



**John Keel, CPA**  
**State Auditor**

An Annual Report on

# **Classified Employee Turnover for Fiscal Year 2010**

December 2010

Report No. 11-702

An Annual Report on  
**Classified Employee Turnover for Fiscal Year 2010**

SAO Report No. 11-702  
December 2010

## Overall Conclusion

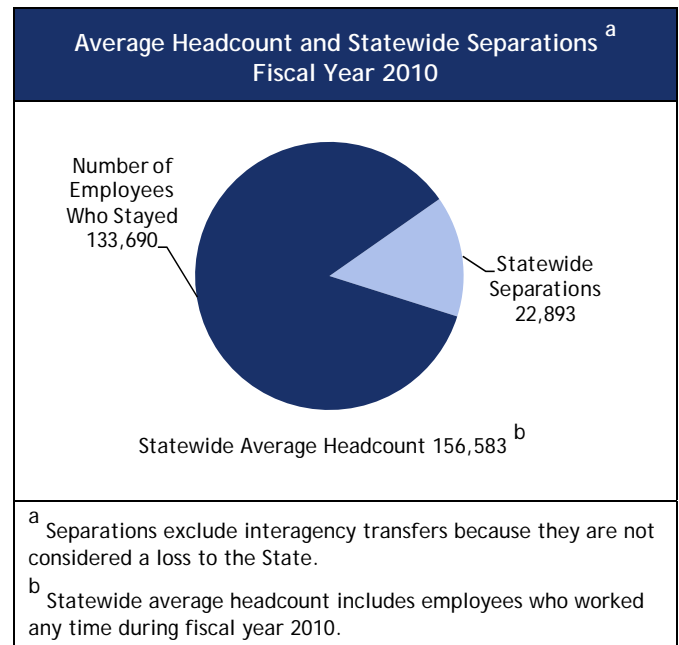
The fiscal year 2010 statewide turnover rate of 14.6 percent for full- and part-time classified employees increased slightly from the fiscal year 2009 rate of 14.4 percent. The fiscal year 2010 turnover rate is the second lowest turnover rate that the State has experienced in the last five fiscal years.<sup>1</sup>

Excluding involuntary separations and retirements, the fiscal year 2010 statewide turnover rate was 8.0 percent. This rate, which is often considered more of a "true" turnover rate because it reflects preventable turnover, decreased since fiscal year 2009, when it was 8.1 percent.

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

- Texas unemployment rates increased. The statewide unemployment rate increased from 6.8 percent in fiscal year 2009 to 8.2 percent in fiscal year 2010 (September 2009 through August 2010).
- State employee salaries increased. The average regular, full-time classified employee salary increased from \$38,461 in fiscal year 2009 to \$39,265 in fiscal year 2010, an increase of approximately 2.1 percent.

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.



<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 between the salary paid to an experienced employee who separates from an agency and 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	
According to exit surveys completed during fiscal year 2010, the top three reasons cited for leaving state employment were:	
<ul style="list-style-type: none"> <li>▪ Retirement.</li> <li>▪ Better pay/benefits.</li> <li>▪ Poor working conditions/environment.</li> </ul>	
Of the employees who answered the survey question "Would you want to work for this agency again in the future?" in fiscal year 2010, 70 percent stated "yes."	

## Key Points

Turnover for full- and part-time classified employees in fiscal year 2010 was at its second lowest level in five fiscal years.

The statewide turnover rate has fluctuated during the past five fiscal years from 17.4 percent (in fiscal year 2007) to 14.4 percent (in fiscal year 2009).

In fiscal year 2010, the statewide unemployment rate was 8.2 percent. The State's voluntary turnover rate was 8.0 percent.

The statewide unemployment rate increased from 6.8 percent in fiscal year 2009 to 8.2 percent in fiscal year 2010. During that same time period, the State's voluntary turnover rate, which excludes retirements and involuntary separations, decreased from 8.1 percent in fiscal year 2009 to 8.0 percent in fiscal year 2010. The voluntary turnover rate is often considered more of a "true" turnover rate because it reflects preventable turnover.

History of Turnover Rates Fiscal Years 2006 through 2010	
Fiscal Year	Turnover Rate
2006	15.8%
2007	17.4%
2008	17.3%
2009	14.4%
2010	14.6%

The majority of fiscal year 2010 separations were voluntary (16,231 out of 22,893, or 70.9 percent). This included employees who voluntarily separated and retired from state employment in fiscal year 2010.

Voluntary turnover, excluding interagency transfers, accounted for 70.9 percent of the overall turnover for the State's classified regular, full- and part-time employees. This is an increase of 3.0 percent in the number of employees who left state employment voluntarily compared to fiscal year 2009.

The remaining 29.1 percent of the State’s overall turnover in fiscal year 2010 was involuntary separations. There was an overall increase in involuntary separations compared to fiscal year 2009. However, there were decreases in the percentages of employees who left state employment due to reductions in force and due to terminations at will.

Table 1 lists the number of separations by separation type for fiscal year 2010.

Table 1

Employee Separations for Fiscal Year 2010 <sup>a</sup>		
Separation Type	Number of Separations	Percentage of Separations
Voluntary Separations from Agency	12,535	54.8%
Retirements	3,696	16.1%
<b>Total Voluntary Separations</b>	<b>16,231</b>	<b>70.9%</b>
Dismissal for Cause	3,850	16.8%
Resignation in Lieu of Involuntary Separation	2,222	9.7%
Reduction in Force	176	0.8%
Death	244	1.1%
Termination at Will	170	0.7%
<b>Total Involuntary Separations</b>	<b>6,662</b>	<b>29.1%</b>
<b>Total Separations</b>	<b>22,893</b>	<b>100.0%</b>
<sup>a</sup> The voluntary separations and total separations for fiscal year 2010 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 Department of Aging and Disability Services (Department) experienced the highest turnover rate (28.6 percent) among state agencies with 1,000 or more employees in fiscal year 2010.

The Department's turnover rate of 28.6 percent in fiscal year 2010 is lower than its turnover rate of 29.1 percent in fiscal year 2009. The Department's higher-than-average turnover rate can partially be attributed to the high turnover rate among Mental Retardation Assistants. The Mental Retardation Assistant job classification series, which made up 43.3 percent of the Department's workforce, had a turnover rate of 42.8 percent, excluding interagency transfers. In the past five fiscal years, the turnover rate at the Department for this job classification series has ranged from a low of 33.6 percent in fiscal year 2006 to a high of 51.7 percent in fiscal year 2008.

Fiscal Year	Turnover Rate
2006	33.6%
2007	43.1%
2008	51.7%
2009	43.1%
2010	42.8%

<sup>a</sup> Excluding interagency transfers.

In fiscal year 2009, the Texas Youth Commission had the highest turnover rate (31.3 percent); however, in fiscal year 2010, the Texas Youth Commission's turnover rate decreased to 24.9 percent.

In fiscal year 2010, turnover was highest (29.6 percent) among employees who were under 30 years of age.

Sixteen percent of state employees were under 30 years of age in fiscal year 2010; however, approximately 32.9 percent of the State's turnover was associated with employees under 30 years of age. The largest percentage of state employees were between 40 and 49 years of age (27.8 percent), and this age group had the lowest turnover rate (8.0 percent) in fiscal year 2010.

The Social Services occupational category had the highest turnover rate (22.8 percent), followed by the Medical and Health occupational category (19.0 percent). The Criminal Justice occupational category had a turnover rate of 18.7 percent.

The Social Services, Medical and Health, and the Criminal Justice occupational categories accounted for a total of 48.0 percent of the State's workforce and 67.4 percent of total separations.

The high turnover rate for the Social Services occupational category can partially be attributed to the high turnover rate within the Mental Retardation Assistant job classification series. This job classification

**Jobs in High Demand**

The Texas Workforce Commission forecasts that registered nurses, food service workers, and personal care aides (positions that are similar to the State's mental retardation assistants) are among the 25 job categories that will have the highest average number of job openings between 2008 and 2018. Therefore, the State may experience higher-than-average turnover rates within those job titles.

series made up 23.4 percent of the Social Services occupational category and accounted for 44.0 percent of separations within that category.

Within the Medical and Health occupational category, the turnover rate of 19.0 percent can partially be attributed to the Licensed Vocational Nurse and Nurse job classification series, which had turnover rates of 29.2 percent and 20.3 percent, respectively. These two job classification series make up 56.8 percent of this occupational category.

The high turnover rate (18.7 percent) within the Criminal Justice occupational category can partially be attributed to the high turnover rates within the Juvenile Correctional Officer (29.6 percent) and Correctional Officer (20.2 percent) job classification series. These job classification series combined accounted for 83.3 percent of the employees within the Criminal Justice occupational category and 92.7 percent of separations. Combined, these two job classification series had a turnover rate of 20.8 percent.

**Among the 3,358 employees completing an exit survey, the top three reasons reported for leaving state employment during fiscal year 2010 were for retirement, for better pay/benefits, or because of poor working conditions/environment.**

Of the 19,510 state employees who were eligible to complete the state employee online exit survey, 86.1 percent were given the opportunity by their agencies to do so. The survey completion rate of 20.0 percent (the number of employees who complete the survey compared to the number of employees who were given the opportunity to complete the survey) increased from 19.2 percent in fiscal year 2009. See Chapter 3 for more information about fiscal year 2010 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 2010 (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 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), Uniform Statewide Payroll/Personnel System (USPS), and Standardized Payroll/Personnel Reporting System (SPRS). The data contained in these systems is self-reported by state agencies. The data has not been independently verified by the State Auditor's Office.

### 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.

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 2010, a total of 3,358 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.

---

<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 2010 and then dividing this total by four quarters.



# Contents

## *Detailed Results*

---

Chapter 1	
Overall Turnover Rate .....	1
Chapter 2	
Turnover Demographics .....	6
Chapter 3	
Exit Survey Results .....	20

## *Appendices*

---

Appendix 1	
Objective, Scope, and Methodology .....	22
Appendix 2	
Reasons State Employees Separated from Employment During Fiscal Years 2006-2010 .....	24
Appendix 3	
Employee Turnover by State Agency .....	25
Appendix 4	
Turnover by Job Classification Series .....	30
Appendix 5	
Turnover by Region and County .....	39
Appendix 6	
Fiscal Year 2010 Overall Exit Survey Results .....	48
Appendix 7	
Summary of Exit Survey Reasons for Leaving by Agency .....	54

# Detailed Results

## Chapter 1

### Overall Turnover Rate

#### Retention Efforts

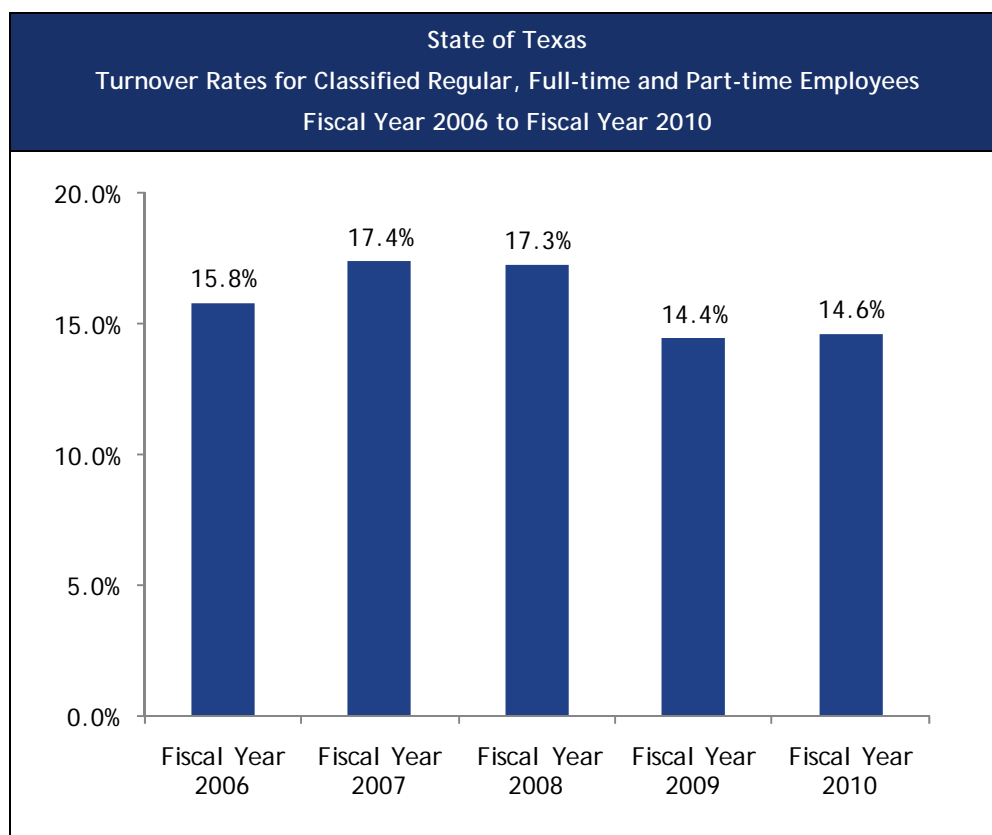
Texas Government Code, Chapter 2056, requires state agencies to conduct a strategic planning staffing analysis and develop a workforce plan.

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 2010 was 14.6 percent based on a total of 22,893 voluntary and involuntary separations, excluding interagency transfers. This is a slight increase from the fiscal year 2009 turnover rate of 14.4 percent.

The turnover rate during the past five fiscal years has fluctuated from 17.4 percent (in fiscal year 2007) to 14.4 percent (in fiscal year 2009). The fiscal year 2010 turnover rate is the second lowest turnover rate in the past five fiscal years (see Figure 1).

Figure 1

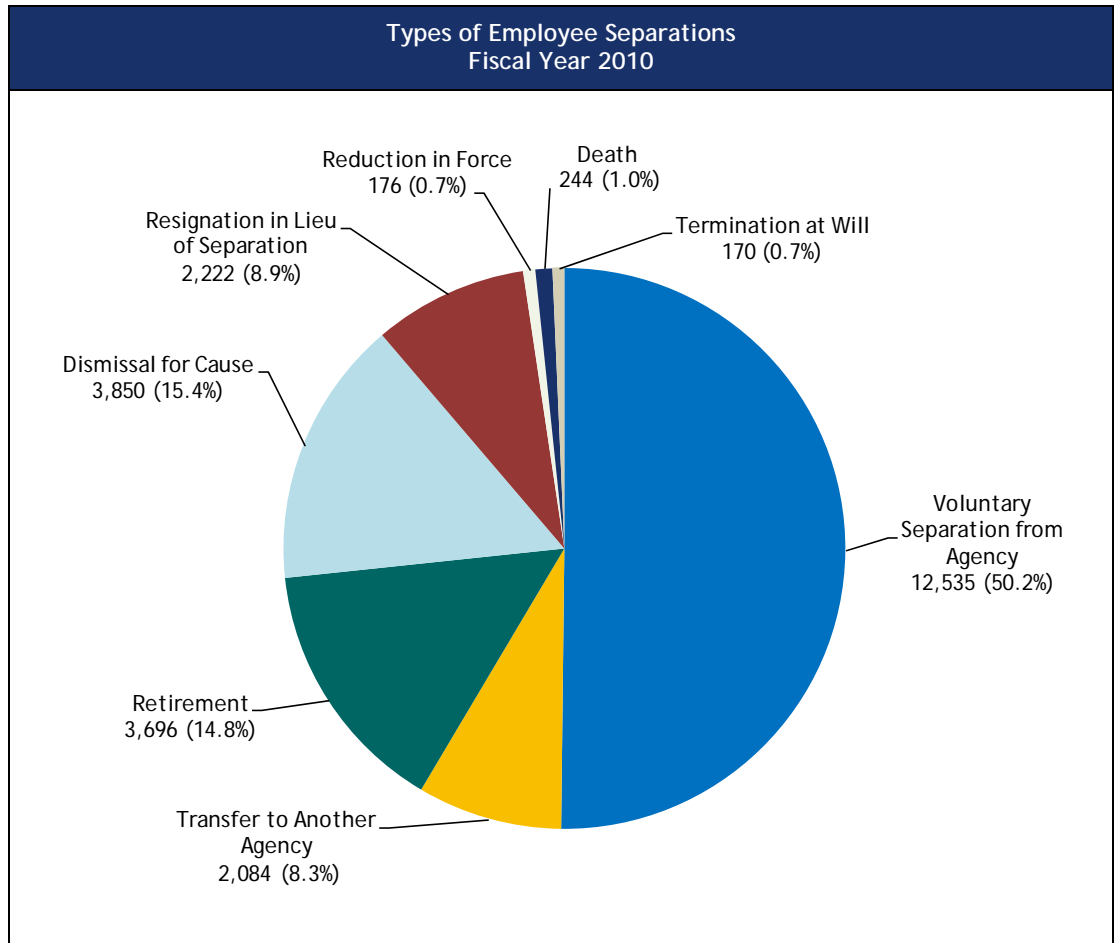


Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

## 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 2006 through 2010.

Figure 2



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

### Turnover Rate Including Intergency Transfers

The State’s voluntary turnover rate including interagency transfers was 16.0 percent in fiscal year 2010. From fiscal year 2009 to fiscal year 2010, the State experienced a 21.2 percent increase in the number of interagency transfers. Most of this increase can be attributed to the movement of functions from the Department of Transportation to the newly created Department of Motor Vehicles.

### Voluntary Employee Separations

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

The majority (54.8 percent) of the State’s full- and part-time classified separations were voluntary, excluding retirements. The voluntary

turnover rate was 8.0 percent in fiscal year 2010. From fiscal year 2009 to fiscal year 2010, the State experienced a 3.0 percent increase in the number of voluntary separations from state agencies.

Table 2 lists the percent change for voluntary separations from fiscal year 2009 to fiscal year 2010.

Table 2

Voluntary Employee Separations for Fiscal Years 2009 and 2010 <sup>a</sup>			
Separation Type	Fiscal Year 2009	Fiscal Year 2010	Percent Change
Retirement	3,287	3,696	12.4%
Voluntary Separation from Agency	12,473	12,535	0.5%
<b>Total Voluntary Separations</b>	<b>15,760</b>	<b>16,231</b>	<b>3.0%</b>
<b>Total Statewide Separations</b>	<b>22,184</b>	<b>22,893</b>	<b>3.2%</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

**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.

Excluding retirements, the fiscal year 2010 voluntary turnover rate was 8.0 percent, compared to 8.1 percent in fiscal year 2009. At the same time, the Texas unemployment rate increased from 6.8 percent in fiscal year 2009 to 8.2 percent in fiscal year 2010.

As Figure 3 on the next page shows, the State's voluntary turnover rate decreased since fiscal year 2008, while at the same time the Texas unemployment rate increased.

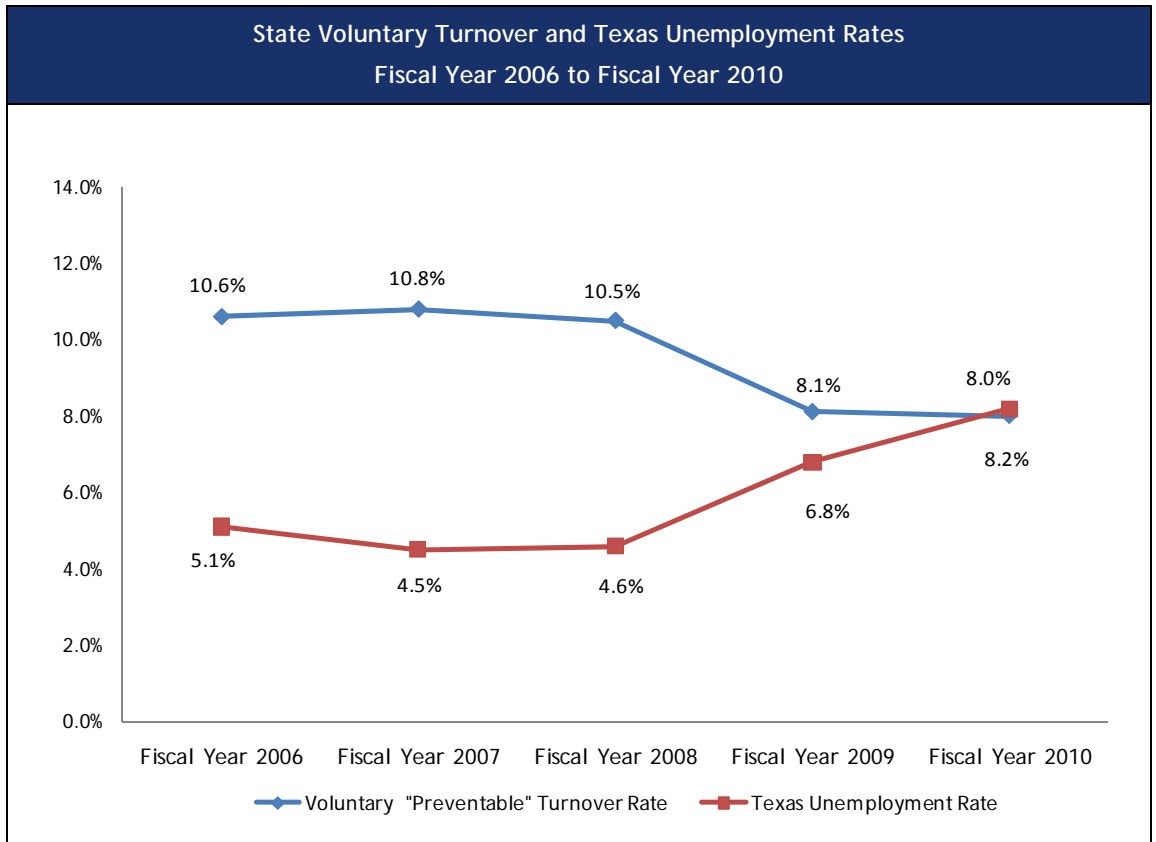
According to the November 19, 2010, economic outlook by the Office of the Comptroller of Public Accounts:

- The Texas unemployment rate has been at or below the national unemployment rate for 46 consecutive months.
- Texas's October 2010 unemployment rate was 8.1 percent, the same as the previous month.
- The U.S. unemployment rate was 9.6 percent in October 2010, the same as the previous month.
- Texas's total nonfarm employment increased by 47,900 jobs from September 2010 to October 2010.
- Between October 2009 and October 2010, Texas gained 172,800 jobs.

- The U.S. gained 151,000 total nonfarm jobs in October 2010.

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 29.1 percent of total separations, excluding interagency transfers, in fiscal year 2010. The involuntary turnover rate was 4.3 percent. The number of employees who involuntarily separated from state agencies increased by 3.7 percent from fiscal year 2009 to fiscal year 2010. Part of this increase in involuntary separations could be due to the increase in the number of employees who resigned in lieu of involuntary separation. This category showed a 6.9 percent change from fiscal year 2009 to fiscal year 2010. The number of separations attributable to a reduction in force decreased by 8.8 percent during this time period.

Table 3 lists the percent changes for involuntary separations for fiscal years 2009 and 2010.

Table 3

Involuntary Employee Separations for Fiscal Years 2009 and 2010			
Separation Type	Fiscal Year 2009	Fiscal Year 2010	Percent Change
Death	229	244	6.6%
Dismissal for Cause	3,714	3,850	3.7%
Reduction in Force	193	176	-8.8%
Resignation in Lieu of Involuntary Separation	2,079	2,222	6.9%
Termination at Will	209	170	-18.7%
<b>Total Involuntary Separations</b>	<b>6,424</b>	<b>6,662</b>	<b>3.7%</b>
<b>Total Statewide Separations</b>	<b>22,184</b>	<b>22,893</b>	<b>3.2%</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 between the salary paid to an experienced employee who separates from an agency and 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 2010 turnover that is considered a loss to the State; therefore, separations attributable to a transfer from one state agency to another state agency or higher education institution are excluded because interagency transfers are not considered a loss to the State. The only exception to this is turnover by agency. In determining turnover by agency, interagency transfers are included because they are considered a loss to the agency.

Chapter 2-A

### Gender

Females made up 56.0 percent of the State's workforce in fiscal year 2010. The number of separations for females is proportionate to the number of females in the State's workforce. Females had a slightly higher turnover rate (14.8 percent) than males (14.3 percent) (see Table 4).

Table 4

Turnover by Gender Fiscal Year 2010					
Gender	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Female	87,613.00	56.0%	13,005	56.8%	14.8%
Male	68,970.00	44.0%	9,888	43.2%	14.3%
<b>Totals</b>	<b>156,583.00</b>	<b>100.0%</b>	<b>22,893</b>	<b>100.0%</b>	<b>14.6%</b>

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

#### Exit Survey Results by Gender

The top two reasons cited for leaving employment with their agencies were different for females and males respondents:

##### Females

- Retirement.
- Poor Working Conditions/Environment.

##### Males

- Retirement.
- Better Pay/Benefits.

**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.
- Relocation.

**Respondents Age 25 to 39**

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

**Respondents Age 40 to 49**

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

**Respondents Age 50 to 59**

- Retirement.
- Issues with My Supervisor/Issues with Employees I Supervise.

**Respondents Age 60 to 69**

- Retirement.
- Poor Working Conditions/Environment.

Turnover was highest (29.6 percent) among employees who were under 30 years of age in fiscal year 2010 (see Table 5). However, the largest percentage of state employees were between 40 and 49 years of age (27.8 percent), and this age group had the lowest turnover rate (8.0 percent).

Table 5

Turnover by Age Group Fiscal Year 2010					
Age Group	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations <sup>a</sup>	Turnover Rate
16 to 29	25,413.50	16.2%	7,535	32.9%	29.6%
30 to 39	34,033.25	21.7%	4,815	21.0%	14.1%
40 to 49	43,475.75	27.8%	3,488	15.2%	8.0%
50 to 59	39,978.75	25.5%	4,388	19.2%	11.0%
60 to 69	12,776.00	8.2%	2,475	10.8%	19.4%
70 or Older	904.75	0.6%	192	0.8%	21.2%
Age Unknown	1.00	0.0%	0	0.0%	0.0%
<b>Totals</b>	<b>156,583.00</b>	<b>100.0%</b>	<b>22,893</b>	<b>100.0%</b>	<b>14.6%</b>
<sup>a</sup> Percentages do not sum exactly to 100.0 due to rounding.					

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



## Ethnicity

### Exit Survey Results by Ethnicity

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

#### Black Respondents

- Better Pay/Benefits.
- Retirement.

#### Hispanic and White Respondents

- Retirement.
- Poor Working Conditions/Environment.

As Table 6 shows, employees within the Black ethnic category had the highest turnover rate (17.2 percent) among all ethnic categories in fiscal year 2010. All other ethnic categories had turnover rates in fiscal year 2010 that were lower than the statewide turnover rate of 14.6 percent.

Table 6

Turnover by Ethnic Group					
Fiscal Year 2010					
Ethnic Group	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations <sup>a</sup>	Turnover Rate
Black	34,311.00	21.9%	5,888	25.7%	17.2%
Hispanic	37,670.00	24.1%	5,039	22.0%	13.4%
White	80,940.00	51.7%	11,544	50.4%	14.3%
Other (American Indians, Asian, and Other)	3,662.00	2.3%	422	1.8%	11.5%
<b>Totals</b>	<b>156,583.00</b>	<b>100.0%</b>	<b>22,893</b>	<b>100.0%</b>	<b>14.6%</b>
<sup>a</sup> Percentages do not sum exactly to 100.0 due to rounding.					

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

## Employee Type

The turnover rate for classified regular, part-time employees was more than double the turnover rate of classified regular, full-time employees (see Table 7 on the next page). One contributing factor for the high turnover rate within the part-time employee category is that 36.4 percent of part-time employee separations were among employees under age 30, which is the age group category that had the highest turnover rate (29.6 percent) among all age group categories.

Table 7

Turnover by Employee Type Fiscal Year 2010					
Employee Type	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Classified Regular, Full-time Employees	154,702.50	98.8%	22,344	97.6%	14.4%
Classified Regular, Part-time Employees	1,880.50	1.2%	549	2.4%	29.2%
<b>Totals</b>	<b>156,583.00</b>	<b>100.0%</b>	<b>22,893</b>	<b>100.0%</b>	<b>14.6%</b>

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

#### Classified Salary Schedules

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

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

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

#### Chapter 2-E

### Salary Schedule and Salary

Salary Schedule A, which comprised 50.8 percent of the State's classified regular, full-time and part-time workforce, experienced the highest turnover rate (18.9 percent) within the State's three classified salary schedules (see text box for descriptions of these schedules). Employees within Salary Schedule A comprised 65.6 percent of the State's separations.

The State's law enforcement schedule (Salary Schedule C) experienced the lowest turnover rate (6.0 percent). Table 8 lists the turnover rates for all of the State's salary schedules.

Table 8

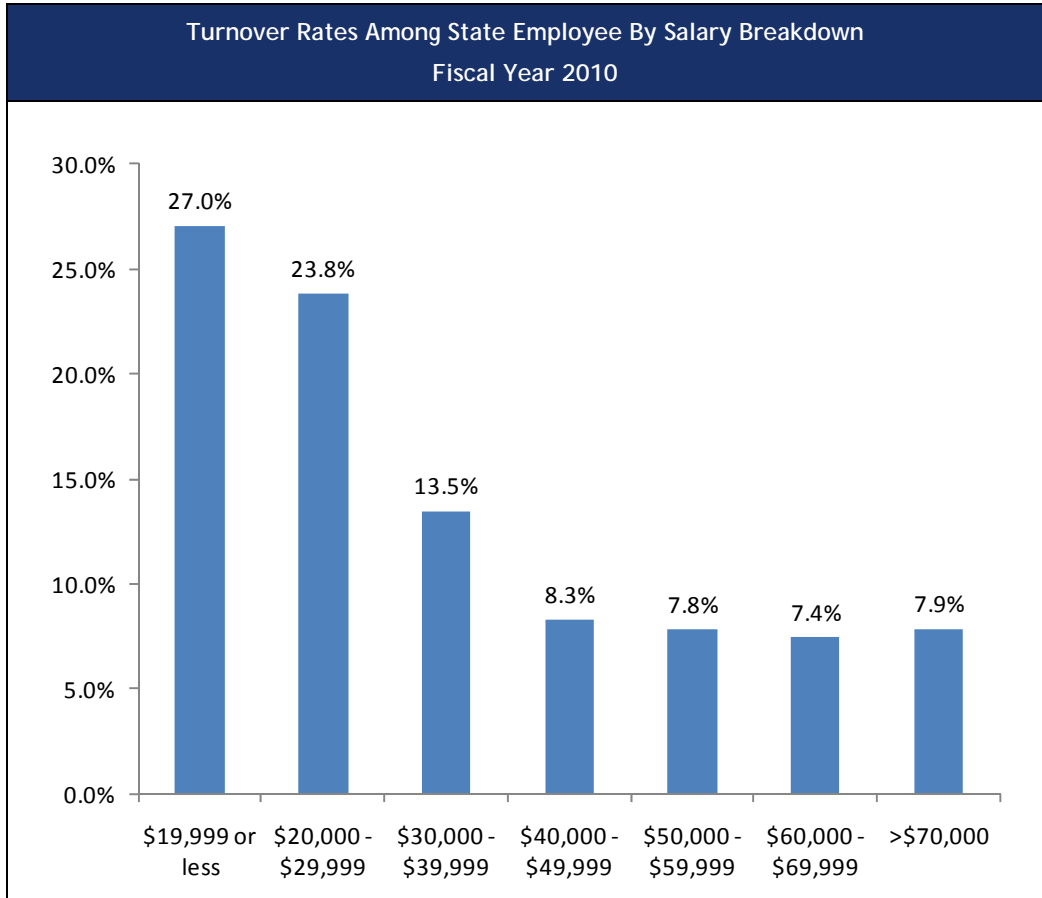
Turnover by Salary Schedule for Fiscal Year 2010						
Salary Schedule	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate	Average Salary
A	79,588.50	50.8%	15,013	65.6%	18.9%	\$ 29,832
B	72,500.75	46.3%	7,610	33.2%	10.5%	\$ 48,418
C	4,493.75	2.9%	270	1.2%	6.0%	\$ 56,804
<b>Totals</b>	<b>156,583.00</b>	<b>100.0%</b>	<b>22,893</b>	<b>100.0%</b>	<b>14.6%</b>	<b>\$39,265</b>

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).

Figure 4



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

In fiscal year 2010, the average annual salary for classified, regular full-time employees was \$39,265. Approximately 27.4 percent of 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 on the next page).

Table 9

Average Annual Salary and Percentage of Employees Earning Less than \$30,000 Annually Fiscal Years 2006 to 2010		
Fiscal Year	Average Annual Salary	Percentage Earning Less than \$30,000 Annually
2006	\$ 34,818	41.2%
2007	\$ 36,182	37.3%
2008	\$ 37,365	31.5%
2009	\$ 38,461	29.1%
2010	\$ 39,265	27.4%

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

#### Chapter 2-F

### General Appropriations Act Article

Almost three-fourths (73.3 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 2010 (see Table 10 on the next page).

Health and Human Services (Article II) had the highest turnover rate (18.2 percent) among all General Appropriations Act articles. Health and Human Services include several job classification series with more than 1,000 employees that had turnover rates that were more than 20.0 percent in fiscal year 2010. These include Mental Retardation Assistant (42.8 percent); Licensed Vocational Nurse (29.2 percent); Psychiatric Nursing Assistant (26.2 percent); Child Protective Services Specialist (24.0 percent); and Nurse (20.3 percent) job classification series. (See Chapter 2-I for additional information on turnover rates for job classification series.)

Public Safety and Criminal Justice (Article V) had the second highest turnover rate (15.6 percent) among General Appropriation Act articles. The Public Safety and Criminal Justice turnover rate is affected by the high turnover rates among the Juvenile Correctional Officer job classification series (29.6 percent) and the Correctional Officer job classification series (20.2 percent).

Table 10

Turnover by General Appropriations Act Article					
Fiscal Year 2010					
Article	Average Headcount	Percentage of Headcount <sup>a</sup>	Separations	Percentage of Separations	Turnover Rate
I - General Government	10,291.25	6.6%	983	4.3%	9.6%
II - Health and Human Services	57,633.75	36.8%	10,476	45.8%	18.2%
III - Education	2,267.00	1.4%	176	0.8%	7.8%
IV - Judiciary	699.75	0.4%	96	0.4%	13.7%
V - Public Safety and Criminal Justice	57,138.00	36.5%	8,937	39.0%	15.6%
VI - Natural Resources	8,642.00	5.5%	650	2.8%	7.5%
VII - Business and Economic Development	16,285.50	10.4%	1,237	5.4%	7.6%
VIII - Regulatory	3,625.75	2.3%	338	1.5%	9.3%
<b>Totals</b>	<b>156,583.00</b>	<b>100.0%</b>	<b>22,893</b>	<b>100.0%</b>	<b>14.6%</b>
<sup>a</sup> Percentages do not sum exactly to 100.0 due to rounding.					

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

#### Chapter 2-G

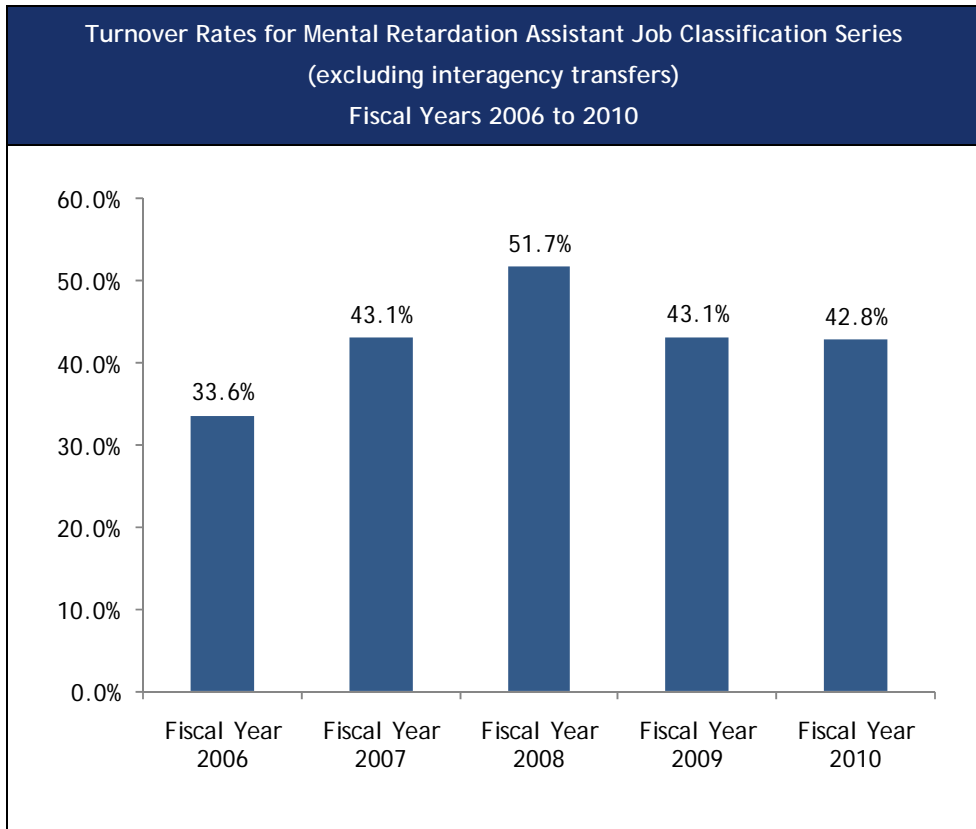
### Turnover by Agency

The Department of Aging and Disability Services (Department) experienced the highest turnover rate (28.6 percent) among state agencies with more than 1,000 employees during fiscal year 2010. However, this turnover rate is lower than the Department's fiscal year 2009 turnover rate of 29.1 percent.

The Department's higher-than-average agency turnover rate can partially be attributed to the high turnover rate among the Mental Retardation Assistant job classification series, which made up 43.3 percent of the agency's workforce. The Department's statewide turnover rate among this job classification series was 42.8 percent, excluding interagency transfers, in fiscal year 2010. This job classification series at the Department has a history of high turnover rates, ranging from a low of 33.6 percent in fiscal year 2006 to a high of 51.7 percent in fiscal year 2008.

Figure 5 on the next page shows the five-year turnover rates for the Department's Mental Retardation Assistant job classification series.

Figure 5



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

The Texas Youth Commission, which had the highest agency turnover rate (31.3 percent) in fiscal year 2009, experienced the second highest agency turnover rate (24.9 percent) in fiscal year 2010 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 Rates for Agencies with 1,000 or More Employees					
Fiscal Year 2010					
Agency	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
539 - Department of Aging and Disability Services	17,795.50	11.4%	5,081	20.3%	28.6%
694 - Texas Youth Commission	3,451.75	2.2%	859	3.4%	24.9%
530 - Department of Family and Protective Services	11,382.75	7.3%	2,137	8.6%	18.8%
537 - Department of State Health Services	12,679.75	8.1%	2,152	8.6%	17.0%
696 - Department of Criminal Justice	43,737.25	27.9%	7,365	29.5%	16.8%
529 - Health and Human Services Commission	12,503.75	8.0%	1,868	7.5%	14.9%
601 - Department of Transportation	12,366.00	7.9%	1,438	5.8%	11.6%
320 - Texas Workforce Commission	3,140.25	2.0%	305	1.2%	9.7%
302 - Office of the Attorney General	4,251.25	2.7%	405	1.6%	9.5%
304 - Office of the Comptroller of Public Accounts	3,038.50	1.9%	282	1.1%	9.3%
454 - Department of Insurance	1,563.75	1.0%	145	0.6%	9.3%
701 - Texas Education Agency	1,060.25	0.7%	95	0.4%	9.0%
405 - Department of Public Safety	8,481.50	5.4%	742	3.0%	8.7%
802 - Parks and Wildlife Department	3,089.00	2.0%	259	1.0%	8.4%
582 - Commission on Environmental Quality	2,973.25	1.9%	238	1.0%	8.0%
538 - Department of Assistive and Rehabilitative Services	3,272.00	2.1%	248	1.0%	7.6%

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 (22.8 percent) in fiscal year 2010, followed by the Medical and Health occupational category (19.0 percent). In third place, the Criminal Justice occupational category experienced a turnover rate of 18.7 percent. These three occupational categories accounted for 48.0 percent of the State's workforce and 67.4 percent of total statewide separations in fiscal year 2010.

### Social Services Occupational Category

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

- Child Protective Services Specialists.
- Mental Retardation Assistants.
- Psychiatric Nursing Assistants.

The Social Services occupational category's high turnover rate can partially be attributed to the high turnover rate within the Mental Retardation Assistant job classification series, which accounted for 23.4 percent of employees and 44.0 percent of separations within the Social Services occupational category.

The Medical and Health occupational category's high turnover rate can partially be attributed to the high turnover rates within the Licensed Vocational Nurse and Nurse job classification series. These series combined accounted for 56.8 percent of employees and 69.6 percent of separations within the Medical and Health occupational category.

The Criminal Justice occupational category's high turnover rate can be attributed to the high turnover rates within the Juvenile Correctional Officer and Correctional Officer job classification series. These series combined accounted for 83.3 percent of employees and 92.7 percent of separations within the Criminal Justice occupational category.

Table 12 lists fiscal year 2010 turnover rates for occupational categories.

Table 12

Turnover by Occupational Category during Fiscal Year 2010					
Occupational Category	Average Headcount	Percentage of Headcount <sup>a</sup>	Separations	Percentage of Separations	Turnover Rate
Accounting, Auditing, and Finance	5,691.25	3.6%	410	1.8%	7.2%
Administrative Support	18,471.50	11.8%	2,058	9.0%	11.1%
Criminal Justice	36,102.75	23.1%	6,759	29.5%	18.7%
Custodial	4,118.75	2.6%	689	3.0%	16.7%
Education	145.50	0.1%	11	0.0%	7.6%
Employment	914.25	0.6%	91	0.4%	10.0%
Engineering and Design	8,112.75	5.2%	579	2.5%	7.1%
Human Resources	1,376.75	0.9%	109	0.5%	7.9%
Information Technology	4,786.25	3.1%	342	1.5%	7.1%
Inspectors and Investigators	2,940.25	1.9%	274	1.2%	9.3%



Turnover by Occupational Category during Fiscal Year 2010					
Occupational Category	Average Headcount	Percentage of Headcount <sup>a</sup>	Separations	Percentage of Separations	Turnover Rate
Insurance	1,096.25	0.7%	84	0.4%	7.7%
Land Surveying, Appraising, and Utilities	274.75	0.2%	18	0.1%	6.6%
Law Enforcement	4,493.75	2.9%	270	1.2%	6.0%
Legal	3,141.25	2.0%	264	1.2%	8.4%
Library and Records	227.25	0.1%	9	0.0%	4.0%
Maintenance	3,694.00	2.4%	428	1.9%	11.6%
Medical and Health	6,259.00	4.0%	1,192	5.2%	19.0%
Natural Resources	2,763.25	1.8%	212	0.9%	7.7%
Office Services	200.25	0.1%	14	0.1%	7.0%
Planning, Research, and Statistics	550.25	0.4%	53	0.2%	9.6%
Procedures and Information	721.25	0.5%	54	0.2%	7.5%
Program Management	14,089.50	9.0%	1,087	4.7%	7.7%
Property Management and Purchasing	2,201.50	1.4%	196	0.9%	8.9%
Public Safety	1,096.50	0.7%	161	0.7%	14.7%
Safety	262.00	0.2%	39	0.2%	14.9%
Social Services	32,852.25	21.0%	7,490	32.7%	22.8%
<b>Totals</b>	<b>156,583.00</b>	<b>100.0%</b>	<b>22,893</b>	<b>100.0%</b>	<b>14.6%</b>

<sup>a</sup> Percentages do not sum exactly to 100.0 due to rounding.

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

Chapter 2-I

### Turnover by Job Classification Series

The Mental Retardation Assistant job classification series had the highest turnover rate (42.8 percent) in fiscal year 2010 among all job classification series. Fourteen job classification series had turnover rates of at least 20.0 percent. Table 13 on the next page lists the job classification series (excluding those with fewer than 100 employees) with a turnover rate of 20.0 percent or more. (See Appendix 4 for turnover rates for all job classification series.)

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 2008 and 2018. Consequently, the State may experience turnover rates that are higher than the average among these positions.

Table 13

Job Classification Series with Turnover Rates of 20.0 Percent or More during Fiscal Year 2010 (Excludes job classification series with fewer than 100 employees)					
Job Classification Series	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Mental Retardation Assistant	7,700.25	4.9%	3,292	14.4%	42.8%
Juvenile Correctional Officer	2,018.75	1.3%	597	2.6%	29.6%
Licensed Vocational Nurse	1,219.25	0.8%	356	1.6%	29.2%
Food Service Worker	747.75	0.5%	207	0.9%	27.7%
Psychiatric Nursing Assistant	3,089.75	2.0%	810	3.5%	26.2%
Substance Abuse Counselor	112.00	0.1%	28	0.1%	25.0%
Trooper Trainee/Probationary Trooper	261.25	0.2%	64	0.3%	24.5%
Child Protective Services Specialist	5294.75	3.4%	1,272	5.6%	24.0%
Cook	330.75	0.2%	71	0.3%	21.5%
Veterans Service Representative	277.00	0.2%	57	0.2%	20.6%
Nurse	2,334.25	1.5%	474	2.1%	20.3%
Correctional Officer	28,072.75	17.9%	5,669	24.8%	20.2%
Security Officer	500.75	0.3%	101	0.4%	20.2%
Psychological Assistant/Associate Psychologist	399.75	0.3%	80	0.3%	20.0%

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

## Turnover by Length of State Service

Employees with fewer than 5 years of state service had the highest turnover rate (24.7 percent) in fiscal year 2010; however, this rate is a decrease from the fiscal year 2009 turnover rate (25.1 percent) for employees with fewer than 5 years of state service.

Table 14 lists the fiscal year 2010 turnover rates by length of state service.

Table 14

Turnover by Length of State Service during Fiscal Year 2010					
Length of State Service	Average Headcount	Percentage of Headcount <sup>a</sup>	Separations	Percentage of Separations	Turnover Rate
Fewer than 2 years	30,410.50	19.4%	10,336	45.1%	34.0%
2 to 4.99 years	28,473.50	18.2%	4,227	18.5%	14.8%
5 to 9.99 years	27,947.00	17.8%	2,386	10.4%	8.5%
10 to 14.99 years	23,884.50	15.3%	1,643	7.2%	6.9%
15 to 19.99 years	20,350.25	13.0%	1,316	5.7%	6.5%
20 to 24.99 years	13,200.25	8.4%	1,140	5.0%	8.6%
25 to 29.99 years	7,344.75	4.7%	1,086	4.7%	14.8%
30 to 34.99 years	3,365.00	2.1%	561	2.5%	16.7%
More than 35 years	1,607.25	1.0%	198	0.9%	12.3%
<b>Totals</b>	<b>156,583.00</b>	<b>100.0%</b>	<b>22,893</b>	<b>100.0%</b>	<b>14.6%</b>
<sup>a</sup> Percentages do not sum exactly to 100.0 due to rounding.					

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

## Turnover by Region and County

The West Texas region experienced the highest turnover rate (23.7 percent) during fiscal year 2010 among all regions of the state. The Capital region, which has the highest number of state employees, experienced a turnover rate of 10.0 percent during fiscal year 2010. Table 15 on the next page lists turnover rates by region.

Sixty-nine counties experienced turnover rates that exceeded the overall statewide turnover rate of 14.6 percent for classified regular, full- and part-time employees. (See Appendix 5 for turnover rates for all Texas regions and each county within a region.)

Table 15

Turnover by Region during Fiscal Year 2010					
Region	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
01 - Alamo	9,862.75	6.3%	1,652	7.2%	16.7%
02 - Capital	39,359.25	25.1%	3,933	17.2%	10.0%
03 - Central Texas	11,614.25	7.4%	2,044	8.9%	17.6%
04 - Coastal Bend	6,094.50	3.9%	1,064	4.6%	17.5%
05 - Gulf Coast	24,279.50	15.5%	3,464	15.1%	14.3%
06 - High Plains	7,978.00	5.1%	1,304	5.7%	16.3%
07 - Metroplex	15,342.50	9.8%	2,247	9.8%	14.6%
08 - Northwest Texas	9,549.25	6.1%	1,724	7.5%	18.1%
09 - South Texas Border	6,507.00	4.2%	708	3.1%	10.9%
10 - Southeast Texas	7,927.75	5.1%	1,639	7.2%	20.7%
11 - Upper East Texas	9,756.50	6.2%	1,572	6.9%	16.1%
12 - Upper Rio Grande	3,523.00	2.2%	406	1.8%	11.5%
13 - West Texas	4,787.00	3.1%	1,136	5.0%	23.7%
14 - Other	1.75	0.0%	0	0.0%	0.0%
<b>Totals</b>	<b>156,583.00</b>	<b>100.0%</b>	<b>22,893</b>	<b>100.0%</b>	<b>14.6%</b>

## Exit Survey Results

During fiscal year 2010, 3,358 employees at state agencies (excluding institutions of higher education) completed the state employee online exit survey. The survey responses represent 17.2 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 17 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. Each quarter, agencies receive reports summarizing employees' reasons for leaving.

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

- Retirement (26.3 percent).
- For better pay/benefits (13.6 percent).
- Because of poor working conditions/environment (13.2 percent).

Table 16 provides a summary of the reasons that employees cited for leaving state employment in fiscal years 2009 and 2010. (See Appendix 6 for additional exit survey result details.)

Table 16

Reason Cited in Exit Surveys for Leaving State Employment Fiscal Years 2009 and 2010				
Reason for Leaving	Fiscal Year 2009		Fiscal Year 2010	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses <sup>a</sup>
Retirement	749	23.3%	883	26.3%
Better Pay/Benefits	514	16.0%	458	13.6%
Poor Working Conditions/Environment (for example, safety, work-related stress, and/or workload issues)	434	13.5%	443	13.2%
Issues with My Supervisor/Issues with the Employees I Supervise	301	9.4%	328	9.8%
Personal or Family Health	275	8.6%	294	8.8%
No or Little Career Opportunities	203	6.3%	208	6.2%
Relocation (self, spouse, companion)	182	5.7%	207	6.2%
Enter/Return to School	204	6.3%	200	6.0%
Childcare/Elder Care Issues	80	2.5%	79	2.4%

Reason Cited in Exit Surveys for Leaving State Employment Fiscal Years 2009 and 2010				
Reason for Leaving	Fiscal Year 2009		Fiscal Year 2010	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses <sup>a</sup>
Location/Transportation Issues	87	2.7%	60	1.8%
Other	48	1.5%	55	1.6%
Inadequate Training	58	1.8%	46	1.4%
Relationship with Co-workers	40	1.2%	40	1.2%
Inadequate Work Resources	23	0.7%	32	1.0%
Self-employment	16	0.5%	25	0.7%
<b>Totals</b>	<b>3,214</b>	<b>100.0%</b>	<b>3,358</b>	<b>100.0%</b>

<sup>a</sup> Percentages do not sum exactly to 100.0 due to rounding.

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 17 shows the number of exit surveys completed by eligible employees from fiscal year 2006 through fiscal year 2010. The percentage of identification codes generated by state agencies decreased slightly since fiscal year 2009. Also, the completion rate increased to 20.0 percent in fiscal year 2010, from 19.2 percent in fiscal year 2009. Agencies should review their exit survey procedures to ensure that exiting employees are encouraged to complete their surveys.

Table 17

Summary of Statewide Exit Survey Statistics Fiscal Years 2006 - 2010					
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
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%
2010	19,510	16,790	86.1%	3,358	20.0%

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

# Appendices

Appendix 1

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

---

### **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 2010. 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), Uniform Statewide Payroll/Personnel System (USPS), and Standardized Payroll/Personnel Reporting System (SPRS). The data contained in these systems is self-reported by state agencies. The data has not been independently verified by the State Auditor's Office.

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

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

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 2010, a total of 3,358 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 2010 through November 2010. 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.

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

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

---

<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 2010 and then dividing this total by four quarters.



## Reasons State Employees Separated from Employment During Fiscal Years 2006-2010

Table 18 provides a summary of the reasons state employees separated from employment for fiscal years 2006 through 2010, including interagency transfers.

Table 18

Reasons State Employees Separated from Employment Fiscal Years 2006 through 2010										
Reason for Separation	Fiscal Year 2010		Fiscal Year 2009		Fiscal Year 2008		Fiscal Year 2007		Fiscal Year 2006	
	Separations	Percentage of Separations	Separations	Percentage of Separations	Separations	Percentage of Separations	Separations	Percentage of Separations	Separations	Percentage of Separations
Voluntary Separation from Agency	12,535	50.2%	12,473	52.2%	15,748	54.6%	15,769	56.4%	15,315	58.9%
Transfer to Another Agency	2,084	8.3%	1,720	7.2%	3,022	10.5%	2,617	9.4%	3,100	11.9%
Retirement	3,696	14.8%	3,287	13.8%	3,410	11.8%	3,138	11.2%	2,135	8.2%
<b>Total Voluntary Turnover<sup>a</sup></b>	<b>18,315</b>	<b>73.3%</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>
Dismissal for Cause	3,850	15.4%	3,714	15.5%	3,954	13.7%	3,596	12.9%	2,794	10.7%
Resignation in Lieu of Separation	2,222	8.9%	2,079	8.7%	2,132	7.4%	2,108	7.5%	1,995	7.7%
Reduction in Force	176	0.7%	193	0.8%	125	0.4%	268	1.0%	239	0.9%
Death	244	1.0%	229	1.0%	236	0.8%	225	0.8%	245	0.9%
Termination at Will	170	0.7%	209	0.9%	199	0.7%	252	0.9%	182	0.7%
<b>Total Involuntary Turnover<sup>a</sup></b>	<b>6,662</b>	<b>26.7%</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>Total Separations</b>	<b>24,977</b>	<b>100.0%</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>

<sup>a</sup> Percentages do not sum exactly to 100.0 due to rounding.

## Employee Turnover by State Agency

Table 19 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 19

Employee Turnover by State Agency									
Fiscal Year 2010 <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%	22	31.4%	1	1.4%	70.00	23	32.9%
211 - Court of Criminal Appeals	0	0.0%	10	16.4%	1	1.6%	61.00	11	18.0%
212 - Judicial Council Office of Court Administration	4	2.1%	10	5.2%	3	1.5%	194.00	17	8.8%
213 - Office of the State Prosecuting Attorney	0	0.0%	0	0.0%	0	0.0%	4.00	0	0.0%
221 - First Court of Appeals District, Houston	3	7.2%	7	16.9%	1	2.4%	41.50	11	26.5%
222 - Second Court of Appeals District, Fort Worth	0	0.0%	4	12.7%	0	0.0%	31.50	4	12.7%
223 - Third Court of Appeals District, Austin	1	3.5%	2	7.0%	0	0.0%	28.75	3	10.4%
224 - Fourth Court of Appeals District, San Antonio	1	3.5%	3	10.5%	3	10.5%	28.50	7	24.6%
225 - Fifth Court of Appeals District, Dallas	1	2.0%	4	8.0%	0	0.0%	49.75	5	10.1%
226 - Sixth Court of Appeals District, Texarkana	0	0.0%	1	7.7%	0	0.0%	13.00	1	7.7%
227 - Seventh Court of Appeals District, Amarillo	0	0.0%	1	6.2%	0	0.0%	16.25	1	6.2%
228 - Eighth Court of Appeals District, El Paso	0	0.0%	2	13.8%	1	6.9%	14.50	3	20.7%
229 - Ninth Court of Appeals District, Beaumont	0	0.0%	0	0.0%	2	12.3%	16.25	2	12.3%
230 - Tenth Court of Appeals District, Waco	0	0.0%	1	8.0%	0	0.0%	12.50	1	8.0%
231 - Eleventh Court of Appeals District, Eastland	0	0.0%	2	13.1%	0	0.0%	15.25	2	13.1%
232 - Twelfth Court of Appeals District, Tyler	0	0.0%	1	7.7%	0	0.0%	13.00	1	7.7%

**Employee Turnover by State Agency**

Fiscal Year 2010<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	1	3.7%	2	7.5%	0	0.0%	26.75	3	11.2%
234 - Fourteenth Court of Appeals District, Houston	0	0.0%	7	18.9%	0	0.0%	37.00	7	18.9%
242 - State Commission on Judicial Conduct	0	0.0%	1	7.7%	0	0.0%	13.00	1	7.7%
243 - State Law Library	0	0.0%	1	7.5%	0	0.0%	13.25	1	7.5%
301 - Office of the Governor	1	0.7%	31	22.1%	2	1.4%	140.50	34	24.2%
302 - Office of the Attorney General	46	1.1%	275	6.5%	84	2.0%	4,251.25	405	9.5%
303 - Texas Facilities Commission	36	11.2%	18	5.6%	15	4.7%	321.00	69	21.5%
304 - Office of the Comptroller of Public Accounts	28	0.9%	137	4.5%	117	3.9%	3,038.50	282	9.3%
305 - General Land Office and Veteran's Land Board	7	1.2%	22	3.7%	12	2.0%	601.50	41	6.8%
306 - Library and Archives Commission	2	1.0%	15	7.8%	6	3.1%	192.00	23	12.0%
307 - Secretary of State	8	3.5%	19	8.4%	6	2.7%	226.25	33	14.6%
312 - State Securities Board	4	4.2%	6	6.3%	2	2.1%	94.75	12	12.7%
313 - Department of Information Resources	9	4.0%	15	6.7%	5	2.2%	225.50	29	12.9%
320 - Texas Workforce Commission	32	1.0%	175	5.6%	98	3.1%	3,140.25	305	9.7%
323 - Teacher Retirement System	5	1.0%	14	2.8%	15	3.0%	503.00	34	6.8%
325 - Fire Fighters' Pension Commissioner	0	0.0%	1	12.5%	0	0.0%	8.00	1	12.5%
327 - Employees Retirement System	4	1.2%	20	6.1%	12	3.6%	329.25	36	10.9%
329 - Real Estate Commission	9	8.6%	9	8.6%	3	2.9%	104.75	21	20.0%
332 - Department of Housing and Community Affairs	5	1.4%	17	4.9%	3	0.9%	345.75	25	7.2%
338 - Pension Review Board	1	9.1%	2	18.2%	0	0.0%	11.00	3	27.3%
347 - Public Finance Authority	0	0.0%	0	0.0%	1	7.7%	13.00	1	7.7%
352 - Bond Review Board	0	0.0%	0	0.0%	0	0.0%	9.00	0	0.0%
356 - Texas Ethics Commission	2	6.0%	1	3.0%	0	0.0%	33.25	3	9.0%
357 - Department of Rural Affairs	3	2.7%	9	8.1%	4	3.6%	111.25	16	14.4%

**Employee Turnover by State Agency**

Fiscal Year 2010<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
359 - Office of Public Insurance Counsel	0	0.0%	0	0.0%	0	0.0%	9.00	0	0.0%
360 - State Office of Administrative Hearings	1	0.9%	0	0.0%	2	1.8%	113.25	3	2.6%
362 - Lottery Commission	1	0.3%	6	1.9%	6	1.9%	322.25	13	4.0%
364 - Health Professions Council	0	0.0%	0	0.0%	0	0.0%	5.00	0	0.0%
370 - Residential Construction Commission	3	6.5%	62	133.3%	2	4.3%	46.50	67	144.1%
401 - Adjutant General's Department	19	2.9%	60	9.2%	14	2.1%	653.50	93	14.2%
403 - Veterans Commission	17	4.9%	32	9.3%	14	4.1%	344.50	63	18.3%
405 - Department of Public Safety	45	0.5%	474	5.6%	223	2.6%	8,481.50	742	8.7%
407 - Commission on Law Enforcement Officer Standards and Education	0	0.0%	3	6.9%	2	4.6%	43.75	5	11.4%
409 - Commission on Jail Standards	0	0.0%	0	0.0%	0	0.0%	18.00	0	0.0%
411 - Commission on Fire Protection	0	0.0%	2	5.4%	2	5.4%	37.00	4	10.8%
448 - Office of Injured Employee Counsel	4	2.4%	9	5.5%	4	2.4%	165.00	17	10.3%
450 - Department of Savings and Mortgage Lending	0	0.0%	4	7.1%	0	0.0%	56.50	4	7.1%
451 - Department of Banking	1	0.5%	7	3.8%	3	1.6%	183.75	11	6.0%
452 - Department of Licensing and Regulation	7	1.9%	12	3.2%	3	0.8%	378.00	22	5.8%
454 - Department of Insurance	21	1.3%	74	4.7%	50	3.2%	1,563.75	145	9.3%
455 - Railroad Commission	2	0.3%	35	5.0%	22	3.2%	696.75	59	8.5%
456 - State Board of Plumbing Examiners	0	0.0%	4	16.7%	1	4.2%	24.00	5	20.8%
457 - Board of Public Accountancy	0	0.0%	7	16.8%	0	0.0%	41.75	7	16.8%
458 - Alcoholic Beverage Commission	11	1.7%	37	5.7%	21	3.3%	645.00	69	10.7%
459 - Board of Architectural Examiners	0	0.0%	2	9.1%	0	0.0%	22.00	2	9.1%
460 - Board of Professional Engineers	0	0.0%	2	6.8%	0	0.0%	29.25	2	6.8%
464 - Board of Professional Land Surveying	0	0.0%	0	0.0%	1	20.0%	05.00	1	20.0%

**Employee Turnover by State Agency**

Fiscal Year 2010<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
466 - Office of Consumer Credit Commissioner	0	0.0%	6	10.4%	2	3.5%	57.50	8	13.9%
469 - Credit Union Department	1	4.5%	2	9.0%	0	0.0%	22.25	3	13.5%
473 - Public Utility Commission	1	0.5%	14	7.6%	3	1.6%	184.50	18	9.8%
475 - Office of Public Utility Counsel	0	0.0%	1	5.9%	0	0.0%	17.00	1	5.9%
476 - Racing Commission	6	8.9%	2	3.0%	5	7.4%	67.50	13	19.3%
477 - Commission on State Emergency Communications	0	0.0%	0	0.0%	0	0.0%	24.00	0	0.0%
479 - State Office of Risk Management	3	2.5%	9	7.5%	1	0.8%	119.50	13	10.9%
481 - Board of Professional Geoscientists	0	0.0%	2	30.8%	0	0.0%	6.50	2	30.8%
503 - Texas Medical Board	3	1.9%	19	12.2%	7	4.5%	155.25	29	18.7%
504 - State Board of Dental Examiners	0	0.0%	6	17.9%	0	0.0%	33.50	6	17.9%
507 - Board of Nursing	0	0.0%	5	5.4%	1	1.1%	92.00	6	6.5%
508 - Board of Chiropractic Examiners	0	0.0%	0	0.0%	0	0.0%	9.75	0	0.0%
512 - Board of Podiatric Medical Examiners	0	0.0%	1	44.4%	0	0.0%	2.25	1	44.4%
513 - Funeral Service Commission	0	0.0%	0	0.0%	0	0.0%	11.75	0	0.0%
514 - Optometry Board	0	0.0%	1	13.8%	0	0.0%	7.25	1	13.8%
515 - Board of Pharmacy	2	2.8%	6	8.5%	0	0.0%	70.25	8	11.4%
520 - Board of Examiners of Psychologists	0	0.0%	2	15.1%	0	0.0%	13.25	2	15.1%
529 - Health and Human Services Commission	342	2.7%	1,263	10.1%	263	2.1%	12,503.75	1,868	14.9%
530 - Department of Family and Protective Services	251	2.2%	1,770	15.5%	116	1.0%	11,382.75	2,137	18.8%
533 - Executive Council of Physical and Occupational Therapy Examiners	0	0.0%	2	11.6%	0	0.0%	17.25	2	11.6%
537 - Department of State Health Services	565	4.5%	1,277	10.1%	310	2.4%	12,679.75	2,152	17.0%
538 - Department of Assistive and Rehabilitative Services	52	1.6%	118	3.6%	78	2.4%	3,272.00	248	7.6%
539 - Department of Aging and Disability Services	1,906	10.7%	2,837	15.9%	338	1.9%	17,795.50	5,081	28.6%

**Employee Turnover by State Agency**

Fiscal Year 2010<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
542 - Cancer Prevention and Research Institute of Texas	0	0.0%	2	11.9%	0	0.0%	16.75	2	11.9%
551 - Department of Agriculture	6	0.9%	36	5.6%	16	2.5%	642.00	58	9.0%
554 - Animal Health Commission	4	2.1%	7	3.6%	8	4.1%	193.50	19	9.8%
578 - Board of Veterinary Medical Examiners	0	0.0%	3	19.0%	0	0.0%	15.75	3	19.0%
580 - Water Development Board	8	2.1%	16	4.3%	6	1.6%	374.00	30	8.0%
582 - Commission on Environmental Quality	39	1.3%	132	4.4%	67	2.3%	2,973.25	238	8.0%
592 - Soil and Water Conservation Board	0	0.0%	5	6.9%	2	2.8%	72.00	7	9.7%
601 - Department of Transportation	124	1.0%	822	6.6%	492	4.0%	12,366.00	1,438	11.6%
608 - Motor Vehicles, Department of	5	1.0%	19	3.6%	23	4.4%	522.00	47	9.0%
665 - Juvenile Probation Commission	2	2.8%	6	8.5%	0	0.0%	70.25	8	11.4%
694 - Youth Commission	292	8.5%	507	14.7%	60	1.7%	3,451.75	859	24.9%
696 - Department of Criminal Justice	2,639	6.0%	3,726	8.5%	1,000	2.3%	43,737.25	7,365	16.8%
701 - Texas Education Agency	10	0.9%	62	5.8%	23	2.2%	1,060.25	95	9.0%
771 - School for the Blind and Visually Impaired	6	1.8%	20	6.0%	0	0.0%	333.50	26	7.8%
772 - School for the Deaf	6	1.6%	31	8.4%	8	2.2%	370.25	45	12.2%
802 - Parks and Wildlife Department	34	1.1%	138	4.5%	87	2.8%	3,089.00	259	8.4%
808 - Historical Commission	4	1.8%	16	7.2%	8	3.6%	221.50	28	12.6%
809 - Preservation Board	6	2.9%	24	11.7%	4	2.0%	204.75	34	16.6%
813 - Commission on the Arts	0	0.0%	1	5.9%	0	0.0%	17.00	1	5.9%
907 - Comptroller - State Energy Conservation Office	0	0.0%	4	17.6%	1	4.4%	22.75	5	22.0%
<b>Totals</b>	<b>6,662</b>	<b>4.3%</b>	<b>14,619</b>	<b>9.3%</b>	<b>3,696</b>	<b>2.4%</b>	<b>156,583.00</b>	<b>24,977</b>	<b>16.0%</b>

<sup>a</sup> Turnover rates in this table include interagency transfers because these 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 20 provides a summary of turnover by job classification series.

Table 20

Turnover by Job Classification Series <sup>4 5</sup>						
Fiscal Year 2010						
Occupational Category	Job Classification Series	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Accounting, Auditing, and Finance	Accountant	1,612.25	1.0%	100	0.4%	6.2%
	Accounting Technician	250.50	0.2%	22	0.1%	8.8%
	Accounts Examiner	955.75	0.6%	84	0.4%	8.8%
	Auditor	1,342.50	0.9%	100	0.4%	7.4%
	Budget Analyst	402.25	0.3%	28	0.1%	7.0%
	Chief Investment Officer	3.00	0.0%	0	0.0%	0.0%
	Chief Trader	3.00	0.0%	0	0.0%	0.0%
	Financial Analyst	128.25	0.1%	9	0.0%	7.0%
	Financial Examiner	360.00	0.2%	26	0.1%	7.2%
	Investment Analyst	44.75	0.0%	0	0.0%	0.0%
	Loan Specialist	20.00	0.0%	0	0.0%	0.0%
	Portfolio Manager	81.75	0.1%	1	0.0%	1.2%
	Reimbursement Officer	80.75	0.1%	4	0.0%	5.0%
	Taxpayer Compliance Officer	398.50	0.3%	36	0.2%	9.0%
Trader	8.00	0.0%	0	0.0%	0.0%	
<b>Totals for Accounting, Auditing, and Finance</b>		<b>5,691.25</b>	<b>3.6%</b>	<b>410</b>	<b>1.8%</b>	<b>7.2%</b>
Administrative Support	Administrative Assistant	10,337.75	6.6%	967	4.2%	9.4%
	Clerk	6,356.75	4.1%	922	4.0%	14.5%
	Customer Service Representative	954.50	0.6%	104	0.5%	10.9%
	Executive Assistant	564.00	0.4%	46	0.2%	8.2%
	License and Permit Specialist	174.00	0.1%	9	0.0%	5.2%
	Receptionist	84.50	0.1%	10	0.0%	11.85%
<b>Totals for Administrative Support</b>		<b>18,471.50</b>	<b>11.8%</b>	<b>2,058</b>	<b>9.0%</b>	<b>11.1%</b>
Criminal Justice	Agriculture Specialist	124.50	0.1%	16	0.1%	12.9%
	Assistant Warden/Warden	186.25	0.1%	25	0.1%	13.4%
	Correctional Officer	28,072.75	17.9%	5,669	24.8%	20.2%
	Correctional Transportation Officer	121.75	0.1%	17	0.1%	14.0%
	Counsel Substitute	104.50	0.1%	5	0.0%	4.8%

<sup>4</sup> The job classification series with no incumbents in fiscal year 2010 were not included in this table.

<sup>5</sup> Percentages do not sum exactly to 100.0 due to rounding.

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

**Fiscal Year 2010**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
	Dorm Supervisor	26.00	0.0%	4	0.0%	15.4%
	Industrial Specialist	404.50	0.3%	30	0.1%	7.4%
	Juvenile Correctional Officer	2,018.75	1.3%	597	2.6%	29.6%
	Parole Officer	1,907.25	1.2%	176	0.8%	9.2%
	Senior Correctional Officer	3,136.50	2.0%	220	1.0%	7.0%
<b>Totals for Criminal Justice</b>		<b>36,102.75</b>	<b>23.1%</b>	<b>6,759</b>	<b>29.5%</b>	<b>18.7%</b>
Custodial	Barber/Cosmetologist	18.00	0.0%	1	0.0%	5.6%
	Cook	330.75	0.2%	71	0.3%	21.5%
	Custodial Manager	58.50	0.0%	2	0.0%	3.4%
	Custodian	990.00	0.6%	149	0.7%	15.1%
	Food Service Manager	1,018.50	0.7%	159	0.7%	15.6%
	Food Service Worker	747.75	0.5%	207	0.9%	27.7%
	Groundskeeper	116.75	0.1%	12	0.1%	10.3%
	Laundry Manager	714.00	0.5%	69	0.3%	9.7%
	Laundry/Sewing Room Worker	124.50	0.1%	19	0.1%	15.3%
<b>Totals for Custodial</b>		<b>4,118.75</b>	<b>2.6%</b>	<b>689</b>	<b>3.0%</b>	<b>16.7%</b>
Education	Teacher Aide	145.50	0.1%	11	0.0%	7.6%
<b>Totals for Education</b>		<b>145.50</b>	<b>0.1%</b>	<b>11</b>	<b>0.0%</b>	<b>7.6%</b>
Employment	Unemployment Insurance Claims Examiner	303.25	0.2%	19	0.1%	6.3%
	Unemployment Insurance Specialist	26.75	0.0%	4	0.0%	15.0%
	Workforce Development Specialist	584.25	0.4%	68	0.3%	11.6%
<b>Totals for Employment</b>		<b>914.25</b>	<b>0.6%</b>	<b>91</b>	<b>0.4%</b>	<b>10.0%</b>
Engineering and Design	Architect	70.75	0.0%	3	0.0%	4.2%
	District Engineer	25.25	0.0%	2	0.0%	7.9%
	Drafting Technician	9.50	0.0%	0	0.0%	0.0%
	Engineer	946.50	0.6%	54	0.2%	5.7%
	Engineering Aide	267.00	0.2%	39	0.2%	14.6%
	Engineering Specialist	2,497.75	1.6%	161	0.7%	6.4%
	Engineering Technician	4,212.75	2.7%	312	1.4%	7.4%
	Graphic Designer	72.75	0.0%	7	0.0%	9.6%
	Project Design Assistant	10.50	0.0%	1	0.0%	9.5%
<b>Totals for Engineering and Design</b>		<b>8,112.75</b>	<b>5.2%</b>	<b>579</b>	<b>2.5%</b>	<b>7.1%</b>
Human Resources	Human Resources Assistant/Specialist	684.00	0.4%	41	0.2%	6.0%
	Training Assistant/Specialist	692.75	0.4%	68	0.3%	9.8%
<b>Totals for Human Resources</b>		<b>1,376.75</b>	<b>0.9%</b>	<b>109</b>	<b>0.5%</b>	<b>7.9%</b>



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

Fiscal Year 2010

Occupational Category	Job Classification Series	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Information Technology	Business Continuity Coordinator	12.00	0.0%	1	0.0%	8.3%
	Computer Operations Specialist	55.25	0.0%	8	0.0%	14.5%
	Computer Operator Technician	13.00	0.0%	1	0.0%	7.7%
	Data Base Administrator	149.00	0.1%	11	0.0%	7.4%
	Data Entry Operator	169.25	0.1%	24	0.1%	14.2%
	Geographic Information Specialist	19.00	0.0%	3	0.0%	15.8%
	Information Technology Auditor	22.50	0.0%	0	0.0%	0.0%
	Information Technology Security Analyst	27.75	0.0%	3	0.0%	10.8%
	Network Specialist	594.25	0.4%	45	0.2%	7.6%
	Programmer	630.00	0.4%	40	0.2%	6.3%
	Systems Analyst	2,335.25	1.5%	154	0.7%	6.6%
	Systems Support Specialist	506.50	0.3%	36	0.2%	7.1%
	Telecommunications Specialist	160.25	0.1%	13	0.1%	8.1%
	Web Administrator	92.25	0.1%	3	0.0%	3.3%
<b>Totals for Information Technology</b>		<b>4,786.25</b>	<b>3.1%</b>	<b>342</b>	<b>1.5%</b>	<b>7.1%</b>
Inspectors and Investigators	Boiler Inspector	17.00	0.0%	1	0.0%	5.9%
	Inspector	1,383.00	0.9%	139	0.6%	10.1%
	Investigator	1,540.25	1.0%	134	0.6%	8.7%
<b>Totals for Inspectors and Investigators</b>		<b>2,940.25</b>	<b>1.9%</b>	<b>274</b>	<b>1.2%</b>	<b>9.3%</b>
Insurance	Actuary	41.50	0.0%	3	0.0%	7.2%
	Claims Assistants and Claims Examiner	631.50	0.4%	42	0.2%	6.7%
	Insurance Specialist	211.50	0.1%	22	0.1%	10.4%
	Insurance Technician	9.25	0.0%	3	0.0%	32.4%
	Retirement Systems Benefits Specialist	202.50	0.1%	14	0.1%	6.9%
<b>Totals for Insurance</b>		<b>1,096.25</b>	<b>0.7%</b>	<b>84</b>	<b>0.4%</b>	<b>7.7%</b>
Land Surveying, Appraising, and Utilities	Appraiser	91.00	0.1%	7	0.0%	7.7%
	Land Surveyor	31.00	0.0%	0	0.0%	0.0%
	Right of Way Agent	132.50	0.1%	9	0.0%	6.8%
	Utility Specialist	20.25	0.0%	2	0.0%	9.9%
<b>Totals for Land Surveying, Appraising, and Utilities</b>		<b>274.75</b>	<b>0.2%</b>	<b>18</b>	<b>0.1%</b>	<b>6.6%</b>
Law Enforcement	Agent	197.75	0.1%	17	0.1%	8.6%
	Agent Trainee	11.00	0.0%	3	0.0%	27.3%
	Captain, Public Safety	73.75	0.0%	9	0.0%	12.2%
	Commander, Public Safety	3.00	0.0%	2	0.0%	66.7%
	Corporal, Public Safety	196.75	0.1%	6	0.0%	3.0%

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

Fiscal Year 2010

Occupational Category	Job Classification Series	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
	Game Warden	357.50	0.2%	18	0.1%	5.0%
	Game Warden-Assistant Commander/Commander	6.00	0.0%	0	0.0%	0.0%
	Game Warden- Sergeant/Lieutenant/Captain/Major	86.25	0.1%	8	0.0%	9.3%
	Internal Affairs, Office of the Inspector General (Supervisor/Manager/Admin./Dir.)	21.50	0.0%	1	0.0%	4.7%
	Investigator, Office of the Inspector General	78.25	0.0%	7	0.0%	8.9%
	Investigator Trainee, Office of the Inspector General	16.25	0.0%	1	0.0%	6.2%
	Lieutenant, Public Safety	181.25	0.1%	11	0.0%	6.1%
	Major, Public Safety	26.75	0.0%	6	0.0%	22.4%
	Pilot Investigator	43.25	0.0%	3	0.0%	6.9%
	Public Safety Inspector	8.00	0.0%	0	0.0%	0.0%
	Sergeant, Public Safety	916.50	0.6%	42	0.2%	4.6%
	Sergeant/Lieutenant/Captain/Major, Alcohol Bev.	23.50	0.0%	1	0.0%	4.3%
	Trainee/Probationary Game Warden	72.00	0.0%	5	0.0%	6.9%
	Trooper	1,913.25	1.2%	66	0.3%	3.4%
	Trooper Trainee/Probationary Trooper	261.25	0.2%	64	0.3%	24.5%
<b>Totals for Law Enforcement</b>		<b>4,493.75</b>	<b>2.9%</b>	<b>270</b>	<b>1.2%</b>	<b>6.0%</b>
Legal	Administrative Law Judge	105.00	0.1%	4	0.0%	3.8%
	Assistant Attorney General	737.50	0.5%	50	0.2%	6.8%
	Associate Judge	55.50	0.0%	2	0.0%	3.6%
	Attorney	1,032.25	0.7%	74	0.3%	7.2%
	Benefit Review Officer	28.25	0.0%	1	0.0%	3.5%
	Chief Deputy Clerk	8.00	0.0%	0	0.0%	0.0%
	Clerk of the Court	16.00	0.0%	0	0.0%	0.0%
	Court Coordinator	54.50	0.0%	5	0.0%	9.2%
	Court Law Clerk	54.50	0.0%	39	0.2%	71.6%
	Deputy Clerk	80.50	0.1%	9	0.0%	11.2%
	General Counsel	154.75	0.1%	10	0.0%	6.5%
	Hearings Reporter	6.00	0.0%	0	0.0%	0.0%
	Law Clerk	6.75	0.0%	6	0.0%	88.9%
	Legal Assistant	428.00	0.3%	38	0.2%	8.9%

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

Fiscal Year 2010

Occupational Category	Job Classification Series	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
	Legal Secretary	258.75	0.2%	16	0.1%	6.2%
	Ombudsman	115.50	0.1%	10	0.0%	8.7%
<b>Totals for Legal</b>		<b>3,141.25</b>	<b>2.0%</b>	<b>264</b>	<b>1.2%</b>	<b>8.4%</b>
Library and Records	Archaeologist	21.75	0.0%	1	0.0%	4.6%
	Archivist	11.25	0.0%	0	0.0%	0.0%
	Curator	16.00	0.0%	1	0.0%	6.3%
	Exhibit Technician	13.00	0.0%	0	0.0%	0.0%
	Historian	12.50	0.0%	0	0.0%	0.0%
	Librarian	117.00	0.1%	3	0.0%	2.6%
	Library Assistant	35.75	0.0%	4	0.0%	11.2%
<b>Totals for Library and Records</b>		<b>227.25</b>	<b>0.1%</b>	<b>9</b>	<b>0.0%</b>	<b>4.0%</b>
Maintenance	Air Conditioning and Boiler Operator	51.75	0.0%	7	0.0%	13.5%
	Aircraft Mechanic	12.00	0.0%	0	0.0%	0.0%
	Aircraft Pilot	7.00	0.0%	0	0.0%	0.0%
	Electrician	74.50	0.0%	5	0.0%	6.7%
	Electronics Technician	38.25	0.0%	3	0.0%	7.8%
	Equipment Maintenance Technician	17.25	0.0%	0	0.0%	0.0%
	Ferryboat Specialist	32.75	0.0%	6	0.0%	18.3%
	HVAC Mechanic	103.75	0.1%	8	0.0%	7.7%
	Machinist	17.25	0.0%	5	0.0%	29.0%
	Maintenance Assistant	39.50	0.0%	8	0.0%	20.3%
	Maintenance Supervisor	1,119.50	0.7%	147	0.6%	13.1%
	Maintenance Technician	844.00	0.5%	99	0.4%	11.7%
	Motor Vehicle Technician	460.50	0.3%	48	0.2%	10.4%
	Radio Communications Technician	22.50	0.0%	3	0.0%	13.3%
	Transportation Maintenance Specialist	638.75	0.4%	63	0.3%	9.9%
Vehicle Driver	214.75	0.1%	26	0.1%	12.1%	
<b>Totals for Maintenance</b>		<b>3,694.00</b>	<b>2.4%</b>	<b>428</b>	<b>1.9%</b>	<b>11.6%</b>
Medical and Health	Dental Assistant	20.50	0.0%	1	0.0%	4.9%
	Dental Hygienist	23.75	0.0%	3	0.0%	12.6%
	Dentist	25.25	0.0%	6	0.0%	23.8%
	Dietetic and Nutrition Specialist	114.75	0.1%	15	0.1%	13.1%
	Dietetic Technician	19.25	0.0%	1	0.0%	5.2%
	Epidemiologist	85.75	0.1%	9	0.0%	10.5%
	Health Physicist	72.50	0.0%	3	0.0%	4.1%
	Laboratory Technician	86.75	0.1%	11	0.0%	12.7%

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

Fiscal Year 2010

Occupational Category	Job Classification Series	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
	Licensed Vocational Nurse	1,219.25	0.8%	356	1.6%	29.2%
	Medical Aide	21.75	0.0%	3	0.0%	13.8%
	Medical Research Specialist	2.00	0.0%	0	0.0%	0.0%
	Medical Technician	11.25	0.0%	0	0.0%	0.0%
	Medical Technologist	95.75	0.1%	9	0.0%	9.4%
	Microbiologist	132.25	0.1%	9	0.0%	6.8%
	Nurse	2,334.25	1.5%	474	2.1%	20.3%
	Orthopedic Equipment Assistant/Technician	42.25	0.0%	7	0.0%	16.6%
	Pharmacist	97.50	0.1%	19	0.1%	19.5%
	Pharmacy Technician	76.00	0.0%	9	0.0%	11.8%
	Physician	130.00	0.1%	19	0.1%	14.6%
	Physician Assistant	2.50	0.0%	0	0.0%	0.0%
	Psychiatrist	141.75	0.1%	12	0.1%	8.5%
	Psychological Assistant/Associate Psychologist	399.75	0.3%	80	0.3%	20.0%
	Psychologist	76.75	0.0%	15	0.1%	19.5%
	Public Health Nurse	58.75	0.0%	7	0.0%	11.9%
	Public Health Technician	656.75	0.4%	79	0.3%	12.0%
	Radiological Technologist	18.00	0.0%	5	0.0%	27.8%
	Registered Therapists Assistant/Therapist	242.75	0.2%	34	0.1%	14.0%
	Respiratory Care Practitioner	11.25	0.0%	1	0.0%	8.9%
	Veterinarian	40.00	0.0%	5	0.0%	12.5%
<b>Totals for Medical and Health</b>		<b>6,259.00</b>	<b>4.0%</b>	<b>1,192</b>	<b>5.2%</b>	<b>19.0%</b>
Natural Resources	Chemist	123.75	0.1%	14	0.1%	11.3%
	Earth Science Technician	2.50	0.0%	0	0.0%	0.0%
	Environmental Specialist	233.50	0.1%	25	0.1%	10.7%
	Fish and Wildlife Technician	200.00	0.1%	13	0.1%	6.5%
	Geoscientist	138.75	0.1%	4	0.0%	2.9%
	Hydrologist	82.50	0.1%	6	0.0%	7.3%
	Natural Resources Specialist	1,268.25	0.8%	84	0.4%	6.6%
	Park Ranger	367.00	0.2%	34	0.1%	9.3%
	Park Specialist	216.00	0.1%	25	0.1%	11.6%
	Sanitarian	118.25	0.1%	6	0.0%	5.1%
	Toxicologist	12.75	0.0%	1	0.0%	7.8%
<b>Totals for Natural Resources</b>		<b>2,763.25</b>	<b>1.8%</b>	<b>212</b>	<b>0.9%</b>	<b>7.7%</b>

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

**Fiscal Year 2010**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Office Services	Micrographics Technician	64.75	0.0%	7	0.0%	10.8%
	Photographer	5.00	0.0%	0	0.0%	0.0%
	Printing Services Technician	130.50	0.1%	7	0.0%	5.4%
<b>Totals for Office Services</b>		<b>200.25</b>	<b>0.1%</b>	<b>14</b>	<b>0.1%</b>	<b>7.0%</b>
Planning, Research, and Statistics	Economist	49.25	0.0%	2	0.0%	4.1%
	Planner	185.25	0.1%	24	0.1%	13.0%
	Research and Statistics Technician	23.50	0.0%	4	0.0%	17.0%
	Research Specialist	273.75	0.2%	22	0.1%	8.0%
	Statistician	18.50	0.0%	1	0.0%	5.4%
<b>Totals for Planning, Research, and Statistics</b>		<b>550.25</b>	<b>0.4%</b>	<b>53</b>	<b>0.2%</b>	<b>9.6%</b>
Procedures and Information	Audio/Visual Technician	17.25	0.0%	3	0.0%	17.4%
	Editor	6.00	0.0%	0	0.0%	0.0%
	Government Relations Specialist	68.50	0.0%	4	0.0%	5.8%
	Governor's Advisor	16.75	0.0%	0	0.0%	0.0%
	Information Specialist	458.25	0.3%	33	0.1%	7.2%
	Management Analyst	59.75	0.0%	6	0.0%	10.0%
	Marketing Specialist	59.75	0.0%	6	0.0%	10.0%
	Technical Writer	35.00	0.0%	2	0.0%	5.7%
<b>Totals for Procedures and Information</b>		<b>721.25</b>	<b>0.5%</b>	<b>54</b>	<b>0.2%</b>	<b>7.5%</b>
Program Management	Deputy Comptroller	1.00	0.0%	0	0.0%	0.0%
	Director	1,938.25	1.2%	178	0.8%	9.2%
	Manager	2,812.00	1.8%	217	0.9%	7.7%
	Program Specialist	7,208.00	4.6%	548	2.4%	7.6%
	Program Supervisor	1,680.00	1.1%	122	0.5%	7.3%
	Project Manager	126.50	0.1%	6	0.0%	4.7%
	Staff Services Officer	323.75	0.2%	16	0.1%	4.9%
<b>Totals for Program Management</b>		<b>14,089.50</b>	<b>9.0%</b>	<b>1,087</b>	<b>4.7%</b>	<b>7.7%</b>
Property Management and Purchasing	Contract Administration Manager	28.50	0.0%	2	0.0%	7.0%
	Contract Specialist	649.00	0.4%	47	0.2%	7.2%
	Contract Technician	106.25	0.1%	11	0.0%	10.4%
	Grant Coordinator	52.00	0.0%	5	0.0%	9.6%
	Inventory and Store Specialist	716.75	0.5%	75	0.3%	10.5%
	Property Manager	140.00	0.1%	15	0.1%	10.7%
	Purchaser	509.00	0.3%	41	0.2%	8.1%
<b>Totals for Property Management and Purchasing</b>		<b>2,201.50</b>	<b>1.4%</b>	<b>196</b>	<b>0.9%</b>	<b>8.9%</b>

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

Fiscal Year 2010

Occupational Category	Job Classification Series	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Public Safety	Crime Laboratory Specialist	48.50	0.0%	6	0.0%	12.4%
	DNA Index System Analyst	7.25	0.0%	0	0.0%	0.0%
	Fingerprint Technician	48.25	0.0%	7	0.0%	14.5%
	Forensic Photographer	4.00	0.0%	2	0.0%	50.0%
	Forensic Scientist	227.00	0.1%	14	0.1%	6.2%
	Police Communications Operator	174.75	0.1%	20	0.1%	11.4%
	Public Safety Records Technician	86.00	0.1%	11	0.0%	12.8%
	Security Officer	500.75	0.3%	101	0.4%	20.2%
<b>Totals for Public Safety</b>		<b>1,096.50</b>	<b>0.7%</b>	<b>161</b>	<b>0.7%</b>	<b>14.7%</b>
Safety	Rescue Specialist	31.00	0.0%	11	0.0%	35.5%
	Risk Management Specialist	51.00	0.0%	9	0.0%	17.6%
	Safety Officer	180.00	0.1%	19	0.1%	10.6%
<b>Totals for Safety</b>		<b>262.00</b>	<b>0.2%</b>	<b>39</b>	<b>0.2%</b>	<b>14.9%</b>
Social Services	Adult Protective Services Specialist	754.25	0.5%	112	0.5%	14.8%
	Case Manager	391.25	0.2%	51	0.2%	13.0%
	Chaplain	145.25	0.1%	17	0.1%	11.7%
	Chaplaincy Services Assistant	8.75	0.0%	0	0.0%	0.0%
	Child Protective Services Specialist	5,294.75	3.4%	1,272	5.6%	24.0%
	Child Support Officer	1,293.75	0.8%	127	0.6%	9.8%
	Child Support Technician	379.25	0.2%	36	0.2%	9.5%
	Family and Protective Services Supervisor	1,174.25	0.7%	61	0.3%	5.2%
	Family Services Specialist	337.00	0.2%	18	0.1%	5.3%
	Health and Human Services Program Coordinator	42.75	0.0%	2	0.0%	4.7%
	Human Services Specialist	7,906.00	5.0%	1,133	4.9%	14.3%
	Human Services Technician	941.25	0.6%	98	0.4%	10.4%
	Interpreter	23.25	0.0%	3	0.0%	12.9%
	Mental Retardation Assistant	7,700.25	4.9%	3,292	14.4%	42.8%
	Psychiatric Nursing Assistant	3,089.75	2.0%	810	3.5%	26.2%
	Qualified Mental Retardation Professional	239.50	0.2%	36	0.2%	15.0%
	Quality Assurance Specialist	124.50	0.1%	7	0.0%	5.6%
	Recreation Program Specialist	49.00	0.0%	13	0.1%	26.5%
	Rehabilitation Teacher	127.25	0.1%	13	0.1%	10.2%
	Rehabilitation Therapy Technician	1,053.00	0.7%	140	0.6%	13.3%
Resident Specialist	393.50	0.3%	51	0.2%	13.0%	
Social Worker	202.75	0.1%	36	0.2%	17.8%	

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

Fiscal Year 2010

Occupational Category	Job Classification Series	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
	Substance Abuse Counselor	112.00	0.1%	28	0.1%	25.0%
	Veterans Services Representative	277.00	0.2%	57	0.2%	20.6%
	Vocational Rehabilitation Counselor	706.00	0.5%	69	0.3%	9.8%
	Volunteer Services Coordinator	86.00	0.1%	8	0.0%	9.3%
	<b>Totals for Social Services</b>	<b>32,852.25</b>	<b>21.0%</b>	<b>7,490</b>	<b>32.7%</b>	<b>22.8%</b>
	<b>Statewide Total</b>	<b>156,583.00</b>	<b>100.0%</b>	<b>22,893</b>	<b>100.0%</b>	<b>14.6%</b>

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

## Turnover by Region and County

Table 21 provides turnover rates by region and county in Texas.

Table 21

Turnover by Region and County <sup>a</sup>						
Fiscal Year 2010						
Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
Alamo Region	Atascosa	101.50	0.1%	9	0.0%	8.9%
	Bandera	42.00	0.0%	3	0.0%	7.1%
	Bexar	6,877.75	4.4%	1,198	5.2%	17.4%
	Comal	134.50	0.1%	14	0.1%	10.4%
	Frio	363.00	0.2%	45	0.2%	12.4%
	Gillespie	54.25	0.0%	7	0.0%	12.9%
	Guadalupe	146.00	0.1%	16	0.1%	11.0%
	Karnes	779.50	0.5%	183	0.8%	23.5%
	Kendall	55.00	0.0%	8	0.0%	14.5%
	Kerr	719.50	0.5%	98	0.4%	13.6%
	Medina	533.50	0.3%	62	0.3%	11.6%
	Wilson	56.25	0.0%	9	0.0%	16.0%
<b>Alamo Region Totals</b>		<b>9,862.75</b>	<b>6.3%</b>	<b>1,652</b>	<b>7.2%</b>	<b>16.7%</b>
Capital Region	Bastrop	195.25	0.1%	20	0.1%	10.2%
	Blanco	37.25	0.0%	2	0.0%	5.4%
	Burnet	240.25	0.2%	19	0.1%	7.9%
	Caldwell	74.00	0.0%	4	0.0%	5.4%
	Fayette	61.75	0.0%	4	0.0%	6.5%
	Hays	215.75	0.1%	21	0.1%	9.7%
	Lee	452.75	0.3%	85	0.4%	18.8%
	Llano	29.25	0.0%	3	0.0%	10.3%
	Travis	37,515.25	24.0%	3,726	16.3%	9.9%
Williamson	537.75	0.3%	49	0.2%	9.1%	
<b>Capital Region Totals</b>		<b>39,359.25</b>	<b>25.1%</b>	<b>3,933</b>	<b>17.2%</b>	<b>10.0%</b>
Central Texas Region	Bell	669.50	0.4%	103	0.4%	15.4%
	Bosque	37.75	0.0%	3	0.0%	7.9%
	Brazos	710.50	0.5%	79	0.3%	11.1%
	Burleson	47.50	0.0%	11	0.0%	23.2%
	Coryell	2,731.25	1.7%	360	1.6%	13.2%



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

Fiscal Year 2010

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
	Falls	478.00	0.3%	83	0.4%	17.4%
	Freestone	378.00	0.2%	50	0.2%	13.2%
	Grimes	685.00	0.4%	98	0.4%	14.3%
	Hamilton	53.25	0.0%	6	0.0%	11.3%
	Hill	116.50	0.1%	14	0.1%	12.0%
	Lampasas	69.75	0.0%	3	0.0%	4.3%
	Leon	45.75	0.0%	3	0.0%	6.6%
	Limestone	1,706.50	1.1%	408	1.8%	23.9%
	Madison	756.25	0.5%	222	1.0%	29.4%
	McLennan	1,663.25	1.1%	244	1.1%	14.7%
	Milam	48.00	0.0%	4	0.0%	8.3%
	Mills	16.50	0.0%	0	0.0%	0.0%
	Robertson	44.25	0.0%	4	0.0%	9.0%
	San Saba	147.25	0.1%	23	0.1%	15.6%
	Washington	1,209.50	0.8%	326	1.4%	27.0%
<b>Central Texas Region Totals</b>		<b>11,614.25</b>	<b>7.4%</b>	<b>2,044</b>	<b>8.9%</b>	<b>17.6%</b>
<b>Coastal Bend Region</b>	Aransas	100.00	0.1%	8	0.0%	8.0%
	Bee	2,005.75	1.3%	416	1.8%	20.7%
	Brooks	31.50	0.0%	0	0.0%	0.0%
	Calhoun	60.75	0.0%	7	0.0%	11.5%
	Dewitt	414.00	0.3%	24	0.1%	5.8%
	Duval	154.00	0.1%	8	0.0%	5.2%
	Goliad	40.00	0.0%	2	0.0%	5.0%
	Gonzales	59.75	0.0%	6	0.0%	10.0%
	Jackson	33.50	0.0%	4	0.0%	11.9%
	Jim Wells	130.25	0.1%	21	0.1%	16.1%
	Kenedy	2.00	0.0%	0	0.0%	0.0%
	Kleberg	90.00	0.1%	9	0.0%	10.0%
	Lavaca	44.25	0.0%	4	0.0%	9.0%
	Live Oak	33.75	0.0%	5	0.0%	14.8%
	McMullen	24.25	0.0%	4	0.0%	16.5%
	Nueces	2,438.75	1.6%	503	2.2%	20.6%
	Refugio	25.75	0.0%	2	0.0%	7.8%

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

Fiscal Year 2010

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
	San Patricio	132.50	0.1%	11	0.0%	8.3%
	Victoria	273.75	0.2%	30	0.1%	11.0%
<b>Coastal Bend Region Totals</b>		<b>6,094.50</b>	<b>3.9%</b>	<b>1,064</b>	<b>4.6%</b>	<b>17.5%</b>
<b>Gulf Coast Region</b>	Austin	674.75	0.4%	79	0.3%	11.7%
	Brazoria	2,821.50	1.8%	474	2.1%	16.8%
	Chambers	41.00	0.0%	2	0.0%	4.9%
	Colorado	45.00	0.0%	6	0.0%	13.3%
	Fort Bend	2,972.25	1.9%	373	1.6%	12.5%
	Galveston	1,104.50	0.7%	124	0.5%	11.2%
	Harris	7,958.75	5.1%	1,009	4.4%	12.7%
	Liberty	1,010.75	0.6%	156	0.7%	15.4%
	Matagorda	73.50	0.0%	12	0.1%	16.3%
	Montgomery	428.25	0.3%	51	0.2%	11.9%
	Walker	6,996.25	4.5%	1,163	5.1%	16.6%
	Waller	54.50	0.0%	4	0.0%	7.3%
	Wharton	98.50	0.1%	11	0.0%	11.2%
<b>Gulf Coast Region Totals</b>		<b>24,279.50</b>	<b>15.5%</b>	<b>3,464</b>	<b>15.1%</b>	<b>14.3%</b>
<b>High Plains Region</b>	Armstrong	15.00	0.0%	3	0.0%	20.0%
	Bailey	23.25	0.0%	5	0.0%	21.5%
	Briscoe	20.25	0.0%	5	0.0%	24.7%
	Carson	31.50	0.0%	3	0.0%	9.5%
	Castro	19.50	0.0%	1	0.0%	5.1%
	Childress	449.50	0.3%	59	0.3%	13.1%
	Cochran	17.25	0.0%	3	0.0%	17.4%
	Collingsworth	14.00	0.0%	1	0.0%	7.1%
	Crosby	22.50	0.0%	1	0.0%	4.4%
	Dallam	318.25	0.2%	63	0.3%	19.8%
	Deaf Smith	59.00	0.0%	5	0.0%	8.5%
	Dickens	14.00	0.0%	0	0.0%	0.0%
	Donley	18.25	0.0%	4	0.0%	21.9%
	Floyd	14.25	0.0%	0	0.0%	0.0%
	Garza	20.00	0.0%	3	0.0%	15.0%
	Gray	436.75	0.3%	61	0.3%	14.0%
	Hale	520.25	0.3%	50	0.2%	9.6%

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

Fiscal Year 2010

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
	Hall	14.75	0.0%	1	0.0%	6.8%
	Hansford	15.75	0.0%	1	0.0%	6.3%
	Hartley	17.75	0.0%	1	0.0%	5.6%
	Hemphill	24.25	0.0%	1	0.0%	4.1%
	Hockley	62.75	0.0%	8	0.0%	12.7%
	Hutchinson	41.00	0.0%	9	0.0%	22.0%
	King	7.00	0.0%	0	0.0%	0.0%
	Lamb	47.50	0.0%	5	0.0%	10.5%
	Lipscomb	7.25	0.0%	1	0.0%	13.8%
	Lubbock	2,853.00	1.8%	558	2.4%	19.6%
	Lynn	17.75	0.0%	0	0.0%	0.0%
	Moore	46.50	0.0%	5	0.0%	10.8%
	Motley	16.00	0.0%	0	0.0%	0.0%
	Ochiltree	19.25	0.0%	5	0.0%	26.0%
	Oldham	17.50	0.0%	1	0.0%	5.7%
	Parmer	15.50	0.0%	2	0.0%	12.9%
	Potter	2,038.00	1.3%	355	1.6%	17.4%
	Randall	318.00	0.2%	33	0.1%	10.4%
	Roberts	2.00	0.0%	1	0.0%	50.0%
	Sherman	13.25	0.0%	1	0.0%	7.5%
	Swisher	148.50	0.1%	21	0.1%	14.1%
	Terry	192.50	0.1%	20	0.1%	10.4%
	Wheeler	15.75	0.0%	4	0.0%	25.4%
	Yoakum	13.00	0.0%	4	0.0%	30.8%
	<b>High Plains Region Totals</b>	<b>7,978.00</b>	<b>5.1%</b>	<b>1,304</b>	<b>5.7%</b>	<b>16.3%</b>
<b>Metroplex Region</b>	Collin	425.00	0.3%	61	0.3%	14.4%
	Cooke	437.00	0.3%	106	0.5%	24.3%
	Dallas	4,627.75	3.0%	503	2.2%	10.9%
	Denton	2,297.00	1.5%	717	3.1%	31.2%
	Ellis	160.75	0.1%	22	0.1%	13.7%
	Erath	78.50	0.1%	8	0.0%	10.2%
	Fannin	501.50	0.3%	59	0.3%	11.8%
	Grayson	206.75	0.1%	14	0.1%	6.8%
	Hood	316.75	0.2%	30	0.1%	9.5%

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

Fiscal Year 2010

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
	Hunt	181.00	0.1%	18	0.1%	9.9%
	Johnson	182.50	0.1%	25	0.1%	13.7%
	Kaufman	1,043.50	0.7%	108	0.5%	10.3%
	Navarro	387.25	0.2%	92	0.4%	23.8%
	Palo Pinto	128.75	0.1%	15	0.1%	11.7%
	Parker	145.00	0.1%	13	0.1%	9.0%
	Rockwall	37.75	0.0%	2	0.0%	5.3%
	Somervell	24.25	0.0%	2	0.0%	8.2%
	Tarrant	4,067.75	2.6%	449	2.0%	11.0%
	Wise	93.75	0.1%	3	0.0%	3.2%
	<b>Metroplex Region Totals</b>	<b>15,342.50</b>	<b>9.8%</b>	<b>2,247</b>	<b>9.8%</b>	<b>14.6%</b>
<b>Northwest Texas Region</b>	Archer	34.75	0.0%	2	0.0%	5.8%
	Baylor	25.00	0.0%	2	0.0%	8.0%
	Brown	726.00	0.5%	89	0.4%	12.3%
	Callahan	38.25	0.0%	6	0.0%	15.7%
	Clay	28.75	0.0%	2	0.0%	7.0%
	Coleman	25.25	0.0%	2	0.0%	7.9%
	Comanche	24.75	0.0%	1	0.0%	4.0%
	Cottle	21.00	0.0%	1	0.0%	4.8%
	Eastland	90.75	0.1%	5	0.0%	5.5%
	Fisher	17.25	0.0%	0	0.0%	0.0%
	Foard	12.00	0.0%	0	0.0%	0.0%
	Hardeman	21.25	0.0%	3	0.0%	14.1%
	Haskell	35.50	0.0%	6	0.0%	16.9%
	Jack	21.25	0.0%	3	0.0%	14.1%
	Jones	548.75	0.4%	61	0.3%	11.1%
	Kent	10.00	0.0%	0	0.0%	0.0%
	Knox	23.75	0.0%	1	0.0%	4.2%
	Mitchell	594.75	0.4%	144	0.6%	24.2%
	Montague	56.50	0.0%	2	0.0%	3.5%
	Nolan	59.50	0.0%	6	0.0%	10.1%
	Runnels	32.00	0.0%	2	0.0%	6.3%
	Scurry	384.25	0.2%	97	0.4%	25.2%
	Shackelford	14.75	0.0%	0	0.0%	0.0%

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

Fiscal Year 2010

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
	Stephens	177.75	0.1%	11	0.0%	6.2%
	Stonewall	13.00	0.0%	0	0.0%	0.0%
	Taylor	2,720.75	1.7%	631	2.8%	23.2%
	Throckmorton	12.00	0.0%	2	0.0%	16.7%
	Wichita	2,064.75	1.3%	333	1.5%	16.1%
	Wilbarger	1,655.00	1.1%	309	1.3%	18.7%
	Young	60.00	0.0%	3	0.0%	5.0%
<b>Northwest Texas Region Totals</b>		<b>9,549.25</b>	<b>6.1%</b>	<b>1,724</b>	<b>7.5%</b>	<b>18.1%</b>
<b>South Texas Border Region</b>	Cameron	1,677.75	1.1%	226	1.0%	13.5%
	Dimmit	45.25	0.0%	6	0.0%	13.3%
	Edwards	21.00	0.0%	0	0.0%	0.0%
	Hidalgo	2,982.25	1.9%	299	1.3%	10.0%
	Jim Hogg	37.25	0.0%	2	0.0%	5.4%
	Kinney	21.75	0.0%	1	0.0%	4.6%
	La Salle	151.75	0.1%	10	0.0%	6.6%
	Maverick	127.25	0.1%	10	0.0%	7.9%
	Real	14.00	0.0%	0	0.0%	0.0%
	Starr	243.00	0.2%	20	0.1%	8.2%
	Uvalde	125.00	0.1%	16	0.1%	12.8%
	Val Verde	169.75	0.1%	16	0.1%	9.4%
	Webb	773.00	0.5%	90	0.4%	11.6%
	Willacy	61.00	0.0%	5	0.0%	8.2%
	Zapata	26.25	0.0%	3	0.0%	11.4%
	Zavala	30.75	0.0%	4	0.0%	13.0%
<b>South Texas Border Region Totals</b>		<b>6,507.00</b>	<b>4.2%</b>	<b>708</b>	<b>3.1%</b>	<b>10.9%</b>
<b>Southeast Texas Region</b>	Angelina	1,632.25	1.0%	405	1.8%	24.8%
	Hardin	70.75	0.0%	7	0.0%	9.9%
	Houston	1,178.75	0.8%	290	1.3%	24.6%
	Jasper	285.75	0.2%	20	0.1%	7.0%
	Jefferson	2,637.00	1.7%	479	2.1%	18.2%
	Nacogdoches	195.25	0.1%	11	0.0%	5.6%
	Newton	31.50	0.0%	1	0.0%	3.2%
	Orange	133.00	0.1%	19	0.1%	14.3%
	Polk	934.75	0.6%	208	0.9%	22.3%

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

Fiscal Year 2010

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
	Sabine	24.25	0.0%	2	0.0%	8.2%
	San Augustine	29.25	0.0%	3	0.0%	10.3%
	San Jacinto	36.75	0.0%	4	0.0%	10.9%
	Shelby	49.50	0.0%	5	0.0%	10.1%
	Trinity	37.00	0.0%	6	0.0%	16.2%
	Tyler	652.00	0.4%	179	0.8%	27.5%
<b>Southeast Texas Region Totals</b>		<b>7,927.75</b>	<b>5.1%</b>	<b>1,639</b>	<b>7.2%</b>	<b>20.7%</b>
<b>Upper East Texas Region</b>	Anderson	3,511.00	2.2%	687	3.0%	19.6%
	Bowie	973.25	0.6%	179	0.8%	18.4%
	Camp	10.50	0.0%	3	0.0%	28.6%
	Cass	180.75	0.1%	15	0.1%	8.3%
	Cherokee	1,804.00	1.2%	344	1.5%	19.1%
	Delta	23.75	0.0%	2	0.0%	8.4%
	Franklin	24.25	0.0%	2	0.0%	8.2%
	Gregg	380.50	0.2%	34	0.1%	8.9%
	Harrison	343.00	0.2%	42	0.2%	12.2%
	Henderson	280.25	0.2%	36	0.2%	12.8%
	Hopkins	130.50	0.1%	13	0.1%	10.0%
	Lamar	246.25	0.2%	22	0.1%	8.9%
	Marion	29.75	0.0%	6	0.0%	20.2%
	Morris	40.50	0.0%	3	0.0%	7.4%
	Panola	41.25	0.0%	3	0.0%	7.3%
	Rains	23.25	0.0%	1	0.0%	4.3%
	Red River	40.25	0.0%	2	0.0%	5.0%
	Rusk	86.25	0.1%	6	0.0%	7.0%
	Smith	1,031.25	0.7%	102	0.4%	9.9%
	Titus	144.25	0.1%	14	0.1%	9.7%
	Upshur	67.75	0.0%	11	0.0%	16.2%
	Van Zandt	93.75	0.1%	13	0.1%	13.9%
	Wood	250.25	0.2%	32	0.1%	12.8%
<b>Upper East Texas Region Totals</b>		<b>9,756.50</b>	<b>6.2%</b>	<b>1,572</b>	<b>6.9%</b>	<b>16.1%</b>
<b>Upper Rio Grande Region</b>	Brewster	88.50	0.1%	6	0.0%	6.8%
	Culberson	26.75	0.0%	0	0.0%	0.0%
	El Paso	3,234.00	2.1%	380	1.7%	11.8%

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

Fiscal Year 2010

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
	Hudspeth	32.50	0.0%	4	0.0%	12.3%
	Jeff Davis	65.75	0.0%	9	0.0%	13.7%
	Presidio	75.50	0.0%	7	0.0%	9.3%
<b>Upper Rio Grande Region Totals</b>		<b>3,523.00</b>	<b>2.2%</b>	<b>406</b>	<b>1.8%</b>	<b>11.5%</b>
<b>West Texas Region</b>	Andrews	25.25	0.0%	3	0.0%	11.9%
	Borden	10.25	0.0%	1	0.0%	9.8%
	Coke	11.00	0.0%	2	0.0%	18.2%
	Concho	11.75	0.0%	2	0.0%	17.0%
	Crane	33.75	0.0%	1	0.0%	3.0%
	Crockett	25.50	0.0%	2	0.0%	7.8%
	Dawson	629.25	0.4%	157	0.7%	25.0%
	Ector	421.25	0.3%	55	0.2%	13.1%
	Gaines	22.75	0.0%	2	0.0%	8.8%
	Glasscock	5.00	0.0%	1	0.0%	20.0%
	Howard	726.75	0.5%	211	0.9%	29.0%
	Irion	6.00	0.0%	1	0.0%	16.7%
	Kimble	39.25	0.0%	3	0.0%	7.6%
	Loving	1.00	0.0%	0	0.0%	0.0%
	Martin	19.00	0.0%	0	0.0%	0.0%
	Mason	21.50	0.0%	0	0.0%	0.0%
	McCulloch	39.00	0.0%	1	0.0%	2.6%
	Menard	3.00	0.0%	0	0.0%	0.0%
	Midland	548.25	0.4%	78	0.3%	14.2%
	Pecos	532.00	0.3%	124	0.5%	23.3%
	Reagan	10.00	0.0%	2	0.0%	20.0%
	Reeves	64.75	0.0%	8	0.0%	12.4%
	Schleicher	2.25	0.0%	0	0.0%	0.0%
	Sterling	8.00	0.0%	1	0.0%	12.5%
	Sutton	28.00	0.0%	2	0.0%	7.1%
	Terrell	17.75	0.0%	3	0.0%	16.9%
	Tom Green	1,412.00	0.9%	424	1.9%	30.0%
	Upton	12.00	0.0%	0	0.0%	0.0%

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

Fiscal Year 2010

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
	Ward	84.75	0.1%	52	0.2%	61.4%
	Winkler	16.00	0.0%	0	0.0%	0.0%
West Texas Region Totals		4,787.00	3.1%	1,136	5.0%	23.7%
Other		1.75	0.0%	0	0.0%	0.0%
Statewide Totals		156,583.00	100.0%	22,893	100.0%	14.6%

<sup>a</sup> Percentages do not sum exactly to 100.0 due to rounding.

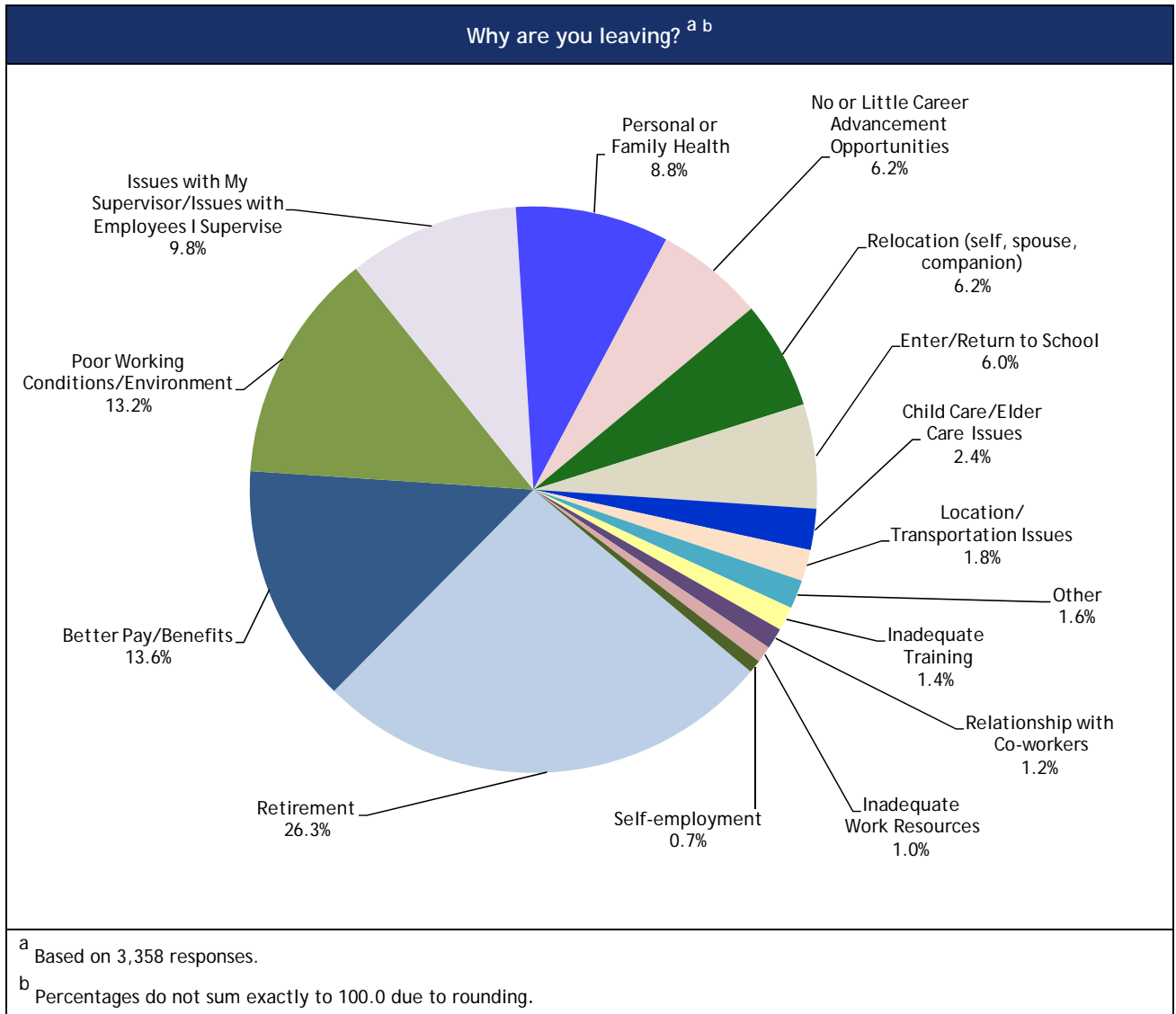
Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.



## Fiscal Year 2010 Overall Exit Survey Results

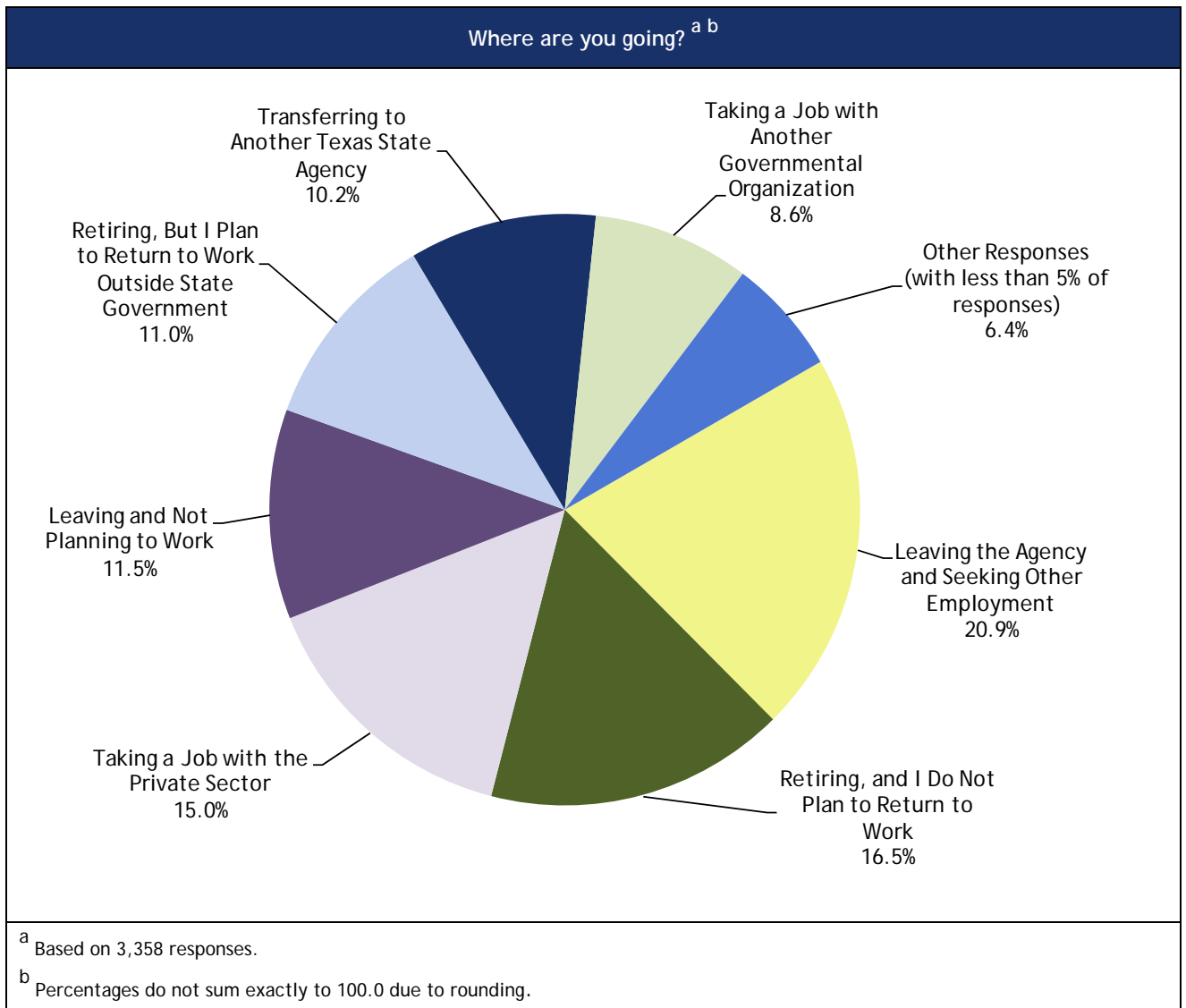
Figures 6 through 12 show the aggregate results from the State of Texas Employee Exit Survey for fiscal year 2010. The surveys were completed between September 1, 2009, and August 31, 2010.

Figure 6



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

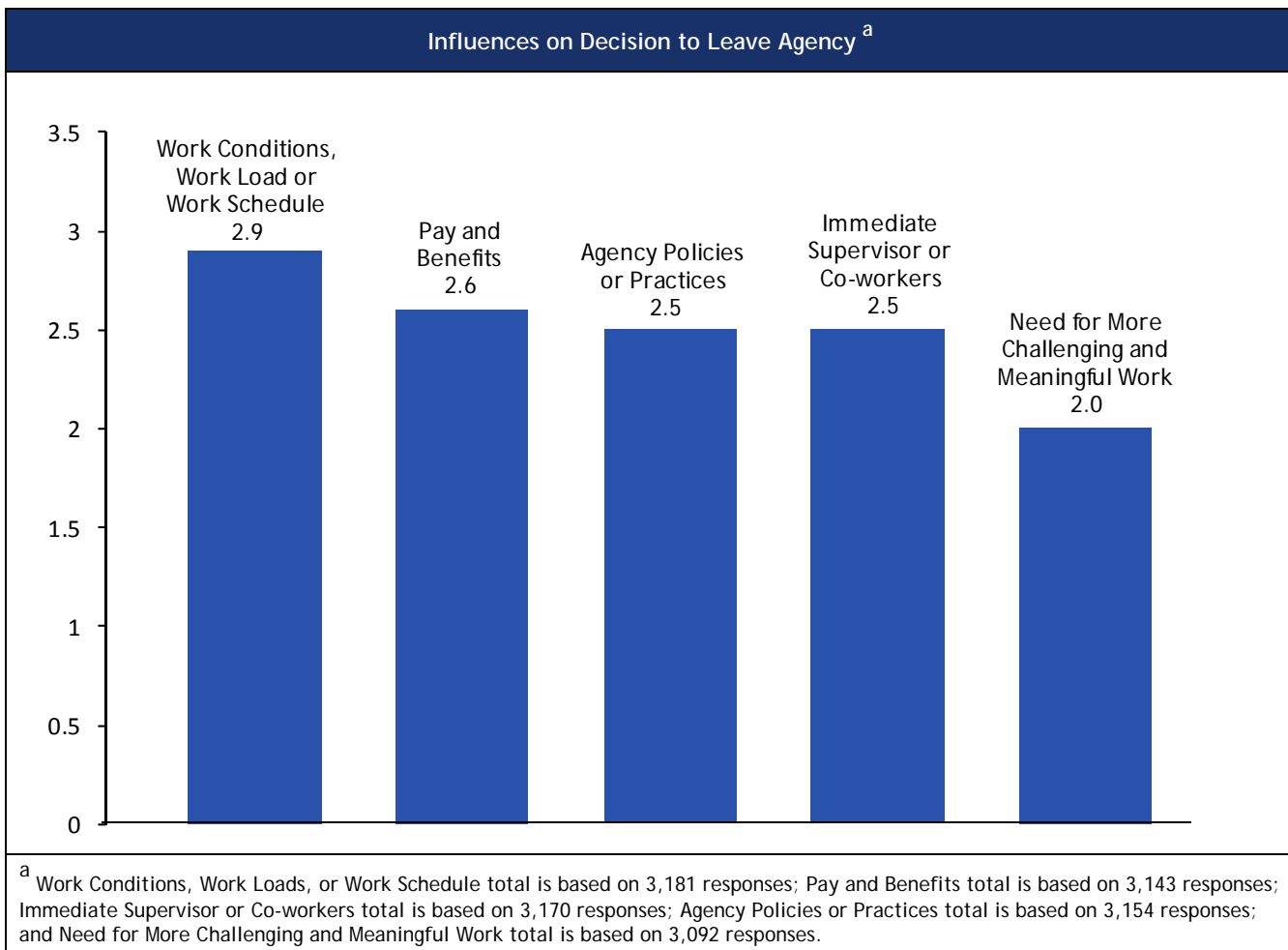
Figure 7



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

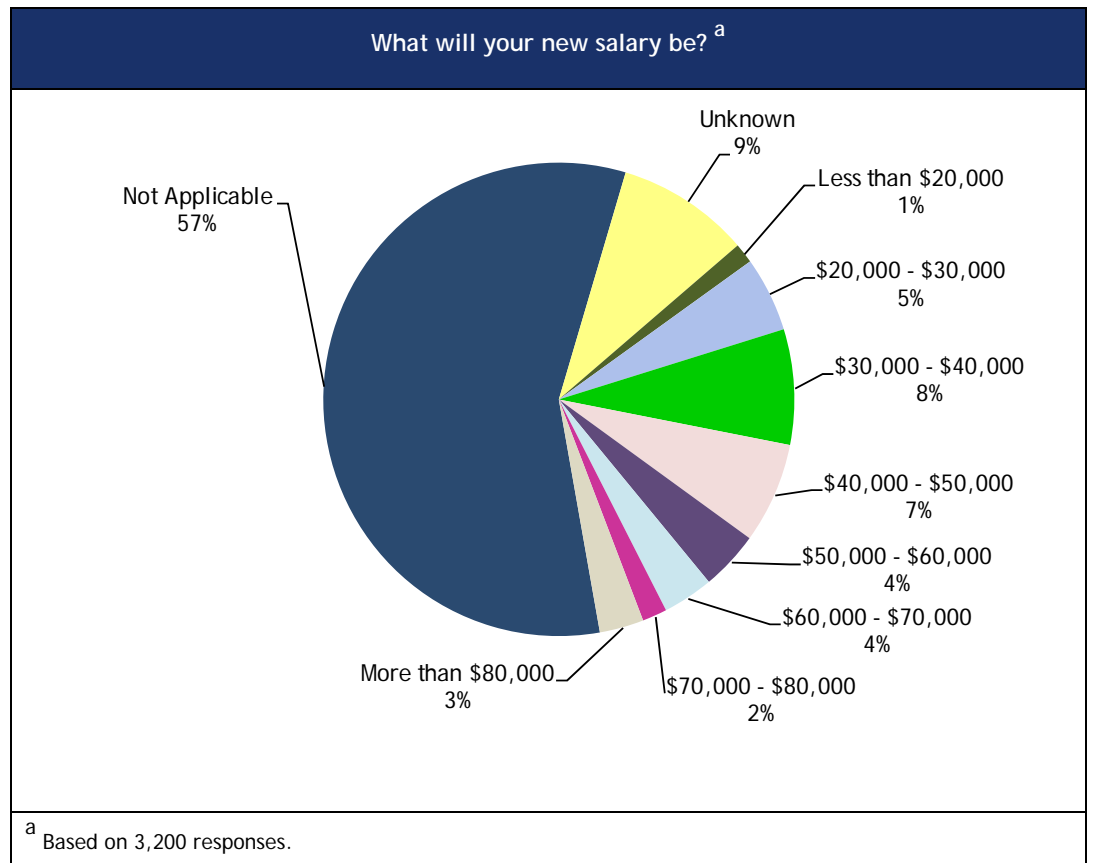
Figure 8 shows the extent that specific items influenced an employee's decision to leave employment with his or her state agency. The averages are computed on a 5-point scale: 1-Very Little Extent, 2-Little Extent, 3-Some Extent, 4-Great Extent, and 5-Very Great Extent.

Figure 8



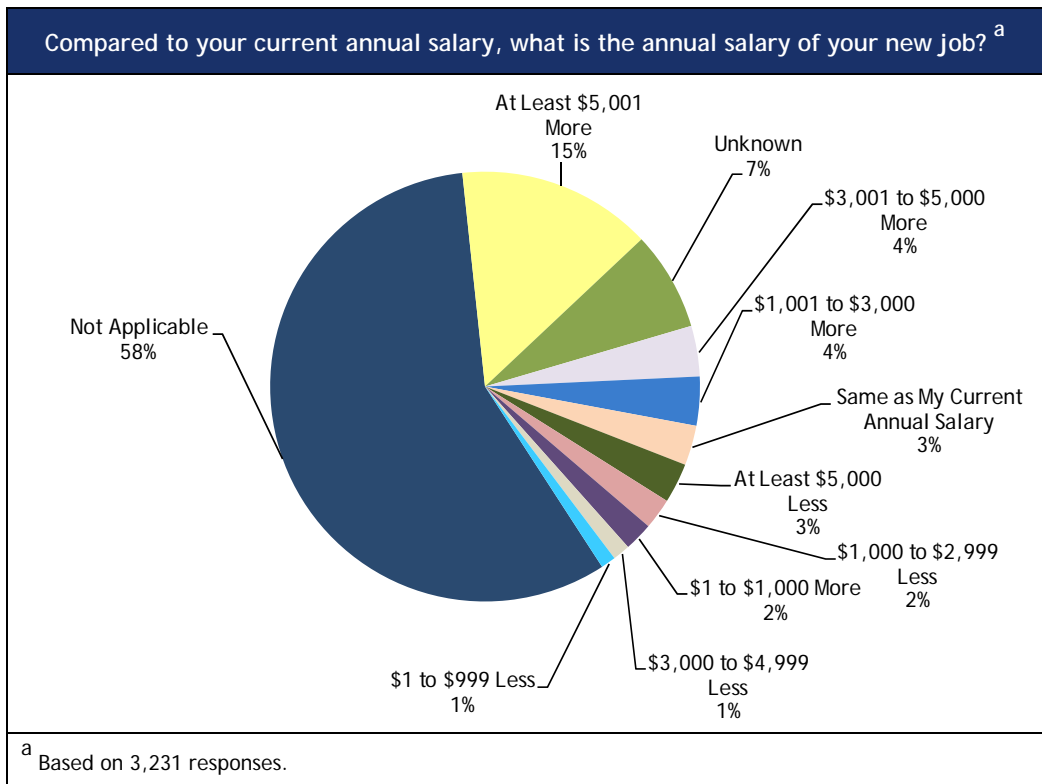
Source: State Auditor's Office - State of Texas Employee Exit Survey.

Figure 9



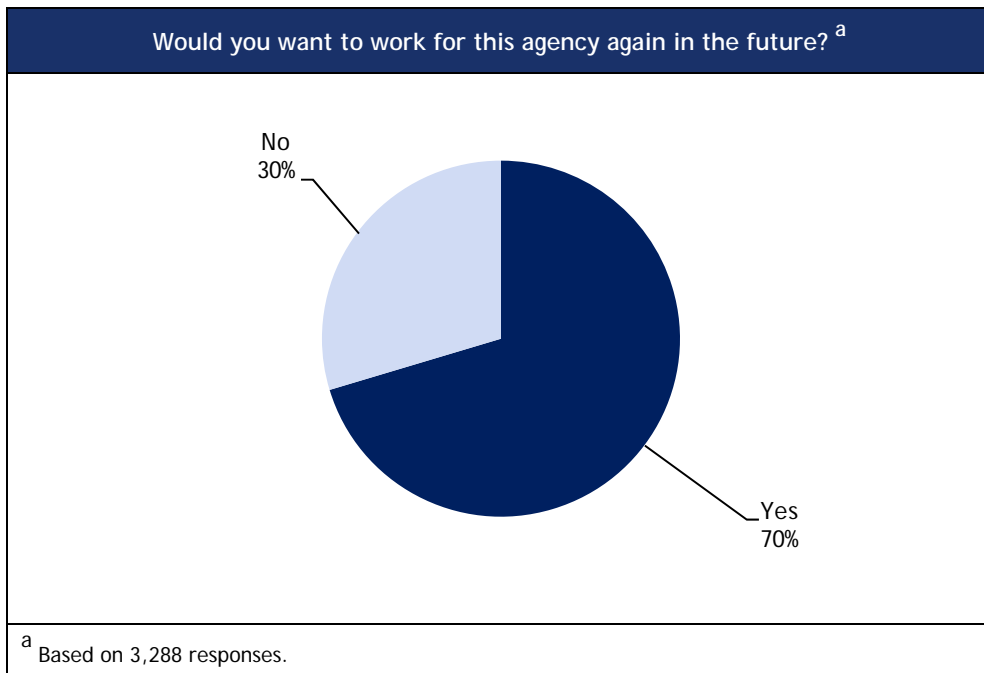
Source: State Auditor's Office - State of Texas Employee Exit Survey.

Figure 10



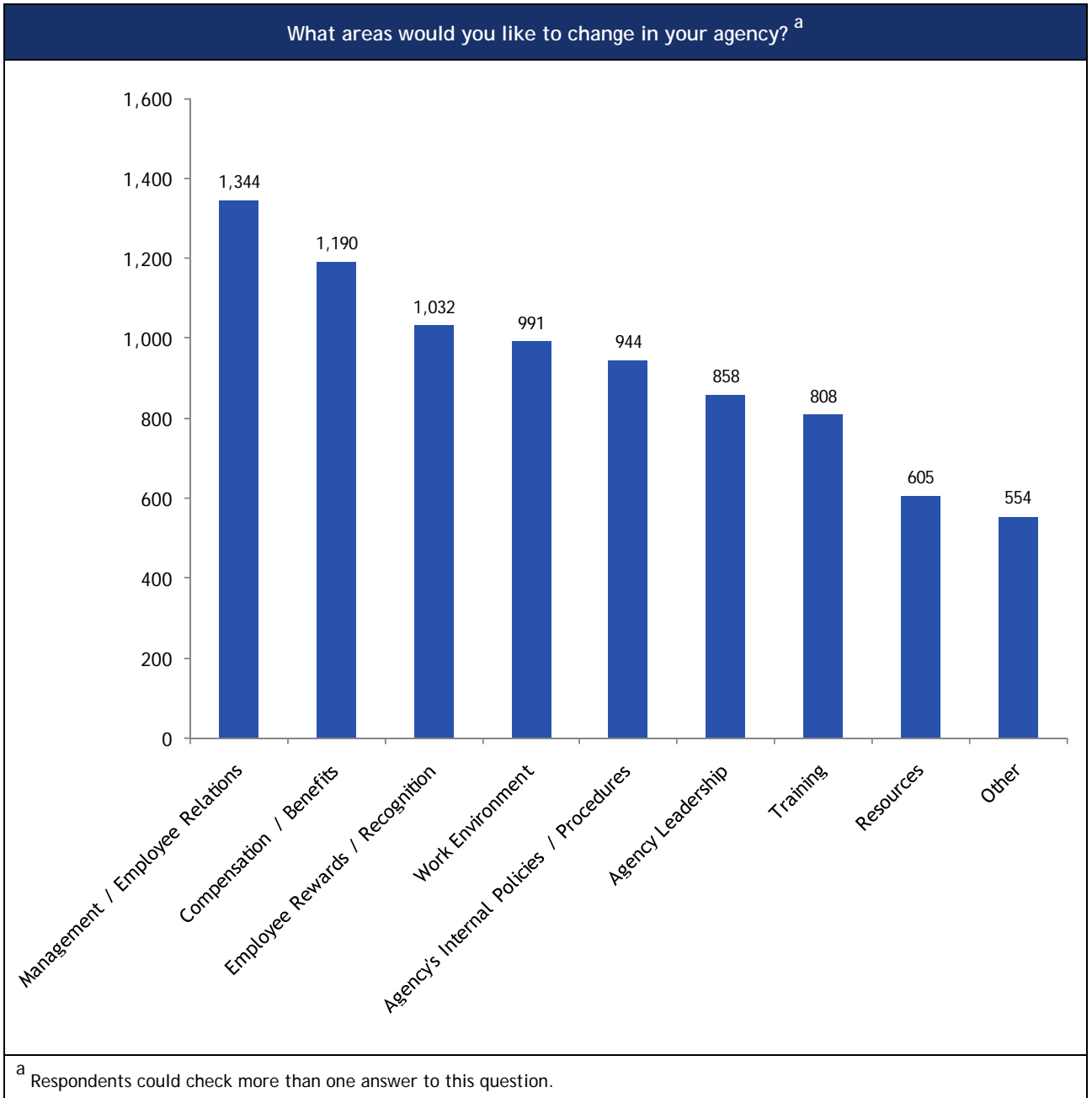
Source: State Auditor's Office - State of Texas Employee Exit Survey.

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

Table 22

Exit Survey Reasons for Leaving by Agency during Fiscal Year 2010 (Agencies with 1,000 or more classified employees)																
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	No or little career advancement opportunities	Relocation (self, spouse, companion)	Enter/Return to School	Child care/Elder care Issues	Location/Transportation Issues	Other	Inadequate training	Relationship with co-workers	Inadequate work resources	Self-employment	Total
302 - Office of the Attorney General	33	32	8	3	3	20	15	9	3	3	3	2	0	0	0	134
304 - Office of the Comptroller of Public Accounts	31	2	3	4	2	4	4	0	0	1	0	0	0	0	0	51
320 - Texas Workforce Commission	42	14	9	7	6	6	7	3	2	2	0	1	0	0	1	100
405 - Department of Public Safety	68	48	17	9	9	5	10	25	7	1	3	2	2	3	2	211
454 - Department of Insurance	28	14	5	6	3	2	3	1	2	1	2	1	0	0	0	68
529 - Health and Human Services Commission	84	57	90	33	39	12	13	11	8	4	3	12	3	4	2	375
530 - Department of Family and Protective Services	36	44	93	81	25	24	15	20	14	4	9	10	5	5	4	389
537 - Department of State Health Services	70	29	16	28	32	23	7	11	4	2	3	2	1	3	3	234
538 - Department of Assistive and Rehabilitative Services	23	6	3	7	0	4	3	1	1	0	0	0	2	1	0	51

**Exit Survey Reasons for Leaving by Agency during Fiscal Year 2010  
(Agencies with 1,000 or more classified employees)**

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	No or little career advancement opportunities	Relocation (self, spouse, companion)	Enter/Return to School	Child care/Elder care issues	Location/Transportation Issues	Other	Inadequate training	Relationship with co-workers	Inadequate work resources	Self-employment	Total
539 - Department of Aging and Disability Services	94	49	105	44	74	23	23	34	19	9	3	11	10	7	2	507
582 - Commission on Environmental Quality	7	3	5	2	2	4	4	2	0	0	0	0	0	0	0	29
601 - Department of Transportation	86	18	6	12	9	13	15	12	2	1	2	0	1	0	1	178
694 - Texas Youth Commission	7	3	16	3	3	1	8	3	1	3	1	0	0	0	0	49
696 - Department of Criminal Justice	104	48	37	41	61	14	23	15	7	16	4	1	9	2	1	383
701 - Texas Education Agency	14	8	1	8	2	5	5	1	0	4	1	2	0	1	0	52
802 - Department of Parks and Wildlife	13	11	2	11	4	5	5	19	0	5	2	0	3	0	2	82
<b>Totals for Large Agencies</b>	<b>740</b>	<b>386</b>	<b>416</b>	<b>299</b>	<b>274</b>	<b>165</b>	<b>160</b>	<b>167</b>	<b>70</b>	<b>56</b>	<b>36</b>	<b>44</b>	<b>36</b>	<b>26</b>	<b>18</b>	<b>2,893</b>

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



Copies of this report have been distributed to the following:

### **Legislative Audit Committee**

The Honorable David Dewhurst, Lieutenant Governor, Joint Chair

The Honorable Joe Straus III, Speaker of the House, Joint Chair

The Honorable Steve Ogden, Senate Finance Committee

The Honorable Thomas “Tommy” Williams, Member, Texas Senate

The Honorable Jim Pitts, House Appropriations Committee

The Honorable Rene Oliveira, House Ways and Means Committee

### **Office of the Governor**

The Honorable Rick Perry, Governor



This document is not copyrighted. Readers may make additional copies of this report as needed. In addition, most State Auditor's Office reports may be downloaded from our Web site: [www.sao.state.tx.us](http://www.sao.state.tx.us).

In compliance with the Americans with Disabilities Act, this document may also be requested in alternative formats. To do so, contact our report request line at (512) 936-9880 (Voice), (512) 936-9400 (FAX), 1-800-RELAY-TX (TDD), or visit the Robert E. Johnson Building, 1501 North Congress Avenue, Suite 4.224, Austin, Texas 78701.

The State Auditor's Office is an equal opportunity employer and does not discriminate on the basis of race, color, religion, sex, national origin, age, or disability in employment or in the provision of services, programs, or activities.

To report waste, fraud, or abuse in state government call the SAO Hotline: 1-800-TX-AUDIT.