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An Annual Report on

# **Classified Employee Turnover for Fiscal Year 2008**

December 2008

Report No. 09-703



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**Classified Employee Turnover for Fiscal  
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## Overall Conclusion

The statewide turnover rate for full- and part-time, classified employees at state agencies in fiscal year 2008 was 17.3 percent, based on a total of 25,804 voluntary and involuntary separations. In fiscal year 2008, the average age of a classified employee was 43.9 years and the average state length of service was 10.4 years. The average salary for a classified regular full-time employee in fiscal year 2008 was \$37,365.

The 17.3 percent turnover rate in fiscal year 2008 represents a small decrease compared to the fiscal year 2007 turnover rate of 17.4 percent, and it is the second highest turnover rate in the last five years.

History of Turnover Rates Fiscal Years 2004 through 2008	
Fiscal Year	Turnover Rate
2004	15.1%
2005	16.9%
2006	15.8%
2007	17.4%
2008	17.3%

However, excluding involuntary separations and retirements decreases the fiscal year 2008 statewide turnover rate to 10.5 percent. This rate is often considered a "true" turnover rate because it reflects "preventable" turnover. The fiscal year 2008 turnover rate decreased slightly since fiscal year 2007.

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

### Scope

The scope of this report included classified regular full- and part-time employees in state agencies during fiscal year 2008. This report does not include data from institutions of higher education.

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

### 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.

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

## ***Key Points***

**The relatively unchanged turnover rate between fiscal year 2007 and fiscal year 2008 may be a result of a declining statewide unemployment rate during the later half of 2007 and first part of 2008; however, the unemployment rate has been increasing since July 2008, which may lead to a decline in the State's turnover rate during fiscal year 2009.**

Economic forecasts reported in the Comptroller of Public Accounts' *Economic Outlook, November 2008* and the Perryman Group's *Perryman Report* predict that the Texas economy will continue to advance at a positive but slowing pace. The statewide unemployment rate increased 0.7 percent from August 2007 (4.3 percent) to August 2008 (5.0 percent). In the first two months of fiscal year 2008, the state experienced increased unemployment - 5.1 percent in September 2008 and 5.6 percent in October 2008. Should the state's economy experience a slowdown causing unemployment to continue to increase, it is likely that the State's turnover rate will decline, as it has during previous periods of rising unemployment.

**The under-30 age group had the highest turnover rate of any age group.**

The turnover rate for the under-30 age group was 39.8 percent, the highest of any age group. Exit survey results from employees under 25 years old indicate that the top reason for leaving state employment was to return to school, followed by leaving for better pay/benefits.

**Retirements accounted for the largest increase in voluntary separations during fiscal year 2008.**

The number of retirements by state employees increased 8.7 percent from fiscal year 2007 to fiscal year 2008. The 60-and-over age group, which comprises 8.2 percent of the State's workforce, had a higher turnover rate (18.6 percent) than the State's overall turnover rate of 17.3 percent. As the workforce ages and more employees become eligible to retire — one-third of state agency employees are 50

years old or older—the State may continue to experience an increase in the number of retirements.

Voluntary turnover accounted for 74.2 percent of the overall turnover for the State’s classified regular full- and part-time employees. The remaining 25.8 percent were involuntary separations (such as dismissal for cause, resignation in lieu of involuntary separation, reduction in force, death, and termination at will).

Turnover during Fiscal Year 2008 <sup>a</sup>		
Separation Type	Number of Separations	Percentage of Separations
Voluntary Separations from Agency	15,748	61.0%
Retirements	3,410	13.2%
<b>Total Voluntary Separations</b>	<b>19,158</b>	<b>74.2%</b>
Dismissal for Cause	3,954	15.3%
Resignation in Lieu of Involuntary Separation	2,132	8.3%
Reduction in Force	125	0.5%
Death	236	0.9%
Termination at Will	199	0.8%
<b>Total Involuntary Separations</b>	<b>6,646</b>	<b>25.8%</b>
<b>Total Separations</b>	<b>25,804</b>	<b>100.0%</b>
<sup>a</sup> The voluntary separations and total separations for fiscal year 2008 exclude interagency transfers because these are not considered a loss to the State. This table does not include data from institutions of higher education.		

**Voluntary and Involuntary Turnover**

**Voluntary separation types include:** Voluntary separations from the agency, retirements, and transfers to another state agency/institution. However, interagency transfers are excluded from most turnover calculations in this report because employees who transfer to other state agencies and institutions of higher education are not considered a loss to the State as a whole.

**Involuntary separation types include:** Dismissal for cause, death, reduction in force, resignation in lieu of involuntary separation, and termination at will.

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

**The Department of Aging and Disability Services experienced the highest turnover (34.4 percent) among large state agencies.**

The Mental Retardation Services Aides, Assistants, and Supervisors job classification series experienced the highest turnover rate (51.6 percent) among all job classification series. The majority of employees in this job classification series are employed by the Department of Aging and Disability Services. The Mental Retardation Services Aides, Assistants, and Supervisors job classification series comprises 43.3 percent of the total workforce of the Department of Aging and Disability Services.

Two additional health and human services agencies experienced high turnover. The Department of State Health Services had a turnover rate of 21.5 percent and the Department of Family and Protective Services had a turnover rate of 21.2 percent. Job classification series utilized by these two agencies and the Department of Aging and Disability Services also had high turnover rates, including

Psychiatric Aide/Assistant/Supervisor (32.1 percent turnover rate), Protective Services Specialist (26.2 percent turnover rate), Licensed Vocational Nurse (24.8 percent turnover rate), and Nurse (21.6 percent turnover rate).

The Texas Youth Commission's turnover rate declined to 32.5 percent in fiscal year 2008 from 40.7 percent in fiscal year 2007. The Juvenile Correctional Officer job classification series had a turnover rate of 38.8 percent in fiscal year 2008. This is a 15.1 percent decrease from the fiscal year 2007 turnover rate of 45.7 percent for this job classification series.

The Department of Criminal Justice had a turnover rate of 20.0 percent. The Correctional Officer job classification series had a turnover rate of 23.9 percent.

**The Social Services occupational category had the highest turnover rate (27.4 percent) in fiscal year 2008, followed by the Criminal Justice occupational category (22.6 percent).**

Both occupational categories account for 60.3 percent of the State's total separations.

**Exit survey participation by state agencies has decreased 6.9 percent since fiscal year 2007.**

The number of employees who completed an exit survey during fiscal year 2008 was 3,843. This is a 6.9 percent decrease from fiscal year 2007 and represents only 14.8 percent of the employees who were eligible to complete the survey during fiscal year 2008.

Agencies are required to provide a separating employee with a unique 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. Agencies should review their exit procedures to ensure they provide exit survey identification codes to eligible separating employees and encourage exit survey participation.

According to statewide exit survey results, the top three reasons employees reported for leaving state employment were for "better pay/benefits," "retirement," or because of "poor working conditions." Table 14 in Chapter 3 contains the breakdown of exit survey responses.

## ***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 2008. This report does not include data

from institutions of higher education. The On-Line Exit Survey is offered to all state agency employees who voluntarily separate from state employment. Information pertaining to that tool 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), the Uniform Statewide Payroll/Personnel System (USPS), and the Standardized Payroll/Personnel Reporting System (SPRS). The data contained in these systems are self-reported by state agencies. The data have not been independently verified by the State Auditor's Office.

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

$$\left( \frac{\text{Number of separations during the fiscal year}}{\text{Average number of classified employees during the fiscal year}^1} \right) \times 100$$

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

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<sup>1</sup> The "average number of 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 2008 and then dividing this total by the number of quarters.

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# Detailed Results

Chapter 1

## Overall Turnover Rate

During fiscal year 2008, the statewide turnover rate for classified regular full- and part-time employees was 17.3 percent based on a total of 25,804 voluntary and involuntary separations, excluding interagency transfers. The 17.3 percent turnover rate in fiscal year 2008 represents a small decrease compared to the fiscal year 2007 turnover rate of 17.4 percent.

Excluding involuntary separations and retirements, the state turnover rate during fiscal year 2008 was 10.5 percent, compared to 10.8 percent in fiscal year 2007. This rate is often considered more of a “true” turnover rate because it reflects “preventable” turnover.

From fiscal year 2007 to fiscal year 2008, the State experienced a 1.3 percent increase in the number of voluntary separations from state agencies. However, the largest increase in voluntary separations was the result of retirements (8.7 percent). Table 1 lists the percent change for all types of separations for fiscal years 2007 and 2008.

Table 1

Separations for Fiscal Years 2007 and 2008 <sup>a</sup>			
Separation Type	Fiscal Year 2007	Fiscal Year 2008	Percent Change
Average Headcount	145,721.50	149,391.50	2.5%
<b>Voluntary Separations</b>			
Retirements	3,138	3,410	8.7%
Voluntary Separation from Agency	15,769	15,748	-0.1%
<b>Total Voluntary</b>	<b>18,907</b>	<b>19,158</b>	<b>1.3%</b>
<b>Involuntary Separations</b>			
Death	225	236	4.9%
Dismissal for Cause	3,596	3,954	10.0%
Reduction in Force	268	125	-53.4%
Resignation in Lieu of Involuntary Separation	2,108	2,132	1.1%
Termination at Will	252	199	-21.0%
<b>Total Involuntary</b>	<b>6,449</b>	<b>6,646</b>	<b>3.1%</b>
<b>Total All Separations</b>	<b>25,356</b>	<b>25,804</b>	<b>1.8%</b>

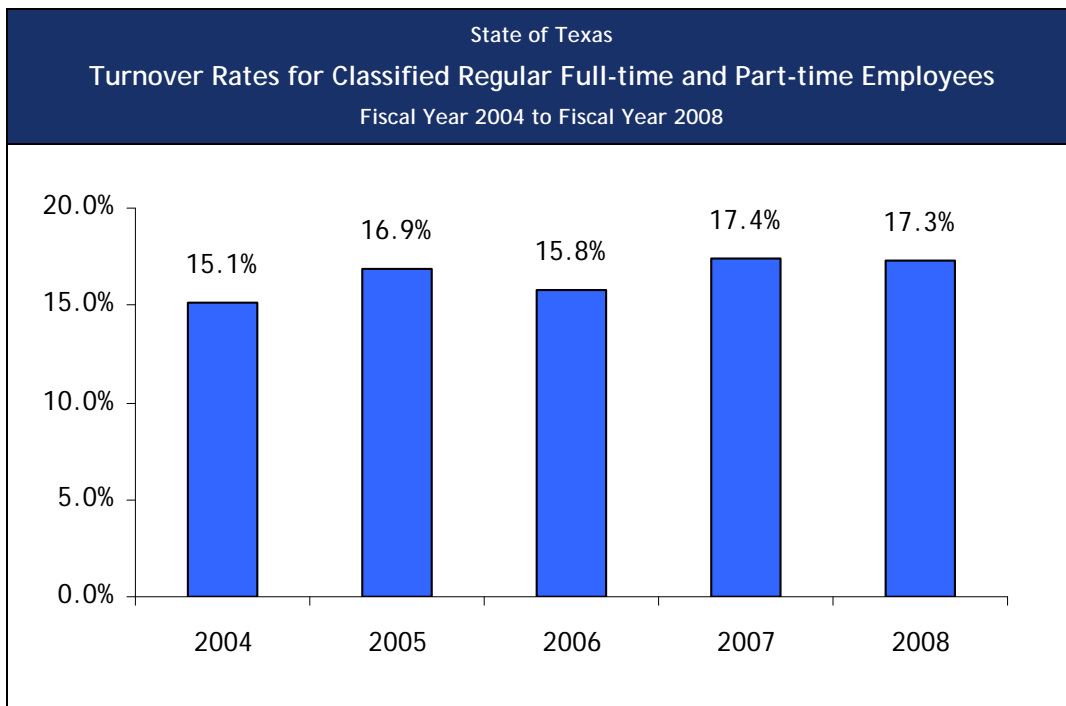
<sup>a</sup> The voluntary separations and total separations for fiscal years 2007 and 2008 exclude interagency transfers because these are not viewed as a loss to the State. This table does not include data from institutions of higher education.

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



The turnover rate over the past five years has fluctuated from 15.1 percent (fiscal year 2004) to 17.4 percent (fiscal year 2007) (see Figure 1). The turnover rate (17.3 percent) in fiscal year 2008 was the second highest turnover rate in the last five years.

Figure 1



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

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.

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

## Voluntary and Involuntary Turnover

Voluntary separation types include voluntary separations from the agency, retirements, and transfers to another state agency/institution. However, interagency transfers are excluded from most turnover calculations in this report because employees who transfer to other state agencies and institutions of higher education are not considered a loss to the State as a whole.

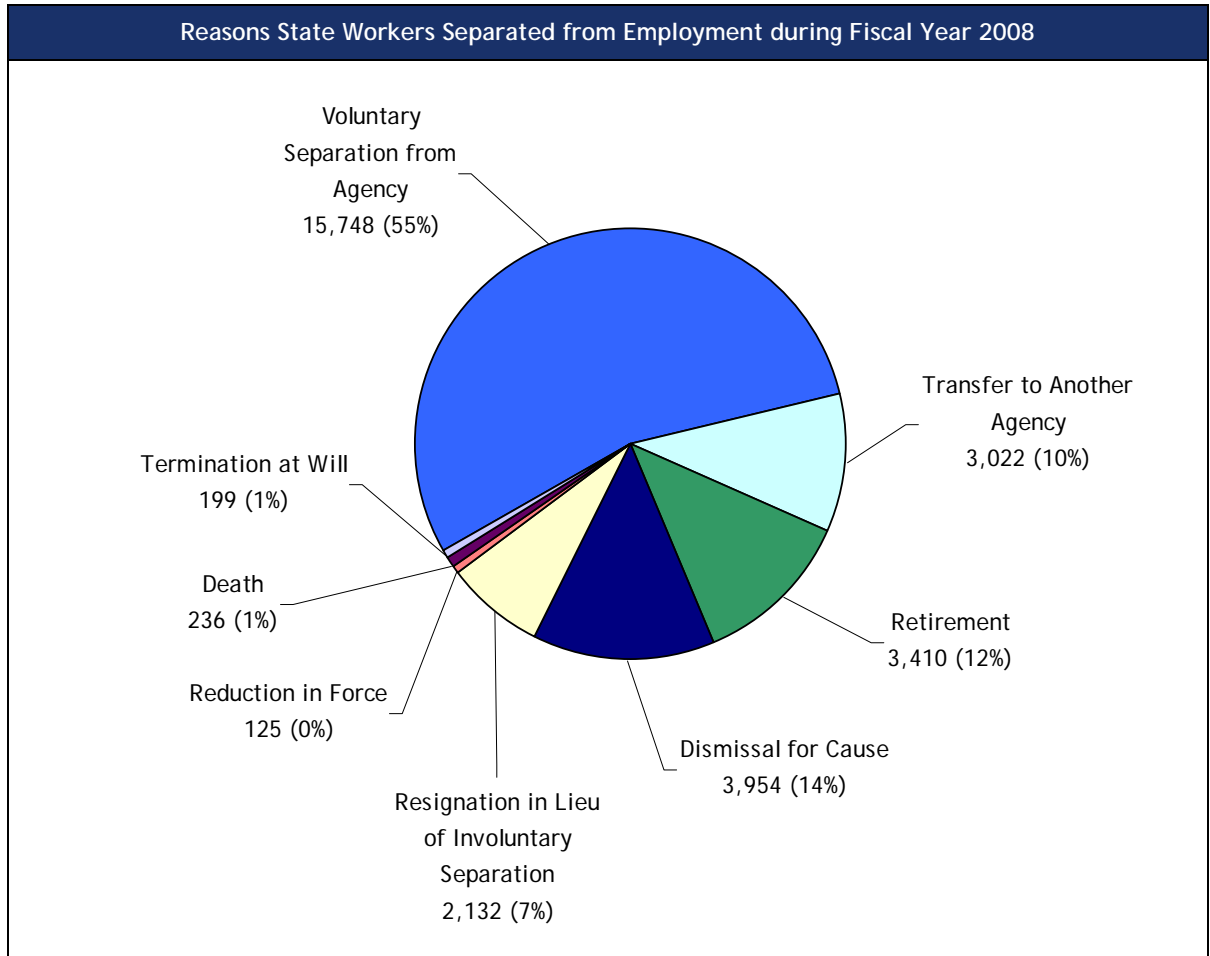
Involuntary separation types include dismissal for cause, death, reduction in force, resignation in lieu of involuntary separation, and termination at will.

When excluding interagency transfers, voluntary turnover accounted for 74.2 percent of the overall turnover for the State's classified regular full- and part-time employees. The remaining 25.8 percent were involuntary separations (such as dismissal for cause, resignation in lieu of involuntary separation, reduction in force, death, and termination at will).

When interagency transfers are included, the majority of the State's classified regular full- and part-time employee separations were voluntary separations by the employee (76.9 percent). Involuntary separations accounted for the remaining classified regular full- and part-time employee separations (23.1 percent).

Figure 2 on the next page provides information on the reasons state workers separated from employment in fiscal year 2008. Appendix 2 provides additional details on the reasons state employees separated from employment in fiscal years 2004 to 2008.

Figure 2



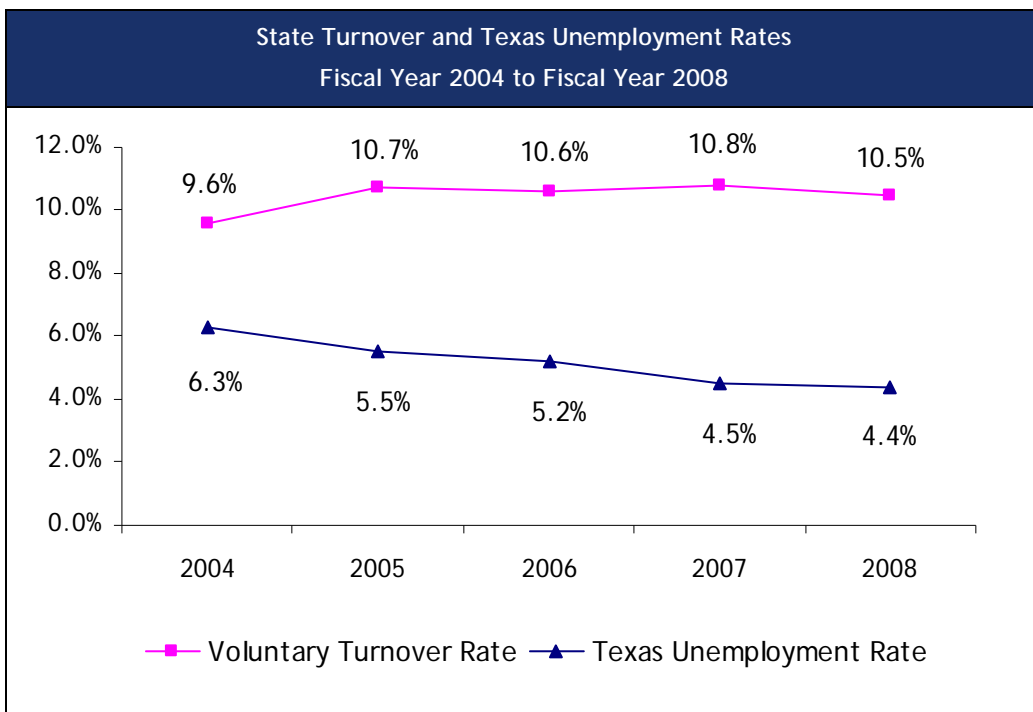
Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

### Comparison of State Voluntary Turnover Rate with the Texas Economy

The State experienced a decrease in voluntary turnover for classified regular full- and part-time employees between fiscal years 2007 and 2008, while at the same time the unemployment rate in Texas declined.

Figure 3 shows the relationship between the statewide unemployment rate and the State’s voluntary turnover rate for classified regular full- and part-time employees for the past five fiscal years.

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).

The Comptroller of Public Accounts’ *Economic Outlook, November 2008* and the Perryman Group’s *Perryman Report*<sup>2</sup> predict that the Texas economy will continue to grow; however, it will grow at a slower pace than in recent years. The state unemployment rate was 5.1 percent in September 2008 and the preliminary rate in October 2008 was 5.6 percent. The potential increase in statewide unemployment will likely cause a decline in the State’s overall turnover rate in fiscal year 2009.

<sup>2</sup> “The Long-Term Outlook for the United States and Texas,” *The Perryman Report*, June/July 2008, The Perryman Group. The Perryman Group issues short-term and long-term economic forecasts on a periodic basis.

This chapter provides workforce and turnover data for classified regular full- and part-time employees for several demographic categories, such as gender, age, and ethnicity. This data can provide insight into potential problems within the State and may be a valuable tool in determining retention strategies.

#### Snapshot of Texas Workforce

In fiscal year 2008, the average state employee was 43.9 years old and had been employed by the State for 10.4 years. The average salary earned by a classified regular full-time employee was \$37,365. The majority of state employees are female (55.8 percent). The State's workforce is ethnically diverse, with 52.9 percent white, 23.3 percent Hispanic, and 21.7 percent Black employees.

Separation and headcount data can be used to determine the statistical significance of turnover rates, especially for demographic categories with low headcounts. For example, a turnover rate of 33 percent is generally considered high. But if this rate is based on one employee's separation in a demographic category with three employees, the "high" turnover rate's significance is lessened.

The information provided in this chapter reflects turnover that is considered a loss to the State; therefore, separations due to a transfer to another state agency or institution of higher education are excluded. The only exception is turnover by agency. In determining turnover by agency, interagency transfers are included because they are considered a loss for the agency.

#### Chapter 2-A

#### Gender

Females make up 55.8 percent of the State's workforce. Females have a slightly higher turnover rate (17.8 percent) than males (16.6 percent) (see Table 2). Exit survey results for fiscal year 2008 indicate that the top two reasons cited by both females and males for leaving employment with their state agencies were for better pay/benefits and for retirement.

Table 2

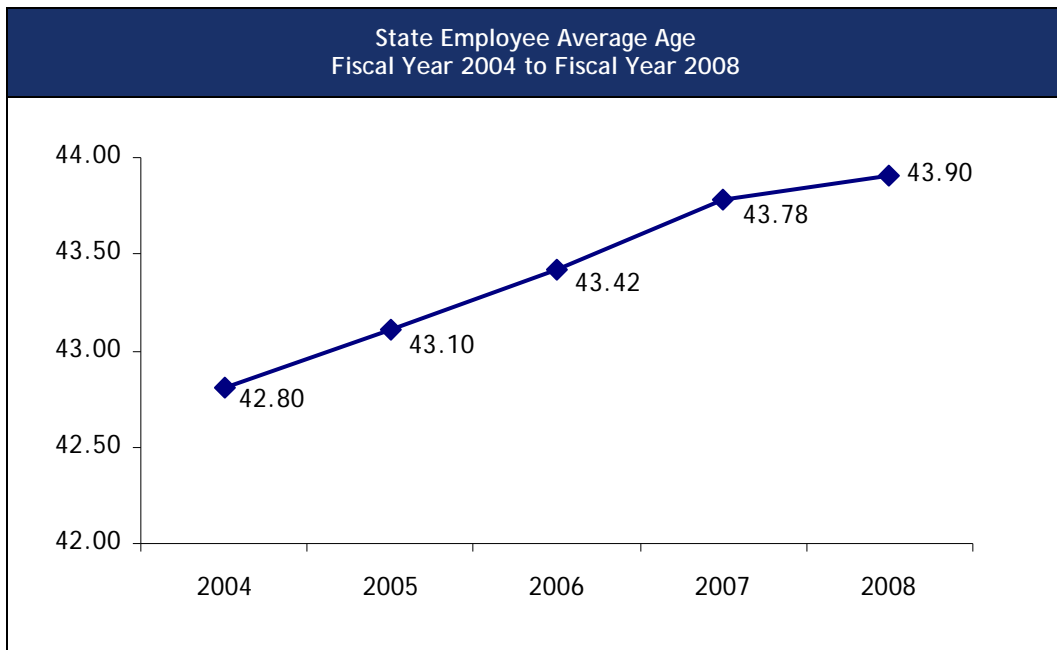
Turnover by Gender Fiscal Year 2008					
Gender	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Female	83,343.50	55.8%	14,812	57.4%	17.8%
Male	66,048.00	44.2%	10,992	42.6%	16.6%
<b>Totals</b>	<b>149,391.50</b>	<b>100.0%</b>	<b>25,804</b>	<b>100.0%</b>	<b>17.3%</b>

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

Chapter 2-B  
**Age**

The State's workforce is getting older (see Figure 4). The average age of a state employee increased from 42.8 years in fiscal year 2004 to 43.9 years in fiscal year 2008.

Figure 4



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

The turnover rate was highest (39.8 percent) in the under-30 age group (see Table 3 on the next page). Turnover for 60-and-older age groups (18.6 percent) was higher than the overall turnover rate for classified regular full- and part-time employees (17.3 percent).

Exit survey results indicate the top reason for leaving state employment cited by employees under 25 years old was to return to school, followed by leaving for better pay/benefits. The top reason for leaving state employment cited by employees between the ages of 25 and 49 was for better pay/benefits. For employees 50 years and older, the top reason cited for leaving was retirement.

Table 3

Turnover by Age Group Fiscal Year 2008					
Age Group	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
16 to 29	23,051.25	15.4%	9,168	35.5%	39.8%
30 to 39	32,801.50	22.0%	5,627	21.8%	17.2%
40 to 49	42,690.00	28.6%	4,177	16.2%	9.8%
50 to 59	38,598.50	25.8%	4,551	17.6%	11.8%
60 to 69	11,502.25	7.7%	2,107	8.2%	18.3%
70 or Older	747.50	0.5%	174	0.7%	23.3%
Age Unknown	0.50	0.0%	0	0.0%	0.0%
<b>Totals</b>	<b>149,391.50</b>	<b>100.0%</b>	<b>25,804</b>	<b>100.0%</b>	<b>17.3%</b>

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

#### Chapter 2-C

### Ethnicity

The State's workforce is ethnically diverse, with 52.9 percent white, 23.3 percent Hispanic, and 21.7 percent Black employees. The remaining 2.1 percent of the workforce includes Asian and American Indian populations.

Blacks have the highest turnover rate (21.9 percent) of all ethnic groups (see Table 4 on the next page). All other ethnic categories have turnover rates lower than the statewide turnover rate of 17.3 percent.

Blacks and Hispanics responding to the State's exit survey cited better pay/benefits as the top reason for leaving state employment. Those of white ethnicity completing the survey indicated their top reason for leaving was retirement. For those of Hispanic ethnicity, the second most frequently cited reason for leaving was retirement. Issues with my supervisor/issues with employees I supervise was the second most frequently cited reason by Blacks for leaving state employment. Employees of white ethnicity cited better pay/benefits as the second most common reason for leaving.

Table 4

Turnover by Ethnic Group Fiscal Year 2008					
Ethnic Group	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Black	32,411.50	21.7%	7,096	27.5%	21.9%
Hispanic	34,797.00	23.3%	5,550	21.5%	15.9%
White	78,985.75	52.9%	12,662	49.1%	16.0%
Other	3,197.25	2.1%	496	1.9%	15.5%
<b>Totals</b>	<b>149,391.50</b>	<b>100.0%</b>	<b>25,804</b>	<b>100.0%</b>	<b>17.3%</b>

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

## Chapter 2-D

**Employee Type**

The average headcount of the State's classified employee workforce in fiscal year 2008 was 149,391.50 employees, a 2.5 percent increase from the average headcount of 145,721.50 employees in fiscal year 2007. The fiscal year 2008 classified employee workforce was comprised of 98.7 percent regular full-time employees and 1.3 percent regular part-time employees.

The turnover rate for classified regular full-time employees was 17.0 percent and the turnover rate for classified regular part-time employees was 37.1 percent during fiscal year 2008. Classified regular full-time employees accounted for 97.1 percent of the classified separations in fiscal year 2008; classified regular part-time employees accounted for 2.9 percent of the classified separations. Turnover by employee type is generally proportional to each employee type's representation within the workforce (see Table 5).

Table 5

Turnover by Employee Type Fiscal Year 2008					
Employee Type	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Classified Regular Full-Time Employees	147,376.50	98.7%	25,057	97.1%	17.0%
Classified Regular Part-Time Employees	2,015.00	1.3%	747	2.9%	37.1%
<b>Totals</b>	<b>149,391.50</b>	<b>100.0%</b>	<b>25,804</b>	<b>100.0%</b>	<b>17.3%</b>

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



## Salary Schedule

The State's Position Classification Plan (Plan) provides the salary structure for 149,391.50 regular full- and part-time classified employees within the State (excluding employees at higher education institutions and legislative agencies). The overall average salary for a full-time classified employee was \$37,364.64 in fiscal year 2008.

### Classified Salary Schedules

Schedule A - Administrative support, maintenance, technical, and paraprofessional jobs.

Schedule B - Primarily professional and managerial positions.

Schedule C - Law enforcement positions.

A total of 52.2 percent of the State's employees are paid according to Salary Schedule A. The average salary for a classified regular full-time employee in Salary Schedule A was \$28,462.12 during fiscal year 2008.

A total of 44.9 percent of the State's employees are paid according to Salary Schedule B. For a classified regular full-time employee on this

schedule, the average salary was \$46,520.43 in fiscal year 2008.

Salary Schedule C employees make up the remaining 2.9 percent of the State's classified regular full- and part-time workforce. The average salary for Salary Schedule C classified regular full-time employees in fiscal year 2008 was \$53,717.50.

Most state employees received salary increases during the 2008-2009 biennium. The State gave an across-the-board salary increase of 2 percent or \$50 per month minimum to eligible employees in each fiscal year of the biennium.

Employees in Salary Schedule A experienced the highest turnover rate (22.3 percent) within the State's three classified salary schedules (see Table 6 on the next page). The State's law enforcement schedule (Salary Schedule C) experienced the lowest turnover rate (7.3 percent).

Table 6

Turnover by Salary Schedule for Fiscal Year 2008						
Salary Schedule	Average Salary for Classified Regular Full-Time Employees	Average Headcount for Classified Regular Full- and Part-time Employees	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
A	\$ 28,462.12	77,969.50	52.2%	17,388	67.4%	22.3%
B	46,520.43	67,030.50	44.9%	8,095	31.4%	12.1%
C	53,717.50	4,391.50	2.9%	321	1.2%	7.3%
Totals	\$37,364.64	149,391.50	100.0%	25,804	100.0%	17.3%

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

#### Chapter 2-F

### General Appropriations Act Article

Almost 72 percent of the State's employees work for agencies in General Appropriations Act Article 2 (Health and Human Services) and Article 5 (Public Safety and Criminal Justice).

**Health and Human Services** had the highest turnover rate (21.1 percent) among all General Appropriations Act articles (see Table 7 on the next page). The turnover rate within Health and Human Services was high because it included several job classification series with turnover rates of greater than 20.0 percent: Mental Retardation Services Aide/Assistant/Supervisor (51.6 percent), Psychiatric Nursing Aide/Assistant (32.1 percent), and Protective Services Specialist (26.2 percent). (See Chapter 2-I for additional information on turnover rates for job classification series.)

**Public Safety and Criminal Justice** had the second highest turnover rate (18.5 percent) among General Appropriation Act articles. The Public Safety and Criminal Justice turnover rate is affected by the high turnover rate among the Juvenile Correctional Officer classification series (38.8 percent) and the Correctional Officer classification series (23.9 percent).

Table 7

Turnover by General Appropriations Act Article Fiscal Year 2008						
Article	Average Headcount	Average Salary <sup>a</sup>	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
I - General Government	9,483.25	\$ 49,413.91	6.3%	1,188	4.6%	12.5%
II - Health and Human Services	52,850.00	\$ 34,107.08	35.4%	11,133	43.1%	21.1%
III - Education <sup>b</sup>	2,127.50	\$ 52,593.00	1.4%	221	0.9%	10.4%
IV - Judiciary	677.50	\$ 58,192.43	0.5%	109	0.4%	16.1%
V - Public Safety and Criminal Justice	54,450.75	\$ 33,734.07	36.4%	10,085	39.1%	18.5%
VI - Natural Resources	8,392.25	\$ 47,561.69	5.6%	851	3.3%	10.1%
VII - Business and Economic Development	17,879.75	\$ 42,551.22	12.0%	1,867	7.2%	10.4%
VIII - Regulatory	3,530.50	\$ 46,828.68	2.4%	350	1.4%	9.9%
<b>Totals</b>	<b>149,391.50</b>	<b>\$ 37,364.64</b>	<b>100.0%</b>	<b>25,804</b>	<b>100.0%</b>	<b>17.3%</b>

<sup>a</sup> This is the average salary for classified regular full-time employees.

<sup>b</sup> This report does not include data from institutions of higher education.

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 experienced the highest turnover rate (34.4 percent), excluding state agencies with fewer than 1,000 employees, during fiscal year 2008. The Texas Youth Commission experienced the second highest agency turnover rate (32.5 percent). Table 8 provides turnover rates (including interagency transfers) for agencies with 1,000 or more employees. Appendix 3 provides turnover rates for all state agencies.

Table 8

Turnover by Agency during Fiscal Year 2008					
Agency	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
539 - Department of Aging and Disability Services	16,118.25	10.8%	5,548	19.2%	34.4%
694 - Texas Youth Commission	4,210.00	2.8%	1,368	4.7%	32.5%

Turnover by Agency during Fiscal Year 2008					
Agency	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
537 - Department of State Health Services	12,387.00	8.3%	2,662	9.2%	21.5%
530 - Department of Family and Protective Services	11,045.00	7.4%	2,344	8.1%	21.2%
696 - Department of Criminal Justice	40,685.25	27.2%	8,131	28.2%	20.0%
529 - Health and Human Services Commission	10,136.25	6.8%	1,809	6.3%	17.8%
320 - Texas Workforce Commission	2,880.00	1.9%	447	1.6%	15.5%
302 - Office of the Attorney General	4,209.00	2.8%	645	2.2%	15.3%
802 - Parks and Wildlife Department	2,994.00	2.0%	386	1.3%	12.9%
454 - Department of Insurance	1,574.75	1.1%	189	0.7%	12.0%
582 - Commission on Environmental Quality	2,946.00	2.0%	354	1.2%	12.0%
601 - Department of Transportation	14,330.50	9.6%	1,681	5.8%	11.7%
304 - Comptroller of Public Accounts	2,761.50	1.8%	317	1.1%	11.5%
405 - Department of Public Safety	8,138.50	5.4%	921	3.2%	11.3%
538 - Department of Assistive and Rehabilitative Services	3,163.50	2.1%	304	1.1%	9.6%

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

Chapter 2-H

**Turnover by Occupational Category**

The Social Services occupational category had the highest turnover rate (27.4 percent) in fiscal year 2008, followed by the Criminal Justice occupational category (22.6 percent). Both occupational categories account for 60.3 percent of the State’s total separations. Table 9 on the next page provides turnover rates for occupational categories.

Table 9

Turnover by Occupational Category during Fiscal Year 2008					
Occupational Category	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Accounting, Auditing, and Finance	5,199.50	3.5%	452	1.8%	8.7%
Administrative Support	18,412.50	12.3%	2,344	9.1%	12.7%
Criminal Justice	33,728.50	22.6%	7,634	29.6%	22.6%
Custodial	4,194.50	2.8%	925	3.6%	22.1%
Education	155.00	0.1%	33	0.1%	21.3%
Employment	1,061.25	0.7%	168	0.7%	15.8%
Engineering and Design	8,898.25	6.0%	1,012	3.9%	11.4%
Human Resources	1,284.75	0.9%	109	0.4%	8.5%
Information Technology	4,668.00	3.1%	398	1.5%	8.5%
Inspectors and Investigators	2,470.00	1.7%	283	1.1%	11.5%
Insurance	1,029.50	0.7%	99	0.4%	9.6%
Land Surveying, Appraising, and Utilities	314.25	0.2%	24	0.1%	7.6%
Law Enforcement	4,391.50	2.9%	321	1.2%	7.3%
Legal	2,897.00	1.9%	398	1.5%	13.7%
Library and Records	213.50	0.1%	26	0.1%	12.2%
Maintenance	3,728.25	2.5%	467	1.8%	12.5%
Medical and Health	5,443.00	3.6%	1,031	4.0%	18.9%
Natural Resources	2,687.50	1.8%	291	1.1%	10.8%
Office Services	206.25	0.1%	17	0.1%	8.2%
Planning, Research, and Statistics	546.00	0.4%	77	0.3%	14.1%
Procedures and Information	611.25	0.4%	57	0.2%	9.3%
Program Management	15,078.00	10.1%	1,351	5.2%	9.0%
Property Management and Purchasing	1,930.50	1.3%	176	0.7%	9.1%
Public Safety	1,047.00	0.7%	147	0.6%	14.0%
Safety	285.25	0.2%	41	0.2%	14.4%
Social Services	28,910.50	19.4%	7,923	30.7%	27.4%
<b>Totals</b>	<b>149,391.50</b>	<b>100.0%</b>	<b>25,804</b>	<b>100.0%</b>	<b>17.3%</b>

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

#### Chapter 2-I

### Turnover by Job Classification Series

The Mental Retardation Services Aide/Assistant/Supervisor job classification series had the highest turnover rate (51.6 percent) in fiscal year 2008 among all job classification series. Seventeen job classification series had turnover rates above 20.0 percent.

The Texas Workforce Commission predicts that personal care aides, registered nurses, and food service workers will be among the 25 jobs categories that will have the highest number of openings between 2006 and 2016. These positions within the State had turnover rates of more than 20.0 percent. Consequently, the State may continue to experience high turnover rates among these positions.

Table 10 lists the job classification series (excluding those with fewer than 100 employees) with a turnover rate of 20.0 percent or higher. Appendix 4 provides turnover rates for all job classification series.

Table 10

Turnover by Job Classification Series during Fiscal Year 2008 (Excludes those with fewer than 100 employees)					
Job Classification Series	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Mental Retardation Services Aide/Assistant/Supervisor	7,002.25	4.7%	3,613	14.0%	51.6%
Food Service Worker	795.75	0.5%	334	1.3%	42.0%
Juvenile Correctional Officer	2,503.75	1.7%	972	3.8%	38.8%
Psychiatric Nursing Aide/Assistant	3,042.75	2.0%	977	3.8%	32.1%
Engineering Aide	433.75	0.3%	131	0.5%	30.2%
Substance Abuse Counselor	110.25	0.1%	31	0.1%	28.1%
Protective Services Specialist	5,549.50	3.7%	1,454	5.6%	26.2%
Cook	332.25	0.2%	84	0.3%	25.3%
Licensed Vocational Nurse	1,177.00	0.8%	292	1.1%	24.8%
Laundry/Sewing Room Worker	125.75	0.1%	30	0.1%	23.9%
Correctional Officer	25,295.25	16.9%	6,034	23.4%	23.9%
Custodian	1,041.75	0.7%	234	0.9%	22.5%
Security Officer	435.00	0.3%	95	0.4%	21.8%
Nurse	1,895.75	1.3%	410	1.6%	21.6%
Teacher Aide	155.00	0.1%	33	0.1%	21.3%
Qualified Mental Retardation Professional	221.75	0.1%	45	0.2%	20.3%
Physician	119.25	0.1%	24	0.1%	20.1%

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

## Turnover by Equal Employment Opportunity Category

### Description of Job Categories

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

Definitions of the occupational categories are located on page 5 of the following Web site: <http://docmsp.com/Pdfs/EEO4.pdf>.

In fiscal year 2008, the Service - Maintenance equal employment opportunity (EEO) category had the highest turnover rate (38.2 percent) among EEO categories, followed by the Protective Service Workers category (22.6 percent) (see Table 11). The Service - Maintenance EEO category includes workers who perform duties that result in or contribute to the comfort, convenience, hygiene, or safety of the general public or that contribute to the upkeep and care of buildings, facilities, or grounds of public property. Employees falling within this category include mental retardation services aides, assistants, and supervisors. The Protective Service Workers EEO category includes occupations in which workers are entrusted with public safety, security, and protection, such as correctional officers.

Table 11

Turnover by EEO Category during Fiscal Year 2008					
EEO Category	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Administrative Support	16,269.00	10.9%	2,191	8.5%	13.5%
Officials and Administrators	4,129.50	2.8%	382	1.5%	9.3%
Paraprofessionals	9,916.50	6.6%	1,281	5.0%	12.9%
Professionals	47,156.00	31.6%	5,225	20.2%	11.1%
Protective Service Workers	39,894.25	26.7%	8,997	34.9%	22.6%
Service - Maintenance	14,944.75	10.0%	5,706	22.1%	38.2%
Skilled Craft Workers	6,609.50	4.4%	782	3.0%	11.8%
Technicians	10,472.00	7.0%	1,240	4.8%	11.8%
<b>Totals</b>	<b>149,391.50</b>	<b>100.0%</b>	<b>25,804</b>	<b>100.0%</b>	<b>17.3%</b>

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 five years of state service had the highest turnover rate (31.2 percent) in fiscal year 2008 compared to employees with five years or more of state service (9.8 percent). Table 12 on the next page lists turnover rates by length of state service.

Table 12

Turnover by Length of State Service during Fiscal Year 2008					
Length of State Service	Average Headcount	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
Fewer than 2 years	29,987.75	20.1%	11,906	46.1%	39.7%
2 to 4.99 years	22,287.00	14.9%	4,386	17.0%	19.7%
5 to 9.99 years	30,108.25	20.2%	3,315	12.8%	11.0%
10 to 14.99 years	25,308.25	16.9%	2,140	8.3%	8.5%
15 to 19.99 years	18,748.75	12.6%	1,305	5.1%	7.0%
20 to 24.99 years	12,093.00	8.1%	1,094	4.2%	9.0%
25 to 29.99 years	6,843.75	4.6%	1,030	4.0%	15.1%
30 to 34.99 years	2,982.00	2.0%	469	1.8%	15.7%
More than 35 years	1,027.00	0.7%	150	0.6%	14.6%
Unknown	5.75	0.0%	9	0.0%	156.5%
<b>Totals</b>	<b>149,391.50</b>	<b>100.0%<sup>a</sup></b>	<b>25,804</b>	<b>100.0%<sup>a</sup></b>	<b>17.3%</b>

<sup>a</sup> Percentage rounded to equal 100 percent.

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

## Chapter 2-L

**Turnover by Region and County**

The West Texas region experienced the highest turnover rate (27.4 percent) during fiscal year 2008 among all regions of the state. The Capital region, which has the largest number of employees, experienced a turnover rate of 12.5 percent during fiscal year 2008. Table 13 provides turnover rates and average salary data by region.

Seventy-four counties experienced turnover rates greater than the overall statewide turnover rate of classified regular full- and part-time employees of 17.3 percent. Appendix 5 provides turnover rates for all Texas regions and each county with a region.

Table 13

Turnover by Region during Fiscal Year 2008						
Region	Average Headcount	Average Salary	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
01 - Alamo	8,968.25	\$ 34,828.35	6.0%	1,715	6.6%	19.1%
02 - Capital	37,997.75	\$ 47,183.13	25.4%	4,738	18.4%	12.5%
03 - Central Texas	11,182.25	\$ 32,147.36	7.5%	2,382	9.2%	21.3%



Turnover by Region during Fiscal Year 2008						
Region	Average Headcount	Average Salary	Percentage of Headcount	Separations	Percentage of Separations	Turnover Rate
04 - Coastal Bend	5,736.00	\$ 33,926.87	3.8%	1,088	4.2%	19.0%
05 - Gulf Coast	23,167.75	\$ 34,520.74	15.5%	3,992	15.5%	17.2%
06 - High Plains	7,568.50	\$ 34,135.91	5.1%	1,385	5.4%	18.3%
07 - Metroplex	14,659.00	\$ 35,511.81	9.8%	2,680	10.4%	18.3%
08 - Northwest Texas	9,393.25	\$ 32,025.96	6.3%	1,841	7.1%	19.6%
09 - South Texas Border	6,013.50	\$ 35,319.55	4.0%	769	3.0%	12.8%
10 - Southeast Texas	7,640.25	\$ 32,677.53	5.1%	1,764	6.8%	23.1%
11 - Upper East Texas	9,143.25	\$ 34,337.36	6.1%	1,719	6.7%	18.8%
12 - Upper Rio Grande	3,212.00	\$ 35,196.63	2.2%	443	1.7%	13.8%
13 - West Texas	4,707.50	\$ 33,253.91	3.2%	1,288	5.0%	27.4%
14 - Other	2.25	\$ 51,347.29	0.0%	0	0.0%	0.0%
<b>Totals</b>	<b>149,391.50</b>	<b>\$ 37,364.64</b>	<b>100.0%</b>	<b>25,804</b>	<b>100.0%</b>	<b>17.3%</b>

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

## Exit Survey Results

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

During fiscal year 2008, 3,843 employees at state agencies (excluding institutions of higher education) completed the state employee on-line exit survey. This represents 14.8 percent of the employees who were eligible to complete the survey.

The top reason employees cited for leaving state employment was for better pay/benefits (21.3 percent). Almost 19.0 percent of those who completed the survey indicated they were leaving state employment due to retirement. The third most common reason cited for leaving state employment was due to poor working conditions/environment (12.9 percent). Table 14 provides a summary of the reasons that employees cited for leaving state employment in fiscal years 2007 and 2008. Table 15 summarizes the history of statewide participation by agencies in providing voluntarily exiting employees a unique ID to complete the exit survey. Appendix 6 provides the overall results of the exit surveys completed during fiscal year 2008.

Table 14

Reason Cited in Exit Surveys for Leaving State Employment Fiscal Years 2007 and 2008				
Reason for Leaving	Fiscal Year 2007		Fiscal Year 2008	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Better Pay/Benefits	1,009	24.4%	817	21.3%
Retirement	643	15.6%	726	18.9%
Poor working conditions/environment (for example, safety, work-related stress, and/or workload issues)	483	11.7%	494	12.9%
Issues with my supervisor/Issues with the employees I supervise	386	9.4%	317	8.2%
No or little career opportunities	364	8.8%	403	10.5%
Personal or family health	287	7.0%	199	5.2%
Enter/Return to school	283	6.9%	223	5.8%
Relocation (self, spouse, companion)	237	5.7%	243	6.3%
Location/Transportation issues	102	2.5%	110	2.9%
Childcare/Elder care issues	87	2.1%	86	2.2%
Other	82	2.0%	56	1.5%
Inadequate training	54	1.3%	44	1.1%

Reason Cited in Exit Surveys for Leaving State Employment Fiscal Years 2007 and 2008				
Reason for Leaving	Fiscal Year 2007		Fiscal Year 2008	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Relationship with co-workers	45	1.1%	48	1.2%
Self-employment	38	0.9%	45	1.2%
Inadequate work resources	28	0.7%	32	0.8%
<b>Totals</b>	<b>4,128</b>	<b>100.0%<sup>a</sup></b>	<b>3,843</b>	<b>100.0%</b>
<sup>a</sup> Percentage rounded to equal 100 percent.				

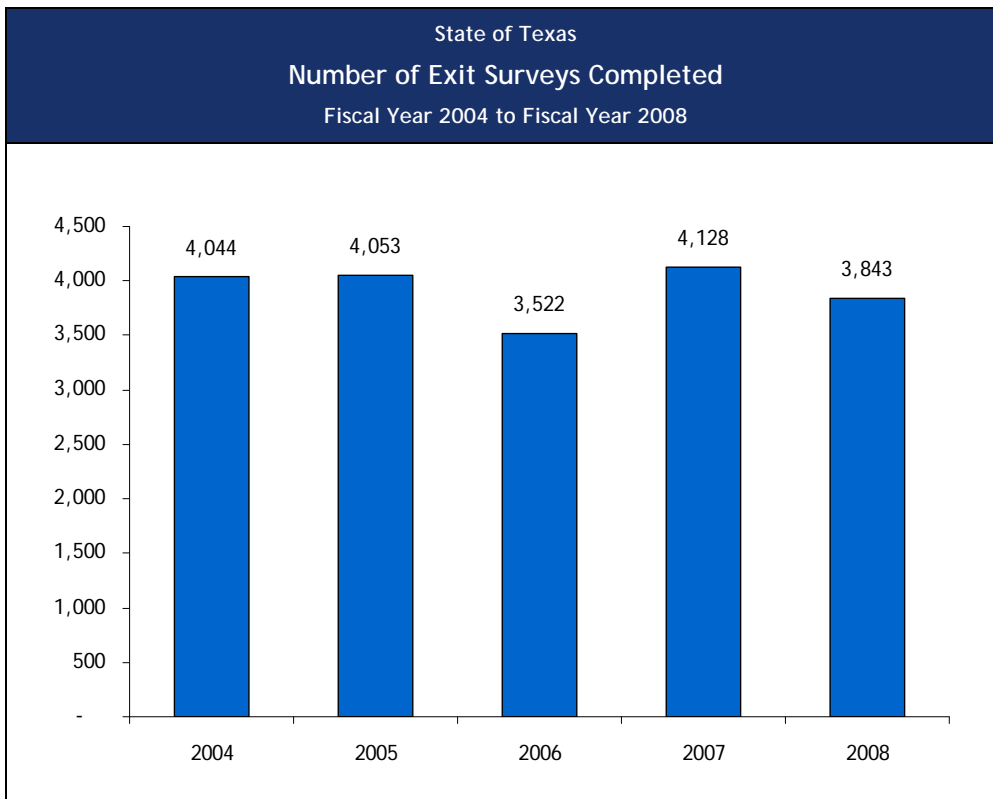
Source: State Auditor's Office - State of Texas Employee Exit Survey.

Table 15

Summary of Statewide Exit Survey Statistics Fiscal Years 2004 - 2008				
Fiscal Year	Voluntary Separations Reported through Statewide Payroll Systems	Identification Codes Generated	Percentage of Identification Codes Generated for Voluntary Separations <sup>a</sup>	Actual Number of Exit Surveys Taken
2004	13,978	16,070	115.0%	4,044
2005	23,700	16,578	69.9%	4,053
2006	22,591	16,821	74.5%	3,522
2007	23,493	19,096	81.3%	4,128
2008	25,884	18,763	72.5%	3,843
<sup>a</sup> The percentage of identification codes generated for voluntary separations can be greater than 100 percent in some situations because some employees rescind their resignations after the agencies have generated these codes.				

As Figure 5 shows, the actual number of exit surveys completed by eligible employees in fiscal year 2008 decreased by 6.9 percent from fiscal year 2007. Agencies are required to provide a separating employee a unique 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. Agencies should review their exit procedures to ensure they provide exit survey identification codes to eligible separating employees and encourage exit survey participation.

Figure 5



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

# Appendices

Appendix 1

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

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### **Objective**

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

### **Scope**

The scope of this review included classified regular full- and part-time employees in state agencies during fiscal year 2008. This report does not include data from institutions of higher education. The On-Line Exit Survey is offered to all employees who voluntarily separate from state employment. Information pertaining to that tool may include employees outside the scope of this report (that is, temporary employees, exempt employees, and unclassified employees).

### **Methodology**

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

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

This analysis was prepared from quarterly and year-end summary information received from the Comptroller of Public Accounts' Human Resources Information System (HRIS), the Uniform Statewide Payroll/Personnel System (USPS), and the Standardized Payroll/Personnel Reporting System (SPRS). The data contained in these systems are self-reported by state agencies. The data have 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 2008, a total of 3,843 employees completed the exit 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 2008 through November 2008. This project was a review; therefore, the information in this report was not subjected to all the tests and confirmations that would be performed in an audit. However, the information in this report was subject to certain quality control procedures to ensure accuracy and compliance with generally accepted compensation practices.

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

- Stacey Robbins McClure, MBA, PHR, CCP (Project Manager)
- Christine Bailey, CCP, GRP
- Sharon Schneider, PHR
- Juliette Torres, PHR, CCP
- Debra Serrins (Information Technology Systems Support)
- Charles P. Dunlap, Jr., CPA (Quality Control Reviewer)
- Nicole Guerrero, MBA, CGAP, CIA (Audit Manager)

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<sup>3</sup> The "average number of 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 2008 and then dividing this total by the number of quarters.

## Reasons State Employees Separated from Employment during Fiscal Years 2004-2008

Table 16 provides a summary of the reasons state employees separated from employment for fiscal years 2004 through 2008. Interagency transfers are included in the results for Table 16.

Table 16

Reasons State Employees Separated from Employment Fiscal Years 2004 through 2008										
Reason for Separation	Fiscal Year 2008		Fiscal Year 2007		Fiscal Year 2006		Fiscal Year 2005		Fiscal Year 2004	
	Separations	Percentage of Separations	Separations	Percentage of Separations	Separations	Percentage of Separations	Separations	Percentage of Separations	Separations	Percentage of Separations
Voluntary Separation from Agency	15,748	54.6%	15,769	56.4%	15,315	58.9%	15,439	55.7%	13,888	22.8%
Transfer to Another Agency	3,022	10.5%	2,617	9.4%	3,100	11.9%	3,290	11.9%	39,089	64.1%
Retirement	3,410	11.8%	3,138	11.2%	2,135	8.2%	3,953	14.3%	3,060	5.0%
<b>Total Voluntary Turnover<sup>a</sup></b>	<b>22,180</b>	<b>76.9%</b>	<b>21,524</b>	<b>76.9%</b>	<b>20,550</b>	<b>79.0%</b>	<b>22,682</b>	<b>81.9%</b>	<b>56,037</b>	<b>91.8%</b>
Dismissal for Cause	3,954	13.7%	3,596	12.9%	2,794	10.7%	2,758	10.0%	2,619	4.3%
Resignation in Lieu of Involuntary Separation	2,132	7.4%	2,108	7.5%	1,995	7.7%	1,728	6.2%	1,618	2.7%
Reduction in Force	125	0.4%	268	1.0%	239	0.9%	98	0.4%	379	0.6%
Death	236	0.8%	225	0.8%	245	0.9%	225	0.8%	191	0.3%
Termination at Will	199	0.7%	252	0.9%	182	0.7%	215	0.8%	183	0.3%
<b>Total Involuntary Turnover<sup>a</sup></b>	<b>6,646</b>	<b>23.1%</b>	<b>6,449</b>	<b>23.1%</b>	<b>5,455</b>	<b>21.0%</b>	<b>5,024</b>	<b>18.1%</b>	<b>4,990</b>	<b>8.2%</b>
<b>Total Separations</b>	<b>28,826</b>	<b>100.0%</b>	<b>27,973</b>	<b>100.0%</b>	<b>26,005</b>	<b>100.0%</b>	<b>27,706</b>	<b>100.0%</b>	<b>61,027</b>	<b>100.0%</b>

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

## Employee Turnover by State Agency

Table 17 provides information on classified regular full- and part-time employee turnover by state agency, excluding institutions of higher education. These totals include interagency transfers, because they are considered a loss for the agency.

Table 17

Employee Turnover by State Agency Fiscal Year 2008 <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%	24	36.1%	2	3.0%	66.50	26	39.1%
211 - Court of Criminal Appeals	0	0.0%	10	16.2%	2	3.2%	61.75	12	19.4%
212 - Texas Judicial Council Court Administration	3	1.6%	10	5.5%	3	1.6%	182.50	16	8.8%
213 - Office of State Prosecuting Attorney	0	0.0%	0	0.0%	0	0.0%	4.00	0	0.0%
221 - First Court of Appeals District, Houston	0	0.0%	12	30.2%	1	2.5%	39.75	13	32.7%
222 - Second Court of Appeals District, Fort Worth	0	0.0%	11	33.8%	1	3.1%	32.50	12	36.9%
223 - Third Court of Appeals District, Austin	0	0.0%	5	17.7%	1	3.5%	28.25	6	21.2%
224 - Fourth Court of Appeals District, San Antonio	1	3.5%	6	21.1%	0	0.0%	28.50	7	24.6%
225 - Fifth Court of Appeals District, Dallas	1	2.1%	8	16.7%	0	0.0%	48.00	9	18.8%
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%	1	6.2%	16.25	2	12.3%
228 - Eighth Court of Appeals District, El Paso	0	0.0%	2	14.0%	0	0.0%	14.25	2	14.0%
229 - Ninth Court of Appeals District, Beaumont	0	0.0%	1	6.2%	0	0.0%	16.25	1	6.2%



**Employee Turnover by State Agency  
Fiscal Year 2008<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
230 - Tenth Court of Appeals District, Waco	0	0.0%	0	0.0%	0	0.0%	12.00	0	0.0%
231 - Eleventh Court of Appeals District, Eastland	0	0.0%	0	0.0%	0	0.0%	14.00	0	0.0%
232 - Twelfth Court of Appeals District, Tyler	0	0.0%	0	0.0%	0	0.0%	12.00	0	0.0%
233 - Thirteenth Court of Appeals District, Corpus Christi	0	0.0%	4	15.2%	0	0.0%	26.25	4	15.2%
234 - Fourteenth Court of Appeals District, Houston	1	2.7%	8	21.6%	0	0.0%	37.00	9	24.3%
242 - State Commission on Judicial Conduct	0	0.0%	0	0.0%	0	0.0%	13.00	0	0.0%
243 - State Law Library	1	8.5%	2	17.0%	0	0.0%	11.75	3	25.5%
300 - Trusteed Programs within the Office of the Governor	1	0.9%	22	18.8%	3	2.6%	116.75	26	22.3%
301 - Office of the Governor	6	4.2%	33	23.0%	4	2.8%	143.25	43	30.0%
302 - Office of the Attorney General	43	1.0%	540	12.8%	62	1.5%	4,209.00	645	15.3%
303 - Texas Facilities Commission	11	3.4%	45	13.8%	13	4.0%	326.00	69	21.2%
304 - Comptroller of Public Accounts	38	1.4%	177	6.4%	102	3.7%	2,761.50	317	11.5%
305 - General Land Office	5	0.8%	25	4.2%	15	2.5%	598.00	45	7.5%
306 - Library and Archives Commission	0	0.0%	25	13.0%	6	3.1%	192.00	31	16.1%
307 - Secretary of State	4	1.7%	23	9.6%	7	2.9%	240.25	34	14.2%
312 - Securities Board	6	6.6%	10	11.0%	3	3.3%	91.25	19	20.8%
313 - Department of Information Resources	4	1.9%	20	9.5%	1	0.5%	210.25	25	11.9%
320 - Texas Workforce Commission	73	2.5%	274	9.5%	100	3.5%	2,880.00	447	15.5%
323 - Teacher Retirement System	6	1.3%	24	5.2%	8	1.7%	465.25	38	8.2%

**Employee Turnover by State Agency  
Fiscal Year 2008<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
325 - Fire Fighters' Pension Commissioner	0	0.0%	1	14.3%	0	0.0%	7.00	1	14.3%
327 - Employees Retirement System	3	1.0%	39	13.0%	10	3.3%	299.25	52	17.4%
329 - Real Estate Commission	3	3.0%	9	8.9%	1	1.0%	100.75	13	12.9%
332 - Department of Housing and Community Affairs	6	2.1%	16	5.6%	9	3.1%	285.75	31	10.8%
333 - Office of State-Federal Relations	0	0.0%	1	25.0%	0	0.0%	4.00	1	25.0%
337 - Board of Tax Professional Examiners	0	0.0%	0	0.0%	0	0.0%	3.00	0	0.0%
338 - Pension Review Board	2	19.0%	0	0.0%	0	0.0%	10.50	2	19.0%
347 - Public Finance Authority	0	0.0%	0	0.0%	0	0.0%	13.00	0	0.0%
352 - Bond Review Board	0	0.0%	5	52.6%	0	0.0%	9.50	5	52.6%
356 - Texas Ethics Commission	0	0.0%	2	6.1%	1	3.0%	33.00	3	9.1%
357 - Office of Rural Community Affairs	2	2.9%	1	1.4%	1	1.4%	69.25	4	5.8%
359 - Office of Public Insurance Counsel	0	0.0%	0	0.0%	0	0.0%	13.00	0	0.0%
360 - State Office of Administrative Hearings	0	0.0%	5	4.5%	0	0.0%	112.25	5	4.5%
362 - Texas Lottery Commission	0	0.0%	11	3.5%	7	2.2%	314.25	18	5.7%
364 - Health Professions Council	0	0.0%	0	0.0%	0	0.0%	2.00	0	0.0%
370 - Residential Construction Commission	1	1.9%	5	9.7%	1	1.9%	51.75	7	13.5%
401 - Adjutant General's Department	30	4.9%	53	8.7%	20	3.3%	608.50	103	16.9%
403 - Veterans Commission	12	3.7%	39	11.9%	11	3.4%	327.25	62	18.9%
405 - Department of Public Safety	29	0.4%	690	8.5%	202	2.5%	8,138.50	921	11.3%

**Employee Turnover by State Agency  
Fiscal Year 2008<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
407 - Commission on Law Enforcement Officer Standards and Education	0	0.0%	4	9.5%	1	2.4%	42.00	5	11.9%
409 - Commission on Jail Standards	0	0.0%	3	18.5%	0	0.0%	16.25	3	18.5%
411 - Commission on Fire Protection	1	3.1%	2	6.2%	1	3.1%	32.25	4	12.4%
448 - Office of Injured Employee Counsel	4	2.6%	19	12.2%	3	1.9%	155.50	26	16.7%
450 - Department of Savings and Mortgage Lending	2	3.1%	9	13.9%	2	3.1%	64.75	13	20.1%
451 - Department of Banking	2	1.2%	16	9.5%	3	1.8%	168.50	21	12.5%
452 - Department of Licensing and Regulation	2	0.6%	29	8.9%	4	1.2%	327.00	35	10.7%
454 - Department of Insurance	26	1.7%	133	8.4%	30	1.9%	1,574.75	189	12.0%
455 - Railroad Commission	4	0.6%	55	8.0%	23	3.4%	684.50	82	12.0%
456 - State Board of Plumbing Examiners	1	4.4%	0	0.0%	1	4.4%	22.50	2	8.9%
457 - Board of Public Accountancy	0	0.0%	8	17.8%	2	4.4%	45.00	10	22.2%
458 - Alcoholic Beverage Commission	15	2.3%	62	9.5%	30	4.6%	652.75	107	16.4%
459 - Board of Architectural Examiners	0	0.0%	0	0.0%	0	0.0%	23.50	0	0.0%
460 - Board of Professional Engineers	2	6.7%	1	3.3%	1	3.3%	30.00	4	13.3%
464 - Board of Professional Land Surveying	1	20.0%	0	0.0%	0	0.0%	5.00	1	20.0%
466 - Office of Consumer Credit Commissioner	0	0.0%	8	13.2%	0	0.0%	60.75	8	13.2%
469 - Credit Union Department	0	0.0%	5	22.5%	0	0.0%	22.25	5	22.5%
473 - Public Utility Commission of Texas	2	1.2%	16	9.2%	3	1.7%	173.25	21	12.1%

**Employee Turnover by State Agency  
Fiscal Year 2008<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
475 - Office of Public Utility Counsel	4	24.6%	4	24.6%	2	12.3%	16.25	10	61.5%
476 - Racing Commission	6	7.4%	6	7.4%	3	3.7%	81.50	15	18.4%
477 - Commission on State Emergency Communications	0	0.0%	3	12.9%	0	0.0%	23.25	3	12.9%
479 - State Office of Risk Management	3	2.5%	15	12.6%	1	0.8%	119.00	19	16.0%
481 - Board of Professional Geoscientists	0	0.0%	0	0.0%	0	0.0%	6.00	0	0.0%
503 - Texas Medical Board	2	1.4%	32	22.6%	5	3.5%	141.75	39	27.5%
504 - Texas State Board of Dental Examiners	0	0.0%	9	29.5%	0	0.0%	30.50	9	29.5%
507 - Texas Board of Nursing	0	0.0%	14	17.3%	1	1.2%	80.75	15	18.6%
508 - Board of Chiropractic Examiners	0	0.0%	0	0.0%	1	12.9%	7.75	1	12.9%
512 - Board of Podiatric Medical Examiners	0	0.0%	0	0.0%	0	0.0%	2.50	0	0.0%
513 - Funeral Service Commission	0	0.0%	3	30.0%	0	0.0%	10.00	3	30.0%
514 - Optometry Board	0	0.0%	0	0.0%	0	0.0%	6.50	0	0.0%
515 - Board of Pharmacy	0	0.0%	7	11.9%	0	0.0%	58.75	7	11.9%
520 - Board of Examiners of Psychologists	0	0.0%	0	0.0%	0	0.0%	12.00	0	0.0%
527 - Cancer Council	0	0.0%	5	105.3%	0	0.0%	4.75	5	105.3%
529 - Health and Human Services Commission	235	2.3%	1,340	13.2%	234	2.3%	10,136.25	1,809	17.8%
530 - Department of Family and Protective Services	256	2.3%	1,957	17.7%	131	1.2%	11,045.00	2,344	21.2%
533 - Executive Council of Physical and Occupational Therapy Examiners	1	5.8%	1	5.8%	0	0.0%	17.25	2	11.6%

**Employee Turnover by State Agency  
Fiscal Year 2008<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
537 - Department of State Health Services	573	4.6%	1,758	14.2%	331	2.7%	12,387.00	2,662	21.5%
538 - Department of Assistive and Rehabilitative Services	35	1.1%	199	6.3%	70	2.2%	3,163.50	304	9.6%
539 - Department of Aging and Disability Services	2,074	12.9%	3,143	19.5%	331	2.1%	16,118.25	5,548	34.4%
542 - Cancer Prevention and Research Institute of Texas	0	0.0%	0	0.0%	0	0.0%	1.25	0	0.0%
551 - Department of Agriculture	4	0.7%	65	10.7%	17	2.8%	608.75	86	14.1%
554 - Animal Health Commission	3	1.5%	11	5.4%	7	3.4%	203.00	21	10.3%
578 - Board of Veterinary Medical Examiners	1	8.2%	2	16.3%	0	0.0%	12.25	3	24.5%
580 - Water Development Board	4	1.4%	25	8.6%	10	3.4%	290.75	39	13.4%
582 - Commission on Environmental Quality	42	1.4%	244	8.3%	68	2.3%	2,946.00	354	12.0%
592 - Soil and Water Conservation Board	0	0.0%	6	8.9%	1	1.5%	67.25	7	10.4%
601 - Department of Transportation	214	1.5%	1,048	7.3%	419	2.9%	14,330.50	1,681	11.7%
665 - Juvenile Probation Commission	0	0.0%	7	10.7%	0	0.0%	65.25	7	10.7%
694 - Texas Youth Commission	359	8.5%	942	22.4%	67	1.6%	4,210.00	1,368	32.5%
696 - Department of Criminal Justice	2,400	5.9%	4,858	11.9%	873	2.1%	40,685.25	8,131	20.0%
701 - Texas Education Agency	7	0.7%	87	8.9%	15	1.5%	979.50	109	11.1%
771 - School for the Blind and Visually Impaired	4	1.2%	42	12.9%	8	2.5%	326.25	54	16.6%
772 - School for the Deaf	5	1.4%	43	12.1%	9	2.5%	356.50	57	16.0%
802 - Parks and Wildlife Department	44	1.5%	243	8.1%	99	3.3%	2,994.00	386	12.9%
808 - Historical Commission	5	2.8%	16	9.1%	4	2.3%	176.75	25	14.1%
809 - Preservation Board	9	4.1%	64	29.1%	1	0.5%	220.00	74	33.6%

**Employee Turnover by State Agency  
Fiscal Year 2008 <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
813 - Commission on the Arts	2	12.3%	1	6.2%	0	0.0%	16.25	3	18.5%
907 - Comptroller - State Energy Conservation Office	0	0.0%	0	0.0%	0	0.0%	19.00	0	0.0%
930 - Treasury Safekeeping Trust Company	0	0.0%	0	0.0%	0	0.0%	0.50	0	0.0%
<b>Totals</b>	<b>6,646</b>	<b>4.4%</b>	<b>18,770</b>	<b>12.6%</b>	<b>3,410</b>	<b>2.3%</b>	<b>149,391.50</b>	<b>28,826</b>	<b>19.3%</b>

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

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

## Turnover by Job Classification Series

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

Table 18

Turnover by Job Classification Series Fiscal Year 2008						
Occupational Category	Job Classification Series	Average Headcount	Statewide Percentage of Headcount <sup>a</sup>	Separations	Statewide Percentage of Separations <sup>a</sup>	Turnover Rate
Accounting, Auditing, and Finance	Accountant	1,547.50	1.0%	130	0.5%	8.4%
	Accounting Technician	270.25	0.2%	33	0.1%	12.2%
	Accounts Examiner	798.00	0.5%	73	0.3%	9.1%
	Auditor	1,235.50	0.8%	113	0.4%	9.1%
	Budget Analyst	349.00	0.2%	16	0.1%	4.6%
	Chief Investment Officer	2.25	0.0%	1	0.0%	44.4%
	Chief Trader	2.00	0.0%	0	0.0%	0.0%
	Financial Analyst	99.25	0.1%	5	0.0%	5.0%
	Financial Examiner	338.25	0.2%	36	0.1%	10.6%
	Investment Analyst	33.50	0.0%	3	0.0%	9.0%
	Portfolio Manager	62.75	0.0%	4	0.0%	6.4%
	Reimbursement Officer	81.25	0.1%	5	0.0%	6.2%
	Taxpayer Compliance Officer	371.75	0.2%	32	0.1%	8.6%
Trader	8.25	0.0%	1	0.0%	12.1%	
<b>Totals for Accounting, Auditing, and Finance</b>		<b>5,199.50</b>	<b>3.5%</b>	<b>452</b>	<b>1.8%</b>	<b>8.7%</b>
Administrative Support	Administrative Assistant	10,846.75	7.3%	1,120	4.3%	10.3%
	Clerk	6,376.00	4.3%	1,066	4.1%	16.7%
	Customer Service Representative	578.25	0.4%	99	0.4%	17.1%
	Executive Assistant	525.25	0.4%	36	0.1%	6.9%
	Receptionist	86.25	0.1%	23	0.1%	26.7%
<b>Totals for Administrative Support</b>		<b>18,412.50</b>	<b>12.3%</b>	<b>2,344</b>	<b>9.1%</b>	<b>12.7%</b>
Criminal Justice	Agriculture Specialist	112.00	0.1%	16	0.1%	14.3%
	Assistant Warden/Warden	182.50	0.1%	17	0.1%	9.3%
	Correctional Officer	25,295.25	16.9%	6,034	23.4%	23.9%
	Correctional Transportation Officer	112.50	0.1%	18	0.1%	16.0%
	Counsel Substitute	105.00	0.1%	6	0.0%	5.7%
	Industrial Specialist	409.50	0.3%	47	0.2%	11.5%
	Juvenile Correctional Officer	2,503.75	1.7%	972	3.8%	38.8%
	Parole Officer	1,916.00	1.3%	231	0.9%	12.1%

**Turnover by Job Classification Series**

Fiscal Year 2008

Occupational Category	Job Classification Series	Average Headcount	Statewide Percentage of Headcount <sup>a</sup>	Separations	Statewide Percentage of Separations <sup>a</sup>	Turnover Rate
	Senior Correctional Officer	3,092.00	2.1%	293	1.1%	9.5%
<b>Totals for Criminal Justice</b>		<b>33,728.50</b>	<b>22.6%</b>	<b>7,634</b>	<b>29.6%</b>	<b>22.6%</b>
Custodial	Barber/Cosmetologist	20.50	0.0%	1	0.0%	4.9%
	Cook	332.25	0.2%	84	0.3%	25.3%
	Custodial Manager	41.75	0.0%	3	0.0%	7.2%
	Custodian	1,041.75	0.7%	234	0.9%	22.5%
	Food Service Manager	1,012.75	0.7%	148	0.6%	14.6%
	Food Service Worker	795.75	0.5%	334	1.3%	42.0%
	Groundskeeper	116.00	0.1%	18	0.1%	15.5%
	Laundry Manager	708.00	0.5%	73	0.3%	10.3%
	Laundry/Sewing Room Worker	125.75	0.1%	30	0.1%	23.9%
<b>Totals for Custodial</b>		<b>4,194.50</b>	<b>2.8%</b>	<b>925</b>	<b>3.6%</b>	<b>22.1%</b>
Education	Teacher Aides	155.00	0.1%	33	0.1%	21.3%
<b>Totals for Education</b>		<b>155.00</b>	<b>0.1%</b>	<b>33</b>	<b>0.1%</b>	<b>21.3%</b>
Employment	Unemployment Insurance Claims Examiner	287.00	0.2%	43	0.2%	15.0%
	Unemployment Insurance Specialist	21.50	0.0%	1	0.0%	4.7%
	Workforce Development Specialist	752.75	0.5%	124	0.5%	16.5%
<b>Totals for Employment</b>		<b>1,061.25</b>	<b>0.7%</b>	<b>168</b>	<b>0.7%</b>	<b>15.8%</b>
Engineering and Design	Architect	62.25	0.0%	9	0.0%	14.5%
	District Engineer	23.50	0.0%	2	0.0%	8.5%
	Drafting Technician	10.50	0.0%	2	0.0%	19.0%
	Engineer	872.00	0.6%	74	0.3%	8.5%
	Engineering Aide	433.75	0.3%	131	0.5%	30.2%
	Engineering Assistant	10.75	0.0%	1	0.0%	9.3%
	Engineering Specialist	2,081.75	1.4%	174	0.7%	8.4%
	Engineering Technician	5,339.25	3.6%	613	2.4%	11.5%
	Graphic Designer	55.25	0.0%	6	0.0%	10.9%
Project Design Assistant	9.25	0.0%	0	0.0%	0.0%	
<b>Totals for Engineering and Design</b>		<b>8,898.25</b>	<b>6.0%</b>	<b>1,012</b>	<b>3.9%</b>	<b>11.4%</b>
Human Resources	Human Resources Assistant/Specialist	691.50	0.5%	62	0.2%	9.0%
	Training Assistant/Specialist	593.25	0.4%	47	0.2%	7.9%
<b>Totals for Human Resources</b>		<b>1,284.75</b>	<b>0.9%</b>	<b>109</b>	<b>0.4%</b>	<b>8.5%</b>



**Turnover by Job Classification Series**

**Fiscal Year 2008**

Occupational Category	Job Classification Series	Average Headcount	Statewide Percentage of Headcount <sup>a</sup>	Separations	Statewide Percentage of Separations <sup>a</sup>	Turnover Rate
Information Technology	Business Continuity Coordinator	7.75	0.0%	1	0.0%	12.9%
	Computer Operations Supervisor	21.00	0.0%	2	0.0%	9.5%
	Computer Operator	46.00	0.0%	4	0.0%	8.7%
	Computer Records Clerk	18.00	0.0%	5	0.0%	27.8%
	Data Base Administrator	133.00	0.1%	10	0.0%	7.5%
	Data Entry Operator	223.25	0.1%	28	0.1%	12.5%
	Information Technology Auditor	14.50	0.0%	1	0.0%	6.9%
	Information Technology Security Analyst	7.00	0.0%	1	0.0%	14.3%
	Network Specialist	580.75	0.4%	51	0.2%	8.8%
	Programmer	597.75	0.4%	37	0.1%	6.2%
	Systems Analyst	2,303.50	1.5%	190	0.7%	8.2%
	Systems Support Specialist	482.50	0.3%	43	0.2%	8.9%
	Telecommunications Specialist	162.50	0.1%	18	0.1%	11.1%
	Web Administrator	70.50	0.0%	7	0.0%	9.9%
<b>Totals for Information Technology</b>		<b>4,668.00</b>	<b>3.1%</b>	<b>398</b>	<b>1.5%</b>	<b>8.5%</b>
Inspectors and Investigators	Boiler Inspector	12.25	0.0%	1	0.0%	8.2%
	Inspector	1,244.50	0.8%	150	0.6%	12.1%
	Investigator	1,213.25	0.8%	132	0.5%	10.9%
<b>Totals for Inspectors and Investigators</b>		<b>2,470.00</b>	<b>1.7%</b>	<b>283</b>	<b>1.1%</b>	<b>11.5%</b>
Insurance	Actuary	38.25	0.0%	2	0.0%	5.2%
	Claims Assistant and Claims Examiner	596.50	0.4%	53	0.2%	8.9%
	Insurance Specialist	208.00	0.1%	17	0.1%	8.2%
	Insurance Technician	11.75	0.0%	2	0.0%	17.0%
	Retirement Systems Benefits Specialist	175.00	0.1%	25	0.1%	14.3%
<b>Totals for Insurance</b>		<b>1,029.50</b>	<b>0.7%</b>	<b>99</b>	<b>0.4%</b>	<b>9.6%</b>
Land Surveying, Appraising, and Utilities	Appraiser	98.00	0.1%	6	0.0%	6.1%
	Land Surveyor	31.00	0.0%	2	0.0%	6.5%
	Right of Way Agent	169.25	0.1%	14	0.1%	8.3%
	Utility Specialist	16.00	0.0%	2	0.0%	12.5%
<b>Totals for Land Surveying, Appraising, and Utilities</b>		<b>314.25</b>	<b>0.2%</b>	<b>24</b>	<b>0.1%</b>	<b>7.6%</b>
Law Enforcement	Agent	206.25	0.1%	19	0.1%	9.2%
	Agent Trainee	20.25	0.0%	4	0.0%	19.8%
	Captain, Public Safety	76.00	0.1%	9	0.0%	11.8%
	Commander, Public Safety	12.75	0.0%	4	0.0%	31.4%

**Turnover by Job Classification Series**

**Fiscal Year 2008**

Occupational Category	Job Classification Series	Average Headcount	Statewide Percentage of Headcount <sup>a</sup>	Separations	Statewide Percentage of Separations <sup>a</sup>	Turnover Rate
	Corporal, Public Safety	193.25	0.1%	11	0.0%	5.7%
	Game Warden	360.75	0.2%	36	0.1%	10.0%
	Game Warden-Assistant Commander/Commander	4.50	0.0%	2	0.0%	44.4%
	Game Warden- Sergeant/Lieutenant/Captain/ Major	85.50	0.1%	9	0.0%	10.5%
	Internal Affairs (Supervisor/Manager/Administr ator/ Director)	17.75	0.0%	2	0.0%	11.3%
	Internal Affairs Investigator	61.50	0.0%	6	0.0%	9.8%
	Internal Affairs Investigator Trainee	15.00	0.0%	1	0.0%	6.7%
	Lieutenant, Public Safety	188.25	0.1%	13	0.1%	6.9%
	Major, Public Safety	15.00	0.0%	4	0.0%	26.7%
	Pilot Investigator	39.75	0.0%	1	0.0%	2.5%
	Public Safety Inspector	11.25	0.0%	1	0.0%	8.9%
	Sergeant, Public Safety	808.50	0.5%	47	0.2%	5.8%
	Sergeant/Lieutenant/Captain/ Major, Alcohol Beverage	49.50	0.0%	10	0.0%	20.2%
	Trainee/Probationary Game Warden	53.75	0.0%	5	0.0%	9.3%
	Trooper	1,742.75	1.2%	67	0.3%	3.8%
	Trooper Trainee/Probationary Trooper	429.25	0.3%	70	0.3%	16.3%
	<b>Totals for Law Enforcement</b>	<b>4,391.50</b>	<b>2.9%</b>	<b>321</b>	<b>1.2%</b>	<b>7.3%</b>
Legal	Administrative Law Judge	115.00	0.1%	5	0.0%	4.3%
	Assistant Attorney General	706.25	0.5%	84	0.3%	11.9%
	Associate Judge	54.00	0.0%	2	0.0%	3.7%
	Attorney	957.00	0.6%	116	0.4%	12.1%
	Benefit Review Officer	31.75	0.0%	4	0.0%	12.6%
	Chief Deputy Clerk	7.00	0.0%	0	0.0%	0.0%
	Clerk of the Court	16.75	0.0%	2	0.0%	11.9%
	Court Law Clerk	64.25	0.0%	42	0.2%	65.4%
	Deputy Clerk	78.75	0.1%	11	0.0%	14.0%
	General Counsel	139.50	0.1%	8	0.0%	5.7%
	Hearings Reporter	7.00	0.0%	1	0.0%	14.3%
	Law Clerk	17.75	0.0%	42	0.2%	236.6%
	Legal Assistant	384.75	0.3%	40	0.2%	10.4%
	Legal Secretary	233.00	0.2%	35	0.1%	15.0%

**Turnover by Job Classification Series**

**Fiscal Year 2008**

Occupational Category	Job Classification Series	Average Headcount	Statewide Percentage of Headcount <sup>a</sup>	Separations	Statewide Percentage of Separations <sup>a</sup>	Turnover Rate
	Ombudsman	84.25	0.1%	6	0.0%	7.1%
<b>Totals for Legal</b>		<b>2,897.00</b>	<b>1.9%</b>	<b>398</b>	<b>1.5%</b>	<b>13.7%</b>
Library and Records	Archaeologist	18.75	0.0%	0	0.0%	0.0%
	Archivist	10.75	0.0%	1	0.0%	9.3%
	Curator	6.00	0.0%	1	0.0%	16.7%
	Exhibit Technician	11.75	0.0%	1	0.0%	8.5%
	Historian	14.25	0.0%	0	0.0%	0.0%
	Librarian	118.00	0.1%	12	0.0%	10.2%
	Library Assistant	34.00	0.0%	11	0.0%	32.4%
<b>Totals for Library and Records</b>		<b>213.50</b>	<b>0.1%</b>	<b>26</b>	<b>0.1%</b>	<b>12.2%</b>
Maintenance	Air Conditioning and Boiler Operator	55.00	0.0%	7	0.0%	12.7%
	Aircraft Mechanic	6.50	0.0%	0	0.0%	0.0%
	Aircraft Pilot	7.25	0.0%	0	0.0%	0.0%
	Electrician	65.75	0.0%	6	0.0%	9.1%
	Electronics Technician	28.75	0.0%	2	0.0%	7.0%
	Equipment Maintenance Technician	16.75	0.0%	2	0.0%	11.9%
	HVAC Mechanic	97.00	0.1%	7	0.0%	7.2%
	Machinist	16.25	0.0%	2	0.0%	12.3%
	Maintenance Assistant	41.00	0.0%	7	0.0%	17.1%
	Maintenance Supervisor	1,026.75	0.7%	126	0.5%	12.3%
	Maintenance Technician	900.75	0.6%	133	0.5%	14.8%
	Motor Vehicle Technician	465.25	0.3%	66	0.3%	14.2%
	Radio Communications Technician	27.75	0.0%	4	0.0%	14.4%
	Transportation Maintenance Specialist	752.00	0.5%	61	0.2%	8.1%
Vehicle Driver	221.50	0.1%	44	0.2%	19.9%	
<b>Totals for Maintenance</b>		<b>3,728.25</b>	<b>2.5%</b>	<b>467</b>	<b>1.8%</b>	<b>12.5%</b>
Medical and Health	Dental Assistant	21.00	0.0%	2	0.0%	9.5%
	Dental Hygienist	15.50	0.0%	4	0.0%	25.8%
	Dentist	22.00	0.0%	3	0.0%	13.6%
	Dietetic Technician	18.00	0.0%	0	0.0%	0.0%
	Dietitian	1.75	0.0%	0	0.0%	0.0%
	Epidemiologist	83.75	0.1%	8	0.0%	9.6%
	Health Physicist	67.75	0.0%	9	0.0%	13.3%
	Laboratory Technician	86.75	0.1%	12	0.0%	13.8%

**Turnover by Job Classification Series**

**Fiscal Year 2008**

Occupational Category	Job Classification Series	Average Headcount	Statewide Percentage of Headcount <sup>a</sup>	Separations	Statewide Percentage of Separations <sup>a</sup>	Turnover Rate
	Licensed Vocational Nurse	1,177.00	0.8%	292	1.1%	24.8%
	Medical Aide	121.00	0.1%	20	0.1%	16.5%
	Medical Research Specialist	2.00	0.0%	0	0.0%	0.0%
	Medical Technician	12.00	0.0%	1	0.0%	8.3%
	Medical Technologist	100.00	0.1%	11	0.0%	11.0%
	Microbiologist	135.50	0.1%	21	0.1%	15.5%
	Nurse	1,895.75	1.3%	410	1.6%	21.6%
	Nutritionist	97.00	0.1%	12	0.0%	12.4%
	Orthopedic Equipment Assistant/Technician	42.75	0.0%	3	0.0%	7.0%
	Pharmacist	84.25	0.1%	9	0.0%	10.7%
	Pharmacy Technician	76.50	0.1%	8	0.0%	10.5%
	Physician	119.25	0.1%	24	0.1%	20.1%
	Physician Assistant	3.00	0.0%	1	0.0%	33.3%
	Psychiatrist	126.00	0.1%	14	0.1%	11.1%
	Psychological Assistant/Associate Psychologist	262.00	0.2%	38	0.1%	14.5%
	Psychologist	69.00	0.0%	17	0.1%	24.6%
	Public Health Technician	520.25	0.3%	76	0.3%	14.6%
	Radiological Technologist Assistant/Technologist	18.25	0.0%	1	0.0%	5.5%
	Registered Therapists Assistant/Therapist	209.75	0.1%	29	0.1%	13.8%
	Respiratory Care Practitioner	9.00	0.0%	0	0.0%	0.0%
	Veterinarian	46.25	0.0%	6	0.0%	13.0%
	<b>Totals for Medical and Health</b>	<b>5,443.00</b>	<b>3.6%</b>	<b>1,031</b>	<b>4.0%</b>	<b>18.9%</b>
Natural Resources	Chemist	137.25	0.1%	16	0.1%	11.7%
	Earth Science Technician	3.75	0.0%	0	0.0%	0.0%
	Environmental Specialist	240.00	0.2%	27	0.1%	11.3%
	Fish and Wildlife Technician	204.25	0.1%	19	0.1%	9.3%
	Geoscientist	131.00	0.1%	11	0.0%	8.4%
	Hydrologist	74.25	0.0%	6	0.0%	8.1%
	Natural Resources Specialist	1,236.75	0.8%	140	0.5%	11.3%
	Park Ranger	372.25	0.2%	46	0.2%	12.4%
	Park Specialist	183.25	0.1%	16	0.1%	8.7%
	Sanitarian	104.75	0.1%	10	0.0%	9.5%
	<b>Totals for Natural Resources</b>	<b>2,687.50</b>	<b>1.8%</b>	<b>291</b>	<b>1.1%</b>	<b>10.8%</b>

**Turnover by Job Classification Series**

**Fiscal Year 2008**

Occupational Category	Job Classification Series	Average Headcount	Statewide Percentage of Headcount <sup>a</sup>	Separations	Statewide Percentage of Separations <sup>a</sup>	Turnover Rate
Office Services	Microfilm Camera Operator	42.75	0.0%	7	0.0%	16.4%
	Micrographics Technician	22.25	0.0%	2	0.0%	9.0%
	Photographer	4.00	0.0%	0	0.0%	0.0%
	Printing Services Technician	137.25	0.1%	8	0.0%	5.8%
<b>Totals for Office Services</b>		<b>206.25</b>	<b>0.1%</b>	<b>17</b>	<b>0.1%</b>	<b>8.2%</b>
Planning, Research, and Statistics	Economist	42.25	0.0%	5	0.0%	11.8%
	Planning Assistant/Planner	194.75	0.1%	30	0.1%	15.4%
	Research and Statistics Technician	40.50	0.0%	10	0.0%	24.7%
	Research Specialist	252.00	0.2%	31	0.1%	12.3%
	Statistician	16.50	0.0%	1	0.0%	6.1%
<b>Totals for Planning, Research, and Statistics</b>		<b>546.00</b>	<b>0.4%</b>	<b>77</b>	<b>0.3%</b>	<b>14.1%</b>
Procedures and Information	Audio/Visual Technician	19.25	0.0%	1	0.0%	5.2%
	Government Relations Specialist	46.00	0.0%	2	0.0%	4.3%
	Information Specialist	434.75	0.3%	42	0.2%	9.7%
	Management Analyst	23.25	0.0%	2	0.0%	8.6%
	Marketing Specialist	54.50	0.0%	5	0.0%	9.2%
	Technical Writer	33.50	0.0%	5	0.0%	14.9%
<b>Totals for Procedures and Information</b>		<b>611.25</b>	<b>0.4%</b>	<b>57</b>	<b>0.2%</b>	<b>9.3%</b>
Program Management	Deputy Comptroller	1.00	0.0%	0	0.0%	0.0%
	Director	1,861.50	1.2%	159	0.6%	8.5%
	Manager	2,760.75	1.8%	247	1.0%	8.9%
	Program Specialist	9,343.25	6.3%	853	3.3%	9.1%
	Program Supervisor	793.50	0.5%	63	0.2%	7.9%
	Project Manager	25.25	0.0%	6	0.0%	23.8%
	Staff Services Officer	292.75	0.2%	23	0.1%	7.9%
<b>Totals for Program Management</b>		<b>15,078.00</b>	<b>10.1%</b>	<b>1,351</b>	<b>5.2%</b>	<b>9.0%</b>
Property Management and Purchasing	Contract Administration Manager	18.75	0.0%	2	0.0%	10.7%
	Contract Specialist	530.25	0.4%	44	0.2%	8.3%
	Contract Technician	112.25	0.1%	12	0.0%	10.7%
	Grants Coordinator	15.00	0.0%	1	0.0%	6.7%
	Inventory and Store Specialist	673.75	0.5%	68	0.3%	10.1%
	Property Manager	61.25	0.0%	5	0.0%	8.2%
	Purchaser	519.25	0.3%	44	0.2%	8.5%
<b>Totals for Property Management and Purchasing</b>		<b>1,930.5</b>	<b>1.3%</b>	<b>176</b>	<b>0.7%</b>	<b>9.1%</b>

**Turnover by Job Classification Series**

**Fiscal Year 2008**

Occupational Category	Job Classification Series	Average Headcount	Statewide Percentage of Headcount <sup>a</sup>	Separations	Statewide Percentage of Separations <sup>a</sup>	Turnover Rate
Public Safety	Crime Lab Evidence Technician	37.25	0.0%	3	0.0%	8.1%
	DNA Index System Analyst	8.00	0.0%	0	0.0%	0.0%
	Fingerprint Technician	47.25	0.0%	3	0.0%	6.3%
	Firearms/Latent Print Technician	5.50	0.0%	0	0.0%	0.0%
	Forensic Photographer	4.00	0.0%	0	0.0%	0.0%
	Forensic Scientist	205.25	0.1%	7	0.0%	3.4%
	Police Communications Operator	227.50	0.2%	33	0.1%	14.5%
	Public Safety Records Technician	77.25	0.1%	6	0.0%	7.8%
	Security Officer	435.00	0.3%	95	0.4%	21.8%
<b>Totals for Public Safety</b>		<b>1,047.00</b>	<b>0.7%</b>	<b>147</b>	<b>0.6%</b>	<b>14.0%</b>
Safety	Lifeguards	0.00	0.0%	0	0.0%	0.0%
	Rescue Specialist	30.75	0.0%	9	0.0%	29.3%
	Risk Management Specialist	52.25	0.0%	5	0.0%	9.6%
	Safety Officer	202.25	0.1%	27	0.1%	13.3%
<b>Totals for Safety</b>		<b>285.25</b>	<b>0.2%</b>	<b>41</b>	<b>0.2%</b>	<b>14.4%</b>
Social Services	Case Manager	565.25	0.4%	77	0.3%	13.6%
	Chaplain	128.50	0.1%	17	0.1%	13.2%
	Chaplaincy Services Assistant	7.00	0.0%	2	0.0%	28.6%
	Child Support Officer	1,291.00	0.9%	168	0.7%	13.0%
	Child Support Technician	378.25	0.3%	61	0.2%	16.1%
	Clinical Social Worker	192.25	0.1%	31	0.1%	16.1%
	Health and Human Services Program Coordinator	36.00	0.0%	3	0.0%	8.3%
	Human Services Specialist	6,836.00	4.6%	938	3.6%	13.7%
	Human Services Technician	1,078.50	0.7%	155	0.6%	14.4%
	Interpreter	21.25	0.0%	0	0.0%	0.0%
	Mental Retardation Services Aide/Assistant/Supervisor	7,002.25	4.7%	3,613	14.0%	51.6%
	Protective Services Specialist	5,549.50	3.7%	1,454	5.6%	26.2%
	Psychiatric Nursing Aide/Assistant	3,042.75	2.0%	977	3.8%	32.1%
	Qualified Mental Retardation Professional	221.75	0.1%	45	0.2%	20.3%
	Quality Assurance Specialist	116.75	0.1%	16	0.1%	13.7%
	Recreation Program Specialist	51.25	0.0%	11	0.0%	21.5%
	Rehabilitation Teacher	116.00	0.1%	10	0.0%	8.6%

**Turnover by Job Classification Series  
Fiscal Year 2008**

Occupational Category	Job Classification Series	Average Headcount	Statewide Percentage of Headcount <sup>a</sup>	Separations	Statewide Percentage of Separations <sup>a</sup>	Turnover Rate
	Rehabilitation Therapy Technician	997.50	0.7%	180	0.7%	18.0%
	Resident Specialist	323.25	0.2%	50	0.2%	15.5%
	Substance Abuse Counselor	110.25	0.1%	31	0.1%	28.1%
	Veterans Assistance Counselor	70.50	0.0%	11	0.0%	15.6%
	Vocational Rehabilitation Counselor	682.50	0.5%	36	0.2%	9.2%
	Volunteer Services Coordinator	92.25	0.1%	10	0.0%	10.8%
<b>Totals for Social Services</b>		<b>28,910.50</b>	<b>19.4%</b>	<b>7,923</b>	<b>30.7%</b>	<b>27.4%</b>
<b>Statewide Total</b>		<b>149,391.50</b>	<b>100.0%</b>	<b>25,804</b>	<b>100.0%</b>	<b>17.3%</b>

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

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

## Turnover by Region and County

Table 19 provides turnover rates by region and county in Texas.

Table 19

Turnover by Region and County Fiscal Year 2008						
Region	County	Average Headcount	Statewide Percentage of Headcount <sup>a</sup>	Separations	Statewide Percentage of Separations <sup>a</sup>	Turnover Rate
Alamo Region	Atascosa	97.25	0.1%	18	0.1%	18.5%
	Bandera	35.75	0.0%	2	0.0%	5.6%
	Bexar	6,159.75	4.1%	1,227	4.8%	19.9%
	Comal	138.75	0.1%	10	0.0%	7.2%
	Frio	350.75	0.2%	60	0.2%	17.1%
	Gillespie	51.25	0.0%	4	0.0%	7.8%
	Guadalupe	143.50	0.1%	16	0.1%	11.1%
	Karnes	639.25	0.4%	124	0.5%	19.4%
	Kendall	66.25	0.0%	11	0.0%	16.6%
	Kerr	702.75	0.5%	128	0.5%	18.2%
	Medina	529.75	0.4%	106	0.4%	20.0%
	Wilson	53.25	0.0%	9	0.0%	16.9%
<b>Alamo Region Totals</b>		<b>8,968.25</b>	<b>6.0%</b>	<b>1,715</b>	<b>6.6%</b>	<b>19.1%</b>
Capital Region	Bastrop	185.50	0.1%	15	0.1%	8.1%
	Blanco	33.50	0.0%	8	0.0%	23.9%
	Burnet	241.50	0.2%	27	0.1%	11.2%
	Caldwell	73.50	0.0%	6	0.0%	8.2%
	Fayette	74.00	0.0%	7	0.0%	9.5%
	Hays	208.00	0.1%	22	0.1%	10.6%
	Lee	424.50	0.3%	121	0.5%	28.5%
	Llano	32.25	0.0%	2	0.0%	6.2%
	Travis	36,218.25	24.2%	4,466	17.3%	12.3%
	Williamson	506.75	0.3%	64	0.2%	12.6%
<b>Capital Region Totals</b>		<b>37,997.75</b>	<b>25.4%</b>	<b>4,738</b>	<b>18.4%</b>	<b>12.5%</b>
Central Texas Region	Bell	624.25	0.4%	92	0.4%	14.7%
	Bosque	39.50	0.0%	5	0.0%	12.7%
	Brazos	731.50	0.5%	94	0.4%	12.9%
	Burleson	52.00	0.0%	7	0.0%	13.5%
	Coryell	2,733.50	1.8%	442	1.7%	16.2%
	Falls	438.75	0.3%	59	0.2%	13.4%



Turnover by Region and County						
Fiscal Year 2008						
Region	County	Average Headcount	Statewide Percentage of Headcount <sup>a</sup>	Separations	Statewide Percentage of Separations <sup>a</sup>	Turnover Rate
	Freestone	364.75	0.2%	83	0.3%	22.8%
	Grimes	659.00	0.4%	126	0.5%	19.1%
	Hamilton	29.00	0.0%	4	0.0%	13.8%
	Hill	135.00	0.1%	20	0.1%	14.8%
	Lampasas	81.00	0.1%	11	0.0%	13.6%
	Leon	52.25	0.0%	6	0.0%	11.5%
	Limestone	1,543.25	1.0%	535	2.1%	34.7%
	Madison	588.25	0.4%	149	0.6%	25.3%
	McLennan	1,849.50	1.2%	425	1.6%	23.0%
	Milam	43.50	0.0%	1	0.0%	2.3%
	Mills	18.25	0.0%	3	0.0%	16.4%
	Robertson	48.50	0.0%	7	0.0%	14.4%
	San Saba	117.25	0.1%	15	0.1%	12.8%
	Washington	1,033.25	0.7%	298	1.2%	28.8%
	<b>Central Texas Region Totals</b>	<b>11,182.25</b>	<b>7.5%</b>	<b>2,382</b>	<b>9.2%</b>	<b>21.3%</b>
Coastal Bend Region	Aransas	99.25	0.1%	9	0.0%	9.1%
	Bee	1,743.25	1.2%	333	1.3%	19.1%
	Brooks	29.25	0.0%	1	0.0%	3.4%
	Calhoun	61.50	0.0%	4	0.0%	6.5%
	Dewitt	437.75	0.3%	45	0.2%	10.3%
	Duval	158.50	0.1%	15	0.1%	9.5%
	Goliad	38.25	0.0%	4	0.0%	10.5%
	Gonzales	58.25	0.0%	7	0.0%	12.0%
	Jackson	34.00	0.0%	4	0.0%	11.8%
	Jim Wells	130.25	0.1%	17	0.1%	13.1%
	Kenedy	1.25	0.0%	0	0.0%	0.0%
	Kleberg	94.50	0.1%	7	0.0%	7.4%
	Lavaca	47.75	0.0%	5	0.0%	10.5%
	Live Oak	36.00	0.0%	5	0.0%	13.9%
	McMullen	24.00	0.0%	2	0.0%	8.3%
	Nueces	2,311.00	1.5%	585	2.3%	25.3%
	Refugio	26.50	0.0%	1	0.0%	3.8%
	San Patricio	144.50	0.1%	19	0.1%	13.1%
	Victoria	260.25	0.2%	25	0.1%	9.6%
	<b>Coastal Bend Region Totals</b>	<b>5,736.00</b>	<b>3.8%</b>	<b>1,088</b>	<b>4.2%</b>	<b>19.0%</b>

Turnover by Region and County						
Fiscal Year 2008						
Region	County	Average Headcount	Statewide Percentage of Headcount <sup>a</sup>	Separations	Statewide Percentage of Separations <sup>a</sup>	Turnover Rate
Gulf Coast Region	Austin	494.50	0.3%	58	0.2%	11.7%
	Brazoria	2,733.75	1.8%	676	2.6%	24.7%
	Chambers	41.00	0.0%	3	0.0%	7.3%
	Colorado	44.25	0.0%	1	0.0%	2.3%
	Fort Bend	2,819.75	1.9%	427	1.7%	15.1%
	Galveston	1,162.75	0.8%	166	0.6%	14.3%
	Harris	7,756.00	5.2%	1,186	4.6%	15.3%
	Liberty	983.50	0.7%	210	0.8%	21.4%
	Matagorda	83.25	0.1%	14	0.1%	16.8%
	Montgomery	418.75	0.3%	61	0.2%	14.6%
	Walker	6,483.00	4.3%	1,177	4.6%	18.2%
	Waller	52.75	0.0%	5	0.0%	9.5%
	Wharton	94.50	0.1%	8	0.0%	8.5%
<b>Gulf Coast Region Totals</b>		<b>23,167.75</b>	<b>15.5%</b>	<b>3,992</b>	<b>15.5%</b>	<b>17.2%</b>
High Plains Region	Armstrong	15.75	0.0%	0	0.0%	0.0%
	Bailey	24.25	0.0%	3	0.0%	12.4%
	Briscoe	20.50	0.0%	3	0.0%	14.6%
	Carson	36.25	0.0%	1	0.0%	2.8%
	Castro	22.25	0.0%	1	0.0%	4.5%
	Childress	480.00	0.3%	73	0.3%	15.2%
	Cochran	18.25	0.0%	5	0.0%	27.4%
	Collingsworth	26.00	0.0%	6	0.0%	23.1%
	Crosby	23.75	0.0%	1	0.0%	4.2%
	Dallam	253.75	0.2%	56	0.2%	22.1%
	Deaf Smith	54.50	0.0%	3	0.0%	5.5%
	Dickens	14.75	0.0%	0	0.0%	0.0%
	Donley	19.25	0.0%	1	0.0%	5.2%
	Floyd	16.25	0.0%	3	0.0%	18.5%
	Garza	41.00	0.0%	5	0.0%	12.2%
	Gray	383.75	0.3%	66	0.3%	17.2%
	Hale	513.25	0.3%	76	0.3%	14.8%
	Hall	14.75	0.0%	1	0.0%	6.8%
	Hansford	15.25	0.0%	1	0.0%	6.6%
	Hartley	22.00	0.0%	2	0.0%	9.1%
Hemphill	23.00	0.0%	3	0.0%	13.0%	
Hockley	62.50	0.0%	10	0.0%	16.0%	

Turnover by Region and County						
Fiscal Year 2008						
Region	County	Average Headcount	Statewide Percentage of Headcount <sup>a</sup>	Separations	Statewide Percentage of Separations <sup>a</sup>	Turnover Rate
	Hutchinson	42.75	0.0%	7	0.0%	16.4%
	King	6.25	0.0%	0	0.0%	0.0%
	Lamb	52.25	0.0%	8	0.0%	15.3%
	Lipscomb	7.50	0.0%	1	0.0%	13.3%
	Lubbock	2,577.75	1.7%	534	2.1%	20.7%
	Lynn	19.00	0.0%	4	0.0%	21.1%
	Moore	47.00	0.0%	1	0.0%	2.1%
	Motley	15.25	0.0%	0	0.0%	0.0%
	Ochiltree	18.50	0.0%	1	0.0%	5.4%
	Oldham	18.00	0.0%	3	0.0%	16.7%
	Parmer	18.50	0.0%	1	0.0%	5.4%
	Potter	1,913.50	1.3%	418	1.6%	21.8%
	Randall	342.50	0.2%	30	0.1%	8.8%
	Roberts	2.25	0.0%	0	0.0%	0.0%
	Sherman	16.25	0.0%	2	0.0%	12.3%
	Swisher	145.00	0.1%	8	0.0%	5.5%
	Terry	190.75	0.1%	37	0.1%	19.4%
	Wheeler	20.50	0.0%	7	0.0%	34.1%
	Yoakum	14.00	0.0%	3	0.0%	21.4%
	<b>High Plains Region Totals</b>	<b>7,568.50</b>	<b>5.1%</b>	<b>1,385</b>	<b>5.4%</b>	<b>18.3%</b>
Metroplex Region	Collin	427.75	0.3%	83	0.3%	19.4%
	Cooke	415.75	0.3%	118	0.5%	28.4%
	Dallas	4,461.25	3.0%	654	2.5%	14.7%
	Denton	2,153.50	1.4%	787	3.0%	36.5%
	Ellis	155.50	0.1%	29	0.1%	18.6%
	Erath	78.25	0.1%	5	0.0%	6.4%
	Fannin	513.00	0.3%	75	0.3%	14.6%
	Grayson	193.25	0.1%	15	0.1%	7.8%
	Hood	376.00	0.3%	29	0.1%	7.7%
	Hunt	177.75	0.1%	33	0.1%	18.6%
	Johnson	184.75	0.1%	25	0.1%	13.5%
	Kaufman	1,038.00	0.7%	149	0.6%	14.4%
	Navarro	422.50	0.3%	77	0.3%	18.2%
	Palo Pinto	124.00	0.1%	26	0.1%	21.0%
	Parker	144.25	0.1%	20	0.1%	13.9%
	Rockwall	61.50	0.0%	8	0.0%	13.0%

Turnover by Region and County						
Fiscal Year 2008						
Region	County	Average Headcount	Statewide Percentage of Headcount <sup>a</sup>	Separations	Statewide Percentage of Separations <sup>a</sup>	Turnover Rate
	Somervell	19.75	0.0%	4	0.0%	20.3%
	Tarrant	3,623.25	2.4%	531	2.1%	14.7%
	Wise	89.00	0.1%	12	0.0%	13.5%
<b>Metropolitan Region Totals</b>		<b>14,659.00</b>	<b>9.8%</b>	<b>2,680</b>	<b>10.4%</b>	<b>18.3%</b>
Northwest Texas Region	Archer	36.00	0.0%	3	0.0%	8.3%
	Baylor	27.25	0.0%	4	0.0%	14.7%
	Brown	847.75	0.6%	153	0.6%	18.0%
	Callahan	40.50	0.0%	3	0.0%	7.4%
	Clay	29.25	0.0%	3	0.0%	10.3%
	Coleman	27.25	0.0%	2	0.0%	7.3%
	Comanche	26.75	0.0%	4	0.0%	15.0%
	Cottle	23.50	0.0%	1	0.0%	4.3%
	Eastland	91.50	0.1%	7	0.0%	7.7%
	Fisher	16.25	0.0%	0	0.0%	0.0%
	Foard	12.75	0.0%	1	0.0%	7.8%
	Hardeman	20.50	0.0%	3	0.0%	14.6%
	Haskell	35.50	0.0%	2	0.0%	5.6%
	Jack	22.75	0.0%	3	0.0%	13.2%
	Jones	545.00	0.4%	43	0.2%	7.9%
	Kent	11.00	0.0%	1	0.0%	9.1%
	Knox	25.50	0.0%	1	0.0%	3.9%
	Mitchell	448.75	0.3%	85	0.3%	18.9%
	Montague	51.50	0.0%	4	0.0%	7.8%
	Nolan	57.50	0.0%	2	0.0%	3.5%
	Runnels	38.00	0.0%	4	0.0%	10.5%
	Scurry	335.00	0.2%	93	0.4%	27.8%
	Shackelford	15.50	0.0%	1	0.0%	6.5%
	Stephens	178.75	0.1%	16	0.1%	9.0%
	Stonewall	13.25	0.0%	3	0.0%	22.6%
Taylor	2,511.00	1.7%	642	2.5%	25.6%	
Throckmorton	14.25	0.0%	1	0.0%	7.0%	
Wichita	1,957.00	1.3%	410	1.6%	21.0%	
Wilbarger	1,870.75	1.3%	340	1.3%	18.2%	
Young	63.00	0.0%	6	0.0%	9.5%	
<b>Northwest Texas Region Totals</b>		<b>9,393.25</b>	<b>6.3%</b>	<b>1,841</b>	<b>7.1%</b>	<b>19.6%</b>

Turnover by Region and County						
Fiscal Year 2008						
Region	County	Average Headcount	Statewide Percentage of Headcount <sup>a</sup>	Separations	Statewide Percentage of Separations <sup>a</sup>	Turnover Rate
South Texas Border Region	Cameron	1,552.25	1.0%	229	0.9%	14.8%
	Dimmit	45.00	0.0%	8	0.0%	17.8%
	Edwards	37.00	0.0%	2	0.0%	5.4%
	Hidalgo	2,751.00	1.8%	360	1.4%	13.1%
	Jim Hogg	35.50	0.0%	3	0.0%	8.5%
	Kinney	22.00	0.0%	0	0.0%	0.0%
	La Salle	144.50	0.1%	22	0.1%	15.2%
	Maverick	132.50	0.1%	12	0.0%	9.1%
	Real	15.75	0.0%	0	0.0%	0.0%
	Starr	145.75	0.1%	9	0.0%	6.2%
	Uvalde	114.75	0.1%	12	0.0%	10.5%
	Val Verde	177.50	0.1%	23	0.1%	13.0%
	Webb	729.50	0.5%	76	0.3%	10.4%
	Willacy	61.50	0.0%	7	0.0%	11.4%
	Zapata	19.50	0.0%	3	0.0%	15.4%
Zavala	29.50	0.0%	3	0.0%	10.2%	
<b>South Texas Border Region Totals</b>		<b>6,013.50</b>	<b>4.0%</b>	<b>769</b>	<b>3.0%</b>	<b>12.8%</b>
Southeast Texas Region	Angelina	1,504.25	1.0%	351	1.4%	23.3%
	Hardin	75.50	0.1%	7	0.0%	9.3%
	Houston	1,029.75	0.7%	292	1.1%	28.4%
	Jasper	268.75	0.2%	27	0.1%	10.0%
	Jefferson	2,658.00	1.8%	580	2.2%	21.8%
	Nacogdoches	208.75	0.1%	20	0.1%	9.6%
	Newton	31.75	0.0%	6	0.0%	18.9%
	Orange	151.50	0.1%	19	0.1%	12.5%
	Polk	868.75	0.6%	257	1.0%	29.6%
	Sabine	25.25	0.0%	7	0.0%	27.7%
	San Augustine	32.50	0.0%	3	0.0%	9.2%
	San Jacinto	39.50	0.0%	4	0.0%	10.1%
	Shelby	50.50	0.0%	0	0.0%	0.0%
	Trinity	37.50	0.0%	6	0.0%	16.0%
	Tyler	658.00	0.4%	185	0.7%	28.1%
<b>Southeast Texas Region Totals</b>		<b>7,640.25</b>	<b>5.1%</b>	<b>1,764</b>	<b>6.8%</b>	<b>23.1%</b>
Upper East Texas Region	Anderson	3,077.75	2.1%	714	2.8%	23.2%
	Bowie	936.50	0.6%	199	0.8%	21.2%
	Camp	8.75	0.0%	1	0.0%	11.4%

Turnover by Region and County						
Fiscal Year 2008						
Region	County	Average Headcount	Statewide Percentage of Headcount <sup>a</sup>	Separations	Statewide Percentage of Separations <sup>a</sup>	Turnover Rate
	Cass	203.50	0.1%	15	0.1%	7.4%
	Cherokee	1,775.25	1.2%	387	1.5%	21.8%
	Delta	24.75	0.0%	1	0.0%	4.0%
	Franklin	25.50	0.0%	5	0.0%	19.6%
	Gregg	375.00	0.3%	42	0.2%	11.2%
	Harrison	195.25	0.1%	35	0.1%	17.9%
	Henderson	243.50	0.2%	38	0.1%	15.6%
	Hopkins	126.00	0.1%	16	0.1%	12.7%
	Lamar	268.25	0.2%	16	0.1%	6.0%
	Marion	38.25	0.0%	7	0.0%	18.3%
	Morris	41.00	0.0%	8	0.0%	19.5%
	Panola	53.50	0.0%	11	0.0%	20.6%
	Rains	26.75	0.0%	3	0.0%	11.2%
	Red River	44.25	0.0%	6	0.0%	13.6%
	Rusk	83.50	0.1%	16	0.1%	19.2%
	Smith	1,034.50	0.7%	116	0.4%	11.2%
	Titus	139.25	0.1%	19	0.1%	13.6%
	Upshur	68.50	0.0%	9	0.0%	13.1%
	Van Zandt	95.25	0.1%	22	0.1%	23.1%
	Wood	258.50	0.2%	33	0.1%	12.8%
<b>Upper East Texas Region Totals</b>		<b>9,143.25</b>	<b>6.1%</b>	<b>1,719</b>	<b>6.7%</b>	<b>18.8%</b>
Upper Rio Grande	Brewster	84.25	0.1%	6	0.0%	7.1%
	Culberson	35.25	0.0%	6	0.0%	17.0%
	El Paso	2,925.25	2.0%	409	1.6%	14.0%
	Hudspeth	31.25	0.0%	1	0.0%	3.2%
	Jeff Davis	61.50	0.0%	15	0.1%	24.4%
	Presidio	74.50	0.0%	6	0.0%	8.1%
<b>Upper Rio Grande Region Totals</b>		<b>3,212.00</b>	<b>2.2%</b>	<b>443</b>	<b>1.7%</b>	<b>13.8%</b>
West Texas Region	Andrews	27.00	0.0%	5	0.0%	18.5%
	Borden	11.25	0.0%	1	0.0%	8.9%
	Coke	12.75	0.0%	5	0.0%	39.2%
	Concho	16.00	0.0%	1	0.0%	6.3%
	Crane	27.75	0.0%	3	0.0%	10.8%
	Crockett	33.25	0.0%	6	0.0%	18.0%
	Dawson	548.75	0.4%	144	0.6%	26.2%
	Ector	432.50	0.3%	73	0.3%	16.9%

Turnover by Region and County						
Fiscal Year 2008						
Region	County	Average Headcount	Statewide Percentage of Headcount <sup>a</sup>	Separations	Statewide Percentage of Separations <sup>a</sup>	Turnover Rate
	Gaines	22.00	0.0%	3	0.0%	13.6%
	Glasscock	5.00	0.0%	0	0.0%	0.0%
	Howard	746.00	0.5%	265	1.0%	35.5%
	Irion	7.00	0.0%	0	0.0%	0.0%
	Kimble	43.25	0.0%	2	0.0%	4.6%
	Loving	2.50	0.0%	1	0.0%	40.0%
	Martin	20.50	0.0%	4	0.0%	19.5%
	Mason	21.75	0.0%	1	0.0%	4.6%
	McCulloch	35.50	0.0%	5	0.0%	14.1%
	Menard	6.00	0.0%	2	0.0%	33.3%
	Midland	494.25	0.3%	74	0.3%	15.0%
	Pecos	436.00	0.3%	169	0.7%	38.8%
	Reagan	11.00	0.0%	6	0.0%	54.5%
	Reeves	68.75	0.0%	7	0.0%	10.2%
	Schleicher	2.00	0.0%	0	0.0%	0.0%
	Sterling	8.75	0.0%	1	0.0%	11.4%
	Sutton	33.75	0.0%	2	0.0%	5.9%
	Terrell	19.25	0.0%	3	0.0%	15.6%
	Tom Green	1,365.50	0.9%	425	1.6%	31.1%
	Upton	11.75	0.0%	0	0.0%	0.0%
	Ward	221.50	0.1%	78	0.3%	35.2%
	Winkler	16.25	0.0%	2	0.0%	12.3%
	<b>West Texas Region Totals</b>	<b>4,707.50</b>	<b>3.2%</b>	<b>1,288</b>	<b>5.0%</b>	<b>27.4%</b>
Other		2.25	0.0%	0	0.0%	0.0%
	<b>Statewide Totals</b>	<b>149,391.50</b>	<b>100.0%</b>	<b>25,804</b>	<b>100.0%</b>	<b>17.3%</b>

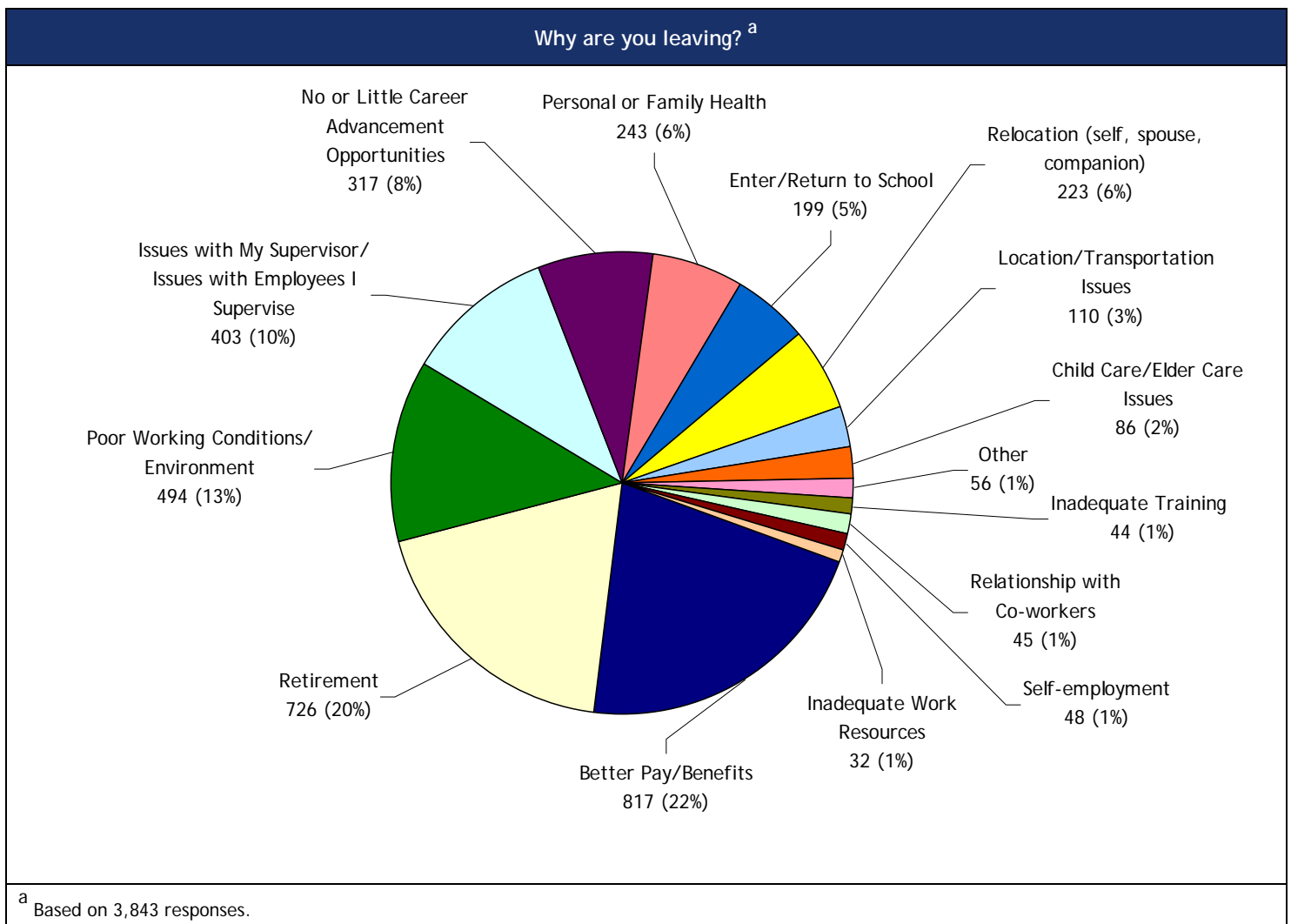
<sup>a</sup> Percentages may not sum precisely due to rounding.

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

## Fiscal Year 2008 Overall Exit Survey Results

Figures 6 through 12 show the aggregate results from the State of Texas Employee Exit Survey for fiscal year 2008. The surveys were completed between September 1, 2007, and August 31, 2008.

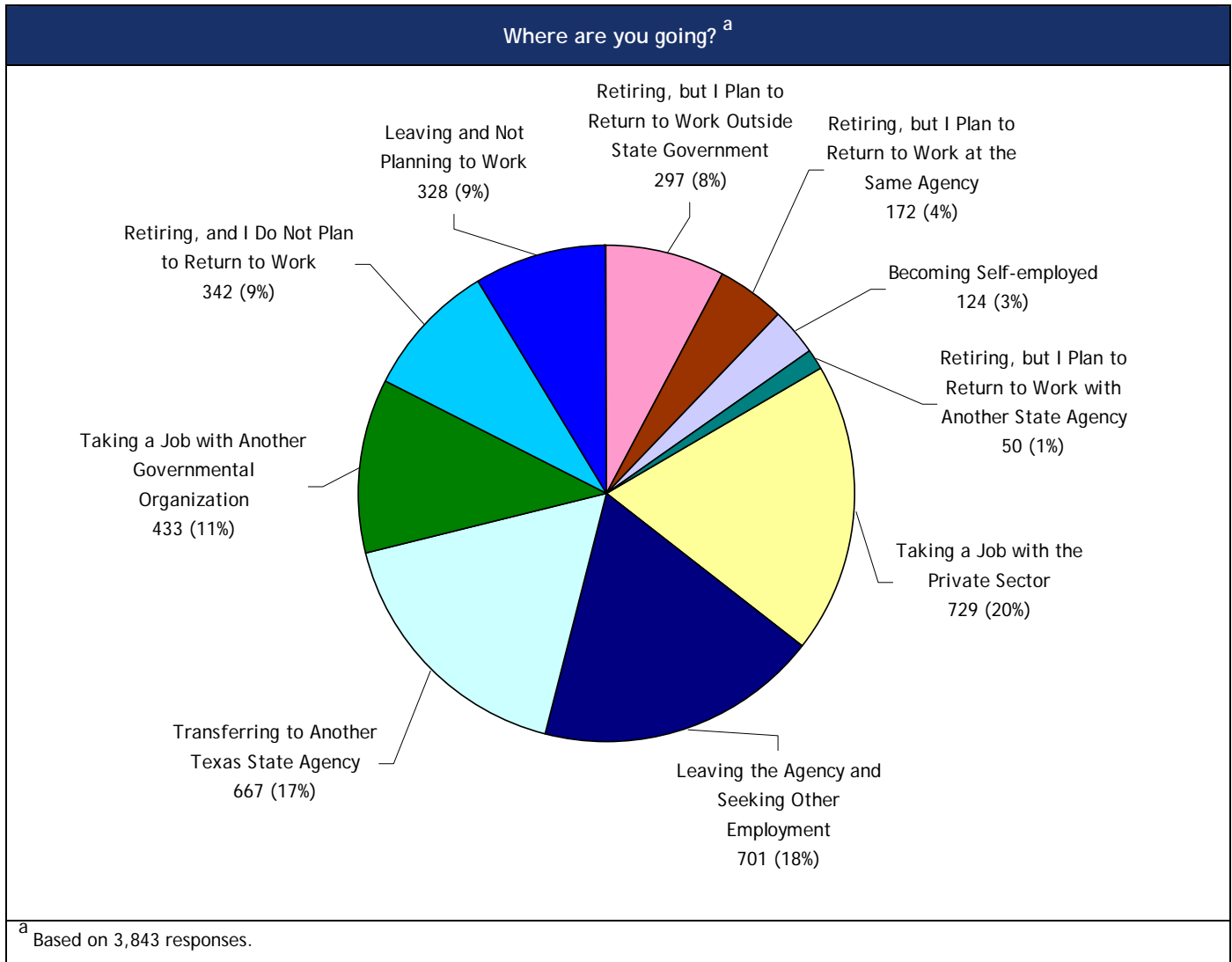
Figure 6



Source: State of Texas Employee Exit Survey System.



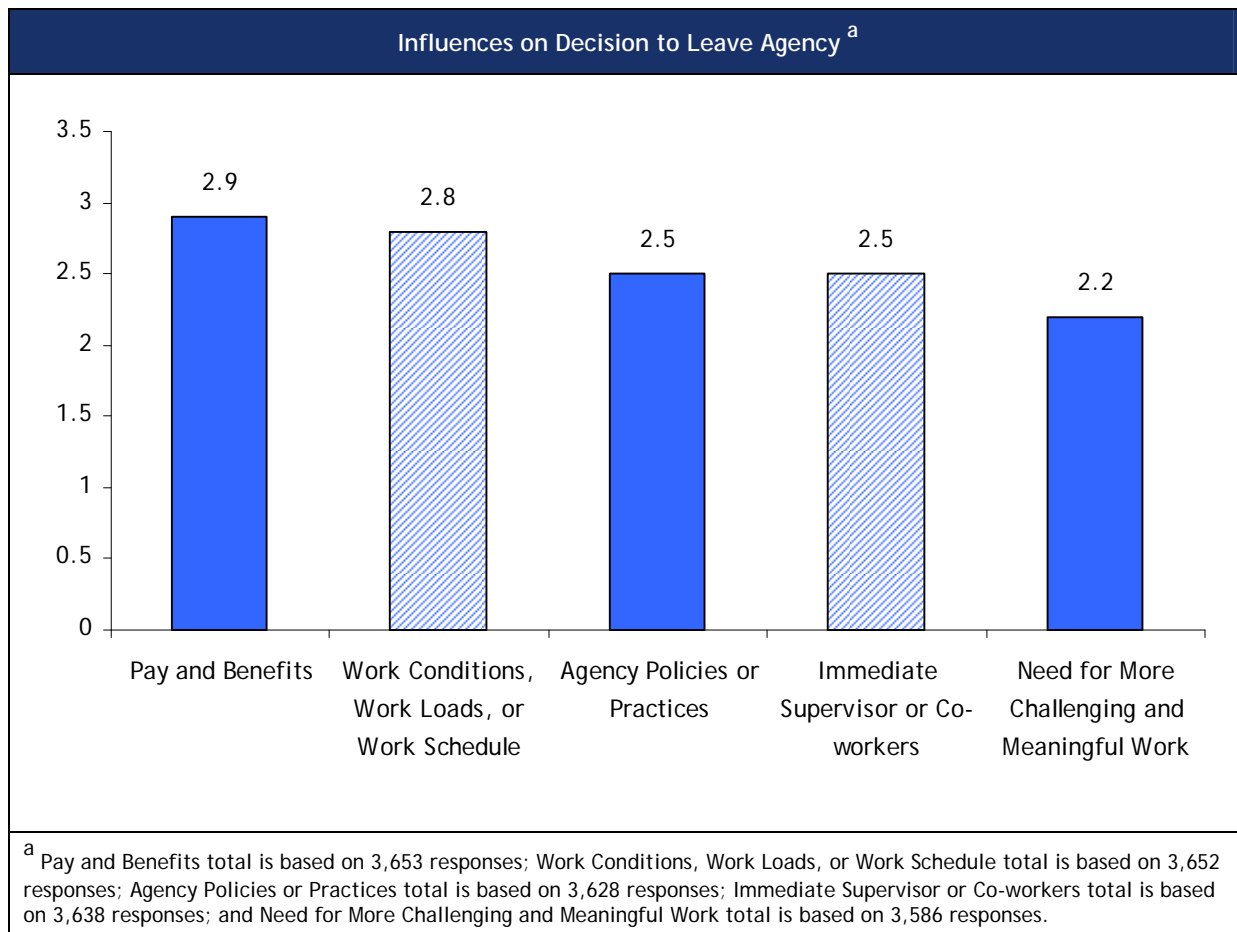
Figure 7



Source: State of Texas Employee Exit Survey System.

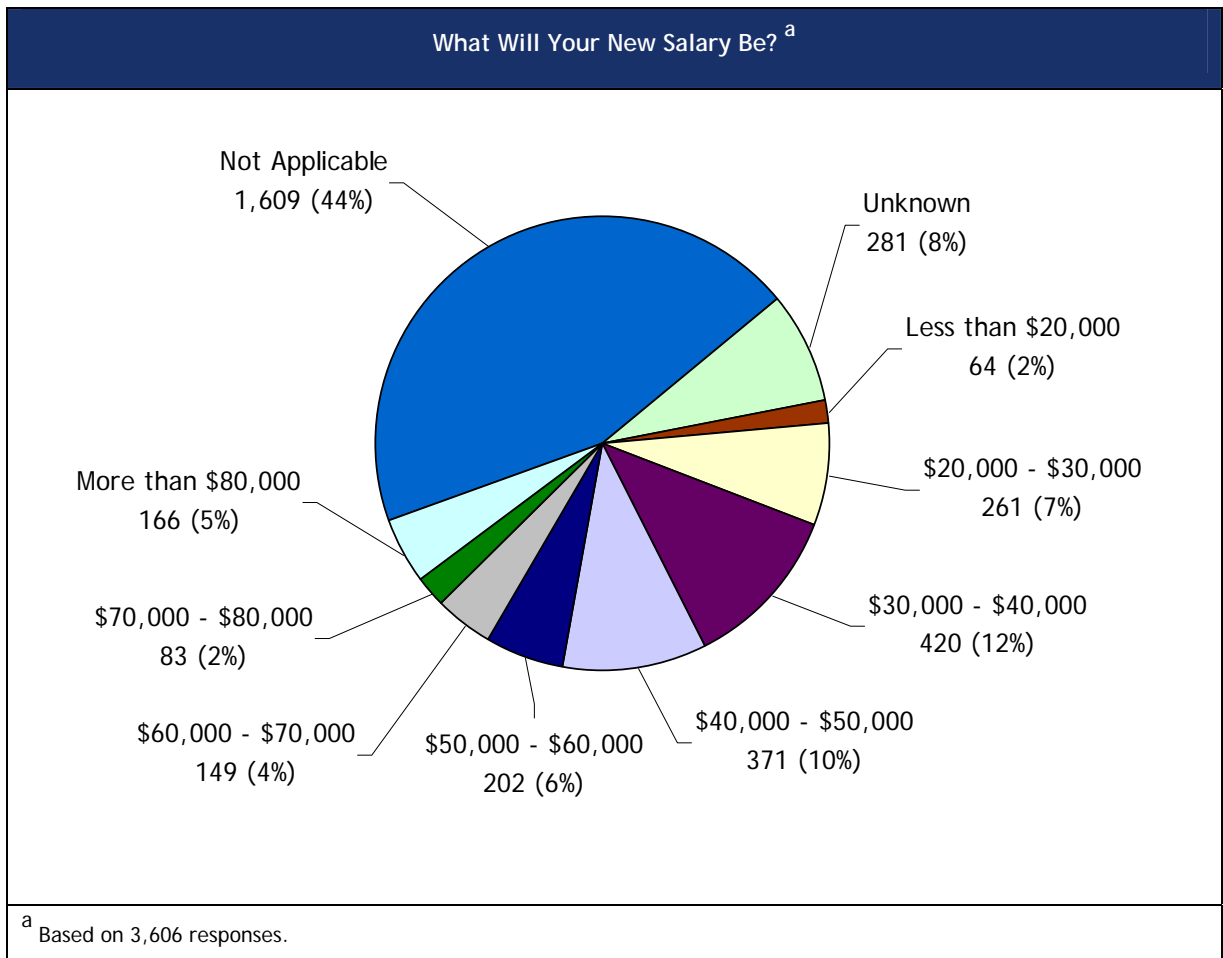
Figure 8 shows the extent that specific items influenced an employee's decision to leave employment with his or her state agency. The averages are computed on a 5-point scale: 1-Very Little Extent, 2-Little Extent, 3-Some Extent, 4-Great Extent, 5-Very Great Extent.

Figure 8



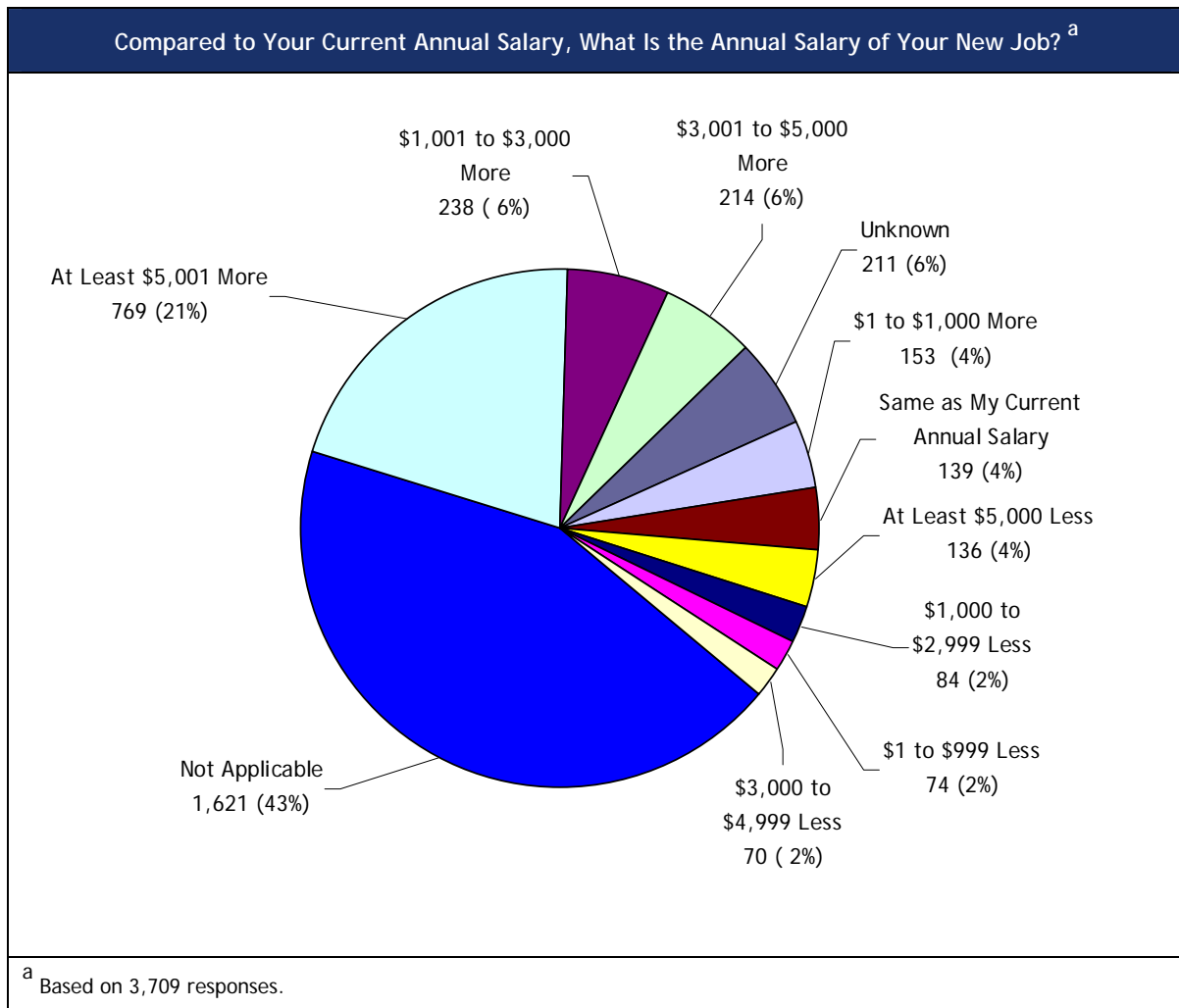
Source: State of Texas Employee Exit Survey System.

Figure 9



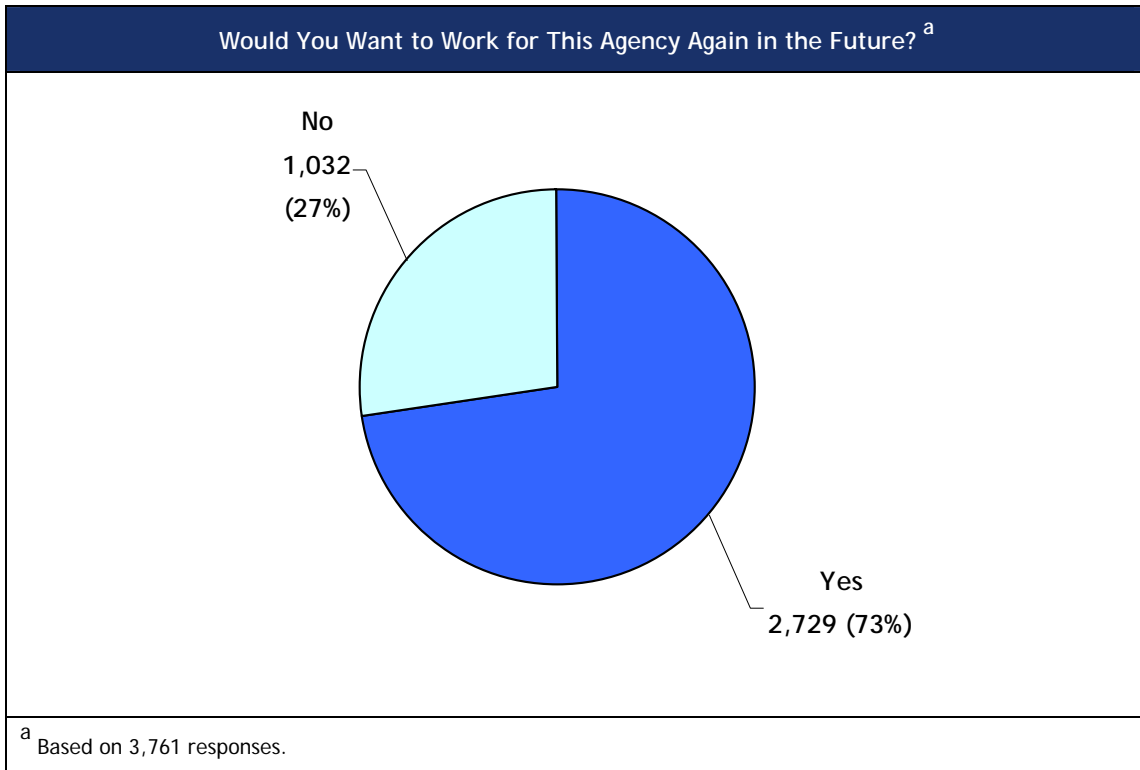
Source: State of Texas Employee Exit Survey System.

Figure 10



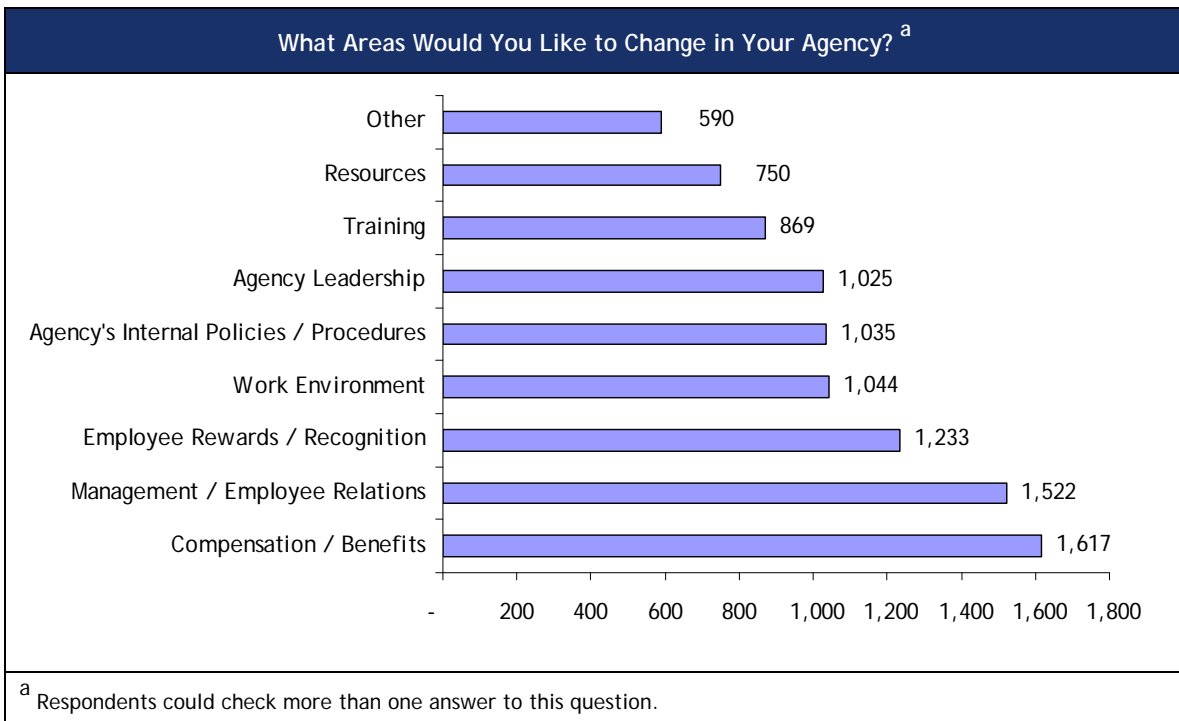
Source: State of Texas Employee Exit Survey System.

Figure 11



Source: State of Texas Employee Exit Survey System.

Figure 12



Source: State of Texas Employee Exit Survey System.

## Summary of Exit Survey Reasons for Leaving by Agency

Table 20 provides a summary of the reasons for leaving cited by employees in exit surveys for state agencies with 1,000 or more employees.

Table 20

Exit Survey Reasons for Leaving by Agency during Fiscal Year 2008																
Agency	Better pay/Better benefits	Retirement	Poor working conditions/environment (e.g., safety, work-related stress and/or work load issues)	Issues with my supervisor/issues with employees I supervise	No or little career advancement opportunities	Personal or family health	Enter/Return to school	Relocation (self, spouse, companion)	Location/Transportation issues	Child care/Elder care issues	Other	Inadequate training	Relationship with co-workers	Self-employment	Inadequate work resources	Total
302 - Office of the Attorney General	50	30	12	17	28	7	14	21	1	4	1	3	0	6	1	195
304 - Comptroller of Public Accounts	5	14	11	6	8	1	0	0	0	0	0	0	1	0	0	46
320 - Texas Workforce Commission	45	39	16	10	15	7	1	5	4	2	1	1	2	2	0	150
405 - Department of Public Safety	78	70	12	13	9	6	6	16	9	5	5	1	4	3	1	238
454 - Department of Insurance	29	21	3	5	19	1	4	5	3	1	2	0	4	0	1	98
529 - Health and Human Services Commission	51	44	83	26	12	21	9	10	7	9	4	11	2	6	5	300
530 - Department of Family and Protective Services	67	35	92	68	16	27	15	24	11	6	6	10	4	3	4	388
537 - Department of State Health Services	34	59	35	47	20	20	6	22	7	7	0	1	2	1	4	265
538 - Department of Assistive and Rehabilitative Services	8	17	6	10	2	4	1	6	0	1	0	0	1	0	0	56
539 - Department of Aging and Disability Services	43	67	72	51	23	44	29	20	16	11	2	6	9	2	5	400

**Exit Survey Reasons for Leaving by Agency during Fiscal Year 2008**

Agency	Better pay/Better benefits	Retirement	Poor working conditions/environment (e.g., safety, work-related stress and/or work load issues)	Issues with my supervisor/Issues with employees I supervise	No or little career advancement opportunities	Personal or family health	Enter/Return to school	Relocation (self, spouse, companion)	Location/Transportation issues	Child care/Elder care issues	Other	Inadequate training	Relationship with co-workers	Self-employment	Inadequate work resources	Total
582 - Texas Commission on Environmental Quality	19	11	3	5	9	1	5	3	3	0	0	1	0	1	0	61
601 - Department of Transportation	94	92	19	27	50	13	18	15	9	5	2	1	2	6	1	354
694 - Texas Youth Commission	9	10	27	5	0	8	2	7	7	2	3	0	1	0	0	81
696 - Department of Criminal Justice	102	82	68	53	17	56	17	21	17	14	6	5	7	9	3	477
802 - Department of Parks and Wildlife	23	19	5	15	7	2	41	9	4	2	8	1	0	0	1	137
<b>Totals for Large Agencies</b>	<b>657</b>	<b>610</b>	<b>464</b>	<b>358</b>	<b>235</b>	<b>218</b>	<b>168</b>	<b>184</b>	<b>98</b>	<b>69</b>	<b>40</b>	<b>41</b>	<b>39</b>	<b>39</b>	<b>26</b>	<b>3,246</b>

Source: State of Texas Employee On-Line Exit Survey System.

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The Honorable Rick Perry, Governor





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