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An Annual Report on

Classified Employee Turnover for Fiscal Year 2007

December 2007

Report No. 08-703



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**Classified Employee Turnover for Fiscal
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Overall Conclusion

The statewide turnover rate for full- and part-time, classified employees at state agencies in fiscal year 2007 was 17.4 percent, based on a total of 25,356 voluntary and involuntary separations.

The 17.4 percent turnover rate is a 10.1 percent increase in the turnover rate compared to fiscal year 2006 (15.8 percent) and the highest turnover rate in the last five years.

However, excluding involuntary separations and retirements decreases the statewide turnover rate to 10.8 percent. This rate is often considered a "true" turnover rate because it reflects "preventable" turnover.

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

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

Scope

The scope of this report included classified regular full- and part-time employees in state agencies during fiscal year 2007. This report does not include data from institutions of higher education.

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

Employee Types

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

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

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

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

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

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

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

For more information regarding this report, please contact Nicole Guerrero, Audit Manager, or John Keel, State Auditor, at (512) 936-9500.

Key Points

The increase in turnover during fiscal year 2007 may be a result of declining unemployment rates and the robust Texas economy.

For the past five years, there appears to have been an inverse relationship between the statewide unemployment rate and the State's voluntary turnover rate for classified regular full- and part-time employees. For example, when the statewide unemployment rate decreased, the State's turnover rate increased.

Economic forecasts reported in the Comptroller of Public Accounts' *Biennial Revenue Estimate 2008-2009* and the Perryman Group's *Perryman Report* predict that the Texas economy will continue to advance at a positive and sustainable pace. However, these reports also predict that the national economy may experience a slowdown as the energy and construction sectors decelerate and settle into more modest and sustainable growth rates. This national slowdown is expected to eventually affect the Texas economy. The statewide unemployment rate for fiscal year 2008 is projected to be 5.3 percent, which may continue to affect the State's turnover rate. Should the state's economy experience a slowdown causing unemployment to increase, it is likely the State's turnover rate will decline.

Retirements accounted for the largest increase in separations during fiscal year 2007.

The number of retirements by state employees increased 47 percent from fiscal year 2006 to fiscal year 2007. Many state employees start considering retirement when they turn 60 years old. Consequently, the 60-and-over age group, which comprises 7.4 percent of the workforce, had a higher turnover rate (18.5 percent) than the State's overall turnover rate of 17.4 percent. As the workforce ages and more employees become eligible to retire—nearly one-third of state agency employees are 50 years old or older—the State may continue to experience an increase in the number of retirements.

Voluntary turnover accounted for 75 percent of the overall turnover for the State's classified regular full- and part-time employees. The remaining 25 percent were involuntary separations (such as dismissal for cause, resignation in lieu of involuntary separation, reduction in force, death, and termination at will).

| Turnover during Fiscal Year 2007 ^a | | |
|--|-----------------------|----------------------------|
| Separation Type | Number of Separations | Percentage of Separations |
| Voluntary Separations from Agency | 15,769 | 62.2% |
| Retirements | 3,138 | 12.4% |
| Total Voluntary Separations | 18,907 | 74.6% |
| Dismissal for Cause | 3,596 | 14.2% |
| Resignation in Lieu of Involuntary Separation | 2,108 | 8.3% |
| Reduction in Force | 268 | 1.1% |
| Death | 225 | 0.9% |
| Termination at Will | 252 | 1.0% |
| Total Involuntary Separations | 6,449 | 25.4% |
| Total Separations | 25,356 | 100.0% ^b |
| ^a The voluntary separations and total separations for fiscal year 2007 exclude interagency transfers because these are not considered a loss to the State. This table does not include data from institutions of higher education. ^b Percentage rounded to equal 100 percent. | | |

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

The Texas Youth Commission experienced the highest turnover (40.7 percent) among large state agencies.

The Juvenile Correctional Officer job classification series experienced the highest turnover rate (45.7 percent) among all job classification series. All employees in this job classification series are employed by the Texas Youth Commission. The Juvenile Correctional Officer job classification series comprises 60.4 percent of the Texas Youth Commission's total workforce.

Three health and human services agencies also experienced high turnover. The Department of Aging and Disability Services' turnover rate was 30.2 percent; the Department of Family and Protective Services had a turnover rate of 23.2 percent; and the Department of State Health Services had a turnover rate of 21.3 percent. The job classification series utilized by these three agencies also had high turnover rates, including MHMR Services Aide/Assistant/Supervisor (40.0 percent turnover rate), Protective Services Specialist (29.5 percent turnover rate), Licensed

Vocational Nurse (27.2 percent turnover rate), and Nurse (20.3 percent turnover rate).

The Department of Criminal Justice had a turnover rate of 20.2 percent. The Correctional Officer job classification series had a turnover rate of 24.1 percent.

Exit survey participation by state agencies has increased by 17.2 percent since fiscal year 2006.

The number of employees who completed an exit survey during fiscal year 2007 was 4,128. This is a 17.2 percent increase from fiscal year 2006. However, this represents only 17.6 percent of the employees who were eligible to complete the survey during fiscal year 2007.

Agencies are required to provide a separating employee with a unique identification code that the employee can use to complete the exit survey. However, there is no explicit requirement that agencies ensure employees complete an exit survey. Agencies should review their exit procedures to ensure they provide exit survey identification codes to eligible separating employees and encourage exit survey participation.

According to statewide exit survey results, the top three reasons employees reported for leaving state employment were for "better pay/benefits," "retirement," or because of "poor working conditions".

Summary of Objective, Scope, and Methodology

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

The scope of this review included classified regular full- and part-time employees in Texas state agencies during fiscal year 2007. This report does not include data from institutions of higher education. The On-Line Exit Survey is offered to all state agency employees who voluntarily separate from state employment. Information pertaining to that tool may include employees outside the scope of this report (that is, temporary employees, exempt employees, and unclassified employees).

The State turnover rate is the percentage of classified regular full- and part-time state employees, excluding employees at institutions of higher education, who voluntarily and involuntarily separate from state employment. Interagency transfers are excluded from the calculation of the State's overall turnover rate because employees who transfer to other state agencies and institutions of higher education are not considered a loss to the State as a whole.

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 data contained in these systems are self-reported by state agencies. The data has not been independently verified by the State Auditor's Office.

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

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

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

¹ The "average number of employees" was calculated by totaling the number of classified employees (defined as someone who worked at any time during a quarter) for each quarter of fiscal year 2007 and then dividing this total by the number of quarters.

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Detailed Results

Chapter 1

Overall Turnover Rate

During fiscal year 2007, the statewide turnover rate for classified regular full- and part-time employees was 17.4 percent based on a total of 25,356 voluntary and involuntary separations, excluding interagency transfers. This is a 10.1 percent increase in the statewide turnover rate from fiscal year 2006 (15.8 percent).

Excluding involuntary separations and retirements, the state turnover rate during fiscal year 2007 was 10.8 percent, compared to 10.6 percent in fiscal year 2006. This rate is often considered more of a "true" turnover rate because it reflects "preventable" turnover.

From fiscal year 2006 to fiscal year 2007, the State experienced a 3.0 percent increase in the number of voluntary separations from state agencies. However, the largest increase in separations was the result of retirements (47.0 percent). Table 1 lists the percent change for all types of separations for fiscal years 2006 and 2007.

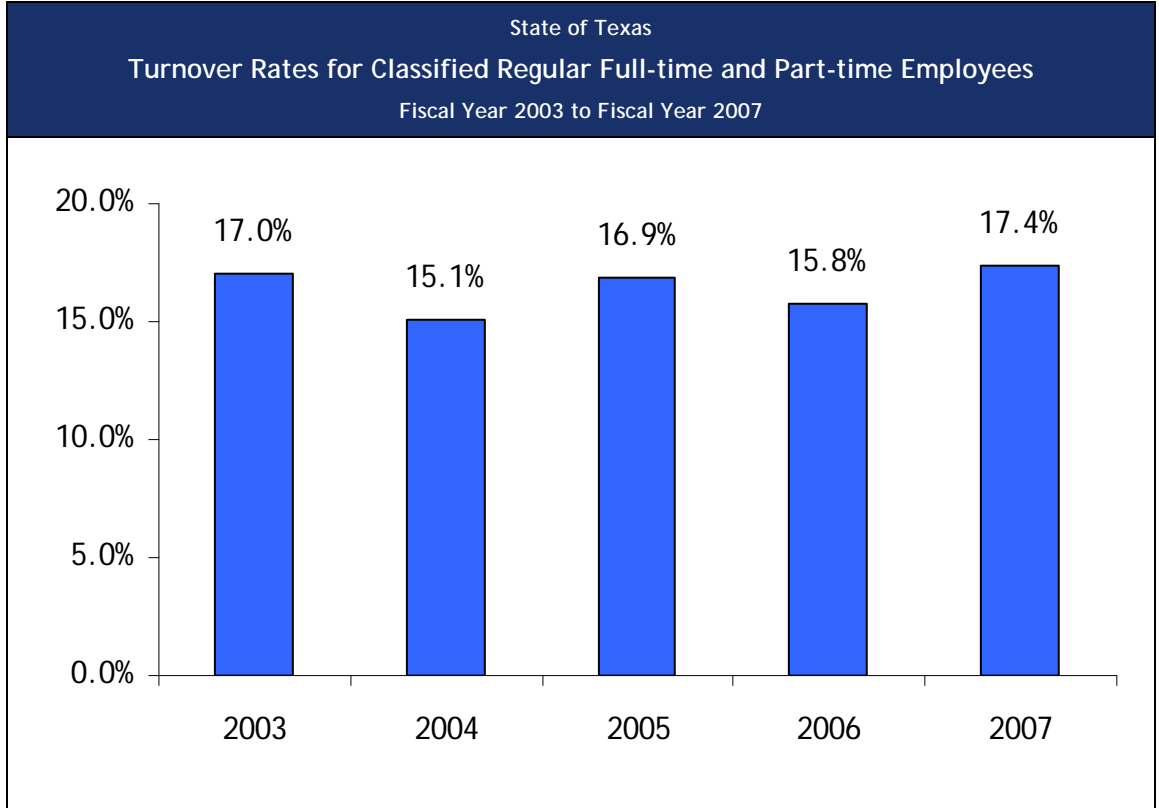
Table 1

| Separations for Fiscal Years 2006 and 2007 ^a | | | |
|--|------------------|------------------|----------------|
| Separation Type | Fiscal Year 2006 | Fiscal Year 2007 | Percent Change |
| Average Headcount | 144,934.50 | 145,721.50 | 0.5% |
| Voluntary Separations | | | |
| Retirements | 2,135 | 3,138 | 47.0% |
| Voluntary Separation from Agency | 15,315 | 15,769 | 3.0% |
| Total Voluntary | 17,450 | 18,907 | 8.3% |
| Involuntary Separations | | | |
| Death | 245 | 225 | -8.2% |
| Dismissal for Cause | 2,794 | 3,596 | 28.7% |
| Reduction in Force | 239 | 268 | 12.1% |
| Resignation in Lieu of Involuntary Separation | 1,995 | 2,108 | 5.7% |
| Termination at Will | 182 | 252 | 38.5% |
| Total Involuntary | 5,455 | 6,449 | 18.2% |
| Total All Separations | 22,905 | 25,356 | 10.7% |
| ^a The voluntary separations and total separations for fiscal years 2006 and 2007 exclude interagency transfers because these are not viewed as a loss to the State. This table does not include data from institutions of higher education. | | | |

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

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

Figure 1



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

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

However, some turnover will always occur and is normal for any organization. Turnover can create positive outcomes for employers because they can replace low-performing employees with high-performing employees. There is often a financial benefit gained as a result of the difference in the salary paid to an experienced employee who separates from an agency versus the salary paid to a new employee who takes the departing employee's

position. However, when organizations start losing their high-performing, highly skilled, and experienced employees, turnover may begin to negatively affect organizations' business operations.

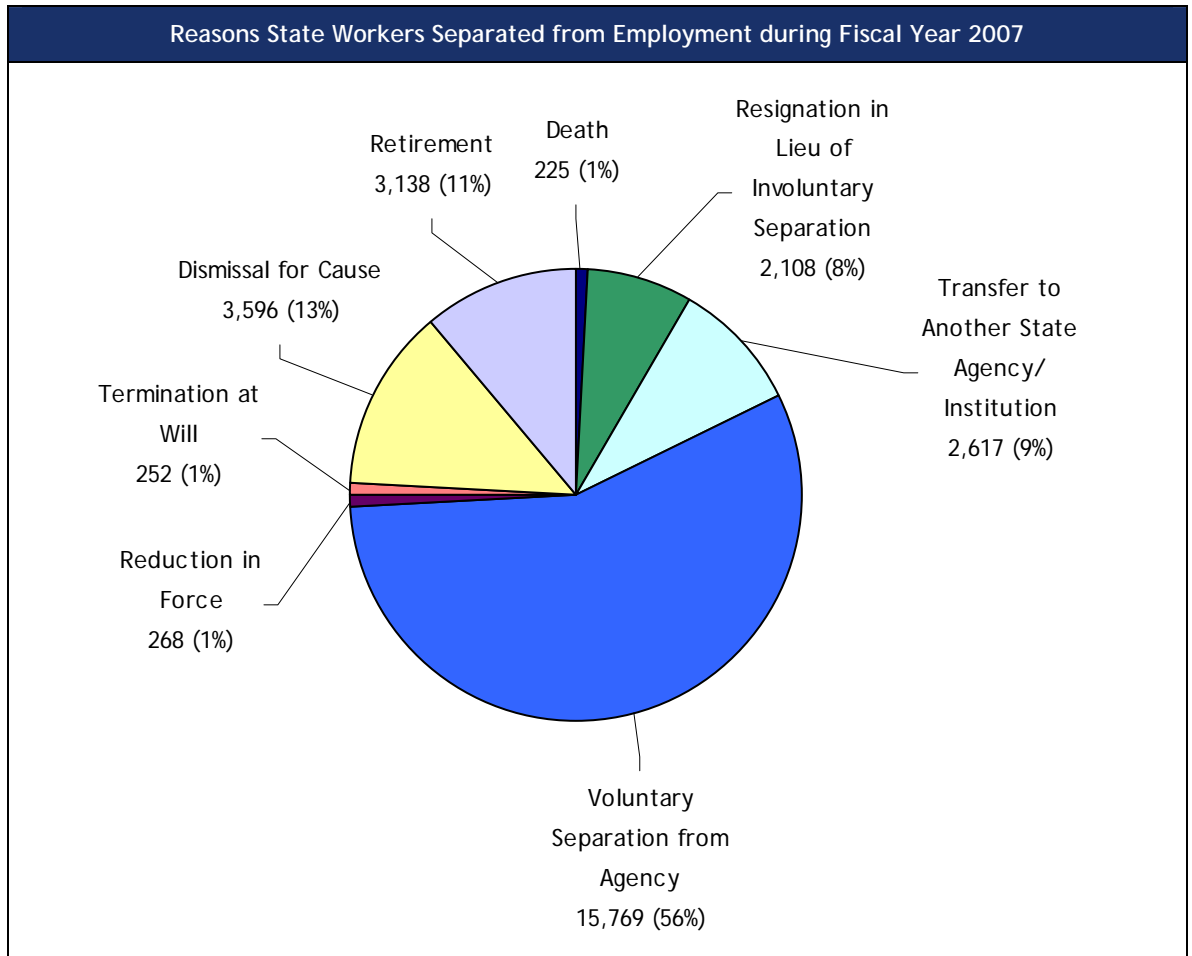
Voluntary and Involuntary Turnover

The majority of the State's classified regular full- and part-time employee separations were voluntary separations by the employee (75 percent). Involuntary separations accounted for the remaining classified regular full- and part-time employee separations (25 percent).

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

Involuntary separation types include: dismissal for cause, death, reduction in force, resignation in lieu of separation, and termination at will. Figure 2 on the next page provides information on the reasons state workers separated from employment in fiscal year 2007. Appendix 2 provides additional details on the reasons state employees separated from employment in fiscal years 2003 to 2007.

Figure 2



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

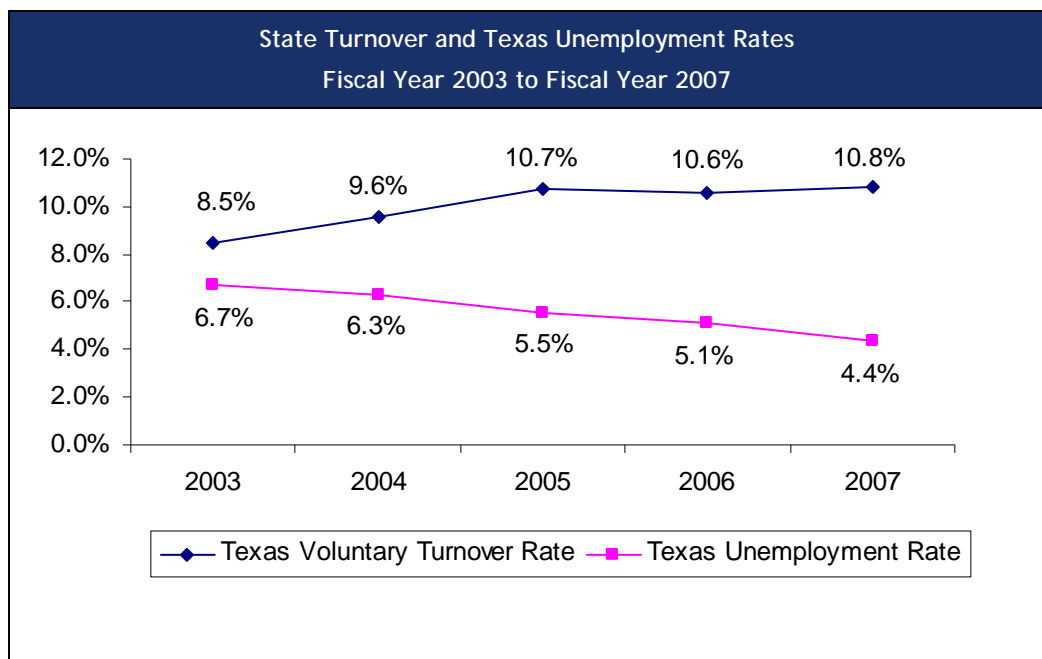
Comparison of State Voluntary Turnover Rate with the Texas Economy

The State experienced an increase in voluntary turnover for classified regular full- and part-time employees between fiscal years 2006 and 2007, while at the same time the unemployment rate in Texas declined.

As shown in Figure 3 on the next page, there appears to have been an inverse relationship between the statewide unemployment rate and the State's voluntary turnover rate for classified regular full- and part-time employees for four of the past five fiscal years. For example, when the State's voluntary turnover rate increased, the statewide unemployment rate decreased. The one exception is fiscal year 2006, when both the statewide unemployment and State's voluntary turnover rates decreased.

Economic forecasts reported by the Comptroller of Public Accounts' *Biennial Revenue Estimate 2008-2009* and the Perryman Group's *Perryman Report*² predict that the Texas economy will continue to advance at a positive and sustainable pace. However, these reports also predict that the national economy may experience a slowdown as the energy and construction sectors decelerate and settle into more modest and sustainable growth rates. This national slowdown is expected to eventually affect the Texas economy. The unemployment rate for fiscal year 2008 is estimated to be 5.3 percent, which may continue to affect the State's turnover rate for classified regular full- and part-time employees. Should the Texas economy experience a slowdown causing unemployment to increase, it is likely that the State's turnover rate will decline.

Figure 3



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

² "The Long-Term Outlook for the United States, Texas, and the State's Metro Areas," *The Perryman Report*, June/July 2007, The Perryman Group. The Perryman Group issues short-term and long-term economic forecasts on a periodic basis.

Turnover Demographics

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

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

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

Chapter 2-A

Turnover by Gender

Females have a slightly higher turnover rate (17.6 percent) than males (see Table 2). Exit survey results for fiscal year 2007 indicate that the top two reasons cited by both females and males for leaving employment with their state agencies was for better pay/benefits and retirement.

Table 2

| Turnover by Gender during Fiscal Year 2007 | | | | | |
|--|-------------------|-------------------------|---------------|---------------------------|---------------|
| Gender | Average Headcount | Percentage of Headcount | Separations | Percentage of Separations | Turnover Rate |
| Female | 79,248.75 | 54.4% | 13,963 | 55.1% | 17.6% |
| Male | 66,472.75 | 45.6% | 11,393 | 44.9% | 17.1% |
| Totals | 145,721.50 | 100.0% | 25,356 | 100.0% | 17.4% |

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

Chapter 2-B

Turnover by Age

The turnover rate was highest (40.4 percent) in the under-30 age group (see Table 3). Turnover for the 30-to-39 (18.1 percent) and 60-and-older age groups (18.5 percent) was higher than the overall turnover rate for classified regular full- and part-time employees (17.4 percent).

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

Table 3

| Turnover by Age Group during Fiscal Year 2007 | | | | | |
|---|-------------------|-------------------------|---------------|---------------------------|---------------|
| Age Group | Average Headcount | Percentage of Headcount | Separations | Percentage of Separations | Turnover Rate |
| 16 to 29 | 21,617.25 | 14.8% | 8,736 | 34.5% | 40.4% |
| 30 to 39 | 33,076.50 | 22.7% | 6,000 | 23.7% | 18.1% |
| 40 to 49 | 42,638.25 | 29.3% | 4,237 | 16.7% | 9.9% |
| 50 to 59 | 37,583.75 | 25.8% | 4,383 | 17.3% | 11.7% |
| 60 to 69 | 10,160.50 | 7.0% | 1,861 | 7.3% | 18.3% |
| 70 or Older | 611.25 | 0.4% | 134 | 0.5% | 21.9% |
| Age Unknown | 34.00 | 0.0% | 5 | 0.0% | 14.7% |
| Totals | 145,721.50 | 100.0% | 25,356 | 100.0% | 17.4% |

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

Chapter 2-C

Turnover by Ethnicity

Blacks have the highest turnover rate (22.3 percent) of all ethnic groups (see Table 4). Hispanics and Whites both have the second highest turnover rate (16.1 percent).

Exit survey results indicate the top reason for leaving state employment cited by employees across all ethnic groups was for better pay/benefits. For those of White and Hispanic ethnicity, the second most frequently cited reason was retirement. Poor working conditions/environment was the second most frequently cited reason by Blacks for leaving state employment.

Table 4

| Turnover by Ethnic Group during Fiscal Year 2007 | | | | | |
|--|-------------------|-------------------------|---------------|---------------------------|---------------|
| Ethnic Group | Average Headcount | Percentage of Headcount | Separations | Percentage of Separations | Turnover Rate |
| Black | 30,843.25 | 21.2% | 6,868 | 27.1% | 22.3% |
| Hispanic | 33,151.25 | 22.7% | 5,322 | 21.0% | 16.1% |
| White | 78,663.75 | 54.0% | 12,680 | 50.0% | 16.1% |
| Other | 3,063.25 | 2.1% | 486 | 1.9% | 15.9% |
| Totals | 145,721.50 | 100.0% | 25,356 | 100.0% | 17.4% |

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

Chapter 2-D

Turnover by Employee Type

Turnover by employee type is generally proportional to each employee type's representation within the State's overall workforce (see Table 5).

Table 5

| Turnover by Employee Type during Fiscal Year 2007 | | | | | |
|---|-------------------|-------------------------|-------------------|---------------------------|---------------|
| Employee Type | Average Headcount | Percentage of Headcount | Total Separations | Percentage of Separations | Turnover Rate |
| Classified Regular Full-Time Employees | 143,620.50 | 98.6% | 24,617 | 97.1% | 17.1% |
| Classified Regular Part-Time Employees | 2,101.00 | 1.4% | 739 | 2.9% | 35.2% |
| Totals | 145,721.50 | 100.0% | 25,356 | 100.0% | 17.4% |

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

Chapter 2-E

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.

Employees in Salary Schedule A experienced the highest turnover rate (21.8 percent) within the State's three classified salary schedules (see Table 6). The State's law enforcement schedule (Salary Schedule C) experienced the lowest turnover rate (6.0 percent).

Table 6

| Turnover by Classified Salary Schedule during Fiscal Year 2007 | | | | | |
|--|-------------------|-------------------------|---------------|---------------------------|---------------|
| Salary Schedule | Average Headcount | Percentage of Headcount | Separations | Percentage of Separations | Turnover Rate |
| A | 78,762.25 | 54.0% | 17,199 | 67.8% | 21.8% |
| B | 62,504.25 | 42.9% | 7,888 | 31.1% | 12.6% |
| C | 4,455.00 | 3.1% | 269 | 1.1% | 6.0% |
| Totals | 145,721.50 | 100.0% | 25,356 | 100.0% | 17.4% |

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

Chapter 2-F

Turnover by General Appropriations Act Article

Health and Human Services had the highest turnover rate (20.0 percent) among all General Appropriations Act articles (see Table 7). The Health and Human Services turnover rate is affected by the high turnover rate among the MHMR Services Aide/Assistant/Supervisor class series (40.0 percent). Public Safety and Criminal Justice had the second highest turnover rate (19.4 percent) among General Appropriation Act articles. The Public Safety and Criminal Justice turnover rate is affected by the high turnover rate among the Correctional Officer class series (45.7 percent). Also, the Judiciary had a turnover rate (18.4 percent) that was higher than the average turnover rate for classified regular full- and part-time employees (17.4 percent). However, the Judiciary turnover rate is influenced by the large number of court law clerk positions, which are positions that are typically one-year appointments.

Table 7

| Turnover by General Appropriations Act Article during Fiscal Year 2007 | | | | | |
|--|-------------------|-------------------------|---------------|---------------------------|---------------|
| Article | Average Headcount | Percentage of Headcount | Separations | Percentage of Separations | Turnover Rate |
| I - General Government | 9,523.50 | 6.5% | 1,383 | 5.5% | 14.5% |
| II - Health and Human Services | 48,558.50 | 33.3% | 9,694 | 38.2% | 20.0% |
| III - Education | 2,031.25 | 1.4% | 226 | 0.9% | 11.1% |
| IV - Judiciary | 664.75 | 0.5% | 122 | 0.5% | 18.4% |
| V - Public Safety and Criminal Justice | 54,864.50 | 37.7% | 10,621 | 41.9% | 19.4% |
| VI - Natural Resources | 8,152.75 | 5.6% | 921 | 3.6% | 11.3% |
| VII - Business and Economic Development | 18,510.50 | 12.7% | 1,994 | 7.9% | 10.8% |
| VIII - Regulatory | 3,415.75 | 2.3% | 395 | 1.6% | 11.6% |
| Totals | 145,721.50 | 100.0% | 25,356 | 100.0% | 17.4% |

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

Turnover by Agency

The Texas Youth Commission experienced the highest turnover rate (40.7 percent), excluding state agencies with fewer than 1,000 employees, during fiscal year 2007. Table 8 provides turnover rates (including interagency transfers) for agencies with 1,000 or more employees. Appendix 3 provides turnover rates for all state agencies.

Selected state agency turnover rates for fiscal year 2007 may have been affected by the consolidation of some information technology operations to the Texas Data Center, which resulted in the elimination of some information technology positions.

Table 8

| Turnover by Agency during Fiscal Year 2007 (Excludes those with fewer than 1,000 employees) | | | | | |
|--|-------------------|-------------------------|-------------|---------------------------|---------------|
| Agency | Average Headcount | Percentage of Headcount | Separations | Percentage of Separations | Turnover Rate |
| 694 - Texas Youth Commission | 4,647.50 | 3.2% | 1,890 | 6.8% | 40.7% |
| 539 - Department of Aging and Disability Services | 15,178.75 | 10.4% | 4,581 | 16.4% | 30.2% |
| 530 - Department of Family and Protective Services | 9,841.00 | 6.8% | 2,284 | 8.2% | 23.2% |
| 537 - Department of State Health Services | 12,393.75 | 8.5% | 2,637 | 9.4% | 21.3% |
| 696 - Department of Criminal Justice | 40,624.25 | 27.9% | 8,206 | 29.3% | 20.2% |
| 302 - Office of the Attorney General | 4,202.75 | 2.9% | 739 | 2.6% | 17.6% |
| 320 - Texas Workforce Commission | 2,923.00 | 2.0% | 478 | 1.7% | 16.4% |
| 454 - Department of Insurance ^a | 1,634.50 | 1.1% | 260 | 0.9% | 15.9% |
| 529 - Health and Human Services Commission | 7,951.75 | 5.5% | 1,120 | 4.0% | 14.1% |
| 802 - Parks and Wildlife Department | 2,909.00 | 2.0% | 405 | 1.4% | 13.9% |
| 304 - Comptroller of Public Accounts | 2,780.75 | 1.9% | 336 | 1.2% | 12.1% |
| 582 - Commission on Environmental Quality | 2,926.25 | 2.0% | 345 | 1.2% | 11.8% |
| 601 - Department of Transportation | 14,923.00 | 10.2% | 1,615 | 5.8% | 10.8% |
| 538 - Department of Assistive and Rehabilitative Services | 3,193.25 | 2.2% | 343 | 1.2% | 10.7% |
| 405 - Department of Public Safety | 8,162.50 | 5.6% | 802 | 2.9% | 9.8% |

^a The 80th Legislature approved the transfer of 23 employees from the Department of Insurance to the Office of Injured Employee Counsel.

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

Turnover by Occupational Category

The Social Services occupational category had the highest turnover rate (26.2 percent), followed by the Criminal Justice occupational category (23.7 percent). Both occupational categories account for 59.2 percent of the State's total separations. Table 9 provides turnover rates for occupational categories.

Table 9

| Turnover by Occupational Category during Fiscal Year 2007 | | | | | |
|---|-------------------|-------------------------|---------------|---------------------------|---------------|
| Occupational Category | Average Headcount | Percentage of Headcount | Separations | Percentage of Separations | Turnover Rate |
| Accounting, Auditing, and Finance | 5,120.25 | 3.5% | 475 | 1.9% | 9.3% |
| Administrative Support | 17,840.50 | 12.2% | 2,248 | 8.9% | 12.6% |
| Criminal Justice | 33,874.00 | 23.2% | 8,033 | 31.7% | 23.7% |
| Custodial and Domestic | 4,186.75 | 2.9% | 865 | 3.4% | 20.7% |
| Education | 149.00 | 0.1% | 32 | 0.1% | 21.5% |
| Employment | 1,060.50 | 0.7% | 185 | 0.7% | 17.4% |
| Engineering and Design | 9,283.50 | 6.4% | 1,094 | 4.3% | 11.8% |
| Human Resources | 1,230.25 | 0.8% | 120 | 0.5% | 9.8% |
| Information Technology | 4,874.25 | 3.3% | 764 | 3.0% | 15.7% |
| Inspectors and Investigators | 2,028.00 | 1.4% | 232 | 0.9% | 11.4% |
| Insurance | 1,029.75 | 0.7% | 107 | 0.4% | 10.4% |
| Land Surveying, Appraising, and Utilities | 295.25 | 0.2% | 32 | 0.1% | 10.8% |
| Law Enforcement | 4,455.00 | 3.1% | 269 | 1.1% | 6.0% |
| Legal | 2,799.50 | 1.9% | 386 | 1.5% | 13.8% |
| Library and Records | 215.75 | 0.1% | 23 | 0.1% | 10.7% |
| Maintenance | 3,729.50 | 2.6% | 473 | 1.9% | 12.7% |
| Medical and Health | 5,186.50 | 3.6% | 986 | 3.9% | 19.0% |
| Natural Resources | 2,590.00 | 1.8% | 249 | 1.0% | 9.6% |
| Office Services | 219.00 | 0.2% | 22 | 0.1% | 10.0% |
| Planning, Research, and Statistics | 558.00 | 0.4% | 66 | 0.3% | 11.8% |
| Procedures and Information | 581.00 | 0.4% | 68 | 0.3% | 11.7% |
| Program Management | 14,676.25 | 10.1% | 1,279 | 5.0% | 8.7% |
| Property Management and Purchasing | 1,772.50 | 1.2% | 177 | 0.7% | 10.0% |
| Public Safety | 1,044.75 | 0.7% | 156 | 0.6% | 14.9% |
| Safety | 281.00 | 0.2% | 35 | 0.1% | 12.5% |
| Social Services | 26,640.75 | 18.3% | 6,980 | 27.5% | 26.2% |
| Totals | 145,721.50 | 100.0% | 25,356 | 100.0% | 17.4% |

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

Turnover by Job Classification Series

The Juvenile Correctional Officer job classification series had the highest turnover rate (45.7 percent) in fiscal year 2007 among all job classification series. Seventeen job classification series had turnover rates of 20.0 percent or higher.

The Texas Workforce Commission predicts that food service workers, registered nurses, personal care aides, custodians, and teacher assistants will be among the 25 jobs categories that will have the highest number of openings between the years 2004 and 2014. These positions within the State had turnover rates of more than 20.0 percent. Consequently, the State may continue to experience high turnover rates among these positions.

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

Table 10

| Turnover by Job Classification Series during Fiscal Year 2007 (Excludes those with fewer than 100 employees) | | | | | |
|---|-------------------|-------------------------|-------------|---------------------------|---------------|
| Job Classification Series | Average Headcount | Percentage of Headcount | Separations | Percentage of Separations | Turnover Rate |
| Juvenile Correctional Officer | 2,808.00 | 1.9% | 1,282 | 5.1% | 45.7% |
| MHMR Services Aide/Assistant/Supervisor | 9,809.25 | 6.7% | 3,919 | 15.5% | 40.0% |
| Food Service Worker | 803.25 | 0.6% | 293 | 1.2% | 36.5% |
| Engineering Aide | 492.75 | 0.3% | 161 | 0.6% | 32.7% |
| Protective Services Specialist | 4,999.75 | 3.4% | 1,475 | 5.8% | 29.5% |
| Licensed Vocational Nurse | 1,147.25 | 0.8% | 312 | 1.2% | 27.2% |
| Laundry Worker | 117.75 | 0.1% | 32 | 0.1% | 27.2% |
| Cook | 332.00 | 0.2% | 84 | 0.3% | 25.3% |
| Correctional Officer | 25,247.25 | 17.3% | 6,079 | 24.0% | 24.1% |
| Case Manager | 745.25 | 0.5% | 177 | 0.7% | 23.8% |
| Database Administrator ^a | 142.75 | 0.1% | 31 | 0.1% | 21.7% |
| Teacher Aide | 149.00 | 0.1% | 32 | 0.1% | 21.5% |
| Correctional Transportation Officer | 121.50 | 0.1% | 26 | 0.1% | 21.4% |
| Custodian | 1,028.25 | 0.7% | 220 | 0.9% | 21.4% |
| Nurse | 1,745.25 | 1.2% | 355 | 1.4% | 20.3% |

| Turnover by Job Classification Series during Fiscal Year 2007 (Excludes those with fewer than 100 employees) | | | | | |
|---|-------------------|-------------------------|-------------|---------------------------|---------------|
| Job Classification Series | Average Headcount | Percentage of Headcount | Separations | Percentage of Separations | Turnover Rate |
| Network Specialist ^a | 628.50 | 0.4% | 126 | 0.5% | 20.0% |
| Employment Specialist | 748.50 | 0.5% | 150 | 0.6% | 20.0% |

^a Turnover for the Database Administrator and Network Specialist job classification series may have been influenced by the outsourcing of some information technology services under the State's data consolidation project.

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

Chapter 2-J

Turnover by Equal Employment Opportunity Category

Description of Job Categories

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

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

The Service - Maintenance equal employment opportunity (EEO) category had the highest turnover rate (35.4 percent), followed by the Protective Service Workers category (23.7 percent) among EEO categories (see Table 11). The Service - Maintenance EEO category includes workers who perform duties that result in or contribute to the comfort, convenience, hygiene, or safety of the general public or that contribute to the upkeep and care of buildings, facilities, or grounds of public property. Employees falling within this category include MHMR services aides, assistants, and supervisors. The Protective Service Workers EEO category includes

occupations in which workers are entrusted with public safety, security, and protection, such as correctional officers.

Table 11

| Turnover by EEO Category during Fiscal Year 2007 | | | | | |
|--|-------------------|-------------------------|-------------|---------------------------|---------------|
| EEO Category | Average Headcount | Percentage of Headcount | Separations | Percentage of Separations | Turnover Rate |
| Administrative Support | 15,791.25 | 10.8% | 2,114 | 8.3% | 13.4% |
| Elected Officials Staff ^a | 1.75 | 0.0% | 2 | 0.0% | 114.3% |
| Officials and Administrators | 4,114.75 | 2.8% | 389 | 1.5% | 9.5% |
| Paraprofessionals | 9,530.25 | 6.5% | 1,281 | 5.1% | 13.4% |
| Professionals | 45,960.00 | 31.5% | 5,139 | 20.3% | 11.2% |
| Protective Service Workers | 39,465.50 | 27.1% | 9,336 | 36.8% | 23.7% |
| Service - Maintenance | 13,587.25 | 9.3% | 4,809 | 19.0% | 35.4% |
| Skilled Craft Workers | 6,959.50 | 4.8% | 858 | 3.4% | 12.3% |

| Turnover by EEO Category during Fiscal Year 2007 | | | | | |
|--|-------------------|-------------------------|---------------|---------------------------|---------------|
| EEO Category | Average Headcount | Percentage of Headcount | Separations | Percentage of Separations | Turnover Rate |
| Technicians | 10,311.25 | 7.1% | 1,428 | 5.6% | 13.8% |
| Totals | 145,721.50 | 100.0% | 25,356 | 100.0% | 17.4% |

^a The Elected Officials Staff category actually had the highest turnover rate although the rate was not statistically significant.

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

Chapter 2-K

Turnover by Length of State Service

Employees with fewer than five years of state service had the highest turnover rate (32.2 percent) compared to employees with five years or more of state service (10.1 percent). Table 12 lists turnover rates by length of state service.

Table 12

| Turnover by Length of State Service during Fiscal Year 2007 | | | | | |
|---|-------------------|-------------------------|---------------|---------------------------|---------------|
| Length of State Service | Average Headcount | Percentage of Headcount | Separations | Percentage of Separations | Turnover Rate |
| Fewer than 2 years | 26,823.25 | 18.4% | 11,038 | 43.5% | 41.2% |
| 2 to 4.99 Years | 21,256.25 | 14.6% | 4,467 | 17.6% | 21.0% |
| 5 to 9.99 Years | 31,515.50 | 21.6% | 3,757 | 14.8% | 11.9% |
| 10 to 14.99 Years | 25,977.00 | 17.8% | 2,207 | 8.7% | 8.5% |
| 15 to 19.99 Years | 18,437.25 | 12.7% | 1,318 | 5.2% | 7.1% |
| 20 to 24.99 Years | 11,354.75 | 7.8% | 1,035 | 4.1% | 9.1% |
| 25 to 29.99 Years | 6,723.25 | 4.6% | 929 | 3.7% | 13.8% |
| 30 to 34.99 Years | 2,799.00 | 1.9% | 466 | 1.8% | 16.6% |
| Greater than 35 Years | 821.50 | 0.6% | 129 | 0.5% | 15.7% |
| Unknown | 13.75 | 0.0% | 10 | 0.0% | 72.7% |
| Totals | 145,721.50 | 100.0% | 25,356 | 100.0% | 17.4% |

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

Chapter 2-L

Turnover by Region and County

The West Texas region experienced the highest turnover rate (26.4 percent) among all regions of the state. The Capital region, which has the largest number of employees, experienced a turnover rate of 13.2 percent during fiscal year 2007. Table 13 on the next page provides turnover rates by region.

Sixty-nine counties experienced turnover rates greater than the overall statewide turnover rate of classified regular full- and part-time employees of 17.4 percent. Appendix 5 provides turnover rates for all Texas counties.

Table 13

| Turnover by Region during Fiscal Year 2007 | | | | | |
|--|-------------------|-------------------------|---------------|---------------------------|---------------|
| Region | Average Headcount | Percentage of Headcount | Separations | Percentage of Separations | Turnover Rate |
| 01 - Alamo | 8,610.00 | 5.9% | 1,614 | 6.4% | 18.7% |
| 02 - Capital | 37,348.75 | 25.6% | 4,921 | 19.4% | 13.2% |
| 03 - Central Texas | 11,256.50 | 7.7% | 2,480 | 9.8% | 22.0% |
| 04 - Coastal Bend | 5,612.50 | 3.9% | 1,022 | 4.0% | 18.2% |
| 05 - Gulf Coast | 22,414.50 | 15.4% | 4,091 | 16.1% | 18.3% |
| 06 - High Plains | 7,470.50 | 5.1% | 1,326 | 5.2% | 17.7% |
| 07 - Metroplex | 13,999.75 | 9.6% | 2,494 | 9.8% | 17.8% |
| 08 - Northwest Texas | 9,287.00 | 6.4% | 1,803 | 7.1% | 19.4% |
| 09 - South Texas Border | 5,502.75 | 3.8% | 663 | 2.6% | 12.0% |
| 10 - Southeast Texas | 7,310.50 | 5.0% | 1,590 | 6.3% | 21.7% |
| 11 - Upper East Texas | 9,139.25 | 6.3% | 1,732 | 6.8% | 19.0% |
| 12 - Upper Rio Grande | 3,057.50 | 2.1% | 377 | 1.5% | 12.3% |
| 13 - West Texas | 4,711.00 | 3.2% | 1,243 | 4.9% | 26.4% |
| 14 - Other | 1.00 | 0.0% | 0 | 0.0% | 0.0% |
| Totals | 145,721.50 | 100.0% | 25,356 | 100.0% | 17.4% |

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

Exit Survey Results

Exit Surveys

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

During fiscal year 2007, 4,128 employees at state agencies (excluding institutions of higher education) completed the state employee on-line exit survey. This represents 17.6 percent of the employees who were eligible to complete the survey.

Table 14 provides a summary of the reasons that employees cited for leaving state employment in fiscal years 2006 and 2007. Appendix 6 provides the overall results of the exit surveys completed during fiscal year 2007.

Table 14

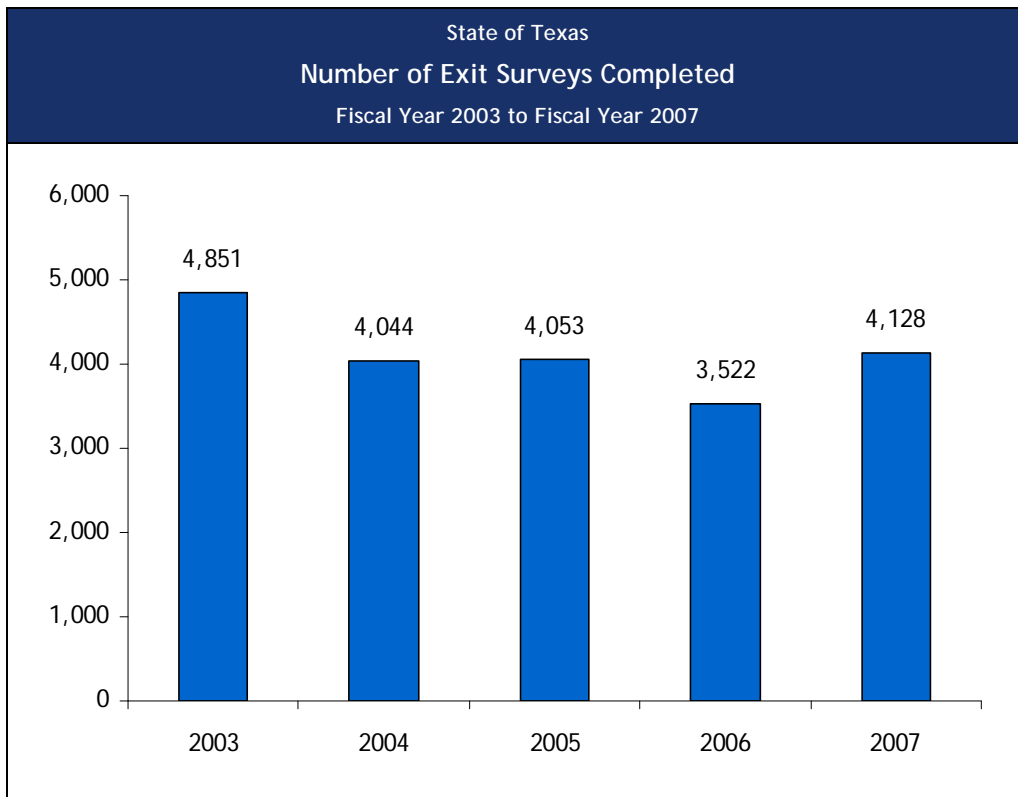
| Reasons Cited in Exit Surveys for Leaving State Employment | | | | |
|--|-----------------------|------------------------------------|-----------------------|------------------------------------|
| Reason for Leaving | Fiscal Year 2006 | | Fiscal Year 2007 | |
| | Number of Respondents | Percentage of Exit Survey Response | Number of Respondents | Percentage of Exit Survey Response |
| Better Pay/Benefits | 819 | 23.3% | 1,009 | 24.4% |
| Retirement | 412 | 11.7% | 643 | 15.6% |
| Poor working conditions/environment (for example, safety, work-related stress, and/or workload issues) | 456 | 12.9% | 483 | 11.7% |
| Issues with my supervisor/Issues with the employees I supervise | 318 | 9.0% | 386 | 9.4% |
| No or little career opportunities | 350 | 9.9% | 364 | 8.8% |
| Personal or family health | 226 | 6.4% | 287 | 7.0% |
| Enter/Return to school | 227 | 6.4% | 283 | 6.9% |
| Relocation (self, spouse, companion) | 266 | 7.6% | 237 | 5.7% |
| Location/Transportation issues | 108 | 3.1% | 102 | 2.5% |
| Child care/Elder care issues | 101 | 2.9% | 87 | 2.1% |
| Other | 82 | 2.3% | 82 | 2.0% |
| Inadequate training | 35 | 1.0% | 54 | 1.3% |
| Relationship with co-workers | 50 | 1.4% | 45 | 1.1% |
| Self-employment | 41 | 1.2% | 38 | 0.9% |
| Inadequate work resources | 31 | 0.9% | 28 | 0.7% |
| Totals | 3,522 | 100.0% | 4,128 | 100.0% |

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

As the information in Table 15 on the next page shows, the actual number of exit surveys completed by eligible employees has increased by 17.2 percent since fiscal year 2006. Agencies are required to provide a separating

employee a unique identification code that the employee can use to complete the exit survey. However, there is no explicit requirement that agencies ensure employees complete an exit survey. Agencies should review their exit procedures to ensure they provide exit survey identification codes to eligible separating employees and encourage exit survey participation.

Table 15



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

Appendices

Appendix 1

Objective, Scope, and Methodology

Objective

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

Scope

The scope of this review included classified regular full- and part-time employees in state agencies during fiscal year 2007. This report does not include data from institutions of higher education. The On-Line Exit Survey is offered to all employees who voluntarily separate from state employment. Information pertaining to that tool may include employees outside the scope of this report (that is, temporary employees, exempt employees, and unclassified employees).

Methodology

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

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

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

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

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

The Employee Exit Survey is an online system to provide employees who separate voluntarily an opportunity to give feedback about their reasons for leaving state employment. In fiscal year 2007, a total of 4,128 employees completed the exit survey. This number includes all employee types (that is, classified full-time, classified part-time, non-classified full-time, and non-classified part-time).

Agency-specific exit survey results (for example, reasons for leaving and exit survey statistics) are provided to agencies on a quarterly basis.

Project Information

Fieldwork was conducted from October 2007 through November 2007. This project was a review; therefore, the information in this report was not subjected to all the tests and confirmations that would be performed in an audit. However, the information in this report was subject to certain quality control procedures to ensure accuracy and compliance with generally accepted compensation practices.

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

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

³ The "average number of employees" was calculated by totaling the number of classified employees (defined as someone who worked at any time during a quarter) for each quarter of fiscal year 2007 and then dividing this total by the number of quarters.

Reasons State Employees Separated from Employment during Fiscal Years 2003-2007

Table 16 provides a summary of the reasons state employees separated from employment for fiscal years 2003 through 2007. Interagency transfers are included in the results for Table 16.

Table 16

| Reasons State Employees Separated from Employment Fiscal Years 2003 through 2007 | | | | | | | | | | |
|---|------------------|---------------------------|------------------|---------------------------|------------------|---------------------------|------------------|---------------------------|------------------|---------------------------|
| Reason for Separation | Fiscal Year 2007 | | Fiscal Year 2006 | | Fiscal Year 2005 | | Fiscal Year 2004 | | Fiscal Year 2003 | |
| | Separations | Percentage of Separations | Separations | Percentage of Separations | Separations | Percentage of Separations | Separations | Percentage of Separations | Separations | Percentage of Separations |
| Voluntary Separation from Agency | 15,769 | 56.37% | 15,315 | 58.89% | 15,439 | 55.72% | 13,888 | 22.76% | 12,788 | 46.53% |
| Transfer to Another Agency | 2,617 | 9.36% | 3,100 | 11.92% | 3,290 | 11.87% | 39,089 | 64.05% | 1,864 | 6.78% |
| Retirement | 3,138 | 11.22% | 2,135 | 8.21% | 3,953 | 14.27% | 3,060 | 5.01% | 6,860 | 24.96% |
| Total Voluntary Turnover | 21,524 | 76.95% | 20,550 | 79.02% | 22,682 | 81.87% | 56,037 | 91.82% | 21,512 | 78.28% |
| Dismissal for Cause | 3,596 | 12.86% | 2,794 | 10.74% | 2,758 | 9.95% | 2,619 | 4.29% | 2,770 | 10.08% |
| Resignation in Lieu of Separation | 2,108 | 7.54% | 1,995 | 7.67% | 1,728 | 6.24% | 1,618 | 2.65% | 1,546 | 5.63% |
| Reduction in Force | 268 | 0.96% | 239 | 0.92% | 98 | 0.35% | 379 | 0.62% | 1,243 | 4.52% |
| Death | 225 | 0.80% | 245 | 0.94% | 225 | 0.81% | 191 | 0.31% | 237 | 0.86% |
| Termination at Will | 252 | 0.90% | 182 | 0.70% | 215 | 0.78% | 183 | 0.30% | 174 | 0.63% |
| Total Involuntary Turnover | 6,449 | 23.05% | 5,455 | 20.98% | 5,024 | 18.13% | 4,990 | 8.18% | 5,970 | 21.72% |
| Total Separations | 27,973 | 100.00% | 26,005 | 100.00% | 27,706 | 100.00% | 61,027 | 100.00% | 27,482 | 100.00% |

Employee Turnover by State Agency

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

Selected state agency turnover rates may have been affected by the consolidation of some information technology operations to the Texas Data Center, which resulted in the elimination of some information technology positions.

Table 17

| Employee Turnover by State Agency during Fiscal Year 2007 ^a | | | | | | | | | |
|--|-------------------------|---------------------------|-----------------------|-------------------------|-------------|--------------------------|--------------------------|-------------------|---------------------|
| Agency | Involuntary Separations | Involuntary Turnover Rate | Voluntary Separations | Voluntary Turnover Rate | Retirements | Retirement Turnover Rate | Average Annual Headcount | Total Separations | Total Turnover Rate |
| 201 - Supreme Court of Texas | 0 | 0.0% | 22 | 35.8% | 1 | 1.6% | 61.50 | 23 | 37.4% |
| 211 - Court of Criminal Appeals | 0 | 0.0% | 12 | 19.1% | 1 | 1.6% | 62.75 | 13 | 20.7% |
| 212 - Texas Judicial Council Court Administration | 6 | 3.4% | 12 | 6.7% | 4 | 2.2% | 178.25 | 22 | 12.3% |
| 213 - Office of State Prosecuting Attorney | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 4.00 | 0 | 0.0% |
| 221 - First Court of Appeals District, Houston | 1 | 2.6% | 13 | 33.8% | 0 | 0.0% | 38.50 | 14 | 36.4% |
| 222 - Second Court of Appeals District, Fort Worth | 0 | 0.0% | 7 | 21.5% | 0 | 0.0% | 32.50 | 7 | 21.5% |
| 223 - Third Court of Appeals District, Austin | 1 | 3.7% | 5 | 18.5% | 1 | 3.7% | 27.00 | 7 | 25.9% |
| 224 - Fourth Court of Appeals District, San Antonio | 0 | 0.0% | 6 | 21.8% | 0 | 0.0% | 27.50 | 6 | 21.8% |
| 225 - Fifth Court of Appeals District, Dallas | 0 | 0.0% | 3 | 6.5% | 0 | 0.0% | 46.00 | 3 | 6.5% |
| 226 - Sixth Court of Appeals District, Texarkana | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 13.00 | 0 | 0.0% |
| 227 - Seventh Court of Appeals District, Amarillo | 0 | 0.0% | 3 | 17.9% | 1 | 6.0% | 16.75 | 4 | 23.9% |
| 228 - Eighth Court of Appeals District, El Paso | 0 | 0.0% | 2 | 14.3% | 0 | 0.0% | 14.00 | 2 | 14.3% |

Employee Turnover by State Agency during Fiscal Year 2007 ^a

| Agency | Involuntary Separations | Involuntary Turnover Rate | Voluntary Separations | Voluntary Turnover Rate | Retirements | Retirement Turnover Rate | Average Annual Headcount | Total Separations | Total Turnover Rate |
|--|-------------------------|---------------------------|-----------------------|-------------------------|-------------|--------------------------|--------------------------|-------------------|---------------------|
| 229 - Ninth Court of Appeals District, Beaumont | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 16.00 | 0 | 0.0% |
| 230 - Tenth Court of Appeals District, Waco | 0 | 0.0% | 2 | 15.4% | 0 | 0.0% | 13.00 | 2 | 15.4% |
| 231 - Eleventh Court of Appeals District, Eastland | 0 | 0.0% | 1 | 6.8% | 1 | 6.8% | 14.75 | 2 | 13.6% |
| 232 - Twelfth Court of Appeals District, Tyler | 0 | 0.0% | 1 | 8.2% | 0 | 0.0% | 12.25 | 1 | 8.2% |
| 233 - Thirteenth Court of Appeals District, Corpus Christi | 4 | 15.4% | 3 | 11.5% | 0 | 0.0% | 26.00 | 7 | 26.9% |
| 234 - Fourteenth Court of Appeals District, Houston | 1 | 2.6% | 13 | 34.4% | 0 | 0.0% | 37.75 | 14 | 37.1% |
| 242 - State Commission on Judicial Conduct | 0 | 0.0% | 2 | 14.8% | 0 | 0.0% | 13.50 | 2 | 14.8% |
| 243 - State Law Library | 0 | 0.0% | 1 | 10.3% | 2 | 20.5% | 9.75 | 3 | 30.8% |
| 300 - Trusteed Programs within the Office of the Governor | 1 | 0.8% | 20 | 16.9% | 1 | 0.8% | 118.00 | 22 | 18.6% |
| 301 - Office of the Governor | 1 | 0.7% | 44 | 29.2% | 3 | 2.0% | 150.75 | 48 | 31.8% |
| 302 - Office of the Attorney General | 83 | 2.0% | 587 | 14.0% | 69 | 1.6% | 4,202.75 | 739 | 17.6% |
| 303 - Building and Procurement Commission ^b | 10 | 2.5% | 147 | 37.4% | 11 | 2.8% | 393.25 | 168 | 42.7% |
| 304 - Comptroller of Public Accounts | 34 | 1.2% | 197 | 7.1% | 105 | 3.8% | 2,780.75 | 336 | 12.1% |
| 305 - General Land Office | 11 | 1.9% | 32 | 5.4% | 10 | 1.7% | 593.00 | 53 | 8.9% |
| 306 - Library and Archives Commission | 4 | 2.0% | 26 | 12.8% | 5 | 2.5% | 203.25 | 35 | 17.2% |
| 307 - Secretary of State | 4 | 1.6% | 29 | 11.9% | 4 | 1.6% | 243.25 | 37 | 15.2% |
| 312 - Securities Board | 3 | 3.2% | 12 | 12.8% | 3 | 3.2% | 94.00 | 18 | 19.1% |
| 313 - Department of Information Resources | 12 | 5.3% | 18 | 8.0% | 8 | 3.5% | 225.75 | 38 | 16.8% |
| 320 - Texas Workforce Commission | 83 | 2.8% | 278 | 9.5% | 117 | 4.0% | 2,923.00 | 478 | 16.4% |

Employee Turnover by State Agency during Fiscal Year 2007 ^a

| Agency | Involuntary Separations | Involuntary Turnover Rate | Voluntary Separations | Voluntary Turnover Rate | Retirements | Retirement Turnover Rate | Average Annual Headcount | Total Separations | Total Turnover Rate |
|---|-------------------------|---------------------------|-----------------------|-------------------------|-------------|--------------------------|--------------------------|-------------------|---------------------|
| 323 - Teacher Retirement System | 7 | 1.5% | 33 | 7.3% | 10 | 2.2% | 453.50 | 50 | 11.0% |
| 325 - Fire Fighters' Pension Commissioner | 0 | 0.0% | 1 | 14.8% | 0 | 0.0% | 6.75 | 1 | 14.8% |
| 327 - Employees Retirement System | 14 | 4.8% | 32 | 11.0% | 7 | 2.4% | 291.00 | 53 | 18.2% |
| 329 - Real Estate Commission | 1 | 1.2% | 12 | 14.0% | 4 | 4.7% | 86.00 | 17 | 19.8% |
| 332 - Department of Housing and Community Affairs | 4 | 1.4% | 17 | 6.1% | 3 | 1.1% | 280.50 | 24 | 8.6% |
| 333 - Office of State-Federal Relations | 0 | 0.0% | 3 | 57.1% | 0 | 0.0% | 5.25 | 3 | 57.1% |
| 337 - Board of Tax Professional Examiners | 1 | 33.3% | 0 | 0.0% | 0 | 0.0% | 3.00 | 1 | 33.3% |
| 338 - Pension Review Board | 0 | 0.0% | 1 | 15.4% | 0 | 0.0% | 6.50 | 1 | 15.4% |
| 347 - Public Finance Authority | 0 | 0.0% | 1 | 7.3% | 0 | 0.0% | 13.75 | 1 | 7.3% |
| 352 - Bond Review Board | 0 | 0.0% | 2 | 24.2% | 0 | 0.0% | 8.25 | 2 | 24.2% |
| 356 - Ethics Commission | 1 | 2.9% | 7 | 20.4% | 1 | 2.9% | 34.25 | 9 | 26.3% |
| 357 - Office of Rural Community Affairs | 1 | 1.4% | 8 | 11.4% | 4 | 5.7% | 70.25 | 13 | 18.5% |
| 359 - Office of Public Insurance Counsel | 0 | 0.0% | 1 | 7.1% | 0 | 0.0% | 14.00 | 1 | 7.1% |
| 360 - State Office of Administrative Hearings | 0 | 0.0% | 7 | 6.5% | 3 | 2.8% | 107.00 | 10 | 9.3% |
| 362 - Texas Lottery Commission | 1 | 0.3% | 24 | 7.6% | 4 | 1.3% | 313.75 | 29 | 9.2% |
| 364 - Health Professions Council | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 2.00 | 0 | 0.0% |
| 370 - Residential Construction Commission | 0 | 0.0% | 3 | 9.6% | 0 | 0.0% | 31.25 | 3 | 9.6% |
| 401 - Adjutant General's Department | 27 | 4.4% | 73 | 11.8% | 10 | 1.6% | 617.50 | 110 | 17.8% |
| 403 - Veterans Commission | 12 | 3.7% | 48 | 14.8% | 14 | 4.3% | 323.25 | 74 | 22.9% |
| 405 - Department of Public Safety | 32 | 0.4% | 592 | 7.3% | 178 | 2.2% | 8,162.50 | 802 | 9.8% |

Employee Turnover by State Agency during Fiscal Year 2007 ^a

| Agency | Involuntary Separations | Involuntary Turnover Rate | Voluntary Separations | Voluntary Turnover Rate | Retirements | Retirement Turnover Rate | Average Annual Headcount | Total Separations | Total Turnover Rate |
|---|-------------------------|---------------------------|-----------------------|-------------------------|-------------|--------------------------|--------------------------|-------------------|---------------------|
| 407 - Commission on Law Enforcement Officer Standards and Education | 1 | 2.4% | 0 | 0.0% | 1 | 2.4% | 41.50 | 2 | 4.8% |
| 409 - Commission on Jail Standards | 1 | 6.5% | 4 | 25.8% | 0 | 0.0% | 15.50 | 5 | 32.3% |
| 411 - Commission on Fire Protection | 0 | 0.0% | 5 | 16.0% | 1 | 3.2% | 31.25 | 6 | 19.2% |
| 448 - Office of Injured Employee Counsel | 3 | 2.9% | 10 | 9.5% | 2 | 1.9% | 105.00 | 15 | 14.3% |
| 450 - Department of Savings and Mortgage Lending | 0 | 0.0% | 6 | 10.4% | 0 | 0.0% | 57.75 | 6 | 10.4% |
| 451 - Department of Banking | 1 | 0.6% | 15 | 9.1% | 1 | 0.6% | 165.00 | 17 | 10.3% |
| 452 - Department of Licensing and Regulation | 5 | 2.0% | 32 | 12.9% | 4 | 1.6% | 248.50 | 41 | 16.5% |
| 454 - Department of Insurance ^c | 32 | 2.0% | 184 | 11.3% | 44 | 2.7% | 1,634.50 | 260 | 15.9% |
| 455 - Railroad Commission | 16 | 2.3% | 62 | 8.9% | 26 | 3.7% | 700.00 | 104 | 14.9% |
| 456 - State Board of Plumbing Examiners | 0 | 0.0% | 1 | 4.5% | 0 | 0.0% | 22.00 | 1 | 4.5% |
| 457 - Board of Public Accountancy | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 43.00 | 0 | 0.0% |
| 458 - Alcoholic Beverage Commission | 16 | 2.4% | 48 | 7.2% | 16 | 2.4% | 662.25 | 80 | 12.1% |
| 459 - Board of Architectural Examiners | 0 | 0.0% | 3 | 12.5% | 0 | 0.0% | 24.00 | 3 | 12.5% |
| 460 - Board of Professional Engineers | 3 | 10.0% | 2 | 6.7% | 2 | 6.7% | 30.00 | 7 | 23.3% |
| 464 - Board of Professional Land Surveying | 0 | 0.0% | 0 | 0.0% | 1 | 25.0% | 4.00 | 1 | 25.0% |
| 466 - Office of Consumer Credit Commissioner | 0 | 0.0% | 6 | 11.2% | 1 | 1.9% | 53.75 | 7 | 13.0% |
| 469 - Credit Union Department | 1 | 4.3% | 1 | 4.3% | 0 | 0.0% | 23.00 | 2 | 8.7% |
| 472 - Structural Pest Control Board ^d | 1 | 3.4% | 32 | 109.4% | 1 | 3.4% | 29.25 | 34 | 116.2% |

Employee Turnover by State Agency during Fiscal Year 2007 ^a

| Agency | Involuntary Separations | Involuntary Turnover Rate | Voluntary Separations | Voluntary Turnover Rate | Retirements | Retirement Turnover Rate | Average Annual Headcount | Total Separations | Total Turnover Rate |
|--|-------------------------|---------------------------|-----------------------|-------------------------|-------------|--------------------------|--------------------------|-------------------|---------------------|
| 473 - Public Utility Commission of Texas | 0 | 0.0% | 29 | 16.7% | 2 | 1.2% | 173.50 | 31 | 17.9% |
| 475 - Office of Public Utility Counsel | 0 | 0.0% | 4 | 23.2% | 0 | 0.0% | 17.25 | 4 | 23.2% |
| 476 - Racing Commission | 2 | 2.5% | 6 | 7.4% | 2 | 2.5% | 81.25 | 10 | 12.3% |
| 477 - Commission on State Emergency Communications | 0 | 0.0% | 1 | 4.3% | 0 | 0.0% | 23.00 | 1 | 4.3% |
| 479 - State Office of Risk Management | 2 | 1.7% | 19 | 15.7% | 3 | 2.5% | 120.75 | 24 | 19.9% |
| 481 - Board of Professional Geoscientists | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 6.00 | 0 | 0.0% |
| 503 - Texas Medical Board | 4 | 3.1% | 23 | 17.7% | 5 | 3.9% | 129.75 | 32 | 24.7% |
| 504 - Texas State Board of Dental Examiners | 1 | 3.7% | 4 | 14.7% | 2 | 7.3% | 27.25 | 7 | 25.7% |
| 507 - Texas Board of Nursing | 1 | 1.2% | 19 | 23.0% | 0 | 0.0% | 82.50 | 20 | 24.2% |
| 508 - Board of Chiropractic Examiners | 0 | 0.0% | 2 | 26.7% | 1 | 13.3% | 7.50 | 3 | 40.0% |
| 512 - Board of Podiatric Medical Examiners | 0 | 0.0% | 1 | 33.3% | 0 | 0.0% | 3.00 | 1 | 33.3% |
| 513 - Funeral Service Commission | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 10.00 | 0 | 0.0% |
| 514 - Optometry Board | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 6.25 | 0 | 0.0% |
| 515 - Board of Pharmacy | 0 | 0.0% | 3 | 5.3% | 5 | 8.9% | 56.25 | 8 | 14.2% |
| 520 - Board of Examiners of Psychologists | 0 | 0.0% | 0 | 0.0% | 0 | 0.0% | 11.00 | 0 | 0.0% |
| 527 - Cancer Council | 0 | 0.0% | 1 | 16.7% | 0 | 0.0% | 6.00 | 1 | 16.7% |
| 529 - Health and Human Services Commission | 138 | 1.7% | 775 | 9.7% | 207 | 2.6% | 7,951.75 | 1,120 | 14.1% |
| 530 - Department of Family and Protective Services | 224 | 2.3% | 1,944 | 19.8% | 116 | 1.2% | 9,841.00 | 2,284 | 23.2% |
| 533 - Executive Council of Physical and Occupational Therapy Examiners | 0 | 0.0% | 2 | 11.8% | 0 | 0.0% | 17.00 | 2 | 11.8% |

Employee Turnover by State Agency during Fiscal Year 2007 ^a

| Agency | Involuntary Separations | Involuntary Turnover Rate | Voluntary Separations | Voluntary Turnover Rate | Retirements | Retirement Turnover Rate | Average Annual Headcount | Total Separations | Total Turnover Rate |
|---|-------------------------|---------------------------|-----------------------|-------------------------|-------------|--------------------------|--------------------------|-------------------|---------------------|
| 537 - Department of State Health Services | 637 | 5.1% | 1,730 | 14.0% | 270 | 2.2% | 12,393.75 | 2,637 | 21.3% |
| 538 - Department of Assistive and Rehabilitative Services | 44 | 1.4% | 237 | 7.4% | 62 | 1.9% | 3,193.25 | 343 | 10.7% |
| 539 - Department of Aging and Disability Services | 1,570 | 10.3% | 2,699 | 17.8% | 312 | 2.1% | 15,178.75 | 4,581 | 30.2% |
| 551 - Department of Agriculture | 2 | 0.4% | 61 | 12.6% | 10 | 2.1% | 485.50 | 73 | 15.0% |
| 554 - Animal Health Commission | 1 | 0.5% | 19 | 9.4% | 11 | 5.4% | 202.75 | 31 | 15.3% |
| 578 - Board of Veterinary Medical Examiners | 0 | 0.0% | 2 | 19.5% | 1 | 9.8% | 10.25 | 3 | 29.3% |
| 580 - Water Development Board | 8 | 2.9% | 29 | 10.6% | 10 | 3.7% | 273.75 | 47 | 17.2% |
| 582 - Commission on Environmental Quality | 34 | 1.2% | 259 | 8.9% | 52 | 1.8% | 2,926.25 | 345 | 11.8% |
| 592 - Soil and Water Conservation Board | 0 | 0.0% | 6 | 9.6% | 4 | 6.4% | 62.50 | 10 | 16.0% |
| 601 - Department of Transportation | 231 | 1.5% | 1,024 | 6.9% | 360 | 2.4% | 14,923.00 | 1,615 | 10.8% |
| 665 - Juvenile Probation Commission | 0 | 0.0% | 5 | 8.0% | 1 | 1.6% | 62.25 | 6 | 9.6% |
| 694 - Texas Youth Commission | 554 | 11.9% | 1,267 | 27.3% | 69 | 1.5% | 4,647.50 | 1,890 | 40.7% |
| 696 - Department of Criminal Justice | 2,426 | 6.0% | 4,949 | 12.2% | 831 | 2.0% | 40,624.25 | 8,206 | 20.2% |
| 701 - Texas Education Agency | 6 | 0.7% | 90 | 9.8% | 15 | 1.6% | 917.50 | 111 | 12.1% |
| 771 - School for the Blind and Visually Impaired | 3 | 1.0% | 31 | 10.0% | 6 | 1.9% | 308.50 | 40 | 13.0% |
| 772 - School for the Deaf | 9 | 2.6% | 49 | 13.9% | 8 | 2.3% | 351.75 | 66 | 18.8% |
| 802 - Parks and Wildlife Department | 91 | 3.1% | 232 | 8.0% | 82 | 2.8% | 2,909.00 | 405 | 13.9% |
| 808 - Historical Commission | 4 | 3.5% | 14 | 12.1% | 4 | 3.5% | 115.25 | 22 | 19.1% |
| 809 - Preservation Board | 17 | 7.9% | 69 | 32.2% | 1 | 0.5% | 214.00 | 87 | 40.7% |
| 813 - Commission on the Arts | 0 | 0.0% | 5 | 28.2% | 0 | 0.0% | 17.75 | 5 | 28.2% |

Employee Turnover by State Agency during Fiscal Year 2007 ^a

| Agency | Involuntary Separations | Involuntary Turnover Rate | Voluntary Separations | Voluntary Turnover Rate | Retirements | Retirement Turnover Rate | Average Annual Headcount | Total Separations | Total Turnover Rate |
|--|-------------------------|---------------------------|-----------------------|-------------------------|--------------|--------------------------|--------------------------|-------------------|---------------------|
| 907 - Comptroller - State Energy Conservation Office | 0 | 0.0% | 2 | 10.0% | 1 | 5.0% | 20.00 | 3 | 15.0% |
| Totals | 6,449 | 4.4% | 18,386 | 12.6% | 3,138 | 2.2% | 145,721.50 | 27,973 | 19.2% |

^a Turnover rates in this table include interagency transfers because separations are considered a loss for the agency.

^b House Bill 3560 (80th Legislature) transferred the Building and Procurement Commission's procurement, training and compliance, historically underutilized business (HUB) program, travel procurement, fleet management, and support services to the Comptroller of Public Accounts and changed the agency's name to the Texas Facilities Commission effective September 1, 2007.

^c The 80th Legislature approved the transfer of 23 employees from the Department of Insurance to the Office of Injured Employee Counsel.

^d House Bill 2458 (80th Legislature) abolished the Texas Structural Pest Control Board and transferred its powers, duties, functions, programs, and activities to the Department of Agriculture effective September 1, 2007.

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

Turnover by Job Classification Series

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

Table 18

| Turnover by Job Classification Series Fiscal Year 2007 | | | | | | |
|---|---------------------------------------|-------------------|-------------------------|--------------|---------------------------|---------------|
| Occupational Category | Job Classification Series | Average Headcount | Percentage of Workforce | Separations | Percentage of Separations | Turnover Rate |
| Accounting, Auditing, and Finance | Accountants | 1,523.50 | 1.0% | 123 | 0.5% | 8.1% |
| | Accounting Technicians | 264.00 | 0.2% | 30 | 0.1% | 11.4% |
| | Accounts Examiners | 826.25 | 0.6% | 72 | 0.3% | 8.7% |
| | Auditors | 1,222.25 | 0.8% | 139 | 0.5% | 11.4% |
| | Budget Analysts | 308.50 | 0.2% | 24 | 0.1% | 7.8% |
| | Chief Investment Officers | 2.75 | 0.0% | 0 | 0.0% | 0.0% |
| | Chief Traders | 1.75 | 0.0% | 0 | 0.0% | 0.0% |
| | Financial Analysts | 92.75 | 0.1% | 4 | 0.0% | 4.3% |
| | Financial Examiners | 331.50 | 0.2% | 32 | 0.1% | 9.7% |
| | Investment Analysts | 24.00 | 0.0% | 3 | 0.0% | 12.5% |
| | Portfolio Managers | 53.50 | 0.0% | 4 | 0.0% | 7.5% |
| | Reimbursement Officers | 78.00 | 0.1% | 6 | 0.0% | 7.7% |
| | Taxpayer Compliance Officers | 384.25 | 0.3% | 35 | 0.1% | 9.1% |
| Traders | 7.25 | 0.0% | 3 | 0.0% | 41.4% | |
| Totals for Accounting, Auditing, and Finance | | 5,120.25 | 3.5% | 475 | 1.9% | 9.3% |
| Administrative Support | Administrative Technicians/Assistants | 10,843.00 | 7.4% | 1,166 | 4.6% | 10.8% |
| | Clerks | 6,046.75 | 4.1% | 959 | 3.8% | 15.9% |
| | Customer Service Representatives | 357.50 | 0.2% | 69 | 0.3% | 19.3% |
| | Executive Assistants | 509.25 | 0.3% | 46 | 0.2% | 9.0% |
| | Receptionists | 84.00 | 0.1% | 8 | 0.0% | 9.5% |
| Totals for Administrative Support | | 17,840.50 | 12.2% | 2,248 | 8.9% | 12.6% |
| Criminal Justice | Agriculture Specialists | 113.00 | 0.1% | 16 | 0.1% | 14.2% |
| | Assistant Wardens/Wardens | 184.25 | 0.1% | 22 | 0.1% | 11.9% |
| | Correctional Officers | 25,247.25 | 17.3% | 6,079 | 24.0% | 24.1% |
| | Correctional Transportation Officers | 121.50 | 0.1% | 26 | 0.1% | 21.4% |
| | Counsel Substitutes | 102.50 | 0.1% | 7 | 0.0% | 6.8% |
| | Industrial Specialists | 415.00 | 0.3% | 46 | 0.2% | 11.1% |
| | Juvenile Correctional Officers | 2,808.00 | 1.9% | 1,282 | 5.1% | 45.7% |
| | Parole Officers | 1,783.50 | 1.2% | 253 | 1.0% | 14.2% |

Turnover by Job Classification Series

Fiscal Year 2007

| Occupational Category | Job Classification Series | Average Headcount | Percentage of Workforce | Separations | Percentage of Separations | Turnover Rate |
|--|---|-------------------|-------------------------|--------------|---------------------------|---------------|
| | Senior Correctional Officers | 3,099.00 | 2.1% | 302 | 1.2% | 9.7% |
| Totals for Criminal Justice | | 33,874.00 | 23.2% | 8,033 | 31.7% | 23.7% |
| Custodial and Domestic | Barbers/Cosmetologists | 21.75 | 0.0% | 5 | 0.0% | 23.0% |
| | Canteen Managers | 11.00 | 0.0% | 1 | 0.0% | 9.1% |
| | Cooks | 332.00 | 0.2% | 84 | 0.3% | 25.3% |
| | Custodial Managers | 37.50 | 0.0% | 3 | 0.0% | 8.0% |
| | Custodians | 1,028.25 | 0.7% | 220 | 0.9% | 21.4% |
| | Food Service Managers | 1,012.00 | 0.7% | 130 | 0.5% | 12.8% |
| | Food Service Workers | 803.25 | 0.6% | 293 | 1.2% | 36.5% |
| | Groundskeepers | 111.00 | 0.1% | 15 | 0.1% | 13.5% |
| | Laundry Managers | 706.00 | 0.5% | 82 | 0.3% | 11.6% |
| | Laundry Workers | 117.75 | 0.1% | 32 | 0.1% | 27.2% |
| | Sewing Room Workers/Supervisors | 6.25 | 0.0% | 0 | 0.0% | 0.0% |
| Totals for Custodial and Domestic | | 4,186.75 | 2.9% | 865 | 3.4% | 20.7% |
| Education | Teacher Aides | 149.00 | 0.1% | 32 | 0.1% | 21.5% |
| Totals for Education | | 149.00 | 0.1% | 32 | 0.1% | 21.5% |
| Employment | Employment Specialists | 748.50 | 0.5% | 150 | 0.6% | 20.0% |
| | Unemployment Insurance Claims Examiners | 290.50 | 0.2% | 33 | 0.1% | 11.4% |
| | Unemployment Insurance Specialists | 21.50 | 0.0% | 2 | 0.0% | 9.3% |
| Totals for Employment | | 1,060.50 | 0.7% | 185 | 0.7% | 17.4% |
| Engineering and Design | Architects | 57.50 | 0.0% | 1 | 0.0% | 1.7% |
| | Directors | 1.00 | 0.0% | 0 | 0.0% | 0.0% |
| | District Engineers | 5.00 | 0.0% | 0 | 0.0% | 0.0% |
| | Drafting Technicians | 11.00 | 0.0% | 3 | 0.0% | 27.3% |
| | Engineering Aides | 870.75 | 0.6% | 69 | 0.3% | 7.9% |
| | Engineering Assistants | 492.75 | 0.3% | 161 | 0.6% | 32.7% |
| | Engineering Specialists | 15.25 | 0.0% | 4 | 0.0% | 26.2% |
| | Engineering Technicians | 2,082.50 | 1.4% | 180 | 0.7% | 8.6% |
| | Engineers | 5,691.75 | 3.9% | 663 | 2.6% | 11.6% |
| | Graphic Designers | 44.75 | 0.0% | 7 | 0.0% | 15.6% |
| | Project Design Assistants | 11.25 | 0.0% | 6 | 0.0% | 53.3% |
| Totals for Engineering and Design | | 9,283.50 | 6.4% | 1,094 | 4.3% | 11.8% |
| Human Resources | Human Resources Assistants/Specialists | 688.00 | 0.5% | 63 | 0.2% | 9.2% |
| | Training Assistants/Specialists | 542.25 | 0.4% | 57 | 0.2% | 10.5% |
| Totals for Human Resources | | 1,230.25 | 0.8% | 120 | 0.5% | 9.8% |

Turnover by Job Classification Series

Fiscal Year 2007

| Occupational Category | Job Classification Series | Average Headcount | Percentage of Workforce | Separations | Percentage of Separations | Turnover Rate |
|---|---|-------------------|-------------------------|-------------|---------------------------|---------------|
| Information Technology | Business Continuity Coordinator | 7.50 | 0.0% | 1 | 0.0% | 13.3% |
| | Computer Operations Supervisors | 23.75 | 0.0% | 7 | 0.0% | 29.5% |
| | Computer Operators | 78.75 | 0.1% | 46 | 0.2% | 58.4% |
| | Computer Records Clerks | 19.25 | 0.0% | 5 | 0.0% | 26.0% |
| | Data Base Administrators | 142.75 | 0.1% | 31 | 0.1% | 21.7% |
| | Data Entry Operators | 277.25 | 0.2% | 48 | 0.2% | 17.3% |
| | Network Specialists | 628.50 | 0.4% | 126 | 0.5% | 20.0% |
| | Programmers | 637.25 | 0.4% | 104 | 0.4% | 16.3% |
| | Systems Analysts | 2,390.50 | 1.6% | 310 | 1.2% | 13.0% |
| | Systems Support Specialists | 446.25 | 0.3% | 73 | 0.3% | 16.4% |
| | Telecommunications Specialists | 165.00 | 0.1% | 6 | 0.0% | 3.6% |
| | Web Administrators | 57.50 | 0.0% | 7 | 0.0% | 12.2% |
| Totals for Information Technology | | 4,874.25 | 3.3% | 764 | 3.0% | 15.7% |
| Inspectors and Investigators | Inspectors | 874.75 | 0.6% | 88 | 0.3% | 10.1% |
| | Investigators | 1,133.75 | 0.8% | 143 | 0.6% | 12.6% |
| | Seed Analysts | 19.50 | 0.0% | 1 | 0.0% | 5.1% |
| Totals for Inspectors and Investigators | | 2,028.00 | 1.4% | 232 | 0.9% | 11.4% |
| Insurance | Actuaries | 31.00 | 0.0% | 4 | 0.0% | 12.9% |
| | Claims Assistants and Claims Examiners | 592.50 | 0.4% | 61 | 0.2% | 10.3% |
| | Insurance Specialists | 204.50 | 0.1% | 17 | 0.1% | 8.3% |
| | Insurance Technicians | 10.50 | 0.0% | 1 | 0.0% | 9.5% |
| | Retirement Systems Benefits Specialists | 191.25 | 0.1% | 24 | 0.1% | 12.5% |
| Totals for Insurance | | 1,029.75 | 0.7% | 107 | 0.4% | 10.4% |
| Land Surveying, Appraising, and Utilities | Appraisers | 90.00 | 0.1% | 4 | 0.0% | 4.4% |
| | Land Surveyors | 31.25 | 0.0% | 4 | 0.0% | 12.8% |
| | Right of Way Agents | 158.50 | 0.1% | 22 | 0.1% | 13.9% |
| | Utility Specialists | 15.50 | 0.0% | 2 | 0.0% | 12.9% |
| Totals for Land Surveying, Appraising, and Utilities | | 295.25 | 0.2% | 32 | 0.1% | 10.8% |
| Law Enforcement | Agent Trainees | 219.00 | 0.2% | 12 | 0.0% | 5.5% |
| | Agents | 12.25 | 0.0% | 5 | 0.0% | 40.8% |
| | Captains, Public Safety | 78.00 | 0.1% | 5 | 0.0% | 6.4% |
| | Commanders, Public Safety | 10.25 | 0.0% | 1 | 0.0% | 9.8% |
| | Corporals, Public Safety | 208.25 | 0.1% | 12 | 0.0% | 5.8% |
| | Game Warden-Assistant Commanders/Commanders | 4.00 | 0.0% | 0 | 0.0% | 0.0% |
| | Game Wardens | 389.50 | 0.3% | 21 | 0.1% | 5.4% |

Turnover by Job Classification Series

Fiscal Year 2007

| Occupational Category | Job Classification Series | Average Headcount | Percentage of Workforce | Separations | Percentage of Separations | Turnover Rate |
|-----------------------------------|---|-------------------|-------------------------|-------------|---------------------------|---------------|
| | Game Warden-Sergeants/Lieutenants/Captains/Majors | 84.50 | 0.1% | 5 | 0.0% | 5.9% |
| | Internal Affairs (Supervisors/Managers/Administrators) | 16.00 | 0.0% | 0 | 0.0% | 0.0% |
| | Internal Affairs Investigator Trainees | 3.25 | 0.0% | 0 | 0.0% | 0.0% |
| | Internal Affairs Investigators | 72.75 | 0.0% | 3 | 0.0% | 4.1% |
| | Lieutenants, Public Safety | 188.25 | 0.1% | 13 | 0.1% | 6.9% |
| | Majors, Public Safety | 16.00 | 0.0% | 0 | 0.0% | 0.0% |
| | Pilot Investigators | 27.00 | 0.0% | 1 | 0.0% | 3.7% |
| | Public Safety Inspectors | 11.75 | 0.0% | 0 | 0.0% | 0.0% |
| | Sergeants, Public Safety | 856.50 | 0.6% | 39 | 0.2% | 4.6% |
| | Sergeants/Lieutenants/Captains/Majors, Alcohol Beverage | 51.25 | 0.0% | 6 | 0.0% | 11.7% |
| | Trainees/Probationary Game Wardens | 24.75 | 0.0% | 7 | 0.0% | 28.3% |
| | Trooper Trainees/Probationary Troopers | 260.00 | 0.2% | 29 | 0.1% | 11.2% |
| | Troopers | 1,921.75 | 1.3% | 110 | 0.4% | 5.7% |
| Totals for Law Enforcement | | 4,455.00 | 3.1% | 269 | 1.1% | 6.0% |
| Legal | Administrative Law Judges | 112.50 | 0.1% | 8 | 0.0% | 7.1% |
| | Assistant Attorney Generals | 689.50 | 0.5% | 83 | 0.3% | 12.0% |
| | Associate Judges | 54.00 | 0.0% | 4 | 0.0% | 7.4% |
| | Attorneys | 932.00 | 0.6% | 99 | 0.4% | 10.6% |
| | Benefit Review Officers | 33.25 | 0.0% | 4 | 0.0% | 12.0% |
| | Chief Deputy Clerks | 7.50 | 0.0% | 0 | 0.0% | 0.0% |
| | Clerks of the Court | 16.25 | 0.0% | 3 | 0.0% | 18.5% |
| | Court Law Clerks | 72.00 | 0.0% | 57 | 0.2% | 79.2% |
| | Deputy Clerks | 78.25 | 0.1% | 9 | 0.0% | 11.5% |
| | General Counsels | 121.00 | 0.1% | 8 | 0.0% | 6.6% |
| | Hearings Reporters | 7.00 | 0.0% | 0 | 0.0% | 0.0% |
| | Law Clerks | 12.25 | 0.0% | 31 | 0.1% | 253.1% |
| | Legal Assistants | 354.25 | 0.2% | 39 | 0.2% | 11.0% |
| | Legal Secretaries | 229.75 | 0.2% | 34 | 0.1% | 14.8% |
| | Ombudsmen | 80.00 | 0.1% | 7 | 0.0% | 8.8% |
| Totals for Legal | | 2,799.50 | 1.9% | 386 | 1.5% | 13.8% |
| Library and Records | Archaeologists | 18.50 | 0.0% | 0 | 0.0% | 0.0% |
| | Archivists | 11.00 | 0.0% | 0 | 0.0% | 0.0% |
| | Exhibit Technicians | 10.75 | 0.0% | 1 | 0.0% | 9.3% |
| | Historians | 14.75 | 0.0% | 2 | 0.0% | 13.6% |

Turnover by Job Classification Series

Fiscal Year 2007

| Occupational Category | Job Classification Series | Average Headcount | Percentage of Workforce | Separations | Percentage of Separations | Turnover Rate |
|---------------------------------------|--|-------------------|-------------------------|-------------|---------------------------|---------------|
| | Librarians | 117.00 | 0.1% | 15 | 0.1% | 12.8% |
| | Library Assistants | 37.75 | 0.0% | 5 | 0.0% | 13.2% |
| | Museum Curators | 6.00 | 0.0% | 0 | 0.0% | 0.0% |
| Totals for Library and Records | | 215.75 | 0.1% | 23 | 0.1% | 10.7% |
| Maintenance | Air Conditioning and Boiler Operators | 51.50 | 0.0% | 7 | 0.0% | 13.6% |
| | Aircraft Mechanics | 4.50 | 0.0% | 0 | 0.0% | 0.0% |
| | Aircraft Pilots | 6.50 | 0.0% | 2 | 0.0% | 30.8% |
| | Electricians | 57.75 | 0.0% | 3 | 0.0% | 5.2% |
| | Electronics Technicians | 17.25 | 0.0% | 1 | 0.0% | 5.8% |
| | Equipment Maintenance Technicians | 15.50 | 0.0% | 2 | 0.0% | 12.9% |
| | HVAC Mechanics | 95.25 | 0.1% | 12 | 0.0% | 12.6% |
| | Machinists | 16.50 | 0.0% | 1 | 0.0% | 6.1% |
| | Maintenance Assistants | 23.25 | 0.0% | 7 | 0.0% | 30.1% |
| | Maintenance Supervisors | 1,172.00 | 0.8% | 157 | 0.6% | 13.4% |
| | Maintenance Technicians | 879.75 | 0.6% | 137 | 0.5% | 15.6% |
| | Motor Vehicle Technicians | 455.25 | 0.3% | 67 | 0.3% | 14.7% |
| | Radio Communications Technicians | 30.50 | 0.0% | 5 | 0.0% | 16.4% |
| | Transportation Maintenance Specialists | 683.75 | 0.5% | 40 | 0.2% | 5.9% |
| | Vehicle Drivers | 220.25 | 0.2% | 32 | 0.1% | 14.5% |
| Totals for Maintenance | | 3,729.50 | 2.6% | 473 | 1.9% | 12.7% |
| Medical and Health | Dental Assistants | 19.50 | 0.0% | 1 | 0.0% | 5.1% |
| | Dental Hygienists | 15.25 | 0.0% | 2 | 0.0% | 13.1% |
| | Dentists | 20.50 | 0.0% | 2 | 0.0% | 9.8% |
| | Dietetic Technicians | 17.50 | 0.0% | 3 | 0.0% | 17.1% |
| | Dietitians | 1.50 | 0.0% | 1 | 0.0% | 66.7% |
| | Epidemiologists | 86.75 | 0.1% | 9 | 0.0% | 10.4% |
| | Health Physicists | 72.25 | 0.0% | 5 | 0.0% | 6.9% |
| | Laboratory Technicians | 90.00 | 0.1% | 20 | 0.1% | 22.2% |
| | Licensed Vocational Nurses | 1,147.25 | 0.8% | 312 | 1.2% | 27.2% |
| | Medical Aides | 129.25 | 0.1% | 15 | 0.1% | 11.6% |
| | Medical Research Specialists | 2.00 | 0.0% | 0 | 0.0% | 0.0% |
| | Medical Technicians | 12.75 | 0.0% | 4 | 0.0% | 31.4% |
| | Medical Technologists | 104.75 | 0.1% | 16 | 0.1% | 15.3% |
| | Microbiologists | 138.75 | 0.1% | 18 | 0.1% | 13.0% |
| | Nurses | 1,745.25 | 1.2% | 355 | 1.4% | 20.3% |
| | Nutritionists | 95.50 | 0.1% | 12 | 0.0% | 12.6% |

Turnover by Job Classification Series

Fiscal Year 2007

| Occupational Category | Job Classification Series | Average Headcount | Percentage of Workforce | Separations | Percentage of Separations | Turnover Rate |
|--------------------------------------|--|-------------------|-------------------------|-------------|---------------------------|---------------|
| | Orthopedic Equipment Assistants/Technicians | 42.50 | 0.0% | 5 | 0.0% | 11.8% |
| | Pharmacists | 85.50 | 0.1% | 14 | 0.1% | 16.4% |
| | Pharmacy Technicians | 78.00 | 0.1% | 13 | 0.1% | 16.7% |
| | Physician Assistants | 120.25 | 0.1% | 13 | 0.1% | 10.8% |
| | Physicians | 3.75 | 0.0% | 0 | 0.0% | 0.0% |
| | Psychiatrists | 120.50 | 0.1% | 14 | 0.1% | 11.6% |
| | Psychological Assistants/Associate Psychologists | 239.50 | 0.2% | 41 | 0.2% | 17.1% |
| | Psychologists | 72.25 | 0.0% | 9 | 0.0% | 12.5% |
| | Public Health Technicians | 475.75 | 0.3% | 82 | 0.3% | 17.2% |
| | Radiological Technologist Assistants/Technologists | 18.75 | 0.0% | 4 | 0.0% | 21.3% |
| | Registered Therapists Assistants/Therapists | 178.00 | 0.1% | 14 | 0.1% | 7.9% |
| | Respiratory Care Practitioners | 8.00 | 0.0% | 0 | 0.0% | 0.0% |
| | Veterinarians | 45.00 | 0.0% | 2 | 0.0% | 4.4% |
| Totals for Medical and Health | | 5,186.50 | 3.6% | 986 | 3.9% | 19.0% |
| Natural Resources | Chemists | 141.50 | 0.1% | 9 | 0.0% | 6.4% |
| | Earth Science Technicians | 3.00 | 0.0% | 1 | 0.0% | 33.3% |
| | Environmental Specialists | 245.50 | 0.2% | 22 | 0.1% | 9.0% |
| | Fish and Wildlife Technicians | 204.25 | 0.1% | 22 | 0.1% | 10.8% |
| | Geologists | 127.75 | 0.1% | 7 | 0.0% | 5.5% |
| | Hydrologists | 70.00 | 0.0% | 3 | 0.0% | 4.3% |
| | Natural Resources Specialists | 1,175.50 | 0.8% | 101 | 0.4% | 8.6% |
| | Park Managers | 163.75 | 0.1% | 25 | 0.1% | 15.3% |
| | Park Rangers | 351.00 | 0.2% | 50 | 0.2% | 14.2% |
| | Sanitarians | 107.75 | 0.1% | 9 | 0.0% | 8.4% |
| Totals for Natural Resources | | 2,590.00 | 1.8% | 249 | 1.0% | 9.6% |
| Office Services | Microfilm Camera Operators | 39.50 | 0.0% | 6 | 0.0% | 15.2% |
| | Micrographics Technicians | 22.75 | 0.0% | 3 | 0.0% | 13.2% |
| | Photographers | 4.50 | 0.0% | 1 | 0.0% | 22.2% |
| | Printing Services Technicians | 152.25 | 0.1% | 12 | 0.0% | 7.9% |
| Totals for Office Services | | 219.00 | 0.2% | 22 | 0.1% | 10.0% |
| Planning, Research, and Statistics | Economists | 42.00 | 0.0% | 5 | 0.0% | 11.9% |
| | Planning Assistants/Planners | 210.75 | 0.1% | 30 | 0.1% | 14.2% |
| | Research and Statistics Technicians | 42.00 | 0.0% | 12 | 0.0% | 28.6% |
| | Research Specialists | 245.00 | 0.2% | 18 | 0.1% | 7.3% |

Turnover by Job Classification Series

Fiscal Year 2007

| Occupational Category | Job Classification Series | Average Headcount | Percentage of Workforce | Separations | Percentage of Separations | Turnover Rate |
|--|---|-------------------|-------------------------|--------------|---------------------------|---------------|
| | Statisticians | 18.25 | 0.0% | 1 | 0.0% | 5.5% |
| Totals for Planning, Research, and Statistics | | 558.00 | 0.4% | 66 | 0.3% | 11.8% |
| Procedures and Information | Audio Visual Technicians | 17.50 | 0.0% | 3 | 0.0% | 17.1% |
| | Government Relations Specialists | 31.75 | 0.0% | 5 | 0.0% | 15.7% |
| | Information Specialists | 430.25 | 0.3% | 47 | 0.2% | 10.9% |
| | Management Analysts | 16.25 | 0.0% | 0 | 0.0% | 0.0% |
| | Marketing Specialists | 47.25 | 0.0% | 7 | 0.0% | 14.8% |
| | State Federal Relations Representatives | 9.50 | 0.0% | 2 | 0.0% | 21.1% |
| | Technical Writers | 28.50 | 0.0% | 4 | 0.0% | 14.0% |
| Totals for Procedures and Information | | 581.00 | 0.4% | 68 | 0.3% | 11.7% |
| Program Management | Deputy Comptrollers | 1.25 | 0.0% | 1 | 0.0% | 80.0% |
| | Directors | 1,835.75 | 1.3% | 172 | 0.7% | 9.4% |
| | Managers | 2,709.00 | 1.9% | 218 | 0.9% | 8.0% |
| | Program Specialists | 9,085.25 | 6.2% | 800 | 3.2% | 8.8% |
| | Program Supervisors | 783.50 | 0.5% | 65 | 0.3% | 8.3% |
| | Staff Services Officers | 261.50 | 0.2% | 23 | 0.1% | 8.8% |
| Totals for Program Management | | 14,676.25 | 10.1% | 1,279 | 5.0% | 8.7% |
| Property Management and Purchasing | Contract Administration Managers | 10.25 | 0.0% | 0 | 0.0% | 0.0% |
| | Contract Specialists | 416.75 | 0.3% | 36 | 0.1% | 8.6% |
| | Contract Technicians | 116.75 | 0.1% | 12 | 0.0% | 10.3% |
| | Grants Coordinators | 18.50 | 0.0% | 0 | 0.0% | 0.0% |
| | Inventory Coordinators | 627.75 | 0.4% | 68 | 0.3% | 10.8% |
| | Property Managers | 59.00 | 0.0% | 3 | 0.0% | 5.1% |
| | Purchasers | 523.50 | 0.4% | 58 | 0.2% | 11.1% |
| Totals for Property Management and Purchasing | | 1,772.50 | 1.2% | 177 | 0.7% | 10.0% |
| Public Safety | Communications Center Specialists | 2.50 | 0.0% | 1 | 0.0% | 40.0% |
| | DNA Index System Analysts | 11.25 | 0.0% | 0 | 0.0% | 0.0% |
| | Evidence/CODIS/DNA Technicians | 33.25 | 0.0% | 2 | 0.0% | 6.0% |
| | Fingerprint Technicians | 47.50 | 0.0% | 8 | 0.0% | 16.8% |
| | Firearms/Latent Print Technicians | 5.25 | 0.0% | 0 | 0.0% | 0.0% |
| | Forensic Photographers | 4.00 | 0.0% | 1 | 0.0% | 25.0% |
| | Forensic Scientists | 174.25 | 0.1% | 12 | 0.0% | 6.9% |
| | Police Communications Operators | 221.50 | 0.2% | 39 | 0.2% | 17.6% |
| | Public Safety Records Technicians | 87.25 | 0.1% | 10 | 0.0% | 11.5% |

Turnover by Job Classification Series

Fiscal Year 2007

| Occupational Category | Job Classification Series | Average Headcount | Percentage of Workforce | Separations | Percentage of Separations | Turnover Rate |
|-----------------------------------|--|-------------------|-------------------------|---------------|---------------------------|---------------|
| | Security Officers | 458.00 | 0.3% | 83 | 0.3% | 18.1% |
| Totals for Public Safety | | 1,044.75 | 0.7% | 156 | 0.6% | 14.9% |
| Safety | Lifeguards | 0.25 | 0.0% | 1 | 0.0% | 400.0% |
| | Rescue Specialists | 32.00 | 0.0% | 5 | 0.0% | 15.6% |
| | Risk Management Specialists | 45.75 | 0.0% | 4 | 0.0% | 8.7% |
| | Safety Officers | 203.00 | 0.1% | 25 | 0.1% | 12.3% |
| Totals for Safety | | 281.00 | 0.2% | 35 | 0.1% | 12.5% |
| Social Services | Case Managers | 745.25 | 0.5% | 177 | 0.7% | 23.8% |
| | Chaplaincy Services Assistants | 5.75 | 0.0% | 1 | 0.0% | 17.4% |
| | Chaplains | 119.00 | 0.1% | 11 | 0.0% | 9.2% |
| | Child Support Officers | 1,270.75 | 0.9% | 226 | 0.9% | 17.8% |
| | Child Support Technicians | 402.25 | 0.3% | 68 | 0.3% | 16.9% |
| | Clinical Social Workers | 187.25 | 0.1% | 23 | 0.1% | 12.3% |
| | HHS Program Coordinators | 35.00 | 0.0% | 2 | 0.0% | 5.7% |
| | Human Services Specialists | 5,430.75 | 3.7% | 540 | 2.1% | 9.9% |
| | Human Services Technicians | 992.75 | 0.7% | 137 | 0.5% | 13.8% |
| | Interpreters | 22.50 | 0.0% | 3 | 0.0% | 13.3% |
| | MHMR Services Aides/Assistants/Supervisors | 9,809.25 | 6.7% | 3,919 | 15.5% | 40.0% |
| | Protective Services Specialists | 4,999.75 | 3.4% | 1,475 | 5.8% | 29.5% |
| | Qualified Mental Retardation Professionals | 210.25 | 0.1% | 39 | 0.2% | 18.5% |
| | Quality Assurance Specialists | 121.50 | 0.1% | 12 | 0.0% | 9.9% |
| | Recreation Program Specialists | 62.25 | 0.0% | 19 | 0.1% | 30.5% |
| | Rehabilitation Teachers | 128.25 | 0.1% | 20 | 0.1% | 15.6% |
| | Rehabilitation Therapy Technicians | 997.00 | 0.7% | 149 | 0.6% | 14.9% |
| | Resident Specialists | 302.25 | 0.2% | 46 | 0.2% | 15.2% |
| | Substance Abuse Counselors | 85.75 | 0.1% | 12 | 0.0% | 14.0% |
| | Veterans Assistance Counselors | 58.25 | 0.0% | 12 | 0.0% | 20.6% |
| | Vocational Rehabilitation Counselors | 562.25 | 0.4% | 77 | 0.3% | 13.7% |
| | Volunteer Services Coordinators | 92.75 | 0.1% | 12 | 0.0% | 12.9% |
| Totals for Social Services | | 26,640.75 | 18.3% | 6,980 | 27.5% | 26.2% |
| Statewide Totals | | 145,721.50 | 100.0% | 25,356 | 100.0% | 17.4% |

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

Turnover by Region and County

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

Table 19

| Turnover by Region and County during Fiscal Year 2007 | | | | | | |
|---|------------|-------------------|-----------------------------------|--------------|-------------------------------------|---------------|
| Region | County | Average Headcount | Statewide Percentage of Headcount | Separations | Statewide Percentage of Separations | Turnover Rate |
| Alamo Region | Atascosa | 104.00 | 0.1% | 9 | 0.0% | 8.7% |
| | Bandera | 33.75 | 0.0% | 1 | 0.0% | 3.0% |
| | Bexar | 5,749.50 | 3.9% | 1,101 | 4.3% | 19.1% |
| | Comal | 137.00 | 0.1% | 16 | 0.1% | 11.7% |
| | Frio | 353.75 | 0.2% | 61 | 0.2% | 17.2% |
| | Gillespie | 52.00 | 0.0% | 4 | 0.0% | 7.7% |
| | Guadalupe | 147.50 | 0.1% | 11 | 0.0% | 7.5% |
| | Karnes | 647.50 | 0.4% | 161 | 0.6% | 24.9% |
| | Kendall | 68.75 | 0.0% | 7 | 0.0% | 10.2% |
| | Kerr | 734.75 | 0.5% | 152 | 0.6% | 20.7% |
| | Medina | 531.25 | 0.4% | 86 | 0.3% | 16.2% |
| | Wilson | 50.25 | 0.0% | 5 | 0.0% | 10.0% |
| Alamo Region Totals | | 8,610.00 | 5.9% | 1,614 | 6.4% | 18.7% |
| Capital Region | Bastrop | 173.50 | 0.1% | 18 | 0.1% | 10.4% |
| | Blanco | 32.25 | 0.0% | 2 | 0.0% | 6.2% |
| | Burnet | 241.50 | 0.2% | 31 | 0.1% | 12.8% |
| | Caldwell | 69.50 | 0.0% | 11 | 0.0% | 15.8% |
| | Fayette | 74.25 | 0.1% | 4 | 0.0% | 5.4% |
| | Hays | 195.00 | 0.1% | 23 | 0.1% | 11.8% |
| | Lee | 395.25 | 0.3% | 108 | 0.4% | 27.3% |
| | Llano | 29.50 | 0.0% | 3 | 0.0% | 10.2% |
| | Travis | 35,680.25 | 24.5% | 4,661 | 18.4% | 13.1% |
| | Williamson | 457.75 | 0.3% | 60 | 0.2% | 13.1% |
| Capital Region Totals | | 37,348.75 | 25.6% | 4,921 | 19.4% | 13.2% |
| Central Texas Region | Bell | 568.00 | 0.4% | 81 | 0.3% | 14.3% |
| | Bosque | 36.00 | 0.0% | 7 | 0.0% | 19.4% |
| | Brazos | 699.25 | 0.5% | 77 | 0.3% | 11.0% |
| | Burleson | 49.75 | 0.0% | 4 | 0.0% | 8.0% |
| | Coryell | 2,706.50 | 1.9% | 383 | 1.5% | 14.2% |
| | Falls | 715.00 | 0.5% | 212 | 0.8% | 29.7% |
| | Freestone | 389.50 | 0.3% | 94 | 0.4% | 24.1% |
| | Grimes | 666.00 | 0.5% | 101 | 0.4% | 15.2% |

Turnover by Region and County during Fiscal Year 2007

| Region | County | Average Headcount | Statewide Percentage of Headcount | Separations | Statewide Percentage of Separations | Turnover Rate |
|------------------------------------|--------------|-------------------|-----------------------------------|--------------|-------------------------------------|---------------|
| | Hamilton | 25.50 | 0.0% | 5 | 0.0% | 19.6% |
| | Hill | 144.00 | 0.1% | 18 | 0.1% | 12.5% |
| | Lampasas | 74.25 | 0.1% | 6 | 0.0% | 8.1% |
| | Leon | 53.25 | 0.0% | 3 | 0.0% | 5.6% |
| | Limestone | 1,445.50 | 1.0% | 409 | 1.6% | 28.3% |
| | Madison | 609.25 | 0.4% | 186 | 0.7% | 30.5% |
| | McLennan | 1,678.75 | 1.2% | 465 | 1.8% | 27.7% |
| | Milam | 43.25 | 0.0% | 9 | 0.0% | 20.8% |
| | Mills | 18.00 | 0.0% | 1 | 0.0% | 5.6% |
| | Robertson | 44.75 | 0.0% | 9 | 0.0% | 20.1% |
| | San Saba | 275.50 | 0.2% | 133 | 0.5% | 48.3% |
| | Washington | 1,014.50 | 0.7% | 277 | 1.1% | 27.3% |
| Central Texas Region Totals | | 11,256.50 | 7.7% | 2,480 | 9.8% | 22.0% |
| Coastal Bend Region | Aransas | 99.75 | 0.1% | 5 | 0.0% | 5.0% |
| | Bee | 1,785.25 | 1.2% | 374 | 1.5% | 20.9% |
| | Brooks | 35.25 | 0.0% | 6 | 0.0% | 17.0% |
| | Calhoun | 63.25 | 0.0% | 5 | 0.0% | 7.9% |
| | Dewitt | 435.75 | 0.3% | 42 | 0.2% | 9.6% |
| | Duval | 156.25 | 0.1% | 22 | 0.1% | 14.1% |
| | Goliad | 33.75 | 0.0% | 6 | 0.0% | 17.8% |
| | Gonzales | 60.00 | 0.0% | 5 | 0.0% | 8.3% |
| | Jackson | 37.75 | 0.0% | 4 | 0.0% | 10.6% |
| | Jim Wells | 118.75 | 0.1% | 18 | 0.1% | 15.2% |
| | Kenedy | 1.00 | 0.0% | 0 | 0.0% | 0.0% |
| | Kleberg | 85.00 | 0.1% | 11 | 0.0% | 12.9% |
| | Lavaca | 50.00 | 0.0% | 3 | 0.0% | 6.0% |
| | Live Oak | 34.75 | 0.0% | 2 | 0.0% | 5.8% |
| | McMullen | 24.50 | 0.0% | 4 | 0.0% | 16.3% |
| | Nueces | 2,167.50 | 1.5% | 462 | 1.8% | 21.3% |
| | Refugio | 27.25 | 0.0% | 5 | 0.0% | 18.3% |
| | San Patricio | 146.00 | 0.1% | 22 | 0.1% | 15.1% |
| | Victoria | 250.75 | 0.2% | 26 | 0.1% | 10.4% |
| Coastal Bend Region Totals | | 5,612.50 | 3.9% | 1,022 | 4.0% | 18.2% |
| Gulf Coast Region | Austin | 357.25 | 0.2% | 67 | 0.3% | 18.8% |
| | Brazoria | 2,751.25 | 1.9% | 676 | 2.7% | 24.6% |
| | Chambers | 39.00 | 0.0% | 4 | 0.0% | 10.3% |
| | Colorado | 43.25 | 0.0% | 2 | 0.0% | 4.6% |

Turnover by Region and County during Fiscal Year 2007

| Region | County | Average Headcount | Statewide Percentage of Headcount | Separations | Statewide Percentage of Separations | Turnover Rate |
|---------------------------------|---------------|-------------------|-----------------------------------|--------------|-------------------------------------|---------------|
| | Fort Bend | 2,769.75 | 1.9% | 469 | 1.8% | 16.9% |
| | Galveston | 1,124.75 | 0.8% | 159 | 0.6% | 14.1% |
| | Harris | 7,282.00 | 5.0% | 1,221 | 4.8% | 16.8% |
| | Liberty | 975.00 | 0.7% | 221 | 0.9% | 22.7% |
| | Matagorda | 84.00 | 0.1% | 12 | 0.0% | 14.3% |
| | Montgomery | 400.00 | 0.3% | 39 | 0.2% | 9.8% |
| | Walker | 6,439.00 | 4.4% | 1,203 | 4.7% | 18.7% |
| | Waller | 52.50 | 0.0% | 4 | 0.0% | 7.6% |
| | Wharton | 96.75 | 0.1% | 14 | 0.1% | 14.5% |
| Gulf Coast Region Totals | | 22,414.50 | 15.4% | 4,091 | 16.1% | 18.3% |
| High Plains Region | Armstrong | 17.00 | 0.0% | 1 | 0.0% | 5.9% |
| | Bailey | 26.50 | 0.0% | 5 | 0.0% | 18.9% |
| | Briscoe | 19.75 | 0.0% | 0 | 0.0% | 0.0% |
| | Carson | 38.00 | 0.0% | 3 | 0.0% | 7.9% |
| | Castro | 21.50 | 0.0% | 3 | 0.0% | 14.0% |
| | Childress | 476.75 | 0.3% | 65 | 0.3% | 13.6% |
| | Cochran | 20.25 | 0.0% | 5 | 0.0% | 24.7% |
| | Collingsworth | 25.50 | 0.0% | 2 | 0.0% | 7.8% |
| | Crosby | 23.25 | 0.0% | 1 | 0.0% | 4.3% |
| | Dallam | 262.75 | 0.2% | 47 | 0.2% | 17.9% |
| | Deaf Smith | 53.50 | 0.0% | 4 | 0.0% | 7.5% |
| | Dickens | 15.00 | 0.0% | 1 | 0.0% | 6.7% |
| | Donley | 19.75 | 0.0% | 1 | 0.0% | 5.1% |
| | Floyd | 16.25 | 0.0% | 2 | 0.0% | 12.3% |
| | Garza | 85.00 | 0.1% | 21 | 0.1% | 24.7% |
| | Gray | 384.75 | 0.3% | 62 | 0.2% | 16.1% |
| | Hale | 499.75 | 0.3% | 67 | 0.3% | 13.4% |
| | Hall | 12.75 | 0.0% | 1 | 0.0% | 7.8% |
| | Hansford | 16.75 | 0.0% | 0 | 0.0% | 0.0% |
| | Hartley | 20.75 | 0.0% | 3 | 0.0% | 14.5% |
| | Hemphill | 20.00 | 0.0% | 2 | 0.0% | 10.0% |
| | Hockley | 63.50 | 0.0% | 6 | 0.0% | 9.4% |
| | Hutchinson | 42.25 | 0.0% | 7 | 0.0% | 16.6% |
| | King | 6.00 | 0.0% | 0 | 0.0% | 0.0% |
| | Lamb | 47.00 | 0.0% | 6 | 0.0% | 12.8% |
| | Lipscomb | 8.00 | 0.0% | 0 | 0.0% | 0.0% |
| | Lubbock | 2,501.00 | 1.7% | 495 | 2.0% | 19.8% |

Turnover by Region and County during Fiscal Year 2007

| Region | County | Average Headcount | Statewide Percentage of Headcount | Separations | Statewide Percentage of Separations | Turnover Rate |
|----------------------------------|------------|-------------------|-----------------------------------|--------------|-------------------------------------|---------------|
| | Lynn | 19.00 | 0.0% | 2 | 0.0% | 10.5% |
| | Moore | 48.50 | 0.0% | 4 | 0.0% | 8.2% |
| | Motley | 15.00 | 0.0% | 0 | 0.0% | 0.0% |
| | Ochiltree | 18.00 | 0.0% | 8 | 0.0% | 44.4% |
| | Oldham | 18.75 | 0.0% | 1 | 0.0% | 5.3% |
| | Parmer | 21.75 | 0.0% | 2 | 0.0% | 9.2% |
| | Potter | 1,861.25 | 1.3% | 407 | 1.6% | 21.9% |
| | Randall | 335.75 | 0.2% | 25 | 0.1% | 7.4% |
| | Roberts | 4.00 | 0.0% | 0 | 0.0% | 0.0% |
| | Sherman | 16.50 | 0.0% | 6 | 0.0% | 36.4% |
| | Swisher | 145.75 | 0.1% | 15 | 0.1% | 10.3% |
| | Terry | 188.75 | 0.1% | 37 | 0.1% | 19.6% |
| | Wheeler | 20.50 | 0.0% | 4 | 0.0% | 19.5% |
| | Yoakum | 13.75 | 0.0% | 5 | 0.0% | 36.4% |
| High Plains Region Totals | | 7,470.50 | 5.1% | 1,326 | 5.2% | 17.7% |
| Metroplex Region | Collin | 375.25 | 0.3% | 70 | 0.3% | 18.7% |
| | Cooke | 402.50 | 0.3% | 113 | 0.4% | 28.1% |
| | Dallas | 4,275.00 | 2.9% | 638 | 2.5% | 14.9% |
| | Denton | 1,971.00 | 1.4% | 673 | 2.7% | 34.1% |
| | Ellis | 149.25 | 0.1% | 24 | 0.1% | 16.1% |
| | Erath | 81.50 | 0.1% | 9 | 0.0% | 11.0% |
| | Fannin | 504.25 | 0.3% | 66 | 0.3% | 13.1% |
| | Grayson | 192.00 | 0.1% | 22 | 0.1% | 11.5% |
| | Hood | 412.75 | 0.3% | 42 | 0.2% | 10.2% |
| | Hunt | 169.00 | 0.1% | 28 | 0.1% | 16.6% |
| | Johnson | 179.75 | 0.1% | 29 | 0.1% | 16.1% |
| | Kaufman | 1,025.50 | 0.7% | 149 | 0.6% | 14.5% |
| | Navarro | 418.25 | 0.3% | 96 | 0.4% | 23.0% |
| | Palo Pinto | 121.00 | 0.1% | 16 | 0.1% | 13.2% |
| | Parker | 142.25 | 0.1% | 29 | 0.1% | 20.4% |
| | Rockwall | 64.25 | 0.0% | 7 | 0.0% | 10.9% |
| | Somervell | 19.25 | 0.0% | 3 | 0.0% | 15.6% |
| | Tarrant | 3,411.50 | 2.3% | 471 | 1.9% | 13.8% |
| | Wise | 85.50 | 0.1% | 9 | 0.0% | 10.5% |
| Metroplex Region Totals | | 13,999.75 | 9.6% | 2,494 | 9.8% | 17.8% |
| Northwest Texas Region | Archer | 34.00 | 0.0% | 2 | 0.0% | 5.9% |
| | Baylor | 25.00 | 0.0% | 1 | 0.0% | 4.0% |

Turnover by Region and County during Fiscal Year 2007

| Region | County | Average Headcount | Statewide Percentage of Headcount | Separations | Statewide Percentage of Separations | Turnover Rate |
|--------------------------------------|--------------|-------------------|-----------------------------------|--------------|-------------------------------------|---------------|
| | Brown | 807.50 | 0.6% | 165 | 0.7% | 20.4% |
| | Callahan | 36.00 | 0.0% | 3 | 0.0% | 8.3% |
| | Clay | 27.75 | 0.0% | 2 | 0.0% | 7.2% |
| | Coleman | 27.00 | 0.0% | 4 | 0.0% | 14.8% |
| | Comanche | 28.50 | 0.0% | 4 | 0.0% | 14.0% |
| | Cottle | 24.00 | 0.0% | 0 | 0.0% | 0.0% |
| | Eastland | 87.25 | 0.1% | 9 | 0.0% | 10.3% |
| | Fisher | 15.75 | 0.0% | 0 | 0.0% | 0.0% |
| | Foard | 13.00 | 0.0% | 0 | 0.0% | 0.0% |
| | Hardeman | 21.00 | 0.0% | 1 | 0.0% | 4.8% |
| | Haskell | 38.75 | 0.0% | 7 | 0.0% | 18.1% |
| | Jack | 23.25 | 0.0% | 3 | 0.0% | 12.9% |
| | Jones | 547.50 | 0.4% | 40 | 0.2% | 7.3% |
| | Kent | 10.75 | 0.0% | 0 | 0.0% | 0.0% |
| | Knox | 26.75 | 0.0% | 1 | 0.0% | 3.7% |
| | Mitchell | 479.25 | 0.3% | 121 | 0.5% | 25.2% |
| | Montague | 45.25 | 0.0% | 8 | 0.0% | 17.7% |
| | Nolan | 53.75 | 0.0% | 4 | 0.0% | 7.4% |
| | Runnels | 37.25 | 0.0% | 5 | 0.0% | 13.4% |
| | Scurry | 352.50 | 0.2% | 66 | 0.3% | 18.7% |
| | Shackelford | 18.75 | 0.0% | 1 | 0.0% | 5.3% |
| | Stephens | 181.75 | 0.1% | 14 | 0.1% | 7.7% |
| | Stonewall | 14.50 | 0.0% | 1 | 0.0% | 6.9% |
| | Taylor | 2,321.00 | 1.6% | 482 | 1.9% | 20.8% |
| | Throckmorton | 15.00 | 0.0% | 1 | 0.0% | 6.7% |
| | Wichita | 1,926.25 | 1.3% | 441 | 1.7% | 22.9% |
| | Wilbarger | 1,990.75 | 1.4% | 413 | 1.6% | 20.7% |
| | Young | 57.25 | 0.0% | 4 | 0.0% | 7.0% |
| Northwest Texas Region Totals | | 9,287.00 | 6.4% | 1,803 | 7.1% | 19.4% |
| South Texas Border Region | Cameron | 1,451.75 | 1.0% | 177 | 0.7% | 12.2% |
| | Dimmit | 45.75 | 0.0% | 3 | 0.0% | 6.6% |
| | Edwards | 39.75 | 0.0% | 2 | 0.0% | 5.0% |
| | Hidalgo | 2,437.00 | 1.7% | 299 | 1.2% | 12.3% |
| | Jim Hogg | 32.75 | 0.0% | 4 | 0.0% | 12.2% |
| | Kinney | 18.25 | 0.0% | 1 | 0.0% | 5.5% |
| | La Salle | 143.00 | 0.1% | 27 | 0.1% | 18.9% |
| | Maverick | 132.50 | 0.1% | 15 | 0.1% | 11.3% |

Turnover by Region and County during Fiscal Year 2007

| Region | County | Average Headcount | Statewide Percentage of Headcount | Separations | Statewide Percentage of Separations | Turnover Rate |
|---|---------------|-------------------|-----------------------------------|--------------|-------------------------------------|---------------|
| | Real | 15.25 | 0.0% | 1 | 0.0% | 6.6% |
| | Starr | 127.75 | 0.1% | 9 | 0.0% | 7.0% |
| | Uvalde | 118.75 | 0.1% | 19 | 0.1% | 16.0% |
| | Val Verde | 172.00 | 0.1% | 20 | 0.1% | 11.6% |
| | Webb | 669.00 | 0.5% | 81 | 0.3% | 12.1% |
| | Willacy | 54.25 | 0.0% | 4 | 0.0% | 7.4% |
| | Zapata | 16.25 | 0.0% | 1 | 0.0% | 6.2% |
| | Zavala | 28.75 | 0.0% | 0 | 0.0% | 0.0% |
| South Texas Border Region Totals | | 5,502.75 | 3.8% | 663 | 2.6% | 12.0% |
| Southeast Texas Region | Angelina | 1,418.00 | 1.0% | 255 | 1.0% | 18.0% |
| | Hardin | 71.50 | 0.0% | 11 | 0.0% | 15.4% |
| | Houston | 982.75 | 0.7% | 292 | 1.2% | 29.7% |
| | Jasper | 264.00 | 0.2% | 24 | 0.1% | 9.1% |
| | Jefferson | 2,565.50 | 1.8% | 569 | 2.2% | 22.2% |
| | Nacogdoches | 200.75 | 0.1% | 19 | 0.1% | 9.5% |
| | Newton | 29.50 | 0.0% | 3 | 0.0% | 10.2% |
| | Orange | 154.25 | 0.1% | 22 | 0.1% | 14.3% |
| | Polk | 821.50 | 0.6% | 212 | 0.8% | 25.8% |
| | Sabine | 26.25 | 0.0% | 3 | 0.0% | 11.4% |
| | San Augustine | 30.75 | 0.0% | 3 | 0.0% | 9.8% |
| | San Jacinto | 40.75 | 0.0% | 3 | 0.0% | 7.4% |
| | Shelby | 46.00 | 0.0% | 6 | 0.0% | 13.0% |
| | Trinity | 35.75 | 0.0% | 3 | 0.0% | 8.4% |
| Tyler | 623.25 | 0.4% | 165 | 0.7% | 26.5% | |
| Southeast Texas Region Totals | | 7,310.50 | 5.0% | 1,590 | 6.3% | 21.7% |
| Upper East Texas Region | Anderson | 3,169.25 | 2.2% | 757 | 3.0% | 23.9% |
| | Bowie | 952.50 | 0.7% | 221 | 0.9% | 23.2% |
| | Camp | 8.00 | 0.0% | 0 | 0.0% | 0.0% |
| | Cass | 200.50 | 0.1% | 17 | 0.1% | 8.5% |
| | Cherokee | 1,816.50 | 1.2% | 398 | 1.6% | 21.9% |
| | Delta | 23.00 | 0.0% | 2 | 0.0% | 8.7% |
| | Franklin | 27.75 | 0.0% | 4 | 0.0% | 14.4% |
| | Gregg | 357.50 | 0.2% | 54 | 0.2% | 15.1% |
| | Harrison | 182.00 | 0.1% | 19 | 0.1% | 10.4% |
| | Henderson | 208.50 | 0.1% | 26 | 0.1% | 12.5% |
| | Hopkins | 114.50 | 0.1% | 11 | 0.0% | 9.6% |
| | Lamar | 264.50 | 0.2% | 18 | 0.1% | 6.8% |

Turnover by Region and County during Fiscal Year 2007

| Region | County | Average Headcount | Statewide Percentage of Headcount | Separations | Statewide Percentage of Separations | Turnover Rate |
|---------------------------------------|------------|-------------------|-----------------------------------|--------------|-------------------------------------|---------------|
| | Marion | 43.50 | 0.0% | 3 | 0.0% | 6.9% |
| | Morris | 37.50 | 0.0% | 3 | 0.0% | 8.0% |
| | Panola | 55.00 | 0.0% | 13 | 0.1% | 23.6% |
| | Rains | 26.50 | 0.0% | 0 | 0.0% | 0.0% |
| | Red River | 43.25 | 0.0% | 4 | 0.0% | 9.2% |
| | Rusk | 86.50 | 0.1% | 11 | 0.0% | 12.7% |
| | Smith | 958.50 | 0.7% | 90 | 0.4% | 9.4% |
| | Titus | 135.25 | 0.1% | 18 | 0.1% | 13.3% |
| | Upshur | 67.50 | 0.0% | 15 | 0.1% | 22.2% |
| | Van Zandt | 97.75 | 0.1% | 16 | 0.1% | 16.4% |
| | Wood | 262.25 | 0.2% | 28 | 0.1% | 10.7% |
| | Other | 1.25 | 0.0% | 4 | 0.0% | 320.0% |
| Upper East Texas Region Totals | | 9,139.25 | 6.3% | 1,732 | 6.8% | 19.0% |
| Upper Rio Grande | Brewster | 83.50 | 0.1% | 6 | 0.0% | 7% |
| | Culberson | 32.75 | 0.0% | 2 | 0.0% | 6% |
| | El Paso | 2,779.75 | 1.9% | 348 | 1.4% | 13% |
| | Hudspeth | 31.75 | 0.0% | 0 | 0.0% | 0% |
| | Jeff Davis | 62.00 | 0.0% | 13 | 0.1% | 21% |
| | Presidio | 67.75 | 0.0% | 8 | 0.0% | 12% |
| Upper Rio Grande Region Totals | | 3,057.50 | 2.1% | 377 | 1.5% | 12.3% |
| West Texas Region | Andrews | 27.50 | 0.0% | 3 | 0.0% | 10.9% |
| | Borden | 12.50 | 0.0% | 2 | 0.0% | 16.0% |
| | Coke | 16.50 | 0.0% | 1 | 0.0% | 6.1% |
| | Concho | 15.75 | 0.0% | 1 | 0.0% | 6.3% |
| | Crane | 15.50 | 0.0% | 2 | 0.0% | 12.9% |
| | Crockett | 32.50 | 0.0% | 3 | 0.0% | 9.2% |
| | Dawson | 544.50 | 0.4% | 121 | 0.5% | 22.2% |
| | Ector | 414.75 | 0.3% | 56 | 0.2% | 13.5% |
| | Gaines | 20.25 | 0.0% | 5 | 0.0% | 24.7% |
| | Glasscock | 5.00 | 0.0% | 0 | 0.0% | 0.0% |
| | Howard | 734.75 | 0.5% | 255 | 1.0% | 34.7% |
| | Irion | 7.25 | 0.0% | 0 | 0.0% | 0.0% |
| | Kimble | 42.00 | 0.0% | 6 | 0.0% | 14.3% |
| | Loving | 3.00 | 0.0% | 0 | 0.0% | 0.0% |
| | Martin | 20.75 | 0.0% | 5 | 0.0% | 24.1% |
| | Mason | 20.75 | 0.0% | 1 | 0.0% | 4.8% |
| | McCulloch | 34.50 | 0.0% | 4 | 0.0% | 11.6% |

Turnover by Region and County during Fiscal Year 2007

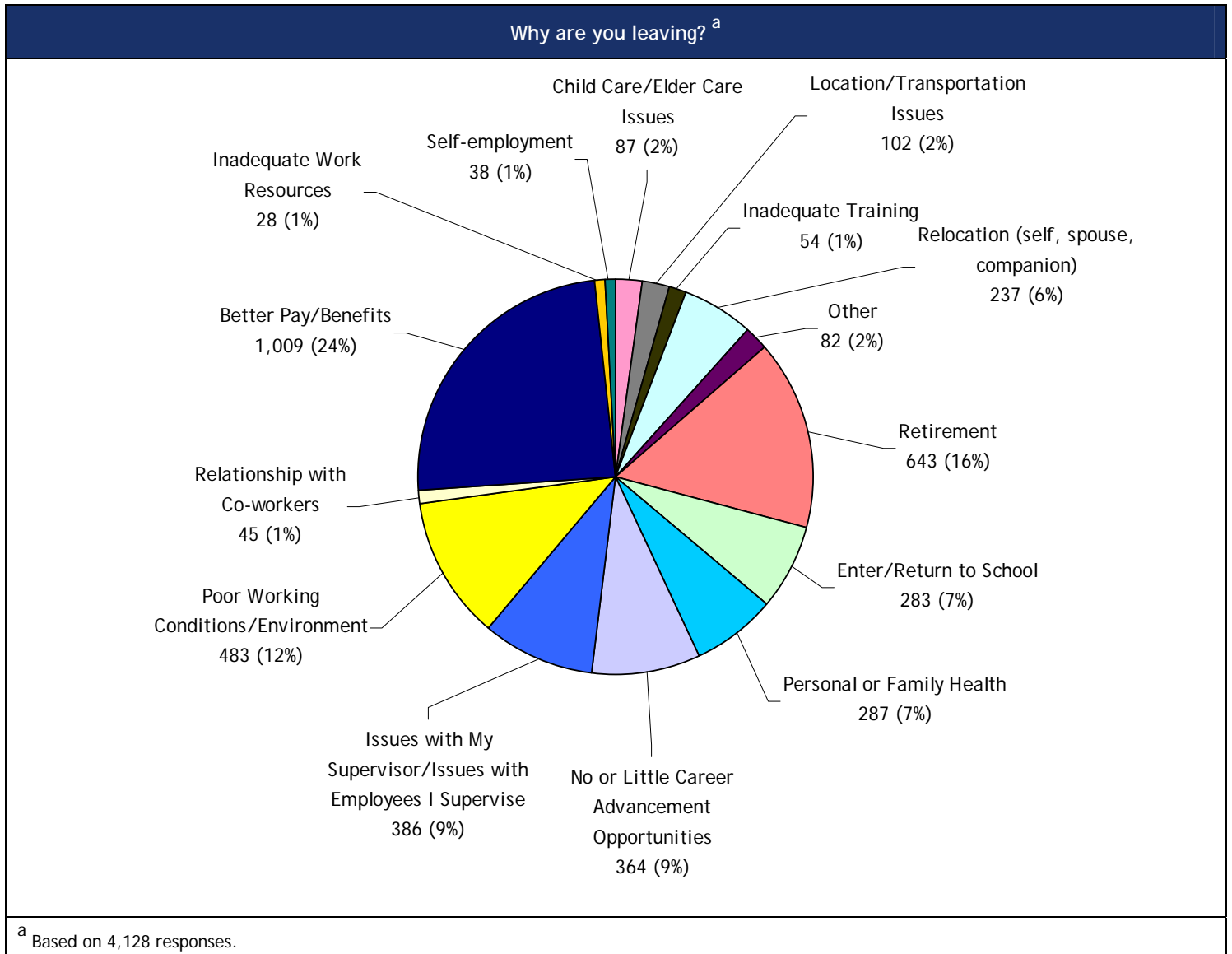
| Region | County | Average Headcount | Statewide Percentage of Headcount | Separations | Statewide Percentage of Separations | Turnover Rate |
|---------------------------------|------------|-------------------|-----------------------------------|---------------|-------------------------------------|---------------|
| | Menard | 8.25 | 0.0% | 1 | 0.0% | 12.1% |
| | Midland | 449.00 | 0.3% | 54 | 0.2% | 12.0% |
| | Pecos | 563.25 | 0.4% | 181 | 0.7% | 32.1% |
| | Reagan | 10.75 | 0.0% | 4 | 0.0% | 37.2% |
| | Reeves | 72.00 | 0.0% | 9 | 0.0% | 12.5% |
| | Schleicher | 2.00 | 0.0% | 0 | 0.0% | 0.0% |
| | Sterling | 9.25 | 0.0% | 3 | 0.0% | 32.4% |
| | Sutton | 32.00 | 0.0% | 2 | 0.0% | 6.3% |
| | Terrell | 20.25 | 0.0% | 3 | 0.0% | 14.8% |
| | Tom Green | 1,294.00 | 0.9% | 399 | 1.6% | 30.8% |
| | Upton | 13.00 | 0.0% | 0 | 0.0% | 0.0% |
| | Ward | 254.50 | 0.2% | 121 | 0.5% | 47.5% |
| | Winkler | 15.00 | 0.0% | 1 | 0.0% | 6.7% |
| West Texas Region Totals | | 4,711.00 | 3.2% | 1,243 | 4.9% | 26.4% |
| Other | | 1.00 | 0.0% | 0 | 0.0% | 0.0% |
| Statewide Totals | | 145,721.50 | 100% | 25,356 | 100.0% | 17.4% |

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

Fiscal Year 2007 Overall Exit Survey Results

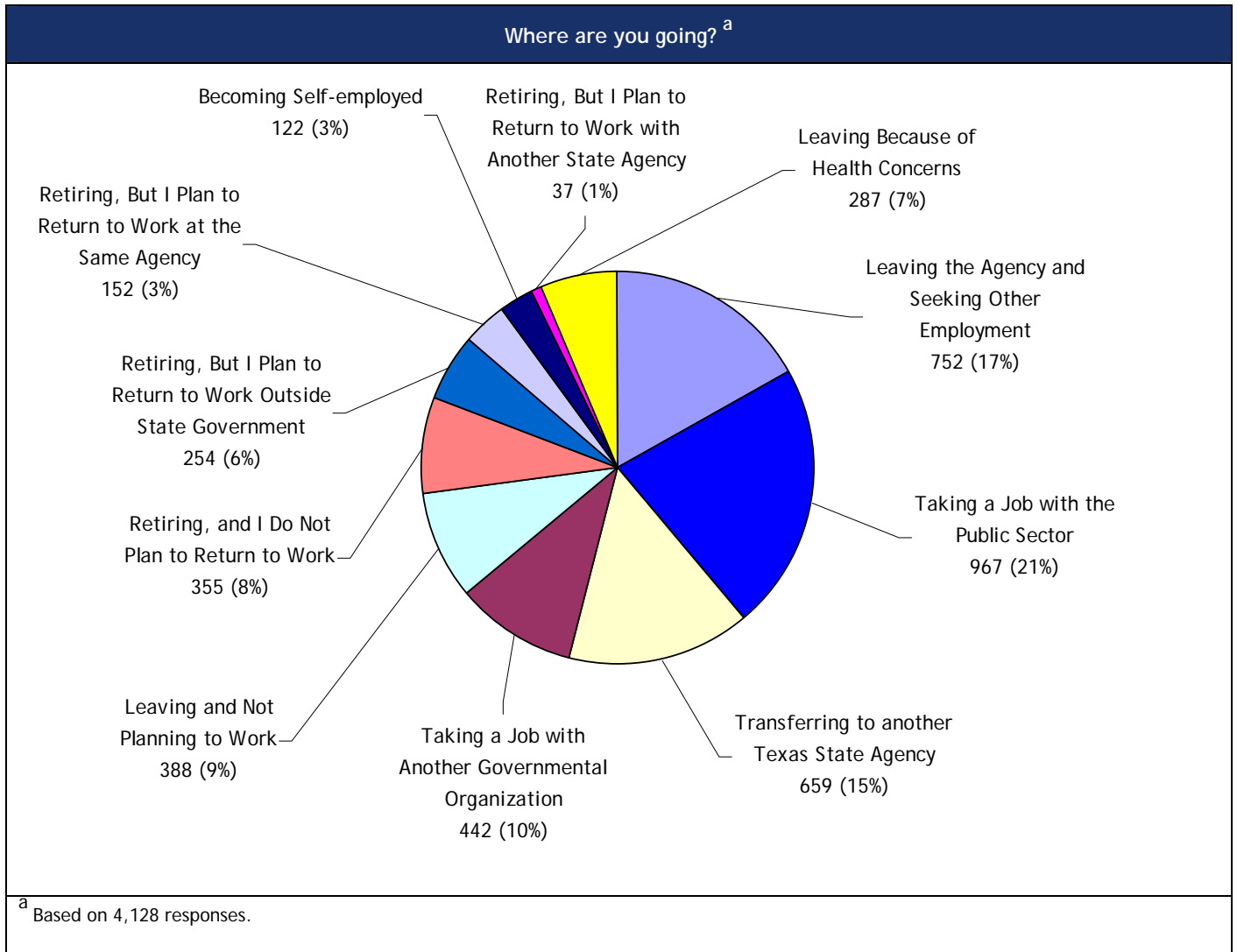
Figures 4 through 10 show the aggregate results from the State of Texas Employee Exit Survey for fiscal year 2007. The surveys were completed between September 1, 2006, and August 31, 2007.

Figure 4



Source: State of Texas Employee Exit Survey System.

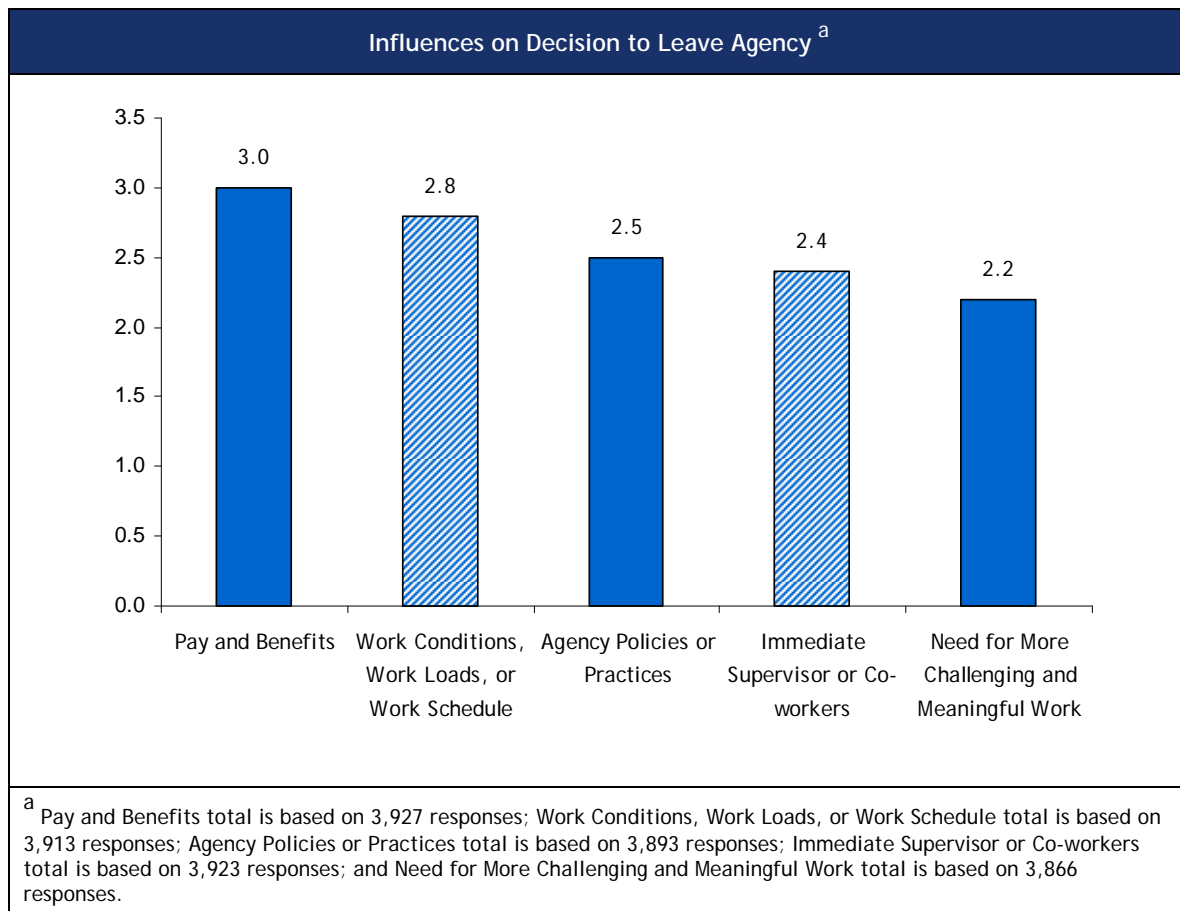
Figure 5



Source: State of Texas Employee Exit Survey System.

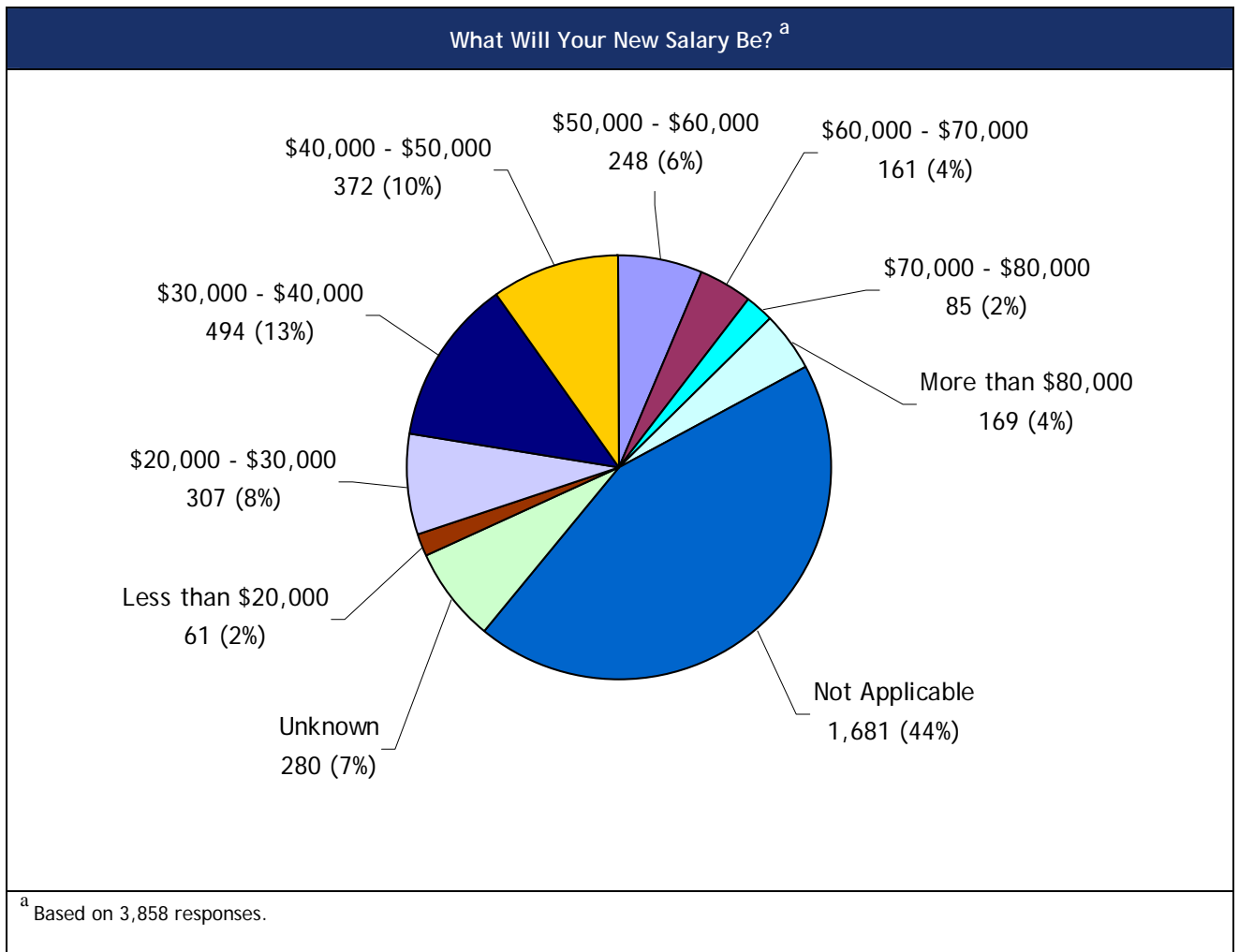
Figure 6 shows the extent that specific items influenced an employee's decision to leave employment with his or her state agency. The averages are computed on a 5-point scale: 1-Very Little Extent, 2-Little Extent, 3-Some Extent, 4-Great Extent, 5-Very Great Extent.

Figure 6



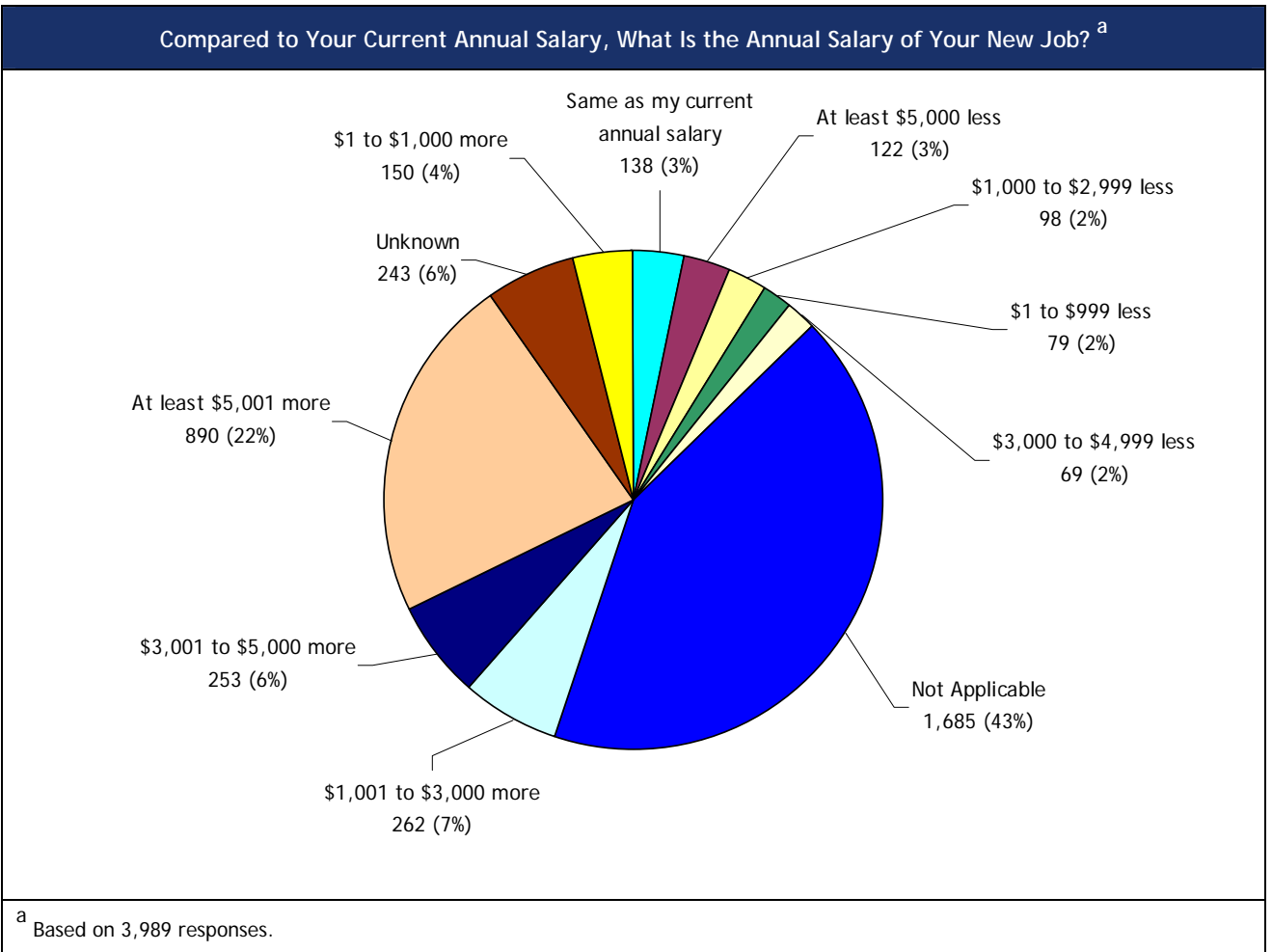
Source: State of Texas Employee Exit Survey System.

Figure 7



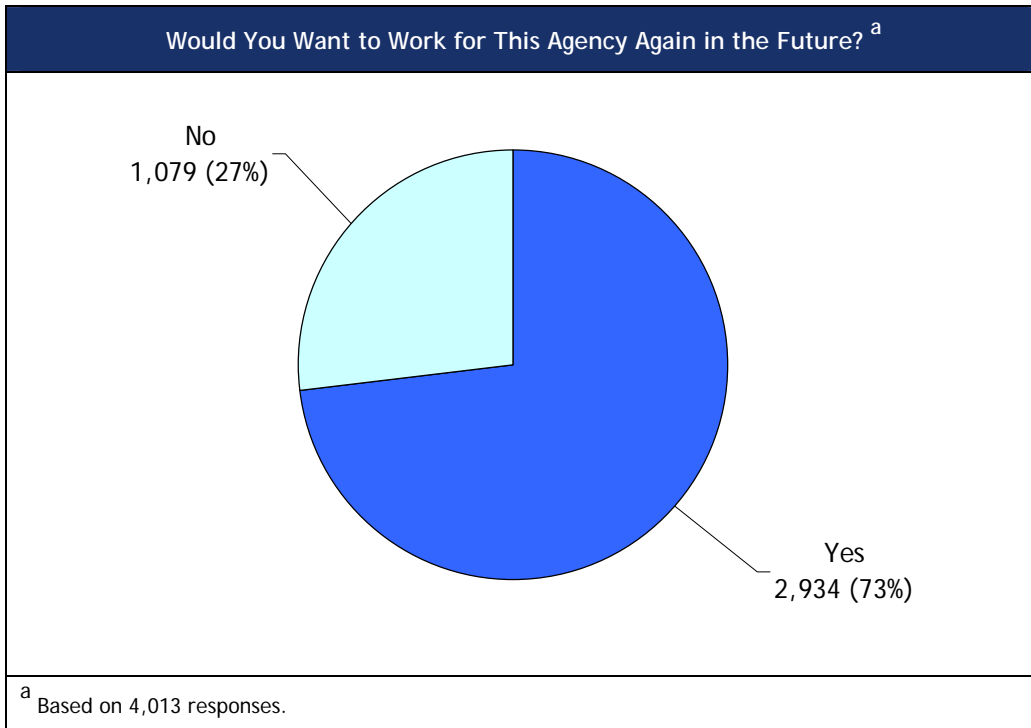
Source: State of Texas Employee Exit Survey System.

Figure 8



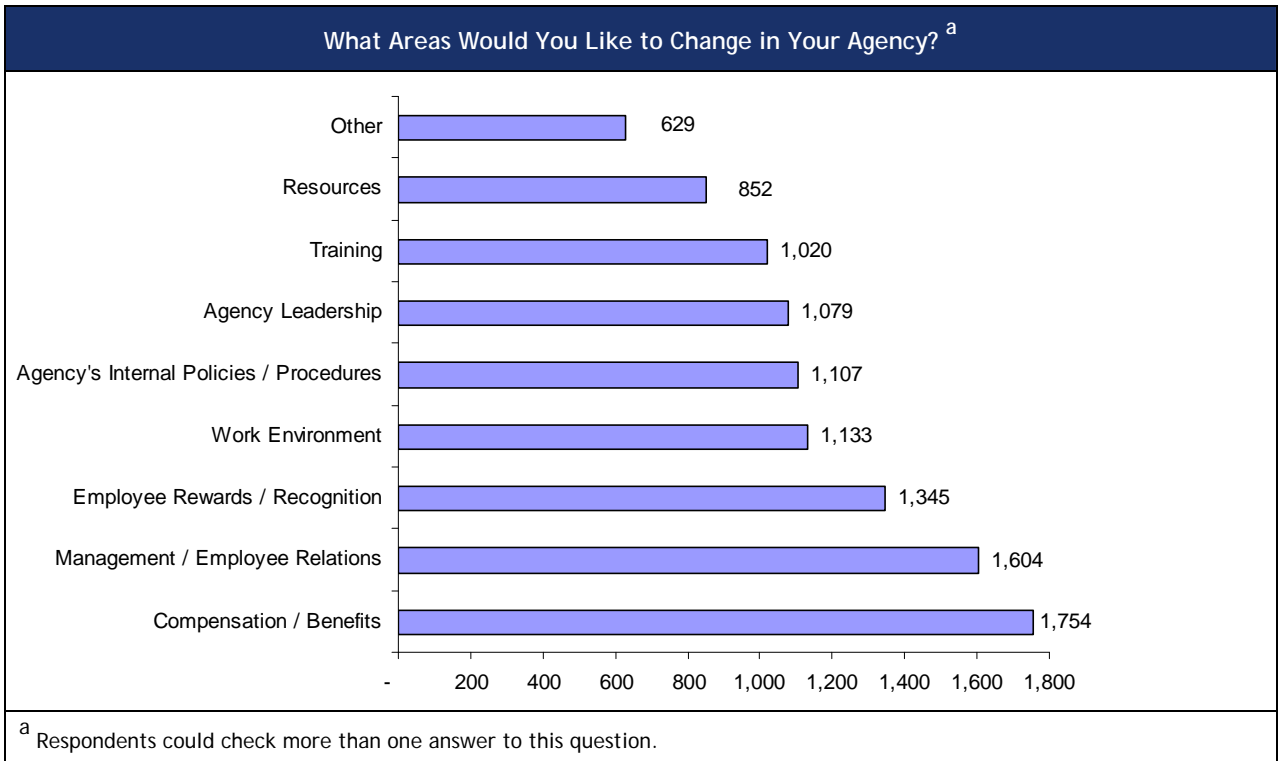
Source: State of Texas Employee Exit Survey System.

Figure 9



Source: State of Texas Employee Exit Survey System.

Figure 10



Source: State of Texas Employee Exit Survey System.

Summary of Exit Survey Reasons for Leaving by Agency

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

Table 20

| Exit Survey Reasons for Leaving by Agency during Fiscal Year 2007 | | | | | | | | | | | | | | | |
|---|---------------------|------------|---|---|---|---------------------------|------------------------|--------------------------------------|--------------------------------|------------------------------|-------|---------------------|------------------------------|-----------------|---------------------------|
| Agency | Better pay/benefits | Retirement | Poor working conditions/environment (e.g., safety, work-related stress and/or work load issues) | Issues with my supervisor/issues with employees I supervise | No or little career advancement opportunities | Personal or family health | Enter/Return to School | Relocation (self, spouse, companion) | Location/transportation issues | Child care/Elder care issues | Other | Inadequate Training | Relationship with co-workers | Self-employment | Inadequate work resources |
| 302 - Office of the Attorney General | 96 | 34 | 17 | 12 | 32 | 9 | 35 | 29 | 8 | 5 | 6 | 1 | 1 | 2 | 2 |
| 304 - Comptroller of Public Accounts | 5 | 22 | 4 | 4 | 2 | 2 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 3 | 0 |
| 320 - Texas Workforce Commission | 42 | 34 | 9 | 8 | 24 | 6 | 2 | 5 | 1 | 0 | 3 | 1 | 0 | 0 | 1 |
| 405 - Texas Department of Public Safety | 96 | 57 | 9 | 13 | 21 | 12 | 12 | 13 | 8 | 11 | 0 | 2 | 4 | 2 | 0 |
| 454 - Texas Department of Insurance | 25 | 20 | 12 | 6 | 12 | 5 | 3 | 11 | 2 | 1 | 2 | 3 | 0 | 1 | 1 |
| 529 - Health and Human Services Commission | 53 | 49 | 55 | 31 | 25 | 26 | 15 | 11 | 11 | 3 | 11 | 8 | 3 | 4 | 2 |
| 530 - Department of Family and Protective Services | 60 | 21 | 135 | 61 | 17 | 35 | 19 | 22 | 6 | 15 | 3 | 11 | 6 | 2 | 7 |

Exit Survey Reasons for Leaving by Agency during Fiscal Year 2007

| Agency | Better pay/benefits | Retirement | Poor working conditions/environment (e.g., safety, work-related stress and/or work load issues) | Issues with my supervisor/issues with employees I supervise | No or little career advancement opportunities | Personal or family health | Enter/Return to School | Relocation (self, spouse, companion) | Location/transportation issues | Child care/Elder care issues | Other | Inadequate Training | Relationship with co-workers | Self-employment | Inadequate work resources |
|---|---------------------|------------|---|---|---|---------------------------|------------------------|--------------------------------------|--------------------------------|------------------------------|-------|---------------------|------------------------------|-----------------|---------------------------|
| 537 - Department of State Health Services | 51 | 42 | 38 | 47 | 19 | 20 | 15 | 19 | 4 | 4 | 7 | 2 | 6 | 1 | 5 |
| 538 - Department of Assistive and Rehabilitative Services | 10 | 11 | 3 | 8 | 9 | 3 | 1 | 3 | 0 | 3 | 2 | 3 | 1 | 2 | 0 |
| 539 - Department of Aging and Disability Services | 55 | 56 | 66 | 42 | 23 | 62 | 28 | 17 | 7 | 14 | 10 | 5 | 9 | 4 | 3 |
| 582 - Texas Commission on Environmental Quality | 25 | 11 | 1 | 6 | 9 | 2 | 1 | 4 | 3 | 1 | 0 | 1 | 0 | 0 | 0 |
| 601 - Texas Department of Transportation | 114 | 71 | 16 | 20 | 39 | 16 | 31 | 13 | 10 | 1 | 6 | 2 | 1 | 2 | 0 |
| 694 - Texas Youth Commission | 16 | 3 | 24 | 12 | 8 | 15 | 4 | 7 | 6 | 1 | 1 | 4 | 1 | 0 | 1 |
| 696 - Department of Criminal Justice | 136 | 82 | 59 | 53 | 27 | 49 | 25 | 33 | 18 | 14 | 5 | 8 | 2 | 8 | 3 |
| 802 - Texas Department of Parks and Wildlife | 22 | 12 | 3 | 6 | 9 | 7 | 52 | 8 | 1 | 2 | 5 | 1 | 1 | 0 | 2 |

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| Recent SAO Work | | |
|-----------------|--|---------------|
| Number | Product Name | Release Date |
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| 08-701 | A Classification Compliance Review Report on the State's Auditor and Accounts Examiner Positions | October 2007 |
| 08-702 | A Summary Report on Full-Time Equivalent State Employees for Fiscal Year 2007 | November 2007 |

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