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**State Auditor**

An Annual Report on

# **Classified Employee Turnover for Fiscal Year 2011**

December 2011

Report No. 12-701



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**Classified Employee Turnover for Fiscal  
 Year 2011**

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## Overall Conclusion

The fiscal year 2011 statewide turnover rate was 16.8 percent for regular full- and part-time classified employees, based on 26,028 separations. This was a 15.1 percent increase from the fiscal year 2010 turnover rate of 14.6 percent. The fiscal year 2011 turnover rate was the highest turnover rate that the State has experienced since fiscal year 2008.

Voluntary separations accounted for the majority (70.4 percent) of the State's total separations in fiscal year 2011. Several factors have contributed or may have contributed to the 12.9 percent increase in voluntary separations since fiscal year 2010. Specifically:

- The number of employees retiring continued to increase. In fiscal year 2011, retirements increased 19.3 percent from fiscal year 2010. Over the past five fiscal years, retirements increased by 40.6 percent.
- There was a perceived lack of employment stability due to state budget cuts. Exit survey comments suggested that some state workers decided to find other employment because of perceived employment instability at their state agency.
- There was a reduced number of merit increases and one-time merit increases for state employees in fiscal year 2011. State agencies awarded 7,161 fewer merit increases and 4,142 fewer one-time merit increases in fiscal year 2011 than they awarded in fiscal year 2010; state agencies awarded 55.3 percent fewer merit and one-time merit increases in fiscal year 2011 than they awarded five years ago in fiscal year 2007. Better pay and benefits continues to be cited among the top reasons employees left employment with their agencies.

### Scope of Report

The scope of this report included regular full- and part-time classified employees in state agencies during fiscal year 2011 and excluded temporary employees and employees who were not subject to the State's Position Classification Plan (such as employees at higher education institutions).

Interagency transfers were excluded from most turnover calculations in this report because employees who transfer to other state agencies and higher education institutions are not considered a loss to the State as a whole. The only exception is the turnover by agency calculation. In determining turnover by agency, interagency transfers were included because they are considered a loss for the agency.

### History of Turnover Rates Fiscal Years 2007 through 2011

Fiscal Year	Turnover Rate
2007	17.4%
2008	17.3%
2009	14.4%
2010	14.6%
2011	16.8%

### Exit Survey Results <sup>a</sup>

According to exit surveys completed during fiscal year 2011, the top two reasons cited for leaving state employment were (1) retirement and (2) better pay/benefits.

For the past five fiscal years, "Better pay/benefits" has been among the top two reasons cited by employees for leaving state employment.

<sup>a</sup> Texas Government Code, Section 651.007, requires state agencies to provide an exit survey to employees who voluntarily leave state employment.

This report was completed in accordance with Texas Government Code, Section 651.007.

For more information regarding this report, please contact Nicole Guerrero, Audit Manager, or John Keel, State Auditor, at (512) 936-9500.

The remaining state separations (29.6 percent) were involuntary. There was an increase of 15.7 percent in involuntary separations since fiscal year 2010. This increase was primarily due to reductions in force, which had the largest percent change (596.0 percent).

Table 1 provides a comparison of the separations for fiscal years 2010 and 2011 and indicates the percent change in separations from fiscal years 2010 to 2011.

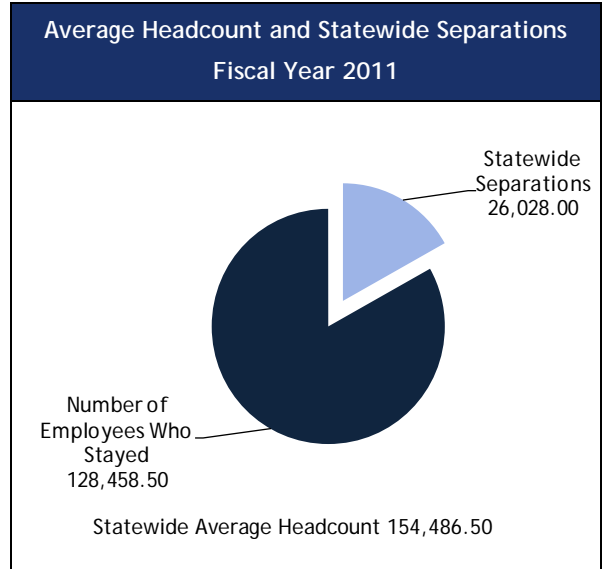


Table 1

Separations in Fiscal Years 2010 and 2011 <sup>a</sup>			
Separation Type	Fiscal Year 2010	Fiscal Year 2011	Percent Change
Retirement	3,696.0	4,411.0	19.3%
Voluntary Separation from Agency	12,535.0	13,909.0	11.0%
<b>Total Voluntary Separations</b>	<b>16,231.0</b>	<b>18,320.0</b>	<b>12.9%</b>
Reduction in Force	176.0	1,225.0	596.0%
Termination at Will	170.0	260.0	52.9%
Death	244.0	255.0	4.5%
Resignation in Lieu of Involuntary Separation	2,222.0	2,287.0	2.9%
Dismissal for Cause	3,850.0	3,681.0	-4.4%
<b>Total Involuntary Separations</b>	<b>6,662.0</b>	<b>7,708.0</b>	<b>15.7%</b>
<b>Total Statewide Separations</b>	<b>22,893.0</b>	<b>26,028.0</b>	<b>13.7%</b>
<b>Average Statewide Headcount</b>	<b>156,583.0</b>	<b>154,486.5</b>	<b>-1.3%</b>

<sup>a</sup> The voluntary separations and total statewide separations for fiscal year 2011 exclude interagency transfers because those are not considered a loss to the State.

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

## Key Points

The fiscal year 2011 turnover rate (16.8 percent) for full- and part-time classified employees was the highest since fiscal year 2008 (17.3 percent). This was based on 26,028 employee separations, the majority of which were voluntary (18,320).

Voluntary separations, excluding interagency transfers, accounted for 70.4 percent of overall separations for the State's classified regular, full- and part-time employees. Compared to fiscal year 2010, there was an increase of 12.9 percent in the number of employees who left state employment voluntarily.

The remaining 7,708 separations (29.6 percent) were involuntary separations. Compared to fiscal year 2010, there was a 15.7 percent increase in involuntary separations. Reductions in force accounted for 4.7 percent of statewide separations, an increase from fiscal year 2010 when reductions in force accounted for less than 1.0 percent of statewide separations.

**"True" Turnover Rate**

Excluding retirements and involuntary separations, the fiscal year 2011 turnover rate was 9.0 percent. This rate, which is often considered a more "true" turnover rate because it reflects "preventable" turnover, also increased since fiscal year 2010, when it was 8.0 percent.

Table 2 lists the separations by type in fiscal year 2011.

Table 2

Separations by Type in Fiscal Year 2011 <sup>a</sup>		
Separation Type	Number of Separations	Percentage of Separations
Voluntary Separation from Agency	13,909	53.4%
Retirement	4,411	17.0%
<b>Total Voluntary Separations</b>	<b>18,320</b>	<b>70.4%</b>
Dismissal for Cause	3,681	14.1%
Resignation in Lieu of Separation	2,287	8.8%
Reduction in Force	1,225	4.7%
Death	255	1.0%
Termination at Will	260	1.0%
<b>Total Involuntary Separations</b>	<b>7,708</b>	<b>29.6%</b>
<b>Total Statewide Separations</b>	<b>26,028</b>	<b>100.0%</b>
<sup>a</sup> The voluntary separations and total statewide separations for fiscal year 2011 exclude interagency transfers because these are not considered a loss to the State.		

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

**The Texas Education Agency (TEA) experienced the highest turnover rate (38.5 percent) among state agencies with 1,000 or more employees in fiscal year 2011.<sup>1</sup>**

TEA's turnover rate of 38.5 percent in fiscal year 2011 was a significant increase from its fiscal year 2010 turnover rate of 9.0 percent. The majority (65.7 percent) of TEA's separations in fiscal year 2011 were due to reductions in force.

The Department of Criminal Justice (TDCJ), which is the largest state agency, accounted for the largest percentage of separations (29.6 percent) within the State. The majority of the separations at TDCJ during fiscal year 2011 were voluntary. TDCJ's turnover rate was 19.2 percent in fiscal year 2011.

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

Employees under age 30 accounted for 30.2 percent of the State's separations, and employees with fewer than 2 years of state service accounted for 38.4 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 workforce and 64.3 percent of total separations.**

The types of jobs from which state employees most often separated were in the social services, medical and health, and criminal justice occupational categories. All three occupational categories had higher turnover rates than the State's 16.8 percent overall turnover rate. This can be partially attributed to the following job classification series within those three occupational categories:

- **Social Services** - The Mental Retardation Assistant job classification series accounted for 42.3 percent of total separations within this occupational category and had a turnover rate of 42.2 percent.
- **Medical and Health** - The Licensed Vocational Nurse and Nurse job classification series accounted for 68.0 percent of separations within this occupational category and had a combined turnover rate of 26.6 percent.
- **Criminal Justice** - The Juvenile Correctional Officer and Correctional Officer job classification series accounted for 92.3 percent of total separations within this occupational category and had a combined turnover rate of 23.4 percent.

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<sup>1</sup> Turnover rates for agencies include interagency transfers.

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

## ***Summary of Objective, Scope, and Methodology***

The objective of this report was to provide and analyze information on employee turnover.

The scope of this report included classified regular, full- and part-time employees in Texas state agencies during fiscal year 2011. 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 State 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 State's overall 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, these transfers are included because they are considered a loss for the agency.

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

The following formula was used to determine the State's turnover rate:

$$\left( \frac{\text{Number of separations during the fiscal year}}{\text{Average number of classified employees during the fiscal year}^3} \right) \times 100$$

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.

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<sup>3</sup>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 2011 and then dividing this total by four quarters.

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# Detailed Results

Chapter 1

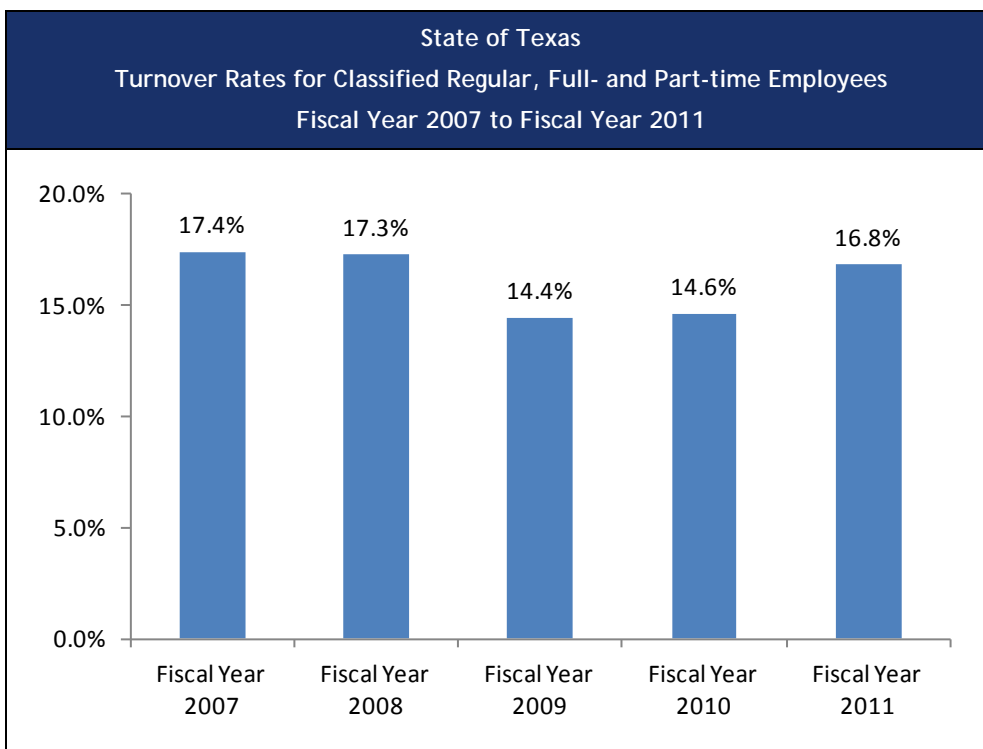
## Overall Turnover Rate

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The statewide turnover rate for classified regular, full- and part-time employees for fiscal year 2011 was 16.8 percent based on a total of 26,028 voluntary and involuntary separations, excluding interagency transfers. This was an increase from the fiscal year 2010 turnover rate of 14.6 percent, and it was the highest rate since fiscal year 2008 when the turnover rate was 17.3 percent.

The turnover rate during the past five fiscal years has fluctuated from 17.4 percent (in fiscal year 2007) to 16.8 percent (in fiscal year 2011) (see Figure 1).

Figure 1



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

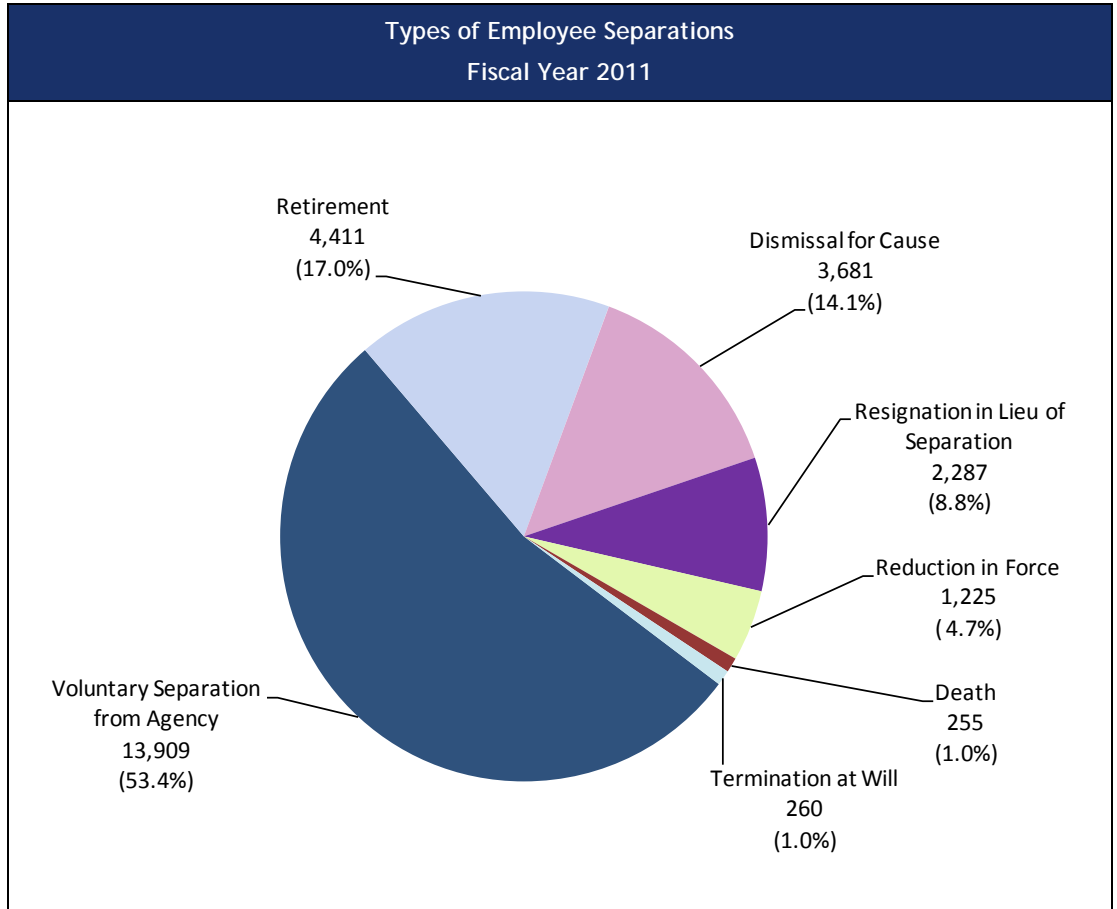


**Turnover Rate Including Interagency Transfers**

The State's voluntary turnover rate including interagency transfers was 17.7 percent in fiscal year 2011. From fiscal year 2010 to fiscal year 2011, the State experienced a 34.0 percent decrease in the number of interagency transfers. See Appendix 2 for additional information on interagency transfers.

“Voluntary separation from a state agency” was the most common type of separation, followed by “retirement” and “dismissal for cause” (see Figure 2). See Appendix 2 for additional details about the types of separations from employment in fiscal years 2007 through 2011, 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 accounted for the majority (70.4 percent) of the State's total separations and increased 12.9 percent since fiscal year 2010. Several factors have contributed or may have contributed to that increase. Specifically:

- The number of employees retiring continued to increase. In fiscal year 2011, retirement increased 19.3 percent from fiscal year 2010. Between fiscal years 2007 and 2011, retirements increased by 40.6 percent.
- There was a perceived lack of employment stability due to budget cuts. Exit survey comments suggested that some state workers decided to find other employment because of perceived employment instability at their state agency.
- There were a reduced number of merit increases and one-time merit increases for state employees in fiscal year 2011. State agencies awarded 7,161 fewer merit increases and 4,142 fewer one-time merit increases in fiscal year 2011 than they awarded in fiscal year 2010. Also, state agencies awarded 55.3 percent fewer merit and one-time merit increases in fiscal year 2011 than they awarded five years ago in fiscal year 2007. Better pay and benefits continued to be cited among the top reasons employees left employment with the State.

**Exit Survey Results<sup>a</sup>**

According to exit surveys completed during fiscal year 2011, the top two reasons cited for leaving state employment were:

- Retirement.
- Better pay/benefits.

For the past five fiscal years, "Better pay/benefits" has been among the top two reasons cited by employees for leaving state employment.

<sup>a</sup> Texas Government Code, Section 651.007, requires state agencies to provide an exit survey to employees who voluntarily leave state employment.

Table 3 lists the percent change for voluntary separations from fiscal year 2010 to fiscal year 2011.

Table 3

Voluntary Employee Separations for Fiscal Years 2010 and 2011 <sup>a</sup>			
Separation Type	Fiscal Year 2010	Fiscal Year 2011	Percent Change
Retirement	3,696	4,411	19.3%
Voluntary Separation from Agency	12,535	13,909	11.0%
<b>Total Voluntary Separations</b>	<b>16,231</b>	<b>18,320</b>	<b>12.9%</b>
<sup>a</sup> Voluntary separations exclude interagency transfers because they are not viewed as a loss to the State.			

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

## Involuntary Employee Separations

Involuntary separations due to reduction in force, dismissal for cause, resignation in lieu of involuntary termination, termination at will, or death accounted for 29.6 percent of total separations in fiscal year 2011. Involuntary separations increased 15.7 percent from fiscal year 2010; that increase was primarily a result of the increase in the number of employees who separated from state employment due to a reduction in force.

Table 4 lists the percent changes for involuntary separations for fiscal years 2010 and 2011.

Table 4

Involuntary Employee Separations Fiscal Years 2010 and 2011			
Separation Type	Fiscal Year 2010	Fiscal Year 2011	Percent Change
Reduction in Force	176	1,225	596.0%
Termination at Will	170	260	52.9%
Death	244	255	4.5%
Resignation in Lieu of Involuntary Separation	2,222	2,287	2.9%
Dismissal for Cause	3,850	3,681	-4.4%
<b>Total Involuntary Separations</b>	<b>6,662</b>	<b>7,708</b>	<b>15.7%</b>

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

Thirty-four state agencies experienced reductions in force. The Texas Youth Commission, the Texas Education Agency, and the Department of Criminal Justice accounted for 72.6 percent of all staff reductions due to reductions in force in fiscal year 2011.

The three job classification series with the most separations as a result of reductions in force in fiscal year 2011 were Juvenile Correctional Officers, Program Specialists, and Administrative Assistants. Those three job classification series accounted for 45.1 percent of all reductions in force in fiscal year 2011.

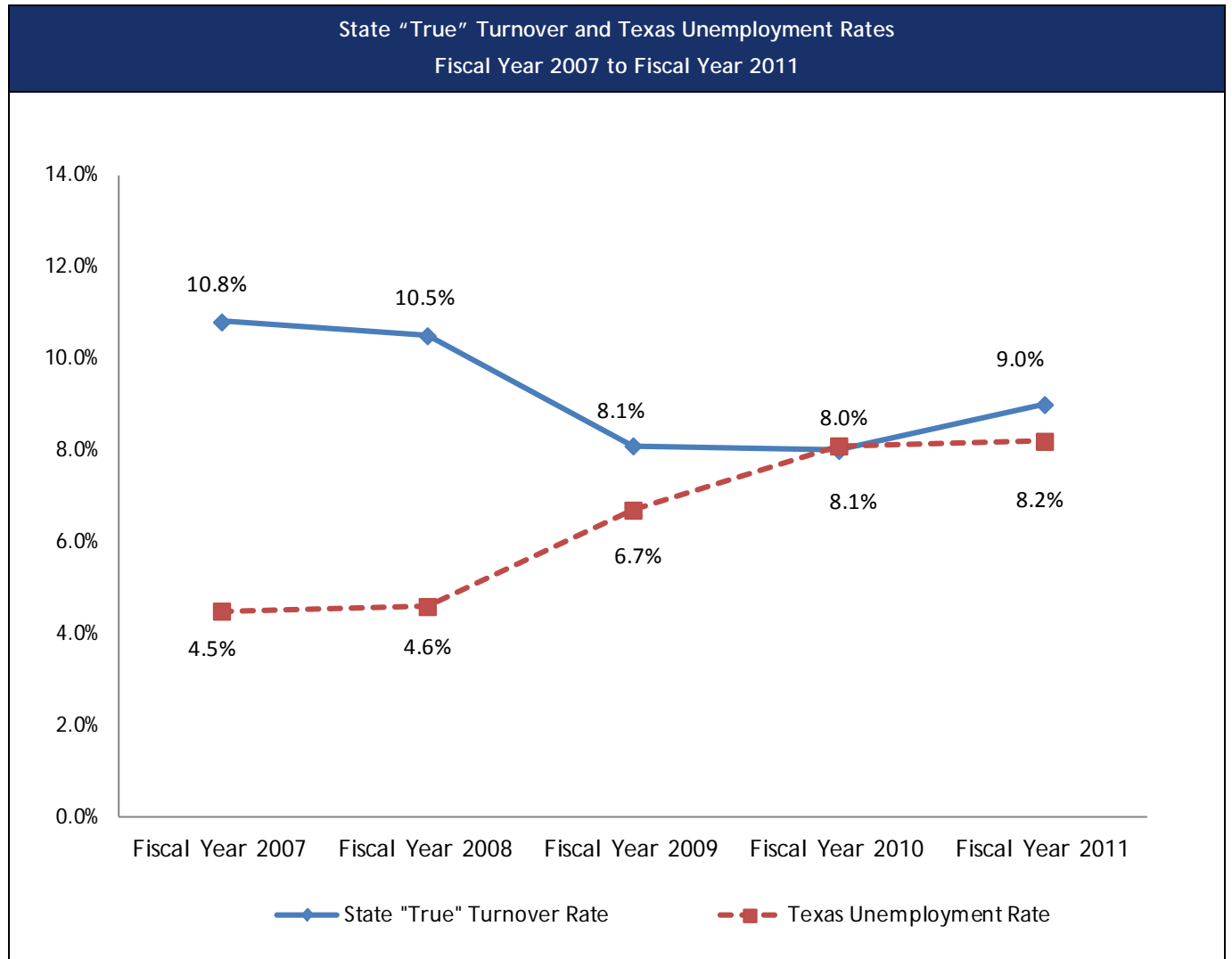
### Comparison of the State's "True" Turnover Rate and the Texas Unemployment Rate

Excluding retirements and involuntary separations, the fiscal year 2011 turnover rate was 9.0 percent, compared to 8.0 percent in fiscal year 2010. This rate is often considered more of a "true" turnover rate because it reflects preventable turnover. At the same time, the Texas unemployment rate increased from 8.1 percent in fiscal year 2010 to 8.2 percent in fiscal year 2011.

With the exception of fiscal year 2011, there has been an inverse relationship between the statewide unemployment rate and the "true" turnover rate—as the unemployment

rate went up, the turnover rate went down, and vice versa. Figure 3 shows the State's voluntary turnover rates and the Texas unemployment rates for the past five 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 2011 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 the agency.

## Chapter 2-A

### Gender

Females had a slightly higher turnover rate than males in fiscal year 2011. However, the percentage of separations for females was generally proportionate to the percentage of females in the State's workforce (see Table 5).

Table 5

Turnover by Gender Fiscal Year 2011					
Gender	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Female	86,481.75	56.0%	14,715	56.5%	17.0%
Male	68,004.75	44.0%	11,313	43.5%	16.6%
<b>Totals</b>	<b>154,486.50</b>	<b>100.0%</b>	<b>26,028</b>	<b>100.0%</b>	<b>16.8%</b>

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

## Chapter 2-B

### Age

The turnover rate of 32.5 percent for employees under age 30 was the highest among all age group categories. It was almost twice the State's average turnover rate. Employees under age 30 accounted for 15.7 percent of the State's workforce in fiscal year 2011, but they accounted for 30.2 percent of separations. The largest percentage of state employees were between 40 and 49 years of age (27.8 percent) in fiscal year 2011, which was the age group that also had the lowest turnover rate (10.0 percent) (see Table 6 on the next page).

Table 6

Turnover by Age Group Fiscal Year 2011					
Age Group	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
16 to 29	24,183.00	15.7%	7,868	30.2%	32.5%
30 to 39	33,144.25	21.4%	5,315	20.4%	16.0%
40 to 49	42,895.75	27.8%	4,282	16.5%	10.0%
50 to 59	39,785.75	25.8%	5,194	20.0%	13.1%
60 to 69	13,512.50	8.7%	3,100	11.9%	22.9%
70 or Older	965.00	0.6%	269	1.0%	27.9%
Age Unknown	0.25	0.0%	0	0.0%	0.0%
<b>Totals</b>	<b>154,486.50</b>	<b>100.0%</b>	<b>26,028</b>	<b>100.0%</b>	<b>16.8%</b>

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 (18.5 percent) among all ethnic categories in fiscal year 2011 (see Table 7).

Table 7

Turnover by Ethnic Group Fiscal Year 2011					
Ethnic Group	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Black	34,103.00	22.1%	6,323	24.3%	18.5%
Hispanic	37,735.75	24.4%	5,872	22.6%	15.6%
White	78,913.25	51.1%	13,289	51.1%	16.8%
Other (American Indians, Asian, and Other)	3,734.50	2.4%	544	2.0%	14.6%
<b>Totals</b>	<b>154,486.50</b>	<b>100.0%</b>	<b>26,028</b>	<b>100.0%</b>	<b>16.8%</b>

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

## Employee Type

The turnover rate of 30.8 percent for classified regular, part-time employees was nearly double the turnover rate of 16.7 percent for classified regular, full-time employees in fiscal year 2011 (see Table 8).

Table 8

Turnover by Employee Type Fiscal Year 2011					
Employee Type	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Classified Regular, Full-time Employees	152,657.50	98.8%	25,464	97.8%	16.7%
Classified Regular, Part-time Employees	1,829.00	1.2%	564	2.2%	30.8%
<b>Totals</b>	<b>154,486.50</b>	<b>100.0%</b>	<b>26,028</b>	<b>100.0%</b>	<b>16.8%</b>

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

## Salary Schedule and Salary

Salary Schedule A, which comprised 50.3 percent of the State's classified regular, full- and part-time workforce, experienced the highest turnover rate (21.3 percent) within the State's three classified salary schedules (see text box for descriptions of these schedules). Employees within Salary Schedule A comprised 63.6 percent of the State's separations.

The State's law enforcement schedule (Salary Schedule C) experienced the lowest turnover rate (6.6 percent). Table 9 lists the turnover rates for all of the State's salary schedules.

### Classified Salary Schedules

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

**Schedule B** - Primarily professional and managerial positions (for example, Accountants, Nurses, and Engineers).

**Schedule C** - Law enforcement positions (for example, Game Wardens and Troopers).

Table 9

Turnover by Salary Schedule for Fiscal Year 2011					
Salary Schedule	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
A	77,678.75	50.3%	16,558	63.6%	21.3%
B	72,294.25	46.8%	9,174	35.3%	12.7%
C	4,513.50	2.9%	296	1.1%	6.6%
<b>Totals</b>	<b>154,486.50</b>	<b>100.0%</b>	<b>26,028</b>	<b>100.0%</b>	<b>16.8%</b>

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

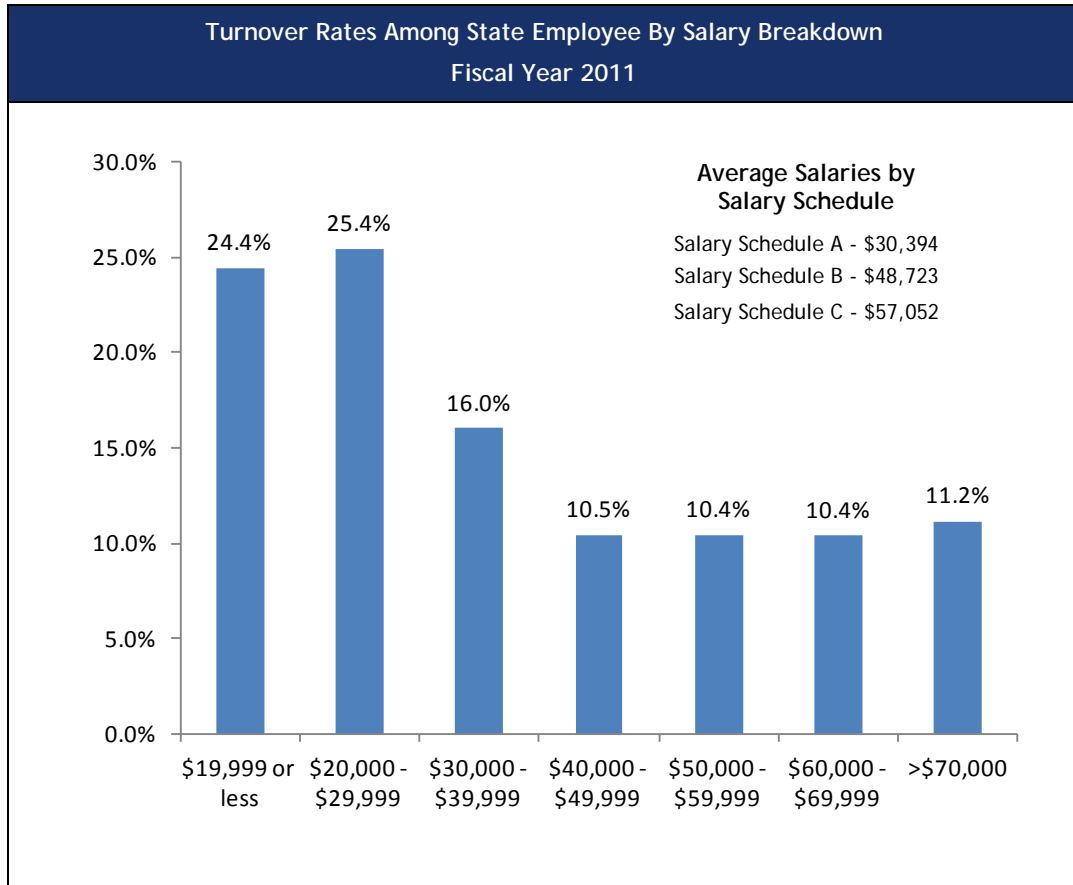
## Salary and Its Effect on Turnover

Generally, the lower an employee's salary, the more likely the employee was to leave state employment in fiscal year 2011. As shown in Figure 4, 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 2011, approximately 26.3 percent of state agency employees earned less than \$30,000 annually.

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

The average annual salary for a regular, full-time classified employee in fiscal year 2011 was \$39,804.

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 III (Education) experienced the highest turnover rate among the General Appropriations Act articles; however, Article III comprises 1.5 percent of the State's full and part-time classified employees. Almost three-fourths (73.5 percent) of the State's full- and part-time classified employees worked for agencies in Article II (Health and Human Services) and Article V (Public Safety and Criminal Justice) of the General Appropriations Act during fiscal year 2011 (see Table 10).



Education (Article III) had the highest turnover rate (20.8 percent). The high turnover rate within this article can be attributed to a large number of involuntary separations categorized as reductions in force that occurred within the Texas Education Agency.

Health and Human Services (Article II) had the second highest turnover rate (19.4 percent) among General Appropriations Act articles. That article comprises 37.6 percent of the State's classified workforce; however, it accounted for 43.2 percent of the State's separations. Health and Human Services includes several job classification series with turnover rates significantly more than the statewide turnover rate (16.8 percent) in fiscal year 2011. These included Mental Retardation Assistant (42.2 percent); Licensed Vocational Nurse (33.5 percent); Psychiatric Nursing Assistant (28.9 percent); Child Protective Services Specialist (23.5 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 third highest turnover rate (18.3 percent) among General Appropriation Act articles. The Public Safety and Criminal Justice turnover rate is affected by the high turnover rates among the Juvenile Correctional Officer job classification series (39.6 percent) and the Correctional Officer job classification series (22.3 percent).

Table 10

Turnover by General Appropriations Act Article Fiscal Year 2011					
Article	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
I - General Government	9,502.75	6.2%	1,155	4.4%	12.2%
II - Health and Human Services	58,049.25	37.6%	11,237	43.2%	19.4%
III - Education	2,250.75	1.5%	469	1.8%	20.8%
IV - Judiciary	703.50	0.5%	116	0.5%	16.5%
V - Public Safety and Criminal Justice	55,502.00	35.9%	10,151	39.0%	18.3%
VI - Natural Resources	8,377.00	5.4%	1,079	4.1%	12.9%
VII - Business and Economic Development	16,562.25	10.7%	1,495	5.7%	9.0%
VIII - Regulatory	3,539.00	2.2%	326	1.3%	9.2%
<b>Totals</b>	<b>154,486.50</b>	<b>100.0%</b>	<b>26,028</b>	<b>100.0%</b>	<b>16.8%</b>

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

## Turnover by Agency

The Texas Education Agency (TEA) experienced the highest turnover rate (38.5 percent) among state agencies with more than 1,000 employees during fiscal year 2011 (see Table 11). This was an increase from TEA's fiscal year 2010 turnover rate of 9.0 percent. The majority (65.7 percent) of TEA's separations in fiscal year 2011 was due to reductions in force at the 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 the agency turnover calculations because they are a loss to the agency.

The Texas Youth Commission experienced the second highest agency turnover rate (36.7 percent) followed by the Department of Aging and Disability Services (29.9 percent). (See Appendix 3 for turnover rates for all state agencies.)

Table 11

Turnover Rates for Agencies with 1,000 or More Employees Fiscal Year 2011					
Agency	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
701 - Texas Education Agency	1,029.50	0.7%	396	1.4%	38.5%
694 - Texas Youth Commission	3,306.75	2.1%	1,213	4.4%	36.7%
539 - Department of Aging and Disability Services	18,390.75	11.9%	5,497	20.1%	29.9%
696 - Department of Criminal Justice	42,267.50	27.4%	8,116	29.6%	19.2%
537 - Department of State Health Services	12,613.00	8.2%	2,345	8.6%	18.6%
530 - Department of Family and Protective Services	11,312.50	7.3%	1,945	7.1%	17.2%
529 - Health and Human Services Commission	12,495.75	8.1%	1,872	6.8%	15.0%
802 - Parks and Wildlife Department	3,016.00	2.0%	380	1.4%	12.6%
302 - Office of the Attorney General	4,198.00	2.7%	504	1.8%	12.0%
304 - Comptroller of Public Accounts	2,914.00	1.9%	333	1.2%	11.4%
320 - Texas Workforce Commission	3,252.25	2.1%	362	1.3%	11.1%
582 - Commission on Environmental Quality	2,866.00	1.9%	302	1.1%	10.5%
538 - Department of Assistive and Rehabilitative Services	3,237.25	2.1%	322	1.2%	9.9%
405 - Department of Public Safety	8,508.50	5.5%	846	3.1%	9.9%
454 - Department of Insurance	1,530.50	1.0%	148	0.5%	9.7%
601 - Department of Transportation	11,968.00	7.7%	1,043	3.8%	8.7%

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

## Turnover by Occupational Category

The types of jobs from which state employees separated most often in fiscal year 2011 were in the social services, medical and health, and criminal justice fields.

The Social Services occupational category had the highest turnover rate (23.7 percent) in fiscal year 2011, followed by Medical and Health (22.5 percent) and Criminal Justice (21.1 percent). Those three occupational categories accounted for 48.4 percent of the State's workforce and 64.3 percent of total statewide separations in fiscal year 2011.

The Social Services occupational category's high turnover rate (23.7 percent) can partially be attributed to the high turnover rate within the Mental Retardation Assistant job classification series, which accounted for 23.8 percent of employees and 42.3 percent of separations within the Social Services occupational category.

The Medical and Health occupational category's high turnover rate (22.5 percent) can partially be attributed to the high turnover rates within the Licensed Vocational Nurse (33.5 percent) and Nurse (23.1 percent) job classification series. Those series combined accounted for 57.4 percent of employees and 68.0 percent of separations within the Medical and Health occupational category.

The Criminal Justice occupational category's high turnover rate (21.1 percent) can partially be attributed to the high turnover rates within the Juvenile Correctional Officer (39.6 percent) and Correctional Officer (22.3 percent) job classification series. Those series combined accounted for 83.1 percent of employees and 92.3 percent of separations within the Criminal Justice occupational category.

Table 12 on the next page lists fiscal year 2011 turnover rates by occupational category.

Table 12

Turnover by Occupational Category Fiscal Year 2011					
Occupational Category	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Accounting, Auditing, and Finance	5,672.75	3.7%	562	2.2%	9.9%
Administrative Support	17,569.75	11.4%	2,466	9.5%	14.0%
Criminal Justice	35,133.75	22.7%	7,408	28.5%	21.1%
Custodial	4,104.75	2.7%	772	3.0%	18.8%
Education	149.25	0.1%	22	0.1%	14.7%
Employment	928.00	0.6%	95	0.4%	10.2%
Engineering and Design	7,950.25	5.1%	708	2.7%	8.9%
Human Resources	1,394.75	0.9%	131	0.5%	9.4%
Information Technology	4,686.75	3.0%	506	1.9%	10.8%
Inspectors and Investigators	2,983.00	1.9%	334	1.3%	11.2%
Insurance	1,110.50	0.7%	102	0.4%	9.2%
Land Surveying, Appraising, and Utilities	268.75	0.2%	20	0.1%	7.4%
Law Enforcement	4,513.50	2.9%	296	1.1%	6.6%
Legal	3,107.75	2.0%	364	1.4%	11.7%
Library and Records	219.00	0.1%	39	0.1%	17.8%
Maintenance	3,573.00	2.3%	463	1.8%	13.0%
Medical and Health	6,434.75	4.2%	1,445	5.6%	22.5%
Natural Resources	2,767.00	1.8%	305	1.2%	11.0%
Office Services	202.75	0.1%	24	0.1%	11.8%
Planning, Research, and Statistics	550.25	0.4%	66	0.3%	12.0%
Procedures and Information	735.00	0.5%	101	0.4%	13.7%
Program Management	13,681.00	8.9%	1,490	5.7%	10.9%
Property Management and Purchasing	2,165.00	1.4%	235	0.9%	10.9%
Public Safety	1,167.00	0.8%	178	0.7%	15.3%
Safety	252.50	0.2%	32	0.1%	12.7%
Social Services	33,165.75	21.5%	7,864	30.2%	23.7%
<b>Totals<sup>a</sup></b>	<b>154,486.50</b>	<b>100.0%</b>	<b>26,028</b>	<b>100.0%</b>	<b>16.8%</b>
<sup>a</sup> Percentages do not sum exactly to 100.0 due to rounding.					

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

## Turnover by Job Classification Series

The Mental Retardation Assistant job classification series had the highest turnover rate (42.2 percent) in fiscal year 2011 among all job classification series with 100 or more employees. Seventeen job classification series had turnover rates exceeding 20 percent. Table 13 lists the job classification series (excluding those with fewer than 100 employees) with a turnover rate of 20 percent or more during fiscal year 2011. (See Appendix 4 for turnover rates for all job classification series.)

Table 13

Job Classification Series with Turnover Rates of 20 Percent or More during Fiscal Year 2011 (Excludes job classification series with fewer than 100 employees)					
Job Classification Series	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Mental Retardation Assistant	7,884.00	5.1%	3,327	12.8%	42.2%
Juvenile Correctional Officer	1,887.75	1.2%	748	2.9%	39.6%
Licensed Vocational Nurse	1,253.25	0.8%	420	1.6%	33.5%
Psychiatric Nursing Assistant	3,075.75	2.0%	888	3.4%	28.9%
Laundry/Sewing Room Worker	120.75	0.1%	33	0.1%	27.3%
Food Service Worker	752.50	0.5%	205	0.8%	27.2%
Child Protective Services Specialist	5,309.75	3.4%	1,249	4.8%	23.5%
Trooper Trainee/Probationary Trooper	240.25	0.2%	56	0.2%	23.3%
Nurse	2,439.75	1.6%	563	2.2%	23.1%
Security Officer	601.00	0.4%	137	0.5%	22.8%
Correctional Officer	27,296.50	17.7%	6,092	23.4%	22.3%
Project Manager	150.75	0.1%	33	0.1%	21.9%
Engineering Aide	227.25	0.1%	48	0.2%	21.1%
Registered Therapists Assistant/Therapist	260.50	0.2%	55	0.2%	21.1%
Case Manager	405.00	0.3%	84	0.3%	20.7%
Substance Abuse Counselor	101.75	0.1%	21	0.1%	20.6%
Veterans Service Representative	272.50	0.2%	56	0.2%	20.6%

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 two years of state service had the highest turnover rate (38.2 percent) in fiscal year 2011. Those employees comprised 16.9 percent of the employee population; however, they accounted for 38.4 percent of overall separations.

Table 14 lists the fiscal year 2011 turnover rates by length of state service.

Table 14

Turnover by Length of State Service during Fiscal Year 2011					
Length of State Service	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations <sup>a</sup>	Turnover Rate
Fewer than 2 years	26,155.00	16.9%	10,004	38.4%	38.2%
2 to 4.99 years	30,405.25	19.7%	5,555	21.3%	18.3%
5 to 9.99 years	27,728.00	18.0%	3,046	11.7%	11.0%
10 to 14.99 years	23,963.50	15.5%	2,143	8.2%	8.9%
15 to 19.99 years	20,259.75	13.1%	1,598	6.1%	7.9%
20 to 24.99 years	13,239.00	8.6%	1,416	5.5%	10.7%
25 to 29.99 years	7,474.50	4.8%	1,234	4.8%	16.5%
30 to 34.99 years	3,441.00	2.2%	729	2.8%	21.2%
More than 35 years	1,820.50	1.2%	303	1.2%	16.6%
<b>Totals</b>	<b>154,486.50</b>	<b>100.0%</b>	<b>26,028</b>	<b>100.0%</b>	<b>16.8%</b>
<sup>a</sup> Percentages do not sum exactly to 100.0 due to rounding.					

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 (26.7 percent) during fiscal year 2011 among all regions of the state. The Capital region, which has the largest percentage of state employees (25.0 percent), experienced a turnover rate of 12.3 percent during fiscal year 2011, which was lower than the statewide average. Table 15 lists turnover rates by region.

Seventy-three counties experienced turnover rates that exceeded the overall statewide turnover rate of 16.8 percent for classified regular, full- and part-time employees. (See Appendix 5 for turnover rates for all Texas regions and each county within a region.)

Table 15

Turnover by Region during Fiscal Year 2011 <sup>a</sup>					
Region	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
01 - Alamo	9,829.50	6.4%	1,965	7.5%	20.0%
02 - Capital	38,652.00	25.0%	4,747	18.2%	12.3%
03 - Central Texas	11,470.50	7.4%	2,199	8.4%	19.2%
04 - Coastal Bend	5,934.25	3.8%	1,190	4.6%	20.1%
05 - Gulf Coast	23,749.75	15.4%	3,494	13.4%	14.7%
06 - High Plains	7,948.25	5.2%	1,655	6.4%	20.8%
07 - Metroplex	15,232.50	9.9%	2,542	9.8%	16.7%
08 - Northwest Texas	9,431.75	6.1%	2,035	7.8%	21.6%
09 - South Texas Border	6,515.75	4.2%	827	3.2%	12.7%
10 - Southeast Texas	7,901.00	5.1%	2,080	8.1%	26.3%
11 - Upper East Texas	9,612.50	6.2%	1,652	6.3%	17.2%
12 - Upper Rio Grande	3,530.75	2.3%	395	1.5%	11.2%
13 - West Texas	4,673.25	3.0%	1,247	4.8%	26.7%
14 - Other	4.75	0.0%	0	0.0%	0.0%
<b>Totals</b>	<b>154,486.50</b>	<b>100.0%</b>	<b>26,028</b>	<b>100.0%</b>	<b>16.8%</b>

# Appendices

Appendix 1

## **Objective, Scope, and Methodology**

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### **Objective**

The objective of this report was to provide and analyze information on employee turnover.

### **Scope**

The scope of this report included classified regular, full- and part-time employees in state agencies during fiscal year 2011. This report does not include data from higher education institutions.

### **Methodology**

The state 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 State's overall 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 the agency.

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

The following formula was used to determine the State's turnover rate:

$$\left( \frac{\text{Number of separations during the fiscal year}}{\text{Average number of classified employees during the fiscal year}^4} \right) \times 100$$

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<sup>4</sup> 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 2011 and then dividing this total by four quarters.



## Project Information

Fieldwork was conducted from October 2011 through December 2011. 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:

- Sharon Schneider, PHR (Project Manager)
- Stacey Robbins McClure, MBA, CCP, PHR
- Debra Serrins (Information Technology Systems Support)
- Dennis Ray Bushnell, CPA (Quality Control Reviewer)
- Nicole M. Guerrero, MBA, CIA, CGAP, CICA (Audit Manager)

## Reasons State Employees Separated from Employment During Fiscal Years 2007-2011

Table 16 provides a summary of the reasons state employees separated from employment for fiscal years 2007 through 2011, including interagency transfers.

Table 16

Reasons State Employees Separated from Employment Fiscal Years 2007 through 2011										
Reason for Separation	Fiscal Year 2011		Fiscal Year 2010		Fiscal Year 2009		Fiscal Year 2008		Fiscal Year 2007	
	Separations	Percentage of Separations	Separations	Percentage of Separations	Separations	Percentage of Separations	Separations	Percentage of Separations	Separations	Percentage of Separations
Voluntary Separation from Agency	13,909	50.8%	12,535	50.2%	12,473	52.2%	15,736	54.6%	15,760	56.4%
Transfer to Another Agency	1,376	5.0%	2,084	8.3%	1,720	7.2%	3,012	10.5%	2,606	9.3%
Retirement	4,411	16.1%	3,696	14.8%	3,287	13.8%	3,407	11.8%	3,137	11.2%
<b>Total Voluntary Turnover<sup>a</sup></b>	<b>19,696</b>	<b>71.9%</b>	<b>18,315</b>	<b>73.3%</b>	<b>17,480</b>	<b>73.1%</b>	<b>22,155</b>	<b>76.9%</b>	<b>21,503</b>	<b>76.9%</b>
Dismissal for Cause	3,681	13.4%	3,850	15.4%	3,714	15.5%	3,953	13.7%	3,596	12.9%
Resignation in Lieu of Separation	2,287	8.3%	2,222	8.9%	2,079	8.7%	2,132	7.4%	2,108	7.5%
Reduction in Force	1,225	4.5%	176	0.7%	193	0.8%	125	0.4%	268	1.0%
Death	255	0.9%	244	1.0%	229	1.0%	236	0.8%	225	0.8%
Termination at Will	260	0.9%	170	0.7%	209	0.9%	199	0.7%	251	0.9%
<b>Total Involuntary Turnover<sup>a</sup></b>	<b>7,708</b>	<b>28.1%</b>	<b>6,662</b>	<b>26.7%</b>	<b>6,424</b>	<b>26.9%</b>	<b>6,645</b>	<b>23.1%</b>	<b>6,448</b>	<b>23.1%</b>
<b>Total Separations</b>	<b>27,404</b>	<b>100.0%</b>	<b>24,977</b>	<b>100.0%</b>	<b>23,904</b>	<b>100.0%</b>	<b>28,800</b>	<b>100.0%</b>	<b>27,951</b>	<b>100.0%</b>

<sup>a</sup> Percentages do not sum exactly due to rounding.

## Employee Turnover by State Agency

Table 17 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 the agency.

Table 17

Employee Turnover by State Agency Including Interagency Transfers									
Fiscal Year 2011 <sup>a b</sup>									
Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
201 - Supreme Court of Texas	0	0.0%	25	35.5%	0	0.0%	70.50	25	35.5%
211 - Court of Criminal Appeals	1	1.6%	12	19.8%	2	3.3%	60.75	15	24.7%
212 - Judicial Council Office of Court Administration	3	1.6%	12	6.3%	2	1.0%	190.75	17	8.9%
213 - Office of the State Prosecuting Attorney	2	47.1%	0	0.0%	0	0.0%	4.25	2	47.1%
215 - Office of Capital Writs	1	11.4%	1	11.4%	0	0.0%	8.75	2	22.9%
221 - First Court of Appeals District, Houston	0	0.0%	13	31.1%	0	0.0%	41.75	13	31.1%
222 - Second Court of Appeals District, Fort Worth	0	0.0%	5	15.7%	1	3.1%	31.75	6	18.9%
223 - Third Court of Appeals District, Austin	2	6.5%	8	25.8%	1	3.2%	31.00	11	35.5%
224 - Fourth Court of Appeals District, San Antonio	0	0.0%	4	14.4%	1	3.6%	27.75	5	18.0%
225 - Fifth Court of Appeals District, Dallas	1	2.0%	2	4.0%	1	2.0%	49.50	4	8.1%
226 - Sixth Court of Appeals District, Texarkana	0	0.0%	0	0.0%	0	0.0%	13.00	0	0.0%
227 - Seventh Court of Appeals District, Amarillo	0	0.0%	0	0.0%	0	0.0%	16.00	0	0.0%
228 - Eighth Court of Appeals District, El Paso	0	0.0%	1	6.9%	1	6.9%	14.50	2	13.8%
229 - Ninth Court of Appeals District, Beaumont	0	0.0%	0	0.0%	0	0.0%	17.00	0	0.0%
230 - Tenth Court of Appeals District, Waco	0	0.0%	1	7.8%	0	0.0%	12.75	1	7.8%
231 - Eleventh Court of Appeals District, Eastland	0	0.0%	1	7.7%	1	7.7%	13.00	2	15.4%
232 - Twelfth Court of Appeals District, Tyler	1	8.3%	0	0.0%	0	0.0%	12.00	1	8.3%
233 - Thirteenth Court of Appeals District, Corpus Christi	0	0.0%	5	18.3%	0	0.0%	27.25	5	18.3%

**Employee Turnover by State Agency Including Interagency Transfers**

Fiscal Year 2011 <sup>a b</sup>

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
234 - Fourteenth Court of Appeals District, Houston	2	5.7%	6	17.0%	0	0.0%	35.25	8	22.7%
242 - State Commission on Judicial Conduct	0	0.0%	1	7.7%	1	7.7%	13.00	2	15.4%
243 - State Law Library	0	0.0%	4	30.8%	0	0.0%	13.00	4	30.8%
301 - Office of the Governor	3	2.0%	32	21.4%	6	4.0%	149.25	41	27.5%
302 - Office of the Attorney General	27	0.6%	358	8.5%	119	2.8%	4,198.00	504	12.0%
303 - Texas Facilities Commission	15	5.4%	24	8.7%	11	4.0%	275.75	50	18.1%
304 - Office of the Comptroller of Public Accounts	39	1.3%	188	6.5%	106	3.6%	2,914.00	333	11.4%
305 - General Land Office and Veteran's Land Board	17	2.9%	22	3.8%	59	10.1%	583.75	98	16.8%
306 - Library and Archives Commission	15	8.0%	17	9.1%	4	2.1%	187.25	36	19.2%
307 - Secretary of State	5	2.4%	17	8.3%	5	2.4%	205.25	27	13.2%
312 - State Securities Board	3	3.1%	6	6.2%	4	4.1%	96.50	13	13.5%
313 - Department of Information Resources	18	8.6%	8	3.8%	18	8.6%	209.50	44	21.0%
320 - Texas Workforce Commission	38	1.2%	201	6.2%	123	3.8%	3,252.25	362	11.1%
323 - Teacher Retirement System	0	0.0%	20	3.8%	17	3.3%	522.25	37	7.1%
325 - Fire Fighters' Pension Commissioner	1	12.9%	1	12.9%	0	0.0%	7.75	2	25.8%
327 - Employees Retirement System	5	1.5%	28	8.6%	11	3.4%	324.00	44	13.6%
329 - Real Estate Commission	1	1.0%	11	11.2%	0	0.0%	98.50	12	12.2%
332 - Department of Housing and Community Affairs	6	1.6%	62	16.6%	8	2.1%	374.00	76	20.3%
338 - Pension Review Board	0	0.0%	2	20.0%	1	10.0%	10.00	3	30.0%
347 - Public Finance Authority	0	0.0%	0	0.0%	1	8.7%	11.50	1	8.7%
352 - Bond Review Board	1	12.1%	0	0.0%	1	12.1%	8.25	2	24.2%
356 - Texas Ethics Commission	0	0.0%	2	6.3%	1	3.1%	32.00	3	9.4%
357 - Department of Rural Affairs	27	29.3%	25	27.1%	8	8.7%	92.25	60	65.0%
359 - Office of Public Insurance Counsel	0	0.0%	1	9.8%	0	0.0%	10.25	1	9.8%
360 - State Office of Administrative Hearings	0	0.0%	5	4.4%	7	6.2%	112.50	12	10.7%
362 - Lottery Commission	1	0.3%	7	2.2%	9	2.8%	320.25	17	5.3%
364 - Health Professions Council	1	20.0%	0	0.0%	0	0.0%	5.00	1	20.0%
401 - Adjutant General's Department	15	2.4%	64	10.1%	24	3.8%	634.00	103	16.2%

**Employee Turnover by State Agency Including Interagency Transfers**

Fiscal Year 2011 <sup>a b</sup>

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
403 - Veterans Commission	16	4.7%	40	11.7%	16	4.7%	341.75	72	21.1%
405 - Department of Public Safety	66	0.8%	548	6.4%	232	2.7%	8,508.50	846	9.9%
407 - Commission on Law Enforcement Officer Standards and Education	3	6.9%	3	6.9%	2	4.6%	43.25	8	18.5%
409 - Commission on Jail Standards	3	17.4%	1	5.8%	0	0.0%	17.25	4	23.2%
411 - Commission on Fire Protection	1	2.9%	5	14.7%	4	11.8%	34.00	10	29.4%
448 - Office of Injured Employee Counsel	4	2.5%	11	6.8%	3	1.8%	162.25	18	11.1%
450 - Department of Savings and Mortgage Lending	0	0.0%	0	0.0%	1	1.6%	60.75	1	1.6%
451 - Department of Banking	2	1.0%	14	7.3%	3	1.6%	192.25	19	9.9%
452 - Department of Licensing and Regulation	6	1.6%	20	5.4%	8	2.2%	368.00	34	9.2%
454 - Department of Insurance	22	1.4%	73	4.8%	53	3.5%	1,530.50	148	9.7%
455 - Railroad Commission	0	0.0%	56	8.6%	36	5.5%	650.25	92	14.1%
456 - State Board of Plumbing Examiners	1	4.3%	0	0.0%	1	4.3%	23.00	2	8.7%
457 - Board of Public Accountancy	0	0.0%	5	12.0%	1	2.4%	41.50	6	14.5%
458 - Alcoholic Beverage Commission	3	0.5%	33	5.3%	28	4.5%	617.25	64	10.4%
459 - Board of Architectural Examiners	1	4.5%	3	13.6%	1	4.5%	22.00	5	22.7%
460 - Board of Professional Engineers	0	0.0%	3	10.6%	0	0.0%	28.25	3	10.6%
464 - Board of Professional Land Surveying	0	0.0%	1	19.0%	0	0.0%	5.25	1	19.0%
466 - Office of Consumer Credit Commissioner	1	1.7%	5	8.5%	2	3.4%	59.00	8	13.6%
469 - Credit Union Department	0	0.0%	2	8.7%	0	0.0%	23.00	2	8.7%
473 - Public Utility Commission	7	3.9%	11	6.1%	5	2.8%	181.50	23	12.7%
475 - Office of Public Utility Counsel	3	18.2%	1	6.1%	0	0.0%	16.50	4	24.2%
476 - Racing Commission	0	0.0%	3	4.8%	7	11.1%	63.00	10	15.9%
477 - Commission on State Emergency Communications	0	0.0%	0	0.0%	1	4.0%	25.00	1	4.0%
479 - State Office of Risk Management	3	2.4%	16	13.0%	1	0.8%	123.50	20	16.2%
481 - Board of Professional Geoscientists	0	0.0%	1	14.3%	0	0.0%	7.00	1	14.3%
503 - Texas Medical Board	1	0.6%	17	10.6%	4	2.5%	160.00	22	13.8%
504 - State Board of Dental Examiners	0	0.0%	8	23.0%	2	5.8%	34.75	10	28.8%

**Employee Turnover by State Agency Including Interagency Transfers**

Fiscal Year 2011 <sup>a b</sup>

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
507 - Board of Nursing	1	1.1%	6	6.5%	2	2.2%	93.00	9	9.7%
508 - Board of Chiropractic Examiners	1	10.8%	0	0.0%	0	0.0%	9.25	1	10.8%
512 - Board of Podiatric Medical Examiners	0	0.0%	0	0.0%	0	0.0%	2.00	0	0.0%
513 - Funeral Service Commission	1	8.7%	0	0.0%	1	8.7%	11.50	2	17.4%
514 - Optometry Board	0	0.0%	1	16.0%	0	0.0%	6.25	1	16.0%
515 - Board of Pharmacy	0	0.0%	3	4.2%	1	1.4%	70.75	4	5.7%
520 - Board of Examiners of Psychologists	0	0.0%	2	15.4%	0	0.0%	13.00	2	15.4%
529 - Health and Human Services Commission	361	2.9%	1,215	9.7%	296	2.4%	12,495.75	1,872	15.0%
530 - Department of Family and Protective Services	258	2.3%	1,533	13.6%	154	1.4%	11,312.50	1,945	17.2%
533 - Executive Council of Physical and Occupational Therapy Examiners	0	0.0%	0	0.0%	0	0.0%	17.00	0	0.0%
537 - Department of State Health Services	531	4.2%	1,477	11.7%	337	2.7%	12,613.00	2,345	18.6%
538 - Department of Assistive and Rehabilitative Services	46	1.4%	160	4.9%	116	3.6%	3,237.25	322	9.9%
539 - Department of Aging and Disability Services	1,718	9.3%	3,381	18.4%	398	2.2%	18,390.75	5,497	29.9%
542 - Cancer Prevention and Research Institute of Texas	0	0.0%	2	10.5%	0	0.0%	19.00	2	10.5%
551 - Department of Agriculture	39	6.1%	54	8.4%	54	8.4%	641.25	147	22.9%
554 - Animal Health Commission	21	11.3%	12	6.4%	18	9.7%	186.50	51	27.3%
578 - Board of Veterinary Medical Examiners	0	0.0%	2	13.3%	2	13.3%	15.00	4	26.7%
580 - Water Development Board	46	12.8%	20	5.6%	15	4.2%	359.75	81	22.5%
582 - Commission on Environmental Quality	32	1.1%	186	6.5%	84	2.9%	2,866.00	302	10.5%
592 - Soil and Water Conservation Board	1	1.4%	7	9.5%	1	1.4%	73.50	9	12.2%
601 - Department of Transportation	97	0.8%	398	3.3%	548	4.6%	11,968.00	1,043	8.7%
608 - Motor Vehicles, Department of	6	1.1%	28	5.0%	14	2.5%	555.50	48	8.6%
665 - Juvenile Probation Commission	0	0.0%	5	6.8%	0	0.0%	73.50	5	6.8%
694 - Youth Commission	684	20.7%	441	13.3%	88	2.7%	3,306.75	1,213	36.7%
696 - Department of Criminal Justice	3,025	7.2%	3,920	9.3%	1,171	2.8%	42,267.50	8,116	19.2%
701 - Texas Education Agency	268	26.0%	101	9.8%	27	2.6%	1,029.50	396	38.5%
771 - School for the Blind and Visually Impaired	2	0.6%	15	4.6%	7	2.2%	325.50	24	7.4%

**Employee Turnover by State Agency Including Interagency Transfers**

Fiscal Year 2011 <sup>a b</sup>

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
772 - School for the Deaf	3	0.8%	30	8.0%	4	1.1%	373.50	37	9.9%
802 - Parks and Wildlife Department	140	4.6%	146	4.8%	94	3.1%	3,016.00	380	12.6%
808 - Historical Commission	22	9.9%	24	10.8%	5	2.2%	222.25	51	22.9%
809 - Preservation Board	7	3.5%	30	14.9%	9	4.5%	201.25	46	22.9%
813 - Commission on the Arts	4	25.0%	1	6.3%	0	0.0%	16.00	5	31.3%
907 - Comptroller - State Energy Conservation Office	0	0.0%	3	14.0%	0	0.0%	21.50	3	14.0%
<b>Totals</b>	<b>7,708</b>	<b>5.0%</b>	<b>15,285</b>	<b>9.9%</b>	<b>4,411</b>	<b>2.9%</b>	<b>154,486.50</b>	<b>27,404</b>	<b>17.7%</b>

<sup>a</sup> Turnover rates in this table include interagency transfers because these separations are considered a loss for the agency.

<sup>b</sup> Percentages may not sum exactly to 100.0 percent due to rounding.

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

## Turnover by Job Classification Series

Table 18 provides a summary of turnover by job classification series.

Table 18

Turnover by Job Classification Series <sup>a b</sup>						
Fiscal Year 2011						
Occupational Category	Job Classification Series	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Accounting, Auditing, and Finance	Accountant	1,594.75	1.0%	145	0.6%	9.1%
	Accounting Technician	215.25	0.1%	31	0.1%	14.4%
	Accounts Examiner	941.50	0.6%	98	0.4%	10.4%
	Auditor	1,357.75	0.9%	154	0.6%	11.3%
	Budget Analyst	407.00	0.3%	36	0.1%	8.8%
	Chief Investment Officer	3.00	0.0%	0	0.0%	0.0%
	Chief Trader	2.50	0.0%	0	0.0%	0.0%
	Financial Analyst	128.75	0.1%	14	0.1%	10.9%
	Financial Examiner	380.25	0.2%	31	0.1%	8.2%
	Investment Analyst	48.75	0.0%	1	0.0%	2.1%
	Loan Specialist	24.50	0.0%	1	0.0%	4.1%
	Portfolio Manager	84.25	0.1%	9	0.0%	10.7%
	Reimbursement Officer	82.25	0.1%	8	0.0%	9.7%
	Taxpayer Compliance Officer	394.25	0.3%	33	0.1%	8.4%
Trader	8.00	0.0%	1	0.0%	12.5%	
<b>Totals for Accounting, Auditing, and Finance</b>		<b>5,672.75</b>	<b>3.7%</b>	<b>562</b>	<b>2.2%</b>	<b>9.9%</b>
Administrative Support	Administrative Assistant	9,740.25	6.3%	1,157	4.4%	11.9%
	Clerk	5,923.00	3.8%	1,087	4.2%	18.4%
	Customer Service Representative	1,013.75	0.7%	129	0.5%	12.7%
	Executive Assistant	564.75	0.4%	54	0.2%	9.6%
	License and Permit Specialist	244.75	0.2%	20	0.1%	8.2%
	Receptionist	83.25	0.1%	19	0.1%	22.8%
<b>Totals for Administrative Support</b>		<b>17,569.75</b>	<b>11.4%</b>	<b>2,466</b>	<b>9.5%</b>	<b>14.0%</b>
Criminal Justice	Agriculture Specialist	118.50	0.1%	17	0.1%	14.3%
	Assistant Warden/Warden	185.75	0.1%	21	0.1%	11.3%
	Correctional Officer	27,296.50	17.7%	6,092	23.4%	22.3%
	Correctional Transportation Officer	120.75	0.1%	15	0.1%	12.4%
	Counsel Substitute	97.75	0.1%	8	0.0%	8.2%
	Dorm Supervisor	24.50	0.0%	2	0.0%	8.2%
	Industrial Specialist	385.25	0.2%	53	0.2%	13.8%
	Juvenile Correctional Officer	1,887.75	1.2%	748	2.9%	39.6%



**Turnover by Job Classification Series<sup>a b</sup>**

**Fiscal Year 2011**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
	Parole Officer	1,912.25	1.2%	164	0.6%	8.6%
	Senior Correctional Officer	3,104.75	2.0%	288	1.1%	9.3%
<b>Totals for Criminal Justice</b>		<b>35,133.75</b>	<b>22.7%</b>	<b>7,408</b>	<b>28.5%</b>	<b>21.1%</b>
Custodial	Barber/Cosmetologist	19.00	0.0%	0	0.0%	0.0%
	Cook	347.50	0.2%	68	0.3%	19.6%
	Custodial Manager	62.50	0.0%	5	0.0%	8.0%
	Custodian	968.25	0.6%	179	0.7%	18.5%
	Food Service Manager	1,009.50	0.7%	182	0.7%	18.0%
	Food Service Worker	752.50	0.5%	205	0.8%	27.2%
	Groundskeeper	114.25	0.1%	17	0.1%	14.9%
	Laundry Manager	710.50	0.5%	83	0.3%	11.7%
	Laundry/Sewing Room Worker	120.75	0.1%	33	0.1%	27.3%
<b>Totals for Custodial</b>		<b>4,104.75</b>	<b>2.7%</b>	<b>772</b>	<b>3.0%</b>	<b>18.8%</b>
Education	Teacher Aide	149.25	0.1%	22	0.1%	14.7%
<b>Totals for Education</b>		<b>149.25</b>	<b>0.1%</b>	<b>22</b>	<b>0.1%</b>	<b>14.7%</b>
Employment	Unemployment Insurance Claims Examiner	294.25	0.2%	24	0.1%	8.2%
	Unemployment Insurance Specialist	30.75	0.0%	1	0.0%	3.3%
	Workforce Development Specialist	603.00	0.4%	70	0.3%	11.6%
<b>Totals for Employment</b>		<b>928.00</b>	<b>0.6%</b>	<b>95</b>	<b>0.4%</b>	<b>10.2%</b>
Engineering and Design	Architect	70.25	0.0%	4	0.0%	5.7%
	District Engineer	24.75	0.0%	3	0.0%	12.1%
	Drafting Technician	12.00	0.0%	0	0.0%	0.0%
	Engineer	980.75	0.6%	50	0.2%	5.1%
	Engineering Aide	227.25	0.1%	48	0.2%	21.1%
	Engineering Specialist	2,317.25	1.5%	197	0.8%	8.5%
	Engineering Technician	4,234.50	2.7%	395	1.5%	9.3%
	Graphic Designer	70.50	0.0%	10	0.0%	14.2%
	Project Design Assistant	13.00	0.0%	1	0.0%	7.7%
<b>Totals for Engineering and Design</b>		<b>7,950.25</b>	<b>5.1%</b>	<b>708</b>	<b>2.7%</b>	<b>8.9%</b>
Human Resources	Human Resources Assistant/Specialist	688.50	0.4%	64	0.2%	9.3%
	Training Assistant/Specialist	706.25	0.5%	67	0.3%	9.5%
<b>Totals for Human Resources</b>		<b>1,394.75</b>	<b>0.9%</b>	<b>131</b>	<b>0.5%</b>	<b>9.4%</b>
Information Technology	Business Continuity Coordinator	12.00	0.0%	2	0.0%	16.7%
	Computer Operations Specialist	36.75	0.0%	6	0.0%	16.3%
	Computer Operator Technician	11.25	0.0%	1	0.0%	8.9%

Turnover by Job Classification Series<sup>a b</sup>

Fiscal Year 2011

Occupational Category	Job Classification Series	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
	Data Base Administrator	142.50	0.1%	17	0.1%	11.9%
	Data Entry Operator	155.25	0.1%	23	0.1%	14.8%
	Geographic Information Specialist	24.75	0.0%	2	0.0%	8.1%
	Information Technology Auditor	26.50	0.0%	2	0.0%	7.5%
	Information Technology Security Analyst	31.00	0.0%	7	0.0%	22.6%
	Network Specialist	575.50	0.4%	52	0.2%	9.0%
	Programmer	631.00	0.4%	84	0.3%	13.3%
	Systems Analyst	2,291.50	1.5%	234	0.9%	10.2%
	Systems Support Specialist	506.50	0.3%	42	0.2%	8.3%
	Telecommunications Specialist	151.00	0.1%	18	0.1%	11.9%
	Web Administrator	91.25	0.1%	16	0.1%	17.5%
	<b>Totals for Information Technology</b>	<b>4,686.75</b>	<b>3.0%</b>	<b>506</b>	<b>1.9%</b>	<b>10.8%</b>
Inspectors and Investigators	Boiler Inspector	16.00	0.0%	2	0.0%	12.5%
	Inspector	1,397.00	0.9%	169	0.6%	12.1%
	Investigator	1,570.00	1.0%	163	0.6%	10.4%
	<b>Totals for Inspectors and Investigators</b>	<b>2,983.00</b>	<b>1.9%</b>	<b>334</b>	<b>1.3%</b>	<b>11.2%</b>
Insurance	Actuary	40.25	0.0%	2	0.0%	5.0%
	Claims Assistants and Claims Examiner	651.25	0.4%	59	0.2%	9.1%
	Insurance Specialist	210.50	0.1%	20	0.1%	9.5%
	Insurance Technician	7.50	0.0%	0	0.0%	0.0%
	Retirement Systems Benefits Specialist	201.00	0.1%	21	0.1%	10.4%
	<b>Totals for Insurance</b>	<b>1,110.50</b>	<b>0.7%</b>	<b>102</b>	<b>0.4%</b>	<b>9.2%</b>
Land Surveying, Appraising, and Utilities	Appraiser	86.25	0.1%	8	0.0%	9.3%
	Land Surveyor	30.50	0.0%	2	0.0%	6.6%
	Right of Way Agent	129.00	0.1%	8	0.0%	6.2%
	Utility Specialist	23.00	0.0%	2	0.0%	8.7%
	<b>Totals for Land Surveying, Appraising, and Utilities</b>	<b>268.75</b>	<b>0.2%</b>	<b>20</b>	<b>0.1%</b>	<b>7.4%</b>
Law Enforcement	Agent	181.75	0.1%	14	0.1%	7.7%
	Agent Trainee	15.25	0.0%	2	0.0%	13.1%
	Captain, Public Safety	75.00	0.0%	5	0.0%	6.7%
	Commander, Public Safety	1.75	0.0%	0	0.0%	0.0%
	Corporal, Public Safety	217.50	0.1%	18	0.1%	8.3%
	Game Warden	383.50	0.2%	22	0.1%	5.7%
	Game Warden-Assistant Commander/Commander	6.00	0.0%	0	0.0%	0.0%

Turnover by Job Classification Series <sup>a b</sup>						
Fiscal Year 2011						
Occupational Category	Job Classification Series	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
	Game Warden-Sergeant/Lieutenant/Captain/Major	87.50	0.1%	9	0.0%	10.3%
	Internal Affairs, Office of the Inspector General (Supervisor/Manager/Admin./Dir.)	22.75	0.0%	3	0.0%	13.2%
	Investigator, Office of the Inspector General	95.25	0.1%	8	0.0%	8.4%
	Investigator Trainee, Office of the Inspector General	14.75	0.0%	1	0.0%	6.8%
	Lieutenant, Public Safety	191.75	0.1%	16	0.1%	8.3%
	Major, Public Safety	28.25	0.0%	3	0.0%	10.6%
	Pilot Investigator	44.75	0.0%	3	0.0%	6.7%
	Public Safety Inspector	7	0.0%	0	0.0%	0.0%
	Sergeant, Public Safety	921.00	0.6%	42	0.2%	4.6%
	Sergeant/Lieutenant/Captain/Major, Alcohol Bev.	22.00	0.0%	6	0.0%	27.3%
	Trainee/Probationary Game Warden	48.25	0.0%	9	0.0%	18.7%
	Trooper	1,909.25	1.2%	79	0.3%	4.1%
	Trooper Trainee/Probationary Trooper	240.25	0.2%	56	0.2%	23.3%
	<b>Totals for Law Enforcement</b>	<b>4,513.50</b>	<b>2.9%</b>	<b>296</b>	<b>1.1%</b>	<b>6.6%</b>
Legal	Administrative Law Judge	97.00	0.1%	5	0.0%	5.2%
	Assistant Attorney General	730.75	0.5%	76	0.3%	10.4%
	Associate Judge	54.50	0.0%	0	0.0%	0.0%
	Attorney	1,044.00	0.7%	122	0.5%	11.7%
	Benefit Review Officer	28.00	0.0%	1	0.0%	3.6%
	Chief Deputy Clerk	8.00	0.0%	0	0.0%	0.0%
	Clerk of the Court	16.00	0.0%	0	0.0%	0.0%
	Court Coordinator	54.75	0.0%	3	0.0%	5.5%
	Court Law Clerk	52.50	0.0%	36	0.1%	68.6%
	Deputy Clerk	80.50	0.1%	8	0.0%	9.9%
	General Counsel	150.75	0.1%	12	0.0%	8.0%
	Hearings Reporter	6.00	0.0%	1	0.0%	16.7%
	Law Clerk	11.75	0.0%	24	0.1%	204.3%
	Legal Assistant	417.50	0.3%	37	0.1%	8.9%
	Legal Secretary	223.00	0.1%	21	0.1%	9.4%
	Ombudsman	132.75	0.1%	18	0.1%	13.6%
	<b>Totals for Legal</b>	<b>3,107.75</b>	<b>2.0%</b>	<b>364</b>	<b>1.4%</b>	<b>11.7%</b>

Turnover by Job Classification Series <sup>a b</sup>

Fiscal Year 2011

Occupational Category	Job Classification Series	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Library and Records	Archaeologist	22.50	0.0%	5	0.0%	22.2%
	Archivist	11.00	0.0%	1	0.0%	9.1%
	Curator	18.00	0.0%	5	0.0%	27.8%
	Exhibit Technician	9.75	0.0%	2	0.0%	20.5%
	Historian	10.50	0.0%	1	0.0%	9.5%
	Librarian	114.50	0.1%	18	0.1%	15.7%
	Library Assistant	32.75	0.0%	7	0.0%	21.4%
<b>Totals for Library and Records</b>		<b>219.00</b>	<b>0.1%</b>	<b>39</b>	<b>0.1%</b>	<b>17.8%</b>
Maintenance	Air Conditioning and Boiler Operator	49.75	0.0%	5	0.0%	10.1%
	Aircraft Mechanic	11.50	0.0%	2	0.0%	17.4%
	Aircraft Pilot	7.75	0.0%	3	0.0%	38.7%
	Electrician	76.50	0.0%	4	0.0%	5.2%
	Electronics Technician	35.75	0.0%	5	0.0%	14.0%
	Equipment Maintenance Technician	16.50	0.0%	3	0.0%	18.2%
	Ferryboat Specialist	45.50	0.0%	5	0.0%	11.0%
	HVAC Mechanic	103.50	0.1%	18	0.1%	17.4%
	Machinist	16.50	0.0%	4	0.0%	24.2%
	Maintenance Assistant	40.50	0.0%	12	0.0%	29.6%
	Maintenance Supervisor	1,056.50	0.7%	154	0.6%	14.6%
	Maintenance Technician	841.25	0.5%	109	0.4%	13.0%
	Motor Vehicle Technician	425.75	0.3%	39	0.1%	9.2%
	Radio Communications Technician	22.50	0.0%	3	0.0%	13.3%
	Transportation Maintenance Specialist	606.75	0.4%	66	0.3%	10.9%
Vehicle Driver	216.50	0.1%	31	0.1%	14.3%	
<b>Totals for Maintenance</b>		<b>3,573.00</b>	<b>2.3%</b>	<b>463</b>	<b>1.8%</b>	<b>13.0%</b>
Medical and Health	Dental Assistant	21.50	0.0%	1	0.0%	4.7%
	Dental Hygienist	28.50	0.0%	3	0.0%	10.5%
	Dentist	29.25	0.0%	5	0.0%	17.1%
	Dietetic and Nutrition Specialist	112.75	0.1%	21	0.1%	18.6%
	Dietetic Technician	18.75	0.0%	1	0.0%	5.3%
	Epidemiologist	89.75	0.1%	7	0.0%	7.8%
	Health Physicist	77.25	0.1%	8	0.0%	10.4%
	Laboratory Technician	77.50	0.1%	22	0.1%	28.4%
	Licensed Vocational Nurse	1,253.25	0.8%	420	1.6%	33.5%
	Medical Aide	21.00	0.0%	9	0.0%	42.9%
Medical Research Specialist	2.00	0.0%	0	0.0%	0.0%	

Turnover by Job Classification Series <sup>a b</sup>

Fiscal Year 2011

Occupational Category	Job Classification Series	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
	Medical Technician	10.50	0.0%	3	0.0%	28.6%
	Medical Technologist	93.75	0.1%	17	0.1%	18.1%
	Microbiologist	127.25	0.1%	21	0.1%	16.5%
	Nurse	2,439.75	1.6%	563	2.2%	23.1%
	Orthopedic Equipment Assistant/Technician	41.75	0.0%	4	0.0%	9.6%
	Pharmacist	98.50	0.1%	13	0.0%	13.2%
	Pharmacy Technician	75.75	0.0%	13	0.0%	17.2%
	Physician	127.00	0.1%	25	0.1%	19.7%
	Physician Assistant	4.00	0.0%	0	0.0%	0.0%
	Psychiatrist	144.00	0.1%	16	0.1%	11.1%
	Psychological Assistant/Associate Psychologist	412.25	0.3%	81	0.3%	19.6%
	Psychologist	87.50	0.1%	18	0.1%	20.6%
	Public Health Nurse	59.25	0.0%	14	0.1%	23.6%
	Public Health Technician	652.75	0.4%	98	0.4%	15.0%
	Radiological Technologist	18.00	0.0%	1	0.0%	5.6%
	Registered Therapists Assistant/Therapist	260.50	0.2%	55	0.2%	21.1%
	Respiratory Care Practitioner	11.00	0.0%	0	0.0%	0.0%
	Veterinarian	39.75	0.0%	6	0.0%	15.1%
<b>Totals for Medical and Health</b>		<b>6,434.75</b>	<b>4.2%</b>	<b>1,445</b>	<b>5.6%</b>	<b>22.5%</b>
Natural Resources	Chemist	127.75	0.1%	8	0.0%	6.3%
	Earth Science Technician	1.25	0.0%	1	0.0%	80.0%
	Environmental Specialist	244.00	0.2%	20	0.1%	8.2%
	Fish and Wildlife Technician	193.75	0.1%	13	0.0%	6.7%
	Geoscientist	135.00	0.1%	14	0.1%	10.4%
	Hydrologist	77.75	0.1%	14	0.1%	18.0%
	Natural Resources Specialist	1,288.25	0.8%	158	0.6%	12.3%
	Park Ranger	345.25	0.2%	45	0.2%	13.0%
	Park Specialist	216.00	0.1%	25	0.1%	11.6%
	Sanitarian	126.00	0.1%	7	0.0%	5.6%
	Toxicologist	12.00	0.0%	0	0.0%	0.0%
<b>Totals for Natural Resources</b>		<b>2,767.00</b>	<b>1.8%</b>	<b>305</b>	<b>1.2%</b>	<b>11.0%</b>
Office Services	Micrographics Technician	72.50	0.0%	11	0.0%	15.2%
	Photographer	5.00	0.0%	0	0.0%	0.0%

**Turnover by Job Classification Series<sup>a b</sup>**

**Fiscal Year 2011**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
	Printing Services Technician	125.25	0.1%	13	0.0%	10.4%
<b>Totals for Office Services</b>		<b>202.75</b>	<b>0.1%</b>	<b>24</b>	<b>0.1%</b>	<b>11.8%</b>
Planning, Research, and Statistics	Economist	49.75	0.0%	5	0.0%	10.1%
	Planner	182.75	0.1%	15	0.1%	8.2%
	Research and Statistics Technician	22.50	0.0%	6	0.0%	26.7%
	Research Specialist	275.25	0.2%	37	0.1%	13.4%
	Statistician	20.00	0.0%	3	0.0%	15.0%
<b>Totals for Planning, Research, and Statistics</b>		<b>550.25</b>	<b>0.4%</b>	<b>66</b>	<b>0.3%</b>	<b>12.0%</b>
Procedures and Information	Audio/Visual Technician	15.00	0.0%	2	0.0%	13.3%
	Editor	7.75	0.0%	0	0.0%	0.0%
	Government Relations Specialist	76.00	0.0%	6	0.0%	7.9%
	Governor's Advisor	23.50	0.0%	1	0.0%	4.3%
	Information Specialist	460.25	0.3%	64	0.2%	13.9%
	Management Analyst	64.75	0.0%	7	0.0%	10.8%
	Marketing Specialist	53.75	0.0%	17	0.1%	31.6%
	Technical Writer	34.00	0.0%	4	0.0%	11.8%
<b>Totals for Procedures and Information</b>		<b>735.00</b>	<b>0.5%</b>	<b>101</b>	<b>0.4%</b>	<b>13.7%</b>
Program Management	Deputy Comptroller	1.00	0.0%	0	0.0%	0.0%
	Director	1,926.50	1.2%	221	0.8%	11.5%
	Manager	2,785.25	1.8%	282	1.1%	10.1%
	Program Specialist	6,649.25	4.3%	748	2.9%	11.2%
	Program Supervisor	1,847.00	1.2%	183	0.7%	9.9%
	Project Manager	150.75	0.1%	33	0.1%	21.9%
	Staff Services Officer	321.25	0.2%	23	0.1%	7.2%
<b>Totals for Program Management</b>		<b>13,681.00</b>	<b>8.9%</b>	<b>1,490</b>	<b>5.7%</b>	<b>10.9%</b>
Property Management and Purchasing	Contract Administration Manager	29.50	0.0%	2	0.0%	6.8%
	Contract Specialist	647.75	0.4%	74	0.3%	11.4%
	Contract Technician	94.25	0.1%	5	0.0%	5.3%
	Grant Coordinator	67.50	0.0%	19	0.1%	28.1%
	Inventory and Store Specialist	701.50	0.5%	79	0.3%	11.3%
	Property Manager	140.75	0.1%	15	0.1%	10.7%
	Purchaser	483.75	0.3%	41	0.2%	8.5%
<b>Totals for Property Management and Purchasing</b>		<b>2,165.00</b>	<b>1.4%</b>	<b>235</b>	<b>0.9%</b>	<b>10.9%</b>
Public Safety	Crime Laboratory Specialist	50.75	0.0%	2	0.0%	3.9%
	DNA Index System Analyst	7.00	0.0%	0	0.0%	0.0%
	Fingerprint Technician	38.25	0.0%	6	0.0%	15.7%

Turnover by Job Classification Series<sup>a b</sup>

Fiscal Year 2011

Occupational Category	Job Classification Series	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
	Forensic Photographer	3.00	0.0%	0	0.0%	0.0%
	Forensic Scientist	238.25	0.2%	13	0.0%	5.5%
	Police Communications Operator	159.50	0.1%	12	0.0%	7.5%
	Public Safety Records Technician	69.25	0.0%	8	0.0%	11.6%
	Security Officer	601.00	0.4%	137	0.5%	22.8%
<b>Totals for Public Safety</b>		<b>1,167.00</b>	<b>0.8%</b>	<b>178</b>	<b>0.7%</b>	<b>15.3%</b>
Safety	Rescue Specialist	31.00	0.0%	6	0.0%	19.4%
	Risk Management Specialist	49.00	0.0%	8	0.0%	16.3%
	Safety Officer	172.50	0.1%	18	0.1%	10.4%
<b>Totals for Safety</b>		<b>252.50</b>	<b>0.2%</b>	<b>32</b>	<b>0.1%</b>	<b>12.7%</b>
Social Services	Adult Protective Services Specialist	778.75	0.5%	109	0.4%	14.0%
	Case Manager	405.00	0.3%	84	0.3%	20.7%
	Chaplain	146.00	0.1%	13	0.0%	8.9%
	Chaplaincy Services Assistant	8.75	0.0%	1	0.0%	11.4%
	Child Protective Services Specialist	5,309.75	3.4%	1,249	4.8%	23.5%
	Child Support Officer	1,294.50	0.8%	143	0.5%	11.0%
	Child Support Technician	378.25	0.2%	62	0.2%	16.4%
	Family and Protective Services Supervisor	1,150.00	0.7%	66	0.3%	5.7%
	Family Services Specialist	350.75	0.2%	19	0.1%	5.4%
	Health and Human Services Program Coordinator	45.75	0.0%	4	0.0%	8.7%
	Human Services Specialist	8,000.25	5.2%	1,272	4.9%	15.9%
	Human Services Technician	872.00	0.6%	103	0.4%	11.8%
	Interpreter	22.75	0.0%	2	0.0%	8.8%
	Mental Retardation Assistant	7,884.00	5.1%	3,327	12.8%	42.2%
	Psychiatric Nursing Assistant	3,075.75	2.0%	888	3.4%	28.9%
	Qualified Mental Retardation Professional	265.50	0.2%	44	0.2%	16.6%
	Quality Assurance Specialist	129.00	0.1%	13	0.0%	10.1%
	Recreation Program Specialist	45.75	0.0%	15	0.1%	32.8%
	Rehabilitation Teacher	132.75	0.1%	21	0.1%	15.8%
	Rehabilitation Therapy Technician	1,101.00	0.7%	174	0.7%	15.8%
	Resident Specialist	403.00	0.3%	52	0.2%	12.9%
	Social Worker	209.50	0.1%	40	0.2%	19.1%
	Substance Abuse Counselor	101.75	0.1%	21	0.1%	20.6%
	Veterans Service Representative	272.50	0.2%	56	0.2%	20.6%

Turnover by Job Classification Series <sup>a b</sup>

Fiscal Year 2011

Occupational Category	Job Classification Series	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
	Vocational Rehabilitation Counselor	700.75	0.5%	74	0.3%	10.6%
	Volunteer Services Coordinator	82.00	0.1%	12	0.0%	14.6%
<b>Totals for Social Services</b>		<b>33,165.75</b>	<b>21.5%</b>	<b>7,864</b>	<b>30.2%</b>	<b>23.7%</b>
<b>Statewide Totals</b>		<b>154,486.50</b>	<b>100.0%</b>	<b>26,028</b>	<b>100.0%</b>	<b>16.8%</b>

<sup>a</sup> The job classification series with no incumbents in fiscal year 2011 were not included in this table.

<sup>b</sup> Percentages do not sum exactly due to rounding.

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



## Turnover by Region and County

Table 19 provides a summary of turnover by region and county in Texas.

Table 19

Turnover by Region and County <sup>a</sup>						
Fiscal Year 2011						
Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
Alamo Region	Atascosa	101.25	0.1%	18	0.1%	17.8%
	Bandera	41.00	0.0%	7	0.0%	17.1%
	Bexar	6,907.75	4.5%	1,302	5.0%	18.8%
	Comal	129.25	0.1%	22	0.1%	17.0%
	Frio	357.25	0.2%	66	0.3%	18.5%
	Gillespie	50.50	0.0%	3	0.0%	5.9%
	Guadalupe	148.25	0.1%	19	0.1%	12.8%
	Karnes	735.75	0.5%	303	1.2%	41.2%
	Kendall	54.00	0.0%	7	0.0%	13.0%
	Kerr	725.00	0.5%	141	0.5%	19.4%
	Medina	524.75	0.3%	72	0.3%	13.7%
	Wilson	54.75	0.0%	5	0.0%	9.1%
<b>Alamo Region Totals</b>		<b>9,829.50</b>	<b>6.4%</b>	<b>1,965</b>	<b>7.5%</b>	<b>20.0%</b>
Capital Region	Bastrop	205.25	0.1%	19	0.1%	9.3%
	Blanco	37.25	0.0%	6	0.0%	16.1%
	Burnet	238.50	0.2%	28	0.1%	11.7%
	Caldwell	77.00	0.0%	15	0.1%	19.5%
	Fayette	60.25	0.0%	5	0.0%	8.3%
	Hays	208.25	0.1%	35	0.1%	16.8%
	Lee	471.50	0.3%	96	0.4%	20.4%
	Llano	26.50	0.0%	2	0.0%	7.5%
	Travis	36,792.50	23.8%	4,479	17.2%	12.2%
	Williamson	535.00	0.3%	62	0.2%	11.6%
<b>Capital Region Totals</b>		<b>38,652.00</b>	<b>25.0%</b>	<b>4,747</b>	<b>18.2%</b>	<b>12.3%</b>
Central Texas Region	Bell	672.25	0.4%	115	0.4%	17.1%
	Bosque	37.50	0.0%	3	0.0%	8.0%
	Brazos	680.50	0.4%	78	0.3%	11.5%
	Burleson	43.50	0.0%	5	0.0%	11.5%

Turnover by Region and County <sup>a</sup>

Fiscal Year 2011

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
	Coryell	2,628.75	1.7%	367	1.4%	14.0%
	Falls	457.50	0.3%	69	0.3%	15.1%
	Freestone	373.75	0.2%	69	0.3%	18.5%
	Grimes	663.00	0.4%	96	0.4%	14.5%
	Hamilton	41.00	0.0%	8	0.0%	19.5%
	Hill	109.75	0.1%	15	0.1%	13.7%
	Lampasas	65.00	0.0%	10	0.0%	15.4%
	Leon	45.00	0.0%	6	0.0%	13.3%
	Limestone	1,769.50	1.1%	466	1.8%	26.3%
	Madison	742.50	0.5%	224	0.9%	30.2%
	McLennan	1,640.50	1.1%	263	1.0%	16.0%
	Milam	49.50	0.0%	5	0.0%	10.1%
	Mills	18.50	0.0%	4	0.0%	21.6%
	Robertson	41.25	0.0%	2	0.0%	4.8%
	San Saba	145.00	0.1%	12	0.0%	8.3%
	Washington	1,246.25	0.8%	382	1.5%	30.7%
<b>Central Texas Region Totals</b>		<b>11,470.50</b>	<b>7.4%</b>	<b>2,199</b>	<b>8.4%</b>	<b>19.2%</b>
Coastal Bend Region	Aransas	102.75	0.1%	7	0.0%	6.8%
	Bee	1,885.25	1.2%	486	1.9%	25.8%
	Brooks	28.25	0.0%	3	0.0%	10.6%
	Calhoun	59.25	0.0%	5	0.0%	8.4%
	Dewitt	405.25	0.3%	46	0.2%	11.4%
	Duval	153.75	0.1%	18	0.1%	11.7%
	Goliad	37.25	0.0%	0	0.0%	0.0%
	Gonzales	59.00	0.0%	4	0.0%	6.8%
	Jackson	31.75	0.0%	5	0.0%	15.7%
	Jim Wells	129.25	0.1%	20	0.1%	15.5%
	Kenedy	2.00	0.0%	0	0.0%	0.0%
	Kleberg	84.75	0.1%	18	0.1%	21.2%
	Lavaca	39.75	0.0%	11	0.0%	27.7%
	Live Oak	31.25	0.0%	2	0.0%	6.4%
	McMullen	25.50	0.0%	4	0.0%	15.7%
	Nueces	2,435.75	1.6%	498	1.9%	20.4%
	Refugio	24.00	0.0%	2	0.0%	8.3%

Turnover by Region and County <sup>a</sup>

Fiscal Year 2011

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
	San Patricio	129.50	0.1%	23	0.1%	17.8%
	Victoria	270.00	0.2%	38	0.1%	14.1%
<b>Coastal Bend Region Totals</b>		<b>5,934.25</b>	<b>3.8%</b>	<b>1,190</b>	<b>4.6%</b>	<b>20.1%</b>
Gulf Coast Region	Austin	704.75	0.5%	64	0.2%	9.1%
	Brazoria	2,663.00	1.7%	447	1.7%	16.8%
	Chambers	44.50	0.0%	4	0.0%	9.0%
	Colorado	46.75	0.0%	4	0.0%	8.6%
	Fort Bend	2,973.00	1.9%	402	1.5%	13.5%
	Galveston	1,074.75	0.7%	117	0.4%	10.9%
	Harris	7,863.50	5.1%	1,003	3.9%	12.8%
	Liberty	982.50	0.6%	124	0.5%	12.6%
	Matagorda	73.75	0.0%	8	0.0%	10.8%
	Montgomery	432.75	0.3%	47	0.2%	10.9%
	Walker	6,732.00	4.4%	1,260	4.8%	18.7%
	Waller	62.00	0.0%	7	0.0%	11.3%
	Wharton	96.50	0.1%	7	0.0%	7.3%
<b>Gulf Coast Region Totals</b>		<b>23,749.75</b>	<b>15.4%</b>	<b>3,494</b>	<b>13.4%</b>	<b>14.7%</b>
High Plains Region	Armstrong	15.75	0.0%	2	0.0%	12.7%
	Bailey	26.25	0.0%	2	0.0%	7.6%
	Briscoe	19.25	0.0%	1	0.0%	5.2%
	Carson	33.00	0.0%	7	0.0%	21.2%
	Castro	20.50	0.0%	2	0.0%	9.8%
	Childress	432.75	0.3%	77	0.3%	17.8%
	Cochran	16.25	0.0%	1	0.0%	6.2%
	Collingsworth	14.75	0.0%	1	0.0%	6.8%
	Crosby	23.00	0.0%	1	0.0%	4.3%
	Dallam	298.50	0.2%	78	0.3%	26.1%
	Deaf Smith	54.50	0.0%	11	0.0%	20.2%
	Dickens	14.00	0.0%	1	0.0%	7.1%
	Donley	19.25	0.0%	3	0.0%	15.6%
	Floyd	15.75	0.0%	1	0.0%	6.3%
	Garza	20.25	0.0%	4	0.0%	19.8%
	Gray	415.00	0.3%	103	0.4%	24.8%
	Hale	504.25	0.3%	75	0.3%	14.9%

Turnover by Region and County <sup>a</sup>

Fiscal Year 2011

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
	Hall	17.25	0.0%	0	0.0%	0.0%
	Hansford	15.25	0.0%	2	0.0%	13.1%
	Hartley	17.75	0.0%	1	0.0%	5.6%
	Hemphill	26.25	0.0%	3	0.0%	11.4%
	Hockley	64.75	0.0%	5	0.0%	7.7%
	Hutchinson	42.00	0.0%	2	0.0%	4.8%
	King	7.00	0.0%	0	0.0%	0.0%
	Lamb	48.25	0.0%	7	0.0%	14.5%
	Lipscomb	8.25	0.0%	0	0.0%	0.0%
	Lubbock	2,896.50	1.9%	713	2.7%	24.6%
	Lynn	20.75	0.0%	1	0.0%	4.8%
	Moore	48.00	0.0%	5	0.0%	10.4%
	Motley	15.25	0.0%	2	0.0%	13.1%
	Ochiltree	21.75	0.0%	2	0.0%	9.2%
	Oldham	17.50	0.0%	3	0.0%	17.1%
	Parmer	16.50	0.0%	0	0.0%	0.0%
	Potter	2,027.75	1.3%	435	1.7%	21.5%
	Randall	312.25	0.2%	47	0.2%	15.1%
	Roberts	1.00	0.0%	0	0.0%	0.0%
	Sherman	14.75	0.0%	0	0.0%	0.0%
	Swisher	144.25	0.1%	17	0.1%	11.8%
	Terry	191.00	0.1%	31	0.1%	16.25
	Wheeler	18.00	0.0%	6	0.0%	33.3%
	Yoakum	13.25	0.0%	3	0.0%	22.6%
	<b>High Plains Region Totals</b>	<b>7,948.25</b>	<b>5.2%</b>	<b>1,655</b>	<b>6.4%</b>	<b>20.8%</b>
Metroplex Region	Collin	430.75	0.3%	76	0.3%	17.6%
	Cooke	438.00	0.3%	119	0.5%	27.2%
	Dallas	4,564.75	3.0%	540	2.1%	11.8%
	Denton	2,370.50	1.5%	779	3.0%	32.9%
	Ellis	151.75	0.1%	17	0.1%	11.2%
	Erath	76.75	0.0%	10	0.0%	13.0%
	Fannin	495.25	0.3%	73	0.3%	14.7%
	Grayson	204.25	0.1%	37	0.1%	18.1%
	Hood	287.50	0.2%	38	0.1%	13.2%

Turnover by Region and County <sup>a</sup>

Fiscal Year 2011

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
	Hunt	173.75	0.1%	24	0.1%	13.8%
	Johnson	209.25	0.1%	34	0.1%	16.2%
	Kaufman	1,059.75	0.7%	132	0.5%	12.5%
	Navarro	391.00	0.3%	83	0.3%	21.2%
	Palo Pinto	135.25	0.1%	13	0.0%	9.6%
	Parker	141.75	0.1%	16	0.1%	11.3%
	Rockwall	36.00	0.0%	6	0.0%	16.7%
	Somervell	26.75	0.0%	8	0.0%	29.9%
	Tarrant	3,945.50	2.6%	527	2.0%	13.4%
	Wise	94.00	0.1%	10	0.0%	10.6%
	<b>Metroplex Region Totals</b>	<b>15,232.50</b>	<b>9.9%</b>	<b>2,542</b>	<b>9.8%</b>	<b>16.7%</b>
Northwest Texas Region	Archer	33.75	0.0%	0	0.0%	0.0%
	Baylor	26.25	0.0%	0	0.0%	0.0%
	Brown	734.25	0.5%	170	0.7%	23.2%
	Callahan	35.00	0.0%	5	0.0%	14.3%
	Clay	27.75	0.0%	4	0.0%	14.4%
	Coleman	24.25	0.0%	2	0.0%	8.2%
	Comanche	23.50	0.0%	2	0.0%	8.5%
	Cottle	22.25	0.0%	2	0.0%	9.0%
	Eastland	86.50	0.1%	10	0.0%	11.6%
	Fisher	17.50	0.0%	2	0.0%	11.4%
	Foard	12.00	0.0%	0	0.0%	0.0%
	Hardeman	24.75	0.0%	1	0.0%	4.0%
	Haskell	34.75	0.0%	4	0.0%	11.5%
	Jack	21.50	0.0%	1	0.0%	4.7%
	Jones	537.50	0.3%	56	0.2%	10.4%
	Kent	10.00	0.0%	0	0.0%	0.0%
	Knox	24.00	0.0%	0	0.0%	0.0%
	Mitchell	563.25	0.4%	142	0.5%	25.2%
	Montague	54.50	0.0%	7	0.0%	12.8%
	Nolan	61.50	0.0%	6	0.0%	9.8%
	Runnels	29.50	0.0%	4	0.0%	13.6%
	Scurry	353.25	0.2%	92	0.4%	26.0%
	Shackelford	14.00	0.0%	3	0.0%	21.4%

Turnover by Region and County<sup>a</sup>

Fiscal Year 2011

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
	Stephens	175.75	0.1%	21	0.1%	11.9%
	Stonewall	13.75	0.0%	2	0.0%	14.5%
	Taylor	2,798.00	1.8%	802	3.1%	28.7%
	Throckmorton	10.50	0.0%	0	0.0%	0.0%
	Wichita	2,072.75	1.3%	448	1.7%	21.6%
	Wilbarger	1,531	1.0%	244	0.9%	15.9%
	Young	58.5	0.0%	5	0.0%	8.5%
<b>Northwest Texas Region Totals</b>		<b>9,431.75</b>	<b>6.1%</b>	<b>2,035</b>	<b>7.8%</b>	<b>21.6%</b>
South Texas Border Region	Cameron	1,707.50	1.1%	274	1.1%	16.0%
	Dimmit	44.75	0.0%	4	0.0%	8.9%
	Edwards	20.50	0.0%	2	0.0%	9.8%
	Hidalgo	2,990.00	1.9%	361	1.4%	12.1%
	Jim Hogg	39.25	0.0%	5	0.0%	12.7%
	Kinney	20.50	0.0%	2	0.0%	9.8%
	La Salle	148.25	0.1%	26	0.1%	17.5%
	Maverick	124.75	0.1%	7	0.0%	5.6%
	Real	13.50	0.0%	2	0.0%	14.8%
	Starr	241.50	0.2%	21	0.1%	8.7%
	Uvalde	120.75	0.1%	12	0.0%	9.9%
	Val Verde	166.50	0.1%	22	0.1%	13.2%
	Webb	764.50	0.5%	78	0.3%	10.2%
	Willacy	58.50	0.0%	4	0.0%	6.8%
	Zapata	26.75	0.0%	2	0.0%	7.5%
	Zavala	28.25	0.0%	5	0.0%	17.7%
<b>South Texas Border Region Totals</b>		<b>6,515.75</b>	<b>4.2%</b>	<b>827</b>	<b>3.2%</b>	<b>12.7%</b>
Southeast Texas Region	Angelina	1,680.00	1.1%	405	1.6%	24.1%
	Hardin	72.50	0.0%	9	0.0%	12.4%
	Houston	1,123.50	0.7%	432	1.7%	38.5%
	Jasper	284.00	0.2%	32	0.1%	11.3%
	Jefferson	2,602.75	1.7%	728	2.8%	28.0%
	Nacogdoches	205.50	0.1%	23	0.1%	11.2%
	Newton	32.00	0.0%	0	0.0%	0.0%
	Orange	131.00	0.1%	16	0.1%	12.2%
	Polk	932.50	0.6%	248	1.0%	26.6%

Turnover by Region and County<sup>a</sup>

Fiscal Year 2011

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
	Sabine	24.25	0.0%	3	0.0%	12.4%
	San Augustine	26.50	0.0%	2	0.0%	7.5%
	San Jacinto	36.75	0.0%	1	0.0%	2.7%
	Shelby	53.25	0.0%	6	0.0%	11.3%
	Trinity	34.50	0.0%	3	0.0%	8.7%
	Tyler	662.00	0.4%	172	0.7%	26.0%
<b>Southeast Texas Region Totals</b>		<b>7,901.00</b>	<b>5.1%</b>	<b>2,080</b>	<b>8.1%</b>	<b>26.3%</b>
Upper East Texas Region	Anderson	3,428.75	2.2%	730	2.8%	21.3%
	Bowie	995.50	0.6%	191	0.7%	19.2%
	Camp	9.50	0.0%	1	0.0%	10.5%
	Cass	173.00	0.1%	11	0.0%	6.4%
	Cherokee	1,773.50	1.1%	355	1.4%	20.0%
	Delta	24.25	0.0%	0	0.0%	0.0%
	Franklin	21.75	0.0%	2	0.0%	9.2%
	Gregg	381.75	0.2%	56	0.2%	14.7%
	Harrison	314.50	0.2%	24	0.1%	7.6%
	Henderson	289.00	0.2%	38	0.1%	13.1%
	Hopkins	129.25	0.1%	9	0.0%	7.0%
	Lamar	244.50	0.2%	20	0.1%	8.2%
	Marion	25.50	0.0%	3	0.0%	11.8%
	Morris	37.50	0.0%	6	0.0%	16.0%
	Panola	42.50	0.0%	3	0.0%	7.1%
	Rains	22.75	0.0%	1	0.0%	4.4%
	Red River	40.25	0.0%	7	0.0%	17.4%
	Rusk	92.50	0.1%	18	0.1%	19.5%
	Smith	1,024.25	0.7%	107	0.4%	10.4%
	Titus	141.00	0.1%	21	0.1%	14.9%
	Upshur	70.75	0.0%	10	0.0%	14.1%
	Van Zandt	96.75	0.1%	6	0.0%	6.2%
	Wood	233.50	0.2%	33	0.1%	14.1%
<b>Upper East Texas Region Totals</b>		<b>9,612.50</b>	<b>6.2%</b>	<b>1,652</b>	<b>6.3%</b>	<b>17.2%</b>
Upper Rio Grande Region	Brewster	86.00	0.1%	6	0.0%	7.0%
	Culberson	24.25	0.0%	2	0.0%	8.2%
	El Paso	3,252.75	2.1%	372	1.4%	11.4%

Turnover by Region and County<sup>a</sup>

Fiscal Year 2011

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
	Hudspeth	29.50	0.0%	2	0.0%	6.8%
	Jeff Davis	59.50	0.0%	11	0.0%	18.5%
	Presidio	78.75	0.1%	2	0.0%	2.5%
<b>Upper Rio Grande Region Totals</b>		<b>3,530.75</b>	<b>2.3%</b>	<b>395</b>	<b>1.5%</b>	<b>11.2%</b>
West Texas Region	Andrews	27.75	0.0%	5	0.0%	18.0%
	Borden	11.50	0.0%	1	0.0%	8.7%
	Coke	9.75	0.0%	2	0.0%	20.5%
	Concho	13.25	0.0%	0	0.0%	0.0%
	Crane	14.25	0.0%	1	0.0%	7.0%
	Crockett	24.25	0.0%	2	0.0%	8.2%
	Dawson	592.00	0.4%	220	0.8%	37.2%
	Ector	404.50	0.3%	69	0.3%	17.1%
	Gaines	24.00	0.0%	3	0.0%	12.5%
	Glasscock	3.25	0.0%	0	0.0%	0.0%
	Howard	715.75	0.5%	220	0.8%	30.7%
	Irion	4.75	0.0%	1	0.0%	21.1%
	Kimble	38.25	0.0%	2	0.0%	5.2%
	Loving	1.00	0.0%	0	0.0%	0.0%
	Martin	21.25	0.0%	4	0.0%	18.8%
	Mason	21.75	0.0%	2	0.0%	9.2%
	McCulloch	40.50	0.0%	2	0.0%	4.9%
	Menard	2.75	0.0%	1	0.0%	36.4%
	Midland	563.00	0.4%	121	0.5%	21.5%
	Pecos	523.75	0.3%	141	0.5%	26.9%
	Reagan	11.00	0.0%	4	0.0%	36.4%
	Reeves	64.00	0.0%	5	0.0%	7.8%
	Schleicher	3.00	0.0%	0	0.0%	0.0%
	Sterling	6.00	0.0%	3	0.0%	50.0%
	Sutton	23.75	0.0%	1	0.0%	4.2%
	Terrell	17.50	0.0%	0	0.0%	0.0%
	Tom Green	1,422.00	0.9%	427	1.6%	30.0%
	Upton	12.25	0.0%	3	0.0%	24.5%
	Ward	40.00	0.0%	4	0.0%	10.0%
	Winkler	16.50	0.0%	3	0.0%	18.2%



Turnover by Region and County <sup>a</sup>

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Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
West Texas Region Totals		4,673.25	3.0%	1,247	4.8%	26.7%
Other		4.75	0.0%	0	0.0%	0.0%
Statewide Totals		154,486.50	100.0%	26,028	100.0%	16.8%

<sup>a</sup> Totals may not sum exactly due to rounding.

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

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