

# 2008 Turnover Survey

## Overview

High levels of voluntary turnover by probation officers and direct care staff in Texas Community Supervision and Corrections Departments (CSCDs) have contributed to unstable caseload sizes, inexperienced staff, training issues, decreased quality of supervision, and lower staff morale.

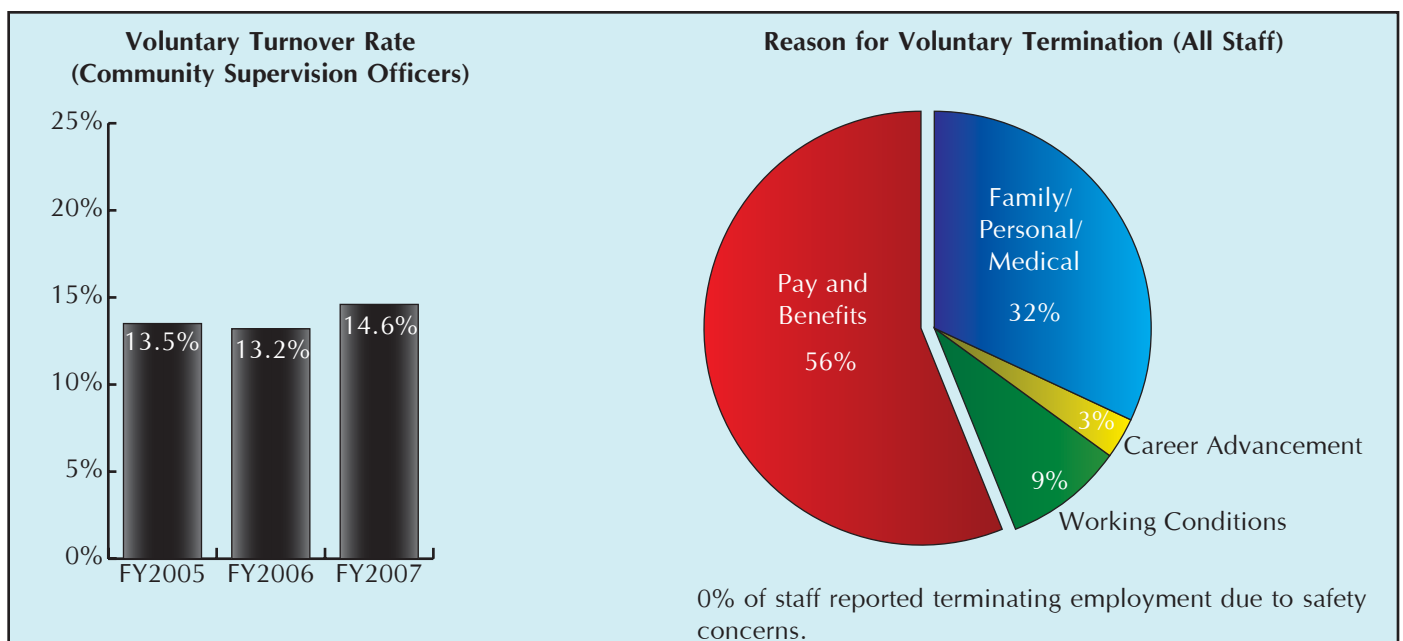
- In March 2008, the Probation Advisory Committee (PAC) contracted with Angelo State University to conduct a Turnover Intention Study<sup>1</sup>. This self-report survey, completed by individual Community Supervision Officers and other CSCD direct care staff, found that pay satisfaction is one of the strongest underlying causes of high turnover intention in Texas probation.
  - 41.3% of probation officers and direct care staff have serious thoughts about leaving in the near future or are actively looking for alternate employment.
- The PAC also decided to simultaneously pursue a Turnover Survey to provide turnover data for community supervision officers and direct care staff who voluntarily terminated employment. This survey utilized department personnel records for voluntary and retirement turnover data for FY2005-FY2007 and departure data for all staff who terminated employment with the CSCD in FY2007, including departure reason and departure destination. CJAD was asked to facilitate the Turnover Survey and analyze the data.

## Methodology

CSCD directors submitted data maintained by the CSCD on community supervision officers, court officers, pretrial services officers, counselors, program staff, and direct care staff who provide supervision or direct services to offenders. A total of 103 CSCDs (84% of all CSCDs) completed and returned the Turnover Survey. In all, turnover data was submitted for 393 probation officers, 28 counselors and program staff, and 118 residential staff who voluntarily terminated employment in FY2007.

- For purposes of this study, "Probation Officer" includes community supervision officers, pretrial services officers, and court liaison officers who supervise offenders as part of their regular job duties. CSCD administrators were excluded from this category.

## Outcomes



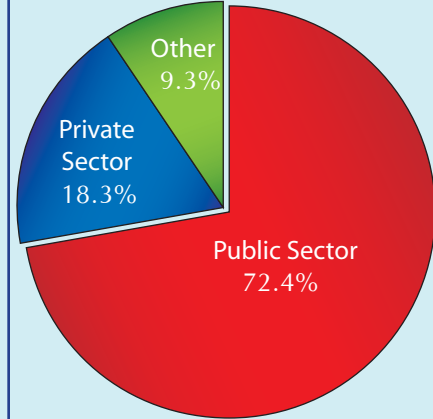
<sup>1</sup>Lee, W. (2008). 2008 Texas Adult Probation Turnover Study: Line Community Supervision Officers and Direct-Care Staff.

## Destination at Termination

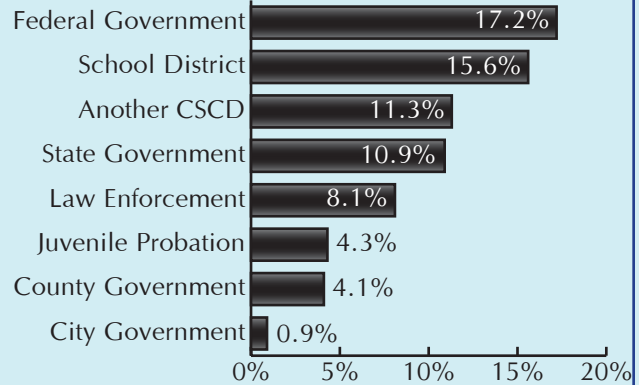
- Public sector (63.6%) and private sector (25.8%) jobs are the most commonly reported destinations for staff leaving a full-time CSCD job.

### Reported Destinations for Voluntary Terminations

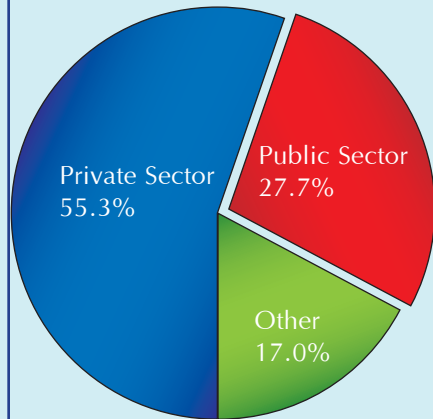
#### Community Supervision Officers



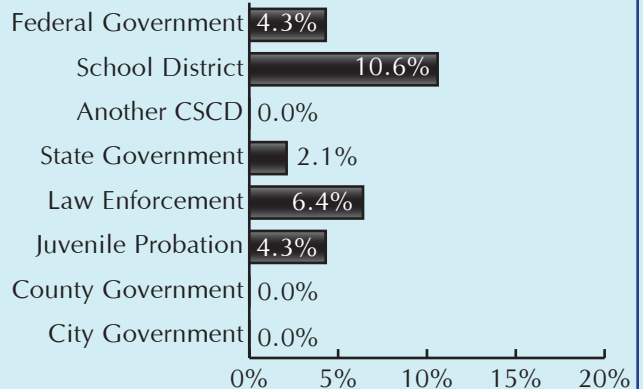
#### Breakdown of Public Sector (72.4%)



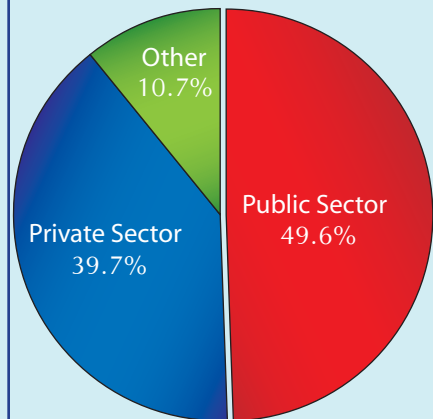
#### Counselors and Program Staff



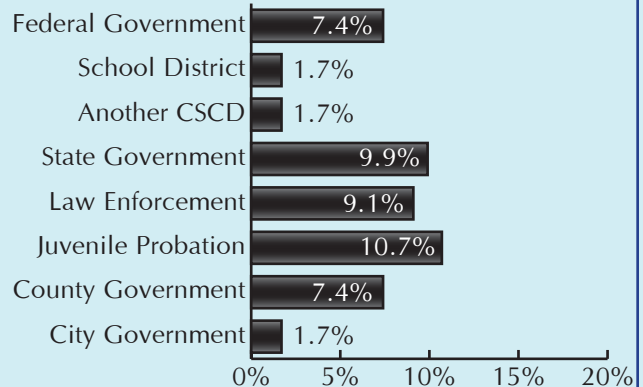
#### Breakdown of Public Sector (27.7%)



#### Residential Staff



#### Breakdown of Public Sector (49.6%)



Other includes the categories of enter/return to school and self-employment.

All figures are a percentage of the total voluntary terminations for each type of staff.