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**State Auditor**

An Annual Report on

# **Classified Employee Turnover for Fiscal Year 2012**

December 2012

Report No. 13-704



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**Classified Employee Turnover for Fiscal  
 Year 2012**

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## Overall Conclusion

The fiscal year 2012 statewide turnover rate was 17.3 percent for classified regular, full- and part-time employees based on 25,914 separations. These separations include both voluntary and involuntary separations (see text box for definitions of separation types). That was a 0.5 increase from the fiscal year 2011 statewide turnover rate of 16.8 percent. The fiscal year 2012 statewide turnover rate was the highest statewide turnover rate the State has experienced since fiscal year 2008.

Excluding involuntary separations and retirements, the fiscal year 2012 statewide turnover rate was 10.0 percent. That rate, which is often considered more of a true turnover rate because it reflects preventable turnover, increased since fiscal year 2011, when it was 9.0 percent.

Voluntary separations, including retirements, accounted for the majority (74.8 percent) of the State's total separations in fiscal year 2012. This was a 5.9 percent increase in the number of voluntary separations since fiscal year 2011. Several factors may have contributed to the increase in the number of voluntary separations. Specifically:

- According to the Office of the Comptroller of Public Accounts, improved economic indicators signal that the Texas economy is emerging from the recession more quickly than the rest of the United States and Texas continues to add jobs.

History of Statewide Turnover Rates Fiscal Years 2008 through 2012	
Fiscal Year	Statewide Turnover Rate
2008	17.3%
2009	14.4%
2010	14.6%
2011	16.8%
2012	17.3%

### Definitions

**Turnover Rate Formula** - Divide the number of separations during the fiscal year by the average number of classified employees during the fiscal year, then multiply by 100.

The "average number of classified employees" is calculated by totaling the number of classified employees (defined as employees who worked at any time during a quarter) for each quarter of fiscal year 2012 and then dividing that total by four.

**Voluntary separation** - Occurs when an employee decides to end employment with the State of his or her own accord. Examples include voluntary separation from an agency and retirement.

**Involuntary separation** - Occurs when employment with the State ends at the direction of an employer or for reasons beyond an employee's control. Examples include dismissal for cause, resignation in lieu of separation, reduction in force, death, and termination at will.

**Interagency Transfers** - These occur when an employee transfers to another agency or institution of higher education.

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

- Texas unemployment rates decreased. The statewide unemployment rate decreased from 8.1 percent in fiscal year 2011 to 7.3 percent in fiscal year 2012.
- Retirements continued to be a significant portion of separations. During the past five fiscal years, retirements increased by 29.6 percent. While not increasing substantially between fiscal years 2011 and 2012, retirements still accounted for 17.0 percent of total separations in fiscal years 2011 and 2012.

#### Exit Survey Results

According to exit surveys completed during fiscal year 2012, the top three reasons reported for leaving state employment were:

- Retirement.
- Better pay/benefits.
- Poor working conditions/environment.

Involuntary separations accounted for 25.2 percent of the State's total separations in fiscal year 2012. There was a decrease of 15.5 percent in the number of involuntary separations since fiscal year 2011. That decrease was mainly due to fewer reductions in force, which decreased by 92.2 percent from 1,225 separations in fiscal year 2011 to 96 separations in fiscal year 2012.

Table 1 provides a comparison of state separations for fiscal years 2011 and 2012.

Table 1

Separations in Fiscal Years 2011 and 2012 <sup>a</sup>			
Separation Type	Fiscal Year 2011	Fiscal Year 2012	Percent Change
Voluntary Separation from Agency	13,909	14,981	7.7%
Retirement	4,411	4,416	0.1%
<b>Statewide Voluntary Separations</b>	<b>18,320</b>	<b>19,397</b>	<b>5.9%<sup>b</sup></b>
Dismissal for Cause	3,681	3,747	1.8%
Resignation in Lieu of Involuntary Separation	2,287	2,188	-4.3%
Reduction in Force	1,225	96	-92.2%
Death	255	198	-22.4%
Termination at Will	260	288	10.8%
<b>Statewide Involuntary Separations</b>	<b>7,708</b>	<b>6,517</b>	<b>-15.5%<sup>b</sup></b>
<b>Total Statewide Separations</b>	<b>26,028</b>	<b>25,914</b>	<b>-0.4%</b>
<b>Total Average Statewide Headcount</b>	<b>154,486.50</b>	<b>149,556.25<sup>c</sup></b>	<b>-3.2%</b>

<sup>a</sup> The voluntary separations and total statewide separations for fiscal years 2011 and 2012 exclude interagency transfers because those are not considered a loss to the State.

<sup>b</sup> Statewide voluntary and involuntary separations are not the sums of the percentages. They are the percent change in separations between fiscal years 2011 and 2012.

<sup>c</sup> The average headcount is calculated by totaling the number of classified employees (defined as employees who worked at any time during a quarter) for each quarter of fiscal year 2012 and then dividing this total by four.

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

## Key Points

The fiscal year 2012 statewide turnover rate of 17.3 percent for classified regular, full- and part-time employees was the highest statewide turnover rate the State has experienced since fiscal year 2008.

Voluntary separations, excluding interagency transfers, accounted for 74.8 percent of overall separations for the State's classified regular, full- and part-time employees. Compared to fiscal year 2011, there was an increase of 5.9 percent in the number of employees who left state employment voluntarily.

Involuntary separations accounted for 25.2 percent of the State's total separations. Compared to fiscal year 2011, there was a 15.5 percent decrease in the number of employees who left state employment involuntarily. Reductions in force accounted for 0.4 percent of statewide separations in fiscal year 2012. In contrast, they accounted for 4.7 percent of statewide separations in fiscal year 2011. Overall, the number of reductions in force decreased by 92.2 percent from 1,225 separations in fiscal year 2011 to 96 separations in fiscal year 2012.

Table 2 lists the separations by type in fiscal year 2012.

Table 2

Separations by Type in Fiscal Year 2012 <sup>a</sup>		
Separation Type	Number of Separations	Percentage of Total Separations
Voluntary Separation from Agency	14,981	57.8%
Retirement	4,416	17.0%
<b>Statewide Voluntary Separations</b>	<b>19,397</b>	<b>74.8%</b>
Dismissal for Cause	3,747	14.5%
Resignation in Lieu of Separation	2,188	8.4%
Reduction in Force	96	0.4%
Death	198	0.8%
Termination at Will	288	1.1%
<b>Statewide Involuntary Separations</b>	<b>6,517</b>	<b>25.2%</b>
<b>Total Statewide Separations</b>	<b>25,914</b>	<b>100.0%</b>

<sup>a</sup> The voluntary separations and total statewide separations for fiscal year 2012 exclude interagency transfers because these are not considered a loss to the State.

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

**The Department of Aging and Disability Services (DADS) had the highest turnover rate (33.0 percent) among active state agencies with 1,000 or more employees in fiscal year 2012.<sup>1</sup>**

DADS's turnover rate of 33.0 percent in fiscal year 2012 was a 3.1 percent increase from its fiscal year 2011 turnover rate of 29.9 percent. The highest percentage (55.9 percent) of DADS's separations in fiscal year 2012 was voluntary separations, followed by dismissal for cause (27.3 percent).

The Texas Juvenile Justice Department had the second highest agency turnover rate (22.8 percent) among active agencies, followed by the Department of Criminal Justice (20.5 percent) and the Department of State Health Services (20.5 percent). The Department of Criminal Justice had the highest percentage of total separations (27.5 percent). (See Appendix 3 for turnover rates for all state agencies.)

**Employees under the age of 30 and those with fewer than 2 years of state service left state employment at a higher rate than other employee age and service groups.<sup>2</sup>**

Employees under the age of 30 accounted for 35.8 percent of the State's separations, and employees with fewer than 2 years of state service accounted for 40.8 percent of the State's separations.

**The Social Services, Medical and Health, and Criminal Justice occupational categories made up 48.7 percent of the State's classified workforce and 66.3 percent of total separations.**

The Social Services occupational category had the highest turnover rate (24.6 percent in fiscal year 2012, followed by Medical and Health (22.8 percent) and Criminal Justice (22.7 percent). All three occupational categories had turnover rates that were higher than the statewide turnover rate of 17.3 percent. This can be partially attributed to the following job classification series within those three occupational categories:

- **Social Services** - The Direct Support Professional job classification series accounted for 40.5 percent of total separations within this occupational category and had a turnover rate of 43.7 percent.
- **Medical and Health** - The Licensed Vocational Nurse and Nurse job classification series accounted for 66.1 percent of separations within this occupational category and had turnover rates of 32.9 percent and 22.2 percent, respectively.

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<sup>1</sup> Turnover rates for agencies include interagency transfers.

<sup>2</sup> Some employees may be included in both the employees under age 30 and employees with fewer than 2 years of state service groups.

- **Criminal Justice** - The Juvenile Correctional Officer and Correctional Officer job classification series accounted for 91.3 percent of total separations within this occupational category and had turnover rates of 35.9 percent and 24.6 percent, respectively.

**Among the 3,628 employees completing an exit survey, the top three reasons reported for leaving state employment during fiscal year 2012 were for retirement, for better pay/benefits, or because of poor working conditions/environment.**

Of the 24,923 state employees who were eligible to complete the state employee online exit survey in fiscal year 2012, 80.6 percent were given the opportunity by their agencies to complete the survey. The survey completion rate of 18.1 percent (the number of employees who actually completed the survey compared to the number of employees who were given the opportunity to complete the survey) decreased from 18.7 percent in fiscal year 2011.

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

The objective of this report was to provide and analyze information on employee turnover and summarize exit survey data, which includes the reasons that employees left state employment.

The scope of this report included classified regular, full- and part-time employees in Texas state agencies during fiscal year 2012. Classified employees are employees who are subject to the State's Position Classification Plan. This report does not include data from higher education institutions.

The statewide turnover rate is the percentage of classified regular, full- and part-time state employees, excluding employees at higher education institutions, who voluntarily and involuntarily separate from state employment. Interagency transfers are excluded from the calculation of the statewide turnover rate because employees who transfer to other state agencies and higher education institutions are not considered a loss to the State as a whole. However, in determining turnover rates by agency, those transfers are included because they are considered a loss for an agency.

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

Agencies can continue to update data in the Comptroller of Public Accounts' systems. Data in this report is as of October 24, 2012.

The following formula was used to determine the statewide 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 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.

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<sup>3</sup> The “average number of classified employees” was calculated by totaling the number of classified employees (defined as employees who worked at any time during a quarter) for each quarter of fiscal year 2012 and then dividing that total by four.

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# Detailed Results

Chapter 1

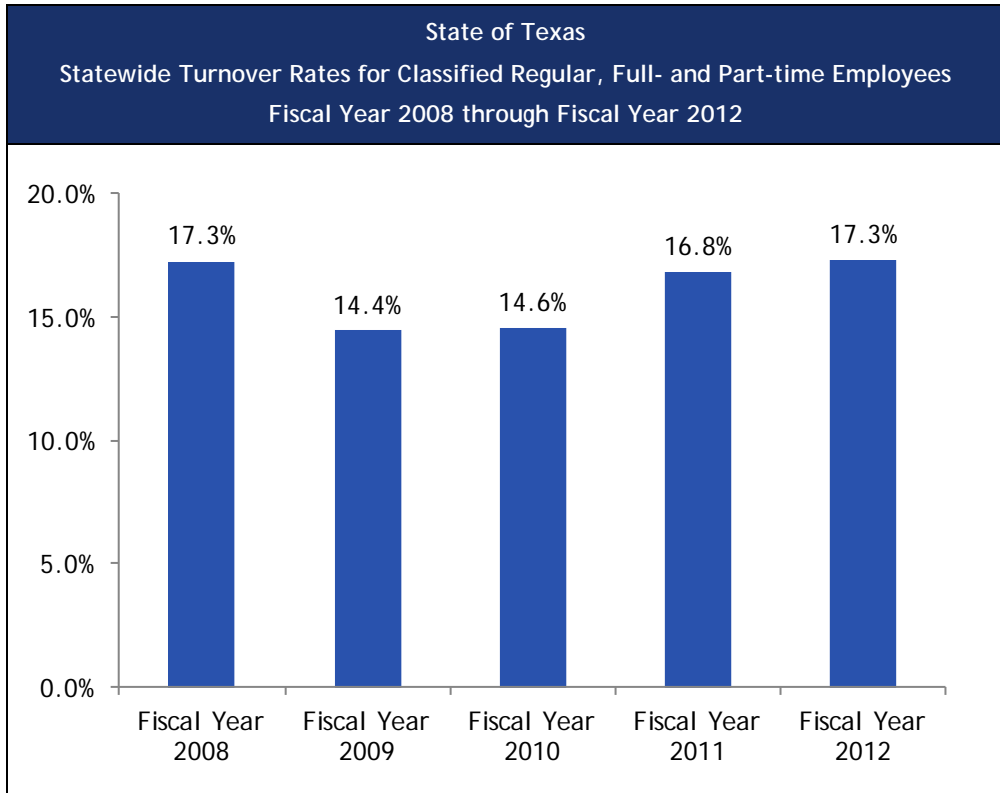
## Statewide Turnover Rate

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The statewide turnover rate for classified regular, full- and part-time employees for fiscal year 2012 was 17.3 percent based on a total of 25,914 voluntary and involuntary separations, excluding interagency transfers, and a statewide average headcount of 149,556. That was an increase from the fiscal year 2011 statewide turnover rate of 16.8 percent, and it was the highest statewide turnover rate since fiscal year 2008.

The statewide turnover rate during the past five fiscal years has ranged from a low of 14.4 percent in fiscal year 2009 to a high of 17.3 percent in fiscal years 2008 and 2012 (see Figure 1).

Figure 1



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

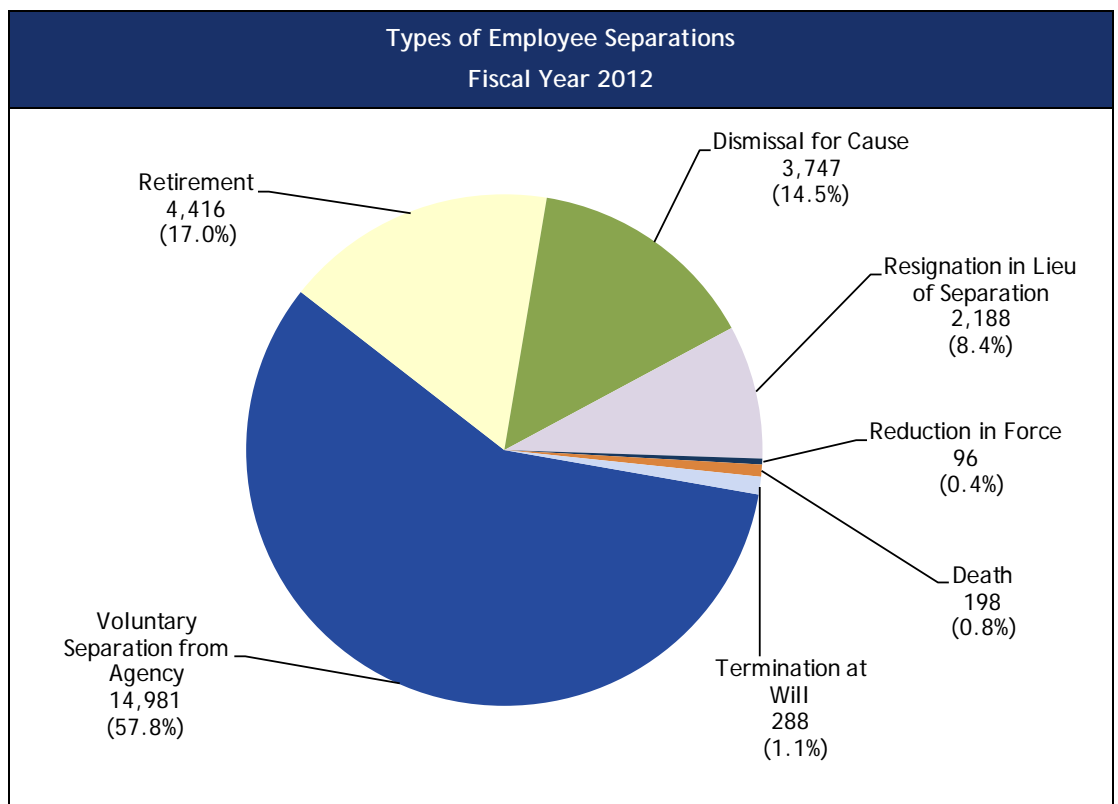
### Statewide Turnover Rate Including Interagency Transfers

The statewide turnover rate including interagency transfers was 20.3 percent in fiscal year 2012. From fiscal year 2011 to fiscal year 2012, the State experienced a 227.3 percent increase in the number of interagency transfers. There were 1,376 interagency transfers in fiscal year 2011 and 4,504 interagency transfers in fiscal year 2012.

The Juvenile Probation Commission and Youth Commission accounted for 2,508 (55.7 percent) of the interagency transfers in fiscal year 2012. Both agencies were abolished after the first quarter of fiscal year 2012 and their duties were transferred to the new Texas Juvenile Justice Department.

“Voluntary separation from agency” (57.8 percent) was the most common type of separation, followed by “retirement” (17.0 percent) and “dismissal for cause” (14.5 percent) (see Figure 2). See Appendix 2 for additional details about the types of separations from employment in fiscal years 2008 through 2012, including information on interagency transfers. The statewide turnover rate including interagency transfers was 20.3 percent in fiscal year 2012 (see text box).

Figure 2



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

### Voluntary Employee Separations

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

Voluntary separations accounted for the majority (74.8 percent) of the State's total separations and increased 5.9 percent since fiscal year 2011. Several factors may have contributed to that increase. Specifically:

- According to the Office of the Comptroller of Public Accounts, improved economic indicators signal that the Texas economy is emerging from the recession more quickly than the rest of the United States and Texas continues to add jobs.
- Texas unemployment rates decreased. The statewide unemployment rate decreased from 8.1 percent in fiscal year 2011 to 7.3 percent in fiscal year 2012.
- Retirements continued to be a significant portion of separations. During the past five fiscal years, retirements increased by 29.6 percent. While the number of retirements did not increase substantially between fiscal years 2011 and 2012, retirements still accounted for 17.0 percent of total separations in fiscal years 2011 and 2012.

Table 3 provides a comparison of the voluntary separations for fiscal years 2011 and 2012.

Table 3

Voluntary Employee Separations for Fiscal Years 2011 and 2012 <sup>a</sup>			
Separation Type	Fiscal Year 2011	Fiscal Year 2012	Percent Change
Voluntary Separation from Agency	13,909	14,981	7.7%
Retirement	4,411	4,416	0.1%
<b>Statewide Voluntary Separations</b>	<b>18,320</b>	<b>19,397</b>	<b>5.9% <sup>b</sup></b>
<sup>a</sup> Voluntary separations exclude interagency transfers because they are not viewed as a loss to the State. <sup>b</sup> Statewide voluntary separations is not the sum of the percentages. This is the percent change in separations between fiscal years 2011 and 2012.			

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

### Involuntary Employee Separations

Involuntary separations due to dismissal for cause, resignation in lieu of separation, reduction in force, death, or termination at will accounted for 25.2 percent of total separations in fiscal year 2012. Involuntary separations decreased 15.5 percent from fiscal year 2011; that decrease was primarily a result of a 92.2 percent decrease in the number of employees who separated from state employment due to reductions in force between fiscal years 2011 and 2012. Reductions in force were implemented at multiple agencies in

fiscal year 2011. Terminations at will had the largest percent increase (10.8 percent) from fiscal year 2011.

Table 4 provides a comparison of the involuntary separations for fiscal years 2011 and 2012.

Table 4

Involuntary Employee Separations Fiscal Years 2011 and 2012			
Separation Type	Fiscal Year 2011	Fiscal Year 2012	Percent Change
Termination at Will	260	288	10.8%
Dismissal for Cause	3,681	3,747	1.8%
Resignation in Lieu of Involuntary Separation	2,287	2,188	-4.3%
Death	255	198	-22.4%
Reduction in Force	1,225	96	-92.2%
<b>Statewide Involuntary Separations</b>	<b>7,708</b>	<b>6,517</b>	<b>-15.5%<sup>a</sup></b>

<sup>a</sup> Statewide involuntary separations is not the sum of the percentages. It is the percent change in separations between fiscal years 2011 and 2012.

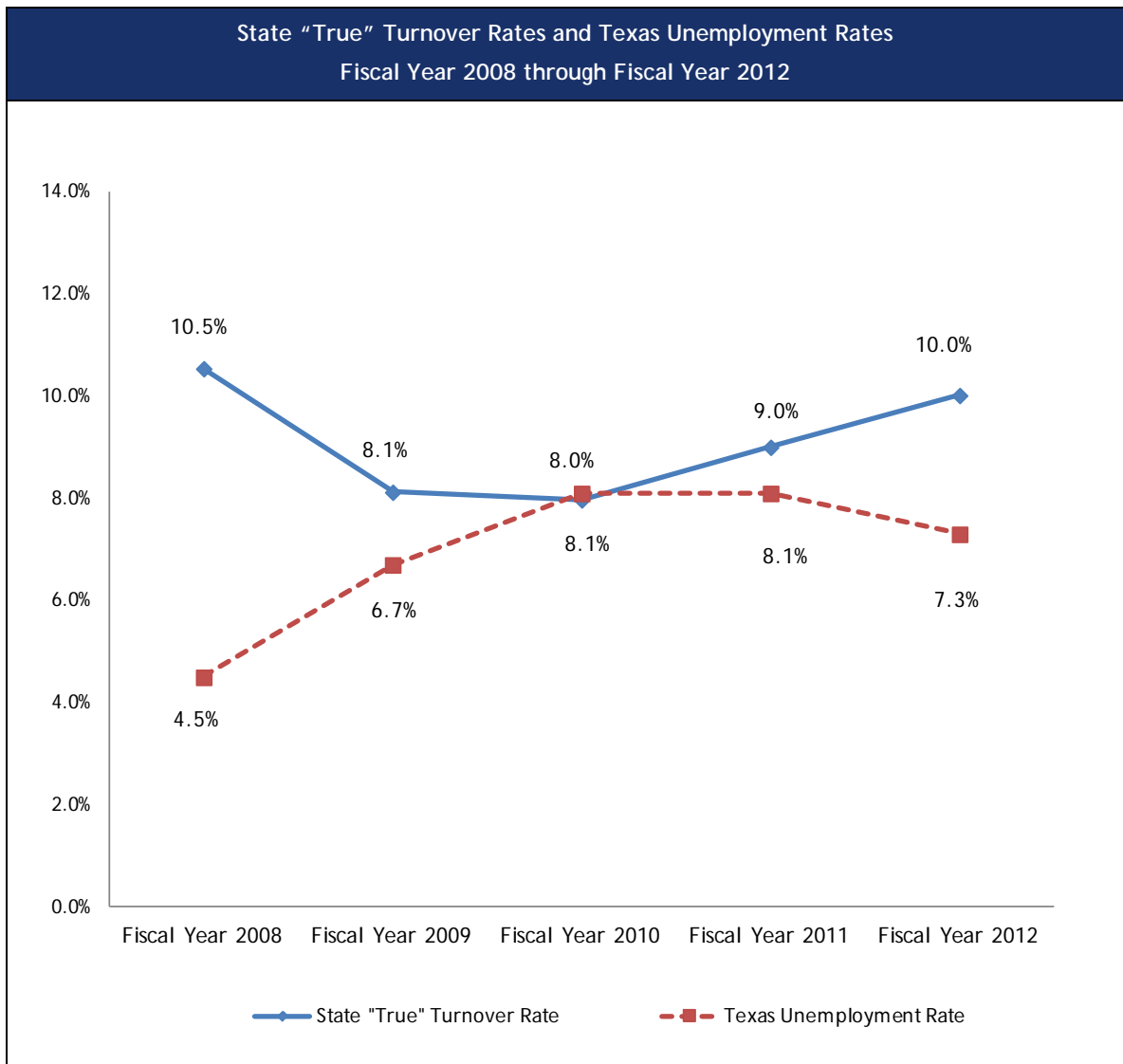
Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

### Comparison of the State's "True" Turnover Rate and the Texas Unemployment Rate

Excluding retirements and involuntary separations, the fiscal year 2012 voluntary turnover rate was 10.0 percent, compared to 9.0 percent in fiscal year 2011. That rate is often considered more of a "true" turnover rate because it reflects preventable turnover. At the same time, the Texas unemployment rate decreased from 8.1 percent in fiscal year 2011 to 7.3 percent in fiscal year 2012.

With the exception of fiscal year 2011, there has been an inverse relationship between the statewide unemployment rate and the "true" turnover rate—as the unemployment rate increased, the turnover rate decreased, and vice versa. Figure 3 on the next page shows the State's "true" turnover rates and the Texas unemployment rates for the past five fiscal years.

Figure 3



Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, Standardized Payroll/Personnel Reporting System (voluntary turnover rate), and the U.S. Bureau of Labor Statistics (unemployment rate).

## Turnover Demographics

The information in this chapter reflects the fiscal year 2012 turnover that is considered a loss to the State; therefore, separations attributable to a transfer from one state agency to another state agency or higher education institution are excluded because interagency transfers are not considered a loss to the State. The only exception to this is turnover by agency. In determining turnover by agency, interagency transfers are included because they are considered a loss to an agency.

## Chapter 2-A

### Gender

Males had a slightly higher turnover rate (17.4 percent) than females (17.3 percent). The percentage of separations for males and females was generally proportionate to the percentage of males and females in the State's classified workforce (see Table 5).

#### Exit Survey Results By Gender

The top two reasons reported for leaving state employment were the same for female and male respondents:

- Retirement.
- Better pay/benefits.

Table 5

Turnover by Gender Fiscal Year 2012					
Gender	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Female	83,933.50	56.1%	14,515	56.0%	17.3%
Male	65,622.75	43.9%	11,399	44.0%	17.4%
<b>Statewide Totals</b>	<b>149,556.25</b>	<b>100.0%</b>	<b>25,914</b>	<b>100.0%</b>	<b>17.3%<sup>a</sup></b>
<sup>a</sup> The statewide total turnover rate is not the sum of the percentages.					

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

## Chapter 2-B

### Age Group

The turnover rate of 35.8 percent for employees under age 30 was the highest among all age group categories. It was more than twice the statewide turnover rate of 17.3 percent. Employees under age 30 accounted for 15.1 percent of the State's classified workforce, but they accounted for 31.3 percent of separations. Employees between 40 and 49 years of age made up the largest percentage (27.7 percent) of the State's classified workforce; that age group had the lowest turnover rate (10.2 percent) (see Table 6 on the next page).

**Exit Survey Results  
By Age Group**

The top two reasons reported for leaving state employment were:

**Respondents under 25 Years of Age**

- Enter/return to school.
- Better pay/benefits.

**Respondents Age 25 to 29**

- Better pay/benefits.
- Enter/return to school.

**Respondents Age 30 to 39**

- Better pay/benefits.
- Poor working conditions/environment.

**Respondents Age 40 to 49**

- Better pay/benefits.
- Poor working conditions/environment.

**Respondents Age 50 to 59**

- Retirement.
- Better pay/benefits.

**Respondents Age 60 to 69**

- Retirement.
- Poor working conditions/environment.

Table 6

Turnover by Age Group Fiscal Year 2012					
Age Group	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
16 to 29	22,631.00	15.1%	8,107	31.3%	35.8%
30 to 39	32,050.50	21.4%	5,412	20.9%	16.9%
40 to 49	41,481.25	27.7%	4,220	16.3%	10.2%
50 to 59	38,764.50	25.9%	4,904	18.9%	12.7%
60 to 69	13,625.25	9.1%	3,016	11.6%	22.1%
70 or Older	1,002.00	0.7%	255	1.0%	25.4%
Age Unknown	1.75	0.0%	0	0.0%	0.0%
<b>Statewide Totals</b>	<b>149,556.25</b>	<b>100.0%<sup>a</sup></b>	<b>25,914</b>	<b>100.0%</b>	<b>17.3%<sup>b</sup></b>
<sup>a</sup> Percentage does not sum exactly to 100.0 percent due to rounding.					
<sup>b</sup> The statewide total turnover rate is not the sum of the percentages.					

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

Chapter 2-C

**Ethnicity**

Employees within the Black ethnic category had the highest turnover rate (19.1 percent) among all ethnic categories (see Table 7). All other ethnic categories had turnover rates that were lower than the statewide turnover rate.

**Exit Survey Results  
By Ethnicity**

The top two reasons reported for leaving state employment were:

**Black, Hispanic, and White Respondents**

- Retirement.
- Better pay/benefits.

**Indian Respondents**

- Health.
- Poor working conditions/environment.

**Asian Respondents**

- Better Pay/Benefits.
- Career.

Table 7

Turnover by Ethnicity for Fiscal Year 2012					
Ethnic Group	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Black	33,374.75	22.3%	6,376	24.6%	19.1%
Hispanic	37,076.50	24.8%	6,272	24.2%	16.9%
White	75,409.50	50.4%	12,734	49.1%	16.9%
Other (American Indian or Alaskan Native, Asian or Pacific Islander, and Other)	3,695.50	2.5%	532	2.1%	14.4%
<b>Statewide Totals</b>	<b>149,556.25</b>	<b>100.0%</b>	<b>25,914</b>	<b>100.0%</b>	<b>17.3%<sup>a</sup></b>
<sup>a</sup> The statewide total turnover rate is not the sum of the percentages.					

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

## Employee Type

The turnover rate for classified regular, part-time employees (28.1 percent) was higher than the turnover rate for classified regular, full-time employees (17.2 percent); however, classified regular, part-time employees accounted for only 1.2 percent of total average headcount (see Table 8).

Table 8

Turnover by Employee Type for Fiscal Year 2012					
Employee Type	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Classified Regular, Full-time Employees	147,792.75	98.8%	25,418	98.1%	17.2%
Classified Regular, Part-time Employees	1,763.50	1.2%	496	1.9%	28.1%
<b>Statewide Totals</b>	<b>149,556.25</b>	<b>100.0%</b>	<b>25,914</b>	<b>100.0%</b>	<b>17.3%<sup>a</sup></b>
<sup>a</sup> The statewide total turnover rate is not the sum of the percentages.					

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

### Classified Salary Schedules

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

**Salary Schedule B** - Mainly professional and managerial positions (for example, Accountants, Managers, and Nurses).

**Salary Schedule C** - Commissioned law enforcement officers (for example, Game Wardens and Troopers).

## Salary Schedule and Salary Breakdown

Salary Schedule A, which comprised 49.9 percent of the State's classified workforce, experienced the highest turnover rate (22.4 percent) within the State's three classified salary schedules (see text box for descriptions of those schedules). The State's law enforcement schedule (Salary Schedule C) experienced the lowest turnover rate (6.6 percent). Table 9 lists the turnover rates for all of the State's salary schedules.

Table 9

Turnover by Salary Schedule for Fiscal Year 2012					
Salary Schedule	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
A	74,593.00	49.9%	16,702	64.5%	22.4%
B	70,556.00	47.2%	8,920	34.4%	12.6%
C	4,407.25	2.9%	292	1.1%	6.6%
<b>Statewide Totals</b>	<b>149,556.25</b>	<b>100.0%</b>	<b>25,914</b>	<b>100.0%</b>	<b>17.3%<sup>a</sup></b>
<sup>a</sup> The statewide total turnover rate is not the sum of the percentages.					

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



**Average Annual Salary for a Classified Regular, Full-time Employee**

The average annual salary for a classified regular, full-time employee in fiscal year 2012 was \$40,160.

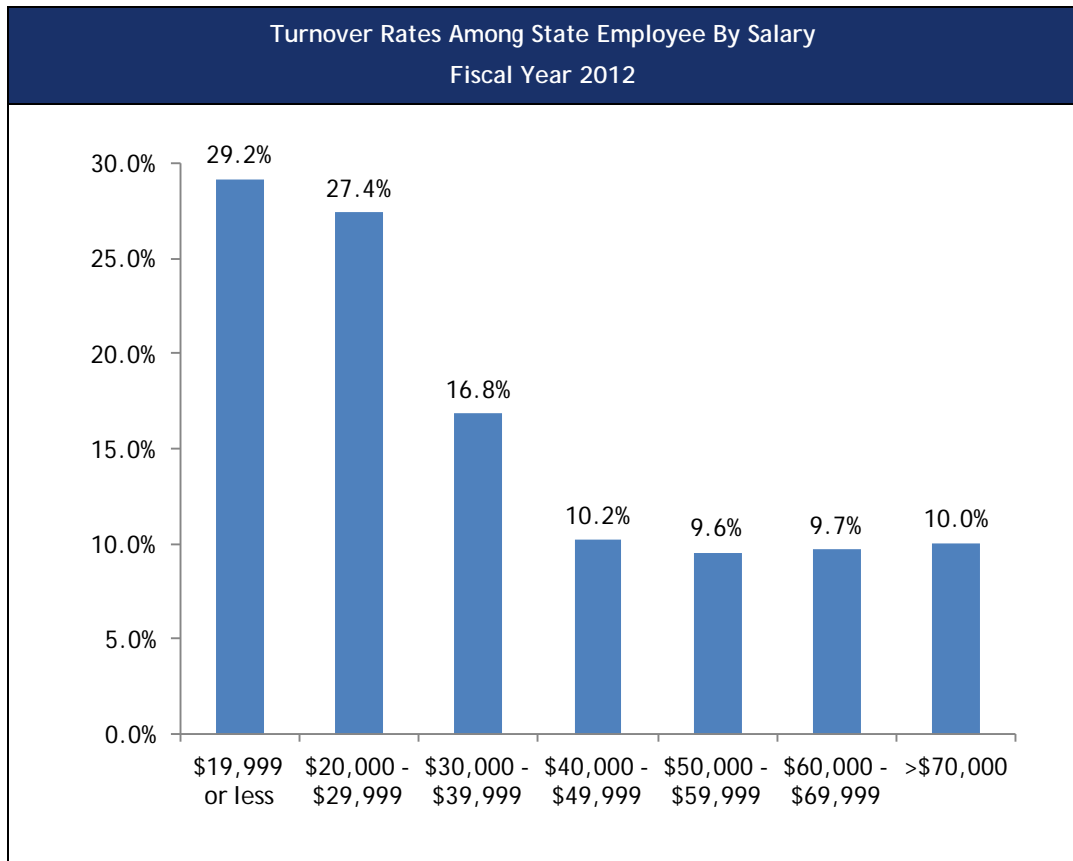
The average annual salaries by salary schedule were:

- Salary Schedule A - \$30,650.
- Salary Schedule B - \$49,012.
- Salary Schedule C - \$57,468.

**Salary and Its Effect on Turnover**

The lower an employee’s salary, the more likely the employee was to leave state employment. As shown in Figure 4, employees paid less than \$30,000 annually left state employment at a higher rate than employees earning annual salaries of \$30,000 and higher. In fiscal year 2012, approximately 25.4 percent of state agency employees earned less than \$30,000 annually.

Figure 4



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

Chapter 2-F

**General Appropriations Act Article**

Article II (Health and Human Services) experienced the highest turnover rate (20.8 percent) among the General Appropriations Act articles, followed by Article V (Public Safety and Criminal Justice) with a turnover rate of 18.9 percent. Almost three-fourths (73.5 percent) of the State’s classified workforce was employed at agencies in Article II (Health and Human

Services) and Article V (Public Safety and Criminal Justice) of the General Appropriations Act (see Table 10).

Health and Human Services (Article II) had the highest turnover rate (20.8 percent) among General Appropriations Act articles. That article comprised 37.9 percent of the State’s classified workforce; however, it accounted for 45.4 percent of the State’s total separations. Health and Human Services includes several job classification series with turnover rates that exceed the statewide turnover rate (17.3 percent). Examples include Direct Support Professional (43.7 percent); Licensed Vocational Nurse (32.9 percent); Psychiatric Nursing Assistant (32.2 percent); Child Protective Services Specialist (25.0 percent); and Registered Therapist (23.5 percent) job classification series. (See Chapter 2-I for additional information on turnover rates for job classification series.)

Public Safety and Criminal Justice (Article V) had the second highest turnover rate (18.9 percent) among General Appropriation Act articles. That article comprised 35.6 percent of the State’s classified workforce and accounted for 38.9 percent of the State’s total separations. The Public Safety and Criminal Justice turnover rate was affected by the high turnover rates among the Juvenile Correctional Officer job classification series (35.9 percent) and the Correctional Officer job classification series (24.6 percent).

Table 10

Turnover by General Appropriations Act Article Fiscal Year 2012					
Article	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
I - General Government	9,333.75	6.2%	1,067	4.1%	11.4%
II - Health and Human Services	56,654.00	37.9%	11,775	45.4%	20.8%
III - Education	1,941.00	1.3%	202	0.8%	10.4%
IV - Judiciary	693.25	0.5%	89	0.3%	12.8%
V - Public Safety and Criminal Justice	53,289.75	35.6%	10,088	38.9%	18.9%
VI - Natural Resources	7,907.25	5.3%	778	3.0%	9.8%
VII - Business and Economic Development	16,251.75	10.9%	1,530	5.9%	9.4%
VIII - Regulatory	3,485.50	2.3%	385	1.5%	11.0%
<b>Statewide Totals</b>	<b>149,556.25</b>	<b>100.0%</b>	<b>25,914</b>	<b>100.0%<sup>a</sup></b>	<b>17.3%<sup>b</sup></b>
<sup>a</sup> Percentage does not sum exactly to 100.0 percent due to rounding.					
<sup>b</sup> The statewide total turnover rate is not the sum of the percentages.					

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

## Turnover by Agency

### Interagency Transfers

Interagency transfers are excluded from statewide turnover calculations because they are not considered a loss to the State; however, they are included in agency turnover calculations because they are a loss to an agency.

The Department of Aging and Disability Services (DADS) had the highest turnover rate (33.0 percent) among active state agencies with more than 1,000 employees (see Table 11). That was an increase from DADS's fiscal year 2011 turnover rate of 29.9 percent. The highest percentage (55.9 percent) of DADS's separations was voluntary separations, followed by dismissal for cause (27.3 percent).

The Texas Juvenile Justice Department had the second highest agency turnover rate (22.8 percent) among active agencies, followed by the Department of Criminal Justice (20.5 percent) and the Department of State Health Services (20.5 percent). The Department of Criminal Justice had the highest percentage of total separations (27.5 percent). (See Appendix 3 for turnover rates for all state agencies.)

Table 11

Turnover Rates for Agencies with 1,000 or More Employees					
Fiscal Year 2012					
Agency	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
694 - Youth Commission <sup>a</sup>	2,588.00	1.7%	2,588	8.5%	100.0%
539 - Department of Aging and Disability Services	17,716.75	11.6%	5,854	19.2%	33.0%
644 - Texas Juvenile Justice Department	2,744.00	1.8%	626	2.1%	22.8%
696 - Department of Criminal Justice	40,707.25	26.7%	8,354	27.5%	20.5%
537 - Department of State Health Services	12,392.25	8.1%	2,536	8.3%	20.5%
530 - Department of Family and Protective Services	11,049.00	7.3%	2,145	7.1%	19.4%
529 - Health and Human Services Commission	12,379.75	8.1%	2,073	6.8%	16.7%
302 - Office of the Attorney General	4,175.50	2.7%	553	1.8%	13.2%
320 - Texas Workforce Commission	3,203.75	2.1%	422	1.4%	13.2%
454 - Department of Insurance	1,478.75	1.0%	193	0.6%	13.1%
304 - Office of the Comptroller of Public Accounts	2,764.75	1.8%	332	1.1%	12.0%
405 - Department of Public Safety	8,563.50	5.6%	974	3.2%	11.4%
538 - Department of Assistive and Rehabilitative Services	3,116.25	2.0%	335	1.1%	10.8%
582 - Commission on Environmental Quality	2,690.00	1.8%	287	0.9%	10.7%
802 - Parks and Wildlife Department	2,850.00	1.9%	285	0.9%	10.0%
601 - Department of Transportation	11,722.75	7.7%	1,135	3.7%	9.7%

Turnover Rates for Agencies with 1,000 or More Employees					
Fiscal Year 2012					
Agency	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
<sup>a</sup> The Youth Commission was abolished after the first quarter of fiscal year 2012 and its duties were transferred to the new Texas Juvenile Justice Department.					

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

Chapter 2-H

### Turnover by Occupational Category

**Occupational Category**

An occupational category is a broad series of job families characterized by the nature of work performed. Currently, the Position Classification Plan covers 26 occupational categories (for example, Social Services, Medical and Health, and Criminal Justice.)

The Social Services occupational category had the highest turnover rate (24.6 percent), followed by the Medical and Health occupational category (22.8 percent) and the Criminal Justice occupational category (22.7 percent). Those three occupational categories combined accounted for 48.7 percent of the State’s classified workforce and 66.3 percent of total separations.

The Social Services occupational category’s high turnover rate (24.6 percent) can partially be attributed to the high turnover rate (43.7 percent) within the Direct Support Professional job classification series, which accounted for 22.9 percent of employees and 40.5 percent of total separations within the Social Services occupational category.

The Medical and Health occupational category’s high turnover rate (22.8 percent) can partially be attributed to the high turnover rates within the Licensed Vocational Nurse (32.9 percent) and Nurse (22.2 percent) job classification series. Those job classification series combined accounted for 58.1 percent of employees and 66.1 percent of total separations within the Medical and Health occupational category.

The Criminal Justice occupational category’s high turnover rate (22.7 percent) can partially be attributed to the high turnover rates within the Juvenile Correctional Officer (35.9 percent) and Correctional Officer (24.6 percent) job classification series. Those series combined accounted for 82.3 percent of employees and 91.3 percent of total separations within the Criminal Justice occupational category.

Table 12 on the next page lists turnover rates by occupational category.

Table 12

Turnover by Occupational Category Fiscal Year 2012					
Occupational Category	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Accounting, Auditing, and Finance	5,493.00	3.7%	550	2.1%	10.0%
Administrative Support	16,892.50	11.3%	2,362	9.1%	14.0%
Criminal Justice	33,526.00	22.4%	7,608	29.4%	22.7%
Custodial	4,012.25	2.7%	829	3.2%	20.7%
Education	125.75	0.1%	24	0.1%	19.1%
Employment	900.50	0.6%	122	0.5%	13.5%
Engineering and Design	7,788.00	5.2%	720	2.8%	9.2%
Human Resources	1,346.25	0.9%	111	0.4%	8.2%
Information Technology	4,472.50	3.0%	363	1.4%	8.1%
Inspectors and Investigators	2,890.25	1.9%	370	1.4%	12.8%
Insurance	1,049.50	0.7%	119	0.5%	11.3%
Land Surveying, Appraising, and Utilities	262.00	0.2%	19	0.1%	7.3%
Law Enforcement	4,407.25	2.9%	292	1.1%	6.6%
Legal	3,057.50	2.0%	301	1.2%	9.8%
Library and Records	198.00	0.1%	15	0.1%	7.6%
Maintenance	3,844.75	2.6%	516	2.0%	13.4%
Medical and Health	6,285.50	4.2%	1,430	5.5%	22.8%
Natural Resources	2,367.50	1.6%	202	0.8%	8.5%
Office Services	153.75	0.1%	11	0.0%	7.2%
Planning, Research, and Statistics	542.00	0.4%	56	0.2%	10.3%
Procedures and Information	703.50	0.5%	80	0.3%	11.4%
Program Management	12,543.75	8.4%	1,234	4.8%	9.8%
Property Management and Purchasing	2,170.00	1.5%	225	0.9%	10.4%
Public Safety	1,222.50	0.8%	180	0.7%	14.7%
Safety	254.00	0.2%	30	0.1%	11.8%
Social Services	33,047.75	21.1%	8,145	31.4%	24.6%
<b>Statewide Totals</b>	<b>149,556.25</b>	<b>100.0%<sup>a</sup></b>	<b>25,914</b>	<b>100.0%<sup>a</sup></b>	<b>17.3%<sup>b</sup></b>
<sup>a</sup> Percentages do not sum exactly to 100.0 due to rounding.					
<sup>b</sup> The statewide total turnover rate is not the sum of the percentages.					

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

## Turnover by Job Classification Series

The Direct Support Professional job classification series had the highest turnover rate (43.7 percent) among all job classification series with 100 or more employees. Thirty-two job classification series had turnover rates equal to or exceeding the statewide turnover rate of 17.3 percent (excluding job classification series with fewer than 100 employees). Table 13 lists the job classification series (excluding job classification series with fewer than 100 employees) with a turnover rate of 17.3 percent or more. (See Appendix 4 for turnover rates for all job classification series.)

Table 13

Job Classification Series with Turnover Rates of 17.3 Percent or More During Fiscal Year 2012 (Excludes job classification series with fewer than 100 employees)					
Job Classification Series	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Direct Support Professional	7,556.00	5.1%	3,301	12.7%	43.7%
Juvenile Correctional Officer	1,533.00	1.0%	550	2.1%	35.9%
Licensed Vocational Nurse	1,241.25	0.8%	408	1.6%	32.9%
Psychiatric Nursing Assistant	3,097.25	2.1%	996	3.8%	32.2%
Food Service Worker	731.00	0.5%	218	0.8%	29.8%
Child Protective Services Specialist	5,087.75	3.4%	1,271	4.9%	25.0%
Correctional Officer	26,045.75	17.4%	6,397	24.7%	24.6%
Laundry/Sewing Room Worker	117.50	0.1%	28	0.1%	23.8%
Registered Therapists Assistant/Therapist	255.00	0.2%	60	0.2%	23.5%
Nurse	2,413.50	1.6%	537	2.1%	22.2%
Security Officer	605.25	0.4%	133	0.5%	22.0%
Qualified Developmental Disability Professional	279.25	0.2%	61	0.2%	21.8%
Custodian	950.75	0.6%	207	0.8%	21.8%
Cook	329.25	0.2%	70	0.3%	21.3%
Customer Service Representative	2,238.25	1.5%	470	1.8%	21.0%
Food Service Manager	983.50	0.7%	201	0.8%	20.4%
Engineering Aide	206.25	0.1%	42	0.2%	20.4%
Groundskeeper	113.50	0.1%	23	0.1%	20.3%
Psychological Assistant/Associate Psychologist	397.00	0.3%	80	0.3%	20.2%
Trooper Trainee/Probationary Trooper	184.00	0.1%	37	0.1%	20.1%
Physician	118.25	0.1%	23	0.1%	19.5%

**Job Classification Series with Turnover Rates of 17.3 Percent or More During Fiscal Year 2012**  
 (Excludes job classification series with fewer than 100 employees)

Job Classification Series	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Human Services Specialist	1,704.50	1.1%	330	1.3%	19.4%
Teacher Aide	124.50	0.1%	24	0.1%	19.3%
Veterans Services Representative	269.25	0.2%	50	0.2%	18.6%
Correctional Transportation Officer	118.75	0.1%	22	0.1%	18.5%
Vehicle Driver	218.25	0.1%	40	0.2%	18.3%
Psychiatrist	145.50	0.1%	26	0.1%	17.9%
Microbiologist	117.75	0.1%	21	0.1%	17.8%
Agriculture Specialist	118.75	0.1%	21	0.1%	17.7%
Adult Protective Services Specialist	747.00	0.5%	131	0.5%	17.5%
Rehabilitation Therapy Technician	1,080.50	0.7%	187	0.7%	17.3%
Dietetic and Nutrition Specialist	104.25	0.1%	18	0.1%	17.3%

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

Chapter 2-J

**Turnover by Length of State Service**

Employees with fewer than 2 years of state service had the highest turnover rate (40.8 percent). Employees with fewer than 2 years of state service comprised 16.0 percent of the classified workforce; however, they accounted for 37.7 percent of total separations.

Table 14 lists turnover rates by length of state service.

Table 14

Turnover by Length of State Service During Fiscal Year 2012					
Length of State Service	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
Fewer than 2 years	23,963.00	16.0%	9,767	37.7%	40.8%
2 to 4.99 years	28,990.75	19.4%	5,724	22.1%	19.7%
5 to 9.99 years	27,783.50	18.6%	3,235	12.5%	11.6%
10 to 14.99 years	23,270.75	15.6%	2,015	7.8%	8.7%
15 to 19.99 years	19,836.25	13.3%	1,630	6.3%	8.2%
20 to 24.99 years	13,180.25	8.8%	1,358	5.2%	10.3%
25 to 29.99 years	7,309.50	4.9%	1,187	4.6%	16.2%

Turnover by Length of State Service During Fiscal Year 2012					
Length of State Service	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
30 to 34.99 years	3,277.00	2.2%	665	2.6%	20.3%
More than 35 years	1,945.25	1.3%	333	1.3%	17.1%
<b>Statewide Totals</b>	<b>149,556.25</b>	<b>100.0%<sup>a</sup></b>	<b>25,914</b>	<b>100.0%<sup>a</sup></b>	<b>17.3%<sup>b</sup></b>
<sup>a</sup> Percentages do not sum exactly to 100.0 due to rounding. <sup>b</sup> The statewide total turnover rate is not the sum of the percentages.					

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

Chapter 2-K  
**Turnover by Region and County**

The West Texas region experienced the highest turnover rate (29.9 percent) among all regions of the state. The Capital region, which has the largest percentage of state employees (24.9 percent), had a turnover rate of 11.7 percent. A total of 77 counties had turnover rates that exceeded the statewide turnover rate of 17.3 percent. (See Appendix 5 for turnover rates for all Texas regions and each county within a region.) Table 15 lists turnover rates by region.

Table 15

Turnover by Region During Fiscal Year 2012					
Region	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
01 - Alamo	9,545.00	6.4%	1,961	7.6%	20.5%
02 - Capital	37,279.75	24.9%	4,351	16.8%	11.7%
03 - Central Texas	11,236.75	7.5%	2,169	8.4%	19.3%
04 - Coastal Bend	5,696.00	3.8%	1,348	5.2%	23.7%
05 - Gulf Coast	23,063.00	15.4%	3,756	14.5%	16.3%
06 - High Plains	7,751.00	5.2%	1,633	6.3%	21.1%
07 - Metroplex	14,901.50	10.0%	2,615	10.1%	17.5%
08 - Northwest Texas	9,073.50	6.1%	1,965	7.6%	21.7%
09 - South Texas Border	6,327.75	4.2%	940	3.6%	14.9%
10 - Southeast Texas	7,188.25	4.8%	1,607	6.2%	22.4%
11 - Upper East Texas	9,424.00	6.3%	1,739	6.7%	18.5%
12 - Upper Rio Grande	3,475.75	2.3%	459	1.8%	13.2%
13 - West Texas	4,590.00	3.1%	1,371	5.3%	29.9%



Turnover by Region During Fiscal Year 2012					
Region	Average Headcount	Percentage of Total Average Headcount	Separations	Percentage of Total Separations	Turnover Rate
14 - Other	4.00	0.0%	0	0.0%	0.0%
<b>Statewide Totals</b>	<b>149,556.25</b>	<b>100.0%</b>	<b>25,914</b>	<b>100.0%<sup>a</sup></b>	<b>17.3%<sup>b</sup></b>
<sup>a</sup> Percentage does not sum exactly to 100.0 due to rounding. <sup>b</sup> The statewide total turnover rate is not the sum of the percentages.					

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 higher education institutions) to provide employees who voluntarily leave state employment an opportunity to complete an exit survey. The exit survey provides an employee the option of having the employee's completed survey sent to the head of the agency or the Governor's Office. Each quarter, agencies receive reports summarizing employees' reasons for leaving.

The top three reasons employees reported in exit surveys for leaving state employment during fiscal year 2012 were:

- Retirement.
- Better pay/benefits.
- Poor working conditions/environment.

A total of 3,628 employees at state agencies (excluding higher education institutions) completed the state employee online exit survey. The survey responses represented 14.6 percent of all employees who voluntarily separated from their agencies and were eligible to receive an identification code to complete the survey. However, as shown in Table 17 on the next page, not all employees who were eligible to complete the survey actually received the identification code.

Table 16 provides a summary of the reasons that employees reported for leaving state employment in fiscal years 2011 and 2012. (See Appendix 6 for additional information about exit survey results.)

Table 16

Reasons Reported in Exit Surveys for Leaving State Employment Fiscal Years 2011 and 2012				
Reason for leaving	Fiscal Year 2011		Fiscal Year 2012	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Retirement	939	26.3%	967	26.7%
Better Pay/benefits	581	16.3%	610	16.8%
Poor working conditions/environment (for example, safety, work-related stress, and/or workload issues)	427	12.0%	434	12.0%
Issues with my supervisor/issues with the employees I supervise	335	9.4%	276	7.6%
No or little career advancement opportunities	232	6.5%	262	7.2%
Personal or family health	266	7.5%	223	6.1%
Other	67	1.9%	214	5.9%
Relocation (self, spouse, companion)	239	6.7%	200	5.5%
Enter/return to school	185	5.2%	163	4.5%

Reasons Reported in Exit Surveys for Leaving State Employment Fiscal Years 2011 and 2012				
Reason for leaving	Fiscal Year 2011		Fiscal Year 2012	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Child care/elder care issues	67	1.9%	91	2.5%
Location/transportation issues	68	1.9%	61	1.7%
Relationship with co-workers	41	1.2%	38	1.0%
Self-employment	42	1.2%	38	1.0%
Inadequate training	36	1.0%	32	0.9%
Inadequate work resources	39	1.1%	19	0.5%
<b>Statewide Totals</b>	<b>3,564</b>	<b>100.0%<sup>a</sup></b>	<b>3,628</b>	<b>100.0%<sup>a</sup></b>

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

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

#### Identification Codes

Agencies are required to provide an employee who is leaving employment voluntarily an identification code that the employee can use to complete the exit survey. However, there is no explicit requirement that agencies ensure that employees complete an exit survey.

Table 17 shows the number of exit surveys completed by eligible employees from fiscal year 2008 through fiscal year 2012. The percentage of identification codes generated by state agencies decreased since fiscal year 2011. In addition, the completion rate decreased to 18.1 percent in fiscal year 2012 from 18.7 percent in fiscal year 2011.

Table 17

Summary of Statewide Exit Survey Statistics Fiscal Years 2008 - 2012					
Fiscal Year	Voluntary Separations Reported through Statewide Payroll Systems	Identification Codes Generated	Percentage of Identification Codes Generated for Voluntary Separations	Actual Number of Exit Surveys Taken	Exit Survey Completion Rate
2008	25,884	18,763	72.5%	3,843	20.5%
2009	19,114	16,779	87.8%	3,214	19.2%
2010	19,510	16,790	86.1%	3,358	20.0%
2011	21,212	19,029	89.7%	3,564	18.7%
2012	24,923	20,090	80.6%	3,628	18.1%

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

# Appendices

Appendix 1

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

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### **Objective**

The objective of this report was to provide and analyze information on employee turnover and to summarize exit survey data, which includes the reasons that employees left state employment.

### **Scope**

The scope of this report included classified regular, full- and part-time employees in state agencies during fiscal year 2012. This report does not include data from higher education institutions.

### **Methodology**

The statewide turnover rate is the percentage of classified regular, full- and part-time state employees, excluding employees at higher education institutions, 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 higher education institutions are not considered a loss to the State as a whole. However, in determining turnover rates by agency, interagency transfers are included because they are considered a loss for an agency.

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

Agencies can continue to update data in the Comptroller of Public Accounts' systems. Data in this report is as of October 24, 2012.

The following formula was used to determine the statewide turnover rate:

$$\left( \frac{\text{Number of separations during the fiscal year}}{\text{Average number of classified employees during the fiscal year}^4} \right) \times 100$$

### Project Information

Fieldwork was conducted from October 2012 through November 2012. The information in this report was not subjected to all the tests and confirmations that would be performed in an audit. However, the information in this report was subject to certain quality control procedures to ensure accuracy.

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

- Juliette Torres, MPA, CCP, PHR (Project Manager)
- Stacey Robbins McClure, MBA, CCP, PHR
- Sharon Schneider, PHR
- Debra Serrins (Information Technology)
- Michael C. Apperley, CPA (Quality Control Reviewer)
- John Young, MPAff (Audit Manager)

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<sup>4</sup> The "average number of classified employees" was calculated by totaling the number of classified employees (defined as employees who worked at any time during a quarter) for each quarter of fiscal year 2012 and then dividing that total by four.

## Reasons State Employees Separated from Employment During Fiscal Years 2008-2012

Table 18 provides a summary of the reasons state employees separated from employment for fiscal years 2008 through 2012, including interagency transfers.

Table 18

Reasons State Employees Separated from Employment Fiscal Years 2008 through 2012										
Reason for Separation	Fiscal Year 2012		Fiscal Year 2011		Fiscal Year 2010		Fiscal Year 2009		Fiscal Year 2008	
	Separations	Percentage of Total Separations	Separations	Percentage of Total Separations	Separations	Percentage of Total Separations	Separations	Percentage of Total Separations	Separations	Percentage of Total Separations
Voluntary Separation from Agency	14,981	49.3%	13,909	50.8%	12,484	50.2%	12,473	52.2%	15,736	54.6%
Transfer to Another Agency	4,504	14.8%	1,376	5.0%	2,079	8.4%	1,720	7.2%	3,012	10.5%
Retirement	4,416	14.5%	4,411	16.1%	3,672	14.8%	3,287	13.8%	3,407	11.8%
<b>Statewide Voluntary Separations<sup>a</sup></b>	<b>23,901</b>	<b>78.6%</b>	<b>19,696</b>	<b>71.9%</b>	<b>18,235</b>	<b>73.3%</b>	<b>17,480</b>	<b>73.1%</b>	<b>22,155</b>	<b>76.9%</b>
Dismissal for Cause	3,747	12.3%	3,681	13.4%	3,849	15.5%	3,714	15.5%	3,953	13.7%
Resignation in Lieu of Separation	2,188	7.2%	2,287	8.3%	2,221	8.9%	2,079	8.7%	2,132	7.4%
Reduction in Force	96	0.3%	1,225	4.5%	171	0.7%	193	0.8%	125	0.4%
Death	198	0.7%	255	0.9%	244	1.0%	229	1.0%	236	0.8%
Termination at Will	288	0.9%	260	0.9%	168	0.7%	209	0.9%	199	0.7%
<b>Statewide Involuntary Separations<sup>a</sup></b>	<b>6,517</b>	<b>21.4%</b>	<b>7,708</b>	<b>28.1%</b>	<b>6,653</b>	<b>26.7%</b>	<b>6,424</b>	<b>26.9%</b>	<b>6,645</b>	<b>23.1%</b>
<b>Total Separations</b>	<b>30,418</b>	<b>100.0%</b>	<b>27,404</b>	<b>100.0%</b>	<b>24,888</b>	<b>100.0%</b>	<b>23,904</b>	<b>100.0%</b>	<b>28,800</b>	<b>100.0%</b>

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

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

## Employee Turnover by State Agency

Table 19 provides information on classified regular, full- and part-time employee turnover by state agency, excluding higher education institutions. These totals include interagency transfers because they are considered a loss for an agency.

Table 19

Employee Turnover by State Agency Including Interagency Transfers									
Fiscal Year 2012 <sup>a</sup>									
Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Statewide Headcount	Total Statewide Separations	Total Agency Turnover Rate
201 - Supreme Court of Texas	0	0.0%	20	28.2%	2	2.8%	71.00	22	31.0%
211 - Court of Criminal Appeals	1	1.6%	12	19.4%	1	1.6%	61.75	14	22.7%
212 - Texas Judicial Council Office of Court Administration	0	0.0%	5	2.6%	2	1.0%	192.75	7	3.6%
213 - Office of the State Prosecuting Attorney	1	30.8%	1	30.8%	0	0.0%	3.25	2	61.5%
215 - Office of Capital Writs	1	11.8%	3	35.3%	0	0.0%	8.50	4	47.1%
221 - First Court of Appeals District, Houston	0	0.0%	6	15.8%	1	2.6%	38.00	7	18.4%
222 - Second Court of Appeals District, Fort Worth	1	3.2%	4	12.8%	0	0.0%	31.25	5	16.0%
223 - Third Court of Appeals District, Austin	0	0.0%	5	17.9%	0	0.0%	28.00	5	17.9%
224 - Fourth Court of Appeals District, San Antonio	0	0.0%	6	22.2%	0	0.0%	27.00	6	22.2%
225 - Fifth Court of Appeals District, Dallas	1	2.0%	3	6.0%	0	0.0%	50.25	4	8.0%
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%	0	0.0%	0	0.0%	16.00	0	0.0%
228 - Eighth Court of Appeals District, El Paso	1	7.1%	3	21.4%	0	0.0%	14.00	4	28.6%
229 - Ninth Court of Appeals District, Beaumont	0	0.0%	0	0.0%	1	5.9%	17.00	1	5.9%
230 - Tenth Court of Appeals District, Waco	0	0.0%	0	0.0%	0	0.0%	13.00	0	0.0%
231 - Eleventh Court of Appeals District, Eastland	0	0.0%	2	14.0%	0	0.0%	14.25	2	14.0%
232 - Twelfth Court of Appeals District, Tyler	1	8.3%	1	8.3%	0	0.0%	12.00	2	16.7%

**Employee Turnover by State Agency Including Interagency Transfers**

Fiscal Year 2012<sup>a</sup>

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Statewide Headcount	Total Statewide Separations	Total Agency Turnover Rate
233 - Thirteenth Court of Appeals District, Corpus Christi	0	0.0%	2	7.5%	0	0.0%	26.50	2	7.5%
234 - Fourteenth Court of Appeals District, Houston	0	0.0%	3	9.1%	0	0.0%	33.00	3	9.1%
242 - State Commission on Judicial Conduct	0	0.0%	0	0.0%	2	15.4%	13.00	2	15.4%
243 - State Law Library	0	0.0%	2	20.5%	0	0.0%	9.75	2	20.5%
300 - Trusteed Programs within the Office of the Governor	0	0.0%	17	15.5%	1	0.9%	110.00	18	16.4%
301 - Office of the Governor	2	1.3%	33	21.1%	5	3.2%	156.50	40	25.6%
302 - Office of the Attorney General	45	1.1%	390	9.3%	118	2.8%	4,175.50	553	13.2%
303 - Texas Facilities Commission	15	5.5%	22	8.1%	3	1.1%	271.50	40	14.7%
304 - Office of the Comptroller of Public Accounts	26	0.9%	209	7.6%	97	3.5%	2,764.75	332	12.0%
305 - General Land Office	10	1.7%	21	3.5%	8	1.3%	599.25	39	6.5%
306 - Library and Archives Commission	2	1.2%	25	15.2%	3	1.8%	164.75	30	18.2%
307 - Office of the Secretary of State	1	0.5%	12	6.2%	15	7.8%	192.50	28	14.5%
312 - State Securities Board	5	5.3%	4	4.2%	2	2.1%	94.50	11	11.6%
313 - Department of Information Resources	6	3.2%	14	7.4%	11	5.8%	189.50	31	16.4%
320 - Texas Workforce Commission	38	1.2%	264	8.2%	120	3.7%	3,203.75	422	13.2%
323 - Teacher Retirement System	6	1.1%	27	5.2%	18	3.4%	523.75	51	9.7%
325 - Fire Fighters' Pension Commissioner	3	36.4%	0	0.0%	0	0.0%	8.25	3	36.4%
327 - Employees Retirement System	3	0.9%	27	8.5%	13	4.1%	318.50	43	13.5%
329 - Real Estate Commission	4	3.9%	11	10.6%	3	2.9%	103.75	18	17.3%
332 - Department of Housing and Community Affairs	14	4.3%	22	6.8%	4	1.2%	322.25	40	12.4%
338 - Pension Review Board	0	0.0%	1	9.1%	0	0.0%	11.00	1	9.1%
347 - Public Finance Authority	1	9.1%	1	9.1%	0	0.0%	11.00	2	18.2%
352 - Bond Review Board	0	0.0%	1	15.4%	0	0.0%	6.50	1	15.4%
356 - Texas Ethics Commission	1	3.2%	2	6.4%	0	0.0%	31.25	3	9.6%
357 - Department of Rural Affairs <sup>b</sup>	6	10.7%	50	89.3%	0	0.0%	56.00	56	100.0%
359 - Office of Public Insurance Counsel	0	0.0%	2	19.0%	1	9.5%	10.50	3	28.6%
360 - State Office of Administrative Hearings	3	2.8%	7	6.5%	3	2.8%	108.25	13	12.0%
362 - Texas Lottery Commission	4	1.3%	13	4.2%	12	3.8%	311.75	29	9.3%



**Employee Turnover by State Agency Including Interagency Transfers**

Fiscal Year 2012<sup>a</sup>

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Statewide Headcount	Total Statewide Separations	Total Agency Turnover Rate
364 - Health Professions Council	0	0.0%	1	19.0%	0	0.0%	5.25	1	19.0%
401 - Adjutant General's Department	19	3.0%	74	11.7%	20	3.2%	632.00	113	17.9%
403 - Veterans Commission	2	0.6%	34	9.9%	15	4.4%	343.50	51	14.8%
405 - Department of Public Safety	78	0.9%	660	7.7%	236	2.8%	8,563.50	974	11.4%
407 - Commission of Law Enforcement Officer Standards and Education	0	0.0%	4	10.3%	2	5.1%	39.00	6	15.4%
409 - Commission on Jail Standards	0	0.0%	0	0.0%	1	6.7%	15.00	1	6.7%
411 - Commission on Fire Protection	1	3.3%	5	16.5%	1	3.3%	30.25	7	23.1%
448 - Office of Injured Employee Counsel	8	5.0%	13	8.1%	5	3.1%	160.75	26	16.2%
450 - Department of Savings and Mortgage Lending	1	1.6%	2	3.2%	0	0.0%	61.75	3	4.9%
451 - Department of Banking	5	2.7%	12	6.5%	6	3.2%	185.50	23	12.4%
452 - Department of Licensing and Regulation	6	1.6%	17	4.6%	10	2.7%	368.75	33	8.9%
454 - Department of Insurance	18	1.2%	117	7.9%	58	3.9%	1,478.75	193	13.1%
455 - Railroad Commission	4	0.6%	54	8.0%	34	5.0%	678.75	92	13.6%
456 - State Board of Plumbing Examiners	1	4.3%	1	4.3%	0	0.0%	23.50	2	8.5%
457 - Board of Public Accountancy	0	0.0%	5	11.9%	1	2.4%	42.00	6	14.3%
458 - Alcoholic Beverage Commission	3	0.5%	38	6.6%	25	4.3%	578.75	66	11.4%
459 - Board of Architectural Examiners	0	0.0%	1	4.6%	1	4.6%	21.75	2	9.2%
460 - Board of Professional Engineers	0	0.0%	3	10.4%	1	3.5%	28.75	4	13.9%
464 - Board of Professional Land Surveying	0	0.0%	2	38.1%	0	0.0%	5.25	2	38.1%
466 - Office of Consumer Credit Commissioner	3	4.5%	3	4.5%	1	1.5%	66.50	7	10.5%
469 - Credit Union Department	0	0.0%	2	8.6%	0	0.0%	23.25	2	8.6%
473 - Public Utility Commission	3	1.8%	6	3.6%	7	4.2%	168.50	16	9.5%
475 - Office of Public Utility Counsel	0	0.0%	1	6.9%	0	0.0%	14.50	1	6.9%
476 - Racing Commission	1	1.7%	2	3.4%	3	5.1%	59.25	6	10.1%
477 - Commission on State Emergency Communications	0	0.0%	1	4.2%	0	0.0%	23.75	1	4.2%
479 - State Office of Risk Management	1	0.8%	19	16.0%	0	0.0%	118.50	20	16.9%
481 - Board of Professional Geoscientists	0	0.0%	1	14.8%	0	0.0%	6.75	1	14.8%
503 - Texas Medical Board	6	3.6%	35	21.0%	1	0.6%	166.75	42	25.2%
504 - State Board of Dental Examiners	5	14.3%	5	14.3%	1	2.9%	35.00	11	31.4%
507 - Board of Nursing	0	0.0%	9	9.1%	2	2.0%	99.00	11	11.1%

**Employee Turnover by State Agency Including Interagency Transfers**

Fiscal Year 2012 <sup>a</sup>

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Statewide Headcount	Total Statewide Separations	Total Agency Turnover Rate
508 - Board of Chiropractic Examiners	0	0.0%	0	0.0%	0	0.0%	9.00	0	0.0%
512 - Board of Podiatric Medical Examiners	0	0.0%	0	0.0%	0	0.0%	2.00	0	0.0%
513 - Funeral Service Commission	2	18.6%	0	0.0%	0	0.0%	10.75	2	18.6%
514 - Optometry Board	0	0.0%	0	0.0%	0	0.0%	6.00	0	0.0%
515 - Board of Pharmacy	0	0.0%	5	6.9%	1	1.4%	72.25	6	8.3%
520 - Board of Examiners of Psychologists	2	14.8%	1	7.4%	0	0.0%	13.50	3	22.2%
529 - Health and Human Services Commission	383	3.1%	1,398	11.3%	292	2.4%	12,379.75	2,073	16.7%
530 - Department of Family and Protective Services	268	2.4%	1,720	15.6%	157	1.4%	11,049.00	2,145	19.4%
533 - Executive Council of Physical and Occupational Therapy Examiners	0	0.0%	1	5.8%	0	0.0%	17.25	1	5.8%
537 - Department of State Health Services	536	4.3%	1,634	13.2%	366	3.0%	12,392.25	2,536	20.5%
538 - Department of Assistive and Rehabilitative Services	44	1.4%	165	5.3%	126	4.0%	3,116.25	335	10.8%
539 - Department of Aging and Disability Services	1,753	9.9%	3,696	20.9%	405	2.3%	17,716.75	5,854	33.0%
542 - Cancer Prevention and Research Institute of Texas	1	5.3%	1	5.3%	0	0.0%	18.75	2	10.7%
551 - Department of Agriculture	11	1.9%	84	14.4%	11	1.9%	584.75	106	18.1%
554 - Animal Health Commission	7	5.1%	11	8.0%	5	3.7%	136.75	23	16.8%
578 - Board of Veterinary Medical Examiners	2	12.3%	4	24.6%	0	0.0%	16.25	6	36.9%
580 - Water Development Board	6	2.0%	24	8.1%	6	2.0%	294.75	36	12.2%
582 - Commission on Environmental Quality	27	1.0%	173	6.4%	87	3.2%	2,690.00	287	10.7%
592 - Soil and Water Conservation Board	0	0.0%	3	4.1%	2	2.7%	73.00	5	6.8%
601 - Department of Transportation	96	0.8%	538	4.6%	501	4.3%	11,722.75	1,135	9.7%
608 - Department of Motor Vehicles	16	2.4%	42	6.2%	22	3.2%	677.25	80	11.8%
644 - Texas Juvenile Justice Department <sup>c</sup>	167	6.1%	397	14.5%	62	2.3%	2,744.00	626	22.8%
665 - Juvenile Probation Commission <sup>d</sup>	0	0.0%	76	100.0%	0	0.0%	76.00	76	100.0%
694 - Youth Commission <sup>e</sup>	58	2.2%	2,518	97.3%	12	0.5%	2,588.00	2,588	100.0%
696 - Department of Criminal Justice	2,704	6.6%	4,296	10.6%	1,354	3.3%	40,707.25	8,354	20.5%
701 - Texas Education Agency	3	0.4%	68	9.5%	17	2.4%	718.75	88	12.2%

**Employee Turnover by State Agency Including Interagency Transfers**  
**Fiscal Year 2012<sup>a</sup>**

Agency	Involuntary Separations	Involuntary Turnover Rate	Voluntary Separations	Voluntary Turnover Rate	Retirements	Retirement Turnover Rate	Average Statewide Headcount	Total Statewide Separations	Total Agency Turnover Rate
771 - School for the Blind and Visually Impaired	3	0.9%	30	9.1%	4	1.2%	330.50	37	11.2%
772 - School for the Deaf	5	1.4%	32	8.7%	10	2.7%	368.00	47	12.8%
802 - Parks and Wildlife Department	43	1.5%	154	5.4%	88	3.1%	2,850.00	285	10.0%
808 - Historical Commission	1	0.6%	13	7.2%	5	2.8%	181.50	19	10.5%
809 - Preservation Board	10	4.9%	20	9.8%	5	2.4%	204.50	35	17.1%
813 - Commission on the Arts	0	0.0%	1	8.9%	0	0.0%	11.25	1	8.9%
907 - Comptroller - State Energy Conservation Office	2	9.8%	0	0.0%	1	4.9%	20.50	3	14.6%
Statewide Totals <sup>f</sup>	6,517	4.3%	19,485	12.8%	4,416	2.9%	152,282.25	30,418	20.0%

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

<sup>b</sup> The Department of Rural Affairs was transferred to and became a department within the Department of Agriculture after the first quarter of fiscal year 2012.

<sup>c</sup> The Texas Juvenile Justice Department was created in the second quarter of fiscal year 2012.

<sup>d</sup> The Juvenile Probation Commission was abolished after the first quarter of fiscal year 2012 and its duties were transferred to the new Texas Juvenile Justice Department.

<sup>e</sup> The Youth Commission was abolished after the first quarter of fiscal year 2012 and its duties were transferred to the new Texas Juvenile Justice Department.

<sup>f</sup> The statewide total turnover rates are not the sums of the percentages.

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

## Turnover by Job Classification Series

Table 20 provides a summary of turnover by job classification series. The job classification series with no incumbents in fiscal year 2012 were not included in this table.

Table 20

Turnover by Job Classification Series Fiscal Year 2012						
Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
Accounting, Auditing, and Finance	Accountant	1,535.75	1.0%	125	0.5%	8.1%
	Accounting Technician	205.75	0.1%	32	0.1%	15.6%
	Accounts Examiner	890.50	0.6%	95	0.4%	10.7%
	Auditor	1,325.25	0.9%	151	0.6%	11.4%
	Budget Analyst	398.00	0.3%	28	0.1%	7.0%
	Chief Investment Officer	2.00	0.0%	0	0.0%	0.0%
	Chief Trader	2.00	0.0%	0	0.0%	0.0%
	Financial Analyst	134.50	0.1%	20	0.1%	14.9%
	Financial Examiner	379.00	0.3%	38	0.1%	10.0%
	Investment Analyst	45.00	0.0%	5	0.0%	11.1%
	Loan Specialist	25.25	0.0%	0	0.0%	0.0%
	Portfolio Manager	87.75	0.1%	4	0.0%	4.6%
	Reimbursement Officer	80.75	0.1%	5	0.0%	6.2%
	Taxpayer Compliance Officer	373.50	0.2%	47	0.2%	12.6%
Trader	8.00	0.0%	0	0.0%	0.0%	
<b>Totals for Accounting, Auditing, and Finance</b>		<b>5,493.00</b>	<b>3.7%</b>	<b>550</b>	<b>2.1%</b>	<b>10.0%<sup>b</sup></b>
Administrative Support	Administrative Assistant	8,015.75	5.4%	899	3.5%	11.2%
	Clerk	5,698.50	3.8%	912	3.5%	16.0%
	Customer Service Representative	2,238.25	1.5%	470	1.8%	21.0%
	Executive Assistant	566.50	0.4%	38	0.1%	6.7%
	License and Permit Specialist	290.00	0.2%	22	0.1%	7.6%
	Receptionist	83.50	0.1%	21	0.1%	25.1%
<b>Totals for Administrative Support</b>		<b>16,892.50</b>	<b>11.3%</b>	<b>2,362</b>	<b>9.1%</b>	<b>14.0%<sup>b</sup></b>
Criminal Justice	Agriculture Specialist	118.75	0.1%	21	0.1%	17.7%
	Assistant Warden/Warden	182.50	0.1%	23	0.1%	12.6%
	Correctional Officer	26,045.75	17.4%	6,397	24.7%	24.6%
	Correctional Transportation Officer	118.75	0.1%	22	0.1%	18.5%

**Turnover by Job Classification Series**

Fiscal Year 2012

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Counsel Substitute	100.25	0.1%	10	0.0%	10.0%
	Dorm Supervisor	18.75	0.0%	1	0.0%	5.3%
	Halfway House Assistant Superintendent/Superintendent	18.00	0.0%	2	0.0%	11.1%
	Industrial Specialist	350.25	0.2%	51	0.2%	14.6%
	Juvenile Correctional Officer	1,533.00	1.0%	550	2.1%	35.9%
	Parole Officer	1,933.50	1.3%	165	0.6%	8.5%
	Senior Correctional Officer	3,094.00	2.1%	365	1.4%	11.8%
	Youth Facility Assistant Superintendent/Superintendent	12.50	0.0%	1	0.0%	8.0%
	<b>Totals for Criminal Justice</b>	<b>33,526.00</b>	<b>22.4%</b>	<b>7,608</b>	<b>29.4%</b>	<b>22.7%<sup>b</sup></b>
Custodial	Barber/Cosmetologist	19.25	0.0%	6	0.0%	31.2%
	Cook	329.25	0.2%	70	0.3%	21.3%
	Custodial Manager	68.25	0.0%	7	0.0%	10.3%
	Custodian	950.75	0.6%	207	0.8%	21.8%
	Food Service Manager	983.50	0.7%	201	0.8%	20.4%
	Food Service Worker	731.00	0.5%	218	0.8%	29.8%
	Groundskeeper	113.50	0.1%	23	0.1%	20.3%
	Laundry Manager	699.25	0.5%	69	0.3%	9.9%
	Laundry/Sewing Room Worker	117.50	0.1%	28	0.1%	23.8%
	<b>Totals for Custodial</b>	<b>4,012.25</b>	<b>2.7%</b>	<b>829</b>	<b>3.2%</b>	<b>20.7%<sup>b</sup></b>
Education	Education Specialist	1.25	0.0%	0	0.0%	0.0%
	Teacher Aide	124.50	0.1%	24	0.1%	19.3%
	<b>Totals for Education</b>	<b>125.75</b>	<b>0.1%</b>	<b>24</b>	<b>0.1%</b>	<b>19.1%<sup>b</sup></b>
Employment	Unemployment Insurance Claims Examiner	301.75	0.2%	38	0.1%	12.6%
	Unemployment Insurance Specialist	29.50	0.0%	4	0.0%	13.6%
	Workforce Development Specialist	569.25	0.4%	80	0.3%	14.1%
	<b>Totals for Employment</b>	<b>900.50</b>	<b>0.6%</b>	<b>122</b>	<b>0.5%</b>	<b>13.5%<sup>b</sup></b>
Engineering and Design	Architect	68.25	0.0%	7	0.0%	10.3%
	District Engineer	23.75	0.0%	5	0.0%	21.1%
	Drafting Technician	12.00	0.0%	2	0.0%	16.7%
	Engineer	977.25	0.7%	61	0.2%	6.2%
	Engineering Aide	206.25	0.1%	42	0.2%	20.4%
	Engineering Specialist	2,182.75	1.5%	206	0.8%	9.4%

**Turnover by Job Classification Series**

**Fiscal Year 2012**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Engineering Technician	4,239.50	2.8%	388	1.5%	9.2%
	Graphic Designer	67.50	0.0%	8	0.0%	11.9%
	Project Design Assistant	10.75	0.0%	1	0.0%	9.3%
	<b>Totals for Engineering and Design</b>	<b>7,788.00</b>	<b>5.2%</b>	<b>720</b>	<b>2.8%</b>	<b>9.2%<sup>b</sup></b>
Human Resources	Human Resources Assistant/Specialist	661.50	0.4%	55	0.2%	8.3%
	Training Assistant/Specialist	684.75	0.5%	56	0.2%	8.2%
	<b>Totals for Human Resources</b>	<b>1,346.25</b>	<b>0.9%</b>	<b>111</b>	<b>0.4%</b>	<b>8.2%<sup>b</sup></b>
Information Technology	Business Continuity Coordinator	12.25	0.0%	1	0.0%	8.2%
	Computer Operations Specialist	31.25	0.0%	7	0.0%	22.4%
	Computer Operator Technician	9.50	0.0%	4	0.0%	42.1%
	Data Base Administrator	133.75	0.1%	11	0.0%	8.2%
	Data Entry Operator	135.50	0.1%	13	0.1%	9.6%
	Geographic Information Specialist	30.50	0.0%	1	0.0%	3.3%
	Information Technology Auditor	27.75	0.0%	3	0.0%	10.8%
	Information Technology Security Analyst	39.00	0.0%	7	0.0%	17.9%
	Network Specialist	547.50	0.4%	38	0.1%	6.9%
	Programmer	580.75	0.4%	39	0.2%	6.7%
	Systems Analyst	2,201.25	1.5%	183	0.7%	8.3%
	Systems Support Specialist	500.00	0.3%	37	0.1%	7.4%
	Telecommunications Specialist	143.50	0.1%	12	0.0%	8.4%
	Web Administrator	80.00	0.1%	7	0.0%	8.8%
	<b>Totals for Information Technology</b>	<b>4,472.50</b>	<b>3.0%</b>	<b>363</b>	<b>1.4%</b>	<b>8.1%<sup>b</sup></b>
Inspectors and Investigators	Boiler Inspector	16.50	0.0%	3	0.0%	18.2%
	Inspector	1,320.75	0.9%	183	0.7%	13.9%
	Investigator	1,553.00	1.0%	184	0.7%	11.8%
	<b>Totals for Inspectors and Investigators</b>	<b>2,890.25</b>	<b>1.9%</b>	<b>370</b>	<b>1.4%</b>	<b>12.8%<sup>b</sup></b>
Insurance	Actuary	39.25	0.0%	6	0.0%	15.3%
	Claims Assistant and Claims Examiner	607.00	0.4%	67	0.3%	11.0%
	Insurance Specialist	197.75	0.1%	20	0.1%	10.1%
	Insurance Technician	6.00	0.0%	2	0.0%	33.3%
	Retirement Systems Benefits Specialist	199.50	0.1%	24	0.1%	12.0%

**Turnover by Job Classification Series**

Fiscal Year 2012

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
<b>Totals for Insurance</b>		<b>1,049.50</b>	<b>0.7%</b>	<b>119</b>	<b>0.5%</b>	<b>11.3%<sup>b</sup></b>
Land Surveying, Appraising, and Utilities	Appraiser	85.75	0.1%	5	0.0%	5.8%
	Land Surveyor	30.25	0.0%	3	0.0%	9.9%
	Right of Way Agent	125.50	0.1%	11	0.0%	8.8%
	Utility Specialist	20.50	0.0%	0	0.0%	0.0%
<b>Totals for Land Surveying, Appraising, and Utilities</b>		<b>262.00</b>	<b>0.2%</b>	<b>19</b>	<b>0.1%</b>	<b>7.3%<sup>b</sup></b>
Law Enforcement	Agent	167.75	0.1%	18	0.1%	10.7%
	Agent Trainee	4.00	0.0%	0	0.0%	0.0%
	Captain, Public Safety	77.25	0.1%	6	0.0%	7.8%
	Commander, Public Safety	1.00	0.0%	0	0.0%	0.0%
	Corporal, Public Safety	220.50	0.1%	10	0.0%	4.5%
	Game Warden	382.75	0.3%	20	0.1%	5.2%
	Game Warden-Assistant Commander/Commander	6.00	0.0%	1	0.0%	16.7%
	Game Warden-Sergeant/Lieutenant/Captain/Major	85.75	0.1%	12	0.0%	14.0%
	Internal Affairs (Supervisor/Manager/Administrator/Director)	23.00	0.0%	7	0.0%	30.4%
	Internal Affairs Investigator	97.25	0.1%	10	0.0%	10.3%
	Internal Affairs Investigator Trainee	7.75	0.0%	1	0.0%	12.9%
	Lieutenant, Public Safety	201.50	0.1%	24	0.1%	11.9%
	Major, Public Safety	33.00	0.0%	1	0.0%	3.0%
	Pilot Investigator	43.00	0.0%	2	0.0%	4.7%
	Public Safety Inspector	1.75	0.0%	0	0.0%	0.0%
	Sergeant, Public Safety	927.75	0.6%	44	0.2%	4.7%
	Sergeant/Lieutenant/Captain/Major, Alcoholic Beverage	20.75	0.0%	3	0.0%	14.5%
	Trainee/Probationary Game Warden	46.50	0.0%	8	0.0%	17.2%
	Trooper	1,876.00	1.3%	88	0.3%	4.7%
	Trooper Trainee/Probationary Trooper	184.00	0.1%	37	0.1%	20.1%
<b>Totals for Law Enforcement</b>		<b>4,407.25</b>	<b>2.9%</b>	<b>292</b>	<b>1.1%</b>	<b>6.6%<sup>b</sup></b>
Legal	Administrative Law Judge	91.75	0.1%	5	0.0%	5.4%
	Assistant Attorney General	726.00	0.5%	65	0.3%	9.0%
	Associate Judge	55.25	0.0%	2	0.0%	3.6%
	Attorney	1,035.75	0.7%	90	0.3%	8.7%

**Turnover by Job Classification Series**

Fiscal Year 2012

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Benefit Review Officer	26.75	0.0%	0	0.0%	0.0%
	Chief Deputy Clerk	7.75	0.0%	2	0.0%	25.8%
	Clerk of the Court	16.00	0.0%	0	0.0%	0.0%
	Court Coordinator	55.50	0.0%	1	0.0%	1.8%
	Court Law Clerk	53.25	0.0%	40	0.2%	75.1%
	Deputy Clerk	74.00	0.0%	6	0.0%	8.1%
	General Counsel	158.75	0.1%	18	0.1%	11.3%
	Hearings Reporter	5.00	0.0%	0	0.0%	0.0%
	Law Clerk	2.50	0.0%	0	0.0%	0.0%
	Legal Assistant	412.50	0.3%	35	0.1%	8.5%
	Legal Secretary	205.25	0.1%	21	0.1%	10.2%
	Ombudsman	131.50	0.1%	16	0.1%	12.2%
	<b>Totals for Legal</b>	<b>3,057.50</b>	<b>2.0%</b>	<b>301</b>	<b>1.2%</b>	<b>9.8%<sup>b</sup></b>
Library and Records	Archaeologist	23.00	0.0%	3	0.0%	13.0%
	Archivist	11.75	0.0%	0	0.0%	0.0%
	Curator	13.75	0.0%	1	0.0%	7.3%
	Exhibit Technician	8.75	0.0%	0	0.0%	0.0%
	Historian	8.75	0.0%	1	0.0%	11.4%
	Librarian	107.00	0.1%	7	0.0%	6.5%
	Library Assistant	25.00	0.0%	3	0.0%	12.0%
	<b>Totals for Library and Records</b>	<b>198.00</b>	<b>0.1%</b>	<b>15</b>	<b>0.1%</b>	<b>7.6%<sup>b</sup></b>
Maintenance	Air Conditioning and Boiler Operator	46.00	0.0%	10	0.0%	21.7%
	Aircraft Mechanic	11.00	0.0%	1	0.0%	9.1%
	Aircraft Pilot	6.75	0.0%	0	0.0%	0.0%
	Electrician	73.75	0.0%	11	0.0%	14.9%
	Electronics Technician	34.00	0.0%	3	0.0%	8.8%
	Equipment Maintenance Technician	15.75	0.0%	0	0.0%	0.0%
	Ferryboat Specialist	47.25	0.0%	7	0.0%	14.8%
	HVAC Mechanic	104.25	0.1%	15	0.1%	14.4%
	Machinist	16.00	0.0%	2	0.0%	12.5%
	Maintenance Assistant	30.75	0.0%	8	0.0%	26.0%
	Maintenance Specialist	1,148.25	0.8%	139	0.5%	12.1%
	Maintenance Supervisor	1,054.25	0.7%	166	0.6%	15.7%
	Motor Vehicle Technician	410.25	0.3%	58	0.2%	14.1%
	Radio Communications Technician	21.25	0.0%	5	0.0%	23.5%



**Turnover by Job Classification Series**

**Fiscal Year 2012**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Transportation Maintenance Specialist	607.00	0.4%	51	0.2%	8.4%
	Vehicle Driver	218.25	0.1%	40	0.2%	18.3%
	<b>Totals for Maintenance</b>	<b>3,844.75</b>	<b>2.6%</b>	<b>516</b>	<b>2.0%</b>	<b>13.4%<sup>b</sup></b>
Medical and Health	Behavior Analyst	20.00	0.0%	6	0.0%	30.0%
	Dental Assistant	22.75	0.0%	4	0.0%	17.6%
	Dental Hygienist	27.75	0.0%	6	0.0%	21.6%
	Dentist	33.50	0.0%	9	0.0%	26.9%
	Dietetic and Nutrition Specialist	104.25	0.1%	18	0.1%	17.3%
	Dietetic Technician	19.25	0.0%	3	0.0%	15.6%
	Epidemiologist	86.75	0.1%	9	0.0%	10.4%
	Health Physicist	72.00	0.0%	6	0.0%	8.3%
	Laboratory Technician	57.75	0.0%	12	0.0%	20.8%
	Licensed Vocational Nurse	1,241.25	0.8%	408	1.6%	32.9%
	Medical Research Specialist	2.25	0.0%	0	0.0%	0.0%
	Medical Technician	27.25	0.0%	9	0.0%	33.0%
	Medical Technologist	81.75	0.1%	16	0.1%	19.6%
	Microbiologist	117.75	0.1%	21	0.1%	17.8%
	Nurse	2,413.50	1.6%	537	2.1%	22.2%
	Orthopedic Equipment Technician	40.75	0.0%	5	0.0%	12.3%
	Pharmacist	104.50	0.1%	18	0.1%	17.2%
	Pharmacy Technician	74.00	0.0%	7	0.0%	9.5%
	Physician	118.25	0.1%	23	0.1%	19.5%
	Physician Assistant	4.50	0.0%	0	0.0%	0.0%
	Psychiatrist	145.50	0.1%	26	0.1%	17.9%
	Psychological Assistant/Associate Psychologist	397.00	0.3%	80	0.3%	20.2%
	Psychologist	79.25	0.1%	20	0.1%	25.2%
	Public Health and Prevention Specialist	625.25	0.4%	100	0.4%	16.0%
	Public Health Nurse	53.50	0.0%	19	0.1%	35.5%
	Radiological Technologist	14.50	0.0%	2	0.0%	13.8%
	Registered Therapists Assistant/Therapist	255.00	0.2%	60	0.2%	23.5%
	Respiratory Care Practitioner	11.25	0.0%	2	0.0%	17.8%
	Veterinarian	34.50	0.0%	4	0.0%	11.6%

**Turnover by Job Classification Series**

**Fiscal Year 2012**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
<b>Totals for Medical and Health</b>		<b>6,285.50</b>	<b>4.2%</b>	<b>1,430</b>	<b>5.5%</b>	<b>22.8%<sup>b</sup></b>
Natural Resources	Chemist	124.00	0.1%	11	0.0%	8.9%
	Earth Science Specialist	1.00	0.0%	0	0.0%	0.0%
	Environmental Protection Specialist	241.50	0.2%	16	0.1%	6.6%
	Fish and Wildlife Technician	185.25	0.1%	20	0.1%	10.8%
	Geoscientist	127.50	0.1%	8	0.0%	6.3%
	Hydrologist	66.50	0.0%	4	0.0%	6.0%
	Natural Resources Specialist	1,252.75	0.8%	113	0.4%	9.0%
	Park Ranger	224.50	0.2%	22	0.1%	9.8%
	Park Superintendent	9.75	0.0%	0	0.0%	0.0%
	Sanitarian	123.25	0.1%	7	0.0%	5.7%
	Toxicologist	11.50	0.0%	1	0.0%	8.7%
<b>Totals for Natural Resources</b>		<b>2,367.50</b>	<b>1.6%</b>	<b>202</b>	<b>0.8%</b>	<b>8.5%<sup>b</sup></b>
Office Services	Micrographics Technician	33.50	0.0%	2	0.0%	6.0%
	Photographer	4.25	0.0%	0	0.0%	0.0%
	Printing Services Technician	116.00	0.1%	9	0.0%	7.8%
<b>Totals for Office Services</b>		<b>153.75</b>	<b>0.1%</b>	<b>11</b>	<b>0.0%</b>	<b>7.2%<sup>b</sup></b>
Planning, Research, and Statistics	Economist	47.25	0.0%	8	0.0%	16.9%
	Planner	183.25	0.1%	15	0.1%	8.2%
	Research and Statistics Technician	21.25	0.0%	2	0.0%	9.4%
	Research Specialist	271.50	0.2%	29	0.1%	10.7%
	Statistician	18.75	0.0%	2	0.0%	10.7%
<b>Totals for Planning, Research, and Statistics</b>		<b>542.00</b>	<b>0.4%</b>	<b>56</b>	<b>0.2%</b>	<b>10.3%<sup>b</sup></b>
Procedures and Information	Audio/Visual Technician	14.75	0.0%	2	0.0%	13.6%
	Editor	9.25	0.0%	0	0.0%	0.0%
	Government Relations Specialist	75.25	0.1%	10	0.0%	13.3%
	Governor's Advisor	22.75	0.0%	2	0.0%	8.8%
	Information Specialist	429.25	0.3%	52	0.2%	12.1%
	Management Analyst	70.00	0.0%	8	0.0%	11.4%
	Marketing Specialist	48.00	0.0%	3	0.0%	6.3%
	Technical Writer	34.25	0.0%	3	0.0%	8.8%
<b>Totals for Procedures and Information</b>		<b>703.50</b>	<b>0.5%</b>	<b>80</b>	<b>0.3%</b>	<b>11.4%<sup>b</sup></b>
Program Management	Deputy Comptroller	1.00	0.0%	0	0.0%	0.0%
	Director	1,913.50	1.3%	210	0.8%	11.0%

**Turnover by Job Classification Series**

**Fiscal Year 2012**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Manager	2,757.50	1.8%	269	1.0%	9.8%
	Program Specialist	6,049.50	4.0%	585	2.3%	9.7%
	Program Supervisor	1,329.50	0.9%	124	0.5%	9.3%
	Project Manager	183.25	0.1%	21	0.1%	11.5%
	Staff Services Officer	309.50	0.2%	25	0.1%	8.1%
	<b>Totals for Program Management</b>	<b>12,543.75</b>	<b>8.4%</b>	<b>1,234</b>	<b>4.8%</b>	<b>9.8%<sup>b</sup></b>
Property Management and Purchasing	Contract Administration Manager	32.00	0.0%	2	0.0%	6.3%
	Contract Specialist	656.75	0.4%	62	0.2%	9.4%
	Contract Technician	81.25	0.1%	9	0.0%	11.1%
	Grant Coordinator	75.25	0.1%	8	0.0%	10.6%
	Inventory and Store Specialist	723.00	0.5%	84	0.3%	11.6%
	Property Manager	139.00	0.1%	16	0.1%	11.5%
	Purchaser	462.75	0.3%	44	0.2%	9.5%
	<b>Totals for Property Management and Purchasing</b>	<b>2,170.00</b>	<b>1.5%</b>	<b>225</b>	<b>0.9%</b>	<b>10.4%<sup>b</sup></b>
Public Safety	Crime Laboratory Specialist	54.25	0.0%	5	0.0%	9.2%
	DNA Index System Analyst	7.00	0.0%	0	0.0%	0.0%
	Fingerprint Technician	36.75	0.0%	2	0.0%	5.4%
	Forensic Photographer	2.75	0.0%	2	0.0%	72.7%
	Forensic Scientist	250.75	0.2%	21	0.1%	8.4%
	Police Communications Operator	198.25	0.1%	15	0.1%	7.6%
	Public Safety Records Technician	67.50	0.0%	2	0.0%	3.0%
	Security Officer	605.25	0.4%	133	0.5%	22.0%
	<b>Totals for Public Safety</b>	<b>1,222.50</b>	<b>0.8%</b>	<b>180</b>	<b>0.7%</b>	<b>14.7%<sup>b</sup></b>
Safety	Rescue Specialist	31.25	0.0%	4	0.0%	12.8%
	Risk Management Specialist	47.25	0.0%	4	0.0%	8.5%
	Safety Officer	175.50	0.1%	22	0.1%	12.5%
	<b>Totals for Safety</b>	<b>254.00</b>	<b>0.2%</b>	<b>30</b>	<b>0.1%</b>	<b>11.8%<sup>b</sup></b>
Social Services	Adult Protective Services Specialist	747.00	0.5%	131	0.5%	17.5%
	Case Manager	381.25	0.3%	59	0.2%	15.5%
	Chaplain	144.75	0.1%	17	0.1%	11.7%
	Chaplaincy Services Assistant	9.00	0.0%	2	0.0%	22.2%
	Child Protective Services Specialist	5,087.75	3.4%	1,271	4.9%	25.0%
	Child Support Officer	1,291.50	0.9%	153	0.6%	11.8%
	Child Support Technician	370.25	0.2%	63	0.2%	17.0%

**Turnover by Job Classification Series**  
**Fiscal Year 2012**

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount <sup>a</sup>	Separations	Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Direct Support Professional	7,556.00	5.1%	3,301	12.7%	43.7%
	Family and Protective Services Supervisor	1,102.50	0.7%	81	0.3%	7.3%
	Family Services Specialist	325.75	0.2%	22	0.1%	6.8%
	Health and Human Services Program Coordinator	45.00	0.0%	2	0.0%	4.4%
	Human Services Specialist	1,704.50	1.1%	330	1.3%	19.4%
	Human Services Technician	775.00	0.5%	118	0.5%	15.2%
	Interpreter	21.75	0.0%	3	0.0%	13.8%
	Protective Services Intake Specialist	324.75	0.2%	55	0.2%	16.9%
	Psychiatric Nursing Assistant	3,097.25	2.1%	996	3.8%	32.2%
	Qualified Developmental Disability Professional	279.25	0.2%	61	0.2%	21.8%
	Quality Assurance Specialist	157.25	0.1%	7	0.0%	4.5%
	Recreation Program Specialist	34.00	0.0%	11	0.0%	32.4%
	Rehabilitation Teacher	133.75	0.1%	14	0.1%	10.5%
	Rehabilitation Therapy Technician	1,080.50	0.7%	187	0.7%	17.3%
	Resident Specialist	403.25	0.3%	49	0.2%	12.2%
	Social Worker	207.25	0.1%	34	0.1%	16.4%
	Substance Abuse Counselor	99.25	0.1%	30	0.1%	30.2%
	Texas Works Advisor	6,120.00	4.1%	972	3.8%	15.9%
	Texas Works Supervisor	517.00	0.3%	39	0.2%	7.5%
	Veterans Services Representative	269.25	0.2%	50	0.2%	18.6%
	Vocational Rehabilitation Counselor	690.50	0.5%	73	0.3%	10.6%
	Volunteer Services Coordinator	72.50	0.0%	14	0.1%	19.3%
<b>Totals for Social Services</b>		<b>33,047.75</b>	<b>22.1%</b>	<b>8,145</b>	<b>31.4%</b>	<b>24.6%</b> <sup>b</sup>
<b>Statewide Totals</b>		<b>149,556.25</b>	<b>100.0%</b>	<b>25,914</b>	<b>100.0%</b>	<b>17.3%</b> <sup>c</sup>

<sup>a</sup> Percentages of totals for job classification series may not sum exactly due to rounding.

<sup>b</sup> Turnover rates for occupational categories are not the sum of the turnover rates for the individual job classification series.

<sup>c</sup> The statewide total turnover rate is not the sum of the percentages.

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

## Turnover by Region and County

Table 21 provides a summary of turnover by region and county in Texas.

Table 21

Turnover by Region and County Fiscal Year 2012						
Region	County	Average Headcount	Statewide Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
Alamo Region	Atascosa	94.50	0.1%	19	0.1%	20.1%
	Bandera	42.00	0.0%	1	0.0%	2.4%
	Bexar	6,835.50	4.6%	1,372	5.3%	20.1%
	Comal	117.25	0.1%	19	0.1%	16.2%
	Frio	326.00	0.2%	82	0.3%	25.2%
	Gillespie	51.25	0.0%	11	0.0%	21.5%
	Guadalupe	151.25	0.1%	21	0.1%	13.9%
	Karnes	584.50	0.4%	198	0.8%	33.9%
	Kendall	52.50	0.0%	10	0.0%	19.0%
	Kerr	710.75	0.5%	137	0.5%	19.3%
	Medina	526.50	0.4%	81	0.3%	15.4%
	Wilson	53.00	0.0%	10	0.0%	18.9%
<b>Alamo Region Totals</b>		<b>9,545.00</b>	<b>6.4%</b>	<b>1,961</b>	<b>7.6%</b>	<b>20.5%<sup>b</sup></b>
Capital Region	Bastrop	203.50	0.1%	27	0.1%	13.3%
	Blanco	34.75	0.0%	5	0.0%	14.4%
	Burnet	238.50	0.2%	20	0.1%	8.4%
	Caldwell	68.50	0.0%	7	0.0%	10.2%
	Fayette	59.00	0.0%	5	0.0%	8.5%
	Hays	193.75	0.1%	26	0.1%	13.4%
	Lee	459.00	0.3%	154	0.6%	33.6%
	Llano	26.25	0.0%	3	0.0%	11.4%
	Travis	35,471.50	23.7%	4,034	15.6%	11.4%
	Williamson	525.00	0.4%	70	0.3%	13.3%
<b>Capital Region Totals</b>		<b>37,279.75</b>	<b>24.9%</b>	<b>4,351</b>	<b>16.8%</b>	<b>11.7%<sup>b</sup></b>
Central Texas Region	Bell	650.50	0.4%	133	0.5%	20.4%
	Bosque	37.25	0.0%	4	0.0%	10.7%
	Brazos	668.25	0.4%	72	0.3%	10.8%
	Burleson	44.25	0.0%	2	0.0%	4.5%

**Turnover by Region and County**

**Fiscal Year 2012**

Region	County	Average Headcount	Statewide Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Coryell	2,675.50	1.8%	433	1.7%	16.2%
	Falls	447.00	0.3%	71	0.3%	15.9%
	Freestone	347.75	0.2%	58	0.2%	16.7%
	Grimes	656.25	0.4%	111	0.4%	16.9%
	Hamilton	66.00	0.0%	9	0.0%	13.6%
	Hill	100.00	0.1%	10	0.0%	10.0%
	Lampasas	58.50	0.0%	5	0.0%	8.5%
	Leon	44.25	0.0%	4	0.0%	9.0%
	Limestone	1,720.25	1.2%	439	1.7%	25.5%
	Madison	665.75	0.4%	162	0.6%	24.3%
	McLennan	1,583.75	1.1%	250	1.0%	15.8%
	Milam	49.25	0.0%	2	0.0%	4.1%
	Mills	17.00	0.0%	0	0.0%	0.0%
	Robertson	39.25	0.0%	0	0.0%	0.0%
	San Saba	146.25	0.1%	22	0.1%	15.0%
	Washington	1,219.75	0.8%	382	1.5%	31.3%
<b>Central Texas Region Totals</b>		<b>11,236.75</b>	<b>7.5%</b>	<b>2,169</b>	<b>8.4%</b>	<b>19.3%<sup>b</sup></b>
Coastal Bend Region	Aransas	100.50	0.1%	17	0.1%	16.9%
	Bee	1,709.50	1.1%	534	2.1%	31.2%
	Brooks	25.25	0.0%	6	0.0%	23.8%
	Calhoun	54.25	0.0%	3	0.0%	5.5%
	Dewitt	391.00	0.3%	77	0.3%	19.7%
	Duval	144.50	0.1%	35	0.1%	24.2%
	Goliad	38.25	0.0%	6	0.0%	15.7%
	Gonzales	59.50	0.0%	5	0.0%	8.4%
	Jackson	31.25	0.0%	5	0.0%	16.0%
	Jim Wells	132.00	0.1%	14	0.1%	10.6%
	Kenedy	2.00	0.0%	0	0.0%	0.0%
	Kleberg	80.75	0.1%	10	0.0%	12.4%
	Lavaca	36.50	0.0%	7	0.0%	19.2%
	Live Oak	28.75	0.0%	6	0.0%	20.9%
	McMullen	25.00	0.0%	4	0.0%	16.0%
	Nueces	2,424.00	1.6%	565	2.2%	23.3%
	Refugio	24.00	0.0%	0	0.0%	0.0%

**Turnover by Region and County**

**Fiscal Year 2012**

Region	County	Average Headcount	Statewide Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
	San Patricio	130.75	0.1%	18	0.1%	13.8%
	Victoria	258.25	0.2%	36	0.1%	13.9%
<b>Coastal Bend Region Totals</b>		<b>5,696.00</b>	<b>3.8%</b>	<b>1,348</b>	<b>5.2%</b>	<b>23.7%<sup>b</sup></b>
Gulf Coast Region	Austin	716.50	0.5%	79	0.3%	11.0%
	Brazoria	2,743.50	1.8%	520	2.0%	19.0%
	Chambers	45.50	0.0%	8	0.0%	17.6%
	Colorado	45.50	0.0%	2	0.0%	4.4%
	Fort Bend	2,662.75	1.8%	408	1.6%	15.3%
	Galveston	1,080.00	0.7%	130	0.5%	12.0%
	Harris	7,692.00	5.1%	1,061	4.1%	13.8%
	Liberty	965.00	0.6%	172	0.7%	17.8%
	Matagorda	73.25	0.0%	15	0.1%	20.5%
	Montgomery	431.25	0.3%	71	0.3%	16.5%
	Walker	6,446.25	4.3%	1,270	4.9%	19.7%
	Waller	62.00	0.0%	11	0.0%	17.7%
	Wharton	99.50	0.1%	9	0.0%	9.0%
<b>Gulf Coast Region Totals</b>		<b>23,063.00</b>	<b>15.4%</b>	<b>3,756</b>	<b>14.5%</b>	<b>16.3%<sup>b</sup></b>
High Plains Region	Armstrong	15.25	0.0%	0	0.0%	0.0%
	Bailey	24.25	0.0%	3	0.0%	12.4%
	Briscoe	20.50	0.0%	0	0.0%	0.0%
	Carson	34.50	0.0%	3	0.0%	8.7%
	Castro	21.00	0.0%	0	0.0%	0.0%
	Childress	416.50	0.3%	87	0.3%	20.9%
	Cochran	16.00	0.0%	1	0.0%	6.3%
	Collingsworth	18.00	0.0%	2	0.0%	11.1%
	Crosby	22.25	0.0%	2	0.0%	9.0%
	Dallam	269.50	0.2%	75	0.3%	27.8%
	Deaf Smith	46.00	0.0%	7	0.0%	15.2%
	Dickens	14.50	0.0%	1	0.0%	6.9%
	Donley	20.25	0.0%	1	0.0%	4.9%
	Floyd	15.50	0.0%	0	0.0%	0.0%
	Garza	20.25	0.0%	3	0.0%	14.8%
	Gray	397.75	0.3%	97	0.4%	24.4%

Turnover by Region and County

Fiscal Year 2012

Region	County	Average Headcount	Statewide Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Hale	509.00	0.3%	69	0.3%	13.6%
	Hall	16.00	0.0%	1	0.0%	6.3%
	Hansford	15.25	0.0%	2	0.0%	13.1%
	Hartley	19.75	0.0%	0	0.0%	0.0%
	Hemphill	24.75	0.0%	7	0.0%	28.3%
	Hockley	65.25	0.0%	11	0.0%	16.9%
	Hutchinson	41.00	0.0%	14	0.1%	34.1%
	King	6.00	0.0%	2	0.0%	33.3%
	Lamb	46.50	0.0%	6	0.0%	12.9%
	Lipscomb	10.25	0.0%	4	0.0%	39.0%
	Lubbock	2,792.00	1.9%	652	2.5%	23.4%
	Lynn	21.25	0.0%	4	0.0%	18.8%
	Moore	50.25	0.0%	4	0.0%	8.0%
	Motley	13.00	0.0%	0	0.0%	0.0%
	Ochiltree	23.50	0.0%	1	0.0%	4.3%
	Oldham	17.25	0.0%	2	0.0%	11.6%
	Parmer	19.25	0.0%	0	0.0%	0.0%
	Potter	2,001.50	1.3%	479	1.8%	23.9%
	Randall	303.00	0.2%	31	0.1%	10.2%
	Roberts	1.00	0.0%	0	0.0%	0.0%
	Sherman	15.75	0.0%	1	0.0%	6.3%
	Swisher	149.25	0.1%	20	0.1%	13.4%
	Terry	185.25	0.1%	29	0.1%	15.7%
	Wheeler	18.50	0.0%	5	0.0%	27.0%
	Yoakum	14.50	0.0%	7	0.0%	48.3%
	<b>High Plains Region Totals</b>	<b>7,751.00</b>	<b>5.2%</b>	<b>1,633</b>	<b>6.3%</b>	<b>21.1%<sup>b</sup></b>
Metroplex Region	Collin	429.50	0.3%	63	0.2%	14.7%
	Cooke	454.00	0.3%	153	0.6%	33.7%
	Dallas	4,456.50	3.0%	551	2.1%	12.4%
	Denton	2,326.00	1.6%	749	2.9%	32.2%
	Ellis	152.50	0.1%	17	0.1%	11.1%
	Erath	73.25	0.0%	12	0.0%	16.4%
	Fannin	498.75	0.3%	69	0.3%	13.8%
	Grayson	193.25	0.1%	29	0.1%	15.0%



Turnover by Region and County

Fiscal Year 2012

Region	County	Average Headcount	Statewide Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Hood	251.00	0.2%	28	0.1%	11.2%
	Hunt	171.75	0.1%	21	0.1%	12.2%
	Johnson	217.50	0.1%	27	0.1%	12.4%
	Kaufman	1,061.75	0.7%	165	0.6%	15.5%
	Navarro	402.00	0.3%	111	0.4%	27.6%
	Palo Pinto	132.50	0.1%	20	0.1%	15.1%
	Parker	138.50	0.1%	18	0.1%	13.0%
	Rockwall	40.25	0.0%	5	0.0%	12.4%
	Somervell	26.75	0.0%	8	0.0%	29.9%
	Tarrant	3,777.25	2.5%	554	2.1%	14.7%
	Wise	98.50	0.1%	15	0.1%	15.2%
	<b>Metroplex Region Totals</b>	<b>14,901.50</b>	<b>10.0%</b>	<b>2,615</b>	<b>10.1%</b>	<b>17.5%<sup>b</sup></b>
Northwest Texas Region	Archer	32.75	0.0%	3	0.0%	9.2%
	Baylor	27.50	0.0%	0	0.0%	0.0%
	Brown	640.00	0.4%	91	0.4%	14.2%
	Callahan	34.50	0.0%	9	0.0%	26.1%
	Clay	29.25	0.0%	1	0.0%	3.4%
	Coleman	25.75	0.0%	2	0.0%	7.8%
	Comanche	24.00	0.0%	0	0.0%	0.0%
	Cottle	21.25	0.0%	0	0.0%	0.0%
	Eastland	83.75	0.1%	6	0.0%	7.2%
	Fisher	16.50	0.0%	1	0.0%	6.1%
	Foard	12.50	0.0%	1	0.0%	8.0%
	Hardeman	23.75	0.0%	5	0.0%	21.1%
	Haskell	34.75	0.0%	1	0.0%	2.9%
	Jack	22.50	0.0%	3	0.0%	13.3%
	Jones	532.25	0.4%	78	0.3%	14.7%
	Kent	10.75	0.0%	2	0.0%	18.6%
	Knox	23.75	0.0%	0	0.0%	0.0%
	Mitchell	461.50	0.3%	134	0.5%	29.0%
	Montague	51.75	0.0%	7	0.0%	13.5%
	Nolan	60.50	0.0%	7	0.0%	11.6%
	Runnels	29.25	0.0%	1	0.0%	3.4%
	Scurry	313.25	0.2%	78	0.3%	24.9%

**Turnover by Region and County**

**Fiscal Year 2012**

Region	County	Average Headcount	Statewide Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Shackelford	13.50	0.0%	4	0.0%	29.6%
	Stephens	177.00	0.1%	26	0.1%	14.7%
	Stonewall	12.25	0.0%	0	0.0%	0.0%
	Taylor	2,708.50	1.8%	791	3.1%	29.2%
	Throckmorton	12.50	0.0%	2	0.0%	16.0%
	Wichita	2,071.75	1.4%	421	1.6%	20.3%
	Wilbarger	1,504.00	1.0%	290	1.1%	19.3%
	Young	62.25	0.0%	1	0.0%	1.6%
<b>Northwest Texas Region Totals</b>		<b>9,073.50</b>	<b>6.1%</b>	<b>1,965</b>	<b>7.6%</b>	<b>21.7%<sup>b</sup></b>
South Texas Border Region	Cameron	1,639.00	1.1%	266	1.0%	16.2%
	Dimmit	46.00	0.0%	6	0.0%	13.0%
	Edwards	18.75	0.0%	1	0.0%	5.3%
	Hidalgo	2,921.00	2.0%	426	1.6%	14.6%
	Jim Hogg	37.75	0.0%	9	0.0%	23.8%
	Kinney	20.25	0.0%	3	0.0%	14.8%
	La Salle	140.75	0.1%	35	0.1%	24.9%
	Maverick	124.00	0.1%	17	0.1%	13.7%
	Real	13.25	0.0%	1	0.0%	7.5%
	Starr	236.75	0.2%	34	0.1%	14.4%
	Uvalde	121.00	0.1%	20	0.1%	16.5%
	Val Verde	150.50	0.1%	19	0.1%	12.6%
	Webb	749.00	0.5%	93	0.4%	12.4%
	Willacy	55.25	0.0%	3	0.0%	5.4%
	Zapata	25.50	0.0%	3	0.0%	11.8%
	Zavala	29.00	0.0%	4	0.0%	13.8%
<b>South Texas Border Region Totals</b>		<b>6,327.75</b>	<b>4.2%</b>	<b>940</b>	<b>3.6%</b>	<b>14.9%<sup>b</sup></b>
Southeast Texas Region	Angelina	1,671.50	1.1%	494	1.9%	29.6%
	Hardin	64.50	0.0%	11	0.0%	17.1%
	Houston	801.75	0.5%	207	0.8%	25.8%
	Jasper	281.75	0.2%	27	0.1%	9.6%
	Jefferson	2,287.50	1.5%	443	1.7%	19.4%
	Nacogdoches	209.25	0.1%	17	0.1%	8.1%
	Newton	32.75	0.0%	2	0.0%	6.1%

Turnover by Region and County

Fiscal Year 2012

Region	County	Average Headcount	Statewide Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Orange	127.00	0.1%	13	0.1%	10.2%
	Polk	896.75	0.6%	230	0.9%	25.6%
	Sabine	23.50	0.0%	2	0.0%	8.5%
	San Augustine	24.25	0.0%	2	0.0%	8.2%
	San Jacinto	37.25	0.0%	4	0.0%	10.7%
	Shelby	53.75	0.0%	10	0.0%	18.6%
	Trinity	34.75	0.0%	2	0.0%	5.8%
	Tyler	642.00	0.4%	143	0.6%	22.3%
<b>Southeast Texas Region Totals</b>		<b>7,188.25</b>	<b>4.8%</b>	<b>1,607</b>	<b>6.2%</b>	<b>22.4%<sup>b</sup></b>
Upper East Texas Region	Anderson	3,355.50	2.2%	770	3.0%	22.9%
	Bowie	978.25	0.7%	198	0.8%	20.2%
	Camp	11.50	0.0%	0	0.0%	0.0%
	Cass	172.00	0.1%	8	0.0%	4.7%
	Cherokee	1,767.00	1.2%	359	1.4%	20.3%
	Delta	23.00	0.0%	1	0.0%	4.3%
	Franklin	23.75	0.0%	3	0.0%	12.6%
	Gregg	357.50	0.2%	44	0.2%	12.3%
	Harrison	292.00	0.2%	38	0.1%	13.0%
	Henderson	289.25	0.2%	52	0.2%	18.0%
	Hopkins	129.50	0.1%	14	0.1%	10.8%
	Lamar	248.25	0.2%	24	0.1%	9.7%
	Marion	24.75	0.0%	1	0.0%	4.0%
	Morris	37.00	0.0%	2	0.0%	5.4%
	Panola	44.25	0.0%	5	0.0%	11.3%
	Rains	21.25	0.0%	3	0.0%	14.1%
	Red River	33.25	0.0%	1	0.0%	3.0%
	Rusk	93.75	0.1%	16	0.1%	17.1%
	Smith	987.75	0.7%	128	0.5%	13.0%
	Titus	135.00	0.1%	20	0.1%	14.8%
	Upshur	68.25	0.0%	7	0.0%	10.3%
	Van Zandt	98.25	0.1%	19	0.1%	19.3%
	Wood	233.00	0.2%	26	0.1%	11.2%
<b>Upper East Texas Region Totals</b>		<b>9,424.00</b>	<b>6.3%</b>	<b>1,739</b>	<b>6.7%</b>	<b>18.5%<sup>b</sup></b>

**Turnover by Region and County**  
**Fiscal Year 2012**

Region	County	Average Headcount	Statewide Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
Upper Rio Grande Region	Brewster	81.50	0.1%	7	0.0%	8.6%
	Culberson	23.25	0.0%	1	0.0%	4.3%
	El Paso	3,200.50	2.1%	426	1.6%	13.3%
	Hudspeth	33.00	0.0%	6	0.0%	18.2%
	Jeff Davis	62.50	0.0%	11	0.0%	17.6%
	Presidio	75.00	0.1%	8	0.0%	10.7%
<b>Upper Rio Grande Region Totals</b>		<b>3,475.75</b>	<b>2.3%</b>	<b>459</b>	<b>1.8%</b>	<b>13.2%<sup>b</sup></b>
West Texas Region	Andrews	25.00	0.0%	3	0.0%	12.0%
	Borden	11.75	0.0%	4	0.0%	34.0%
	Coke	10.00	0.0%	1	0.0%	10.0%
	Concho	13.25	0.0%	1	0.0%	7.5%
	Crane	14.50	0.0%	2	0.0%	13.8%
	Crockett	25.00	0.0%	0	0.0%	0.0%
	Dawson	502.75	0.3%	215	0.8%	42.8%
	Ector	386.50	0.3%	80	0.3%	20.7%
	Gaines	20.75	0.0%	5	0.0%	24.1%
	Glasscock	3.00	0.0%	0	0.0%	0.0%
	Howard	701.75	0.5%	271	1.0%	38.6%
	Irion	2.75	0.0%	1	0.0%	36.4%
	Kimble	37.50	0.0%	0	0.0%	0.0%
	Loving	1.00	0.0%	0	0.0%	0.0%
	Martin	18.75	0.0%	2	0.0%	10.7%
	Mason	20.25	0.0%	0	0.0%	0.0%
	McCulloch	40.50	0.0%	1	0.0%	2.5%
	Menard	2.50	0.0%	0	0.0%	0.0%
	Midland	555.75	0.4%	128	0.5%	23.0%
	Pecos	509.25	0.3%	118	0.5%	23.2%
	Reagan	9.00	0.0%	0	0.0%	0.0%
	Reeves	63.50	0.0%	10	0.0%	15.7%
	Schleicher	2.25	0.0%	1	0.0%	44.4%
	Sterling	7.00	0.0%	1	0.0%	14.3%
	Sutton	21.50	0.0%	1	0.0%	4.7%
	Terrell	17.50	0.0%	1	0.0%	5.7%
Tom Green	1,502.75	1.0%	514	2.0%	34.2%	

**Turnover by Region and County**  
**Fiscal Year 2012**

Region	County	Average Headcount	Statewide Percentage of Total Average Headcount <sup>a</sup>	Separations	Statewide Percentage of Total Separations <sup>a</sup>	Turnover Rate
	Upton	12.00	0.0%	5	0.0%	41.7%
	Ward	36.25	0.0%	5	0.0%	13.8%
	Winkler	15.75	0.0%	1	0.0%	6.3%
<b>West Texas Region Totals</b>		<b>4,590.00</b>	<b>3.1%</b>	<b>1,371</b>	<b>5.3%</b>	<b>29.9%</b> <sup>b</sup>
Other		4.00	0.0%	0	0.0%	0.0%
<b>Statewide Totals</b>		<b>149,556.25</b>	<b>100.0%</b>	<b>25,914</b>	<b>100.0%</b>	<b>17.3%</b> <sup>c</sup>

<sup>a</sup> Percentages of totals for regions may not sum exactly due to rounding.

<sup>b</sup> Turnover rates for regions are not the sum of the turnover rates for the individual counties.

<sup>c</sup> The statewide total turnover rate is not the sum of the percentages.

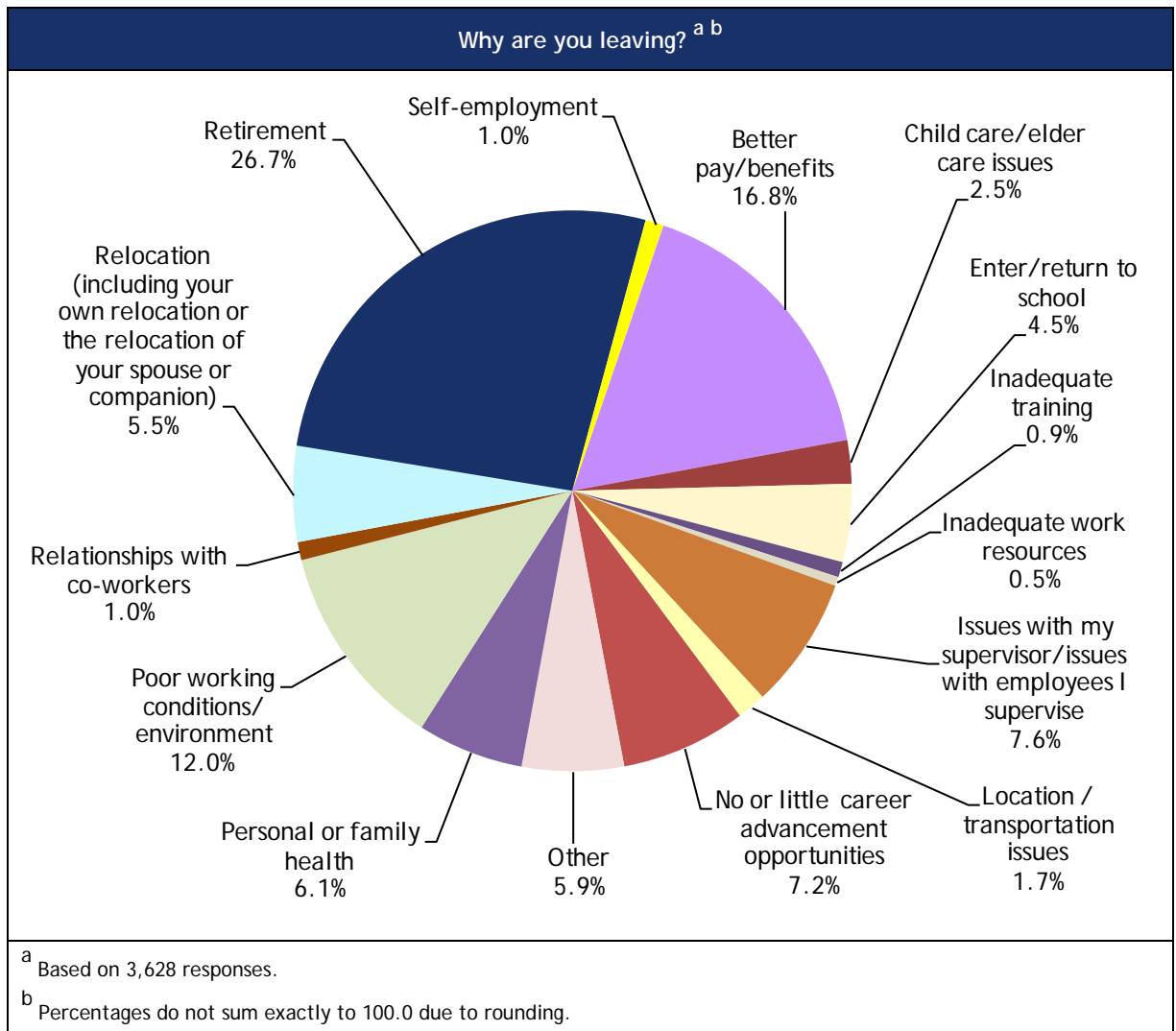
Sources: Uniform Statewide Payroll/Personnel System, Human Resources Information System, and Standardized Payroll/Personnel Reporting System.

## Fiscal Year 2012 Overall Exit Survey Results

Figures 5 through 11 show the aggregate results from the State of Texas Employee Exit Survey for fiscal year 2012. The surveys were completed between September 1, 2011, and August 31, 2012.

Figure 5 shows the reasons employees reported for leaving state employment.

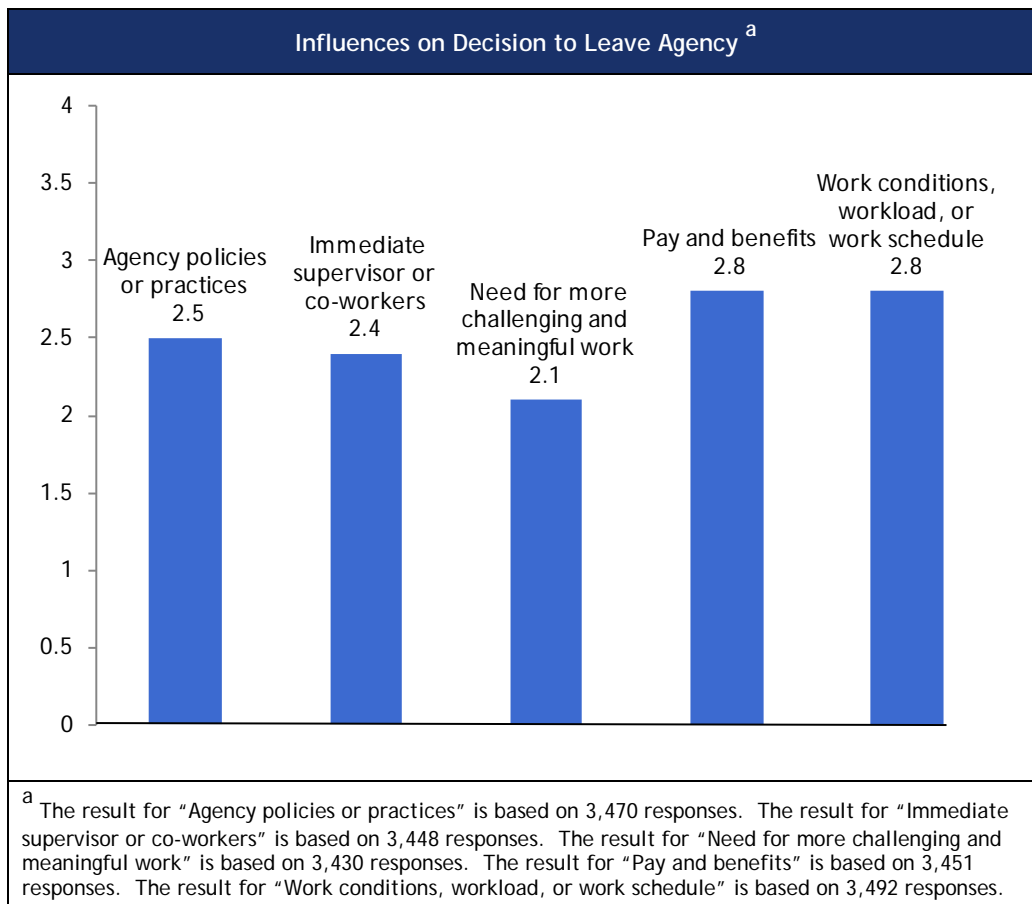
Figure 5



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

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

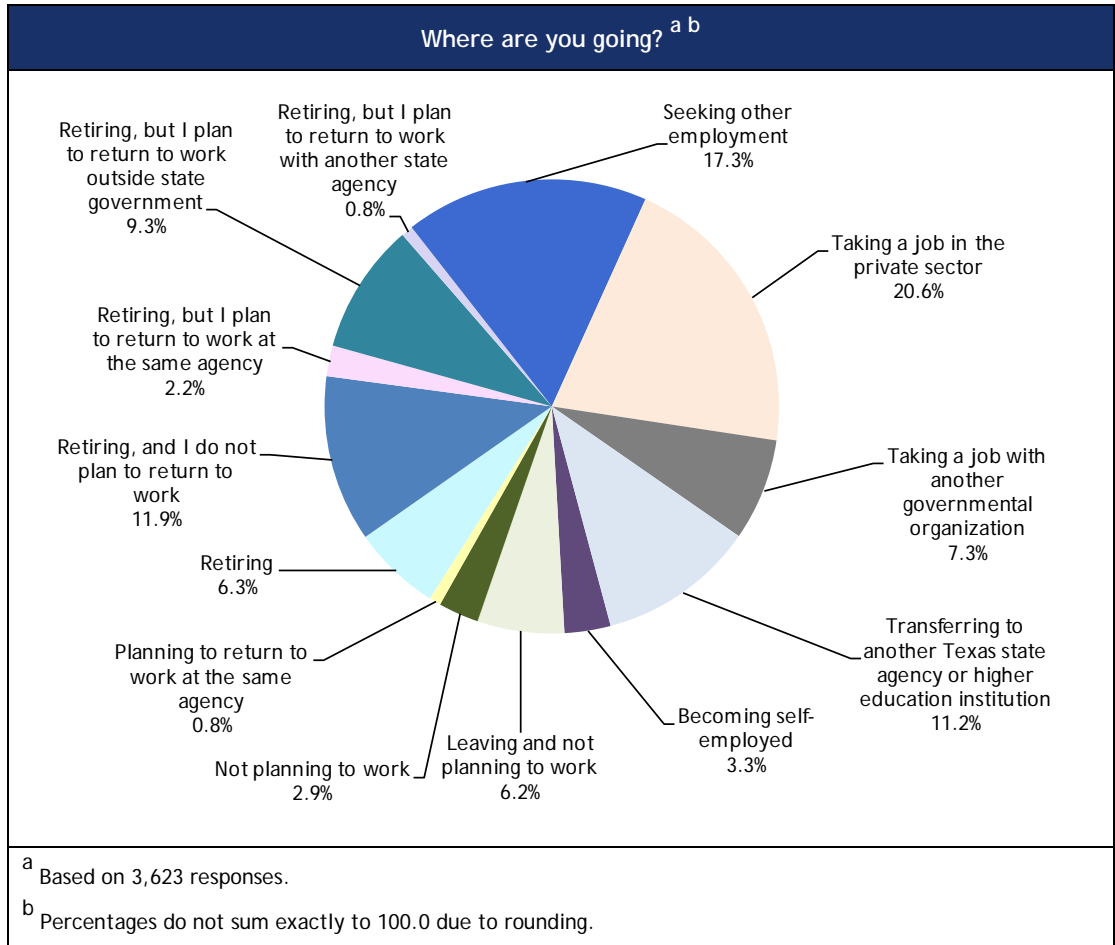
Figure 6



Source: State Auditor’s Office – State of Texas Employment Exit Survey.

Figure 7 shows where separating employees reported they are going.

Figure 7

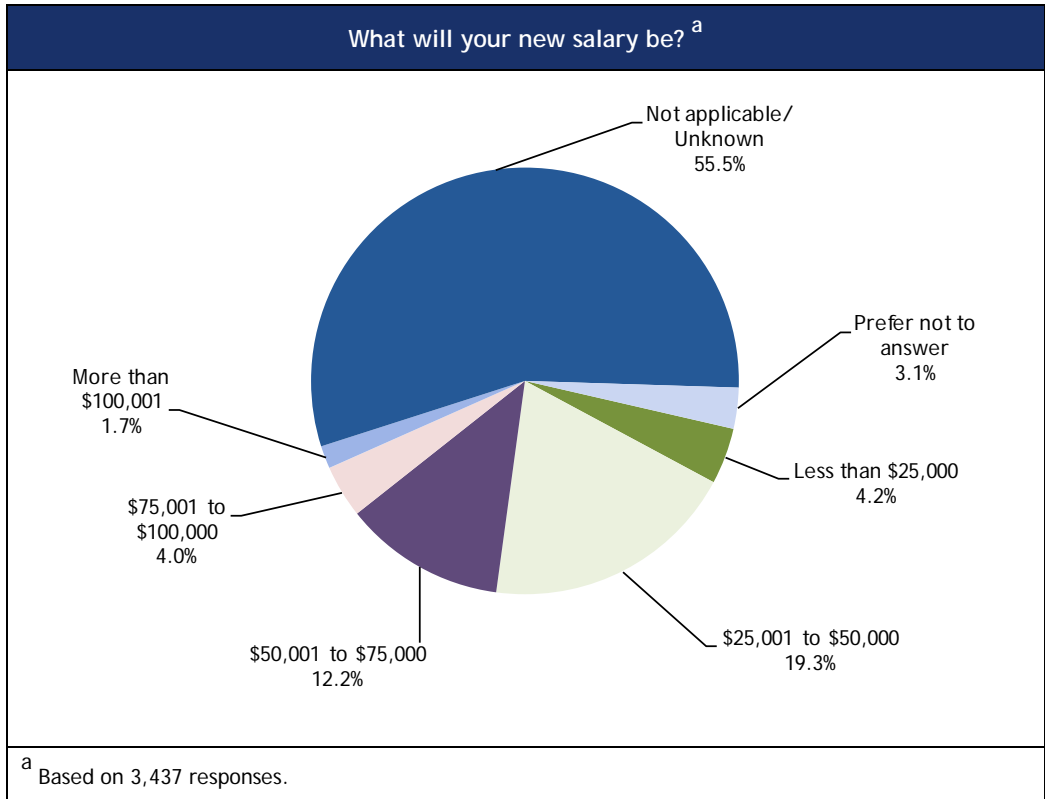


Source: State Auditor's Office - State of Texas Employment Exit Survey.



Figure 8 shows what separating employees reported their new salary will be.

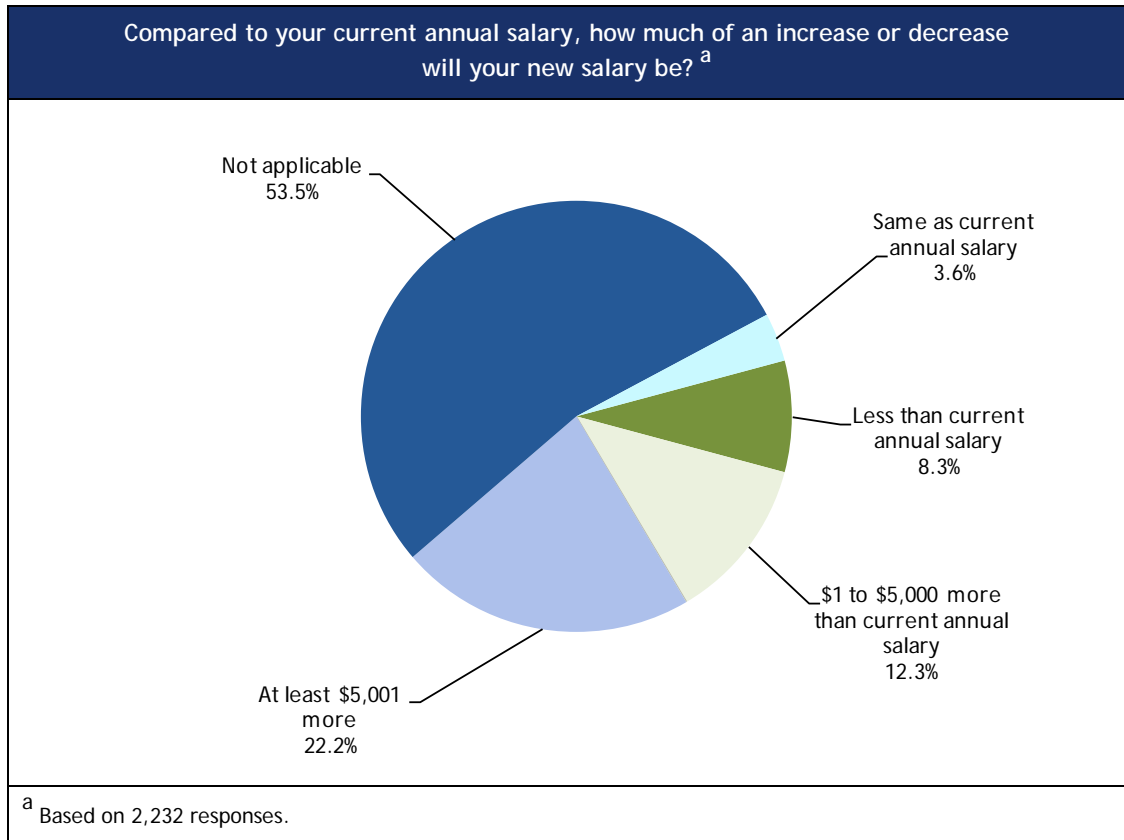
Figure 8



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

Figure 9 shows how much of an increase or decrease the reported new salary will be when compared to a separating employee's annual salary.

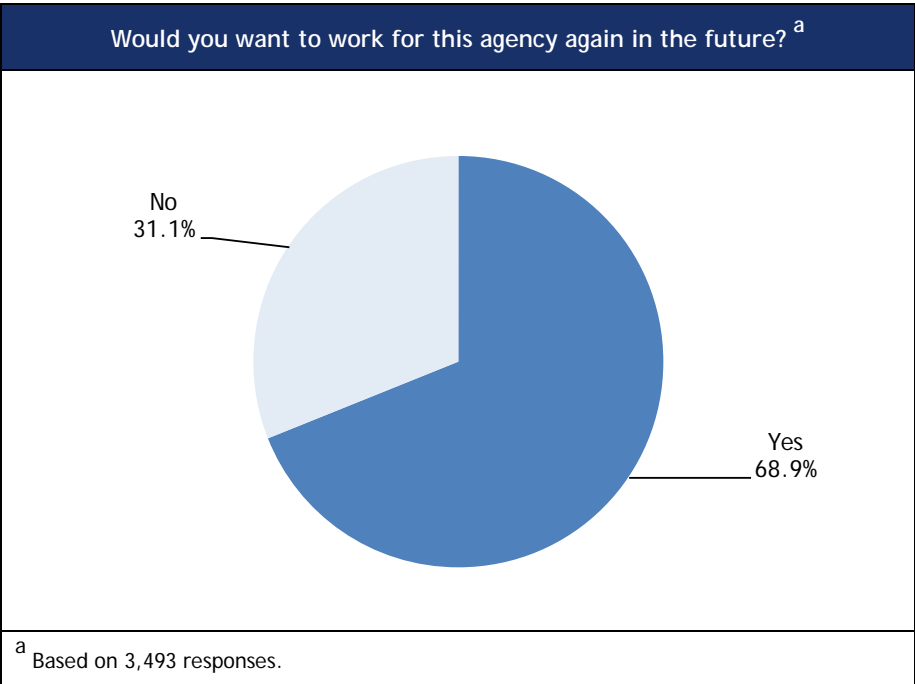
Figure 9



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

Figure 10 shows whether a separating employee would work for his or her agency in the future.

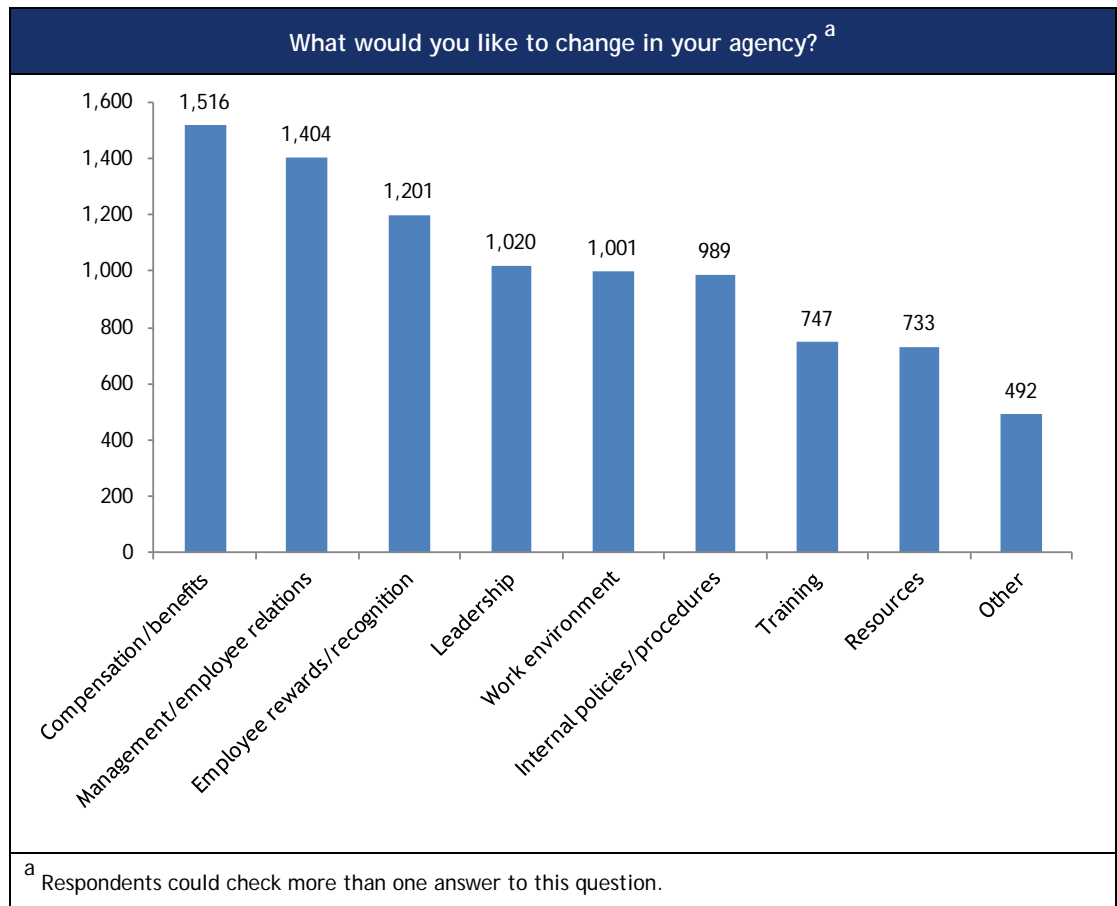
Figure 10



Source: State Auditor’s Office – State of Texas Employment Exit Survey.

Figure 11 shows what a separating employee would like to change in his or her agency.

Figure 11



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

## Summary of Exit Survey Reasons for Leaving by Agency

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

Table 22

Exit Survey Reasons for Leaving by Agency During Fiscal Year 2012																
Agency	Retirement	Better pay/better benefits	Poor working conditions/environment (e.g., safety, work-related stress and/or work load issues)	Issues with my supervisor/Issues with employees I supervise	Personal or family health	No or little career advancement opportunities	Relocation (self, spouse, companion)	Enter/return to School	Child care/elder care Issues	Location/transportation Issues	Other	Inadequate training	Relationship with co-workers	Inadequate work resources	Self-employment	Total
302 - Office of the Attorney General	46	47	17	12	5	22	17	14	8	5	16	0	3	1	2	215
304 - Office of the Comptroller of Public Accounts	21	7	4	5	2	11	0	1	1	0	3	0	0	1	0	56
320 - Texas Workforce Commission	48	20	18	4	8	6	4	2	3	3	2	1	0	0	2	121
405 - Department of Public Safety	55	38	10	10	8	11	12	41	3	1	18	2	4	0	1	214
454 - Department of Insurance	31	21	3	4	3	7	6	1	1	1	7	0	0	0	3	88
529 - Health and Human Services Commission	98	61	63	30	28	20	9	11	8	7	18	8	1	4	1	367
530 - Department of Family and Protective Services	64	52	93	51	20	25	20	11	9	4	28	8	5	3	2	395
537 - Department of State Health Services	83	54	47	30	17	23	21	7	7	2	14	3	6	1	3	318
538 - Department of Assistive and Rehabilitative Services	28	7	3	8	1	3	5	1	0	0	2	0	0	0	0	58

**Exit Survey Reasons for Leaving by Agency During Fiscal Year 2012**

Agency	Retirement	Better pay/better benefits	Poor working conditions/environment (e.g., safety, work-related stress and/or work load issues)	Issues with my supervisor/Issues with employees I supervise	Personal or family health	No or little career advancement opportunities	Relocation (self, spouse, companion)	Enter/return to School	Child care/elder care Issues	Location/transportation Issues	Other	Inadequate training	Relationship with co-workers	Inadequate work resources	Self-employment	Total
539 - Department of Aging and Disability Services	105	72	99	46	54	35	21	20	27	11	31	5	9	5	3	543
582 - Commission on Environmental Quality	8	21	6	1	0	8	5	0	0	1	5	0	1	0	0	56
601 - Department of Transportation	83	34	5	9	8	11	2	5	2	2	8	0	3	0	3	175
644 - Texas Juvenile Justice Department	7	5	5	0	4	0	4	0	1	1	4	0	0	0	0	31
694 - Youth Commission <sup>a</sup>	1	0	5	1	1	0	0	1	0	1	0	0	0	0	0	10
696 - Department of Criminal Justice	137	48	39	37	44	8	21	17	9	15	20	2	2	0	6	405
802 - Department of Parks and Wildlife	20	11	0	10	3	7	6	6	3	0	3	0	1	1	1	72
<b>Totals for Large Agencies</b>	<b>835</b>	<b>498</b>	<b>417</b>	<b>258</b>	<b>206</b>	<b>197</b>	<b>153</b>	<b>138</b>	<b>82</b>	<b>54</b>	<b>179</b>	<b>29</b>	<b>35</b>	<b>16</b>	<b>27</b>	<b>3,124</b>

<sup>a</sup> The Youth Commission was abolished after the first quarter of fiscal year 2012 and its duties were transferred to the new Texas Juvenile Justice Department.

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

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