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**State Auditor**

A Report on

# **Classified Employee Turnover for Fiscal Year 2006**

December 2006

Report No. 07-706



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### Overall Conclusion

The statewide turnover rate for full- and part-time, classified employees in fiscal year 2006 was 15.8 percent, based on a total of 22,905 voluntary and involuntary separations. This is a 6.2 percent decrease in separations when compared to the previous fiscal year. However, excluding involuntary separations and retirements decreases the state turnover rate to 10.6 percent. This rate is often considered a "true" turnover rate because it reflects "preventable" turnover.

Almost one-fourth of the State's turnover in fiscal year 2006 was involuntary. The State experienced a 0.8 percent decrease in the number of voluntary separations from fiscal year 2005 (15,439) to fiscal year 2006 (15,315).

**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 less 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 is listed in the General Appropriations Act.

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

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

### Key Points

Voluntary turnover accounted for more than three-quarters (76 percent) of the overall turnover for the State's classified regular full- and part-time employees. The remaining 24 percent were involuntary separations (such as death, dismissal for cause, reduction in force, resignation in lieu of involuntary separation, and termination at will).

Turnover during Fiscal Year 2006 <sup>a</sup>		
Separation Type	Number of Separations	Percentage of Separations
Retirements	2,135	9.3%
Voluntary Separations from Agency	15,315	66.9%
<b>Total Voluntary Separations</b>	<b>17,450</b>	<b>76.2%</b>
Death	245	1.1%
Dismissal for Cause	2,786	12.2%
Reduction in Force	239	1.0%

*This report was completed in accordance with Texas Government Code, Section 651.007.*

*For more information regarding this report, please contact Susan Riley, Assistant State Auditor, or John Keel, State Auditor, at (512) 936-9500.*

Turnover during Fiscal Year 2006 <sup>a</sup>		
Separation Type	Number of Separations	Percentage of Separations
Resignation in Lieu of Involuntary Separation	1,995	8.7%
Termination at Will	183	0.8%
<b>Total Involuntary Separations</b>	5,455	23.8%
<b>Total Separations</b>	22,905	100.0%

<sup>a</sup>The voluntary separations and total separations for fiscal year 2006 exclude interagency transfers because these are not viewed as losses to the State.

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

**The Criminal Justice (36 percent) and Social Services (25 percent) occupational categories accounted for 61 percent of the State’s turnover for full- and part-time classified employees.**

These two occupational categories each had turnover rates greater than 20 percent. The majority of employees in these occupational categories are employed by the Department of Criminal Justice and the following health and human services agencies:

- The Health and Human Services Commission.
- The Department of Family and Protective Services.
- The Department of State Health Services.
- The Department of Assistive and Rehabilitative Services.
- The Department of Aging and Disability Services.

In the health and human services agencies, the MHMR Services Aides/Assistants/Supervisors job classification series experienced turnover at the rate of 31.6 percent.

**The Youth Commission experienced the highest turnover (35.6 percent) within large state agencies.**

The Juvenile Correctional Officer job classification series experienced a turnover rate of 47 percent. The majority of the employees in this job classification series are employed by the Youth Commission, and this job classification series comprises 61.1 percent of the Youth Commission’s workforce.

The state's largest agency, the Department of Criminal Justice (41,396 employees), had a turnover rate of 19.7 percent.

This agency also experienced the highest number of employee separations (8,172) during fiscal year 2006. The majority of this agency workforce is comprised of Correctional Officers – a job classifications series that experienced a turnover rate of 24 percent.

Exit survey participation by state agencies has declined by 20.6 percent since it began in fiscal year 2002.

In fiscal year 2002, 94.5 percent of eligible employees received a unique identification code from their agencies to enable them to take the exit survey. In fiscal year 2006, overall the state agency participation rate was 75.0 percent.

More than 3,500 employees completed the exit survey during fiscal year 2006. In these surveys, the following reasons were most frequently cited for leaving state employment:

- Better pay/better benefits.
- Poor working conditions/environment (for example, safety, work-related stress, and/or workload issues).
- Retirement.

### ***Summary of Objective, Scope, and Methodology***

The objective of this report is to provide information about employee turnover, to evaluate and analyze trends in state employment, and to address the causes of the turnover.

The scope of this report includes full- and part-time classified employees in Texas state agencies during fiscal year 2006. 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 full- and part-time classified 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.

This analysis was prepared from quarterly and year-end summary information received from the Comptroller of Public Accounts' Human Resource Information

System (HRIS), the Uniform Statewide Payroll/Personnel System (USPS), and the Standardized Payroll/Personnel Reporting System (SPRS).

The following formula 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 test 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 for each quarter of fiscal year 2006 and then dividing this total by the number of quarters.

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# Detailed Results

## Chapter 1

### Overall Turnover Rate

During fiscal year 2006, the State experienced 22,905 separations (excluding interagency transfers), which resulted in a statewide overall turnover rate of 15.8 percent (see Figure 1 on the next page). This is a 6.2 percent decrease in separations from fiscal year 2005.

Excluding involuntary separations and retirements, the state turnover rate during fiscal year 2006 was 10.6 percent. (This rate was 10.7 percent during fiscal year 2005.) This calculation is often considered more of a "true" turnover rate because it reflects "preventable" turnover. From fiscal year 2005 to fiscal year 2006, the State experienced a 0.8 percent decrease (percent change) in the number of voluntary separations from state employment. Table 1 provides information on the type of separations for fiscal years 2005 and 2006.

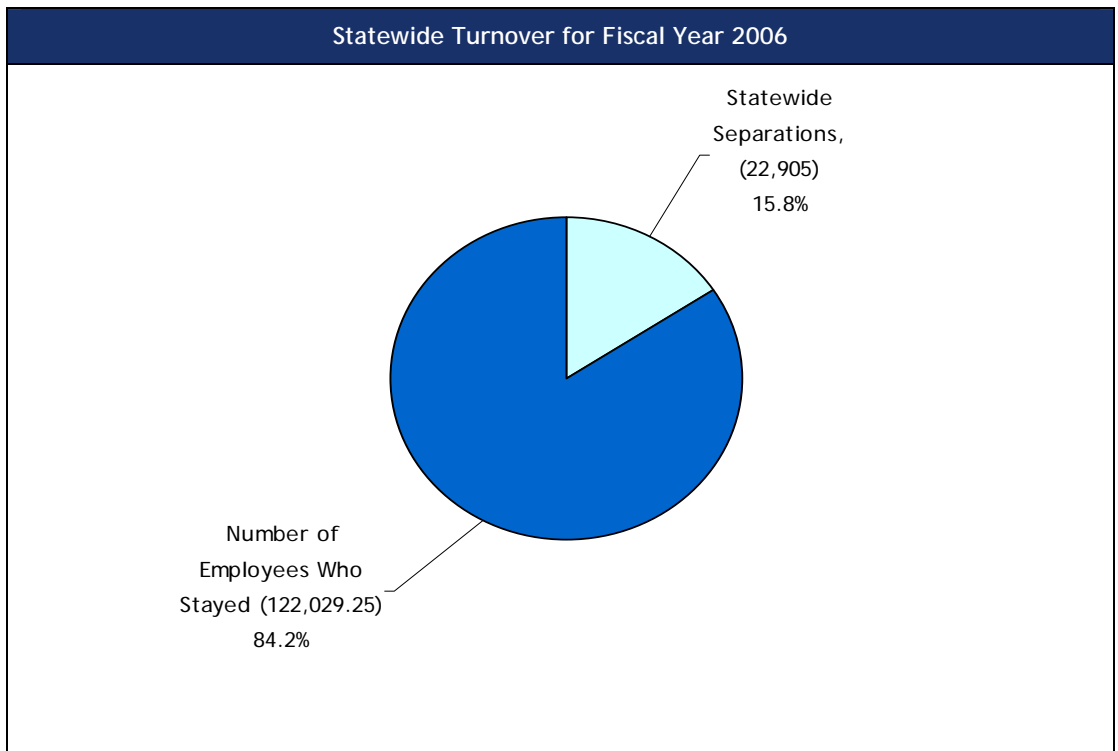
Table 1

Separations for Fiscal Years 2005 and 2006 <sup>a</sup>			
Separation Type	Fiscal Year 2005	Fiscal Year 2006	Percent Change
Average Headcount	144,772.50	144,934.25	0.11%
<b>Voluntary Separations</b>			
Retirements	3,953	2,135	-46.0%
Voluntary Separation from Agency	15,439	15,315	-0.8%
<b>Total Voluntary</b>	<b>19,392</b>	<b>17,450</b>	<b>-10.0%</b>
<b>Involuntary Separations</b>			
Death	225	245	8.9%
Dismissal for Cause	2,758	2,794	1.3%
Reduction in Force	98	239	143.9%
Resignation in Lieu of Involuntary Separation	1,728	1,995	15.5%
Termination at Will	215	182	-15.3%
<b>Total Involuntary</b>	<b>5,024</b>	<b>5,455</b>	<b>8.6%</b>
<b>Total All Separations</b>	<b>24,416</b>	<b>22,905</b>	<b>-6.2%</b>
<sup>a</sup> The voluntary separations and total separations for fiscal year 2005 and 2006 exclude interagency transfers because these are not viewed as a loss to the State.			

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

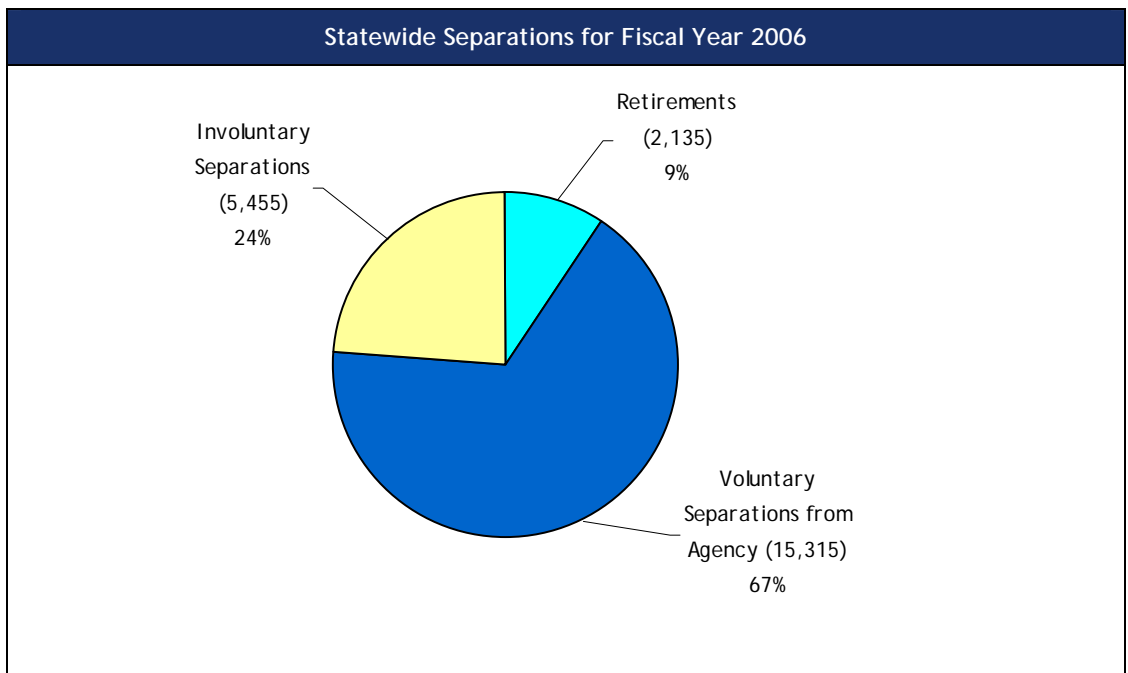


Figure 1



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

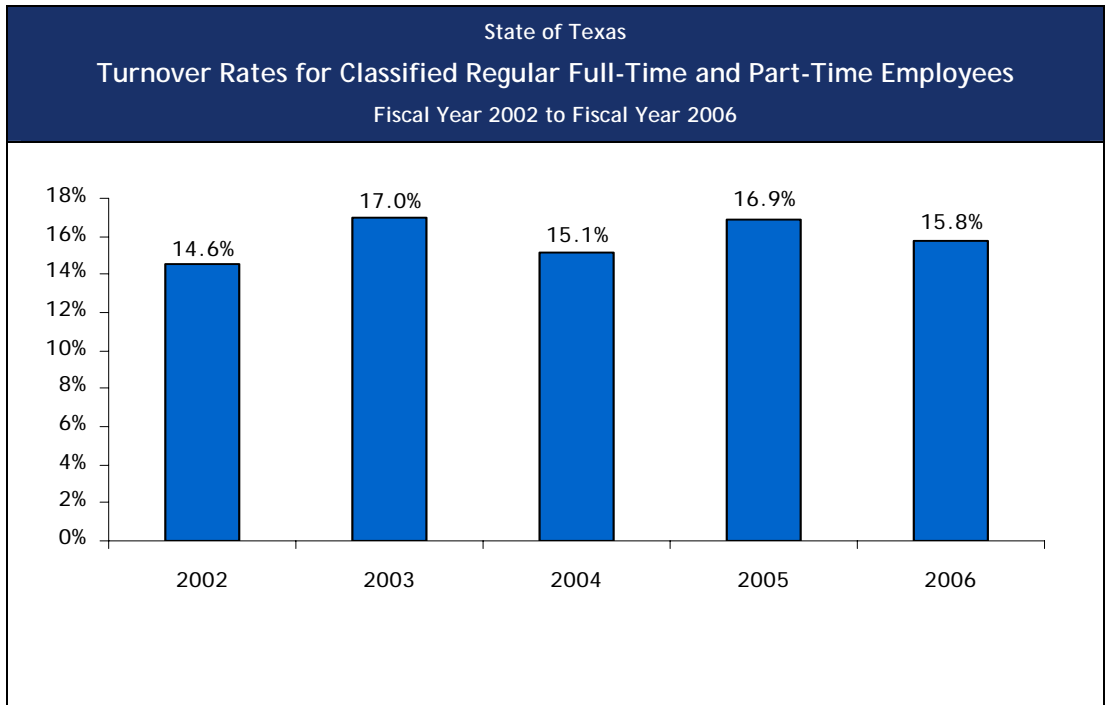
Figure 2



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

The turnover rate over the past five years has fluctuated from 14.6 percent (Fiscal Year 2002) to 15.8 percent (Fiscal Year 2006) (see Figure 3).

Figure 3



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

Table 2 provides information on the average headcount and separations for classified regular full- and part-time employees.

Table 2

Employee Type	Average Headcount	Percentage of Workforce	Involuntary Separations	Voluntary Separations <sup>a</sup>	Total Separations	Percentage of Separations	Overall Turnover Rate
Classified Regular Full-Time Employees	142,613.00	98.4%	5,333	16,835	22,168	96.8%	15.5%
Classified Regular Part-Time Employees	2,321.25	1.6%	122	615	737	3.2%	31.8%
<b>Totals</b>	<b>144,934.25</b>	<b>100%</b>	<b>5,455</b>	<b>17,450</b>	<b>22,905</b>	<b>100%</b>	<b>15.8%</b>

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

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

The State experienced a slight decrease in turnover for full- and part-time classified employees between fiscal years 2005 and 2006, while at the same time the unemployment rate in Texas continued to decline. Figure 4 on the next page shows the rates for unemployment in Texas and the State's voluntary turnover. In fiscal year 2006, the voluntary turnover rate was 10.6 percent. For four of the five years shown in Figure 4, there appears to be an inverse relationship between the statewide unemployment rate and the state government turnover rate—as the unemployment rate goes down, the turnover rate goes up, and vice versa. The exception, albeit a small one, is fiscal year 2006, when both the unemployment and turnover rates decreased. The slight decrease in the State's unemployment rate for this year may be influenced by the increase in wages provided to state employees during the 2006-2007 biennium.

The Comptroller of Public Account's 2006-2007 revenue estimate for the 79th Legislature (3rd Called Session) predicted that a relatively strong job market would cause the statewide unemployment rate to fall below 5 percent in the second half of fiscal year 2006. As economic conditions improve, it is likely the turnover rate for state agencies will begin trending up again.

In the near future, it is expected that the Texas economy will continue to grow, expand, and improve. The Perryman Group's *Perryman Report* issued in for June/July 2006<sup>2</sup> stated that:

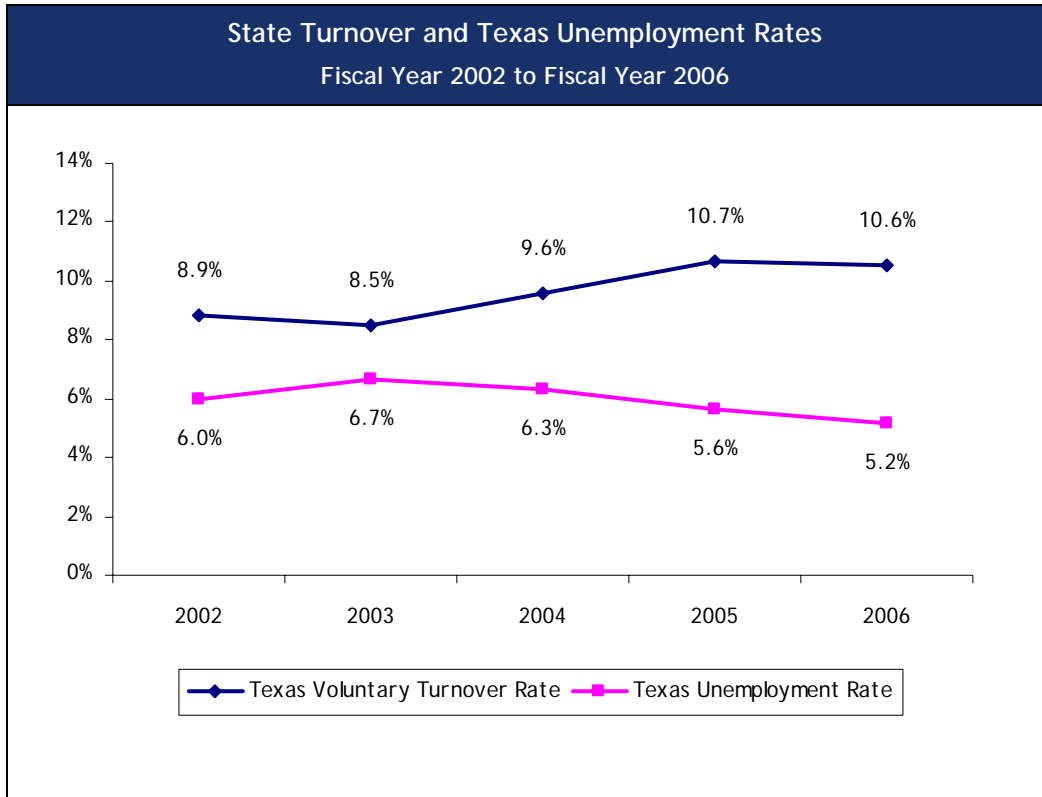
Once hiring began to expand in mid-2003, employment in Texas experienced a consistent pattern of broad-based progress and has maintained a higher growth rate than that of the nation. Part of the reason for this achievement is attributed to the fact that Texas has numerous fast-growing industries and many of them also have been expanding more rapidly than their counterparts across the US.

The Perryman Group's *Perryman Report* provides short-term and long-term economic forecasts on a periodic basis. As this growth continues, it is probable that state agencies will experience more competition for employees.

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<sup>2</sup> "The long-tem outlook for the United States, Texas, and the State's Metro Areas," The Perryman Report, June/July 2006, The Perryman Group.

Figure 4



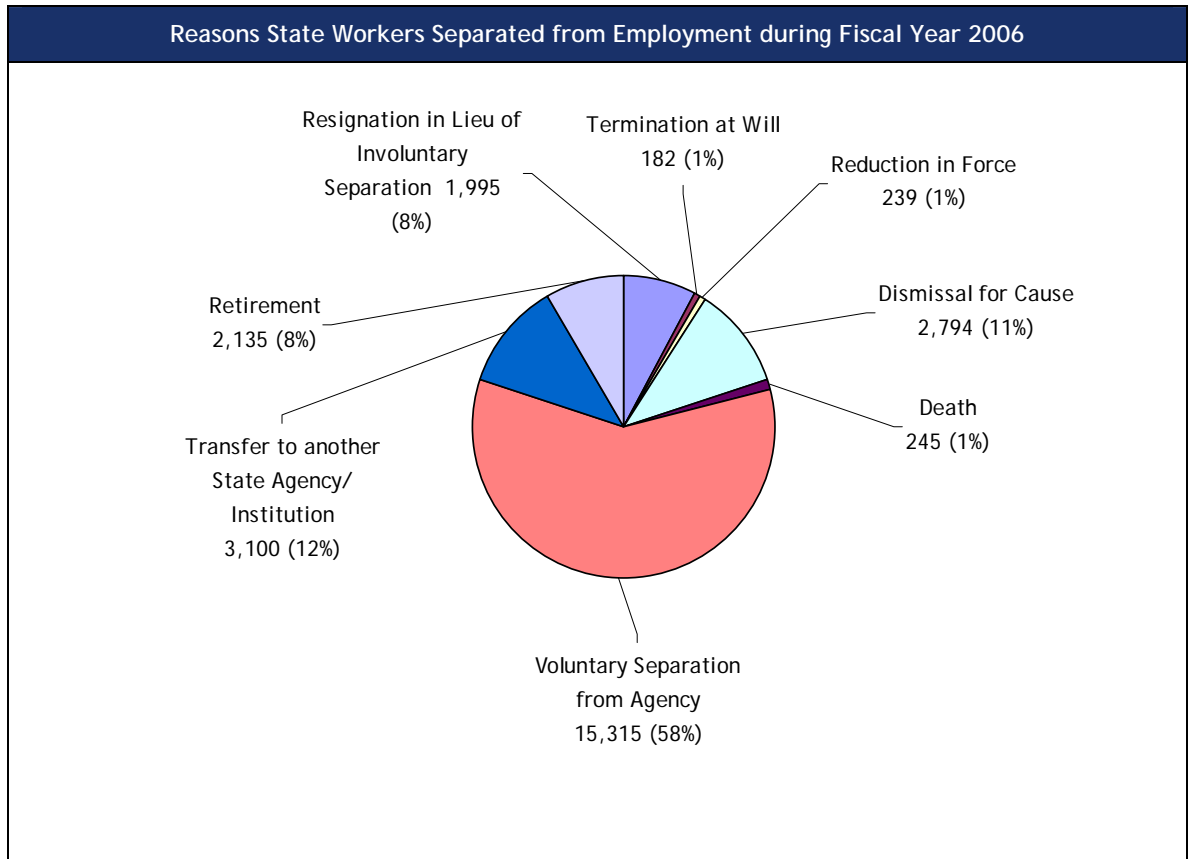
Sources: Uniform Statewide Payroll System, Human Resources Information System, and Statewide Payroll/Personnel Reporting System (Voluntary Turnover Rate) and Bureau of Labor Statistics (Unemployment Rate).

### Voluntary vs. Involuntary Turnover

The majority of the State's full- and part-time classified separations were voluntary separations by the employee (76 percent). Involuntary separations accounted for the remaining classified separations (24 percent).

Voluntary separation types include: voluntary separations from the agency, and retirement. Involuntary separation types include: dismissal for cause, death, reduction in force, resignation in lieu of separation, and termination at will. Figure 5 on the next page provides information on the reasons state workers separated from employment in fiscal year 2006. Appendix 2 provides additional details on the reasons state employees separated from employment in fiscal years 2002 to 2006.

Figure 5



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

## Turnover Demographics

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The State's turnover data can be divided into several categories: males and females, over age 30 and under age 30, and certain ethnic groups. This data can provide insight into the reasons employees leave state employment and ways to retain them. Separation and headcount data can be used for determining 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.

It should be noted that the information provided in this chapter reflects turnover that is considered a loss to the State; thus, separations attributable to a transfer to another state agency/institutions are excluded.

Chapter 2-A

### Turnover by Gender

Turnover by gender is generally proportional to gender representation within the state workforce (see Table 3). Exit survey results for fiscal year 2006 indicate that the number one reason cited by both females and males for leaving their state agencies was for better pay/benefits. For females, however, the second most frequently cited reason for leaving their agencies was working conditions/environment, whereas the second most frequently cited reason for males was due to retirement.

Table 3

Turnover by Gender during Fiscal Year 2006					
Gender	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
Females	77,661.00	53.6%	12,318	53.8%	15.9%
Males	67,273.25	46.4%	10,587	46.2%	15.7%
<b>Totals</b>	<b>144,934.25</b>	<b>100.0%</b>	<b>22,905</b>	<b>100.0%</b>	<b>15.8%</b>

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

## Turnover by Age

The turnover rate in state agencies was highest in the under-30 age group (36.9 percent, see Table 4). Turnover for the 40-to-49 and 50-to-59 age groups is lower than the overall turnover rate for all full- and part-time classified employees. The turnover rate for employees age 60 and older was higher than the overall turnover rate for full- and part-time classified employees.

Table 4

Turnover by Age Group during Fiscal Year 2006					
Age Group	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
16 to 29	21,584.50	14.9%	7,958	34.7%	36.9%
30 to 39	34,095.00	23.5%	5,694	24.9%	16.7%
40 to 49	43,563.75	30.1%	4,111	17.9%	9.4%
50 to 59	36,465.25	25.2%	3,581	15.6%	9.8%
60 to 69	8,641.25	6.0%	1,440	6.3%	16.7%
70 or Older	554.25	0.4%	110	0.5%	19.8%
Age Unknown	30.25	0.0%	11	0.0%	36.6%
Totals	144,934.25	100.0%	22,905	100.0%	15.8%

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

The State's exit survey results indicate the top reason for leaving cited by employees under 25 was to return to school, followed by better pay/benefits. For workers 50 years and older, the top reason cited for leaving was due to retirement.

## Turnover by Ethnicity

Turnover among ethnic groups, as reported by the ethnic information contained in the State's payroll system, is generally proportional to each ethnic group's representation within the workforce (see Table 5).

Table 5

Turnover by Ethnic Group during Fiscal Year 2006					
Ethnic Group	Average Headcount	Percentage of Population	Separations	Percentage of Separations	Turnover Rate
Black	30,085.00	20.8%	5,756	25.1%	19.1%
Hispanic	32,652.75	22.5%	4,647	20.3%	14.2%
White	79,142.50	54.6%	12,043	52.6%	15.2%
Other	3,054.00	2.1%	459	2.0%	15.0%
<b>Totals</b>	<b>144,934.25</b>	<b>100.0%</b>	<b>22,905</b>	<b>100.0%</b>	<b>15.8%</b>

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

In the exit surveys, the top reason for leaving cited by employees across all ethnic groups was for better pay/benefits. Poor working conditions/environment was the second most frequently cited reason for leaving by blacks and hispanics. For those of white ethnicity, the second most frequently cited reason was retirement.

## Chapter 2-D

**Turnover by Salary Schedule****Classified Salary Schedules**

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

Schedule B - Primarily professional and managerial positions.

Schedule C - Law enforcement positions.

Salary schedule A, which comprises 54.9 percent of the State's classified workforce, experienced the highest turnover (20.2 percent) within the State's three classified salary schedules.

The State's law enforcement schedule (salary schedule C) experienced the lowest turnover (4.2 percent). Table 6 provides details for all the State's salary groups.

Table 6

Turnover by Classified Salary Schedule during Fiscal Year 2006					
Salary Schedule	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
A	79,543.00	54.9%	16,058	70.1%	20.2%
B	61,002.75	42.1%	6,662	29.1%	10.9%
C	4,388.50	3.0%	185	0.8%	4.2%
<b>Totals</b>	<b>144,934.25</b>	<b>100.00%</b>	<b>22,905</b>	<b>100.00%</b>	<b>15.8%</b>

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



## Turnover by General Appropriations Act Article

### Articles in the State's General Appropriations Act

The General Appropriations Act for the State is categorized by types of services provided.

Article I - General Government.  
 Article II - Health and Human Services.  
 Article III - Education.  
 Article IV - Judiciary.  
 Article V - Public Safety and Criminal Justice.  
 Article VI - Natural Resources.  
 Article VII - Business and Economic Development.  
 Article VIII - Regulatory.

Public Safety and Criminal Justice has the highest turnover rate among all General Appropriations Act articles (see Table 7). The second highest turnover rate among General Appropriations Act articles was the Judiciary. The Health and Human Services article also had a turnover rate higher than the state turnover rate for full- and part-time classified employees.

Table 7

Turnover by General Appropriations Act Article during Fiscal Year 2006					
Article	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
I - General Government	9,521.75	6.6%	1,081	4.7%	11.4%
II - Health and Human Services	46,662.75	32.2%	7,948	34.7%	17.0%
III - Education	1,946.00	1.3%	213	0.9%	10.9%
IV - Judiciary	665.50	0.5%	120	0.5%	18.0%
V - Public Safety and Criminal Justice	55,743.25	38.5%	10,564	46.1%	19.0%
VI - Natural Resources	8,129.50	5.6%	773	3.4%	9.5%
VII - Business and Economic Development	18,853.25	13.0%	1,837	8.0%	9.7%
VIII - Regulatory	3,412.25	2.4%	369	1.6%	10.8%
<b>Totals</b>	<b>144,934.25</b>	<b>100.0%</b>	<b>22,905</b>	<b>100.0%</b>	<b>15.8%</b>

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

## Turnover by Agency

The Youth Commission experienced the highest agency turnover (35.6 percent), excluding agencies with fewer than 1,000 employees, during fiscal year 2006. Table 8 provides information on the turnover rates (excluding interagency transfers) for agencies with 1,000 or more employees. Appendix 3 provides information on turnover rates for all state agencies.

Table 8

Turnover by Agency during Fiscal Year 2006					
Agency	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
694 - Youth Commission	4,823.00	3.3%	1,716	7.5%	35.6%
539 - Department of Aging and Disability Services	15,209.00	10.5%	3,491	15.2%	23.0%
696 - Department of Criminal Justice	41,396.00	28.6%	7,997	34.9%	19.3%
530 - Department of Family and Protective Services	8,397.00	5.8%	1,525	6.7%	18.2%
537 - Department of State Health Services	11,890.25	8.2%	1,951	8.5%	16.4%
302 - Office of the Attorney General	4,227.00	2.9%	516	2.3%	12.2%
320 - Texas Workforce Commission	3,259.25	2.2%	389	1.7%	11.9%
802 - Parks and Wildlife Department	2,873.25	2.0%	305	1.3%	10.6%
454 - Department of Insurance	1,759.75	1.2%	175	0.8%	9.9%
601 - Department of Transportation	14,933.50	10.3%	1,388	6.1%	9.3%
529 - Health and Human Services Commission	7,974.50	5.5%	740	3.2%	9.3%
582 - Commission on Environmental Quality	2,928.50	2.0%	254	1.1%	8.7%
405 - Department of Public Safety	8,081.00	5.6%	650	2.8%	8.0%
538 - Department of Assistive and Rehabilitative Service	3,192.00	2.2%	241	1.1%	7.6%
304 - Comptroller of Public Accounts	2,836.00	2.0%	182	0.8%	6.4%

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

#### Chapter 2-G

### Turnover by Occupational Category/Job Classification Series

The Criminal Justice and Social Services occupational categories account for 60.5 percent of the State's turnover, excluding interagency transfers. These two occupational categories each had turnover rates greater than 20 percent. Table 9 on the next page provides information on turnover for the State's occupational categories.

Table 9

Turnover by Occupational Category during Fiscal Year 2006					
Occupational Category	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
Accounting, Auditing, and Finance	5,005.25	3.5%	418	1.8%	8.4%
Administrative Support	18,021.50	12.4%	2,176	9.5%	12.1%
Criminal Justice	34,703.75	23.9%	8,194	35.8%	23.6%
Custodial and Domestic	4,183.00	2.9%	712	3.1%	17.0%
Education	135.00	0.1%	26	0.1%	19.3%
Employment	1,216.75	0.8%	196	0.9%	16.1%
Engineering and Design	9,285.75	6.4%	970	4.2%	10.4%
Human Resources	1,220.50	0.8%	108	0.5%	8.8%
Information Technology	5,067.00	3.5%	452	2.0%	8.9%
Inspectors and Investigators	2,006.00	1.4%	204	0.9%	10.2%
Insurance	1,007.50	0.7%	102	0.4%	10.1%
Land Surveying, Appraising, and Utilities	295.75	0.2%	36	0.2%	12.2%
Law Enforcement	4,388.50	3.0%	185	0.8%	4.2%
Legal	2,712.00	1.9%	308	1.3%	11.4%
Library and Records	221.50	0.2%	22	0.1%	9.9%
Maintenance	3,783.75	2.6%	494	2.2%	13.1%
Medical and Health	5,035.75	3.5%	934	4.1%	18.5%
Natural Resources	2,571.25	1.8%	236	1.0%	9.2%
Office Services	217.00	0.1%	20	0.1%	9.2%
Planning, Research, and Statistics	556.50	0.4%	65	0.3%	11.7%
Procedures and Information	574.75	0.4%	48	0.2%	8.4%
Program Management	13,808.50	9.5%	1,033	4.5%	7.5%
Property Management and Purchasing	1,735.50	1.2%	143	0.6%	8.2%
Public Safety	1,057.75	0.7%	135	0.6%	12.8%
Safety	284.75	0.2%	28	0.1%	9.8%
Social Services	25,839.00	17.8%	5,660	24.7%	21.9%

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

Table 10 contains the job classification series (excluding those with fewer than 100 employees) with the highest turnover rates.

Table 10

Fiscal Year 2006 Top Ten Job Classification Series with Highest Turnover (Excludes those with fewer than 100 employees)			
Job Classification Series	Turnover Rate	Job Classification Series	Turnover Rate
Juvenile Correctional Officers	47.0%	Protective Services Specialists	25.7%
MHMR Services Aides/Assistants/Supervisors	31.6%	Correctional Officers	23.8%
Food Service Workers	31.3%	Receptionists	22.0%
Engineering Aides	28.7%	Case Managers	20.7%
Licensed Vocational Nurses	26.4%	Nurses	19.7%

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

Appendix 4 provides turnover information for all the State's classified regular full- and part-time employees by job classification series.

Chapter 2-H

### Turnover by Equal Employment Opportunity Category

The Service-Maintenance equal employment opportunity (EEO) category had the highest turnover rate (29.1 percent). The Protective Service Workers EEO category (turnover rate was 22.9 percent) had the highest percentage of state agency separations for part and full-time classified employees, as indicated in Table 11.

Those in the Protective Service Workers and Service-Maintenance occupational categories accounted for 35.9 percent of the classified regular workforce; the turnover for these two occupational categories accounts for 55.4 percent of the full- and part-time classified employee turnover within state agencies. Appendix 5 provides a description of the EEO categories.

Table 11

Turnover by EEO Category during Fiscal Year 2006					
EEO Category	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
Administrative Support	15,598.25	10.8%	2,012	8.8%	12.9%
Elected Officials Staff	4.25	0.0%	0	0.0%	0.0%
Officials & Administrators	4160.25	2.9%	301	1.3%	7.2%
Paraprofessionals	9507.50	6.6%	1,107	4.8%	11.6%
Professionals	46,266.25	31.9%	4,745	20.7%	10.3%

Turnover by EEO Category during Fiscal Year 2006					
EEO Category	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
Protective Service Workers	39,265.25	27.1%	8,975	39.2%	22.9%
Service-Maintenance	12,706.50	8.8%	3,703	16.2%	29.1%
Skilled Craft Workers	7,021.50	4.8%	831	3.6%	11.8%
Technicians	10,404.50	7.2%	1,231	5.4%	11.8%

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

Chapter 2-I

### Turnover by Length of State Service

Employees with fewer than five years of state service had the highest turnover rate (29.9 percent) compared to groups with five years or more of state service. Table 12 provides a summary of turnover by length of state service.

Table 12

Turnover by State Length of Service during Fiscal Year 2006					
State Length of Service	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
Less than 2 years	25,850.00	17.8%	10,071	44.0%	38.9%
02 to 04.99 Years	22,084.75	15.2%	4,248	18.5%	19.2%
05 to 9.99 Years	32,437.00	22.4%	3,760	16.4%	11.6%
10 to 14.99 Years	26,226.25	18.1%	2,091	9.1%	7.9%
15 to 19.99 Years	17,891.50	12.3%	1,013	4.4%	5.7%
20 to 24.99 Years	10,967.50	7.6%	708	3.1%	6.5%
25 to 29.99 Years	6,267.00	4.3%	621	2.7%	9.91
30 to 34.99 Years	2,576.00	1.8%	296	1.3%	11.5%
Greater than 35 Years	623.25	0.4%	78	0.3%	12.5%
Unknown	11.00	0.0%	19	0.1%	172.7%

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

Chapter 2-J

### Turnover by Region/County

The West Texas region experienced the highest turnover (22.3 percent) among all regions of the state. This region employs 3.2 percent of the State's classified regular full- and part-time employees. The Capital region, which employs 25.5 percent of classified state employees, experienced a turnover rate of 11.2 percent. Table 13 provides turnover information for all the regions within the state.

Seventy-three counties experienced turnover rates greater than the overall statewide turnover rate of 15.8 percent. Appendix 6 provides information on turnover for each Texas county.

Table 13

Turnover by Region during Fiscal Year 2006					
Region	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
01 - Alamo	8,458	5.8%	1,399	6.1%	16.5%
02 - Capital	37,011	25.5%	4,163	18.2%	11.2%
03 - Central Texas	11,402	7.9%	2,360	10.3%	20.7%
04 - Coastal Bend	5,700	3.9%	916	4.0%	16.1%
05 - Gulf Coast	22,102	15.2%	3,704	16.2%	16.8%
06 - High Plains	7,538	5.2%	1,282	5.6%	17.0%
07 - Metroplex	13,727	9.5%	2,189	9.6%	15.9%
08 - Northwest Texas	9,334	6.4%	1,761	7.7%	18.9%
09 - South Texas Border	5,457	3.8%	623	2.7%	11.4%
10 - Southeast Texas	7,421	5.1%	1,594	7.0%	21.5%
11 - Upper East Texas	9,066	6.3%	1,488	6.5%	16.4%
12 - Upper Rio Grande	3,003	2.1%	377	1.6%	12.6%
13 - West Texas	4,702	3.2%	1,048	4.6%	22.3%
14 - Other	13	0.0%	1	0.0%	7.5%
<b>Totals</b>	<b>144,934</b>	<b>100%</b>	<b>22,905</b>	<b>100%</b>	<b>15.8%</b>

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

## Turnover at Health and Human Services Agencies

Employees within the State's health and human services agencies comprised 32 percent of the State's classified regular full- and part-time workforce during fiscal year 2006. These agencies had an average headcount of 46,045.50 classified regular full-time employees and 617.25 classified regular part-time employees. The fiscal year 2006 turnover rate for these classified regular full- and part-time employees (including interagency transfers) was 20.9 percent, compared to 22.1 percent in fiscal year 2005.

Of the 1,034 employees who completed the exit survey at health and human services agencies, the top three reasons cited for leaving were:

- Working conditions.
- Better pay and benefits.
- Issues with my supervisor/Issues with employees I supervise.

Table 14 provides information on turnover within health and human services agencies.

Table 14

Turnover Rates for Health and Human Services Agencies					
Agency	Fiscal Year 2006 Average Headcount	Percentage of Health and Human Services Workforce in Fiscal Year 2006	Fiscal Year 2005 Turnover	Fiscal Year 2006 Turnover	Percent Change
529 - Health and Human Services Commission	7,974.50	17.1%	19.1%	22.1%	15.8%
530 - Department of Family and Protective Services	8,397.00	18.0%	24.0%	20.7%	-13.9%
537- Department of State Health Services	11,890.25	25.5%	19.9%	18.3%	-8.0%
538 - Department of Assistive and Rehabilitative Services	3,192.00	6.8%	11.6%	9.6%	-17.1%
539 - Department of Aging and Disability Services	15,209.00	32.6%	26.9%	24.8%	-8.0%

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

Table 15 provides information on the types of turnover for health and human services agencies in fiscal years 2005 and 2006.

Table 15

Separation Counts by Turnover Type within Health and Human Services Agencies			
Type of Turnover	Fiscal Year 2005	Fiscal Year 2006	Percent Change
Involuntary	1,867	1,980	6.1%
Retirements	1,457	724	-50.3%
Voluntary	7,055	7,042	-0.2%
<b>Totals</b>	<b>10,379</b>	<b>9,746</b>	<b>-6.1%</b>

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

The fiscal year 2005 and 2006 turnover rates for the 10 job classification series used most frequently by health and human services agencies are detailed in Table 16.

Table 16

Turnover Rates for the 10 Most Frequently Used Health and Human Services Classifications							
Job Classification Series	Fiscal Year 2005			Fiscal Year 2006			Percent Change
	Average Headcount	Separations	Turnover Rate	Average Headcount	Separations	Turnover Rate	
MHMR Services Aides/Assistants/Supervisors	9,758.00	3,402	34.76%	9,738.25	3,184	32.7%	-6.2%
Human Services Specialists	6,526.00	1,063	16.3%	5,504.50	1,056	19.2%	17.7%
Protective Services Specialists	4,171.00	1,279	30.7%	4,448.50	1,221	27.5%	-10.5%
Program Specialists	2,142.75	320	14.9%	4,040.75	424	10.5%	-29.7%
Administrative Technicians/Assistants	2,989.00	461	15.4%	3,078.00	474	15.4%	-0.1%
Clerks	3,272.25	475	14.5%	2,739.75	614	22.4%	54.3%
Nurses	1,654.50	426	25.8%	1,645.75	368	22.4%	-13.2%
Licensed Vocational Nurses	1,126.25	336	29.8%	1,128.25	309	27.4%	-8.2%
Rehabilitation Therapy Technicians	926.00	140	15.1%	969.75	131	13.5%	-10.6%
Managers	927.25	177	19.1%	958.50	100	10.4%	-45.4%

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



## Turnover at the Department of Criminal Justice

The Department of Criminal Justice makes up slightly more than one-fourth (28.6 percent) of the State's workforce and accounts for 31.4 percent of total state agency separations (including interagency transfers).

Overall, the agency's turnover rate for full- and part-time employees for fiscal year 2006 was 19.7 percent, which was higher than the statewide turnover rate of 17.9 percent including interagency transfers. Table 17 shows the majority of separations were voluntary. The number of employees who voluntarily left the agency in fiscal year 2006 increased from fiscal year 2005.

Table 17

Separation Counts by Turnover Type within the Department of Criminal Justice			
Type of Turnover	Fiscal Year 2005	Fiscal Year 2006	Percent Change
Involuntary	2,041	2,318	13.6%
Retirements	981	626	-36.2%
Voluntary	4,967	5,228	5.3%
<b>Totals</b>	<b>7,989</b>	<b>8,172</b>	<b>2.3%</b>

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

Of the 551 employees who completed the exit survey, the top three reasons cited for leaving were:

- Better pay and benefits.
- Working conditions.
- Retirement.

The Correctional Officer turnover rate was 24 percent in fiscal year 2006.

Correctional Officers and Senior Correctional Officers make up 70.3 percent of the agency's workforce (29,108 employees) and 80.2 percent of the agency's total turnover.

### General Appropriations Act (2006-2007 Biennium)

The outcome measure for fiscal years 2006 and 2007 for correctional officer turnover is listed as 18 percent.

Source: Page V-12, the General Appropriations Act (79th Legislature).

While the Senior Correctional Officer turnover rate was 10 percent, the Correctional Officer turnover rate was more than double at 24 percent, making it the job classification series with the third highest turnover rate within the agency (see Table 18). The combined turnover rate for Correctional Officers and Senior Correctional Officers was 22.5 percent.

Table 18

Top Ten Job Classification Series at the Department of Criminal Justice <sup>a</sup> with the Highest Turnover Rate Fiscal Year 2006			
Job Classification Series	Average Number of Employees	Number of Separations	Turnover Rates
Data Entry Operators	20.75	6	28.9%
Substance Abuse Counselors	80.25	20	24.9%
Correctional Officers	26,032.00	6,244	24.0%
Attorneys	27.50	6	21.8%
Correctional Transportation Officers	126.00	24	19.1%
Case Managers	416.75	78	18.7%
Clerks	2,346.50	437	18.6%
Systems Support Specialist	41.75	7	16.8%
Auditors	54.75	9	16.4%
Maintenance Supervisors	858.25	125	14.6%
<sup>a</sup> Includes job classification series with at least 20 incumbents.			

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

## State Agencies' Exit Survey Participation Has Decreased

During fiscal year 2006, 3,522 employees at state entities (excluding institutions of higher education) completed the state employee on-line exit survey. This represents 15.7 percent of the employees who were eligible to complete the survey. In fiscal year 2005, 4,053 employees completed the survey—15.1 percent more than completed the survey in fiscal year 2006. Table 19 provides a summary of the reasons employees cited for leaving state employment in fiscal years 2005 and 2006. Appendix 7 provides the overall results of the fiscal year 2006 exit surveys.

### Exit Surveys

Texas Government Code, Section 651.007, requires state agencies (excluding institutions of higher education) to provide an opportunity to employees who voluntarily leave state employment to complete an exit survey. The survey provides employees with a mechanism that allows them to record their reasons for leaving state employment in their own words. Agencies receive reports summarizing employees' reasons for leaving each quarter.

Table 19

Reasons Cited in Exit Surveys for Leaving State Employment				
Reason for Leaving	Fiscal Year 2005		Fiscal Year 2006	
	Number of Respondents	Percentage of Exit Survey Response	Number of Respondents	Percentage of Exit Survey Response
Better Pay/Benefits	1,086	26.8%	819	23.3%
Poor working conditions/environment (for example, safety, work-related stress and/or workload issues)	390	9.6%	456	12.9%
Retirement	751	18.5%	412	11.7%
No or little career opportunities	347	8.6%	350	9.9%
Issues with my supervisor/Issues with the employees I supervise	299	7.4%	318	9.0%
Relocation (self, spouse, companion)	259	6.4%	266	7.6%
Enter/Return to school	257	6.3%	227	6.4%
Personal or family health	267	6.6%	226	6.4%
Location/transportation issues	97	2.4%	108	3.1%
Childcare/Elder care issues	75	1.9%	101	2.9%
Other	72	1.8%	82	2.3%
Relationship with co-workers	42	1.0%	50	1.4%
Self-employment	50	1.2%	41	1.2%
Inadequate training	34	0.8%	35	1.0%
Inadequate work resources	27	0.7%	31	0.9%
<b>Totals</b>	<b>4,053</b>	<b>100.0%</b>	<b>3,522</b>	<b>100.0%</b>

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

The legislation requiring the employee exit survey was enacted during fiscal year 2002. Since 2004, the number of exit survey identification codes issued by participating state agencies to exiting employees (which enables employees to take the survey) has declined. The State Auditor's Office considers a decision to leave made by an employee on his or her own accord as a voluntary separation. A voluntary separation is categorized in the State's payroll system using reason codes. For purposes of identifying voluntary separations to gather exit survey information, the reason codes used in the State's payroll system include: 060- a voluntary separation, 068 - a retirement, or 065 - a transfer to another state agency.

As the information in Table 20 shows, the number of identification codes provided by state agencies to exiting employees compared to the number of voluntary separations that occurred during the same time period has declined since 2004. Agencies should revisit their exit procedures to ensure they provide exit survey identification codes to qualified separating employees.

Table 20

Summary of Exit Survey Statistics Fiscal Years 2002 through 2006			
Fiscal Year	Voluntary Separations Reported through Statewide Payroll Systems	Identification Codes Generated	Percentage of Identification Codes Generated for Voluntary Separations <sup>a</sup>
2002	13,726	12,976	94.5%
2003	16,109	17,708	109.9%
2004	13,978	16,070	115.0%
2005	23,700	16,578	69.9%
2006	22,416	16,822	75.0%

<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.

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

Appendix 8 provides a summary of the percentage of identification codes generated for voluntary separations by agency for fiscal year 2006. Appendix 9 provides a summary of reasons employees left each agency.

# Appendices

Appendix 1

## *Objective, Scope, and Methodology*

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### Objective

The objective of this report is to provide information on employee turnover, to evaluate and analyze trends in state employment, and to address the causes of turnover.

### Scope

The scope of this report includes full- and part-time classified employees in state agencies during fiscal year 2006. This report does not include data from institutions of higher education. The On-Line Exit Survey is offered to all employees who voluntarily separate. Information pertaining to that tool may include employees outside the scope of this report.

### Methodology

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

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

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

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

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

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<sup>3</sup> The "average number of employees" was calculated by totaling the number of classified employees for each quarter of fiscal year 2006 and then dividing this total by the number of quarters.

The Employee Exit Survey is an online system to provide employees who separate voluntarily an opportunity to provide feedback about reasons for leaving state employment. In fiscal year 2006, a total of 3,522 employees completed the survey. This number includes all employee types (that is, classified full-time, classified part-time, non-classified full-time, and part-time).

### **Project Information**

Fieldwork was conducted from October 2006 through December 2006. This project was a review; therefore, the information in this report was not subjected to all the test 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, PHR (Project Manager)
- Sharon Schneider, PHR
- Debra Serrins (Information Technology System)
- Worth Ferguson, CPA (Quality Control Reviewer)
- J. Scott Killingsworth, CIA, CGFM (Quality Control Reviewer)
- Susan Riley, CPA (Assistant State Auditor)

## Reasons State Employees Separated During Fiscal Years 2002-2006

Table 21 provides a summary of the all types of employee separations for fiscal years 2002 through 2006.

Table 21

Reasons State Employees Separated from Employment Fiscal Years 2002 through 2006										
Reason for Separation	FY 2006		FY 2005		FY 2004		FY 2003		FY 2002	
	Separations	Percentage of Separations	Separations	Percentage of Separations	Separations	Percentage of Separations	Separations	Percentage of Separations	Separations	Percentage of Separations
Voluntary Separation from Agency	15,315	58.89%	15,439	55.72%	13,888	22.76%	12,788	46.53%	13,413	56.58%
Transfer to Another Agency	3,100	11.92%	3,290	11.87%	39,089	64.05%	1,864	6.78%	1,627	6.86%
Retirement	2,135	8.21%	3,953	14.27%	3,060	5.01%	6,860	24.96%	3,560	15.02%
<b>Total Voluntary Turnover</b>	<b>20,550</b>	<b>79.02%</b>	<b>22,682</b>	<b>81.87%</b>	<b>56,037</b>	<b>91.82%</b>	<b>21,512</b>	<b>78.28%</b>	<b>18,600</b>	<b>78.46%</b>
Dismissal for Cause	2,794	10.74%	2,758	9.95%	2,619	4.29%	2,770	10.08%	2,991	12.62%
Resignation in Lieu of Separation	1,995	7.67%	1,728	6.24%	1,618	2.65%	1,546	5.63%	1,557	6.57%
Reduction in Force	239	0.92%	98	0.35%	379	0.62%	1,243	4.52%	171	0.72%
Death	245	0.94%	225	0.81%	191	0.31%	237	0.86%	222	0.94%
Termination at Will	182	0.70%	215	0.78%	183	0.30%	174	0.63%	166	0.70%
<b>Total Involuntary Turnover</b>	<b>5,455</b>	<b>20.98%</b>	<b>5,024</b>	<b>18.13%</b>	<b>4,990</b>	<b>8.18%</b>	<b>5,970</b>	<b>21.72%</b>	<b>5,107</b>	<b>21.54%</b>
<b>Total Separations</b>	<b>26,005</b>	<b>100.00%</b>	<b>27,706</b>	<b>100.00%</b>	<b>61,027</b>	<b>100.00%</b>	<b>27,482</b>	<b>100.00%</b>	<b>23,707</b>	<b>100.00%</b>

**Employee Turnover by State Agency**

Table 22 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 to the agency.

Table 22

Employee Turnover by State Agency <sup>a</sup>									
Fiscal year 2006									
Agency	Involuntary Separation	Involuntary Turnover Rate	Voluntary Separation	Voluntary Turnover Rate	Retirement	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
201 - Supreme Court of Texas	0	0.0%	24	38.7%	1	1.61%	62.00	25	40.3%
211 - Court of Criminal Appeals	2	3.1%	15	23.3%	1	1.56%	64.25	18	28.0%
212 - Texas Judicial Council Office of Court Administration	3	1.7%	13	7.3%	1	0.56%	178.00	17	9.6%
213 - Office of the State Prosecuting Attorney	0	0.0%	2	47.1%	0	0.00%	4.25	2	47.1%
221 - First Court of Appeals District, Houston	0	0.0%	8	21.9%	0	0.00%	36.50	8	21.9%
222 - Second Court of Appeals District, Fort Worth	1	3.0%	11	33.3%	0	0.00%	33.00	12	36.4%
223 - Third Court of Appeals District, Austin	1	3.6%	9	32.1%	0	0.00%	28.00	10	35.7%
224 - Fourth Court of Appeals District, San Antonio	0	0.0%	6	21.8%	0	0.00%	27.50	6	21.8%
225 - Fifth Court of Appeals District, Dallas	1	2.2%	8	17.5%	0	0.00%	45.75	9	19.7%
226 - Sixth Court of Appeals District, Texarkana	0	0.0%	1	7.4%	1	7.41%	13.50	2	14.8%
227 - Seventh Court of Appeals District, Amarillo	0	0.0%	0	0.0%	0	0.00%	16.00	0	0.0%



**Employee Turnover by State Agency<sup>a</sup>**  
Fiscal year 2006

Agency	Involuntary Separation	Involuntary Turnover Rate	Voluntary Separation	Voluntary Turnover Rate	Retirement	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
228 - Eighth Court of Appeals District, El Paso	0	0.0%	1	7.1%	0	0.00%	14.00	1	7.1%
229 - Ninth Court of Appeals District, Beaumont	1	6.2%	1	6.2%	0	0.00%	16.25	2	12.3%
230 - Tenth Court of Appeals District, Waco	0	0.0%	2	16.0%	0	0.00%	12.50	2	16.0%
231 - Eleventh Court of Appeals District, Eastland	0	0.0%	2	13.1%	0	0.00%	15.25	2	13.1%
232 - Twelfth Court of Appeals District, Tyler	0	0.0%	1	8.2%	0	0.00%	12.25	1	8.2%
233 - Thirteenth Court of Appeals District, Corpus Christi	0	0.0%	7	27.2%	0	0.00%	25.75	7	27.2%
234 - Fourteenth Court of Appeals District, Houston	0	0.0%	12	33.3%	0	0.00%	36.00	12	33.3%
242 - Commission on Judicial Conduct	2	14.5%	1	7.3%	0	0.00%	13.75	3	21.8%
243 - State Law Library	0	0.0%	2	18.2%	0	0.00%	11.00	2	18.2%
300 - Trusteed Programs within the Office of the Governor	3	2.7%	32	28.5%	1	0.89%	112.25	36	32.1%
301 - Office of the Governor	0	0.0%	35	24.1%	1	0.69%	145.25	36	24.8%
302 - Office of the Attorney General <sup>b</sup>	58	1.4%	494	11.7%	38	0.90%	4,227.00	590	14.0%
303 - Building and Procurement Commission <sup>b</sup>	41	10.1%	57	14.0%	5	1.23%	406.25	103	25.4%
304 - Comptroller of Public Accounts	16	0.6%	141	5.0%	50	1.76%	2,836.00	207	7.3%
305 - General Land Office and Veterans Land Board	6	1.0%	32	5.4%	8	1.35%	592.00	46	7.8%

**Employee Turnover by State Agency<sup>a</sup>**  
Fiscal year 2006

Agency	Involuntary Separation	Involuntary Turnover Rate	Voluntary Separation	Voluntary Turnover Rate	Retirement	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
306 - Library and Archives Commission	4	2.0%	23	11.2%	2	0.98%	204.75	29	14.2%
307 - Secretary of State	4	1.7%	23	9.6%	2	0.83%	240.50	29	12.1%
312 - State Securities Board	1	1.1%	9	9.9%	1	1.10%	91.25	11	12.1%
313 - Department of Information Resources <sup>b</sup>	1	0.4%	17	6.7%	4	1.58%	253.50	22	8.7%
320 - Texas Workforce Commission	44	1.4%	550	16.9%	78	2.39%	3,259.25	672	20.6%
323 - Teacher Retirement System	2	0.4%	31	6.9%	11	2.45%	448.25	44	9.8%
325 - Fire Fighters' Pension Commissioner	0	0.0%	1	14.3%	0	0.00%	7.00	1	14.3%
327 - Employees Retirement System	9	3.2%	22	7.8%	6	2.12%	283.25	37	13.1%
329 - Real Estate Commission	2	2.3%	8	9.2%	2	2.30%	87.00	12	13.8%
332 - Department of Housing and Community Affairs	8	2.9%	25	9.0%	2	0.72%	279.25	35	12.5%
333 - Office of State-Federal Relations	0	0.0%	2	36.4%	0	0.00%	5.50	2	36.4%
337 - Board of Tax Professional Examiners	0	0.0%	2	66.7%	0	0.00%	3.00	2	66.7%
338 - State Pension Review Board	1	14.8%	1	14.8%	0	0.00%	6.75	2	29.6%
347 - Texas Public Finance Authority	0	0.0%	0	0.0%	0	0.00%	14.00	0	0.0%
352 - Bond Review Board	0	0.0%	2	25.0%	0	0.00%	8.00	2	25.0%
356 - Ethics Commission	0	0.0%	2	5.8%	0	0.00%	34.25	2	5.8%

**Employee Turnover by State Agency<sup>a</sup>**  
Fiscal year 2006

Agency	Involuntary Separation	Involuntary Turnover Rate	Voluntary Separation	Voluntary Turnover Rate	Retirement	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
357 - Office of Rural and Community Affairs	0	0.0%	17	25.1%	0	0.00%	67.75	17	25.1%
359 - Office of Public Insurance Counsel	0	0.0%	1	7.0%	1	7.02%	14.25	2	14.0%
360 - Office of Administrative Hearings	0	0.0%	8	7.5%	2	1.88%	106.50	10	9.4%
362 - Lottery Commission	2	0.6%	26	8.3%	3	0.96%	313.50	31	9.9%
364 - Health Professions Council	0	0.0%	0	0.0%	0	0.00%	2.00	0	0.0%
370 - Texas Residential Construction Commission	4	12.8%	3	9.6%	0	0.00%	31.25	7	22.4%
401 - Adjutant General's Department	19	3.0%	105	16.5%	4	0.63%	635.00	128	20.2%
403 - Veterans Commission	2	1.0%	31	15.2%	0	0.00%	204.50	33	16.1%
405 - Department of Public Safety	45	0.6%	580	7.2%	113	1.40%	8,081.00	738	9.1%
407 - Commission on Law Enforcement Officer Standards and Education	1	2.5%	5	12.3%	1	2.47%	40.50	7	17.3%
409 - Commission on Jail Standards	0	0.0%	0	0.0%	1	6.56%	15.25	1	6.6%
411 - Commission on Fire Protection	0	0.0%	3	9.6%	0	0.00%	31.25	3	9.6%
450 - Savings and Mortgage Lending Department	0	0.0%	12	21.4%	0	0.00%	56.00	12	21.4%
451 - Department of Banking	1	0.6%	18	11.3%	5	3.15%	158.75	24	15.1%
452 - Department of Licensing and Regulation	3	1.3%	21	8.9%	4	1.69%	237.00	28	11.8%

**Employee Turnover by State Agency<sup>a</sup>**  
Fiscal year 2006

Agency	Involuntary Separation	Involuntary Turnover Rate	Voluntary Separation	Voluntary Turnover Rate	Retirement	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
454 - Department of Insurance	17	1.0%	291	16.5%	26	1.48%	1,759.75	334	19.0%
455 - Railroad Commission of Texas	5	0.7%	79	11.1%	15	2.11%	712.50	99	13.9%
456 - Board of Plumbing Examiners	0	0.0%	0	0.0%	0	0.00%	21.50	0	0.0%
457 - Board of Public Accountancy	0	0.0%	7	17.0%	0	0.00%	41.25	7	17.0%
458 - Alcoholic Beverage Commission	12	1.8%	59	8.9%	5	0.76%	662.00	76	11.5%
459 - Board of Architectural Examiners	0	0.0%	3	13.6%	0	0.00%	22.00	3	13.6%
460 - Board of Registration for Professional Engineers	0	0.0%	3	10.5%	1	3.51%	28.50	4	14.0%
464 - Board of Professional Land Surveying	0	0.0%	0	0.0%	0	0.00%	4.00	0	0.0%
466 - Office of the Consumer Credit Commissioner	0	0.0%	10	18.5%	0	0.00%	54.00	10	18.5%
469 - Credit Union Department	0	0.0%	5	22.0%	0	0.00%	22.75	5	22.0%
472 - Structural Pest Control Board	0	0.0%	7	22.4%	0	0.00%	31.25	7	22.4%
473 - Public Utility Commission	2	1.1%	25	13.9%	3	1.67%	179.75	30	16.7%
475 - Office of the Public Utility Counsel	0	0.0%	0	0.0%	0	0.00%	18.75	0	0.0%
476 - Racing Commission	2	2.6%	7	9.1%	4	5.19%	77.00	13	16.9%
477 - Advisory Commission on State Emergency Communications	1	4.5%	2	9.0%	0	0.00%	22.25	3	13.5%

**Employee Turnover by State Agency<sup>a</sup>**  
Fiscal year 2006

Agency	Involuntary Separation	Involuntary Turnover Rate	Voluntary Separation	Voluntary Turnover Rate	Retirement	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
479 - State Office of Risk Management	6	4.9%	16	13.0%	3	2.43%	123.50	25	20.2%
481 - Texas Board of Professional Geoscientists	0	0.0%	1	16.7%	0	0.00%	6.00	1	16.7%
503 - Board of Medical Examiners	10	7.5%	16	12.0%	1	0.75%	133.25	27	20.3%
504 - Board of Dental Examiners	1	3.4%	11	37.9%	1	3.45%	29.00	13	44.8%
507 - Board of Nurse Examiners	1	1.3%	8	10.4%	1	1.29%	77.25	10	12.9%
508 - Board of Chiropractic Examiners	1	15.4%	4	61.5%	0	0.00%	6.50	5	76.9%
512 - State Board of Podiatric Medical Examiners	0	0.0%	2	72.7%	0	0.00%	2.75	2	72.7%
513 - Funeral Service Commission	1	9.5%	2	19.0%	0	0.00%	10.50	3	28.6%
514 - Optometry Board	0	0.0%	2	33.3%	0	0.00%	6.00	2	33.3%
515 - Board of Pharmacy	1	1.8%	3	5.4%	0	0.00%	55.25	4	7.2%
520 - Board of Examiners of Psychologists	0	0.0%	1	9.1%	0	0.00%	11.00	1	9.1%
527 - Cancer Council	0	0.0%	0	0.0%	0	0.00%	6.25	0	0.0%
529 - Health and Human Services Commission	117	1.5%	1487	18.6%	158	1.98%	7,974.50	1,762	22.1%
530 - Department of Family and Protective Services	223	2.7%	1440	17.1%	71	0.85%	8,397.00	1,734	20.7%
533 - Executive Council Physical and Occupational Therapy Examiners	0	0.0%	1	5.8%	0	0.00%	17.25	1	5.8%

**Employee Turnover by State Agency<sup>a</sup>**  
Fiscal year 2006

Agency	Involuntary Separation	Involuntary Turnover Rate	Voluntary Separation	Voluntary Turnover Rate	Retirement	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
537 - Department of State Health Services	540	4.5%	1446	12.2%	192	1.61%	11,890.25	2,178	18.3%
538 - Department of Assistive and Rehabilitative Service	34	1.1%	217	6.8%	55	1.72%	3,192.00	306	9.6%
539 - Department of Aging and Disability Services	1066	7.0%	2452	16.1%	248	1.63%	15,209.00	3,766	24.8%
551 - Department of Agriculture	9	1.8%	51	10.4%	7	1.42%	492.50	67	13.6%
554 - Animal Health Commission	1	0.5%	14	7.1%	7	3.55%	197.00	22	11.2%
578 - Board of Veterinary Medical Examiners	0	0.0%	0	0.0%	0	0.00%	10.00	0	0.0%
580 - Water Development Board	2	0.7%	27	9.9%	5	1.84%	272.25	34	12.5%
582 - Texas Commission on Environmental Quality	33	1.1%	227	7.8%	31	1.06%	2,928.50	291	9.9%
592 - Soil and Water Conservation Board	0	0.0%	3	4.9%	0	0.00%	61.50	3	4.9%
601 - Texas Department of Transportation	240	1.6%	982	6.6%	222	1.49%	14,933.50	1,444	9.7%
665 - Juvenile Probation Commission	0	0.0%	7	11.8%	1	1.69%	59.25	8	13.5%
694 - Texas Youth Commission	435	9.0%	1310	27.2%	37	0.77%	4,823.00	1,782	36.9%
696 - Department of Criminal Justice	2318	5.6%	5228	12.6%	626	1.51%	41,396.00	8,172	19.7%
701 - Texas Education Agency	5	0.6%	80	9.6%	7	0.84%	831.75	92	11.1%

**Employee Turnover by State Agency<sup>a</sup>**  
Fiscal year 2006

Agency	Involuntary Separation	Involuntary Turnover Rate	Voluntary Separation	Voluntary Turnover Rate	Retirement	Retirement Turnover Rate	Average Annual Headcount	Total Separations	Total Turnover Rate
771 - School for the Blind and Visually Impaired <sup>b</sup>	5	1.6%	25	8.1%	2	0.65%	309.25	32	10.3%
772 - School for the Deaf <sup>b</sup>	11	3.1%	69	19.3%	3	0.84%	356.75	83	23.3%
802 - Parks and Wildlife Department	56	1.9%	240	8.4%	49	1.71%	2,873.25	345	12.0%
808 - Historical Commission	1	0.8%	13	11.0%	1	0.85%	118.25	15	12.7%
809 - Preservation Board <sup>b</sup>	10	4.5%	62	27.8%	4	1.79%	223.25	76	34.0%
813 - Commission on the Arts	1	5.3%	3	15.8%	0	0.00%	19.00	4	21.1%
907 - Comptroller of Public Accounts-State Energy Conservation Office	0	0.0%	2	9.8%	0	0.00%	20.50	2	9.8%
<b>Totals</b>	<b>5,455</b>	<b>3.8%</b>	<b>18,415</b>	<b>12.7%</b>	<b>2,135</b>	<b>1.47%</b>	<b>144,934.25</b>	<b>26,005</b>	<b>17.9%</b>

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

<sup>b</sup> Because their employees are paid from multiple funding sources, these agencies have average headcounts that differ slightly from other state agencies.

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

## Turnover by Job Classification Series

Table 23 provides a summary of turnover by job classification series.

Table 23

Turnover by Job Classification Series						
Fiscal Year 2006						
Occupational Category	Job Classification Series	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
Accounting, Auditing, and Finance	Accountants	1,506.75	1.0%	103	0.4%	6.8%
	Accounting Technicians	242.75	0.2%	26	0.1%	10.7%
	Accounts Examiners	786.25	0.5%	53	0.2%	6.7%
	Auditors	1,228.75	0.8%	101	0.4%	8.2%
	Budget Analysts	295.00	0.2%	25	0.1%	8.5%
	Chief Investment Officers	2.00	0.0%	0	0.0%	0.0%
	Chief Traders	1.00	0.0%	0	0.0%	0.0%
	Financial Analysts	75.50	0.1%	3	0.0%	4.0%
	Financial Examiners	319.50	0.2%	46	0.2%	14.4%
	Investment Analysts	28.50	0.0%	6	0.0%	21.1%
	Portfolio Managers	43.00	0.0%	4	0.0%	9.3%
	Reimbursement Officers	76.00	0.1%	6	0.0%	7.9%
	Taxpayer Compliance Officers	393.75	0.3%	45	0.2%	11.4%
	Traders	6.50	0.0%	0	0.0%	0.0%
<b>Totals for Accounting, Auditing, and Finance</b>		<b>5,005.25</b>	<b>3.5%</b>	<b>418</b>	<b>1.8%</b>	<b>8.4%</b>
Administrative Support	Administrative Technicians/Assistants	10,613.75	7.3%	1,085	4.7%	10.2%
	Clerks	6,532.25	4.5%	993	4.3%	15.2%
	Customer Service Representatives	277.25	0.2%	45	0.2%	16.2%
	Executive Assistants	498.25	0.3%	31	0.1%	6.2%
	Receptionists	100.00	0.1%	22	0.1%	22.0%
<b>Totals for Administrative Support</b>		<b>18,021.50</b>	<b>12.4%</b>	<b>2,176</b>	<b>9.5%</b>	<b>12.1%</b>
Criminal Justice	Agriculture Specialists	111.25	0.1%	14	0.1%	12.6%
	Assistant Wardens/Wardens	184.00	0.1%	11	0.0%	6.0%
	Correctional Officers	26,032.00	18.0%	6,190	27.0%	23.8%
	Correctional Transportation Officers	126.00	0.1%	24	0.1%	19.0%
	Counsel Substitutes	101.50	0.1%	7	0.0%	6.9%
	Industrial Specialists	414.75	0.3%	56	0.2%	13.5%



## Turnover by Job Classification Series

Fiscal Year 2006

Occupational Category	Job Classification Series	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
	Juvenile Correctional Officers	2,948.25	2.0%	1,385	6.0%	47.0%
	Parole Officers	1,709.75	1.2%	210	0.9%	12.3%
	Senior Correctional Officers	3,076.25	2.1%	297	1.3%	9.7%
<b>Totals for Criminal Justice</b>		<b>34,703.75</b>	<b>23.9%</b>	<b>8,194</b>	<b>35.8%</b>	<b>23.6%</b>
Custodial and Domestic	Barbers/Cosmetologists	23.00	0.0%	0	0.0%	0.0%
	Canteen Managers	10.75	0.0%	0	0.0%	0.0%
	Cooks	338.75	0.2%	64	0.3%	18.9%
	Custodial Managers	38.50	0.0%	3	0.0%	7.8%
	Custodians	1,003.50	0.7%	162	0.7%	16.1%
	Food Service Managers	1,002.75	0.7%	129	0.6%	12.9%
	Food Service Workers	802.25	0.6%	251	1.1%	31.3%
	Groundskeepers	129.25	0.1%	15	0.1%	11.6%
	Laundry Managers	713.75	0.5%	69	0.3%	9.7%
	Laundry Workers	114.50	0.1%	19	0.1%	16.6%
	Sewing Room Workers/Supervisors	6.00	0.0%	0	0.0%	0.0%
<b>Totals for Custodial and Domestic</b>		<b>4,183.00</b>	<b>2.9%</b>	<b>712</b>	<b>3.1%</b>	<b>17.0%</b>
Education	Teacher Aides	135.00	0.1%	26	0.1%	19.3%
<b>Totals for Education</b>		<b>135.00</b>	<b>0.1%</b>	<b>26</b>	<b>0.1%</b>	<b>19.3%</b>
Employment	Employment Specialists	934.50	0.6%	181	0.8%	19.4%
	Unemployment Insurance Claims Examiners	204.25	0.1%	14	0.1%	6.9%
	Unemployment Insurance Specialists	78.00	0.1%	1	0.0%	1.3%
<b>Totals for Employment</b>		<b>1,216.75</b>	<b>0.8%</b>	<b>196</b>	<b>0.9%</b>	<b>16.1%</b>
Engineering and Design	Architects	57.00	0.0%	8	0.0%	14.0%
	Drafting Technicians	11.50	0.0%	1	0.0%	8.7%
	Engineering Aides	516.50	0.4%	148	0.6%	28.7%
	Engineering Assistants	17.00	0.0%	5	0.0%	29.4%
	Engineering Specialists	2,071.25	1.4%	163	0.7%	7.9%
	Engineering Technicians	5,721.50	3.9%	566	2.5%	9.9%
	Engineers	838.50	0.6%	75	0.3%	8.9%
	Graphic Designers	41.25	0.0%	4	0.0%	9.7%
	Project Design Assistants	11.25	0.0%	0	0.0%	0.0%
<b>Totals for Engineering and Design</b>		<b>9,285.75</b>	<b>6.4%</b>	<b>970</b>	<b>4.2%</b>	<b>10.4%</b>

## Turnover by Job Classification Series

Fiscal Year 2006

Occupational Category	Job Classification Series	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
Human Resources	Human Resources Assistants/Specialists	701.00	0.5%	65	0.3%	9.3%
	Training Assistants/Specialists	519.50	0.4%	43	0.2%	8.3%
<b>Totals for Human Resources</b>		<b>1,220.50</b>	<b>0.8%</b>	<b>108</b>	<b>0.5%</b>	<b>8.8%</b>
Information Technology	Business Continuity Coordinator	6.25	0.0%	2	0.0%	32.0%
	Computer Operations Supervisors	27.75	0.0%	1	0.0%	3.6%
	Computer Operators	105.75	0.1%	15	0.1%	14.2%
	Computer Records Clerks	20.00	0.0%	2	0.0%	10.0%
	Data Base Administrators	166.25	0.1%	13	0.1%	7.8%
	Data Entry Operators	302.25	0.2%	38	0.2%	12.6%
	Network Specialists	690.50	0.5%	49	0.2%	7.1%
	Programmers	694.75	0.5%	68	0.3%	9.8%
	Systems Analysts	2,338.75	1.6%	183	0.8%	7.8%
	Systems Support Specialists	499.75	0.3%	60	0.3%	12.0%
	Telecommunications Specialists	164.75	0.1%	17	0.1%	10.3%
	Web Administrators	50.2	0.0%	4	0.0%	8.0%
<b>Totals for Information Technology</b>		<b>5,067.00</b>	<b>3.5%</b>	<b>452</b>	<b>2.0%</b>	<b>8.9%</b>
Inspectors and Investigators	Inspectors	875.25	0.6%	70	0.3%	8.0%
	Investigators	1,113.50	0.8%	131	0.6%	11.8%
	Seed Analysts	17.25	0.0%	3	0.0%	17.4%
<b>Totals for Inspectors and Investigators</b>		<b>2,006.00</b>	<b>1.4%</b>	<b>204</b>	<b>0.9%</b>	<b>10.2%</b>
Insurance	Actuaries	31.75	0.0%	2	0.0%	6.3%
	Claims Assistants and Claims Examiners	573.75	0.4%	59	0.3%	10.3%
	Insurance Specialists	195.75	0.1%	15	0.1%	7.7%
	Insurance Technicians	11.25	0.0%	4	0.0%	35.6%
	Retirement Systems Benefits Specialists	195.00	0.1%	22	0.1%	11.3%
<b>Totals for Insurance</b>		<b>1,007.50</b>	<b>0.7%</b>	<b>102</b>	<b>0.4%</b>	<b>10.1%</b>
Land Surveying, Appraising, and Utilities	Appraisers	91.50	0.1%	9	0.0%	9.8%
	Land Surveyors	30.25	0.0%	2	0.0%	6.6%
	Right of Way Agents	155.00	0.1%	21	0.1%	13.5%
	Utility Specialists	19.00	0.0%	4	0.0%	21.1%
<b>Totals for Land Surveying, Appraising, and Utilities</b>		<b>295.75</b>	<b>0.2%</b>	<b>36</b>	<b>0.2%</b>	<b>12.2%</b>
Law Enforcement	Agent Trainees	65.50	0.0%	9	0.0%	13.7%
	Agents	171.50	0.1%	4	0.0%	2.3%
	Captains, Public Safety	76.25	0.1%	0	0.0%	0.0%

## Turnover by Job Classification Series

Fiscal Year 2006

Occupational Category	Job Classification Series	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
	Commanders, Public Safety	11.50	0.0%	0	0.0%	0.0%
	Corporals, Public Safety	198.50	0.1%	7	0.0%	3.5%
	Game Warden-Assistant Commanders/Commanders	4.00	0.0%	0	0.0%	0.0%
	Game Wardens	379.75	0.3%	8	0.0%	2.1%
	Game Warden-Sergeants/Lieutenants/Captains/Majors	82.00	0.1%	1	0.0%	1.2%
	Internal Affairs (Supervisors/Managers/Admin./Dir.)	15.75	0.0%	1	0.0%	6.3%
	Internal Affairs Investigator Trainees	8.75	0.0%	0	0.0%	0.0%
	Internal Affairs Investigators	70.75	0.0%	4	0.0%	5.7%
	Lieutenants, Public Safety	191.25	0.1%	4	0.0%	2.1%
	Majors, Public Safety	15.75	0.0%	2	0.0%	12.7%
	Pilot Investigators	27.00	0.0%	1	0.0%	3.7%
	Public Safety Inspectors	12.00	0.0%	0	0.0%	0.0%
	Sergeants, Public Safety	833.25	0.6%	20	0.1%	2.4%
	Sergeants/Lieutenants/Captains/Majors, Alcohol Bev.	51.75	0.0%	2	0.0%	3.9%
	Trainees/Probationary Game Wardens	26.00	0.0%	1	0.0%	3.8%
	Trooper Trainees/Probationary Troopers	192.50	0.1%	34	0.1%	17.7%
	Troopers	1,954.75	1.3%	87	0.4%	4.5%
<b>Totals for Law Enforcement</b>		<b>4,388.50</b>	<b>3.0%</b>	<b>185</b>	<b>0.8%</b>	<b>4.2%</b>
Legal	Administrative Law Judges	112.75	0.1%	5	0.0%	4.4%
	Assistant Attorney Generals	689.00	0.5%	73	0.3%	10.6%
	Associate Judges	55.00	0.0%	0	0.0%	0.0%
	Attorneys	890.25	0.6%	83	0.4%	9.3%
	Benefit Review Officers	34.00	0.0%	0	0.0%	0.0%
	Chief Deputy Clerks	7.25	0.0%	0	0.0%	0.0%
	Clerks of the Court	16.75	0.0%	3	0.0%	17.9%
	Court Law Clerks	79.00	0.1%	51	0.2%	64.6%
	Deputy Clerks	78.00	0.1%	8	0.0%	10.3%
	General Counsels	101.50	0.1%	9	0.0%	8.9%
	Hearings Reporters	7.25	0.0%	1	0.0%	13.8%
	Law Clerks	5.75	0.0%	6	0.0%	104.3%
	Legal Assistants	344.25	0.2%	37	0.2%	10.7%
	Legal Secretaries	236.00	0.2%	28	0.1%	11.9%

## Turnover by Job Classification Series

Fiscal Year 2006

Occupational Category	Job Classification Series	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
	Ombudsmen	55.25	0.0%	4	0.0%	7.2%
<b>Totals for Legal</b>		<b>2,712.00</b>	<b>1.9%</b>	<b>308</b>	<b>1.3%</b>	<b>11.4%</b>
Library and Records	Archaeologists	17.75	0.0%	0	0.0%	0.0%
	Archivists	10.50	0.0%	0	0.0%	0.0%
	Exhibit Technicians	14.25	0.0%	0	0.0%	0.0%
	Historians	16.75	0.0%	2	0.0%	11.9%
	Librarians	117.75	0.1%	13	0.1%	11.0%
	Library Assistants	40.00	0.0%	6	0.0%	15.0%
	Museum Curators	4.50	0.0%	1	0.0%	22.2%
<b>Totals for Library and Records</b>		<b>221.50</b>	<b>0.2%</b>	<b>22</b>	<b>0.1%</b>	<b>9.9%</b>
Maintenance	Air Conditioning and Boiler Operators	50.50	0.0%	13	0.1%	25.7%
	Aircraft Mechanics	4.00	0.0%	0	0.0%	0.0%
	Aircraft Pilots	9.25	0.0%	2	0.0%	21.6%
	Electricians	51.75	0.0%	7	0.0%	13.5%
	Electronics Technicians	11.25	0.0%	0	0.0%	0.0%
	Equipment Maintenance Technicians	14.25	0.0%	2	0.0%	14.0%
	HVAC Mechanics	96.00	0.1%	10	0.0%	10.4%
	Machinists	16.00	0.0%	1	0.0%	6.3%
	Maintenance Assistants	25.00	0.0%	12	0.1%	48.0%
	Maintenance Supervisors	1,203.25	0.8%	146	0.6%	12.1%
	Maintenance Technicians	896.75	0.6%	155	0.7%	17.3%
	Motor Vehicle Technicians	478.25	0.3%	68	0.3%	14.2%
	Radio Communications Technicians	33.00	0.0%	5	0.0%	15.2%
	Transportation Maintenance Specialists	673.25	0.5%	38	0.2%	5.6%
	Vehicle Drivers	221.25	0.2%	35	0.2%	15.8%
<b>Totals for Maintenance</b>		<b>3,783.75</b>	<b>2.6%</b>	<b>494</b>	<b>2.2%</b>	<b>13.1%</b>
Medical and Health	Dental Assistants	19.25	0.0%	2	0.0%	10.4%
	Dental Hygienists	15.75	0.0%	1	0.0%	6.3%
	Dentists	20.50	0.0%	0	0.0%	0.0%
	Dietetic Technicians	17.25	0.0%	2	0.0%	11.6%
	Dietitians	0.50	0.0%	0	0.0%	0.0%
	Epidemiologists	85.00	0.1%	6	0.0%	7.1%
	Health Physicists	50.25	0.0%	0	0.0%	0.0%
	Laboratory Technicians	91.50	0.1%	13	0.1%	14.2%
Licensed Vocational Nurses	1,137.75	0.8%	300	1.3%	26.4%	

## Turnover by Job Classification Series

Fiscal Year 2006

Occupational Category	Job Classification Series	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
	Medical Aides	137.75	0.1%	15	0.1%	10.9%
	Medical Research Specialists	4.50	0.0%	4	0.0%	88.9%
	Medical Technicians	12.00	0.0%	1	0.0%	8.3%
	Medical Technologists	99.25	0.1%	17	0.1%	17.1%
	Microbiologists	131.75	0.1%	18	0.1%	13.7%
	Nurses	1,677.00	1.2%	330	1.4%	19.7%
	Nutritionists	96.00	0.1%	14	0.1%	14.6%
	Orthopedic Equipment Assistants/Technicians	44.50	0.0%	6	0.0%	13.5%
	Pharmacists	83.75	0.1%	15	0.1%	17.9%
	Pharmacy Technicians	79.25	0.1%	11	0.0%	13.9%
	Physician Assistants	0.75	0.0%	0	0.0%	0.0%
	Physicians	117.00	0.1%	13	0.1%	11.1%
	Psychiatrists	118.00	0.1%	14	0.1%	11.9%
	Psychological Assistants/Associate Psychologists	234.75	0.2%	40	0.2%	17.0%
	Psychologists	65.50	0.0%	10	0.0%	15.3%
	Public Health Technicians	459.75	0.3%	74	0.3%	16.1%
	Radiological Technologist Assistants/Technologists	17.00	0.0%	2	0.0%	11.8%
	Registered Therapists Assistants/Therapists	169.25	0.1%	21	0.1%	12.4%
	Respiratory Care Practitioners	8.00	0.0%	1	0.0%	12.5%
	Veterinarians	42.25	0.0%	4	0.0%	9.5%
<b>Totals for Medical and Health</b>		<b>5,035.75</b>	<b>3.5%</b>	<b>934</b>	<b>4.1%</b>	<b>18.5%</b>
Natural Resources	Chemists	141.00	0.1%	9	0.0%	6.4%
	Earth Science Technicians	1.00	0.0%	0	0.0%	0.0%
	Environmental Specialists	247.00	0.2%	21	0.1%	8.5%
	Fish and Wildlife Technicians	206.25	0.1%	16	0.1%	7.8%
	Geologists	132.75	0.1%	8	0.0%	6.0%
	Hydrologists	74.25	0.1%	3	0.0%	4.0%
	Natural Resources Specialists	1,149.25	0.8%	88	0.4%	7.7%
	Park Managers	159.00	0.1%	28	0.1%	17.6%
	Park Rangers	351.00	0.2%	54	0.2%	15.4%
	Sanitarians	109.75	0.1%	9	0.0%	8.2%
<b>Totals for Natural Resources</b>		<b>2,571.25</b>	<b>1.8%</b>	<b>236</b>	<b>1.0%</b>	<b>9.2%</b>

## Turnover by Job Classification Series

Fiscal Year 2006

Occupational Category	Job Classification Series	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
Office Services	Microfilm Camera Operators	36.00	0.0%	8	0.0%	22.2%
	Micrographics Technicians	24.25	0.0%	0	0.0%	0.0%
	Photographers	5.75	0.0%	1	0.0%	17.4%
	Printing Services Technicians	151.00	0.1%	11	0.0%	7.3%
<b>Totals for Office Services</b>		<b>217.00</b>	<b>0.1%</b>	<b>20</b>	<b>0.1%</b>	<b>9.2%</b>
Planning, Research, and Statistics	Economists	42.50	0.0%	4	0.0%	9.4%
	Planning Assistants/Planners	225.25	0.2%	21	0.1%	9.3%
	Research and Statistics Technicians	34.75	0.0%	8	0.0%	23.0%
	Research Specialists	233.50	0.2%	30	0.1%	12.8%
	Statisticians	20.50	0.0%	2	0.0%	9.8%
<b>Totals for Planning, Research, and Statistics</b>		<b>556.50</b>	<b>0.4%</b>	<b>65</b>	<b>0.3%</b>	<b>11.7%</b>
Procedures and Information	Audio Visual Technicians	19.00	0.0%	6	0.0%	31.6%
	Government Relations Specialists	22.50	0.0%	1	0.0%	4.4%
	Information Specialists	437.00	0.3%	34	0.1%	7.8%
	Management Analysts	9.75	0.0%	2	0.0%	20.5%
	Marketing Specialists	45.50	0.0%	3	0.0%	6.6%
	State Federal Relations Representatives	11.50	0.0%	1	0.0%	8.7%
	Technical Writers	29.50	0.0%	1	0.0%	3.4%
<b>Totals for Procedures and Information</b>		<b>574.75</b>	<b>0.4%</b>	<b>48</b>	<b>0.2%</b>	<b>8.4%</b>
Program Management	Deputy Comptrollers	1.00	0.0%	1	0.0%	100.0%
	Directors	1,816.50	1.3%	129	0.6%	7.1%
	Engineers	5.00	0.0%	0	0.0%	0.0%
	Managers	2,670.75	1.8%	185	0.8%	6.9%
	Program Specialists	8,346.00	5.8%	671	2.9%	8.0%
	Program Supervisors	730.75	0.5%	38	0.2%	5.2%
	Staff Services Officers	238.50	0.2%	9	0.0%	3.8%
<b>Totals for Program Management</b>		<b>13,808.50</b>	<b>9.5%</b>	<b>1,033</b>	<b>4.5%</b>	<b>7.5%</b>
Property Management and Purchasing	Contract Administration Managers	3.75	0.0%	0	0.0%	0.0%
	Contract Specialists	402.25	0.3%	25	0.1%	6.2%
	Contract Technicians	132.25	0.1%	13	0.1%	9.8%
	Grants Coordinators	14.00	0.0%	0	0.0%	0.0%
	Inventory Coordinators	614.50	0.4%	71	0.3%	11.6%
	Property Managers	48.25	0.0%	1	0.0%	2.1%
	Purchasers	520.50	0.4%	33	0.1%	6.3%
<b>Totals for Property Management and Purchasing</b>		<b>1,735.50</b>	<b>1.2%</b>	<b>143</b>	<b>0.6%</b>	<b>8.2%</b>

## Turnover by Job Classification Series

Fiscal Year 2006

Occupational Category	Job Classification Series	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
Public Safety	Communications Center Specialists	4.25	0.0%	0	0.0%	0.0%
	DNA Index System Analysts	11.75	0.0%	0	0.0%	0.0%
	Evidence/CODIS/DNA Technicians	32.75	0.0%	1	0.0%	3.1%
	Fingerprint Technicians	50.50	0.0%	5	0.0%	9.9%
	Firearms/Latent Print Technicians	6.00	0.0%	0	0.0%	0.0%
	Forensic Photographers	4.25	0.0%	1	0.0%	23.5%
	Forensic Scientists	183.25	0.1%	12	0.1%	6.5%
	Police Communications Operators	224.00	0.2%	31	0.1%	13.8%
	Public Safety Records Technicians	86.00	0.1%	8	0.0%	9.3%
	Security Officers	455.00	0.3%	77	0.3%	16.9%
<b>Totals for Public Safety</b>		<b>1,057.75</b>	<b>0.7%</b>	<b>135</b>	<b>0.6%</b>	<b>12.8%</b>
Safety	Lifeguards	0.25	0.0%	0	0.0%	0.0%
	Rescue Specialists	30.75	0.0%	8	0.0%	26.0%
	Risk Management Specialists	44.25	0.0%	1	0.0%	2.3%
	Safety Officers	209.50	0.1%	19	0.1%	9.1%
<b>Totals for Safety</b>		<b>284.75</b>	<b>0.2%</b>	<b>28</b>	<b>0.1%</b>	<b>9.8%</b>
Social Services	Case Managers	845.25	0.6%	175	0.8%	20.7%
	Case Review Specialists	13.50	0.0%	0	0.0%	0.0%
	Chaplaincy Services Assistants	4.50	0.0%	0	0.0%	0.0%
	Chaplains	118.25	0.1%	11	0.0%	9.3%
	Child Support Officers	1,249.25	0.9%	187	0.8%	15.0%
	Child Support Technicians	415.75	0.3%	78	0.3%	18.8%
	Clinical Social Workers	175.50	0.1%	25	0.1%	14.2%
	HHS Program Coordinators	34.75	0.0%	2	0.0%	5.8%
	Human Services Specialists	5,559.25	3.8%	522	2.3%	9.4%
	Human Services Technicians	617.25	0.4%	67	0.3%	10.9%
	Interpreters	22.00	0.0%	2	0.0%	9.1%
	MHMR Services Aides/Assistants/Supervisors	9,738.25	6.7%	3,077	13.4%	31.6%
	Protective Services Specialists	4,448.50	3.1%	1,145	5.0%	25.7%
	Qualified Mental Retardation Professionals	203.25	0.1%	35	0.2%	17.2%
	Quality Assurance Specialists	121.75	0.1%	7	0.0%	5.7%
	Recreation Program Specialists	63.25	0.0%	24	0.1%	37.9%

## Turnover by Job Classification Series

Fiscal Year 2006

Occupational Category	Job Classification Series	Average Headcount	Percentage of Workforce	Separations	Percentage of Separations	Turnover Rate
	Rehabilitation Teachers	139.50	0.1%	13	0.1%	9.3%
	Rehabilitation Therapy Technicians	969.75	0.7%	125	0.5%	12.9%
	Resident Specialists	313.00	0.2%	57	0.2%	18.2%
	Substance Abuse Counselors	87.25	0.1%	18	0.1%	20.6%
	Veterans Assistance Counselors	58.50	0.0%	7	0.0%	12.0%
	Vocational Rehabilitation Counselors	548.75	0.4%	72	0.3%	13.1%
	Volunteer Services Coordinators	92.00	0.1%	11	0.0%	12.0%
<b>Totals for Social Services</b>		<b>25,839.00</b>	<b>17.8%</b>	<b>5,660</b>	<b>24.7%</b>	<b>21.9%</b>

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



## ***Definitions for Equal Employment Opportunities Categories***

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

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

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

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

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

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

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

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

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

**Turnover by Region and County**

Table 24 provides details of turnover by regions and counties in Texas.

Table 24

Turnover by Region and County						
Fiscal Year 2006						
Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
Alamo Region	Atascosa	106.50	0.1%	11	0.0%	10.3%
	Bandera	32.75	0.0%	2	0.0%	6.1%
	Bexar	5,563.00	3.8%	907	4.0%	16.3%
	Comal	141.50	0.1%	11	0.0%	7.8%
	Frio	355.75	0.2%	42	0.2%	11.8%
	Gillespie	54.00	0.0%	5	0.0%	9.3%
	Guadalupe	137.75	0.1%	13	0.1%	9.4%
	Karnes	666.00	0.5%	167	0.7%	25.1%
	Kendall	69.25	0.0%	4	0.0%	5.8%
	Kerr	757.50	0.5%	146	0.6%	19.3%
	Medina	526.75	0.4%	86	0.4%	16.3%
	Wilson	47.75	0.0%	5	0.0%	10.5%
<b>Alamo Region Totals</b>		<b>8,458.50</b>	<b>5.8%</b>	<b>1,399</b>	<b>6.1%</b>	<b>16.5%</b>
Capital Region	Bastrop	172.25	0.1%	18	0.1%	10.4%
	Blanco	33.25	0.0%	0	0.0%	0.0%
	Burnet	246.50	0.2%	29	0.1%	11.8%
	Caldwell	66.75	0.0%	8	0.0%	12.0%
	Fayette	75.50	0.1%	4	0.0%	5.3%
	Hays	193.25	0.1%	15	0.1%	7.8%
	Lee	408.25	0.3%	115	0.5%	28.2%
	Llano	31.50	0.0%	3	0.0%	9.5%
	Travis	35,351.75	24.4%	3,932	17.2%	11.1%
	Williamson	432.25	0.3%	39	0.2%	9.0%
<b>Capital Region Totals</b>		<b>37,011.25</b>	<b>25.5%</b>	<b>4,163</b>	<b>18.2%</b>	<b>11.2%</b>
Central Texas Region	Bell	552.25	0.4%	78	0.3%	14.1%
	Bosque	34.50	0.0%	3	0.0%	8.7%
	Brazos	679.75	0.5%	67	0.3%	9.9%
	Burleson	44.75	0.0%	6	0.0%	13.4%
	Coryell	2,726.00	1.9%	461	2.0%	16.9%
	Falls	744.75	0.5%	159	0.7%	21.3%
	Freestone	416.25	0.3%	76	0.3%	18.3%

## Turnover by Region and County

Fiscal Year 2006

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
Central Texas Region	Grimes	660.75	0.5%	134	0.6%	20.3%
	Hamilton	22.00	0.0%	4	0.0%	18.2%
	Hill	162.25	0.1%	12	0.1%	7.4%
	Lampasas	77.00	0.1%	10	0.0%	13.0%
	Leon	59.75	0.0%	11	0.0%	18.4%
	Limestone	1,435.25	1.0%	309	1.3%	21.5%
	Madison	647.75	0.4%	178	0.8%	27.5%
	McLennan	1,713.25	1.2%	492	2.1%	28.7%
	Milam	45.75	0.0%	4	0.0%	8.7%
	Mills	18.75	0.0%	0	0.0%	0.0%
	Robertson	46.00	0.0%	5	0.0%	10.9%
	San Saba	287.25	0.2%	143	0.6%	49.8%
	Washington	1,027.75	0.7%	208	0.9%	20.2%
<b>Central Texas Region Totals</b>		<b>11,401.75</b>	<b>7.9%</b>	<b>2,360</b>	<b>10.3%</b>	<b>20.7%</b>
Coastal Bend Region	Aransas	102.00	0.1%	10	0.0%	9.8%
	Bee	1,833.25	1.3%	397	1.7%	21.7%
	Duval	153.25	0.1%	1	0.0%	11.1%
	Goliad	33.00	0.0%	13	0.1%	18.2%
	Gonzales	60.50	0.0%	0	0.0%	6.6%
	Jackson	36.75	0.0%	14	0.1%	2.7%
	Jim Wells	116.50	0.1%	2	0.0%	11.2%
	Kenedy	1.00	0.0%	4	0.0%	0.0%
	Kleberg	83.25	0.1%	3	0.0%	16.8%
	Lavaca	47.25	0.0%	353	1.5%	4.2%
	Live oak	36.75	0.0%	7	0.0%	10.9%
	McMullen	26.00	0.0%	16	0.1%	11.5%
	Nueces	2,192.00	1.5%	24	0.1%	16.1%
	Refugio	27.75	0.0%	10	0.0%	25.2%
	San Patricio	145.25	0.1%	397	1.7%	11.0%
Victoria	256.50	0.2%	17	0.1%	9.4%	
<b>Coastal Bend Region Totals</b>		<b>5,700.50</b>	<b>3.6%</b>	<b>916</b>	<b>5.5%</b>	<b>16.1%</b>
Gulf Coast Region	Austin	162.00	0.1%	20	0.1%	12.3%
	Brazoria	2,869.00	2.0%	721	3.1%	25.1%
	Chambers	41.50	0.0%	2	0.0%	4.8%
	Colorado	42.25	0.0%	1	0.0%	2.4%
	Fort Bend	2,771.75	1.9%	365	1.6%	13.2%

## Turnover by Region and County

Fiscal Year 2006

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
Gulf Coast Region	Galveston	1,087.75	0.8%	148	0.6%	13.6%
	Harris	7,027.50	4.8%	1,059	4.6%	15.1%
	Liberty	983.75	0.7%	212	0.9%	21.6%
	Matagorda	100.00	0.1%	7	0.0%	7.0%
	Montgomery	391.50	0.3%	46	0.2%	11.7%
	Walker	6,480.25	4.5%	1,105	4.8%	17.1%
	Waller	49.00	0.0%	7	0.0%	14.3%
	Wharton	95.50	0.1%	11	0.0%	11.5%
<b>Gulf Coast Region Totals</b>		<b>22,101.75</b>	<b>15.2%</b>	<b>3,704</b>	<b>16.2%</b>	<b>16.8%</b>
High Plains Region	Armstrong	16.00	0.0%	0	0.0%	0.0%
	Bailey	25.75	0.0%	4	0.0%	15.5%
	Briscoe	19.00	0.0%	0	0.0%	0.0%
	Carson	36.25	0.0%	1	0.0%	2.8%
	Castro	23.25	0.0%	4	0.0%	17.2%
	Childress	482.75	0.3%	58	0.3%	12.0%
	Cochran	37.50	0.0%	2	0.0%	5.3%
	Collingsworth	27.00	0.0%	4	0.0%	14.8%
	Crosby	23.75	0.0%	3	0.0%	12.6%
	Dallam	289.75	0.2%	54	0.2%	18.6%
	Deaf Smith	56.00	0.0%	6	0.0%	10.7%
	Dickens	15.00	0.0%	0	0.0%	0.0%
	Donley	21.75	0.0%	5	0.0%	23.0%
	Floyd	15.25	0.0%	2	0.0%	13.1%
	Garza	114.75	0.1%	33	0.1%	28.8%
	Gray	391.75	0.3%	91	0.4%	23.2%
	Hale	495.50	0.3%	60	0.3%	12.1%
	Hall	14.50	0.0%	3	0.0%	20.7%
	Hansford	16.75	0.0%	1	0.0%	6.0%
	Hartley	24.25	0.0%	3	0.0%	12.4%
	Hemphill	19.50	0.0%	3	0.0%	15.4%
	Hockley	62.50	0.0%	3	0.0%	4.8%
	Hutchinson	39.50	0.0%	5	0.0%	12.7%
	King	5.25	0.0%	0	0.0%	0.0%
	Lamb	46.00	0.0%	2	0.0%	4.3%
	Lipscomb	7.75	0.0%	1	0.0%	12.9%
Lubbock	2,489.25	1.7%	444	1.9%	17.8%	

## Turnover by Region and County

Fiscal Year 2006

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
High Plains Region	Lynn	18.75	0.0%	0	0.0%	0.0%
	Moore	51.00	0.0%	8	0.0%	15.7%
	Motley	16.00	0.0%	0	0.0%	0.0%
	Ochiltree	19.75	0.0%	3	0.0%	15.2%
	Oldham	19.75	0.0%	2	0.0%	10.1%
	Parmer	20.00	0.0%	4	0.0%	20.0%
	Potter	1,848.75	1.3%	391	1.7%	21.1%
	Randall	337.00	0.2%	27	0.1%	8.0%
	Roberts	4.25	0.0%	1	0.0%	23.5%
	Sherman	16.50	0.0%	7	0.0%	42.4%
	Swisher	149.75	0.1%	20	0.1%	13.4%
	Terry	185.25	0.1%	23	0.1%	12.4%
	Wheeler	23.00	0.0%	1	0.0%	4.3%
	Yoakum	12.50	0.0%	3	0.0%	24.0%
<b>High Plains Region Totals</b>		<b>7,538.50</b>	<b>5.2%</b>	<b>1,282</b>	<b>5.6%</b>	<b>17.0%</b>
Metroplex Region	Collin	351.25	0.2%	65	0.3%	18.5%
	Cooke	407.00	0.3%	96	0.4%	23.6%
	Dallas	4,250.00	2.9%	588	2.6%	13.8%
	Denton	1,956.00	1.3%	592	2.6%	30.3%
	Ellis	132.00	0.1%	9	0.0%	6.8%
	Erath	81.50	0.1%	7	0.0%	8.6%
	Fannin	499.75	0.3%	72	0.3%	14.4%
	Grayson	184.25	0.1%	16	0.1%	8.7%
	Hood	463.75	0.3%	37	0.2%	8.0%
	Hunt	169.00	0.1%	28	0.1%	16.6%
	Johnson	168.75	0.1%	27	0.1%	16.0%
	Kaufman	912.75	0.6%	126	0.6%	13.8%
	Navarro	424.25	0.3%	81	0.4%	19.1%
	Palo Pinto	117.25	0.1%	12	0.1%	10.2%
	Parker	124.75	0.1%	9	0.0%	7.2%
	Rockwall	70.50	0.0%	13	0.1%	18.4%
	Somervell	20.25	0.0%	2	0.0%	9.9%
	Tarrant	3,308.00	2.3%	399	1.7%	12.1%
Wise	85.75	0.1%	10	0.0%	11.7%	
<b>Metroplex Region Totals</b>		<b>13,726.75</b>	<b>9.5%</b>	<b>2,189</b>	<b>9.6%</b>	<b>15.9%</b>

## Turnover by Region and County

Fiscal Year 2006

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
Northwest Texas Region	Archer	37.50	0.0%	5	0.0%	13.3%
	Baylor	25.25	0.0%	1	0.0%	4.0%
	Brown	820.50	0.6%	173	0.8%	21.1%
	Callahan	40.00	0.0%	2	0.0%	5.0%
	Clay	28.75	0.0%	2	0.0%	7.0%
	Coleman	26.75	0.0%	1	0.0%	3.7%
	Comanche	28.00	0.0%	1	0.0%	3.6%
	Cottle	23.75	0.0%	0	0.0%	0.0%
	Eastland	83.75	0.1%	9	0.0%	10.7%
	Fisher	15.75	0.0%	2	0.0%	12.7%
	Foard	13.50	0.0%	1	0.0%	7.4%
	Hardeman	21.50	0.0%	2	0.0%	9.3%
	Haskell	37.50	0.0%	6	0.0%	16.0%
	Jack	22.50	0.0%	4	0.0%	17.8%
	Jones	542.25	0.4%	44	0.2%	8.1%
	Kent	9.75	0.0%	1	0.0%	10.3%
	Knox	27.75	0.0%	5	0.0%	18.0%
	Mitchell	504.25	0.3%	105	0.5%	20.8%
	Montague	41.25	0.0%	6	0.0%	14.5%
	Nolan	48.75	0.0%	3	0.0%	6.2%
	Runnels	37.50	0.0%	3	0.0%	8.0%
	Scurry	368.00	0.3%	68	0.3%	18.5%
	Shackelford	18.75	0.0%	1	0.0%	5.3%
	Stephens	184.50	0.1%	20	0.1%	10.8%
	Stonewall	14.75	0.0%	0	0.0%	0.0%
	Taylor	2,328.50	1.6%	457	2.0%	19.6%
	Throckmorton	14.50	0.0%	1	0.0%	6.9%
	Wichita	1,820.00	1.3%	413	1.8%	22.7%
Wilbarger	2,091.00	1.4%	418	1.8%	20.0%	
Young	57.75	0.0%	7	0.0%	12.1%	
<b>Northwest Texas Region Totals</b>		<b>9,334.25</b>	<b>6.4%</b>	<b>1,761</b>	<b>7.7%</b>	<b>18.9%</b>
South Texas Border Region	Cameron	1,415.00	1.0%	146	0.6%	10.3%
	Dimmit	46.00	0.0%	5	0.0%	10.9%
	Edwards	42.25	0.0%	3	0.0%	7.1%
	Hidalgo	2,433.00	1.7%	314	1.4%	12.9%
	Jim Hogg	33.00	0.0%	4	0.0%	12.1%

## Turnover by Region and County

Fiscal Year 2006

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
South Texas Border Region	Kinney	16.75	0.0%	0	0.0%	0.0%
	La Salle	145.75	0.1%	16	0.1%	11.0%
	Maverick	135.00	0.1%	16	0.1%	11.9%
	Real	15.50	0.0%	1	0.0%	6.5%
	Starr	126.50	0.1%	9	0.0%	7.1%
	Uvalde	122.25	0.1%	11	0.0%	9.0%
	Val Verde	174.00	0.1%	26	0.1%	14.9%
	Webb	647.00	0.4%	63	0.3%	9.7%
	Willacy	56.00	0.0%	3	0.0%	5.4%
	Zapata	18.25	0.0%	5	0.0%	27.4%
	Zavala	30.25	0.0%	1	0.0%	3.3%
<b>South Texas Border Totals</b>		<b>5,456.50</b>	<b>3.8%</b>	<b>623</b>	<b>2.7%</b>	<b>11.4%</b>
Southeast Texas Region	Angelina	1,397.00	1.0%	206	0.9%	14.7%
	Hardin	68.25	0.0%	6	0.0%	8.8%
	Houston	1,006.50	0.7%	324	1.4%	32.2%
	Jasper	264.75	0.2%	21	0.1%	7.9%
	Jefferson	2,613.25	1.8%	573	2.5%	21.9%
	Nacogdoches	205.25	0.1%	21	0.1%	10.2%
	Newton	29.00	0.0%	0	0.0%	0.0%
	Orange	151.00	0.1%	16	0.1%	10.6%
	Polk	880.50	0.6%	211	0.9%	24.0%
	Sabine	28.00	0.0%	3	0.0%	10.7%
	San Augustine	33.00	0.0%	3	0.0%	9.1%
	San Jacinto	39.00	0.0%	4	0.0%	10.3%
	Shelby	44.00	0.0%	4	0.0%	9.1%
	Trinity	32.75	0.0%	1	0.0%	3.1%
	Tyler	628.50	0.4%	201	0.9%	32.0%
<b>Southeast Texas Region Totals</b>		<b>7,420.75</b>	<b>5.1%</b>	<b>1,594</b>	<b>7.0%</b>	<b>21.5%</b>
Upper East Texas Region	Anderson	3,269.50	2.3%	748	3.3%	22.9%
	Bowie	953.50	0.7%	176	0.8%	18.5%
	Camp	9.25	0.0%	2	0.0%	21.6%
	Cass	192.50	0.1%	7	0.0%	3.6%
	Cherokee	1,704.75	1.2%	271	1.2%	15.9%
	Delta	25.00	0.0%	6	0.0%	24.0%
	Franklin	34.50	0.0%	5	0.0%	14.5%



## Turnover by Region and County

Fiscal Year 2006

Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
Upper East Texas Region	Gregg	352.00	0.2%	41	0.2%	11.6%
	Harrison	185.00	0.1%	19	0.1%	10.3%
	Henderson	185.00	0.1%	21	0.1%	11.4%
	Hopkins	107.25	0.1%	13	0.1%	12.1%
	Lamar	270.75	0.2%	25	0.1%	9.2%
	Marion	41.00	0.0%	1	0.0%	2.4%
	Morris	39.75	0.0%	1	0.0%	2.5%
	Panola	51.50	0.0%	5	0.0%	9.7%
	Rains	26.50	0.0%	0	0.0%	0.0%
	Red River	43.50	0.0%	2	0.0%	4.6%
	Rusk	88.75	0.1%	16	0.1%	18.0%
	Smith	940.25	0.6%	78	0.3%	8.3%
	Titus	135.25	0.1%	8	0.0%	5.9%
	Upshur	63.25	0.0%	7	0.0%	11.1%
	Van Zandt	97.25	0.1%	13	0.1%	13.4%
Wood	249.75	0.2%	23	0.1%	9.2%	
<b>Upper East Texas Region Totals</b>		<b>9,065.75</b>	<b>6.3%</b>	<b>1,488</b>	<b>6.5%</b>	<b>16.4%</b>
Upper Rio Grande	Brewster	88.75	0.1%	8	0.0%	9.0%
	Culberson	33.75	0.0%	6	0.0%	17.8%
	El Paso	2,716.75	1.9%	345	1.5%	12.7%
	Hudspeth	31.75	0.0%	5	0.0%	15.7%
	Jeff Davis	61.25	0.0%	9	0.0%	14.7%
	Presidio	70.50	0.0%	4	0.0%	5.7%
<b>Upper Rio Grande Region Totals</b>		<b>3,002.75</b>	<b>2.1%</b>	<b>377</b>	<b>1.6%</b>	<b>12.6%</b>
West Texas Region	Andrews	27.75	0.0%	6	0.0%	21.6%
	Borden	12.25	0.0%	1	0.0%	8.2%
	Coke	16.75	0.0%	0	0.0%	0.0%
	Concho	14.75	0.0%	0	0.0%	0.0%
	Crane	13.75	0.0%	1	0.0%	7.3%
	Crockett	32.25	0.0%	3	0.0%	9.3%
	Dawson	553.50	0.4%	165	0.7%	29.8%
	Ector	383.25	0.3%	35	0.2%	9.1%
	Gaines	20.75	0.0%	3	0.0%	14.5%
	Glasscock	5.00	0.0%	0	0.0%	0.0%
	Howard	717.00	0.5%	212	0.9%	29.6%

## Turnover by Region and County

Fiscal Year 2006

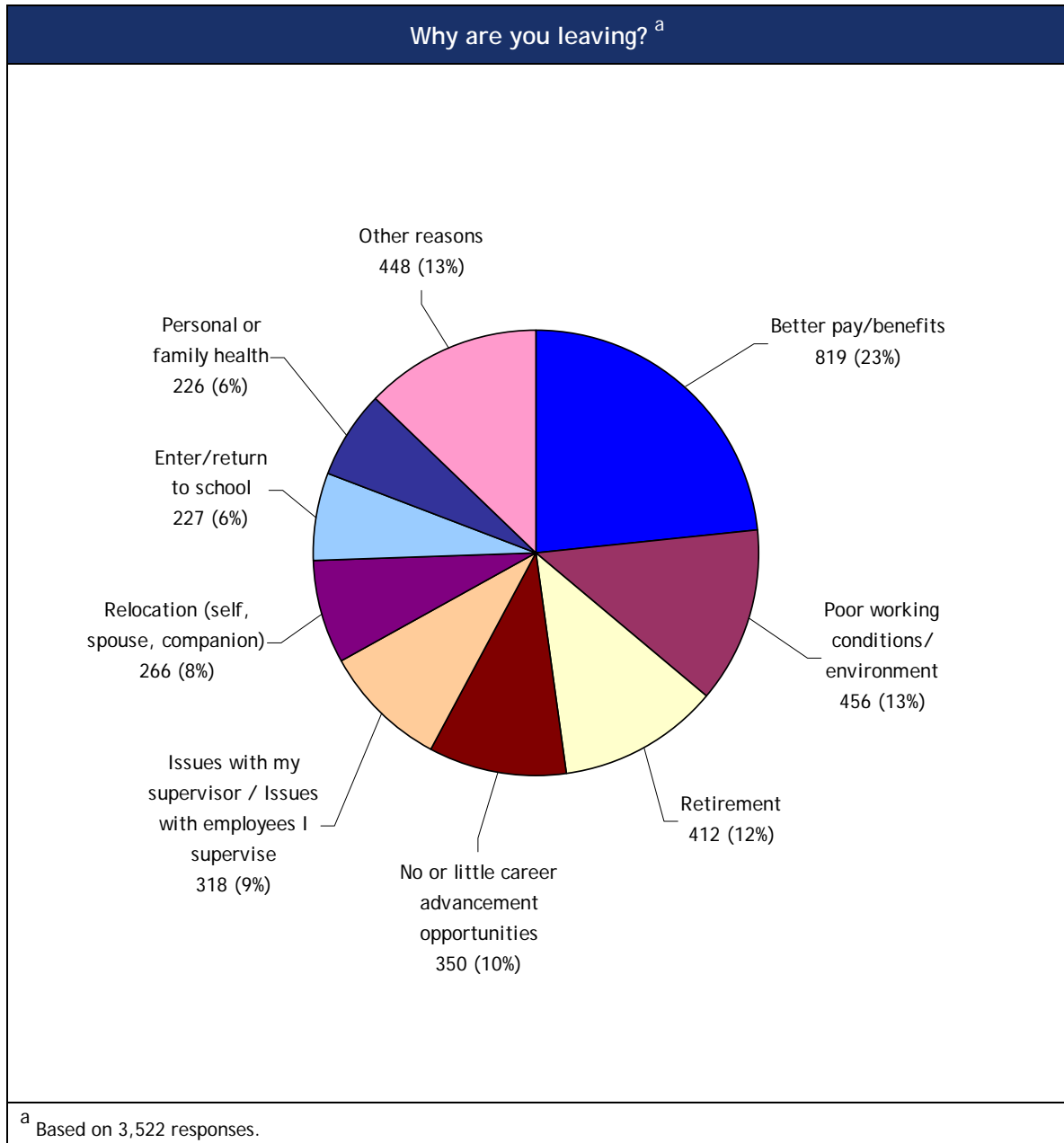
Region	County	Average Headcount	Statewide Percentage of Headcount	Separations	Statewide Percentage of Separations	Turnover Rate
West Texas Region	Irion	8.00	0.0%	2	0.0%	25.0%
	Kimble	41.75	0.0%	0	0.0%	0.0%
	Loving	3.00	0.0%	0	0.0%	0.0%
	Martin	20.25	0.0%	2	0.0%	9.9%
	Mason	22.00	0.0%	1	0.0%	4.5%
	McCulloch	30.75	0.0%	1	0.0%	3.3%
	Menard	7.25	0.0%	3	0.0%	41.4%
	Midland	434.25	0.3%	48	0.2%	11.1%
	Pecos	575.00	0.4%	130	0.6%	22.6%
	Reagan	11.50	0.0%	1	0.0%	8.7%
	Reeves	75.00	0.1%	8	0.0%	10.7%
	Schleicher	2.00	0.0%	0	0.0%	0.0%
	Sterling	10.50	0.0%	1	0.0%	9.5%
	Sutton	33.50	0.0%	3	0.0%	9.0%
	Terrell	48.75	0.0%	8	0.0%	16.4%
	Tom Green	1,271.00	0.9%	327	1.4%	25.7%
	Upton	12.00	0.0%	1	0.0%	8.3%
	Ward	281.75	0.2%	84	0.4%	29.8%
	Winkler	16.75	0.0%	2	0.0%	11.9%
<b>West Texas Region Totals</b>		<b>4,702.00</b>	<b>3.2%</b>	<b>1,048</b>	<b>4.6%</b>	<b>22.3%</b>
Other		13.25	0.0%	1	0.0%	7.5%
<b>Statewide Totals</b>		<b>144,934.25</b>	<b>100%</b>	<b>22,905</b>	<b>100.0%</b>	<b>15.8%</b>

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

## Fiscal Year 2006 Overall Exit Survey Results

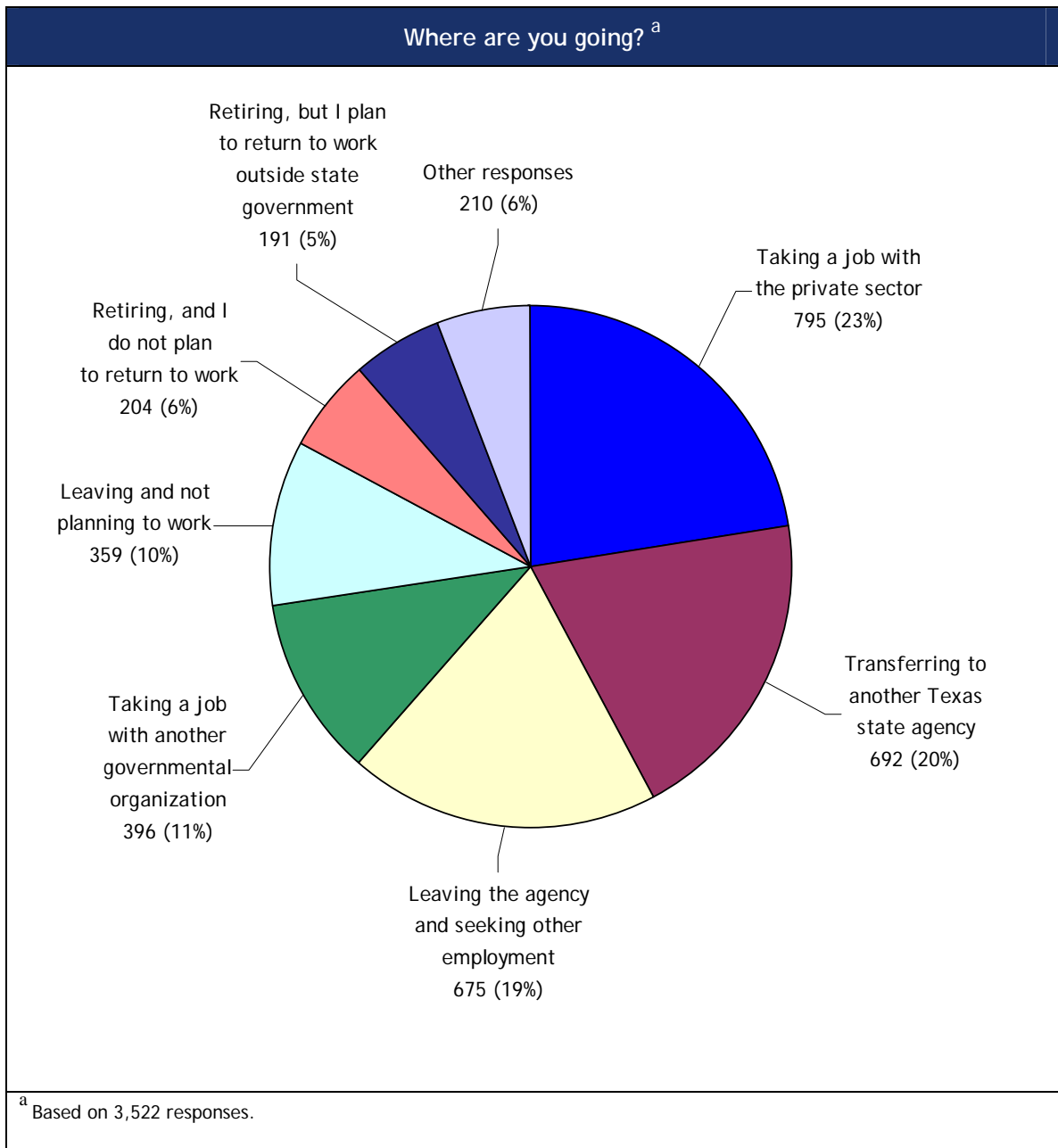
Figures 6 through 12 show the aggregate results from the State of Texas Employee Exit Survey for fiscal year 2006. The surveys were completed between September 1, 2005, and August 31, 2006.

Figure 6



Source: State of Texas Employee Exit Survey System.

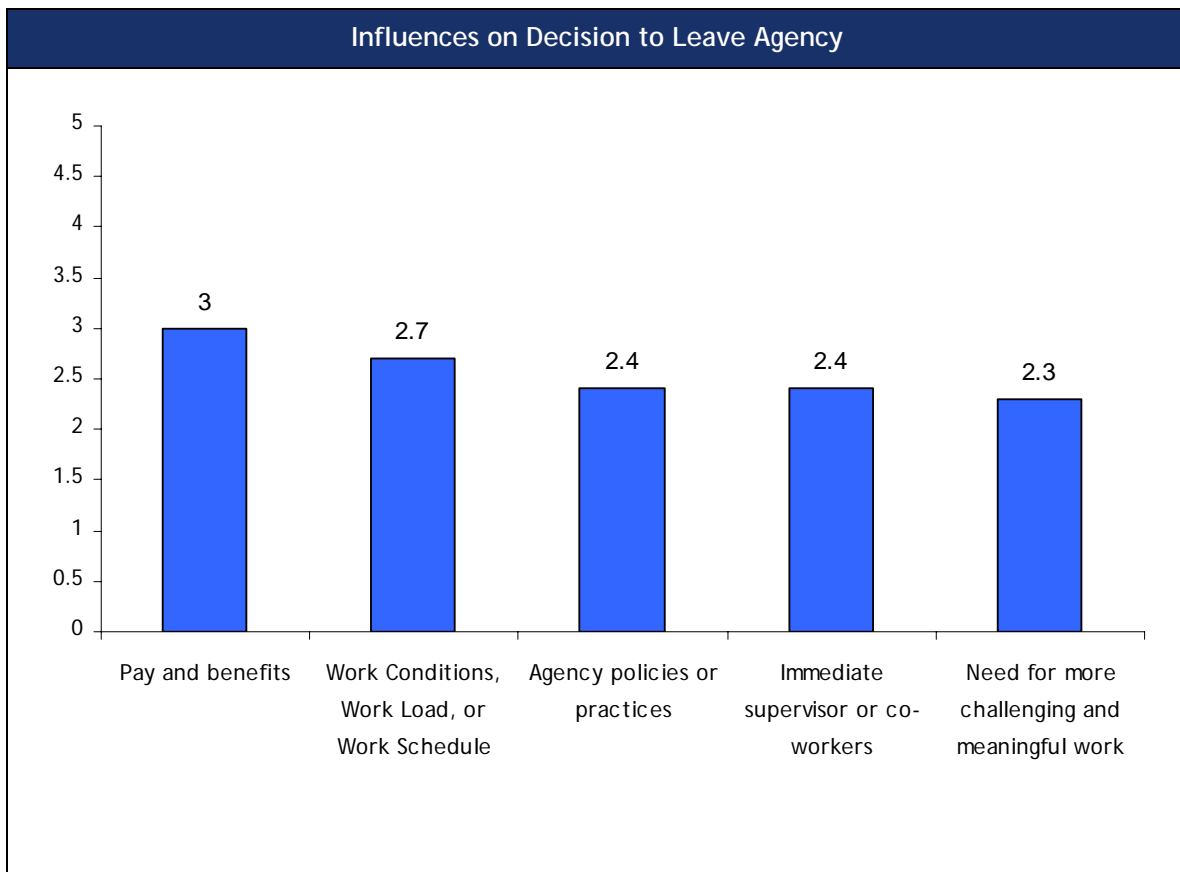
Figure 7



Source: State of Texas Employee Exit Survey System.

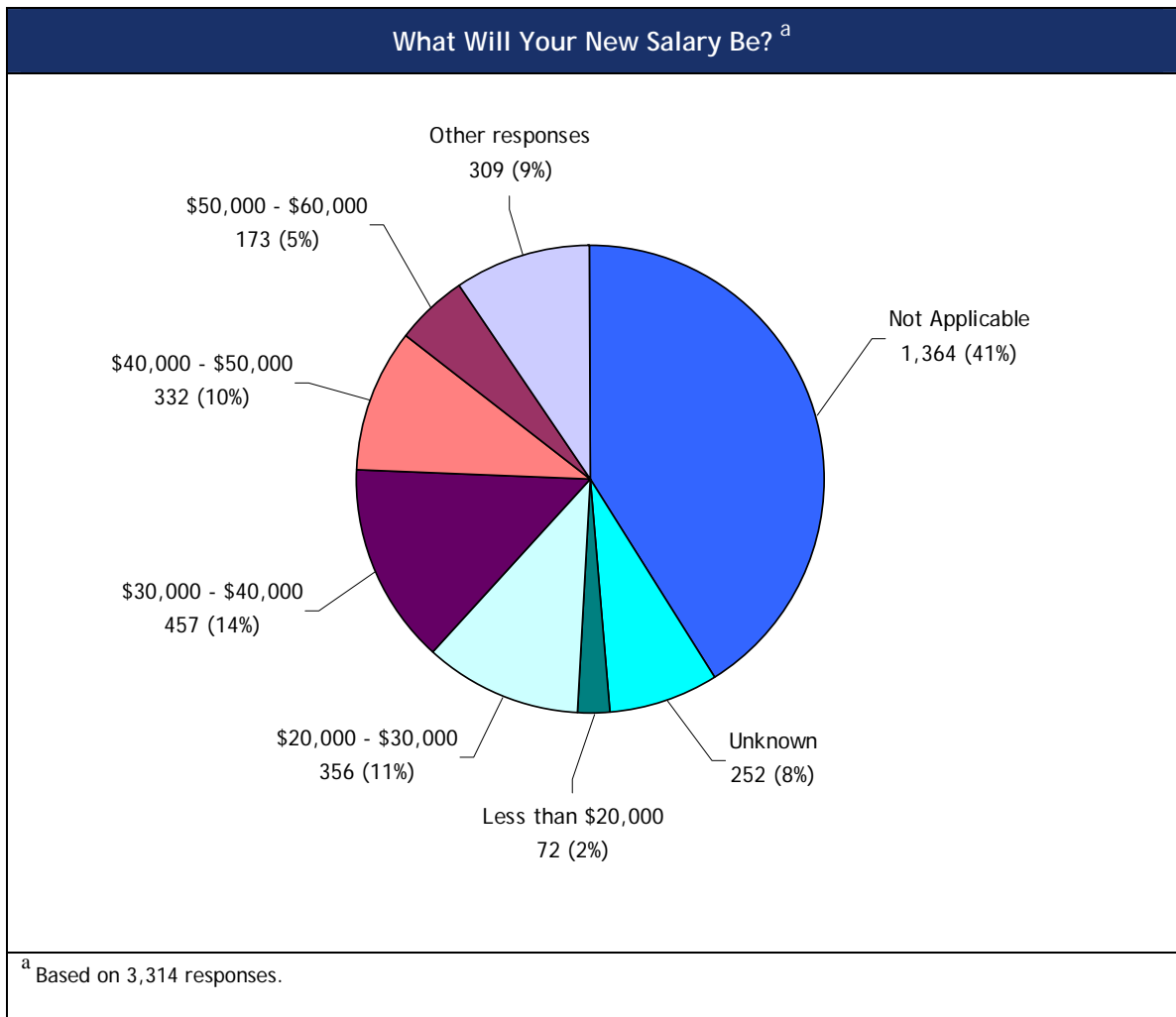
Figure 8 shows the extent that specific items influenced the employee's decision to leave employment with his or her agency. The averages are computed on a 5-point scale: 1-Very Little Extent, 2-Little Extent, 3-Some Extent, 4-Great Extent, 5-Very Great Extent. The results are based on 3,364 responses.

Figure 8



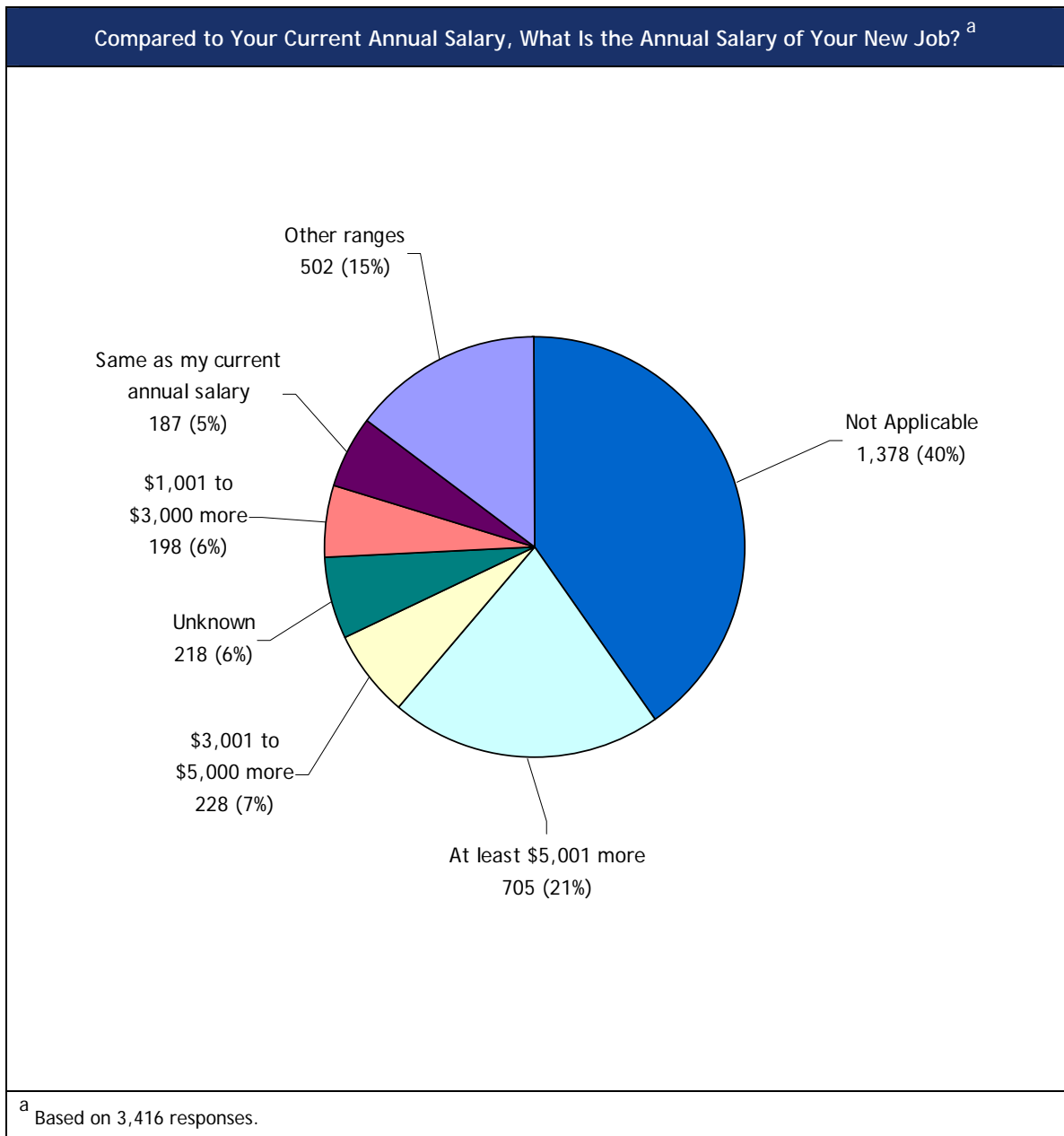
Source: State of Texas Employee Exit Survey System.

Figure 9



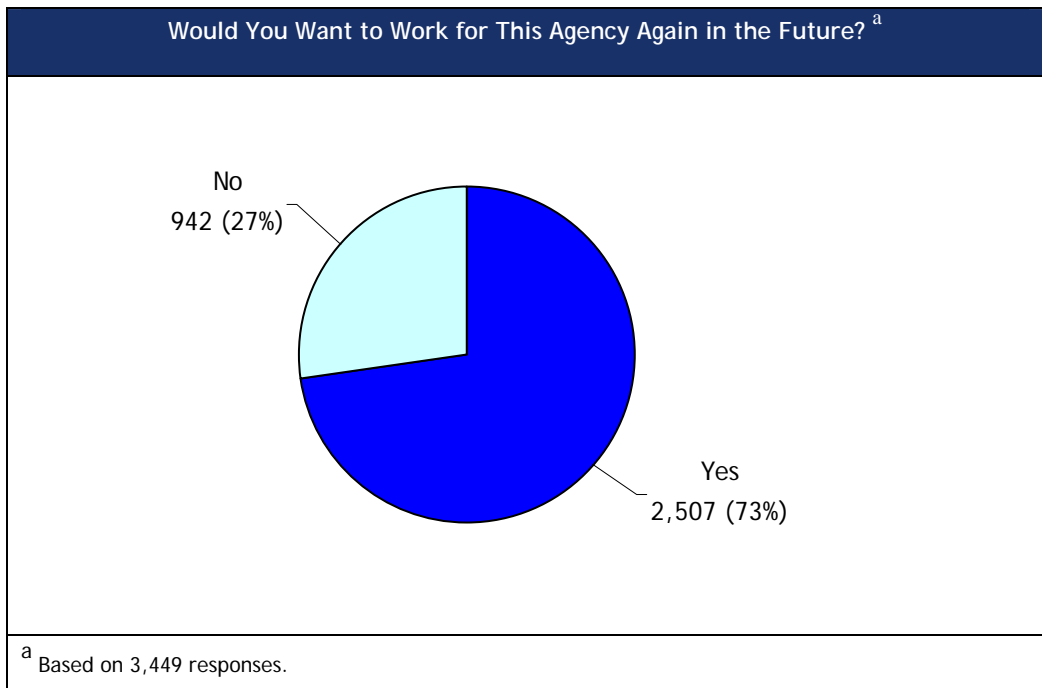
Source: State of Texas Employee Exit Survey System.

Figure 10



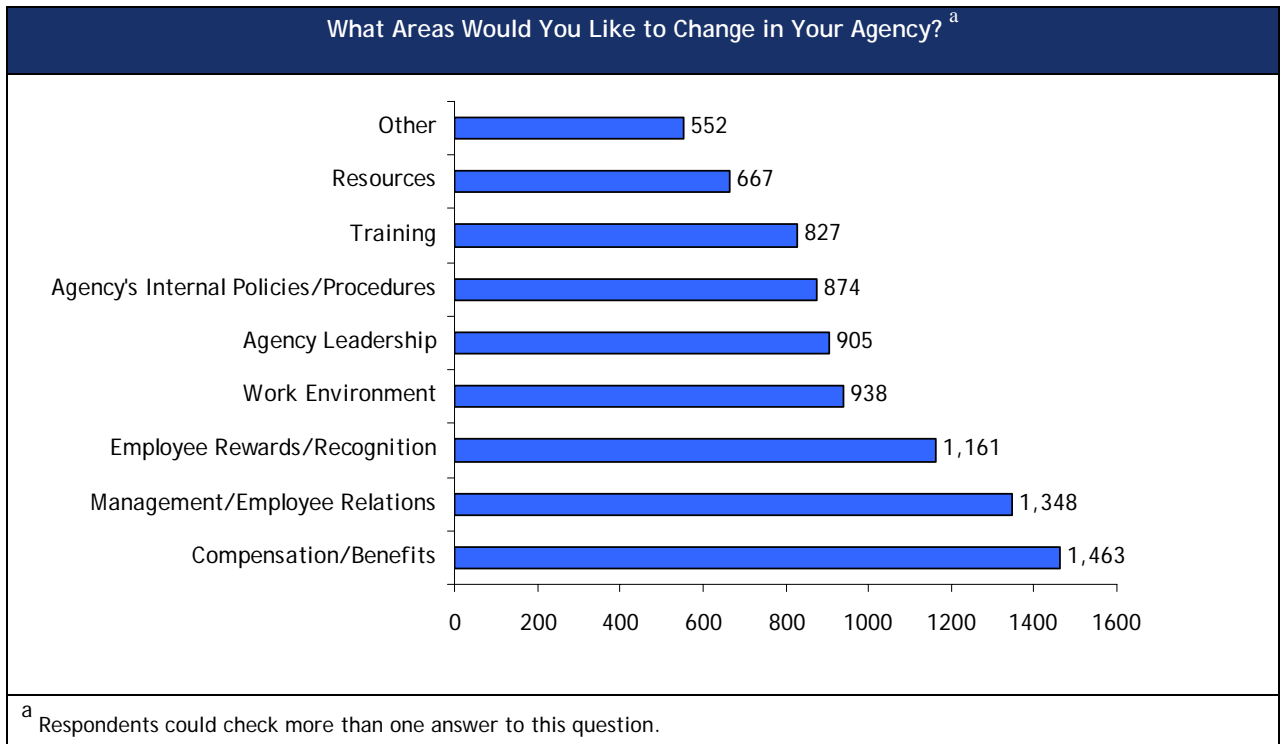
Source: State of Texas Employee Exit Survey System.

Figure 11



Source: State of Texas Employee Exit Survey System.

Figure 12



Source: State of Texas Employee Exit Survey System.



## Exit Survey Results Statistics by Agency

Table 25 provides the number of voluntary separations for each state agency and the number of exit survey identification codes each agency generated.

Table 25

Summary of Voluntary Separations and Identification Codes Generated by Agency Fiscal Year 2006				
Agency Number	Agency Name	Number of Voluntary Separations <sup>a</sup>	Number of Unique Identification Codes Generated	Percentage of Identification Codes Generated
101	Senate	267	0	0%
102	House of Representatives	346	0	0%
103	Texas Legislative Council	48	46	96%
104	Legislative Budget Board	19	11	58%
105	Legislative Reference Library	8	0	0%
116	Sunset Advisory Commission	7	6	86%
201	Supreme Court of Texas	25	5	20%
211	Court of Criminal Appeals	16	12	75%
212	Office of Court Administration	14	17	121%
213	Office of State Prosecuting Attorney	2	0	0%
221	First Court of Appeals District	5	0	0%
222	Second Court of Appeals District	11	11	100%
223	Third Court of Appeals District	9	9	100%
224	Fourth Court of Appeals District	6	5	83%
225	Fifth Court of Appeals District	8	0	0%
226	Sixth Court of Appeals District	2	0	0%
228	Eighth Court of Appeals District	2	0	0%
229	Ninth Court of Appeals District	1	0	0%
230	Tenth Court of Appeals District	3	1	33%
231	Eleventh Court of Appeals District	2	1	50%
232	Twelfth Court of Appeals District	2	2	100%
233	Thirteenth Court of Appeals District	7	0	0%
234	Fourteenth Court of Appeals District	9	0	0%
242	State Commission on Judicial Conduct	1	1	100%
243	State Law Library	2	2	100%
301	Office of the Governor	66	56	85%
302	Office of the Attorney General	532	421	79%
303	Texas Building and Procurement Commission	63	15	24%

**Summary of Voluntary Separations and Identification Codes Generated by Agency  
Fiscal Year 2006**

Agency Number	Agency Name	Number of Voluntary Separations <sup>a</sup>	Number of Unique Identification Codes Generated	Percentage of Identification Codes Generated
304	Comptroller of Public Accounts	205	139	68%
305	General Land Office and Veteran's Land Board	55	30	55%
306	Library and Archives Commission	27	24	89%
307	Secretary of State	25	24	96%
308	State Auditor's Office	34	25	74%
312	Securities Board	10	11	110%
313	Department of Information Resources	22	19	86%
320	Texas Workforce Commission	675	457	68%
323	Teacher Retirement System	48	46	96%
325	Fire Fighters' Pension Commission	1	0	0%
327	Employees Retirement System	29	26	90%
329	Real Estate Commission	12	7	58%
332	Department of Housing and Community Affairs	28	24	86%
333	Office of State - Federal Relations	2	0	0%
337	Board of Tax Professional Examiners	2	0	0%
338	State Pension Review Board	1	0	0%
352	Texas Bond Review Board	3	2	67%
356	Texas Ethics Commission	2	1	50%
357	Office of Rural Community Affairs	17	12	71%
359	Office of Public Insurance Counsel	2	0	0%
360	State Office of Administrative Hearings	10	11	110%
362	Texas Lottery Commission	29	30	103%
370	Texas Residential Construction Commission	3	2	67%
401	Adjutant General's Department	114	58	51%
403	Texas Veterans Commission	31	9	29%
405	Department of Public Safety	688	360	52%
407	Commission on Law Enforcement Officer Standards and Education	6	3	50%
409	Commission on Jail Standards	2	0	0%
411	Texas Commission on Fire Protection	3	3	100%
448	Office of Injured Employee Counsel	7	2	29%
450	Savings and Loan Department	12	9	75%
451	Department of Banking	23	25	109%
452	Department of Licensing and Regulation	25	25	100%
454	Texas Department of Insurance	317	211	67%

**Summary of Voluntary Separations and Identification Codes Generated by Agency  
Fiscal Year 2006**

Agency Number	Agency Name	Number of Voluntary Separations <sup>a</sup>	Number of Unique Identification Codes Generated	Percentage of Identification Codes Generated
455	Railroad Commission	95	98	103%
457	Board of Public Accountancy	7	6	86%
458	Alcoholic Beverage Commission	76	50	66%
459	Board of Architectural Examiners	3	3	100%
460	Texas Board of Professional Engineers	10	2	20%
464	Board of Professional Land Surveying	2	0	0%
466	Consumer Credit Commission	10	1	10%
469	Credit Union Department	5	4	80%
472	Texas Structural Pest Control Board	7	6	86%
473	Public Utilities Commission of Texas	30	29	97%
476	Texas Racing Commission	12	7	58%
477	Commission on State Emergency Communication	2	2	100%
479	Office of Risk Management	19	17	89%
481	Board of Professional Geoscientists	1	1	100%
503	Board of Medical Examiners	17	26	153%
504	Board of Dental Examiners	20	13	65%
507	Board of Nurse Examiners	9	12	133%
508	Board of Chiropractic Examiners	8	2	25%
512	Texas State Board of Podiatric Medical Examiners	3	1	33%
513	Texas Funeral Service Commission	2	2	100%
514	Optometry Board	3	2	67%
515	Board of Pharmacy	3	3	100%
520	Board of Examiners of Psychologists	1	1	100%
529	Health and Human Services Commission	2,241	1,512	67%
530	Department of Family and Protective Services	1,493	1,062	71%
533	Executive Council of Physical Therapy and Occupational Therapy Examiners	4	0	0%
537	Department of State Health Services	1,625	1,254	77%
538	Department of Assistive and Rehabilitative Services	278	136	49%
539	Department of Aging and Disability Services	2,658	1,955	74%
551	Department of Agriculture	58	40	69%
554	Texas Animal Health Commission	24	23	96%
580	Water Development Board	32	24	75%
582	Commission on Environmental Quality	262	253	97%
592	Soil and Water Conservation Board	3	3	100%

**Summary of Voluntary Separations and Identification Codes Generated by Agency  
Fiscal Year 2006**

Agency Number	Agency Name	Number of Voluntary Separations <sup>a</sup>	Number of Unique Identification Codes Generated	Percentage of Identification Codes Generated
601	Department of Transportation	1,206	580	48%
665	Juvenile Probation Commission	8	8	100%
694	Youth Commission	1,420	978	69%
696	Department of Criminal Justice	5,830	5,917	101%
701	Texas Education Agency	92	91	99%
771	School for the Blind and Visually Impaired	34	19	56%
772	School for the Deaf	92	55	60%
802	Parks and Wildlife Department	665	341	51%
808	Texas Historical Commission	15	0	0%
809	State Preservation Board	75	30	40%
813	Commission on the Arts	3	2	67%
<b>Totals</b>		<b>22,416</b>	<b>16,787</b>	<b>75%</b>

<sup>a</sup> These include voluntary separations, transfers to another state agency, and retirements.

Source: State of Texas Employee Exit Survey System.

## Summary of Exit Survey Reasons for Leaving by Agency

Table 26 provides a summary of the reasons for leaving cited in exit surveys broken down by agency. The absence of an agency indicates that no employees leaving that agency completed an exit survey.

Table 26

Exit Survey Reasons for Leaving by Agency																
Fiscal Year 2006																
Agency	No or little career advancement opportunities	Child care/Elder care issues	Poor working conditions/environment (e.g., safety, work-related stress and/or work load issues)	Relationship with co-workers	Personal or family health	Location/transportation issues	Issues with my supervisor/Issues with employees I supervise	Other	Better pay/benefits	Relocation (self, spouse, companion)	Inadequate work resources	Retirement	Enter/Return to School	Self-employment	Inadequate Training	Total
103 - Texas Legislative Counsel	1	2					1		15	10		6	3	1		39
104 - Legislative Budget Board	1	1			1				1	1		1	1			7
116 - Sunset Advisory Commission					1			1		2			1			5
201 - Supreme Court	1								1							2
202 - State Bar of Texas	1	1	2			1				1			2			8
203 - Board of Law Examiners												1				1
211 - Court of Criminal Appeals		1						1								2
212 - Office of Court Administration		1	2						2	2		1				8

**Exit Survey Reasons for Leaving by Agency**  
Fiscal Year 2006

Agency	No or little career advancement opportunities	Child care/Elder care issues	Poor working conditions/environment (e.g., safety, work-related stress and/or work load issues)	Relationship with co-workers	Personal or family health	Location/transportation issues	Issues with my supervisor/issues with employees I supervise	Other	Better pay/benefits	Relocation (self, spouse, companion)	Inadequate work resources	Retirement	Enter/Return to School	Self-employment	Inadequate Training	Total
222 - Court of Appeals - First Court of Appeals District	1					1			3	1			1			7
223 - Court of Appeals - Second Court of Appeals District	1	1														2
224 - Court of Appeals - Third Court of Appeals District									1					1		2
230 - Court of Appeals - Tenth Court of Appeals District		1														1
231- Court of Appeals - Eleventh Court of Appeals District	1															1
232 - Court of Appeals - Twelfth Court of Appeals District														1		1
301 - Governor's Office	2	1					1		4	1	1					10
302 - Office of the Attorney General	35	10	27		13	10	17	5	74	20		29	18	7	3	268

**Exit Survey Reasons for Leaving by Agency**  
Fiscal Year 2006

Agency	No or little career advancement opportunities	Child care/Elder care issues	Poor working conditions/environment (e.g., safety, work-related stress and/or work load issues)	Relationship with co-workers	Personal or family health	Location/transportation issues	Issues with my supervisor/issues with employees I supervise	Other	Better pay/benefits	Relocation (self, spouse, companion)	Inadequate work resources	Retirement	Enter/Return to School	Self-employment	Inadequate Training	Total
303 - Building and Procurement Commission	2		1			1	1		5	1		1				12
304 - Comptroller of Public Accounts	4		4	1			4		5			8				26
305 - General Land Office	2								2			1	5			10
306 - Texas State Library and Archives Commission			1	1	1		2		1	1		1				8
307 - Secretary of State	1								2				1		1	5
308 - State Auditor's Office	2		1	1			1		7	4			3		1	20
312 - State Securities Board	1								2							3
313 - Department of Information Resources	2								3	2		2	1			10
320 - Texas Workforce Commission	24	2	13	1	7	1	13	4	46	15		29	3	1	1	160
323 - Teacher Retirement System	6		1			4		1	6	6		11	7			42

**Exit Survey Reasons for Leaving by Agency**  
Fiscal Year 2006

Agency	No or little career advancement opportunities	Child care/Elder care issues	Poor working conditions/environment (e.g., safety, work-related stress and/or work load issues)	Relationship with co-workers	Personal or family health	Location/transportation issues	Issues with my supervisor/issues with employees I supervise	Other	Better pay/benefits	Relocation (self, spouse, companion)	Inadequate work resources	Retirement	Enter/Return to School	Self-employment	Inadequate Training	Total
327 - Employees Retirement System	2				2		3		4	1		5		1		18
329 - Texas Real Estate Commission	2								1							3
332 - Texas Department of Housing and Community Development	1	1	1	1	1		2	1	3	1		1	4			17
357 - Office of Rural and Community Affairs	2		1		1	1	1		2				1			9
360 - State Office of Administrative Hearings	3						1		1			1				6
362 - Texas Lottery Commission	1	1	3				2		1	3	1	1				13
401 - Adjutant General's Department	2		5		1	1	2		7	3		3				24
403 - Texas Veterans Commission	1				2				2			1				6
405 - Texas Department of Public Safety	17	5	9		17	1	14	2	87	19	2	37	10	3	1	224



**Exit Survey Reasons for Leaving by Agency**  
Fiscal Year 2006

Agency	No or little career advancement opportunities	Child care/Elder care issues	Poor working conditions/environment (e.g., safety, work-related stress and/or work load issues)	Relationship with co-workers	Personal or family health	Location/transportation issues	Issues with my supervisor/issues with employees I supervise	Other	Better pay/benefits	Relocation (self, spouse, companion)	Inadequate work resources	Retirement	Enter/Return to School	Self-employment	Inadequate Training	Total
407 - Commission on Law Enforcement Officer Standards and Education												1				1
411 - Texas Commission on Fire Protection						1										1
448 - Office of Injured Employee Counsel									1							1
450 - Department of Savings and Mortgage Lending	2					1			2			1				6
451 - Texas Department of Banking									2	1						3
452 - Texas Department of Licensing and Regulation	5		1				1		3	1	1	1				13
454 - Texas Department of Insurance	16	2	12	2	4	2	13	1	27	9		11	3			102
455 - Railroad Commission of Texas	6			1		1	5	1	19	4	1	5	2			45

Exit Survey Reasons for Leaving by Agency  
Fiscal Year 2006

Agency	No or little career advancement opportunities	Child care/Elder care issues	Poor working conditions/environment (e.g., safety, work-related stress and/or work load issues)	Relationship with co-workers	Personal or family health	Location/transportation issues	Issues with my supervisor/issues with employees I supervise	Other	Better pay/benefits	Relocation (self, spouse, companion)	Inadequate work resources	Retirement	Enter/Return to School	Self-employment	Inadequate Training	Total
458 - Texas Alcoholic Beverage Commission	4		1			1			4	1	1		2	1		15
460 - Texas Board of Professional Engineers							1				1	1				3
469 - Credit Union Department	1				1											2
472 - Texas Structural Pest Control Board	1						1									2
473 - Public Utility Commission of Texas	3				1				1	1		1				7
476 - Texas Racing Commission	1											1				2
477 - Commission on State Emergency Communications	1								1							2
479 - State Office of Risk Management	1		2						6	1		2	1			13
481 - Texas Board of Professional Geoscientists													1			1

**Exit Survey Reasons for Leaving by Agency**  
Fiscal Year 2006

Agency	No or little career advancement opportunities	Child care/Elder care issues	Poor working conditions/environment (e.g., safety, work-related stress and/or work load issues)	Relationship with co-workers	Personal or family health	Location/transportation issues	Issues with my supervisor/issues with employees I supervise	Other	Better pay/benefits	Relocation (self, spouse, companion)	Inadequate work resources	Retirement	Enter/Return to School	Self-employment	Inadequate Training	Total
503 - Texas Medical Board	3		2		1		2		5			1				14
504 - State Board of Dental Examiners			1		1				1					1		4
507 - Board of Nurse Examiners					1		1						2			4
508 - Texas Board of Chiropractic Examiners	1						1									2
512 - State Board of Podiatric Medical Examiners	1															1
513 - Texas Funeral Service Commission	1								1							2
514 - Texas Optometry Board	1						1									2
529 - Health and Human Services Commission	46	5	65	5	18	6	15	27	67	11	4	25	12	2	10	318
530 - Department of Family and Protective Services	7	14	74	2	14	6	32	4	32	14	3	10	10	2	5	229

**Exit Survey Reasons for Leaving by Agency**  
Fiscal Year 2006

Agency	No or little career advancement opportunities	Child care/Elder care issues	Poor working conditions/environment (e.g., safety, work-related stress and/or work load issues)	Relationship with co-workers	Personal or family health	Location/transportation issues	Issues with my supervisor/issues with employees I supervise	Other	Better pay/benefits	Relocation (self, spouse, companion)	Inadequate work resources	Retirement	Enter/Return to School	Self-employment	Inadequate Training	Total
537 - Department of State Health Services	20	3	21	2	16	4	25	3	28	9	1	31	7	1	2	173
538 - Department of Assistive and Rehabilitative Services	4	1	5				8	1	8	2		8	1			38
539 - Department of Aging and Disability Services	15	7	55	10	27	12	31	5	41	22	3	30	12	2	4	276
551 - Department of Agriculture	5						1		10	1		1				18
554 - Texas Animal Health Commission	1	1		1	1	1	1		5			5				16
580 - Texas Water Development Board	1		2	1					5	1		1		1	1	13
582 - Texas Commission on Environmental Quality	8	2	7			1	6	2	18	7	1	4	3	1		60
592 - Soil and Water Conservation Board						1			1							2

**Exit Survey Reasons for Leaving by Agency**  
Fiscal Year 2006

Agency	No or little career advancement opportunities	Child care/Elder care issues	Poor working conditions/environment (e.g., safety, work-related stress and/or work load issues)	Relationship with co-workers	Personal or family health	Location/transportation issues	Issues with my supervisor/issues with employees I supervise	Other	Better pay/benefits	Relocation (self, spouse, companion)	Inadequate work resources	Retirement	Enter/Return to School	Self-employment	Inadequate Training	Total
601 - Texas Department of Transportation	25	10	10	4	14	12	14	9	79	16	1	40	39	8	1	282
665 - Texas Juvenile Probation Commission							1		1							2
694 - Texas Youth Commission	5	5	25		14	5	10		19	7	2	5	1			98
696 - Department of Criminal Justice	23	18	86	14	58	28	59	6	111	39	7	63	29	7	3	551
701 - Texas Education Agency	3		9	1	3	1	11	1	7	5		3	1		1	46
771 - Texas School for the Blind and Visually Impaired		1								2		1	1			5
772 - Texas School for the Deaf	1	2	1				1		4	5		2	4			20
781 - Higher Education Coordinating Board	2		2				1		4			1				10
802 - Texas Department of Parks and Wildlife	16	2	4	2	3	4	12	5	15	9	1	15	34		1	123

**Exit Survey Reasons for Leaving by Agency**  
Fiscal Year 2006

Agency	No or little career advancement opportunities	Child care/Elder care issues	Poor working conditions/environment (e.g., safety, work-related stress and/or work load issues)	Relationship with co-workers	Personal or family health	Location/transportation issues	Issues with my supervisor/issues with employees I supervise	Other	Better pay/benefits	Relocation (self, spouse, companion)	Inadequate work resources	Retirement	Enter/Return to School	Self-employment	Inadequate Training	Total
809 - State Preservation Board	1				2			1	3	4		2	1			14
<b>Totals</b>	<b>350</b>	<b>101</b>	<b>456</b>	<b>50</b>	<b>226</b>	<b>108</b>	<b>318</b>	<b>82</b>	<b>819</b>	<b>266</b>	<b>31</b>	<b>412</b>	<b>227</b>	<b>41</b>	<b>35</b>	<b>3,522</b>

Source: State of Texas Employee Exit Survey System.

**Recent State Auditor's Office Work**

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Recent SAO Work		
Number	Product Name	Release Date
07-705	A Report on the State's Law Enforcement Salary Schedule (Salary Schedule C)	December 2006
07-704	A Summary Report on Full-Time Equivalent State Employees for Fiscal Year 2006	November 2006
07-703	A Classification Compliance Review Report on the Texas Building and Procurement Commission	October 2006
07-702	A Biennial Report on the State's Classification Plan	September 2006
07-701	A Biennial Report on the Total Compensation Package for State of Texas Employees	September 2006

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