	1	3.9%
457 - Board of Public Accountancy	1	2.4%	3	7.1%	1	2.4%	42.00	5	11.9%
458 - Alcoholic Beverage Commission	8	1.4%	45	7.7%	22	3.8%	584.00	75	12.8%
459 - Board of Architectural Examiners	0	0.0%	1	5.1%	2	10.1%	19.75	3	15.2%
460 - Board of Professional Engineers	1	3.4%	0	0.0%	0	0.0%	29.00	1	3.4%
464 - Board of Professional Land Surveying	0	0.0%	0	0.0%	1	22.2%	4.50	1	22.2%
466 - Office of Consumer Credit Commissioner	2	2.6%	15	19.7%	2	2.6%	76.00	19	25.0%
469 - Credit Union Department	0	0.0%	2	8.3%	2	8.3%	24.00	4	16.7%
473 - Public Utility Commission	1	0.6%	12	7.3%	9	5.5%	163.50	22	13.5%
475 -Office of Public Utility Counsel	0	0.0%	0	0.0%	0	0.0%	14.00	0	0.0%
476 - Racing Commission	0	0.0%	5	8.1%	2	3.2%	61.75	7	11.3%
477 - Commission on State Emergency Communications	2	8.4%	1	4.2%	2	8.4%	23.75	5	21.1%
479 - State Office of Risk Management	2	1.7%	20	16.6%	4	3.3%	120.25	26	21.6%
481 - Board of Professional Geoscientists	0	0.0%	2	28.6%	0	0.0%	7.00	2	28.6%
503 - Texas Medical Board	4	2.5%	26	16.0%	1	0.6%	162.50	31	19.1%
504 - State Board of Dental Examiners	4	11.0%	8	21.9%	0	0.0%	36.50	12	32.9%
507 - Board of Nursing	0	0.0%	17	16.2%	1	1.0%	105.00	18	17.1%

Employee Turnover by State Agency Including Interagency Transfers

Fiscal Year 2013 ^a

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Statewide Headcount	Total Statewide Separations	Total Agency Turnover Rate
508 - Board of Chiropractic Examiners	1	9.8%	0	0.0%	1	9.8%	10.25	2	19.5%
512 - Board of Podiatric Medical Examiners	0	0.0%	0	0.0%	1	50.0%	2.00	1	50.0%
513 - Funeral Service Commission	0	0.0%	2	18.6%	0	0.0%	10.75	2	18.6%
514 - Optometry Board	0	0.0%	1	15.4%	0	0.0%	6.50	1	15.4%
515 - Board of Pharmacy	0	0.0%	9	11.9%	1	1.3%	75.75	10	13.2%
520 - Board of Examiners of Psychologists	0	0.0%	1	7.8%		0.0%	12.75	1	7.8%
529 - Health and Human Services Commission	360	2.9%	1,533	12.3%	318	2.6%	12,425.50	2,211	17.8%
530 - Department of Family and Protective Services	234	2.1%	1,650	14.8%	213	1.9%	11,152.75	2,097	18.8%
533 - Executive Council of Physical and Occupational Therapy Examiners	0	0.0%	0	0.0%	1	5.9%	17.00	1	5.9%
537 - Department of State Health Services	577	4.6%	1,761	14.2%	383	3.1%	12,439.25	2,721	21.9%
538 - Department of Assistive and Rehabilitative Services	34	1.1%	214	7.1%	126	4.2%	3,010.50	374	12.4%
539 - Department of Aging and Disability Services	1,640	9.5%	3,466	20.0%	404	2.3%	17,325.25	5,510	31.8%
542 - Cancer Prevention and Research Institute of Texas	0	0.0%	3	17.9%	0	0.0%	16.75	3	17.9%
551 - Department of Agriculture	9	1.5%	60	10.0%	13	2.2%	598.75	82	13.7%
554 - Animal Health Commission	2	1.5%	8	6.1%	5	3.8%	131.00	15	11.5%
578 - Board of Veterinary Medical Examiners	1	6.6%	1	6.6%	0	0.0%	15.25	2	13.1%
580 - Water Development Board	5	1.8%	19	6.7%	9	3.2%	284.00	33	11.6%
582 - Commission on Environmental Quality	22	0.8%	202	7.6%	98	3.7%	2,673.00	322	12.0%
592 - Soil and Water Conservation Board	0	0.0%	7	10.1%	1	1.4%	69.25	8	11.6%
601 - Department of Transportation	360	3.0%	603	5.0%	728	6.1%	11,973.50	1,691	14.1%
608 - Department of Motor Vehicles	12	1.7%	47	6.5%	27	3.7%	722.25	86	11.9%
644 - Texas Juvenile Justice Department	248	9.1%	511	18.7%	68	2.5%	2,729.75	827	30.3%
696 - Department of Criminal Justice	2,611	6.5%	4,283	10.6%	1,433	3.5%	40,392.50	8,327	20.6%
701 - Texas Education Agency	2	0.3%	59	8.0%	22	3.0%	737.50	83	11.3%
771 - School for the Blind and Visually Impaired	6	1.8%	38	11.3%	8	2.4%	336.00	52	15.5%
772 - School for the Deaf	8	2.1%	38	10.1%	3	0.8%	377.25	49	13.0%
802 - Parks and Wildlife Department	33	1.1%	166	5.8%	98	3.4%	2,883.50	297	10.3%

Employee Turnover by State Agency Including Interagency Transfers
Fiscal Year 2013 ^a

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Statewide Headcount	Total Statewide Separations	Total Agency Turnover Rate
808 - Historical Commission	2	1.1%	21	11.5%	4	2.2%	182.00	27	14.8%
809 - Preservation Board	5	2.5%	39	19.3%	5	2.5%	202.25	49	24.2%
813 - Commission on the Arts	0	0.0%	0	0.0%	0	0.0%	11.00	0	0.0%
907 - Comptroller - State Energy Conservation Office	3	17.9%	3	17.9%	1	6.0%	16.75	7	41.8%
Statewide Totals ^c	6,553	4.4%	17,109	11.4%	4,870	3.3%	149,775.75	28,532	19.0%

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

^b Senate Bill 220 (83rd Legislature, Regular Session) abolished the Office of the Fire Fighters' Pension Commissioner (Office). The administration of the Office's pension funds was transferred to a new entity, the Texas Emergency Services Retirement System.

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

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

Turnover by Job Classification Series

Table 20 provides a summary of turnover by job classification series. The job classification series with no incumbents in fiscal year 2013 were not included in this table.

Table 20

Turnover by Job Classification Series						
Fiscal Year 2013						
Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
Accounting, Auditing, and Finance	Accountant	1,548.75	1.0%	151	0.6%	9.7%
	Accounting Technician	221.00	0.1%	21	0.1%	9.5%
	Accounts Examiner	823.50	0.5%	96	0.4%	11.7%
	Auditor	1,274.50	0.9%	150	0.6%	11.8%
	Budget Analyst	409.25	0.3%	37	0.1%	9.0%
	Chief Investment Officer	1.50	0.0%	1	0.0%	66.7%
	Chief Trader	2.50	0.0%	0	0.0%	0.0%
	Financial Analyst	147.50	0.1%	15	0.1%	10.2%
	Financial Examiner	385.50	0.3%	41	0.2%	10.6%
	Investment Analyst	51.75	0.0%	3	0.0%	5.8%
	Loan Specialist	25.75	0.0%	1	0.0%	3.9%
	Portfolio Manager	92.75	0.1%	6	0.0%	6.5%
	Reimbursement Officer	82.50	0.1%	7	0.0%	8.5%
	Taxpayer Compliance Officer	357.25	0.2%	55	0.2%	15.4%
Trader	7.00	0.0%	1	0.0%	14.3%	
Totals for Accounting, Auditing, and Finance		5,431.00	3.6%	585	2.2%	10.8%^b
Administrative Support	Administrative Assistant	7,853.50	5.2%	905	3.4%	11.5%
	Clerk	5,429.25	3.6%	895	3.4%	16.5%
	Customer Service Representative	2,843.00	1.9%	414	1.6%	14.6%
	Executive Assistant	570.25	0.4%	46	0.2%	8.1%
	License and Permit Specialist	318.75	0.2%	30	0.1%	9.4%
	Receptionist	85.75	0.1%	25	0.1%	29.2%
Totals for Administrative Support		17,100.50	11.4%	2,315	8.8%	13.5%^b
Criminal Justice	Agriculture Specialist	120.00	0.1%	19	0.1%	15.8%
	Assistant Warden/Warden	183.25	0.1%	16	0.1%	8.7%
	Correctional Officer	25,461.00	17.0%	6,200	23.5%	24.4%
	Correctional Transportation Officer	119.75	0.1%	24	0.1%	20.0%

Turnover by Job Classification Series

Fiscal Year 2013

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Counsel Substitute	101.00	0.1%	15	0.1%	14.9%
	Dorm Supervisor	20.50	0.0%	3	0.0%	14.6%
	Halfway House Assistant Superintendent/Superintendent	16.00	0.0%	1	0.0%	6.3%
	Industrial Specialist	350.75	0.2%	45	0.2%	12.8%
	Juvenile Correctional Officer	1,552.50	1.0%	559	2.1%	36.0%
	Parole Officer	2,133.25	1.4%	269	1.0%	12.6%
	Sergeant/Lieutenant/Captain/Major - Correctional Officer	3,077.00	2.1%	320	1.2%	10.4%
	Youth Facility Assistant Superintendent/Superintendent	14.00	0.0%	1	0.0%	7.1%
Totals for Criminal Justice		33,149.00	22.1%	7,472	28.3%	22.5%^b
Custodial	Barber/Cosmetologist	18.25	0.0%	4	0.0%	21.9%
	Cook	327.50	0.2%	72	0.3%	22.0%
	Custodial Manager	70.25	0.0%	7	0.0%	10.0%
	Custodian	959.25	0.6%	177	0.7%	18.5%
	Food Service Manager	981.75	0.7%	173	0.7%	17.6%
	Food Service Worker	733.25	0.5%	254	1.0%	34.6%
	Groundskeeper	111.00	0.1%	26	0.1%	23.4%
	Laundry Manager	703.25	0.5%	107	0.4%	15.2%
	Laundry/Sewing Room Worker	116.00	0.1%	25	0.1%	21.6%
Totals for Custodial		4,020.50	2.7%	845	3.2%	21.0%^b
Education	Education Specialist	4.75	0.0%	1	0.0%	21.1%
	Teacher Aide	133.25	0.1%	16	0.1%	12.0%
Totals for Education		138.00	0.1%	17	0.1%	12.3%^b
Employment	Unemployment Insurance Claims Examiner	296.00	0.2%	48	0.2%	16.2%
	Unemployment Insurance Specialist	29.50	0.0%	4	0.0%	13.6%
	Workforce Development Specialist	556.25	0.4%	81	0.3%	14.6%
Totals for Employment		881.75	0.6%	133	0.5%	15.1%^b
Engineering and Design	Architect	69.00	0.0%	6	0.0%	8.7%
	District Engineer	23.50	0.0%	3	0.0%	12.8%
	Drafting Technician	11.25	0.0%	1	0.0%	8.9%
	Engineer	955.75	0.6%	90	0.3%	9.4%
	Engineering Aide	316.75	0.2%	91	0.3%	28.7%
	Engineering Specialist	2,193.75	1.5%	252	1.0%	11.5%

Turnover by Job Classification Series

Fiscal Year 2013

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Engineering Technician	4,302.00	2.9%	503	1.9%	11.7%
	Graphic Designer	63.75	0.0%	5	0.0%	7.8%
	Project Design Assistant	8.50	0.0%	1	0.0%	11.8%
	Totals for Engineering and Design	7,944.25	5.2%	952	3.6%	12.0%^b
Human Resources	Human Resources Assistant/Specialist	654.00	0.4%	71	0.3%	10.9%
	Training Assistant/Specialist	685.25	0.5%	77	0.3%	11.2%
	Totals for Human Resources	1,339.25	0.9%	148	0.6%	11.1%^b
Information and Communication	Audio/Visual Technician	15.50	0.0%	0	0.0%	0.0%
	Editor	11.75	0.0%	2	0.0%	17.0%
	Government Relations Specialist	82.50	0.1%	8	0.0%	9.7%
	Governor's Advisor	26.50	0.0%	2	0.0%	7.5%
	Information Specialist	412.25	0.3%	48	0.2%	11.6%
	Management Analyst	80.50	0.1%	6	0.0%	7.5%
	Marketing Specialist	48.25	0.0%	6	0.0%	12.4%
	Technical Writer	38.50	0.0%	4	0.0%	10.4%
	Totals for Information and Communication	715.75	0.5%	76	0.3%	10.6%^b
Information Technology	Business Continuity Coordinator	13.75	0.0%	0	0.0%	0.0%
	Computer Operations Specialist	31.00	0.0%	8	0.0%	25.8%
	Computer Operator Technician	8.25	0.0%	0	0.0%	0.0%
	Data Base Administrator	135.00	0.1%	9	0.0%	6.7%
	Data Entry Operator	129.25	0.1%	23	0.1%	17.8%
	Geographic Information Specialist	39.75	0.0%	4	0.0%	10.1%
	Information Technology Auditor	29.00	0.0%	0	0.0%	0.0%
	Information Technology Security Analyst	53.50	0.0%	4	0.0%	7.5%
	Network Specialist	547.75	0.4%	70	0.3%	12.8%
	Programmer	572.00	0.4%	65	0.2%	11.4%
	Systems Analyst	2,145.25	1.4%	407	1.5%	19.0%
	Systems Support Specialist	486.50	0.3%	85	0.3%	17.5%
	Telecommunications Specialist	143.00	0.1%	14	0.1%	9.8%
	Web Administrator	89.00	0.1%	9	0.0%	10.1%
	Totals for Information Technology	4,423.00	2.9%	698	2.6%	15.8%^b
Inspectors and Investigators	Boiler Inspector	16.25	0.0%	2	0.0%	12.3%
	Inspector	1,326.25	0.9%	148	0.6%	11.2%
	Investigator	1,549.00	1.0%	165	0.6%	10.7%

Turnover by Job Classification Series
Fiscal Year 2013

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
Totals for Inspectors and Investigators		2,891.50	1.9%	315	1.2%	10.9%^b
Insurance	Actuary	44.75	0.0%	6	0.0%	13.4%
	Claims Assistant and Claims Examiner	563.00	0.4%	65	0.2%	11.5%
	Insurance Specialist	186.25	0.1%	26	0.1%	14.0%
	Insurance Technician	5.50	0.0%	1	0.0%	18.2%
	Retirement Systems Benefits Specialist	208.25	0.1%	24	0.1%	11.5%
Totals for Insurance		1,007.75	0.6%	122	0.5%	12.1%^b
Land Surveying, Appraising, and Utilities	Appraiser	84.50	0.1%	8	0.0%	9.5%
	Land Surveyor	29.75	0.0%	1	0.0%	3.4%
	Right of Way Agent	125.25	0.1%	12	0.0%	9.6%
	Utility Specialist	19.25	0.0%	5	0.0%	26.0%
Totals for Land Surveying, Appraising, and Utilities		258.75	0.2%	26	0.1%	10.1%^b
Law Enforcement	Agent	148.00	0.1%	12	0.0%	8.1%
	Agent Trainee	26.75	0.0%	2	0.0%	7.5%
	Commander, Public Safety	1.00	0.0%	0	0.0%	0.0%
	Corporal, Public Safety	222.00	0.1%	11	0.0%	5.0%
	Game Warden	374.75	0.3%	11	0.0%	2.9%
	Game Warden-Assistant Commander/Commander	6.75	0.0%	1	0.0%	14.8%
	Game Warden-Sergeant/Lieutenant/Captain/Major	79.50	0.1%	0	0.0%	0.0%
	Internal Affairs (Supervisor/Manager/Administrator/Director)	22.50	0.0%	1	0.0%	4.4%
	Internal Affairs Investigator	90.75	0.1%	7	0.0%	7.7%
	Internal Affairs Investigator Trainee	12.00	0.0%	0	0.0%	0.0%
	Pilot Investigator	45.00	0.0%	2	0.0%	4.4%
	Sergeant/Lieutenant/Captain/Major, Public Safety	1,258.75	0.8%	52	0.2%	4.1%
	Sergeant/Lieutenant/Captain/ Major, Alcoholic Beverage	47.50	0.0%	7	0.0%	14.7%
	Trainee/Probationary Game Warden	62.75	0.0%	10	0.0%	15.9%
	Trooper	1,795.00	1.2%	59	0.2%	3.3%
	Trooper Trainee/Probationary Trooper	251.00	0.2%	45	0.2%	17.9%
	Totals for Law Enforcement		4,444.00	2.9%	220	0.8%

Turnover by Job Classification Series

Fiscal Year 2013

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
Legal	Administrative Law Judge	92.50	0.1%	9	0.0%	9.7%
	Assistant Attorney General	734.75	0.5%	71	0.3%	9.7%
	Associate Judge	55.00	0.0%	2	0.0%	3.6%
	Attorney	1,056.75	0.7%	89	0.3%	8.4%
	Benefit Review Officer	28.00	0.0%	2	0.0%	7.1%
	Chief Deputy Clerk	8.00	0.0%	0	0.0%	0.0%
	Clerk of the Court	15.50	0.0%	2	0.0%	12.9%
	Court Coordinator	55.25	0.0%	5	0.0%	9.0%
	Court Law Clerk	49.25	0.0%	34	0.1%	69.0%
	Deputy Clerk	74.75	0.0%	9	0.0%	12.0%
	General Counsel	164.00	0.1%	14	0.1%	8.5%
	Hearings Reporter	5.25	0.0%	1	0.0%	19.0%
	Law Clerk	3.50	0.0%	1	0.0%	28.6%
	Legal Assistant	415.25	0.3%	41	0.2%	9.9%
	Legal Secretary	201.50	0.1%	21	0.1%	10.4%
	Ombudsman	138.75	0.1%	23	0.1%	16.6%
Totals for Legal		3,098.00	1.9%	324	1.2%	10.5%^b
Library and Records	Archaeologist	22.00	0.0%	2	0.0%	9.1%
	Archivist	13.00	0.0%	0	0.0%	0.0%
	Curator	13.25	0.0%	0	0.0%	0.0%
	Exhibit Technician	9.00	0.0%	0	0.0%	0.0%
	Historian	9.00	0.0%	0	0.0%	0.0%
	Librarian	110.00	0.1%	11	0.0%	10.0%
	Library Assistant	24.75	0.0%	5	0.0%	20.2%
Totals for Library and Records		201.00	0.1%	18	0.1%	9.0%^b
Maintenance	Air Conditioning and Boiler Operator	44.00	0.0%	5	0.0%	11.4%
	Aircraft Mechanic	11.25	0.0%	1	0.0%	8.9%
	Aircraft Pilot	4.75	0.0%	1	0.0%	21.1%
	Electrician	75.75	0.1%	5	0.0%	6.6%
	Electronics Technician	39.50	0.0%	7	0.0%	17.7%
	Equipment Maintenance Technician	17.75	0.0%	1	0.0%	5.6%
	Ferryboat Specialist	45.75	0.0%	6	0.0%	13.1%
	HVAC Mechanic	102.75	0.1%	24	0.1%	23.4%
	Machinist	14.50	0.0%	2	0.0%	13.8%
	Maintenance Assistant	32.00	0.0%	10	0.0%	31.3%

Turnover by Job Classification Series

Fiscal Year 2013

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Maintenance Specialist	1,157.75	0.8%	196	0.7%	16.9%
	Maintenance Supervisor	1,036.50	0.7%	179	0.7%	17.3%
	Motor Vehicle Technician	420.50	0.3%	61	0.2%	14.5%
	Radio Communications Technician	22.25	0.0%	0	0.0%	0.0%
	Transportation Maintenance Specialist	619.00	0.4%	52	0.2%	8.4%
	Vehicle Driver	216.75	0.1%	35	0.1%	16.1%
	Totals for Maintenance	3,860.75	2.5%	585	2.2%	15.2%^b
Medical and Health	Behavior Analyst	39.25	0.0%	6	0.0%	15.3%
	Dental Assistant	24.50	0.0%	6	0.0%	24.5%
	Dental Hygienist	29.25	0.0%	5	0.0%	17.1%
	Dentist	33.50	0.0%	7	0.0%	20.9%
	Dietetic and Nutrition Specialist	86.00	0.1%	35	0.1%	40.7%
	Dietetic Technician	19.00	0.0%	1	0.0%	5.3%
	Epidemiologist	84.25	0.1%	12	0.0%	14.2%
	Health Physicist	70.50	0.0%	10	0.0%	14.2%
	Laboratory Technician	56.50	0.0%	11	0.0%	19.5%
	Licensed Vocational Nurse	1,224.75	0.8%	420	1.6%	34.3%
	Medical Research Specialist	3.00	0.0%	1	0.0%	33.3%
	Medical Technician	25.75	0.0%	3	0.0%	11.7%
	Medical Technologist	70.25	0.0%	9	0.0%	12.8%
	Microbiologist	129.00	0.1%	18	0.1%	14.0%
	Nurse	2,427.50	1.6%	560	2.1%	23.1%
	Orthopedic Equipment Technician	39.25	0.0%	2	0.0%	5.1%
	Pharmacist	102.25	0.1%	17	0.1%	16.6%
	Pharmacy Technician	75.25	0.1%	9	0.0%	12.0%
	Physician	111.25	0.1%	15	0.1%	13.5%
	Physician Assistant	5.50	0.0%	2	0.0%	36.4%
	Psychiatrist	138.25	0.1%	14	0.1%	10.1%
	Psychological Assistant/Associate Psychologist	387.00	0.3%	88	0.3%	22.7%
	Psychologist	74.50	0.0%	15	0.1%	20.1%
	Public Health and Prevention Specialist	556.75	0.4%	90	0.3%	16.2%
	Public Health Nurse	54.50	0.0%	17	0.1%	31.2%
	Radiological Technologist	15.00	0.0%	1	0.0%	6.7%

Turnover by Job Classification Series

Fiscal Year 2013

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Registered Therapist Assistant/Therapist	251.25	0.2%	50	0.2%	19.9%
	Respiratory Care Practitioner	11.50	0.0%	0	0.0%	0.0%
	Veterinarian	33.50	0.0%	5	0.0%	14.9%
Totals for Medical and Health		6,178.75	4.0%	1,429	5.4%	23.1%^b
Natural Resources	Chemist	122.50	0.1%	6	0.0%	4.9%
	Earth Science Specialist	1.25	0.0%	2	0.0%	160.0%
	Environmental Protection Specialist	253.00	0.2%	16	0.1%	6.3%
	Fish and Wildlife Technician	184.75	0.1%	19	0.1%	10.3%
	Geoscientist	124.25	0.1%	9	0.0%	7.2%
	Hydrologist	62.25	0.0%	5	0.0%	8.0%
	Natural Resources Specialist	1,256.00	0.8%	125	0.5%	10.0%
	Park Ranger	209.50	0.1%	25	0.1%	11.9%
	Park Superintendent	95.75	0.1%	9	0.0%	9.4%
	Sanitarian	117.50	0.1%	12	0.0%	10.2%
	Toxicologist	12.25	0.0%	0	0.0%	0.0%
Totals for Natural Resources		2,439.00	1.6%	228	0.9%	9.4%^b
Office Services	Micrographics Technician	30.25	0.0%	5	0.0%	16.5%
	Photographer	3.00	0.0%	0	0.0%	0.0%
	Printing Services Technician	107.50	0.1%	14	0.1%	13.0%
Totals for Office Services		140.75	0.1%	19	0.1%	13.5%^b
Planning, Research, and Statistics	Economist	47.00	0.0%	7	0.0%	14.9%
	Planner	182.50	0.1%	22	0.1%	12.1%
	Research and Statistics Technician	30.00	0.0%	6	0.0%	20.0%
	Research Specialist	309.00	0.2%	36	0.1%	11.7%
	Statistician	19.75	0.0%	0	0.0%	0.0%
Totals for Planning, Research, and Statistics		588.25	0.3%	71	0.3%	12.1%^b
Program Management	Deputy Comptroller	1.00	0.0%	0	0.0%	0.0%
	Director	1,985.25	1.3%	217	0.8%	10.9%
	Manager	2,775.00	1.9%	289	1.1%	10.4%
	Program Specialist	6,063.25	4.0%	581	2.2%	9.6%
	Program Supervisor	1,325.75	0.9%	136	0.5%	10.3%
	Project Manager	233.75	0.2%	33	0.1%	14.1%
	Staff Services Officer	311.25	0.2%	24	0.1%	7.7%

Turnover by Job Classification Series

Fiscal Year 2013

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
Totals for Program Management		12,695.25	8.5%	1,280	4.8%	10.1%^b
Property Management and Purchasing	Contract Administration Manager	40.00	0.0%	1	0.0%	2.5%
	Contract Specialist	683.25	0.5%	69	0.3%	10.1%
	Contract Technician	84.50	0.1%	11	0.0%	13.0%
	Grant Coordinator	84.50	0.1%	13	0.0%	15.4%
	Inventory and Store Specialist	726.25	0.5%	88	0.3%	12.1%
	Property Manager	143.00	0.1%	13	0.0%	9.1%
	Purchaser	451.00	0.3%	52	0.2%	11.5%
Totals for Property Management and Procurement		2,212.50	1.6%	247	0.9%	11.2%^b
Public Safety	Crime Analyst	6.75	0.0%	0	0.0%	0.0%
	Crime Laboratory Specialist	53.00	0.0%	6	0.0%	11.3%
	Criminal Intelligence Analyst	0.50	0.0%	0	0.0%	0.0%
	Combined DNA Index System Analyst	7.00	0.0%	0	0.0%	0.0%
	Fingerprint Technician	37.50	0.0%	7	0.0%	18.7%
	Forensic Photographer	3.00	0.0%	1	0.0%	33.3%
	Forensic Scientist	256.75	0.2%	31	0.1%	12.1%
	Police Communications Operator	198.00	0.1%	20	0.1%	10.1%
	Public Safety Records Technician	60.75	0.0%	6	0.0%	9.9%
	Security Officer	631.50	0.4%	117	0.4%	18.5%
Totals for Public Safety		1,254.75	0.7%	188	0.7%	15.0%^b
Safety	Rescue Specialist	30.75	0.0%	3	0.0%	9.8%
	Risk Management Specialist	44.50	0.0%	4	0.0%	9.0%
	Safety Officer	190.25	0.1%	21	0.1%	11.0%
Totals for Safety		265.50	0.1%	28	0.1%	10.6%^b
Social Services	Adult Protective Services Specialist	749.25	0.5%	117	0.4%	15.6%
	Case Manager	401.75	0.3%	62	0.2%	15.4%
	Chaplain	142.75	0.1%	26	0.1%	18.2%
	Chaplaincy Services Assistant	8.75	0.0%	0	0.0%	0.0%
	Child Protective Services Specialist	5,212.00	3.5%	1,285	4.9%	24.7%
	Child Support Officer	1,291.75	0.9%	176	0.7%	13.6%
	Child Support Technician	380.75	0.3%	77	0.3%	20.2%
	Direct Support Professional ^c	7,304.25	4.9%	3,196	12.1%	43.8%
	Family and Protective Services Supervisor	1,116.25	0.7%	76	0.3%	6.8%

Turnover by Job Classification Series

Fiscal Year 2013

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Family Services Specialist	337.00	0.2%	16	0.1%	4.7%
	Health and Human Services Program Coordinator	45.50	0.0%	7	0.0%	15.4%
	Human Services Specialist	1,620.00	1.1%	223	0.8%	13.8%
	Human Services Technician	721.50	0.5%	102	0.4%	14.1%
	Interpreter	21.50	0.0%	2	0.0%	9.3%
	Protective Services Intake Specialist	328.25	0.2%	63	0.2%	19.2%
	Psychiatric Nursing Assistant	3,150.00	2.1%	1,009	3.8%	32.0%
	Qualified Developmental Disability Professional	306.75	0.2%	58	0.2%	18.9%
	Quality Assurance Specialist	226.25	0.2%	12	0.0%	5.3%
	Recreation Program Specialist	34.75	0.0%	11	0.0%	31.7%
	Rehabilitation Teacher	119.00	0.1%	18	0.1%	15.1%
	Rehabilitation Therapy Technician	1,077.25	0.7%	197	0.7%	18.3%
	Resident Specialist	406.00	0.3%	56	0.2%	13.8%
	Social Worker	203.25	0.1%	39	0.1%	19.2%
	Substance Abuse Counselor	95.25	0.1%	17	0.1%	17.8%
	Texas Works Advisor	6,211.25	4.1%	1,043	3.9%	16.8%
	Texas Works Supervisor	529.25	0.4%	37	0.1%	7.0%
	Veterans Services Representative	302.50	0.2%	70	0.3%	23.1%
	Vocational Rehabilitation Counselor	679.75	0.5%	84	0.3%	12.4%
	Volunteer Services Coordinator	73.75	0.0%	10	0.0%	13.6%
Totals for Social Services		33,096.25	22.2%	8,089	30.6	24.4% ^b
Statewide Totals		149,775.75	100.0%	26,430	100.0%	17.6% ^d

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

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

^c Prior to September 1, 2011, this job classification series was "Mental Health/Mental Retardation Assistant."

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

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

Turnover by Region and County

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

Table 21

Turnover by Region and County Fiscal Year 2013						
Region	County	Average Headcount	Statewide Percentage of Total Average Headcount ^a	Separations	Statewide Percentage of Total Separations ^a	Turnover Rate
Alamo Region	Atascosa	97.25	0.1%	19	0.1%	19.5%
	Bandera	49.00	0.0%	5	0.0%	10.2%
	Bexar	6,826.75	4.6%	1,265	4.8%	18.5%
	Comal	129.00	0.1%	11	0.0%	8.5%
	Frio	309.25	0.2%	79	0.3%	25.5%
	Gillespie	54.00	0.0%	5	0.0%	9.3%
	Guadalupe	162.75	0.1%	14	0.1%	8.6%
	Karnes	660.25	0.4%	198	0.7%	30.0%
	Kendall	49.00	0.0%	3	0.0%	6.1%
	Kerr	709.25	0.5%	151	0.6%	21.3%
	Medina	515.25	0.3%	84	0.3%	16.3%
	Wilson	59.25	0.0%	7	0.0%	11.8%
Alamo Region Totals		9,621.00	6.4%	1,841	7.0%	19.1% ^b
Capital Region	Bastrop	203.75	0.1%	22	0.1%	10.8%
	Blanco	40.50	0.0%	5	0.0%	12.3%
	Burnet	238.75	0.2%	41	0.2%	17.2%
	Caldwell	69.75	0.0%	9	0.0%	12.9%
	Fayette	58.25	0.0%	6	0.0%	10.3%
	Hays	199.00	0.1%	20	0.1%	10.1%
	Lee	437.75	0.3%	145	0.5%	33.1%
	Llano	27.25	0.0%	3	0.0%	11.0%
	Travis	35,970.00	24.0%	4,556	17.2%	12.7%
	Williamson	505.25	0.3%	69	0.3%	13.7%
Capital Region Totals		37,750.25	25.2%	4,876	18.4%	12.9% ^b
Central Texas Region	Bell	660.75	0.4%	107	0.4%	16.2%
	Bosque	37.00	0.0%	4	0.0%	10.8%
	Brazos	675.50	0.5%	90	0.3%	13.3%
	Burleson	42.50	0.0%	8	0.0%	18.8%

Turnover by Region and County

Fiscal Year 2013

Region	County	Average Headcount	Statewide Percentage of Total Average Headcount ^a	Separations	Statewide Percentage of Total Separations ^a	Turnover Rate
	Coryell	2,702.25	1.8%	440	1.7%	16.3%
	Falls	462.25	0.3%	104	0.4%	22.5%
	Freestone	344.75	0.2%	59	0.2%	17.1%
	Grimes	663.75	0.4%	132	0.5%	19.9%
	Hamilton	68.25	0.0%	9	0.0%	13.2%
	Hill	99.75	0.1%	8	0.0%	8.0%
	Lampasas	57.50	0.0%	8	0.0%	13.9%
	Leon	43.25	0.0%	8	0.0%	18.5%
	Limestone	1,696.00	1.1%	367	1.4%	21.6%
	Madison	648.25	0.4%	188	0.7%	29.0%
	McLennan	1,632.50	1.1%	290	1.1%	17.8%
	Milam	48.50	0.0%	1	0.0%	2.1%
	Mills	19.75	0.0%	1	0.0%	5.1%
	Robertson	36.00	0.0%	6	0.0%	16.7%
	San Saba	150.50	0.1%	19	0.1%	12.6%
	Washington	1,167.00	0.8%	327	1.2%	28.0%
Central Texas Region Totals		11,256.00	7.5%	2,176	8.2%	19.3% ^b
Coastal Bend Region	Aransas	101.00	0.1%	16	0.1%	15.8%
	Bee	1,667.00	1.1%	492	1.9%	29.5%
	Brooks	21.75	0.0%	6	0.0%	27.6%
	Calhoun	52.00	0.0%	7	0.0%	13.5%
	Dewitt	381.00	0.3%	66	0.2%	17.3%
	Duval	145.25	0.1%	17	0.1%	11.7%
	Goliad	37.00	0.0%	6	0.0%	16.2%
	Gonzales	61.25	0.0%	4	0.0%	6.5%
	Jackson	23.50	0.0%	5	0.0%	21.3%
	Jim Wells	135.75	0.1%	22	0.1%	16.2%
	Kenedy	2.00	0.0%	0	0.0%	0.0%
	Kleberg	76.00	0.1%	18	0.1%	23.7%
	Lavaca	36.50	0.0%	5	0.0%	13.7%
	Live Oak	26.50	0.0%	1	0.0%	3.8%
	McMullen	33.00	0.0%	6	0.0%	18.2%
	Nueces	2,394.25	1.6%	615	2.3%	25.7%
	Refugio	23.50	0.0%	5	0.0%	21.3%

Turnover by Region and County

Fiscal Year 2013

Region	County	Average Headcount	Statewide Percentage of Total Average Headcount ^a	Separations	Statewide Percentage of Total Separations ^a	Turnover Rate
	San Patricio	137.25	0.1%	20	0.1%	14.6%
	Victoria	266.75	0.2%	51	0.2%	19.1%
Coastal Bend Region Totals		5,621.25	3.8%	1,362	5.2%	24.2% ^b
Gulf Coast Region	Austin	549.25	0.4%	70	0.3%	12.7%
	Brazoria	2,736.25	1.8%	538	2.0%	19.7%
	Chambers	44.75	0.0%	7	0.0%	15.6%
	Colorado	44.00	0.0%	8	0.0%	18.2%
	Fort Bend	2,686.00	1.8%	449	1.7%	16.7%
	Galveston	1,092.50	0.7%	110	0.4%	10.1%
	Harris	7,764.75	5.2%	1,200	4.5%	15.5%
	Liberty	967.25	0.6%	185	0.7%	19.1%
	Matagorda	82.00	0.1%	10	0.0%	12.2%
	Montgomery	432.50	0.3%	61	0.2%	14.1%
	Walker	6,346.75	4.2%	1,180	4.5%	18.6%
	Waller	60.00	0.0%	9	0.0%	15.0%
	Wharton	97.00	0.1%	8	0.0%	8.2%
Gulf Coast Region Totals		22,903.00	15.3%	3,835	14.5%	16.7% ^b
High Plains Region	Armstrong	16.00	0.0%	1	0.0%	6.3%
	Bailey	20.75	0.0%	2	0.0%	9.6%
	Briscoe	22.00	0.0%	3	0.0%	13.6%
	Carson	33.00	0.0%	3	0.0%	9.1%
	Castro	21.75	0.0%	3	0.0%	13.8%
	Childress	413.50	0.3%	78	0.3%	18.9%
	Cochran	17.00	0.0%	3	0.0%	17.6%
	Collingsworth	16.25	0.0%	3	0.0%	18.5%
	Crosby	19.75	0.0%	4	0.0%	20.3%
	Dallam	265.50	0.2%	70	0.3%	26.4%
	Deaf Smith	47.50	0.0%	4	0.0%	8.4%
	Dickens	16.00	0.0%	4	0.0%	25.0%
	Donley	22.25	0.0%	2	0.0%	9.0%
	Floyd	14.75	0.0%	2	0.0%	13.6%
	Garza	23.00	0.0%	5	0.0%	21.7%
	Gray	380.25	0.3%	110	0.4%	28.9%

Turnover by Region and County

Fiscal Year 2013

Region	County	Average Headcount	Statewide Percentage of Total Average Headcount ^a	Separations	Statewide Percentage of Total Separations ^a	Turnover Rate
	Hale	507.00	0.3%	67	0.3%	13.2%
	Hall	15.00	0.0%	3	0.0%	20.0%
	Hansford	14.75	0.0%	1	0.0%	6.8%
	Hartley	20.00	0.0%	3	0.0%	15.0%
	Hemphill	23.00	0.0%	8	0.0%	34.8%
	Hockley	62.00	0.0%	5	0.0%	8.1%
	Hutchinson	38.75	0.0%	8	0.0%	20.6%
	King	4.25	0.0%	2	0.0%	47.1%
	Lamb	43.25	0.0%	5	0.0%	11.6%
	Lipscomb	9.75	0.0%	3	0.0%	30.8%
	Lubbock	2,708.50	1.8%	562	2.1%	20.7%
	Lynn	21.25	0.0%	6	0.0%	28.2%
	Moore	52.50	0.0%	6	0.0%	11.4%
	Motley	12.00	0.0%	2	0.0%	16.7%
	Ochiltree	20.50	0.0%	4	0.0%	19.5%
	Oldham	16.00	0.0%	2	0.0%	12.5%
	Parmer	21.25	0.0%	4	0.0%	18.8%
	Potter	1,990.25	1.3%	461	1.7%	23.2%
	Randall	291.50	0.2%	30	0.1%	10.3%
	Roberts	1.00	0.0%	0	0.0%	0.0%
	Sherman	15.00	0.0%	4	0.0%	26.7%
	Swisher	146.75	0.1%	24	0.1%	16.4%
	Terry	191.00	0.1%	30	0.1%	15.7%
	Wheeler	17.50	0.0%	5	0.0%	28.6%
	Yoakum	14.25	0.0%	6	0.0%	42.1%
	High Plains Region Totals	7,606.25	5.1%	1,548	5.9%	20.4% ^b
Metroplex Region	Collin	446.75	0.3%	72	0.3%	16.1%
	Cooke	469.50	0.3%	203	0.8%	43.2%
	Dallas	4,573.75	3.1%	604	2.3%	13.2%
	Denton	2,347.50	1.6%	712	2.7%	30.3%
	Ellis	178.00	0.1%	10	0.0%	5.6%
	Erath	69.00	0.0%	8	0.0%	11.6%
	Fannin	494.50	0.3%	82	0.3%	16.6%
	Grayson	200.25	0.1%	27	0.1%	13.5%

Turnover by Region and County

Fiscal Year 2013

Region	County	Average Headcount	Statewide Percentage of Total Average Headcount ^a	Separations	Statewide Percentage of Total Separations ^a	Turnover Rate
	Hood	220.00	0.1%	35	0.1%	15.9%
	Hunt	177.75	0.1%	26	0.1%	14.6%
	Johnson	221.50	0.1%	41	0.2%	18.5%
	Kaufman	1,088.50	0.7%	156	0.6%	14.3%
	Navarro	379.25	0.3%	108	0.4%	28.5%
	Palo Pinto	134.00	0.1%	24	0.1%	17.9%
	Parker	149.25	0.1%	21	0.1%	14.1%
	Rockwall	41.00	0.0%	8	0.0%	19.5%
	Somervell	33.50	0.0%	3	0.0%	9.0%
	Tarrant	3,796.50	2.5%	490	1.9%	12.9%
	Wise	102.25	0.1%	11	0.0%	10.8%
	Metroplex Region Totals	15,122.75	10.1%	2,641	10.0%	17.5%^b
Northwest Texas Region	Archer	29.50	0.0%	0	0.0%	0.0%
	Baylor	29.25	0.0%	3	0.0%	10.3%
	Brown	637.75	0.4%	79	0.3%	12.4%
	Callahan	28.50	0.0%	5	0.0%	17.5%
	Clay	31.00	0.0%	4	0.0%	12.9%
	Coleman	23.25	0.0%	2	0.0%	8.6%
	Comanche	22.50	0.0%	1	0.0%	4.4%
	Cottle	22.25	0.0%	2	0.0%	9.0%
	Eastland	89.25	0.1%	9	0.0%	10.1%
	Fisher	17.25	0.0%	2	0.0%	11.6%
	Foard	13.00	0.0%	3	0.0%	23.1%
	Hardeman	21.75	0.0%	2	0.0%	9.2%
	Haskell	34.75	0.0%	3	0.0%	8.6%
	Jack	23.75	0.0%	2	0.0%	8.4%
	Jones	527.25	0.4%	70	0.3%	13.3%
	Kent	10.50	0.0%	0	0.0%	0.0%
	Knox	24.25	0.0%	5	0.0%	20.6%
	Mitchell	408.50	0.3%	115	0.4%	28.2%
	Montague	53.50	0.0%	5	0.0%	9.3%
	Nolan	59.00	0.0%	8	0.0%	13.6%
	Runnels	35.50	0.0%	4	0.0%	11.3%
	Scurry	291.00	0.2%	79	0.3%	27.1%

Turnover by Region and County

Fiscal Year 2013

Region	County	Average Headcount	Statewide Percentage of Total Average Headcount ^a	Separations	Statewide Percentage of Total Separations ^a	Turnover Rate
	Shackelford	13.00	0.0%	1	0.0%	7.7%
	Stephens	178.25	0.1%	27	0.1%	15.1%
	Stonewall	11.50	0.0%	1	0.0%	8.7%
	Taylor	2,722.00	1.8%	868	3.3%	31.9%
	Throckmorton	14.00	0.0%	1	0.0%	7.1%
	Wichita	2,188.25	1.5%	477	1.8%	21.8%
	Wilbarger	1,438.25	1.0%	273	1.0%	19.0%
	Young	60.50	0.0%	3	0.0%	5.0%
Northwest Texas Region Totals		9,059.00	6.0%	2,054	7.8%	22.7% ^b
South Texas Border Region	Cameron	1,647.00	1.1%	236	0.9%	14.3%
	Dimmit	44.25	0.0%	11	0.0%	24.9%
	Edwards	16.50	0.0%	5	0.0%	30.3%
	Hidalgo	2,894.75	1.9%	371	1.4%	12.8%
	Jim Hogg	38.50	0.0%	10	0.0%	26.0%
	Kinney	20.25	0.0%	1	0.0%	4.9%
	La Salle	131.50	0.1%	29	0.1%	22.1%
	Maverick	131.75	0.1%	24	0.1%	18.2%
	Real	14.25	0.0%	4	0.0%	28.1%
	Starr	225.00	0.2%	26	0.1%	11.6%
	Uvalde	126.75	0.1%	21	0.1%	16.6%
	Val Verde	154.50	0.1%	23	0.1%	14.9%
	Webb	755.25	0.5%	120	0.5%	15.9%
	Willacy	55.50	0.0%	4	0.0%	7.2%
	Zapata	20.75	0.0%	1	0.0%	4.8%
	Zavala	32.00	0.0%	2	0.0%	6.3%
South Texas Border Region Totals		6,308.50	4.2%	888	3.4%	14.1% ^b
Southeast Texas Region	Angelina	1,656.50	1.1%	455	1.7%	27.5%
	Hardin	67.00	0.0%	9	0.0%	13.4%
	Houston	749.50	0.5%	158	0.6%	21.1%
	Jasper	280.00	0.2%	37	0.1%	13.2%
	Jefferson	2,306.00	1.5%	398	1.5%	17.3%
	Nacogdoches	220.75	0.1%	30	0.1%	13.6%
	Newton	28.00	0.0%	5	0.0%	17.9%

Turnover by Region and County

Fiscal Year 2013

Region	County	Average Headcount	Statewide Percentage of Total Average Headcount ^a	Separations	Statewide Percentage of Total Separations ^a	Turnover Rate
	Orange	123.75	0.1%	13	0.0%	10.5%
	Polk	848.00	0.6%	239	0.9%	28.2%
	Sabine	28.00	0.0%	6	0.0%	21.4%
	San Augustine	25.25	0.0%	5	0.0%	19.8%
	San Jacinto	36.75	0.0%	7	0.0%	19.0%
	Shelby	59.00	0.0%	5	0.0%	8.5%
	Trinity	34.00	0.0%	3	0.0%	8.8%
	Tyler	620.00	0.4%	167	0.6%	26.9%
Southeast Texas Region Totals		7,082.50	4.7%	1,537	5.8%	21.7% ^b
Upper East Texas Region	Anderson	3,256.00	2.2%	755	2.9%	23.2%
	Bowie	964.50	0.6%	167	0.6%	17.3%
	Camp	12.00	0.0%	5	0.0%	41.7%
	Cass	168.50	0.1%	12	0.0%	7.1%
	Cherokee	1,793.75	1.2%	383	1.4%	21.4%
	Delta	24.00	0.0%	2	0.0%	8.3%
	Franklin	22.75	0.0%	1	0.0%	4.4%
	Gregg	379.25	0.3%	41	0.2%	10.8%
	Harrison	253.00	0.2%	36	0.1%	14.2%
	Henderson	309.25	0.2%	54	0.2%	17.5%
	Hopkins	124.75	0.1%	16	0.1%	12.8%
	Lamar	258.00	0.2%	28	0.1%	10.9%
	Marion	26.00	0.0%	4	0.0%	15.4%
	Morris	43.50	0.0%	3	0.0%	6.9%
	Panola	49.00	0.0%	9	0.0%	18.4%
	Rains	19.25	0.0%	3	0.0%	15.6%
	Red River	32.75	0.0%	1	0.0%	3.1%
	Rusk	91.25	0.1%	10	0.0%	11.0%
	Smith	1,015.50	0.7%	116	0.4%	11.4%
	Titus	141.75	0.1%	19	0.1%	13.4%
	Upshur	64.75	0.0%	9	0.0%	13.9%
	Van Zandt	93.75	0.1%	7	0.0%	7.5%
	Wood	240.25	0.2%	33	0.1%	13.7%
Upper East Texas Region Totals		9,383.50	6.3%	1,714	6.5%	18.3% ^b

Turnover by Region and County

Fiscal Year 2013

Region	County	Average Headcount	Statewide Percentage of Total Average Headcount ^a	Separations	Statewide Percentage of Total Separations ^a	Turnover Rate
Upper Rio Grande Region	Brewster	78.75	0.1%	11	0.0%	14.0%
	Culberson	25.25	0.0%	3	0.0%	11.9%
	El Paso	3,226.75	2.2%	472	1.8%	14.6%
	Hudspeth	31.50	0.0%	1	0.0%	3.2%
	Jeff Davis	64.25	0.0%	17	0.1%	26.5%
	Presidio	75.00	0.1%	7	0.0%	9.3%
Upper Rio Grande Region Totals		3,501.50	2.3%	511	1.9%	14.6%^b
West Texas Region	Andrews	23.25	0.0%	7	0.0%	30.1%
	Borden	11.50	0.0%	2	0.0%	17.4%
	Coke	11.25	0.0%	1	0.0%	8.9%
	Concho	13.00	0.0%	2	0.0%	15.4%
	Crane	16.00	0.0%	5	0.0%	31.3%
	Crockett	27.50	0.0%	6	0.0%	21.8%
	Dawson	464.25	0.3%	182	0.7%	39.2%
	Ector	395.50	0.3%	76	0.3%	19.2%
	Gaines	21.75	0.0%	5	0.0%	23.0%
	Glasscock	3.00	0.0%	0	0.0%	0.0%
	Howard	713.25	0.5%	295	1.1%	41.4%
	Irion	2.50	0.0%	0	0.0%	0.0%
	Kimble	38.75	0.0%	4	0.0%	10.3%
	Loving	0.75	0.0%	0	0.0%	0.0%
	Martin	17.50	0.0%	3	0.0%	17.1%
	Mason	22.75	0.0%	1	0.0%	4.4%
	McCulloch	41.00	0.0%	7	0.0%	17.1%
	Menard	4.00	0.0%	0	0.0%	0.0%
	Midland	522.25	0.3%	141	0.5%	27.0%
	Pecos	518.50	0.3%	107	0.4%	20.6%
	Reagan	11.75	0.0%	1	0.0%	8.5%
	Reeves	68.00	0.0%	12	0.0%	17.6%
	Schleicher	2.00	0.0%	0	0.0%	0.0%
	Sterling	9.25	0.0%	5	0.0%	54.1%
	Sutton	21.75	0.0%	1	0.0%	4.6%
	Terrell	18.50	0.0%	3	0.0%	16.2%
Tom Green	1,493.25	1.0%	567	2.1%	38.0%	

Turnover by Region and County
Fiscal Year 2013

Region	County	Average Headcount	Statewide Percentage of Total Average Headcount ^a	Separations	Statewide Percentage of Total Separations ^a	Turnover Rate
	Upton	12.75	0.0%	2	0.0%	15.7%
	Ward	35.00	0.0%	6	0.0%	17.1%
	Winkler	16.00	0.0%	6	0.0%	37.5%
West Texas Region Totals		4,556.50	3.0%	1,447	5.5%	31.8%^b
Other		3.75	0.0%	0	0.0%	0.0%
Statewide Totals		149,775.75	100.0%	26,430	100.0%	17.6%^c

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

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

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

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

Turnover by Job Classification Series for Selected Agencies

Table 22 lists all job classification series that had a turnover rate exceeding 17.0 percent in fiscal year 2013 for the following agencies: Department of Aging and Disability Services, Texas Department of Juvenile Justice, Department of State Health Services, Department of Criminal Justice, Department of Family and Protective Services, and the Health and Human Services Commission.

Table 22

Job Classification Series with An Average Headcount of 20 or More and a Turnover Rate Exceeding 17.0 Percent at Selected Agencies Fiscal Year 2013			
Job Classification Series	Headcount	Terminations	Turnover
Department of Aging and Disability Services			
Direct Support Professional ^a	7,300.25	3,265	44.7%
Receptionist	27.75	12	43.2%
Licensed Vocational Nurse ^b	693.25	275	39.7%
Food Service Worker ^c	456.75	174	38.1%
Dietetic and Nutrition Specialist	47.00	17	36.2%
Groundskeeper	45.50	14	30.8%
Nurse	1,267.00	359	28.3%
Volunteer Services Coordinator	22.25	6	27.0%
Physician ^d	42.75	11	25.7%
Security Officer	219.25	55	25.1%
Contract Specialist	84.75	21	24.8%
Psychological Assistant/Associate Psychologist	257.25	62	24.1%
Cook ^e	155.00	37	23.9%
Pharmacist ^f	51.00	12	23.5%
Registered Therapist Assistant/Therapist ^g	175.25	41	23.4%
Maintenance Specialist	206.75	48	23.2%
Director	55.50	12	21.6%
Human Services Specialist	831.25	179	21.5%
Qualified Developmental Disability Professional	301.25	62	20.6%
Rehabilitation Therapy Technician	723.00	145	20.1%
Accountant	105.00	21	20.0%
Maintenance Supervisor	46.25	9	19.5%
Custodian	388.50	75	19.3%

**Job Classification Series with
An Average Headcount of 20 or More and a Turnover Rate Exceeding 17.0 Percent at Selected Agencies
Fiscal Year 2013**

Job Classification Series	Headcount	Terminations	Turnover
Human Services Technician ^h	47.00	9	19.1%
Systems Analyst	142.50	27	18.9%
Dental Hygienist ⁱ	21.25	4	18.8%
Manager	305.75	55	18.0%
Administrative Assistant	608.00	106	17.4%
Vehicle Driver	127.50	22	17.3%
Network Specialist	29.00	5	17.2%
Texas Department of Juvenile Justice			
Director	29.25	13	44.4%
Juvenile Correctional Officer ^j	1,552.50	589	37.9%
Recreation Program Specialist	21.25	6	28.2%
Human Resources Assistant/Specialist	38.25	10	26.1%
Maintenance Specialist	43.25	11	25.4%
Training Assistant/Specialist	20.00	5	25.0%
Psychological Assistant/Associate Psychologist	28.75	7	24.3%
Food Service Manager	21.00	5	23.8%
Network Specialist	21.00	5	23.8%
Case Manager	161.00	37	23.0%
Clerk	108.25	23	21.2%
Cook ^e	74.25	15	20.2%
Administrative Assistant	74.75	13	17.4%
Department of State Health Services			
Human Services Technician	64.75	43	66.4%
Dietetic and Nutrition Specialist	38.00	19	50.0%
Laundry/Sewing Room Worker	46.50	17	36.6%
Public Health Nurse	54.50	19	34.9%
Psychiatric Nursing Assistant ^k	3,150.00	1,039	33.0%
Psychological Assistant/Associate Psychologist	46.25	15	32.4%
Licensed Vocational Nurse ^b	513.75	159	30.9%
Food Service Worker ^c	253.50	77	30.4%
Data Entry Operator	53.50	16	29.9%
Accounting Technician	25.25	7	27.7%

**Job Classification Series with
An Average Headcount of 20 or More and a Turnover Rate Exceeding 17.0 Percent at Selected Agencies
Fiscal Year 2013**

Job Classification Series	Headcount	Terminations	Turnover
Research Specialist	26.75	7	26.2%
Receptionist	50.00	11	22.0%
Custodian	342.00	73	21.3%
Nurse	1,013.00	212	20.9%
Maintenance Specialist	194.75	40	20.5%
Contract Specialist	49.00	10	20.4%
Security Officer	204.00	41	20.1%
Social Worker	178.75	35	19.6%
Rehabilitation Therapy Technician	354.25	67	18.9%
Accountant	117.25	21	17.9%
Manager	280.75	50	17.8%
Texas Department of Criminal Justice			
Correctional Officer ¹	25,461.00	6,251	24.6%
Training Assistant/Specialist	29.00	7	24.1%
Investigator	117.00	28	23.9%
Attorney	39.75	8	20.1%
Correctional Transportation Officer	119.75	24	20.0%
Systems Support Specialist	42.00	8	19.0%
Chaplain	117.00	22	18.8%
Food Service Manager	865.75	160	18.5%
Maintenance Supervisor	881.75	162	18.4%
Clerk	2,012.25	361	17.9%
Department of Family and Protective Services			
Contract Technician	24.00	9	37.5%
Accountant	69.75	18	25.8%
Child Protective Services Specialist	5,212.00	1,341	25.7%
Budget Analyst	23.50	5	21.3%
Protective Services Intake Specialist	328.25	70	21.3%
Inspector	305.50	60	19.6%
Systems Analyst	126.75	24	18.9%
Contract Specialist	55.75	10	17.9%
Adult Protective Services Specialist	691.75	122	17.6%
Health and Human Services Commission			

**Job Classification Series with
An Average Headcount of 20 or More and a Turnover Rate Exceeding 17.0 Percent at Selected Agencies
Fiscal Year 2013**

Job Classification Series	Headcount	Terminations	Turnover
Public Health and Prevention Specialist	210.50	84	39.9%
Auditor	129.25	28	21.7%
Clerk	1,781.25	379	21.3%
Nurse	77.75	16	20.6%
Texas Works Advisor	6,211.25	1,217	19.6%
Accountant	108.00	21	19.4%
Staff Services Officer	22.25	4	18.0%
Attorney	45.75	8	17.5%

^a The 83rd Legislature appropriated funds for a targeted salary increase to Direct Services Professionals at state supported living centers. It should be noted that prior to September 1, 2011, the "Direct Service Professional" job classification series was "Mental Health/Mental Retardation Assistant" job classification series.

^b The 83rd Legislature reallocated the Licensed Vocational Nurse job classification series to higher salary groups effective September 1, 2013.

^c The 83rd Legislature reallocated the Food Service Worker job classification series to higher salary groups effective September 1, 2013.

^d The 83rd Legislature reallocated the Physician job classification series to higher salary groups effective September 1, 2013.

^e The 83rd Legislature reallocated the Cook job classification series to higher salary groups effective September 1, 2013.

^f The 83rd Legislature reallocated the Pharmacist job classification series to higher salary groups effective September 1, 2013.

^g The 83rd Legislature reallocated the Assistant Registered Therapist/Therapist job classification series to higher salary groups effective September 1, 2013.

^h The 83rd Legislature reallocated the Human Services Technician job classification series to higher salary groups effective September 1, 2013.

ⁱ The 83rd Legislature reallocated the Dental Hygienist job classification series to higher salary groups and added another job classification level effective September 1, 2013.

^j The 83rd Legislature appropriated funds for a targeted salary increase to Juvenile Correctional Officers.

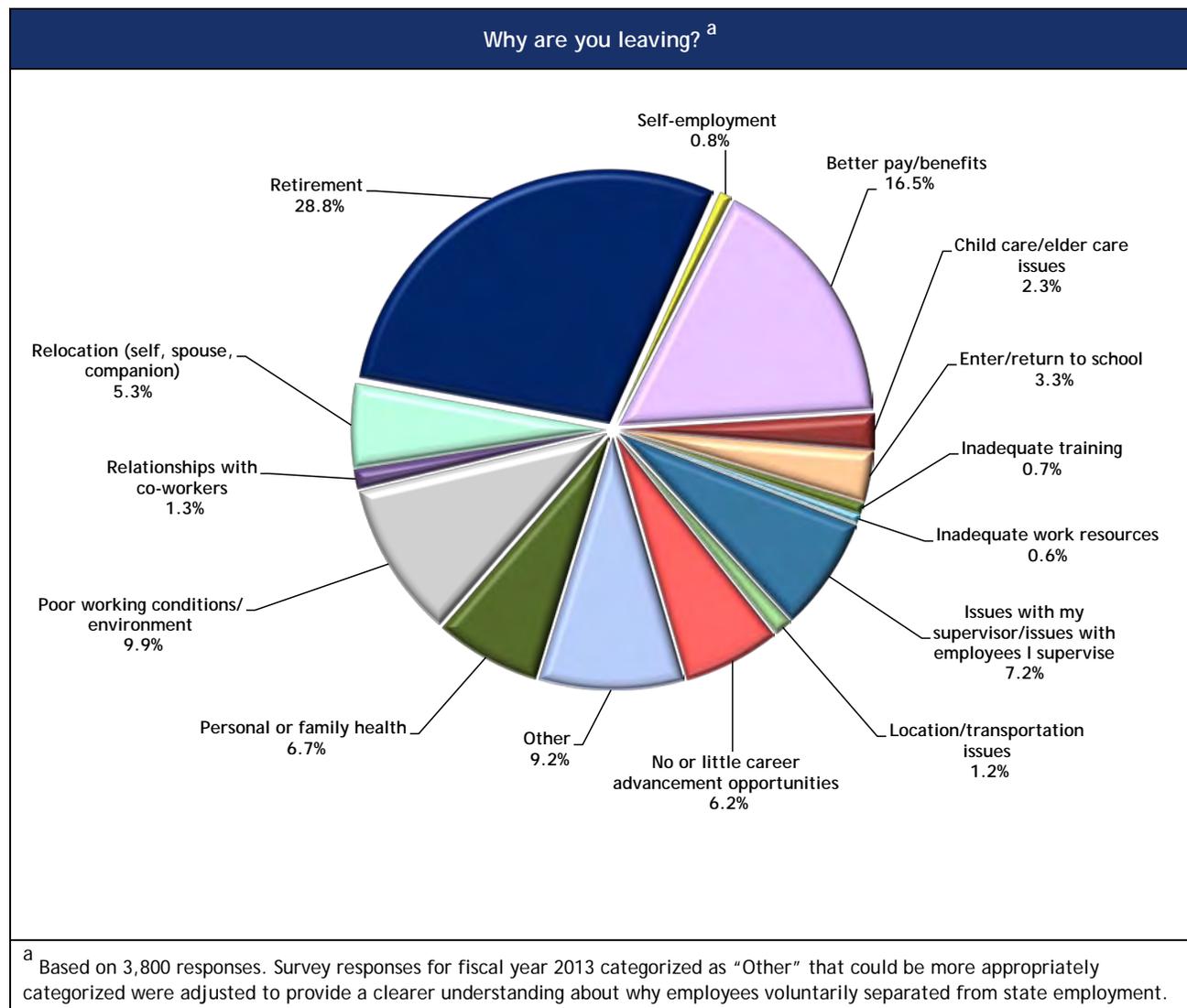
^k The 83rd Legislature appropriated funds for a targeted salary increase for Psychiatric Nursing Assistants at state hospitals.

^l The 83rd Legislature appropriated funds for a targeted salary increase for Correctional Officers.

Fiscal Year 2013 Overall Exit Survey Results

Figures 5 through 11 show the aggregate results from 3,800¹² State of Texas Employee Exit Surveys completed by state agency employees (not including higher education institutions) who left employment at their state agencies in fiscal year 2013. The surveys were completed between September 1, 2012, and August 31, 2013. Figure 5 shows the reasons employees reported for leaving state employment.

Figure 5

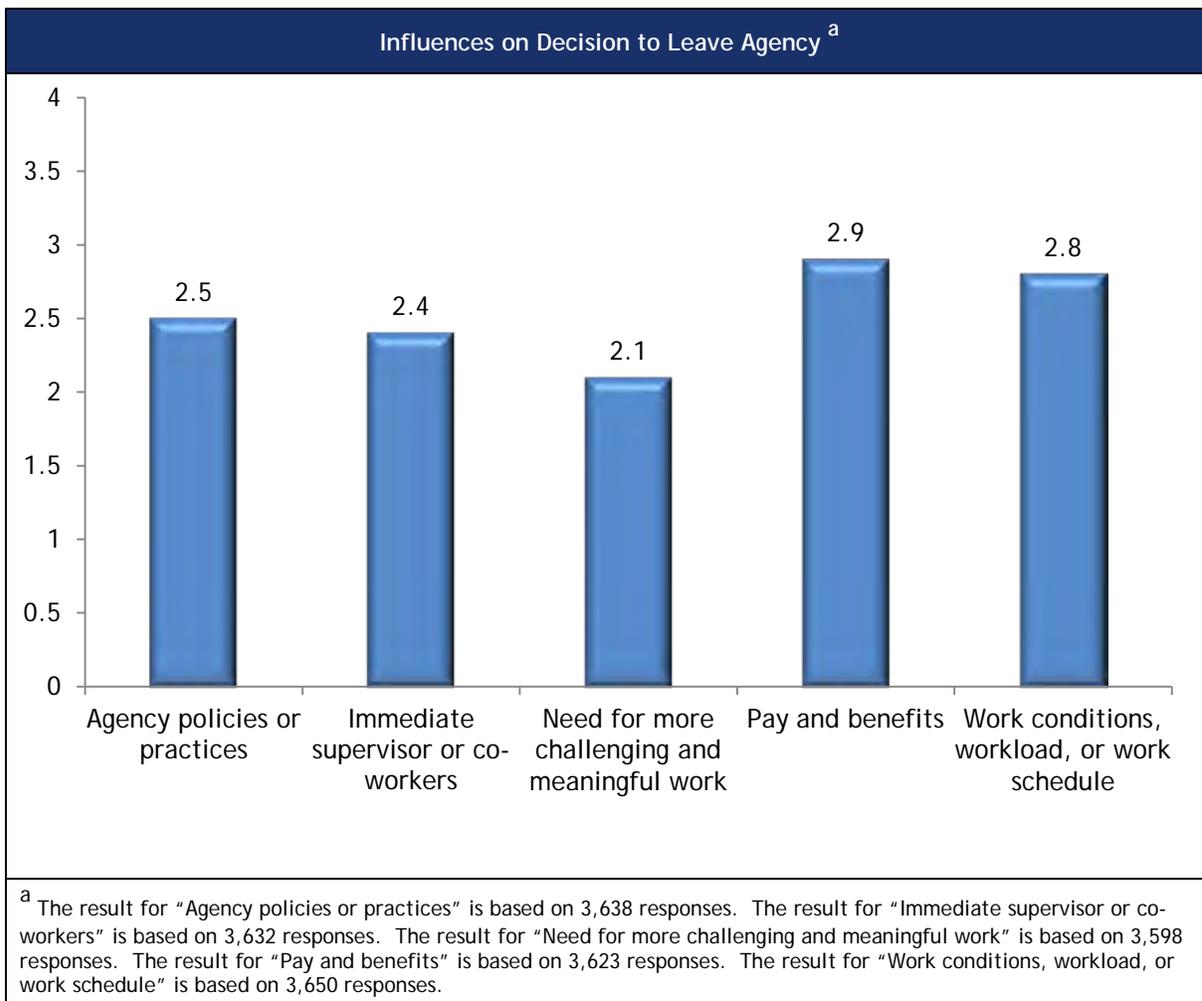


Source: State Auditor's Office - State of Texas Employment Exit Survey.

¹² Figures 5 through 11 do not include responses from 101 completed exit surveys from employees who indicated they were part of a reduction in force/outsourced, which is considered an involuntary separation. The intent of the exit surveys is to provide insights on voluntary turnover to help agencies improve their retention strategies.

Figure 6 shows the extent that specific items influenced an employee’s decision to leave employment with his or her agency. The averages are computed on a 5-point scale: 1 – very little extent, 2 – little extent, 3 – some extent, 4 – great extent, and 5 – very great extent.

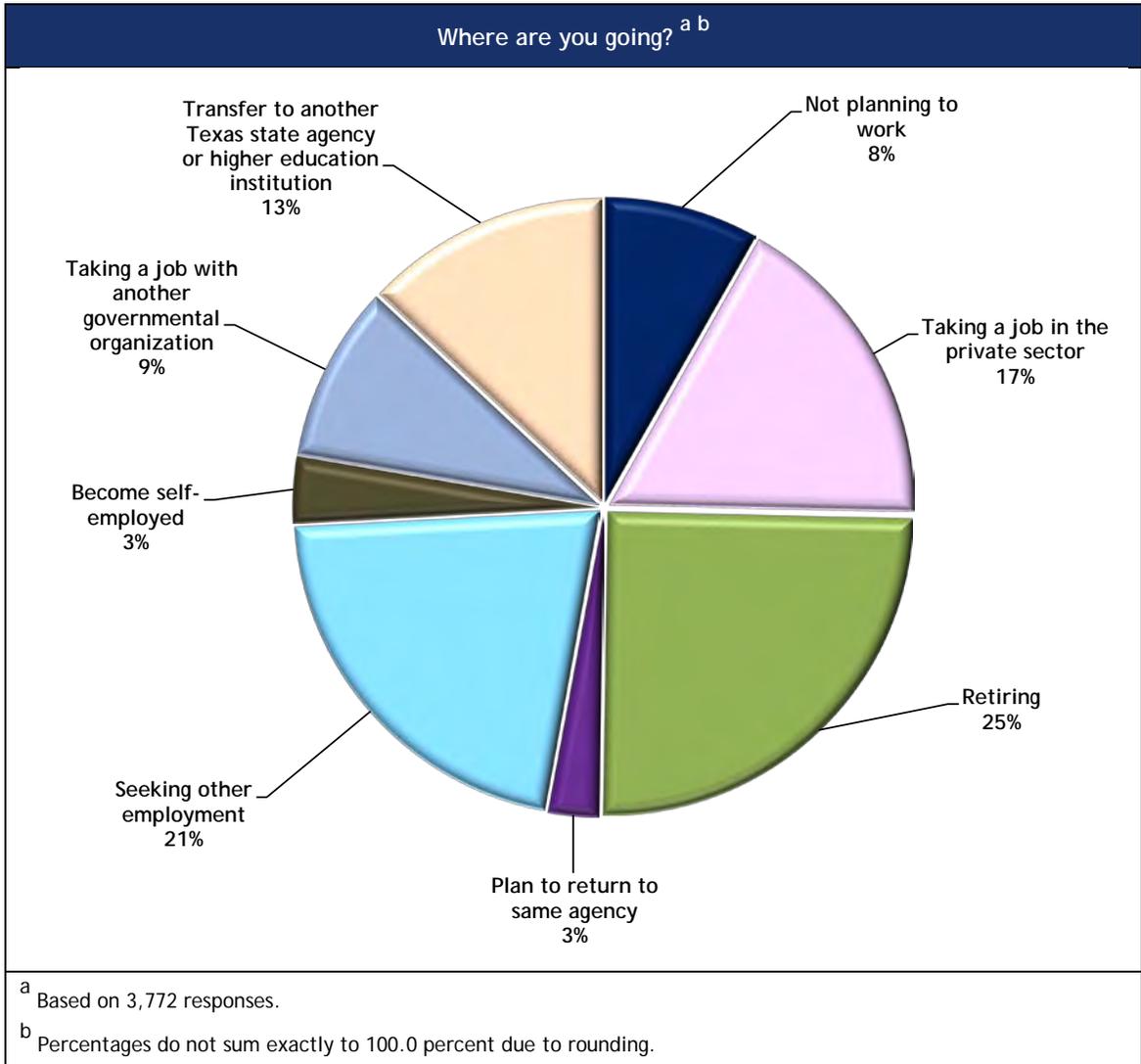
Figure 6



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

Figure 7 shows where separating employees reported they are going.

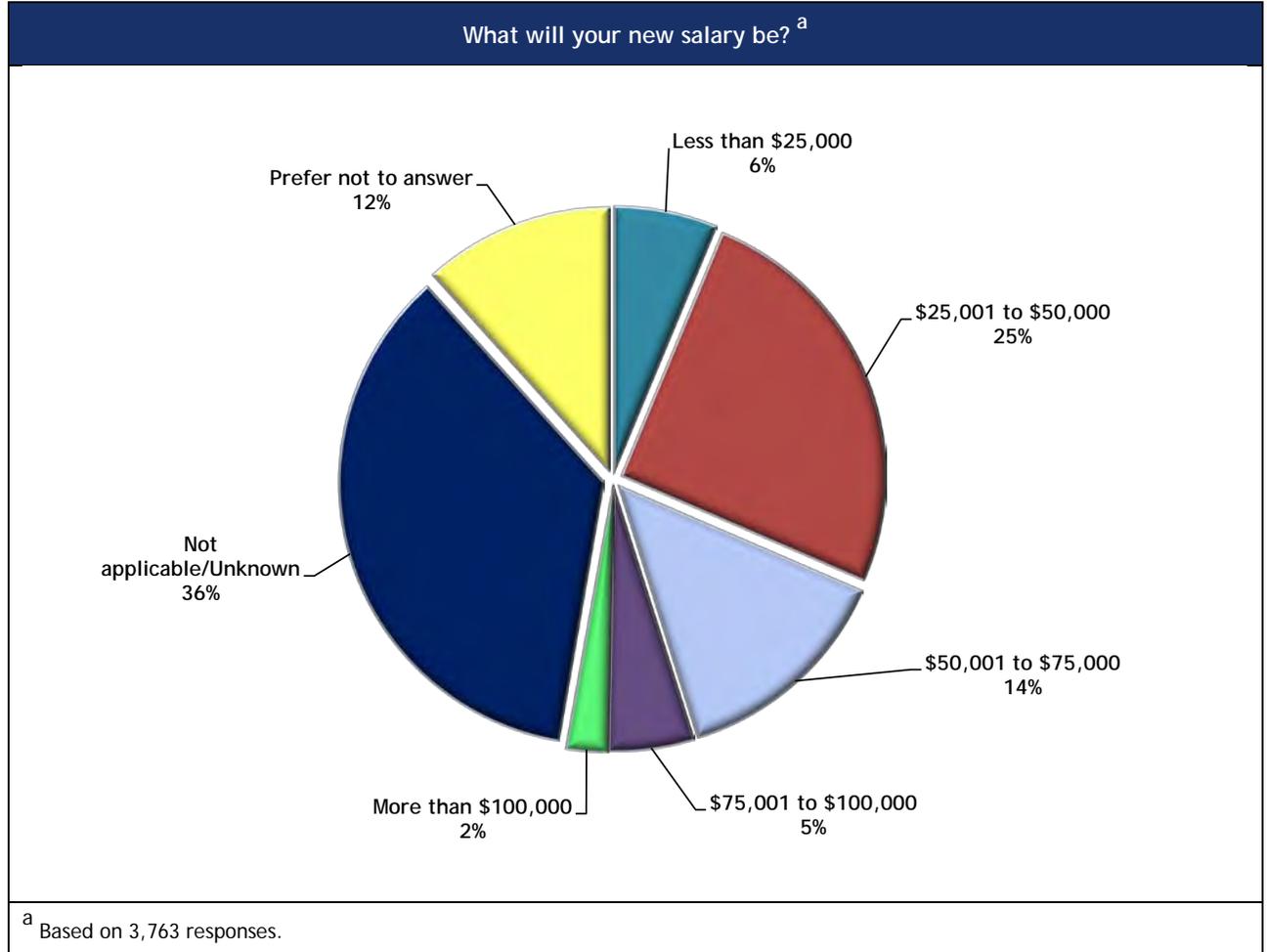
Figure 7



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

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

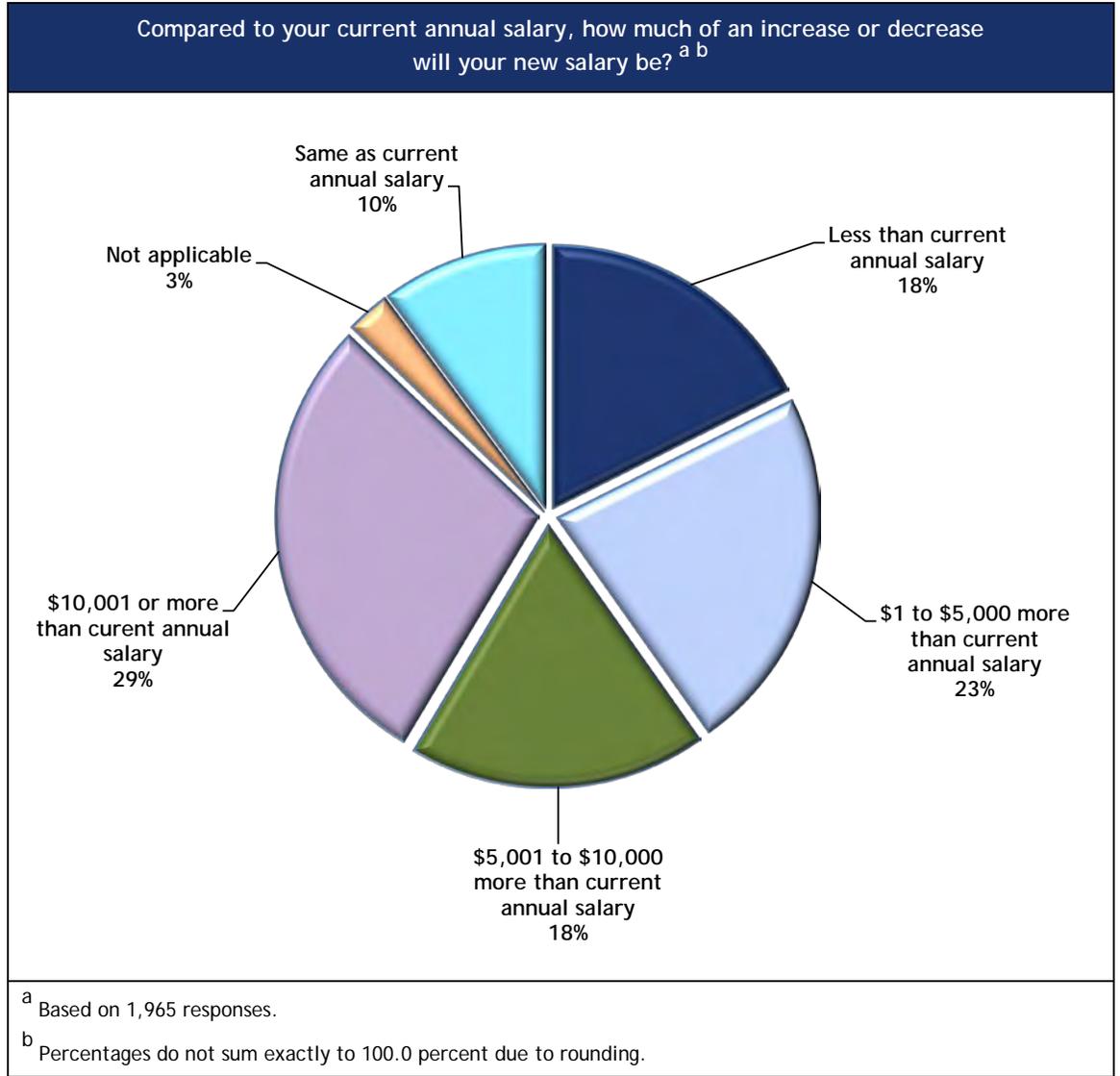
Figure 8



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

Figure 9 shows how much of an increase or decrease the reported new salary will be when compared to a separating employee's current annual salary.

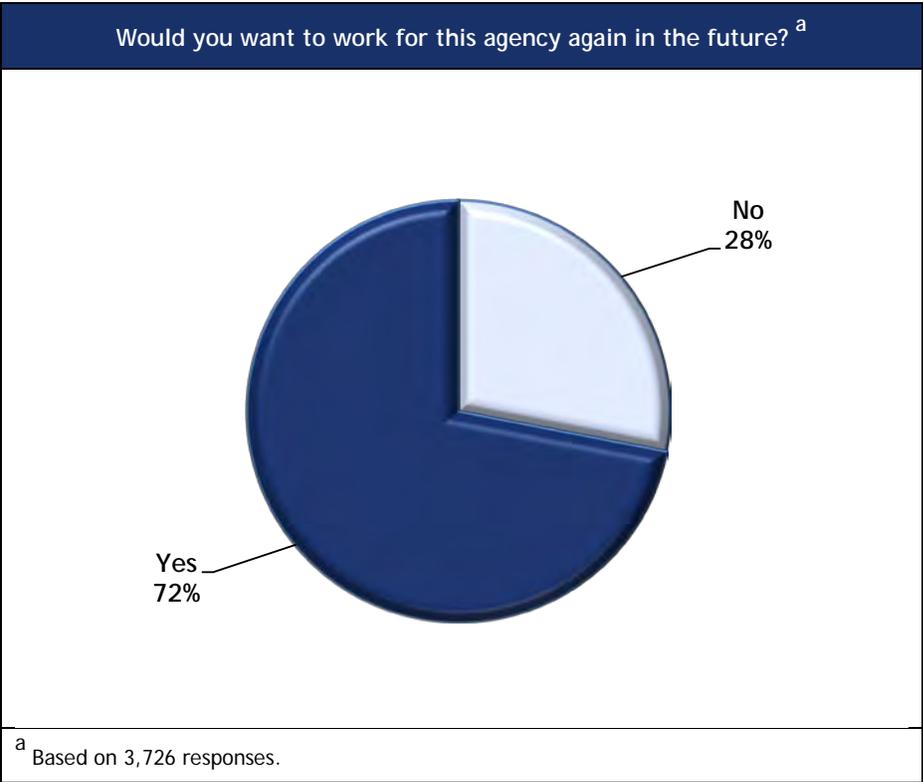
Figure 9



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

Figure 10 shows whether a separating employee would work for his or her agency in the future.

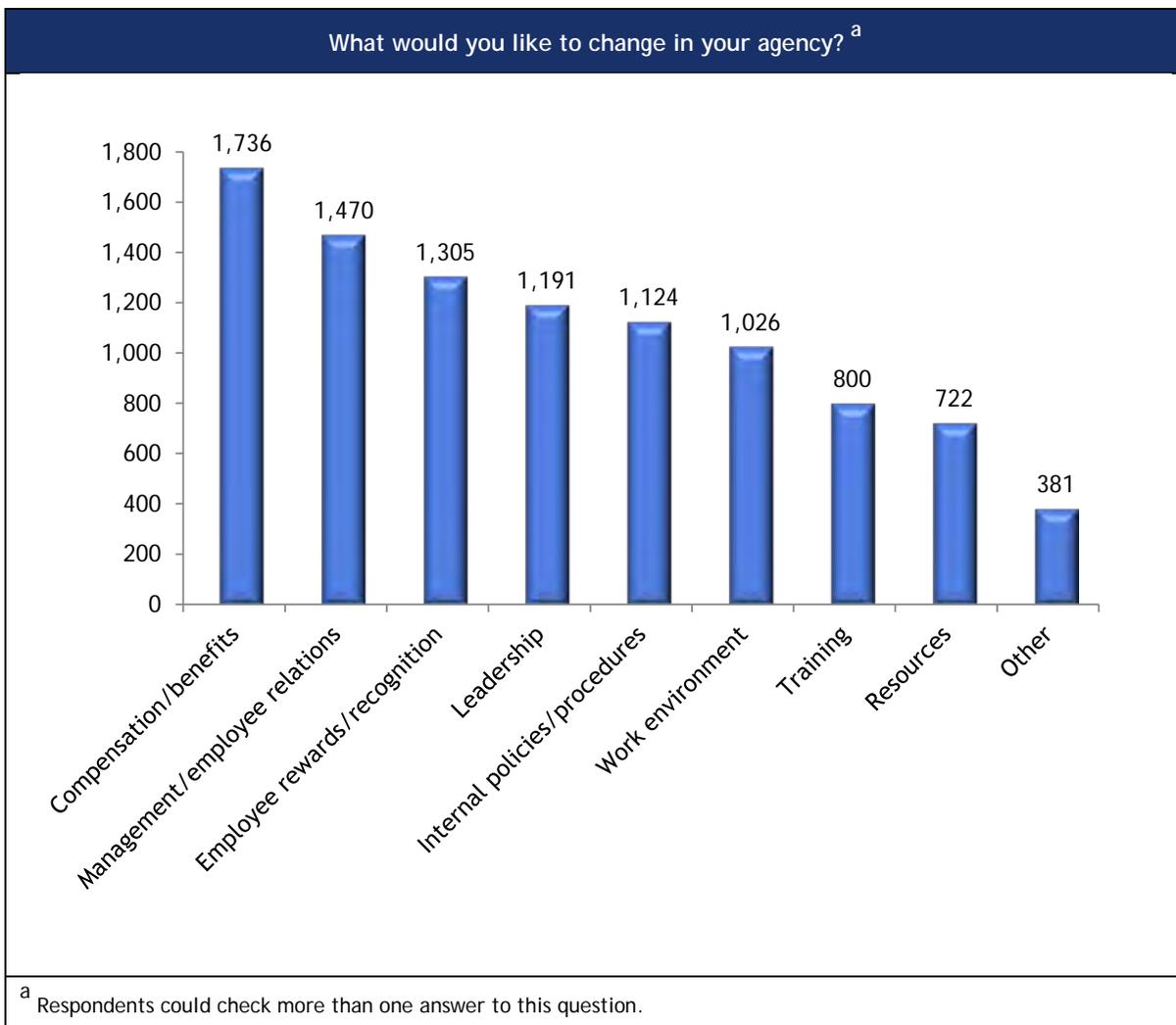
Figure 10



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

Figure 11 shows what a separating employee would like to change in his or her agency.

Figure 11



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

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

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

Table 23

Exit Survey Reasons for Leaving by Agency During Fiscal Year 2013																
Agency	No or little career advancement opportunities	Child care/elder care Issues	Poor working conditions/environment (e.g., safety, work-related stress, and/or work load issues)	Relationship with co-workers	Personal or family health	Location/transportation Issues	Issues with my supervisor/Issues with employees I supervise	Other ^a	Better pay/better benefits	Relocation (self, spouse, companion)	Inadequate work resources	Retirement	Enter/return to school	Self-employment	Inadequate training	Total
302 - Office of the Attorney General	11	3	14	1	9	4	10	18	52	12	0	53	10	4	0	201
304 - Office of the Comptroller of Public Accounts	5	0	3	0	2	0	6	6	14	1	1	29	0	0	1	68
320 - Texas Workforce Commission	11	1	9	1	11	1	4	11	21	2	1	43	3	0	1	120
405 - Department of Public Safety	8	6	6	4	12	1	10	21	31	12	0	51	9	1	2	174
454 - Department of Insurance	11	2	2	0	2	1	4	9	15	4	0	31	0	1	0	82
529 - Health and Human Services Commission	20	10	67	5	29	6	37	28	51	19	4	111	11	3	4	405
530 - Department of Family and Protective Services	15	8	80	4	13	1	50	31	54	24	1	60	14	2	7	364
537 - Department of State Health Services	21	11	35	6	21	3	30	33	39	12	1	86	6	2	0	306
538 - Department of Assistive and Rehabilitative Services	3	2	6	0	6	0	5	3	12	8	0	28	1	0	0	74

Exit Survey Reasons for Leaving by Agency During Fiscal Year 2013

Agency	No or little career advancement opportunities	Child care/elder care Issues	Poor working conditions/environment (e.g., safety, work-related stress, and/or work load issues)	Relationship with co-workers	Personal or family health	Location/transportation Issues	Issues with my supervisor/Issues with employees I supervise	Other ^a	Better pay/better benefits	Relocation (self, spouse, companion)	Inadequate work resources	Retirement	Enter/return to school	Self-employment	Inadequate training	Total
539 - Department of Aging and Disability Services	25	15	85	12	57	12	44	50	63	26	7	106	23	1	8	534
582 - Commission on Environmental Quality	3	0	2	1	3	0	4	0	6	2	1	11	1	1	0	35
601 - Department of Transportation ^b	20	4	10	5	15	2	14	16	47	5	0	145	2	2	1	288
644 - Texas Juvenile Justice Department	0	4	6	1	4	1	1	9	6	6	1	15	1	0	1	56
696 - Department of Criminal Justice	4	7	33	5	50	6	24	27	45	24	4	132	18	7	3	389
802 - Department of Parks and Wildlife	8	0	1	1	1	1	6	7	11	1	0	29	2	0	0	68
Totals	165	73	359	46	235	39	249	269	467	158	21	930	101	24	28	3,164

^a Survey responses for fiscal year 2013 categorized as "Other" that could be more appropriately categorized were adjusted to provide a clearer understanding about why employees voluntarily separated from state employment.

^b This does not include responses from 101 completed exit surveys from employees who indicated they were part of a reduction in force/outsourced, which is considered an involuntary separation. The intent of the exit surveys is to provide insights on voluntary turnover to help agencies improve their retention strategies.

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

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