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An Annual Report on

# **Classified Employee Turnover for Fiscal Year 2009**

December 2009

Report No. 10-702

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## Overall Conclusion

The fiscal year 2009 statewide turnover rate of 14.4 percent for full- and part-time classified employees decreased from the fiscal year 2008 rate of 17.3 percent, and it is the lowest turnover rate that the State has experienced in the last five fiscal years.<sup>1</sup>

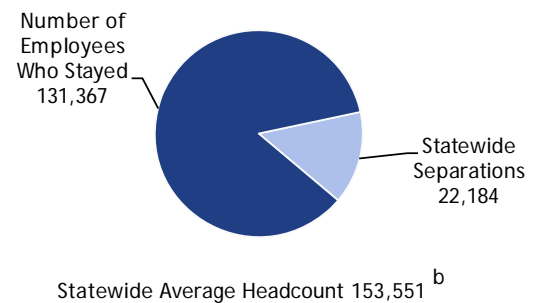
Excluding involuntary separations and retirements, the fiscal year 2009 statewide turnover rate was 8.1 percent. This rate, which is often considered more of a "true" turnover rate because it reflects preventable turnover, also decreased since fiscal year 2008.

Several factors may have had an influence on the State's decreasing turnover rate. Specifically:

- Employee salaries increased. The average regular, full-time classified employee salary increased from \$32,848 in fiscal year 2005 to \$38,461 in fiscal year 2009.
- Agencies implemented programs to improve retention efforts.
- Texas unemployment rates increased. The statewide unemployment rate increased from 4.6 percent in fiscal year 2008 to 6.5 percent in fiscal year 2009.

Employee turnover can be both negative and positive. Negatives include the associated costs of turnover, such as training and orientation of new employees, recruitment and selection of new employees, leave payout to departing employees, and lower productivity in the workplace during the time that a position is vacant and during the time that a new employee is learning the job.

### Average Headcount and Statewide Separations<sup>a</sup> Fiscal Year 2009



<sup>a</sup> Separations exclude interagency transfers because they are not considered a loss to the State.

<sup>b</sup> Statewide average headcount includes employees who worked any time during fiscal year 2009.

### Survey of Organizational Excellence<sup>a</sup>

According to the University of Texas at Austin's Survey of Organizational Excellence for 2007-2008, 86 percent of respondents planned to still be working for their organization in two years. Conversely, the percentage of employees who did not intend to remain (14 percent) is comparable to the State's fiscal year 2009 turnover rate.

<sup>1</sup> The turnover rate does not include temporary employees and employees who are not subject to the State's Position Classification Plan, including employees at institutions of higher education.

However, some turnover will always occur and is normal for any organization. Turnover can create positive outcomes for employers because they can replace low-performing employees with high-performing employees.

In addition, there is often a financial benefit gained as a result of the difference in the salary paid to an experienced employee who separates from an agency versus the salary paid to a new employee who takes the departing employee's position. However, when organizations start losing their high-performing, highly skilled, and experienced employees, turnover may begin to negatively affect the organizations' business operations.

Exit Survey Results
<p>According to exit surveys completed during fiscal year 2009, the top three reasons cited for leaving state employment were:</p> <ul style="list-style-type: none"> <li>▪ Retirement.</li> <li>▪ Better pay/benefits.</li> <li>▪ Poor working conditions/environment.</li> </ul> <p>Of the employees who answered the survey question "Would you want to work for this agency again in the future?" in fiscal year 2009, 73.7 percent stated "yes."</p>

## Key Points

Turnover for full- and part-time classified employees is at the lowest level in five fiscal years.

The statewide turnover rate has fluctuated during the past five fiscal years from 16.9 percent (in fiscal year 2005) to 14.4 percent (in fiscal year 2009).

In fiscal year 2009, there was an inverse relationship between the statewide unemployment rate and the State's voluntary turnover rate, excluding retirements.

History of Turnover Rates Fiscal Years 2005 through 2009	
Fiscal Year	Turnover Rate
2005	16.9%
2006	15.8%
2007	17.4%
2008	17.3%
2009	14.4%

The statewide unemployment rate increased from 4.6 percent in fiscal year 2008 to 6.5 percent in fiscal year 2009. During that same time period, the State's voluntary turnover rate, excluding retirements, decreased from 10.5 percent in fiscal year 2008 to 8.1 percent in fiscal year 2009. This rate is often considered more of a "true" turnover rate because it reflects preventable turnover.

Although the majority of fiscal year 2009 separations were voluntary, fewer employees voluntarily left state employment in fiscal year 2009 than in fiscal year 2008.

Voluntary turnover, excluding interagency transfers, accounted for 71.0 percent of the overall turnover for the State's classified regular, full- and part-time employees. This is a 17.7 percent decrease in the number of employees who left state employment voluntarily compared to fiscal year 2008.

The remaining 29.0 percent of the State's overall turnover in fiscal year 2009 was involuntary separations. Although there was an overall decrease in involuntary separations compared to fiscal year 2008, there was an increase in the percentage of employees who left state employment due to a reduction in force.

Table 1 lists the number of separations by separation type for fiscal year 2009.

Table 1

Employee Separations for Fiscal Year 2009 <sup>a</sup>		
Separation Type	Number of Separations	Percentage of Separations
Voluntary Separations from Agency	12,473	56.2%
Retirements	3,287	14.8%
<b>Total Voluntary Separations</b>	<b>15,760</b>	<b>71.0%</b>
Dismissal for Cause	3,714	16.7%
Resignation in Lieu of Involuntary Separation	2,079	9.4%
Reduction in Force	193	0.9%
Death	229	1.0%
Termination at Will	209	0.9%
<b>Total Involuntary Separations</b>	<b>6,424</b>	<b>29.0%</b>
<b>Total Separations</b>	<b>22,184</b>	<b>100.0%</b>
<sup>a</sup> The voluntary separations and total separations for fiscal year 2009 exclude interagency transfers because these are not considered a loss to the State.		

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

**The Texas Youth Commission experienced the highest turnover rate (31.3 percent) among state agencies with 1,000 or more employees.**

The Texas Youth Commission experienced the highest turnover rate (31.3 percent) among state agencies with 1,000 or more employees during fiscal year 2009. However, this turnover rate is lower than the Texas Youth Commission's fiscal year 2008 turnover rate of 32.5 percent.

The higher-than-average agency turnover rate can be partially attributed to the high turnover rate among juvenile correctional officers. The Juvenile Correctional Officer job classification series, which made up 60 percent of the agency's workforce, had a turnover rate of 37.1 percent, excluding interagency transfers. Although this would be considered a high turnover rate compared to other jobs within the State's Position Classification Plan, the fiscal year 2009 turnover rate of 37.1 percent for juvenile correctional officers is the lowest turnover rate for that job classification series in five fiscal years.

**Juvenile Correctional Officer  
Turnover Rates**

To try to decrease turnover among juvenile correctional officers, the 81st Legislature authorized a 3.5 percent pay increase for juvenile correctional staff at the Texas Youth Commission. This became effective on September 1, 2009.

**Employees under 30 years of age and those with fewer than five years of tenure with the State leave state employment more frequently.**

The majority of turnover was associated with employees under 30 years of age and with employees who had fewer than 5 years of tenure with the state. Employees between the ages of 40 and 49 and employees who had at least 15 years but less than 20 years of state service were the groups with the lowest turnover rates.

**The Social Services occupational category had the highest turnover rate (22.9 percent), followed by the Criminal Justice occupational category (20.0 percent).**

The Social Services and the Criminal Justice occupational categories accounted for a total of 42.8 percent of the State's workforce and 63.2 percent of total separations.

The high turnover rate for the Social Services occupational category can be partially attributed to a high turnover rate within the Mental Retardation Aide/Assistant job classification series, which had a turnover rate of 43.1 percent. This category made up 23.5 percent of the Social Services occupational category and accounted for 44.1 percent of separations within that category.

**Jobs in High Demand**

The Texas Workforce Commission forecasts that registered nurses, food service workers, and personal care aides (positions that are similar to mental health assistants) are among the 25 job categories that will have the highest average number of job openings between 2006 and 2016. Therefore, the State may experience higher-than-average turnover rates within those job titles.

The high turnover rate within the Criminal Justice occupational category can be partially attributed to the high turnover rates within the Juvenile Correctional Officer (35.7 percent) and Correctional Officer (21.2

percent) job classification series. These series combined accounted for 83.2 percent of the employees within the Criminal Justice occupational category and 93.1 percent of separations. Combined, these job classification series had a turnover rate of 22.4 percent.

Of the 19,114 state employees who were eligible to complete the state employee online exit survey, 87.8 percent were given the opportunity by their agencies to do so, which is a slight increase from fiscal year 2008.

Although the percentage of eligible employees given the opportunity to complete the survey has increased, the survey completion rate of 19.2 percent (the number of employees who complete the survey compared to the number of employees who were given the opportunity to complete the survey) decreased from 20.5 percent in fiscal year 2008.

Among the 3,214 employees completing the survey, the top three reasons reported for leaving state employment during fiscal year 2009 were for "retirement," for "better pay/benefits," or because of "poor working conditions/environment." See Chapter 3 for more information about the fiscal year 2009 exit survey responses.

#### Exit Surveys

Texas Government Code, Section 651.007, requires state agencies (excluding institutions of higher education) to provide an opportunity to complete an exit survey to employees who voluntarily leave state employment. To do this, agencies provide an identification code to eligible employees to complete the exit survey.

## Summary of Objective, Scope, and Methodology

The objective of this review was to provide and analyze information on employee turnover and to identify the reasons cited by separating workers for leaving state employment.

The scope of this review included classified regular, full- and part-time employees in Texas state agencies during fiscal year 2009 (see text box). This report does not include data from institutions of higher education. Also included are online exit survey results. State agencies are required to provide employees who separate from state employment voluntarily an opportunity to complete the online exit survey. Information pertaining to that survey may include employees outside the scope of this report (that is, temporary employees, exempt employees, and unclassified employees).

The State turnover rate is the percentage of classified regular, full- and part-time state employees, excluding employees at institutions

#### Employee Types

**Classified regular** - An employee who is subject to the State's Position Classification Plan.

- **Classified regular full-time** - A classified employee who works at least 40 hours per week.
- **Classified regular part-time** - A classified employee who works fewer than 40 hours per week.

**Temporary** - An employee whose employment is limited in duration and established for a specific period of time.

**Exempt** - An employee who is exempt from the State's Position Classification Plan and whose position is listed in the General Appropriations Act.

**Unclassified** - An employee who is not subject to the State's Position Classification Plan and is not exempt.

Source: *Payroll Policies and Procedures Guide*, August 2000, Comptroller of Public Accounts.

of higher education, who voluntarily and involuntarily separate from state employment. Interagency transfers are excluded from the calculation of the State's overall turnover rate because employees who transfer to other state agencies and institutions of higher education are not considered a loss to the State as a whole. However, in determining turnover rates by agency, these transfers are included because they are considered a loss for the agency.

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

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

$$\left( \frac{\text{Number of separations during the fiscal year}}{\text{Average number of classified employees during the fiscal year}^2} \right) \times 100$$

The Employee Exit Survey is an online system to provide employees who separate voluntarily an opportunity to give feedback about their reasons for leaving state employment. In fiscal year 2009, a total of 3,214 employees completed the survey.

This project was a review; therefore, the information in this report was not subjected to all the tests and confirmations that would be performed in an audit. However, the information in this report was subject to certain quality control procedures to ensure accuracy and compliance with generally accepted compensation practices.

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<sup>2</sup>The "average number of classified employees" was calculated by totaling the number of classified employees (defined as someone who worked at any time during a quarter) for each quarter of fiscal year 2009 and then dividing this total by four quarters.

# Contents

## *Detailed Results*

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Chapter 1	
Overall Turnover Rate .....	1
Chapter 2	
Turnover Demographics .....	6
Chapter 3	
Exit Survey Results .....	19

## *Appendices*

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Appendix 1	
Objective, Scope, and Methodology .....	21
Appendix 2	
Reasons State Employees Separated from Employment During Fiscal Years 2005-2009 .....	23
Appendix 3	
Employee Turnover by State Agency .....	24
Appendix 4	
Turnover by Job Classification Series .....	30
Appendix 5	
Turnover by Region and County .....	38
Appendix 6	
Fiscal Year 2009 Overall Exit Survey Results .....	46
Appendix 7	
Summary of Exit Survey Reasons for Leaving by Agency .....	51



# Detailed Results

Chapter 1

## Overall Turnover Rate

### Retention Efforts

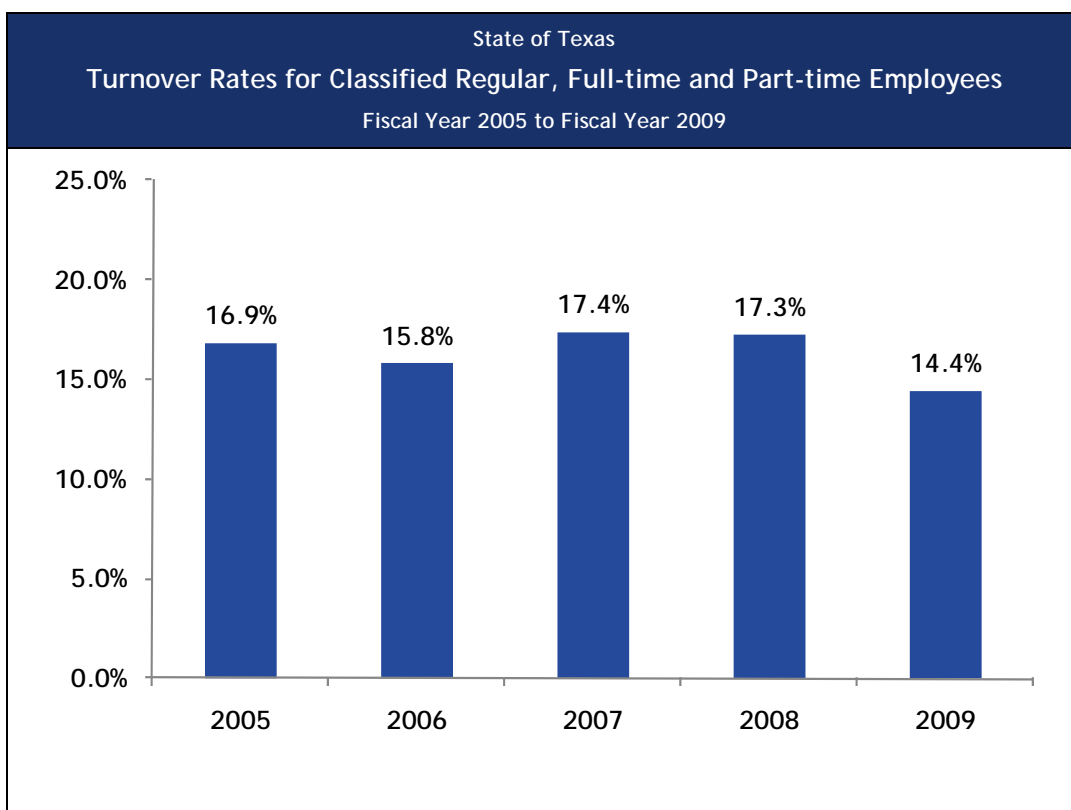
Texas Government Code, Chapter 2056, requires state agencies to conduct a strategic planning staffing analysis and develop a workforce plan.

Agencies have been developing these plans in accordance with the Texas Government Code since fiscal year 2002. Also, agencies may have developed retention strategies, which could have a positive effect on the State's efforts to retain employees.

The statewide turnover rate for classified regular, full- and part-time employees for fiscal year 2009 was 14.4 percent based on a total of 22,184 voluntary and involuntary separations, excluding interagency transfers. This is a decrease from the fiscal year 2008 turnover rate of 17.3 percent.

The turnover rate during the past five fiscal years has fluctuated from 16.9 percent (in fiscal year 2005) to 14.4 percent (in fiscal year 2009). The turnover rate for fiscal year 2009 is the lowest rate in the past five fiscal years (see Figure 1).

Figure 1

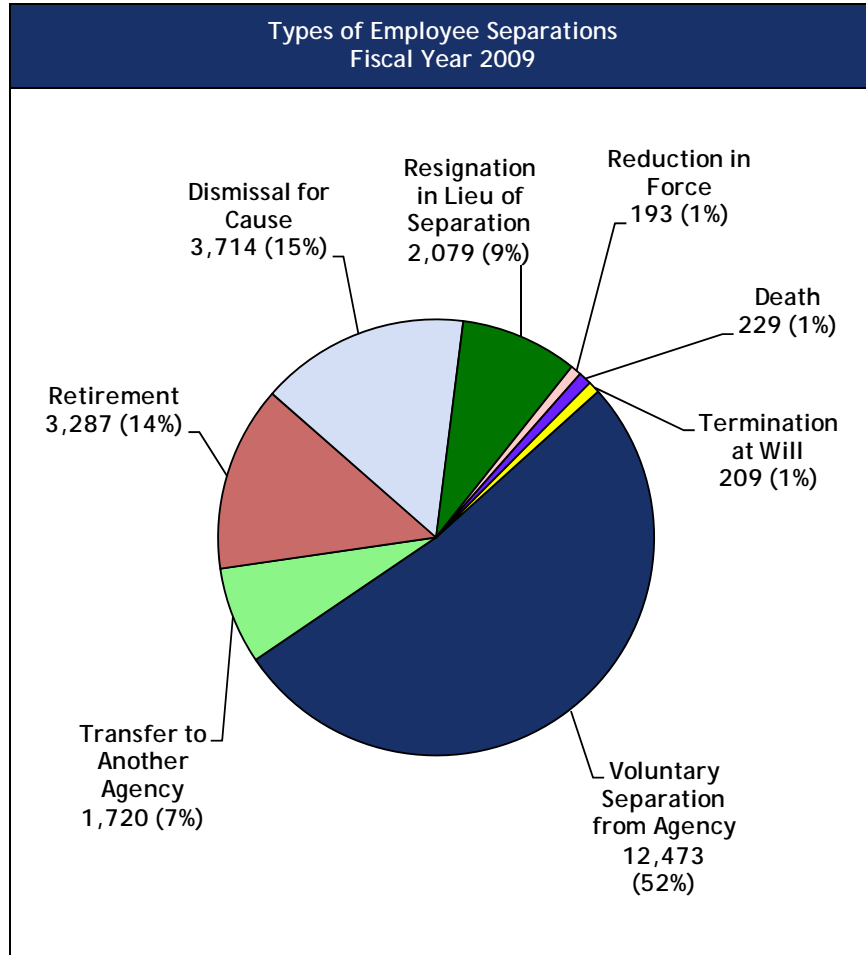


Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

## Types of Employee Separations

“Voluntary separation from a state agency” was the most common type of separation, followed by “dismissal for cause” and “retirement” (see Figure 2). Appendix 2 provides additional details about the types of separations from employment in fiscal years 2005 through 2009.

Figure 2



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

## Voluntary Employee Separations

### Turnover Rate Including Transfers

The State's voluntary turnover rate including interagency transfers was 11.4 percent in fiscal year 2009. From fiscal year 2008 to fiscal year 2009, the State experienced a 43.1 percent decrease in the number of interagency transfers.

Voluntary separations include employees who retire and employees who leave state employment of their own accord for other reasons. Not included in the analysis of voluntary separations, unless specifically noted, are separations attributed to a transfer to another state agency/institution because these separations are not considered a loss to the State.

The majority (71.0 percent) of the State's full- and part-time classified separations were voluntary. The voluntary turnover rate was 10.3 percent. From fiscal year 2008 to fiscal year 2009, the State experienced a 17.7 percent decrease in the number of voluntary separations from state agencies.

Table 2 lists the percent change for voluntary separations from fiscal year 2008 to fiscal year 2009.

Table 2

Voluntary Employee Separations for Fiscal Years 2008 and 2009 <sup>a</sup>			
Separation Type	Fiscal Year 2008	Fiscal Year 2009	Percent Change
Retirements	3,410	3,287	-3.6%
Voluntary Separation from Agency	15,748	12,473	-20.8%
<b>Total Voluntary Separations</b>	<b>19,158</b>	<b>15,760</b>	<b>-17.7%</b>
<b>Total Statewide Separations</b>	<b>25,804</b>	<b>22,184</b>	<b>-14.0%</b>

<sup>a</sup> The voluntary separations and total separations exclude interagency transfers because these are not viewed as a loss to the State.

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

## Comparison of Voluntary Turnover (Excluding Retirements) and the Texas Unemployment Rate

Excluding retirements, the fiscal year 2009 voluntary turnover rate was 8.1 percent, compared to 10.5 percent in fiscal year 2008. At the same time, the Texas unemployment rate increased from 4.6 percent in fiscal year 2008 to 6.5 percent in fiscal year 2009.

As Figure 3 on the next page shows, the higher Texas unemployment rate may have contributed to the lower turnover rates among state employees in fiscal year 2009. According to a recent article by Dr. M. Ray Perryman, president and chief executive officer of The Perryman Group:

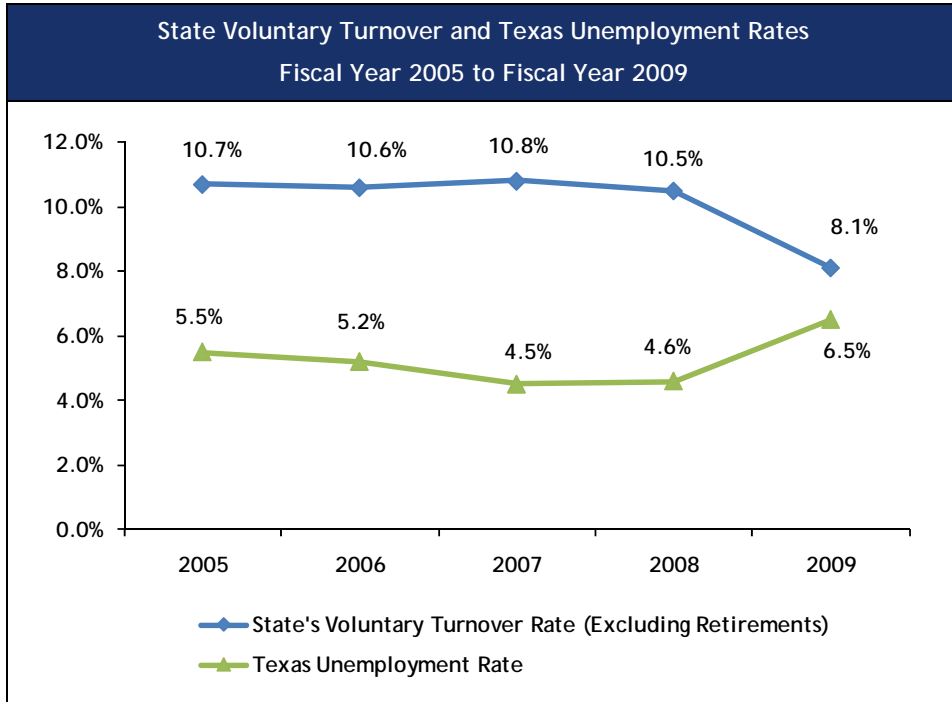
The economic downturn experienced during the previous two years continues to linger as the nation emerges from the worst recession in generations. ...In Texas, the effects of the recession have been less severe than other states, and recovery is likely to be quicker.

### Preventable Turnover

The turnover rate of only those employees who voluntarily separated from their agencies, excluding retirements and involuntary separations, is often considered more of a "true" turnover rate because it reflects "preventable" turnover.

As economic conditions improve, it is possible the turnover rate for state agencies will begin trending up.

Figure 3



Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, Standardized Payroll/Personnel Reporting System (voluntary turnover rate), and U.S. Bureau of Labor Statistics (unemployment rate).

### Involuntary Employee Separations

Involuntary separations include dismissals for cause, deaths, reductions in force, resignations in lieu of involuntary separation, and terminations at will.

Involuntary separations accounted for 29 percent of total separations, excluding interagency transfers. The involuntary turnover rate was 4.2 percent. The number of employees who involuntarily separated from their agencies decreased by 3.3 percent from fiscal year 2008 to fiscal year 2009; however, the number of separations attributed to a reduction in force increased by 54.4 percent during the same time period.

Table 3 on the next page lists the percent changes for involuntary separations for fiscal years 2008 and 2009.

Table 3

Involuntary Employee Separations for Fiscal Years 2008 and 2009			
Separation Type	Fiscal Year 2008	Fiscal Year 2009	Percent Change
Death	236	229	-3.0%
Dismissal for Cause	3,954	3,714	-6.0%
Reduction in Force	125	193	54.4%
Resignation in Lieu of Involuntary Separation	2,132	2,079	-2.5%
Termination at Will	199	209	5.0%
<b>Total Involuntary Separations</b>	<b>6,646</b>	<b>6,424</b>	<b>-3.3%</b>
<b>Total Statewide Separations</b>	<b>25,804</b>	<b>22,184</b>	<b>-14.0%</b>

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

Employee turnover can be both negative and positive.

Negative outcomes of employee turnover can include the associated costs of turnover, such as training and orientation of new employees, recruitment and selection of new employees, leave payout to departing employees, and lower productivity in the workplace during the time that a position is vacant and during the time that a new employee is learning the job.

However, some turnover will always occur and is normal for any organization. Turnover can create positive outcomes for employers because they can replace low-performing employees with high-performing employees. In addition, there is often a financial benefit gained as a result of the difference in the salary paid to an experienced employee who separates from an agency versus the salary paid to a new employee who takes the departing employee's position. However, when organizations start losing their high-performing, highly skilled, and experienced employees, turnover may begin to negatively affect the organizations' business operations.

## Turnover Demographics

The State's turnover data can be divided into several categories, including gender, age, and ethnicity. Reviewing this data along with exit survey results can provide insight into the reasons employees leave state employment and possible ways to retain them.

The information provided in this chapter reflects fiscal year 2009 turnover that is considered a loss to the State; therefore, separations attributable to a transfer from one state agency/institution to another state agency/institution are excluded because interagency transfers are not considered a loss to the State. The only exception is turnover by agency. In determining turnover by agency, interagency transfers are included because they are considered a loss to the agency.

Chapter 2-A

### Gender

#### Exit Survey Results by Gender

The top two reasons cited for leaving employment with their agencies were the same for both female and male respondents:

- Retirement.
- Better Pay/Benefits.

Females made up 56.1 percent of the State's workforce in fiscal year 2009. Females had a slightly higher turnover rate (14.9 percent) than males (13.8 percent) (see Table 4).

Table 4

Turnover by Gender Fiscal Year 2009					
Gender	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Female	86,101.50	56.1%	12,870	58.0%	14.9%
Male	67,449.50	43.9%	9,314	42.0%	13.8%
<b>Totals</b>	<b>153,551.00</b>	<b>100.0%</b>	<b>22,184</b>	<b>100.0%</b>	<b>14.4%</b>

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

Chapter 2-B  
**Age**

**Exit Survey Results by Age**

The top two reasons cited for leaving employment with their agencies:

**Respondents Under 25 years of Age**

- Return to School.
- Poor Working Conditions/Environment.

**Respondents Age 25 to 49**

- Better Pay/Benefits.
- Poor Working Conditions/Environment.

**Respondents Age 50 and Older**

- Retirement.
- Poor Working Conditions/Environment.

Turnover was highest (32.5 percent) among employees who were under 30 years of age (see Table 5). However, the largest percentage of state employees were between 40 and 49 years of age, and this age group had the lowest turnover rate (8.0 percent).

Table 5

Turnover by Age Group Fiscal Year 2009					
Age Group	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
16 to 29	24,075.50	15.7%	7,815	35.2%	32.5%
30 to 39	33,236.75	21.6%	4,583	20.7%	13.8%
40 to 49	42,919.25	28.0%	3,426	15.4%	8.0%
50 to 59	39,684.75	25.8%	4,012	18.1%	10.1%
60 to 69	12,772.25	8.3%	2,215	10.0%	17.3%
70 or Older	861.50	0.6%	133	0.6%	15.4%
Age Unknown	1.00	0.0%	0	0.0%	0.0%
<b>Totals</b>	<b>153,551.00</b>	<b>100.0%</b>	<b>22,184</b>	<b>100.0%</b>	<b>14.4%</b>

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

**Ethnicity****Exit Survey Results by Ethnicity**

The top two reasons cited for leaving employment with their agencies:

**Black Respondents**

- Better Pay/Benefits.
- Retirement.

**Hispanic /White Respondents**

- Retirement.
- Better Pay/Benefits.

As Table 6 shows, employees within the Black ethnic category had the highest turnover rate (18.1 percent) among all ethnic categories in fiscal year 2009. All other ethnic categories had turnover rates in fiscal year 2009 that were lower than the statewide turnover rate of 14.4 percent.

Table 6

Turnover by Ethnic Group Fiscal Year 2009					
Ethnic Group	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Black	33,654.25	21.9%	6,092	27.5%	18.1%
Hispanic	36,372.25	23.7%	4,688	21.1%	12.9%
White	80,107.25	52.2%	10,996	49.6%	13.7%
Other	3,417.25	2.2%	408	1.8%	11.9%
<b>Totals</b>	<b>153,551.00</b>	<b>100.0%</b>	<b>22,184</b>	<b>100.0%</b>	<b>14.4%</b>

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

**Employee Type**

The turnover rate for classified regular, part-time employees was almost double the turnover rate of classified regular, full-time employees (see Table 7). One contributing factor for the high turnover rate within the part-time employees category is that almost half (46 percent) of part-time employee separations were among employees under age 30, which is the age group category that had the highest turnover rate among all age group categories.

Table 7

Turnover by Employee Type Fiscal Year 2009					
Employee Type	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Classified Regular, Full-time Employees	151,578.50	98.7%	21,644	97.6%	14.3%
Classified Regular, Part-time Employees	1,972.50	1.3%	540	2.4%	27.4%
<b>Totals</b>	<b>153,551.00</b>	<b>100.0%</b>	<b>22,184</b>	<b>100.0%</b>	<b>14.4%</b>

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



**Salary Schedule and Salary****Classified Salary Schedules**

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

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

**Schedule C** - Law enforcement positions. (For example: Game Wardens and Troopers.)

Salary Schedule A, which comprised 51.6 percent of the State's classified regular, full-time and part-time workforce, experienced the highest turnover rate (18.8 percent) within the State's three classified salary schedules.

The State's law enforcement schedule (Salary Schedule C) experienced the lowest turnover rate (5.7 percent). Table 8 lists the turnover rates for all of the State's salary schedules.

Table 8

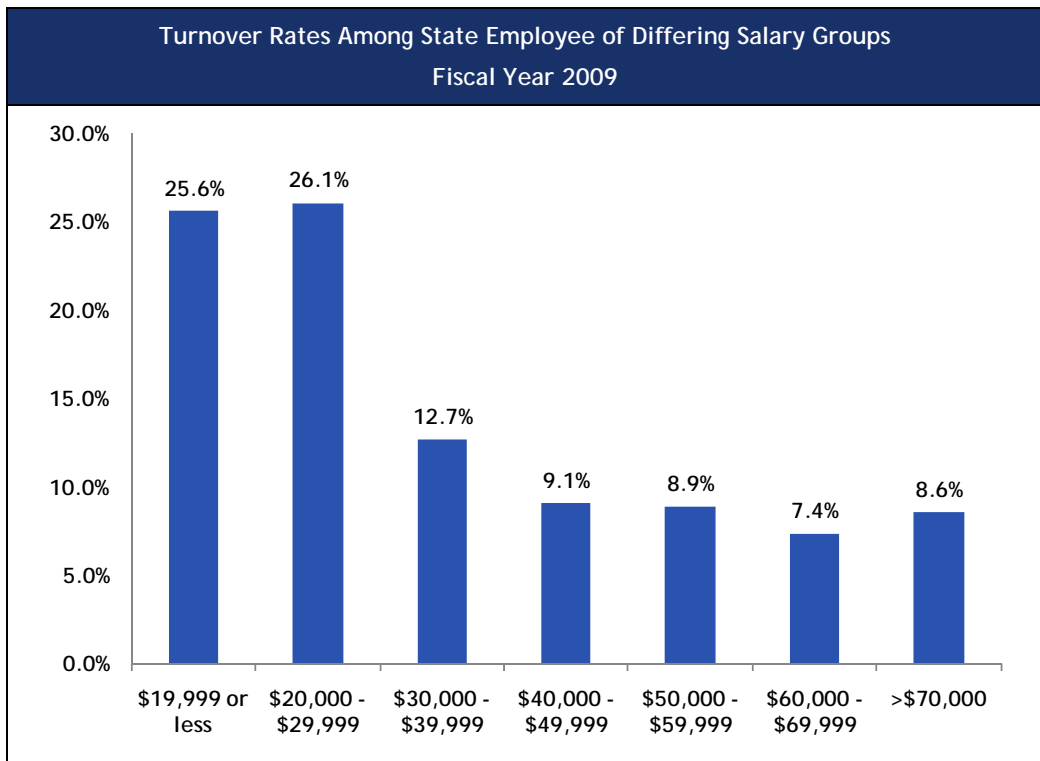
Turnover by Salary Schedule for Fiscal Year 2009						
Salary Schedule	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate	Average Salary
A	79,295.50	51.6%	14,935	67.3%	18.8%	\$29,302
B	69,772.25	45.4%	6,993	31.5%	10.0%	\$47,765
C	4,483.25	2.9%	256	1.2%	5.7%	\$53,786
Totals	153,551	100.0% <sup>a</sup>	22,184	100.0%	14.4%	\$38,461
<sup>a</sup> Percentage rounded to equal 100 percent.						

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

**Salary and Its Effect on Turnover**

Employees paid less than \$30,000 annually left state employment at a higher rate than employees earning annual salaries of \$30,000 and higher (see Figure 4 on the next page).

Figure 4



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

In fiscal year 2009, the average annual salary for classified, regular full-time employees was \$38,461, and 29.1 percent of full-time state agency employees earned less than \$30,000 annually. The number of employees who made less than \$30,000 annually decreased from the previous fiscal year and was the lowest percentage among the past five fiscal years (see Table 9).

Table 9

Fiscal Year	Average Annual Salary	Percentage Earning Less than \$30,000 Annually
2005	\$32,848	47.0%
2006	\$34,818	41.2%
2007	\$36,183	37.3%
2008	\$37,365	31.5%
2009	\$38,461	29.1%

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

## General Appropriations Act Article

Almost three-fourths (72.8 percent) of the State's full- and part-time classified employees worked for agencies in Article II (Health and Human Services) and Article V (Public Safety and Criminal Justice) of the General Appropriations Act during fiscal year 2009 (see Table 10).

Health and Human Services (Article II) had the highest turnover rate (17.5 percent) among all General Appropriations Act articles (see Table 10). Health and Human Services include several job classification series with more than 1,000 employees that had turnover rates that were more than 20 percent in fiscal year 2009. This included Mental Retardation Aide/Assistant (43.1 percent); Psychiatric Nursing Aide/Assistant (25.7 percent); Licensed Vocational Nurse (24.8 percent); and Protective Services Specialist (21.4 percent). (See Chapter 2-I for additional information on turnover rates for job classification series.)

Public Safety and Criminal Justice (Article V) had the second highest turnover rate (16.3 percent) among General Appropriation Act articles. The Public Safety and Criminal Justice turnover rate is affected by the high turnover rates among the Juvenile Correctional Officer class series (35.7 percent) and the Correctional Officer class series (21.2 percent).

Table 10

Turnover by General Appropriations Act Article					
Fiscal Year 2009					
Article	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
I - General Government	9,533.50	6.2%	832	3.8%	8.7%
II - Health and Human Services	55,287.00	36.0%	9,699	43.7%	17.5%
III - Education	2,207.00	1.4%	170	0.8%	7.7%
IV - Judiciary	688.50	0.4%	86	0.4%	12.5%
V - Public Safety and Criminal Justice	56,489.25	36.8%	9,220	41.6%	16.3%
VI - Natural Resources	8,564.75	5.6%	608	2.7%	7.1%
VII - Business and Economic Development	17,159.25	11.2%	1,266	5.7%	7.4%
VIII - Regulatory	3,621.75	2.4%	303	1.4%	8.4%
<b>Totals</b>	<b>153,551.00</b>	<b>100.0%</b>	<b>22,184</b>	<b>100.0%<sup>a</sup></b>	<b>14.4%</b>
<sup>a</sup> Percentage rounded to equal 100 percent.					

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

## Turnover by Agency

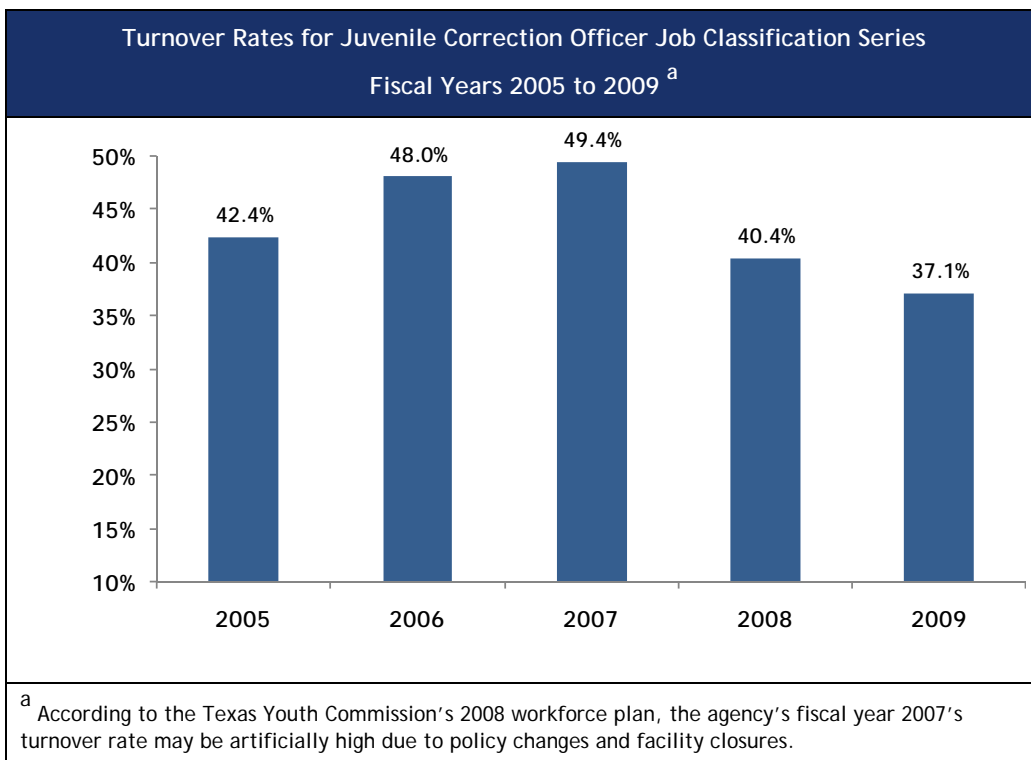
The Texas Youth Commission experienced the highest turnover rate (31.3 percent) among state agencies with more than 1,000 employees during fiscal year 2009. However, this turnover rate is lower than the Texas Youth Commission’s fiscal year 2008 turnover rate of 32.5 percent.

### Pay Increases at the Texas Youth Commission

The 81st Legislature authorized a 3.5 percent pay increase for juvenile correctional staff at the Texas Youth Commission in an effort to decrease turnover.

The Texas Youth Commission’s higher-than-average turnover rate can be partially attributed to the juvenile correctional officers’ high turnover rate in fiscal year 2009. The Juvenile Correctional Officer job classification series, which made up 60 percent of the Texas Youth Commission’s employees, had a turnover rate of 37.1 percent, excluding internal transfers. Although this turnover rate is considered high in comparison with other jobs within the State’s Position Classification Plan, it is the lowest turnover rate for juvenile correctional officers in the past five years. Figure 5 shows the five-year turnover rates for the Juvenile Correctional Officer job classification series.

Figure 5



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

The Department of Aging and Disability Services experienced the second highest agency turnover rate (29.1 percent) in fiscal year 2009 among agencies with more than 1,000 employees. Table 11 lists turnover rates (including interagency transfers) for agencies with 1,000 or more employees. (See Appendix 3 for turnover rates for all state agencies.)

Table 11

Turnover by Agency during Fiscal Year 2009					
Agency	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
694 - Youth Commission	4,118.25	2.7%	1,288	5.4%	31.3%
539 - Department of Aging and Disability Services	16,559.50	10.8%	4,812	20.1%	29.1%
696 - Department of Criminal Justice	42,564.00	27.7%	7,388	30.9%	17.4%
530 - Department of Family and Protective Services	11,539.25	7.5%	1,942	8.1%	16.8%
537 - Department of State Health Services	12,530.75	8.2%	2,051	8.6%	16.4%
529 - Health and Human Services Commission	11,441.50	7.5%	1,616	6.8%	14.1%
320 - Texas Workforce Commission	3,097.25	2.0%	339	1.4%	10.9%
302 - Office of the Attorney General	4,257.50	2.8%	456	1.9%	10.7%
538 - Department of Assistive and Rehabilitative Services	3,216.00	2.1%	278	1.2%	8.6%
454 - Department of Insurance	1,583.75	1.0%	133	0.6%	8.4%
802 - Parks and Wildlife Department	3,090.25	2.0%	254	1.1%	8.2%
405 - Department of Public Safety	8,344.00	5.4%	657	2.7%	7.9%
582 - Commission on Environmental Quality	2,954.50	1.9%	232	1.0%	7.9%
701 - Texas Education Agency	1,026.50	0.7%	80	0.3%	7.8%
601 - Department of Transportation	13,353.00	8.7%	969	4.1%	7.3%
304 - Comptroller of Public Accounts	2,816.50	1.8%	199	0.8%	7.1%

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

## Turnover by Occupational Category

The Social Services occupational category had the highest turnover rate (22.9 percent) in fiscal year 2009, followed by the Criminal Justice occupational category (20.0 percent). Both occupational categories accounted for 42.8 percent of the State's workforce and 63.2 percent of total statewide separations in fiscal year 2009.

### Social Services Occupational Category

The Social Services Occupational Category includes the following job classification series:

- Child Support Officers/Technicians.
- Protective Services Specialists.
- Mental Retardation Aides/Assistants.
- Psychiatric Nursing Aide/Assistants.

The Social Services occupational category's high turnover rate can be partially attributed to the high turnover rate within the Mental Retardation Aide/Assistant job classification series, which accounted for 23.5 percent of employees and 44.1 percent of separations within the Social Services occupational category.

The Criminal Justice occupational category's high turnover rate can be partially attributed to the high turnover rates within the Juvenile Correctional Officer and Correctional Officer job classification series. These series combined accounted for 83.2 percent of employees and 93.1 percent of separations within the Criminal Justice occupational category.

Table 12 lists fiscal year 2009 turnover rates for occupational categories.

Table 12

Turnover by Occupational Category during Fiscal Year 2009					
Occupational Category	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Accounting, Auditing, and Finance	5,300.25	3.5%	360	1.6%	6.8%
Administrative Support	18,569.50	12.1%	1,946	8.8%	10.5%
Criminal Justice	35,447.00	23.1%	7,104	32.0%	20.0%
Custodial	4,148.00	2.7%	692	3.1%	16.7%
Education	149.50	0.1%	21	0.1%	14.0%
Employment	1,043.25	0.7%	140	0.6%	13.4%
Engineering and Design	8,523.75	5.6%	597	2.7%	7.0%
Human Resources	1,321.75	0.9%	90	0.4%	6.8%
Information Technology	4,694.50	3.1%	298	1.3%	6.3%
Inspectors and Investigators	2,606.75	1.7%	240	1.1%	9.2%
Insurance	1,011.50	0.7%	62	0.3%	6.1%
Land Surveying, Appraising, and Utilities	297.25	0.2%	18	0.1%	6.1%
Law Enforcement	4,483.25	2.9%	256	1.2%	5.7%
Legal	3,029.50	2.0%	311	1.4%	10.3%
Library and Records	213.75	0.1%	16	0.1%	7.5%
Maintenance	3,680.00	2.4%	363	1.6%	9.9%
Medical and Health	5,860.25	3.8%	1,044	4.7%	17.8%

Turnover by Occupational Category during Fiscal Year 2009					
Occupational Category	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Natural Resources	2,724.50	1.8%	191	0.9%	7.0%
Office Services	206.50	0.1%	16	0.1%	7.7%
Planning, Research, and Statistics	537.50	0.4%	44	0.2%	8.2%
Procedures and Information	645.50	0.4%	49	0.2%	7.6%
Program Management	15,465.00	10.1%	1,128	5.1%	7.3%
Property Management and Purchasing	2,058.00	1.3%	144	0.6%	7.0%
Public Safety	1,067.50	0.7%	107	0.5%	10.0%
Safety	283.50	0.2%	34	0.2%	12.0%
Social Services	30,183.25	19.7%	6,913	31.2%	22.9%
<b>Totals</b>	<b>153,551.00</b>	<b>100.0%<sup>a</sup></b>	<b>22,184</b>	<b>100.0%</b>	<b>14.4%</b>

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

Chapter 2-I

### Turnover by Job Classification Series

The Mental Retardation Aide/Assistant job classification series had the highest turnover rate (43.1 percent) in fiscal year 2009 among all job classification series. Ten job classification series had turnover rates of more than 20.0 percent.

The Texas Workforce Commission predicts that personal care aides, registered nurses, and food service workers will be among the 25 job categories that will have the highest number of openings between 2006 and 2016. Consequently, the State may experience turnover rates that are higher than the state average among these positions.

Table 13 lists the job classification series (excluding those with fewer than 100 employees) with a turnover rate of 20.0 percent or higher. (See Appendix 4 for turnover rates for all job classification series.)

Table 13

Turnover by Job Classification Series during Fiscal Year 2009 (Excludes those with fewer than 100 employees)					
Job Classification Series	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Mental Retardation Aide/Assistant	7,079.75	4.6%	3,051	13.8%	43.1%
Juvenile Correctional Officer	2,488.25	1.6%	889	4.0%	35.7%
Food Service Worker	764.25	0.5%	238	1.1%	31.1%

Turnover by Job Classification Series during Fiscal Year 2009 (Excludes those with fewer than 100 employees)					
Job Classification Series	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Psychiatric Nursing Aide/Assistant	3,050.00	2.0%	784	3.5%	25.7%
Licensed Vocational Nurse	1,199.75	0.8%	298	1.3%	24.8%
Substance Abuse Counselor	107.75	0.1%	26	0.1%	24.1%
Qualified Mental Retardation Professional	226.25	0.1%	53	0.2%	23.4%
Resident Specialist	350.00	0.2%	81	0.4%	23.1%
Protective Services Specialist	5,925.25	3.9%	1,268	5.7%	21.4%
Correctional Officer	26,993.25	17.6%	5,726	25.8%	21.2%

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

Chapter 2-J

**Turnover by Equal Employment Opportunity Category**

**Description of EEO Categories**

The Equal Employment Opportunity (EEO) Act requires state and local governments to file an EEO-4 report on a biennial basis. Within the EEO reporting requirements, employees must be counted by sex and race/ethnic category for each of the eight occupational categories.

Definitions of the occupational categories are located on pages 8-10 of the following Web site:  
<http://www.eeoc.gov/employers/eeo4survey/upload/e4instruct.pdf>.

In fiscal year 2009, the Service - Maintenance equal employment opportunity (EEO) category had the highest turnover rate (30.6 percent) among EEO categories, followed by the Protective Service Workers category (19.7 percent) (see Table 14 below). The Service - Maintenance EEO category includes workers who perform duties that result in or contribute to the comfort, convenience, hygiene, or safety of the general public or that contribute to the upkeep and care of buildings, facilities, or grounds of public property. Employees in this category include the Mental Retardation Aide/Assistant job classification series. The Protective Service Workers EEO category includes occupations in which workers are entrusted with public safety, security, and protection, such as correctional officers.

Table 14

Turnover by EEO Category during Fiscal Year 2009					
EEO Category	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Administrative Support	16,405.25	10.7%	1,843	8.3%	11.2%
Officials and Administrators	4,092.50	2.7%	311	1.4%	7.6%
Paraprofessionals	10,267.75	6.7%	1,033	4.7%	10.1%
Professionals	48,645.50	31.7%	4,478	20.2%	9.2%
Protective Service Workers	42,245.00	27.5%	8,304	37.4%	19.7%



Turnover by EEO Category during Fiscal Year 2009					
EEO Category	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Service - Maintenance	15,191.00	9.9%	4,655	21.0%	30.6%
Skilled Craft Workers	6,267.50	4.1%	565	2.5%	9.0%
Technicians	10,436.50	6.8%	995	4.5%	9.5%
<b>Totals</b>	<b>153,551.00</b>	<b>100.0%<sup>a</sup></b>	<b>22,184</b>	<b>100.0%</b>	<b>14.4%</b>
<sup>a</sup> Percentage rounded to equal 100 percent.					

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

Chapter 2-K

### Turnover by Length of State Service

Employees with fewer than 5 years of state service had the highest turnover rate (25.1 percent) in fiscal year 2009; however, this rate is a decrease from the fiscal year 2008 turnover rate (31.2 percent) for employees with fewer than 5 years of state service.

Table 15 lists turnover rates by length of state service.

Table 15

Turnover by Length of State Service during Fiscal Year 2009					
Length of State Service	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Fewer than 2 years	31,802.25	20.7%	10,531	47.5%	33.1%
2 to 4.99 years	25,042.25	16.3%	3,709	16.7%	14.8%
5 to 9.99 years	28,252.25	18.4%	2,442	11.0%	8.6%
10 to 14.99 years	24,581.50	16.0%	1,662	7.5%	6.8%
15 to 19.99 years	19,556.50	12.7%	1,199	5.4%	6.1%
20 to 24.99 years	12,821.50	8.3%	1,078	4.9%	8.4%
25 to 29.99 years	6,981.25	4.5%	941	4.2%	13.5%
30 to 34.99 years	3,199.75	2.1%	464	2.1%	14.5%
More than 35 years	1,313.75	0.9%	158	0.7%	12.0%
<b>Totals</b>	<b>153,551.00</b>	<b>100.0%<sup>a</sup></b>	<b>22,184</b>	<b>100.0%</b>	<b>14.4%</b>
<sup>a</sup> Percentage rounded to 100.0 percent.					

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

## Turnover by Region and County

The West Texas region experienced the highest turnover rate (23.1 percent) during fiscal year 2009 among all regions of the state. The Capital region, which has the highest number of employees, experienced a turnover rate of 9.6 percent during fiscal year 2009. Table 16 lists turnover rates by region.

Sixty counties experienced turnover rates that exceeded the overall statewide turnover rate of classified regular, full- and part-time employees of 14.4 percent. (See Appendix 5 for turnover rates for all Texas regions and each county with a region.)

Table 16

Turnover by Region during Fiscal Year 2009					
Region	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
01 - Alamo	9,412.00	6.1%	1,478	6.7%	15.7%
02 - Capital	38,611.25	25.1%	3,706	16.7%	9.6%
03 - Central Texas	11,440.00	7.5%	2,042	9.2%	17.8%
04 - Coastal Bend	5,918.00	3.9%	946	4.3%	16.0%
05 - Gulf Coast	23,954.00	15.6%	3,496	15.8%	14.6%
06 - High Plains	7,704.50	5.0%	1,225	5.5%	15.9%
07 - Metroplex	14,959.00	9.7%	2,185	9.8%	14.6%
08 - Northwest Texas	9,555.25	6.2%	1,700	7.7%	17.8%
09 - South Texas Border	6,419.25	4.2%	700	3.2%	10.9%
10 - Southeast Texas	7,871.75	5.1%	1,713	7.7%	21.8%
11 - Upper East Texas	9,488.75	6.2%	1,518	6.8%	16.0%
12 - Upper Rio Grande	3,421.00	2.2%	367	1.7%	10.7%
13 - West Texas	4,793.25	3.1%	1,107	5.0%	23.1%
14 - Other	3.00	0.0%	1	0.0%	33.3%
<b>Totals</b>	<b>153,551.00</b>	<b>100.0%<sup>a</sup></b>	<b>22,184</b>	<b>100.0%<sup>a</sup></b>	<b>14.4%</b>
<sup>a</sup> Percentage rounded to equal 100 percent.					

## Exit Survey Results

During fiscal year 2009, 3,214 employees at state agencies (excluding institutions of higher education) completed the state employee online exit survey. The survey responses represent 16.8 percent of all employees who voluntarily separated from their agency and were eligible to receive an identification code for the survey. However, as shown in Table 18 on the next page, not all employees who were eligible to complete the survey actually received an identification code.

### Exit Surveys

Texas Government Code, Section 651.007, requires state agencies (excluding institutions of higher education) to provide an opportunity to complete an exit survey to employees who voluntarily leave state employment. To do this, agencies provide an identification code to eligible employees to complete the exit survey.

The survey provides employees with a mechanism that allows them to record their reasons for leaving state employment in their own words. Agencies receive reports summarizing employees' reasons for leaving each quarter.

In the completed exit surveys, the top three reasons employees cited for leaving state employment were:

- Retirement (23.3 percent).
- Better pay/benefits (16.0 percent).
- Poor working conditions/environment (13.5 percent).

Table 17 provides a summary of the reasons that employees cited for leaving state employment in fiscal years 2008 and 2009. (See Appendix 6 for additional exit survey result details.)

Table 17

Reason Cited in Exit Surveys for Leaving State Employment Fiscal Years 2008 and 2009				
Reason for Leaving	Fiscal Year 2008		Fiscal Year 2009	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Retirement	726	18.9%	749	23.3%
Better Pay/Benefits	817	21.3%	514	16.0%
Poor Working Conditions/Environment (for example, safety, work-related stress, and/or workload issues)	494	12.9%	434	13.5%
Issues with My Supervisor/Issues with the Employees I Supervise	403	10.5%	301	9.4%
Personal or Family Health	243	6.3%	275	8.6%
Enter/Return to School	199	5.2%	204	6.3%
No or Little Career Opportunities	317	8.2%	203	6.3%
Relocation (self, spouse, companion)	223	5.8%	182	5.7%
Location/Transportation Issues	110	2.9%	87	2.7%
Childcare/Elder Care Issues	86	2.2%	80	2.5%

Reason Cited in Exit Surveys for Leaving State Employment Fiscal Years 2008 and 2009				
Reason for Leaving	Fiscal Year 2008		Fiscal Year 2009	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Inadequate Training	44	1.1%	58	1.8%
Other	56	1.5%	48	1.5%
Relationship with Co-workers	45	1.2%	40	1.2%
Inadequate Work Resources	32	0.8%	23	0.7%
Self-employment	48	1.2%	16	0.5%
Totals	3,843	100.0%	3,214	100.0%

Source: State Auditor's Office - State of Texas Employee Exit Survey.

#### Identification Codes

Agencies are required to provide an employee who is leaving employment voluntarily an identification code that the employee can use to complete the exit survey. However, there is no explicit requirement that agencies ensure employees complete an exit survey.

Source: *State of Texas Employee Exit Survey Human Resources Guidelines and Procedures*.

Table 18 shows the number of exit surveys completed by eligible employees from fiscal year 2005 through fiscal year 2009. The percentage of identification codes generated by state agencies increased since fiscal year 2008; however, the completion rate decreased slightly to 19.2 percent in fiscal year 2009, from 20.5 percent in fiscal year 2008. Agencies should review their exit survey procedures to ensure that exiting employees are encouraged to complete their surveys.

Table 18

Summary of Statewide Exit Survey Statistics Fiscal Years 2005 - 2009					
Fiscal Year	Voluntary Separations Reported through Statewide Payroll Systems	Identification Codes Generated	Percentage of Identification Codes Generated for Voluntary Separations	Actual Number of Exit Surveys Taken	Exit Survey Completion Rate
2005	23,700	16,578	69.9%	4,053	24.4%
2006	22,591	16,821	74.5%	3,522	20.9%
2007	23,493	19,096	81.3%	4,128	21.6%
2008	25,884	18,763	72.5%	3,843	20.5%
2009	19,114	16,779	87.8%	3,214	19.2%

Source: State Auditor's Office - State of Texas Employee Exit Survey.

# Appendices

Appendix 1

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

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### **Objective**

The objective of this review was to provide and analyze information on employee turnover and to identify the reasons cited by separating workers for leaving state employment.

### **Scope**

The scope of this review included classified regular, full- and part-time employees in state agencies during fiscal year 2009. This report does not include data from institutions of higher education. Also included are online exit survey results. State agencies are required to provide employees who separate from state employment voluntarily an opportunity to complete the online exit survey. Information pertaining to that survey may include employees outside the scope of this report (that is, temporary employees, exempt employees, and unclassified employees).

### **Methodology**

The state turnover rate is the percentage of classified regular, full- and part-time state employees, excluding employees at institutions of higher education, who voluntarily and involuntarily separate from the State.

Interagency transfers are excluded from the calculation of the State's overall turnover rate because employees who transfer to other state agencies and institutions of higher education are not considered a loss to the State as a whole. However, in determining turnover rates by agency, these transfers are included because they are considered a loss for the agency.

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

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

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

The Employee Exit Survey is an online system to provide employees who separate voluntarily an opportunity to give feedback about their reasons for leaving state employment. In fiscal year 2009, a total of 3,214 employees completed the survey. This number includes all employee types (that is, classified full-time, classified part-time, non-classified full-time, and non-classified part-time). Agency-specific exit survey results (for example, reasons for leaving and exit survey statistics) are provided to agencies on a quarterly basis.

### Project Information

Fieldwork was conducted from October 2009 through November 2009. This project was a review; therefore, the information in this report was not subjected to all the tests and confirmations that would be performed in an audit. However, the information in this report was subject to certain quality control procedures to ensure accuracy and compliance with generally accepted compensation practices.

The following members of the State Auditor's Office staff performed the field work for this report:

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

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<sup>3</sup> The "average number of classified employees" was calculated by totaling the number of classified employees (defined as someone who worked at any time during a quarter) for each quarter of fiscal year 2009 and then dividing this by four quarters.

## Reasons State Employees Separated from Employment During Fiscal Years 2005-2009

Table 19 provides a summary of the reasons state employees separated from employment for fiscal years 2005 through 2009, including interagency transfers.

Table 19

Reasons State Employees Separated from Employment Fiscal Years 2005 through 2009										
Reason for Separation	Fiscal Year 2009		Fiscal Year 2008		Fiscal Year 2007		Fiscal Year 2006		Fiscal Year 2005	
	Separations	Percentage of Separations	Separations	Percentage of Separations	Separations	Percentage of Separations	Separations	Percentage of Separations	Separations	Percentage of Separations
Voluntary Separation from Agency	12,473	52.2%	15,748	54.6%	15,769	56.4%	15,315	58.9%	15,439	55.7%
Transfer to Another Agency	1,720	7.2%	3,022	10.5%	2,617	9.4%	3,100	11.9%	3,290	11.9%
Retirement	3,287	13.8%	3,410	11.8%	3,138	11.2%	2,135	8.2%	3,953	14.3%
<b>Total Voluntary Turnover<sup>a</sup></b>	<b>17,480</b>	<b>73.1%</b>	<b>22,180</b>	<b>76.9%</b>	<b>21,524</b>	<b>76.9%</b>	<b>20,550</b>	<b>79.0%</b>	<b>22,682</b>	<b>81.9%</b>
Dismissal for Cause	3,714	15.5%	3,954	13.7%	3,596	12.9%	2,794	10.7%	2,758	10.0%
Resignation in Lieu of Separation	2,079	8.7%	2,132	7.4%	2,108	7.5%	1,995	7.7%	1,728	6.2%
Reduction in Force	193	0.8%	125	0.4%	268	1.0%	239	0.9%	98	0.4%
Death	229	1.0%	236	0.8%	225	0.8%	245	0.9%	225	0.8%
Termination at Will	209	0.9%	199	0.7%	252	0.9%	182	0.7%	215	0.8%
<b>Total Involuntary Turnover<sup>a</sup></b>	<b>6,424</b>	<b>26.9%</b>	<b>6,646</b>	<b>23.1%</b>	<b>6,449</b>	<b>23.1%</b>	<b>5,455</b>	<b>21.0%</b>	<b>5,024</b>	<b>18.1%</b>
<b>Total Separations</b>	<b>23,904</b>	<b>100.0%</b>	<b>28,826</b>	<b>100.0%</b>	<b>27,973</b>	<b>100.0%</b>	<b>26,005</b>	<b>100.0%</b>	<b>27,706</b>	<b>100.0%</b>

<sup>a</sup> Percentages may not sum precisely due to rounding.

## Employee Turnover by State Agency

Table 20 provides information on classified regular, full- and part-time employee turnover by state agency, excluding institutions of higher education. These totals include interagency transfers, because they are considered a loss for the agency.

Table 20

Employee Turnover by State Agency									
Fiscal Year 2009 <sup>a</sup>									
Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
201 - Supreme Court of Texas	0	0.0%	23	33.5%	1	1.5%	68.75	24	34.9%
211 - Court of Criminal Appeals	1	1.6%	9	14.4%	0	0.0%	62.50	10	16.0%
212 - Judicial Council Office of Court Administration	1	0.5%	8	4.2%	2	1.1%	189.50	11	5.8%
213 - Office of the State Prosecuting Attorney	0	0.0%	1	23.5%	0	0.0%	4.25	1	23.5%
221 - First Court of Appeals District, Houston	0	0.0%	6	15.0%	1	2.5%	40.00	7	17.5%
222 - Second Court of Appeals District, Fort Worth	2	6.0%	4	12.0%	0	0.0%	33.25	6	18.0%
223 - Third Court of Appeals District, Austin	1	3.5%	3	10.6%	1	3.5%	28.25	5	17.7%
224 - Fourth Court of Appeals District, San Antonio	0	0.0%	4	14.3%	0	0.0%	28.00	4	14.3%
225 - Fifth Court of Appeals District, Dallas	0	0.0%	4	8.5%	1	2.1%	47.00	5	10.6%
226 - Sixth Court of Appeals District, Texarkana	0	0.0%	2	14.8%	0	0.0%	13.50	2	14.8%
227 - Seventh Court of Appeals District, Amarillo	0	0.0%	0	0.0%	0	0.0%	16.00	0	0.0%
228 - Eighth Court of Appeals District, El Paso	0	0.0%	2	14.0%	1	7.0%	14.25	3	21.1%
229 - Ninth Court of Appeals District, Beaumont	0	0.0%	0	0.0%	0	0.0%	16.00	0	0.0%
230 - Tenth Court of Appeals District, Waco	1	8.5%	1	8.5%	0	0.0%	11.75	2	17.0%
231 - Eleventh Court of Appeals District, Eastland	0	0.0%	0	0.0%	0	0.0%	14.50	0	0.0%
232 - Twelfth Court of Appeals District, Tyler	0	0.0%	1	8.0%	0	0.0%	12.50	1	8.0%



**Employee Turnover by State Agency**

Fiscal Year 2009 <sup>a</sup>

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
233 - Thirteenth Court of Appeals District, Corpus Christi	0	0.0%	2	7.7%	0	0.0%	26.00	2	7.7%
234 - Fourteenth Court of Appeals District, Houston	0	0.0%	7	18.8%	1	2.7%	37.25	8	21.5%
242 - State Commission on Judicial Conduct	1	7.8%	0	0.0%	0	0.0%	12.75	1	7.8%
243 - State Law Library	0	0.0%	2	16.0%	0	0.0%	12.50	2	16.0%
301 - Office of the Governor	0	0.0%	27	18.3%	1	0.7%	147.25	28	19.0%
302 - Office of the Attorney General	45	1.1%	353	8.3%	58	1.4%	4,257.50	456	10.7%
303 - Texas Facilities Commission	6	1.8%	28	8.4%	7	2.1%	335.00	41	12.2%
304 - Comptroller of Public Accounts	17	0.6%	97	3.4%	85	3.0%	2,816.50	199	7.1%
305 - General Land Office and Veteran's Land Board	8	1.3%	17	2.8%	15	2.5%	611.50	40	6.5%
306 - Library and Archives Commission	0	0.0%	24	12.8%	1	0.5%	187.50	25	13.3%
307 - Secretary of State	1	0.4%	13	5.5%	4	1.7%	234.25	18	7.7%
312 - State Securities Board	1	1.1%	8	8.6%	7	7.5%	93.00	16	17.2%
313 - Department of Information Resources	2	0.9%	8	3.6%	8	3.6%	222.25	18	8.1%
320 - Texas Workforce Commission	61	2.0%	190	6.1%	88	2.8%	3,097.25	339	10.9%
323 - Teacher Retirement System	0	0.0%	18	3.7%	7	1.4%	483.75	25	5.2%
325 - Fire Fighters' Pension Commissioner	2	25.8%	2	25.8%	0	0.0%	7.75	4	51.6%
327 - Employees Retirement System	5	1.6%	12	3.9%	9	2.9%	311.50	26	8.3%
329 - Real Estate Commission	2	1.9%	5	4.8%	0	0.0%	104.25	7	6.7%
332 - Department of Housing and Community Affairs	7	2.3%	14	4.6%	4	1.3%	302.25	25	8.3%
333 - Office of State-Federal Relations	0	0.0%	8	145.5%	0	0.0%	5.50	8	145.5%
337 - Board of Tax Professional Examiners	0	0.0%	3	100.0%	0	0.0%	3.00	3	100.0%
338 - Pension Review Board	0	0.0%	0	0.0%	0	0.0%	11.00	0	0.0%
347 - Public Finance Authority	0	0.0%	0	0.0%	1	7.8%	12.75	1	7.8%

**Employee Turnover by State Agency**

Fiscal Year 2009<sup>a</sup>

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
352 - Bond Review Board	0	0.0%	0	0.0%	0	0.0%	9.00	0	0.0%
356 - Texas Ethics Commission	1	3.0%	3	8.9%	1	3.0%	33.75	5	14.8%
357 - Texas Department of Rural Affairs	1	1.2%	2	2.3%	1	1.2%	86.00	4	4.7%
359 - Office of Public Insurance Counsel	1	8.5%	3	25.5%	1	8.5%	11.75	5	42.6%
360 - State Office of Administrative Hearings	3	2.6%	4	3.5%	3	2.6%	113.25	10	8.8%
362 - Lottery Commission	1	0.3%	9	2.8%	6	1.9%	320.75	16	5.0%
364 - Health Professions Council	0	0.0%	0	0.0%	0	0.0%	2.00	0	0.0%
370 - Texas Residential Construction Commission	2	2.6%	15	19.3%	0	0.0%	77.75	17	21.9%
401 - Adjutant General's Department	51	7.8%	65	10.0%	10	1.5%	651.75	126	19.3%
403 - Veterans Commission	10	3.1%	33	10.1%	12	3.7%	326.50	55	16.8%
405 - Department of Public Safety	36	0.4%	439	5.3%	182	2.2%	8,344.00	657	7.9%
407 - Commission on Law Enforcement Officer Standards and Education	1	2.4%	4	9.4%	1	2.4%	42.50	6	14.1%
409 - Commission on Jail Standards	0	0.0%	0	0.0%	0	0.0%	16.00	0	0.0%
411 - Commission on Fire Protection	0	0.0%	3	9.7%	0	0.0%	31.00	3	9.7%
448 - Office of Injured Employee Counsel	7	4.3%	9	5.6%	2	1.2%	161.25	18	11.2%
450 - Department of Savings and Mortgage Lending	7	11.6%	4	6.6%	1	1.7%	60.25	12	19.9%
451 - Department of Banking	1	0.6%	9	5.2%	2	1.2%	173.75	12	6.9%
452 - Department of Licensing and Regulation	3	0.8%	21	5.8%	7	1.9%	362.75	31	8.5%
454 - Department of Insurance	19	1.2%	75	4.7%	39	2.5%	1,583.75	133	8.4%
455 - Railroad Commission	4	0.6%	39	5.7%	18	2.6%	689.75	61	8.8%
456 - State Board of Plumbing Examiners	0	0.0%	0	0.0%	3	13.0%	23.00	3	13.0%
457 - Board of Public Accountancy	1	2.3%	7	16.1%	2	4.6%	43.50	10	23.0%
458 - Alcoholic Beverage Commission	10	1.5%	41	6.3%	13	2.0%	655.00	64	9.8%

**Employee Turnover by State Agency**

Fiscal Year 2009<sup>a</sup>

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
459 - Board of Architectural Examiners	0	0.0%	2	8.2%	3	12.2%	24.50	5	20.4%
460 - Board of Professional Engineers	1	3.4%	5	16.9%	0	0.0%	29.50	6	20.3%
464 - Board of Professional Land Surveying	0	0.0%	0	0.0%	0	0.0%	5.00	0	0.0%
466 - Office of Consumer Credit Commissioner	1	1.7%	4	6.9%	1	1.7%	58.00	6	10.3%
469 - Credit Union Department	0	0.0%	2	9.4%	0	0.0%	21.25	2	9.4%
473 - Public Utility Commission	0	0.0%	12	6.6%	5	2.8%	181.00	17	9.4%
475 - Office of Public Utility Counsel	0	0.0%	1	5.9%	1	5.9%	17.00	2	11.8%
476 - Racing Commission	3	3.9%	4	5.2%	2	2.6%	77.25	9	11.7%
477 - Commission on State Emergency Communications	0	0.0%	0	0.0%	1	4.2%	23.75	1	4.2%
479 - State Office of Risk Management	1	0.8%	6	5.1%	3	2.5%	118.50	10	8.4%
481 - Board of Professional Geoscientists	0	0.0%	1	14.8%	0	0.0%	6.75	1	14.8%
503 - Texas Medical Board	2	1.4%	19	13.5%	4	2.9%	140.25	25	17.8%
504 - State Board of Dental Examiners	0	0.0%	6	18.0%	0	0.0%	33.25	6	18.0%
507 - Texas Board of Nursing	0	0.0%	10	11.7%	2	2.3%	85.50	12	14.0%
508 - Board of Chiropractic Examiners	1	12.9%	0	0.0%	0	0.0%	7.75	1	12.9%
512 - Board of Podiatric Medical Examiners	0	0.0%	0	0.0%	0	0.0%	3.00	0	0.0%
513 - Funeral Service Commission	0	0.0%	0	0.0%	0	0.0%	10.00	0	0.0%
514 - Optometry Board	0	0.0%	1	14.3%	0	0.0%	7.00	1	14.3%
515 - Board of Pharmacy	0	0.0%	2	3.3%	1	1.7%	60.50	3	5.0%
520 - Board of Examiners of Psychologists	0	0.0%	0	0.0%	0	0.0%	12.00	0	0.0%
529 - Health and Human Services Commission	229	2.0%	1,087	9.5%	300	2.6%	11,441.50	1,616	14.1%
530 - Department of Family and Protective Services	281	2.4%	1,532	13.3%	129	1.1%	11,539.25	1,942	16.8%

**Employee Turnover by State Agency**

Fiscal Year 2009 <sup>a</sup>

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
533 - Executive Council of Physical and Occupational Therapy Examiners	1	5.9%	0	0.0%	0	0.0%	17.00	1	5.9%
537 - Department of State Health Services	532	4.2%	1,253	10.0%	266	2.1%	12,530.75	2,051	16.4%
538 - Department of Assistive and Rehabilitative Services	42	1.3%	141	4.4%	95	3.0%	3,216.00	278	8.6%
539 - Department of Aging and Disability Services	1,814	11.0%	2,680	16.2%	318	1.9%	16,559.50	4,812	29.1%
542 - Cancer Prevention and Research Institute of Texas	0	0.0%	0	0.0%	0	0.0%	7.75	0	0.0%
551 - Department of Agriculture	5	0.8%	31	4.9%	21	3.3%	627.25	57	9.1%
554 - Animal Health Commission	3	1.5%	8	4.0%	2	1.0%	198.50	13	6.5%
578 - Board of Veterinary Medical Examiners	0	0.0%	2	16.7%	0	0.0%	12.00	2	16.7%
580 - Water Development Board	3	0.9%	16	4.9%	4	1.2%	327.50	23	7.0%
582 - Commission on Environmental Quality	32	1.1%	145	4.9%	55	1.9%	2,954.50	232	7.9%
592 - Soil and Water Conservation Board	2	3.1%	3	4.6%	1	1.5%	65.50	6	9.2%
601 - Department of Transportation	128	1.0%	408	3.1%	433	3.2%	13,353.00	969	7.3%
665 - Juvenile Probation Commission	1	1.5%	3	4.5%	0	0.0%	66.75	4	6.0%
694 - Youth Commission	404	9.8%	819	19.9%	65	1.6%	4,118.25	1,288	31.3%
696 - Department of Criminal Justice	2,542	6.0%	3,972	9.3%	874	2.1%	42,564.00	7,388	17.4%
701 - Texas Education Agency	4	0.4%	60	5.8%	16	1.6%	1,026.50	80	7.8%
771 - School for the Blind and Visually Impaired	8	2.4%	29	8.6%	6	1.8%	336.75	43	12.8%
772 - School for the Deaf	6	1.7%	33	9.2%	7	1.9%	360.00	46	12.8%
802 - Parks and Wildlife Department	45	1.5%	154	5.0%	55	1.8%	3,090.25	254	8.2%
808 - Historical Commission	5	2.3%	13	6.0%	6	2.8%	215.00	24	11.2%
809 - Preservation Board	5	2.3%	36	16.8%	2	0.9%	213.75	43	20.1%
813 - Commission on the Arts	0	0.0%	0	0.0%	0	0.0%	16.00	0	0.0%

**Employee Turnover by State Agency**

Fiscal Year 2009<sup>a</sup>

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
907 - Comptroller - State Energy Conservation Office	0	0.0%	2	9.6%	2	9.6%	20.75	4	19.3%
Totals	6,424	4.2%	14,193	9.2%	3,287	2.1%	153,551.00	23,904	15.6%

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

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

## Turnover by Job Classification Series

Table 21 provides a summary of turnover by job classification series.

Table 21

Turnover by Job Classification Series <sup>4 5</sup>						
Fiscal Year 2009						
Occupational Category	Job Classification Series	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
Accounting, Auditing, and Finance	Accountant	1,563.00	1.0%	101	0.5%	6.5%
	Accounting Technician	270.25	0.2%	18	0.1%	6.7%
	Accounts Examiner	834.25	0.5%	56	0.3%	6.7%
	Auditor	1,241.00	0.8%	102	0.5%	8.2%
	Budget Analyst	363.75	0.2%	20	0.1%	5.5%
	Chief Investment Officer	2.00	0.0%	0	0.0%	0.0%
	Chief Trader	3.00	0.0%	0	0.0%	0.0%
	Financial Analyst	114.75	0.1%	11	0.0%	9.6%
	Financial Examiner	345.25	0.2%	20	0.1%	5.8%
	Investment Analyst	37.75	0.0%	2	0.0%	5.3%
	Portfolio Manager	70.75	0.0%	4	0.0%	5.7%
	Reimbursement Officer	82.25	0.1%	6	0.0%	7.3%
	Taxpayer Compliance Officer	365.00	0.2%	20	0.1%	5.5%
	Trader	7.25	0.0%	0	0.0%	0.0%
<b>Totals for Accounting, Auditing, and Finance</b>		<b>5,300.25</b>	<b>3.5%</b>	<b>360</b>	<b>1.6%</b>	<b>6.8%</b>
Administrative Support	Administrative Assistant	10,550.00	6.9%	915	4.1%	8.7%
	Clerk	6,467.00	4.2%	884	4.0%	13.7%
	Customer Service Representative	920.00	0.6%	111	0.5%	12.1%
	Executive Assistant	547.25	0.4%	23	0.1%	4.2%
	Receptionist	85.25	0.1%	13	0.1%	15.2%
<b>Totals for Administrative Support</b>		<b>18,569.50</b>	<b>12.1%</b>	<b>1,946</b>	<b>8.8%</b>	<b>10.5%</b>
Criminal Justice	Agriculture Specialist	107.25	0.1%	20	0.1%	18.6%
	Assistant Warden/Warden	184.00	0.1%	11	0.0%	6.0%
	Correctional Officer	26,993.25	17.6%	5,726	25.8%	21.2%
	Correctional Transportation Officer	116.75	0.1%	16	0.1%	13.7%
	Counsel Substitute	107.50	0.1%	7	0.0%	6.5%
	Industrial Specialist	406.75	0.3%	49	0.2%	12.0%
	Juvenile Correctional Officer	2,488.25	1.6%	889	4.0%	35.7%

<sup>4</sup> The job classification series with no incumbents in fiscal year 2009 were not included in this table.

<sup>5</sup> Percentages may not sum precisely due to rounding.

**Turnover by Job Classification Series <sup>4 5</sup>**

**Fiscal Year 2009**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
	Parole Officer	1,913.00	1.2%	154	0.7%	8.1%
	Senior Correctional Officer	3,130.25	2.0%	232	1.0%	7.4%
<b>Totals for Criminal Justice</b>		<b>35,447.00</b>	<b>23.1%</b>	<b>7,104</b>	<b>32.0%</b>	<b>20.0%</b>
Custodial	Barber/Cosmetologist	20.50	0.0%	6	0.0%	29.3%
	Cook	325.25	0.2%	52	0.2%	16.0%
	Custodial Manager	47.25	0.0%	3	0.0%	6.3%
	Custodian	1,014.25	0.7%	169	0.8%	16.7%
	Food Service Manager	1,022.75	0.7%	134	0.6%	13.1%
	Food Service Worker	764.25	0.5%	238	1.1%	31.1%
	Groundskeeper	117.00	0.1%	11	0.0%	9.4%
	Laundry Manager	714.00	0.5%	58	0.3%	8.1%
	Laundry/Sewing Room Worker	122.75	0.1%	21	0.1%	17.1%
<b>Totals for Custodial</b>		<b>4,148.00</b>	<b>2.7%</b>	<b>692</b>	<b>3.1%</b>	<b>16.7%</b>
Education	Teacher Aide	149.50	0.1%	21	0.1%	14.0%
<b>Totals for Education</b>		<b>149.50</b>	<b>0.1%</b>	<b>21</b>	<b>0.1%</b>	<b>14.0%</b>
Employment	Unemployment Insurance Claims Examiner	269.75	0.2%	18	0.1%	6.7%
	Unemployment Insurance Specialist	24.25	0.0%	4	0.0%	16.5%
	Workforce Development Specialist	749.25	0.5%	118	0.5%	15.7%
<b>Totals for Employment</b>		<b>1,043.25</b>	<b>0.7%</b>	<b>140</b>	<b>0.6%</b>	<b>13.4%</b>
Engineering and Design	Architect	66.25	0.0%	2	0.0%	3.0%
	District Engineer	24.75	0.0%	1	0.0%	4.0%
	Drafting Technician	8.75	0.0%	0	0.0%	0.0%
	Engineer	898.75	0.6%	58	0.3%	6.5%
	Engineering Aide	378.75	0.2%	59	0.3%	15.6%
	Engineering Assistant	10.00	0.0%	0	0.0%	0.0%
	Engineering Specialist	2,065.50	1.3%	119	0.5%	5.8%
	Engineering Technician	4,991.50	3.3%	355	1.6%	7.1%
	Graphic Designer	68.50	0.0%	2	0.0%	2.9%
Project Design Assistant	11.00	0.0%	1	0.0%	9.1%	
<b>Totals for Engineering and Design</b>		<b>8,523.75</b>	<b>5.6%</b>	<b>597</b>	<b>2.7%</b>	<b>7.0%</b>
Human Resources	Human Resources Assistant/Specialist	688.75	0.4%	46	0.2%	6.7%
	Training Assistant/Specialist	633.00	0.4%	44	0.2%	7.0%
<b>Totals for Human Resources</b>		<b>1,321.75</b>	<b>0.9%</b>	<b>90</b>	<b>0.4%</b>	<b>6.8%</b>
Information Technology	Business Continuity Coordinator	7.00	0.0%	2	0.0%	28.6%
	Computer Operator	45.75	0.0%	2	0.0%	4.4%

Turnover by Job Classification Series <sup>4 5</sup>

Fiscal Year 2009

Occupational Category	Job Classification Series	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
	Computer Operations Supervisor	19.25	0.0%	3	0.0%	15.6%
	Computer Record Control Clerk	17.00	0.0%	0	0.0%	0.0%
	Data Base Administrator	139.75	0.1%	5	0.0%	3.6%
	Data Entry Operator	186.25	0.1%	20	0.1%	10.7%
	Information Technology Auditor	19.75	0.0%	0	0.0%	0.0%
	Information Technology Security Analyst	20.00	0.0%	1	0.0%	5.0%
	Network Specialist	585.00	0.4%	43	0.2%	7.4%
	Programmer	607.25	0.4%	30	0.1%	4.9%
	Systems Analyst	2,323.00	1.5%	135	0.6%	5.8%
	Systems Support Specialist	482.25	0.3%	29	0.1%	6.0%
	Telecommunications Specialist	162.50	0.1%	21	0.1%	12.9%
	Web Administrator	79.75	0.1%	7	0.0%	8.8%
	<b>Totals for Information Technology</b>	<b>4,694.50</b>	<b>3.1%</b>	<b>298</b>	<b>1.3%</b>	<b>6.3%</b>
Inspectors and Investigators	Boiler Inspector	12.75	0.0%	3	0.0%	23.5%
	Inspector	1,298.75	0.8%	129	0.6%	9.9%
	Investigator	1,295.25	0.8%	108	0.5%	8.3%
	<b>Totals for Inspectors and Investigators</b>	<b>2,606.75</b>	<b>1.7%</b>	<b>240</b>	<b>1.1%</b>	<b>9.2%</b>
Insurance	Actuary	37.25	0.0%	1	0.0%	2.7%
	Claims Assistants and Claims Examiner	588.00	0.4%	37	0.2%	6.3%
	Insurance Specialist	210.25	0.1%	12	0.1%	5.7%
	Insurance Technician	10.25	0.0%	0	0.0%	0.0%
	Retirement Systems Benefits Specialist	165.75	0.1%	12	0.1%	7.2%
	<b>Totals for Insurance</b>	<b>1,011.50</b>	<b>0.7%</b>	<b>62</b>	<b>0.3%</b>	<b>6.1%</b>
Land Surveying, Appraising, and Utilities	Appraiser	98.50	0.1%	7	0.0%	7.1%
	Land Surveyor	30.00	0.0%	2	0.0%	6.7%
	Right of Way Agent	150.75	0.1%	9	0.0%	6.0%
	Utility Specialist	18.00	0.0%	0	0.0%	0.0%
	<b>Totals for Land Surveying, Appraising, and Utilities</b>	<b>297.25</b>	<b>0.2%</b>	<b>18</b>	<b>0.1%</b>	<b>6.1%</b>
Law Enforcement	Agent	198.75	0.1%	10	0.0%	5.0%
	Agent Trainee	26.75	0.0%	4	0.0%	15.0%
	Captain, Public Safety	74.75	0.0%	7	0.0%	9.4%
	Commander, Public Safety	10.25	0.0%	2	0.0%	19.5%
	Corporal, Public Safety	185.25	0.1%	13	0.1%	7.0%
	Game Warden	342.75	0.2%	18	0.1%	5.3%



**Turnover by Job Classification Series <sup>4 5</sup>**

**Fiscal Year 2009**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
	Game Warden-Assistant Commander/Commander	5.00	0.0%	0	0.0%	0.0%
	Game Warden-Sergeant/Lieutenant/Captain/Major	88.00	0.1%	2	0.0%	2.3%
	Internal Affairs, Office of the Inspector General (Supervisor/Manager/Admin./Dir.)	20.75	0.0%	3	0.0%	14.5%
	Investigator, Office of the Inspector General	68.00	0.0%	3	0.0%	4.4%
	Investigator Trainee, Office of the Inspector General	11.75	0.0%	3	0.0%	25.5%
	Lieutenant, Public Safety	183.50	0.1%	8	0.0%	4.4%
	Major, Public Safety	15.75	0.0%	2	0.0%	12.7%
	Pilot Investigator	42.50	0.0%	0	0.0%	0.0%
	Public Safety Inspector	11.25	0.0%	2	0.0%	17.8%
	Sergeant, Public Safety	855.25	0.6%	29	0.1%	3.4%
	Sergeant/Lieutenant/Captain/Major, Alcohol Bev.	51.00	0.0%	2	0.0%	3.9%
	Trainee/Probationary Game Warden	79.25	0.1%	5	0.0%	6.3%
	Trooper	1,850.00	1.2%	84	0.4%	4.5%
	Trooper Trainee/Probationary Trooper	362.75	0.2%	59	0.3%	16.3%
<b>Totals for Law Enforcement</b>		<b>4,483.25</b>	<b>2.9%</b>	<b>256</b>	<b>1.2%</b>	<b>5.7%</b>
Legal	Administrative Law Judge	110.75	0.1%	10	0.0%	9.0%
	Assistant Attorney General	724.50	0.5%	63	0.3%	8.7%
	Associate Judge	55.00	0.0%	3	0.0%	5.5%
	Attorney	1,006.50	0.7%	90	0.4%	8.9%
	Benefit Review Officer	29.00	0.0%	0	0.0%	0.0%
	Chief Deputy Clerk	7.25	0.0%	0	0.0%	0.0%
	Clerk of the Court	16.00	0.0%	2	0.0%	12.5%
	Court Law Clerk	55.00	0.0%	36	0.2%	65.5%
	Deputy Clerk	80.00	0.1%	2	0.0%	2.5%
	General Counsel	148.75	0.1%	11	0.0%	7.4%
	Hearings Reporter	6.00	0.0%	0	0.0%	0.0%
	Law Clerk	18.00	0.0%	36	0.2%	200.0%
	Legal Assistant	410.50	0.3%	22	0.1%	5.4%
	Legal Secretary	258.75	0.2%	27	0.1%	10.4%
	Ombudsman	103.50	0.1%	9	0.0%	8.7%
<b>Totals for Legal</b>		<b>3,029.50</b>	<b>2.0%</b>	<b>311</b>	<b>1.4%</b>	<b>10.3%</b>

Turnover by Job Classification Series <sup>4 5</sup>

Fiscal Year 2009

Occupational Category	Job Classification Series	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
Library and Records	Archaeologist	20.50	0.0%	1	0.0%	4.9%
	Archivist	10.00	0.0%	0	0.0%	0.0%
	Curator	8.25	0.0%	0	0.0%	0.0%
	Exhibit Technician	12.50	0.0%	1	0.0%	8.0%
	Historian	14.50	0.0%	1	0.0%	6.9%
	Librarian	114.75	0.1%	8	0.0%	7.0%
	Library Assistant	33.25	0.0%	5	0.0%	15.0%
<b>Totals for Library and Records</b>		<b>213.75</b>	<b>0.1%</b>	<b>16</b>	<b>0.1%</b>	<b>7.5%</b>
Maintenance	Air Conditioning and Boiler Operator	51.75	0.0%	3	0.0%	5.8%
	Aircraft Mechanic	9.00	0.0%	2	0.0%	22.2%
	Aircraft Pilot	7.25	0.0%	1	0.0%	13.8%
	Electrician	68.50	0.0%	3	0.0%	4.4%
	Electronics Technician	36.00	0.0%	0	0.0%	0.0%
	Equipment Maintenance Technician	17.00	0.0%	2	0.0%	11.8%
	HVAC Mechanic	101.00	0.1%	9	0.0%	8.9%
	Machinist	20.25	0.0%	3	0.0%	14.8%
	Maintenance Assistant	43.75	0.0%	5	0.0%	11.4%
	Maintenance Supervisor	1,027.75	0.7%	96	0.4%	9.3%
	Maintenance Technician	878.50	0.6%	97	0.4%	11.0%
	Motor Vehicle Technician	468.25	0.3%	49	0.2%	10.5%
	Radio Communications Technician	24.50	0.0%	2	0.0%	8.2%
	Transportation Maintenance Specialist	707.00	0.5%	51	0.2%	7.2%
Vehicle Driver	219.50	0.1%	40	0.2%	18.2%	
<b>Totals for Maintenance</b>		<b>3,680.00</b>	<b>2.4%</b>	<b>363</b>	<b>1.6%</b>	<b>9.9%</b>
Medical and Health	Dental Assistant	20.50	0.0%	3	0.0%	14.6%
	Dental Hygienist	16.00	0.0%	1	0.0%	6.3%
	Dentist	23.00	0.0%	1	0.0%	4.3%
	Nutritionist	105.75	0.1%	14	0.1%	13.2%
	Dietetic Technician	18.00	0.0%	0	0.0%	0.0%
	Dietitian	2.00	0.0%	0	0.0%	0.0%
	Epidemiologist	86.75	0.1%	5	0.0%	5.8%
	Health Physicist	67.75	0.0%	5	0.0%	7.4%
	Laboratory Technician	87.25	0.1%	11	0.0%	12.6%
	Licensed Vocational Nurse	1,199.75	0.8%	298	1.3%	24.8%
	Medical Aide	39.00	0.0%	13	0.1%	33.3%
Medical Research Specialist	2.00	0.0%	0	0.0%	0.0%	

Turnover by Job Classification Series <sup>4 5</sup>

Fiscal Year 2009

Occupational Category	Job Classification Series	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
	Medical Technician	12.75	0.0%	3	0.0%	23.5%
	Medical Technologist	98.75	0.1%	11	0.0%	11.1%
	Microbiologist	134.75	0.1%	13	0.1%	9.6%
	Nurse	2,188.50	1.4%	415	1.9%	19.0%
	Orthopedic Equipment Assistant/Technician	42.75	0.0%	0	0.0%	0.0%
	Pharmacist	90.00	0.1%	9	0.0%	10.0%
	Pharmacy Technician	76.75	0.0%	10	0.0%	13.0%
	Physician	119.25	0.1%	12	0.1%	10.1%
	Physician Assistant	2.00	0.0%	0	0.0%	0.0%
	Psychiatrist	133.00	0.1%	18	0.1%	13.5%
	Psychological Assistant/Associate Psychologist	298.50	0.2%	59	0.3%	19.8%
	Psychologist	70.50	0.0%	12	0.1%	17.0%
	Public Health Technician	619.75	0.4%	94	0.4%	15.2%
	Radiological Technologist Assistant/Technologist	18.00	0.0%	1	0.0%	5.6%
	Registered Therapists Assistant/Therapist	233.50	0.2%	31	0.1%	13.3%
	Respiratory Care Practitioner	10.50	0.0%	0	0.0%	0.0%
	Veterinarian	43.25	0.0%	5	0.0%	11.6%
<b>Totals for Medical and Health</b>		<b>5,860.25</b>	<b>3.8%</b>	<b>1,044</b>	<b>4.7%</b>	<b>17.8%</b>
Natural Resources	Chemist	135.25	0.1%	14	0.1%	10.4%
	Earth Science Technician	4.00	0.0%	0	0.0%	0.0%
	Environmental Specialist	234.50	0.2%	16	0.1%	6.8%
	Fish and Wildlife Technician	202.25	0.1%	8	0.0%	4.0%
	Geoscientist	132.50	0.1%	0	0.0%	0.0%
	Hydrologist	77.50	0.1%	4	0.0%	5.2%
	Natural Resources Specialist	1,247.75	0.8%	82	0.4%	6.6%
	Park Ranger	375.50	0.2%	45	0.2%	12.0%
	Park Specialist	206.75	0.1%	15	0.1%	7.3%
Sanitarian	108.50	0.1%	7	0.0%	6.5%	
<b>Totals for Natural Resources</b>		<b>2,724.50</b>	<b>1.8%</b>	<b>191</b>	<b>0.9%</b>	<b>7.0%</b>
Office Services	Microfilm Camera Operator	47.00	0.0%	7	0.0%	14.9%
	Micrographics Technician	22.75	0.0%	1	0.0%	4.4%
	Photographer	4.00	0.0%	0	0.0%	0.0%
	Printing Services Technician	132.75	0.1%	8	0.0%	6.0%
<b>Totals for Office Services</b>		<b>206.50</b>	<b>0.1%</b>	<b>16</b>	<b>0.1%</b>	<b>7.7%</b>

**Turnover by Job Classification Series <sup>4 5</sup>**

**Fiscal Year 2009**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
Planning, Research, and Statistics	Economist	44.75	0.0%	4	0.0%	8.9%
	Planner	183.00	0.1%	10	0.0%	5.5%
	Research and Statistics Technician	31.50	0.0%	7	0.0%	22.2%
	Research Specialist	261.00	0.2%	22	0.1%	8.4%
	Statistician	17.25	0.0%	1	0.0%	5.8%
<b>Totals for Planning, Research, and Statistics</b>		<b>537.50</b>	<b>0.4%</b>	<b>44</b>	<b>0.2%</b>	<b>8.2%</b>
Procedures and Information	Audio/Visual Technician	19.00	0.0%	0	0.0%	0.0%
	Government Relations Specialist	59.00	0.0%	6	0.0%	10.2%
	Information Specialist	446.75	0.3%	34	0.2%	7.6%
	Management Analyst	33.25	0.0%	2	0.0%	6.0%
	Marketing Specialist	54.50	0.0%	3	0.0%	5.5%
	Technical Writer	33.00	0.0%	4	0.0%	12.1%
<b>Totals for Procedures and Information</b>		<b>645.50</b>	<b>0.4%</b>	<b>49</b>	<b>0.2%</b>	<b>7.6%</b>
Program Management	Deputy Comptroller	1.00	0.0%	0	0.0%	0.0%
	Director	1,874.50	1.2%	136	0.6%	7.3%
	Manager	2,811.75	1.8%	202	0.9%	7.2%
	Program Specialist	9,560.50	6.2%	709	3.2%	7.4%
	Program Supervisor	849.50	0.6%	52	0.2%	6.1%
	Project Manager	64.75	0.0%	9	0.0%	13.9%
	Staff Services Officer	303.00	0.2%	20	0.1%	6.6%
<b>Totals for Program Management</b>		<b>15,465.00</b>	<b>10.1%</b>	<b>1,128</b>	<b>5.1%</b>	<b>7.3%</b>
Property Management and Purchasing	Contract Administration Manager	25.75	0.0%	3	0.0%	11.7%
	Contract Specialist	619.75	0.4%	35	0.2%	5.6%
	Contract Technician	111.75	0.1%	8	0.0%	7.2%
	Grant Coordinator	14.50	0.0%	0	0.0%	0.0%
	Inventory and Store Specialist	701.25	0.5%	61	0.3%	8.7%
	Property Manager	83.25	0.1%	5	0.0%	6.0%
	Purchaser	501.75	0.3%	32	0.1%	6.4%
<b>Totals for Property Management and Purchasing</b>		<b>2,058.00</b>	<b>1.3%</b>	<b>144</b>	<b>0.6%</b>	<b>7.0%</b>
Public Safety	Crime Lab Evidence Technician	35.75	0.0%	3	0.0%	8.4%
	Firearms/Latent Print Technician	6.75	0.0%	1	0.0%	14.8%
	Combined DNA Index System Analyst	8.00	0.0%	0	0.0%	0.0%
	Fingerprint Technician	50.00	0.0%	5	0.0%	10.0%
	Forensic Photographer	4.00	0.0%	0	0.0%	0.0%
	Forensic Scientist	220.75	0.1%	6	0.0%	2.7%
	Police Communications Operator	213.75	0.1%	22	0.1%	10.3%

Turnover by Job Classification Series <sup>4 5</sup>

Fiscal Year 2009

Occupational Category	Job Classification Series	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
	Public Safety Records Technician	85.75	0.1%	10	0.0%	11.7%
	Security Officer	442.75	0.3%	60	0.3%	13.6%
<b>Totals for Public Safety</b>		<b>1,067.50</b>	<b>0.7%</b>	<b>107</b>	<b>0.5%</b>	<b>10.0%</b>
Safety	Rescue Specialist	31.50	0.0%	13	0.1%	41.3%
	Risk Management Specialist	54.50	0.0%	7	0.0%	12.8%
	Safety Officer	197.50	0.1%	14	0.1%	7.1%
<b>Totals for Safety</b>		<b>283.50</b>	<b>0.2%</b>	<b>34</b>	<b>0.2%</b>	<b>12.0%</b>
Social Services	Case Manager	537.75	0.4%	97	0.4%	18.0%
	Chaplain	144.00	0.1%	17	0.1%	11.8%
	Chaplaincy Services Assistant	8.50	0.0%	0	0.0%	0.0%
	Child Support Officer	1,295.50	0.8%	133	0.6%	10.3%
	Child Support Technician	377.00	0.2%	40	0.2%	10.6%
	Protective Services Specialist	5,925.25	3.9%	1,268	5.7%	21.4%
	Health and Human Services Program Coordinator	36.75	0.0%	4	0.0%	10.9%
	Human Services Specialist	7,610.50	5.0%	990	4.5%	13.0%
	Human Services Technician	1,070.25	0.7%	105	0.5%	9.8%
	Interpreter	23.75	0.0%	4	0.0%	16.8%
	Mental Retardation Aide/Assistant	7,079.75	4.6%	3,051	13.8%	43.1%
	Psychiatric Nursing Aide/Assistant	3,050.00	2.0%	784	3.5%	25.7%
	Qualified Mental Retardation Professional	226.25	0.1%	53	0.2%	23.4%
	Quality Assurance Specialist	122.50	0.1%	6	0.0%	4.9%
	Recreation Program Specialist	51.50	0.0%	12	0.1%	23.3%
	Rehabilitation Teacher	127.75	0.1%	14	0.1%	11.0%
	Rehabilitation Therapy Technician	955.00	0.6%	101	0.5%	10.6%
	Resident Specialist	350.00	0.2%	81	0.4%	23.1%
	Clinical Social Worker	197.00	0.1%	24	0.1%	12.2%
	Substance Abuse Counselor	107.75	0.1%	26	0.1%	24.1%
	Veterans Assistance Counselor	92.50	0.1%	21	0.1%	22.7%
	Vocational Rehabilitation Counselor	706.25	0.5%	70	0.3%	9.9%
	Volunteer Services Coordinator	87.75	0.1%	12	0.1%	13.7%
<b>Totals for Social Services</b>		<b>30,183.25</b>	<b>19.7%</b>	<b>6,913</b>	<b>31.2%</b>	<b>22.9%</b>
<b>Statewide Total</b>		<b>153,551.00</b>	<b>100.0%</b>	<b>22,184</b>	<b>100.0%</b>	<b>14.4%</b>

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

**Turnover by Region and County**

Table 22 provides turnover rates by region and county in Texas.

Table 22

Turnover by Region and County Fiscal Year 2009						
Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
Alamo Region	Atascosa	97.50	0.1%	8	0.0%	8.2%
	Bandera	39.50	0.0%	1	0.0%	2.5%
	Bexar	6,476.00	4.2%	1,033	4.7%	16.0%
	Comal	139.25	0.1%	14	0.1%	10.1%
	Frio	360.75	0.2%	56	0.3%	15.5%
	Gillespie	54.75	0.0%	1	0.0%	1.8%
	Guadalupe	148.50	0.1%	14	0.1%	9.4%
	Karnes	744.50	0.5%	161	0.7%	21.6%
	Kendall	62.25	0.0%	5	0.0%	8.0%
	Kerr	713.00	0.5%	121	0.5%	17.0%
	Medina	527.00	0.3%	57	0.3%	10.8%
	Wilson	49.00	0.0%	7	0.0%	14.3%
	<b>Alamo Region Totals</b>		<b>9,412.00</b>	<b>6.1%</b>	<b>1,478</b>	<b>6.7%</b>
Capital Region	Bastrop	200.00	0.1%	21	0.1%	10.5%
	Blanco	34.50	0.0%	2	0.0%	5.8%
	Burnet	242.00	0.2%	15	0.1%	6.2%
	Caldwell	74.75	0.0%	10	0.0%	13.4%
	Fayette	69.00	0.0%	3	0.0%	4.3%
	Hays	215.75	0.1%	20	0.1%	9.3%
	Lee	481.25	0.3%	107	0.5%	22.2%
	Llano	31.00	0.0%	0	0.0%	0.0%
	Travis	36,730.25	23.9%	3,473	15.7%	9.5%
	Williamson	532.75	0.3%	55	0.2%	10.3%
<b>Capital Region Totals</b>		<b>38,611.25</b>	<b>25.1%</b>	<b>3,706</b>	<b>16.7%</b>	<b>9.6%</b>
Central Texas Region	Bell	652.00	0.4%	80	0.4%	12.3%
	Bosque	38.25	0.0%	1	0.0%	2.6%
	Brazos	725.25	0.5%	73	0.3%	10.1%
	Burleson	49.75	0.0%	3	0.0%	6.0%
	Coryell	2,726.25	1.8%	365	1.6%	13.4%

Turnover by Region and County

Fiscal Year 2009

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
	Falls	480.25	0.3%	76	0.3%	15.8%
	Freestone	375.75	0.2%	72	0.3%	19.2%
	Grimes	671.50	0.4%	99	0.4%	14.7%
	Hamilton	71.50	0.0%	6	0.0%	8.4%
	Hill	128.75	0.1%	9	0.0%	7.0%
	Lampasas	79.00	0.1%	8	0.0%	10.1%
	Leon	49.25	0.0%	8	0.0%	16.2%
	Limestone	1,561.25	1.0%	403	1.8%	25.8%
	Madison	685.50	0.4%	177	0.8%	25.8%
	McLennan	1,791.25	1.2%	336	1.5%	18.8%
	Milam	48.00	0.0%	3	0.0%	6.3%
	Mills	17.25	0.0%	0	0.0%	0.0%
	Robertson	50.00	0.0%	2	0.0%	4.0%
	San Saba	151.00	0.1%	24	0.1%	15.9%
	Washington	1,088.25	0.7%	297	1.3%	27.3%
<b>Central Texas Region Totals</b>		<b>11,440.00</b>	<b>7.5%</b>	<b>2,042</b>	<b>9.2%</b>	<b>17.8%</b>
<b>Coastal Bend Region</b>	Aransas	95.50	0.1%	4	0.0%	4.2%
	Bee	1,866.25	1.2%	360	1.6%	19.3%
	Brooks	30.00	0.0%	3	0.0%	10.0%
	Calhoun	60.00	0.0%	2	0.0%	3.3%
	Dewitt	443.00	0.3%	37	0.2%	8.4%
	Duval	156.25	0.1%	19	0.1%	12.2%
	Goliad	38.50	0.0%	2	0.0%	5.2%
	Gonzales	59.00	0.0%	5	0.0%	8.5%
	Jackson	34.00	0.0%	3	0.0%	8.8%
	Jim Wells	134.25	0.1%	12	0.1%	8.9%
	Kenedy	2.00	0.0%	0	0.0%	0.0%
	Kleberg	97.50	0.1%	10	0.0%	10.3%
	Lavaca	45.25	0.0%	4	0.0%	8.8%
	Live Oak	33.50	0.0%	1	0.0%	3.0%
	McMullen	24.50	0.0%	0	0.0%	0.0%
	Nueces	2,360.50	1.5%	445	2.0%	18.9%
	Refugio	26.00	0.0%	0	0.0%	0.0%
	San Patricio	142.00	0.1%	16	0.1%	11.3%

**Turnover by Region and County**

**Fiscal Year 2009**

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
	Victoria	270.00	0.2%	23	0.1%	8.5%
<b>Coastal Bend Region Totals</b>		<b>5,918.00</b>	<b>3.9%</b>	<b>946</b>	<b>4.3%</b>	<b>16.0%</b>
<b>Gulf Coast Region</b>	Austin	609.25	0.4%	64	0.3%	10.5%
	Brazoria	2,793.00	1.8%	562	2.5%	20.1%
	Chambers	38.00	0.0%	3	0.0%	7.9%
	Colorado	45.25	0.0%	3	0.0%	6.6%
	Fort Bend	2,899.50	1.9%	347	1.6%	12.0%
	Galveston	1,119.00	0.7%	162	0.7%	14.5%
	Harris	7,964.50	5.2%	959	4.3%	12.0%
	Liberty	998.50	0.7%	182	0.8%	18.2%
	Matagorda	78.75	0.1%	11	0.0%	14.0%
	Montgomery	432.00	0.3%	59	0.3%	13.7%
	Walker	6,826.00	4.4%	1,133	5.1%	16.6%
	Waller	54.25	0.0%	6	0.0%	11.1%
	Wharton	96.00	0.1%	5	0.0%	5.2%
<b>Gulf Coast Region Totals</b>		<b>23,954.00</b>	<b>15.6%</b>	<b>3,496</b>	<b>15.8%</b>	<b>14.6%</b>
<b>High Plains Region</b>	Armstrong	16.00	0.0%	1	0.0%	6.3%
	Bailey	24.75	0.0%	3	0.0%	12.1%
	Briscoe	18.00	0.0%	4	0.0%	22.2%
	Carson	34.50	0.0%	3	0.0%	8.7%
	Castro	21.00	0.0%	3	0.0%	14.3%
	Childress	468.75	0.3%	47	0.2%	10.0%
	Cochran	16.50	0.0%	0	0.0%	0.0%
	Collingsworth	20.50	0.0%	2	0.0%	9.8%
	Crosby	22.50	0.0%	2	0.0%	8.9%
	Dallam	284.00	0.2%	52	0.2%	18.3%
	Deaf Smith	54.75	0.0%	2	0.0%	3.7%
	Dickens	14.75	0.0%	1	0.0%	6.8%
	Donley	18.75	0.0%	3	0.0%	16.0%
	Floyd	14.25	0.0%	1	0.0%	7.0%
	Garza	23.50	0.0%	3	0.0%	12.8%
	Gray	408.25	0.3%	58	0.3%	14.2%
	Hale	511.00	0.3%	47	0.2%	9.2%
	Hall	15.00	0.0%	1	0.0%	6.7%
	Hansford	15.50	0.0%	0	0.0%	0.0%



Turnover by Region and County

Fiscal Year 2009

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
	Hartley	21.25	0.0%	2	0.0%	9.4%
	Hemphill	23.75	0.0%	3	0.0%	12.6%
	Hockley	62.00	0.0%	4	0.0%	6.5%
	Hutchinson	41.00	0.0%	5	0.0%	12.2%
	King	7.00	0.0%	0	0.0%	0.0%
	Lamb	49.75	0.0%	6	0.0%	12.1%
	Lipscomb	8.25	0.0%	1	0.0%	12.1%
	Lubbock	2,605.00	1.7%	507	2.3%	19.5%
	Lynn	17.50	0.0%	3	0.0%	17.1%
	Moore	45.50	0.0%	4	0.0%	8.8%
	Motley	16.00	0.0%	0	0.0%	0.0%
	Ochiltree	18.50	0.0%	2	0.0%	10.8%
	Oldham	17.75	0.0%	1	0.0%	5.6%
	Parmer	17.00	0.0%	0	0.0%	0.0%
	Potter	2,015.25	1.3%	367	1.7%	18.2%
	Randall	347.25	0.2%	37	0.2%	10.7%
	Roberts	1.75	0.0%	0	0.0%	0.0%
	Sherman	14.25	0.0%	3	0.0%	21.1%
	Swisher	148.50	0.1%	18	0.1%	12.1%
	Terry	194.50	0.1%	24	0.1%	12.3%
	Wheeler	17.25	0.0%	4	0.0%	23.2%
	Yoakum	13.25	0.0%	1	0.0%	7.5%
	<b>High Plains Region Totals</b>	<b>7,704.50</b>	<b>5.0%</b>	<b>1,225</b>	<b>5.5%</b>	<b>15.9%</b>
<b>Metroplex Region</b>	Collin	430.75	0.3%	56	0.3%	13.0%
	Cooke	452.25	0.3%	162	0.7%	35.8%
	Dallas	4,511.00	2.9%	443	2.0%	9.8%
	Denton	2,195.00	1.4%	694	3.1%	31.6%
	Ellis	157.25	0.1%	19	0.1%	12.1%
	Erath	78.00	0.1%	4	0.0%	5.1%
	Fannin	506.50	0.3%	45	0.2%	8.9%
	Grayson	195.50	0.1%	14	0.1%	7.2%
	Hood	345.75	0.2%	30	0.1%	8.7%
	Hunt	175.25	0.1%	9	0.0%	5.1%
	Johnson	188.25	0.1%	30	0.1%	15.9%
	Kaufman	1,054.00	0.7%	121	0.5%	11.5%

Turnover by Region and County

Fiscal Year 2009

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
	Navarro	423.75	0.3%	87	0.4%	20.5%
	Palo Pinto	121.75	0.1%	12	0.1%	9.9%
	Parker	147.75	0.1%	19	0.1%	12.9%
	Rockwall	48.75	0.0%	8	0.0%	16.4%
	Somervell	21.00	0.0%	2	0.0%	9.5%
	Tarrant	3,814.75	2.5%	423	1.9%	11.1%
	Wise	91.75	0.1%	7	0.0%	7.6%
<b>Metroplex Region Totals</b>		<b>14,959.00</b>	<b>9.7%</b>	<b>2,185</b>	<b>9.8%</b>	<b>14.6%</b>
<b>Northwest Texas Region</b>	Archer	35.00	0.0%	1	0.0%	2.9%
	Baylor	24.75	0.0%	2	0.0%	8.1%
	Brown	814.50	0.5%	131	0.6%	16.1%
	Callahan	40.25	0.0%	3	0.0%	7.5%
	Clay	31.00	0.0%	3	0.0%	9.7%
	Coleman	26.50	0.0%	2	0.0%	7.5%
	Comanche	24.00	0.0%	3	0.0%	12.5%
	Cottle	23.00	0.0%	2	0.0%	8.7%
	Eastland	89.50	0.1%	2	0.0%	2.2%
	Fisher	17.00	0.0%	0	0.0%	0.0%
	Foard	12.00	0.0%	0	0.0%	0.0%
	Hardeman	18.25	0.0%	0	0.0%	0.0%
	Haskell	35.50	0.0%	1	0.0%	2.8%
	Jack	23.50	0.0%	3	0.0%	12.8%
	Jones	551.00	0.4%	45	0.2%	8.2%
	Kent	10.00	0.0%	0	0.0%	0.0%
	Knox	25.25	0.0%	3	0.0%	11.9%
	Mitchell	529.25	0.3%	106	0.5%	20.0%
	Montague	54.00	0.0%	1	0.0%	1.9%
	Nolan	60.50	0.0%	4	0.0%	6.6%
	Runnels	35.00	0.0%	3	0.0%	8.6%
	Scurry	349.50	0.2%	82	0.4%	23.5%
	Shackelford	13.50	0.0%	0	0.0%	0.0%
	Stephens	180.25	0.1%	12	0.1%	6.7%
	Stonewall	12.00	0.0%	0	0.0%	0.0%
	Taylor	2,608.75	1.7%	655	3.0%	25.1%
	Throckmorton	13.00	0.0%	1	0.0%	7.7%

**Turnover by Region and County**

**Fiscal Year 2009**

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
	Wichita	2,054.00	1.3%	347	1.6%	16.9%
	Wilbarger	1,783.50	1.2%	281	1.3%	15.8%
	Young	61.00	0.0%	7	0.0%	11.5%
<b>Northwest Texas Region Totals</b>		<b>9,555.25</b>	<b>6.2%</b>	<b>1,700</b>	<b>7.7%</b>	<b>17.8%</b>
<b>South Texas Border Region</b>	Cameron	1,612.75	1.1%	197	0.9%	12.2%
	Dimmit	44.75	0.0%	2	0.0%	4.5%
	Edwards	33.25	0.0%	3	0.0%	9.0%
	Hidalgo	2,949.50	1.9%	340	1.5%	11.5%
	Jim Hogg	37.25	0.0%	5	0.0%	13.4%
	Kinney	23.50	0.0%	1	0.0%	4.3%
	La Salle	147.50	0.1%	11	0.0%	7.5%
	Maverick	131.00	0.1%	10	0.0%	7.6%
	Real	14.50	0.0%	2	0.0%	13.8%
	Starr	228.25	0.1%	15	0.1%	6.6%
	Uvalde	123.50	0.1%	11	0.0%	8.9%
	Val Verde	166.25	0.1%	17	0.1%	10.2%
	Webb	790.75	0.5%	80	0.4%	10.1%
	Willacy	62.00	0.0%	3	0.0%	4.8%
	Zapata	23.00	0.0%	2	0.0%	8.7%
	Zavala	31.50	0.0%	1	0.0%	3.2%
<b>South Texas Border Region Totals</b>		<b>6,419.25</b>	<b>4.2%</b>	<b>700</b>	<b>3.2%</b>	<b>10.9%</b>
<b>Southeast Texas Region</b>	Angelina	1,526.00	1.0%	301	1.4%	19.7%
	Hardin	75.50	0.0%	8	0.0%	10.6%
	Houston	1,142.75	0.7%	330	1.5%	28.9%
	Jasper	279.00	0.2%	35	0.2%	12.5%
	Jefferson	2,696.75	1.8%	573	2.6%	21.2%
	Nacogdoches	200.50	0.1%	25	0.1%	12.5%
	Newton	31.00	0.0%	2	0.0%	6.5%
	Orange	149.50	0.1%	17	0.1%	11.4%
	Polk	913.25	0.6%	239	1.1%	26.2%
	Sabine	24.25	0.0%	2	0.0%	8.2%
	San Augustine	31.25	0.0%	4	0.0%	12.8%
	San Jacinto	39.25	0.0%	3	0.0%	7.6%
	Shelby	48.50	0.0%	4	0.0%	8.2%
	Trinity	37.50	0.0%	1	0.0%	2.7%

**Turnover by Region and County**

**Fiscal Year 2009**

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
	Tyler	676.75	0.4%	169	0.8%	25.0%
<b>Southeast Texas Region Totals</b>		<b>7,871.75</b>	<b>5.1%</b>	<b>1,713</b>	<b>7.7%</b>	<b>21.8%</b>
<b>Upper East Texas Region</b>	Anderson	3,334.00	2.2%	676	3.0%	20.3%
	Bowie	983.75	0.6%	178	0.8%	18.1%
	Camp	9.25	0.0%	0	0.0%	0.0%
	Cass	200.75	0.1%	12	0.1%	6.0%
	Cherokee	1,790.75	1.2%	323	1.5%	18.0%
	Delta	24.25	0.0%	3	0.0%	12.4%
	Franklin	24.75	0.0%	2	0.0%	8.1%
	Gregg	372.75	0.2%	40	0.2%	10.7%
	Harrison	197.25	0.1%	24	0.1%	12.2%
	Henderson	262.25	0.2%	37	0.2%	14.1%
	Hopkins	135.75	0.1%	15	0.1%	11.0%
	Lamar	263.50	0.2%	25	0.1%	9.5%
	Marion	33.25	0.0%	2	0.0%	6.0%
	Morris	41.25	0.0%	2	0.0%	4.8%
	Panola	47.75	0.0%	15	0.1%	31.4%
	Rains	25.50	0.0%	1	0.0%	3.9%
	Red River	42.75	0.0%	5	0.0%	11.7%
	Rusk	79.00	0.1%	9	0.0%	11.4%
	Smith	1,060.00	0.7%	90	0.4%	8.5%
	Titus	145.50	0.1%	12	0.1%	8.2%
	Upshur	68.25	0.0%	3	0.0%	4.4%
	Van Zandt	94.00	0.1%	11	0.0%	11.7%
	Wood	252.50	0.2%	33	0.1%	13.1%
<b>Upper East Texas Region Totals</b>		<b>9,488.75</b>	<b>6.2%</b>	<b>1,518</b>	<b>6.8%</b>	<b>16.0%</b>
<b>Upper Rio Grande Region</b>	Brewster	93.50	0.1%	6	0.0%	6.4%
	Culberson	29.75	0.0%	3	0.0%	10.1%
	El Paso	3,119.00	2.0%	337	1.5%	10.8%
	Hudspeth	35.00	0.0%	3	0.0%	8.6%
	Jeff Davis	66.00	0.0%	12	0.1%	18.2%
	Presidio	77.75	0.1%	6	0.0%	7.7%
<b>Upper Rio Grande Region Totals</b>		<b>3,421.00</b>	<b>2.2%</b>	<b>367</b>	<b>1.7%</b>	<b>10.7%</b>

Turnover by Region and County

Fiscal Year 2009

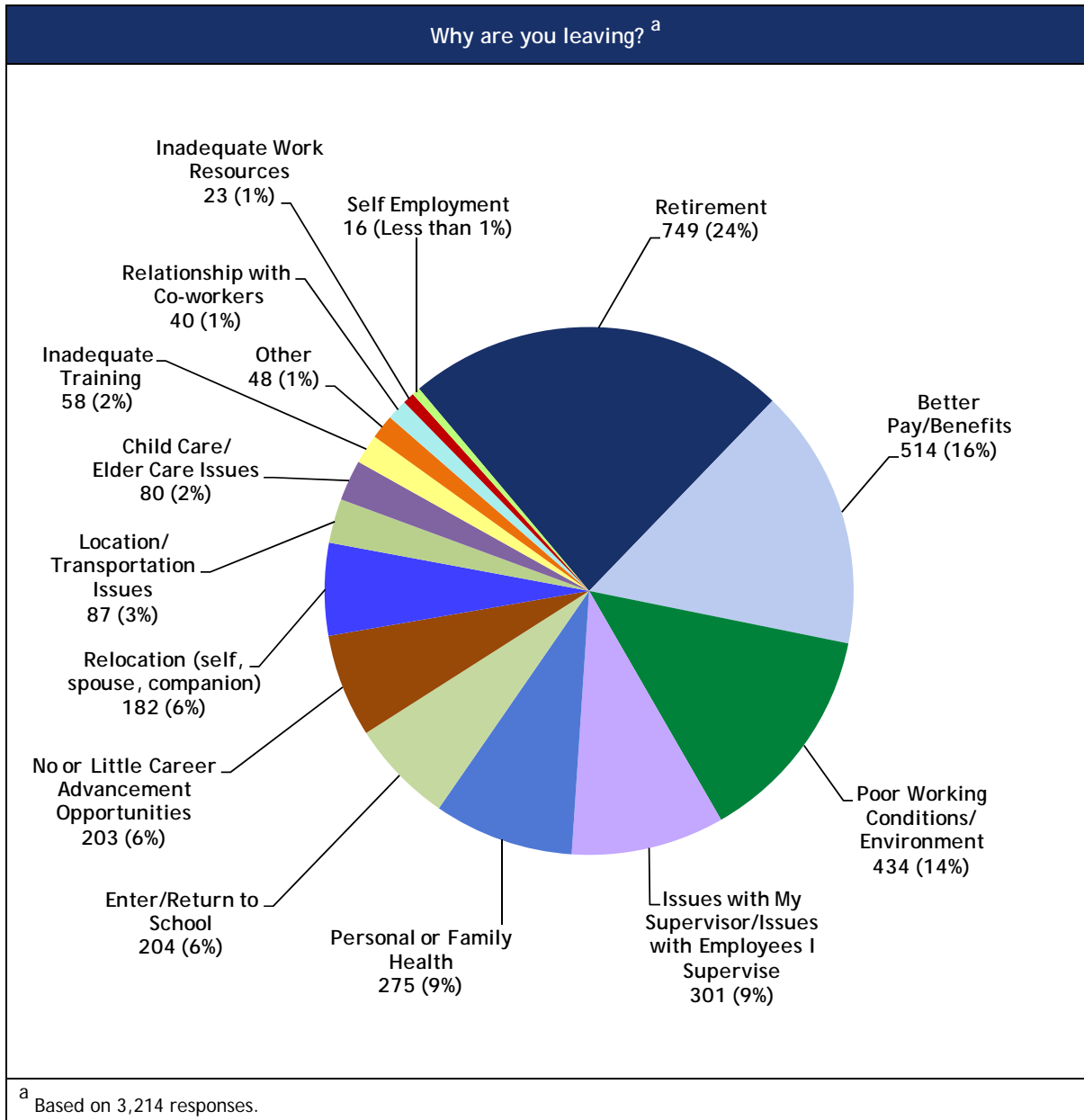
Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
West Texas Region	Andrews	26.25	0.0%	5	0.0%	19.0%
	Borden	11.00	0.0%	0	0.0%	0.0%
	Coke	12.50	0.0%	0	0.0%	0.0%
	Concho	12.75	0.0%	2	0.0%	15.7%
	Crane	33.25	0.0%	4	0.0%	12.0%
	Crockett	28.50	0.0%	3	0.0%	10.5%
	Dawson	593.00	0.4%	97	0.4%	16.4%
	Ector	424.75	0.3%	42	0.2%	9.9%
	Gaines	22.25	0.0%	5	0.0%	22.5%
	Glasscock	5.00	0.0%	0	0.0%	0.0%
	Howard	742.75	0.5%	243	1.1%	32.7%
	Irion	6.25	0.0%	1	0.0%	16.0%
	Kimble	41.75	0.0%	5	0.0%	12.0%
	Loving	1.50	0.0%	0	0.0%	0.0%
	Martin	19.50	0.0%	1	0.0%	5.1%
	Mason	22.00	0.0%	2	0.0%	9.1%
	McCulloch	36.75	0.0%	5	0.0%	13.6%
	Menard	3.00	0.0%	0	0.0%	0.0%
	Midland	538.00	0.4%	92	0.4%	17.1%
	Pecos	481.75	0.3%	86	0.4%	17.9%
	Reagan	7.50	0.0%	0	0.0%	0.0%
	Reeves	65.75	0.0%	2	0.0%	3.0%
	Schleicher	2.00	0.0%	0	0.0%	0.0%
	Sterling	8.75	0.0%	0	0.0%	0.0%
	Sutton	29.50	0.0%	2	0.0%	6.8%
	Terrell	18.75	0.0%	1	0.0%	5.3%
	Tom Green	1,402.75	0.9%	420	1.9%	29.9%
	Upton	12.00	0.0%	2	0.0%	16.7%
Ward	167.75	0.1%	86	0.4%	51.3%	
Winkler	16.00	0.0%	1	0.0%	6.3%	
<b>West Texas Region Totals</b>		<b>4,793.25</b>	<b>3.1%</b>	<b>1,107</b>	<b>5.0%</b>	<b>23.1%</b>
<b>Other</b>		3.00	0.0%	1	0.0%	33.3%
<b>Statewide Totals</b>		<b>153,551.00</b>	<b>100%</b>	<b>22,184</b>	<b>100%</b>	<b>14.4%</b>

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

## Fiscal Year 2009 Overall Exit Survey Results

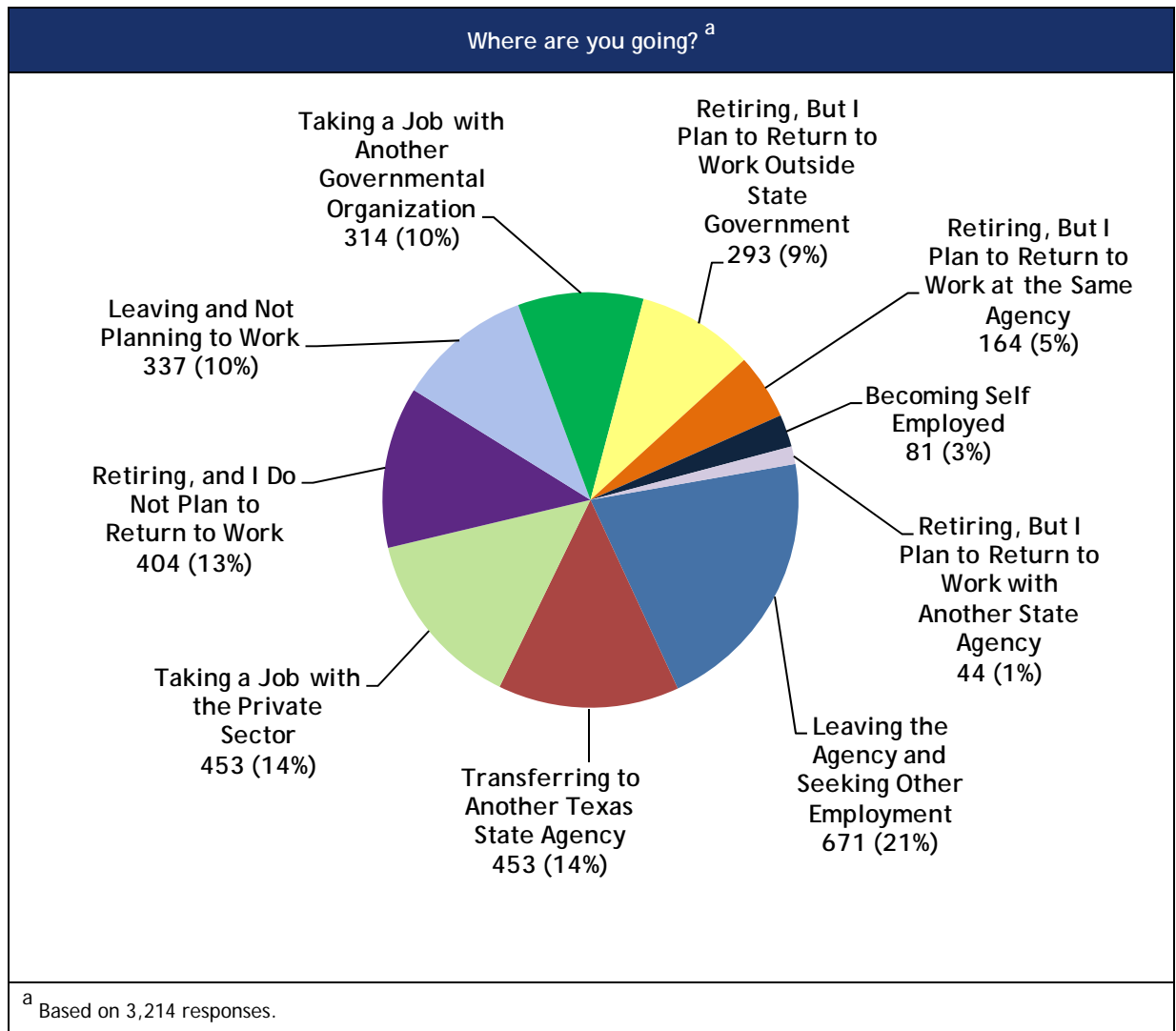
Figures 6 through 12 show the aggregate results from the State of Texas Employee Exit Survey for fiscal year 2009. The surveys were completed between September 1, 2008, and August 31, 2009.

Figure 6



Source: State Auditor's Office - State of Texas Employee Exit Survey.

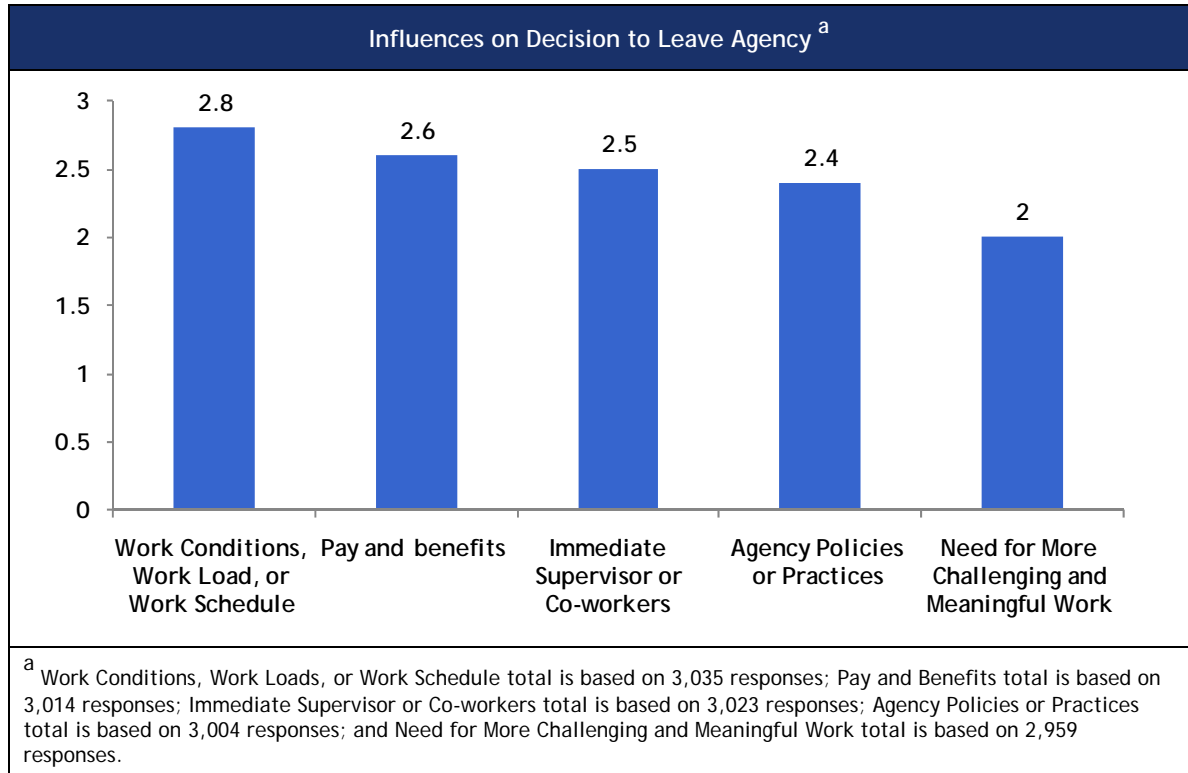
Figure 7



Source: State Auditor's Office - State of Texas Employee Exit Survey.

Figure 8 shows the extent that specific items influenced an employee's decision to leave employment with his or her state agency. The averages are computed on a 5-point scale: 1-Very Little Extent, 2-Little Extent, 3-Some Extent, 4-Great Extent, and 5-Very Great Extent.

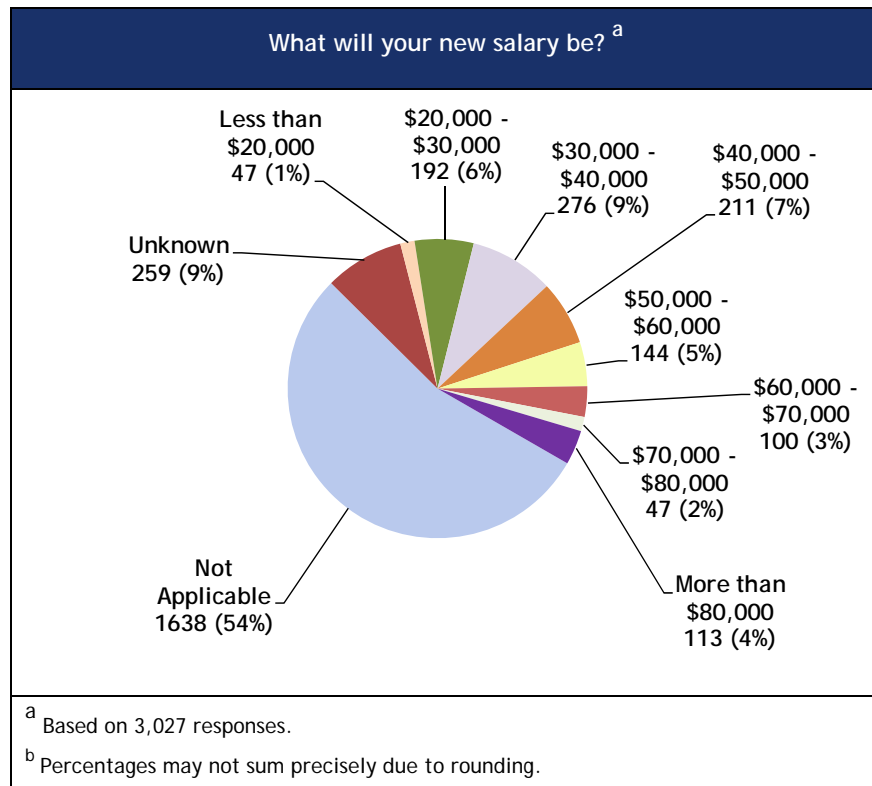
Figure 8



Source: State Auditor's Office - State of Texas Employee Exit Survey.

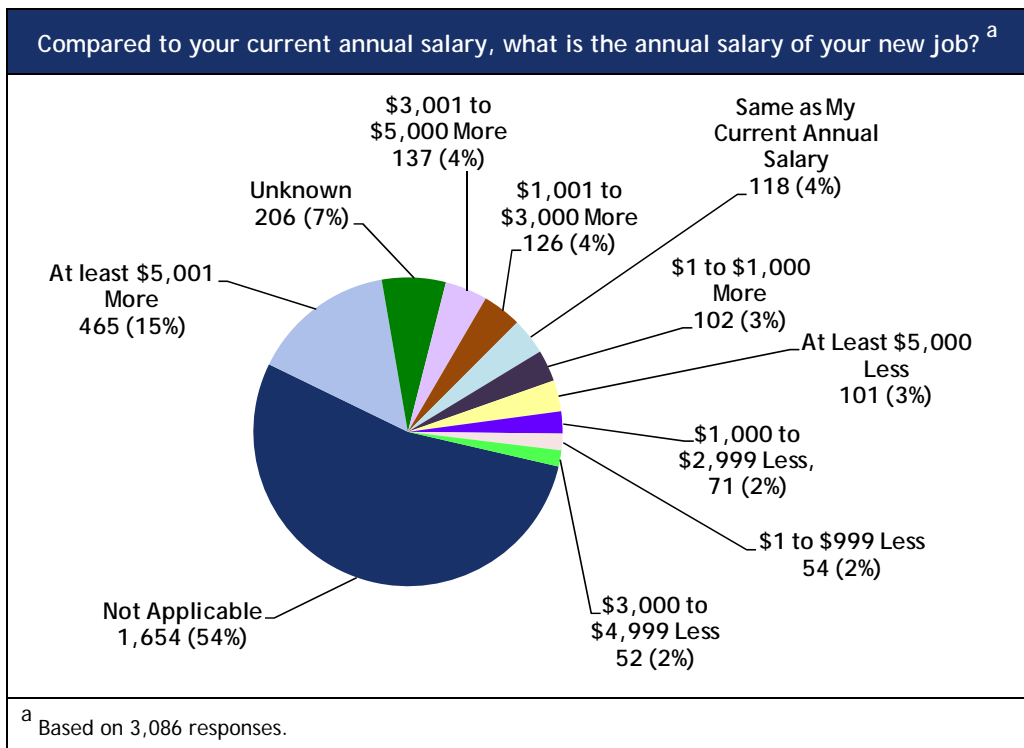


Figure 9



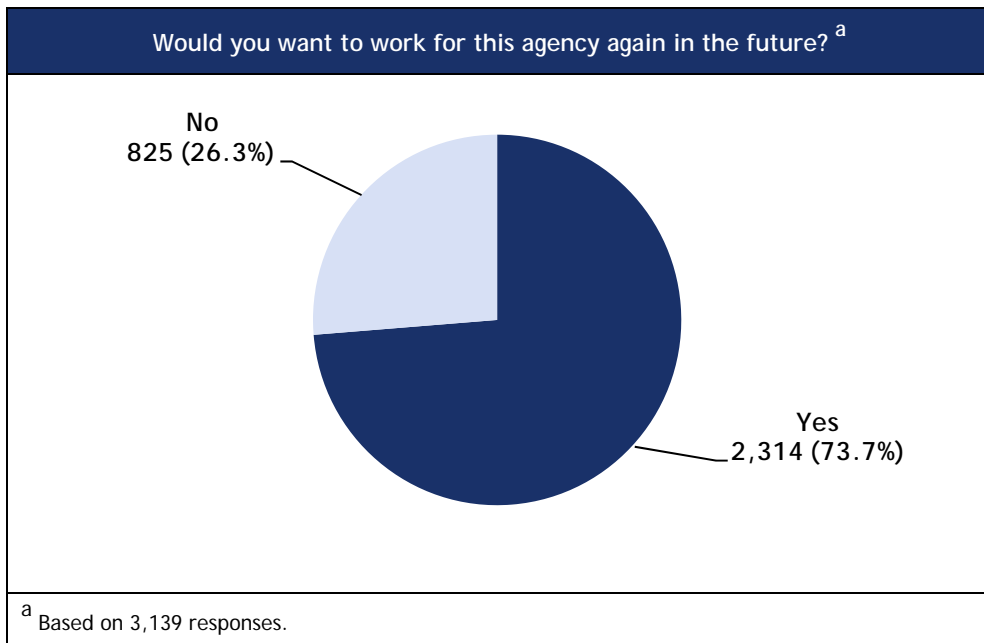
Source: State Auditor's Office - State of Texas Employee Exit Survey.

Figure 10



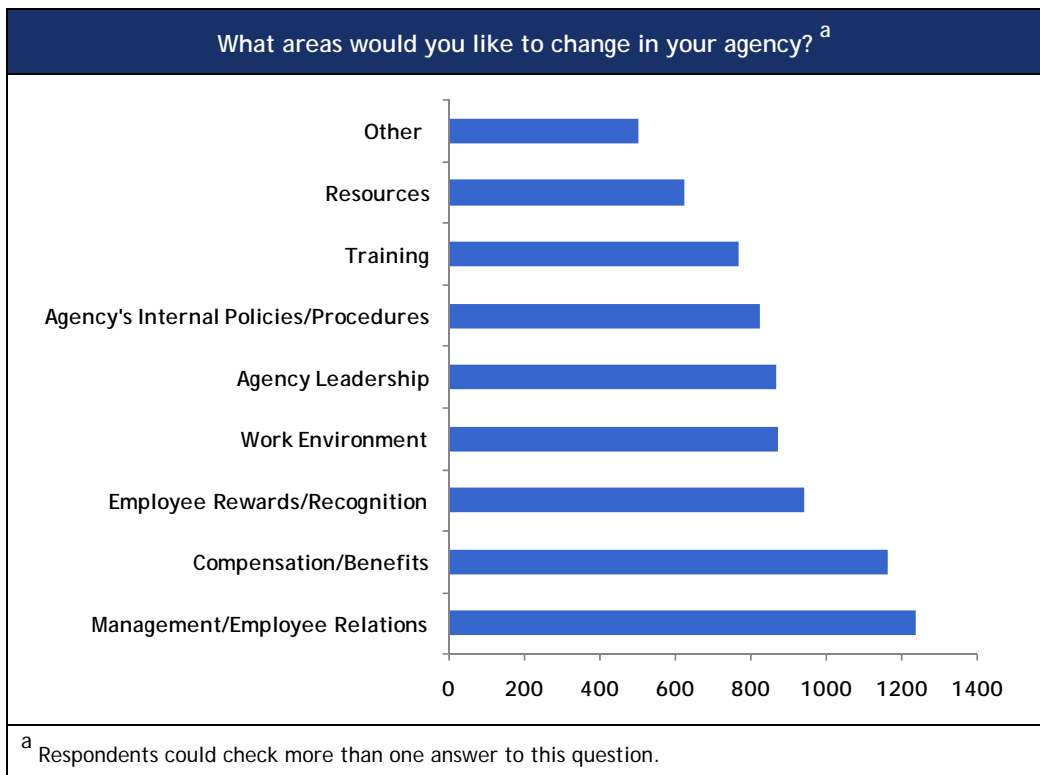
Source: State Auditor's Office - State of Texas Employee Exit Survey.

Figure 11



Source: State Auditor's Office - State of Texas Employee Exit Survey.

Figure 12



Source: State Auditor's Office - State of Texas Employee Exit Survey.

## Summary of Exit Survey Reasons for Leaving by Agency

Table 23 provides a summary of the reasons for leaving cited by employees in exit surveys for state agencies with 1,000 or more employees.

Table 23

Exit Survey Reasons for Leaving by Agency during Fiscal Year 2009																
Agency	Retirement	Better pay/Better benefits	Poor working conditions/environment (e.g., safety, work-related stress and/or work load issues)	Issues with my supervisor/Issues with employees I supervise	Personal or family health	Enter/Return to School	No or little career advancement opportunities	Relocation (self, spouse, companion)	Location/Transportation Issues	Child care/Elder care Issues	Inadequate training	Other	Relationship with co-workers	Inadequate work resources	Self-employment	Total
302 - Office of the Attorney General	28	26	9	6	7	19	17	15	5	1	0	1	0	0	2	136
304 - Comptroller of Public Accounts	21	2	8	5	0	0	1	0	1	0	0	0	1	1	0	40
320 - Texas Workforce Commission	20	22	8	8	4	1	12	6	3	2	1	1	1	0	0	89
405 - Department of Public Safety	64	61	11	7	8	9	12	11	3	6	3	0	1	0	2	198
454 - Department of Insurance	17	8	3	3	1	3	3	4	4	1	0	1	0	0	0	48
529 - Health and Human Services Commission	88	50	88	28	31	20	13	14	8	15	18	3	3	6	0	385
530 - Department of Family and Protective Services	39	52	65	55	18	15	19	13	5	9	13	1	3	4	1	312
537 - Department of State Health Services	67	30	43	30	26	11	13	12	1	8	3	4	2	2	1	253
538 - Department of Assistive and Rehabilitative Services	19	4	5	9	2	1	4	2	3	1	0	0	2	0	0	52

**Exit Survey Reasons for Leaving by Agency during Fiscal Year 2009**

Agency	Retirement	Better pay/Better benefits	Poor working conditions/environment (e.g., safety, work-related stress and/or work load issues)	Issues with my supervisor/Issues with employees I supervise	Personal or family health	Enter/Return to School	No or little career advancement opportunities	Relocation (self, spouse, companion)	Location/Transportation Issues	Child care/Elder care Issues	Inadequate training	Other	Relationship with co-workers	Inadequate work resources	Self-employment	Total
539 - Department of Aging and Disability Services	80	52	79	53	68	27	16	12	14	15	6	9	7	1	1	440
582 - Texas Commission on Environmental Quality	10	5	4	4	1	5	4	3	1	0	0	1	2	0	0	40
601 - Department of Transportation	92	36	11	10	9	20	22	4	3	0	0	1	0	1	3	212
694 - Texas Youth Commission	5	10	28	5	7	3	2	9	1	2	1	5	2	2	1	83
696 - Department of Criminal Justice	78	59	46	39	65	19	16	32	22	12	9	2	9	1	2	411
701 - Texas Education Agency	7	7	3	3	1	2	2	4	0	2	0	0	2	1	0	34
802 - Department of Parks and Wildlife	9	8	5	15	7	19	8	10	4	3	1	3	2	2	1	97
<b>Totals for Large Agencies</b>	<b>644</b>	<b>432</b>	<b>416</b>	<b>280</b>	<b>255</b>	<b>174</b>	<b>164</b>	<b>151</b>	<b>78</b>	<b>77</b>	<b>55</b>	<b>32</b>	<b>37</b>	<b>21</b>	<b>14</b>	<b>2,830</b>

Source: State Auditor's Office - State of Texas Employee Exit Survey.

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The Honorable Rick Perry, Governor



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