FY2005 EMPLOYEE TURNOVER STATISTICS

The data in this section are obtained from several systems – the Comptroller of Public Accounts' Human Resources Information System, the Uniform Statewide Payroll/Personnel System, and the Standardized Payroll/Personnel Reporting System. These data are self-reported by each agency and have not been audited or verified by the State Auditor's Office.

The following employees of the State Auditor's staff prepared this analysis:

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- Juliette Torres, CCP, PHR
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- Teresa Crespo
- Susan Riley, CPA, Assistant State Auditor
FY2005 EMPLOYEE TURNOVER STATISTICS

Overview

The statewide turnover rate for full-time, classified employees in fiscal year 2005 was 16.6 percent, based on a total of 23,831 voluntary and involuntary separations. This is a 1.8 percentage point increase from fiscal year 2004. However, excluding involuntary terminations and retirements decreases the state turnover rate to 10.4 percent. This calculation is often considered to be more of a “true” turnover rate because it reflects “preventable” turnover.

Key Points

The increase in turnover in fiscal year 2005 may be a result of declining unemployment rates in Texas.

Over the past five years, there appears to have been an inverse relationship between the unemployment rate and the turnover rate. When the unemployment rate increased, the turnover rate decreased; when the unemployment rate decreased, the turnover rate increased. According to a publication by the Texas Comptroller of Public Accounts, the statewide unemployment rate is expected to remain relatively unchanged at approximately 5.5 percent through fiscal year 2007, which may continue to affect the turnover rate. However, the turnover rate may be offset by a growing applicant pool. The Perryman Report, which provides short-term and long-term economic forecasts, projects that “the large and growing pool of potential employees will serve as a competitive advantage for the state over the long term.”

According to the exit survey results, the two top reasons employees gave for leaving were "better pay/benefits" and "retirement."

The Texas Department of Criminal Justice and the Health and Human Services Commission had the largest number of retirements in fiscal year 2005. These two agencies' retirements represented 35 percent of total retirements.

The State has seen an increase in the number of retirements over the last three years due to a legislative incentive passed during the 78th Legislative Session. This incentive offered employees a one-time payment if they retired when first eligible from August 31, 2003, through August 31, 2005. This incentive is not applicable to retirements occurring after August 31, 2005.

Employees under 30 years of age and those with fewer than two years of tenure leave state employment at a higher rate.

The majority of turnover was associated with employees under 30 years of age and with those who have fewer than two years of tenure with their agencies. The lowest turnover is found in the 40 to 49 age group and with employees who have between 10 and 19 years of agency service.
The three occupational categories with the highest turnover rates were social services, medical and health, and criminal justice.

Together, turnover within these three occupational categories represents 62.7 percent of state turnover. The Texas Workforce Commission forecasts that registered nurses, food service workers, personal care aides, and teacher assistants (positions that are similar to mental health and mental retardation services aides/assistants) are among the 25 jobs that will have the highest average number of job openings between 2002 and 2012. These jobs are in the social services and medical and health occupational categories. Therefore, the state may continue to experience high turnover within those areas.

Several occupational categories had overall turnover rates that were lower than the statewide average. These categories included accounting, auditing, and finance; engineering; legal; and information technology. Within these categories, professional-level jobs that had lower turnover rates than the statewide average were accountants, auditors, engineers, attorneys, general counsels, judges, and selected information technology jobs.

Employee turnover can be both negative and positive.

The cost of losing key employees is difficult to estimate. Included in the quantifiable costs of turnover are costs associated with training and orientation, recruitment and selection, leave payout, and lower productivity during the time the position is vacant and during the time the new employee is learning the job. A conservative estimate for the cost of the State's fiscal year 2005 voluntary turnover, including retirements, is approximately $308 million ($244 million excluding retirements); however, this number can vary depending on many factors. These factors include the type of position being vacated, the salary of the new employee, whether a more experienced employee is hired, whether the leaving employee is an average-performing employee or a good performer, the available internal applicants, and whether the position is filled or remains vacant.

It is important to note that not all employee turnover is negative. Some turnover will always occur and is normal for any business. Turnover can create positive outcomes for employers because they can replace low-performing employees with high-performing employees. There is often a financial benefit gained as a result of the difference in salary paid to an experienced employee who retires versus the salary paid to the new employee who takes the position. However, when employers start losing their high-performing, highly skilled, and experienced employees, turnover may begin to negatively affect an organization's business operations.

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OVERALL TURNOVER RATE

The following pages provide comparison data on statewide turnover such as state trend information and turnover rates of bordering states and local governments. Also provided is an analysis of the reasons given by employees for terminating agency employment.

For a description of the methodology used in figuring the turnover rate and related cost, please go to our Methodology page.

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Employee Turnover Statistics

METHODOLOGY

State turnover rate considers the percentage of full-time classified state employees, excluding employees at institutions of higher education, who voluntarily and involuntarily separate from the State, unless otherwise noted.

Interagency transfers are excluded from the calculation of the State's overall turnover rate because employees who transfer to other state agencies and institutions of higher education are not considered a loss to the State as a whole.

This analysis was prepared from quarterly and year-end summary information received from the Comptroller of Public Accounts' Human Resource Information System (HRIS), the Uniform Statewide Payroll/Personnel System (USPS), and the Standardized Payroll/Personnel Reporting System (SPRS).

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

\[
\frac{\text{Number of separations during the fiscal year}}{\text{Average number of classified employees during the fiscal year}} \times 100
\]

*Note: The average number of employees was computed by adding together the number of classified employees for each quarter of fiscal year 2005 and then dividing by the total number of quarters.

The State Classification Office, of the State Auditor's Office, has adopted the methodology used by Compensation Resources, Inc., which characterizes turnover costs as one-half to one times the employee's salary. For the purpose of calculating the cost of statewide turnover for fiscal year 2005, the more conservative estimate of one-half times was used. The cost of $308 million is based on the number of full-time classified terminations (excludes interagency transfers and involuntary terminations) times the average annual salary for full-time classified employees.

The Employee Exit Survey is a online system available to provide employees who separate voluntarily an opportunity to provide feedback about reasons for leaving state employment. In fiscal year 2005, a total of 4,053 employees completed the survey. This number includes all employee types (i.e., classified full-time, classified part-time, non-classified full-time, and part-time).

Return to Main Page
Overall Turnover Rate

STATEWIDE TURNOVER RATE

Overview

The statewide turnover rate for full-time classified employees in fiscal year 2005 was 16.6 percent, based on a total of 23,631 voluntary and involuntary separations. This is a 1.8 percentage point increase from fiscal year 2004.

Five-Year Turnover Trend

![Five-Year Turnover Trend Chart]

Year

2001 2002 2003 2004 2005

Turnover Rate

17.0% 14.2% 16.6% 14.8% 16.6%


Overall Fiscal Year 2005 Turnover Rate — Statewide Headcount, 142,391.75

Number of Employees Who Stayed

110,700.75

83.4%

Source: The Comptroller of Public Accounts’ Human Resources Information System, Standardized Payroll/Personnel Reporting System, and Uniform Statewide Payroll/Pension System

The increase in turnover may be a result of declining unemployment rates in Texas. The graph below shows the correlation between unemployment rates in Texas and voluntary turnover (excluding retirements) during each fiscal year period. In fiscal year 2005, the voluntary turnover rate was 10.4 percent. For the five-year period shown in the graph below, there appears to be an inverse relationship between the unemployment rate and the turnover rate. As the unemployment rate increased, the turnover rate decreased; when the
unemployment rate decreased, the turnover rate increased. According to Biennial Revenue Estimate 2006-2007, published by the Texas Comptroller of Public Accounts, the statewide unemployment rate is expected to remain relatively unchanged at approximately 5.5 percent through fiscal year 2007.

However, the turnover rate may be offset by a growing applicant pool. The Perryman Report, which provides short-term and long-term economic forecasts, projects that "the large and growing pool of potential employees will serve as a competitive advantage for the state over the long term."

Methodology

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Overall Turnover Rate

COMPARISON DATA

Overview

Turnover is higher in the State of Texas than in neighboring states and in selected Texas cities and counties.

Overall Comparisons

Fiscal Year 2005 Turnover Rates

<table>
<thead>
<tr>
<th>Texas and States Bordering Texas</th>
<th>City &amp; County</th>
<th>Texas and Local Governments</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td></td>
<td>State of Texas</td>
</tr>
<tr>
<td>Texas</td>
<td>16.6%</td>
<td>16.6%</td>
</tr>
<tr>
<td>New Mexico</td>
<td>8.8%</td>
<td>City of Austin</td>
</tr>
<tr>
<td>Oklahoma</td>
<td>13.5%</td>
<td>City of Dallas</td>
</tr>
<tr>
<td>Louisiana</td>
<td>14.0%</td>
<td>City of Houston</td>
</tr>
<tr>
<td>Arkansas</td>
<td>17.3%</td>
<td>City of San Antonio</td>
</tr>
<tr>
<td>Average Turnover Rate Excluding Texas</td>
<td>13.4%</td>
<td>City of El Paso</td>
</tr>
<tr>
<td>City of Fort Worth</td>
<td>8.1%</td>
<td>City Average Turnover Rate Excluding Texas</td>
</tr>
<tr>
<td>County</td>
<td>Average Turnover Rate Excluding Texas</td>
<td></td>
</tr>
<tr>
<td>--------------</td>
<td>---------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Travis County</td>
<td>10.1%</td>
<td></td>
</tr>
<tr>
<td>Tarrant County</td>
<td>8.6%</td>
<td></td>
</tr>
<tr>
<td>Bexar County</td>
<td>11.0%</td>
<td></td>
</tr>
<tr>
<td>Harris County</td>
<td>8.3%</td>
<td></td>
</tr>
<tr>
<td>Dallas County</td>
<td>11.5%</td>
<td></td>
</tr>
</tbody>
</table>

Note: The State has seen an increase in the number of retirements over the last three years due to a legislative incentive passed during the 78th Legislative Session. This incentive offered employees a one-time payment if they retired when first eligible from August 31, 2003, through August 31, 2005. This incentive is not applicable to retirements occurring after August 31, 2005.
Overall Turnover Rate

VOLUNTARY VS. IN VOLUNTARY

Overview

The majority of the State's classified terminations (81.8 percent) were voluntary separations by the employee. Involuntary separations accounted for the remaining classified terminations.


Reasons State Employees Terminate Employment Fiscal Year 2005

- Resignation in Lieu of Separation: 1,693 (6.8%)
- Dismissal for Cause: 2,679 (10.0%)
- Retirement: 3,019 (14.0%)
- Transfer to Another Agency: 3,253 (12.1%)
- Reduction in Force: 90 (0.3%)
- Death: 217 (0.8%)
- Termination at Will: 233 (0.8%)

Voluntary vs. Involuntary Terminations

Voluntary Terminations - Voluntary Separation from Agency, Transfer to Another Agency, and Retirement.

Involuntary Terminations - Dismissal for Cause, Resignation in Lieu of Separation, Reduction in Force, Death, and Termination at Will.


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## Reasons State Employees Terminate Employment

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Percentage of Terminations</td>
<td>Percentage of Terminations</td>
<td>Percentage of Terminations</td>
<td>Percentage of Terminations</td>
<td>Percentage of Terminations</td>
</tr>
<tr>
<td>Inadequate Salary</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>Lack of Opportunity for Advancement</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>Dissatisfaction with Supervisor</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
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<tr>
<td>Travel</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
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<tr>
<td>Working Hours</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>Dislike/Unsuitability for Assigned Tasks</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>Personal Reasons Not Related to the Job</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
</tr>
<tr>
<td>Reasons Unknown</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
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<tr>
<td>Voluntary Separation from Agency</td>
<td>14,830</td>
<td>55.2%</td>
<td>13,256</td>
<td>22.3%</td>
<td>12,064</td>
</tr>
<tr>
<td>Transfer to Another Agency*</td>
<td>3,253</td>
<td>12.1%</td>
<td>3,844</td>
<td>64.5%</td>
<td>1,812</td>
</tr>
<tr>
<td>Retirement</td>
<td>3,919</td>
<td>14.6%</td>
<td>3,029</td>
<td>5.1%</td>
<td>6,775</td>
</tr>
<tr>
<td><strong>Total Voluntary Turnover</strong></td>
<td><strong>22,002</strong></td>
<td><strong>81.8%</strong></td>
<td><strong>54,732</strong></td>
<td><strong>91.8%</strong></td>
<td><strong>20,671</strong></td>
</tr>
<tr>
<td>Dismissal for Cause</td>
<td>2,679</td>
<td>10.0%</td>
<td>2,561</td>
<td>4.3%</td>
<td>2,683</td>
</tr>
<tr>
<td>Resignation in Lieu of Separation</td>
<td>1,693</td>
<td>6.3%</td>
<td>1,569</td>
<td>2.6%</td>
<td>1,402</td>
</tr>
<tr>
<td>Reduction in Force</td>
<td>90</td>
<td>0.3%</td>
<td>354</td>
<td>0.6%</td>
<td>1,184</td>
</tr>
<tr>
<td>Death</td>
<td>217</td>
<td>0.8%</td>
<td>189</td>
<td>0.3%</td>
<td>230</td>
</tr>
<tr>
<td>Termination at Will</td>
<td>203</td>
<td>0.8%</td>
<td>170</td>
<td>0.3%</td>
<td>157</td>
</tr>
<tr>
<td><strong>Total Involuntary Turnover</strong></td>
<td><strong>4,882</strong></td>
<td><strong>18.2%</strong></td>
<td><strong>4,843</strong></td>
<td><strong>8.1%</strong></td>
<td><strong>6,746</strong></td>
</tr>
</tbody>
</table>

| Total Terminations                          | 26,884                | 59,575                | 26,417                | 22,682                | 27,639                |


* Fiscal year 2004 reflects the large number of legislatively directed transfers which occurred as Health and Human Services agencies were consolidated.
TURNOVER DEMOGRAPHICS

This page provides turnover data broken into several different categories. Determining the turnover rates of various groups of employees such as males and females, those over 30 and those under 30, and those of certain ethnic groups can provide useful insight into the reasons employees leave state employment and ways to retain them. Graphs within this section provide turnover rates, statewide separations, and headcount for each demographic category. Separation and headcount data can be used for determining the statistical significance of turnover rates, especially for those demographic categories with low headcounts. For example, a turnover rate of 33 percent is generally considered high. But if this rate is based on only one employee's separation in a demographic category with only three employees, then the high turnover rate's significance is lessened.
Turnover Demographics

EMPLOYEE TURNOVER BY GENDER

Overview

Females have a slightly higher turnover rate than males.

Exit Survey
Results by Gender

The number one reason cited by both males and females for leaving their state agencies was “better pay/benefits.” This was followed by “retirement.”

Turnover Rate by Gender for Fiscal Year 2005

Statewide Separations Vs. Headcount

The first pie chart shows the number of separations per category, and the second pie chart shows the total number of employees in those categories statewide. A comparison of the two shows whether the number of separations is in line with the number of employees.

Statewide Separations 23,631

- Male
  - 10,704
  - 45.3%

- Female
  - 12,927
  - 54.7%
Statewide Headcount 142,391.75

Male

66,510.25
46.7%

Female

75,881.50
53.3%


Purpose

This metric may be an indicator of potential problems within the State or an agency. This metric should be used in combination with the Employee Exit Survey to determine reasons employees leave by gender in order to be a valuable tool when determining retention strategies.

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## Turnover Demographics

### EMPLOYEE TURNOVER RATES BY ARTICLE AND AGENCY

#### Employee Turnover Rates by Article and Agency (Excludes Interagency Transfers)

<table>
<thead>
<tr>
<th>Agency Number and Name</th>
<th>Average Annual Headcount</th>
<th>Total Separations</th>
<th>Turnover Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Article I - General Government</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>300 Trusted Programs within the Office of the Governor</td>
<td>119.25</td>
<td>17</td>
<td>14.3%</td>
</tr>
<tr>
<td>301 Office of the Governor</td>
<td>146.25</td>
<td>25</td>
<td>17.1%</td>
</tr>
<tr>
<td>302 Office of the Attorney General</td>
<td>4,103.50</td>
<td>554</td>
<td>13.5%</td>
</tr>
<tr>
<td>303 General Services Commission</td>
<td>363.75</td>
<td>57</td>
<td>15.7%</td>
</tr>
<tr>
<td>304 Comptroller of Public Accounts</td>
<td>2,773.75</td>
<td>287</td>
<td>10.3%</td>
</tr>
<tr>
<td>306 Library and Archives Commission</td>
<td>170.25</td>
<td>13</td>
<td>7.6%</td>
</tr>
<tr>
<td>307 Secretary of State</td>
<td>232.50</td>
<td>18</td>
<td>7.7%</td>
</tr>
<tr>
<td>313 Department of Information Resources</td>
<td>163.75</td>
<td>23</td>
<td>14.0%</td>
</tr>
<tr>
<td>325 Fire Fighters Pension Commissioner</td>
<td>8.00</td>
<td>3</td>
<td>37.5%</td>
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<tr>
<td>327 Employees Retirement System</td>
<td>279.25</td>
<td>31</td>
<td>11.1%</td>
</tr>
<tr>
<td>333 Office of State-Federal Relations</td>
<td>6.00</td>
<td>1</td>
<td>16.7%</td>
</tr>
<tr>
<td>338 State Pension Review Board</td>
<td>4.25</td>
<td>0</td>
<td>0.0%</td>
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<tr>
<td>347 Texas Public Finance Authority</td>
<td>13.00</td>
<td>0</td>
<td>0.0%</td>
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<tr>
<td>352 Bond Review Board</td>
<td>7.00</td>
<td>0</td>
<td>0.0%</td>
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<tr>
<td>356 Ethics Commission</td>
<td>30.75</td>
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<tr>
<td>403 Veterans Commission</td>
<td>89.00</td>
<td>11</td>
<td>12.4%</td>
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<tr>
<td>477 Advisory Commission on State Emergency Communications</td>
<td>22.75</td>
<td>3</td>
<td>13.2%</td>
</tr>
<tr>
<td>479 State Office of Risk Management</td>
<td>112.75</td>
<td>24</td>
<td>21.3%</td>
</tr>
<tr>
<td>527 Cancer Council</td>
<td>5.00</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>808 Historical Commission</td>
<td>100.50</td>
<td>15</td>
<td>14.9%</td>
</tr>
<tr>
<td>809 Preservation Board</td>
<td>136.25</td>
<td>24</td>
<td>17.6%</td>
</tr>
<tr>
<td>813 Commission on the Arts</td>
<td>17.00</td>
<td>2</td>
<td>11.8%</td>
</tr>
<tr>
<td>907 CPA - State Energy Conservation Office</td>
<td>21.00</td>
<td>0</td>
<td>0.0%</td>
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<tr>
<td><strong>Article I Total</strong></td>
<td><strong>8,925.60</strong></td>
<td><strong>1,112</strong></td>
<td><strong>12.5%</strong></td>
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</table>

#### Article II - Health and Human Services

<table>
<thead>
<tr>
<th>Agency Number and Name</th>
<th>Average Annual Headcount</th>
<th>Total Separations</th>
<th>Turnover Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>529 Health and Human Services Commission</td>
<td>9,355.00</td>
<td>1,242</td>
<td>13.3%</td>
</tr>
<tr>
<td>530 Department of Family and Protective Services</td>
<td>7,198.00</td>
<td>1,552</td>
<td>21.6%</td>
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<tr>
<td>537 Department of State Health Services</td>
<td>11,302.25</td>
<td>1,964</td>
<td>17.4%</td>
</tr>
<tr>
<td>538 Department of Assistive and Rehabilitative Services</td>
<td>3,117.50</td>
<td>307</td>
<td>9.8%</td>
</tr>
<tr>
<td>539 Department of Aging and Disability Services</td>
<td>15,201.00</td>
<td>3,823</td>
<td>25.1%</td>
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<tr>
<td><strong>Article II Total</strong></td>
<td><strong>46,181.75</strong></td>
<td><strong>8,888</strong></td>
<td><strong>19.2%</strong></td>
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</table>

#### Article III - Education

<table>
<thead>
<tr>
<th>Agency Number and Name</th>
<th>Average Annual Headcount</th>
<th>Total Separations</th>
<th>Turnover Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>323 Teacher Retirement System and ORP</td>
<td>444.50</td>
<td>44</td>
<td>9.9%</td>
</tr>
<tr>
<td>701 Texas Education Agency</td>
<td>681.00</td>
<td>85</td>
<td>12.5%</td>
</tr>
<tr>
<td>705 State Board of Educator Certification</td>
<td>53.00</td>
<td>12</td>
<td>22.6%</td>
</tr>
<tr>
<td>Department Name</td>
<td>Amount</td>
<td>Units</td>
<td>Percentage</td>
</tr>
<tr>
<td>------------------------------------------------------</td>
<td>---------</td>
<td>-------</td>
<td>------------</td>
</tr>
<tr>
<td>School for the Blind and Visually Impaired</td>
<td>208.75</td>
<td>29</td>
<td>13.9%</td>
</tr>
<tr>
<td>School for the Deaf</td>
<td>314.25</td>
<td>53</td>
<td>20.0%</td>
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<tr>
<td><strong>Article III Total</strong></td>
<td>1,701.50</td>
<td>233</td>
<td>13.7%</td>
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</table>

**Article IV - Judiciary**

<table>
<thead>
<tr>
<th>Department Name</th>
<th>Amount</th>
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</thead>
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<tr>
<td>Supreme Court of Texas</td>
<td>56.50</td>
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<td>42.5%</td>
</tr>
<tr>
<td>Court of Criminal Appeals</td>
<td>62.00</td>
<td>11</td>
<td>17.7%</td>
</tr>
<tr>
<td>Texas Judicial Council Office of Court Administration</td>
<td>169.25</td>
<td>16</td>
<td>9.5%</td>
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<td>Office of the State Prosecuting Attorney</td>
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</tr>
<tr>
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<td>33.00</td>
<td>12</td>
<td>36.4%</td>
</tr>
<tr>
<td>Third Court of Appeals District, Austin</td>
<td>24.75</td>
<td>5</td>
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</tr>
<tr>
<td>Fourth Court of Appeals District, San Antonio</td>
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<td>32.4%</td>
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<tr>
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<td>18.2%</td>
</tr>
<tr>
<td>Eighth Court of Appeals District, El Paso</td>
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<tr>
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<td>0.0%</td>
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**Article V - Public Safety and Criminal Justice**

<table>
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<th>Percentage</th>
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<td>Texas Military Facilities Commission</td>
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<td>Commission on Law Enforcement Officer Standards &amp; Education</td>
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<td>5</td>
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</tr>
<tr>
<td>Commission on Jail Standards</td>
<td>16.00</td>
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<td>0.0%</td>
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<td>Commission on Fire Protection</td>
<td>31.75</td>
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<tr>
<td>Alcoholic Beverage Commission</td>
<td>548.75</td>
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<tr>
<td>Juvenile Probation Commission</td>
<td>56.25</td>
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<tr>
<td>Texas Youth Commission</td>
<td>4,769.75</td>
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<tr>
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**Article VI - Natural Resources**

<table>
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<tr>
<td>General Land Office and Veterans Land Board</td>
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<td>Railroad Commission of Texas</td>
<td>714.00</td>
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<tr>
<td>Department of Agriculture</td>
<td>504.25</td>
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<tr>
<td>Animal Health Commission</td>
<td>191.00</td>
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<tr>
<td>Rio Grande Compact Commission</td>
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<tr>
<td>Water Development Board</td>
<td>264.25</td>
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<tr>
<td>Texas Commission on Environmental Quality</td>
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<td>Soil and Water Conservation Board</td>
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**Article VII - Business and Economic Development**

<table>
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<tr>
<td>Texas Workforce Commission</td>
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<tr>
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<tr>
<td>Agency</td>
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<td>Payroll</td>
<td>Average Payroll</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>-----------</td>
<td>----------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Office of Rural and Community Affairs</td>
<td>67.50</td>
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<tr>
<td>Lottery Commission</td>
<td>319.25</td>
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</tr>
<tr>
<td>Texas Department of Transportation</td>
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**Article VIII - Regulatory**

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<td>Board of Tax Professional Examiners</td>
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<tr>
<td>Office of Public Insurance Counsel</td>
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<tr>
<td>Office of Administrative Hearings</td>
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<tr>
<td>Health Professions Council</td>
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<tr>
<td>Texas Residential Construction Council</td>
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<td>Savings and Loan Department</td>
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<tr>
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<td>Board of Public Accountancy</td>
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<tr>
<td>Board of Architectural Examiners</td>
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<tr>
<td>Board of Registration for Professional Engineers</td>
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<tr>
<td>Board of Professional Land Surveying</td>
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<tr>
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<td>Credit Union Department</td>
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<td>Structural Pest Control Board</td>
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<tr>
<td>Board of Medical Examiners</td>
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<td>Board of Chiropractic Examiners</td>
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</tr>
<tr>
<td>State Board of Podiatric Medical Examiners</td>
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<td>Optometry Board</td>
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<tr>
<td>Board of Pharmacy</td>
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<tr>
<td>Board of Examiners of Psychologists</td>
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<td>1</td>
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</tr>
<tr>
<td>Executive Council Physical and Occupational Therapy Examiners</td>
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<tr>
<td>Board of Veterinary Medical Examiners</td>
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<tr>
<td><strong>Article VIII Total</strong></td>
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<td><strong>414</strong></td>
<td><strong>11.9%</strong></td>
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**Article/Agency Total**

| Total                           | 142,391.75 | 23,631 | 16.8% |


Voluntary Separations, Involuntary Separations, and Retirements by Agency

Return to Main Page
<table>
<thead>
<tr>
<th>Agency</th>
<th>Voluntary Separations</th>
<th>Involuntary Turnover Rate</th>
<th>Voluntary Separations</th>
<th>Involuntary Turnover Rate</th>
<th>Voluntary Separations</th>
<th>Involuntary Turnover Rate</th>
<th>Retirements</th>
<th>Retirement Turnover Rate</th>
<th>Average Annual Headcount</th>
<th>Total Separations</th>
<th>Total Turnover Rate</th>
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<td>5.3%</td>
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<tr>
<td>211 - Court of Criminal Appeals</td>
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<td>62.00</td>
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<td>12.1%</td>
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<td>4.0%</td>
<td>24.75</td>
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<td>4</td>
<td>27.1%</td>
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<tr>
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<tr>
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<td>47.9%</td>
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<tr>
<td>242 - Commission on Judicial Conduct</td>
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<td>243 - State Law Library</td>
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<tr>
<td>300 - Trusted Programs within the Office of the Governor</td>
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<td>20.9%</td>
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<td>302 - Office of the Attorney General</td>
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<td>362 - Lottery Commission</td>
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<td>88.00</td>
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<td>35.25</td>
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<td>1</td>
<td>2.3%</td>
<td>43.00</td>
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<tr>
<td>409 - Commission on Jail Standards</td>
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<td>0</td>
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<td>16.00</td>
<td>0</td>
<td>0.0%</td>
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<tr>
<td>411 - Commission on Fire Protection</td>
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<td>450 - Savings and Loan Department</td>
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<td>56.50</td>
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<td>17.7%</td>
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<td>43.00</td>
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<td>Voluntary Turnover Rate</td>
<td>Retirements</td>
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<td>Average Annual Headcount</td>
<td>Total Separations</td>
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<td>18.2%</td>
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<td>16.2%</td>
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<td>22.00</td>
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<td>13.6%</td>
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<td>472 - Structural Pest Control Board</td>
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<td>0.0%</td>
<td>29.00</td>
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<td>13.8%</td>
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<td>5.3%</td>
<td>18.75</td>
<td>3</td>
<td>16.0%</td>
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<tr>
<td>476 - Racing Commission</td>
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<td>8.5%</td>
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<td>70.25</td>
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<td>22.75</td>
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<td>12.00</td>
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<td>100.0%</td>
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<tr>
<td>503 - Board of Medical Examiners</td>
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<td>5.3%</td>
<td>8</td>
<td>8.1%</td>
<td>1</td>
<td>0.8%</td>
<td>131.00</td>
<td>18</td>
<td>12.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>504 - Board of Dental Examiners</td>
<td>0</td>
<td>0.0%</td>
<td>9</td>
<td>31.9%</td>
<td>1</td>
<td>3.5%</td>
<td>28.25</td>
<td>10</td>
<td>35.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>505 - Cosmetology Commission</td>
<td>5</td>
<td>12.4%</td>
<td>39</td>
<td>96.9%</td>
<td>1</td>
<td>2.5%</td>
<td>40.25</td>
<td>45</td>
<td>111.8%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>507 - Board of Nurse Examiners</td>
<td>2</td>
<td>2.9%</td>
<td>6</td>
<td>8.6%</td>
<td>2</td>
<td>2.9%</td>
<td>69.50</td>
<td>10</td>
<td>14.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>508 - Board of Chiropractic Examiners</td>
<td>1</td>
<td>18.2%</td>
<td>1</td>
<td>18.2%</td>
<td>0</td>
<td>0.0%</td>
<td>5.50</td>
<td>2</td>
<td>36.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>512 - State Board of Podiatric Medical Examiners</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>3.00</td>
<td>0</td>
<td>0.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>513 - Funeral Service Commission</td>
<td>0</td>
<td>0.0%</td>
<td>1</td>
<td>10.3%</td>
<td>0</td>
<td>0.0%</td>
<td>9.75</td>
<td>1</td>
<td>10.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>514 - Optometry Board</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>5.00</td>
<td>0</td>
<td>0.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>515 - Board of Pharmacy</td>
<td>0</td>
<td>0.0%</td>
<td>4</td>
<td>7.8%</td>
<td>0</td>
<td>0.0%</td>
<td>52.50</td>
<td>4</td>
<td>7.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>520 - Board of Examiners of Psychologists</td>
<td>1</td>
<td>8.9%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>11.25</td>
<td>1</td>
<td>8.9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>527 - Cancer Council</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>5.00</td>
<td>0</td>
<td>0.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>529 - Health and Human Services Commission</td>
<td>92</td>
<td>1.0%</td>
<td>1,251</td>
<td>13.4%</td>
<td>440</td>
<td>4.7%</td>
<td>9,365.00</td>
<td>1,783</td>
<td>19.0%</td>
<td></td>
<td></td>
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<tr>
<td>530 - Department of Family and Protective Services</td>
<td>107</td>
<td>1.5%</td>
<td>1,448</td>
<td>20.1%</td>
<td>167</td>
<td>2.3%</td>
<td>7,196.00</td>
<td>1,722</td>
<td>23.9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>533 - Executive Council of Physical and Occupational Therapy Examiners</td>
<td>0</td>
<td>0.0%</td>
<td>2</td>
<td>11.6%</td>
<td>0</td>
<td>0.0%</td>
<td>17.25</td>
<td>2</td>
<td>11.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>537 - Department of State Health Services</td>
<td>419</td>
<td>3.7%</td>
<td>1,434</td>
<td>12.7%</td>
<td>358</td>
<td>3.2%</td>
<td>11,302.25</td>
<td>2,211</td>
<td>19.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>538 - Department of Assistive and Rehabilitative Services</td>
<td>30</td>
<td>1.0%</td>
<td>224</td>
<td>7.2%</td>
<td>105</td>
<td>3.4%</td>
<td>3,117.50</td>
<td>359</td>
<td>11.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>539 - Department of Aging and Disability Services</td>
<td>1,159</td>
<td>7.6%</td>
<td>2,524</td>
<td>16.8%</td>
<td>373</td>
<td>2.5%</td>
<td>15,201.00</td>
<td>4,056</td>
<td>26.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>551 - Department of Agriculture</td>
<td>9</td>
<td>1.8%</td>
<td>40</td>
<td>7.9%</td>
<td>19</td>
<td>3.8%</td>
<td>504.25</td>
<td>68</td>
<td>13.5%</td>
<td></td>
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</tr>
<tr>
<td>554 - Animal Health Commission</td>
<td>5</td>
<td>2.6%</td>
<td>9</td>
<td>4.7%</td>
<td>8</td>
<td>4.2%</td>
<td>191.00</td>
<td>22</td>
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<tr>
<td>Agency</td>
<td>Involuntary Separations</td>
<td>Involuntary Turnover Rate</td>
<td>Voluntary Separations</td>
<td>Voluntary Turnover Rate</td>
<td>Retirements</td>
<td>Retirement Turnover Rate</td>
<td>Average Annual Headcount</td>
<td>Total Separations</td>
<td>Total Turnover Rate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td>------------------------</td>
<td>--------------------------</td>
<td>-----------------------</td>
<td>-------------------------</td>
<td>-------------</td>
<td>--------------------------</td>
<td>------------------------</td>
<td>-------------------</td>
<td>------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>578 - Board of Veterinary Medical Examiners</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>9.00</td>
<td>0</td>
<td>0.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>579 - Rio Grande Compact Commission</td>
<td>0</td>
<td>0.0%</td>
<td>1</td>
<td>100.0%</td>
<td>0</td>
<td>0.0%</td>
<td>1.00</td>
<td>1</td>
<td>100.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>580 - Water Development Board</td>
<td>0</td>
<td>0.0%</td>
<td>20</td>
<td>7.5%</td>
<td>8</td>
<td>3.0%</td>
<td>264.25</td>
<td>28</td>
<td>10.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>582 - Texas Commission on Environmental Quality</td>
<td>33</td>
<td>1.1%</td>
<td>271</td>
<td>9.3%</td>
<td>67</td>
<td>2.3%</td>
<td>2,923.00</td>
<td>371</td>
<td>12.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>592 - Soil and Water Conservation Board</td>
<td>0</td>
<td>0.0%</td>
<td>4</td>
<td>6.9%</td>
<td>0</td>
<td>0.0%</td>
<td>58.25</td>
<td>4</td>
<td>6.9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>601 - Texas Department of Transportation</td>
<td>226</td>
<td>1.5%</td>
<td>833</td>
<td>6.0%</td>
<td>385</td>
<td>2.6%</td>
<td>14,735.75</td>
<td>1,494</td>
<td>10.1%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>605 - Juvenile Probation Commission</td>
<td>0</td>
<td>0.0%</td>
<td>6</td>
<td>10.7%</td>
<td>1</td>
<td>1.8%</td>
<td>56.25</td>
<td>7</td>
<td>12.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>694 - Texas Youth Commission</td>
<td>311</td>
<td>6.5%</td>
<td>1,227</td>
<td>25.7%</td>
<td>53</td>
<td>1.1%</td>
<td>4,769.75</td>
<td>1,591</td>
<td>33.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>696 - Department of Criminal Justice</td>
<td>1,993</td>
<td>4.9%</td>
<td>4,789</td>
<td>11.8%</td>
<td>978</td>
<td>2.4%</td>
<td>40,601.50</td>
<td>7,780</td>
<td>19.1%</td>
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<td></td>
</tr>
<tr>
<td>701 - Texas Education Agency</td>
<td>4</td>
<td>0.6%</td>
<td>63</td>
<td>9.3%</td>
<td>37</td>
<td>5.4%</td>
<td>681.00</td>
<td>104</td>
<td>15.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>705 - State Board of Educator Certification</td>
<td>0</td>
<td>0.0%</td>
<td>71</td>
<td>134.0%</td>
<td>2</td>
<td>3.8%</td>
<td>53.00</td>
<td>73</td>
<td>137.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>771 - School for the Blind and Visually Impaired</td>
<td>3</td>
<td>1.4%</td>
<td>13</td>
<td>6.2%</td>
<td>14</td>
<td>6.7%</td>
<td>208.75</td>
<td>30</td>
<td>14.4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>772 - School for the Deaf</td>
<td>15</td>
<td>4.8%</td>
<td>41</td>
<td>13.0%</td>
<td>9</td>
<td>2.9%</td>
<td>314.25</td>
<td>65</td>
<td>20.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>802 - Parks and Wildlife Department</td>
<td>37</td>
<td>1.3%</td>
<td>167</td>
<td>6.0%</td>
<td>94</td>
<td>3.4%</td>
<td>2,796.25</td>
<td>298</td>
<td>10.7%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>808 - Historical Commission</td>
<td>0</td>
<td>0.0%</td>
<td>15</td>
<td>14.9%</td>
<td>2</td>
<td>2.0%</td>
<td>100.50</td>
<td>17</td>
<td>16.9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>809 - Preservation Board</td>
<td>10</td>
<td>7.3%</td>
<td>14</td>
<td>10.3%</td>
<td>4</td>
<td>2.9%</td>
<td>130.25</td>
<td>28</td>
<td>20.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>813 - Commission on the Arts</td>
<td>1</td>
<td>5.9%</td>
<td>1</td>
<td>5.9%</td>
<td>1</td>
<td>5.9%</td>
<td>17.00</td>
<td>3</td>
<td>17.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>907 - CPA - State Energy Conservation Office</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>21.00</td>
<td>0</td>
<td>0.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,882</strong></td>
<td><strong>3.4%</strong></td>
<td><strong>18,083</strong></td>
<td><strong>12.7%</strong></td>
<td><strong>3,919</strong></td>
<td><strong>2.8%</strong></td>
<td><strong>142,391.75</strong></td>
<td><strong>25,884</strong></td>
<td><strong>18.9%</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
EMPLOYEE TURNOVER BY AGE

Overview

The turnover rate was highest in the under 30 age group. The average turnover rate for employees 30 and older is less than the statewide average. The turnover rate for employees aged 60 and older was also higher than the statewide average.

Exit Survey Results by Age

The number one reason employees under the age of 30 left their state agency was for "better pay/benefits". The number one reason employees age 60 and older left their state agency was for "retirement".

The first pie chart shows the number of separations per category, and the second pie chart shows the total number of employees in those categories statewide. A comparison of the two shows whether the number of separations is in line with the number of employees.

Statewide Separations 23,631
Statewide Headcount 142,391.75


Purpose

This metric may be an indicator of potential problems within the State or an agency. This metric should be used in combination with the Employee Exit Survey to determine reasons employees leave by age group in order to be a valuable tool when determining retention strategies.

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EMPLOYEE TURNOVER BY LENGTH OF AGENCY SERVICE

Overview
The highest turnover rate occurred with employees who have fewer than two years of agency service. The turnover rate for employees with 30 or more years of agency service also had a turnover rate higher than the statewide average.

Exit Survey Results by Length of Agency Service
The number one reason employees left their state agencies before five years of agency service was "better pay/benefits." The number one reason employees with 30 or more years of agency service left their state agencies was "retirement."

The first pie chart shows the number of separations per category, and the second pie chart shows the total number of employees in those categories statewide. A comparison of the two shows whether the number of separations is in line with the number of employees.

Statewide Separations 23,631
Statewide Headcount 142,391.75


Purpose

This metric can be used as an indicator of potential problems within the State or an agency by length of agency service. This should be used in combination with the Employee Exit Survey to determine reasons employees leave within each of the service categories. This metric can be a valuable tool when determining retention strategies.

Return to Main Page
Turnover Demographics

EMPLOYEE TURNOVER BY ETHNICITY

Overview

Turnover among ethnic groups is generally proportional to their representation within the state workforce.

Exit Survey Results by Ethnicity

The number one reason employees across all ethnic groups left their state agency was for "better pay/benefits".

Turnover Rate by Ethnicity for Fiscal Year 2005

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Turnover Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black</td>
<td>18.7%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>15.2%</td>
</tr>
<tr>
<td>White</td>
<td>15.1%</td>
</tr>
<tr>
<td>Other</td>
<td>15.7%</td>
</tr>
</tbody>
</table>

Statewide Separations Vs. Headcount

The first pie chart shows the number of separations per category, and the second pie chart shows the total number of employees in those categories statewide. A comparison of the two shows whether the number of separations is in line with the number of employees.

Statewide Separations: 23,631
Statewide Headcount 142,391.75


Purpose

This metric may be an indicator of potential problems with the State or an agency for a particular ethnic group. Agencies may use this data in combination with the Employee Exit Survey to determine reasons employees leave by ethnicity in order to be a valuable tool when determining retention strategies.

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EMPLOYEE TURNOVER BY AGENCY SIZE

Overview

Large agencies had the highest turnover rate within the State at 17.2 percent. These agencies constitute the majority of the State's employee population.

Turnover Rate by Agency Size for Fiscal Year 2005

- 17.2% for Large agencies
- 12.4% for Medium agencies
- 15.4% for Small agencies

Agency Size

Statewide Separations Vs. Headcount

The first pie chart shows the number of separations per category, and the second pie chart shows the total number of employees in those categories statewide. A comparison of the two shows whether the number of separations is in line with the number of employees.

Statewide Separations 23,631
Statewide Headcount 142,391.75


**Purpose**

This metric can be used as an indicator of potential problems within the State or an agency by looking at the trends categorized by agency size. Agencies can compare their turnover rates to determine whether they fall above or below these benchmarks. This metric can be a valuable tool when determining retention strategies.

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EMPLOYEE TURNOVER BY SALARY SCHEDULE

Overview

Turnover is highest for employees in Salary Schedule A. Employees in Salary Schedule A make up the majority of the employee separations and population.

Turnover Rate by Salary Schedule for Fiscal Year 2005

- Schedule A consists of administrative support, maintenance, technical, and paraprofessional positions.
- Schedule B consists of mostly professional and managerial positions.
- Schedule C consists of law enforcement positions.

The first pie chart shows the number of separations per category, and the second pie chart shows the total number of employees in those categories statewide. A comparison of the two shows whether the number of separations is in line with the number of employees.

Statewide Separations 23,631
Statewide Headcount 142,391.75


**Purpose**

This metric can be used as an indicator of potential problems within the State or an agency by salary schedule. This metric can be a valuable tool when determining retention strategies.

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EMPLOYEE TURNOVER BY REGION/COUNTY

Fiscal Year 2005 Turnover by Region

For fiscal year 2005:

- West Texas reported the highest turnover rate.
- The South Texas Border region reported the lowest turnover rate.
- The region with the greatest number of state agency employees, the Capital Region, experienced a turnover rate of 13 percent.

According to a report by The Perryman Group, which provides short-term and long-term economic forecasts, the two regions projected to experience the greatest expansion in the number of jobs over the next five years are the Metroplex and the Gulf Coast regions.

Click on a region for turnover data by county.
# Employee Turnover by Region/County

## Alamo Region

<table>
<thead>
<tr>
<th>County</th>
<th>Fiscal Year 2005 Turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Statewide Headcount</td>
</tr>
<tr>
<td>Atascosa</td>
<td>108.00</td>
</tr>
<tr>
<td>Bandera</td>
<td>31.75</td>
</tr>
<tr>
<td>Bexar</td>
<td>5,481.50</td>
</tr>
<tr>
<td>Comal</td>
<td>144.50</td>
</tr>
<tr>
<td>Frio</td>
<td>346.75</td>
</tr>
<tr>
<td>Gillespie</td>
<td>61.25</td>
</tr>
<tr>
<td>Guadalupe</td>
<td>126.00</td>
</tr>
<tr>
<td>Karnes</td>
<td>697.75</td>
</tr>
<tr>
<td>Kendall</td>
<td>71.00</td>
</tr>
<tr>
<td>Kerr</td>
<td>711.50</td>
</tr>
<tr>
<td>Medina</td>
<td>532.50</td>
</tr>
<tr>
<td>Wilson</td>
<td>51.25</td>
</tr>
<tr>
<td>Totals</td>
<td>8,363.75</td>
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</table>
# Turnover Demographics

## EMPLOYEE TURNOVER BY REGION/COUNTY

### Capital Region

<table>
<thead>
<tr>
<th>County</th>
<th>Fiscal Year 2005 Turnover</th>
<th>Statewide Headcount</th>
<th>Statewide Percent of Population</th>
<th>Statewide Separations</th>
<th>Statewide Percent of Separations</th>
<th>County Turnover Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bastrop</td>
<td></td>
<td>176.00</td>
<td>0.1%</td>
<td>15</td>
<td>0.1%</td>
<td>8.5%</td>
</tr>
<tr>
<td>Blanco</td>
<td></td>
<td>34.75</td>
<td>0.0%</td>
<td>3</td>
<td>0.0%</td>
<td>8.6%</td>
</tr>
<tr>
<td>Burnet</td>
<td></td>
<td>239.25</td>
<td>0.2%</td>
<td>25</td>
<td>0.1%</td>
<td>10.4%</td>
</tr>
<tr>
<td>Caldwell</td>
<td></td>
<td>70.50</td>
<td>0.0%</td>
<td>9</td>
<td>0.0%</td>
<td>12.8%</td>
</tr>
<tr>
<td>Fayette</td>
<td></td>
<td>79.75</td>
<td>0.1%</td>
<td>5</td>
<td>0.0%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Hays</td>
<td></td>
<td>195.00</td>
<td>0.1%</td>
<td>35</td>
<td>0.1%</td>
<td>17.9%</td>
</tr>
<tr>
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<td>115</td>
<td>0.5%</td>
<td>28.5%</td>
</tr>
<tr>
<td>Llano</td>
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</tr>
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<tr>
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# Turnover Demographics

## Employee Turnover by Region/County

### Central Texas Region

<table>
<thead>
<tr>
<th>County</th>
<th>Statewide Headcount</th>
<th>Statewide Percent of Population</th>
<th>Statewide Separations</th>
<th>Statewide Percent of Separations</th>
<th>County Turnover Rate</th>
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<td>Bell</td>
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<td><strong>2,281</strong></td>
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[Return to Main Page]
## Turnover Demographics

### EMPLOYEE TURNOVER BY REGION/COUNTY

#### Coastal Blend Region

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<tr>
<th>County</th>
<th>Statewide Headcount</th>
<th>Statewide Percent of Population</th>
<th>Statewide Separations</th>
<th>Statewide Percent of Separations</th>
<th>County Turnover Rate</th>
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<tbody>
<tr>
<td>Aransas</td>
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<td>Bee</td>
<td>1,742.75</td>
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<td>19.1%</td>
</tr>
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<td>1</td>
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</tr>
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<td>Calhoun</td>
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<td>7</td>
<td>0.0%</td>
<td>10.0%</td>
</tr>
<tr>
<td>De Witt</td>
<td>451.75</td>
<td>0.3%</td>
<td>37</td>
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</tr>
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<td>Duval</td>
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<td>Goliad</td>
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</tr>
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<td>Gonzales</td>
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<td>San Patricio</td>
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<td>14.5%</td>
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<td>Victoria</td>
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[Return to Main Page]
Turnover Demographics

EMPLOYEE TURNOVER BY REGION/COUNTY

Gulf Coast Region

<table>
<thead>
<tr>
<th>County</th>
<th>Statewide Headcount</th>
<th>Statewide Percent of Population</th>
<th>Statewide Separations</th>
<th>Statewide Percent of Separations</th>
<th>County Turnover Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Austin</td>
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<td>10</td>
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<td>9</td>
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<td>17.9%</td>
</tr>
<tr>
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<td>17.4%</td>
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## Turnover Demographics

### EMPLOYEE TURNOVER BY REGION/COUNTY

#### High Plains Region

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<th>Statewide Headcount</th>
<th>Statewide Percent of Population</th>
<th>Statewide Separations</th>
<th>Statewide Percent of Separations</th>
<th>County Turnover Rate</th>
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<td>Total</td>
<td>Percent</td>
<td>Percentage</td>
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<td>--------</td>
<td>---------</td>
<td>-------</td>
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<td>------------</td>
</tr>
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<td>0.0%</td>
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<tr>
<td>Sherman</td>
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</tr>
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### Turnover Demographics

**EMPLOYEE TURNOVER BY REGION/COUNTY**

#### Metroplex Region

<table>
<thead>
<tr>
<th>County</th>
<th>Statewide Headcount</th>
<th>Statewide Percent of Population</th>
<th>Statewide Separations</th>
<th>Statewide Percent of Separations</th>
<th>County Turnover Rate</th>
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<td>676</td>
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<td>34.4%</td>
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[Return to Main Page](#)
## Turnover Demographics

### EMPLOYEE TURNOVER BY REGION/COUNTY

#### Northwest Texas Region

<table>
<thead>
<tr>
<th>County</th>
<th>Statewide Headcount</th>
<th>Statewide Percent of Population</th>
<th>Statewide Separations</th>
<th>County Turnover Rate</th>
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<tbody>
<tr>
<td>Archer</td>
<td>35.75</td>
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</tr>
<tr>
<td>Baylor</td>
<td>28.00</td>
<td>0.0%</td>
<td>3</td>
<td>11.5%</td>
</tr>
<tr>
<td>Brown</td>
<td>807.00</td>
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<td>14.5%</td>
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<td>Callahan</td>
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<td>7.0%</td>
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<tr>
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<td>0.0%</td>
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<tr>
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<td>1</td>
<td>7.8%</td>
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</tr>
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[Return to Main Page]
### Fiscal Year 2005 Turnover

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<th>Statewide Separations</th>
<th>Statewide Percent of Separations</th>
<th>County Turnover Rate</th>
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<td>0.1%</td>
<td>12.5%</td>
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<td><strong>12.7%</strong></td>
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## Turnover Demographics

### EMPLOYEE TURNOVER BY REGION/COUNTY

#### Southeast Texas Region

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<th>County</th>
<th>Statewide Headcount</th>
<th>Statewide Percent of Population</th>
<th>Statewide Separations</th>
<th>Statewide Percent of Separations</th>
<th>County Turnover Rate</th>
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<td>12.1%</td>
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<td></td>
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## Turnover Demographics

### EMPLOYEE TURNOVER BY REGION/COUNTY

#### Upper east Texas Region

<table>
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<th>County</th>
<th>Statewide Headcount</th>
<th>Statewide Percent of Population</th>
<th>Statewide Separations</th>
<th>Statewide Percent of Separations</th>
<th>County Turnover Rate</th>
</tr>
</thead>
<tbody>
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<td>Anderson</td>
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<td>9.8%</td>
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<td>Henderson</td>
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<td>Marion</td>
<td>45.00</td>
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<td>5</td>
<td>0.0%</td>
<td>11.1%</td>
</tr>
<tr>
<td>Morris</td>
<td>38.25</td>
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<td>0.0%</td>
<td>18.3%</td>
</tr>
<tr>
<td>Panola</td>
<td>52.75</td>
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<td>4</td>
<td>0.0%</td>
<td>7.6%</td>
</tr>
<tr>
<td>Rains</td>
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<td>3</td>
<td>0.0%</td>
<td>11.2%</td>
</tr>
<tr>
<td>Red River</td>
<td>46.75</td>
<td>0.0%</td>
<td>2</td>
<td>0.0%</td>
<td>4.3%</td>
</tr>
<tr>
<td>Rusk</td>
<td>78.25</td>
<td>0.1%</td>
<td>13</td>
<td>0.1%</td>
<td>16.6%</td>
</tr>
<tr>
<td>Smith</td>
<td>938.00</td>
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<td>80</td>
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<td>8.5%</td>
</tr>
<tr>
<td>Titus</td>
<td>135.50</td>
<td>0.1%</td>
<td>12</td>
<td>0.1%</td>
<td>8.9%</td>
</tr>
<tr>
<td>Upshur</td>
<td>64.50</td>
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<td>10</td>
<td>0.0%</td>
<td>15.5%</td>
</tr>
<tr>
<td>Van Zandt</td>
<td>88.50</td>
<td>0.1%</td>
<td>13</td>
<td>0.1%</td>
<td>14.7%</td>
</tr>
<tr>
<td>Wood</td>
<td>247.75</td>
<td>0.2%</td>
<td>37</td>
<td>0.2%</td>
<td>14.9%</td>
</tr>
<tr>
<td>Totals</td>
<td>8,947.25</td>
<td>6.3%</td>
<td>1,462</td>
<td>6.2%</td>
<td>16.3%</td>
</tr>
</tbody>
</table>
### EMPLOYEE TURNOVER BY REGION/COUNTY

#### Upper Rio Grande Region

<table>
<thead>
<tr>
<th>County</th>
<th>Statewide Headcount</th>
<th>Statewide Percent of Population</th>
<th>Statewide Separations</th>
<th>Statewide Percent of Separations</th>
<th>County Turnover Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brewster</td>
<td>84.00</td>
<td>0.1%</td>
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<td>0.0%</td>
<td>8.3%</td>
</tr>
<tr>
<td>Culberson</td>
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<td>0.0%</td>
<td>3</td>
<td>0.0%</td>
<td>8.8%</td>
</tr>
<tr>
<td>El Paso</td>
<td>2,614.50</td>
<td>1.8%</td>
<td>369</td>
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<td>13.7%</td>
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<tr>
<td>Hudspeth</td>
<td>32.75</td>
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<td>3</td>
<td>0.0%</td>
<td>9.2%</td>
</tr>
<tr>
<td>Jeff Davis</td>
<td>49.00</td>
<td>0.0%</td>
<td>6</td>
<td>0.0%</td>
<td>12.2%</td>
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<tr>
<td>Presidio</td>
<td>71.25</td>
<td>0.1%</td>
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<tr>
<td>Totals</td>
<td>2,885.50</td>
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<td>386</td>
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<td>13.4%</td>
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Return to Main Page
### EMPLOYEE TURNOVER BY REGION/COUNTY

#### West Texas Region

<table>
<thead>
<tr>
<th>County</th>
<th>Statewide Headcount</th>
<th>Statewide Percent of Population</th>
<th>Statewide Separations</th>
<th>Statewide Percent of Separations</th>
<th>County Turnover Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Andrews</td>
<td>28.25</td>
<td>0.0%</td>
<td>2</td>
<td>0.0%</td>
<td>7.1%</td>
</tr>
<tr>
<td>Borden</td>
<td>10.50</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Coke</td>
<td>16.50</td>
<td>0.0%</td>
<td>5</td>
<td>0.0%</td>
<td>27.0%</td>
</tr>
<tr>
<td>Concho</td>
<td>15.25</td>
<td>0.0%</td>
<td>1</td>
<td>0.0%</td>
<td>6.6%</td>
</tr>
<tr>
<td>Crane</td>
<td>13.50</td>
<td>0.0%</td>
<td>1</td>
<td>0.0%</td>
<td>7.4%</td>
</tr>
<tr>
<td>Crockett</td>
<td>31.00</td>
<td>0.0%</td>
<td>5</td>
<td>0.0%</td>
<td>16.1%</td>
</tr>
<tr>
<td>Dawson</td>
<td>554.25</td>
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<td>147</td>
<td>0.6%</td>
<td>26.5%</td>
</tr>
<tr>
<td>Ector</td>
<td>372.50</td>
<td>0.3%</td>
<td>31</td>
<td>0.1%</td>
<td>8.3%</td>
</tr>
<tr>
<td>Gaines</td>
<td>23.50</td>
<td>0.0%</td>
<td>2</td>
<td>0.0%</td>
<td>8.5%</td>
</tr>
<tr>
<td>Glasscock</td>
<td>5.00</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Howard</td>
<td>643.75</td>
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<td>25.6%</td>
</tr>
<tr>
<td>Irion</td>
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<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Kimble</td>
<td>41.25</td>
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<td>5</td>
<td>0.0%</td>
<td>12.1%</td>
</tr>
<tr>
<td>Loving</td>
<td>3.00</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Martin</td>
<td>19.50</td>
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<td>2</td>
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<tr>
<td>Mason</td>
<td>20.25</td>
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<td>0.0%</td>
<td>4.9%</td>
</tr>
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<td>Moculoch</td>
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<td>0.0%</td>
<td>4</td>
<td>0.0%</td>
<td>13.7%</td>
</tr>
<tr>
<td>Menard</td>
<td>9.50</td>
<td>0.0%</td>
<td>3</td>
<td>0.0%</td>
<td>31.6%</td>
</tr>
<tr>
<td>Midland</td>
<td>433.75</td>
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<td>41</td>
<td>0.2%</td>
<td>9.4%</td>
</tr>
<tr>
<td>Pecos</td>
<td>568.75</td>
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<td>134</td>
<td>0.6%</td>
<td>23.6%</td>
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<tr>
<td>Reagan</td>
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<td>0.0%</td>
<td>3</td>
<td>0.0%</td>
<td>25.0%</td>
</tr>
<tr>
<td>Reeves</td>
<td>74.25</td>
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<td>6</td>
<td>0.0%</td>
<td>8.1%</td>
</tr>
<tr>
<td>Schleicher</td>
<td>2.00</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Sterling</td>
<td>10.00</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Sutton</td>
<td>35.25</td>
<td>0.0%</td>
<td>1</td>
<td>0.0%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Terrell</td>
<td>128.00</td>
<td>0.1%</td>
<td>17</td>
<td>0.1%</td>
<td>13.3%</td>
</tr>
<tr>
<td>Tom Green</td>
<td>1,265.00</td>
<td>0.9%</td>
<td>338</td>
<td>1.4%</td>
<td>26.7%</td>
</tr>
<tr>
<td>Upton</td>
<td>12.00</td>
<td>0.0%</td>
<td>1</td>
<td>0.0%</td>
<td>8.3%</td>
</tr>
<tr>
<td>Ward</td>
<td>289.00</td>
<td>0.2%</td>
<td>97</td>
<td>0.4%</td>
<td>33.6%</td>
</tr>
<tr>
<td>Winkler</td>
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<td>0.0%</td>
<td>2</td>
<td>0.0%</td>
<td>12.1%</td>
</tr>
<tr>
<td>Totals</td>
<td>4,699.25</td>
<td>3.3%</td>
<td>1,015</td>
<td>4.3%</td>
<td>21.6%</td>
</tr>
</tbody>
</table>

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EMPLOYEE TURNOVER BY ARTICLE OF APPROPRIATION BILL

Overview

The Judiciary has the highest turnover rate among all articles. This may be misleading, however, as the courts employ court law clerks, a job that is designed to last a single year. **By comparison court law clerks, turnover among judges and Article IV agency is considerably lower.** The Health and Human Services and Public Safety and Criminal Justice articles also had turnover rates higher than the statewide average.

The first pie chart shows the number of separations per category, and the second pie chart shows the total number of employees in those categories statewide. A comparison of the two shows whether the number of separations is in line with the number of employees.

Statewide Separations 23,631
In comparison with court law clerks, turnover among judges within Article IV agencies is considerably lower.
Purpose

This metric may be an indicator of potential retention problems for agencies within a particular article. Agencies can compare their turnover rates to determine whether they fall above or below these benchmarks. This metric can be a valuable tool when determining retention strategies.

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Turnover Demographics

EMPLOYEE TURNOVER BY OCCUPATIONAL CATEGORY

Overview

The three occupational categories with the highest turnover rates were:

- Social Services
- Medical and Health
- Criminal Justice

Together, these three occupational categories make up 63 percent of state turnover.

Job class series (excluding those with fewer than 100 employees) with the highest turnover rates were:

- Juvenile Correctional Officers
- MHMR Services Aides/Assistants/Supervisors
- Food Service Workers
- Engineering Aides/Assistants
- Licensed Vocational Nurses

- Registered Nurses
- Caseworkers
- Laundry Workers
- Protective Services Specialists
- Correctional Officers

The Texas Workforce Commission forecasts that registered nurses, food service workers, personal care aides, and teacher assistants (similar to MHMR services aides/assistants) are among the top 25 jobs that will have the highest average number of annual job openings and will be among the occupations adding the most jobs between the years 2002 and 2012. Therefore, it is no surprise that turnover within these job class series is high compared with the state average. The State’s higher-than-average turnover rate in these job classes may continue as additional opportunities become available in the labor market for these employees. A strategy for retaining these employees will be of key importance.

Turnover Rate by Occupational Category for Fiscal Year 2005
### Statewide Headcount 142,391.75 - Statewide Separations 23,631

<table>
<thead>
<tr>
<th>Group Name</th>
<th>Statewide Headcount</th>
<th>Statewide Percent of Population</th>
<th>Statewide Separations</th>
<th>Statewide Percent of Separations</th>
<th>Statewide Turnover Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Support</td>
<td>17,943.25</td>
<td>12.6%</td>
<td>2,141</td>
<td>0.1%</td>
<td>11.9%</td>
</tr>
<tr>
<td>Criminal Justice</td>
<td>34,054.00</td>
<td>23.9%</td>
<td>7,632</td>
<td>31.9%</td>
<td>22.1%</td>
</tr>
<tr>
<td>Custodial and Domestic</td>
<td>4,041.75</td>
<td>2.8%</td>
<td>741</td>
<td>3.1%</td>
<td>18.3%</td>
</tr>
<tr>
<td>Education</td>
<td>100.75</td>
<td>0.1%</td>
<td>13</td>
<td>0.1%</td>
<td>12.9%</td>
</tr>
<tr>
<td>Employment</td>
<td>1,361.75</td>
<td>1.0%</td>
<td>254</td>
<td>1.1%</td>
<td>18.7%</td>
</tr>
<tr>
<td>Engineering and Design</td>
<td>9,200.75</td>
<td>6.5%</td>
<td>1,023</td>
<td>4.3%</td>
<td>11.1%</td>
</tr>
<tr>
<td>Accounting, Auditing, and Finance</td>
<td>4,769.00</td>
<td>3.3%</td>
<td>458</td>
<td>1.9%</td>
<td>9.6%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>1,203.00</td>
<td>0.8%</td>
<td>175</td>
<td>0.7%</td>
<td>14.5%</td>
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<td>Information Technology</td>
<td>4,977.25</td>
<td>3.5%</td>
<td>497</td>
<td>2.1%</td>
<td>10.0%</td>
</tr>
<tr>
<td>Inspectors and Investigators</td>
<td>1,864.75</td>
<td>1.3%</td>
<td>206</td>
<td>0.9%</td>
<td>11.0%</td>
</tr>
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<td>Insurance</td>
<td>427.00</td>
<td>0.3%</td>
<td>49</td>
<td>0.2%</td>
<td>11.5%</td>
</tr>
<tr>
<td>Land Surveying, Appraising, and Utilities</td>
<td>305.25</td>
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<td>38</td>
<td>0.2%</td>
<td>12.4%</td>
</tr>
<tr>
<td>Law Enforcement</td>
<td>4,378.60</td>
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<td>5.5%</td>
</tr>
<tr>
<td>Legal</td>
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<td>1.8%</td>
<td>402</td>
<td>1.7%</td>
<td>15.5%</td>
</tr>
<tr>
<td>Library and Records</td>
<td>193.75</td>
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</tr>
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<td>Maintenance</td>
<td>3,793.00</td>
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<td>462</td>
<td>2.0%</td>
<td>12.2%</td>
</tr>
<tr>
<td>Medical and Health</td>
<td>5,663.50</td>
<td>4.0%</td>
<td>1,063</td>
<td>4.5%</td>
<td>18.0%</td>
</tr>
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<td>Natural Resources</td>
<td>2,488.75</td>
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<td>Office Services</td>
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<td>17</td>
<td>0.1%</td>
<td>8.0%</td>
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<tr>
<td>Planning, Research, and Statistics</td>
<td>558.25</td>
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<td>55</td>
<td>0.2%</td>
<td>10.0%</td>
</tr>
<tr>
<td>Procedures and Information</td>
<td>549.50</td>
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<td>77</td>
<td>0.3%</td>
<td>14.0%</td>
</tr>
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<td>Program Management</td>
<td>12,839.00</td>
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<td>1,351</td>
<td>5.7%</td>
<td>10.5%</td>
</tr>
<tr>
<td>Property Management and Purchasing</td>
<td>1,666.75</td>
<td>1.2%</td>
<td>158</td>
<td>0.7%</td>
<td>9.5%</td>
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<td>Public Safety</td>
<td>1,025.00</td>
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<td>163</td>
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<td>15.9%</td>
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<td>Social Services</td>
<td>25,896.50</td>
<td>18.2%</td>
<td>6,229</td>
<td>26.4%</td>
<td>24.1%</td>
</tr>
<tr>
<td>Safety</td>
<td>289.00</td>
<td>0.2%</td>
<td>38</td>
<td>0.2%</td>
<td>13.1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>142,391.75</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>23,631</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>16.6%</strong></td>
</tr>
</tbody>
</table>

**Turnover Rate by Job Class Series for Fiscal Year 2005**

[Return to Main Page]
<table>
<thead>
<tr>
<th>Group Name</th>
<th>Statewide Headcount</th>
<th>Statewide Percent of Population</th>
<th>Statewide Separations</th>
<th>Statewide Percent of Separations</th>
<th>Statewide Turnover Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Support</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Technicians/Assistants</td>
<td>10,501.50</td>
<td>7.4%</td>
<td>1,171</td>
<td>5.0%</td>
<td>11.2%</td>
</tr>
<tr>
<td>Clerks</td>
<td>6,759.75</td>
<td>4.7%</td>
<td>899</td>
<td>3.8%</td>
<td>13.3%</td>
</tr>
<tr>
<td>Executive Assistants</td>
<td>483.00</td>
<td>0.3%</td>
<td>47</td>
<td>0.2%</td>
<td>9.7%</td>
</tr>
<tr>
<td>Switchboard Operators</td>
<td>87.00</td>
<td>0.1%</td>
<td>12</td>
<td>0.1%</td>
<td>13.8%</td>
</tr>
<tr>
<td>Word Processing Operators</td>
<td>112.00</td>
<td>0.1%</td>
<td>12</td>
<td>0.1%</td>
<td>10.7%</td>
</tr>
<tr>
<td><strong>Total of Administrative Support</strong></td>
<td>17,943.25</td>
<td>12.6%</td>
<td>2,141</td>
<td>9.1%</td>
<td>11.9%</td>
</tr>
<tr>
<td>Criminal Justice</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agriculture Specialists</td>
<td>110.00</td>
<td>0.1%</td>
<td>21</td>
<td>0.1%</td>
<td>19.1%</td>
</tr>
<tr>
<td>Assistant Wardens/Wardens</td>
<td>184.00</td>
<td>0.1%</td>
<td>13</td>
<td>0.1%</td>
<td>7.1%</td>
</tr>
<tr>
<td>Correctional Officers</td>
<td>25,420.00</td>
<td>17.9%</td>
<td>5,711</td>
<td>24.2%</td>
<td>22.5%</td>
</tr>
<tr>
<td>Correctional Transportation Officers</td>
<td>135.75</td>
<td>0.1%</td>
<td>12</td>
<td>0.1%</td>
<td>8.8%</td>
</tr>
<tr>
<td>Counsel Substitutes</td>
<td>102.75</td>
<td>0.1%</td>
<td>14</td>
<td>0.1%</td>
<td>13.6%</td>
</tr>
<tr>
<td>Industrial Specialists</td>
<td>425.50</td>
<td>0.3%</td>
<td>39</td>
<td>0.2%</td>
<td>9.2%</td>
</tr>
<tr>
<td>Juvenile Correctional Officers</td>
<td>2,899.75</td>
<td>2.0%</td>
<td>1,203</td>
<td>5.1%</td>
<td>41.5%</td>
</tr>
<tr>
<td>Parole Officers</td>
<td>1,721.75</td>
<td>1.2%</td>
<td>234</td>
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</tr>
<tr>
<td>Senior Correctional Officers</td>
<td>3,054.50</td>
<td>2.1%</td>
<td>285</td>
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</tr>
<tr>
<td><strong>Total of Criminal Justice</strong></td>
<td>34,054.00</td>
<td>23.9%</td>
<td>7,532</td>
<td>31.9%</td>
<td>22.1%</td>
</tr>
<tr>
<td>Custodial and Domestic</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Barbers/Cosmetologists</td>
<td>23.00</td>
<td>0.0%</td>
<td>1</td>
<td>0.0%</td>
<td>4.3%</td>
</tr>
<tr>
<td>Canteen Managers</td>
<td>12.50</td>
<td>0.0%</td>
<td>3</td>
<td>0.0%</td>
<td>24.0%</td>
</tr>
<tr>
<td>Cooks</td>
<td>337.75</td>
<td>0.2%</td>
<td>70</td>
<td>0.3%</td>
<td>20.7%</td>
</tr>
<tr>
<td>Custodial Managers</td>
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<tr>
<td>Custodians</td>
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<td>0.7%</td>
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</tr>
<tr>
<td>Food Service Managers</td>
<td>994.00</td>
<td>0.7%</td>
<td>151</td>
<td>0.6%</td>
<td>15.2%</td>
</tr>
<tr>
<td>Food Service Workers</td>
<td>704.50</td>
<td>0.5%</td>
<td>214</td>
<td>0.9%</td>
<td>30.4%</td>
</tr>
<tr>
<td>Groundskeepers</td>
<td>129.25</td>
<td>0.1%</td>
<td>21</td>
<td>0.1%</td>
<td>16.2%</td>
</tr>
<tr>
<td>Laundry Managers</td>
<td>714.50</td>
<td>0.5%</td>
<td>101</td>
<td>0.4%</td>
<td>14.1%</td>
</tr>
<tr>
<td>Laundry Workers</td>
<td>143.75</td>
<td>0.1%</td>
<td>38</td>
<td>0.2%</td>
<td>26.4%</td>
</tr>
<tr>
<td>Sewing Room Workers/Supervisors</td>
<td>6.75</td>
<td>0.0%</td>
<td>1</td>
<td>0.0%</td>
<td>14.8%</td>
</tr>
<tr>
<td><strong>Total of Custodial and Domestic</strong></td>
<td>4,041.75</td>
<td>2.8%</td>
<td>741</td>
<td>3.1%</td>
<td>18.3%</td>
</tr>
<tr>
<td>Education</td>
<td></td>
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<tr>
<td>Teacher Aides</td>
<td>100.75</td>
<td>0.1%</td>
<td>13</td>
<td>0.1%</td>
<td>12.9%</td>
</tr>
<tr>
<td><strong>Total of Education</strong></td>
<td>100.75</td>
<td>0.1%</td>
<td>13</td>
<td>0.1%</td>
<td>12.9%</td>
</tr>
</tbody>
</table>
### Turnover Rate by Job Class Series for Fiscal Year 2005

<table>
<thead>
<tr>
<th>Group Name</th>
<th>Statewide Headcount</th>
<th>Statewide Percent of Population</th>
<th>Statewide Separations</th>
<th>Statewide Percent of Separations</th>
<th>Statewide Turnover Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employment</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Employment Specialists</td>
<td>1,232.25</td>
<td>0.9%</td>
<td>239</td>
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</tr>
<tr>
<td>Unemployment Insurance Examiners</td>
<td>37.00</td>
<td>0.0%</td>
<td>4</td>
<td>0.0%</td>
<td>10.8%</td>
</tr>
<tr>
<td>Unemployment Insurance Specialists</td>
<td>92.50</td>
<td>0.1%</td>
<td>11</td>
<td>0.0%</td>
<td>11.9%</td>
</tr>
<tr>
<td><strong>Total of Employment</strong></td>
<td>1,361.75</td>
<td>1.0%</td>
<td>254</td>
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<td>18.7%</td>
</tr>
<tr>
<td><strong>Engineering and Design</strong></td>
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</tr>
<tr>
<td>Architects</td>
<td>58.50</td>
<td>0.0%</td>
<td>7</td>
<td>0.0%</td>
<td>12.0%</td>
</tr>
<tr>
<td>Drafting Technicians</td>
<td>13.00</td>
<td>0.0%</td>
<td>1</td>
<td>0.0%</td>
<td>7.7%</td>
</tr>
<tr>
<td>Engineering Aides</td>
<td>515.00</td>
<td>0.4%</td>
<td>146</td>
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<td>28.3%</td>
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<tr>
<td>Engineering Assistants</td>
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<td>0.1%</td>
<td>29</td>
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<td>21.8%</td>
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<tr>
<td>Engineering Specialists</td>
<td>1,995.50</td>
<td>1.4%</td>
<td>158</td>
<td>0.7%</td>
<td>7.9%</td>
</tr>
<tr>
<td>Engineering Technicians</td>
<td>5,695.75</td>
<td>4.0%</td>
<td>616</td>
<td>2.6%</td>
<td>10.8%</td>
</tr>
<tr>
<td>Engineers</td>
<td>742.00</td>
<td>0.5%</td>
<td>62</td>
<td>0.3%</td>
<td>8.4%</td>
</tr>
<tr>
<td>Graphic Designers</td>
<td>37.75</td>
<td>0.0%</td>
<td>3</td>
<td>0.0%</td>
<td>7.9%</td>
</tr>
<tr>
<td>Project Design Assistants</td>
<td>10.50</td>
<td>0.0%</td>
<td>1</td>
<td>0.0%</td>
<td>9.5%</td>
</tr>
<tr>
<td><strong>Total of Engineering and Design</strong></td>
<td>9,200.75</td>
<td>6.5%</td>
<td>1,023</td>
<td>4.3%</td>
<td>11.1%</td>
</tr>
<tr>
<td><strong>Accounting, Auditing, and Finance</strong></td>
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<td></td>
</tr>
<tr>
<td>Accountants</td>
<td>1,660.75</td>
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<td>125</td>
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<td>7.5%</td>
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<td>Accounts Examiners</td>
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<td>63</td>
<td>0.3%</td>
<td>8.8%</td>
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<tr>
<td>Auditors</td>
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<td>141</td>
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<td>12.2%</td>
</tr>
<tr>
<td>Budget Analysts</td>
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<td>0.2%</td>
<td>20</td>
<td>0.1%</td>
<td>7.2%</td>
</tr>
<tr>
<td>Chief Investment Officers</td>
<td>2.00</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Chief Traders</td>
<td>1.00</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Financial Analysts</td>
<td>64.00</td>
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<td>3</td>
<td>0.0%</td>
<td>4.7%</td>
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<td>Financial Examiners</td>
<td>318.00</td>
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<td>44</td>
<td>0.2%</td>
<td>13.8%</td>
</tr>
<tr>
<td>Investment Analysts</td>
<td>28.00</td>
<td>0.0%</td>
<td>2</td>
<td>0.0%</td>
<td>7.1%</td>
</tr>
<tr>
<td>Portfolio Managers</td>
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<td>4</td>
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<td>Reimbursement Officers</td>
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<td>0.1%</td>
<td>12</td>
<td>0.1%</td>
<td>10.5%</td>
</tr>
<tr>
<td>Taxpayer Compliance Officers</td>
<td>388.50</td>
<td>0.3%</td>
<td>43</td>
<td>0.2%</td>
<td>11.1%</td>
</tr>
<tr>
<td>Traders</td>
<td>5.75</td>
<td>0.0%</td>
<td>1</td>
<td>0.0%</td>
<td>17.4%</td>
</tr>
<tr>
<td><strong>Total of Accounting, Auditing, and Finance</strong></td>
<td>4,769.00</td>
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<td>9.8%</td>
</tr>
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<td><strong>Human Resources</strong></td>
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<td>Human Resources Assistants/Specialists</td>
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<td>113</td>
<td>0.6%</td>
<td>16.1%</td>
</tr>
<tr>
<td>Training Assistants/Specialists</td>
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<td>62</td>
<td>0.3%</td>
<td>13.7%</td>
</tr>
<tr>
<td><strong>Total for Human Resources</strong></td>
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<td>175</td>
<td>0.7%</td>
<td>14.5%</td>
</tr>
<tr>
<td>Group Name</td>
<td>Statewide Headcount</td>
<td>Statewide Percent of Population</td>
<td>Statewide Separations</td>
<td>Statewide Percent of Separations</td>
<td>Statewide Turnover Rate</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>---------------------</td>
<td>--------------------------------</td>
<td>------------------------</td>
<td>----------------------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>Information Technology</td>
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<td></td>
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<tr>
<td>ADP Equipment Operators</td>
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<td>6.5%</td>
</tr>
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<td>ADP Record Control Clerks</td>
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<td>9</td>
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<tr>
<td>ADP Supervisors</td>
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<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Business Continuity Coordinator</td>
<td>5.00</td>
<td>0.0%</td>
<td>1</td>
<td>0.0%</td>
<td>20.0%</td>
</tr>
<tr>
<td>Data Base Administrators</td>
<td>174.50</td>
<td>0.1%</td>
<td>18</td>
<td>0.1%</td>
<td>10.3%</td>
</tr>
<tr>
<td>Data Entry Operators</td>
<td>314.75</td>
<td>0.2%</td>
<td>41</td>
<td>0.2%</td>
<td>13.0%</td>
</tr>
<tr>
<td>Network Specialists</td>
<td>686.50</td>
<td>0.5%</td>
<td>54</td>
<td>0.2%</td>
<td>7.9%</td>
</tr>
<tr>
<td>Programmers</td>
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</tr>
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<td>10.0%</td>
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<td>Systems Support Specialists</td>
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<td>0.4%</td>
<td>41</td>
<td>0.2%</td>
<td>8.0%</td>
</tr>
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<td>Telecommunications Specialists</td>
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<td>17</td>
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<td>11.0%</td>
</tr>
<tr>
<td>Web Administrators</td>
<td>32.75</td>
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<td>3</td>
<td>0.0%</td>
<td>9.2%</td>
</tr>
<tr>
<td><strong>Total for Information Technology</strong></td>
<td>4,977.25</td>
<td>3.5%</td>
<td>497</td>
<td>2.1%</td>
<td>10.0%</td>
</tr>
<tr>
<td>Inspectors and Investigators</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Inspectors</td>
<td>901.75</td>
<td>0.6%</td>
<td>100</td>
<td>0.4%</td>
<td>11.1%</td>
</tr>
<tr>
<td>Investigators</td>
<td>936.25</td>
<td>0.7%</td>
<td>103</td>
<td>0.4%</td>
<td>11.0%</td>
</tr>
<tr>
<td>Sample Technicians</td>
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<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Seed Technicians</td>
<td>18.75</td>
<td>0.0%</td>
<td>3</td>
<td>0.0%</td>
<td>16.0%</td>
</tr>
<tr>
<td><strong>Total for Inspectors and Investigators</strong></td>
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<td>206</td>
<td>0.9%</td>
<td>11.0%</td>
</tr>
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<td>Insurance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Actuaries</td>
<td>29.25</td>
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<td>0.0%</td>
<td>6.8%</td>
</tr>
<tr>
<td>Insurance Specialists</td>
<td>187.00</td>
<td>0.1%</td>
<td>14</td>
<td>0.1%</td>
<td>7.5%</td>
</tr>
<tr>
<td>Insurance Technicians</td>
<td>10.25</td>
<td>0.0%</td>
<td>2</td>
<td>0.0%</td>
<td>19.5%</td>
</tr>
<tr>
<td>Retirement Systems Benefits Specialists</td>
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<td><strong>Total for Insurance</strong></td>
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<td>49</td>
<td>0.2%</td>
<td>11.5%</td>
</tr>
<tr>
<td>Land Surveying, Appraising, and Utilities</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appraisers</td>
<td>95.50</td>
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<td>13</td>
<td>0.1%</td>
<td>13.6%</td>
</tr>
<tr>
<td>Land Surveyors</td>
<td>25.25</td>
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<td>0.0%</td>
<td>7.9%</td>
</tr>
<tr>
<td>Right of Way Agents</td>
<td>162.25</td>
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<td>21</td>
<td>0.1%</td>
<td>12.9%</td>
</tr>
<tr>
<td>Utility Specialists</td>
<td>22.25</td>
<td>0.0%</td>
<td>2</td>
<td>0.0%</td>
<td>9.0%</td>
</tr>
<tr>
<td><strong>Total for Land Surveying, Appraising, and Utilities</strong></td>
<td>305.25</td>
<td>0.2%</td>
<td>38</td>
<td>0.2%</td>
<td>12.4%</td>
</tr>
</tbody>
</table>
## Turnover Rate by Job Class Series for Fiscal Year 2005

<table>
<thead>
<tr>
<th>Group Name</th>
<th>Statewide Headcount</th>
<th>Statewide Percent of Population</th>
<th>Statewide Separations</th>
<th>Statewide Percent of Separations</th>
<th>Statewide Turnover Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Law Enforcement</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Agent Trainees</td>
<td>23.50</td>
<td>0.0%</td>
<td>1</td>
<td>0.0%</td>
<td>4.3%</td>
</tr>
<tr>
<td>Agents</td>
<td>156.00</td>
<td>0.1%</td>
<td>4</td>
<td>0.0%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Captains, Public Safety</td>
<td>76.75</td>
<td>0.1%</td>
<td>6</td>
<td>0.0%</td>
<td>7.8%</td>
</tr>
<tr>
<td>Commanders, Public Safety</td>
<td>10.75</td>
<td>0.0%</td>
<td>1</td>
<td>0.0%</td>
<td>9.3%</td>
</tr>
<tr>
<td>Corporals, Public Safety</td>
<td>208.50</td>
<td>0.1%</td>
<td>11</td>
<td>0.0%</td>
<td>5.3%</td>
</tr>
<tr>
<td>Game Warden-Assistant Commanders/ Commanders</td>
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<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Game Wardens</td>
<td>352.75</td>
<td>0.2%</td>
<td>11</td>
<td>0.0%</td>
<td>3.1%</td>
</tr>
<tr>
<td>Game Warden-Sergeants/Lieutenants/Captains/Majors</td>
<td>75.50</td>
<td>0.1%</td>
<td>1</td>
<td>0.0%</td>
<td>1.3%</td>
</tr>
<tr>
<td>Internal Affairs (Supervisors/Managers/Admin./Dir.)</td>
<td>15.75</td>
<td>0.0%</td>
<td>1</td>
<td>0.0%</td>
<td>6.3%</td>
</tr>
<tr>
<td>Internal Affairs Investigator Trainees</td>
<td>9.50</td>
<td>0.0%</td>
<td>3</td>
<td>0.0%</td>
<td>31.6%</td>
</tr>
<tr>
<td>Internal Affairs Investigators</td>
<td>69.00</td>
<td>0.0%</td>
<td>5</td>
<td>0.0%</td>
<td>7.2%</td>
</tr>
<tr>
<td>Lieutenants, Public Safety</td>
<td>191.25</td>
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<td>8</td>
<td>0.0%</td>
<td>4.2%</td>
</tr>
<tr>
<td>Majors, Public Safety</td>
<td>15.75</td>
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<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Pilot Investigators</td>
<td>23.00</td>
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<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Public Safety Inspectors</td>
<td>12.00</td>
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<td>1</td>
<td>0.0%</td>
<td>8.3%</td>
</tr>
<tr>
<td>Sergeants, Public Safety</td>
<td>792.25</td>
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<td>24</td>
<td>0.1%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Sergeants/Lieutenants/Captains/Majors, Alcohol Rev.</td>
<td>51.00</td>
<td>0.0%</td>
<td>2</td>
<td>0.0%</td>
<td>3.9%</td>
</tr>
<tr>
<td>Trainees/Probationary Game Wardens</td>
<td>55.50</td>
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<td>5</td>
<td>0.0%</td>
<td>9.0%</td>
</tr>
<tr>
<td>Trooper Trainees/Probationary Troopers</td>
<td>321.00</td>
<td>0.2%</td>
<td>51</td>
<td>0.2%</td>
<td>15.9%</td>
</tr>
<tr>
<td>Troopers</td>
<td>1,913.75</td>
<td>1.3%</td>
<td>105</td>
<td>0.4%</td>
<td>5.5%</td>
</tr>
<tr>
<td><strong>Total Enforcement</strong></td>
<td>4,378.50</td>
<td>3.1%</td>
<td>240</td>
<td>1.0%</td>
<td>5.6%</td>
</tr>
</tbody>
</table>

| **Legal**                                           |                     |                                 |                       |                                  |                         |
| Assistant Attorney Generals                         | 660.00              | 0.5%                            | 82                    | 0.3%                            | 12.4%                   |
| Attorneys                                           | 823.50              | 0.6%                            | 123                   | 0.5%                            | 14.9%                   |
| Benefit Review Officers                            | 33.00               | 0.0%                            | 2                     | 0.0%                            | 6.1%                    |
| Chief Deputy Clerks                                 | 5.75                | 0.0%                            | 0                     | 0.0%                            | 0.0%                    |
| Clerks of the Court                                 | 16.00               | 0.0%                            | 3                     | 0.0%                            | 18.8%                   |
| Court Law Clerks                                    | 84.00               | 0.1%                            | 65                    | 0.3%                            | 77.4%                   |
| Deputy Clerks                                       | 76.00               | 0.1%                            | 16                    | 0.1%                            | 21.1%                   |
| General Counsels                                    | 91.00               | 0.1%                            | 10                    | 0.0%                            | 11.0%                   |
| Hearings Reporters                                  | 6.00                | 0.0%                            | 0                     | 0.0%                            | 0.0%                    |
| Judges                                              | 96.75               | 0.1%                            | 9                     | 0.0%                            | 9.3%                    |
| Law Clerks                                          | 9.25                | 0.0%                            | 26                    | 0.1%                            | 281.1%                  |
| Legal Assistants                                    | 329.25              | 0.2%                            | 32                    | 0.1%                            | 9.7%                    |
### Turnover Rate by Job Class Series for Fiscal Year 2005

<table>
<thead>
<tr>
<th>Group Name</th>
<th>Statewide Headcount</th>
<th>Statewide Percent of Population</th>
<th>Statewide Separations</th>
<th>Statewide Percent of Separations</th>
<th>Statewide Turnover Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legal Secretaries</td>
<td>227.50</td>
<td>0.2%</td>
<td>26</td>
<td>0.1%</td>
<td>11.4%</td>
</tr>
<tr>
<td>Ombudsmen</td>
<td>71.75</td>
<td>0.1%</td>
<td>7</td>
<td>0.0%</td>
<td>9.8%</td>
</tr>
<tr>
<td>Title IV-D Masters</td>
<td>59.75</td>
<td>0.0%</td>
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<td>0.0%</td>
<td>1.7%</td>
</tr>
<tr>
<td><strong>Total for Legal</strong></td>
<td><strong>2,589.50</strong></td>
<td><strong>1.8%</strong></td>
<td><strong>402</strong></td>
<td><strong>1.7%</strong></td>
<td><strong>15.5%</strong></td>
</tr>
<tr>
<td>Library and Records</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Archaeologists</td>
<td>17.00</td>
<td>0.0%</td>
<td>1</td>
<td>0.0%</td>
<td>5.9%</td>
</tr>
<tr>
<td>Archivists</td>
<td>10.25</td>
<td>0.0%</td>
<td>2</td>
<td>0.0%</td>
<td>19.5%</td>
</tr>
<tr>
<td>Exhibit Technicians</td>
<td>13.25</td>
<td>0.0%</td>
<td>3</td>
<td>0.0%</td>
<td>22.6%</td>
</tr>
<tr>
<td>Historians</td>
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<td>0.0%</td>
<td>7</td>
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<td>53.8%</td>
</tr>
<tr>
<td>Librarians</td>
<td>113.25</td>
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<td>0.1%</td>
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</tr>
<tr>
<td>Library Assistants</td>
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<td>0.0%</td>
<td>4.0%</td>
</tr>
<tr>
<td>Museum Curators</td>
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<td>0.0%</td>
</tr>
<tr>
<td><strong>Total for Library and Records</strong></td>
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<td><strong>26</strong></td>
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<td><strong>13.4%</strong></td>
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<tr>
<td>Maintenance</td>
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<td></td>
</tr>
<tr>
<td>Air Conditioning and Boiler Operators</td>
<td>56.00</td>
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<td>11</td>
<td>0.0%</td>
<td>19.6%</td>
</tr>
<tr>
<td>Aircraft Mechanics</td>
<td>4.00</td>
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<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Aircraft Pilots</td>
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<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
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<tr>
<td>Electricians</td>
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<td>8</td>
<td>0.0%</td>
<td>20.5%</td>
</tr>
<tr>
<td>HVAC Mechanics</td>
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<td>11</td>
<td>0.0%</td>
<td>12.4%</td>
</tr>
<tr>
<td>Machine Service Technicians</td>
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<td>1</td>
<td>0.0%</td>
<td>9.3%</td>
</tr>
<tr>
<td>Machinists</td>
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<td>1</td>
<td>0.0%</td>
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</tr>
<tr>
<td>Maintenance Assistants</td>
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<td>3</td>
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<td>21.8%</td>
</tr>
<tr>
<td>Maintenance Supervisors</td>
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</tr>
<tr>
<td>Maintenance Technicians</td>
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</tr>
<tr>
<td>Motor Vehicle Technicians</td>
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<td>17.7%</td>
</tr>
<tr>
<td>Radio Communications Technicians</td>
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<td>Transportation Maintenance Specialists</td>
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<td><strong>12.2%</strong></td>
</tr>
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<td>Medical and Health</td>
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<td></td>
</tr>
<tr>
<td>Dental Assistants</td>
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<td>4</td>
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<td>20.3%</td>
</tr>
<tr>
<td>Dental Hygienists</td>
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<td>0.0%</td>
<td>7.7%</td>
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<td>14.5%</td>
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</tr>
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<td>17.1%</td>
</tr>
<tr>
<td>Group Name</td>
<td>Statewide Headcount</td>
<td>Statewide Percent of Population</td>
<td>Statewide Separations</td>
<td>Statewide Percent of Separations</td>
<td>Statewide Turnover Rate</td>
</tr>
<tr>
<td>------------------------------------------------</td>
<td>---------------------</td>
<td>--------------------------------</td>
<td>-----------------------</td>
<td>----------------------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>Licensed Vocational Nurses</td>
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<td>0.0%</td>
<td>18.2%</td>
</tr>
<tr>
<td>Medical Technicians</td>
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<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Medical Technologists</td>
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<td>7</td>
<td>0.0%</td>
<td>7.5%</td>
</tr>
<tr>
<td>Microbiologists</td>
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<td>11</td>
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<td>8.6%</td>
</tr>
<tr>
<td>Nurses</td>
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<td>23.2%</td>
</tr>
<tr>
<td>Nutritionists</td>
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<td>13</td>
<td>0.1%</td>
<td>12.3%</td>
</tr>
<tr>
<td>Orthopedic Equipment Assistants/Technicians</td>
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</tr>
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<td>11.9%</td>
</tr>
<tr>
<td>Pharmacy Technicians</td>
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<td>7</td>
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<td>8.8%</td>
</tr>
<tr>
<td>Physicians</td>
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<td>13</td>
<td>0.1%</td>
<td>13.4%</td>
</tr>
<tr>
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<td>0.1%</td>
<td>14.1%</td>
</tr>
<tr>
<td>Psychological Assistants/Associate Psychologists</td>
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<td>0.1%</td>
<td>14.1%</td>
</tr>
<tr>
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<td>0.0%</td>
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</tr>
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</tr>
<tr>
<td>Radiological Technologist Assistants/Technologists</td>
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</tr>
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<td>Respiratory Care Practitioners</td>
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<tr>
<td>Therapist Technicians</td>
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<td>13.8%</td>
</tr>
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<td>Veterinarians</td>
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<td>10.9%</td>
</tr>
<tr>
<td><strong>Total for Medical and Health</strong></td>
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<td><strong>4.0%</strong></td>
<td><strong>1,063</strong></td>
<td><strong>4.5%</strong></td>
<td><strong>18.8%</strong></td>
</tr>
<tr>
<td>Natural Resources</td>
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<td></td>
<td></td>
</tr>
<tr>
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<td>15</td>
<td>0.1%</td>
<td>11.2%</td>
</tr>
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</tr>
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<td>Fish and Wildlife Technicians</td>
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<td>7.8%</td>
</tr>
<tr>
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</tr>
<tr>
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<td>0.2%</td>
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</tr>
<tr>
<td>Sanitarians</td>
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<td>9.8%</td>
</tr>
<tr>
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<td><strong>1.7%</strong></td>
<td><strong>222</strong></td>
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<td><strong>8.9%</strong></td>
</tr>
<tr>
<td>Group Name</td>
<td>Statewide Headcount</td>
<td>Statewide Percent of Population</td>
<td>Statewide Separations</td>
<td>Statewide Percent of Separations</td>
<td>Statewide Turnover Rate</td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>---------------------</td>
<td>--------------------------------</td>
<td>------------------------</td>
<td>----------------------------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td><strong>Office Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Microfilm Camera Operators</td>
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<td>0.0%</td>
<td>5</td>
<td>0.0%</td>
<td>15.2%</td>
</tr>
<tr>
<td>Micrographics Technicians</td>
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<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Photographers</td>
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<td>2</td>
<td>0.0%</td>
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</tr>
<tr>
<td>Printing Services Technicians</td>
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<td>10</td>
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</tr>
<tr>
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<td>0.1%</td>
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<tr>
<td><strong>Planning and Statistics</strong></td>
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<td>29</td>
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</tr>
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</tr>
<tr>
<td>Research Specialists</td>
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<td>20</td>
<td>0.1%</td>
<td>8.6%</td>
</tr>
<tr>
<td>Statisticians</td>
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<td>2</td>
<td>0.0%</td>
<td>6.1%</td>
</tr>
<tr>
<td><strong>Total for Planning and Statistics</strong></td>
<td>558.25</td>
<td>0.4%</td>
<td>56</td>
<td>0.2%</td>
<td>10.0%</td>
</tr>
<tr>
<td><strong>Procedures and Information</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Audio Visual Technicians</td>
<td>18.00</td>
<td>0.0%</td>
<td>4</td>
<td>0.0%</td>
<td>22.2%</td>
</tr>
<tr>
<td>Information Specialists</td>
<td>419.25</td>
<td>0.3%</td>
<td>54</td>
<td>0.2%</td>
<td>12.9%</td>
</tr>
<tr>
<td>Marketing Specialists</td>
<td>43.75</td>
<td>0.0%</td>
<td>11</td>
<td>0.0%</td>
<td>25.1%</td>
</tr>
<tr>
<td>Methods and Procedures Specialists</td>
<td>26.25</td>
<td>0.0%</td>
<td>4</td>
<td>0.0%</td>
<td>15.2%</td>
</tr>
<tr>
<td>State Federal Relations Representatives</td>
<td>12.50</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Technical Writers</td>
<td>29.75</td>
<td>0.0%</td>
<td>4</td>
<td>0.0%</td>
<td>13.4%</td>
</tr>
<tr>
<td><strong>Total for Procedures and Information</strong></td>
<td>549.50</td>
<td>0.4%</td>
<td>77</td>
<td>0.3%</td>
<td>11.9%</td>
</tr>
<tr>
<td><strong>Program Management</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deputy Comptrollers</td>
<td>1.00</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Directors</td>
<td>1,787.25</td>
<td>1.3%</td>
<td>191</td>
<td>0.8%</td>
<td>10.7%</td>
</tr>
<tr>
<td>Managers</td>
<td>2,533.25</td>
<td>1.8%</td>
<td>282</td>
<td>1.2%</td>
<td>11.1%</td>
</tr>
<tr>
<td>Program Administrators</td>
<td>2,894.50</td>
<td>2.0%</td>
<td>290</td>
<td>1.2%</td>
<td>10.0%</td>
</tr>
<tr>
<td>Program Specialists</td>
<td>5,384.00</td>
<td>3.8%</td>
<td>558</td>
<td>2.4%</td>
<td>10.4%</td>
</tr>
<tr>
<td>Staff Services Officers</td>
<td>239.00</td>
<td>0.2%</td>
<td>30</td>
<td>0.1%</td>
<td>12.6%</td>
</tr>
<tr>
<td><strong>Total for Program Management</strong></td>
<td>12,839.00</td>
<td>9.0%</td>
<td>1,351</td>
<td>5.7%</td>
<td>10.5%</td>
</tr>
<tr>
<td><strong>Property Management and Purchasing</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contract Specialists</td>
<td>393.25</td>
<td>0.3%</td>
<td>34</td>
<td>0.1%</td>
<td>8.6%</td>
</tr>
<tr>
<td>Contract Technicians</td>
<td>144.50</td>
<td>0.1%</td>
<td>11</td>
<td>0.0%</td>
<td>7.6%</td>
</tr>
<tr>
<td>Inventory Coordinators</td>
<td>533.75</td>
<td>0.4%</td>
<td>66</td>
<td>0.3%</td>
<td>11.3%</td>
</tr>
<tr>
<td>Property Managers</td>
<td>31.25</td>
<td>0.0%</td>
<td>3</td>
<td>0.0%</td>
<td>9.6%</td>
</tr>
<tr>
<td>Purchasers</td>
<td>514.00</td>
<td>0.4%</td>
<td>44</td>
<td>0.2%</td>
<td>8.6%</td>
</tr>
<tr>
<td><strong>Total for Property Management and Purchasing</strong></td>
<td>1,666.75</td>
<td>1.2%</td>
<td>158</td>
<td>0.7%</td>
<td>9.5%</td>
</tr>
<tr>
<td>Group Name</td>
<td>Statewide Headcount</td>
<td>Statewide Percent of Population</td>
<td>Statewide Separations</td>
<td>Statewide Percent of Separations</td>
<td>Stawide Turnover Rate</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>---------------------</td>
<td>--------------------------------</td>
<td>-----------------------</td>
<td>---------------------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td><strong>Public Safety</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Breath Test Electronic Technicians</td>
<td>1.00</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Communications Center Specialists</td>
<td>5.50</td>
<td>0.0%</td>
<td>1</td>
<td>0.0%</td>
<td>18.2%</td>
</tr>
<tr>
<td>Crime Scene Photographers</td>
<td>4.00</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Criminalists</td>
<td>164.25</td>
<td>0.1%</td>
<td>14</td>
<td>0.1%</td>
<td>8.5%</td>
</tr>
<tr>
<td>DNA Index System Analysts</td>
<td>10.00</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Evidence/CODIS/DNA Technicians</td>
<td>30.50</td>
<td>0.0%</td>
<td>3</td>
<td>0.0%</td>
<td>9.8%</td>
</tr>
<tr>
<td>Fingerprint Technicians</td>
<td>45.50</td>
<td>0.0%</td>
<td>8</td>
<td>0.0%</td>
<td>17.6%</td>
</tr>
<tr>
<td>Latent Print Technicians</td>
<td>4.00</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Police Communications Operators</td>
<td>232.25</td>
<td>0.2%</td>
<td>38</td>
<td>0.2%</td>
<td>16.4%</td>
</tr>
<tr>
<td>Public Safety Records Technicians</td>
<td>88.50</td>
<td>0.1%</td>
<td>16</td>
<td>0.1%</td>
<td>18.1%</td>
</tr>
<tr>
<td>Security Officers</td>
<td>169.25</td>
<td>0.1%</td>
<td>34</td>
<td>0.1%</td>
<td>20.1%</td>
</tr>
<tr>
<td>Security Workers</td>
<td>270.25</td>
<td>0.2%</td>
<td>49</td>
<td>0.2%</td>
<td>18.1%</td>
</tr>
<tr>
<td><strong>Total for Public Safety</strong></td>
<td>1,025.00</td>
<td>0.7%</td>
<td>163</td>
<td>0.7%</td>
<td>16.9%</td>
</tr>
<tr>
<td><strong>Social Services</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Case Managers</td>
<td>228.50</td>
<td>0.2%</td>
<td>26</td>
<td>0.1%</td>
<td>11.4%</td>
</tr>
<tr>
<td>Case Review Specialists</td>
<td>29.00</td>
<td>0.0%</td>
<td>2</td>
<td>0.0%</td>
<td>6.9%</td>
</tr>
<tr>
<td>Caseworkers</td>
<td>582.50</td>
<td>0.4%</td>
<td>161</td>
<td>0.7%</td>
<td>27.6%</td>
</tr>
<tr>
<td>Chaplaincy Services Assistants</td>
<td>1.50</td>
<td>0.0%</td>
<td>0</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Chaplains</td>
<td>117.50</td>
<td>0.1%</td>
<td>13</td>
<td>0.1%</td>
<td>11.1%</td>
</tr>
<tr>
<td>Child Support Officers</td>
<td>1,249.25</td>
<td>0.9%</td>
<td>195</td>
<td>0.8%</td>
<td>15.6%</td>
</tr>
<tr>
<td>Child Support Technicians</td>
<td>424.50</td>
<td>0.3%</td>
<td>76</td>
<td>0.3%</td>
<td>17.9%</td>
</tr>
<tr>
<td>Clinical Social Workers</td>
<td>170.25</td>
<td>0.1%</td>
<td>29</td>
<td>0.1%</td>
<td>17.0%</td>
</tr>
<tr>
<td>Coordinators of Rehabilitation</td>
<td>38.00</td>
<td>0.0%</td>
<td>3</td>
<td>0.0%</td>
<td>7.9%</td>
</tr>
<tr>
<td>Disability Determination Examiners</td>
<td>534.00</td>
<td>0.4%</td>
<td>79</td>
<td>0.3%</td>
<td>14.8%</td>
</tr>
<tr>
<td>Human Services Quality Control Analysts</td>
<td>110.75</td>
<td>0.1%</td>
<td>13</td>
<td>0.1%</td>
<td>11.7%</td>
</tr>
<tr>
<td>Human Services Specialists</td>
<td>6,587.00</td>
<td>4.6%</td>
<td>883</td>
<td>3.7%</td>
<td>13.4%</td>
</tr>
<tr>
<td>Human Services Technicians</td>
<td>514.75</td>
<td>0.4%</td>
<td>62</td>
<td>0.3%</td>
<td>12.0%</td>
</tr>
<tr>
<td>Human Services Trainees</td>
<td>28.50</td>
<td>0.0%</td>
<td>11</td>
<td>0.0%</td>
<td>38.6%</td>
</tr>
<tr>
<td>Interpreters</td>
<td>18.75</td>
<td>0.0%</td>
<td>1</td>
<td>0.0%</td>
<td>5.3%</td>
</tr>
<tr>
<td>MHMR Services Aides/Assistants/Supervisors</td>
<td>9,662.50</td>
<td>6.8%</td>
<td>3,257</td>
<td>13.8%</td>
<td>33.7%</td>
</tr>
<tr>
<td>Protective Services Specialists</td>
<td>4,131.25</td>
<td>2.9%</td>
<td>1,188</td>
<td>5.0%</td>
<td>28.8%</td>
</tr>
<tr>
<td>Qualified Mental Retardation Professionals</td>
<td>209.00</td>
<td>0.1%</td>
<td>36</td>
<td>0.2%</td>
<td>17.2%</td>
</tr>
<tr>
<td>Recreation Program Specialists</td>
<td>65.75</td>
<td>0.0%</td>
<td>12</td>
<td>0.1%</td>
<td>18.3%</td>
</tr>
<tr>
<td>Rehabilitation Teachers</td>
<td>152.75</td>
<td>0.1%</td>
<td>19</td>
<td>0.1%</td>
<td>12.4%</td>
</tr>
<tr>
<td>Rehabilitation Technicians</td>
<td>56.50</td>
<td>0.0%</td>
<td>5</td>
<td>0.0%</td>
<td>8.8%</td>
</tr>
<tr>
<td>Group Name</td>
<td>Statewide Headcount</td>
<td>Statewide Percent of Population</td>
<td>Statewide Separations</td>
<td>Statewide Percent of Separations</td>
<td>Statewide Turnover Rate</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>---------------------</td>
<td>--------------------------------</td>
<td>-----------------------</td>
<td>----------------------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>Resident Specialists</td>
<td>253.00</td>
<td>0.2%</td>
<td>40</td>
<td>0.2%</td>
<td>15.8%</td>
</tr>
<tr>
<td>Substance Abuse Counselors</td>
<td>96.75</td>
<td>0.1%</td>
<td>24</td>
<td>0.1%</td>
<td>24.6%</td>
</tr>
<tr>
<td>Veterans Assistance Counselors</td>
<td>51.50</td>
<td>0.0%</td>
<td>9</td>
<td>0.0%</td>
<td>17.5%</td>
</tr>
<tr>
<td>Vocational Rehabilitation Counselors</td>
<td>515.25</td>
<td>0.4%</td>
<td>73</td>
<td>0.3%</td>
<td>14.2%</td>
</tr>
<tr>
<td>Volunteer Services Coordinators</td>
<td>87.50</td>
<td>0.1%</td>
<td>12</td>
<td>0.1%</td>
<td>13.7%</td>
</tr>
<tr>
<td><strong>Total for Social Services</strong></td>
<td><strong>25,896.50</strong></td>
<td><strong>18.2%</strong></td>
<td><strong>5,229</strong></td>
<td><strong>26.4%</strong></td>
<td><strong>24.1%</strong></td>
</tr>
<tr>
<td>Safety</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rescue Specialists</td>
<td>31.75</td>
<td>0.0%</td>
<td>9</td>
<td>0.0%</td>
<td>28.3%</td>
</tr>
<tr>
<td>Risk Management Specialists</td>
<td>44.75</td>
<td>0.0%</td>
<td>5</td>
<td>0.0%</td>
<td>11.2%</td>
</tr>
<tr>
<td>Safety Officers</td>
<td>212.50</td>
<td>0.1%</td>
<td>24</td>
<td>0.1%</td>
<td>11.3%</td>
</tr>
<tr>
<td><strong>Total for Safety</strong></td>
<td><strong>289.00</strong></td>
<td><strong>0.2%</strong></td>
<td><strong>38</strong></td>
<td><strong>0.2%</strong></td>
<td><strong>13.1%</strong></td>
</tr>
</tbody>
</table>
EMPLYEE TURNOVER BY EEO CATEGORY

Overview

The turnover rate was highest in the Service-Maintenance category. The Protective Service Workers category had the highest percentage of statewide separations, as shown in the pie chart below. However, these two categories also had the highest number of involuntary separations.

Link to description of EEOC Categories

Turnover Rate by EEO Category Excluding Interagency Transfers for Fiscal Year 2005

The first pie chart shows the number of separations per category, and the second pie chart shows the total number of employees in those categories statewide. A comparison of the two shows whether the number of separations is in line with the number of employees.

Statewide Separations 23,631
Statewide Headcount 142,391.75


Purpose

This metric can be used as an indicator of potential problems within specific EEO job categories. This metric can also be a valuable tool when determining retention strategies and can be used to calculate turnover costs if an agency wishes to break the cost out in this manner.

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EEOC CATEGORIES

The Equal Employment Opportunities Act requires state and local governments file an EEO-4 report on an annual basis. Within the EEO reporting requirements employees must be counted by sex and race/ethnic category for each of the eight occupational categories listed below.

Officials and Administrators: Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency’s operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, bureau chiefs, division chiefs, directors, deputy directors, controllers, wardens, superintendents, sheriffs, police and fire chiefs and inspectors, examiners (bank, hearing, motor vehicle, warehouse), inspectors (construction, building, safety, rent-and-housing, fire, A.B.C. Board, license, dairy, livestock, transportation), assessors, tax appraisers and investigators, coroners, farm managers, and kindred workers.

Professionals: Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, doctors, psychologists, registered nurses, economists, dietitians, lawyers, systems analysts, accountants, engineers, employment and vocational rehabilitation counselors, teachers or instructors, police and fire captains and lieutenants, librarians, management analysts, airplane pilots and navigators, surveyors and mapping scientists, and kindred workers.

Technicians: Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers, drafters, survey and mapping technicians, licensed practical nurses, photographers, radio operators, technical illustrators, highway technicians, technicians (medical, dental, electronic, physical sciences), police and fire sergeants, inspectors (production or processing inspectors, testers and weighers), and kindred workers.

Administrative Support (Including Clerical and Sales): Occupations in which workers are responsible for internal and external communication, recording and retrieval of data and/or information and other paperwork required in an office. Includes: bookkeepers, messengers, clerk-typists, stenographers, court transcribers, hearing reporters, statistical clerks, dispatchers, license distributors, payroll clerks, office machine and computer operators, telephone operators, legal assistants, sales workers, cashiers, toll collectors, and kindred workers.

Skilled Craft Workers: Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the processes involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: mechanics and repairers, electricians, heavy equipment operators, stationary engineers, skilled machining occupations, carpenters, compositors and typesetters, power plant operators, water and sewage treatment plant operators,
and kindred workers.

**Service/Maintenance Workers:** Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: chauffeurs, laundry and dry cleaning operatives, truck drivers, bus drivers, garage laborers, custodial employees, gardeners and groundskeepers, refuse collectors, construction laborers, park rangers (maintenance), farm workers (except managers), craft apprentices/trainees/helpers, and kindred workers.

**Para-Professionals:** Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Included: research assistants, medical aids, child support workers, policy auxiliary welfare service aids, recreation assistants, homemakers aides, home health aides, library assistants and clerks, ambulance drivers and attendants, and kindred workers.

**Protective Service Workers:** Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, fire fighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, game and fish wardens, park rangers (except maintenance), and kindred workers.
INTERAGENCY TRANSFERS

Overview

Our statewide analysis of turnover includes only employees who leave state government. However, 12.1 percent (3,253 employees) of total turnover involved interagency transfers. The number of employees transferring to other state agencies during this biennium has been higher than normal due to the large number of agencies that merged with existing agencies.

Small agencies had the highest percentage of interagency transfers in relation to their overall separations, as shown in the table below.

<table>
<thead>
<tr>
<th>Agency Sizes</th>
<th>Total Separation</th>
<th>Separations due to Interagency Transfers</th>
<th>Interagency Transfers as a Percentage of Separations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large</td>
<td>23,384</td>
<td>2,291</td>
<td>9.8%</td>
</tr>
<tr>
<td>Medium</td>
<td>2,928</td>
<td>749</td>
<td>25.6%</td>
</tr>
<tr>
<td>Small</td>
<td>572</td>
<td>213</td>
<td>37.2%</td>
</tr>
<tr>
<td>Total</td>
<td>26,884</td>
<td>3,263</td>
<td>12.1%</td>
</tr>
</tbody>
</table>


The five occupational categories with the highest percentage of interagency transfers are as follows:

- Administrative Support
- Social Services
- Program Management
- Accounting, Auditing, and Finance
- Legal

Within those five occupational categories, the Accounting, Auditing, and Finance and the Legal occupational categories had the highest percentage of voluntary separations attributed to interagency transfers.

<table>
<thead>
<tr>
<th>Occupational Category</th>
<th>Interagency Transfer within Each Occupational Category</th>
<th>Total Voluntary Turnover within Each Occupational Category</th>
<th>Percentage of Interagency Transfers to Voluntary Turnover</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Support</td>
<td>737</td>
<td>2,593</td>
<td>28%</td>
</tr>
<tr>
<td>Program Management</td>
<td>483</td>
<td>1,741</td>
<td>28%</td>
</tr>
<tr>
<td>Social Services</td>
<td>505</td>
<td>5,288</td>
<td>10%</td>
</tr>
<tr>
<td>Accounting, Auditing, and Finance</td>
<td>264</td>
<td>667</td>
<td>40%</td>
</tr>
<tr>
<td>Legal</td>
<td>264</td>
<td>630</td>
<td>42%</td>
</tr>
</tbody>
</table>

Source: The Comptroller of Public Accounts' Human Resources Information System, Standardized Payroll/Personnel Reporting System, and
Within these categories, accountants, auditors, and attorneys were the most likely to transfer to other agencies. However, the statewide turnover rate, which excludes interagency transfers, for these job classes is lower than the total statewide average (as shown within the Turnover Rate by Job Class Series Table).

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FY2005 Employee Turnover Statistics

HIGHLIGHTED ANALYSIS

The following were selected as our topics of special interest in fiscal year 2005.

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BONUS RECIPIENTS

Overview

To enhance the recruitment or retention of personnel for certain classified employee positions, a state agency may provide recruitment and retention bonuses. In fiscal year 2005, fifty-five recruitment and retention bonuses were given to employees. This is up slightly from the amount given in fiscal year 2004.

Table 1

<table>
<thead>
<tr>
<th>Year</th>
<th>Recruitment Bonus</th>
<th>Retention Bonus</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>9</td>
<td>46</td>
<td>55</td>
</tr>
<tr>
<td>2004</td>
<td>2</td>
<td>49</td>
<td>52</td>
</tr>
</tbody>
</table>


On average, 90.6 percent of employees who received a recruitment or retention bonus during the biennium are still with the State.

Table 2

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Bonuses Awards</th>
<th>Number Who Have Stayed</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>55</td>
<td>53</td>
<td>96.4%</td>
</tr>
<tr>
<td>2004</td>
<td>51</td>
<td>43</td>
<td>84.3%</td>
</tr>
</tbody>
</table>


The following chart shows the number of recruitment and retention bonuses given by occupational category. In fiscal year 2005, most of the bonuses awarded were in the Program Management and Information Technology occupational categories.
Highlighted Analysis

RETIREMENTS BY AGENCY

Overview

The Texas Department of Criminal Justice and the Health and Human Services Commission had the largest percentage of retirements, making up 35 percent of total retirements.

There were 806 retirees who returned to their same agencies to date (October 2005). This is 20 percent of the total number of employees that retired in fiscal year 2005.

The State has seen an increase in the number of retirements over the last three years due to a legislative incentive passed during the 78th Legislative Session. This incentive offered employees a one-time payment if they retired when first eligible from August 31, 2003, through August 31, 2005. This incentive is not applicable to retirements occurring after August 31, 2005.

Retirements by Agency

<table>
<thead>
<tr>
<th>Agency Number and Name</th>
<th>Number of Retirements</th>
<th>Percentage of Statewide Retirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>101 SENATE</td>
<td>11</td>
<td>0.3%</td>
</tr>
<tr>
<td>102 HOUSE OF REPRESENTATIVES</td>
<td>6</td>
<td>0.1%</td>
</tr>
<tr>
<td>103 TEXAS LEGISLATIVE COUNCIL</td>
<td>5</td>
<td>0.1%</td>
</tr>
<tr>
<td>104 LEGISLATIVE BUDGET BOARD</td>
<td>1</td>
<td>0.0%</td>
</tr>
<tr>
<td>116 SUNSET ADVISORY COMMISSION</td>
<td>2</td>
<td>0.0%</td>
</tr>
<tr>
<td>201 SUPREME COURT OF TEXAS</td>
<td>5</td>
<td>0.1%</td>
</tr>
<tr>
<td>212 OFFICE OF COURT ADMINISTRATION</td>
<td>5</td>
<td>0.1%</td>
</tr>
<tr>
<td>213 OFFICE OF STATE PROSECUTING ATTORNEY</td>
<td>1</td>
<td>0.0%</td>
</tr>
<tr>
<td>221 FIRST COURT OF APPEALS DISTRICT</td>
<td>3</td>
<td>0.1%</td>
</tr>
<tr>
<td>222 SECOND COURT OF APPEALS DISTRICT</td>
<td>1</td>
<td>0.0%</td>
</tr>
<tr>
<td>223 THIRD COURT OF APPEALS DISTRICT</td>
<td>1</td>
<td>0.0%</td>
</tr>
<tr>
<td>224 FOURTH COURT OF APPEALS DISTRICT</td>
<td>1</td>
<td>0.0%</td>
</tr>
<tr>
<td>225 FIFTH COURT OF APPEALS DISTRICT</td>
<td>2</td>
<td>0.0%</td>
</tr>
<tr>
<td>231 ELEVENTH COURT OF APPEALS DISTRICT</td>
<td>1</td>
<td>0.0%</td>
</tr>
<tr>
<td>241 COMPTROLLER OF PUBLIC ACCOUNTS, JUDICIARY SECTION</td>
<td>16</td>
<td>0.4%</td>
</tr>
<tr>
<td>300 GOVERNOR'S OFFICE, TRUSTEE PROGRAMS</td>
<td>3</td>
<td>0.1%</td>
</tr>
<tr>
<td>301 OFFICE OF THE GOVERNOR</td>
<td>7</td>
<td>0.2%</td>
</tr>
<tr>
<td>302 OFFICE OF THE ATTORNEY GENERAL</td>
<td>77</td>
<td>1.9%</td>
</tr>
<tr>
<td>303 TEXAS BUILDING AND PROCUREMENT COMMISSION</td>
<td>9</td>
<td>0.2%</td>
</tr>
<tr>
<td>304 COMPTROLLER OF PUBLIC ACCOUNTS</td>
<td>154</td>
<td>3.7%</td>
</tr>
<tr>
<td>305 GENERAL LAND OFFICE AND VETERAN'S LAND BOARD</td>
<td>11</td>
<td>0.3%</td>
</tr>
<tr>
<td>Code</td>
<td>Agency Name</td>
<td>Value</td>
</tr>
<tr>
<td>------</td>
<td>--------------------------------------------------</td>
<td>-------</td>
</tr>
<tr>
<td>306</td>
<td>LIBRARY AND ARCHIVES COMMISSION</td>
<td>3</td>
</tr>
<tr>
<td>307</td>
<td>SECRETARY OF STATE</td>
<td>6</td>
</tr>
<tr>
<td>308</td>
<td>STATE AUDITOR'S OFFICE</td>
<td>9</td>
</tr>
<tr>
<td>312</td>
<td>SECURITIES BOARD</td>
<td>1</td>
</tr>
<tr>
<td>313</td>
<td>DEPARTMENT OF INFORMATION RESOURCES</td>
<td>12</td>
</tr>
<tr>
<td>320</td>
<td>TEXAS WORKFORCE COMMISSION</td>
<td>173</td>
</tr>
<tr>
<td>323</td>
<td>TEACHER RETIREMENT SYSTEM</td>
<td>17</td>
</tr>
<tr>
<td>327</td>
<td>EMPLOYEES RETIREMENT SYSTEM</td>
<td>9</td>
</tr>
<tr>
<td>329</td>
<td>REAL ESTATE COMMISSION</td>
<td>4</td>
</tr>
<tr>
<td>332</td>
<td>DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS</td>
<td>12</td>
</tr>
<tr>
<td>357</td>
<td>OFFICE OF RURAL COMMUNITY AFFAIRS</td>
<td>4</td>
</tr>
<tr>
<td>360</td>
<td>STATE OFFICE OF ADMINISTRATIVE HEARINGS</td>
<td>1</td>
</tr>
<tr>
<td>362</td>
<td>TEXAS LOTTERY COMMISSION</td>
<td>3</td>
</tr>
<tr>
<td>401</td>
<td>ADJUTANT GENERAL</td>
<td>11</td>
</tr>
<tr>
<td>403</td>
<td>TEXAS VETERANS COMMISSION</td>
<td>2</td>
</tr>
<tr>
<td>405</td>
<td>DEPARTMENT OF PUBLIC SAFETY</td>
<td>158</td>
</tr>
<tr>
<td>407</td>
<td>COMMISSION ON LAW ENFORCEMENT OFFICER STANDARDS AND EDUCATION</td>
<td>2</td>
</tr>
<tr>
<td>411</td>
<td>TEXAS COMMISSION ON FIRE PROTECTION</td>
<td>1</td>
</tr>
<tr>
<td>450</td>
<td>SAVINGS AND LOAN DEPARTMENT</td>
<td>1</td>
</tr>
<tr>
<td>451</td>
<td>DEPARTMENT OF BANKING</td>
<td>4</td>
</tr>
<tr>
<td>452</td>
<td>DEPARTMENT OF LICENSING AND REGULATION</td>
<td>2</td>
</tr>
<tr>
<td>453</td>
<td>TEXAS WORKERS' COMPENSATION COMMISSION</td>
<td>29</td>
</tr>
<tr>
<td>454</td>
<td>TEXAS DEPARTMENT OF INSURANCE</td>
<td>22</td>
</tr>
<tr>
<td>455</td>
<td>RAILROAD COMMISSION</td>
<td>23</td>
</tr>
<tr>
<td>457</td>
<td>BOARD OF PUBLIC ACCOUNTANCY</td>
<td>1</td>
</tr>
<tr>
<td>458</td>
<td>ALCOHOLIC BEVERAGE COMMISSION</td>
<td>9</td>
</tr>
<tr>
<td>459</td>
<td>BOARD OF ARCHITECTURAL EXAMINERS</td>
<td>1</td>
</tr>
<tr>
<td>460</td>
<td>TEXAS BOARD OF PROFESSIONAL ENGINEERS</td>
<td>3</td>
</tr>
<tr>
<td>472</td>
<td>TEXAS STRUCTURAL PEST CONTROL BOARD</td>
<td>1</td>
</tr>
<tr>
<td>473</td>
<td>PUBLIC UTILITIES COMMISSION OF TEXAS</td>
<td>4</td>
</tr>
<tr>
<td>475</td>
<td>OFFICE OF PUBLIC UTILITY COUNSEL</td>
<td>1</td>
</tr>
<tr>
<td>476</td>
<td>TEXAS RACING COMMISSION</td>
<td>2</td>
</tr>
<tr>
<td>477</td>
<td>COMMISSION ON STATE EMERGENCY COMMUNICATION</td>
<td>1</td>
</tr>
<tr>
<td>479</td>
<td>OFFICE OF RISK MANAGEMENT</td>
<td>1</td>
</tr>
<tr>
<td>502</td>
<td>BOARD OF BARBER EXAMINERS</td>
<td>2</td>
</tr>
<tr>
<td>503</td>
<td>BOARD OF MEDICAL EXAMINERS</td>
<td>1</td>
</tr>
<tr>
<td>504</td>
<td>BOARD OF DENTAL EXAMINERS</td>
<td>1</td>
</tr>
<tr>
<td>505</td>
<td>TEXAS COSMETOLOGY COMMISSION</td>
<td>1</td>
</tr>
<tr>
<td>507</td>
<td>BOARD OF NURSE EXAMINERS</td>
<td>2</td>
</tr>
<tr>
<td>529</td>
<td>HEALTH AND HUMAN SERVICES COMMISSION</td>
<td>458</td>
</tr>
<tr>
<td>530</td>
<td>DEPARTMENT OF FAMILY AND PROTECTIVE SERVICES</td>
<td>173</td>
</tr>
<tr>
<td>537</td>
<td>DEPARTMENT OF STATE HEALTH SERVICES</td>
<td>361</td>
</tr>
<tr>
<td>538</td>
<td>DEPARTMENT OF ASSISTIVE AND REHABILITATIVE SERVICES</td>
<td>105</td>
</tr>
<tr>
<td>539</td>
<td>DEPARTMENT OF AGING AND DISABILITY SERVICES</td>
<td>363</td>
</tr>
<tr>
<td>551</td>
<td>DEPARTMENT OF AGRICULTURE</td>
<td>19</td>
</tr>
<tr>
<td>554</td>
<td>TEXAS ANIMAL HEALTH COMMISSION</td>
<td>8</td>
</tr>
<tr>
<td>580</td>
<td>WATER DEVELOPMENT BOARD</td>
<td>8</td>
</tr>
<tr>
<td>582</td>
<td>TEXAS COMMISSION ON ENVIRONMENTAL QUALITY</td>
<td>67</td>
</tr>
<tr>
<td>601</td>
<td>TEXAS DEPARTMENT OF TRANSPORTATION</td>
<td>388</td>
</tr>
<tr>
<td>665</td>
<td>TEXAS JUVENILE PROBATION COMMISSION</td>
<td>1</td>
</tr>
<tr>
<td>694</td>
<td>TEXAS YOUTH COMMISSION</td>
<td>99</td>
</tr>
<tr>
<td>696</td>
<td>TEXAS DEPARTMENT OF CRIMINAL JUSTICE</td>
<td>964</td>
</tr>
</tbody>
</table>
Total Statewide Retirements

<table>
<thead>
<tr>
<th>Agency</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>701 TEXAS EDUCATION AGENCY</td>
<td>37</td>
<td>0.9%</td>
</tr>
<tr>
<td>705 BOARD FOR EDUCATOR CERTIFICATION</td>
<td>2</td>
<td>0.0%</td>
</tr>
<tr>
<td>771 SCHOOL FOR THE BLIND AND VISUALLY IMPAIRED</td>
<td>22</td>
<td>0.5%</td>
</tr>
<tr>
<td>772 SCHOOL FOR THE DEAF</td>
<td>21</td>
<td>0.5%</td>
</tr>
<tr>
<td>781 TEXAS HIGHER EDUCATION COORDINATING BOARD</td>
<td>12</td>
<td>0.3%</td>
</tr>
<tr>
<td>802 PARKS AND WILDLIFE DEPARTMENT</td>
<td>94</td>
<td>2.3%</td>
</tr>
<tr>
<td>808 TEXAS HISTORICAL COMMISSION</td>
<td>2</td>
<td>0.0%</td>
</tr>
<tr>
<td>809 STATE PRESERVATION BOARD</td>
<td>4</td>
<td>0.1%</td>
</tr>
<tr>
<td>813 TEXAS COMMISSION ON THE ARTS</td>
<td>1</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total Statewide Retirements</strong></td>
<td>4,111</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Number that Returned to Same Agency

<table>
<thead>
<tr>
<th>Agency</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>529 HEALTH AND HUMAN SERVICES COMMISSION</td>
<td>458</td>
<td>11.1%</td>
</tr>
<tr>
<td>696 TEXAS DEPARTMENT OF CRIMINAL JUSTICE</td>
<td>964</td>
<td>23.9%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,422</td>
<td>35.1%</td>
</tr>
</tbody>
</table>


**Purpose**

To document the number of retirements by all agencies and employees, including part-time and non-classified.
EXIT SURVEY RESULTS

In 2001, State Legislators added Section 651.007 to the Texas Government Code. The statute required the State Auditor’s Office (SAO) to develop an Employee Exit Survey. The Exit Survey is an online system available to provide employees that separate from state employment voluntarily an opportunity to provide feedback ([https://www.sao.state.tx.us/apps/exit/](https://www.sao.state.tx.us/apps/exit/)). During fiscal year 2005, a total of 4,053 employees completed the survey. This number includes all employee types (for example, classified full-time, classified part-time, non-classified full-time, and part-time). By studying this valuable information, the State hopes that agencies will be able to identify and plan strategies that will lead to a decrease in the State’s turnover rate.
## State of Texas Employee Exit Survey
### Aggregate Results – Fiscal Year 2005

### 1. Why are you leaving?
Sorted by frequency, descending

<table>
<thead>
<tr>
<th>Reason</th>
<th>Number of Responses</th>
<th>Percent of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better pay/benefits</td>
<td>1,086</td>
<td>26.8</td>
</tr>
<tr>
<td>Retirement</td>
<td>751</td>
<td>18.5</td>
</tr>
<tr>
<td>Poor working conditions/environment</td>
<td>390</td>
<td>9.6</td>
</tr>
<tr>
<td>No or little career advancement opportunities</td>
<td>347</td>
<td>8.6</td>
</tr>
<tr>
<td>Issues with my supervisor/issues with employees I supervise</td>
<td>299</td>
<td>7.4</td>
</tr>
<tr>
<td>Personal or family health</td>
<td>267</td>
<td>6.6</td>
</tr>
<tr>
<td>Relocation (self, spouse, companion)</td>
<td>259</td>
<td>6.4</td>
</tr>
<tr>
<td>Enter/return to school</td>
<td>257</td>
<td>6.3</td>
</tr>
<tr>
<td>Location/transportation issues</td>
<td>97</td>
<td>2.4</td>
</tr>
<tr>
<td>Child care/elder care issues</td>
<td>75</td>
<td>1.9</td>
</tr>
<tr>
<td>Other</td>
<td>72</td>
<td>1.8</td>
</tr>
<tr>
<td>Self-employment</td>
<td>50</td>
<td>1.2</td>
</tr>
<tr>
<td>Relationship with co-workers</td>
<td>42</td>
<td>1.0</td>
</tr>
<tr>
<td>Inadequate training</td>
<td>34</td>
<td>0.8</td>
</tr>
<tr>
<td>Inadequate work resources</td>
<td>27</td>
<td>0.7</td>
</tr>
<tr>
<td><strong>Total Responding</strong></td>
<td><strong>4,053</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

![Pie chart showing distribution of reasons for leaving](chart.png)
## 2. Where are you going?

<table>
<thead>
<tr>
<th>Category</th>
<th>Number of Responses</th>
<th>Percent of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taking a job with the private sector</td>
<td>941</td>
<td>23.2</td>
</tr>
<tr>
<td>Leaving the agency and seeking other employment</td>
<td>710</td>
<td>17.5</td>
</tr>
<tr>
<td>Transferring to another Texas state agency</td>
<td>635</td>
<td>15.7</td>
</tr>
<tr>
<td>Taking a job with another governmental organization</td>
<td>421</td>
<td>10.4</td>
</tr>
<tr>
<td>Leaving and not planning to work</td>
<td>354</td>
<td>8.7</td>
</tr>
<tr>
<td>Retiring, and I do not plan to return to work</td>
<td>309</td>
<td>7.6</td>
</tr>
<tr>
<td>Retiring, but I plan to return to work outside state government</td>
<td>281</td>
<td>6.9</td>
</tr>
<tr>
<td>Retiring, but I plan to return to work at the same agency</td>
<td>236</td>
<td>5.8</td>
</tr>
<tr>
<td>Becoming self-employed</td>
<td>123</td>
<td>3.0</td>
</tr>
<tr>
<td>Retiring, but I plan to return to work with another state agency</td>
<td>43</td>
<td>1.1</td>
</tr>
<tr>
<td>Leaving because of health concerns</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Total Responding</strong></td>
<td><strong>4,053</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

![Pie chart showing distribution of reasons for leaving](chart.png)

- **23.2%** Taking a job with the private sector
- **17.5%** Leaving the agency and seeking other employment
- **15.7%** Transferring to another Texas state agency
- **10.4%** Taking a job with another governmental organization
- **8.7%** Leaving and not planning to work
- **7.8%** Retiring, and I do not plan to return to work
- **6.9%** Retiring, but I plan to return to work outside state government
- **5.8%** Retiring, but I plan to return to work at the same agency
- **4.2%** Other responses (with less than 5% of responses)
3. To what extent did each item below influence your decision to leave the agency?
Sorted by average, descending

Averages are computed on a 5-point scale:
1- Very Little Extent, 2- Little Extent, 3- Some Extent, 4- Great Extent, 5- Very Great Extent.

<table>
<thead>
<tr>
<th>Item</th>
<th>Average</th>
<th>Number of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay and benefits</td>
<td>3.2</td>
<td>3,861</td>
</tr>
<tr>
<td>Work Conditions, workload, or work schedule</td>
<td>2.7</td>
<td>3,837</td>
</tr>
<tr>
<td>Agency policies or practices</td>
<td>2.5</td>
<td>3,839</td>
</tr>
<tr>
<td>Immediate supervisor or co-workers</td>
<td>2.3</td>
<td>3,818</td>
</tr>
<tr>
<td>Need for more challenging and meaningful work</td>
<td>2.3</td>
<td>3,784</td>
</tr>
</tbody>
</table>
Salary Information

Note: Percentages given refer to the percentage of responses in that salary range where a salary figure was given. Respondents could answer "Not applicable" only if they answered that they were "retiring and not returning to work," "leaving and not planning to work," or "leaving the agency and seeking other employment."

<table>
<thead>
<tr>
<th>4. What will your new salary be?</th>
<th>Number of Responses</th>
<th>Percent of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not applicable</td>
<td>1,663</td>
<td>43.6</td>
</tr>
<tr>
<td>Unknown</td>
<td>309</td>
<td>8.1</td>
</tr>
<tr>
<td>Less than $20,000</td>
<td>87</td>
<td>2.3</td>
</tr>
<tr>
<td>$20,000 - $30,000</td>
<td>367</td>
<td>9.6</td>
</tr>
<tr>
<td>$30,000 - $40,000</td>
<td>456</td>
<td>12.0</td>
</tr>
<tr>
<td>$40,000 - $50,000</td>
<td>352</td>
<td>9.2</td>
</tr>
<tr>
<td>$50,000 - $60,000</td>
<td>214</td>
<td>5.6</td>
</tr>
<tr>
<td>$60,000 - $70,000</td>
<td>159</td>
<td>4.2</td>
</tr>
<tr>
<td>$70,000 - $80,000</td>
<td>84</td>
<td>2.2</td>
</tr>
<tr>
<td>More than $80,000</td>
<td>124</td>
<td>3.3</td>
</tr>
<tr>
<td>Total Responding</td>
<td>3,815</td>
<td>100%</td>
</tr>
</tbody>
</table>

Note: Percentages given were calculated based on the number of responses for the various ranges where this question was answered. Respondents could answer "Not applicable" only if they answered that they were "retiring and not returning to work," "leaving and not planning to work," or "leaving the agency and seeking other employment."
5. Compared to your current annual salary, what is the annual salary of your new job?

<table>
<thead>
<tr>
<th>Sorted by frequency, descending</th>
<th>Number of Responses</th>
<th>Percent of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not applicable</td>
<td>1,676</td>
<td>42.5</td>
</tr>
<tr>
<td>At least $5,001 more</td>
<td>872</td>
<td>22.1</td>
</tr>
<tr>
<td>$3,001 to $5,000 more</td>
<td>261</td>
<td>6.6</td>
</tr>
<tr>
<td>Unknown</td>
<td>260</td>
<td>6.6</td>
</tr>
<tr>
<td>$1,001 to $3,000 more</td>
<td>244</td>
<td>6.2</td>
</tr>
<tr>
<td>$1 to $1,000 more</td>
<td>156</td>
<td>4.0</td>
</tr>
<tr>
<td>Same as my current annual salary</td>
<td>138</td>
<td>3.5</td>
</tr>
<tr>
<td>$1,000 to $2,999 less</td>
<td>107</td>
<td>2.7</td>
</tr>
<tr>
<td>At least $5,000 less</td>
<td>103</td>
<td>2.6</td>
</tr>
<tr>
<td>$3,000 to $4,999 less</td>
<td>67</td>
<td>1.7</td>
</tr>
<tr>
<td>$1 to $999 less</td>
<td>58</td>
<td>1.5</td>
</tr>
<tr>
<td><strong>Total Responding</strong></td>
<td><strong>3,942</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

- 42.5%  Not applicable
- 22.1%  At least $5,001 more
- 6.6%   $3,001 to $5,000 more
- 6.6%   Unknown
- 6.2%   $1,001 to $3,000 more
- 16%    Other ranges (with less than 5% of responses)
Agency Feedback

**Note:** Percentages given in the following table refer to the percentage of responses where agency feedback was given.

6. Would you want to work for this agency again in the future?

<table>
<thead>
<tr>
<th></th>
<th>Number of Responses</th>
<th>Percent of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>2,889</td>
<td>72.6</td>
</tr>
<tr>
<td>No</td>
<td>1,089</td>
<td>27.4</td>
</tr>
<tr>
<td>Undecided</td>
<td>0</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Total Responding</strong></td>
<td><strong>3,978</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

**Note:** Respondents could check more than one answer for the following question. Thus, the percentages given in the following table refer to the percentage of survey respondents who checked those options. Because the percentages listed are based on the number of respondents, not responses to the question, the figures in this chart's percentage column do not total 100%.
### 7. What areas would you like to change in your agency?

<table>
<thead>
<tr>
<th>Area</th>
<th>Number of Responses</th>
<th>Percent of Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation/benefits</td>
<td>1,959</td>
<td>48.3</td>
</tr>
<tr>
<td>Management/employee relations</td>
<td>1,501</td>
<td>37.0</td>
</tr>
<tr>
<td>Employee rewards/recognition</td>
<td>1,365</td>
<td>33.7</td>
</tr>
<tr>
<td>Agency's internal policies/procedures</td>
<td>1,064</td>
<td>26.3</td>
</tr>
<tr>
<td>Work environment</td>
<td>1,018</td>
<td>25.1</td>
</tr>
<tr>
<td>Agency leadership</td>
<td>1,002</td>
<td>24.7</td>
</tr>
<tr>
<td>Training</td>
<td>872</td>
<td>21.5</td>
</tr>
<tr>
<td>Resources</td>
<td>763</td>
<td>18.8</td>
</tr>
<tr>
<td>Other</td>
<td>572</td>
<td>14.1</td>
</tr>
</tbody>
</table>

**Note:** The blocks and figures along the X axis illustrate the number of respondents who checked that option for this question. The scale is based on the total number of respondents.
State of Texas Employee Exit Survey: By Gender

Note: Percentages calculated in the following chart(s) are based on the numbers of responses for which the corresponding question was answered and for which the gender of the respondent was available.

Why are you leaving?
Sorted by frequency, descending

N: Number of individuals of the corresponding gender who checked that reason as their most important reason for leaving.
%: Percentage of respondents of the corresponding gender who made that response, where gender is known.

<table>
<thead>
<tr>
<th>Response</th>
<th>Gender</th>
<th>Both Genders</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>Better pay/benefits</td>
<td>549</td>
<td>525</td>
</tr>
<tr>
<td>Retirement</td>
<td>315</td>
<td>424</td>
</tr>
<tr>
<td>Poor working conditions/environment</td>
<td>114</td>
<td>269</td>
</tr>
<tr>
<td>No or little career advancement opportunities</td>
<td>135</td>
<td>205</td>
</tr>
<tr>
<td>Issues with my supervisor/issues with employees I supervise</td>
<td>112</td>
<td>182</td>
</tr>
<tr>
<td>Personal or family health</td>
<td>83</td>
<td>178</td>
</tr>
<tr>
<td>Relocation (self, spouse, companion)</td>
<td>70</td>
<td>187</td>
</tr>
<tr>
<td>Enter/return to school</td>
<td>96</td>
<td>169</td>
</tr>
<tr>
<td>Location/transportation issues</td>
<td>29</td>
<td>67</td>
</tr>
<tr>
<td>Child care/elder care issues</td>
<td>8</td>
<td>67</td>
</tr>
<tr>
<td>Other</td>
<td>21</td>
<td>51</td>
</tr>
<tr>
<td>Self-employment</td>
<td>29</td>
<td>21</td>
</tr>
<tr>
<td>Relationship with co-workers</td>
<td>17</td>
<td>25</td>
</tr>
<tr>
<td>Inadequate training</td>
<td>14</td>
<td>20</td>
</tr>
<tr>
<td>Inadequate work resources</td>
<td>11</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,603</td>
<td>2,395</td>
</tr>
</tbody>
</table>
State of Texas Employee Exit Survey: By Age

Note: Percentages calculated in the following chart(s) are based on the numbers of responses for which the corresponding question was answered and the age range of the respondent was available. In addition, only the age ranges for which a response was recorded are shown.

<table>
<thead>
<tr>
<th>Response</th>
<th>&lt; 25</th>
<th>25-29</th>
<th>30-39</th>
<th>40-49</th>
<th>50-59</th>
<th>60-69</th>
<th>70+</th>
<th>All Ages</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
</tr>
<tr>
<td>Better pay / benefits</td>
<td>69</td>
<td>19.2</td>
<td>207</td>
<td>34.9</td>
<td>391</td>
<td>38.1</td>
<td>247</td>
<td>31.7</td>
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</tr>
<tr>
<td>Retirement</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Poor working conditions / environment</td>
<td>34</td>
<td>9.4</td>
<td>61</td>
<td>10.3</td>
<td>115</td>
<td>11.2</td>
<td>89</td>
<td>11.4</td>
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<tr>
<td>No or little career advancement</td>
<td>18</td>
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<tr>
<td>Issues with my supervisor / issues</td>
<td>18</td>
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<td>84</td>
<td>8.2</td>
<td>75</td>
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<tr>
<td>Personal or family health</td>
<td>32</td>
<td>8.9</td>
<td>33</td>
<td>5.6</td>
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<td>5.7</td>
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<tr>
<td>Relocation (self, spouse, companion)</td>
<td>32</td>
<td>8.9</td>
<td>66</td>
<td>11.0</td>
<td>78</td>
<td>7.6</td>
<td>55</td>
<td>7.1</td>
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<tr>
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<tr>
<td>Location/transportation issues</td>
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<td>3.6</td>
<td>8</td>
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<tr>
<td>Child care/Elder care issues</td>
<td>6</td>
<td>1.7</td>
<td>14</td>
<td>2.4</td>
<td>32</td>
<td>3.1</td>
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<tr>
<td>Other</td>
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<tr>
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<td>4</td>
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<td>19</td>
<td>1.9</td>
<td>18</td>
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<tr>
<td>Relationship with co-workers</td>
<td>4</td>
<td>1.1</td>
<td>9</td>
<td>1.5</td>
<td>12</td>
<td>1.2</td>
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<tr>
<td>Inadequate training</td>
<td>3</td>
<td>0.8</td>
<td>9</td>
<td>1.5</td>
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<td>0.9</td>
<td>8</td>
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<tr>
<td>Inadequate work resources</td>
<td>2</td>
<td>0.5</td>
<td>4</td>
<td>0.7</td>
<td>5</td>
<td>0.5</td>
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</tr>
<tr>
<td>Total</td>
<td>360</td>
<td>100%</td>
<td>593</td>
<td>100%</td>
<td>1027</td>
<td>100%</td>
<td>779</td>
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</tbody>
</table>
## State of Texas Employee Exit Survey: By Ethnicity

**Note:** Percentages calculated in the following chart(s) are based on the numbers of responses for which the corresponding question was answered and the ethnicity of the respondent was available.

### Why are you leaving? Sorted by frequency, descending

| N: Number of respondents of the corresponding ethnicity who selected that reason for leaving as most important. |
| %: Percentage of respondents of the corresponding ethnicity who made that response, where ethnicity is known. |

<table>
<thead>
<tr>
<th>Response</th>
<th>Asian</th>
<th>American Indian</th>
<th>Black</th>
<th>White</th>
<th>Hispanic</th>
<th>Other</th>
<th>All Ethnicities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
</tr>
<tr>
<td>Better pay / benefits</td>
<td>24</td>
<td>32.9</td>
<td>12</td>
<td>31.6</td>
<td>150</td>
<td>27.4</td>
<td>651</td>
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<tr>
<td>Retirement</td>
<td>5</td>
<td>6.8</td>
<td>11</td>
<td>28.9</td>
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<tr>
<td></td>
<td>107</td>
<td>13.9</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>739</td>
</tr>
<tr>
<td>Poor working conditions / environment</td>
<td>3</td>
<td>4.1</td>
<td>5</td>
<td>13.2</td>
<td>51</td>
<td>9.3</td>
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<tr>
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<td>76</td>
<td>9.9</td>
<td>1</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>383</td>
</tr>
<tr>
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<td>5.3</td>
<td>45</td>
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<td>0</td>
<td>340</td>
</tr>
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<td>3</td>
<td>4.1</td>
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<td></td>
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<td>294</td>
</tr>
<tr>
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<td>3</td>
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<td>2.6</td>
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<td>10.2</td>
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<td>261</td>
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<td>48</td>
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<tr>
<td></td>
<td>43</td>
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<td>0</td>
<td>257</td>
</tr>
<tr>
<td>Enter/Return to school</td>
<td>8</td>
<td>11.0</td>
<td>1</td>
<td>2.6</td>
<td>46</td>
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<td>133</td>
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<tr>
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<td>67</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>255</td>
</tr>
<tr>
<td>Location/transportation issues</td>
<td>2</td>
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<td>0</td>
<td>14</td>
<td>2.6</td>
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<td>18</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>96</td>
</tr>
<tr>
<td>Child care/Elder care issues</td>
<td>1</td>
<td>1.4</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>2.0</td>
<td>47</td>
</tr>
<tr>
<td></td>
<td>16</td>
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<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>75</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
<td>1.4</td>
<td>1</td>
<td>2.6</td>
<td>10</td>
<td>1.8</td>
<td>51</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>1.2</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>72</td>
</tr>
<tr>
<td>Self-employment</td>
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<td>0</td>
<td>1</td>
<td>2.6</td>
<td>7</td>
<td>1.3</td>
<td>34</td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>1.0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>50</td>
</tr>
<tr>
<td>Relationship with co-workers</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>5.3</td>
<td>7</td>
<td>1.3</td>
<td>28</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>0.7</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>42</td>
</tr>
<tr>
<td>Inadequate training</td>
<td>1</td>
<td>1.4</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>0.9</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>0</td>
<td>0</td>
<td>10</td>
<td>1.3</td>
<td>0</td>
<td>0</td>
<td>34</td>
</tr>
<tr>
<td>Inadequate work resources</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>0.9</td>
<td>18</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>0.4</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>25</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>73</td>
<td>100%</td>
<td>38</td>
<td>100%</td>
<td>548</td>
<td>100%</td>
<td>2570</td>
</tr>
<tr>
<td></td>
<td>768</td>
<td>100%</td>
<td>1</td>
<td>100%</td>
<td>0</td>
<td>0</td>
<td>3998</td>
</tr>
</tbody>
</table>
State of Texas Employee Exit Survey: By Length of Agency Service

Note: Percentages calculated in the following chart(s) are based on the numbers of responses for which the corresponding question was answered and the respondent's length of agency service was available. In addition, only the ranges of length of service for which a response was recorded are shown.

Why are you leaving?
Sorted by frequency, descending

N: Number of individuals with the corresponding length of agency service who checked that reason as most important.
%: Percentage of respondents with the corresponding length of agency service who gave that response, where the length of agency service is known.

<table>
<thead>
<tr>
<th>Length of Agency Service (years)</th>
<th>&lt; 1</th>
<th>1-2</th>
<th>2-4</th>
<th>5-9</th>
<th>10-14</th>
<th>16-19</th>
<th>20-24</th>
<th>25-29</th>
<th>30-34</th>
<th>35+</th>
<th>All Ranges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Response</td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
<td>%</td>
<td>N</td>
</tr>
<tr>
<td>Better pay / benefits</td>
<td>331</td>
<td>29.2</td>
<td>178</td>
<td>37.8</td>
<td>269</td>
<td>32.1</td>
<td>162</td>
<td>27.7</td>
<td>76</td>
<td>20.6</td>
<td>29</td>
</tr>
<tr>
<td>Retirement</td>
<td>83</td>
<td>7.3</td>
<td>13</td>
<td>2.8</td>
<td>25</td>
<td>3.0</td>
<td>79</td>
<td>13.5</td>
<td>107</td>
<td>29.0</td>
<td>84</td>
</tr>
<tr>
<td>Poor working conditions / environment</td>
<td>112</td>
<td>9.9</td>
<td>46</td>
<td>9.8</td>
<td>105</td>
<td>12.5</td>
<td>68</td>
<td>11.6</td>
<td>26</td>
<td>7.0</td>
<td>15</td>
</tr>
<tr>
<td>No or little career advancement opportunities</td>
<td>66</td>
<td>5.8</td>
<td>46</td>
<td>9.8</td>
<td>113</td>
<td>13.5</td>
<td>66</td>
<td>11.3</td>
<td>30</td>
<td>8.1</td>
<td>5</td>
</tr>
<tr>
<td>Issues with my supervisor / Issues with employees I supervise</td>
<td>72</td>
<td>6.3</td>
<td>42</td>
<td>8.9</td>
<td>72</td>
<td>8.6</td>
<td>53</td>
<td>9.1</td>
<td>31</td>
<td>8.4</td>
<td>14</td>
</tr>
<tr>
<td>Personal or family health</td>
<td>109</td>
<td>9.6</td>
<td>31</td>
<td>6.6</td>
<td>50</td>
<td>6.0</td>
<td>37</td>
<td>6.3</td>
<td>26</td>
<td>7.0</td>
<td>5</td>
</tr>
<tr>
<td>Relocation (self, spouse, companion)</td>
<td>72</td>
<td>6.3</td>
<td>37</td>
<td>7.9</td>
<td>74</td>
<td>8.8</td>
<td>44</td>
<td>7.5</td>
<td>25</td>
<td>6.8</td>
<td>4</td>
</tr>
<tr>
<td>Enter/Return to school</td>
<td>142</td>
<td>12.5</td>
<td>25</td>
<td>5.3</td>
<td>54</td>
<td>6.4</td>
<td>21</td>
<td>3.6</td>
<td>12</td>
<td>3.3</td>
<td>0</td>
</tr>
<tr>
<td>Location/transportation issues</td>
<td>38</td>
<td>3.3</td>
<td>18</td>
<td>3.8</td>
<td>14</td>
<td>1.7</td>
<td>11</td>
<td>1.9</td>
<td>10</td>
<td>2.7</td>
<td>3</td>
</tr>
<tr>
<td>Child care/Elder care issues</td>
<td>22</td>
<td>1.9</td>
<td>8</td>
<td>1.7</td>
<td>20</td>
<td>2.4</td>
<td>15</td>
<td>2.6</td>
<td>6</td>
<td>1.6</td>
<td>2</td>
</tr>
<tr>
<td>Other</td>
<td>28</td>
<td>2.3</td>
<td>7</td>
<td>1.5</td>
<td>11</td>
<td>1.3</td>
<td>10</td>
<td>1.7</td>
<td>8</td>
<td>2.2</td>
<td>5</td>
</tr>
<tr>
<td>Self-employment</td>
<td>14</td>
<td>1.2</td>
<td>7</td>
<td>1.5</td>
<td>9</td>
<td>1.1</td>
<td>10</td>
<td>1.7</td>
<td>7</td>
<td>1.9</td>
<td>2</td>
</tr>
<tr>
<td>Relationship with co-workers</td>
<td>17</td>
<td>1.5</td>
<td>7</td>
<td>1.5</td>
<td>6</td>
<td>0.7</td>
<td>5</td>
<td>0.9</td>
<td>3</td>
<td>0.8</td>
<td>1</td>
</tr>
<tr>
<td>Inadequate training</td>
<td>23</td>
<td>2.0</td>
<td>3</td>
<td>0.6</td>
<td>8</td>
<td>1.0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Inadequate work resources</td>
<td>8</td>
<td>0.7</td>
<td>3</td>
<td>0.6</td>
<td>8</td>
<td>1.0</td>
<td>4</td>
<td>0.7</td>
<td>2</td>
<td>0.5</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>1135</td>
<td>100%</td>
<td>471</td>
<td>100%</td>
<td>838</td>
<td>100%</td>
<td>585</td>
<td>100%</td>
<td>369</td>
<td>100%</td>
<td>170</td>
</tr>
</tbody>
</table>

Total: 3998 (100%)
State of Texas Employee Exit Survey: By Job Title

Note: These results are based on job titles provided by the agencies’ own Human Resources Administrators.

A total of **532 job titles** are represented by the responses to this survey during this time period. This chart lists the figures for the top five job titles responding. Because not all the job titles responding are shown, the percentages for a row do not necessarily total 100%.

Why are you leaving?
Sorted by frequency, descending

<table>
<thead>
<tr>
<th>Response</th>
<th>Correctional Officer III (134)</th>
<th>MHMR Services Asst. I (130)</th>
<th>Admin. Asst. II (127)</th>
<th>Protective Services Spec. II (92)</th>
<th>Human Services Spec. III (91)</th>
<th>All Titles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better pay / benefits</td>
<td>38 (28.4%)</td>
<td>29 (22.3%)</td>
<td>40 (31.5%)</td>
<td>10 (10.9%)</td>
<td>18 (17.6%)</td>
<td>1086 (26.8%)</td>
</tr>
<tr>
<td>Retirement</td>
<td>2 (1.5%)</td>
<td>5 (3.8%)</td>
<td>11 (8.7%)</td>
<td>0 (0%)</td>
<td>13 (14.3%)</td>
<td>751 (18.5%)</td>
</tr>
<tr>
<td>Poor working conditions / environment</td>
<td>24 (17.9%)</td>
<td>10 (7.7%)</td>
<td>6 (4.7%)</td>
<td>40 (43.5%)</td>
<td>30 (33.0%)</td>
<td>390 (9.6%)</td>
</tr>
<tr>
<td>No or little career advancement opportunities</td>
<td>2 (1.5%)</td>
<td>7 (5.4%)</td>
<td>16 (12.8%)</td>
<td>2 (2.2%)</td>
<td>8 (8.8%)</td>
<td>347 (8.6%)</td>
</tr>
<tr>
<td>Issues with my supervisor / Issues with employees I supervise</td>
<td>15 (11.2%)</td>
<td>8 (6.2%)</td>
<td>8 (6.3%)</td>
<td>13 (14.1%)</td>
<td>2 (2.2%)</td>
<td>299 (7.4%)</td>
</tr>
<tr>
<td>Personal or family health</td>
<td>16 (11.9%)</td>
<td>23 (17.7%)</td>
<td>9 (7.1%)</td>
<td>6 (6.5%)</td>
<td>11 (12.1%)</td>
<td>267 (6.6%)</td>
</tr>
<tr>
<td>Relocation (self, spouse, companion)</td>
<td>11 (8.2%)</td>
<td>17 (13.1%)</td>
<td>10 (7.9%)</td>
<td>3 (3.3%)</td>
<td>4 (4.4%)</td>
<td>259 (6.4%)</td>
</tr>
<tr>
<td>Enter/Return to school</td>
<td>10 (7.5%)</td>
<td>16 (12.3%)</td>
<td>6 (4.7%)</td>
<td>5 (5.4%)</td>
<td>5 (5.5%)</td>
<td>257 (6.3%)</td>
</tr>
<tr>
<td>Location/transportation issues</td>
<td>8 (6.0%)</td>
<td>6 (4.6%)</td>
<td>5 (3.9%)</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>97 (2.4%)</td>
</tr>
<tr>
<td>Child care/Elder care issues</td>
<td>2 (1.5%)</td>
<td>4 (3.1%)</td>
<td>5 (3.9%)</td>
<td>3 (3.3%)</td>
<td>1 (1.1%)</td>
<td>75 (1.9%)</td>
</tr>
<tr>
<td>Other</td>
<td>1 (0.7%)</td>
<td>0 (0%)</td>
<td>6 (4.7%)</td>
<td>2 (2.2%)</td>
<td>1 (1.1%)</td>
<td>72 (1.8%)</td>
</tr>
<tr>
<td>Self-employment</td>
<td>3 (2.2%)</td>
<td>2 (1.5%)</td>
<td>2 (1.6%)</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>50 (1.2%)</td>
</tr>
<tr>
<td>Relationship with co-workers</td>
<td>2 (1.5%)</td>
<td>3 (2.3%)</td>
<td>3 (2.4%)</td>
<td>1 (1.1%)</td>
<td>0 (0%)</td>
<td>42 (1.0%)</td>
</tr>
<tr>
<td>Inadequate training</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>5 (5.4%)</td>
<td>0 (0%)</td>
<td>34 (0.8%)</td>
</tr>
<tr>
<td>Inadequate work resources</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>0 (0%)</td>
<td>2 (2.2%)</td>
<td>0 (0%)</td>
<td>27 (0.7%)</td>
</tr>
</tbody>
</table>

Total 134 (100%) 130 (100%) 127 (100%) 92 (100%) 91 (100%) 4053 (100%)
Employee Turnover Statistics

TURNOVER RESOURCES

To reduce turnover, consider a coordinated effort that includes both monetary and non-monetary rewards. This page contains valuable information to assist agencies in that effort. It includes benchmark data on retention strategies and on how to use turnover calculators, as well as links to systems and past turnover reports.

A password is required for agency access to the exit survey.

Return to Main Page
Turnover Resources

FREQUENTLY ASKED QUESTIONS

How do I calculate the turnover rate?

The turnover rate is calculated by dividing the total number of separations by the average annual headcount.

Is this turnover calculation method readily accepted in the business community?

Yes, both the Bureau of National Affairs and the Saratoga Institute use this calculation to determine turnover rates.

How do I determine the average annual headcount?

To determine the average annual headcount for full-time classified employees for a fiscal year, you would include all employees who worked at any time during the quarter and then average the quarterly headcount totals for an average annual headcount. For example:

<table>
<thead>
<tr>
<th>Quarters</th>
<th>Full-Time Classified Employees Working Throughout the Quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Quarter</td>
<td>101</td>
</tr>
<tr>
<td>Second Quarter</td>
<td>99</td>
</tr>
<tr>
<td>Third Quarter</td>
<td>98</td>
</tr>
<tr>
<td>Fourth Quarter</td>
<td>102</td>
</tr>
<tr>
<td>Sum of the Quarters</td>
<td>400</td>
</tr>
</tbody>
</table>

Average Headcount for Full-Time Classified Employees for the Fiscal Year $ \frac{400}{4} = 100$

What types of employees are included in the turnover numbers?

The online turnover report contains information on classified, regular, full-time employees unless otherwise stated.

Can turnover be calculated for all types of employees (exempt, temporary, and/or part-time), not just full-time classified employees?

Yes, turnover can be calculated for all types of employees. The same methodology would be used in calculating turnover for all other types of employees. However for purposes of the turnover report, turnover is calculated only for full-time classified employees unless otherwise stated.
How do I determine how my agency compares with other agencies?

To determine how your agency compares with other agencies, you can review certain turnover statistics that have been calculated. You may compare your agency's turnover statistics with the following:

- The overall statewide turnover rate
- The turnover rate of other agencies within your agency's General Appropriations Act article
- The turnover rate for other agencies of your agency's size (large, medium, and small)

This information can be gathered by reviewing the fiscal year 2005 online turnover report, or you may access this information online from the Employee Classification System (E-Class) located at https://sao.hr.state.tx.us/apps/iclass/.

Why is it important to review and monitor employee turnover?

Monitoring employee turnover allows the State to evaluate and analyze trends in state employment and to address the causes of turnover.

Where do you get the data used to complete the turnover report?

The report is prepared from quarterly and year-end summary information received from the Comptroller of Public Accounts' Human Resources Information System (HRIS), Standardized Payroll/Personnel Reporting System (SPRS), and Uniform Statewide Payroll/Personnel System (USPS). The data are self-reported by state agencies.

What were the results of the online exit survey for fiscal year 2005?

In fiscal year 2005, 4,053 employees took the exit survey. The top three reasons identified for leaving state employment were:

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

The survey is offered to all employees who voluntarily decide to leave an agency. These employees also include those who voluntarily transfer and those who retire.

Can the turnover statistics be analyzed in ways other than statewide numbers?

Yes, the turnover statistics can be reviewed in the following ways:

- By age
- By gender
- By ethnicity
- By salary schedule
- By region/county
- By occupational category/job class series
- By Fair Labor Standards Act (FLSA) status
- By Equal Employment Opportunity (EEO) category
- By article/agency
- By agency size
- By length of agency service

My agency keeps its own turnover data, and our numbers do not match the numbers that are being
reported in your online report. Could you explain what the reason may be?

There could be several reasons the numbers may not match exactly. First, we report the turnover rate for only full-time classified employees at the agency level. If you are including exempt, temporary, and/or part-time employees in your overall turnover number, then your number will not match. Second, we are reporting this information as of a certain point in time. Updates in the system could cause the turnover numbers to change slightly.

Return to Main Page
HELPFUL RESOURCES

We are providing other resources with useful information related to recruitment and retention strategies. This listing does not constitute any official recommendation for or endorsement by the Texas State Auditor's Office.

Online Resources

Best Practices, Employee Retention

Employee Retention

Employee Turnover – A Critical Human Resource Benchmark

Keeping Your Top People

More Companies Eye Retention Strategies

Retention Strategies Focus on Education

Books


Glanz, Barbara, Handle with Care: Motivating and Retaining Employees, McGraw-Hill, 2002.


