

An Annual Report on

Full-Time Classified State Employee Turnover

For Fiscal Year 1994



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Lawrence F. Alwin, CPA

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Key Points Of Report

Full-Time Classified State Employee Turnover Report Fiscal Year 1994

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Key Facts and Findings

- Statewide turnover for the 124,340 full-time classified employees was 13.26 percent for fiscal year 1994.
- There were 15 agencies that experienced turnover rates greater than 20 percent (excluding agencies with less than 15 employees).
- Employee turnover is highest in the classifications in the lower salary groups, specifically Salary Group 05 and below.
- There were 33 class series with employee turnover rates greater than 20 percent (excluding class series with less than 15 incumbents).
- The most frequent reason stated for the terminations was "personal reasons not related to the job." The second most frequently stated reason was "retirement," as a result of the early retirement incentive offered during this biennium.

Contact:

Donald McCanless, PHR (512-479-4880)

This briefing report was provided for information purposes.

Table of Contents

Overview	1
Table I: Classified Employee Turnover By Agency	5
Table II: Reasons For Terminations As Stated By Classified Employee	10
Table III: Classified Employee Turnover By Salary Group	11
Class Occupational Groups	12
Table IV: Classified Employee Turnover By Job Class Series ..	13
Appendix: Objective, Scope, and Methodology	26

Overview

Employee turnover represents a substantial cost to individual agencies and the State of Texas. Significant costs arise from recruiting, hiring, and training new staff. For a number of years, the State Classification Office has analyzed turnover data for full-time classified employees on both a statewide and individual agency basis.

Based on an average of 124,340 full-time classified state employees and a total of 16,483 terminations for fiscal year 1994, the statewide turnover rate was 13.26 percent. Historically, statewide turnover has been calculated with interagency transfers included so that the individual agency turnover rates would be consistent with the statewide rate. However, we have excluded these interagency transfers in these statewide figures to reflect the true turnover rate for the State. Interagency transfers are, however, included in the individual agencies' turnover rates. Classified employee turnover rates had been decreasing in recent years; however, the fiscal year 1994 rate represents an increase over the previous year as the following table shows:

Fiscal Year	Statewide Classified Turnover Rate
1994	13.26%
1993	9.95%
1992	11.43%
1991	12.53%
1990	13.02%

One of the main reasons for this increase in turnover in fiscal year 1994 was the retirement incentive the State offered, which resulted in 4,020 retirements, a 599 percent increase over fiscal year 1993 which had 599 retirements.

There were 15 agencies that experienced turnover rates higher than 20 percent (this does not include agencies with less than 15 employees):

Agency	Turnover Rate
Board of Dental Examiners*	61.11%
Alcoholic Beverage Commission	50.63%
Criminal Justice Policy Council	45.00%
Office of Public Insurance Counsel	35.29%
Department of Information Resources	32.00%
Racing Commission	28.26%
Board of Public Accountancy	28.21%
Office of the Governor	28.00%
Department of Insurance	27.39%
Treasury	25.65%
Commission on Human Rights	25.65%
General Services Commission	24.22%
Ethics Commission	24.14%
TXMHMR	22.28%
Cosmetology Commission	21.62%

* Employees of the Board of Dental Examiners were transferred to other agencies effective September 1, 1994.

The reason given for the greatest number of terminations was personal reasons unrelated to the job. Retirement was the second highest reason as a result of the early retirement incentive.

Turnover is highest in the lower salary groups, specifically Salary Group 05 and below.

There were 33 class series that had turnover rates higher than 20 percent (not including class series occupied by less than 15 employees).

Class/Class Series	Turnover Rate
Auditors	45.36%
Insurance Technicians	39.45%
Taxpayer Compliance Officers	35.90%
Licensed Vocational Nurses	32.98%
Statisticians	31.82%
Radiological Technologists	31.15%
Safety Services Inspectors	30.30%
Reproduction Equipment Operators/Supervisors	28.35%
Advanced Nurse Practitioners	28.13%
Cosmetologists	28.00%
Clerk Typists	27.23%
MHMR Classes	26.93%
Archaeologists	26.32%
Helper, Maintenance and Construction	25.64%
Interviewing Clerk	25.00%
Roadway Maintenance Supervisors	24.55%
Hearings Examiners/Directors	24.49%
Registered Therapist Assistants/Registered Therapists	24.38%
Insurance Directors	24.14%
Therapist Technicians	23.82%
Librarians	23.81%
Air Conditioning and Boiler Operators	23.76%
Office Machine Service Technicians	23.08%
Groundskeepers	22.81%
Division Director	22.58%
Medical Librarian	22.22%
Truck Drivers	22.18%

Engineering Specialists	21.89%
Warehouse Superintendent	21.62%
Internal Auditors	21.43%
Assistant State Auditors	20.89%
Employment Security Field Assistants	20.83%
Security Workers	20.70%

For more detailed information on turnover by agency, reason, salary group, and class series, refer to the following tables.

TABLE I - CLASSIFIED EMPLOYEE TURNOVER BY AGENCY

Agency No.	Agency	Average No. Employees	Number of Terminations	Turnover Rate
201	Supreme Court	21	2	9.52%
204	Court Reporters Certification Board	1	0	0.00%
211	Court of Criminal Appeals	23	1	4.35%
212	Office of Court Administration	47	2	4.26%
213	Office of State Prosecuting Attorney	3	0	0.00%
221	First Court Civil Appeals	12	1	8.33%
222	Second Court Civil Appeals	13	1	7.69%
223	Third Court Civil Appeals	9	0	0.00%
224	Fourth Court Civil Appeals	10	1	10.00%
225	Fifth Court Civil Appeals	16	4	25.00%
226	Sixth Court Civil Appeals	6	1	16.67%
227	Seventh Court Civil Appeals	6	1	16.67%
228	Eighth Court Civil Appeals	7	0	0.00%
229	Ninth Court Civil Appeals	7	0	0.00%
230	Tenth Court Civil Appeals	5	0	0.00%
231	Eleventh Court Civil Appeals	6	0	0.00%
232	Twelfth Court Civil Appeals	5	1	20.00%
233	Thirteenth Court Civil Appeals	10	2	20.00%
234	Fourteenth Court Civil Appeals	10	2	20.00%
242	Commission on Judicial Conduct	7	0	0.00%
243	State Law Library	7	0	0.00%
301	Office of the Governor	150	42	28.00%
302	Attorney General's Office	2,909	337	11.58%
303	General Services Commission	797	193	24.22%
304	Comptroller of Public Accounts	2,083	184	8.83%
305	Gen. Land Office and Veteran's Land Bd.	516	69	13.37%
306	Library & Archives Commission	171	34	19.88%

Agency No.	Agency	Average No. Employees	Number of Terminations	Turnover Rate
307	Secretary of State	224	31	13.84%
308	State Auditor's Office	225	42	18.67%
310	Treasury Department	191	49	25.65%
312	Securities Board	65	7	10.77%
313	Department of Information Resources	125	40	32.00%
318	Commission for the Blind	539	83	15.40%
322	Texas Employment Commission	4,410	708	16.05%
323	Teacher Retirement System	322	16	4.97%
324	Department of Human Services	15,650	1,489	9.51%
325	Fire Fighters' Pension Commission	4	1	25.00%
327	Employees Retirement System	262	19	7.25%
329	Real Estate Commission	82	9	10.98%
330	Rehabilitation Commission	2,357	258	10.95%
332	Dept. of Housing and Community Affairs	219	26	11.87%
333	Office of State-Federal Relations	16	9	56.25%
335	Comm. for the Deaf and Hearing Impaired	8	0	0.00%
337	Board of Tax Professional Examiners	2	2	100.00%
338	Pension Review Board	4	0	0.00%
340	Department on Aging	37	6	16.22%
342	Aircraft Pooling Board	30	3	10.00%
344	Commission on Human Rights	39	10	25.64%
346	Interagency Council on Sex Off. Treatment	2	1	50.00%
347	Public Finance Authority	11	3	27.27%
352	Texas Bond Review Board	6	2	33.33%
353	TX Incentive & Productivity Commission	4	2	50.00%
355	Children's Trust Fund of Texas Council	8	1	12.50%
356	Texas Ethics Commission	29	7	24.14%
359	Office of Public Insurance Counsel	17	6	35.29%

Agency No.	Agency	Average No. Employees	Number of Terminations	Turnover Rate
360	State Office of Administrative Hearings	12	2	16.67%
363	Council on Workforce & Econ. Competitiveness	10	1	10.00%
364	Health Professions Council	1	0	0.00%
401	Adjutant General's Department	283	55	19.43%
403	Texas Veterans Commission	76	9	11.84%
405	Department of Public Safety	3,185	367	11.52%
406	National Guard Armory Board	25	2	5.56%
407	Law Enforcement Officer Standards & Ed.	36	6	16.67%
409	Commission on Jail Standards	17	3	17.65%
410	Criminal Justice Policy Council	20	9	45.00%
411	Texas Commission on Fire Protection	144	17	11.81%
450	Savings and Loan Department	2	1	50.00%
451	Department of Banking	7	4	57.14%
452	Department of Licensing and Regulation	193	25	12.95%
453	Texas Workers' Compensation Commission	1,040	165	15.87%
454	Texas Department of Insurance	880	241	27.39%
455	Railroad Commission	881	141	16.00%
456	Board of Plumbing Examiners	17	0	0.00%
457	Board of Public Accountancy	39	11	28.21%
458	Alcoholic Beverage Commission	316	160	50.63%
459	Board of Architectural Examiners	12	4	33.33%
460	Bd. of Registration for Prof. Engineers	22	4	18.18%
464	Board of Professional Land Surveying	3	0	0.00%
465	Department of Commerce	286	54	18.88%
466	Office of Consumer Credit Commissioner	4	1	25.00%
467	Board of Private Investigators	41	5	12.20%
469	Credit Union Department	5	0	0.00%

Agency No.	Agency	Average No. Employees	Number of Terminations	Turnover Rate
472	Structural Pest Control Board	31	5	16.13%
473	Public Utility Commission of Texas	159	23	14.47%
474	Polygraph Examiners Board	1	0	0.00%
475	Office of Public Utility Counsel	15	1	6.67%
476	Racing Commission	46	13	28.26%
478	TX Workers' Compensation Research Center	6	3	50.00%
501	Department of Health	5,270	780	14.80%
502	Board of Barber Examiners	13	4	30.77%
503	Board of Medical Examiners	87	10	11.49%
504	Board of Dental Examiners	18	11	61.11%
505	Cosmetology Commission	37	8	21.62%
507	Board of Nurse Examiners	42	7	16.67%
508	Board of Chiropractic Examiners	4	2	50.00%
511	Board of Vocational Nurse Examiners	17	2	11.76%
512	Board of Podiatry Examiners	2	0	0.00%
513	Funeral Services Commission	9	4	44.44%
514	Optometry Board	4	1	25.00%
515	Board of Pharmacy	37	2	5.41%
517	Commission on Alcohol and Drug Abuse	214	32	14.95%
520	Board of Examiners of Psychologists	11	2	18.18%
526	Low-Level Radioactive Waste Disp. Auth.	12	0	0.00%
527	Texas Cancer Council	7	2	28.57%
529	Health and Human Services Commission	60	12	20.00%
530	Dept. of Protective and Regulatory Services	6,153	829	13.47%
533	Exec. Council Phys./Occ. Therapy Exam.	12	1	8.33%
551	Department of Agriculture	481	71	14.76%
554	Animal Health Commission	246	37	15.04%
578	Board of Veterinary Medical Examiners	7	0	0.00%

Agency No.	Agency	Average No. Employees	Number of Terminations	Turnover Rate
579	Rio Grande Compact Commission	2	0	0.00%
580	Water Development Board	247	21	8.50%
582	Texas Natural Resource Conservation Comm.	2,363	203	8.59%
592	Soil and Water Conservation Board	38	4	10.53%
601	Department of Transportation	9,689	1,327	13.70%
655	Mental Health and Mental Retardation	26,445	5,892	22.28%
665	Juvenile Probation Commission	32	2	6.25%
694	Texas Youth Commission	1,814	357	19.68%
696	Texas Department of Criminal Justice	28,375	2,964	10.45%
701	Texas Education Agency	979	167	17.06%
771	School for the Blind & Visually Impaired	256	50	19.53%
772	School for the Deaf	337	54	16.02%
802	Parks and Wildlife Department	1,359	158	11.63%
808	Historical Commission	62	7	11.29%
809	State Preservation Board	40	7	17.50%
813	Texas Commission on the Arts	15	2	13.33%

**TABLE II - REASONS FOR TERMINATIONS AS STATED BY CLASSIFIED
EMPLOYEE TO AGENCY**

Reason	Number of Terminations	Percent of Total Terminations
Inadequate Salary	1,500	7.89%
Lack of Opportunity for Advancement	124	0.65%
Dissatisfaction with Supervisors or Co-workers	210	1.10%
Travel	26	0.14%
Working Hours	49	0.26%
Did Not Like or Felt Unsited for Duties	619	3.26%
Resignation in Lieu of Dismissal	425	2.24%
Personal Reasons Not Related to Job	7,000	36.81%
Reasons Unknown	1,531	8.05%
Change from Classified to Unclassified Position	0	0%
Change from Classified to Exempt Position	0	0%
Reduction in Force	416	2.19%
Transfer to a Different Agency	1,599	8.41%
Dismissal for Cause	1,278	6.72%
Retirement	4,020	21.14%
Death	217	1.14%

NOTE: These reasons are counted as an employee terminates from an agency. However, the Comptroller's Human Resource Information System's (HRIS) report does not count an employee termination if the employee returns to employment with the State within the same fiscal year. Therefore, the total terminations by reason will be higher than the terminations by agency, class series, and salary group.

TABLE III - CLASSIFIED EMPLOYEE TURNOVER BY SALARY GROUP

Salary Group	Average No. of Employees	Number of Terminations	Turnover Rate
02	1,015	268	26.40%
03	2,314	738	31.89%
04	2,243	454	20.24%
05	8,605	2,262	26.29%
06	10,424	1,574	15.10%
07	5,235	1,061	20.27%
08	7,311	1,081	14.79%
09	7,022	1,045	14.88%
10	3,930	722	18.37%
11	21,726	2,160	9.94%
12	8,138	910	11.18%
13	8,424	818	9.71%
14	6,514	829	12.73%
15	6,298	720	11.43%
16	7,460	1,083	14.52%
17	4,771	642	13.46%
18	4,461	656	14.71%
19	3,335	409	12.26%
20	2,489	315	12.66%
21	2,627	330	12.56%

CLASS OCCUPATIONAL GROUPS

Class/Class Series Title	Page
Accounting/Finance	13
Auditing	13
Automated Systems	13
Clerical/Administrative/Office	14
Criminal Justice	15
Custodial/Domestic	15
Design	15
Education	15
Engineering	15
Environmental	16
Employment	16
Human Resources	17
Inspectors	17
Insurance	17
Investigators	17
Land Surveying/Appraisal	17
Legal	18
Library, Archives, and Records	18
Maintenance	19
Medical	20
Planning and Information	21
Program Administration	22
Public Safety	22
Property Management and Purchasing	23
Safety	23
Statistics and Writing	23
Social Services	24

TABLE IV - CLASSIFIED EMPLOYEE TURNOVER BY JOB CLASS SERIES

Class/Class Series Title	Average No. of Employees	No. of Terminations	Turnover Rate
Accounting/Finance			
Accounting Clerks	806	121	15.01%
Accountants	1,286	163	12.67%
Directors of Finance	2	1	50.00%
Investment Officers	9	3	33.33%
Budget Analysts	163	21	12.88%
Financial Examiners	97	7	7.22%
Reimbursement Officers	53	5	9.43%
Auditing			
Auditors	399	181	45.36%
Assistant State Auditors	158	33	20.89%
EDP Audit Specialists	20	2	10.00%
Management Auditors	120	20	16.67%
Internal Auditors	112	24	21.43%
Tax Auditors	7	4	57.14%
Taxpayer Compliance Officers	78	28	35.90%
Senior Enforcement Officers	210	5	2.38%
Accounts Examiners	883	76	8.61%
Securities Analysts/Examiners	13	1	7.69%
Insurance Examiners	47	7	14.89%
Field Representatives	12	2	16.67%
Automated Systems			
Word Processing Clerks	425	56	13.18%
Data Entry Operators/Supervisors	951	98	10.30%
ADP Equipment Operators/Supervisors	505	52	10.30%
ADP Record Control Clerks	205	37	18.05%
Systems Support Specialists	788	94	11.93%
ADP Programmers	578	73	12.63%

Class/Class Series Title	Average No. of Employees	No. of Terminations	Turnover Rate
Systems Programmers	91	5	5.49%
Programmer Analysts	684	77	11.26%
Systems Analysts	1,034	110	10.64%
Data Base Administrators	60	9	15.00%
Telecommunication Specialists	131	13	9.92%
Network Managers	143	17	11.89%
Directors of ADP	128	13	10.16%
Clerical/Administrative/Office			
Messenger	2	1	50.00%
Switchboard Operators/Supervisors	303	60	19.80%
Clerk Typists	191	52	27.23%
Clerks/Clerical Supervisors	7,611	1,102	14.48%
Secretaries	3,533	493	13.95%
Administrative Technicians	10,302	1,250	12.13%
Executive Assistants	261	32	12.26%
Duplicating Machine Operators	50	9	18.00%
Reproduction Equipment Operators/Supervisors	254	72	28.35%
Microfilm Camera Operators	73	6	8.22%
Micrographics Technicians/Supervisors	35	4	11.43%
Claims Officers	9	1	11.11%
Staff Services Officers	566	95	16.78%
Business Managers	88	6	6.82%
Office Support Clerks	172	32	18.60%
Contract Technicians/Specialists	474	55	11.60%
Criminal Justice			
Correctional Officers	18,320	1,860	10.15%
Parole Analyst	41	3	7.32%
Parole Officers/Supervisors	1,342	105	7.82%
Wardens	70	5	7.14%

Class/Class Series Title	Average No. of Employees	No. of Terminations	Turnover Rate
Counsel Substitutes	92	4	4.35%
Industrial Supervisors	547	54	9.87%
Agriculture Supervisor	1	1	100%
Unit Agriculture Supervisors/Farm Managers	122	9	7.38%
Polygraph Examiners	2	0	0%
Youth Activities Supervisors	199	21	21.10%
Custodial/Domestic			
Building Custodians	1,278	278	21.75%
Housekeeping Supervisors/Managers	66	7	10.61%
Groundskeepers	171	39	22.81%
Security Workers	285	59	20.70%
Security Officers	91	12	13.19%
Cooks	391	73	18.67%
Food Service Workers/Managers	1,451	254	17.51%
Sewing Room Worker/Supervisor	21	1	4.76%
Laundry Workers/Managers	558	59	10.57%
Cosmetologists	25	7	28.00%
Barbers	10	4	40.00%
Canteen Managers	6	2	33.33%
Design			
Drafters	18	4	22.22%
Graphic Designers	48	1	2.08%
Interactive Graphics Technicians	47	6	12.77%
Project Design Assistants/Architects	83	7	8.43%
Education			
Education Consultant	71	4	5.63
Education Specialists	107	21	19.63%
Education Program Director	49	10	20.41%
Engineering			
Engineering Aides	46	9	29.57%

Class/Class Series Title	Average No. of Employees	No. of Terminations	Turnover Rate
Engineering Technicians	3,004	406	13.52%
Engineering Assistants	322	20	6.21%
Engineering Specialists	635	139	21.89%
Engineers	1,093	100	9.15%
Environmental			
Hydrologist Assistants/Hydrologists	101	6	5.94%
Geologist Assistants/Geologists	163	14	8.59%
Landscape Architect Assistants/Landscape Architects	19	0	0%
Environmental Quality Specialists	619	49	7.92%
Wastewater Enforcement Coordinators	7	0	0%
Sanitarians	154	18	11.69%
Seed Analysts	20	2	10.00%
Agronomists	9	1	11.11%
Fish and Wildlife Technicians	234	15	6.41%
Park Rangers	356	29	8.15%
Soil Conservationist	11	2	18.18%
Employment			
Interviewing Clerk	60	15	25.00%
Employment Interviewers	1,840	335	18.21%
Employment Technicians	4	1	25.00%
Employment Counselors	11	4	27.27%
Employment Supervisors	352	47	13.35%
Employment Security Field Assistant	24	5	20.83%
Veterans Employment Representatives	84	17	20.24%
Placement Specialists	14	2	14.29%
Labor Market Analysts	60	9	15.00%
Unemployment Insurance Claims Examiners	67	2	2.99%
Unemployment Insurance Specialists	41	3	7.32%
Unemployment Tax Specialists	31	1	3.23%

Class/Class Series Title	Average No. of Employees	No. of Terminations	Turnover Rate
Appeals Referees	90	14	15.56%
Human Resources			
Human Resources Management Clerks	442	67	15.88%
Human Resources Management Assistants	262	30	11.45%
Human Resources Management Officers	220	28	12.73%
Human Resources Management Technician/Specialist	40	5	12.50%
Human Resources Management Directors	102	14	13.73%
Position Classification Analysts	35	2	5.71%
Training Specialists	467	44	9.42%
Civil Rights Compliance Specialist	26	2	7.69%
Inspectors			
Inspectors	432	45	10.42%
Manufacturing Process and Plant Inspector	7	1	14.29%
Safety Services Inspectors	66	20	30.30%
Sanitation Inspectors	4	2	50.00%
Construction Inspectors	21	2	9.52%
Port of Entry Inspectors	86	8	9.30%
Assistant Agriculture Inspectors/Agriculture Inspectors	135	17	12.59%
Animal Health Inspectors	118	18	15.25%
Insurance			
Actuaries	10	3	30.00%
Insurance Technicians	218	86	39.45%
Insurance Specialists	62	10	16.13%
Insurance Directors	58	14	24.14%
Investigators			
Investigators	443	57	12.87%
Chief Investigator, Motor Vehicle Division	15	3	20.00%
Land Surveying/Appraisal			

Class/Class Series Title	Average No. of Employees	No. of Terminations	Turnover Rate
Land Surveyors	6	1	16.67%
Right of Way Appraisers	24	3	12.50%
Appraisers	72	8	11.11%
Legal			
Legal Secretaries	556	63	11.33%
Appellate Secretaries	976	109	11.17%
Law Librarians	5	0	0%
Deputy Clerks	1,060	113	10.66%
Legal Assistants	1,287	140	10.88%
Attorneys	2,720	54	1.99%
Counsels	5,340	96	1.80%
Hearings Reporters	6	1	16.67%
Hearings Examiners/Directors	49	12	24.49%
TWCC Prehearings Examiners	134	26	19.40%
Ombudsman, TWCC	41	2	4.88%
Legal Examiner	12	3	25.00%
Human Services Hearings Officer	45	3	6.67%
Library, Archives, and Records			
Magnetic Tape Librarian	6	1	16.67%
Bindery Technicians	37	3	8.11%
Darkroom Technician	1	0	0%
Photographers	26	5	19.23%
Document Examiners	14	3	21.43%
Exhibit Technicians	18	0	0%
Museum Curator	2	0	0%
Historians	10	1	10.00%
Librarian Assistants	35	4	11.43%
Librarians	42	10	23.81%
Medical Librarian	63	14	22.22%
Archaeologists	19	5	26.32%

Class/Class Series Title	Average No. of Employees	No. of Terminations	Turnover Rate
Archivists	11	1	9.09%
Director of Records Service	8	0	0%
Maintenance			
Helper, Maintenance and Construction	39	10	25.64%
Laborer	7	6	85.71%
Air Conditioning and Boiler Operators	101	24	23.76%
Electrical and Air Conditioning Mechanics	255	32	12.55%
Maintenance Mechanics	1,166	193	16.55%
Maintenance Supervisors	163	33	20.25%
Plant Maintenance Managers	256	29	11.23%
Building Manager	4	0	0%
Superintendent of Building and Equipment, Department of Corrections	15	4	26.67%
Clerk of the Works	16	3	18.75%
Locksmith	3	1	33.33%
Tunnel Guards	7	0	0%
Tunnel Machinery Operators	3	0	0%
Maintenance Construction Supervisors	155	28	18.06%
Roadway Maintenance Supervisors	501	123	24.55%
District Roadway Maintenance Superintendent	18	11	61.11%
Truck Drivers	257	57	22.18%
Motor Vehicle Mechanics/Supervisors	446	57	12.78%
Motor Vehicle Transfer Analysts	14	0	0%
Machinists	10	0	0%
Welder, Combination/Welding Technician	6	0	0%
Sign Superintendent	12	4	33.33%
Shop Supervisors	108	19	17.59%
Equipment and Services Superintendent	6	2	33.33%
Aircraft Pilots	17	2	11.76%
Aircraft Mechanics	8	2	25.00%

Class/Class Series Title	Average No. of Employees	No. of Terminations	Turnover Rate
Senior Aircraft Mechanic and Inspector	1	0	0%
Avionics Manager	1	0	0%
Radio Mechanics	21	4	19.05%
Radio Technicians	3	0	0%
Communications Electronic Technicians/Superintendents	31	6	19.35%
Communications Officer	1	0	0%
Office Machine Service Technicians	26	6	23.08%
Metrologists	3	0	0%
Traffic Signal Repair Technicians	147	8	5.44%
Chief of Building Engineering and Management	1	0	0%
Traffic Data Coordinators	11	1	9.09%
Utility Specialists	33	5	15.15%
Right of Way Agents	172	20	11.63%
Right of Way Utility Agents	9	1	11.11%
Operations and Maintenance Supervisor	10	0	0%
Medical			
Dietitians	35	6	17.14%
Nutritionists	148	20	13.51%
Clinical Records	240	33	13.75%
Health Program Specialists	127	19	14.96%
Public Health Technicians	270	25	9.26%
Epidemiologists	26	3	11.54%
Veterinarians	30	1	3.33%
Consultants, Hospital Administration	9	2	22.22%
Laboratory Technicians	159	30	18.87%
Laboratory Consultant	16	1	6.25%
Infection Control Practitioners	3	0	0%
Medical Technologists	95	9	9.47%

Class/Class Series Title	Average No. of Employees	No. of Terminations	Turnover Rate
Cytotechnologists	8	0	0%
Radiological Technologists	61	19	31.15%
Electroencephalograph Technician	4	0	0%
Orthopedic Equipment Technicians	54	5	9.26%
Registered Therapist Assistants/Registered Therapists	361	88	24.38%
Medical Aides	119	18	15.13%
Correctional Medication Aide	115	13	11.30%
Medical Technicians	174	25	14.37%
Medical Assistants	5	1	20.00%
Licensed Vocational Nurses	1,504	496	32.98%
Nurses	1,741	306	22.17%
Nurse Program Specialists	39	2	5.13%
Advanced Nurse Practitioner	32	9	28.13%
Respiratory Care Practitioners	20	1	5.00%
Nursing Consultant	3	0	0%
Dental Assistants	109	6	5.50%
Dental Hygienists	36	4	11.11%
Pharmacy Technicians	94	13	13.83%
Pharmacists	104	17	16.35%
Chemical Dependency Counselors	131	28	21.37%
Psychologists	422	65	15.40%
Research Technicians	2	0	0%
Chemists	125	18	14.40%
Microbiologists	140	23	16.43%
Biologists	13	1	7.69%
Planning and Information			
Planners	452	71	15.71%
Research	225	35	15.56%
Information Specialists	319	50	15.67%

Class/Class Series Title	Average No. of Employees	No. of Terminations	Turnover Rate
Coordinator, Information Media	12	0	0%
Supervisor, Instructional Media Laboratory	3	0	0%
Audio Visual Technicians/Directors	22	1	4.55%
Visual Education Specialist	4	0	0%
Marketing Specialists	60	10	16.67%
Marketing Agent, Dept. of Corrections	1	0	0%
Economists	30	5	16.67%
Program Administration			
Division Director	62	14	22.58%
Deputy Administrator	31	3	9.68%
Special Project Director	66	12	18.18%
Operations Directors	28	3	10.71%
Program Administrators/Directors of Programs	2,958	373	12.61%
Assistant Regional Directors/Regional Director	52	9	17.31%
Assistant Superintendent	4	0	0%
Area Managers	104	18	17.31%
Program Specialists	733	96	10.29%
Chief of Program Evaluation	5	0	0%
Program Officers	8	1	12.50%
Retirements Benefits Specialists	63	5	7.94%
Public Safety			
Criminalists/Supervising Criminalists	111	3	2.70%
Communications Center	24	3	12.50%
Police Communications Operators/Supervisors	239	16	6.69%
Latent Print Technicians	4	1	25.00%
Fingerprint Technicians	47	2	4.26%
Crime Laboratory Evidence Technician	7	0	0%
Assistant Field Laboratory Manager	1	0	0%
DPS Records Technicians	81	8	9.88%

Class/Class Series Title	Average No. of Employees	No. of Terminations	Turnover Rate
Drivers License Examiner/Technician	797	84	10.54%
State Technical Operations Officer	1	1	100%
Emergency Management Information Officer	1	0	0%
Accident Code Clerks/Supervisors	51	3	5.88%
Evaluators	23	4	17.39%
Property Management and Purchasing			
Stock Clerks	260	41	15.77%
Warehouse Supervisor	49	7	14.29%
Warehouse Superintendent	37	8	21.62%
Property Inventory Clerks	48	7	14.58%
Property Coordinator	26	5	19.23%
Property Manager	22	3	13.63%
Purchasing Clerks	237	17	7.17%
Purchasers	611	52	8.51%
Specifications Technicians/Chief	8	1	12.50%
Safety			
Deputy State Fire Marshals	44	4	9.09%
Fire and Safety Officer	3	0	0%
Safety Officers/Managers	105	11	10.48%
Risk Management Specialists/Risk Managers	25	1	4.00%
Statistics and Writing			
Field Records Analysts	9	0	0%
Method Analysts	8	0	0%
Methods and Procedures Specialists	25	2	8.00%
Administrative Procedures Technicians	8	3	37.50%
Statistical Clerks	56	10	17.86%
Statisticians	88	28	31.82%
Technical Writers	30	5	16.67%
Journalists	10	1	10.00%
Educational Writers	11	1	9.09%

Class/Class Series Title	Average No. of Employees	No. of Terminations	Turnover Rate
Social Services			
Chaplaincy Services Assistants/Chaplains	103	16	15.53%
Youth Program Supervisors	2	0	0%
Child Development Specialists	64	7	10.94%
Child Support Officers	627	35	5.58%
Child Protective Services Specialists	2,870	426	14.84%
Adult Protective Services Specialists	196	11	5.61%
Social Service Workers	6,539	610	9.33%
Social Service Case Analysts	270	18	6.67%
Social Service Supervisors	885	46	5.20%
Social Service Program Consultant	94	12	12.77%
Social Service Administrators	527	42	7.97%
Therapist Technicians	3,161	753	23.82%
MHMR Classes	9,373	2,524	26.93%
Qualified Retardation Professionals	182	19	10.44%
Recreation Classes	40	7	17.50%
Human Services Specialists	163	10	6.13%
Institutional Licensing Representatives	6	1	16.67%
Disability Services Technicians	105	12	11.43%
Case Review Specialists	20	3	15.00%
Disability Determination Officers	68	13	19.12%
Disability Examiners	300	21	7.00%
Rehabilitation Technicians	114	15	13.16%
Vocational Rehabilitation Counselors	597	57	9.55%
Directors, Vocational Rehabilitation	3	1	33.33%
Rehabilitation Services Technicians	505	61	12.08%
Veterans Assistance Counselors	39	7	17.95%
Houseparents	411	77	18.73%
Caseworkers	528	96	18.18%
Medical Caseworker/Psychiatric Caseworkers	6	2	33.33%

Class/Class Series Title	Average No. of Employees	No. of Terminations	Turnover Rate
Clinical Social Workers	530	88	16.60%
Case Managers	373	69	18.50%
Rehabilitation Caseworkers	29	0	0%
Volunteer Services	108	14	13.33%
Rehabilitation Teachers	205	34	16.59%
Commission for the Blind Classes	109	20	18.35%
Coordinators of Rehabilitation	7	0	0%
Community Services Aides	556	85	15.29%
Social Services Technicians	479	35	7.30%
Vocational Rehabilitation Supervisors	50	8	16.00%
Aging Program Specialists	11	0	0%
Interpreters	12	2	16.67%
Translators, Spanish	2	0	0%
Quality Control Analysts	52	6	11.54%

Objective, Scope, and Methodology

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

This report was prepared from quarterly and year-end summary information received from the Comptroller's Human Resource Information System (HRIS) relating to full-time classified employees within 127 state agencies. This report does not address turnover figures for part-time, temporary, hourly, exempt from classification, or higher education employees.

The average employee figures were computed by averaging the number of classified employees contained in each quarterly HRIS report.

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

Kelli Dan, PHR, CCP
Carlotta Valdez, PHR
Irma Vasquez
Donald McCanless, PHR, Audit Manager

Copies of this report have been distributed to the following:

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