

Objective, Scope, and Methodology

The objective of this report is to provide information on employee turnover for use in evaluating and analyzing trends in state employment and in addressing the causes of state employee turnover.

Prior to fiscal year 1994, statewide turnover for classified employees had been calculated including interagency transfers. This was done so that individual agency turnover rates would be comparable to the statewide rate. Since 1995, however, we have excluded interagency transfers from this calculation.

This report relating to full-time classified employees in 131 state agencies was prepared from quarterly and year-end summary information received from the Comptroller's Human Resource Information System (HRIS) and Uniform Statewide Payroll/Personnel System (USPS). This report does not address turnover figures for higher education employees.

The average number of employees was computed by averaging the number of classified employees contained in each HRIS quarterly report for each of the four quarters of fiscal year 1999.

We reviewed turnover data from surveys conducted by Robert Half International, a human resources consulting firm, and William M. Mercer, Inc., a management consulting company. Robert Half International surveyed executives while William Mercer, Inc., surveyed managers. The surveys identified these top reasons for employee turnover.

Robert Half International Survey

Limited advancement potential
Lack of recognition
Inadequate salary and benefits
Unhappiness with management

William M. Mercer, Inc. Survey

Compensation
Career development
Work hours
Job fit
Manager-employee relations
Corporate culture
Recognition
Family obligations
Physical work environment

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Full-Time Classified Employee Turnover Rates by Agency

Full-Time Classified Employee Turnover Rates by Agency				
Agency Number	Agency	Average Number of Employees	Number of Terminations	Turnover Rate
Article I - General Government				
477	Advisory Commission on State Emergency Communications	17.25	2	11.59%
342	Aircraft Pooling Board	32.50	7	21.54%
352	Bond Review Board	7.50	2	26.67%
344	Commission on Human Rights	39.75	10	25.16%
813	Commission on the Arts	14.75	3	20.34%
304	Comptroller of Public Accounts	2,635.75	345	13.09%
313	Department of Information Resources	89.50	30	33.52%
327	Employees Retirement System	281.00	30	10.68%
356	Ethics Commission	27.00	2	7.41%
325	Fire Fighters' Pension Commissioner	4.00	1	25.00%
303	General Services Commission	724.00	167	23.07%
808	Historical Commission	79.25	24	30.28%
353	Incentive and Productivity Commission	5.00	2	40.00%
306	Library and Archives Commission	168.25	28	16.64%
333	Office of State-Federal Relations	10.50	4	38.10%
302	Office of the Attorney General	3,556.25	610	17.15%
301	Office of the Governor	179.25	57	31.80%
809	Preservation Board	70.25	20	28.47%
307	Secretary of State	223.00	31	13.90%
338	State Pension Review Board	4.00	0	0.00%
347	Texas Public Finance Authority	11.50	2	17.39%
403	Veterans Commission	76.75	10	13.03%
Article I Total		8,257.00	1,387.00	16.80%
Article II - Health and Human Services				
527	Cancer Council	6.75	2	29.63%
355	Children's Trust Fund of Texas Council	5.25	3	57.14%
335	Commission for the Deaf and Hard of Hearing	10.00	0	0.00%
318	Commission for the Blind	587.25	89	15.16%
517	Commission on Alcohol and Drug Abuse	218.25	28	12.83%
501	Department of Health	5,381.00	805	14.96%
324	Department of Human Services	14,836.75	2,548	17.17%
340	Department on Aging	26.00	11	42.31%
655	Department of Mental Health and Mental Retardation	21,748.00	6,700	30.81%
530	Department of Protective and Regulatory Services	6,182.00	1,213	19.62%
529	Health and Human Services Commission	162.75	26	15.98%
364	Health Professions Council	3.00	0	0.00%
532	Interagency Council on Early Childhood Intervention	54.75	9	16.44%
330	Rehabilitation Commission	2,378.50	379	15.93%
Article II Total		51,600.25	11,813	22.89%

Full-Time Classified Employee Turnover Rates by Agency				
Agency Number	Agency	Average Number of Employees	Number of Terminations	Turnover Rate
Article III - Education				
771	School for the Blind and Visually Impaired	228.50	37	16.19%
772	School for the Deaf	322.25	73	22.65%
705	State Board of Educator Certification	44.25	6	13.56%
323	Teacher Retirement System	373.75	51	13.65%
367	Telecommunications Infrastructure Fund Board	14.00	5	35.71%
701	Texas Education Agency	784.25	131	16.70%
Article III Total		1,767.00	303	17.15%
Article IV - Judiciary				
242	Commission on Judicial Conduct	10.75	3	27.91%
211	Court of Criminal Appeals	57.00	13	22.81%
204	Court Reporters Certification Board	1.00	0	0.00%
228	Eighth Court of Appeals District, El Paso	16.75	4	23.88%
231	Eleventh Court of Appeals District, Eastland	12.50	2	16.00%
225	Fifth Court of Appeals District, Dallas	39.00	14	35.90%
221	First Court of Appeals District, Houston	30.25	8	26.45%
234	Fourteenth Court of Appeals District, Houston	27.50	16	58.18%
224	Fourth Court of Appeals District, San Antonio	24.50	6	24.49%
229	Ninth Court of Appeals District, Beaumont	14.75	1	6.78%
213	Office of the State Prosecuting Attorney	2.50	1	40.00%
222	Second Court of Appeals District, Fort Worth	28.75	8	27.83%
227	Seventh Court of Appeals District, Amarillo	15.75	8	50.79%
226	Sixth Court of Appeals District, Texarkana	13.00	6	46.15%
243	State Law Library	7.00	0	0.00%
201	Supreme Court of Texas	55.00	28	50.91%
230	Tenth Court of Appeals District, Waco	12.25	4	32.65%
223	Third Court of Appeals District, Austin	21.75	10	45.98%
233	Thirteenth Court of Appeals District, Corpus Christi	22.50	5	22.22%
232	Twelfth Court of Appeals District, Tyler	12.00	2	16.67%
212	Texas Judicial Council Office of Court Administration	116.00	10	8.62%
Article IV Total		540.50	149	27.57%
Article V - Public Safety and Criminal Justice				
401	Adjutant General's Department	379.25	84	22.15%
458	Alcoholic Beverage Commission	493.00	42	8.52%
467	Board of Private Investigator and Private Security Agencies	38.25	10	26.14%
407	Commission on Law Enforcement Officer Standards and Education	42.00	8	19.05%
411	Commission on Fire Protection	32.00	5	15.63%
409	Commission on Jail Standards	18.25	8	43.84%
410	Criminal Justice Policy Council	19.50	10	51.28%
696	Department of Criminal Justice	40,411.25	6,944	17.18%

Full-Time Classified Employee Turnover Rates by Agency				
Agency Number	Agency	Average Number of Employees	Number of Terminations	Turnover Rate
Article V - Public Safety and Criminal Justice (cont'd)				
405	Department of Public Safety	6,709.75	723	10.78%
665	Juvenile Probation Commission	44.75	7	15.64%
474	Polygraph Examiners Board	1.00	1	100.00%
406	Texas Military Facilities Commission	30.00	6	20.00%
694	Texas Youth Commission	3,935.00	1,400	35.58%
Article V Total		52,154.00	9,248	17.73%
Article VI - Natural Resources				
554	Animal Health Commission	211.25	23	10.89%
551	Department of Agriculture	465.25	59	12.68%
305	General Land Office and Veterans' Land Board	581.00	240	41.31%
526	Low-Level Radioactive Waste Disposal Authority	9.00	11	122.22%
582	Natural Resource Conservation Commission	2,777.00	347	12.50%
802	Parks and Wildlife Department	2,456.75	275	11.19%
455	Railroad Commission of Texas	779.50	121	15.52%
579	Rio Grande Compact Commission	2.00	0	0.00%
592	Soil and Water Conservation Board	54.00	6	11.11%
580	Water Development Board	285.00	41	14.39%
Article VI Total		7,620.75	1,123	14.74%
Article VII - Business and Economic Development				
332	Department of Housing and Community Affairs	330.00	55	16.67%
362	Lottery Commission	300.25	56	18.65%
354	Aerospace Commission	1.75	1	57.14%
480	Department of Economic Development	173.00	40	23.12%
601	Department of Transportation	14,257.00	1,403	9.84%
320	Texas Workforce Commission	3,870.25	1,244	32.14%
Article VII Total		18,932.25	2,799	14.78%
Article VIII - Regulatory				
459	Board of Architectural Examiners	15.50	2	12.90%
502	Board of Barber Examiners	12.50	5	40.00%
508	Board of Chiropractic Examiners	5.00	0	0.00%
504	Board of Dental Examiners	22.75	7	30.77%
520	Board of Examiners of Psychologists	12.00	4	33.33%
503	Board of Medical Examiners	89.75	23	25.63%
507	Board of Nurse Examiners	46.00	12	26.09%
515	Board of Pharmacy	38.00	3	7.89%
456	Board of Plumbing Examiners	21.50	5	23.26%
464	Board of Professional Land Surveying	3.00	0	0.00%
457	Board of Public Accountancy	38.75	7	18.06%
460	Board of Registration for Prof. Engineers	21.00	5	23.81%

Full-Time Classified Employee Turnover Rates by Agency				
Agency Number	Agency	Average Number of Employees	Number of Terminations	Turnover Rate
Article VIII - Regulatory (cont'd)				
337	Board of Tax Professional Examiners	2.25	1	44.44%
578	Board of Veterinary Medical Examiners	8.00	0	0.00%
511	Board of Vocational Nurse Examiners	19.25	2	10.39%
505	Cosmetology Commission	40.75	7	17.18%
469	Credit Union Department	22.50	5	22.22%
451	Department of Banking	140.00	28	20.00%
454	Department of Insurance	966.25	158	16.35%
452	Department of Licensing and Regulation	124.00	26	20.97%
533	Executive Council Physical and Occupational Therapy Examiners	15.75	4	25.40%
449	Finance Commission of Texas	1.00	0	0.00%
513	Funeral Service Commission	14.75	9	61.02%
360	Office of Administrative Hearings	100.50	24	23.88%
359	Office of Public Insurance Counsel	14.50	4	27.59%
466	Office of the Consumer Credit Commissioner	45.50	5	10.99%
475	Office of the Public Utility Counsel	19.00	5	26.32%
514	Optometry Board	4.75	1	21.05%
473	Public Utility Commission	215.75	51	23.64%
476	Racing Commission	78.00	9	11.54%
329	Real Estate Commission	84.25	13	15.43%
478	Research and Oversight Council on Workers' Compensation	10.25	4	39.02%
450	Savings and Loan Department	13.25	3	22.64%
512	State Board of Podiatric Medical Examiners	3.00	0	0.00%
479	State Office of Risk Management	90.25	37	41.00%
312	State Securities Board	71.50	9	12.59%
472	Structural Pest Control Board	32.75	6	18.32%
453	Workers' Compensation Commission	1,038.00	196	18.88%
Article VIII Total		3,501.50	680	19.42%
Article X - Legislature				
308	State Auditor's Office	207.50	63	30.36%
Article X Total		207.50	63	30.36%

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

Appendix 3:

Full-Time Classified Employee Turnover Rates by Occupational Category

Full-Time Classified Employee Turnover Rates by Occupational Category			
Occupational Category	Average Number of Employees	Number of Terminations	Turnover Rate
Education	6.75	3	44.44%
Employment	1,736.75	740	42.61%
Social Services	29,548.75	8,001	27.08%
Procedures and Information	587.00	153	26.06%
Legal	2,344.00	540	23.04%
Medical and Health	4,940.00	1,080	21.86%
Criminal Justice	32,486.50	6,552	20.17%
Custodial and Domestic	4,310.50	866	20.09%
Planning, Research, and Statistics	871.50	163	18.70%
Administrative Support	20,169.25	3,584	17.77%
Human Resources	1,979.75	325	16.42%
Library and Records	195.00	32	16.41%
Insurance	394.25	61	15.47%
Information Technology	5,143.25	795	15.46%
Accounting, Auditing, and Finance	5,305.75	812	15.30%
Property Management and Purchasing	2,010.75	301	14.97%
Inspectors and Investigators	1,439.00	200	13.90%
Program Management	9,743.00	1,344	13.79%
Office Services	371.25	46	12.39%
Safety	291.25	36	12.36%
Maintenance	4,545.25	549	12.08%
Public Safety	603.25	63	10.44%
Engineering and Design	8,858.00	913	10.31%
Natural Resources	2,486.00	227	9.13%
Land Surveying, Appraising, and Utilities	335.25	22	6.56%
Law Enforcement	3,878.50	157	4.05%

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

Appendix 4:

Full-Time Classified Employee Turnover Rates for Information Technology Professionals by Agency

Full-Time Classified Employee Turnover Rates for Information Technology Professionals by Agency			
Agency	Average Number of Employees	Number of Terminations	Turnover Rate
Article I - General Government			
Advisory Commission on State Emergency Communications	4.75	0	0.00%
Bond Review Board	1.00	0	0.00%
Commission on Human Rights	2.00	0	0.00%
Commission on the Arts	2.00	1	50.00%
Comptroller of Public Accounts	583.50	70	12.00%
Department of Information Resources	23.50	15	63.83%
Employees Retirement System	37.25	4	10.74%
Ethics Commission	3.00	0	0.00%
General Services Commission	44.75	13	29.05%
Historical Commission	2.00	1	50.00%
Library and Archives Commission	7.75	2	25.81%
Office of the Attorney General	153.75	37	24.07%
Office of the Governor	2.25	3	133.33%
Secretary of State	17.75	3	16.90%
Article II - Health and Human Services			
Commission for the Blind	12.75	5	39.22%
Commission on Alcohol and Drug Abuse	9.50	3	31.58%
Department of Health	192.25	34	17.69%
Department of Human Services	388.75	51	13.12%
Department on Aging	2.00	0	0.00%
Department of Mental Health and Mental Retardation	148.75	16	10.76%
Department of Protective and Regulatory Services	76.75	16	20.85%
Health and Human Services Commission	7.50	0	0.00%
Health Professions Council	1.00	0	0.00%
Interagency Council on Early Childhood Intervention	1.00	0	0.00%
Rehabilitation Commission	75.75	8	10.56%
Article III - Education			
School for the Blind and Visually Impaired	3.00	0	0.00%
School for the Deaf	3.50	1	28.57%
Teacher Retirement System	38.25	6	15.69%
Telecommunications Infrastructure Fund Board	1.00	0	0.00%
Texas Education Agency	86.50	15	17.34%
Article IV - Judiciary			
Court of Criminal Appeals	1.00	0	0.00%
Eighth Court of Appeals District, El Paso	0.25	0	0.00%
Texas Judicial Council Office of Court Administration	9.00	1	11.11%

Full-Time Classified Employee Turnover Rates for Information Technology Professionals by Agency			
Agency	Average Number of Employees	Number of Terminations	Turnover Rate
Article V - Public Safety and Criminal Justice			
Adjutant General's Department	7.00	1	14.29%
Alcoholic Beverage Commission	10.75	2	18.60%
Board of Probation Investigators and Probation Security Agencies	0.75	1	133.33%
Commission on Law Enforcement Officer Standards and Education	2.25	1	44.44%
Commission on Fire Protection	3.00	2	66.67%
Commission on Jail Standards	1.00	0	0.00%
Criminal Justice Policy Council	3.00	3	100.00%
Department of Criminal Justice	90.75	17	18.73%
Department of Public Safety	141.50	11	7.77%
Juvenile Probation Commission	2.00	0	0.00%
Texas Youth Commission	48.75	10	20.51%
Article VI - Natural Resources			
Animal Health Commission	3.75	1	26.67%
Department of Agriculture	3.75	2	53.33%
General Land Office and Veterans' Land Board	39.50	10	25.32%
Natural Resource Conservation Commission	126.75	24	18.93%
Parks and Wildlife Department	38.25	6	15.69%
Railroad Commission of Texas	39.00	9	23.08%
Water Development Board	20.00	1	5.00%
Article VII - Business and Economic Development			
Department of Housing and Community Affairs	13.25	1	7.55%
Texas Lottery Commission	13.00	2	15.38%
Department of Economic Development	9.00	1	11.11%
Department of Transportation	381.00	34	8.92%
Texas Workforce Commission	208.50	36	17.27%
Article VIII - Regulatory			
Board of Medical Examiners	6.00	2	33.33%
Board of Nurse Examiners	1.00	0	0.00%
Board of Pharmacy	1.00	0	0.00%
Board of Public Accountancy	2.00	0	0.00%
Department of Banking	2.00	0	0.00%
Department of Insurance	64.50	15	23.26%
Department of Licensing and Regulation	5.50	1	18.18%
Office of Administrative Hearings	3.00	0	0.00%
Office of Public Insurance Counsel	1.00	0	0.00%
Public Utility Commission	5.50	2	36.36%
Racing Commission	2.00	0	0.00%
Real Estate Commission	2.00	0	0.00%
Research and Oversight Council on Workers' Compensation	0.25	1	400.00%

Full-Time Classified Employee Turnover Rates for Information Technology Professionals by Agency			
Agency	Average Number of Employees	Number of Terminations	Turnover Rate
Article VIII - Regulatory (cont'd)			
State Office of Risk Management	1.00	2	200.00%
State Securities Board	3.00	0	0.00%
Workers' Compensation Commission	43.75	14	32.00%
Article X - Legislature			
State Auditor's Office	17.00	1	5.88%

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

Full-Time Classified Employee Turnover Rates by Job Class Series

Full-Time Classified Employee Turnover Rates by Job Class Series			
Occupational Category/ Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Accounting, Auditing, and Finance			
Accountants	1,674.00	223	13.32%
Accounting Clerks	601.00	135	22.46%
Accounts Examiners	756.25	79	10.45%
Assistant State Auditors	121.25	49	40.41%
Auditors	968.50	126	13.01%
Budget Analysts	251.25	55	21.89%
Claims Officers	77.25	13	16.83%
Electronic Data Processing Audit Specialists	7.75	2	25.81%
Equity Traders	4.00	0	0.00%
Financial Analysts	5.00	0	0.00%
Financial Examiners	228.75	33	14.43%
Internal Auditors	175.00	35	20.00%
Investment Officers	5.50	0	0.00%
Management Auditors	203.50	38	18.67%
Portfolio, Asset Managers	34.00	6	17.65%
Retirement Officers	58.50	7	11.97%
Senior Enforcement Officers	1.00	0	0.00%
Taxpayer Compliance Officers	133.25	11	8.26%
Administrative Support			
Administrative Technicians	11,422.50	1,708	14.95%
Clerks/Clerical Supervisors	5,639.25	1,314	23.30%
Executive Assistants	389.50	72	18.49%
Secretaries	2,292.25	411	17.93%
Switchboard Operators/Supervisors	204.75	34	16.61%
Word Processing Operators	221.00	45	20.36%
Duplicating Machine Operators	19.25	2	10.39%
Reproduction Equipment Operators	177.00	27	15.25%
Microfilm Camera Operators	51.25	5	9.76%
Micrographics Technicians/Supervisors	38.25	1	2.61%
Claims Officers	80.50	13	16.15%
Staff Services Officers	377.00	45	11.94%
Criminal Justice			
Agriculture Specialists	37.25	4	10.74%
Correctional Officers	25,908.00	4,861	18.76%

Full-Time Classified Employee Turnover Rates by Job Class Series			
Occupational Category/ Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Criminal Justice (cont'd)			
Correctional Transportation Officers	144.25	8	5.55%
Counsel Substitutes	121.50	12	9.88%
Industrial Supervisors	454.75	63	13.85%
Parole Officer/Supervisors	1,620.75	227	14.01%
Unit Agriculture Supervisors/Farm Managers	90.25	5	5.54%
Wardens	176.50	11	6.23%
Custodial and Domestic			
Barbers	2.50	3	120.00%
Building Custodians	1,049.75	222	21.15%
Canteen Managers	6.75	1	14.81%
Cooks	358.00	54	15.08%
Cosmetologists	22.25	2	8.99%
Food Service Workers/Managers	1,607.75	341	21.21%
Groundskeepers	134.75	36	26.72%
Housekeeping Supervisors/Managers	69.00	5	7.25%
Laundry Workers/Managers	663.00	98	14.78%
Security Officers	147.50	29	19.66%
Security Workers	237.75	73	30.70%
Sewing Room Workers/Managers	11.50	2	17.39%
Education			
Principals, Teachers, Supervisors	6.75	3	44.44%
Employment			
Appeals Referees	97.00	25	25.77%
Employment Interviewers	1,279.50	620	48.46%
Employment Specialists	201.50	69	34.24%
Interviewing Clerks	12.25	10	81.63%
Labor Market Analysts	48.50	10	20.62%
Unemployment Insurance Claims Specialists	29.00	3	10.34%
Unemployment Insurance Specialists	55.50	2	3.60%
Unemployment Tax Specialists	13.50	1	7.41%
Engineering and Design			
Drafters	1.00	0	0.00%
Engineering Aides	865.00	214	24.74%
Engineering Assistants	291.50	48	16.47%
Engineering Specialists	1,254.00	111	8.85%
Engineering Technicians	5,596.00	433	7.74%
Engineers	640.75	74	11.55%
Graphics Designers	77.75	11	14.15%
Interactive Graphics Technicians	40.50	7	17.28%
Project Design Assistants/Architects	91.50	15	16.39%

Full-Time Classified Employee Turnover Rates by Job Class Series			
Occupational Category/ Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Human Resources			
Human Resources Management Clerks	426.75	116	27.18%
Human Resources Management Assistants	161.00	22	13.66%
Human Resources Management Officers	447.00	54	12.08%
Human Resources Management Technicians/Specialists	339.25	55	16.21%
Training Specialists	605.75	78	12.88%
Information Technology			
Automated Data Processing Equipment Operators/Supervisors	316.25	39	12.33%
Automated Data Processing Programmers	363.25	85	23.40%
Automated Data Processing Record Control Clerks	104.50	30	28.71%
Data Entry Operators/Supervisors	575.50	82	14.25%
Database Administrators	113.25	18	15.89%
Network Managers	470.50	59	12.54%
Programmer Analysts	500.50	97	19.38%
Systems Analysts	1,652.25	216	13.07%
Systems Programmers	80.50	18	22.36%
Systems Support Specialists	834.25	126	15.10%
Telecommunications Specialists	132.50	25	18.87%
Inspectors and Investigators			
Inspectors	659.75	80	12.13%
Investigators	739.75	117	15.82%
Sample Technicians	18.25	1	5.48%
Seed Analysts	21.25	2	9.41%
Insurance			
Actuaries	19.00	5	26.32%
Insurance Specialists	210.50	31	14.73%
Insurance Technicians	15.00	4	26.67%
Retirement Systems Benefits Specialists	128.50	17	13.23%
Unemployment Insurance Specialists	21.25	4	18.82%
Land Surveying, Appraising, and Utilities			
Appraisers	101.50	9	8.87%
Land Surveyors	22.75	4	17.58 %
Right of Way Agents	180.50	7	3.88%
Utility Specialists	30.50	2	6.56%
Law Enforcement			
Agents	145.00	4	2.76%
Agent Trainees	23.75	0	0.00%
Aircraft Pilots	5.00	0	0.00%
Captains	61.00	3	4.92%
Commanders	9.00	0	0.00%

Full-Time Classified Employee Turnover Rates by Job Class Series			
Occupational Category/ Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Law Enforcement (cont'd)			
Corporals	179.75	7	3.89%
Game Wardens	241.25	8	3.32%
Game Warden Officers/Commanders	209.50	13	6.21%
Inspectors	12.00	1	8.33%
Internal Affairs Investigators	97.75	6	6.14%
Internal Affairs Trainees	2.00	0	0.00%
Lieutenants	162.25	5	3.08%
Majors	12.00	1	8.33%
Officers	50.00	4	8.00%
Senior Internal Affairs Investigators	22.00	0	0.00%
Sergeants	742.00	15	2.02%
State Capitol Security Police	123.00	7	5.69%
Trainees/Probationary Capitol	14.75	2	13.56%
Trainees/Probationary Game Wardens	12.50	0	0.00%
Trainees/Probationary Troopers	309.75	28	9.04%
Troopers	1,444.25	53	3.67%
Legal			
Administrative Law Judges	45.00	5	11.11%
Appellate Court Peace Officers	1.00	0	0.00%
Attorneys	1,326.50	283	21.33%
Benefit Review Officers	35.50	0	0.00%
Court Clerks	19.75	2	10.13%
Court Law Clerks	77.00	70	90.91%
Deputy Assistant Secretaries for Statutory Filings	1.00	0	0.00%
Deputy Clerks	65.25	16	24.52%
Hearings Examiners/Directors	29.75	9	30.25%
Hearings Officers	90.50	7	7.73%
Law Clerks, Office of the Attorney General	6.25	10	160.00%
Legal Assistants	269.75	57	21.13%
Legal Secretaries	228.25	67	29.35%
Members, Appeals Panel	11.50	1	8.70%
Ombudsmen, Workers' Compensation Commission	71.50	2	2.80%
State Judge Advocates	1.00	0	0.00%
Tax Attorneys, Comptrollers	25.75	9	34.95%
Title IV-D Masters	37.75	2	5.30%
Library and Records			
Archaeologists	19.75	3	15.19%
Archivists	12.25	1	8.16%
Exhibit Technicians	15.75	3	19.05%
Historians	5.00	4	80.00%
Librarians	106.50	16	15.02%

Full-Time Classified Employee Turnover Rates by Job Class Series			
Occupational Category/ Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Library and Records (cont'd)			
Library Assistants	33.00	5	15.15%
Museum Curators	2.75	0	0.00%
Maintenance			
Air Conditioning and Boiler Operators	80.25	16	19.94%
Aircraft Mechanics	5.75	3	52.17%
Aircraft Pilots	35.50	3	8.45%
Electrical and Air Conditioning Mechanics	337.50	31	9.19%
Laborers	14.75	29	196.61%
Machinists	13.25	1	7.55%
Maintenance Assistants	21.50	2	9.30%
Maintenance Mechanics	1,113.75	165	14.81%
Maintenance Supervisors	1,215.00	113	9.30%
Motor Vehicle Mechanics/Supervisors	415.00	43	10.36%
Office Machine Service Technicians	16.50	2	12.12%
Plant Maintenance Managers	64.75	11	16.99%
Radio Communications Technicians	35.50	4	11.27%
Roadway Maintenance Supervisors	946.25	65	6.87%
Truck Drivers	230.00	61	26.52%
Medical and Health			
Chemists	24.50	3	12.24%
Clinical Pharmacologists	8.75	0	0.00%
Clinical Records Clerks/Technicians/Administrators	6.00	0	0.00%
Dental Assistants	31.00	8	25.81%
Dental Hygienists	31.00	4	12.90%
Dentists	22.25	2	8.99%
Dietitians	22.00	3	13.64%
Epidemiologists	43.25	3	6.94%
Laboratory Technicians	113.25	19	16.78%
Licensed Vocational Nurses	1,201.25	385	32.05%
Medical Aides	34.75	8	23.02%
Medical Specialists	127.75	18	14.09%
Medical Technicians	12.00	2	16.67%
Medical Technologists	60.75	11	18.11%
Microbiologists	164.75	20	12.14%
Nurses	1,602.00	372	23.22%
Nutritionists	102.25	19	18.58%
Orthopedic Equipment Technicians	46.50	8	17.20%
Pharmacists	81.25	10	12.31%
Pharmacy Technicians	71.00	19	26.76%
Physicians	73.50	14	19.05%
Psychologists	314.50	61	19.40%
Public Health Technicians	463.75	41	8.84%

Full-Time Classified Employee Turnover Rates by Job Class Series			
Occupational Category/ Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Medical and Health (cont'd)			
Radiological Technologists	25.50	3	11.76%
Registered Therapist Assistants/Registered Therapists	231.25	44	19.03%
Respiratory Care Practitioners	7.00	0	0.00%
Veterinarians	18.25	3	16.44%
Natural Resources			
Chemists	95.00	19	20.00%
Conservation Outdoor Recreation Specialists	200.25	11	5.49%
Conservation Scientists	320.00	19	5.94%
Environmental Quality Specialists	960.75	91	9.47%
Fish and Wildlife Technicians	212.50	20	9.41%
Geologist Assistants/Geologists	102.75	10	9.73%
Hydrologist Assistants/Hydrologists	73.00	5	6.85%
Park Rangers	378.00	44	11.64%
Sanitarians	143.75	8	5.57%
Office Services			
Bindery Technicians	50.25	7	13.93%
Duplicating Machine Operators	18.75	2	10.67%
Microfilm Camera Operators	50.00	5	10.00%
Micrographics Technicians/Supervisors	38.00	1	2.63%
Photographers	20.25	1	4.94%
Printing Technicians	23.75	3	12.63%
Reproduction Equipment Operators	170.25	27	15.86%
Planning, Research, and Statistics			
Economists	32.25	11	34.11%
Planners	435.25	72	16.54%
Research Assistants/Specialists/Associates/ Managers	226.00	62	27.43%
Statisticians	144.50	17	11.76%
Statistical Clerks	33.50	1	2.99%
Procedures and Information			
Audio Visual Technicians/Directors	19.75	5	25.32%
Information Specialists	388.50	105	27.03%
Journalists	1.00	0	0.00%
Marketing Specialists	76.50	31	40.52%
Methods and Procedures Specialists	50.25	3	5.97%
State-Federal Relations Representatives	9.00	2	22.22%
Technical Writers	42.00	7	16.67%
Program Management			
Area Managers	19.25	6	31.17%
Managers/Directors	2,604.00	364	13.98%

Full-Time Classified Employee Turnover Rates by Job Class Series			
Occupational Category/ Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Program Management (cont'd)			
Program Administrators/Directors of Programs	4,523.50	631	13.95%
Program Specialists	2,230.50	298	13.36%
Staff Services Officers	365.75	45	12.30%
Property Management			
Contract Technicians/Specialists	526.00	87	16.54%
Purchasers	799.00	100	12.52%
Purchasing Clerks	293.25	59	20.12%
Stock Clerks	309.75	44	14.21%
Warehouse Supervisors	82.75	11	13.29%
Public Safety			
Communications Center Operators/Specialists/ Shift Leaders	21.50	7	32.56%
Communications Electronic Technicians/Superintendents	1.00	0	0.00%
Crime Laboratory Evidence Technicians	19.75	4	20.25%
Criminalists/Supervising Criminalists	136.50	8	5.86%
Department of Public Safety Records Technicians	100.75	17	16.87%
Fingerprint Technicians/Supervisors	47.50	8	16.84%
Fire-Crash Rescue Specialists	24.25	4	16.49%
Latent Print Technicians	3.75	0	0.00%
Photographers	5.00	0	0.00%
Police Communications Operators/Supervisors	243.25	15	6.17%
Safety			
Deputy State Fire Marshals	49.50	7	14.14%
Risk Management Specialists/Risk Managers	47.50	10	21.05%
Safety Officers/Managers	194.25	19	9.78%
Social Services			
Adult Protective Services Specialists	302.50	28	9.26%
Case Managers	373.75	137	36.66%
Case Review Specialists	24.25	2	8.25%
Caseworkers	566.00	160	28.27%
Chaplaincy Services Assistants/Chaplains	161.25	10	6.20%
Chemical Dependency Counselors	197.75	41	20.73%
Child Development Specialists	18.25	8	43.84%
Child Protective Services Specialists	2,984.50	758	25.40%
Child Support Officers	882.00	112	12.70%
Child Support Technicians	474.50	69	14.54%
Clinical Social Workers	239.50	43	17.95%
Commission for the Blind Classes	6.00	0	0.00%
Community Care Workers	45.00	15	33.33%
Community Service Aides	283.00	129	45.58%

Full-Time Classified Employee Turnover Rates by Job Class Series			
Occupational Category/ Job Class Series	Average Number of Employees	Number of Terminations	Turnover Rate
Social Services (cont'd)			
Coordinators of Rehabilitation	31.25	1	3.20%
Disability Determination Officers	79.00	13	16.46%
Disability Examiners	339.75	46	13.54%
Disability Services Technicians	96.25	20	20.78%
Houseparents	419.25	174	41.50%
Human Services Specialists	7,475.25	1,226	16.40%
Institutional Licensing Representatives	10.00	2	20.00%
Interpreters	11.25	1	8.89%
Medical Caseworkers/Psychiatric Caseworkers	1.75	1	57.14%
Mental Health and Mental Retardation Classes	8,425.00	3,413	40.51%
Printing Technicians	4.00	5	125.00%
Qualified Mental Retardation Professionals	273.00	45	16.48%
Quality Control Analysts/Field Managers	90.00	8	8.89%
Recreation Supervisors/Program Managers	148.25	28	18.89%
Rehabilitation Caseworkers	48.00	5	10.42%
Rehabilitation Services Technicians	687.25	129	18.77%
Rehabilitation Teachers	120.00	25	20.83%
Rehabilitation Technicians	102.25	18	17.60%
Social Service Case Analysts	227.50	26	11.43%
Social Service Program Consultants	111.50	9	8.07%
Social Service Supervisors	18.50	11	59.46%
Social Service Workers	925.00	472	51.03%
Social Services Technicians	725.50	111	15.30%
Therapist Technicians	1,875.00	549	29.28%
Veterans Assistants Counselors/Supervisors	45.75	6	13.11%
Vocational Rehabilitation Counselors	604.75	128	21.17%
Volunteer Services Coordinators/Chiefs	95.50	17	17.80%

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

Full-Time Classified Employee Turnover Rates by Salary Group

Full-Time Classified Employee Turnover Rates by Salary Group			
Salary Group	Average Number of Employees	Number of Terminations	Turnover Rate
A02	688.00	303	44.04%
A03	2,163.00	1,356	62.69%
A04	646.25	170	26.31%
A05	6,374.25	2,114	33.16%
A06	8,930.75	2,290	25.64%
A07	4,947.75	1,675	33.85%
A08	6,587.75	1,223	18.56%
A09	6,473.50	1,958	30.25%
A10	2,943.25	579	19.67%
A11	28,372.50	4,423	15.59%
A12	3,281.25	277	8.44%
A13	5,288.75	667	12.61%
A14	2,570.75	241	9.37%
A15	2,427.00	272	11.21%
A16	1,585.25	134	8.45%
A17	201.25	11	5.47%
A18	182.25	18	9.88%
Schedule A Total	83,663.50	17,711	21.17%
B01	37.50	16	42.67%
B02	1,348.00	690	51.19%
B03	1,892.00	632	33.40%
B04	5,308.75	1,253	23.60%
B05	6,171.75	795	12.88%
B06	4,333.00	772	17.82%
B07	5,400.75	870	16.11%
B08	6,225.75	980	15.74%
B09	5,331.75	787	14.76%
B10	5,038.00	710	14.09%
B11	3,845.00	501	13.03%
B12	3,867.00	572	14.79%
B13	3,840.00	530	13.80%
B14	643.25	75	11.66%
B15	1,478.00	166	11.23%
B16	835.50	103	12.33%
B17	453.25	72	15.89%
B18	311.75	45	14.43%
B19	347.75	80	23.01%
B20	82.25	16	19.45%
B21	134.00	20	14.93%
B22	50.25	6	11.94%
Schedule B Total	56,975.25	9,691.00	17.01%

Full-Time Classified Employee Turnover Rates by Salary Group			
Salary Group	Average Number of Employees	Number of Terminations	Turnover Rate
C01	362.75	30	8.27%
C02	702.00	19	2.71%
C03	295.25	14	4.74%
C04	297.50	9	3.03%
C05	262.75	6	2.28%
C06	657.50	36	5.48%
C07	949.00	25	2.63%
C08	209.50	7	3.34%
C09	122.50	8	6.53%
C10	39.75	3	7.55%
Schedule C Total	3,898.50	157	4.03%

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

Appendix 7:

Full-Time Classified Employee Turnover Rates by Salary Schedule A Pay Step

Full-Time Classified Employee Turnover Rates by Salary Schedule A Pay Step			
Pay Step	Average Number of Employees	Number of Terminations	Classified Turnover Rate
01	30,668.75	9,177	29.92%
02	11,461.75	2,183	19.05%
03	8,082.00	1,876	23.21%
04	5,325.75	996	18.70%
05	2,792.50	299	10.71%
06	19,957.50	2,688	13.47%
07	2,045.50	182	8.90%
08	1,481.50	137	9.25%
09	1,843.75	173	9.38%

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

Appendix 8:

Full-Time Classified Employee Turnover Rates by Salary

Full-Time Classified Employee Turnover Rates by Salary			
Salary	Average Number of Employees	Number of Terminations	Turnover Rate
Less Than \$15,000	10,350.75	3,582	34.61%
\$15,000 to \$17,500	16,137.00	4,670	28.94%
\$17,500 to \$20,000	15,608.00	2,978	19.08%
\$20,000 to \$22,500	14,922.25	3,841	25.74%
\$22,500 to \$25,000	13,848.00	2,717	19.62%
\$25,000 to \$27,500	23,808.00	3,254	13.67%
\$27,500 to \$30,000	10,858.50	1,468	13.52%
\$30,000 to \$32,500	6,437.25	813	12.63%
\$32,500 to \$35,000	6,324.50	814	12.87%
\$35,000 to \$37,500	4,287.75	631	14.72%
\$37,500 to \$40,000	3,715.25	499	13.43%
\$40,000 to \$42,500	4,190.50	436	10.40%
\$42,500 to \$45,000	1,912.25	211	11.03%
\$45,000 to \$47,500	1,831.50	214	11.68%
\$47,500 to \$50,000	1,411.50	211	14.95%
\$50,000 to \$52,500	1,000.25	121	12.10%
\$52,500 to \$55,000	1,562.75	204	13.05%
\$55,000 to \$57,500	429.25	45	10.48%
\$57,500 to \$60,000	421.50	55	13.05%
Greater Than \$60,000	1,584.75	269	16.97%
Unknown	3,939.25	532	13.51%

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

Appendix 9:

Turnover Rates for Employees Other Than Classified Regular Full-Time

Turnover Rates for Employees Other Than Classified Regular Full-Time			
Employee Type	Average Number of Employees	Number of Terminations	Turnover Rate
Classified Regular Part-Time	2,206.75	1,003	45.45%
Classified Temporary Full-Time	638.50	1,933	302.74%
Classified Temporary Part-Time	226.50	306	135.10%
Exempt Regular Full-Time	938.50	66	7.03%
Exempt Regular Part-Time	400.00	67	16.75%
Unclassified Exempt Full-Time	66.00	2	3.03%
Unclassified Regular Full-Time	4,150.00	804	19.37%
Unclassified Regular Part-Time	1,265.50	743	58.71%
Unclassified Temporary Full-Time	92.25	152	164.77%
Unclassified Temporary Part-Time	29.50	42	142.37%

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

Appendix 10:

Reasons State Employees Terminate Employment

Reasons State Employees Terminate Employment										
	Fiscal Year 1999		Fiscal Year 1998		Fiscal Year 1997		Fiscal Year 1996		Fiscal Year 1995	
Reason	Terminations	Percentage of Terminations	Terminations	Percentage of Terminations	Terminations	Percentage of Terminations	Terminations	Percentage of Terminations	Terminations	Percentage of Terminations
Personal Reasons Not Related to the Job	11,162	40.49%	10,670	38.90%	8,667	41.32%	8,295	31.46%	8,065	40.96%
Retirement	2,511	9.11%	2,923	10.66%	857	4.09%	1,280	4.85%	2,362	12.00%
Reasons Unknown	2,456	8.91%	2,158	7.87%	1,784	8.50%	1,697	6.44%	1,563	7.94%
Transfer to a Different Agency/Institution	2,144	7.78%	2,123	7.74%	2,279	10.86%	8,286	31.43%	1,851	9.40%
Inadequate Salary	1,973	7.16%	2,173	7.92%	1,976	9.42%	1,706	6.47%	1,682	8.54%
Dislike/Unsuitable for Assigned Tasks	1,273	4.62%	1,084	3.95%	1,047	4.99%	995	3.77%	832	4.23%
Dissatisfaction With Supervisor	322	1.17%	343	1.25%	273	1.30%	239	0.91%	279	1.42%
Lack of Opportunity for Advancement	181	0.66%	217	0.79%	220	1.05%	193	0.73%	182	0.92%
Working Hours	88	0.32%	102	0.37%	65	0.31%	50	0.19%	43	0.22%
Travel	46	0.17%	30	0.11%	25	0.12%	37	0.14%	42	0.21%
Total Voluntary Turnover	22,156	80.38%	21,823	79.55%	17,193	81.96%	22,778	86.39%	16,901	85.84%
Dismissal for Cause	2,472	8.97%	2,147	7.83%	1,802	8.59%	1,180	4.48%	1,459	7.41%
Resignation in Lieu of Involuntary Separation	1,416	5.14%	1,219	4.44%	1,043	4.97%	796	3.02%	554	2.81%
Reduction-in-Force	1,224	4.44%	1,997	7.28%	756	3.60%	1,410	5.35%	571	2.90%
Death	201	0.73%	246	0.90%	183	0.87%	201	0.76%	204	1.04%
Termination at Will	96	0.35%	NA	NA	NA	NA	NA	NA	NA	NA
Total Involuntary Turnover	5,409	19.62%	5,609	20.45%	3,784	18.04%	3,587	13.61%	2,788	14.16%

Source: Comptroller's Human Resources Information System and Uniform Statewide Payroll/Personnel System

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