



An Annual Report on

Classified Employee Turnover for Fiscal Year 2024

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The statewide turnover rate for classified, regular full- and part-time employees for fiscal year 2024 was 16.5 percent, down from 18.7 percent the previous fiscal year. The statewide turnover rate is based on a total of 24,420 voluntary and involuntary separations. Voluntary separations (excluding interagency transfers) accounted for the majority (76.2 percent) of the State's total separations.

- [Background](#) | p. 3
- [Study Objectives](#) | p. 21

This study was conducted in accordance with Texas Government Code, Section 651.007.

STATEWIDE TURNOVER RATE

Voluntary and involuntary separations **decreased** in fiscal year 2024 compared with fiscal year 2023. The fiscal year 2024 headcount **increased** by 3.6 percent compared to fiscal year 2023.

This reduction in turnover and increase in headcount may be a result, in part, of the legislative salary increases approved by the 88th Legislature, and the additional pay increases that agencies provided in fiscal year 2024.

[Chapter 1 | p. 4](#)

KEY TURNOVER INFORMATION

- In fiscal year 2024, turnover rates decreased for all three Salary Schedules and nearly all state agencies with 1,000 or more employees.
- Turnover remained the highest for Article V (Public Safety and Criminal Justice) and Article II (Health and Human Services) agencies.
- All regions except West Texas experienced a decrease in turnover rates in fiscal year 2024 when compared to fiscal year 2023.

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EXIT SURVEY RESULTS

In exit surveys completed during fiscal year 2024, the top three reasons employees cited for leaving state employment was (1) to retire, (2) for better pay/benefits, and (3) because of poor working conditions/environment.

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Supplemental Information

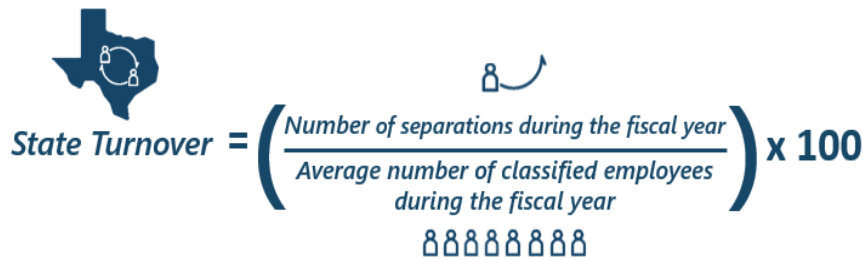


For more information on the State Auditor’s Office’s multiple online systems, which collect and maintain state employee workforce data for state agencies, see the [Online Systems page](#) on our website.

Additional information about turnover data and demographics is available via an [interactive dashboard](#) on our website.

Background Information

The statewide turnover rate is determined using the headcount for classified, regular full- and part-time state employees who leave employment with the State. The rate is calculated using the following formula:



The diagram shows the formula for State Turnover. On the left is a blue outline of the state of Texas with a circular arrow icon inside. To the right of the Texas icon is the text "State Turnover". This is followed by an equals sign and a large right-facing curly parenthesis. Inside the parenthesis, the numerator is "Number of separations during the fiscal year" and the denominator is "Average number of classified employees during the fiscal year". Below the denominator is a row of eight small person icons. To the right of the parenthesis is "x 100". Above the parenthesis is a small icon of a person with a curved arrow pointing upwards and to the right.

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

Since fiscal year 1995, the statewide turnover rate has excluded interagency transfers because employees who transfer to other state agencies or state higher education institutions are not considered a loss to the State as a whole. However, these transfers are considered a loss for the affected state agencies and therefore are included in the turnover rate for individual agencies; agency-specific rates for fiscal year 2024 are provided in [Appendix 3](#).

Exit Surveys

Texas Government Code, Section 651.007, requires that state agencies provide departing employees an opportunity to complete an exit survey. The State Auditor’s Office has developed an online system that provides state agency employees who voluntarily separate from employment with their agency an opportunity to provide feedback. Higher education institutions are not required to, and do not use, this exit survey.

Under Texas Government Code, Section 651.007(g), the responses to an individual’s exit survey are confidential and not subject to disclosure. However, taken as a composite, the survey results can provide the current reasons reported for separations, as well as indicate long-term trends.

Headcount and FTE Differences

Headcount – Total number of full-time and part-time employees.

Full-time equivalent (FTE) employee – A ratio that represents the number of hours that an employee works compared to 40 hours a week. One FTE is any combination of employees whose hours total 40 hours a week.

This report uses headcounts for classified, regular full-time and part-time employees at state agencies to calculate turnover rates.

In contrast, [the State Auditor’s Office’s reports on FTE employees](#) focus on FTE levels at state agencies and higher education institutions. Because the FTE reports and turnover reports focus on different populations, a comparison of the numbers in those reports should not be made.



Chapter 1 Statewide Turnover Rate



The statewide turnover rate for classified, regular full- and part-time employees for fiscal year 2024 was 16.5 percent, down from 18.7 percent the previous year. This rate is based on a total of 24,420 voluntary and

involuntary separations, excluding interagency transfers (see text box), and a statewide average headcount of 148,074.00. This is an increase of 3.6 percent from fiscal year 2023, when the employee average headcount was 142,865.00.

Statewide Interagency Transfers

Interagency transfers occur when an employee leaves one state agency to transfer to another state agency or state higher education institution.

When including interagency transfers, the statewide turnover rate was 17.6 percent in fiscal year 2024.

The statewide turnover rate is at a 14-year low.

The fiscal year 2024 turnover rate of 16.5 percent is the lowest rate since fiscal year 2010, when the turnover rate was 14.6 percent (see Figure 1 on the next page).

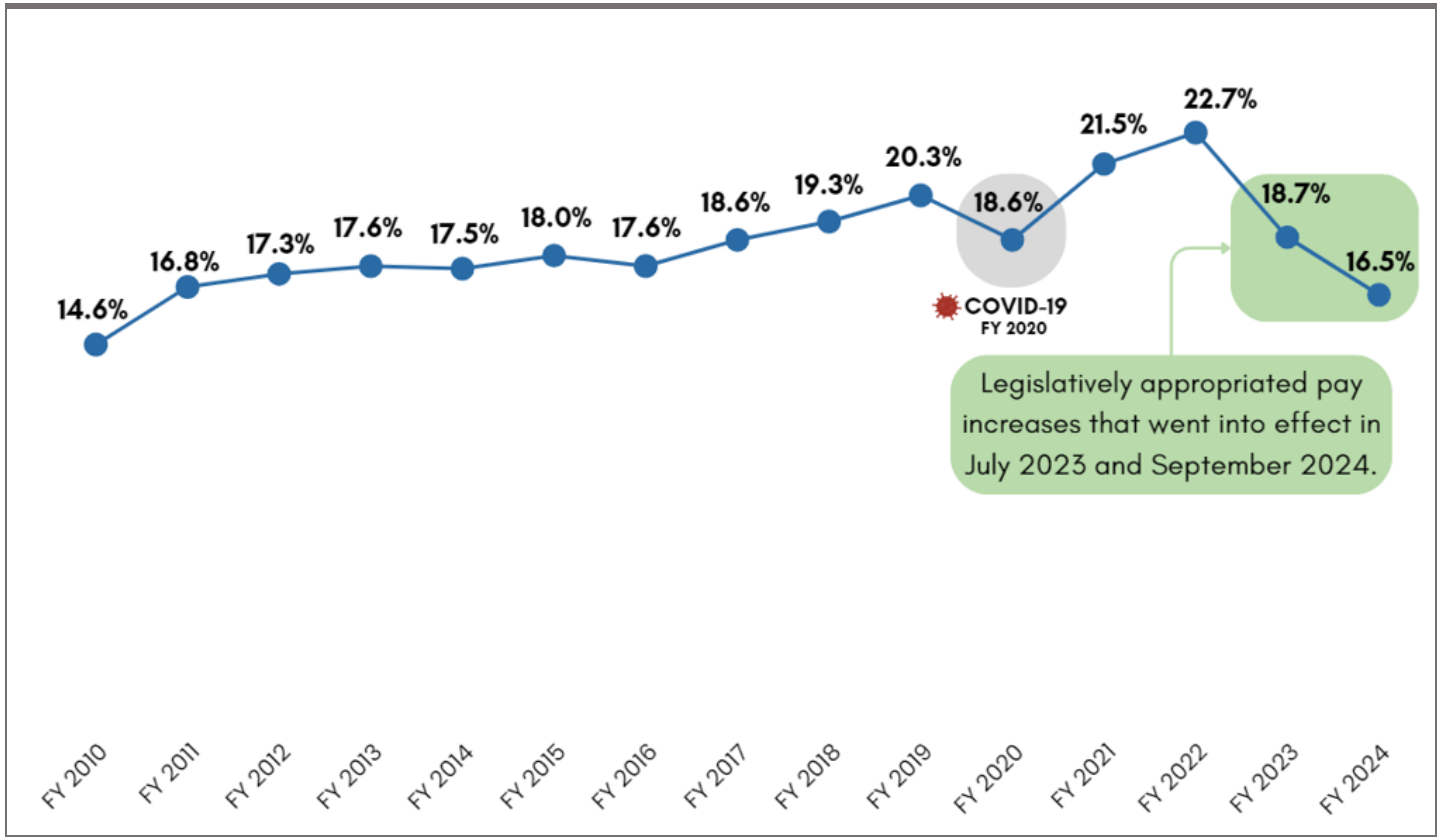
This decline may be partially attributed to employee pay increases approved by the 88th Legislature and the additional salary increases implemented by individual state agencies. In addition, [*A Biennial Report on the State's Position Classification Plan for the 2026-2027 Biennium*](#) (SAO Report No. 25-701, October 2024) determined that the market competitiveness of the State's Position Classification Plan has improved since fiscal year 2022, which may have also helped employee recruitment and retention.

Salary Increases Approved by the 88th Legislature

The 88th Legislature approved salary increases and salary range adjustments of 5.0 percent or \$3,000 (whichever was greater) for classified state agency employees effective July 1, 2023, and again on September 1, 2024.

Figure 1

Statewide Turnover Rates for Classified, Regular Full- and Part-time Employees since Fiscal Year 2010



Sources: The State Auditor’s Office’s Electronic Classification Analysis System and State Auditor’s Office’s [turnover reports from fiscal years 2010 to 2023](#).

Both voluntary and involuntary separations decreased in fiscal year 2024 compared with fiscal year 2023.

Voluntary separations. Voluntary separations occur when an employee leaves state employment of his or her own accord, including employees who retire. In fiscal year 2024, voluntary separations accounted for the majority (76.2 percent) of the State’s total separations. However, compared to fiscal year 2023, there were 2,153 fewer voluntary separations.

Involuntary separations. Involuntary separations occur when state employment ends at the employer’s direction, such as dismissal for cause or in

instances when employment ceased because of death. In fiscal year 2024, involuntary separations accounted for 23.8 percent of the State’s total separations. Compared to fiscal year 2023, there were 179 fewer separations.

Figure 2 compares statewide voluntary and involuntary separations for fiscal years 2023 and 2024. (See [Appendix 2](#) for a summary of the types of state employee separations, including interagency transfers, for fiscal years 2020 through 2024 and [Chapter 3](#) for the top reasons selected in exit surveys given to individuals separating from state employment.)

Figure 2

***Voluntary and Involuntary Employee Separations for
Fiscal Years 2023 and 2024***

Separation Type	Fiscal Year 2023	Fiscal Year 2024	Percent Change
Voluntary Separation (not including those who retired)	17,621	15,813	▼ -10.3%
Retired	3,151	2,806	▼ -10.9%
Total Statewide Voluntary Separations	20,772	18,619	▼ -10.4%
Dismissal for Cause	3,536	3,481	▼ -1.6%
Resignation in Lieu of Involuntary Separation	1,875	1,740	▼ -7.2%
Termination at Will	314	282	▼ -10.2%
Death	228	249	▲ 9.2%
Reduction in Force	27	49	▲ 81.5%
Total Statewide Involuntary Separations	5,980	5,801	▼ -3.0%
Total Separations	26,752	24,420	▼ -8.7%
Total Average Statewide Headcount	142,865.00	148,074.00	▲ 3.6%

Source: The State Auditor’s Office’s Electronic Classification Analysis System.

Chapter 2

Key Turnover Information

This chapter presents the State's turnover using the following demographic groupings: salary schedule and salary, job classification series, occupational category, General Appropriations Act articles, region, and state agency.

In general, the turnover rates presented in this chapter have decreased since fiscal year 2023. These declines can be partially attributed to the pay increases the 88th Legislature enacted. As shown in Figure 4 on page 9, the average salaries for the State's classified employees have increased over the past five years.

The most recent legislative pay increases took effect on July 1, 2023, and September 1, 2024. Additionally, state agencies implemented their own pay increases, such as merit increases and equity adjustments, which further contributed to the upward trends in compensation (see the next section for more information). The increased salaries may have helped state agencies to recruit and retain employees, contributing to the decreasing turnover rates.

Most of the information presented in this chapter reflects turnover that is considered a loss to the State; therefore, separations attributed to a transfer from one state agency to another state agency or state higher education institution are excluded. However, when determining turnover by agency, interagency transfers are included because they are considered a loss to an agency.

Additional turnover data and demographics are available via an [interactive dashboard](#) on the State Auditor's Office website.



Turnover by Salary Schedule

Turnover rates for all three salary schedules decreased in fiscal year 2024.

Three salary schedules establish the salary ranges for all classified positions (see the text box).

Salary Schedule B comprises most of the State’s workforce, with an average statewide headcount of 85,489.50, or 57.7 percent.

Salary Schedule A comprises 38.4 percent of the State’s workforce, while Salary Schedule C is made up of the remaining 3.8 percent.¹

Turnover rates varied among the salary schedules, from 5.3 percent to 23.6 percent (see Figure 3).

Classified Salary Schedules

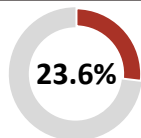
Salary Schedule A: administrative support, maintenance, technical, and paraprofessional positions (for example, Administrative Assistants and Electricians).

Salary Schedule B: mainly professional and managerial positions (for example, Accountants and Attorneys).

Salary Schedule C: commissioned law enforcement positions (for example, Game Wardens and Troopers).

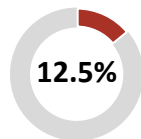
Figure 3

Turnover Rates by Salary Schedule



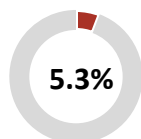
56,931.50
Employees

Salary Schedule A. While the fiscal year 2024 turnover rate of 23.6 percent for Salary Schedule A was the highest among the three salary schedules, this rate **decreased** compared to the fiscal year 2023 rate of 26.9 percent.



85,489.50
Employees

Salary Schedule B. Salary Schedule B’s turnover rate was 12.5 percent in fiscal year 2024, which **decreased** from the fiscal year 2023 turnover rate of 14.1 percent.



5,653.00
Employees

Salary Schedule C. Salary Schedule C’s turnover also **decreased** to 5.3 percent in fiscal year 2024 from 5.8 percent in fiscal year 2023.

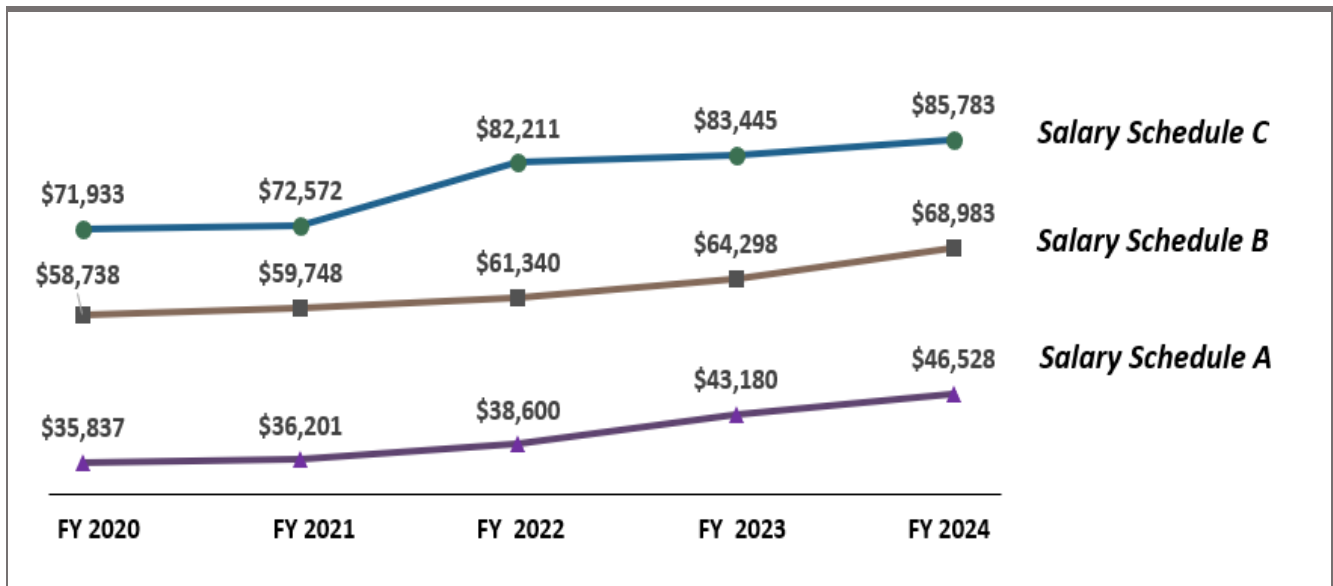
Source: The State Auditor’s Office’s Electronic Classification Analysis System.

¹ Percentages do not sum to 100.0 due to rounding.

As shown in Figure 4, average salaries for full-time classified employees across all three salary schedules increased. The most significant increase was in Salary Schedule A, which experienced a 1-year increase of 7.8 percent between fiscal years 2023 and 2024 and 29.8 percent since fiscal year 2020. The 88th Legislature enacted adjustments to the minimum and maximum salary ranges in Salary Schedules A and B, as well as increases in the salary steps in Salary Schedule C, which took effect on July 1, 2023, and September 1, 2024.

Figure 4

Average Full-time Salaries by Salary Schedule ^a



^a Includes only classified, regular full-time employees.

Source: The State Auditor’s Office’s Electronic Classification Analysis System.



Turnover by Job Classification Series

Twenty-three job classification series with 100 or more employees had turnover rates higher than the statewide turnover rate of 16.5 percent during fiscal year 2024.

The 23 job classification series with turnover rates higher than the statewide turnover rate accounted for nearly one-third (31.8 percent) of the statewide headcount and more than half (56.1 percent) of the statewide employee separations for fiscal year 2024. (See text box for a definition of job classification series.)

Some of those 23 job classification series were:

- **Juvenile Correctional Officer.** This series had the highest turnover rate at 69.9 percent in fiscal year 2024, a **decrease** from 71.8 percent in fiscal year 2023.
- **Direct Support Professional.** The fiscal year 2024 turnover rate was 37.2 percent, a **decrease** from 39.5 percent in fiscal year 2023.
- **Child Protective Services Specialist.** The fiscal year 2024 turnover rate was 35.5 percent, an **increase** from 31.1 percent in fiscal year 2023.
- **Food Service Worker.** The fiscal year 2024 turnover rate was 32.0 percent, a **decrease** from 40.3 percent in fiscal year 2023.
- **Psychiatric Nursing Assistant.** The fiscal year 2024 turnover rate was 29.3 percent, a **decrease** from 37.1 percent in fiscal year 2023.
- **Correctional Officer.** The fiscal year 2024 turnover rate was 26.7 percent, a **decrease** from 30.9 percent in fiscal year 2023.
- **Custodian.** The fiscal year 2024 turnover rate was 20.0 percent, a **decrease** from 27.9 percent in fiscal year 2023.
- **Licensed Vocational Nurse.** The fiscal year 2024 turnover rate was 19.4 percent, a **decrease** from 21.2 percent in fiscal year 2023.
- **Workforce Development Specialist.** The fiscal year 2024 turnover rate was 18.7 percent, a **decrease** from 27.2 percent in fiscal year 2023.

Job Classification Series

A hierarchical structure of jobs arranged into job classification titles involving work of the same nature but requiring different levels of responsibility.

See [Appendix 4](#) for turnover rates for all job classification series.



Turnover by Occupational Category

Five occupational categories had higher turnover rates than the statewide turnover rate of 16.5 percent.

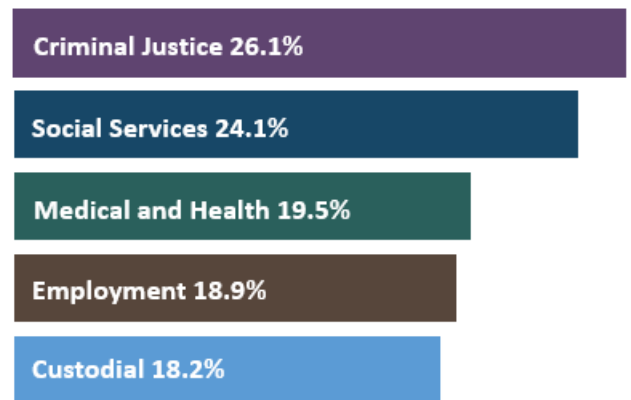
The high turnover in the job classification series discussed in the Turnover by Job Classification Series section resulted in the following five occupational categories having the highest turnover rates of all occupational categories (see text box for a definition of occupational category). These categories accounted for 45.4 percent of the total statewide classified headcount and 66.0 percent of the total State separations:

Occupational Category

An occupational category is a broad series of job families characterized by the nature of work performed. For fiscal year 2024, the State’s Position Classification Plan covered 26 occupational categories (for example, Social Services, Medical and Health, and Criminal Justice).

- Criminal Justice.** This category had the highest turnover rate of 26.1 percent (see Figure 5). However, this is a **decrease** when compared to fiscal year 2023, when the turnover rate was 29.6 percent. This category’s turnover rate can be partially attributed to the high turnover in the Juvenile Correctional Officer and Correctional Officer job classifications, which accounted for 88.3 percent of the total separations within this category.
- Social Services.** This category had a turnover rate of 24.1 percent, which was a **decrease** from fiscal year 2023, when the turnover rate was 25.6 percent. This category’s turnover rate can be partially attributed to the high turnover in the Direct Support Professional and Child Protective Services job classifications. Those job classification series accounted for 62.2 percent of the total separations within this category.
- Medical and Health.** This category had a turnover rate of 19.5 percent, which is an **increase** from fiscal year 2023, when the turnover rate was 16.2 percent. This category’s turnover rate can be partially attributed to the high turnover in the Psychiatric Nursing Assistant and Licensed

Figure 5



Vocational Nurse job classifications, which accounted for 59.9 percent of the total separations within this category.

- **Employment.** This category had a turnover rate of 18.9 percent, which is a **decrease** from fiscal year 2023, when the turnover rate was 26.0 percent. This category’s turnover rate can be primarily attributed to the high turnover in the Workforce Development Specialist job classification series, which accounted for 93.0 percent of the total separations within this category.
- **Custodial.** This category had a turnover rate of 18.2 percent in fiscal year 2024, which was a **decrease** from fiscal year 2023, when the turnover rate was 22.7 percent. This category’s turnover rate can be partially attributed to the high turnover in the Food Service Worker and Custodian job classification series, which accounted for 54.9 percent of the total separations within the Custodial occupational category.



Turnover by General Appropriations Act Article

Turnover remained the highest in Article V (Public Safety and Criminal Justice) and Article II (Health and Human Services) agencies.

More than two-thirds of the State’s full- and part-time classified employees worked for agencies within Article V (Public Safety and Criminal Justice) and Article II (Health and Human Services). More than 80 percent of all separations occurred at agencies within those two articles. (See text box for a listing of all articles.)

Article V (Public Safety and Criminal Justice). This article had a turnover rate of 19.2 percent, which was the highest turnover rate among all articles in fiscal year 2024; however, this was a **decrease** from fiscal year 2023 when the turnover rate was 22.0 percent.

Article II (Health and Human Services). This article had the second-highest turnover rate at 19.0 percent in fiscal year 2024;

General Appropriations Act Articles

State agencies are organized under these administrative sections, called articles, in the General Appropriations Act:

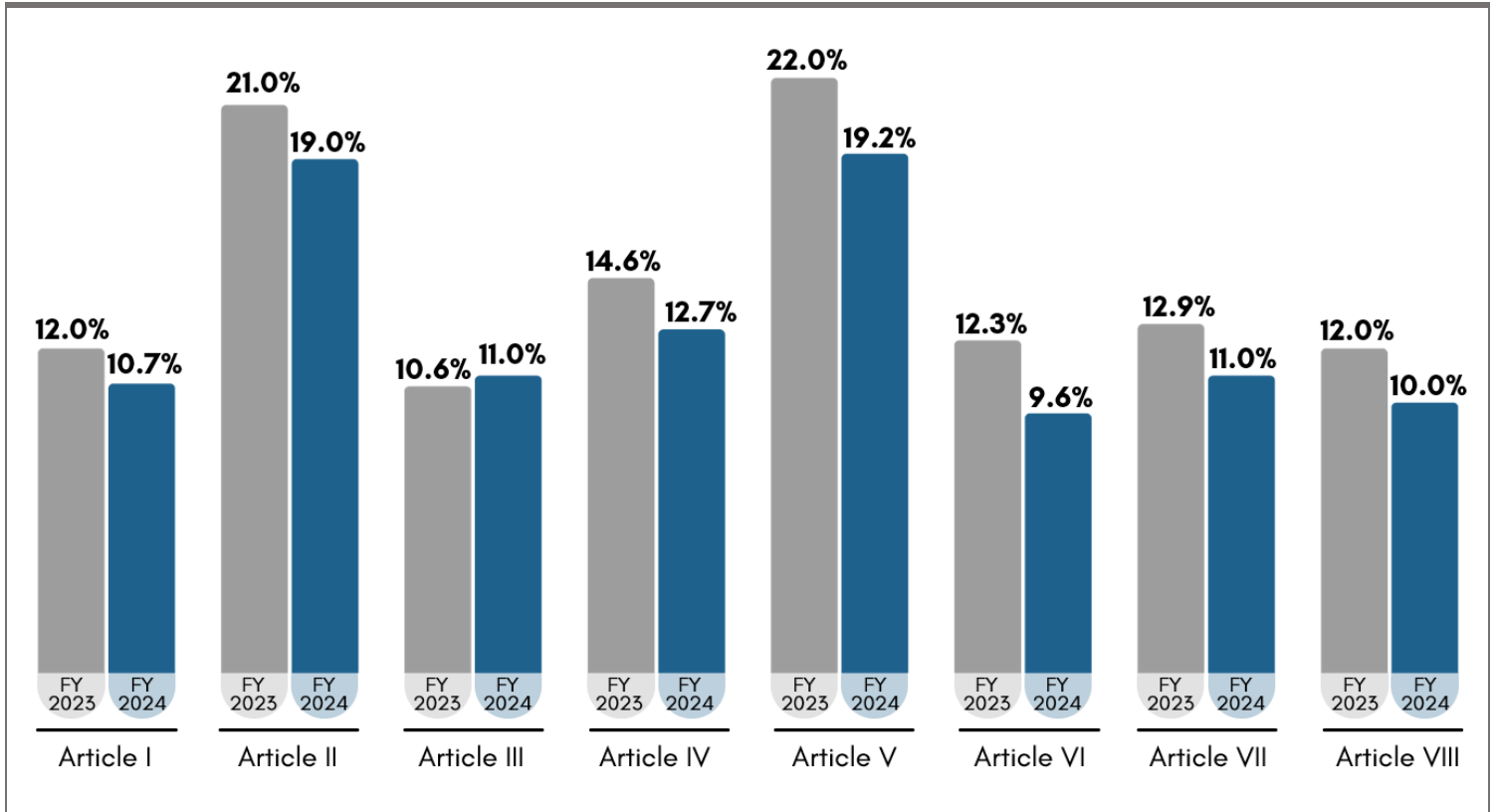
- Article I** – General Government
- Article II** – Health & Human Services
- Article III** – Education
- Article IV** – Judiciary
- Article V** – Public Safety & Criminal Justice
- Article VI** – Natural Resources
- Article VII** – Business & Economic Development
- Article VIII** – Regulatory (To capture turnover at self-directed, semi-independent agencies, this report includes those agencies within this article, although they are not listed in the General Appropriations Act.)

however, this was also a **decrease** from fiscal year 2023 when the turnover rate was 21.0 percent.

Additionally, most other articles experienced a decrease in turnover since fiscal year 2023, as shown in Figure 6. Only Article III (Education) experienced an **increase** in turnover.

Figure 6

Comparison of Turnover Rates by General Appropriations Act Article ^a



^a Article VIII includes the self-directed, semi-independent agencies.

Source: The State Auditor’s Office’s Electronic Classification Analysis System.



Turnover by Region

All regions except West Texas experienced a decrease in turnover rates in fiscal year 2024 when compared to fiscal year 2023.

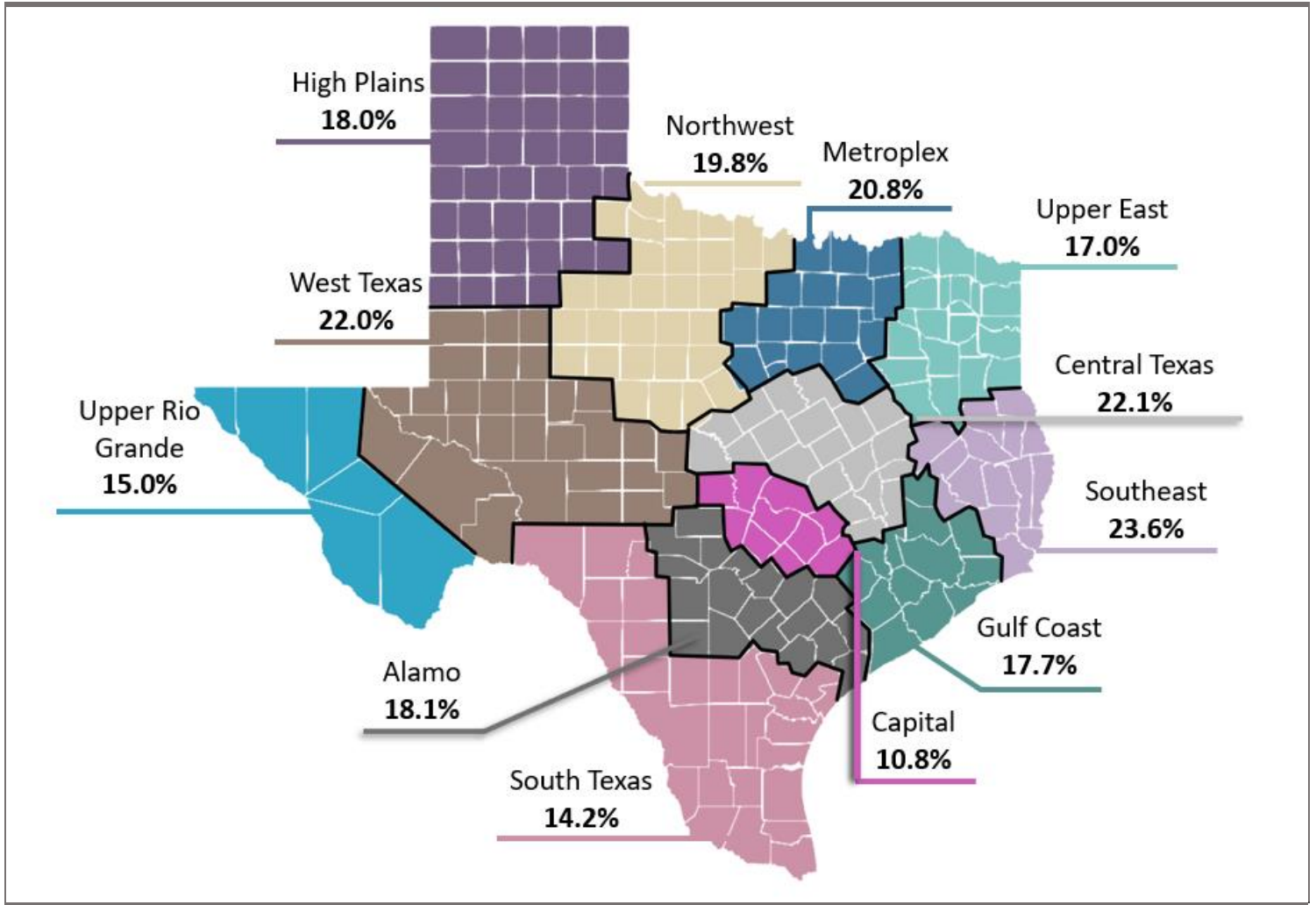
Eleven of Texas's regions experienced a **decrease** in state turnover rates in fiscal year 2024; however, 9 regions and 94 counties had turnover rates that exceeded the statewide turnover rate of 16.5 percent. The Southeast Texas region had the highest turnover rate among all regions of the state in fiscal year 2024 at 23.6 percent. Figure 7 on the next page provides both the turnover rate and headcount for each region.

The two regions with the largest state employee populations were the Capital and Gulf Coast regions, which had turnover rates of 10.8 percent and 17.7 percent, respectively. Combined, these two regions accounted for 43.8 percent of the statewide total headcount and 35.4 percent of the State's total separations.

See [Appendix 5](#) for more turnover and headcount information for regions and for each county within a region.

Figure 7

Employee Turnover Rate by Region



Fiscal Year 2024 Average Annual Headcount

Region	Headcount	Region	Headcount	Region	Headcount	Region	Headcount
Alamo	10,476.00	Gulf Coast	23,722.00	Northwest	7,895.25	Upper East	8,119.25
Capital	41,180.00	High Plains	6,449.75	South Texas	11,853.00	Upper Rio Grande	4,030.00
Central Texas	9,967.25	Metroplex	14,413.50	Southeast	6,270.25	West Texas	3,697.75

Source: The State Auditor’s Office’s Electronic Classification Analysis System.



Turnover by Agency

The turnover rate decreased in fiscal year 2024 for nearly all state agencies with 1,000 or more employees.

With the exception of the Department of Family Protective Services, the fiscal year 2024 turnover rates for agencies with 1,000 or more employees decreased from fiscal year 2023. As seen in Figure 8 on the next page, the following four large agencies had the highest turnover rates in fiscal year 2024: Juvenile Justice Department, Department of Family and Protective Services, Department of Criminal Justice, and Health and Human Services Commission. Those four agencies accounted for 73.5 percent of total separations, including interagency transfers.

- The Juvenile Justice Department had the highest agency turnover rate of 44.2 percent in fiscal year 2024. This is a **decrease** from 47.2 percent in fiscal year 2023.
- The Department of Family and Protective Services had a turnover rate of 27.3 percent. This is an **increase** from 26.0 percent in fiscal year 2023.
- The Department of Criminal Justice had a turnover rate of 22.5 percent in fiscal year 2024. This is a **decrease** from 25.9 percent in fiscal year 2023.
- The largest state agency, Health and Human Services Commission, had a turnover rate of 18.5 percent in fiscal year 2024. This is a **decrease** from 21.5 percent in fiscal year 2023.

The high turnover rates for these agencies can be attributed, in part, to the high turnover rates of certain job classification series, as discussed on Page 11. (See [Appendix 6](#) for the top three reasons for leaving employment cited in the exit surveys by employees at these four state agencies.)




Interagency Transfers

Because they are considered a loss to the agency, **interagency transfers are included in separations reported in this specific turnover section.**

In fiscal year 2024, a total of 1,622 employees transferred between state agencies or to a higher education institution.

Figure 8

Comparison of Turnover Rate, Headcount, and Separations for Agencies with 1,000 or More Employees

Agency	 Turnover Rate		 Average Headcount ^a		 Separations	
	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2023	Fiscal Year 2024	Fiscal Year 2023	Fiscal Year 2024
Juvenile Justice Department	47.2%	▼ 44.2%	1,996.50	1,998.75	942	884
Department of Family and Protective Services	26.0%	▲ 27.3%	12,681.00	12,572.50	3,303	3,438
Department of Criminal Justice	25.9%	▼ 22.5%	33,155.50	34,223.00	8,598	7,689
Health and Human Services Commission	21.5%	▼ 18.5%	36,352.00	38,571.00	7,811	7,134
Texas Workforce Commission	16.6%	▼ 14.0%	4,587.75	4,777.50	762	669
Department of State Health Services	18.9%	▼ 13.4%	3,614.75	3,784.75	683	508
Department of Insurance	14.7%	▼ 12.2%	1,254.25	1,274.50	185	156
Railroad Commission	13.9%	▼ 11.1%	996.75	1,037.75	139	115
Office of the Attorney General	14.4%	▼ 10.9%	3,907.50	4,032.00	564	440
Department of Transportation	12.7%	▼ 10.9%	13,101.25	13,423.00	1,662	1,457
Office of Comptroller of Public Accounts	12.0%	▼ 10.8%	2,655.25	2,803.75	319	304
Parks and Wildlife Department	13.4%	▼ 10.8%	3,028.50	3,123.50	407	338
Commission on Environment Quality	15.0%	▼ 9.8%	2,747.50	2,925.25	411	288
Texas Education Agency	18.3%	▼ 9.4%	1,178.00	1,232.25	216	116
Department of Public Safety	9.7%	▼ 7.7%	10,478.75	10,677.25	1,015	824

^a Fiscal year 2023 is based on a statewide total average headcount of 142,865.00; fiscal year 2024 is based on a statewide total average headcount of 148,074.00.

Source: The State Auditor’s Office’s Electronic Classification Analysis System.

Chapter 3 Exit Survey Results

During fiscal year 2024, a total of 2,889 state agency employees completed the state employee online exit survey (see text box). According to their responses, the top 3 primary reasons for voluntarily leaving their agencies were:

- **Retirement from the State:** Reported by 22.3 percent of respondents.
- **Better pay/benefits.** Reported by 22.1 percent of respondents.
- **Poor working conditions/environment.** Reported by 11.9 percent of respondents (see Figure 9).

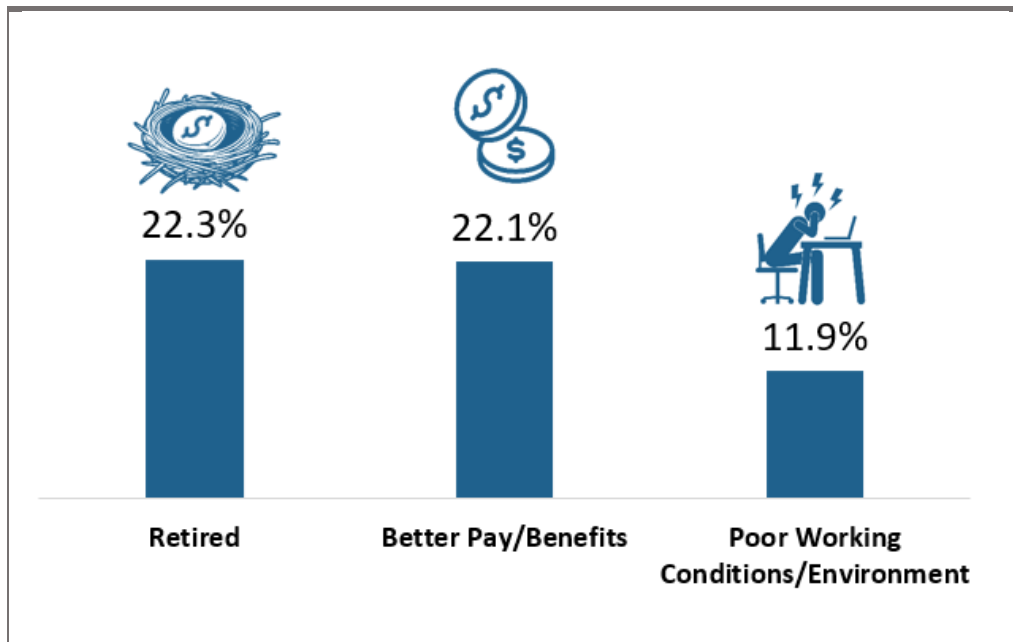
State Employee Exit Surveys

Agencies are required to provide employees who voluntarily leave their agency access to the state exit survey. Administered by the State Auditor’s Office, the exit survey is designed to provide insights into voluntary turnover and thus help improve agency retention strategies.

This represents a shift from fiscal years 2022 and 2023, during which “better pay/benefits” was the leading reason cited for employee departures. This change may partially reflect the impact of the pay increases approved by the 88th Legislature, which likely helped retain staff who might have otherwise left for higher compensation (as discussed in Chapter 1).

Figure 9

Top Three Reasons Given for Leaving State Employment in Fiscal Year 2024



Although "Retirement" was the most selected reason for leaving, some employees noted in their exit survey comments that additional factors influenced their decision to retire in fiscal year 2024. See Figure 10 for a summary of comments provided in the exit surveys.

Figure 10

Summary of Reasons




 Retired:	 Better Pay/Benefits:	 Poor Working Conditions/Environment:
<p>Retiring and working elsewhere with better pay; pay not keeping up with cost of living; pay not equitable compared to others doing similar work; work-related stress impacting health.</p>	<p>Offered higher pay at new job; pay was not sufficient due to high cost of living, including bills and student loan debt; lack of equitable pay based on workload and education.</p>	<p>Workload caused increased stress and excessive hours; limited resources given to complete work; inability to have a work/life balance; lack of communication and training.</p>

Figure 11 shows the reasons noted in the exit surveys for fiscal years 2023 and 2024. Among these, "better pay/benefits" experienced the most significant decline in fiscal year 2024 compared to fiscal year 2023. (See [Appendix 6](#) for additional information about exit survey results.)

Figure 11

Reasons Employees Reported in Exit Survey for Leaving Employment at Their State Agency for Fiscal Years 2023 and 2024

Reason for Leaving	Fiscal Year 2023		Fiscal Year 2024	
	Number of Respondents	Percentage of Exit Survey Responses	Number of Respondents	Percentage of Exit Survey Responses
Retired	707	19.0%	644	22.3%
Better Pay/Benefits	1,058	28.5%	638	22.1%
Poor Working Conditions/Environment	473	12.7%	345	11.9%
Issues with My Supervisor/Issues with Employees I Supervise	268	7.2%	240	8.3%
Personal or Family Health	256	6.9%	221	7.6%
Relocation (self, spouse, companion)	207	5.6%	193	6.7%
No or Little Career Advancement Opportunities	172	4.6%	159	5.5%
Enter/Return to School	146	3.9%	90	3.1%
Inadequate Training	101	2.7%	78	2.7%
Child Care/Elder Care Issues	82	2.2%	61	2.1%
Location/Transportation Issues	55	1.5%	52	1.8%
Self-employment	54	1.5%	46	1.6%
Inadequate Work Resources	42	1.1%	44	1.5%
No or Little Opportunities to Work Remotely	56	1.5%	39	1.3%
Relationship with Co-workers	39	1.0%	39	1.3%
Statewide Totals	3,716	100.0%^a	2,889	100.0%^a

^a Percentages do not sum to 100.0 due to rounding.

Sources: The State Auditor’s Office’s State of Texas Employment Exit Survey and [An Annual Report on Classified Employee Turnover for Fiscal Year 2023](#) (State Auditor’s Office Report No. 24-702, January 2024).



Appendix 1

Objectives, Scope, and Methodology

Objectives

The objectives of this project were to:

- Analyze and provide employee turnover data for classified, regular full- and part-time employees in Texas state agencies during fiscal year 2024.
- Summarize exit survey interview data, which includes the reasons that employees left state employment.

Scope

The scope of this report encompassed classified, regular full- and part-time employees in state agencies during fiscal year 2024. 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 following members of the State Auditor's staff performed the study:



• Lara Foronda Tai, CCP, PHR, SHRM-CP (Project Manager)

• Stacey McClure, CCP, SHRM-CP (Assistant Project Manager)

• Jennifer Fries, MS

• Sarah Puerto, CISA, CFE, CIA (Quality Control Reviewer)

• Sharon K. Schneider, CCP, PHR, SHRM-CP (Classification Manager)

This report provides the results from online exit surveys. State agencies are required to provide employees who voluntarily separate from state employment an opportunity to complete an online exit survey, which allows the employees to give feedback about their reasons for leaving state agency employment. In fiscal year 2024, a total of 2,889 employees completed the survey.

The State Classification Team conducted this study in accordance with Texas Government Code, Chapter 651, which requires the State Auditor's Office to submit a report summarizing the findings of the exit interviews.

Methodology

The State Classification Team conducted this turnover study from September 2024 through December 2024.

This study was not an audit; therefore, the information in this report was not subjected to all the tests and confirmations that would be performed in an audit. However, the information in this report was subjected to certain quality control procedures to ensure accuracy.

The statewide turnover rate is the percentage of classified, regular full- and part-time state employees, excluding employees at higher education institutions, who voluntarily or involuntarily separate from state employment. The turnover rates for this report were calculated using headcounts of full- and part-time employees. A headcount may differ from a state entity's total number of full-time equivalent employees (FTE). FTEs are based on total hours worked/paid and are any combination of employees whose hours total 40 per week. Therefore, a headcount of 2 employees who each work 20 hours a week would equal 1 FTE.

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

The analysis for fiscal year 2024 turnover rates was prepared from data contained in the State Auditor's Office's Electronic Classification Analysis System (E-CLASS), which consists of quarterly and fiscal year-end summary

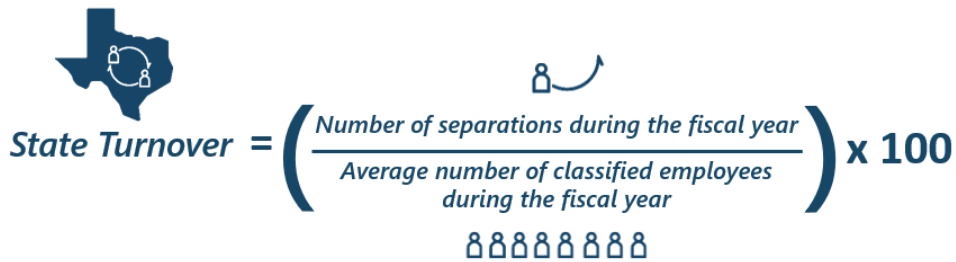
information received from the following Office of the Comptroller of Public Accounts systems:

- Uniform Statewide Payroll/Personnel System (USPS).
- Human Resource Information System (HRIS).
- Standardized Payroll/Personnel Reporting System (SPRS).

The data was extracted from those systems for pay periods between September 2023 and August 2024. State agencies self-reported the data in those systems. The State Auditor’s Office did not independently verify that data.

The turnover rates for fiscal years 2010 through 2023 referenced within this publication are the same turnover rates reported in [An Annual Report on Classified Employee Turnover for Fiscal Year 2023](#) (SAO Report No. 24-702, January 2024) and [An Annual Report on Classified Employee Turnover for Fiscal Year 2014](#) (SAO Report No. 15-703, December 2014). However, because agencies can continue to update data in the Office of the Comptroller of Public Accounts’ systems (listed above), previously reported turnover data may have changed in those systems.

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



The diagram illustrates the formula for State Turnover. On the left, there is a blue silhouette of the state of Texas containing a circular icon with a person and an arrow, representing a cycle or turnover. To the right of this icon is the text "State Turnover". This is followed by an equals sign and a large right-facing parenthesis. Inside the parenthesis, the numerator is "Number of separations during the fiscal year" with a small icon of a person and a curved arrow above it. The denominator is "Average number of classified employees during the fiscal year" with a row of eight small person icons below it. To the right of the parenthesis is "x 100".

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

Appendix 2

Separations by Type

Figure 12 provides a summary of the types of state employee separations for fiscal years 2020 through 2024, including interagency transfers.

Figure 12

Types of State Employee Separations

Type of Separation	Fiscal Year 2020 Separations		Fiscal Year 2021 Separations		Fiscal Year 2022 Separations		Fiscal Year 2023 Separations		Fiscal Year 2024 Separations	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Voluntary Separation from Agency	16,621	55.9%	20,425	61.6%	22,312	64.6%	17,621	61.0%	15,813	60.7%
Transfer to Another Agency	1,860	6.3%	1,505	4.5%	2,486	7.2%	2,134	7.4%	1,622	6.2%
Retired	3,938	13.2%	4,326	13.0%	3,969	11.5%	3,151	10.9%	2,806	10.8%
Statewide Voluntary Separations ^a	22,419	75.4%	26,256	79.2%	28,767	83.3%	22,906	79.3%	20,241	77.7%
Dismissal for Cause	3,833	12.9%	3,761	11.3%	3,121	9.0%	3,536	12.2%	3,481	13.4%
Resignation in Lieu of Involuntary Separation	2,634	8.9%	2,535	7.6%	2,061	6.0%	1,875	6.5%	1,740	6.7%
Termination at Will	317	1.1%	249	0.8%	228	0.7%	314	1.1%	282	1.1%
Death	250	0.8%	321	1.0%	336	1.0%	228	0.8%	249	1.0%
Reduction in Force	289	1.0%	48	0.1%	22	0.1%	27	0.1%	49	0.2%
Statewide Involuntary Separations ^a	7,323	24.6%	6,914	20.8%	5,768	16.7%	5,980	20.7%	5,801	22.3%
Total Separations ^a	29,742	100.0%	33,170	100.0%	34,535	100.0%	28,886	100.0%	26,042	100.0%

^a Percentages may not sum exactly due to rounding.

Source: The State Auditor’s Office’s Electronic Classification Analysis System.

Appendix 3

Employee Turnover by State Agency

Figure 13 provides information on classified, regular full- and part-time employee turnover by state agency in fiscal year 2024. These totals include interagency transfers because they are considered losses for an agency.

Figure 13

Employee Turnover by State Agency, Including Interagency Transfers for Fiscal Year 2024

Agency	Involuntary Separations		Voluntary Separations Not Including Retirements		Retirements		Average Annual Headcount	Total Separations	Total Agency Turnover Rate ^a
	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate			
201 - Supreme Court of Texas	1	1.3%	23	31.0%	1	1.3%	74.25	25	33.7%
211 - Court of Criminal Appeals	2	3.4%	9	15.1%	2	3.4%	59.50	13	21.8%
212 - Texas Judicial Council Office of Court Administration	4	1.9%	19	9.1%	3	1.4%	209.75	26	12.4%
213 - Office of the State Prosecuting Attorney	0	0.0%	0	0.0%	0	0.0%	3.00	0	0.0%
215 - Office of Capital and Forensic Writs	0	0.0%	1	4.1%	0	0.0%	24.25	1	4.1%
221 - First Court of Appeals District, Houston	0	0.0%	5	16.1%	0	0.0%	31.00	5	16.1%
222 - Second Court of Appeals District, Fort Worth	0	0.0%	1	3.4%	1	3.4%	29.25	2	6.8%
223 - Third Court of Appeals District, Austin	0	0.0%	2	7.5%	0	0.0%	26.50	2	7.5%
224 - Fourth Court of Appeals District, San Antonio	0	0.0%	2	7.3%	1	3.7%	27.25	3	11.0%
225 - Fifth Court of Appeals District, Dallas	4	8.4%	0	0.0%	2	4.2%	47.75	6	12.6%

Agency	Involuntary Separations		Voluntary Separations Not Including Retirements		Retirements		Average Annual Headcount	Total Separations	Total Agency Turnover Rate ^a
	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate			
226 - Sixth Court of Appeals District, Texarkana	1	8.3%	0	0.0%	1	8.3%	12.00	2	16.7%
227 - Seventh Court of Appeals District, Amarillo	0	0.0%	0	0.0%	0	0.0%	13.25	0	0.0%
228 - Eighth Court of Appeals District, El Paso	1	6.5%	2	12.9%	0	0.0%	15.50	3	19.4%
229 - Ninth Court of Appeals District, Beaumont	0	0.0%	1	6.6%	0	0.0%	15.25	1	6.6%
230 - Tenth Court of Appeals District, Waco	1	8.2%	2	16.3%	0	0.0%	12.25	3	24.5%
231 - Eleventh Court of Appeals District, Eastland	0	0.0%	4	25.4%	1	6.3%	15.75	5	31.7%
232 - Twelfth Court of Appeals District, Tyler	0	0.0%	0	0.0%	0	0.0%	11.00	0	0.0%
233 - Thirteenth Court of Appeals District, Corpus Christi - Edinburg	0	0.0%	1	4.3%	0	0.0%	23.25	1	4.3%
234 - Fourteenth Court of Appeals District, Houston	1	3.0%	2	6.0%	1	3.0%	33.25	4	12.0%
242 - State Commission on Judicial Conduct	0	0.0%	0	0.0%	1	8.7%	11.50	1	8.7%
243 - State Law Library	0	0.0%	1	8.5%	0	0.0%	11.75	1	8.5%
300 - Trusteed Programs within the Office of the Governor	1	0.7%	23	15.8%	2	1.4%	145.50	26	17.9%
301 - Office of the Governor	3	1.8%	34	20.5%	2	1.2%	166.00	39	23.5%
302 - Office of the Attorney General	45	1.1%	312	7.7%	83	2.1%	4,032.00	440	10.9%
303 - Facilities Commission	4	0.9%	49	11.3%	14	3.2%	435.25	67	15.4%
304 - Office of the Comptroller of Public Accounts	44	1.6%	216	7.7%	44	1.6%	2,803.75	304	10.8%

Agency	Involuntary Separations		Voluntary Separations Not Including Retirements		Retirements		Average Annual Headcount	Total Separations	Total Agency Turnover Rate ^a
	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate			
305 - General Land Office	16	2.0%	60	7.4%	17	2.1%	805.75	93	11.5%
306 - Library and Archives Commission	2	1.2%	23	13.4%	5	2.9%	171.50	30	17.5%
307 - Secretary of State	8	3.3%	34	13.8%	3	1.2%	245.75	45	18.3%
312 - State Securities Board	0	0.0%	13	15.7%	1	1.2%	83.00	14	16.9%
313 - Department of Information Resources	8	3.1%	30	11.7%	5	2.0%	255.75	43	16.8%
320 - Texas Workforce Commission	72	1.5%	486	10.2%	111	2.3%	4,777.50	669	14.0%
326 - Texas Emergency Services Retirement System	0	0.0%	1	13.8%	0	0.0%	7.25	1	13.8%
327 - Employees Retirement System	4	1.0%	24	5.9%	6	1.5%	405.00	34	8.4%
332 - Department of Housing and Community Affairs	18	4.8%	15	4.0%	7	1.9%	373.00	40	10.7%
338 - Pension Review Board	1	10.0%	1	10.0%	0	0.0%	10.00	2	20.0%
347 - Public Finance Authority	1	7.3%	1	7.3%	1	7.3%	13.75	3	21.8%
352 - Bond Review Board	0	0.0%	0	0.0%	0	0.0%	9.75	0	0.0%
356 - Texas Ethics Commission	1	3.8%	0	0.0%	1	3.8%	26.25	2	7.6%
358 - Texas Space Commission	0	0.0%	0	0.0%	0	0.0%	1.25	0	0.0%
359 - Office of Public Insurance Counsel	1	9.3%	0	0.0%	0	0.0%	10.75	1	9.3%
360 - State Office of Administrative Hearings	0	0.0%	9	8.2%	1	0.9%	110.00	10	9.1%
362 - Texas Lottery Commission	2	0.7%	19	6.3%	4	1.3%	303.00	25	8.3%
364 - Health Professions Council	0	0.0%	0	0.0%	1	12.1%	8.25	1	12.1%

Agency	Involuntary Separations		Voluntary Separations Not Including Retirements		Retirements		Average Annual Headcount	Total Separations	Total Agency Turnover Rate ^a
	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate			
401 - Texas Military Department	10	1.7%	75	13.1%	10	1.7%	572.75	95	16.6%
403 - Veterans Commission	12	2.7%	76	17.3%	11	2.5%	440.25	99	22.5%
405 - Department of Public Safety	60	0.6%	490	4.6%	274	2.6%	10,677.25	824	7.7%
407 - Texas Commission on Law Enforcement	0	0.0%	4	5.1%	1	1.3%	78.75	5	6.3%
409 - Commission on Jail Standards	1	3.9%	3	11.7%	0	0.0%	25.75	4	15.5%
411 - Commission on Fire Protection	1	3.3%	0	0.0%	0	0.0%	30.75	1	3.3%
448 - Office of Injured Employee Counsel	1	0.7%	17	12.1%	3	2.1%	140.25	21	15.0%
450 - Department of Savings and Mortgage Lending	2	3.1%	6	9.2%	0	0.0%	65.00	8	12.3%
451 - Department of Banking	4	2.5%	15	9.3%	8	5.0%	161.00	27	16.8%
452 - Department of Licensing and Regulation	4	0.8%	52	9.9%	15	2.9%	525.25	71	13.5%
454 - Department of Insurance	11	0.9%	118	9.3%	27	2.1%	1,274.50	156	12.2%
455 - Railroad Commission	20	1.9%	80	7.7%	15	1.4%	1,037.75	115	11.1%
456 - State Board of Plumbing Examiners	4	9.9%	7	17.4%	0	0.0%	40.25	11	27.3%
457 - Board of Public Accountancy	1	2.8%	0	0.0%	1	2.8%	36.25	2	5.5%
458 - Alcoholic Beverage Commission	13	2.4%	34	6.3%	7	1.3%	537.50	54	10.0%
459 - Board of Public Architectural Examiners	0	0.0%	1	5.6%	3	16.7%	18.00	4	22.2%
460 - Board of Public Professional Engineers and Land Surveyors	0	0.0%	3	9.3%	2	6.2%	32.25	5	15.5%

Agency	Involuntary Separations		Voluntary Separations Not Including Retirements		Retirements		Average Annual Headcount	Total Separations	Total Agency Turnover Rate ^a
	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate			
466 - Office of Consumer Credit Commissioner	1	1.5%	13	18.9%	0	0.0%	68.75	14	20.4%
469 - Credit Union Department	0	0.0%	4	12.5%	2	6.3%	32.00	6	18.8%
473 - Public Utility Commission of Texas	1	0.4%	18	7.5%	3	1.3%	239.00	22	9.2%
475 - Office of Public Utility Counsel	1	6.6%	1	6.6%	0	0.0%	15.25	2	13.1%
476 - Racing Commission	2	5.4%	8	21.8%	0	0.0%	36.75	10	27.2%
477 - Commission on State Emergency Communications	2	10.8%	5	27.0%	2	10.8%	18.50	9	48.6%
479 - State Office of Risk Management	3	2.7%	10	9.0%	3	2.7%	111.00	16	14.4%
481 - Board of Professional Geoscientists	0	0.0%	4	69.6%	0	0.0%	5.75	4	69.6%
503 - Texas Medical Board	1	0.5%	23	10.5%	1	0.5%	219.00	25	11.4%
504 - Texas State Board of Dental Examiners	1	1.9%	7	13.3%	1	1.9%	52.75	9	17.1%
507 - Texas Board of Nursing	3	2.4%	11	8.7%	3	2.4%	126.00	17	13.5%
508 - Board of Chiropractic Examiners	0	0.0%	1	9.8%	0	0.0%	10.25	1	9.8%
510 - Texas Behavioral Health Executive Council	1	1.7%	3	5.0%	2	3.3%	59.75	6	10.0%
513 - Funeral Service Commission	0	0.0%	1	8.5%	0	0.0%	11.75	1	8.5%
514 - Optometry Board	0	0.0%	0	0.0%	0	0.0%	5.00	0	0.0%
515 - Board of Pharmacy	1	1.1%	7	7.4%	2	2.1%	95.00	10	10.5%
529 - Health and Human Services Commission	2,205	5.7%	4,373	11.3%	556	1.4%	38,571.00	7,134	18.5%

Agency	Involuntary Separations		Voluntary Separations Not Including Retirements		Retirements		Average Annual Headcount	Total Separations	Total Agency Turnover Rate ^a
	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate			
530 - Department of Family and Protective Services	474	3.8%	2,805	22.3%	159	1.3%	12,572.50	3,438	27.3%
533 - Executive Council of Physical and Occupational Therapy Examiners	1	6.1%	1	6.1%	0	0.0%	16.50	2	12.1%
537 - Department of State Health Services	62	1.6%	382	10.1%	64	1.7%	3,784.75	508	13.4%
542 - Cancer Prevention and Research Institute of Texas	0	0.0%	3	7.3%	0	0.0%	41.00	3	7.3%
551 - Department of Agriculture	13	2.0%	80	12.3%	9	1.4%	651.00	102	15.7%
554 - Animal Health Commission	8	4.1%	23	11.8%	5	2.6%	194.75	36	18.5%
578 - Board of Veterinary Medical Examiners	0	0.0%	4	15.8%	1	4.0%	25.25	5	19.8%
580 - Water Development Board	4	0.9%	46	10.3%	11	2.5%	447.00	61	13.6%
582 - Commission on Environmental Quality	17	0.6%	206	7.0%	65	2.2%	2,925.25	288	9.8%
592 - Soil & Water Conservation Board	0	0.0%	5	6.5%	3	3.9%	76.75	8	10.4%
601 - Department of Transportation	164	1.2%	963	7.2%	330	2.5%	13,423.00	1,457	10.9%
608 - Texas Department of Motor Vehicles	9	1.1%	61	7.6%	24	3.0%	806.00	94	11.7%
644 - Juvenile Justice Department	221	11.1%	627	31.4%	36	1.8%	1,998.75	884	44.2%
696 - Department of Criminal Justice	2,137	6.2%	4,849	14.2%	703	2.1%	34,223.00	7,689	22.5%
701 - Texas Education Agency	17	1.4%	86	7.0%	13	1.1%	1,232.25	116	9.4%
771 - School for the Blind and Visually Impaired	1	0.3%	33	11.4%	3	1.0%	289.50	37	12.8%
772 - School for the Deaf	12	3.5%	49	14.2%	9	2.6%	344.25	70	20.3%

Agency	Involuntary Separations		Voluntary Separations Not Including Retirements		Retirements		Average Annual Headcount	Total Separations	Total Agency Turnover Rate ^a
	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate	Number of Separations	Turnover Rate			
802 - Parks and Wildlife Department	29	0.9%	227	7.3%	82	2.6%	3,123.50	338	10.8%
808 - Historical Commission	8	2.3%	47	13.8%	10	2.9%	341.50	65	19.0%
809 - Preservation Board	12	5.0%	33	13.7%	5	2.1%	241.50	50	20.7%
813 - Commission on the Arts	0	0.0%	2	15.1%	0	0.0%	13.25	2	15.1%
907 - Comptroller - State Energy Conservation Office	0	0.0%	4	36.4%	0	0.0%	11.00	4	36.4%
909 - Comptroller - Texas Broadband Development Office	0	0.0%	4	29.6%	0	0.0%	13.50	4	29.6%
Statewide Totals ^b	5,801	3.9%	17,435	11.8%	2,806	1.9%	148,074.00	26,042	17.6%

^a The total agency turnover rates may not sum exactly due to rounding.

^b The statewide total turnover rates are not the sums of the involuntary, voluntary, and retirement turnover rates.

Source: The State Auditor’s Office’s Electronic Classification Analysis System.

Appendix 4

Turnover by Job Classification Series

Figure 14 summarizes turnover by job classification series for fiscal year 2024, including the State’s 26 occupational categories for the 2024–2025 biennium.

Figure 14

Turnover by Job Classification Series and Occupational Category for Fiscal Year 2024

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
Accounting, Auditing, and Finance	Accountant	1,662.50	1.1%	157	0.6%	9.4%
	Accounting Technician	156.50	0.1%	21	0.1%	13.4%
	Accounts Examiner	724.00	0.5%	67	0.3%	9.3%
	Auditor	471.25	0.3%	41	0.2%	8.7%
	Budget Analyst	473.50	0.3%	31	0.1%	6.5%
	Chief Trader	2.00	0.0%	0	0.0%	0.0%
	Financial Analyst	357.25	0.2%	29	0.1%	8.1%
	Financial Examiner	449.75	0.3%	50	0.2%	11.1%
	Independent Audit Reviewer	13.75	0.0%	1	0.0%	7.3%
	Internal Auditor	139.75	0.1%	8	0.0%	5.7%
	Investment Analyst	17.50	0.0%	1	0.0%	5.7%
	Loan Specialist	38.25	0.0%	1	0.0%	2.6%
	Payroll Assistant/Specialist	55.50	0.0%	7	0.0%	12.6%
	Portfolio Manager	46.25	0.0%	3	0.0%	6.5%
	Reimbursement Analyst	63.25	0.0%	6	0.0%	9.5%
	Reimbursement Officer	100.75	0.1%	10	0.0%	9.9%
	Tax Analyst	22.00	0.0%	4	0.0%	18.2%
	Tax Auditor ^c	500.50	0.3%	97	0.4%	19.4%
	Tax Auditor Manager	24.50	0.0%	0	0.0%	0.0%
	Tax Auditor Supervisor	52.25	0.0%	3	0.0%	5.7%
Taxpayer Compliance Officer	93.75	0.1%	11	0.0%	11.7%	

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Taxpayer Enforcement Officer	308.50	0.2%	34	0.1%	11.0%
	Trader	0.00	0.0%	0	0.0%	0.0%
Totals for Accounting, Auditing, and Finance		5,773.25	3.9%	582	2.4%	10.1% ^d
Administrative Support	Administrative Assistant	6,245.50	4.2%	947	3.9%	15.2%
	Agenda Coordinator	4.00	0.0%	0	0.0%	0.0%
	Clerk ^c	1,870.00	1.3%	405	1.7%	21.7%
	Customer Service Representative	1,408.25	1.0%	225	0.9%	16.0%
	Document Services Technician	148.00	0.1%	10	0.0%	6.8%
	Executive Assistant	524.25	0.4%	48	0.2%	9.2%
	License and Permit Specialist	3,062.25	2.1%	304	1.2%	9.9%
	Receptionist	68.00	0.0%	10	0.0%	14.7%
Totals for Administrative Support		13,330.25	9.0%	1,949	8.0%	14.6% ^d
Compliance, Inspection, and Investigation	Boiler Inspector	15.75	0.0%	4	0.0%	25.4%
	Compliance Analyst	297.75	0.2%	25	0.1%	8.4%
	Inspector	1,614.00	1.1%	183	0.7%	11.3%
	Investigator	1,973.25	1.3%	216	0.9%	10.9%
	Quality Assurance Specialist	432.00	0.3%	26	0.1%	6.0%
Totals for Compliance, Inspection, and Investigation		4,332.75	2.9%	454	1.9%	10.5% ^d
Criminal Justice	Agriculture Specialist	94.75	0.1%	15	0.1%	15.8%
	Assistant Warden/Warden	178.25	0.1%	20	0.1%	11.2%
	Correctional Officer ^c	20,779.50	14.0%	5,547	22.7%	26.7%
	Counsel Substitute	87.25	0.1%	9	0.0%	10.3%
	Dorm Supervisor	48.75	0.0%	9	0.0%	18.5%
	Halfway House Assistant Superintendent/Superintendent	6.25	0.0%	2	0.0%	32.0%
	Industrial Specialist	271.50	0.2%	29	0.1%	10.7%
	Juvenile Correctional Officer ^c	956.00	0.6%	668	2.7%	69.9%
	Juvenile Correctional Officer Supervisor	0.00	0.0%	0	0.0%	0.0%
	Parole Officer ^c	1,750.00	1.2%	421	1.7%	24.1%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Senior Correctional Officer	2,767.50	1.9%	316	1.3%	11.4%
	Youth Facility Assistant Superintendent/Superintendent	9.50	0.0%	3	0.0%	31.6%
Totals for Criminal Justice		26,949.25	18.2%	7,039	28.8%	26.1% ^d
Custodial	Barber/Cosmetologist	11.50	0.0%	1	0.0%	8.7%
	Cook ^c	317.50	0.2%	63	0.3%	19.8%
	Custodial Manager	73.50	0.0%	6	0.0%	8.2%
	Custodian ^c	774.25	0.5%	155	0.6%	20.0%
	Food Service Manager	814.00	0.5%	104	0.4%	12.8%
	Food Service Worker ^c	568.00	0.4%	182	0.7%	32.0%
	Groundskeeper	86.75	0.1%	20	0.1%	23.1%
	Laundry Manager	635.50	0.4%	66	0.3%	10.4%
	Laundry/Sewing Room Worker	84.25	0.1%	17	0.1%	20.2%
Totals for Custodial		3,365.25	2.3%	614	2.5%	18.2% ^d
Education	Education Specialist	367.25	0.2%	47	0.2%	12.8%
	Teacher Aide	97.25	0.1%	17	0.1%	17.5%
Totals for Education		464.50	0.3%	64	0.3%	13.8% ^d
Employment	Unemployment Insurance Claims Examiner	20.75	0.0%	5	0.0%	24.1%
	Unemployment Insurance Specialist	7.50	0.0%	1	0.0%	13.3%
	Workforce Development Specialist ^c	427.25	0.3%	80	0.3%	18.7%
Totals for Employment		455.50	0.3%	86	0.4%	18.9% ^d
Engineering and Design	Architect	62.50	0.0%	8	0.0%	12.8%
	District Engineer	26.50	0.0%	4	0.0%	15.1%
	Drafting Technician	8.75	0.0%	2	0.0%	22.9%
	Engineer	946.25	0.6%	97	0.4%	10.3%
	Engineering Aide	4.25	0.0%	0	0.0%	0.0%
	Engineering Specialist	3,134.75	2.1%	310	1.3%	9.9%
	Engineering Technician	369.50	0.2%	51	0.2%	13.8%
	Intelligent Transportation Systems Specialist	26.50	0.0%	1	0.0%	3.8%
	Project Design Specialist	9.50	0.0%	2	0.0%	21.1%
Totals for Engineering and Design		4,588.50	3.1%	475	1.9%	10.4% ^d

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
Human Resources and Training and Development	E-Learning Developer	24.00	0.0%	0	0.0%	0.0%
	Human Resources Assistant/Specialist	949.00	0.6%	105	0.4%	11.1%
	Training and Development Assistant/Specialist	819.00	0.6%	72	0.3%	8.8%
Totals for Human Resources and Training and Development		1,792.00	1.2%	177	0.7%	9.9% ^d
Information and Communication	Creative Media Designer	83.50	0.1%	5	0.0%	6.0%
	Editor	25.00	0.0%	0	0.0%	0.0%
	Government Relations Specialist	84.75	0.1%	14	0.1%	16.5%
	Governor's Advisor	17.00	0.0%	1	0.0%	5.9%
	Information Specialist	443.25	0.3%	39	0.2%	8.8%
	Intelligent Transportation Systems Operations Technician	49.50	0.0%	4	0.0%	8.1%
	Management Analyst	474.25	0.3%	15	0.1%	3.2%
	Marketing Specialist	80.25	0.1%	4	0.0%	5.0%
	Multimedia Specialist	20.25	0.0%	2	0.0%	9.9%
	Multimedia Technician	14.00	0.0%	1	0.0%	7.1%
	Privacy Analyst	5.25	0.0%	1	0.0%	19.0%
	Technical Writer	44.50	0.0%	5	0.0%	11.2%
Totals for Information and Communication		1,341.50	0.9%	91	0.4%	6.8% ^d
Information Technology	Accessibility Specialist	2.25	0.0%	0	0.0%	0.0%
	Business Continuity Coordinator	17.25	0.0%	0	0.0%	0.0%
	Chief Cybersecurity Officer	0.00	0.0%	0	0.0%	0.0%
	Chief Information Security Officer	7.75	0.0%	1	0.0%	12.9%
	Cybersecurity Analyst	246.75	0.2%	18	0.1%	7.3%
	Cybersecurity Officer	8.75	0.0%	1	0.0%	11.4%
	Data Architect	23.75	0.0%	4	0.0%	16.8%
	Data Officer	10.25	0.0%	0	0.0%	0.0%
	Database Administrator	167.25	0.1%	9	0.0%	5.4%
	Geographic Information Specialist	127.25	0.1%	11	0.0%	8.6%
	Information Security Officer	17.50	0.0%	0	0.0%	0.0%
	Information Technology Auditor	24.25	0.0%	2	0.0%	8.2%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Information Technology Business Analyst	399.75	0.3%	28	0.1%	7.0%
	Information Technology Support Specialist	582.50	0.4%	45	0.2%	7.7%
	Network Specialist	388.00	0.3%	25	0.1%	6.4%
	Programmer	722.25	0.5%	42	0.2%	5.8%
	Systems Administrator	433.75	0.3%	31	0.1%	7.1%
	Systems Analyst	1,326.75	0.9%	85	0.3%	6.4%
	Telecommunications Specialist	152.50	0.1%	8	0.0%	5.2%
	Web Administrator	115.25	0.1%	7	0.0%	6.1%
Totals for Information Technology		4,773.75	3.2%	317	1.3%	6.6% ^d
Insurance	Actuary	60.00	0.0%	6	0.0%	10.0%
	Claims Examiner ^c	408.75	0.3%	84	0.3%	20.6%
	Insurance Specialist	131.00	0.1%	14	0.1%	10.7%
	Retirement Systems Benefits Specialist	74.25	0.1%	6	0.0%	8.1%
Totals for Insurance		674.00	0.5%	110	0.5%	16.3% ^d
Land Surveying, Appraising, and Utilities	Appraiser	85.50	0.1%	6	0.0%	7.0%
	Land Surveyor	18.25	0.0%	3	0.0%	16.4%
	Minerals Specialist	13.50	0.0%	2	0.0%	14.8%
	Right of Way Agent	222.25	0.2%	16	0.1%	7.2%
	Survey Technician	0.00	0.0%	0	0.0%	0.0%
	Utility Specialist	3.00	0.0%	0	0.0%	0.0%
Totals for Land Surveying, Appraising, and Utilities		342.50	0.2%	27	0.1%	7.9% ^d
Law Enforcement	Agent	129.50	0.1%	9	0.0%	6.9%
	Agent Trainee	0.00	0.0%	0	0.0%	0.0%
	Assistant Commander/Commander, Game Warden	7.25	0.0%	1	0.0%	13.8%
	Assistant Commander/Commander, Public Safety	0.00	0.0%	0	0.0%	0.0%
	Captain, Texas Attorney General's Office	13.75	0.0%	1	0.0%	7.3%
	Captain, Texas Department of Insurance	2.00	0.0%	0	0.0%	0.0%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Corporal, Office of the Comptroller	19.00	0.0%	0	0.0%	0.0%
	Corporal, Public Safety	291.00	0.2%	10	0.0%	3.4%
	Deputy Chief Investigator, Texas Department of Insurance	1.00	0.0%	0	0.0%	0.0%
	Game Warden	385.00	0.3%	17	0.1%	4.4%
	Investigator, Office of the Inspector General	130.75	0.1%	11	0.0%	8.4%
	Lieutenant, Texas Attorney General's Office	24.25	0.0%	0	0.0%	0.0%
	Lieutenant, Texas Department of Insurance	3.75	0.0%	2	0.0%	53.3%
	Major, Texas Attorney General's Office	6.00	0.0%	0	0.0%	0.0%
	Pilot Investigator	39.50	0.0%	2	0.0%	5.1%
	Probationary Agent	14.75	0.0%	3	0.0%	20.3%
	Public Safety Inspector	0.00	0.0%	0	0.0%	0.0%
	Regional Supervisor/Regional Manager/Multi-Regional Administrator/Chief Inspector, Office of the Inspector General	29.75	0.0%	2	0.0%	6.7%
	Sergeant, Texas Attorney General's Office	158.50	0.1%	11	0.0%	6.9%
	Sergeant, Texas Department of Insurance	18.75	0.0%	1	0.0%	5.3%
	Sergeant/Lieutenant/Captain, Office of the Comptroller	18.00	0.0%	0	0.0%	0.0%
	Sergeant/Lieutenant/Captain/Major, Alcohol Beverage	47.25	0.0%	3	0.0%	6.3%
	Sergeant/Lieutenant/Captain/Major, Game Warden	113.00	0.1%	10	0.0%	8.8%
	Sergeant/Lieutenant/Captain/Major, Public Safety	1,673.75	1.1%	92	0.4%	5.5%
	State Park Police Officer	65.25	0.0%	3	0.0%	4.6%
	State Park Police Officer-Sergeant/Lieutenant/Captain/Major	29.50	0.0%	1	0.0%	3.4%
	Trainee/Probationary Game Warden	49.25	0.0%	6	0.0%	12.2%
	Trainee/Probationary State Park Police Officer	20.50	0.0%	4	0.0%	19.5%
	Trooper	1,944.25	1.3%	61	0.2%	3.1%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Trooper Trainee/Probationary Trooper	417.75	0.3%	48	0.2%	11.5%
Totals for Law Enforcement		5,653.00	3.8%	298	1.2%	5.3% ^d
Legal	Administrative Law Judge	112.50	0.1%	7	0.0%	6.2%
	Assistant Attorney General	709.50	0.5%	108	0.4%	15.2%
	Attorney	1,074.00	0.7%	120	0.5%	11.2%
	Benefit Review Officer	32.00	0.0%	6	0.0%	18.8%
	Chief Deputy Clerk	7.50	0.0%	1	0.0%	13.3%
	Clerk of the Court	15.25	0.0%	3	0.0%	19.7%
	Court Coordinator	74.25	0.1%	10	0.0%	13.5%
	Court Law Clerk	34.75	0.0%	30	0.1%	86.3%
	Deputy Clerk	55.75	0.0%	7	0.0%	12.6%
	General Counsel	266.75	0.2%	11	0.0%	4.1%
	Hearings Officer ^c	141.50	0.1%	24	0.1%	17.0%
	Hearings Reporter	1.00	0.0%	0	0.0%	0.0%
	Law Clerk	8.00	0.0%	14	0.1%	175.0%
	Legal Assistant	503.75	0.3%	42	0.2%	8.3%
	Legal Secretary	141.50	0.1%	16	0.1%	11.3%
	Medical Fee Dispute Officer	5.50	0.0%	1	0.0%	18.2%
Ombudsman	206.75	0.1%	22	0.1%	10.6%	
Totals for Legal		3,390.25	2.3%	422	1.7%	12.4% ^d
Library and Records	Archeologist	27.50	0.0%	0	0.0%	0.0%
	Archivist	32.75	0.0%	3	0.0%	9.2%
	Curator	19.25	0.0%	1	0.0%	5.2%
	Exhibit Technician	5.00	0.0%	0	0.0%	0.0%
	Historian	8.75	0.0%	0	0.0%	0.0%
	Librarian	212.00	0.1%	13	0.1%	6.1%
	Library Assistant	20.25	0.0%	8	0.0%	39.5%
	Records Analyst	189.50	0.1%	12	0.0%	6.3%
Totals for Library and Records		515.00	0.3%	37	0.2%	7.2% ^d
Maintenance	Air Conditioning and Boiler Operator	39.00	0.0%	3	0.0%	7.7%
	Aircraft Mechanic	17.75	0.0%	1	0.0%	5.6%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Aircraft Pilot	6.00	0.0%	3	0.0%	50.0%
	Electrician	52.25	0.0%	3	0.0%	5.7%
	Electronics Technician	62.50	0.0%	7	0.0%	11.2%
	Equipment Maintenance Technician	19.75	0.0%	4	0.0%	20.3%
	Equipment Operator	555.25	0.4%	66	0.3%	11.9%
	Ferryboat Captain	49.00	0.0%	7	0.0%	14.3%
	Ferryboat Captain Assistant	7.75	0.0%	1	0.0%	12.9%
	Ferryboat Deckhand ^c	124.50	0.1%	48	0.2%	38.6%
	Ferryboat Specialist	5.00	0.0%	0	0.0%	0.0%
	HVAC Mechanic	80.00	0.1%	8	0.0%	10.0%
	Machinist	2.00	0.0%	0	0.0%	0.0%
	Maintenance Specialist	945.25	0.6%	139	0.6%	14.7%
	Maintenance Supervisor	927.75	0.6%	145	0.6%	15.6%
	Motor Vehicle Technician	366.75	0.2%	40	0.2%	10.9%
	Plumber	10.50	0.0%	3	0.0%	28.6%
	Radio Communications Technician	16.00	0.0%	0	0.0%	0.0%
	Transportation Maintenance Specialist	3,895.25	2.6%	527	2.2%	13.5%
	Vehicle Driver ^c	229.25	0.2%	47	0.2%	20.5%
	Welder	12.25	0.0%	3	0.0%	24.5%
Totals for Maintenance		7,423.75	5.0%	1,055	4.3%	14.2% ^d
Medical and Health	Advanced Practice Registered Nurse	121.75	0.1%	17	0.1%	14.0%
	Behavior Analyst	68.00	0.0%	11	0.0%	16.2%
	Certified Peer Support Specialist	6.25	0.0%	3	0.0%	48.0%
	Dental Assistant	20.25	0.0%	7	0.0%	34.6%
	Dental Hygienist	28.25	0.0%	3	0.0%	10.6%
	Dentist	33.75	0.0%	5	0.0%	14.8%
	Dietetic and Nutrition Specialist	62.00	0.0%	5	0.0%	8.1%
	Dietetic Technician	12.75	0.0%	0	0.0%	0.0%
	Epidemiologist	154.50	0.1%	15	0.1%	9.7%
	Health Assistant	105.75	0.1%	16	0.1%	15.1%
	Health Informatics Specialist	39.75	0.0%	3	0.0%	7.5%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Health Physicist	59.75	0.0%	8	0.0%	13.4%
	Health Specialist	269.50	0.2%	43	0.2%	16.0%
	Laboratory Technician	54.25	0.0%	4	0.0%	7.4%
	Licensed Vocational Nurse ^c	1,007.25	0.7%	195	0.8%	19.4%
	Medical Research Specialist	17.00	0.0%	2	0.0%	11.8%
	Medical Technician	27.50	0.0%	8	0.0%	29.1%
	Medical Technologist	60.25	0.0%	3	0.0%	5.0%
	Microbiologist	86.25	0.1%	11	0.0%	12.8%
	Molecular Biologist	68.00	0.0%	7	0.0%	10.3%
	Nurse	2,198.75	1.5%	342	1.4%	15.6%
	Orthopedic Equipment Technician	31.25	0.0%	3	0.0%	9.6%
	Pharmacist	119.75	0.1%	6	0.0%	5.0%
	Pharmacy Technician	85.00	0.1%	9	0.0%	10.6%
	Physician	102.25	0.1%	16	0.1%	15.6%
	Physician Assistant	5.00	0.0%	0	0.0%	0.0%
	Psychiatric Nursing Assistant ^c	2,801.50	1.9%	822	3.4%	29.3%
	Psychiatric Clinical Director	0.00	0.0%	0	0.0%	0.0%
	Psychiatrist	112.00	0.1%	14	0.1%	12.5%
	Psychological Associate	6.25	0.0%	1	0.0%	16.0%
	Psychologist	40.00	0.0%	10	0.0%	25.0%
	Public Health and Prevention Specialist	393.00	0.3%	56	0.2%	14.2%
	Public Health Nurse	118.50	0.1%	16	0.1%	13.5%
	Radiological Technologist	15.50	0.0%	0	0.0%	0.0%
	Registered Therapist Assistant/Therapist	338.00	0.2%	32	0.1%	9.5%
	Respiratory Care Practitioner	14.00	0.0%	0	0.0%	0.0%
	Veterinarian	26.75	0.0%	5	0.0%	18.7%
	Totals for Medical and Health	8,710.25	5.9%	1,698	7.0%	19.5% ^d
Military	Military Specialist	15.50	0.0%	0	0.0%	0.0%
	Military Technician	1.00	0.0%	0	0.0%	0.0%
	Totals for Military	16.50	0.0%	0	0.0%	0.0% ^d

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
Natural Resources	Assistant Park/Historic Site Superintendent	56.00	0.0%	6	0.0%	10.7%
	Chemist	107.25	0.1%	15	0.1%	14.0%
	Environmental Protection Specialist	312.25	0.2%	31	0.1%	9.9%
	Fish and Wildlife Technician	191.00	0.1%	27	0.1%	14.1%
	Geologic Specialist	2.50	0.0%	0	0.0%	0.0%
	Geoscientist	87.75	0.1%	9	0.0%	10.3%
	Hydrologist	77.25	0.1%	5	0.0%	6.5%
	Natural Resources Specialist	1,294.50	0.9%	112	0.5%	8.7%
	Park Ranger	99.25	0.1%	7	0.0%	7.1%
	Park/Historic Site Superintendent	107.25	0.1%	7	0.0%	6.5%
	Sanitarian	146.75	0.1%	4	0.0%	2.7%
	Toxicologist	16.25	0.0%	0	0.0%	0.0%
Totals for Natural Resources		2,498.00	1.7%	223	0.9%	8.9% ^d
Planning, Research, and Statistics	Data Analyst	524.50	0.4%	32	0.1%	6.1%
	Data Scientist	14.50	0.0%	1	0.0%	6.9%
	Economist	31.00	0.0%	3	0.0%	9.7%
	Planner	169.50	0.1%	12	0.0%	7.1%
	Research and Statistics Technician	14.50	0.0%	1	0.0%	6.9%
	Research Specialist	248.75	0.2%	26	0.1%	10.5%
	Statistician	10.25	0.0%	0	0.0%	0.0%
Totals for Planning, Research, and Statistics		1,013.00	0.7%	75	0.3%	7.4% ^d
Program Management	Agile Scrum Master	0.00	0.0%	0	0.0%	0.0%
	Associate/Deputy Attorney General	2.00	0.0%	0	0.0%	0.0%
	Deputy Comptroller	1.00	0.0%	0	0.0%	0.0%
	Deputy/First Assistant Attorney General	7.25	0.0%	1	0.0%	7.6%
	Director	3,336.75	2.3%	253	1.0%	7.1%
	Manager	4,124.00	2.8%	293	1.2%	8.0%
	Portfolio Project Manager	50.25	0.0%	4	0.0%	3.7%
	Program Management Specialist	107.25	0.1%	4	0.0%	0.0%
	Program Specialist	6,850.25	4.6%	584	2.4%	8.5%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Program Supervisor	1,929.25	1.3%	143	0.6%	7.4%
	Project Management Specialist	43.25	0.0%	3	0.0%	6.9%
	Project Manager	852.50	0.6%	82	0.3%	9.6%
	Staff Services Officer	459.50	0.3%	33	0.1%	7.2%
Totals for Program Management		17,763.25	12.0%	1,400	5.7%	7.9% ^d
Property Management and Procurement	Contract Administration Manager	290.00	0.2%	15	0.1%	5.2%
	Contract Specialist	1,237.25	0.8%	89	0.4%	7.2%
	Contract Technician	36.50	0.0%	2	0.0%	5.5%
	Fleet Manager	86.50	0.1%	6	0.0%	6.9%
	Grant Specialist	307.50	0.2%	37	0.2%	12.0%
	Inventory and Store Specialist	793.50	0.5%	103	0.4%	13.0%
	Property Manager	173.25	0.1%	22	0.1%	12.7%
	Purchaser	440.50	0.3%	37	0.2%	8.4%
Totals for Property Management and Procurement		3,365.00	2.3%	311	1.3%	9.2% ^d
Public Safety	Biometrics Analyst	35.25	0.0%	2	0.0%	5.7%
	Crime Analyst	56.00	0.0%	5	0.0%	8.9%
	Crime Laboratory Specialist	84.50	0.1%	6	0.0%	7.1%
	Criminal Intelligence Analyst	119.00	0.1%	9	0.0%	7.6%
	Emergency Management Program Coordinator	19.75	0.0%	4	0.0%	20.3%
	Forensic Scientist	341.00	0.2%	25	0.1%	7.3%
	Police Communications Operator	133.25	0.1%	11	0.0%	8.3%
	Public Safety Records Technician	9.50	0.0%	0	0.0%	0.0%
	Security Officer ^c	695.75	0.5%	125	0.5%	18.0%
Totals for Public Safety		1,494.00	1.0%	187	0.8%	12.5% ^d
Safety	Lifeguard	0.00	0.0%	0	0.0%	0.0%
	Rescue Specialist	2.00	0.0%	0	0.0%	0.0%
	Risk Management Specialist	63.50	0.0%	5	0.0%	7.9%
	Safety Officer	280.00	0.2%	37	0.2%	13.2%
Totals for Safety		345.50	0.2%	42	0.2%	12.2% ^d
Social Services	Adult Protective Services Specialist ^c	606.50	0.4%	169	0.7%	27.9%
	Case Manager	455.00	0.3%	73	0.3%	16.0%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
	Chaplain	131.00	0.1%	14	0.1%	10.7%
	Chaplaincy Services Assistant	6.50	0.0%	0	0.0%	0.0%
	Child Protective Services Specialist ^c	5,875.25	4.0%	2,084	8.5%	35.5%
	Child Support Officer	1,340.50	0.9%	110	0.5%	8.2%
	Child Support Technician	274.00	0.2%	17	0.1%	6.2%
	Direct Support Professional ^c	5,575.75	3.8%	2,073	8.5%	37.2%
	Family and Protective Services Supervisor	1,318.75	0.9%	209	0.9%	15.8%
	Family Services Specialist	189.50	0.1%	13	0.1%	6.9%
	Guardianship Specialist	70.50	0.0%	6	0.0%	8.5%
	Guardianship Supervisor	11.00	0.0%	2	0.0%	0.0%
	Human Rights Officer	31.25	0.0%	1	0.0%	3.2%
	Human Services Specialist	1,261.75	0.9%	181	0.7%	14.3%
	Human Services Technician ^c	619.25	0.4%	185	0.8%	29.9%
	Interpreter/Translator	34.00	0.0%	6	0.0%	17.6%
	Protective Services Intake Specialist	340.75	0.2%	39	0.2%	11.4%
	Qualified Intellectual Disability Professional	273.75	0.2%	35	0.1%	12.8%
	Recreation Program Specialist	14.00	0.0%	2	0.0%	14.3%
	Rehabilitation Teacher	93.75	0.1%	13	0.1%	13.9%
	Rehabilitation Therapy Technician	940.00	0.6%	136	0.6%	14.5%
	Resident Specialist ^c	191.25	0.1%	43	0.2%	22.5%
	Social Worker	293.75	0.2%	45	0.2%	15.3%
	Substance Abuse Counselor	87.50	0.1%	11	0.0%	12.6%
	Texas Works Advisor	6,157.25	4.2%	994	4.1%	16.1%
	Texas Works Supervisor	529.50	0.4%	31	0.1%	5.9%
	Transition Coordinator	15.25	0.0%	2	0.0%	13.1%
	Veterans Services Representative ^c	308.75	0.2%	66	0.3%	21.4%
	Vocational Rehabilitation Counselor ^c	584.75	0.4%	113	0.5%	19.3%
	Volunteer Services Coordinator	72.75	0.0%	14	0.1%	19.2%
Totals for Social Services		27,703.50	18.7%	6,687	27.4%	24.1% ^d
Statewide Totals ^e		148,074.00	100.0%	24,420	100.0%	16.5%

Occupational Category	Job Classification Series	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^b	Turnover Rate
<p>^a Percentages of total average headcount may not sum exactly due to rounding.</p> <p>^b Percentages of total separations for job classification series may not sum exactly due to rounding.</p> <p>^c One of the 23 job classification series that had more than 100 employees and a turnover rate that exceeded the statewide turnover rate of 16.5 percent, as mentioned in Chapter 2.</p> <p>^d Turnover rates for occupational categories are calculated using the turnover formula provided in Appendix 1; they are not the sum of the turnover rates for the individual job classification series.</p> <p>^e Percentages do not sum to 100.0 percent due to rounding.</p>						

Source: The State Auditor’s Office’s Electronic Classification Analysis System.

Appendix 5

Turnover by Region and County

Figure 15 provides a summary of turnover by region and county in Texas in fiscal year 2024.

Figure 15

Turnover by Region and County for Fiscal Year 2024

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
Alamo Region	Atascosa	107.25	0.1%	13	0.1%	12.1%
	Bandera	45.50	0.0%	7	0.0%	15.4%
	Bexar	6,921.75	4.7%	1,245	5.1%	18.0%
	Calhoun	60.00	0.0%	4	0.0%	6.7%
	Comal	210.50	0.1%	33	0.1%	15.7%
	Dewitt	395.25	0.3%	57	0.2%	14.4%
	Frio	292.25	0.2%	56	0.2%	19.2%
	Gillespie	48.25	0.0%	6	0.0%	12.4%
	Goliad	43.25	0.0%	5	0.0%	11.6%
	Gonzales	58.00	0.0%	7	0.0%	12.1%
	Guadalupe	244.00	0.2%	40	0.2%	16.4%
	Jackson	21.00	0.0%	2	0.0%	9.5%
	Karnes	347.50	0.2%	80	0.3%	23.0%
	Kendall	46.25	0.0%	0	0.0%	0.0%
	Kerr	924.50	0.6%	213	0.9%	23.0%
	Lavaca	28.00	0.0%	1	0.0%	3.6%
	Medina	382.50	0.3%	88	0.4%	23.0%
	Victoria	240.50	0.2%	30	0.1%	12.5%
	Wilson	59.75	0.0%	6	0.0%	10.0%
Alamo Region Totals		10,476.00	7.1%	1,893.00	7.8%	18.1% ^b

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
Capital Region	Bastrop	204.25	0.1%	26	0.1%	12.7%
	Blanco	43.00	0.0%	2	0.0%	4.7%
	Burnet	231.25	0.2%	49	0.2%	21.2%
	Caldwell	76.50	0.1%	12	0.0%	15.7%
	Fayette	76.25	0.1%	12	0.0%	15.7%
	Hays	311.25	0.2%	39	0.2%	12.5%
	Lee	339.50	0.2%	136	0.6%	40.1%
	Llano	30.25	0.0%	0	0.0%	0.0%
	Travis	39,433.25	26.6%	4,085	16.7%	10.4%
	Williamson	434.50	0.3%	87	0.4%	20.0%
Capital Region Totals		41,180.00	27.8%	4,448	18.2%	10.8% ^b
Central Texas Region	Bell	842.75	0.6%	144	0.6%	17.1%
	Bosque	28.75	0.0%	3	0.0%	10.4%
	Brazos	786.00	0.5%	119	0.5%	15.1%
	Burleson	42.00	0.0%	3	0.0%	7.1%
	Coryell	2,032.25	1.4%	580	2.4%	28.5%
	Falls	272.50	0.2%	56	0.2%	20.6%
	Freestone	238.50	0.2%	46	0.2%	19.3%
	Grimes	746.00	0.5%	144	0.6%	19.3%
	Hamilton	77.50	0.1%	14	0.1%	18.1%
	Hill	95.50	0.1%	10	0.0%	10.5%
	Lampasas	64.50	0.0%	9	0.0%	14.0%
	Leon	54.50	0.0%	6	0.0%	11.0%
	Limestone	1,407.75	1.0%	273	1.1%	19.4%
	Madison	431.00	0.3%	61	0.2%	14.2%
	McLennan	1,583.25	1.1%	401	1.6%	25.3%
	Milam	40.00	0.0%	12	0.0%	30.0%
	Mills	13.25	0.0%	6	0.0%	45.3%
	Robertson	38.00	0.0%	4	0.0%	10.5%
	San Saba	114.75	0.1%	21	0.1%	18.3%
Washington	1,058.50	0.7%	286	1.2%	27.0%	
Central Texas Region Totals		9,967.25	6.7%	2,198	9.0%	22.1% ^b

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
Gulf Coast Region	Austin	90.00	0.1%	12	0.0%	13.3%
	Brazoria	3,239.00	2.2%	804	3.3%	24.8%
	Chambers	41.00	0.0%	3	0.0%	7.3%
	Colorado	97.50	0.1%	14	0.1%	14.4%
	Fort Bend	2,627.25	1.8%	348	1.4%	13.2%
	Galveston	1,224.25	0.8%	158	0.6%	12.9%
	Harris	8,005.75	5.4%	1,276	5.2%	15.9%
	Liberty	1,187.25	0.8%	370	1.5%	31.2%
	Matagorda	82.25	0.1%	8	0.0%	9.7%
	Montgomery	553.75	0.4%	94	0.4%	17.0%
	Walker	6,415.25	4.3%	1,089	4.5%	17.0%
	Waller	62.75	0.0%	10	0.0%	15.9%
	Wharton	96.00	0.1%	11	0.0%	11.5%
	Gulf Coast Region Totals		23,722.00	16.0%	4,197	17.2%
High Plains Region	Armstrong	20.25	0.0%	1	0.0%	4.9%
	Bailey	14.00	0.0%	5	0.0%	35.7%
	Briscoe	24.25	0.0%	0	0.0%	0.0%
	Carson	31.50	0.0%	4	0.0%	12.7%
	Castro	14.00	0.0%	3	0.0%	21.4%
	Childress	329.25	0.2%	51	0.2%	15.5%
	Cochran	12.25	0.0%	2	0.0%	16.3%
	Collingsworth	16.00	0.0%	2	0.0%	12.5%
	Crosby	15.75	0.0%	1	0.0%	6.3%
	Dallam	44.50	0.0%	6	0.0%	13.5%
	Deaf Smith	45.50	0.0%	4	0.0%	8.8%
	Dickens	13.50	0.0%	2	0.0%	14.8%
	Donley	17.00	0.0%	5	0.0%	29.4%
	Floyd	15.75	0.0%	0	0.0%	0.0%
	Garza	28.50	0.0%	2	0.0%	7.0%
	Gray	323.50	0.2%	51	0.2%	15.8%
	Hale	559.50	0.4%	112	0.5%	20.0%
Hall	15.25	0.0%	2	0.0%	13.1%	

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Hansford	12.25	0.0%	2	0.0%	16.3%
	Hartley	94.00	0.1%	24	0.1%	25.5%
	Hemphill	22.00	0.0%	1	0.0%	4.5%
	Hockley	45.50	0.0%	4	0.0%	8.8%
	Hutchinson	51.50	0.0%	7	0.0%	13.6%
	Lamb	59.00	0.0%	11	0.0%	18.6%
	Lubbock	2,769.75	1.9%	531	2.2%	19.2%
	Lynn	13.50	0.0%	4	0.0%	29.6%
	Moore	55.75	0.0%	10	0.0%	17.9%
	Motley	11.00	0.0%	0	0.0%	0.0%
	Ochiltree	34.75	0.0%	1	0.0%	2.9%
	Oldham	20.00	0.0%	6	0.0%	30.0%
	Parmer	16.50	0.0%	4	0.0%	24.2%
	Potter	1,117.25	0.8%	219	0.9%	19.6%
	Randall	379.50	0.3%	52	0.2%	13.7%
	Sherman	14.00	0.0%	1	0.0%	7.1%
	Swisher	133.00	0.1%	20	0.1%	15.0%
	Terry	35.00	0.0%	5	0.0%	14.3%
	Wheeler	18.25	0.0%	3	0.0%	16.4%
	Yoakum	7.00	0.0%	2	0.0%	28.6%
High Plains Region Totals		6,449.75	4.4%	1,160	4.8%	18.0% ^b
Metroplex Region	Collin	528.75	0.4%	127	0.5%	24.0%
	Cooke	384.75	0.3%	223	0.9%	58.0%
	Dallas	4,441.75	3.0%	959	3.9%	21.6%
	Denton	2,044.50	1.4%	553	2.3%	27.0%
	Ellis	440.50	0.3%	76	0.3%	17.3%
	Erath	111.75	0.1%	8	0.0%	7.2%
	Fannin	521.25	0.4%	95	0.4%	18.2%
	Grayson	226.75	0.2%	48	0.2%	21.2%
	Hood	98.00	0.1%	15	0.1%	15.3%
	Hunt	153.50	0.1%	28	0.1%	18.2%
	Johnson	196.25	0.1%	26	0.1%	13.2%

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Kaufman	1,101.75	0.7%	177	0.7%	16.1%
	Navarro	137.75	0.1%	22	0.1%	16.0%
	Palo Pinto	158.00	0.1%	17	0.1%	10.8%
	Parker	138.75	0.1%	22	0.1%	15.9%
	Rockwall	75.25	0.1%	18	0.1%	23.9%
	Somervell	16.50	0.0%	1	0.0%	6.1%
	Tarrant	3,520.25	2.4%	558	2.3%	15.9%
	Wise	117.50	0.1%	29	0.1%	24.7%
Metroplex Region Totals		14,413.50	9.7%	3,002	12.3%	20.8% ^b
Northwest Region	Archer	15.50	0.0%	0	0.0%	0.0%
	Baylor	24.00	0.0%	1	0.0%	4.2%
	Brown	698.25	0.5%	174	0.7%	24.9%
	Callahan	20.00	0.0%	1	0.0%	5.0%
	Clay	23.00	0.0%	2	0.0%	8.7%
	Coleman	14.00	0.0%	0	0.0%	0.0%
	Comanche	17.50	0.0%	3	0.0%	17.1%
	Cottle	21.00	0.0%	4	0.0%	19.0%
	Eastland	84.50	0.1%	12	0.0%	14.2%
	Fisher	13.25	0.0%	2	0.0%	15.1%
	Foard	12.00	0.0%	0	0.0%	0.0%
	Hardeman	21.00	0.0%	1	0.0%	4.8%
	Haskell	28.00	0.0%	0	0.0%	0.0%
	Jack	28.00	0.0%	0	0.0%	0.0%
	Jones	732.75	0.5%	203	0.8%	27.7%
	Kent	10.50	0.0%	3	0.0%	28.6%
	Knox	17.25	0.0%	1	0.0%	5.8%
	Mitchell	181.25	0.1%	48	0.2%	26.5%
	Montague	50.00	0.0%	5	0.0%	10.0%
	Nolan	43.75	0.0%	3	0.0%	6.9%
Runnels	28.00	0.0%	6	0.0%	21.4%	
Scurry	183.00	0.1%	32	0.1%	17.5%	
Shackelford	21.75	0.0%	0	0.0%	0.0%	

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Stephens	161.00	0.1%	24	0.1%	14.9%
	Stonewall	12.25	0.0%	1	0.0%	8.2%
	Taylor	2,140.25	1.4%	490	2.0%	22.9%
	Throckmorton	10.00	0.0%	1	0.0%	10.0%
	Wichita	2,170.50	1.5%	343	1.4%	15.8%
	Wilbarger	1,058.75	0.7%	200	0.8%	18.9%
	Young	54.25	0.0%	2	0.0%	3.7%
Northwest Region Totals		7,895.25	5.3%	1,562.00	6.4%	19.8% ^b
South Texas Region	Aransas	111.50	0.1%	14	0.1%	12.6%
	Bee	1,164.50	0.8%	256	1.0%	22.0%
	Brooks	47.00	0.0%	1	0.0%	2.1%
	Cameron	1,692.00	1.1%	230	0.9%	13.6%
	Dimmit	42.75	0.0%	3	0.0%	7.0%
	Duval	157.25	0.1%	17	0.1%	10.8%
	Edwards	13.75	0.0%	0	0.0%	0.0%
	Hidalgo	3,697.25	2.5%	412	1.7%	11.1%
	Jim Hogg	27.00	0.0%	6	0.0%	22.2%
	Jim Wells	137.50	0.1%	14	0.1%	10.2%
	Kinney	22.00	0.0%	2	0.0%	9.1%
	Kleberg	101.75	0.1%	13	0.1%	12.8%
	La Salle	142.50	0.1%	21	0.1%	14.7%
	Live Oak	29.00	0.0%	3	0.0%	10.3%
	Maverick	175.00	0.1%	14	0.1%	8.0%
	McMullen	30.00	0.0%	4	0.0%	13.3%
	Nueces	2,367.25	1.6%	485	2.0%	20.5%
	Real	12.00	0.0%	3	0.0%	25.0%
	Refugio	21.50	0.0%	0	0.0%	0.0%
	San Patricio	159.25	0.1%	29	0.1%	18.2%
Starr	320.00	0.2%	23	0.1%	7.2%	
Uvalde	139.25	0.1%	15	0.1%	10.8%	
Val Verde	171.25	0.1%	21	0.1%	12.3%	
Webb	930.00	0.6%	85	0.3%	9.1%	

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Willacy	54.50	0.0%	7	0.0%	12.8%
	Zapata	39.00	0.0%	2	0.0%	5.1%
	Zavala	48.25	0.0%	3	0.0%	6.2%
South Texas Region Totals		11,853.00	8.0%	1,683	6.9%	14.2% ^b
Southeast Region	Angelina	1,611.00	1.1%	296	1.2%	18.4%
	Hardin	67.00	0.0%	12	0.0%	17.9%
	Houston	508.25	0.3%	89	0.4%	17.5%
	Jasper	279.75	0.2%	48	0.2%	17.2%
	Jefferson	2,153.00	1.5%	587	2.4%	27.3%
	Nacogdoches	234.00	0.2%	43	0.2%	18.4%
	Newton	17.25	0.0%	2	0.0%	11.6%
	Orange	135.75	0.1%	31	0.1%	22.8%
	Polk	686.75	0.5%	234	1.0%	34.1%
	Sabine	33.00	0.0%	5	0.0%	15.2%
	San Augustine	22.25	0.0%	5	0.0%	22.5%
	San Jacinto	37.75	0.0%	3	0.0%	7.9%
	Shelby	45.00	0.0%	16	0.1%	35.6%
	Trinity	29.00	0.0%	10	0.0%	34.5%
Tyler	410.50	0.3%	101	0.4%	24.6%	
Southeast Region Totals		6,270.25	4.2%	1,482	6.1%	23.6% ^b
Upper East Region	Anderson	2,249.50	1.5%	399	1.6%	17.7%
	Bowie	690.00	0.5%	188	0.8%	27.2%
	Camp	16.75	0.0%	1	0.0%	6.0%
	Cass	181.50	0.1%	9	0.0%	5.0%
	Cherokee	1,664.00	1.1%	299	1.2%	18.0%
	Delta	22.25	0.0%	1	0.0%	4.5%
	Franklin	23.50	0.0%	3	0.0%	12.8%
	Gregg	370.75	0.3%	61	0.2%	16.5%
	Harrison	164.50	0.1%	24	0.1%	14.6%
	Henderson	312.00	0.2%	43	0.2%	13.8%
	Hopkins	138.00	0.1%	17	0.1%	12.3%
Lamar	292.25	0.2%	30	0.1%	10.3%	

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Marion	22.00	0.0%	5	0.0%	22.7%
	Morris	42.75	0.0%	8	0.0%	18.7%
	Panola	40.75	0.0%	8	0.0%	19.6%
	Rains	19.75	0.0%	2	0.0%	10.1%
	Red River	35.00	0.0%	3	0.0%	8.6%
	Rusk	150.25	0.1%	34	0.1%	22.6%
	Smith	1,138.00	0.8%	137	0.6%	12.0%
	Titus	149.00	0.1%	24	0.1%	16.1%
	Upshur	64.75	0.0%	15	0.1%	23.2%
	Van Zandt	91.00	0.1%	17	0.1%	18.7%
	Wood	241.00	0.2%	49	0.2%	20.3%
Upper East Region Totals		8,119.25	5.5%	1,377	5.6%	17.0% ^b
Upper Rio Grande Region	Brewster	106.75	0.1%	14	0.1%	13.1%
	Culberson	31.25	0.0%	4	0.0%	12.8%
	El Paso	3,747.75	2.5%	570	2.3%	15.2%
	Hudspeth	34.75	0.0%	1	0.0%	2.9%
	Jeff Davis	48.50	0.0%	8	0.0%	16.5%
	Presidio	61.00	0.0%	6	0.0%	9.8%
Upper Rio Grande Region Totals		4,030.00	2.7%	603	2.5%	15.0% ^b
West Texas Region	Andrews	30.00	0.0%	3	0.0%	10.0%
	Borden	10.50	0.0%	4	0.0%	38.1%
	Coke	11.75	0.0%	1	0.0%	8.5%
	Concho	14.25	0.0%	1	0.0%	7.0%
	Crane	15.25	0.0%	2	0.0%	13.1%
	Crockett	26.00	0.0%	2	0.0%	7.7%
	Dawson	288.25	0.2%	79	0.3%	27.4%
	Ector	329.50	0.2%	44	0.2%	13.4%
	Gaines	24.25	0.0%	6	0.0%	24.7%
	Howard	638.25	0.4%	191	0.8%	29.9%
	Irion	1.00	0.0%	0	0.0%	0.0%
	Kimble	39.25	0.0%	4	0.0%	10.2%
	Martin	15.50	0.0%	1	0.0%	6.5%

Region	County	Average Headcount	Percentage of Total Average Headcount ^a	Separations	Percentage of Total Separations ^a	Turnover Rate
	Mason	19.75	0.0%	5	0.0%	25.3%
	McCulloch	39.75	0.0%	5	0.0%	12.6%
	Menard	11.50	0.0%	2	0.0%	17.4%
	Midland	490.25	0.3%	71	0.3%	14.5%
	Pecos	288.50	0.2%	52	0.2%	18.0%
	Reagan	16.75	0.0%	0	0.0%	0.0%
	Reeves	61.75	0.0%	16	0.1%	25.9%
	Schleicher	1.00	0.0%	0	0.0%	0.0%
	Sterling	12.50	0.0%	1	0.0%	8.0%
	Sutton	25.50	0.0%	1	0.0%	3.9%
	Terrell	10.75	0.0%	2	0.0%	18.6%
	Tom Green	1,197.50	0.8%	308	1.3%	25.7%
	Upton	12.50	0.0%	1	0.0%	8.0%
	Ward	49.25	0.0%	12	0.0%	24.4%
	Winkler	16.75	0.0%	1	0.0%	6.0%
West Texas Region Totals		3,697.75	2.5%	815	3.3%	22.0% ^b
Statewide Totals		148,074.00	100.0%	24,420	100.0%	16.5%

^a Percentages of totals for regions may not sum exactly due to rounding.

^b Turnover rates for regions are calculated using the turnover formula provided in [Appendix 1](#); they are not the sums of the turnover rates for the individual counties.

Source: The State Auditor's Office's Electronic Classification Analysis System.

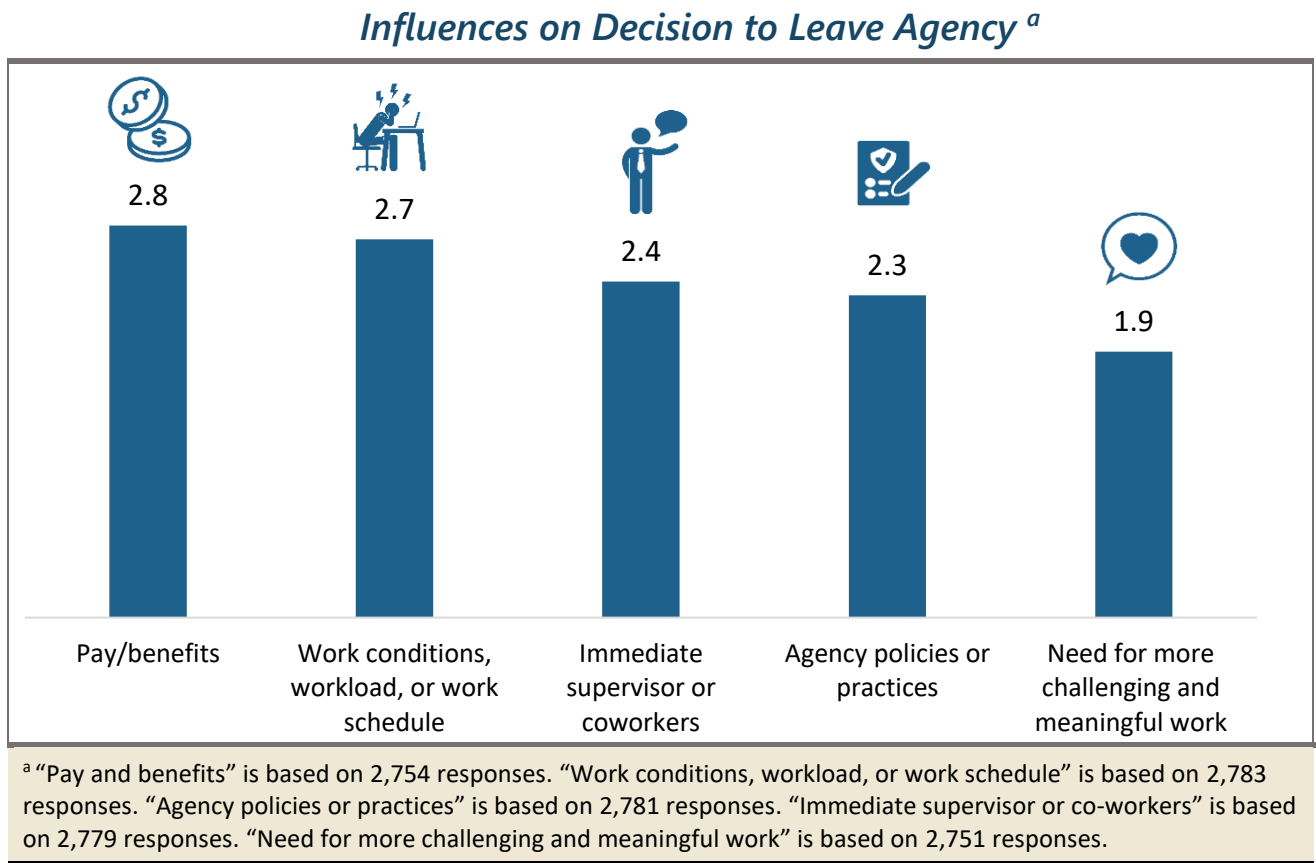
Appendix 6

Overall Exit Survey Results

Figure 16 through Figure 20 show the aggregate results from 2,889 State of Texas Employee Exit Surveys completed by state agency employees (not including higher education institution employees) who voluntarily left employment at their state agency between September 1, 2023, and August 31, 2024.

The survey asked employees to rate the extent to which certain factors influenced their decision to leave employment with their agency, using a scale ranging from 1 for very little influence to 5 for very great influence. Figure 16 shows the average ratings given for each factor. Pay and benefits was ranked as the greatest influence.

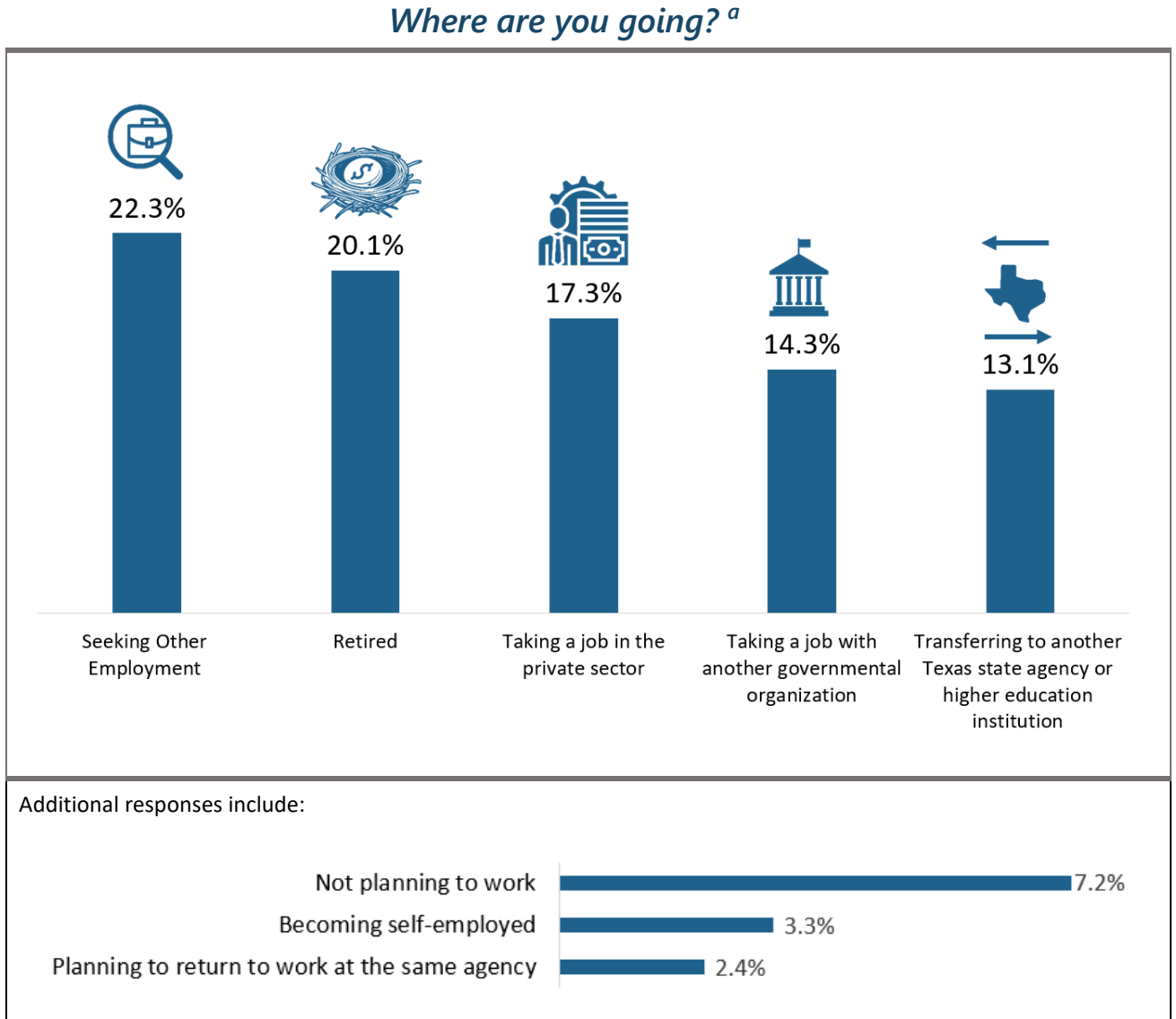
Figure 16



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

Figure 17 indicates the types of workplaces, if any, that separating employees reported as their destinations.

Figure 17



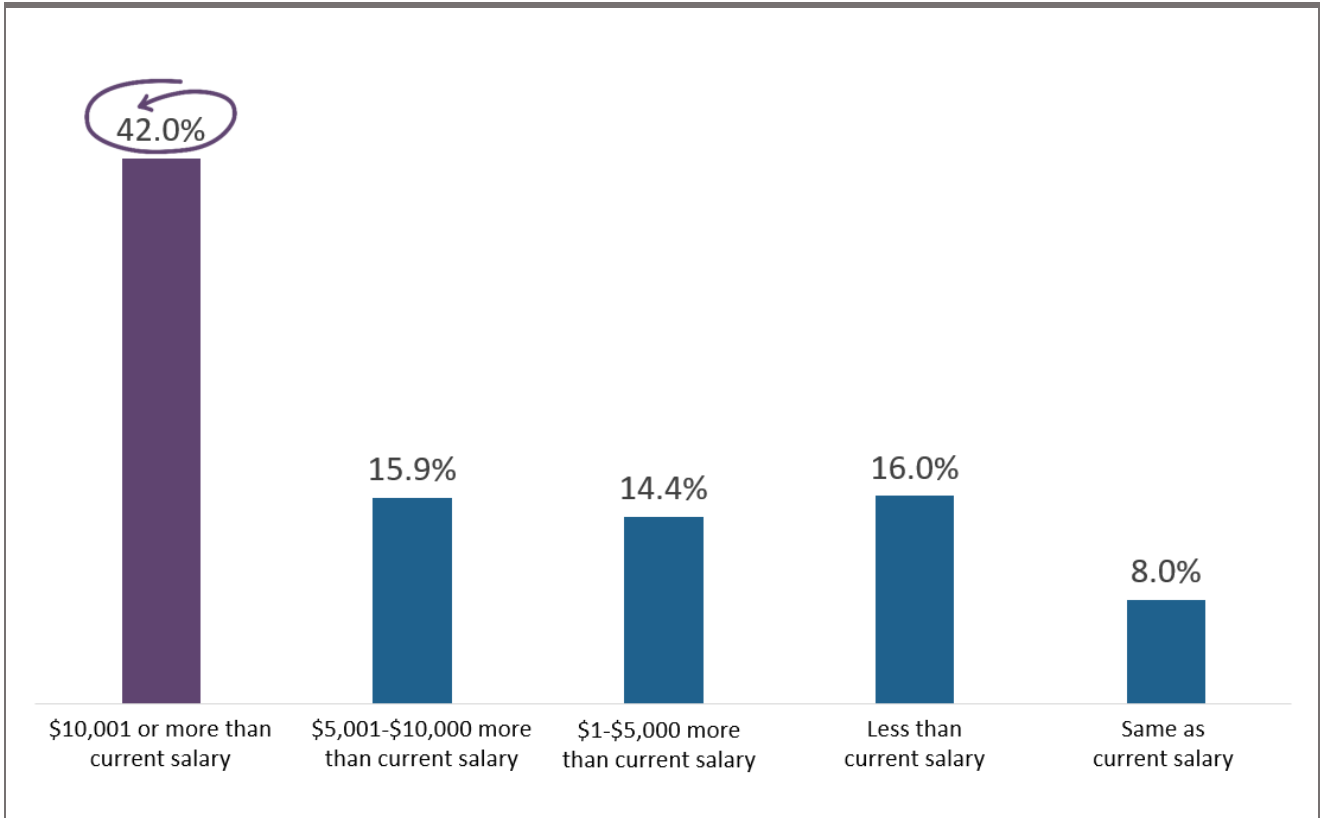
^a Based on 2,864 responses.

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

Figure 18 illustrates the differences between new and current annual salaries reported by separating employees.

Figure 18

Compared to your current salary, how much of an increase or decrease will your new salary be? ^a



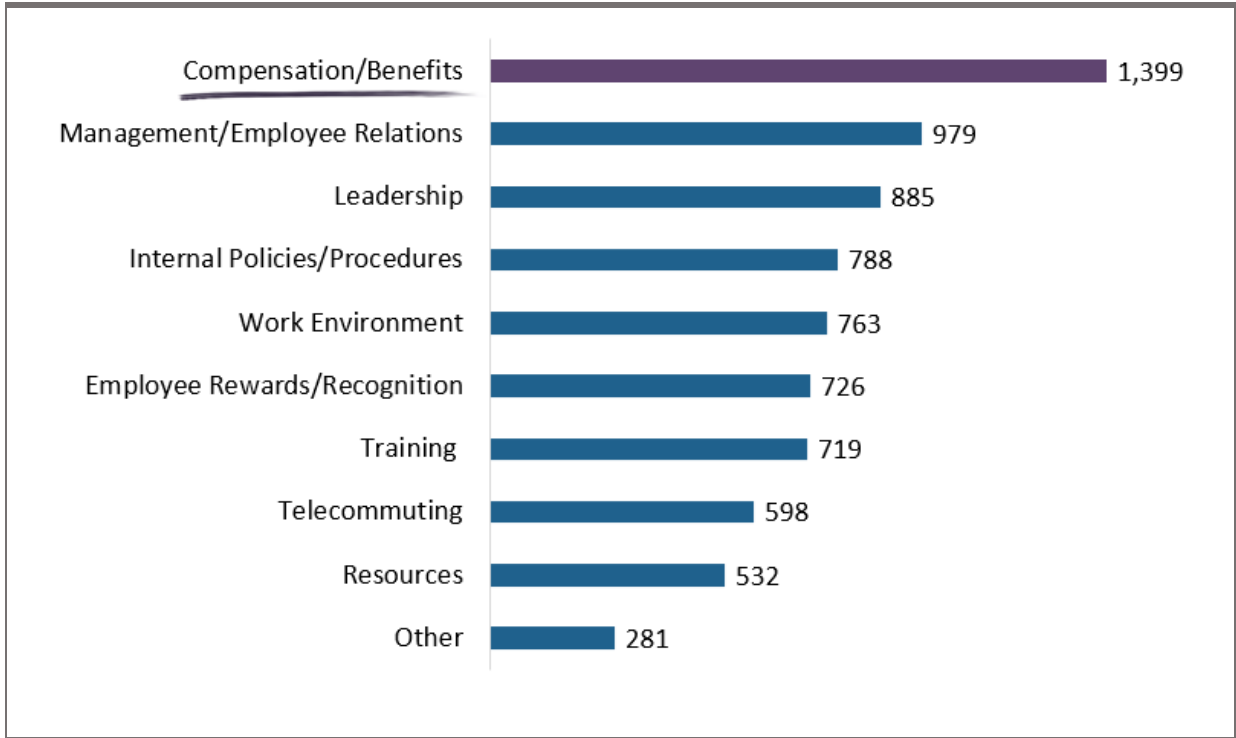
^a Based on 1,682 responses; 3.6 percent of those respondents replied the question was not applicable.

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

Figure 19 indicates the types of changes employees would like to see in their agency.

Figure 19

What would you like to change in your agency? ^a



^a Respondents could select more than one answer to this question.

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

[Chapter 2](#) discusses the four large state agencies (agencies with 1,000 or more employees) that had the highest turnover rates in fiscal year 2024. Figure 20 shows the top three reasons for leaving employment, as reported by separating employees in their exit surveys from those agencies. Those agencies make up approximately 73.5 percent of the State’s classified workforce.

Figure 20

***Top Three Reasons for Leaving Employment
at These Four State Agencies in Fiscal Year 2024***

Agency	1st Most Cited Reason	2nd Most Cited Reason	3rd Most Cited Reason
Department of Criminal Justice	Better pay/benefits	Retired	Poor working conditions/environment
Department of Family and Protective Services	Poor working conditions/environment	Manager/Coworker issues	Retired
Health and Human Services Commission	Retired	Poor working conditions/environment	Better pay/benefits
Juvenile Justice Department	Poor working conditions/environment	Better Pay/Benefits and Retired (Tie)	Health

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



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