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An Annual Report on Full-Time Classified State Employee Turnover for Fiscal Year 1996

February 1997

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Key Points of Report

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Overall Conclusion

The fiscal year 1996 turnover rate of 13.64 percent for full-time classified employees within the State of Texas is considered better than average and is in line with local, state, and national averages.

Key Facts and Findings

- Turnover rates generally range from 10 percent to 35 percent annually. Typically, 10 percent is considered ideal, 20 percent average, and 35 percent indicative of organizational problems.
- Personal reasons not related to the job, interagency transfers, and inadequate salary were the top three reasons for classified employees leaving state agencies. Unknown reasons, dismissals for cause, and retirements were other top reasons.
- There were nine agencies that experienced turnover rates greater than 35 percent (excluding agencies with fewer than 20 employees). The excessively high turnover was due to interagency transfers, reductions in force, or dismissals for cause.
- There were two occupational categories with turnover rates greater than 35 percent. In addition, there were 28 class series that had turnover greater than 35 percent. Inadequate salary was listed as a top reason for five of these.
- Employee turnover was highest in classifications in the lower salary groups, specifically Salary Group 10 and below.

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This briefing report was provided for information purposes.

Overview

The statewide turnover rate for fiscal year 1996 was 13.64 percent, based on an average of 132,485 full-time classified state employees and a total of 18,079 full-time classified terminations. Employee turnover represents a substantial cost to individual agencies and the State of Texas as a whole. Significant costs arise from agencies having to recruit, hire, and train new staff.

Prior to fiscal year 1994, statewide turnover had been calculated with interagency transfers included, so that the individual agency turnover rates would be consistent with the statewide rate. However, we have excluded these interagency transfers in the following statewide figures to reflect the true turnover rate for the State. As Figure 1 indicates, classified employee turnover rates had decreased in fiscal year 1993; however, this trend reversed in fiscal year 1994 and has continued to slightly increase through fiscal year 1996.

Figure 1

Fiscal Year	Statewide Classified Turnover Rate
1996	13.64%
1995	13.51%
1994	13.26%
1993	9.95%
1992	11.43%

In order to get an accurate comparison of the State's classified turnover rate, it is important to have relevant points of comparison. According to an article published in the June 1996 issue of *Personnel Journal*, turnover generally ranges from 10 percent to 35 percent annually. Typically, 10 percent is considered ideal, 20 percent average, and 35 percent indicative of organizational problems. We were also able to obtain local, state, and national turnover information for purposes of

comparison. Based on these comparisons, Texas has a better-than-average classified turnover rate and is in line with local, state, and national averages. The better-than-average turnover rate implies lower costs for the State as a whole. Specifically, costs associated with a higher turnover rate result from recruiting, hiring, and training new staff members.

When reviewing local data, we chose to focus on the Central Texas region, including Travis County and the Austin area. Because this region contains the largest percentage of the State's full-time classified employees, it is considered the primary market within which the State competes for its classified employees, and as such, forms a basis for comparison with market turnover data. Our review of local area turnover rates focuses on public sector employers including Travis County and the City of Austin. Travis County had a 1996 turnover rate of 11.50 percent and the City of Austin had a 13.10 percent turnover rate. Another large local employer, the Lower Colorado River Authority, reported a turnover rate of 8.33 percent.

In addition to local turnover rates, the rates of other state governments were reviewed for comparison. The 1996 turnover rates for the Central States were as follows:

Overview

Figure 2

State	Turnover Rate
Louisiana	17.00%
Missouri	15.06%*
Oklahoma	14.23%
Texas	13.46%
New Mexico	12.90%
South Dakota	12.00%
Kansas	11.88%
Montana	11.71%
Colorado	11.00%
Idaho	11.00%
North Dakota	8.60%*
Utah	6.77%
Iowa	5.98%
Central States Average	11.66%

*Fiscal year estimate

The United States Office of Personnel Management, Office of Workforce Information, reports turnover for fiscal year 1996 to be 18.82 percent for federal employees within the executive branch of government.

The Bureau of National Affairs reports a nationwide interim 1996 turnover rate of 12 percent. (It should be noted that this figure was extrapolated from data available for only the first three quarters of 1996 and is subject to change as the data for the final quarter becomes available.) This figure includes both public and private sector employers.

Terminations for classified employees are coded by specific reasons (see Appendix 2.1). The majority of the State's classified terminations (85 percent) were due to

voluntary separations made by the employee. Involuntary separations, due to "reductions in force," "dismissals for cause," and "death," account for the other 15 percent of the State's classified terminations.

"Personal reasons not related to the job" is one of two primary reasons classified personnel leave state employment—it accounts for 31 percent of terminations. This results from normal employee career change and growth. "Transfers to a different agency" was the other top reason for termination within an agency (31 percent). Many of these are the result of mandated transfers of functional departments from one agency to another.

"Inadequate salary" accounted for 6 percent of total separations and was one of the top reasons for terminations in Salary Groups 10 and below. These lower salary groups had higher turnover, overall, than the other groups. (See Appendix 2.2.)

"Reasons unknown" also accounted for 6 percent of total separations. This may suggest that in some cases, agencies are not always making the best effort to properly determine and document employees' reasons for leaving state employment.

"Dismissal for cause" accounted for 5 percent of total terminations. It also tended to be a top reason for termination in the lower salary groups. A high number of dismissals for cause may be an indicator that agencies need to improve their selection or training procedures.

Nine agencies had turnover rates equal to or greater than 35 percent (excluding agencies with fewer than 20 employees; see Figure 3). We have included the primary reasons for those agencies where additional explanations for the high turnover were available. Those agencies with no reason listed experienced normal voluntary employee terminations.

Overview

Figure 3

Agency	Turnover Rate	Primary Reasons
Treasury Department	110.63%	89 percent of total terminations were due to interagency transfers. Agency was abolished August 31, 1996, and functions transferred to the Comptroller's Office.
Texas Employment Commission	105.43%	93 percent of total terminations were due to interagency transfers. Agency was abolished May 31, 1996, and functions transferred to the Texas Workforce Commission.
Department of Commerce	91.71%	71 percent of total terminations were due to interagency transfers. JTPA Program transferred to Texas Workforce Commission.
Commission on Alcohol and Drug Abuse	52.11%	48 percent of total terminations were due to an agency reduction-in-force.
State Preservation Board	50.00%	
Department of Information Resources	43.21%	
Racing Commission	40.82%	35 percent of total terminations were due to dismissals for cause.
Board of Nurse Examiners	40.48%	
Board of Dental Examiners	35.00%	

Turnover rates for individual agencies as they appear by article in the General Appropriations Act are also provided (see Appendix 2.3). The "Employment" and "Medical" occupational categories both had turnover rates in excess of 35 percent (see Appendix 2.4). In addition, 28 class series had a turnover rate higher than 35 percent (excluding series that had less than 20 incumbents; see Appendix 2.5). Since salary is a factor that the State can control to improve turnover rates, it should be noted that of the class series with high turnover, inadequate salary was listed as one of the top reasons for terminations for the following series:

Figure 4

Class/Class Series	Classified Turnover
Registered Therapist Assistants/Registered Therapists	143.75%
Pharmacy Technicians	51.52%
Helpers, Maintenance and Construction	37.04%
Licensed Vocational Nurses	35.15%
Community Service Aides	34.86%

For more detailed information on state classified turnover by reason, salary group, agency, occupational category, and class series, refer to Appendix 2.

Objective, Scope, and Methodology

Objective

The objective of this report is to provide classified employee turnover information that can be used to evaluate and address areas of concern related to turnover and potentially reduce turnover costs to the State. Turnover rates greater than 35 percent were specifically analyzed and reported by agency, occupational categories, and class series because, as stated in the overview, a rate greater than 35 percent is indicative of organization problems.

Scope

This report was prepared from quarterly and year-end summary information received from the Comptroller's Human Resource Information System (HRIS) relating to full-time classified employees within 130 state agencies. The Texas Workforce Commission (Agency Number 320) and Telecommunications Infrastructure Fund Board (Agency Number 367) are new

agencies that were created during fiscal year 1996. This report does not address turnover figures for part-time, temporary, hourly, exempt from classification, or higher education employees.

Methodology

The average employee figures were computed by averaging the number of classified employees contained in each HRIS quarterly analysis report for each of the four quarters of fiscal year 1996. For agencies that were created during the fiscal year, employee figures were computed by averaging the number of classified employees by each quarter the agency was in existence.

This report was prepared by the following employees of the State Auditor's staff:

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Full-Time Classified Employee Turnover by Reason

Reason	Number of Terminations	Percent of Total Terminations
Voluntary		
Inadequate Salary	1,706	6.47%
Lack of Opportunity for Advancement	193	0.73%
Dissatisfaction with Supervisors or Co-workers	239	0.91%
Travel	37	0.14%
Working Hours	50	0.19%
Did Not Like or Felt Unsited for Duties	995	3.77%
Resignation in Lieu of Dismissal	796	3.02%
Personal Reasons Not Related to Job	8,295	31.46%
Reasons Unknown	1,697	6.44%
Transfer to a Different Agency	8,286	31.43%
Retirement	1,280	4.85%
Involuntary		
Reduction in Force	1,180	4.48%
Dismissal for Cause	1,410	5.35%
Death	201	0.76%

Full-Time Classified Employee Turnover by Salary Group

Salary Group	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
02	750	213	28.40%
03	2,411	886	36.75%
04	1,235	360	29.15%
05	7,626	2,083	27.31%
06	9,648	1,785	18.50%
07	5,169	1,183	22.89%
08	6,266	1,151	18.37%
09	6,044	1,399	23.15%
10	2,983	726	24.34%
11	30,040	2,972	9.89%
12	8,727	1,156	13.25%
13	9,762	998	10.22%
14	6,168	871	14.12%
15	7,215	736	10.20%
16	7,276	1,048	14.40%
17	4,959	519	10.47%
18	4,506	602	13.36%
19	3,519	362	10.29%
20	2,790	313	11.22%
21	3,017	323	10.71%

Full-Time Classified Employee Turnover by Agency (in General Appropriations Act Article Order)

Agency Number	Agency Name	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Article I - General Government				14.82%
342	Aircraft Pooling Board	29	8	27.59%
813	Arts, Commission on the	14	3	21.43%
302	Attorney General, Office of the	2,845	395	13.88%
352	Bond Review Board	8	4	50.00%
304	Comptroller of Public Accounts	2,017	123	6.10%
477	Emergency Communications, Advisory Commission on State	18	7	38.89%
327	Employees Retirement System	275	38	13.82%
356	Ethics Commission	26	7	26.92%
347	Finance Authority, Texas Public	12	3	25.00%
325	Fire Fighters' Pension Commissioner	4	0	0.00%
303	General Services Commission	764	104	13.61%
301	Governor, Office of the	111	27	24.32%
808	Historical Commission	81	11	13.58%
344	Human Rights, Commission on	42	9	21.43%
353	Incentive and Productivity Commission	5	1	20.00%
313	Information Resources, Department of	81	35	43.21%
306	Library and Archives Commission	167	25	14.97%
338	Pension Review Board, State	4	1	25.00%
809	Preservation Board	28	14	50.00%
307	Secretary of State	219	40	18.26%
333	State-Federal Relations, Office of	9	3	33.33%
310	Treasury Department	160	177	110.63%
403	Veterans Commission	77	2	2.60%
Article II - Health and Human Services				21.13%
340	Aging, Department on	33	8	24.24%
517	Alcohol and Drug Abuse, Commission on	190	99	52.11%
318	Blind, Commission for the	544	80	14.71%

Full-Time Classified Employee Turnover by Agency (in General Appropriations Act Article Order), continued

Agency Number	Agency Name	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
527	Cancer Council	7	2	28.57%
355	Children's Trust Fund of Texas Council	6	1	16.67%
335	Deaf and Hard of Hearing, Commission for the	8	1	12.50%
532	Early Childhood Intervention, Interagency Council on	54	11	20.37%
501	Health, Department of	5,181	992	19.15%
529	Health and Human Services Commission	65	21	32.31%
324	Human Services, Department of	15,565	3,221	20.69%
655	Mental Health and Mental Retardation, Department of	23,627	5,287	22.38%
530	Protective and Regulatory Services, Department of	5,580	1,304	23.37%
330	Rehabilitation Commission	2,352	217	9.23%
364	Health Professions Council	2	1	50.00%
Article III - Education				20.01%
701	Education Agency, Central	811	195	24.04%
771	Blind and Visually Impaired, School for the	237	30	12.66%
772	Deaf, School for the	322	71	22.05%
323	Teacher Retirement System and ORP	308	40	12.99%
367	Telecommunications Infrastructure Fund Board	1	0	0.00%
Article IV - Judiciary				15.95%
201	Supreme Court of Texas	21	5	23.81%
211	Court of Criminal Appeals	22	3	13.64%
221	First Court of Appeals District, Houston	10	3	30.00%
222	Second Court of Appeals District, Fort Worth	14	2	14.29%
223	Third Court of Appeals District, Austin	9	3	33.33%
224	Fourth Court of Appeals District, San Antonio	11	1	9.09%
225	Fifth Court of Appeals District, Dallas	14	8	57.14%
226	Sixth Court of Appeals District, Texarkana	6	0	0.00%
227	Seventh Court of Appeals District, Amarillo	6	0	0.00%
228	Eighth Court of Appeals District, El Paso	8	1	12.50%

Full-Time Classified Employee Turnover by Agency (in General Appropriations Act Article Order), continued

Agency Number	Agency Name	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
229	Ninth Court of Appeals District, Beaumont	7	0	0.00%
230	Tenth Court of Appeals District, Waco	5	0	0.00%
231	Eleventh Court of Appeals District, Eastland	5	0	0.00%
232	Twelfth Court of Appeals District, Tyler	5	1	20.00%
233	Thirteenth Court of Appeals District, Corpus Christi	10	2	20.00%
234	Fourteenth Court of Appeals District, Houston	11	2	18.18%
212	Office of Court Administration, Texas Judicial Council	48	5	10.42%
213	State Prosecuting Attorney, Office of the	2	0	0.00%
243	State Law Library	7	0	0.00%
204	Court Reporters Certification Board	1	1	100.00%
242	Commission on Judicial Conduct	10	0	0.00%
Article V - Public Safety and Criminal Justice				15.60%
401	Adjutant General's Department	255	42	16.47%
458	Alcoholic Beverage Commission	263	27	10.27%
406	Armory Board, National Guard	30	4	13.33%
696	Criminal Justice, Department of	37,287	5,745	15.41%
410	Criminal Justice Policy Council	24	7	29.17%
411	Fire Protection, Commission on	132	12	9.09%
409	Jail Standards, Commission on	17	5	29.41%
665	Juvenile Probation Commission	38	3	7.89%
407	Law Enforcement Officer Standards and Education, Commission on	38	6	15.79%
474	Polygraph Examiners Board	1	1	100.00%
467	Private Investigator and Private Security Agencies, Board of	38	12	31.58%
405	Public Safety, Department of	3,505	396	11.30%
346	Sex Offender Treatment, Council on	2	1	50.00%
694	Youth Commission, Texas	2,387	605	25.35%

Full-Time Classified Employee Turnover by Agency (in General Appropriations Act Article Order), continued

Agency Number	Agency Name	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Article VI - Natural Resources				10.65%
551	Agriculture, Department of	450	43	9.56%
554	Animal Health Commission	215	29	13.49%
305	General Land Office and Veterans' Land Board	547	53	9.69%
526	Low-Level Radioactive Waste Disposal Authority	11	0	0.00%
582	Natural Resource Conservation Commission	2,509	234	9.33%
802	Parks and Wildlife Department	1,318	130	9.86%
455	Railroad Commission of Texas	735	120	16.33%
579	Rio Grande Compact Commission	2	0	0.00%
592	Soil and Water Conservation Board	55	10	18.18%
580	Water Development Board	250	30	12.00%
Article VII - Business and Economic Development				33.09%
465	Commerce, Texas Department of	193	177	91.71%
322	Employment Commission, Texas	4,197	4,425	105.43%
332	Housing and Community Affairs, Department of	321	53	16.51%
601	Transportation, Texas Department of	9,814	740	7.54%
363	Council on Workforce and Economic Competitiveness	11	5	45.45%
320	Texas Workforce Commission	2,627	280	10.66%
Article VIII - Regulatory				16.32%
457	Accountancy, Board of Public	38	7	18.42%
360	Administrative Hearings, Office of	67	13	19.40%
459	Architectural Examiners, Board of	16	1	6.25%
502	Barber Examiners, Board of	13	7	53.85%
508	Chiropractic Examiners, Board of	4	1	25.00%
505	Cosmetology Commission	34	1	2.94%
469	Credit Union Department	4	0	0.00%
504	Dental Examiners, Board of	20	7	35.00%
460	Engineers, Board of Registration for Professional	20	1	5.00%

Full-Time Classified Employee Turnover by Agency (in General Appropriations Act Article Order), continued

Agency Number	Agency Name	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
451	Banking, Department of	8	2	25.00%
466	Consumer Credit Commissioner, Office of the	4	1	25.00%
450	Savings and Loan Department	1	1	100.00%
513	Funeral Service Commission	9	4	44.44%
454	Insurance, Department of	845	75	8.88%
359	Insurance Counsel, Office of Public	15	1	6.67%
464	Land Surveying, Board of Professional	3	2	66.67%
452	Licensing and Regulation, Department of	107	13	12.15%
503	Medical Examiners, Board of	90	12	13.33%
507	Nurse Examiners, Board of	42	17	40.46%
511	Nurse Examiners, Board of Vocational	18	13	72.22%
514	Optometry Board	4	2	50.00%
472	Pest Control Board, Structural	31	5	16.13%
515	Pharmacy, Board of	37	1	2.70%
533	Physical and Occupational Therapy Examiners, Executive Council of	16	1	6.25%
456	Plumbing Examiners, Board of	21	2	9.52%
512	Podiatric Medical Examiners, State Board of	2	0	0.00%
520	Psychologists, Board of Examiners of	12	5	41.67%
476	Racing Commission	49	20	40.82%
329	Real Estate Commission	82	20	24.39%
312	Securities Board, State	57	9	15.79%
337	Tax Professional Examiners, Board of	3	1	33.33%
473	Utility Commission, Public	160	21	13.13%
475	Utility Counsel, Office of the Public	14	0	0.00%
578	Veterinary Medical Examiners, Board of	7	1	14.29%
453	Workers' Compensation Commission	1,003	192	19.14%
478	Research and Oversight Council on Workers' Compensation	11	9	81.82%

Appendix 2.3:

Full-Time Classified Employee Turnover by Agency (in General Appropriations Act Article Order), concluded

Agency Number	Agency Name	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Article X - the Legislature				20.89%
308	State Auditor's Office	225	47	20.89%

Full-Time Classified Employee Turnover by Occupational Category

Occupational Category	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Employment	2,399	2,698	112.46%
Medical	4,138	1,618	39.10%
Auditing	1,983	607	30.61%
Statistics, Procedures, and Writing	205	61	29.76%
Library, Archives, and Records	239	71	29.71%
Automated Systems	5,619	1,319	23.47%
Education	192	45	23.44%
Social Services	30,658	6,770	22.08%
Investigation	703	152	21.62%
Legal	1,257	269	21.40%
Clerical/Administrative/Office Services	23,220	4,917	21.18%
Planning, Research, and Information	1,178	249	21.14%
Custodial/Domestic	4,452	821	18.44%
Program Administration	4,937	908	18.39%
Accounting/Finance	2,501	436	17.43%
Human Resources	1,853	310	16.73%
Design	217	36	16.59%
Property Management and Purchasing	1,435	201	14.01%
Criminal Justice	29,747	3,755	12.62%
Maintenance	4,258	467	10.97%
Public Safety	641	61	9.52%
Safety	234	22	9.40%
Inspection	733	64	8.73%
Land Surveying/Appraisal	105	8	7.62%
Environmental	1,817	124	6.82%
Engineering	5,018	336	6.70%
Insurance	338	18	5.33%

Full-Time Classified Employee Turnover by Job Class Series

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Accounting/Finance			17.43%
Accounting Clerks	719	138	19.19%
Accountants	1,438	246	17.11%
Directors of Finance	3	0	0.00%
Investment Officers	11	5	45.45%
Budget Examiners	0	0	0.00%
Budget Analysts	215	36	16.74%
Financial Examiners	68	3	4.41%
Reimbursement Officers	47	8	17.02%
Auditing			30.61%
Auditors	323	84	26.01%
Assistant State Auditors	170	40	23.53%
EDP Audit Specialists	18	1	5.56%
Management Auditors	139	33	23.74%
Internal Auditors	131	32	24.43%
Tax Auditors	1	0	0.00%
Taxpayer Compliance Officers	131	15	11.45%
Senior Enforcement Officers	223	11	4.93%
Accounts Examiners	792	380	47.98%
Securities Analysts/Examiners	10	5	50.00%
Insurance Examiners	43	5	11.63%
Field Representatives	2	1	50.00%
Automated Systems			23.47%
Word Processing Operators	319	98	30.72%
Data Entry Operators/Supervisors	906	279	30.79%
ADP Equipment Operators/Supervisors	394	113	28.68%
ADP Record Control Clerks	141	34	24.11%
Systems Support Specialists	855	143	16.73%
ADP Programmers	462	122	26.41%
Systems Programmers	114	36	31.58%

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

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Programmer Analysts	724	169	23.34%
Systems Analysts	1,080	178	16.48%
Database Administrators	101	26	25.74%
Telecommunications Specialists	135	34	25.19%
Network Managers	275	60	21.82%
Directors of ADP	117	27	23.08%
Clerical/Administrative/Office Services			21.18%
Messengers	4	0	0.00%
Switchboard Operators/Supervisors	282	72	25.53%
Clerk Typists	113	22	19.47%
Clerks/Clerical Supervisors	6,454	1,838	28.48%
Secretaries	3,142	737	23.46%
Administrative Technicians	11,509	1,900	16.51%
Executive Assistants	335	55	16.42%
Duplicating Machine Operators	37	2	5.41%
Reproduction Equipment Operators/Supervisors	224	33	14.73%
Microfilm Camera Operators	60	16	26.67%
Micrographics Technicians/Supervisors	50	5	10.00%
Claims Officers	16	10	62.50%
Staff Services Officers	439	69	15.72%
Business Managers	92	11	11.96%
Office Support Clerks	37	9	24.32%
Contract Technicians/Specialists	429	138	32.17%
Criminal Justice			12.62%
Correctional Officers	25,959	3,117	12.01%
Parole Analysts	39	0	0.00%
Parole Officers/Supervisors	1,404	137	9.76%
Wardens	100	2	2.00%
Counsel Substitutes	118	12	10.17%
Correctional Transportation Officers	146	8	5.48%

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

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Industrial Supervisors	487	55	11.29%
Superintendents of Gins	0	0	0.00%
Assistant, Livestock, and Poultry Production	0	0	0.00%
Agriculture Supervisors	1	0	0.00%
Unit Agriculture Supervisors/Farm Managers	127	5	3.94%
Superintendents, Canning/Packing Plant/ Harvesting Equipment	0	0	0.00%
Polygraph Examiners	0	0	0.00%
Youth Activities Supervisors	1,368	419	30.63%
Custodial/Domestic			18.44%
Building Custodians	1,116	207	18.55%
Housekeeping Supervisors/Managers	79	9	11.39%
Groundskeepers	147	27	18.37%
Security Workers	272	78	28.68%
Security Officers	107	18	16.82%
Cooks	370	70	18.92%
Food Service Workers/Managers	1,594	308	19.32%
Sewing Room Worker/Supervisors	15	3	20.00%
Laundry Workers/Managers	719	99	13.77%
Cosmetologists	23	0	0.00%
Barbers	6	1	16.67%
Canteen Managers	4,452	821	18.44%
Design			16.59%
Drafters	12	1	8.33%
Graphics Designers	75	16	21.33%
Interactive Graphics Technicians	47	7	14.89%
Project Design Assistants/Architects	85	12	14.12%
Education			23.44%
Education Consultant	92	15	16.30%
Education Specialists	67	22	32.84%

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

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Education Program Directors	33	8	24.24%
Engineering			6.70%
Engineering Aides	29	11	37.93%
Engineering Technicians	2,842	182	6.40%
Engineering Assistants	303	26	8.58%
Engineering Specialists	825	53	6.42%
Engineers	5,018	336	6.70%
Environmental			6.82%
Hydrologist Assistants/Hydrologists	88	5	5.68%
Geologist Assistants/Geologists	148	8	5.41%
Landscape Architect Assistants/Landscape Architects	18	1	5.56%
Environmental Quality Specialists	795	53	6.67%
Wastewater Enforcement Coordinators	2	1	50.00%
Sanitarians	146	8	5.48%
Seed Analysts	15	0	0.00%
Agronomists	8	2	25.00%
Fish and Wildlife Technicians	214	28	13.08%
Park Rangers	385	18	4.68%
Soil Conservationists	0	0	0.00%
Employment			112.46%
Time Distribution Specialists	0	0	0.00%
Interviewing Clerks	39	43	110.26%
Employment Interviewers	1,678	1,930	115.02%
Employment Technicians	4	3	75.00%
Employment Counselors	5	0	0.00%
Employment Supervisors	324	345	106.79%
Employment Security Field Assistants	22	23	104.55%
Veterans Employment Representatives	71	76	107.04%
Placement Specialists	15	16	106.67%
Labor Market Analysts	65	72	110.77%

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

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Unemployment Insurance Claims Examiners	40	43	107.50%
Unemployment Insurance Specialists	32	33	103.13%
Unemployment Tax Specialists	23	23	100.00%
Appeals Referees	83	90	108.43%
Associate Chiefs of Employment Service	0	0	0.00%
Chiefs of Job Service Operations	0	0	0.00%
Human Resources			16.73%
Human Resources Management Clerks	447	99	22.15%
Human Resources Management Assistants	341	48	14.08%
Human Resources Management Officers	336	50	14.88%
Human Resources Management Technicians/Specialists	43	8	18.60%
Human Resources Management Directors	109	12	11.01%
Position Classification Analysts	22	2	9.09%
Training Specialists	531	83	15.63%
Civil Rights Compliance Specialists	25	8	32.00%
Inspection			8.73%
Inspectors	411	33	8.03%
Manufacturing Process and Plant Inspectors	12	0	0.00%
Safety Services Inspectors	52	7	13.46%
Sanitation Inspectors	3	0	0.00%
Construction Inspectors	20	3	15.00%
Assistant Agriculture Inspectors/Agriculture Inspectors	138	14	10.14%
Animal Health Inspectors	97	7	7.22%
Insurance			5.33%
Actuaries	12	2	16.67%
Insurance Technicians	193	8	4.15%
Insurance Specialists	63	5	7.94%
Insurance Directors	70	3	4.29%
Investigation			21.62%
Investigators	703	152	21.62%

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

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Chief Investigators, Motor Vehicle Division	0	0	0.00%
Land Surveying/Appraisal			7.62%
Land Surveyors	5	1	20.00%
Right of Way Appraisers	20	2	10.00%
Appraisers	80	5	6.25%
Legal			21.40%
Legal Secretaries	265	63	23.77%
Appellate Secretaries	37	7	18.92%
Law Librarians	69	5	7.25%
Deputy Clerks	63	15	23.81%
Legal Assistants	185	37	20.00%
Attorneys	397	105	26.45%
Legal Counsels	8	1	12.50%
Hearings Reporters	4	0	0.00%
Hearings Examiners/Directors	84	16	19.05%
TWCC Prehearings Examiners	37	3	8.11%
Ombudsmen, TWCC	47	10	21.28%
Legal Examiners	11	3	27.27%
Human Services Hearings Officers	50	4	8.00%
Library, Archives, and Records			29.71%
Magnetic Tape Librarians	5	0	0.00%
Bindery Technicians	45	8	17.78%
Darkroom Technicians	1	0	0.00%
Photographers	26	4	15.38%
Document Examiners	13	3	23.08%
Exhibit Technicians	14	6	42.86%
Museum Curators	2	0	0.00%
Historians	9	0	0.00%
Librarian Assistants	30	2	6.67%
Librarians	40	7	17.50%

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

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Medical Librarians	13	35	269.23%
Archaeologists	26	6	23.08%
Archivists	10	0	0.00%
Directors of Records Service	7	0	0.00%
Maintenance			10.97%
Helpers, Maintenance, and Construction	27	10	37.04%
Laborers	6	5	83.33%
Air Conditioning and Boiler Operators	84	11	13.10%
Electrical and Air Conditioning Mechanics	345	56	16.23%
Maintenance Mechanics	1,171	155	13.24%
Maintenance Supervisors	251	29	11.55%
Plant Maintenance Managers	343	14	4.08%
Building Managers	6	3	50.00%
Superintendents of Building and Equipment, Department of Corrections	18	1	5.56%
Clerks of the Works	6	6	100.00%
Locksmiths	6	0	0.00%
Tunnel Guards	1	3	300.00%
Tunnel Machinery Operators	2	1	50.00%
Deckhands	0	0	0.00%
Oilers	0	0	0.00%
Ships Carpenters	0	0	0.00%
Ferry Welders/Managers	0	0	0.00%
Maintenance Construction Supervisors	158	4	2.53%
Roadway Maintenance Supervisors	560	33	5.89%
District Roadway Maintenance Superintendents	11	1	9.09%
Truck Drivers	224	46	20.54%
Motor Vehicle Mechanics/Supervisors	401	40	9.98%
Motor Vehicle Transfer Analysts	18	1	5.56%
Machinists	10	0	0.00%

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

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Welders, Combination/Welding Technicians	6	0	0.00%
Sign Superintendents	11	1	9.09%
Shop Supervisors	119	6	5.04%
Equipment and Services Superintendents	8	1	12.50%
Aircraft Pilots	19	3	15.79%
Aircraft Mechanics	7	0	0.00%
Line Chiefs	0	0	0.00%
Senior Aircraft Mechanics and Inspectors	1	1	100.00%
Avionics Managers	1	0	0.00%
Radio Mechanics	19	1	5.26%
Radio Tower Technicians	3	0	0.00%
Radio Specialists	0	0	0.00%
Communications Electronic Technicians/ Superintendents	30	3	10.00%
Communications Officers	1	0	0.00%
Office Machine Service Technicians	21	2	9.52%
Metrologists	3	0	0.00%
Traffic Signal Repair Technicians	146	8	5.48%
Chiefs of Building Engineering and Management	0	0	0.00%
Traffic Recorders	0	0	0.00%
Traffic Data Coordinators	13	1	7.69%
Utility Specialists	33	4	12.12%
Right of Way Agents	170	17	10.00%
Right of Way Utility Agents	5	0	0.00%
Operations and Maintenance Supervisors	0	0	0.00%
Medical			39.10%
Dietitians	34	7	20.59%
Nutritionists	124	25	20.16%
Clinical Records Clerks/Technicians/Administrators	141	148	104.96%
Health Program Specialists	118	18	15.25%
Public Health Technicians	379	38	10.03%

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

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Epidemiologists	38	5	13.16%
Veterinarians	32	1	3.13%
Consultants, Hospital Administration	9	0	0.00%
Laboratory Technicians	125	43	34.40%
Laboratory Consultants	14	2	14.29%
Infection Control Practitioners	2	1	50.00%
Medical Technologists	64	29	45.31%
Cytotechnologists	17	1	5.88%
Radiological Technologists	26	4	15.38%
Electroencephalograph Technicians	2	1	50.00%
Orthopedic Equipment Technicians	43	5	11.63%
Registered Therapist Assistants/Registered Therapists	32	46	143.75%
Medical Aides	61	58	95.08%
Correctional Medication Aides	34	108	317.65%
Medical Technicians	45	110	244.44%
Medical Assistants	5	2	40.00%
Physician Assistant	0	0	0.00%
Licensed Vocational Nurses	1,064	374	35.15%
Nurses	648	187	28.86%
Nurse Program Specialists	39	7	17.95%
Advanced Nurse Practitioners	20	20	100.00%
Pulmonary Physiology Technicians	0	0	0.00%
Respiratory Care Practitioners	10	1	10.00%
Nursing Consultants	3	3	100.00%
Dental Assistants	55	80	145.45%
Dental Lab Technician	0	0	0.00%
Dental Hygienists	34	3	8.82%
Pharmacy Technicians	66	34	51.52%
Pharmacists	85	13	15.29%
Chemical Dependency Counselors	126	40	31.75%

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

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Psychologists	328	172	52.44%
Research Technicians	2	1	50.00%
Chemists	148	15	10.14%
Microbiologists	162	16	9.88%
Biologists	9	0	0.00%
Planning, Research, and Information			21.14%
Planners	473	105	22.20%
Research Assistants/Specialists/Associates/ Management	209	61	29.19%
Information Specialists	367	68	18.53%
Coordinators, Information Media	11	2	18.18%
Chiefs of Community/Media Relations	0	0	0.00%
Supervisors, Instructional Media Laboratory	1	0	0.00%
Audio Visual Technicians/Directors	23	5	21.74%
Visual Education Specialists	3	0	0.00%
Directors/ Instructional Media Division	0	0	0.00%
Marketing Specialists	70	6	8.57%
Marketing Agents, Department of Corrections	1	0	0.00%
Economists	19	2	10.53%
Program Administration			18.39%
Division Directors	55	4	7.27%
Deputy Administrators	26	3	11.54%
Special Project Directors	53	11	20.75%
Operations Directors	22	1	4.55%
Program Administrators/Directors of Programs	3,407	543	15.94%
Assistant Regional Directors/Regional Directors	41	12	29.27%
Assistant Superintendents	2	0	0.00%
Area Managers	108	101	93.52%
Program Coordinator, Commission on Alcohol and Drug Abuse	0	0	0.00%
Program Specialists	1,110	215	19.37%

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

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Chiefs of Program Evaluation	5	0	0.00%
Program Officers	5	0	0.00%
Retirement Systems Benefits Specialists	97	16	16.49%
Public Safety			9.52%
Criminalists/Supervising Criminalists	120	7	5.83%
Communications Center Operators/Specialists/Shift Leaders	22	3	13.64%
Police Communications Operators/Supervisors	243	12	4.94%
Latent Print Technicians	3	0	0.00%
Fingerprint Technicians/Supervisors	61	6	9.84%
Crime Laboratory Evidence Technicians	10	1	10.00%
Assistant Field Laboratory Managers	1	0	0.00%
Forensic Artists	0	0	0.00%
DPS Records Technicians	105	16	15.24%
Drivers License Technicians/Examiners	9	9	100.00%
State Capitol Security Police	1	0	0.00%
State Technical Operations Officers	1	0	0.00%
Emergency Management Information Officers	1	0	0.00%
Accident Code Clerks/Supervisors	48	6	12.50%
Evaluators	16	1	6.25%
Property Management and Purchasing			14.01%
Stock Clerks	219	53	24.20%
Warehouse Supervisors	48	5	10.42%
Warehouse Superintendents	43	3	6.98%
Property Inventory Clerks	26	26	100.00%
Property Coordinators	28	2	7.14%
Property Managers	18	2	11.11%
Purchasing Clerks	302	48	15.89%
Purchasers	749	61	8.14%
Specifications Technicians/Chiefs	3	1	33.33%

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

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Safety			9.40%
Deputy State Fire Marshals	45	2	4.44%
Fire and Safety Officers	1	0	0.00%
Safety Officers/Managers	151	13	8.61%
Risk Management Specialists/Risk Managers	36	7	19.44%
Statistics, Procedures, and Writing			29.76%
Field Records Analysts	4	3	75.00%
Methods Analysts	6	1	16.67%
Methods and Procedures Specialists	33	5	15.15%
Administrative Procedures Technicians	10	2	20.00%
Statistical Clerks	37	14	37.84%
Statisticians	82	28	34.15%
Technical Writers	26	4	15.38%
Journalists	5	2	40.00%
Educational Writers	3	2	66.67%
Social Services			22.08%
Chaplaincy Services Assistants/Chaplains	137	12	8.76%
Youth Program Supervisors	7	1	14.29%
Child Development Specialists	66	20	30.30%
Child Support Officers	682	60	8.80%
Child Protective Services Specialists	2,634	457	17.35%
Adult Protective Services Specialists	22	18	8.11%
Social Service Workers	7,214	1,584	21.96%
Social Service Case Analysts	324	32	9.88%
Social Service Supervisors	897	129	14.38%
Social Service Program Consultants	56	8	14.29%
Social Service Administrators	724	73	10.08%
Therapist Technicians	3,127	572	18.29%
Mental Health and Mental Retardation Classes	8,712	2,581	29.63%
Qualified Mental Retardation Professionals	291	30	10.31%

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

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Recreation Supervisors/Program Managers	42	6	14.29%
Human Services Specialists	253	25	9.88%
Institutional Licensing Representatives	7	0	0.00%
Income Assistance Specialists	0	0	0.00%
Income and Medical Assistance Specialists	0	0	0.00%
Disability Services Technicians	108	7	6.48%
Case Review Specialists	24	1	4.17%
Disability Determination Officers	58	10	17.24%
Disability Examiners	331	18	5.44%
Rehabilitation Technicians	112	13	11.61%
Vocational Rehabilitation Counselors	575	71	12.35%
Directors, Vocational Rehabilitation	3	0	0.00%
Rehabilitation Services Technicians	503	58	11.53%
Veterans Assistance Counselors/Supervisors	43	2	4.65%
Houseparents	463	97	20.95%
Workshop Program Directors	0	0	0.00%
Caseworkers	491	118	24.03%
Medical Caseworkers/Psychiatric Caseworkers	8	0	0.00%
Clinical Social Workers	379	201	53.03%
Case Managers	416	112	26.92%
Rehabilitation Caseworkers	28	1	3.57%
Volunteer Services Coordinators/Chiefs	97	13	13.40%
Rehabilitation Teachers	175	27	15.43%
Commission for the Blind classes	107	24	22.43%
Coordinators of Rehabilitation	20	1	5.00%
Community Service Aides	657	229	34.86%
Social Services Technicians	569	151	26.54%
Vocational Rehabilitation Supervisors	27	1	3.70%
Aging Program Specialists	7	2	28.57%
Interpreters	14	4	28.57%

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

Occupational Category/Class Series Title	Average Number of Classified Employees	Number of Classified Terminations	Classified Turnover Rate
Translators, Spanish	1	0	0.00%
Quality Control Analysts/Field Managers	55	1	1.82%